Fall 2021
DEPARTMENT CHAIR WORKSHOPS

Academic Review 101
Discussion led by Vice Provost Teenie Matlock and CAP Chair Ramesh Balasubramaniam
Monday, August 30 | Noon

A walk through the complaint process
Discussion led by Associate Vice Provost Zulema Valdez
Graduate Group Chairs also invited
Thursday, September 23 | Noon

Managing department communications and meetings
Discussion led by Dr. Gene Crumley of UC Davis
Wednesday, October 27 | Noon

Accelerations and off-cycle reviews: when, why, how
Discussion led by Vice Provost Teenie Matlock and ME Chair Ashlie Martini
Tuesday, November 16 | Noon

Faculty leaves and accommodations: policy and the chair's role
Discussion led by Asst. Vice Provost Kelly Anders and Analyst Esmeralda Martinez
Wednesday, December 8 | Noon

Managing Meetings

Gene Crumley
Office of the Vice Provost, Academic Personnel

Let's begin here...

Meetings get off track for two reasons:

people

process

people

When meetings get off track it makes *intuitive* sense to focus on the people attending…

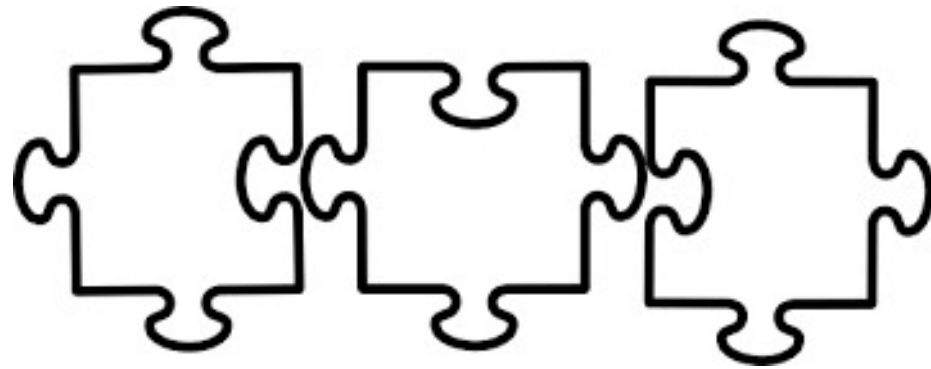The *problem* with focusing on people is that it's not clear where we go from there...
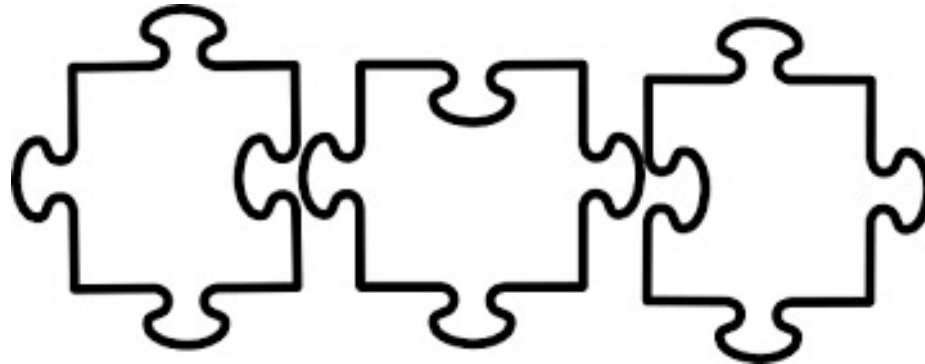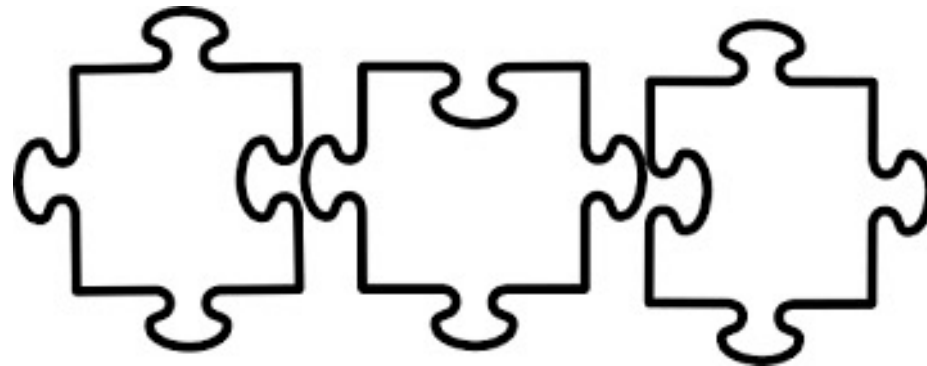
On the other hand...

A productive meeting has **3** *interlocking* parts:

Preparation

Facilitation
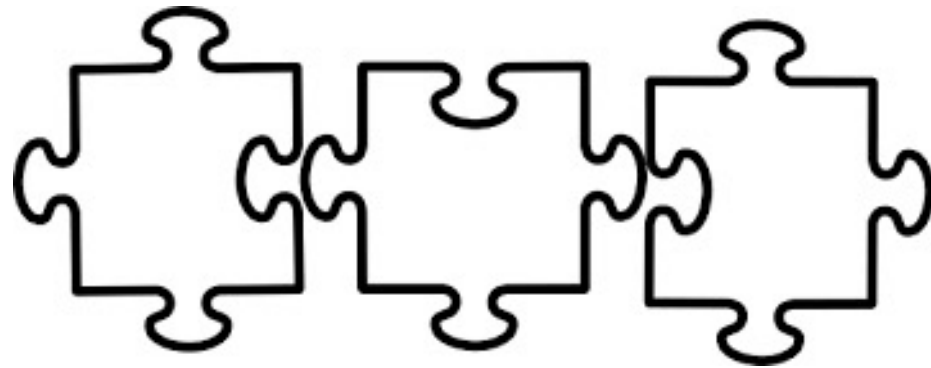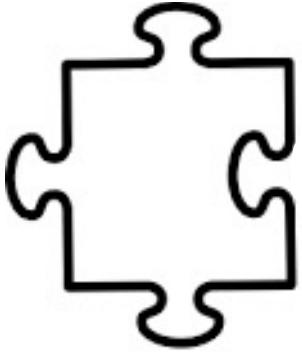
Follow up

Preparation primarily means**…**
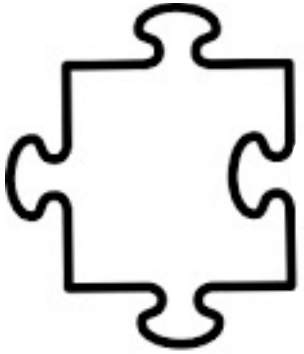
Preparation

A **well**-**crafted**…

AGENDA

A well-crafted agenda answers the following questions …

Who? … is attending the meeting, eg., the name of the group.

When? and **Where?** … is the meeting being held.

What? … is being discussed and decided at the meeting.

For example…

Who...?

Department Chairs
October 27, 2021—via Zoom
12:00-1:00pm

AGENDA:

1.'Check In'   [05 min.] 12:00pm
Purpose: start of meeting
Facilitator: Gene Crumley

2. Why meetings fail diagnosis   [25 min]   12:05pm
Purpose: establish framework for course
Presenter: [insert name here]
Facilitator: Gene Crumley

3. Three-part strategy proposal   [25 min]   12:30pm
Purpose: introduce concepts of 'preparation' and 'facilitation'
and 'follow up'.
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4. Meeting recap & homework   [05 min]   12:55pm
Purpose: review decisions & assignments made.

5. Adjourn   1:00pm

When & Where

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The most *critical* elements: time stamps

CRITICAL

Time stamps are critical in facilitating the meeting…!

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Why repeat the facilitator's name throughout the entire agenda…?

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It's a subtle reminder that the meeting *belongs* to the facilitator*...!

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*unless the facilitator allows someone or some sub-group to *hijack* the meeting…!

Here's why the time stamps are so critical in facilitating meetings…!

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The time stamps allow the facilitator to use them as a '3rd-point' referee…

We allocated 10 minutes to this topic…
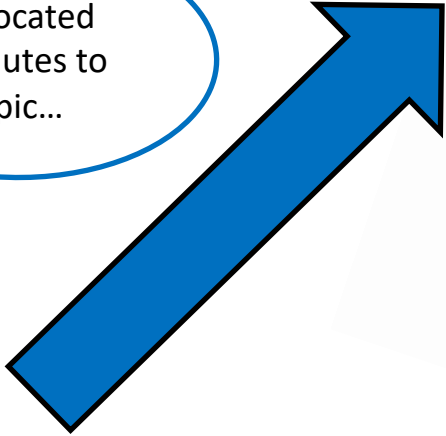
AGENDA

Without a time stamped agenda, it becomes…
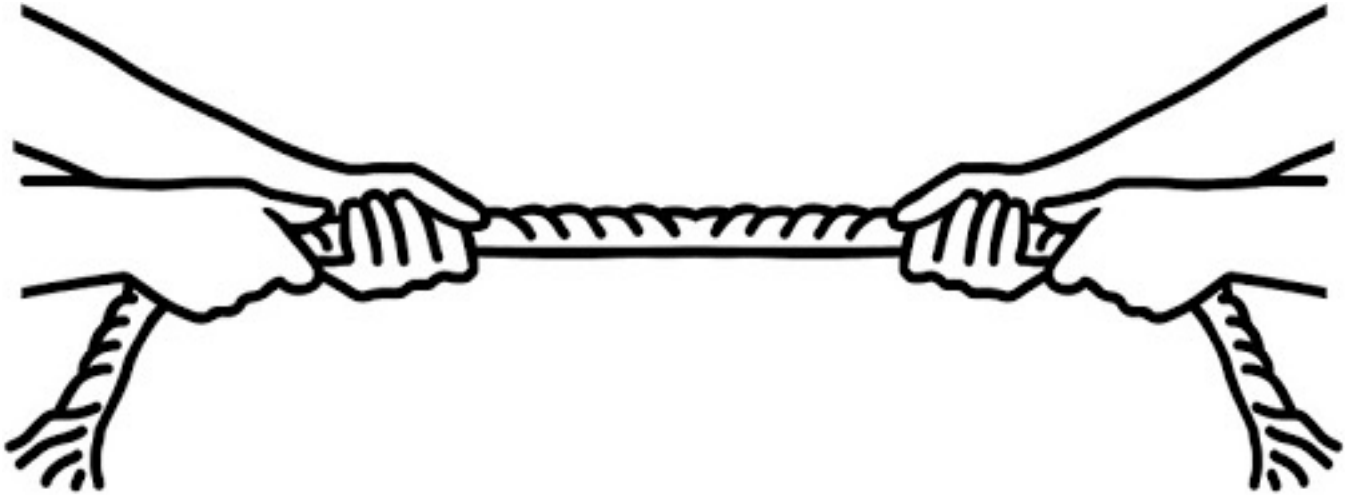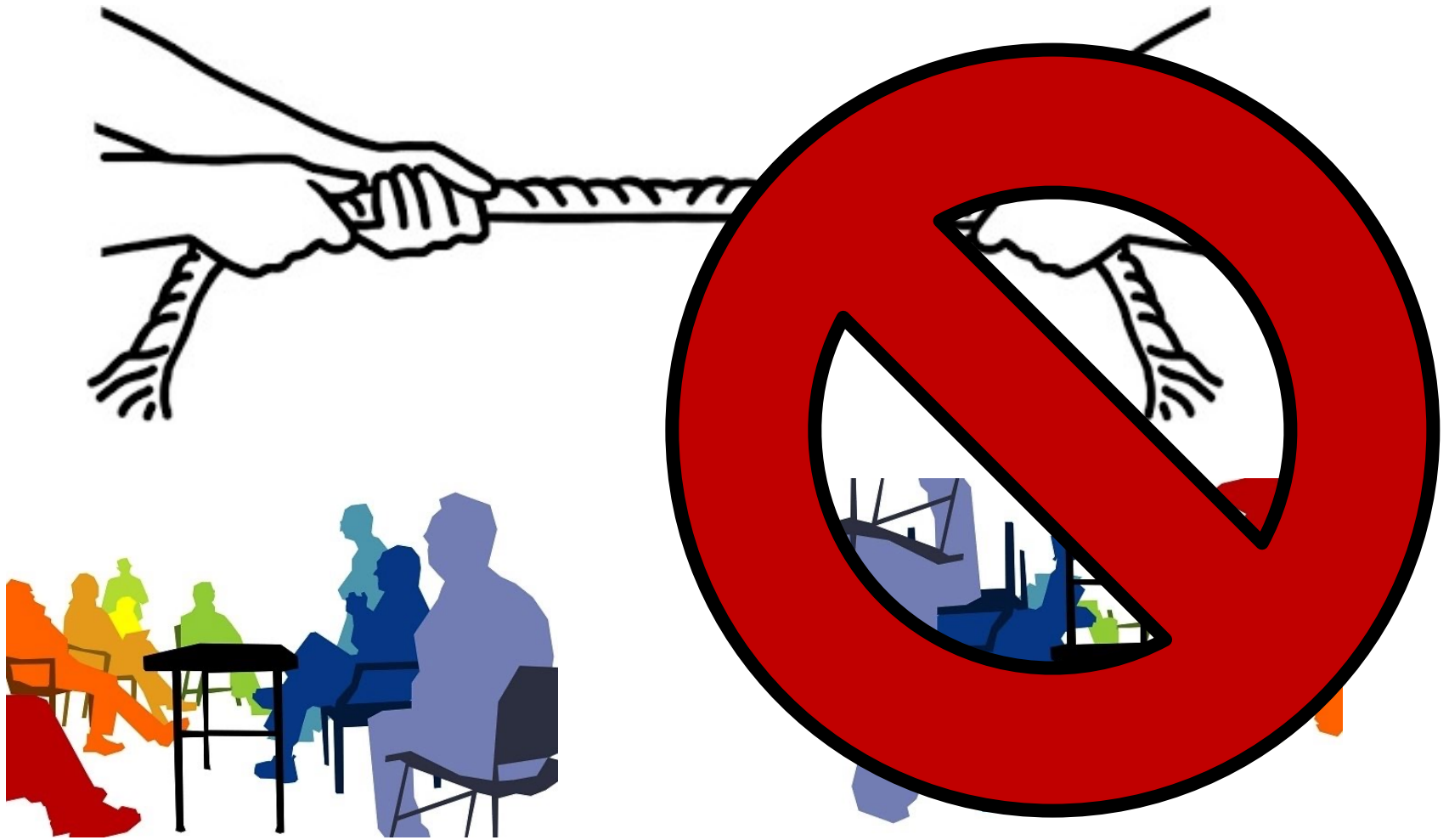
Even if you 'win' it will come at a **high cost…!**

So, here's a question…

Where do you put a contentious issue/topic…?

In the middle…

AGENDA

CONTENTIOUS
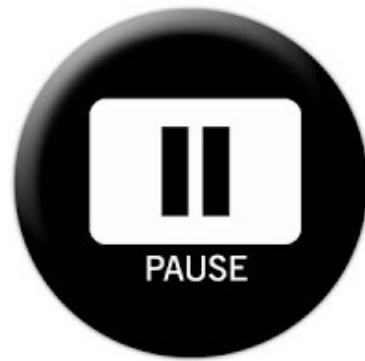
Thoughts & Questions
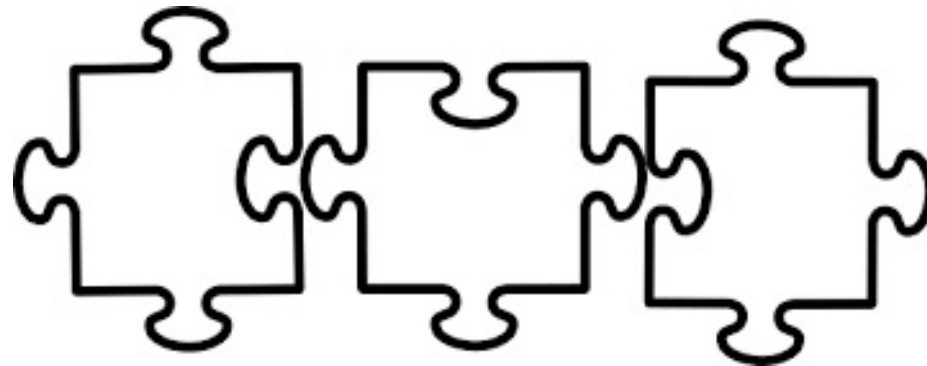
Facilitation

Facilitation means people**…!**

I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.

Maya Angelou

Meeting management styles:

Meeting management styles:

Democratic

Affiliative

Coercive

Authoritative

Democratic

AKA: "every voice counts"

This meeting management style helps committees and groups reach decisions through consensus or broad/ general agreement. This management style is effective when "buy in" is needed.

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When this style works, **trust** is generated based upon the chair's commitment to **equality**.

Strategy

The chair/facilitator/moderator **calls** on everyone to **speak** in the meeting…

Strategy

Even better, the chair/facilitator/moderator calls on those with *less* seniority/power/status/etc., to **speak** *first***…!**

Democratic

AKA: "every voice counts"

This meeting management style helps committees and groups reach decisions through **consensus** or broad/ general agreement. This management style is effective when "buy in" is needed.

Consensus ≠ Unanimity

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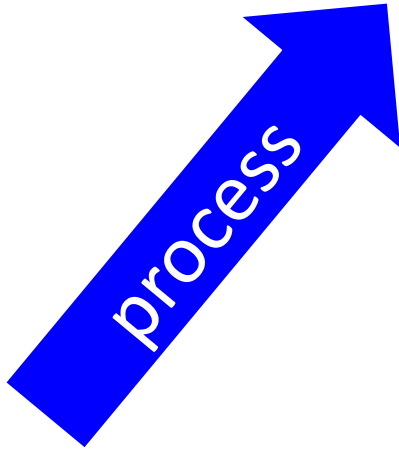
process

100%

Consensus ≠ Unanimity

quantity

When chairs/facilitators/ moderators make the **goal unanimity** (100% agree) they signal that the group or meeting can be *hijacked* by even just *one* person**…!**
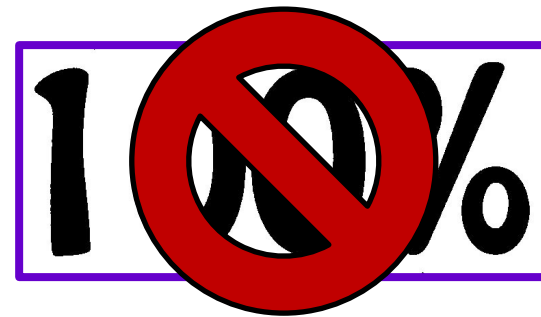
Unanimity

quantity

Democratic consensus is a *process*,
not a quantity**…**

Step #1
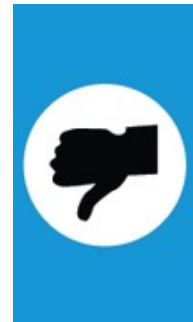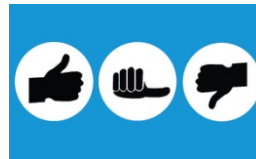
Step #2

Those opposed express *why* they're **opposed** …
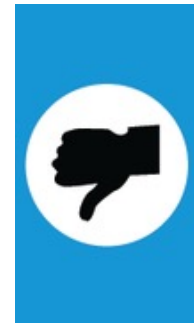
Step #3

Those in favor *address* the **questions** raised…
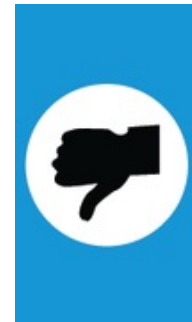
Step #4

Before voting the facilitator establishes…

What **level** of majority …?

Simple majority

50%+1

Super majority

67%

75%
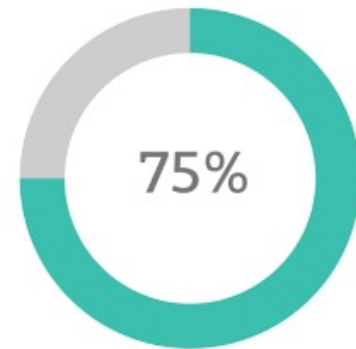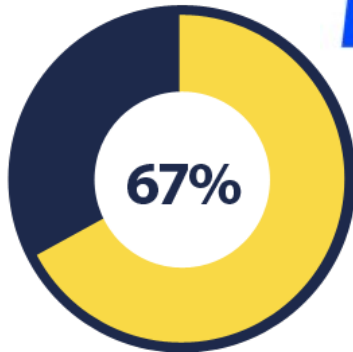
How to decide *which* level of majority…?

Reversibility

Two Questions:

1. How easily can a decision be *reversed*…?

2. How long will the decision *last*…?

Duration

Reversibility

Decisions that can be *easily* reversed & are of *short* duration...

Simple Majority

50%+1

Duration

Reversibility

Longer lasting decisions that can be only be reversed with *much* time & effort...

Super Majority

67%

Duration

Reversibility

Very **high impact**, *very* **long lasting...!**

Super Majority

75%

Duration

Remember: *never* establish 100% unanimity…!

Meeting management styles:
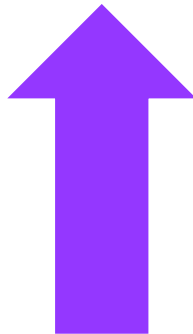
Democratic   **Affiliative**   **Coercive**   **Authoritative**

Affiliative

AKA: "we're all on the same team!"

This management style works to create a harmonious environment where emotional bonds between people can be developed.

Affiliative

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This management style works to create a harmonious environment where emotional bonds between people can be developed.

When this style works, **trust** is generated based upon the leader's **caring/considerateness/civility**.

Strategy

The **Affiliative** management style is primarily conveyed through the **voice**. In other words, not just what is said but *how* the words are said**...!**

Meeting management styles:
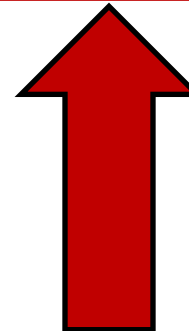
Democratic

Affiliative

Coercive

Authoritative

Coercive

AKA: "Do it right, do it now."

This management style demands immediate and complete compliance. This style works best in a **crisis** situation, when a dramatic change is necessary or required.

Coercive

AKA: "Do it right, do it now."

This management style demands immediate and complete compliance. This style works best in a **crisis** situation, when a dramatic change is necessary or required.

When this style works, **trust** is generated based upon the leader's **composure** and **competence** under *pressure***...!**

The **Coercive** management style is effective *only* when it is used *sparingly*! It becomes less effective the more often it is used. And if it is used *too* often it signals the leader is…

Strategy

Frantic…!

Strategy

And when the leader is perceived as

frantic…!
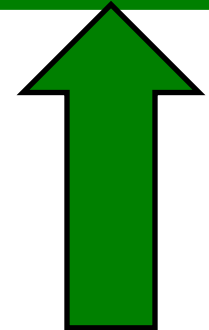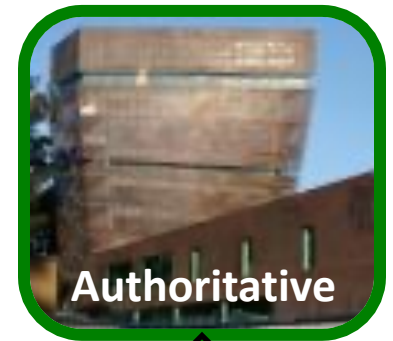
Meeting management styles:

Democratic   **Affiliative**   **Coercive**   **Authoritative**

Authoritative

AKA: "the BIG picture"

This meeting management style presents a compelling vision of the future and a clear articulation of a set of actions that will result in achieving the desired future … or the consequences of *not* taking those actions!

Authoritative

AKA: "the BIG picture"

This meeting management style presents a compelling vision of the future and a clear articulation of a set of actions that will result in achieving the desired future … and the consequences of *not* taking those actions!

When this style works, **trust** is generated based upon the leader's **ability to see** the **BIG picture**.

Strategy
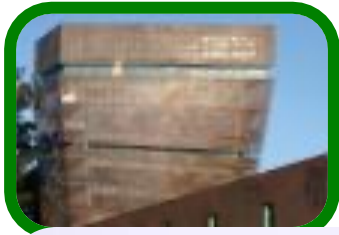
The **Authoritative** management style [note: *not* authoritarian] is effective when the group or an individual starts to get 'too deep into the weeds' or gets distracted from the topic under discussion.

Strategy
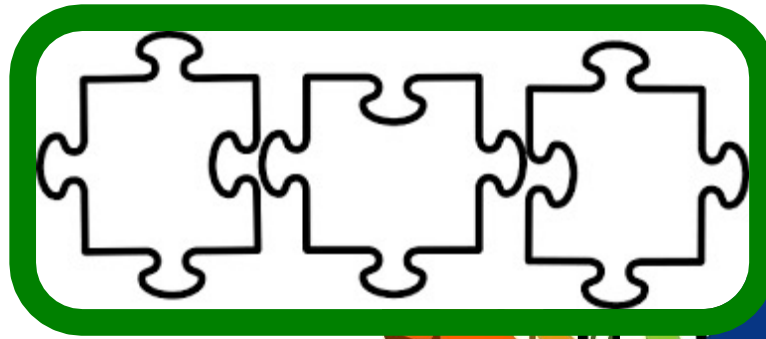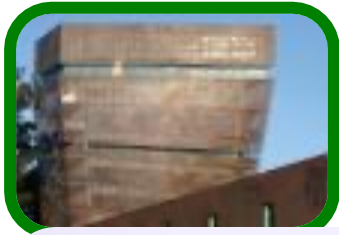
The **Authoritative** management style keeps the group focused on how 'all the pieces' fit *together*, i.e., the BIG picture, so that everyone understands how actions taken in one part of the organization can affect others throughout the organization.
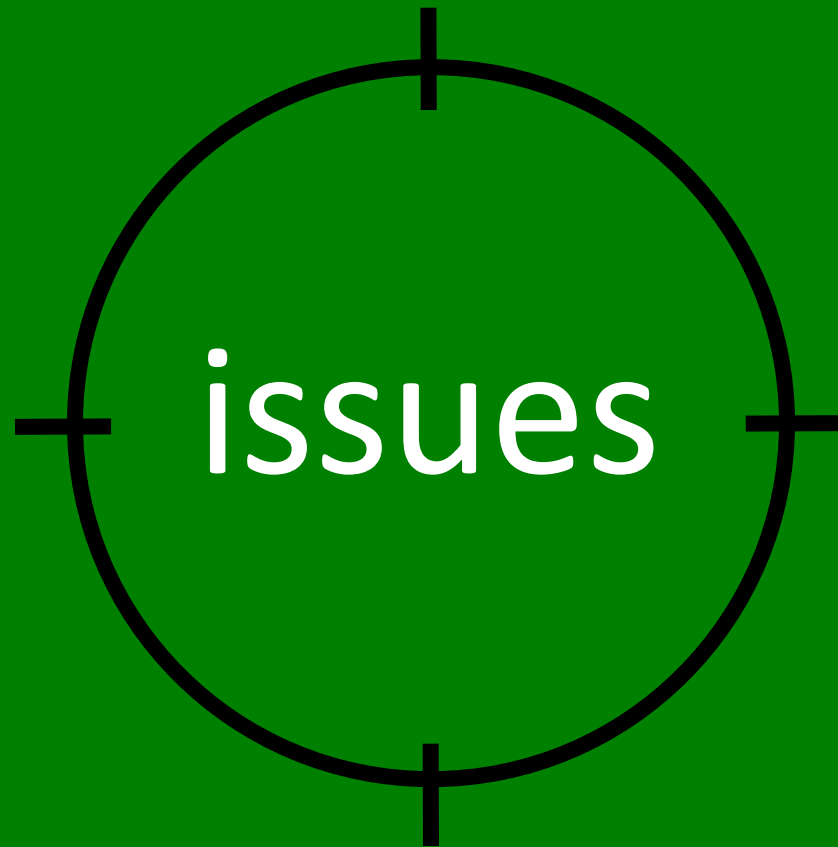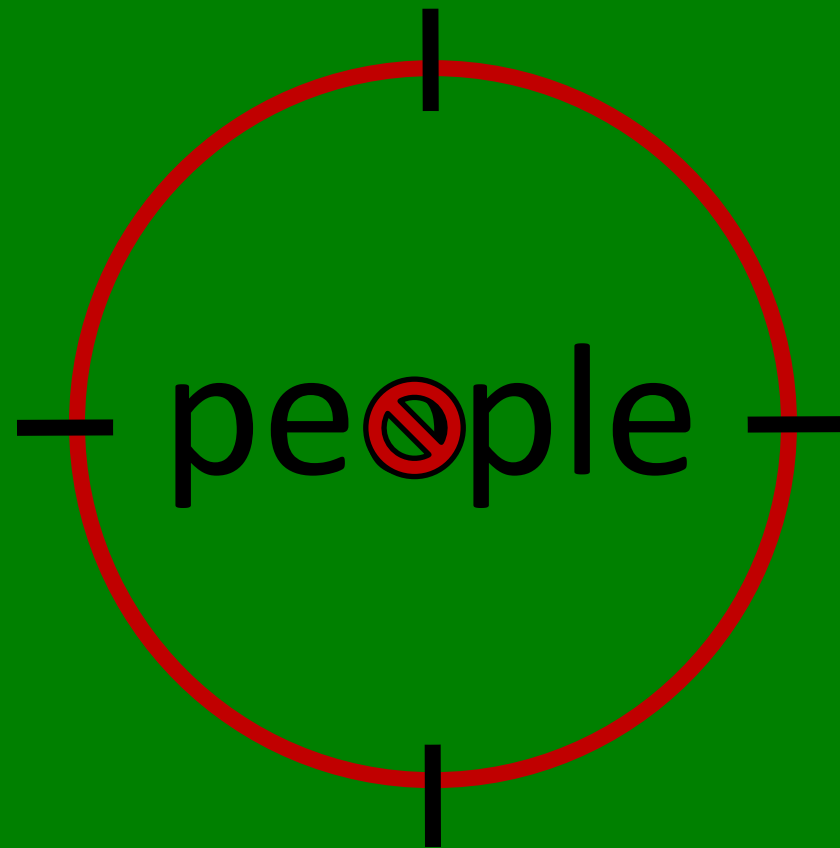
Instead of allowing the focus to *drift* or *shift*...!
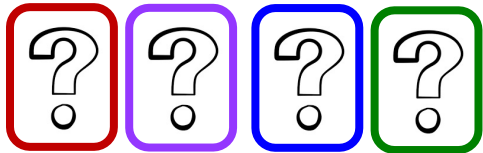
In a meeting, where you're not sure which of the four styles to use, *always* default to the...

Strategy
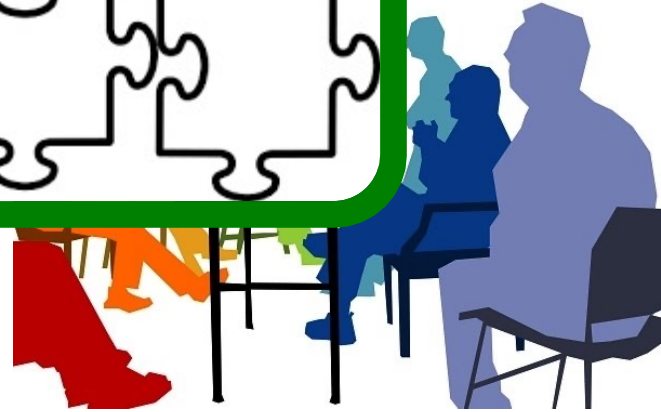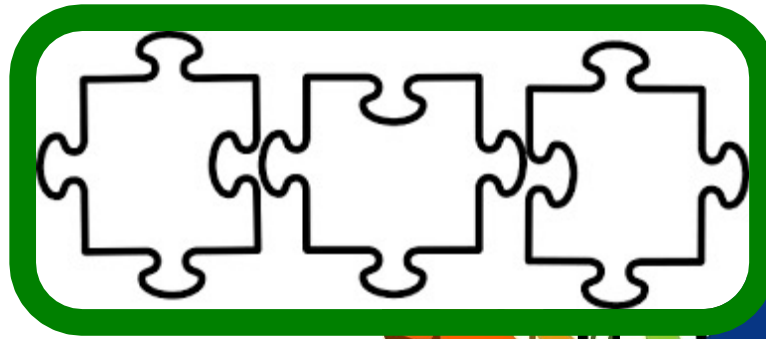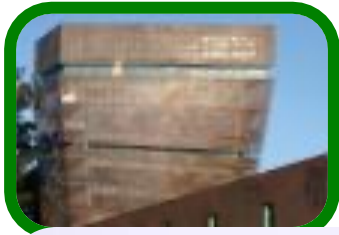
The **Authoritative** management style. It is the *only* one of the four styles that can't make things worse or your job harder…!

Thoughts & Questions
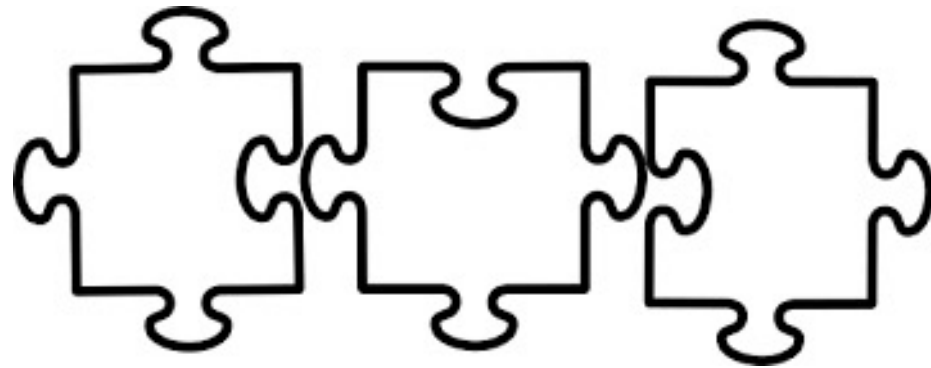
Follow up

Meeting minutes are a key follow up activity. But it's important to remember what they **are** and are *not*…
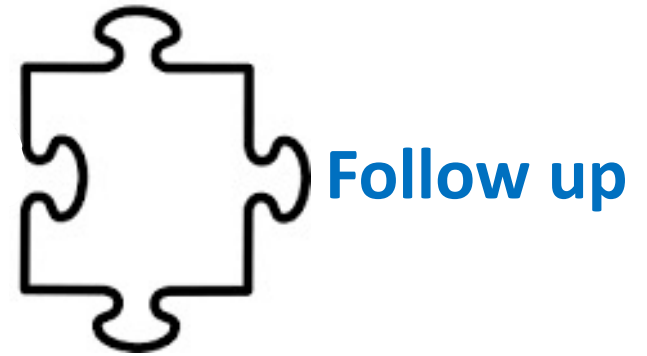
Follow up

Meeting minutes are a group's **collective** *memory* of...
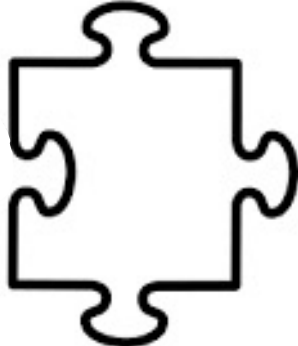
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Follow up
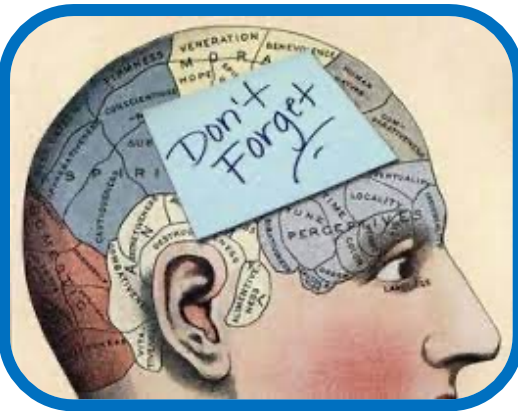
Who is *responsible* for ...

Meeting minutes are a group's **collective** *memory* of…

Follow up
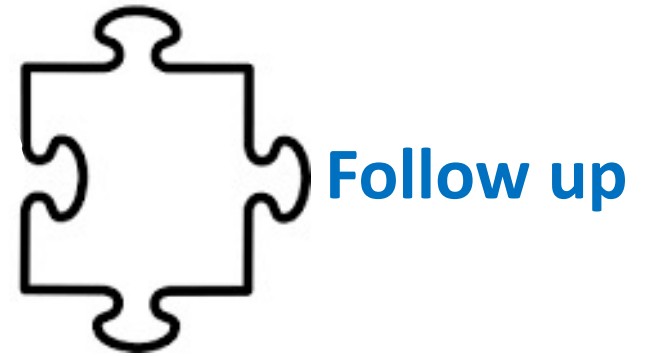
Who is responsible for …

What …

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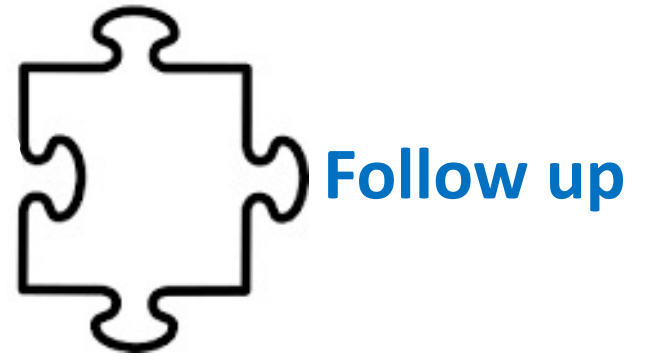
Follow up

Who is responsible for …

What … and by …

When.

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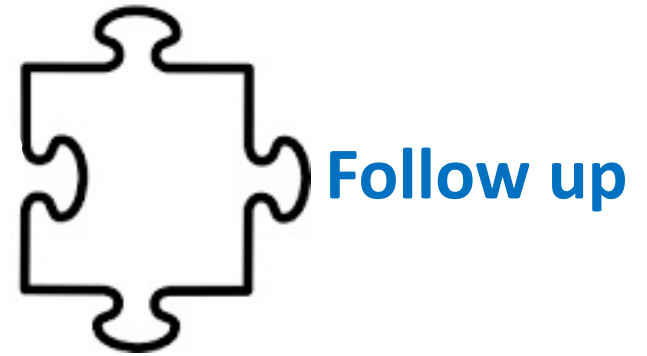
Follow up

Who is responsible for …

What … and by …

When. **Period…!**

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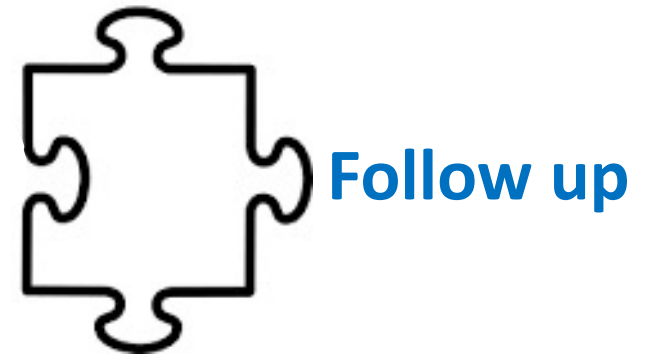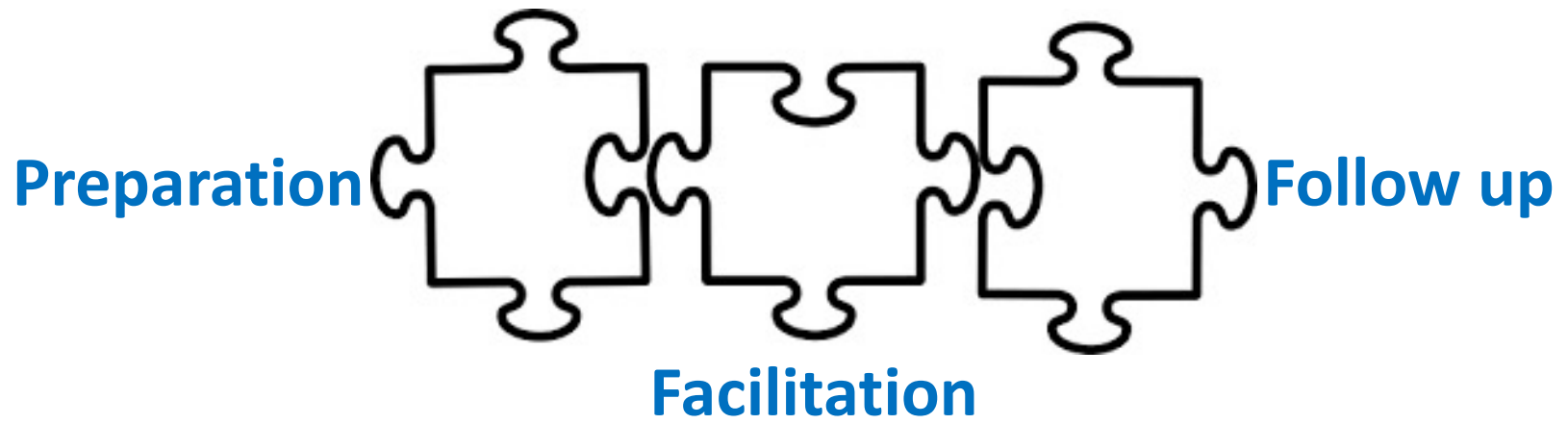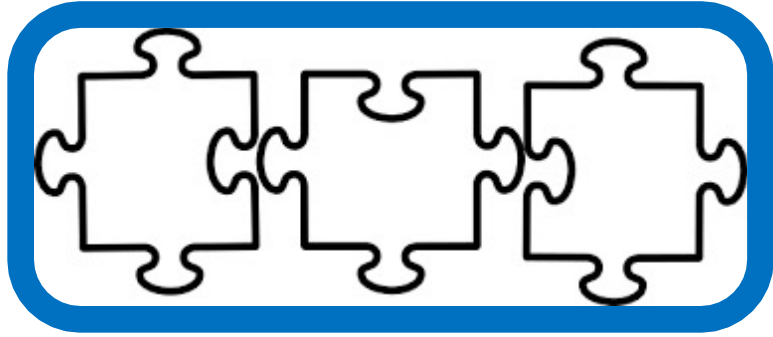
Follow up

Follow up

The *most* important **follow up** is 'after the meeting' feedback…

finally...

Preparation   **Facilitation**   **Follow up**

All three are critical for a leader's **success** in managing meetings...**!**

Last thoughts & final questions

THANK YOU

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cecrumley@ucdavis.edu