

# How to Run a Better Board Meeting



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NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION

# Objectives

- Understand the role of the facilitator and learn and practice beginning facilitation skills
- Discuss the effect of change on meeting dynamics, the nature of conflict and different conflict styles, and the role of a facilitator in managing group dynamics
- Learn what motivates most disruptive behaviors and about an intervention strategy to manage them in meetings



# Boundaries and Expectations

Ground Rules

Group Agreement

Norms



# Necessary Meeting Roles



Prepared  
for Success

# Basic Facilitation Skills

**S**tay Neutral

**P**araphrase

**L**isten Actively

**A**sk Questions

**S**ummarize

**H**old Up a Mirror



# Other Facilitation Skills



- Synthesize
- Ping Pong
- Label  
“Sidetracks”



## ... Participant Facilitator



- ✓ **Summarize**
- ✓ **Offer** to take notes
- ✓ **Ask** for clarification
- ✓ **Suggest** an organizing framework
- ✓ **Ask** inclusive questions of the quiet people

**Stop the Spinning:**

- ✓ **Suggest** a Marina
- ✓ **Suggest** a break
- ✓ **Paraphrase**



# Activity

## 1. Facilitator asks:

- *What makes a meeting “good?”*
- *What makes a meeting “bad?”*

## 2. Participant responds

**Stay Neutral**

**Paraphrase**

**Listen Actively**

**Ask Questions**

**Summarize**

**Hold Up a Mirror**





 **SAY NO**   
**TO NOAA**  
NO BOATING  
NO SNORKELLING  
NO FISHING  
NO SCUBA  
NO SALVAGING  
NO DIVING  
NO SAILING  
**NO NUTHIN**

SAY NO  
TO NOAA

**Position:**

I don't want a Marine Sanctuary

**Interests:**

because it will mean I can't treasure-salvage, fish,  
boat, run my charter operation, or snorkel  
anywhere I want,  
so commercial operations will be shut down and  
tourism will die.



Conflict =

The image shows two large, bold Chinese characters in a calligraphic style. The character on the left is '危' (wēi), which means 'danger' or 'hazard'. The character on the right is '機' (jī), which means 'opportunity' or 'chance'. Together, they form the idiom '危機' (wēi jī), which translates to 'crisis' or 'turning point'.

Danger

Opportunity



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# The Danger =



- Feel defeated
- More distance between groups
- Distrust and suspicion
- Promote self-interest
- No teamwork or cooperation



# The Opportunity =



- Better ideas
- New approaches
- Resolve long-standing problems
- Clarify views
- Creativity and interest



# Discussions Pitfalls

*Sidetracks*



*Biased  
agendas*

*Stalled  
discussions*

*Distrust*

*All Participants  
aren't heard*

*Failure to establish  
or clarify objectives*

*Lack of  
preparation*

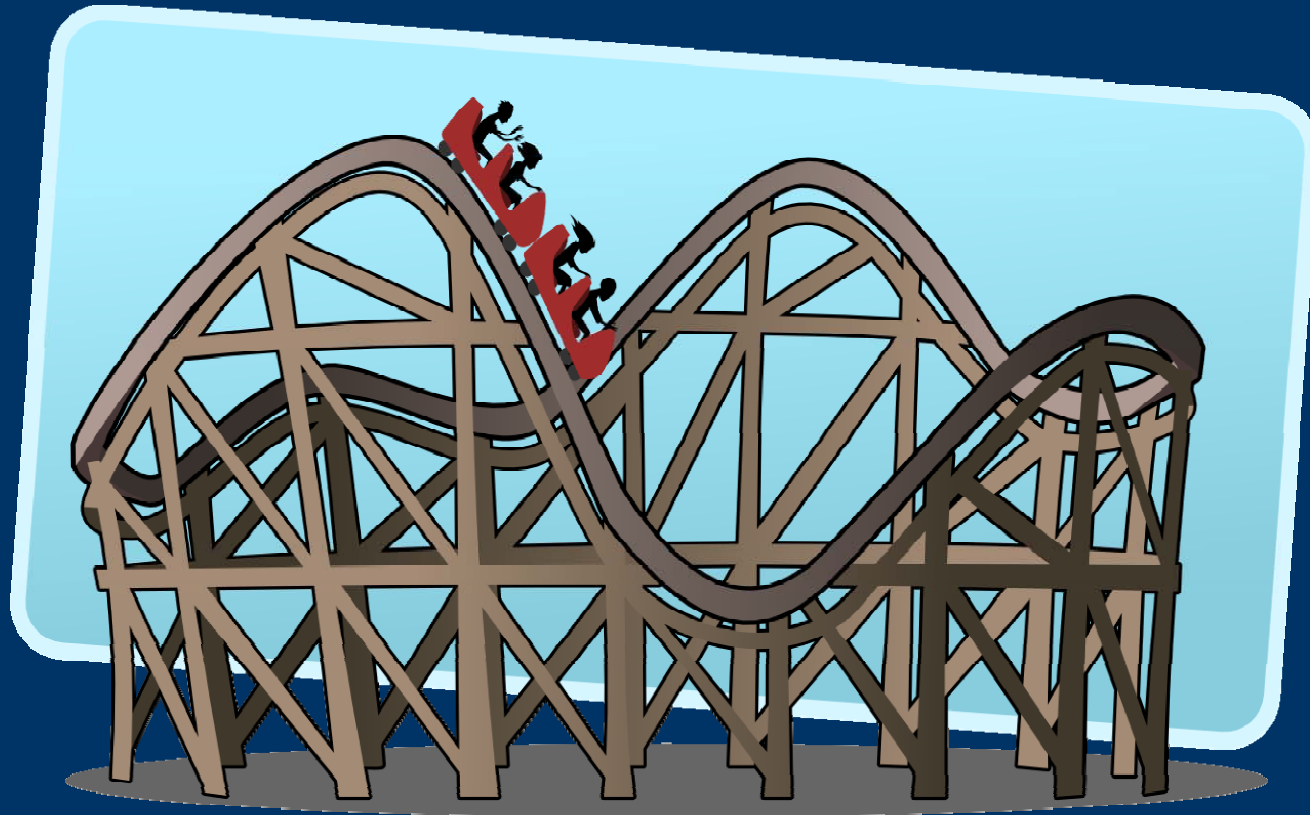


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# How Do You Deal with Conflict?



# Team Development Stages



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**Change**



**Stress**

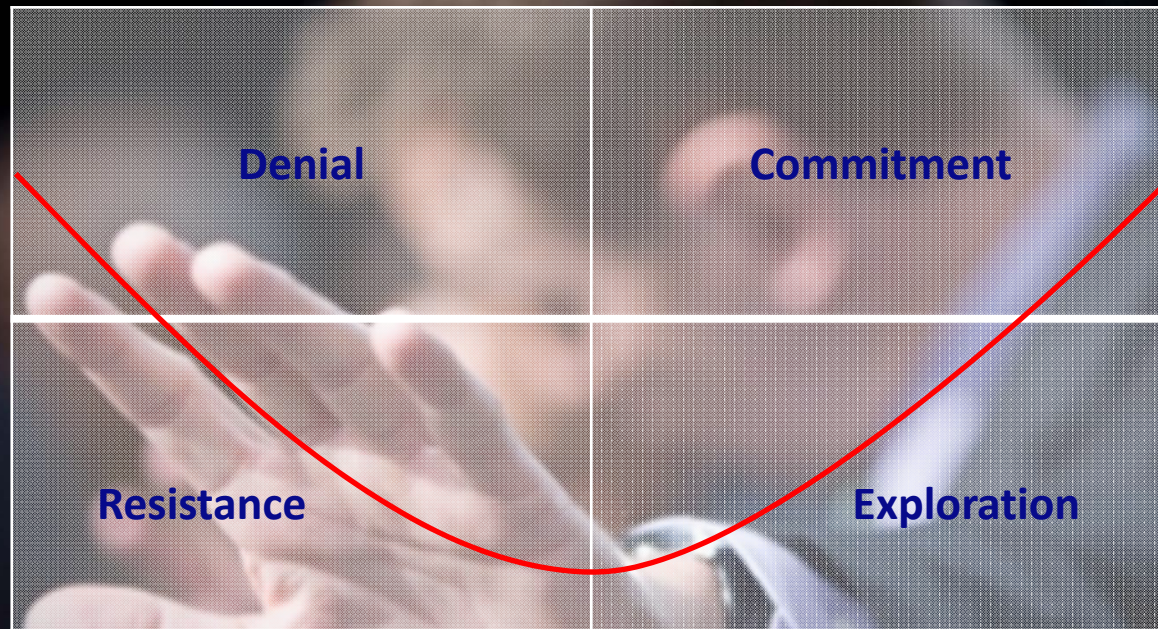


**Conflict**



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# Where Are Your Participants?



# Compass of Motivating Factors



P

sive

ed!

# Three-Step Intervention Process



1. Hold up the mirror
2. Describe impact
3. Redirect behavior



# Disruptive Behaviors

[coast.noaa.gov/ddb](http://coast.noaa.gov/ddb)



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Thanks for coming.  
Happy Meetings!



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