



CQI Learning Lunch

Planning the Perfect Meeting

with Quality

Host - Dennis Sergent
517-285-5500

November 21st, 2011
10:30 AM to 2:00 PM

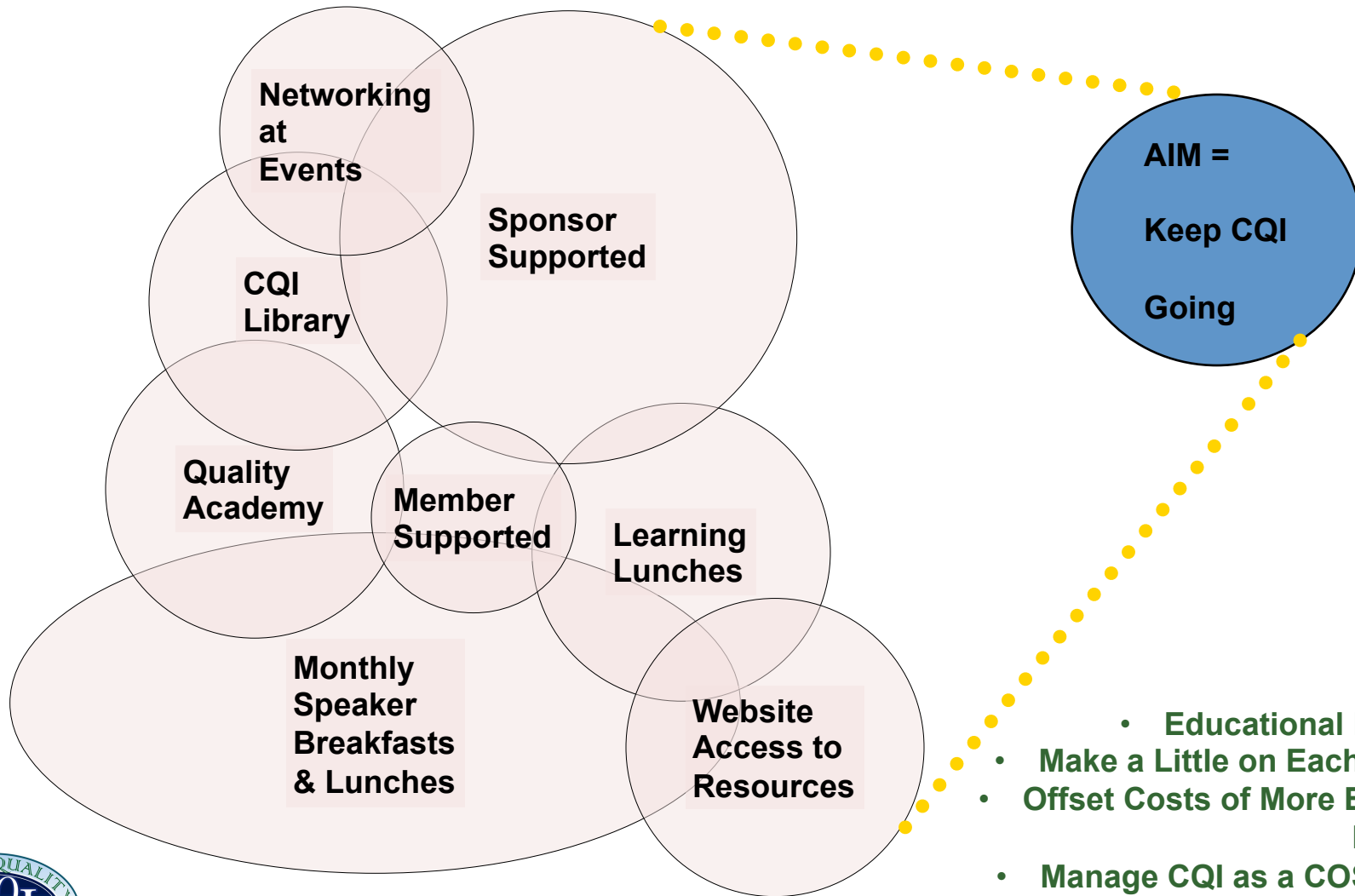
*University Club of Michigan State
3435 Forest Road, Lansing, MI 48909
517-353-5111*



Sponsoring Organizations

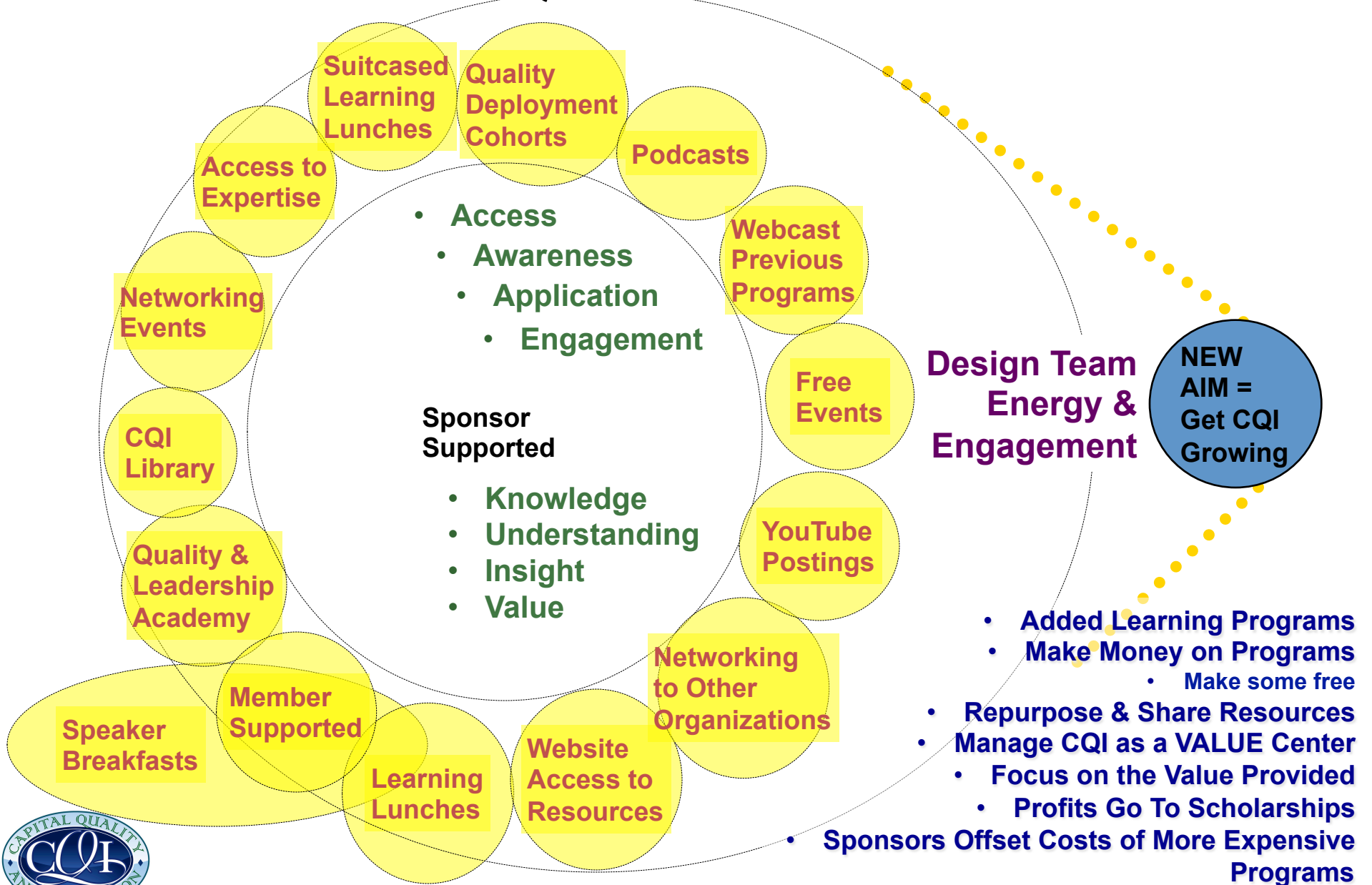


CQI Business Model



- Higher Quality - Lower Costs - Better Workplaces -

New CQI Business Model



- Higher Quality - Lower Costs - Better Workplaces -





Today's Process

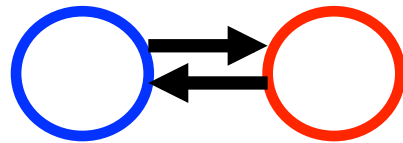


- **A Short Review**
 - **The Importance of Communications**
 - **Principles of Effectiveness**
 - **Effective Meeting Principles**
 - **Consensus**
 - **Other Considerations**
- **Table Discussions**
 - **Sticky Notes to Define**
 - **What adds value to you and your organization?**
 - **What are the shortcomings in each?**
 - **What are the differences which influence your thinking?**

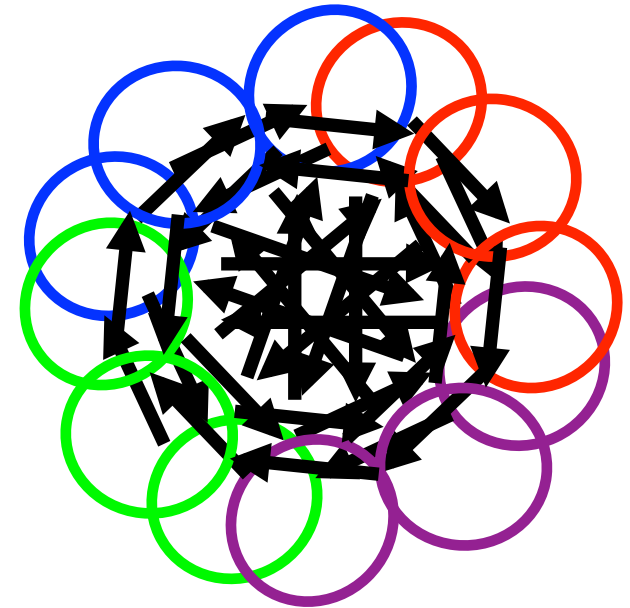
Trusting Relationships - The Power of Teams

- The **Power** of a Team is the sum of the **Trusting Relationships** between its members and effective communications builds trust!

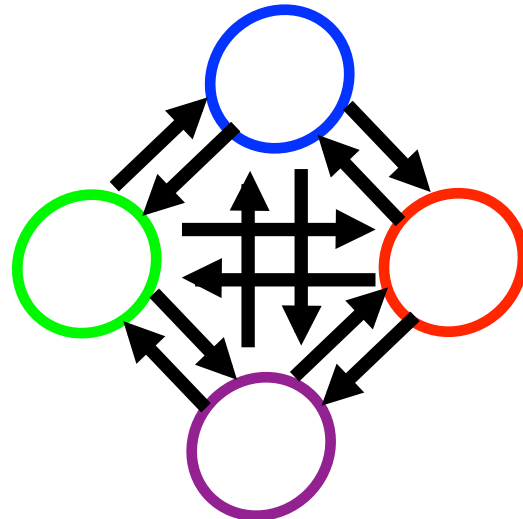
2 people = 2 relationships



12 people = 132 relationships



4 people = 12 relationships



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Basic Principles of Personal Effectiveness

- Focus On the Situation, Issue or Behavior, Not on the Personalities.
- Maintain Constructive Communications and Relationships.
- Take Initiative to Act and Make Better Results.
- Lead by Personal Example.
- Keep Focus On the Purpose, Give Every Issue Time, In Time and On Time.



Effective Meetings

Let's make sure we add value whenever we meet with others to tackle complex issues which challenge the organization and the people in it.

•These steps ensure maximum value from everyone's time:

- 1. Invite only those who are needed to contribute to the agenda.**
 - The people closest to the issues with the highest level of accountability & support
 - They must speak for their organization and stakeholders
- 2. Create a simple PAL (purpose - agenda - limits) to focus on.**
 - One page is enough, keep time balanced w/enough time, but no time to waste
- 3. Describe the logical, specific subjects to support the purpose and agenda.**
 - Give team members a chance to create the agenda and then support it
- 4. Schedule meeting, communicate PAL as soon as possible before the meeting.**
 - Give people time to prepare to share their ideas and thoughts
- 5. Communicate the PAL at the beginning of the meeting.**
 - Review with grip - goals, roles, interpersonal and process consensus
- 6. Explain all your roles - as facilitator and participants.**
 - Facilitator sets the example, everyone follows
- 7. Discuss and listen to each other.**
 - Dialogue is the rule, debate is not, and interpersonal conflicts get sent out as issues
- 8. Identify actions to take first and when they need to be done.**
 - Define actions by originator, owner, helpers, start dates, complete dates, and dependencies
- 9. Identify who will take ownership and who will help.**
 - Each action has one owner (leader) and at least one team helper
- 10. Summarize actions, ownership and when we meet again to review progress.**
 - Schedule next meeting and then send out action item update within 24 hours
 - If minutes must be made, make them action oriented, not "he said, she said"



Presentations - 10 Commandments

- Respect your audience.
- Keep your slides to a minimum.
- Tell them how you feel.
- Know what time it is - at all times.
- Learn from the masters.
- Do not read or memorize word-for-word.
- Do not groom or flirt, but present.
- Give credit where credit is due.
- Have a positive message.
- Tell your own story.



Consensus - An Operating Definition

- Consensus is a general agreement among all team members who support the same decision.
- It means all team members can and will support the decision without compromising important values of the team or members.
- Consensus does not mean the decision is perfect or that everyone agrees to the same extent.
 - it only means we have found a definition of unity which we can move forward with until we can improve it at a later date.





Left Handed Column

This "left-hand column" exercise is based upon the two-column method developed by Chris Argyris and Donald A. Schon, with further use by Peter Senge, Candace Pert, Nancy Oelklaus and others.

•In the left-hand column exercise, people select a difficult situation and reconstruct a pivotal, difficult conversation. In the right-hand column, they first write down what was said. In the left column, they articulate what they were thinking and feeling, but not saying. The case becomes an artifact through which people can examine their own thinking, as well as the systemic problems which underlie the difficult conversation. It makes it possible to discuss the un-discussable thoughts which have been covered up and not communicated completely.

My Thoughts and Feelings	What Was Said

The purpose is to become more aware of what is unsaid, to think about what you are not saying and also think about how to express the issue productively.

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Debate vs. Dialogue Models

DEBATE MODEL

- Information Processing Context

OLD FRAMEWORK

1. Argument
2. Logic - Affirmative / Negative
3. Evidence
4. Impact

HOW LEARNING IS DIFFERENT

Banking Model* of Learning
 Reading At Speed to Memorize
 Repeating Back At Rote, Incomprehensible Speeds
 Quote Expert Ideas & Authors
 Overwhelm “Opponents” with Preponderance of Evidence
 Contradict Opponents
 Win / Lose Proposition

DIALOGUE MODEL

- Active Learning Context

NEW FRAMEWORK

1. Identity
2. Purpose
3. Method
4. Adaptation

HOW LEARNING IS DIFFERENT

Pursue Active Learning
 Challenge Thinking in Ideas
 Pose Questions In Dialogue
 Define Adaptation We Must Make
 Win / Win Proposition

* Banking Method as described by Paolo Friere and HBO Documentary “Resolved” about the innovative approach of a coach and two students in the debate competitions of 2006 and 2007.



Purpose Focused Dialogue

This is a method to discuss knowledge and create solutions around questions which matter to teams.

BASIC ELEMENTS - How it Works

SEAT AT ROUND TABLES of 4 - 8

With Large Paper Sheets, Markers,

EXPLORE QUESTIONS, ISSUES, IDEAS

Discuss What Matters To Their Situation in
15 - 20 Minutes

WRITE / DRAW KEY IDEAS & CONNECTIONS

Record & Share Major Insights

TRAVEL IN SEVERAL ROUNDS

Carry Questions, Ideas, Insights To
New Rounds

TABLE HOST REMAINS

Briefly Shares Previous Questions,
Ideas, Insights

Travelers Connect Ideas From
Previous Tables

LISTEN FOR CORE QUESTIONS, INSIGHT & PATTERNS

Blend Perspectives In
Progressive Rounds

BASIC PRINCIPLES - How to Work It!

CLARIFY PRINCIPLES & CONTEXT

Define Purpose, Participants,
Time Limits, Possibilities

CREATE COMFORTABLE SPACE

Pay Attention To Invitation,
Refreshments, Music, Lighting

EXPLORE SIMPLE, CLEAR, POWERFUL ISSUES

Ask Open Ended Questions
Which Matter To Participants

ENCOURAGE PARTICIPATION

Share Your Best Thinking,
Listen Attentively, Make A Difference

DIVERSIFY PERSPECTIVES

Link Discoveries In a Widening
Dialogue and Conversation
Build on Other's Thinking

LISTEN TOGETHER

Find Deeper Wisdom
As A Team

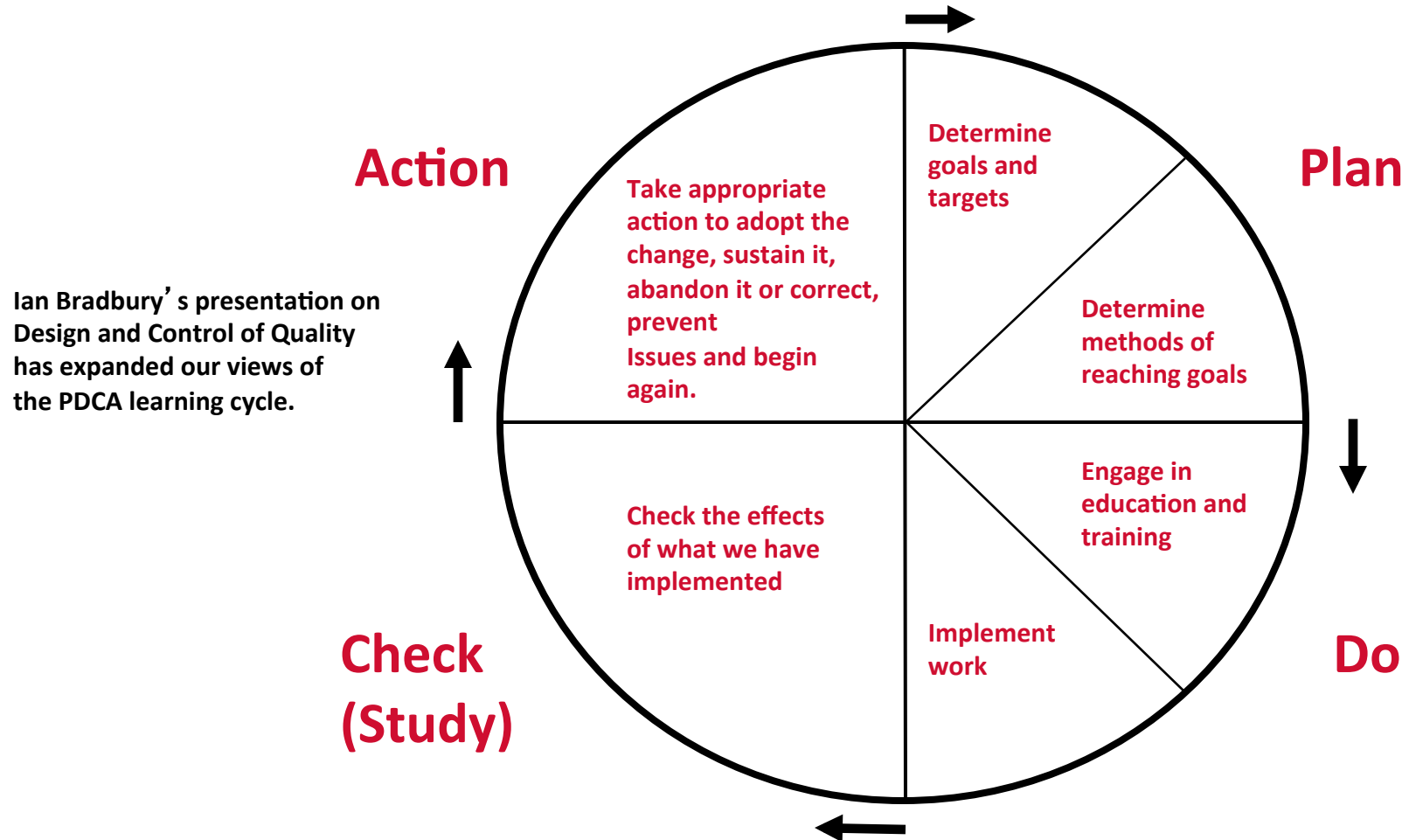
SHARE QUESTIONS, INSIGHTS, PATTERNS IN TOWN HALL CONVERSATION

Larger System Becomes Evident, New Actions Become Possible, Team Value Becomes Obvious

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P-D-C-A - Proceed With Control

- We **PLAN** what we want to accomplish over a period of time and what we will do to get there.
- We **DO** something that furthers the strategies and goals developed in our plan.



We **CHECK (Study)** the results of our actions to make sure we achieve what we plan.

We **ACT** by developing procedures to ensure our plans continue to be successful and by changing what is needed to achieve the initial goals.

Lunch!

- **Let's collect our lunch!**
- **Room will be secure**
- **Staff will take your drink orders**
- **While you dine, continue the dialogue**
- **Make sure everyone is heard from**
- **Be prepared to share your answers to the following questions!**

Table Discussions

AT EACH TABLE DISCUSS:

- **WHAT ARE OUR NEXT ACTION STEPS?**
 - **What did I learn here?**
 - **What do we need to discuss next?**
 - **Who else should be here?**
 - **What will we do with this learning?**

Future Agenda

Future Discussions = 3 Weeks + 1 Weekday

- **December 8th, 2011** = Six Sigma - Plans and Pitfalls
 - **January 6th, 2012** = Continuous Improvement Paradigms & Principles
 - **January 30th, 2012** = Accelerated Learning and Quality
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- **What Are Your Ideas?**

2012 CQI Programs

- **Jan 6 - Learning Lunch**
 - Continuous Improvement Paradigms & Principles
- **Jan 30 - Learning Lunch**
 - Innovation through Accelerated Learning and Quality
- **Fed 21 - Learning Lunch**
 - Six Thinking Hats
- **Mar 14 - Learning Lunch**
 - Idealized Design
- **FIRST QUARTER BREAKFAST PROGRAM**
 - Ian Bradbury – Design & Control of Quality
- **Apr 5 - Learning Lunch**
 - Multi-Cultural & Virtual Teams
- **Apr 27 - Learning Lunch**
 - Appreciative Inquiry
- **May 21 - Learning Lunch**
 - Continuous Investment
- **Jun 12 - Learning Lunch**
 - Why Best Efforts Are Not Enough
- **SECOND QUARTER BREAKFAST PROGRAM**
 - Joe Raelin – The Leaderful Organization & Why It Matters
- **FIRST HALF QUALITY & LEADERSHIP ACADEMY**
- **Jul 10 - Learning Lunch**
 - Treating Human Error as an Effect, Not Cause
- **Aug 1 - Learning Lunch**
 - Performance Analysis and Root Causes
- **Aug 23 - Learning Lunch**
 - Cultural Influences on Change
- **Sep 14 - Learning Lunch**
 - Organizational Development
- **THIRD QUARTER BREAKFAST PROGRAM**
 - Speaker To Be Determined
- **Oct 8 - Learning Lunch**
 - Leadership versus Management
- **Oct 23 - Learning Lunch**
 - Balancing Actions & Thinking
- **Nov 13 - Learning Lunch**
 - Having Difficult Conversations - Principles and Tools
- **Dec 6 - Learning Lunch**
 - Brainstorming
- **FOURTH QUARTER BREAKFAST PROGRAM**
 - Speaker To Be Determined
- **SECOND HALF QUALITY DEPLOYMENT COHORT**



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Other Subject & Speaker Suggestions

- Benchmarking
- Civility - Lack of it Costs up to \$300 Billion Annually (Pattie McNeil)
- Effective Measurement for Training & Development Initiatives
- Gipsie Ranney
- Influence (Influencing Your Leader and Your Team)
- Mentoring & Partnership Between Generations (Baby Boomer, GenX, GenY, Transition to Future)
- Quality Assurance Through Proofing

- What Are Your Ideas?



Perfect Meeting - Learning Lunch



+ • Do more

• Do less

-



Sponsoring Organizations





**SERGEANT
RESULTS
GROUP**

CQI LEARNING LUNCH

**Planning the Perfect Meeting
with Quality**

