#### Who are we?

The HR Training Unit is the professional resource for all of Oakland County and local community employees and allows for employees to perform at a higher standard of public service.

We strive to improve professional and organizational performance and provide guidance, support, and coaching to the organization.

We support Oakland county's vision to have a strong and highly qualified workforce who is able and ready to serve a diverse and growing county with exceptional service by providing a culture of teaching and learning, collaborating and interacting with peers and investing in our careers.

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Resolving Conflict on Main Street: The Art of Effective Communication June 19, 2019

A Guide to Sessions Three,
Four and Five:
Strategies for How to
Properly Manage Meetings
and Manage Different
Personalities as well as the
Group Activity

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## Session Four: Strategies for How to Properly Manage Different Personalities

#### **Sample Bridging Statements**

- 1. "We find the more important issue is..."
- 2. "I think it would be more accurate (or correct) to say..."
- 3. "Here's the real problem..."
- 4. "What I've said comes down to this..."
- 5. "Let me emphasize again..."
- 6. "What matters most in this situation is..."
- 7. "While \_\_\_\_\_\_ is important, it's also important to remember that..."
- 8. "It all boils down to this..."
- 9. "And that reminds me..."
- 10. "Before we leave this subject, I need to add..."
- 11. "I won't speculate. What matters in this situation is..."
- 12. "And what's most important to know is..."
- 13. "However, what is more important to look at is..."
- 14. "However, the real issue here is..."
- 15. "And what this all means is..."
- 16. "And what's most important to remember is..."
- 17. "With this in mind, if we look at the bigger picture..."
- 18. "With this in mind, if we take a look back..."
- 19. "If we take a broader perspective..."
- 20. "If we look at the big picture..."
- 21. "Let me put all this in perspective by saying..."
- 22. "What all this information tells me is..."
- 23. "Before we continue, let me take a step back and repeat that..."
- 24. "Before we continue, let me emphasize that..."
- 25. "This is an important point because..."
- 26. "What this all boils down to..."
- 27. "The heart of the matter is..."
- 28. "What matters most in this situation is..."
- 29. "And as I said before..."
- 30. "And if we take a closer look, we would see..."
- 31. "Let me just add to this that..."
- 32. "I think it would be more correct to say..."

# Session Three: Strategies for How to Properly Manage Meetings

## Using the PAT Approach

- **Purpose:** What is the <u>purpose of the meeting?</u> We usually state this in one short sentence. Example: "This meeting is to review the new invoice signing policy." This helps people evaluate if they need to be there. It will also help you build the agenda and determine if the meeting was successful.
- **A**GENDA: This is the backbone of the meeting. It should be created <u>well in advance</u> of the meeting, sent to all participants and observers, and be used during the meeting to keep things on track.
- TIMING: How long will the meeting be and how do you manage unruly meetings? Setting a start and end time for each agenda topic will assist in managing and keeping a meeting effective. If possible, meetings should not exceed one hour. If the meeting needs to be longer, make sure you include breaks, or divide it into two or more sessions.

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#### MAIN STREET OAKLAND COUNTY

Our mission is to maximize the economic potential and to preserve the heritage and sense of place of Oakland County's historic downtowns and commercial districts by encouraging and facilitating the use of the Main Street Four- Point Approach® that emphasizes comprehensive economic development within the context of historic preservation.

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#### PARTICIPATING COMMUNITIES

#### Select Community

- Berkley
- Clawson
- Farmington
- Ferndale
- Franklin
- Highland
- Holly
- Lake Orion
- Ortonville
- Oxford
- Pontiac
- Rochester
- Royal Oak

#### **Associate Community**

- Birmingham
- Lathrup Village
- Wixom

#### **Affiliate Community**

- Auburn Hills
- √ Clarkston
- Groveland Township
- Hazel Park
- Holly Township
- Leonard
- Oak Park

- 33. Let me point out again that..."
- 34. "Let me emphasize again..."
- 35. "In this context, it is essential that I note..."
- 36. "Another thing to remember is..."
- 37. "Before we leave the subject, let me add that..."
- 38. "And that reminds me..."
- 39. "And the one thing that is important to remember is..."
- 40. "What I've said comes down to this..."
- 41. "Here's the real issue..."
- 42. "While...is important, it is also important to remember..."
- 43. "It's true that...but it is also true that..."
- 44. "The key here is..."
- 45. "I see that, but ... (key message)"
- 46. "I'm not here to comment on that. What I would like to say is..."
- 47. "I'd also like to add that..."
- 48. "Just to put this into some context ..."
- 49. "What's absolutely critical to remember is..."
- 50. "People have said that but..."
- 51. "I can't agree with you"
- 52. "To put this in perspective ..."
- 53. "What you're talking about isn't my area of expertise, what I can say is..."
- 54. "That's very interesting, but first let me make the point..."
- 55. "That's very interesting, but what I believe is..."
- 56. "The point is..."
- 57. "What I'm most concerned about is..."
- 58. "What we have to look at is..."
- 59. "You wouldn't expect me to discuss such sensitive issues with the media before talking to staff ..."
- 60. "I cannot speak for xxx, you should address issues to them specifically. What I can say is ...
- 61. "Have you visited the site/seen the building/tested the equipment you are criticizing I'd be delighted to show you..."
- 62. "I'm sorry, I don't have the precise details. I will come back to you on that."
- 63. "May I finish the point I was making..."
- 64. "I'm sorry, I don't know. However, what I can say is..."

# Five Factors that help ensure a good meeting:

- (1) Having a good reason to meet in the first place;
- (2) Having an <u>agenda</u> that clearly states the purpose of the meeting and key steps to satisfying that purpose by the end of the meeting;
- (3) <u>Stating a timeframe</u> at the beginning of the meeting and sticking to it, with few exceptions;
- (4) Requiring that <u>participants come prepared</u> to discuss the topics on the agenda, meaning that participants have received the agenda and have been told what's expected from them personally;
- (5) Having some degree of <u>skilled facilitation</u> -- someone who can keep participants focused on the agenda items and can navigate prickly interpersonal issues so that the meeting is effective instead of dysfunctional.



### Key Points for Running Effective Meetings

Running an effective meeting is more than sending out a notice that your team is to meet at a particular time and place. Effective meetings need <u>structure</u>, <u>order</u> and <u>ground rules</u>. Without these elements they can go on forever and not accomplish a thing.

With a solid objective in mind, a tight agenda, and a commitment to involving the meeting participants in the planning, preparation, and execution of the meeting, you are well on your way to chairing great meetings.

Given the frustration most people feel when their time is wasted, gaining a reputation for running efficient and successful meetings is good for you and your career.