# EFFECTIVE MEETING – DELEGATED ROLES

The Delegated Roles method provides a means of making meetings much more stimulating, participative and productive.

The objective is to enhance team dynamics, to improve participants' performance and to collectively manage time.

## Facilitator

- Orchestra conductor
- Concentrates on the subjects on the agenda
- Proposes speaking and discussion procedures and ensures that everyone complies with them.
- Keeps a firm check on interruptions
- Ensures that everyone finds their "right place" and respects everyone's right to participate.
- Regulates the position of the cursor between directing and letting go, between firmness and flexibility, between high and low
- Doesn't forget to also play the role of participant
- Makes it clear whenever he/she changes hats

## Decision driver

- Actively enforces the need for decisions
- Intervenes in the following ways: *"could we please formulate what we have just said into a decision?"*, or *"isn't this the right moment to make a decision?"* or even *"we can't move onto the next item without making a decision!"*
- Ensures that decisions are formulated clearly, with precise and measurable actions (what?), stated performance deadlines (by when?) and the name of the person in charge of following up each decision (by whom?)
- Then keeps a record of decisions made in a standard table
- At the end of the meeting the decision driver immediately photocopies and hands out the list of decisions made to all attendees and also sends it out to recipients on a pre-established list

## Timekeeper

- Helps the team to stick to the agreed schedule for each session, e.g. *"We've used ten minutes out of the thirty minutes allocated; we have twenty minutes remaining"*
- If the team exceeds the time limit: *"we've gone five minutes over schedule"*
- Solely an informative role; is not responsible if time limits are exceeded: moving from one item to the next is the responsibility of the whole team, or at least the leader
- This role enables the team to avoid wasting time

## Coach

- Meta position
- Supports the facilitator
- Keeps a close eye to ensure that the process, the roles and the group's agreed rules are complied with
- Keeps the group informed of his/her observations
- Is no more responsible than any other member of the team
- Participates in the same way as any other team member

**The question to ask oneself: "Have the roles and the stakes been clearly defined before the meeting?"**