



**Breakfast Roundtable South (Mentor Graphics)
Notes from Meeting of May 5, 2006**

EVENT: PMI Breakfast Roundtable – South

TIME: Friday 5/5/06, 7:15 – 8:45 am

LOCATION: Mentor Graphics Campus
8005 SW Beckman Road
Wilsonville, OR

ATTENDANCE: 13

TOPICS:

- Reluctant contributors and motivating team (everyone)
- Quick start at new organization (2)
- How to force executive decision (4)
- Role definition (2)
- Manage Steering Committee (2)
- Team norms (5)

UPDATES:

- Managing executive team. Executive lead retired.
- Steering Committee signoff/delays (status quo, impacting development)

DISCUSSION:

Because three of the topics were so closely related the group decided to roll all three topics into the discussion:

TOPIC: RELUCTANT CONTRIBUTORS/ROLE DEFINITION/TEAM NORMS:

- Members not buying into project
- Feel threatened
- Not unusual
- Try different styles...try to determine what will motivate them. What's in it for them?
- Team acts like victims. Concerned that project will be cancelled.
- Team spirit starts with PM. Try t-shirts, etc.



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- Individual and group level ownership
- Break project into 6 month efforts
- Celebrate milestones
- Manage project changes to maintain direction
- Keep team focused when customer may be complaining
- Ensure milestones completion criteria is clear
- Ensure responsibility matrix is clear
- Avoid developing schedule in vacuum (i.e. that's your schedule vs. ours)
- Project closure may cause members to slow down. Need to define transition
- Establish team norms, behavior, buy-in with meeting etiquette, escalation, agreement to deliverables. NOTE: Team norm guidelines from Dr Beck mentioned during the meeting are included at the end of this document.
- Post the rules
- Recognize teams are diverse. Discuss similarity, differences
- Focus on contributions vs. distractions
- Plan to celebrate milestones:
 - Food (onsite, offsite)
 - Offsite team events (during day)
 - Senior executive "thank you"
 - Mention team contributors at executive updates
 - Bonuses
 - Coach executives before saying, "
- Identify motivation of executives to gain their buy-in:
 - Determine vision, risks
 - Facilitate decision process



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Team Ground Rules

Darrell Beck, Ph.D., CMC

Ground Rules are agreements: mutually committed to by team members concerning desired behavior during meetings and, in some cases, how they will relate to one another in day to day work relations. Some ground rules I've gathered over the years from groups I've worked with are these that follow. This list is far too inclusive, and no group would want all of these. Some wouldn't fit your group. Some are things you don't want to do. Some don't fit your group's charter or purpose. Read and discuss the list below, deleting, choosing, modifying, and adding as needed to your group.

(For meetings)

- We start meetings on time, and end on time.
- We attend meetings on time.
- We will have a written agenda for meetings, distributed in advance of the meeting (Any group member may put items on the agenda via the convener of the meeting).
- Any discussion of items not on agenda will be put off until the end of the meeting, if there is time.
- Anyone not in attendance has the responsibility to make arrangements to get caught up.
- We will all participate in the meeting.
- We will stay on the subject, and talk about one thing at a time.
- We will not *plop* an idea (ignore a contribution).
- We will come to closure on topics presented (we will decide the next step, if any).
- We will respect confidentiality within meetings -- potentially embarrassing topics or private-to-the-group topics within the group.
- We will not discuss topics that do not concern a clear majority (70%) of those present.
- We will delegate efficiently problems to a subgroup of the team, if the subgroup could resolve or propose it more efficiently.

(For meetings as well as ongoing interactions among team members)



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- We will respect and honor one another's views and opinions -- disagreement will be respectful and businesslike.
- We will resolve conflicts, differences and difficulties with one another directly, and will not go to another member of the team or go outside the team, unless we do so by mutual agreement, having reached an impasse OR for coaching on how best to approach the other team member.
- We will praise and recognize good work and contributions by one another.
- We will coach a team member who is not contributing, or whose actions are damaging to the team.
- We will make fact-based decisions where possible, relying on data and evidence rather than strong opinions.
- Discussions and decisions will be based on good information and group process -- not an organizational rank or status***
- We will learn from one another; we will openly share knowledge and experience, and we will coach one another toward being better leaders and team members.

***Some groups don't want this. Others want it with the caveat that the group's leader may occasionally present a decision to the group, labeling the decision as the leader's prerogative, but asking the group for input and advice.

Some basics of good meetings:

1. Regular meetings should have an agenda, distributed in advance.
2. The meeting convener has the responsibility to prepare and distribute the agenda.
3. Any meeting member may put an item on the agenda, so long as it concerns a clear majority of meeting members (otherwise, talk one on one to those concerned).
4. All items on the agenda should have the following:
 - A person who is responsible for this item.
 - Responsible person distributes pre-work or pre-reading, if any.
 - The time required for the item should be listed on the agenda. An item may go over allotted time only by group decision.
 - Each item should be labeled -- is it an information, discussion, or decision item?



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Meeting of XYZ Company

October 22, 1998

<i><u>Time</u></i>	<i><u>Item/Issue</u></i>	<i><u>Nature</u></i>	<i><u>Resp. Party</u></i>
8:15	3 rd Quarter Earnings	Information	J. Stevens
8:30	1999 Shareholder Meeting date	Decision	M. Wright
9:10	Y2K	Discussion	S. Gates

5. *Convener* ensures that the meeting starts on time, stops on time.
6. *Recorder* takes meetings notes, so that no one else has to. Recorder is responsible for minutes of meeting.
7. *Facilitator* keeps group on track, checks for participation, and monitors the process of the group.
8. *Convener* sums up meeting at end: What was agreed to, who will do what, when?
9. *Facilitator* conducts a critique of meeting: What went well? What could go better in the future? (If the group has ground rules, facilitator asks how did we do against our ground rules?)