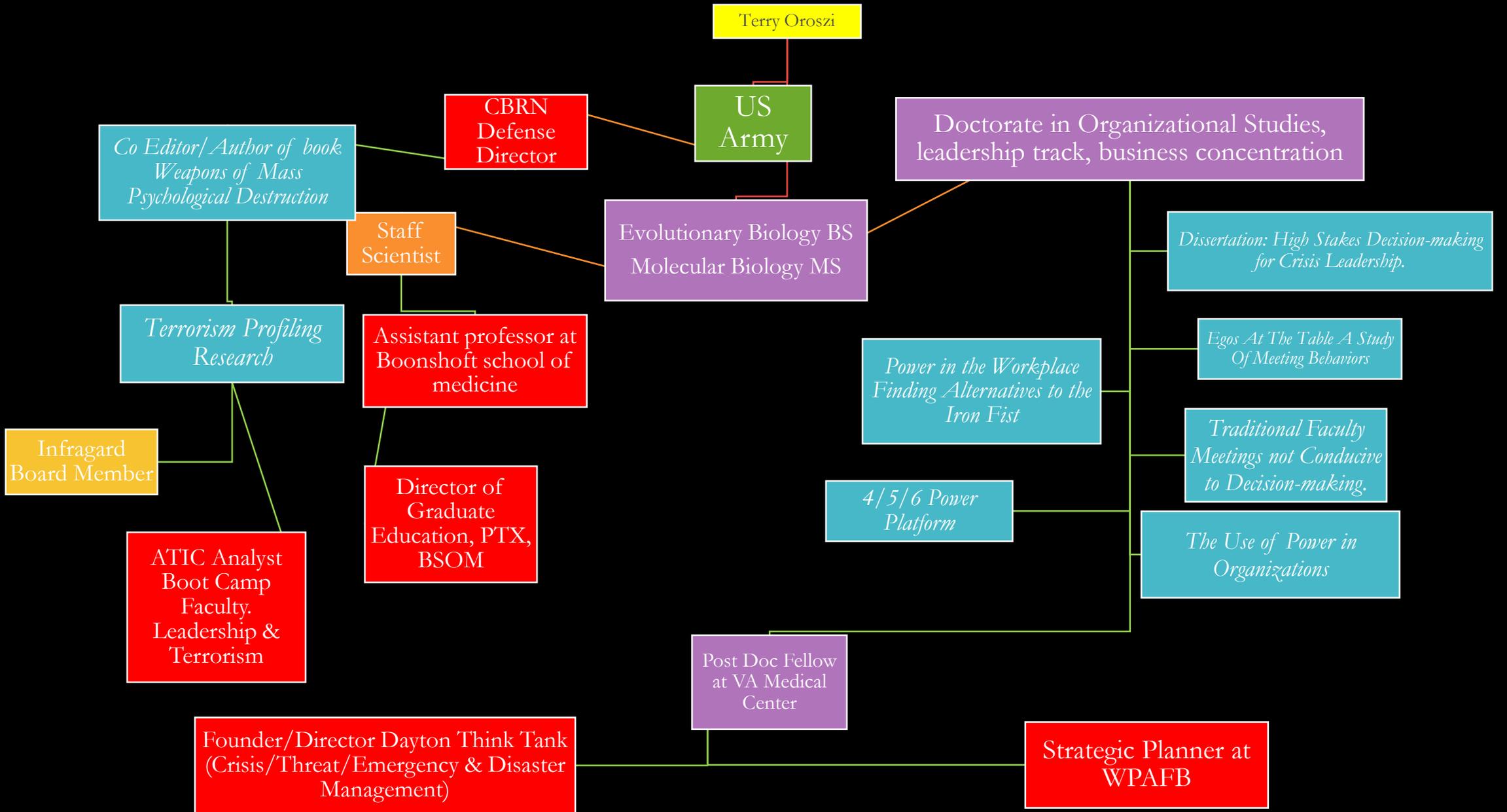
A conference room with a long, dark conference table surrounded by black leather chairs. On the table are several water bottles, glasses, and papers. At the far end of the room is a large screen displaying the title. The room has a drop ceiling with recessed lighting.

# Egos at the Table: Understanding Meeting Behaviors

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**A WASTE  
OF TIME**



The impact the members of the meeting have on effectiveness.

Meetings become a battleground for egos.

Time is WASTED,

Moral is DAMAGED,

&

Little is ACCOMPLISHED.

# Egos at the Table: Understanding Meeting Behaviors

## Identify Problems

### **Recognizable:**

An agenda is not defined or followed.

The wrong people are at the meeting (the attendees lack the knowledge or desire to be there).

### **Opaque:**

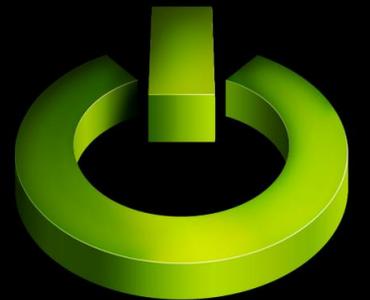
People struggle for power  
or feel powerless.

**Power** is the ability to exert influence and the proficiency of a leader to exercise its will on those which disagree.

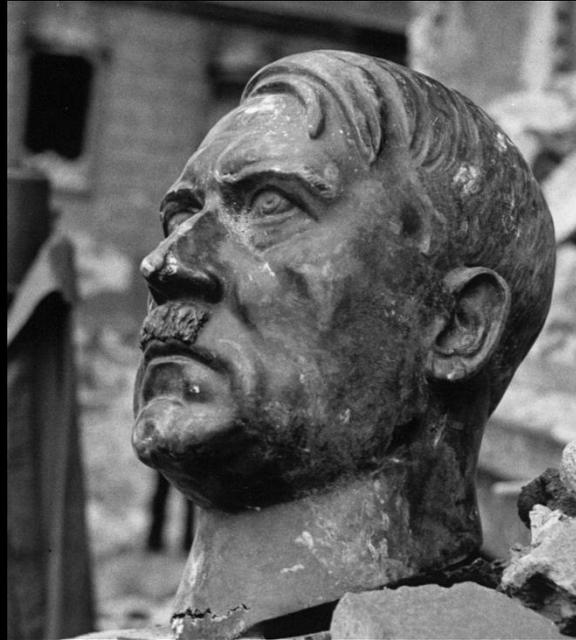
**POWER**

■ **Power** is the capacity to control what happens.

**Power** is the ability to influence the attitudes and actions of others.

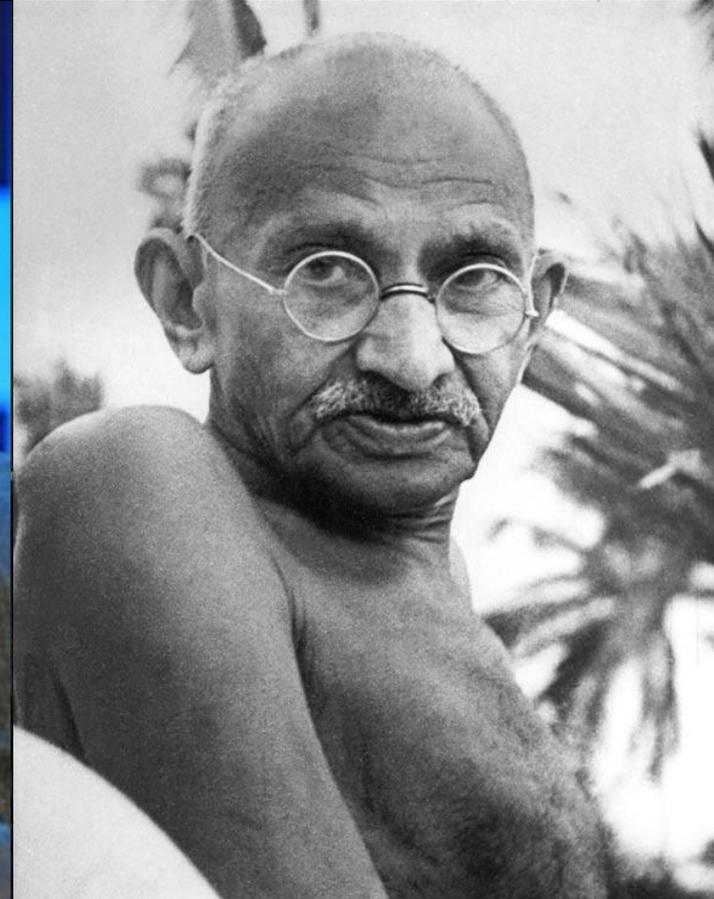


# A Brief Historical Perspective on Power



*The word Machiavellian has become synonymous with a leader who is a clever, cunning and duplicitous wielder of power.*

# Power in Organizations



# Power in Organizations: Group Dynamics



*The diversity of perspectives and experiences, as well as homogeneity of levels of power of the group participants, should be considered when participating in organizational meetings.*



## Why the struggle for power?

Power can be used as a positive or negative behavioral shaping technique in group meetings.

The desire for power can decrease the meeting's effectiveness.

# POWER



Individuals who use **powerful language** will be viewed more positively than those who use powerless language.

(Atkins, 2002)

Meeting attendees determine the relative distribution of power among meeting members by observing both verbal and nonverbal indicators.

(Rothwell, 2010)

A mixed messages is when the verbal and nonverbal cues contradict each other; typically the nonverbal is more powerful and most accurate

(Umiker, 1990)

Power is often negotiated and shared by all members of a meeting engaged in interaction.

Examples of the inferior preventing the superior from taking the power role include the inferior dressing more professionally, superior speaking skills, working more efficiently with better results, and being seen as an informal leader by other members.

Power is fluid and is exchanged between members.

A person alone cannot have power, others are needed to confirm and give the power to the individual.

Diamond (2002) stated that denying others the status of leader, or not acknowledging the colleagues' leadership role can be a tactical power strategy.

In some organizations institutionalized rank, such as doctors and professors, has been automatically equated to power.

The inferior ranked participant may have skills to prevent the superior from the power role (Davis, 1988; Lakoff, 1989).

# Nonverbal Power Cues

Verbal communication is enhanced when non-verbal, and sign language cues are implemented, such as frowns, smiles, winks, and nods. Other recognized facial expressions are surprise, fear, anger, disgust, happiness, and sadness

Members of an organizational meeting commonly use **verbal** and **nonverbal** interactions to achieve dominance in a meeting.

# Nonverbal Power Cues

Non-verbal interactions can be examples of workplace aggression, in a physical, passive and indirect method.

Members' opinions on meetings will affect their attendance, behavior, and the ability of meetings to complete their tasks.

Emotions in a meeting can be contagious, unpleasant emotions are more contagious than happier ones.



## Situation Room: A Break Down of Non-Verbal Communication

*As President Obama, Vice President Biden, Secretary of State Hilary Clinton, and other members of the defense team watched the raid on Osama Bin Laden's compound.*



## How Vladimir Sits - Body Language Tells

*Vladimir Putin often sits with his legs widely splayed - particularly when sitting with other heads-of-state.*





## François Hollande, Anxiety and Dialing up his Alpha.

*François Hollande (L), the President of France, is seated here next to Belgium's Queen Mathilde and King Philippe (R) at the recent ceremony at the Cointe Inter-allied Memorial in Liège, Belgium in commemoration of the 100th anniversary of the beginning of World War I.*

# Nonverbal Power Cues

Raising an Eyebrow  
Glaring  
Sighs  
Stationary Sitting



*Demonstrate power and control without saying a word...*

**HOW MEETING MEMBERS  
DETECT, SEIZE, OR  
CHALLENGE THE POWER  
DYNAMICS.**



# Nonverbal Power Cues

Sitting to the **left** of the official leader is the next place of power.



*Demonstrate power and control without saying a word...*

# Nonverbal Power Cues

Showing up at a meeting early and greeting members as they enter, is a simple method of demonstrating power.



*Demonstrate power and control without saying a word...*

# Nonverbal Power Cues

A light touch on the arm or hand sends a message of confidence, praise, and security.



*Demonstrate power and control without saying a word...*

# Nonverbal Power Cues

Professional Attire.

People make perceptions about the attire of a person.



*Demonstrate power and control without saying a word...*

# Nonverbal Power Cues



When the member is addressed by name the leader's power and influence is increased.

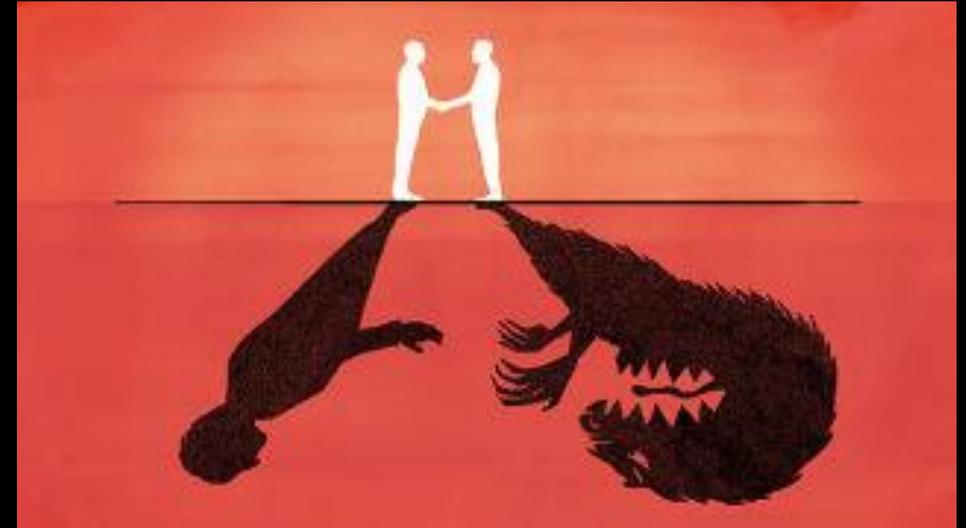
*Demonstrate power and control without saying a word...*

**YOUR NAME HERE**

UNIVERSITY of WASHINGTON

# Nonverbal Power Cues

Silence as a behavior tool can be exhibited in a way that does not offend the other meeting members yet can still reflect **hostility!**



Silence can be gender-related, women are known to speak less often in meetings.

*Demonstrate power and control without saying a word...*

# Verbal Power Cues

Hijacking is a term for common verbal behaviors related to speaking in meetings: interruption, recovery, monologuing, swerving, and crying. These behaviors **redirect attention from the group and target the focus on the person.**



# Verbal Power Cues

Interruption is when a speaker has his or her words or thoughts disturbed. It is powerful because it allows the **interrupted speaker to gain control of the conversation** and have their thoughts heard instead.

How members handle being interrupted, **talking louder** or not talking can be just as disruptive to the meeting's success.

Interrupting a conversation occurs more often in men than women.



# Verbal Power Cues

Raising the voice is a way to generate power in meetings, making it a valuable method to take control of a meeting.



# Verbal Power Cues

Monologues can be used as a power play and describes the behavior when a member answers a question, but elaborates on the topic longer than necessary.

Occasionally this behavior is seen, not just excessively talking, but changing the subject to something that is of interest to them in the process.



# Verbal Power Cues

Another verbal distraction is the practice of having private (sidebar) conversations when others are speaking.



# DEMOGRAPHICS

RANK \* GENDER \* MARITAL STATUS \* AGE



Rank can be the academic or organizational title of the individual, time in the institution, education, or relationship to those in greater authority positions.

When men talk it sounds more like a lecture,  
demanding, and authoritative.



They are also known to inform and correct.

Women tend to ask questions, speak to encourage others and offer support.





When men and women communicate, it can be seen as a conversation between cultures in which two different languages are spoken

# Behavioral Assessment Tool

WRIGHT STATE UNIVERSITY EXPEDITED ADVISORY COMMITTEE  
Form SC - Cont. Rev. [2012/03]

ANNUAL PROGRESS REPORT  
- Page 1 -

RESEARCH INVOLVING HUMAN SUBJECTS - CONTINUING REVIEW QUESTIONNAIRE  
EXPEDITED REVIEW

Must be filled in: SC #

Principal Investigator:	Terry Oroszi	Project Title:	Collaborative Decision Making in an Academic Setting
Academic Title:	Collaborative Decision Making in an Academic Setting		

**Federal Regulations mandate** that all human subject protocols receive continuing review and approval not less than once per year. In order to comply with this updated policy on research involving human subjects (OPRR Reports, Number 95-01), sufficient information must be collected to allow the IRB to conduct a "substantive and meaningful" review. Therefore, in order for the WSU-IRB to comply with this and other directives and, hence, to grant continuing approval of your protocol, the following information/documents are required: a completed continuing review questionnaire, a summary of previous protocol activities and future project plans, and, if subjects are still being accrued, copies of all Informed Consent documents, surveys and/or questionnaires currently being used.

**See instructions at end for returning completed form.**

The appropriate Board/Committee cannot proceed with the request for action on this protocol unless all items have been adequately addressed and this form contains the investigator's signature. If a question does not apply to your protocol, so indicate (e.g., "Not Applicable" or "N/A").

If you do not respond to this questionnaire, we will assume the project is not currently active, the protocol will be placed in the inactive file, and the IRB will be so notified.

The information in this petition may become publicly available either through the Ohio Open Records Act or through open meetings.

**Respond to all four sections first:**

I. Dates covered by this progress report:  Previous 12 months  Other period as described:

A. Enter last continuing review approval effective through date

II. Is this project currently active? Yes  No

A. Is this study a retrospective record/chart review? Yes  No

B. If not currently active, indicate the termination date of your project:

III. Is this project currently open to subject recruitment? Yes  No \* N/A

If No, please indicate the date closed to recruitment:

IV. Do you wish to continue this protocol? Yes \*\* No

**If Yes, please complete the attached project summary (Item V) and return to Research and Sponsored Programs. Attach copies of the appropriate informed consent and other relevant document(s).**

\*NOTE: For studies that have been closed to recruitment, check here to indicate that there are no changes or adverse events that need to be reported to the IRB ; it is not necessary to complete Item V.

\*\*NOTE: If this study was approved as "exempt" and is unchanged, check here ; it is not necessary to complete Item V.

Variable and Categories (Unit of analysis - meetings)	Measure
<b>DEMOGRAPHICS (Independent Variables)</b>	
Ethnicity (white (1) or non-white (2))	Dichotomous/Nominal
Sex (male (1) or female (2))	Dichotomous/Nominal
Rank (High rank (1), Med rank (2), Low rank(3))	Nominal
<b>ATTENDANCE (yes = 1, no = 0)</b>	
Arrived late to the meeting.	Dichotomous/Nominal
Left the meeting early.	Dichotomous/Nominal
<b>VERBAL INTERACTIONS (no = 0, once = 1, twice = 2...)</b>	
Spoke during meeting.	Interval
Raised his/her voice.	Interval
Stopped talking when another interrupted.	Interval
Became louder when someone attempted to interrupt.	Interval
Spoke to neighbor when someone else had the floor.	Interval
<b>HIJACKING (no = 0, once = 1, twice = 2...)</b>	
Interrupted another speaking.	Interval
Monologued (lengthy comments, > 1 minute).	Interval
Changed topic of conversation to their own interests.	Interval
Stalled a vote with one of the listed variables.	Interval
<b>PERSONAL ACTS (yes = 1, no = 2, more than once = 3)</b>	
Used inappropriate gestures (loud sigh, extreme shaking of head).	Interval
Touched another member (to express anger or hostility).	Interval
Was rude to another member.	Interval
Threw an item in frustration.	Interval
Cried	Interval
Touched another member to express positivity.	Interval
Act of Kindness (Gave up a seat, offered pen, paper).	Interval
Offered support (defended) another member at the meeting.	Interval
Acted as a self-appointed facilitator	Interval

## Behavioral Assessment Tool

Under category “Attendance” we see two variables of interest.

Variable one is “**Arrived late to the meeting**”. If a meeting member arrives after the meeting has started this response to this variable will be yes, if the member does not show up late this response is no.

The next variable “**Left the meeting early**” is marked yes if a member leaves the meeting before the meeting has formally ended. In both cases the time beyond the start and stop time is not indicated. This category is meant to indicate nonverbal communication and are examples of workplace aggression, in a physical, passive and indirect method.

Variable and Categories (Unit of analysis - meetings)	Measure
<b>DEMOGRAPHICS (Independent Variables)</b>	
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Acted as a self-appointed facilitator	Interval

## Behavioral Assessment Tool

This includes speaking at meetings and includes those that do not speak at meetings.

This behavior is exhibited in a way that does not offend the other meeting members and reflects hostility but not in an open fashion.

Another variable in the Verbal Interaction category is the raising of voice.

How members handle being interrupted, talking louder, or not talking make up two additional variables in this category.

Private conversations when someone else had the floor. The private conversations are often off-topic and these interruptions can degrade the effectiveness of the meetings.

Variable and Categories (Unit of analysis - meetings)	Measure
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## Behavioral Assessment Tool

The Hijacking category includes five variables all to speaking in meetings. This behavior is seen as acceptable norms.

They are acts done by an individual in a meeting that can be verbal or nonverbal and require only one member to do it. Some of the variables are positive; others will be seen as not constructive acts.

Variable and Categories (Unit of analysis - meetings)	Measure
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# HOW CAN WE IMPROVE MEETINGS?

Identify the power struggles.

Give a voice to the silenced.

Decrease chances for bias in decision-making.

Follow an agenda.

Bring in a **facilitator**.

The purpose of the meeting facilitator is one of guided direction.

**Process, not Content Driven**



# EGOS AT THE TABLE - GAME

## Participants:

- #16 **Hidden Members** (A – P)
- **Facilitator**
- **Chairperson**
- **Audience** (#20)

## Rules:

- Each **Hidden Member** gets a card with his/her name, keep name hidden, letter visible and spend the meeting acting out their character (verbal/nonverbal).
- Each **Audience** member receives a game card and tries to guess the members “name”.
- The **Chairperson** and **Facilitator** run the meeting

The audience member with the highest number of correct names wins.

# EGOS AT THE TABLE – THE GAME

## Meeting Chairperson

Agenda, has interest in the Organization.

## Meeting Facilitator

Timekeeper,  
Makes sure everyone has a voice, keeps tone level and meeting  
On track.

## Mr/Ms Nevershtup

Hijack the conversation by monologing, stealing the spotlight, changing the topic to one more favourable.

## Mr/Mrs A. Pudding

Passive Aggressive, expert at giving the silent treatment, but obvious. Glares, sulks, loud sighs, shakes head.

## Vice President S. Climber

Power hungry. Lacks confidence to be vocal. Nonverbal sycophant. Agrees with the chairperson on EVERYTHING

## Mr/Ms Rocket

Aggressive and Silent  
Uses nonverbal cues to signify an aggressive nature.  
Dominates the space without regard for those nearby.

## Manager Domb

Hijack with Dominance  
Interrupt, talk loudly  
And down to others.

## Asst. Director A. Noy

No concern for others,  
Sidebar conversation

## Mr/Ms Vic. Tem

Disgruntled employee  
Low pay, no respect.

## Mr/Ms Deadlee

Powerless, silent, nonverbal  
(dead-like)

## T. Dogge

Alpha and nonverbal,  
not necessarily arrogant, just comfortably alpha.

## Mr/Ms Betafesh

Perfectly fine with their role  
And just wants everyone to be happy and productive.

## Mr/Ms Nonn Chalant

feeling or appearing casually calm and relaxed; not displaying anxiety, interest, or enthusiasm.

## Mr/Ms Frea' Spiret

Knows they are in a professional meeting,  
But loves everyone and  
Wants to make everyone their friend.

## Mr/Ms E'go Maineact

Believes they are the greatest person in this world and EVERYONE  
Should get the experience of having them in the room.

## Director Dee Nigh

Utter disdain for anyone and Everyone.  
Shows it in voice and action.

## Mr/Ms Toaduso

For years they have been sharing problems  
They have noticed,  
but offer no solutions.  
*“solutions are other people’s job”*

## Mr/Ms G. Giannt

Shows gentle power.  
Kind, few words, touches shoulder to calm others when possible. Feels everyone should have a voice.

# EFFECTIVE ORGANIZATIONAL MEETINGS CAN HAPPEN.

