

NEWEST TRG LEADERSHIP TOOL

"Practical Means for Dealing with Difficult Times"

This section of our site features business tools and planning considerations designed to assist leaders for whom "just keeping up" is not good enough. These notes focus on sequences of thought and action intended to enhance the positioning of your group, both on a long and short-term basis.

Please check back weekly to review the next tool. Visit our [LEADERSHIP TOOLS ARCHIVE](#) for previous tools.

TRG PRINCIPLES FOR DELIBERATION PART III

NOTE:

The following "TRG Principles of Deliberation" are directly linked to two other sets of procedures: "TRG Guiding Principles for Deliberation" and "TRG Decision Management Protocols", that have appeared successively over the past two weeks.

Each week additional sets of Tools on a wide array of business subjects will appear. Your input is requested as to which Tools might be of interest to you. Requests will NOT create any form of obligation on the Reader who makes the suggestion, but will help us understand which subjects are of general interest.

DELIBERATIVE ACTIVITIES: PART III - STANDARD OPERATING PROCEDURES

SESSION MANAGEMENT POLICY (Default is "Robert's Rules of Order")

- A Leader (Chair) must be designated in advance of every Session
 - A Back-up Chair should be designated for either ad hoc or Cyclical Sessions whenever practical
- The Chair should select a Recorder in advance whenever practical to assure:
 - Scheduling and Time Management
 - Managing changes in schedule
 - Capturing intended General Outcomes from sessions, including:
 - Designating Deliverables both leading to and/or resulting from each intended activity: (connected to a named, responsible individual or group)
 - Either an Agreement as to the Nature of Data Elements to be sought, or Prompt Agreement on the preferred methodology for assessing data elements
- The Chair (assisted by the Recorder) must write and distribute an Agenda in advance
- Both Cyclical and ad hoc Sessions should be held as scheduled unless there is a compelling reason to reschedule
- At the start of the Session, the Chair should always:

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- State the purpose and the desired result of the Session
- Introduce the participants
- Review the Agenda
- Support Documents for upcoming presentations and decisions should be distributed no less than 3 working days in advance of Sessions whenever possible
- Notes should be both concise and distributed PROMPTLY (within 5 working days after a Session) indicating decisions and commitments resulting from the Session
- Each action agreed upon must have an "Owner", a "Measure", and a "Report Date" designated

SPECIFICATION FOR SEQUENTIAL SESSIONS:

In order to allow for the preparation of participants, at the initiation of a set of sequential Sessions, the Leadership is responsible for distributing a working specification indicating the format of those Sessions, including:

- The mandate of the group
- The purpose of the Sessions
- The name of the Session leader (a back-up Chair when practicable)
- The Recorder (a back-up Recorder when practical)
- The standing list of Participants
- Contact information
- A calendar of Sessions and associated communication schedule
- A default location/format for where/how the Sessions will be conducted (unless specially scheduled and communicated no less than 1 week in advance)
- The timing and intended duration of the Sessions
- Standing agenda items, including "Owners"

SEQUENCE & PRIORITY FOR PLACEMENT OF ITEMS ON AGENDA

In order to allow for the preparation of participants, at the initiation of a set of sequential Sessions, the Leadership is responsible for distributing a working specification indicating the format of those Sessions, including:

- A Distribution Date and Cut-off Date for submission of items to the agenda should be established by each group
- A Draft Agenda should be assembled by the recorder and reviewed by the Chair no less than 2 working days prior to scheduled distribution
- Initial Items to be placed on the agenda prior to the Pre-session distribution, that should include:
 - All items carried forward from the agenda of previous Sessions
 - New items determined to be of importance by the Chair
 - Items proposed by team members and acceptable to the Chair

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- The Session Agenda should be distributed to all participants no less than 2 working days in advance of the Session
- Acceptable Additional Items requested for placement on the Agenda that are presented after the distribution of the Agenda, but prior to the assembly of the group at the Session, should be written as an attachment to the agenda and distributed at the start of the Session when practicable
- Acceptable additional items requested of the Chair at the Session prior to the Session start should be noted verbally at the discretion of the Chair, as an addition to the agenda by the Chair at the start of the Session, and may be placed within an existing segment, if there is a compelling logic and the length of the Session is not threatened
- All acceptable ad hoc items raised for consideration during the Session should be taken at the end of the Session as time allows
 - Ad hoc items should be considered only after the consideration of all placed items
 - Items that are not discussed should be noted in the minutes and a decision made as to whether to place them on the next Agenda
 - **Note:** Care should be taken not to allow the insertion of Ad Hoc Items to disrupt the proceedings

TREATMENT OF NEW AGENDA ITEMS CALLING FOR A DECISION

- When items requiring a decision are presented without either prior access to supporting documentation or awareness of their nature by all participants, any associated vote should be tabled until the next Session to allow for deliberation

INTERNAL COMMUNICATION

- At the start of each group process, the Leadership should commit to the clear communication as to what has been undertaken, what has been promised and what is expected to be decided previously, including:
 - Awareness of new directions as soon as they are determined
 - Any ongoing process for meaningful feedback
 - An acknowledgment of the intent to comply with externally mandated requirements/standards
 - Any expectations as to additional internal/voluntary standards

POLICY ON POLICY

- PURPOSE:

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- To enhance internal group-management capabilities by including input from all members in an orderly fashion
- To most effectively respond to changing conditions
- To limit repetitive debate regarding prospective changes of methods
- BASIC PRINCIPLE FOR POLICY MODIFICATION:
 - The duration of each policy will be established at its inception, including a designated review schedule
 - Any member may request consideration for a new or revised policy with the understanding that review/consideration for revisions may be tabled until the next scheduled review period unless:
 - There is a present urgency (determined by the Designated Leader)
 - It is in response to an entirely new condition or mandate

For additional information regarding TRG PRINCIPLES FOR DELIBERATION PART III, please visit our [Contact Page](#) and send us an Email or simply call us directly during East Coast business hours on our toll free number 1.800.97-REGIS (1.800.977.3447).