

Optional
Activity

2

When is it Best to Have a Meeting?

Time it takes: 15–20 minutes

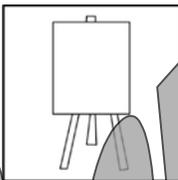
What it is about: Helping participants decide when it is or is not appropriate to have a meeting.

What you will need: Flipchart paper and markers

How to do it:



1. Lead a discussion to help participants begin to think about when it is or is not appropriate to have a meeting by drawing two columns on a flipchart and asking for volunteers to share first when it is best to have a meeting and then when it is not appropriate to have a meeting.



2. Chart Responses. The following page is an example of a flipchart drawing with expected responses. You can share these responses if participants are unsure.

Have a Meeting When ...	Do NOT Have a Meeting When ...
<ul style="list-style-type: none">• Input and discussion from several people is required.• Input is desired prior to making an important decision that impacts several people or functions.• Several ideas need to be generated.• To build team involvement and rapport amongst team members.• Two or more people need to figure out problems or issues.	<ul style="list-style-type: none">• Communicating a final decision and you don't want any discussion.• All the "right" people are not available.• Information can be shared easily in an email or voice message.• You know the meeting will have to be cut short due to other priorities.• You are not prepared and have not given other people time to prepare.• The purpose is unclear.

3. Transition by sharing how this discussion pertains to the next Workshop activity.

Optional
Activity



Common Decision-making
Tool: Easy Ranking

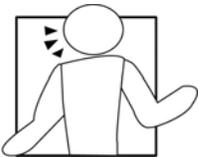
Time it takes: 15–30 minutes

What it is about: How to use the Easy Ranking decision-making tool.

What you will need: Flipchart paper and markers

How to do it:

1. Introduce the topic with comments such as:



There are a few “rules of thumb” concerning decision-making tools to keep in mind:

- Tools are best used to help evaluate options and make critical decisions.
 - Decisions should not be based on the results of just one or two tools. The results of different tools often contradict one another.
 - It is best to evaluate with a variety of tools until you see a pattern for or against an alternative.
2. Discuss Easy Ranking with comments such as:
 - Ranking is similar to rating using a low, medium, high scale.
 - The tool has rows on which a number of alternative solutions for an issue are listed, and columns on which guidelines, or criteria, are listed.

- **Example criteria would be cost, time, and customer acceptance.**
 - **Each alternative is ranked on each guideline using a low, medium, high scale. This tool helps narrow options.**
3. Walk through an example of buying a car by first drawing the following grid (without the boxes filled in) on a flipchart. Explain that you list the criteria first [cost, styling, practicability]. Explain that if a vehicle costs a lot of money, then it receives a “low” rating (because “low” = “not good” in this example).

ALTERNATIVES	COST	STYLING	PRACTICABILITY
BMW Convertible	LOW	HIGH	MEDIUM
Cadillac DeVille	MEDIUM	HIGH	MEDIUM
Honda Accord	MEDIUM	LOW	HIGH
Pick-up Truck	MEDIUM	LOW	MEDIUM

4. As you walk through the example, eliminate any alternative that has received a “low” rating in more than one category. Look for any alternative that has received “high” in two or more categories. In the example, the Cadillac DeVille has the most “medium” and “high” values and, therefore, might be your choice—at least according to the Easy Ranking tool.
5. Ask for questions and comments. To conclude this activity, remind everyone that several tools should be used to help make complex decisions.

Optional
Activity

9

Common Decision-making
Tool: Cost/Benefit Analysis

Time it takes: 15–20 minutes

What it is about: How to use the Cost/Benefit Analysis decision-making tool.

What you will need: Flipchart paper and markers

How to do it:

1. Introduce the tool with comments such as:



- **Cost/Benefit Analysis is a quantitative analysis of whether or not to follow a course of action.**
- **The tool helps you decide if a potential solution for an issue is worth the time and expense. In essence, the tool guides you in adding up the value of the benefits of a course of action and subtracting the cost associated with it.**

2. Demonstrate a simple cost/benefit analysis by sharing the following example.

Example: Deciding whether to spend money on upgrading the computer system.

Costs	Value of Benefits
<u>One-time Expenses:</u>	<u>Monthly Savings:</u>
New server \$6,000	Reduction of monthly fees \$100
4 new computers \$4,200	Decreased down time \$1,000
New software \$2,000	Reduction of maintenance \$200
Training Staff \$1,200	Faster customer Interface \$300
Time lost for transition \$8,000	Estimated sales increase \$2,000
Administrative costs \$2,200	
Misc. expenses \$1,100	
Total Expected Cost: \$24,700 (one time)	<u>Plus</u>
Recurring monthly upgrades: \$300/month	Increased morale leading value not to decreased turnover assigned
	Recurring monthly Savings: \$3,600
Total 1st Year Cost: \$28,300	Total Savings 1st Year: \$43,200

3. Ask the group for their conclusion about whether or not it makes sense to upgrade the computer system based on the Cost/Benefit Analysis.
4. Ask for questions and comments. To conclude this activity, remind everyone that several tools should be used to help make complex decisions.