

CONDUCTING MEETINGS WITH MANAGEMENT

Type of Participant Targeted

Conducting Meetings with Management (CMWM) is designed for assistant examiners who are beginning to make presentations to the management of financial institutions or the Reserve Bank. *All assistant examiners, regardless of specialty, must complete this course before becoming commissioned.*

Pre-Course

Find examination report to use as basis for class presentations

- Participants must bring an examination report to class.
- The report must cite **at least three** matters serious enough to warrant discussion with an institution's executive officer and board of directors.
- The report should contain significant problems that present a challenge to persuade management to take the desired corrective action.
- This examination report will be the basis of two presentations given by the participant.

No examination reports will be provided in the class for participants.

Course Overview

CMWM will enable participants to conduct effective meetings with management. Participants will have the opportunity to practice skills, receive coaching on these skills, and be expected to provide constructive criticism to peers.

Course Objectives

After completing this 4-day course, the participant will, at a minimum, be able to accomplish the following objectives.

- Identify reasons why examiners conduct meetings with bank management, directors and Reserve Bank management.
- Differentiate between types of meetings held with management, directors, and Reserve Bank management, and determine when and how to use each type.
- Identify and develop good communication techniques aimed at maximizing the effectiveness of meetings conducted with each of these groups.
- Conduct three different types of presentations (interview, final meeting and board meeting) in an organized manner.
- Conduct meetings with management involving adverse examination findings and difficult situations, demonstrating an ability to effectively handle conflict or confrontation.

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Post-Course Intervention

Participants will be provided with evaluations identifying their respective strengths and developmental needs in giving oral presentations. After completing CMWM, the participant should be given the opportunity to conduct meetings with management or directors of financial organizations, or with management of the Reserve Bank. The opportunity to conduct meetings will provide practice in the use of concepts and techniques learned during the course. The examiner's manager, team leader or EIC should observe the meeting and provide appropriate written feedback, particularly with regard to the developmental needs identified in the evaluation.

Learning Objectives

After completing each section, the participant, at a minimum, will be able to demonstrate the following skills listed within the bullet points below:

Introduction and Icebreaker Presentation

- Distinguish between effective and ineffective feedback.
- Conduct a five-minute icebreaker presentation.

Overview of Communication Skills

- Define the goal of communication.
- Identify proper use of image projection, body language, personality, voice and proper vocabulary when conducting various types of meetings.

Effective Listening and Listening Skills

- Identify personal listening style.
- Distinguish between different listening styles and the effective presentation methods for each style.

Managing Effective Meetings

- For various types of meetings, identify the appropriate purpose, place, protocol and presentation techniques.

Fact-Finding Interview

- Identify appropriate purpose, place, protocol and presentation for fact-finding interview.
- Distinguish between open-ended, closed-ended and probing questions.
- Prepare an agenda for a fact-finding interview.

Workshop: Preparing for a Fact-finding Interview

- Allow participants adequate time to prepare to conduct a fact-finding interview.

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Participant Presentations: Fact-Finding Interview

- Demonstrate effective interview techniques, including appropriate questioning techniques.
- Provide constructive feedback to peers.

Managing Conflict in Meetings

- Identify causes of conflict in meetings with management.

“How I Handle Conflict” Assignment

- Identify personal conflict style.
- Discriminate between various conflict management styles, including advantages and disadvantages of each.
- List alternative behaviors available for conflict resolution.

Preparing for Closing Management Meeting

- Identify appropriate purpose, place, protocol and presentation for closing management meeting.
- Prepare a formal, written agenda for use in management meeting.

Workshop: Closing Management Meeting

- Allow participants adequate time to prepare for Closing Management Meeting.

Participant Presentations: Closing Management Meeting

- Demonstrate effective meeting management techniques, including questioning and conflict management techniques.
- Demonstrate effective use of an agenda.
- Obtain a commitment from management that the necessary issues and concerns will be addressed.
- Provide constructive feedback to peers.

Effective Use of Visual Aids in a Meeting

- Identify different types of visual aids and the advantages and disadvantages of each.

Preparing for the Board/FRB Meeting

- Determine when meetings must be held in accordance with System policy and any individual Reserve Bank practices.
- Identify appropriate purpose, place, protocol and presentation for financial organization’s board of directors or management.
- Prepare a formal, written agenda and one additional visual aid for use in management meeting.

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Workshop: Board/FRB Meeting

- Allow participants adequate time to prepare for the financial organization's board of directors meeting.

Participant Presentations: Board/FRB Meeting

- Demonstrate effective meeting management techniques, including questioning and conflict management techniques.
- Obtain a commitment from the board of directors that the necessary issues and concerns will be addressed; or, agreement from FRB management regarding findings and/or corrective action.
- Provide constructive feedback to peers.

Class Size

The maximum class size is 18 students per session.

Instructors

Instructors are commissioned examiners who have experience in conducting meetings with bankers, directors and Reserve Bank management under a variety of conditions, and can effectively model the behaviors and competencies taught in the course. In order to provide effective feedback during videotape sessions, it is necessary to have one instructor for every six participants.