

Introduction

We will start by developing a new topic, mastering communicational tools, which is essential for anyone who leads a group. Language is the best invention in humankind's history; communication enables us to accomplish whatever we set out to do. Moreover, it is a process that requires the active participation of those involved; coaches and athletes alike have to learn to understand each other's reactions (Dosil, 2004, p. 240).

Leaders have many communicational tools available to them and high performance requires continuous training and a high level of communicational skills. In this module, we will focus solely on two main management tools for leaders, one individual and the other collective: the personal meeting and group meetings.

These communicational tools will stay with the leader throughout their professional career. Using them ineptly, impetuously or errantly can reduce or void their effect. Although people have personal talks or group meetings in their everyday life, it is important that the leader understands that these tools implemented in a position of leadership go deeper and that the secret to their use resides in the way they are implemented, how strictly they are executed and in systematic training.

Our experience as advisors has shown us that, in many teams, whether sports or organizational, there is a problem known as “meetingitis”. This is the exasperation associated with participating in unproductive and prolonged group meetings that do not meet their objectives and are perceived as a waste of time. High performance also suffers from this problem; it erodes the influence of leaders who do not know how to use this excellent communicational tool.

We have also seen how team members frequently put up a great deal of resistance to taking part in individual meetings with their leaders. The reason is that these turn into spaces where the leader engages in a monologue; in other words, they do not include the other person. Therefore, there is a enormous feeling of time being wasted. There is a general unawareness of the concept of the criticism sandwich, thus the results of such meetings tend to be completely negative.

We use the following guidelines as an initial suggestion to use these communicational tools effectively:

1. **Be Direct.** People who “beat around the bush” assume that others already know what they want or feel. Instead of expressing their message directly, they merely insinuate what is on their mind, or otherwise

share it with others in the hope that it will reach the right person indirectly.

2. **Take Ownership of your Messages.** Use “I” and “me”, not “we” or “the team” when referring to your own messages. Using others to reinforce what you have to say can be viewed as cowardly when expressing what you want to say.
3. **Be Thorough and Specific.** Give the person you are speaking to all the information they need to fully understand the message. Be aware of empty logic, unknown assumptions and intentions that are not clearly stated.
4. **Be Clear and Coherent.** Avoid double messages. Double messages contain contradictory meanings and are normally expressed by people who are afraid of being direct.
5. **Share Needs and Feelings Clearly.** It is important to share emotions in order to build solid relations with the other person; do not be afraid of expressing your emotions no matter how much the society in which we live condemns it.
6. **Separate Facts from Opinions.** State what you see, hear and know before clearly identifying your opinions on these facts and any conclusions you may have reached based on them.
7. **Focus on One Thing at a Time.** Organize your ideas before you speak. Unconnected messages do not transmit very well.
8. **Communicate Messages Immediately.** When you see something that needs to be changed or that bothers you, do not hesitate to send a message. Holding back can sometimes cause a seemingly unimportant issue to spiral out of control.
9. **Ensure that the Message does not Contain th Wrong Meaning.** Wrong meanings and disguised intentions destroy relationships. Determine whether the message contains hidden meanings by asking yourself these questions: What am I trying to say to the other person? Is this the only thing I have to say or is there something else?

- 10. Maintain a Supportive Attitude.** If you want others to listen to your messages, do not communicate using threats, sarcasm, negative comparisons or damning criticisms, otherwise people will eventually stop communicating with you or simply stop listening. A set of messages must voice some kind of support.
- 11. Be Coherent with Nonverbal Messages.** Facial gestures and body posture should not disagree with the words being said. Contradictory messages confuse the other person and hinder future communication.
- 12. Reinforce through Repetition.** Repeat key questions to reinforce what is being said. But do not over do it as excessive repetition can cause the other person to stop listening.
- 13. Ensure that the Message is Suitable for the Receiver's Framework of Reference.** Messages can be understood much better if they are tailored to the person they are aimed at.
- 14. Generate Feedback to Find Out whether the Message has been Received Correctly.** Be aware of verbal and nonverbal signals from the listener that let the speaker know the intended message is being received. If no signal can be seen, ask the question: do you understand what I am saying? or is it clear to you what you have to do? (Weinberg and Gould, 1996, p. 258).

Our mission throughout this module will be to provide specific, concrete guidelines to know when and how each communicational tool should be used, and provide some suggestions to ensure that both tools become more and more effective over time.

A high performance leader must adore communication and as such, must quietly care for their primary tools. They must not be abused or used just for the sake of using them. Effective leadership involves knowing exactly what, when and how. Let's look at this next.

3.1 The Personal Meeting

Individuals organize their personalities into different layers, using the outermost layers to house their most circumstantial, unstable and public behaviors. In comparison, the most stable part of someone's personality is located in the innermost layer, which is the most private and it is related to beliefs, values and thoughts. The leader must try and reach these innermost layers in order to generate commitments in team members, put forward a personal view and eliminate certain fears. This internal part of our personality, called the nucleus, is not easy to reach, which is why it is extremely important to know how to behave and proceed in order to penetrate this zone. This represents a true challenge. A personal meeting is one of the most appropriate strategies to obtain the following information: interpersonal history and informal observational data (Arkowitz et. al, 1981, as cited in Caballo, 2010, p. 143).

Therefore, the personal meeting emerges as a concrete way for the leader to access the personality nucleus of each team member, but this only happens if it is done with restraint, patience and respect for the time and space of the other person.

Therefore whenever a leader obtains information on the athlete's personality nucleus, the day to day experience is transformed. With lower cost and higher productivity, more enjoyment and greater teamwork. In other words, the returns on reaching the personality nucleus of each team member are extremely high, which is why it is worth respecting the process and time frame for doing so. This is what the marvelous world of the personal meeting is all about.

3.1.1 Situational Framework for the Personal Meeting

The meeting is a space where two or more people can come together to hold a dialog for a set period of time and with an explicit objective. According to this framework, we specifically understand the personal meeting as a space for conversation between two people.

Let's start with a fundamental point that significantly changes the view held by the leader: When should a personal meeting be held?

Amateur leaders do not plan on when to conduct personal meetings with athletes; these usually arise out of some dispute in the group, anger, frustration, desire of the leader, etc.

It is vital that the high performance leaders have an annual calendar for personal meetings. What enables a leader to decide the most beneficial, appropriate and necessary time to establish a space for dialog? Awareness of the following factors: itinerary, high and low seasons, heavy competition and training loads, travel, pre-season, the end of the year.

Our professional experience shows us that, in some cases, leaders start the year with a focus on team management and propose regular personal meetings, but, as time passes, these are overtaken by operational demands, and they suspend the private and personal bond with each team member. This is the point we posed earlier when we indicated that the leader's view changed depending on the scheduling of meetings.

When a team member feels that they have a space to connect personally with the leader, they prepare for and look forward to the meeting. In comparison, if the leader promises to follow up on the personal meetings and then fails to do so, the boomerang effect will significantly impact the motivational state of the team. We must be careful not to promise things that we are unsure we can follow through on. It is better to plan a personal meeting calendar and try and stick to it.

The function of the personal meeting calendar is twofold: to schedule the meetings and record concrete leadership actions. Whenever we audit organizational and sports teams, our professional duties always include requesting the meeting calendar from the leader. Sometimes we come across scheduled and detailed calendars; other times, a record of meetings held, but without any planning. However, we often find no records or schedules at all.

It is important to make leadership tangible and to be able to visualize the actions the leader performs toward managing productivity, group climate and individual development. The personal meeting calendar, agenda and record is a basic step that allows us to demonstrate the actions performed and measure the impact of these personal meetings.

But when should we conduct the meetings? And how many meetings should we conduct throughout the year? Our recommendation is: three or four annual meetings with each team member.

Let's start by arranging them on the calendar. The first of these meetings must be purely exploratory. It should be used to learn about the expectations and emotional state of the team member and to try and align expectations and define short- and medium-term objectives. The initial meeting must be investigative, informative and orienting. It is investigative because the leader will attempt to gather as much personal information about each team member as possible, while slowly and steadily trying to penetrate the personality nucleus, and try to learn about motivations, interests and aspirations. The leader must generate a climate where the protagonist of the meeting is the team member.

It is also informative because this meeting is used to assign an individual role and to work on align future expectations. The leader must convince the team member of the importance of developing this role and the benefits it will bring to the team and themselves.

Lastly, it provides guidance because the leader instructs the team member and reveals the short-term future, and reminds them of the main goal for performance to be developed over that period.

This initial meeting is held at the start of the season or work year. The next meeting is for feedback and should be held approximately 45 days later. Feedback is a reaction an athlete's performance. At this stage, it is the leader who initially requests feedback from the athlete: they want to learn how the athlete feels in the team, how the athlete evaluates their own performance up to that point and what their energy levels are like. After the team member shares their assessment of themselves, the leader will share their viewpoint in return so that together they can redefine a new objective for continuing development.

This second meeting is very important because it consolidates the team member's expectations in relation to the availability of an exclusive space that focuses on them. It gives the leader coherence and disposition, and brings them much closer to the athlete's personality nucleus. Therefore it is important not to allow too much time to pass between these two meetings.

The third meeting is related to vision and is one of the higher quality meetings because both the leader and the team member have a lot of information from their daily and connected activities which provides a wealth of concrete data to enrich the meeting. This meeting should be held after about six months and must focus on the partial assessment of the team member or athlete's performance and vision.

The leader must prepare the meeting, come with a lot of information, use data to support opinions and show the team member a future plan backed by data. This meeting is used to plan medium- and long-term objectives: the leader has already spent sufficient time with the team to become intimate with their personality nuclei and from there persuade each one to shape and define a vision.

The final meeting of the year focuses on assessment and must be held in the eleventh month when an exhaustive analysis of the performance, adhesion, compliance with the norms, communication within the team and performance in stressful situations is possible. This is when the data that will appear in the meetings at the start of the next year is obtained.

Therefore, the suggested formal personal meeting calendar is as follows:

- Meeting 1: exploration. Month 1.
- Meeting 2: feedback. Month 3.
- Meeting 3: vision. Month 6.
- Meeting 4: assessment. Month 11.

This formal meeting calendar needs to be clarified to ensure it is properly understood. We should note that the tentative dates listed are flexible; in other words, if a meeting scheduled for month six needs to be held earlier or later, the calendar will be still be fulfilled. On the other hand, although a specific number of formal meetings are scheduled throughout the year, in no way does this preclude holding informal meetings off calendar.

One of the basic facts that the literature underscores is that many athletes find it difficult to be completely honest when communicating with their coaches. One of the causes is the way they believe the coach perceives them, which leads them to think that the coach's decisions are based on the personal feelings associated with this perception (Valdés Casal, 1998, p. 167).

These reasons make it essential to take the team member's characteristics into account: when the athlete is new to the team, more meetings are required to reach his personality nucleus as quickly as possible. In comparison, when we are working with a known team,

which has spent sufficient time working together as a group and/or has a high skill level, naturally there are less meetings. The number of meetings can be reduced for several reasons: the bond between the leader and the group is already consolidated, skill levels are as expected and adjustments to performance are more infrequent, among others.

What we must understand and accept is that meetings can decrease or increase in number, but never disappear entirely. They are conducive to and create leadership. Meetings with veteran team members undoubtedly focus more on developing their vision and on technical adjustments than reaching their personality nucleus. More task than bond. Whereas meetings with athletes who recently joined the team would focus more on forging a bond than tasks.

We have explained the problems and suggestions surrounding the time and number of meetings in the formal calendar of the high performance leader. Let's close this topic by sharing a fact that we often come across with leaders who are in the process of transitioning from a boss (who only give orders due to their position in the hierarchy) to a leader.

They often ask us: If we set aside time for meetings with team members, how long will it take for us to work more effectively together? The obvious answer to this question is that the role of the leader contemplates these types of activities. The leader must understand that they need to distribute and delegate operational tasks to manage the team and complete the necessary strategic development. Until the leader assimilates and embraces this, each and every meeting they are involved in or entrusted with will be seen as a waste of time; their result will be poor and logically confirm the leader's expectations surrounding these communicational tools' lack of value and contribution.

Anyone who wants to develop and achieve high performance must abandon anecdotal evidence and surrender to this fact. Many leaders lead according to the way they were led, which is not always a good thing. The times, demands, requirements, generational characteristics, effect of the audience change; logically so too must the leadership style. Unsupported imitation is just as big a set back as execution without conviction.

No leadership action or tool should be executed without clear evidence of the impact it will have on the team. One should not experiment with the group nor is it necessary to comply with new techniques; on the contrary, it is better to take time, think of suitable measures, decipher the steps for implementation and from there put them into action.

We know about and share experiences with organizational teams where leaders are responsible for conducting a feedback session every 30 days. We also share experiences with organizations that provide

feedback twice a year. Reality shows us that there are different organizations and different leadership styles.

Holding a lot of meetings will not make the team more productive, create a better climate or increase the level of adhesion. The key is the combination of quality and quantity. Less meetings than expected delay consolidation of the bond between leader and team member while more can weaken the impact of this tool.

Consequently, being in a high performance position requires the leader to have an annual calendar of formal meetings with team members: after previously defining the reason for the meeting, having a clear procedure, respecting the allotted time and participation of the other person are actions that bring the leader closer to high performance.

3.1.2 Phases of the Personal Meeting

As a key management instrument, the personal meeting has its own times, stages or phases that the leader must recognize and, above all, review as best they can together with the team. An in-depth knowledge of the peculiarities of each period grants the leader broader and clearer opportunities for guidance. Let's review what the traditional scientific literature says about this. Personal meetings include three (3) important stages:

- 1.** Start (warm-up).
- 2.** Development (motive).
- 3.** Conclusion (production).

Before starting to analyze and make suggestions for each of the stages, let us make an observation based on our professional experience. There is an additional stage, one that is probably even more relevant: meeting preparation. We often ignore this stage and this neglect has a significant repercussion on the quality and final impact of the meetings.

The formal stages of a meeting are:

- 1.** Preparation.
- 2.** Start (warm-up).
- 3.** Development (motive).
- 4.** Conclusion (production).

Preparation is the planning phase that happens prior to the meeting. The requirements of this stage are:

- Anticipate the demands of the meeting.

- Collect and organize all the necessary information to successfully execute the meeting.
- Imagine possible obstacles within the meeting.
- Select methods that allow them to be overcome.
- Define the estimated duration of the conversation.
- Set aside the necessary time on one's agenda.
- Inform the team member in advance about the meeting.

Formal notice that the meeting will take place has a significant influence on the team member's disposition to attend the meeting with an open attitude and without fear. The meeting invitation must indicate the time, the reason for the meeting and the estimated duration. This will allow the team member to be able to prepare themselves, select the information they consider relevant and contribute with an open and constructive attitude. In many cases, this advance notice is spontaneous and given just before the start of the meeting. We do not recommend this, at least for the formal meetings included on the annual calendar. Although people from the Y or Z generation may perform better being spontaneous, neglecting to inform with sufficient time reduces the amount of time available for reflection before the meeting.

The main phases of the meeting are:

Preparation: this is the leader's analysis stage; drafting of a list of relevant topics to be addressed; defining the methodologies for addressing the topics chosen; selection and organization of the relevant information; review of the final objective of the meeting with the team member; anticipation of obstacles and selection of a contingency mechanism. These are just some of the main actions that the leader may complete or contemplate in the lead up to the meeting. It is important that the leader has no qualms about relying on the notes or lists which will ensure that all of the contemplated topics are addressed. It is preferable to consult a list rather than miss an important topic that might cause the team member or athlete to feel neglected.

We believe that much of the success of the personal meeting lies in exhaustively preparing in this initial phase. If the leader spends time on this stage, the effect it will generate on the athlete will be very positive.

Start or Warm-up: this is the first phase of interaction. It is not recommended to address the direct reason for the meeting in this stage, but instead look at topics that facilitate the acclimatization of both parties, dissipate preliminary stress and encourage a more fluid conversation.

Inexperienced leaders often prepare an enormous list of questions and forget to discuss facilitation; in other words, secondary topics that allow

communication to be more amicable and ensure both parties participate more actively. Facilitation prompts can be current topics or other topics unrelated to the organization; they can be linked to relationships, connected to the team member if the reason for the meeting is focused on execution tasks, or on the other hand it could be a topic related to the execution task when the reason for the meeting is related purely to bonding. Regardless, without facilitation prompts, the meeting may seem more like an interrogation.

We recommend that the leader does not simulate relaxation, comfort or any other state they are not feeling. This dissonance is perceived by others and generates a great deal of discomfort. The main idea of the warm-up is to provide a healthy introduction to the personal meeting.

Another piece of advice is for the leader to establish and share the framework in which the meeting will develop so that the team member feels more relaxed. The framework contemplates confidentiality in respect to each other and a constructive perspective. These three components benefit the meeting and should not be neglected.

Development (motive): this is the central aspect of the meeting; the reason for holding it. We also suggest that the reason not be introduced suddenly, nor should it be overly watered down when addressing it during the conversation. The reason for the meeting should already be known to both parties if there was proper preparation, therefore it should not come as a surprise. We suggest for the leader to explain the topic and initially give prominence to the athlete. A common error made by anxious or angry leaders is that they rapidly and aggressively explain their viewpoints; this automatically generates a defensive posture in the recipient.

It is vital that the leader generates an attitude of openness and involves the participant through questions rather than statements. This is how the reason for the meeting should be addressed. At this stage of the meeting, both the leader and team member must have absolute freedom to explain their points of view before coming to a suitable conclusion.

It is important to take note of the relevant points contributed by the athlete: arguments, data and comments. Taking note of these points generates an attitude of support, active listening and establishes a commitment.

If for any reason the meeting has strayed from its original purpose, the leader must clearly and firmly get it back on track. In some cases, secondary topics are addressed when the true motive generates anxiety; however, at the end of the meeting, nothing has been achieved. Therefore the leader must focus on the objective; in other words, on

dealing with the motive. Lastly, we should not forget that this stage requires much of the available time.

Conclusion (production): this stage is the epilogue, the end of the personal meeting whereby the leader takes control once more to thank the participant for their openness and disposition, validates the conclusion or a series of ideas that have been jointly established, sets a date for the next meeting and, finally, leaves formal and informal channels for dialog open. This communicational openness implies building improved interpersonal relations and optimizing individual and team productivity.

We suggest highlighting the importance of the space and framework. The leader will treat everything spoken about as confidential: the athlete may freely share it with whoever they choose, but the leader must guarantee they do not talk about topics that only concern one team member. There should be a constructive vision and position: the meeting is not a final and deciding factor for the participant's future, but instead part of a series of exchanges that will take place over the year. The main idea during these instances is to optimize individual contributions in service of the team.

3.1.3 Types of Personal Meetings

Below we have classified the types of personal meetings taking into account possible different formats. Let's list and describe their characteristics:

1. **Structured Meeting:** this consists of a list of questions in a pre-established order which will define how the meeting is conducted.
2. **Semi-structured Meeting:** this contains pre-established questions, but also leaves room for others that arise unexpectedly or comments from both parties related to the reason for the meeting.
3. **Unstructured Meeting:** the main reason for the meeting is respected, but there is no prearranged order for questions. The meeting unfolds according to the dynamic generated at the time by the participants.
4. **Formal Meeting:** this requires prior communication to set a time and place for the meeting, estimated duration and topic of the meeting. These are pre-established conditions that frame and ensure the quality of the meeting as they give both participants the possibility to create an effective plan for the meeting beforehand.
5. **Informal Meeting:** this is held spontaneously and without a set time and place; the sole condition is the availability of the parties. It encourages the resolution of specific operational questions, but jeopardizes the quality of the resolutions.
6. **Open Meeting:** the focus in this type of meeting is on the team member. For example, a candidate is presented to occupy a certain position and a leader who only asks about aspects that have not been clarified. The advantage of this type of meeting is the possibility of clarifying all doubts from the point of view of the leader.
7. **Closed Meeting:** this uses pre-established answers to multiple choice questions; the team member must choose the response they consider to be most representative. This type of meeting helps build an initial picture of the team member and their viewpoints and opinions. It is also useful when a lot of people have to be interviewed in a short period of time.
8. **Exploratory Meeting:** we recommend that the initial meeting at the start of the annual calendar respect this format. This is an

open meeting that allows the leader to learn about the team member's main thoughts, beliefs and feelings. It addresses topics related to the team member's needs, desires, expectations and/or conflicts. It must not get bogged down in specific operational questions as this would be a waste of a good opportunity.

9. **Feedback Meeting:** this is a meeting space whose primary motive is to review performance over a specific time period. It is important that this is an open meeting as the sole topic is performance: the leader must ask, not explain, and give the team member the opportunity to explain their opinions and beliefs related to their performance. After these steps have been completed, the leader must put forward their own opinion before an immediate development plan is jointly established.
10. **Recognition Meeting:** this is a space where the leader acknowledges the performance, achievement or actions of a specific team member. This is not usually a standalone type of meeting and it is often performed together with the feedback meeting. We recommend that it be performed at the end of the year with the team members who were most aligned with and showed the most commitment to the team's values and culture.

There is a healthy communication option from the corporate world that we recommend be transferred to the field of sport: the leader can request feedback from team members and not just provide it.

The vision that team members have of the team leader's work is extremely important. There are now standardized instruments available for a leader to learn about the opinions that the team, their peers and bosses have regarding their performance. Such extensive information is very positive and provides a full overview of the impact of daily work. In the field of sports, feedback often refers to the results obtained and/or the personal connection between the coach and the team. We suggest the transfer of this communication tool to allow the leader to recognize their own strengths and opportunities for improvement.

3.1.4 Suggestions for Implementing Personal Meetings

Our professional experience enables us to make the following suggestions to optimize how personal meeting's are implemented:

- **Plan the Meetings:** we must avoid improvisation, make notes to anticipate scenarios and respect the main reason for the meeting in order to take advantage of the space. Think about the obstacles, hurdles or objections that can arise, and identify facilitation prompts or hooks. Meetings are marvelous management tools which, coupled with the right preparation, allow the leader to situate themselves close to the nucleus of all the team members.
- **Keep records of the meetings:** it is recommended to have a record of the important information that comes up in the meeting. This does not detract from the leader's actions during the meeting; on the contrary, it commits them to the participant. This can be done at the end of the meeting: do not forget to take the time to organize and record the relevant information. Our professional audits of leaders often reveal a lot of comments and opinions, but few records. Attention is selective, limited and variable: therefore, information we might remember clearly today, may be forgotten tomorrow. Don't push cognitive ability; the time and willingness of the team member to write down the most relevant comments is valuable. This record helps prepare for the next meeting, generates reliability and values the tool.
- **Dedicate time and space to the team member:** the intimate communication meeting, another way of defining the personal meeting, essentially carries with it the need to know and share with the other party. A leader must not be dominated by their anxieties, much less by some irritation: it is important to facilitate the team member's contribution, allow them to explain their point of view and build on it together. A team member who was not given a chance in a meeting feels disregarded or even betrayed, and their disposition to subsequent meetings will be completely negative.
- **Separate Opinions from the Facts:** initially, it is recommended to clearly separate facts from opinions so that the team member's understanding is not confused and they do not question the leader's impartiality. The first thing that must be done is gather the necessary information; only afterwards can this be used to formulate opinions. As leaders, let's try and ensure that our data recording systems provide valid, specific and exhaustive data that does not leave much to opinion. If opinion also happens to

coincide with data, then the leader is heading in the right direction. Our first concern is information, then opinion.

- **Respect the Reason for the Meeting:** the leader must maintain the focus of the meeting at all times. The reason for the meeting must be explicit if the meeting is formal, although it may be implicit when it is informal: in any event, the leader must not allow the meeting to end without addressing the main topic. Avoiding talking about the main reason discredits the leader just as much as bringing up the topic directly. The leader must stay in control of how the meeting develops and its duration.
- **Respect the Confidentiality of the Interview:** the leader needs to assure the team member that everything addressed in the meeting is confidential and this commitment must be honored. The team member is entitled to share their feelings, the content and anything else they so desire about the meeting; nevertheless, it must not be the leader who discloses this, unless it becomes necessary, in which case they must notify the team member so that they aware their comments will be shared. Confidentiality permanently moves the leader closer or further away from the team member's nucleus. A detail that should be kept in mind.
- **Do Not Offer Opinions about People Who Are Not Present:** the leader should address the team member's performance in the meeting and not use the time to criticize others who are not present. In this case, the meeting would not be the service of productivity, group climate or individual development. The leader must allow the team member to speak frankly about another member of the team, but must remain impartial. If necessary, the leader will hold a meeting with those involved in the conflict: only then will the leader revise the differences with both parties, and try and resolve the dispute. We should not forget that the leader's objective is the development of the entire group.
- **Do Not Just Hold One Meeting:** sometimes leaders make the mistake of wanting to include every topic in a single meeting due to their dislike of this communicational tool. The meeting opens a space, it does not close opportunities: if a team member believes that a leader wishes to finalize a meeting quickly, they will no doubt just give standard responses, far removed from their actual personality nucleus. Although sometimes a topic can be dealt with quickly, other times, topics can take much longer. A respectful and calm environment is required.
- **Prepare an Annual Calendar:** this tool demonstrates the leader's organization, foresight, professionalism and clarity. We use

calendars in all areas of our lives, but not in team management. We mark what we have done at the appropriate time: rigid organization is not necessary, but chronological planning that acts as an agenda and record is important. The outcomes of meetings can be very positive, valued by the leader and team members alike.

