

<h2 style="text-align: center;">Checklist: Tips on how to Chair a Meeting Successfully</h2>		
Item	Task	Notes
1.	<p><b>Give a fresh impetus to the discussion</b></p> <ul style="list-style-type: none"> <li>▶ Do not wait too long after questions.</li> <li>▶ Provide additional explanation for the topic.</li> <li>▶ Address an eloquent participant directly.</li> <li>▶ Give a concrete example/ comparison.</li> <li>▶ Quote public opinions or the comment of an external person on the topic.</li> <li>▶ Ask chain questions which you visualize.</li> </ul>	
2.	<p><b>Moderate unobjective discussions</b></p> <ul style="list-style-type: none"> <li>▶ Appeal to the adherence of the agreed discussion rules.</li> <li>▶ Remind participants of the key points and the objective of the meeting. <ul style="list-style-type: none"> <li>○ Search for a solution that will stand the test of time</li> </ul> </li> <li>▶ Name facts and figures.</li> <li>▶ Quote an expert who is accepted by the participants.</li> </ul>	
3.	<p><b>Encourage disciplined behavior in the discussions</b></p> <ul style="list-style-type: none"> <li>▶ At the beginning of the meeting, agree on requests to speak to be made by raising your hands.</li> <li>▶ Make it clear that you, as the chair, have noticed the request to speak.</li> <li>▶ Give participants the floor in the order they requested to speak unless a different order imposes itself on thematic grounds (give brief reason).</li> <li>▶ Delay contributions which are not subject-related (make a note and return to them again later, if necessary).</li> </ul>	

4.	<p><b>Keep track of things</b></p> <ul style="list-style-type: none"> <li>▶ Choose a seat where you can keep eye contact with all participants.</li> <li>▶ Keep a flip chart or a notebook ready for visualizations.</li> </ul>	
5.	<p><b>Postpone discussion points</b></p> <ul style="list-style-type: none"> <li>▶ Make it clear why it is necessary to interrupt the discussion (missing information etc.)</li> <li>▶ Briefly summarize results as well as the issues on which consensus exists.</li> <li>▶ Allocate tasks stating clearly who should do what, by when in order to prepare the decisions to be made at the next meeting.</li> </ul>	
6.	<p><b>Get complex topics under control</b></p> <ul style="list-style-type: none"> <li>▶ Illustrate topics by using a concrete example</li> <li>▶ Discuss the pros and cons on the basis of the example chosen</li> <li>▶ Make a note of the result of this case</li> <li>▶ Proceed in a similar way with further examples</li> <li>▶ Finally, point out the differences between the various cases</li> <li>▶ Insert interim summaries <ul style="list-style-type: none"> <li>○ at the end of an item</li> <li>○ after certain sections</li> <li>○ at the end of a rather long contribution to the discussion</li> </ul> </li> </ul> <p>What for?</p> <ul style="list-style-type: none"> <li>○ Make a note of interim results</li> <li>○ Identify and point out particular items again</li> <li>○ Put redundant contributions in a nutshell; summarize briefly</li> <li>○ Concretize unspecific statements</li> <li>○ Stop discussions which threaten to get out of hand</li> </ul>	

7.	<p><b>Avoid meeting pitfalls</b></p> <ul style="list-style-type: none"> <li>▶ Use hypotheses in the absence of information or other prerequisites necessary to make a decision (“Let’s assume ... Provided that ... What if ...?”)</li> <li>▶ Use this to illustrate situations which lie in the future.</li> <li>▶ Parting from these assumptions, work out alternatives.</li> </ul>	
8.	<p><b>Create a positive atmosphere</b></p> <ul style="list-style-type: none"> <li>▶ To begin with, respond positively even to none too pleasant contributions (on the interpersonal level).</li> <li>▶ Then, justify your opinion while sticking to the facts.</li> <li>▶ Repel personal attacks against other participants by repeating the statement in a more objective way.</li> <li>▶ In the case of incomprehensible contributions, ask the participant to give an example or to visualize his/her suggestion.</li> <li>▶ Address the participants directly and keep eye contact.</li> </ul>	