



Running Effective Meetings

Forming Ground Rules

A protocol to support Counseling Departments or Postsecondary Leadership Teams to develop norms that will shape how they work together. Ground rules help teams establish trust and clarify expectations.



Forming Ground Rules (Creating Norms)

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Gaining agreement around Ground Rules, or Norms, are important for a group that intends to work together on difficult issues, or who will be working together over time. They may be added to, or condensed, as the group progresses. Starting with basic Ground Rules builds trust, clarifies group expectations of one another, and establishes points of “reflection” to see how the group is doing regarding process.

Time

Approximately 30 minutes

Process

1. Ask everyone to **write down what each person needs in order to work productively in a group**, giving an example of one thing the facilitator needs, i.e. “to have all voices heard,” or “to start and end our meetings when we say we will.” (This is to help people focus on process rather than product.)
2. **Each participant names one thing from her/his written list**, going around in a circle, with no repeats, and as many circuits as necessary to have all the ground rules listed.
3. **Ask for any clarifications** needed. One person may not understand what another person has listed, or may interpret the language differently.
4. **If the list is VERY long — more than 10 Ground Rules — ask the group if some of them can be combined to make the list more manageable.** Sometimes the subtle differences are important to people, so it is more important that everyone feel their needs have been honored than it is to have a short list.
5. **Ask if everyone can abide by the listed Ground Rules.** If anyone dislikes or doesn’t want to comply with one of them, that Ground Rule should be discussed and a decision should be made to keep it on the list with a notation of objection, to remove it, or to try it for a specified amount of time and check it again.
6. **Ask if any one of the Ground Rules might be hard for the group to follow.** If there is one or more, those Ground Rules should be highlighted and given attention. With time it will become clear if it should be dropped, or needs significant work. Sometimes what might appear to be a difficult rule turns out not to be hard at all. “Everyone has a turn to speak,” is sometimes debated for example, with the argument that not everyone likes to talk every time an issue is raised, and others think aloud and only process well if they have the space to do that. Frequently, a system of checking in with everyone, without requiring everyone to speak, becomes a more effective Ground Rule.
7. **While work is in progress, refer to the Ground Rules whenever they would help group process.** If one person is dominating, for example, it is easier to refer to a Ground Rule that says, “take care with how often and how long you speak,” than to ask someone directly to stop dominating the group.
8. **Check in on the Ground Rules when reflection is done on the group work.** Note any that were not followed particularly well for attention in the next work session. Being sure they are followed, refining them, and adding or subtracting Ground Rules is important, as it makes for smoother work and more trust within the group.