Effective Meetings
Good vs. Bad

- What makes a good meeting?
- What makes a bad meeting?
- Is it your fault?
  - As the leader?
  - As an attendee?
Pre-Meeting

- Why
- What
- Who
- When
- Where
A: Hey.

Facilitator: Okay, is J here yet? Where’s B and K? I need them to describe the new project.

H: Well, B is at work. K probably didn’t know where to go. J is always late.

P: Hey, are we done yet?

Facilitator: No. Okay, so what do you think about having a tour at the local recycling plant?

H: What recycling plant?

P: What tour? More importantly, when’s dinner?

R: I thought we decided on having a guest speaker instead of a tour?

Facilitator: We didn’t decide on anything. Okay, forget that for now. I need B to describe the idea any way. So, we have the IR report due in five days. Who wants to do this? R? Do the IR report. P make some copies of the scholarship application. H reserve the big auditorium for next week. Hey, R, I was working on problem 6, and I got 42, what did you get?

A: Um, yeah. Bye.
Questions

- Why did we have this meeting?
- What did we do?
- Who really needed to be there?
- When did this take place?
- Where was the meeting?
Script One

A: Hey.
A: Um, yeah. Bye.

► Did A need to be there at all?
► Did A contribute?
Facilitator: Okay, is J here yet? Where’s B and K? I need them to describe the new project.

H: Well, B is at work. K probably didn’t know where to go. J is always late.

► Was the agenda distributed early enough?
► Where is the meeting? A usual place? A quiet place?
► Lateness should not be tolerated.
Script One

P: Hey, are we done yet?
P: What tour? More importantly, when’s dinner?

► Is P really interested?
► What time is it?
► What can P do to make the meeting better?
Facilitator:  We didn’t decide on anything. Okay, forget that for now. I need B to describe the idea any way. So, we have the IR report due in five days. Who wants to this? R? Do the IR report. P make some copies of the scholarship application. H reserve the big auditorium for next week. Hey, R, I was working on problem 6, and I got 42, what did you get?

Couldn’t this be done with e-mail?

Is the meeting over?
Pre-Meeting

- Why
- What
- Who
- When
- Where
WHY – Do not call a meeting if you cannot

- Define and write the meeting objective
- When other forms of communication will work (telephone, letter, report, e-mail). Much of the business conducted in meetings is better done in writing.
- If one or more the key people cannot attend.
- Just because the meeting is regularly scheduled.
- When gathering a group can be avoided by talking to one or two key people.
- To substitute for your personal action. (Make the decision!)
What

- What are we going to discuss?
- Prepare an Agenda
Agenda

• Specify the group, title, date, location, and starting and ending times.
• Limit the number of agenda items to assure proper coverage of each item.
• List the important items first. Separate the "have to" from the "would be nice to" items.
• Assign a person responsible for each item.
• Provide sufficient detail about each item to allow participants to prepare, but do not include unnecessary documentation.
• Provide adequate time for feedback and follow-up.
• Distribute the agenda, in advance, as your meeting notice.
When

- Allow an adequate notice period.
- Do not make the meeting during meal time.
Where

- Select a comfortable, convenient location that is conductive to getting the work done.
- Avoid public areas where passer-bys may interrupt.
- Avoid distractions.
Who

- Invite only those necessary to get the job done.
- Have a time keeper.
- Have someone to take minutes.
At the Meeting
R: Hey, do you want to start now, we are already 10 minutes late.

Facilitator: Sure, yeah. Okay, I call this meeting to order. Has everyone had a chance to review last meeting’s minutes? Are there any corrections?

P: I move to accept the minutes as written.

G: Seconded.

Facilitator: All in agreement?

All: Aye.

Facilitator: Minutes approved unanimously. The first item on our agenda is to review the details for the tour. B, will you please give the necessary details?

G: Who me?

Facilitator: No, B not G.

P: Before we get started, I just want to point out that J has been very rude in regards to the guest speaker.


R: No, you were being rude to P at the last meeting.

Facilitator: Let’s stick to the agenda.

J: Well, it is not my fault that P always comes up with stupid ideas.

R: Now, shut up all of you. F just said to stick to the agenda.

Facilitator: Forget it, I give up.
Leadership Rules

• Unite the Participants
• Focus the Group
• Get the Group Moving
Meeting Leadership

UNITE THE PARTICIPANTS

• **Main pitfall is Aggression**

• Remove by
  1) Letting off steam
  2) Not taking sides
  3) Include all participants
  4) Stick to facts

participants
Meeting Leadership

FOCUS THE GROUP

- **Main pitfall is**
  Getting off the point

- **Remove by:**
  1) Staying alert
  2) Keeping Control
  3) Testing Comprehension
  4) Paraphrase / then inquire.
Meeting Leadership

GET THE GROUP MOVING

• Main pitfall is Repression

• Remove by:
  1) Inquire of all
  2) Record suggestions
  3) Build up ideas
Leader’s Responsibilities

- **Start and finish on time.** Starting late penalizes everyone. Late arrivers will soon learn to be on time.
- **Make introductions, as necessary.**
- **Restate the purpose of the meeting at the beginning.**
- **Assign someone to record the meeting minutes and the follow-up responsibilities.**
- **Stick to your agenda.**
- **Encourage discussion, but do not let people ramble on.** It is your right and responsibility as meeting leader to steer people back on course when the conversation strays. Remember, it is your meeting.
Leader’s Responsibilities

- Summarize and integrate the discussion. This is especially helpful when you have people who tend to ramble.
- Record action items and assign follow-up responsibilities as appropriate.
- Take a break if the meeting is longer than one and one-half hours.
- Set the next meeting date and time, if appropriate.
- When the meeting is over, adjourn it. This seems obvious, but many meetings get drawn out because no one has the responsibility, courage, sense or desire to realize the discussion is complete and declare the meeting closed.
Participant’s Responsibilities

- Prepare before the meeting, as required.
- Be on time.
- Listen to others.
- Contribute to the discussion as appropriate.
- Listen to others.
- Stick to the subject. Do not go off on tangents.
- Listen to others.
- Accept your share of the delegated work.
- Follow-up on your responsibilities in a timely fashion.
Post-Meeting Follow-Up

Clean up.

Distribute minutes, with follow-up responsibilities, immediately after the meeting.

Follow-up on responsibilities and assignments.

Evaluate the meeting: Did we accomplish the objective? What would you change next time?
Conclusion

- Agenda – Stay on Track
- Responsibilities – Leader, Participant, Follow-Up