

Leading Effective Meetings by NextLevelGroup

# LEADING EFFECTIVE MEETINGS



NEXTLEVEL BUSINESS DEVELOPMENT  
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## A MEETING IS ...

A BRINGING TOGETHER OF THREE OR MORE INDIVIDUALS WITH SOME MUTUAL INTEREST, UNDER LEADERSHIP, JOINING TOGETHER FOR ONE PURPOSE – TO FURTHER THE ORGANIZATIONS MISSIONS, GOALS AND OBJECTIVES.



# “MEETINGS” ROLE IN THE WORK ENVIRONMENT

WHY WE NEED MEETINGS, WHY MEETINGS ARE IMPORTANT:

PLEASE WRITE DOWN IN ON YOUR NOTE PAPER (10 MINUTES):  
WHY WE NEED MEETINGS  
WHY MEETINGS ARE IMPORTANT IN THE OFFICE



# “MEETINGS” ROLE IN THE WORK ENVIRONMENT

## WHY WE NEED MEETINGS, WHY MEETINGS ARE IMPORTANT:

- IMPROVES COMMUNICATION AND THE EXCHANGE OF INFORMATION AND IDEAS
- CREATES A POOL OF SHARED KNOWLEDGE, EXPERIENCE AND JUDGMENT
- DEFINES THE TEAM, THE GROUP OR THE UNIT. ESTABLISHES A SENSE OF COLLECTIVE IDENTITY
- CREATES A SENSE OF COMMITMENT TO THE DECISION OF THE GROUP AND THE OBJECTIVE IT PURSUES
- NECESSARY FOR THE PROBLEM SOLVING PROCESS/BRAINSTORMING/CONSENSUS
- AID IN DEVELOPING PLANS
- MANAGEMENT REVIEWS. ESTABLISH W3'S TO FOCUS ACTIONS. SET PRIORITIES.

# EFFECTIVE MEETINGS ARE ESSENTIAL TO GOOD MANAGEMENT

“ A MEETING IS NOTHING LESS THAN THE MEDIUM THROUGH WHICH MANAGERIAL WORK IS PERFORMED. THAT MEANS WE SHOULD NOT BE FIGHTING THEIR VERY EXISTANCE, BUT RATHER USING THE TIME SPENT IN THEM AS EFFICIENTLY AS POSSIBLE”

*-ANDREW GROVE, HIGH OUTPUT MANAGEMENT*

“THE CARDINAL RULE [OF A MEETING] IS TO FOCUS IT FROM THE START ON CONTRIBUTION ...TO FOCUS ON CONTRIBUTION IS TO FOCUS ON EFFECTIVENESS.”

*-PETER DRUCKER, THE EFFECTIVE EXECUTIVE*

ALTHOUGH THE MOST COSTLY COMMUNICATIONS ACTIVITY IN AN ORGANIZATION, MEETINGS ARE ESSENTIAL TO BUSINESS. THE CHALLENGE THAT MANAGEMENT FACES IS TO MAKE THEM COUNT.

*- ARTICLE FROM “SMALL BUSINESS REPORT” MAGAZINE*

# UNPRODUCTIVE MEETINGS

## WHY ARE SOME MEETINGS UNPRODUCTIVE?

TYPICAL ISSUES THAT PREVENT MEETINGS FROM BEING EFFECTIVE AND PRODUCTIVE

PLEASE WRITE DOWN IN ON YOUR NOTE PAPER (10 MINUTES):

WHY ARE SOME MEETINGS UNPRODUCTIVE

SOME COMMENTS DESCRIBING YOUR FEELINGS/THOUGHTS ABOUT MEETINGS



# UNPRODUCTIVE MEETINGS

## WHY ARE SOME MEETINGS UNPRODUCTIVE?

### TYPICAL ISSUES THAT PREVENT MEETINGS FROM BEING EFFECTIVE AND PRODUCTIVE

1. LEADERSHIP UNPREPARED
2. LEADER UNTRAINED AT LEADING A MEETING. DOES NOT CONTROL MEETING.
3. NO AGENDA PLANNED AND PUBLISHED. IF PUBLISHED NOT FOLLOWED.
4. TOO MANY PEOPLE OR WRONG PEOPLE IN MEETING
5. LACK OF EFFORT IN SETTING OBJECTIVES, COLLECTING DATA, FOLLOW UP
6. LACK OF SUPPORT
7. DOESN'T START OR END ON TIME
8. LEADER CALLS MEETING TO EXERCISE POWER
9. NO VISUAL AIDS USED
10. LACK OF TRUST BETWEEN LEADER AND PARTICIPANTS
11. DISRUPTIVE ELEMENTS – TEMPERATURE, NOISY, ROOM SIZE, POOR VISUAL AIDS, ETC..
12. MINUTES NOT PUBLISHED WHEN REQUIRED WITH W3'S (WHEN, WHAT, WHO)
13. LACK OF FREEDOM TO EXPRESS IDEAS



## ON THE LIGHT SIDE - JOKES

“A MEETING IS A CONFERENCE HELD TO DECIDE WHEN THE NEXT MEETING WILL TAKE PLACE”

- *ANONYMOUS*

“A COMMITTEE IS A GATHERING OF IMPORTANT PEOPLE WHO SINGLY CAN DO NOTHING, BUT TOGETHER CAN DECIDE THAT NOTHING CAN BE DONE”

- *FRED ALLEN*

“A COMMITTEE IS A GROUP THAT KEEPS MINUTES AND LOSES HOURS”

- *MILTON BERLE*

“MANY MANAGERS FEEL THAT THEIR GOAL IS TO GET OUT OF MEETINGS, RATHER THAN TO GET THE MOST OUT OF THEM”

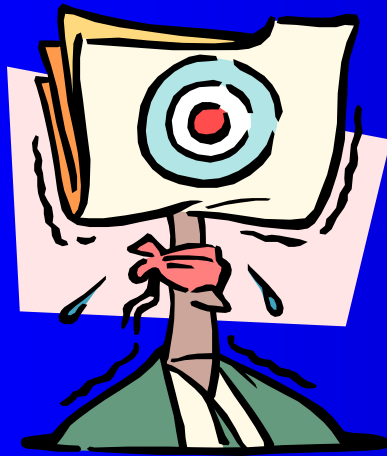
- *ME*

## SOME COMMENTS DESCRIBING MEETINGS

- “SINGLE BIGGEST TIME-WASTER IN THE WORK WORLD”
- MEETINGS ALLOW UNPRODUCTIVE MANAGER’S TO WASTE THEIR OWN AND OUR TIME LEGITIMATELY IN THE NAME OF “COMMUNICATION” OR “TOUCHING BASE”
- INDECISION PEOPLE LOVE TO USE MEETINGS TO SPREAD THE RESPONSIBILITY FOR TOUGH OR UNPOPULAR DECISION
- “MEETINGS OFTEN LEAD T DECREASED LEVELS OF TRUST, DMINISHED CREATIVITY, SQUASHED INITIATIVE, FRUSTRATION, AND SOMETIMES ANGER.”
- “IF WE DIDN’T HAVE SO MANY DAMN FU\_\_KING MEETINGS WE MIGHT ACTUALLY GET A LITTLE WORK DONE”

***SUMMARY – MEETINGS ARE A WASTE OF TIME***

MEETINGS DO NOT WASTE TIME



IN REALITY

PEOPLE DO

## TYPES OF MEETINGS



-MISSION MEETINGS

-INFORMATION MEETINGS

## MISSION MEETINGS

### SOME THINGS THAT MEETINGS CAN DO BETTER THAN ANY OTHER MANAGERIAL TOOL

1. FACILITATE DECISION MAKING BY GATHERING ALL AVAILABLE DATA AND SELECTING FROM AMONG ALTERNATIVES.
2. FOCUS A GROUP'S ATTENTION ON A SPECIFIC PROCESS IMPROVEMENT OR CRITICAL PROBLEM (REQUIRING THE COMBINED KNOWLEDGE AND EXPERIENCE OF THE WORK TEAM) FOR IMMEDIATE OR LONG TERM RESOLUTION.

## MISSION MEETINGS

### GENERAL

1. INFREQUENT, AD HOC MEETING WITH ONE OR MORE SPECIFIC SUBJECTS TO ADDRESS
2. PERTINENT DATA IS TO BE COLLECTED WELL IN ADVANCE OF THE MEETING. PUBLISH AGENDA AND MEETING TIMING FAR ENOUGH IN ADVANCE TO ALLOW TIME FOR DATA GATHERING AND PREPARATION.

### EXAMPLES

POLICY DEPLOYMENT, ANNUAL PLAN, FINANCIAL FORECAST, TEAM

### LEADER'S ROLE DURING THE MEETING:

1. ACCEPTS RESPONSIBILITY FOR FACILITATING A CONSENSUS OF OPINION
2. REACH DECISIONS BY SYSTEMATIC GATHERING OF ALL THE PREASSIGNED DATA/FACTS.
3. HELP PARTICIPANTS VOICE THEIR SINCERE CONCERNS AND THEN RALLY THEIR SUPPORT OF THE DECISION

# MISSION MEETINGS

## TEAMS

1. CLIMATE OF THE TEAM SETTING MUST BE CONDUCTIVE TO OPEN COMMUNICATION. BE TRAINED IN BRAINSTORMING.
2. LEVEL OF THE TEAM PROBLEM SOLVING AND DECISION MAKING AUTHORITY NEEDS TO BE MADE CLEAR BEFORE THE TEAM BEGINS WORK.
3. UTILIZE FLIP CHART. POST IDEAS, SUGGESTIONS, DATA ON WALL. RETAIN KEY CHARTS FOR FUTURE USE.
4. DEFINE ROLES – MINUTES TAKEN, RECORD ON eFLIP-CHART, CLOCK WATCHERS, ETC.

## LEADER'S ROLE:

1. MEMBERS TRAINED IN QC STORY AND 7 TOOLS
2. ESTABLISH A TEAM "CODE OF CONDUCT." THIS WILL HELP TO ENSURE A SAFE ENVIRONMENT EXISTS. EXAMPLE: BE ON TIME, DON'T SPEAK WHEN OTHERS ARE SPEAKING, PARTICIPATE, ATTEND MEETING OR INFORM LEADER.
3. ENSURE OPEN COMMUNICATIONS
4. DISCOURAGE "KILLER PHRASES"
5. ENCOURAGE TEAM MEMBERS TO SHARE RESPONSIBILITIES FOR SUCCESS OF EACH MEETING.

## KILLER PHRASES

“KILLER PHRASES” PRODUCE BLINDERS THAT DO NOT PERMIT OPEN AND FREE DISCUSSIONS AND CLEAR INSIGHTS INTO PROBLEMS. THEY ALSO STIFLE POSSIBLE UNIQUE SOLUTIONS TO PROBLEMS OR AT THE VERY LEAST, PUT UP ROAD-BLOCKS TO SOLUTIONS THAT MAY BE UNIQUE.

A “KILLER PHRASE” IS ANY RESPONSE TO ANY IDEA OR DISCUSSION THAT CONTAINS A NEGATIVE OR ANY KIND. TYPICAL EXAMPLES FOLLOW:

IT CAN NOT BE DONE THAT WAY.

IT'S NEVER BEEN DONE THAT WAY.

IT'S ALWAYS BEEN DONE THAT WAY.

WE HAVE TRIED THAT BEFORE.

IT'S THE SUPERVISOR'S RESPONSIBILITY.

IT'S DONE THAT WAY BECAUSE THEY LIKE IT THAT WAY.

IT'S TAKEN THIS LONG TO GET THIS DONE, THERE'S NO WAY WE CAN CHANGE IT NOW.

WE USED TO DO THAT BUT IT DID NOT WORK.

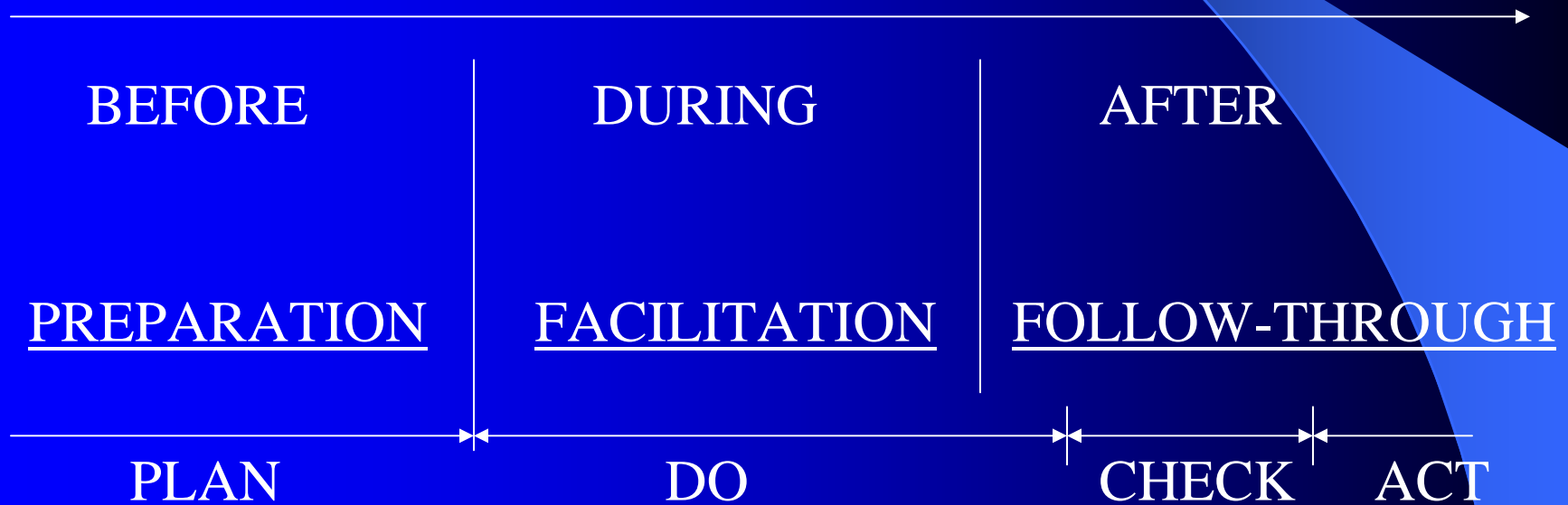
AND THE BEST ONE OF THEM ALL: LET'S BE PRACTICAL!



# THREE (3) TIME CYCLES TO CONSIDER WHEN PLANNING A MEETING



TIME



# PLANS/ACTIONS OF AN EFFECTIVE LEADER TAKE DURING THE TIME CYCLE

## BEFORE

1. IS A MEETING NECESSARY.
2. WHAT DO I WANT TO ACHIEVE.
3. WHO SHOULD ATTEND. SELECT MINIMUM NUMBER.
4. WHAT ROOM WILL ACCOMMODATE INVITEES.
5. PREPARE AGENDA. PUBLISH ADEQUATELY IN ADVANCE.
6. IS PREWORK REQUIRED.
7. WHAT EQUIPMENT IS NEEDED? COMPUTER, BEAMER, ETC..

## DURING

1. ARRIVE AHEAD OF TIME AND START MEETING ON TIME
2. WHO WILL TAKE NOTES.
3. FOLLOW THE PUBLISHED AGENDA. FOCUS ON SUBJECT.
4. LEAD MEETING WITH RULES OF TRUST NOT RULES OF ORDER.
5. GET BALANCED PARTICIPATION. DRAW OUT THE SILENT.
6. END MEETING ON TIME.

## AFTER

1. PREPARE AND PUBLISH MINUTES WITHIN 2 WORKING DAYS
2. FOLLOW UP ON UNFINISHED BUSINESS OR BAD FEELING.
3. ASK FOR PROGRESS REPORTS ON W3'S (WHO, WHAT, WHEN).
4. EVALUATE THE MEETING – DID IT ACCOMPLISH WHAT I PLANNED?

# THE FIVE (5) STEPS PLAN

## BEFORE

1. MEET ONLY WHEN THE AGENDA JUSTIFIES THE COST OF THE MEETING AND ONLY THE NECESSARY PEOPLE.
2. DISTRIBUTE BACKGROUND INFORMATION ON MEETING TOPICS AT LEAST TWO WORKING DAYS IN ADVANCE.
- 3A. WRITE THE AGENDA IN OUTCOME LANGUAGE WITH TIME ALLOTMENTS.

## DURING

- 3B. KEEP THE DISCUSSION FOCUSED ON THE OUTCOMES DEVELOPED IN 3A.
4. LEAD MEETINGS WITH RULES OF TRUST INSTEAD RULES OF ORDER AND COMPETITION.

## AFTER

5. RECORD, DISTRIBUTE AND FOLLOW UP ON ALL DECISIONS AND COMMITMENTS.

# THE FIVE (5) STEPS TO MAKE MEETINGS WORK (EFFECTIVELY)

TIME



BEFORE

DURING

AFTER

PREPARATION



STEPS

1. MEET ONLY WHEN THE AGENDA JUSTIFIES THE COST OF THE MEETING AND ONLY WITH THE PEOPLE WHO MUST BE THERE.
2. DISTRIBUTE ALL BACKGROUND INFORMATION ON MEETING TOPICS AT LEAST TWO WORKING DAYS IN ADVANCE.
3. WRITE THE AGENDA IN OUTCOME LANGUAGE WITH TIME ALLOTMENTS.

# BEFORE

DO YOU NEED A MEETING?

WHAT WOULD BE THE LIKELY CONSEQUENCES OF NOT HOLDING IT?

CAN THE TASK BE PERFORMED BY:

1. INDIVIDUAL ONE-ON-ONE. SOMETIMES 5 MINUTES SPENT WITH 6 PEOPLE SEPARATELY IS MORE EFFECTIVE THAN A 30 MINUTE MEETING.
2. LETTER/EMAIL/FAX
3. SIMPLE CONVERSATION VIA TELEPHONE OR CONFERENCE CALL

YOU RARELY LOSE AUTHORITY BY CALLING TOO FEW MEETINGS.

YOU GAIN THE RESPECT OF YOUR CO-WORKERS AND SUBORDINATES BY SHOWING YOU VALUE THEIR TIME!

## BEFORE



WHAT IS THE OBJECTIVE OF THE MEETING?

WHAT DO I WANT TO ACCOMPLISH IN THE MEETING?

WHAT IS THE MEETING INTENDED TO ACHIEVE LONG TERM?

UNLESS YOU HAVE A VERY CLEAR REQUIREMENT OF WHAT YOU WANT TO GAIN FROM THE MEETING, THERE IS A GRAVE DANGER THAT IT WILL BE A WASTE OF EVERYONE'S TIME.

IF YOU CAN NOT PUT IN WRITING WHAT YOU WANT TO HAPPEN AS A RESULT OF THE MEETING, YOU PROBABLY HAVE NOT SPENT ENOUGH TIME THINKING IT THROUGH.

INITIAL AGENDA SHOULD BE PUBLISHED FAR ENOUGH IN ADVANCE TO ALLOW TIME FOR COLLECTING DATA AND TO PREPARE. FINAL AGENDA MUST BE PUBLISHED 2-3 DAYS AHEAD OF THE MEETING.

# THE FIVE (5) STEPS TO MAKE MEETINGS WORK (EFFECTIVELY)

TIME



BEFORE

DURING

AFTER

FACILITATION

STEPS

- 3B. FOLLOW THE AGENDA ITEMS AND STAY WITHIN THE TIME ALLOTMENTS AND KEEP THE DISCUSSION FOCUSED ON THE ISSUES.
4. LEAD MEETINGS WITH “RULES OF TRUST” INSTEAD OF “RULES OF ORDER AND COMPETITION”

# DURING

## STEPS

3. FOLLOW AGENDA ITEMS AND STAY WITHIN THE TIME ALLOTMENTS AND KEEP THE DISCUSSION FOCUSED ON THE ISSUES
  1. TIME ALLOTMENTS ARE BASED ON IMPORTANCE OF THE TOPIC IN RELATION TO OTHER ITEMS ON THE AGENDA AND TOPIC'S COMPLEXITY.
  2. APPOINT A TIMEKEEPER TO ASSURE THAT THE TIME ALLOTMENTS ARE RESPECTED
  3. A TIME ALLOTMENT AT THE END OF THE MEETING FOR WALK-IN ITEMS IS OFTEN USEFUL.
  
4. LEAD MEETINGS WITH "RULES OF TRUST," INSTEAD OF "RULES OF ORDER AND COMPETITION."
  1. ENCOURAGE THE FIRST RESPONSES TO ANY IDEA BUILD ON IT OR FIND SOMETHING POSITIVE IN IT.
  2. WHEN YOU WANT TO DISCUSS THE PRACTICALITIES OF IMPLEMENTATION OF A PROMISE IDEA, IDENTIFY THEM AS HURDLES/CHALLENGES RATHER THAN PROBLEMS.



# DURING - CHECKLIST FOR LEADER

## CHECKLIST OF THINGS TO CONSIDER FOR LEADER OF MISSION MEETING

- ARRIVE EARLY. CHECK SEATING ARRANGEMENT, EQUIPMENT, ROOM COMFORT AND REFRESHMENTS, IF ANY. CREATE WARMTH BY GREETING EVERYONE PERSONALLY. INTRODUCE THE PARTICIPANTS WHO DON'T KNOW ONE ANOTHER.
- START PROMPTLY WITH A REVIEW OF THE MEETING OBJECTIVE AND AGENDA. ASK FOR COMMENTS OR QUESTIONS ABOUT THEM. CLARIFY OR MAKE ADJUSTMENTS TO BOTH, AS NECESSARY.
- MAKE DECISION ON METHOD OF HOW PARTICIPANTS GAIN PERMISSION TO SPEAK.
- KEEP PARTICIPANTS FOCUSED ON THE OBJECTIVE AND AGENDA THROUGHOUT THE MEETING. MOVE MEETING ALONG.
- DIPLOMATICALLY SHORTEN DIGRESSIONS, CURTAIL SIDE CONVERSATIONS, CONTROL DISPUTES, AND HALT DELIBERATE OBSTRUCTIONISM.
- ENCOURAGE FREE EXPRESSION AND POSITIVE CONTRIBUTIONS BY ASKING FOR THE EXPERIENCE OF PARTICIPANTS REQUESTING IDEAS, ACKNOWLEDGING GOOD ONES, AND ASKING OPEN-MINDED QUESTIONS.
- GET BALANCED PARTICIPATION. DRAW OUT THE SILENT.
- CHECK FREQUENTLY FOR UNDERSTANDING AND AGREEMENT. ASK FOR EXAMPLES OR CLARIFICATION.
- HEAD OFF HASTY CONCLUSIONS.
- USE FLIP CHART, BEAMER OR CHALK BOARD TO SUMMARIZE AND RECORD MAIN POINTS, CONCLUSIONS, RECOMMENDATIONS OR DECISIONS. THIS WILL TANGIBLY SHOW PROGRESS AND REINFORCE CONSENSUS.
- GET COMMITMENT TO ACTION THROUGH AGREEMENT ON NEXT STEPS, RESPONSIBILITIES AND TARGET DATES.
- USE THE LAST FEW MINUTES TO SUMMARIZE WHAT WAS DONE, CRITIQUE THE MEETING'S EFFECTIVENESS, AND DRAW UP AN OBJECTIVE AND PRELIMINARY AGENDA IF THERE IS TO BE ANOTHER MEETING.
- BRING THE MEETING TO A CLOSE ON TIME AND ON A POSITIVE NOTE.

# LEADING EFFECTIVE MEETINGS

## STARTING AND FINISHING THE MEETING ON TIME

- BY WAITING FOR PEOPLE TO ARRIVE BEFORE STARTING A MEETING, WE ENSURE THAT PEOPLE WILL ARRIVE LATE AT THE NEXT MEETING.
- A LATE START FAVORS THE LATE ARRIVALS AT THE EXPENSE OF PEOPLE ARRIVING ON TIME.
- WHEN ARRANGING A MEETING, MAKE IT CLEAR WHEN YOU INTEND TO START. DEVELOP A REPUTATION OF BEING A LEADER THAT STARTS AND FINISHES YOUR MEETINGS ON TIME.
- START THE MEETING ON TIME WITH NON-CRITICAL ITEM FIRST, IF NECESSARY.
- LATE COMERS MUST INTERRUPT THE MEETING. PUT NORMAL LATE COMERS' ITEMS OF INTEREST FIRST.
- PEOPLE ARE MORE LIKELY TO ARRIVE ON TIME IF THEY KNOW THE MEETING WILL END ON TIME.
- PEOPLE THAT ARRIVE ON TIME NORMALLY LEAVE ON TIME TO GET TO THEIR NEXT APPOINTMENT.
- FOLLOW THE AGENDA TIME STRUCTURE OR POSTPONE ITEMS FOR ANOTHER MEETING TO FINISH ON TIME.

# LEADING EFFECTIVE MEETINGS

AS A LEADER OF A MISSION MEETING YOU WILL ONLY RECEIVE SUPPORT FROM ALL PEOPLE IF YOU ARE SEEN AS FAIR AND UNBIASED

- ASK PEOPLE FOR THEIR VIEWS FIRST
- TRY TO GIVE YOUR VIEWS AT THE END TO AVOID PREBIASING OPINIONS
- ENSURE THAT ALL PEOPLE GET AN OPPORTUNITY TO SPEAK & EXPRESS THEIR VIEWS
- MAINTAIN A CONTRIBUTION BALANCE BY ASKING QUIET PEOPLE TO SPEAK RATHER THAN ASKING TALKATIVE PEOPLE TO SHUT UP
- LOOK TOWARD THE PERSON YOU WISH TO SPEAK NEXT AND AWAY FROM THE PERSON YOU WANT TO STOP TALKING
- TEST UNDERSTANDING – DO YOU MEAN? I DON'T UNDERSTAND
- SUMMARIZE ASSIGNED TASKS – USE FLIP CHARTS, BEAMER, ETC..
- LEADER RESPONSIBILITY IS TO BRING OUT THE BEST OF EACH PERSON AT THE MEETING

## RESOLVING CONFLICTS

WHEN YOU THINK SOMEONE IS WRONG PURSUE IT FURTHER

- DO NOT EXPLAIN WHAT YOU THINK IS RIGHT
- DO QUESTION AND FIND OUT WHY THEY BELIEVE IT
- CHECK UNDERSTANDING. DO YOU MEAN? I DON'T UNDERSTAND

WHEN YOU DISAGREE WITH SOMEONE AND YOU WANT TO EXPRESS IT

- AVOID PERSONALITIES
- STICK TO ISSUES
- AVOID INTERRUPTING WITH "I DISAGREE"

VOTING CAN BE USEFUL BUT

- DO NOT USE VOTING TO OVERRULE THE MINORITY
- DO USE VOTING AFTER THE BRAINSTORMING PROCESS TO DECIDE CRITICAL ISSUES

PEOPLE MAY NOT FULLY AGREE, BUT THEY MAY STILL SUPPORT A MAJORITY POSITION IF:

- THEY FEEL THEY HAVE A PROPER HEARING
- THEY BELIEVE YOU FULLY UNDERSTAND THEIR POSITION

# DURING

## LEADER DEALING WITH PARTICIPANTS

### IN GENERAL THREE TYPES PARTICIPANTS EXIST

#### PARTICIPANT TYPES

#### LEADERS ROLE

#### 1. HELPFUL

1. TEND TO DOMINATE
2. VERY ENTHUSIASTIC
3. HAS OPINION ON EVERYTHING

MUST BE ABLE TO CAREFULLY GUIDE TYPES TO GIVE UP FLOOR WHILE RETAINING THEIR ENTHUSIASM.

#### 2. NEGATIVE

1. TALKS WHILE OTHERS TALK
2. WORKS ON NON-OBJECTIVE WORK
3. INTERRUPTS WITH NEGATIVE COMMENTS

MUST BE FIRM “NOT TO START MEETING UNTIL ALL ARE READY TO PARTICIPATE.  
MUST REMAIN CALM MEET WITH THEM BEFOREHAND, ENCOURAGE AN OPEN MIND.  
“SEE ME AFTER MEETING TO WORK THAT OUT”

#### 3. NON

1. SILENT
2. SHY
3. DISINTERESTED

ADDRESS THEM BY NAME  
ASK THEM OPEN END QUESTIONS  
MAKE EYE CONTACT

***SUMMARY – LEADER MUST ENCOURAGE AND DIRECT BALANCED PARTICIPATION IN MEETINGS WHERE PARTICIPATION IS REQUIRED***

## DURING – IN GENERAL

1. START ON TIME - DO NOT WAIT ON LATE COMERS
2. APPOINT/ASSIGN A MINUTE TAKER. DO NOT DO IT YOURSELF
3. SET NO-NONSENSE INTENT – DO NOT SPRAWL OR SLOUCH
4. KEEP THE DISCUSSION ON TRACK – USE AGENDA
5. DISCUSSIONS MUST BE BASED ON FACTS, NOT OPINIONS
6. DO NOT LET MEETING RUN OVERTIME – NEVER SAY “LET’S MEET UNTIL WE REACH A DECISION”
7. SUMMARIZE – ESTABLISH W3’S (WHEN, WHAT, WHO)
8. TAKE ASSIGNMENTS PERSONALLY TO EXHIBIT INVOLMENT



# THE FIVE (5) STEPS TO MAKE MEETINGS WORK (EFFECTIVELY)

TIME



BEFORE

DURING

AFTER

FOLLOW-THROUGH

STEPS

5. RECORD, DISTRIBUTE, AND FOLLOW-UP ON ALL DISCUSSION AND COMMITMENTS.
  1. DISTRIBUTE THESE WORKING MINUTES TO ALL PARTICIPANTS WITHIN 1-2 DAYS OF THE MEETING
  2. KEEP A CALENDAR AND MONITOR PROGRESS AND COMPLETION OF COMMITMENTS.

## AFTER

OPTIONAL - HAVE PARTICIPANTS FILL OUT MEETING EVALUATION FORM, I.E.;  
MEASURE EFFECTIVENESS OF MEETING

PREPARE AND PUBLISH MINUTES AND FOLLOW UP REPORT

- AFFIRMS MEETING IMPORTANCE
- HELP REDUCE ERRORS RESULTING FROM FAULTY MEMORIES

MINUTES SHOULD DETAIL W3'S (WHO, WHAT AND WHEN). WILL ASSURE  
WHAT WAS AGREED ON WILL HAPPEN

MINUTES SHOULD INCLUDE

- DATE, TIME AND LENGTH OF MEETING
- WHO WAS PRESENT AND WHO CHAIRED IT
- DATE, TIME, PLACE AND OBJECTIVE OF NEXT MEETING, IF ANY

MINUTES SHOULD BE PUBLISHED WITHIN 2 WORKING DAYS OF MEETING



# AFTER

FOLLOW UP ON UNFINISHED BUSINESS OR BAD FEELINGS

PROVIDE SPECIFIC, POSITIVE FEEDBACK, ONE-ON-ONE TO BOTH CONTRIBUTING AND NON-CONTRIBUTING PARTICIPANTS

DO NOT ASSUME W3'S ARE AUTOMATICALLY BEING CARRIED OUT. ASK FOR PROGRESS REPORTS.

EVALUATE THE MEETING – DID YOU ACCOMPLISH WHAT YOU SET OUT TO ACCOMPLISH? DID YOU FOLLOW THE AGENDA? ETC...

## ROLE OF THE PARTICIPANT

1. DO YOUR HOMEWORK; PREPARE BY READING, ASKING AND THINKING ABOUT THE TOPIC OR ISSUE. DEVELOP THE POINTS YOU WANT TO MAKE AND GATHER EVIDENCE/DATA TO SUPPORT THEM.
2. ARRIVE ON TIME, RESOLVED TO BE SUPPORTIVE INSTEAD OF NEGATIVE OR A NON-PARTICIPANT.
3. HELP KEEP THE MEETING FOCUSED ON THE OBJECTIVE AND AGENDA, BUT DO NOT PREEMPT THE LEADER'S ROLE.
4. CONCENTRATE ON THE CONTENT AND THE IDEAS BEING EXPRESSED, NOT ON OTHER PARTICIPANTS OR PERSONALITIES.
5. BE AN ATTENTIVE LISTENER AND ACTIVE CONTRIBUTOR.
6. ASK QUESTIONS WHEN YOU DO NOT UNDERSTAND, AND CHALLENGE CONCLUSIONS WHEN YOU DO NOT AGREE.
7. WHEN DISAGREEING, BE CONSCIOUS OF THE NEED FOR OTHERS TO SAVE FACE.
8. THINK BEFORE YOU SPEAK. GAIN PERMISSION TO SPEAK IF APPROPRIATE.

## INFORMATION MEETINGS

### SOME THINGS THAT MEETINGS CAN DO BETTER THAN ANY OTHER MANAGERIAL TOOL

1. BRING PEOPLE WITH DIVERGENT POINTS OF VIEW INTO FACE-TO FACE CONTACT FOR DISCUSSION, AIRING OF DIFFERENCES AND RESOLVING CONFLICTS.
2. DISSEMINATE INFORMATION TO FAIRLY LARGE-GROUPS OF PEOPLE, WITH AN OPPORTUNITY FOR ON-THE-SPOT QUESTIONS, EXPLANATIONS AND FEEDBACK.
3. CREATE A PARTICIPATIVE WORK ENVIRONMENT THROUGH ENCOURAGEMENT AND SINCERE ACCEPTANCE OF IDEAS, SUGGESTIONS AND COMPLAINTS FROM ALL SEGMENTS OF THE ORGANIZATION.
4. HELP MANAGERS KEEP TRACK OF THE STATUS OF PRODUCTION, ACTIVITIES AND PROGRESS TOWARD PREVIOUSLY SET GOALS.

# INFORMATION MEETINGS

## GENERAL

1. DEVOTED TO SHARING AND DISSEMINATING INFORMATION ON THE DAY-TO-DAY STATUS OF WORK IN PROGRESS.
2. FAIRLY ROUTINE, OFTEN CALLED ON REGULAR BASIS.
3. SHOULD BE CAREFULLY PREPARED
4. DISSIMINATE KEY DATA FOR EMPLOYEES TO BETTER UNDERSTANDING THEIR JOB REQUIREMENTS AND GOALS.

## EXAMPLES

OPERATION CONTROL AND STATUS MEETINGS, STAFF, STRATEGY REVIEW, DEPARTMENT MEETING

## INFORMATION MEETING - BEFORE

1. IS THE MEETING NECESSARY?
2. CHECK MEETING ROOM AND ASSURE VISUAL AIDS WORK
3. PUBLISH AN AGENDA WHERE DESIRED
  1. OUTCOME LANGUAGE NOT REQUIRED
  2. TIME ALLOTMENTS MAY NOT BE NECESSARY
4. INVITE AS MANY AS CAN COMFORTABLY BE SEATED BUT ONLY THOSE THAT HAVE AN INTEREST OR NEED
5. ASSURE INFORMATION PRESENTED IN EASY FORMAT TO UNDERSTAND
6. MEETING INQUIRY – CONSIDER SENDING QUESTIONNAIRE TO PEOPLE ATTENDING ASKING WHAT THEY WOULD LIKE TO SEE IN THE MEETING. ALSO ASK FOR QUESTIONS THAT NEED ANSWERS AT THE MEETING.
7. ANTICIPATE DIFFICULT QUESTIONS AHEAD OF TIME WHERE POSSIBLE. BE PREPARED TO ANSWER. HAVE DATA READY.

## INFORMATION MEETING - DURING

- START ON TIME
- ANNOUNCE IF YOU WANT PARTICIPATION FROM ATTENDEES OR HOLD QUESTIONS/COMMENTS UNTIL THE END OF THE MEETING
- EXPLAIN WHY THE MEETING IS IMPORTANT
- BE A CLOCK WATCHER AND END MEETING ON TIME
- BE SURE QUESTIONS ARE ANSWERED IF POSSIBLE. FOLLOW-UP IF REQUIRED

# INFORMATION MEETING - AFTER

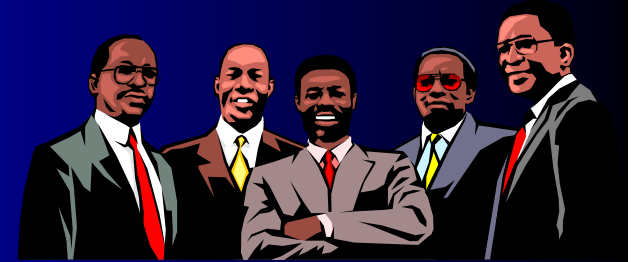
## 1. FOLLOW UP REPORTS

1. POST NEW POLICY SPECS AND OTHER DETAIL INFORMATION ON BULLETIN BOARDS
2. NARRATIVE – TYPE SUMMARIZING WHAT WAS SAID AND BY WHOM
3. SEND OUT SURVEY OF EFFECTIVENESS OF MEETING
4. FOLLOW UP WITH INDIVIDUAL WHO SEEMS UPSET OR CONCERNED ABOUT A SPECIFIC ISSUE

## INFORMATION MEETING - BEFORE

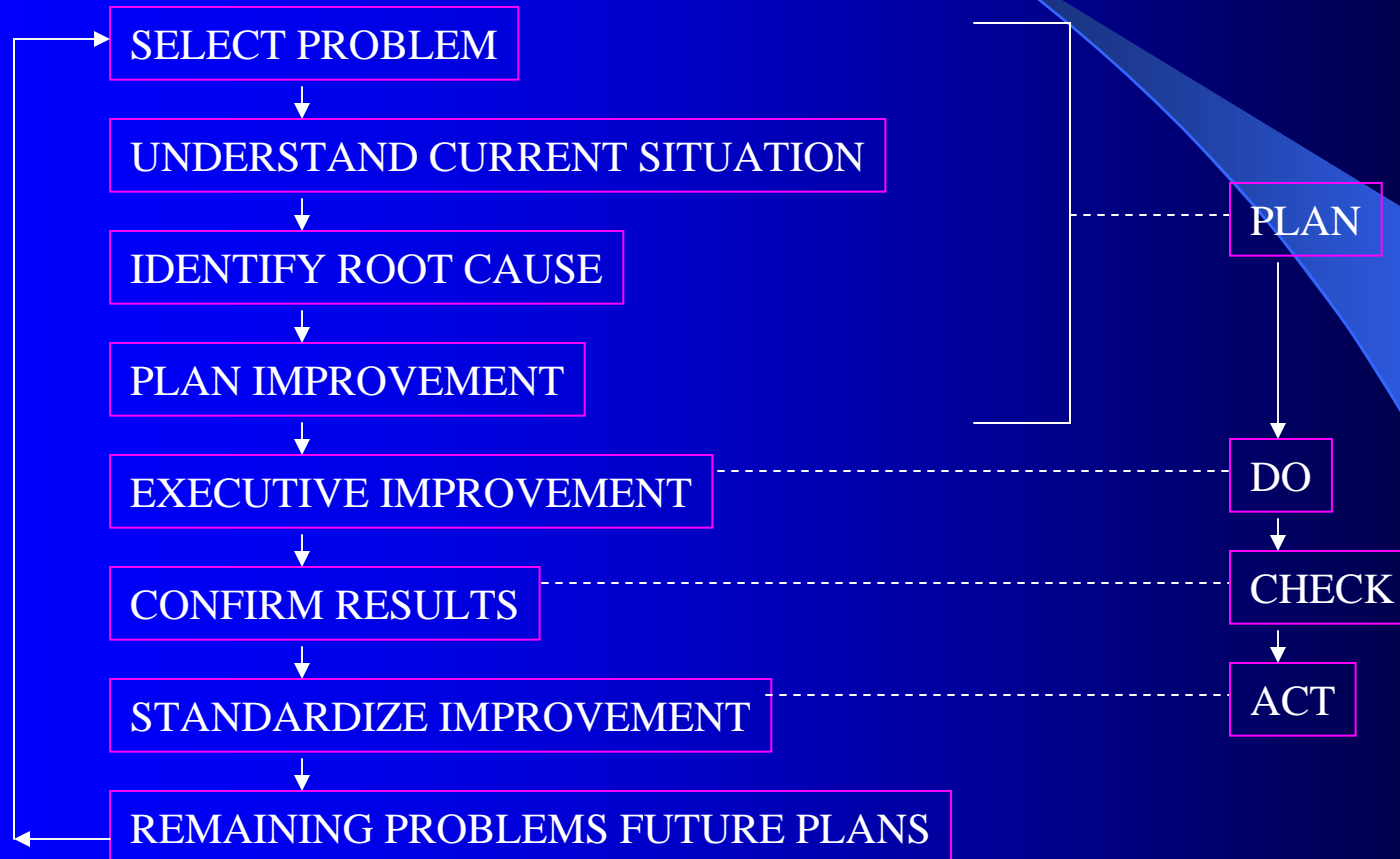
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4. INVITE AS MANY AS CAN COMFORTABLY BE SEATED BUT ONLY THOSE THAT HAVE AN INTEREST OR NEED
5. ASSURE INFORMATION PRESENTED IN EASY FORMAT TO UNDERSTAND
6. MEETING INQUIRY – CONSIDER SENDING QUESTIONNAIRE TO PEOPLE ATTENDING ASKING WHAT THEY WOULD LIKE TO SEE IN THE MEETING. ALSO ASK FOR QUESTIONS THAT NEED ANSWERS AT THE MEETING.
7. ANTICIPATE DIFFICULT QUESTIONS AHEAD OF TIME WHERE POSSIBLE. BE PREPARED TO ANSWER. HAVE DATA READY.





# SUMMARY

## THE PROBLEM – SOLVING PROCESS





## SELF EVALUATION ...

SOMETHING TO THINK ABOUT:

WHERE ARE YOU IN YOUR WORK AREA?

IF MEETINGS ARE A WAY OF EFFECTIVELY ORGANIZING  
AND DIRECTING WORK – INSTEAD OF AN INTERRUPTION  
OF WORK –

SOMEBODY IS WORKING AT IT