

Kylemore Lough
Wild Connemara



We HAVE to Start Meeting Like this!



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Are you lonely?
Tired of working on your own?
Do you *hate* making decisions?

Hold a Meeting!

You can . . .

- See people!
- Draw org-charts!
- Feel important!
- Impress your colleagues!
- Eat donuts!

All while being paid!

Meetings — the practical alternative to work!



1,000 Executives and Managers Surveyed (from top American companies)

1/3 of time spent
in meetings was
wasted

The more senior you get,
the more meetings you go
to

Good meetings are at
the heart of any
successful organization



Up to 17 hours
per week for top
executives

80% felt running
meetings was a crucial
test of a manager's
ability

Enablers and Disablers of Effective Meetings

- Get into a group of 3-4 people
- Identify and discuss . . .
 - What are the key factors that enable or support effective meetings?
 - What are the key factors that disable or undermine effective meetings?
- You have **three** minutes . . .



The Fundamental Purpose

- What is the most important purpose of a meeting?



The Purpose of Every Meeting

- To facilitate the flow of **valid information**.
- To enable individuals to use this valid information to make **free and informed choices**.
- To build individual **internal commitment** to the decision made by the group.
- To facilitate **transparency** of thoughts and actions by team members
- To build greater understanding of and **empathy** for divergent perspectives.

Meeting Outcomes

- Content — *What* was talked about at the meeting. What was decided. What was agreed to.
 - The published agenda, topics to discuss and decide, actions to take . . .
- Process — *How* the group worked together. How decisions were made. How issues were deliberated. How people participated — or not.
 - How well the group worked together . . .

The 5 Meeting Competencies

1. Planning
2. Starting
3. Focusing
4. Facilitating
5. Concluding



Planning Your Meeting

1. Define the **purpose** and desired outcomes of the meeting.
2. Determine **who** should attend – and their roles within the meeting.
3. Design the **sequence** of meeting activities.
4. Decide **when** to meet and when to begin and end the meeting.
5. Determine **logistics** and equipment needed.
6. Complete and distribute the **agenda** (notify participants).
7. Prepare/set up the **meeting room**.



Kylemore Abbey
Connemara, County Galway

Two Rules of Effective Meetings

1. Never attend a meeting that doesn't have an agenda (even if it's your meeting)!
2. If the meeting you are attending doesn't have an agenda . . . Why are you still sitting there?

An Outcome-Based Agenda

- Is focused on achieving specific outcomes in both *process* and *content* through the meeting process.
- Identifies the specific outcome to be achieved for each agenda item.
- Sets start- and end-times for the meeting - and for each topic.
- Manages the use of time during the meeting to ensure that the group doesn't rush to decision/judgment and that all critical issues are addressed.

Example Agenda

Start Time	Topic	Desired Outcome/Process to Use	Who Leads?
1:00 5 min.	Agenda Review/Define Roles/Check-In	Participants are clear about the purpose for the meeting. Meetings roles assigned.	Chair
1:05 40 min.	Decide Priorities and Goals for 2012	<ul style="list-style-type: none"> ■ Review goals and priorities identified at last meeting. ■ Develop criteria for ranking our priorities. [brainstorming] ■ Apply ranking criteria to our list. [decision matrix] ■ Finalize/approve the list. [consensus] 	Julie
1:45 75 min.	Identify Staff Development Implications	<ul style="list-style-type: none"> ■ Discuss staff skill/knowledge implications of goals. ■ Identify key staff skill and knowledge clusters for future development. [brainstorming] 	Steve



If you don't know where
you're going . . . Any
road will get you there!

Boglands and Clouds
Connemara National Park

Key Meeting Roles

- Meeting Participants
- Meeting Leader
- Meeting Facilitator
- Other Roles . . .
 - Meeting Notes Recorder
 - Time Keeper
 - Flip Chart Keeper



What are the key responsibilities/duties of meeting participants, leaders and facilitators?

Meeting Participants

- Be there – on time.
- Come prepared to participate.
- *Actively* participate.
- Listen to others.
- Own their perspective and be ready to share it constructively.
- Be open to alternative perspectives.
- Follow-through on commitments.



Meeting Leader

- Develop the agenda (with the group).
- Convene the meeting on time.
- Stick to the start and end times.
- Lead the group through the agenda.
- Pay attention to and balance levels of participation.
- Focus primarily on *content* - **if no facilitator**, also focus on *process*.
- Encourage open discussion of issues.
- Seek consensus where possible.
- "Call the question" and test consensus.
- Bring closure to each agenda item.

Meeting Facilitator

- Assist the leader in guiding the group through the agenda.
- Focus on *process*.
- Introduce tools and techniques to move the group through decision making processes.
- Encourage open discussion of issues.
- Seeks consensus where possible.
- Pay attention to and balance levels of participation.
- Attend to the energy level of the group.
- Read the “pulse” of the group.

Notes Recorder

- Records key points made, decisions reached.
- Verifies accuracy.
- Notes unresolved issues.
- Notes whether consensus was achieved.
- Summarizes what the group agreed to at the conclusion of an agenda item.
- Asks for clarification of what was stated or decided.

Time Keeper

- Note start and end times of each agenda item.
- Give early notice of time lapsing on an agenda item ("five minutes")
- Work with leader/facilitator to make adjustments to the agenda as necessary.



Flip Chart Keeper

- Tracks key issues/points (summarizes key points made).
- Records verbatim comments.
- Verifies accuracy.
- “Parking Lot” attendant.
- Manages the “to do” list.



An Effective Facilitator

1. Actively listen to viewpoints being expressed such that he or she is able to paraphrase others' perspectives.
2. Strive to ensure balanced participation by group members.
3. Be objective and unbiased when managing the flow of the group's dialogue.
4. Explore for underlying and intersecting interests when the group reaches an impasse or when two sides to an issue are unable to reconcile.
5. De-escalate tense or controversial issues by focusing on trust and mutual respect and by moving the group toward common ground.

Facilitation Outcomes . . .

1. There is trust, mutual respect, and a recognition of interdependence.
2. All of the information is “on the table” for all group members to hear and understand.
3. Diverse perspectives are heard and understood.
4. People feel safe when offering their viewpoints and confident that their voices will be heard.
5. There is balanced participation such that decisions made reflect more than one person’s perspective.
6. The group doesn’t rush to judgment when making decisions.

Tools for Focusing and Facilitating . . .

- Outcome-Based Agenda
- Ground Rules
- Group/team charter
- Flip Chart — making ideas visible and focusing participant attention
- Meeting Notes
- “Parking Lot” for Issues/Ideas
- “To Do” List

Ending a Meeting . . .

- What should occur at the end of each meeting?
Why?
- Who should take the lead in this?



Final Meeting Checklist

- ✓ Know the purpose of every meeting.
- ✓ Ensure that you have the right people.
- ✓ Have a clearly defined outcome-based agenda.
- ✓ Begin each meeting by validating the agenda and assigning roles.
- ✓ Use the meeting management tools.
- ✓ End the meeting by affirming key decisions, actions, and the next meeting's agenda.

Your Meeting Effectiveness Improvement Action Plan

Identify THREE actions:

■ What will you **STOP** doing?



■ What will you **KEEP** doing?



■ What will you **START** doing?



Thank you for being part of "We HAVE
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