

MAKING MEETINGS WORK

Portions taken from Center for Student Leadership, Santa Clara University

**Every day
83 million
people attend
11.5 million
meetings**

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**"Congratulations! You've just
been promoted to full-time
meeting attendee."**

OBJECTIVES OF WORKSHOP

1. Present Information
2. Provide tools
3. Share effective strategies

Characteristics of Negative Meetings

- 83% -- Drifting off the subject
- 77% -- Poor preparation
- 74% -- Questionable effectiveness
- 68% -- Lack of listening
- 62% -- Verbosity of participants
- 60% -- Length
- 51% -- Lack of participation

From “Achieving Effective Meetings – Not Easy But Possible”
by Bradford D. Smart in a survey of 635 executives.



VIVIAN HOLDS A QUICK MEETING.

What people are looking for in meetings...

- 88% -- allow all attendees to participate
- 66% -- define a meeting's purpose
- 62% -- address each item on the agenda
- 59% -- assign follow up action
- 47% -- record discussion
- 46% -- invite only essential personnel
- 36% -- write an agenda w/time frames

Source: GM Consultants, Pittsburgh, 1993

ELEMENTS OF A MEETING

- Task
- Desired Outcome
- Content
- Process

5 Keys to Leading a Meeting

- Planning**
- Starting**
- Focusing**
- Facilitating**
- Concluding**

PLANNING

- ➔ Clarify task
- ➔ Identify desired outcome
- ➔ Design sequence of events
- ➔ Who should attend, roles, ground rules
- ➔ When to meet, when to end
- ➔ Logistics
- ➔ Agenda & Notification
- ➔ Set up

Which steps do you use?

Which ones do you neglect?



Thorough planning is critical to the success of the meeting.

Failing to plan is planning to fail. It is important to go through all the steps.

These may seem like common sense, or tedious steps. But as you become accustomed to preparing for meetings in this way, the steps will become automatic.



FACILITATING A MEETING

- Start on time
- Review and stick to the agenda
- Volunteer or assign minutes taker (if appropriate)
- Assign and agree on responsibilities and establish target dates for completion
- Summarize
- End on time
- Send out minutes or notes
- HAVE SOME FUN!!

Dealing with Difficult Members

- Listen, but do not debate
- Talk privately with members who continually exhibit disruptive behaviors
- Turn negative behaviors into positive contributions
- Encourage the group to share the responsibility for handling difficult members
- Don't take it personally
- Try different strategies, small groups/pairs

Disruptive Behavior

- Coming in late
- Argumentative
- Side Conversation
- Reward and thank those who were there on time.
- Keep temper in check and model for group. Find some merit in points made. Speak in private.
- Avoid sarcasm. Restate last comment made. Explain to group the need to hear information.

Disruptive Behavior II

- Losing Focus
 - Implement “parking lot” for divergent ideas. Restate purpose of discussion.
- Griper
 - Point out what can and can't be changed. Ask group for ideas on how to best operate.
- Won't Talk
 - Examine what motivates them. Ask for their opinion.

Non-Verbal Listening Skills

- **Good eye contact**

- *Indicates your interest in what people are saying*

- **Body positioning**

- *Expresses your attitude and energy*

- *Too casual may indicate lack of commitment*

- *Folded arms and closed body positioning may leave impression that you are inflexible*

- **Facial expressions**

- *Can say more than words. Watch how you affirm or react to comments that are made*

- **Silence**

- *Allow for it!*

Concluding a Meeting

- Summarize
- Accomplishments vs Outcomes
- Unfinished Business
- Action Plan
- Feedback
- Thanks



Ideas for Creative Meetings

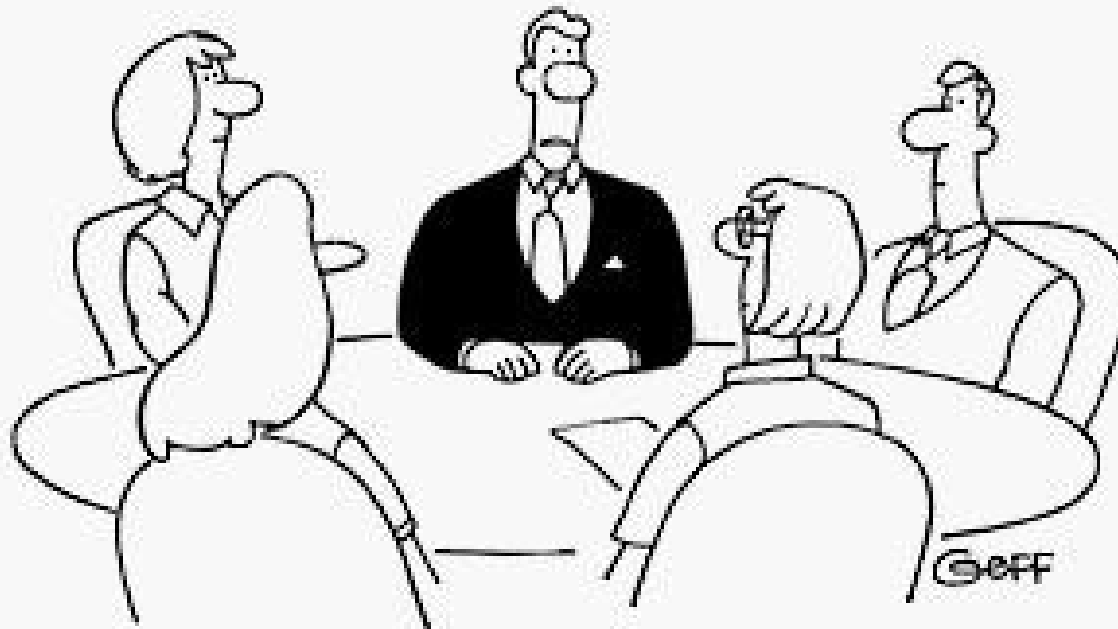
- Change presentation style
- Change standard meeting location
- Create a leadership opportunity and allow others to run a meeting
- Establish a “parking lot” of ideas to keep a running list of divergent points
- Make meetings playful
 - Start meeting with an icebreaker
- Use Ignitors
- Other Ideas

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“The last thing I remember, I was sitting in a staff meeting. Apparently, I died from boredom.”

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"Whew! That was close! We almost decided something!"

Questions or Comments?

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