

Managing Meetings

ELM Module : Planning & Organising

Managing Meetings

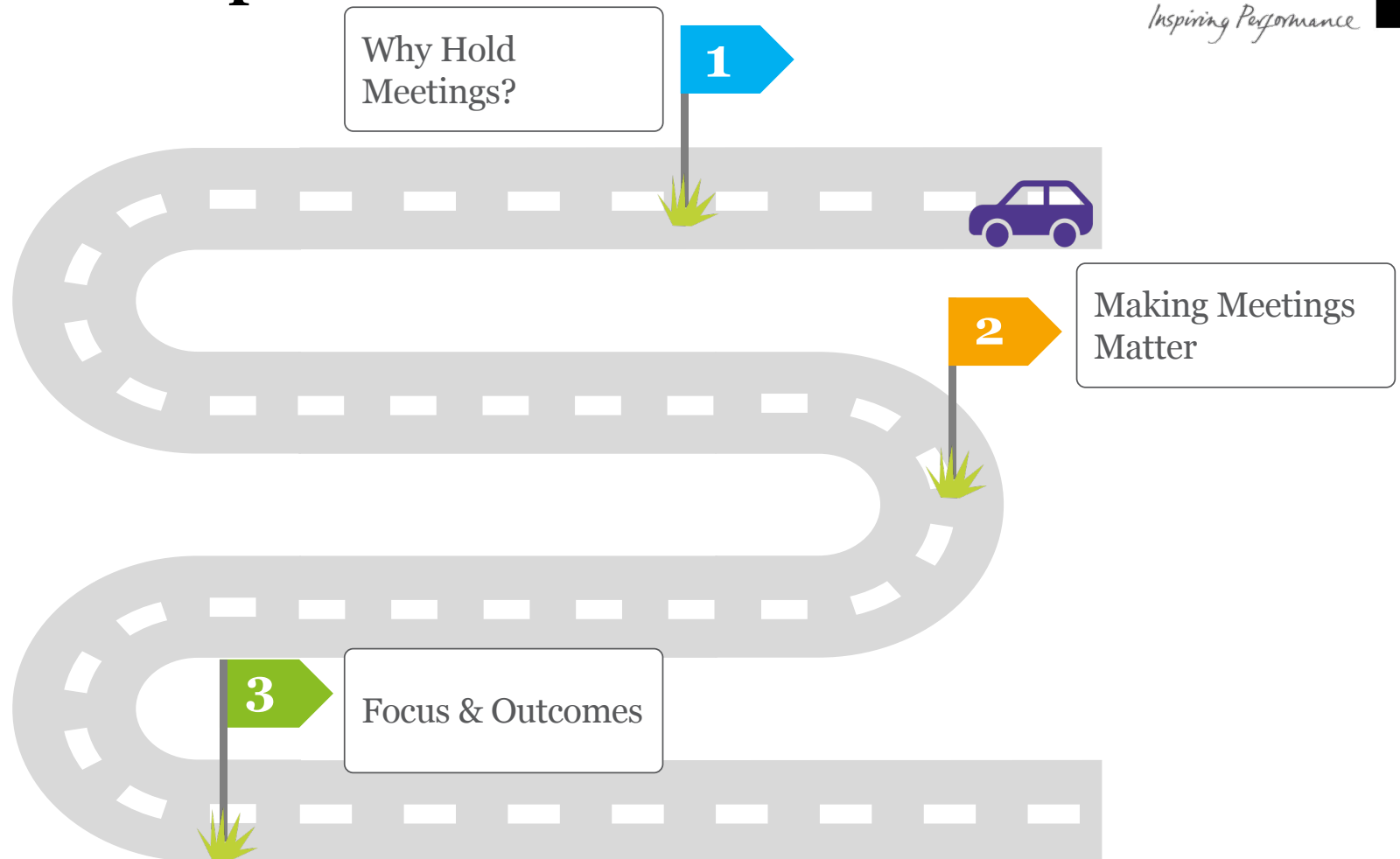


Learning outcomes

Understand how to prepare, chair
and follow up with your team to
ensure meetings are effective

Discover how to keep meetings
focused on achieving outcomes
and making decisions

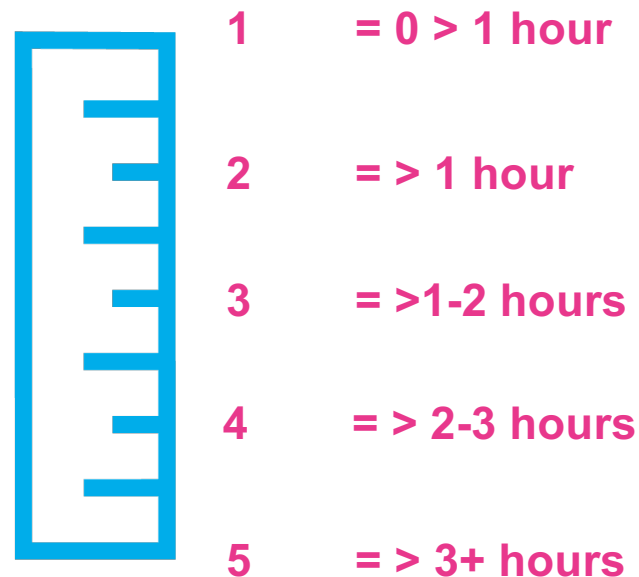
Session roadmap



Why Hold Meetings?

Managing Meetings: Review

How much time do you spend in meetings each day?



**“You take minutes
and waste hours”**

How much of this time is a great use of your time?

Managing Meetings: Breakout room

You are about to enter a breakout room. Each group will be assigned one of the following questions.

Spend 10 minutes coming up with your answers and then be ready present to the group



1. Why do we hold meetings?



2. What makes them effective?



3. What derails them?



Managing Meetings: Increasing Effectiveness

- Google's 50/25 principle – create some pressure, free some time!
- Amazon's empty chair – keep the client in mind
- Right-size attendance – Research shows that 50% of meeting have 2 or more extra or unnecessary attendees
- Cognitive bias – minimise by asking for constructive feedback
- Consider 2-part meetings for better outcomes
 - Pt1 – identifies and develops options
 - Pt2 – selects the best option/decision-making

Making Meetings Matter



Managing Meetings: **Effective Agendas**

- Agendas are an important first step for a successful meeting, but far too few leaders put enough thought into the ones they create.
- **Agendas are often process-driven, formulaic documents that do little to inspire meeting attendees.**
- We can see therefore that it's not enough to simply have an agenda:
 - It needs to be relevant and sufficiently important to engage attendees
 - The leader's ability to facilitate discussion on agenda items is crucial

Managing Meetings: Effective Agendas

Meeting - purpose, timing (Start and Finish), location (varied)
Attendees - minimise

Timing	Topic	Purpose	Leader	Attendees
1) 0900 – 0920	Project X delays	Generate ideas to get us back on track <i>(not to justify the status quo)</i>	Chris P	Team X
2) 0920 – 0940	Project Y	Identify risks and overcoming them	Ali Y	Team Y
3) 0940 – 1025	Budgets	Agree risks / opportunities		All
4) 1025 – 1030	Kaizen	Post-it brainstorm	Mo M	All

Pre-reading required and attached for items 1 and 3

No AOB!!

Actions will be captured on a flip chart (who, what, when)

Managing Meetings: Effective Agendas

Meeting - purpose, timing (Start and Finish), location (varied)
Attendees - minimise

Timing	Topic	Question	Leader	Attendees
1) 0900 – 0920	Project X delays	How can we get the project back on track?	Chris P	Team X
2) 0920 – 0940	Project Y	What risks impact Project Y? How can we mitigate them?	Ai Y	Team Y
3) 0940 – 1025	Budgets	What puts our budget at risk? What upside opportunities exist?		All
4) 1025 – 1030	Kaizen	What can we improve further?	Mo M	All

Pre-reading required and attached for items 1 and 3

No AOB!!

Actions will be captured on a flip chart (who, what, when)

Managing Meetings: Effective Outcomes

Follow up

What

Share Project X solutions

Write up project Y risk approach

Write up Kaizen

Who

Chris

Ali

Mo

When

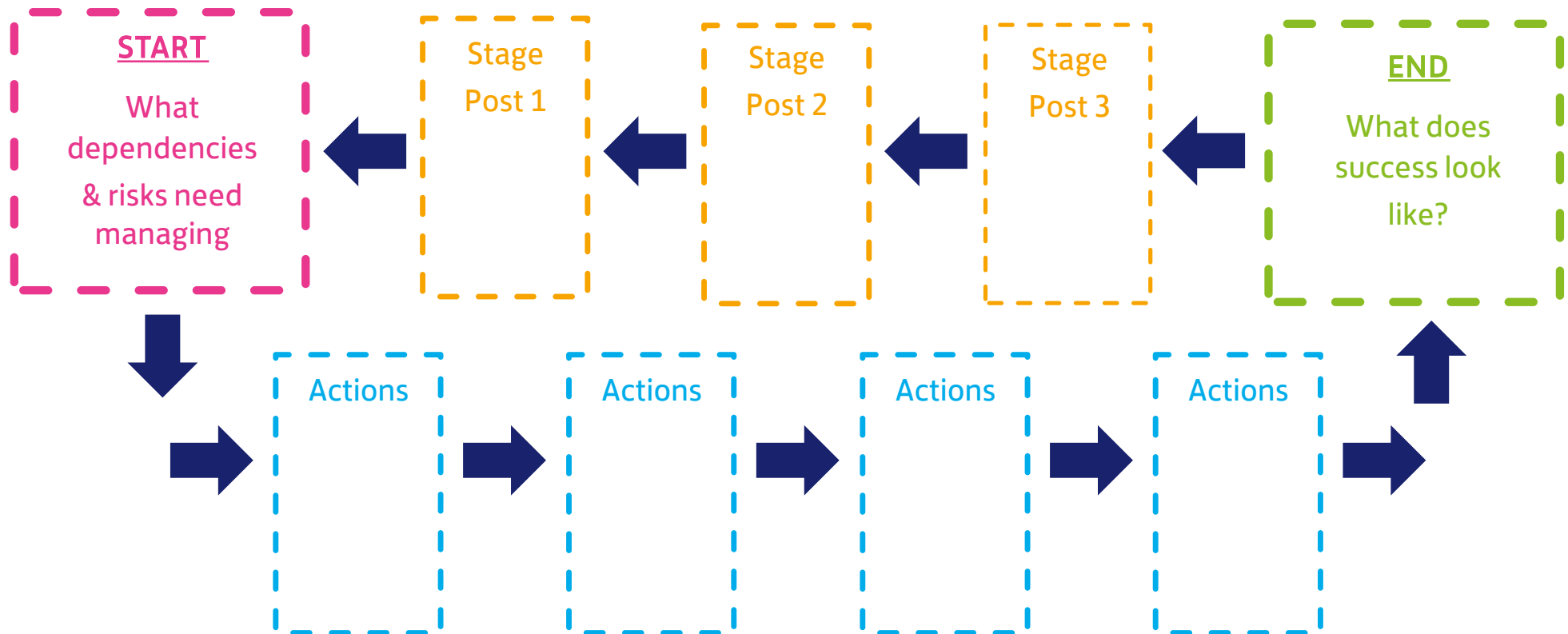
Friday

Share during next meeting

Share during next meeting

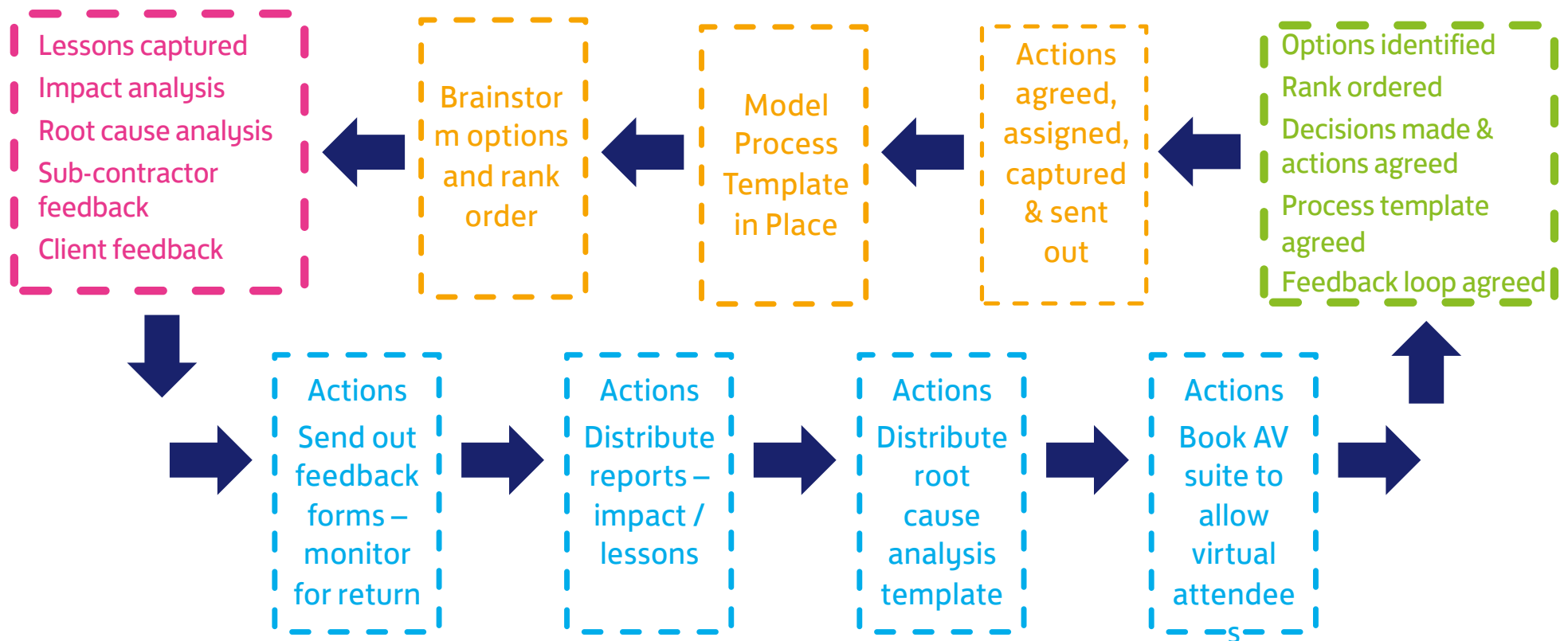
Focus & Outcomes

Managing Meetings: Focus & Outcomes



Managing Meetings: Focus & Outcomes

Example – Agree Plan for Project Improvements





Managing Meetings: **Focus & Outcomes**

1. **Use this technique to critique the focus and outcomes of your team's meetings**
2. **To what extent do they**
 - Help the team visualise success
 - Identify & manage critical risks and dependencies that impact success
 - Agree on the right actions to overcome risks and dependencies and progress through key milestones
3. **Work with a colleague and capture your thoughts/actions to take back to your team**

Wrap Up

Managing Meetings: Key points



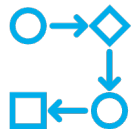
Many meetings are unnecessary – be very selective when attending and when organising them



Ensure sufficient preparation – agenda, timings, attendees etc – is done in advance – engage with attendees



Capture outputs and actions and circulate immediately!



Focus on what you want to achieve and the steps you need to take to be successful

Managing Meetings: Action planning



Build in timings to your next meeting agenda and carefully consider how long you need



Try removing AOB to keep your meetings on track; allocate roles for topics



Cut 10 minutes from your next 6 meetings; use this hour for more productive work!

Session roadmap

