ICOM 5047: Computer Engineering Design

Workshop: Effective Meetings
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Four Disciplines of Execution

- Focus on the wildly important
  - WIG – Wildly Important Goals

- Create a compelling Scoreboard
  - How to measure success

- Translate lofty goals into specific actions

- Hold each other accountable all of the time
The power to focus

<table>
<thead>
<tr>
<th>Number of Goals</th>
<th>2-3</th>
<th>4-10</th>
<th>11-20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goals achieved with excellence</td>
<td>2-3</td>
<td>1-2</td>
<td>0</td>
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Execution Gap

- **Clarity** – not knowing clearly the goals and priorities of the team or organization
- **Commitment** – not buying into the goals
- **Translation** – not knowing what they need to do to help the team or organization achieve its goals
- **Enabling** – not having the proper structure, systems or freedom to do their jobs well
- **Synergy** – not getting along or work together
- **Accountability** – not holding each other accountable
Hold each other accountable

- All the time
- Knowing that others are counting on you raises your level of the commitment
- Maintaining commitment to the goal requires frequent team engagement and accountability
Getting commitment to the goal

- Scale of commitment

- Rebellion
- Malicious Obedience
- Willing Compliance
- Cheerful Cooperation
- Heart-Felt Commitment
- Creative Excitement
Are your staff meetings effective?

Which is true?

- Our meetings revolve around our wildly important goals
- Meetings are held regularly and often
- There is clear accountability and follow-through
- Successes are celebrated
- People report struggles and failures openly
- There is robust brainstorming and problem solving
- People commit to helping each other
- People leave energized
Staff Meetings

Clear the Path

Wildly Important Goals

Finding Third Alternatives

Triage Reporting
Staff Meetings

Clear the Path

Wildly Important Goals

Finding Third Alternatives

Triage Reporting
Wildly Important Goals

- Focus intensively on WIGs
  - Not talk about everything under the sun
- Real work gets done
  - Can’t wait for this meeting to end so you can get back to work
- For the team
  - Not for the manager
Wildly Important Goals

- Language
  - The purpose of this meeting is to move our top goals forward
  - Tell me how what we’re talking about will help us move the goal forward
  - What are the few things we must accomplish in this meeting today to move our wildly important goals forward?
Quick reporting of vital few issues
- Not “Death March” around the room where people feel pressure to talk while everyone else checks out

Reviewing your scoreboard
- How if no measures of progress

Follow-up
- Don’t do no follow-up

Mutual accountability
- No: Only managers hold people accountable

People openly report struggles and failures
- Vs People hide their struggles and failures

Celebrations of successes
- Focusing only on problems
Let’s check out our scoreboard to see how we’re doing

Here are my key results for the week

What were our successes?

I ran into some problems, and here’s what I am planning to do about them

I don’t have anything I need to share with the entire group

Thank you. Next?
Staff Meetings

- Clear the Path
- Wildly Important Goals
- Finding Third Alternatives
- Triage Reporting
Finding Third Alternatives

- Energetic problem solving
  - Not all talk, no action
- New and better ideas are created
  \((1+1=3, \ 1+1=10, \ 1+1=100, \ 1+1 = \text{more})\)
  - Not no time or environment for creative dialogue
- Wisdom of the group
  - No “the lone genius”
Finding the third alternative

- Let’s generate as many ideas as possible and then narrow down our choices.
- Can we schedule time over the next few days to get this solved?
- What do we need to get that done?
- I would like to take some time right now to focus on this one issue.
Staff Meetings

Clear the Path

Wildly Important Goals

Finding Third Alternatives

Triage Reporting
Clear the path

- A stroke of the pen for me eliminates hours of work for you
  - Getting stuck because barriers you cannot get over by yourself
- We are in this together
  - Not you are on your own
- Admitting you need help and asking for it
  - Not being afraid to admit when you need help
Clearing the path

- How can I clear the path for you?
- I am struggling with this issue and need some help
- I know that person. I will give her a call.
- Who already knows something about this?
- What do you need to get that done?
Meetings

- With whom?
  - Full team
  - Subgroup
  - One on one

- How often?
  - Daily
  - Weekly
  - Monthly

- How and where?
  - Face to face
  - Conference call
  - Email?
Be prepared for a meeting

- Agenda
- Determine your purpose
- Set your goals
- Decide on your methods
- Allocate time
- Who should meet?
- When and where?
- Prepare materials
Conducting the meeting

- Follow the agenda
- Set and maintain appropriate pace
- Share information
- Conduct discussion
- Manage participation
- Get a decision
- Plan action and make assignments
Closing the meeting and follow up

- Summarize main points, decisions, actions, and assignments
- Sketch agenda for next meeting
- Evaluate meeting
- Write and distribute minutes
  - Minutes should contain date, people involved in the meeting, important points, decisions, who said what