Meetings
- Definition: People coming together for the purpose of resolving problems or making decisions
  - Essential element in business
  - Cost time and money
  - How many meetings really serve a useful purpose?
    - Hold them only when necessary

Know your aims
- Be clear about the purpose of a meeting
- If issue can be resolved without a meeting, cancel the meeting
- Consider what makes a meeting successful or not
- Consider what would happen if the meeting were not held

Purpose of a Meeting
- Dealing with information
  - Ex. Giving or receiving reports, issuing instructions, announcing or explaining procedural change
- Resolving problems
  - Ex. Handling grievances
- Making decisions
  - Ex. Choosing between options, committing to a course of action
- Encouraging ideas
  - Generate creative solutions

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>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Rebellion</th>
<th>Malicious Obedience</th>
<th>Willing Compliance</th>
<th>Cheerful Cooperation</th>
<th>Heart-Felt Commitment</th>
<th>Creative Excitement</th>
</tr>
</thead>
</table>

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
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

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?

Staff Meetings

- Triage Reporting
  - 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
    - Yes: People openly report struggles and failures
  - Celebrations of successes
    - Focusing only on problems

Triage Reporting

- 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?
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 = 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
- Triage
- Reporting
- Finding Third Alternatives

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?

Listening to Others

- Good listeners look attentive
- Annoying if participants are whispering
- Respecting others
  - Personal or professional prejudices
- Tailor your speech
  - Pay attention to your speech
- Avoid negative body language
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

Sample Meeting –Minutes

<table>
<thead>
<tr>
<th>Follow-up action</th>
<th>Person</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Next meeting</td>
<td>All</td>
<td>Date, time, place (if it changes)</td>
</tr>
<tr>
<td>A description of any action that someone committed to work on or complete before the next meeting</td>
<td>The person or group who committed to the action</td>
<td>Date and time for completion or ASAP, soon, or next week</td>
</tr>
</tbody>
</table>

Sample Meeting –Minutes

Taken from Deane Gradous, Twin Cities consultant, http://www.managementhelp.org/writing/minutes.htm
Minutes
- Distribute minutes
- Approve minutes
- Verify accuracy
- Action items
  - What to do after meeting
  - Set up time for next meeting

Practicalities
- Check that locality is available
- Do we need visual aids? Board?
- Writing! Take notes.
- Breaks. Refreshments?
- Punctuality

References
- Stephen Covey, Jennifer Colosimo, *Disciplines of Execution*, Franklin Covey, 2004.

?????
- Questions?