

A wooden desk with a yellow pencil and a transparent folder. The pencil is on the left, and the folder is on the right. The folder has the text 'Chapter 11' and 'Planning and Conducting Meetings' on it.

# ***Chapter 11***

## **Planning and Conducting Meetings**

# The Reality of Meetings

- They are compared to funerals
- Three elements of meetings
  - Scheduled
  - Structure
  - Chairperson
- Meetings take a lot of time, are ineffective, waste money and effect employee attitudes
- When planned well, they can provide positive results

# Why people dread meetings

- Unnecessary
- Members arrived late or left early
- Too long or wasted time
- Unclear goal
- No use of agenda
- Too many items on agenda
- No prior notice or time to prepare
- Too many people attended
- The right people did not attend
- The meeting was at the wrong time or place
- The chairperson was ineffective
- Too much political pressure to conform or take sides
- Meeting ended without accomplishing anything
- Members failed to follow up on tasks after the meeting



# Questions About Meeting

- Why are we meeting?
  - Information-giving
  - Information-getting
  - Instructional
  - Problem-solving
- Who should attend the meeting?
- When should we meet?
- Where should we meet?
- What materials do we need?

# The Agenda

- Road map for meeting
- Elements
  - Time each discussion item should take
  - How the group will deal with each item
  - Who will deal with each item
- Order
  - Start with simple, easy-to-discuss issues
  - Put difficult items in the middle
  - End with easy discussion items

# Avoid Meetingthink

- Members often fail to think critically in meetings and, make faulty decisions
  - Deceitful leadership
  - Information overload
  - Poorly run meetings
- Pair Share
  - Think about a time when you were in a meeting that was not productive but no one said anything about it. Share with your partner.
    - Which reason above applies most accurately to your example?

# Chairing the Meeting



Pre-Meeting	During Meeting	Post-Meeting
<ul style="list-style-type: none"><li>• Notify &amp; remind members</li><li>• Distribute the agenda</li><li>• Distribute materials</li><li>• Remind members</li><li>• Prepare for discussion</li><li>• Confirm attendance</li><li>• Assign pre-meeting responsibilities</li><li>• Solicit agenda items</li><li>• Create and send out agenda</li></ul>	<ul style="list-style-type: none"><li>• Begin on time</li><li>• Delegate minutes</li><li>• Follow agenda</li><li>• Facilitate discussion not control</li><li>• Balance strength with sensitive</li><li>• Play traffic cop</li><li>• Summarize action items</li><li>• Set agenda/time for next meeting</li></ul>	<ul style="list-style-type: none"><li>• Evaluate the meeting</li><li>• Distribute minutes</li><li>• Monitor assigned tasks</li></ul>

# Disruptive Behavior (Activity)

- Nonparticipants
- Texters
- Loudmouths
- Interrupters
- Whisperers
- Latecomers and early leavers

# Preparing Minutes

- Minutes are a written record of a group's discussion and actions during a meeting
  - Assign/select a recorder
  - Determine what information to include
    - Name of attendees
    - Person chairing
    - Name of those absent
    - Start& end times
    - Person taking minutes
    - Summary of group's discussion and decisions
    - Action items

# Taking minutes

- Briefly summarize main ideas
- Use exact wording for decisions, motions, action items and deadlines
- Ask the group to clarify if you're unsure
- Get a copy of the agenda and anything distributed
- Distribute minutes after meeting to confirm accuracy

# Parliamentary Procedure

- Formal set of rules
- Robert's Rules of Order
  - Majority will
  - Minority rights
  - Balanced discussion
  - Orderly progress
- Here's how it works
  - <http://www.youtube.com/watch?v=uffveXL2Ebk>
  - <http://www.youtube.com/watch?v=tNA74yKDs-w&feature=related>
- How do you think parliamentary facilitates effective meetings?
- How do you think it can hinder the effectiveness of meetings?

# Evaluate the Meeting

- Evaluate as the meeting is occurring
- Evaluate at the end
- After the meeting ask for feedback
- Complete the Post-Meeting Reaction Form

NO 2 HB

# Run a Meeting Like Google

- Marissa Mayer, Google's vice president of search products - six keys to running successful meetings
  1. Set a firm agenda
  2. Assign a note-taker
  3. Carve out micro-meetings
  4. Hold office hours
  5. Discourage politics, use data
  6. Stick to the clock

Gallo, C. (2006). How to Run a Meeting Like Google. *Business Week*, September.

# Successful Virtual Meetings

- Start with clear objectives/outcomes
- Assign pre-work
- Invite as few people as possible
- Foster team work and collaboration
- Keep hands off the mute button
- Level the playing field
- Avoid the tyranny of distance
- Pair technology and phone for greater productivity
- Bake multitasking into every meeting

Creighton, J. (2011). Virtual Workshop Gurus Reveal Secrets of Successful Virtual Meetings. *PR Web - Online Visibility in Focus*.

# Evaluate Your Last Meeting

- Individually, complete the Post Meeting Reaction Form
- Share your responses with your group
- Select one thing you can do to make your meetings effective