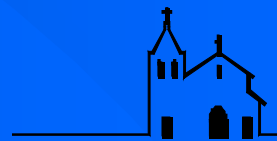




# ***CONDUCTING EFFECTIVE MEETINGS***



**Every day**

**83million**

**people attend**

**11.5million**

**meetings**

# Is a meeting necessary?

- A meeting is not always the most effective way to communicate. Before planning, scheduling, or accepting an invitation to a meeting, ask these questions:
  - Why are we calling people together?
  - Is a meeting the most effective/efficient means?
  - Would a memo/email/call suffice?
  - Is there a need/desire for group interaction?
  - What would happen if we didn't meet?

# Preliminary Thoughts

Who likes a meeting...

- Without a clearly defined agenda
- That seems to drag-on forever
- That rambles from topic-to-topic
- That ends without any apparent result?

These types of meetings are

- Frustrating
- A waste of one of the most valuable resources of any organization – *time*.

# Effective Meetings Characterized by

What people are looking for in effective meetings<sup>‡</sup>:

- 88% – participation
- 66% – well defined meeting purpose
- 62% – address each item on the agenda
- 59% – assign follow-up action
- 47% – record discussion
- 46% – invite essential personnel
- 36% – publish an agenda

# Ineffective Meetings Characterized by

- 83% – drift from the subject
- 77% – poor preparation
- 74% – questionable effectiveness
- 68% – lack of listening
- 62% – verbose participants
- 60% – length
- 51% – lack of participation

# MEETING TIPS

- Take meetings seriously and do real work
- Don't let people digress from the topic
- Outline tasks and assign deadline so members know how to follow-up
- Consider using technology to allow individuals to anonymously express opinions
- Make sure you have the information you need for decision making before the meeting starts
- Keep good records on what works and doesn't work and include these in minutes

# Meeting purpose

- Good reasons for meetings include:
  - To share information
  - To receive information/opinions
  - To solve problems
  - To make decisions
  - To accomplish tasks

Think of the last meeting you attended. What was it's purpose? *For example, the purpose of a weekly status meeting is to give information.*



# Types of Meetings

- Formal or Informal
  - With agenda, rules of procedure, minutes or
  - Casual and relaxed - structure but nothing written
- Planning
  - To prepare or evaluate a plan
  - To seek information
- Reporting
  - Progress to date
  - Providing information or status reporting
- Administrative
  - Regular Staff Meetings
  - Monthly Executive Committee Meetings
- Decision Making
- Brainstorming
- Combinations

# PREPARATION FOR A MEETING

- Define the purpose of the meeting.
- Consider an Ice Breaker
- Identify the participants.
  - Every invitee should be identified
- Prepare an agenda in advance of the meeting.
  - Communicate the intent of each agenda item using labels such as (A) Action, (I) Information, (V) Vote.
  - Identify estimate of time allocated to the agenda item.
- Assign responsibilities for agenda items and communicate to those responsible.
- Publish the agenda and identify background information to be reviewed.
- Plan for breaks – lunch, coffee, etc.



# Conducting Effective Meetings

A Meeting is effective when it achieves its **objectives** in a minimum amount of **time** to the satisfaction of the **participants**

# CONDUCTING MEETINGS



- 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!!



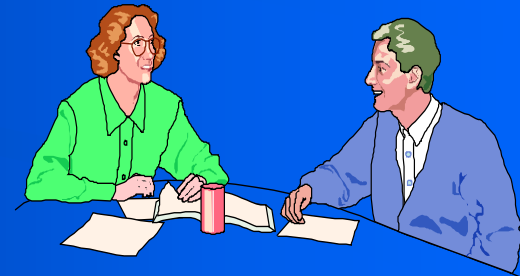
# NON-VERBAL LISTENING SKILLS

## for Meeting Facilitator/ Leader

- 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!*

# DEALING WITH DIFFICULT PARTICIPANTS

- 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



# Dealing with difficult Participants

- 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.

# Final Thoughts

## •Praise! Praise! Praise!

- Praise people twice as much as you criticize.
- Never let any good deed or action go unheralded in the group.
- Say thank you publicly at every meeting.
- Recognize the value of peoples' contributions at the beginning or within the meeting.

## •Plan. Plan. Plan.

- Meeting design is the #1 mechanism for effective meetings.
- For each agenda item, make sure the group is clear about the goals, processes, and functions.



# THANK YOU

- Thank you for your time and attention
- Do GREAT things!

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