

maxpeople

Running Effective Meetings

For a meeting to be effective, follow these 4 factors:



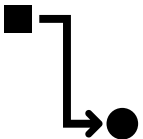
1. The Meeting's Goal

- Be clear on what the meeting is about and who needs to attend.
- Define what the positive outcomes are for the meeting.
- When creating the meeting's goal, ask yourself "at the end of the meeting, I want the participants to..." as this will outline the context of the meeting.



2. Proper Use Of Time

- Begin with the meeting goal (if it does not relate to the meeting goal, it should not be discussed).
- Create an agenda for the meeting to ensure time is being met and important topics are discussed. When creating an agenda, ask yourself the following questions:
 - What Topics Must Be Discussed?
 - What Needs to be Accomplished?
 - Who is Attending?
 - In what order will the topics be discussed?
 - How much time is needed on each topic?
 - When will the meeting take place?
 - Where will the meeting take place?



3. Showing Participants That Processes Have Been Adhered To

- Before the meeting, send out agenda to participants to gain input and feedback
- During the meeting, the meeting facilitator should...
 - Ask quiet participants for their input if other participants have been highly involved
 - At the end of each section, summarize what was said and confirm with the participants that they understand
 - Take notes of topics that need to be addressed further
 - Pay attention to participants body language and responses to adjust if needed
 - Make sure the meeting stays aligned
 - Send meeting notes after the meeting to everyone involved.



4. Follow Meeting Protocols

- Create ground rules that need to be followed by participants throughout the meeting
- Ground Rules could include:
 - Timekeeping
 - No cellphone or laptop usage
 - Eating and drinking during meeting
 - Save questions and/or comments until the end of the meeting

4 Core-Factors When Selecting The Appropriate Means of Communication for a Meeting:

1. Speed

- How urgent/important is your message?
- How quickly do you need a response?



2. Sensitivity

- Is extra caution needed to protect privacy?
- Will sensitive/confidential information be shared?



3. Distribution

- Is your audience large or small?
- Do you need multiple locations?
 - Are the locations close or far?



4. Impact

- Is this a tough conversation?
- Is the conversation involving employee relation issues, or critical client communication?



Selecting the Appropriate Means of Communication for a Meeting:



Email

- Large audience
- Informative and non-complex
- Brief message
- People are in different locations



Phone

- Quick conversations
- Reduce miscommunication
- Important and sensitive information
- Explain information in detail



In-Person

- Sensitive content
- Build rapport
- Monitor body language
- Reduce miscommunication



Instant Messaging

- Small groups
- People are in different locations
- Quick, simple, and brief messages



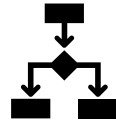
Video Conference

- Large audience
- Explain information in detail
- People are in different locations
- Save travel time

5 Steps to High Impact Meetings:

Step 1: Purpose and Expected Outcome of Meeting:

- Purpose - Why are we meeting?
 - Information Exchange
 - Share Learning
 - Build Relationships and Commitment
 - Accomplish a Task
- Outcome - What do we need to accomplish?
 - Conflict Resolved
 - Identified Solution to the Problem
 - New Process for Key Operations



Step 2: Who Needs To Attend and What Roles?

- Attendance - Who should and should not attend?
 - Consider strengths and skills of attendees
 - Ask others' opinions on who is suited to attend
 - State why attendance is important
 - Ensure attendees come prepared
- Roles – What roles should people play?
 - Host/Facilitator Role
 - Participant/Contributor
 - Demonstrator
 - Notes keeper
 - Timekeeper



Step 3: Prepare Agenda

- Think about Purpose and Outcome
- Get participants involved
- Think about timing and various time zones
- Next to each major topic include:
 - Type of action needed
 - Type of output expected
 - Estimated Time



Step 4: Effective Facilitation

- Sets Expectations and Leads by Example
- Manages Participants and Conflict
- Uses Effective Visual Aids
- Delivers the right message
- Asks and Encourages Questions/New Ideas
- Keeps a Pulse on Attendees' Comprehension
- Engages the Attendees



Step 5: Summarize Outputs, Action Steps, and Evaluation

- Address off-topic items
- Check in during meeting for feedback
- Leave 5 minutes for evaluations at the end of meeting
- Facilitate action plans and review next steps
 - Who is doing what, with whom, by when
- State meeting minutes will be sent out within 24 hours



Possible Sources of Conflict in Meetings

- Differences in perception/viewpoints
- Power Struggles
- Personality Differences
- Miscommunication



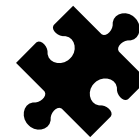
Early Signs of Conflict in Meetings

- Body Language (facial expression, folded arms, eyes rolling)
- Side chats
- Irritability
- Annoyed tone of voice



Strategies for Resolution

- Do not avoid/ignore
- Be brief and to the point
- Ensure everyone shares their perspectives
- No Peer Pressure
- Be a neutral facilitator
- Take a vote
- If the group is too large, designate a smaller group for decision making



Biases in Meetings

- **Cognitive Bias:** our brains can sometimes make decisions or judgments in ways that might not be completely fair or accurate.

To avoid Cognitive Bias in meetings, learn about its other forms:

- **Confirmation Bias:** siding with an idea that supports your own.
- **Anchoring Bias:** siding with the first idea.
- **Bandwagon Bias:** siding with the majority.
- **Exposure Bias:** siding with an idea that is familiar.
- **Hindsight Bias:** feeling like they know what would happen all along, even though they didn't.



Sample Overview Agenda

- Health & Safety Committee Meeting – Emergency Preparedness
- Date & Time: Thursday, February 7, 2021, 9:30–11:30 a.m.
- Location: Via Zoom (Link)
- Lead Facilitator: Jane Doe
- Attendees: James Doe (Co-host), Connie Lang (Note Taker), Darren King (Contributor)
- Pre-Work: Read Nov 22, 2020 Health & Safety Audit

Sample Agenda Breakdown

Agenda Time	Agenda Item	Owner
9:30 – 9:45	Purpose of meeting, general updates	Jane
9:45 – 10:15	Review results of audit	James
10:15 – 10:45	Prioritize recommendations and budget	Darren
10:45 – 11:15	Establish action plan and assign roles	Jane
11:15 – 11:30	Final questions, concerns and next steps	All
Post-meeting	Send summary notes and action plan	Connie

