

Managing in reality

Lesson

Effective Meeting Management

Agenda

- Why effective meetings
- Meetings by purpose
- Good practice
- Exercise

Why effective meeting management ?

- When managers are surveyed about the time they spend, typical data shows that:
- managers spend from 30% to 80% of their time in meetings,
- more than 50% of managers consider many meetings to be a "waste of time" ,
- 90% attribute the failure of most meetings to a "lack of planning and organization,,,"
- 75% of those surveyed indicate they receive no formal training on how to conduct a meeting .

Meetings by purpose

Every meeting should have a purpose. The 6 common ones are:

- **Planning meetings** are usually held when multiple inputs are needed to build a plan, or to gain "buy-in" or commitment for a plan.
- **Information-sharing meetings** are held to distribute knowledge. In fact, meetings are most often used for this purpose. Information sharing meetings should be used to ensure common understanding of information by providing a opportunity for questions and discussion.
- **Decision-making meetings** are used for group decision making. The key to these meetings is having a clear process to make decisions and that, as the manager, you are willing to abide by the group's decision.

Meetings by purpose

- **Problem-solving meetings** are called to address business problems. Effective problem-solving meetings use a disciplined methodology that everyone knows and understands. Having a methodology keeps the process on track and moving forward. Most problem-solving processes follow these basic steps
 - Stating the (real) problem by brainstorming possible problems and choosing the most likely one.
 - Analyzing the problem (brainstorming possible root causes and choosing the most likely one.)
 - Developing a solution (brainstorming possible solutions and choosing the most likely one.)
 - Planning action
 - Monitoring and tracking the progress
- **Relationship-building meetings** are used to celebrate successes, kick off projects, recognize performance, or just to bring people together.

Meetings by purpose

- **Operational meetings** are usually run by all organizational units. These can combine the previous 5 types and enable transparent management and tracking of key areas, taking advantage of regular meeting rhythm, e.g. weekly.

Good practice

Before the meeting

- **Have written agenda and share it upfront**
- Select the right participants
- Invite for meeting with appropriate lead time

• During the meeting

- Lead the meeting
- Review agenda together and make sure you have common expectations of the meeting
- Listen to participants and moderate helpful discussion
- **Capture decisions, agreed actions and important ideas**
- Don't let the meeting to go off your agenda. If there are good ideas, but not related to the meeting purpose, record them and agree to cover them separately.
- Stick to scheduled time, avoid overrunning the time slot

• After the meeting

- Share meeting minutes
- **Assure follow up tracking of agreed items**

Ready for exercise?

Meeting exercise

- Meeting
 - Type: Planning + Problem solving
 - Goal: Generate recommendations for future course that could be trained by a managerial professional
 - Key subjects
 - Recommendations on format, exercises, ...
- Roles
 - Meeting leader plus 1-2 assistants
 - Meeting participants can „flavor“ their contribution and play role of:
 - idea generator
 - opinion maker
 - doubter
 - devil's advocate
 - occasional contributor
 - ... or just a listener
- Outcome
 - Meeting minutes including suggested items for future course and potentially action items to make the suggestions happened