



HOW TO:

# LEAD EFFECTIVE, QUALITY MEETINGS

*Facilitating committee meetings that run smoothly from planning to execution!*

# TODAY WE WILL COVER

**One of the Effective Leader's most important assets:**

## ***Understanding How to Effectively Lead a Meeting***

If you are on a committee, lead a committee or attend a lot of meetings, this session will teach you:

- ❖ What your role is as a leader
- ❖ How to plan an effective meeting
- ❖ How to create an agenda that informs and engages attendees
- ❖ How to deal with difficult people in a meeting
- ❖ Things to remember when you close a meeting
- ❖ The importance of follow-up and minutes

# WHY HAVE MEETINGS?



In today's business and educational environments, **it is impossible not to attend meetings** – staff meetings, project meetings, task force meetings, committee meetings, planning and coordinating meetings – the list of meetings is nearly endless, and so are the opportunities for those meetings to go off the rails!

*Timing is everything...*

## DETERMINE WHEN TO HAVE A MEETING

### ✓ **Have a meeting if:**

- ❖ You need to gain information.
- ❖ You need to solve a problem/make a decision.
- ❖ There is something that needs to be clarified.
- ❖ You have concerns you want to share.
- ❖ There is something that needs to be dealt with that includes people from various groups.
- ❖ There is something (problem) that needs to be dealt with but it is not clear what it is or who is responsible.

### ✓ **Don't have a meeting if:**

- ❖ You are not ready - little information or poor preparation.
- ❖ It could be handled by phone or one-on-one discussion.
- ❖ It is confidential.
- ❖ You have already decided.
- ❖ Too much tension exists to work together now.

# Before Planning a Meeting, Ask Yourself:

- ✓ Why are we having a meeting?
- ✓ What are the expectations?
- ✓ What type of meeting is this?
- ✓ Who needs to be there?
- ✓ What investment and participation is desired?
- ✓ Where will you meet and who is doing setup?
- ✓ Who will do what?
- ✓ Who can make decisions?
- ✓ What methods/techniques will be used to discuss, plan, problem solve and decide?
- ✓ How much time will get spent?
- ✓ Will there be presenters?
- ✓ What kind of minutes will there be?
- ✓ What are the desired outcomes?

# WELL-RUN MEETINGS DO NOT JUST HAPPEN!

*Well run meetings happen  
because of leadership!*

# LEADERSHIP MATTERS!



**Well-run meetings happen** when proper attention has been paid to the process elements and when the proceedings are skillfully facilitated.

- ✓ When **skillfully led, the outcomes are typically met and** accompanied by full understanding of the decision-making, buy-in has been obtained and the committee has set itself up to effectively implement the plans.

# *THE ROLE OF A “MEETING LEADER” –* **WHAT DOES IT MEAN IN THE FIRST PLACE?**

*A meeting leader is the time tracker, the tangent tamer.  
An effective leader is the necessary element for an effective meeting!*

## ✓ **The Leader’s Tasks Include:**

- ❖ Helping decide the structure and process of the meeting;
- ❖ Estimating a realistic timeframe during which all items on the agenda can be thoroughly discussed;
- ❖ Regulating the flow of discussion – drawing out the typically quiet committee members while limiting input from those who tend to dominate the conversation;
- ❖ Clarifying and summarizing points; and
- ❖ Staying on topic and ending on time.



# THE MEETING LEADER ALSO:

## ❖ Keeps the meeting on track

- ✓ Ensures that the group summary is recorded on flip charts and refers to it;
- ✓ Focuses on problem solving;
- ✓ Encourages others, inspires closure and obtains a consensus;
- ✓ Ensures that agitation is directed at ideas – not people; and
- ✓ Doesn't allow interpersonal conversations to hijack the flow of the meeting.



# THE EFFECTIVE MEETING LEADER USES SOFT SKILLS WELL

## ❖ So what are soft skills anyways?

- ✓ Soft Skills are the personal abilities that improve human performance and facilitate effective interactions among people. The only thing you need in order to learn soft skills is the willingness to do so!
- ✓ They improve the way we interact with our bosses, co-workers and clientele.
- ✓ They permit us to get our work done on time.
- ✓ They influence how we feel about our ability to do the work of our positions, and how others perceive us.
- ✓ Soft Skills are about your inner strength and interpersonal effectiveness, as long as you work with people, these skills are valuable to your career.



# SOFT SKILLS WORK TOGETHER FOR SUCCESS



# SO, WHAT ARE THE STEPS TO AN EFFECTIVE MEETING?

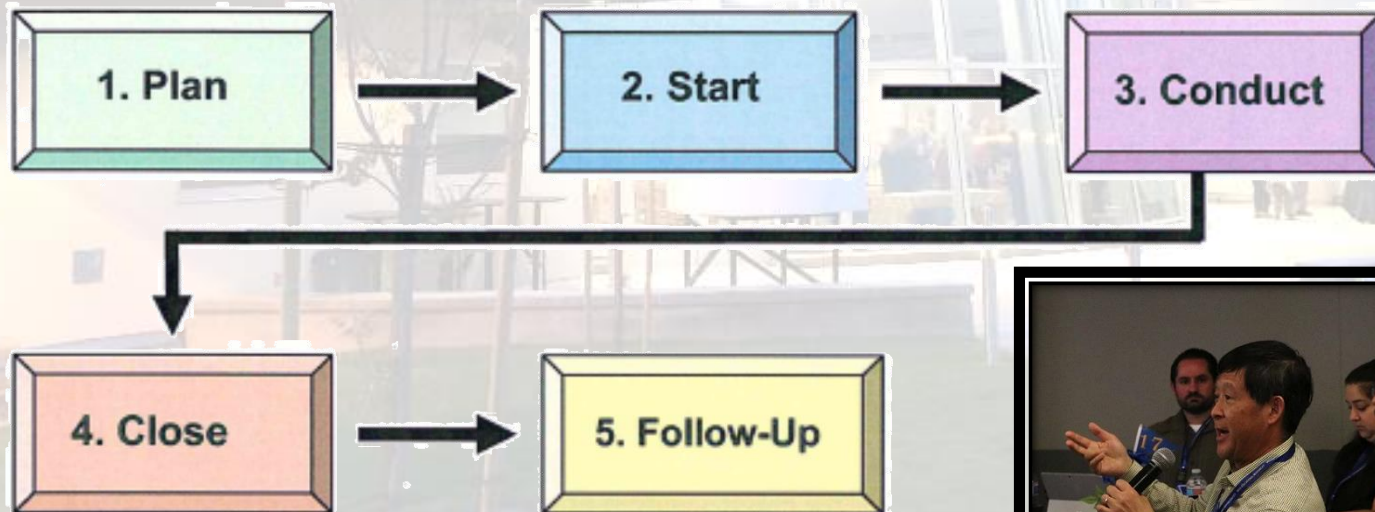


"Frankly, I don't remember why  
I called this meeting."

# THE STEPS TO AN EFFECTIVE MEETING

Meeting leaders aim for exceptional outcomes or decisions that are supported with the commitment required to see them effectively implemented.

To assist in achieving the desired results at their meetings, outstanding leaders use processes similar to that shown below:



# THE FIRST STEP IS TO

## 1. Plan

- ❖ What is the purpose of the meeting?
- ❖ Who is coming?
- ❖ What's on the Agenda?
- ❖ What are the strategies & processes?

# MEETING FROM HELL! RUNNING A MEETING OR DROWNING IN CHAOS

Meeting from Hell! Running A Meeting or Drowning in Chaos



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# THE SUCCESS OF A MEETING DEPENDS ON THE PREPARATION WORK THAT HAS BEEN DONE. THIS INCLUDES:

## 1. Plan

- ❖ Defining the meeting purpose and process and to clearly articulate the expected outcomes for each agenda topic.
  - ✓ *Example:* We're here today to review, brainstorm and prioritize solutions for improving our team functioning.
  - ✓ Use phases such as: To decide on... To develop an action plan... To problem-solve... To share information on...

# IDENTIFY PARTICIPANTS

When you identify meeting members, consider their contribution in the context of the rationale for inviting them to the meeting.

- ❖ To determine the rationale, ask yourself the following questions:
  - ✓ Will each person bring a necessary and particular expertise?
  - ✓ What will they gain from attending?
  - ✓ In what ways will they contribute to the decision-making process?
- ❖ The meeting leader's answers to these questions require subjective judgement.

***Determine which Participant will Carry Out Each Role***

Facilitate

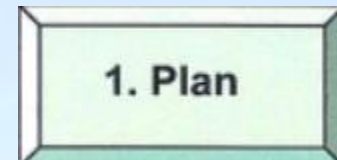
Record

Actively  
Participate

Prepare

Take it Seriously

# DEVELOP AND DISTRIBUTE AN AGENDA...*AHEAD OF TIME*



## **A complete agenda includes the:**

- ✓ Name of the group
- ✓ Title of the meeting
- ✓ Meeting called by
- ✓ Date, starting time and place
- ✓ Ending time
- ✓ Desired outcomes
- ✓ Background materials
- ✓ Please bring...
- ✓ Order of items – persons responsible and time allocated

- ❖ Developing the agenda ahead of time and distributing to the members, ideally, a week in advance turns the humble agenda into a valuable meeting preparation and management tool.
- ❖ Providing the agenda in advance also allows committee members to do their homework and come prepared to contribute in a meaningful fashion.

# Template: Agenda Worksheet

Group/Department/Unit:

Meeting Leader:

Meeting Date:

Minute-taker:

Time:

Location:

Attendees:

**SAMPLE TEMPLATE FOR  
AN EFFECTIVE AGENDA**

## Overall Meeting Purpose: (or Terms of Reference)

The purpose of this meeting is to: \_\_\_\_\_

## Agenda:

Topic	Purpose	Lead	Time	Come Prepared To	Outcomes
Meeting Effectiveness	To decide on how to improve the team meetings.	Sarah	15 min	No preparation required	Define 2 meeting improvement techniques

Describes what is to be achieved by the end of the discussion for each topic.

Gives members information as to what will be expected in the meeting and if advanced preparation is required.

Column to record decisions and commitments made.



### TIPS:

- Distribute the agenda to all participants 1 week before meeting

# DECIDE ON THE STRATEGIES/ PROCESSES YOU WILL USE IN MEETINGS

- ❖ Problem-solving
- ❖ Planning
- ❖ Decision making
- ❖ Discussing
- ❖ Presenting
- ❖ And more (see ToolBox)



# THE SECOND STEP IS TO

## 2. Start

- ❖ Why welcome the members?
- ❖ Is it important to review the overall purpose and desired outcomes of the meeting?
- ❖ Are “Group Norms” important?
- ❖ Why review the agenda?
- ❖ Do we need to clarify who will do what?

*Let's get started...*

# HOW TO BEGIN AN EFFECTIVE MEETING

## ✓ Welcome committee members to the meeting

- ❖ Don't move too quickly into information that is important for every one to hear; they may not be mentally present right off the bat. Give them some time and space to settle down.
- ❖ Introduce any ad hoc members.
- ❖ Provide an overview:
  - ❑ What does this group do?
  - ❑ What is your role?
  - ❑ Who do I communicate with?
  - ❑ And more!



*Effective leaders check for understanding and consensus on the purposes and outcomes at the beginning of the meeting.*

# HOW TO BEGIN AN EFFECTIVE MEETING

- ✓ **State the overall purpose and desired outcomes of the meeting**
  - ❖ It only takes a few minutes and provides critical focus.
  - ❖ It clarifies what the group wants to achieve and helps keep the group from going off topic.
- ✓ **Agree on “Group Norms,” i.e., What Behavior is Desired/Expected and Post Them**
  - ❖ Ground rules on cell phone use & texting;
  - ❖ Not talking over the top of each other;
  - ❖ Be respectful to all ideas; and
  - ❖ Remember that everyone gets a chance to talk, etc.



*It's helpful to agree on some group norms prior to the meeting, such as “no texting during this meeting.”*

# HOW TO BEGIN AN EFFECTIVE MEETING

✓ **Review the agenda** with the group and make any changes in timing if required, as well as additions and deletions!

✓ **Clarify who will do what.**  
**Productive meetings require people to play defined roles:**

- ❖ Chairperson/Leader/Facilitator;
- ❖ Minute taker;
- ❖ Timekeeper; and
- ❖ Scribe.

## **Chairperson/Leader/Facilitator:**

- ✓ Runs the meeting with defined rules
- ✓ Offers opinions & engages in discussion
- ✓ Plays an active role as both decision maker and opinion leader
- ✓ Designs the process of the meeting
- ✓ Manages participation
- ✓ Keeps things on track
- ✓ Remains neutral and focuses on how issues are being discussed
- ✓ Supports the effectiveness of the group

## **Minute Taker:**

- ✓ Takes brief and accurate notes of what is discussed and the decisions made

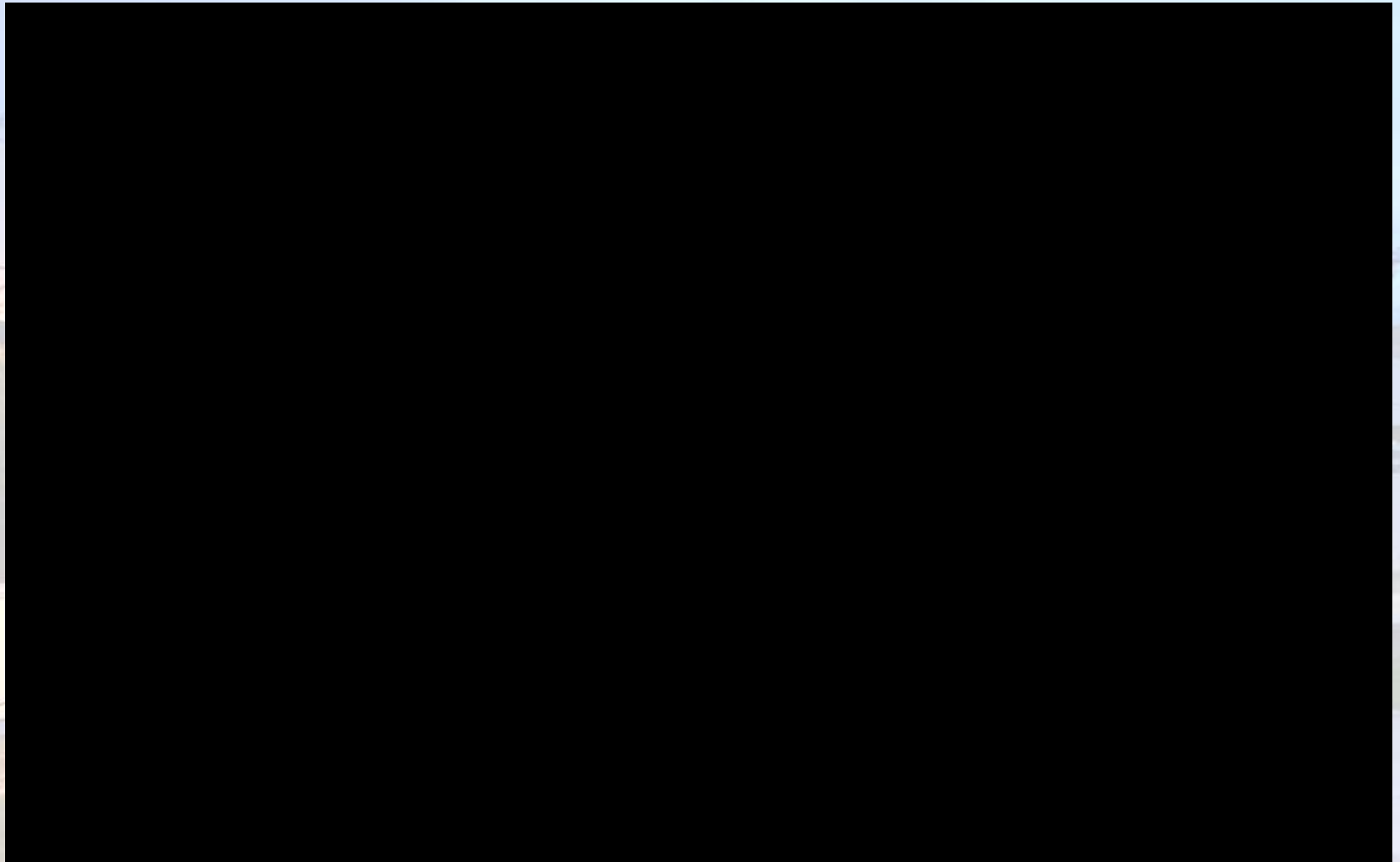
## **Timekeeper:**

- ✓ Someone who keeps track of time

## **Scribe:**

- ✓ A group member who volunteers to help the leader record on a flipchart

# WHY PACE MATTERS...



# THE THIRD STEP IS TO

## 3. Conduct

This is where the bulk of the tasks are accomplished through discussion, decision making and problem solving.

- ❖ How do I engage people and generate participation?
- ❖ How do I recognize difficult people?
- ❖ How do I spot for conflicts?
- ❖ How do I resolve conflicts?
- ❖ How do I make periodic process checks to keep things on track?

# MANAGING AND GENERATING PARTICIPATION BY ENGAGING PEOPLE

## 3. Conduct

There are many excellent techniques available to get even the most reluctant and shy participant to play an active part.

### ✓ **Sample Technique: Discussion Partners**

- ❖ Can be used at the start of any discussion.
- ❖ Pose a question to a large group.
- ❖ Ask everyone to find a partner to discuss the question.
- ❖ Have each pair share the highlights of their discussion.

### ✓ **Sample Technique: Tossed Salad:**

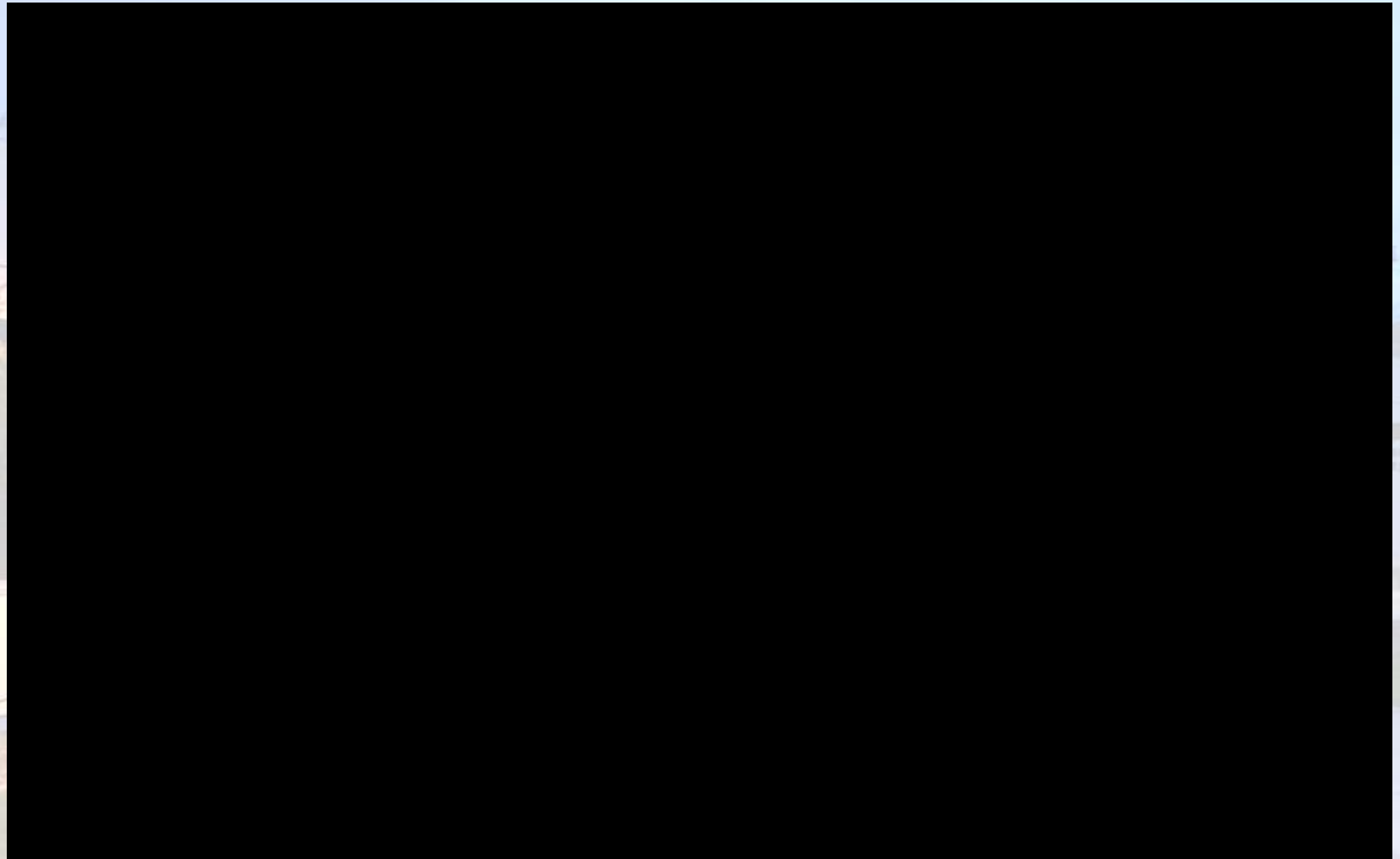
- ❖ Place a plastic bowl on the table and give small pieces of paper to the group and ask people to write one idea per paper.
- ❖ Have them toss their slips into the bowl.
- ❖ When everyone has finished writing, have one person “toss the salad.”
- ❖ Pass the bowl so that each person can take out as many slips as they submitted.
- ❖ Go around the table and have people share their ideas.

# OH NO!...WHO INVITED THE “DIFFICULT” PARTICIPANT?

One of the most challenging things to deal with as a meeting leader is the “difficult” participant.

- ❖ Difficult people can upset the balance of the meeting, kill the momentum, de-motivate people and keep you from accomplishing critical tasks.
- ❖ Difficult people can irritate others and disrupt meetings.
- ❖ Generally, people demonstrating non-productive behaviors are experiencing fear, frustration, or there is a need that isn't being met.
- ❖ It may not be their intent to sabotage the meeting and they may not be aware of the impact of their behavior on others.

# EVERY MEETING EVER



# MEET THE DIFFICULT PEOPLE--THEY ARE THERE!

- ❖ **Late Comer** – Makes a commotion and wants to be caught up.
- ❖ **Early Leaver** – Drains the energy of the meeting.
- ❖ **Broken Record** – Brings up same thing over and over.
- ❖ **Doubting Thomas** – Constantly puts everything down.
- ❖ **The Head Shaker** – Nonverbally disagrees in a dramatic and disruptive manner.
- ❖ **The Dropout** – Sits at the back of the room, doesn't say anything or reads a book or doodles.
- ❖ **The Whisperer** – Constantly whispering to a neighbor and is one of the most irritating of the problem people.
- ❖ **The Loud Mouth** – Talks too much and too loud, dominates the meeting and is seemingly impossible to shut up.

# MEET THE DIFFICULT PEOPLE--THEY ARE THERE!

- ❖ **The Attacker** – launches personal attacks on another group member or on you as leader.
- ❖ **The Interpreter** – always speaks for other people.
- ❖ **The Gossiper** – introduces hearsay and gossip into the meeting.
- ❖ **The Know It All** – uses credentials, age, length of service or professional status to argue a point.
- ❖ **The Backseat Driver** – keeps telling you what you should be doing.
- ❖ **The Busy Body** – is always ducking in and out of the meeting.

***Don't let them derail your meeting...***

# LEARN HOW TO DEAL WITH DIFFICULT PEOPLE

## People Who Argue

- Acknowledge their points of view
- Draw out object with question
- Turn it over to the group to judge
- Point out the negative impact
- Keep it professional, not personal

## People Who Dominate

- Intervene by asking questions of others
- Call attention to the agenda and time frames
- Give the person a time limit
- Summarize what the person has said and move onto someone else
- Avoid recognizing the dominator
- Look for a place to break in
- Thank them for their contribution
- Ask for other opinions

## People Who Have Side Meetings

- Invite them to share what is being said
- Glance in their direction
- If that fails, walk near them
- Go quiet, stop the meeting
- Let them finish their conversation
- Ask them if they would please join the group
- Ask their opinion about topic
- Sit next to them
- Say "Let's have one conversation."

# WHAT ELSE CAN YOU DO?

- ❖ **Depersonalize the situation** - Focus on what the person doesn't like rather than the person who is objecting
- ❖ **Switch the focus** – Encourage people to provide information, rather than stating that they are angry or disagree with something
- ❖ **Remove or reduce perceived threat** – A key cause of conflict is that people may perceive that they, or things they hold dear, are threatened.
  - ✓ Ask questions to get people to clearly state their problems or issues.
  - ✓ Clear up any unknowns.
  - ✓ Focus on the benefits.
- ❖ **Take things “off line”** – When you can't resolve a situation in a meeting or when problems involve sensitive personal issues which shouldn't be discussed “in public”, suggest arranging a meeting to address the issue later on.

# WHAT ELSE CAN YOU DO?

- ❖ **Avoid evaluating the other person's motives** and making attributions, let them explain.
- ❖ **Engage in *dual perspective***
  - ✓ Understand both your own and another person's perspective, beliefs, thoughts, or feelings.
- ❖ **Think about what you will say** before you confront the other person.
- ❖ **Phrase your request in a way that focuses on **common ground**:**
  - ✓ Don't take jabs at their capabilities, after all, they did get the job.
  - ✓ Be forthright not passive-aggressive.

# ***HOW TO RESOLVE CONFLICT***

## **FIVE STEPS THROUGH THE DIRECT EXPRESSION OF FEELINGS**

In Conflict Resolution, it's vital that the parties in conflict clearly state what they are feeling, what makes them feel that way and what the other party needs in order for them to let go of their side of the conflict. There are five steps that may be employed to resolve the conflict and allow the individuals and the team to move on.

### **1. State the feeling: I feel**

(angry, upset, annoyed)

*Example: "I feel angry and perturbed."*

### **Handy Hint**

Keep it simple and just state what you are feeling.

# ***HOW TO RESOLVE CONFLICT***

## **Five Steps Through The Direct Expression Of Feelings**

**2. Behavioral Description:** Describe the behavior that is related to the feeling in Step 1.

*This also should be a DESCRIPTION, **not** an evaluation of their behavior.*

### **Handy Hint**

The behavior didn't CAUSE the feeling, YOU decided to feel that way!

# ***HOW TO RESOLVE CONFLICT***

## **Five Steps Through The Direct Expression Of Feelings**

### **3. Describe Two Possible Alternative Explanations for the Person's Behavior**

*Example: "Perhaps they misquoted you or pressured you for your comment."*

#### **Handy Hint**

Many times, people do not have a negative intention and simply do not know that something bothers you.  
They don't read crystal balls – you need to tell them.

### **4. Behavioral Prescription: Prescribe what you would like the person to do in the future.**

*Example: "I think it is important that we support our team and do not complain about them 'out there' in our organization."*

#### **Handy Hint**

Make sure you avoid evaluating language and simply describe the behavior you would appreciate.

# ***HOW TO RESOLVE CONFLICT***

## **Five Steps Through The Direct Expression Of Feelings**

**5. Request Feedback:** Indicate your willingness to hear others' points of view.

*Example: "How do you feel about that?  
I would really like to work this out."*

### **Handy Hint**

**Be genuine** in wanting to hear the other person's point of view.



# DEFUSING DIFFICULT PEOPLE...

Defuse Difficult People

# DEALING WITH AWKWARD BEHAVIOR

## How to handle silences

### ❖ Analyze the silence.

#### ✓ Is it due to:

- ☐ Pondering and thinking?
- ☐ Because they are confused?
- ☐ Because they are lost?
- ☐ Because they did not get the materials in advance?
- ☐ Because people talk in “*lingo*” that others don’t understand?

### ❖ Ask for help

- ✓ What do you know?
- ✓ What should we do next?

### ❖ Take charge and suggest what is next if no one does it for you.

# DEALING WITH AWKWARD BEHAVIOR

## What other types of awkward behavior may occur:

- ❖ Monopolizing
  - ✓ Occurs when a member dominates the discussion. They may repeat themselves or interrupt.
- ❖ Intimidating
  - ✓ When a member has a strong opinion on an issue and intimidates others and discounts their ideas.
- ❖ Overly agreeable
  - ✓ When a member doesn't take a firm position/agrees with everyone.
- ❖ Negativity
  - ✓ When a member presents a negative or critical attitude. May find fault with the process or describe the meeting as a waste of time.

# KEEP THE POSITIVITY FLOWING

There's a big difference between people who participate in a lively discussion, challenge conventional thinking and contribute to the idea pool – and those who go negative, make it personal and create bad feelings.

## **Promote positive conflict:**

- ❖ Create a safe, open environment where people can speak their minds
- ❖ Encourage all participants to speak up and don't let anyone dominate
- ❖ Use a positive tone even if others are going negative
- ❖ Ask people for their opinions and get the best stuff on the table

## **Manage negative conflict:**

- ❖ Listen to conflicting views
- ❖ Identify common goals between participants
- ❖ Build on agreements you already have as you try to resolve differences
- ❖ Look for a win/win so that everyone feels they have contributed

***Positive conflict happens when a group of bright, motivated people get together to brainstorm. As a leader, you want to encourage that.***

# MAKE PERIODIC PROCESS CHECKS

Process checking is a technique used during meetings to keep things on track. This involves paying attention to processes and putting the discussion on hold.

**There are four elements in process checking:**

❖ **Check the Purpose:**

- ✓ Use this when the conversation seems to be stuck or when people appear to be confused. Ask: *“Is everyone still clear about what is being discussed?”*

❖ **Check the Process:**

- ✓ Use this to verify if the approach is working. Ask: *“We agreed that we would use this tool. How do you think this approach is working: should we try something else?”*

❖ **Check the Pace:**

- ✓ Use this when things seem to be dragging or moving too fast, or anytime people look frustrated. Ask: *“Is this session dragging or are you feeling rushed?”*

***Help Everyone To Participate | Be Positive | Be Humorous***

# BE AWARE OF WHAT CAN GO WRONG IN MEETINGS

- ❖ ***Multi-headed Animal Syndrome*** - Everyone going in different directions at the same time.
- ❖ ***Lack of Clarity About Process and Content*** – Are we talking about “what” to discuss or “how” to do it?
- ❖ ***Traffic Problem*** – Difficulty in getting into the conversation and getting a chance to speak.
- ❖ ***Understanding Roles and Responsibilities*** – Not knowing who is doing what.
- ❖ ***Data Overload*** – Too much, too detailed information at one time.
- ❖ ***Negative Energy Flow*** – Difficult people upset the balance of the meeting and cause disruptions.

# SO HOW DO YOU WORK IT OUT?

During a meeting, a meeting leader may need to intervene. An “intervention” is described as any action or set of actions to deliberately improve the functioning of the group.

## ❖ Examples of when a meeting leader should intervene:

- ✓ Two people are having a side conversation
- ✓ People are interrupting
- ✓ The discussion is stuck or off track
- ✓ When participant body language, a tone and/or words indicate negativity
- ✓ When people appear to be arguing

## ❖ Interventions are risky but the situation can worsen if the meeting leader does not address it.

# INTERVENTION STEPS

## ❖ When making an intervention some steps to follow include:

- ✓ **Describe what you are observing** – *“I’ve noticed people coming and going during this meeting.”*
- ✓ **Redirect the group’s behavior** – *“What can we do to make sure this doesn’t happen again?”*
- ✓ **When one person dominates the discussion** – *“Tom, I’m noticing that we’ve heard quite a lot from you. I’m concerned that we have not heard from others. Please hold the rest of your comments until others can be heard.”*
- ✓ **When someone is being sarcastic** – *“Sue, I’m afraid your good ideas aren’t being heard because of the tone of voice you are using. How about stating it again in a more neutral way?”*
- ✓ **When two people are discounting each other’s ideas without giving them a fair hearing** – *“I’m noticing that you’re discounting each other’s ideas rather quickly. Please summarize what the other person said before stating your points.”*

# GROUP ACTIVITY

## “Resolving Conflict”

**Task #1** -- Assign Group Roles (if necessary, one person can have multiple role);

- ❖ Leader - makes sure everyone voices an opinion
- ❖ Time keeper
- ❖ Note taker
- ❖ Speaker - will concisely report out the group's summary

**Task #2** Discuss *Primary Scenario*, and be prepared to have your Speaker report out your findings (approximately 10 minutes)

***YOU'LL BE AMAZED TO SEE HOW MUCH  
TRYING EVEN A TINY BIT MORE CAN  
GIVE YOU AN ABUNDANT AMOUNT OF  
RESULTS.***

***#BossBabe®***



# THE FOURTH STEP IS TO

## 4. Close

- ❖ Should I save time for Q & A?
- ❖ How do I prevent a “door dash”?
- ❖ Is it important to have a final discussion that summarizes the decisions made and reviews commitments?
- ❖ Should we solicit agenda items and set the next meeting?

# CLOSING THE EFFECTIVE MEETING

**Too often groups run out of time and people are dashing out of the meeting room before the discussion has been properly closed.**

Time your discussions to summarize the decisions made, review commitments to action, including who will do what and when.

## ❖ Set aside time for Q&A:

- ✓ If you seemed rushed, participants will not ask questions for fear of making you late to your next engagement.

## ❖ Prevent the “door dash” by:

- ✓ Planning your meeting with a timed agenda
- ✓ Keeping track of time
- ✓ Minimizing distractions

## ❖ Ensure the final discussion includes a:

- ✓ Summary of the decision(s) made;
- ✓ Review commitments to action;
- ✓ Solicitation of agenda items for the new meeting; and
- ✓ Review of the time and location for the next meeting.

# THE FIFTH STEP IS TO

## 5. Follow-Up

- ❖ How will follow-up plans be handled?
- ❖ Should I post or distribute any presentations, minutes or assignments?
- ❖ Should I save meeting documents?
- ❖ Do I need to follow-up with meeting attendees?
- ❖ Why are minutes important?

# FOLLOWING UP AFTER THE EFFECTIVE MEETING

**Be a memorable meeting leader for all the right reasons :**

- ❖ Distribute an exit evaluation to gather feedback;
- ❖ Announce specific follow-up plans and how they will be handled;
- ❖ Post or distribute your presentation, minutes or any follow up forms or “assignments” ASAP after the meeting;
- ❖ File your documents and notes, so you may find them later to answer any questions attendees may have; and
- ❖ Check in with meeting attendees a few days after the meeting to determine if they need assistance with any follow up assignments.

## *What about the Minutes?*

# WHY A GROUP SUMMARY IS IMPORTANT

**A group summary is more commonly known as “meeting minutes,” which:**

- ❖ Keeps the group on course instead of spinning its wheels, covering the same territory over and over again because it can't remember what it did and decided at the last several meetings.
- ❖ Places a “bookmark” in the conversation between meetings: If so much information is discussed that you are overwhelmed and confused, people ask (or feel like asking):
  - ✓ What are we talking about now?
  - ✓ Where are we?
- ❖ Keeps everyone up to speed, even the late comers.
  - ✓ Someone comes in late and the chair starts over from the beginning. This wastes the time of everyone.

**Minutes Help You Focus and Not Forget**

***“WHAT WE SEE DEPENDS ON WHAT  
WE THOUGHT BEFORE WE LOOKED.”***

**~MYRON TRIBUS**



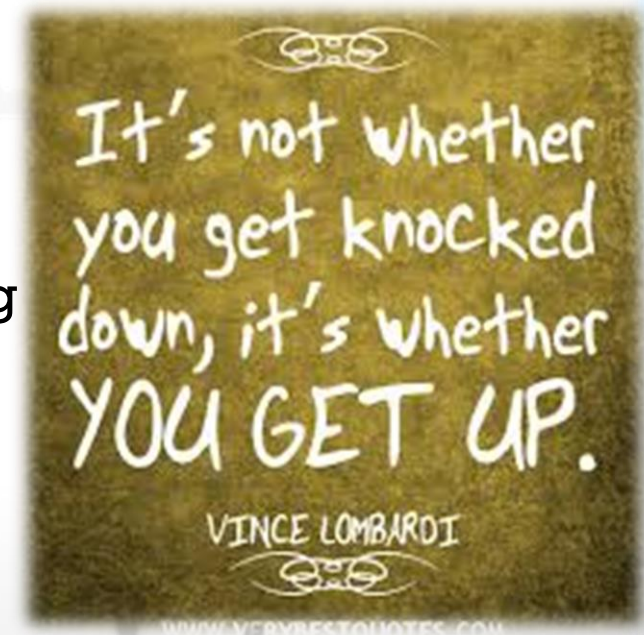
**BEFORE YOU ARE A LEADER, SUCCESS IS  
ALL ABOUT GROWING YOURSELF. WHEN YOU  
BECOME A LEADER, SUCCESS IS ALL ABOUT  
GROWING OTHERS.**

**—Jack Welch**



# IN CONCLUSION... SOME GREAT TIPS FOR EFFECTIVE MEETINGS

- ❖ Plan meetings with a defined purpose
- ❖ Invite the “right” people
- ❖ Involve participants
- ❖ Publish the agenda in advance of the meeting
- ❖ Be positive and encouraging
- ❖ Ensure that everyone can be heard
- ❖ Protect people from personal attacks
- ❖ Start the meeting on a positive note
- ❖ Provide feedback on the progress of the meeting
- ❖ Follow-up with the participants
- ❖ Provide timely minutes of the meeting





# ***YOUR NEXT STEPS***



# Any questions?

