




The 7 Deadly Sins of Meetings



Mark Murphy,
Chairman & CEO

Downloadable Resources

Slides:



JOIN WEBINAR

Join us on Tuesday, Sep 18, 2012 12:00 PM - 1:00 PM EDT

Dear Kim,

Thank you for registering for:

Speak the Truth Without Making People Angry
Tuesday, Sep 18, 2012 12:00 PM - 1:00 PM EDT

- Click here to join:
<https://www1.go2meeting.com/join/681027312/106528318>
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Webinar ID: 681-027-312

YOU'LL WANT TO READ THIS:


You will receive the slides that accompany this webinar on September 17, 2012 in a reminder email.

- Please direct any questions to Sarah at sarah@leadershipiq.com or call 1-800-814-7859

System Requirements
PC-based attendees
Required: Windows® 7, Vista, XP or 2003 Server

Macintosh®-based attendees
Required: Mac OS® X 10.5 or newer

Talking Points:



LEADERSHIP IQ
TALKING POINTS MEMO

Why we care: Keeping tough conversations free from emotional distraction allows people to listen, take accountability and respond with the desired behavioral changes. Take the four-question Speak the Truth quiz (found in the webinar slides) to determine how successful you are at Speaking the Truth without Making People Angry.

Avoid:

- Conversations that are attacking, pleading, disintegrating, shirking, soft pedaling, or that include "compliment sandwiches" (a criticism sandwiched between two compliments).
- "Trigger words" that instantly make people defensive ("you" language that attacks, adverbs and absolutes that exaggerate the facts, and negations and negative emotions).
- Interpretations ("Sally ignores everything I say"), emotional Reactions ("I'm really irritated at Sally"), and desired Ends ("Everything Sally writes has to be edited"). The F.I.R.E. model eliminates the IRE and keeps conversations focused on the Facts.

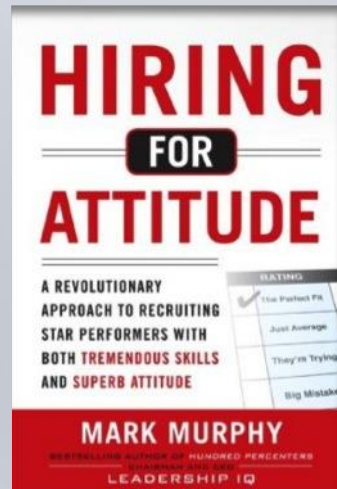
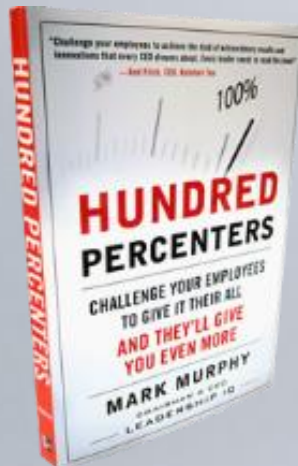
Instead: stick to fact-based communications that are candid, objective, specific, timely and unemotional ("Yesterday there were two typos in Sally's memo") by using one of three scripts:

I.D.E.A.L.S.: the foundation script used in most tough conversations with employees who have moderate self awareness, this conversation (which takes seconds to have) focuses on the facts, establishes accountability, and quickly moves on to finding solutions:

Step 1: Invite them to partner: "Would you be willing to have a conversation with me about (insert the facts)?"
Step 2: Disarm yourself: "I'd like to review the situation to make sure I'm on the same page as you."
Step 3: Eliminate blame: "And if we have different perspectives, we can discuss those and develop a plan for moving forward."
Step 4: Affirm their choices: "Does that sound OK? I can talk now, or if necessary, I have time later today."
Step 5: List corrective feedback: list the facts and then listen to determine whether or not they've made a corrective leap.
Step 6: Synchronize your understanding: "Tell me how you think we can work together to build on this and make things even more effective next time."

www.forbes.com/sites/markmurphy

Everything Based On Research



FORTUNE

BusinessWeek

Forbes

THE WALL STREET JOURNAL
BUSINESS

abc NEWS

CBS NEWS

REUTERS

MODERN HEALTHCARE

The Washington Post

Los Angeles Times

INVESTOR'S BUSINESS DAILY

harvard managementupdate

The 7 Deadly Sins of Meetings



Run the numbers

participants

x

Average hourly wage

x

Length of meeting (in hours)

8 people x \$50/hour x 3 hours = \$1200

Total cost of meeting (\$)

Two questions

- Was this meeting worth the money?
 - *Would you pay \$1200 to accomplish what you accomplished in this meeting?*
 - ≈ 75% say “No”***
- If you were paying a consultant this money from your budget, would you have been better prepared and made better use of their time?
 - ≈ 92% say “Yes”***

Tardiness



Prepare for an on-time start

Disney and CAMERON MACINTOSH present
MARY POPPINS

BOX OFFICE
TICKETS & SHOWTIMES
SEATING CHART

THE SHOW
ABOUT THE SHOW
VIDEO
CHARACTERS
CAST & CREATIVE TEAM
BEHIND THE SCENES
NEWS

FUN STUFF
SCRAPBOOK
WALLPAPER
THEATRE HISTORY
STUDY GUIDE
GIFT SHOP

VIEW TOUR DATES

TICKETS
CLICK HERE TO GET YOUR SEATS NOW.
CHECK OUT THE VIEW FROM YOUR SEAT!

TICKETS & SHOWTIMES
UP TO 14 SEATS 15 OR MORE SEATS

Ticket rates range from \$31.50 to \$121.50
Premium seating available for \$161.50

Three Easy Ways to Get Tickets:

1. ONLINE
CLICK HERE TO GET TICKETS NOW
2. BY PHONE
866-870-2711 Toll-free in the US
Outside of the US: 212-677-2711
3. IN PERSON
New Amsterdam Theatre Box Office
214 West 42nd Street (between 7th and 8th Ave)
Monday-Saturday 9AM - 8PM
Sunday 11AM - 6PM*

Box office hours are subject to change.
Directions to New Amsterdam Theatre

THEATRE GUIDELINES

NO smoking in the theatre. Patrons may go outside during intermission.
NO outside food is allowed into the theatre.
NO outside cameras, including still cameras.

Latecomers will be seated at an appropriate time during the show at the theatre's discretion.

AGE RECOMMENDATION | THEATRE GUIDELINES | SPECIAL SERVICES | TICKET POLICIES

NEW AMSTERDAM THEATRE, NEW YORK CITY (42ND STREET)

Confusing activity with achievement

- 90%+ of meetings fail to produce an identifiable achievement
- When meeting participants were asked “*Did this meeting accomplish its original objective?*” the most common answer was “*I have no idea*”

If you can't answer, you can't meet.

Statement of Achievement

As a result of this meeting, participants will

We will accomplish this by/through



Typical Agenda

Thursday, September 15, 13:00-17:00, BPMI Steering Committee

MPP -BPMI merger and formation of the Steering Committee

Elect steering committee chair(s)

MPP · operating policies overview—

Discuss role of steering committee in MPP

Develop steering committee mission

Discuss web site implications

Discuss action plans

Discuss schedule and agenda for next meeting

As a participant, how am I supposed to prepare for this meeting?
What files should I have with me, what should I have read, etc?

How to write an agenda

1. Topic
2. Why this topic is on the agenda
3. What we hope to accomplish
4. What should participants do to prepare

Some leaders mistakenly believe that a long agenda is an imposition on the meeting participants. On the contrary, this meeting is costing the organization hundreds or thousands of dollars and it can be an imposition on everyone who attends. So give them the courtesy of forethought.

Better Agenda

Develop steering committee mission

Our mission has historically been to achieve industry-leading quality. But our largest competitor has started a price war and gaining market share. Is their approach likely to succeed? How should we respond? We'll be answering these questions and deciding on a course of action. Be prepared to discuss their data, our data and any relevant research about how to respond in these situations.

Discuss website implications

We're currently accepting bids to build quality dashboards on the website. Based on the outcomes of the above discussion, we'll need to review these plans. We'll decide what actions, if any, should be taken on the website project. Be prepared to discuss current status, cost projections, and recommendations for adjusting timelines.

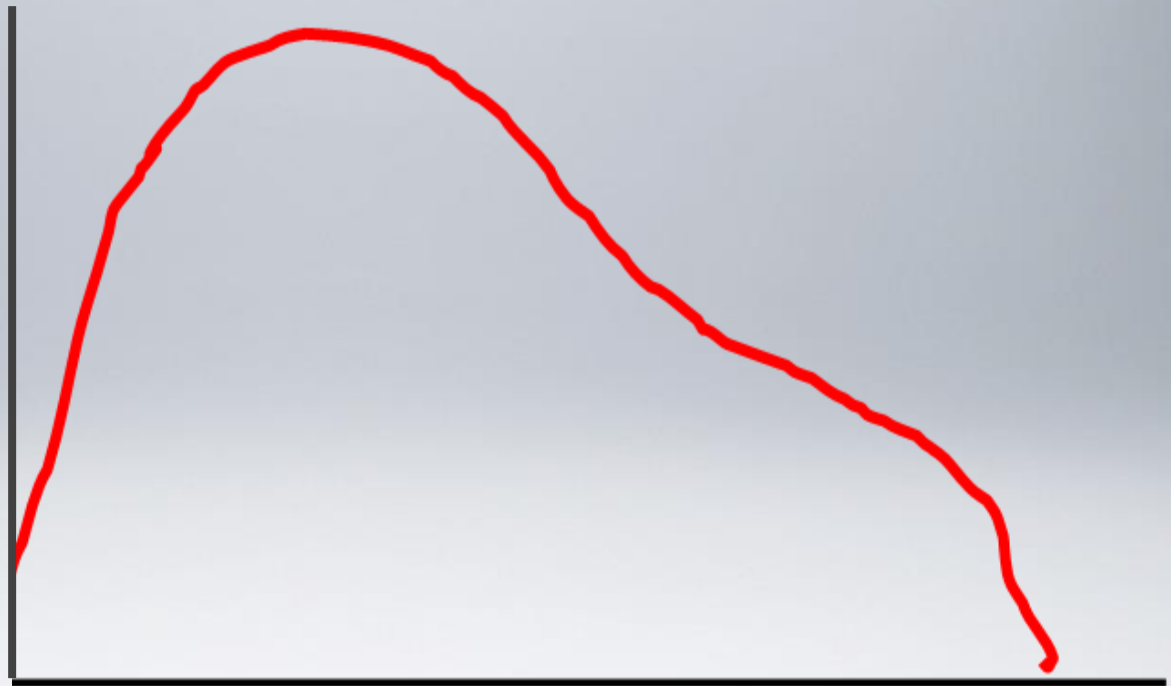
Benefits of good agendas

- Too many agendas are unrealistic
- You may discover that you're mixing issues
- You should be able to anticipate objections, problems, etc. and take proactive steps to resolve

The flow of meetings

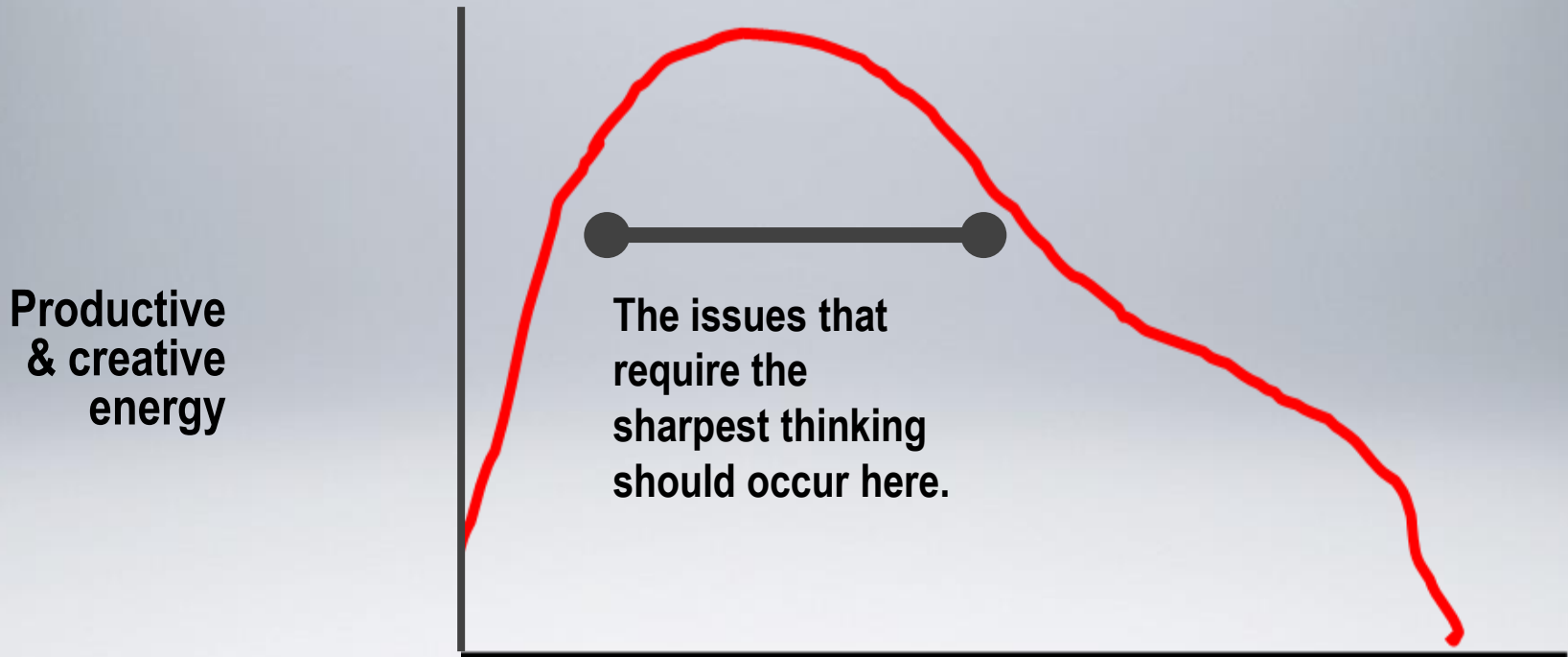
Most meetings have one item that is more important than all the other items

Productive
& creative
energy



The flow of meetings

Most meetings have one item that is more important than all the other items



Size does matter

The research is clear:

- **5-8 people is optimal for creative thinking and healthy group dynamics**

Remember the **Two Pizza Rule**

If a meeting has more than 12 people, it's an assembly

Are these people at your meetings?

The Comic

The Critic

The Mimic

The Bully

The Worrier

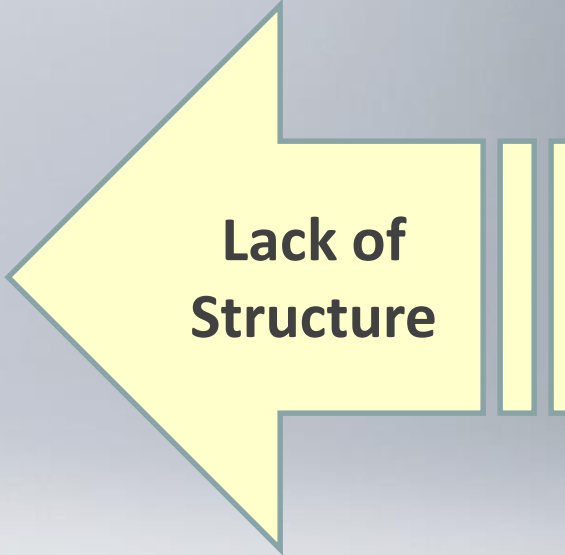
**Think about what makes them act this way
and what can you do about it.**

Are these people at your meetings?



Boredom

The Comic
The Critic
The Mimic
The Bully
The Worrier



Lack of Structure

Let's focus only on what we CAN control...

Let's stay focused on our agenda and we'll put that in the parking lot...

I want to hear from every individual on this team...

Are they important?

- Once you have a robust and clear agenda, you'll be able to identify who can, and cannot, add value to your meeting
- For each participant always ask...
 - What special insight or power does this person have that I need to succeed?
 - Is this meeting the best way to access that insight or power?

Decisional Models

Power-Based

- Formal roles
- Hierarchy
- Majority rule
- Minority rule
- *Curious Captain*

Rights-Based

- Adjudication by outside party
- Expert

Interest-Based

- Consensus
- Bargaining

Relational

- Process vs. substance
- Maintain interpersonal harmony

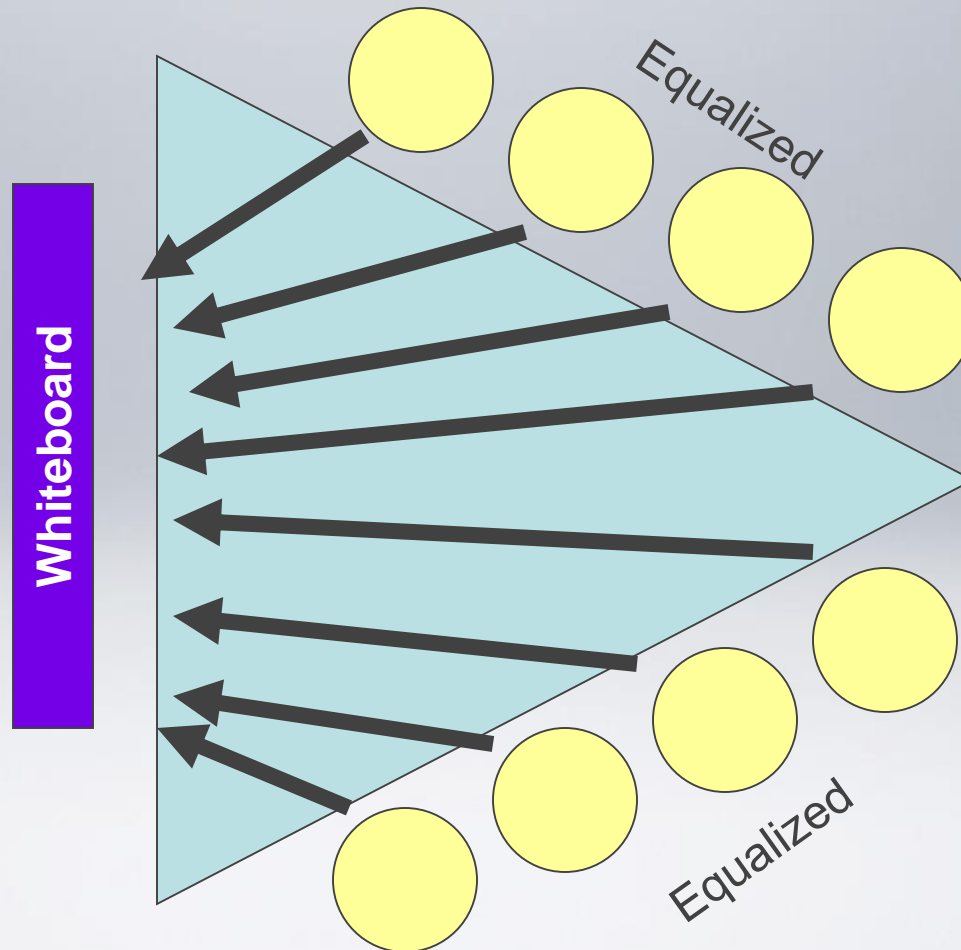
Test your decisions



- At the end of every meeting, restate your decisions...
 - Blind test
 - Communication to others
 - Review deadlines/assignments

Focus/engage on issues

Pick a
focal point



Examples



Examples

Facilitator: John Vancina
Place: Toronto
Organization: ChangeCamp
Date/Time: Jan 27/10

Write one idea here in large letters:

RUN A "CODE FOR CANADA" CONTEST FOR OPEN GOVT APPLICATIONS.

Do you agree?

Fill your one dot below & sign on the right:

Strong Agreement	Agreement	Neutral	Disagreement	Strong Disagreement	Confusion
●●●●●●●●	●●●●●●●●	●●●●●●●●	●●●●●●●●	●●●●●●●●	●●●●●●●●

Strengths & Opportunities

have a special reward available will increase awareness competition have good spread - winner gets to be PM! - open knowledge / information MANY IDEAS CAN LEAD TO CONCRETE - GREAT STEP TOWARDS GETTING A NEW DEMOCRACY that might not be even considered in government involved

Concerns & Weaknesses

- need the data first. +1
- How to get people excited about this?
- not everyone codes
- these apps will happen
- no need to centralize or control
Facilitate

Signature: John Vancina

Yes - Major barrier within govt's tech issues - Run with it. let people lead innovation and don't wait for govt. too narrow in scope

Nominal Group Technique

- Individuals silently write down their ideas.
 - Option 1:
Each group member presents, but does not discuss, one of the ideas on his or her list. The ideas are recorded. The leader then asks each person for a second idea, and so on, until all ideas are recorded.
 - Option 2:
Each member give ideas to group leader who then chooses which ideas to discuss, in what order.

Drawing out through questions

- How would you answer someone who asked about the other ideas we considered but didn't choose?
- Are there any circumstances under which our current decision won't work?
- <To each member> Pat, if you could create a solution from scratch, would this be it?

More than 2 choices

- The more choices you have under consideration, the less likely you are to have polarized “camps” and contentious/personal conflict
- On tough issues, use questions until you have at least 3 (preferably 4) options

No Homework Teams

- Most virtual teams are sole proprietors coming together only to assemble their findings and prepare a report
- Instead, try less focus on individual contributions and more focus on collective generation of ideas

Minutes

- Focus too much on
 - Who said what
 - Who agreed with whom
 - What items were discussed
- Typically so long that nobody reads them carefully and thus its easy to miss the truly important pieces of information

Decision Grid

Statement of Achievement: *Create an action plan (with timelines and accountabilities) for the hand washing task force*

Topic	Decision	Who	By When
Hand washing	Install alcohol based sanitizers in every physician's office	Bill Smith	November 4

End of meeting assessment

Display the following (projector, whiteboard):

How well did we meet our Statement of Achievement? <put here>

1 (low) through 5 (high)

One thing you' d like to see more of:

One thing you' d like to see less of:

Give everyone 2 minutes to write, and then everyone goes around the room to share.

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www.forbes.com/sites/markmurphy

Thanks for watching



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www.leadershipiq.com



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**Contact us for information about our
E-Learning, onsite training or keynote speaking**