LEADERSHIP IQ

The 7 Deadly Sins of Meetings

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Downloadable Resources

Slides:

Talking Points:

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Everything Based On Research

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 ($)

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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"

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Tardiness

Prepare for an on-time start

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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.

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?

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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

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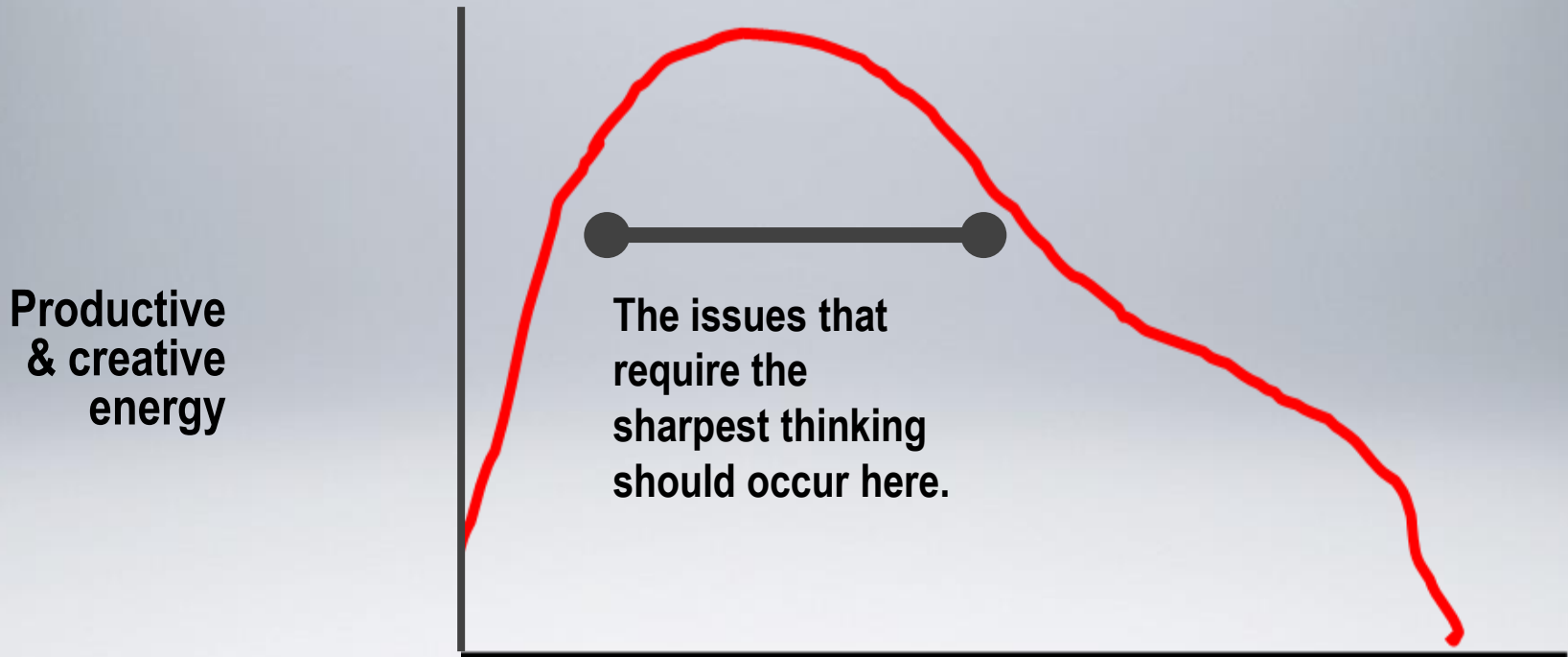
Size does matter

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

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Are these people at your meetings?

The Comic

The Critic

The Mimic

The Bully
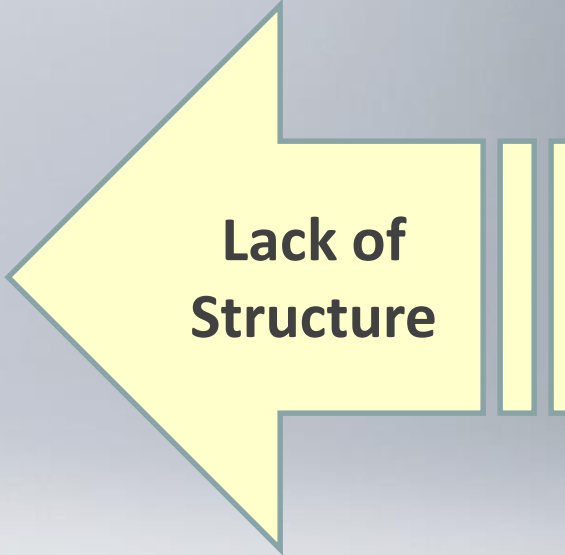
The Worrier

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…

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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	Rights-Based	Interest-Based	Relational
•Formal roles •Hierarchy •Majority rule •Minority rule •*Curious Captain*	•Adjudication by outside party •Expert	•Consensus •Bargaining	•Process vs. substance •Maintain interpersonal harmony

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Test your decisions

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

Focus/engage on issues

Examples

Examples

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

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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

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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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Thanks for watching

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