

Effective Meetings



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Effective Meeting Model

- Management Team must agree on:
 - The Code of Conduct
 - Style of Meeting
 - Meeting attendance
 - Promptness and attention
 - Agenda and minutes
 - Roles and responsibilities
 - Method of communication
 - Tools to be used during meetings



Code of Conduct

- Professional
- Courteous
- Non-disruptive
- Constructive
- Advancing everyone's level of understanding and level of knowledge
- Offering value
- Having the company's interest at heart
- No personal agendas



Code of Conduct (cont'd)

- Please silence your cells and 2-way radios
- Pay full attention to whoever speaks
- Be participative --- offer opinions, suggestions, and ideas
- Make your position clear --- silence means 100% agreement. If you need more time to make a decision say so
- Obey the Management Team Covenant (see next slide)



Our Covenant

We the leadership of **Texas Manufacturing Company** resolve henceforth and forevermore that through our actions as well as our words we will:

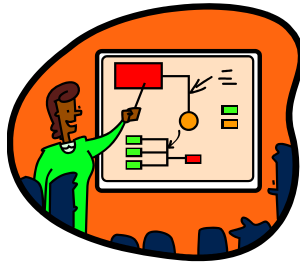
- Mutually support one another
- Not engage in negative conversations, anywhere, anytime
- Not criticize without constructive suggestions
- Agree that silence means approval
- Approval means active support
- Speak the truth --- with sensitivity and compassion
- Be trustworthy and trusting

Style of Meeting

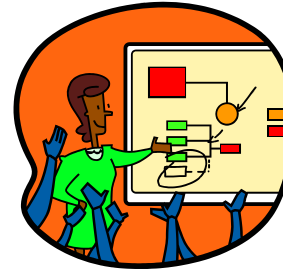
- There are many styles because there are different reasons and purposes for holding meetings, such as:
 - Staff Meeting
 - Update/Status Meeting
 - Project Meeting
 - Strategy Meeting
 - Problem Solving Meeting
 - Educational Meeting, etc.

Each meeting requires a different style of presenting and a different style of participating

Which Style Is Better?



Telling



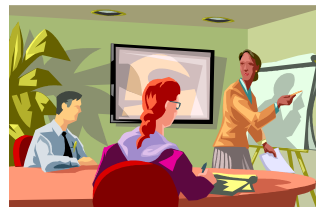
**Questioning or
Testing**



Informal



Formal



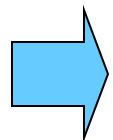
Using aids



Just talking

Key Realization

- **All styles are correct** as long as you know your audience and you know what you want to convey to them or achieve with them
- However ... be keenly aware that today's audiences do not want to be told what to do. There is an art to drawing them into doing what you want them to do without you telling them what to do. The trick is revealed on the next page ...



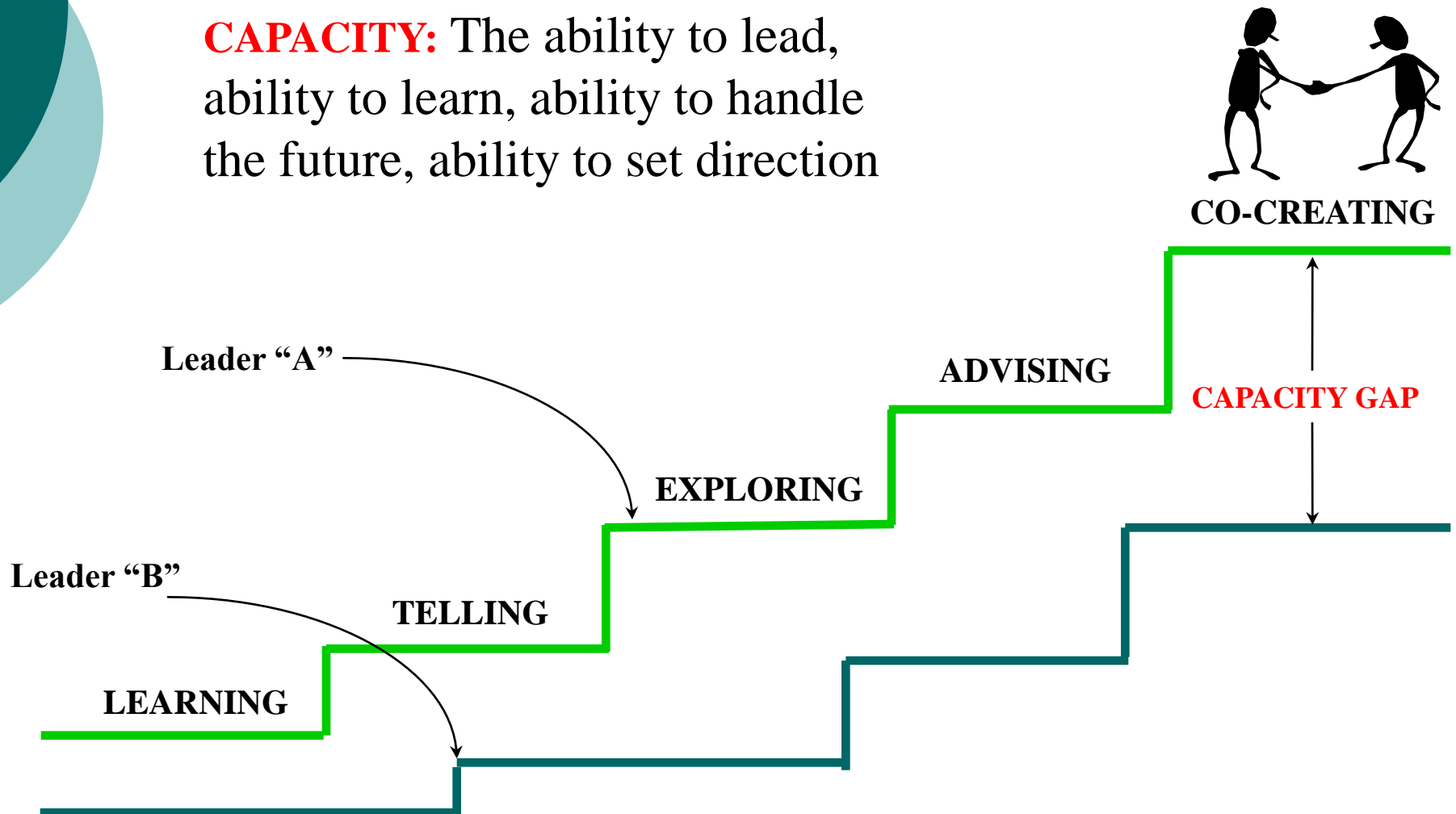
The #1 Trick

- Everyone is involved
 - Everyone has a role to play
 - Everyone has a chance to offer her/his view and opinion



Build a Shared Vision; Close The Gap

CAPACITY: The ability to lead, ability to learn, ability to handle the future, ability to set direction





Meeting Attendance

- Planned/Regular meetings should have:
 - Regular audience
 - Regular date (i.e.: every Tuesday)
 - Regular start time (i.e.: 1:00p)
 - Regular end time (i.e.: 3:00p)
 - Regular agenda
- Unplanned meetings should spell out all the details ahead of time

Meeting Attendance (cont'd)

- Follow this protocol:
 - If you cannot attend personally either send a rep/surrogate on your behalf (if it is pre-agreed) or call the Meeting Leader and let her/him know that you are unavailable
 - If the surrogate option is not pre-agreed, ask the Meeting Leader whether or not a surrogate is acceptable

Meeting Attendance (cont'd)

- Meeting Location also matters. Ensure your audience knows where the meeting is being held at
- Have the right visual aids prepared and ready to go





Promptness and Attention

- Promptness matters. Start the meeting on time, even though some people are late. If someone is late they must offer a legitimate excuse and an apology to the rest of the audience/team
- Finish the meeting on time, if possible. If you know that the meeting will be longer than normal pre-announce it to the audience. Never hold an audience hostage



Promptness and Attention (cont'd)

- If you want your meetings to be “free form” (meaning they end when they end), you must tell that to the audience. The more they understand about how you hold your meetings, the better it will be for everyone participating in them. Just remember that everyone’s time is valuable --- don’t waste other people’s time, unless you are trying to build camaraderie and team spirit



Agenda and Minutes

- Publish agenda ahead of time. Thus, no one will feel that they were ambushed in a meeting
- Stick to the agenda
- Leave room (and time) to address other topics as they arise from the participants
- Publish the minutes but only if certain key decisions were reached and the audience needs to be reminded of what was agreed

Roles and Responsibilities

- If the meeting is problem solving or project focused, then roles and responsibilities make sense. Your audience needs to know their roles and responsibilities ahead of time



- If the meeting is a “staff update”, then allow each staff member/department head offer her/his update and issues

Method Of Communication

- The number one and best way to communicate meetings and agendas is e-mail. Avoid memos, verbal notices, and written notes





Important Point

- Most of the Operations Meetings are focused on:
 - Status
 - Issues/Concerns/Problems
 - Client related
 - Job/Project/(Work) Order related
 - Employee related
 - Business related
 - Decisions --- approved and pending
 - Priorities



Status Means:

- Year to date results
- Month to date results
- Last week's results
- Client's view of us and our work
- Our view of the job/project
- Current Issues/Concerns/Problems
- Anticipated Issues/Concerns/Problems
- Options for solving or resolving Issues/Concerns/Problems
- What was tried and results achieved



Key Point

- One should not bring up an issue or problem without offering options for solving the issue or problem --- unless one is totally stumped for solutions
- The best approach to problem solving is to offer two or more options and outline the pluses and minuses of each along with the net effect. It makes it easy for everyone to understand the final recommendation and conclusion



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