

you're comfortable with physical contact, this may be the time for the proverbial (and literal) pat on the back.

"I think we got a lot done. I feel you heard me and I *know* I heard you. Let's make this the basis for our next **talk** together. I know we can work things out."

If you've just given a tough assignment, give a great Knute Rockne send-off:

"Karen, if anyone can do this job and do it well, it's you. I look forward to our next check-in meeting to see how it's going. Meanwhile, since it's pretty complex, if you need me, I'm here."

In general, "high-note" send-offs by a convener at the end of a meeting should reverberate in the hall as your participant leaves, making him/her feel good, purposeful, re-energized, and capable.

"High **notes**" from the departing visitor should leave **the meeting** convener with some positive thoughts about you as you close the door and disappear. They should provide a moment of reflection about how you handled yourself and the material and about how fired up you seem about going forward.

Don't forget or short-change closure. It's very valuable; saves phone **calls** and extra meetings, and has a great by-product: The last word . . .

## CHECKLIST

Here's the short form, to help you remember and plan:

### *Openers*

- Change gears; make a personal **dent**
- Warm-up; small talk
- Office as turf; where to sit
- Amenities; the "gift" of coffee, etc.
- Body language; the key weathervane

### *Substance*

- Up front; the agenda, goals, and time
- Share the power