

# MEETINGS



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- Important part of corporate life today.
- Every time you say hello,  
you start a meeting.
- Vehicle for individual advancement and organizational achievement.
- Often poorly conducted, with many people considering them a waste of time.
- A potentially powerful tool for transforming the organization.



# WHY DO MEETINGS BECOME A WASTE OF TIME?

- Lack of open communication among members
- Poor chairing of meetings
- Ineffective use of time
- Lack of opportunity for people to share their knowledge and expertise







## PURPOSES

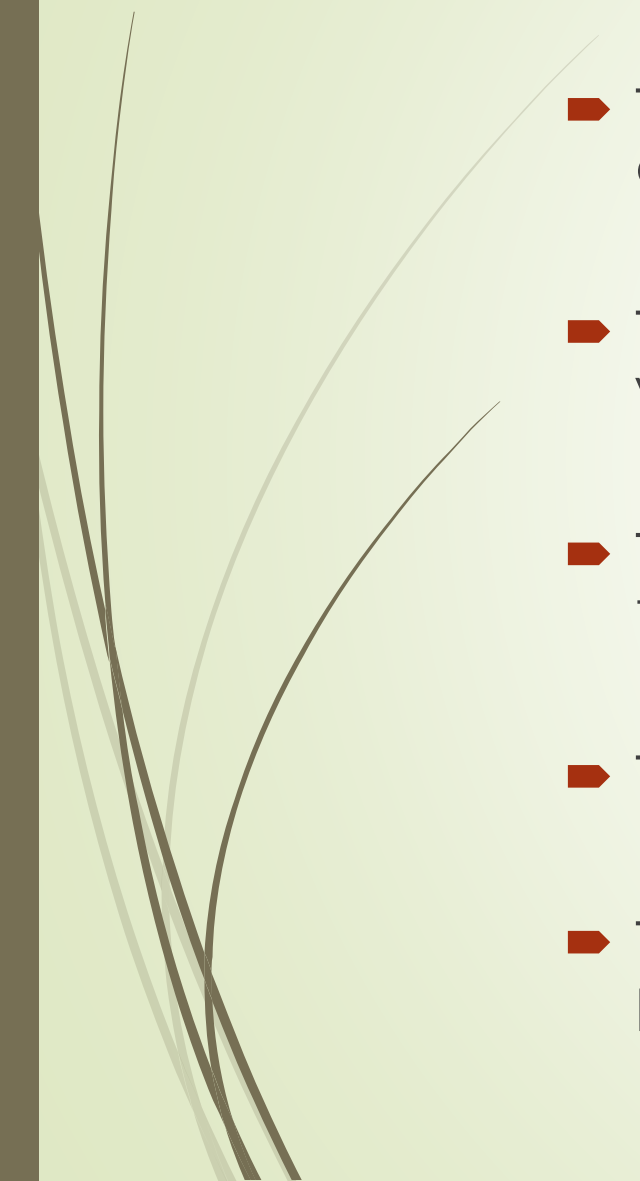
Every meeting is called for a purpose and it is this purpose which gives form to the meetings.

In general, the purpose of a meeting is either informational or decision making.





# MEETINGS FOR INFORMATIONAL PURPOSES:

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- To communicate important or sensitive information (to inform about the rejection of major proposal)
  - To explore new ideas and concepts (to bring in change in the work pattern)
  - To provide feedback ( to share the employee's reaction to the newly introduced bonus scheme)
  - To present a report (accounts for the year Board Meeting)
  - To gain support for an idea, or project (about the new product designed by the research division)



# THE FOUR W'S

When preparing for a meeting, keep these crucial aims always in mind.

- Why is the meeting being held?
- Who should be present?
- Where the meeting should be held?
- When should the meeting take place?



# PROCEDURE

Responsibilities of the chairperson towards making a meeting a effective:

- Getting the meeting off to a good start
- Encouraging participation
- Drawing the silent types to the discussion
- Join the discussion
- Managing emotions
- Dealing with the late comers
- Managing conflict
- Injecting humour
- Ending the meeting

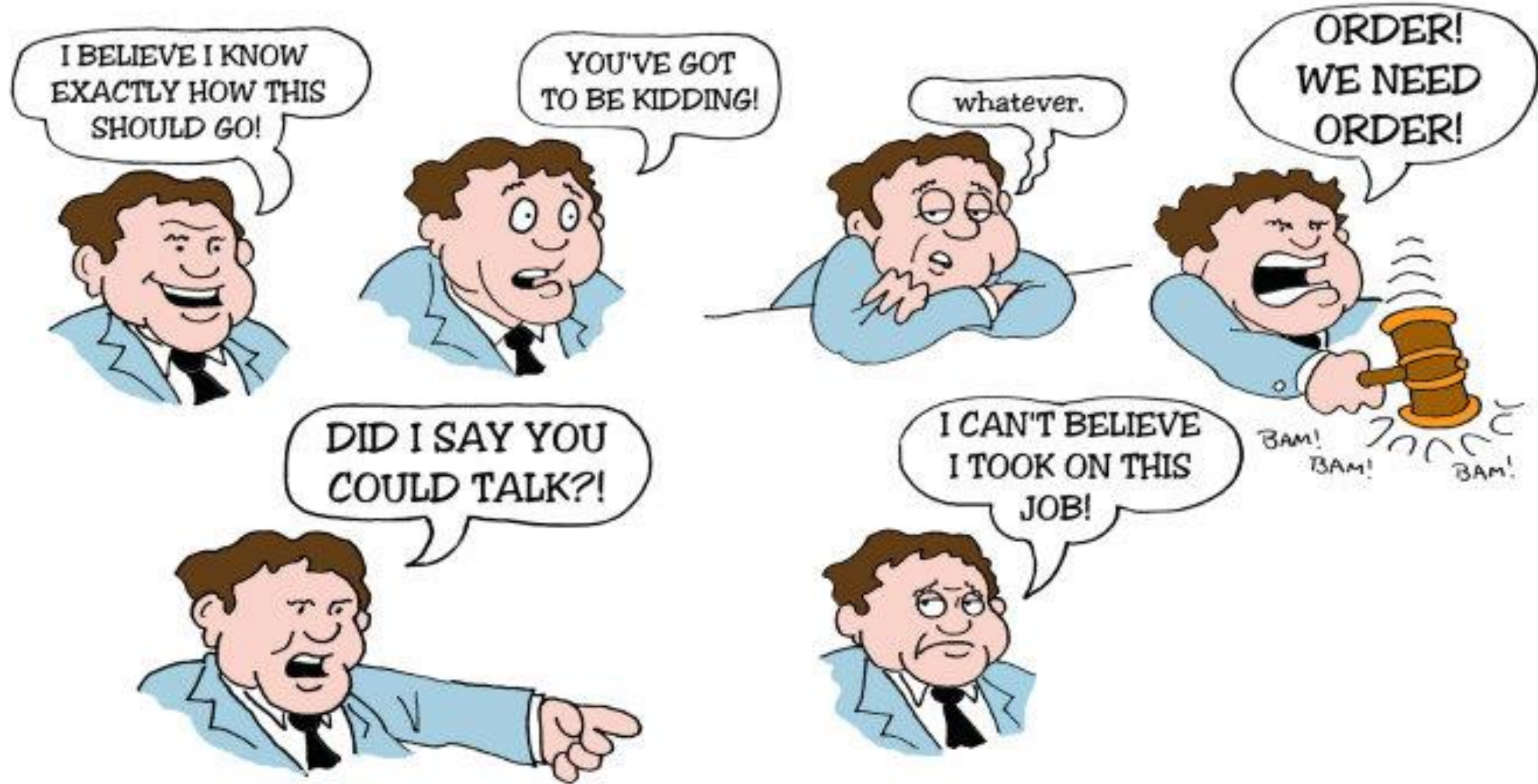
# GETTING THE MEETING OFF A GOOD START

The chair must :

- set up the meeting,
- state the problems, general objectives and procedures,
- provide the relevant information base for the discussion,
- note the boundaries and constraints of the discussion.

**‘Ineffective meetings  
are almost entirely  
the fault of  
ineffective chairs’**

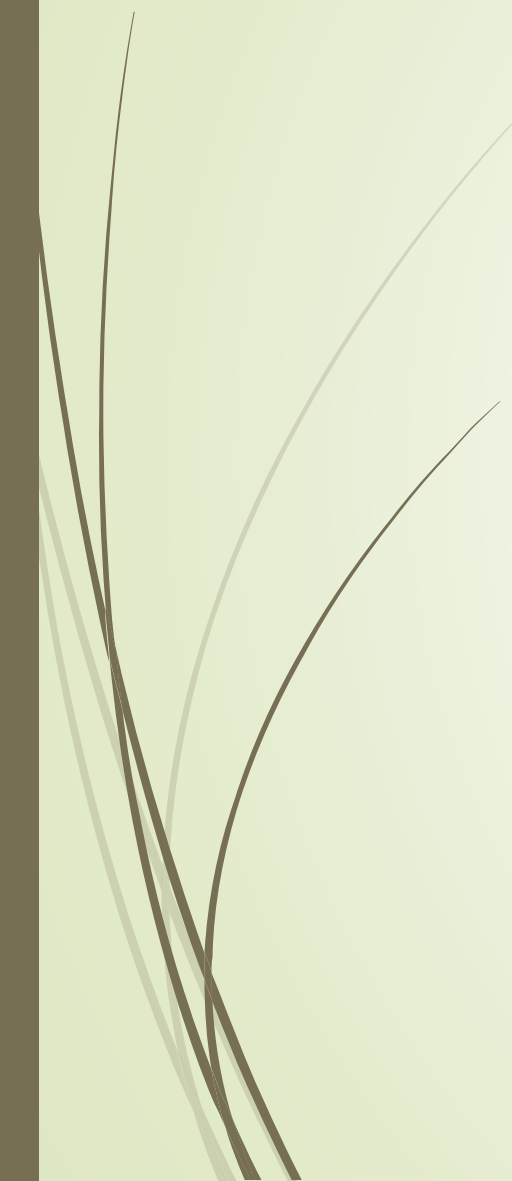




The Not-So-Effective Commission Chair!



# ENCOURAGING PARTICIPATION

- 
- Don't monopolize the discussion.
  - Don't show verbal or disapproval of ideas, even if you disagree with them.
  - Ask open-ended questions to stimulate discussion.
  - Frame problems in positive terms(e.g. 'How can we achieve our goal? rather than 'Is it impossible to achieve our goal?')
  - Identify the introverts and make a point for asking for their input.
  - Do not let extroverts monopolize the discussion.
  - Control participation reminding people of the purpose of the meeting and by bringing discussions to an end. Sometimes it is necessary to remind participants of the time, so you can move on to the next topic.
  - Recognize difference in individual style.



## BE CAREFUL OF SILENCE, IT COULD BE THREE TYPES:

- the silence of general agreement and no contribution
- the silence of diffidence
- the silence of hostility

In the second case the leader should gently bring the participant into the discussion and make it clear that the person's input is important.


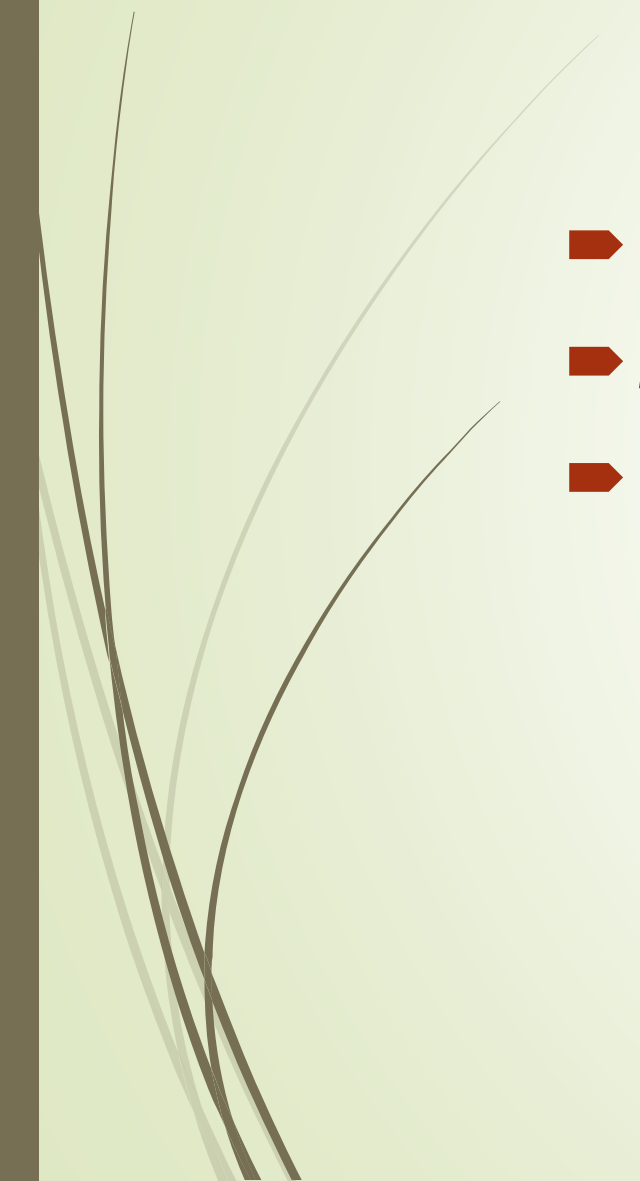
Silence of hostility signals that a person is experiencing some feelings of affront. The chairperson should try to get to the root of the problem and encourage participation.



# MANAGING EMOTIONS

- Chair should be conscious of the hidden and emotional agenda of the participants.
- The term 'hidden agenda' is given to unspoken motives and aspirations of the group members, which could often conflict with the main goals of the group.
- Hidden agendas indicate what people really want as against what they say they want.
- Chair must also be alert to subtle signs of emotional distress, using his own feelings as guide.



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- Dealing with late comers
  - Managing conflict (not necessarily a bad thing)
  - Humour



# TIPS TO MANAGE CONFLICT

- Make it clear at the start of the meeting that it is fine to challenge ideas but that personal attacks will not be allowed.
- Make strategic seating arrangements. For example, the place to put a domineering individual is near the leader.
- Observe silence if someone in the group becomes belligerent.
- Give an assignment (the bigger the better) to the participant who plays devil's advocate, continuously challenging everything the leader or other group member says.



# ENDING THE MEETING

- should sum up what has been accomplished and what remains to be done.
- recapitulate what action is expected of each participant.
- If another meeting on the subject is scheduled, a tentative time and date should be set.
- Even if the group has not reached an agreement, solved a problem, or met other objectives, the Chair can acknowledge any progress that has been made.