How to Run an Effective Meeting

“90% of success is showing up.”

Woody Allen

Time and Value of Meetings

- Just how much time do you spend:
  - In meetings
  - Doing the work from the meetings
  - Preparing for meetings
- Are they valuable enough to merit the time they take?
Dealing With Socializers: Eliminating Parallel Play

How Would You Answer The Question

- If I didn’t have to go to meetings, would I like my job more?
- Are meetings the low point of my day?
- Are meetings the high point of my day?

Time and Value of Meetings

78%

“Meetings are a waste of time.”

Communicated Poll of 471 Mgmt Leaders
Learning to Lead Meetings

- How Did You Get Your Training?
  - You’ve observed how not to …
  - OTJ, by trial and error
  - You’ve gone to a course (MBA, ACPE-PIM)
  - You haven’t learned
  - Or…

How Did You Get Your Training?

Raised your hand at the wrong time

Characteristics of Bad Meetings

- Poorly organized
- Poorly begun and ended
- Poorly led
Characteristics of Good Meetings

A dynamic, passionate focused, engaging process that extracts the collective wisdom of a team.

It must be:
- Well-conducted
- Time-efficient
- Meaningful
- Focused

Objectives

- To have or not to have a meeting
- How to prepare in advance
- How to conduct a meeting
- What to do after the meeting ends

To Have or Not to Have …

| Is it necessary? | Unfortunately, most meetings are scheduled in advance of the agenda’s creation. |
| Can it be avoided? | |

Texas Medical Association
Physicians Caring for Texans
To Have or Not to Have …

- Greater involvement creates confusion
- No permission needed
- No information to transmit
- No “buy-in” required
- Not important to participants

To Have – Two Reasons…

1. Problem Solving
   - Input – you need “buy-in” for success
   - If you don’t need the group’s input (“buy-in”) then it isn’t necessary to have a problem-solving meeting.

2. Information Exchange
   - Simultaneous dissemination of information that is important to those attending

Preparation in Advance

- First: Determine the purpose
- Then: Write the minutes (before the meeting)
How to Run an Effective Meeting

Preparation in Advance

- First: Determine the purpose
- Then: Write the minutes (before the meeting)
- Create an “essential agenda”
  - Specific and action-oriented
  - Both a map and promotional tool
  - Circulate in advance

We’ve Gotta Stop Meeting Like This!
Poor Preparation

Care Maps

- No agenda
Care Maps
- No agenda
- Meet between 8 and 9 to discuss BR

Care Maps
- No agenda
- Meet between 8 and 9 to discuss BR
- Discuss pros and cons of BR

Care Maps
- Discuss Goals — Begin with an orientation to the goals and a plan for meeting them.
Care Maps

- Discuss goals
- Describe existing programs
- List equipment
- Define IT support
- Describe roll-out and education

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- Discuss goals
- Describe existing programs
- List equipment
- Define IT support
- Describe roll-out and education
- Describe “roadblocks” to success

“Roadblocks” to Success

- Putting “Roadblocks” to success
  - Creates earlier success by allowing “suspension of disbelief”
  - Gives “Naysayers” their opportunity
- Organize the time
Effective Agendas Avoid Pandemonium

- An organized roadmap
- Sequential — easy issues early
- Accomplishable

Prepare By:

Setting the Setting
Set the Setting

Unless the affected participants are part of the plan, they will not support the solution.

It’s slower, but the solution lasts.

Input = “Buy-in”
Conducting the Meeting

A poorly run meeting frustrates the participants, who will feel like things should have gone better.

Conducting the Meeting

“Most business managers have no formal training in running meetings.”

Meeting with Success
Norman Sigband

Set the Tone Early

- Create a positive first impression
- Clarify the relevance of the discussion
- Provide the big picture
- Describe the roadmap
Leadership

The ability to help the group recognize and accomplish the group’s goals. (not the chair’s).

Leadership Positions

Take a stand only when you know the outcome.

“Either she goes or I go!”

If it’s critical, perform pre-meeting “jawboning.”

Blanchard’s One-Minute Manager

- No clear agenda
- Too long
- Wandering
Drifting Discussions

Participants: It’s just not my job

Leaders: I can’t be seen as overbearing

Getting the Derailed Train Back on Track
Dealing With Digression

Refocusing the Drifting Discussion

- Affirm the speaker’s point of view (the Theory of YES – appreciate most input)
  - Consider using a “Parking Lot”
  - Agree to deal with issue of off-line
  - Recognize issue as beyond scope of meeting
- Refocus on original agenda
The Chair's Mantra

1. Are we moving forward?
2. Is this pertinent … redundant?
3. Can I shape without controlling the discussion?
4. Have we accomplished what we’ve set out to do?

Management Action Plan

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<th>DATE</th>
<th>ACTION STEP or EXPECTED OUTCOME</th>
<th>MEASURABLE OBJECTIVE</th>
<th>RESPONSIBLE PERSON</th>
<th>COMPLETION DATE</th>
<th>TARGET DATE</th>
<th>PROGRESS/ BARRIERS</th>
<th>DATE COMPLETED</th>
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Concluding the Meeting

- Review what is to be done (MAP)
- Give each an opportunity to voice a last critical issue/question
- Schedule next meeting
- Intermittently assess the effectiveness of the meeting
How to Run an Effective Meeting

Participation Evaluations

- Meeting efficient and productive
- Participation was balanced among the group
- Individual responsibilities were fulfilled well
- Opinions were expressed with candor
- Opinions were expressed with respect
- We focused on processes, not people
- We maintained a focus on improvement

Questions?

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