

Making Meetings Work

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Workshop Goals

- Learn to
 - Prepare and plan for meetings
 - Conduct meetings more effectively
 - Increase participation
 - Follow up on meeting goals

What Kind of Meeting?

- Ceremonial
- Regulatory/Bureaucratic
- Political
- Working
 - Huddle
 - Informal & Short
 - **Outcome/goal-oriented**
 - **need to accomplish some particular task with a group of people**

Successful Meeting Qualities

- What are the qualities of a good or successful meeting?
 - Make good decisions
 - Are as efficient as possible
 - Utilize brainpower
 - Allow work to be done as a group

How Much Does this Meeting Cost?

- Number of participants X Hourly wage X Amount of time

Successful Meetings Require

- Purpose, planning, preparation >> Agenda
- Facilitation
- Follow-through: specific follow-up actions; who's going to do what when

Why Participation Matters

- Cost
- Brainpower
- Retention & attraction
- Building community (impacts productivity, participation, esprit de corps, reputation)

Agendas

(It's not just busy work!)

- Help focus group on shared purpose and how you'll get there
- First step in getting participation
- Gets everyone on board and keeps them on track

Elements of a Successful Agenda

- Agenda item
- Time limit
- Leader
- Required preparation (and timing)
- Desired outcome (discussion, decision, vote)
- Ownership

Exercise: Rewrite Your Agenda

- Take the agenda you brought with you and improve on it
- Trade it with your neighbor
- Identify other ways in which it could be improved
- Discuss

Conducting the Meeting Well

- Make sure everyone participates
- Keep meeting on topic
- Put additional topics in the “parking lot”
- Use advocacy and inquiry to flesh out ideas

Surface Disagreement: Advocacy and Inquiry

- **Advocacy: Talking and then listening**
 - Advocate your ideas
 - Make sure your reasoning is clear
 - Inquire: How do you see it differently?
- **Inquiry: Listening and then talking**
 - State what you heard
 - State inferences
 - ASK: Am I off?
State how you see it differently

Exercise: Advocacy & Inquiry

- Advocacy
 - Find a partner
 - Advocate an idea (work-related)
 - Explain your reasoning
 - ASK: How do you see it differently?
 - LISTEN
 - PARTNER – Inquiry
 - State what you heard
 - State any inferences you're making
 - ASK: Am I off about that?
 - State your opinion

Making Meetings Stick

- Record and distribute
 - Key decisions or points
 - What future action needs to be taken
 - Who will take ownership of item

Leader Challenges

- Meeting is off-track
- Lack of participation
- Domination by a few
- Affective or unproductive conflict (substantive conflict is ok)
- Getting buy-in
- Tardiness
- Virtual meetings

Transforming Your Meetings

- Identify purpose
- Identify who needs to be there
- Speak with participants about what you are trying to do and get their buy-in and help
- Redesign the meeting format
- Redesign the agenda
- Get feedback after 3 meetings

Make Meetings Work!

- Think of meetings as events that need to be orchestrated
- Identify what you want to accomplish and why
- Make sure you have the right “players”
- Create a path forward with next steps and accountabilities
- Save money, time and create community