



How To Run Meetings

CMPUT 299

H. James Hoover

Fall 2005 *2005-09-23,27*

Version 1.0

Meetings, Bloody Meetings

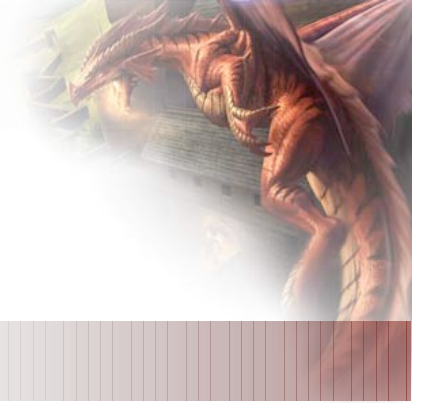


- ♣ Written by John Cleese and Antony Jay
- ♣ Starring John Cleese and Robert Hardy
- ♣ Video Arts, 1993
- ♣ 34 min

Meetings, Bloody Meetings

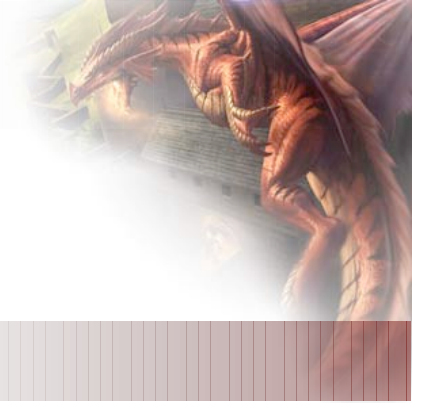


- ♣ Survey of 1000 top executives revealed that approximately 1/3 of time spent in meetings was a waste
- ♣ On average, higher levels of management spent 17 h per week in meetings
- ♣ Bad habits can spread from upper management down
- ♣ Running meetings can be taught properly



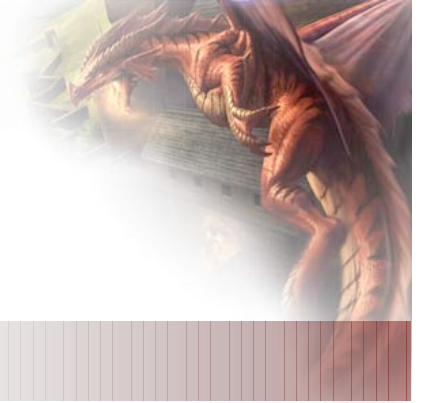
5 Main Points

- ♣ Plan
- ♣ Inform
- ♣ Prepare
- ♣ Structure and Control
- ♣ Summarize and Record



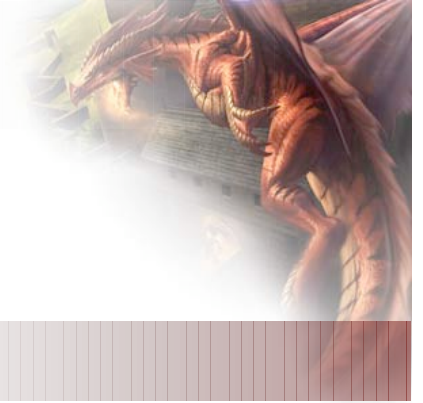
Plan the Meeting

- ♣ Ask what the meeting was supposed to achieve?
- ♣ What would have happened if there was no meeting?
- ♣ Make sure you know what the meeting is about



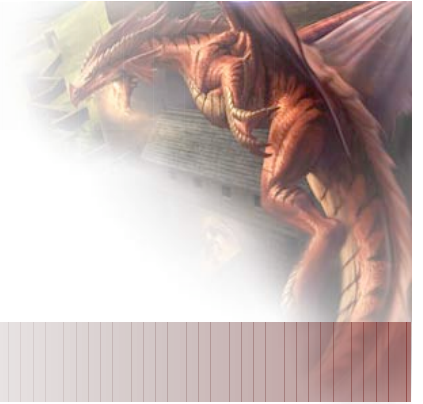
Inform

- ♣ Ensure that others know what the meeting is about
 - ♣ What is being discussed?
 - ♣ Why is it being discussed?
 - ♣ What is to be achieved by the discussion?
 - ♣ Who is necessary for the discussion to be effective?
- ♣ Make an agenda
- ♣ Agenda is not just headings but a briefing to define the purpose of each point



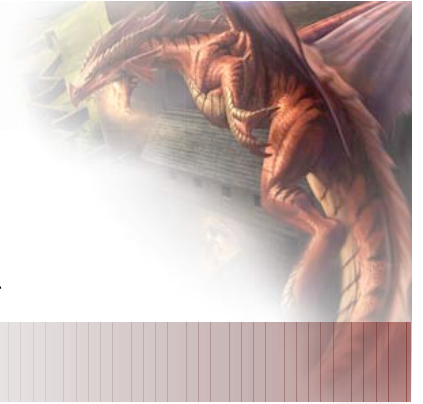
Prepare

- ♣ Get items on agenda in their proper order
 - ♣ Look for connections between various items and arrange appropriately
- ♣ Give only time that is due to each subject
 - ♣ Do not waste time on unnecessary points



Structure and Control

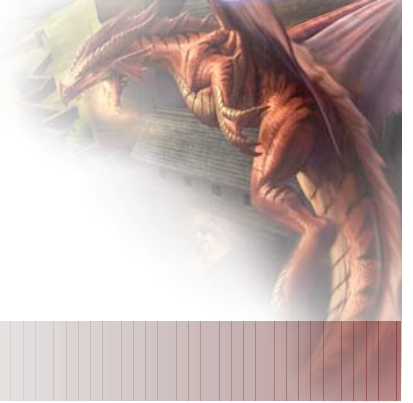
- ♣ Guide discussions to serve a purpose
- ♣ Keep discussions on topic
- ♣ Structure the discussion in the proper order:
 - ♣ State the proposition – what is to be discussed
 - ♣ Evidence – what are the various sides of the issue and what are the facts that affect them
 - ♣ Arguments – what does the evidence mean
 - ♣ Conclusion – make the final case for the various sides
 - ♣ Action – make a final decision on the issue



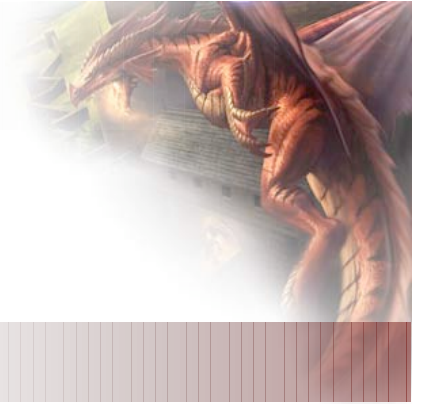
Summarize and Record

- ♣ Ensure that everyone in the meeting understands the decisions
- ♣ Record the discussion and the decisions so they can be referenced in the future
- ♣ Record the person responsible for the actions in each decision made

More Bloody Meetings

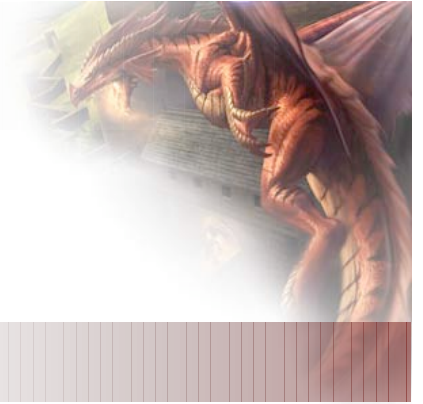


- ♣ Written by Antony Jay
- ♣ Starring John Cleese
- ♣ Video Arts, 1995
- ♣ 26 min



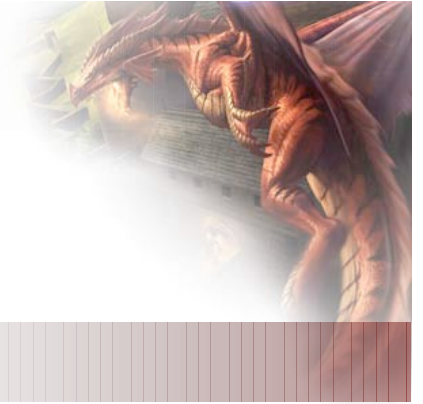
More Bloody Meetings

- ♣ Procedures aren't everything in a meeting; you must also properly manage the people
- ♣ 3 laws of controlling meetings and 4 techniques for maintaining each
 - ♣ Unite the Group
 - ♣ Focus the Group
 - ♣ Mobilize the Group



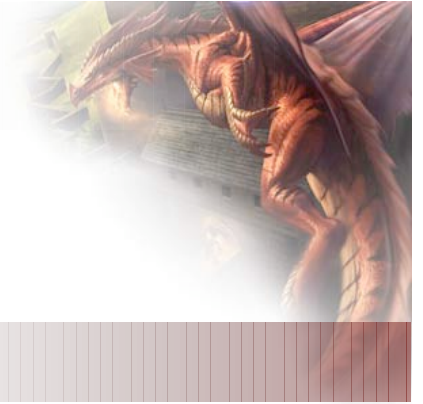
Unite the Group

- ♣ Let off steam
 - ♣ Don't let people bottle things up
- ♣ Don't take sides
- ♣ Bring in the non-combatants
- ♣ Stick to facts
 - ♣ Opinions can cause more confrontations and don't resolve the issue



Focus the Group

- ♣ Stay alert and watch out for irrelevant contributions
 - ♣ Keep everyone to the point
- ♣ Keep a hand on the wheel
 - ♣ Know where the discussion is headed
- ♣ Test comprehension
 - ♣ Ask for elaboration on points that are not fully understood
- ♣ Paraphrase and check back
 - ♣ Ensure that everyone understands the point being made



Mobilize the Group

- ♣ Protect the weak and keep the strong under control
 - ♣ Draw out suggestions from those that are being overpowered
- ♣ Check around the group and collect all contributions
- ♣ Record all suggestions to avoid losing good points
- ♣ Build up ideas, don't knock them down
 - ♣ Build a decision rather than reaching for a decision just to have a solution