



### How to Run an Effective Meeting

Sponsored by



**Robert W. Strauss, MD, FACEP**  
TMA Leadership Series



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### Time and Value of Meetings

“90% of success is showing up.”

Woody Allen

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### 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?

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Dealing With Socializers:  
Eliminating Parallel Play

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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?

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Time and Value of Meetings

**78%**

“Meetings are a waste of time.”

Communispond Poll  
of 471 Mgmt Leaders

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**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...

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**How Did You Get Your Training?**

Raised your hand at the wrong time



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**Characteristics of Bad Meetings**

- Poorly organized
- Poorly begun and ended
- Poorly led

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**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

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**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

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**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?	

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**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

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**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

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**Preparation in Advance**

- First: Determine the purpose
- Then: Write the minutes (before the meeting)

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**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

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We've Gotta Stop Meeting Like This!  
Poor Preparation

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**Care Maps**

- No agenda

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**Care Maps**

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

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**Care Maps**

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

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**Care Maps**

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

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**Care Maps**

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

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**Care Maps**

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

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**“Roadblocks” to Success**

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

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Effective Agendas Avoid Pandemonium

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

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Prepare By:

**Setting the Setting**

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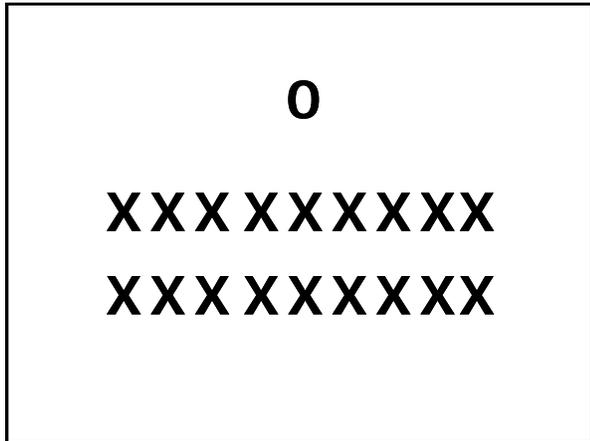
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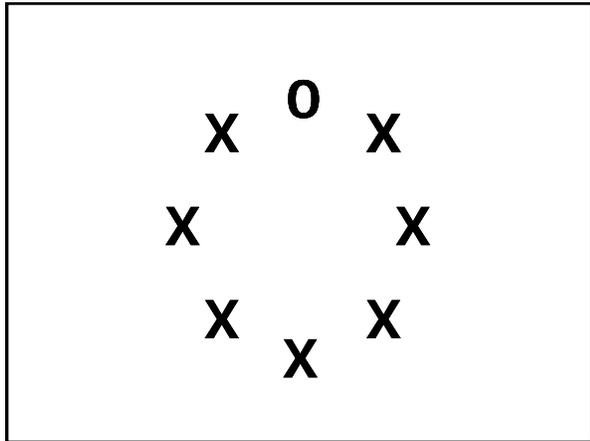
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**Set the Setting**

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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"

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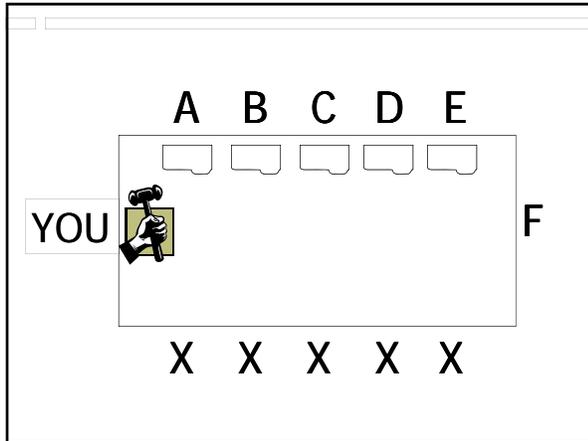
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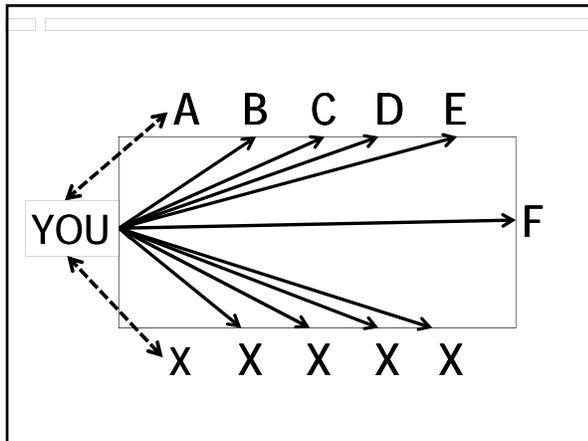
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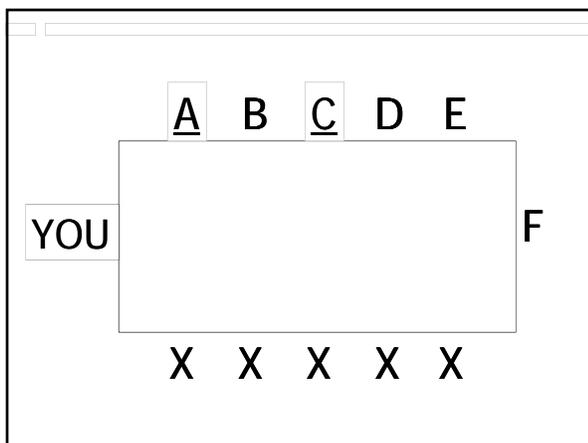
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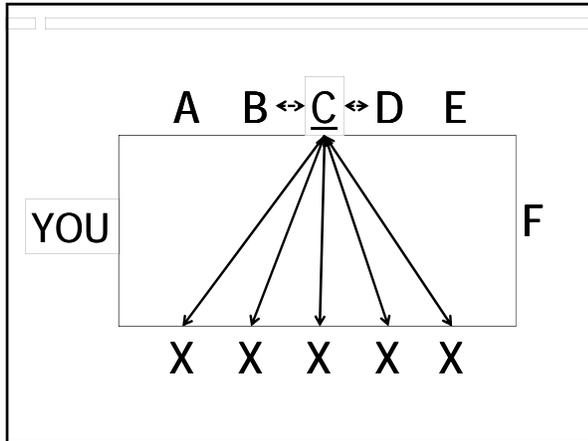
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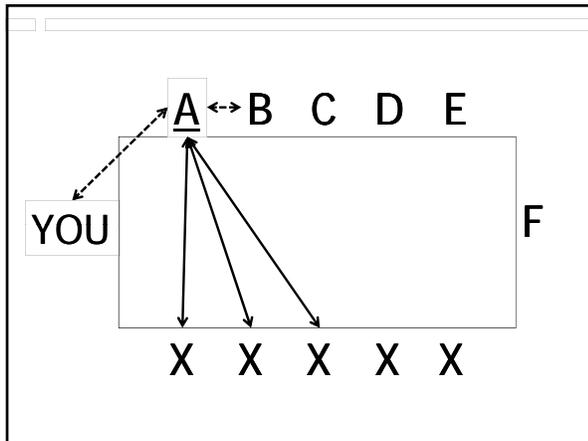
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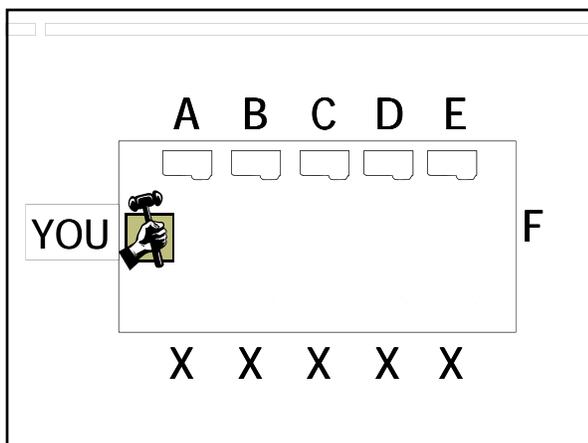
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**Conducting the Meeting**

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

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**Conducting the Meeting**

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

Meeting with Success  
Norman Sigband

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**Set the Tone Early**

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

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### Leadership

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



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### 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.”

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### Blanchard's One-Minute Manager

- No clear agenda
- Too long
- Wandering

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**Drifting Discussions**

Participants:  
It's just not my job

Leaders:  
I can't be seen as overbearing




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Getting the Derailed Train Back on Track  
Dealing With Digression

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**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

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### 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?

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### Management Action Plan

DATE	ACTION STEP or EXPECTED OUTCOME	MEASURABLE OBJECTIVE	RESPONSIBLE PERSON	START DATE	TARGET DATE	PROGRESS/ BARRIERS	DATE COMPLETED or STATUS

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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

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### Participation Evaluations

Strongly Agree	Agree	Disagree	Strongly Disagree
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- 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

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### Questions?

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