

Running An Effective Meeting

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Effective Meetings

- Learning Objectives
 - Describe the factors that lead to “bad meetings”
 - Discuss the structural requirements for “great meetings”
 - Describe Herold’s key ingredients to effective meetings

Effective Meetings

- Disclosures
 - None



Why Do We Hate Meetings?



Why Do We Hate Meetings?

THANK YOU ALL FOR COMING. THERE'S NO SPECIFIC AGENDA FOR THIS MEETING...



S. Adams

AS USUAL, WE'LL JUST MAKE UNRELATED EMOTIONAL STATEMENTS ABOUT THINGS WHICH BOTHER US. I'LL KICK IT OFF...



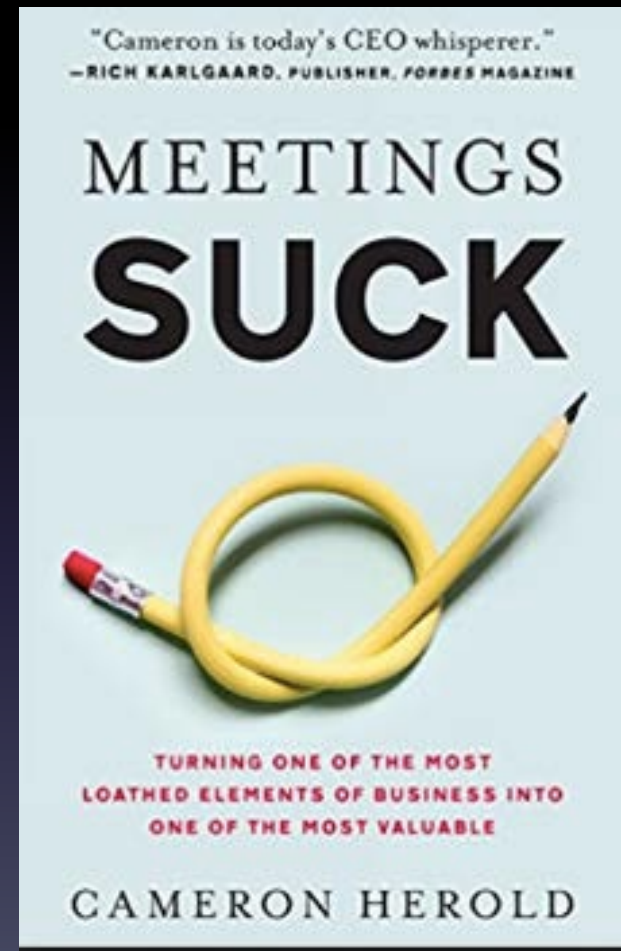
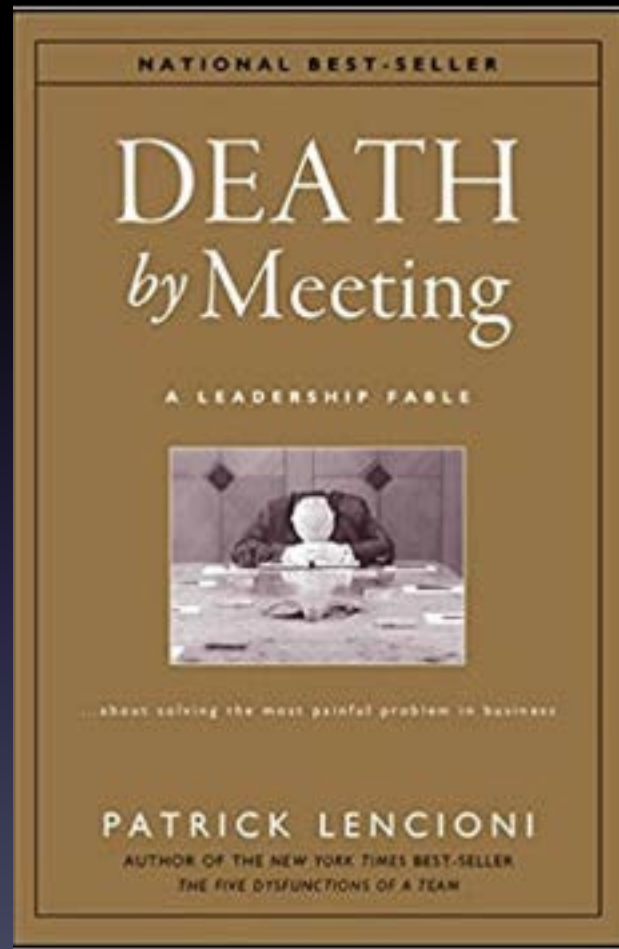
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THERE'S NEVER TIME TO GET ANY WORK DONE AROUND HERE !!



Why Do We Hate Meetings?



Why Do We Hate Meetings?

- Unstructured
- Not Relevant
- Boring
- No decisions
- Dominated by few
- Too much stuff to do
- No value to me
- Uncomfortable speaking up
- No drama

Meeting Paradox

On the one hand, they are critical. Meetings are the activity center of every organization.

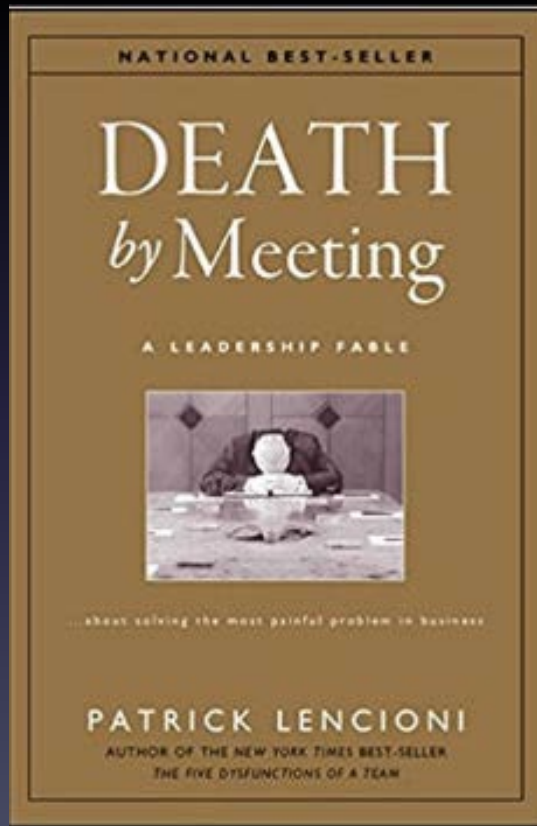
On the other hand, they are painful. Frustratingly long and seemingly pointless.

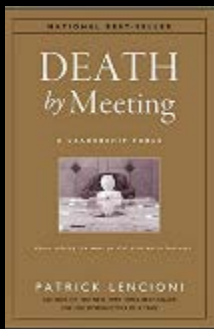


Effective Meetings

“Death by Meeting”

Patrick Lencioni

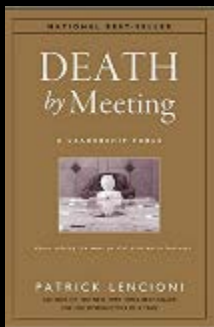




Death by Meetings

Patrick Lencioni's "Death by Meeting"

- What is a meeting?
 - Dynamic interactions involving groups of people discussing topics that are relevant to their livelihoods"

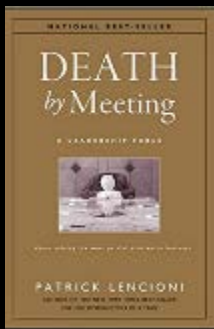


Death by Meetings

Patrick Lencioni's "Death by Meeting"

- The largest challenges around meetings are that they are *boring* and *ineffective*

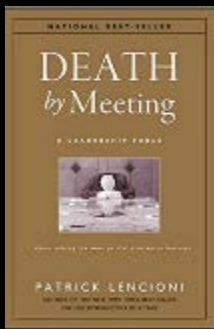
“Bad meetings start with attitudes and approaches of the people who lead and take part in them”



Death by Meetings

Patrick Lencioni's "Death by Meeting"

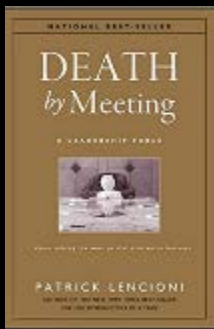
- “For those organizations that can leap from painful meetings to productive ones, the rewards are enormous. Higher morale, faster and better decisions, and inevitably, greater results.”



Death by Meetings

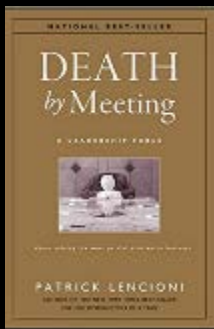
Patrick Lencioni's "Death by Meeting"

- To improve your meetings:
 1. Add drama
 2. Add structure



Death by Meetings

- How Do I Add Drama to Meetings?
 - The Hook – Give your audience a reason to care
 - Mine for Conflict
 - It is both natural and productive for disagreements to occur. Resolving these issues makes a meeting productive
 - Real-time permission



Death by Meetings

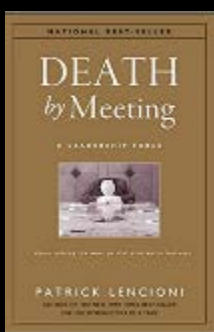
Healthy Conflict IS NOT

Adversarial
Hostile
About the person
Winning or losing

Healthy Conflict IS

Respectful
Focused listening and learning
Dynamic and engaging
Sharing of information

“Avoiding the issues that merit debate and disagreement not only makes the meeting boring; it guarantees that the issues won’t be resolved. This is a recipe for frustration, which manifests itself later in the form of unproductive personal conflict, or politics.”

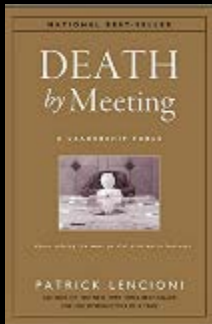


Death by Meetings

How Do I Add Structure to Meetings?

- Avoid “Meeting Stew”
 - Tendency to throw every type of issue that needs to be discussed into the same meeting
 - Division meetings
 - Staff meetings

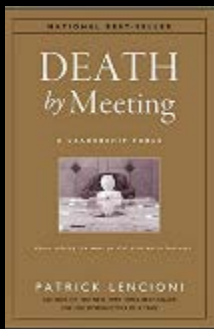




Death by Meetings

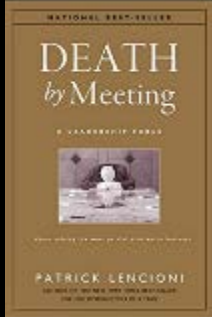
How Do I Add Structure to Meetings?





Death by Meetings

- The Myth of Too Many Meetings
 - “The solution to meetings is not to stop having them, but rather to make them better. Because when properly utilized, meetings are actually time savers.”
 - “Communication challenges increase dramatically as does the potential for wasting time and energy when we fail to get clarity and alignment during meetings.”



Death by Meetings

A Model for Effective Meetings



Problem #1:
Boring Meetings

Solution: Use drama and conflict



Problem #2:
Ineffective Meetings

Solution: Use 4 types of meetings
for contextual structure



Use the Hook



Mine for Conflict



Daily Check-in



Weekly Tactical

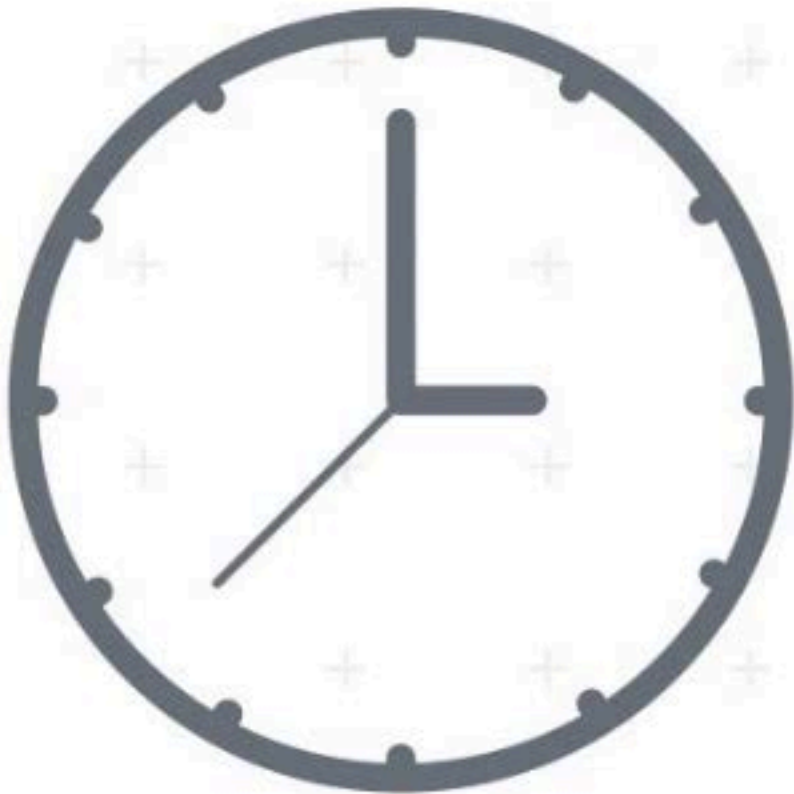


Monthly/ Ad-hoc
Strategic



Quarterly
Off-site Review

Effective Meetings

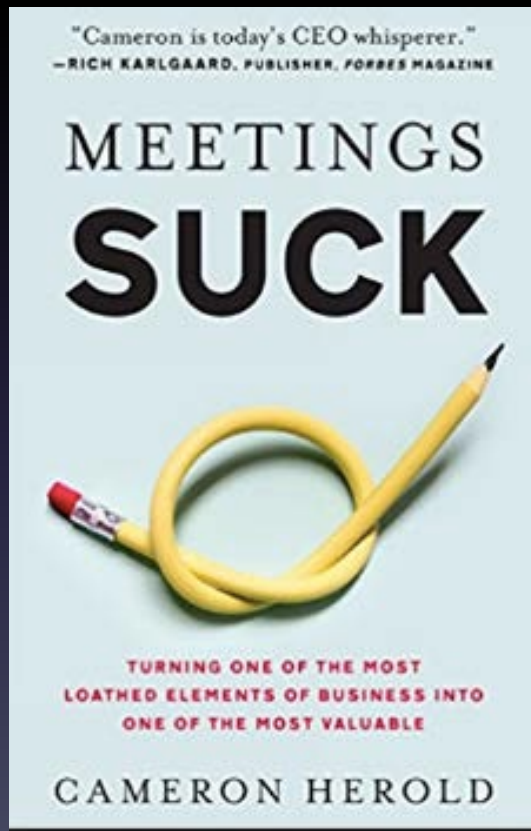


*A meeting is an event at
which the minutes are
kept and the hours lost*

~ Unknown

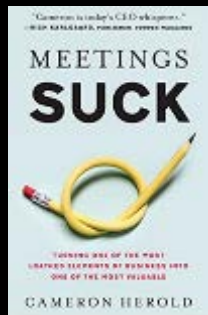
Effective Meetings

“Meetings Suck”



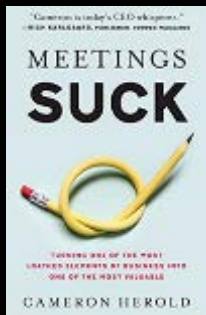
Cameron Herold





Effective Meetings

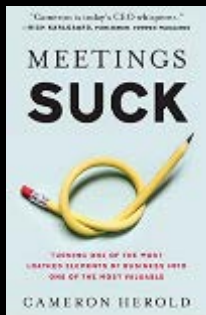
- Key Principles for effective meetings
 - Value
 - Agenda
 - Structure/Type of Meeting
 - Meeting style
 - Personality Types
 - Time
 - Fostering Conversation
 - Know Your Role



Effective Meetings

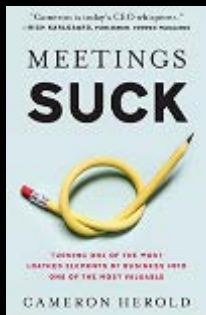
$$\frac{\text{What You Get}}{\text{What You Give Up}} = \text{Value}$$

- Leader must create positive, valuable meetings
- Attendees must give and receive value
- If no value, they should not attend



Effective Meetings

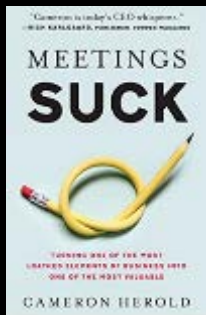
- Agenda
 - Keep your agenda simple, short, and sweet
 - Publish prior to the meeting
 - Document goals
 - Purpose of the meeting
 - Desired outcomes of the meeting
 - Meeting style



Effective Meetings

- Four Benefits of Agenda
 - Introverts are Engaged
 - Time is Maximized
 - Only Essential Employees Participate
 - People Learn to Opt Out
 - Your Team Comes Prepared

“No Agenda, No Attenda”



Effective Meetings

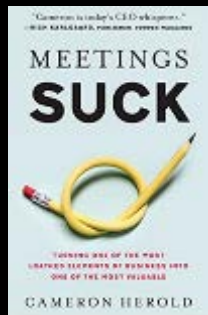
Types of Meetings

Death by Meetings

- Daily Check-in
- Weekly Tactical
- Monthly Strategic
- Quarterly Off-site

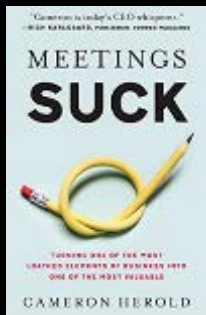
Meetings Suck

- Daily Huddles
- Weekly Goal Setting/Review
- Weekly Strategy Meeting
- Weekly Action Review
- Monthly Financial Review
- Quarterly Board of Advisors
- Yearly & Quarterly Meeting



Effective Meetings

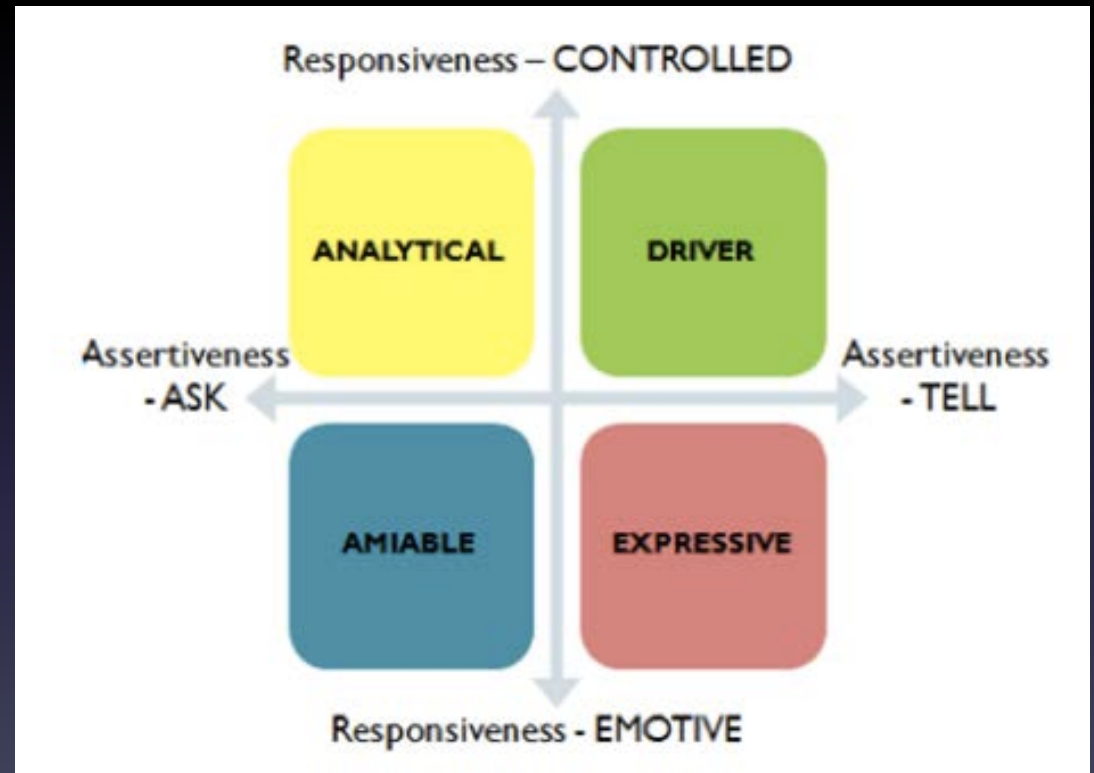
- Meeting Styles
 - Information sharing
 - Creative discussion
 - Consensus decision
- Miscommunication and misplaced expectations usually lead to the “cons” of meetings.
- As the organizer of the meeting, it’s incumbent upon you to communicate clearly and set the right expectations for the team.

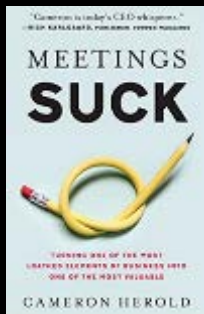


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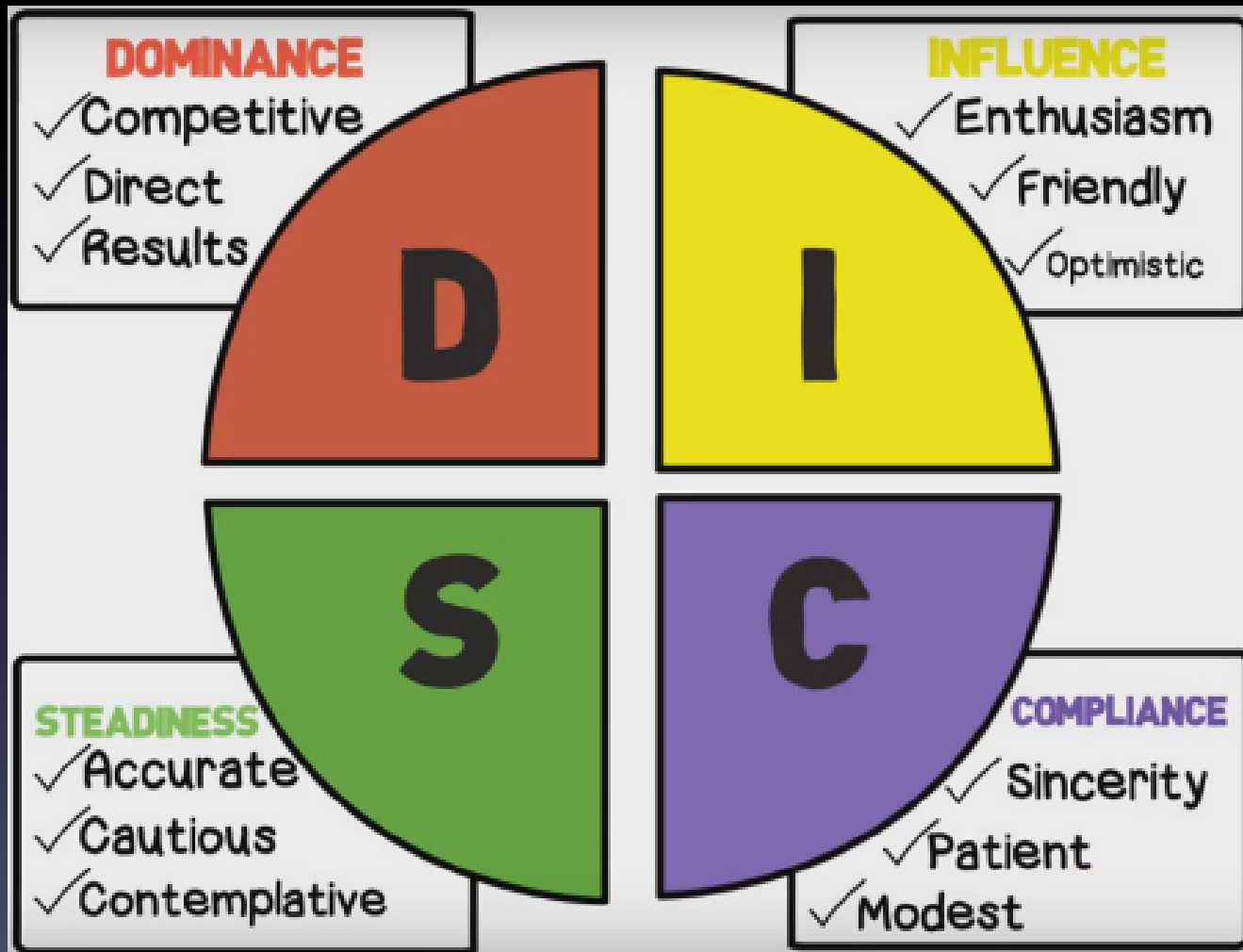
Personality Styles

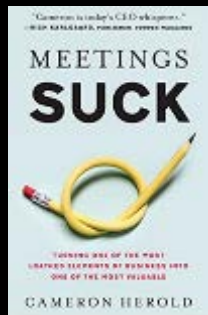
- Dominant
- Expressive
- Analytical
- Amiable





Effective Meetings

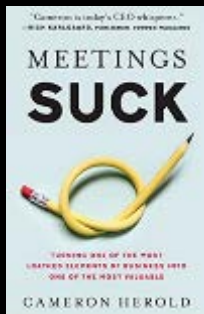




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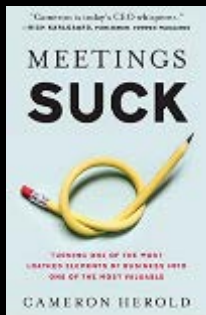
- Time
 - The leader **must** set the expectation that being on time means showing up 5 minutes early
 - Tardiness isn't acceptable. It is a sign of disrespect
 - Think like a CEO
 - Consider efforts to “compress time”

Effective Meetings



Parkinson's Law:

"Work expands to fill the time available for its completion."



Effective Meetings

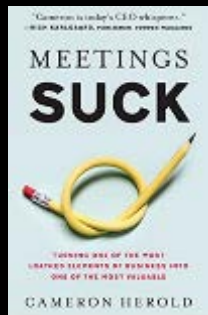
PARKINSON'S LAW

NO27

DEVOLUTIONS, INC. & PATRICK DESILETS



SYSADMINOTAUR



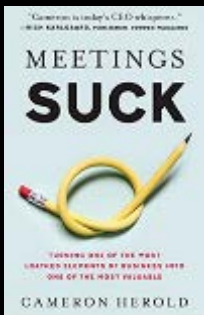
Effective Meetings

- Fostering Conversation
 - Healthy conflict is good and necessary
 - The best thing that you can do as a leader is first to hold your ideas back until the end.
 - Too often, leaders offer their ideas first, which often prevents others from sharing their ideas

**LEADERS WHO DON'T
LISTEN WILL EVENTUALLY
BE SURROUNDED BY
PEOPLE WHO HAVE
NOTHING TO SAY**

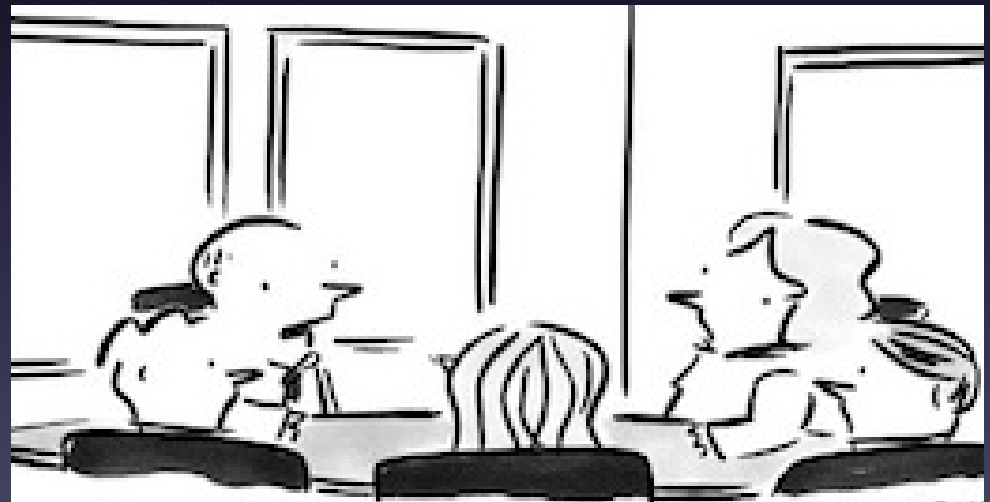
ANDY STANLEY
SMARTLEADERSHIP

Effective Meetings



Meeting Roles

- Moderator
- Parking Lot
- Timekeeper
- Participants
- Closer



"OK, now that we all agree, let's all go back to our desks and discuss why this won't work."

Effective Meetings

“Bad meetings, and what they indicate and provoke in an organization, generate real human suffering in the form of anger, lethargy, and cynicism. And while this certainly has a profound effect on organizational life, it also impacts people’s self-esteem, their families, and their outlook on life.”