

Meetings: Milestones Along the Pathway to Action

A meeting is a microcosm of the team's or organization's culture. By improving the way people meet, the leader helps build a collaborative culture.

A meeting is any time two or more people work together to:

- Give/gather information
and/or
- Take action (planning, problem-solving, decision-making)



Facts About Meetings

- Managers will spend more than one-half of their working life attending, conducting, preparing for and following up on meetings.
- More than 25 million meetings take place every day in the United States alone.
- Almost one-third of all meetings are considered unnecessary by the people who attend them.

Purpose of the Meeting

The meeting purpose answers the question, “Why meet?” Effective purpose statements or outcomes tell prospective participants what they will be accomplishing at the meeting.

People meet for many reasons:

INFORMATION-ORIENTED	ACTION-ORIENTED
<ul style="list-style-type: none">• Inform• Track progress• Report• Update• Socialize• Learn• Celebrate	<ul style="list-style-type: none">• Make decisions• Analyze• Plan• Team-build• Solve problems• Evaluate performance• Conciliate

Some meeting topics (e.g., scheduling project activities) are action-oriented. They require a decision or a series of discussions. Others (e.g., how to operate the new copier) are information-oriented. No decisions are required, but the information may be used for future action. Most meetings combine aspects of both.



Stakeholder Analysis

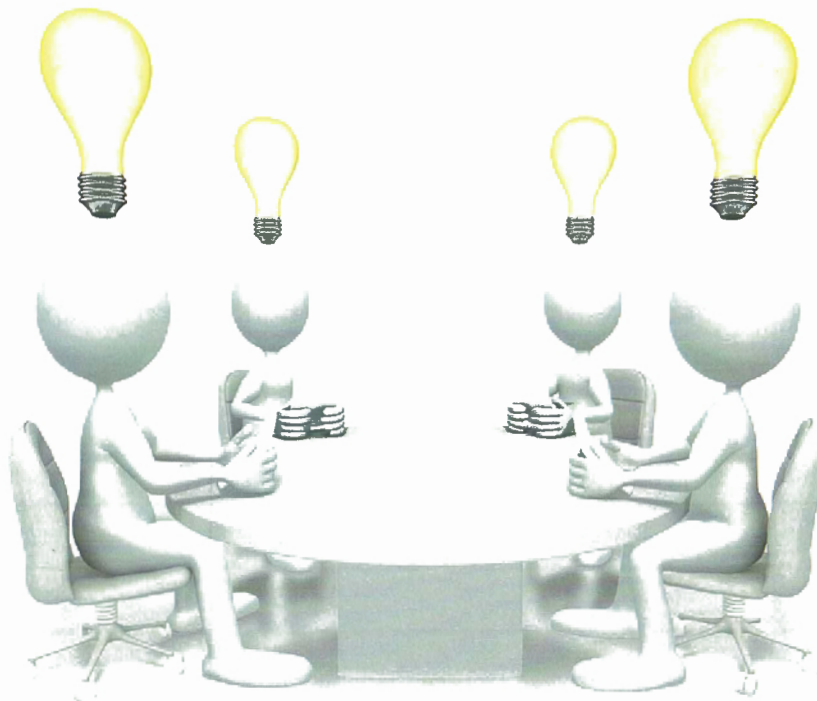
Conducting a stakeholder analysis answers the questions, “Whose input is appropriate and should attend the meeting? What is the ‘win’ for the stakeholder?”

Seek Maximum Appropriate Involvement

From whom is it appropriate to seek involvement?

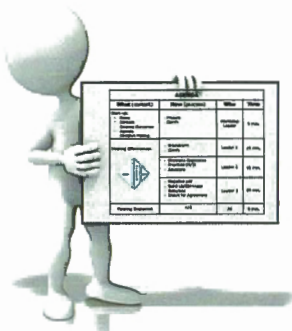
A *Key Stakeholder* is any person (or group of people) who:

- Is responsible for the final decision.
- Is in a position to implement the decision or prevent it from being implemented.
- Is likely to be affected by the outcome of the decision.
- Has information or expertise.



The Impact of Planning on the Success of Meetings

Facilitative leaders spend as much time preparing for a meeting as they spend in the meeting itself.



The centerpiece of the meeting-planning process is the *agenda*. An agenda is a roadmap that outlines meeting topics, how they will be addressed, by whom, and when.

Key Elements for Planning Your Meeting

Facilitative leaders identify the purpose of the meeting and conduct a stakeholder analysis before answering four questions that lay out the foundation for an effective agenda.

1. Desired Outcomes

What outcomes does the meeting aim to achieve?

4. Identify Roles

Who will perform the various meeting roles?

AGENDA			
What (content)	How (process)	Who	Time
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
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_____	_____	_____	_____

2. Decision-Making Process

How will decisions be made and what process will be used?

3. Time

How much time is needed?

Desired Outcome Statements

A desired outcome is what your meeting aims to achieve, the expected result. A desired outcome statement answers the question, “What will we know, understand or be able to do by the end of this meeting?”

Two Kinds of Outcomes

Knowledge	Products
<ul style="list-style-type: none"> • Awareness of... so that... • Understanding of... so that... 	<ul style="list-style-type: none"> • Lists • Products • Decisions • Agreements

What They Look Like

- Brief, written statements
- Specific and measurable
- From the perspective of the participant
- Verbs not nouns



Examples

By the end of this meeting, we will have:

- Agreed on key problems with our current attendance system.
- Decided and developed an action plan on how to reduce spending by 10%.
- Developed an understanding of the revised fire drill procedures so that we ensure full safety of our students.

(group name)

(title of meeting)

(date)

(time)

(location)

Outcomes

By the end of this meeting, we will have:

- 1.
- 2.
- 3.
- 4.
- 5.

AGENDA

	Content	Process	Time	Who (Facilitator)
	Welcome	Share		
	Set-up Outcomes Agenda Roles Decision-making Ground Rules	Present Clarify Agree		
	1.			
	2.			
	3.			

4.			
5.			

Staff Development Team Meeting

May 3, 2010

Upcounty Regional Services Center – ODT Training Room

8:30 a.m. – 2:30 p.m.

Outcomes

By the end of this session, we will have:

1. celebrated our successes
2. discussed procedures for reserving and checking out office resources and materials
3. decided how individuals and the office will use the new voice mail system
4. evaluated the current process and procedures for recording SES Team meeting minutes
5. had an opportunity to share issues, upcoming events, and insights
6. selected summer training teams for the SES specialists
7. shared what we are doing with our schools, committees, and teams
8. heard about the Early Literacy training and our involvement in the project
9. recommended a training design framework for new QMC schools
10. been updated on the IHPSDT focus group feedback data
11. evaluated the effectiveness of our meeting

AGENDA

	What	Time	How	Who
	Set-Up Outcomes Agenda Roles Decision-making Ground Rules	8:30 – 8:35 5"	Present Clarify Agree	Bill
1.	Celebrate	8:35 – 9:00 25"	Present	All
2.	Office Resources and Materials	9:00 – 9:15 15"	Present Clarify	Lisa
	--- Break ---	2:05 – 2:20 15"	Enjoy	
3.	Voice Mail Consensus - Fallback	9:15 – 9:30 15"	Present Clarify Discuss Agree	Stacy
4.	Meeting Minutes Consensus - Fallback	9:30 – 9:45 15"	Present Discuss Advocate Decide	Janice
5.	Issues, Events, and Insights	9:45 – 10:00 15"	Present	All

--- Break ---	10:00 – 10:15 15"	Enjoy	All
6. Training Teams Consensus - Fallback	10:15 – 10:45 45"	Present Clarify Discuss Agree	John
7. Schools, Committees, and Teams	10:45 – 11:15 30"	Share	All
8. Early Literacy	11:15 – 11:35 20"	Present Clarify	Jane Linda
--- Lunch ---	11:35 – 1:00 1' 25"	Enjoy	All
9. QMC Framework Gather Input From Team	1:00 – 1:30 30"	Present Clarify Discuss Add Advocate Recommend	John
10. IHPSDT Feedback Data	1:30 – 1:50 20"	Present Clarify	Sharon
11. Evaluate	1:50 – 2:00 10"	Plus/Delta	Russ

Note:

- All SES members are requested to attend the meeting until "break time." Instructional specialists will continue meeting after break, but all members are welcome to stay.
- Next SES Team Meeting: June 1, 2010 – 1:00 p.m. – 4:00 p.m. – ODT Training Room
- The June 8th SES Team Meeting is cancelled, due to MSDE F.L. T4T training
Keep this date reserved for training preparation.