

# Managing Meetings Effectively

A student-oriented workshop.



Prepared by...

**DR. DENNIS  
SWEENEY**

**KATHLEEN  
BOYLAN**

**CHRISTIE  
CHESTER**

**COLLEEN  
CUNNINGHAM**

**MELISSA  
DRANZO**

**STEVE  
EDNER**

**APRIL  
FLEESON**

**ANN  
FOSNAUGHT**

**PAULA  
HAVRILESKO**

**COURTNEY  
JONES**

**MARY ANN  
KUSHNER**

**ROSE  
LADEBU**

**IVA  
LARKIN**

**KRISTEN  
LIPPENCOTT**

**FRANK  
MALASPINA**

**JOE  
MASER**

**MELISSA  
RISKO**

# **WORKSHOP GOALS**

At the end of this workshop you will have enhanced your knowledge of...

- How to plan for a meeting.
- How to prepare an effective meeting agenda.
- How to manage discussions.
- How to control a group so they can effectively reach decisions.
- How to be effective in making task and work assignments.

# **AGENDA**

Annual Meeting of the Board of Student Government Presidents  
Managing Meetings Effectively  
Saturday, April 28, 2001  
Start time: 1:30

Action items.

Preparation: Dr. Dennis Sweeney's Advanced Industrial  
Psychology Class

Presentation: Colleen Cunningham; Mary Ann Kushner

- Introduction and overview
- Managing Meeting Content
  - Meeting preparation
  - Agendas
- Managing Discussions
  - Opening
  - Controlling discussions
  - Problem participants
- Decision making
  - Brainstorming
  - Negotiating
- Delegation
  - How to delegate
  - Key steps
- Discussion and evaluation

End time: 2:45

# **PREPARING FOR A MEETING**

## 1. HAVE A CLEAR MEETING PURPOSE

- Should refer to clear, important outcomes.
- Should be able to state this in a few lines.
- When completed, the meeting should end.

### Examples

*When we are finished today we will have agreed on how to raise \$2,000 for the Washington trip.*

*At the end of this meeting we will have*

- ✓ *Reviewed and approved the financial statements*
- ✓ *Made committee assignments.*
- ✓ *Approved the expenditure of funds for the new conference table.*



# PREPARING FOR A MEETING



## 2. REMINDERS

- Do this 12 - 24 hours before the meeting.
- Remind participants.
  - ✓ Tell the topic.
  - ✓ Tell key issues.
- Remind presenters.
  - ✓ What they are responsible for.
  - ✓ Timing.

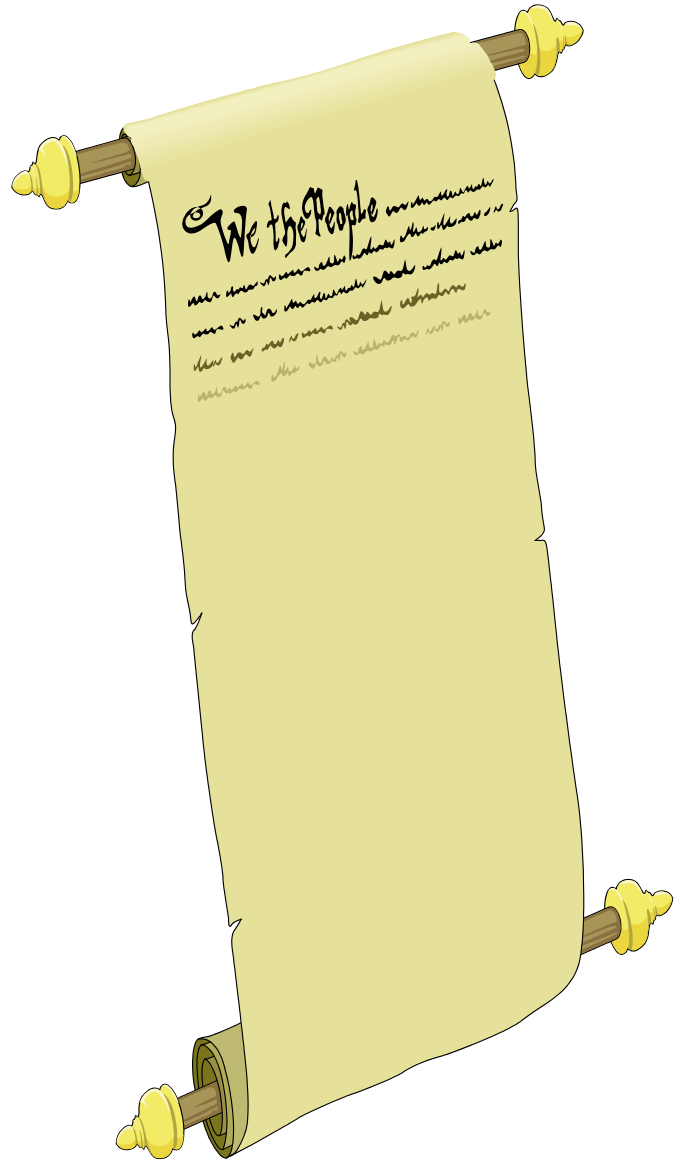
# **USING THE AGENDA**

## 1. USES

- To focus discussion.
- To limit discussion.
- To manage time.
- As a TO DO list.
- Outline for recorder.

## 2. TECHNIQUES

- Post publically.
- Talk to the public agenda.
- Check off items as completed.
- Use a TOPIC KEEPER.
- Summarize agreements.
- Summarize assignments.



**Society for Prevention of Cruelty to Faculty  
February 30, 2002  
6:00 PM, Student Union, Room 555**

Objective: At the end of this meeting we will have  
Accepted self-esteem survey report.  
Approved the banquet location  
Developed a revised plan for assigning parking places.

Action items:

Les Ego	Self-esteem survey results.
Wanda Fish	Banquet recommendations.

Agenda.

Lash D. Whip	Announcements (5 minutes)
Write Spelling	Review & approve January minutes. (5 minutes)
Franc Shilling	Treasurer's report. (3 minutes)
Lottie Peoples	Membership Chair report (2 minutes)
Les Ego	Self-esteem survey (20 minutes)
Wanda Fish	Banquet (20 minutes)
Park D. Carr	Parking plan (30 minutes)
Lash D. Whip	Summary and close (5 minutes)

End time: 7:30

# **OPENING THE MEETING**

- Start on time.
- Have a clear starting ritual.
- Don't wait for stragglers.
- Don't review for stragglers.





# **DISCUSSION MANAGEMENT**

## 1. DISCUSSION DOS

- ☺ Use Positive Reinforcement.
- ☺ Use the PASS THE PENCIL technique to ensure full participation.
- ☺ Call on people by name.
- ☺ Use small groups to develop ideas instead of one large group.
- ☺ Use the POSITIVE ALTERNATIVE APPROACH in response to off-the-wall ideas.
- ☺ Use anonymous voting for controversial issues.
- ☺ Use a CHARTING technique during discussions.

## 2. DISCUSSION DON'TS

- ☹ Criticize people.
- ☹ Ignore people, no matter how strange the idea.
- ☹ Embarrass people.

# **DISCUSSION MANAGEMENT**

## MEETING KILLERS

○ Independent discussions.

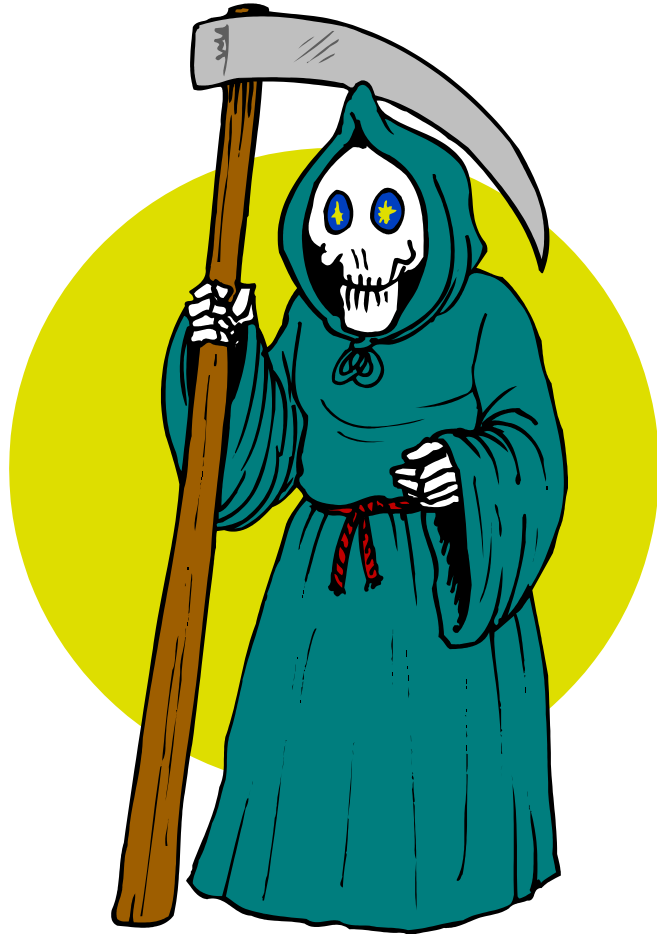
- ✓ Remind people of the agenda topic.
- ✓ Invite people to do this after the meeting.
- ✓ Invite people to do this outside.

○ Talkover

- ✓ Ask for one person at a time and give floor to first person.

○ Engage in ONE-ON-ONES

- ✓ Police yourself, don't engage in single person conversations.
- ✓ Ask the TOPIC KEEPER to keep you in line.



# Problem Participants



## THE TALKER

### Diagnosis:

This is the person who loves the sound of his voice and will speak up for no real reason other than to talk about any and every topic whether or not he has anything substantial to contribute. The person may go off on a tangent and take the entire meeting along.

### Treatment:

1. Point to the agenda and keep the person focused on this topic.
2. Interrupt, summarize the person's comments, chart them, and ask for another person's comments.
3. Tell the person that time is limited and you need to move on.
4. Establish clear rules for talking time. Use an egg timer and limit people to 30 seconds.

# Problem Participants

## THE CONFRONTER



### Diagnosis:

This is the person who will argue for the sake of arguing and find fault for the sake of discovering problems. The person is not diplomatic and has the tendency to be argumentative, emotional, opinionated, and confrontational.

### Treatment:

1. Keep your cool.
2. Listen to the person's comments, summarize them, chart them, and ask for another person's comments.
3. If the person is interpersonally abrasive, tell the person, privately, that the behavior is not acceptable.
4. Establish clear rules and standards for how to disagree without being disagreeable by using the POSITIVE ALTERNATIVE approach.

# Problem Participants

## THE DRIFTER



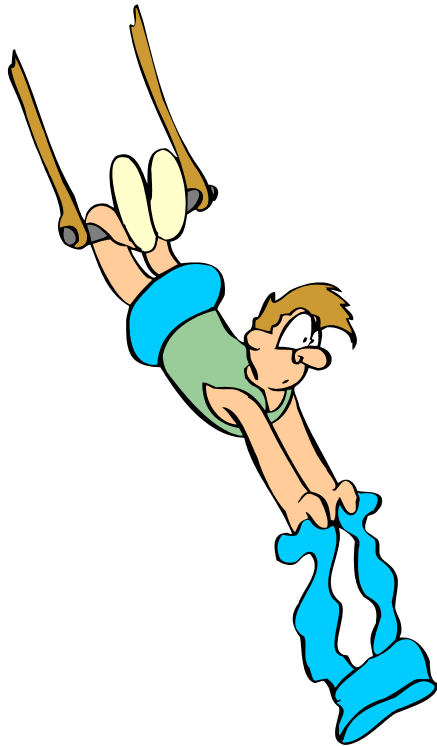
### Diagnosis:

This is the person who never seems to be involved in meetings. This individual frequently misses key points and information and then complains that no one tells him anything.

### Treatment:

1. Privately, ask the person if there is a problem. Frequently, apparent lack of interest is a symptom of some problem.
2. Tell the person that his/her active participation is important.
3. Assign the person some active role in meetings.
4. Call on the person periodically for comments.

# Problem Participants



## THE CREATIVE

### Diagnosis:

This person constantly develops creative and unusual ideas that are completely unfeasible. Typically the individual is an enthusiastic, active participant.

### Treatment:

1. Acknowledge the person's ideas and write them down.
2. Identify relevant elements of the person's ideas and ask the person or group to build on them.

# **DECISION MAKING: Brainstorming**

## STEPS FOR EFFECTIVE BRAINSTORMING

1. Have a well defined and clearly stated issue.
2. Write the issue or problem in a prominent place where everyone can see it.
3. Give people a brief period of time to think about approaches.
4. Begin brainstorming using the following guidelines.
  - Encourage quantity of ideas.
  - Encourage building on others' ideas: Piggybacking.
  - Prohibit criticism.
  - Encourage freewheeling and creativity.
5. Write each idea where all can see it. As an alternative, have each person write his or her ideas on a 5 x 8 card and post these cards where all can see them.
6. Combine similar ideas.
7. Have people vote for the best ideas.
8. Identify the top three or four ideas and separate them from the others.
9. Have an open discussion of the pros and cons of the top ideas.
10. Vote on or select the top idea.

# **DECISION MAKING: Brainstorming**

### 1. BRAINSTORMING DOS

- ☺ Focus on developing a lot of ideas.
- ☺ Encourage novelty and creativity.
- ☺ Manage the brainstorming process without becoming too involved in the content.
- ☺ Keep the group focused on developing ideas.
- ☺ Use positive reinforcement and humor to keep the discussion alive.
- ☺ Keep the group moving.

### 2. BRAINSTORMING DON'TS

- ☹ Allow criticism of ideas.
- ☹ Allow excessive dead time.
- ☹ Allow one person to monopolize the ideas or discussion.
- ☹ Allow your personal preferences to influence the discussion.



# **DECISION**

# **MAKING:**

# **Negotiating**



## STEPS FOR EFFECTIVE NEGOTIATING

1. Clearly identify the issue being discussed.
2. Allow each person to state his/her case or point of view.
3. As people present their ideas, identify positions and ideas that overlap.
  - List the areas of agreement.
  - Clarify muddy issues and points.
4. List the areas of disagreement.
5. Encourage people to either compromise or concede points.
6. Seek conciliation and trade offs.

# **DECISION MAKING: Negotiating**

## 1. NEGOTIATING DOS

- ☺ Focus on identifying areas of agreement.
- ☺ Value disagreement with ideas or proposals. This leads to growth.
- ☺ Keep the discussion focused on the issues, not people.
- ☺ To indicate personal involvement, use words or phrases like,  
  
*I understand that you mean...'*
- ☺ State what people say and ask for agreement to make sure that everyone understands the point.  
  
*Pat, you said that we should change the allocation, do you mean increase it or decrease it?*
- ☺ Use positive reinforcement and humor to keep the discussion from becoming personal.
- ☺ Clarify the agreement(s) so that there is no ambiguity.

## 2. NEGOTIATING DON'TS

- ☹ Allow criticism of people.
- ☹ Allow one person to monopolize the ideas or discussion.
- ☹ Allow your personal preferences to influence the discussion.
- ☹ Fail to document the agreements.

# **DELEGATION: Making task assignments**

## 1. WHAT IS DELEGATION?

The process of getting another person to complete a task that you would have done.

## 2. PLANNING FOR A DELEGATED ASSIGNMENT.

### What to delegate

#### ✓ Do delegate

- Complete tasks
- Projects

#### ✓ Don't delegate

- Confidential tasks
- Crisis tasks

### Selecting a delegatee

#### ✓ Use someone who has the skill or experience.

#### ✓ Use someone who has time.

#### ✓ Use someone who wants to become involved.

# **DELEGATION: Making task assignments**

## STEPS FOR EFFECTIVE DELEGATION

1. State or clarify the purpose of the delegated project.
2. State or clarify the nature of the project.
  - Goals or expectations.
  - Why the project is important.
  - Why the person is a good choice for the job.
  - Due date.
  - Limitations in resources.
3. Ask the person if he/she has any questions.
  - Technical questions.
  - Process questions.
  - Scheduling or time questions.
  - Resource questions.
4. Deal with concerns.
  - ‘I don’t have the time...’
  - ‘I don’t know how...’
  - ‘I need help...’
5. Clearly state deadlines and due dates.
  - Summarize the project.
  - What needs to be done by the next meeting.
6. Set a follow-up date to review the project.

# **DELEGATION: Making task assignments**

## 1. DELEGATION DOS

- ☺ Encourage the flow of information to people who have delegated tasks.
- ☺ Focus on what the person is going to accomplish, not on how she/he should accomplish it.
- ☺ Make sure that the person has the necessary resources.
- ☺ Delegate the whole task to one person.
- ☺ Set up times to meet and review progress.
- ☺ Give the delegatee full credit for accomplishments.

## 2. DELEGATION DON'TS

- ☹ Try to tell the person exactly how to do the task.
- ☹ Do all of the talking, allow the person time to ask questions.
- ☹ Fail to point out possible snags and pitfalls.
- ☹ Hog the glory or look for scapegoats.
- ☹ Fail to give the person required information or resources.

Please take a couple of minutes to complete the following evaluation of this workshop.

<b>Use the following rating scale for these questions.</b>					
<b>SA = Strongly Agree   A = Agree   N = Neutral   D = Disagree   SD = Strongly Disagree</b>					
I learned valuable information on how to...					
Plan for a meeting.	SA	A	N	D	SD
Prepare and use a meeting agenda.	SA	A	N	D	SD
Manage discussions.	SA	A	N	D	SD
Control a group so they can reach decisions.	SA	A	N	D	SD
Make task and work assignments.	SA	A	N	D	SD

The material was presented clearly.	SA	A	N	D	SD
The workshop materials were useful.	SA	A	N	D	SD
I would recommend this program to other student leaders.	SA	A	N	D	SD

<p>What information did you find to be most helpful?</p>     
<p>What recommendations do you have for improving this workshop?</p>     

# **WORKSHOP GOALS**

At the end of this workshop you will have enhanced your knowledge of...

- How to plan for a meeting.
- How to prepare an effective meeting agenda.
- How to manage discussions.
- How to control a group so they can effectively reach decisions.
- How to be effective in making task and work assignments.

**Society for Prevention of Cruelty to Faculty**  
**February 30, 2002**  
**6:00 PM, Student Union, Room 555**

Objective: At the end of this meeting we will have  
Accepted self-esteem survey report.  
Approved the banquet location  
Developed a revised plan for assigning parking places.

Action items:

Les Ego	Self-esteem survey results.
Wanda Fish	Banquet recommendations.

Agenda.

Lash D. Whip	Announcements (5 minutes)
Write Spelling	Review & approve January minutes. (5 minutes)
Franc Shilling	Treasurer's report. (3 minutes)
Lottie Peoples	Membership Chair report (2 minutes)
Les Ego	Self-esteem survey (20 minutes)
Wanda Fish	Banquet (20 minutes)
Park D. Carr	Parking plan (30 minutes)
Lash D. Whip	Summary and close (5 minutes)

End time: 7:30



# STEPS FOR EFFECTIVE BRAINSTORMING

1. Have a well defined and clearly stated issue.
2. Write the issue or problem in a prominent place where everyone can see it.
3. Give people a brief period of time to think about approaches.
4. Begin brainstorming using the following guidelines.
  - Encourage quantity of ideas.
  - Encourage building on others' ideas: Piggybacking.
  - Prohibit criticism.
  - Encourage freewheeling and creativity.

5. Write each idea where all can see it. As an alternative, have each person write his or her ideas on a 5 x 8 card and post these cards where all can see them.
6. Combine similar ideas.
7. Have people vote for the best ideas.
8. Identify the top three or four ideas and separate them from the others.
9. Have an open discussion of the pros and cons of the top ideas.
10. Vote on or select the top idea.

# STEPS FOR EFFECTIVE NEGOTIATING

1. Clearly identify the issue being discussed.
2. Allow each person to state his/her case or point of view.
3. As people present their ideas, identify positions and ideas that overlap.
  - List the areas of agreement.
  - Clarify muddy issues and points.
4. List the areas of disagreement.
5. Encourage people to either compromise or concede points.
6. Seek conciliation and trade offs.

# STEPS FOR EFFECTIVE DELEGATION

1. State or clarify the purpose of the delegated project.
2. State or clarify the nature of the project.
  - Goals or expectations.
  - Why the project is important.
  - Why the person is a good choice for the job.
  - Due date.
  - Limitations in resources.
3. Ask the person if he/she has any questions.
  - Technical questions.
  - Process questions.
  - Scheduling or time questions.
  - Resource questions.

4. Deal with concerns.

- 'I don't have the time...'
- 'I don't know how...'
- 'I need help...'

5. Clearly state deadlines and due dates.

- Summarize the project.
- What needs to be done by the next meeting.

6. Set a follow-up date to review the project.