

**WE'VE
GOTTA
STOP
MEETING
LIKE THIS!**
HOW TO RUN AN EFFECTIVE MEETING

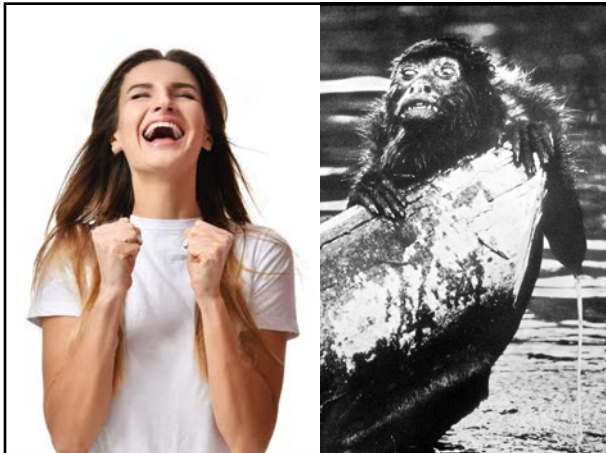
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ACEP's Directors Academy VR
2020 – 2021

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**“80% of success
is showing up.”**

Woody Allen

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Why are meetings so bad

Dealing with socializers:

Eliminating parallel play

After this video, please describe what went wrong.

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Choose 1, 2, or 3

- 1. If I didn't have to go to so many meetings, I would like my job more**
- 2. Meetings are the low point of my day!**
- 3. Meetings are the high point of my day!**

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Monetary value of meeting time
“opportunity cost”

- 10 hours / week x
- 46 weeks x
- \$175 per hour =
- 100 participants →

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\$8,050,000

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That’s OK if meetings are valuable, but...

78 % said:

“Meetings are a waste of time!”



Communispond Poll of
471 Management Leaders

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Learning to lead meetings:
How did you get your training?

- I’ve observed how not to...
- OTJ, by trial and error
- I’ve gone to a course (AAPL, EDDA, MBA, MMM, MHA...)
- I 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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What makes them so bad?
Characteristics Of Bad Meetings

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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:

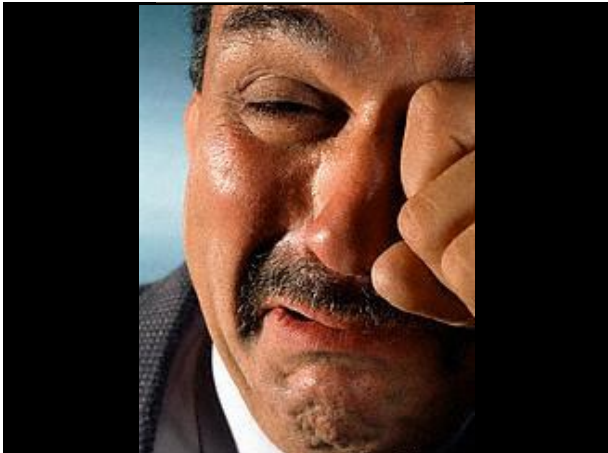
- Well-Conducted
- Time Efficient
- Meaningful
- Focused

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OBJECTIVES

- To have or not to have a meeting
- How to prepare in advance
- How to conduct a meeting
- Avoiding traps and terrorists
- What to do after the meeting ends

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To have or not to have...

Is it necessary?

Can it be avoided?



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- Greater involvement confuses the issues or (GM)
- “Too many cooks spoil the pot”



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Two reasons for meetings

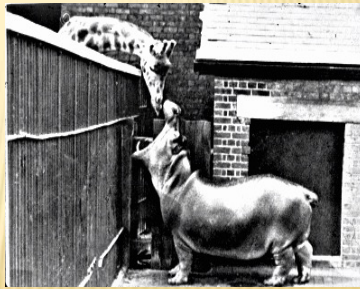
- Problem Solving
 - Input = “Buy-in”
 - If you don’t need the group’s input (“buy-in”), then it isn’t necessary to have a problem-solving meeting.



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Two reasons for meetings

- Problem solving
- Information exchange



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Good meetings are well-planned events, that value the time and efforts of the participants...

Bad meetings...



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Why are meetings so bad

Poor preparation: We've gotta stop meeting like this!

After this video, please describe what went wrong.

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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 a promotional tool
- Circulate in advance

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ED Scribes

- No Agenda
- Meet between 8 and 9 to discuss ED Scribes
- Discuss pros and cons of ED Scribes

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ED Scribes

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

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ED Scribes

- Discuss Goals
- Describe existing programs
- List personnel, equipment, credentialing
- Define training, roll-out and education
- Determine “make vs. buy”

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ED Scribes

- Discuss Goals
- Describe existing programs
- List personnel, equipment, credentialing
- Define training, roll-out and education
- Determine “make vs. buy”
- Discuss roadblocks to program success

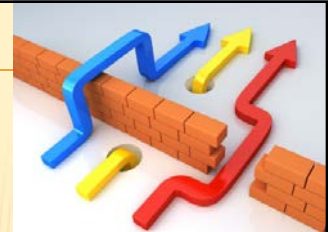


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ED Scribes

Putting Roadblocks to success at end

- Creates earlier success by allowing “suspension of disbelief”
- Gives “Naysayers” their opportunity



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Effective agendas avoid pandemonium

- An organized roadmap
- Sequential – Easy issues early
- Accomplishable

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ED Scribes

- Discuss Goals
- Describe existing programs
- List personnel, equipment, credentialing
- Define training, roll-out and education
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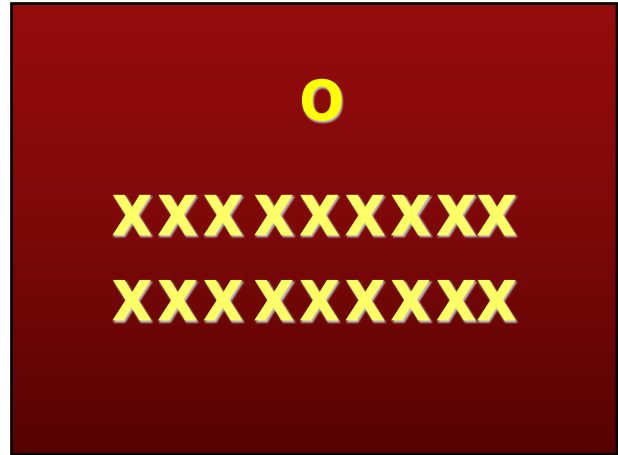
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Prepare by:
Setting the setting

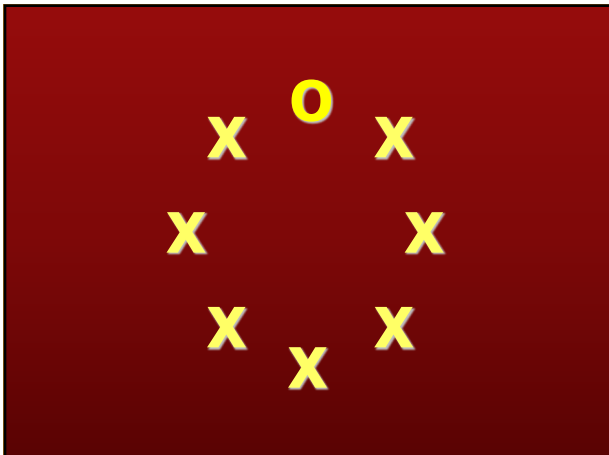
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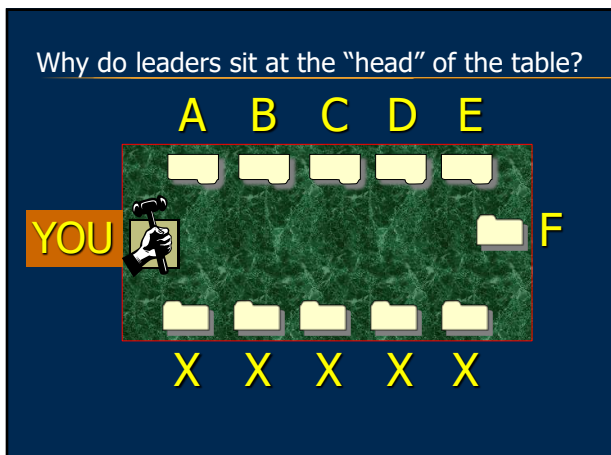
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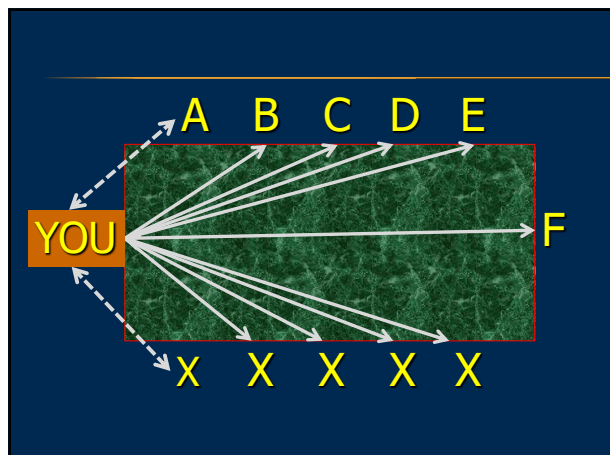
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Unless the affected participants
are part of the plan,
they will not support the solution.
(Its slower, but the solution lasts.)
Input = “buy-in”

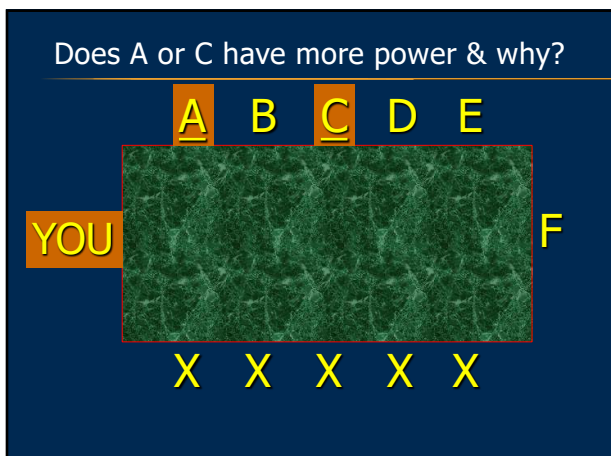
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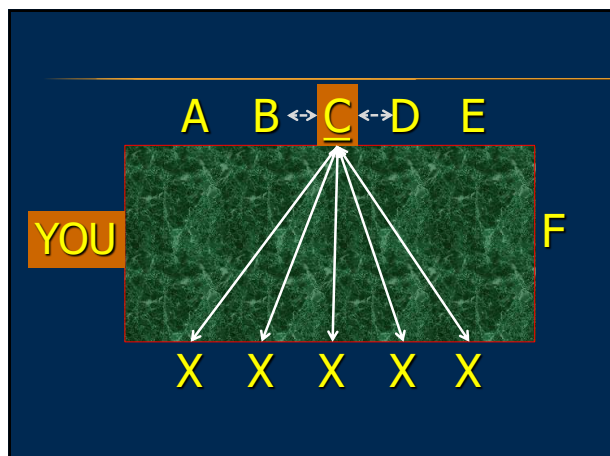
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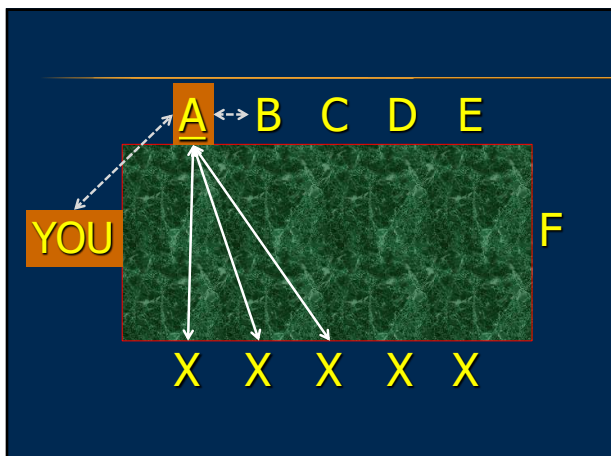
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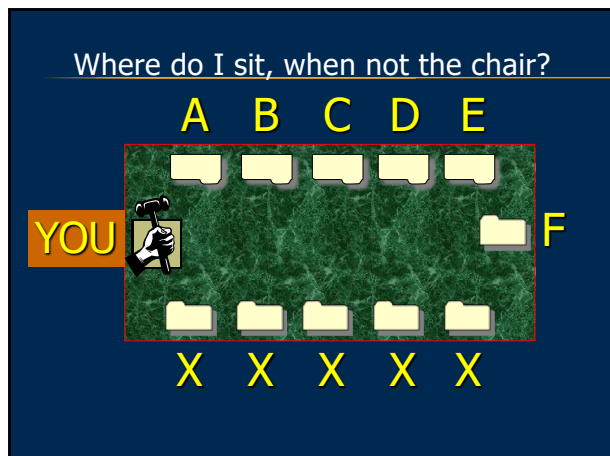
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Where would you put
a) two gabbers, b) a pontificator?

A B C D E

YOU F

X X X X X

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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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Running the meeting

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

Meeting with Success
Norman Sigband

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Create a positive first impression

Set the tone

“We must climb to the hilltop”

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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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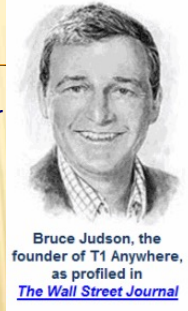
LEADERSHIP

is the ability to help the group recognize and accomplish the group's goals, (not the leader's)

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The Chair's Role

- Is not to accomplish his/her goals, but to accomplish the group's goals.
- If convinced of a particular solution and the issue is controversial, then know the outcome in advance...



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If it's really important to you, employ pre-meeting "jaw-boning"



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"Either she goes, or I go!"

Take a stand only when you know the outcome.

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Blanchard's One Minute Manager

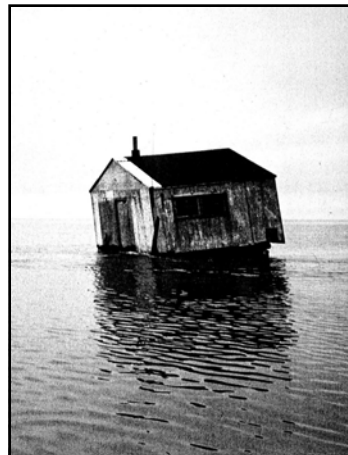
- No clear agenda
- Too long
- Wandering

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Drifting Discussion

Participants: "It's just not my job."

Leaders: "I don't want to be overbearing."



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Why are meetings so bad

Dealing with digression: Getting the derailed train back on the track

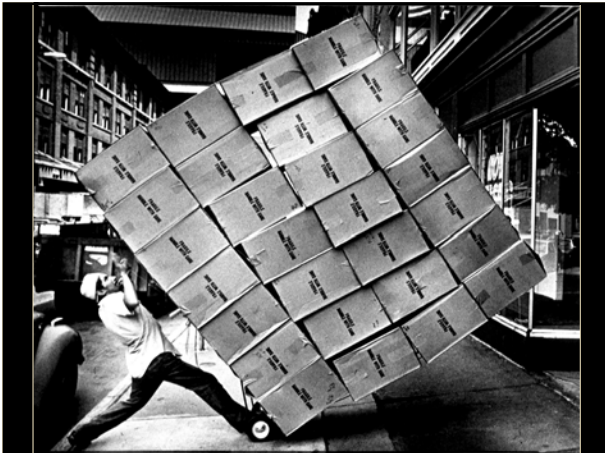
After this video, please describe what went wrong.

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Refocusing the Drifting Discussion

- Affirm the speaker's point of view (Theory of YES)
- Consider "Parking Lot"
- Agree to deal with issue off-line
- Recognize issue as beyond scope of meeting
- Refocus on original agenda

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Why are meetings so bad

Napoleon with a gavel:
Over-controlling the discussion

After this video, please describe what went wrong.

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The Chair's Mantra

1. Are we moving forward?
2. Is this pertinent
3. If repetitious or debate, then...
 - a. Summarize, ask others for input
 - b. Create order of discussants
4. Can I shape without over-controlling the discussion?

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The Theory of Yes

"Just Say YES"

Appreciating input,
almost no matter what it is,
BUT...

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Why are meetings so bad

Casper Milquetoast:
Dealing with indecisive leaders

After this video, please describe what went wrong.

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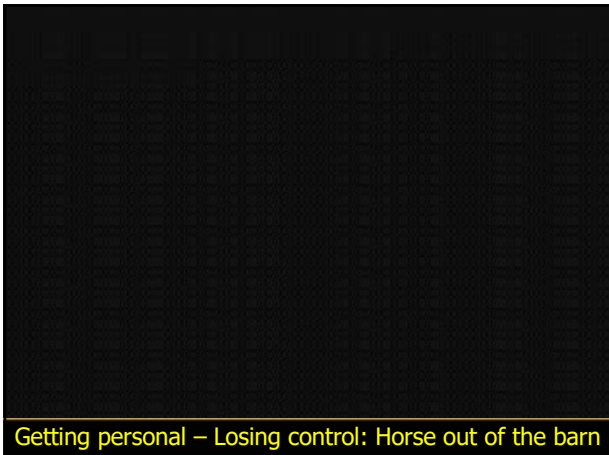
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Why are meetings so bad

Getting Personal:
Losing control

After this video, please describe what went wrong.

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Getting personal – Losing control: Horse out of the barn

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Emotion Out of Control

The chair must intervene when participants engage in personalized (ad hominem) attacks.



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Handling Impasses

- Asking for help from a collaborator
- Process check
- Take a break
- The “runaway horse”

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Management Action Plan

Topic	Issue / Plan	By Whom	By When	Current Status

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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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Process Evaluation

Strongly Agree Agree Neutral Disagree Strongly Disagree

- 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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