

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

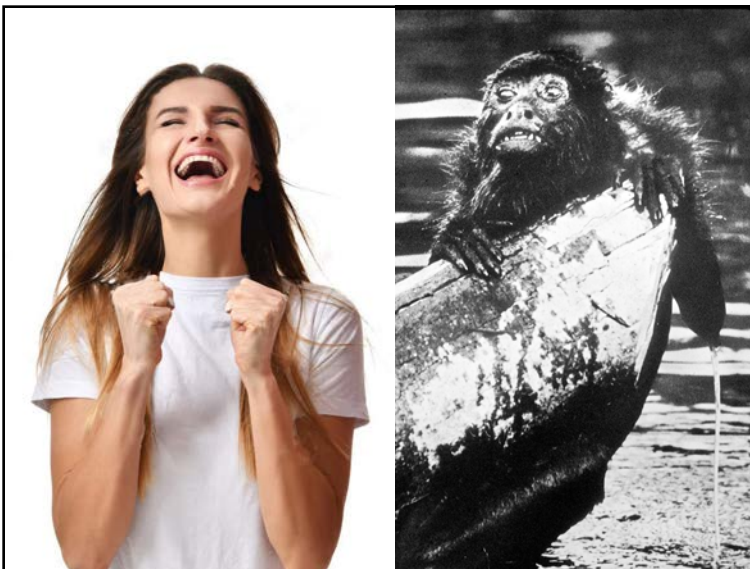
Robert W. Strauss, M.D., FACEP
ACEP's Directors Academy
Dallas – 2022

1

“80% of success
is showing up.”

Woody Allen

2

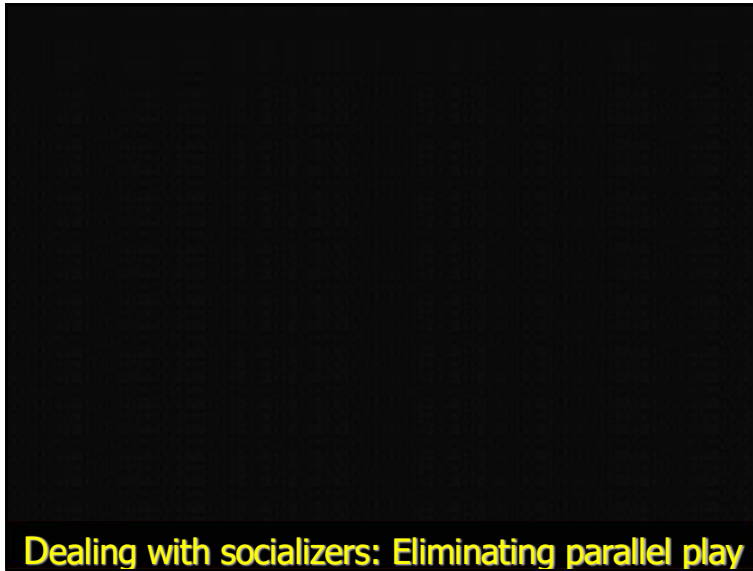


3

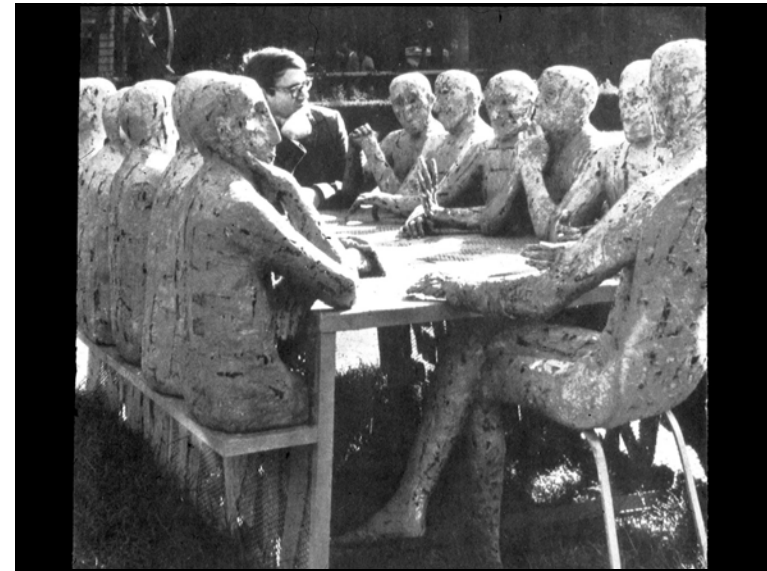
Why are they so bad

After this video, please
describe what went wrong.

4



5



6

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!

7

Monetary value of meeting time "opportunity cost"

- 10 hours / week x
- 46 weeks x
- \$190 per hour =
- 60 participants →

8

Monetary value of meeting time “opportunity cost”

- 10 hours / week x
 - 46 weeks x
 - \$190 per hour =
 - 60 participants →
- \$5,244,000**

9

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

78 % said:

“Meetings are a
waste of time!”



Communispond Poll of
471 Management Leaders

10

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...

11

How did you get your training?



Raised your hand at the wrong time

12

What makes them so bad? Characteristics Of Bad Meetings

13

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

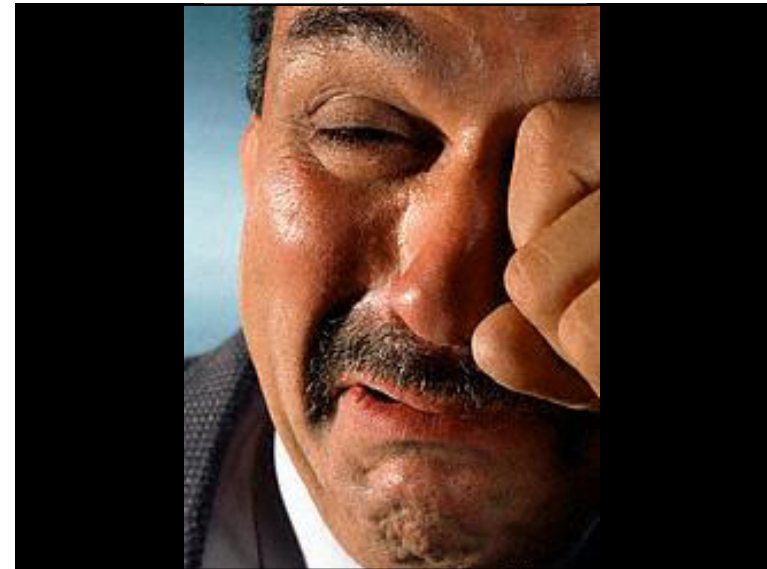
Focused

14

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

15



16

To have or not to have...

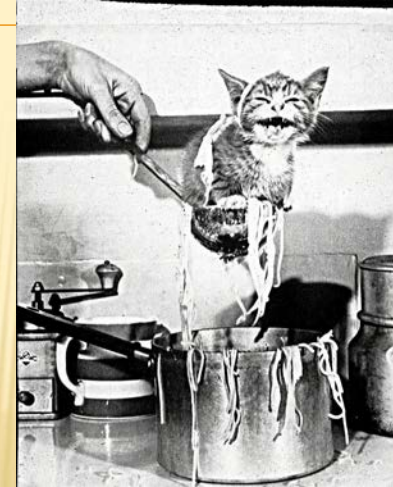
Is it
necessary?

Can it be
avoided?



17

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



18

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.



19

Two reasons for meetings

- Problem solving
- Information exchange



20

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

Bad meetings...



21

Why so bad

After this video, describe what went wrong.

22

Preparation in advance

First: Determine the purpose

Then: Write the minutes (before the meeting)

24

Poor Preparation: We've Gotta Stop Meeting Like This!

23

Preparation in advance

First: Determine the purpose

Then: Write the minutes (before the meeting)

Create an “action agenda”

- Specific and action oriented
- Both a map and a promotional tool
- Circulate in advance

25

ED Scribes

- No Agenda

26

ED Scribes

- No Agenda
- Meet between 8 and 9 to discuss ED Scribes

27

ED Scribes

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

28

ED Scribes

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

29

ED Scribes

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

30

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

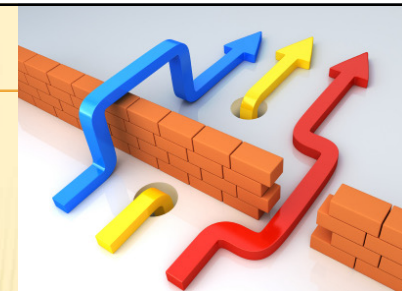


31

ED Scribes

Putting Roadblocks to success at end

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



32

Effective agendas avoid pandemonium

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

33

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

34



35

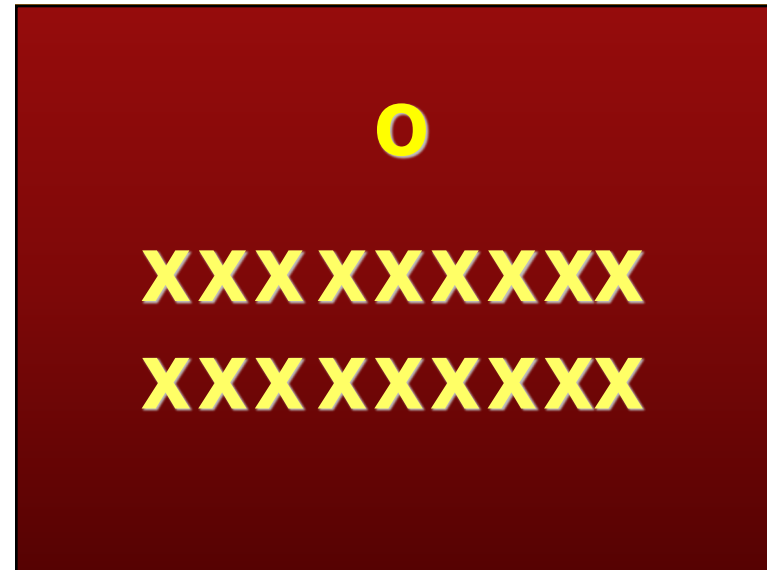
Prepare by:

Setting the setting

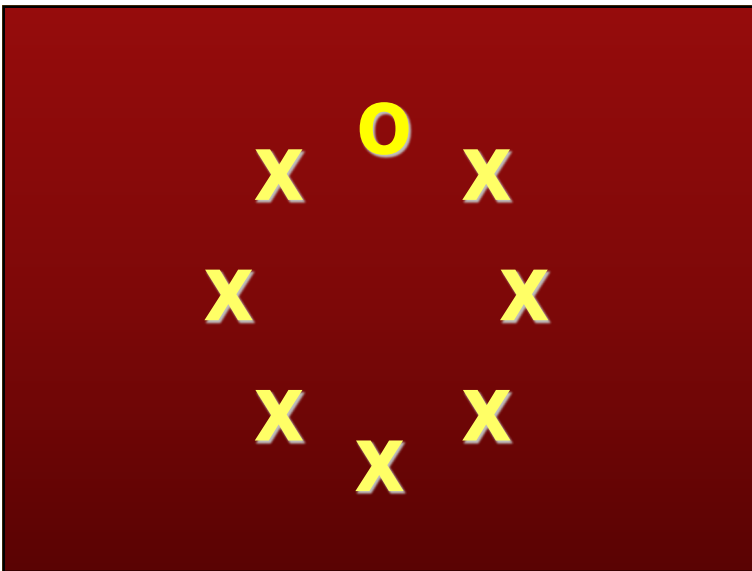
36



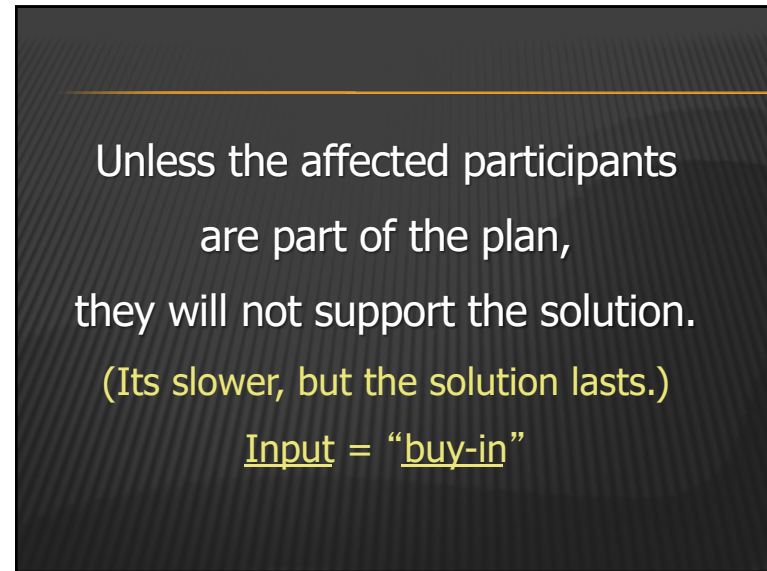
37



38

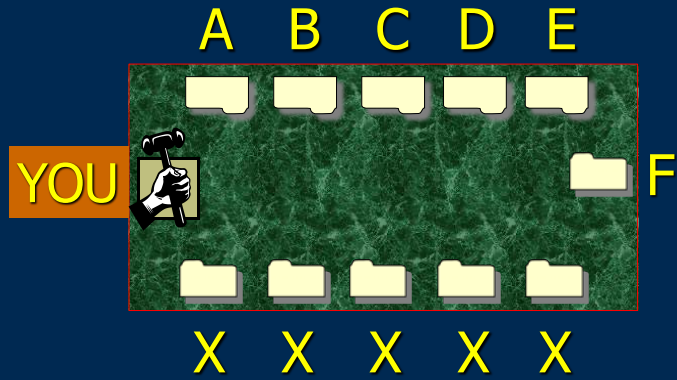


39

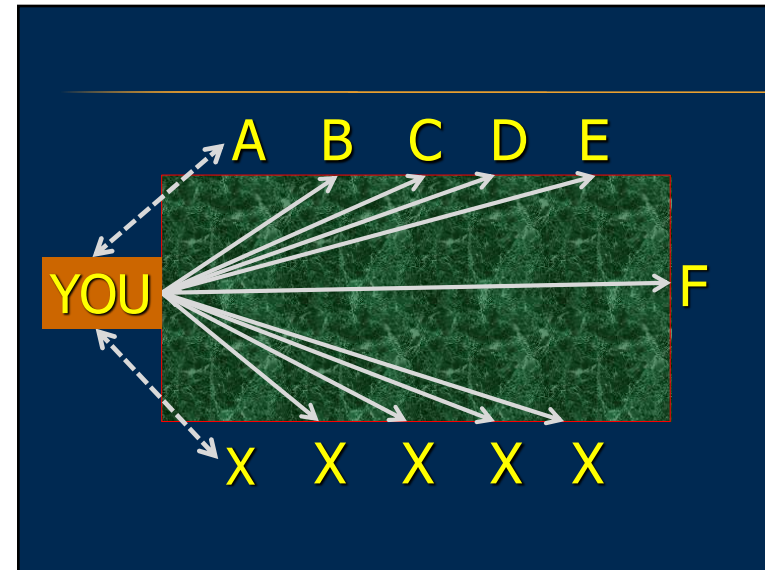


40

Why do leaders sit at the "head" of the table?

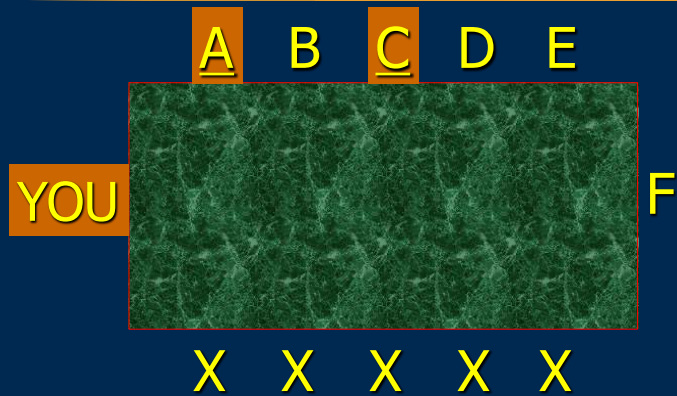


41

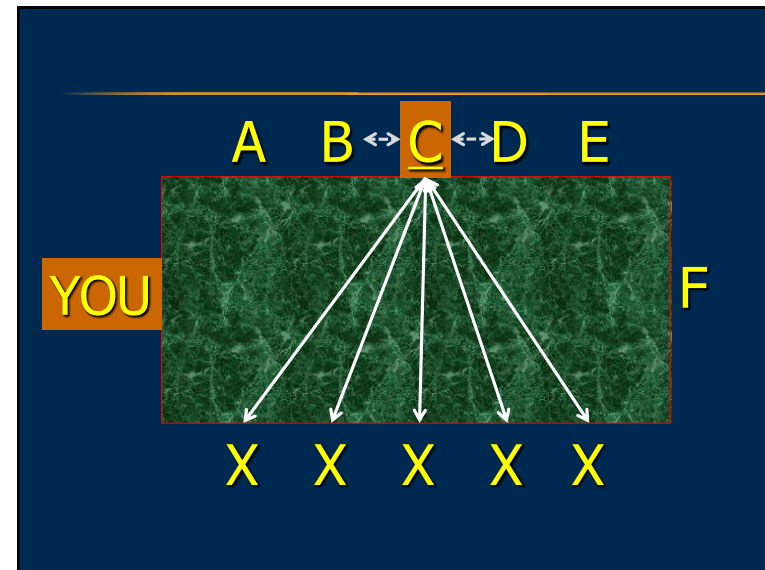


42

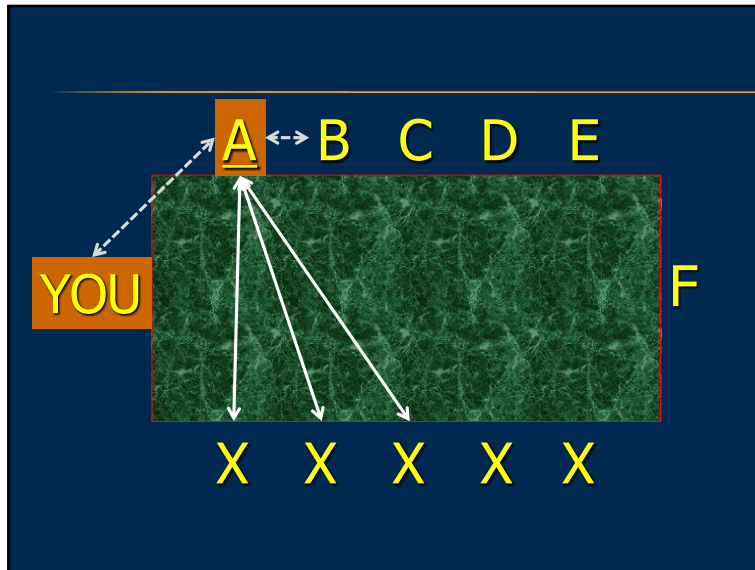
Does A or C have more power & why?



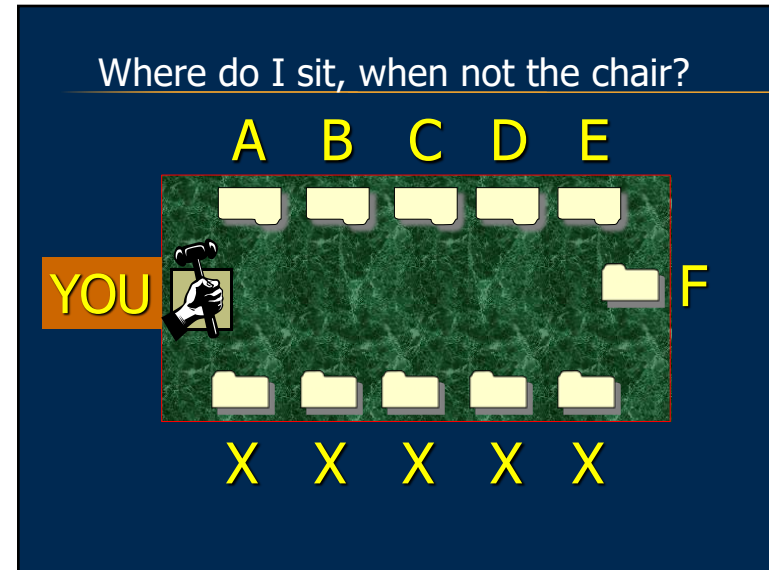
43



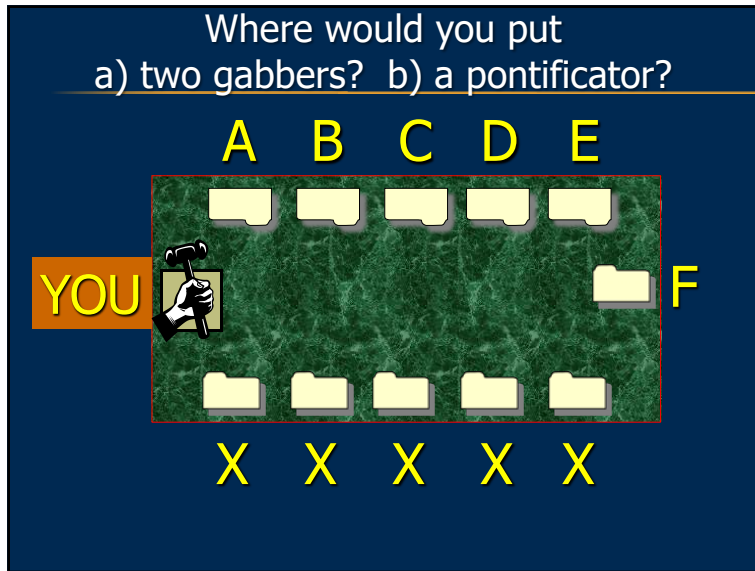
44



45



46



47

Conducting the Meeting

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

48

Running the meeting

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

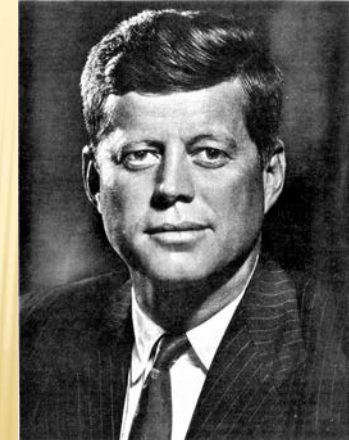
Meeting with Success
Norman Sigband

49

Create a positive first impression

Set the tone

“We must climb to the hilltop”



50

Set the tone early

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



51

LEADERSHIP

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



52

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...



Bruce Judson, the founder of T1 Anywhere, as profiled in [The Wall Street Journal](#)

53

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



54

"Either she goes, or I go!"

Take a stand only when you know the outcome.

55




56

Blanchard's One Minute Manager

- No clear agenda
- Too long
- Wandering

57



Drifting Discussion

Participants:
“It’s just not my job.” Is it?

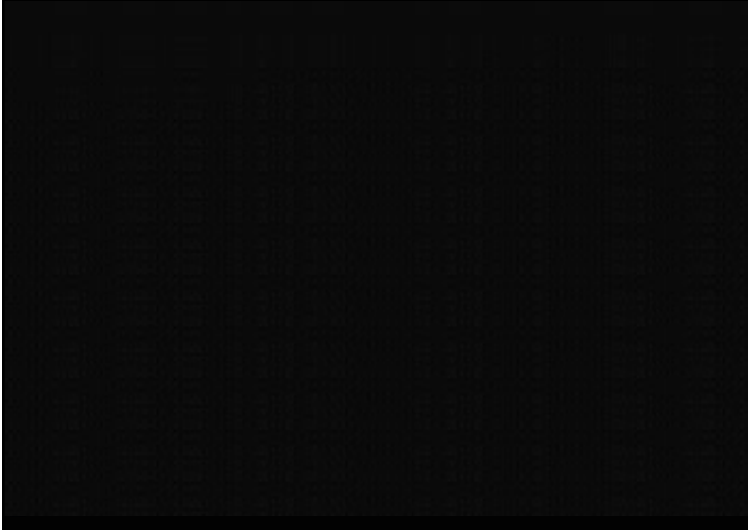
Leaders: “I Don’t want to be overbearing.”

58

Why are meetings so bad

After this video, describe
what went wrong.

59



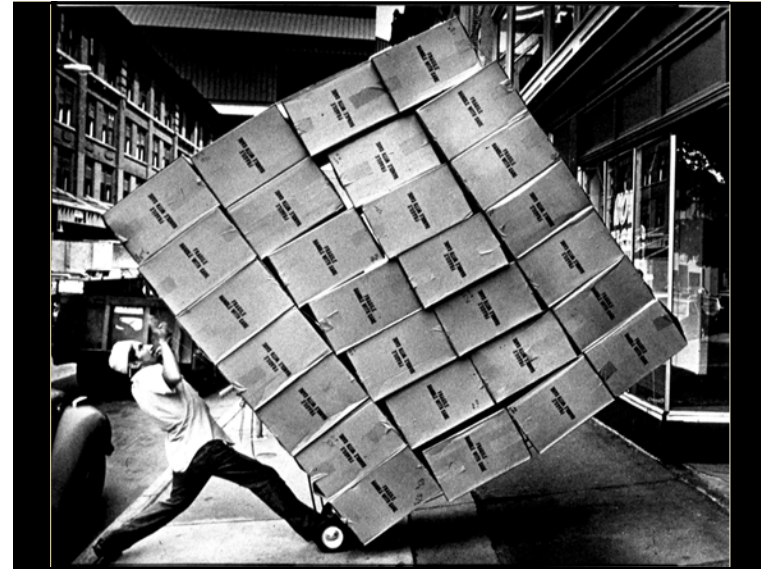
Getting the derailed train back on track: Dealing with digression

60

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

61



62

Why are meetings so bad

After this video, describe what went wrong.

63



64

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?

65

The Theory of Yes

“Just Say **YES**”

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

66



67



Casper Milquetoast: Dealing with Indecisive Leaders

68



Managing Air-Time

69



Getting personal – Losing control: Horse out of the barn

70

Emotion Out of Control

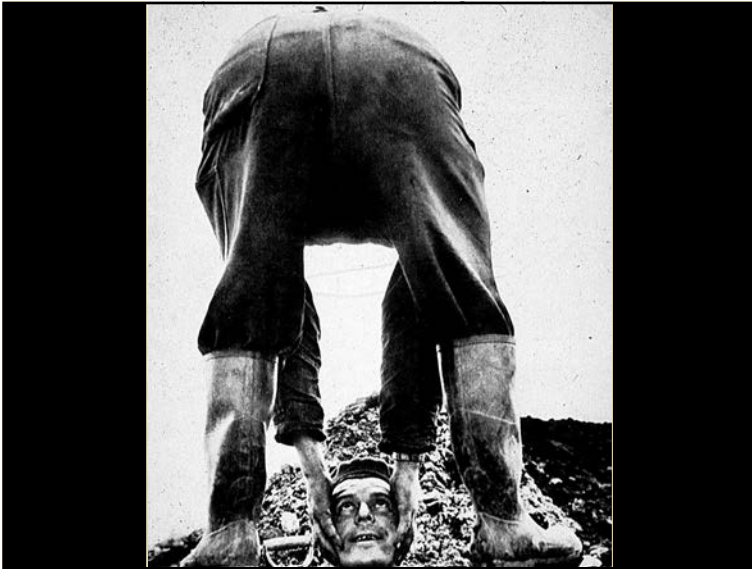
The chair must intervene when participants engage in personalized (ad hominem) attacks.

71

Handling Impasses

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

72



73

Management Action Plan

Topic	Issue / Plan	By Whom	By When	Current Status

74

Management Action Plan

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

75

- ### 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

76

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

77

Breakout

Create Rules of Engagement

- a) Choose a facilitator (quickly)

78

Breakout

Create Rules of Engagement

- a) Choose a facilitator (quickly)
- b) Consider your pet peeves
- c) Create 1 or 2 agreed upon solutions
- d) e.g., arrival time, cell phones, prep...

Time (minutes): 3 minutes

79

Meetings Take Homes

- Is this meeting necessary
- If so, how can I make it valuable for the participants
- Prepare a meaningful “action agenda”
- Set the setting
- Be inclusive, in control, and gracious
- Use processes that move the agenda forward
- Consider a “Rules of Engagement” meeting



80



81