



Conducting Meeting

**State Institute of Health & Family Welfare,
Jaipur**





**Every day...
83 million people attend
11.5 million meetings**



**"Congratulations! You've just
been promoted to full-time
meeting attendee."**



**I have nothing to do today
Let us have some meeting**

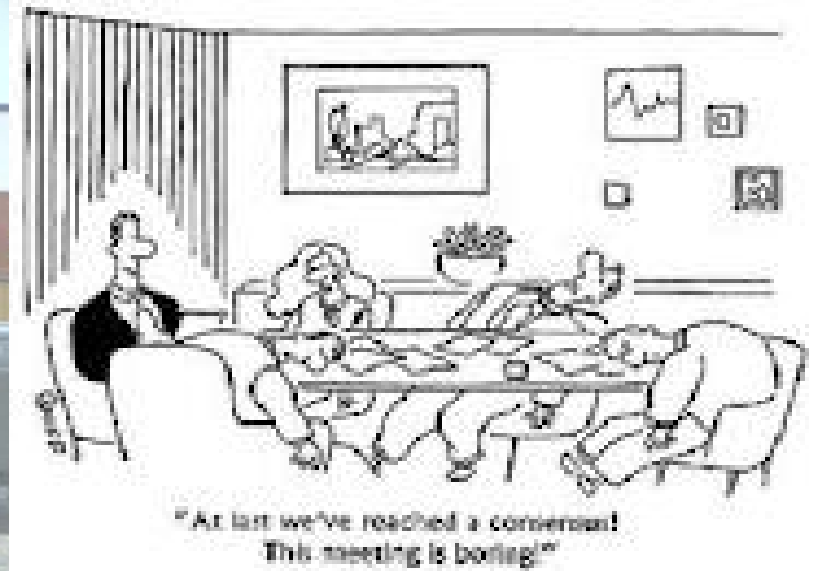
A practical alternative... often

**Are you lonely
Tired of working
Hate taking decisions..... Go and
Have a meeting**

You can:

- **See People**
- **Show some charts**
- **Feel Important**
- **Point with stick**
- **Have some snacks**
- **Impress colleagues**

and while away Time, all at office expense





Why have a meeting

- To solve a problem
- To make a decision
- To develop a plan
- To gather or convey information
- To get a response to information

Fiascos

Who likes a meeting...

- Without a clearly defined agenda
- That seems to drag-on forever
- That rambles from topic-to-topic
- That ends without any apparent result?

These types of meetings are...

- Frustrating
- A waste of one of the most valuable resources of any organization – time.



Successful Meeting means....

- Clear realistic outcomes
- Well-designed agenda
- Right people, right meeting
- Clear ground rules and roles
- Prepared participants
- Few relevant tangents
- Individual differences acknowledged and used
- High Quality output and results
- Next step well-defined



Meetings– Some Facts

- 25% to 80% of managers' and professionals' time is spent in meetings
- More than 33% of time spent in meetings is unproductive
- Although 75% say it is “almost essential” to have an agenda, they use an agenda only 50% of the time
- Only 64% of meetings achieve their intended outcome



Is it required to hold a Meeting ?

Before planning a meeting ask yourself:

- Why are we calling people together?
- Is a meeting the most efficient/ effective means?
- Would an email/ memo/ call suffice
- Is there a need/ desire for group interaction?
- What would happen if we don't meet?



Why meetings are unproductive...?

- Purpose not clear
- No Agenda
- Trying too hard to accomplish too many
- No respect for time-Start & Finish
- Too many invited to nod



Agenda

- Keep in mind overall purpose of the agenda
- Allocate time to each item
- Plan for no longer than 1 hour
- Start with a positive item (bell shaped agenda)
- Circulate in advance & bring extra copies to the meeting.
- Circulate any reading material
- Ensure clarity re venue, time & date



Why is an Agenda important??

- Prepares chairman
- Prepares attendees
- Creates an interest
- Clearly defines objectives
- Provides a valuable organizational tool



Information Agenda includes:

- Meeting date, time, location
- General information
- Agenda/minutes approvals
- Agenda items with background/goals
- Old/New Business
- Summary/ Assignments



Meeting outline

- Meeting Management – A Leadership Responsibility
- Why Effective Meetings?
- Elements of an Effective Meeting
- Types of Meetings
- The Meeting
 - Before the Meeting
 - Agenda
 - Group Dynamics
 - Personality Types
 - During the Meeting
 - Parliamentary Procedures
 - Meeting Room Arrangements
 - Roles: Chair, Secretary, Members in General
 - How to Deal with Disruptive Members
 - After the Meeting
- Additional Thoughts



Agenda

- **Item 1: Welcome**
- **Item 2: Minutes**
- **Item 3: Announcements**
 - non-controversial
 - short
 - example: upcoming events

- **Item 4: Easy Item**
- More than one item may be included in this section, but should not be controversial
- **Item 5: Hardest Item**
- Attendance: late comers have arrived and early-leavers have not left.
- Attention: focused on meeting by this time, not yet concerned with next appointment.



Item 6: For Discussion Only

- Will often be presented as Item 5: Hardest item at subsequent meeting for vote or decision.

Item 7: Easiest Item

- End of this meeting is the beginning of next meeting.
- End on positive note of agreement and encouragement.
- Good time for member recognition.



Why do we run out of time??

- Repetition
- Wander from the agenda
- Lengthy discussion of controversial issues





Meeting techniques

- Focus attention on the agenda
- Set time limits
- Identify different opinions
- Establish task groups/chairmen as needed

Types of Meetings

- Formal or Informal
 - With agenda, rules of procedure, minutes or
 - Casual and relaxed - structure but nothing written
- Planning
 - To prepare or evaluate a plan
 - To seek information
- Reporting
 - Progress to date
 - Providing information or status reporting

Goals of Meeting

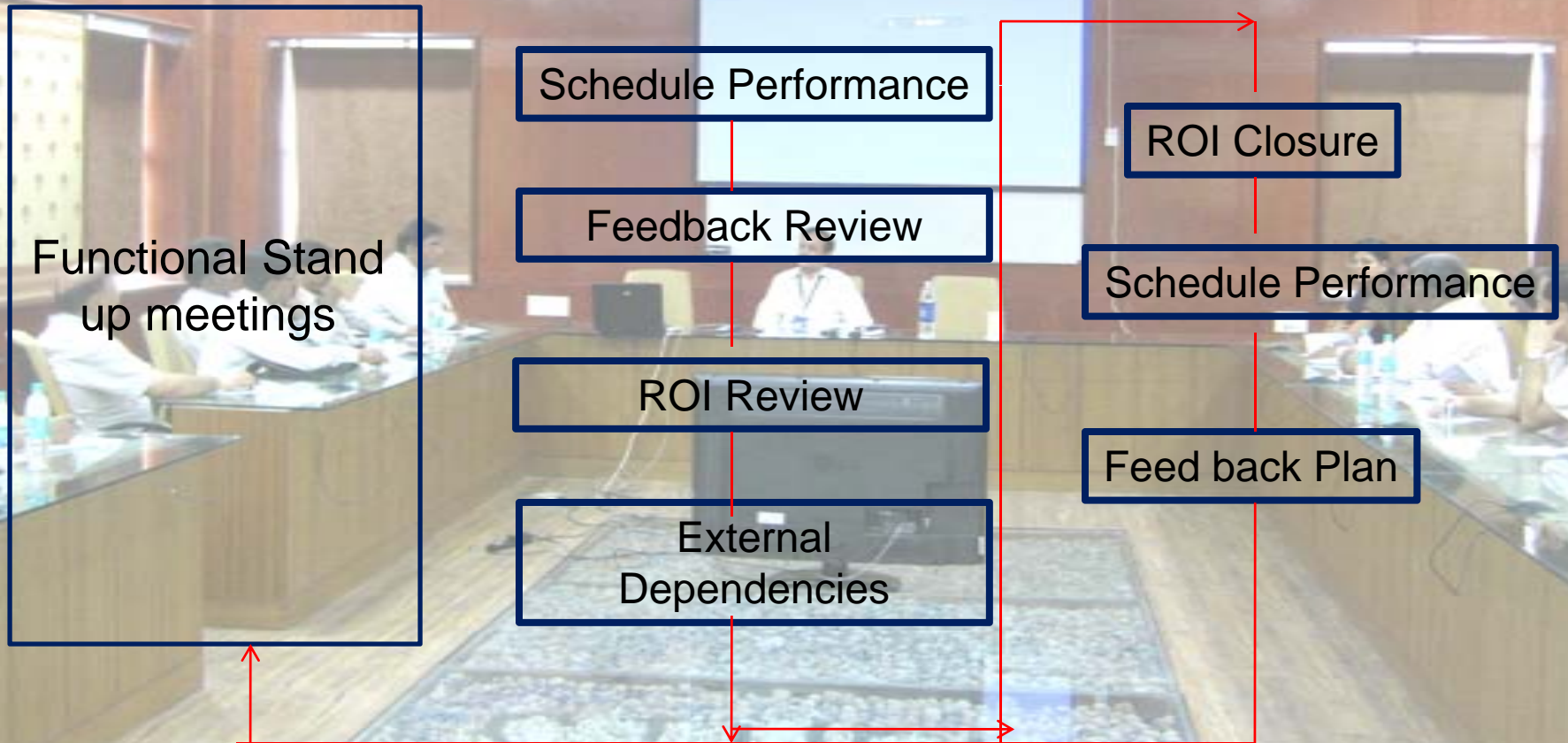


Meeting Process

Prepare

Conduct

Follow-Up



Before the Meeting

- Define the purpose of the meeting.
- Identify the participants.
 - Every invitee should have a role.
 - Identify a recorder or secretary.
- Prepare an agenda in advance of the meeting.
 - Communicate the intent of each agenda item using labels such as (A) Action, (I) Information, (V) Vote.
 - Identify estimate of time allocated to the agenda item.



Before the Meeting, cont'd

- Prepare or identify background information.
- Assign responsibilities for agenda items and communicate to those responsible.
- Publish the agenda and identify background information to be reviewed.
- Plan for breaks – lunch, coffee, etc.



Before the Meeting, cont'd

- Think through the conduct of the meeting
 - Use a trusted member of your staff or deputy.
- Consider logistics
 - Room – layout, seating, distractions, etc.
 - Support items – projector, white board, pens, etc.

Checklist for Preparation

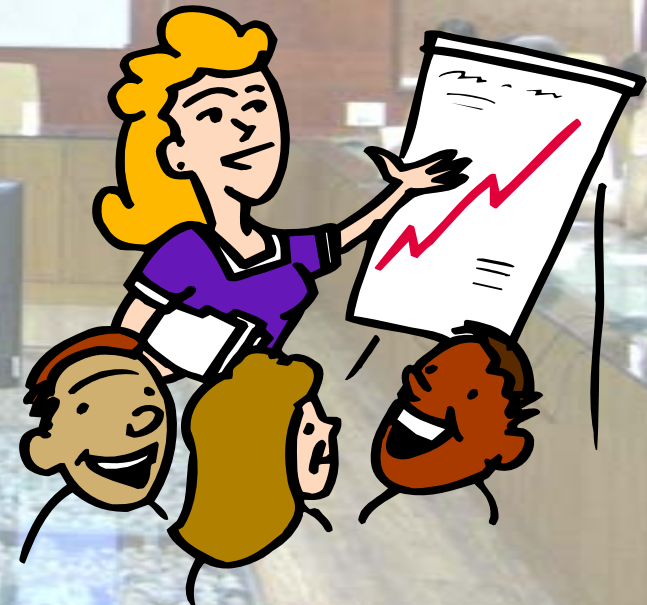


- Meeting Room
- Hotel/Facility Requirements
- Total members expected
- Transportation
- Dates
- Guest Speakers and Visitors
- Registration
- Meals, Receptions, Coffee Breaks
- Specific Equipment
- Pre-Meeting Audio-Visual Checks



Conducting Meetings

- Start on time
- Review and stick to the agenda
- Assign minutes taker
- Assign responsibilities and target dates for completion
- Summarize
- End on time
- Send out minutes or notes
- **HAVE SOME FUN!!**





During the Meeting

- Arrive early
 - Arrange the room if necessary
 - Know how to control the lighting and temperature in the room.
 - Distribute handouts.
- Begin on time.
- Introduce members if not familiar; introduce visitors.
- Establish ground rules, if necessary.
- *Run the meeting.*

During the Meeting, cont'd



- Control interruptions – ask that cell phones and pagers be turned-off.
- Identify and record results.
- Assign responsibilities for follow-up – Action Registry.
- End on time.
- Thank participants for their input and reinforce the importance of outcomes on the organization.



Meeting Room

Space matters!

- Members must be able to easily see one another.
- Room should be comfortable temperature.
- Adequate space for planners, notebooks, or laptops
- People should be able to hear the discussion easily.
- If it is a large group, the meeting's facilitator should consider standing.



After the Meeting

- Publish the minutes promptly.
- Identify responsibilities for action items.
- Assess the meeting.



Preparing Minutes

Follow the format of the meeting agenda and include:

- The committee number and title, date/location of meeting, and time called to order
- An accurate summary of the decisions and conclusions reached
- The assignments that were made
- The follow-up action required
- Time of adjournment and notice of the next meeting date, time and location



Members in General

- People often react to other people - not to their *ideas*.
- Chair must stress that effectiveness = disregard for personal or departmental allegiances.
- Self perception - some see themselves as elder statesman, joker, voice of reason.

Group Building Roles

The Initiator	Suggests new/different ideas/approaches
The Opinion Giver	States pertinent beliefs about the discussion or others' suggestions
The Elaborator	Builds on suggestions made by others

Members in General – Supportive



Maintenance Roles

Tension Reliever	Uses humor or calls for a break at appropriate moments
Compromiser	Willing to yield when necessary for progress
Clarifier	Offers rationales, probes for meaning, restates problems
Tester	Raises questions to test if group is ready to come to a decision
Summarizer	Tries to pull discussion together, reviews progress so far
Harmonizer	Mediates differences of opinion, reconciles points of view
Encourager	Praises and supports others in their contributions
Gate Keeper	Keeps communications open, creates opportunities for participation

Members in General – Disruptive



Group Blocking Roles	
The Aggressor	Deflates status of others, disagrees and criticizes
The Blocker	Stubbornly disagrees, cites unrelated material, returns to previous topics
The Withdrawer	Will not participate, private conversations, takes copious personal notes
The Recognition Seeker	Boasts and talks excessively
The Topic Jumper	Continually changes the subject
The Dominator	Tries to take over, asserts authority, manipulates the group
The Special Pleader	Draws attention to own concerns
The Playboy/Girl	Shows off, tells funny stories, nonchalant, cynical
The Self-Confessor	Talks irrelevantly of own feelings and insights
The Devil's Advocate	More devil than advocate!

Based on HC Wedgwood's *Fewer Camels, More Horses: Where Committees Go Wrong*. Personnel, Vol 44, No 4, July-Aug 1967, pp62-87. Quoted in Pearce, Figgins & Golen. Principles of Communication. New York, John Wiley & Sons, 1984, pp. 383-384.



Member Stereotypes

Stereotypes You May Expect to Find in a Group	
Chatterbox	Talks continually, rarely on the topic, has little to contribute
Sleeper	Uninterested in the proceedings, some can sleep with eyes open!
Destroyer	Crushes any and every idea, can always find something wrong
Rationalist	Makes worthwhile contributions, ideas are well thought-out
Trapper	Waits for opportune moment to show error has been made – likes to trap the Chair
Know-All	Tries to monopolize, but can have good ideas
Thinker	Shy and slow to come forward, but is a great asset

Based on Sadler and Tucker. [Common Ground](#). South Melbourne, Macmillan, 1981. pg. 82.



Dealing with Difficult Members

- Listen, but do not debate
- Talk privately with members who continually exhibit disruptive behaviors
- Turn negative behaviors into positive contributions
- Encourage the group to share the responsibility for handling difficult members
- Don't take it personally
- Try different strategies, small groups/pairs
- For regular meetings alternate the chair so as to maximize learning & understanding

How to Deal with Disruptive Members



- Make sure that all meeting participants understand their responsibilities.
 - All members were invited to the meeting for a reason
 - All members should feel free to contribute
- Members who are silent
 - Begin meetings by engaging every member of the group
 - “Ram, haven’t you done this in your work? What was your experience?”
 - “Richa, you’ve been rather quiet to this point, do you have an opinion or an idea?”
 - Consider breaking larger group into smaller groups to develop input

How to Deal with Disruptive Members



- Members who are vocally dominant
 - Redirect discussion to other members
"We all recognize your expertise in this area, but let's hear from some others in case some new ideas emerge."
"Ram has made his opinion clear; does anyone else have something they would like to add?"
- Members who are negative
 - Probe the negativity to validate concerns
 - Redirect discussion to other members
 - If behavior persists, consider speaking off-line or excluding them from future meetings
"Let's not shoot down this idea prematurely; let's give it some time for evaluation."



Effective meetings

- 88% – Participation
- 66% – Define The Meeting's Purpose
- 62% – Address Each Item On The Agenda
- 59% – Assign Follow-up Action
- 47% – Record Discussion
- 46% – Invite Essential Personnel
- 36% – Publish an Agenda

Negative meetings

- 83% – Drifting off the subject
- 77% – Poor preparation
- 74% – Questionable effectiveness
- 68% – Lack of listening
- 62% – Verbosity of participants
- 60% – Length
- 51% – Lack of participation



Bad Meetings Cause:

- Bad decision making
- Lack of buy in
- Conflict
- Miscommunication



Chairing the meeting

- Start & finish on time
- Welcome all participants
- Read out previous notes/ action points to ensure progress
- Keep on track
- Check with timekeeper
- Maintain group focus



Create an Atmosphere

- Ground rules
- Participate
- Respect others
- Stay focused on the agenda
- Maintain momentum
- Get things done
- Always acknowledge success & achievement
- Draw everyone into discussion
- Reinforce constructive contributions
- Recognize experience within the group



Concluding the meeting

- Signal ending of meeting is near
- Emphasise major points of agreement
- Assign responsibilities & deadlines
 - Try to come to a conclusion on the topic.
Don't move it from agenda to agenda.
- Thank the group

Roles: Time-Keeper



- Makes sure there is a time-limit for each agenda item.
- Let's the group know when time is almost up.
- Keeps the group on task, avoid tangents.

(This person can be the chair/ or can be delegated by the chair).

Gatekeeper

– If off agenda item comes up, politely point this out to the group and see if there is agreement to move the item to the “parking lot”/ “idea bin”.



"Whew! That was close! We almost decided something!"



Taking the minutes

- Record simple short statements which capture decisions passed and actions agreed under each of the agenda headings
- Clarify
- Keep brief & to the point
- Write up straight after the meeting
- Circulate within a week



Participant

- Know the agenda before the meeting
- Arrive on time (or let chairperson know)
- Actively participate without dominating
- Stick to the agenda
- Respect colleagues
- Share the workload
- Submit items to the agenda

Meeting room

- Members must be able to easily see one another.
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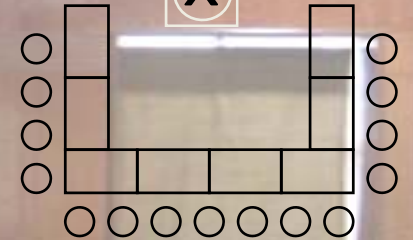


- **Theater Style**

- Leader has great power by position.
- Participation and interruption by audience is limited.

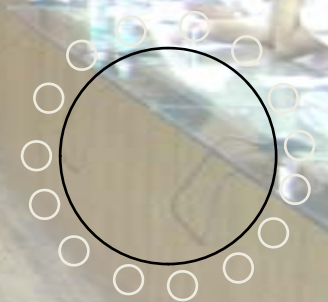
- **U-Shaped Style**

- Equality of membership.
- No doubt of who the leader is.
- Good visibility for visual aids.



- **Circle Style**

- Democratic: equality is stressed.
- Great visibility by participants.
- Obvious body language.
- Excellent participation.





Final Thoughts

•Praise! Praise! Praise!

- Praise people twice as much as you criticize.
- Never let any good deed or action go unheralded in the group.
- Say thank you publicly at every meeting.
- Recognize the value of peoples' contributions at the beginning or within the meeting.

•Plan. Plan. Plan.

- Meeting design is the Number 1 mechanism for effective meetings.
- For each agenda item, make sure the group is clear about the goals, processes, and functions.

•**Never, Never, Never** attempt to compose, draft, or edit a report or document in committee!



Summary

- The techniques described in this presentation can be applied to any type of meeting you encounter.
- Consider compiling your own list of successful techniques based on specific meetings.
- Effective meetings are the result of deliberate planning.

Remember: Effective meetings are the result of deliberate planning.



“The last thing I remember, I was sitting in a staff meeting. Apparently, I died from boredom.”



Thank You

For more details log on to
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