



Effective Meetings

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Why Are We Meeting?

- ◆ To disseminate information
 - There is something you all need to know
- ◆ To exchange information
 - Brainstorm and discuss
 - Progress reports
- ◆ To make a decision

Why Are People Invited?

- ◆ You need to hear and understand
- ◆ You have information we need
- ◆ You have skills we need
- ◆ Your ideas are important
- ◆ You're part of the solution
- ◆ You're part of the team

Expected Result?

- ◆ Influences meeting flavor
 - Speed, discussion, planning
- ◆ Everyone will understand
- ◆ We will be coordinated
- ◆ We will have an action plan
- ◆ Meeting ROI
 - Time & cost < expected benefit

Logistics

- ◆ Location, location, location
- ◆ Start time and schedule
- ◆ Resources & equipment
- ◆ Invitation, notice, explanation
- ◆ Expected pre-work & preparation
- ◆ What everyone needs to bring

Ground Rules

- ◆ Start and end on time
- ◆ Discussion for clarification only
 - No preaching or reiterating
- ◆ Comments add value or information
- ◆ Don't start over each time someone comes in late
 - Move agenda item if needed

Process

- ◆ Facilitator keeps meeting on track
- ◆ Facilitator interrupts and re-focus
- ◆ Agenda is template for record
- ◆ Record is timely and concise
- ◆ Follow-up for action items
- ◆ Follow-up for lessons learned
- ◆ How to make the next meeting more effective?

Steer the Discussion

- ◆ Encourage positive comments
- ◆ Reinforce efforts
- ◆ Empathy
- ◆ Support volunteers
- ◆ Recognize contribution

Tips & Tricks

- ◆ Idea harvest & brainstorm
 - Be as creative as possible
- ◆ Dot voting
 - Prioritize
- ◆ Balanced discussion
 - Limit time for each comment
- ◆ Task menu
 - Identify x top tasks and let the x participants pick one

More Tips and Tricks

- ◆ Guide the discussion
 - “Now let’s hear about this aspect...”
- ◆ Call on everyone to get opinions
- ◆ Use pointed questions to shortstop rambling
- ◆ Ask people to express their own opinion not speculate about others
- ◆ Table or reschedule items when needed

Dos & Don'ts for the Leader

- ◆ Do make sure all the information about the meeting is published ahead of time
- ◆ Don't schedule a meeting unless you plan to arrive early and be ready to go on time
- ◆ Do consider problems ahead of time
- ◆ Don't get the reputation for wasting people's time
- ◆ Do publish the minutes

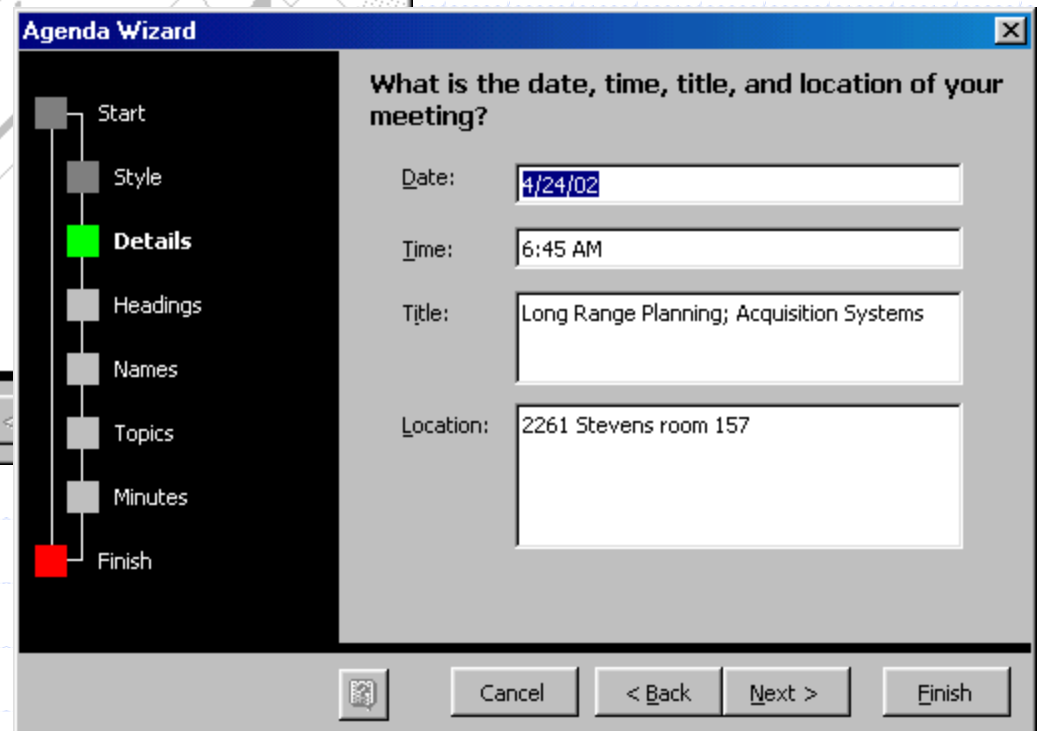
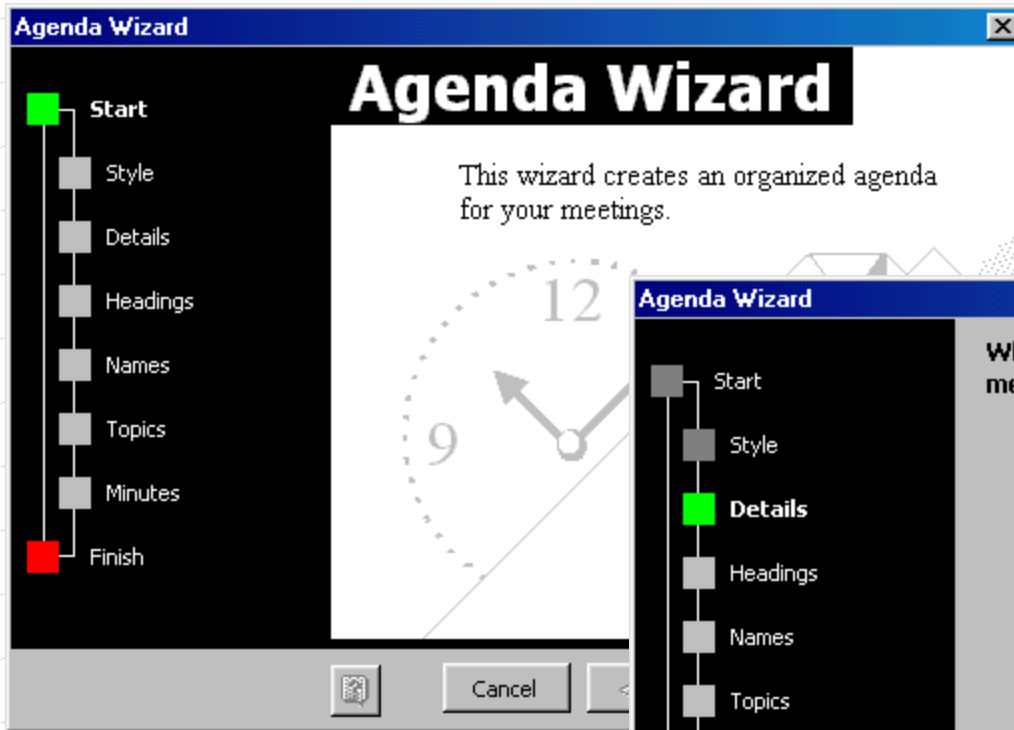
Minutes;

- ◆ Final chance to succeed
- ◆ Documents meeting
- ◆ Confirms decisions
- ◆ Identifies Actions
- ◆ Don't publish the discussion
- ◆ Sets the stage for the next meeting
- ◆ Think; concise, decisive, facts

Sample Agenda

- ◆ Safety or education item
- ◆ Meeting purpose & expected outcome
- ◆ Reason for who was invited
- ◆ Review agenda
- ◆ Agenda items
- ◆ Summary of action items
- ◆ Request feedback

MS Word; Agenda Wizard



Word Template (ctd.)

Committee Reports/Plans	All	20
<u>Discussion:</u>		
<hr/>		
<hr/>		
<u>Conclusions:</u>		
<hr/>		
<u>Action items:</u>	<u>Person responsible:</u>	<u>Deadline:</u>
<hr/>	<hr/>	<hr/>
Additional Information		
<hr/>		
<u>Special notes:</u>		



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MAKE THEM WANT TO TAKE A SEAT

By Bill Atwood, C.P.M., CIRM, manager of purchasing for supply chain services for Illinois Power Company, Decatur, Illinois. February 2001 Purchasing Today®, page 12.

Just because meetings are unavoidable doesn't mean that they have to be dreaded. Preparation and communication are the keys.

Leadership

It finally happened, and it's both challenging and terrifying. A supply manager who has attended many meetings with cross-functional teammates from the engineering and plant operations departments is now the project leader required to call these teammates together for a meeting that he or she will lead. These peers will be at the supply manager's direction for two hours, and he or she wants them to leave with respect for him or her and the department. What should he or she do to ensure that the meeting is successful?

Supply management professionals, no matter what their position is, can expect to lead teams and meetings, often with teammates from other departments or other organizations. The skills that a supply manager learns and uses while conducting these meetings can help or hurt his or her career and productivity. Even if the supply manager is not now conducting meetings on a regular basis, most supply management professionals have ample opportunity to observe and learn from the many meetings and teams they are a part of. A lot of motivation and knowledge in conducting effective meetings can come from enduring poorly run, unplanned meetings, as well as from attending well-facilitated and planned meetings. Good preparation, facilitation, and communication skills, as well as effective conclusions to meetings, are key to a successful meeting.

Preparing for the Meeting

The effort that goes into conducting a successful meeting actually occurs well before the meeting starts. Preparation should always begin with the recognition of an overriding principle — meetings are expensive. They are costly because of the expenditure of the supply manager's wages and that of the other attendees if the meeting is unproductive. Time — both the supply manager's and the other team members' — is also a cost to consider for each attendee. Furthermore, it's important to account for the opportunity cost of an unproductive meeting. Start the preparations for meetings with these ideas in mind.

One of the first things a supply manager might find while planning is that a meeting may not be necessary. Perhaps the matter to be discussed face-to-face can be resolved by a series of memos, a conference call, or dataconferencing. (For additional information regarding teleconferencing, dataconferencing, or videoconferencing, see "Moving to Real-Time Collaboration" in the November 2000 issue of *Purchasing Today®*.)

The effective meeting conductor and/or team leader should always be considerate and respectful of the time of those invited to meetings. The best way to manifest this virtue is through the use of an agenda. The agenda should be sent to attendees in advance of the meeting, and it should highlight the meeting goal(s) while showing specific times for the discussion of each



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Turn Your Meetings into Results

NAPM's 84th Annual International Conference Proceedings - May 1999

By Steve Kaye, Ph.D., President, Personal Quality, P.O. Box 208, Placentia, CA 92871, 888-421-1300, steve@stevekaye.com, www.stevekaye.com

Abstract. Effective meetings are build upon a foundation of planning, conducted with structured activities, and guided by effective leadership. The key to success is to involve all the participants in resolving the issues. This paper shows you how.

Meetings are the dialogue of business. They provide a powerful means to find solutions, make decisions, and reach agreements. Yet, many companies waste this opportunity by holding unproductive meetings. When queried about this the executives shrug and say, "That's the way it is."

Most bad meetings occur because people treat them like social activities. They invite everyone, set out treats, and hope something good happens. Then the participants spend endless hours engaged in arguments, chit chat, and monologues that produce nothing, except a decision to call another meeting. As the participants leave the room, they often remark, "Now it's time to get back to work."

Meetings should run like a business. Here are three keys to improving the meetings in your company.

Planning. Every business activity begins with planning. Follow these steps to make sure your meetings produce the results you want.

1. Start by writing clear, complete, specific goals for the meeting. Then test if a meeting is the best way to achieve these goals. Many meetings can be replaced by other less expensive activities. For example, e-mail, voice mail, faxes, and memos often convey information more efficiently than a meeting. Sometimes a phone call or personal visit will resolve a conflict more effectively than a meeting.

Thus, view any suggestion to call a meeting as a challenge to save money and time by finding other ways to deal with the issue.

2. Estimate the value of the results you want to obtain in the meeting. If a result has no value, ask yourself why you want to spend time working on it. Then design an agenda that spends time in proportion to the value of the results. That is, design the meeting like business venture to earn a positive return on your investment of time and resources. For example, if you are working on an issue worth \$1,000, you may want to spend less than \$500 resolving it. Obviously, spending more than the issue is worth is bad business.

3. Prepare an agenda that contains a specific list of activities. These should guide the participants toward the results that you want. Use structured activities (described below) as much as possible, because these make a meeting more



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New

Web Conferencing 101

By Dale Coyner

Tips for improving your next Web conference

Don't Let Bad Timing Ruin Your Meeting

Hold a successful meeting, regardless of the time of day

Advice from the Meeting Guru



Find Meeting Productivity Solutions That Really Work

Meeting Basics

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Meeting Poll

Which conferencing tool does your organization use most often?

- Videoconferencing
- Audio conferencing
- Data conferencing
- None

Vote



Take a look around and start meeting like a pro.



THE VIRTUAL MEETING ASSISTANT

Effective Meetings

This site is one of several [virtual communication assistants](#) which were constructed and are maintained by the [Department of Communication Studies](#) at the University of Kansas. Update team members for this site: Schellman, Swords, Barlow. Please send suggestions and feedback to: [virtual meeting assistant](#).



Planning and Running That Meeting

[The Agenda](#)
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Types of Meetings

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Parliamentary Procedure: Toward the Good Order of the University



Advice from Dr. John A. Cagle,
Parliamentarian of the Academic Senate
and Professor of Communication
at California State University, Fresno

The parliamentary authority for California State University, Fresno is *Robert's Rules of Order Newly Revised* (2000 edition).

This website is provided as a community service. The homepage provides basic instruction on important topics in Parliamentary Procedure, an opportunity to ask a real Parliamentarian questions, and a link to Questions & Answers I have received and given. I have tried to make this a user-friendly environment. This homepage contains all the instructional material and while it takes longer to load, moving from place to place within it is easy and quick.

This website was last edited 4 December 2001. For a while, we are keeping track of the number of times this page has been accessed. Since Spring 1998 began, there have been this many visitors:

71585

Questions?

Send e-mail question to me and I'll try to answer it for you (click on my e-mail address to do so now):

johnca@zimmer.csufresno.edu

Cagle's Answers

If you would like to read answers to common questions and problems, click on the area you'd like to know about:

Robert's Rules of Order - Some Basics

Edited by Carter McNamara, PhD | Applies to nonprofits and for-profits unless noted
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(The material on this page is adapted from the [Board Guidebook](#)).

The following was condensed from the Robert's Rules of Order and includes typical rules to manage a board meeting. Readers wanting the last official version should see Robert's Rule of Order Newly Revised, published by Scott, Foresman (known as NONR). This is the 9th Edition of Robert's book.

[About Motions](#)

[About Debate](#)

[About Voting](#)

All motions must be seconded and adopted by a majority vote unless otherwise noted.

All motions may be debated unless otherwise noted.

About Motions

About Motions	Purpose of Motion	To Enact Motion
Main Motion	to take action on behalf of the body	debatable; requires majority vote
Adjourn	end the meeting	not debatable; immediately voted upon and requires majority vote
Call for Orders of the Day	asks to stick to the agenda	not debatable; requires 1/3 majority to sustain
Call to Question	closes debate and forces vote	not debatable; requires 2/3's majority vote
Motion to Limit or Extend Debate	limits or extends debate	not debatable; requires 2/3's majority vote
Point of Order	is a question about the process or a particular motion	automatic if granted by Chair
Point of Information	to ask about the process or particular motion	automatic
Motion to Rescind	to change the results of a vote	requires 2/3's majority vote to reverse results of earlier vote
Motion to Suspend the Rules	suspend formal process for a short period	debatable and requires 2/3's majority vote

About Debate

Each motion that is debated receives ten minutes of debate. The member initiating the motion speaks first. The Chair asks for a rebuttal. All members wishing to speak about the motion receive the opportunity to speak before any one member speaks for a second time.

About Voting

Majority vote is more than half of the members. 2/3's vote is more 2/3s or more of the members. Be sure to announce what is being voted on before the vote.

References & Links

- ◆ <http://www.mapnp.org/library/boards/roberts.htm>
- ◆ <http://www.csufresno.edu/comm/cagle-p3.htm>
- ◆ <http://www.ku.edu/cwis/units/coms2/vma/vms.htm>
- ◆ <http://www.effectivemeetings.com/>
- ◆ <http://www.ism.ws/ResourceArticles/1999/99cpKaye2.cfm>
- ◆ <http://www.ism.ws/ResourceArticles/2001/020112.cfm>