



Magic Meetings!

ebook - **SAMPLE PAGES**



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"If you're not failing every now and again, it's a sign you're not doing
anything very innovative."
WOODY ALLEN



How to use this ebook

This ebook course has an open learning format, which means it is self-instructional. In simple terms that means it's up to you when and where you study and for how long at a time. Everything that you need to know is contained in the pack, which is yours to keep as a reference document. We are well aware that everyone learns at a different pace and in different ways – we have provided you with the tools – now it's up to you!

You choose the place, you choose the pace!

One thing we do recommend - complete at least one section of the workbook at a time – that way, the information you are dealing with will make more sense. Each section should take you no more than 2 hours to complete, so the entire pack should be completed in around **6 hours**.

You may want to remind your Line Manager that you will be studying with this pack and discuss the objectives outlined on page 6. Your line manager may be able to suggest more specific learning needs, to add to these objectives. You may want to agree dates with your line manager, both during and after completion of the workbook to generally review your progress and:-

- Discuss any issues
- Provide you with support
- Provide a measure of how well the learning objectives have been satisfied
- Review any further learning objectives which come to light

If you need any help to complete this ebook course, in the first instance ask your Line Manager for support. It is important to get them involved in your learning.

A Note About Copyright

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Symbols in this Self Development Course

The pack contains clear instructions, and symbols have been used to represent various activities:



Learning Objectives (section or whole pack)



A paper exercise or activity for you to complete



An on job activity at work



Consult line manager, your work team or a colleague



End of Section Quiz

"The only place where success comes before work is in the dictionary."

ANON

Aims & Objectives

Aim

The aim of this ebook course is to provide you with the knowledge and skills required to run efficient, effective meetings.

This will result in benefits for you such as improved performance, time savings for you and your colleagues and better relationships with your team members and other meeting participants.

Course Objectives



At the end of this course, you will be able to:

- ❖ Understand the types of meetings which can be held
- ❖ Know the reasons why a meeting can be the best communication tool, and appreciate when meetings can be avoided
- ❖ Appreciate the 'success factors' of an effective meeting
- ❖ Prepare effectively to lead a meeting
- ❖ Know the range of physical environment factors which affects the success of a meeting
- ❖ Appreciate the skills required of an effective Chairperson
- ❖ Know the main stages of a meeting
- ❖ Understand the process of running a meeting
- ❖ Apply the 3 steps to assertive behaviour to handle difficult meeting participants

"The length of a meeting rises with the square of the number of people present."

EILEEN SHANAHA

Types of Meetings

Generally there are **four** types of meeting:

- To **inform** – to get or give information
- To **form** – to make a decision or to solve a problem
- To **perform** – to complete a task
- To **conform** – to maintain a routine or a standard image

Inform

This meeting is about conveying information. Participants learn presented information or the leader learns from the participants. A variety of methods can be used, such as discussions, queries, demonstrations, briefings and lectures. This type of meeting can be run with large groups of people.

Form

The emphasis on identification of concerns and resolution of conflict or problems. This can be done via discussion, brainstorming, persuasion and evaluation to develop a strategic plan. This meeting is best with 3 to 9 participants, giving enough minds to generate ideas, think through options, recognise consequences and problems and then select the best option. Too many people can result in indecision and confusion. **Tip – an odd number of attendees will avoid tied votes if you use a system of majority voting.**

Perform

This meeting revolves around working as a team to get a task done. Small groups work best. These meetings should be very focused on desired results and the time frame they need to be achieved within. The key to success in work meetings is minimising duplication and misunderstanding.

Conform

This is a routine meeting based on tradition and can be a combination of the three other kinds of meetings. The focus is on maintaining the status quo and few people perform at their best in these meetings. Try cancelling one or two of these meetings to see if anyone misses them. The time used for this meeting may increase productivity when deployed elsewhere. The meeting may have a social use. Perhaps consider a social lunch or coffee. Use this to develop a sense of identity and unity rather than the meeting.

“Communication is a two way street.”

ANON

Success Factors

The exercise above may have got you thinking about how effective each meeting was and whether the meeting was really necessary.



Activity: Rate the Meeting

Concentrate on the most memorable meeting from those you have noted above. The meeting could be memorable for positive or negative reasons.

Rate the meeting according to the criteria below, by ticking (✓) 0 4

Element	Poor		Excellent			Notes
	0	1	2	3	4	
Clarity of Objective(s) Clear/Unclear?						
Participant Choice Did you need to be there? Did others need to be there?						
Organisation Efficient/Messy? Prepared Agenda?						
Topics Covered As per agenda? Digression? Too many/few topics?						
Extent of your Involvement Full/average/low? Did you feel an Outsider or a Team Member?						
Your Contribution High/medium/low? Welcome/Unwelcome?						
Timings Announced and kept to? Slow/fast paced meeting?						

To Meet or not to Meet? ... That is the Question



Activity: To Meet or not to Meet

Consider the three meetings you have described above and answer the following questions about each one, in turn.

ELEMENT	Meeting 1 Yes (✓) or No (✗)	Meeting 2 Yes (✓) or No (✗)	Meeting 3 Yes (✓) or No (✗)
1. Was the meeting really needed?			
2. Could the outcome be achieved by telephone/fax/memo/email?			
3. Was it essential that everyone who attended was there?			
4. Were there people who were not there that should have been?			
5. Are the costs of people travelling to the meeting (time and money) a good investment in the outcome of the meeting?			
6. Is the meeting being held purely because of 'tradition'? Have regular meetings outlived their usefulness?			
7. Has the objective of the meeting been clearly communicated?			
8. Were outcomes clearly communicated and followed up?			
9. Could it be combined with another meeting to avoid duplication and disruption to other work?			

On balance, do you think any of your three meetings should have gone ahead? Perhaps the most basic meeting skill is deciding if the meeting is really needed at all and looking at more creative ways of achieving the necessary outcomes.

Review of Section Two



By now, you should be able to:

- ❖ Prepare effectively to lead a meeting
- ❖ Know the range of key factors about the physical environment which effects the success of a meeting

Section 2: Summary Quiz



How well have you mastered these skills?

Try this quiz to find out. Suggested answers follow the quiz. These questions have been designed to allow you to see how much you have learnt. If there any points you are unsure about, refer back to the relevant section and then try the questions again.

1. How do meeting participants judge a meeting to be effective?

2. When is the best time to start a meeting to ensure that all participants are focused?

3. Name **six** aspects of the physical environment that can have an effect on the success of a meeting.

_____	_____
_____	_____
_____	_____

Turn over for the answers