GESTÃO CORRENTE

GC 11 **– Conducting Meetings**

Prof. João Pargana e Prof. José Manuel Veríssimo

LEARNING OBJECTIVES

- Implement guidelines for planning and conducting effective meetings

- Enhance the value of meetings attended

WHY ARE MEETINGS IMPORTANT?

- Time spent in meetings

- Cost for 'just being there'

- It's where decisions are made

- Skills can be applied outside of work

The Five P's of Effective Meetings

Purpose

       Reason

Participants

       Individuals

Plans

       Preparation

Participation

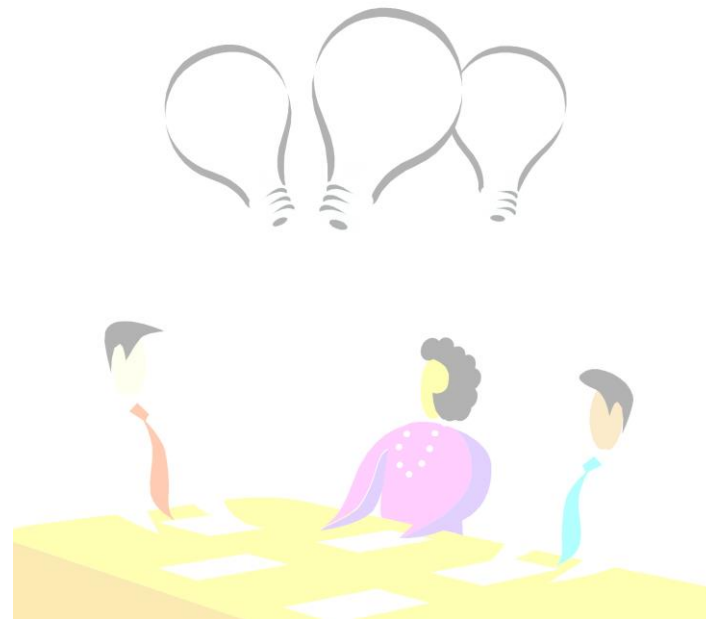   Process and Methods

Perspective

       Evaluation

1- PURPOSE

Meetings serve three functions,

1. To make announcements (do we really need a meeting for this?)
2. To make decisions
3. To brainstorm

Calling a Meeting

Meetings should be called for:

- Information sharing

- Commitment building

- Information dissemination and feedback

- Problem solving

2- PARTICIPANTS

Consider three factors:

1. **Size of group**
   - Too many or too few people can hurt the group
   - Odd numbers work best
2. **Composition**
   - Homogeneity vs. Heterogeneity
   - Competition vs. Cooperation
   - Task (business) vs. Process (participation)
3. **Skills of the participants**
   - Problem-knowers
   - Solution providers (creative)
   - Resource allocators (sign off money)
   - Decision makers looking for work (affirm decisions)

3- Rules for Planning Meetings

- The rule of halves
  - Items available no later than one-half the interval between the last meeting and the upcoming meeting.
- The rule of sixths
  - 2/3 of the agenda focused on current agenda items.
  - 1/6 on past agenda and follow up
  - 1/6 on brainstorming for the future
- The report rule
  - No reports. Insert the information on specific items of the agenda
- The rule of three-fourths
  - Information should be sent to participants ¾ point between meetings
- The rule of thirds
  - Divide the agenda in thirds, Start-up, heavy-work and decompression
- Executive summary rule
  - Reports circulated to meeting participants should always contain executive summaries
- The agenda bell rule
  - Items should be considered in order of ascending controversy and then the decompression items
- The agenda integrity rule
  - Only discuss items on the agenda
- The temporal integrity rule
  - Start on time and end on time. Follow a tine schedule
- The minutes rule
  - Minutes should show information recorded (agenda relevance), follow the agenda (content relevance) and reflect decisions (decision focus)
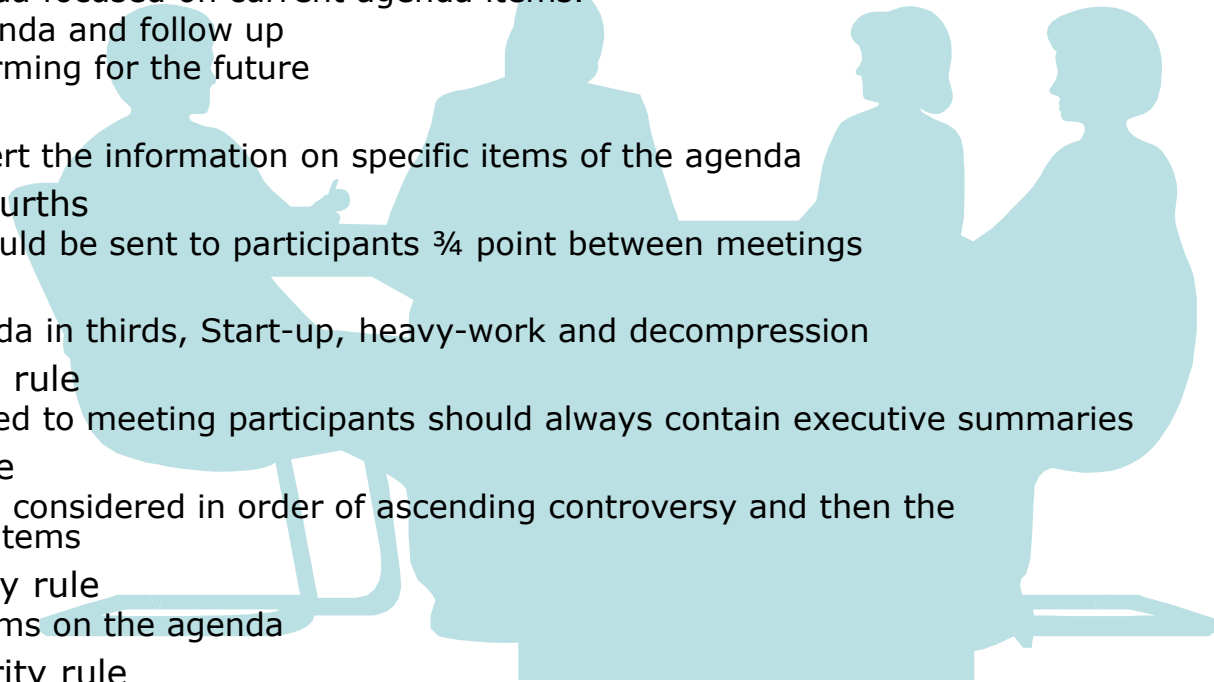
4- PARTICIPATION

The process used to involve members, including the following:

- Provide introductions
- Establish ground rules (participation, time, structure)
- Establish decision rules
    - The extensive rule (majority rule)
    - The intensive rule (who cares most wins)
    - The involvement rule (who acts decides)
    - The expert rule (who has law/science on his side wins)
    - The power rule (the boss wins)
- Use a variety of media (handouts, transparencies, slides, flipcharts, videos)
- Encourage and establish participation
    - Ask open questions, familiar language, own experience, facilitate discussion
- Summarize
    - Summarize decisions, tasks assigned, progress accomplished, key points discussed, what was learnt, anticipate next meeting.

5- PERSPECTIVE

Directs us to view the meeting from a distance

<u>KSS Method</u>: finding what to:

- 'Keep,'
- 'Stop,' and
- 'Start' to improve meetings

Suggestions for Group Members

1. Determine if you need to attend
2. Prepare
3. Be on time
4. Ask for clarification
5. Be precise when giving information
6. Listen
7. Be supportive of others
8. Assure equitable participation
9. Make disagreements principle based
10. Act and react in a way to enhance group performance

LINKS

- **Conducting Meetings – Checklist 1**
  - http://spot.pcc.edu/~rjacobs/career/conducting_meetings.htm

- **Conducting Meetings – Checklist 2**
  - http://www.nwlink.com/~donclark/leader/leadmet.html

- **6 Secrets Of Effective Meetings**
  - http://www.youtube.com/watch?v=ZSft2OeMmzQ&feature=related

- **Top Five Tips for Running Productive and Effective Meetings**
  - **http://www.youtube.com/watch?v=uOLuPfq11YY**