



eBook

***RUNNING MEETINGS THAT
GENERATE DECISIONS***

A Practical Resource for Administrators

2021

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Section 1: Introduction

Introduction

There are fewer regular occurrences in a professional's career that are more frustrating than sitting through endless meetings. It is not just the number or the duration of those meetings. It's the fact that, unless meetings are well planned and well managed, they rarely do what they are often intended to do — make decisions and serve as a basis for action. Even worse, the same items appear on the same agenda again and again with no end in sight. If one hears: “We'll have to come back to this” after a lengthy discussion, you just know that you are going to be subjected to the same painful, unending discussion the next time, and the next time. This webinar is an attempt to help you and others avoid that waste of time and use meeting time effectively and productively.

The main reasons for this are many. First, there is not enough time and thought spent on determining in advance what the expected outcome of the meeting is and whether or not the person chairing the meeting has the skill set to move the discussion on to a decision. The secondary reasons are many — make-up of attendees, form of the agenda, expectations for tasks and behaviours of meeting participants before, during and after the meeting ... and the list goes on. And perhaps that a good way to organize this *eBook* and the accompanying webinar: “Before, During and After” the famous and much feared meeting.

[Section 2: Types of Meetings](#)

- Regularly Scheduled Management Team Meetings
- Emergent Meetings and the Use of Technology to Serve Them

[Section 3: Preparing for Both Types of Meetings: Some Commonalities](#)

- Do I really Need a Meeting?
- Who “Owns” this Meeting?
- Clarifying the Purpose of the Meeting and its Intended Outcomes
- Who Should Attend the Meeting?

[Section 4: Establishing the Agenda for the Management Team Meeting](#)

- The Order of the Agenda
 - Decision Items
 - Discussion Items
 - Information Items

[Section 5: Establishing the Agenda for Emergent Items Meetings: Differences from Above](#)

- The Use of Technology for Speed and Efficiency
- The Call for Agenda Items (if necessary)
- The Form of Agenda Items and Back-Up
- The Composition of the Meeting Group

[Section 6: Managing the Meeting and Conventions](#)

- Who Chairs and Why?
- That All Important First Meeting
- Establishing Conventions Early
- Starting and Ending on Time
- Time Management and the Appointment of a Timekeeper and Comment Counter
- Monitoring Body Language
- Respectful Behaviours and Language
- Managing the “Dominators” and the “Non-Participants”
- Cell Phones and “Ins and Outs”

[Section 7: The Question of Decision Making in Meetings](#)

That Crucial First Meeting

- Introduction
- Some Basic Assumptions About Decision-Making
- The Decision-Making Matrix: An Illustrative Scenario
- The Question of Decision Ownership
- The Tenor of the Debate
- Say “No” to Voting on an Issue
- The Importance of Setting the Stage
- The Notion of Zone of Acceptance
- Conclusion

[Section 8: Follow-up to Management Team Meetings](#)

- Aide-Mémoires or Minutes: Which is Best?
- Follow-Up Ledgers: What, Who, By When

[Section 9: Follow-up to Emergent Issues Meetings](#)

- Aide-Mémoires Only
- “To Do” Lists Attached

[Section 10: Conclusion](#)

[Appendices:](#)

- [Appendix A: Agenda Template & Descriptors](#)
- [Appendix B: Back-Up \(Decision or Discussion\)](#)
- [Appendix C: Meeting Checklist](#)
- [Appendix D: Meeting Conventions and Norms](#)
- [Appendix E: Decision-Making Template](#)