



CENTER FOR HOMELAND
DEFENSE AND SECURITY
NAVAL POSTGRADUATE SCHOOL



HSX MODULE: MEETING MANAGEMENT



March 2017

OVERVIEW

- Meetings serve various purposes, whether it is to discuss regular organizational topics or on an adhoc basis to discuss operational issues. Either way, meetings can easily fill the workday. Meeting management skills are important to ensure meetings are effective as possible, while leaving employees feeling productive and excited about their work.

- Goal of topic:
 - Provide concepts of proper meeting management
 - Ensure meetings are as productive as possible

- Especially useful for:
 - Team Leaders
 - Managers
 - Facilitators

KEY CONCEPTS

- Many people view meetings as productivity killers
- Attention to meeting preparation, facilitation, participation, and evaluation processes is the recommended approach for ensuring productive outcomes.

https://www.aamc.org/members/gfa/faculty_vitae/148582/team_meetings.html

KEY CONCEPTS

General Meeting Management Pillars

1. Organize meeting logistics
2. Distribute an agenda before the meeting
3. Start and end on time
4. Open with member check-in
5. Establish and review ground rules
6. Assign administrative roles
7. Summarize decisions and assign action items
8. Debrief: evaluate and plan for improvement
9. Distribute meeting minutes promptly

https://www.aamc.org/members/gfa/faculty_vitae/148582/team_meetings.html

KEY CONCEPTS

Seven Steps to Running an Effective Meeting

- Make objectives clear
- Consider who is invited
- Stick to schedule
- Don't let anyone monopolize the meeting
- Start on time, end on time
- Ban technology
- Follow up

<https://www.forbes.com/sites/forbesleadershipforum/2014/02/05/seven-steps-to-running-the-most-effective-meeting-possible/#673f7f607a61>

KEY CONCEPTS

Additional suggestions/considerations

- Consider frequency of meetings
- Meeting leader must be prepared
- As the meeting leader, hold small “pre-meetings” with selected participants who are critical to meeting’s success
- Take notes on paper
 - Print agenda and use that as a note taking guide
 - Use a “parking lot” for discussions/ideas that come up, but are not necessarily directly related to the meeting topic or agenda
- Distribute meeting minutes as a follow up

KEY CONCEPTS

Meeting Challenges

Challenges	Intervention Options
Confusion over who is responsible for what	<ul style="list-style-type: none">■ See section on assigning roles, and creating minutes; have the recorder clarify what was said if applicable■ Regroup, clarify, assign, and document responsibilities in the minutes
People getting stuck in handling or too comfortable in (volunteering for) the same roles	Team members should be aware of this and may even use humor to "call out" a member who keeps volunteering for the same task
"Social Loafing": The team becomes too large and members do less or "Free Rider Effect": A member reduces his or her contributions because he or she feels able to reap the benefits of the group	<p>This can lead to decreased productivity overall since the more productive members may also scale back their efforts in response. More importantly, however, it undermines the dynamic of the team by affecting individual responsibility.</p> <ul style="list-style-type: none">■ Pay attention to the composition of the team■ Create an atmosphere of mutual accountability where everyone feels valued and encouraged to contribute equally

https://www.aamc.org/members/gfa/faculty_vitae/148582/team_meetings.html

KEY TAKEAWAYS

- Most people view meetings as a waste of time
- Good, well-run meetings can energize a time
- Meeting facilitators must be well prepared, stay on-point, and follow-up with the participants

Literary and Scholastic Resources – Meeting Management

Date of information: March 2017

Overview: While not exhaustive, the following resources provide an overview of various tips and methods which help ensure efficient and effective management of meetings.

Literary Resources:

Books

- *The Managers Guide to Effective Meetings*. Hands-on guide to planning and conducting meetings that fellow professionals will want to attend. It provides techniques for keeping a meeting focused and on target, reveals latest tools for meeting "virtually".
 - Streibel, Barbara. *The Managers Guide to Effective Meeting*. New York, NY: McGraw-Hill Education, 2002. Print. <https://www.amazon.com/Managers-Guide-Effective-Meetings/dp/0071391347>
- *How to Manage Meetings*. Communication expert Alan Barker analyses every aspect of holding a meeting and provides reliable advice on how to get it right. All the key topics are dealt with, including: preparing for a meeting, effective participation, chairing a meeting, group dynamics, problem solving within a group, different types of meeting, and follow-up actions.
 - Barker, Alan. *How to Manage Meetings*. London, UK: Kogan Page Limited, 2002. Print. <https://www.amazon.com/How-Manage-Meetings-Encourage-Participation/dp/0749463422>
- *Successful Meetings: How to Prepare, and Execute Top-Notch Business Meetings*. That is the subject of this new book which will teach the proper skills and training to get great results with every meeting, every time! You will learn the checklists for planning your meeting, setting the agenda, strategic planning, how the physical setting can be improved, how to properly open a meeting, handling difficult people and maintaining control, how to assess and evaluate your meetings, and the correct method to end a meeting.
 - Henkel, Shri. *Successful Meetings: How to Prepare, and Execute Top-Notch Business Meetings*. Ocala, FL: Atlantic Publishing Group, Inc, 2007. Print. <https://www.amazon.com/Successful-Meetings-Prepare-Top-Notch-Business/dp/0910627916>

Articles

- Seven Steps to Running the Most Effective Meeting Possible. Meetings fill an increasing number of hours in the workday, but there are ways to run effective, efficient meetings that leave your employees feeling energized and excited.
 - Hartman, Neal. "Seven Steps to Running the Most Effective Meeting Possible". Forbes.com. 2014. Web. <https://www.forbes.com/sites/forbesleadershipforum/2014/02/05/seven-steps-to-running-the-most-effective-meeting-possible/#c4ef0207a613>
- How to Run a Meeting. Anthony Jay discusses the function and types of meetings and the proper way to conduct an effective meeting.
 - Jay, Anthony. "How to Run a Meeting". Harvard Business Review. 1976. Web. <https://hbr.org/1976/03/how-to-run-a-meeting>
- 7 Habits of Highly Effective Meetings. The author lays out seven tips for improving the effectiveness of meetings.

- Harpham, Bruce. “7 Habits of Highly Effective Meetings”. ProjectManagementHacks.com. 2015. Web. <http://projectmanagementhacks.com/meeting-tips/>
- Leadership Lesson: Tools for Effective Team Meetings- How I Learned to Stop Worrying and Love My Team. Authors describe the importance of effective meetings as not only an important tool for workplace productivity, but also a reflection of overall team function.
 - Pigeon, Yvette and Khan, Omar. Leadership Lesson: Tools for Effective Team Meetings- How I Learned to Stop Worrying and Love My Team. Association of American Medical Colleges. Web. https://www.aamc.org/members/gfa/faculty_vitae/148582/team_meetings.html
- Principles and Practices of Relationship-centered Meetings. The authors describe the importance of quality relationships within a work team, and demonstrates methods for making meetings more relational and eliciting high-quality participation.
 - Suchman, Anthony and Williamson, Penelope. “Principles and Practices of Relationship-centered Meetings”. Relationship Centered Health Care. 2007. Web. www.intergroupresources.com/rc/Suchman%20&%20Williamson.pdf