



## Master Meetings

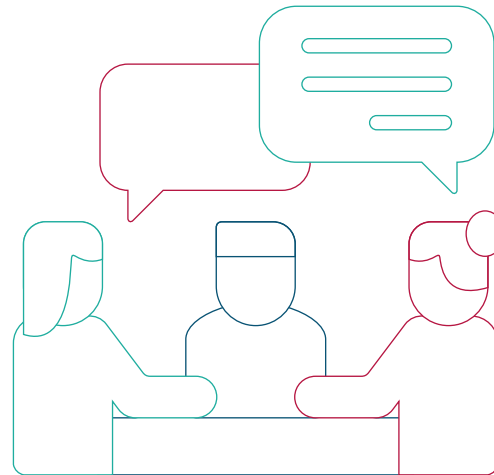
### What is it?

Each meeting is decision point, specifically deciding “what **must** we come together and agree to in order to move ahead?” **Always be thinking** with the end in mind, “By the end of the meeting/year/week what do we want to say to each other that we have done?” What is the **outcome** we are driving for?

**Planning time** rule of thumb: 1:1 ratio of prep time to the meeting time. **HOWEVER**, the bigger the group, more complex or emotional the issue, prep exponentially increases.

### Three Reasons for Meetings

- 1 Information Sharing:** If you can **simply email a document**, do that instead of calling a meeting **UNLESS** the information is complex and requires a more thorough walk-through to ensure information is clearly transmitted.
- 2 Building Understanding:** If you are faced with a complex situation or project, meetings are critical to ensure that everyone is on the same page with respect to the task or situation at hand. Building understanding is also the foundation upon which you can build agreements.
- 3 Building Agreements:** Meetings help us to build agreements so that something else can occur. In order to build agreements, you must do #1 and #2.



**Teams typically underestimate what it takes to ensure they have #1 and #2 and that is one major reason why meetings generally take a lot longer than we realize.**

### Prep for Weekly Meetings (e.g. Monday Meetings)

Conduct a brief (15-20') planning session by Friday mornings with key personnel and facilitator to:

- 1** Agree on the outcome for the Monday weekly meeting
- 2** Decide on the **prework** needed to accomplish #1:
  - Ex. reading to help inform, answer 1-2 questions, be prepared for x, y, z so that a, b, c outcome will be achieved.
  - Ask team members to be ready to share one success/celebration/piece of progress on Monday for the check in (we want to create the habit of looking for the good to start with the ET and the intention is to have each ET member eventually do this with their own team if they are not doing it already.



## Weekly Meeting Template Agenda (90 minutes approx.)

- Successes/progress/celebrations (one personal and one biz) (10')
- Remind about outcome for this session (2')
- Updates (5')
- Meat of the meeting (60')
- Action Plan (specifics - what, who and when)
- Agreements we made together (5')
- Quick review about what worked about this meeting and what we can do better next time (3')
- Agree on key messages to share (5')

Meeting attendees play one of four roles – **facilitator, timer, recorder** and **participant**. Decide upfront who is playing what role. Consider dividing out the role of timer from facilitator (have the person who is facilitating the following week do the timing the previous week and work with the recorder to ensure the agreements are captured correctly). The recorder captures the meeting notes, especially the last four items so that a communication gets drafted, sent to the facilitator and then gets emailed out accordingly with key points detailing an action plan.

## Agreements and Action Items

Always capture the **agreements** and **action plan items** along the way. Use the following template as a baseline for your next meeting:

What	Who	When	Done

**Resources:**

*Adapted from How To Make Meetings Work! By Michael Doyle and David Straus*