

# Meetings that Produce Results!



- 2** Communicate with purpose
- 3** Consider your body language and facial expressions
- 4** Listen to how you sound
- 5** Prepare for the meeting
- 6** Keep the meeting from drifting aimlessly
- 7** Lead the meeting effectively
- 8** Field questions effectively
- 9** Brainstorm potential questions and meeting protocol
- 10** Use visuals to help move the meeting along
- 11** Document and follow up after the meeting
- 12** Develop your action plan

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# Communicate with purpose



*“The greatest problem with communication is the assumption that it has taken place.”  
—George Bernard Shaw*

## Common deviations from our intent:

- Defending ourselves
- Saving face
- Seeking revenge
- Avoiding embarrassment
- Wanting to win

► From *Crucial Conversations*



What about you?  
What do you do  
when you deviate  
from your intent—

react to the other person or get  
caught up in the content?

## 4 important factors in communication

### 1 Intent

Purpose—what you want to have happen

### 2 Criteria, Expectations or Needs

Relevant factors to be taken into consideration

### 3 Content

Subject—what you end up talking about

### 4 Process

How we look \_\_\_\_\_ %

How we sound \_\_\_\_\_ %

Words we choose \_\_\_\_\_ %

## IF our message is incongruent!

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## Consider your body language and facial expressions



*What you are thunders so loudly that I cannot hear what you say to the contrary.*  
—Ralph Waldo Emerson

### Watch out for

- Pointing
- Crossed arms
- Wringing hands
- Hands in pockets
- Jangling change
- Clinging for life
- Fig leaf
- Reverse fig leaf

### And, consider your:

- Attire
- Facial expressions
- Eye contact
- Movements
- Gestures

### What to employ when leading a meeting?

**What body language, facial expressions,** posture or gestures would be valuable to project?

**What about tone of voice**—volume, pace, pitch, resonance?

Turn to someone near you, determine together one aspect of body language and one aspect of your voice that would be important to project when leading a meeting and one you'd want to avoid. You'll have four minutes to discuss.

■ Project

■ Avoid

## 3 key practices

■ Get \_\_\_\_\_ before you start

■ Talk to \_\_\_\_\_ at a time

■ And, remember to \_\_\_\_\_!

# Listen to how you sound



## Listen to your voice:

1. Listen to your vm message
2. Rerecord your message
  - a. When you're *not* smiling
  - b. When you *are* smiling!
3. The next few times you leave a message—and have the option—play it back!

*The right word may be effective;  
but no word was ever as effective  
as a rightly timed pause.*  
—Mark Twain

**What about you?** When you lead a meeting, how might the way you look or the way you sound affect your ability to lead effectively? What might you need to adjust when leading a meeting?



## Yes, that's how you sound!

Check your:

■ Tone

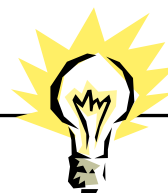
■ Volume

■ Pace

■ Pitch

■ Articulation

■ Use the Power of the Pause



### Vary your:

- Volume to emphasize contrast
- Pace to emphasize key points
- Pitch to create interest

Look. ....

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Sound. ....

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# Prepare for the meeting

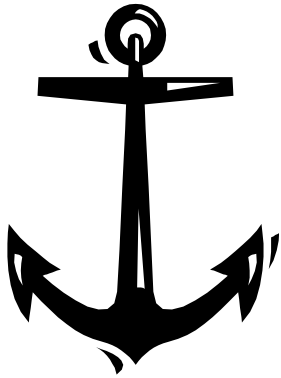


**Focus on a meeting** you will be facilitating soon. Take the time now to begin planning for it.

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- 1. What’s the purpose / objective of the meeting?**  
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- 2. Who will be attending—who should be attending?**  
◀ .....
- 3. What do I need to accomplish? My goals ?**  
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- 4. What materials will I need to bring?**  
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- 5. Might I receive any push back? What’s the criteria of the participants?**  
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- 6. Who do I need to talk with before the meeting?**  
◀ .....
- 7. Are there any “what ifs...” I need to plan for?**  
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# Agenda: anchor to keep the meeting from drifting aimlessly



**A thorough agenda** sent out ahead of time will help meetings go more smoothly!

- Participants will be more likely to come prepared
- Facilitator will receive more buy-in from participants
- A greater sense of inclusiveness will develop
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## Agenda basics

- ▶ Meeting date, time and place
- ▶ Purpose of meeting—objectives
- ▶ Meeting protocol—may be on agenda or posted
- ▶ Leader or facilitator
- ▶ Participants—name, department
  - Be sure stakeholders are in the meeting if their area or department is involved
- ▶ Identify the nature of each item
  - Discussion
  - Brainstorm for ideas
  - Decision
  - Information
- ▶ Provide background information with the item
- ▶ Assign a participant responsible for each item
- ▶ Indicate time allocated for each item
- ▶ Record action, person responsible, due date

**What about you?** What do you need to focus on to develop effective agendas?



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# Lead the meeting effectively



■ **Write purpose of meeting as a headline** at top of agenda and on a board or flip chart—so you can point at it!

■ **Write each agenda item as a goal or action**  
Rather than: *Discuss budget*, write it as a specific task that needs doing: *Define budget categories and develop tentative amounts in each category.*

■ **Use a parking lot—especially for any off-topic statements:**  
Assign someone to capture the parking lot items (or do yourself). Review them with the contributor or consider for future discussion

## Keep the group focused and on track

- **Refer to the agenda**
  - For next items
  - Who should be speaking
  - Where the group should be time wise
  
- **Periodically summarize**
  - When an item is complete and moving on to the next
  - When an action item has been designated
    - Reiterate who is responsible
    - Due date
  - 
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- **Ask questions to encourage participation**
  
- **Talk to some participants before the meeting**
  - Talk to any potential ‘troublemakers’ ahead of time—those who you would like to have speak on the topic, those who may dominate the discussion, those who know a lot about the topic...
  - Enlist their help ahead of time
  
- **Elicit a response, use**
  - **Prompted response**
  - **Eye cueing**



### What about you?

What do you need to focus on as you lead a meeting?

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# Field questions effectively



## Questions are a

- Sign your audience is listening
- Opportunity to reinforce key points

*“I can evade questions without help; what I need is answers.”*  
 —John F. Kennedy



Refer them to the parking lot! Have Post-its for this purpose and designate a parking lot area.

## 6 Tips for fielding questions

**1** Listen carefully and look at the person talking

**2** Affirm the person asking the question

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**3** Ask clarifying questions \* or paraphrase, if needed  
 \* what, when, where, how, who...not why!

**4** Repeat the question

**5** Keep the same delivery style

**6** Involve the whole audience in your answer

➔ If you don't know the answer, say so! Tell them you will find out—and follow through.

➔ Off the subject or limited interest question?

Affirm .....

Request .....

Refer or rely .....

Thank them! .....



# Brainstorm potential questions and meeting protocol

Question: .....

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Answer: .....

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Question: .....

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Answer: .....

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Question: .....

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Answer: .....

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## Prepare in advance

- Brainstorm some questions that could be asked and your answers
- Write them down
- Practice with a colleague

## Meeting protocol

Brainstorm a list of protocol for meetings that could help keep them:

- Focused
- Positive
- On track / schedule

# Use visuals to help move the meeting along



*Visual learners make up at least 87% of the population*

## Choose methods and media:

- PowerPoint
- Handouts
- Charts
- Boards
- Demonstrations
- Anecdotes
- Props
- Exercises
- Practices
- Examples
- Statistics
- Q & A
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*“If all you want to do is create a file of facts and figures, then cancel the meeting and send in a report.”*  
—Seth Godin

## When visual aids are used:

- Meetings are conducted in \_\_\_\_\_ % less time
- Time required to present a concept reduced up to \_\_\_\_\_%
- Audience retention increases up to \_\_\_\_\_ times
- Proposals are approved \_\_\_\_\_ as often
- Group consensus occurs \_\_\_\_\_ % more often

## PowerPoint can help you—although it’s NOT ALWAYS NECESSARY!

### ● Capture attention

### ● Evoke emotion

### ● Keep your audience with you—signpost

Signposting is letting your audience know where you are in the material. Literally, keeping everyone on the same page.

- Summarize one key point and introduce the next
- Refocus audience’s attention
- Keep audience on track

*“If your goal is to irritate your audience during your next presentation, read your PowerPoint slides to them.”*  
—George Torok



## What about you?

What materials do you need to bring to your next meeting?

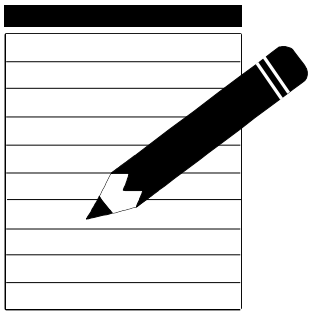
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# Document and follow up after the meeting



## Document

- ▶ Meeting minutes
- ▶ Action items
  - One-minute minutes

## Follow up

- ▶ Deliver meeting minutes—within \_\_\_\_\_
- ▶ Initiate special meeting—if needed
- ▶ Complete action items
  - **Owner of action item**—forward the results of action item with information that clearly identifies the source of request:  
*“...the enclosed cost estimate was requested under item 4 at our meeting on August 6, 2018.”*
- ▶ Debrief after meeting—if appropriate

## Tips for notes

- Capture basic ideas
- Look for key words and phrases
- Abbreviate words
- Circle or highlight action items, Owner and due date

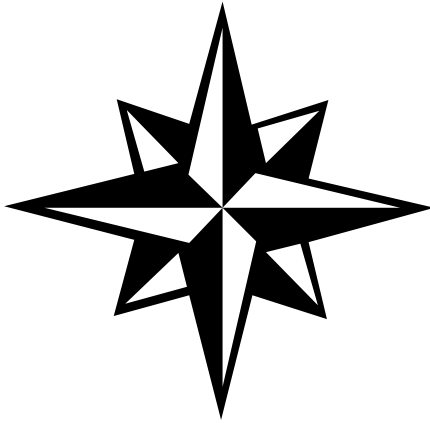


**Support decisions made in the meeting**

## Meeting Evaluation Survey

Rate today's meeting on a scale of 1 to 5 with 1 being "Needs Work" and 5 being "Just Right"

1. Meeting pace	1	2	3	4	5
2. Participation of all members	1	2	3	4	5
3. Clear purpose for the meeting	1	2	3	4	5
4. We followed our groundrules	1	2	3	4	5
5. We stayed focused on the topic of our discussions	1	2	3	4	5
6. We were courteous/civil in our deliberations	1	2	3	4	5
7. Other: _____	1	2	3	4	5
8. Strengths of the meeting					
9. Weaknesses of the meeting					
10. Ideas to improve our meetings					



*“You cannot teach a person anything. You can only help them discover it in themselves.”  
—Galileo*

*“What lies in our power to do lies in our power not to do.”  
—Aristotle*

## Resources

# Develop your action plan

When it comes to leading meetings, what I

...would do well to STOP doing?

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...want to KEEP doing?

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...would do well to START doing?

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Links to articles by Jan and a colleague:

Website: <http://j.mp/1u2tE87>

LinkedIn: <https://www.linkedin.com/today/author/janmclaughlinseattle>

Agenda basics | blog post: <http://j.mp/1skqNSt>

*The 12 stupidest meeting mistakes*

<https://mailchi.mp/jurassicparliament/orkneaplhb-1201589>

Links to articles online about virtual meetings:

*12 Tech Tools for Virtual Meetings*

<https://www.smartmeetings.com/technology/85250/12-tech-tools-for-virtual-meetings>

*Six Critical Success Factors for Running a Successful Virtual Meeting*

@ [www.facilitate.com](http://www.facilitate.com)

<https://www.facilitate.com/article/11316-six-critical-success-factors-for-running-a-successful-virtual-meeting>