



WICHITA STATE
UNIVERSITY

*CENTER FOR COMMUNITY SUPPORT
AND RESEARCH*

Effective Meeting Management: Tips and Tricks of the (Facilitation) Trade

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On a piece of paper, please write down two reasons you chose this session today.

Turn to the person next to you and share the reasons that you are here.



Let's hear a few of those reasons...

We'll do our best to meet your expectations!

Thank You!
😊

Purposes of the Day

Discuss elements of effective internal and community-wide meetings

Introduce resources and tools to make your meetings more engaging and productive

Provide opportunities to practice some of the skills/activities



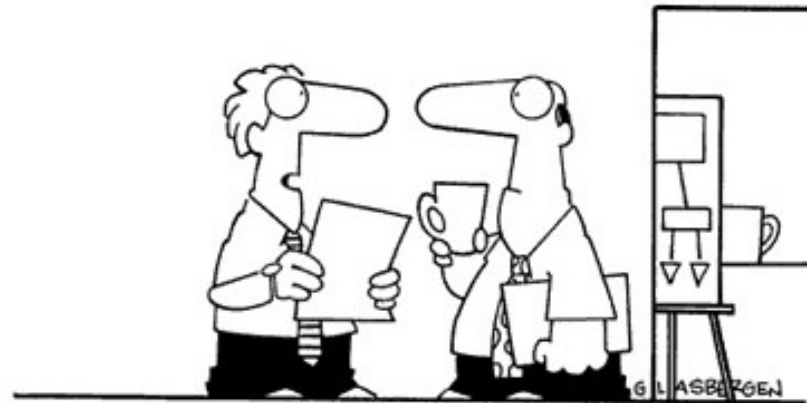


How might you use this?

Think Pair Share
What might be the benefits of this activity?

Give us your worst...

- Think of your worst meeting experiences...
- Pick a different neighbor and share your story
- Why was it the worst?
 - Why is that important to you? (repeat)



"Scientists say that coffee and donuts release chemicals into the brain that create the illusion that meetings are a productive way to get things done."

Give us your best...

WHAT?

What happened? What did you notice, what facts or observations stood out?"

SO
WHAT?

Why is that important? What patterns or conclusions are emerging? What did you believe about the meeting facilitator or convening body?

NOW
WHAT?

What actions make sense? What will I do differently if I want to emulate that "best" experience?

Three “Must-have”s for Effective Meetings



Preparation

Execution

Follow-up

Preparation



'Everyone here? Good. Meeting topic: Setting world record for shortest meeting. All in favor say aye. Ayes have it. Meeting over.'

Ask yourself, “Is a meeting the best way to handle this?”

- Don't have a meeting if the same information could be covered in a memo, email or a brief report

Preparation

“What is the purpose of the meeting?”

- Answer helps determine who participates
- Do you want a decision/action?
- Do you want to generate ideas?
- Are you getting status reports?
- Are you communicating something?
- Are you making plans?

WHY
ARE
WE
HERE?



Preparation

- ✓ **Priorities** – what absolutely must be covered?
- ✓ **Results** – what do we need to accomplish?
- ✓ **Participants** – who needs to attend for the meeting to be successful?
- ✓ **Sequence** – in what order will you cover the topics?
- ✓ **Timing** – How much time will you spend on each topic?
- ✓ **Date/Time** – when will you have the meeting?
- ✓ **Place** – where will the meeting take place?

Preparation

Name of Meeting
 Location
 Date & Time

PURPOSE

Purposes of the Day

-

LOGISTICS

Room Arrangement:

-

Supplies/Technology:

-

Handouts:

-

When & Who	What	Slides/Handouts (->) & Notes (--)

Preparation

“What is my role as facilitator for this meeting?”

Neutral?
Expert?
Leader?
Member?

No matter the role, the facilitator job description also includes:

Serve the whole group
Encourage participation from everyone
Listen intently at multiple levels, reflecting back and clarifying

Execution

- Circulate the agenda in advance so participants are prepared
- Lay down the “ground rules”
- Stick to the agenda and the time allotted for each topic
- Limit “wandering” - keep people focused
- Summarize what was said and ask people to confirm

Tips for Running Effective Meetings

- Email an agenda 24 hours in advance.
- Arrive 5 minutes early.
- Start and end on time.
- Come prepared.
- No smartphones.**
- Bring paper and a pen.
- Share all relevant data.
- Stay on topic.
- No** interrupting.
- Be brief and concise.
- Silence = agreement.
- Disagree without being disagreeable.
- Challenge ideas rather than people.
- No side conversations or comments.
- Everyone participates.
- Follow-up by email within 24 hours.

Execution

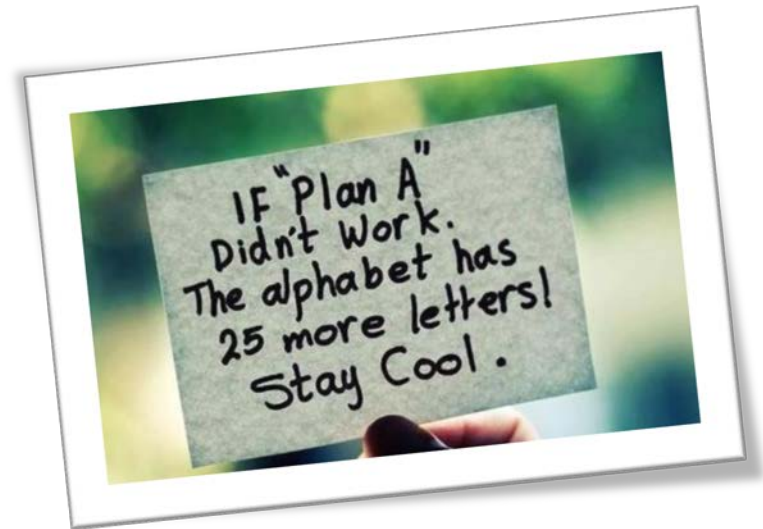
More Tips...

- Limit the length of slide presentations
- “No device” rule – take device breaks
- Use questions or a “round robin” approach to draw out quiet participants
- Ask for objections up front and document them
- Ground rules might include “no side conversations” or “those who complain must offer a an alternative”
- Know your audience, including the “troublemakers”
- Mobilize a buddy

Execution

Best Laid Plans...

- Watch body language – yours and theirs
- Be responsive to participants' needs
- Time management
- Arrange agenda to maintain energy and flow
- Be prepared to change course (tools help)



Top Ways to “Kill” a Meeting

Strangle ideas

Poison progress

Hijack the conversation

Asphyxia – no oxygen

Wandering

CRIME SCENE - DO NOT CROSS

Cyber-terrorism -
(electronic devices)

Serial naysayers

Plotting

Ramblers

Profile of a “Killer”

CRIME:

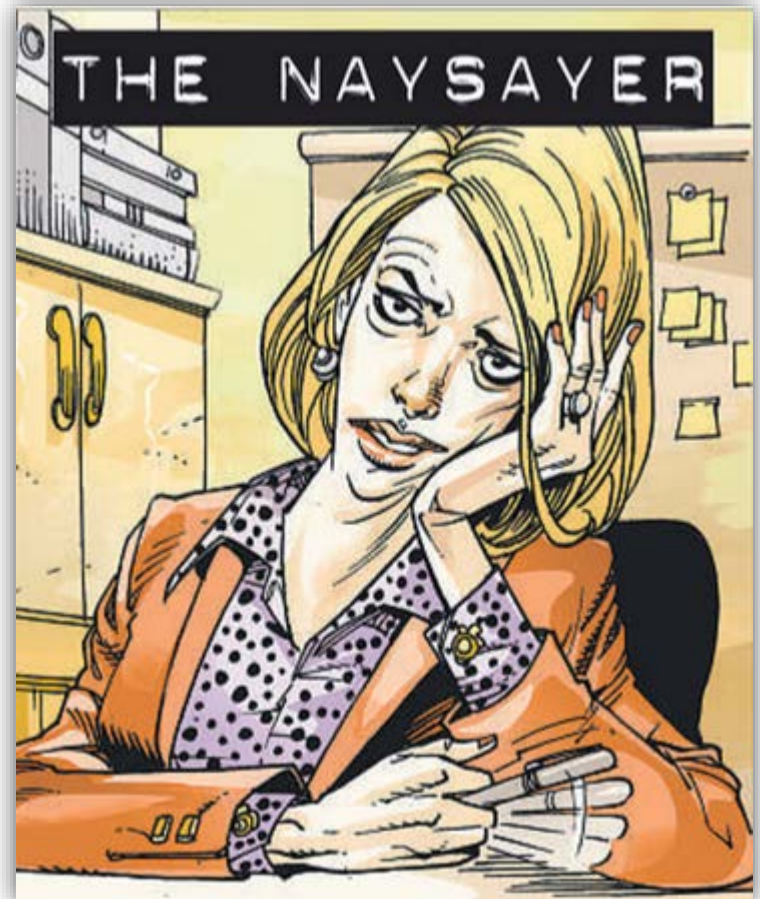
Premeditated negativity

MODUS OPERANDI:

Waits until consensus is almost reached and derails meeting with major objections.

LEVEL:

First Degree Nuisance ■■■



Profile of a “Killer”

CRIME:

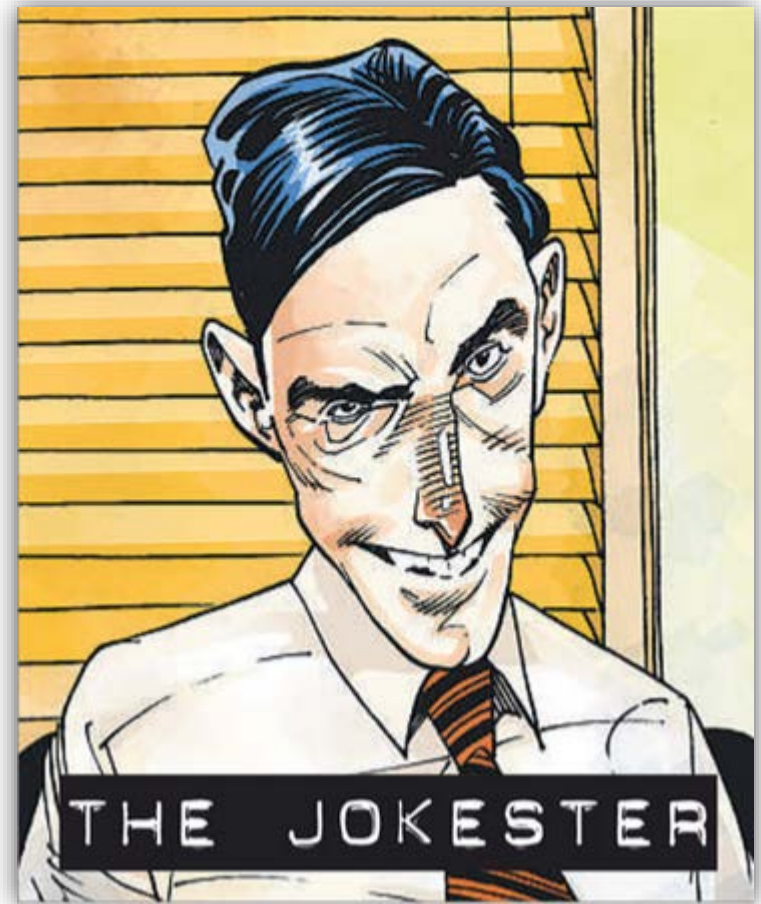
Assault with a deadly punchline

MODUS OPERANDI:

Cracks jokes – appropriate or not
– and awaits response from co-workers.

LEVEL:

Misdemeanor Nuisance ■ □ □



Profile of a “Killer”

CRIME:

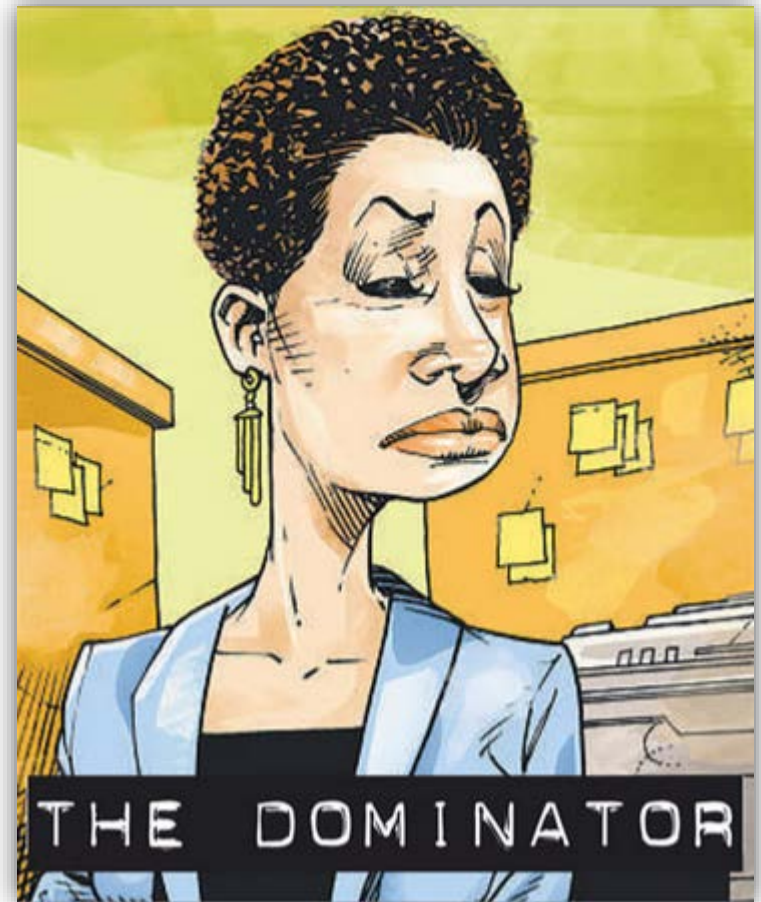
Greatly overestimates value of his/her personal views

MODUS OPERANDI:

Disrupts discussion and induces information overkill.

LEVEL:

First Degree Nuisance ■■■



Profile of a “Killer”

CRIME:

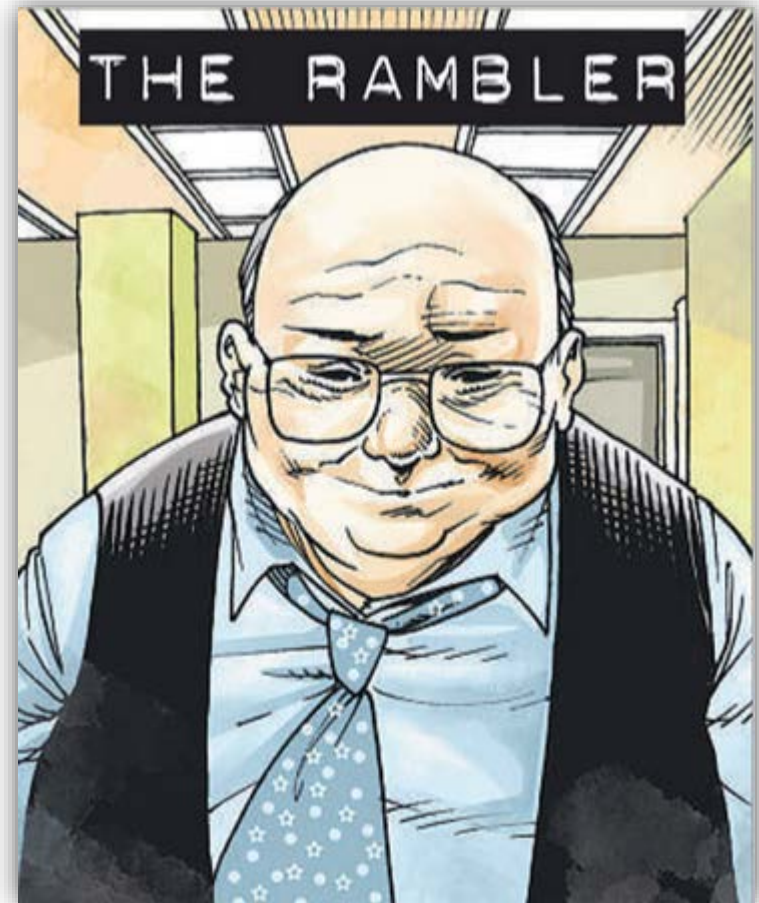
Inflicts death by boredom

MODUS OPERANDI:

Takes discussions to far-away places so people forget why they're there.

LEVEL:

Second Degree Nuisance ■■■□



Profile of a “Killer”

CRIME:

Practices passive-aggressive insubordination.

MODUS OPERANDI:

Remains quiet at meetings, later undermines bosses and decisions.

LEVEL:

First Degree Nuisance ■■■



Prevention strategies

- Meet with “naysayers” and get their opinions one-on-one...let them vent.
- Meet with those who are quiet and build support
- Have a contingency plan for unplanned detours
- Off Broadway – build support among the majority in bits and pieces



TAKE A BITE OUT OF
CRIME®

Set Project Deadlines

Savage Chickens

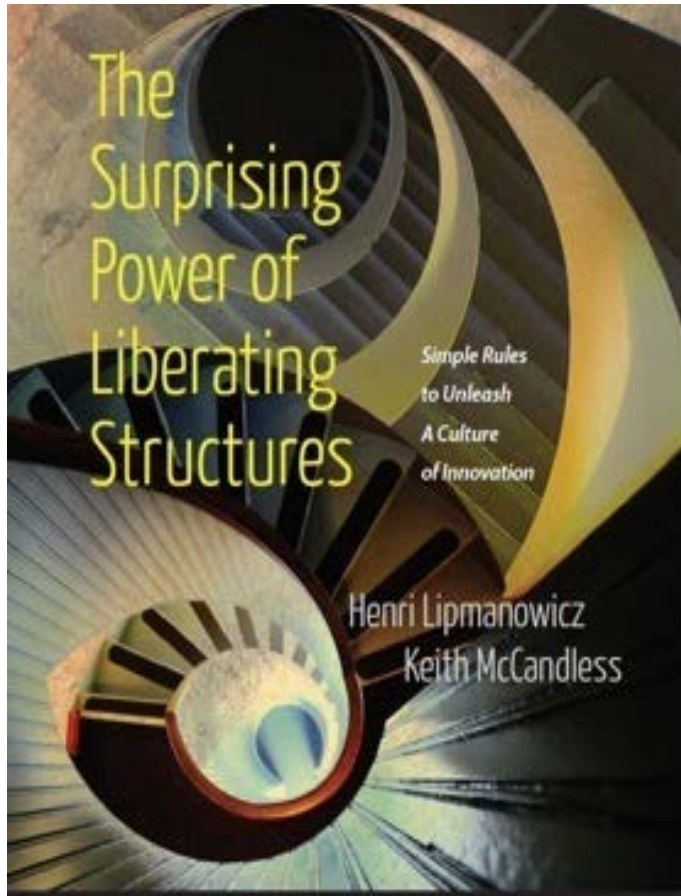
by Doug Savage



www.savagechickens.com

- Build individual task lists
- Milestones
- Assignments
- Measures
- Accountability
- Final outcomes

Facilitation Strategies



LS Menu 	Wicked questions 	What³ debrief 	Min specs 	Heard, seen respected 	What I need from you 	Integrated autonomy
Design elements 	Appreciative interviews 	Discovery and action dialog 	Improv prototyping 	Drawing together 	Open space 	Critical uncertainties
1-2-4-All 	TRIZ 	Shift & share 	Helping heuristics 	Design storyboards 	Generative relationships 	Ecocycle
Impromptu networking 	15% solutions 	25 : 10 crowdsourcing 	Conversation café 	Celebrity interview 	Agree/certainty matrix 	Panarchy
9-whys 	Troika consulting 	Wise crowds 	User experience fishbowl 	Social network webbing 	Simple ethnography 	Purpose to practice

<http://www.liberatingstructures.com/>

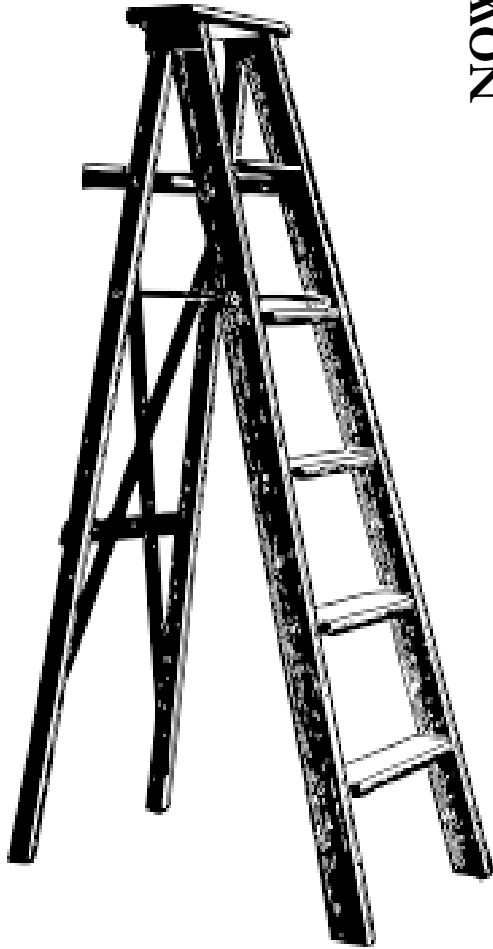


Purposes

- Discover what is truly important for the group members
- Lay the groundwork for the design that will be employed
- Ignite organizational momentum through the stories that emerge
- Generating a small number of clear answers can help you move forward together with more velocity



Ladder of Inference



NOW WHAT?	ACTIONS	I decide what to do next based on these beliefs.
	BELIEFS	I adopt beliefs about the world based on these conclusions.
SO WHAT?	CONCLUSIONS	I reach a position, opinion, view.
	ASSUMPTIONS	I make inferences, assumptions, interpretations based on these meanings.
	MEANINGS	I select the data based on my knowledge and experiences. (Cultural and Personal)
WHAT?	DATA	What I see, hear, feel, sense. OBSERVABLE DATA AND EXPERIENCES



Purposes

- Build shared understanding of how people develop different perspectives, ideas, and rationales for actions and decisions
- Avoid repeating the same mistakes or dysfunctions over and over
- Avoid arguments about actions based on lack of clarity about facts or their interpretation
- Eliminate the tendency to jump prematurely to action, leaving people behind
- Honor the history and the novelty of what is unfolding
- Build trust and reduce fear by learning together at each step of a shared experience
- Make sense of complex challenges in a way that unleashes action



Purposes

You don't have to be the facilitator to help move a meeting forward.

- The Art of Asking Powerful Questions
 - Generate constructive energy by starting on a positive note.
 - Reveal the path for achieving success for an entire group simultaneously
 - By expecting positive behaviors, you can bring them forth (Pygmalion effect)
 - Spark peer-to-peer learning, mutual respect, and community building.
 - Give permission to explore complex or messy challenges



Additional Resources



<http://www.greatmeetingsinc.com/default.aspx>

Additional Resources



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www.wichita.edu/ccsr

Asset Mapping

Collaboration

Leadership Succession Planning

Learning, Thinking, Working Styles

Strategic Planning

... and more!

Follow-up



- Debrief, and determine what went well and what could have been done better
- Evaluate the meeting's effectiveness based on how well you met the objective
- Get the participants' feedback
- Issue meeting minutes with decisions made, follow-up items and who is responsible and by when, and next meeting information (if necessary)



Getty Images



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Tips and Tricks of the (Facilitation) Trade

thank you!