



Effective Meetings

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Overview and Expectations

- Introductions
- Expectations
- Areas of Focus




Questions for You

- What types of meetings do you lead?
- What outcomes do you need from the meeting?
- What challenges do you face?
- What tips would help you most?



Effective Meetings

- Achieve meeting objectives
- Take up a minimum amount of time
- Leave participants feeling a sensible process has been followed



Make Every Meeting Matter Or Don't Meet At All

- Is the transfer of information one way?
 - Updates and status reports are better done by email
- Is participant feedback required?
 - Email limitations
- Is real purpose to build consensus?
 - Easier to do face-to-face



Meeting Objectives

- Serve a useful purpose
 - Do you want a decision?
 - Do you want to generate ideas?
 - Getting status reports?
 - Communicating something?
 - Making plans?



Focus Your Objective

Complete this sentence:

At the close of the meeting I want the group
to...



Create Structure for the Meeting

- Start meeting with a “statement of wild success”
- Clear definition of the best possible outcome
- Every meeting needs a goal and a purpose



What Not to Do

Meetings are not good for...

- Updates
- Getting slackers on track
- Getting everyone on your page
- Whipping up enthusiasm



Use Time Wisely

- Everything that happens should contribute to the meeting objective
- Anything that does not is superfluous and should be eliminated
- Prepare an agenda



Prepare an Agenda

- Priorities
- Results
- Participants
- Sequence
- Timing
- Date and Time
- Place



Prepare an Agenda

- Bullet points for everything to be discussed
- Be clear - is this an update, discussion, or action item requiring group decision-making
- Email a day in advance
- Cut and paste into body of the email rather than just an attachment



Prepare an Agenda

- Phrase agenda to create interest and a sense of importance and urgency
- Interest people with a guide to where you're going, a point of view and an action step
- Influence them towards something don't just inform them
- Increase involvement by assigning topic leads
- For long meetings excuse people during portions not relevant to them



Advance Participant Preparation

- Knowledge - advance information or reports
- Ask participants to come prepared with solutions to problems
- Circulate agenda prior to the meeting
- Solicit feedback



Take Charge

- Good meetings are a product of good leadership
- Take charge and be clear of your intent to keep the discussion
 - Timely
 - Useful
 - Relevant



Respect Time

- Start on time – reward those who come on time not the ones who come late*
- Keep a clock or timer visible and follow it
- Involve participants early on
- If homework is required and participants didn't do it, stop and reschedule



UPS Case Study

- Meetings and the way they are held can shape your business culture
- UPS example-start of every shift 3-minute meeting
- Road and weather (safety)
- Customer service and announcements (efficiency)



Meeting of the Minds

- Two-way communication is the point of meetings – honest input is crucial
- Disagreement and debate are healthy signs of a passionate work force
- No one should be afraid to say what they think and no one should dominate



Meeting Leader Responsibilities

- Nudge the quiet ones
- Curb the longwinded
- Reign in the tangents
- Control outbursts
- Don't dismiss ideas immediately

Chairing Meetings

- Means achieving meeting goals despite bad agendas or lack of time, etc.
- Impartiality – don't wear your opinion on your sleeve
- Assertiveness – firm but respectful
 - I think we should hear from (name) on this
 - Can we have some comments from (division)



Chairing Meetings

- Stay on course and alert
- Assess importance of each agenda item
- Allot time to each topic as required
- If one issue starts to dominate take control
- Suggest another meeting
- Call for a decision



Summarizing

- Invaluable skill for a meeting chair
- Use it to end a topic or discussion
- Use it to limit discussion
- End the meeting with a clear overview of what took place and what action is now required



Summarizing

- Requires active listening
- State concisely what was said in an impartial way
- End with a clear statement of what is expected next
- Takes practice
- Gives sense of accomplishment



Review of Responsibilities

- Focus on decisions
- Ensure participants accorded adequate time
- Decide when to end debate on topics



Review of Responsibilities

- Use appropriate questions
 - Elucidate information or re-direct discussion
- Listen carefully to all contributions
- Summarize proceedings with an emphasis on decisions taken and future plans



Close with an Action Plan

- Review decisions reached
- Identify what next actions will be
- Ensure everyone knows what is expected of them and when
- Ask whether the meeting was useful – if not what could have been done better



Tips for Teleconferences

- Know your technology in advance
- Provide access codes and info in advance – every email
- Send materials and agenda in advance
- Assign homework
- Take attendance
- Ask for individual responses
- Summarize



Helpful Web Sites

www.bnet.com

www.meetingwizard.org/meetings/effective-effectives.cfm

<http://managementhelp.org/mis/mtgmgmnt.htm>



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