

# Conducting Effective Meetings

## Preparation

### *Review Reference Manual*

### *Equipment, Materials, Supplies*

- Newsprint, Easel, Markers, Masking Tape

### *Exercise Preparation*

- Review *Exercise 1: Ground Rules Worksheet*
- Review *Sample 2: Materials for planning meetings*
  - Agenda for a Project Team's First Meeting
  - Worksheet for Planning a Meeting
  - Meeting Room Checklist
  - Creating Agendas: Check List
  - Sample Meeting Agenda
  - Sample Meeting Agenda – Traditional Business Meeting
  - Meeting Evaluation Sheet #1
  - Meeting Evaluation Sheet #2
- Review *Exercise 3: Creating an Agenda for a Quality Improvement Team*

### *Room Arrangements*

Participants should be seated at tables in groups of 6 people.

## Overview

### *Purpose*

The purpose of this module is to provide information of how to conduct team meetings, and how to identify opportunities for facilitation and training as part of meetings.

### *Objectives*

At the end of this module participants will be able to:

- Identify key aspects of planning, conducting, and evaluating team meetings.
- Develop a detailed meeting agenda.
- Identify communication skills needed for conducting effective meetings.

<b>Content</b>	<b>Time</b>
Introduction	5 minutes
Why Have Meetings?	10 minutes
Meeting Ground Rules (+ First Team Meeting)	30 minutes
Planning, Conducting and Evaluating Meetings	60 minutes
Team Meeting Communication Skills	15 minutes
	<b>Total time: 2 hours</b>

**Time/Materials    Content/Activities**

**Introduction**            **DISCUSS** the purpose, objectives, and overview of the content.

**5 Minutes**

**Purpose**

**Slide 1**

**TELL** participants the purpose of this module is to provide information of how to conduct team meetings, and how to identify opportunities for facilitation and training as part of meetings.

**Objectives**

**Slide 2**

**PREVIEW** the objectives from the reference manual.

**Overview**

**PREVIEW** the module contents.

**Why Have Meetings?**

**ASK** participants what bothers them most about meetings they attend?

**ASK** 3-5 people to share one thing that bothers them about meetings.

**10 Minutes**

**SELECT** a recorder to **WRITE** these thoughts on newsprint.

**Slide 3**

**DISCUSS** that, from this list of complaints it will probably be clear what needs to be done in order to have effective meetings.

- Setting meeting ground rules.
- Planning each meeting by specifying meeting purpose and objectives.

- Creating and following an agenda
- Evaluating each meeting.

**DISCUSS** the benefits of an effective meeting to answer the question “why have meetings?” from the reference manual

## Meeting Ground Rules

**30 minutes**

**Slide 4 & 5**

### **Exercise 1: Ground Rules Worksheet**

**ASK** the purpose of ground rules.

**ASK** what participants think some of the common ground rule topics should be. **ADD** any that are missed (based on reference manual information)

**INTRODUCE** the activity. (5 minutes)

- **TELL** participants to use *Exercise 1: Ground Rules Worksheet*
- **FORM** small groups.
- **TELL** groups to assign roles (team leader, timekeeper, recorder, coach - facilitator)
- **REMINDE** the coach of *Exercise 1 in "Coach as Facilitator" – 4 step approach to group process interventions* – (s)he may want to use this
- **TELL** the groups they have 15 minutes for this work.
- **TELL** the groups the assignment is to develop a ground rule for each of the topics, following the specific process described in the exercise.

**CONDUCT** the activity. (15 minutes)

- **WATCH** the groups and assist as needed.

**SUMMARIZE** the activity. (5 minutes)

- **ASK** for a ground rule for each topic, going from group to group
- **ASK** for reactions to the structure of the group work (note this is one way to avoid the group being taken over by a strong members providing all the answers)

## First Team Meeting

**Slide 6**

### **Sample 2: Agenda for a Project Team's First Meeting .**

**DISCUSS** unique features of the first meeting of a team starting an improvement activity, based on reference manual information. Refer to *Sample 2: Agenda for a Project Team's First Meeting .*

**EMPHASIZE** the need for team building and technical training to get the team started with their Forming stage.

**Planning,  
Conducting,  
and Evaluating  
a Meeting**

**DISCUSS** how effective meetings happen (from Reference Manual).

**60 Minutes**

**Slide 7**

**Sample 2:  
Materials for  
Planning  
Meetings**

**TELL** participants there are several meeting planning and evaluation tools in their participants manual which they may use when they return home, They are within *Sample 2: Materials for Planning Meetings*

- Worksheet for Planning a Meeting
- Meeting Room Checklist
- Creating Agendas: Check List
- Sample Meeting Agenda
- Sample Meeting Agenda – Traditional Business Meeting
- Meeting Evaluation Sheet #1
- Meeting Evaluation Sheet #2

***Planning a meeting***

**Slide 8**

**DISCUSS** with participants the two parts of meeting planning (based on the reference manual): defining the meeting objective and creating an agenda.

**Slide 9**

**DISCUSS** the four types of activities mentioned in the reference manual which usually help define the objective of the meeting

- Information Giving
- Discussion
- Decision-making
- Task Oriented

***Conducting a Meeting***

**Slide 10**

**DISCUSS** information from the reference manual about:

**Slide 11**

- How to open a meeting: state the purpose of the meeting and what needs to be accomplished, and review the agenda.

**Slide 12**

- Benefits of using and following an agenda

**Slide 13**

- Components of an agenda

**Slide 14**

- Sample agenda structure
- How to close a meeting: summarize / review work, confirm agreements, plan next agenda

**Sample 2:  
Materials for  
Planning  
Meetings**

Refer participants to agenda samples included in *Sample 2*.

**Slide 15**

***Evaluating the Meeting***

**Sample 2:  
Materials for  
Planning  
Meetings**

**DISCUSS** information from the reference manual about simple ways to evaluate meetings. Refer participants to the meeting evaluation forms included in *Sample 2*.

**Exercise 3:  
Creating an  
Agenda for a  
Quality  
Improvement  
Team**

***Exercise 3: Creating an Agenda for a Quality Improvement Team***

**INTRODUCE** the exercise

- **FORM** teams of 4-6 people.
- **REVIEW** the scenario and task as stated on the exercise sheet. (You may use another example depending on your audience and the focus of the training program.)

**CONDUCT** the exercise.

- **WATCH** team work and assist if needed.
- **STOP** the work after 15 minutes
- **ASK** teams what they identified as agenda items. Go from team to team to get all topics. Point out any items you think are missing or unneeded.

**SUMMARIZE** the exercise.

- **ASK** participants if they found the agenda template helpful, or how they would improve it.
- **REEMPHASIZE** the benefits and importance of planning for opening, closing and evaluation activities.

**Team Meeting  
Communica-  
tion Skills**

**DISCUSS** information from the reference manual, and use personal examples to illustrate,

**Slides 16-19**

- Active listening
- Assertiveness

**15 Minutes**

**Transition**

**REVIEW** module objectives and link them to other work done today.

## Exercise 1: Ground Rules Worksheet

### *Instructions*

The goal is to develop a ground rule for your training team on each of the topics listed on the next page, following this process.

1. The leader will ask the person on his/her right to propose a ground rule for the first topic, Attendance.
2. The leader will ask if everyone agrees or if there is a change that someone else would like to propose. If a change is suggested, the leader will ask the training team to vote on the change - for the sake of this exercise, majority rules.
3. The recorder will write the agreed upon ground rule on the sheet.
4. This process will continue with the next person proposing a ground rule on the next topic, Promptness.

The time keeper will keep track of time. You have 15 minutes for this work (including introduction, activity, summary/close).

<b>Our Team's Ground Rules</b>	
<b>Attendance</b>	
<b>Promptness</b>	
<b>Meeting Place and Time</b>	
<b>Participation of Team Members</b>	
<b>Basic Courtesies</b>	
<b>Assignments</b>	
<b>Interruptions</b>	
<b>Breaks, Eating, Drinking and Smoking</b>	
<b>Routine Chores</b>	

## Sample 2: Materials for planning, conducting and evaluating meetings

### *Agenda for a Project Team's First Meeting<sup>1</sup>*

This agenda can be a model for your first meeting of a QI project team.. This model includes time estimates for each item (for a total meeting length of about 3.5 hours). Keep track of the actual times so you can get good at predicting how long your meetings will have to last. If you think that you will not have enough time to finish all of the items, indicate which are “musts” for this meeting. This format differs slightly from that for regular meetings because there is a great deal of orientation and just-in-time technical training to allow the team to begin improvement work.

<b>Project / Team Name:</b> _____	<b>Meeting Date</b> _____
Team aim / goal: _____ (as assigned by a higher committee, if a specific improvement aim has been identified)	
1. Review this agenda (5 min)	
<ul style="list-style-type: none"> <li>• Add items, delete items, estimate the time needed for each item.</li> <li>• Rank the items: must do today/should do today</li> <li>• Note item types: announcement, discussion, decision, action.</li> </ul>	
2. Brief introductions by team members (10 min)	
3. Review the aim / goal statement from the management team (15 min.)	
4. Explain the goals of this meeting (10 min.)	
5. Get acquainted with each other (35 min. total)	
<ul style="list-style-type: none"> <li>• An icebreaker in pairs followed by a group activity (20 min)</li> <li>• A more detailed discussion of the process targeted for improvement. A description by all members of their roles in that process. (15 min)</li> </ul>	
6. Define the roles of the team leader, coach, and team members (10 min)	
7. Set ground rules and housekeeping rules (10 min)	
8. An introduction to some basic concepts (60 to 90 min)	
<ul style="list-style-type: none"> <li>• Discuss the principles of Improvement</li> <li>• Discuss the steps in quality improvement</li> <li>• Define the process that has been chosen for improvement and how these improvements will fit in to larger improvement efforts (if applicable)</li> <li>• Define customers and suppliers in the process</li> <li>• Define major steps / components in the process</li> <li>• Discuss this team's relationship with the management team, including reporting expectations</li> </ul>	
9. An assignment for the next meeting: date, time (10 min)	
10. Meeting Evaluation: questions and discussion (15 min)	

<sup>1</sup> Adapted from Scholtes, Peter R. *The Team Handbook*, Joiner Associates, Inc., Madison, Wisconsin, 1988.



**Worksheet for Planning a Meeting**

1. Objective: What key results do you want to achieve - what information must be presented and what decisions must be made?

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2. Timing: How long should the meeting last? When is the best time to hold it?

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3. Participants: Who should attend? Be sure to include those with authority to decide, whose commitment is needed, and those who need to know.

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4. Agenda: What items should be dealt with? Who is responsible for preparing and distributing the agenda? How will participants help in developing the agenda?

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5. Physical Arrangements: What facilities and equipment are required? How should the meeting room be arranged?

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6. Role Assignments: What role assignments need to be made? For example, scribe, secretary, timekeeper, and discussion moderator.

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7. Evaluation Method: How will the meeting be evaluated in order to improve the next session?

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**Meeting Room Checklist**

The following checklist summarizes the key requirements for an acceptable meeting room. Use it to see if the potential meeting room will meet your needs.

1. Is the room large enough to comfortably accommodate the participants and any planned audiovisual aids?  
 Yes                       No
2. Is there adequate lighting and ventilation? Can they be controlled within the meeting room?  
 Yes                       No
3. Is the room free from distractions and interruptions such as telephones, loud noises, or other activities?  
 Yes                       No
4. Is the room appropriately furnished? Are the chairs comfortable enough for the length of the meeting?  
 Yes                       No
5. Is the room conveniently located for participants?  
 Yes                       No
6. Is the cost of the room within budget?  
 Yes                       No
7. Is the room available at the time you need it?  
 Yes                       No

### ***Creating Agendas: Check List***

Use this check list in creating an agenda for an effective team meeting.

#### **1. General Information and Logistics**

- Who is: leading the meeting, time-keeper, recorder, and coach
- Who is attending the meeting
- Date
- Starting time
- Ending time
- Place

#### **2. Agenda**

- Determine the overall meeting objective(s)
- Sequence or prioritize agenda items
- State the purpose of each item (information, discussion, decision, task)
- Identify the person(s) responsible for each item
- Indicate the time allocated for each item

#### **3. Preparation**

- Schedule the meeting room
- Prepare and distribute background materials
- Prepare and distribute the agenda prior to the meeting (at least one day, but not more than one week ahead)

**Sample Meeting Agenda**

**Project Team** \_\_\_\_\_

**Goals for Improvement:** \_\_\_\_\_

Note: Have your team goals listed on the agenda. They can be typed onto the master before it is copied.

**Meeting Date** \_\_\_\_\_

**Meeting Objective:** \_\_\_\_\_

1. Icebreaker
2. Review of Agenda:  
Add Items, delete items, estimate the time needed for each item. Rank the item: must do today, should do today.
3. Status reports on individual assignments  
(list assignments here.)
4. Other reports, presentations, activities or discussions (list here.)
5. Review of the status of our projects. Where are we now relative to our plan?
6. Assignments for follow-up activities (what? by whom? due date?)
7. Upcoming events, presentations, special meetings, etc.
8. Agenda Items for our next regular meeting (list here)
9. Special activity scheduled for this meeting
10. Meeting evaluation: questions and discussion

Item type: Information discussion decision task	Must do - ★  Should do - ●	Time Estimate
Total Time		

**Sample Meeting Agenda – Traditional Business Meeting**

Time	Topic	Purpose	Person responsible
5 minutes	Opening Preview agenda	<input type="checkbox"/> Inform <input type="checkbox"/> Discuss <input type="checkbox"/> Decide <input type="checkbox"/> Do a Task	Team leader
5 minutes	Get feedback about any changes to last meeting minutes, make changes	<input type="checkbox"/> Inform <input type="checkbox"/> Discuss <input type="checkbox"/> Decide <input type="checkbox"/> Do a Task	Recorder
5 minutes	Announcements	<input type="checkbox"/> Inform <input type="checkbox"/> Discuss <input type="checkbox"/> Decide <input type="checkbox"/> Do a Task	Team leader or members
15 minutes	Old Business Topic 1:	<input type="checkbox"/> Inform <input type="checkbox"/> Discuss <input type="checkbox"/> Decide <input type="checkbox"/> Do a Task	
15 minutes	Old Business Topic 2:	<input type="checkbox"/> Inform <input type="checkbox"/> Discuss <input type="checkbox"/> Decide <input type="checkbox"/> Do a Task	
10 minutes	New Business Topic 1:	<input type="checkbox"/> Inform <input type="checkbox"/> Discuss <input type="checkbox"/> Decide <input type="checkbox"/> Do a Task	
10 minutes	New Business Topic 2:	<input type="checkbox"/> Inform <input type="checkbox"/> Discuss <input type="checkbox"/> Decide <input type="checkbox"/> Do a Task	
5 minutes	Closing: Review and summarize the meeting	<input type="checkbox"/> Inform <input type="checkbox"/> Discuss <input type="checkbox"/> Decide <input type="checkbox"/> Do a Task	Team leader
5 minutes	Closing: Review action steps to be taken	<input type="checkbox"/> Inform <input type="checkbox"/> Discuss <input type="checkbox"/> Decide <input type="checkbox"/> Do a Task	Team leader
5 minutes	Closing: Plan agenda for next meeting	<input type="checkbox"/> Inform <input type="checkbox"/> Discuss <input type="checkbox"/> Decide <input type="checkbox"/> Do a Task	All team members
5 minutes	Evaluate the meeting	<input type="checkbox"/> Inform <input type="checkbox"/> Discuss <input type="checkbox"/> Decide <input type="checkbox"/> Do a Task	Coach

***Meeting Evaluation Sheet #1***

**What went well that we should continue doing?**

**How could we improve the next meeting?**

**Meeting Evaluation Sheet #2**

1. To what extent did this meeting meet its stated objectives?

Not at all      1      2      3      4      5      Completely

2. To what extent did this meeting achieve your personal objectives?

Not at all      1      2      3      4      5      Completely

3. What aspects of the meeting would you like to continue?

4. What practices or behaviors would you like to stop?

5. What new practices or behavior would you like to see started?



### Exercise 3: Creating an Agenda for a QI Team

#### Scenario

Imagine your team is one of three QI teams working to improve patient compliance with ARI Treatment Regimens for children under age 5. Your team is assigned the task of improving staff use of the ARI Standard Treatment Guidelines.

You are completing a meeting at which you decided that the next meeting will focus on the development of a flow chart to help analyze the current process of assessing and treating children under 5 with ARI.

#### Instructions

**Your task is to develop the agenda for the next team meeting.** At least three types of activity must occur – information giving or discussion, decision, and task – use of a QI tool.

Remember in doing your work to assign team roles and respect time limits. You have 15 minutes for this exercise.

1. Complete the logistics / organizing for the meeting.

Date:	
Time begin:	
Time end:	
Team Roles:	Leader: Recorder: Timekeeper: Coach:

2. What are possible agenda items for the team if the task is to draw a flow chart of the current process of assessing and treating children with ARI? Consider the following:

What information must be presented?

What issues must be discussed?

What QA tools may be used?

What do team members need to do to be prepared for the meeting? (reading? information or data gathering?)

What just-in-time training might be needed?

What decisions must be made?

What actions must occur after the meeting?

When will the agenda and preparation materials be distributed?

3. Complete the agenda template on the following page, using the above information.

<b>Time</b>	<b>Topic</b>	<b>Purpose</b> Check most appropriate	<b>Person responsible</b>
5 minutes	Opening Preview agenda	<input type="checkbox"/> Inform <input type="checkbox"/> Discuss <input type="checkbox"/> Decide <input type="checkbox"/> Do a Task	Team leader
5 minutes	Review the work to date	<input type="checkbox"/> Inform <input type="checkbox"/> Discuss <input type="checkbox"/> Decide <input type="checkbox"/> Do a Task	Recorder
5 minutes	Announcements	<input type="checkbox"/> Inform <input type="checkbox"/> Discuss <input type="checkbox"/> Decide <input type="checkbox"/> Do a Task	
		<input type="checkbox"/> Inform <input type="checkbox"/> Discuss <input type="checkbox"/> Decide <input type="checkbox"/> Do a Task	
		<input type="checkbox"/> Inform <input type="checkbox"/> Discuss <input type="checkbox"/> Decide <input type="checkbox"/> Do a Task	
		<input type="checkbox"/> Inform <input type="checkbox"/> Discuss <input type="checkbox"/> Decide <input type="checkbox"/> Do a Task	
		<input type="checkbox"/> Inform <input type="checkbox"/> Discuss <input type="checkbox"/> Decide <input type="checkbox"/> Do a Task	
5 minutes	Closing: Review and summarize the meeting	<input type="checkbox"/> Inform <input type="checkbox"/> Discuss <input type="checkbox"/> Decide <input type="checkbox"/> Do a Task	Team leader
5 minutes	Closing: Review action steps to be taken	<input type="checkbox"/> Inform <input type="checkbox"/> Discuss <input type="checkbox"/> Decide <input type="checkbox"/> Do a Task	Team leader
5 minutes	Closing: Plan agenda for next meeting	<input type="checkbox"/> Inform <input type="checkbox"/> Discuss <input type="checkbox"/> Decide <input type="checkbox"/> Do a Task	All team members
5 minutes	Evaluate the meeting	<input type="checkbox"/> Inform <input type="checkbox"/> Discuss <input type="checkbox"/> Decide <input type="checkbox"/> Do a Task	Coach