SÜPERB Meetings™

Chair consistently effective and fulfilling meetings and your job satisfaction skyrockets. You’ll achieve a lot more in your meetings and everyone from your meeting participants to the CEO will love you too.

Participant pack

|  |  |
| --- | --- |
| My name |  |
| Date |  |
| My manager |  |

IVT V1.1

# Welcome and introduction

|  |  |
| --- | --- |
| Most people don’t view going to meetings as doing work.  William Daniels  Actor | William Daniels – Niagara Falls Comic Con |

Welcome to your training’s participant pack.

When you run a meeting, your role is to achieve its purpose. That’s it.

I bet you chair different types of meetings from the regular weekly to the one off. They’ll be in-person, conference calls and video meetings. You’ll no doubt have participants with differing experience levels.

What we know from many research sources that participants long for their meetings to be productive and fulfilling. At the same time, chair people long to see their meeting participants engaged and involved. All this means you are pushing against an open door when suggesting changes to improve your meetings.

Our purpose at Robertson Training is to help ambitious organisations get, keep and improve the engaged people who deliver success. To you as an individual leaner we want to help you:

1. Improve your results
2. Help you achieve your career ambitions
3. Meet your CPD needs

We get up each morning to use our 1,000 trillion brain connections brain to make a positive difference to people’s lives. Why? Because organisations, teams, individuals, families, communities and indeed the world wins from engaged, agile, confident and capable people.

We designed the videos and supporting resources to help you learn, create actions and review your progress. You’ll see there’s a mix of things to help different learning preferences. Some like the quotes and cases studies, some like the reflections, and others the activities. It’s okay to do the programme with others. We don’t care. We do care that you learn, apply your learning and note the results you achieve.

Enjoy it.



Elaine Robertson

Director at Robertson Training

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# Get success from your programme

|  |  |
| --- | --- |
| 90% of managers say 50% of their time in meetings is wasted.  University of Arizona  Team working study | University of Arizona - FIRE |

This is your easy road to success with The Robertson Training team as your guide.

1. Get focussed on your results.
2. Enjoy the programme, typing your notes in the table boxes, creating and applying actions as you go.
3. Review your success and results.
4. Celebrate what works and change what doesn’t.

## The meetings costs and potential for a return

Here is an organisation example. There are 1,200 people on site.

|  |  |
| --- | --- |
| Number who regularly chair meetings | 100 |
| Average number of meetings they chair each week | 4 |
| Average number of participants | 5 |
| Average meeting length (minutes) | 90 |
| Average manager’s salary and benefits | £46,000 |
|  |  |
| Annual hours in meetings | 172,800 |
| Annual organisation meeting costs | £4,356,857 |

If this company’s meeting were just 5% more effective . . .

|  |  |
| --- | --- |
| Annual hours released for other adding value stuff | 8,640 |
| Annual time salary saving is | £217,843 |

# Introduction

|  |  |
| --- | --- |
| Most meetings are too long, too dull, too unproductive and too much part of corporate life to be abandoned.  Lois Wyse  Business executive and writer | Lois Wyse, Ad Wordsmith and Prolific Author, Dies at 80 - The New York Times |

All your participants long for their meetings to be effective, fulfilling and productive experiences. A good use of their time.

You can deliver that.

## Some meeting stats

|  |  |  |
| --- | --- | --- |
|  | Stat | Your comment |
| 1 | 55 million meetings happen around the world every day |  |
| 2 | 71% of leaders said meetings were unproductive and inefficient |  |
| 3 | 62% said meetings miss opportunities to bring the team closer together |  |
| 4 | Colleagues arriving late for meetings is the number one irritation |  |
| 5 | Managers spend about 20% of their time in meetings of five people or more |  |

Activity #1: My notes from the Introduction video

|  |
| --- |
| My notes |
|  |

## SÜPERB Meetings™

|  |  |
| --- | --- |
| S | Set everyone up for success |
| U | Über starts |
| B | Purposeful through the agenda |
| E | End as well as we started |
| R | Review our process and our performance |
| B | Beware staleness |

## When you are a meeting chair hero . . .

Activity #2: Focus on your success

Our brilliant brain is the most powerful and complex thing we know of in existence. It is much more vivid in the present than it is thinking in the future. So, to help you focus on your success let’s jump ahead and think in the present.

Specifically, it’s now six months since you finished your SÜPERB Meetings™ programme. Complete the table below with your responses.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| My measurable success results | | | | |
| It’s now the | |  | of |  |
| Because of my SÜPERB Meetings™ actions I am now seeing | | | | |
| 1 |  | | | |
| 2 |  | | | |
| 3 |  | | | |
| What I am saying to myself is: | | | | |
| 1 |  | | | |
| 2 |  | | | |
| 3 |  | | | |
| What I am hearing others around me say is: | | | | |
| 1 |  | | | |
| 2 |  | | | |
| 3 |  | | | |
| What I’m feeling now is: | | | | |
| 1 |  | | | |
| 2 |  | | | |
| 3 |  | | | |

## SUPERB Meetings™ points

Activity #3

Go to your Results helper. Review SUPERB Meetings™ 29 points then complete the activity below.

| Which one of the 29 points means the most to you today? |
| --- |
|  |
| Why is that? |
|  |
| What might be an action for you? |
|  |

## In your Results helper

1. Claire’s Measurable success results example
2. SÜPERB Meetings™ summary

## Results progress checklist

David’s giant step

David did the SÜPERB Meetings™ live programme. He got in touch to say he’d printed off the SÜPERB Meetings™ summary page and given it to his meeting participants. His reasons? He wanted to share what he’d been learning. More importantly he said. “Now that the participants know what makes a great meeting, they’ll expect it from me. That’s all the motivation I need. If I hadn’t done this, I’m sure all my training would have gone to waste.”

I’ve now . . .

|  |  |
| --- | --- |
|  | Become clear on my measurable successes from my programme actions |
|  | Got an awareness of the six SUPERB Meetings™ ingredients |
|  | Thought about areas where my meetings could improve |
|  | Motivated myself to act so that I can chair consistently effective and fulfilling meetings |

# Set everyone up for success

|  |  |
| --- | --- |
| When you go to meetings or auditions and you fail to prepare, prepare to fail. It is simple but true.  Paula Abdul  Dancer, singer, actor | http://upload.wikimedia.org/wikipedia/commons/thumb/e/e4/Paula_Abdul_2011_2.jpg/220px-Paula_Abdul_2011_2.jpg |

Like many things in business, preparation is your success foundation.

## Set everyone up for success

|  |  |
| --- | --- |
|  | The seven ingredients |
| 1 | Clarify everyone’s expectations and the forum’s “big purpose” |
| 2 | Consider having a “jargon buster” |
| 3 | Ensure rules and roles are understood by all |
| 4 | No excuses - have a quality agenda |
| 5 | Brief your minute taker |
| 6 | Make sure every participant has a role at every meeting |
| 7 | Lobby people beforehand as necessary |

Activity #4: My actions from the poll activity

|  |  |
| --- | --- |
|  | My actions |
| 1 |  |
| 2 |  |
| 3 |  |

Activity #5: Your meeting purpose

You’ve got some examples in your Results helper pack get you thinking. Now create a purpose for a meeting you have in mind.

|  |
| --- |
| My meeting purpose |
|  |

Activity #6: Lobbying

Think about a real situation for you that would benefit from you doing some lobbying. Use your Lobbying note in your Results helper to think through what you need and how you will lobby for it.

## Results helpers

1. Flowchart: Do we need a meeting?
2. Meeting purpose
3. Jargon buster
4. Meeting roles
5. Participant charter: Meeting wall poster
6. Minute taking examples
7. Simple actions spreadsheet – to download
8. Lobbying note

## Results progress checklist

Sharing practice

As a result of his SÜPERB Meetings™ training, Martina gave her team positive feedback about how they all behaved against their recently agreed meeting Success Contract.

Martina next went on to share her good practice with her management colleagues so that they had the opportunity to use what was working for her.

I’ve now . . .

|  |  |
| --- | --- |
|  | Taken some time to make sure everyone knows the meeting’s big purpose |
|  | Got someone to create and maintain a jargon buster |
|  | Discussed and published our meeting rules and roles. (Call it a meetings charters, success contract or similar) |
|  | Made sure everyone knows what makes a good minute |
|  | Given participants a role at every meeting, or working towards it |
|  | Made a start lobbying people beforehand |

# Agenda review

|  |  |
| --- | --- |
| We bring together the best ideas - turning the meetings of our top managers into intellectual orgies.  Jack Welch  Business leader | Jack Welch |

## Why a quality agenda is so important

Activity#7

Remind yourself of why a quality agenda is so important.

|  |  |  |
| --- | --- | --- |
|  | Why | Because . . . |
| 1 | It helps your participants prepare |  |
| 2 | It shows you mean business |  |
| 3 | It shows your professionalism |  |
| 4 | It helps direct people’s contributions |  |
| 5 | It helps you to control the meeting |  |
| 6 | It helps you make sure you end on time |  |

Activity #8: Agenda review

Use a simple facilitation tool called PNI for Positive, Negative and Interesting to explore the example agenda that follows. It’s in your Results helper too.

All you do is mark bits that catch your eye as either Positive, Negative or just Interesting.

Weekly Meeting - Agenda

**Friday 11 October**

**9.30am to 11.30am - Meeting Room C**

**ACME Ltd, Admin Team (eight people)**

Host: Stan Doffish, Team Leader, 01441 222 5555. Minute taker: Diana Phirst

|  |  |
| --- | --- |
| Meeting Objectives: | To update everyone on the business, celebrate our successes, make decisions on the intranet and plan our resourcing for November. |

|  |  |  |
| --- | --- | --- |
| **Agenda Item** | **Lead Person** | **Time** |
| **Welcome and Introductory Remarks**   * Any last minute vital items * Volunteers to brief absentees * Update on last week’s actions | Stan Doffish | 9.30 |
| **Business Update**   * Update on “The ABC Account” over the 3-months * See attached ABC Account Summary Report * Discussion on impact on our team | Ken Niving | 9.40 |
| **Recent Successes**   * Sharing feedback on excellent service delivery and examples of ‘think smart’ | Duncan Disorderleigh | 10.00 |
| **Company Intranet**   * Decide on our team’s top three suggestions to improve IT so that Duncan can report them to the IT Director | Duncan Disorderleigh | 10.10 |
| **November Resourcing**   * Presentation of November team staffing plans * Bring your Schedules/Diaries | Enid Zazlap | 10.55 |
| **Ray Ovhope**   * Introduction of Ray | Bjorn Dajoak | 11.05 |
| **Summary**   * Confirmation of meeting actions | Alice Tikband | 11.10 |
| **Meeting Process Review**   * What did we do well? * What would make it better next time? | Will Ting | 11.13 |
| **Meeting Close** | Stan Doffish | 11.30 |

Preparations: Read ABC Account Summary Report

Next meeting: Friday 18 October: Meeting Room B 9.30am

Host: Ken Niving Minute taker: Enid Zazlap

# Agenda actions

|  |  |
| --- | --- |
| A great agenda is probably your main tool toward consistently effective and fulfilling meetings.  Derek Robertson  CEO |  |

Activity #9: Actions to apply for my agendas

|  |  |
| --- | --- |
|  | My actions |
| 1 |  |
| 2 |  |
| 3 |  |

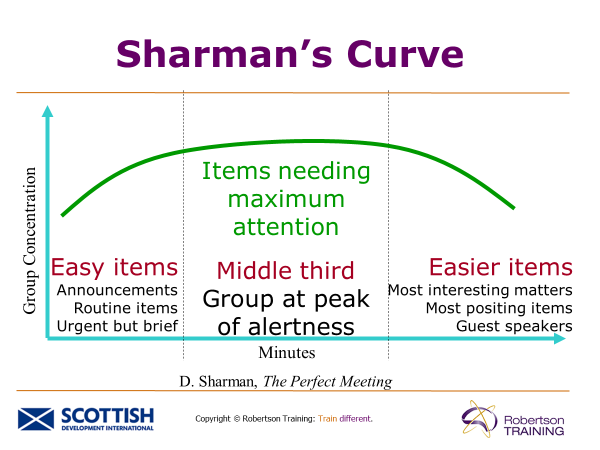
## Results helpers

Your first meeting simple discussion technique

1. PMI Tool

Agenda Builder download on your dedicated webpage.

|  |  |
| --- | --- |
| Tip.png | David Sharman in his book, The Perfect Meeting recommends that for a 90-minute meeting we structure the agenda as follows. In longer meetings you’ll have breaks too. |



Activity #10: improve your own agenda

Using what you learned in the programme so far, create an improved agenda for a meeting you chair.

## Results progress checklist

Feedback loop

Claire updated her regular meeting agenda. After the first meeting Kyle approached and said, “I’ve never seen an agenda like this before but it was so helpful. The way it described each item really helped me prepare. It saved me time because I would have done lots of work for item four today but I saw it was only getting ten minutes. Thank you.”

I’ve now . . .

|  |  |
| --- | --- |
|  | Started taking quality time to produce a quality agenda |
|  | I’ve explained to my participants the reasons for improving our agendas and what each improvement to it sets out to achieve |
|  | I’ve asked for feedback afterward and actioned the results |

# Making improvements

|  |  |
| --- | --- |
| It always seems impossible till it’s done.  Nelson Mandela  President RSA | Nelson Mandela - Quotes, Facts & Death - Biography |

Now that you’ve started planning your actions, it’s worth adding to your motivation with a word about making improvements.

## Remember the great news

* Your participants long for their meetings to be effective fulfilling and a good use of their time.
* Your ‘pushing against an open door’ with improvements you make
* Your meeting actions work just because you do them
* You want that feeling of running consistently great meetings, so who cares what others do in their meetings.

## However, change is change

You should always think through your improvements. Here are 7 tips that work.

1. Let people know you want to have consistently good meetings
2. Change one thing then build. Start small if that helps too.
3. Talk with participants in advance about what you intend doing. It could be as simple as “I’m looking to improve our agendas so that they help us all have better meetings.”
4. Involve your participants. But don’t spring it on them. Instead give them some notice. If you think you’ll get silence, ask your questions as a small group activity. As straightforward as “What they believe you do well and what could be better?”
5. Ask for feedback after your implement something.
6. Celebrate what works. Point out the difference
7. Fail fast. If it’s clear something isn’t going to work in your setting: Stop. And change it for something that will work for you.

# Über starts

|  |  |
| --- | --- |
| Well begun is half done.  Mary Poppins  P L Travers creation | Emily Blunt says her kids prefer Julie Andrews' 'Mary Poppins' - Insider |

With everyone set up for success, you can now lead a great meeting start.

## Über starts

|  |  |
| --- | --- |
|  | The five key areas |
| 1 | Start on time: regardless |
| 2 | Make eye contact with everyone within seconds |
| 3 | Make sure all participants speak within the first two minutes |
| 4 | Walk through the agenda, highlighting each item’s needs and priority |
| 5 | Remind participants of one important rule and role at every meeting |

## Your objective

* Transition your participants from what is on their mind to focussing in on your agenda.
* Help participants get ready to give their best
* Head off any anticipated hot issues
* Show you are in control as a pro in leading meetings.
* Set the foundation for an effective meeting that will finish on time

Activity #11: Why oh why . . .

For each of the five areas, confirm for yourself why you would do each, what if anything will make it difficult and finally what is your action.

Insert Action table

|  |  |  |
| --- | --- | --- |
| What oh why . . . | | |
| 1 | Start on time: regardless | |
| Why do it | |  |
| What might make it difficult if anything? | |  |
| What’s your action | |  |
| 2 | Make eye contact with everyone within seconds | |
| Why do it | |  |
| What might make it difficult if anything? | |  |
| What’s your action | |  |
| 3 | Make sure all participants speak within the first two minutes | |
| Why do it | |  |
| What might make it difficult if anything? | |  |
| What’s your action | |  |
| 4 | Walk through the agenda, highlighting each item’s needs and priority | |
| Why do it | |  |
| What might make it difficult if anything? | |  |
| What’s your action | |  |
| 5 | Remind participants of one important rule and role at every meeting | |
| Why do it | |  |
| What might make it difficult if anything? | |  |
| What’s your action | |  |

## Results helpers

1. 20 Meeting ice-breakers

Activity #12: Continuous improvement

Experiment with your Über starts and make sure to reflect and action improvements.

## Results progress checklist

Verbs to success

Leanne always set out the results required from each meeting using verbs (doing words). Here are some recent examples:

“We need to decide on the relocation venue.”

“To plan the office move with timings and responsibilities, by the end of this meeting.”

“To gather people’s feelings about these proposals, so directors can take them into account when finalising decisions.”

Leanne said, “I want to emphasise the meeting’s purpose to increase the likelihood of people staying focused. It also means I have a base to come back to when people drift off point. Actually, I do the same with each agenda item too. People need their attention focused or they drift.”

I’ve now . . .

|  |  |
| --- | --- |
|  | Planned what I’m going to say and do to open my meetings in advance. It’s all stuff I can prepare to do well. |
|  | Done it my meetings. For a while, I’ve explained why so that my participants are on board. |
|  | Gotten used to simple ice-breakers to get people talking straight away |
|  | Reviewed how I’ve gotten on and kept polishing what I do. |

|  |  |
| --- | --- |
| Tip.png | If you have a great meeting in a meeting room you should book the same room for the next meeting. This is because “anchored” in that room are the good feelings associated with the good meeting.  Likewise, if you have a difficult meeting in a room you should avoid it for the next meeting because you want to start good feelings in a new place. |

# Purposeful through the agenda

|  |  |
| --- | --- |
| Never confuse motion with action.  Benjamin Franklin  US Founding Father |  |

After a great start, your job is to maintain momentum by being purposeful through the agenda. Time passes but that doesn’t mean you’re productive.

## Purposeful through the agenda

Activity #13: Add the missing word by replacing the \_\_\_\_\_

|  |  |
| --- | --- |
|  | The six key areas: |
| 1 | Position each item \_\_\_\_\_\_\_\_\_\_\_ |
| 2 | Remind people of each agenda item’s active \_\_\_\_\_; like “decide” or “share” |
| 3 | Use your rules and roles to manage \_\_\_\_\_\_ and time |
| 4 | Use the agenda timings as a guide not a \_\_\_\_\_\_\_\_\_\_ |
| 5 | Vary your \_\_\_\_\_\_\_\_\_ to each agenda item |
| 6 | Use simple \_\_\_\_\_\_\_ tools and techniques |

Activity #14: Better positioning

If we give participants permission to tune out or be negative: then it’s no surprise that that’s what we get.

Review the examples below and position them better as if you were the chair person.

| Not so good | Your improved versions |
| --- | --- |
| “I know we are all still upset about the budget cuts but we need to find 10% savings on stationery.” | “Our objective is to suggest 10% savings on stationery. I know we will need to be creative and focused. I know too that with our collective brain power we can do it.” |
| “I appreciate the last thing you wanted was redundancies but ‘we are where we are’ so let’s agree how what we are going to do for everyone the company has crapped on.” |  |
| “The staff party is always a hassle so let’s get this item over with as quickly as we can.” |  |

## Common meeting success behaviours

1. Come prepared
2. Be at the meeting on time
3. Attract my attention if you want to contribute
4. Support keeping to time
5. Contribute constructively
6. If you see a flaw or fault, suggest an improvement too
7. Actively listen to others

Activity #15: Add more

What might be some success behaviours you’d like to add?

|  |  |
| --- | --- |
| 1 |  |
| 2 |  |
| 3 |  |

# Facilitating discussions

|  |  |
| --- | --- |
| [It puzzles people at first, to see how little the able leader does and yet how much gets done.](http://www.brainyquote.com/quotes/quotes/t/tonyrobbin147782.html)  John Heider  Facilitator/Author | [http://media.lawrence.com/img/photos/2010/05/30/obit_john_heider_t180.jpg?370a03faaa4bde2115f371a02430eb3e6a451be5](http://www2.ljworld.com/photos/2010/may/30/192837/) |

Now you are in a great meeting place. Keep it going with your great questions and simple facilitation tools.

## Great meeting questions

|  |  |
| --- | --- |
|  | Question types |
| 1 | Opening |
| 2 | Overhead |
| 3 | Direct |
| 4 | Re-directed |
| 5 | Relay |
| 6 | Reverse |

## Simple facilitation tools

Check out all the simple tools in your Results helper. They are you’re your starter pack. Meantime, remember you can easily use:

* Pros and cons
* Advantages and disadvantages
* SWOT (Strengths, Weaknesses, Opportunities and Threats)

## Challenging participants

Here are top tips for dealing with challenging situations

1. Hold up mirror to what’s happening

Example: “I’m seeing Gary and Drew having a discussion and others not getting their input”

1. Use facts and what you have observed

Example: “This is a sharing item not a decision one, yet I’m hearing raised voices and people talking about what we can and can’t do.”

1. “I’ve noticed” if it is something you’ve seen

Example: I’ve noticed that we are starting to rehash last month’s decision. Let’s get back on to how we can best implement it.

1. “I have a sense” if it’s something you feel

Example: I’ve a sense that not everyone is on board with the plan to move people around the teams. Would I be right in that?

1. Go back to the agenda item or meeting purpose

Example: “How is this discussion helping us achieve our meeting purpose today?

1. Ask a question

Example: “How committed is everyone to that plan as outlined?”

1. Say what you want to happen next

Example: “Starting with Jenny, I want to hear from everyone who hasn’t yet contributed to the staff party discussion”

1. Use “Will you do that for me?” to get commitment

Example: “Now that we’ve taken the heat out of that discussion, I need everyone to wait till bring them in before they speak. Will you all do that for me?”

|  |  |
| --- | --- |
| warning.png | Never scold a participant in the presence of their peers. Such a hit to their self-esteem means they will need to do something to build it up again. That could be anything from talking about you behind your back to out-and-out sabotage.  Instead speak one to one outside the meeting. |

## Results helpers

1. Question types
2. Safe meeting tools
3. PMI
4. Brain writing
5. Random word technique
6. Lotus blossom
7. Morphological forced connections
8. Decision tool: Paired comparison
9. Decision tool: Weighted criteria

## Results progress checklist

‘Small moves Ellie’

In the movie Contact, the strong-willed Ellie Arroway was often counselled by her Dad to take ‘small moves’. This is great advice for the aspiring meeting chair too.

Begin with varying your questions, then progress to very simple activities and finally graduate with tools to better facilitation creativity and thinking.

I’ve now . . .

|  |  |
| --- | --- |
|  | Let my participants know I’m going to use more varied ways to have discussions. |
|  | Got comfortable with varied questions and safe meeting tools. |
|  | Got quality feedback from my participants that’s shaping my future use of simple tools and techniques. |
|  | Been using the starter pack of meeting tools from my Results helper to good effect. |
|  | Actively sought out other meetings tools to add to my own library of resources. |

# End as well as you started

|  |  |
| --- | --- |
| My producer said, ‘You hit a home run’ because you’ve been working for it.  Katy Perry  Entertainer |  |

People remember the starts and ends of things. Make sure therefore you have a good ending. For SÜPERB Meetings™ this means:

1. Have actions confirmed before the meeting finishes
2. Celebrate success and feedback factually on what could be better
3. Give a pointer to the next meeting such as its main agenda item
4. After the meeting - pick up on any participant behavioural issues
5. Arrange minutes, in an appropriate format, within 48 hours.

## Behaviour outside your Success Contract

| Participant | Your opening |
| --- | --- |
| Lateness | “I notice that you have arrived after the start of our last two meetings and I’m curious about that.” |
| Needing to leave early | “I have seen that in three of our last four meetings you have asked to leave early. I wanted to make sure that there wasn’t anything I could be doing as chair to make sure we have your expertise for the whole meeting.” |
| Always speaking first | “I noticed that almost every item had you speaking first. I appreciate that because it avoids awkward silences. At the same time, it’s clear that I need your help to make sure we get more people talking. What might we do about that?” |
| Is critical without being constructive | “Earlier I noticed that you made six main contributions and each one was a criticism without a workable suggestion to deal with it. I wanted to speak with you now to remind you of our successful meeting behaviours. They confirm that it’s totally fine to be critical but the person must follow it up with a workable suggestion. I want to make sure you do that from now on.” |

Activity #16: Meeting behaviours you encounter

What’s a behaviour you’d want to raise with a participant? How might you open?

|  |  |
| --- | --- |
| My actions | |
| Behaviour | What will you say to open the discussion? |
|  |  |
|  |  |
|  |  |

## Results helpers

1. None

Geoff needn’t have worried

Geoff hesitated for several meetings about speaking to Brian about his lateness for every meeting. Brian was the senior manager after all. Eventually, the scales tipped inside Geoff and he summoned up the internal courage to talk with Brian.

Afterwards Geoff said, “Brian did look surprised at first. Perhaps he’s not used to people having that kind of conversation with him? Certainly not from me. I was nervous for sure but I had to do it. Turns out it was no big deal. Cross town traffic makes it tight for him to get to on time. We changed the start of the meeting and things have been fine since.

I think I made more of it in my head than it actually was. I feel more confident now. Definitely won’t wait so long the next time.”

## Actions progress checklist

I’ve now . . .

|  |  |
| --- | --- |
|  | Cracked it and have a participant confirm the actions at the end. |
|  | Been consistently feeding back meeting successes and positive meeting behaviours. |
|  | Always got a future agenda item from the next meeting to pick out and share with the group. |
|  | Arranged the minutes/actions getting out within 48hours. |
|  | Gotten comfortable feeding back to people privately and quickly after each meeting if their behaviour concerns me. |

# Review process and performance

|  |  |
| --- | --- |
| Life can only be understood backwards; but it must be lived forwards.  Søren Kierkegaard  Philosopher and Theologian | Soren.jpg |

Let’s be a meeting legend in other people’s minds and not just our own. Asking is the only way to know if we are:

* Chairing consistently effective meetings
* Achieving the meeting’s purpose

## Review process and performance

|  |  |
| --- | --- |
|  | The three key areas |
| 1 | Review your personal performance and have development actions. |
| 2 | Encourage participants to review their performance and contribution. |
| 3 | Periodically use some agenda time to review process and outcomes. |

Plan for silence

Anna planned to ask her team about what was working in their team meetings and what they could improve. She asked a quality open question and the reply was silence. She felt disappointed and moved to closing the meeting.

What Anna learned was that it doesn’t matter how great your question is because if people aren’t used to being asked for feedback.

Next week she asked the same questions and put the team into small groups to come back with some points. This worked much better.

|  |  |
| --- | --- |
| Virtuous cycle of development | Vicious circle of disaster |
|  |  |

Activity #17: Why get it out of your head?

It is very important to make real (handwrite, type, video) your reflections and action planning as part of your development. What are at least two reasons for this?

|  |  |
| --- | --- |
| 1 |  |
| 2 |  |

## Results helpers

1. Review prompts

## Results progress checklist

I’ve now . . .

|  |  |
| --- | --- |
|  | Become used to reviewing my meeting performance and have actions |
|  | Shared some of my learning and actions as a chair |
|  | Used some agenda time to help the participants and review our meeting’s process and performance |
|  | Gotten used to helping my participants review their involvement and action plan from |
|  | Helped my meeting participants celebrate what do we well and have a meetings continuous improvement mentality |

# Beware staleness

|  |  |
| --- | --- |
| I think all artists need to try to improve, or their work gets stale.  Ted Naifeh  Author |  |

Even great chair people need to keep things varied. Otherwise, staleness.

## Beware staleness

|  |  |
| --- | --- |
|  | The three key areas |
| 1 | Have variety in your meetings for freshness as well as rituals for stability |
| 2 | Actively expand your library of facilitation tools and techniques |
| 3 | Experiment with different meeting approaches to help engagement |

Activity #18: Search for excellence

Where might you look, who might you ask, what might you do to build your library of simple meeting tools and techniques? Note three ideas below.

|  |  |
| --- | --- |
| 1 |  |
| 2 |  |
| 3 |  |

## Results helpers

1. Starter pack of meeting tools

## Actions progress checklist

Chair overturn

Dr Gene Laborde in the book ‘Influencing with integrity’ has an example of a meeting participant who stood up and overturned their chair and sat somewhere else. Then they calmly asked “Is the outcome of this meeting to [insert your desired outcome]?

Technically we call this a pattern interrupt. Bottom line is when you avoid irrelevancy and fuzzy goals in your meetings this won’t happen.

Maybe instead of this approach you see participants opting out of discussions. They switch off, daydream, or do other stuff.

I’ve now . . .

|  |  |
| --- | --- |
|  | Asked my participants about the balance between rituals and difference |
|  | Made variety part of my meetings practice |
|  | Started to grow my own library of simple tools and techniques |
|  | Got the confidence to experiment |
|  | Gotten used to asking participants about the meeting’s value |

# Actions

|  |  |
| --- | --- |
| If your actions don’t live up to your words, you have nothing to say  Dr DaShanne Stokes  Sociologist | Image |

## Force field analysis (FFA)

Activity #19: Use FFA to action plan

### Your aim

To achieve my success measures by six months from today running consistently effective and fulfilling meetings.

|  |  |  |  |
| --- | --- | --- | --- |
| Driving forces helping you🡺 | | 🡸 Restraining forces holding you back | |
| 1 |  | 1 |  |
| 2 |  | 2 |  |
| 3 |  | 3 |  |
| 4 |  | 4 |  |
| 5 |  | 5 |  |
| 6 |  | 6 |  |
| 7 |  | 7 |  |

|  |  |
| --- | --- |
|  | Most important restrainers right now? |
| 1 |  |
| 2 |  |
| 3 |  |

|  |  |
| --- | --- |
|  | Options to reduce their power |
| 1 |  |
| 2 |  |
| 3 |  |

|  |  |
| --- | --- |
|  | Most important Drivers right now |
| 1 |  |
| 2 |  |
| 3 |  |

|  |  |
| --- | --- |
|  | Options to **increase** their power |
| 1 |  |
| 2 |  |
| 3 |  |

Lastly what specifically are you going to do and put it in your action plan?

Remember you will have lots of actions from your whole programme experience to include here too.

### Action plan tips

* Keep it reasonable: One action at a time successfully is better than ten actions that fall flat.
* Assess your success using the results diary that follows.
* Reward yourself for successes along the way.
* Remember to involve and get feedback from your participants.
* Share your actions and commitments with your manager to help give you the push to do them.

## Action plan

|  |  |  |  |
| --- | --- | --- | --- |
|  | What | By when | How I’ll know it worked? |
| 1 |  |  |  |
| 2 |  |  |  |
| 3 |  |  |  |
| 4 |  |  |  |
| 5 |  |  |  |
| 6 |  |  |  |
| 7 |  |  |  |
| 8 |  |  |  |
| 9 |  |  |  |
| 10 |  |  |  |
| 11 |  |  |  |
| 12 |  |  |  |
| 13 |  |  |  |
| 14 |  |  |  |
| 15 |  |  |  |

# Why SÜPERB Meetings™ matter

|  |  |
| --- | --- |
| A goal without a plan is just a wish.  Antoine de Saint-Exupéry  Writer poet and pioneering aviator |  |

Congratulations. You’ve progressed through the materials and you’re on your way to chairing consistently effective and fulfilling meetings.

As in all things you must apply your learning.

## Encouragers

|  |  |
| --- | --- |
|  | Remember, remind, work out |
| 1 | Remember that heroes face resistance but they stick at it. |
| 2 | Remind yourself of just how straight forward positive changes can be |
| 3 | Work out how well your meetings are going |

Activity #20: My notes from the ‘Outro’ video

|  |
| --- |
| My notes |
|  |

Remember the five frogs?

Activity #21: Remind yourself

Remember always that your meetings showcase your:

|  |  |
| --- | --- |
| 1 |  |
| 2 |  |
| 3 |  |

## Results helpers

1. Example meetings 1-minute survey

## Results progress checklist

1-minute surveys

Arthur used his SUPERB Meetings™ resources to make his own survey on survey Monkey. Every three months, he surveyed his team about their team meetings. He shared the results and together the meeting created action plans for the future.

He told us that it helped involve the participants in the meeting’s future, gave him data to share with others like his own manager and was very motivational for him.

I’ve now . . .

|  |  |
| --- | --- |
|  | Noticed my meeting skills are being used in other parts of my life |
|  | Stuck with it and worked through meeting challenges |
|  | Been asked to help other chair people. Being their guide |
|  | Used my own simple survey to quantify my meetings results |

Go make a difference!

Help yourself, your meeting participants and you’ll join our movement for consistently effective and fulfilling meetings across the world.

|  |  |
| --- | --- |
| Each one of us can make a difference. Together we make a change.  Barbara Mikulski  US Senator | Barbara Mikulski - Wikipedia |

End