

# RESULTS-DRIVEN MEETINGS

Results-Driven Meetings are an art form. Successful implementation of these meetings is the single, best way to influence an organization's work climate and culture. These types of meetings are a major paradigm shift from meetings of the past, designed to compliment the new information age. Whatever the outcomes, meetings sit on a worldwide stage and influence your organization, customers, as well as your competitors. There are no such thing as "confidential meetings". The need is to demonstrate an understanding of and a commitment to results.

## PRE-WORK

1. E-mail agenda two days before meeting (NOTE: it is strongly recommended that department agendas be shared with other departments – it keeps everyone informed equally; builds openness and trust as a total organization - another way to support each other – even offer assistance where appropriate.
  - (a) Set date, time and place of meeting
  - (b) Attach *Rules of the Road* (required behaviors) – this is imperative to maintain and/or create a climate of individual/team accountabilities(see attached sample).
2. E-mail SHORT pre-reading documents and/or distribute LONG pre-reading documents indicating their purpose:
  - (a) FYI- no actions required;
  - (b) Background for input/feedback to agenda items;
  - (c) Decision required;
  - (d) Action plan needed.
  - (e) Flag those items which, once initiated, will have a major impact to the team's goals.
3. Do not bring copies of any materials previously sent. It is a strong message for individual accountability. The expectation is that every team member does t comes prepared to participate fully.
4. Meeting Times
  - Set up weekly meetings at a specific day, time and place for the whole year. As much as possible, honor those dates. Attendance is mandatory.

## MEETING ITSELF

Environment – Sets the tone of the meeting

- Flipchart pad and easel or white board
- Power point projector
- Good lighting
- Remove extra chairs
- Turn off blackberries/cell phone



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1. Standard items for EVERY meeting:
  - Update what is happening at the organization; within/outside the department (Be aware of...)
  - Acknowledge successes/milestones (Proud to tell you ...; Special kudos to ...)
2. Re-state Outcomes
  - a. Ask for any other RELATED items (need to be flexible here – if something unexpected requires immediate attention, be prepared to move it to the top of the agenda – may need to table some other items.
  - b. May need to reprioritize. Do not lengthen the meeting unless there is an emergency.
3. Assign a recorder (different team member each time). The purpose is to track decisions and capture pending actions.
4. Assign a gatekeeper. The gatekeeper is responsible for monitoring the team dynamics as well as keeping the meeting on track (is everyone participating? whose voice needs to be heard?; is there closure to a topic? are team members on point? are the *Rules of the Road* being adhered?
5. It is important that the Team Leader elicits input from everyone. Sometimes people have nothing to offer, but it is important that they “take a stand” by stating that they are in agreement and have nothing to add. If the Team Leader dominates the discussion, the meeting is “top down”, minimizing ownership and commitment. If the Team Leader facilitates well and engages all team members, the meeting results will be most effective.

In self-directed work teams, a new Team Leader is assigned to be responsible for the building of the next agenda and the facilitation of that meeting. It does not mean abdication of authority but rather a means by which all team members can demonstrate their leadership.

6. Summarize decisions; action plans. The action plans can be as simple as What Needs to Be Done; Who is the Lead Person; What is the Deadline; What is the Desired Result.
7. Reach a consensus as to what needs to be communicated to key individuals in the organization.
8. Announce date and time of next meeting.



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## FOLLOW-UP

One day after the meeting, a summary is distributed to ALL members.

## NEXT MEETING

Start the meeting with a review of actions/deadlines from previous meeting.

## QUARTERLY TEAM OFFSITES

Hold a quarterly offsite for teams to nurture and advance team dynamics as well as enhance individual/collective performance.

## RHETORICAL QUESTIONS TO CONSIDER

- Is there a clear understanding of the business goals? Agreement? Commitment to?
- Are you generating excitement/enthusiasm for delivering your goals?
- Are the roles/responsibilities of each team member defined specifically? Understood by all?
- What else do you need to be doing to raise standards of performance?
- What criteria are you using to assure your team is working in the most efficient and effective ways possible – prioritizing; meeting deadlines, etc?
- What else is needed?



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*Sample*

RULES OF THE ROAD

STANDARDS OF TEAM BEHAVIOR

- Maintain confidentiality
- Disagree without being disagreeable
- Challenge the idea; not the person
- Say what you think constructively
  - Be open-minded
  - Know when to let go
- Respect individual leadership/communication styles
  - Avoid pre-mature judgments
    - Support risk-taking
    - Own the mistake
  - Stay in the room – be present
  - Have fun together

Note: A team needs to create its own “Rules of the Road”



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