

The Silent Killer: How Meetings Are Sucking the Life Out of Your Organization



Leadership  **Strategies**
The Facilitation Company

www.leadstrat.com | 800.824.2850

Remember to complete the brief survey at the end of the session and you'll receive:

- A **free chapter** “*Developing Your Meetings Master Plan*” from *The Secrets to Masterful Meetings*



Copyright © 1992-2014 Leadership Strategies, Inc. V14.06

All rights reserved. This document is adapted from other proprietary materials of Leadership Strategies, Inc. – a Georgia Corporation. Leadership Strategies grants recipient right to copy materials for personal use and enjoyment. Our products may be purchased directly from Leadership Strategies, Inc. or from our website, www.leadstrat.com.



56 Perimeter Center East, #103
Atlanta, Georgia 30346
800.824.2850
www.leadstrat.com

A. Getting Started

- A1. Who is Leadership Strategies?
- A2. Session Objectives
- A3. Survey
- A4. Session Agenda
- A5. Handling Questions
- A6. Our Session Facilitator

A1. Who is Leadership Strategies

- The leading provider of professional meeting facilitators and facilitation training in the U.S.
- More Certified Master Facilitators than any other organization
- Specializing in training, strategic planning, process improvement, and other services
- Over 500 facilitators through the FindaFacilitator database
- Public classes in major cities in the U.S., Canada and Australia
- Over 18,000 trained in facilitation skills through The Effective Facilitator and other courses
- Headquartered in Atlanta, GA

A2. Session Objectives

Better meetings, better decisions, better results

- Understand how “bad” meetings suck the life out of an organization;
- Learn strategies other organizations have used to transform meetings, both top-down and bottoms-up; and
- Have an outline of a master plan for raising the standard on meetings throughout your organization.

A3. Survey

Complete the short survey at the end of the session to receive:

- Free chapter – “*Developing Your Meetings Master Plan*” by Michael Wilkinson from *The Secrets to Masterful Meetings*
- Copy of this session’s slides

A4. Session Agenda

6

- A. Setting the Stage
- B. The Problem: Meetings Are Sucking the Life Out of Your Organization!
- C. A Solution: Transform Your Meetings Culture
- D. The Road Map: Your Master Plan
- E. Next Steps

B1. Common Symptoms of “Good” Meetings

- _____ Consensus
- Minimal _____
- “ _____ ”
- No disagreement (_____)
- Dominant participant
- Dominant facilitator or meeting leader

B2. Common Symptoms of Bad Meetings

- _____ prepared or unprepared meeting leaders
- Meetings that don’t start or end on time
- No clear _____, agenda or “real” agenda
- Little, if any, engagement
- High-levels of _____
- Inability to deal with disagreement or conflict
- Significant boredom
- No buy-in
- No _____

Key Statistics

- Approximately ____ million meetings occur in the U.S. each and every day
- Over 90% of meeting respondents admit to _____
- Over ____% bring other work to meetings
- Almost ____% have dozed off in meetings

Source: Verizon Conferencing White Paper. "Meetings in America" (Greenwich, CT: INFOCOMM, 1998)

The Impact

- Lower productivity and poor outcomes
- Lost business with clients
- Lack of implementation or execution in plans
- Unachieved goals
- Low morale and confidence

Characteristics of Facilitated Meetings

- Clear Purpose, Products, and Agenda
- Advanced Notification
- Right People - Prepared and Present
- Right information
- Timely Start
- Purpose and Products Reviewed
- Key Issues Identified
- Agenda Confirmed
- Ground Rules Reviewed
- Steady Meeting Flow
- Focused Discussion
- Positive, Energetic participation
- Constructive Conflict
- Thoughtful Decision-Making
- Decisions and Actions Reviewed
- Timely Finish
- Summary provided
- Follow-up on Actions

Not All Meetings are Created Equal

10

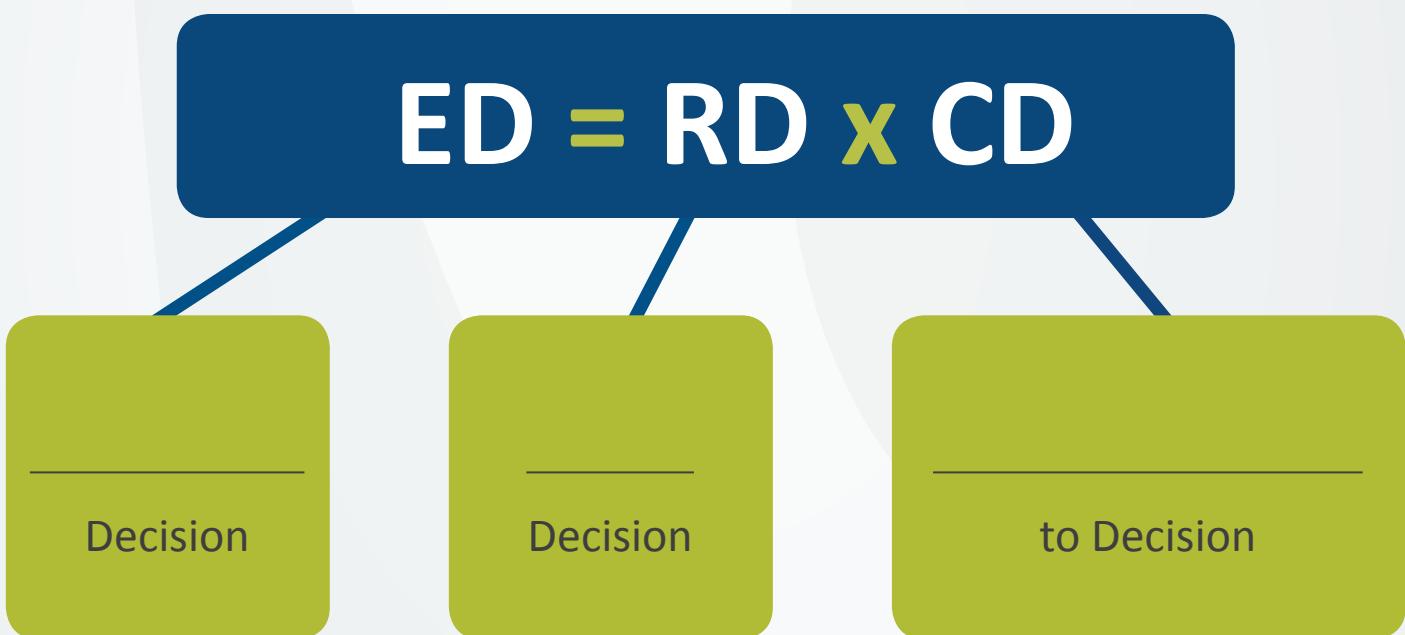
	*Basic	*Intermediate	*Complex
Type	_____ meeting (primarily review)	Large status or small working	_____ meeting (primarily creation)
Number of People	< 8	—	> 16
Familiarity	Most know one another	Some know, some do not	Most don't know one another
Meeting Agenda	Standard agenda	Standard with some custom	Highly customized agenda
Typical Level of Dysfunction	_____ dysfunction, relatively easy to address	Minor, except one personality that can impact results	_____ dysfunction is typical and from multiple people
Complexity of Issues	Standard issues with known solutions	Standard issues, but new solutions needed	Highly complex issues with _____ known solutions

WEBINAR: THE SILENT KILLER: HOW MEETINGS ARE SUCKING THE LIFE OUT OF YOUR ORGANIZATION

Why Facilitation?

- **fa-cil-i-tate** (fe sil'e tat') Latin. Facilis -- to make easy
- Definition: A facilitated session is a highly structured meeting in which the meeting leader (the facilitator) guides the participants through a series of pre-defined steps to arrive at a result that is _____, _____ and _____ by all participants.

The Formula



SOURCE: Dr. Robert Zawicki, University of Colorado, *Managing the Mature Data Processing Organization*

Critical Elements of Transformation

- Meeting _____
- _____
- Master _____

Training - Critical Element #2



Executives

Half-day _____



Meeting Leaders

Two-day Masterful Meetings training



Meeting Participants

Half-day web training



Meeting Masters

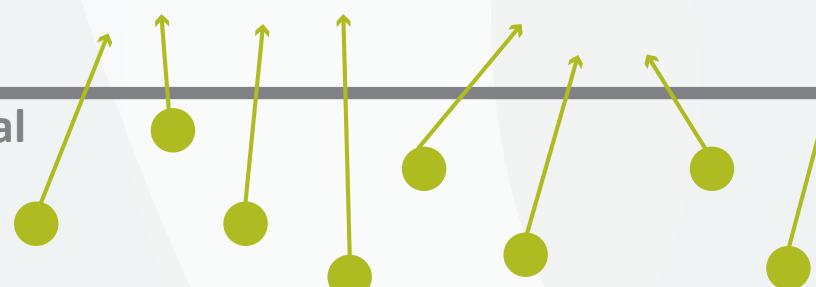
Four-day _____

Meeting Transformation: Bottom-Up Approach

Enterprise
Action

Department
Action

Individual
Action



Meeting Transformation: Department Level Approach

Enterprise
Action

Department
Action

Individual
Action

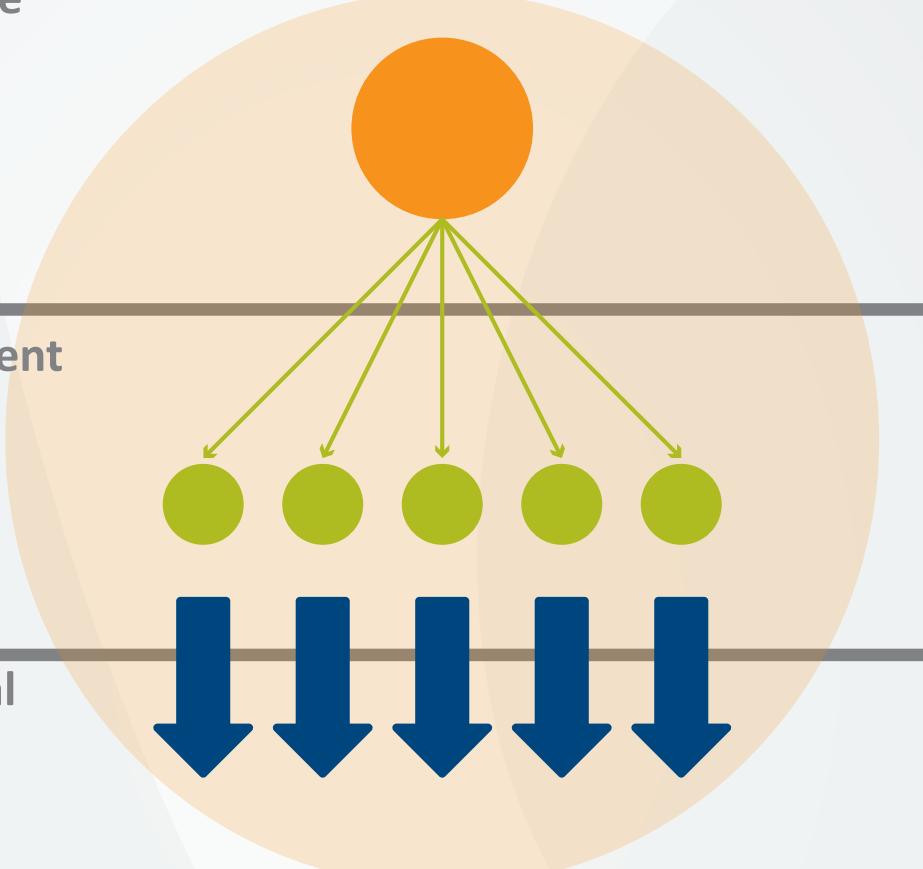


Meeting Transformation: Enterprise Level Approach

Enterprise
Action

Department
Action

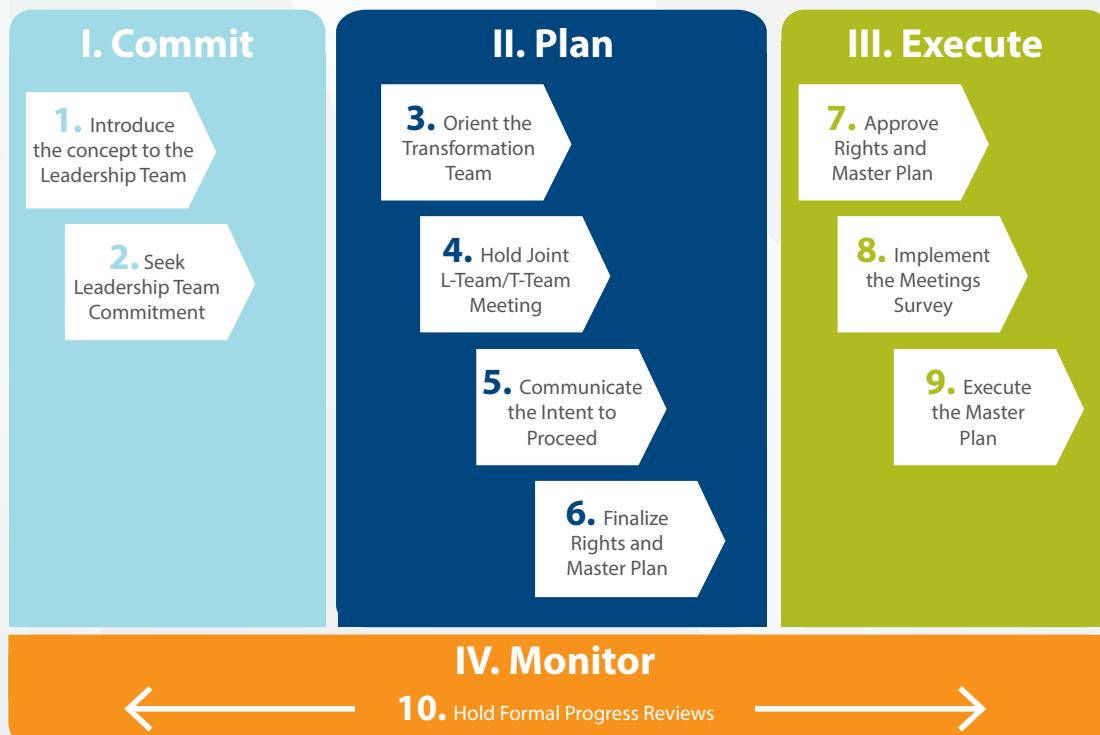
Individual
Action

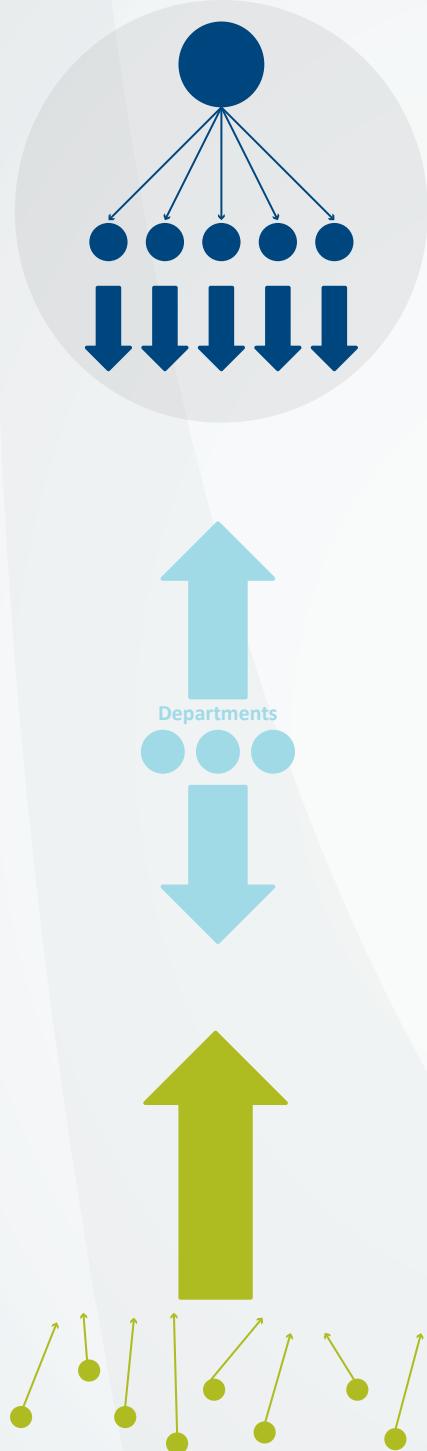


Seven Success Factors

1. Gain support from your _____ Team.
2. Establish a baseline to demonstrate the need.
3. Communicate a vision of _____ meetings.
4. Empower every individual to actively participate in _____ bad meetings.
5. Provide _____ for improving skills.
6. _____ and communicate progress.
7. Reward successes.

A Sample Master Plan Layout





Enterprise Level

Executive Briefing

Agreement on:

- Problems with our meetings
- Skills needed
- Approach to take
- Benefits

Department Level

Onsite Skills Training

- Pilot private training classes
- The Effective Facilitator
- Masterful Meetings
- Document benefits

Bottom-Up

Individual Skills Training

- Individuals attend public classes
- The Effective Facilitator
- The Facilitative Consultant
- Document benefits

Answer to the Fill-in-the-Blanks

18

WEBINAR: THE SILENT KILLER: HOW MEETINGS ARE SUCKING THE LIFE OUT OF YOUR ORGANIZATION

Page	Fill-in-the-blank Information
7	False, Engagement, Facilitation, Silent Disagreement Poorly, purpose, dysfunction, results
8	11, daydreaming, 70, 40
10	status, working, 8-16, customized agenda, minor, major, no
11	created, understood, accepted Effective, Right, Commitment
12	Rights, Training, Plan Executive briefing, facilitation training
16	Leadership, masterful, eliminating, vehicles, monitor



Sharing the power of facilitation with the world.

Connect with us.

leadstrat.com
800.824.2850

Leadership Strategies, Inc. is the U.S. leader in meeting facilitation services, having trained over 18,000 individuals in facilitation skills over twenty years. We provide professional meeting facilitation services for areas such as strategic planning, issue resolution, team building, and other group sessions. We also offer expert training services that help individuals strengthen their soft skills through facilitation.

TAKE A FACILITATIVE APPROACH

FACILITATION TRAINING

Give your key people the training they need! Our dynamic instructors will provide your people with detailed tools and techniques for success.

- The Effective Facilitator
- Advanced Facilitation Skills
- Facilitator Certification Prep
- Facilitating Virtual Meetings: Comprehensive
- Leadership Through Facilitation
- The Seven Separators of Facilitation Excellence
- Secrets to Facilitating Strategy
- The Facilitative Consultant
- Facilitation Skills for Trainers
- Facilitating Virtual Meetings: Essentials
- Masterful Meetings
- Making Technical Meetings Work

Call about our monthly class schedule.

Ask about classes we can teach at your site!

FACILITATION SERVICES

Avoid wasting valuable time! Our professional facilitators provide the expertise and techniques for focused retreats and planning sessions.

- Meeting Facilitation**
- Strategic Planning**
- Systems Analysis**
- Team Building**
- Issue Resolution**
- Process Improvement**

We offer a free, one-hour briefing on "The Level-3 Organization." Call for more information.