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Caption

TRAINING TOPICS:

- Team building through DISC
- Communication Skills
- Presentation Skills
- Facilitation
- Self and Stress Management
- Executive Coaching
- Effective Meetings

Welcome! Please share in the chat:

1. A bit about your role at the City;
2. Something you know and do really well outside of work.

Thanks !



HOW TO RUN EFFECTIVE and INCLUSIVE MEETINGS

2023- Designed and presented by Sylvia Larrass

RUN FOR YOUR LIVES



TOO MANY MEETINGS!

memegenerator.net

Course Objectives

By the end of this webinar, you will be better able to ...

- Lead structured, engaging and effective meetings
- Feel better prepared and in command of your meetings
- Lead with confidence and authenticity



Agenda for today:

Framework and roadmap of a an effective meeting

How to plan and run a successful meeting

Dealing with derailments and distractions

Engaging participants in an inclusive way

Polls!

Breakouts:

Chat about your worst and best meeting experience - and why.

One person please take notes.

In order for meetings to be effective,

they must be:

- Well prepared and organized
- Useful and relevant
- Clear in their objective
- Concise and succinct
- Inclusive and engaging
- Run with a kind yet firm hand
- Punctual and run in a timely fashion
- Have clear take-aways and call to action



Myths around Meetings

1. Meetings don't really need prep
2. Meetings are the best way to get things done
3. We need to invite everyone to attend
4. We need to pack as many items into the agenda as possible
5. We have to have meetings every single day
6. Meetings need to be at least one hour long
7. We need more meetings

Myth 1

Meetings don't really need prep

Before you call a meeting, consider the following:

- A - Audience: Who's my audience? Who needs to be there? Who won't really benefit from being there?
- P - Purpose: What do I want my participants to think, know and do by the end of this meeting?





Start with the end in mind!

Before you call a meeting, consider the following:

- A - Audience: Who's my audience? Who needs to be there? Who won't really benefit from being there?
- P - Purpose: What do I want my participants to think, know and do by the end of this meeting?
- S - So what? Why should they care? What's in for them to attend the meeting?



Activity: Use APS to create framework

Come up with a topic

- A - Audience: Who's my audience? Who really needs to be there?
- P - Purpose: What do I want my participants to think, know and do by the end of this meeting?
- S - So what? Why should they care? What's in for them to attend the meeting?



Myths 2+3

Meetings are the best way to get things done

We need to invite everyone to attend

Is a meeting the
only way?

This two-hour meeting
was almost as productive
as a single, well-written
email.





Your roadmap: meeting items/topics

A bar chart composed of colorful wooden blocks (purple, blue, green, orange, yellow, red) stacked on a wooden surface against a dark background. The text "Setting the Agenda" is overlaid in white.

Setting the Agenda

Myth 4

We need to pack as many items into the agenda as possible

The Rule of 3

Determine no more than 3 items that could be discussed in order to reach that goal

Incorporate a 3-part process

Result: simplicity and manageability

Agendas using the Rule of 3

1. Short presentation of situation (5 min.)
2. Feedback from participants (1-2 minutes per person)
3. Vote/next steps

Or

1. Present problem: 1 - 2 - 3
2. Discuss impact: 1 - 2 - 3
3. Brainstorm solutions and next steps: 1 - 2 - 3

Preparing better at the back end

The case for efficient preparation

- Send a preliminary agenda with a clear objective to key participants/co-facilitator
- Ask them for their feedback or what they'd like to add to the agenda
- Ask them if they could contribute during the meeting
- Be clear in your "ask"



Breakout room activity: 8 minutes

Preparing for a Meeting

- Select a meeting topic
- Go through APS process
- Assess the time needed to run this meeting
- Assess who needs to attend (and who could benefit from meeting notes)
- Assess whether you could make the meeting more efficient by reaching out to colleagues beforehand by email/poll with a clear “ask”.
- Establish a 3-part process/3 meeting items > Agenda
- Assess the time needed for each item, including intro, discussion and feedback time and conclusion
- Think of questions/pushbacks that could arise during the meeting
- Identify next steps...and assess if this meeting could be replaced by a simple email!

Running your Meeting

Leadership and Confidence

- Come prepared
- Lay out the rules of engagement at the very beginning
- Project your voice well
- Slow down, pause and breathe
- Look up or into the camera
- Engage attendees by asking for input
- Don't allow anyone to monopolize the conversation
- Assign an ally if you need help!



Rules of engagement

Rules of Engagement (ROE): Directives meant to describe the circumstances under which the meeting is run.

Running your meeting/Meeting procedure - P.10

Meeting prerequisites and procedure

- Designate a facilitator and/or co-facilitator for the meeting, if you need that extra support
- Designate a time keeper, if staying on track is not your forte
- Designate a note keeper. You don't need to do everything yourself. Delegate!

To begin:

- Greet and thank participants for their time. If necessary, introduce yourself and others, explain your role (or the roles of key people attending).
- Establish context, purpose and objective of the meeting. (“By the end of this meeting, we would like to...”; “Our goal, by the end of this meeting, is to...”)
- Brief tour de table if necessary
- Reiterate prep-work or results of poll/survey, etc., if relevant
- Set expectations (“I want to acknowledge that this is an emotional time for everyone...this could bring up a lot of emotions and controversy....”)
- Set rules of engagement (“Because I promised we'd be done by noon, let's agree on staying focussed on the objective. If we steer from the objective or get into the weeds, my co-facilitator will gently remind us to stay on track. Or we can use the parking lot for follow-up. Is that ok?”)
- *Get an agreement!*
- Explain meeting procedure (“I'll give a brief overview and then ask everyone to keep their comments to no more than 1 minute.”)
- *Get an agreement!*
- Start with the most important meeting item

Concluding the meeting:

- Summarize key points and connect them back to the objective
- Clarify if necessary, and lay out the most relevant outcomes and *next steps*
- Send a summary of the notes with key take-aways
- *Thank people for their time!*

Inclusion and Engagement

- Ask for people's input, especially the more introverted (use chat or post-its)
- Welcome and acknowledge people's ideas
- Clarify or reflect



Making the meeting inclusive

- Emphasize the fact that everyone's ideas are valuable. I've you've invited them to join, listen to what they have to say
- Ask people beforehand to share ideas that you can then bring up during the meeting
- Tell people beforehand that you'd like to hear from everyone and that they should come prepared with a short summary of their thoughts/ideas.
- Use the chat function if on a virtual call. If cameras are off, ask for emojis for reactions
- Post-its work well for in-person meetings
- **Listen carefully.** Acknowledge participants' contributions and thank them. Reflect back what you heard
- Call people out by name and ask them directly what they think

How to deal with derailments

p.12



The Meeting Planner

Assessing the need for a meeting

Opting for possible alternatives

- Reassess the need for everyone to be present - time is precious and many would be content with meeting notes!
- Reach out and ask people if they want to be included in the meeting (give them options!)
- Find out if you could replace the meeting with a poll or a simple email people can answer in a few sentences



Summary

- Know your audience
- Have a clear objective
- Be clear on the “So what”?
- Consider alternatives to inviting the whole organization
- Prepare a reasonable and coherent agenda
- Have a great opening and lay out objective
- Keep meeting items to a minimum
- Engage participants and run meeting with confidence
- Be mindful of the time and take notes
- Offer a logical summary and actionable take-aways

What will your next steps
be?

Meetings - Jeff Bezos Style

An alternative on how to run meetings straight from Amazon

Bezos created a new way to hold meetings: Meetings start with each attendee sitting and silently reading a [“six-page, narratively-structured memo”](#) for about the first 30 minutes of the meeting.

“[The memo is] supposed to create the context for what will then be a good discussion,” Bezos said.

Those participating are encouraged to take notes, and after the reading period is over, they discuss the memo.

Taylor Locke - CNBC

What's the ideal number of people in a meeting ?

Robert Sutton, a professor of organizational behaviour at Stanford University, [looked at the research on group size and concluded](#) that the most productive meetings contain only **five to eight** people. Why? There is a tipping point beyond which the quality of the conversation begins to erode.

https://bobsutton.typepad.com/my_weblog/2014/03/why-big-teams-suck-seven-plus-or-minus-two-is-the-magical-number-once-again.html

“The 2-Pizza Rule:
No meeting should have more people than
can be fed by a pair of pepperoni pies.”

Jezz Bezos, former CEO of Amazon

“[E]xecutives want to be good soldiers. When they sacrifice their own time and well-being for meetings, they assume they’re doing what’s best for the business—and they don’t see the costs to the organization. *They overlook the collective toll on productivity, focus, and engagement.*”

Harvard Business Review