

Meeting Guide

A world-class company has first-class meetings because people, work, time, and communication matter. Meeting failure impacts everything else.

Effective meetings generate open dialogue, healthy disagreement, respectful compromise, clear and timely decision-making, and a shared commitment to the go-forward plan.

Best Practices Checklist

You can (and should) opt out or leave a meeting when these elements are not included.

- ✓ **Have a clear agenda**
 - Make the purpose of the meeting and the key discussion topics crystal clear. Leverage helpful templates to stay on track.
- ✓ **Use a "parking lot"**
 - Set aside all items that are not critical to this meeting topic.
- ✓ **Strategize the start and end**
 - Start on time, end on time.
 - Begin with 5 min on goals; end with 5 min on next steps.
 - Avoid back-to-back meetings – they deplete energy.
- ✓ **Shrink the size**
 - Include the smallest number possible. Invite only the pertinent participants to the room, not those who only need to be informed.
 - Let people opt out – make decisions without you, or provide asynchronous input before the meeting.
- ✓ **Define roles**

Establish who is doing what:

 - Presenter/facilitator (responsible).
 - Decision-maker (accountable).
 - Subject matter expert (consulted).
 - Note taker/disseminator.
- ✓ **Match time to scope**
 - Tightly contain how much time is dedicated to each topic.
 - Avoid arbitrary lengths. Block off the time needed to complete the discussion. Don't assume 30 min or an hour.
- ✓ **Prioritize the pre- and post-work**
 - Don't think of meetings as 'where I start engaging this topic.' Meetings are not for information gathering. That occurs outside of the meeting.
 - End the meeting by assigning next tasks with set due dates.

Not everything needs a meeting

Communicate asynchronously

Make relevant, updated information accessible. This is critical for supporting hybrid workstyles.

- Consider Loom videos as a replacement and/or primer for meetings.
- Create a team page for updates, agenda items, etc to reduce interruptions and better track progress.
- Store meeting notes in an accessible location so people don't have to attend to be informed.
- Provide opportunity for a larger group to provide input prior to the meeting.

Adopt consistent email standards

Apply labels to your subject lines:

- **FYI** – don't respond. If you are cc'ed or the email is forwarded with no subject line edit, it's an FYI.
- **Action** – include 'task + request by date' to subject line.
- **Urgent** – must include 'urgent' in subject line + response requested by.

Why we meet:

Decide

Learn

Bond

Do

We must commit to a disciplined rather than relaxed approach to how we structure and run meetings.

Meeting Discussion Guide Example

**Monique Hennink, Inge Hutter, Ajay
Bailey**



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