Step 1. ID topic
Effective Meetings

Step 2. Select or develop a "key instrument" aligned with topic
- Model for an Effective Meeting (handout)
  - Performance Criteria (item analysis)
  - Meeting Process
  - Meeting Template

Step 3. Title
Effective Meetings

Step 4. What is activity about?
- Running effective meetings
- Embedded learning--Improving meeting process & project as an ongoing activity

Step 5. Why is activity relevant?
- Capstone project will be more enjoyable & productive
- Apply your knowledge to meetings in other professional or personal contexts
- In your career, running effective meetings will mark you as special--you have the gratitude & respect of everyone in the org.

Step 6. LOs
- Conceptual knowledge--meeting, outcome, assessment, 3-strand parallel processing principle
- Affect--desire high quality meetings, learning centric + accomplishment centric + people centric (triple 100% focus)
- Meeting process + criteria

Step 7. CTQs (need work)
- Directed
  - How often should teams hold meetings?
  - What are the key roles for effective meetings in any context?
  - What is an outcome? How can you tell if you have defined
- Converging
  - What is the relationship between meeting outcomes & project outcomes?
  - How do you distinguish meeting outcomes from meeting intentions?
- Diverging
  - What is the relationship between meets and work breakdown structure?

Step 8. Activity Type
Lecture

Step 9. Resources
- Internet searches on effective meeting processes
- Handout--model of effective meeting

Step 10. Facilitation Plan
(TM 10) Pre-activity
- FW--imagine the worst meeting ever--what are the characteristics? brainstorm.
- FW--best meeting ever--what are the characteristics? brainstorm.
- FQ--how many people would love to have effective meetings?

**Activity**
- (TM10) Lecture w/ power point presentation
  - 3-Strand Model (outcomes + learning + engaging)
  - engaging positive emotions
  - outcomes
  - embedded learning (assessment)
- (TM 5) Making Assignment
  - review handout (participants don't have; posted on internet)
  - next steps
    - 1 fill out template as a team
    - 2 plan your first meeting using your process
    - 3 meet w/ your adviors
      - teach your advisor about meeting
      - demonstrate your meeting process
      - ask for feedback

**Post-activity**
- (TM 10) CPW--what did you learn about effective meetings? was writing about what you learned useful to you?
- (TM 10) SII on meeting

**Facilitation Techniques**
- FW = free writing
- FQ = focusing questions
- CPW = collection point writing
- SII = Strength/Improvement & Insight

**Step 11. Design H/O for Workshop Participants**
- No activity handout needed for this!
Model for Effective Meetings

This model is a representation of how to run effective meetings. In the context of a project or an operation, a meeting is a purposeful gathering of key stakeholders for the purposes of communicating and moving the project/operation forward.

Performance Criteria

These criteria describe what professionals do to produce effective meetings.

1. Engaging--Set up the meeting to engage positive emotions. That is, structure the meeting so that it is fun, energizing, rewarding, motivating, etc. for the participants.
2. Learning centric--Make learning the #1 priority of the meeting and apply assessment to produce embedded learning that aligns with accomplishments.
3. Outcomes--structure the meeting so that it creates meeting outcomes that align with long-term outcomes.
4. Effective --Continually identify and reduce waste (both wasteful activities & wasteful products) by focusing on producing outcomes and by focusing on creating and improving processes and systems.
5. Participation--Arrange the meeting so there is balanced contribution by each meeting participant.
6. Organization-- Arrange resources (times, knowledge, documentation, etc.) in a systematic, structured or coherent way, esp. on a large scale or in a holistic way.
7. Planning--plan the meeting in advance, adjust the meeting plan in real time during the meeting, follow up on meeting with a net result that project meetings support attainment of long term outcomes.
8. Communication--Make concise, meaningful, and engaging presentations. Enrich presentations with active listening & purposeful dialogue.
9. Roles/expectation--create shared expectations for performance, set key roles, create performance criteria for these roles, execute these roles in alignment with performance criteria.
10. Documentation--document key data & knowledge in real time, archive the documentation for future use, and disseminate documentation to key stakeholders.

Process for an Effective Meeting

The process (set of steps) below describe best practices for planning, executing, & following up from a meeting.

Meeting Planning (before the meeting takes place)

1. define meeting outcomes; make sure outcomes are S.M.A.R.T.
2. create a meeting plan (agenda) that will lead to meeting outcomes
3. disseminate key information (outcomes, plan, key resources, location, time, etc) to participants at least 24 hours in advance.

Meeting Execution

1. dialogue to ensure shared understanding & valuing of the outcomes & the plan (agenda); adjust as needed
2. execute the agenda, adjusting in real time as needed; document as you go
3. inventory next task, assign owners and deadlines to tasks, update the project plan (typically a WBS=work breakdown structure)
4. apply assessment to produce learning
### Meeting Follow Up (after meeting--complete within 24 hrs)

1. complete meeting documentation; archive in project/organization documentation system.
2. disseminate documentation to key stakeholders.

### Template--Personalized Approach

The purpose of the template is to give people the opportunity to create their own way of being successful (high performance). Key idea--start simple, do what you think will work best for you, improve meeting performance over time with assessment.

<table>
<thead>
<tr>
<th>Meeting Criteria—</th>
<th>in your words, list your criteria for high performance.</th>
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<tbody>
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<thead>
<tr>
<th>Meeting Process—</th>
<th>in your own words, write down the steps your team will take to ensure that each meeting is high performance.</th>
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<tbody>
<tr>
<td>Step 1.</td>
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<td>Step N.</td>
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<tr>
<th>Meeting Documentation System—</th>
<th>Explain how you are going document each meeting. Explain how you are going to organize/archive all meeting documentation for long term retrieval.</th>
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<tr>
<th>Meeting Assessment—</th>
<th>explain how you are going to embed learning as a part of each meeting.</th>
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<th>Key Roles—</th>
<th>describe the roles that need to be assigned at every meeting.</th>
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<th>Logistics—</th>
<th>when will you meet? where will you meet? what resources will be needed at each meeting?</th>
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