Demonstration: A Typical Meeting?

UCSF Chancellor’s Committee for Faculty Life
How to Run an Effective Meeting

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UCSF Chancellor’s Committee for Faculty Life
Objectives

To identify and describe common forms, functions, and dysfunctions of group meetings

Describe and demonstrate a 4 part tool to improve meeting quality; OARRs

Examine your current role(s) in professional meetings and how you might apply OARRs
Agenda

Welcome and Introduction (3:10-3:20)
Group demonstration (3:20-3:35)
OARRS Didactics (3:35-3:45)
Trouble shooting (3:45-3:55)
Breakout exercise – creating OARRS for your meeting (3:55-4:20)
Debrief and conclusion (4:20-4:30)
Scope/Relevance

We spend about 100,000 hours at work during our life. A significant portion of this time is spent in meetings or on administration.

In the US, 17 million work meetings occur every day.

90% of meeting attendees daydream during meetings and 60% take “notes” to look like they are paying attention.

Managers rate meeting productivity from 33-47%.
Why do we have meetings?

Meetings allow multiple perspectives to be concurrently trained on an issue much more efficiently than a series of individuals conversations. With properly run meetings, we can

Discuss the status of a project or organization so that all players hear the same story

Achieve consensus on future actions
Why do we have meetings?

Address a potential problems based on reporting from multiple individuals
Engage data, reports, applications etc from multiple perspectives
Build morale through openness to broad input from group members in important decisions affecting the group
Common Problems

Objectives/purpose often unclear
Lack of clear agenda
Poor time management, no prioritization
  Irrelevant conversations, repetition
Group norms/culture not firmly established
  Disrespect, dominance/withdrawal
Composition and roles unclear
  Dictatorial vs no leadership
Group used as information dump rather than working meeting
Run an Effective Meeting: OARRs Didactics

Importance of “pre-work”
Objective
Agenda
Roles/responsibilities
Rules
OARRS

A tool to help organize an effective meeting, or rescue a meeting that is getting lost

   Define your meeting’s **Outcomes**

   Set up your **Agenda** beforehand

   Define the **Roles** participants will play

   Establish the **Rules** for the meeting
Outcomes

What will I get from a successful meeting that wasn’t there before? Some potential outcomes:

Agreement on action plan
Identification of problem
Status report
Reviews of proposals
Outcomes

To achieve a successful outcome
The leader should prepare
The agenda should be sufficient to achieve the outcome but not overambitious
The mix of participants should provide the information/perspective to achieve the goals
Document the discussion and outcomes so you know what was accomplished and can refer to meeting minutes for future needs
Agenda

The agenda is the “algorithm” that helps you achieve the desired outcome.

What topics need to be explicitly covered in order to reach the right outcome?

What amount of time devoted to each topic?

Who is responsible for each item?

What resources are required in order for people to contribute their insights to each topic?

Distribute in advance along with source materials.
## Sample Agenda

<table>
<thead>
<tr>
<th>Item</th>
<th>Lead</th>
<th>Process</th>
<th>Time</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Announcements</td>
<td>Kathy Hyland</td>
<td>Welcome</td>
<td>12:10-12:25</td>
<td>• Update on Grading and Assessment Policy</td>
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<td></td>
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<td></td>
<td>• MS1s have started</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>• Charge letter</td>
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<tr>
<td>IPE Days/Events</td>
<td>Susan Masters</td>
<td>Update</td>
<td>12:25-12:35</td>
<td>• Members updated</td>
</tr>
<tr>
<td>I-3 I-Pad Syllabus</td>
<td>Brian Schwartz &amp; Peter</td>
<td>Update</td>
<td>12:35-12:45</td>
<td>• Members updated</td>
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<tr>
<td></td>
<td>Chin-Hong</td>
<td></td>
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</tr>
<tr>
<td>Plan for new ICSC reporting</td>
<td>Susan Masters</td>
<td>Update</td>
<td>12:45-12:55</td>
<td>• Members updates on 2 year cycle and midyear expectations”</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Non ICSC year; report to ECC (table of challenges &amp; action plan)</td>
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<td></td>
<td>• Appointed reviewers will receive table; course evals and OET report of hours in course.</td>
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<tr>
<td>Accommodation</td>
<td>Neera Jain</td>
<td>Update</td>
<td>12:55-13:05</td>
<td>Members updated</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Q &amp; A</td>
<td></td>
<td>• What faculty is allowed and/or obliged to do regarding accommodations</td>
</tr>
<tr>
<td>Attendance and absences in labs</td>
<td>Kathy Hyland</td>
<td>Discussion</td>
<td>13:05-13:30</td>
<td>Members updated</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td>• Decision if further action is needed</td>
</tr>
</tbody>
</table>
Roles

Each participant should have a role in the meeting, and be prepared for that role

Leader
  Keeps group focused on the outcome and agenda
  Periodically restates discussion status to reinforce meeting progress

Scribe
  Documents discussion
  Records outcomes
  Meeting historian
Roles

Topic discussants
- Responsible for providing key pieces of information or perspective
- Assigning responsibility is excellent way of focusing people on meeting by giving them active roles

Auditors
- People who would benefit from hearing discussion/information but no assigned role in meeting
- Input as needed
**Rules**

These vary depending on the desired outcome of the meeting. Rules include:

- Speaking in turn
- Focus on data rather than opinion/feelings
- Time allotted per speaker

These rules can be rigid in some meetings (very focused, tangible outcomes) and more free-flowing in others (brainstorming)

Ground rules can be established at beginning of meeting by group consensus
Grey areas

How much structure?
Depends on goal of meeting and desired input from participants
Over-rigidity may suppress needed creativity

Too much vs too little talking
Too much talking may require gentle refocusing
But people have different styles of expression and being too controlling may suppress important and interesting perspectives and ideas
Grey Areas

Number of group members
Should be closely matched to desired outcome but this is not a rigid rule. Some individuals may bring an important perspective even if they aren’t directly involved in the issue being discussed.

Time per topic
This is important to keep within time limit, but may vary on individual topics based on quality of information.
Electronic meeting Tips?

Voice-Only Conference Calls
   Pitfalls
   Suggestions/Solutions

Video Conference Calls
   Pros/Cons
   Suggestions/solutions
Group Breakout Exercise

Break into small groups with facilitator
Review handout materials to
Select meeting example
Analyze meeting quality
Create OARRs to improve meeting
Share with small then large group
Exercise Debrief

What kinds of meeting were selected?
What was “wrong” with these meetings?
How will you apply OARRs?
How will you re-assess quality?