Demonstration: A Typical Meeting?

UCSF Chancellor's Committee for Faculty Life

How to Run an Effective Meeting

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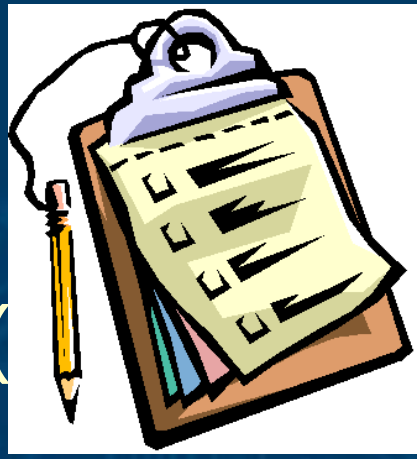
Objectives

- 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 (3:20)
- 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

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

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?