



September 13, 2023

Leading Meetings

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Meeting Statistics

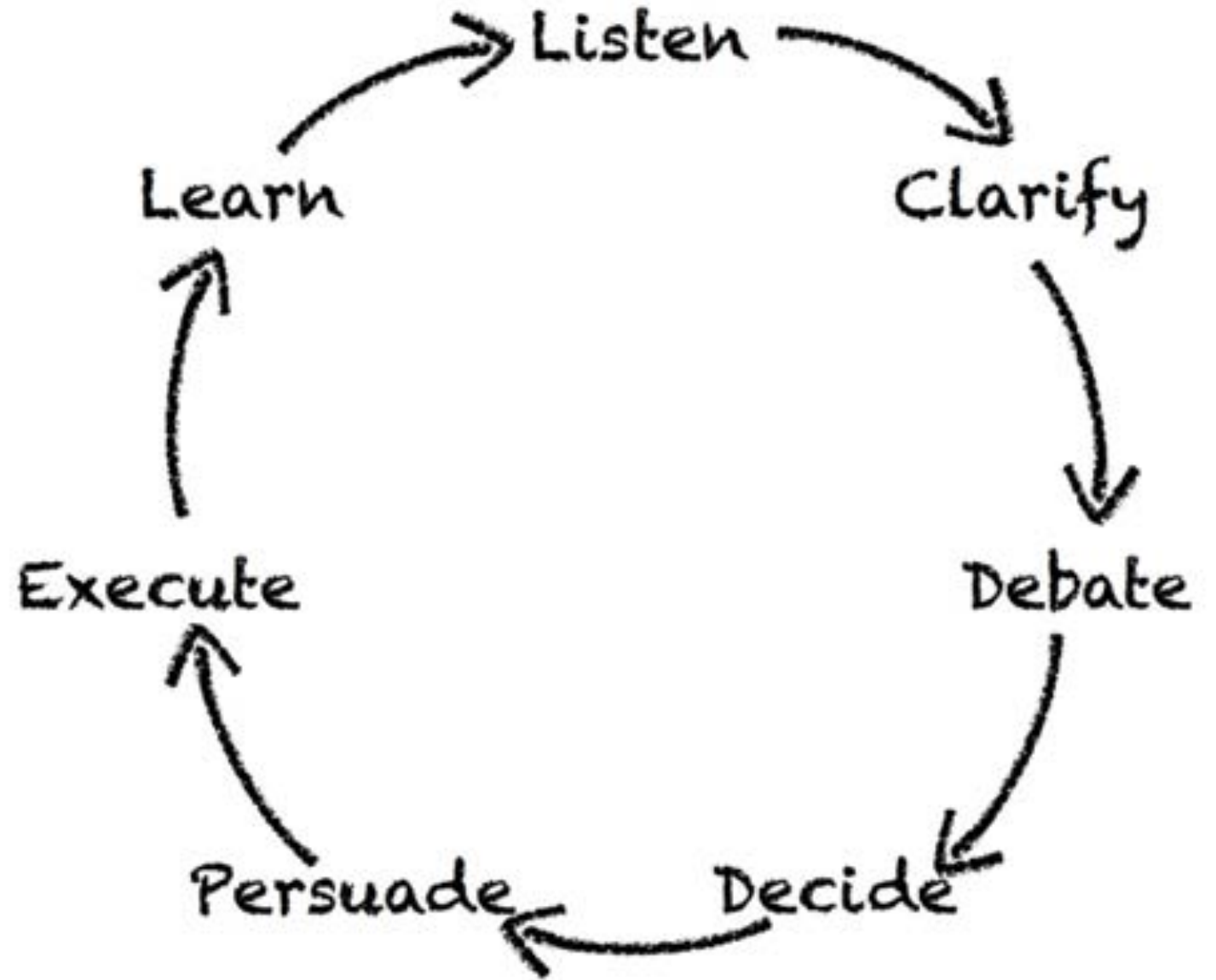
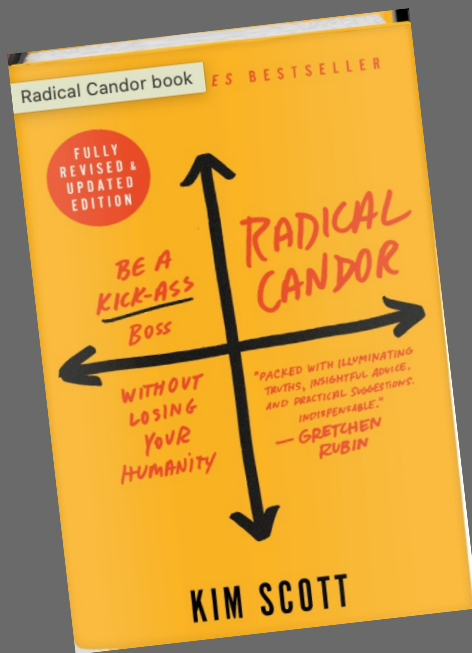
- Managers spend **35-50%** of their time in meetings
- HBR surveyed senior managers in a range of industries:
 - **65%** said meetings keep them from completing their own work.
 - **71%** said meetings are unproductive and inefficient.
 - **64%** said meetings come at the expense of deep thinking
- **91%** of employees daydream during meetings, **73%** do other work
- **63%** of meetings in the U.S. are conducted without an agenda
- Ill-prepared and/or unnecessary meetings cost U.S. businesses **\$399 billion** in 2019

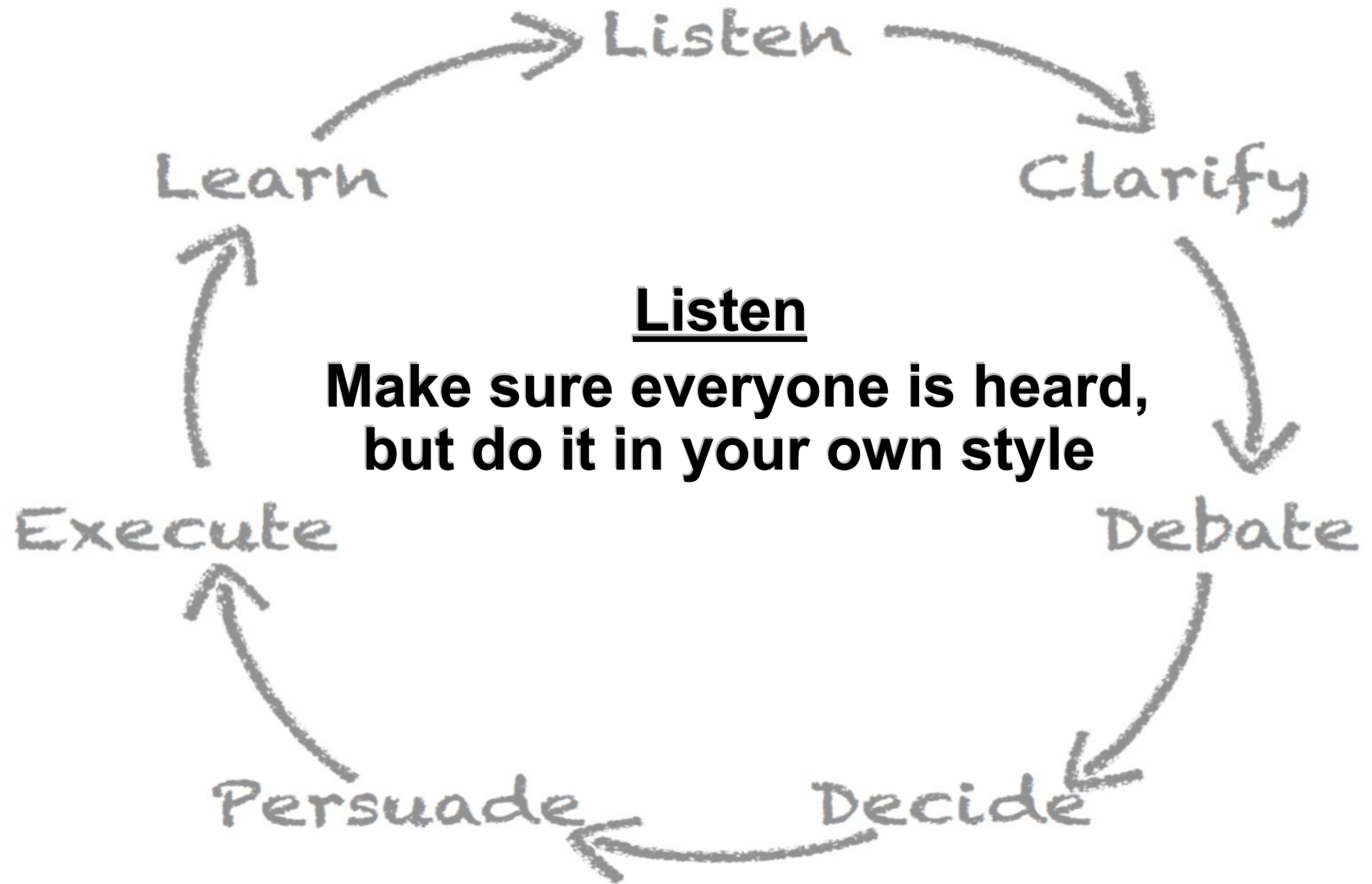
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One of a manager's most important jobs in making sure things are running smoothly is to figure out who needs to communicate with whom and how frequently

The Get Stuff Done (GSD) Wheel





Listening in your own style

Quiet Listening	Loud Listening
Being quiet to allow others to talk	Saying things for people to react to
<ul style="list-style-type: none">• Remain silent• Keep facial expressions and body language neutral• Intentionally reserve your idea or point of view	<ul style="list-style-type: none">• "Strong opinion, weakly held"• Say what you think very clearly and then go to great lengths to get others to challenge you<ul style="list-style-type: none">• I'm thinking of doing X, tell me all the reasons I should not do that, what are the downsides to that approach?• Here's an idea, [share idea], everyone please poke holes in that idea• One challenge I see with this course of action is X, what potential challenges do you see?

Making sure everyone is heard

Case Study

You are a new supervisor of a team of 8 employees. You've begun to notice that consistently at your weekly team meetings, the majority of the talking comes from the two employees who have been on the team the longest. These two employees tend to have very strong opinions.

A handful of other team members share input sporadically, but often when one of them suggest a new way of doing things, the two employees that have been around for a while are quick to interject with context about why the team has always done it this way.

And then there are two team members, including your student worker, that you almost never hear from.

What stands out to you in this scenario? How might you respond?

Making sure everyone is heard

- Set expectations at the beginning of the meeting
- Go around the table to ensure everyone had an opportunity to be heard
- Touch base with certain people before or after the meeting encouraging them to share more or listen more
- Encourage dissent/different viewpoint
- Address incivility (interrupting, disrespectful body language, etc.)
- Give people a heads up on what discussions to expect during the meeting to allow for thought/processing

Making sure everyone is heard

Set expectations up front

- Today we're going to explore our options with regard to X. Our team is most innovative and effective when we've considered multiple angles. My hope is that we get to hear from everyone today, get a lot of ideas on the table, and approach every idea with curiosity and an open mind.

Go around the table to make sure everyone had an opportunity to be heard

- We've heard from a few people on this matter, let's take a quick run around the table to see if anyone we haven't heard from much has anything they'd like to add

Touch base with certain people before or after the meeting encouraging them to share more or listen more

- I really appreciated hearing your perspective on XYZ. Your input was very persuasive because you showed that you heard the other point of view, please continue to speak up in meetings.
- I know you've spent a lot of time listening to the student perspective on X, when we talk about X in the meeting today, please chime in and share what you're hearing.
- I've noticed that in our team meetings, it seems like you tend to spend more time talking than the rest of the team, I'm wondering if you've noticed that too? I value your opinions and appreciate your willingness to share your thoughts, I also want to make sure we're holding space for other people to share as well, could you be mindful of that in today's meeting and let other people share before you jump in

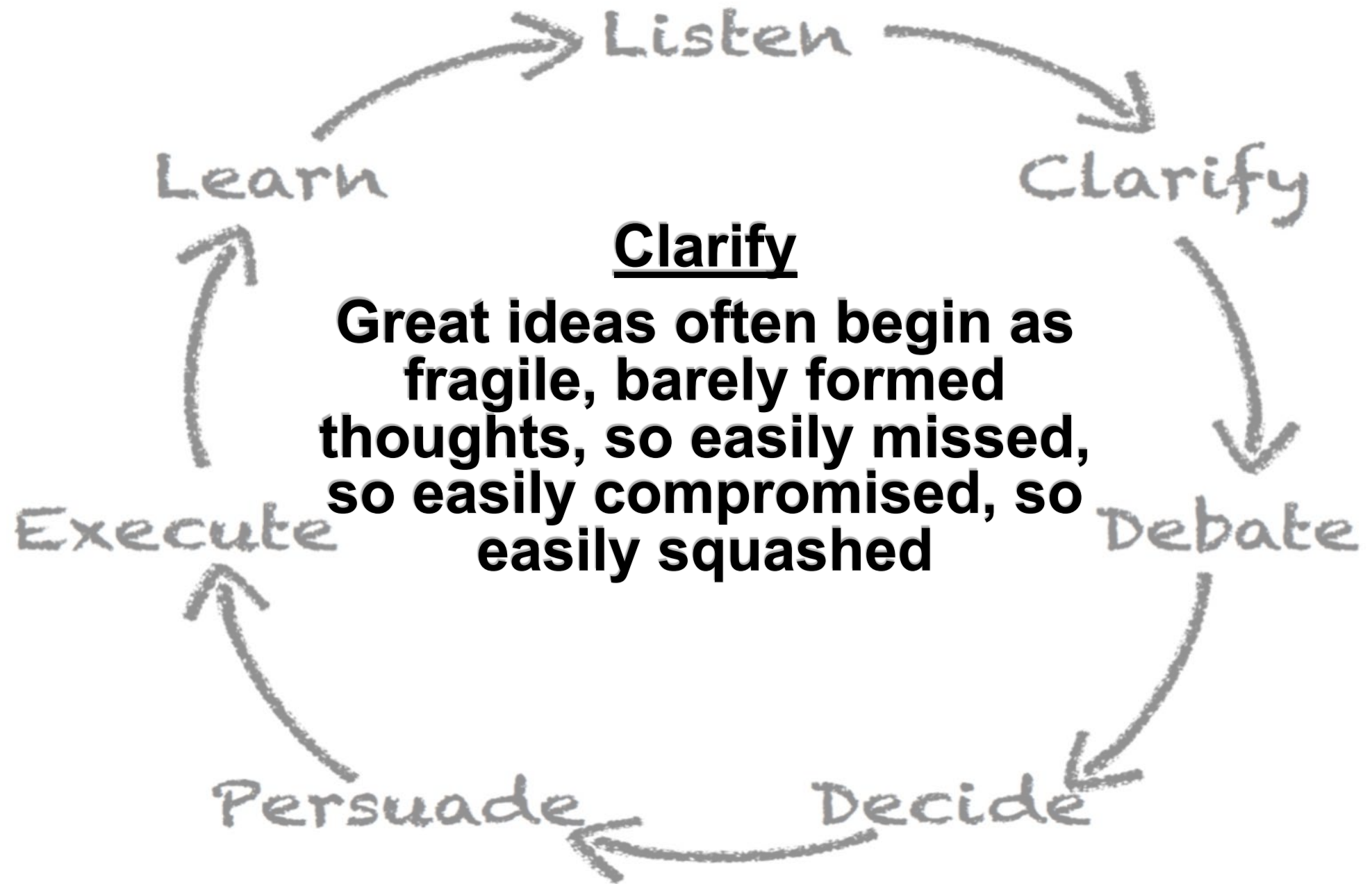
Encourage dissent/different viewpoint

- I hear a few people coalescing around option A, does anyone think option B is a better approach? What are the advantages of option B?
- I've heard a lot of voices in support, can anyone think of a reason to oppose? What might someone who opposes say?
- Thanks for sharing your perspective, does anyone disagree or see the situation differently?

Address incivility (interrupting, disrespectful body language, etc.)

- "I value your opinion, and I'd like us to discuss the idea you proposed. I also value Naomi's perspective and am very interested in hearing the rest of what Naomi had to say. Our team operates best when we've considered multiple angles, and if we interrupt each other, we miss out on the benefit of considering various perspectives."

Give people a heads up on what discussions to expect during the meeting to allow for thought/processing

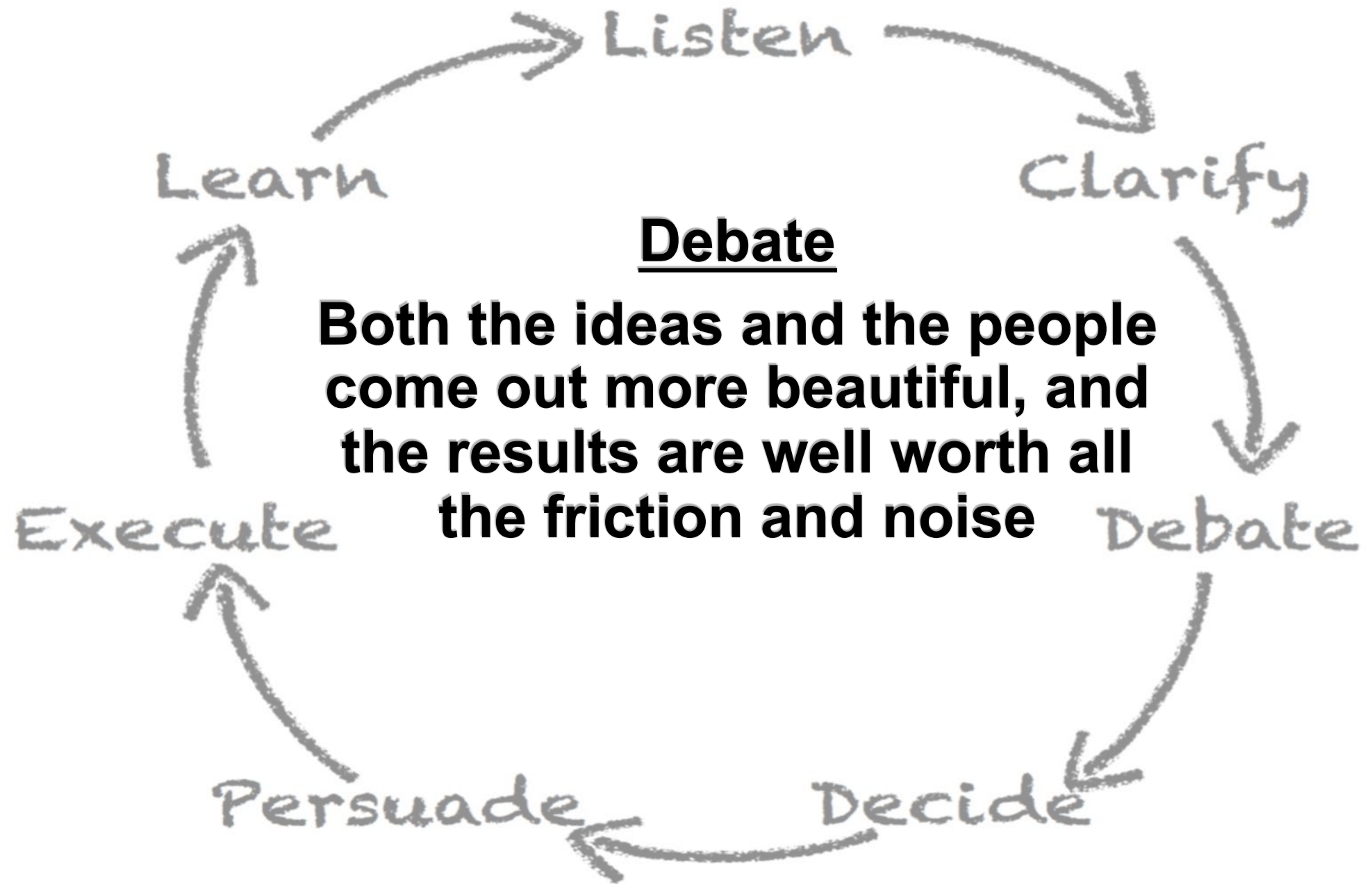


Clarify

- Listen for those fragile, barely formed thoughts
 - I'm frustrated by this part of my job
 - I'm not feeling engaged by my work
 - I think our onboarding process could be better
 - I would be more productive if
 - What if we just stop doing X
 - I'd like to start working on Y
- Seek understanding: Trying to solve a problem that's not clearly defined/understood is unlikely to produce a good solution
- Nurture and Develop: Debating a half-baked idea usually kills it – it needs to be nurtured/developed before being thrown into the wringer

Clarify

- Suspend judgement
- Keep an open mind
- Get curious
- Help define the problem
- Help brainstorm solutions
- Help nurture the idea
- Help refine the idea - Point out potential problems with the aim of finding ways around
- Help communicate the idea with precision and clarity

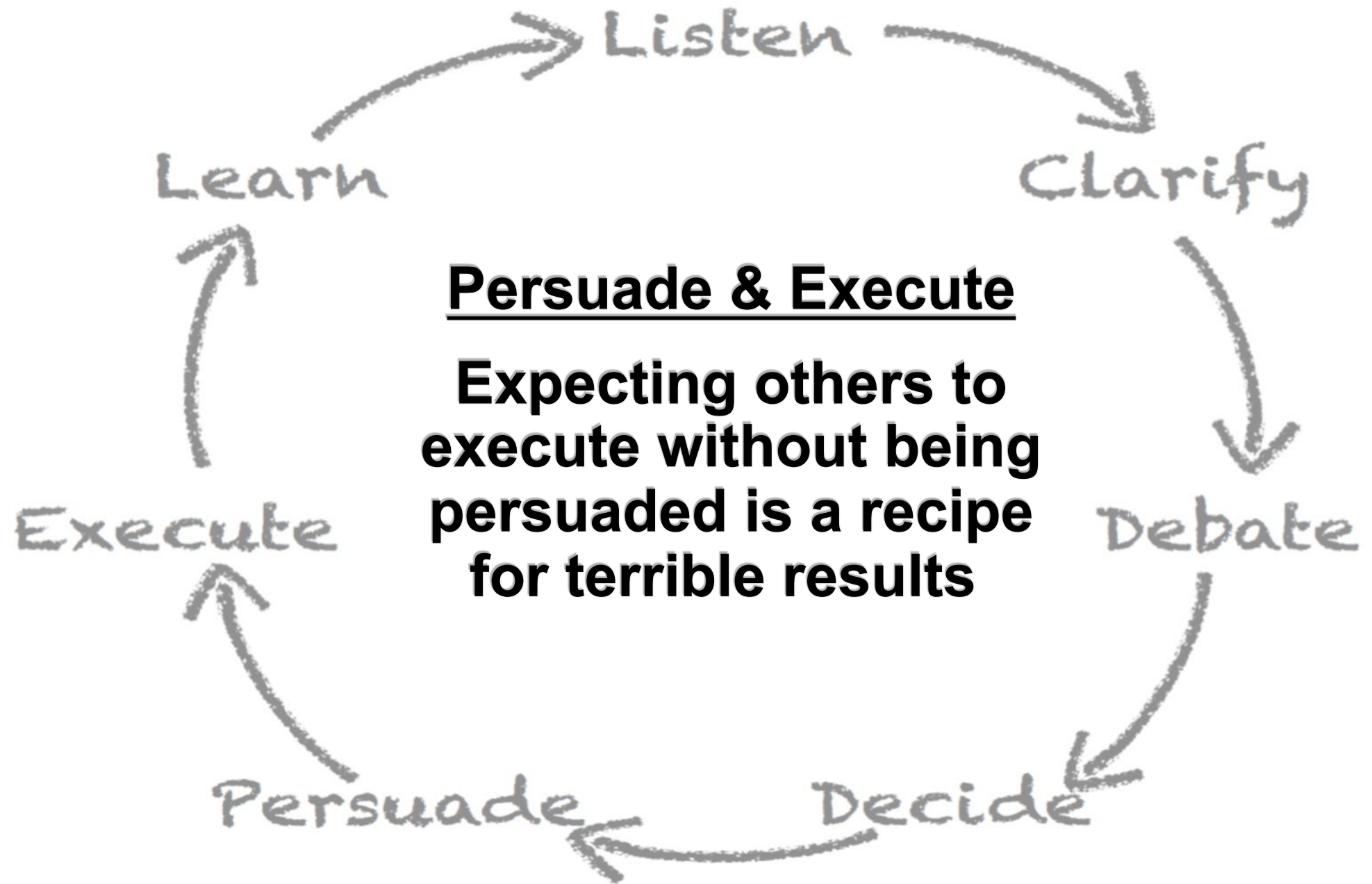


Debate

- Turn on the rock tumbler
 - Ask a slightly different question
 - Break the issue into smaller pieces
 - Reiterate the purpose and importance of debate
 - Obligation to dissent
 - Give time for reflection
- Focus on ideas rather than ego
 - Set the expectation
 - Use a tangible symbol
 - Redirect when you sense the win at all cost mindset
 - Ask people switch roles/positions
- Set a decide by/end of debate date
- It's ok to press pause







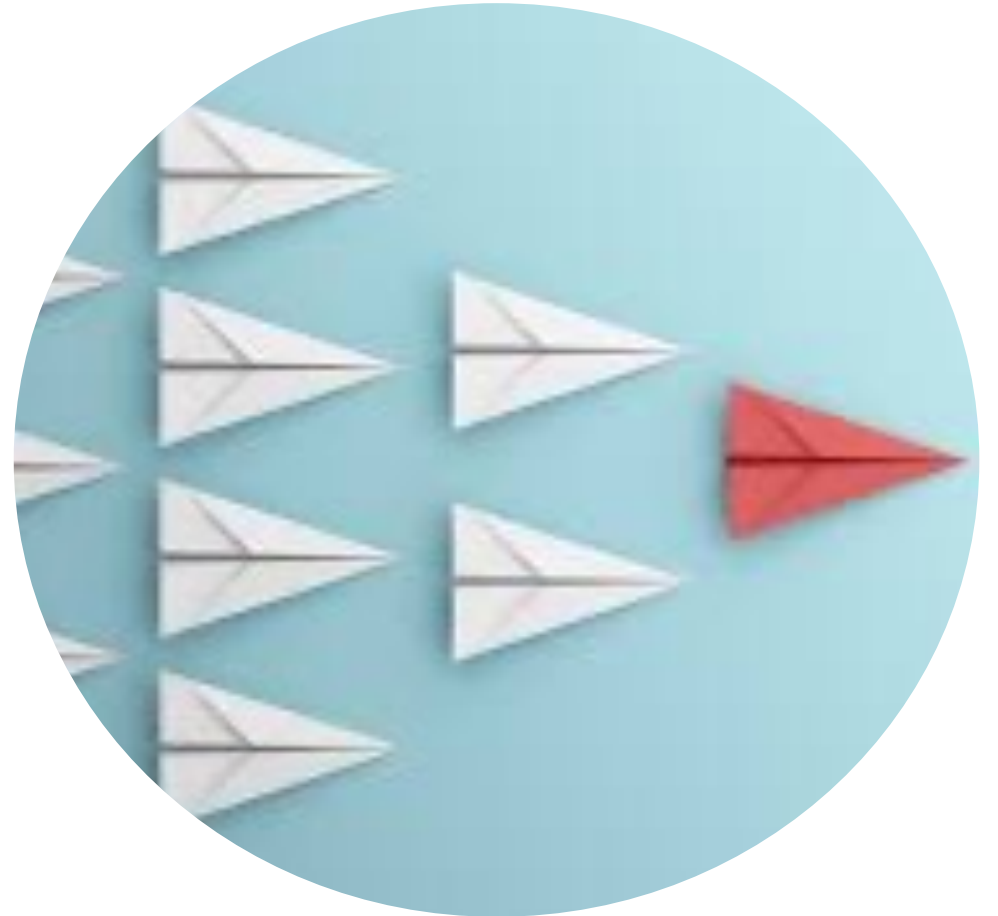
Persuade & Execute

Persuade

- Not everyone on the team is involved in the full GSD wheel for every decision
- Decisions seem mysterious/nefarious to people not close to the process
- Bring people along, get people on board
 - Logos, pathos, ethos
 - Share what's in it for your audience
 - Craft your message with different styles/positions in mind
- Encourage the Listen, Challenge, Commit Model

Execute

- Don't waste your team's time – help solve, shield, and dissolve
- Stay connected to the work
- Block time to execute





Learn

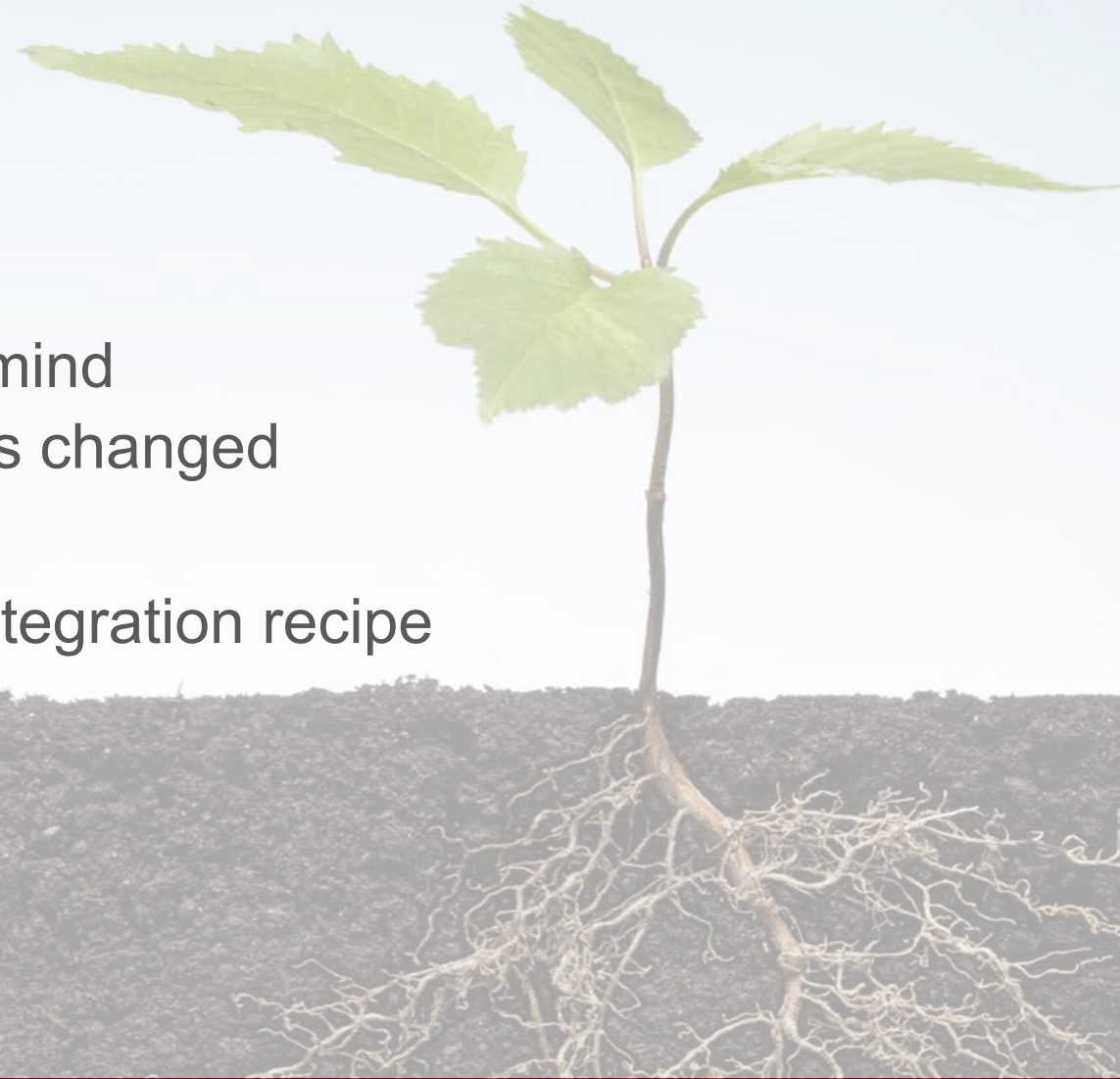
- Did we get our desired outcome?
- What went well?
- What didn't go well?
- What adjustments can we make?
- What did we learn?
- If it went well, can we scale it, repeat it, build on it?

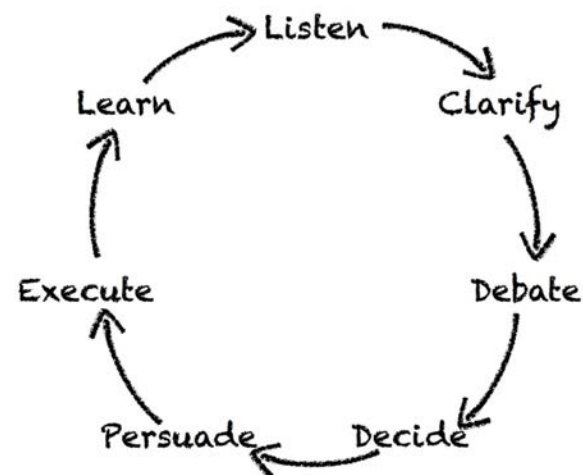


Learn

Barriers

- It's hard to admit you have an ugly baby
- Pressure to be consistent
 - When the facts change, I change my mind
 - Explain clearly/convincingly why things changed
- Burnout
 - Stay centered – know your work life integration recipe





GSD Priorities

Listening > Telling people what to do

Understanding, clarifying, developing > Ignoring, Judging, Squashing

Debating > Directing

Empowering others to decide > Being the decider

Bringing others along, getting buy-in > Giving orders

Learning, growing, and getting it right > Being right

Different types of meetings

One to Ones

Team
Meetings

Meeting Free
Times

Debate &
Decision
Meetings

All hands
Meetings

Skip Level
Meetings

Workflow
Mapping
Meetings

Walk Around
Meetings

One on Ones

- Regularly scheduled meeting between supervisor and direct report
 - Listen to people on your team to understand their perspective on what's important to them,
 - Learn what's working and/or not working
 - Help problem solve/troubleshoot,
 - Encourage new ideas,
 - Provide support,
 - Care personally,
 - Clarify expectations,
 - Address performance concerns and/or track improvements, and
 - Have career development and/or advancement conversations

One on Ones

- Suggested frequency depends on the number of direct reports

1-5 Reports	One, 50-minute meeting per week
6-10 Reports	One, 25-minute meeting per week
More than 10 reports	One, 25-minute meeting every other week

- Ideally, have the employee set the agenda content
- Supervisor sets general expectations about the agenda's form
 - Format
 - Level of detail
 - Timing

One on Ones

Productive Questions

- How can I help?
- What can I do/stop doing to make easier?
- What keeps you up at night?
- What are you working on that you don't want to be working on?
 - Is that because you're not interested or because you don't think it's important?
 - What can you do to stop working on it or to make working on it better?
- What are you not working on that you would like to be working on?
 - Why not? What can you do to start working on it?
- How do you feel about the priorities of the team and/or teams you work with or depend on?
 - What are they working on that seems unimportant
 - What are they not doing that you wish they would do?
 - Have you talked to them? Why not?

Questions to develop new ideas

- What do you need to develop that Idea further so its ready to discuss with the team/stakeholders/etc.?
- What can I do to help?
- I think you're on to something but its still not crystal clear to me – can you keep explaining/explain it again?
- Let's keep tugging on/exploring that idea

One on Ones - Signs that you may need to adjust

Sign	What it might mean	How to respond	What you might say
Frequent cancelations	<ul style="list-style-type: none"> Overwhelmed Unfruitful partnership 	Try to learn why	I've noticed you've cancelled X times in the past month, can you tell me why that is?
No agenda	<ul style="list-style-type: none"> Overwhelmed Misunderstanding the agenda expectation or the meeting purpose 	Learn why Clarify expectations	This is your time, but you don't seem to come with much to talk about, can you tell me why?
Getting updates only	<ul style="list-style-type: none"> Misunderstanding the meeting purpose 	Encourage more constructive use	I've noticed your agenda is usually all updates, we can use these meetings for a variety of purposes, troubleshooting issues, brainstorming ideas, talking about career development, etc., for next week, please try to include some of those purposes in the agenda
Getting good news only	<ul style="list-style-type: none"> Lack of psychological safety Not believing you can or will help 	Ask explicitly for "bad news"	What's one thing that could have gone better this week? What's one challenge you're facing, big or small, that we can troubleshoot?

Fruitful Partnership

Absentee manager:

- ◆ Hands off, ears off, mouth off
- ◆ Lacks curiosity, doesn't want to know
- ◆ Doesn't listen, does nothing
- ◆ Afraid of details
- ◆ No idea what's going on
- ◆ Sets no goals
- ◆ Remains unaware of problems
- ◆ Causes collateral damage tripping on grenades unawares
- ◆ Ignorant of questions and answers
- ◆ Unaware of context

Partnership:

- Hands on, ears on, mouth off
- Displays curiosity, recognizes when they need to know more
- Listens, asks why
- Asks about relevant details
- Is informed
- Leads collaborative goal setting
- Listens to problems, predicts problems, brainstorms solutions
- Removes barriers and diffuses explosive situations
- Shares what they know, asks questions when they don't
- Shares relevant context

Micro manager:

- ◆ Hands on, ears off, mouth on
- ◆ Lacks curiosity, pretends to know all
- ◆ Doesn't listen, tells how
- ◆ Gets lost in the details
- ◆ Asks for make work presentations, reports, and updates
- ◆ Sets goals unilaterally and arbitrarily
- ◆ Tells people how to solve problems without fully understanding them
- ◆ Tells people how to remove obstacles and diffuse explosive situations but watches from a safe distance
- ◆ Pretends to know when they don't
- ◆ Hoards information

Team Meetings

- Review/reflect on the prior week
- Get on the same page about this week's shared priorities
- Share updates
- Offer recognition
- Foster engagement and belonging

Team Meetings

- Have a consistent agenda
- Maintain control of the meeting
- Don't be afraid to "take it offline" or schedule another time to talk about an issue
- Ensure everyone has a voice
- Establish shared meeting norms and expectations

Team Meetings

*****Have a consistent agenda that works for your team*****

- Engaging Opener (10 min)
- Review last week's metrics/results/outcomes (10 min)
 - Metrics: What are the most important activities and results you see each week that let you know if you're on track to achieving your goals?
 - Results; What went well, why? What didn't go well, why?
 - Shared Doc; put in 3-5 things you did that others should know about, 5 min to read others
- Share updates (15 min)
 - Flag areas of concern/overlap
 - We need to change our goals for things project,
 - I am having surgery next month and will be out for 3 weeks,
 - I'm thinking about overhauling this process,
 - We're behind on this project and could use extra support,
- Identify key decisions (10 min)

Team Meetings

Engaging Opener Ideas

- Minute to win it challenge
- Fun debate questions
 - Are there more wheels or doors in the world?
 - Is a hotdog a sandwich? A taco?
 - Should macaroni be eaten with a spoon or a fork?
 - What is the best day of the week?
 - Does pineapple belong on pizza?
 - Would you rather travel back or forward in time?
 - Coke or Pepsi products?
- Gratitude reflection
 - What's one thing (inside or outside of work) that you're grateful for today?
 - What is something you appreciate about the person to your left
- 2-minute Guided Meditation
- Show & Tell

Meeting Free Times



Think Times



Execution Times

Wrap Up

Questions & Key Takeaways

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Up next up in this series:

Unit Position Person

Wednesday, September 27
12 – 12:45 pm CT

UMSL remains committed to the unit, position, person approach to flexible work arrangements. Join us for this session as we discuss some of the benefits and challenges of different flexible work arrangements and walk through factors to consider when making decisions about flexible work arrangements.