



MANAGEMENT MEMO

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SUBJECT:

Meeting management

APPLICATION:

Improved group decision making

COMPANY NAME:

Insert your company name here,
and make copies for your staff
training or procedure manuals

PAGE No.: _____

20 steps to meeting success

A NUMBER OF ACTIONS can be undertaken to increase the likelihood that a meeting accomplishes its goals (particularly if you are leading the meeting). Depending on the nature of the meeting, you will need to address a varying number of steps. A brief, informal meeting may only require a few items, while a meeting with major consequences for your organization may warrant all or most of the suggested actions. George Kieffer in his book, *The Strategy of Meetings*, recommends that you include the following steps in your strategy to enhance the success of your meetings:

1. Approach your meetings with a positive attitude.
2. Arrive to the meeting early and initiate contact with those attending who will play key roles at the meeting.
3. Identify the best positions (i.e., controlling locations) at the meeting table.
4. Exhibit a positive attitude at all times during the meeting, toward the goals and those in attendance.
5. Ensure that someone takes notes at the meeting.
6. If you're leading the meeting, start on time and begin forcefully.
7. If you're the leader, reiterate the purpose of the meeting and its estimated ending time in your opening statements.
8. As the leader, separate the process from the substance for those in attendance as appropriate. No matter what your role, watch for tendencies to mix process and substance.
9. In leading, keep the meeting focused on the task at hand. Separate facts from fiction. Deflate emotional build-ups. Solicit contributions from everyone in attendance. Clarify matters as required. Enhance the feelings of self-importance of those in attendance.
10. As a participant, contribute clearly, often and always thoughtfully.
11. Whenever possible, divide large problems into more solvable smaller issues; then address the smaller issues separately.
12. Keep the problems/issues being discussed at the meeting separate from the individuals involved in discussing them.
13. Summarize the discussion and information presented at the meeting periodically in the context of the meeting.
14. State/make your own point clearly and concisely. Don't cloud the issues in philosophy.
15. Don't waste personal time or efforts on issues that are not important to you.
16. Know when to discontinue making your point — regardless of whether you're "winning" or "losing" the discussion.
17. Demonstrably listen attentively to those in attendance.
18. Show courtesy and respect to those in attendance at every opportunity.
19. As the leader, summarize the accomplishments of the meeting in a positive way. Make individuals feel good about their efforts.
20. Terminate the meeting once its work has been completed. □

Meetings miss their mark when the leader and the group are not prepared.



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