



A DIAMOND IS FOREVER

Meetings Management

A 'thought starter' for DTC Sales and
Marketing

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Session Purpose

“For participants to reflect on their experiences of meetings and to explore good meeting practice and guidelines”.

Slides available on line at....

<http://www.psa-training.co.uk/meetings/>

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Outcomes

- To become acquainted with a process for effective meetings.
- To start defining the desired behaviours for Sales & Marketing meetings.
- To share thoughts on where we are getting it right / wrong in meetings.
- To identify actions that will begin to address these instances.

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Agenda

- Why meetings management is important.
- What are your meetings like currently?
- The effective meeting process.
- Constructive behaviours in meetings.
- Action plans.

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Why is this important?

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Meetings – your thoughts

- Too few / just about right / too many?
- Too short / just about right / too long?

I feel positive about meetings when...

I am frustrated with meetings when...

Which meetings in particular?

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Key Elements for successful Meetings - P O A E

- **P**urpose
- **O**utcomes
- **A**genda
- **E**valuation

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Meeting Purpose

- Every meeting must have one
- “What is the reason for **this** meeting”?
- It should be a real (business) need
- **Not** the same as the outcome(s)
- No purpose = no reason to meet!

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Deciding whether to meet

- Is a meeting absolutely required to achieve this purpose?
- Is a meeting the only way it could be done?
 - Alternatives..... memo, report, e mail, phone call, one to one conversations, Video conference, dept newsletter, page on intranet etc.

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Cost of Meeting

- 'Typical' executive costs £65 per hour.
- Senior managers £100 plus.
- Assuming 70% of time in meetings of which 50% unproductive = **£900 / week.**
- No of people ___ x duration (hours) ___ x £65
- Doesn't factor in missed opportunity costs.

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Meeting **Purpose** - examples

- To understand progress towards a key project milestone.
- To decide which contractor is to be appointed for building maintenance.
- To understand why customer complaints have risen in the last quarter.
- To discuss.....?

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- Who **MUST** be there?
- Who 'should' and who 'could' be present?
- What preparation must they have done?
- What information do I need to supply them with?
- What will be the outcomes of this meeting?

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Meetings **Outcomes**

- Help participants identify the goal(s) for the meeting and each agenda item.
- Be specific and precise.
- “By the end of the meeting, we will have.....?”

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Meeting **Outcomes** - examples

- Closed out actions from previous meeting.
- Updated progress to date of new building.
- Identified areas that are behind plan.
- Agreed and allocated corrective actions and dates.
- Evaluated meeting effectiveness.

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- How long will these outcomes require?
- What method will we use?
 - Brainstorming, SWOT analysis, flowcharting..
- Do we have everything we require for this?
- What is the best way to tackle these outcomes?

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Typical Agenda

HR Dept Meeting

1400hrs – Conference room 1

1. Apologies
2. Salary and bonus scales
3. Company cars
4. Outsourcing
5. New HR IT system
6. Christmas function
7. Individual updates
8. AOB

The logo for PSA (Preston Services Africa) consists of the letters 'PSA' in a large, bold, blue, sans-serif font.



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A Better Agenda

HR Dept Update

1400 – 1530hrs Conference room 1

Attending T Gray, A Brown, C Green, M White, D Black

Purpose

To understand progress on major HR initiatives supporting the Business Transformation process.

Outcomes

- Close out actions from previous meeting
- Review competitor salary benchmarking data and identify variances
- Decide whether action needs to be taken on these areas. Cont.



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A Better Agenda

Item	What	Who	Timing
1	Outstanding actions – progress and close out	T Gray	1400 - 1410
2	Presentation of benchmarking data	M White	1410 - 1430
3	Key discrepancies between us and competitors	M White / A Brown	1430 - 1440
4	Recommendation for adjustments	A Brown	1440 - 1500



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A Better Agenda

- Clearly identify what each item is about.
- Who will be leading that section / item.
- Times for each agenda item.
- The final item should be...

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Meeting Performance - Evaluation

- Often overlooked
- **Not** finger pointing or apportioning blame
- Should be on **every** agenda
- Key to improving performance

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Meeting Performance - Evaluation

“How could this meeting be improved for next time?”

1. Things that we should repeat (plus points)?
2. Things we should consider changing?

All participants to have the chance to air their brief thoughts at the end of the meeting.

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Constructive Meeting Behaviours

- Sometimes called “Ground rules”
- Need to be explicit if people are going to follow them.
- For instance.....
 - OK / Not OK to take phone calls?
 - OK / Not OK to leave when finish time reached?
- Important thing is –
they should be ‘your’ rules

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Constructive Meeting Behaviours

- What are the key behaviours that **contribute** to successful meetings?
- What are the behaviours that **detract** from successful meetings?

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Moving Forward

- What will you take away from this?
- How will you collectively make a difference to meetings within Sales and Marketing?
- What is the one thing that will make the biggest difference?

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Review

- Meetings take up a vast amount of time
- Effective meetings stem from discipline
- Purpose, Outcomes, Agenda, Evaluation
- Make every one aware and lead by example

“People rarely comment on a well run meeting (one that starts on time, ends on time and addresses all of the agenda items), however.....”

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