

## Model for Effective Meetings

### 1. Purpose

- The meeting has a clear purpose, stated in writing.
- All participants are crystal-clear and present to the purpose.
- Only those people necessary to achieve the purpose are in attendance.

### 2. Preparation

- Necessary advance work has been done to avoid wasting time at the meeting.
- Materials have been distributed at least one day in advance.
- People are aware of and prepared for their roles (chair, recorder, timekeeper).

### 3. Agenda

- A written agenda is the backbone of the meeting.
- Only items which advance the purpose are included.
- Agenda items are stated in outcome language (e.g. “decision on the award”).
- It is clear whether the agenda item involves information transfer, brainstorming, problem-solving or decision-making.
- Time and an order is allocated to each agenda item.

### 4. Initiating

- The meeting begins with a step which builds trust and presence (voices in the room).
- Re-initiate if necessary during the meeting.

### 5. Participation

- The meeting is governed by rules of trust rather than rules of order.
- There is a balance between creativity and judgment, thinking and feeling.
- Everyone is included.
- All participants consider: “What do I need to do? What does the meeting need to do?”

### 6. Leadership

- Leadership revolves within the group.
- The leader:
  - is a facilitator, not a dictator.
  - takes ownership of the purpose and the results, both content and process.
  - is aware of beginning, middle and end issues.
  - listens for decisions and presents them for approval.

### 7. Action

- Record, assign, distribute and follow up on all decisions and commitments.
- Meetings are evaluated for continuous process improvement.