

Effective Meetings

Quick Reference

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How to Hold a Successful Meeting

AGENDA Call-to-Action Meeting				
Date: Tuesday, January 18, 1994 Time: 9 a.m. - 3 p.m.		Location: SC3-11 Leader: Nicky Chambliss		
Time	Topic	Who	Process	Expected Output
9:00-9:15		Nicky Chambliss	Presentation	Clarify why we are here
		Nicky Chambliss	Presentation "Bumper Sticker"	Inclusion Define roles
		Nicky Chambliss	Discussion	Address & resolve
9:55-10:35	Business issues/needs What's happening at the sites today?	Group leaders: Frank Giordano	Small group discussion SC3-1, SC3-4	Common database; prep delegates
10:35-11:10	Business issues/needs What's happening at the sites today?	Nicky Chambliss		Consolidate input
11:10-11:30	Discussion, Q&A's	Nicky Chambliss	Large group discussion	Clean up loose ends
11:30-12:15				
12:15-1:00		ansen Dalton the Future	Presentation Q&A's	Environmental scan
1:00-2:20	Different takes on conference rooms - Products/timing - Room environmentals - Implementations/support - Issues	Ed Cancilla Stacey Cochrane Mel Gerhardt Carol Kovak Marty Menard Thomson Wei	Panel discussion Audience Q's	Define technical requirements and ify
		Nicky Chambliss	Group discussion	
3:00				

PREPUBLISH THE AGENDA
Prepublish the agenda one to five days in advance (or longer for off-site or international teleconferences) so participants can prepare. When they arrive prepared, up to 80% of the work can be done before the group members assemble.

SEPARATE THE DIFFERENT TYPES OF MEETING WORK
Separate mission work from process work, preferably by scheduling separate meetings. Also separate different types of activities in your agenda.

Process Meeting	Mission Meeting
Passdowns	Problem analysis
AP/status reviews	Decision making
Recommendations	Planning
Opens/news	

STATE EXPECTED OUTCOMES
State the specific output or action expected from the meeting, and from each agenda item if appropriate. Listing clear outcomes helps members prepare for their participation.

GIVE TIME FRAMES
Schedule a specific amount of time for each item (use an estimate if necessary), so participants know the relative importance of each item and how much time will be devoted to it.

LIST ATTENDEES
List attendees on the agenda or its cover memo so participants know their roles, how they should prepare and if it is appropriate to send a representative.

ANNOUNCE THE DECISION METHOD
Announce the decision method so participants understand their roles and can prepare accordingly. Most meetings at Intel use consultative decision making.

Attendees: Electronic Meetings Task Force

Decision method: Consultative

Two Kinds of Meetings

	MISSION MEETING	PROCESS MEETING
PURPOSE	To think via group intelligence: ▲ Use everyone's intelligence and experience. ▲ Make recommendations for review.	To act via organizational power and ceremony: ▲ Transmit culture and maintain roles/relationships. ▲ Review information for education, discussion and/or approval.
APPROPRIATE SUBJECTS	▲ Problem analysis ▲ Decision making ▲ Planning	▲ Passdowns ▲ AR/status reviews ▲ Recommendations ▲ Opens/news
SCHEDULE	As-needed basis.	Regular basis.
STRUCTURE AND MEMBERSHIP	<i>Participants:</i> Only the people who have information, experience or expertise relevant to the task. <i>Size:</i> 5-9 people. <i>Responsibility:</i> One person accountable to organization.	<i>Participants:</i> Permanent members who reflect the formal organizational structure and invited guests who "need to know." <i>Size:</i> Any number. <i>Responsibility:</i> Formal leader.
MEMORY SYSTEM	Create group memory by using: ▲ Flip charts ▲ White boards ▲ Conferencing software <i>Characteristics:</i> Visible to all, simultaneous with group's progress, duplicates discussion content exactly.	Select memory system based on meeting content: ▲ Staff/team meeting → minutes ▲ Operations review → handouts, foils ▲ One-on-one → employee agenda <i>Examples:</i> Official records, awards.
GROUP DYNAMICS	Use inclusion activity to ensure equal participation and leverage group intelligence.	Use recognition activity to reinforce formal roles and maintain relationships.
PROCESS AND RESOLUTION	1. Create common database and vocabulary. 2. Interpret the data. 3. Come to resolution. <i>Decision method:</i> Consultative.	1. Present information. 2. Review information. 3. Decide course of action. 4. Delegate activities. <i>Decision method:</i> Consultative.
SUGGESTED TECHNIQUES	▲ Brainstorming ▲ Problem definition/probe ▲ Decision matrix ▲ Force field analysis ▲ Gantt planning	▲ Starts/stops/alerts ▲ Flea market ▲ Expected response ▲ Highlights/lowlights ▲ Management by Planning review

Meeting Vocabulary

AR: Action required.

Bin list: A list of items that are out of the meeting's scope but which should be addressed at another time.

Clean delegation: A clear statement of the results expected from an AR, the scope of the person's authority to act and the deadline for completion.

Consultative decision making: A method of decision making in which final authority lies with the group leader. It is the usual form of decision making at Intel.

Group intelligence: The concept that a group can out-think its individual members, provided it has the right agenda and is properly led.

Group memory: A visible, accessible record of a group's work, usually kept on flip charts or white boards.

Inclusion activity: An activity that creates conformity of behavior in the first five minutes of a meeting, which helps establish the group dynamics for equal participation.

Rat hole: A topic of discussion that is too detailed, too abstract, not directly related to, or otherwise outside the scope of the meeting.

Recognition: An action that draws attention to the intended status of functional roles in the organization and the relationships between the roles, rather than to the individuals filling them.

Leader Responsibilities

GENERAL RESPONSIBILITIES

Preparation

- ▲ Provide date, time, location, telephone bridge number.
- ▲ Provide an agenda.
- ▲ Ensure the group's membership is structured correctly.
- ▲ Consider scheduling the meeting for less than an hour.
- ▲ Build in 10 minutes' passage time for those going to other meetings.

During the meeting

- ▲ **Start on time.**
- ▲ Review the meeting's purpose: ask "Why are we here?"
- ▲ Define tasks and roles.
- ▲ Set ground rules.
- ▲ Follow the agenda.
- ▲ Use appropriate techniques for guiding activities.
- ▲ Use discipline to ensure everyone's participation in phone meetings.
- ▲ Keep a bin list.
- ▲ Summarize outputs: ask "What did we resolve? Next steps?"
- ▲ End on time.

Follow-up

- ▲ Publish meeting minutes within 24 hours.
- ▲ Track ARs.

MEETING-SPECIFIC RESPONSIBILITIES

Mission Meetings

- ▲ Provide an inclusion activity to ensure equal participation and leverage group intelligence.
- ▲ Provide group memory.

Process Meetings

- ▲ Provide a recognition activity to reinforce formal roles and maintain relationships.
- ▲ Control the agenda by screening items for inclusion.
- ▲ Delegate activities "cleanly."
- ▲ Provide documentation.

Participant Responsibilities

GENERAL RESPONSIBILITIES

Preparation

- ▲ Read the agenda.
- ▲ Add the meeting to your calendar.
- ▲ Gather relevant material.
- ▲ Complete any ARs that are due.

During the meeting

- ▲ Arrive on time.
- ▲ Help enforce "one meeting."
- ▲ When disagreeing, focus on the *idea* not the *person*.
- ▲ Avoid/call rat holes.
- ▲ Confirm decisions and ARs.

Follow-up

- ▲ Read meeting minutes.
- ▲ Complete assigned ARs.

MEETING-SPECIFIC RESPONSIBILITIES

Mission Meetings

- ▲ **Participate** in your role as defined in the "expected outcome" section for each agenda topic.
- ▲ Clarify your role if necessary.
- ▲ Bring up the meeting's purpose if it is not stated.
- ▲ Follow ground rules.
- ▲ Volunteer to be the timekeeper or recorder.
- ▲ Share the "air time" with others.

Process Meetings

- ▲ **Listen** for understanding.
- ▲ Act in your formal role in the organization's structure.
- ▲ Resist the temptation to jump into mission-meeting work; help delegate instead.
- ▲ Act as a resource to the leader.
- ▲ Ask clarifying questions.
- ▲ Do not move on to the next topic until you understand what was decided and who took responsibility for which activities.
- ▲ Review reports and recommendations with intellectual vigor to ensure they have been done carefully.