



How to Conduct Productive Meetings

A workshop at BASF Toastmasters

06 May 2019

Martin Ernst

Agenda

17:45 Meet & Greet

18:00 Welcome!

18:15 Meeting Planning (incl group exercise)

18:30 Opening a Meeting

18:35 Handling a Meeting

18:45 Concluding and Evaluating a Meeting

18:50 Break

19:00 Group Exercise (Leading a meeting)

19:20 Conclusion

19:25 Club Business



Welcome!



Meetings . . .

. . .eliminate

. . .define

. . .solve

. . .clarify

. . .generate

. . .stimulate

. . .disseminate



Here are the minutes from our last meeting: Marty wasted 12 minutes, Janice wasted 7 minutes, Carl wasted 27 minutes, Eileen wasted 9 minutes.

Today's Topics



- **Planning**
- **Opening a meeting**
- **Handling a meeting**
- **Concluding a meeting**
- **Evaluating**

I suppose you're all wondering why I've called you here: Oh, wait, there's an agenda; never mind!

Begin by . . .



- **Stating purpose**
- **Selecting participants**
- **Selecting location**
- **Informing participants**
- **Developing agenda**

Basic types of meetings . . .



Profits are down, competition is up, and someone is sticking gum under the chairs!

- Information-giving,
- Information-taking,
- Problem-solving.

State the Purpose . . .



Define it clearly!

- ... to resolve a conflict
- ... to gain acceptability for an idea, program or decision
- ... to discover, analyze or solve a problem
- ... to reach a decision
- ... to train
- ... to obtain reactions to a problem or situation
- ... to gain understanding
- ... to share information
- ... to receive reports from participants

Select . . .

. . . participants



Not so impressive once you realize they all say "Participant"

. . . location



Ok, now for the third and final part of today's lesson . . .

Inform . . .

- ... purpose and desired outcome
- ... expectations of participants (ideas, presentations, etc.)
- ... date, time, length
- ... special arrangements (meal, beverages)
- ... place, meeting facilities
- ... information to be contributed (statistics, reports, etc)



Group exercise

Type and purpose of a meeting

- Find your group with the symbol,
- get together in front of a white board,
- read the scenario and discuss,
- figure out which meeting type is appropriate in this situation,
- write an effective purpose statement,
- 18:20 – 18:25 share with all participants,
- finish on time and listen to the next exciting workshop input from 18:26 on . . .



I APPRECIATE YOUR
INPUT. I COULDN'T HAVE
FAILED WITHOUT YOU.



8 steps for the perfect opening . . .

- **friendly atmosphere,**
- **start on time,**
- **welcome the group,**
- **update participants,**
- **attention getter,**
- **introduce situation or problem,**
- **purpose of the meeting,**
- **establish a method for discussion.**

Qualities of meeting leaders . . .

- **Poise**
- **Sensitivity**
- **Impartiality**
- **Tact**
- **A sense of humor**
- **Good judgment**
- **Good listening skills**



Leading, stimulating, guiding and controlling a discussion . . .



(1) Get everyone participating

Leading, stimulating, guiding and controlling a discussion . . .

(2) Promote an open atmosphere

(3) Summarize

(4) Use transitions

(5) Ask questions

Leading, stimulating, guiding and controlling a discussion . . .

(6) Test possible solutions

(7) Keep the discussion on track

(8) Work for consensus

(9) Plan future action

End positively . . .



- Indicate time to conclude
- Review the problem briefly
- Summarize the progress
- Emphasize agreements
- Inform of developments
- Thank the group

Feedback on your meeting skills . . .



... yourself



... participants

... an observer



Agenda

17:45 Meet & Greet

18:00 Welcome!

18:15 Meeting Planning (incl group exercise)

18:30 Opening a Meeting

18:35 Handling a Meeting

18:45 Conducting and Evaluating a Meeting



18:50 Break

19:00 Group Exercise (Leading a meeting)


19:20 Conclusion

19:25 Club Business



Group exercise

Leadership techniques for a problem solving meeting

- Find your group with the same color,
 - sit together inside this room or in spaces,
 - the person with the ★ acts as meeting leader,
 - get familiar with the topic,
 - meeting ★ leaders:
 - identify the problem,
 - analyze the cause of the problem,
 - suggest possible solutions,
 - evaluate the solution,
 - find the best solution.
- follow the problem solving procedure
- participate actively in the meeting // discussion -- each group should find a solution or recommendation about the topic,
 - participants: after 10 min complete *meeting evaluation form*,
 - 1 minute for each group to share their experience – present it (person with )

Conclusion



"If we want to succeed as a team, we need to put aside our own selfish, individual interests and start doing things my way!"

■ **BASF Toastmasters.** ■



Toastmaster Meeting **6th May 19** Starting at **17:50**
Meeting Theme **How to conduct productive meetings**
(workshop)

Venue **BASF SE Ludwigshafen**

Visiting us as an external guest? Use www.basf-toastmasters.com/contact/ to let us know -- we will happily welcome you and prepare a site ID card.

Meetings are a vital **communication** tool. They produce **understanding**, eliminate confusion, generate **ideas**, stimulate **action**, clarify goals and objectives, define roles and responsibilities, solve problems, and disseminate information. In many of today's organizations, **decisions** are made in meetings, not by individuals.

On the way to achieve ACG status I will coordinate this **workshop** where you . . .

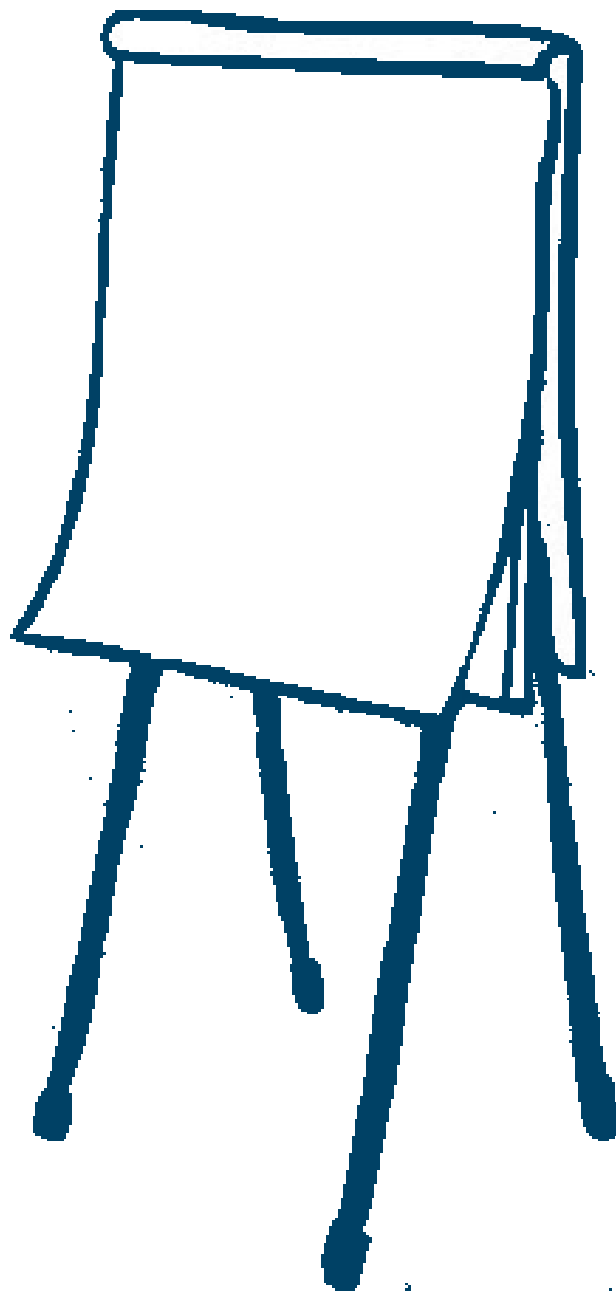
- learn the basic steps to ensure a productive meeting
- hear about the details to make a meeting efficient
- exercise leadership techniques in conducting a meeting.

Time	Role	Presenter	Event
17:50	Meet and Greet		Welcome & get together
18:00	Presiding Officer		Introduction, general information, safety advice
18:05	Educational Session		Welcome!
18:15	Educational Session		Meeting Planning, Group Exercise (1)
	Educational Session		Opening a Meeting
18:35	Educational Session		Handling a Meeting
18:45	Educational Session		Conducting and Evaluating a Meeting
18:50	Break		Break
19:00	Educational Session		Group Exercise (2)
19:20	Educational Session		Conclusion
19:25	Presiding Officer		Club business
19:30	End of Meeting		

Next Meeting 17:45 13th May 19, BASF SE Ludwigshafen

Presentation slides, the original workbook and the documents of group exercises will be available online from 13 May 2019:

www.basf-toastmasters.com/downloads



1a Group exercise:

Feedback for the well established gourmet restaurant "The Rotten Tomatoe" has dramatically changed during the last 6 months. Guest's complaints online and offline have significantly increased. The owner decides to hold a meeting with leaders of restaurant staff (service director, chef, commercial manager . . .).

An effectively worded purpose for that meeting might be

The general reason for the meeting is _____

- examples
- . . . to reach a decision
 - . . . to receive reports from participants
 - . . . to resolve a conflict
 - . . . to gain acceptability for an idea, program or decision
 - . . . to train
 - . . . to discover, analyze or solve a problem
 - . . . to share information
 - . . . to obtain reactions to a problem or situation
 - . . . to gain understanding

1b Group exercise:

Grandmother will have her 80th birthday in September 2019. So far none of the family nor she herself decided to celebrate. It seems that she herself would like to have the family around as she is still a party girl. Her oldest son decides to take the initiative and meet with his sisters and brothers.

An effectively worded purpose for that meeting might be

The general reason for the meeting is _____

- examples
- ... to reach a decision
 - ... to receive reports from participants
 - ... to resolve a conflict
 - ... to gain acceptability for an idea, program or decision
 - ... to train
 - ... to discover, analyze or solve a problem
 - ... to share information
 - ... to obtain reactions to a problem or situation
 - ... to gain understanding

1c Group exercise:

The Easy-Going-Company ordered a new software to record and handle all safety issues. Things are running well and likely the software is ready to use within three months. Nevertheless the roll-out hasn't been planned yet. The head of IT-Departement invites the leader of other departements.

An effectively worded purpose for that meeting might be

The general reason for the meeting is _____

- examples
- ... to reach a decision
 - ... to receive reports from participants
 - ... to resolve a conflict
 - ... to gain acceptability for an idea, program or decision
 - ... to train
 - ... to discover, analyze or solve a problem
 - ... to share information
 - ... to obtain reactions to a problem or situation
 - ... to gain understanding

1d Group exercise:

The yearly maintenance and safety report for the locomotive fleet of the Puffing-Along-the-Rails Company has to be written. Contribution of several departments is necessary. The head of asset-management calls his colleagues of other departments for a meeting.

An effectively worded purpose for that meeting might be

The general reason for the meeting is _____

- examples
- ... to reach a decision
 - ... to receive reports from participants
 - ... to resolve a conflict
 - ... to gain acceptability for an idea, program or decision
 - ... to train
 - ... to discover, analyze or solve a problem
 - ... to share information
 - ... to obtain reactions to a problem or situation
 - ... to gain understanding

1e Group exercise:

Yesterday the new manager started to work at the Perfect-Place Company. So far she doesn't know much about people and organization in her team. She decides to invite them.

An effectively worded purpose for that meeting might be

The general reason for the meeting is _____

- examples
- ... to reach a decision
 - ... to receive reports from participants
 - ... to resolve a conflict
 - ... to gain acceptability for an idea, program or decision
 - ... to train
 - ... to discover, analyze or solve a problem
 - ... to share information
 - ... to obtain reactions to a problem or situation
 - ... to gain understanding

2a Group exercise (leadership techniques for a problem-solving meeting):

If our Toastmasters club had the opportunity to send one member to appear on a television talk show, what criteria should be used to select the representative?

Meeting leaders follow the problem solving procedure:

- identify the problem,
- analyze the cause of the problem,
- suggest possible solutions,
- evaluate the solution,
- find the best solution.

2b Group exercise (leadership techniques for a problem-solving meeting):

You are Chief Human Resources Officer of the Safecracker-Bank. During the last year many employees quit their job, interest of potential candidates to work at the company is low. What must be done to make the Safecracker-Bank an attractive employer? Discuss with your colleagues of the top management!

Meeting leaders follow the problem solving procedure:

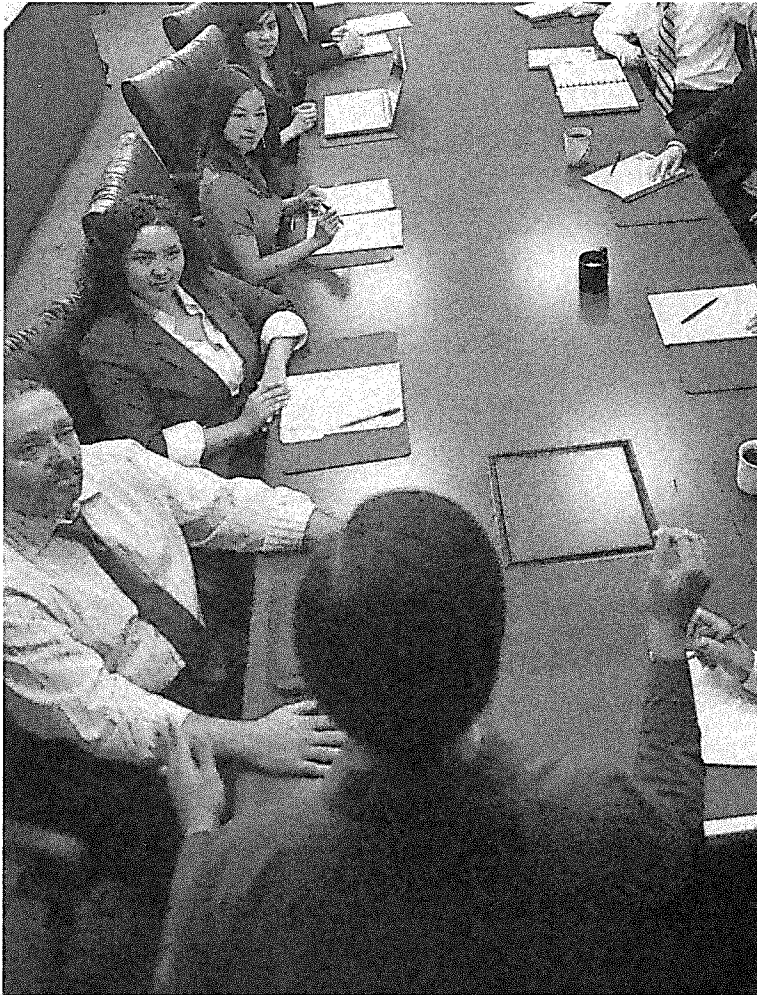
- identify the problem,
- analyze the cause of the problem,
- suggest possible solutions,
- evaluate the solution,
- find the best solution.

2c Group exercise (leadership techniques for a problem-solving meeting):

What needs to be done to make people eat healthier food?

Meeting leaders follow the problem solving procedure:

- identify the problem,
- analyze the cause of the problem,
- suggest possible solutions,
- evaluate the solution,
- find the best solution.



Success **Leadership** Series

“How to Conduct Productive Meetings” is a module of Toastmasters International’s *Success/Leadership Series* made possible by the Ralph C. Smedley Memorial Fund.

HOW TO CONDUCT **PRODUCTIVE MEETINGS**

Workbook

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**WHERE LEADERS
ARE MADE**

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HOW TO CONDUCT PRODUCTIVE MEETINGS

Meetings are a vital communication tool. They produce understanding, eliminate confusion, generate ideas, stimulate action, clarify goals and objectives, define roles and responsibilities, solve problems, and disseminate information. In many of today's organizations, decisions are made in meetings, not by individuals.

This is your workbook for helping you to lead effective meetings. It contains exercises and information that correspond to the lesson and activities to be presented by your session coordinator. This booklet is yours to keep, so use it for your own personal benefit.

As you listen to the session coordinator, make notes in this booklet about what you hear. Jot down any key points, important concepts, and useful ideas you discover. Make a conscious effort to remember them and make them a part of your everyday life.

When your session leader asks you to do so, do the exercises in the booklet.

MEETING PLANNING WORKSHEET

Purpose (Why is a meeting being held? What results do you expect?)

Time (How long will the meeting be? What is the best day/time to hold it?)

Participants (Who should attend?)

Location (Where should the meeting be held?)

Special arrangements (What audiovisual equipment is needed? Will refreshments or meals be served?)

Agenda (What topics should be addressed? How much time should be allotted for each?)

Assignments (Who will be making presentations? Who will give reports? Will you need a secretary to take notes?)

MEETING OPENING CHECKLIST

- _____ 1. Establish a friendly atmosphere.
- _____ 2. Start on time.
- _____ 3. Bring everyone up to date.
- _____ 4. Open with an attention-getter.
- _____ 5. Introduce the situation or problem.
- _____ 6. State the purpose of the meeting.
- _____ 7. Welcome the group.
- _____ 8. Establish a method for discussion.

DISCUSSION TIPS

Following are some ideas for leading, stimulating, guiding, and controlling group discussion:

- ▶ Get everyone participating
 - State your need for ideas
 - Invite cooperation
 - Seek the unique resources of participants
 - Call on someone
 - Compliment someone
- ▶ Promote an open atmosphere
- ▶ Summarize
- ▶ Use transitions
- ▶ Ask questions
 - To guide the course of discussion
 - To clarify thinking
 - To reach agreements
 - To involve quiet participants
 - To obtain information
 - To limit or end discussion
- ▶ Test possible solutions
- ▶ Keep the discussion on track
- ▶ Work for consensus
- ▶ Plan future action

END ON A POSITIVE NOTE

1. Indicate time to conclude.
2. Review the problem briefly.
3. Summarize the progress made.
4. Emphasize agreements.
5. Inform of developments.
6. Thank the group.

EXERCISE 2

You and the others in your group are to hold a meeting to discuss one of the topics below, or one that will be given to you by the coordinator. One will be assigned to serve as meeting leader; the others will be meeting participants. The meeting leader will lead the meeting using the procedures and techniques discussed today. The group is to formulate a solution or recommendation about the topic in 10 minutes. Each of you will then complete the meeting evaluation form on the following page. Then one of the group will be asked to give a one-minute report on the group's meeting.

Topics

- a. How can we attract new members for our Toastmasters club?
- b. What can be done to improve our Toastmasters club?
- c. If our Toastmasters club had the opportunity to send one member to appear on a television talk show, what criteria should be used to select that representative?
- d. What can we do to increase our children's reading skills?
- e. What can we do to reduce graffiti in our community?
- f. What new laws should be established concerning violent crime?

NOTES

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