

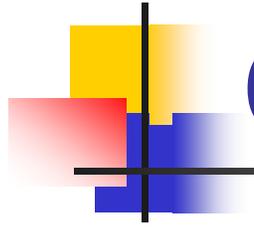
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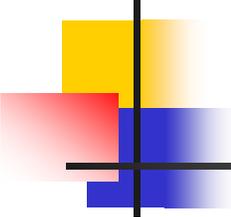
15.281 Advanced Managerial Communication

Spring 2009

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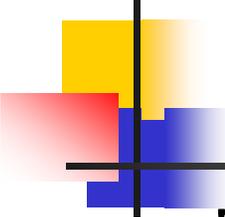


Guide to Meetings



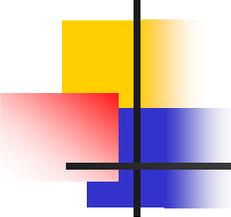
Meeting Planning Checklist

- Why meet?
- Who to include?
- What to discuss?
- How to record ideas?
- Where to meet?



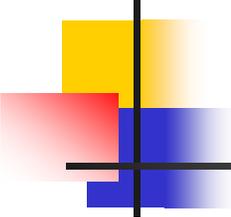
Meeting Goals and Purpose

Identifying problems	Solving problems
Brainstorming ideas	Gathering information
Organizing	Decision making
Completing	Planning for implementation



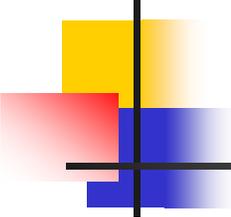
Balancing Competing Needs

- Maximize speed
- End on time
- Prioritize task by emphasizing a fast decision
- Be individually accountable; resist “groupthink”
- Work with limited perspective and resources
- Maximize input
- Take time needed to be thoughtful & creative
- Prioritize process by promoting discussion and inclusion
- Be mutually accountable: move with the group
- Work with diverse perspectives and resources



Who to Invite?

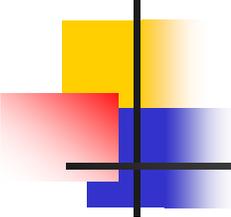
- How many participants?
- What type of group do you want?
- Who needs to be there?
- How much background or new information do they need?



Orchestrate the Roles

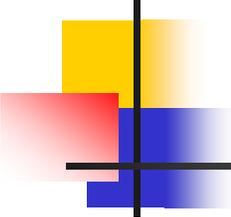
- Who will serve as facilitator?
- Who will serve as scribe?
- Who will serve as timer?
- Who will serve as minutes writer?

It is often helpful to include time limits for each agenda item and to designate a timer to keep the meeting moving forward.



Set the Agenda

- Specify the purpose and the participants
- Schedule agenda items
- Explain each agenda item
- Decide on the discussion format
- Decide on a decision-making technique
- Distribute the agenda in advance



Opening the Meeting

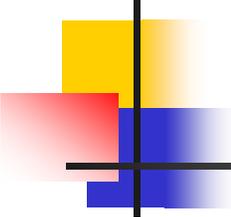
Set the tone

Remind participants of their roles

Reach agreement on ground rules

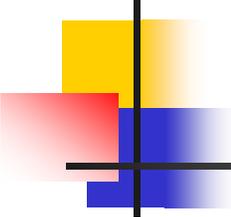
Involve people early

Use icebreakers with new groups



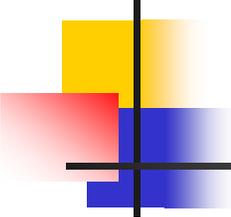
Mental Listening Skills

- Remove internal and external barriers
- Show an active interest in understanding others
- Hear the difference between issues and motives
- Distinguish between logical and emotional content



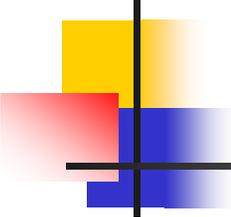
Nonverbal Listening Skills

- Posture – “an open center”
- Eye contact – “listening/speaking connection”
- Facial expressions and nodding
- Hand and arm gestures
- Awareness of others’ body language



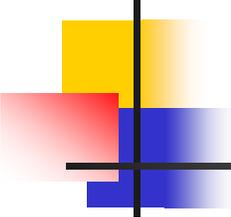
Space around You

- Space for yourself – sit or stand?
- Space between people
- Space at the table
- Space based on culture



Decision-making Models

- Executive or expert decisions
- Majority vote
- Consensus



Ending the Meeting

- Know when to end
- Summarize the meeting
- Confirm the summary
- End on a positive note
- Follow-up to ensure implementation