



HOW TO TURN A “PWOT” MEETING INTO A LEADERSHIP DRIVEN MEETING

AMCTO Zone 1 Fall Meeting

November 1, 2024

About Us

➤ Clerks on Call offers training in several areas of municipal governance and administration, including:

- Parliamentary Procedure training
- Meeting Mastery training
- How to Chair a Meeting with Confidence
- Effective Minute Taking
- Procedure By-law training

➤ Trainers for Today:

- Michelle Smibert
- Michelle Casavecchia-Somers



ICEBREAKER:

“Meeting Pitfalls” Brainstorm

- Think of examples of meetings that you have attended that were a waste of time and why was it a waste of time?
- Spend 5 minutes with a partner and we will share the pitfalls.....

The Problem With Meetings.....

POTENTIAL
WASTE
OF
TIME



**What % of people
complain about
wasting time in
meetings?**

A) 0-33%

B) 34-67%

C) 68-100%



Calculate the Cost of People's Time



Are you losing
control of time?

Number of people x
burdened cost/hour x
length of meeting in
hours

What are the opportunity costs of your meetings?

Wasting time on ineffective meetings means you're missing an opportunity to do something more worthwhile.

**“If you had to identify, in one word,
the reason why the human race
has not achieved,
and never will achieve, its full potential,
that word would be meetings.”**

- Humorist Dave Barry

As Municipal Staff You Experience 2 Different Types of Meetings

- Meetings that you don't have control of.....Council and Committee Meetings
- Meetings that you are directly in control of.....department head meetings, service function meetings, Council agenda meetings

~

The focus of this session will center around the meetings that you can control.

Meaningful Training

Did you know that over 75% of managers are never trained on meeting content at all.



Today's Training: How to Turn a “PWOT” Meeting into a Leadership-Driven Meeting

- What is a Leadership Driven Meeting?
- Key Leadership Behaviours for Effective Meetings
- Preparing for Leadership Driven Meetings
- During the Meeting – Effective Leadership Strategies
- Leadership in Virtual Meetings

Meetings and Team Building

The overall objectives of shared decision making are to achieve good decisions, to achieve them together, and to do so at a comfortable pace.



What is a Leadership Driven Meeting?

- Clear Purpose and Objectives
- Active Leadership to guide and inspire
- Structured Agendas with focus on action and outcomes
- Engaged participation, collaboration and accountability

Key Leadership Behaviours for Effective Meetings

1. Set Clear Objectives - Define the purpose and the desired outcome
2. Agenda Control - Create and stick to a structured agenda
3. Active Facilitation - Keep discussions on track, encourage participation and manage time
4. Decisive Action - Ensure decisions are made, action points are assigned and follow up is clear
5. Empathy and Inclusion - Make sure everyone feels heard and valued

1. Set Clear Objectives

Define the Purpose
and Desired Outcomes



2. Agenda Control



Create and Stick to a
Structured Agenda

3. Active Facilitation

Keep Discussions on Track, Encourage Participation, and Manage Time

4. Decisive Action

Ensure Decisions are Made,
Action Points are Assigned and
Follow up is Clear



5. Empathy and Inclusion



**Make Sure Everyone
Feels Heard and Valued**

Breakout – Meeting Reflection

- What worked well in the Meeting?
- What Leadership Behaviours were present or missing?
(Clear objectives, Agenda Control, Active Facilitation, Decisive Action, Empathy and Inclusion)
- How could the meeting be more effective?
- What could you do to make the meeting more leadership driven?

Preparing for the Leadership Driven Meeting

- Pre-meeting Preparation – prepare and send the agenda and pre-read the materials ahead of time
- Know the participants – understand the needs, goals and challenges of the attendees
- Time Management – allocate specific time blocks for each agenda item
- Desired Outcomes – be clear about the outcomes you want from each discussion

Your agenda is your
blueprint to efficiency

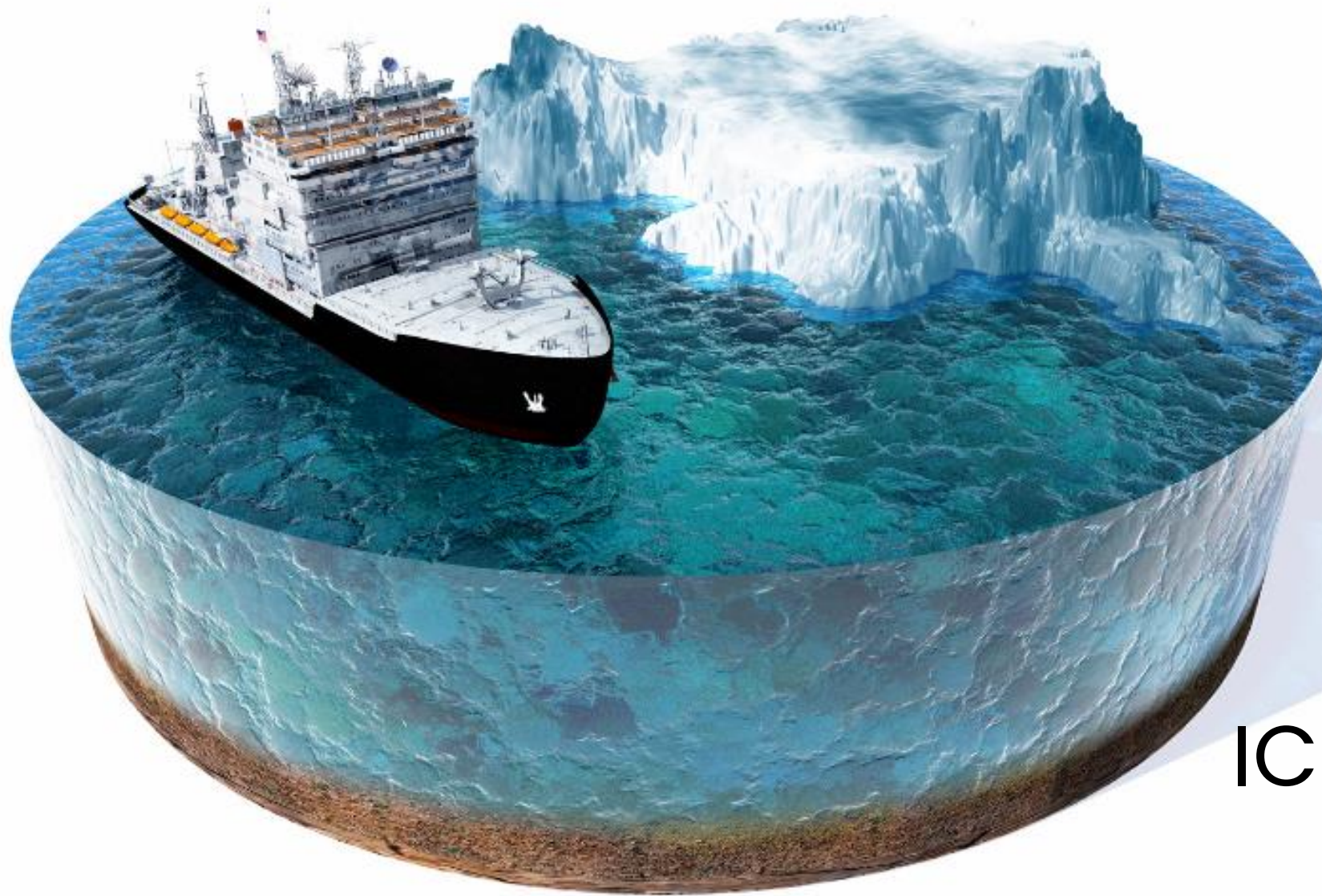


Problems with Agendas

- Agenda Clarity and Timing
- Supporting Information
- Meeting Content
- Clarity and Effectiveness of Decisions Made
- Attendance

Effective Leadership Strategies During the Meeting

- Start Strong – set the tone with purpose and direction
- Encourage collaboration – ask open ended questions to foster dialogue
- Keep it focused – address deviations from the agenda without shutting down ideas
- Facilitate Decision Making – lead discussions toward concrete decisions
- Summarize Key Points – recap key decisions and action items throughout the meeting



USE
ICEBREAKERS

Why Use Icebreakers?

- **They create an opportunity for everyone to speak at the start of the meeting**
- **Insight into your team member personalities**
- **Over time, get to know people and add a layer of 'fun' to the bond**

Active participation of everyone is necessary to make good decisions

- Ensures diverse perspectives are considered
- Collaborative discussions often result in better solutions to problems
- More likely to get buy-in from participants
- Promotes accountability and transparency
- Balanced workload
- Better Representation

5 Elements of Good Meeting Facilitation

- Dr. Steven Rogelberg

The Surprising Science of Meetings

Active Listening

Conflict Management

Ensuring Active Participation

Time Management

Pushing for Consensus

How to Facilitate Conversations

- Meeting facilitation aims to encourage discussion, collaboration, and shared decision-making.
- Ask questions to stimulate conversations
- Have a prepared and practiced list of questions you can use to encourage people to share information, ideas, and suggestions.
 - Can you expand on that?
 - What do you think?
 - Why do you recommend that?
 - What would that look like in practice?
 - How would that work?

How do you deal with the situation that just a couple of folks are dominating the conversation and lack of engagement by others?



Tips to Help Manage the Conversations



Establish ground rules



Rotate meeting leadership



Gather people's ideas in creative ways



Manage interruptions



Enlist allies



Stand up to those dominating conversations

Technology for Effective Meetings

Consider using some of these tools for your meetings:

- Meeting tools for remote or hybrid meetings, such as video conference technology, online chat, or even a telephone!
- Scheduling and Calendar tools, to streamline meeting setup.
- Cloud word processor or content management tools, to collaborate on shared documents.
- Polling and Feedback tools, to engage participants for more inclusivity.
- Online spreadsheet tools, to make review of structured data easy and collaborative.
- Virtual whiteboards, to create and collaborate on project documentation.

Leadership in Virtual Meetings

- *Choose the right virtual meeting tool* – make sure the platform is user-friendly and the technology works for all participants.
- *Engagement Strategies* – use polls, breakout rooms and ask direct questions to keep everyone engaged
- *Camera On* – agree on remote meeting guidelines and encourage video participation for more personal connection
- *Tech Management* – ensure the meeting runs smoothly with technical preparedness
- *Shorter, more focused sessions* – keep virtual meetings shorter to maintain energy and focus

Meeting Thought

“Andy Grove, the former CEO of Intel, was passionate about seeking to improve meetings. He once wrote, “Just as you would not permit a fellow employee to steal a piece of office equipment worth \$2,000, you shouldn’t let anyone walk away with the time of his fellow managers.”

A poorly conducted and unnecessary meeting is indeed a form of time theft, a theft that can be prevented.”

— **Steven G. Rogelberg**, *The Surprising Science of Meetings: How Can you Lead Your Team to Peak Performance*

Concluding Remarks

- Key Takeaways
 - Leadership is turning meetings into productive sessions
 - Being an effective Leader takes time and preparedness
 - Make sure to train your staff
 - Include some fun in your meetings
 - Ask for feedback from participants
- Next Steps
 - Apply these strategies in your next meeting to maximize its value, so it does not become a “PWOT” meeting

Remember....

Facilitating meetings is a *skill*, not something you are born knowing how to do.

Just as with any skill, you get better with practice--and more confident, too!



Disclaimer

This workshop is provided for general educational purposes.
It does not constitute legal or business advice.

Questions?

Do you want
simpler meetings?



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