













THE SECRET TO A GOOD MEETING? PREPARATION.

Types of meetings and how to make them effective

McKinsey: there are three critical collaborative interactions (types of meetings). If your planned meeting doesn't fall into any of these categories, you might not need one.

 Virtual
  In person
  Other mechanisms

	Interaction	Suggested Format	Purpose	Characteristics	Outcome
Decision making	Complex or uncertain decision		Make uncertain, hard decisions	Most complex, hard decisions Quality debates	Decisions for complex issues and actions
	Cross-cutting routine decision	 	Make routine decisions	Standard set of routine decisions Well-defined protocol for approvals Most time spent on exceptions or escalations	Routine decisions
Creative solutions and coordination	Innovative session		Identify innovative solutions	Innovative problem solving Usually half-day sprint Solutions to be brought into a decision meeting	Potential innovative solutions—preparation for a decision meeting
	Routine working session	 	Coordinate actions Get input Crowdsource ideas	Round-robin Usually short	Considerations and next steps
Information sharing	One-way		Share information	No interactions required Other effective mechanisms; eg, memo, email, podcast, vlog, Slack-based town hall	Awareness of new information
	Two-way	 	Share information and answer questions	Interactions (eg, Q&A) required to be successful	Awareness of the new information and concerns and questions addressed

Tips for improving any of these types of the meetings.

Harvard Business review proposes other three types of meetings:

- Weekly operational
- Monthly business builder
- Quarterly strategic direction

How to make them effective.

Other tips for effective meetings with different objectives:

- <https://pumble.com/blog/types-of-meetings/#1-kick-off-meetings>
- <https://www.betterup.com/blog/types-of-meetings>

Do you even need this meeting?

These tools will help you to decide if you need a meeting and suggest alternatives:

- [Should-we-have-meeting-decision-tree.pdf](#) (this document is part of the toolkit)
- [should-it-be-a-meeting-flowchart.pdf](#) (this document is part of the toolkit)
- <https://shoulditbeameeting.com/#/>
- Harvard Business Review article: HBR Do you need this meeting.PDF (this document is part of the toolkit)
- And here you can calculate the cost of your meeting: [Meeting Cost \(hbr.org\)](#)

How to make meetings more effective

Agenda matters:

- [HBR How to design an agenda.PDF](#)
- [Meeting agenda template HBR.pdf](#)
- [Sample meeting agenda.doc](#)

Consider requiring preparation:

- Either by distributing a primer in advance

(A primer should include a section on context (why are we talking about this) and on content (what are we talking about). In addition to the material you want people to read, the primer should include call-outs and questions that draw the readers' attention to the questions that will be posed in the meeting)

- Or scheduling time during the meeting for participants to read documents (see this Amazon case on six-page narrative)

Consider turning meetings into working sessions:

Traditional meetings are where people talk about what should happen; working sessions are where things actually happen — decisions and plans are made, artifacts and deliverables are created, outcomes are achieved, progress is made.

Facilitation resources below should be helpful in running such sessions.

Facilitation Tools for meetings and workshops

<https://www.seedsforchange.org.uk/tools#exploring>

<https://www.ksl-training.co.uk/free-resources/facilitation-techniques/group-facilitation-techniques-and-methods/>

<https://www.smashingmagazine.com/2017/01/becoming-better-facilitator/>

<https://www.indeed.com/career-advice/career-development/brainstorming-techniques>

<https://commonslibrary.org/facilitating-meetings-a-guide-to-making-your-meetings-effective-inclusive-and-enjoyable/>

<https://hr.mit.edu/learning-topics/meetings/articles/brainstorming>

[How to deal with difficult participants dealing-with-difficult-behaviour.pdf](#)

[How to manage energy levels in meetings Managing energy levels in meetings.pdf](#)

[How to take notes https://hr.mit.edu/learning-topics/meetings/articles/recording](#)

Checklist

Effective meetings checklist [Effective meetings checklist.xlsx](#)

[This folder](#) contains more useful resources.

Recommended online courses:

[Meetings, bloody meetings](#)

[Effective meetings](#)