

Thinking Tools LLC

Better Meetings. On Purpose.

Introducing **MEETINGS ON PURPOSE™**

Methodology to Improve the Meetings Management Process

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The Meetings on Purposetm Methodology

- **Is it real?**
 - Is this meeting really necessary? (slides 2+)
 - The Issue and the Opportunity (slides 5+)
- **Is it worth it?**
 - The Business Case for Meetings on Purpose (slides 10+)
 - Calculate the value for you and your organization
- **Can YOU win?**
 - The Meetings on Purpose Model in Detail (slides 18+)
 - The Conclusion and Action Plan (slides 38+)



Why should you consider this? (Or, “Is this meeting really necessary”)

- The Purpose is to share Thinking Tools LLC’s
 - **research**,
 - **experience** and
 - **recommendations** relating to:
The “MEETINGS MANAGEMENT PROCESS”
in Organizations and their Teams Why? So that you will implement **Better Meetings. On Purpose.**
- The desired Product of this “meeting” is that you initiate a plan that results in highly productive meetings for you, your team, and your whole organization.
- This Process encourages you to consider and respond to this web site presentation.

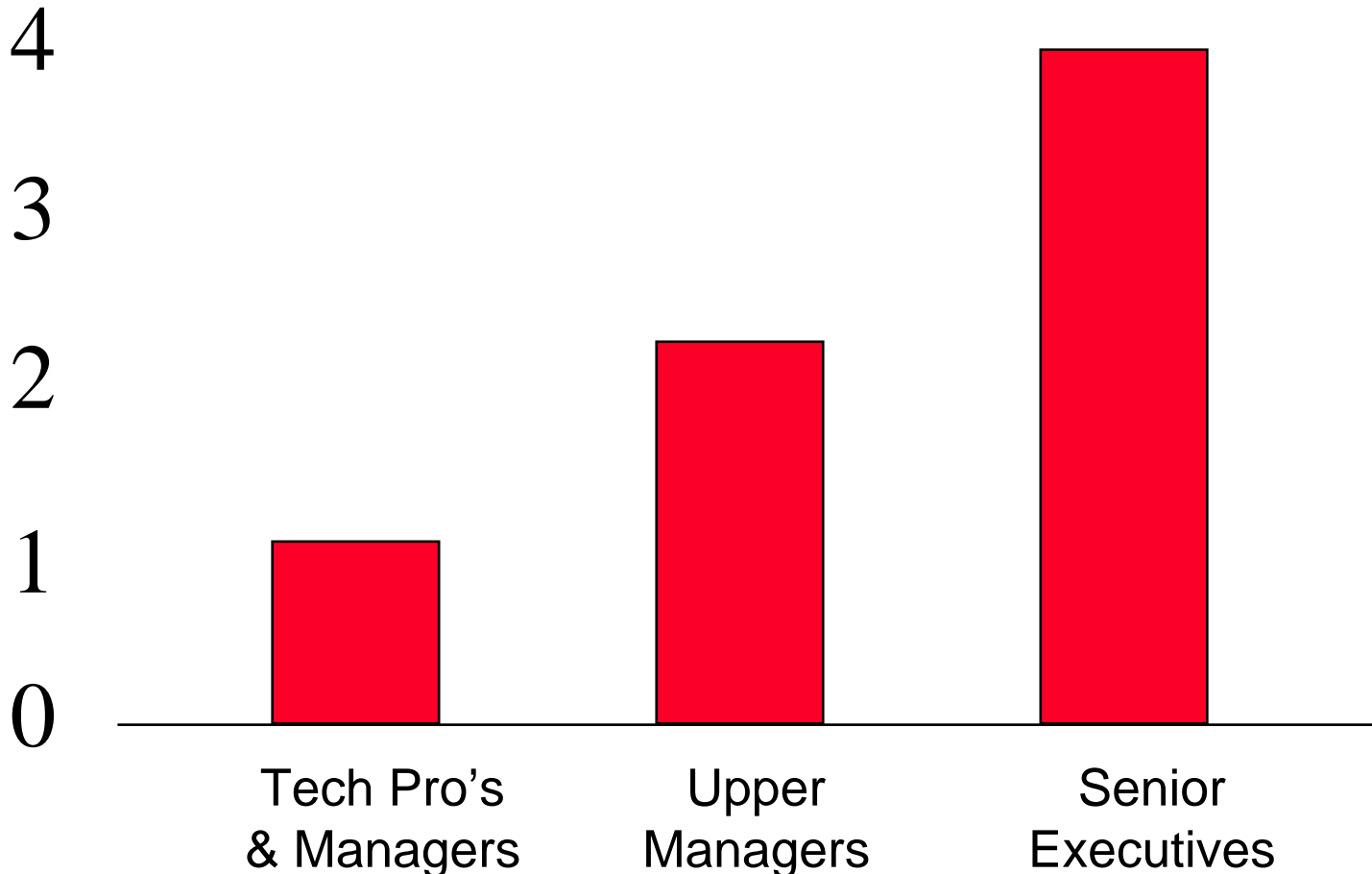


The Benefits for You are...

- A potentially high return on your time investment.
- Proven ways to improve the effectiveness of the next meeting you lead or facilitate.
- Ideas for designing a high pay-off Meetings Management Process for your department or organization.



The Issue: The Number of Days per Week in Meetings is Large & Growing!





But, Research Finds: In most firms, Meetings and the Meetings Management Process are...

- Disorganized
- Poorly Planned
- Poorly Executed

The Question: Is your organization one of those contributing to the billions of wasted hours in meetings each year?



Evidence? The 12 Most Common Problems with Meetings are...

1. Getting off the subject.
2. Inconclusive: no results, decisions, assignments, or follow-up.
3. No goals, purpose, or agenda.
4. Meetings are too long.
5. Ineffective leadership: disorganized, no control
6. Starts late; tardiness. Time wasted during meeting.
7. Poor or inadequate preparation.
8. Unfocused irrelevant information.
9. Individuals monopolize discussion.
10. Interruptions.
11. Participants have no decision authority.
12. Too many people.

Source: Roger K. Mosvick surveys of 1600 managers and technical professionals .



But, What if Your Organization Could...

- Spend 50% Less Time in Today's Meetings
- Thus, allow everyone to do additional value added work while away from meetings or, if at meetings, process ideas better than your competitors
- Achieve more timely and effective Decision Making and Problem Solving
- More effectively align teams and work groups with the firm's Purpose and Shared Vision
- Double your Organizational Learning Capability



How? Adopt our Meetings on Purpose™ Methodology (4 P's) in your organization.

- Clearly state the **Purpose** of each Meeting.
- Clearly state the **Product** of the Meeting and how it will advance the Purpose of the Organization.
- Get the Right **People** Directly Involved, and
- Plan to Communicate with the **People** Affected!
- Design and facilitate a **Process** for each session of the meeting to focus participants thinking and generate ideas and actions to deliver the objective.



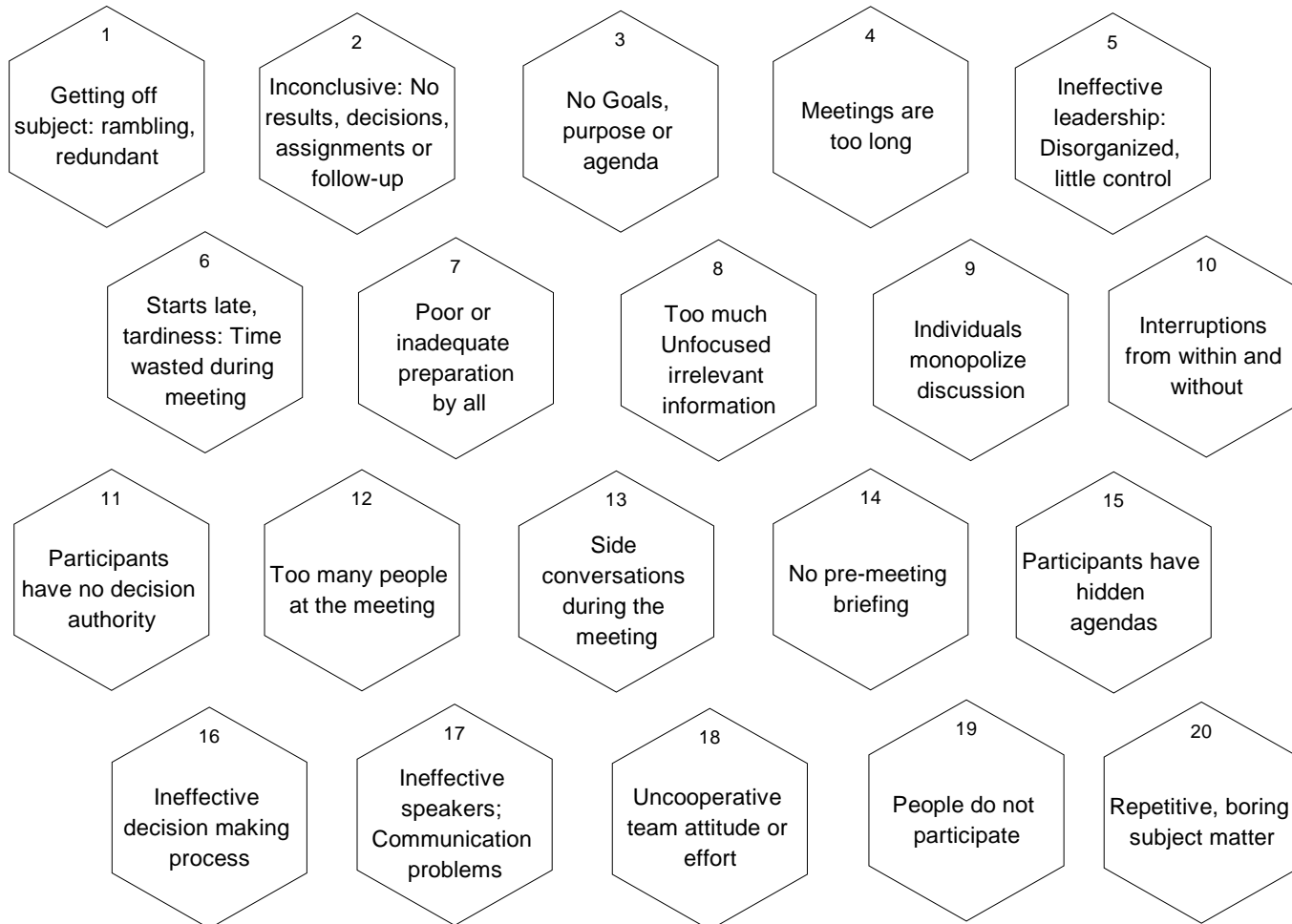
The Business Case for...

MEETINGS ON PURPOSE™



Do You Experience any of the “Top 20” Most Frequently Reported Problems with Meetings?

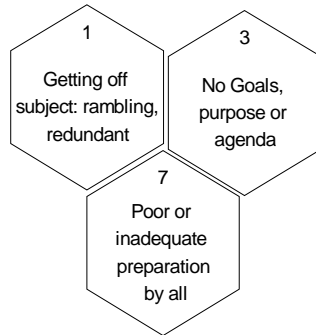
Source: Moskovick and Nelson, “We’ve Got to Start Meeting Like This!”.



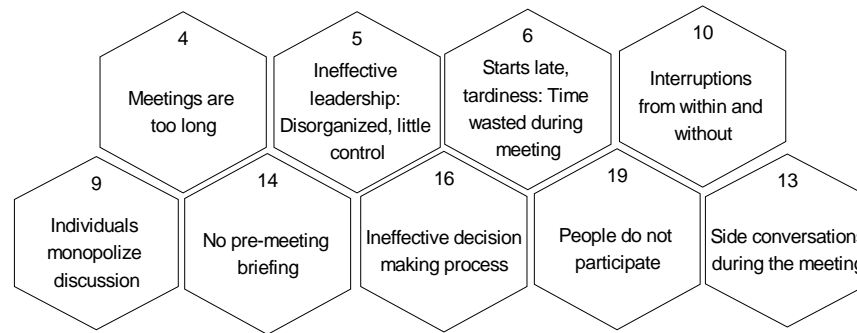


The "Top 20" Most Frequently Reported Problems: Clustered by Problem Categories

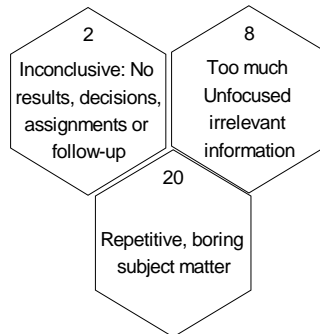
Unclear Purpose and Poor Preparation



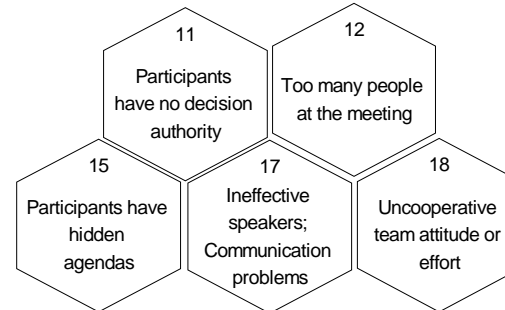
"Process" Design and Execution Problems



Expected Product (Outcomes) Not Clear



People and Participation Habits





A Summary of the State of Meetings Management finds **Big Problems...**

- Meetings are becoming an increasingly indispensable part of the work of “information processors” who now account for 60-80 percent of the American workforce.
- The average manager and technical professional spend 25% of their work week in meetings. Upper managers spend nearly two days per week in meetings. Senior executives fill up to four days a week with meetings.
- The frequency of meetings is growing (about 7 % per year).
- Teams require even more participative meeting time.
- But, over 50 percent of the billions of meeting hours in America may be wasted.



So, estimate how much you invest in meetings each year. Next, calculate the value your organization could add in Full Time Equivalent Headcount

An Example: A medium size technical products division. 50 people.

Headcount Category, Case A	Head-count	Meeting Days per Week	Meetings Days per Year @ 50 wks	Average Daily Salary	Investment per Year in Meetings	Value Added if 50 % Reduction	Value Added if 25% Reduction
Professionals and Mangers	42	1.5	$42 \times 1.5 \times 50 = 3150$	\$240 @ \$60k per year	$\$240 \times 3150 = \$756k$	\$378,000 or 6.3 FTE's	\$189,000 or 3.2 FTE's
Upper Managers	5	2	$5 \times 2 \times 50 = 500$	\$480 @ \$120k per year	$\$480 \times 500 = \$240K$	\$120,000 or 1.0 FTE	\$ 60,000 or 0.5 FTE's
Senior Executives	3	3.5	$3 \times 3.5 \times 50 = 525$	\$960 @ \$240k per year	$\$960 \times 525 = \$504k$	\$252,000 or 1.05 FTE's	\$126,000 or 0.5 FTE's
TOTALS	50	83	4,175		\$1,644K	\$750,000 Or 8.4 FTE's	\$375,000 or 4.2 FTE's
But, if Case B (Next Slide Summary)	100	166	8,350		\$3,288K	\$1,500,000 or 16.8 FTE's	\$750,000 or 8.4 FTE's



The Consequence on Costs ...

- For example, for every 100 people in knowledge-based organizations who attend meetings, between **2000 to 4000 man-days may be lost** in poorly prepared, poorly scheduled, and poorly managed meetings each year. That opportunity cost, per 100 people, is between **\$750,000 and \$1,500,000**
- Beyond the direct cost of poor meetings management, the **Value Added Productivity** (profit) from 8 to 16 FTE's is lost.
- Lost value from senior executive productivity can exceed **\$120,000** per FTE per year.



The Consequence for Learning

- Ineffective or non-existent meeting management processes are symptomatic of a serious **organizational learning problem**.
- Poorly managed meetings reinforce “**organizational learning deficiencies**.”
- If learning faster than your competitor is the only sustainable advantage, then “**slow learning**” is a severe problem!



The Opportunities: “Where Would Better Meetings (on Purpose) Pay Off?”

- Project Management
- Strategic Planning
- Operations Management
- Problem Solving
- Decision Making
- Team Communication
- New Product Development
- Business Process Design
- Financial Planning and Budget Reviews
- Market and Customer Research
- Action Step Planning and Prioritization
- Options Mapping and Assessment
- Risk Issues Assessment
- Scenario Planning
- Training and Education
- Leadership and Visioning Workshops and Executive Retreats



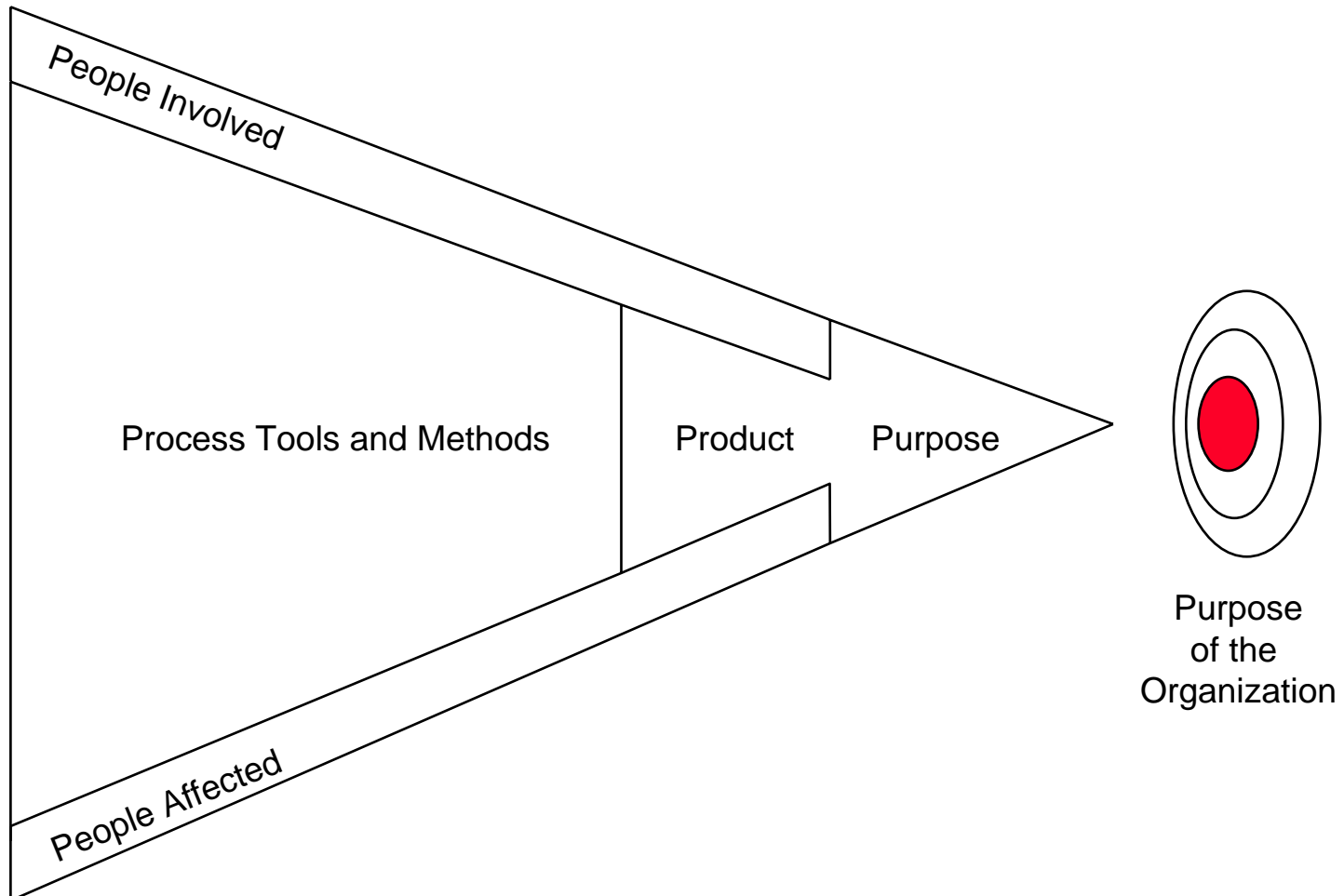
What's Needed NOW?

- A thorough diagnosis and redesign of the Meeting Management Process that will:
 - **Generate a dramatic increase in individual, team and organizational productivity; plus**
 - **Accelerate Purposeful Organizational Learning to build and sustain a competitive advantage.**
- A deliberate, committed Training Initiative for effective Meetings Management at all levels of the organization!



Meetings on Purpose™

Understanding the Model





What do we mean by “Meetings on Purpose?”

- A major organizational learning innovation: Only meetings that can demonstrate support for the Purpose of the organization are permitted!
- Awareness of effective Meetings Design and Facilitation Principles
- Focus on The “Four P’s” of effective meeting management: Purpose, Product, People and Process
- Proven Tools and Techniques for Conducting and Facilitating Meetings at all Levels
- Company-wide implementation including Meeting Schedules and Meetings Performance diagnosis at all levels.



Expected Benefits from “Meetings on Purpose”

- Up to 50% less time spent in meetings.
- More time for everyone to add value with “purposeful work” while away from meetings.
- Teams and work groups that are aligned with the firm’s Purpose and Shared Vision.
- Greater organizational learning capacity
- More timely and effective problem solving and decision making .
- More Business Success!

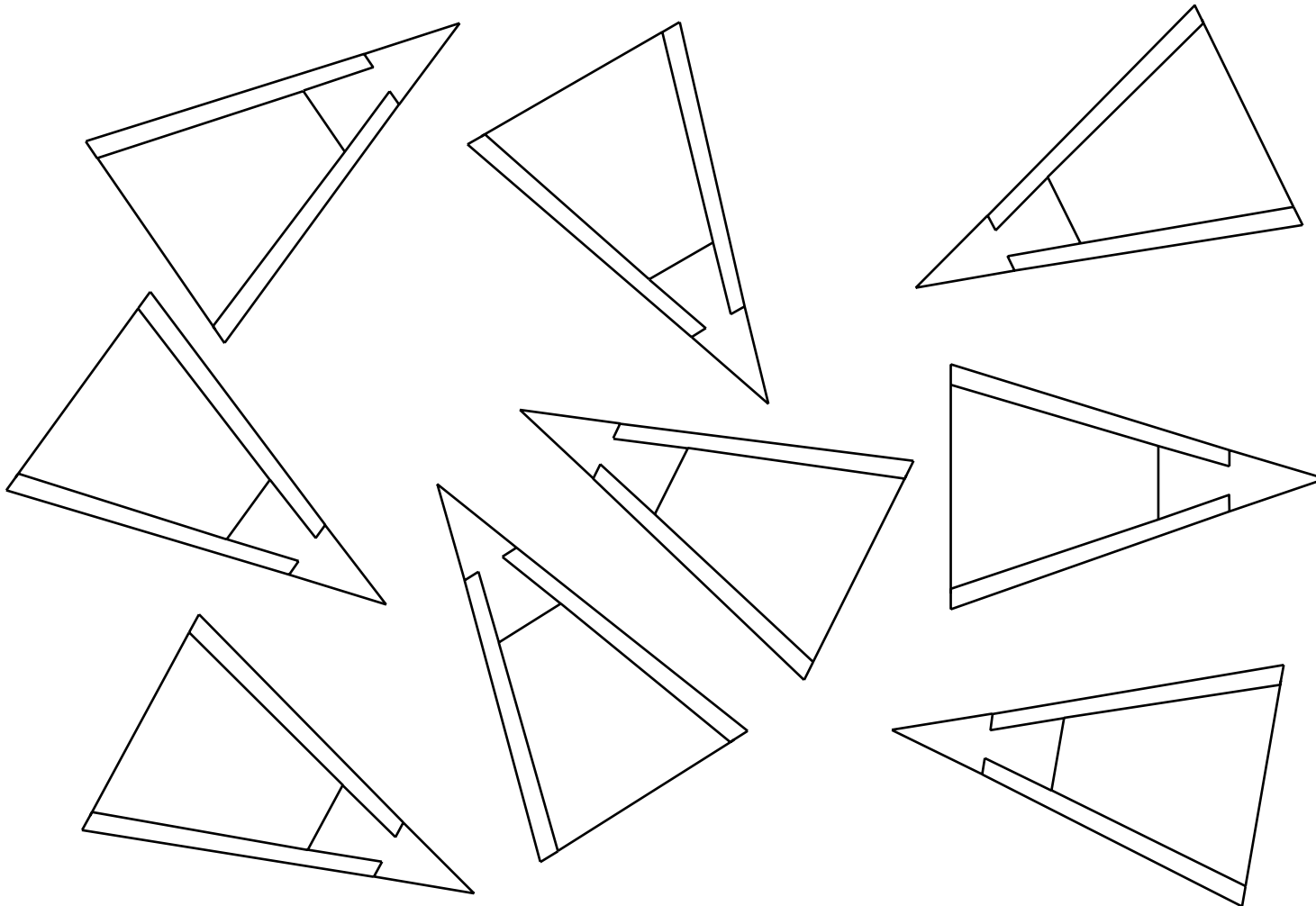


More Benefits from “Meetings on Purpose”

- For the Individual: Awareness, Training, and Practice in the Facilitation Methods and Tools of effective meeting management processes.
- For the Team or Group: The actual, facilitated or “coached” application of new methods and tools to real opportunities and issues.
- For the Company: Design and implementation of an organization-wide, “Purpose-Driven” Meeting Management Process, including meeting schedules and policies.

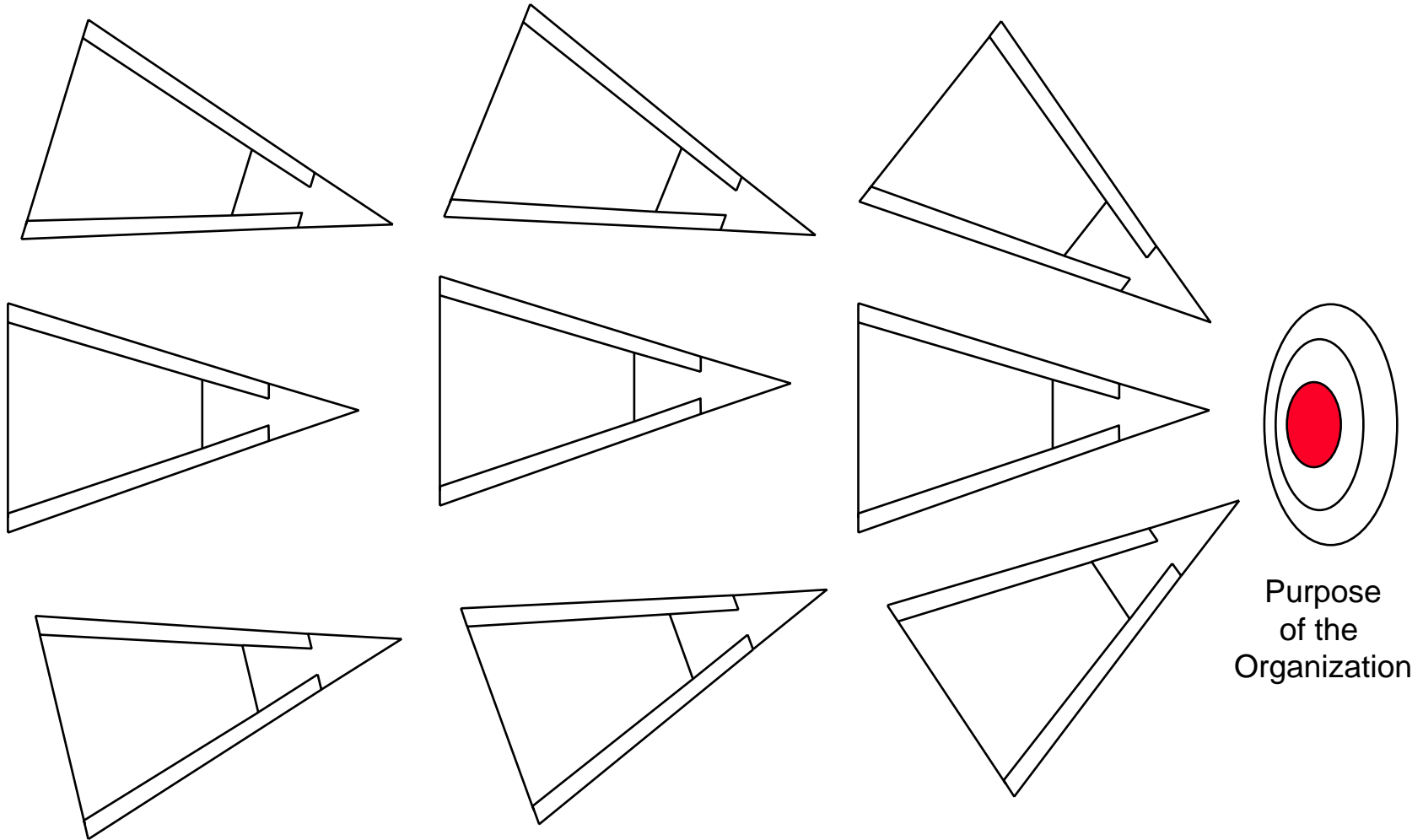


Why Does it Work? Most Meetings Are Confused About Their Purpose!





Meetings on Purpose™ Now, all Meetings are Aligned to the Organization's Purpose!



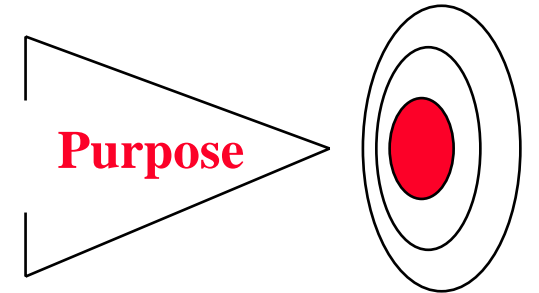


Meetings on Purpose™: The Purpose

What is the Purpose of the Meeting?
Why is this meeting necessary?

The Purpose of the session explains why the meeting is to be conducted. It is the “targeting mechanism” for the meeting. It is the meeting’s guidance system.

It should be easy for everyone to understand how the Purpose of the meeting supports the Purpose of the Organization!



Purpose
of the
Organization

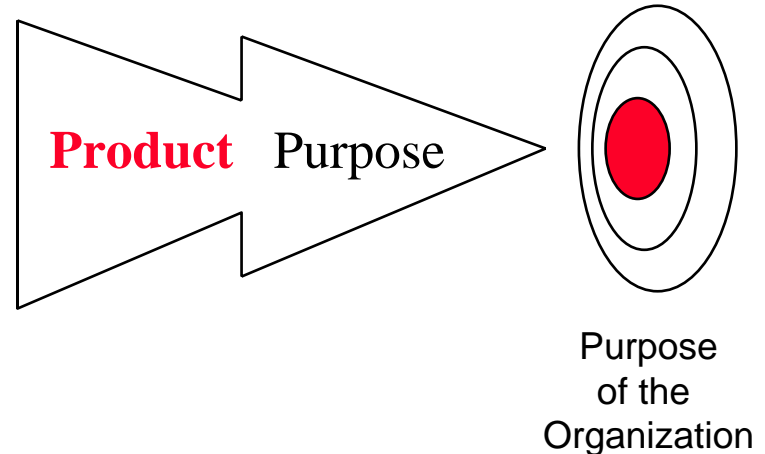


Meetings on Purpose™: The Product

The Product of the meeting is the set of specific, desired outcomes resulting from the *purposeful* work of the people involved in each session of the meeting.

The Product of the meeting is, in this metaphor, the “payload” created by the effort of the people involved.

The specific, expected Product of the meeting should clearly fit with the Purpose of the meeting.



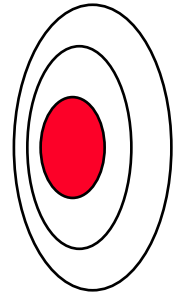


Meetings on Purpose™: The People

People Involved

The People invited to be directly involved as participants can be determined once the Purpose and expected Product of the meeting are known. If the desired Product cannot be generated by the people who can attend, then the meeting's designer must modify the expected Product to conform to the capability and/or decision making authority of those who are directly involved in the meeting. The People Involved represent one of the two "wings" of the meeting's essential structure.

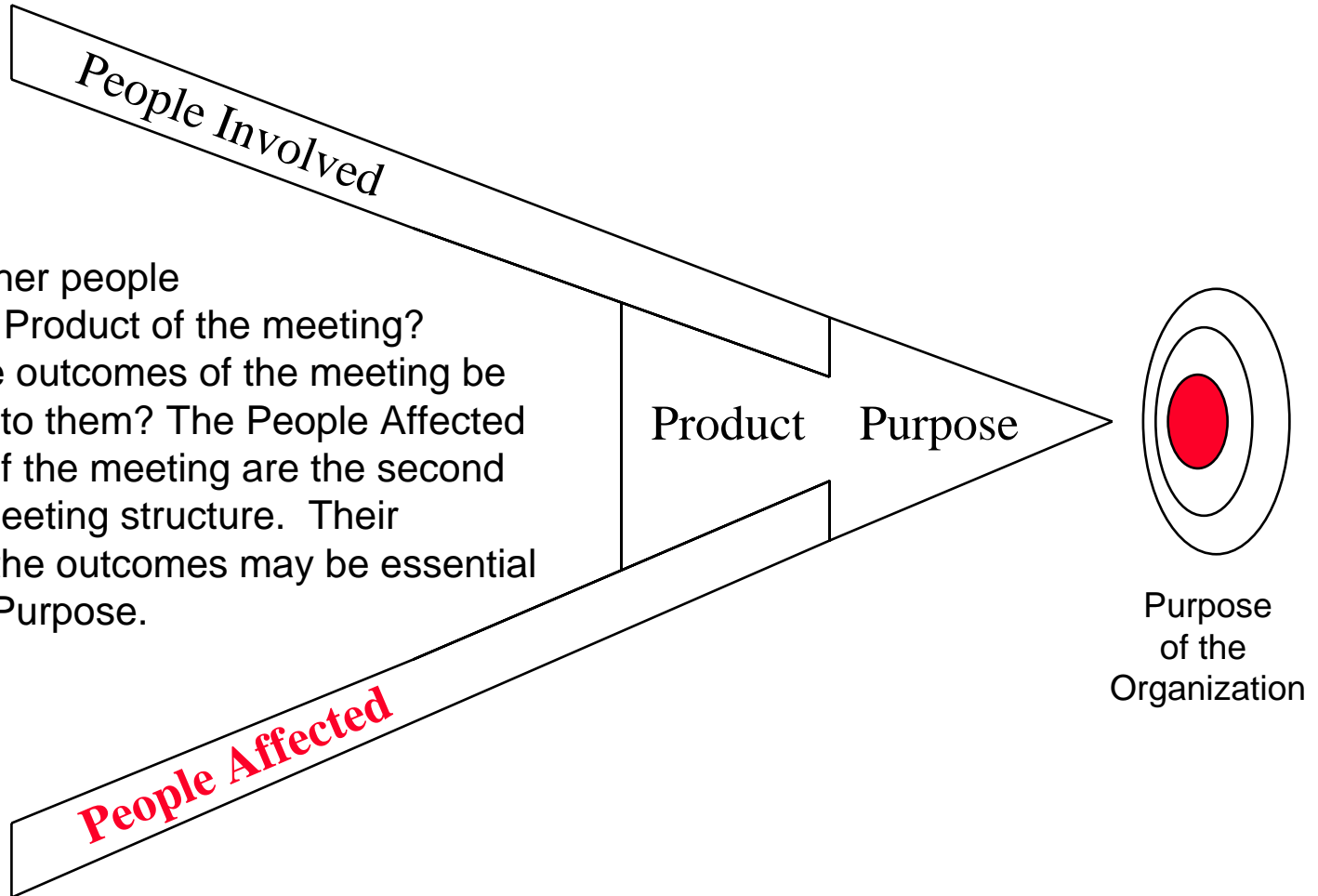
Product Purpose



Purpose of the Organization



Meetings on Purpose™: The People

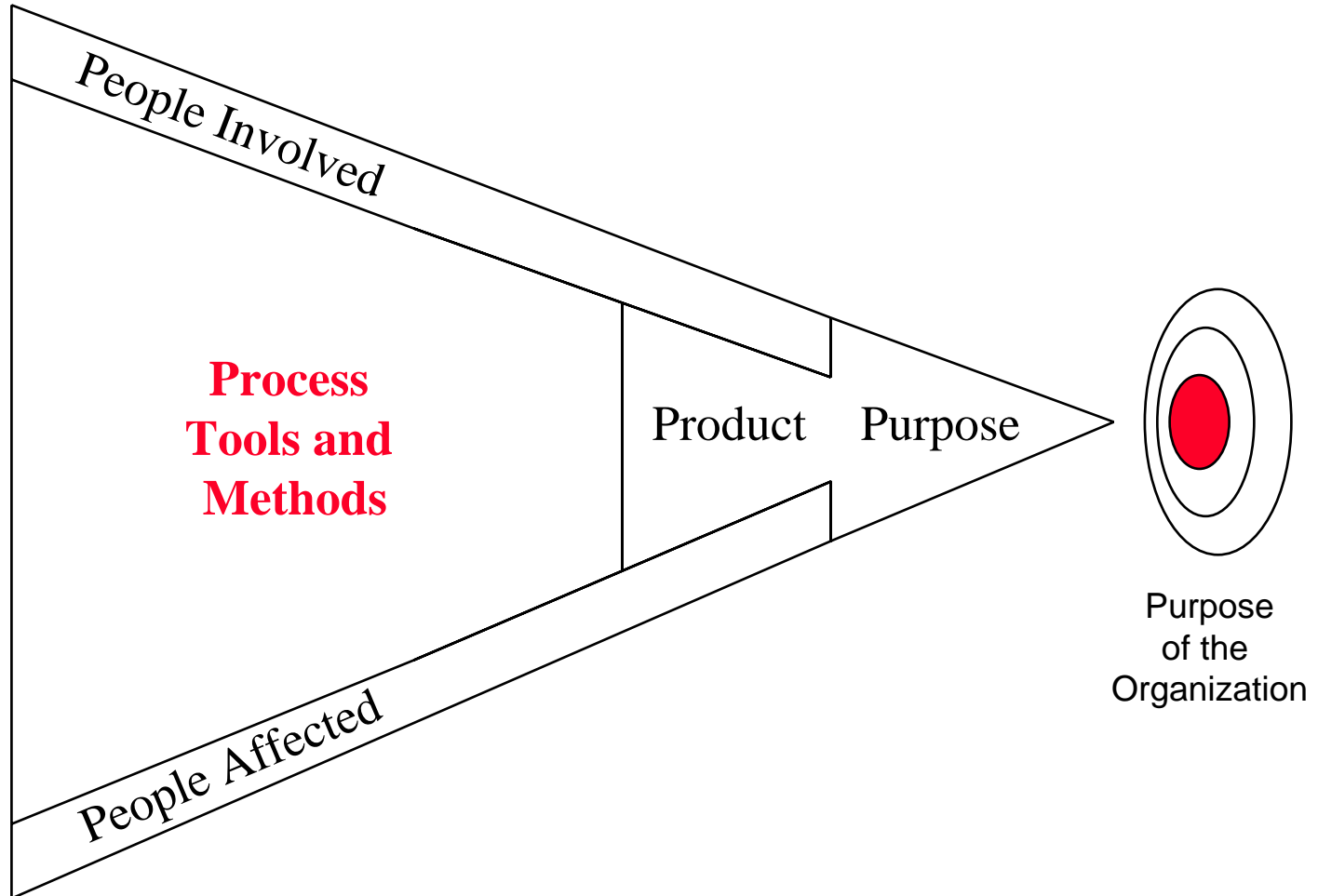




Meetings on Purpose™: The Process

The Process is the means by which the People are facilitated to achieve the Purpose and Product of the meeting.

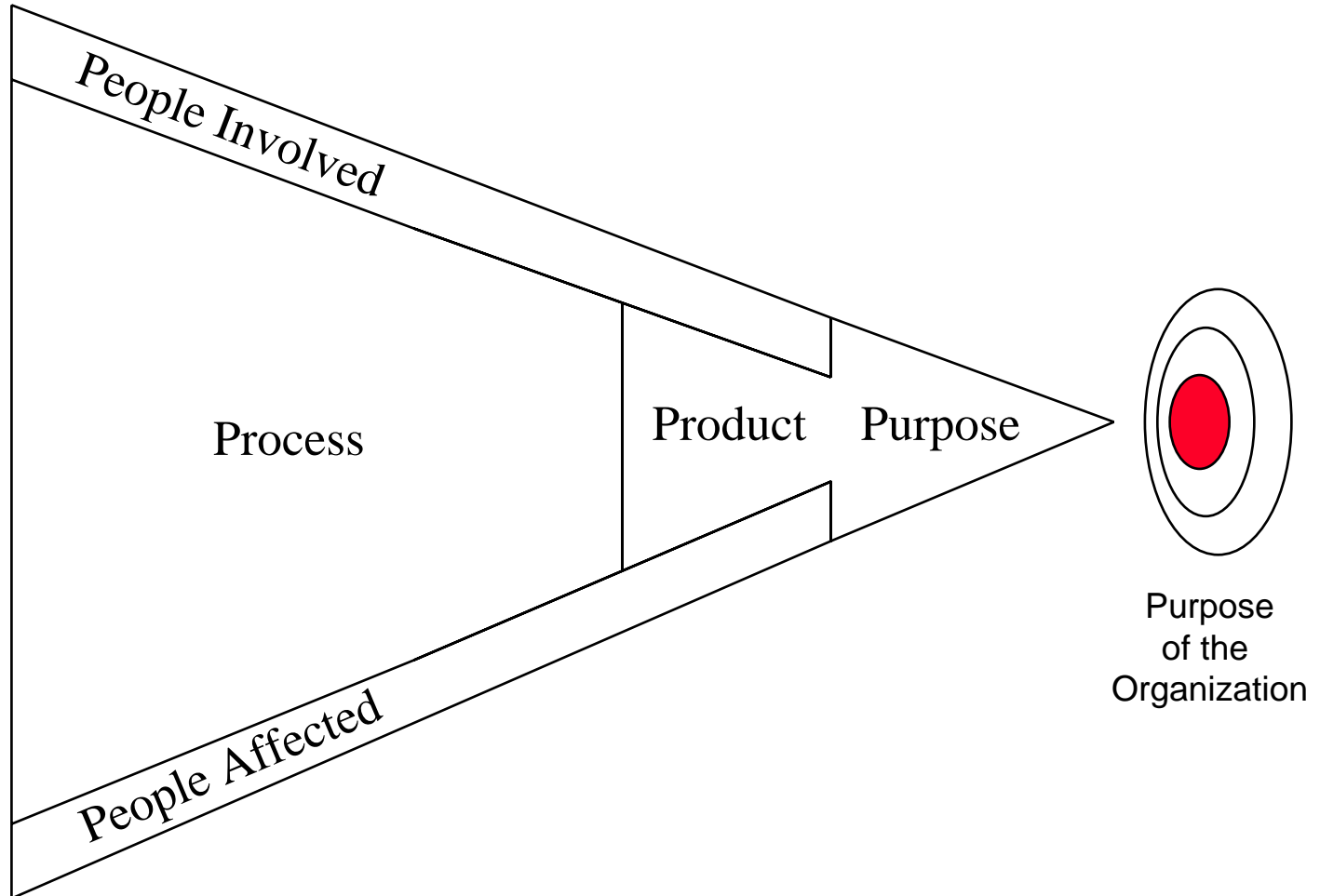
The Process Tools & Methods selected are the “power sources” for the meeting, and include a performance evaluation.





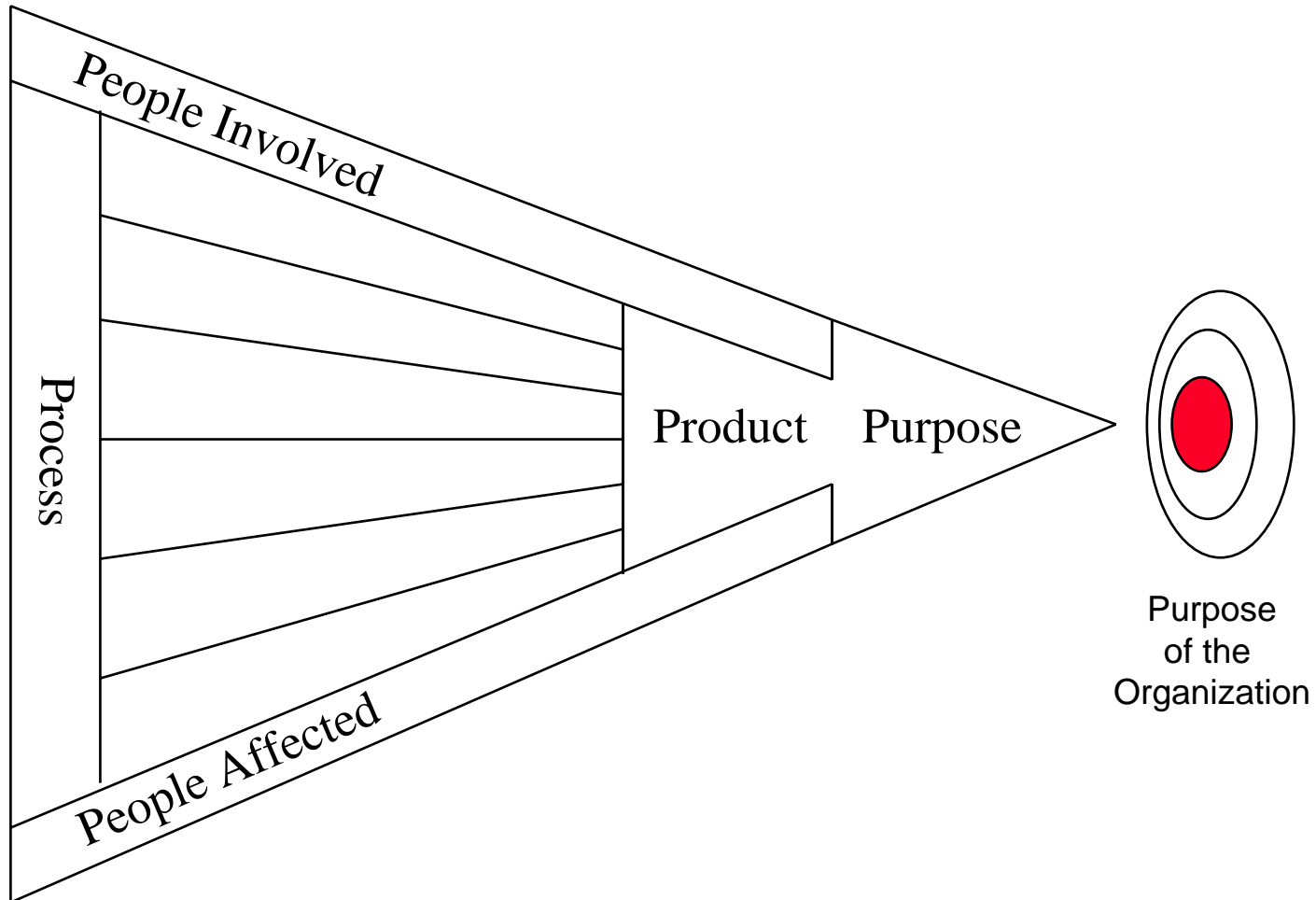
Meetings on Purpose™: Review

The most productive meetings are those which directly support the Purpose of the Organization!





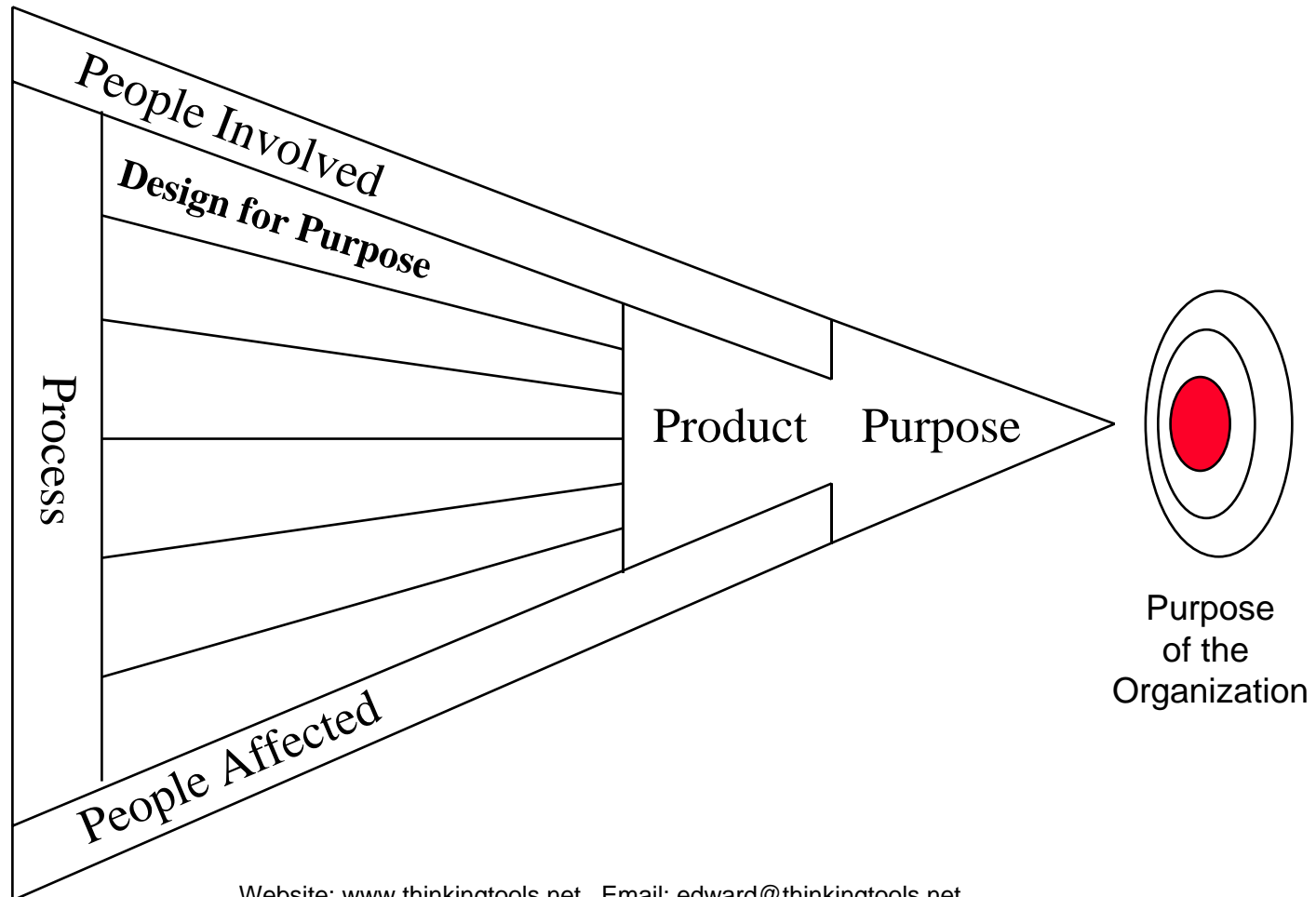
Meetings on Purpose™: Six Essential Process Elements





Meetings on Purpose™:

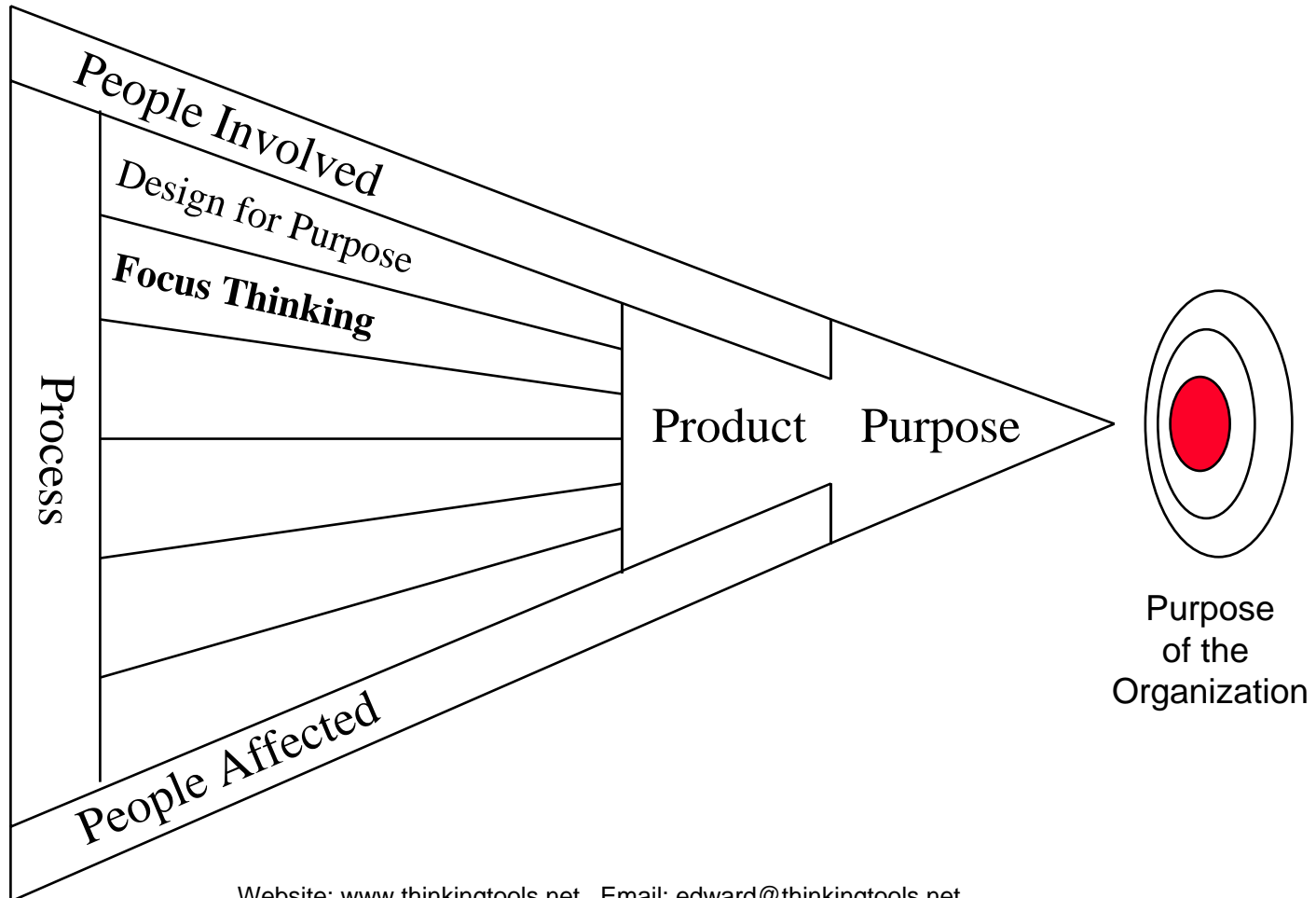
Process Element 1: Design for Purpose





Meetings on Purpose™:

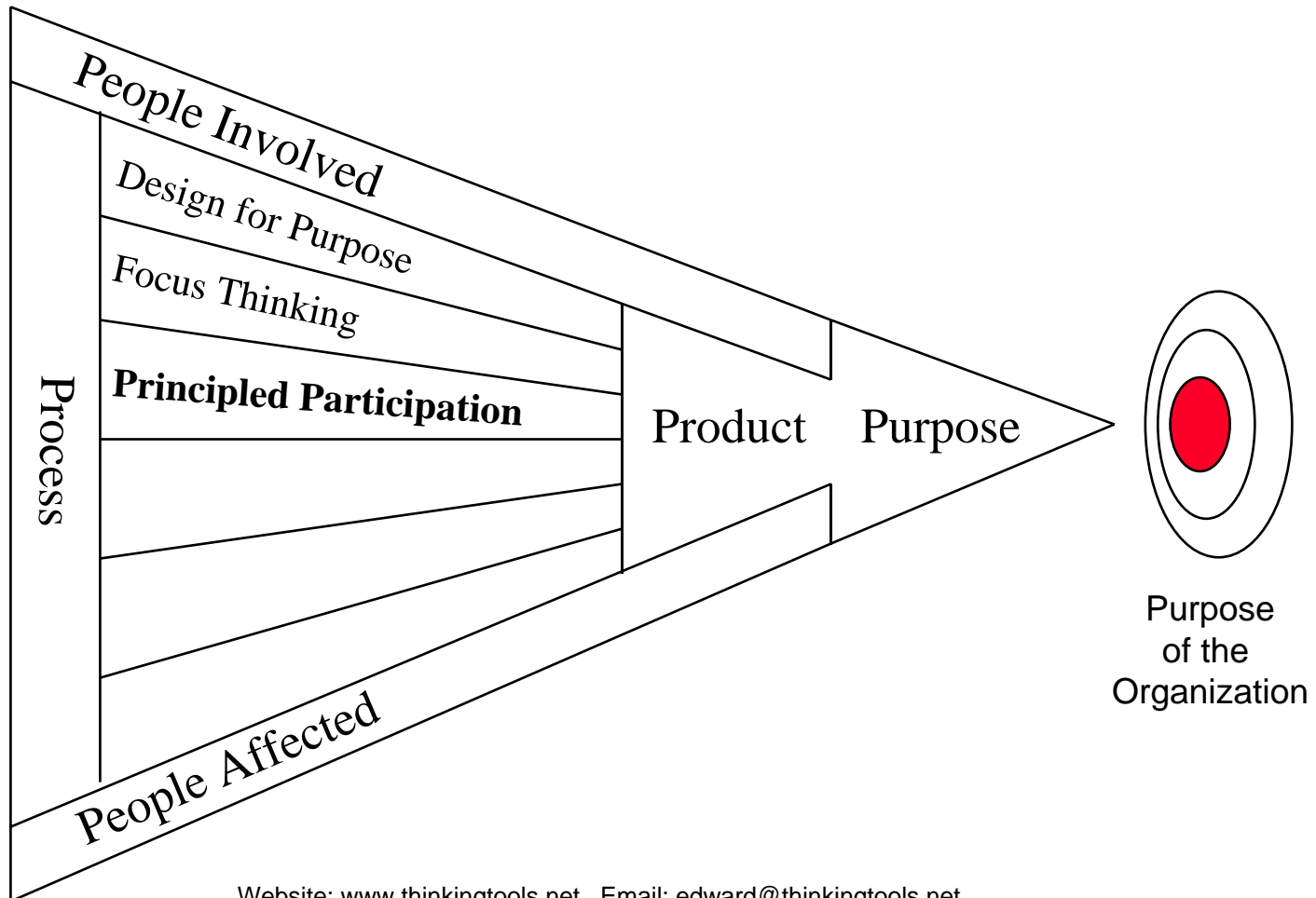
Process Element 2: Focus Thinking





Meetings on Purpose™:

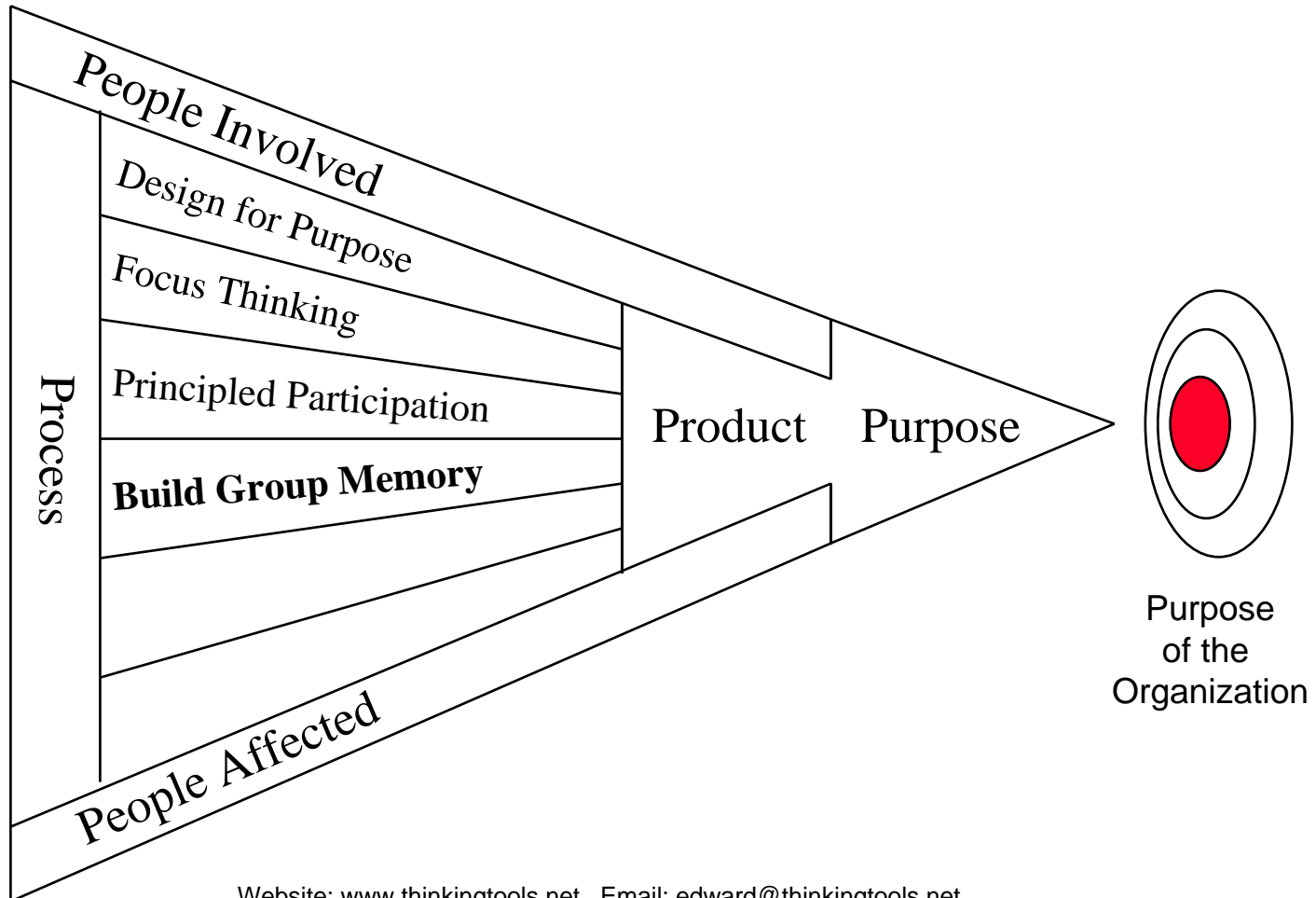
Process Element 3: Principled Participation





Meetings on Purpose™:

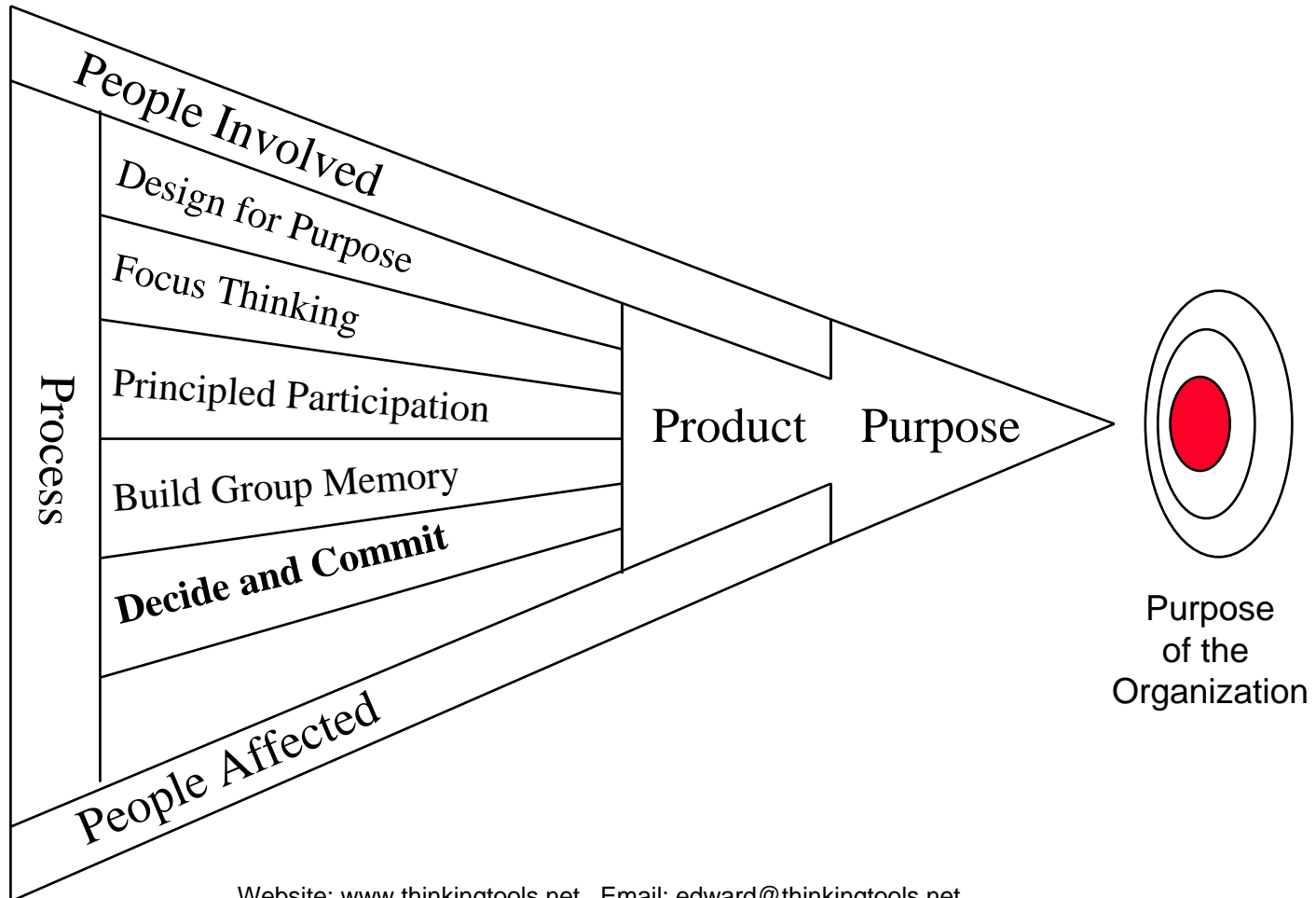
Process Element 4: Build Group Memory





Meetings on Purpose™:

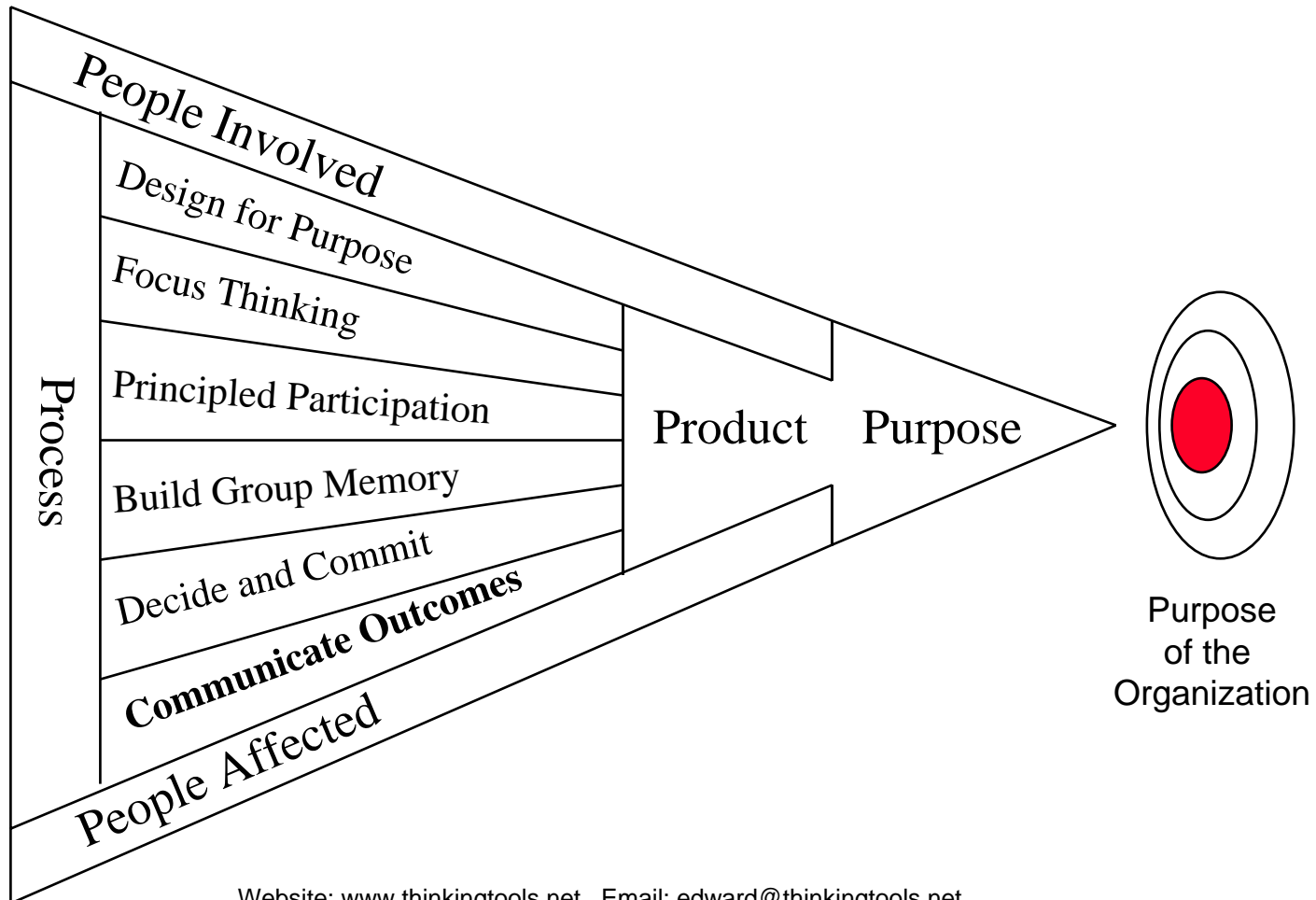
Process Element 5: Decide and Commit





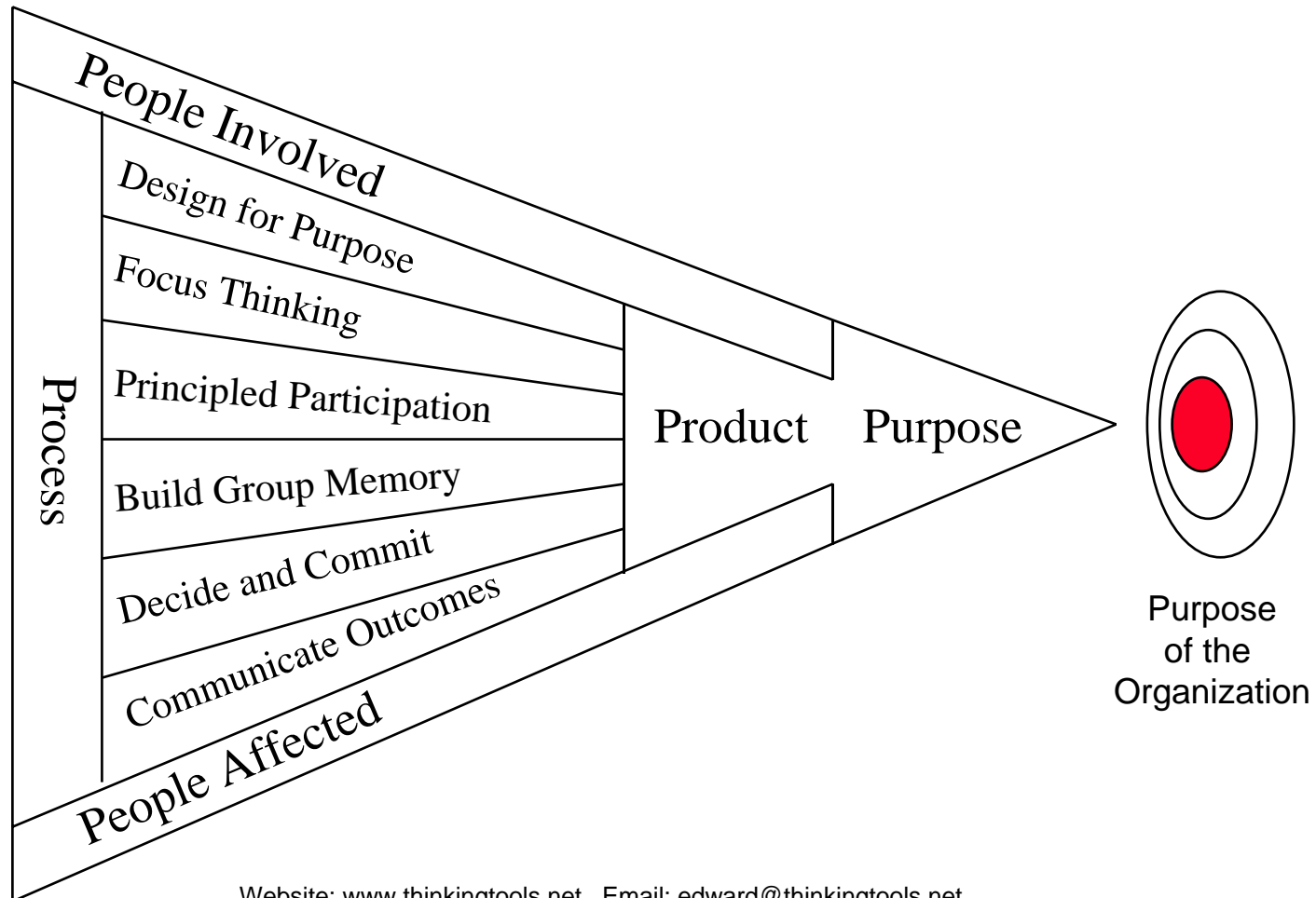
Meetings on Purpose™:

Process Element 6: Communicate Outcomes





Meetings on Purpose™: Summary Model





Conclusion and Next Steps: How to Begin

- Design and schedule a planning meeting for those who can act to implement a Meeting on Purpose approach.
- Consider the Purpose and Product of the Session
- Select a “facilitator” to lead the process
- Develop an effective “Focus Question” to direct the thinking of the participants. (See an example on the next slide)
- Allow everyone to reflect on the question and write down their responses
- In a round robin fashion, the facilitator or recorder captures a 4-6 word headline for each person’s idea on a large sticky note or one of our VIS-IT™ hexagons.
- After all ideas are surfaced, arrange the hexagons into associated groupings and then label each cluster as actionable follow-up topics.



Focus Thinking....

- Focus Question: “What are potential action steps we can suggest which would result in both (a) an immediate improvement in the effectiveness of meetings in this organization, and (b) lead to the design and implementation of an organization-wide Meetings Management Process that would provide dramatic and enduring productivity benefits?”



Action Plan Ideas...

- Identify other “Frequent Meeting Members” who would benefit from this introduction.
- Begin using VIS-IT Tools and Techniques.
- Contact Thinking Tools LLC to learn more about planning and implementing a Meetings on Purpose Program.