

Creating Agendas for Effective Meetings

Working Remote Series

Friday, April 17, 2020

Rachael Martin, AVP Talent Management - Host

Martha A. Castrejon, Talent Management Specialist - Moderator



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WELCOME!

Agenda

- Overview Meeting Logistics
- Introductions
- Overview Learning Outcomes
- Curriculum
- Q&A
- Closing
- Survey



Meeting Logistics

- Today's session is being recorded, and will be made available on the HR website next week.
- Martha Castrejon will serve as today's moderator. Please submit your questions at any time.
- All participants will be on mute.
- Live captioning is available (click on the ... to access)
- Use today's session as an example of how to create and run effective meetings.

Introductions: Rachael Martin, Assistant Vice President of Talent Management

- Over 19 years working in Academia
 - Public: 18 years
 - California Community College system
 - California State University System
 - University of California system
 - Private: 1+ year
 - Chapman University
 - Serving
 - Academic and Student Affairs: undergraduate students, graduate students, full-time and part-time faculty
 - Administration: full, part-time, unionized, limited-term, and temporary employees
- Educational Background
 - Bachelors and Masters degree in Communication Studies
 - Multiple certifications ranging from Organizational Development to Conflict Negotiation
- My passion is supporting others to do their best thinking
- My current role is Assistant Vice President of Talent Management for Human Resources
- I am also a coach and a consultant

Introductions: Martha A. Castrejon, Talent Management Specialist

- 8 years as a Human Resources Professional in Higher Education
 - Chapman University (2012 – current)
- Human Resources Areas of Experience:
 - Talent Management for all classifications from Student Employees to Full-time Faculty
 - Human Resources Information Systems
 - Compensation and Classification
- Other Areas of Professional Experience and Interest:
 - Science Instructor for 5th and 6th grade with the Orange County Department of Education (2 years)
 - Volunteer as an afterschool tutor for the Friendly Center
- My passion is in learning and shared learning experiences.
- Most recently, a facilitator in training. 😊
- Lastly, graduate of Chapman class of '09

Learning Outcomes

By the end of today's session, participants will be able to:

- Recall information about the presenter's backgrounds, a starting point to building our new relationship;
- Identify multiple ways to build effective agendas;
- Use (at least) one of the templates for their next meeting;
- Identify who to reach out to with questions;
- Locate information to continue learning; and
- Stay engaged with this topic by signing additional webinars and a 1-hour session of individualized coaching.

Curriculum: Citing my Source

- *Facilitator's Guide to Participatory Decision-Making*. Second Edition. Kaner, Lind, Fisk, Berger. 2007. pg 155-187.
- *Community at Work*, a San Francisco-based consulting firm, think tank, and training provider.
- https://communityatwork.com/about_community_at_work/

Why is it important to create an effective agenda?:

- The agenda is a tool to document your thinking about the future. What you want to discuss, accomplish, and how you will align the thoughts and actions of others.
- The agenda describes how the work of the meeting will be done.
- An effective agenda allows you (and others) to think, plan, and accomplish goals.

How to create an effective agenda:

Four main components

- Step #1: Identify your Meeting goal: What narrowly-defined, specific objective do we want to achieve for this upcoming meeting?
- Step #2 List the Topics: What topics do we want to address that support the meeting goal?
- Step #3 Identify your Outcomes: What outcome do we want for each topic?
- Step #4 Identify the Process: What activity (or set of activities) will best support the group to achieve each desired outcome?

How to create an effective agenda:

Step #1: Identify your Meeting goal:

What narrowly-defined, specific **objective** do we want to achieve for this upcoming meeting?

Example: the goal of this meeting is to:

1. **Share information** about next year's marketing strategy, or
2. **Obtain input** on how to align next year's year's marketing strategy in our units, or
3. **Improve communication** efforts about next year's year's marketing strategy, etc.

Ex: Agenda title, "**Obtain input** on next year's marketing strategy"

How to create an effective agenda:

Step #2 List the Topics: What topics do we want to address that support the meeting goal?

Each topic to be discussed can be viewed as a segment of the meeting. For example, if the group were going to discuss three topics – a marketing issue, a staffing issue, and a budget issue – each topic would be discussed separately and should thus be treated as a distinct segment. List in order of importance.

Ex: Agenda title, “**Obtain input** on next year’s marketing strategy”

1. Topic #1: Budget
2. Topic #2: Staffing
3. Topic #3: Marketing

How to create an effective agenda:

<u>Step #3: Outcomes:</u>	What outcome do we want for each topic, and
<u>Step #4 Process:</u>	What activity (or set of activities) will best support the group to achieve each desired outcome?

The desired **outcome** of each topic can be viewed as the goal for that segment of the meeting. For example, the desired outcome of discussing the marketing issue might be a plan for developing a new website.

The **process** refers to the activity (or set of activities) the group will do to achieve the desired outcome. Such activities include identifying, discussing, debating, and many more.

Ex: Agenda title, “**Obtain input** on next year’s marketing strategy”

1. Topic #1: Budget

- **Overview** the budget for new year.
- **Identify how to allocate new funding.**

2. Topic #2: Staffing

- **Identify staffing needs for the next year.**

3. Topic #3: Marketing

- **Discuss and decide** if we need to **design a new website**, and **determine** who will build it.

How to create an effective agenda:

Summarizing the steps

- Step #1: Identify your Meeting goal:
- Step #2 List the Topics:
- Step #3 Identify your Outcomes:
- Step #4 Identify the Process:

Agenda

Obtain input on next year's marketing strategy

1. **Budget**
 - Overview the budget for new year.
 - Identify how to allocate new funding.
2. **Staffing**
 - Identify staffing needs for the next year.
3. **Marketing**
 - Discuss and decide if we need to design a new website, and determine who will build it.

Different Agenda Templates:

There are a lot of agenda templates to choose from.

- Different meeting goals require different agendas.
- Think about these three things when deciding what type of agenda to build:
 - How involved do you want the participants to be?
 - What activities do you want them to do, if any?
 - How much time do you have?

MAKING TIME ESTIMATES FOR ACTIVITIES

Different Agenda Templates:
Things to think about...

In addition to the content, what
will you ask your group to do?

PROCESS	TYPICAL TIME	TIPS FOR ESTIMATING TIME
SMALL GROUPS	6-15 minutes	Decide how much time to give each person to speak. Multiply by the number of people in the group. Allow 3-4 minutes for instructions and the shuffling needed to form small groups.
GO-AROUNDS	5-20 minutes for an 8-person group, depending on topic	Assume 30 seconds per person for a simple question, and 2 minutes per person when the topic is deemed to be challenging or especially interesting.
LISTING IDEAS	7-10 minutes	The time limit for listing ideas is entirely arbitrary. However, more than 10 minutes without discussion is difficult for many to tolerate.
INDIVIDUAL WRITING	5-10 minutes	Allow 5 minutes for writing that is a "warm-up" to something else. Allow 10 minutes for writing that has a substantive purpose.
OPEN DISCUSSION	15-30 minutes	If high involvement is desired, assume the discussion will hit its stride after 5-10 minutes. When an open discussion runs longer than 20-30 minutes, attention will flag.
BREAKOUT GROUPS	30-90 minutes	Decide how much time to allow the groups to work. Then add 10 minutes for the shuffle to and from the breakout rooms.

Different Agenda Templates:

There are a lot of agenda templates to choose from.

TODAY'S AGENDA

1. A way to start the meeting.
2. Easy items.
3. One or more substantive topics.
4. A break, if the meeting is planned to run more than two hours.
5. Further substantive topics.
6. A way to complete the meeting.



Different Agenda Templates:
There are a lot of agenda templates to choose from.

STATUS REPORTS

1. Check-in

2. Announcements

3. Status Reports

For each project being reported on:

- Summarize the project's overall goal and current targets.
- Report on significant events that have occurred since last review.
- List all action items identified when project was last reviewed.
- For each action item, report on what was done or not done.
- Field questions.
- As a group, list new action items with brief discussion as needed.

4. Meeting Evaluation



Different Agenda Templates:
There are a lot of agenda templates to choose from.

DIVIDE THE TIME BY MEMBERS

1. Check-in
2. Announcements
3. All items from Member #1
4. All items from Member #2
5. All items from Member #3
6. Review Next Steps
7. Meeting Evaluation



Different Agenda Templates:
There are a lot of agenda templates to choose from.

LINE 'EM UP & KNOCK 'EM DOWN

1. Check-in
2. Announcements
3. Today's Business Items
 - List all items
 - Rank items by priority
 - Begin with highest-priority item
 - Clarify desired outcome
 - When discussion is complete, identify and record any next steps.
 - Continue process until all items are dealt with, or time runs out.
4. Review Next Steps
5. Meeting Evaluation



Different Agenda Templates:
There are a lot of agenda templates to choose from.

OLD BUSINESS / NEW BUSINESS

1. Adoption of Last Meeting's Minutes

2. Announcements and Reports

3. Old Business

- Begin with oldest outstanding item recorded in *the minutes*, which lists items tabled from prior meetings.
- Deal with the item or table it again.
- Continue until every *old business* item is either handled or tabled.

4. New Business

- *New business* items must be listed on the agenda ahead of time.
- All *new business* items must be handled or tabled until next meeting.

5. Meeting Evaluation



Different Agenda Templates:
There are a lot of agenda templates to choose from.

QUICK BUSINESS / MAIN EVENT

1. Check-in and Agenda Review
2. Quick Business
3. Main Event
 - State today's meeting goal.
 - Describe the process to be followed.
 - Proceed.
 - Take a short break every 90 minutes.
 - Continue until goal is met.
4. Action Plans
 - Identify action items.
 - For each item, determine *who?* *what?* and *by when?*
 - Is there a need to disseminate information from today's discussion? If so, *what?* and *how?*
5. Meeting Evaluation



Different Agenda Templates:
There are a lot of agenda templates to choose from.

QUICK BUSINESS & MAJOR TOPICS

1. Check-in and Agenda Review
2. Quick Business
3. First Major Topic
 - State today's meeting goal.
 - Describe the process to be followed.
 - Proceed until goal is met.
 - Identify action items.
- Break —
4. Second Major Topic
 - State today's meeting goal.
 - Describe the process to be followed.
 - Proceed until goal is met.
 - Identify action items.
5. Meeting Evaluation



Wrapping Up - Key Information to Remember:

- Plan to spend a significant amount of time thinking through and building your agenda. Effective agendas take time to build.
- Time the segments of your agenda, but assume not everything in the meeting will run on time, nor that others will not raise new topics. Build in flexibility.
- Send the agenda out a week (or at least 3 days) in advance. This allows others to prepare.
- DO NOT plan to spend the first half of the meeting prioritizing what to do in the second half of the meeting. Time is valuable. Come prepared, ready to lead.

Wrapping Up - Key Information to Remember:

- Document action items, and follow up on completion. Keep others (and yourself) accountable for decisions made.
- Build breaks into your agenda if you have a meeting longer than 2 hours.
- Think through each topic and determine how long it will take to discuss. Do not create an impacted agenda. If you need a longer meeting, or two meetings, then schedule it.

Q&A

Any questions?

If you'd like to learn more about facilitating effective meetings, attend:

Tuesday, April 21, 2020
11:00am-12:00pm

Online Meeting Facilitation
by Jason Martin, Director of
Organization Design

Tips and tricks for online meeting
facilitation.

Thursday, April 23, 2020
11:00am-12:00pm

Project Management Tools: Trello for
Your Team
by Jason Martin, Director of
Organization Design; Lynna Kray, Agile
Project Manager

A brief tutorial on basic scrum
using Trello

Review (summarize) Our Accomplishments:

- Overviewed Meeting Logistics
- Introductions
- Overview Learning Outcomes
- Curriculum
- Q&A
- Closing
- Survey and form to sign up for 1-hour consultation session with me

- check the HR website next week for the recording
- you learned about your presenters
- which served as part of our roadmap
- reviewed the content
- happening now
- will be sent after this session

Thank you!