

A background image showing a group of business professionals in a meeting. A man in a suit and tie is on the left, gesturing with his hands. A woman in a grey blazer is in the center, holding a smartphone. Another person is on the right, holding a coffee cup. In the foreground, a tablet displays a document with charts and text. The overall scene is a professional business meeting.

# Meeting Management

For RMH- 02<sup>nd</sup> Aug 2024



Activity- What are the  
challenges of  
conducting meetings ?



# Top 10 meeting mistakes

- Off subject/rambling/repetition
  - No follow up/ no results
  - No purpose/goal/agenda
  - Too long
  - Lack of control by meeting leader
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- Late start and late ending
  - Poor preparation by both leader and participants
  - Unfocused/low focused/ too much information
  - Some people talk much and some are too silent
  - Interruptions



Activity- why do you  
need meetings ?

# Meetings = communication rhythm

			Frequency				
#	Name	No of meetings	Daily	Weekly	Monthly	Per order/Style	Depends
1	Nidarshi	11	0	5	1	2	3
2	Nathasha	7	1	1	1	2	2
3	Nipuni	7	1	1	1	2	2
4	Shafni	7	1	1	1	2	2
5	Nilushi	10	0	5	0	2	3
6	Shehara	10	0	5	0	2	3
7	Sakunthala	10	0	5	0	2	3
8	Shamila	8	1	4	0	1	2
9	Hansini	4	0	2	0	2	0
10	Bhagya	4	0	2	0	2	0
11	Sonal	4	0	2	0	2	0
12	Sureni	10	0	5	0	2	3
13	Imasha	7	0	2	0	2	3
14	Nirmal	7	0	2	0	2	3
15	Keshara	7	0	2	0	2	3
16	Sanduni	7	0	2	0	2	3
17	Apekshani	7	0	2	0	2	3

Are we in right rhythm ?

#	Meeting name	Frequency	AVG Time ( min)	UOM
1	DRA Meeting	Per new style	30	Style
2	Sample handover meeting	Per sample type	15	Meeting
3	Style handover meeting	Per new style	15	Meeting
4	CP meeting	Weekly	120	Meeting
5	Team meeting	Daily/Weekly	30	Meeting
6	Order book meeting	Weekly	75	Meeting
7	CFT meeting	Weekly	90	Meeting
8	CP meeting with customer ( Local agent)	Weekly	60	Meeting
9	Customer order tracking meeting	Weekly/Monthly	60	Meeting
10	New product development meeting with customer	Per new developmemt	60	Meeting
11	New customer onboarding meeting	Per new customer	60	Meeting



# Reasons for meetings

1. Share information
2. Identify and solve problems
3. Decision making
4. Idea generation
5. Goal setting
6. Training & education



# Reasons not to meet

1. For something can be done over the phone/  
direct interaction with one or two persons.
2. If you are not prepared enough.
3. If majority of key decision makers are not  
available.
4. If there is no clearly articulated  
purpose/goal/result
5. If the problem has already been addressed

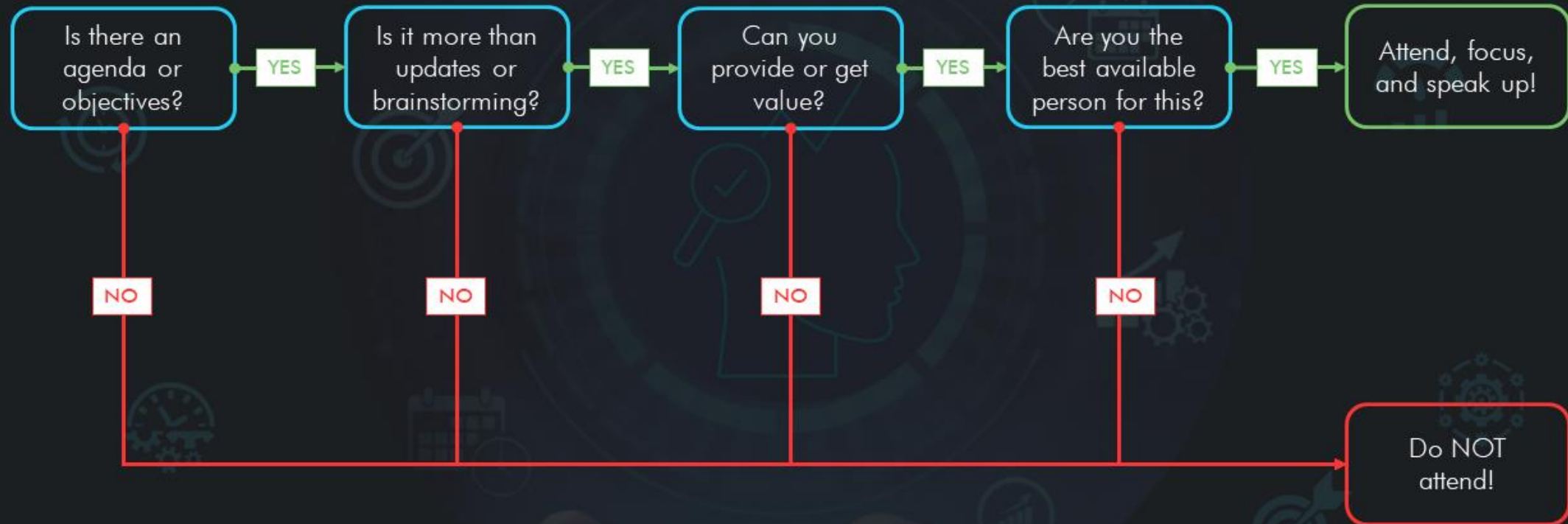




# Should you schedule that meeting?



# Should you go to that meeting?



# What is a meeting ?

A gathering of two or more people who **interact** verbally or nonverbally to achieve **an expected outcome** which is **interdependent** of gathered people.

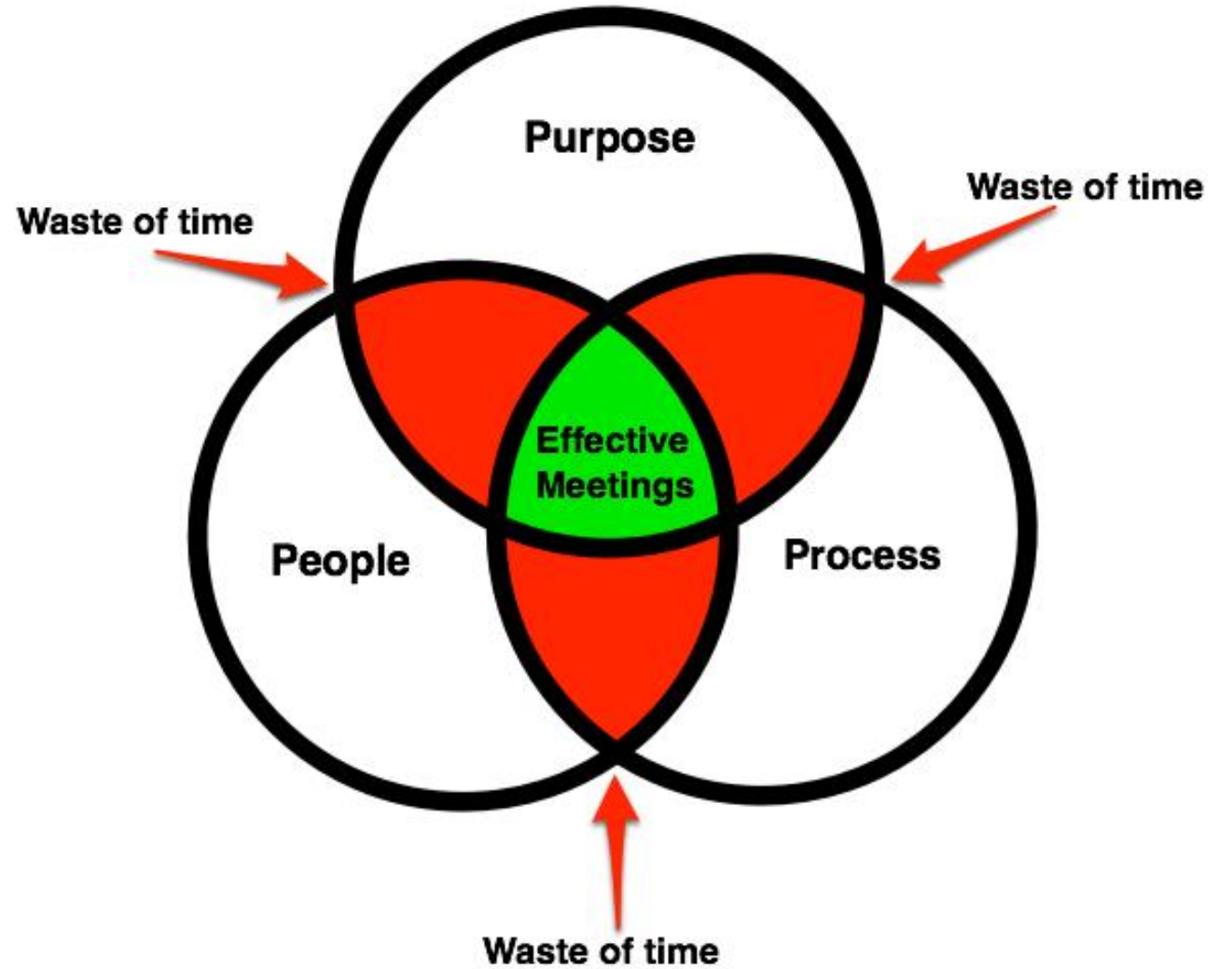
Interaction

Expected  
outcome

Interdependence



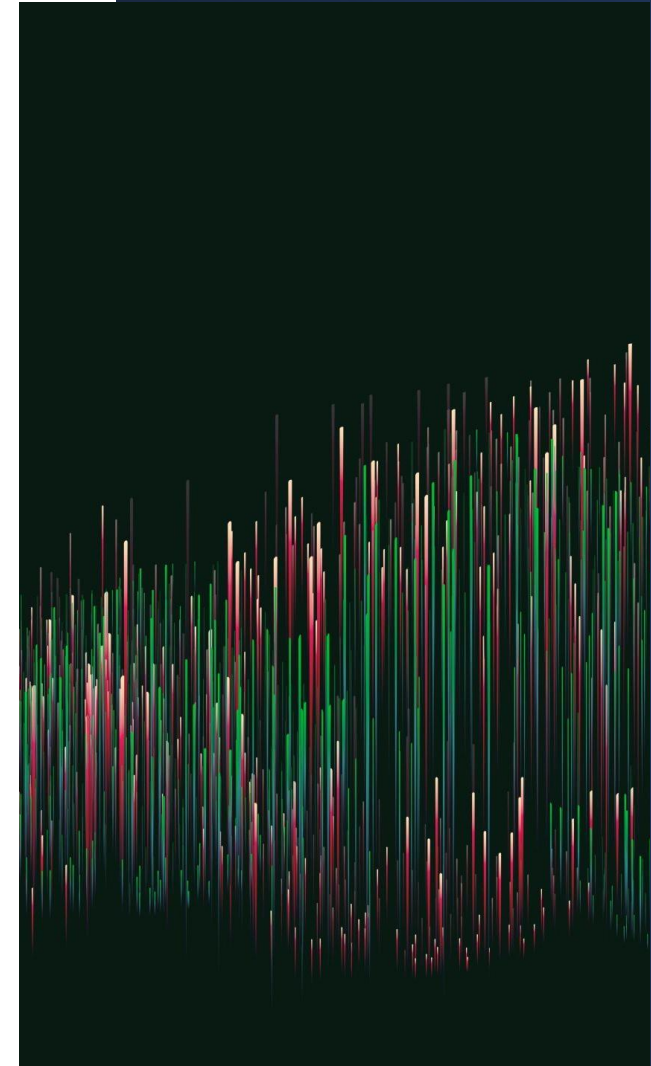
Make your  
meetings  
effective  
with 3 Ps




# Purpose- Why do you need a meeting ?

A clearly defined purpose for the meeting is essential.

Purpose is not a topic or a subject; it's a clear description of the desired outcome of the meeting. It's a goal that everyone is driving towards.







## Are you conducting meeting for below reasons ?

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1. Are you tired of working alone ?
2. Do you hate making decisions by yourself ?
3. Do you have something to say/show/share ?
4. Do you want to feel important ?
5. Do you want to impress your colleagues ?





THE AGENDA FOR THIS MEETING  
IS TO TRY TO FIGURE OUT WHY  
WE'RE HAVING THIS MEETING.



**People**— Who do you need for the meeting & why ?

- Are you sure you have the right people in the room?
- Meetings often deteriorate into irrelevance because the right people aren't there.
- In order to get the right people in the meeting, you need to talk to the participants in advance, explain the meeting's purpose, and find out from them who the right people are for that purpose.
- *Organizing and conducting a meeting is a team sport—you can't do it alone.*

# **Process**-What is the right way to accomplish the purpose ?

- Is a meeting the right process to accomplish your purpose?
- it's a good idea to first ask whether you actually need a meeting.
- For example status updates don't require people to be in the same room at the same time, and can be handled more effectively with other communication like email, memos, Sharepoint documents, intranet , etc

Pre meeting

Interaction

Post meeting



# What is Nemawashi?

- You need to engage in the process of *nemawashi* (consensus-building) in advance to ensure that the meeting will be effective.
- Nemawasshi is in advance one-on-one conversations with key people provide the context for the request, enable you to understand potential objections, and ensure that you can present all the necessary information to enable participants to make a decision.

# Nemawashi

## 根回し

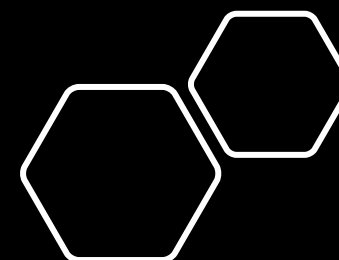
**"preparing the roots for transplanting"**  
(informally securing prior approval,  
checking with everyone who counts before formal  
presentation, covering all the bases)



Source: 101 Japanese Idioms



JapaneseQuizzes.com



# How to allocate time and effort for meetings





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## 1) Pre-planning/Scheduling

- *Phase one in **planning** a productive meeting*
- Once you decide on the main points you want to discuss, invite the speakers and create an agenda.
- After you finish your agenda, you can distribute it to the participants for the meeting or add it to their calendars



# 1) ) Pre-planning/Scheduling

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- Now that you've covered your meeting "what," it's time to "when."
- You can create a calendar event, add guests, then click find everyone's availability by using an online tool such as goo
- Once employees RSVP(Repondez, s'il vous plait) to the cal ***you'll see who can or can't attend.***
- If you're having trouble finding a time that works for ever always record and send a video version of the meeting or transcribed notes.



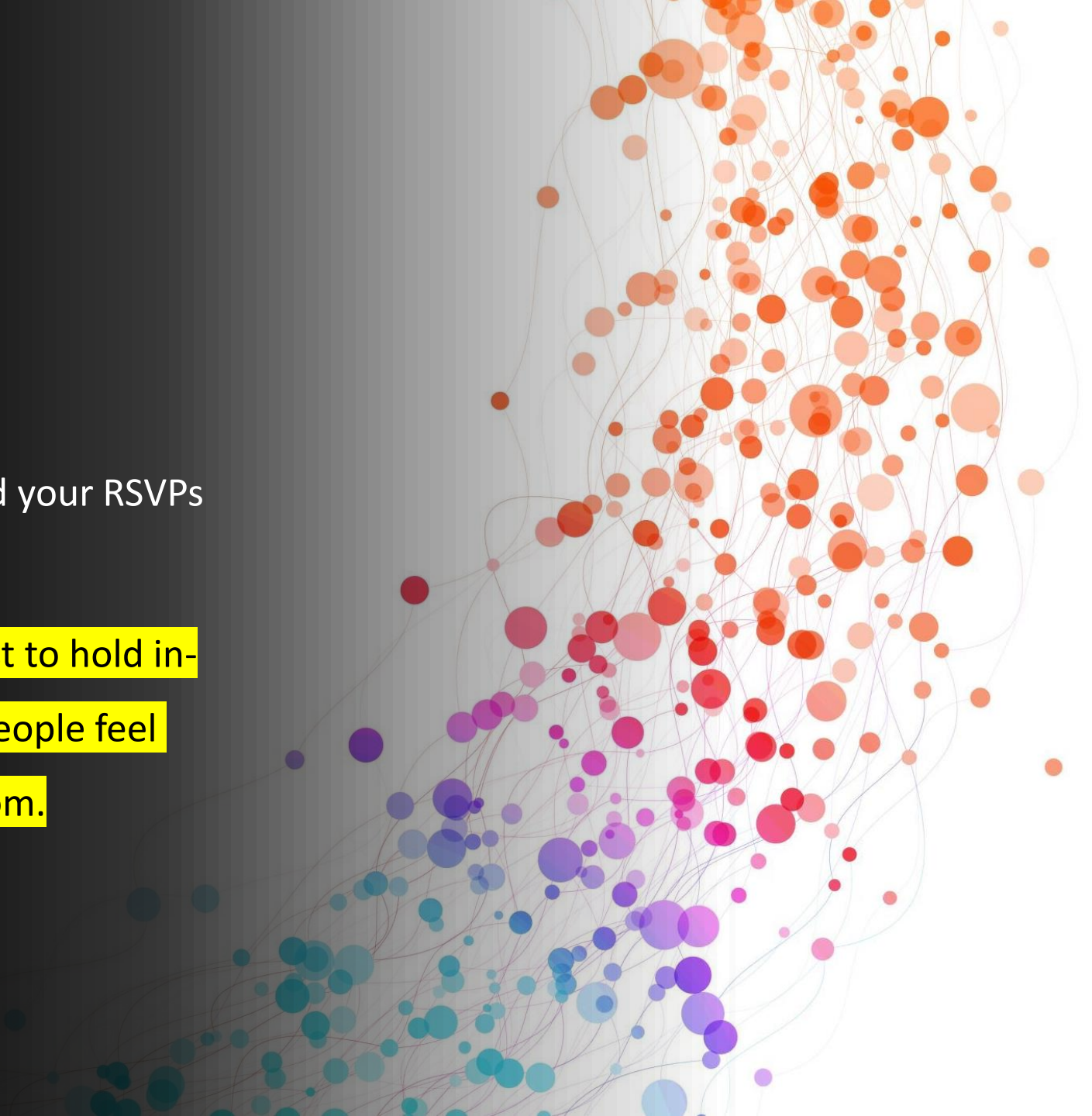
## 2) Conducting

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- You've got your agenda, your time's set and your RSVPs are in.

Now it's time to host your meeting! It's best to hold in-person meetings in shared spaces where people feel comfortable, like a conference or break room.

- Recording meetings is an excellent backup.

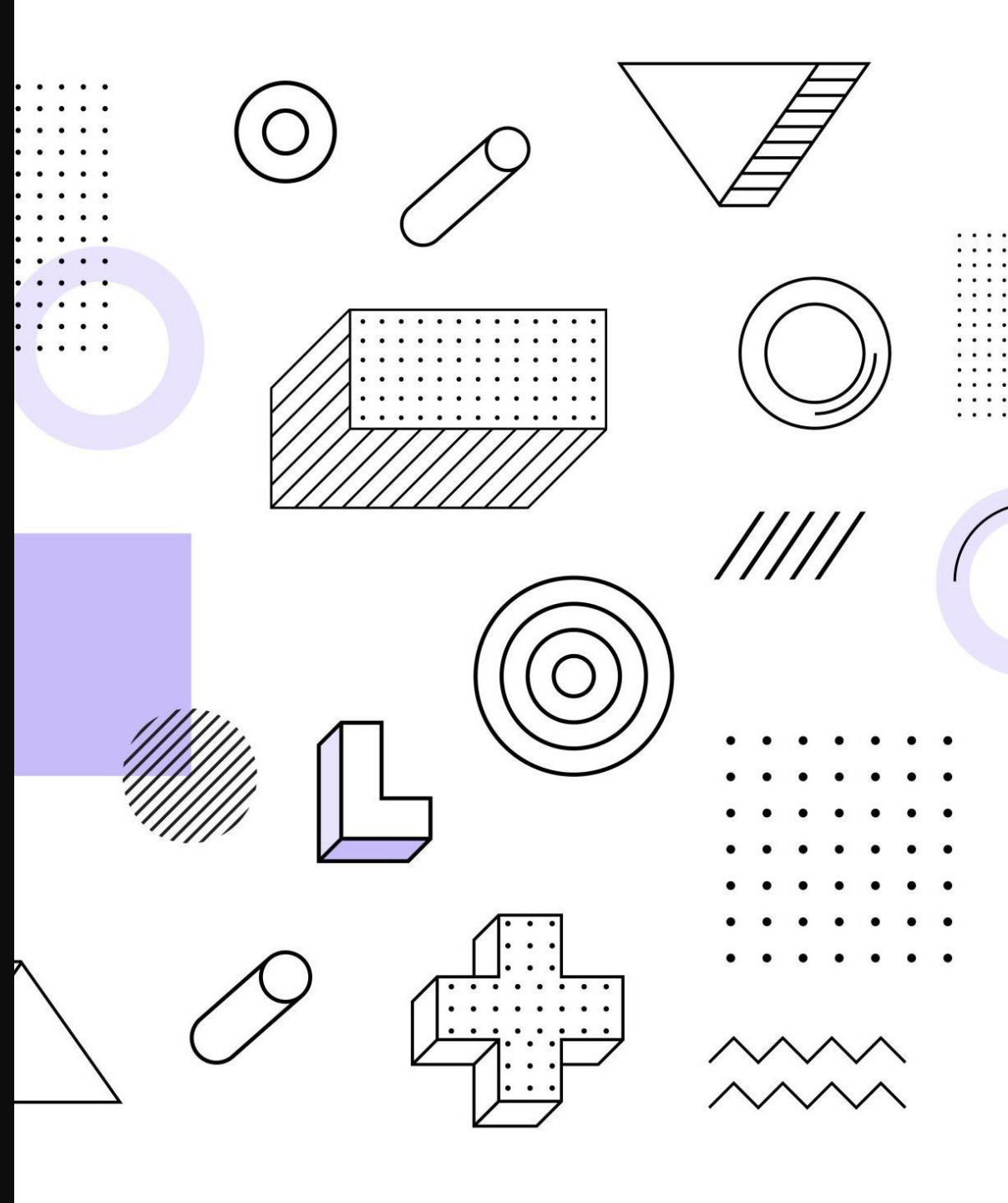




### 3) Setting up Follow-ups

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- Conducting a meeting and following up go hand in hand.
- Send a follow-up email to summarize the meeting's key points and *ensure everyone has clarity on their responsibilities.*
- Follow-up emails also help decide when your next meeting should be.
- Add your meeting notes, share slides and (if applicable) add video links so people can refresh on meeting topics as needed.



# Meeting Roles

1. The Leader
2. The recorder
3. The timekeeper
4. The participant



## Meeting Roles- The Leader



### 1 The Leader

- **Determines** meeting location, time, and attendees
- **Develops** an agenda
- **Guides** the group through the agenda
- **Ensures** equal speaking opportunities
- **Maintains** a positive, safe atmosphere
- **Assigns** other meeting roles
- **Communicates** conclusions and next steps
- **Assigns** responsibilities and action items
- **Sets** the next meeting date



## Meeting Roles- The Recorder

### 2 The Recorder

- **Distributes** agenda before the meeting
- **Works with Leader** to develop agenda
- **Records** key decisions, conclusions, and action items
- **Compiles notes** into standard formatting
- **Distributes** notes and conclusions
- Also performs all **Participant responsibilities**




## Meeting Roles- The Timekeeper

### ③ The Timekeeper

- ***Manages time limits***  
set for each item
- ***Manages visual aids,***  
A/V equipment,  
whiteboards, flip charts,  
PowerPoint presentations,  
etc.
- Also performs all ***Participant responsibilities***



## Meeting Roles- The Participant



### 4 The Participant

- ***Understands*** the agenda and purpose of the meeting
- ***Contributes*** insights to the agenda items
- ***Contributes*** to the positive, safe atmosphere
- ***Presents ideas*** concisely with awareness of the meeting's time constraints

# Ground Rules for meetings - examples

- Keep phones in silence
- Come prepared
- Everyone participates
- Stay focused/ avoid detours
- Maintain momentum
- Follow the agenda
- Actively listen and participate
- Speak for yourself
- Ask clarifying questions
- Talk one at a time
- Start and stop on time
- Allow everyone to speak
- Remain respectful ( not to judge others and point fingers)
- Reach closure/accomplish the set objectives
- Agree on next steps/action plan/follow up method

# Types of Meetings

1. Daily meeting
2. Planning meeting
3. Project kick off meeting
4. Information sharing meeting
5. Problem solving meeting
6. Decision making meeting
7. Status update meeting
8. Retrospective meeting
9. Client meeting
10. Team meeting



# Meeting Rhythms

Daily Huddle

Weekly Meeting

Monthly Management Meeting

Quarterly and Annual Planning Meeting


















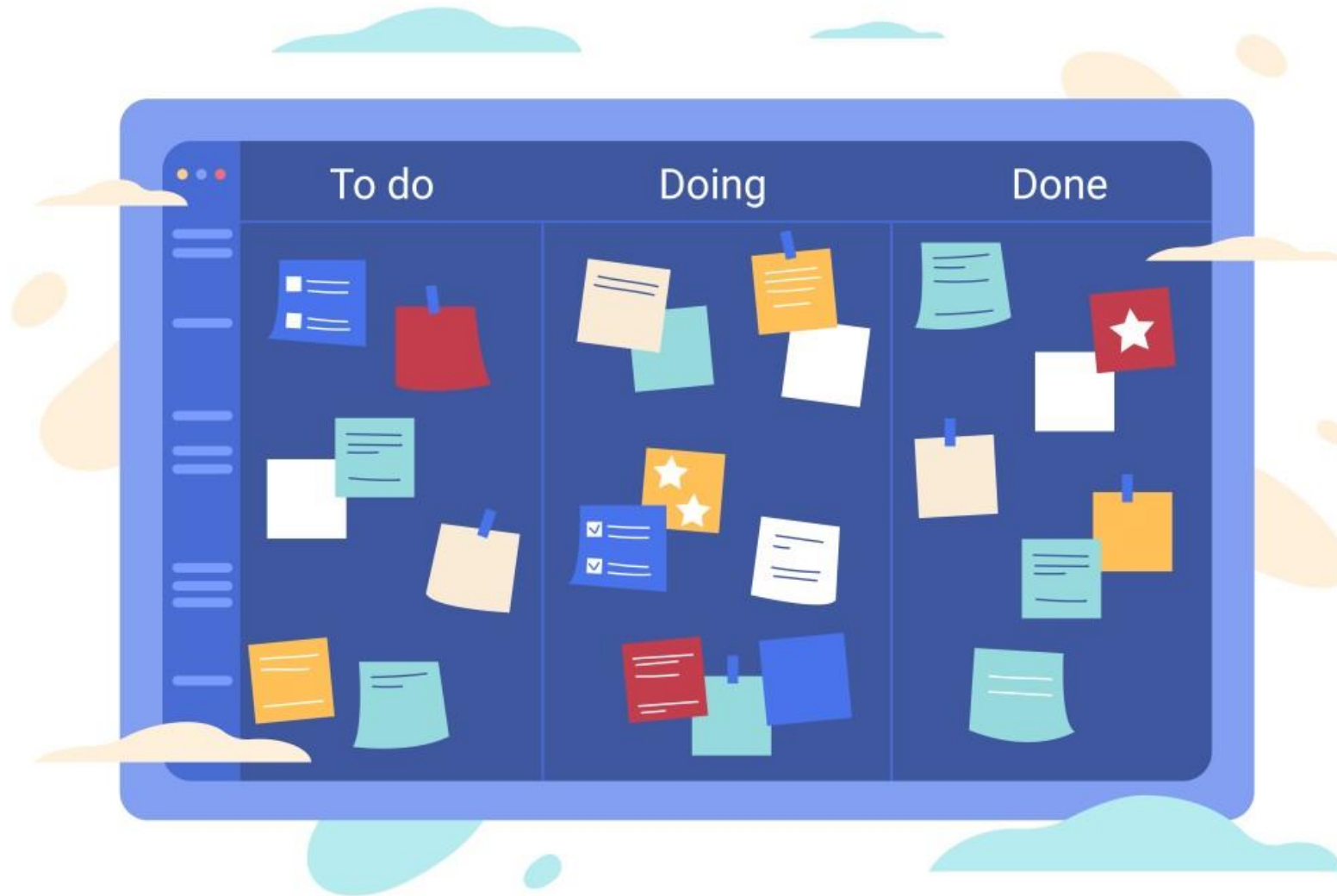
# Can we convert meetings into Reviews/Huddles

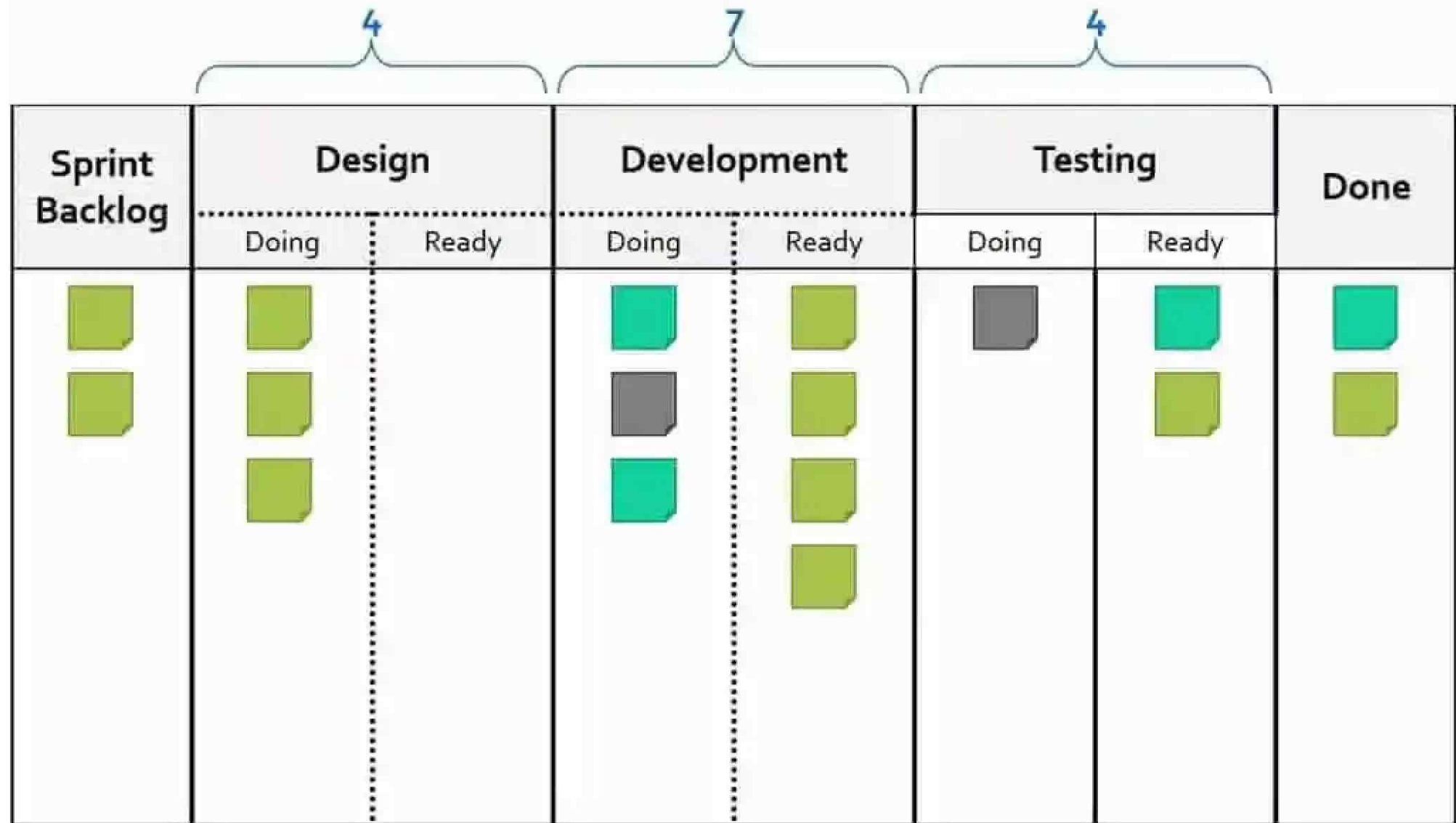
Basis	Meeting	Review
Purpose	Decision-making, problem-solving, project kick-off, or status updates	Assessing progress, evaluating performance, ensuring accountability
Frequency	As needed, often for immediate or short-term goals	Regularly scheduled, often recurring (e.g., weekly, monthly)
Participants	Stakeholders involved in the decision or problem at hand	Task owners, managers, and relevant team members
Agenda	Specific, often focused on a particular issue or decision	Based on pre-determined metrics, KPIs, or project milestones
Outcomes	Decisions made, problems solved, actions assigned	Performance evaluated, progress assessed, actions for improvement identified

## Example – Huddle board

User Stories this Sprint	Tasks To Do	In Progress	Done
US001			 
US002	 		
US003	  	 	

## Example -Huddle board







Should the CP meeting  
be an effective review ?

# What is our rhythm ?

Communication rhythm is established and information moves through organization accurately and quickly.



All employees are in a daily huddle that lasts less than 15 minutes.



All teams have a weekly meeting.



The executive and middle managers meet for a day of learning, resolving big issues, and DNA transfer each month.



Quarterly and annually, the executive and middle managers meet offsite to work on the 4 Decisions (People, Strategy, Execution and Cash).

3



Rockefeller Habits Checklist™





Have a daily huddle



# **Three questions to ask in the daily huddle**

**What will  
you do  
today?**

**What did  
you do  
yesterday?**

**Do you  
have any  
blockers?**

# *Why Do A Daily Huddle?*



## **Increase Focus**

keep teammates focused on the same strategic goals



## **Remove Roadblocks**

ensure timely answers to pressing questions



## **Team Morale**

give employees a chance to connect



## **Facilitate Communication**

let team communicate directly



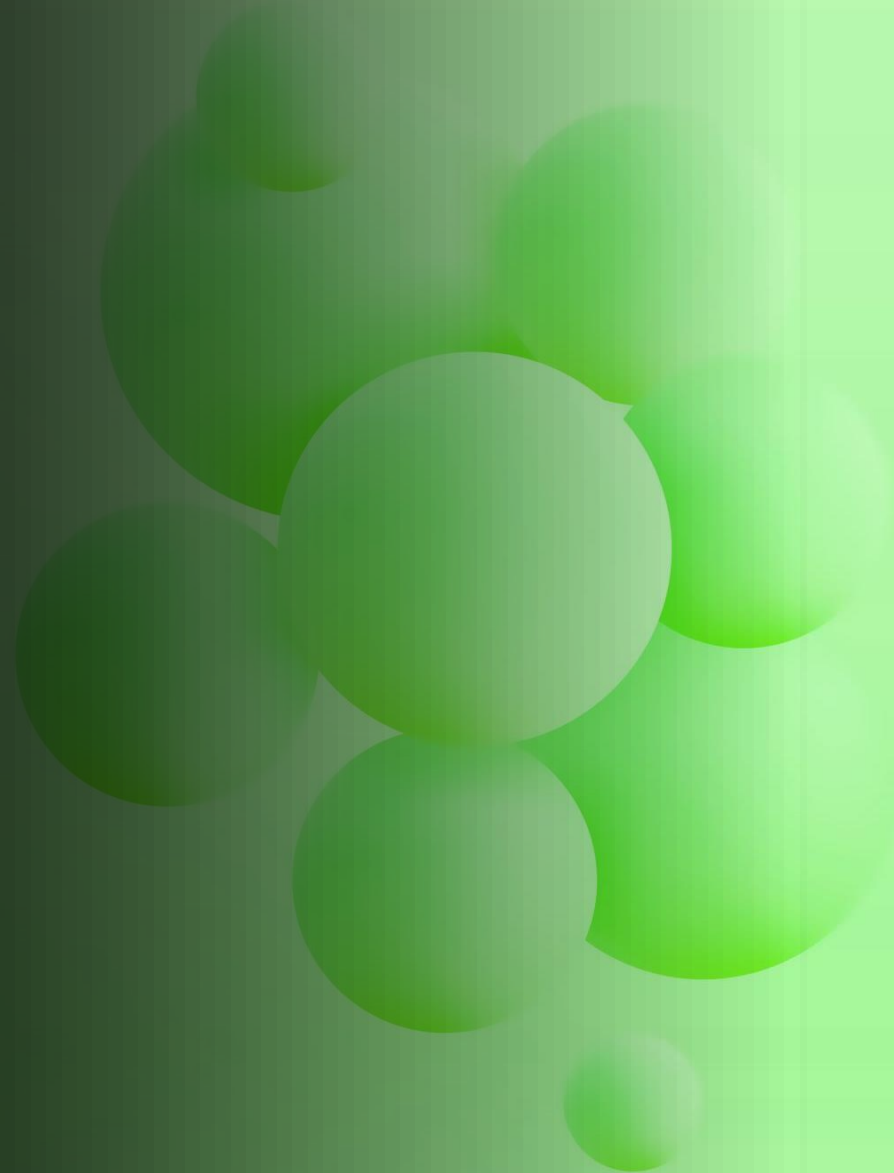
## **Enforce Accountability**

everyone knows what everyone else is working on





How do you use  
Outlook to manage  
your meetings ?





Q & A

