

Meetings, bloody meetings

Making meetings more productive



A Video Arts production
featuring John Cleese, Robert Hardy
and Jeremy Childs.

Meetings, bloody meetings

Making meetings more productive

Published in 2000 by Video Arts Group, trading as Video Arts Limited.

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Titles in this series:

Absence minded: managing absenteeism

An inside job: meeting internal customer needs

Building the perfect team: Belbin's team role theory in action

Can you spare a moment?: counselling skills for managers

Demanding customers: customer care made perfect

Does the team work?: improving effectiveness through teamwork

First among equals: leading a team

Going to a meeting, part 1: messing up a meeting

Going to a meeting, part 2: meeting menaces

How am I doing?: the performance review

How to lose customers without really trying: keeping the customer satisfied

I wasn't prepared for that: overcoming the fear of making presentations

I'd like a word with you: the discipline interview

If looks could kill: the power of behaviour

It's your choice: selection skills for managers

Meetings, bloody meetings: making meetings more productive

More bloody meetings: the people side of meetings

Negotiating - tying the knot: a skill for life

No complaints?: complaints and the customer

Not my type: valuing diversity

On the receiving end: making call centres more effective

Performance matters: the importance of praise

Performance matters: the need for constructive criticism

Performance review: every manager's nightmare

Performance review: every appraisee's dream

Project management: leading a project team

Report writing: the art of writing a good report

Selecting the perfect team: utilising internal and external resources

Sell it to me! parts 1 & 2: essential skills for a salesperson

Straight talking: the art of assertiveness

Talking to the team: how to run a team meeting

Team spirit?: how to be an effective team member

Telephone behaviour: the rules of effective communication

The balance sheet barrier: the basics of business finance

The best of motives, parts 1 & 2: informing and involving

The dreaded appraisal: both sides of the appraisal interview

The grapevine: communicating in a world of change

The helping hand: coaching skills for managers

The paper chase: cutting back on paperwork

The unorganised manager, parts 1 & 2: damnation and salvation

The unorganised manager, part 3: divine intervention

The ultimate change show: managing change

The ultimate stress show: managing stress

Who sold you this, then?: effective after-sales service

You'll soon get the hang of it: the techniques of one-to-one training

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Certificate*

*Copies of these resources are included electronically in the enclosed CD-ROMs to allow you to customise them to your specific requirements and to print the required number of copies from the master for the sole purpose of the training envisaged by the programme, and not for any commercial purpose.

Video-based training from Video Arts

Congratulations on choosing **Meetings, bloody meetings** from Video Arts to help develop the skills in your organisation. Video Arts is recognised as the world leader in video-based training, with over 30 years' experience in staff development. With more than 250 programmes on video, DVD and e-learning/on-line covering all the essential skills of business, you can remain confident that training with Video Arts is the most effective way to improve the skillset of the people within your organisation.



Preparation is a key to running an organised meeting.

Why train?

Train hard, fight easy - Marshal Zhukov

These days, it is difficult for organisations to become successful and stay that way. The pace of change is faster, competition is tougher, customers are more demanding, innovation is more prized, but harder to achieve.

Part of the response has been to create leaner, flatter, more flexible structures, but structures don't run organisations and create success, people do - intelligent people, energetic people, reliable people and, most of all, people with the right mix of up-to-date knowledge and skills.

That means people who are trained, not for a lifetime's work, not just once in a while, but as a central, continuing part of their working lives.

Why use video-based training?

Video is familiar. Television is how most people find out what is going on in the world. It is not surprising that this is a medium they are comfortable to learn from when they are being trained.

Video makes demonstration easy. We can show situations being handled badly. We can contrast that with how to handle them well.

Video is flexible. It can be the cornerstone of a course run for a group by a specialist trainer. It can quickly provide simple, clear lessons for a team whenever it is convenient for them. It can bring interest and enlightenment to a self-study programme.

Video injects realism. It lets us present those being trained with emotional, as well as rational, problems to solve. Ask a group *how would you deal with an angry customer?* and you will get a tidy, textbook answer. Use video to confront them with an angry customer and you will get a much more realistic reaction.

Video provides variety. Different people learn in different ways and none of us has an infinite attention span. Video provides us with a powerful means of injecting variety into our training.

Why use Video Arts' programmes?

Winston Churchill once said that he loved to learn, but hated being taught.

That is the secret of successful training: how to help people who want to learn. We do it by combining:

A storehouse of professional knowledge and expertise, developed over 25 years and drawing on some of the best minds in the business.

The highest possible production values, both in the videos we produce and in the support material that goes with them.

The magic ingredient - humour - which can make a delight of the dullest subject.

Introduction

Few people can say the words '*I've got to go to a meeting*' without a slight sinking feeling. All too often meetings waste our time. They last too long, they have no discernible purpose, we spend ages talking about things that don't matter, we sit silently while others ride their favourite hobby horses, nothing happens as a result of them and when we finally get the minutes they seem to describe a different meeting from the one we were at. No wonder people try to avoid them.

But meetings are an essential part of how organisations work. In fact it is hard to see how they could function without meetings. Decisions have to be taken which need the expertise and agreement of different people. Teams have to apply themselves to solve problems. Individuals whose interests conflict have to resolve their differences for the greater good of the organisation. Despite the existence of modern communications technology, in situations like these there is really no substitute for a meeting. Those concerned have to get together and talk to one another.

What is more, there is an increasing need for effective, efficient meetings. The world in which all organisations operate has become more fluid and a lot less predictable than in the past. The pace of working life is accelerating. We have all got to be faster on our feet, and the routines and systems which once provided us with an organisational autopilot simply don't work as well as they once did. 'Management' increasingly means using our interpersonal skills, often in teams, to get things done. In other words, more and better meetings.

Fortunately, the ability to run and take part in good meetings can be learned. The **Meetings, bloody meetings** programme will help you do so.

Objectives

Those who work their way through the **Meetings, bloody meetings** training programme will be able to:

- Identify specific strengths and weaknesses of their own meetings at work
- Recognise the characteristics of a good meeting
- Learn how to prepare for, structure and control effective meetings
- Devise an action plan to improve their ability to run good meetings

Using Meetings, bloody meetings

- **Dual use.** The programme can be used either as a conventional training course with a small group or for self-study by individuals. The pack contains guidance and appropriate materials for each use
- **Electronic resources.** Most of the support materials, such as OHP-s and the workbooks, are supplied on CD-ROM. This makes it easy for you to customise them to your specific requirements and allows you to print as many copies as you need for group or individual use

The target audience

The programme is designed for everyone who works at any level in an organisation. Though the emphasis of the programme is on those who organise and chair meetings, it also contains important lessons for those who take part in meetings.

The course leader

You do not have to be a professional trainer to lead a group through the programme. Line managers will be able to deliver this course with confidence by using the materials and detailed guidance provided.

Further resources

Other titles available from Video Arts which will help you improve meeting skills in your organisation include:

- **More bloody meetings: the people side of meetings** This is the companion programme to **Meetings, bloody meetings**. It focuses on the people management skills needed to run an effective meeting
- **Talking to the team: how to run a team meeting** This programme demonstrates the importance of keeping teams briefed and shows how to conduct effective team briefings

- **Meetings howlers:** This is one of a series of short, light-hearted video-based programmes, each of which focuses on a key business issue or skill and highlights the mistakes which people can make
- **From 'no' to 'yes': the constructive route to agreement** Persuasion is an art that must be learned by anyone running meetings or trying to influence others if the road to agreement is not to be strewn with acrimony and conflict. This programme demonstrates how to exercise persuasion skills in groups
- **One-hour workout for team meetings: making meetings more productive** This video-based programme from Melrose provides teams with the means to improve their meetings by taking part in an intensive, one-hour session
- **Team player: working together as a team** This Melrose programme is a British remake of a best-selling American video which demonstrates that teams must agree ground rules for their meetings if they are to avoid conflict and reach solutions to complex problems
- **Impact at meetings: the art of persuasion** In this Melrose masterclass, Greville Janner QC shows a group of young managers how to get others to pay attention to what they have to say
- **Building the transnational team: success in the global market** Culture adds another complication to the way people relate to one another at meetings. This Melrose programme illustrates some of the traps that lie in wait for those who take part in meetings with people from different nationalities and cultures
- **The meetings pocketbook:** This is from the hugely successful Management Pocketbooks series

What the pack contains

The Meetings, bloody meetings video

Meetings, bloody meetings is probably the most widely seen management training video of all time. Millions of managers around the world have watched it and absorbed its lessons, and millions more continue to do so on a regular basis.

The video stars John Cleese as the Production Director of a small manufacturing company. He is thoroughly inefficient at chairing meetings. In fact, the only real sleep he gets is at meetings - which he needs because he spends all night catching up on the work he could have done at the office had his meetings been more efficient. One night he dreams he is hauled up before a court for the negligent conduct of meetings.

The judge demonstrates how the techniques, disciplines and logic of running a meeting are very similar to those of conducting a court case. Having seen the evidence of Cleese's last few meetings, the court finds him guilty on five counts: failing to prepare himself, failing to inform others, failing to plan the agenda, failing to control the discussion and failing to record the decisions.

The video is split into five clearly definable stages, each illustrating one of the key points. John Cleese's character sees how the procedures of a court, for all its trappings of ceremony, pomp and circumstance, are built on the same basis of logic and common sense as a properly organised meeting.

Course leader's guide

- An outline of a half-day programme
- How to prepare the programme
- A detailed session plan. This tells the course leader precisely what to do and which resources to use in each session of the programme

Group training workbook

This workbook allows those taking part in a group training course to record the conclusions they reach during the various sessions and the actions they propose to take as a result of the course. The workbook is supplied both in this guide and on CD-ROM.

It also contains a copy of the course objectives and programme and a set of notes which summarise the main points of **Meetings, bloody meetings**.

Self-study workbook

This workbook, which is supplied both in this guide and electronically, contains detailed instructions which enable individuals to work systematically through the programme. Users are prompted to record their answers to questions about what they have seen and to produce an Action plan.

The workbook also contains a set of notes which summarise the main points from **Meetings, bloody meetings**.

Links to NVQs

Both workbooks contain a checklist of material which those who have taken part in the programme should collect, such as examples of communications briefs on specific projects. These will form a portfolio of evidence which they can use to support a claim for competence in elements of NVQs.

Presentation 'slides'/OHPs

These are master copies supplied both in the manual and in Microsoft® PowerPoint® on CD-ROM for printing on to acetate or for use as a computer-driven 'slide' show.

Certificate

The CD-ROM also contains a blank certificate which users can customise and issue to those who have completed the course based on **Meetings, bloody meetings**.

Computer disks

As explained above, the computer disks contain copies of:

- Objectives and programme (Microsoft® Word®)
- Group training workbook (Microsoft® Word®)
- Self-study workbook (Microsoft® Word®)
- Presentation 'slides'/OHPs (Microsoft® PowerPoint®)
- Certificate (Microsoft Word)

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Course leader's guide

Course programme

How to prepare the programme

Session 1 Introduction

Session 2 The trouble with meetings

Session 3 Meetings: the principles

Session 4 Meetings: the details

Session 5 Action plan



video artsTM

Course programme

This is a suggested programme for a half-day course based on *Meetings, bloody meetings*.

You may choose to incorporate additional sessions to cover key points specific to your organisation, or just take elements of the course and run a series of short sessions covering each aspect of ***Meetings, bloody meetings*** individually.

If you would like help in facilitating this course or in adapting it to your specific requirements, call Video Arts Training Services. An experienced training consultant can advise you or, for an agreed fee, design and run a course for you.

Video Arts Training Services can be contacted on:

Video Arts Limited

Tel: 020 7400 4800

email: info@videoarts.co.uk

The programme overleaf is an outline of the course.

Each session is covered in detail later in the Course leader's guide.



Plan on an agenda and then run the meeting.

Session no.	Session content	Approx. timing
Session 1	Introduction <ul style="list-style-type: none">• Welcome and housekeeping• Objectives• Structure of the course	<i>10 mins</i>
Session 2	The trouble with meetings <ul style="list-style-type: none">• Video excerpt• Discussion	<i>40 mins</i>
Session 3	Meetings: the principles <ul style="list-style-type: none">• Discussion• Video excerpt• Discussion	<i>65 mins</i>
Break		<i>15 mins</i>
Session 4	Meetings: the detail <ul style="list-style-type: none">• Discussion• Discussion and exercise• Discussion	<i>80 mins</i>
Session 5	Action plan <ul style="list-style-type: none">• Video excerpt• Action plans• Course summary	<i>20 mins</i>
Total:		<i>3 hours 50 mins (including break)</i>

How to prepare the programme

The video

Watch **Meetings, bloody meetings** and familiarise yourself with the characters, the lessons and significant parts of the dialogue.

The key lessons from the programme are:

Plan

- Decide whether a meeting is needed
- Think through the objectives of the meeting in advance

Inform

- Decide who should attend
- Tell those attending the meeting what is to be discussed and why
- Make sure they know what the meeting is intended to achieve
- Decide and obtain the information needed for the meeting

Prepare

- Arrange the agenda in a logical order
- Allot the correct amount of time for each subject
- Distinguish between urgent and important items and don't let the former take up too much time

Structure and control

- Structure discussions so that evidence comes before interpretation and interpretation before decisions
- Keep the stages separate
- Stop people jumping to the next stage or going back over old ground
- Summarise and record

Summarise and record decisions and action points

The session plans

Read the detailed instructions for each session so that you are clear what to do at each stage in the programme.

Note that the programme suggests that you use **Meetings, bloody meetings** in sections. The introduction by the scriptwriter, Sir Antony Jay, is in Session 2, the main body of the video in Session 3 and John Cleese's summary in Session 5.

Think about examples from your own experience of meetings, good and bad, to supplement those from the video.

Material for the participants

- You will need a copy of the Group training workbook for each participant

Handouts and presentation 'slides'/OHPs

The enclosed CD-ROM contains all the handouts and OHPs referred to in this manual.

They are supplied in Microsoft® Word® and PowerPoint® (Microsoft®, Word® and Power Point® are trademarks of Microsoft Corporation). You may customise these materials for your own requirements, if you choose to do so, without infringing the copyright restrictions relating to this programme.

Self-study workbook

The CD-ROM also contains a self-study workbook. Individual users can either print out a copy of the workbook for themselves or save the file to the hard drive of their computer and work through the course on screen.

Equipment

You will need:

- a VCR and TV monitor; a DVD player and TV monitor; a computer with a DVD drive
- an overhead or LCD projector and screen
- a flipchart or white board

Room layout

All participants must be comfortably seated, able to hear you and to see you, the screen and the flipchart clearly. A U-shaped layout is ideal for groups of about a dozen people. If you have to run this course for larger groups than this, try to sit them at separate tables. This will encourage discussion and contribution.

If possible the training room should have:

- plain walls
- a high ceiling
- some natural light
- blackout facilities
- an adequate supply of sockets
- adjacent rooms for group work
- coffee/tea/lunch facilities

Joining instructions

Send out joining instructions to participants two to three weeks before the course. These should:

- Tell them where and when the course will take place, plus the start and finish times
- Include a copy of the course objectives and programme. There is a master of this on one of the disks
- Ask participants to think about the strengths and weaknesses of meetings in their organisation
- Ask them to identify what they specifically want to get from the programme

Session 1: Introduction

10 mins

Welcome and housekeeping

- Welcome everyone
- Ask everyone to introduce themselves (if appropriate)
- Explain any housekeeping details (eg timing, catering, fire procedures)

Objectives

Use OHP-1 to summarise the course objectives. **OHP-1**

- Identify specific strengths and weaknesses of their own meetings at work
- Recognise the characteristics of a good meeting
- Learn how to prepare for, structure and control effective meetings
- Devise an Action plan to improve their ability to run good meetings

Structure of the course

- Give out the Group training workbooks. Ask participants to write their own specific objectives for the course in the box provided on page GTW-3.

Workbooks

- Use OHP-2 to remind them of the outline programme. (The objectives and programme are reproduced in the workbook.) **OHP-2**

Session 2: The trouble with meetings

40 mins

Video excerpt

10 mins

- Play Sir Antony Jay's short introduction to **Meetings, bloody meetings.**
Video
- Spend a few minutes discussing with the group what he had to say
- Use OHP-3 to summarise the points he makes about the problems with meetings. **OHP-3**
 - In a survey, 1,000 US executives said that, on average, one-third of their time at meetings was wasted
 - The more senior they were, the more meetings they went to
 - The most senior averaged 17 hours per week at meetings
 - People who are bad at running meetings are rarely conscious of their mistakes and so they do not learn from experience
 - Those who attend badly chaired meetings tend to copy the bad habits they are accustomed to when it is their turn

Discussion

30 mins

- Divide the group into pairs. Ask them to spend ten minutes identifying what they regard as the strengths and the weaknesses of meetings they attend at work. There is space in their workbooks to record their conclusions.
Workbooks
- The group may have identified some of the following weaknesses. (The strengths are usually the opposite of these.)
 - Poor (or no) preparation by the person in the chair
 - Poor (or no) preparation by the others at the meeting
 - Poor paperwork
 - Inadequate notice
 - Starting late
 - People who ramble
 - People who have whispered conversations on the side
 - People who answer their mobile phones or, worse, make calls in the middle of meetings
 - Running out of time
 - No actions agreed
 - Agreed actions from previous meetings not carried out
- Use OHP-3 to remind the group about the points which Sir Antony Jay made about the importance of meetings. **OHP-4**
 - 80% of the executives in the survey said that chairing meetings was a key part of their job and being able to do it well improved their promotion prospects
 - Meetings are an opportunity for the team leader to act and be seen as the leader
 - Meetings are an essential opportunity for building team cohesion
 - As organisations become more flexible there will be more meetings and more temporary teams, so meeting skills are becoming more important

Session 3: Meetings; the principles

65 mins

Discussion

15 mins

- Divide the group into pairs. Ask them to spend five minutes identifying all the possible purposes for meetings (for example, to make decisions). There is space on Page GTW-5 of their workbooks to record their conclusions.

Workbooks

- Possible answers to highlight in the discussion that follows include:
 - Solve problems
 - Pass and collect information
 - Resolve conflict
 - Conduct post-mortems
 - Co-ordinate the work of individuals and departments
 - Plan
 - Get and give help
 - Achieve goals which are beyond the capability of individuals
 - Meet the social needs of the team
 - As a training/development activity for a particular individual

Video

30 mins

- Explain that you are going to show all of the video, with the exception of the summary, without interruption
- Ask the group to make a note of interesting points as they watch.

Workbooks

- Play the video up to the point at which the judge asks John Cleese to summarise. **Video**

Discussion

20 mins

- Divide the group into pairs. Ask them to spend five minutes comparing and summarising their conclusions
- Lead a discussion of their suggestions. Points to stress include:
 - Tim (John Cleese's character) doesn't plan. He:
 - fails to arrive on time
 - has not produced an agenda
 - has no clear idea of why the meeting is needed. It is just 'the weekly meeting'
 - tries to justify the waste of his team's time by referring to two issues which could both have been dealt with on the phone
 - ends the meeting in the same disorganised, inconclusive way he began it

- He does not inform the team. He does not:
 - explain what each item means
 - tell the team what the discussion of each item is intended to achieve. (Howard says: *"I thought we were just reviewing it!"*)
 - make it plain what information they are expected to bring. He does not even bring the correct information himself
 - make sure that the right people attend
- Even when he has an agenda, he does not prepare correctly. His agenda:
 - has no proper timescale, so that the team spend 45 minutes on an urgent item, which eats into the time needed for the important items
 - is in the wrong order, so that the discussion has to go back to the beginning again
- He fails to structure and control the discussion. In the discussion about discipline:
 - everyone talks at once
 - there is a disorganised mixture of opinions, facts and ideas
 - people introduce red herrings and irrelevancies (*"...another Jones case"*)
 - Marcus is allowed to dominate the conversation
- He had not made sure that the previous meeting was summarised and recorded, with the result that:
 - nobody could remember precisely what had been decided
 - there was an inconclusive argument about who was responsible for actions which should have been taken but, inevitably, had not been
- Use OHP-5 to summarise the five main points from **Meetings, bloody meetings. OHP-5**
 - Plan
 - Inform
 - Prepare
 - Structure and Control
 - Summarise and Record
- Explain that you will go through these in detail in the next session

Session 4: Meetings: the details

80 mins

Discussion: Plan and inform

10 mins

- Remind the group of the discussion they had at the beginning of the previous Session about the purpose of meetings
- Use OHP-6 to stress the importance of making sure that: **OHP-6**
 - The meeting is necessary. It is very frustrating to turn up at a meeting and then discover that the issues could have been settled with a couple of phone calls
 - The right people have been invited. It is permissible to invite one or two individuals for their personal development, but everybody else must have the appropriate knowledge and authority to allow them to contribute
 - Those attending know what will be discussed and why
 - They know what the meeting is intended to achieve

- Remind the group that agendas are not just shopping lists. As the judge says: *“An agenda’s not just a chairman’s crib card. It’s a brief for all the others to work from. It’s got to define the direction and the area of the discussion and its end purpose.”*

Discussion and exercise: Preparation

50 mins

- Use OHP-7 to remind the group that agendas must: **OHP-7**
 - Provide sufficient detail
 - Be in a logical order
 - Allocate appropriate time slots for each item. It is particularly important to distinguish between items that are urgent and items that are important
 - The former should not be allowed to eat into the time needed for proper discussion of the latter
- Divide the group into threes. Explain that the exercise they are about to do is all about agendas. Starting on page GTW-7 in their workbooks they will find a series of papers relating to a meeting due to take place soon in a fictional company. Their task is to use this information to prepare an agenda
- Ask them to put their suggested agenda on a sheet of flipchart paper, so that you can all compare the various efforts
- Once the groups have finished, display their flipcharts on the wall and explore:
 - The extent to which they all meet the three criteria of an effective agenda (detail; logic; timescales)
 - The reasoning behind the approach which each small group has taken
 - The reasons for differences between the agendas which each small group has produced
- A specimen answer is on the next page.
Note: it is for your guidance only. It is very important not to give the small groups the impression that you have the one and only right answer

Suggested agenda

Portrad Financial Services International

To: George Davis **Accounts manager**
Helen Green **Data processing manager**
Harry Conway **Market research manager**
Dilip Patel **Corporate planning manager**
Tessa Blake **Manager, legal services**
Ian McCrae **Tele-sales manager**
Bronwyn Jones **Briefing co-ordinator**

From: Human resources manager

**Agenda for HR meeting,
22 April, Board room, 2-4 pm**

Note: **Change of venue.** Our normal conference room is being redecorated.

Item 1: **Fire alarm practice.** Reminder that alarms sound at 2.30.
5 mins

Item 2: **Minutes of the last meeting.** Discussion of any matters outstanding.
15 mins (Minutes attached)

Item 3: **New ovens.** For information. Catering arrangements during installation of
5 mins new ovens in canteen.

Item 4: **Team briefing.** Report by Bronwyn Jones on our experiences so far, based
30 mins on March and April Briefs. (Short report from Bronwyn will be circulated after April briefing.) Discussion of problems encountered in different departments. Discussion of suitability of core brief. Take decision on improvements to be made before next briefing.

Item 5: **Appraisal.** Chair to report on perceived shortcomings with present
40 mins appraisal scheme. Contributions from each group member on strengths and weaknesses from their department's point of view. Helen to raise her departments's dissatisfaction with response to training requests on appraisal forms. Agree next steps.

Item 6: **People working late.** There has been a minor incident, picked up by a night
15 mins security guard, of people working late ignoring regulations about access to data processing (see attached letter). Discussion of whether we have a problem. Agree next steps, if any.

Item 7: **Any other business.** Date of next meeting.
10 mins

- The emphasis on preparation in **Meetings, bloody meetings** is on the role of the person in the chair. Ask the group what preparation they think the others at the meeting should do
- Points to stress in this discussion are:
 - Their objectives: what they want to get out of the meeting
 - Their contribution: what they will put into the meeting
 - Questions: what they want to find out at the meeting
 - Homework: read the papers they are sent, even if this is only a half page, hand-written agenda
 - Action: if this is a regular meeting, make sure they have done what they said they would do at the end of the previous one
 - Authority: if the agenda indicates that decisions will be taken, make sure they have the authority to commit themselves or their colleagues who will not be attending to whatever is decided
 - Consultation: do they need to talk to anyone else before the meeting? It may be that they need information from other people and there will also be occasions when a little lobbying may be wise!
- Tell the group that if they are unable to carry out aspects of this preparation because they haven't been given sufficient information, they should ask for it. They mustn't simply turn up and hope for the best

Discussion: Structure and control; summarise and record

20 mins

- Remind the group about the excerpt from John Cleese's production meeting which showed the discussion about discipline
- The judge said about this: *"That wasn't a discussion. That was group therapy. A discussion's got a structure - just like we have in this court"*
- Ask the group what, specifically, he meant
- Use OHP-8 to summarise this discussion. Structuring and controlling a discussion involves: **OHP-8**
 - Making sure that evidence comes before interpretation and interpretation before decisions
 - Keeping the stages separate
 - Stopping people jumping to the next stage or going back over old ground
- Use OHP-9 to remind the group about the importance of the final stage in a good meeting: Summarising and Recording. **OHP-9**
 - Summarising is a very important part of the role of the person in the chair
 - Each topic should be summarised
 - Summarising helps to keep control. It allows the person in the chair to keep the topics separate from one another and to pull discussions back on track when they start to ramble
 - Summarising makes minute-taking easy, since the summary is the minute
 - Someone other than the person in the chair should keep the minutes of the meeting as it is very hard to do both jobs properly
- Find out from the group how minute-taking is organised in their meetings. Discuss any improvements they think are necessary

Session 5: Action plan

20 mins

Video finish

5 mins

- Play the final, short summary to **Meetings, bloody meetings. Video**
- Use OHP-5 to summarise the five main points from the video. **OHP-5**
 - Plan
 - Inform
 - Prepare
 - Structure and Control
 - Summarise and Record

Action plans

10 mins

- Ask the group to spend five minutes completing the Action plan section on page GTW-14 of their workbooks. **Workbooks**
- Ask for some examples of how those who have taken part intend to improve their meeting skills
- Ask for and answer any final questions

Course summary

5 mins

- Use OHP-1 to remind the group of the objectives which the course has addressed. **OHP-1**
- Thank the group for their participation and bring the course to a close