

Not Another Meeting! How to Conduct Effective Team Meetings

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Objectives

- Evaluate the state of your current meeting practices
- Identify opportunities to apply evidence-based best practices to your meetings
- Communicate the need for a change in meeting culture in your organization

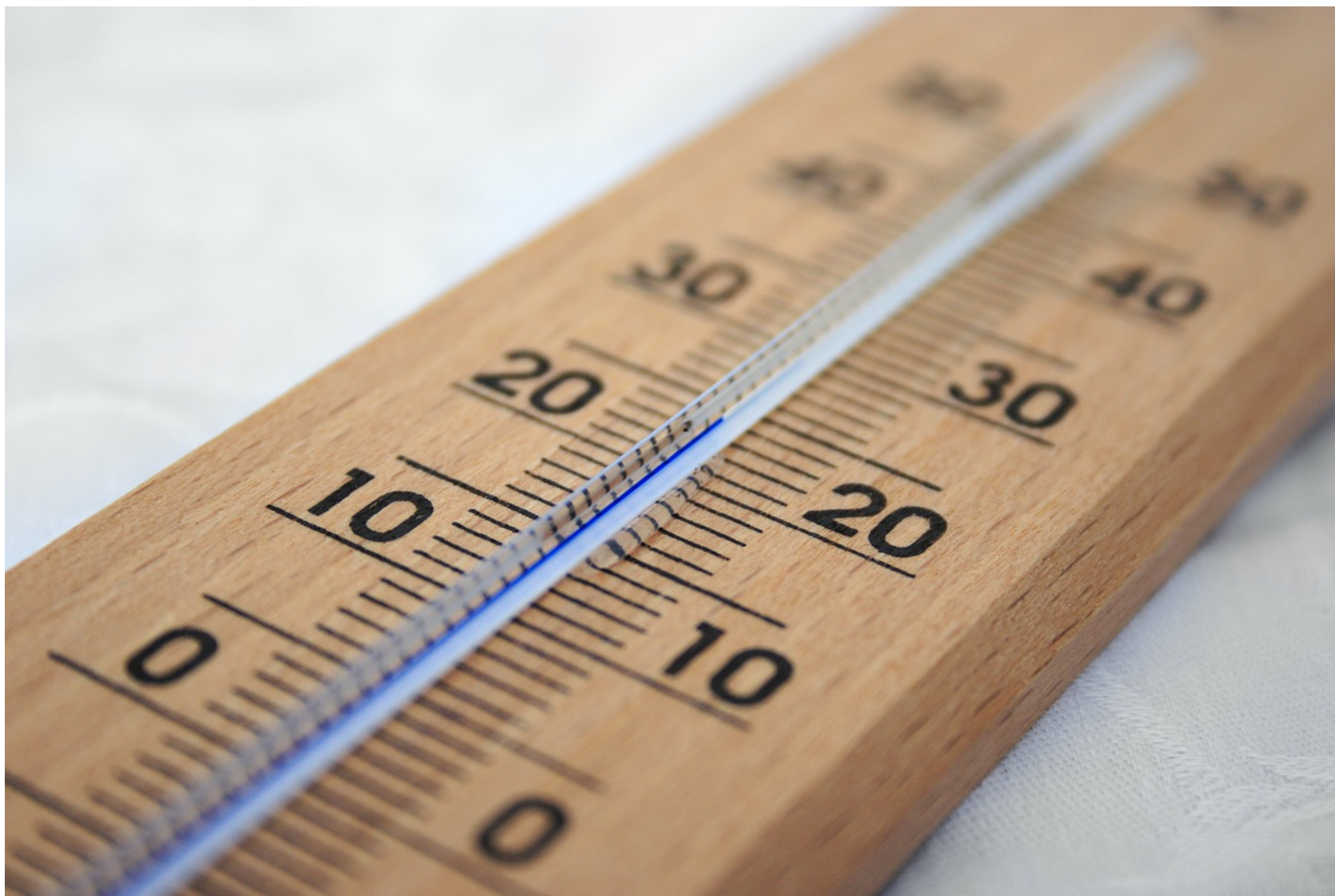


If you had to identify, in one word, the reason why the human race has not achieved, and never will achieve, its full potential, that word would be “meetings.”

- Dave Barry, American humorist (quoted in Fotsch & Case, 2016)





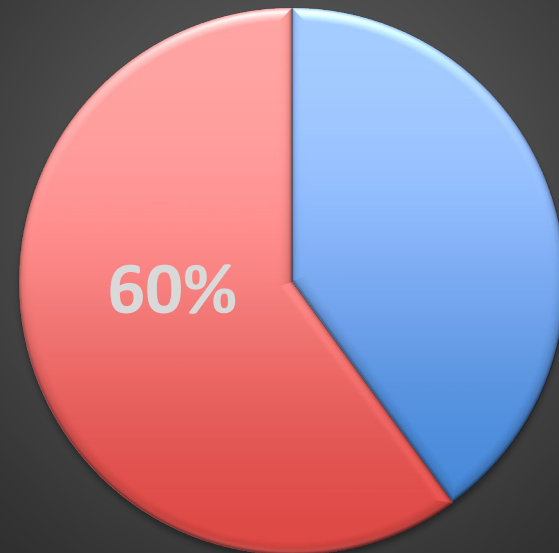


Over 50 million
meetings in the US
each day



More than
half are rated
as “poor”

Percent of Time Managers Spend in Meetings Each Week



Primary purposes of meetings



Problem solving and
decision making



Information sharing



Strategy



Implementation



Debriefing and
learning



What more commonly occurs



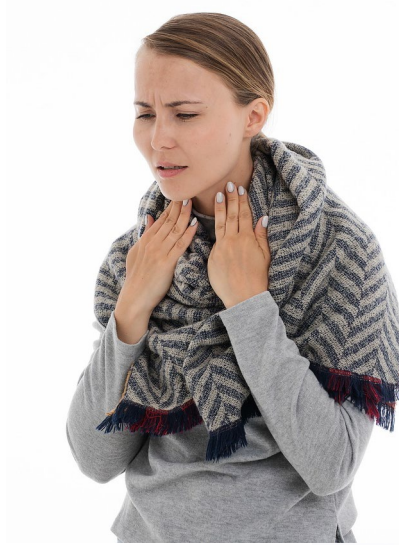
What more commonly occurs



Mroz, J. E., Allen, J. A., Verhoeven, D. C., & Shuffler, M. L. (2018). Do we really need another meeting? The science of workplace meetings. *Current Directions in Psychological Science*, 27(6), 484-491. <https://doi.org/10.1177/0963721418776307>



Common problem, symptoms vary



Applications of meeting science



Design and
Preparation



Responsibilities
of Leader and
Attendees



Follow-up and
Impact



Where do your meetings stand?



Before: Design and preparation



Is the
meeting
necessary?



Set clear
goals and
outcomes



Schedule
meeting
length
appropriate
for goals



Before: Design and preparation



Prepare an agenda and send out in advance

Invite only those whose knowledge, expertise is needed

Review the agenda prior to the meeting and prepare accordingly

Ensure technology supports meeting goals and works prior to start of meeting



During: Leader and attendee responsibilities

Start on
time



Arrive
on time



Follow
the
agenda



Take
minutes

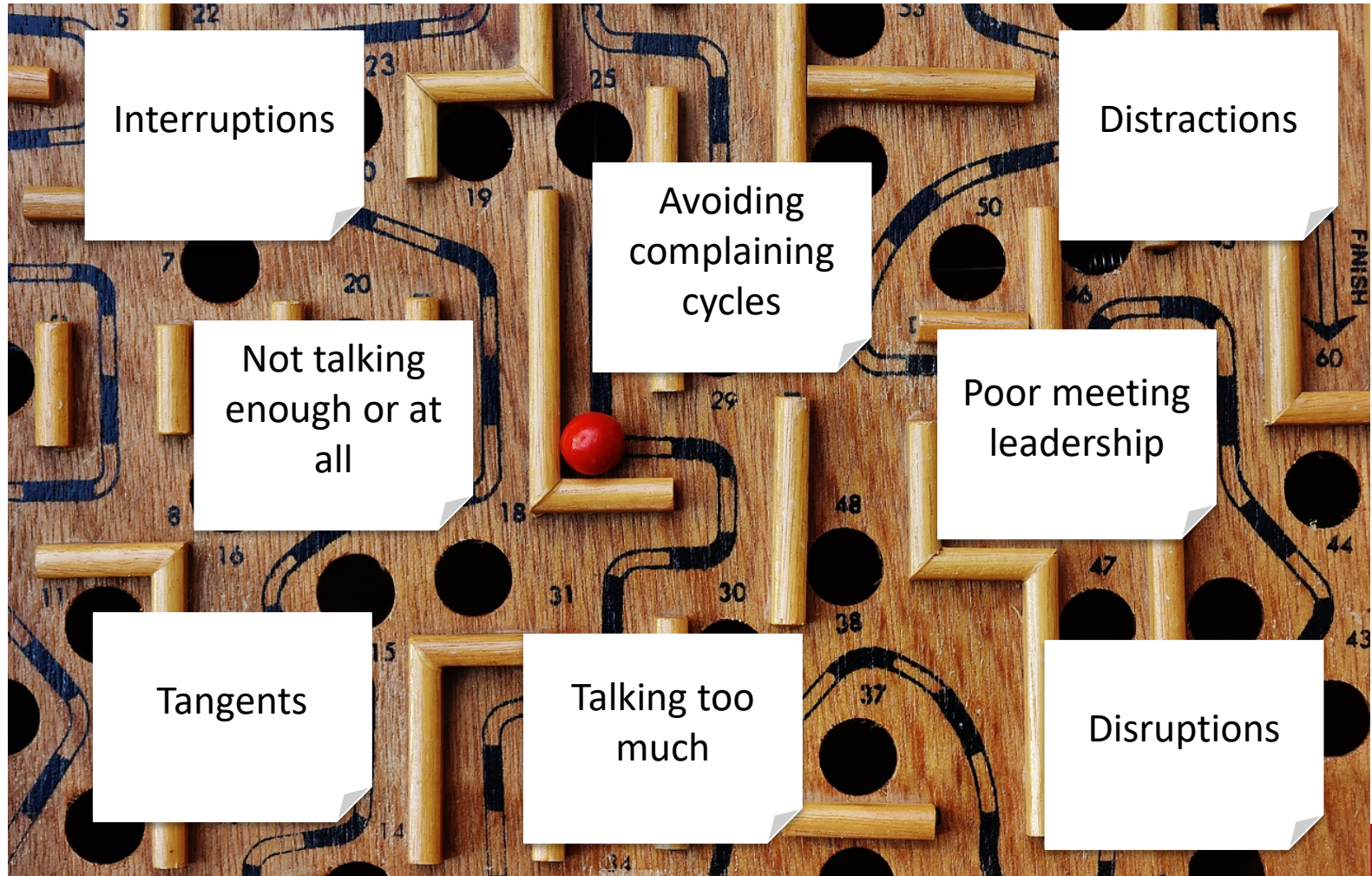


During: Leader and attendee responsibilities



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During: Managing interpersonal interactions



During: Managing interpersonal interactions with procedural statements

Talking too much

“Thank you for your input. I’m going to ask others to share their thoughts, and then I’ll come back to you, OK?” ... “was there something else you wanted to add?”

Tangents

“Thank you for sharing that idea. I’ll add this to the ‘other business’ section of our agenda and we will revisit it at that time. As we were saying, in relation to [item on the agenda]...”

Poor meeting leadership

“It would be helpful to know what kind of input you’re looking for here, and how we’ll know if you have what you need.”

After: Follow-up and impact



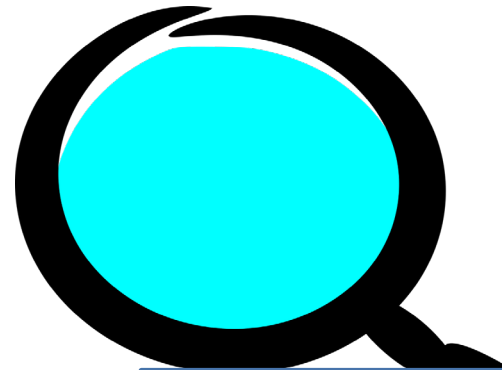
Send meeting minutes,
action items after meeting



Take action between
meetings



Assess meeting quality and
satisfaction



Leaders examine necessity,
value of meetings

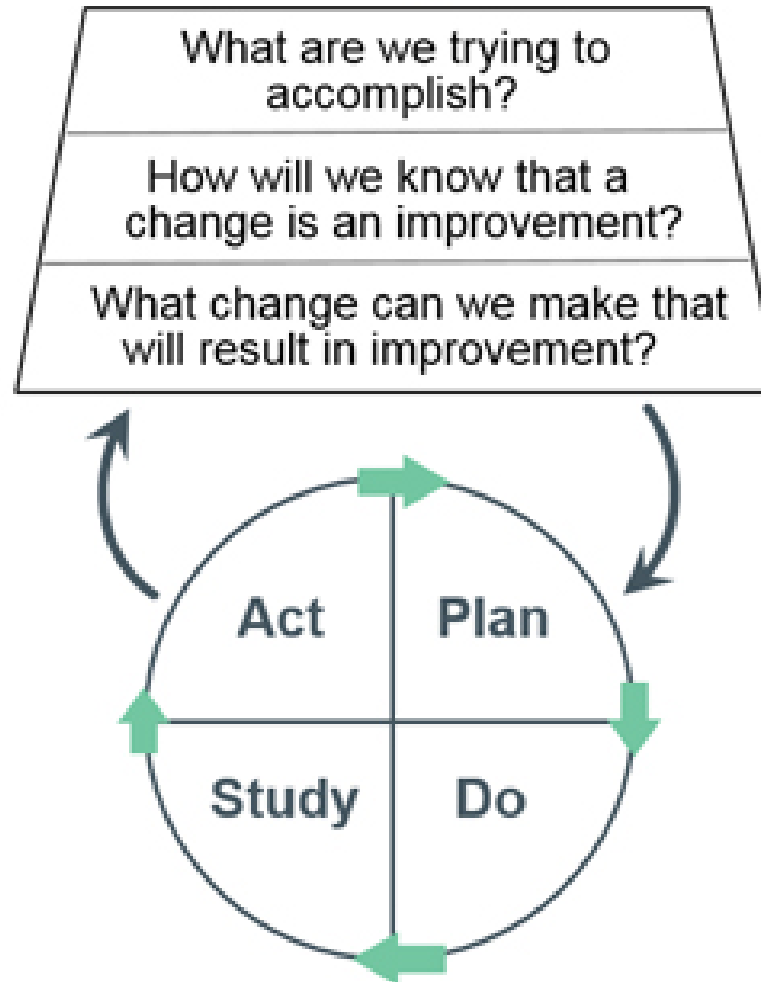


Changing meeting culture



Quality improvement for...meetings? Yes, for meetings!

Model for Improvement







UNIVERSITY OF
Nebraska
Medical Center