



WAYNE STATE UNIVERSITY

Time Management and Meetings

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Today's Objectives

- Identify activities, processes, behaviors, that impede progress on projects with a particular focus on meetings
- Describe the necessary elements of successful meetings
- Outline a meeting agenda focused on outcomes



Meetings

Two or more people come together to

- Coordinate
- Communicate
- Problem-solve
- Monitor



Time Management is

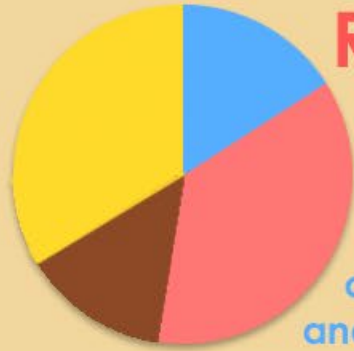
- A set of interrelated and overlapping skills that are both behavioral and cognitive in nature
- Mastery of one skill can improve performance in another skill



TIME MANAGEMENT TIPS



PRIORITY MATRIX



RECORD

YOUR CURRENT SCHEDULE

Figure out how you're currently using your time and what to improve.

30 minutes

at the start of each day for planning

Make a to-do list and schedule your day.



DELEGATE SOME WORK

If you don't have to do everything by yourself, then don't! Figure out what other people can help you with.



BATCH SIMILAR TASKS

Cut down on time you waste transitioning between tasks by doing similar things at the same time. (like replying to e-mails)



USE "WAITING" TIME EFFECTIVELY

When you're doing things like riding public transit or sitting in a waiting room, use that time productively.



TURN TASKS INTO HABITS

Make things easier by turning work tasks into a regular routine



IGNORE phone calls and e-mails

Unless it's an emergency, leave your replies for later. Don't let yourself be needlessly interrupted.



MINIMIZE meeting times

More work gets done outside of meetings than in them.



BLOCK out social media

Reduce distractions. Don't open up social media until your work is done.

Essential Time Management Skills

- Goal Setting
- Prioritization
- Self-Awareness
- Self-Motivation
- Focus
- Planning
- Decision making
- Communication
- Delegating/Outsourcing
- Working well with others
- Coping Skills
- Stress Management
- Record Keeping
- Organization/filing/retrieving
- Patience



Goal Setting

- What are the goal(s) of the group and the meeting?
- How is your **available time** being used to serve those goals?



Prioritization

- Two part process
 1. Eliminate tasks you should NOT be doing
 2. Spending time and resources on the most valuable work



Meetings

- 55 million meetings a day in the US
- Cost 1.4 T or 8.2% of the GDP (US, 2014)
- Underestimated cost does not account for facilities, supplies, attendees salaries, etc.



Meeting Quality Assessment

Adapted tool to promote table conversation about the value that YOU can add to **future** meetings.

Calculate the percentage of time negative things were happening or present in meetings you have attended over the last month.

Calculations represent *wasted meeting investment*

<https://www.stevenrogelberg.com/meeting-quality-assessment-tool>



MEETING DESIGN		% of Time This Occured
1.	Goals of the meeting were not clearly defined.	
2.	Attendees did not provide input for the agenda.	
3.	No agenda was provided to attendees in advance of the meeting.	
4.	Necessary materials were not distributed in advance of the meeting.	
5.	Not all relevant persons were invited or present at the meeting.	
6.	Too many individuals were invited to the meeting.	
7.	Persons not needed, given the meeting goals, were present at the meeting.	
8.	The meeting room and technology were not conducive to a quality conversation.	
Total, combined percentages of these eight items		%
Average percentage of these eight items (divide total by 8)		%



Meeting Design Recommendations

- Pre-meeting activities that must be completed before meetings
 - **Prioritize** the agenda items
 - Timely delivery of materials and agenda ahead of time (2-3 days before)
 - Facilities and supplies that are appropriate for the meeting goals, audience, and access
 - Gather input prior to meeting
 - Only meet when necessary
 - Invite the necessary people



TM for Meeting Design

- **Delegating** tasks to support activities
- Proactive **planning** of activities
- Outlook reminders and tasks
- **Communicating** next steps
- **Working well with others**
- **Organizing and filing**



THE MEETING ITSELF: TIME DYNAMICS		% of Time This Occured
1.	The meeting started late.	
2.	Attendees came late to the meeting.	
3.	Attendees did not come to the meeting prepared.	
4.	The meeting leader did not come prepared.	
5.	The time allotted to the meeting was more time than was actually needed.	
6.	Time was not used effectively in the meeting.	
7.	The meeting felt rushed.	
8.	The meeting ended late.	
9.	The meeting was not really necessary.	
Total, combined percentages of these nine items		%
Average percentage of these nine items (divide total by 9)		%



Meeting Time Dynamics Recommendations

- Consider shortening meetings
 - Hour long meetings to 50 minutes
 - 30 minute to 25
- Parkinson's Law “work expands to whatever time is allotted”



TM for Meeting Time Dynamics

- Begin and end meetings on time
- Check in on people as they enter the room
- **Schedule** bio breaks for meetings past an hour
- **Plan** review time a few days before the meeting
- Use mindfulness techniques to create a **focus** at the start of the meeting



THE MEETING ITSELF: INTERPERSONAL DYNAMICS		% of Time This Occured
1.	The diverse perspectives of attendees were not taken into consideration.	
2.	Attendees did not seem to really listen to one another.	
3.	Some attendees dominated the meeting at the expense of others.	
4.	Disagreements among attendees were counterproductive.	
5.	Attendees did not treat each other with respect.	
6.	Attendees did a lot of complaining.	
7.	Attendees were not open to new ideas or thinking.	
Total, combined percentages of these seven items		%
Average percentage of these eight items (divide total by 7)		%



Meeting Interpersonal Dynamics Recommendations

- **Delegate** roles to attendees
- Lead meetings with questions
- Assign participation randomly
- Use technology to allow attendees to contribute and react in real time
- Use icebreakers
- **Offer appreciation**



TM for Meeting Interpersonal Dynamics

- **Communicate** to select participants ahead of time about roles or facilitations opportunities
- **Anticipate** setbacks and obstacles and **plan** for alternative solutions



THE MEETING ITSELF: DISCUSSION DYNAMICS

% of Time
This
Occured

1.	Attendees seemed to hold back their candid thoughts.	
2.	Attendees were not encouraged to participate.	
3.	Attendees rambled on and thus did not move the discussion forward.	
4.	Discussion strayed into irrelevant topics.	
5.	Distracting side conversations occurred among small groups of attendees.	
6.	Attendees multitasked during the meeting (e.g., were on their phones).	
7.	Meeting attendees were not engaged in the meeting.	
8.	Critical and thoughtful decision-making did not occur.	
Total, combined percentages of these eight items		%
Average percentage of these eight items (divide total by 8)		%



Meeting Discussion Dynamics Recommendations

- Encourage active participation
- Use humor
- Provide support for the use of fidgeting and space making
- Elicit input from those who may feel overshadowed
- Encourage attendees to offer alternative perspectives
- Recognize the contribution of others
- Gather input throughout the meeting
- Redirect conversations that are off-topic



TM for Meeting Discussion Dynamics

- **Review** rsvp to see who is expected to attend each meeting
- Consider providing information in multiple formats
- **Plan** for meeting free times for “drop-ins” and “drop-bys”
- **Identify and enforce** appropriate meeting size



Post Mortem

POST-MEETING		% of Time This Occured
1.	When the meeting ended, it was not clear what the action items were and who was responsible.	
2.	When we ended, there was no effort to summarize what was resolved and decided on.	
3.	The leader did not follow up on what they were supposed to do.	
4.	Attendees did not follow up on what they were supposed to do.	
5.	No effort was made to evaluate the quality of the meeting.	
Total, combined percentages of these five items		%
Average percentage of these five items (divide total by 5)		%



Post Mortem Recommendations

- Reduce length and frequency of meetings when possible
- Examine alternative meeting formats both live and virtually
- Mandate times/days when meetings are not allowed to encourage uninterrupted work time
- Gather feedback about meeting behavior



TM for Post Mortem

- **Summarize** after the meeting to provide opportunities to reflect and review later
- **End** meetings that have addressed the necessary items
- **End** meetings on time



Meeting Agendas

- Based on the discussion around meetings, what would your ideal agenda look like?

What are the considerations for the

- Beginning
- Middle
- End



Meeting Agenda

- Date
- Time
- Location
- Announcements and Updates
- Icebreakers



Meeting Agenda

Interaction-requiring topics

- Dialogue around coordination of efforts
- Identification and discussion of new opportunities
- Discussion of what is working or not working in a process, procedure, or policy
- Short-term and long term visioning



Meeting Agenda

Flow Matters

- Order is important
- Proximity of items discussed
- Items that need more time for collaboration should go earlier



Meeting Agenda

- Timed or Untimed
- Sharing Responsibilities



References

<https://www.coachingpositiveperformance.com/17-essential-time-management-skills/>

The Surprising Science Of Meetings. Steven G. Rogelberg

