

# Make Meetings Matter

A set of cards to save time and money - and get faster outcomes from meetings.

*If leaders don't lead at meetings - when do they get the time to?*

## Make Meetings Matter

The nature of leaders' work is changing as some management tasks are being undertaken by technology.<sup>1</sup> This has put pressure on the interpersonal role of the leader to achieve results through others; and increased the number of meetings required. Leaders are more time pressured as they juggle expectations from boards and bosses. There is no expectation that things will slow down.

### Why More Meetings Than Time to Lead?

We found that leaders are spending 65%<sup>2</sup> of their time at scheduled meetings, and another 20% of their time being interrupted or at unscheduled short meetings. The leaders observed never finished a task without interruption. This means that their leadership role can only be demonstrated through and at meetings.

Mintzberg<sup>3</sup> in his paradigm shifting work identified three clusters of roles that leaders engage in:

**Interpersonal Roles of Leaders** - giving feedback, motivating and inspiring in small and large group settings). *This means more meetings.*

**Informational Role of Leaders** - broadcasting, relaying and adding value to messages as they're transferred from boards, Ministers and bosses. *This means more meetings.*

**Decision Role of the Leaders** - with the democratisation of information, leaders need to get consensus or buy-in to plans, deliverables, changes, innovations and projects before they're resourced. *This means more meetings.*

Dan Pink's recent findings say that leaders are "Leaders as Movers"<sup>4</sup> influencing, moving and persuading – in non product type selling for about 40% of their time.

### Why the Make Meetings Matter Cards?

Observing hundred of leaders running meetings led us to develop these cards; because we believe that Making Meetings Matter is one of the leadership challenges. Where else but at meetings can a leader demonstrate their leadership? Share the best practice of the leaders we observed and use their astute questions to achieve elegant and fast result.

Use the Make Meetings Matter cards to:

1. Clarify the outcomes and purpose of each meeting
2. Balance the people, task and process of meetings
3. Keep meetings on track and task
4. Test assumptions and challenge the quality of thinking
5. Raise the behavioural bar - Move meetings towards action, while assessing the risks
6. Encourage engagement and listening
7. Align meetings with strategy and values
8. Manage introverted and extraverted preferences
9. Encourage good meeting manners
10. Help everyone reflect on their own behaviours and contributions

### Features of the Make Meetings Matter Cards:

1. The Card Kit comes in a business card sized perspex box with full instructions for use.
2. Each card contains a Powerful Question related to the stages of a meeting (risk management, concluding, producing etc) as well as an inspirational quotation to help you and your team question and think differently.
3. The cards include sections on Planning and Preparing and Starting Meetings;
4. Sections lead the meeting through the Task, People and Processes; Innovation and Testing the Thinking; Risks and Sensitivities; Concluding Communicating and Reflecting to ensure you have the best chance of implementing any decisions.
5. The boxed kit has room for your own questions as well as a place to record the outcomes you achieved and space to record the most successful questions you asked.
6. Make meetings more FUL – Fun, Useful and Learning.

Make a real difference to your leadership impact. Achieve better outcomes by stimulating the thinking, and asking powerful questions.

### For a demonstration of the cards with your team, contact:

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<sup>1</sup>Gratton, L. (2011) Shift - The Future of Work Is Already Here. Harper Collins. UK.

<sup>2</sup>McCann, J. Real Time Observation of 500 Leaders - CEs, General Managers and Third Tier Leaders (in prep).

<sup>3</sup>Mintzberg, H. (2009) Managing, Berrett-Koehler Pub. San Francisco.F

<sup>4</sup>Pink: Dan (2013) To Sell is Human, The surprising truth about persuading, convincing and influencing others. Cannongate Books.