

ICOM 5047: Computer  
Engineering Design

Workshop: Effective Meetings

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# [ Four Disciplines of Execution ]

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- Focus on the wildly important
  - WIG – Wildly Important Goals
- Create a compelling Scoreboard
  - How to measure success
- Translate lofty goals into specific actions
- Hold each other accountable all of the time

# [ The power to focus ]

Number of Goals	2-3	4-10	11-20
Goals achieved with excellence	2-3	1-2	0

# [ Execution Gap ]

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- **Clarity** – not knowing clearly the goals and priorities of the team or organization
- **Commitment** – not buying into the goals
- **Translation** – not knowing what they need to do to help the team or organization achieve its goals
- **Enabling** – not having the proper structure, systems or freedom to do their jobs well
- **Synergy** – not getting along or work together
- **Accountability** – not holding each other accountable

# [ Hold each other accountable ]

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- All the time
- Knowing that others are counting on you raises your level of the commitment
- Maintaining commitment to the goal requires **frequent team engagement** and accountability

# [ Getting commitment to the goal ]

- Scale of commitment



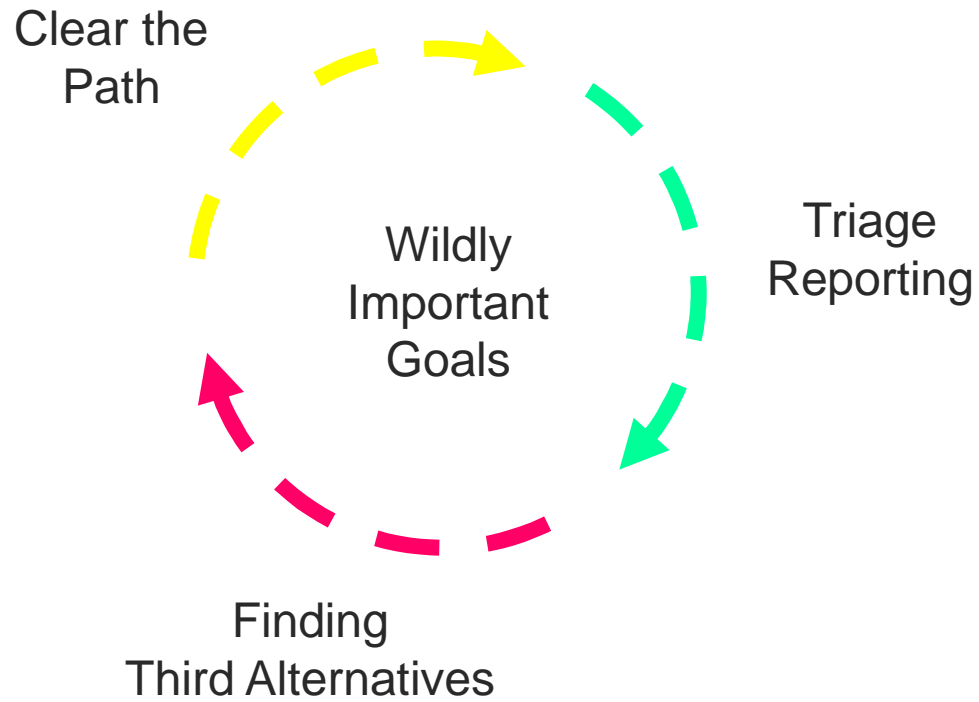
# [ Are your staff meetings effective? ]

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- Which is true?
  - Our meetings revolve around our wildly important goals
  - Meetings are held regularly and often
  - There is clear accountability and follow-through
  - Successes are celebrated
  - People report struggles and failures openly
  - There is robust brainstorming and problem solving
  - People commit to helping each other
  - People leave energized

# [ Staff Meetings ]

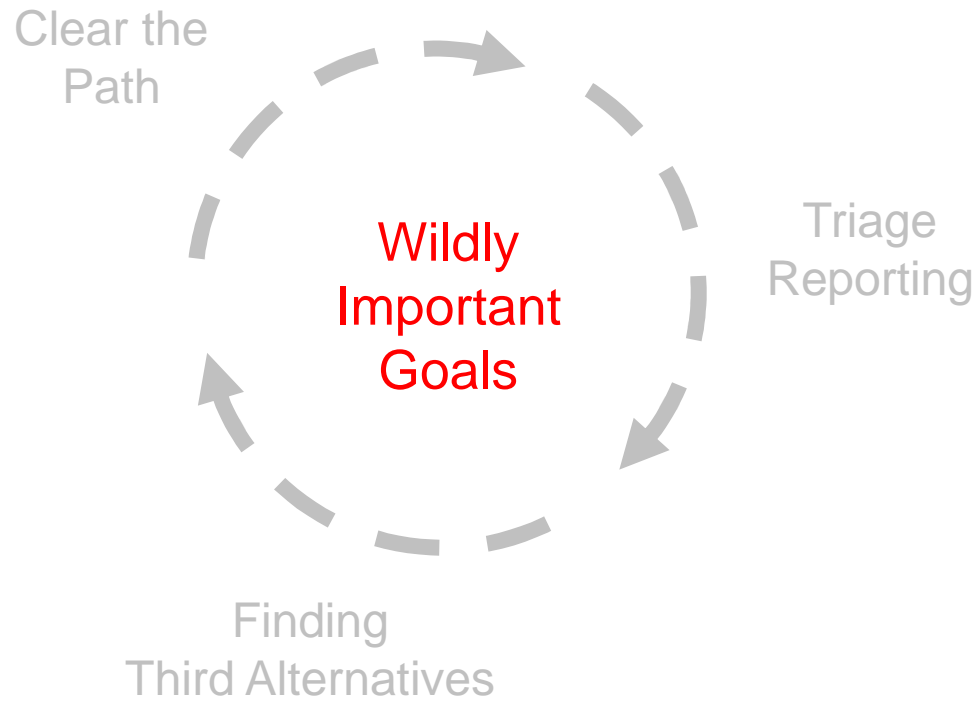
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# [ Staff Meetings ]

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# [ Wildly Important Goals ]

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- Focus intensively on WIGs
  - Not talk about everything under the sun
- Real work gets done
  - Can't wait for this meeting to end so you can get back to work
- For the team
  - Not for the manager

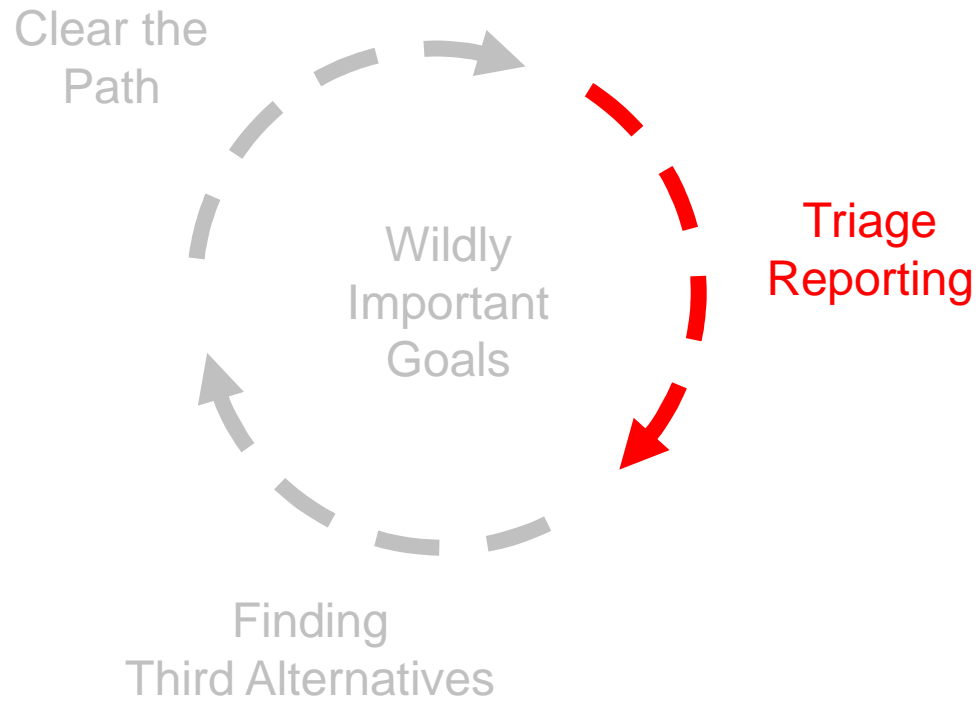
# [ Wildly Important Goals ]

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- Language

- The purpose of this meeting is to move our top goals forward
- Tell me how what we're talking about will help us move the goal forward
- What are the few things we must accomplish in this meeting today to move our wildly important goals forward?

# [ Staff Meetings ]



# [ Triage Reporting ]

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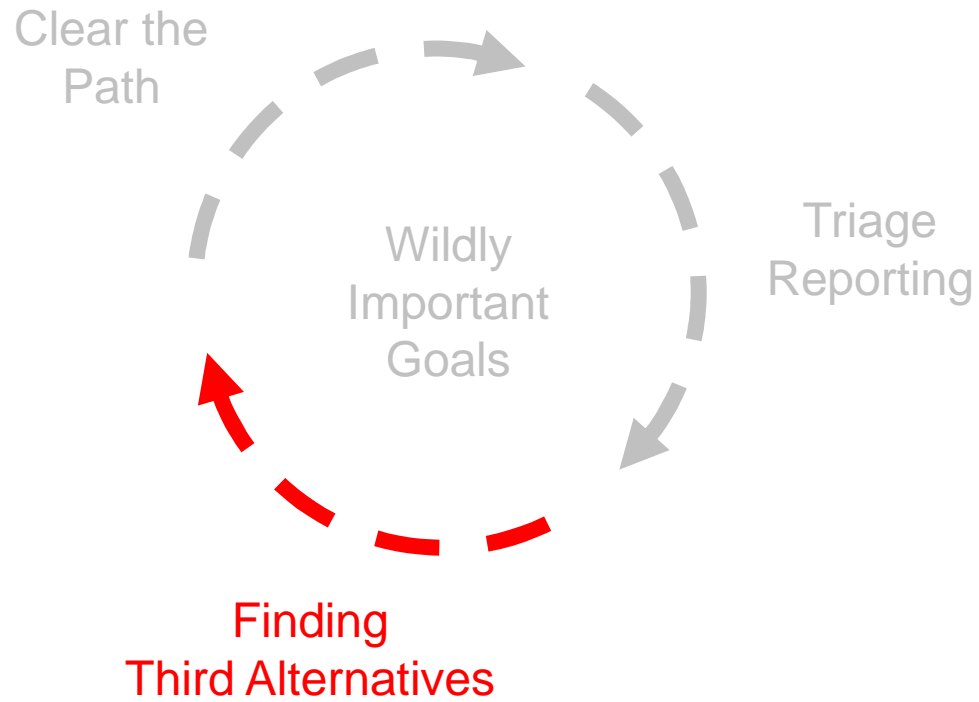
- Quick reporting of vital few issues
  - Not “Death March” around the room where people feel pressure to talk while everyone else checks out
- Reviewing your scoreboard
  - How if no measures of progress
- Follow-up
  - Don't do no follow-up
- Mutual accountability
  - No: Only managers hold people accountable
- People openly report struggles and failures
  - Vs People hide their struggles and failures
- Celebrations of successes
  - Focusing only on problems

# [ Triage reporting ]

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- Let's check out our scoreboard to see how we're doing
- Here are my key results for the week
- What were our successes?
- I ran into some problems, and here's what I am planning to do about them
- I don't have anything I need to share with the entire group
- Thank you. Next?

# [ Staff Meetings ]



# Finding Third Alternatives

- Energetic problem solving
  - Not all talk, no action
- New and better ideas are created  
( $1+1=3$ ,  $1+1=10$ ,  $1+1=100$ ,  $1+1 =$  more)
  - Not no time or environment for creative dialogue
- Wisdom of the group
  - No “the lone genius”



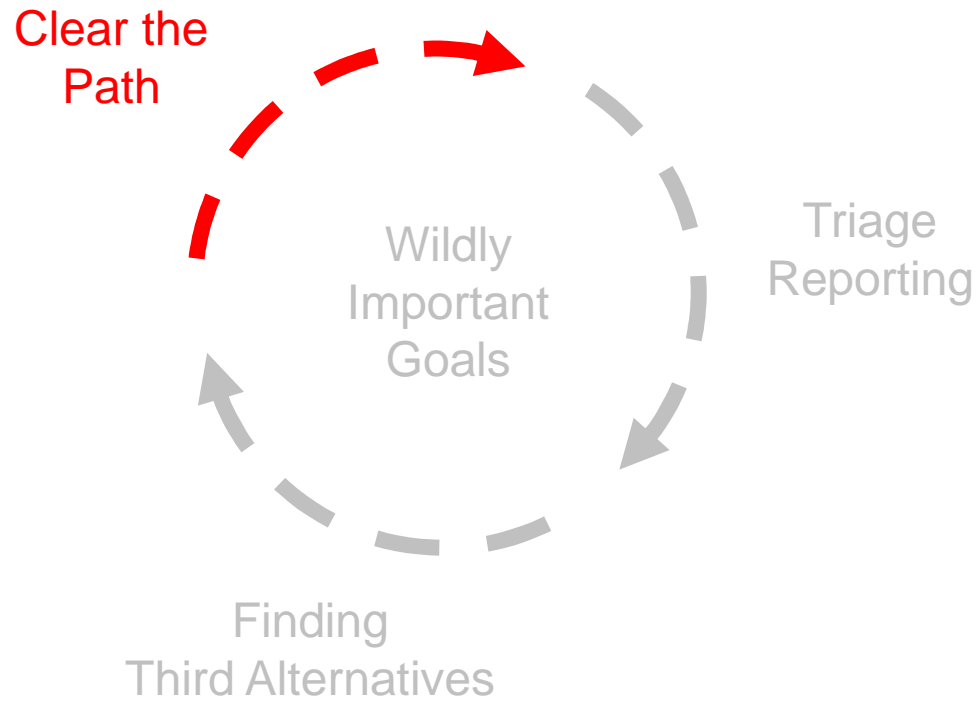
## [ Finding the third alternative ]

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- Let's generate as many ideas as possible and then narrow down our choices
- Can we schedule time over the next few days to get this solved?
- What do we need to get that done?
- I would like to take some time right now to focus on this one issue

# [ Staff Meetings ]

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# [ Clear the path ]

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- A stroke of the pen for me eliminates hours of work for you
  - Getting stuck because barriers you cannot get over by yourself
- We are in this together
  - Not you are on your own
- Admitting you need help and asking for it
  - Not being afraid to admit when you need help

# [ Clearing the path ]

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- How can I clear the path for you?
- I am struggling with this issue and need some help
- I know that person. I will give her a call.
- Who already knows something about this?
- What do you need to get that done?

# [ Meetings ]

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- With whom?
  - Full team
  - Subgroup
  - One on one
- How often?
  - Daily
  - Weekly
  - Monthly
- How and where?
  - Face to face
  - Conference call
  - Email?

# [ Be prepared for a meeting ]

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- Agenda
- Determine your purpose
- Set your goals
- Decide on your methods
- Allocate time
- Who should meet?
- When and where?
- Prepare materials

# [ Conducting the meeting ]

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- Follow the agenda
- Set and maintain appropriate pace
- Share information
- Conduct discussion
- Manage participation
- Get a decision
- Plan action and make assignments

# Closing the meeting and follow up

- Summarize main points, decisions, actions, and assignments
- Sketch agenda for next meeting
- Evaluate meeting
- Write and distribute minutes
  - Minutes should contain date, people involved in the meeting, important points, decisions, who said what