

HIGH

PERFORMANCE

MEETINGS

BASICS DONE WELL - MEETINGS

When we focus on leading great meetings, there's less time wasted and less frustration. We have more time and energy to do the work that matters and fulfil our true potential, as individuals, as a team and as an organisation.

INSIGHT:

The quality of what your team, department or business produces is a direct reflection of the briefings and meetings that you personally deliver.

Poor meetings, lacking in clarity and focus with little attention to time-keeping, always translate into projects delivered late, and below the required standard.

All too predictably, the first things to get dropped when teams are busy or under pressure are team meetings and briefings. Whilst this is a common stress reaction, it is totally counter productive.

The best teams in the world do the exact opposite. They don't just maintain the current meeting schedule when under pressure. They actively increase it.

This ensures that everyone has the most up to date, mission-critical information. It means people are totally clear on the priorities and are ready, willing and able to support their colleagues.

The main difference between great teams and average teams is simply this,

"Great teams focus on doing the basics brilliantly well with ruthless consistency, day in, day out."

Team meetings are one of the mission-critical basics for any team.

"Great leaders do not test for understanding by asking for questions. Great leaders test for understanding by asking questions."

Ben Morton, Founder of Ben Morton Leadership



THE COST OF BAD MEETINGS:

Imagine ten people have a meeting for one hour and the average salary of those attending is £55,000. That meeting will cost around £400.

Now consider the fact that many organisations require a manager to sign-off expenditure or personal expenses in excess of £300, yet we allow anyone to call a meeting! Crazy right?

Bad meetings destroy productivity.

An appropriate number of great meetings, at the right time, accelerate performance exponentially.

WORLD-CLASS MEETINGS



World Class meetings don't just happen. They are planned events.

ACTION:

Use this simple checklist to deliver world-class team meetings and briefings:

PLAN

Meeting Preparation

- Do we have a clear agenda AND are we clear on the goal for each agenda item?
- Have we invited the correct people? Ensure that those that must be there are, and those that don't need to be there aren't.
- Have we given attendees enough information in advance?
- Have we considered the meeting process? I.e. decision making and idea generation strategies.
- Have we taken care of the logistics?
- Will the physical environment enable us to be at our best? If not, what must we do in order to access a peak-performance state?
- Have we given ourselves and our team sufficient time between meetings?

DO

Conduct the Meeting

- Have we allocated "check-in" time at the start of the meeting to allow attendees to clear their heads from previous meetings and focus on the current one?
- Have we managed distractions? Phones away, laptops closed etc.
- Have we assigned key roles? Facilitator, time keeper, note/action taker, devils advocate.
- Have we ensured that everyone is contributing and that nothing is being left unsaid?
- Have we asked questions at the end of each agenda item to test for shared understanding?
- Is everyone 100% clear on Next Steps, Responsibilities and Timings?

REVIEW

Meeting Follow Up

- Immediately share any mission-critical information with those not in the meeting – where appropriate.
- Publish next steps as soon as possible.
- Complete next steps and/or plan time to follow up on them.
- Review the meeting process as the start point for planning the next meeting.

WORLD-CLASS MEETINGS



INSIGHT:

MEETING GOALS

Poorly defined goals are one of the major reasons why so much time is wasted on ineffective and frustrating meetings.

Every topic on a meeting agenda should have a clearly defined and specific goal.

The person leading the discussion on that topic should begin the discussion by stating what the goal or outcome for the discussion is.

Meeting goals typically include:

- Sharing Information – that must be done in person in order to ensure understanding
- Advance the Thinking – developing new ideas
- Provide Input – to allow a decision to be made at a later date
- Make Decisions – where a joint decision is required
- Improve Communication – where something is not working, could be better or to clear the air
- Build the Team – by celebrating success, taking time to connect and focusing on how the team is working

THE CHECK-IN

The Check-In is another often overlooked tool for building a true high performance culture. Once again, it focuses on slowing down in order to speed up.

At its most basic, a check-in allows those in the meeting to share what's on their mind – whether it's work related or not.

We're not just busy, successful leaders. We're human beings too. If you do not acknowledge these thoughts and feelings, they will distract you in the meeting.

What's more, if our mind is elsewhere then those in the meeting with us will often misinterpret our behavior and make false assumptions.

Some common check-in questions are:

- Before we get started, what's on everyone's mind?

OR

- In order to focus on this meeting, what do you need to put aside for now?

Credit to Sam Kaner
Facilitators Guide to Participatory Decision Making

SUGGESTED MEETING GROUND RULES

ACTION:

Use this simple list of ground rules to transform your meetings from average to world-class.

- **Phones and tablets away and out of sight.**
- **Encourage everyone to speak.**
- **Remember that no idea is a bad idea.**
- **Prepare and respect the agenda; stay on topic.**
- **Attack the problem, not the person.**
- **Combine advocacy and enquiry.**
- **Supportively challenge the status quo; ask why.**
- **Actively and relentlessly clarify commitments.**

INSIGHT:

THE TRUE COST OF CHECKING YOUR PHONE

Research from the University of Chicago (2017) has found that simply having your smart phone in your field of vision potentially reduces your IQ, without you even being aware of it.

During the experiment, participants were told to either leave their smart phone outside the test room, keep it in their bag or place it on the table in front of them. They were then asked to complete a series of tests of their working memory capacity and fluid intelligence (i.e IQ).

The results showed that those who placed their smart phones on the desk in front of them performed significantly worse in both tests.

QUESTION

What impact are smart phones having on your meetings and what are you prepared to do about it?



TOP TIP -

Cut out the meeting ground rules and keep a copy in your notepad, on the tables and walls in meetings rooms to help you embed them as new Standard Operating Procedures (SOPs)



MEETING AGENDA

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1. Meeting Objectives

Meeting Date:

2. Critical Attendees

| | | | |
|--|--|--|--|
| | | | |
| | | | |

3. Discussion/Decision Items

| | |
|---|--|
| 1 | |
| 2 | |
| 3 | |
| 4 | |
| 5 | |

4. Action Points

| | Action | Due Date | R | A | C | I |
|---|--------|----------|---|---|---|---|
| 1 | | | | | | |
| 2 | | | | | | |
| 3 | | | | | | |
| 4 | | | | | | |
| 5 | | | | | | |

5. Next Meeting

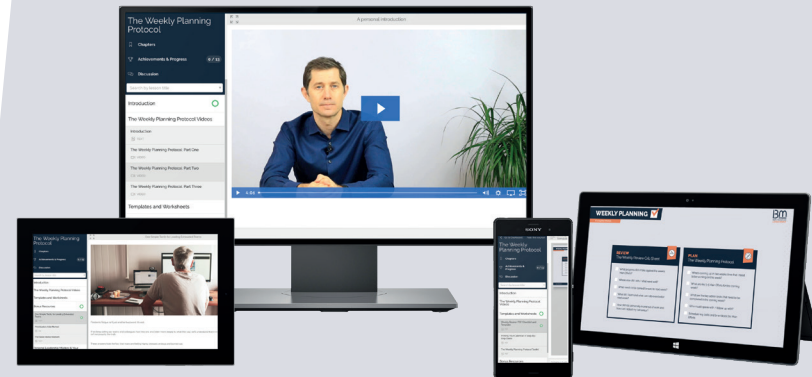
| Date | Start Time | End Time | Location |
|------|------------|----------|----------|
| | | | |

MY NOTES

THE WEEKLY PLANNING PROTOCOL - ONLINE PROGRAMME

Has this toolkit been useful? How do you feel about going even deeper, making even more positive changes? I've got just the video programme for you.

The course consists of four high-quality videos, four toolkits and worksheets plus a host of bonus resources. There's even an exclusive discount code for my flagship programme – Personal Leadership Mastery.



Sign up today and learn more about >>>

- ✓ The things that are stopping you prioritising effectively for you and your team, and how to overcome them.
- ✓ How to shift from constant fire-fighting and dealing with curve-balls to being pro-active and living life on the front foot.
- ✓ The science and psychology that sits behind the Weekly Planning Protocol.

Sign up to The Weekly Planning Protocol via the button below, or scan the QR code to get started right away.

Sign up today



Now is the time to take back control of your weeks, your team and your leadership vision.

EX-CAPTAIN IN THE BRITISH ARMY; LEADERSHIP EXPERT, MENTOR AND PERFORMANCE COACH

BEN MORTON

"My mission is to create a world where people go to work feeling inspired to give their best whilst going home knowing their contribution is valued".

About Ben

Ben is a leadership mentor and performance coach with a unique background.

As a former Captain in the British Army, Ben led people in life or death situations.

His experience taught him that leadership is a great privilege and responsibility. Fundamentally, Ben realised that leadership is less about the tools and models and more about understanding what it truly means to be a leader.

From the battlefield to the boardroom and beyond.

For the past ten years, Ben has been working with senior leaders to help them lead their teams to great success. His track record of helping MDs and CEOs move their teams from good to great and beyond is a testament to his ability to understand people and his talent for cultivating a positive workplace culture.

Before coaching, Ben led expeditions worldwide - his experience spans from the battlefield to the boardroom, giving him a unique approach to leadership coaching to help individuals reach their full potential.

The why

Ben believes that great leaders take care of more than just what happens when they're at work: he helps them consider all aspects of life to strike the right balance and achieve peak performance, personally and professionally.

Why? Because every person we lead is the most important person in someone else's life. How we act and behave doesn't just affect those we lead whilst at work; we also impact how they are with their loved ones.

Fundamentally, Ben believes a leader's job is to deliver the results AND look after those they lead - these values are at the core of everything he teaches.

Work with Ben

Ben works with senior leaders and their teams to take every aspect of how they lead to an entirely new level.

He also offers a 1-2-1 Performance Coaching programme for senior leaders.

Key area of expertise

- Performance Coach
- Leadership Mentor
- Team Development
- Keynote Speaker



"Ben was an outstanding resource in supporting us to overcome our hurdles to perform as a strong and efficient team! He is brilliant in bringing root causes to the surface and in helping to set norms for better teamwork!"

Michael Vom Brocke
COO/CFO Zwilling Beauty Group

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