



## **Advanced Meeting Skills for Professionals and Managers who need to Achieve Business Outcomes**

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## Preparation

*If the meeting is worth your time, it's also worth preparation time*

### What is the Outcome you want from your Meeting?

If you don't know what outcome you want, why are you holding your meeting?

### Who will your Meeting Serve?

Whose outcome is your meeting designed to meet?

### What Type of Meeting will it be?

Meetings are made up of conversations.

The five types of conversation are on the next page.

### Set Your Agenda

There is a template for an Agenda for Results on page 4.

### Who is Leading the Meeting?

Someone needs to be responsible for steering the meeting to the planned outcome.

### Housekeeping

- Date & Time
- Place
- Layout
- Hospitality
- Audio Visual, and other resources



## Five Types of Meeting

### Conversation for Possibility

A discussion to generate new ideas. The most creative and freely structured meeting type.

### Conversation for Opportunity

This is about evaluating ideas and making decisions, so this is where you will need to deploy your persuasion skills to influence others.

### Conversation for Action

This is the type of meeting that rolls its sleeves up and gets things done. It solves problems and, once it has a solution, this is where you will make plans, set deadlines, and allocate responsibilities.

### Conversation for Relationships

These meetings are about building and strengthening relationships. Sometimes they achieve little else, but they are also about sharing knowledge and information. When we have a common understanding of reality, this strengthens rapport.

### Conversation for Ritual

A meeting for the sake of having a meeting. Conversations for ritual get little done – not even developing relationships. People attend because they have to, knowing that it will waste their time. So, it should be either cancelled or re-established for a specific purpose.

The first four conversation types are valuable. And the different reasons to meet can all spawn conversations of each of these types.

What is important is to make a clear transition in the meeting, when the conversation type shifts.



## Sample Template: Prepare Your Agenda for Results

Meeting Title:

### Meeting Objectives

- 1.
- 2.
- 3.
- 4.
- 5.

### Agenda

Item 1:

Item 2:

Item 3:

Item 4:

Item 5:

### Preparation

Any reading or other preparation that you and the other person need to undertake.



## The Two Most Important Parts of a Meeting

No. 1

No. 2

### Before your Meeting: FROGS

F

R

O

G

S



## Meeting Structure: The Four Stages of a Meeting

### Pre-Meeting: Rapport Building / Ice Breaking

Catch up, Off-load, and FROGS

### Opening

Lead with a strong, prepared opening statement or question.

Then be sure to cover:

- Context and purpose for meeting
- Outcomes/Objectives
- Agenda
- What's in it for them?

### Conversation

### Summary

### Close: Commitments and Actions



## Project Presence

*How to Create a Presence in the Room*

- Power Presence
- Power Posture
- Power Poise

### Power Presence

Space & Pace: *don't forget to breathe.*

Attention & Eye contact.

### Power Posture

Square & Upright: *good body language.*

Energy & Handshake.

### Power Poise

Still & Calm: *fight the fidget.*

Pausing & Listening.



## Create Impact

### Selecting

Less is More.

Select the Best.

### Structuring

Short, simple, clear. Compelling sequence.

C

B

S

I

I

D

### Simplifying

When you make complex stuff seem easy, people know you understand it. They feel safe in your hands.

Use metaphors, analogies, and short stepwise processes.

### Synthesizing

Join up ideas from different sources to draw new insights.

### Summarizing

Be the person who observes, assesses and summarises the important messages or conclusions. Then add your own evaluation or insight.





## Generate Gravitas

*"Whereof one cannot speak, thereof one must be silent."*

Ludwig Wittgenstein, The Tractatus Logico-Philosophicus

### Slowness

Economy of movement and deliberateness in your actions and words.

### Stillness

Fidgeting and constant movement betrays nervousness and lack of confidence.  
Fight the fidget and still your stare

### Silence

By your questions will you be judged.  
Learn to ask good questions and listen in silence.

The person in the meeting who is most confident with silence, can control the meeting.

### The Universal Answer

You won't always know the answer.  
So, what is the answer that an expert can give then?



## Facilitator Profile: Mike Clayton

**Mike Clayton ...** is an experienced trainer, speaker, facilitator and performance coach, with a background in project and change management, and management consultancy.

Mike's record of successful innovation and his real passion for creating peak performance in individuals, teams, and organizations ensure depth, excitement and high-quality outcomes to his work. Mike's programs create profound and lasting change.

Formerly a Senior Manager at Deloitte Consulting, with 13 years' international consulting and project management experience, Mike has a PhD, is an NLP Master Practitioner, and is affiliated to the Chartered Institute of Personnel and Development.

### An Exceptional Track Record of Success

As a consultant Mike specialized in the delivery and integration of complex change in a diverse range of private, public and third sector organizations.

Working in and leading a wide variety of highly successful teams has given Mike valuable insights into organizational change, team-working, and leadership. He presents a personal point of view and real tools from 13 years of consulting and management experience.

Mike is a former governor of a primary and of a secondary school, trustee of a national children's charity, director of the charity Theatre Exchange, and treasurer of a London housing co-operative. Mike is a regular contributor to Training Journal, Business Uncovered, The Best You, The Treasurer, and Project (the journal of The Association for Project Management).



Mike's latest project launched, in June 2016. [OnlinePMCourses.com](http://OnlinePMCourses.com) offers video-based project management training, and a wide range of free project management resources.

You can get a FREE extended glossary: *'Decode the Jargon of Project Management'* from the website.



*I wish you even greater success with your meetings*

*Mike*

*Mike is author of thirteen print books, including  
**Brilliant Project Leader, The Influence Agenda, Handling Resistance  
 How to Speak so People Listen and Smart to Wise***

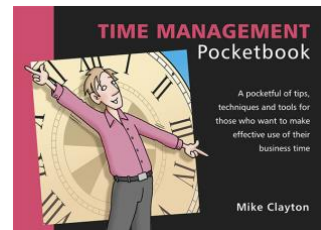


*Mike's latest books are...*



**Powerhouse** (n): *Somebody who is full of energy, highly effective, and therefore very productive.*

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*'...hints, tips and techniques that will help anyone who has ever struggled with getting it all done.'*

*Graeme Rees  
 Director, Trend Control Systems Ltd*

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*For all things Project Management: [www.OnlinePMCourses.com](http://www.OnlinePMCourses.com)*

**MikeClayton**  
 Business Author and Speaker