RUNNING EFFECTIVE MEETINGS

COMMUNICATION & EFFECTIVE MEETINGS

Planning and executing effective meetings is essential. There's a point of diminishing returns in hospitality management; no matter how many hours managers sink into their jobs, there's only so much they can do.

Hospitality management meetings are often long and don't lead anywhere. By employing a few simple tools, you can help your meetings become productive:

1) Start with clear goals. By giving managers key performance indicators and evaluating them on their success, tracking progress becomes much more transparent and simple for all parties.

2) Ask managers to self-report to their goals. By understanding and reporting on their goals, managers can quickly identify what they need help with and leadership can offer meaningful support.

3) Start meetings with a clear agenda. We've enclosed a sample agenda (below) to get you started; setting a time expectation at the beginning of the meeting and following the agenda will help with efficiency.

4) Use clear **note-taking**, employ a "**parking lot**" for ideas that need to be taken offline, and stick to the **schedule** to ensure a fast and productive meeting.

Here's that sample meeting agenda:

To make these meetings productive and useful, I suggest the following specific agenda. I also recommend you back it up against a critical time deadline, like lunch or 5pm or 8am. This will ause the meeting to end on time. The suggested agenda:

5 minutes — Good News. Go around the group and have everyone share a SPECIFIC good news story, personal and Business, from the past week. It's a way to counter the negativity of these meetings, since they are mainly focused on addressing challenges, and helps people begin to see the good, not just the bad. It's also a great way to get to know each other better and to give each other a pat on the back. Maybe ackward at first, but make sure everyone participates.

5 - 10 minutes — The Numbers. Go over Smart Numbers, Critical Number, and everyone's individual or team weekly measures of productivity. Don't get hung-up in conversation. Just report the numbers. It's best if every team graphs the weekly measurements as they are shares in the meeting. It helps people see trends in the data.

10 minutes — Customer & Employee Data. Go over the hassle logs. Again, don't get hung-up in conversation. Just review if there are any recurring issues or concerns that the team or its customers are facing day in and day out. Choose one to get to the root cause of and assign a person or small group to explore.

10 - 30 minutes — Collective Intelligence. Open conversation around a "rock". Use the collective intelligence of the team to drill on a big issue. Have the person with accountability for a "rock", make a presentation on how they are addressing it.

One Phrase Close — go aroung the room and let everyone say a word or phrase that represents how they feel at that moment about the meeting.

Keep a log of WHO said they would do WHAT, WHEN. Sample log in Appendix.

One Phrase Close

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PREPARE YOUR OWN MANAGEMENT MEETING

Design an agenda for your weekly management meeting.
Use the following to get you started:

DATE:		LEADER:
TIME:		SCRIBE:
		TIME COP:
		PARKING LOT:

TIME	ITEM	
	OPEN	
	CLOSE	