

MEETINGS THAT SUCK.

There are 25 million meetings per day in the U.S. Over 50% of them are a waste of time.

More than \$37 billion per year is spent on unproductive meetings. Executives consider more than 67% of them a failure.

15% of an organization's collective time is spent in meetings. 35% for middle management, 50% for upper management.

120 VC MEETINGS THAT GET SH*T DONE.

Meetings that achieve outcomes require a little creativity and a lot of discipline. Print this, leave it in all of your conference rooms, and follow the 5 simple steps to GSD.

1 PREPARATION: Start with a GSD Agenda

Agenda items = Business outcomes.

Estimate a time block for each agenda item.

Only invite the people necessary, keep it small. No spectators.

Use time block estimates to determine the meeting duration.

45-plus minute duration = 2 meetings.

Block time immediately following the scheduled meeting to send meeting notes.

2 GET PRESENT: Review the Meeting Rules Before You Start

We focus on what we want to achieve as opposed to what we don't want.

Good decisions are made from the observable facts and substantiated assumptions.

We respond to questions and statements by first explaining what we understand.

We restate the original idea before offering alternatives.

When we have a concern, we ask questions in the pursuit of possibilities.

We don't need to defend ourselves; we are safe.

We actively participate. Multi-tasking wastes time.

We take individual responsibility for the outcome of the meeting.

We don't blame others.

3 LEAD: Run the Meeting Efficiently

Stick to the agenda items, cover one at a time.

Completed Agenda Items = Agreements or Task Assignments, PERIOD!

Parking Lot ALL tangents for future meetings.

4 OUTCOMES: Cultivate Good Commitments

Good commitments are PAVEM: Public, Active, Voluntary, Explicit, and Mission Based.

Appropriate responses to a request for commitment are: Yes, No, Promise to Promise, Counter Proposal.

If NO isn't SAFE, you can't count on YES. The goal is predictable outcomes NOT compliance.

5 ENABLE ACCOUNTABILITY: Send Meeting Notes

Meeting notes are sent within 30 minutes of every meeting.

NOBODY STARTS WORKING ON THEIR ASSIGNMENTS UNTIL NOTES ARE PUBLISHED.

Meeting notes are short and barely sufficient.

Meeting notes only capture agreements and task assignments.

Agreements and task assignments are distinct and don't repeat each other.

Agreements written so that non-attendees can understand what was agreed to.

Tasks contain a verb, are written to convey what, by when and by whom (PAVEM).

Book a free #GSD Review. Forward your meeting agendas and meeting notes to jason@120vc.com. Get unfiltered feedback to help ensure your meetings #GSD.

120

P.A.V.E.M. QUALITIES OF A GOOD COMMITMENT

PUBLIC

People strive to make good on declarations they've pronounced publicly because their reputations and trustworthiness are on the line and they can't selectively "Forget" what they committed to do.

ACTIVE

Skilled promise-crafters actively negotiate their commitment including unearthing conflicting assumptions that could spawn misunderstandings.

EXPLICIT

To avoid misunderstandings, the parties make requests clear from the start, provide progress reports accurately reflecting the promise's execution, and detail success (or failure) at the time of delivery.

VOLUNTARY

People assume personal responsibility when they make promises willingly, versus under duress. Effective promise makers have the freedom to decline requests or make counteroffers.

MISSION-BASED

When requesters explain why their request is important, people keep executing when they encounter roadblocks. they also creatively address underlying challenges rather than blindly fulfilling the request.



COMMITTED RESPONSES

When NO isn't an option,
YES is meaningless

NO (I Decline)

"No, I'm not going to be able to attend that meeting"

YES (I Agree)

"Yes, I will complete that report and send it to you by Wednesday at 5pm"

PROMISE TO RESPOND

"I'll get back to you with an answer by noon on Friday"

COUNTEROFFER

"Although I can't get the report to you by Wednesday, I can commit to have it to you by end of day Friday"

By Stagen Leadership Academy.
"Committed Action." <https://stagen.com>

