How to Run an Efficient and Impactful Meeting

Amy S. Oxentenko, MD, FACP, FACG, AGAF
Professor of Medicine
Vice Dean of Practice, Mayo Clinic

Oxentenko.Amy@mayo.edu

@AmyOxentenkoMD

Disclosure/Conflicts

I attend and run many meetings.
I get paid for them because they are my job!

Outline

Share some of your biggest “pet peeves” of meetings

Review the 10 steps to holding an effective meeting

Reflection:

What is your biggest meeting pet peeve as an *attendee*?

10 Steps to an Effective Meeting

- To have meeting or not
- Agenda setting
- Attendee list
- Start and end times
- Control of session
- Time for Q&A/roundtable
- Meeting notes
- End with action items
- Regular meeting audits
- Email summary/minutes

How to Run Effective Meetings: The 10 Step Guide.
https://www.wix.com/blog/2019/08/effective-meetings/

Reflection:

Which one of these 10 steps is your greatest challenge as a meeting *chair*? (if applicable)

1. Is a Meeting Even Needed?

- Informative
  - Here is what you need to know
- Constructive
  - What should we do?
- Executive
  - How shall we do it?
- Legislative
  - Make and confirm decisions

Can you SUMMARIZE in a BRIEF email?

If so, why have a meeting?

Anthony Jay. How To Run a Meeting. Harvard Business Review. https://hbr.org/1976/03/how-to-run-a-meeting

The Facts

- Only 50% of time spent in meetings is effective
- Executives consider 67% of all meetings to be failures
- Over $37 billion wasted in ineffective meetings/year

Logan Hailey. 6 Tips to Run a Highly Effective Meeting, Backed by Science. https://www.scienceofpeople.com/run-a-meeting/

EMAIL	MEETINGS
Reminders	Strategic implementation
Deadlines and due dates	Project planning
Minor issues	Solving a major problem
Task assignments	Making a decision
Forms and paperwork	Setting a team goal
Check-ins	Mapping out a customer journey
Private feedback	Public praise

SCIENCE of PEOPLE

Logan Hailey. 6 Tips to Run a Highly Effective Meeting, Backed by Science. https://www.scienceofpeople.com/run-a-meeting/

The Golden Rule of Meetings

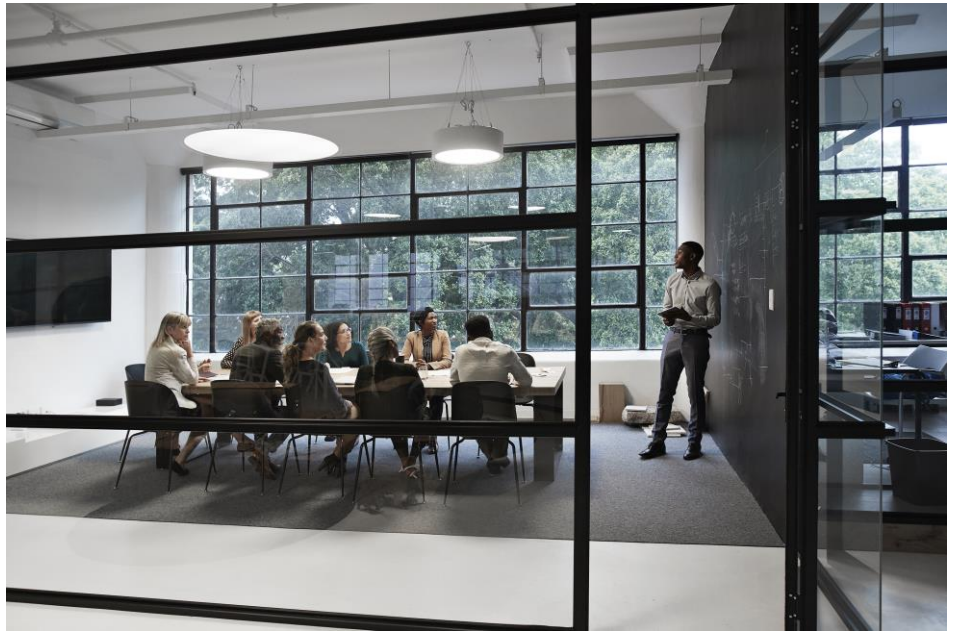
Don’t waste people’s time!

Meetings should be like salt - a spice sprinkled carefully to enhance a dish, not poured recklessly over every forkful. Too much salt destroys a dish. Too many meetings destroy morale and motivation.

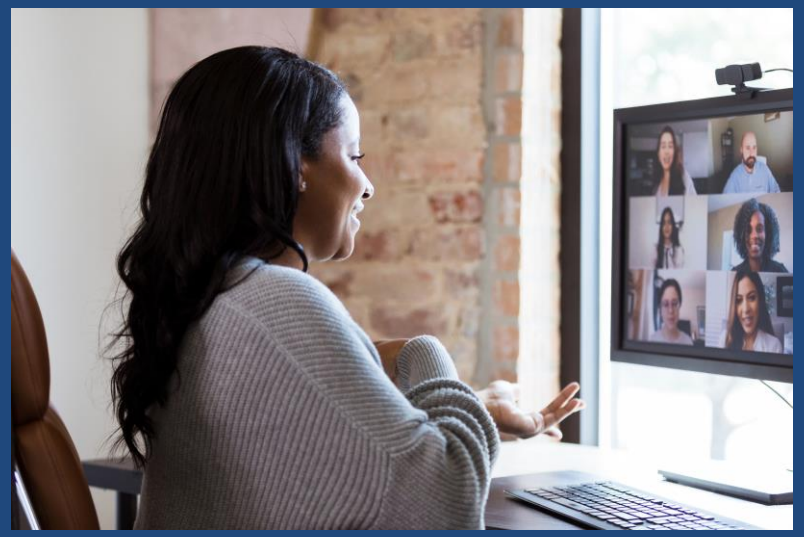
Jason Fried

Size of Meeting

- Assembly:
  - 100 or more
  - Merely listen to speaker(s)
- Council:
  - 40-50
  - Listen to speaker, some discussion
- Committee:
  - 10-12+
  - All speak, guided by chairperson

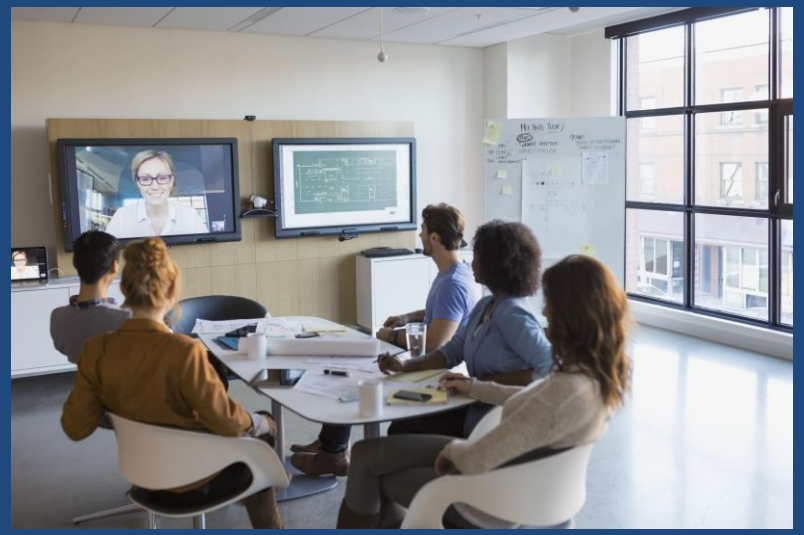


Venue of Meeting



Virtual

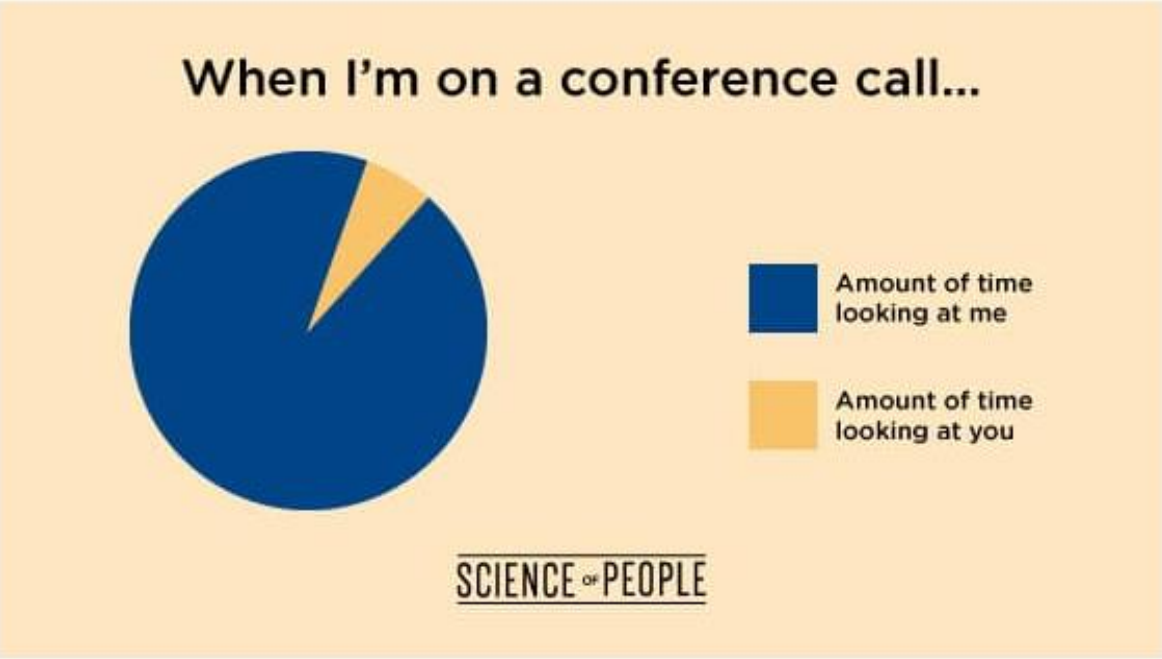
In Person



Hybrid

Don't Assume Everyone Loves Zoom

For every 1 person that loves mirrors, 9 others can't stand looking at themselves.



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2. Agenda Setting: Your Compass!

- Send 2-3 days in advance
  - Too far out and people misplace
  - Consider longer if prereading needed
- Topics, presenters, time and reason for item:
  - For information
  - For discussion
  - For decision
- If prereading required, give a heads up!
  - Reading materials
  - Presentations
  - Past minutes

MAYO CLINIC

Agenda

Internal Medicine Administrative Committee (IMAC)

March 21, 2022

12:00pm to 1:00pm

Join Zoom Meeting
https://mc-meet.zoom.us/j/95516389107?pwd=di82U2tJRDVoNDgwb3BiYXhRQ0Uydz09
If joining by phone: (669) 900 6833 | Meeting ID: 955 1638 9107 | Passcode: 982998

Time	Topic	Presenter(s)	Purpose
12:00 – 12:05 PM	• **Welcome and Introductory Remarks**	Amy Oxentenko, M.D. Breeann Adleman	Information
12:05 – 12:20 PM	• **Employee Assistance Program Resources**	Robert McGriff	Information/Discussion
12:20 – 12:25 PM	• **Financial Report – February 2022**	Kara Washington Attachment 1	Information
12:25 – 12:45 PM	• **Urgent Consult Response Best Practices**	Everyone	Discussion
12:45 – 12:50 PM	• **Primary Care List**	Amy Oxentenko, M.D. Breeann Adleman	Information/Discussion
12:50 – 1:00 PM	• **Round the Table Items**	Everyone	

Adam Bryant. How to Run a More Effective Meeting.

https://www.nytimes.com/guides/business/how-to-run-an-effective-meeting

Agenda Setting

- Timing of items on agenda
  - Icebreakers/personalize?
  - The first 5 minutes…
  - Time sensitive issues first
  - More energy early on

- Unifying or divisive?
  - Start with unity, end with unity

Personalize the Meeting?

- "Duffy Rounds"
- Staff highlight
- A patient story
- A team win

3. The "Guest" List

Standing members

- Always invited
- Do you need them to RSVP?
- Do you want them to send alternate?

Guest members

- As needed, but requires planning
- Their attendance determines your agenda

Review and update your DLs and Outlook requests to ensure up-to-date

4. Start on Time, End on Time

If you always start on time, people will be there on time

If you always start late, people will be late

As the chair, be there (or be online) 5 min before the start

Start Time Nuances

Transition time:

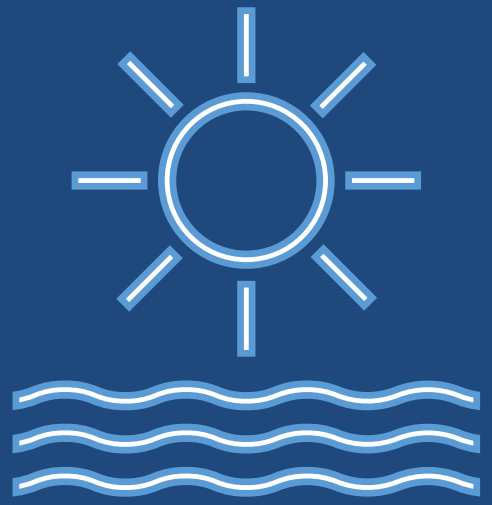
- Travel time to get to meeting location?
- Time to get from zoom to zoom?

Start time nuances:

- Noon
- 12:05 pm
- 12:15 pm

Differences in Time of Day?

Early in Day	More creative More strategic More mental energy
Later in Day	More problem solving Less distracted +/- More relaxed



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The Kiss of Death

5.Control of Session

- Set the ground rules for discussion:
  - Hand raise (in person, zoom), name card raise
  - State who is next
  - “Last comment” or “we need to move on”
  - State the time allotted for discussion
  - Extra items go in “parking lot”

Senior Members Contribute Last??

- If you want to get input, ask for it, then BE QUIET!
- Consider calling on people w/progressive experience
  - Start more junior, move to more senior
  - Removes the power differential
  - Allows for more voices to influence

A Few Meeting Personalities

- The one who dominates
- The one who just repeats
- The one who critiques all ideas
- The one who holds back

Give permission to be vulnerable
Forget titles/seniority when idea generating

The Silent Attendees

Introverted?

Hostile disagreement?

Distracted?

HINT: Introverts like a heads up!!!

Need to Vote?

- Zoom polling
- Audience response system
- Other

When to Close a Discussion

- More facts needed to inform a decision
- Key stakeholders are not present
- More time is needed to think about the issue
- Other active events may alter outcome
- Not enough time on agenda to complete
- When obvious that a few people alone can solve

Things to Avoid

1

Using a meeting to draft/edit documents

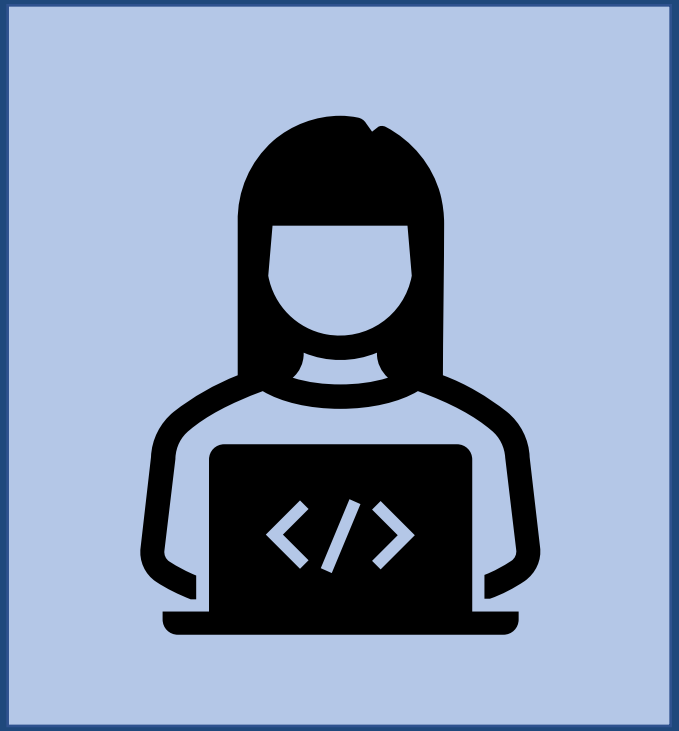
2

Letting one person hijack the meeting

3

Getting off topic on non-agenda tangents

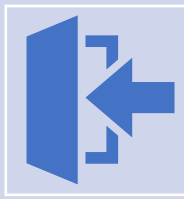
Zoom Nuances/Session Control



- Cameras on/off
- Permission to eat
- Mute microphones when not talking
- Use the chat as needed (someone to monitor it)
- Watch for hand raises
- Have copy of all presentations

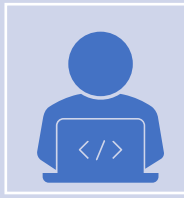
More Zoom Nuances: Review Settings

More than one host?



Do attendees need to be allowed in?

Are others needing to share screen?



Ensure your admin is not only host!!!

8 Tips to Get Rid of Zoom Fatigue

1. Learn to read faces
2. Avoid multitasking
3. Limit your calls
4. Use your power voice
5. Get up and move
6. Focus on the positives
7. Add meaningful icebreaker
8. Put on work clothes

Vanessa Van Edwards. 20 Scientific Tips to Beat Zoom Fatigue.

https://www.scienceofpeople.com/zoom-fatigue/

6. Time for Q&A and Round the Table

- Include this in the agenda
  - After each major agenda item?
  - At end of entire meeting?
- May reduce interruptions
- Round the table
  - If you advertise it, do it
  - Give a heads up who is next (zoom)
  - Works best if < 10 members

7. Notes and Minutes?

- Date, attendees, agenda topics, details, next steps
- Allows those who missed to get up to speed
- Consider who (if any) takes the notes
  - Vice chair? Admin assistant? Rotate?
- Full script vs outline of agenda topics and one liner about the outcome or next steps (latter more digestible)

Sample:

Committee Meeting Minutes

ACG Women in GI Committee
Conference Call
April 11, 2013

Minutes

Participants:
Amy Oxentenko, M.D., FACG (Chair), Sunanda Kane, M.D., FACG (Board of Trustees Liaison), Uzma Abbasi, M.D., Bincy Abraham, M.D., Bianca Alfonso, M.D., Shazia Ali, M.D., Angela (Shannon) Beeks, M.D., Nayantara Coelho-Prabhu, M.D., Shamina Dhillon, M.D., Sara Echelmeyer, M.D., Swapna Reddy, M.D., Hannah Miller, M.D., Swati Pawa, M.D., Jill Gaidos, M.D., Alissa Speziale, M.D., S. Devi Rampertab, M.D., Anne Tuskey, M.D., Renuka Umashanker, M.D. and Sharmeel Wasan, M.D.

I. Call to order at 7:00 PM Central time.

II. Negotiating and Networking Skills Workshop

The workshop will take place on the evening of Friday, October 11, 2013. There will be an attendance limit of 50 participants. We will start the workshop with Dr. Sunanda Kane and Dr. David Hass doing a brief role-play where suboptimal negotiating skills are demonstrated. Dr. Sunanda Kane will then give a short overview of networking skills. This will be followed by a short overview on negotiation skills by Dr. Amy Oxentenko. The group will then split into two rooms, with one room dedicated to future academicians and one group of future private practitioners. There will be panelist in each of these rooms. For the panel of academicians, this will include Dr. Anne Tuskey and Dr. Devi Rampertab as well as Dr. Sunanda Kane and Dr. Amy Oxentenko. For the panel of private practitioners, we will have Dr. Shamina Dhillon, Dr. Uzma Abbasi, Dr. Shazia Ali, and Dr. Renuka Umashanker. If time permits, the group will then come together at the end, and we would consider having Drs. Kane and Hass rework their initial role play, demonstrating more ideal negotiating skills.

Action Items:

- Dr. Sunanda Kane to speak with Dr. David Hass to coordinate the role playing.
- All listed panelists have agreed to participate in this workshop, but anyone will let us know if there is a schedule change between now and the annual session (there would be no need to fill any cancellation unless there were more than 2 from either panel).
- We will request to have 2 separate rooms for the breakout session of the 2 panels.

Sample:

Committee Executive Summary

Announcements (Dr. A. Oxentenko/B. Adleman)

- Transitions reviewed:
  - Dr. Shabana Pasha → Interim Chair GI & Hepatology
  - Paula Menkosky → Chief of Human Resources
  - Marialena Murphy → Interim CAO AZ
  - Permanent CAO AZ → Search to commence
  - Susi Moreno → Float administrative assistant for Breeann/Dr. Oxentenko
  - Open positions for OAs reviewed
- To be consistent across Enterprise and in conjunction with the tent closing July 8, there will be no more COVID testing for non-aerosol generating procedures
- Radiology has expanded hours into the evening and weekends to help with backlog. Place orders for all desired radiology testing. Dr. Hara open to feedback you hear.
- Need to move to a spirit of "yes" for International patients, and only decline for very compelling reasons. Any declines escalated to Breeann for review.
- Thank you to all of DOM for the outstanding All-Staff Survey response rate! Comments being reviewed collectively to ensure we respond to and incorporate feedback.
- Changes to mobile device mail and calendar apps – watch for memos!

Agenda Topics

- NPPA Dedicated Research Time Grant applications now open
  - Akin to the Project Specific CAT time for faculty
  - Pilot with 1 NPPA grant in DOM before expanding across MCA
  - Details of application and requirements with minutes
- Finances reviewed (summary in agenda items)
- Optimizing Access Management – key points:
  - We need to have each division get back to their past performance
  - If we hold ourselves accountable, will maintain control of schedules
  - Continue to ensure access for NEWs, and continue payer mix strategies that were submitted to CPC
  - Each healthcare professional asked to add one NEW commercial in June (or move one up in schedule to a sooner appt)

8. End with Action!

- Next steps for any items → Define:
  - Who is responsible
  - What is needed
  - Timeline for action

- Schedule follow-up on a future agenda
  - Keeps people accountable
  - Allows you/others to see completed work
  - Permits your team to shine

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9. Regular Meeting Audits

Audit regularly (monthly? quarterly? yearly?)

Agendas too full or too light?

Frequency right?

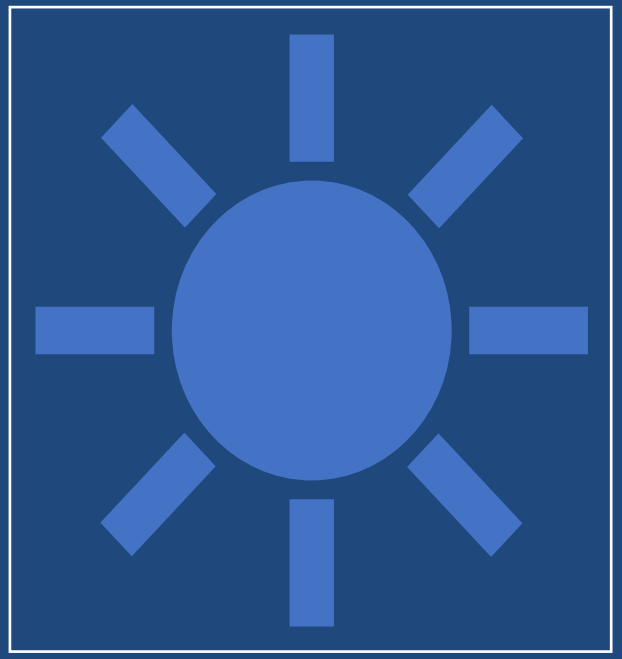
Does the day/time conflict for some/many?

Membership accurate?

Meetings Outside Home Institution

Consider time zones

What works for you does not work for all



Evening better than morning

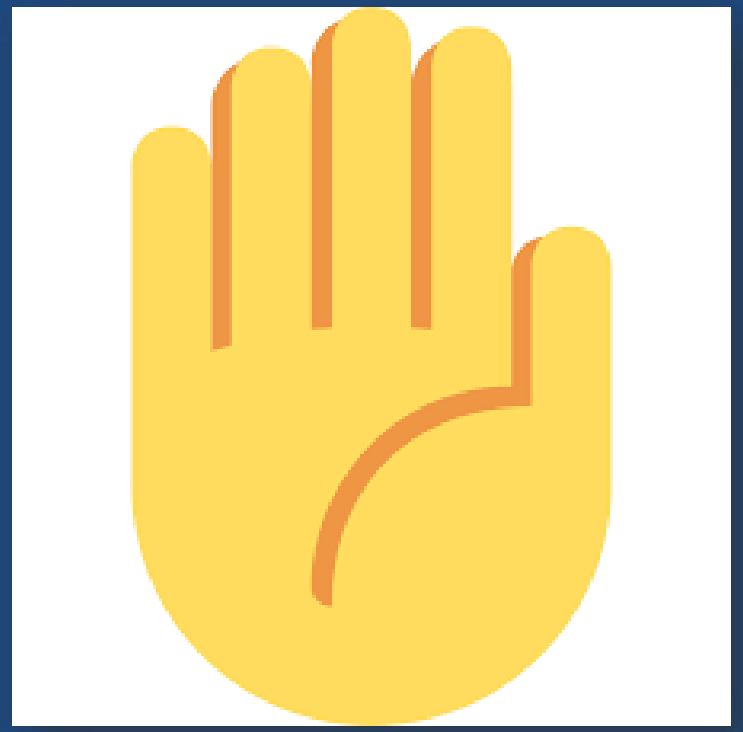
10. Meeting Follow-Up Work

- Disseminate minutes within a day
  - AM meeting → send later same day
  - PM meeting → send the next morning
- Make action items clear
- Make next meeting date clear

Summary

- The most important question to first ask yourself is whether a meeting is even warranted, or if an email can suffice
- Take the time to be thoughtful about your agenda, because without this compass, you will be challenged to lead
- Control of session is often the biggest challenge for leaders, so knowing when to redirect and move on is key
- In-person and zoom meetings each have their own unique challenges, but effective leadership can overcome them

Discussion

and

Questions!