### Anatomy of a Great Meeting

**BEFORE**

**Determine structure and purpose**
- Who needs to attend?
- How much time is needed?
- What is your role?

**Communicate in advance**
- Develop a written agenda: assign owners to each item
- Send agenda and supporting materials in advance
- Set expectations for in-person or video attendance
- Set context/framing for meeting
  (Why is this meeting being held?)

**DURING**

**1. Start/Finish on time**
- Make sure the meeting starts and ends on time.

**2. Assign a note-taker and a time-keeper**
- Appoint someone to take notes and manage the clock.

**3. Provide context/framing at the outset**
- Explain the purpose and goals of the meeting.

**4. Manage the discussion**
- Making an ask?
  - Do it early, be specific
  - “To reach our objective, our team will need a piece of collateral to communicate the new vision.”
- Off-topic ideas coming up?
  - Put them in a parking lot
  - “Good point. Can we come back to it next time?”
- Discussion wandering?
  - Bring it back to topic
  - “Great discussion, but I want to keep us focused on the issue at hand.”
- People talking too long?
  - Set time limits
  - “I’ve asked each person to take no longer than 5 minutes to present their case.”

**5. Follow the agenda**
- Set goals and objectives for the meeting and for each agenda item
- Establish owners for agenda items

**6. Review next steps and establish accountability**
- (Who will do what by when?)

**AFTER**

**FOLLOW-UP**
- Send brief notes to meeting attendees and people who were absent, focusing on:
  - Decisions made
  - Action items and owners

**DEBRIEF**
- Review what worked and didn’t and note that for next time

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