



Program

Decision meetings

Decision meetings

Meet ideas
together with people

Meetings are an important part of the daily work of each of us. It is the moment where decisions are made and instructions are given on how to proceed. To make them work best, we have divided them into three parts: before, during and after. Connect, to be clear about what it's about. Perform, to have the right behaviors during the meeting, both in person and remotely. Knowing how to distinguish when to listen, when to intervene and when to actively participate in achieving the result. After the meeting, be clear about what to do and how to act within the established times. Meetings that are truly the driving force of our daily work.



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Short description

The course is a guide to running (or attending) effective meetings, focusing on three main phases: Connect, Perform, and Execute. Common meeting problems and suggestions for improving them are described, including the use of "reverse brainstorming" to prepare. Six key thinking moments during a meeting (information, creativity, positivity, negativity, feelings, elaboration) are explored to optimize participation and the reaching of shared decisions. Finally, the importance of post-meeting planning is emphasized to ensure effective implementation of decisions made. Meetings, if managed correctly, can be powerful tools for making effective decisions and achieving shared goals.

Through careful preparation, conscious management of group dynamics, alignment of thinking patterns, time management, and clarity in execution, meetings can be transformed from "too busy" to productive and useful. The Six Thinking Moments model, in particular, offers a valuable framework to guide the decision-making process and facilitate active participation by all meeting participants.

Key Points

The Need for Effective Meetings

The paper introduces the concept that we live in a "connected world", where meetings are necessary, but often perceived as a burden. The goal is to transform meetings into tools for "making good decisions" that lead to clear and shared action. "We need meetings where good decisions are made, that allow the people involved to leave with a clear idea of how to act."

Tripartite Structure of Decision-Making Meetings

A decision-making meeting is ideally divided into three phases of equal importance: Before (Connect): Preparation, communication and involvement of participants before the meeting itself. During (Perform): Active and structured conduct of the meeting, where decisions are discussed and made. After (Execute): Follow-up phase, where decisions are transformed into concrete actions.



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The Key Role of the Moderator

The moderator is essential to the success of the meeting. His or her task is to define the result to be achieved, identify the necessary skills and knowledge, and choose the right people to participate. It also ensures that the meeting maintains the right direction and pace.

Pre-Work and Participant Preparation

A crucial aspect is the preparation of all participants for the meeting. Participants should receive the invitation well in advance (ideally a week), along with detailed information about the project, the objective, the moderator, the participants, the date, time, location and duration. This helps each individual to prepare appropriately and feel part of the decision-making process.

Meeting Dynamics and the "Six Moments" of Thinking

A model of "six moments" that occur during a meeting: Information: Presentation of objective facts and data. Creativity: Proposal of innovative ideas and solutions. Positivity: Evaluation of the advantages and positive aspects of proposals. Negativity: Identification of critical points and potential disadvantages. Feeling: Expression of opinions based on personal insights and experiences. Process: Reflection on how to implement decisions and allocate resources.

The Importance of Aligning Thought

It is emphasized that each person has a preferred or most natural "thinking moment" (like Edward De Bono's "hats"). It is therefore essential that during the meeting there are moments of "common thinking", where all participants focus on the same type of thinking (for example, everyone focuses on creativity, then everyone focuses on risk assessment).

Time Management and Respecting the Schedule

Time management is essential for the success of a meeting. It is necessary to calibrate the times, prevent stretching, stay focused on the function of the current phase, stick to the agenda and arrive on time (preferably 3-5 minutes early). A poor use of time can lead to loss of concentration, hasty decisions and ineffective results.



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Taylor's Example and the Summer Dinner

A practical example is provided: the organization of a summer dinner. Through this example, it shows how to apply the concepts of preparation, pre-work, group dynamics, the six moments of thinking, and the phases of an effective meeting to make decisions.

Execute and Action

Warns against leaving meetings with unclear decisions or vaguely defined actions. Proper time planning during the meeting is essential to ensure that necessary actions are distributed and understood by all participants.



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	Any role	Intermediate	Manager
1		<p>Meetings in the company Subdivision into 3 parts Before: Connect During: Perform After: Execute Necessary inputs and outputs The roles of the meeting Get active: reverse brainstorming</p>	
2		<p>The meeting invitation What to expect What to ask How to prepare properly</p>	
3		<p>Meeting dynamics The 6 moments 1st practical application example</p>	
4		<p>How to manage different moments Information - Processes Creativity - Positivity Negativity - Sensations</p>	
5		<p>Manage the aftermath: Execute Be involved in who does what the timing and commitment made Respect for times The aftermath as a consequence of the during</p>	
6		<p>Let's practice to consolidate the mechanisms 2nd practical example Make your own contribution Be participatory Stay in your role</p>	
7		<p>Govern the meeting Be a moderator/participant Teaching to use the "six moments"</p>	
8			<p>The manager and the role of moderator Is it worth not being a Participant, but only a moderator? However, be perceived as advantageous in carrying out the meeting</p>
	Any role	Intermediate	Manager

