



Why meet?¹

Building on a foundation of **integrity** and **respect**, and through **courage**, we will achieve **excellence** and have an **impact** on the communities we serve.

Why hold a meeting?

Meetings, when planned properly, can make a significant contribution to the University's effectiveness. They can be a good way to give staff information; they can be used to gather information from stakeholders; they can be used to achieve consensus; they can be used to build team cohesion; they can be used for decision making.

Meetings, when not planned properly, can waste time and drain the University's resources.

When should a meeting be called?

Call a meeting when:

- A decision needs to be made by a group with delegated authority
- You need to present information to a group quickly
- You need to gain commitment
- You need other people to help solve a problem or implement a solution
- You need to generate discussion or ideas

Do not call a meeting if:

- There is a better or less expensive way to achieve your objective, for example:
 - telephone
 - WebEx
 - email
 - survey
 - word of mouth
- Based on available information, a decision can already be made
- There is nothing specific to discuss
- The input of others is not required or necessary

¹ Sources

Cole, K *Management: Theory and Practice* 3rd Ed. (Pearson Education Australia, 2005), 174-206
Good Practice Guidelines: Governance and Committee Management
(<https://secretariat.curtin.edu.au/index.html>)

How to hold a good meeting?

An effective meeting requires planning for both the meeting leader (chair) and other participants.

Before the meeting:

The meeting leader is to -

- Clearly define the purpose of the meeting. Are you informing, consulting, involving, collaborating or empowering?
- Plan an agenda
- Allocate sufficient time for each agenda item
- Invite only those who can meaningfully contribute
- Don't invite multiple people from the same area unless necessary
- Ensure that a diversity of viewpoints can be provided
- If key contributors/decision makers are not available, cancel the meeting

A participant is to -

- Familiarise him/herself with the list of agenda items
- Read any background papers carefully
- Undertake any research required
- Consult with colleagues as necessary
- If not available, check with the meeting leader before nominating a replacement

At the meeting:

The meeting leader is to -

- Open the meeting by welcoming and thanking participants for attending
- Outline what is expected to be achieved
- Address actions undertaken/accountabilities arising since last meeting
- Create an inclusive climate
- Follow the agenda, that is, restrict discussion to the topic at hand
- Guide but not dominate discussion
- Thank participants for their contributions
- Summarise and document what has been achieved following each item, that is, any issues or decisions arising from the discussion and allocation of actions
- At the close of the meeting, ensure that the meeting is evaluated for effectiveness and values alignment
- Thank all participants for their attendance

A participant is to -

- Arrive on time
- Put mobile on silent
- Follow the directions of the meeting leader
- Listen actively
- Be positive and stay focused
- Organise his/her thoughts before speaking
- Contribute with courtesy
- Not interrupt
- Commit to an agreed outcome

After a meeting:

The meeting leader and all participants are to:

- Actively support agreed outcomes
- Report the outcomes to colleagues as appropriate
- Complete any agreed actions
- Monitor implementation of actions