

## Meetings—For Better or For Worse

	Worse Meetings	Better Meetings
<b>Meeting Design</b>	<ul style="list-style-type: none"> <li>■ Too many agenda items for the time</li> <li>■ Little context setting, people not on same page</li> <li>■ Last minute preparation, people unprepared</li> <li>■ Meandering conversations</li> <li>■ Time runs out, scurry at end, no next steps</li> </ul>	<ul style="list-style-type: none"> <li>■ Strategic scoping of agenda over time</li> <li>■ Context setting to ensure everyone's on same page</li> <li>■ People come well prepared</li> <li>■ People focus on the topic and material at hand</li> <li>■ Time managed by everyone, next steps identified</li> </ul>
<b>Thought Patterns</b>	<ul style="list-style-type: none"> <li>■ Focus on others' bad behavior, your good intent</li> <li>■ Confuse others' impact with their intent</li> <li>■ Speculate about other's motives or character</li> </ul>	<ul style="list-style-type: none"> <li>■ Focus on yourself and on patterns of interaction</li> <li>■ Seek to understand patterns with negative impact</li> <li>■ Explore own role in problematic patterns</li> </ul>
<b>Behavioral Patterns</b>	<ul style="list-style-type: none"> <li>■ Assert views and opinions as if facts (without illustrating or explaining your view)</li> <li>■ Layer points with no testing</li> <li>■ Make point-counterpoint arguments</li> <li>■ Invite agreement (Isn't that right?)</li> </ul>	<ul style="list-style-type: none"> <li>■ Illustrate your views and explain how you arrived at them, while asking other to do the same</li> <li>■ Make distinct points, stop, and test</li> <li>■ Engage in creative problem solving</li> <li>■ Invite challenge (counter data or thinking)</li> </ul>
<b>Consequences</b>	<ul style="list-style-type: none"> <li>■ Disconnects and misunderstandings</li> <li>■ Little learning, creativity</li> <li>■ Little progress</li> </ul>	<ul style="list-style-type: none"> <li>■ Greater understanding of different views</li> <li>■ Greater learning and creativity</li> <li>■ More progress on the substance</li> </ul>