

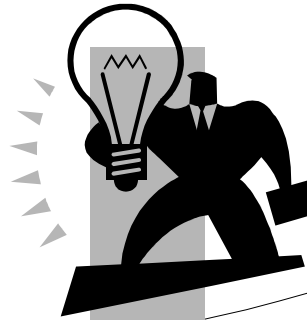
Effective Meetings for Auditors and Team Leads

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Meeting Agenda

Duration: 50 minutes

Presentation Goals:

- Identify 6 Meeting Types
- Discuss 5 Ingredients of successful meetings
- Provide 8 Tools you can use for successful meetings
- Q&A



Some slides are busy, but that was by design so you can use this presentation as a reference document.



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6 Meeting Types

1. Status:

- Share information, not problem solving or finger pointing.
- Team Leader led for efficient 2-way communication.
- Short duration, but can vary from 5 to 30 minutes.
- Focused on key points.
 - Due dates, deliverables, action items.
 - Kick-offs, major milestone, project approval gates.
 - Recommendation approval requests.
 - Issue escalations to management.



2. Working:

- Make decisions and create deliverables.
- Interactive team-centric discussions facilitated by the Team Leader.
- Often recurring and lasting an hour or more.
- Detailed analysis, planning, etc...



3. Presentation:

- Present information such as findings and recommendations.
- Mostly 1-way communication to the audience.
- Duration varies from 15 to 60 minutes.



6 Meeting Types (continued)

4. Training:

- Focused information sharing.
- Instructor led.
 - Mostly 1-way communication to targeted audience.
 - 2-way communication for questions and validation of understanding.
- Duration varies, but keep as short as practical.
 - Often an hour or less to cover the key points.
 - In-depth training can last for several days to weeks.



5. Audit / Investigator Meetings:

- Subset of prior meeting types:
 - Status – Meetings with stakeholders on findings, timelines, next steps, etc.
 - Working – Planning, analysis discussion, report writing, etc...
 - Presentations – Project kick-offs and closures.
 - Training – Explaining new processes and regulations.
- Get or validate information on processes, documents, decisions, roles, etc.
 - One or two time meetings with specific persons of interest or subject matter experts vs. recurring weekly project meetings. Shorter is better. Typically not over an hour.
 - Successful meeting rules still apply, perhaps with meeting notes taking a different form than traditional project meetings and can be more confrontational if a collaborative tone is not carefully coordinated.



6 Meeting Types (continued)

6. **Deadly:** (Unnecessary, poorly timed, or just should not happen)


- Not well planned. No specified agenda, goals, etc...
- Happens because "we always meet each _____".
 - Kills enthusiasm, project momentum, and participation.
 - It is **OK to shorten or occasionally cancel meetings.**
- Could have been resolved with fewer people:
 - Ask yourself if you would want to be at the meeting.
 - Respect participants time and they are more willingly attend your meetings.
 - Use sub-teams for specific issues requiring input from only part of the team. Provide updates during regular team meetings.
- Could have been resolved using a phone call, visit, or short e-mail.
- Topic is person specific, such as HR, that is better handled one-on-one.
- Requires input from only one or two folks.
- Simple information and document requests.
 - Delay the meeting or take a short break if tension is too high or external factors prevents the participants from focusing.
 - Just announced reorganization.
 - Key participant illness.
 - Need time to think objectively – respond not react.



Successful Meetings

Successful meetings are dependent on 5 key areas.

1. **Honesty and respect:**

- Encourage everyone at the meeting to participate.
- Actively listen to all ideas.
- Before discounting an idea, state 5 reasons it could work.
- Use people's names and thank them of their input.
- Make sure everyone can hear, including remote participants.
- Be on-time. 
- If your meeting runs long, ask permission and let those that have to leave go.
- Disagreement is fine, but crush disrespect and backbiting.



2. **Solid preparation:**

- Written project charter and plan with specific project goals.
- Specific meeting goals and action items linked back to the project goals.
- Written meeting minutes distributed within 2 days of the meeting and read prior to the start of the next meeting.



Successful Meetings (continued)

3. Positive perceived value:

- Look through your customer's eyes. Understand what is important to them.
- Ensure senior management support with objectives link to their measurable business goals.
- Help senior management gain a vested interest in your success.
- Build middle management buy-in with concise, regular, and timely updates highlighting your project's successes and benefits to them.
- Communicate project benefits to participants. Explain how it helps them.
- When changing tools or processes, emphasize how you are building on their good work. Clap for others and they are more willing to listen.
- Keep the big picture in mind when defining scope. Avoid tunnel vision or boiling the ocean so you can complete on-time and in-budget.
- Solve issues they can't such as communication gaps between work groups.



Successful Meetings (continued)

4. Active participation:

- Recruit the right folks to be on your team.
- Ensure supervisor support. Have supervisors set expectation for their direct reports to attend and keep them informed for added accountability.
- E-mail a supervisor highlighting their team member's specific contributions.
 - **You may be the only leader who publically recognizes the employee's work.**
 - Helps the supervisor on their assessment reviews and builds team moral.
- Give your team opportunities to grow, take ownership, and become leaders.
- There are lots of fires to fight and meetings to attend. Make your meetings interesting and relevant.
- Demanding people attend does not result in active or willing participation.
- Dead weight can bring down a ship just like negativity.



5. Commitment with follow-through:

- Do what you say you will.
- Set a good example with a solid work ethic.



8 Meeting Tools

1. Written agendas to keep meetings on-track:

- Specify meeting time, date, location, expected length, etc. Note next meeting and use reminders especially if there are changes from the normal format.
- State meeting goal and 3 to 5 key discussion areas.
 - Quickly review key issues, decisions, and action items from last meeting along with any major new developments to get your team focused.
 - Get status on assigned deliverables.
 - Separate informational from problem-solving or decision making issues.
 - Start with easy issues to build momentum, then tackle more complex issues.
 - Order issues that build on each other.
 - Separate into smaller parts when needed to keep focus and manageability.
- Note next status update date to keep a sense of urgency.
- Plan around holidays and shift changes so your team's progress continues.



8 Meeting Tools

2. Meeting notes to document key results and action items:

- Complete in 2 business days and bold names in notes to highlight as needed.
- Use discretion to maintain honest and open sharing of ideas.
- Summarize key points and decisions.
- Share notes with stakeholders and those who could not attend.
- Set the expectation the notes are read and timely input provided before the next scheduled meeting.
- List Open Actions Items in meeting notes or link to a separate log if too long.
 - During a Harvard meeting course, I heard a powerful statement:
 " Meetings without a written action plan means the action items have no life outside those at the meeting."
 - Some people conveniently forget they were assigned actions unless documented.
 - After closing an item, take it off the list in the notes to save space.
 - Many use unique action item numbers, but some restart numbering in the notes.
 - Some list action categories in next steps to help with short team goal setting in addition to a detailed action item list.
- **Use a template to save time and maintain consistency.**
(See next slide for examples.)



8 Meeting Tools (Continued)

Results of audit meetings often go directly into electronic work papers with built in templates. There are examples of generic meeting notes templates.

Meeting Minutes – MM/DD/2010				
Project type, name, and tracking number		Template Prepared by: Karl Nyben		
		Date Updated: 1/2/2010		
Meeting Purpose	Next Meeting Date, Time, and Location	Conference Bridge #		
Team Meeting	Every Wednesday: 9:30 to 11:00 am	Phone: 800-xxx-yyyy Participant: 123456789#		
Present	Core Team Attendees	Present	Core Team Attendees	
X	Your Name, Project Lead			
X	Team Member Name, Team Name or Title	X	Team Member Name, Team Name or Title	
X	Team Member Name, Team Name or Title		Team Member Name, Team Name or Title	
X	Team Member Name, Team Name or Title		Team Member Name, Team Name or Title	
		Present	Guests	
X	Team Member Name, Team Name or Title	X	Guest Name, Team Name or Title	
			Team Member Name, Team Name or Title	
KEY DISCUSSION POINTS				
1	Administrative:			
	<ul style="list-style-type: none"> Refer to share point for We need to complete ... before our next management status meeting on 			
2	Key Topic Area			
3	Key Topic Area			
4	Next Steps and Action Items:			
#	Priority (H, M, L)	Open Action Items and Status	Owner	Due Date
1				
2				
3				
4				

at&t Meeting Minutes & Action Items			
GENERAL INFORMATION			
Subject:			
Date:	Time:		
Call-in #:	Pass code:		
Conducted by:	Recorded by:		
OPEN ACTION ITEMS			
#	Action Item	Owner	Due Date
1			
2			
3			
4			
MEETING MINUTES			
Topic/Subject	Discussion Items		
Administrative	•		
	•		
	•		
	•		
	•		
ATTENDEE INFORMATION			
Attended	Name	Attended	Name
Y	Team Member Name, Group and Title		Team Member Name, Group and Title
	Team Member Name, Group and Title	Y	Team Member Name, Group and Title
Y	Team Member Name, Group and Title		Team Member Name, Group and Title
Y	Team Member Name, Group and Title		Team Member Name, Group and Title



8 Meeting Tools (Continued)

3. Management Skills:

- o People skills are 80% of success, 20% is tool use.
- o Eliminate excuses and remove roadblocks.
- o Communicate in the media and format your stakeholders use.
 - Audience not writer based.
 - Short and to the point.
 - Use a central document repository like Share Point for team notes, analysis, briefings, etc.
 - Embed links to key documents saving time and preventing 5 megabyte meeting notes.
 - Time communication to receiver's needs when possible. Sometimes less is more.
- o Look for projects that overlap with yours.
 - Attend staff meetings.
 - Have lunch with different groups to build a network and ask questions.
 - Merge teams and consolidate when possible to avoid duplication of effort.



4. E-mail Distribution List:

- o More efficient.
- o Keeps people from being accidentally left off distributions.



8 Meeting Tools (Continued)


5. Meeting Logistics:

- Who, where, when, why, and how long.
- Use automated calendar invites with 5-10 minute reminders.
- You may need to change your schedule to accommodate the team.
- Agree on the type of meetings.
 - Virtual works best if the group has met before or are geographically dispersed.
 - Face-to-face builds relationships faster, enables better communication because you do not lose non-verbal cues, limits multi-tasking, and critical for sensitive issues.
- Determine room size and seating arrangement.
 - Round tables de-emphasize hierarchy while rectangular stress structure.
 - Arrange tables so you can see each other to encourage free exchange of information and opinions. Informal settings can sometimes help.
- Determine what kinds of equipment and network connectivity is needed. (Telephones, video, projectors, white boards, LAN access, etc.)
- Invite participants based on meeting goal. Consider group dynamics, such as number of participants, personalities, corporate culture.



8 Meeting Tools (Continued)

6. Meeting Ground Rules:

- Everyone participates.
- Everyone is responsible for reading meeting notes.
- Respect participants' ideas, and confidentiality.
- Set time limits. 
- Agree on how decisions will be made.
 - Leader decides based on participant input.
 - Majority vote builds a sense of fairness, ownership, and teamwork
 - Consensus takes the longest, builds support through discussion and understanding, and helps in times of shared sacrifice or major change.
- Define roles and responsibility.
 - **Your actions and positive attitude can determine whether people are encouraged to contribute or fall silent in frustration.**
 - Leaders highlight areas of agreement, build consensus, keep meetings on track, and should not dominate the discussion.
 - Leaders may need to add humor to relieve tension and sometimes apologize.
 - Consider rotating scribe, facilitator, timer roles.



8 Meeting Tools (Continued)

7. Understand Stages of Team Development.

- Stages can start over with changes in membership and each project phase.
- Forming:
 - **Symptoms:** Confusion. Defining relationships, roles, and team purpose.
 - **Leader Actions:** Written project charter, clear scope, visible management support, and well planned meetings.
- Storming:
 - **Symptoms:** Conflict. Push to just do it and get done. Resistance to change.
 - **Leader Actions:** Avoid short cuts. Meeting agendas with action items. Brainstorm and discuss differences to building consensus/buy-in.
- Norming:
 - **Symptoms:** Communication, respect, and idea sharing.
 - **Leader Actions:** Build on decisions and integrate tools. Highlight accomplishments.
- Performing:
 - **Symptoms:** Commitment with personal ownership in the team's success. Lots of forward progress towards achieving project goals/deliverables.
 - **Leader Actions:** Meeting agendas with timelines to keep moving forward. Avoid group think. Use data driven decisions. Keep asking questions, especially does this make sense or are missing something.



8 Meeting Tools (Continued)

8. Addressing Conflict / Managing Personalities



- Leaders are not passive, they act. Do NOT ignore bad behavior or it gets worse. Address it head on with respect and privately when possible.
- Acknowledge input of "know-it-alls" who want to jump to action and not waste time analyzing.
 - Give examples of how data analysis helped other projects find solutions that were not readily apparent.
 - Simply say "really" or "why", then wait quietly.
 - Ask for input from other team members, noting all were chosen for specific skills.
 - Establish eye contact with those who have not given input, facing away dominators.
 - Reiterate meeting rules.
- Acknowledge the feeling then say "Let's table that for now and move to agenda item..."
- Sometimes a short break is needed to cool down and think objectively.
- Before giving assignments to someone that has too much on their plate or does not follow-through, ask if they will need help and give them permission to reconsider. Thank them for their enthusiasm, but share the work load across the team so all can grow.
- Redirect complainers and "it will never work" people by reminding them how fortunate they are be the ones solving the problem.
- Refer back to decisions documented in notes and hold people accountable.
- Ask people who refuse to make a decision what points are they unsure about and what data they need to decide.



Questions

