THE GRANGER NETWORK
MEETING PRACTICES

Prior to the Meeting

- **SCHEDULING:** Schedule meetings to end *before* the hour or half-hour.
  (e.g., end meeting at 1:55 PM as opposed to 2:00 PM)
- **PUNCTUALITY AGREEMENT:** Set an expectation that participants arrive on time, or else account for their word. (This means they let the meeting facilitator know they will be late *as soon* as they are aware, so time isn't wasted tracking them down.)
- **DEFINE OUTCOMES:** Identify intended outcomes for the meeting and include those outcomes in the calendar invites.
- **DESIGNATE FACILITATOR:** Designate a facilitator for the meeting who the group empowers to guide through agenda items and keep the group on track.
- **AGENDA:** Identify agenda topics with times and outcomes allotted to each item.
  - *Welcome Time:* Allow for 5 minutes of "hellos" before expecting meeting attendees to get to the first agenda item.
  - *Flex Time:* For every 60 minutes of meeting time, add 10 minutes of "flex" time. (e.g., If you have 60 minutes for your meeting, you should only plan 50 minutes of agenda topics. If you have 120 minutes for your meeting, you should only plan 100 minutes of agenda topics.)
  - *Agenda Contributions:* Send the agenda out ahead of time and see if anyone has anything they would like to add or prioritize.
  - *Priorities at the Top:* Place high priority items at top of agenda so you don't run out of time for them.
- **DISCUSSION:** Focus meeting time on items requiring discussion and send reports via email whenever possible.
- **TYPE OF CONVERSATION:** For each agenda item, distinguish the type of conversation involved, so that they are clear how to listen and engage.
  (e.g., inform, discuss, decide, and/or acknowledge and share victories)
- **SUPPORTING INFORMATION:** Identify in advance the information required for a productive conversation and ensure someone is accountable for bringing that information to the meeting.

At the Start of the Meeting

- **PUNCTUALITY:** Start meetings on time.
- **OUTCOMES:** Restate intended outcome(s) at the top of the meeting.

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During the Meeting

- **DISPLAY RELEVANT INFORMATION:** Ensure that information is at hand and displayed in a useful manner that is relevant to the conversation being had.
- **BE NIMBLE:** Be willing to adjust agenda if certain items require more time.
- **PROMISES AND DECISIONS:** Have a scribe track action items (with timeframes and designated actor) and decisions.
- **PUNCTUALITY:** End meetings on time. A few tips to help:
  - At 10 minutes left in the meeting, let people know you have 10 minutes left and move to any critical items left on the agenda.
  - At 5 minutes left in the meeting, stop and address how you will deal with remaining agenda items, review committed actions, and set next meeting date. (e.g. *"We didn't get to our community building topic; I will reach out to Sarah and Noah about finding a time this week."*)

When Discussing Topics

- **FLAG "OFFLINE" CONVERSATIONS:** Be rigorous about flagging and moving off-topic conversations to another venue to stay focused on fulfilling on the purpose of the meeting. (e.g. *"I agree that is an important topic. I will add it to next week's agenda."* Or *"I appreciate what you are bringing up, who would be the right people to discuss this and bring the resolution back to us next week?"*)
- **ALL VOICES:** Create space for all voices to be heard.
- **SHARE FOR CONTRIBUTION:** Be succinct, share airtime, and when speaking provide a new perspective or information, rather than repeating what has already been said. This will move the meeting forward to the declared outcomes.
- **LISTEN FOR CONTRIBUTION:** Notice your internal dialogue that may get in the way of your listening. (E.g. - *"Can she hurry it up? We only have 15 minutes left!"*) Be curious and generous in your listening.
- **ORCHESTRATE MOODS:** Attune to the moods of those present, including your own mood, and take steps to orchestrate a productive mood (e.g., ambition, curiosity, patience, etc.) as appropriate.