

**Meetings that actually matter
by Ian Berry**



www.ianberry.biz

Telephone +61 418 807 898

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Thank You!

What I say is important,
**yet nowhere near as important as
what you hear yourself say to yourself,
who you become, and what you do next.**



Meetings waste time, energy and money every day in most workplaces and organisations in general.

The reasons are too numerous to list! They centre around lack of purpose (reason), poor preparation and/or follow-through, and the out of control egos of the people supposed to be leading them, and/or their desire to control people.

The resulting demotivation, dehumanisation and disruption affect the well-being of people and have far reaching effects on society.

There is no number large enough to put on the human and operating cost of poor meetings which is why since 1991 I've been on a mission to change all of the above. I'm grateful to my clients from whom and with I have designed what follows with the goal of eliminating wasteful meetings.

Ian Berry, August 2019.

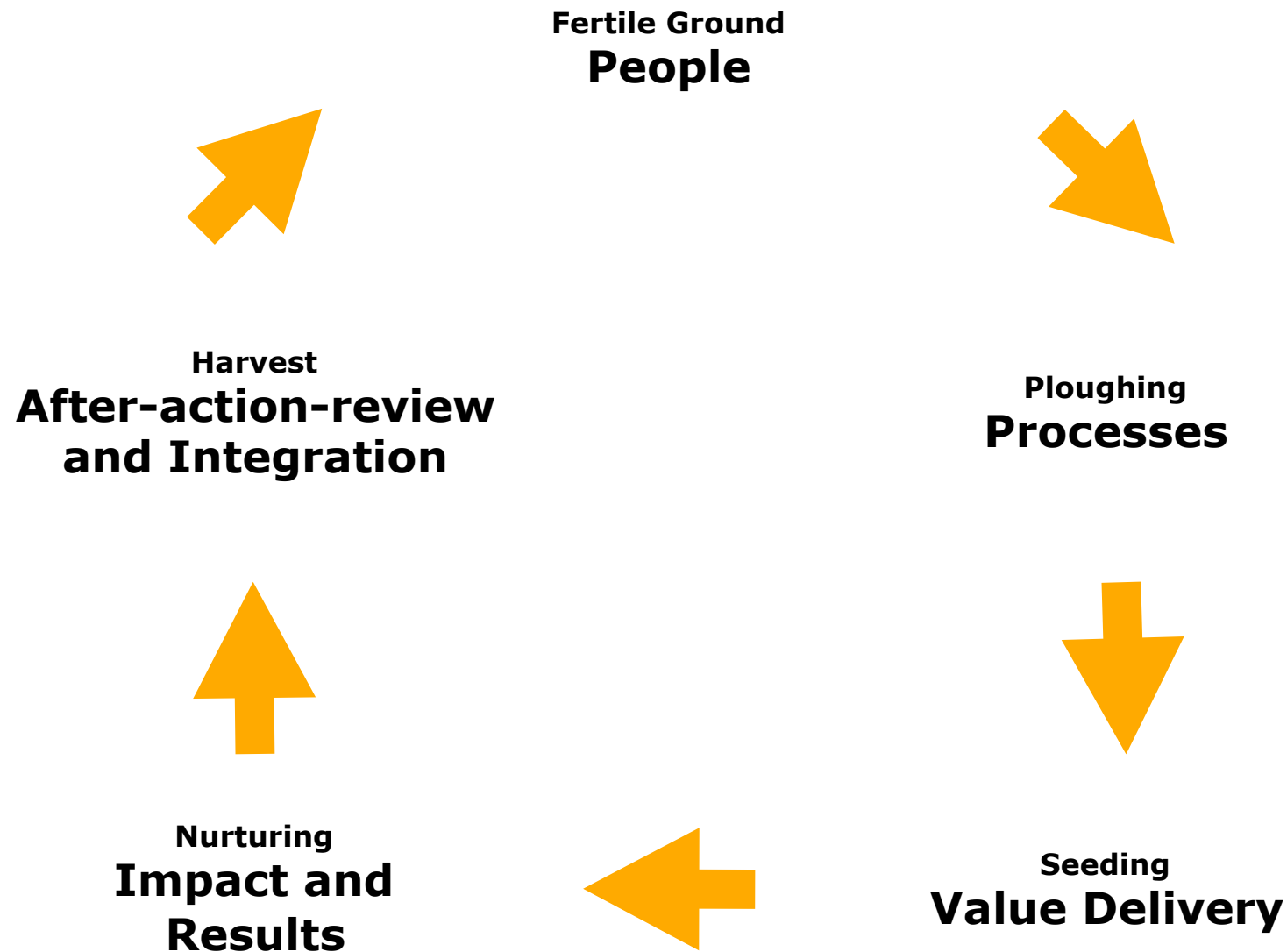
Executive Summary

The 7 meetings that I believe matter the most:

1. Value delivery (pages 28 - 37).
2. Sparkenation Conversations (Everyday Innovation) (38 - 60).
3. Learning and Development (61 - 70).
4. Sparkenators, 21st century managers and culture champions (71 - 77).
5. After-action-reviews (78 - 82).
6. Integration of new perceptions with what is already working (83 - 88).
7. 1:1 check-ins (89 - 96).

In Remarkable Workplaces I used the law of the farm as a metaphor which I repeat here.

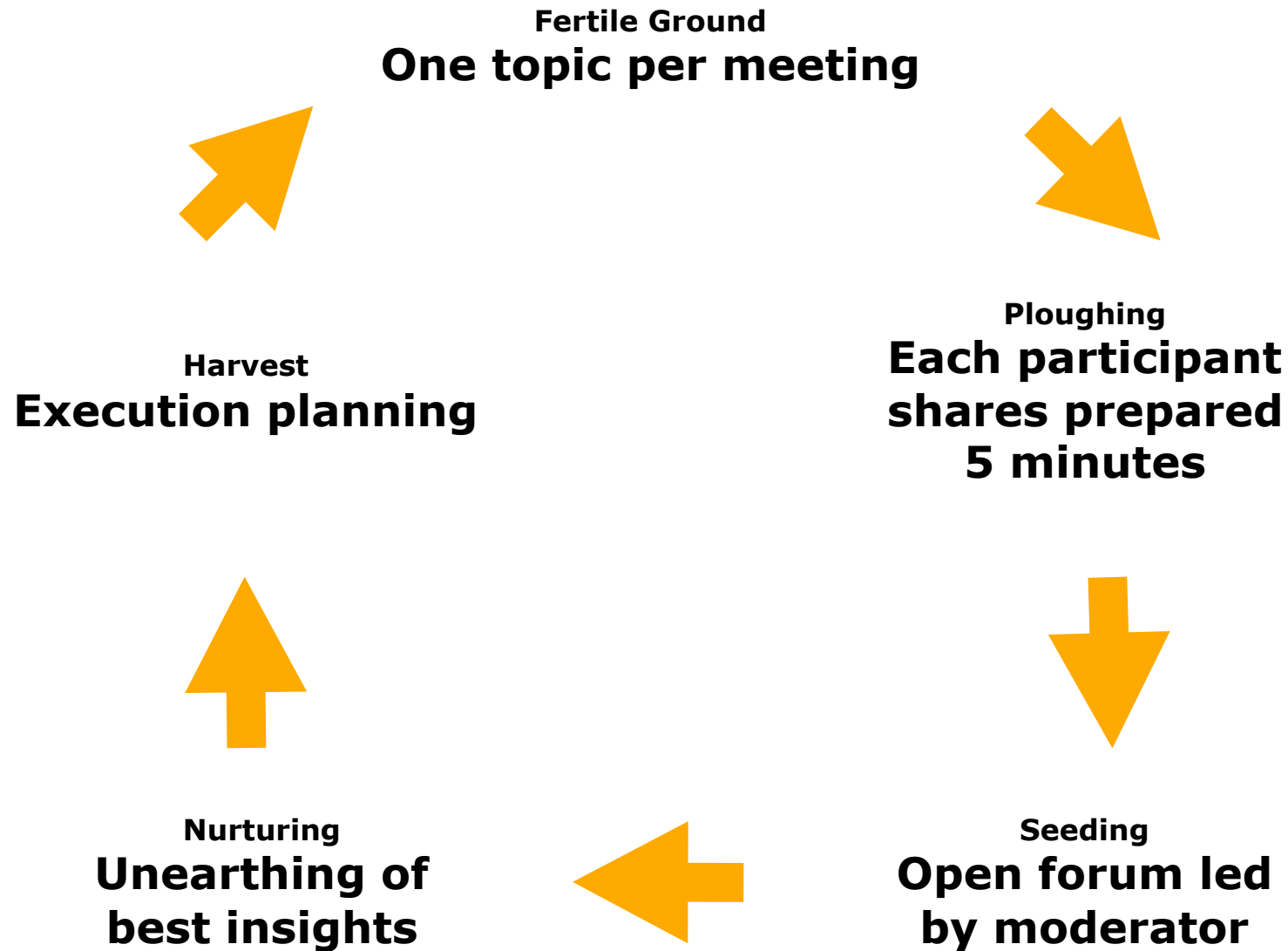
Value-delivery Meetings at a glance



In Remarkable Workplaces I used the law of the farm as a metaphor which I repeat here.

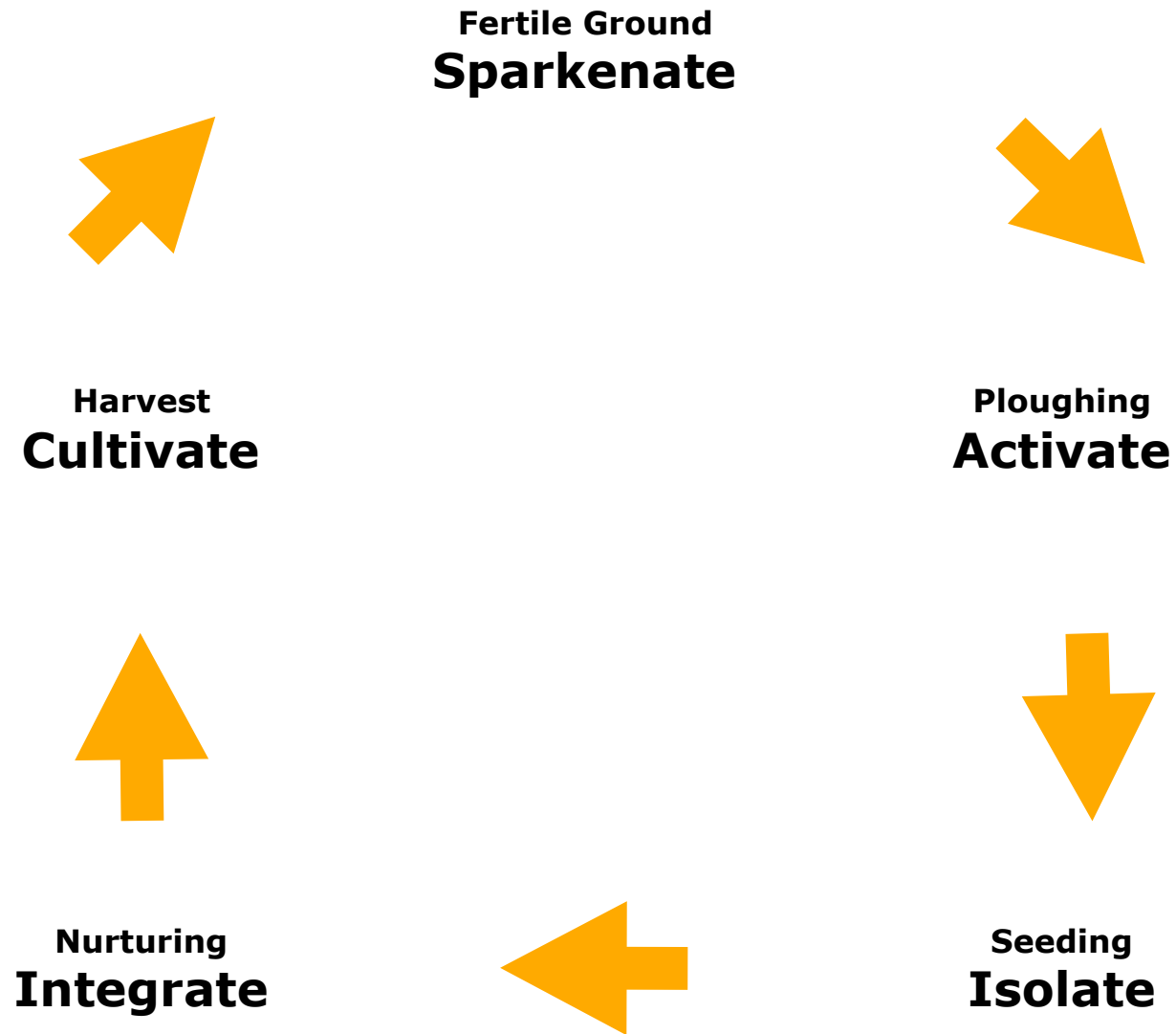
Sparkenation (every day innovation)

Meetings at a glance



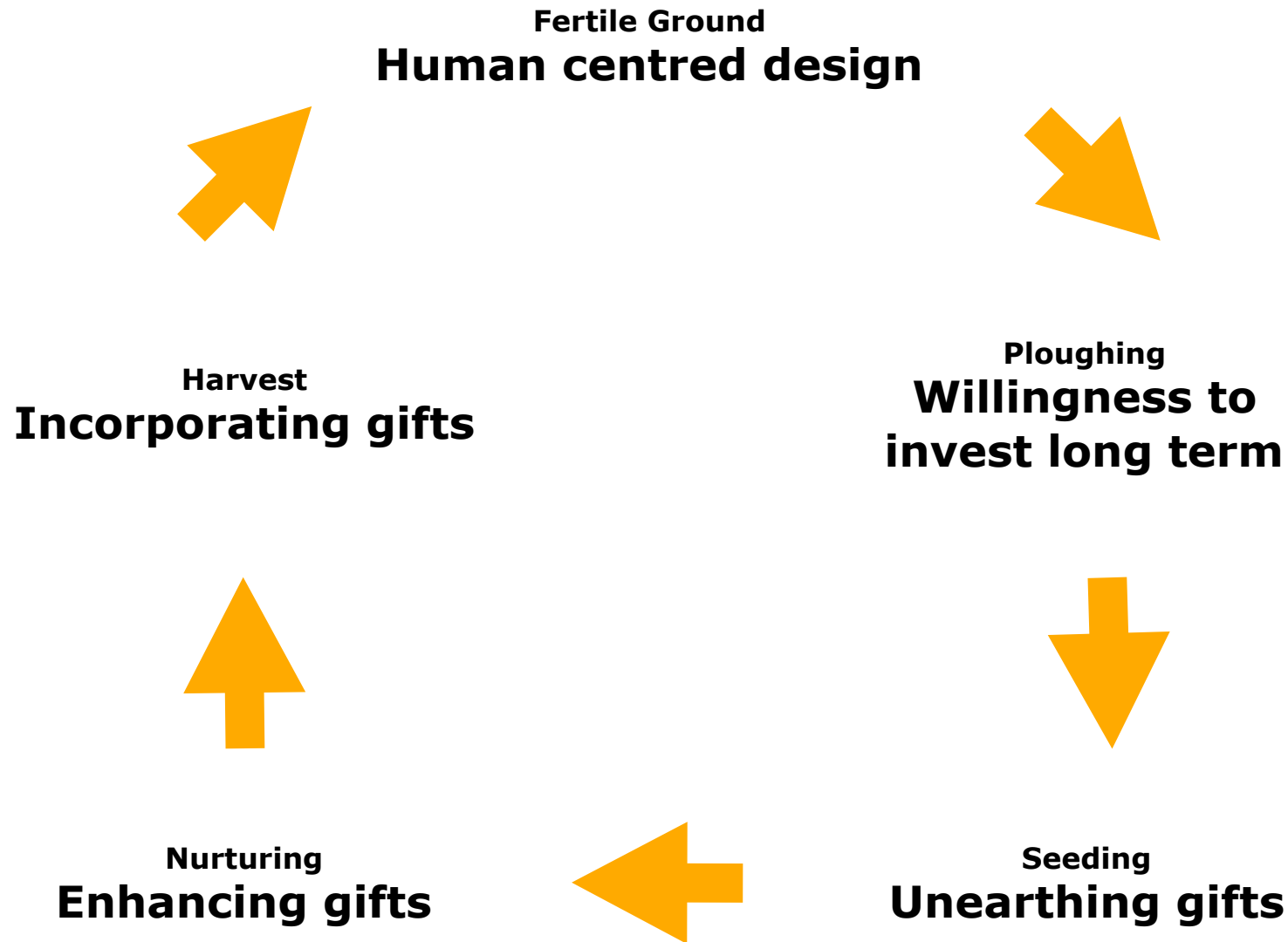
In Remarkable Workplaces I used the law of the farm as a metaphor which I repeat here.

Learning and Development Meetings at a glance

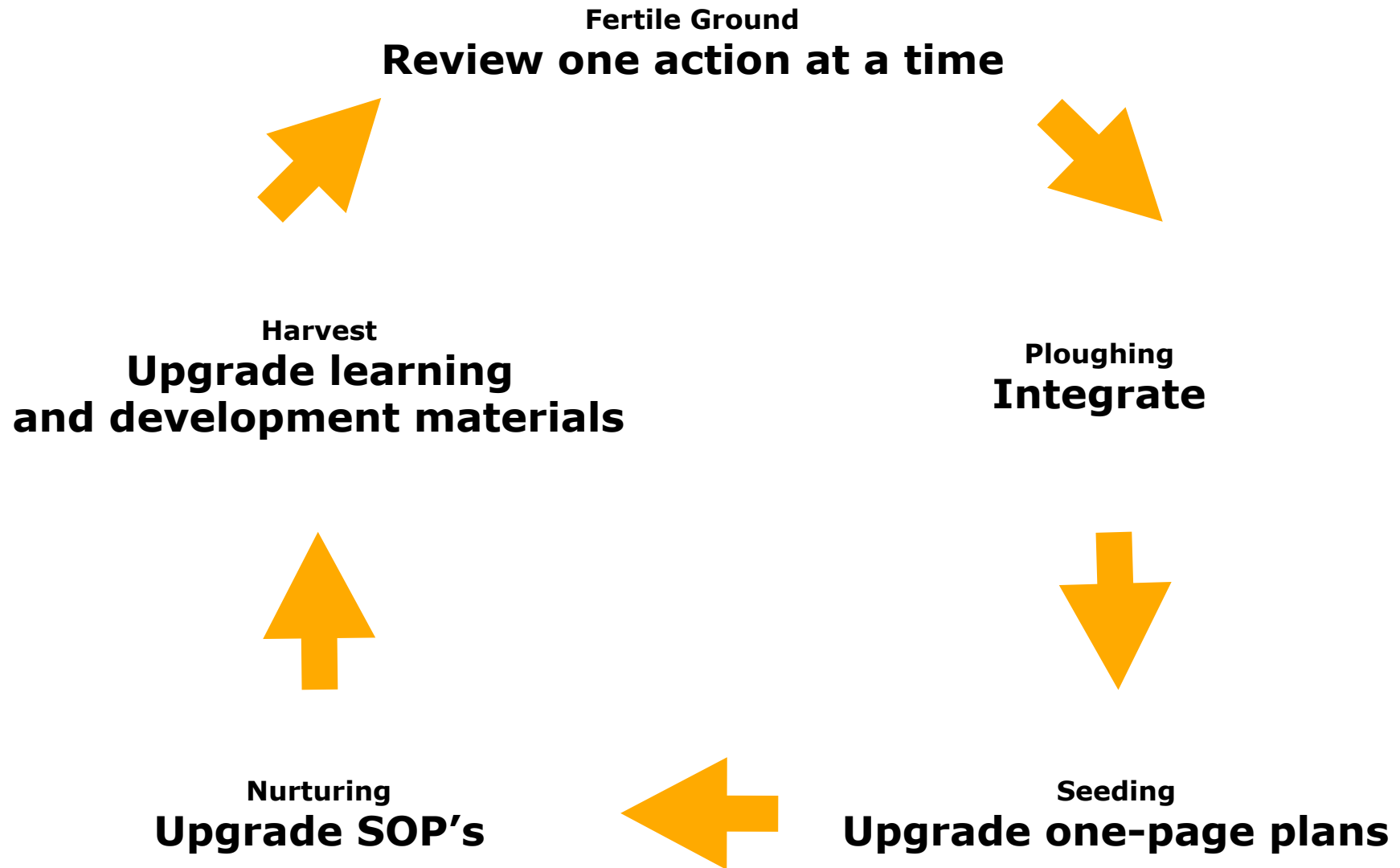


In Remarkable Workplaces I used the law of the farm as a metaphor which I repeat here.

Sparkenators, 21st century managers and culture champions Meetings at a glance



After-action-review Meetings at a glance

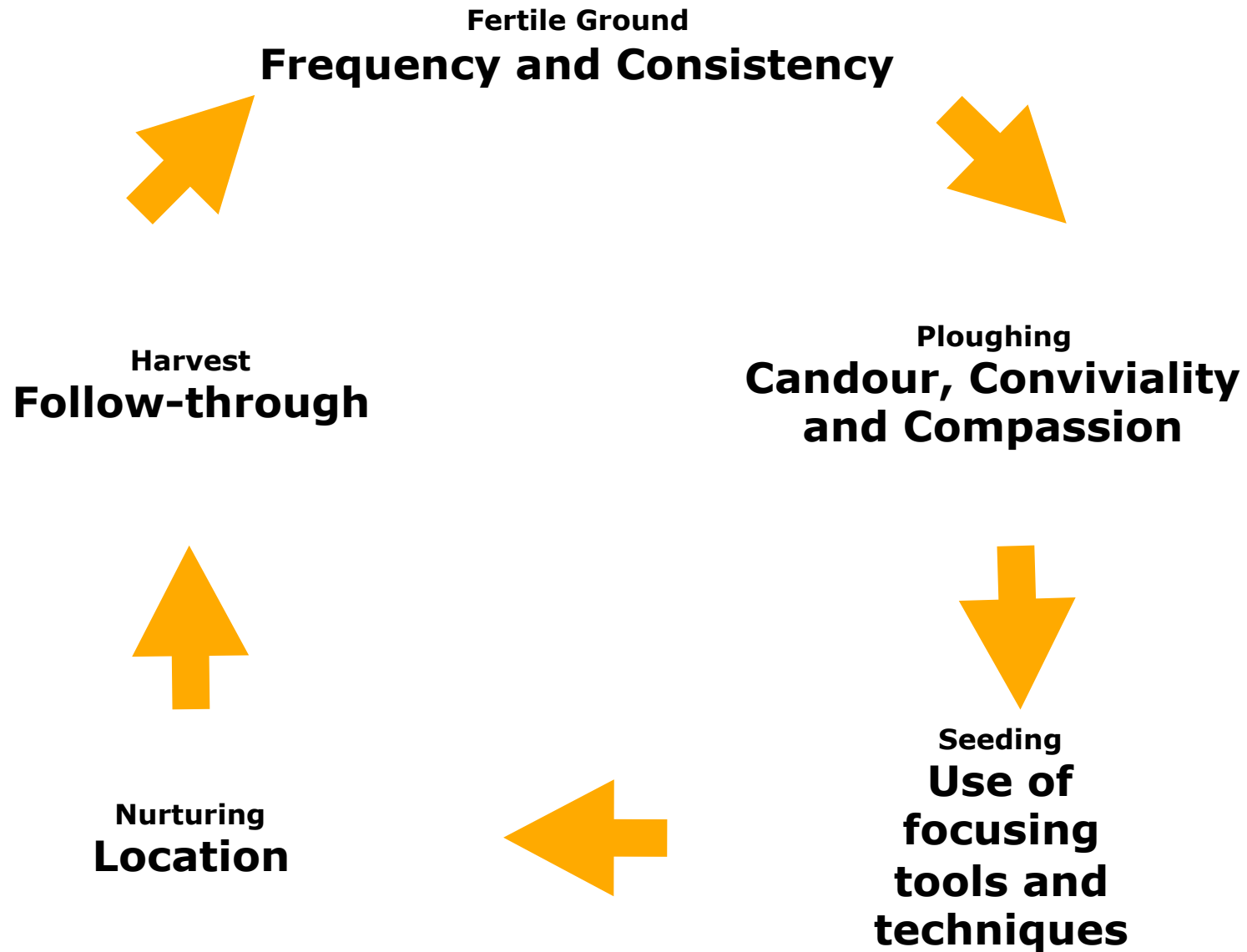


Integration Meetings at a glance



In Remarkable Workplaces I used the law of the farm as a metaphor which I repeat here.

1:1 check-in Meetings at a glance



The Fundamentals



The most productive meetings

Every meeting is focused on one thing. There's great wisdom to be found from a group of beings all working on the same thing.

Have a purpose every participant is aligned with.

Happen in circles.

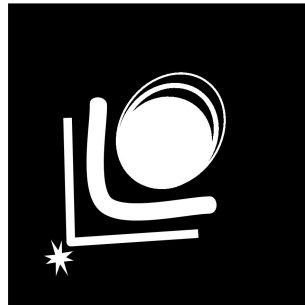
Participants check-in and check-out and the beginning and the end.

Everyone is clear on their action/s and what they are accountable for at the end of the meeting.

Follow-through and after-action-review is scheduled at every meeting .

Common terms used

Sparkenation
***a spark that ignites passion that leads to action
that changes what's normal.***



Plan and co-promises on a page

On page 19 is a template.

On page 20 is my own example.

On page 21 is a blank you could use to write your own.

All three of the above are downloadable at the bottom of the page at <http://www.ianberry.biz/remarkable-workplaces/>

Having a plan and co-promises on a page for yourself, team mates and your workplace overall means better focusing of conversations about performance, and therefore much greater likelihood of better, wiser and more valuable performance.

Every meeting should conclude with participants updating plans and co-promises on a page.

Reality 1 - 3 paragraphs about your current status regarding People Product/service experience Partners PPPPS's Performance (financial and however else you express it)	Possibility 1 - 3 paragraphs about your goals for this performance period regarding People Product/service experience Partners PPPPS's Performance (financial and however else you express it)	Purpose 1 paragraph about why your organisation/team exists
Strategy One sentence about how you will move from reality to possibility.		
Execution 1 - 3 paragraphs about your key tactics to execute your strategy	Progress 1 - 3 paragraphs about how you will make progress in meaningful work visible and how you will communicate, and converse about progress towards possibility	Culture 1 - 3 paragraphs about how you will further inspire and influence people to be accountable for living the agreed behaviours of your values

Reality	Possibility	Purpose
<p>At beginning of this performance period I have 6 retainer clients.</p> <p>I have 4 possible tier 1, 2 or 3 clients in the pipeline.</p>	<p>SVA (smallest viable audience) p.a. is 10 - 14 clients p.a.</p>	<p>Inspire and help my clients to implement and integrate insights and ideas that mean they evolve to be better, wiser and more valuable in the areas of life and work that are important to them.</p>
Strategy <p>Rolls-royce relationships with clients, referrers and advocates leads to repeat and new clients.</p>		
Execution <p>Give value in advance without attachment to getting back through:</p> <p>Publishing (blog, podcast, ebooks, books, tools, tips, templates and techniques) and sharing these complimentary.</p> <p>Online and in person events.</p> <p>Direct contact and innovative connection with existing relationships.</p>	Progress <p>Key Human Indicators</p> <ul style="list-style-type: none">- continuing to receive requests to do work from people who love my work,- continuing to receive referrals without asking for them,- continuing to receive requests for extensions.	Culture <p>Daily Meditation.</p> <p>Daily Gratitude.</p> <p>Continuous Noticing and Contributing.</p> <p>Sustaining and enhancing relationships.</p> <p>All of above without attachment to outcomes.</p> <p>Feeling valued, fulfilled and loved and helping others to feel the same.</p>

Plan and Co-Promises on a page 3.0
(introduced in Remarkable Workplaces book)

Organisation/Team:
Performance Period:

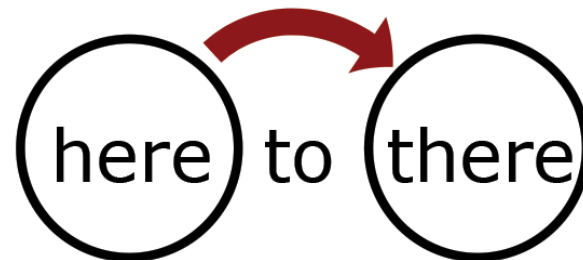
Reality	Possibility	Purpose
Strategy		
Execution	Progress	Culture

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The best way to achieve anything of personal meaning and value to other people is one thing at a time which is why I love the science of quantum leaps.

Common misconception:

A "quantum leap" does not mean a big jump, even though many people use it that way. In fact, it's an infinitesimally small change, but the key is that it's a direct jump from



Success one thing at a time and then aggregation of the marginal gains is the best success formula I know of.

Co - jointly, mutually, shared, connected.

Best results are never achieved alone. We need other people.

Deliberate Practice - purposeful, systematic, focused attention is paramount to mastery.

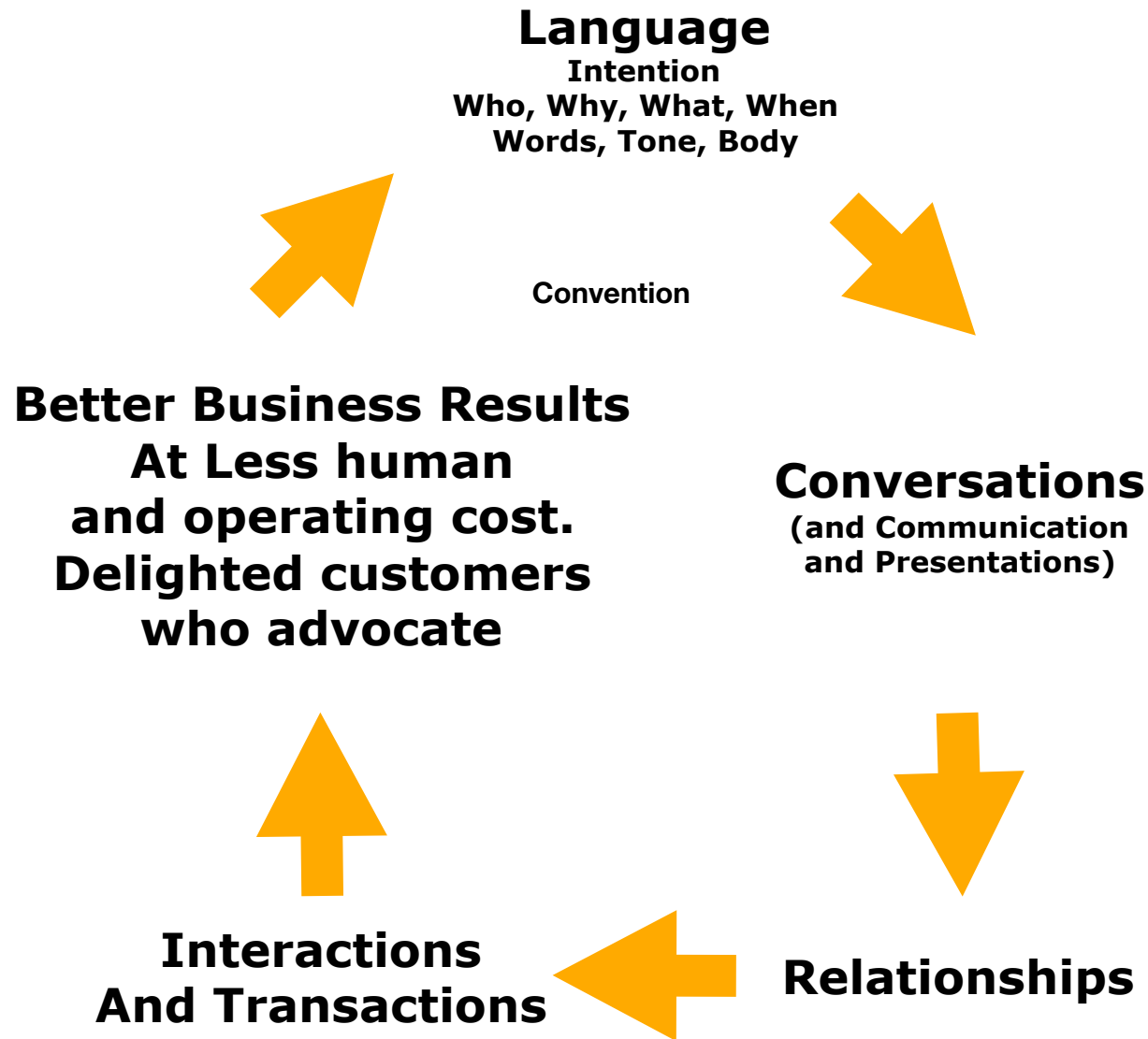
Why do anything half-hearted?

'Do Your Work' is inspired by Steven Pressfield's book 'Do The Work'.

'Do The Work' is about overcoming resistance.

Steven believes, and I agree, that the pain of running away from doing what we know we should is greater than actually doing the work!

The following is from the Convention Sparkenation in my Remarkable Workplaces book



My premise is this:

Enlightened, engaging language elevates conversations,
which in turn enriches relationships.

Value delivery work (transactions and interactions)
is better enabled and therefore,

Your best results at the least human and business costs,
and customers/clients who advocate for us.

Do Your Work

Value-delivery

Podcast recorded 21/6/19

<http://ianberrypodcasts.libsyn.com/>

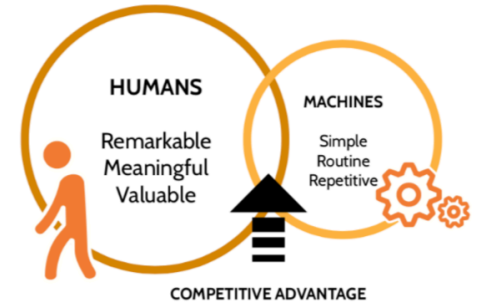


In my book Remarkable Workplaces, which you can download along with all my resources with my compliments via <http://www.ianberry.biz/complimentary-resources/>, I expanded on the model pictured on the next page.

People feeling valued and living values precede the delivery of value which is why valued and values conversation precede those about performance.

Remarkable Workplaces in the new world of work

The New World Of Work
Influencer Roles:
- Differencemakers, Insightpreneurs and Wisdom Workers



People feeling valued



Sparkenator's



21st century managers



Culture Champions

**Enacting The 13 sparkenations
of Remarkable Workplaces**

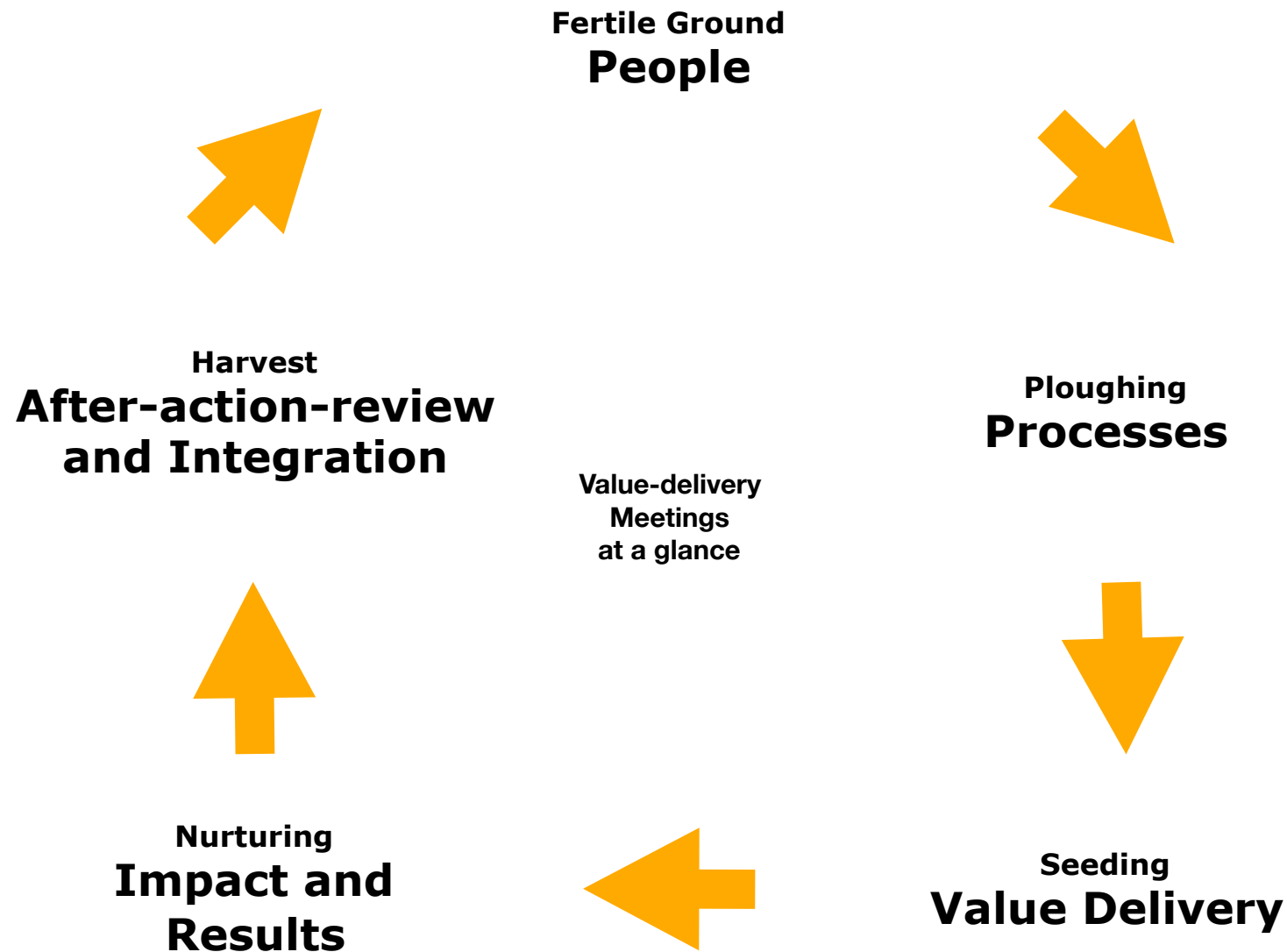
1. **C**ommon-cause
2. **C**ognition
3. **C**onvention
4. **C**onsciousness
5. **C**ompete With Yourself
6. **C**oncentration
7. **C**ommunication
8. **C**ollaboration
9. **C**ommunities
10. **C**ontribution
11. **C**oexistence
12. **C**onnections
13. **C**o-promises

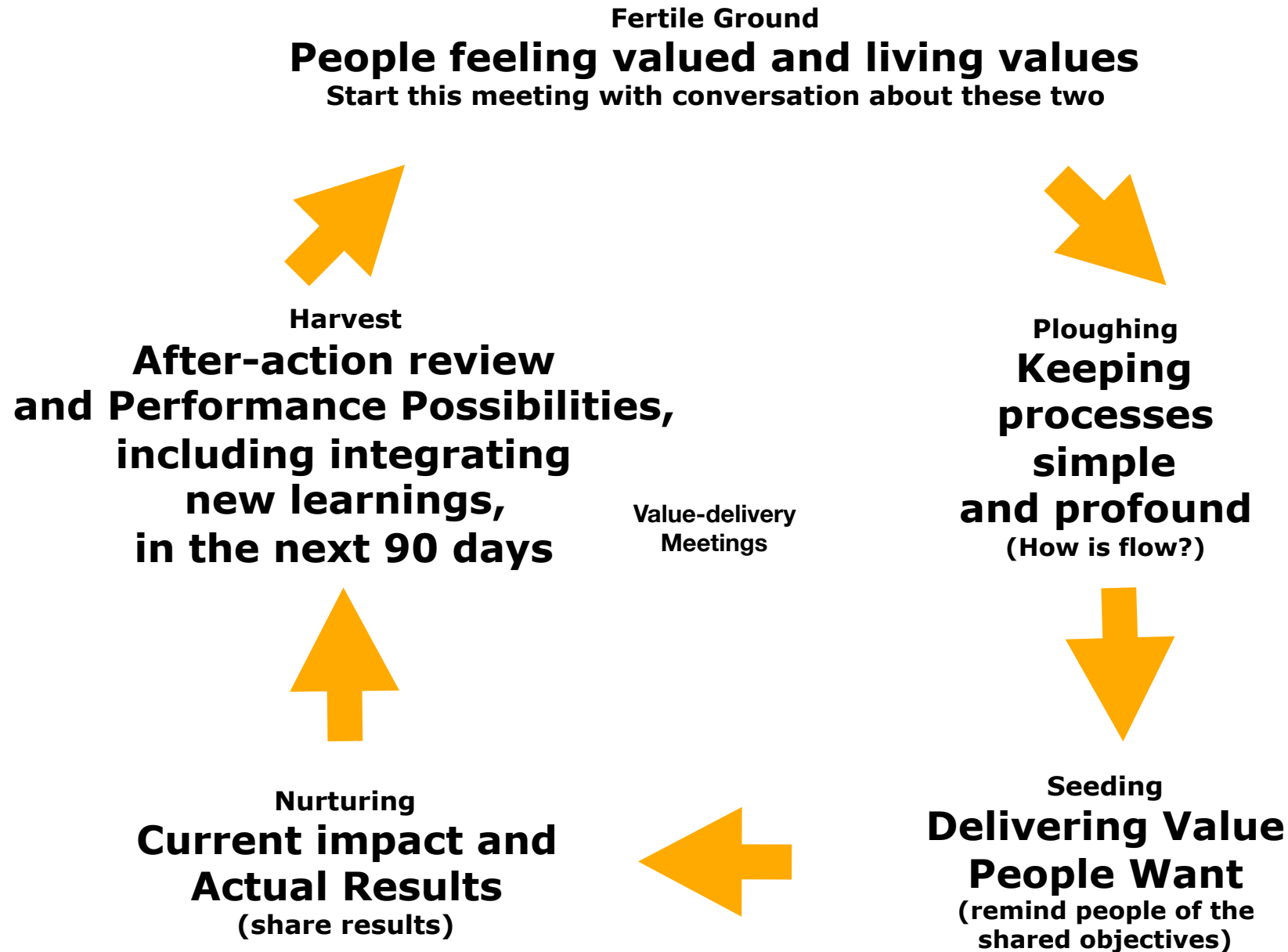
**People
delivering
value**

People living values



In Remarkable Workplaces I used the law of the farm as a metaphor which I repeat here.





Always begin this meeting with conversation about how well people are feeling valued and living values.

When both are at high levels the expectation is equally high levels of performance.

Flow is then crucial so next in your conversation is how well or not do processes (which includes policies, procedures, practices, philosophies and structure and systems) mean it's simple for people to bring the best version of themselves to their work.

The previous two items on your agenda put your **value delivery expectations** in context. It's useful at this point in your meeting to remind people of your shared expectations about value delivery. This assumes you're on song with matters of shared-view. There's a refresher on pages 48 and 49.

Now share actual **performance results**.

Conclude your meeting with an **After-action review and then a conversation about Performance Possibilities, including integrating new learnings, in the next 90 days.**

Then upgrade plans and co-promises on a page accordingly.

How long should this meeting go?

For all meetings my rule of thumb is 14 minutes minimum and 46 minutes maximum, then a break. I use these odd numbers because meetings have a tendency to go their time limit.

On the one topic I recommend no more than 4 by 46 minute sessions at any given time.

How often you meet depends on scheduled after-action-reviews.

Meeting styles

Sitting,
Standing,
Walking,
all work.

Sitting and standing meetings work best in circles.

I highly recommend this variety as well as a variety of locations.

Do Your Work

Sparkenation Conversations

(Every day innovation)

Podcast recorded 28/6/19

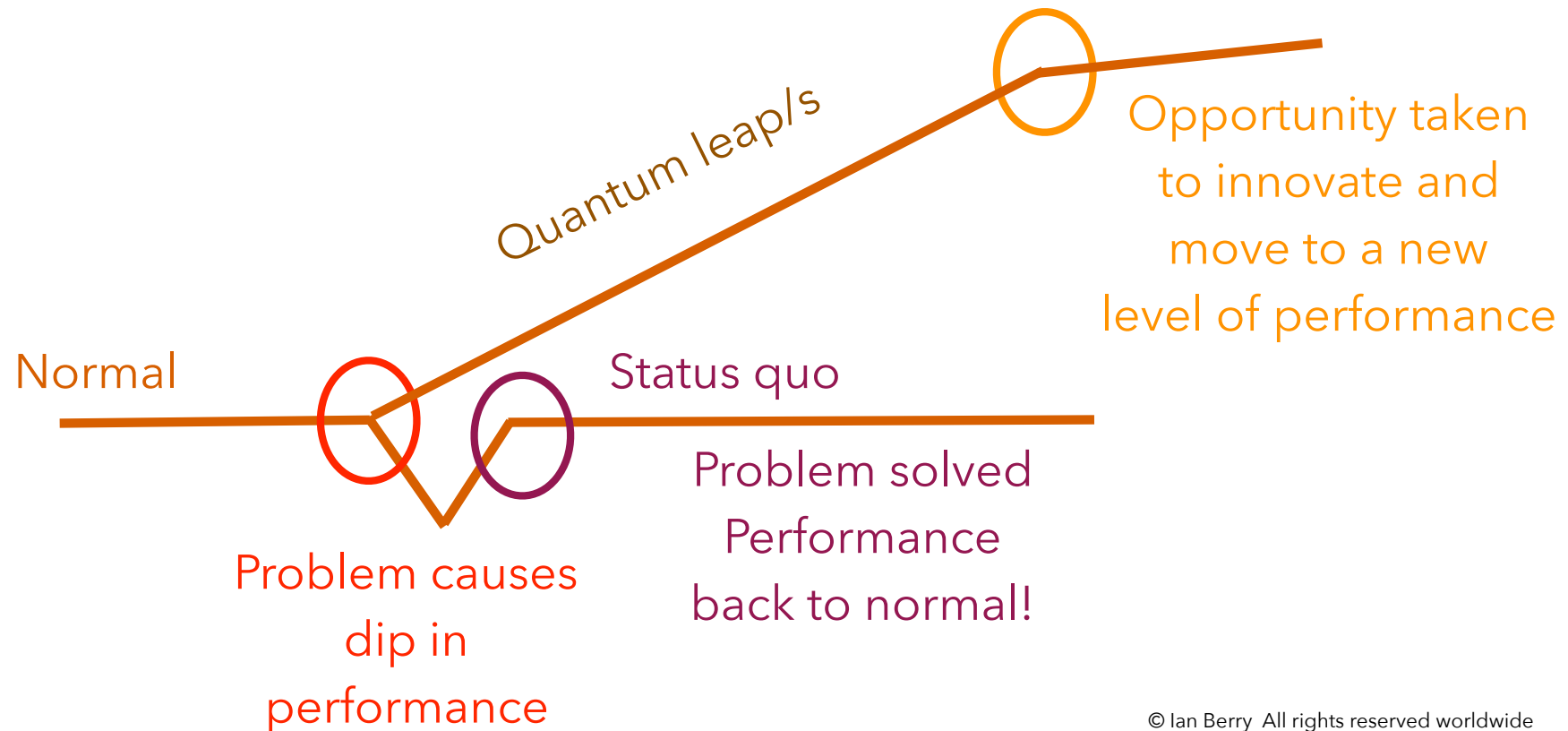
<http://ianberrypodcasts.libsyn.com/>

A Sparkenation Conversation is a safe, high energy, candid and convivial dialogue about making change happen in one key focus area at a time.

Sparkenation conversations stir hearts, shift thinking and lead to small yet significant actions (quantum leaps) to take and a co-promises execution plan on a page.

Sparkenation Conversations are ideal to solve problems that mean every day innovation, generate execution plans to overcome major challenges, bring breakthrough ideas to life and ready to action.

Every day in every workplace on the planet there are opportunities to innovate being walked past because we solve problems that simply mean a return to normal rather than taking the opportunity to innovate.



**The one
subject
is agreed
in advance**

**Execution
Planning
session
led by
moderator**

**Each person
shares prepared
5 minutes on
the subject**

The Process

**Best insights
inspiration
& ideas
unearthed**

**Open forum
led by
moderator**



The Essentials

Accountability	Appreciation	Self-awareness	Awareness Of Others
Empathetic Listening	Noticing	Questioning	Silence
Epiphany/Defining moments	Shared-view in the seven areas of significance	Being in the room	Curiosity
Enlightened self-interest	Essentialism	Gratitude	Openness
Harmony	Sparkenators	21st century managers	Culture champions
Best version of you inspiring the best version of me	Shared aspirations	People first, environment second, profit last	Generosity



The Wheels

Accountability and Appreciation



Seat and Handle Bars

Self-awareness and Awareness of Others

5 gears

Empathetic listening

Noticing

Questioning

Silence

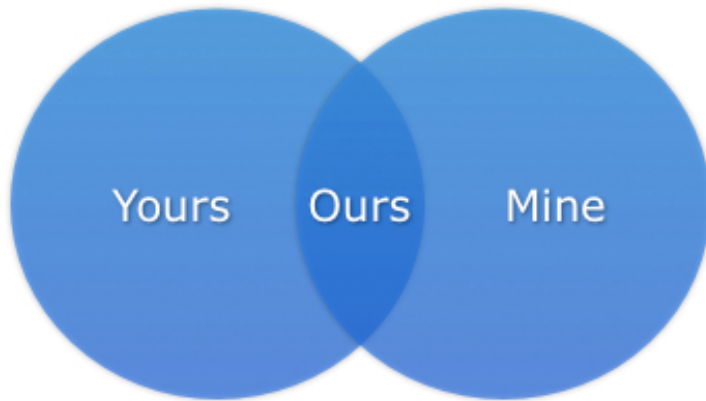
Epiphany /defining moment



Chain

Shared-view in the seven areas of significance

The three worlds and the immense power of shared view



In the most Remarkable Workplaces at a **macro** level shared-view is sustained in seven areas of significance:

Reality
Possibility
Purpose
Strategy
Execution
Progress
Culture

Shared-view Review for**Date:**

Please place an X where your team is now (Good, Great or Remarkable) and a ✓ where you believe you need to move to

Sustaining shared-view with team members in these seven areas of significance is foundational to achieving your best results, at the least human, environment and operating cost.	Good i.e. basic standards of performance are being achieved	Great i.e. above average; better than basic	Remarkable i.e. "conspicuously extraordinary"
1. Where we are now (reality) (what is) (non biased appreciation of the remarkable, the great, the good, the bad, and the ugly).			
2. Where we're going (possibility) (what can be) (Idealistic yet pragmatic articulation of our Aims, Objectives, Vision for our future).			
3. Why we're going there (purpose) (our reason for being; how we're unearthing, unleashing and enhancing people's gifts).			
4. How we'll get there (strategy) (ability to describe our strategy in a single sentence, and everyone's buy-in to it).			
5. Who will do what and when (execution) (roles, performance action plans, communication and conversations, 70:20:10 framework adaption, quality of coaching and mentoring, meaningful meetings that actually matter, processes* that mean it's simple for people to bring the best version of themselves to their work).			
6. How we'll know we're on track (progress) (how well we make meaningful progress visible).			
7. How we'll behave along the way (culture and values) (buy-in to the behaviours of our values, and the quality of our appreciation and accountability conversations)			
Key Actions to be developed and converted to plan and co-promises on a page.			

*Processes include policies, procedures, practices, philosophies, structures and systems.

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Spokes in front wheel

Being in the room

Curiosity

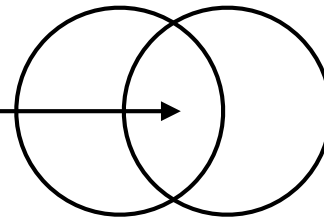
Enlightened self-interest

Essentialism

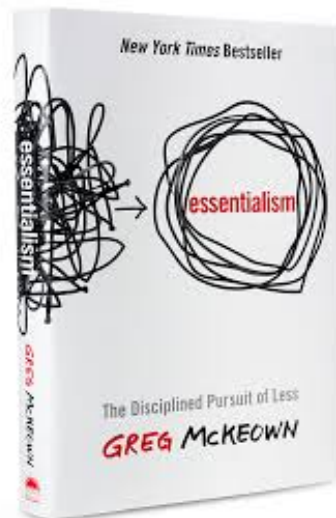
Gratitude

Openness

Relationship harmony points



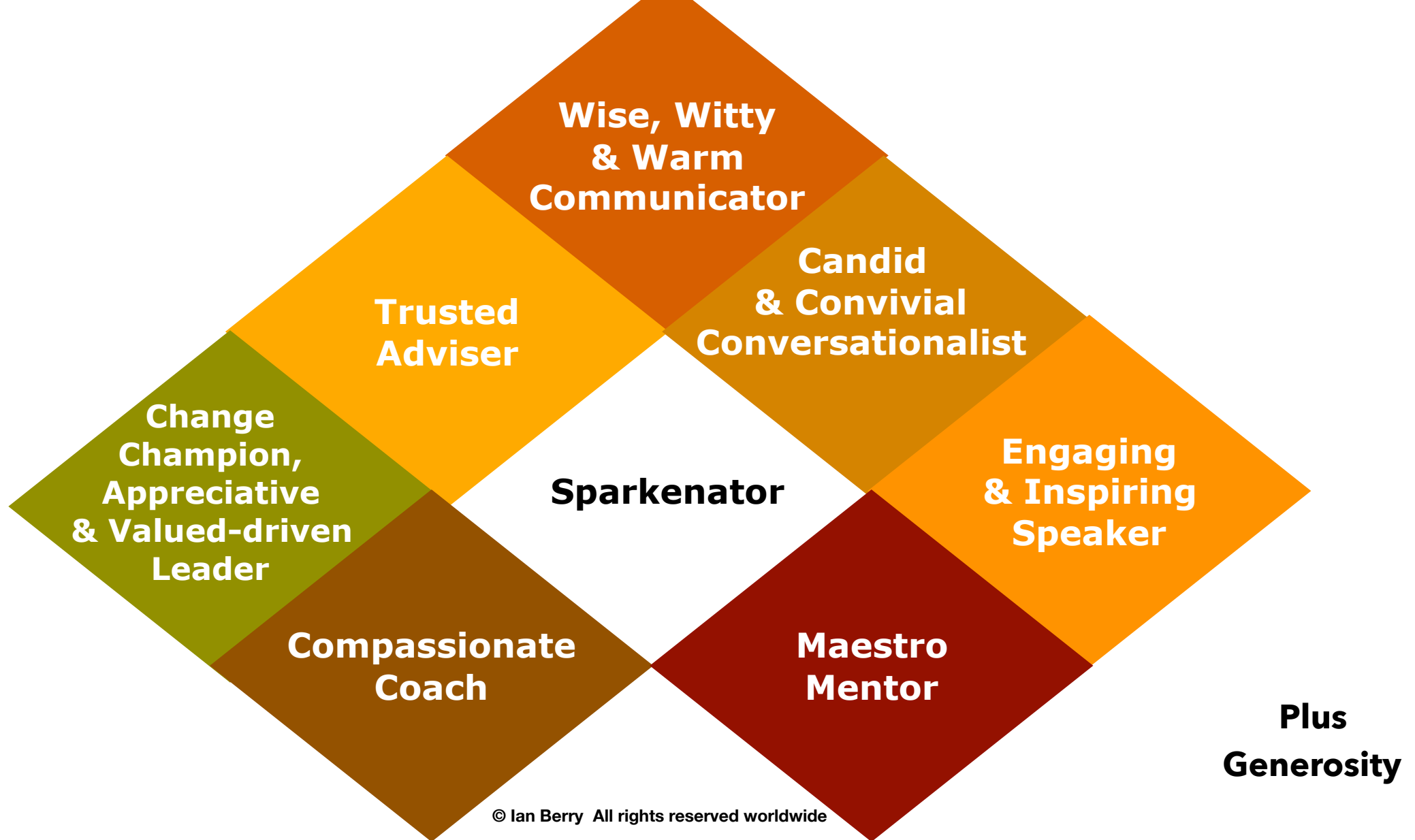




"Less But Better"

Non-essentialist	Essentialist
"I have to"	"I choose to"
Thinks almost everything is essential	Thinks almost everything is non-essential
Asks, "How can I do it all?"	Asks, "What can I go big on?"
Hears everything being said	Hears what is not being said
Avoids saying no to avoid feeling social awkwardness and pressure	Dares to say no firmly, resolutely, and gracefully
Says yes to everything	Says yes only to things that really matter
Asks, "Why stop now when I've already invested so much in this project"	Asks, "If i weren't already invested in this project how much would I invest in it now?"
Hates admitting the mistakes	Comfortable with cutting losses
Attached to every word, image, or detail	Eliminates the distracting words, images, and details
Thinks if you have limits you will be limited	Knows that if you have limits you will become limitless

Spokes in back wheel



21st century managers

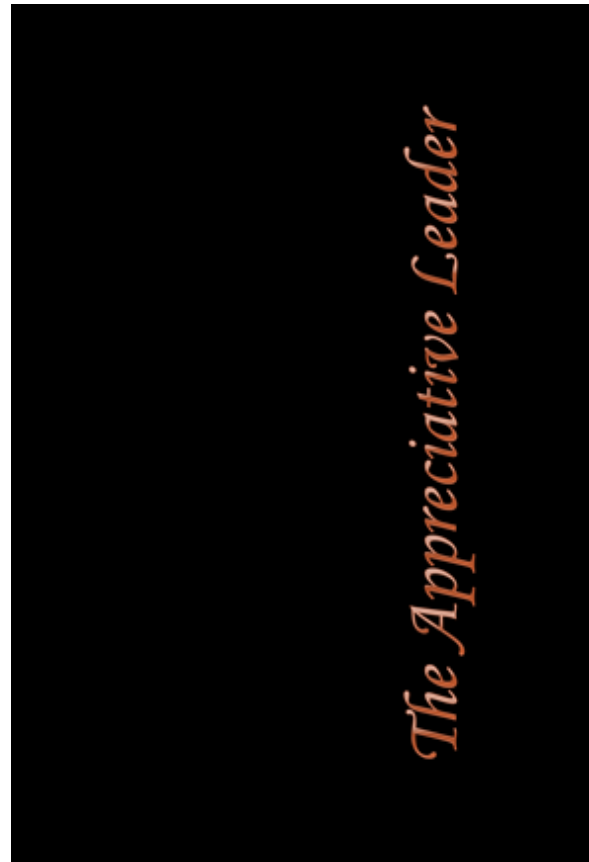
(people ensuring policies, procedures, practices, processes and systems are simple, real world and focused on value delivery and human happiness)



Culture Champions

(people who role model agreed behaviours and what it means to be a human being fully alive)

I explore all the material here in detail in this trilogy of books.



You can download the above books and all my resources with my compliments at <http://www.ianberry.biz/complimentary-resources/>

Frame

The best version of you inspiring the best version of me/we

Chain

People first, environment second, profit last

“Work is love made visible.”

Kahlil Gibran in 'The Prophet' published 1923



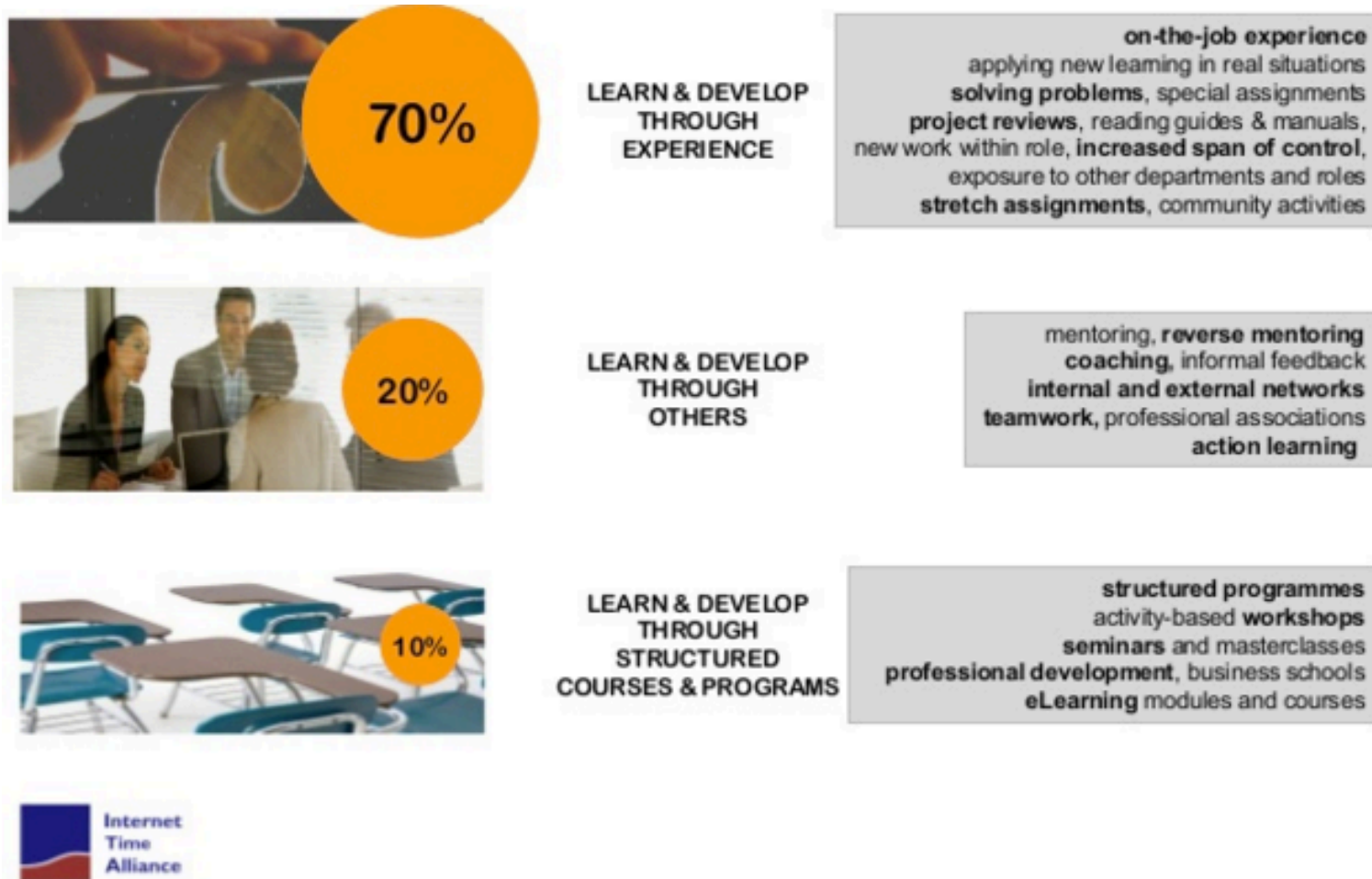
Do Your Work

Learning and Development

Podcast recorded 5/7/19

<http://ianberrypodcasts.libsyn.com/>

I'm very grateful for the work of Charles Jennings and the 70:20:10 framework pictured



I base all design and application of learning and development meetings around this framework.

Corridor catch-ups

These are my name for the many informal meetings that happen daily in most workplaces.

Asking How's things going? when you bump into a colleague is still one of the great questions to ask.

The key is being genuine and willing to be silent while people give their answer.

Corridor catch-ups often lead to appreciation and/or accountability conversations.

Appreciation and/or accountability conversations

+ response to how's things going?

How does that make you feel? (silence).

You respond Great, Brilliant or whatever and then ask,

Any other areas you'd like to explore with me today? (silence).

- response to how's things going?

What happened? (silence)

What do you need to do to get back on track? (silence)

Is there anything I can do to help you? (silence)

Anything else? (silence)

The key to success in accountability conversations in particular is understanding track which refers to people's performance possibility plans.

I use the plan and co-promises on a page (see pages 19 - 21) as the format for such plans.

Your knowledge of people's plans as you converse with them is important for corridor catch-ups and essential for both informal and formal coaching and mentoring.

Coaching and Mentoring Meetings

I always commence both my coaching (skill development) and mentoring (commitment development and expression) sessions with clients with the question **What's worth celebrating and what can be better both personally and professionally?**

People's answers to this question humanise the moment and provide a context for the one focus area of the session.

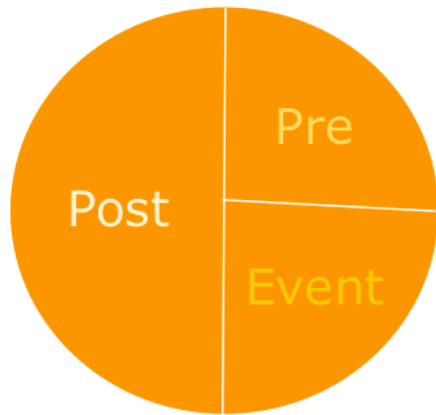
One focus area at a time

My general rule for coaching and mentoring meetings and meetings in general is one focus area per meeting.

Such focus helps in keeping meetings brief, on point and leads to the best outcomes.

Structured courses and programs

Everything previous must be integrated with all learning and development through structured courses and programs.



With thanks Dr Brent Peterson
2004 study

Dr. Brent Peterson's research findings are very valuable insights.

He found that 50% of learning happens after an event and 26% prior to an event.

So should you be sending people to courses or placing them in programs without pre and post work you are wasting your money and insulting your people.

Of course Dr. Peterson's findings are in complete alignment with the 70:20:10 framework.

We will expand
on the
components in
the sections
that follow.



Do Your Work

Sparkenators, 21st century managers and culture champions

Podcast recorded 12/7/19

<http://ianberrypodcasts.libsyn.com/>



I've felt for several years that leadership as a construct is in trouble.

It's been trashed by religious, political and business scandals.

I've concluded that it has a place yet it needs the support of other roles. As a consequence I created the term Sparkenator.



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21st century managers

(people ensuring policies, procedures, practices, processes and systems are simple, real world and focused on value delivery)



Culture Champions

(people who role model agreed behaviours and what it means to be a human being fully alive)



The seven relationship enhancement roles of a Sparkenator plus the roles of 21st century manager and culture champion are all vital for the success of every modern workplace.

Meetings should be conducted as part of learning and development or standalone that enable people be better, wiser and more valuable in these roles and to increase the number of people capable of fulfilling these roles.

There are 3 essential gifts or talents that I recommended should be unearthed and enhanced for each of the 9 roles so this is very much a long term endeavour.

I also strongly recommend that should you not have the teaching expertise in house then you must invest in those who have both the capability and the caring capacity so this is also a long term investment in people development.

Relationship Enhancement Roles

Gifts to unearth and enhance

Wise, Witty and Warm Communicator	Knowing when to speak and when to listen	Creation and use of humour	Empathy
Candid and Convivial Conversationalist	Mindfulness (noticing)	Right questions at the right time for the right person/people	Joyfulness
Trusted Advisor	Breadth of knowledge and awareness	Using the vernacular	Practical use of metaphors and models
Engaging and Inspiring Speaker	Precise message creation	Story-sharing and telling	Pausing
Change Champion, Appreciative and Value-driven Leader	Process mastery	Valuing people	Understanding value in the eyes of different beholders
Compassionate Coach	Game design	Toughness and tenderness harmony	Clarity
Maestro Mentor	Patience	Willingness to give away hard earned wisdom freely	Trustworthiness
21st century manager	Human centred design	Making the complicated simple	Turning theory, philosophy and principles into practical action
Culture Champion	Affinity with unwritten ground rules	Not confusing people with problems	Who before do



Do Your Work

After Action Review

Podcast recorded 19/7/19

<http://ianberrypodcasts.libsyn.com/>



After-action-reviews are a game-changer because while every detail is still fresh in people's hearts and minds is really the only time to effectively review performance.

This is why all the great sports coaches get their teams in the room privately straight after the game and before they speak with anyone else.

Of course on the training track during the week videos are being reviewed to increase the value of after-action reviews.

After-action reviews are part of stage 4 in my mother model for achieving your best results at the least human, environment and operating cost.

Elevate People



**Integrate
new
perceptions**

Mother model
for achieving
better results
at less human, environment
and operating cost



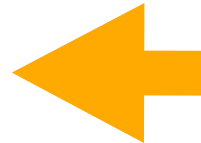
**Reinvigorate
Purpose**



**Reflect on
learnings
from
performance**



**Simplify
Processes**



After-action-reviews are both formal and informal.

I recommend the following 5 stage format for both.

1. Review one action at a time and answer the following questions what happened and why? what did we learn, relearn, and unlearn? How can we be better, wiser and more valuable in applying these learnings? Who will we become? What will we do next?
2. Determine with your colleagues how your answers will be integrated with what is already working well for you.
3. Upgrade your individual, team and organisational plans and co-promises on a page accordingly.
4. Reflect new perceptions in appropriate standard operating procedures, policies and practices.
5. Upgrade learning and development materials.

Do Your Work

Integration of new perceptions with what is already working

Podcast recorded 26/7/19

<http://ianberrypodcasts.libsyn.com/>



Call a 46 minute meeting of people best able to integrate the new perceptions. I recommend a chart like below to work out who should be engaged. Only work on one new perception per meeting.

Brief description of new perception	Where new perception fits with what is already working	Standard operating processes that will need to be upgraded	People best placed to carry out integrating and upgrades

Follow project management principles to map out your integration project in the 46 minute meeting.

Below are the universally accepted principles of project management. The seven areas of significance in shared-view mirror such principles so they can be easily utilised.

Principle 1: Vision and Mission.

Principle 2: Personal and Business Objectives.

Principle 3: Standards of Engagement.

Principle 4: Strategy and Execution Plans.

Principle 5: Organisational Alignment.

Principle 6: Measurement and Accountability.

Key principles of business process improvement should also be embraced. My top 5 are:

- 1. It's all about people and making it as simple as possible for them to bring the best version of themselves to their work**
2. Must be performance driven.
3. Change decisions must align to value delivery of all stakeholders.
4. Initiatives must be repeatable and owned by the people doing the work.
5. All change is in itself a process, not a program.

Complete the following action ready reckoner and use it at subsequent 46 minute follow-through meetings and other conversations.

Action	Accountability	How meaningful progress will be kept visible	Comments

Do Your Work

1:1 check-ins

Podcast recorded 2/8/19

<http://ianberrypodcasts.libsyn.com/>



**I've learned through experience and observation
that there are 5 keys to success for 1:1 check-ins**

1. Frequency and Consistency.
2. Candour, conviviality and compassion.
3. Use of focusing tools and proven techniques.
4. Location.
5. Follow-through.



Frequency and Consistency

Help with creating habits.

Habits are what lead us to our best results,
let alone our sense of well-being.

Fortnightly or monthly work best for me. You?



Candour, Conviviality and Compassion

Candour is a key to the success of Pixar!
And everyone of the successful people I know.

Some people struggle with the bluntness of it and so I find conviviality helps. **Some synonyms for convivial:** friendly, genial, affable, amiable, congenial, agreeable, good-humoured, cordial, warm, sociable, outgoing, gregarious. **We're all capable of these character traits when we're being the best version of ourselves.**

Fred Kofman, a leader in the conscious business movement:

***"Wisdom without compassion is ruthlessness,
and compassion without wisdom is folly."***

Use of focusing tools and proven techniques

One-page plans previously referenced are key.

The Appreciation and Accountability process on page 64 is an example of a proven technique.

There are many other techniques that you can access by downloading my resources at <http://www.ianberry.biz/complimentary-resources/>



Location

More than 50% of the 1:1 and group mentoring sessions that I conduct are away from the clients workplace.

Coffee shops, restaurants as well as places where there is privacy are popular.

People love to get away occasionally.

Neutrality of venue often helps self-expression and creativity.



Follow-through

As referenced in learning and development meetings section we know that 50% of success depends on who we become and what we do post an event.

Simply put meetings of any kind without follow-through are a waste of time, energy and money.

Everyone should leave all meetings with what they are accountable for documented and have awareness of what others are accountable for making follow-through more likely and meaningful particularly when follow-through is the norm.

Do Your Work

Would you love some help in the transformation of meetings in your workplace?

How we can work together

I mentor a handful of business leaders. Contact me at +61 418 807 898 to discuss your situation and to see if we're a good fit.

I also conduct group mentoring sessions, host/facilitate people development and business process improvement conversations, and speak at a small number of conferences, in house meetings and events for clients of clients.

