



Establishing Your QAPI Roadmap 2024: “What Goes Wrong in Meetings?” SOLUTIONS TO JAMBOARD INPUT

Five Phases of a Meeting		
“What Goes Wrong in Meetings” Jamboard Input	Tools	Purpose
<ul style="list-style-type: none"> Lack of participation No purpose/direction Use of data: <ul style="list-style-type: none"> Just going over numbers, gathering data – no interpretation, no follow-up action Data gets collected with lots of time invested, and nothing happens with it Data presented is not meaningful Lack of trending over time Overlapping meetings Presenter unprepared Too much information Not the right people at the meeting Not getting to the root cause Meeting unstructured 	Planning	Identify the purpose, goals, content (use a calendar, follow-up from the prior meeting), the person responsible, the expected outcome (e.g., decision, brainstorming for ideas, informational update, etc.), and address the content of the meeting evaluation from the prior meeting (what can we change?).
<ul style="list-style-type: none"> No buy-in Gripe session 	Starting	Suggested content to include: <ul style="list-style-type: none"> Welcome Review the overall purpose of the meeting Icebreaker to align with mission, values, recent satisfaction survey comment or letter Agenda review – seek agreement on topics and expected outcomes, time for each presentation and ask if anything is missing
<ul style="list-style-type: none"> Meeting too long Off-topic discussion (redirect the topic to the “parking lot”) Lack of open-mindedness 	Conducting	The role of facilitator and timekeeper is critical to managing the timing of topics and the amount of discussion to ensure adherence to the agenda (<i>timing may need to be negotiated as the meeting evolves</i>).
<ul style="list-style-type: none"> No follow through 	Closing	<ul style="list-style-type: none"> Review decisions (who, what, when) Review the parking lot for possible future agenda items
<ul style="list-style-type: none"> Presenter unprepared 	Follow-up	Ensure assignments are carried out (<i>trust but verify</i>).
Four Tools To Improve		
“What Goes Wrong in Meetings” Jamboard Input	Tools	Purpose
<ul style="list-style-type: none"> Lack of focus on the current meeting 	Warm-up/Ice-breaker	<ul style="list-style-type: none"> Quick, round-the-group sharing of ideas, issues or information Bring participant focus to THIS meeting

<ul style="list-style-type: none"> No purpose/direction No agenda Leader not focused Not getting to the root cause Data gets collected with lots of time invested, and nothing happens with it Blaming for issues with no accountability 	Agenda	<ul style="list-style-type: none"> Roadmap of time Includes intended outcome for each item
<ul style="list-style-type: none"> Disruptions, phone calls, people on the phone, multitasking Discussion off-topic (personal, topics not on the agenda) Gripe session Begin/end on scheduled time Rabbit holes Talking over each other Stating problems but never trying to find a solution Attendance (expectation, notify) Not following agenda Lack of accountability Gripe session 	Ground Rules	<p>Agreements about group behaviors to encourage participation and creativity. Suggestions to propose to the group to define:</p> <ul style="list-style-type: none"> Attendance Promptness Disagreements, if conflict Participation Interruptions (include 100 Mile Rule) Basic conversation (e.g., one person at a time, active listening, no side talking) Confidentiality Assignments Responsibilities (frequency of rotation) Meeting time and place (consistency) Notifications
<ul style="list-style-type: none"> Missing key stakeholder(s) Not listening (or following ground rules) Asking unnecessary questions Too much talking No structure Data presented is not meaningful Identified changes not implemented from the previous meeting 	Meeting Evaluation	<ul style="list-style-type: none"> Assess the process of the meeting Build a culture of learning and improving Use rapid round robin and ask: What went well today? What will we change for the next meeting (<i>Not what went wrong</i>)?

Four Roles

“What Goes Wrong in Meetings” Jamboard Input	Tools	Purpose
<ul style="list-style-type: none"> Lack of participation Presenter unprepared Not following agenda Meeting too long All participants not engaged in conversation/decisions More than one person talking at a time Agenda not followed Not getting to the root cause 	Facilitator	<p>Makes the work of the group easier</p> <ul style="list-style-type: none"> Directs traffic during meeting Establishes pace Opens discussion Maintains the focus of discussion Manages participation Checks decisions Closes discussion

100 Mile Rule: Once a meeting begins, everyone is expected to give it their full attention. No one should be called from the meeting unless it is so important that the interruption would occur even if the meeting was 100 miles away from the workplace. This rule needs to be communicated to those who take phone messages or who would interrupt the team's work for other reasons.

<ul style="list-style-type: none"> • Presenter unprepared • Lack of accountability for outcome • Not following agenda • Lack of buy-in from stakeholders • Agenda not followed • Presenter not relatable (pre-meeting coaching) 	Chairperson	Plans and organizes the meeting <ul style="list-style-type: none"> • Prepares the agenda • Prepares the room • Runs the overall meeting <i>(Tip: Work closely with facilitator and presenters)</i>
<ul style="list-style-type: none"> • Not following agenda • Meeting too long 	Timekeeper	Helps the group keep track of time during a meeting
<ul style="list-style-type: none"> • Next steps/decisions not clear 	Scribe	Documents key ideas, decisions and next steps
<ul style="list-style-type: none"> • Lack of open-mindedness • Presenter unprepared • All participants not engaged in conversation/decisions • Rabbit holes 	Participants	<ul style="list-style-type: none"> • Arrive on time • Complete assignments • Review materials prior to the meeting

Group Techniques

“What Goes Wrong in Meetings” Jamboard Input	Tools	Purpose
<ul style="list-style-type: none"> • Only one person’s way or idea • Exclude experience/knowledge of frontline workers 	Brainstorm	A group decision-making technique designed to generate many ideas through <i>interaction among participants</i> . <i>(Tip: Be sure to be very clear about the objective.)</i>
<ul style="list-style-type: none"> • Buy in • All participants not engaged in conversation/decisions • Over or under participation 	Nominal Group Techniques	A group decision-making technique designed to generate many ideas through the contribution of <i>participants working individually</i> . <i>(Tip: Be sure to be very clear about the objective.)</i>
<ul style="list-style-type: none"> • Buy in • All participants not engaged in conversation/decisions • Lack of participation 	Multi-Voting	A group decision-making technique designed to reduce a list of more than 10 ideas to a manageable number.

Resources:

- [Priya Parker - Your Guide to the Art of Gathering](#)
- [The Team Handbook](#)
- [Study: Building and Leading Teams](#)
- [Video: The 5 Stages of Team Development \(5:58 minutes\)](#)