Index

A

Action items, 41–42
Agendas, 38–40; change control meetings, 168; crisis resolution meetings, 171; executive overview meetings, 146–147; ideation meetings, 90; individual development meetings, 153; key deliverable planning meetings, 114; lessons learned meetings, 122; project charter concurrence meetings, 97–98; project kickoff meetings, 119–120; project planning meetings, 111–112; project retrospective meetings, 192; project scope meetings, 95; project status meetings, 143; project turnover planning meetings, 174; project wrap-up meetings, 189–190; risk identification meetings, 148–149; rules of engagement meetings, 140; stakeholder review meetings, 145; strategy meetings, 91–92; team development meetings, 151; timeline creation meetings, 116–117
Association of Project Management (APM), 208
Attendance, 22–24; telephone participants, 50–51

B

Bramson, R., 71
Bryce, T., 19
Bryce's Laws, 19

C

Causes of ineffectiveness, *24*
Change control decision definitions, *169*
Change control meetings, 163–169
Characteristics of productive meetings, 25–26
Checklists, Meeting Preparation Checklist, 34–36
Chrysalis International, 204
Close phase: overview, 183–184; Project Meeting Road Map, *184*; project meetings, 184–186; project retrospective meetings, 190–193; project wrap-up meetings, 187–190; recurring meetings, 193; troubleshooting, *196*; what works and what doesn't work, 193–195
Coaching meetings, 29; GROW coaching method, *61*; out-of-meeting coaching, 59–61
Collaborative interaction, 21–22
Communication: paraphrasing and summarizing, 45–47; soliciting input effectively, 62–64; tools for clarifying, 42–45; and virtual meetings, 47–50
Control phase: change control meetings, 163–169; crisis resolution meetings, 169–172; overview, 162; Project Meeting Road Map, *162*; project meetings, 163, *164–165*; project turnover planning meetings, 172–175; recurring meetings, 175–177; troubleshooting, 179–181; what works and what doesn't work, 177–179
Convergent thinking, 68
Corporate glossary of terms, 43–45

COPYRIGHTED MATERIAL
http://www.pbookshop.com

Creative development meetings, 28
Crisis resolution meetings, 169–172

D

Decision-making meetings, 28; dynamics of group decision making, *68*; enabling decision making, 65–69; questions to promote decision making, 69
Deliverables. *See* Key deliverable meetings; Key deliverable planning meetings
Did You Know? segments, *142*
Difficult situations, handling, 71–72
Divergent thinking, 68

E

EffectiveMeetings.com, 203
Execute phase: executive overview meetings, 146–147; individual development meetings, 151–154; key deliverable meetings, 140–141; lessons learned meetings, 154; overview, 131; Project Meeting Road Map, *131*; project meetings, 133–138; project status meetings, 141–144; recurring meetings, 154; risk identification meetings, 147–149; rules of engagement meetings, 132–140; stakeholder review meetings, 144–145; team development meetings, 149–151; troubleshooting, 158, *159–160;* what works and what doesn't work, 154–157
Expert facilitators, 8

F

Face-to-face vs. virtual meetings, 50; change control meetings, 168–169; crisis resolution meetings, 171–172; executive overview meetings, 147; ideation meetings, 90; individual development meetings, 154; key deliverable planning meetings, 114–115; lessons learned meetings, 122–123; project charter concurrence meetings, 98; project kickoff meetings, 121; project planning meetings, 112; project retrospective meetings, 192–193; project scope meetings, 95; project status meetings, 144; project turnover planning meetings, 175; project wrap-up meetings, 190; risk identification meetings, 149; rules of engagement meetings, 140; stakeholder review meetings, 145; strategy meetings, 92; team development meetings, 151; timeline creation meetings, 117
Facilitated Meeting Planning Guide for Project Managers, 34
Focus: tips for focusing groups, 38; tools for managing, 36–42
Formality of meetings, 29–30
4PM – Project Management, 205
Frequency of meetings, 30

G

Gantthead.com, 205
Glossary of terms, 43–45
Ground rules, 40–41
Group Facilitation, 204
GROW coaching method, *61*. *See also* Coaching meetings
Guiding practices. *See* Ground rules

I

IAF. *See* International Association of Facilitators (IAF)
IAF Methods Database, 204–205
Ideation meetings, 89–90
Individual development meetings, 151–154
Ineffectiveness, causes of, *24*
Information exchange meetings, 26–27
Initiate phase: ideation meetings, 89–90; overview, 82–83; project charter concurrence meetings, 95–98; project initiation meetings, 83–89; Project Meeting Road Map, *84*; project scope meetings, 93–95; strategy meetings, 91–92; troubleshooting, 98–101; what works and what doesn't work, 98–100
Input: change control meetings, 167–168; crisis resolution meetings, 171; executive overview meetings, 146; ideation meetings, 90; individual development meetings, 153; key deliverable planning meetings, 113; lessons learned meetings, 122; project charter concurrence meetings, 97; project kickoff meetings, 119; project planning meetings, 111; project retrospective meetings, 191–192; project scope meetings, 94–95; project status meetings, 142–143; project turnover planning meetings, 173–174; project wrap-up meetings, 189; risk

http://www.pbookshop.com

identification meetings, 148; rules of engagement meetings, 139; soliciting effectively, 62–64; stakeholder review meetings, 145; strategy meetings, 91; team development meetings, 150–151; timeline creation meetings, 116
Intel Corporation, 21
Interactive Meeting Solutions (IMS), survey, 17
International Association of Facilitators (IAF), 10, 203, 207; IAF Methods Database, 204–205
IT Toolbox Project Management Knowledge Base, 206

J

Jones, C., 93–94

K

Kaner, S., 68
Key activities, *5*
Key deliverable meetings, 140–141
Key deliverable planning meetings, 112–115

L

Lessons learned meetings, 121–123, 154

M

Management By Meetings, 204
Managing time, *188*
Matching skills to meeting needs, *7*
Max Wideman's Project Management Wisdom, 205
Meeting Preparation Checklist, 34–36
Meeting Truths, 203
Meetings, 3; attendance, 22–24; causes of ineffectiveness, *24*; characteristics, 25–26; coaching, 29; creative development, 28; decision-making, 28; defined, 16–17; face-to-face vs. virtual, 50; formality, 29–30; frequency, 30; information exchange, 26–27; managing the process, 24–25; matching skills to meeting needs, *7*; "must-haves", 18; profile of a productive meeting, 25–26; purpose and outcome, 19, *20*; reasons for, 18–19; types of, *27*; "What's in it for me?" (WIIFM), 19–21; when to meet and when not to, 17–18. *See also* Virtual meetings
Meetings.Net, 204
Mehrabian, A., 49
Momentum: tools for managing, 36–42; in virtual meetings, 48

N

National Facilitator Database, 205
Notes. *See* Targeted meeting notes
Novice facilitators, 6

O

OD Network, 207–208
On-call participants, 23–24
Organizations, recommended, 207–208
Outcomes of meetings, 19, *20*, 37–38; ensuring ownership of outcomes, 70
Output: change control meetings, 167–168; crisis resolution meetings, 171; executive overview meetings, 146; ideation meetings, 90; individual development meetings, 153; key deliverable planning meetings, 113; lessons learned meetings, 122; project charter concurrence meetings, 97; project kickoff meetings, 119; project planning meetings, 111; project retrospective meetings, 191–192; project scope meetings, 94–95; project status meetings, 142–143; project turnover planning meetings, 173–174; project wrap-up meetings, 189; risk identification meetings, 148; rules of engagement meetings, 139; stakeholder review meetings, 145; strategy meetings, 91; team development meetings, 150–151; timeline creation meetings, 116

P

Paraphrasing, 45–47
"Parking lot", 42
Parry, C., 47
Participants: change control meetings, 167; crisis resolution meetings, 170–171; executive overview meetings, 146; ideation meetings, 89; individual development meetings, 152–153; key deliverable planning meetings, 113; lessons learned meetings, 121; Participant Contact Lists, *96*; preparing participants to be productive, 58–59, *60–61*; project charter concurrence meetings, 96–97;

http://www.pbookshop.com

Participants: *continued*
project kickoff meetings, 118–119; project planning meetings, 111; project retrospective meetings, 191; project scope meetings, 93–94; project status meetings, 141–142; project turnover planning meetings, 173; project wrap-up meetings, 187–188; risk identification meetings, 148; rules of engagement meetings, 132; stakeholder review meetings, 144; strategy meetings, 91; team development meetings, 150; timeline creation meetings, 115–116
Participation, balancing group participation, 65, *66–67*
Phases of the project lifecycle, 76; meetings within the project phases, *77*; overlapping of project phases, *78*. *See also* Close phase; Execute phase; Initiate phase; Plan phase
Plan phase: key deliverable planning meetings, 112–115; lessons learned meetings, 121–123, 154; overview, 103–104; project kickoff meetings, 117–121; Project Meeting Road Map, *105*; project planning meetings, 104–112; timeline creation meetings, 115–117; troubleshooting, 126, *127–129*; what works and what doesn't work, 123–129
Planning guide, 34
PM Forum, 206
PMFs. *See* Project meeting facilitators (PMFs)
Preparation: crisis resolution meeting prep tip, 172; Facilitated Meeting Planning Guide for Project Managers, 34; Meeting Preparation Checklist, 34–36; preparing participants to be productive, 58–59, *60–61*; road map, *33*; tools for, 33–34
Pressure, 102
Process change summary, 52–53
Productive meetings, profile of, 25–26
Project charter concurrence meetings, 95–98
Project Connections, 205–206
Project initiation. *See* Initiate phase
Project kickoff meetings, 117–121
Project Management Body of Knowledge (PMBOK), 76. *See also* Initiate phase
Project Management Institute (PMI), 208
Project Management Library, 206
Project meeting facilitators (PMFs): novice facilitators, 6; responsibilities of, 4–5; role of, 4–6; self-assessment form, 11–13; skill levels, 6–10; skilled facilitators, 6–7
Project meeting process, *5*
Project Meeting Road Map, *80*; Close phase, *184*; Control phase, *162*; Execute phase, *131*; Initiate phase, *84*; Plan phase, *105*
Project planning meetings, 104–112; participants, 111
Project retrospective meetings, 190–193
Project scope meetings, 93–95
Project status meetings, 141–144
Project wrap-up meetings, 187–190
Purpose statements, 37
Purposes of meetings, 19, *20*, 37–38

Q

Quasi-virtual meetings, 23. *See also* Virtual meetings

R

Reasons for meeting, 18–19
Recommended organizations, 207–208
Recommended reading, 199–202
Recommended Web sites, 203–206
Recurring meetings: Close phase, 193; Control phase, 175–177; Execute phase, 154
References, 212–214
Reporting meeting results, 51–52; one-page summary, 52–53; targeted meeting notes, 53–54; tips, 54–55
Resource Alliance, survey, 22
Responsibilities of PMF, 4–5
Risk identification meetings, 147–149
Role of PMF, 4–6
Rules of engagement meetings, 132–140

S

Self-assessment form, 11–13
Skilled facilitators, 6–7
Skills, 6–10; applying, 10–15; assessing, 10
Soliciting input effectively, 62–64
Stakeholder review meetings, 144–145
Strategy meetings, 91–92
Summarizing, 45–47; one-page summary, 52–53; process change summary, 52–53
Surveys: Interactive Meeting Solutions (IMS), 17; of meeting practices, 38; Resource Alliance, 22

http://www.pbookshop.com

P1: RPU/... P2: RPU
JWSF007-IND JWSF002-Adams August 7, 2007 12:51 Char Count= 0

T

Targeted meeting notes, 53–54
Team development meetings, 149–151
Team operating principles. *See* Ground rules
Telephone participants, 50–51
Terminology, 43–45; change control decision definitions, *169*
3M Meeting Network, 204
Time-boxing, *188*
Timeline creation meetings, 115–117
Tips, for focusing groups, 38
Tools: for clarifying communication, 42–45; for managing momentum and focus, 36–42; for meeting engagement, 58–64; for meeting management, 64–72; for preparation, 33–34; for sharing meeting results, 51–55
Troubleshooting: Close phase, *196*; Control phase, 179–181; Execute phase, 158–160; Initiate phase, 98–101; Plan phase, 126, *127–129*

V

Virtual vs. face-to-face meetings, 50; change control meetings, 168–169; and communication, 47–50; crisis resolution meetings, 171–172; executive overview meetings, 147; ideation meetings, 90; individual development meetings, 154; key deliverable planning meetings, 114–115; lessons learned meetings, 122–123; maintaining momentum in, 48; project charter concurrence meetings, 98; project kickoff meetings, 121; project planning meetings, 112; project retrospective meetings, 192–193; project scope meetings, 95; project status meetings, 144; project turnover planning meetings, 175; project wrap-up meetings, 190; quasi-virtual meetings, 23; risk identification meetings, 149; rules of engagement meetings, 140; stakeholder review meetings, 145; strategy meetings, 92; team development meetings, 151; timeline creation meetings, 117

W

WAIT Principle, 36
Web sites, recommended, 203–206
WIIFM, 19–21

http://www.pbookshop.com

http://www.pbookshop.com

http://www.pbookshop.com

http://www.pbookshop.com

http://www.pbookshop.com

http://www.pbookshop.com