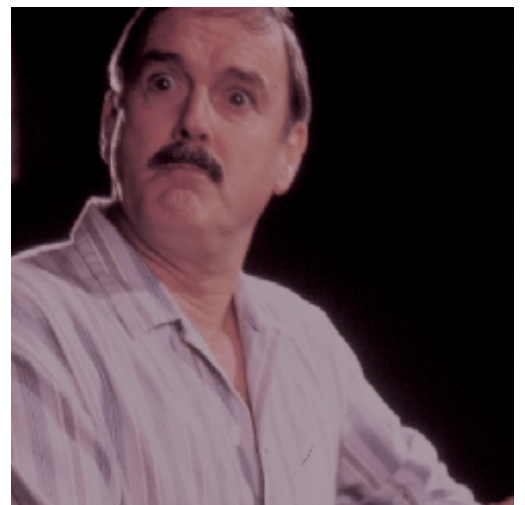


More bloody meetings

The people side of meetings



A Video Arts production (ref: GRAZ)
featuring John Cleese, Robert Hardy,
Caroline Quentin and Danny John Jules.



More bloody meetings

The people side of meetings

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Titles in this series:

Absence minded: managing absenteeism
An inside job: meeting internal customer needs
Building the perfect team: Belbin's team role theory in action
Can you spare a moment?: counselling skills for managers
Demanding customers: customer care made perfect
Does the team work?: improving effectiveness through teamwork
First among equals: leading a team
Going to a meeting, part 1: messing up a meeting
Going to a meeting, part 2: meeting menaces
How am I doing?: the performance review
How to lose customers without really trying: keeping the customer satisfied
I wasn't prepared for that: overcoming the fear of making presentations
I'd like a word with you: the discipline interview
If looks could kill: the power of behaviour
It's your choice: selection skills for managers
Meetings, bloody meetings: making meetings more productive
More bloody meetings: the people side of meetings
Negotiating - tying the knot: a skill for life
No complaints?: complaints and the customer
Not my type: valuing diversity
On the receiving end: making call centres more effective
Performance matters: the importance of praise
Performance matters: the need for constructive criticism
Project management: leading a project team
Report writing: the art of writing a good report
Selecting the perfect team: utilising internal and external resources
Sell it to me! parts 1 & 2: essential skills for a salesperson
Straight talking: the art of assertiveness
Talking to the team: how to run a team meeting
Team spirit?: how to be an effective team member
Telephone behaviour: the rules of effective communication
The balance sheet barrier: the basics of business finance
The best of motives, parts 1 & 2: informing and involving
The dreaded appraisal: both sides of the appraisal interview
The grapevine: communicating in a world of change
The helping hand: coaching skills for managers
The paper chase: cutting back on paperwork
The unorganised manager, parts 1 & 2: damnation and salvation
The unorganised manager, part 3: divine intervention
The ultimate change show: managing change
The ultimate stress show: managing stress
Who sold you this, then?: effective after-sales service
You'll soon get the hang of it: the techniques of one-to-one training

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SSW-1-SSW-20 Self-study workbook*

OHP-1-OHP-9 Presentation 'slides'/OHPs*

Certificate*

*Copies of these resources are also available in electronic formats to allow you to customise them to your specific requirements and to print the required number of copies from the master for the sole purpose of the training envisaged by the programme, and not for any commercial purpose.

Video-based training from Video Arts

Congratulations on choosing **More bloody meetings** from Video Arts to help the skills in your organisation.

Video Arts is recognised as the world leaders in video-based training, with over 30 years' experience in staff development. With more than 250 titles on video, DVD and e-learning/on-line programmes covering all the essential skills of business, you can remain confident that training with Video Arts is the most effective way improve the skillset of the people within your organisation.



Everyone should be involved in the decision-making process.

Why train?

Train hard, fight easy - Marshal Zhukov

These days, it is difficult for organisations to become successful and stay that way. The pace of change is faster, competition is tougher, customers are more demanding, innovation is more prized, but harder to achieve.

Part of the response has been to create leaner, flatter, more flexible structures, but structures don't run organisations and create success; people do - intelligent people, energetic people, reliable people and, most of all, people with the right mix of up-to-date knowledge and skills.

That means people who are trained, not for a lifetime's work, not just once in a while, but as a central, continuing part of their working lives.

Why use video based training?

Video is familiar. Television is how most people find out what is going on in the world. It is not surprising that this is a medium they are comfortable to learn from when they are being trained.

Video makes demonstration easy. We can show situations being handled badly. We can contrast that with how to handle them well.

Video is flexible. It can be the cornerstone of a course run for a group by a specialist trainer. It can quickly provide simple, clear lessons for a team whenever it is convenient for them. It can bring interest and enlightenment to a self-study programme.

Video injects realism. It lets us present those being trained with emotional, as well as rational, problems to solve. Ask a group '*how would you deal with an angry customer?*' and you will get a tidy, textbook answer. Use video to confront them with an angry customer and you will get a much more realistic reaction.

Video provides variety. Different people learn in different ways and none of us has an infinite attention span. Video provides us with a powerful means of injecting variety into our training.

Why use Video Arts' programmes?

Winston Churchill once said that he loved to learn, but hated being taught.

That is the secret of successful training: how to help people who want to learn. We do it by combining:

A storehouse of professional knowledge and expertise, developed over 25 years and drawing on some of the best minds in the business.

The highest possible production values, both in the videos we produce and in the support material which goes with them.

The magic ingredient - humour - which can make a delight of the dullest subject.

Introduction

Few people can say the words 'I've got to go to a meeting' without a slight sinking feeling. All too often meetings waste our time. They last too long, they have no discernible purpose, we spend ages talking about things that don't matter, we sit silently while others ride their favourite hobby horses, nothing happens as a result of them and when we finally get the minutes they seem to describe a different meeting from the one we were at. No wonder people try to avoid them.

But meetings are an essential part of how organisations work. In fact it is hard to see how they could function without meetings. Decisions have to be taken which need the expertise and agreement of different people. Teams have to apply themselves to solve problems. Individuals whose interests conflict have to resolve their differences for the greater good of the organisation. Despite the existence of modern communications technology, in situations like these there is really no substitute for a meeting. Those concerned have to get together and talk to one another.

What is more, there is an increasing need for effective, efficient meetings. The world in which all organisations operate has become more fluid and a lot less predictable than in the past. The pace of working life is accelerating. We have all got to be faster on our feet, and the routines and systems which once provided us with an organisational autopilot simply don't work as well as they once did. 'Management' increasingly means using our interpersonal skills, often in teams, to get things done. In other words, more and better meetings.

Fortunately, the ability to run and take part in good meetings can be learned. The **More bloody meetings** programme will help you do so.

Objectives

Those who work their way through the **More bloody meetings** training programme will be able to:

- Identify specific examples of unhelpful behaviour in meetings at work
- Recognise techniques to use at meetings for:
 - Uniting the group
 - Focusing the group
 - Mobilising the group
- Devise an Action plan to improve their ability to manage people at meetings

Using More bloody meetings

- **Dual use.** The programme can be used either as a conventional training course with a small group or for self study by individuals. The pack contains guidance and appropriate materials for each use
- **Electronic resources.** Most of the support materials, such as OHPs and the workbooks, are supplied on CD-ROM or DVD. This makes it easy for you to customise them to your specific requirements and allows you to print as many copies as you need for group or individual use

The target audience

The programme is designed for everyone who works at any level in an organisation. Though the emphasis of the programme is on those who chair meetings, it also contains important lessons for the others who take part.

Eight to twelve is the ideal group size.

The course leader

You do not have to be a professional trainer to lead a group through the programme. Line managers will be able to deliver this course with confidence by using the materials and detailed guidance provided.

Further resources

Other titles available from Video Arts which will help you improve meeting skills in your organisation include:

- **Building the transnational team: success in the global market** Culture adds another complication to the way people relate to one another at meetings. This Melrose programme illustrates some of the traps that lie in wait for those who take part in meetings with people from different nationalities and cultures
- **From 'no' to 'yes': the constructive route to agreement** Persuasion is an art that must be learned by anyone running meetings or trying to influence others if the road to agreement is not to be strewn with acrimony and conflict. This programme demonstrates how to exercise persuasion skills in groups
- **Impact at meetings: the art of persuasion** In this Melrose masterclass, Greville Janner QC shows a group of young managers how to get others to pay attention to what they have to say
- **Meetings, bloody meetings: making meetings more productive** This is the companion programme to **More bloody meetings**. It focuses on the organisational skills needed to prepare and run an effective meeting
- **Meetings howlers** This is one of a series of short, light-hearted video-based programmes, each of which focuses on a key business issue or skill and highlights the mistakes which people can make
- **Meetings! Meetings!** This Northgate game helps individuals to polish their meeting skills
- **One-hour workout for team meetings: making meetings more productive** This video-based programme from Melrose provides teams with the means to improve their meetings by taking part in an intensive, one-hour session
- **Talking to the team: how to run a team meeting** This programme demonstrates the importance of keeping teams briefed and shows how to conduct effective team briefings
- **Team player: working together as a team** This Melrose programme is a British remake of a best-selling American video which demonstrates that teams must agree ground rules for their meetings if they are to avoid conflict and reach solutions to complex problems
- **The meetings pocketbook** This is from the hugely successful Management Pocketbook series

What the pack contains

The More bloody meetings video

More bloody meetings is the sequel to **Meetings, bloody meetings**, probably the most widely seen management training video of all time.

Like its predecessor, the video stars John Cleese as the Production Director of a small manufacturing company. He has learnt some important lessons from his previous experience of being hauled in front of a judge - in a dream - to answer for his inability to plan, organise and structure meetings. Unfortunately he still fails to handle the people at his meetings properly, so one night he finds himself back in court.

The judge shows him how he has failed to unite those at his meetings, by allowing individuals to squabble with one another; how, by letting the group ramble from the point, he has failed to keep them focused; and how he has allowed himself to be bounced into bad decisions by failing to mobilise the group's ideas and energies.

John learns how to apply simple techniques - four in each case - to achieve unity, to encourage the group to focus and to mobilise their efforts.

The video is split into three clearly definable stages, each illustrating one of the key skills.

Course leader's guide

- An outline of a half-day programme
- How to prepare the programme
- A detailed session plan. This tells the course leader precisely what to do and which resources to use in each session of the programme

Group training workbook

This workbook allows those taking part in a group training course to record the conclusions they reach during the various sessions and the actions they propose to take as a result of the course. The workbook is supplied in an electronic format.

It also contains a copy of the course objectives and programme and a set of notes which summarise the main points of **More bloody meetings**.

Self-study workbook

This workbook, which is supplied in an electronic format, contains detailed instructions which enable individuals to work systematically through the programme. Users are prompted to record their answers to questions about what they have seen and to produce an Action plan.

The workbook also contains a set of notes which summarise the main points from **More bloody meetings**.

Links to NVQs

Both workbooks contain a checklist of material which those who have taken part in the programme should collect, such as minutes of successful meetings and testimonials from members of their team. These will form a portfolio of evidence which they can use to support a claim for competence in elements of NVQs.

Presentation 'slides'/OHPs

These are master copies supplied in Microsoft® PowerPoint® on computer CD-ROM or DVD for printing onto acetate or for use as a computer-driven 'slide' show.

Certificate

The CD-ROM or DVD also contains a blank certificate which users can customise and issue to those who have completed the course based on **More bloody meetings**.

Electronic formats

As explained earlier, the computer disks contain copies of:

- Objectives and programme (Microsoft® Word®)
- Group training workbook (Microsoft® Word®)
- Self-study workbook (Microsoft® Word®)
- Presentation 'slides'/OHPs (Microsoft® PowerPoint®)
- Certificate (Microsoft Word)

(Microsoft® Word® and PowerPoint® are trademarks of Microsoft Corporation.)

Course leader's guide

Course programme

How to prepare the programme

Session 1 Introduction

Session 2 Bad behaviour

Session 3 Unite the group

Session 4 Focus the group

Session 5 Mobilise the group

Session 6 Meeting role play

Session 7 Action plan



Course programme

This is a suggested programme for a half-day course based on *More bloody meetings*.

You may choose to incorporate additional sessions to cover key points specific to your organisation, or just take elements of the course and run a series of short sessions covering each aspect of ***More bloody meetings*** individually. If you would like help in facilitating this course or in adapting it to your specific requirements, call Video Arts Training Services. An experienced training consultant can advise you or, for an agreed fee, design and run a course for you.

Video Arts Training Services can be contacted on
Video Arts Limited
Tel: 020 7400 4800
email: info@videoarts.co.uk

The programme overleaf is an outline of the course.

Each session is covered in detail later in the course leader's guide.



Chairing a meeting is a responsible task.

Session no.	Session content	Approx. timing
Session 1	Introduction and objectives <ul style="list-style-type: none"> • Welcome and housekeeping • Objectives • Structure of the course 	<i>10 mins</i>
Session 2	Bad behaviour <ul style="list-style-type: none"> • Discussion 	<i>20 mins</i>
Session 3	Unite the group <ul style="list-style-type: none"> • Video excerpt • Discussion • Video excerpt 	<i>30 mins</i>
Break		<i>15 mins</i>
Session 4	Focus the group <ul style="list-style-type: none"> • Video excerpt • Discussion • Exercise 	<i>60 mins</i>
Session 5	Mobilise the group <ul style="list-style-type: none"> • Video excerpt • Discussion • Video excerpt • Discussion 	<i>30 mins</i>
Session 6	Meeting role-play <ul style="list-style-type: none"> • Role-play • Discussion 	<i>45 mins</i>
Session 7	Action plan <ul style="list-style-type: none"> • Video finish • Action plans • Course summary 	<i>15 mins</i>
Total:		<i>3 hours 45 minutes (including break)</i>