

# Going to a meeting

Parts 1 & 2



A Video Arts production  
featuring John Cleese  
and Andy Taylor.

## Going to a meeting

Parts 1 & 2

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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-23** Self-study workbook\*

**OHP-1-OHP-15** Presentation 'slides'/OHPs\*

Certificate\*

\*Copies of these resources are available on the enclosed computer disks 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 **Going to a meeting, parts 1 & 2** from Video Arts to help develop the skills in your organisation. Video Arts is recognised as the world leader in video-based training, with over 30 years' experience in staff development. With more than 250 video, e-learning and DVD programmes covering all the essential skills of business, you can remain confident that training with Video Arts is the most effective way to improve the skillset of the people within your organisation.



A Video Arts production.

## Why train?

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### **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?

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**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?

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### **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 30 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 that goes with them
- The magic ingredient - humour - which can make a delight of the dullest subject

# Introduction

Despite all the advances in communications technology there is often no substitute for a group of people getting together to talk. We need meetings. When they work properly they make our organisations run smoother and our teams more effective. And they are an important setting in which, as individuals, we can demonstrate our talents. Of course, when meetings go badly it's a different story.

Making meetings go well isn't just the chair's job. All those taking part must prepare properly, turn up on time, make a positive contribution, avoid destructive behaviour and know how to cope with it when we encounter it in other people.

The training programme based on **Going to a meeting, parts 1 & 2** demonstrates how to do this.

## Objectives

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Those who work their way through the **Going to a meeting, parts 1 & 2** training programme will be able to:

- Identify the problems caused by those who go to the meetings they attend (including themselves!)
- Recognise how to make a better contribution to meetings by:
  - doing their homework
  - keeping their contributions short and to the point
  - keeping cool
- Know how to deal effectively with destructive behaviour from:
  - wafflers
  - turf warriors
  - assassins
  - dominators
  - interrupters
- Devise an action plan to improve the contribution they make to meetings

## Using Going to a meeting, parts 1 & 2

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- **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
- **Resources on disk.** Most of the support materials, such as OHPs and the workbooks, are supplied on disk. This makes it easy for you to customise and allows you to print as many copies as you need for group or individual use.

## The target audience

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The programme is designed for anyone who goes to meetings, whether in their own team, within their organisation or with people, such as customers and suppliers, outside their organisation. Though the programme focuses on how those who are not chairing meetings can help to make them more effective, those who do chair meetings will also find it helpful.

## The course leader

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

If you lead a team which meets regularly, run the programme with your team.

## Further resources

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Other titles available from Video Arts which will help you in meetings include:

- **Building the Transnational Team: success in the global marketplace** Culture adds another complication to the way people relate to one another at meetings. This Video Arts World Series 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. This programme is also available on DVD
- **Meetings, bloody meetings: making meetings more productive** This title focuses on the organisational skills needed to prepare and run an effective meeting. This programme is also available as an e-learning product and on DVD
- **More bloody meetings: the human side of meetings** This is the companion programme to **Meetings, bloody meetings**. It focuses on the people management skills needed to run an effective meeting. This programme is also available as an e-learning product
- **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 Video Arts World Series 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 title is from the hugely successful Management Pocketbook series.

# What the pack contains

## Going to a meeting, parts 1 & 2 videos

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This programme uses two videos, which involve a group of middle managers in a big hospital.

The first video begins with one of the group, Jeremy, preparing to go to a regular meeting with his colleagues. Unfortunately 'preparing' doesn't describe what we see him doing. 'Grabbing a few papers and turning up late' would be more accurate. The narrator, John Cleese, tries to warn him that this isn't good enough, but he is in too much of a hurry to listen. The meeting, inevitably, is a disaster for him. On his return, John explains what he ought to have done and he gets another chance. The results of doing his homework properly produce an entirely different outcome.

Jeremy's problems are not over though. First, he irritates the chair by talking when he has nothing to say and refusing to stick to the agenda. Then he gets into a blazing row with a colleague by disagreeing with him in entirely the wrong way. In both cases, John shows him what he has done wrong and how to change his behaviour for the better by keeping it simple, cool and courteous.

The second video contains five short sequences showing how to cope with colleagues whose behaviour stops meetings from getting results: The waffler, The turf warrior, The assassin, The dominator, and The interrupter. Members of the group fail to cope successfully with each of these destructive behaviours but then, following guidance from John Cleese, handle them correctly.

## Course leader's guide

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- 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

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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 also contains a copy of the course objectives and programme and a set of notes which summarise the main points from **Going to a meeting, parts 1 & 2**.

## Self-study workbook

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This workbook, which is supplied both in this manual and on computer disk, 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 **Going to a meeting, parts 1 & 2**.

## Links to NVQs

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Both workbooks contain a checklist of material, such as preparation notes, that those who have taken part in the programme should collect to form a portfolio of evidence to support a claim for competence in Elements of NVQs.

## Presentation 'slides'/OHPs

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These are master copies supplied both in this manual and in Microsoft® PowerPoint® on computer disk for printing onto acetate or for use as a computer-driven 'slide' show.

## Certificate

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This manual and one of the disks contain a blank certificate which users can customise and issue to those who have completed the course based on **Going to a meeting, parts 1 & 2**.

## Computer disks

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As explained above, the computer disks contain copies of:

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

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

# Course leader's guide

Course programme

How to prepare the programme

**Session 1** Introduction

**Session 2** Going to a meeting

**Session 3** Destructive behaviour at meetings

**Session 4** Action plan

# Course programme

This is a suggested programme for a half-day course based on **Going to a meeting, parts 1 & 2**.

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 **Going to a meeting, parts 1 & 2** 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 at Video Arts Ltd on:**  
0845 6012531  
or email: [info@videoarts.co.uk](mailto: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.



Andy Taylor plays the hapless manager in **Going to a meeting, parts 1 & 2**.

<b>Session no.</b>	<b>Session content</b>	<b>Approx. timing</b>
<b>Session 1</b>	<b>Introduction</b> <ul style="list-style-type: none"><li>• Welcome and housekeeping</li><li>• Objectives</li><li>• Introduce the programme</li></ul>	<i>30 mins</i>
<b>Session 2</b>	<b>Going to a meeting</b> <ul style="list-style-type: none"><li>• Video and discussion</li><li>• More about homework</li><li>• Questions, questions</li><li>• Exercise</li></ul>	<i>90 mins</i>
<b>Break</b>		<i>15 mins</i>
<b>Session 3</b>	<b>Destructive behaviour at meetings how (and how not) to handle it</b> <ul style="list-style-type: none"><li>• Introduction</li><li>• The waffler</li><li>• The turf warrior</li><li>• The assassin</li><li>• The dominator</li><li>• The interrupter</li></ul>	<i>90 mins</i>
<b>Session 4</b>	<b>Action plan</b>	<i>15 mins</i>
<b>Total:</b>		<i>4 hours (including break)</i>