

The Highly Effective Meeting Profile

Assessing the Meeting Effectiveness of Intact
and Ongoing Groups

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Instructions

This survey is designed to enable you to assess your meeting effectiveness over time; it is **not** helpful in evaluating a one-time meeting or conference. Therefore, it is appropriate to use this survey only with intact and ongoing groups or teams that meet on a regular basis (e.g., once a week).

On the following pages, you will find 50 statements relating to effective meetings. If you **mostly agree** that a particular statement represents how your meetings actually function, please place an X in the corresponding box on the Answer Sheet.

For example: If you *mostly agree* that Statement #6 ("Participants understand how decisions will be made *before* we make an important decision") accurately reflects how your group operates, place an X in the appropriate box. If you **do not** mostly agree with a statement, please leave the box blank.

Please try to respond to all the statements. If you are uncertain about a particular statement, answer it as best you can and move onto the next statement. Because of the large number of statements, no single item will change the overall picture.

It is important to remember that this is a learning tool, not a vehicle for criticism. The statements in this survey represent the best of what a meeting can be. Even though it is informal in nature, the standards are very rigorous. We recognize that it is difficult to produce consistently effective meetings. Therefore, use the profile to diagnose what works and what needs improvement in your ongoing meetings; don't use the survey results to beat yourself up.

For best results, the responses to this survey need to be **anonymous**. This will enhance the likelihood of receiving honest information from participants.

A final note: We call this a "common sense survey" because it is meant to be user friendly. This is **not** a complex, validated instrument. We created this profile after observing thousands of meetings that ranged from poorly designed and non-productive to highly creative, engaging, and results oriented. The survey will help you diagnose the effectiveness of your meetings and identify practical ways to improve them.

Diagnostic Statements

1. Overall, the quality of our decision-making is good.
2. Participants come well prepared to our meetings.
3. People feel free to discuss sensitive issues in our meetings.
4. We have an agenda for our meetings.
5. Real participation of all group members is encouraged in our meetings.
6. Participants understand how decisions will be made before we make an important decision (e.g., consensus, simple majority, the leader has the final say).
7. Our agenda has a sense of priority to it. We spend most of our time on the most important things.
8. There is a high level of trust between participants in our meetings.
9. We take time to review the agenda at the beginning of our meetings.
10. I feel involved in what's going on during our meetings.
11. People generally feel that they can influence the decisions made in this group.
12. We establish accountability by reviewing action items from the previous meeting to determine their status and communicate progress.
13. Conflict is dealt with effectively in our meetings.
14. We usually have mechanisms for capturing or recording the essence of what takes place during our meetings (e.g., action items, agreements).
15. Other members solicit my opinions and participation during our meetings.
16. We usually have an agreed-upon set of criteria to help us evaluate different alternatives before we make an important decision.
17. Before our meetings end, we review what has been agreed to regarding action items and next steps.
18. People tend to be open to the ideas of others in our meetings.
19. We usually have someone who acts as a facilitator to keep things moving and to help people stay involved during our meetings.

20. The quality of our discussions is high (e.g., issues are examined in depth, problems are addressed and not skirted, etc.).
21. We review outcomes to track the quality of the important decisions we have made.
22. Our meetings are a valuable use of my time because we deal with important content.
23. People feel comfortable challenging the ideas and comments of others in our meetings.
24. Minutes or a record of our meetings are distributed to participants in a timely manner following the meeting.
25. We try different ways to ensure that people get an opportunity to participate (e.g., use brainstorming, mindmapping, breaking into small groups to discuss a problem).
26. We use a variety of decision-making tools (e.g., multi-voting, Nominal Group technique, etc.) in our meetings.
27. If a participant goes off track, they are redirected appropriately.
28. There are no personal attacks during our meetings.
29. All relevant materials needed for our meetings (e.g., reports, graphs, and financial statements) are distributed in advance of the meeting to enable us to read and digest the information before we meet.
30. Different ideas and perspectives are often explored in our meetings.
31. The processes we use to arrive at a decision are effective.
32. Commitments made at our meetings are followed up and not forgotten.
33. People really listen to each other during our meetings.
34. If we get stuck on a particular item, we have a process that allows us to capture the item (e.g., "Grass-catcher," "Parking Lot") and continue with our meeting.
35. There is appropriate input from regular participants in creating our agenda.
36. When making important decisions, we usually have a structured approach that everyone understands.

37. Unfinished business from a previous meeting is dealt with at the next meeting.
38. We periodically use part of our meeting to celebrate good news and share successes.
39. We adhere to an agreed-upon set of "ground rules" or working agreements to enhance the effectiveness of our meetings (e.g., only one person talks at a time; no sidebars; start and end the meeting on time).
40. During our meetings, people are generally focused on the task at hand (e.g., minimal sidebars, no passing notes, reading e-mails, or writing a novel!!).
41. When appropriate, we use facts, relevant information, and research to influence and inform our decision-making.
42. We periodically evaluate the effectiveness of our meetings.
43. Other members in this group value my opinion.
44. We generally start and end our meetings on time.
45. Participation is usually energetic and stimulating.
46. We usually tap the resources and talents of those in attendance when it comes to making decisions (e.g., different perspectives, expertise, thinking styles).
47. We seek closure on agenda items – things are not left hanging.
48. For the most part, there are no hidden agendas in our meetings (e.g., people vying for power, sabotaging other participants).
49. If someone is absent, a participant in the meeting takes responsibility for informing the member about what took place.
50. People feel that our meetings are worthwhile because their participation makes a difference in the outcomes, decisions and results.

Meeting Effectiveness Profile – Answer Sheet

Mark an "X" in the corresponding box only if you mostly agree with the item in your booklet.

1.	<input type="checkbox"/>	2.	<input type="checkbox"/>	3.	<input type="checkbox"/>	4.	<input type="checkbox"/>	5.	<input type="checkbox"/>
6.	<input type="checkbox"/>	7.	<input type="checkbox"/>	8.	<input type="checkbox"/>	9.	<input type="checkbox"/>	10.	<input type="checkbox"/>
11.	<input type="checkbox"/>	12.	<input type="checkbox"/>	13.	<input type="checkbox"/>	14.	<input type="checkbox"/>	15.	<input type="checkbox"/>
16.	<input type="checkbox"/>	17.	<input type="checkbox"/>	18.	<input type="checkbox"/>	19.	<input type="checkbox"/>	20.	<input type="checkbox"/>
21.	<input type="checkbox"/>	22.	<input type="checkbox"/>	23.	<input type="checkbox"/>	24.	<input type="checkbox"/>	25.	<input type="checkbox"/>
26.	<input type="checkbox"/>	27.	<input type="checkbox"/>	28.	<input type="checkbox"/>	29.	<input type="checkbox"/>	30.	<input type="checkbox"/>
31.	<input type="checkbox"/>	32.	<input type="checkbox"/>	33.	<input type="checkbox"/>	34.	<input type="checkbox"/>	35.	<input type="checkbox"/>
36.	<input type="checkbox"/>	37.	<input type="checkbox"/>	38.	<input type="checkbox"/>	39.	<input type="checkbox"/>	40.	<input type="checkbox"/>
41.	<input type="checkbox"/>	42.	<input type="checkbox"/>	43.	<input type="checkbox"/>	44.	<input type="checkbox"/>	45.	<input type="checkbox"/>
46.	<input type="checkbox"/>	47.	<input type="checkbox"/>	48.	<input type="checkbox"/>	49.	<input type="checkbox"/>	50.	<input type="checkbox"/>

Separate the pages when completed and follow the directions on the Scoring Sheet.

Graph Form

You can graph your group's distribution by plotting the responses from the Scoring Grid on the form below. Take the averages from the Scoring Grid, draw a line on each box at the appropriate level, and shade the column up to that point.

10					
9					
8					
7					
6					
5					
4					
3					
2					
1					
	Decision-Making	Results Orientation	Group Climate	Procedures & Protocols	Participation & Engagement