SMARTER *IN AN HOUR*

DON'T WASTE MY TIME

Expert Secrets for Meetings That Inspire, Engage, and Get Results

Kimberly Devlin

People don't mind meetings—just ones that waste their time!

The secrets to successful, effective meetings aren't complicated. With the strategies in this book and 60 minutes:

- You can inspire meeting members instead of boring them.
- You can engage participants instead of speaking to "attendees."
- You can achieve real results instead of closing meetings with "we can finish this up next time."

Whether you are convening multiple teams at a conference, leading a staff meeting, chairing a PTA committee, or facilitating a virtual meeting of remote workers—*Don't Waste My Time* can help you get the results you need with the investment of just one hour from your busy schedule.

SMARTER ***IN AN HOUR***

Everyone is busy.

But anyone can find an hour to learn how to run a better meeting, lead productive teams, manage conflict more effectively, or improve their business writing. Whether you need to brush up on your business skills—or acquire them for the first time—commit just 60 minutes to reading a SMARTER IN AN HOUR book, and you are guaranteed to optimize your productivity and start getting the results you want. Each volume is complete with practical but powerful strategies and tools you can put to work right away.

SMARTER IN AN HOUR is not just a book series. It is a movement to help people become leaders with greater impact and less stress.

Got an hour?

***Kimberly Devlin** is a sharp and engaging writer, international speaker, and facilitator who brings practicality, humor, and 20+ years of in-the-trenches experience to building game-changing leaders. She's a dynamic communicator, passionate about productivity, and on a mission to change the way we learn and work... because your time is too precious to waste. Kimberly is the author of* Same Training, Half the Time *and two bestselling ATD Workshop Series titles.*

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TPH

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Contents

Let's Redefine What Meetings Can and Should Be

It has been said that a meeting is an event in which the minutes are kept and the hours are lost. Standing outside a conference room recently, I thought of this when a man inside the room opened the door, peered out, and asked if I had the room reserved. "Yes, I have it booked starting at 12:30," I said. His reaction was priceless—his face relaxed and he silently mouthed two words to me: "Thank you!" In the silence, his gratitude was palpable. My room reservation was about to force an end to the meeting he was enduring—and he couldn't have been more pleased.

It is no wonder, given their track records, that meetings make great material for humorists:

- Meetings are indispensable when you don't want to do anything. *—John Kenneth Galbraith*
- To get something done, a committee should consist of no more than three people, two of whom are absent. *—Robert Copeland*
- If you had to identify, in one word, the reason why the human race has not achieved, and never will achieve, its full potential, that word would be *meetings*. *—Dave Barry*

But, elusive as they may be, there *are* meetings that people want to come to, participate in eagerly, and leave feeling good about what was accomplished. Which do you want to be known for leading? The secrets to meetings that inspire, engage, and get results are not complicated. You just need to know what they are to be able to exert their powerful influence.

"One Size Fits All" Isn't Just a Lie on Clothing Labels

One size fits all is also a lie for meeting guidance. There is a foundational set of actions to achieve the promises of this book. There is not, however, a single prescribed path through them. With the guidance found here, you will need to make choices to suit the unique dynamics of your meetings, their goals, their participants, and other factors. No matter the size, purpose, or type of meetings you lead—whether you are convening multiple teams at a conference, leading a staff meeting, chairing a PTA committee, or facilitating a virtual meeting of remote workers—this book can help you get the results you need with the investment of just one hour from your busy schedule.

How Can This Book Help You Redefine Meetings?

People don't mind meetings—they mind meetings that waste their time.

That distinction is what led us at EdTrek, Inc. to create the training program *Don't Waste My Time*™, upon which this book is based. Both the course and the book:

- Reveal expert facilitation techniques
- Provide tools that streamline meeting preparation and follow-through
- Share strategies to manage the difficult situations and bad behaviors that perpetually plague meetings
- Support you in *using* all of this guidance.

Through your effective and consistent application of the strategies in this book, you will inspire meeting members instead of bore them, engage participants instead of speak to "attendees," and achieve real results instead of close meetings with hollow phrases such as "OK, I think that about does it," "Nice work," or—most dreaded of all—"We can finish this up next time."

Reading the book—just like attending the training—is only a first step. To achieve meetings that inspire, engage, and get results, you will need to refine your meeting preparation, approach, facilitation, and follow-up. Improving any one of these will be beneficial—mastering all of them will be essential to your success. *Don't Waste My Time* will help you get there.

If your team would benefit from practical, hands-on training for meetings that *Don't Waste My Time*, contact us at www.EdTrek.com.

Get Ready, Set, Go!

"You don't have to be great to start,
but you have to start to be great."
—Zig Ziglar

You are busy. You want better meetings—but who has the time? The *Smarter in an Hour* series is designed with you in mind. Commit 60 minutes to reading the core content of this book and you will be well on your way to saving hours and days—as well as ending untold human suffering around conference tables.

One Hour? Really?

Yes, you can read the core content of this book in an hour. In even less time, you can read the six One-Minute Roundup chapter summaries! For a deeper dive, you will want to explore all of the book's resources, worksheets, job aids, and online bonus content.

You have the book, you have an hour, now choose how you will use them to achieve meetings that inspire, engage, and get results:

- ❒ Read the core content of the six main chapters:
  - Chapter 1: 18 minutes to plan your meeting
  - Chapter 2: 9 minutes to prepare your agenda
  - Chapter 3: 13 minutes to prevent bad behavior proactively

  - Chapter 4: 5 minutes to manage disruptive behavior reactively
  - Chapter 5: 5 minutes to ensure follow-through with after-meeting actions
  - Chapter 6: 10 minutes to apply this all to one-on-one meetings
- ❒ Start with the six One-Minute Roundup summaries that close the main chapters. Use your remaining 54 minutes to explore the areas most useful to you right now.
- ❒ Review the table of contents to choose the chapters aligned with your greatest pain points and dedicate your hour to their core content, sidebars, worksheets, job aids, quotes, and so on. And, to download the accompanying bonus content, visit www.KimberlyDevlin.com.
- ❒ Take a deep dive into Chapter 1—complete the worksheets, highlight the new strategies you will implement, assess your meeting strengths and weaknesses, read all of the sidebars as well as the bonus content available online at www.KimberlyDevlin.com.
- ❒ Jump around—it is your hour and your book—use them both as you see fit!

"If all you can do is crawl, start crawling."
—Rumi

What You Can Achieve With This Book and 60 Minutes

With this book and 60 minutes, you can achieve meetings that inspire, engage, and get results—regardless of which option you choose. Tick-tock—let's get to it!

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What About Meetings Disguised as Conversations?

Applying *Don't Waste My Time* Tools to Your One-on-One Meetings

"The preparation is what allows the success to happen naturally."
—Jake Arrieta

In the interest of full disclosure, this chapter assumes you have worked through previous chapters' ideas and strategies and are now ready to tailor them to your one-on-one meetings—aka conversations. Its guidance applies to nondisciplinary meetings between two people. Impromptu conversations and progressive discipline discussions each have recommended best practices of their own and are not the focus here.

During meetings of two people, one person commonly leads the conversation. Chapter 6 is directed to that person—who will not always be the more senior person. When you hold the authority to convene a one-on-one meeting—with an employee, a vendor, and so on—it is likely you will also lead the conversation. When you have requested the one-on-one meeting—of your boss, a prospect, or a peer—leading it may well be your responsibility, regardless of your respective titles.

Much remains consistent from your larger meetings to those of only two people. For both, you need to prepare with the PLANNER framework, plan the conversation's agenda, stay ahead of disruptive behavior, address challenges that may arise, and follow through after the discussion. What is different is how some of these actions are achieved. Read on to learn how to plan and lead one-on-one meetings that inspire, engage, and get results.

PLANNER Applied to One-on-One Meetings

All successful meetings, no matter the size, are the result of planning based on Purpose, Location, Agenda, Names, Note-taking, Expectations, and Responsibilities—the PLANNER framework. It is a mistake to consider one-on-one meetings less formal and therefore be less structured in your preparation for them. Although your *demeanor* may be more informal and the meeting may *feel* more informal, your planning for it should not be. Here is a quick rundown of what meeting size does and does not change or influence in PLANNER.

Purpose

Risking redundancy, I will quote Steve Jobs again: "You should never go to a meeting or make a telephone call without a clear idea of what you are trying to achieve." Never. Without this knowledge you are wasting your time and someone else's. Writing specific tangible or observable outcomes defines what you are trying to achieve. Yes, *writing* them—do actually write them before the conversation. And then share them early in the conversation.

Knowing that many one-on-one meetings have a purpose related to gathering expertise or specialized knowledge, receiving an approval, or reaching agreement on a future course of action may help you to answer purpose's key question: "What do I need to achieve with this meeting?"

Location

With only two people participating, a phone call becomes a tempting alternative to your physical options: "my" work space, "your" work space, or a neutral space. A phone call can be convenient, but it doesn't have the benefit of using body language and the other person may be multi-tasking instead of giving you his full attention. Meeting in person shows a sign of respect, brings body language into the conversation, and allows you to redirect the conversation based on visual cues. The greatest drawback to meeting face-to-face is that travel may be required. Choose your location based on how well it supports achieving your outcomes instead of convenience.

Agenda

Even one-on-one meetings benefit from an agenda. Remember, your agenda is your path through the meeting—the processes to achieve your desired outcomes—which may or may not be distributed in one-on-one meetings (more on this later in the chapter).

Names

The three key actions associated with names in Chapter 1 are to determine the participants' contribution to achieving the outcomes, whether they will have decision-making authority, and if a representative can be sent in their place. How hard could this be for a one-on-one meeting? There are only two of you—or will there be? It is a best practice to confirm whether any other people will be participating. A simple "Will anyone be joining us?" sets you up to effectively plan for the meeting. Completing the three key Names actions from Chapter 1—even for one-on-one meetings—will ensure you are preparing to speak with the *right* person.

Note-taking

Regardless of meeting size, notes need to be taken. A results-driven meeting has a complete written account of its decisions and agreed-upon next steps that all in attendance acknowledge accurately represents the meeting—even if there are just two of you.

What *does* change potentially regarding note-taking is who does it. Let hierarchy drive this. When meeting with a peer or person senior to you, record the discussion yourself. When you manage or supervise the other person in the meeting, it may be appropriate to delegate the responsibility to her—especially if the meeting addresses a new work assignment or a performance issue. Another change for one-on-one meetings is that the separate scribe function—that is, charting the work of the participants—won't apply.

Expectations

What *doesn't* change? The expectations. You will still be expected to be prepared, start and end on time, be engaging (think two-way dialogue versus one-way monologue), stay focused, set meeting boundaries, and remain open to alternative views. It is also fair for you to expect the other person to be prepared, engage in the discussion, remain constructive, achieve clarity on next steps, and follow through. The need to *communicate* expectations also doesn't change; to hold people accountable, the expectations must first be set.

What *does* change? *How* the expectations are communicated. The best communication strategy for your meeting will depend on the meeting's purpose, the relationship between the two parties, the history leading up to the conversation, whether you requested or convened the meeting, and so on. Think through how your meeting's circumstances should drive your choices. Some expectations may be shared at the outset and others at natural points during the meeting. Beginning by telling a client or prospect that you expect his full participation isn't advisable, but saying that you'd like to hear his thoughts will set the same expectation respectfully.

Responsibilities

In meetings of many people, the leader who attempts to perform all the meeting's responsibilities becomes its Sherpa, carrying the load for everyone, which is exhausting and not advisable. In a meeting of two people, though, the leader is accountable for everything—with the possible exception of note-taking, discussed previously. In this setting, you are responsible for leading, managing time, troubleshooting, ensuring both people contribute, and any additional roles that are required to support your outcome. The two superfluous roles in one-on-one meetings are those of facilitator and scribe. If a facilitator is needed—and she might be (think mediator)—you are no longer planning a one-on-one meeting.

››› **Reality Check**: Do you look at one-on-one meetings as informal and therefore not requiring preparation? Do you believe that you will get similar or better results with an impromptu approach?

››› **Bottom Line**: Meetings that inspire, engage, and get results are characterized by meeting leaders who put thought, time, and effort into designing an effective event—even if only two people are involved. The time you invest *before* your meeting to work through the PLANNER framework will pay off exponentially during and after your one-on-one meetings.

"It usually takes me more than three weeks to prepare a good impromptu speech."
—Mark Twain

Agendas for One-On-One Meetings

The value of a well-crafted agenda is that it establishes your objectives, drives the meeting's processes, and keeps the meeting on track—all things you want for your one-on-one meetings. Whether you use the agenda template available in the *Meeting Expert's Toolkit Bundle* at www.KimberlyDevlin.com or your own, building an agenda is mission critical for all meetings. If the meeting is important enough to have, it deserves an agenda.

What may differ in your one-on-one meetings is whether the agenda is *distributed*. I recently led two one-on-one meetings of four hours. The first was exploratory and held to obtain specialized knowledge from a subject matter resource. The second was a train-the-trainer held to reach agreement on future action (how the course will be led). I shared a printed agenda in the second meeting but not the first. For both meetings, I created and printed my leader's agendas. They included my outcomes, an outline of the flow we'd follow to achieve them, talking points aligned with each agenda item, and relevant details I might otherwise overlook. During both meetings, my agendas served as quick references to my goals and plans to accomplish them.

Here are a few special considerations for one-on-one meeting agendas related to agenda items and next steps.

You read in Chapter 2 that agenda items define your *strategy* for accomplishing your outcomes. Obviously, in a meeting of only two people, small group work, report outs, voting, and such will not be applicable processes. However, you still want your one-on-one meetings to be engaging, and there are processes to support that. Although discussion may dominate your agenda items, how can presentation, brainstorming, prioritization, data review, or demonstration move you both toward your outcomes?

Next steps take on added importance in meetings disguised as conversations. The purpose of one-on-one meetings isn't to "have a talk"—it is to achieve your outcomes. Without follow-through and follow-up, real results after the talk are unlikely. The next steps portion of your conversation solidifies the agreements reached and then sets a plan for actions discussed. Potential disconnects commonly reveal themselves at this point and may sound like: "Oh, I assumed you'd be handling that," "I guess I heard you wrong," or "OK, I thought we said by the 15th not the 5th." Listen for these opportunities to clarify, revisit agreements to ensure consensus, and confirm both parties share the same post-meeting expectations.

››› **Reality Check**: Does time spent planning your one-on-one meeting seem like wasted time or overkill?

››› **Bottom Line**: Having an agenda demonstrates your preparedness, frees you to focus on the discussion during the meeting, and gets you results more quickly.

Preventing Bad Behavior in One-on-One Meetings

When you think about dealing with bad behavior, you probably envision *other* people's actions in meetings. Checking your own conduct and emotions will be essential in one-on-one meetings, where you are exactly one-half of the equation. Don't be the one to create obstacles through tone, expressions, gestures, or other body language. You will also want to leverage the tools introduced in Chapter 3: seating, charts, and openings.

Seating

Nothing about seating arrangements in Chapter 3 applies to your one-on-one meetings! Meetings of two people require their own seating considerations and, unless you are on a phone call, navigating furniture will be involved. Let's consider three such environments: an office, a conference room, or another neutral space—cafeteria, break room, coffee shop, or such. You will want to consider your desired outcomes and agenda items as well as the insights that follow to make your best seating choice.

In an office, sitting across from one another with a desk between you is considered combative. It establishes one person as "in charge," and it can generate defensiveness and confrontational thinking and behavior. Sitting beside one another, on the same side of the desk, creates a collaborative atmosphere and is perceived as a cooperative position to work through challenges, work together on a task, review data together, and so on.

Conference room tables provide an office's two options—and the same guidelines apply. They also offer two additional arrangements: the corner position and sitting diagonal to one another. The corner position—elbow-to-elbow with each of you on perpendicular sides of the table—is seen as friendly. It supports eye contact and collaboration and has the added benefit of allowing for both causal and more formal agenda items, such as presentations. When a person sits diagonally across a conference table though, the message his body language conveys is commonly interpreted as disinterest, indifference, or hostility. Avoid taking this position and change the configuration before starting your meeting if the other person chooses such a seat—either by repositioning yourself or with something like: "Sitting over here will actually be more conducive to the agenda I have planned, if you don't mind."

Tables in other neutral spaces vary. Their shape—square, rectangular, round—and size will dictate your options. For round tables, the corner position doesn't exist, but the confrontational seat does—it remains directly across the table. At a round table, the disinterested position is any seat far away while not being directly across, and the collaborative position is side by side.

Furniture's relative position to the room adds other dynamics in these neutral spaces. Will you choose a table central to activity or off to the side? Whose back may face a door? Who will or won't have a view of people coming and going from the space? And what affect might these choices have on your agenda items? Meeting spaces selected for neutrality can become impediments to achieving your outcomes if not chosen thoughtfully.

Even with phone call meetings, seating can be a factor. Will you sit or stand? If you sit, will you maintain a forward posture or recline and relax into your chair? Will you sit at your desk or in another chair to potentially open yourself up to other perspectives? Your choices will influence your tone, energy, and more—all of which can be heard through the phone line.

Charts

In one-on-one meetings, strategic use of a notepad can take the place of wall charts for guidelines, agreements, and concerns. Although charting social agreements would be awkward, they should be established. Consider both personalities and your meeting goals, and then choose the few guidelines that will be most critical, such as: stay focused, remain open-minded, limit the discussion to things within our control, or others. As you share them, write them on your pad under an underlined heading: Guidelines. When the two of you come to your first agreement, mark a section of your pad "Agreements," underline the heading, and write the decision as you explain what you are doing. Similarly, if an unrelated issue comes up, flip to a fresh sheet and record the item beneath your third underlined heading: "Concerns." The act of recording these meeting elements is equally critical in one-on-one meetings to elevate their importance and to serve as touchpoints to return to should challenges need to be managed.

Openings

Most interactions between two people begin with social niceties, and your one-on-one meetings will be no different. What can be tricky, at times, is transitioning to the purpose of the meeting. Chapter 3 introduced four categories for creating engaging introductions—intriguing questions, superlatives, novelty, and perceptions—that you can modify to move seamlessly from chitchat to the purpose of the conversation. When meeting with an employee to discuss a performance issue related to her judgement, for example, you might transition with this altered intriguing question: "What would you say are the top priorities that should drive the decisions you make in your position?" When meeting with a peer to work on a special assignment, you might transition with this superlative question: "Which of your skills do you think will be most useful on this project?" To move a client into the meeting, you could ask a novelty question such as this: "What is your word of the day related to [*your product or service*]?" And, lastly, to integrate perceptions into any one-on-one meeting's opening, try: "I'd really like to hear your thoughts on X," or "I need a fresh perspective on this, can you help me see X differently?"

I recommend knowing verbatim what you will say or ask to transition into the meeting. Preferably it will be something that requires a response to begin the two-way discussion.

>>> **Reality Check**: Think problems can't surface in meetings of two people?

>>> **Bottom Line**: Think again. And plan accordingly using these strategies tailored to one-on-one meetings.

Managing Disruptive Behavior in One-on-One Meetings

It would be convenient if one-on-one meetings were somehow exempt from disruptions caused by their two participants. In reality, they aren't. Whether characterized as a pleasant conversation with a person whose company you enjoy or a tense—even contentious—conversation, one-on-one meetings can require you to manage disruptions. The challenges that plague larger meetings can be equally disruptive to conversations—they just may take on distinctive appearances in the smaller setting. Tangents can sound like stream-of-conscious chatter—but they still take you off task. Disengaging can look like multi-tasking, allowing interruptions, or being more attentive to what is happening nearby than the conversation itself—but it still disrupts the flow of the discussion. And, too much humor can feel like catching up with a friend—but it still restricts productivity.

Loss of focus attributed to these and other challenges in one-on-one meetings may go unnoticed more easily without the crowd of a larger meeting expressing frustration. So, stay alert. Recognize and react to behavior shifts as they are occurring, and place greater emphasis on what body language communicates than the words being said when the two are incongruent. With your one-on-one meetings, taking a break or planning to reconvene at another time become viable options—in fact, I commonly begin phone meetings with the question: "Is this still a good time for you?" If it isn't, I don't want to begin only to find the other person distracted, rushed, or uninterested.

»» **Reality Check**: Do you approach one-on-one meetings expecting an easy and on-time flow from one agenda item to the next?

»» **Bottom Line**: Keeping a conversation on track can be unruly business. When you get along well, unrelated topics may be more fun and interesting than the agenda. When you don't get along, either of you may try to sidestep issues, deflect blame, avoid taking responsibility for action items, withdraw, and more. Call upon your interpersonal communication skills instead of strategies for addressing group dynamics to manage disruptions in conversations.

Three Steps to Ensure Follow-Through for One-on-One Meetings

Your execution of follow-through for a one-on-one meeting may be more informal, but its existence remains essential. The three-step method from Chapter 5 will get the job done for you with a few variations in implementation.

- **Step One: Verbal Agreement**. Transition to closing one-on-one meetings with a review of the agreements, action items, and next steps. Try: "Before we wrap up, let's review where we are. I have noted [*share agreements*], and I recorded these action items: [*list them, beginning with your own*]. In terms of next steps, we agreed that [*specify*]. Have I missed anything?"
- **Step Two: Finalize the Summary of Discussion.** Yes, your one-on-one meetings need a summary of discussion too. And it should still be sent within 24 hours of the conversation. But, it may be appropriate to use a more informal structure, as demonstrated in the sidebar example from a call with my publisher that follows. Notice that all of the key elements are included, and the attendees and location are inferred in the opening.

- **Step Three: Follow Up on Follow-Through.** Reach agreement at the end of a one-on-one meeting on how you will follow up with each other on your action items. Frequently, I use the emailed summary of discussion as a tracking tool, noting "done" beside items as completed. For ongoing collaborations, you can open meetings with a review of the action items from the previous meeting's summary of discussion.

››› **Reality Check**: Wondering when you will write a summary of discussion for each one-on-one meeting?

››› **Bottom Line**: Work efficiently by building an outline of your summary as you create your agenda. During the discussion, record notes and actions under the appropriate headings, and then take a few minutes after your call or meeting to proofread, finalize, and send the document. A summary of discussion is a critical tool for all meetings—even those disguised as conversations.

To Sum Up One-on-One Meetings

Although often less formal, one-on-one meetings deserve—and require—the same planning efforts as larger meetings. Craft your agenda following the same guidelines in both instances, and factor all of the PLANNER elements into your preparation. Be mindful that your own actions will influence potential challenges and disruptions because you now make up half of the participant list, and differences in personalities and communication styles can become more noticeable. Finally, set yourself apart as a meeting leader who gets results by sending a summary of discussion—what better way is there to inspire and engage people in your future one-on-one meetings than by getting results from today's?

Sample Summary of Discussion for a One-on-One Meeting

Cat –

What a great and incredibly productive call today. Well worth the investment of two hours! We accomplished what we set out to, and more (maybe we should be launching a book on effective meetings . . . ?). Below is our Summary of Discussion. Please review it, confirm it matches your notes, and acknowledge that either we are on the same page or update as needed.

KD

~~~~~~

Meeting Title: Marketing Support and "Meetings Book" Title

Date/Time: Friday–July 20, 20xx; 1:15 to 3:15 p.m.

Meeting Outcomes:

1. Marketing plan with MR, to include:
   - List of services desired
   - Determination of how to proceed and develop work plan timeline
2. Agreement on three meeting book titles to poll

Outcome #1 Marketing Plan:

- Current marketing budget is $X
- Initial marketing milestone is Oct 1, 20xx
- Short-term leads goal: list of X quality contacts by October 1, 20xx
- STHT short-term sales goal: X copies via Amazon by October 31, 20xx
- MR incentive: X% of sales on X+ units sold for six months
- **Desired services** from MR, in support of STHT, SIAH/DWMT, and KD.com are:
  - Marketing timeline for 30, 60, and 90 days
  - Lead generation and funnel strategy
  - Speaker marketing strategy
~~~~~~

  - Social media strategy
  - Website feedback and enhancement strategies
  - SEO keyword development
- **Desired deliverables** from MR, are:
  - Agreement with TPH on services/budget/schedule [next week]
  - Work plan (actions to be taken and by whom) [by Aug 1]
  - Timeline of work plan (with Oct 1, 20xx as first milestone) [by Aug 1]

Outcome #2 Meetings Book Title:

- We have a title! (and will skip polling)
- *Don't Waste My Time: Expert Secrets for Meetings That Inspire, Engage, and Get Results*

Action Items by Aug 1:

1. KD—look at video footage clips to use
2. KD—offer direction/feedback to designer on SIAH/DWMT cover
3. KD—contact AB (Ai instructor and EdTrek logo designer) about Ai student contest
4. KD—send SIAH/DWMT's draft manuscript to JB for review/input/direction (DONE)
5. CR—define incentive plan for MR
6. CR—loop back to MR to obtain agreement, work plan, and timeline based on list above
7. CR—ask MR to move forward with TED Talk opportunities
8. CR—complete contract execution with CA Link on STHT translation

Next Steps:

1. KD, JB, CR (and MR?) to define core messages/topics
2. Leverage Chinese translation of STHT once contract is complete
3. Promote upcoming SIAH/DWMT once cover art is finalized

ONE-MINUTE ROUNDUP

One-on-One Meetings

Need this chapter's essence in a minute? Here it is:

GET RESULTS

- Recognize that for meetings of two people you still need to prepare with the PLANNER framework, plan the conversation's agenda, stay ahead of disruptive behaviors, address challenges that may arise, and follow through after the discussion.
- Your outcomes likely align with one of three purposes: gathering expertise or specialized knowledge, receiving an approval, or reaching agreement on a future course of action. Write down your outcomes for the meeting and share them early in the conversation.
- Prepare an agenda—even if you don't distribute it.
- Send a summary of discussion after the meeting and ask for confirmation that it accurately represents the discussion.

ENGAGE

- Choose a location—over the phone, "my" work space, "your" work space, or a neutral space—based on the level and type of interaction needed to achieve your outcomes.
- Consider if sharing the agenda will enhance participation or work against you based on meeting dynamics.
- Determine where you will sit—relative to one another and within the space—to most effectively achieve your outcomes.
- Plan your opening transition into the business of the meeting—one sentence, verbatim.

- Pay attention to what is being said as well as how it is said (even if you are on the phone). When the two are out of sync, prioritize the speaker's tone, pace, inflection, and volume.

INSPIRE

- Set expectations that will move you closer to achieving your outcomes.
- Rise to the other person's expectations and communicate your expectations in advance so she can be fully prepared.
- Demonstrate the importance of the meeting by making written notes of what you would otherwise chart in a larger meeting.

"The secret of success is to do the common thing uncommonly well."
—John D. Rockefeller Jr.

Find more at www.KimberlyDevlin.com.

About the Author

Kimberly Devlin is an unwavering pragmatist who believes that theory alone is insufficient and time must have an ROI. She became an entrepreneur at 27 and—out of necessity—discovered ways to transform information overload and the time crunch we all face into effective, actionable behaviors that improve productivity, effectiveness, and results. With these insights, she helps clients realize business objectives through training initiatives, technical writing, strategic planning, and internal resource development. As a popular writer, instructional designer, facilitator, speaker, and consultant with more than 20 years of experience, she provides technical assistance nationally, speaks and presents at international and industry-specific conferences, and has been featured in ATD's *TD* magazine for her status as a CPLP pilot pioneer.

She is author of *Same Training, Half the Time: Delivering Results for Busy Learners* (TPH 2018) and two titles in the bestselling ATD Workshop Series: *Facilitation Skills Training* (ATD 2017) and *Customer Service Training* (ATD 2015). In addition, Kimberly writes regularly about talent development and other topics on her blog at www.KimberlyDevlin.com.

When not striking her keyboard, engaging with clients, or on a plane, she can be found reading, taking photos, or performing some active pursuit—hiking, biking, rock climbing, standup paddleboarding, dancing, or something new she hasn't tried before.

Kimberly holds an MA in journalism and a BA in English literature from the University of Miami and her Certified Professional in Learning and

Performance (CPLP) credential. She is a managing director of EdTrek, Inc., a training and development consulting firm, and president of Poetic License, Inc., a business communication consulting firm. She is a lifelong learner and receives regular reminders from her dog that there is more to life than professional accomplishments alone.