

Fundamentals of Meeting Management for Prevention Coalitions and Local Prevention Councils (LPCs)

19 October 2021



Objectives and Group Contract

Objectives

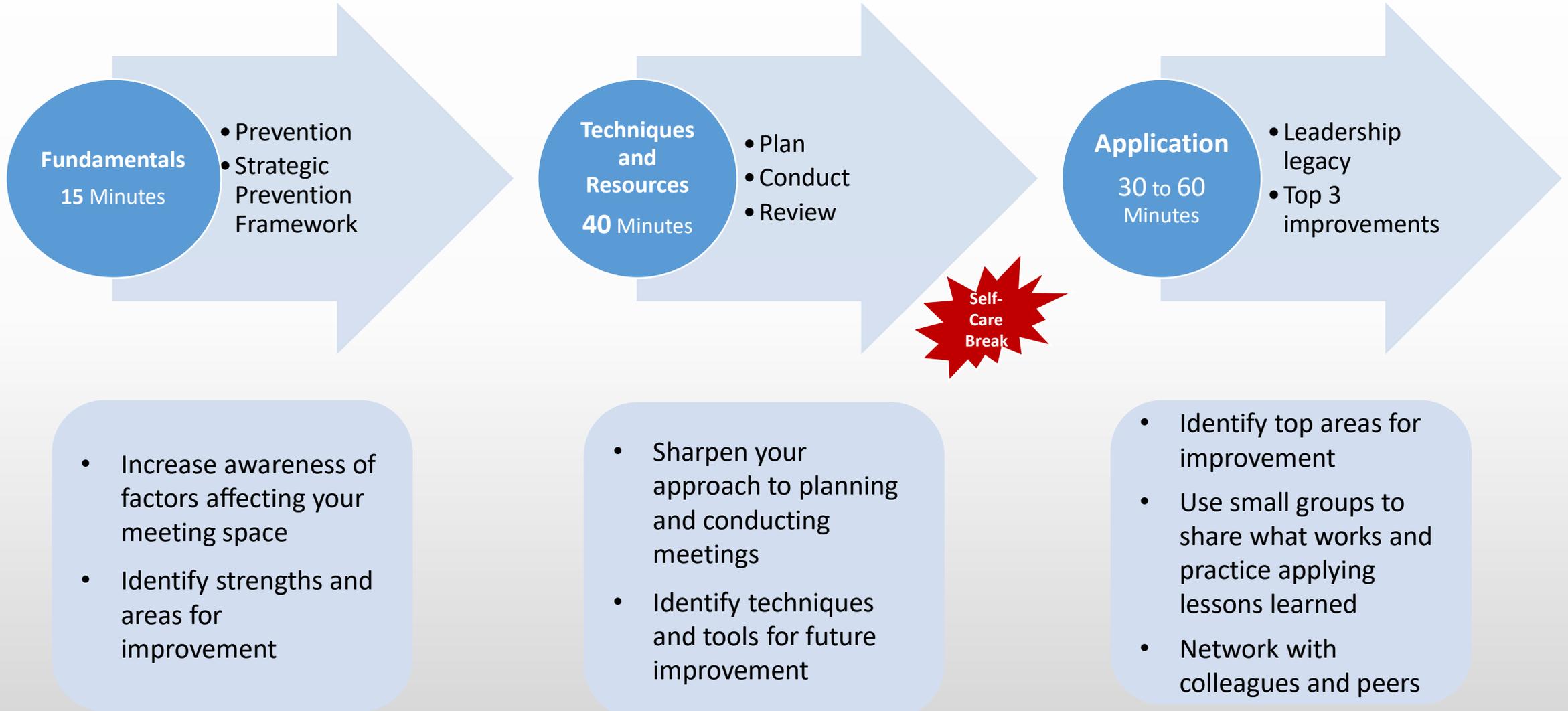
Participants will:

1. Gain knowledge about meeting preparation and management
2. Access tools and techniques to improve meeting productivity and satisfaction
3. Apply knowledge and techniques
4. Expand your network
5. Have fun

Participant Expectations

- Be civil and kind
- Always Be Learning and Encouraging (ABLE)
- Be present; manage your electronics
 - Mute mics
 - Turn on camera when comfortable
- Participate and share
 - Use chat box
 - Complete polls
- Use understandable words
- Exercise self-care: hydrate, stretch, and nibble

Agenda



Interactive Poll #1. Lived Experience

Place a check by each of the statements that are true.

1. I have organized a family event such as a family meeting, birthday party, wedding, or reunion.
2. I have used a recipe to make or bake something.
3. I have participated in a band, choir, or some type of team.

CHAT BOX CHALLENGE – type in your go to or favorite things to make or bake.

GROUP CHALLENGE: An engaged group can generate 100+ ideas / responses in a short time period.

How would you assess our group's level of engagement today?



co·a·li·tion

/ˌkɔəˈliʃ(ə)n/

noun

an alliance for combined action, especially a temporary alliance of political parties forming a government or of states.

"the party was only able to govern **in coalition with** three or even four other parties"



group

/gru:p/

a number of people who work together or share certain beliefs.

"I now belong to my local drama group"



team

/ti:m/

two or more people working together.

"a **team of** researchers"



be·hav·ior

/bəˈhævɪər/

the way in which one acts or conducts oneself, especially toward others.

"his insulting **behavior toward** me"

Leadership Behaviors

- Promote a shared vision
- Serve as a public ambassador for the group
- Facilitate understanding of how each person / partner adds value to the group
- Advance the annual work plan
- Develop and support future leaders and members
- Plan and lead meetings
- Provide guidance to volunteers, partners, and staff

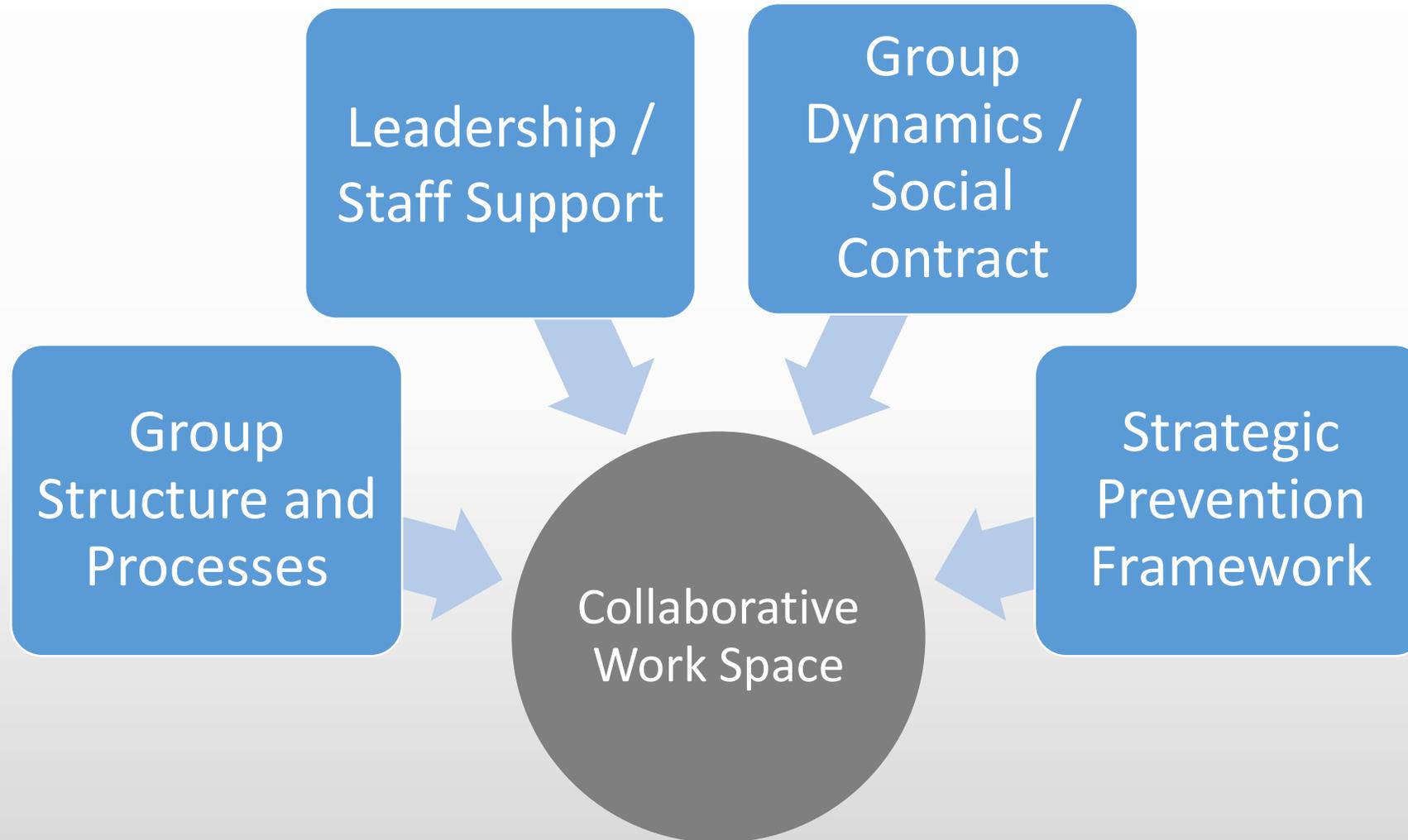
General Knowledge Areas that Contribute to Meeting Management

1. General knowledge of prevention
2. 12 Sector Model
3. Strategic Prevention Framework (SPF)
4. Logic Model / Work Plan
5. Group Charter or By-Laws

Working Assumptions

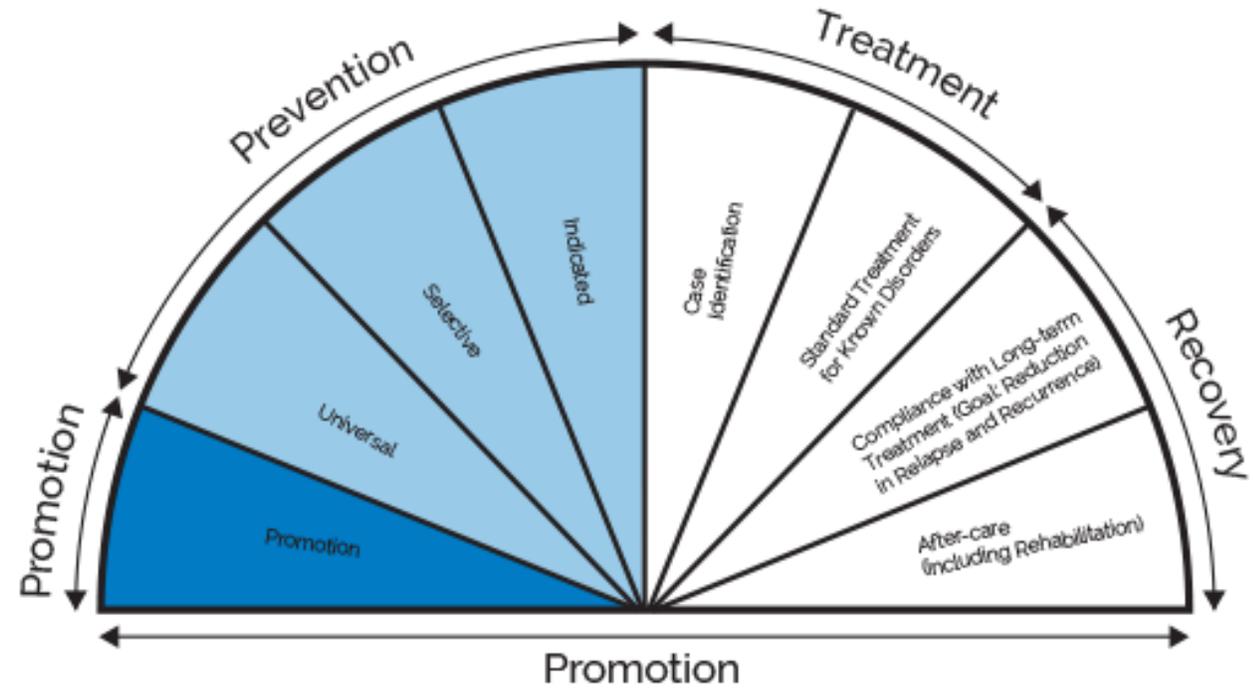
- Prevention groups
 - Will hold multiple meetings
 - Meeting activities will change over time; leaders will need to prepare for and manage different types of meetings
- Meeting leadership and management will improve when a working knowledge exists across:
 - Group by-laws or charter
 - Strategic Prevention Framework (SPF) process
 - The groups annual work plan, milestones, and timeline
 - The membership / partner roster and group dynamics
 - Available resources – staff or volunteer
 - Behavior management

Factors Affecting Behavior in the Collaborative Space



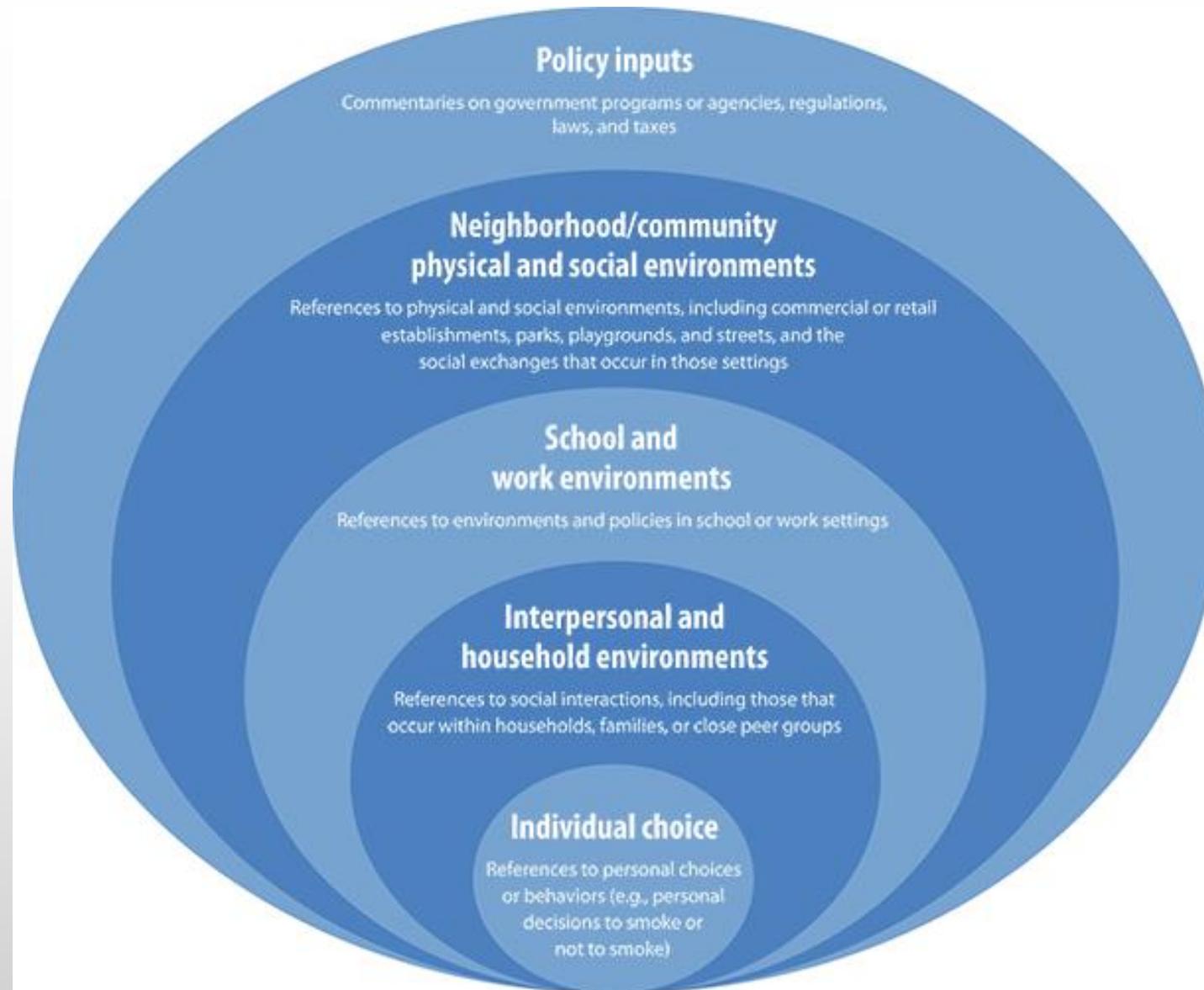
Prevention

Any activity designed to avoid substance abuse and reduce its health and social consequences.



- **Universal prevention strategies** addresses the ENTIRE population such as national, local community, school, and neighborhood.
- **Selective prevention strategies** reach subsets of the total population identified as at risk for substance abuse such as age, gender, family history, place of residence, income level, and history of physical or sexual abuse.
- **Indicated prevention strategies** identify and engage individuals who are exhibiting early signs of substance abuse and other problem behaviors associated with substance abuse. These programs address risk factors and place less emphasis on environmental influences.

Every Person Plays a Role in Strengthening Prevention Behaviors



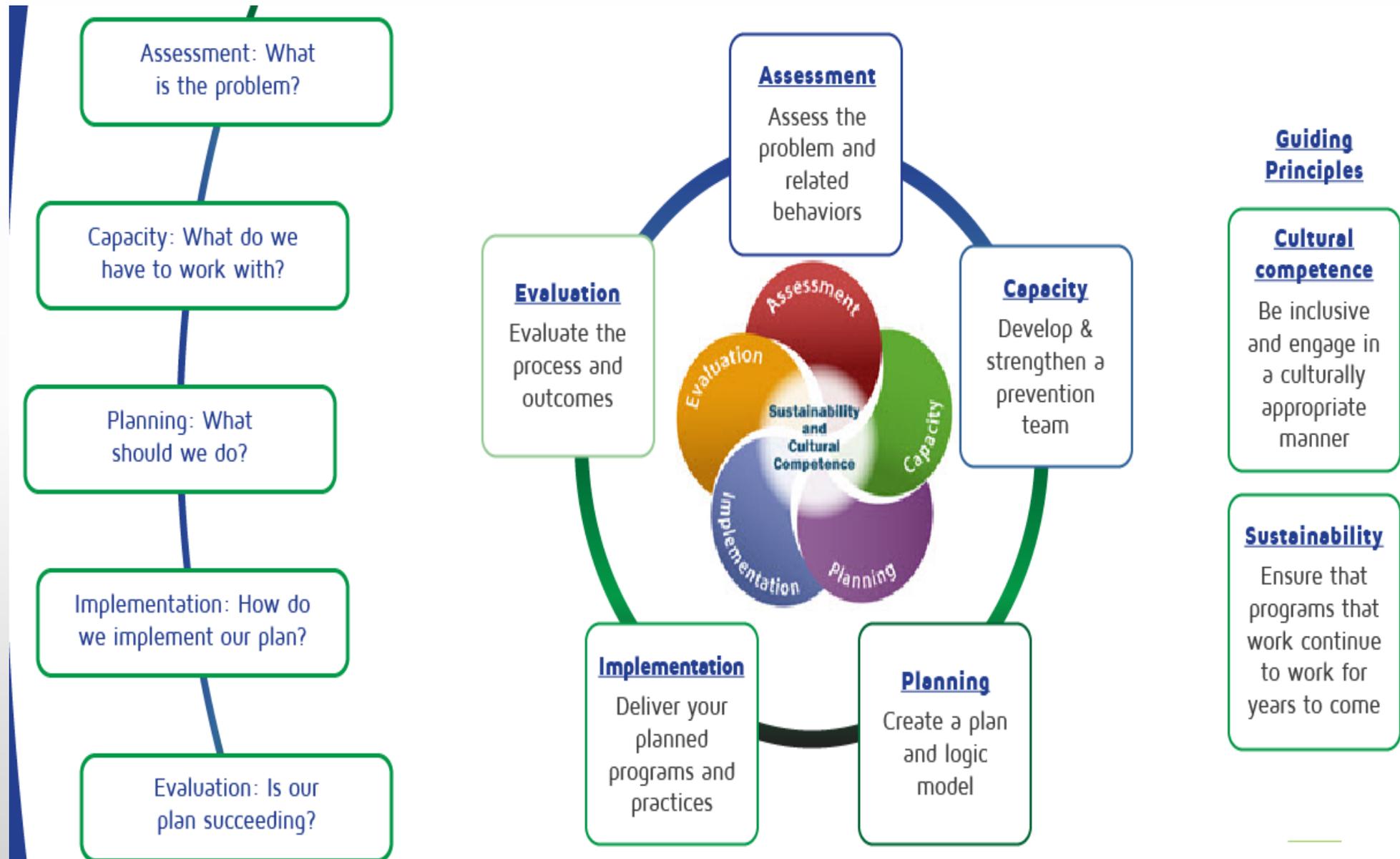
The Prevention Partners (12 Sector Collaboration)



Diverse partners create unique challenges for leaders and meeting managers.

1. Culture and history
2. Values and beliefs
3. Prevention knowledge
4. Availability and access
5. Priorities

The Strategic Prevention Framework (SPF)



Interactive Poll #2. Fundamentals Quick Check

Check the statements that are true or mostly true. If you don't know, do not check the statement.

1. Members know each other by name.
2. 100% of members can state the mission and purpose of the group.
3. The prevention group has a charter or written set of by-laws.
4. Membership in the group is clearly defined.
5. 75% of members have a working knowledge of prevention fundamentals.
6. 75% or more of members have a working knowledge of the Strategic Prevention Framework (SPF).

AGENDA SECTION 2

Techniques
and
Resources
40 Minutes

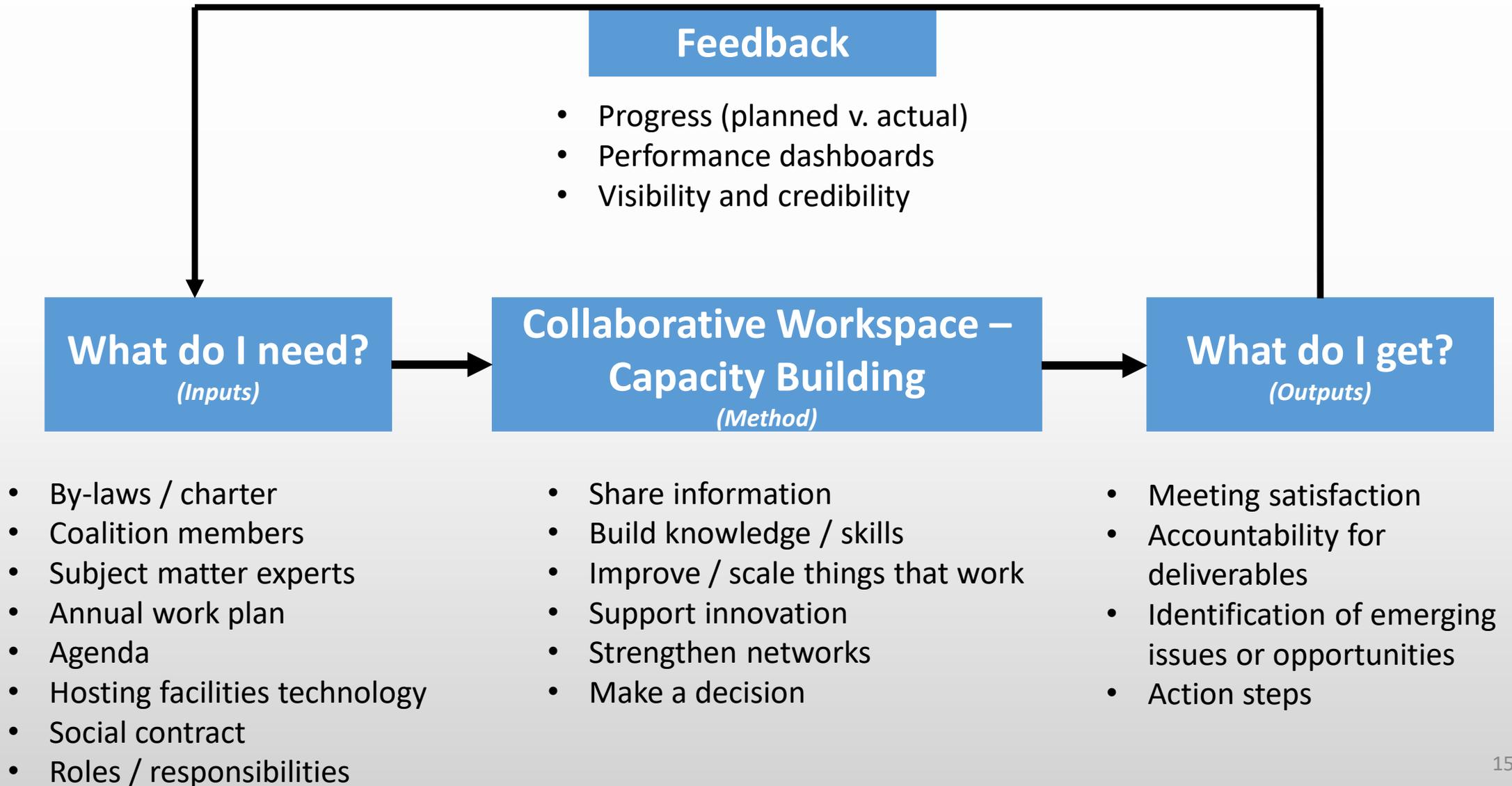
- Plan
- Conduct
- Review

Self-
Care
Break

How are we
doing? Pace
ok? Materials
relevant?
Other
comments?

- Sharpen your approach to planning and conducting meetings
- Identify techniques and tools for future improvement

Big Picture: The Coalition Process



Meeting

/ˈmēdiŋ/

noun

1. an assembly of people, especially the members of a society or committee, for discussion or entertainment.

"the early-dismissal policy will be discussed at our next meeting"

Similar: [gathering](#) [assembly](#) [conference](#) [congregation](#) [convention](#) [▼](#)

2. a coming together of two or more people, by chance or arrangement.

"he intrigued her on their first meeting"

Similar: [consultation](#) [audience](#) [interview](#) [encounter](#) [contact](#) [introduction](#) [▼](#)



A Collaborative Workspace or Meeting Space

1. **Defines** the team, **group**, or unit.
2. Serves as the **collaborative work space** where the group revises, updates, and adds to what it knows as a group.
3. Helps every individual **understand the collective aim** of the group and way in **each person/partner's work contributes** to the group's success.
4. Creates a **commitment to the decisions** it makes and objectives it pursues.
5. Sometimes is the only **occasion where the team or group actually exists and works as a group.**
6. Is a **status arena** where participants explore and shape their relative standing in a group or community.
7. **Cost time and money** and should create value.

Sample Meeting Cost Calculator	
50	# people attending meeting
\$25	Estimated hourly wages
2	Meeting length (hours)
1	Frequency of meetings
\$2,500	Estimated cost without travel, facility/equipment, technology, preparation or other committees or teams <i>If you had to pay for these meetings out of your budget, would you do anything differently?</i>
<ul style="list-style-type: none"> • Every \$1 invested in evidence-based prevention programs generates an \$8 Return on investment. A coalition is an evidence-based approach! • Prevention groups can quickly produce six-figure impacts on their community. 	

Charter and By-Laws Define Important Behaviors

Understand how your group is organized and the fiscal / lead entity

- Charter is a legal document also known as articles of incorporation
- By-laws define internal structure and guidelines

Components

- Purpose and geographic area
- Membership (composition, selection, election, termination, voting, orientation)
- Meetings (number, type, quorums, notices, minutes)
- Parliamentary authority or process
- Officers (roles, responsibilities, indemnification)
- Committees (charge, appointment, authority)
- Finances (funds, disbursement, fiscal year, budgets, audits, bonding)
- Dissolution
- Revisions



Common Terms and Definitions

Agenda	Meeting plan shared with the attendees
Attendance	Act of being present for the (required) meeting activities
By-Laws	Document outlining the rules and regulations for the conduct of business by the group
Chair	Highest elected, appointed, or designated officer of a group (board, committee)
Committee	A named subgroup of people who assemble for a specific purpose of function
Consensus	Decision-making approach that seeks to secure the support of the whole group. Consensus is when no one disagrees. It does not mean everyone agrees
Executive Session	Private meeting within otherwise open meeting for the purpose of discussing sensitive or private information. Minutes are separate and confidential
Ground Rules	Code of conduct for a meeting that explain behavior that is expected of attendees
Meeting Minutes	Record of a meeting in written form
Member	A person formally recognized as a part of the group
Parking Lot	Record of important items that may not be useful to discuss in the current meeting
Parliamentary Procedure	Body of rules, ethics and customs governing meetings and other operations
Quorum	Calculation of a minimum percentage of members who must be present at the meeting before business can be (legally) transacted
Vote	An agreed upon process and method in which eligible individuals can cast a ballot in response to a call for vote. A straw poll is an ad hoc or unofficial vote to determine level of consensus

Keep the Simple Questions in Front of You

Question	Important Terms
What is the purpose of the group?	Mission, vision, purpose
Is our group required to follow a specific set of rules for meeting?	By-laws, charter, quorum, FOI or public notice, executive session
Who is considered a member of the group, and for how long?	Nomination, terms, contact list
What are the responsibilities of a member?	Attendance, expectations
Who is considered a leader of the group?	Chair, co-chair, executive committee
What decisions does this group make and how do they relate to any other committees or work groups?	Finance, program, leadership, members
How does our group make decisions?	Voting, consensus
Who holds this group accountable?	Funder, Fiscal Agent, Review, Feedback
How is the group and its meetings connected to the work plan, and how does it assess progress?	Agenda, dashboard, indicators, results

Create a Shared Understanding

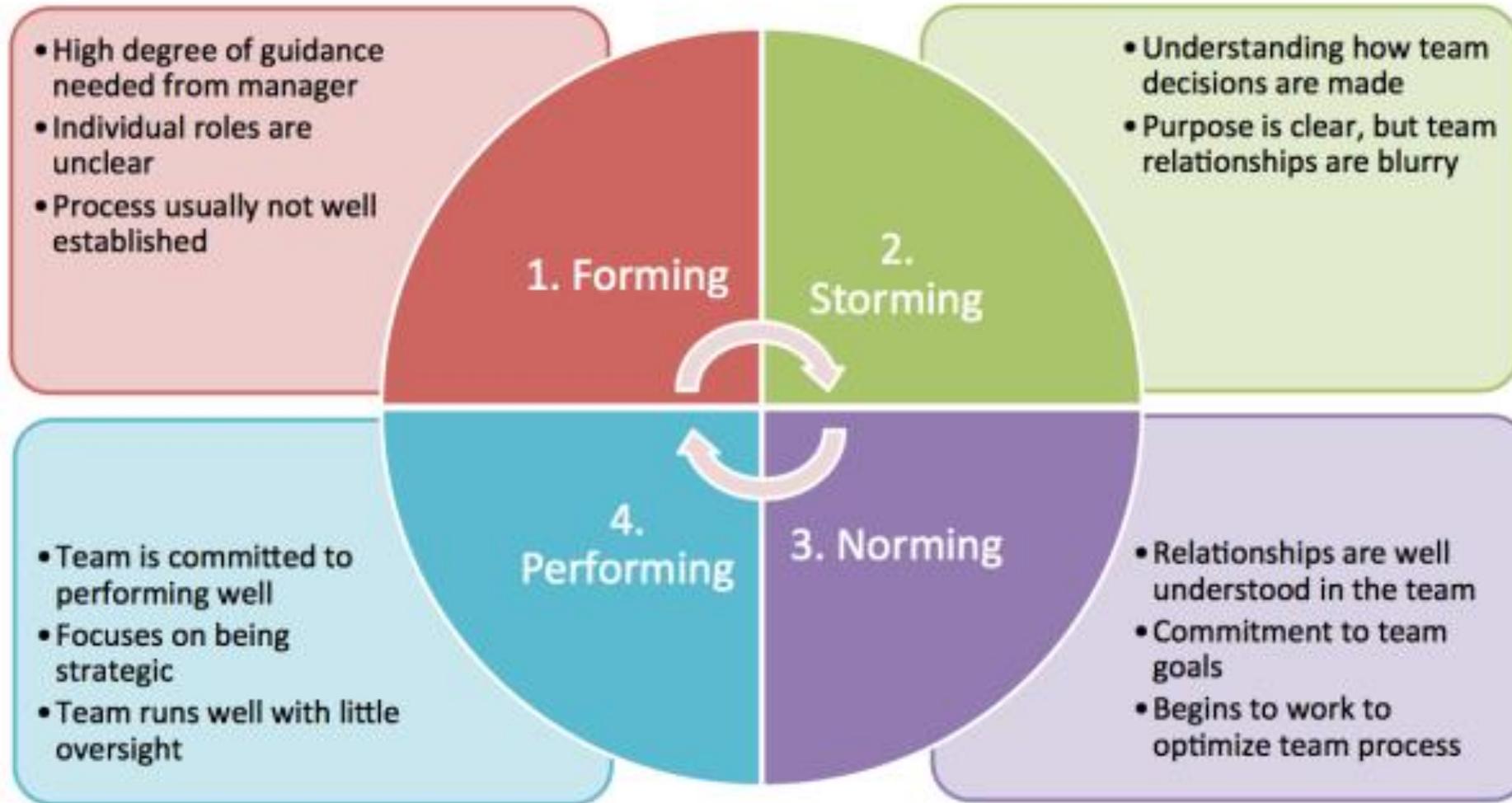
Every coalition member should be able to describe in simple language:

- Mission, vision, or purpose
- The value of a coalition-based approach and member roles/responsibilities
- Problem statement being addressed by coalition/council
- Plan goals, objectives, and strategies
- How you measure success and what is at stake if the community takes no action?

Your coalition leadership involves helping members thrive in a collaborative workspace. Does Your Coalition Have These Tools? *If no, these may be topics to discuss at a coalition meeting.*

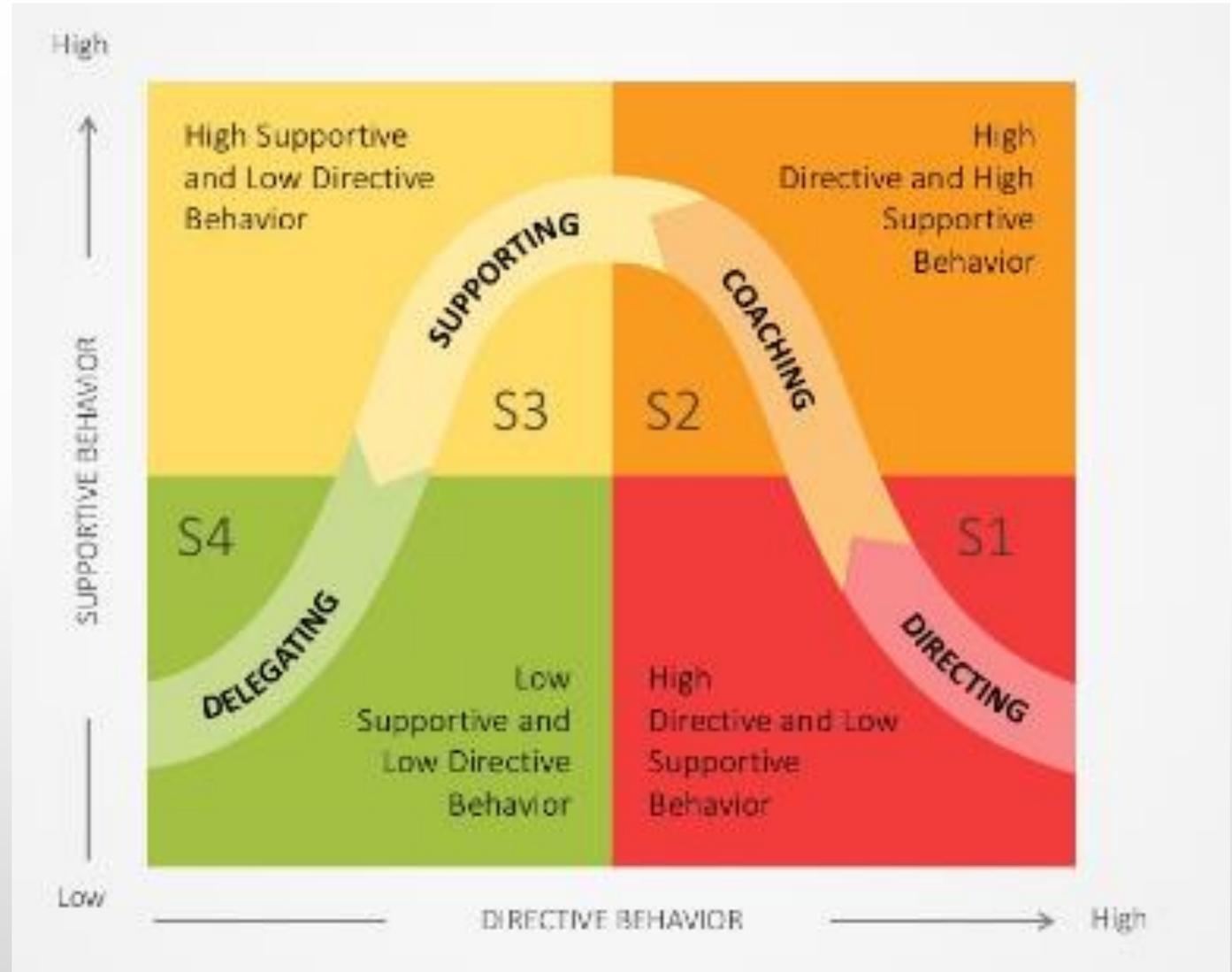
- Description of coalition member roles and responsibilities
- Social contract to guide group behavior at coalition meetings
- Coalition onboarding process
- Crosswalk of how each coalition member connects to the coalition's work and shared outcomes

Leadership Influenced by Phase of Team Development

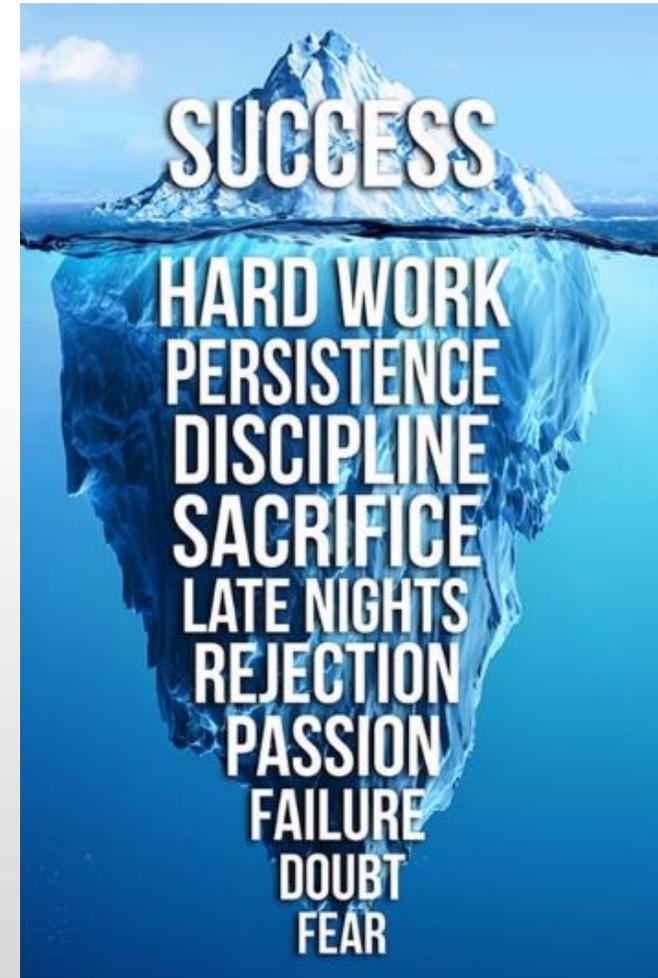


Work to the Strengths of Your Leadership Style

- Professionalism and tone
- Coaching and mentoring
- Situational awareness



Simplified Meeting Management Lifecycle



Essential Elements for Each Phase

Plan	Conduct	Review
<ul style="list-style-type: none"> • Participant contact list • Annual work plan • Meeting space • Timed Agenda • Social Contract • Assigned Roles • Feedback form • Freedom of Information (FOI) requirements • Other operational standards 	<ul style="list-style-type: none"> • Managing Group Dynamics • Time management • Engagement and participation • Parking lot (topics and technology) • Subject matter experts • Presentations / discussions • Feedback process 	<ul style="list-style-type: none"> • Accomplishments and progress toward annual work plan • Feedback results • Decisions • Meeting notes

Find A Reference Point that Works for You

- Recipe Title
- Headnote
 - Why your including this recipe
 - What inspired you
 - Tips or tricks or serving suggestions
- Ingredient List
 - In the order they appear in the recipe
 - Preparation (chopped, diced, minced)
- Recipe Steps
 - Concise
 - Precise (New task, new step)
 - Equipment
 - Heat level
 - Mixing
 - Cook time
 - Serving Instructions

With Experience...

1. Substitute ingredients when you may not be able to access ingredients or resources
2. Add new / special ingredients in response to preferences or special requests
3. Identify short-cuts or innovations



Communicate Effectively

- Clarity of role
- Clarity of leadership responsibilities
- Clarity of process
- Send pre-reads prior to meeting
- Be prepared and familiar with content
- Comfort level with technology



“Moderate” the Agenda

- We are moving into agenda item 2.
- This agenda item relates to the SPF or plan in this way
- In the upcoming X minutes, A and B will happen.
- Thank you for the discussion. Here are the results and action items.
- Let's move on to agenda item 3.

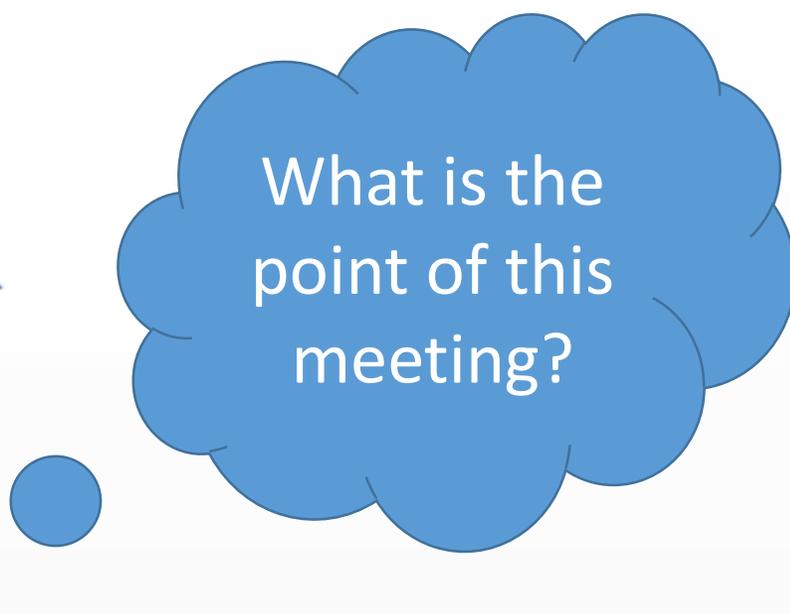
Purpose

/ˈpɜːpəs/

noun

the reason for which something is done or created or for which something exists.
"the purpose of the meeting is to appoint a trustee"

- Networking
- Team building
- Knowledge building
- Decision-making
- Developing / designing products and tools
- Gather information
- Oversight / progress update
- Socializing / fun

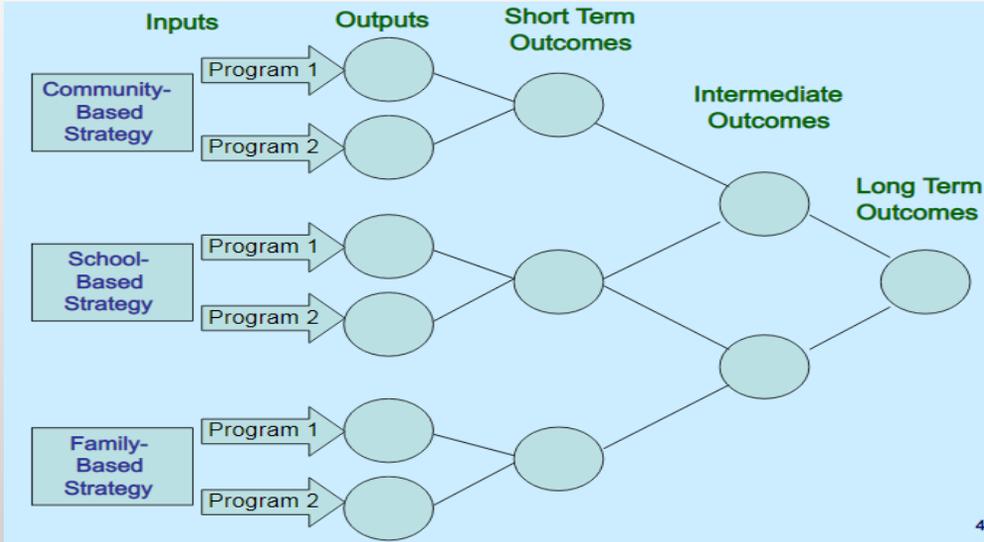
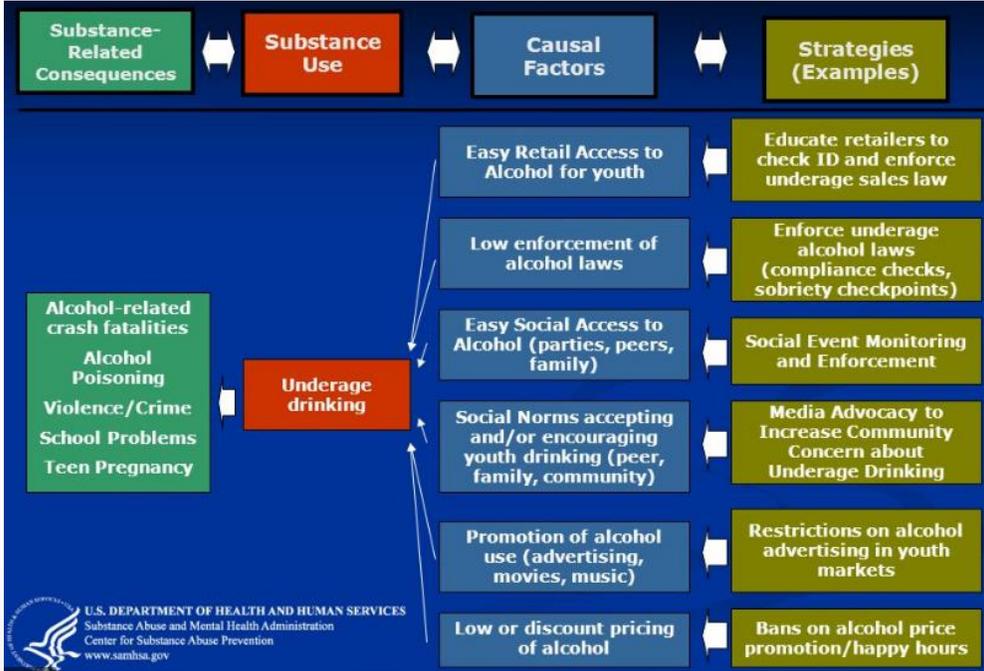


What is the point of this meeting?

How does your meeting purpose relate to factors

- Group structure
- Group dynamics
- How the work relates to the Strategic Prevention Framework

Use SPF Tools to Keep Everyone on the Same Page



Social Contract

“A social contract is a team-designed agreement for an aspirational set of behaviors and social norms. It is a vision for how it would be to work in an incredibly safe and powerful team.”

The social contract sets the tone for your meeting climate.

- Is it friendly?
- Is it inclusive?
- Does it encourage participation?



Developing a Social Contract

- What expectations do group members have of each other?
- What is working well within this group and you want to protect and preserve?
- What is not working well?
- What should the team keep doing, start doing, and stop doing?

Notice how these areas of focus shape the roles, responsibilities, and expectations of leaders and meeting managers.

Sample Phrases

- Be honest, authentic, and fair
- Be kind. Treat others as you want them to treat you
- Be present. Set aside that mobile device
- Be on time / Start on time
- Listen to learn, understand, and appreciate
- Help one another and ask for help
- Cooperate with each other instead of compete
- Focus on solutions
- Help use time the wisely
- ELMO (everyone let's move on)
- Have fun

Planning the Agenda



"I paint the picture to find out what it looks like."

Pablo Picasso on how he planned his masterpiece "Guernica"

Sample Agenda Item

Vague

Community Needs Assessment

Improved

10:20 a.m. to 10:30 a.m. Community Needs Assessment Priority Setting
(For Discussion and Decision)

The chair of the Community Needs Assessment committee will share the findings and recommendations from the community needs assessment process. The group will use an agreed upon process to establish rankings for priority substances and priority populations. The group will use these priorities at upcoming meetings to inform the selection of best fit evidence-based strategies.

The Agenda

- Include an indication of the reason each topic is on the agenda.
- Add “cue” words to signal the type of behavior connected with the agenda item:
 - For information sharing
 - For discussion
 - For decision
- Include time allocations
- Include a connection to any pre-read documents or other reference materials
- Identify how agenda items
 - Unite or divide the group
 - Create energy and engagement

“The agenda is by far the most important piece of paper...it has the power of speeding and clarifying a meeting that very few people understand or harness. The main fault is to make it unnecessarily brief and vague.”

Considerations in Agenda Development

- Positioning or sequencing of topics
 - Higher energy, creativity, and clarity of thought occur at the start of meetings
 - Holding back a high-interest agenda item may allow you to cover other topics quickly and keep interest throughout the meeting
- Determine how the topic will unite or divide the group
 - Sequence these according to your leadership style
 - Attempt to end with a unifying topic
- Identify the level of preparation participants need to engage in the desired activity
 - Add in sufficient lead time for decisions (multiple months)
 - Provide access to documents and subject matter experts

Time Management

Time is NOT a renewable resource!

- Identify a clear start and end time
 - For the entire meeting
 - For each agenda item
- Start on time. End on time.
- Identify another individual who can serve as a time keeper
- Establish a list of oral or physical cues that allow you to manage behavior
 - “Time check please”
 - “Please give us a 1-minute statement.”
- Adjust your group contract to make it the responsibility of every person to help manage the clock
 - “ELMO” – Everyone, let’s move on.
- Contingency plan
 - Identify ahead of time which agenda items can be tabled if necessary
 - Check with the group if they would like to extend the meeting
 - Choose to end early or establish an alternative discussion process

Techniques to Increase Participation

- Set the tone early – ask everyone to share name and a positive event
- Ask for input in a structured way
 - Newest to oldest member
 - Call specifically on individuals
- Indicate that no response (quietness) represents consensus agreement
- Ask participants to identify both sides of the issue
 - Strengths and limitations
 - Costs and benefits
 - Planned and unintended consequences
- Use interactive polls (virtual or in-person)
 - Ask people with different perspectives to share their thinking
- Take a more extreme position to stimulate conversation

Managing Group Dynamics

- Develop a social or group contract
- Maintain an awareness of which agenda items:
 - Unite or divide the group
 - Create energy and engagement
- Physical / virtual positioning
 - Comfort with camera on / off (if possible turn on when speaking)
- Engage
 - Those who are silent, who may be new, less experienced, or contrarians
 - Call on subject matter experts last – who can distill and summarize
- Manage the intensity and passion when perspectives diverge
 - Summarize the main points to acknowledge the position
 - Remind the group of the shared vision, goals, and objectives
 - Use data and facts to re-focus the discussion



Recognize when to Table a Discussion

- Insufficient time to cover the agenda item properly
- Need more facts to move ahead
- Need perspectives or involvement of people not at the meeting
- Need more time to think about the options
- Rapid changes in circumstances will change the nature of the discussion
- An alternative path exists to complete the discussion (e.g., move it to committee, group agrees to delegate the decision to a leader)

Manage Decision-Making Processes

- What decisions does the group make?
- Who can participate?
- What is the decision-making process
 - Vote v. consensus
 - Method (written, oral, raise hands)
- Explain options
 - Yes
 - No
 - Abstain
- Conduct the process and announce the results

Accountability for Action Items / Next Steps

NOBODY DID IT

There is a story about four people named **Everybody, Somebody, Anybody, and Nobody.**

There was an important job to be done and Everybody was asked to do.

Anybody could have done it. **Nobody did it.**

Somebody got angry about that because it was Everybody's job.

Everybody thought Anybody could do it but Nobody realized that Everybody wouldn't do it.

Consequently, it wound up that Nobody told Anybody,
so Everybody blamed Somebody.

But still **NOBODY DID IT !!!**

Lead with Situational Awareness

- Managing expectations
 - Group
 - Individual
- Participation Levels
 - Size
 - Participants new to the process
 - Protocols for sharing
- Intangibles
 - Cost-benefit for re-allocating agenda time, extending meeting or adding meeting

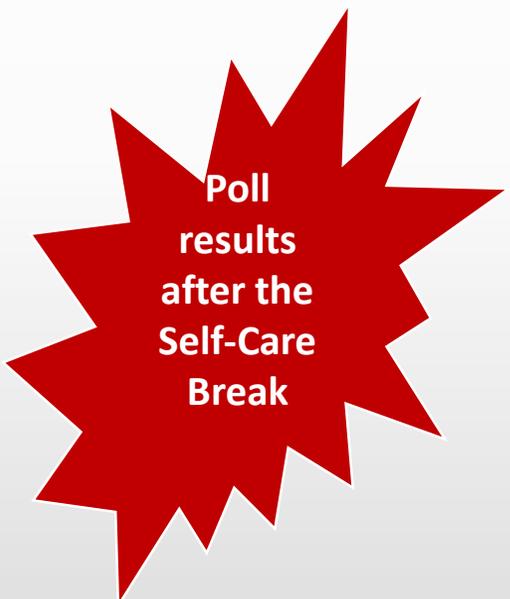
1. Control your process and not the people.
2. Structure your agenda so other individuals are taking leadership roles.
3. Ask your leadership team or staff members for support in managing the clock or preparing for meetings.
4. Use techniques to influence energy and participation
5. Make a contingency plan and develop other leaders. “Two is one and one is none.”

Interactive Poll #3. Techniques and Resources

Quick Check

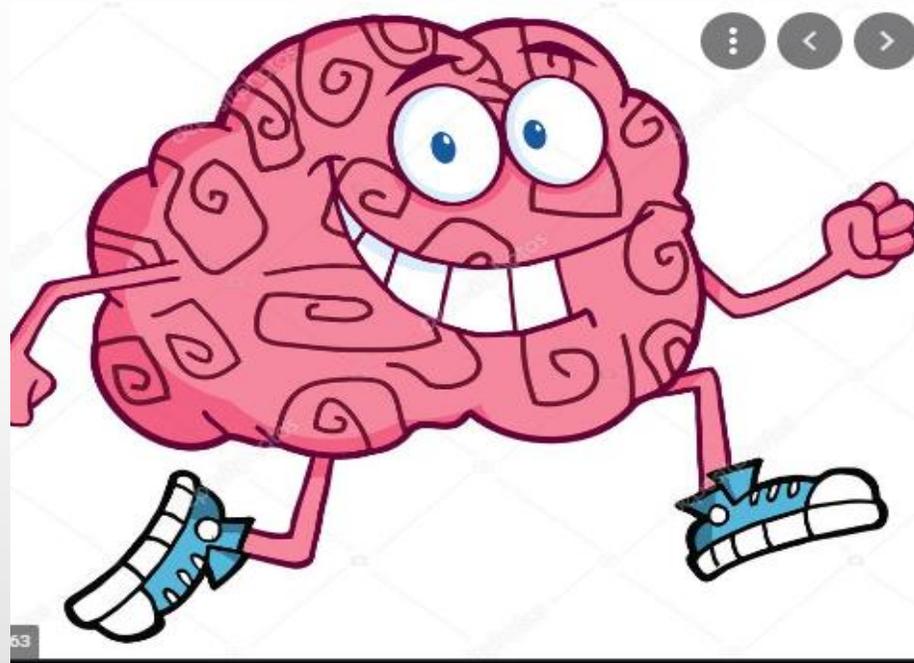
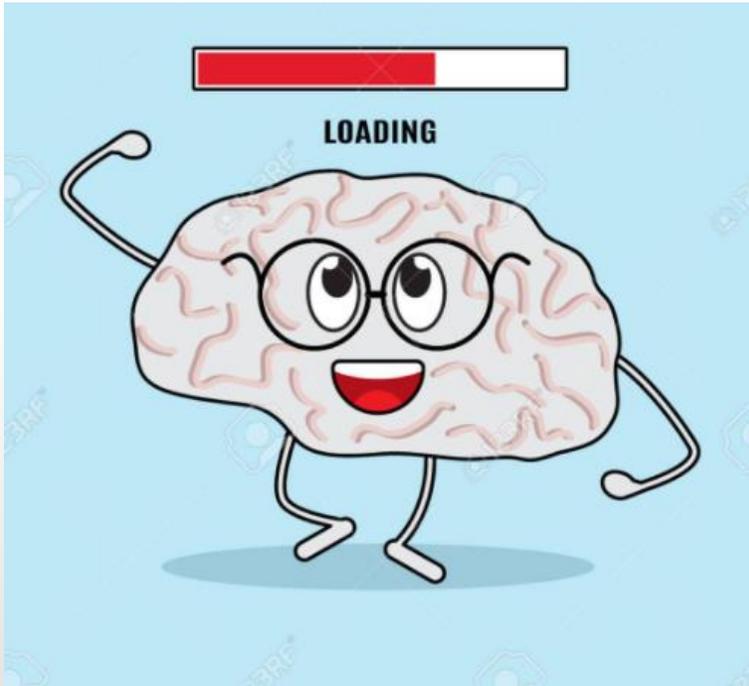
Check the statements that are true or mostly true. If you don't know, do not check the statement.

1. Attendance is strong and consistent.
2. Our meetings start and end on time.
3. The meeting climate is respectful and engaging.
4. The purpose of each meeting is clear.
5. The purpose of each meeting connects to an annual work plan.
6. Members hold each other accountable to complete any next steps.
7. At least 75% of members would report having high satisfaction.

A red starburst graphic with multiple points, containing text.

**Poll
results
after the
Self-Care
Break**

Self-Care Break. We will restart at ...



Agenda Part 3

Application

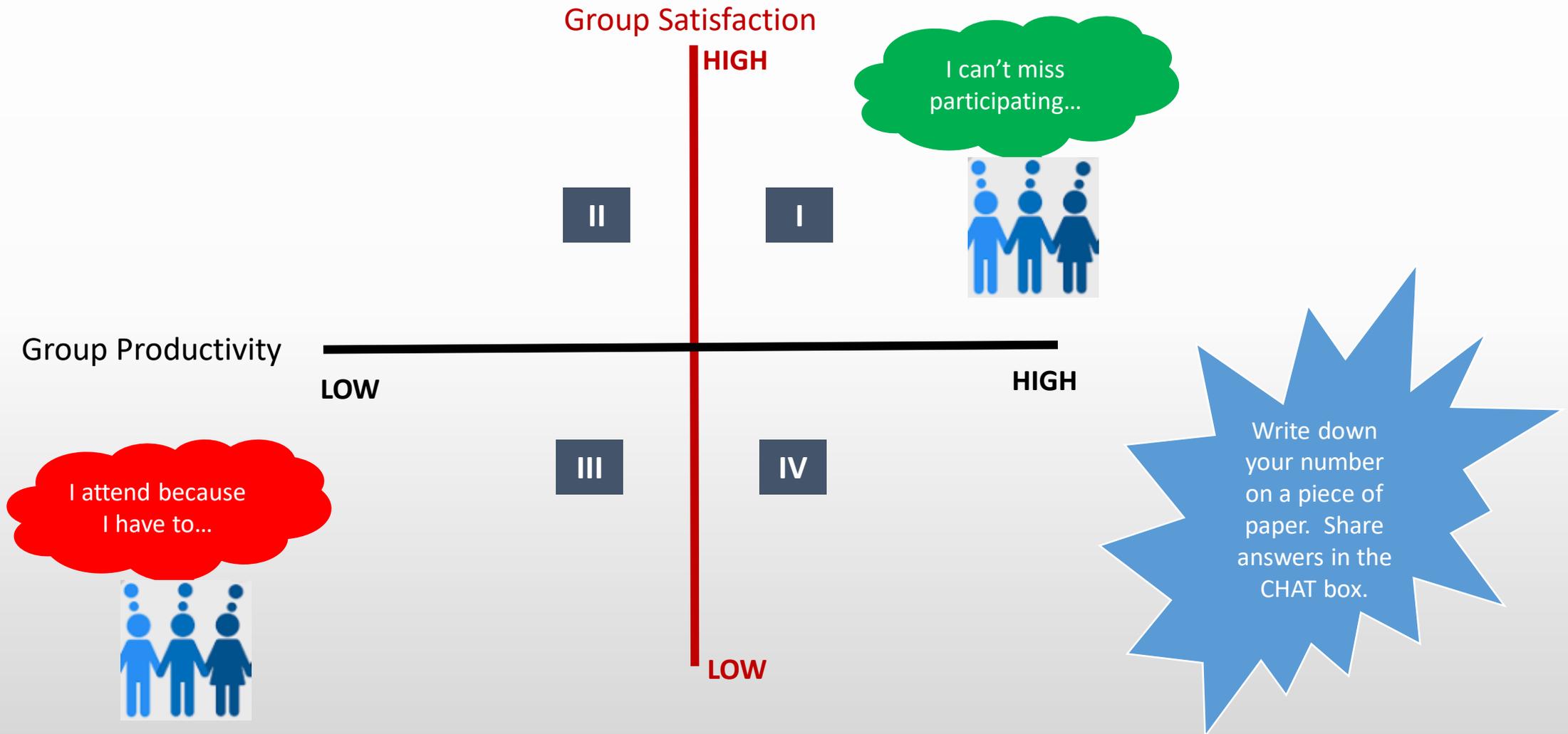
30 to 60
Minutes

- Leadership legacy
- Top 3 improvements

How are we doing? Pace ok? Materials relevant? Other comments?

- Identify top areas for improvement
- Use small groups to share what works and practice applying lessons learned
- Network with colleagues and peers

How do Participants Feel about Attending the Meetings?



Assess Your Leadership Readiness

SAMPLE Areas – USE TOOL	Readiness		
Question	Low	Medium	High
I have working knowledge of the Strategic Prevention Framework			
I have working knowledge of the Charter or Bylaws.			
I am clear on the group’s annual work plan and milestones.			
Membership and participation/attendance is clearly defined.			
Roles and responsibilities of members are clearly defined.			
I am familiar with each members/partners name and role.			
I am clear on what issues or topics the group must make decisions.			
I am clear about the group’s the decision-making process.			
I provide input into the development of the meeting agenda			

Define / Clarify Your Leadership Legacy

In the next 12 months how will you:

1. Build specific capacity in the coalition or LPC?
 - Promote awareness of your prevention group across the community
 - Expand the number and type of members and partners
 - Build member knowledge of the SPF
 - Increase meeting participation and satisfaction
 - Attract more resources to support prevention work
2. Reach specific milestones or performance measures related to your annual work plan?
3. Develop other leaders, including grooming a successor?

Break Out Rooms. Be the Change!

INTRODUCTIONS

- Name
- One positive statement (family, job, world, event today)

MAIN ACTIVITY: Each person picks one topic and shares

RELEVANT TO ALL: What is one thing you want to change about your meetings (what is the problem)?

- What will you do differently to address the problem?
- What other solutions can colleagues in your break out room contribute?

ONLY FOR ADVANCED LEADERS: What will your group/community recognize as your leadership legacy?

- What is one thing you need to do better or differently to achieve that legacy?
- What other solutions/suggestions can colleagues in your break out room contribute?

BONUS ACTIVITY

- What is this groups top 5 list of “go to phrases” to help manage time or difficult group dynamics.

After the breakout sessions...We will have a CHAT BOX CHALLENGE where you will share your “One Thing”.

Plus we will ask someone to share the “go to phrases” for managing time or group dynamics.

CHAT BOX CHALLENGE: What One Thing Will You Do Differently?

- Adjust your own leadership skills or style?
- Adjust your preparation to manage this community asset?
- Connect the meeting purpose to the larger implementation plan?
- Adjust the agenda structure and activities to increase engagement?
- Gather feedback to improve your process?
- What else do you need?

CHAT BOX CHALLENGE

Type your “One Thing”
into the chat box.

What Would You Do?

Unengaged Participants

ISSUE: Individuals “show up” and appear distracted and do not participate or share their opinions

OPPORTUNITY: Engage them in improving the process and build buy-in

SOLUTIONS:

- Adjust social contract
- Have participants take responsibility for specific segments of the agenda
- Use more interactive techniques
- Add “lived experience” moments
- Change meeting times
- Review expectations

New People Show Up to Each Meeting

ISSUE: Uneven knowledge of group process, purpose, and method

OPPORTUNITY: New talent, perspectives, resources, and energy

SOLUTIONS:

- Social contract and time management
- Build your agenda to cover basics at every meeting
- Offer a pre-meeting on-ramp session
- Mentoring for new participants

What Would You Do?

Little Time for Discussion

OPPORTUNITY: Adjust meeting approach to increase interaction and not “pushing out” information

SOLUTIONS:

- Shift report backs to e-mail or headline news and standardized handouts
- Commit 50% of agenda time to participatory activities – solving problems or applying new knowledge
- Automate processes (e.g., attendance)
- Abbreviate / eliminate introductions

Follow-up Tasks Not Getting Done

OPPORTUNITY: Engage new people or partners or adjust solutions to fit the resources available

SOLUTIONS:

- Clarify next steps at end of meeting and in notes.
 - Define deliverables, dates, and person(s) responsible.
 - Identify any potential barriers or challenges.
 - Match up people who volunteer with tasks and teams that make sense.
- Check in to understand progress and help to problem solve
- Use social accountability to encourage people to stay on task.

What Would You Do?

No leadership succession plan

OPPORTUNITY: Create intentional pathways for individuals to lead

SOLUTIONS:

- Define leadership terms and roles/responsibilities
- Use a meeting process that works well and others can step into
- Use a shadowing or coaching period as part of the onboarding process
- Use work groups or committees to allow future leaders to develop skills

A few people dominate the discussion

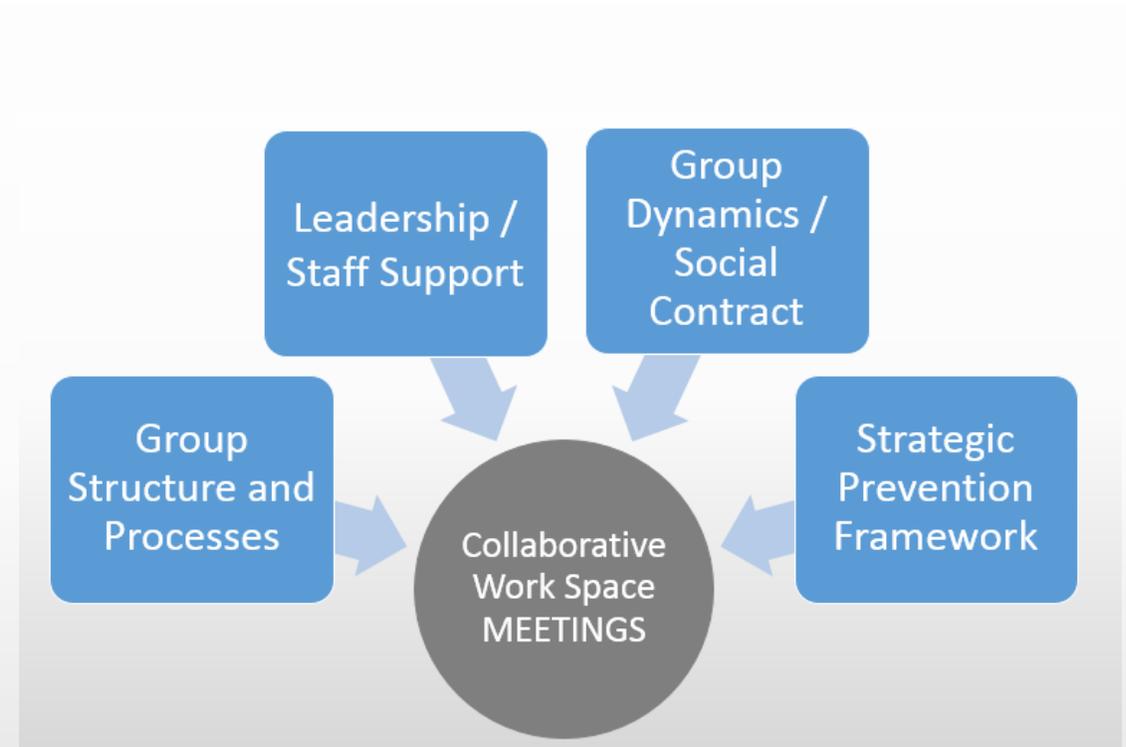
OPPORTUNITY: Adjust meeting climate and process to encourage

SOLUTIONS:

- Use meeting feedback forms to assess climate and comfort with participating
- Apply group / social contract for participation
- Adjust meeting structure by building in more small group activities or interactive polls – where more people can share their voice
- Call on people who may not usually share and offer them a chance – tell them ahead of time that you may do this and assure them their voice matters

Review

- Apply what you know from other lived experiences
- Master the fundamentals of your process
- Use the SPF as a reference point
- Work to your strengths and the strengths of your group
- Identify a small set of priorities to improve your collaborative work space
- Resources and support exists; your prevention group is part of a larger prevention ecosystem



Regional Behavioral Health Action Organizations



<https://www.thehubct.org/>



<https://www.apw-ct.org/>



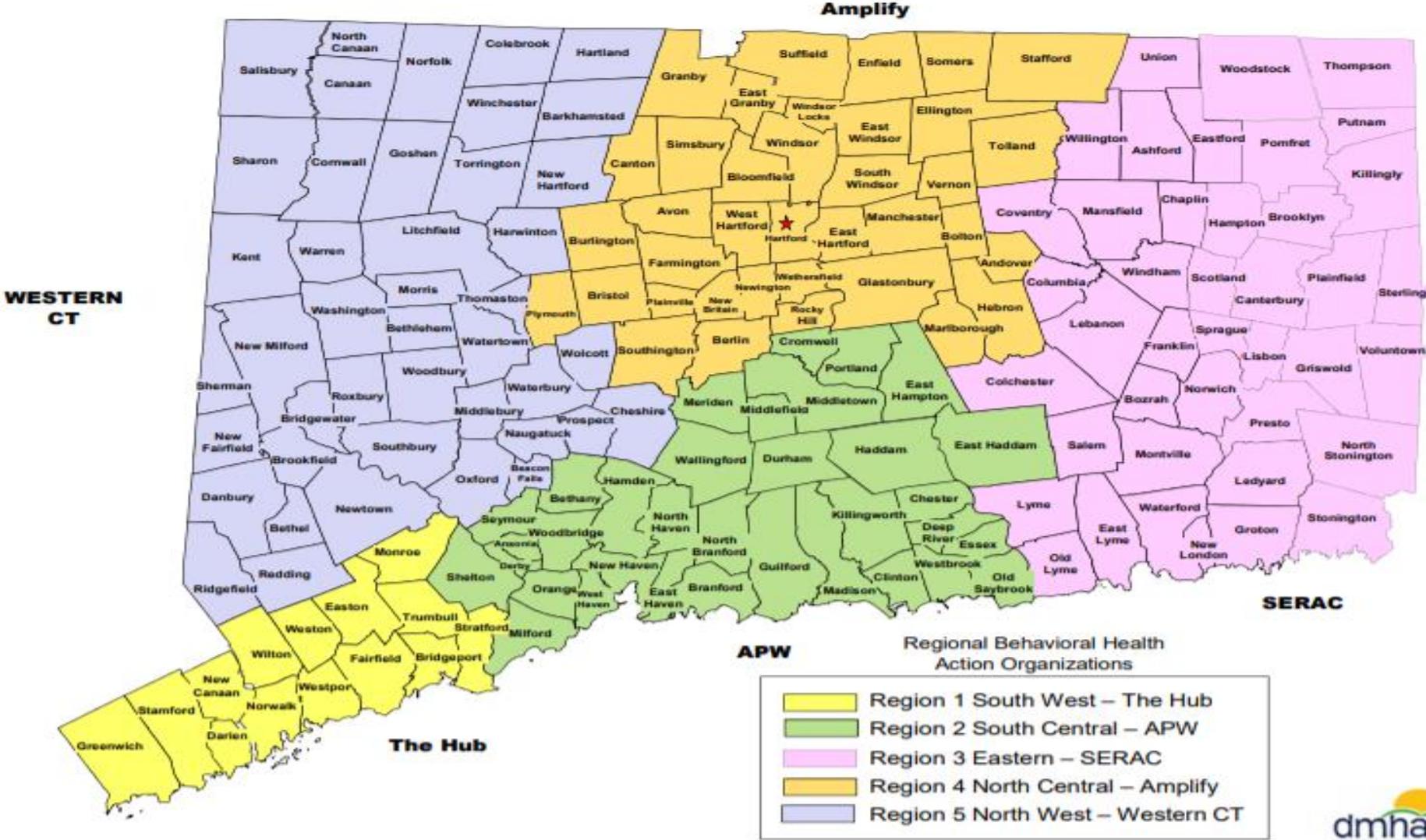
<https://www.seracct.org/>



<https://www.wctcoalition.org/>



<https://amplifyct.org/>



TTASC Prevention Trainings and Tools

Trainings

- Fundamentals of Prevention 101
- Meeting Management
- Strategic Prevention Framework (SPF) 101
- CPS Application Steps
- CPS Exam Prep
- 12 Sector Engagement Series
- Ethics Fundamentals- 2 hr.
- Ethics Across the SPF: - 2 hr.
- Ethics & Data Collection- 2 hr. in progress
- Coalition Sustainability
- Gambling – via Gambling Prevention Services

Tools

- SPF Implementation Action Checklist
- Coordinator, Coalition Member, and Youth Peer Advocate job descriptions, roles and responsibilities
- Coalition Vitality Assessment Tool
- Onboarding Templates: 101 and Pro Versions, Youth Peer Advocate
- Sustainability Action Template
- Business Sector Action Checklist
- Faith Sector Action Checklist
- Evidenced Based Strategies Guides
- Drug Fact Sheets
- Parent Guide to Opioids- e-book, due June
- Vaping Resources

Explainer Videos

- Engaging Coalitions in Logic Model Development
- SPF for Coalition Members
- Marijuana: Changing the Conversation
- Engaging Coalition Members in Sustainability Planning
- The Opioid Crisis: How can we make a difference?
- Opioid and Prevention Training
- Getting Your Prevention Specialist Credential
- Understanding Addiction
- Gambling Prevention Services video series coming soon
- Prevention Works,
- Vaping
- Polysubstance Abuse

Interactive Poll #4. How Did We Do Today?

- I had a positive meeting experience.
- The information was relevant and easy to understand.
- I felt the meeting climate was respectful.
- I learned at least one new meeting management tip or technique.
- I identified at least one thing that I can do differently to improve our group's meeting experience.
- I met at least one new colleague today.
- I felt this was a meaningful use of my time.

CHAT BOX CHALLENGE

What did you like the most?

What suggestions do you have to make this even better?

A red starburst graphic with multiple points, containing text.

You will get an e-mail with resources and your CEU certificate.