MODULE OVERVIEW

Running a meeting: Move the group from talk to action

Adaptive module | ~20 min

Meetings are costly, and most get stuck: people discuss a lot, decide little, and in hybrid meetings remote participants disengage. What matters isn't the agenda; it's how the meeting is run, minute by minute. This module focuses on running the meeting live: an opening that sets a clear direction, rhythm to counter disengagement, dividing up roles, and handling difficult participants.

LEARNING OBJECTIVES

01 Open a meeting in five minutes with a clear direction and get everyone talking early.

02 Sustain the group's energy with rhythm, rephrasing, and prompting to counter disengagement.

03 Adopt the facilitator stance and delegate roles (time, decisions, speaking turns) to focus on the substance.

04 Balance speaking time among talkers, those who interrupt, and quiet ones, and truly include remote participants.

WHO IT'S FOR

Anyone who runs meetings, in person or hybrid, and wants participants engaged from start to finish.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1. **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.
2. **Expert video**: 10 minutes, with 3 pauses for reflection.
3. **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
4. **Dated commitment**: one action to try, written by the learner or picked from the suggestions.
5. **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Opening with a clear direction: expected outcome + everyone's role – Afthonios method
- Alternating formats to hold attention – inspired by Think-Pair-Share (Frank Lyman, 1981)
- Timeboxing each item – Parkinson's law (Cyril Northcote Parkinson, 1955)
- Grid for difficult participants (the talker, the participant who interrupts, the quiet one) – Afthonios method

SOURCES & REFERENCES

- Steven Rogelberg, The Surprising Science of Meetings (2019)
- Woolley et al., Science – collective intelligence and balanced turn-taking
- C. Northcote Parkinson (1955): Parkinson's law
- Salas et al. (2015) – conditions and practices for effective cooperation

Module created by Afthonios.com.

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