



# ARMY OPERATIONAL KNOWLEDGE MANAGEMENT

## MEETING MANAGEMENT

The battle rhythm of most organizations revolves around recurring meetings. Many staff officers feel their day is entirely comprised of one meeting after another. Unfortunately, many of these events are run inefficiently or they fail to accomplish anything productive. A few simple changes to a unit’s meeting management process can help improve the efficiency and effectiveness of meetings.

**Rhythm:** Make sure your battle rhythm is set properly. Outcomes from early meetings become the inputs to other meetings, with time in between for people to actually accomplish real work.

**Quad Chart:** Develop a plan for each recurring meeting in your battle rhythm. Prepare a quad chart and post it so it is available to all interested parties. This allows participants to do adequate research, prepare questions, and come with all the materials they need for the work at hand.

**Purpose:** Every meeting should have a clear purpose. If the objective of the meeting can be accomplished just as effectively with an email, a phone call, or a document on a collaborative space, cancel the meeting. Meetings allow face-to-face collaboration, consensus building, and discussion of complex issues. If one of these things is not required, reconsider having the meeting.

**Time Limit:** Set a reasonable time limit based on the desired outcomes and then stick to it. If you go more than an hour, schedule a break and take it.

**Attendees:** Invite only those people who will have a reasonable expectation of participating productively. Meetings should not be used to disseminate information. Discourage people from attending meetings just to listen. They can read the minutes.

**Participation:** Set the expectation that attendees will participate. If a person has nothing valuable to contribute to the agenda, don’t invite them. Encourage participation by assigning tasks ahead of time and having attendees report their findings, results, or accomplishments.

**Outcomes:** Make sure these meet the original intent and purpose of the meeting. Manage expectations by making it clear from the start that attendees will be producing something as a result of the meeting. Make sure action items are assigned to specific individuals and with specific expected dates of completion.

**Minutes:** Follow up all meetings by posting minutes. Every action item should be recorded, with the date due and the person assigned. Since you limited attendees to active participants, make sure these minutes are accessible by all people who have any connection to the meeting’s issues and outcomes.

**Finally:** Analyze your meeting process! Ask yourself what went well and what could be improved. Update your quad chart, invitee list, battle rhythm, etc to make your process better. If necessary, publish meeting rules and let people collaborate on them with their own good ideas.

**Meeting Quad Chart Template**

|  |  |
|--|--|
| Purpose:<br>Location:<br>Date:<br>Time:<br>Duration:<br>Frequency: | Chair:<br><br>Attendees:                                 |
| Inputs (what, who):<br><br>Outputs (what, who, when, how):         | Agenda:<br><br>Inputs link from:<br><br>Outputs link to: |

To learn more about Army Knowledge Management, visit the AOKM AKO portal:

<https://www.us.army.mil/suite/page/645010>