



BEFORE the Meeting

- ✓ Define participants precisely.
- ✓ Send invitations on time, incl. location, start and end times, topic and agenda.
- ✓ Set written preparation tasks for participants.
- ✓ Define specific goals for each agenda item.
- ✓ Last agenda point: “Container Tank”
- ✓ Check that technology is working properly.
- ✓ If necessary, appoint a moderator and brief them.



DURING the Meeting

- ✓ Turn off cell phones.
- ✓ Laptops off the table.
- ✓ Start on time.
- ✓ Appoint a minute-taker.
- ✓ Avoid traditional minutes; instead, use “real-time” protocol or action item list (who does what by when, and who do we need to inform).
- 💡 Active/attentive listening
 - ✓ Record decisions and addtl. comments directly (e.g. in **blue ink**).
- ✓ End on time



AFTER the Meeting

- ✓ Disseminate minutes immediately after the meeting.
- ✓ Monitor (or have monitored) the implementation of decisions or measures and intervene as necessary.
- ✓ Agree on binding follow-up measures (Who? What? When?) and document them in an action item list.

Minimal encouragers	Paraphrasing
Open-ended questions	I-messages
Reflecting or mirroring	Effective pauses
Emotion labelling	Summaries

