



Conducting Effective Committee Meetings in Virtual and Physical Environments

OUTLINE



1. Introduction and EM guidelines.
2. Components of effective meetings (EM)
Case study/Scenario/discussion
3. Phases of EM : Plan, Set up, Meet and Follow up.
4. Interventions and Disruptions
Case study/Scenario/Discussion
5. Virtual Meetings
Case study/ videos
6. Feedback
7. Q&A
8. Conclusion

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EFFECTIVE MEETINGS(EM)



An **Effective Meeting** (EM) is one where its objectives are accomplished within the stated timeframe.

Conducting an **effective meeting** (physically or virtually) is an important part of the Audit Committee's (AC) job.

Being prepared is the most **effective** way to have a **successful meeting**.

(EM) - VIDEO



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EM GUIDELINES



Before the Meeting

- ✓ Is the meeting necessary?
- ✓ Start with the end in mind
- ✓ Determine the agenda
- ✓ Determine attendees
- ✓ Garner Support

During the Meeting

- ✓ Start and finish on time
- ✓ Take charge of time
- ✓ Ban technology
- ✓ Avoid groupthink
- ✓ Park irrelevant issues
- ✓ Take notes

After the Meeting Follow up

COMPONENTS OF EM



#	Element	Component
1.	Purpose	Content: the knowledge, information, experience, expertise, opinions, ideas, attitudes and expectations that everyone brings to a meeting
2.	Communication	Interaction: the way in which the participants work together to deal with the content of a meeting. This includes the feelings, attitudes and expectations of the participants which have a direct bearing on co-operation, listening, participation and trust.
3.	Control	Structure: the way in which both the information and the participants are organised to achieve the purpose/objectives of the meeting.

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COMPONENTS OF EM



PRACTICAL SCENARIO CASE STUDY OF AN AC MEETING

MEMBERS TO SHOW CASE

Understanding of the components of an effective meeting

1. Purpose
2. Communication
3. Control : A domineering member, a member going out of control,

PRACTICAL

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PHASE I: PLANNING



#	Key aspect	Action point
1.	AC strategic plan	<ul style="list-style-type: none">✓ Visualize the organization in whose AC you sit in.✓ What are its top 10 key risks? What can you achieve in the timeframe you have?✓ This vision/mission/strategy should ring fence all your activities and indeed meetings.✓ Document this. Track your progress periodically and revise it as necessary.
2	IA Risk Based Audit plan	<ul style="list-style-type: none">✓ Approve Internal Audit plans that cover the organization's top 10 key risks and ensure that the Audit Universe and selected audit areas are those that have a high residual risk.✓ It should also document emerging risks as per the Risk intelligence and risk management reports.
3.	AC activity plan	<ul style="list-style-type: none">✓ Plan the AC activity/meetings to coincide with conclusion of key audits and key organizational milestones e.g. Quarterly Financial reports, CFSP for counties and annual Financial reports so that there is ample time to review reports and add value.

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PHASE II: EM SET UP



#	Element	Component
1.	Design reporting templates	<p>Guide the design of reporting templates and key reports that should be availed for AC review.</p> <p>Power BI tools can give a snapshot of the status of the top 10 key risks for example.</p>
2.	Inform the agenda	<p>Include in the agenda discussions based on risk intelligence gleamed from various sources.</p> <p>Prioritize the agendas with significant implications.</p>
3.	Enforce adherence to AC charter	<p>Enforce 100% compliance to SLAs with Internal and/or External Audit</p> <p>Notification timelines and the circulation documentations required for the meetings.</p>
4.	Read the meeting documents	<p>Do read the circulated documents.</p> <p>Allow for high level introductions of subject matters during the meeting.</p>

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PHASE III: MEETING



The chairperson is the leader in the AC meeting and, **for the meeting to be effective**, the Chair must perform the same function as the leader of any working group;

1. Manage and control the discussion of subjects on the agenda.
2. Maintain harmonious relationships.
3. Motivate and encourage all persons to contribute.
4. Have a sense of humor, and don't be defensive.
5. Use open-ended questions that require people to say more than "Yes" or "No".
6. Look around the room and watch for cues that you should slow things down or speed them up.
7. Wrap-up each agenda items by summarizing any conclusions out loud.

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PHASE IV: FOLLOW UP



The Secretary – Plays a key role in logistical planning (including allowance settlements) and tracking of resolutions – a very key component of the purpose driven AC meeting:

1. Clearly mark action points to responsible parties, with specific delivery timelines.
2. The Board through the CEO should set the tone at the top to make the organization appreciate risk awareness and respond to Audit Queries.
3. Follow up to ensure resolutions are executed, and in time.
4. Always update the AC.

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INTERVENTIONS



Handling difficult situations and/or members

Interventions are techniques used when you are confronted with disruption or problems during the meetings.

They can be used separately but are usually more effective when used in combination.

Interventions attempt to be low on the confrontation scale but still are effective in getting disrupters under control.

Contd. INTERVENTIONS



#	Disruptive action	Intervention
1	A member refuses to stick to the agenda, keeps bringing up the same point again and again, challenges how you are handling the meeting, etc.	<i>Have the group decide</i>
2	If someone keeps going off the agenda, has side conversations through the whole meeting, verbally attacks others, etc.	<i>Use the agenda and ground rules</i>
3	A member is trying to intimidate you, you feel upset and undermined, you need to enlist the help of the group, etc.	<i>Be honest: Say what's going on</i>
4	If there is a lot of tension in the room, people are resistant to being at the meeting, scared/shy about participating, you are seen as an outsider, etc	<i>Use humor</i>

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Contd. INTERVENTIONS



#	Disruptive action	Intervention
5	If someone keeps expressing doubts about accomplishing anything, is bitter and puts down every suggestion, keeps bringing up the same point over and over, has power issues, etc. This means: ACCEPT that what they are saying is true, don't ignore it; DEAL with it right there by spending some time on it, or DEFER it to the group for a decision about what to do. Also see points G and H below.	<i>Accept, deal, or defer</i>
6	To quiet side conversations, help quiet people participate, re-focus attention, etc. You can speak volumes by making eye contact, by smiling (or not smiling), or by a change in your seating position.	<i>Use body language (if possible)</i>
7	When less confrontational tactics haven't worked, someone keeps verbally attacking other participants, shuffling papers, having side conversations or cutting people off. You can deal with this issue outside the room, at a naturally occurring break in the action.	<i>Take a break: Confront disrupters outside the meeting room</i>
8	If it's appropriate and will not create backlash, if the group will support you, if you've tried less confrontational tactics already, etc.	<i>Confront in the room</i>

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DISRUPTIONS



Prevention; techniques that can help you avoid disruption from the start. To keep disruption away;

#	Prevention	
1	<i>Listen to understand</i>	Don't pretend to listen to what someone is saying. People can tell when you are not paying attention. Listen closely to understand the points the speaker is making and restate these points aloud if you are unsure.
2	<i>Stay in your role</i>	Remember: "Chairperson" doesn't mean "participant." If you are passionate about an issue on the agenda and want to speak, make an arrangement BEFORE the meeting for someone else to chair that section.
3	<i>Don't be defensive</i>	If attacked, criticized, etc., take a "step backwards." Think about what was said before you respond. Once you become defensive, you risk losing the group's respect and trust, and may well make the situation worse.

DISRUPTIONS



PRACTICAL CASE: A MEETING WHERE THINGS ARE ELEPHANT

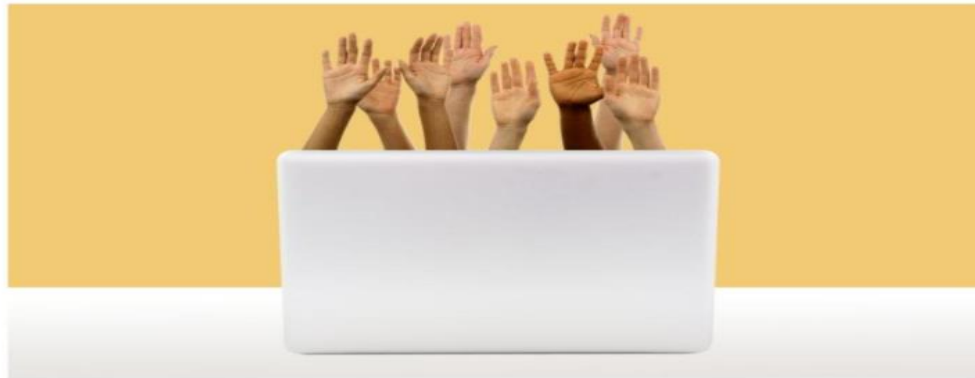
MEMBERS TO DEMONSTRATE ABILITY TO PRACTICE INTERVENTIONS AND DISRUPTIVE TECHNIQUES

1. Application of both soft skills and managerial skills(command)
2. Define the course of action in case of meeting disputes
(through AC Charter)
3. Define terms of conduct of all members while in a meeting up to
and including resolution matrix of any standoff.

SCENARIO: AN AC MEETING WITH A CONTENTIOUS ISSUE

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VIRTUAL MEETINGS



**Problems with technology,
equipment, and experience**



**Screen sharing is often complex
and ineffective**



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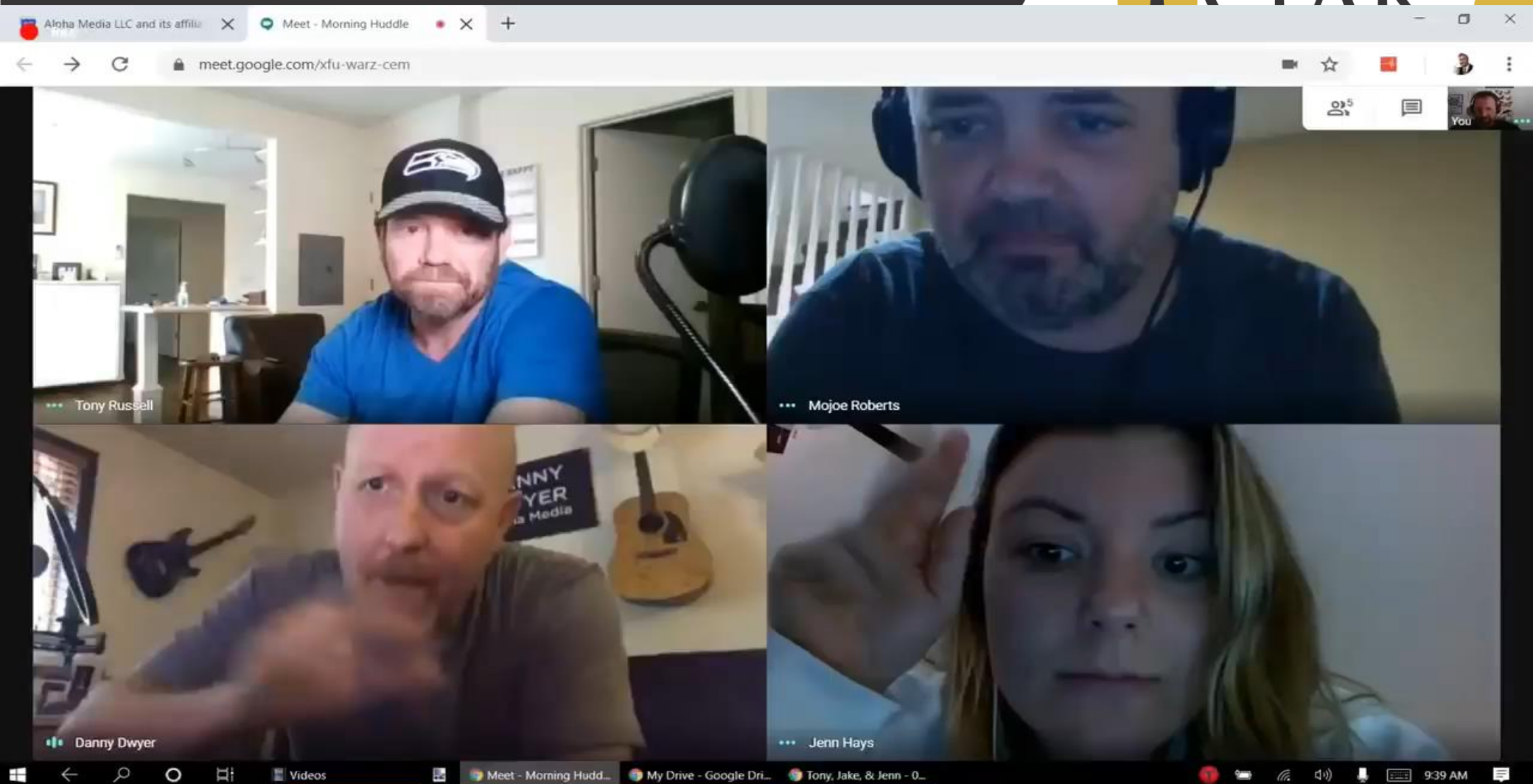
VIRTUAL MEETINGS



THE GOOD, THE BAD AND THE UGLY ABOUT VIRTUAL MEETINGS (working from home 😊)

1. CHILDREN INTERRUPTING
2. THE DO'S AND THE DON'TS
3. WEIRD BACKGROUNDS

VIDEO



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VIRTUAL MEETINGS



Virtual meetings have own unique sets of components.

There are three main roles during remote meetings:

Hosting; confers meeting ownership. The host sets it up, controls the attendees' ability to speak or participate, and ends the meeting. They will also decide on the platform being used for the meeting.

Attendees; everyone attending the meeting. They may watch and listen, or actively participate.

Presenters; those making a presentation at a meeting.

HOSTING



The host has considerable power in a remote meeting—similar to the chair in a physical meeting

1. They get to choose the software to be used and also control who speaks at any particular time.
2. The host also sets the rules for the meeting

It is important to remember that remote meetings are harder on everyone's concentration than face-to-face.

Zoom fatigue : There is, it turns out, a very good reason why the 'free account' limit on Zoom calls is 40 minutes: it's because it is long enough for most purposes.

ATTENDING



Considerations for attending remote meetings;

1. Choosing a suitable location
2. Setting up the technology
3. Removing distractions
4. Prior Preparation and Planning

TIP: If you have several important points to make, email the host ahead of time. Tell them what you want to say and why, so that they will know to call on you in the meeting.

PRESENTING



There is an art to presenting remotely;

1. Shorten your presentation. Second, shorten it again.
2. Build in at least 5 minutes of contingency time for people losing connectivity.
3. Make your presentation interactive.
4. Like any other attendee, get your technology set up in advance.
5. Before you start, shut down any other windows on your computer.
6. During the presentation, remember that you are on camera.
7. Share your presentation afterwards.

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FEEDBACK



WHAT HAVE WE LEARNT

?

WAS THIS AN EFFECTIVE SESSION

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Q & A



Q & A time



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CONCLUSION



We all now are on the same page RE: knowing, planning and getting through effective meetings.

A good meeting that is well prepared, focused and conducted efficiently can help your organization make tremendous improvements, while one that is poorly planned or run will waste everybody's time and time is money.

THANK YOU!



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