EPISODE 1: HOW TO PLAN EFFECTIVE MEETINGS

- [CC] Hello there and welcome to episode one of Engagement Matters. My name is Christina Canters and I am joined today by stakeholder engagement expert, John Williams.

In this episode, we're talking all about meeting planning or call planning and how important it is and how to do it. Firstly, to get it started, John, can you share the story behind this topic, I mean, so many people, I know a lot of people might be thinking, "I've been to hundreds of meetings, hundreds of them, I seem to get along pretty well, why would I need to do this extra preparation?" How did you first get into meeting planning?

- [JW] Yeah, sure. It goes back to the early 1980s. I was approaching my second appraisal in my first corporate job. And say 12 months out from Uni. I was having a beer with one of my colleagues, Nile and I suppose I could call him a mentor, but really he was more of a drinking buddy. And he just casually asked me how my preparation for the appraisal was going and I was a little bit taken aback. I suppose I was a bit young and arrogant and I just said, "Look, I don't think any preparation is necessary, I just turn up and it is what it is and we would just wing it on the day."

He admonished me a little, and we spent the rest of that evening. He was challenging me on how I was going to work through, what I was trying to achieve, etc, etc.

And actually, I was finding it quite useful and informative. We actually managed to spend another evening at the pub going through similar stuff and he sent me some homework as well. In the end, I did some really thorough preparation for that appraisal, and by the time of the appraisal, when it came through, I went really well in the appraisal and actually I scored a 5 out of 5 in the appraisal. It put me on the fast-track for my career and it all went singingly well. That really worked out well for me.

It really came home now, several weeks later, when I was talking to the manager that appraised me, he told me confidentially that he'd have me marked down for a 3 out of 5 for my appraisal, in the lead-up period, based on the performance that he'd observed. He reckoned I was pretty good with mixing with people, and working with people and a number of other things, but not so process-oriented, not so detail-focusing and there were a few things he wasn't so impressed with.

But he said, with the way I handled the appraisal on the day, he couldn't do anything, but give me a 5, it was just outstanding. And that really triggered a very different direction in my career.

If I had got a three in that appraisal, I wouldn't have been on the fast track and things would've gone in a very different direction for my career. So why wouldn't I be sold on it, what I did straight after that was in my mind, formalize the major components that made me successful in that meeting. And I've been using that throughout my sales career ever since. More recently, since I've been running the training company around engagement, I've formalized it into a process we teach and everybody can use to get great results every time they have a meeting.

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- [CC] Fantastic, and, can you share with us another reason as to why this is so important for people to use and implement?

- [JW] Yeah, sure. Like you said in the intro, so many of the listeners might be looking or listening to us and saying, "Well, you know, I've been working for five, ten, fifteen years, I've done hundreds of meetings, we all do meetings every day." My question is, are we getting the best out of each meeting? I think meetings are magnificentopportunity; every meeting is an opportunity to forward our careers, move forward significantly on an initiative we're working on or a project.

Get us closer to the point we're trying to achieve, a real outcome and without preparation, most of us are horribly underachieving against what we could do at those meetings. I think it's really important to take that time and not just survive journey to these meetings, but go there and over-achieve.

- [CC] Now, I know you're gonna share with us how we can actually do that, right?

- [JW] Sure.

- [CC] Help everyone overachieve? Fantastic. Just before I forget, we do have extra resources about meeting planning thatyou can find on the website. There is a PDF version of this episode, a resource you can download, you can send to someone at work if you think it would be useful for them and we'll put links to those in the show notes at jhw.com.au/callplan. That's where we'll put all the resources related to this particular topic in this episode. All right, let's get into.

You've sold me on the benefits of using a call plan, John, and can you take us through what the elements are of good preparation, what does it actually look like?

- [JW] Sure. I'll try to simplify as much as possible, we're not trying to complicate the road here. We've got it down to a few key headings that we think are worth thinking about. First of all is objectives or outcomes. If you don't know where you're going, that's probably where you'll end up. We think it's really important to think through clearly what the objectives of the meeting might be.

We think it's really worthwhile thinking through the people that you are going to be meeting with and particular whether you can work out any of their particular personality characteristics, things you might need to adjust to. Are they detailed, big picture, are they outgoing or more introverted? If we can't adjust to their particular idiosyncrasies, then we're gonna struggle to mesh with them as well as we could.

The third area is getting off to a good start; we like to say you only get one opportunity to set a good first impression. So, it can be really worthwhile to think-through, prepare and rehearse your opening statement. I know you do a lot of presentation work and I think that's the first thing you'd say in presentations, let's rehearse the opening many times.

- [CC] Yeah, always, if you're gonna memorize anything, memorize that first line.

- [JW] Exactly.

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- [CC] How many people do you think memorize the opening of their meeting? 07:11

- [JW] Not enough, not enough. We sometimes slip into meetings almost unconsciously and it just doesn't set a good tone for the start of a meeting. The fourth area that I think is important to look at is the questions we're gonna ask. Questions are the most valuable resource we have in a meeting and can really dictate the difference between success and failure in a meeting. It's worth thinking through how we're gonna use this valuable tool to its best extent. The other main area that I look at in preparing for a meeting is what I call objections and counters.

Objections are anything that they might throw at us that would defeat us in achieving one of the outcomes we're seeking. You're too expensive, we don't think you've got the requisite skills, you haven't got the experience, etc, etc. Depending on what field you're working in, you'd be familiar with a number of the regular pushback areas that you get. We think it's important to draw those out because until you've answered those objections, you're never gonna get the agreement you're seeking for.

And youcan only handle them if you know about them so it's worth flushing those objections out. And once we flush them out, we need to have good, crisp answers. How we're going to proceed to achieve our objective, notwithstanding that objection. So, taking some time before the meeting to prepare the best answer for all of the likely scenarios that might complicate our journey is a great way of making sure that we get the maximum possible outcome out of that meeting.

- [CC] So, those are the five things and we're gonna go into a bit more detail on those, on how to really use those to your advantage. The first one is to come up with a really clear objective for the meeting, Can you give me an example of what a really good-quality objective would be?

- [JW] I mean, a lot of the objectives would be very particular to the type of meeting you're having, the type of role you're in. But say for instance, in a sales call for instance, some classic objectives might be to understand the clients' requirements, to understand their budget, to understand their decision-making processes, to gain commitment to a further meeting or the next step in the process. In a more delivery-type role, perhaps on a project a project sponsor's meeting for instance, an objective might be to get signed off to a milestone.

- [CC] Is it okay to have more than one objective?

- [JW] Yeah, usually. Some meetings might be very specific. Often when you are cold-calling in sales for instance, you have one objective, get the appointment. Not too much else matters, but generally speaking, in face to face meetings, they're gonna be half-an-hour, 45 minutes in duration, there is usually time to achieve more than one objective and we can use the time more profitably if we can knock over three, four, five objectives, rather than just the obvious one that we would've achieved had we not done that preparation.

- [CC] I know a lot of the things that you teach in your workshops is engagement skills and how do you build great relationships with people in order to achieve more and get more done and achieve the results that you want, is that something that can be tied into an objective with a meeting?

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- [JW] Good point, Christina. We suggest that there is two objectives that we consider mandatory for any meeting. The first of those is build engagement. We believe that every touch point with a stakeholder is an opportunity to improve the relationship or not to do so.

- [CC] How do you define engagement?

- [JW] Engagement to us is building the level of trust, building the level of rapport and building the perception of value.

- [CC] Okay, so those three things.

- [JW] Those three things. Our methodology suggest that if you're going to be successful transacting business with a stakeholder, they need to trust you, there needs to be some sort of personal connection beyond the pure business, and they need to believe you've got some value to add. If all of those three things do not apply, then there will be reservations in the level of business that you can transact with that person. We would suggest that at every meeting, every touch point with a stakeholder, we should be mindful of improving our relation in the context of those three things.

How can we lift the level of trust, how can we improve the level of rapport, how can we lift our perceived value, and when we're scoring well on all three of those, future relationships, future business will be far easier to transact. To us, it seems a no-brainer that at every meeting, that should be a stated objective, I'm here to try and improve the level of engagement that I enjoy with this stakeholder long-term.

The other mandatory objective we have is a great plan of action. We find that where you don't agree the plan of action at the end of the meeting, nothing really happens.

- [CC] And it feels like a waste of time. When you get to the end of the meeting and everyone is sitting there, going: "Okay, so lunch?" It feels like it was just, what did I do in the last 60 minutes?

- [JW] Exactly. So, we would argue that as we're there to achieve the maximum we can out of this meeting, we should be prepared to take ownership of what happens next. To reconfirm the actions that people took throughout the meeting, to make sure we've covered all the actions that need to come out of this meeting in order to move our initiative forward and to agree those outcomes, those actions with the other participants in the meeting. If necessary, we can document that afterwards in the form of minutes or just a quick e-mail.

That way, we're taking charge of moving the initiative forward. But you see, I'm planning that statement of the outcomes of the meeting before we've had the meeting. I'm planning my conclusion to the meeting before we've even had the meeting. This makes us far more outcome-focused. This is helping me to focus exactly on what I want to achieve from the meeting and as far as I'm concerned, the meeting is not over until I've ticked all those points I've said I want to get to at the conclusion.

In reality, not every meeting goes beautifully according to plan, so in flight, we might need to adjust our expectations at the conclusion, but it's much easier to do that than to not prepare for the conclusion and be trying to hand-craft that during the meeting or right at the end of the meeting when everybody is getting up to leave the table.

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I think it's a great idea to plan the conclusion of the meeting, how we'd like to end the perfect meeting before we've actually even got there.

- [CC] And it's like when the brain has a destination in mind, it works to try and get there. That's a fantastic way to keep on track and to rein everyone in if people tend to start going off on tangents. That was the first part of the call plan. And by the way, when we refer to call plan, this could be for a telephone call or for a face-to-face meeting, it applies to both.

- [JW] Yeah. Face-to-face meeting, one-to-many, could even be a presentation that we use this format for.

- [CC] I always tell my clients to think about what's the number one thing you want your audience to take away, what's that one goal?

- [JW] That's an objective.

- [CC] Yeah, love that. The second thing that we're gonna talk about is the people. Who is gonna be in the meeting, can you explain that a little bit?

- [JW] Yeah. We incorporated a little tool that we call the personality compass. We will be doing another podcast specifically on the personality compass.

- [CC] Right, there's a lot to it. I reckon that could be four podcasts.

- [JW] But, in summary, the personality compass is a way of being able to understand the individual idiosyncrasies of different people's personalities. It looks at things like are we a big-picture person or a detail-person, are we introverted or extraverted, are we more focused on the analysis and facts or are we more focused on the relationship consensus and team-building? Because if we understand those things about our audience, we will gain more support from them by adjusting our approach to what they have a preference for.

- [CC] And it then helps to build rapport with them because what you've said, those are out objectives.

- [JW] Helps with our number one objective, building engagement. If we understand that, that helps everything gel. It avoids the situation where for instance in a one-on-one meeting, where I as a big-picture person dealing with a perhaps very detailed-person, it tells me in advance I need to be prepared to step outside of my comfort zone in order to please their comfort zone and get into the detail.

Or conversely, if a detailed-person is meeting with a big-picture person, they need to sometimes understand that stepping out of their detail-comfort zone and leaving things at the summary level, less might be more. It might be a better way of achieving the outcomes you're looking for.

- [CC] The basic message there is to become more of what the other person is like or what they want to...

- [JW] To move towards that area, not to impersonate them, not to become amateur theatricals, not to try and be something that we're not, but just to understand that they have a need for something

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different to what my standard position would be and if I can be empathetic to that need, if I can move some way towards it, that will help with building the relationship.

- [CC] Perfect. Okay. Let's move on to the next point.

- [JW] The opening statement. Pretty straightforward, really. As I mentioned earlier, you get one chance to set a good first impression, and I know Christina, you know, in 70% of situations, people don't change their impression of another person no matter how long they know them. In other words, when you get off to a bad start with thatperson, you've got a 30% chance of turning that around. It seems to be it's well-wroth getting off to a good start.

One of the ways we help improve our chances of that is planning through and thoroughly rehearsing the opening statement. We've prepared our objectives. It's quite a logical progression then to think through what are we trying to achieve from this meeting, how can I kick this meeting off in a good, crisp, professional manner.

- [CC] Can you give an example of what not to do or how to poorly start a meeting?

- [JW] Yeah, look, I've worked with a colleague, a partner from one of the large consulting firms on a presentation many years ago, now. I was looking forward to it, this was a very accomplished partner, he was running a major, a big seminar, maybe 40 or 50 people there in total and therefore he asked me to come and help just to make sure we could handle the volumes and the numbers and so on and so forth. And I was quite looking forward to learn a few things from him.

After people had grabbed their coffee and settled down, eaten their donuts and so on and so forth, things were beginning to come for, he moved to the front of the room, tapped the microphone and he said: "Well, looks like most of us are here so we might as well get started." To me, that didn't seem an all-inspiring opening to what was gonna be an exciting seminar.

- [CC] It was like, I'd rather get my coffee in.

- [JW] I think it's worthwhile in any meeting thinking through what are we trying to achieve here, what is this other person likely to want to achieve and how can I get off to a good, crisp, confident start that's gonna give them confidence in me as somebody to transact business with. Once we've thought through what we need to say. Let's rehearse it, two, three, four times, let's get it engrained. For most people, all the nerves go away after we've got the first sentence or two out, the adrenaline kicks in and we're rolling.

- [CC] And when you're confident, when you say that first sentence really confidently and really clearly, that will then build your confidence, that sets the tone for the rest of the meeting, right?

- [JW] Yeah. It probably takes five minutes to do, but it can be a major difference in the outcome to the meeting, so why wouldn't you spend five minutes trying to make sure you get off to a good, crisp start.

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- [CC] Fantastic. Okay, the next thing that we're gonna talk about is key questions.

- [JW] As I said earlier, I think questions are the most important tool that we as business people have. They help us gather the information that we need. Most of us in one way or another are involved in the business of solutions and without understanding needs there is no solution. If we are not upfront, asking questions about what our stakeholders are trying to achieve, then we are not gonna service as solution-providers. Gathering information is a great use. Questions are a great method of gathering information. Questions are probably the most important tool we have.

- [CC] How do we determine what are the really important questions that we need to ask? Do we reverse-engineer it and go, this is the outcome we want, what are the questions I need to ask to get me there?

- [JW] Yeah, the next section we talk about in the Call Plan is key questions. As I mentioned earlier, I think questions are the most important tool we have. Questions are really great at gathering information. They are really good at generating dialogue and in generating dialogue, they tend to help us build rapport. But only certain questions are gonna do that, if we ask closed questions, we're gonna get very closed answers, so open questions, who, what, where, when, why and how, they are the questions that are gonna generate good dialogue.

Other times we don't want dialogue, we want yes/no answers. If I'm looking for commitment to something, are you gonna sign off on the contract, are you gonna sign off on another meeting, then I need to ask a closed question. You'd be amazed in the role-plays we do on courses how many people get mixed up between open questions and closed questions. They are asking open questions when they are looking for commitment, "So what do you think about this?" I can't say yes or no, can I?

And they're asking closed questions when they're looking for dialogue. They often even make statements when they're looking for dialogue. "What we'd really like to do is understand your requirements."

- [CC] Right, that's not a question at all. It's like, yeah.

- [JW] Good, glad to hear that, yeah. They then follow it up with a closed question, "Are you happy to answer our questions?" Or "Are you happy to tell us about your business?" Yes, I am. So let's ask open questions and closed questions appropriately and get that dialogue going where we want dialogue, let's get locked in on the commitment when we're looking for commitment.

- [CC] Do you think it's worth practicing those questions out-loud as well, like you would your opening statement?

- [JW] It can be, the important ones, but we're certainly thinking through what are the key open questions I need to ask to gather the information and get the dialogue going when I need and when is it that I need to ask a closed questions to ensure we get the commitments we're looking for. There is other questions as well that can be really valuable if used appropriately.

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We have a term for the catch-all question, this might be if I'm gathering information, something like, is there any other things that you've missed here, Christina, is there something else that you'd like to tell me about this topic? So that before we move on to a new topic, we just double-check that we've picked up all the information we need on the first topic. Or it might be, "Is there any other topics you'd like to cover, is there any other objectives you'd like to achieve?"

Those catch-all questions are there to make sure that we don't selectively hear what we want and skip other stuff that our stakeholder might be wanting to share with us.

Finally, we have a type of questions, we call it a value-question. Sometimes, it's a question not even seeking an answer. It's a type of question that gets our stakeholder thinking, "Hm, that was a good questions." And inwardly thinking, "That's the sort of person we need in our team." It's a sort of questions that helps demonstrate our own credibility, our own grasp of this topic, the value that we might be able to bring. It tends to be a questions, an insightful understanding of our stakeholder's business. And when we can think of those, that really enhances our perceived value.

- [CC] You're asking it to not really get an answer, but you're asking it to make you look like you're really insightful and that you know what you're talking about.

- [JW] Exactly, exactly. Those sorts of questions, we've all asked them in the past, but generally speaking, we become far more proficient at them if we plan them in advance. We get lucky when they crop up during the meeting. We can make our own luck by preparing them before we go into the meeting.

- [CC] What are your thoughts on asking clarifying questions, saying, "Okay, I'm hearing that you'd like to do X,Y,Z, is that correct?" To clarify, is there value in that?

- [JW] Great value in that, it's got a number of values, it clarifies and makes sure that we're getting an accurate understanding of what our stakeholder is saying, but it also tells the stakeholder that we are genuinelyconcerned in getting it right. It builds our credibility, it builds our trust and it builds our rapport because it's sending a signal to the stakeholder that this is somebody that cares, this is somebody that cares about getting it right and therefore, enhances integrity.

- [JW] The fifth area of the Call Plan we suggest you look at is objections and counters.

- [CC] This is the scary bit.

- [JW] It can be for some people. We often shy away from resent, any criticism, any hard questions, any pushback on our plans forward. But in actual fact, I call this a buying signal. If I'm trying to put

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a proposition to you and you have no questions, no reservation with it, then the chances are you're not interested in going ahead with what I'm talking about.

Anybody that's serious about my proposition has probably got some clarification they need or would like to haggle about the price perhaps or would like to see if they could get a little bit more effort or time or extra bang for their buck. To that extent, every objection is taking us a step forward to our ultimate objective.

- [CC] 'Cause if they have no objections, then they're basically not even thinking about it.

- [JW] They're not interested.

- [CC] They're thinking about lunch.

- [JW] Exactly. So, what we suggest is we anticipate prior to the meeting what those objections might be, things like "too expensive", things like "the resources required", things like "have you done this before", "what's your experience in this area", so on and so forth. Once we've thought through all the issues that they might have with our proposition, we can then think through what's the best way of answering that.

Maybe we're gonna bring in a reference or a previous customer or a previous assignment that we've done. Thinking through those counters to the objection beforehand is usually going to give us a much better chance of resolving the objection there and then, and being able to move forward with our plan of action.

- [CC] And you come across as much more confident too.

- [JW] Exactly.

- [CC] Instead of aiming an arrow and going: "Oh, I'll check for you." You can answer it right there on the spot.

- [JW] Yeah, how many times we've been in a situation where we get asked a tricky question, we can't resolve it there and then, we might not get a second chance to resolve it, or it might be three, four, five weeks down the track before we get the chance to resolve it. We leave the meeting having underperformed and as we're going down the lift, we suddenly say: "Ah, I know what I should've said." Frustrating, wouldn't it have been nice to have thought that one through before we got there.

- [CC] Absolutely.

- [JW] That's the objections and counters bit. Let's go into our meeting not hoping to survive, but prepared, such that we achieve all of the outcomes that we possibly can from this meeting. I reckon a well-prepared meeting will score us two, three or four-times the productivity of the ones we just turn up to and wing it. And why wouldn't you spend five or ten minutes therefore preparing for a

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40-minute or 1-hour meeting? Sounds to me like a no-brainer in terms of return on investment.

- [CC] But is that how long it takes, five to ten minutes? How long, ‘cause I know people are very busy and they’re probably thinking, “I’ve got back-to-back meetings, I don’t even have, how long will it actually take for me to do this?”

- [JW] There is certainly, we don’t have to do all of the headings for every meeting. Sometimes I might just think about the objectives, the objections and counters or sometimes I might just want to focus on my opening statement and key questions. The Call Plan in of itself is a little bit of a, you cherry-pick the bits you need for this meeting. And often, once you’re into the swing of it, a quick five, maybe ten minutes maximum prior to a meeting, we can do a quick preparation that is gonna double the value compared with just turning up and winging it.

But there are certain meetings that we really, really need to nail. This is gonna change the face of this project, this is gonna change my career, this is gonna change perhaps a job interview or your appraisal. Or the sign off on the major milestone, the go/no-go point. Those sorts of meetings are worth spending two or three hours preparing for, but the problem for most people is without a template, when they’re looking at a blank sheet of paper, they are prepared to invest the time, but they are wondering how to go about it.

To that extent, the Call Plan provides you with a template and will take you down to the detail to be able to usefully invest two, three or four hours for a major kick-ass time that will come. But at the same time, you can tailor it to a quick five or ten minutes before this next scheduled meeting, just so that I get a bit more value out of that meeting as well.

- [CC] You might have meetings that repeat every week and the objectives might be the same or the people might be the same so once you’ve got that figured out, you don’t have to spend time on that every time.

- [JW] Exactly. And you know, whilst I think each meeting needs its own preparation, you start building templates of your own for different types of meetings that you have regularly and you can start re-using your earlier preparation for future meetings and then just tailor that preparation for new ones, and that saves you time as well. I think the other thing I want to point out, with the productivity gains we get by having better meetings, we can certainly start making more time for us to do the preparation. It’s about getting on to a positive cycle rather than negative cycle.

I have good meetings, I am ahead of the game, I’m using my time more effectively and efficiently, and therefore I have now bought myself enough time to do good preparation for meetings which enhances the cycle. Or alternatively, I rush from one meeting to the other, without adequate preparation, getting sub-optimal results from each one, and I always seem to be chasing my tail.

- [CC] And then you need to have more meetings to figure out what you didn’t get done in that first meeting, you have a meeting about the meeting.

- [JW] Exactly. Interestingly enough, most people that come on our workshops and we’re talking

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several hundred a year. Most of them tell me that they spend two or three hours per week at least in meetings that they didn't need to attend.

- [CC] Oh my goodness.

- [JW] But they only realize that after the meeting. If we've just thought about our objectives prior to the meeting, you could probably work out which meetings I don't really need to go to. If I can't see what objectives, what the purpose of me being at this meeting I've been invited to, then maybe I'll decline the meeting or maybe I'll ask the meeting organizer what they see as my objectives for being at the meeting and if they can't answer it, then I've probably got something more valuable to do during that time.

- [CC] Absolutely and that makes so much sense and you'll likely help them out as well 'cause they'll now think, "What are my objectives for this meeting?" "Do we even need this meeting?"

- [JW] Exactly.

- [CC] Maybe we can un-invite a few other people too. I have another question about it though, let's say someone for the first time, they're going through and doing all this, their meeting prep, their Call Planning, how do we actually know if we've done a good job of it? How do we know if our objectives or questions are actually the right ones or on the right track?

- [JW] Good point, that's never definitive until afterwards. How do I know if I've got the good game plan for the next football game? I'll tell you after the game, if I've won the game, then it was a good plan. Sometimes we don't know that definitively until after the meeting. But there are certain things we can do for really important meetings in terms of preparation. One of those things is find a willing colleague who is prepared to knock it around; maybe we rehearse the meeting beforehand with them.

Often it's good to talk through our meeting preparation with a respected colleague and share with them where you're going, what you're doing, what you're planning, what objections you've got and so on, so forth and get their reaction to it. Perhaps they can add some further value to it. And the nice thing about the Call Plan is that it gives you a template in order to have that worthwhile discussion, without the headings of the Call Plan, that meeting tends to become a little bit of a talk-fest rather than a focused preparation.

- [CC] Fantastic. I know that people can create their own, write out these headings on their own documents, but you've actually taken the liberty to create an app that does this, is it called the Call Plan App?

- [JW] The JHW Call Plan, if you go to your Android Store or your iTunes and put in a search for JHW Call Plan, then you can download that app, it will cost you less than ten bucks, and it comes with all of those areas that I've covered for you. It runs on both tablet or smartphone and it comes with some pre-packaged templates for things like a job interview, an appraisal, a first-meeting venue stakeholder, I think there's ten templates already prepared for you and over time, we will be adding

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new templates to that list so that you can accelerate your preparation time.

- [CC] Fantastic, sounds awesome. We'll put a link to that as well in the show notes at JHW.com.au/CallPlan. Was there anything else you wanted to share?

- [JW] I think it is time to give some time back to our listeners here, thank you for listening. Just to quickly summarize, what we find from so many other people that have used the Call Plan is they start having shorter meetings that achieve specific outcomes and they have less of those "Oh my God" moments 'cause they've prepared for the exceptions. They also find it easier to get repeat meetings with stakeholders because it's really funny, but stakeholders don't mind giving you their time when they see value coming out of the meetings.

When you've wasted their time in a meeting, it's really hard to get them back to another meeting. Good luck with using the Call Plan, please take the time to have a look at the materials available.