

Radio interview transcript

Source: <http://www.voiceamerica.com/episode/85793/meeting-magic-leveraging-the-power-of-meetings-with-katherine-woods>

Transcript: Chris Cooper **Be More. Achieve More** - Inspiration for the Entrepreneurial Mind - The Voice America Business Channel: First Aired 12th June 2015

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Speaker: There are entrepreneurs and business leaders that are making so much more than profit in their enterprises. They're also giving back to the communities and so can you. Welcome to *Be More Achieve More: Inspiration for the Entrepreneurial Mind* with host Chris Cooper. If you are looking to make the most of yourself and your business, then you will want to stay tuned for the next hour. Here's your host Chris Cooper.

Chris: Hi. This is Chris Cooper and I'm glad to be back with you again for yet another week and if you are listening to this show live I apologize for the late start. We had a few little technical problems but are now up and running and we'll make up time with only one commercial in the middle.

So I'd like to talk today with you about Meeting Magic with my guest Katherine Woods and leveraging the power of meetings. Firstly, just a quick thank you to my guest last week, Colleen Francis who talked to me about non-stop sales boom. I took away from the meeting the concept of the sales radar which was about attracting new clients, about participation which is about bringing new clients on board more quickly. About growth within our business with existing clients and also we should be continuously leveraging through our existing networks and clients' testimonials, and referrals, to keep those sales just flowing through.

So I'm going to go straight into the sort of content today around this subject and to ask you are your meetings truly effective? And do you make every meeting count? Because today we're going to explore how to leverage the power of your meetings and to create meeting magic.

My guest Katherine Woods was an engineering graduate and corporate executive who quickly grew to dread the phrase ‘How’s the diary looking?’ Katherine co-founded Meeting Magic in 1999. She was driven by a radical idea that meetings should be generate energy, momentum and business progress rather than be a voracious absorber of them.

She has been supremely successful in that mission and had a training and communication background, her magical graphical skill and her business leadership skills have kept Katherine and her team highly in demand at meeting tables and board rooms of some of the world’s most successful companies and brands. At Meeting Magic and her sister company Scribing Magic, Katherine heads a team of some of the most insightful graphic facilitators and visualizers in the business. And also due to life-changing tragedy, Katherine became an ambassador for Child Bereavement UK. So a big welcome to Katherine Woods!

Katherine: Hi Chris.

Chris: **Hi it is good to speak to you Katherine and I hope you’re feeling well and I apologize for our technology struggles this afternoon. But really looking forward to chatting with you. And I wonder if you could tell me a little bit about your background and how it led to a fascination with meetings?**

Katherine: Well I guess my family background is, my family are all medics actually, I’m sort of a black sheep in the family and I guess what that meant is I kind of grew up with a people focus in the conversations at the table at home. And I guess that overlaid with as I mentioned the engineering, the academic side of my background where it’s very much about systems.

To be honest I was never a good engineer and my first job was as a project manager for power stations. And actually I kind of managed my inability to be a fantastic design engineer by getting other people together to do good work. So I think those were my formative experiences of getting people together to work together and actually achieving something much more powerful than I could have done on my own.

But then again as you mentioned I had a corporate career and I met a guy called David Sibbet. I don’t know if you’ve heard of him? He’s the founder of *The Grove Consultants* and one of the forefathers of the Graphic Facilitation movement and I worked with and it really did feel like coming home. You know I was already hanging pieces of paper on the wall and getting people together and doing meetings in quite a different way and he was too. And so I got so passionate about that work that I decided there has got to be a niche in the market for a company like ours that actually helps people get

more out of coming together and working than most business meetings which as you said in your introduction aren't always the most productive environments for people.

Chris: Yes, yes absolutely we've I think we got something common in our backgrounds. I think we both worked for the same company once didn't we?

Katherine: Yes I used to work for Mars, the confectionery company and I think that's it... were you there in a different department?

Chris: I was there I was there for seven years, yeah. We never actually knew each other then but I think it's interesting, it sort of bred quite a few of us entrepreneurs. But I wonder from that corporate career, how did you find that transition to running your own business and were there any key lessons that stand out for you?

Katherine: Oh gosh yeah hundreds of lessons. I mean I think the big lesson is that I just didn't know what I didn't know. I mean I founded the business with my cofounder really on a complete passion for the work, the facilitation work but actually, I don't think we had a clue about how to start a business. So you know I still wonder if I've got a clue now 16 years later. But I certainly learnt a lot from the school of hard knocks and also from people around me and the help we've had in setting up the business and owning the business. So, yeah I think there is definitely a big lesson about being careful about what you don't know as much as what you think you don't know.

Chris: And so is that message also about being prepared to sort of seek help from people when you need it?

Katherine: Yeah definitely and you know help from people who have complimentary skills. I mean I don't think that any business leader can have all the answers to all the dimensions required for running a business. And so there is something about needing to pull on other people who have got that.

Chris: I remember when we first spoke you told me a story about yourself and it led to you seeking help from Child Bereavement UK. Are you able to share a little bit about that? We entrepreneurs we really sometimes do have bumps in the road and it's not just help we need with our businesses sometimes. Its help sometimes with our broader lives.

Katherine: Yes definitely. Yeah so the Child Bereavement UK have I think a very simple and compelling purpose. They help parents who lose children and children who lose parents. And it must be over two three years ago now the police came to my front door. It was just a normal working day, and they told me that my husband, the father of my lovely children had committed suicide.

And obviously it was a terrible shock and after the police left I contacted the school.

But I remember sitting down at about 11 o'clock that day thinking I've got 4 and a half hours to figure out how to tell my children their dad has killed himself. And in fact I Googled "how do you tell a child their father's committed suicide?" And top of the rankings was Child Bereavement UK and I contacted them and they were amazing. I mean their care and their expertise guided me through probably one of the most difficult conversations I had in my life and they've been there ever since supporting me.

And the good news is the children are flourishing. But I think particularly knowing a bit more about what goes on behind the scenes of the Child Bereavement UK, I know how small they are and how amazing the work is that they do with the little they have. So I'm very keen to help them in any way I can to just support the work that they do.

Chris: **The first time I ever saw you was at an event, it was for people who had left Mars, and up you stood. There was quite a lot of people there and you stood up and a two or three minute explanation of your story and how this amazing organization had really helped you. I was very very moved by that and impressed that you were able to talk about it and want to talk about it and get that message out to help as many people as possible — so you have my full respect.**

Katherine: Thank you.

Chris: **So let's move from that. Let's get into meetings so, how do you define a meeting?**

Katherine: Well I guess people meet all the time don't they? I mean really for me its when two or more people come together and they want to do some work together in the business environment.

Chris: **So is there a limit on the number of people? Is a conference for example still a meeting? Or do you have a ...**

Katherine: I think so. I think there is a lot of paradigms once groups get large once the group gets more than fifty people. I think there's much more of a propensity to go into set patterns and ways of working that usually involves just presenting lots of information at people. But actually these are meetings and you know the way we do conferences is in a much more facilitated conversational way. And I mean the amount of work you can get done when you've got a large group of people together is incredible and the energy you can create through doing that if you use the right approaches is phenomenal.

So I get rather frustrated actually about the emphasis on the sort of razzmatazz and production that goes into conferences when there isn't as much emphasis put on the quality of conversations and the potential to really do great work together.

Chris: **I've seen that there's a lot of research that suggest company meetings are often unsuccessful and I wonder, in your opinion, why is that?**

Katherine: Well I guess the sort of top level answer is lack of preparation and it's a bit of a vicious cycle, people are so busy that they don't prepare for meetings and then they go into meetings ill prepared so the meeting does not achieve as much as it could so these lead to more meetings if you know what I mean. So I mean I guess at that very broad level I think its lack of preparation but if we dig a bit deeper I think there is also something about; okay so if you did make the time to prepare what do most people do in preparation for the meeting?

And I think most of the prep that does go on in meetings tends to be either the logistical side of things you know particularly with big conferences and global get-togethers; there's a lot of emphasis on the venue and travel and what they're going to have for dinner in the evening and that kind of thing. And then the other thing I guess that gets lots of attention is the content, you know the deck, the information that's being brought into the meeting.

But the piece that I consistently see missing from the equation is this attention to how the group is going to have this conversation? If everybody does bring their requests for Budget 2016 into the meeting, how is that information going to get synthesized and how are decisions going to get made in the group? And when that preparation is done well, it's amazing what you can achieve in meetings, even in relatively short meetings. But unfortunately a lot of people don't even have the time or even the skills to do that kind of work.

Chris: **So is that one of the things then that constitutes a great meeting? Just being really clear on the purpose of it.**

Katherine: Yes I mean I always sort of say if it had to boil down to one thing for a meeting, it is about being really clear about the overall purpose and being specific about outcomes. You know the purpose being the top level impact you're looking to achieve from the meeting and the outcomes being more like the specific deliverables that are needed from the meeting.

Chris: **Do you think sometimes in regular meetings, such as a team meeting or a regular operations meeting, that it might be worthwhile actually restating the purpose each time?**

Katherine: Yeah definitely I mean you want to give the clarity and the focus to what goes on in a meeting, there is that. You know a lot of preparation in meetings ends up focusing around agendas but unless you're clear about to what or to what end then that's not that helpful. And often we have meeting outcomes like purposes that share the same information but the question that it raises is, again, what do you want people to do as a result of knowing that information? Because once you get really clear about that you can be really much crisper about what information people need.

But you're right about the statistics. There was a conversation in our team this week about the amount of research that's now available about meetings. You know 16 years ago when we set up the business there was very little attention paid to it and it's still a hidden cost in most organizations. But I think there is some staggering statistics about managers spending 50-75% of their time in meetings and 42% of them being a complete waste of time. And if that was actually added up into a cumulative investment that an organization made each year, you know, it would probably blow the marketing budget out of the water! But unfortunately they are not regarded like that. Meeting costs are often hidden.

Chris: **I'm thinking now about people getting together for meetings to help make them feel better and keep their morale high. Is that an important result for a meeting or should it be more tangible?**

Katherine: I think having people coming out of a meeting feeling motivated and inspired is a really important outcome but I guess it's then therefore what do you do to achieve that? So I think this is where this sort of razzmatazz comes in. People spend a lot of money on razzmatazz trying to motivate people in meetings and yet my experience is one of the things human beings find most motivating is talking to their colleagues and working with them and achieving something with them. And actually, not only does that mean you're not needing to spend lots of money on razzmatazz but also you can get some really tangible results out of that as well, so...

Chris: **Yeah**

Katherine: Yeah

Chris: **Over the first couple of minutes we're going to have a commercial break, two or three minutes so you might want to continue after the break. We'll see how we go with this. But I mean are there some big questions that companies should be asking themselves in order to make their business more successful through their meetings?**

Katherine: I guess the big thing is just people being more aware of meetings and how important they are. There is a lot of emphasis I'm seeing at the moment on

leadership. Everyone is talking about leadership and everyone seems to be talking about culture and actually if you think about it, where leadership and culture play out is in meetings. Where people talk about how they're treated and how decisions get made and how leaders behave and all those kind of cultural and leader-y things in organizations, they are generally talking about experiences in meetings because those are the main forums in which people come together and work in organizations.

So you know at the moment, what I'm not seeing is many companies that have meetings on their radar in terms of paying attention to them. And if they are they're often paying attention to the wrong things like how many people are in them and how long they last rather than what's the route of really getting the most out of meetings because if your meetings are running well and you're getting the most out of your meetings then the collective power that you're getting out of the people in your organization is huge.

Chris: **Because that's the vehicle to keep giving people the permission to keep moving forward?**

Katherine: Yeah.

Chris: **That's kind of the engine room really, isn't it?**

Katherine: It is. And as people see the day to day experience of leadership is in meetings and if you sort them out you don't need to overlay big pieces of work on culture change and leadership. If you just sort your meetings out then actually you can achieve a huge amount without adding work to the system. In fact actually the end result should be there is less work in the system.

Chris: **You just really made me see the vital importance within the strategy of a business that actually those meetings are the real snap shots for the culture. I mean I bet you've got some great stories of things you've seen while you've been in meetings. But you're right if you can change the behaviors in them then that will spread out across the organization presumably.**

Katherine: Exactly yeah. You know they are great vehicles for creating change in an organization at a very fundamental level. Again in an environment that already exists in an organization rather than needing to be big over layering layers of change.

Chris: **Yeah. We're going to go to a commercial break now. After the break what we're going to ask Katherine to do is lay out practical steps for meetings, some of the things we've really got to think about and**

consider what we want to create magic in meetings. So we'll be back again with you in just a couple of minutes.

[Break]

Announcer: You are tuned into BE More Achieve More with host Chris Cooper. If you have a question or comment about our show please direct your emails to info@bemoreachievemore.com. That's Info@bemoreachievemore.com now back to Chris Cooper.

Chris: **Hi this is Chris Cooper and I always love to hear your feedback or comments from you on how we can improve, what you think of the show and the type of guests that you want to hear on the show.**

Also if you want to find out about who's coming up and any takes that I have on some of the interviews that we've done, then I produce a monthly newsletter I send out once a month and its packed with information and links to people like Katherine. So go ahead and check that out so you can subscribe to that at www.chriscooper.co.uk.

So we're talking about magic meetings and some of the big questions companies should be asking and I wonder Katherine, what should the role of meeting be when it comes to decision making?

Katherine: Well I guess that decisions are one of the things you can get out of meetings if you see time and money on meetings as the investment then there are a number of things you can get on internal investments as decisions are one of them. But I guess there is something about how do decisions get made in meetings. And often when I'm preparing for a meeting I'm working for example with a new group and I'll ask them how do decisions get made in this group? There's often quite a lack of awareness on how they actually do make decisions and I think that potentially can lead to not very robust decisions being made or just the most senior person decides or the person with the biggest voice gets their way rather than necessarily the most robust decision.

Chris: **When you're with your company do you do things like sit in meetings and then make suggestions on how to improve your decision making in the meetings? Is that the sort of thing that you do?**

Katherine: Yeah we're designing meetings, so most of the work we do or where we're working with a client to prepare and then facilitate a meeting, the key part of that is the preparation that we do. And as part of the prep we will recognize where are the decision points in a meeting because they're like a kind of a pinch point when groups come together and making sure that we actually

design processes that lead into people into those decisions so that they are more robust and being really clear what kind of decision making is needed.

If people are talking about a piece of legislation and actually it's not going to change, then all the discussion in the world is not that relevant because its not going to change. So what you want in those times you don't actually need decisions in these sessions, you really want people to understand the implications and what it means to them. So you need a very different type of group process, something like a piece of new legislation compared to maybe a group setting their goals for the next year where actually you may well want to co-create that together with marketing, finance, R&D and the different kind of functions contributing their perspectives into what kind of goals are going to be the most relevant. So again you would have a very different kind of process for that kind of decision making.

Chris: **When you organize and facilitate meetings do you have a practical process that you adopt to help a meeting to run well?**

Katherine: Yeah I mean every meeting is different and every group is different. So the actual design of every meeting we do is tailored to achieve the outcomes. But the way in which we go about developing this design is fairly consistent for most types of meetings in most organizations and also for most size of meetings as well.

So the first thing for us is it comes back to what you said at the start is getting really clear on the purpose. So we'll do that with clients, to get really clear about the purpose of the meeting, what's the business impact required and then also the specific outcomes needed by the end of the meeting itself.

But then another thing we do again often doesn't get done before the meeting is we will speak to everybody coming to the meeting to find out what their expectations are and if they've got any concerns and we accumulate all of that data to put together into what we call the target for the meeting. So you know hearing what everybody says, what the scope of the meeting needs to be and therefore the specific outcomes.

And then once we've got that target defined we can then start to define the work on the agenda which is often in some businesses, where people start but we start with the target. And then we do what we call a top level flow. So those are the kind of the big chunks of the agenda and think about how to order those and then we go into each of those in a lot more detail and think about exactly how we're going to run the session, whether we're going to work as a group or split the group up, what visual we're going to need and what resources we're going to need to do the work. How we're going to capture the information? How the outputs of this session are going to be used and therefore what format they are going to be in, all of that detail gets

done at the last bit of the design phase before we then prepare the material to use in the meeting and facilitate the meeting. And then the final part of it is to document the meeting so that people get a timely and accurate record of what's gone on in the meeting.

Chris: **One thing I didn't hear and I may have missed it in that process is the environment. Do you help them choose the environment? Or is that not important?**

Katherine: I think the environment is incredibly important. I mean we often don't get a choice over the environment because that's something that the client themselves books and organizes and so we have learnt to work with what we're given and we've worked in some amazing environments but also some pretty dreadful environments. What we try to do is make it as productive as we can.

And there is a great example a few weeks ago. I was working on a piece of work in a lovely environment in a French hotel in the Champagne region and I went down into the meeting room and it was literally down in a basement and didn't have a great deal of natural light and also was set up theatre style with chairs in rows and me and my colleagues literally redesigned the room; took all the furniture out and reorganized it and even created a wall to work on visually out of the tables up-ended by the side of the room. So I think what we've learnt is there are some things that make for a good meeting environment and if you don't have them you can always improvise and make the best of what you've got.

Chris: **It gets quite interesting in those hotel rooms without any windows. I found myself speaking in one last year. I was speaking at a big conference and they split out into two syndicates where people could choose which speaker they wanted to go to and I was doing one of those sessions. And we went from this amazing wonderful conference room, to a room where people were packed in and it was extremely hot and dark. So they took film of it but the film was no good because it was so dark. It was a shame.**

Katherine: That comes under the heading of environments you don't want to be in unless you have to.

Chris: **You can't really cut a hole in the wall for a window.**

Katherine: No.

Chris: **Nothing you can do with that. I wonder sometimes in meetings that I've been in there is sometimes a kind of an elephant in the room or something that people are avoiding talking about I wonder what your**

view is and whether you should broach those? I remember myself one time broaching one and it wasn't seen that positively. But do you think there is sometimes an undercurrent of things that are unsaid and they need to be defined. Do you experience that?

Katherine: Yeah I mean I think unresolved conflicts tend to be the most life-sapping elements of meetings. It's the things that don't get talked about in meetings that seem to cause the most disruptions and they lead to all kinds of things like people just not speaking out or decisions being made that nobody really commits to and then everybody just walks out and doesn't do what they said they would do.

So I think the consequences of not handling conflicts is huge really. But I guess it just comes down to how do you handle it in a way that's positive? And when I say positive I don't mean a way of just glossing over it and pretending it's all fine but in a way that's constructive and actually deals with it.

Actually we get brought in where there are significant conflicts in groups because that's when people start to realize that they can't necessarily do the meeting themselves. And actually my view is almost all the fears people have about tackling conflicts in meetings tend to be far worse than the reality. You know once it is actually out there and discussed and dealt with, there is a huge relief and a huge energy that occurs in a group when the work's being progressed and it is just about, I think, about being courageous in handling it. You know, as human beings, I think there is a certain amount of hard wiring in us that wants to avoid conflict. You know that sort of 'keep your head down look at your shoelaces don't make eye contact' type behaviour which is absolutely human and natural.

But certainly in *Meeting Magic* we train ourselves to almost override some of those human instincts and be willing to face into it in a way that helps people to be more resourceful and actually deal with it in a kind of headlong way.

Chris: **You mentioned conflict and do you see conflict as being a positive part of a meeting you know when people are getting emotional. I read a book by Patrick Lencioni which is about meetings and he saw actually conflict as being positive providing its focus is on the issue. I wonder what your view is?**

Katherine: Yeah, I think there's a couple of things in what you just said. I think conflict is a kind of natural thing. The ability of a group of people to hold different opinions is actually healthy. If you want a group to genuinely collaborate together they need to be able to hear and manage and discuss a difference of opinion which often means there will be conflicts between those opinions. So I think it's an important skill particularly in leadership teams.

Leadership teams get put together because they have different perspectives either because they represent different geographies or different functions or different parts of the business. So it's an inevitability in those groups that there will be different views and I think it's really important that those teams could create meetings where there is a space that those different views are held and managed and leveraged to create solutions.

But the other thing I heard you talking about there was emotion and I think there is in the business world, there is very much bias towards working in the very logical cognitive rational space which for those of us that have had business backgrounds all feel quite safe as if possibly a sort of fear or certainly a reluctance to go into a space where there is more intuition, more emotion, more of the creativity.

But in fact there was a great quote that I heard the other day from somebody that apparently came from Einstein although there is a bit of debate which says, "*The intuitive mind is a sacred gift and the rational mind is a faithful servant and we have created a society that honours the servant and forgot the gift.*" And I think human intuition is amazing and we have amazing capacity and actually where you get real magic in meetings is where you can harness that blend of the rational cognitive logical parts of us with the intuition and the creative parts of us and to do that you need to create a space where people can bring their whole selves into the work which, in my view, that's the magic of meetings, when you work in that way.

Chris: I know one thing that you do which is very interesting when I look at your website is *Scribing Magic*. Do you want to tell us a little bit about that? It sounds to me like it could bring a little bit of an extra magic into a meeting space.

Katherine: Yeah, definitely. So the roots of *Meeting Magic* are in something called graphics facilitation which is jargon for working on big pieces of a paper on the wall which has a number of benefits to the group. It helps people see what's going on, it helps people put all their contributions in one place, it provides a great record for the meeting and it has a number of those benefits.

And over the years, there's been an increasing amount of interest particularly I would say in the last five years with people like Dan Roam who wrote a book called *Back Of The Napkin* and David Sibbet's, which have come to be widely accepted in the business world. So this sort of visual way of working seems to have really got legs now.

And so about just over a year ago now we set up *Scribing Magic* which specializes mainly in the artistic graphic side of what we do. So the visualizers that work there are not group facilitators but they have amazing

illustrative skills and can really create pictures with purpose. And as you say they do add a lot of magic to meetings because a lot of the content that gets brought into meetings is quite dry and by using the combination of pictures and words, you can convey a lot more and spark a lot more creativity in groups by working in that way.

Chris: **That sounds very appealing and interesting and also I guess it plays on that intuitive piece. I think some people, I am quite visual and I like to see things in images and pictures. It's probably quite a nice way to capture information and share it afterwards rather than the usual long minutes which are a bit dull.**

Katherine: Yeah. The visual work can really play in. So I just described how it can be used for meetings, to prepare information but graphic recording is where we capture information live in a meeting and then use that as a visual record afterwards. There's also storyboarding that we can do, creating storyboards of messaging and communication and then also there is little hand drawn animations.

I think the first ones went on YouTube, must have been about seven years ago, the RSA did them, this sort of disembodied hand drawing an animation, and it went viral and ever since then there's been a big interest in these little short hand drawn animations which is another aspect of what we do. But again in service of communicating something or in conveying something in a different way.

Chris: **Yeah. I'm also wondering too, what are your thoughts on virtual meetings because there's a lot more virtual meetings going on these days.**

Katherine: Oh yeah, don't get me started on virtual meetings! They are even worse than face-to-face meetings! I mean all the bad practices that go on in face-to-face meetings are even worse in virtual because you haven't got many senses and resources to work with. So yes, I mean the nature of the world we work in — global complex businesses — is that we have to work virtually. But I do think there is a lot of appalling practices in virtual meetings and I mean it's a shame really because the technology is getting better and better and is more and more capable but again it's this attention to group process. Most virtual meetings tend to be used very much for just getting information and there's this sort of overuse of open forum — "Has anyone got any questions?" Which either leads to those tumbleweed moments where it is just silent or everybody fighting to get their question in, neither of which are great.

And then there's also just not really being clear about how you want to collaborate with people in a virtual space which is back to that decision-making thing I mentioned earlier. And so actually there is often very little

genuine collaboration going on in those virtual meetings. But it can be done with the right design, virtual meetings can be really powerful forums for people to do work but yeah, I could probably do a whole interview just on the pros and cons of virtual meetings as well.

Chris: Well, we probably have about 4 minutes before we need to finish the interview but I wonder whether you have any final messages that you would like to leave us with?

Katherine: Yeah, I guess my key message is that meetings are important. People coming together to do work together are really valuable forums and can leave people feeling committed and motivated and achieve great work. And then if you take the cumulative potential of meetings in an organization, that's absolutely huge. So I think if nothing else, I would really like a listener of this program to just think twice before they hold another meeting or about how they think about meetings and their role in meetings in the future.

And then the other one, the key message is about being willing to try something different. There are lot of established norms about how people do meetings and actually most organizations have their own kind of cultures around how they meet, how people meet in their organizations. And some of those can be really helpful but often there are patterns of behavior that are really not serving the work or the organization or even the people very well.

So I think just being willing to try different things and think about how you meet with people differently is another key thing that I would encourage people to do. And of course of people need more inspiration, they can always call us because we've got lots of ideas of how to add magic into meetings as we are meeting fanaticists.

Chris: [laughs] absolutely, well for me I took from the conversation Katherine is just to really appreciate actually how important a meeting is in terms of the ins and outs of the business and how effective all of those meetings are is going to have a big impact on your results.

And I am also thinking about that incredible story you shared... And the need for when situations necessitate to find help from people who can help you see things and support you from a different perspective. I know you do some great work out there in the marketplace with *Meeting Magic* so if anybody out there needs help, wants to really radically transform their meetings I am sure they can give you a call Katherine.

Katherine: That would be lovely, thank you and thanks for your kind words.

Chris: You're welcome. It's been a pleasure talking with you today. If you want to create meeting magic you can go to www.meetingmagic.co.uk.

And also we mentioned Child Bereavement UK and if anybody there would kindly like to make a donation to that charity if this is something that really resonates with you then you can go to www.childbereavementUK.org and I'm sure they would really appreciate you to click on "donate" and make a contribution.

So a big thank you once again to Katherine Woods.

On next week's show I am really delighted to welcome another exceptional individual Liam Black. Liam is so experienced in the world of social entrepreneurship and done something incredible things including if anybody knows chef Jamie Oliver running his social entrepreneurial business which he will talk more about next week. So we're going to find out all about social entrepreneurship next week so do listen in. And once again to Katherine thank you and to you all, have a great week.

Announcer: Thank you for listening to Be more Achieve more. Please join our host Chris Cooper again next Friday at 8 AM US Pacific time typically 4 PM London on the Voice America business channel. Enjoy your week.

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