Meeting sequence

Put the less important issues at the top of the agenda, not the bottom.

➤ If you put them on the bottom you may never get to them because you'll tend to spend all the time on the big issues.

Ensure any urgent issues are placed up the agenda.

➤ Place non-urgent items down the agenda - if you are going to miss any you can more easily afford to miss these.

Try to achieve a varied mix through the running order

vary the agenda to create changes in pace and intensity.

Be aware of the tendency for people to be at their most sensitive at the beginning of meetings, especially if there are attendees who are keen to stamp their presence on proceedings. For this reason it can be helpful to schedule a particularly controversial issue later in the sequence, which gives people a chance to settle down and relax first, and maybe get some of the sparring out of their systems over less significant items.