



# the curriculum

**a work in progress...**



Composed for, master degree, a post graduate (MBA) as a basis for expansion on any existing education in the meetings and events education, or for the development of a Certification in Meeting Architecture (CMA), ...

Based on the initial list (March 2007) from Sue Tinnish.

Adapted and expanded by Maarten Vanneste, based on his book 'Meeting Architecture: A Manifesto' (April 2008).

Completed by input from: ICCA conference (Spotme input) Victoria Canada (November 2008) MA2020 conclaves in Copenhagen (November 2008), Denmark and Bal Harbour Florida (January 2009). And also Jan Bolckmans, Elling Hamso, Banz Ledin, Mary Boone, ...



## 1. The participant

- 1.1. Taxonomy of participants
  - 1.1.1. Association participants
  - 1.1.2. Corporate participants
    - 1.1.2.1. Internal (Management Meeting, Sales Meeting)
    - 1.1.2.2. Customer invitations
  - 1.1.3. Participants at events run by Commercial Organizers
- 1.2. Participant types: Gender, generational, culture, ...
- 1.3. Participant profiling
- 1.4. Participant Attitude
  - 1.4.1. Empowerment
  - 1.4.2. Getting a Supportive Attitude
  - 1.4.3. Emotional state of participants: a person's physical and emotional well-being are closely linked to their ability to think and to learn effectively
- 1.5. Food impact
- 1.6. sleep / powernap / Post lunch nap
- 1.7. Chain of Impact Level 0 Statistics, Level 1 Reaction, Level 2 Learning, Level 3 Application, Level 4 Business Impact, Level 5 Return on Investment
- 1.8. Meeting Skills beyond Listening for Participants
- 1.9. From Audience to participants
  - 1.9.1. Participant training
- 1.10. Customized Content

## 2. Identifying Meeting Objectives

- 2.1. The Meeting Architecture Team and the executing team
  - 2.1.1. The meeting Owner
    - 2.1.1.1. Working with the C-level
    - 2.1.1.2. Stakeholders as amateurs
    - 2.1.1.3. Vanity versus smart Objectives
    - 2.1.1.4. Adrenaline versus Neuro connections
  - 2.1.2. The meeting Architect
  - 2.1.3. Meeting Architecture Team Roles and responsibilities
    - 2.1.3.1. Review of roles
    - 2.1.3.2. Use of outside facilitators
    - 2.1.3.3. Six Hat Thinking (Edward De Bono)
- 2.2. Meeting Types
  - 2.2.1. Corporate, Association, Political and Commercial (Meeting run for profit from Sponsors and Registration fees...)
  - 2.2.2. Launchmeeting, Membermeeting, executive meeting, sales meeting
  - 2.2.3. Meeting cultures
    - 2.2.3.1. Minimal, Basic, Professional, Spectacular
    - 2.2.3.2. Organisational Focus: Brand focus, Culture focus, Financial focus
    - 2.2.3.3. Show or High-brow
    - 2.2.3.4. Work hard play hard
- 2.3. Historic Perspective
  - 2.3.1. Understand previous meetings
  - 2.3.2. Budget analysis
  - 2.3.3. Get the picture (visualize through program, video's, pictures, online results, etc.)
- 2.4. SMART Objectives
- 2.5. Expressed needs and unexpressed needs
  - 2.5.1. The meeting owner
  - 2.5.2. The participants
- 2.6. Blank Meeting Objective Matrix ©
  - 2.6.1. Writing meeting objectives
  - 2.6.2. Quantifying meeting objectives
  - 2.6.3. Making objectives measurable



2.7. Defining objectives for

2.7.1. LEARNING

2.7.2. Which forms of learning are best done at a meeting, which are better done on other learning platforms?

2.7.2.1. Top down, Peer to peer, bottom up learning

2.7.2.2. Passive, Active, Interactive, Collaborative learning

2.7.2.3. Potential learning objectives (see MOM)

2.7.2.3.1. Writing Learner Outcomes

2.7.2.3.1.1. Common vocabulary: Goals, Objectives, Strategies, Mission, Outcomes

2.7.2.3.1.2. Difference between objectives and outcomes

2.7.2.3.1.3. Writing good learning outcomes

2.7.2.3.2. **BOOK:** Objectives to outcomes: your contract with the learner (Glen C. Ramsborg, PCMA, 1995)

2.7.3. NETWORKING

2.7.3.1. Maximizing Social Capital

2.7.3.2. The value of networking

2.7.3.3. Potential Networking objectives (see MOM)

2.7.3.4. Audience analysis for networking

2.7.3.4.1. Buyer seller or peer to peer

2.7.3.4.2. Social, educational or business networking

2.7.3.5. Random, stimulated, guided and controlled networking

2.7.3.6. Using Technology for networking

2.7.4. MOTIVATION

2.7.4.1. PERFECT (Professional, Expert, Respect, Fun, ...)

2.7.4.1.1. Professional work

2.7.4.1.2. Expert speakers

2.7.4.1.3. Respect for participant

2.7.4.1.4. Fun elements and their impact

2.7.4.1.4.1. **BOOK:** The big book of Presentation games (McGraw-Hill, 1997)

2.7.4.1.5. Evaluation to drive motivation

2.7.4.1.6. Continuation: the day after the meeting

2.7.4.1.7. Tie last year's meeting to this year's

2.7.4.1.8. The value of adrenaline

2.7.4.2. Potential Motivation Objectives see (MOM)

2.7.4.3. Organizational Development

2.7.4.3.1. **BOOK:** The handbook of large group methods (Jossey-Bass, 2006)

2.8. Attribute Listing

2.9. Pre versus post 'participant state'

2.10. SWOT Analysis

2.11. Critical Path Analysis

2.12. Storyboards

2.13. ...



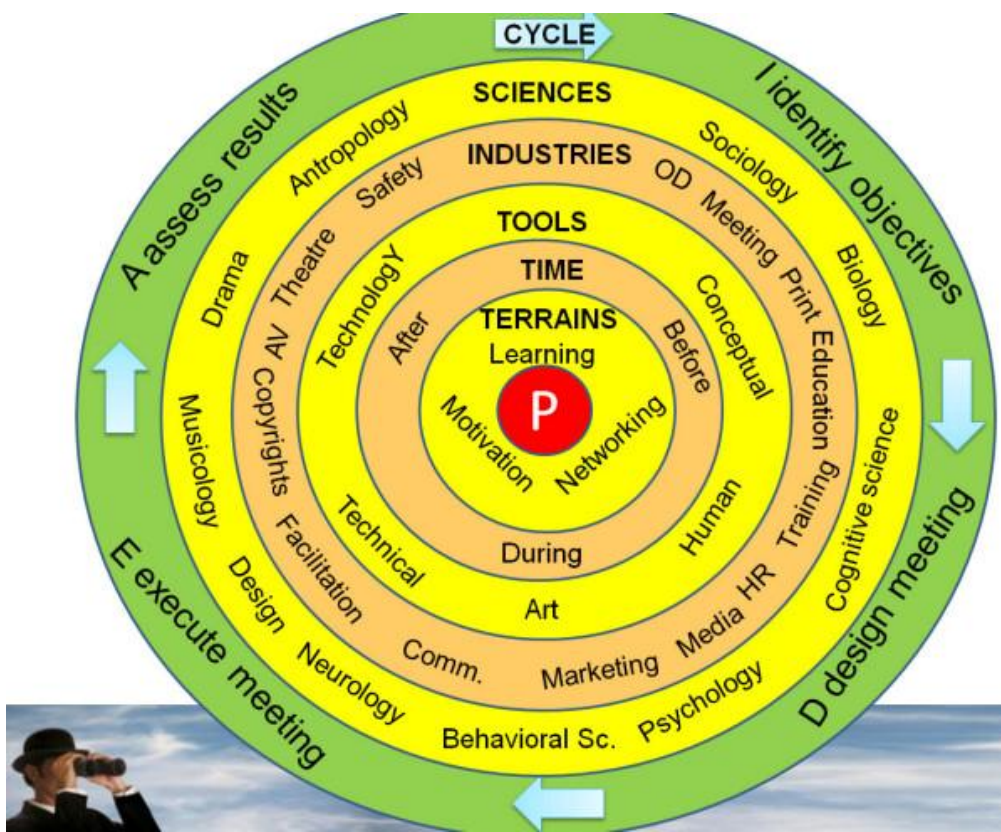
The meeting Objectives Matrix ©

	Groups	Elements, ideas	Objectives, results
<b>EDUCATION</b>	top down	education, learning, training, speech demonstrate, present, teach, share best practices, resources or experience, transfer or gather knowledge/ideas,	Increased knowledge
	peer to peer	survey, brainstorming, think tank, debate, refresh knowledge	Changing opinion Changing attitude
	bottom up	communicate message create or adapt a strategy/plan/ project, start task forces, collaboration, challenge existing ideas,	Crisis solving Improving brand awareness
	passive	crisis addressing, introduce innovation create new strategy, set goals	Change ATTITUDE <i>Clients BUY BETTER</i> <i>Staff WORK SMARTER</i> <i>Members experience MEMBER VALUE</i>
	interactive	promotion, advocacy, publishing procedures, solve problems	
	collaborative	re-brand, brand message change, change corporate culture,	
	<b>NETWORKING</b>	Business or Peer to peer	SOCIAL Networking, exchange of contacts meet others, meet face to face, building relations, improve relations, introduce to colleagues, make friends, meet experts, see friends
Social or educational		KNOWLEDGE discuss, generate ideas, start projects/plans, customer presentation, coaching, buddy	Learning
Random (Open, Spontaneous)		TEAM create team, task force, consensus, buddy system, culture fusion, diversity infusion, corporate culture fusion, meet clients or suppliers: conduct business, collaboration, co-creation,	Sense of tribe, Community <i>Clients SELL TO CLIENTS</i>
Stimulated			<i>Staff WORK WITH PEOPLE</i> <i>Members MEMBER VALUE</i>
Organized (guided, structured, profile based)			
<b>MOTIVATION</b>	PERFECT - Professionalism (well prepared, well executed, consistent with reality) - Experts top speakers on board - Recognition (empower, appreciate, pride, influence) - Fun (excite, impress) - Evaluation: test, exam, survey - Continue: keep repeating, learning to application - Tie to next years meeting	celebrate, create visibility, build consensus, therapy, involve people, listen to / empower people, recognise, award, motivate, change mindset, habits, behaviour, build belief, support, energy & guts Induce Innovation sense of urgency / importance, fun, incentive, break the daily routine, impress customers, excite, team spirit, create community, Visual design, look and feel, content design, theming, production, speaker management, technology, co-creation, Participation, empower, trauma support, client coaching	sense of gratitude work harder increase success, more sales sense of belonging sense of ownership create pride sense of achievement, alignment, one voice <i>Clients BUY / SELL MORE</i> <i>Staff WORK HARDER</i> <i>Members STAY</i>



### 3. Designing the meeting based on the objectives

- 3.1. The Design Process
    - 3.1.1. From objective to design
    - 3.1.2. Selecting the right tools
    - 3.1.3. Managing the budget
      - 3.1.3.1. Spending in balance with objectives
  - 3.2. Meeting Identity
    - 3.2.1. Theme, metaphor: Visual, Slogan, Logo, Song.
  - 3.3. Creativity in designing meetings
  - 3.4. Designing to communicate
  - 3.5. Lay out printing, media
  - 3.6. Controversy
  - 3.7. Strategic Alignment
  - 3.8. Large group methods
  - 3.9. Branding
  - 3.10. Set design
  - 3.11. Meeting Objective Support
    - 3.11.1. Meeting Support tools we can deploy to support the meeting's objectives.
      - 3.11.1.1. the CHATTY tools
        - 3.11.1.1.1. tools for improving learning
        - 3.11.1.1.2. tools for improving networking
        - 3.11.1.1.3. tools for improving motivation
    - 3.11.2. Meeting Support Matrix (See below)
    - 3.11.3. Selecting the right tools for
      - 3.11.3.1. Learning
      - 3.11.3.2. Networking
      - 3.11.3.3. Motivation
- 3.12. Presenting the meeting design and tools
- 3.13. ...



The Red Core Onion graph



## Meeting Support Matrix ©

CHATTY Tools	Conceptual	Human	Art	Technical	Technology
Learning before	the agenda and the way it is constructed How Agenda Items Affect Learning - Theory and Guidelines - Flow & Timing - Energy - Pareto's Principle	Facilitation <b>BOOK:</b> the AIF handbook of group facilitation Speaker Guidelines	Designing better visual aids - working with Illustrations	Advantages to using visual aids Criteria for good visual aids How to use PowerPoint Handouts	Learning Content Management systems Speaker management - Abstract handling - presentation
Learning During	The Learning Conference techniques / Ib Ravn Lego Serious Play The lecture, The Debate Brainstorming; improvising Structured Introductions Best Practices Exchange, Poster Learning Learning Lounge, Panel Discussion, Reflecting; Break-out Sessions, Case Studies, Structured Questions, Roundtable, Colloquium, Hands on Demonstrations, Workshop, Buzz Groups, World Café format Open Space Technology (Harrison Owen) Mind Mapping 360° Learning Interactivity Large group Methods)	Speaker Prep - Coaching Speakers - dry run  Moderators Facilitation  Speaker pictures	Drama in Meetings: Working with actors production of Sketches Entertainment  Production of Film / video clips Graphic Facilitation	Lego Meeting space: - flexibility and variation - environmental influence Flipchart, metaplan Whiteboards Slides Video and audio presentations Book marks or wallet cards, Charts Graphs Maps, Photographs Posters, personal notebook. Tip sheets, workbooks, Word charts, storyboards, Displays/exhibits Demonstrations Hands-on workshop Objects or models Furniture: - The round Table - panel desk Translation On site summary reports Daily conference newsletters	Games and Learning  Electronic Handouts  Electronic Voting  Collaboration technology  Including the cyber café The wiki Workshop Computer game design  document camera  Voting: Electronic Surveys Index Card Polling Dots Multi-voting Electronic Voting
Learning After		Facilitation		Reports following the meeting  Newsletters	Podcasts, Audio archives Wikis, Blogs Learning Content Management systems Online Handouts
Networking before		Facilitation			Matching systems
Networking during	Creating teams at meetings Coaching amongst participants The Buddy concept for participants one on one meetings	Facilitation	Drama in Meetings: Working with actors	Daily conference newsletters photo CCTV Hi Home group photo	RFID triggered welcome messages electronic badges handhelds
Networking after		Facilitation		Newsletters Face book ID poster	Social Networking Tools ID poster
Motivation Before	Decision Making Models to use at meetings - Decision Trees	Facilitation			
Motivation during	Charitable teambuilding Co-creation	Facilitation  drama	Drama in Meetings: Working with actors Music - create music together - Played music	Daily conference newsletters	Electronic Voting Quiz High home corner
Motivation After		Facilitation	souvenir	Newsletters, pre-stamped postcard	



## 4. Executing the Meeting based on the Design

### PRE PRODUCTION:

- 4.1. Applying meeting Identity
  - 4.1.1. In Print
  - 4.1.2. On line
  - 4.1.3. PowerPoint template
  - 4.1.4. Signage
  - 4.1.5. Room décor and branding
- 4.2. Production
  - 4.2.1. Presentation Design **BOOK:** Presentation ZEN.
  - 4.2.2. Presentation techniques, Pecha Kucha,
  - 4.2.3. Panel, debate, lecture, ...
  - 4.2.4. Story Telling
  - 4.2.5. The opening session
  - 4.2.6. The closing session
  - 4.2.7. Staging
  - 4.2.8. Video production
  - 4.2.9. Voice of god
  - 4.2.10. Branding production
  - 4.2.11. Creative director
  - 4.2.12. Procurement
  - 4.2.13. Green production
  - 4.2.14. HSE issues, CSR, green production...
- 4.3. ROI:
  - 4.3.1. Developing measurement tools
  - 4.3.2. Pre meeting measurement
- 4.4. Venue
  - 4.4.1. Site Inspection
  - 4.4.2. Floorplans
- 4.5. Local Suppliers
- 4.6. ...

### ON SITE PRODUCTION: D-Day

- 4.7. Logistics
- 4.8. AV
  - 4.8.1. Sound
  - 4.8.2. Light
  - 4.8.3. Presentation technology
- 4.9. ICT
  - 4.9.1. International ICT
  - 4.9.2. Internet
  - 4.9.3. On site printing
- 4.10. Staging
- 4.11. Recording of sessions, archiving,
- 4.12. Remote presentation
  - 4.12.1. Video Conferencing
  - 4.12.2. Phone presentation



- 4.12.3. Live vs delayed Webcasting
- 4.13. Remote participation
- 4.14.
- 4.15. Photography on site
- 4.16. On site Video production
  - 4.16.1. Vox pop
  - 4.16.2. Closing video
  - 4.16.3. Pictures in video
- 4.17. Media, pressroom, ...
- 4.18. Venue:
  - 4.18.1. Safety, Accidents, First Aid, ...
  - 4.18.2. Security, Theft, insurance, ...
  - 4.18.3. The team:
    - 4.18.3.1. Briefing and motivation
  - 4.18.4. ROI On site measurement
    - 4.18.4.1. Interview participants
  - 4.18.5. Relations
    - 4.18.5.1. With client
      - 4.18.5.1.1. Last minute 'CEO' impact
    - 4.18.5.2. Faculty
    - 4.18.5.3. Sponsors
    - 4.18.5.4. Venue
- 4.19. The executing team
  - 4.19.1. Meeting Architect
  - 4.19.2. Creative Director
  - 4.19.3. Meeting Support Manager
  - 4.19.4. Facilitators
  - 4.19.5. Key note speaker
  - 4.19.6. Moderator
  - 4.19.7. Technicians
- 4.20. Staying up to date
  - 4.20.1. Meeting Support Institute
  - 4.20.2. Trade associations
  - 4.20.3. Technology
- 4.21. Evolution of executive involvement during the design phase
  - 4.21.1.1. Case I: Long standing, defined executive team with experience
  - 4.21.1.2. Case II: Last minute involvement of top executives
  - 4.21.1.3. Case III: Change of top executives during planning phase
  - 4.21.1.4. The trust ladder: ensuring lines of communication that re-assure executives and allow everybody to be motivated and do a good job (Executive, Internal Meeting Staff, Agency, Suppliers)
  - 4.21.1.5. How to deal with an insecure executive on a power trip ☺
- 4.22. ...



## 5. Assessing the result: ROI

- 5.1. ROI methodology Jack Philips
  - 5.1.1. The methodology
  - 5.1.2. Planning
  - 5.1.3. Data collection
  - 5.1.4. Isolate effects
  - 5.1.5. Converting data to money
  - 5.1.6. Reporting results
  - 5.1.7. Implementation
  - 5.1.8. ROI forecasting
  - 5.1.9. Case studies
  - 5.1.10. **BOOK:** Proving the value of meetings and events.
  
- 5.2. Evaluation of objectives
  - 5.2.1. Evaluation Steps
  - 5.2.2. Evaluation Tools/Methods
    - 5.2.2.1. Survey techniques
    - 5.2.2.2. Online surveys
  - 5.2.3. Examination Tools and Methods
  
- 5.3. Meeting evaluation
  - 5.3.1.1. Determine success
  - 5.3.1.2. Identify strengths and weaknesses
  - 5.3.1.3. Compare meeting costs to the benefits
  - 5.3.1.4. Decide who should participate in future meetings
  - 5.3.1.5. Identify which participants were best suited for the meeting content
  - 5.3.1.6. Reinforce major points of the presentation
  - 5.3.1.7. Gather data for future meetings
  - 5.3.1.8. Determine if the meeting was the appropriate solution for the need
  - 5.3.1.9. ...
  
- 5.4. Increasing ROI
  - 5.4.1. Continue and repeat
    - 5.4.1.1. Continue and repeat for learning
    - 5.4.1.2. Continue and repeat for networking
    - 5.4.1.3. Continue and repeat for motivation
  
  - 5.4.2. Transferring learning to behavior
    - 5.4.2.1. **BOOK:** Transferring learning to behavior (Kirkpatrick)
  
- 5.5. ...



## 6. Industries to learn from

- 6.1. Training
  - 6.1.1. Examination
  - 6.1.2. Surveying
  - 6.1.3. Humor
  - 6.1.4. Teambuilding
  - 6.1.5. Improvisation
  - 6.1.6. Brainstorming
- 6.2. Adult learning industry
  - 6.2.1. **BOOK:** Objectives to outcomes, Your contract with the learner (PCMA, 1995)
  - 6.2.2. Principles of Adult Learning
  - 6.2.3. **BOOK:** Transferring learning to behavior (Berrett-Koehler, 2005)
- 6.3. Incentive travel industry
  - 6.3.1. Impact of destination on the participants
  - 6.3.2. Impact of the Venue on the processes amongst participants
- 6.4. Meeting Industry:
  - 6.4.1. How Meeting Logistics Affect Learning
    - 6.4.1.1. Food & Beverage
    - 6.4.1.2. Breaks
    - 6.4.1.3. Room Sets
    - 6.4.1.4. Timing of meeting and timing of venue ...
- 6.5. Marketing and communication
  - 6.5.1. Branding
  - 6.5.2. Experiential marketing
  - 6.5.3. Communication in B2B, B2E
  - 6.5.4. Basic principles in Marketing and communication
- 6.6. Technology
  - 6.6.1. Virtual meetings
  - 6.6.2. Web conferencing
  - 6.6.3. Online learning tools
  - 6.6.4.
- 6.7. Distant Learning
- 6.8. HR Human Resources
- 6.9. OD Organizational Development: Large group methods
- 6.10. Leadership ...



## 7. Science

- 7.1. Psychology
  - 7.1.1. Priming
  - 7.1.2. Source effect
  - 7.1.3. Subliminal messages
  - 7.1.4. Chunking
  - 7.1.5. Lewin's freeze phases
  - 7.1.6. Social loafing
  - 7.1.7. NLP
- 7.2. Social psychology
  - 7.2.1. Group Dynamics, Large Group Dynamics
    - 7.2.1.1. Groupthink
    - 7.2.1.2. Unconscious Dwelling
    - 7.2.1.3. Collaboration
    - 7.2.1.4. Co-creation ...
    - 7.2.1.5. Different groups = different dynamics
      - 7.2.1.5.1. Corporate: Staff, Sales, Management, Clients, Users, ...
      - 7.2.1.5.2. Association: Trade association and Industry association
    - 7.2.1.6. **BOOK:** The handbook of Large Group methods.
- 7.3. Architectural Psychology Impact of Room height on participants creative thinking
  - 7.3.1. Multisensory environments
  - 7.3.2. Coleman Finkel 8 types of meeting environments
  - 7.3.3. Physical format affects tone, communication, mood
  - 7.3.4. Room
    - 7.3.4.1. Natural light/lighting, Color, Comfort, Temperature
    - 7.3.4.2. Furniture
- 7.4. Cognitive psychology
  - 7.4.1. Humor
  - 7.4.2. Emotional Components
- 7.5. Cognitive science
  - 7.5.1. Learning Models
    - 7.5.1.1. Andragogy (Malcolm Knowles)
    - 7.5.1.2. Experiential learning
    - 7.5.1.3. Enhanced learning
  - 7.5.2. Impact of sleep on learning
- 7.6. Neurology
  - 7.6.1. Travel stress to/from meeting
  - 7.6.2. Influence of light
  - 7.6.3. Hormonal impact on memory, Adrenaline, Ghreline,
  - 7.6.4. Portable brain scanners
  - 7.6.5. Gender Differences (fMRI studies)
  - 7.6.6. Food impact
    - 7.6.6.1. Coffee
    - 7.6.6.2. Alcohol
    - 7.6.6.3. Lunch
- 7.7. NEUROBIOLOGY
  - 7.7.1. emotionally-influenced memory consolidation (**James L. McGaugh**, Ph.D)
  - 7.7.2. Right Brain/Left Brain/Whole Brain thinking
  - 7.7.3. Generational Differences (fMRI studies)
  - 7.7.4. Relaxation/Recreation
  - 7.7.5. Food impact
- 7.8. Anthropology
  - 7.8.1. Tribal needs
  - 7.8.2. Camp fire techniques
  - 7.8.3. Building community
- 7.9. Aromatherapy
- 7.10. ...



## 8. General management

- 8.1. Project Management
  - 8.1.1. **BOOK:** The project meeting facilitator. (Jossey-Bass 2007)
- 8.2. Quality management, Service level Agreements, ...
- 8.3. Ethics/Legal Issues
  - a) Copyright laws
  - b) Intellectual Property
  - c) ADA (only for US meetings)
- 8.4. Organizational Structure
- 8.5. Leading your team
- 8.6. Corporate politics and diplomacy
- 8.7. Strategic alignment
- 8.8. HSE & CSR Issues
- 8.9. Sponsorship
- 8.10. Confidentiality
- 8.11. PR and working with Press
- 8.12. ...

9. **Specializations:** medical conferences, commercial conferences, corporate conferences,

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### CONTACT

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### ALSO

Facebook Group Meeting Architecture



The white paper and project website: [www.meetingarchitecture.org](http://www.meetingarchitecture.org)

About the book and it's author [www.meetingarchitecture.com](http://www.meetingarchitecture.com)

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