



SO, YOU WANT TO HAVE A
MEETING?

Applying Meeting Science to Improve your Meetings
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A word cloud of various phrases and words related to effective meetings. The words are arranged in a circular pattern around the central text 'interactive participation'. The words are color-coded: pink for 'interactive', blue for 'participation', red for 'productive', and yellow for 'energy'. Other words include 'movement', 'on time', 'many ideas', 'discussion', 'focus', 'clear action items', 'pre-meeting materials', 'good participation', 'participants committed to', 'thoughtful agenda', 'variety in engagement', 'good facilitator chair', 'clear objectives', 'offers for help', 'collaboration', 'organization', 'when people support each', 'breakouts', 'ideas', 'interaction', 'honesty', 'beginning middle and end', 'conversation', 'problem solving', 'fun', 'participants feel heard', 'actionable next steps', 'active participation', 'engaged discussion', 'objective', 'high energy', 'clarity', 'distilled', 'engaged conversations', 'opportunities to talk', 'engagement', and 'meaningful'.

movement on time many ideas discussion focus clear action items pre-meeting materials good participation participants committed to thoughtful agenda variety in engagement good facilitator chair clear objectives offers for help collaboration organization when people support each breakouts ideas interaction honesty energy fun participants feel heard actionable next steps active participation engaged discussion objective high energy clarity distilled engaged conversations opportunities to talk engagement meaningful

interactive
participation
productive
energy

WHAT MAKES A
GOOD MEETING?

WHAT MAKES BAD MEETINGS



No agenda

Too many people, too few people

No purpose/objectives/goals/meeting outcomes

Wasting individual times

No positive, actionable results

No value added

Facilitator allows dysfunction to happen

Meeting invite doesn't have enough information

Lack of logistics planning/correction

Late start

Lack of structure; disorganized; poor planning

Miscommunication

Negative feedback

Inconclusive

Uncomfortable environment

MEETINGS MATTER!

Inclusion

Innovation

Return on
Investment

Engagement

Building of Trust

Teamwork/
Collective Brainpower

Connection

Communication

Collaboration

Cooperation

Consensus Building

More Perspectives

TYPES OF MEETINGS



Status Update Meetings



Information Sharing Meetings



Decision Making Meetings



Problem Solving Meetings



Innovation Meetings



Team Building Meetings

WHEN A MEETING IS NECESSARY



Topic is complex

Topic spans multiple functions, expertise,
persons/departments/organizations

Allows persons/departments/organization to be apart of the decision
making and next steps for buy in and better results

Helpful to gain feedback and perspectives from different persons

Best to collect information "face-to-face" and in real time

Collaboration and communication is necessary in advance of developing
documentation or messages

When in doubt, ask others!

Meeting has no clear purpose or outcomes.

Reoccurring meeting outlives its purpose.

Critical participants are not available.

Participants don't have enough information to fully participate or adequate time to prepare.

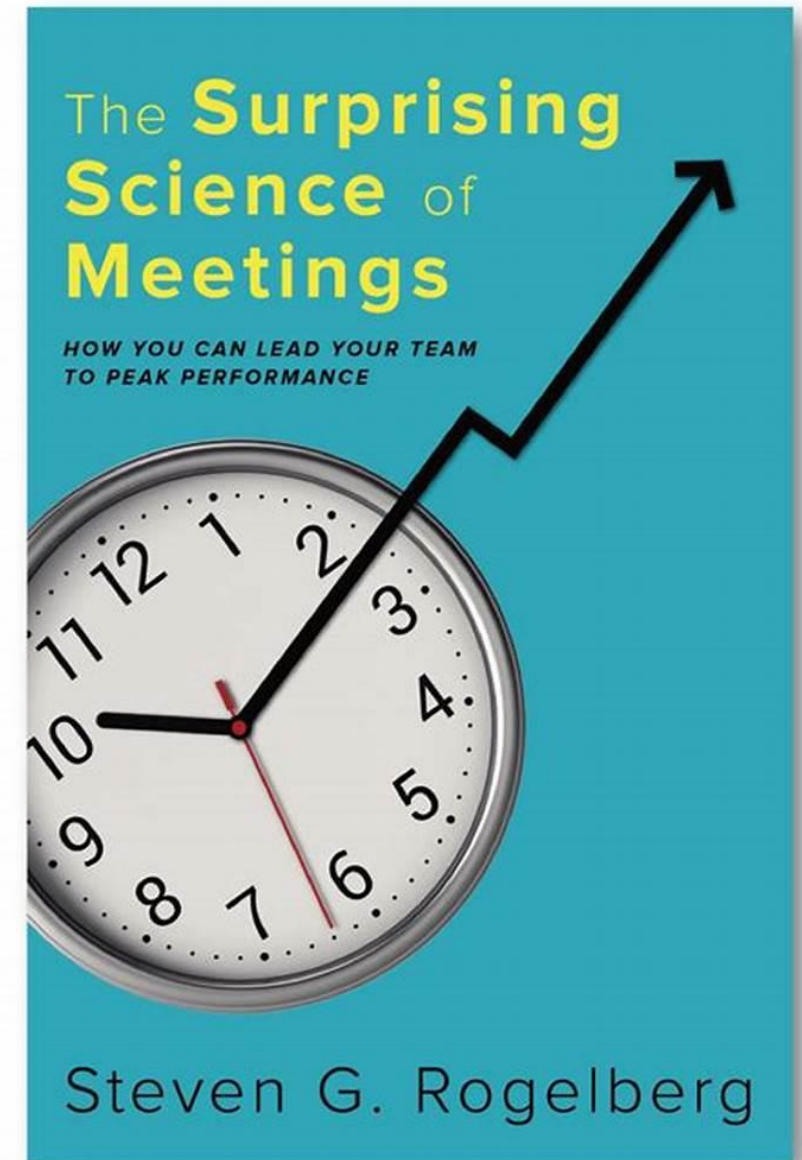
Feedback or information is better received in other ways.

Friday afternoon before holiday weekend. 😞

Monday morning after holiday weekend. 😞

AND WHEN IT'S NOT....

- U.S. employees endure 55 million meetings/day
- 50% of meeting time is not effective
- 68–100% of employees complain about being in meetings
- Only 2% of Fortune 500 companies are employing engagement surveys about meeting effectiveness
- Bad meetings impact employee engagement, but so do good meetings
- Meetings that start late had meaningful consequences
- The data on agendas is not impressive, but the way they are facilitated and managed is
- Silent brainstorming yields better results
- Making your meetings better result in tremendous financial and engagement gains
- Meetings can be vastly improved by leveraging evidence-based paths and strategies





Have a steward mindset.

Don't default to 1-hour meetings.

Manage meeting size.

Start and end your meetings well.

Frame your agenda topics as questions.

Try alternative formats.

Evaluate your meetings periodically.

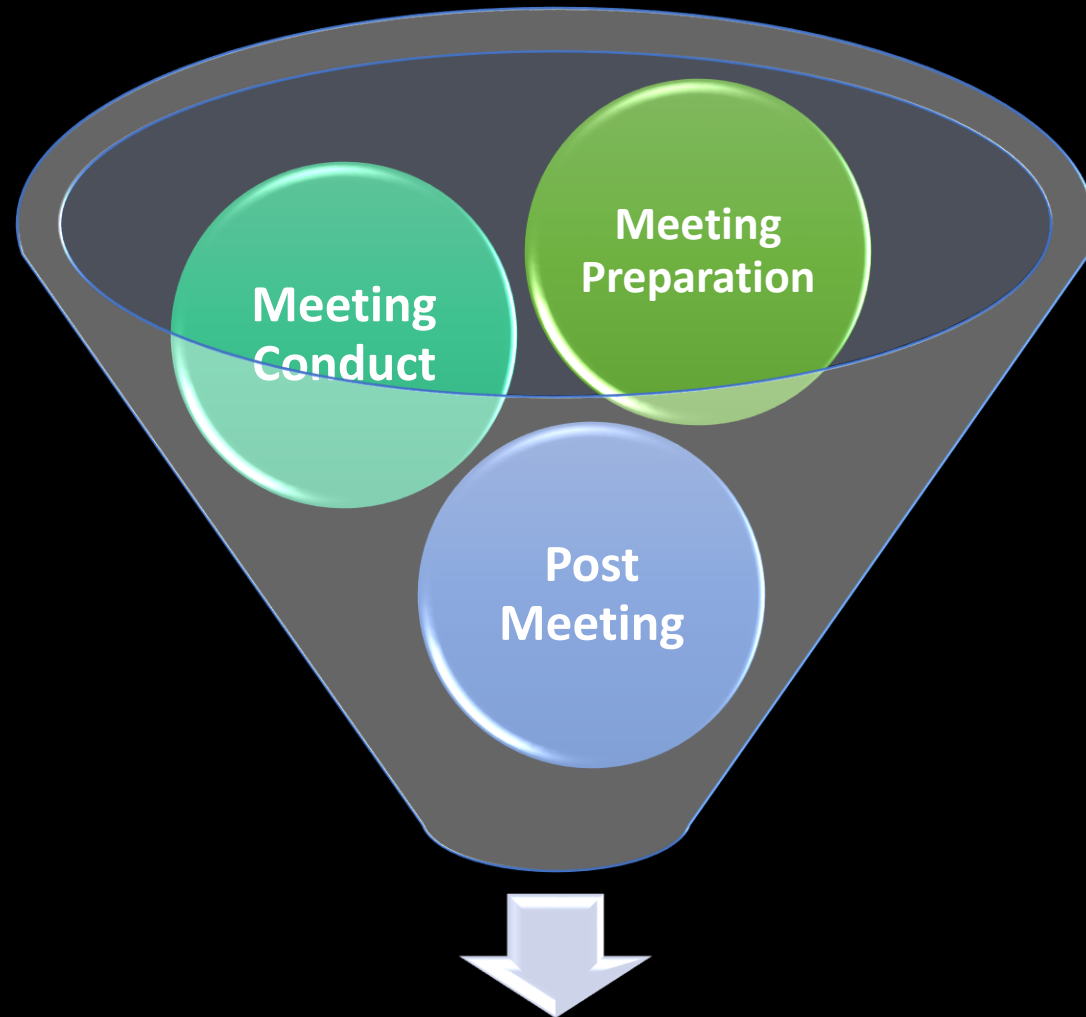
PROBLEM: A FEW DOMINATE THE CONVERSATION

SOLUTION: BUILD ENGAGEMENT IN YOUR DESIGN

- Be intentional in your agenda design.
- Speak to participants **in advance** of meeting (ask for engagement from your non-talkers).
- Establish **norms/ground rules**.
- Consider **dyadic work**, work in pairs first to get everyone engaged.
- Collect and synthesize information from participants **in advance of meeting**.
- Brainstorm in silence (anonymous input may be more effective)
- Use meeting apps for voting.

CULTURAL CHANGES AROUND MEETINGS

- Offer meaningful training on running meetings.
- Package agendas with meaningful change.
- Require approval for large meetings.
- Get groups talking about meetings. Make a plan
- Uphold meeting free time (e.g., Finish it Fridays).
- Endorse meeting guidance/principles/chief meeting officer.
- Assess on engagement and pulse surveys around meetings.



Designing Effective Meetings

MEETING PREPARATION

- What type of meeting are you having?
- Define the purpose and expected outcomes
- Identify who needs to come to fulfill the purpose and outcomes
- Prepare your agenda, have good questions, consider group dynamics and techniques
- Get documentation in order – let people prepare before the meeting. Set folks up for success. Think about the timing to send that out.
- Send out meeting invitations with the appropriate information needed. Make connections to persons in advance if it helps to fulfil the purpose.
- Prepare your meeting kit (sticky notes, sharpies, dot voting stickers, markers, name tents) what you need to conduct your meeting effectively
- Determine if you need help (e.g., registration, technology, breakout support)

ADRIANA GIRDLER'S GROUND RULES

- You are responsible for our success
- One person speaks at a time
- Be supportive of all opinions
- Be on time when returning from breaks
- Think process not personality
- Think how it CAN be done, not how it can't
- Be flexible in your thinking - out of box thinking is required
- What is said here stays here
- Phone and computers off
- Details, details, details

DEVELOPING THE PURPOSE & OUTCOMES

- What problem might it help solve?
- What will people get out of the meeting?
- What will be different after this meeting?
- What do you want the participants to leave the meeting having accomplished or determined?
- How will people feel when they leave this meeting? What will people leave this event talking about?
- At the end of the meeting, what needs to happen for all to feel it was worthwhile.
- What would a successful outcome look like? How might it be measured? What is the outcome you most expect? What is the one you most desire?
- What is the purpose of your meeting? What else? What else? What else?

WHO GETS IN, WHO STAYS OUT

- Who helps to fulfill the purpose?
- Who threatens the purpose?
- If the list is getting out of control, you need to ask - who was this meeting for first?

VALIDATING YOUR MEETING DESIGN

- ☑ Are we getting to the outcomes as quickly as possible?
- ☑ What will it feel like?
- ☑ Do I have a balance of energy?
- ☑ Is it confusing or clear?
- ☑ Am I over-committing the time?
- ☑ Can I reframe the agenda topic as a question?
- ☑ Have I clearly defined the meeting purpose and expected outcomes?
- ☑ Do topics affect the entire group and does the whole group need to solve them?
- ☑ Do I have the right people to fulfill the meeting purpose and outcomes?
- ☑ Does the design make the connections you want to create? (Connections just don't happen on their own)

MEETING CONDUCT

- Arrive early to set up your meeting (e.g., avoid technical issues)
- Use specific tools so participants know what to expect from them (Ground Rules, Parking Lot, Time Outs)
- Start meetings well - greet them, make introductions
- Manage the conversations, work with group dynamics
- Ensure everyone has the opportunity to participate
- Summarize agreed upon action items with due dates
- End meetings well - end on a high note, be grateful for their time

POST MEETING

- What will post-meeting activity look like? How do you capitalize in the work done in your meeting for the future?
- Determine what **follow up** looks like and communicate it with your participants and their role in fulfilling to it.
- Send everything collected during the meeting **within 24 hours** to participants.
- **Evaluate meetings** periodically (how are you as a meeting leader, how to improve meetings, evaluate feedback)

ICHI-GO ICHE-E



"One meeting, one moment in your life that will never happen again."

"....praise this moment because [the next time we meet], we'll have a new experience, and we will be different people and will be bringing new experiences with us, because we are also changed."

What will make this meeting different from all the others?