Why are we talking about meetings?

Estimated 55 million meetings per day in the US alone.

50%
But meetings can readily be improved leveraging evidence-based paths and strategies.

Introduce Myself

- Chancellor's Professor of Organizational Science, Management, and Psychology as well as the Director of Organizational Science.
- Companies for whom I have provided consulting services include: RSC, IBM, Family Dollar, Grace Cocoa, Vulcan Materials, PetSmart, VF Corporation, TIAA CREF, Proctor & Gamble, Siemens, and Gilbarco.
- Over $2,000,000 of external grant funding including from the National Science Foundation.
- Secretary General of the Alliance of Organizational Psychology.
- Research and Science Officer, SIOP.
- Founded and currently directs two large outreach initiatives focusing on nonprofit organization effectiveness. Over 1000 nonprofits have been served.
- Meeting/Team Scientist

My goal is to distill this work and others work into evidence-based practices that can work.

"Top 14 business books everyone will be reading in 2019 "
- Washington Post

" #1 Leadership Book to Watch for in 2019 "
- *Business Insider
What % of people complain about wasting time in meetings?

A) 0-33%
B) 34-67%
C) 68-100%

What % of employees have at least one meeting a week where they felt their time was not well spent?

A) 0-33%
B) 34-67%
C) 68-100%

Meeting Negativity—Frustrations Abound!

“Too many meetings” was the No. 1 time-waster at the office, in a survey of 3,164 workers

Source: Salary.com study

72% of senior managers call meetings “unproductive”
Can Research Provide Insights?

- Format and structure of meetings—stand-up vs sit-down.
- Meeting satisfaction—who is most satisfied?
- The role of silence in meetings for ideation.
- Other work I have done...

Meeting Demands

- How demands on time by meetings relate to daily fatigue and workload perceptions.
- Individuals maintained a diary of meeting activity across a week.
- In those days, people had more meetings...
Meeting Lateness

• Approximately half of meetings start late.
• What are the biggest reasons why?
• First experiment conducted on the topic.

My Most Important Research

• Leaders, meetings, employee engagement
• We know how important engagement is
• Goal: Demonstrate strategic connection
• Over 100 employees studied

One thing just as bad as starting late...
Meetings done **WRONG** have tremendous dollar costs, disengagement, and even meeting recovery syndrome.

Meetings done **RIGHT** are major opportunities for inclusion, better serving your mission, and helping animals!

### Who is responsible for meeting improvement?
Meaningful Training

Over 75% of managers are never trained on meeting content at all.

AGENDA EXAMPLE

• Some organizations require approval for large meetings
• Get groups talking about meetings—followed by collective action plan (e.g., book club)
• Meeting free times—to decrease interruptions (e.g., Finish it Fridays)
• Assess on engagement and pulse survey
Ultimately it is about each leader improving one meeting at a time.

Before sharing a Quick7 identify your top 7

1. Starts with a steward mindset—think donor

2. Go for the smallest number of people possible. Consider inviting people for part, but not all. Consider core members vs secondary members

3. Don't just default to 1 hour. Remember Parkinson’s law. Go for shortest time reasonable, given goals. Then, dial it back a little. Create healthy pressure.
Start your meeting well—remember you are a host.

Leverage alternative meeting formats like huddles, standing, or walking meetings.

End meetings well.
As a leader, evaluate your meetings periodically or at least scan for signals of ineffectiveness.

- See if people are using their phone as a “coping device.”
- Are there a host of side conversations?
- Are you doing most all the talking?
Any meeting worth holding, is worth planning

By failing to prepare, you are preparing to fail.

— Benjamin Franklin

How far in advance to distribute an agenda?

How determine agenda items?

When in the agenda do you discuss the “meaty” items—the start, middle, or end?

You can set times for agenda items. What could this be good for?

What do you think of the following agenda?

Agenda

Meeting Date: January 22, 2017, Meeting Time: 10am – 10:50 am

Item 1: Quick announcements and updates from last meeting
• Sam and Latoya have a coordination issues to share. Time: No more than 4 minutes

Item 2: Broach concerns about meeting 2nd quarter goals, generate potential solutions to make up gap.
• Process note: I will lead this open discussion, but will assign implementation owners based on what is decided
• Preparation: Start reflecting on potential ideas in advance

Item 3: Decide on which product branding campaign to go with – Part 2
• Process note: Lisa will poll each of you and ask you to share your thinking, then lead the discussion and make a decision. Lisa will coordinate with vendor.
• Preparation: Review last week’s discussion of alternatives.

Item 4: Shout outs
• Process note: Jackson will lead
• Preparation: Bring thanks 😊

Item 5: Q&A
• Want to reserve the last part of the meeting to answering some pressing questions you might have relevant to our team.
Key Innovation

- Instead of topics, sometimes frame as questions
- By framing as questions you better know who to invite and when you are done. If questions are not relevant to folks, they can opt out.
- No key questions—consider canceling and get the info out a different way.

Instead of a topic titled "Budget Problems" consider a question such as "How will we reduce our spending by 100K by the end of the fiscal year"?

Instead of a topic titled "Customer Process Improvement", consider a question such as "What are the key ways of improving overall response time to customers by 25%?"

Meeting Engagement

How do you deal with the situation that just a couple of folks are dominating the conversation and lack of engagement by others?

Bonus: How prevent it from ever happening?

Meeting science would suggest designing that problem away before it starts.
**Build Engagement By Design**

1. Agenda owners
2. Speak to folks before the meeting (ask for engagement from your non-talkers)
3. Establish norms
4. Dyadic work, work in pairs first
5. Collect and then synthesize people thoughts/ideas around an issue in silence
6. Meeting apps for voting

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Sometimes disengagement is confounded with lack of preparation.

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**Finish line Just ahead**

**What are my personal feelings about meetings?**
• I am excited that meeting science can truly move the dial
• I am excited that making even 20% of your meetings, 20% better, results in incredible financial and engagement gains over time
• I am excited that you can be the light and help others recognize that they are points of light

Want to hear more about the book and its other content?
TheSurprisingScience.com
StevenRogelberg.com

"Top 14 business books everyone will be reading in 2019"
- Business Insider

"If leadership book to watch out for in 2019."
- Washington Post

"One of the Top 5 U.S. Business Books"
- Shanghai Daily

"Our 10 favorite new books for people managers"
- SHRM

"13 Summer Must-Read Business Books in 2019"
- BigSpeak

"Ten Best 2019 Summer Business Books—for your commute or on the beach"
- Strategy & Business

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Over 20 Years
Close to 150 Shelters
Big Thanks to The Association!