LET'S START

Meet by Design
Using Science to Run Awesome Team Meetings

Topics To Do

Intro

A Good Meeting

An Effective Meeting

A Meeting Operating System

Q&A / Wrap Up
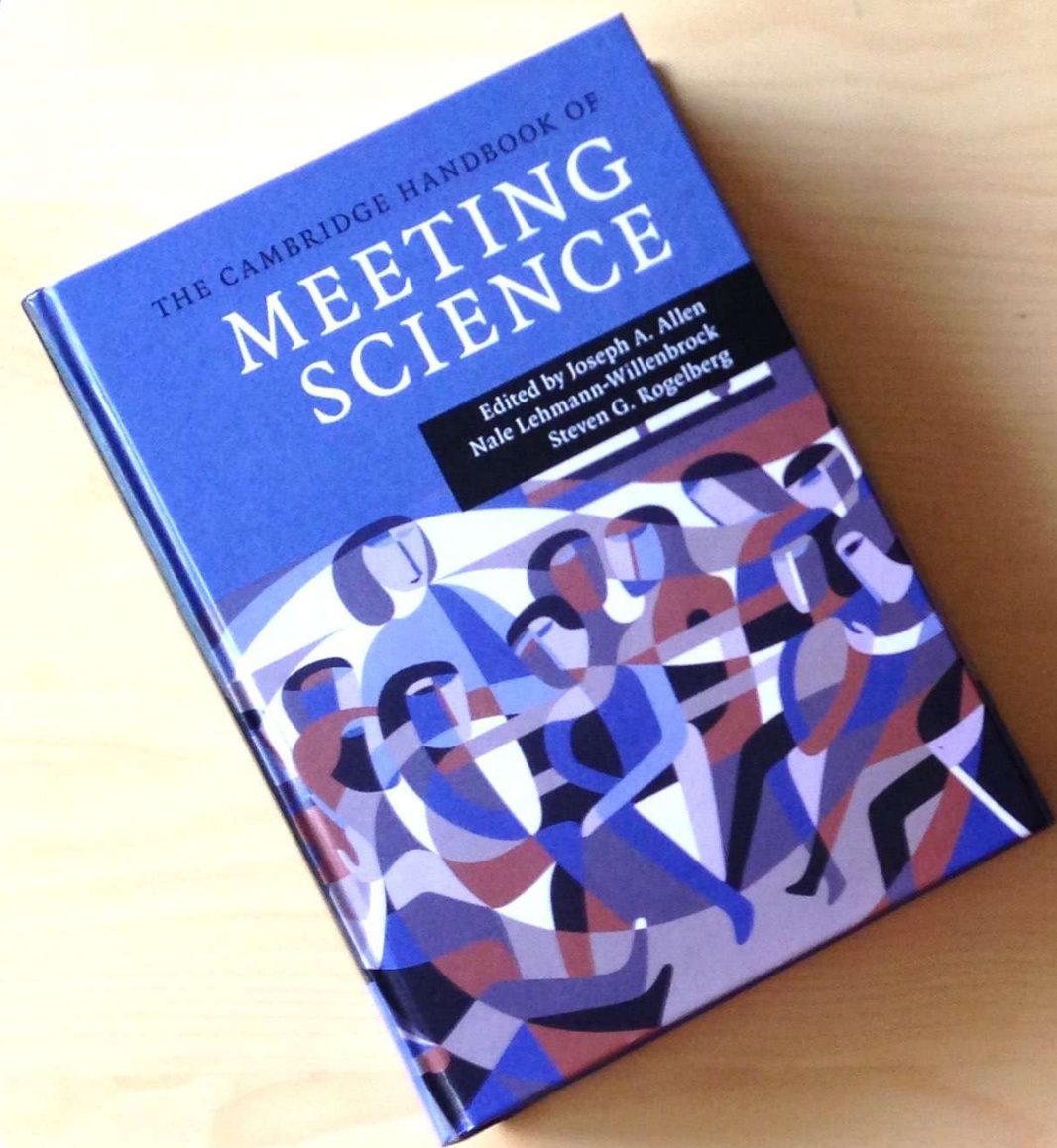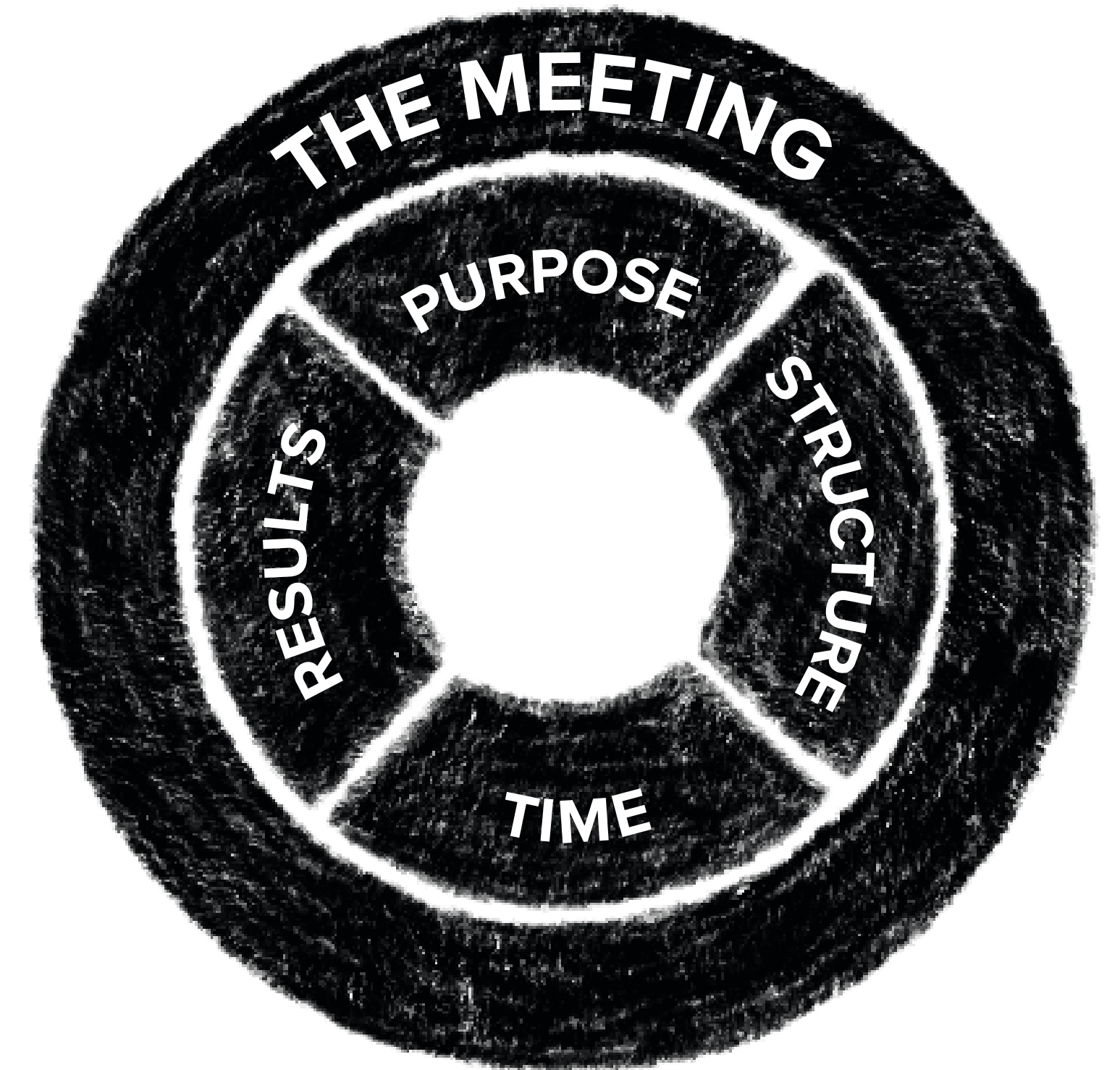
Doing

Intro

A Good Meeting

Done!

Intro

What it Means to "Use Science"

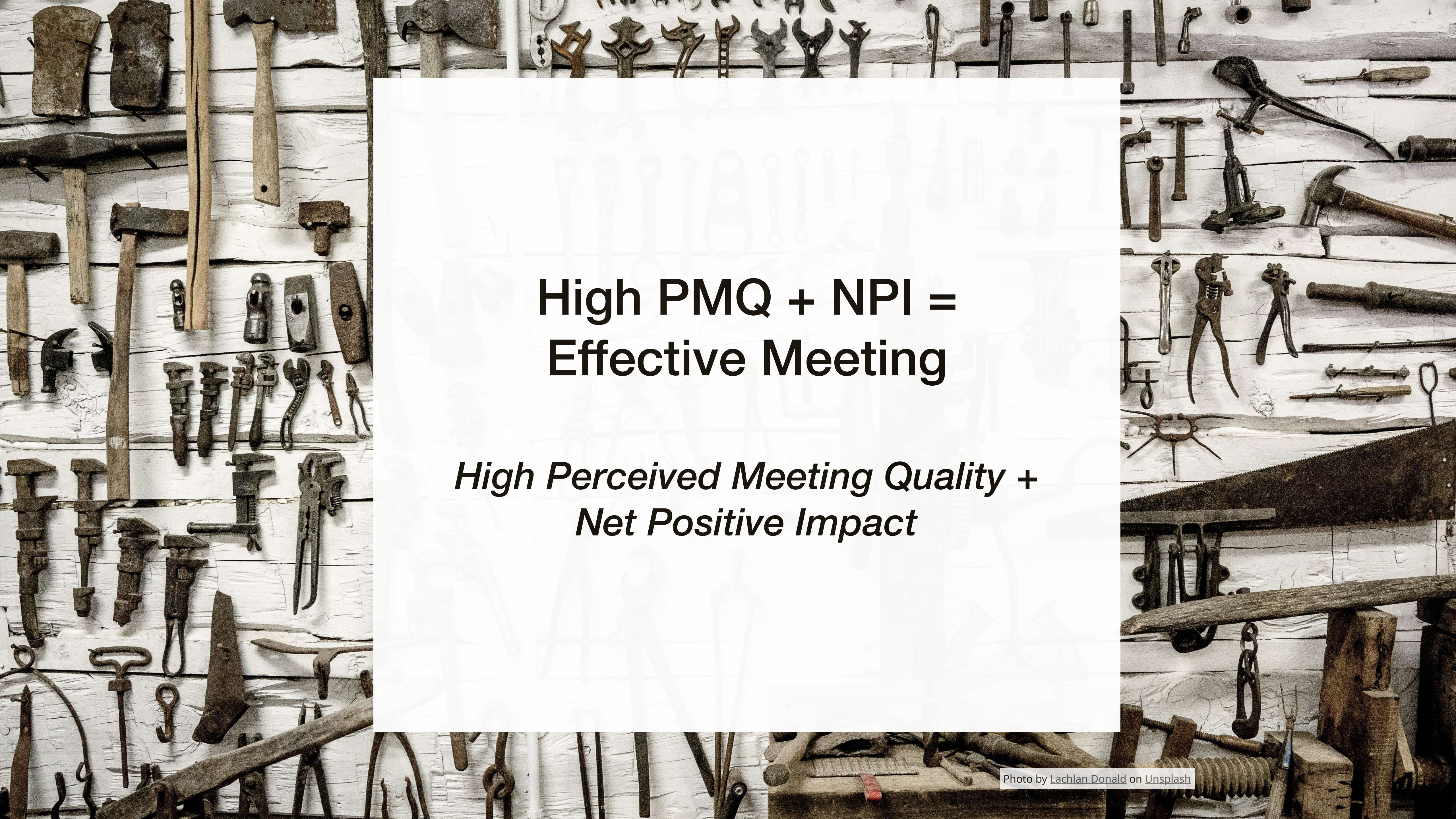# What are the requirements for an effective meeting?

High PMQ + NPI = Effective Meeting

High Perceived Meeting Quality + Net Positive Impact

HIGH PERCEIVED MEETING QUALITY

The feeling you have after

participating

in a **high-quality meeting.**

"Meeting Design Characteristics and Attendee Perceptions of Staff/Team Meeting Quality" Cohen, Melissa A.,Rogelberg, Steven G.,Allen, Joseph A.,Luong, Alexandra (2011)

To Lead Good Meetings...

- ~~Short~~
- ~~Agenda~~
- ~~Minimize # of Meetings~~
- ~~Fewer People~~

✓ **On Time**

✓ **Clear Purpose & Results**

✓ **Minimize Interruption**

✓ **Relevant People**

Set and Meet Expectations.

**Purpose =
Verb
Why you're meeting**

THE MEETING

PURPOSE

STRUCTURE

TIME

RESULTS

HIGH PERCEIVED MEETING QUALITY

The feeling you have after

participating

in a **high-quality meeting.**

"Meeting Design Characteristics and Attendee Perceptions of Staff/Team Meeting Quality" Cohen, Melissa A.,Rogelberg, Steven G.,Allen, Joseph A.,Luong, Alexandra (2011)

"Purpose is your bouncer."
- Priya Parker, *The Art of Gathering*

**Your name.
Your card.
How that card relates to your experience.**

Technique: 1-2-All

0   Ask a *great* question!

1   1 to 2 minutes **silent individual reflection**

2   Turn to a partner. **Discuss in pairs.**

All   People volunteer to share answers with **the whole group.**

Cognitive Principle 1: Framing

My favorite part of Star Wars was when Darth Vader lost his cool during a staff meeting and started choking a co-worker.

Cognitive Principal 2: Multi-Sensory Input Improves Recall

I'm Elise!

Cognitive Principle 3

Silence

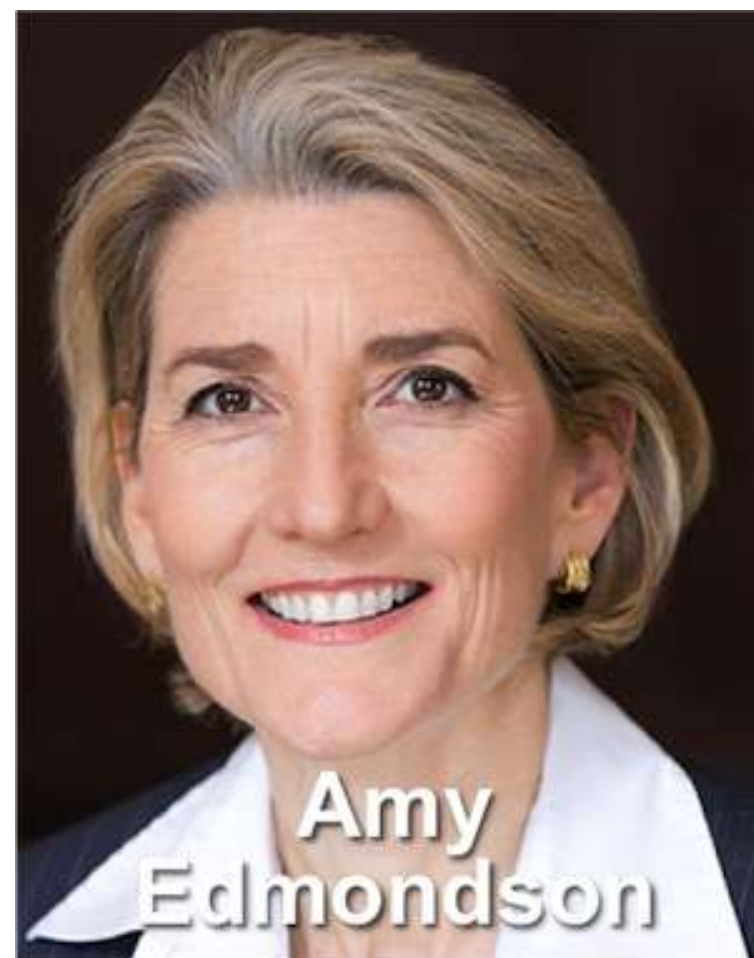*Thinking*   *Listening*   *Safety*

Psychological Safety

"It turns out that no one wakes up in the morning and jumps out of bed because they can't wait to get to work today to look **ignorant**, **incompetent**, **intrusive**, or **negative**."

Amy Edmondson

Author of Teaming
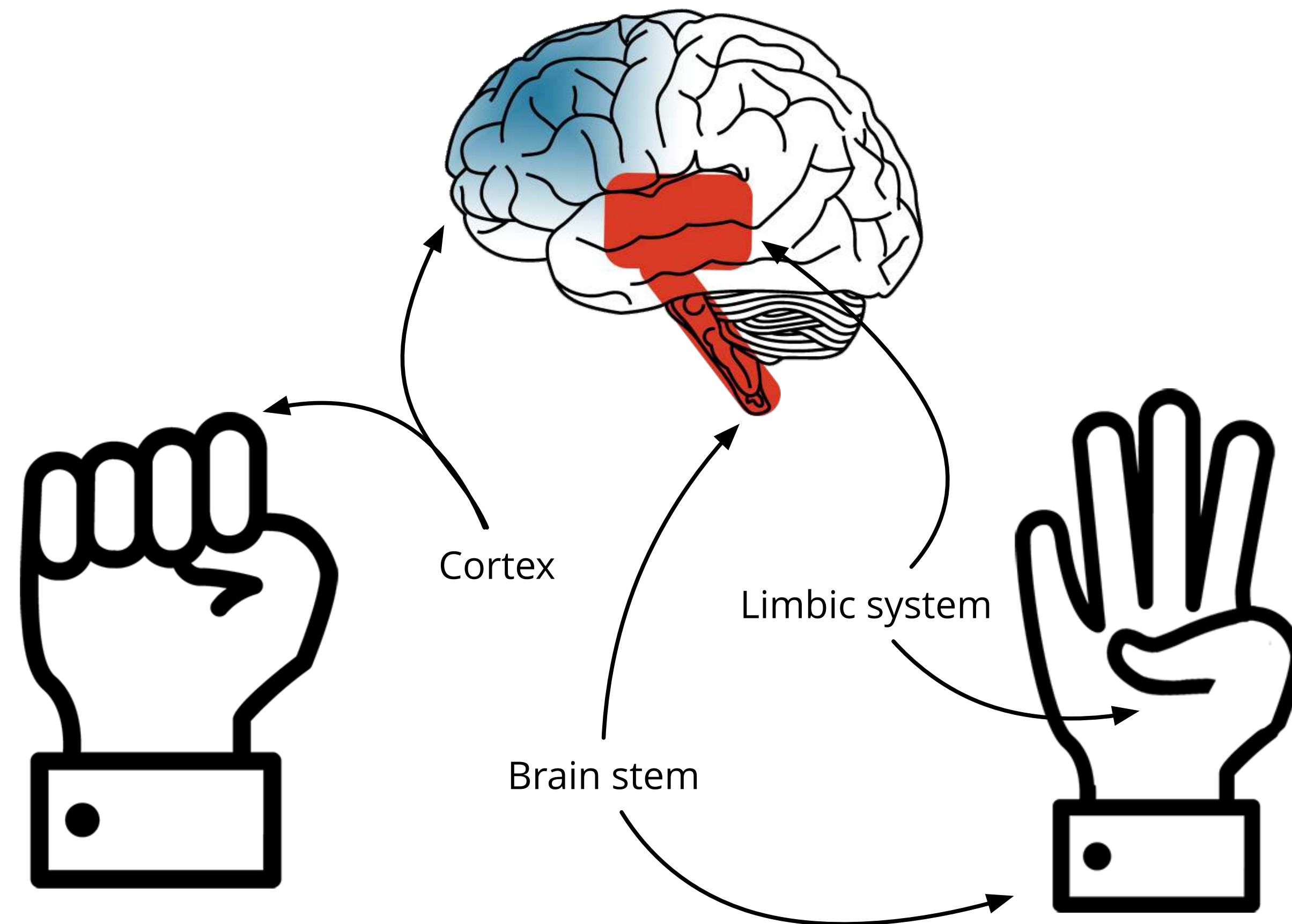*Novartis Professor of Leadership and Management at Harvard Business School*
Building a psychologically safe workplace - TedX
https://www.youtube.com/watch?v=LhoLuui9gX8

Insufficient Psychological Safety

Cortex

Limbic system

Brain stem

6 Fields of Distraction

Technology

Physical Pain

Emotional Pain

Unfinished Business

Distracting Yourself

Multitasking

Three Parts to Every Decent Meeting

Focus ▸ Do the work ▸ Wrap it up
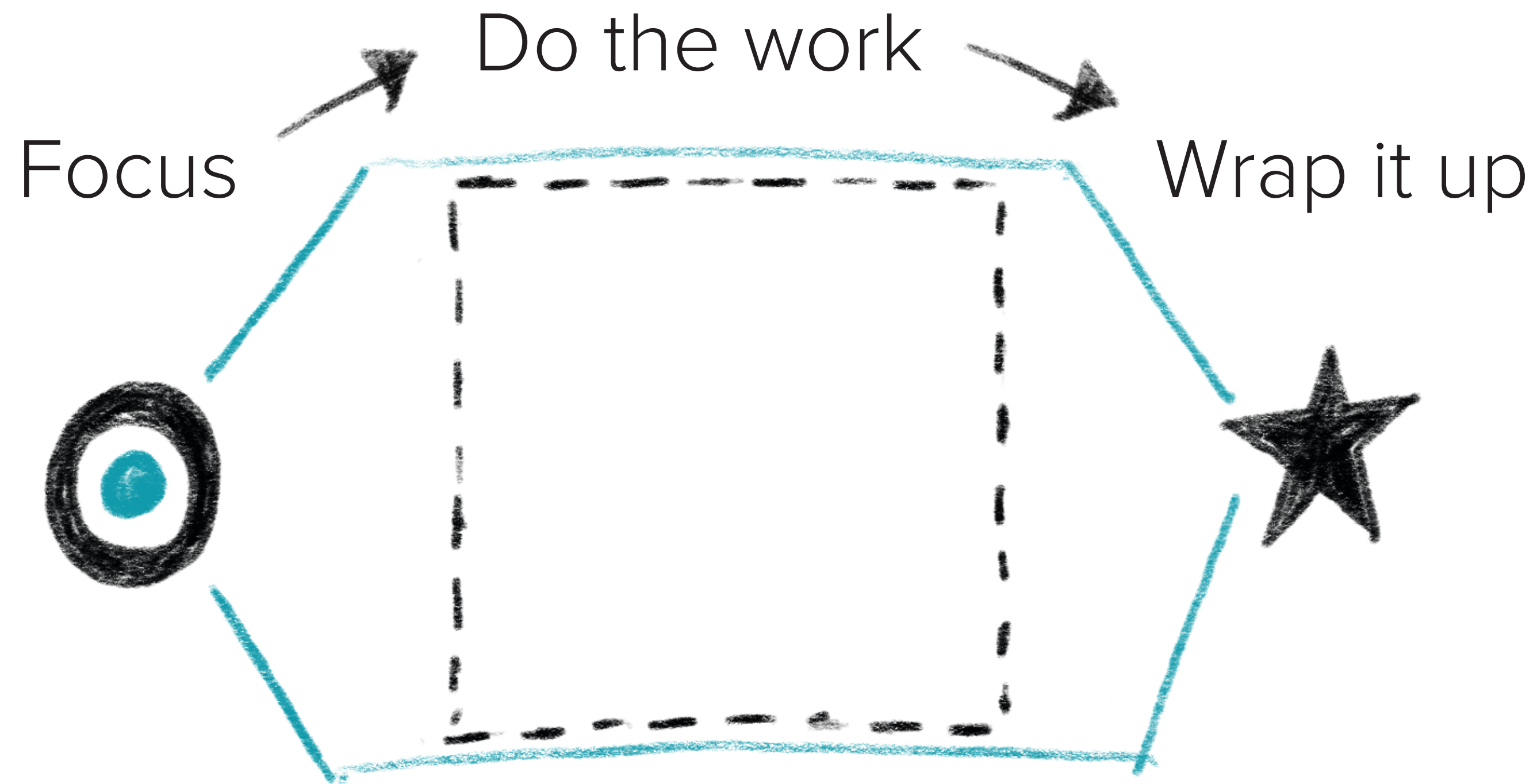
- *New Team:* 30% ▸ 50% ▸ 20%

- *Established Team:* 20% ▸ 65% ▸15%

- *Established Team w/ Optimized Structure:* 10% ▸ 80% ▸10%

appreciations

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2. NET POSITIVE IMPACT

A meeting that creates **more value than it costs** and **leaves the group in a better place.**

A Successful Meeting Serves a Specific Function

**Purpose =
Verb
Why you're meeting**

**Desired Outcomes
= Nouns
What you get**

NPI = Outcomes that move the ball forward

Example: Agile Rituals
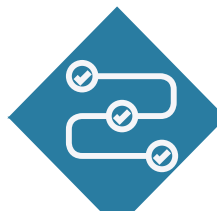
- Chartering

- Planning Meeting

- Daily Stand-Up

- Iteration Retrospective

- Stakeholder Demo

- Launch Approval

- Project/Program Retrospective

Clarity of purpose ~ Defined outcomes ~ Roles & rituals ~ Engaged participants
You can get really good at running one!

The Taxonomy of Business Meetings

Team Cadence
Weekly Team Meeting
Daily Huddle
Working Session

Progress Check
Project Status Update
Portfolio Review
Stakeholder Update

One-on-One
Manager One-on-One
Coaching Session
Mentoring Session
"Catching Up"

Action Review
Retrospective
Win/Loss Review
Rehearsal

Governance Cadence
Board Meeting
Quarterly Strategy Refresh
Client QBR

Idea Generation
Solution Brainstorm
Ad Campaign Ideas
Requirements Brainstorm

Planning
Project Planning
Product Development Planning
Campaign Planning
Event Planning

Workshops
Design Workshop
Team Building
Value Stream Mapping
Kickoff
Chartering

Problem Solving
Root-Cause Resolution
Incident Response
Plan Reset

Decision Making
Strategic Opportunity Decision
Candidate Selection
Final Approval

Sensemaking
Investigations
Informational Interview
Market Research
User Testing
Sense-Making

Introductions
Sales Call
First Interview
New Hire Introduction
Investor Pitch

Issue Resolution
Support Escalation
Contract Negotiation
Dispute Resolution

Community of Practice
Meetups
Safety Committee
Lunch-n-Learn

Training
Skills Certification
New Hire Training
Client Training

Broadcasts
All-Hands Meeting
Webinars
Press Briefing

Legend:
- Congenial Meetings
- Formal Meetings
- Intense Meetings

LUCID

Example: Agile Rituals

Chartering

Planning Meeting

Daily Stand-Up

Iteration Retrospective

Stakeholder Demo / Sprint Review

Launch Approval

Project/Program Retrospective

Clarity of purpose ~ Defined outcomes ~ Roles & rituals ~ Engaged participants
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3. MEETING OPERATING SYSTEM

A system used by organizations to ensure **meetings are effective** and **strategically aligned** to the needs of the business.

Photo by Goh Rhy Yan on Unsplash

Meeting Operating System Components

1 Performance Criteria

2 Operating Models

3 Support

A Leadership Team's Meeting Flow Model

2 days,
1x per year

10 minutes
4x per week

90 minutes
1x per week

90 minutes
1x per month

1 day
1x every 90 days

Workshop
Strategic Planning

Team Cadence
Daily Huddle

Team Cadence
Weekly Leadership

Decision Making
Strategic Change

Workshop
Strategic Refresh

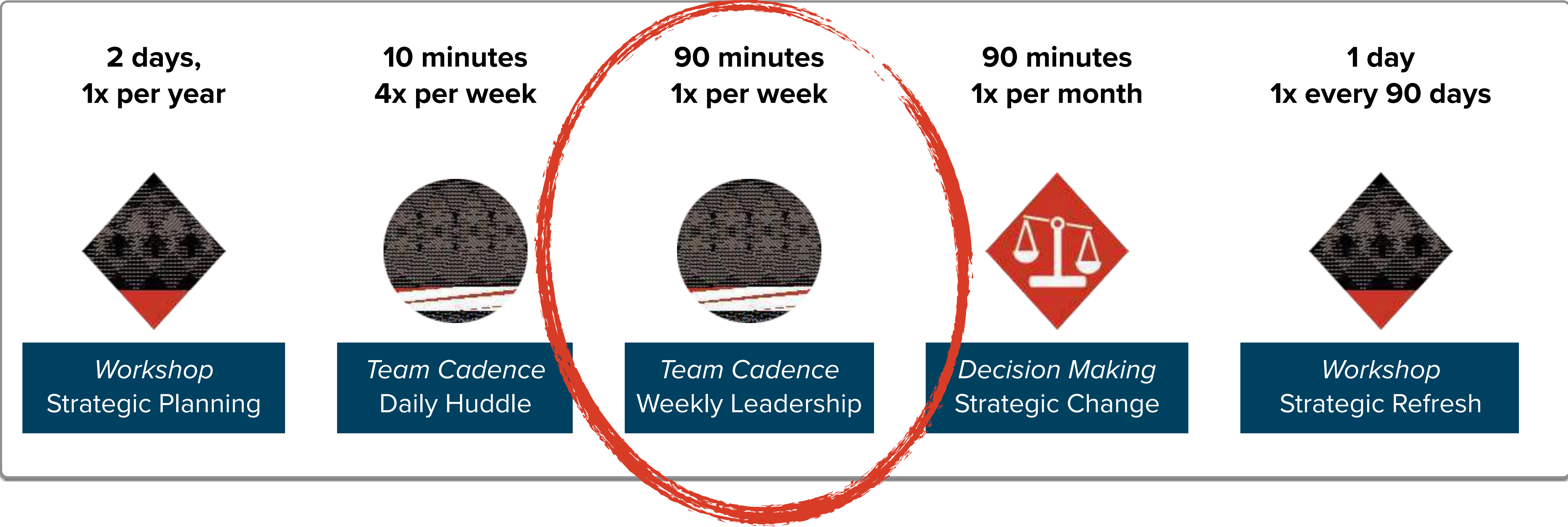*"Your guidance had **an incredible impact on my teams productivity**.*

We resolve problems in real time, the daily huddles are incredible for connecting with my team and its made our strategic meetings more meaningful.

***Teasing our operations and strategy discussions apart has been a game changer**, and I can't thank you guys enough for sharing your knowledge and wisdom with the world!"*

Government Agency

A Leadership Team's Meeting Flow Model

2 days, 1x per year	10 minutes 4x per week	90 minutes 1x per week	90 minutes 1x per month	1 day 1x every 90 days
Workshop Strategic Planning	*Team Cadence* Daily Huddle	*Team Cadence* Weekly Leadership	*Decision Making* Strategic Change	*Workshop* Strategic Refresh

Agile Meeting Flow Models
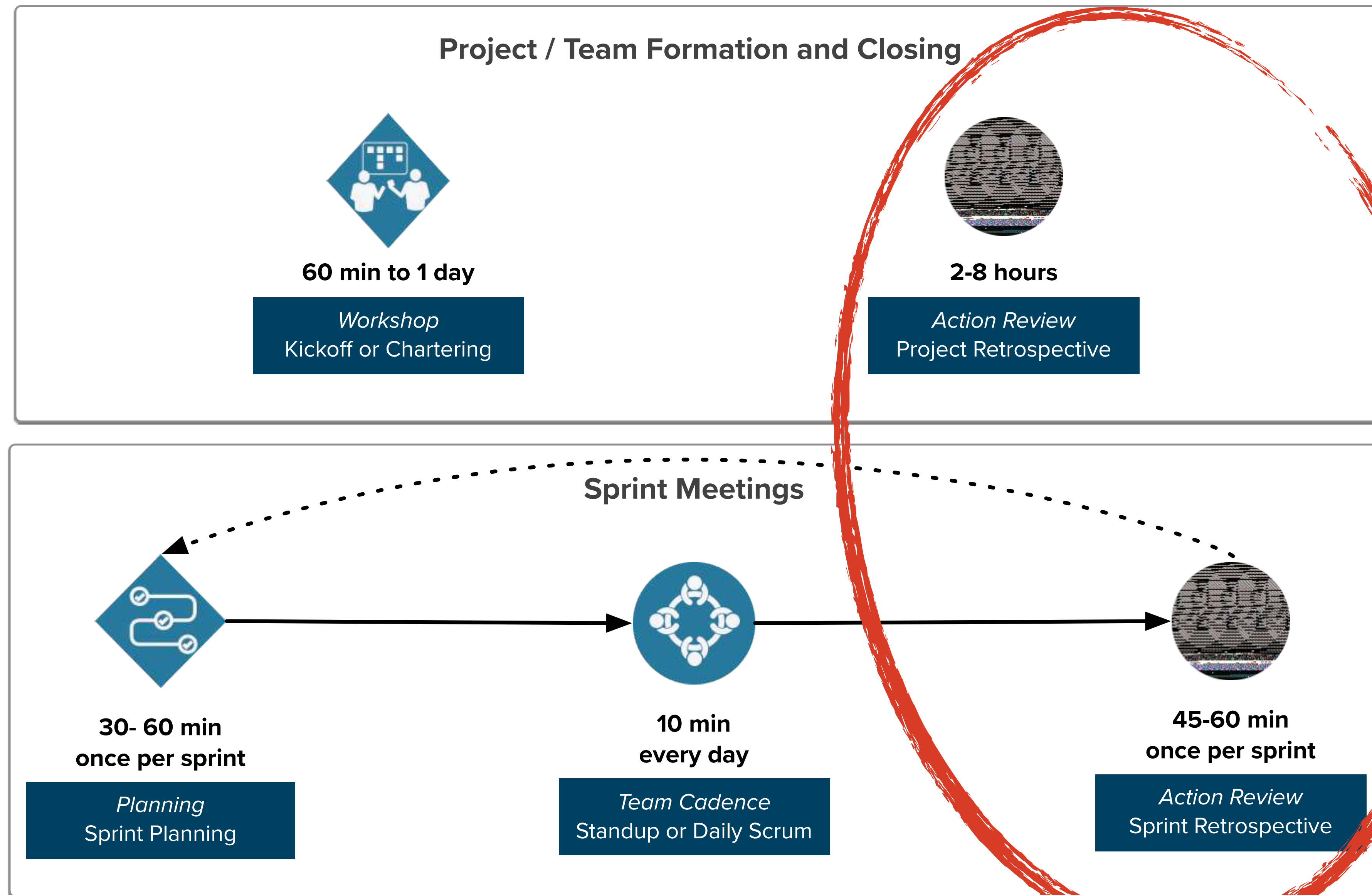
Project / Team Formation and Closing

60 min to 1 day

Workshop
Kickoff or Chartering

2-8 hours

Action Review
Project Retrospective

Sprint Meetings

30- 60 min
once per sprint

Planning
Sprint Planning

10 min
every day

Team Cadence
Standup or Daily Scrum

45-60 min
once per sprint

Action Review
Sprint Retrospective

Topics To Do

Doing

Done!

Q&A / Wrap Up

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Fist to Five

Our meetings need to be totally overhauled.

We need to make MAJOR changes.

We need to make MINOR improvements now.

We have minor issues we might work on later.

Our meetings are fine as they are.
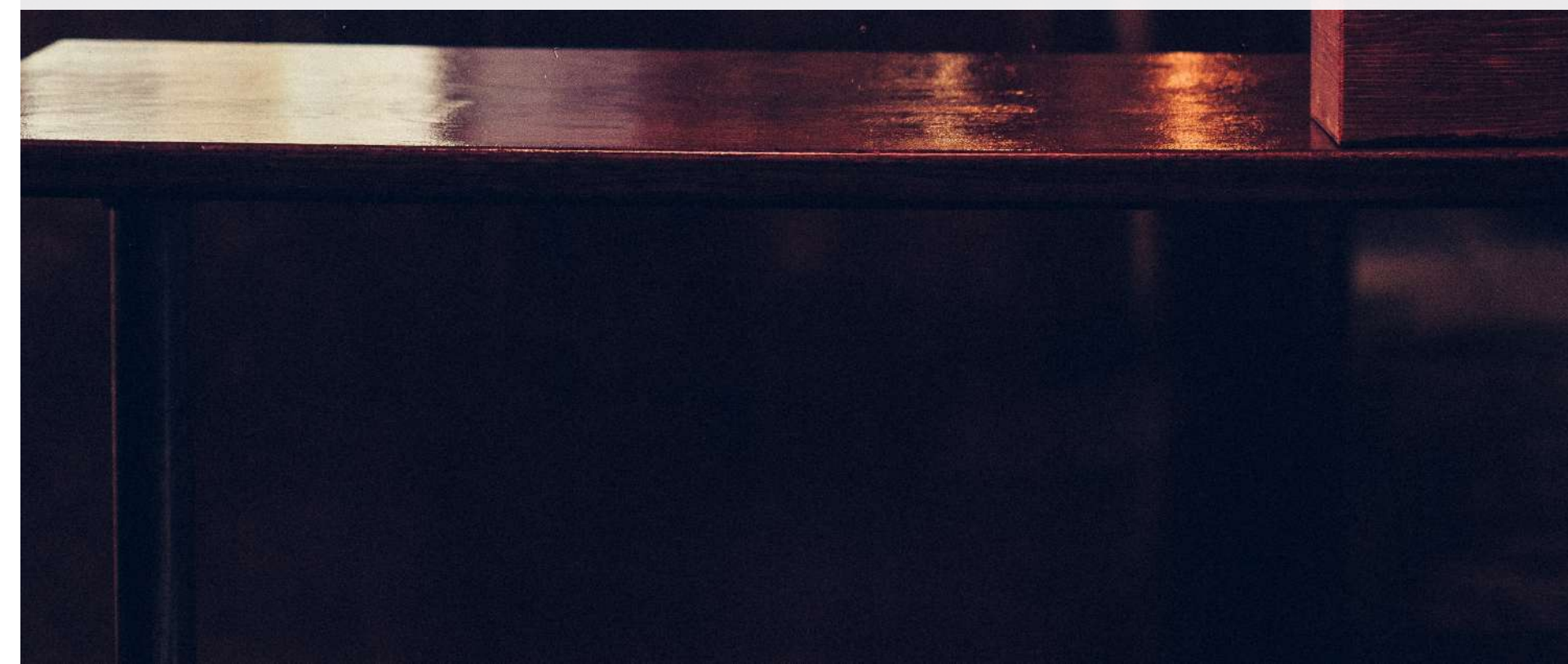
My team has AWESOME meetings.

Ineffective

Effective

One Key Takeaway

One Question

THANK
YOU

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