Meetings can be the electric charge your organization needs.

How can you prevent them from being a major power outage?
Agenda

• Why meetings are important
• 2 big ideas for meeting improvement
  – The Meeting Canoe™ framework
  – Meetings are places where work gets done
• Practice using the Meeting Canoe Framework
WHAT'S THE HARM IN UNPRODUCTIVE MEETINGS?

- IT WASTES MONEY:
  More than $37 BILLION per year is spent on unproductive meetings.

- IT WASTES TIME:
  There are 25 MILLION meetings per day in the U.S.

- IT WASTES YOUR ORGANIZATION'S TIME:
  15% of an organization's COLLECTIVE TIME is spent in meetings, a percentage that has increased every year since 2008.

  Middle managers spend 35% OF THEIR TIME in meetings.

  Upper management spends 50% OF THEIR TIME in meetings.

  People spend up to 4 HOURS PER WEEK preparing for status update meetings.

YOU SPEND ALL THAT TIME AND MONEY BUT...

Most meetings are UNPRODUCTIVE.

In fact, executives consider more than 67% of meetings to be failures.
Why we meet

“We meet because people holding different jobs have to cooperate to get a specific task done. We meet because the knowledge and experience needed in a specific situation are not available in one head, but have to be pieced together out of the knowledge and experience of several people.”

Peter Drucker
The Meeting Canoe™

WELCOME
people

CONNECT
to each other and the task

DISCOVER
the way things are

ELICIT
people’s dreams

DECIDE
on next steps

ATTEND
to the end

The Axelrod Group
TRANSFORMING BUSINESS INTERACTIONS INTO COLLABORATIVE, HUMAN EXPERIENCES
The Meeting Canoe

- **WELCOME**
- **CONNECT TO EACH OTHER AND THE TASK**
- **DISCOVER THE WAY THINGS ARE**
- **ELICIT PEOPLE'S DREAMS**
- **DECIDE ON NEXT STEPS**
- **ATTEND TO THE END**

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TRANSFORMING BUSINESS INTERACTIONS INTO COLLABORATIVE, HUMAN EXPERIENCES
Discover the way things are

#1 Create a shared view of reality

#2 Make sense of that reality
ELICIT PEOPLE’S DREAMS
DECISION GROUND RULES

- Who will make the decision?
- How will we make the decision?
- What will we decide?
ATTEND TO THE END

#1 Review Decisions

#2 Create Roadmap

#3 Reflect on Accomplishments
Table Discussion

- What did you hear?
- What would you like to know more about?
Productive Work in Meetings

- Autonomy
- Meaning
- Challenge
- Learning
- Feedback

The Axelrod Group
Transforming Business Interactions Into Collaborative, Human Experiences
<table>
<thead>
<tr>
<th>Video Game Elements</th>
<th>How Video Game Builders Achieve Each Element</th>
<th>How Meeting Designers Could Achieve Each Element</th>
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<tbody>
<tr>
<td>Autonomy</td>
<td>Choice</td>
<td>Influence meeting’s direction</td>
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<tr>
<td>Meaning</td>
<td>Capture interest at the game’s beginning</td>
<td>Purpose: This meeting is worth its time</td>
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<tr>
<td>Challenge</td>
<td>Familiar and different – I can do this</td>
<td>Frame challenges as learning opportunities</td>
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<tr>
<td>Learning and Feedback</td>
<td>Provide immediate feedback – assume participants are smart clever people</td>
<td>Build in learning Provide immediate feedback – assume participants are smart clever people who want to learn</td>
</tr>
</tbody>
</table>
Autonomy

“The ability to influence the meeting’s direction.”

• Involve meeting participants in meeting design
• Involve meeting participants in identifying the priorities for a particular meeting
• Make meetings voluntary
Meaning

“The meeting has importance or significance to participants.”

• Prior to the meeting, ask:
  – What will be different because this group of people met?
  – What are you trying to create with this meeting?
  – When inviting people to a meeting, let them know why you would like them to attend

• During the meeting:
  – Share and discuss the meeting’s purpose
Challenge

“A call to engage in something that tests your knowledge, skill, ability, or courage.”

• Prior to the meeting:
  – Identify the business challenge facing the meeting participants
  – Identify the type of challenges present and how you will deal with those challenges in the meeting

• During the meeting:
  – Frame the challenges as learning opportunities
Learning

“Acquiring new skills or knowledge through experience, study, or being taught.”

• Prior to the meeting:
  – Identify what participants might learn during the meeting and the best way for them to acquire this knowledge
  – Remember: People learn best through experience
  – Build learning into your meeting design through discussion and experiences
Feedback

“Information that allows meeting participants to know if the meeting is making progress toward its objectives.”

• Make the meeting agenda visible and track progress
• Periodic check-ins with participants about the meeting’s progress
• Create a moveable agenda
• Attend to the end with a questionnaire or verbal comments
## Productive Work Theories

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<tr>
<th>Time Period</th>
<th>Authors</th>
<th>Key Concepts</th>
<th>Key Outcomes</th>
<th>Examples</th>
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<td>Emery and Trist</td>
<td>Increase decision making</td>
<td>Freedom Independence and discretion</td>
<td>Encourage independence</td>
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<td>1970s – 1980s</td>
<td>Hackman and Oldham</td>
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<tr>
<td>1990s</td>
<td>Csikszentmihalyi</td>
<td>Ownership for action</td>
<td>Increases when you can take action</td>
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<td>2009</td>
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<td>2012</td>
<td>Edmonson</td>
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<tr>
<td><strong>Put Autonomy in Charge</strong></td>
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<td>Increase decision making</td>
<td>Freedom Independence and discretion</td>
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<td><strong>Meaning Matters</strong></td>
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<td>Whole job</td>
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<td><strong>Create Challenges</strong></td>
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<td>Learn new skills</td>
<td>Learn new skills</td>
<td>Learning creates challenge</td>
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<tr>
<td><strong>Stimulate Learning</strong></td>
<td></td>
<td>Build into job</td>
<td>Creates challenge</td>
<td>Creates challenge</td>
</tr>
<tr>
<td><strong>Feedback</strong></td>
<td></td>
<td>Build into job</td>
<td>Immediate neutral feedback</td>
<td>Build reflection into the work</td>
</tr>
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</table>
Practice

• Select a meeting type that you would like to design
• Use the Meeting Canoe™ framework and work design principles to design that type of meeting
TIPS for Leaders

- Use your power wisely
- Invite criticism
- Ensure decision-making rules are clear
TIPS for Contributors

- Take responsibility
- Speak your truth
- Be open to others’ viewpoints
Discussion

• What struck you about this presentation?
• What would you like to know more about?
How and where to start

Meeting Basics

- Is the meeting necessary?
- What is your purpose?
- Whom to invite?
- Whom to involve in design?
- Meeting... where? how long?
Routine

Cue

Reward

The Ripple Effect
ONE SMALL CHANGE
CAN HAVE AN ENORMOUS IMPACT

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Head for The Meeting Canoe

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Want to continue the discussion?

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• 847-251-7361
• www.axelrodgroup.com
Discussion

• What got clearer for you about meetings today?