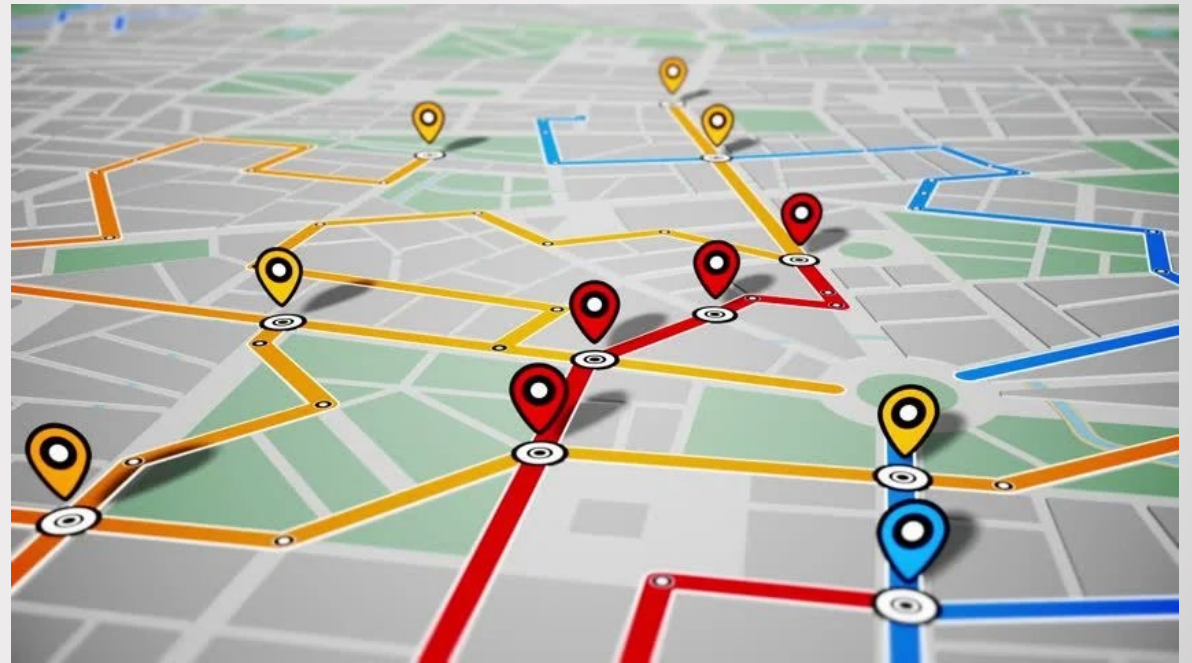


Designing Better Meetings with Behavioral Science

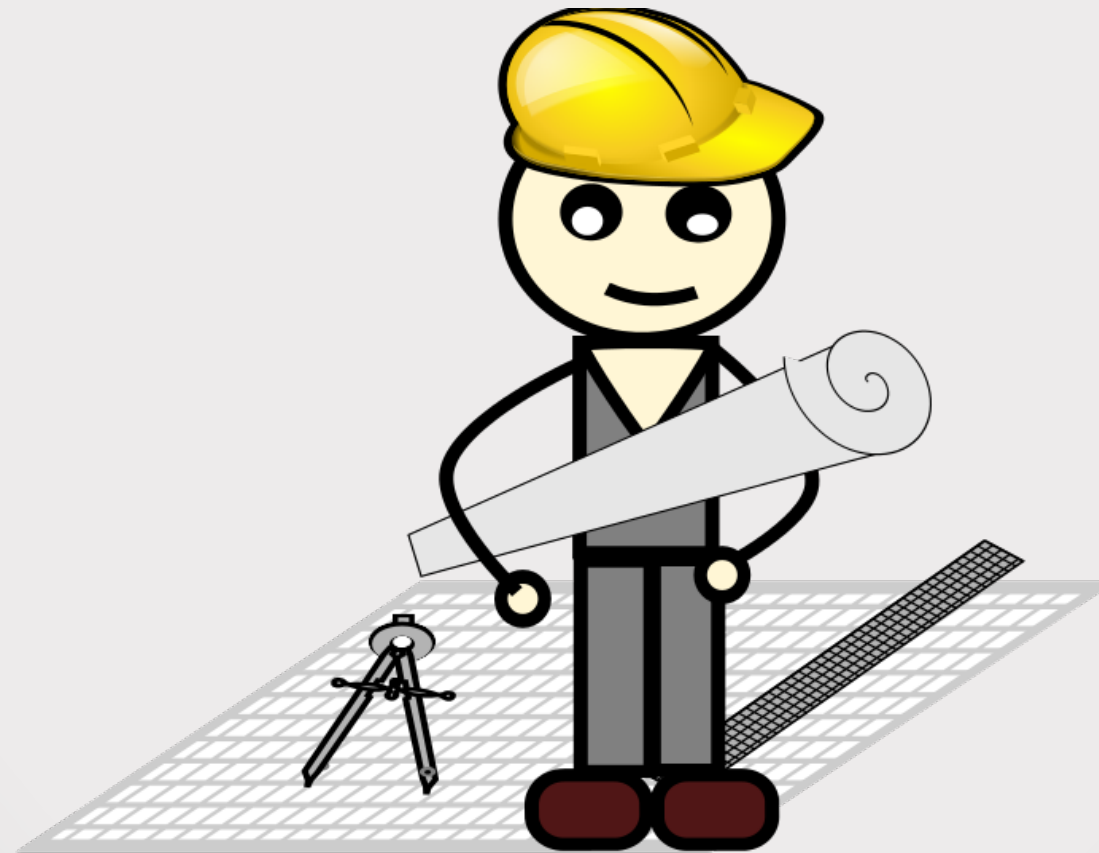


Steven J Bolen, PRP

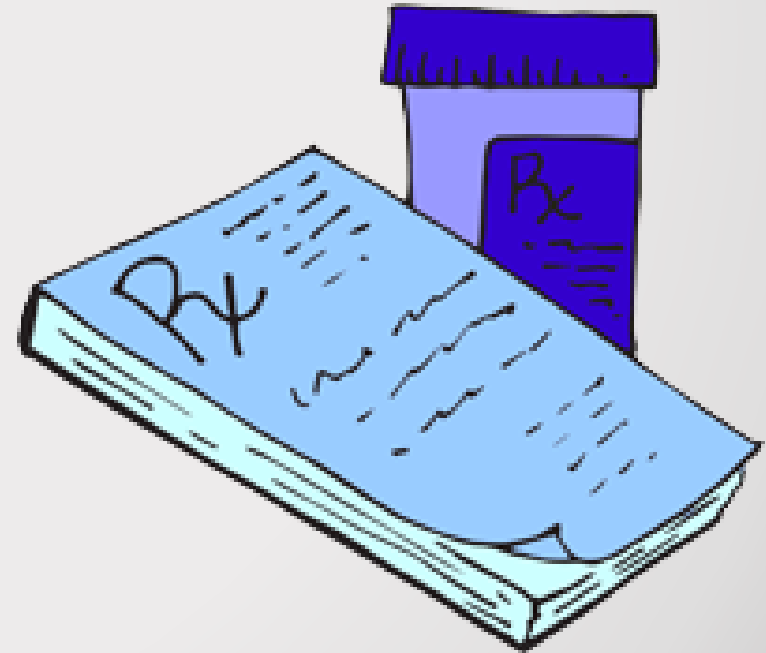
How Do You See Meetings?



Meeting Design



Find a Prescription





A Lot of Meetings

Business: 56 Million
Social : 5 Million



Growing by 10% Per Year

What really happens in meetings?



91%
Daydreamed
during meetings



96%
Missed
meetings



39%
Slept
during a meeting



45%
Felt overwhelmed
by the number of meetings
they attended



73%
Did other work
in meetings



47%
Complained
that meetings were the #1
time-waster at the office

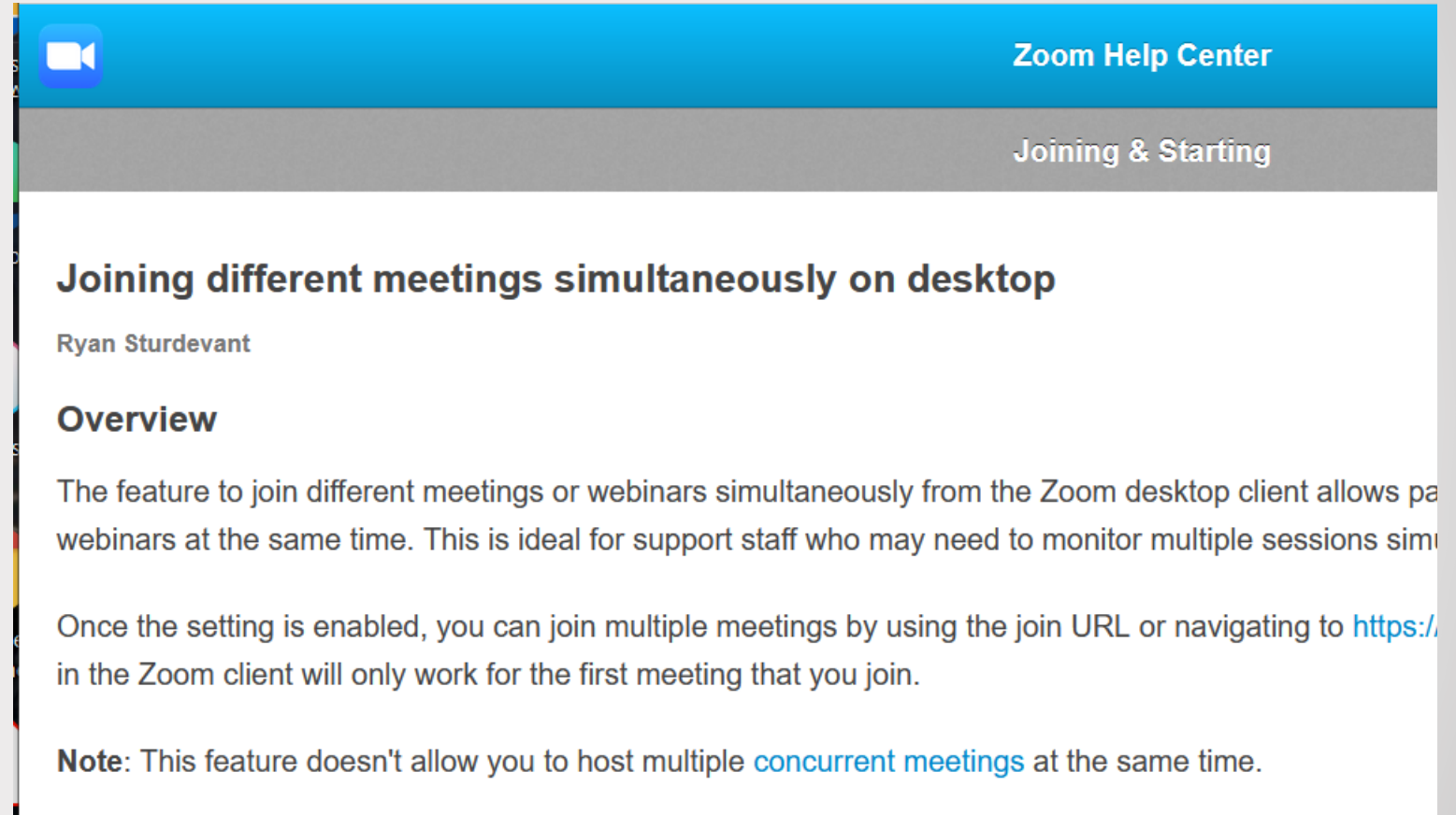
Are Virtual Meetings an Answer?



The Truth of Virtual Meetings



The Attraction of Multiple Meetings



The screenshot shows a web page from the Zoom Help Center. At the top, there is a blue header with a white video camera icon on the left and the text 'Zoom Help Center' on the right. Below this is a grey navigation bar with the text 'Joining & Starting'. The main content area is white and features the article title 'Joining different meetings simultaneously on desktop' in bold black text. Below the title is the author's name 'Ryan Sturdevant'. The section is titled 'Overview' in bold black text. The first paragraph explains that the feature allows users to join multiple meetings or webinars at the same time from the Zoom desktop client, which is useful for support staff. The second paragraph states that once the setting is enabled, users can join multiple meetings by using the join URL or navigating to a specific URL, but only the first meeting joined will work. A 'Note' at the bottom states that this feature does not allow for multiple concurrent meetings at the same time.

Zoom Help Center

Joining & Starting

Joining different meetings simultaneously on desktop

Ryan Sturdevant

Overview

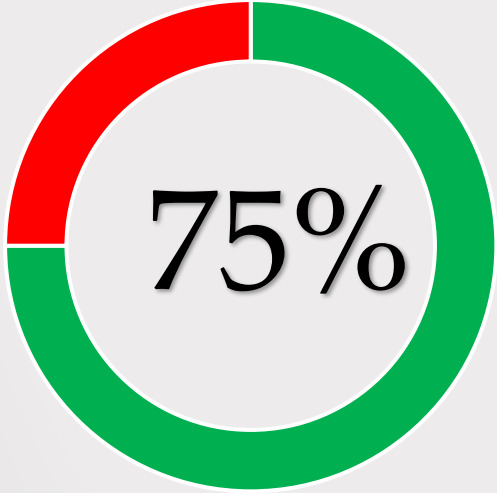
The feature to join different meetings or webinars simultaneously from the Zoom desktop client allows participants to join multiple meetings or webinars at the same time. This is ideal for support staff who may need to monitor multiple sessions simultaneously.

Once the setting is enabled, you can join multiple meetings by using the join URL or navigating to <https://> in the Zoom client will only work for the first meeting that you join.

Note: This feature doesn't allow you to host multiple [concurrent meetings](#) at the same time.

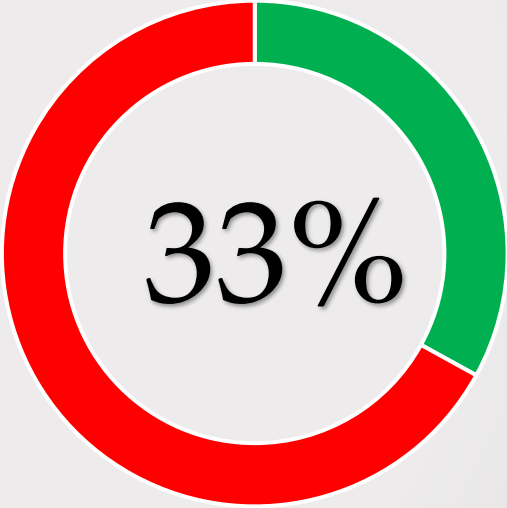
Successful Meeting?

Meeting Organizers



■ Effective ■ Ineffective

Meeting Attendees



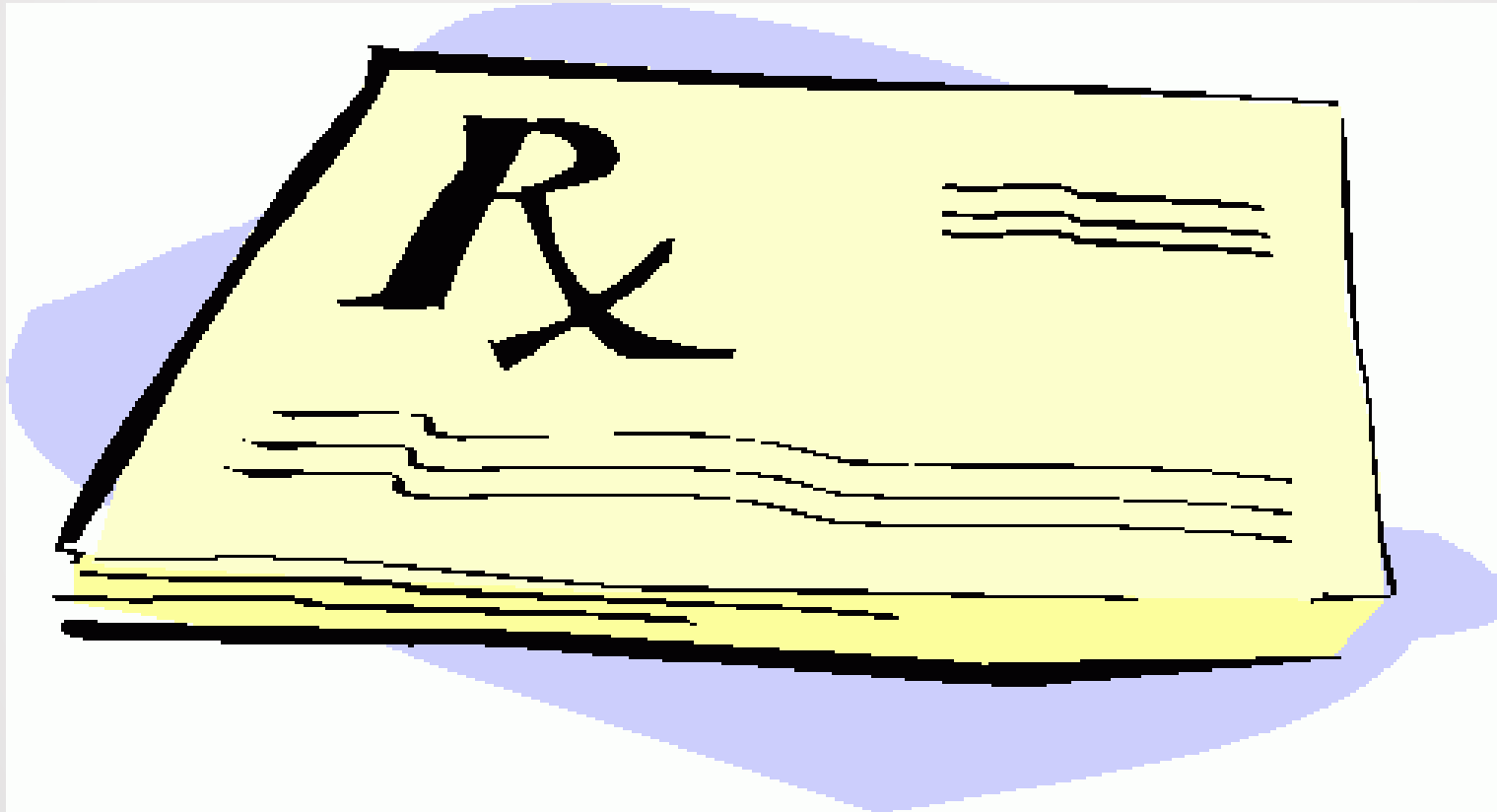
■ Effective ■ Ineffective

* University of North Carolina, 2015 survey

The Final Diagnosis

Too many people attending too many meetings being too distracted by too much multitasking and are increasingly dissatisfied with the meetings and organizations.

Prescriptions



Meeting Science

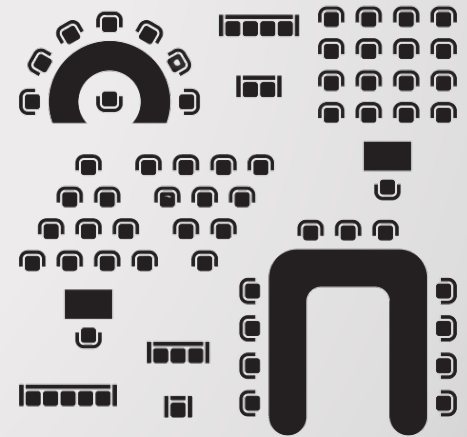
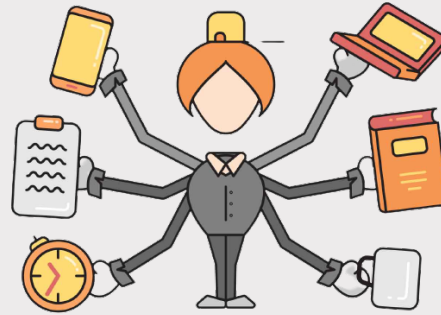
“Meeting science is the study of what happens before, during, and after meetings in the workplace. It is a look at the psychological, sociological, and anthropological underpinnings and consequences of meetings.”

-- The Cambridge Handbook of Meeting Science, 2015

Major Influences

- 1) Organizational Communication
- 2) Maximized Participation
- 3) Positive Mood
- 4) High Energy

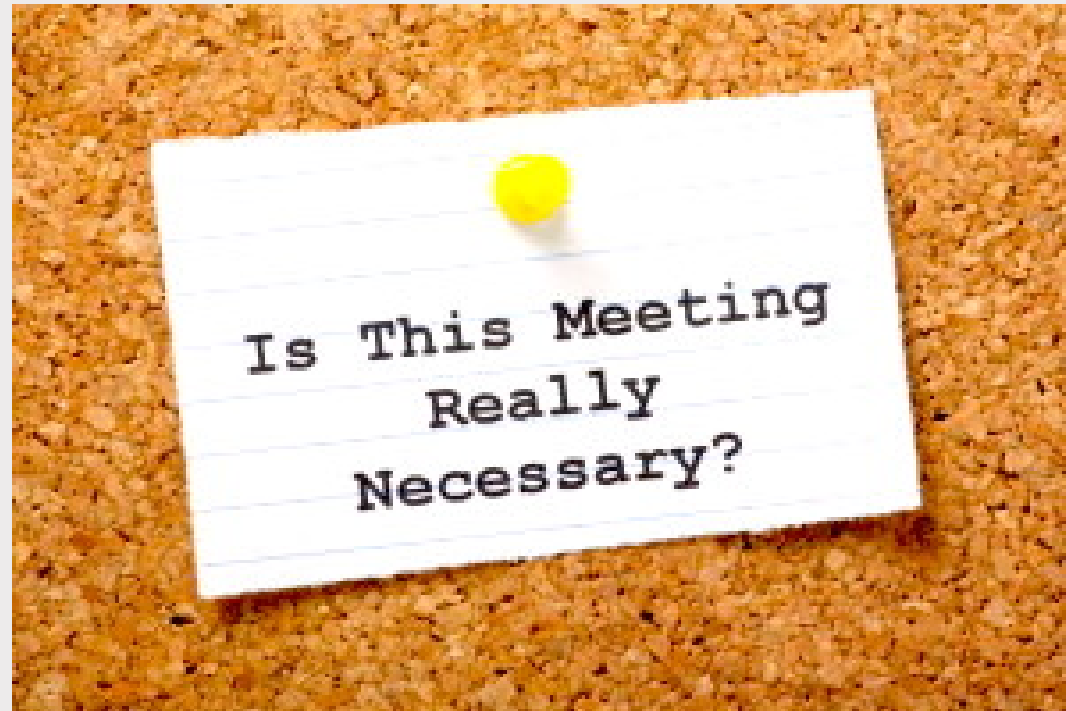
Elements for Success



Elements for Success

- 1) Avoid Dumb Meetings
- 2) Membership Communication
- 3) Meet the Needs of the Attendees
- 4) Maintain Focus
- 5) Don't Multitask
- 6) Layout the Room for Success
- 7) Include Everyone
- 8) Bonus: Don't do More Than 7 Things

#1: Avoid Unnecessary Meetings



Respecting Everyone's Time

Meeting → Because → Business

Business → Because → Meeting

?

Stonehenge Meetings



#2) Organizational Communication



**MEETING
MINUTES**

Agendas with a Purpose

- Key Item: Agenda
- 63% : No Agenda

Real Agenda

AGENDA

1. Call to Order;
2. Approval of July 8, 2021, Minutes;
3. Update and Discussion, if applicable, of the status of funded projects through the Project Funding Assistance Program;
4. Review, discussion and any action regarding the Project Funding Assistance Program, 3rd Series, 2018 Bond (\$2 million);
5. Possible future agenda items;
6. Adjourn

Making SMART Purpose

S.M.A.R.T.

Making SMART Purpose



Building Agendas around SMART Purposes

- Review the Items on the Agenda:
 - Does Each Relate to the Stated Purpose?
 - Can the Purpose be Accomplished with the Listed Items?
 - Is the Achievement of the Purpose first on the List?
- If Not, Revisit the Purpose!

Agenda Revisited

- Purpose: Discuss and vote on the funding level for each of the 12 grant proposals for the Commissioner's September Meeting.

AGENDA

1. Call to Order;
2. Approval of July 8, 2021, Minutes;
3. Update and Discussion, if applicable, of the status of funded projects through the Project Funding Assistance Program;
4. Review, discussion and any action regarding the Project Funding Assistance Program, 3rd Series, 2018 Bond (\$2 million);
5. Possible future agenda items;
6. Adjourn

Handling the Minutes

- Send out within 48 hours
- Highlight Action Items

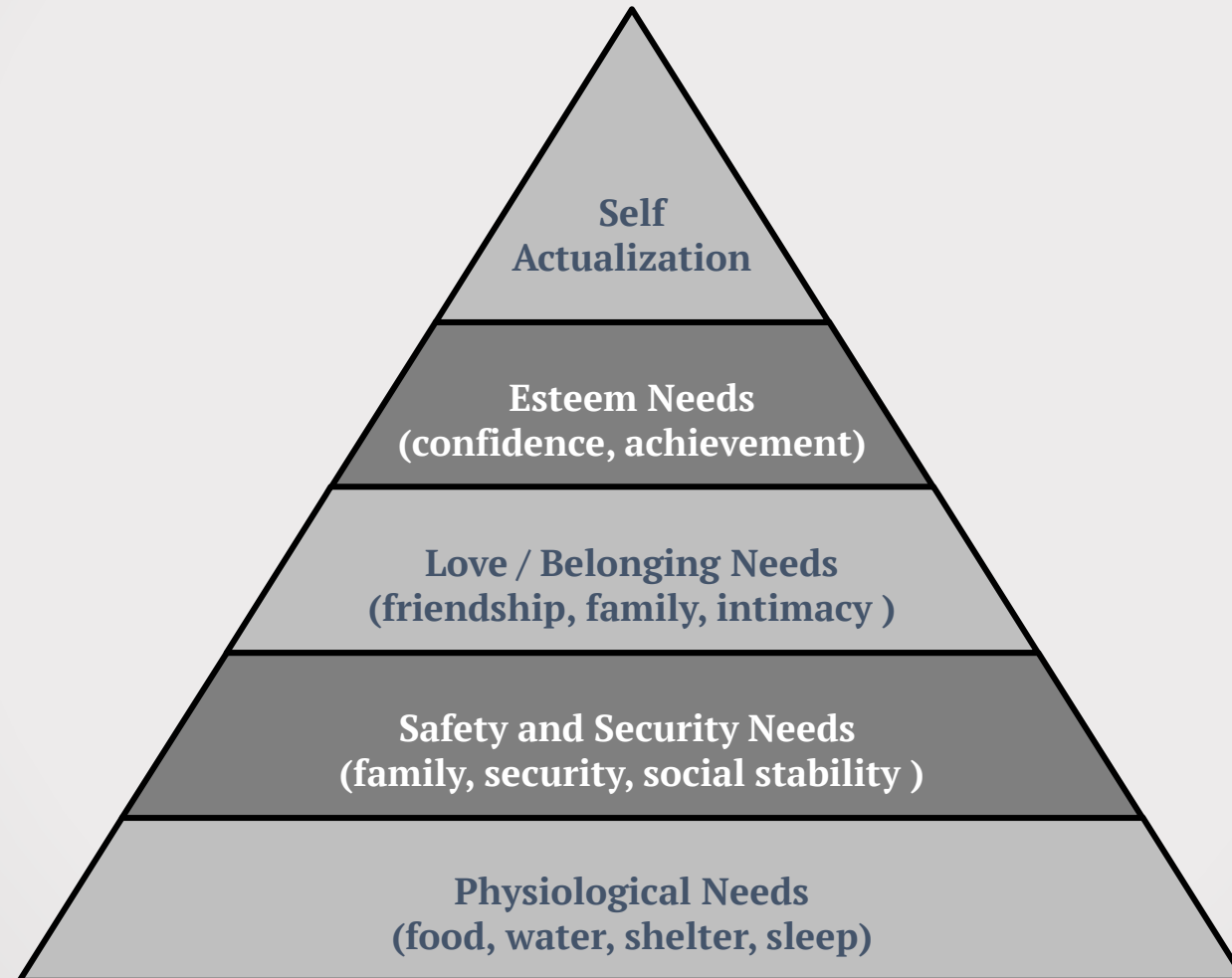


**MEETING
MINUTES**

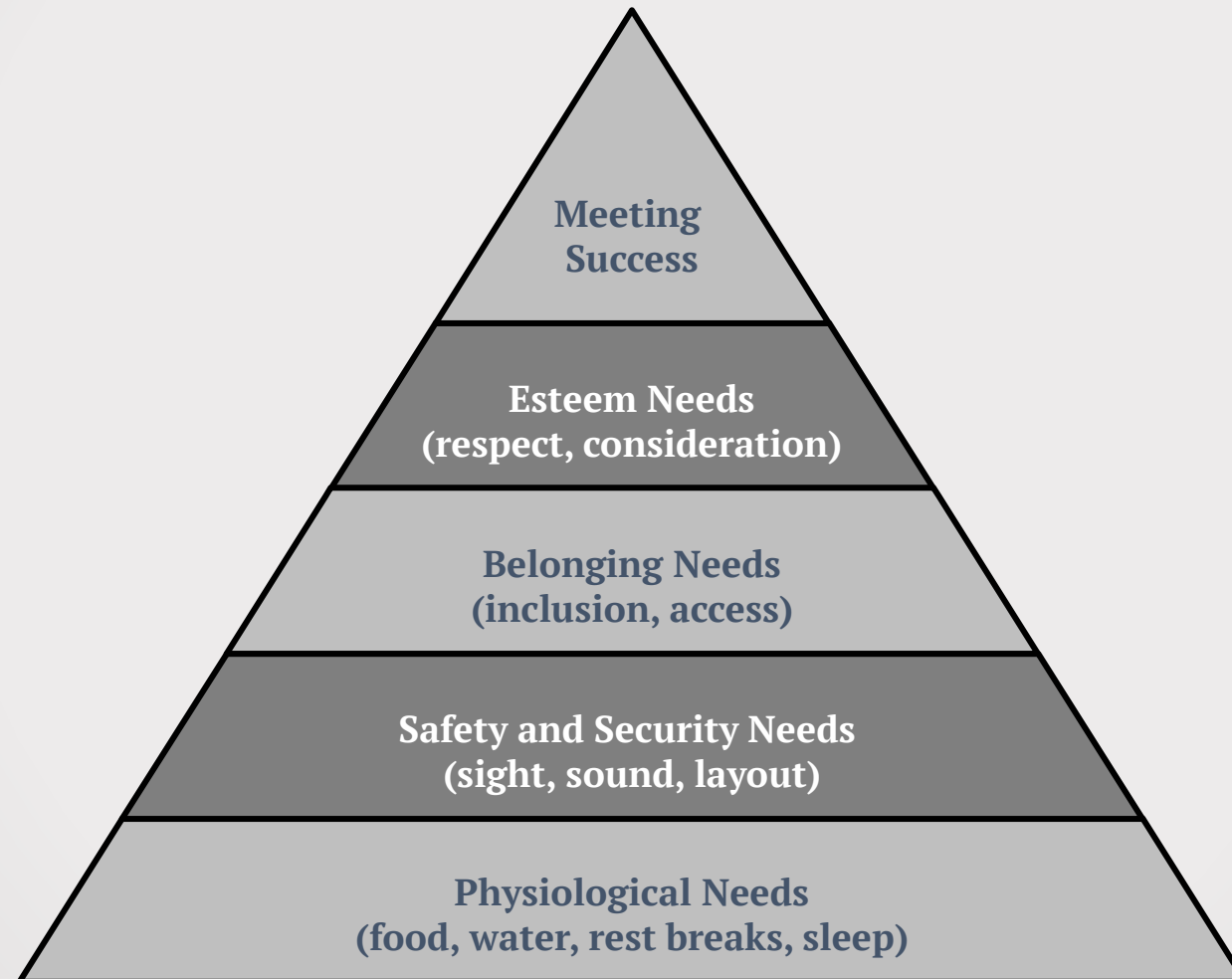
#3) Meet the Needs



Maslow's Hierarchy of Needs



Hierarchy of Needs: Meeting Styles

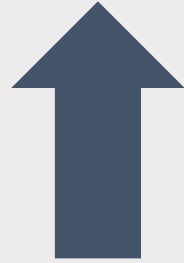


Standard Meeting Fare



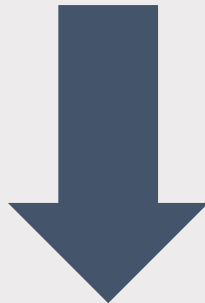
Food and Drink Considerations

Good Food Choices



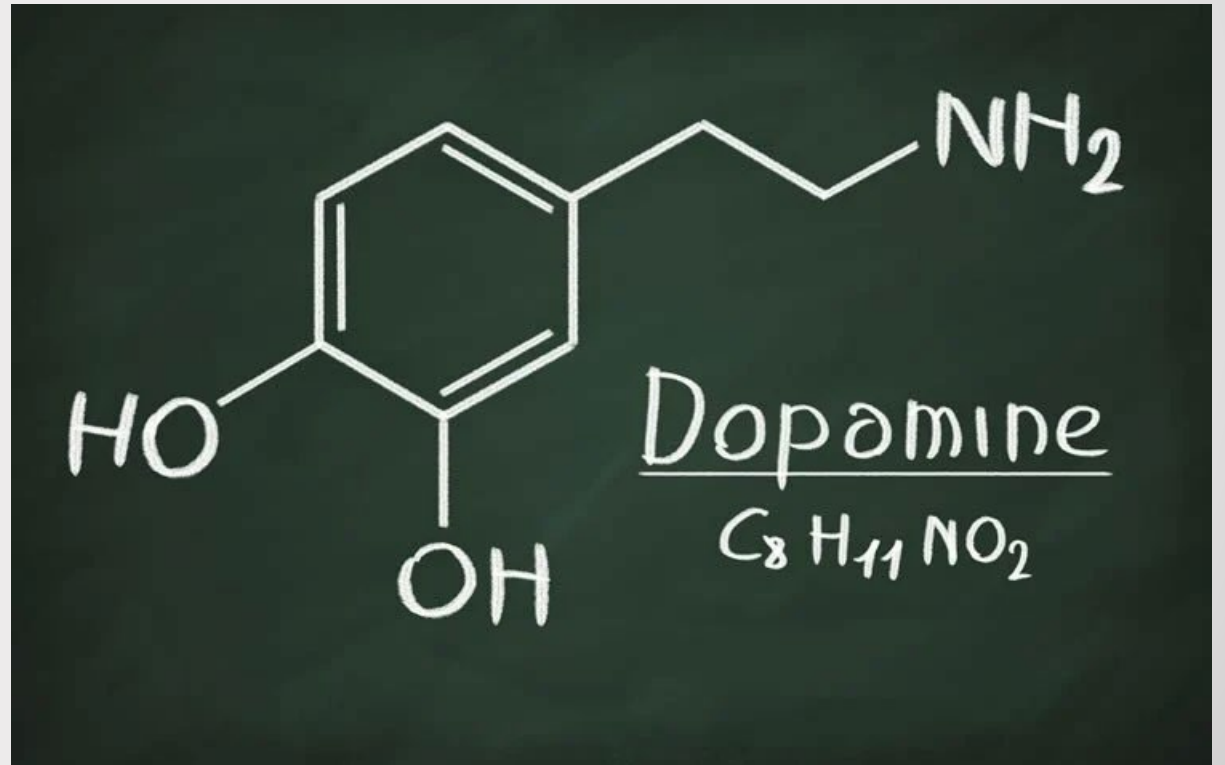
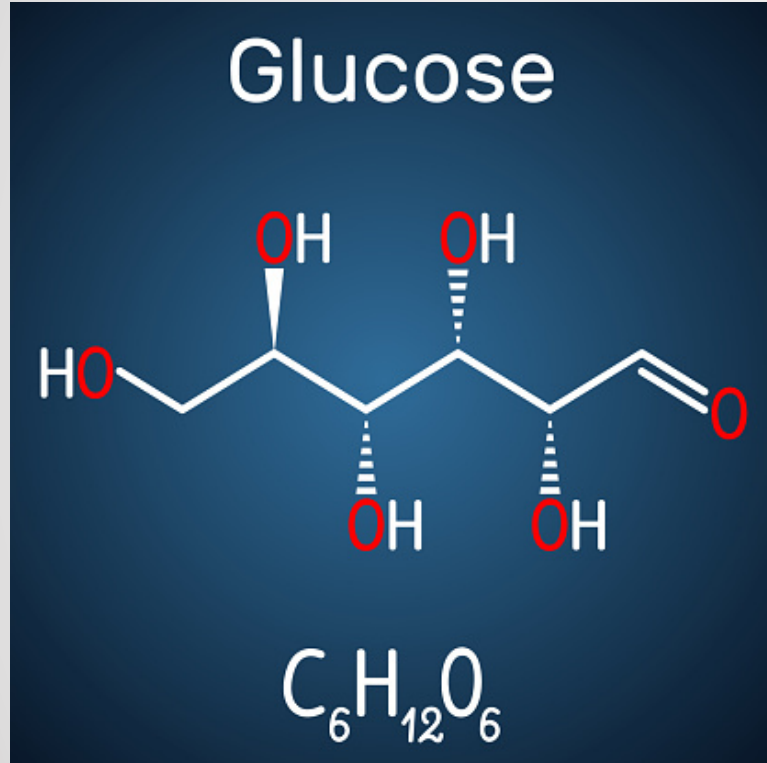
Brain Energy = Glucose

Bad Food Choices



Brain Function = Dopamine

Brain Chemistry



The Bad Food Choices

- High Carbs => Quick Glucose Release
Burst of energy followed by slump
- High Fats => Sustained Energy
Requires Blood / Oxygen => Groggy Audience

The Right Food Choices

- Higher Protein Such as Nuts and Protein Bars
- Fruits and Vegetables
- High quality dark chocolate

- Results in:

Steady flow of Glucose

Encourages Production of Dopamine

The Big Trick: Make healthy choices the easiest choice

Being Considerate

- Vegetarians
- Diabetics
- Lactose Intolerance
- Celiac
- Low Fat
- Negative Reactions (nuts, gluten, eggs, shellfish, milk)

Break Considerations



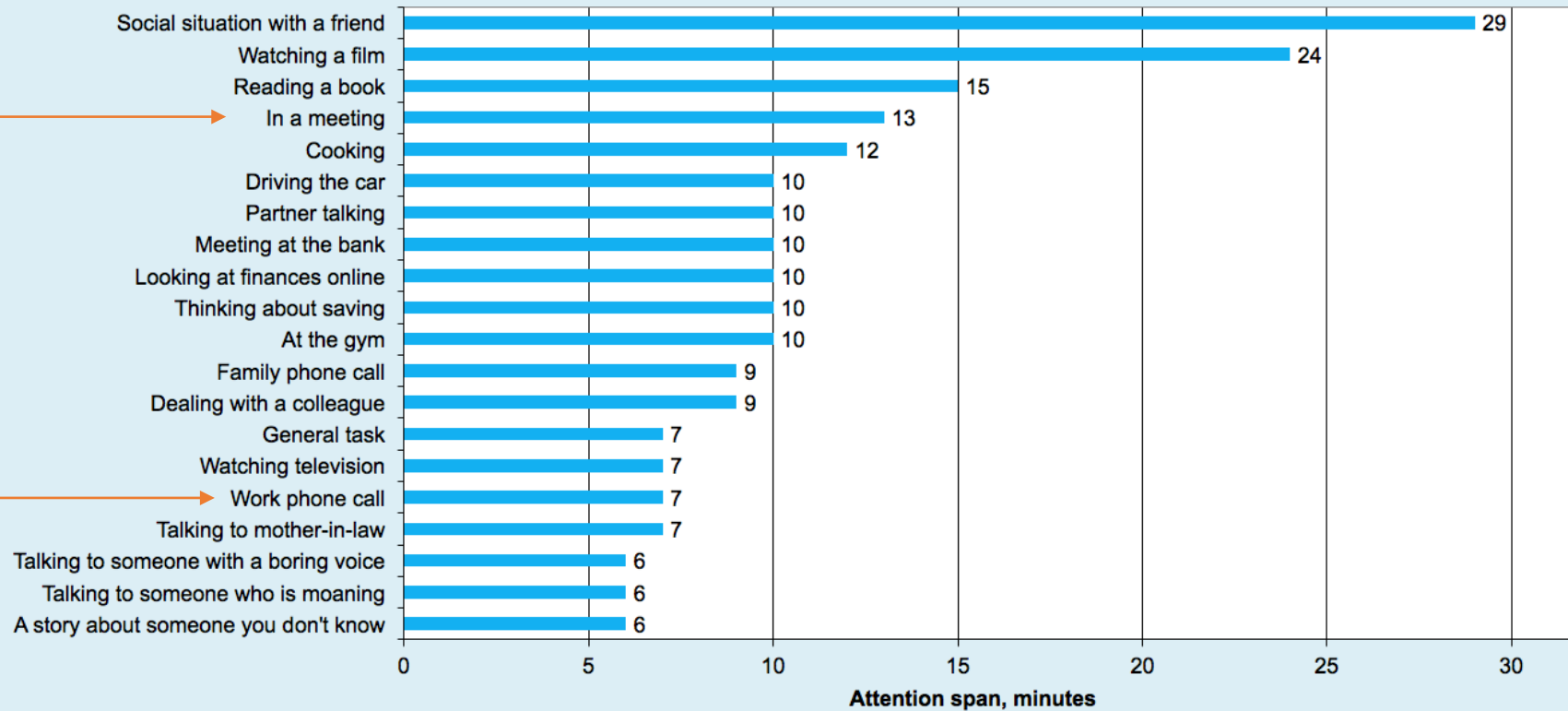
Attention Span

They Lose Attention Quickly

Time of meeting	% of people paying attention
0-15 minutes	91%
15-30 minutes	84%
30-45 minutes	73%
45+ minutes	64%

Meeting Attention Span

British attention spans for 20 different activities, according to the Skipton Building Society, from a December 28, 2017 press release titled Britain's Average Attention Span Revealed.



#4) Maintain Focus



Loss of Focus

Who is talking next?

What are we talking about?

What action are we taking?



Gen. Robert's World

- Books and Technology Expensive
- Recitation
- Based on Aural Tradition



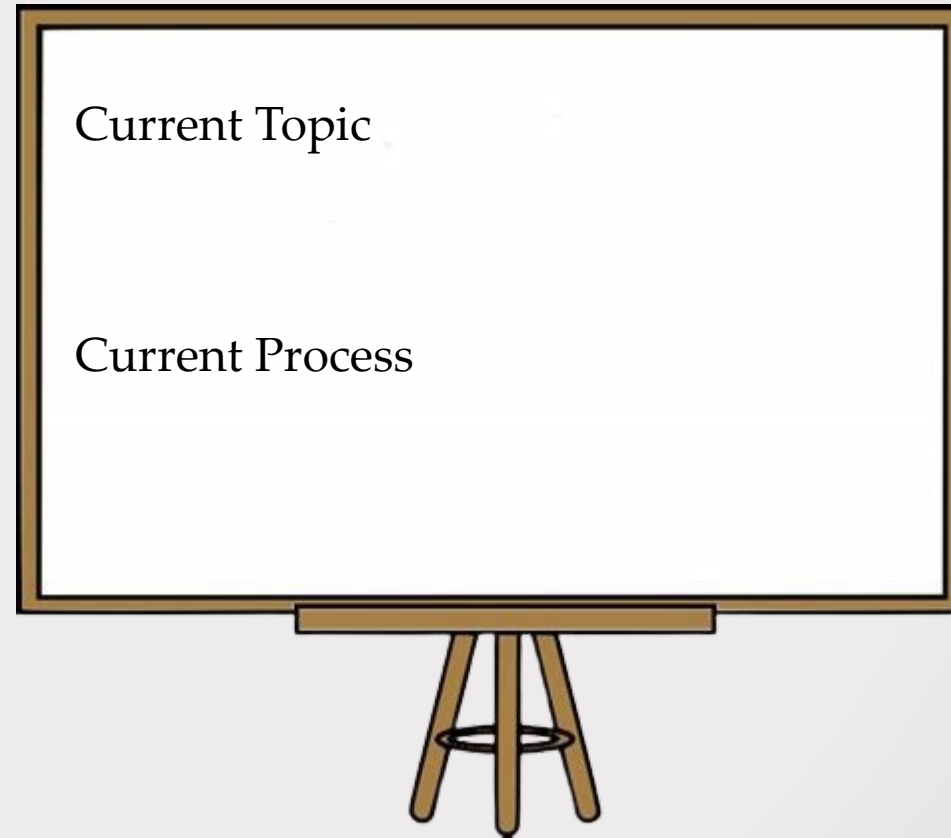
Deliberative Meetings based on Aural Communication was Commonplace

Transitioning from an Aural World



Creating Focus

Noting Two Things
on Public Display



Regaining Focus

- Speaking Lists
 - Pre-designated speaking turns
 - Active Speaking Queue
- Parking Lots and Tarmacs

#5) Don't Multitask



Brain Multitasking



Brain Input Modes

Sensory Inputs:

Auditory:

Visual:

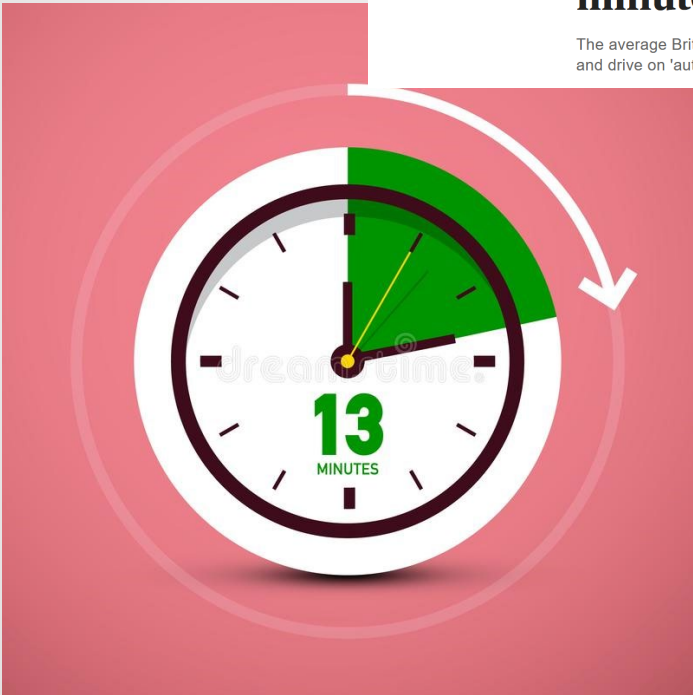
Tactile:

Presentation:

Language:

Imagery:

Meeting Attention Span



In-Person

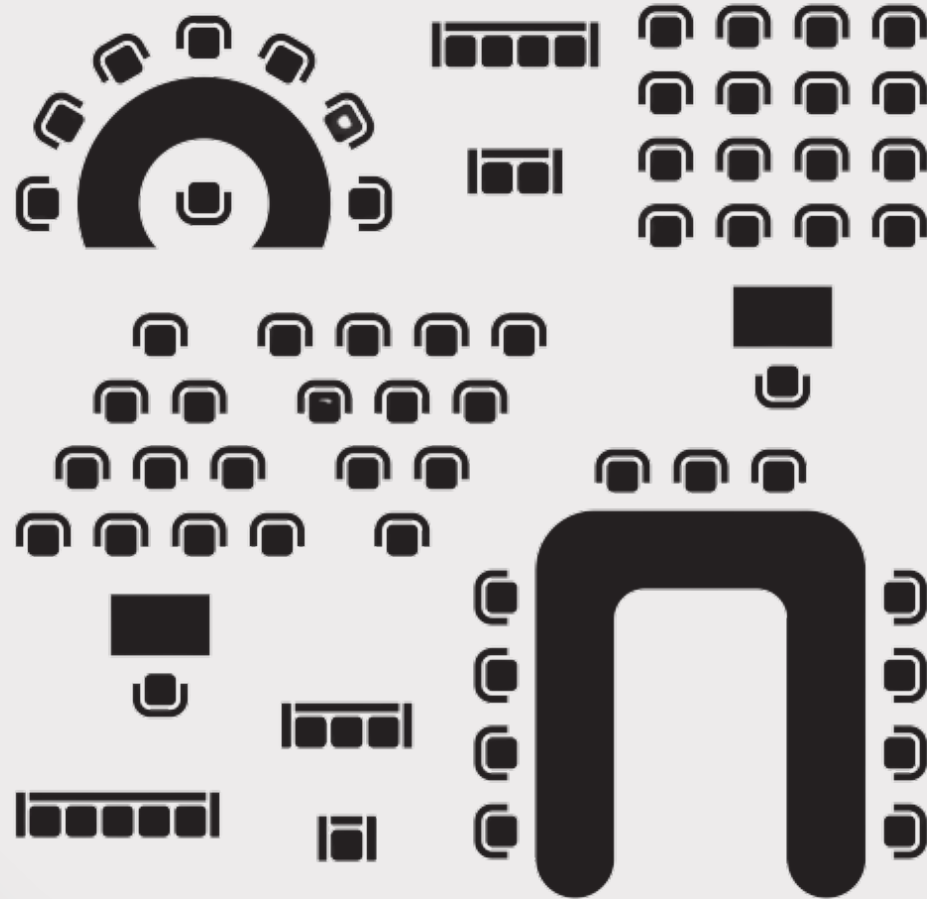


Virtual

What to do about Multitasking

- In-Person
 - No computers
 - Phones put away
 - Have Device Breaks
- Virtual
 - Video On
 - Call on everyone, on regular basis
 - Engage Personally

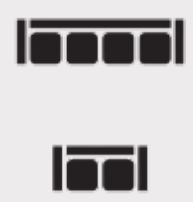
#6) Room Layout



Two Magic Words

Room Layouts

Discussion

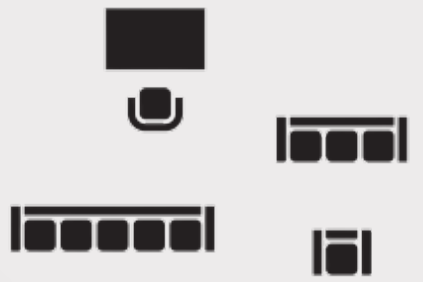


Interaction

Training



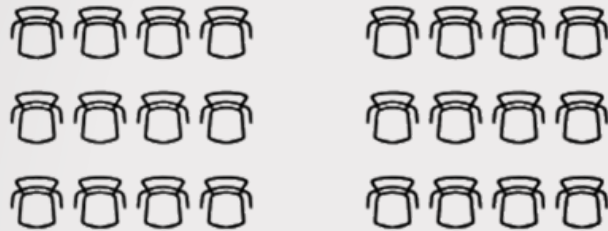
Learning



Debate

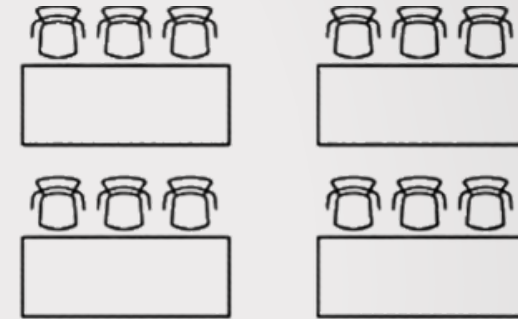
Typical Square Arrangements

Theater Seating



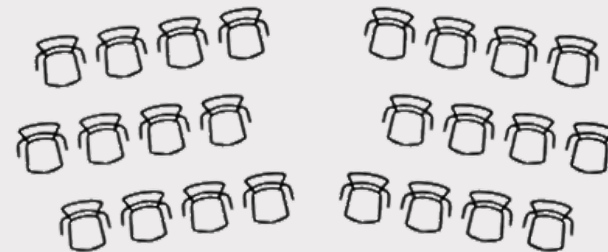
Maximum People

Classroom Seating



Room for Stuff

Herringbone Seating



Better Visibility

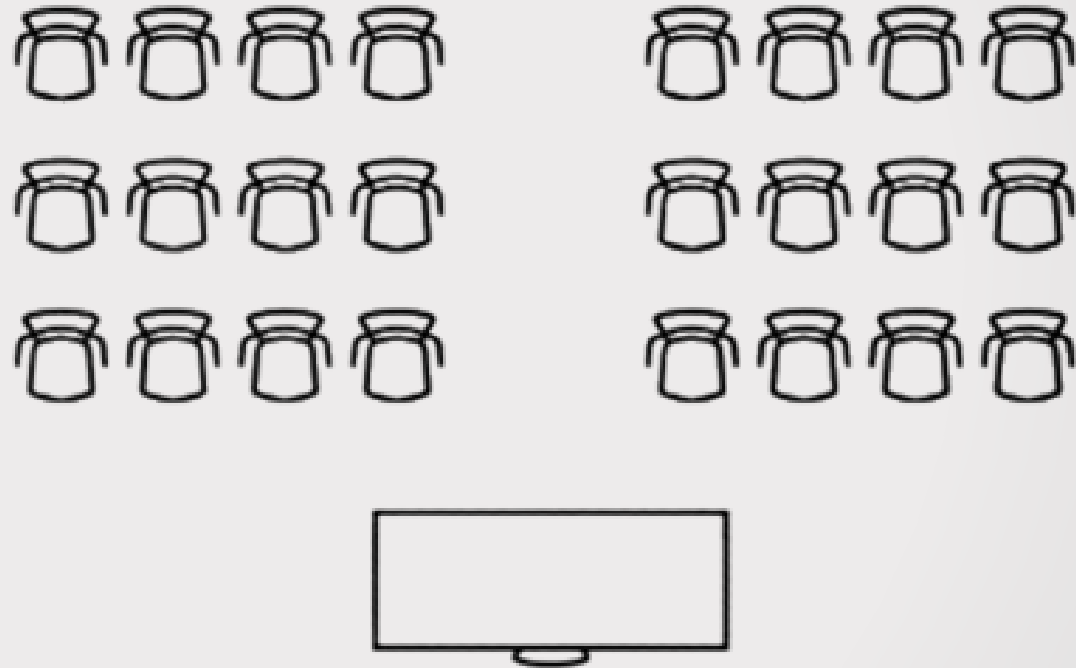
Squares

- Use When:
Presentations, Lectures and Performances
Large groups with one-way communication

Advantages	Disadvantages
Holds the most people in the least space	Discourages Audience Interaction
Puts the Focus on the presenter / chair	Poor Visibility in the Back
Minimizes inter-audience conflict	Favored Positions

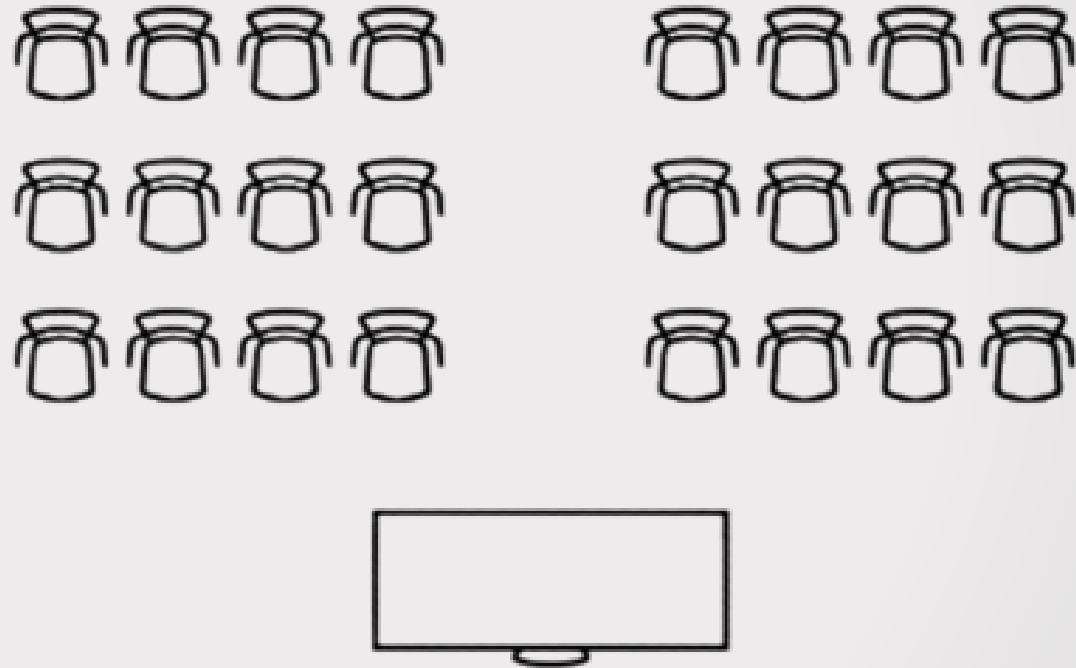
Action Zones

- Where the Presenter is most likely to acknowledge.



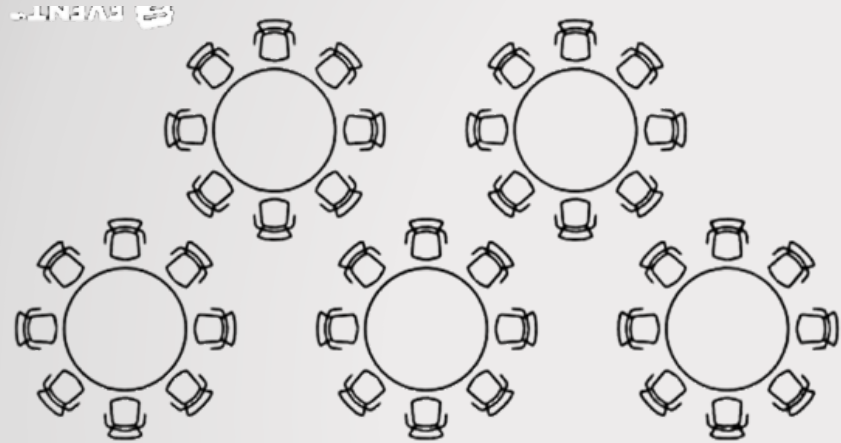
Action Spots

- Where the Presenter is most likely to acknowledge.

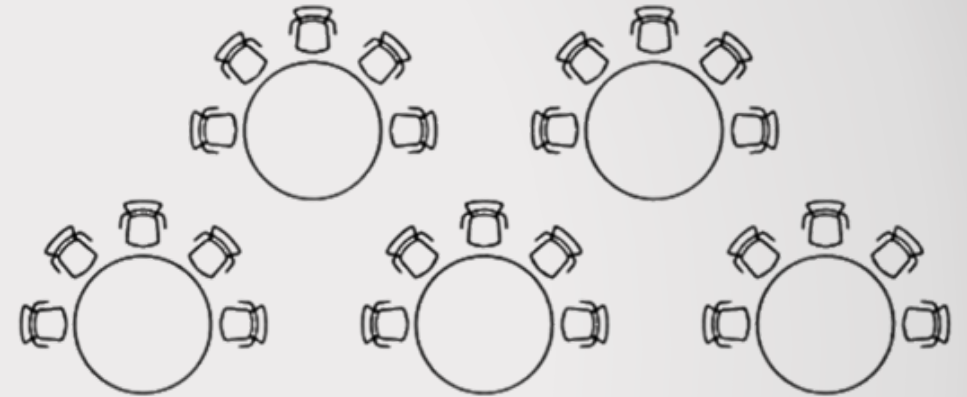


Pods

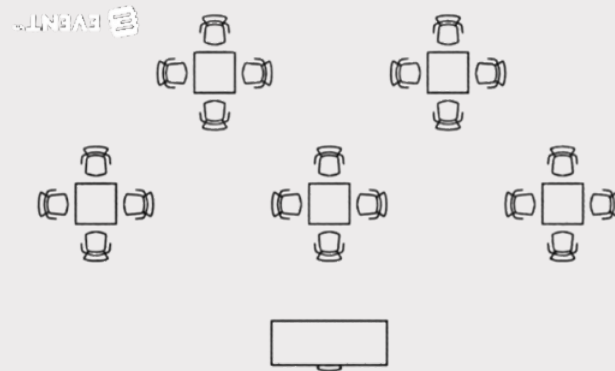
Banquet Seating



Cabaret Seating



Study Pods



Pods

- Use When:
Training and Group work

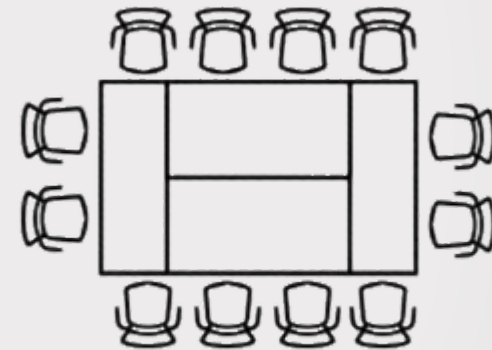
Advantages	Disadvantages
Allows for Audience Interaction Allows for space and place hold things Quick transitions to breakouts	Some can end up with their back to the presenter Distractions abound, Focus on subgroup Favored Positions

Circular Seating

Circle Seating



Boardroom Seating



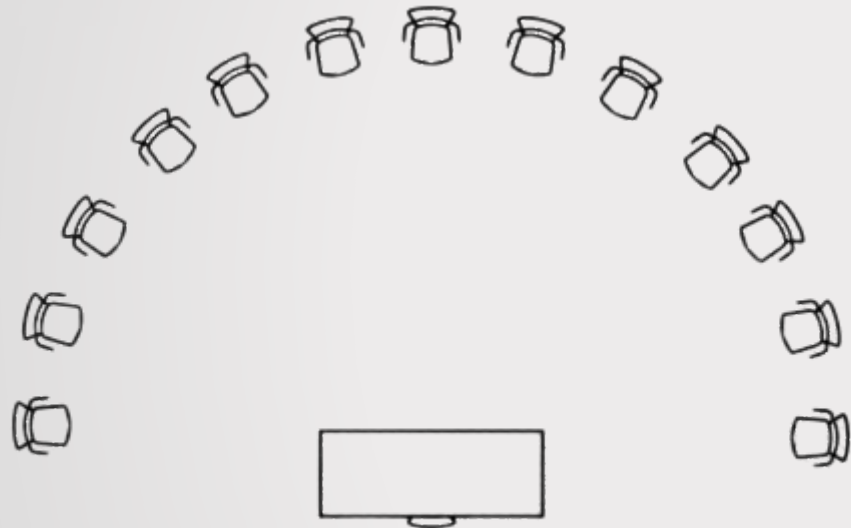
Circles

- Use When:
 - Smaller Business Meetings
 - When wanting debate and discussion

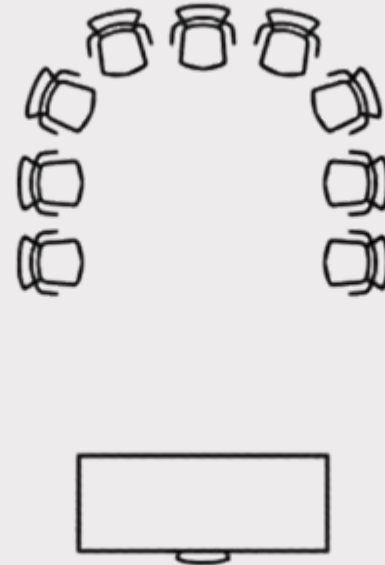
Advantages	Disadvantages
Strong Group Interaction	Lowest Density Seating
Equality of participants	Distractions abound, Focus on subgroup
Action Zone Free	

Semi-Circular Seating

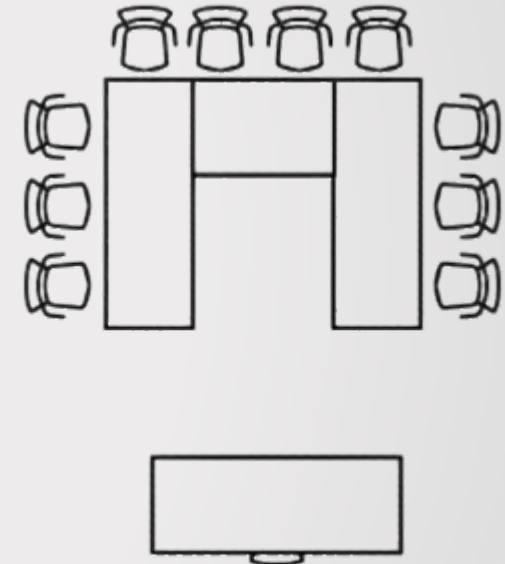
Semi-Circle



Horseshoe



U-Shaped Seating



Power Seating



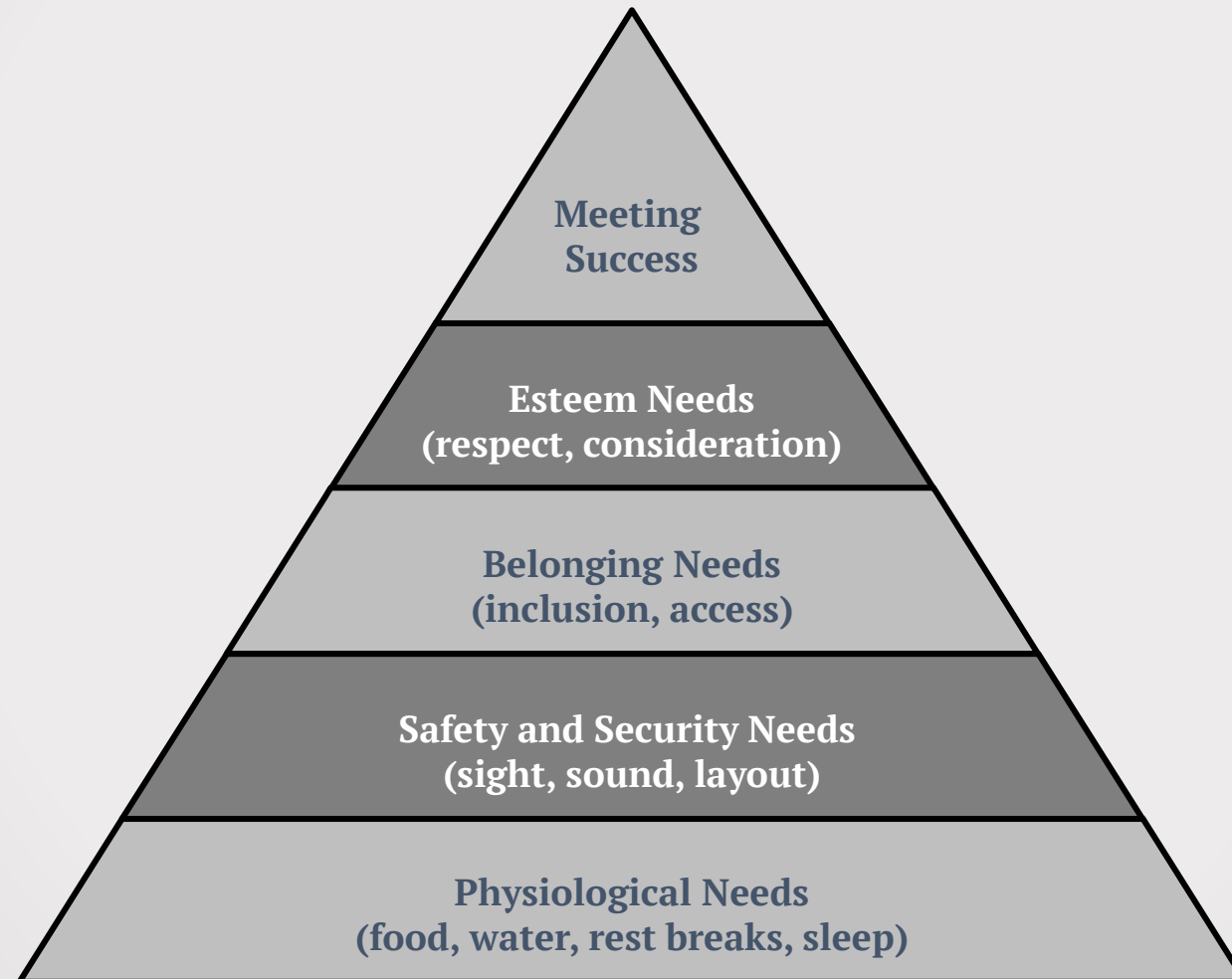
Power Seating



#7) Include Everyone



Hierarchy of Needs: Meeting Styles



Audience Challenges

- Hearing
- Seeing
- Understanding
- Sitting

The Colors that Broke the Internet



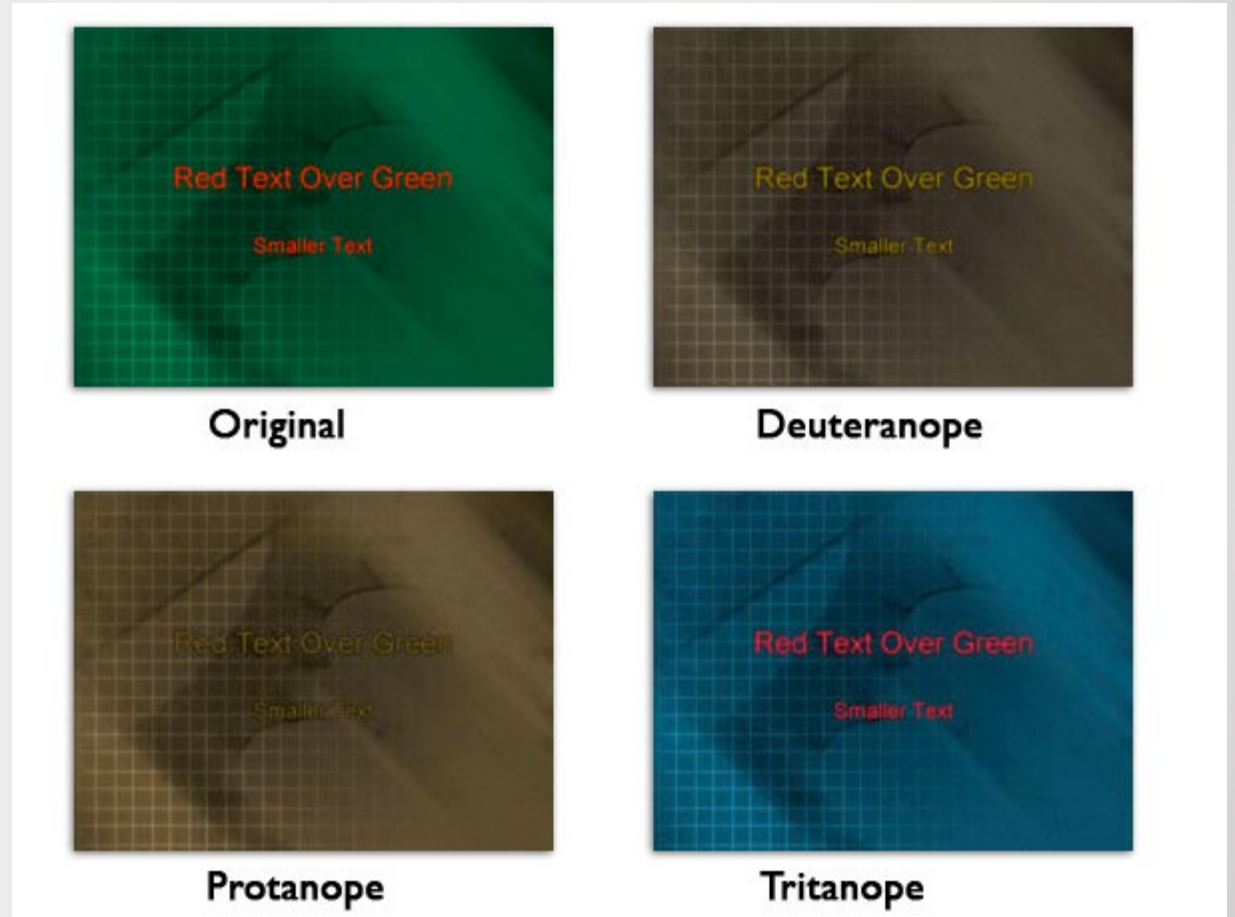
(Blue/Black or White/Gold)

(Pink/White or Green/Grey)



Color Blindness

- High Contrast
- Review with simulator if in doubt.



Traumatic Brain Injury

- Headache, Confusion, Lightheadedness, Dizziness
- Blurred vision
- Ringing in the ears, also known as tinnitus
- Tiredness or sleepiness
- A change in sleep habits
- Behavior or mood changes
- Trouble with memory, concentration, attention, or thinking
- Sensitivity to light or sound
- Nausea or vomiting

Be Inclusive

- Consider the Seen Challenges
- Consider the Unseen Challenges
- Get Everyone Involved

Bonus: Do Seven Things

Limit to Seven Items,
Plus or Minus Two



Better Designed Meetings

- No Unnecessary Meetings
- SMART Agendas
- Food / Room Layout / Inclusion
- Maintain Focus
- Send out Minutes
- Avoid Virtual, if Possible



Thank You!

For More Information:

RulesDoneRight.com/nap

Steven J Bolen, PRP

Steven@RulesDoneRight.com

(214) 364-8465

The Main Idea

See Meetings Differently, Do Meetings Differently

While rules and destinations are important, the ultimate influence as to the success of a meeting ends up in the mood, energy and participation of the members.

While rules and destinations are important, the elements to truly supercharge your meetings results are contained in the mood, energy and participation of the meeting attendees.

Elements:

- 1) Don't have dumb meetings
- 2) Have effective agendas
- 3) Maintain Focus
- 4) Don't Multitask
- 5) Meet the needs of the attendees (food, breaks)
- 6) Layout the room for success
- 7) Include everyone