The Meeting Design Challenge

Dick and Emily Axelrod
LET'S STOP MEETING LIKE THIS
TOOLS TO SAVE TIME AND GET MORE DONE
DICK AND EMILY AXELROD
Discussion

- Why are you here tonight?
- What frustrates you most about meetings?
“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
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.
Three Big Ideas

• Meetings are places where work gets done

• Meetings are a snapshot of your organization’s culture

• The Meeting Canoe™ - a systems approach for transforming meetings
Meetings are places where work gets done
Productive Work in Meetings

- Autonomy
- Meaning
- Challenge
- Learning
- Feedback

The Axelrod Group
TRANSFORMING BUSINESS INTERACTIONS INTO COLLABORATIVE, HUMAN EXPERIENCES

#ODN14
Meetings are a snapshot of your organization’s culture

I was wrong. The meeting is still boring.
“The structure, aliveness, deadness, whisper, or shout of the meeting teaches and persuades us more about the culture of the workplace than all the speeches about core values and new culture we are striving for.”

*Terms of Engagement: New Ways of Leading and Changing Organizations*
The Ripple Effect

One Small Change Can Have an Enormous Impact
The Meeting Canoe™
The Meeting Canoe
Create SAFETY
To my Colleagues

To Work worth doing

FEEL connected

To What YOU care about

To What I care about
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
Meeting Basics

Is the meeting Necessary?
What is your PURPOSE?
Whom to Invite?
Whom to involve in Design?
Meeting... Where? How long?
Scenario 1 - Breakout

• Major Restructuring - manager needs to gather the team to work through a major restructuring initiative that will have a negative impact on the organization and be controversial. Meeting length 1 day.
Scenario 2 – Breakout

• Launch of Business Initiative – manager has been given an initiative framework that needs to be launched within a site or organization. The purpose of this meeting is to introduce the framework to your team and to begin to develop a strategy for the launch. An example is a simplification initiative to make the organization easier to navigate and get things done. Meeting length 2 hours.
Scenario 3 – Breakout

• Goals and Objectives at beginning of year – manager needs to bring key team members together and finalize/calibrate the organization’s goals and objectives. Meeting length ½ day.
Scenario 4 – Breakout

• Regular Operations Staff Meeting—Manager brings people together to share information, and discuss current issues facing the team. Length 1 hour.
Scenario 5 – Breakout

• Major Compliance Issue – manager/team has encountered a serious compliance issue with a supplier and that needs to be addressed, and devise an action plan that will be communicated to senior leaders on what has happened and what is taking place. Length 2 hours
Meeting Design Task

To design a meeting for your meeting scenario

1. Identify your meeting basics
2. Develop a meeting design using the meeting canoe framework
3. Be prepared to share your meeting design
Want to continue the discussion?

- Today’s presentation available for one month at: [www.axelrodgroup.com](http://www.axelrodgroup.com) – For our readers: Password LSMLTD68E
- Dick@axelrodgroup.com or Emily@axelrodgroup.com
- 847-251-7361
Head for 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
Please Complete a Survey Before You leave!

Your feedback is greatly appreciated.

Thank You!