

WHY YOUR COMPANY NEEDS TO CHANGE ITS APPROACH TO MEETINGS — AND WHY IT'S NOW I.T.'S PROBLEM

PLUS MEETING MISTAKES YOUR COMPANY IS PROBABLY MAKING



INTRODUCTION

As an Information Technology (I.T.) leader, improving your company's meetings may not really seem like something that should fall under your purview. But in today's modern workplace, where technology touches almost every part of work, there's a lot more on I.T.'s shoulders.

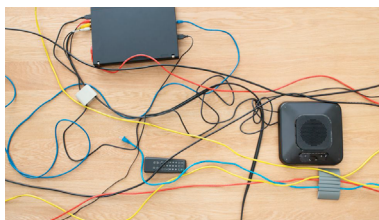
There is so much to be considered based on what happens (or doesn't happen) in the meeting room. How often are meeting rooms booked? Whose meetings run late and whose end early? How many of the technology features are being used? New monitoring technologies tied into meeting room collaboration tools can give I.T. enormous amounts of data to improve meetings. With increasing responsibility to ensure the success of meetings through collaboration technology adoption and ROI, more companies will turn to I.T. to answer the question:

How do we get better at meetings?



THE COST OF MEETINGS

Is your company wasting time and money in unproductive meetings?



WAYS MEETINGS GO BAD

Find out the common ways companies miss the mark when it comes to meeting etiquette.



DESIGNING A MINDFUL MEETING CULTURE

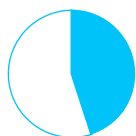
Creating great workplace experiences requires aligning space, culture, interaction and behavior.

THE COST OF MEETINGS

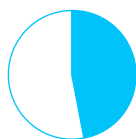
Today's workforce spends a lot of time in meetings. There are more than 55 million meetings occurring per day in the United States alone, and managers in larger organizations say they are spending more than 75% of their time in meetings or doing meeting-related tasks (Keith, 2015).

According to the global [2019 State of Meetings Report](#), "unproductive business meetings cost companies an estimated \$541 billion in lost productivity and employee time." This is based on the U.S., Germany, the U.K. and Switzerland alone (Doodle). A staggering 45% of employees report feeling overwhelmed by the number of meetings they have to attend, and 47% complain that meetings are the top time waster at the office. Of meeting attendees, 91% have reported daydreaming during meetings, 73% have done other work and 39% have even fallen asleep (Atlassian).

WASTED TIME AND RESOURCES



45% of U.S. employees feel overwhelmed by the number of meetings they have to attend.



47% of U.S. employees complain that meetings are the #1 time waster in the office.



91% of meeting attendees have reported daydreaming during meetings.



Employees waste 31 hours per month in unproductive meetings — IT can help save a few.

The cost of wasteful meetings is often augmented by the cost of outdated—and in some rooms, non-existent—collaboration tools. I.T. teams can help mitigate this cost by deploying collaboration technology that complements modern workstyles. For example, scalable video conferencing solutions enable face-to-face collaboration from any space, whether it's a large board room or a small huddle room. A simple and intuitive user experience is key to driving user adoption of these tools. When rooms are built with overcomplicated technology, users may avoid those spaces altogether, opting instead to find their own solutions outside of I.T.. That's not just a waste of time, it's a waste of money and space.

WAYS MEETINGS GO BAD

It's no secret that a lot of time is being wasted in meetings, but it's difficult to improve. A good way to start is to look at what's going wrong. Let's look at some of the top ways that meetings can go wrong and the ways I.T. can help teams get back on track.

1. A FORMAL MEETING MAY NOT BE NECESSARY IN THE FIRST PLACE.

Let's face it, we are all spending way too much time in meetings. Sometimes, "let's schedule a meeting" is a default response to business issues that pop up, instead of a thoughtful and intentional choice (Saunders, 2015). A formal meeting is not always necessary and an ineffective meeting wastes employees' time. Nonetheless, meetings are so ingrained in the modern workplace that they will certainly not go away. They'll just evolve into different types of interactions.



Opt for a more casual meeting environment — like this comfortable huddle space.



Offer collaborative meeting options for remote workers.

The workplace is changing — physically and culturally — but employees still value collaboration. That's where I.T.'s role beyond providing technology to traditional meeting spaces is going to become important. People won't just be meeting in board rooms — they'll meet in huddle spaces, training rooms and other more casual gathering areas than in the past. Sometimes that's where the most important work is done, at these unplanned, impromptu meetings, and technology needs to be available to facilitate and capture ideas that pop up anywhere.

Increasingly, I.T. is asked to do more than manage existing room technology; you should also expect to be tasked with helping companies understand where and how employees need technology outside of formal meeting rooms. I.T. could even be tasked with finding ways to improve collaboration and output through technology for even better outcomes. Get ready to get creative.

UPGRADE TECHNOLOGY FOR MODERN MEETINGS

- ✓ Provide comfortable spaces for impromptu meetings
- ✓ Deploy collaboration technology outside of the conference room
- ✓ Establish regular communication channels with users to stay ahead of new collaboration tech needs

WAYS MEETINGS GO BAD

2. MEETINGS START LATE.

Meeting lateness is, unfortunately, the accepted norm for many companies. But how late is too late? Global research highlights nuances across cultures in how individuals define what it means to be late to a meeting in the first place. In the U.S., studies show minimal impact when meeting goes are 5 minutes late, whereas 10 minutes results in significantly lower meeting satisfaction (Allen, J. A., Lehmann-Willenbrock, N., & Rogelberg, S. G. 2018). In contrast, participants in Italy considered themselves late after 8 minutes, Chile after 7 minutes, The Netherlands after 4.5 minutes, while in both China and Germany they considered themselves late after 4 minutes (Landowski, N., et al., April 2018). Although there is variation in the degree of tolerance for lateness across cultures, “meeting lateness generally has negative consequences and is detrimental to a variety of outcomes...” (Landowski, N., et al., April 2018).

HOW LATE IS TOO LATE?



ITALY | 8 MINS



NETHERLANDS | 4.5 MINS



CHILE | 6.5 MINS



CHINA | 4 MINS



U.S. | 5-10 MINS



GERMANY | 4 MINS

While I.T. has limited influence on the human element driving meeting lateness, the right collaboration solutions can make a difference. Seasoned and novice tech users alike join calls late due to unfamiliar or failing technology. For I.T., this means doing everything in your power to eliminate problems with room technology that aid in meeting lateness. Choose meeting technology that’s so easy to use and seamless to operate, that participants connect on time, every time — without I.T.’s help. For the few unavoidable issues, remote device management technologies allow I.T. teams to identify, diagnose and resolve problems, hopefully before a meeting even starts.

STOP LATENESS BEFORE IT STARTS



Deploy scalable meeting technology with an intuitive UX



Explore integrations for meeting room scheduling



Use remote device management tools to resolve unavoidable issues

WAYS MEETINGS GO BAD

3. COUNTERPRODUCTIVE MEETING BEHAVIORS ARE PREVALENT.

Leaders with productive meeting behaviors set the tone for good meetings, whereas leaders with counterproductive meeting behaviors set the tone for bad ones. Good leadership behaviors include sending agendas far enough ahead for attendees to have time to review and prepare; inviting only necessary attendees so others' time isn't wasted and the meeting isn't made cumbersome with extra people; inviting enough people so there are diverse perspectives and feedback; ensuring room availability and functional technology well ahead of time; and leading the group in a way that quickly stops detrimental attendee group behaviors and encourages participation (Mroz, et al., 2018). Unfortunately, many leaders, perhaps even most, don't consistently take these actions to make their meetings successful.

Meeting leaders are not wholly responsible for successful meetings, though. Attendees must review agendas and meeting materials ahead of time, as well as come prepared to give thoughtful input. Attendees are often responsible for dysfunctional meeting behavior, which could include complaining, criticizing others or getting "off track." Interestingly, counterproductive behaviors like complaining often occur in cycles; if one person starts to complain, it's easy to see how others would join in. At that point, the meeting can become a negative loop that derails and diminishes meeting processes completely (Lehmann-Willenbrock, et al., 2016).



Equip remote participants with headsets and webcams optimized for communication.



Meeting leaders should set and send agendas to attendees to stay on track.

It's important for I.T. to understand how employees are behaving in meeting rooms, so that they can focus on and improve the things they CAN control, such as choosing user-friendly collaboration technology that's easy to use and unlikely to delay the start of meetings; regular remote check-ins on technology to ensure everything is working as expected; and ensuring remote participants understand best practices for remote meeting participation (e.g., using a headset and webcam optimized for communication).

CURB COUNTERPRODUCTIVE MEETING BEHAVIORS

✔ Drive a video-first culture for better collaboration

✔ Equip meeting rooms and individuals with communication tools optimized for collaboration

✔ Ensure availability of technology-equipped meeting spaces

WAYS MEETINGS GO BAD

4. THE HOLISTIC MEETING EXPERIENCE ISN'T VALUED.

The holistic meeting experience is more than just time spent during the scheduled meeting time. And smart applications of collaboration technology and work productivity tools can optimize the meeting experience end to end.

Pre-meeting planning is key. Some companies require agendas and prep materials to be sent 24 hours in advance so participants can comment and collaborate ahead of time (Hensel, 2017). Technology tools such as room booking and integration with calendaring software and other productivity tools that employees use on a daily basis ensure the right people show up to the right place, prepared to meet.

Once the meeting starts, room-optimized conference cameras can capture everyone in the meeting, ensuring all participants are seen and heard. Collaboration tools allow for easy and unique presentation methods from not just one person, but many. These tools optimize the in-meeting experience and



Room-optimized conference cameras, like the Logitech Rally, capture everyone in the meeting.

After the meeting ends, effective follow-up is just as important as what happened during the scheduled meeting time. This is something with which technology can be really helpful. Video conferencing technology can easily be set up to record and share meetings in case someone important couldn't attend or the meeting contained valuable reference material attendees want to review later. Some software even has automatic transcription to make getting the most important information as quick as possible. Integration with project management software and other workflow technologies can also help with task assignment and follow-up. When meeting organizers do not put in the time to ensure the decisions made and tasks assigned are addressed, people's time is wasted; this may lead to more unnecessary meetings to resolve issues that should have been solved after the first meeting (Mroz, et al. 2018).

ALIGN TECHNOLOGY WITH END USER OBJECTIVES

✓ Deploy the right technology that equips users with the tools and features they need

✓ Connect technology features to practical business applications for end users

WAYS MEETINGS GO BAD

5. THERE'S A LACK OF EMPLOYEE ENGAGEMENT, AIDED BY INEFFECTIVE TECHNOLOGY.

Meetings are (or should be) an ideal context for promoting employee engagement and allowing employee voices to be heard. Research shows that an engaged workforce is performance-oriented and committed; it also shows that organizations with higher engagement have a higher return on investment than organizations with lower employee engagement (Allen & Rogelberg, 2013). To state it more simply, when employees are disengaged in meetings and overall, it's a bad sign for the organization.



New research says that video conferencing is more effective for meeting collaboration than teleconferencing alone.

How can I.T. ensure it's aiding in employee engagement related specifically to meeting participation? Many companies are global, or do work for global audiences. That means someone's got to own the task of connecting people — the remote workforce, clients located throughout the world or otherwise — through communications platforms. The power of connection can be realized through effective collaboration technology: a reliable and secure video conferencing system, for example. New research says that video conferencing is much more effective for meeting collaboration than teleconferencing alone -- and that's according to the employees themselves (Kramer, B. & Allen, J. A., July 2020). This highlights the importance of video conferencing, among other technologies I.T. can optimize to bring together a dispersed, global workforce. Unreliable or ineffective communications technology, whether in the meeting room or generally, can have the opposite effect, frustrating tech users and making them — particularly, remote employees — feel even more disconnected.

INCREASE EMPLOYEE ENGAGEMENT WITH THE RIGHT TECHNOLOGY

✓ Deploy video conferencing tools to drive engagement and connect dispersed employees

✓ Foster an environment where open discussion is encouraged

THOUGHTFUL WORKSPACES, GOOD TECHNOLOGIES, GREAT MEETINGS

Recent studies demonstrate that creating a great workplace experience requires aligning space, culture, interaction and behavior (Gensler, 2019). Many of the ways meetings go badly can be eliminated by designing a thoughtful approach to meetings – including thoughtful deployment, use and regular maintenance of conferencing technologies. These tasks can and should be informed over time by feedback from employees and data gathered via technology. I.T. 's access to that data and technology means that you will have a powerful voice in that discussion moving forward and the opportunity to make meetings better for everyone in your company.

Need more help with meetings?

At Logitech, we always look for ways to enable I.T.-friendly solutions that help businesses of all sizes bring seamless collaboration experiences to the workplace.

[Learn more about Logitech Video Collaboration Solutions.](#)

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