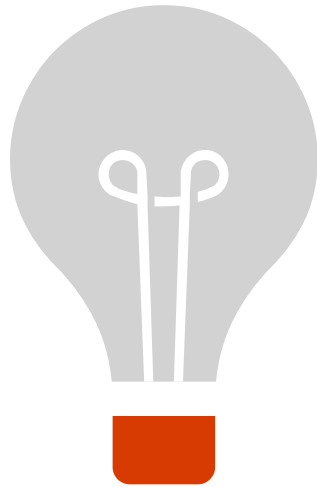




MyAnalytics Meetings

Office 365



Meeting hours are vital for healthy collaboration. However, most of us are fatigued by the number of meetings we attend and view them as wasted time.

Better meeting practices can improve productivity, information sharing, innovation, decision-making and team connectedness.

Healthy meetings

Organizer

Clearly define the purpose – determine whether the meeting objective is to make a decision, to receive input or to inform the group

Set a clear agenda – always have a meeting agenda that includes the purpose and phrase items as questions to focus and prime discussions

Select the appropriate meeting duration – make meetings as short as possible and resist habit of scheduling them only in 30-minute increments

Invite the right people – identify the role of each invitee (consider using the [RAPID®](#) Model) and keep the group as small as possible

Prepare – send out the meeting agenda and/or documents to review in advance of the meeting to allow invitees to prepare

Pay attention to the clock – start on time and end on time, but if a meeting isn't going anywhere, then end the meeting early

Summarize – at the end of each meeting, summarize any decisions made, next steps and action items with roles and responsibilities

Rethink recurring meetings – experiment with canceling some if possible and add them back to calendars if truly missed by the group of attendees



Mini behavioral science lesson

People have short attention spans

In general, people can only pay attention for 10 to 18 minutes. Techniques to reengage people include taking mini-breaks, asking a question, switching topics and telling a story every 10 minutes or so.

The brain consumes an inordinate amount of energy and gets exhausted when taking in new information. The more new information we give someone, the more likely they are to fail to remember anything.

Schedule the time you actually need for your meeting and build the agenda in 15-minute increments. Your invitees will reward you with their attention and recall.

[The Science Behind Ted's 18 Minute Rule >](#)



Remove barriers

Invite fewer people to meetings without being exclusive

Common objection: I can't make my meetings small because I need to be inclusive.

Recommended solution: We typically invite too many people to meetings because we don't want to upset anyone. When we do this though, we end up wasting some people's time instead and can reduce meeting quality - research shows that every person added to the group over seven reduces decision effectiveness by 10 percent.

There are ways to be inclusive without the cost. If you have left someone off the invite who has an interest in the meeting topic, then find that person and explain how you made your invite decisions. Send the meeting notes to that person after the meeting too.

[How to Know If There Are Too Many People in Your Meeting >](#)
[Decision-Focused Meetings >](#)

Healthy meetings

Attendee

Say “no” – decline meetings for which you are marked optional and when you think your role is either redundant or unnecessary

Request the meeting summary – if you don’t think you are needed at a meeting but would like to be informed, then politely decline and request the meeting summary instead

Understand your role – if you are not sure what your role is, then ask the organizer to clarify expectations and then make your attendance decision

Be present – put away your devices or stop attending meetings during which you frequently multitask or do not actively participate

Divide and conquer – if you are frequently attending meetings with a colleague in a similar role, then split your common meetings up and keep each other informed

Delegate to a direct report – if you are a manager, then consider empowering a direct report to attend a meeting in your place and ask them to update you



Mini behavioral science lesson

Smartphones can impair cognitive capacity

Research shows that merely having your smartphone nearby impairs cognitive capacity on par with the effects of lacking sleep. Individuals in a study who were asked to complete tasks with their phones in another room, outperformed individuals with their phones nearby.

Sometimes it is necessary to have your phone on you during a meeting, but whenever possible to minimize distractions and maximize the value you add to a meeting, put your phone away.

[Having your Smartphone Nearby Takes a Toll on Your Thinking >](#)



Remove barriers

Don’t be afraid to decline meetings

Common objection: I’ll be viewed as a bad teammate if I say “no” to an invite.

Recommended solution: People often say yes to invites because they think sacrificing time is what is best for the team. However, multiple studies conclude the large majority of people think meetings are unproductive and inefficient. It is likely your teammates are also looking for ways to reduce their meeting load.

Politely say “no” to meetings you don’t think you need to attend. You will inspire your teammates to also be more selective and will encourage them to more carefully plan meetings. Helping others be more productive and spreading this healthy behavior is a better way to be a great teammate.

[Polite Ways to Decline a Meeting Invitation >](#)

How do I turn
behaviors into
habits?

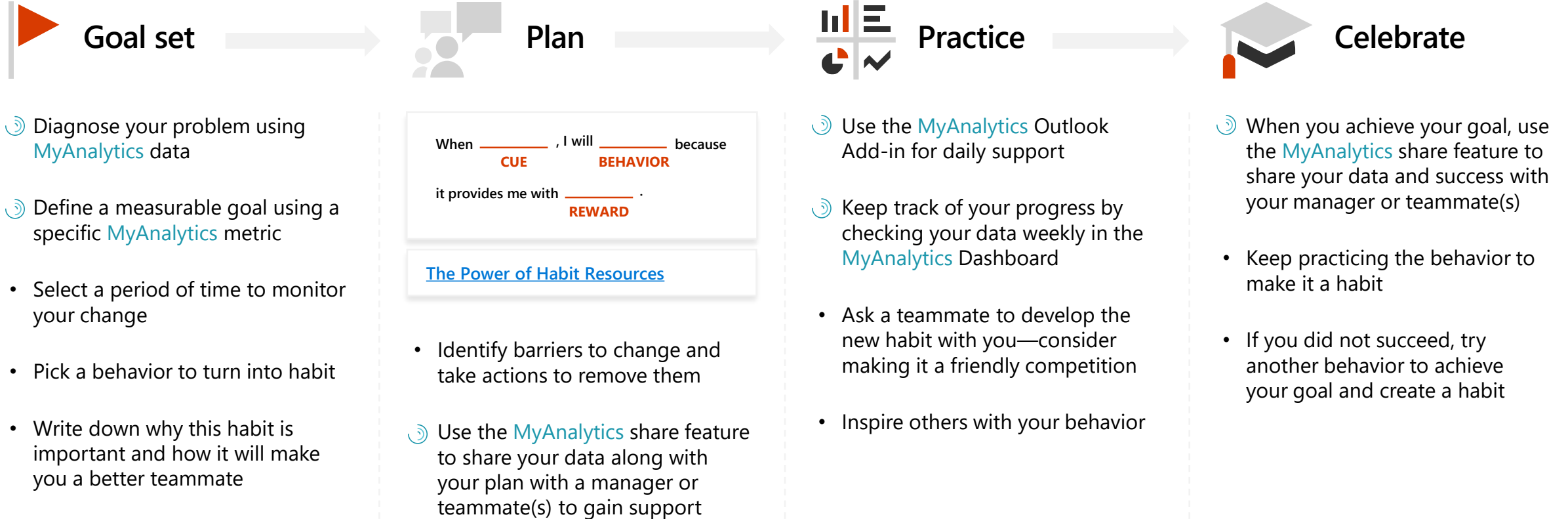


How to make it a habit

“Typically, doing just four to five things differently can enable people to claw back 18% to 24% of their collaborative time.”¹

Rob Cross, Professor of Global Leadership, Babson College

¹[Reclaiming Your Day Research](#)



Here are some
examples



Habit playbook

Schedule shorter meetings

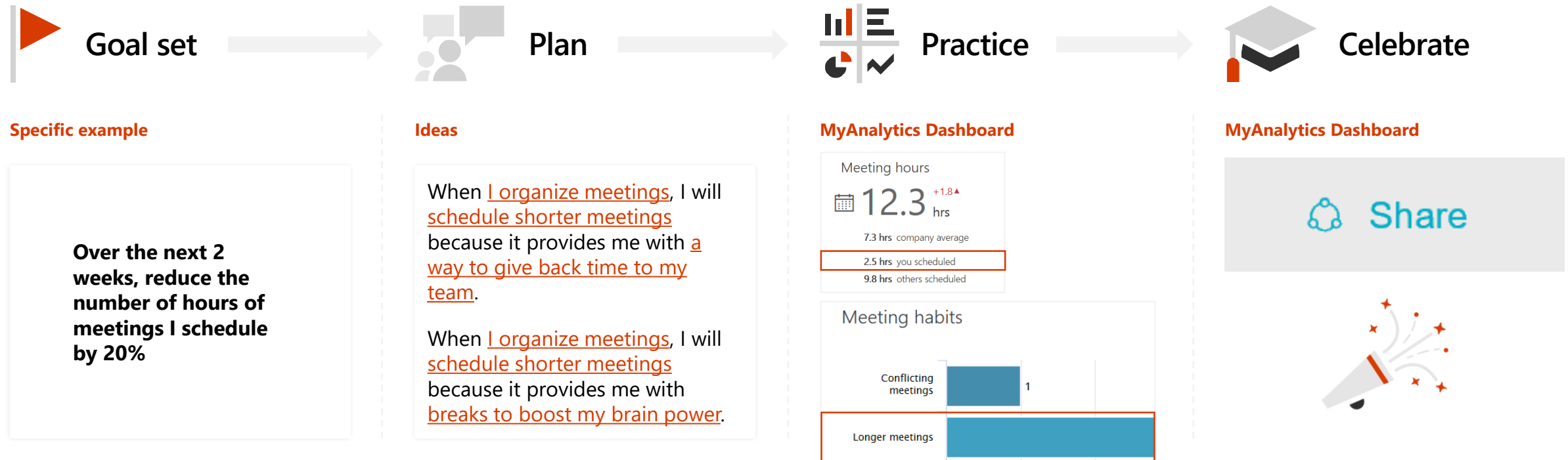


Bonus read

[Do You Really Need to Hold that Meeting?](#)

When we schedule long meetings we lose the group's attention and waste time. Work expands to the time allotted for it so we typically use the full amount of time scheduled for a meeting even when it is unnecessary. In a study where people working at a range of companies were challenged to schedule forty-five minute meetings rather than hour meetings and twenty- or twenty-five-minute rather than thirty minute meetings, people found they could get more or less the same amount of work done with the enormous cognitive benefit of regular breaks.

Source: How to Have a Good Day, by Caroline Webb



Habit playbook

Write reminders to send emails later while in meetings



Bonus read

[Why You Shouldn't Multitask](#)

Multitasking during meetings sends the signal, "It's OK to not pay attention." When we shoot off a quick email during a meeting, we miss that part of the conversation and have gaps in our understanding. This can lead to different interpretations of a decision, missed opportunities to provide critical guidance, or inconsistent follow-through on action agreements.

Source: [If You Multitask During Meetings Your Team Will Too](#)



Specific example

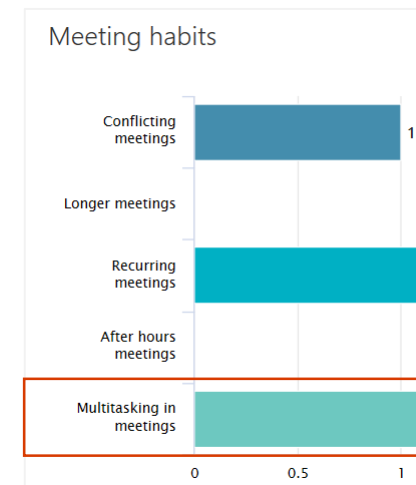
Over the next two weeks, reduce multitasking in meetings hours to zero.

Ideas

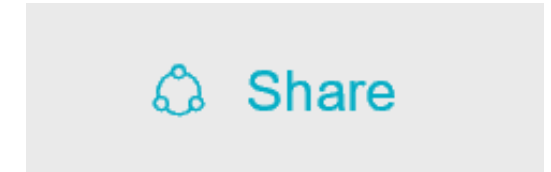
When I feel the need to email during a meeting, I will write a reminder to send the email later because it provides me with the satisfaction of getting the email off my mind.

When I feel the need to email during a meeting, I will write a reminder to send the email later because it provides me with the confidence that I have a complete understanding of meeting discussions.

MyAnalytics Dashboard



MyAnalytics Dashboard



Habit playbook

Include an agenda in meeting invites

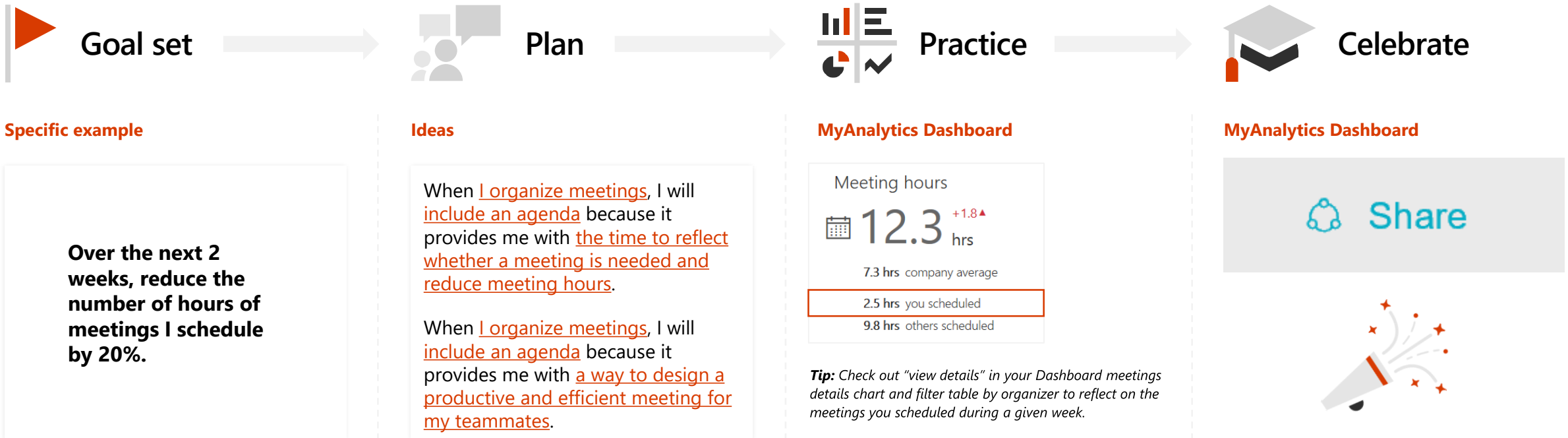


Bonus read

[How to Design an Agenda for an Effective Meeting](#)

Taking the time to write an agenda enables you to carefully reflect on the need for the meeting and design an effective meeting. The habit will prevent you from organizing unnecessary meetings and help you reduce the number of meetings you schedule. Surveys indicate that people think the majority of meetings are a waste of time. In one, 71% of survey respondents said meetings are unproductive and inefficient. Avoid contributing to this problem with well-designed agendas.

Source: [Stop the Meeting Madness](#)



MyAnalytics features to support change



MyAnalytics feature

Meet up? and Calendar clean up Outlook Add-in



Select the **Meet up?** card to schedule a meeting with an important person



Meet up? You haven't had a **one on one** with **Peter Bergen** in two weeks.



New meeting



Use **Meet up?** and **Calendar clean up** to help you make smart calendar decisions



Calendar clean up alerts you to make decisions about conflicting meetings



Calendar clean up

You have 4 conflicts tomorrow.

MyAnalytics feature

Meetings

Dashboard

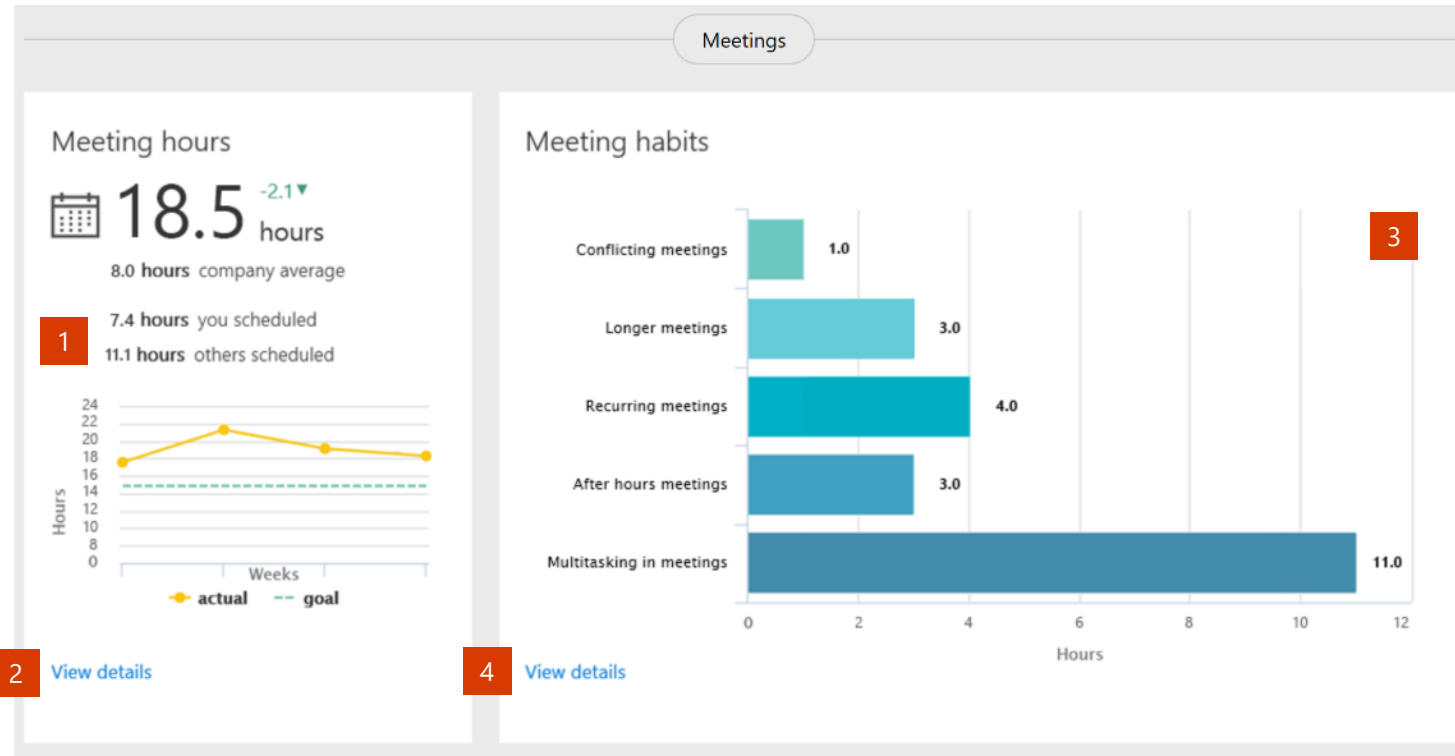
Use your **Meetings** data to identify meetings you can decline to reduce meeting hours

1

Compares the number of hours you scheduled vs. the number of hours others scheduled for you. Helps you determine whether you are accepting or scheduling too many meetings.

2

Click here to see the list of meetings you have attended, including meeting name, organizer, duration, and date.



3

Shows how many hours you spend in common meeting habit categories often considered low quality. Helps you identify your biggest meeting pain points.

4

Click here to see the meetings you have attended that fall into the meeting habits categories. Helps you identify opportunities to decline meetings and improve your habits.

MyAnalytics feature

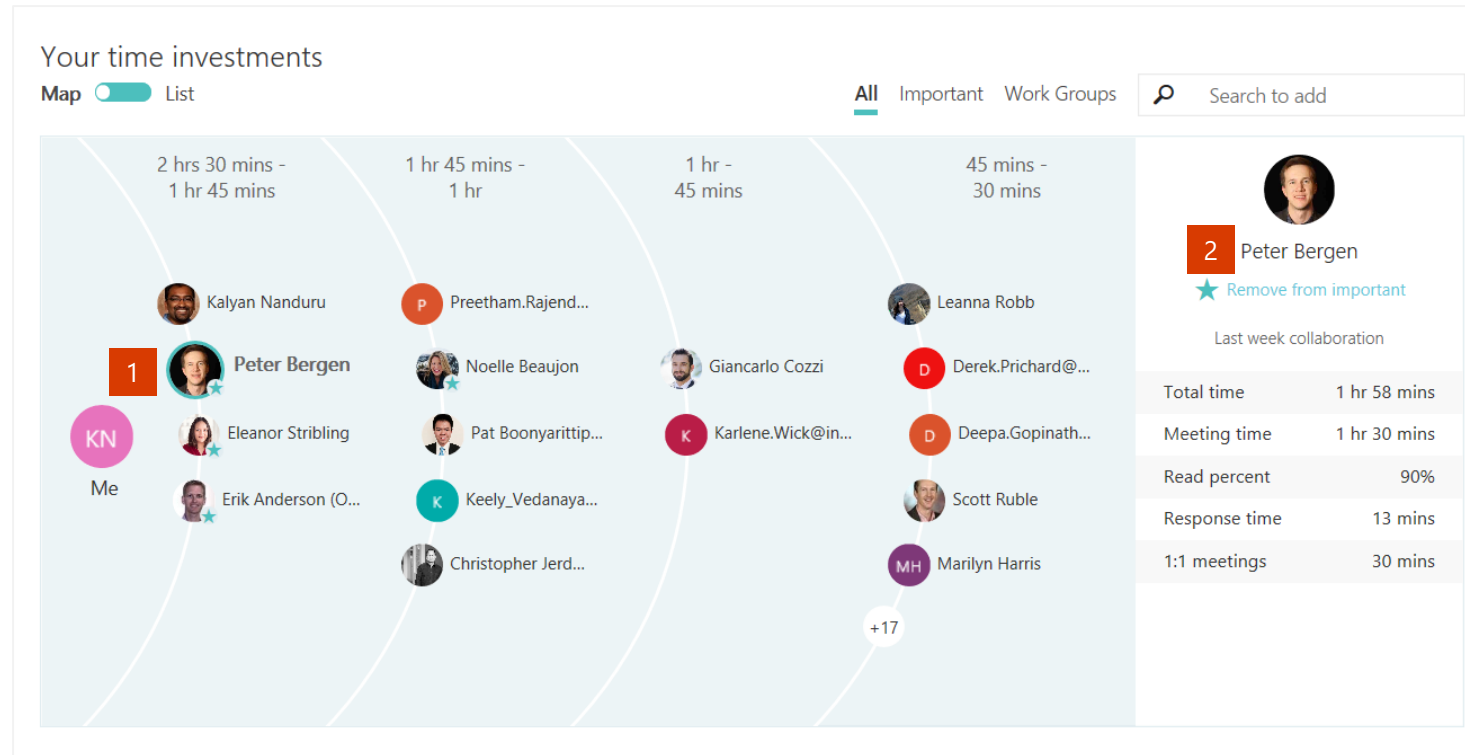
Your time investments

Dashboard

Use **Your time investments** to identify ways to optimize your meeting hours with key people

1

Click on a person in your map to view details about your weekly collaboration with that person in the right pane.



2

Take a look at your meeting time together. Does this look appropriate or are you spending too much time with this person? Consider whether the two of you could divide and conquer the meetings you share.

If the person is someone you have spent less than an hour with, then ask yourself if I met with this person more, could we more efficiently achieve our shared goals? Am I neglecting any of my top priorities?

Taking it to
the **next level**



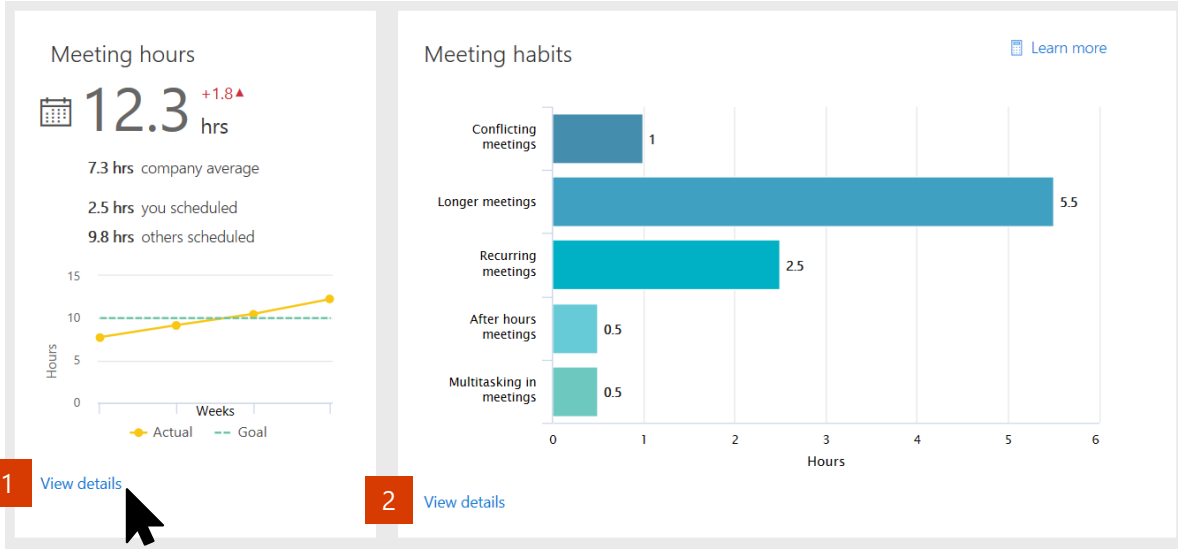
Calendar audit

Step 1: view and analyze meeting details



Bonus read:

[How to Finally Kill the Useless Recurring Meeting](#)



A **calendar audit** is the periodic act of reflecting on your meetings to identify and fix negative patterns.

Use the data in your **Meeting hours** and **Meeting habits** details windows to look closely at your meetings. View your most recent 3-4 weeks of data to surface patterns.

When viewing the details, click on the column headers to filter and sort the information – for examples, see meetings organized by a specific person or sort your meeting habits list by a category.

1

Meeting hours

Your list of meetings for the week

Included	Meeting name	Organizer	Hours	Date
✓	Weekly Customer Review	Natalie McCullough	1	Mon, 3/26
✓	Erik and Kate Weekly 1:1	Erik Anderson (O365)	0.5	Mon, 3/26
✓	MyA FT Recommendation Final Review	Kate Nowak	0.5	Mon, 3/26

2

Meeting habits

Where all those meeting hours really went

Meeting name	Multitasking	After hours	Recurring	Longer	Conflicting
MyAnalytics Prefinal Handoff	✓				
MyA Adoption Docs review					✓

Calendar audit

Step 2: use the following table to help organize the data and develop action items



Bonus read:
[How to Get Out of a Meeting You Know Will Waste Your Time](#)

	Very Productive, Essential	Somewhat Productive, Marginal	Not Very Useful, Waste of Time
Meetings <i>(tip: note the “Meeting Habit”)</i>	<i>Examples: manager 1:1 (recurring)</i>	<i>Examples: weekly team meeting (recurring, longer)</i>	<i>Examples: Project X update (recurring, longer, multitasking)</i>
Common Meeting Qualities	<i>aligned with my priorities, well structured, active participant</i>	<i>routine decisions, my expertise is leveraged but it’s no longer central to my success, recurring, long</i>	<i>no agenda or objective, frequent multitasking, not aligned with priorities</i>
Action Items	<ul style="list-style-type: none">• Keep attending!• Establish team norms based on the common meeting qualities	<ul style="list-style-type: none">• Adopt common qualities of your “essential” meetings• Shorten the duration• If recurring, consider canceling and adding back if necessary• Suggest others attend in your place (especially people who you are developing or newcomers building their own networks)	<ul style="list-style-type: none">• Stop attending• Politely communicate to the organizer why (you could be the catalyst for change by raising awareness of an unproductive and inefficient meeting)

Sources: [Reclaiming Your Day Research](#) and [Stop the Meeting Madness](#)

