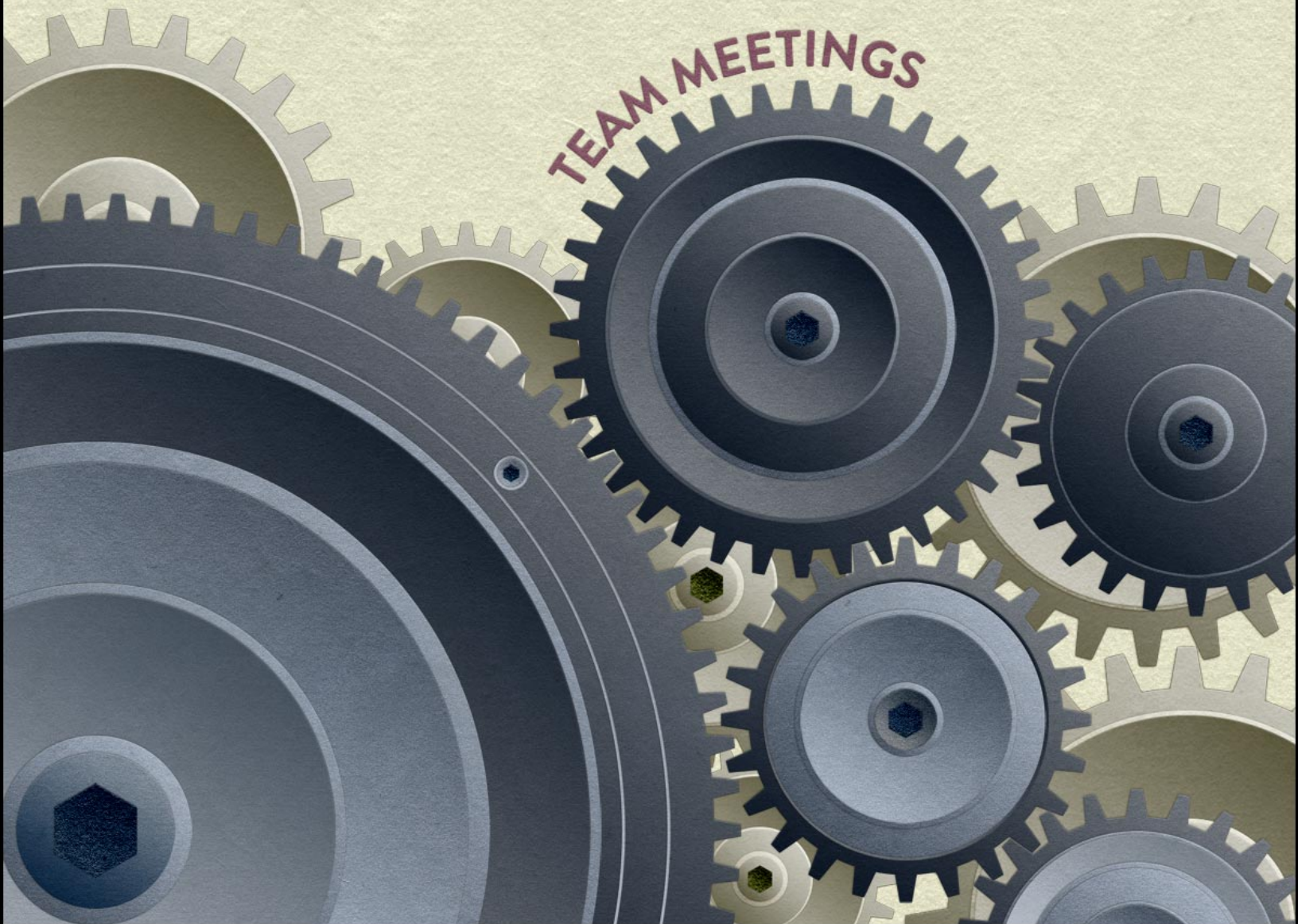




# TEAM BENCHMARK

Triaxia Development Team



# Meeting the Challenge of Meetings

To many business people, meetings are a downer. It's been said that "the best meeting is a group of three when one person is sick and another is out of town." We have all experienced the one-hour meeting that took five hours to accomplish.

Yet simply avoiding or canceling meetings isn't the answer. Indeed, meetings are the playing field for high performing teams. Effective meetings are the places where teams leverage the collective IQ and achieve synergy.

In fact, if asked to define a meeting, we would have to say that a meeting is a gathering of two or more people with the purpose of achieving something that none of the participants could have achieved alone.

## Types of Meetings

We meet for many reasons. We inform people about changes in schedules, policy changes, and new benefits programs. We motivate others at kick-off meetings and various celebrations. We brainstorm for new ideas. We resolve conflicts. And we solve problems such as budgeting issues and resource allocation.

Generally, the success of a meet hinges on two factors: productivity and efficiency. To see how well you and your team are managing the resources of your organization, take a moment to reflect on the following questions.

What percentage of your time on the job do you spend in meetings? \_\_\_\_\_

How effective are your meetings on a scale of 1-100. Effectiveness is the measure of how well you accomplish the intended meeting objectives? \_\_\_\_\_

Finally, how about meeting efficiency? Efficiency refers to the time and cost involved with the meeting in respect to the objective. How efficient are your meetings on a scale of 1-100?

\_\_\_\_\_

Most people score their meetings far below the desired 90-100 range.

# The Costs of Poor Meetings

Meetings cost money, be they effective or not. For example, consider the fully loaded compensation/benefits costs of eight participants in a three hour meeting that should have taken only an hour. Multiply that by the many times meetings take place every day in a mid to large sized company and then, again for each of the more than 250 business days a year. Smaller companies feel even more of the pain because a greater percentage of their resources are engaged in the effort. The real issue is not the cost of meetings but rather, the cost of poor meetings. Great meetings invariably seem to convey a high ROI to all participants.

In addition to the actual amount that meetings cost, poor meetings result in

- Emotional costs (frustration, anger, cynicism, and low morale)
- Opportunity costs (we could have done with the time we spent in the meeting)
- Poor quality decisions (The idea that bad meetings can deliver a good decision is a bad idea.)
- Lack of commitment to decisions (Participants will not invest the energy, effort, and creativity to implement in idea in which they don't believe. They won't believe in an idea that doesn't benefit them in some way.)
- Cultural credibility (Employees constantly exposed to poor meetings eventually become calloused and cynical, which limits their ability to engage in the efforts of any collaborative initiative.)

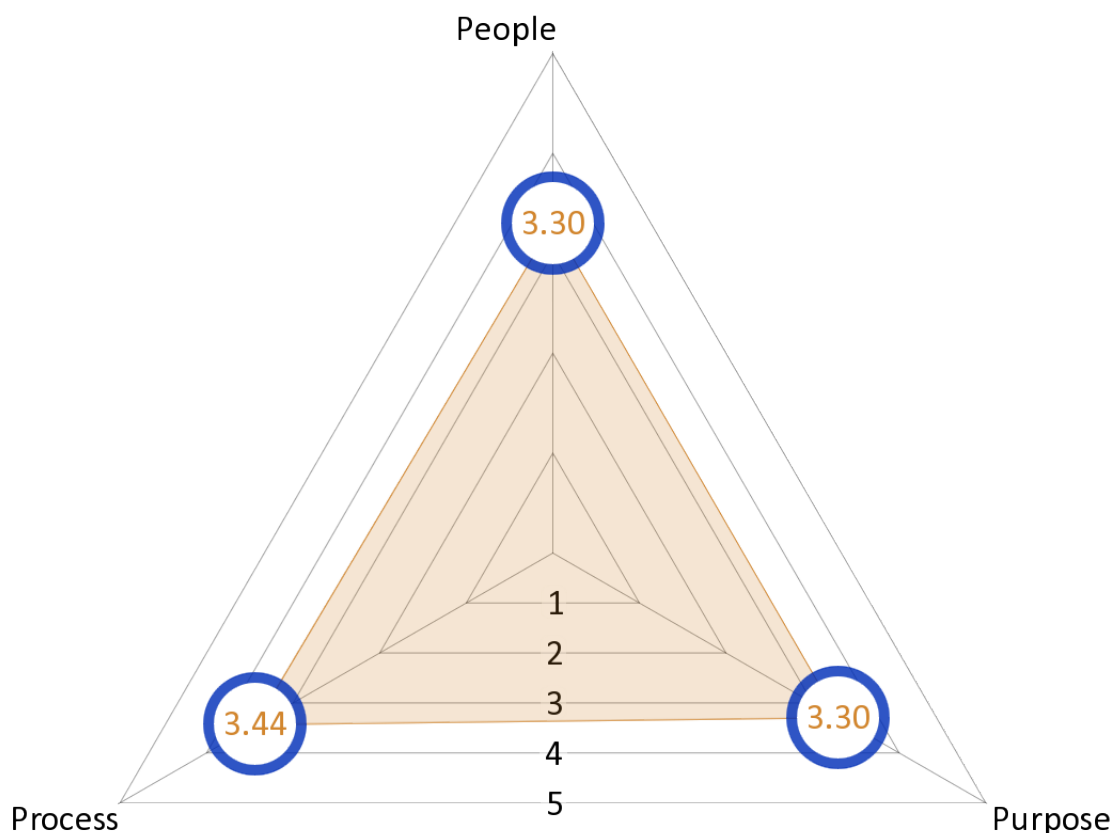
## High Performance Meetings Must Master Three Important Dimensions

The key components of a meeting are the people, the purpose, and the process. Successful application of all three factors is necessary to create a high performance meeting.



## Profiling your Team Results

The radio graph below indicates the total team averages for each area of team effectiveness.



The table below shows team member averages for each of the effective meeting categories. The far-right column displays the team score for each team member. The bottom row displays the team average for each category. The bottom right cell displays the total team score.

Member	People	Process	Purpose	Overall
#8	2.80	2.60	3.10	2.83
#16	2.30	3.60	3.10	3.00
#17	4.00	3.50	3.33	3.62
#18	4.00	4.00	4.00	4.00
#58	3.40	3.50	3.30	3.40
Team Total	3.30	3.44	3.37	3.37

## Team Rating Scale

4.2 - 5.0 Excellent! We love these meetings!

**3.3 - 4.1 Pretty good, but we can improve.**

2.5 - 3.2 Mundane, I'll send my assistant.

1.7 - 2.4 Painful experience; just send me the minutes.

1.0 - 1.6 Dismal. Don't send me anything!

Your team score is highlighted in the scale above. This is the same scale that will be used for each following section of the report.

## People

3.3 - 4.1 Pretty good, but we can improve.

Member	Q4	Q6	Q11	Q12	Q15	Q16	Q22	Q23	Q28	Q29	Overall
#8	5	3	3	4	2	3	1	2	2	3	2.80
#16	2	2	4	2	1	2	3	2	3	2	2.30
#17	5	3	5	4	4	4	3	4	4	4	4.00
#18	4	4	4	4	4	4	4	4	4	4	4.00
#58	3	5	3	2	4	3	4	3	4	3	3.40
Team	3.8000	3.4000	3.8000	3.2000	3.0000	3.2000	3.0000	3.0000	3.4000	3.2000	3.30

The far-right column in the grid above indicates the individual team member's average for "People". The bottom row indicates the team average for each question. The figure in the bottom right cell is the team average for "People".

---

Q4. People take meetings seriously, arriving on time and staying engaged throughout the meeting.

Mean

3.80

### Comments

- This is a test comment for a survey item
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Q6. Our meetings provide an environment where everyone participates in the discussion and feels safe contributing views and perspectives.

Mean

3.40

### Comments

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- This is a test comment for a survey item
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Q11. An 'active' listening environment characterizes our meetings; meeting members listen for understanding and question for clarity.

Mean

3.80

### Comments

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  - This is a test comment for a survey item
  - This is a test comment for a survey item
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Q12. We appropriately deal with disruptive, disengaged, or unfocused participants.

Mean

3.20

### Comments

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  - This is a test comment for a survey item
  - This is a test comment for a survey item

---

Q15. I feel accepted and included by other members of the group; insider/outsider circles do not characterize our meetings.

Mean

3.00

### Comments

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- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item
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Q16. We manage conflict in a healthy, productive manner; we are tough on issues rather than people.

Mean

3.20

### Comments

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- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item
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Q22. We encourage straight talk, constructive criticism and the questioning of ideas.

Mean

3.00

### Comments

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- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item
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Q23. We are never disrespectful of each other's dignity, personality, or character.

Mean

3.00

### Comments

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  - This is a test comment for a survey item
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Q28. Participants have a clear understanding of their roles in the meeting. They feel that their presence is necessary and their involvement is worthwhile.

Mean

3.40

### Comments

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- This is a test comment for a survey item

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Q29. Participants feel that their opinions and concerns are heard and respected by the group.

Mean

3.20

### Comments

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- This is a test comment for a survey item
- This is a test comment for a survey item
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## Process

3.3 - 4.1 Pretty good, but we can improve.

Member	Q2	Q8	Q10	Q14	Q19	Q20	Q24	Q26	Q27	Q30	Overall
#8	3	3	4	1	2	3	3	3	2	2	2.60
#16	3	5	3	4	5	3	4	3	2	4	3.60
#17	3	2	4	3	4	3	5	3	3	5	3.50
#18	4	4	4	4	4	4	4	4	4	4	4.00
#58	3	3	4	5	4	3	3	2	5	3	3.50
Team	3.2000	3.4000	3.8000	3.4000	3.8000	3.2000	3.8000	3.0000	3.2000	3.6000	3.44

The far-right column in the grid above indicates the individual team member's average for "Process". The bottom row indicates the team average for each question. The figure in the bottom right cell is the team average for "Process".

---

### Q2. Our meetings usually start and stop on time.

Mean

3.20

#### Comments

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### Q8. Those attending have the authority to make needed decisions.

Mean

3.40

#### Comments

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Q10. If a regularly scheduled meeting is not needed, we cancel it.

Mean

3.80

### Comments

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- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item

---

Q14. We have agreed on a systematic process to make decisions.

Mean

3.40

### Comments

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  - This is a test comment for a survey item
  - This is a test comment for a survey item

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Q19. We preserve decisions and ideas that are generated in meetings through the effective use of minutes, memos, etc.

Mean

3.80

### Comments

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- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item
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Q20. We follow up and implement decisions made in our meetings.

Mean

3.20

## Comments

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Q24. We are accountable to a clear set of meeting ground rules that establish standards of behavior as well as participant roles and responsibilities.

Mean

3.80

## Comments

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Q26. Our meetings leave out FYI material that we can effectively communicate by memo or e-mail.

Mean

3.00

## Comments

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Q27. We make effective use of communication/presentation tools (e.g., PowerPoint, flipcharts, handouts, etc.)

Mean

3.20

## Comments

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Q30. Our meetings allocate the proper amount of time needed to accomplish the purpose.

Mean

3.60

## Comments

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- This is a test comment for a survey item
- This is a test comment for a survey item

## Purpose

3.3 - 4.1 Pretty good, but we can improve.

Member	Q1	Q3	Q5	Q7	Q9	Q13	Q17	Q18	Q21	Q25	Overall
#8	4	4	4	4	5	3	2	1	2	2	3.10
#16	3	4	3	4	4	3	2	4	2	1	3.10
#17	3	4	4	2	3	3	3	0	2	4	3.33
#18	4	4	4	4	4	4	4	4	4	4	4.00
#58	4	4	4	4	2	4	5	3	2	4	3.30
Team	3.6000	4.0000	3.8000	3.6000	3.6000	3.4000	3.2000	3.0000	2.4000	3.0000	3.37

The far-right column in the grid above indicates the individual team member's average for "Purpose". The bottom row indicates the team average for each question. The figure in the bottom right cell is the team average for "Purpose".

---

Q1. We clearly define the purpose and objectives of our meetings before the meeting takes place.

Mean

3.60

### Comments

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Q3. We structure our meetings to relate topics as to scope, subject area, and nature (e.g., strategic, tactical, or administrative, etc.)

Mean

4.00

### Comments

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Q5. We review progress during the course of each meeting.

Mean

3.80

### Comments

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Q7. We begin each meeting with a clear statement of objectives.

Mean

3.60

### Comments

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Q9. Our meetings not only deliver effective decisions and creative solutions but enthusiastic commitment to implementation as well.

Mean

3.60

### Comments

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Q13. Presenters for agenda items give clear direction about how we are to listen (i.e., for feedback, decision making, etc.).

Mean

3.40

### Comments

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Q17. Participants focus on one agenda objective at a time, not allowing unproductive tangents.

Mean

3.20

### Comments

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  - This is a test comment for a survey item
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Q18. Participants have the information needed to adequately prepare for the meeting and accomplish the stated objectives

Mean

3.00

### Comments

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- This is a test comment for a survey item
  - This is a test comment for a survey item
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Q21. The intended outcome of every agenda item is clear.

Mean

2.40

### Comments

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Q25. Our meetings are characterized by a focused awareness of our purpose and we work hard to stay on topic

Mean

3.00

### Comments

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# Identifying Opportunities for Increased Meeting Effectiveness

Having evaluated your meeting, your next step is to identify specific actions you can take to make your meetings more effective. All of the 30 statements in this evaluation contribute to meeting effectiveness, but not all equally important. For example, starting the meeting on time is probably not nearly as critical as ensuring the meeting minutes accurately capture the deliberations and decisions of the meeting.

1. Spend a few minutes seeking agreement on the 10 most important factors for meeting effectiveness.
2. Of these 10 factors, which are scored (on average) lowest by participating team members?
3. Choose the three factors scored lowest. For each one ask:

What is the cause of this problem?

What effect does it have on the quality of our deliberations and decisions?

What specific changes will we make (actions we will take) to improve this issue?

## Most Frequently Reported Meeting Problems

Rank	Problem
#1	Getting off the subject
#2	No goals or agenda
#3	Too long
#4	Poor or inadequate preparation
#5	Inconclusive
#6	Disorganized

From *We've Got to Start Meeting Like This*, by R. K. Mosvick and R. B. Nelson

## Your Team's Top Three Problems

1.

Solution Steps

2.

Solution Steps

3.

Solution Steps

Also available from

# TEAM BENCHMARK

## Team Skill Survey<sup>®</sup>

The Team Performance Survey assists your team in evaluating its strengths and weaknesses against in each of the six characteristics of a high performance team. The resulting Team Skill Survey Report is designed to prioritize allow your team to attack its development needs with the confidence of knowing they are targeting the right issues.\*

## Team Development Profile<sup>®</sup>

The Team Development Profile enables your team to visually identify its current stage of team development, and better understand its potential for greater synergy and team effectiveness.\*

## Team Communication<sup>®</sup>

The Team Benchmark Team Communication diagnostic helps the team to assess their ability to effectively communicate with one another. This communication diagnostic enables team members to identify and address specific issues that clutter and confuse team communication.

## Team Conflict Resolution<sup>®</sup>

This Team Benchmark diagnostic enables the team to identify and address conflict issues that derail team effectiveness, allowing your team to give immediate attention to the key issues and define a clear path for improvement.

## Team Meetings<sup>®</sup>

This powerful meetings diagnostic will provide your team with unique insight on how well they are managing meeting together. This diagnostic allows your team to graphically identify strengths and weaknesses in key meeting components.

Visit [www.TeamBenchmark.com](http://www.TeamBenchmark.com) to learn more about how these diagnostic surveys can help take your teamwork to the next level.

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\* Available in Spanish / \*Disponible en Español

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