



Is AI the Gamechanger for a better Corporate Meeting Culture?

Dr. Noah Bani-Harouni
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INTRO

Who am I?



Dr. Noah Bani-Harouni
Co-Founder of Zelvor

- AI startup building a digital meeting assistant
- Part of the AI.STARTUP.HUB Hamburg Accelerator (associated with ARIC)
- Publish on corporate meeting culture

RESEARCH

Why meeting culture matters for firms?



- A dysfunctional meeting culture is the most visible symptom of a bad corporate meeting culture
- Relationship: Satisfaction with meetings <> overall job satisfaction
- Relationship depends in part upon the number of meetings typically attended
 - High meeting demands may amplify the meeting (dis)satisfaction–job (dis)satisfaction relationship
- Hence, importance of meetings is a potentially powerful influence on firm success and its employees

[Check source here](#)

What is the impact of meetings on employees?

Group Processes: Theory, Research, and Practice
2005, Vol. 9, No. 1, 58–67

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Meetings and More Meetings: The Relationship Between Meeting Load and the Daily Well-Being of Employees

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Meetings are an integral part of organizational life; however, few empirical studies have systematically examined the phenomenon and its effects on employees. By likening work meetings to interruptions and daily hassles, the authors proposed that meeting load (i.e., frequency and time spent) can affect employee well-being. For a period of 1 week, participants maintained daily work diaries of their meetings as well as daily self-reports of their well-being. Using hierarchical linear modeling analyses, the authors found a significant positive relationship between number of meetings attended and daily fatigue as well as subjective workload (i.e., more meetings were associated with increased feelings of fatigue and workload).

Meetings are an integral and pervasive experience of organizational life. As a forum in which employees communicate and coordinate the organization's goals and objectives, the meeting is a vehicle for many activities, from problem solving to interdepartmental interactions. Given their utility, it is not surprising that meeting load (i.e., the frequency and length of meetings) has steadily surged in the last few decades (Mosvick & Nelson, 1987). Since a 1973 study by Mintzberg, which found that the majority of a manager's typical workday (69%) was spent in meetings, more recent surveys have suggested that meeting loads are increasing. Mosvick and Nelson (1987), for example, reported that relative to the 1960s, the average executive participated in twice as many meetings in the 1980s. Tobia and Becker (1990), in a survey of 1,900 business leaders, found that almost 72% of individuals currently spend more

time in meetings than they did 5 years ago. In addition, more than 49% surveyed expect to be spending even more time in meetings 4 years from now.

Given these statistics indicating the rise in frequency of and time spent in meetings, it behooves us to ask whether increased meeting load is indeed beneficial for the organization and the individual employee. To the extent that meetings help organizations and employees achieve their goals, their utility is quite apparent. The question remains, however, as to whether an ever-increasing meeting load may affect the employee at the individual, psychological level. In our search of the extant literature, we found no research that addresses the psychological effects of meeting load; in fact, we found that few empirical studies have been conducted on the phenomenon of the meeting itself. In taking heed of Schwartzman's (1986) declaration to examine the meeting as a topic in its own right, with the present study we attempt to contribute to research by examining the meeting load of a sample of employees and how it affects how these employees feel at the end of each day, for 5 days.

We propose that despite the fact that meetings may help achieve work-related goals, having too many meetings and spending too much time in meetings per day may have negative effects on the individual. In other words, we fully acknowledge the work-related benefits and the utility of meetings, but we further suggest a main effect for meeting load on the individual at

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- Significant positive relationship between number of meetings attended and daily fatigue as well as subjective workload
 - More meetings were associated with increased feelings of fatigue and workload
- Fatigue: Disruptive effect draining resources for their primary tasks and resulting in greater fatigue
- Subjective workload: Meetings cause individuals to leave tasks unfinished, requiring further effort to inhibit attention to these tasks while having to process new information

RESEARCH

What are some reasons for “Zoom Fatigue”?

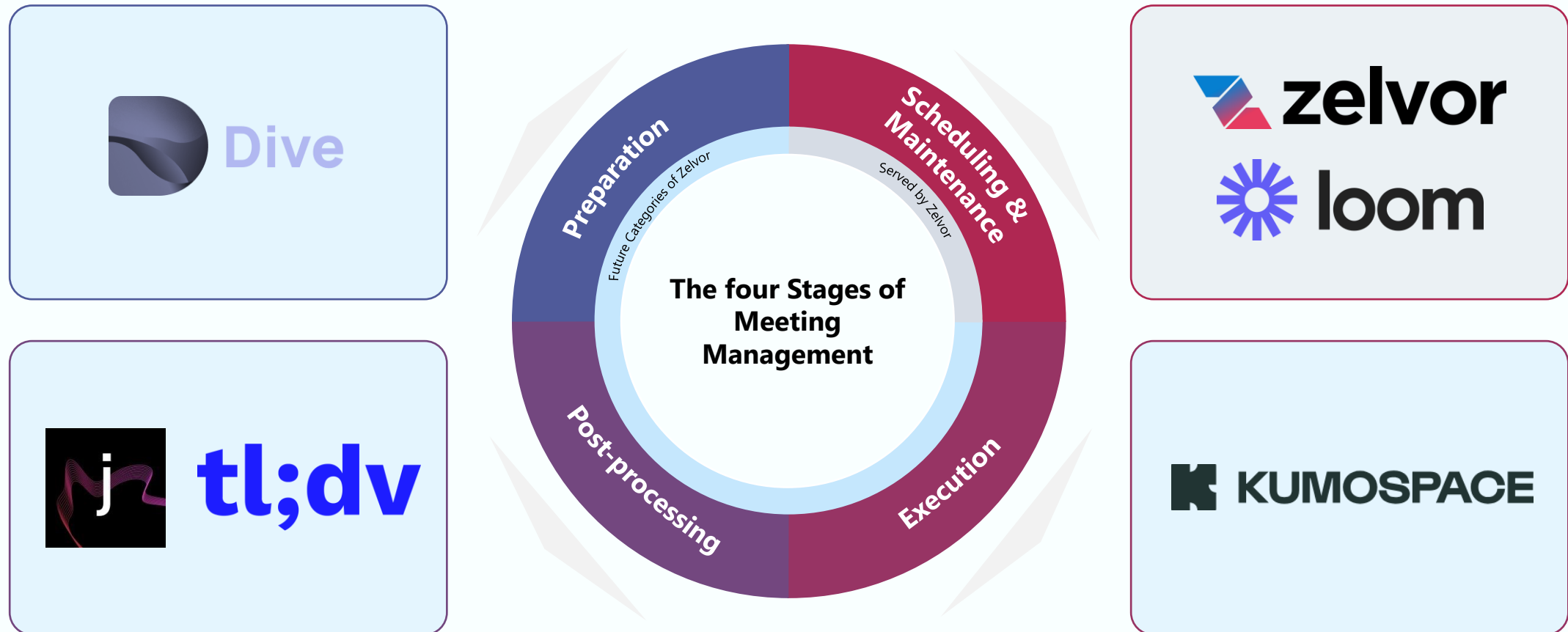


- Four reasons why:
 - Excessive amounts of close-up eye contact is highly intense.
 - Seeing yourself during video chats constantly in real-time is fatiguing.
 - Video chats dramatically reduce our usual mobility.
 - The cognitive load is much higher in video chats.

[Check source here](#)

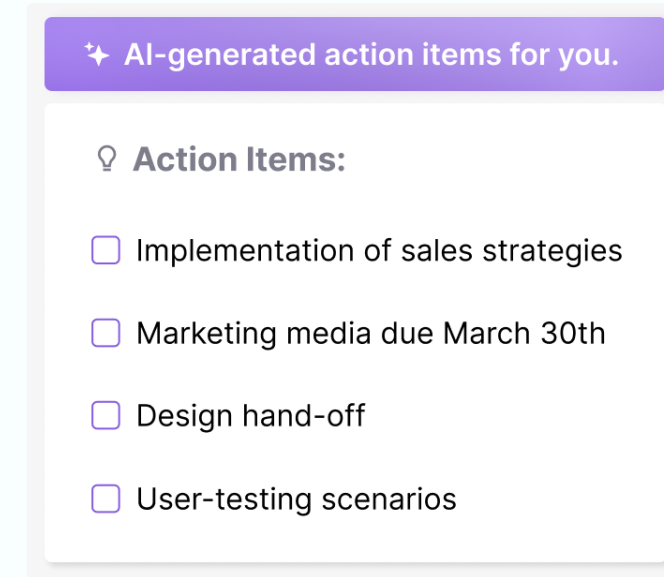
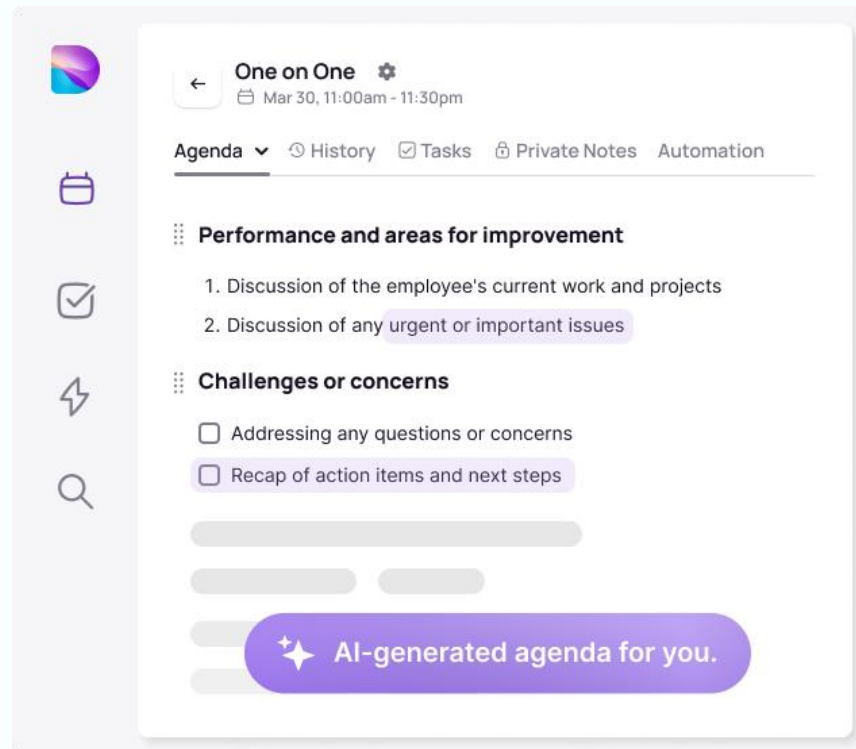
TOOLING

The meeting life cycle – which tool helps when?



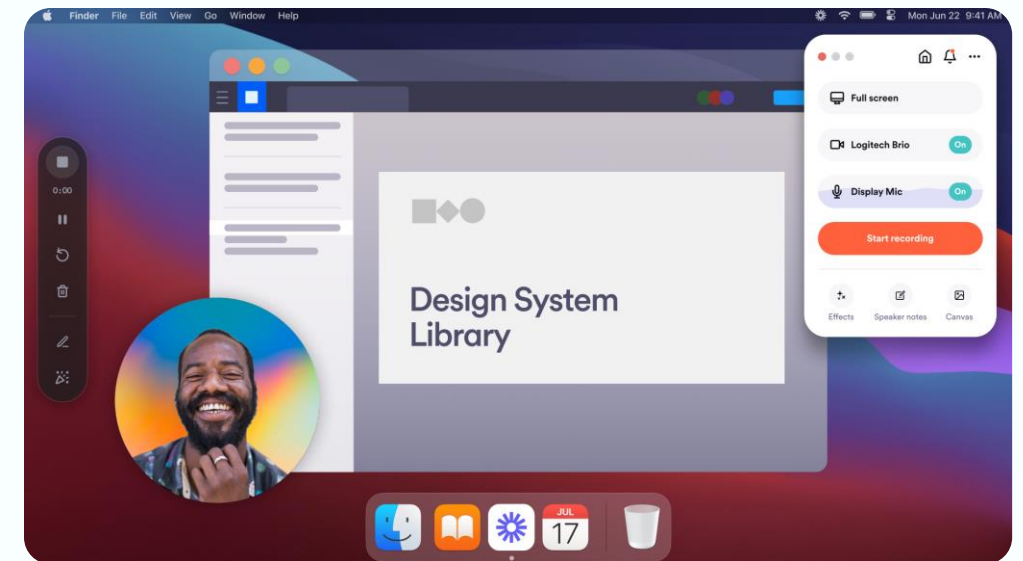
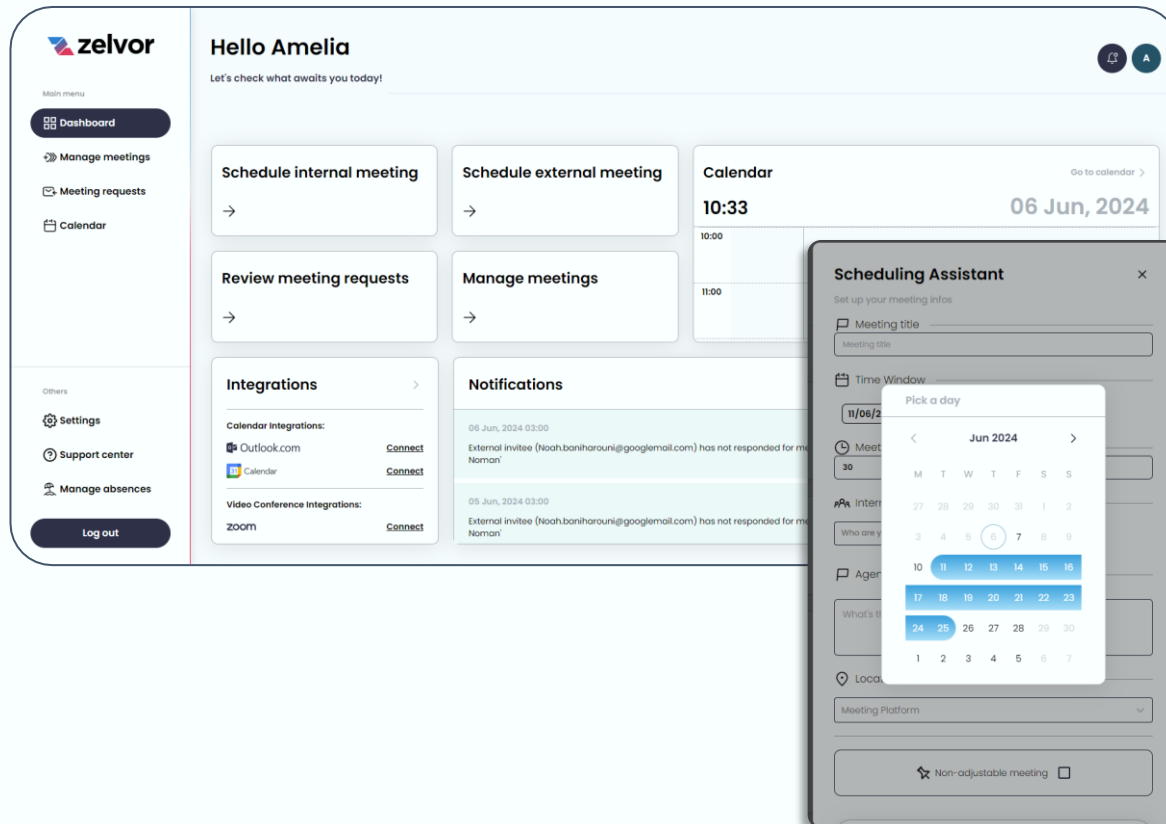
TOOLING

How meeting prep tools can help you



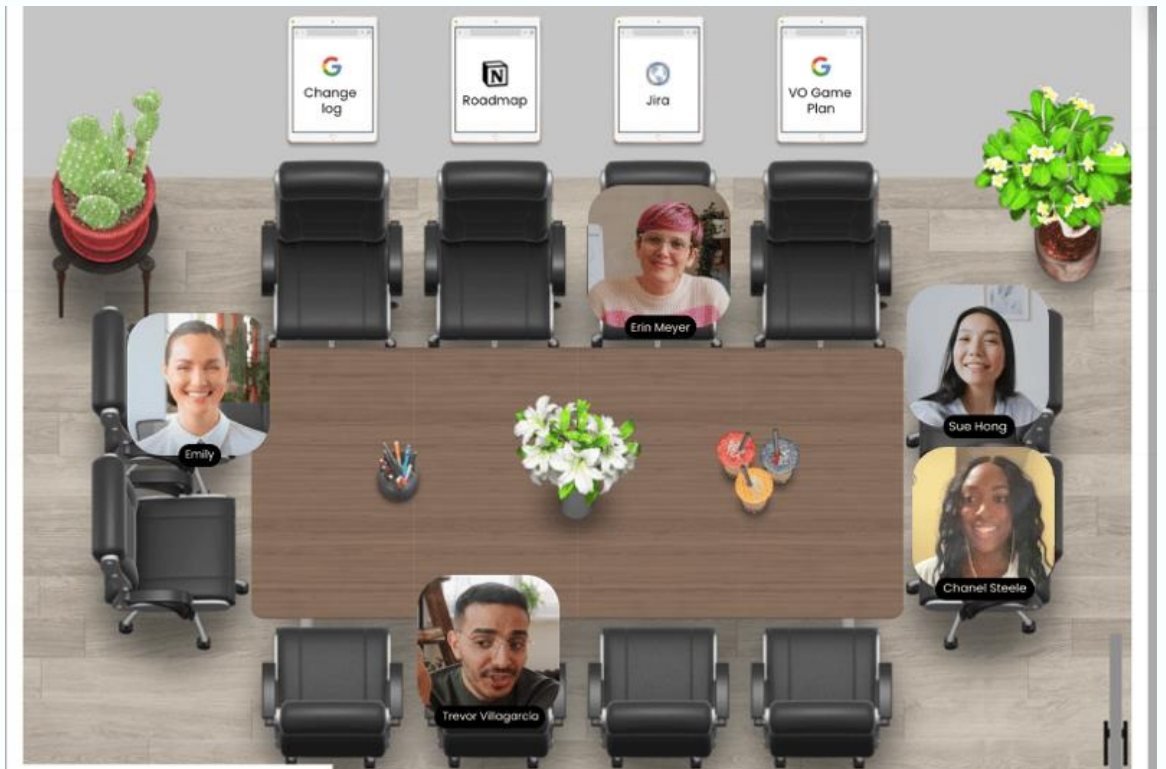
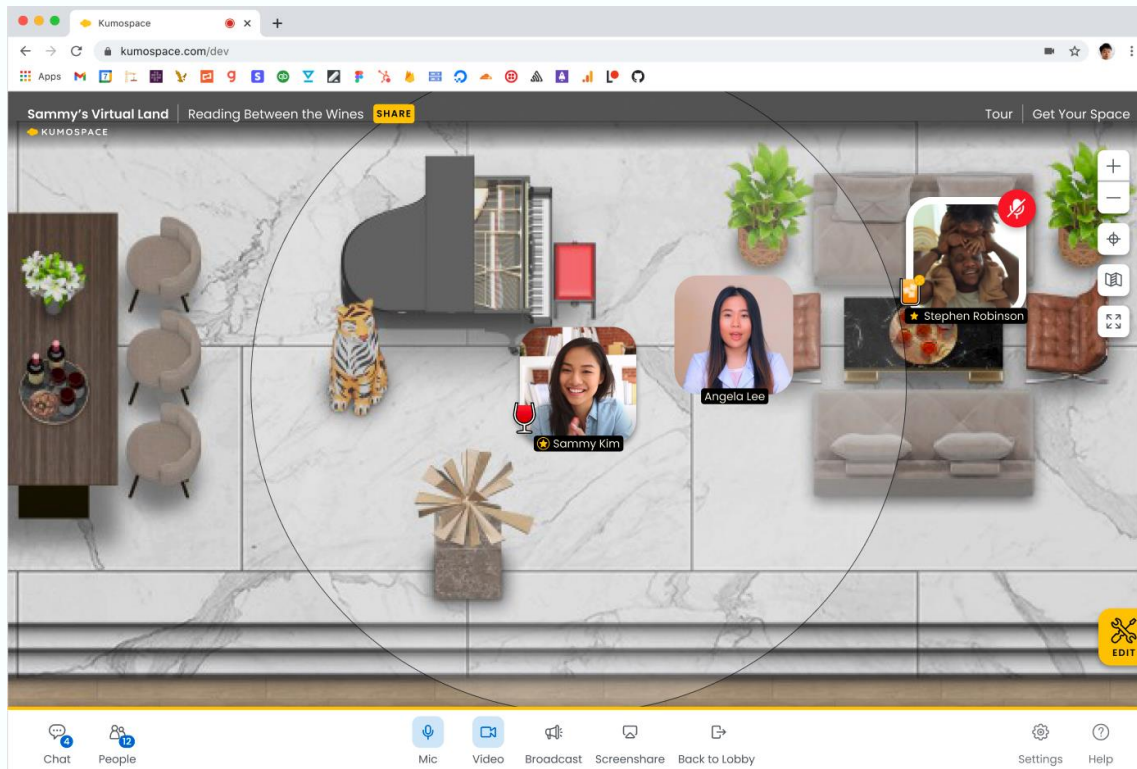
TOOLING

How scheduling and maintenance tools can help you



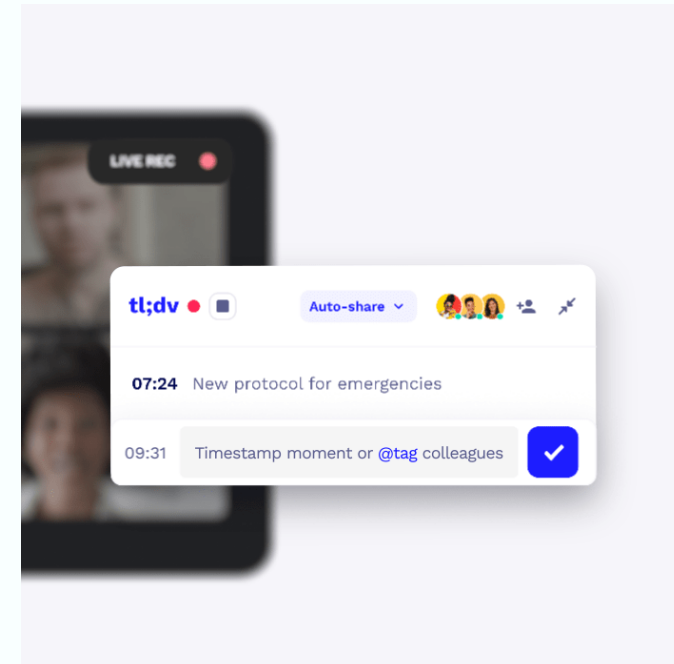
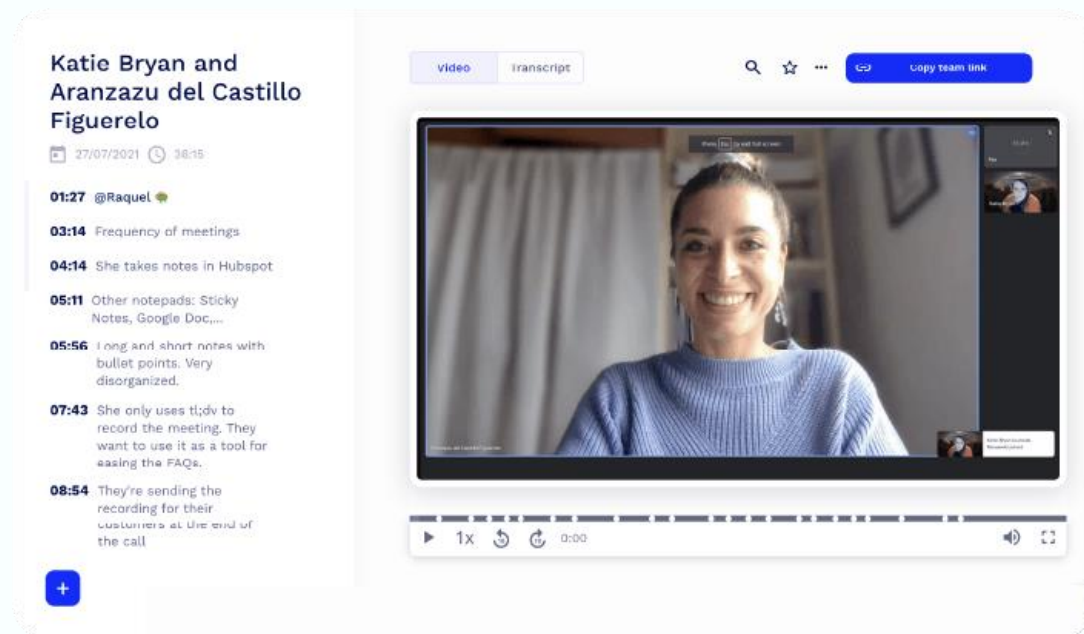
TOOLING

How meeting execution tools can help you



TOOLING

How post-processing tools can help you





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