

Understanding Meeting Behavior

Targeted Needfinding, POVs, and Experience Prototypes

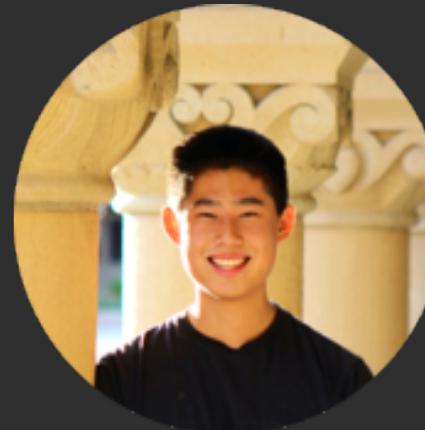
WHO WE ARE



THEO C.



DERIN D.



TOMMY F.



LIZA G.

PROBLEM DOMAIN

BEHAVIORAL CHANGE

PROBLEM DOMAIN

A photograph of four people in a meeting room. Three men are seated around a round table, looking at a laptop screen. A fourth man stands behind them, also looking at the screen. They are holding coffee cups. The room has bookshelves and a potted plant in the background.

BEHAVIORAL CHANGE
IN THE MEETING SPACE.

SOLUTION APPROACH

FOUNDATION

TARGETED
NEEDFINDING

DEVELOPED
POINTS
OF VIEW

EXPERIENCE
PROTOTYPES

KEY
TAKEAWAYS

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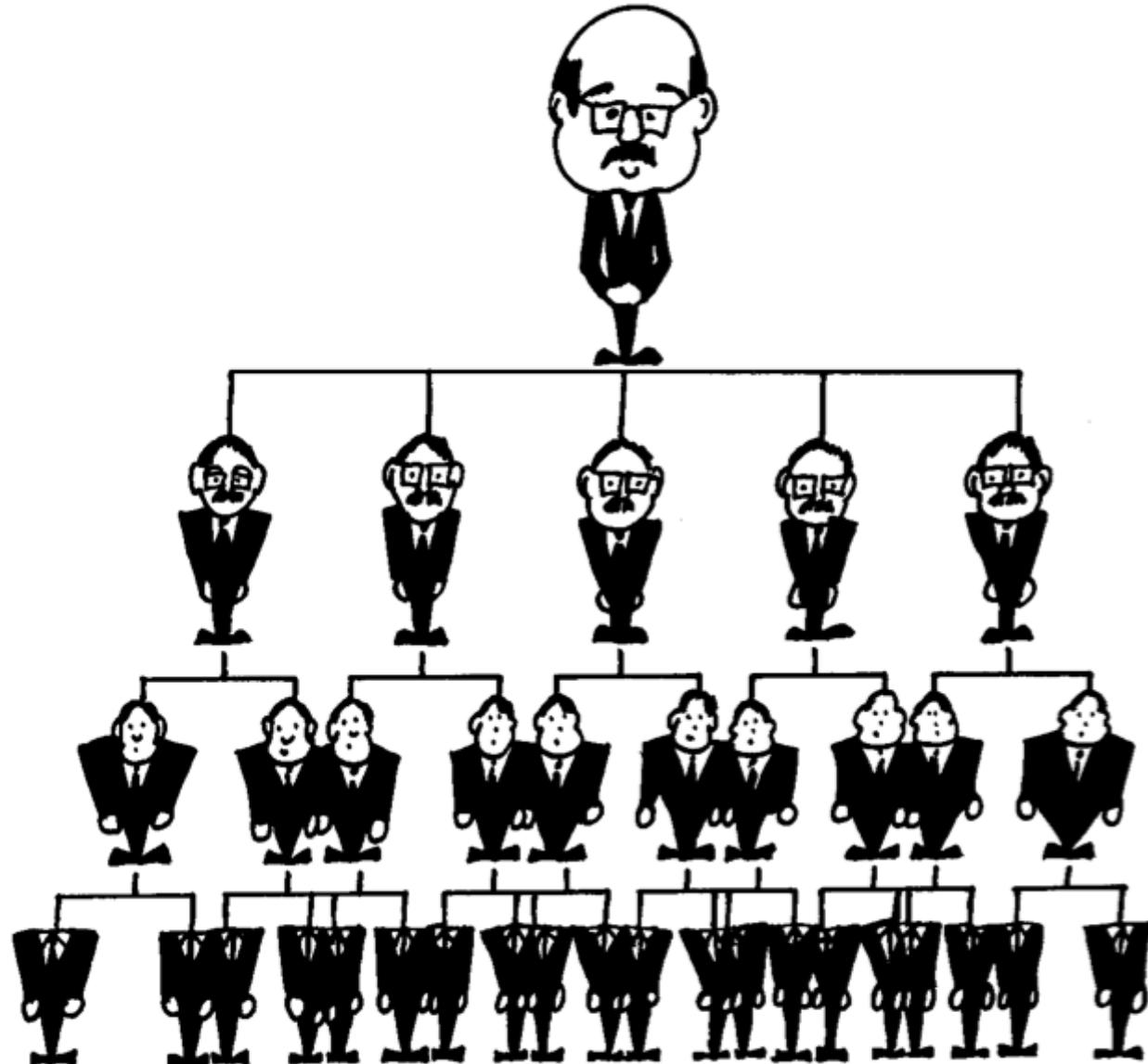


FOUNDATION

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We were amazed to learn that **organizational structure** can have a noteworthy **impact** on meeting dynamics and productivity.

It would be game changing if we could break down organizational barriers to **create a level playing field** for all individuals attending meetings.



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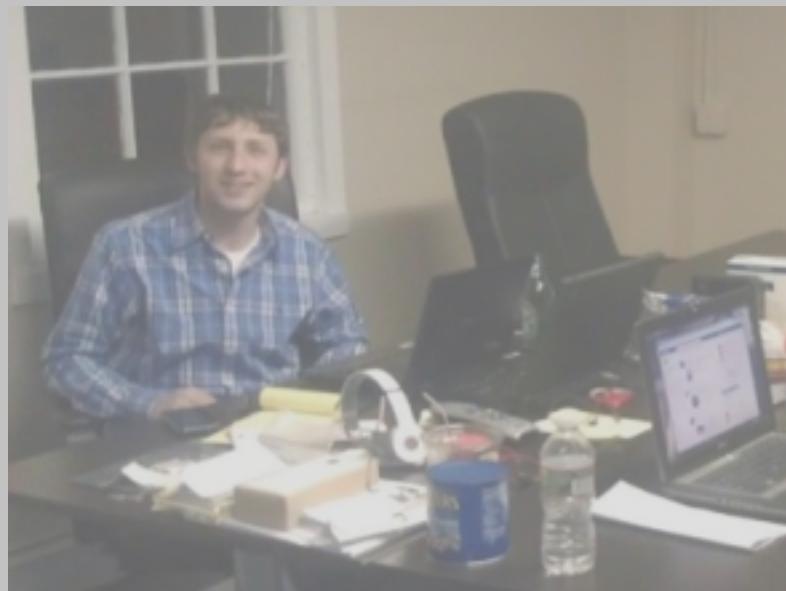
TARGETED NEEDFINDING



KAY L.

“Because people are volunteering their time, priorities are in different places. Our meetings manifest themselves as social gatherings, which can be frustrating for the leadership team.”

VOLUNTEER - WORDS ALIVE



GRANT G.

“There is always a group of people sitting in the back on their computers that clearly do not need to be in the room. You’ve been there, I’ve been there. It just happens.”

PRODUCT MANAGER - CBS



TOM K.

“I schedule weekly because it seems that having the meeting is better than not having the meeting. Wait... that doesn’t make sense when I say it out loud.”

PROFESSOR - STANFORD

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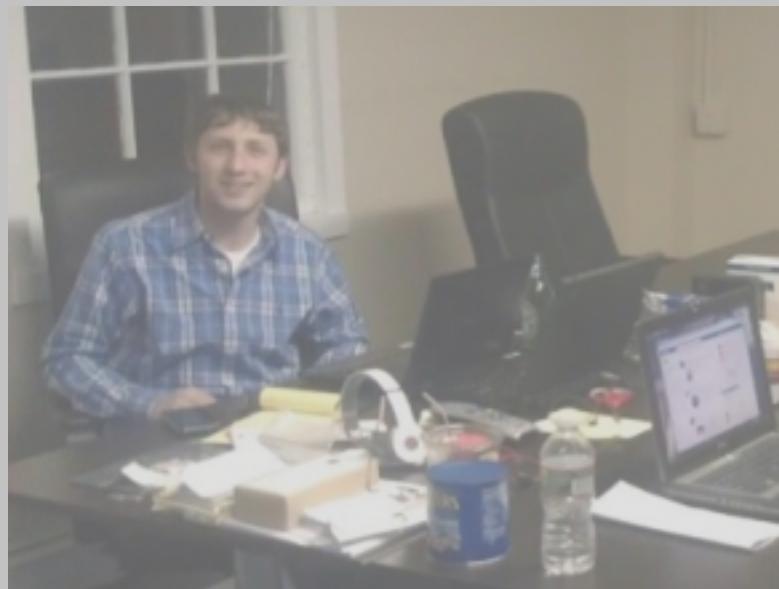
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POV #1

POV #1 ASSUMPTIONS

INDIVIDUALS MEET FOR THE SAKE OF MEETING.

PEOPLE DON'T KNOW WHY THEY ARE INVITED TO MEETINGS.

THERE IS NOT A MUTUAL UNDERSTANDING OF THE MEETING AGENDA.

POV #1 ASSUMPTIONS

INDIVIDUALS MEET FOR THE SAKE OF MEETING.

PEOPLE DON'T KNOW WHY THEY ARE INVITED TO MEETINGS.

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POV #1 EXAMPLE

Oct
14
Wed

Product Roadmap Chat
[View on Google Calendar](#)

When Wed Oct 14, 2015 11am – 12pm
(PDT)

Who Jack Randall*

Yes **Maybe** **No**

Agenda
Wed Oct 14, 2015

No earlier events

11am Product
Roadmap
Chat

5pm Caitlin

5:30pm Softball
Game!

POV #1 STATEMENT

We met Grant, a project manager who needs to know when and why he should go to a meeting. It would be game changing if Grant knew the purpose of a meeting in more detail than “Data Pipeline Chat” so he could know if he should attend.



POV #1 HOW MIGHT WE

ensure that only relevant people are in meetings?

ensure that people don't feel obligated to attend if they don't add value?

ensure people know the agenda?

POV #2

POV #2 ASSUMPTIONS

INDIVIDUALS DO NOT KNOW WHEN IT IS APPROPRIATE TO INTERRUPT.

CERTAIN VOICES ARE HEARD TOO MUCH.

MEETING TOPICS ARE CHANGED TOO QUICKLY.

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POV #2 STATEMENT

We met Jane who needs to learn to speak up because she feels that only those with loud voices and superior titles are heard. It would be game changing if everyone's ideas were heard to the same degree and people felt compelled to interact with others' ideas in the meeting room.



POV #2 HOW MIGHT WE

ensure productive speaking during meetings?

stop people from cutting others off?

ensure that certain individuals do not overshare?

POV #3

POV #3 ASSUMPTIONS

THERE IS OFTEN NOT A STRONG REASON FOR A MEETING.

PEOPLE DO NOT KNOW WHEN MEETINGS ARE PRODUCTIVE.

IT IS ASSUMED THAT HAVING MEETINGS IS NECESSARY.

POV #3 ASSUMPTIONS

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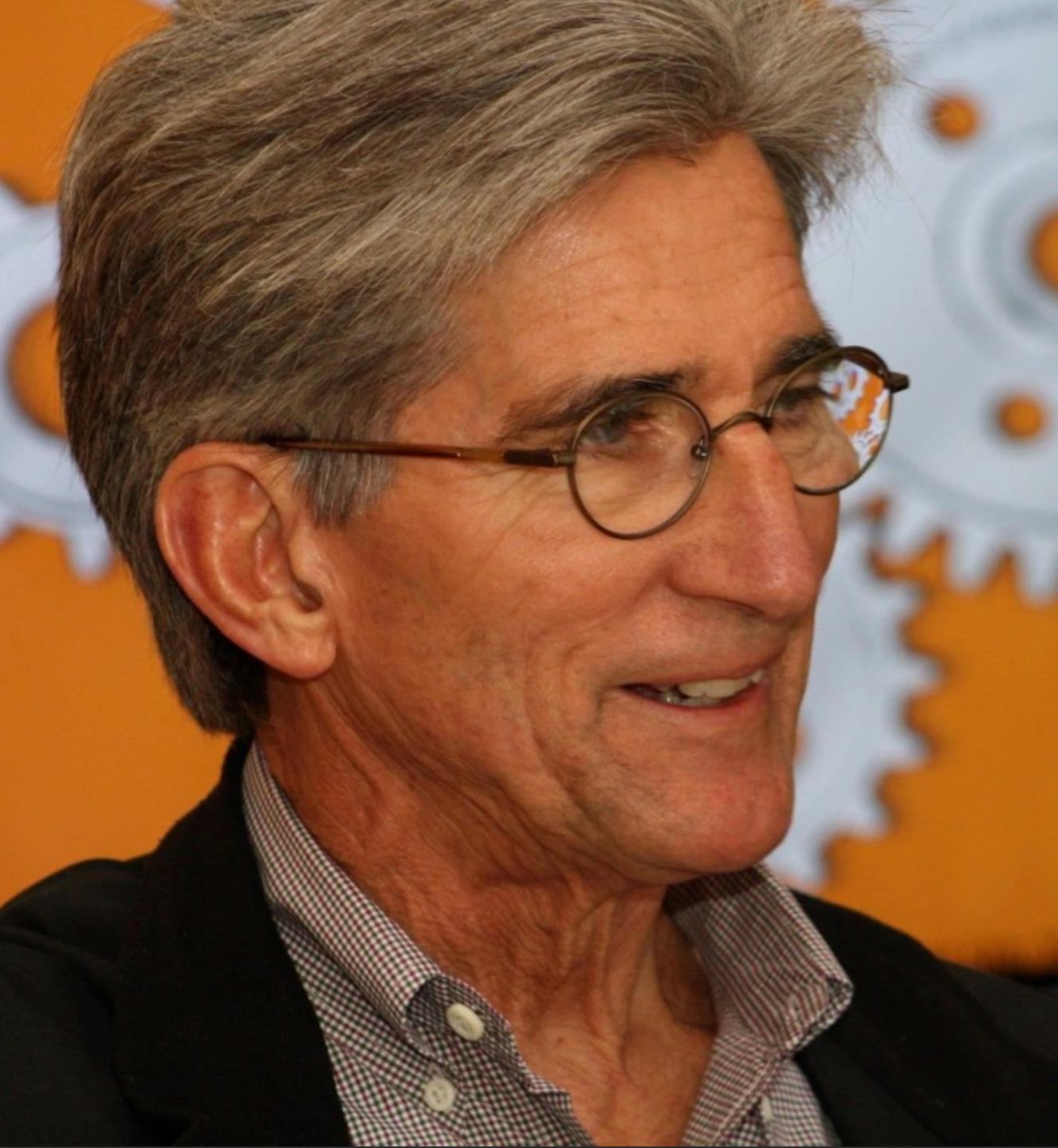
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POV #3 STATEMENT

We met Tom, who needs to know when meetings should happen because he currently schedules meetings on a weekly basis, as opposed to in accordance with their necessity. It would be game changing if he could understand how having a meeting fit into the long term goal of a project's lifecycle.



POV #3 HOW MIGHT WE

visualize the productivity of meetings in a project lifecycle?

change the culture around meetings?

ensure meetings only happen when they need to?

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EXPERIENCE PROTOTYPE #1

GOAL: TO IMPACT PLANNING BEHAVIOR SO
MEETINGS ONLY HAPPEN WHEN NECESSARY WITH
ESSENTIAL PARTIES IN ATTENDENCE.

EXPERIENCE PROTOTYPE #1

Version 1

- Organizer has control
- Creates agenda and explains why each attendee is invited

Version 2

- Attendance is crowd sourced
- Organizer sends out a google form with a tentative agenda
- Respondents explain why they need to attend.

Meeting Agenda

Agenda:

- follow-up on Sunday's club meeting
- decide how to go forth with project and team creation
- decide which speakers to bring in over the next few weeks
- decide on point people for the various teams
- decide on what we will do next Sunday

* Required

Why do you need to be at the meeting? *

Submit

Never submit passwords through Google Forms.

EXPERIENCE PROTOTYPE #1

	A	B	C	D	E
1	Timestamp	Why do you need to be at the meeting?			
2	10/5/2015 16:03:37	I want to bring in Joe and be a point person for the external community team.			
3	10/5/2015 16:03:39	To bring my insights to the table.			
4	10/5/2015 16:04:11	I want to start my own project maybe and talk about that.			
5	10/5/2015 16:04:20	I don't NEED to be, but I want to			
6	10/5/2015 16:06:39	Honestly I think we can do most of that online			
7	10/5/2015 16:06:59	idk			
8	10/5/2015 16:06:59	I want to be the point person for projects			
9	10/5/2015 16:07:25	So we can all meet			

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EXPERIENCE PROTOTYPE #1 RESULTS

THINGS THAT WORKED

- Prevented 2 people from coming to original meeting
- The survey moved second meetings offline
- Agenda distributed beforehand

THINGS THAT DIDN'T WORK

- Individuals feelings were hurt when they weren't invited to the meetings
- People provided filler responses

SURPRISES AND NEW LEARNINGS

- People like to be included in meetings even if they don't need to be there
- People enjoy meeting for the sake of meeting

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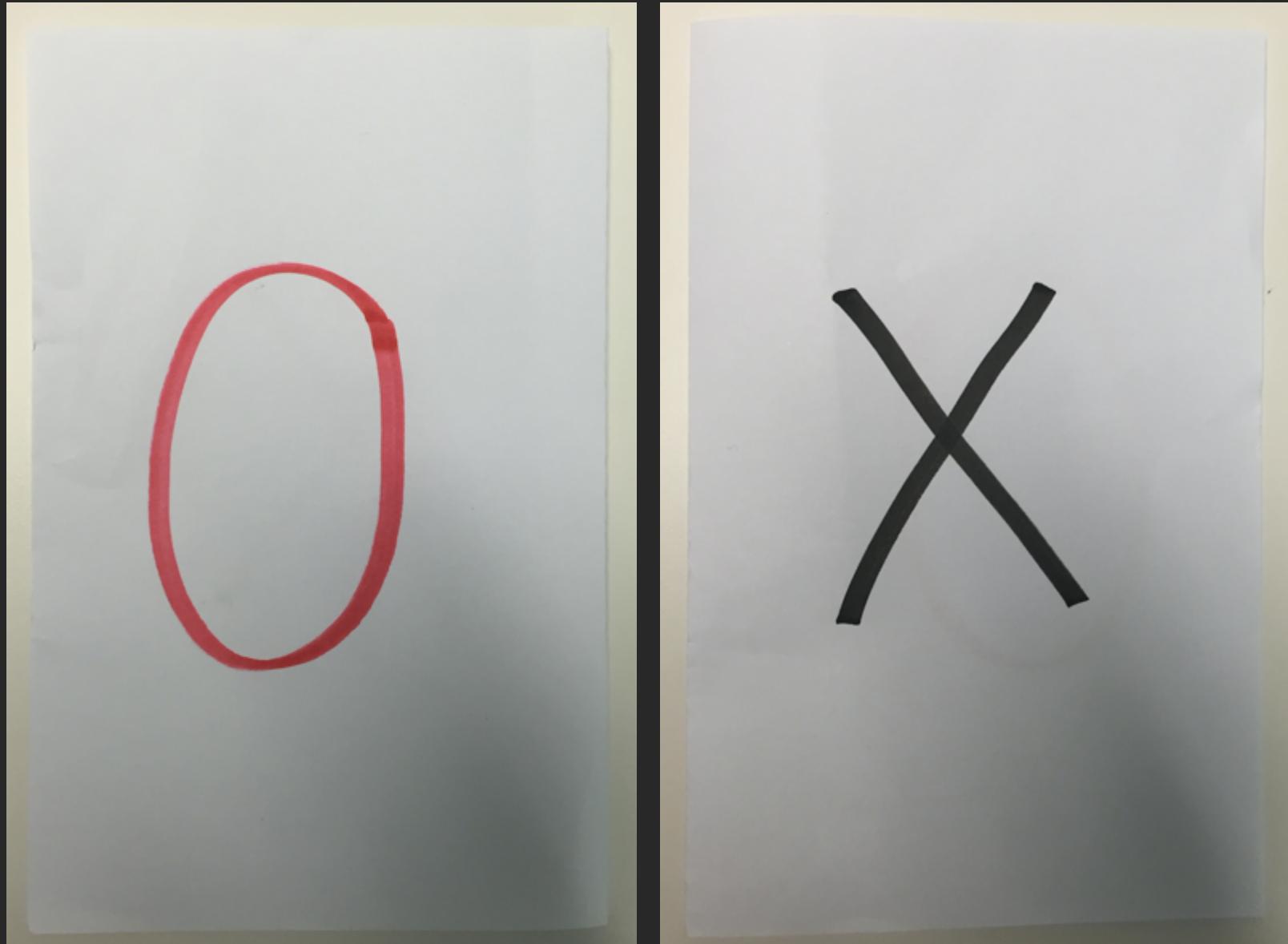
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EXPERIENCE PROTOTYPE #2

GOAL: TO IMPACT BEHAVIOR DURING MEETINGS TO
ENSURE EVERYONE'S VOICES ARE HEARD, BY
MODERATING TOPICS AND INPUTS.

EXPERIENCE PROTOTYPE #2

- 8 people planning a trip to Thailand
- Two cards
 - X for current topic
 - O for new topic
- Only one person can speak at a time
- You can only speak when it is your turn in queue



EXPERIENCE PROTOTYPE #2



EXPERIENCE PROTOTYPE #2 RESULTS

THINGS THAT WORKED

- People were more aware of when they spoke

THINGS THAT DIDN'T WORK

- Meeting was incredibly inefficient
- There were times when it made sense for someone to jump in and give their opinion
- People were frustrated with this type of moderation

SURPRISES AND NEW LEARNINGS

- Interruptions can be productive in some meeting environments
- This type of solution would have to be incredibly subtle as to not be a distraction

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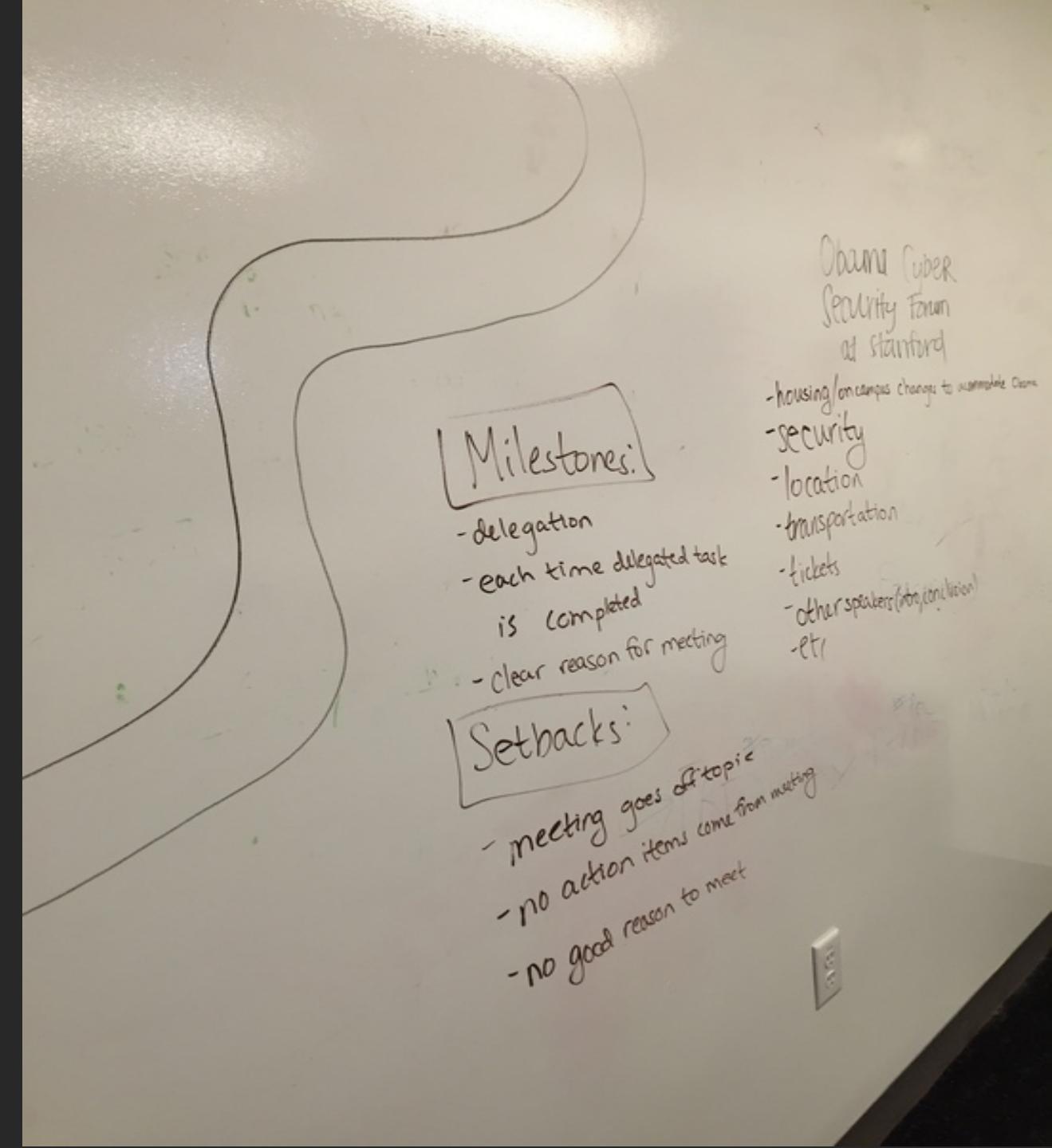
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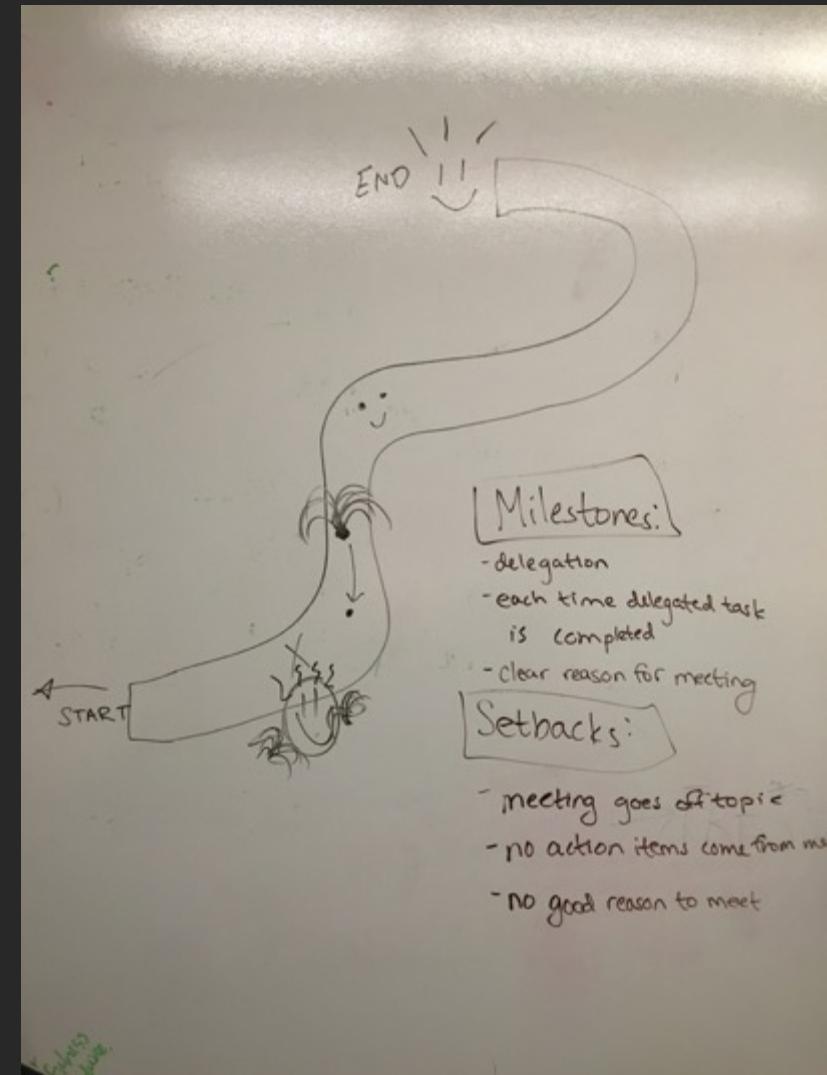
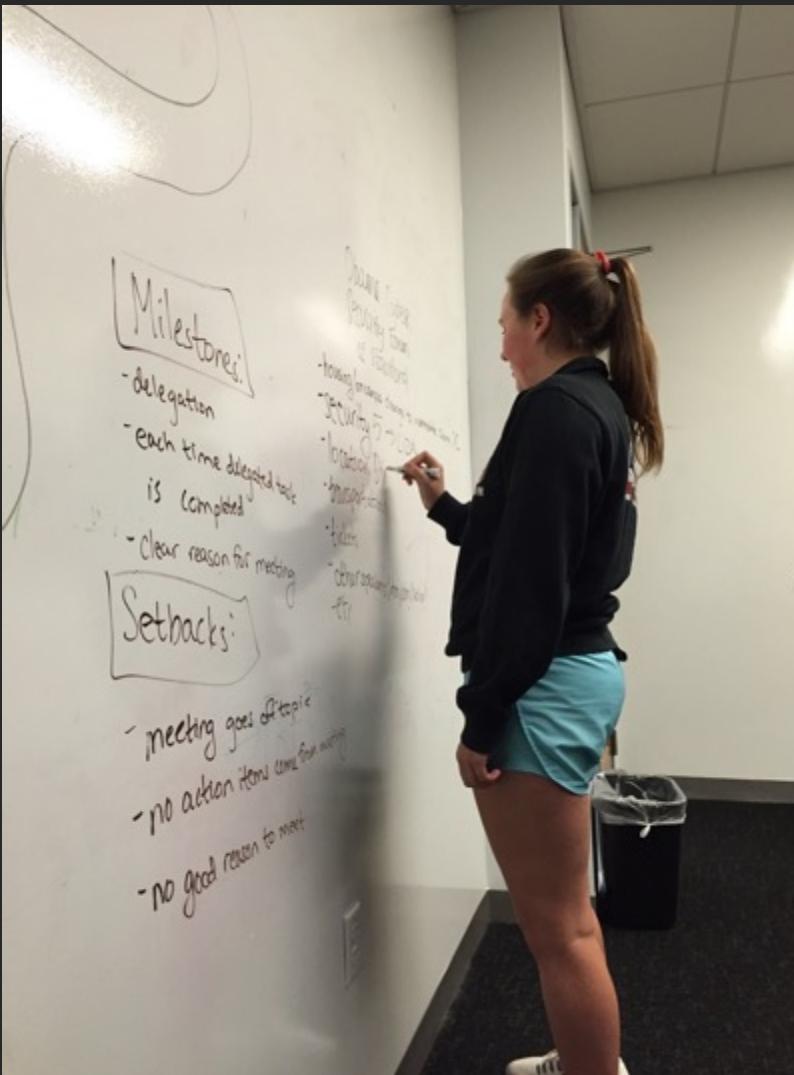
GOAL: HELP CREATE A MORE POSITIVE CULTURE
AROUND MEETINGS BY HELPING GROUPS TO
UNDERSTAND THEIR PRODUCTIVITY IN A GREATER
PROJECT LIFECYCLE.

EXPERIENCE PROTOTYPE #3

- Outlined project and milestones
- Visualized project progress on a roadmap
- Completed milestones moves forward
- Setbacks push the team back



EXPERIENCE PROTOTYPE #3



EXPERIENCE PROTOTYPE #3 RESULTS

THINGS THAT WORKED

- Outline of tasks
- Responding to changes

THINGS THAT DIDN'T WORK

- Because or two subjects were friends they joked around quite a bit during the experiment
- Difficult to make decisions about how a project is progressing
- Hard to recreate this in a short time-frame

SURPRISES AND NEW LEARNINGS

- Task delegation is a big problem – meetings occurred because responsibility was not assigned well from the start
- Visualization only influences the project lead

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CLEAR DELEGATION

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WHO CARES?

KEY TAKEAWAYS

MOVING FORWARD

THANK YOU!