

# Do We Really Need Another Meeting? The Science of Workplace Meetings

## Checklist of Factors That Promote Good Meetings

|  | Current Positive Actions | To Improve? |
|--|--------------------------|-------------|
| <b>Before meeting considerations</b>   |                          |             |
| <b>Meeting design</b>  |                          |             |
| Call a meeting only when necessary.  |                          |             |
| Schedule meeting length to fit with meeting goals; avoid long meetings.  |                          |             |
| Keep meeting size small by including only those people whose expertise and knowledge are required                        |                          |             |
| Match technology to meeting objectives—use rich media (e.g., videoconferencing, teleconferencing) for virtual attendees. |                          |             |
| <b>Leader and attendee responsibilities</b>  |                          |             |
| Set clear goals and desired outcomes for the meeting   |                          |             |
| Prepare an agenda that is circulated in advance  |                          |             |
| Make sure the meeting is relevant to everyone invited  |                          |             |
| Come prepared by reviewing the agenda.   |                          |             |
| Ensure that technology is working and ready to go prior to the meeting start time  |                          |             |
|  |                          |             |
| <b>During-meeting considerations</b>   |                          |             |

|  |  |  |
|--|--|--|
| <b>Attendee responsibilities</b>   |  |  |
| Arrive early (or on time).   |  |  |
| Avoid complaining, dominating communication behaviour, and inappropriate verbal statements.                        |  |  |
| Avoid doing unrelated activities and nonparticipation.   |  |  |
| <b>Leader responsibilities</b>   |  |  |
| Follow an agenda that lays out clear goals and outcomes for the meeting.   |  |  |
| Start the meeting on time.   |  |  |
| Avoid distractions and multitasking during the meeting.  |  |  |
| Allow attendees to participate in the decision-making process. If a decision is already made, let everyone know.   |  |  |
| Actively encourage everyone to participate.  |  |  |
| Intervene when interpersonal communication patterns become dysfunctional   |  |  |
|  |  |  |
| <b>After-meeting considerations</b>  |  |  |
| <b>Short term</b>  |  |  |
| Send meeting minutes and action items out immediately following meeting  |  |  |
| Briefly assess meeting satisfaction and quality immediately following meetings to inform future meeting design     |  |  |
| <b>Long Term</b>   |  |  |
| Incorporate meeting satisfaction as a component of organization-wide employee engagement and satisfaction surveys. |  |  |
| Have leaders critically examine routine meetings to determine their necessity and value.                           |  |  |

From Do We Really Need Another Meeting? The Science of Workplace Meetings By Joseph E. Mroz, Joseph A. Allen, Dana C. Verhoeven, and Marissa L. Shuffler, Current Directions in Psychological Science 2018, Vol. 27(6) 484 –491