

Before We Start Virtual Meetings



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Video adds to our community



Supervisors, Managers and
Leaders:

Virtual Meetings

Webinar

May 14, 2020, 1:00 – 1:45 pm

Professional Development
@ ELITE

Virtual Meetings Webinar Agenda

- Managing meetings that matter for everyone
 - Methods to make meetings more meaningful
- Leadership and Communications
- Steps to Managing Focused Virtual Meetings
 - Before
 - During
 - After



Meetings that Matter for Everyone

- Meetings are about shared ownership with participants
 - Expectations of Control - when is video turned on?
 - Hierarchy - who drives agenda, decides who speaks next?
 - Motivation – Why people should attend?
- Trust
 - Know your ecosystems -formal and informal communications
 - Cognitive and Affective trust
- Creativity
 - Best leaders make everyone else smarter
 - Allow for gaps and pauses
- Psychological Safety
 - Talk about own emotions, questions
 - Everyone has a turn to speak – requires planning, inviting
 - Allocate roles and distribute responsibilities



Make Meetings Meaningful

Ask Questions and Learn Something New

How often do people give or request help in your meetings?

- Overly Generous Givers
 - Most people are like this
 - They also almost never request anything that they need
 - One reason people don't request is that they pre-judge the negative answer
- Selfish Takers
 - Sponges
- Lone Wolf
 - Disconnected, never helping
- Giver/Requester
 - Doesn't keep track and doesn't hesitate to ask when they need something
 - Productive because they get what they need

Make Meetings More Meaningful

Virtual methods to channel requests and build relations

People don't ask because they pre-judge a negative reply

- Create a survey to address concerns
 - i.e. Before we go forward with our fall planning, rate your preference/concerns for communicating key changes (email, website, phone calls, etc)
- Encourage collaborative networking beyond usual suspects
 - www.givitas.com
 - www.allyouhavetodoisask.com
- Quick Start Method
 - Specific, Meaningful (why of the request), Action, Realistic, Timely (SMART)
 - Questionnaire
 - Can be issued as a pre-work before a meeting

Quick Start Method – what do you need?

Quick-Start Method

1. I am currently working on _____ and I could use help to _____.
2. I am struggling to _____ and I would benefit from _____.
3. My biggest hope is to _____ and I need _____.

Source: *All You Have to Do Is Ask* (Baker 2020)

Leadership and Communications

Good Communicators

- Foster Trust
 - Psychological safety includes making sure everyone is confident with the tech
 - Avoid interrupting
 - Admit what you don't know – "let me look that up"
 - Trust develops when people own up to mistakes
- Clarify goals and give guidelines
 - Apply servant leadership – what do you need from me to help you do your job better?
 - Ask for help, give help
 - Agendas give structure to guide discussions when we solve problems, review a project, make a decision
- Create meeting focus and norms – differentiate expectations
 - Meeting is about tasks and deadlines
 - Meeting is about thinking processes and brainstorms
 - Weekly Stand-up we are expected to talk about:
 - Worked on yesterday, working on today and planning for tomorrow



Steps to Managing Focussed Virtual Meetings

BEFORE THE
MEETING

DURING THE
MEETING

AFTER THE
MEETING

Before the Meeting

Establish Standards

- Communicate purpose of meeting and create agenda items – planning and pre-work
- Examine if you are under managing or over managing in F2F, determine how you inspire ownership, foster trust, creativity, etc.

Preparation or pre-reading standards

- It is disrespectful to the team to attend unprepared – a norm only becomes valuable once it is practiced and relied on to solve problems
- Preparation means that all are able to participate in discussions or dialogue, no free-riders



During Meeting

Establish a transition to check in

- Brief what's working, not working, working you
- Make it meaningful: include "learn something new" in the meeting
- Put Agenda on shared screen

Encourage collaboration

- Cross functional contributions with each other
- Help people to 'Ask'
- Support Giver/Taker behaviors
- Everyone participates in each other's business

Each person contributes.

- No free riders – mandatory participation
- Identify names with Action Items

Use video and phone

- No mute to multi-talk – reasonable exceptions but have person explain
- All are live and present

After Meeting



Verbal
Assignments with
confirmation

Who
What
When



Written "Action
List"

Who
What
When



Over to you



- Comments
- Insights
- Stories

Coming Attractions

SURVEY will be sent to you seeking your 'help' to define our next webinar

Thank you for attending and participating today!



References

- Getting Virtual Teams Right. Keith Ferrazzi DECEMBER 2014 REPRINT R1412J HBR.ORG
- How to Run a great virtual meeting, Keith Ferrazi, REPRINT H01YMA, HBR.ORG MARCH 27, 2015
- “Teamwork on the Fly” by Amy C. Edmondson HBR, April 2012
- Leading Teams: Setting the Stage for Great Performances by J. Richard Hackman Harvard Business Review Press, 2002
- “Building an Effective Global Business Team” by Vijay Govindarajan and Anil K. Gupta
- MIT Sloan Management Review, Summer 2001
- "Virtual Meetings and Virtual Teams", Herb Stevenson presentation in The Global Supervisor program, MC, 2019