

Meeting Productivity Assessment and Improvement



Schweizerisches Produktivitätsinstitut AG
Institut Suisse de Productivité SA
Istituto Svizzero per la Produttività SA

What's the objective?



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- Increase **productivity** by improving quality of face-to-face meetings and reducing the quantity of face-to-face meetings.
- Quality of face-to-face meetings
 - Meeting culture
 - Initiate -> is this meeting important, is face-to-face the right format?
 - Prepare -> agenda, objectives, expectations
 - Accomplish -> lead, moderate, assign tasks
 - Number of attendees, right attendees
 - Working Routines
- Quantity of face-to-face meetings
 - Number and length of face-to-face meetings
 - Number of unavoidable face-to-face meetings
 - Usage of other formats like audio, video conferences, Live Meeting

What are face-to-face meetings?

- In a face-to-face meeting two or more people meet at the same time at the same place to discuss a business relevant issue.
- Face-to-face meetings are one of the most important management tools.
- Face-to-face meetings take a lot of time and therefore are costly.
- A manager should not spend more than 30% of his time in meetings. Professionals should spend even less.
- Good team work is characterized by a minimum of face-to-face meetings.
- Productivity of face-to-face meetings is a success factor of Microsoft.

How do we define meeting productivity?

- A general measure for productivity is:
„Get the most with the least effort.“
- Get the most out of meetings means:
 - Decisions are taken
 - Conflicts are resolved
 - Participants are committed to collaborate
 - The team has a common understanding about goals & objectives
 - Tasks are organized
- With the least effort means:
 - In a short time
 - With the least travel time and costs
 - With the right participants

How do we assess meeting productivity?

Perceived productivity, calculated from assessment

Factors measured in the survey to estimate perceived productivity:

Usefulness	Adequate creativity technique	Usage of remote meetings
Importance	Adequate IT support	No. of flop meetings
	Face-to-face is necessary	No. of top meetings
	Well invested time	
	Right participants	
	Outbound	

- These measures define the general productivity index and help to find potential for improvement

Behavior

initiate	prepare	accomplish
Decide on the format: - face-to-face - Telephone - Video - Live Meeting / IM - Sharepoint / E-Mail	Invite participants Set roles and tasks Set goals Set agenda Inform participants Involve participants	Use creativity technique Use Flip Charts, etc. Set follow up tasks Set roles and goals Inform participants

- These measures help to find potential for improvement

What is the project plan?

assess	evaluate	improve
<p>Standard Survey:</p> <ul style="list-style-type: none"> - Online survey - max. 10 min. - Invitation via e-mail 	<p>Analysis of answers:</p> <ul style="list-style-type: none"> - Productivity index - Costs of face-to-face meetings - Success factors and standard factors 	<p>Support managers and employees:</p> <ul style="list-style-type: none"> - Protocols (how to) and checklists - Tips & tricks (intranet) - Install relevant hardware (flip charts, smart boards) and software (OneNote, Live Meeting) - Train managers

Productivity index

Index: 0 (unproductive) to 100 (very productive)

Useful and important	72
Productive and efficient	60
Right persons and outward	61
Adequate methods	46
No. of unavoidable f2f-meetings	69
No. of remote meetings	38
Top vs. flop meetings	67
Over all productivity index	59

What are the timeline and costs?

Task	time	costs
Setup and contracting	depends on you	1'800 Euro
Assessment	4 to 8 weeks	1'100 Euro
Evaluation	1 week	2'300 Euro
Improvement (standard protocols only)	2 to 4 weeks	1'700 Euro
Total	7 to 13 weeks	6'900 Euro

What are the deliverables?

- Programming and hosting of survey
- Data analysis for internal use only
 - Raw Data
 - Tables
 - Charts
- Management summary
 - Key findings
 - Productivity index and benchmarking
 - Success factors and standard factors
 - Potential for improvement
 - Purposeful Measures
- Checklists and Protocols
 - Content for management briefings
 - Suggestion to implement briefings, checklists and protocols

What is my role, what may I contribute?

- The success of meeting productivity – assessment and improvement also depends on your contribution:
 - Prepare for being a productivity ambassador in your organization.
 - Prepare for delivering / arranging trainings and technical support to managers and employees (we may help you with that).
 - You will need one day a week to budget, promote and co-ordinate the project before and during the assessment and during the improvement phase.
 - You may assign a small team of productivity ambassadors. It helps you anchoring the project in your organization and it helps you reflect on the results.
 - Get management commitment.

How can I benefit?

- Our experts look forward to work with you.
- Contact Pascal Sieber in the way it is most productive for you:
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- We are committed to ICT induced management performance because we believe that ICT is one of the key drivers for management performance. We are committed to leading management methodology because we believe that the right application of ICT is the real success factor.
- Our customers are large companies like Microsoft, Orange Communications, Siemens, but also small companies in regional markets.
- We work with the most professional consultants, trainers and researchers like the Center for Technology and Innovation Management in Munich (Germany) and Leiden (Netherlands).