

WHY THIS MATTERS?

Team interactions greatly affects our ability to stay focused and our belief that our contributions are valued. If a meeting is important enough to bring your team together, it is even more important to do it well. When leading a meeting, whether in-person, online, or hybrid, it is important to ensure everyone can contribute meaningfully and that your team feels a sense of productivity and direction upon conclusion.

WHAT IS A HYBRID MEETING?

A meeting is hybrid when some of your attendees are onsite, while one or more are joining remotely. Managing hybrid meetings have unique considerations as two distinct groups are naturally created by proximity. Consideration needs to be given to how you will ensure everyone is able to contribute meaningfully and equally. This will support inclusion engagement, team cohesion, and will help to ensure a feeling of productivity and clear direction.

KEYS TO SUCCESS

Whether your meeting is in person or hybrid, many elements go into planning and executing productive and positive meetings. Here are a few to consider:



Meeting Purpose

Identify the goal of the meeting to determine what elements are needed:

*Information sharing
Decision Making
Problem Solving
Skills Training
Team Building*



Clear Objectives

Clearly state the desired outcomes for the meeting using specific language:

*Agreement on. . .
Clarity about. . .
Shared understanding. . .
Action list. . .
Clear accountabilities. . .*



Meeting Agenda

Create and distribute an agenda before the meeting outlining:

*What are the priorities?
Timing/sequencing of agenda items
Success indicators: how will you know if the objectives have been met?*



Meeting Process

Outline what needs to be done before, during, and after the meeting. Engage everyone.

*Set expectations
Delegate meeting roles
Begin with a personal check-in
Avoid conversations
Document next steps/
actions items*



After the Meeting

Solicit feedback after the meeting and make any improvements. Distribute to the team:

*Meeting notes
List of action items, deadlines, and who is responsible
Links to, and process, for document storage*

HOW TO HAVE PRODUCTIVE MEETINGS?

1. Decide on Format | Determine the best format to accomplish the identified meeting objectives. Some meetings are more effective in an in-person format, while others might lend themselves to a hybrid setting. For example, collaborative technologies such as *Jamboard*, *Mentimeter*, or the Google Suite lend themselves to activities like brainstorming and collective document editing. At other times, having all your team members in the same space may better facilitate discussions or your ability to “read the room” when engaged in difficult conversations.

2. Prepare and Plan Your Meeting for All Attendees | Before you schedule a meeting ensure you are clear on the meeting objectives, who needs to attend, and what the agenda will cover. Review each objective/activity and determine how team members will participate. Determine what tools, strategies, and technologies will maximize the meeting effectiveness and the team’s ability to meet the objectives. Use a meeting template for that can be populated prior to each meeting. Consider including time for team members to give quick updates on items not included on the agenda or to show appreciation for other team members. Share the authority/responsibility by varying who chairs the meeting and note taking, and updating the action log. Using a meeting template and adjusting as needed will help to facilitate this shared responsibility.

3. Support a Consistent Experience | If a meeting will be in a hybrid format, ask yourself: what do remote participants need in order to fully participate? Avoid *presence disparity*. Where possible, level the playing field by having all meeting participants on screen. If this is not possible, consider (re)scheduling for a time when everyone is onsite. Ensure everyone can see one another and has equal access to content and participation.

SHARE KNOWLEDGE

Working in a hybrid environment will be new for many people, and it will take time to learn how to best facilitate healthy and productive practices. You are not alone in this transition to a hybrid work environment. Some of us have more experience leading hybrid teams than others. We encourage you to talk openly about your successes and challenges. Share your ideas, tips, and tools with your colleagues. Be curious, ask questions, and seek support.

WANT TO LEARN MORE?

Human Resources, Health, Safety and Environment (HRHSE) offers a range of options for you to learn more about setting expectations, like team norms and ground rules, and holding your team accountable to them. We also offer extensive workshops and programs focused on leadership development.

Learn more about our leadership and professional development programming on the [HRHSE website](#).

RESOURCES & REFERENCES

Managing a hybrid work environment does not mean learning a new skill set; in fact, the “rules” of running a great meeting have not changed much over the years. It does mean being more intentional about how you design and run your meetings to allow for a productive, positive, and engaged experience for all your team members.

Below are a few resources to sharpen "your leadership competencies around planning and executing productive team meetings, regardless of meeting type.

Articles

Frisch, Bob and Cary Greene. "What It Takes to Run a Great Hybrid Meeting." *Harvard Business Review*. 3 June 2021.

CIPD "Top Tips for Hybrid Meetings." Retrieved 5 November 2021.

CIPD. "Getting the Most from Remote Working: Guides." Retrieved 5 November 2021.

Jay, Anthony. "How to Run a Meeting." *Harvard Business Review*. 54/2 (1976): 43-57

Sanaghan, Patrick. "10 Tips to Improve Your Meetings." *Academic Impressions*. 15 November 2015.

Rogelberg, Steven, PhD. "The Power of You to Truly Make Meeting Work." Ted video, 13:00.

Videos

Academic Impressions. *Creating Equitable and Inclusive Meetings*. 60 min

Academic Impressions. *Leading Effective Virtual Meetings*. 62 min

Grady, David. "How to Save the World (or at least yourself) from bad meetings." Ted video, 6:32 min.

Books

HBR Guide Making Every Meeting Matter. Harvard Business Review Guides. 2016

Reed, Karin and Joseph A. Allen. *Suddenly Hybrid: Managing the Modern Meeting*. Wiley, 2022

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