



**stop
meeting
like this**

**REALIZE RESULTS:
COLLABORATION**

**Investing time
with intention**



Where does the time go?



- It's become nearly impossible to get a day's work to fit within a workday. Too much to do. **TOO LITTLE TIME.**
- Every day feels like a **RACE AGAINST THE CLOCK** with back-to-back meetings, constant context switching, and an ever-lengthening to-do list.
- Without intention, individuals can just buckle into their day and ride out the **EMAIL AND MEETING TRAIN** without exerting any personal agency
- This perpetual sense of **TIME POVERTY** leads employees to mentally check out, one reason why only 20% of employees report high engagement
- The default mode is **REACTIVE** – substituting responsiveness for genuine productivity





Imagine the returns you could achieve if every member of the team invested their time each day with true intention:

- **PROACTIVE** rather than reactive action
- **INTEGRATION** of ideas, workstreams, and functional activities
- **ELIMINATION** of wasteful and mindless activity
- **MIGRATION** of information sharing and updates to asynchronous channels
- **TRUST** built through generous collaboration



MINDSET



- It is everyone's responsibility to use organizational time effectively

SKILLSET



- Preparing for a meeting by clarifying the purpose, inviting the right people, and distributing concise pre-reads
- Opening with intention and closing with clear requests
- Distributing a meaningful recap following the discussion
- Blocking and preserving focus time

REINFORCEMENT

- Consistency in practicing new behaviors
- Real-time feedback (e.g., *that meeting was a great use of our time*)
- Practice, practice, practice

Investing time with intention

A Case Study



SITUATION

The People Analytics team within an industry-leading global hospitality company was tasked with driving greater knowledge worker productivity. Leadership was concerned that the organization's output was not commensurate with the size of the worker base, which had grown substantially over the past several years.

Leveraging a combination of O365 metadata and HRIS information, the team was able to analyze the day-to-day collaboration activity of each function. As hypothesized, meeting load was high across the organization, consuming on average about 38% of the workweek. For some teams, that number was significantly higher.

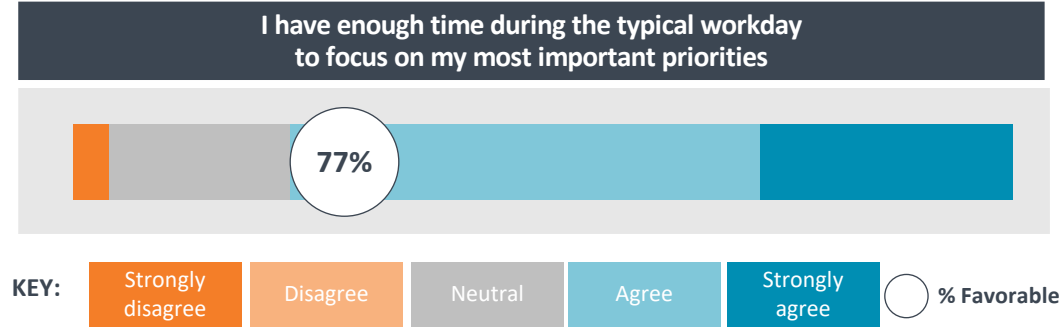
Recognizing that activity alone is only half the story, *Stop Meeting Like This* partnered with them to conduct a diagnostic survey to understand how effective their practices were and the degree of associated employee satisfaction.





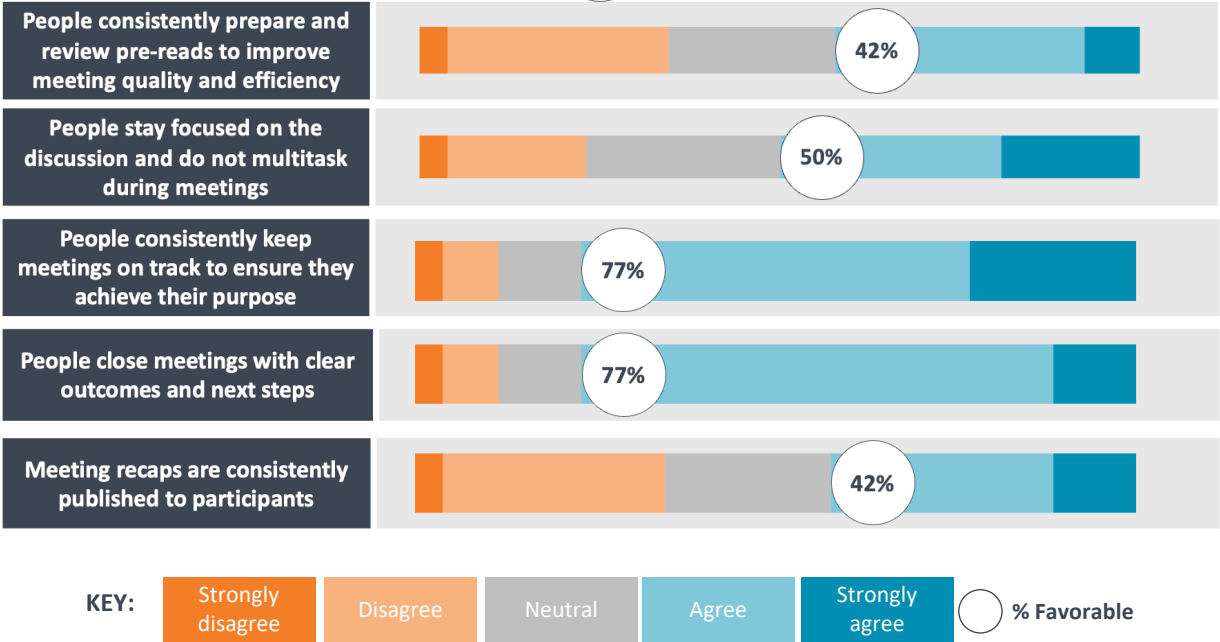
CHALLENGE

The [Stop Meeting Like This](#) diagnostic revealed that while the team was performing well, work had started to spill over into nights and weekends. As a service organization, the team was in high demand and thus needed to make every minute count.



- Some of us are in meetings close to 8 hours a day, so we have to do our individual-contributor work on nights and weekends
- Meeting schedules can be tough; sometimes I'm double booked
- I wish we had more time to effectively plan for large transformational work – and more collaborative project spaces

Meeting practices offered a substantial opportunity for improvement:



Improving meetings would support higher quality collaboration across all three modalities

ASYNCHRONOUS COLLABORATION

- Collaborators provide timely, advancing input on work-in-progress materials
- The team takes full advantage of remote working days
- Introverts have the opportunity to contribute in meaningful ways
- Documents are stored in accessible, well-structured shared environments

MEETINGS

- Meetings are purposeful and well-designed
- Pre-reads are used to focus the discussion rather than information-sharing
- All of the participants are clear on their role and contribute in service of the shared objectives
- Action items and follow-ups are clearly documented in a known location



FOCUS TIME

- Individuals proactively schedule working time on their calendars that reflects that week's priorities
- Colleagues respect and protect working time as a critical success factor for the system



Step 1:
Integrate O365
and SMLT survey
data into a
compelling story
about the current
experience



Step 2:
Gain leadership
commitment to
making the
necessary shifts



Step 3:
Host a working
session with the team
to debrief their data,
teach foundational
skills, and establish
improvement goals



Step 4:
Assess progress
after 3 months



We aligned on two clear objectives – sharpen meeting purpose, prep, and follow-up, as well as prioritize focus time – and set clear goals for each.

Category	Measure	Baseline performance (% Favorable)	Aspiration by Q1 end (% Favorable)	Desired Change
Sharpen meeting purpose, prep, and follow-up	All meetings have a clear purpose	81%	90%	+9
	People consistently prepare & review pre-reads to improve meeting quality and efficiency	42%	55%	+13
	People stay focused on the discussion and do not multitask during meetings	50%	65%	+15
	People consistently keep meetings on track to ensure they achieve their purpose	77%	85%	+8
	People close meetings with clear outcomes and next steps	77%	88%	+11
	Meeting recaps are consistently published to participants	42%	70%	+28
Prioritize intentional focus time	I have enough time during the typical workday to focus on my most important priorities	77%	85%	+8



After three months, the team showed improvement across 6 of the 7 target survey dimensions and met or exceeded their goals across the majority.

Category	Measure	Baseline performance (% Favorable)	Aspiration by Q1 end (% Favorable)	Desired Change	Change Achieved
Sharpen meeting purpose, prep, and follow-up	All meetings have a clear purpose	81%	90%	+9	---
	People consistently prepare & review pre-reads to improve meeting quality and efficiency	42%	55%	+13	+10
	People stay focused on the discussion and do not multitask during meetings	50%	65%	+15	+21
	People consistently keep meetings on track to ensure they achieve their purpose	77%	85%	+8	+9
	People close meetings with clear outcomes and next steps	77%	88%	+11	+9
	Meeting recaps are consistently published to participants	42%	70%	+28	+44
Prioritize intentional focus time	I have enough time during the typical workday to focus on my most important priorities	77%	85%	+8	+14

KEY

No change

Showed improvement

Met or exceeded goal



Even with a light touch support model, the team was able to improve the quality of their meetings and find more time in the workday to focus.

Meeting participation improved, creating meetings that really matter

71% of respondents said people stay focused on the discussion and do not multitask during meetings (**up from 50%**)

86% of respondents said people consistently keep meetings on track to ensure they achieve their purpose (**up from 77%**)

Recaps are now routine, ensuring decisions are captured and next steps are clear

86% of respondents said people close meetings with clear outcomes and next steps (**up from 77%**)

86% of respondents said meeting recaps are consistently published (**up from 42%**)

Wasted time was reclaimed for focused, priority work

91% of respondents said they now have enough time during the typical workday to focus on their most important priorities (**up from 77%**)



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