

REALIZE RESULTS: COMMUNICATION

An iconic biotech
escapes the overwhelm
of emails and meetings



stop
meeting
like this



REVEAL

core beliefs and dynamics

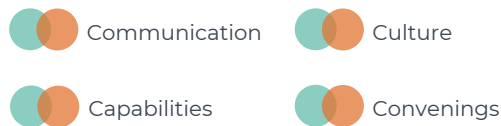
Our proprietary diagnostic approach reveals how day-to-day work unfolds in your organization and quantifies the time and energy cost.

REIMAGINE

what's possible

We partner with organizations to envision a better way of working—one that fully leverages the potential of the team.

Our levers for change:



REALIZE

sustainable change

Using proven change management approaches, we ensure that you achieve results and that the changes are long-lasting.

REVOLUTIONIZING EVERYDAY COMMUNICATION PRACTICES

Key takeaways

- Emails and meetings are key collaboration tools, but their overuse can wear the team down and inhibit productivity
- Making a foundational transformation requires building a clear case for change, mobilizing influencers, resetting expectations, and establishing a shared skillset across the organization
- When a culture is highly relationship-driven, meetings have outsized importance for the team; a sustained shift from FOMO (fear of missing out) to JOMO (joy of missing out) was needed

Reveal core beliefs and dynamics

Emails and meetings are key collaboration tools, but their overuse wears the team down and inhibits productivity. After reviewing the findings from the annual employee opinion survey, our client knew they needed to address the meeting and email challenge. An all-too-common friction point in large organizations, poor communication practices cost companies billions of dollars every year and untold amounts of wasted time and lost collaborative potential.

To solve their longstanding challenges with emails and meetings, our client chose to focus their effort on three primary tactics:

- **Standardize working time blocks:** No meetings scheduled during these windows
- **Implement speedy meetings:** Set the calendar system to schedule 50- and 25-minute meetings, starting on the hour or half-hour
- **Clarify email subject lines:** Standardize email headers and set expectations of the desired action based on headers

All of this sounds great on paper, right? Absolutely. But to actually make this kind of foundational transformation requires building a clear case for change, mobilizing influencers, resetting expectations, and establishing a shared skillset across the organization. That's where *Stop Meeting Like This* comes in.

Reimagine what's possible

From our years of experience in helping organizations redefine norms and shift behaviors around meetings and emails, we know there are three key pillars for success:

- 1) Awareness that a change is required
- 2) Feeling empowered and safe enough to apply the change
- 3) Possessing the necessary skills to make a shift

To build and execute a sustainable change program, everyone must understand the “why.” Why are we making this change? What benefit will it bring to me? We worked side-by-side with our client to define the “why” and create a narrative to speak to the hearts and minds of the audience.

The why

To promote and sustain a healthy workplace where each team member can use their time for what matters most, make collaboration more effective and judicious, and provide more focused worktime during working hours

The how

Worktime blocks

- *Dedicated time in the workday allows the team to advance individual work and creates white space to design more effective meetings*

Speedy meetings

- *Shorter meetings require participants to come prepared for the conversation at hand and send post-meeting communications of decisions and actions while they're still top of mind*

Effective emails

- *Better subject lines convey the essential purpose of the email and help the recipient know what's required of them; effective emails also allow info to be shared efficiently outside of meetings*

Realize sustainable change

With “the why” firmly in place, we built and facilitated a comprehensive culture-change program to redefine team norms and drive adoption. Through audience-specific toolkits, scripts, an online portal, digital displays, laptop stickers, and speedy-meeting clocks for conference rooms, we embedded constant reminders about the new norms within the structure of everyday systems.

A key dynamic we challenged was the client’s highly relationship-driven culture, leading to a deep sense of FOMO (fear of missing out) on meetings—individuals were nervous about missing out on context, and / or being perceived as not being important. This core dynamic made it particularly crucial for leadership to consistently model the new norms so that the team would follow suit.

These three simple changes, successfully implemented, had the power to create meaningful improvement in the day-to-day work experience of the 3000 members of the team. Over the course of 18 months, survey results and meeting analytics showed the initiative yielded remarkable progress. Team members reported that worktime blocks were a benefit for both productivity and wellbeing, and that the new email subject line conventions were extremely effective. One respondent summed it up as:

“

The work blocks allow me to focus in on my work without meetings and make it easy to find my colleagues and connect in person for quick questions. Standardized headers and speedy meetings are also super effective and make my life easier.

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stopmeetinglikethis.com

info@stopmeetinglikethis.com