

## The role of meetings and the strategy process

The checklist below is a tool to help you reflect on the nature of your meetings based on research done by Prof. David Seidl from University of Zürich, expert in organisation and management of meetings. We acknowledge Prof. David Seidl's invaluable contribution.

**Prof. David Seidl: 'There are several latent functions of meetings. (...) in the sense that you might not be able to officially call a meeting for those purposes.'**

Meetings in your company fulfill a	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
	1	2	3	4	5
<input checked="" type="checkbox"/> coordination function					
<input checked="" type="checkbox"/> cognitive function					
<input checked="" type="checkbox"/> political function					
<input checked="" type="checkbox"/> social function					
<input checked="" type="checkbox"/> symbolic function					

**Prof. David Seidl: ‘Meetings bring together people who might not meet otherwise (...) meetings provide an arena for pooling information, for coordinating tasks...’**

<b>Meetings in your company</b>	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
	1	2	3	4	5
<input checked="" type="checkbox"/> generate output based on critical information					
<input checked="" type="checkbox"/> achieve a coordination of work between participants					
<input checked="" type="checkbox"/> are complementary as tasks are determined pre-meeting					

**Prof. David Seidl: ‘One of the central characteristics of meetings as a social practice is their plasticity, i.e. their variability. The only aspect that you always find is that you have particular practices...’**

<b>Meetings in your company have</b>	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
	1	2	3	4	5
<input checked="" type="checkbox"/> initiation practices: welcoming and introducing the participants					
<input checked="" type="checkbox"/> conduct practices: transitioning from one topic/speaker to another					

termination practices: determining how to proceed with the content of the meeting discussions

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**Prof. David Seidl: ‘To the extent that people are aware of the way that the particular positioning of topics on the agenda have on the meeting dynamics, defining the agenda becomes a political process in itself.’**

**Meetings in your company are**

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
	1	2	3	4	5
<input checked="" type="checkbox"/> stimulating critical discussions regardless of time and agenda					
<input checked="" type="checkbox"/> encouraging critical evaluation of decisions earlier rather than later in the meeting					

**Prof. David Seidl: ‘Decision rationality vs. action rationality’ or How to distinguish between them according to theorist Nils Brunsson**

**Meetings in your company are focused on participants**

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
	1	2	3	4	5

devoting a lot of time to a critical discussion of the decision, to all the alternatives and its different consequences

dedicating time, in terms of initiating action, to actionable rather than rational decisions


**Prof. David Seidl: ‘One of the core challenges in organising series of meetings is ensuring the transfer of discussion content from one meeting to the next.’**

**Meetings in your company are**

prescheduled and devoted to a series of successive matters

divided into topics (e.g. strategy formulation and implementation)

not time-consuming in regards to recapturing the essence of last meetings

organised at an equal period of time between them

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
	1	2	3	4	5

**Prof. David Seidl: ‘Good vs. bad chairs’. The role of leadership in meetings**

<b>Meetings in your company are</b>	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
	1	2	3	4	5
<input checked="" type="checkbox"/> held by chairs that allow meeting discussions to develop their own dynamics					
<input checked="" type="checkbox"/> managed by chairs who know how to structure them and when to interfere					
<input checked="" type="checkbox"/> overseen by chairs who have different styles of managing depending on the particular aims of the discussion					

**Prof. David Seidl: The ‘effectivity paradox’: overcoming it through organised workshops**

<b>Strategy related workshops are organised in your company to</b>	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
	1	2	3	4	5
<input checked="" type="checkbox"/> generate new strategies					
<input checked="" type="checkbox"/> induce creativity and come up with more novel ideas					
<input checked="" type="checkbox"/> clearly separate people from ongoing activities and routines					

approach everyday context through new developed ideas

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\* 'effectivity paradox' i.e. if you do not take people out of their structures and routines, they do not develop new ideas, but if you take them out of the routines and structures, these new ideas remain mostly ineffective as they are not transferred to the work context.

**Prof. David Seidl: 'The introduction of such new tools (e.g. board portal) has the potential to shift the distribution of power and to influence interpersonal dynamics.'**

**The role of new digital tools in meetings, in your company**

Strongly disagree      Disagree      Undecided      Agree      Strongly agree

1

2

3

4

5

 shifts power to those who understand and are familiar with the technology

 supports IT managers to become more important

 transfers power from senior managers - less technologically savvy to more junior managers - more familiar with digital technology


influences the dynamics of meeting discussions and exchange of information freeing up more space for other kinds of discussions

allows participants to interact via several channels at the same time
