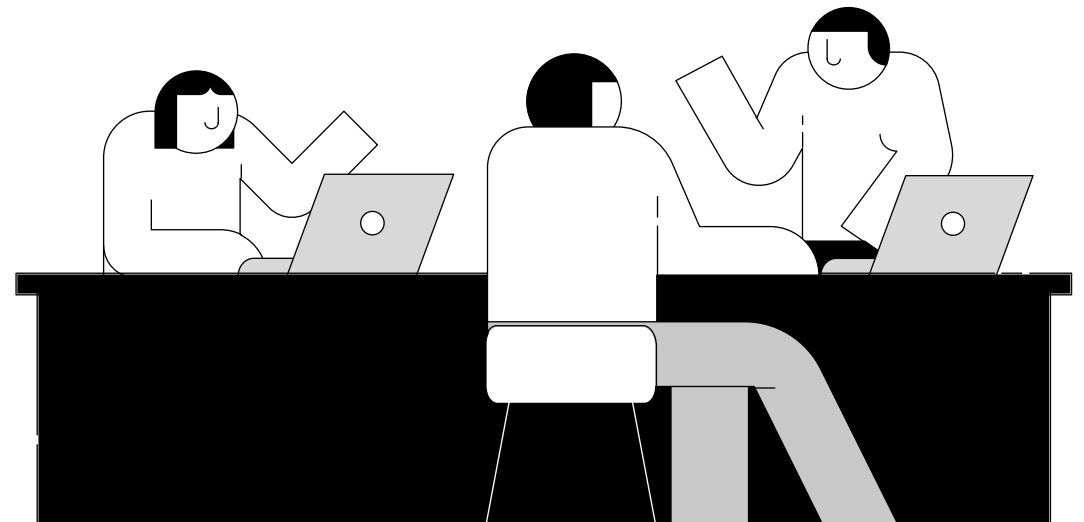




# Meeting Workout

## Instructions



# GOAL

Improve your meeting effectiveness:

- Analyze and declutter your current meeting culture.
- Get inspired on how to restructure your meetings and meeting structure.
- Have more free time for focused work and learning.

Focus on meetings within your circle of influence.

Approach the workout with an open mindset and willingness to take on change.

# BENEFITS

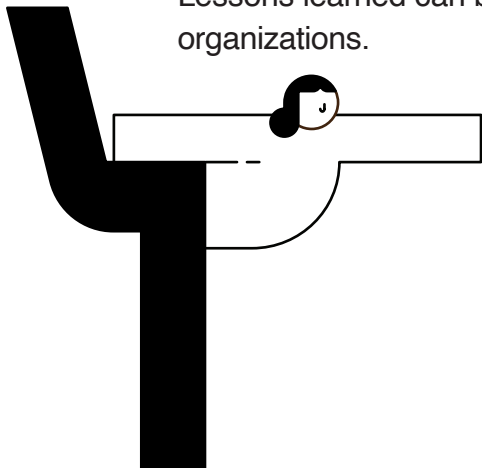
The Meeting Workout is a playful and interactive approach to reflecting on your meetings instead of debating theory:

Improve a few things instead of creating a perfect meeting. Being practical and continuously improving is the key.

No top-down approach and no (general) instructions or tuition on “what to improve” – all findings are based on one’s (or team’s) individual perception, needs, and goals.

Create a safe space to strengthen awareness and reflection capabilities.

Lessons learned can be leveraged across teams and organizations.



# SETUP

## GET YOUR EQUIPMENT

- Use a big empty table
- Take out the cards and boards and sort them according to the workout type and steps.
- The number in the lower right corner fits the instruction step, and the outline represents the phase:

<small>- Meeting Workout - Made by SAP</small>	Collect and Map
.....	Crosstraining Analyze and Build
_____	Coretraining Analyze and Build

- Prepare sticky notes and pens for all athletes.
- Get a time timer and place it visible to everybody on the table.
- Prepare to take pictures of your results after each step.

## PREPARE YOUR ATHLETES

Work out yourself or with 2-5 team members representing different roles or meeting formats used in the team. Every athlete is empowered to decide on changes to the meetings. Before you start, assign the following roles in the group:

### TIMEKEEPER

The Timekeeper ensures that conversations stay focused and that time estimates are observed. They use the timer to have the time visible to everyone.

### WORKOUT COACH

The workout coach oversees and explains the instructions to or summarizes them for the team whenever required.

### TIMING

The estimated workout time is about 90 minutes, depending on your workout. You can either focus on improving several meetings with our CROSSTRAINING workout or one with the CORETRAINING workout.

1

## PRINT

To play the game as a physical version, you need to print the following files all in A4:

- 1x Meeting Cards
- 1x Boards
- 2x Blanks

*those need to be reprinted if you want to use the game more often or you stack up at the first print job*

- 1x Packaging

Ideally, you should use heavier paper (e.g., 120-180g), depending on what your printer can handle. However, it will still work with standard 80g paper.



2

## CUT ...

Cut the cards, boards, and boxes along the solid thin line. It will take a while, but time will fly with some music and a first chat about your meetings.

Most of the cards can be reused in several sessions.

## ..., FOLD AND GLUE

### For the box:

- Fold along the dashed lines. The graphic side is the outside of the box.
- Apply glue to the dashed boxes and glue the bottom latches, sides, and lid.

### For the card wrapping:

- Place the stack of cards belonging to the phase in the center
- Fold the sides inwards along the stack
- Fold the bottom part up around the stack
- Fold the top downwards along the stack
- Mark the corners of the small tip on the bottom part
- Cut a small slide between the marks to slide the tip inside and securely close the wrapping around the cards

### For the boards

- Take the two pieces of the CORETRAINING board and glue them together
- You can fold the boards to fit them in the box or keep them with the instructions

# COLLECT & MAP

Overall  
20 min

1

🕒 10

## COLLECT YOUR MEETINGS

Get ready for the workout! The COLLECT phase is all about finding a focus on what you want to work on. Get an overview of your meeting landscape. Together collect and write down all meetings your team attends regularly and can influence. Focus on the last quarter. Every card should include the name as well as the intention of the meeting. Feel free to reuse and adapt the sample meeting cards and/or fill out the blank cards.



It's not necessary to have a complete list. Choose the most important ones. Think of the meetings running well and those in need of improvement.

2

🕒 10

## MAP YOUR MEETINGS

Evaluate the value and structure of your meetings. Map the value of your collected meeting(s) to the categories. This mapping is the basis for the upcoming phases of our workout.

- Place the MAPPING BOARD and your meetings defined in step 1 in front of you.
- As a group, decide which cluster each meeting should go to and place the meeting cards below the board.

**Important:** The meeting cards must be clustered below ONE area on the MAPPING BOARD, not in between.



Be open and listen. This is not a blame game. We're looking into how to improve. Please remember that there is no need to discuss the meetings in detail during this step, as you will do a deep dive during the later phases. Use your gut feeling and make fast decisions here.

MAPPING BOARD

<b>KNEE-KILLER CONUNDRUM</b> When you run these meetings, your "knees start to hurt" because they are low in value for at least some participants and are not structured well for the purpose of the meeting. Put meetings into this quadrant to find alternatives.	<b>GAMEPLAN GLITCHES</b> Everyone loves playing "ball". These meetings have a high value for the participants. But wait! Which ball game are you playing? Nobody knows. These meetings are fun but messy. The structure doesn't suit the meeting's purpose.	<b>CHAMPION STANDARD</b> These meetings are golden standards that take you to the Olympic gold level. They have a high value for all participants, and their structure suits the purpose. These are the meetings you can learn from.
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COLLECT & MAP

**QBR Here**

Quarterly status updates

COLLECT & MAP

**Chit Chat Time**

connect with team mates

COLLECT & MAP

**(Daily) Stand-up**

Meeting for sharing information and prioritizing tasks of an agile or functional team, usually held every day

COLLECT & MAP

**Team Meeting**

Weekly or bi-weekly meeting with the entire team to share (operational) information

# DECISION

Now that you are warmed up, it's time to choose your workout CROSSTRaining or CORETRAINing workout? Not sure?

Don't worry! You can switch between workout types while working out or always come back and start from here. Select your workout and continue with the exercises.

**CROSSTRaining:** Workout across your meeting landscape: You will work with a set of meetings and determine up to three measures applicable to this set.

**CORETRAINing:** Core workout for your single meeting: You will work with one specific meeting and develop a detailed plan to improve this meeting.

# CROSSTRAINING ANALYZE

overall  
20 min

3

🕒 10

## LEARN - ANALYZE THE CHAMPION STANDARD

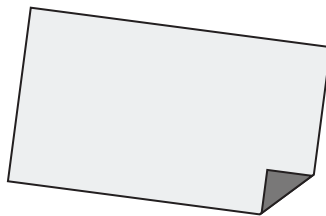
Analyze the positive things in the meetings:

- Select all meetings from the CHAMPION STANDARD stack.
- Get everybody three sticky notes and a pen.
- Take 3 minutes to note three things you like about these meetings individually. The insights do not have to be linked explicitly to one meeting.
- Share your notes, but don't discuss them.



These meetings don't need to change, but you can learn much from them.

The insights earned during this exercise will help you in phase BUILD. Some things running well in these meetings can be transferred to other meetings. Keep this in the back of your mind.



4

🕒 10

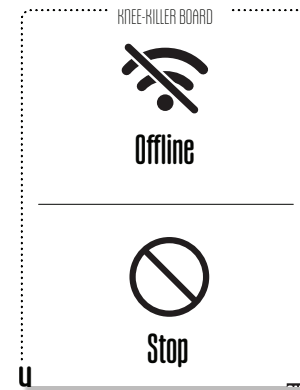
## EXCHANGE - ANALYZE THE KNEE-KILLER CONUNDRUM

Eliminate unnecessary meetings.

- Select all meetings from the KNEE-KILLER stack.
- Take out the ADVICE cards and the KNEE-KILLER BOARD.
- Read through the ADVICE cards and check if they match your meetings.
- Go through your meetings, and decide if a meeting could be replaced with an offline/asynchronous format or stopped altogether. If a meeting is not stopped or taken offline, take it along for steps 5 and 6. Create a stack under each area on the board.



The goal of this CROSSTRAINING workout is DECLUTTER! Be bold and make decisions.



5

🕒 10

## FIND THE PATTERNS

Get tips on how to improve your meetings:

- Select all meetings from the GAME PLAN stack and leftovers from step 4.
- Take the cards for ENGAGEMENT, EFFICIENCY, and ATMOSPHERE and read through them.
- Together select three tip cards that would help you to improve the meetings.



There is no need to review all meetings individually. We want to find patterns across all or multiple meetings.



6

🕒 20

## MAP THE CARDS

Create an action plan for what to improve on the meetings.

- Fetch the three tip cards with the most votes from step 5 and place them below each other.
- **Mapping:** Discuss to which meetings from GAME PLAN and leftover KNEE-KILLER these tip cards apply and place the respective meeting cards next to the fitting tip card. If one meeting fits several tip cards, place it in between the lines or copy the meeting to a blank meeting card.
- **Ideation:** Set the timer to 3 min and silently add ideas to the meetings on implementing the tips. Take the rest of the time to share and further iterate the ideas.  
You don't have to have a perfect plan yet. A first idea for improvements is enough to start the next steps.



Focus on tasks that are easiest to complete and will have the most impact. Continue with ITERATE or have some extra work and continue with CORETRAINING. Therefore select one meeting and follow the instructions on the next page.

# CORETRAINING ANALYZE

3

## Analyze the structure of the meeting to be improved

Get an understanding of the positive and negative aspects of the selected meeting.

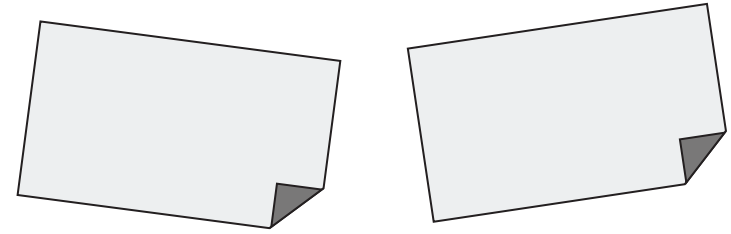
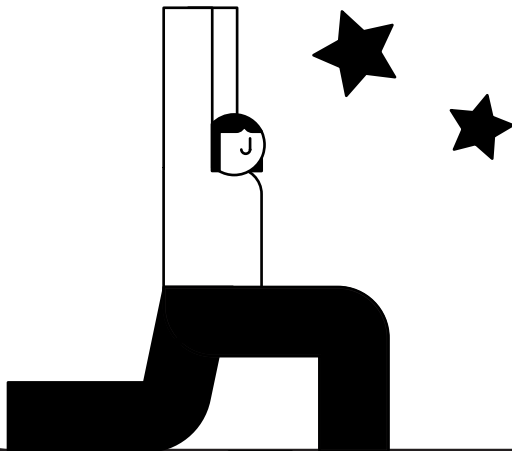
- Select ONE of the GAME PLAN meetings from step 2.
- Place the selected meeting in the center of the ANALYZE BOARD.
- Hand out a set of sticky notes and pens to each athlete.
- Set the timer to 5 minutes and individually collect aspects of this meeting for each category on the ANALYZE BOARD. Use one sticky note per aspect.
- Next, set the timer to 10 minutes for everyone to share their thoughts and place the sticky notes to categories on the ANALYZE BOARD.
- Use the remaining time to cluster your aspects.

Pay attention to time and don't get stuck.





Don't be afraid to share negative things, but be constructive with them.



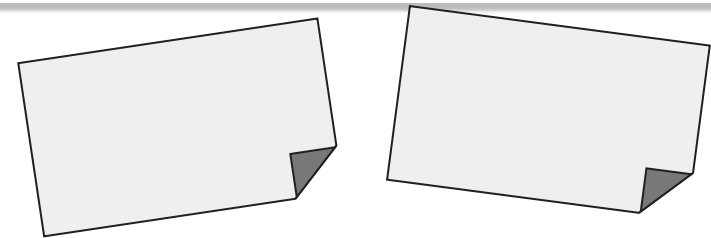

overall  
20 min



ANALYZE BOARD

Things you like about the meeting 	Things you don't like about the meeting 
Ideas you have to improve the meeting 	Questions and open points about the meeting 

3



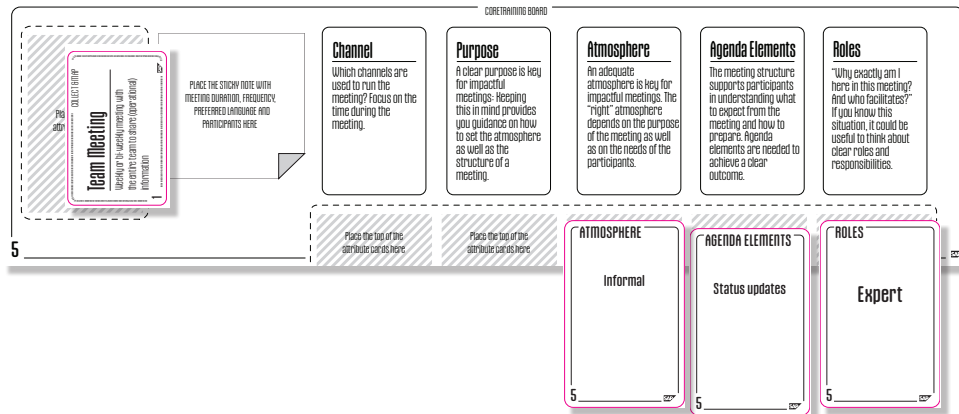
## 4 15

### GET INSPIRED, OR WHAT WOULD MUHAMMAD ALI DO?

CORETRAINING takes you into five dimensions of a meeting: channel, purpose, agenda elements, roles, or atmosphere. We'll be looking at inspiration for and dimensions of your single meeting.

Distribute the inspiration cards equally in your group, and silently read through the texts. (about 3 min.)

- Select the cards that you think would help you improve your meeting, considering the findings from your analysis in step 3. There is no limit on how many cards you can pick.
- Briefly share the cards you selected and why you think they would help, the cards you didn't mark, and why they don't fit. (max. 10 min.)



## 5 25

### Build the structure of your new meeting

Get to the core by summarizing what we analyzed and defining the changes in the structure to improve the meeting:

- Take the meeting card from step 3 and adjust the meeting title and intention if needed.
- Place a sticky note next to the meeting card and add the new metadata of the meeting: Duration, frequency, language, and target audience.
- Take out the CORETRAINING BOARD and attribute cards. Review all the meeting categories like purpose, atmosphere, agenda elements, and roles. After reviewing every attribute card, select the most relevant for you and place them below each category on the CORETRAINING board.



If necessary, split this one meeting up into several meetings. For the new meetings, you don't need to define every detail. Focus on the most important items, such as purpose and roles. (You could also move over to CROSSTRaining and continue there.)

Be bold, and make decisions to change things. If something does not work out during the test phase, you can always come back and try new things.



# ITERATE

overall  
40 min



## LET'S DEFINE THE NEXT STEPS!

Define a plan for how to bring your ideas to life:

- Select a timeframe with at least three intervals (e.g., this week, next week, next month) during which you want to implement, test the measures, and write the timeframes on sticky notes. The timeframe should be long enough to iterate your ideas at least three times.
- Collect action items on sticky notes and sort them according to the timeline.
- State responsible's names to the activities.
- Include a retrospective in your timeline.

Please don't overdo it. Take a step at a time. Define an appropriate time frame to test the measures and consider how many measures you can handle simultaneously.

Test the new setup at least three times.

Communicate the changes you decided on to the owners and participants of the respective meeting(s).

Iterate! Come back after a few weeks.

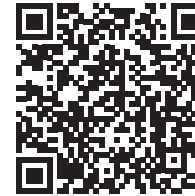
Perform a retrospective and then retest.

# BACK-UP TRAINING

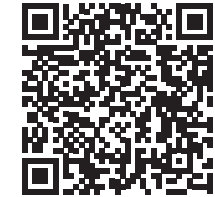
## DEEPEN YOUR BRAIN MUSCLES

We recommend reviewing the following material. It will support putting improvement measures into practice and provide further background information.

### Decision-Making: Delegation Poker



### Dealing with tensions



### Purpose & Principles



### Roles and Responsibilities

