

## Tool

### MEETING QUALITY ASSESSMENT

#### Calculation of a Wasted-Meeting Time Index

*Instructions:* Reflect on your meetings. In this assessment you are asked to indicate the percentage of time that certain “negative things” happen or are present in your meetings. Rounding to the nearest 10% is totally fine (e.g., 10%, 20%, 30%). There is no need to overthink a response.

#### Section 1:

Consider the following about the design of meetings (i.e., pre-meeting activity) and indicate the percentage of time it was true for the meetings you had over the **last month**.

MEETING DESIGN		% of Time This Occurred
1.	Goals of the meeting were not clearly defined.	
2.	Attendees did not provide input for the agenda.	
3.	No agenda was provided to attendees in advance of the meeting.	
4.	Necessary materials were not distributed in advance of the meeting.	
5.	Not all relevant persons were invited or present at the meeting.	
6.	Too many individuals were invited to the meeting.	
7.	Persons not needed, given the meeting goals, were present at the meeting.	
8.	The meeting room and technology were not conducive to a quality conversation.	
Total, combined percentages of these eight items		%
Average percentage of these eight items (divide total by 8)		%

**Section 2:** Provide ratings about the meeting itself from three perspectives: time dynamics, interpersonal dynamics, and discussion dynamics, and indicate the percentage of time it was true for the meetings you had over the **last month**.

<b>THE MEETING ITSELF: TIME DYNAMICS</b>		<b>% of Time This Occurred</b>
1.	The meeting started late.	
2.	Attendees came late to the meeting.	
3.	Attendees did not come to the meeting prepared.	
4.	The meeting leader did not come prepared.	
5.	The time allotted to the meeting was more time than was actually needed.	
6.	Time was not used effectively in the meeting.	
7.	The meeting felt rushed.	
8.	The meeting ended late.	
9.	The meeting was not really necessary.	
Total, combined percentages of these nine items		%
Average percentage of these nine items (divide total by 9)		%

<b>THE MEETING ITSELF: INTERPERSONAL DYNAMICS</b>		<b>% of Time This Occurred</b>
1.	The diverse perspectives of attendees were not taken into consideration.	
2.	Attendees did not seem to really listen to one another.	
3.	Some attendees dominated the meeting at the expense of others.	
4.	Disagreements among attendees were counterproductive.	
5.	Attendees did not treat each other with respect.	
6.	Attendees did a lot of complaining.	
7.	Attendees were not open to new ideas or thinking.	
Total, combined percentages of these seven items		%
Average percentage of these eight items (divide total by 7)		%

<b>THE MEETING ITSELF: DISCUSSION DYNAMICS</b>		<b>% of Time This Occurred</b>
<b>1.</b>	<b>Attendees seemed to hold back their candid thoughts.</b>	
<b>2.</b>	<b>Attendees were not encouraged to participate.</b>	
<b>3.</b>	<b>Attendees rambled on and thus did not move the discussion forward.</b>	
<b>4.</b>	<b>Discussion strayed into irrelevant topics.</b>	
<b>5.</b>	<b>Distracting side conversations occurred among small groups of attendees.</b>	
<b>6.</b>	<b>Attendees multitasked during the meeting (e.g., were on their phones).</b>	
<b>7.</b>	<b>Meeting attendees were not engaged in the meeting.</b>	
<b>8.</b>	<b>Critical and thoughtful decision-making did not occur.</b>	
<b>Total, combined percentages of these eight items</b>		<b>%</b>
<b>Average percentage of these eight items (divide total by 8)</b>		<b>%</b>

**Section 3:** The following concerns activities at the end of the meeting or in response to the meeting. Indicate the percentage of time it was true for the meetings you had over the **last month**.

<b>POST-MEETING</b>		<b>% of Time This Occurred</b>
<b>1.</b>	<b>When the meeting ended, it was not clear what the action items were and who was responsible.</b>	
<b>2.</b>	<b>When we ended, there was no effort to summarize what was resolved and decided on.</b>	
<b>3.</b>	<b>The leader did not follow up on what they were supposed to do.</b>	
<b>4.</b>	<b>Attendees did not follow up on what they were supposed to do.</b>	
<b>5.</b>	<b>No effort was made to evaluate the quality of the meeting.</b>	
<b>Total, combined percentages of these five items</b>		<b>%</b>
<b>Average percentage of these five items (divide total by 5)</b>		<b>%</b>

Now let's calculate a grand average percent by plugging in the average percentages above.

MEETING DESIGN	%
THE MEETING ITSELF: TIME DYNAMICS	%
THE MEETING ITSELF: INTERPERSONAL DYNAMICS	%
THE MEETING ITSELF: DISCUSSION DYNAMICS	%
POST-MEETING	%
Total, combined percentages of the five categories	%
Grand average percentage of the five categories (divide total by 5)	%

The grand average percent that is calculated represents *wasted meeting investment*—a wasted-time index. Here is a guide to interpret your grand scores, based on my work with organizations:

<b>0 – 20%</b>	<b>If your scores are between 0 and 20 percent wasted meeting investment, your meetings are really quite productive. While there is room for improvement, your scores are above what is typical.</b>
<b>21-40%</b>	<b>If your scores are between 21 and 40 percent wasted meeting investment, your meetings are generally hit-or-miss. Plenty of time is being wasted. Improvements need to be made, but your scores are (sadly) about what we find in organizations.</b>
<b>&gt; 41%</b>	<b>If your scores are above 41 percent wasted meeting investment, your meetings need substantial improvement. Your scores are considerably below average.</b>