Remote Meeting Rhythm

	Meeting	Time	Remote tips
☐	**Check-in / Huddle** Daily	15-30 minutes	• Run this at a set time at the start of the day, with different ones for different timezones if needed • Increase team engagement by having different members host the huddle, such as set days for different team members • Allow this call to go on longer if people are chatting, as it helps provide the social glue • Encourage a relaxed and informal approach, in balance to other meeting types which require people to be more focused
☐	**Social channel** All day, everyday	5-15 minutes	• Create a place for 'water-cooler conversations', where there is opportunity for video (or audio, or just text) chat whenever people need • This can be done through Slack channels, group chats, Skype group chats, etc
☐	**Spontaneous social calls** Daily	1-5 minutes	• Mimic those chance conversations at work by calling colleagues spontaneously • The more humorous these are, the better!
☐	**Tactical** Weekly	45-90 minutes	• Set 90 minutes in the diary for this so that other meetings don't overlap • It's best if the team leader / manager hosts this and is prepared with their agenda to put on their screen • Generally try to run this meeting on a Monday or Tuesday to set the tone of the week
☐	**Ad-hoc Meetings** As needed	15-60 minutes	• These are generally run between peers • Encourage these to video, not audio, even if they are brief • Encourage people to check in personally with each other before business • Ask people to send brief emails to the team after them with a brief update, to keep the dynamic of regular conversation in people's minds
☐	**One-to-Ones with Team Members** Weekly	45-90 minutes	• Have regular slots for each team member, but be prepared that some may not happen • Have a rolling set of notes that you refer back to • Again, the team leader should host this as it shows you are prepared and ready for them

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☐	**Strategic** Monthly and ad-hoc	2-4 hours, with a 20-min break	• These require more preparation online, as different people will be presenting • It might be more expedient to have more of these between smaller groups of people – adapt the rhythm to your needs • Ensure that all documents for review are with everyone at least the day before • Give this meeting 4 hours, so that it doesn't get interrupted • Build in a break half way through where everyone can hang up the call, give their software a rest, and have a tea break
☐	**Off-Site** Monthly	1 day	• For these I suggest you hire an expert facilitator who can host the meeting for you, and therefore make it a fresh experience
☐	**All-hands Meeting** Quarterly or biannually	1-3 hours	• These will be broadcast events, possibly using different software • But still ensure that various people are involved • Try to push the boat out on engaging the senses. Line up videos, create break-out sessions (such as in Zoom), and use some games to keep the engagement high

This has been adapted from a range of sources, including: [Death by Meeting] *by Patrick Lencioni;* [Nine Lies About Work] *by Marcus Buckingham.*

Remote preparation

Remote meetings are often marked by distractions and problems, no matter how well intentioned people are. What this means is that to mitigate the things you can't control, you should prepare the things that you can for maximum quality:

☐ Create a calendar invite for everyone, with the link to the host room.

☐ Send your team a checklist that they can follow for being well prepared, covering technical things like: test everything!, use an ethernet cable rather than wi-fi, be in as quiet a place as you can, ask for phones to be flight mode for the call, etc.

☐ Provide the agenda the day before, even if it's a draft.

☐ For a period of time, while people are getting used to it, provide reminders of the call the day before. Provide multiple timezones where necessary so that people are clear. Also repeat the host room URL.

☐ To increase ownership, you might want different people to host different meetings (such as huddles, where it can be very good for a person to host a particular day of the week), but carefully bring this in once everyone is comfortable with the setup and in routine.

- ☐ Start the call 10 minutes early and test EVERYTHING.
- ☐ Once you're setup 10 minutes early, email everyone a reminder. You can stop doing this once everyone is used to it.
- ☐ Ask your team to be 5 minutes early, and be prepared to start 5 minutes late.
- ☐ If you have software that can display your screen, get the meeting agenda up, make live notes on it so that everyone can see. Refer back to this.

Remote engagement principles

- ☐ Listening can be harder on video calls because there is lag. Do your best to actively listen by not interrupting, and reflecting back what people have said to ensure everyone understands.
- ☐ Video calls are the greatest tool for cohesion. Try to make as many calls video as possible. Aim for people to have at least one video call a day to keep up the physical benefits that human get from seeing faces.
- ☐ Make a log of what is discussed on calls and share. It only needs to to brief, but it keeps up the social engagement.
- ☐ Remember that, as always, a 10-minute video or phone call is more efficient than 10 emails.