



# How to organise productive online and hybrid meetings

ICOS Cities Talks / 19 Jan 2022



**Jonas Rajanto**

**5 years**

Facilitator and  
Trainer

**Before...**

ICT consultant  
ICT expert

# Who's speaking?

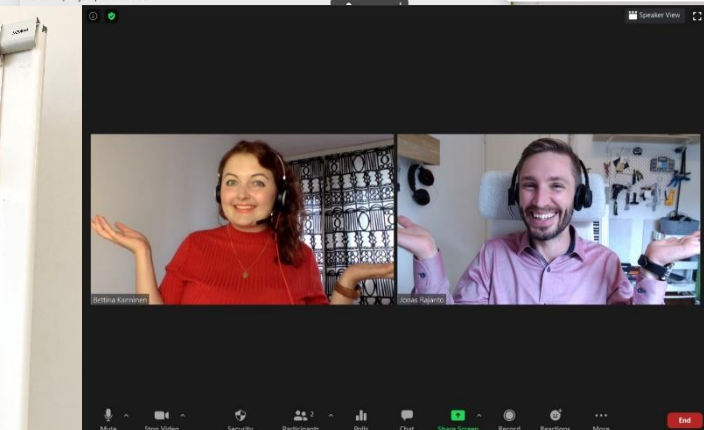
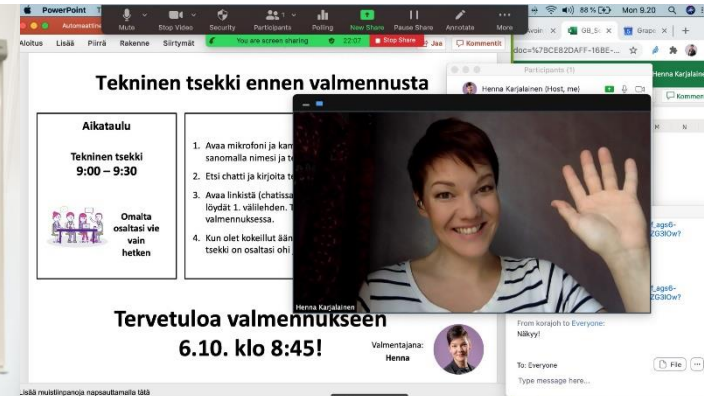


## We believe:

- People collaborate effectively when they can participate in a meaningful way

## How we help teams and orgs:

- Tailored trainings
- Consulting



# The question



**How to organise meetings  
that inspire and engage?**

# How do (hybrid) meetings fail?





A top-down view of several green pea pods and individual peas scattered on a white surface. Some pods are open, showing the peas inside. A semi-transparent grey rectangle is centered over the image, containing the word "Multitasking" in white text.

# Multitasking

A red balloon is positioned at the top center, floating above a horizontal row of five light blue balloons. The balloons are set against a solid teal background. A dark grey rectangular box is centered horizontally, containing the word "Monologues" in white text. The red balloon's string is visible, extending downwards and passing through the text box.

# Monologues



The background of the image is a photograph of a forest. Several tree trunks are visible, some in sharp focus and others blurred in the background. The scene is misty or foggy, with a soft, diffused light. A semi-transparent dark grey rectangular box is centered horizontally and vertically, containing the text "Unclear goal" in white.

Unclear goal

A dark, atmospheric photograph of a person standing in a forest, silhouetted against a bright light source in the background. The person is wearing a jacket and a hat. The text "No plan" is overlaid in white on a dark rectangular background.

**No plan**



**Goal is not  
reached**



Tell us in the chat:

**What is currently your #1 struggle  
in hybrid (or remote) meetings?**

Small group discussion:

**What is currently your #1 struggle  
in hybrid (or remote) meetings?**

Groups of 3, time: 4 minutes



# Succeeding in hybrid: forming and maintaining situational awareness



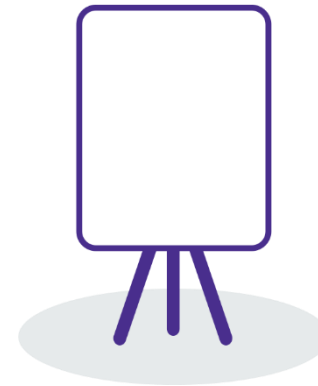
**Goal**



**Participants  
+ emotions**



**Way of  
working**



**Focus**



# Story: Blind discovery meeting

# Planning the meeting goal



Human sized goal



Right participants



Shared direction








## 1-2-3 of meeting planning

1. Define the purpose / goal
2. Give each participant a meaningful role
3. Set expectations / ask: what should happen today so that our time is well spent?



# Invitations matter

Monday, 17 January 2022 9.00 - 11.00 [Show meeting info](#) ▾

**B** *I* U      Paragraph ▾  |  ...

Save the date

More information TBA


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## Microsoft Teams meeting

**Join on your computer or mobile app**  
[Click here to join the meeting](#)

[Learn More](#) | [Meeting options](#)

Invitation with few details...

 Title Facilitation training for NextGen leaders - group 1



Start time Wed 06/10/2021 8.50  ☐ All day ☐ Time zones

End time Wed 06/10/2021 10.50  [Make Recurring](#)

Location [Microsoft Teams Meeting](#)

Welcome to Facilitation training for NextGen leaders!

**Purpose:** The training program aims to help participants develop the following leadership skills:

- engage all meeting participants
- deliver professional presentations virtually
- build and maintain psychological safety in the group
- manage group dynamics to include everyone in the conversation

**Prework:** Please take 3-5 minutes to answer [this orientation survey](#). **Answer by end of Friday Oct 1st**

**Optimal conditions for participation:**

- **microphone:** headset or soundproof room without echo
- **internet:** restart modem or wifi access point if needed - have mobile internet as backup
- **laptop or desktop** computer - mobile devices are not enough for this session
- **notepad** for note taking (preferably a physical one!)

**Program (times are GMT+3):**

8:50 Sign in begins

9:00 Start of session

- Purpose, agenda, expectations
- Best practices for engagement, inclusion, and psychological safety
- Considering virtual and hybrid meetings
- Interactive session with Breakout Rooms
- Guided discussion with visualized key takeaways

10:50 End of session

The training session contains a short break halfway through.

**Trainer contact information:**  
Jonas Rajanto  
+358 40 588 2688  
[jonas@grapepeople.fi](mailto:jonas@grapepeople.fi)

...or with goal description + orientation material + participation instructions?

# Engaging invitations

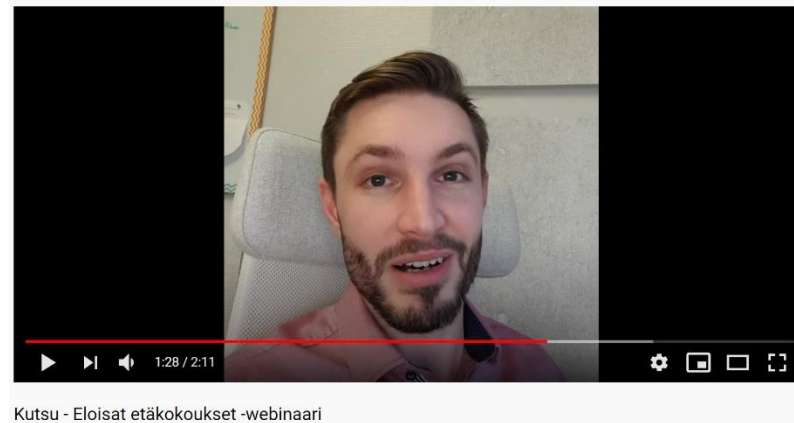
send a promise that this meeting will be time well spent

Plain text?

Formatted text?



Graphic flyer?



Video?

Grape People  
grapepeople.com

Facilitation training for NextGen leaders - group 1

Has an informative title ↗

Send Update

Required

Optional

Start time: Wed 06/10/2021 8.50

End time: Wed 06/10/2021 10.50

Location: Microsoft Teams Meeting

Communicates the meeting purpose ↗

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Orients the participant in advance ↗

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Says how to prepare ↗

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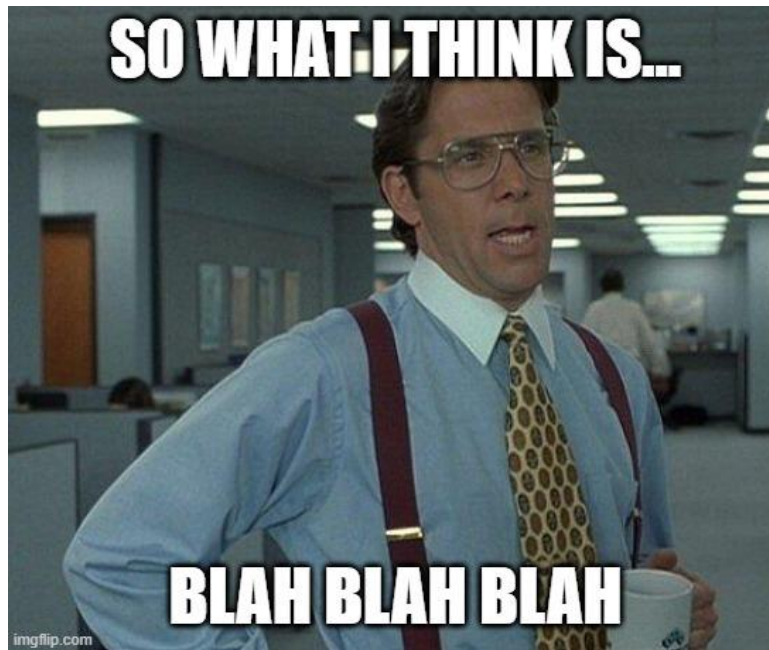
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# An engaging way of working is disciplined (enough)



The default is  
a series of monologues  
– speak if you dare

OR



Short speaking turns,  
say your name



Cameras on, if possible



Use chat & breakout groups



Visible, real-time note-taking



# Vary the modes of interaction



**Me**

Clarifying thoughts  
on paper or in chat



**We**

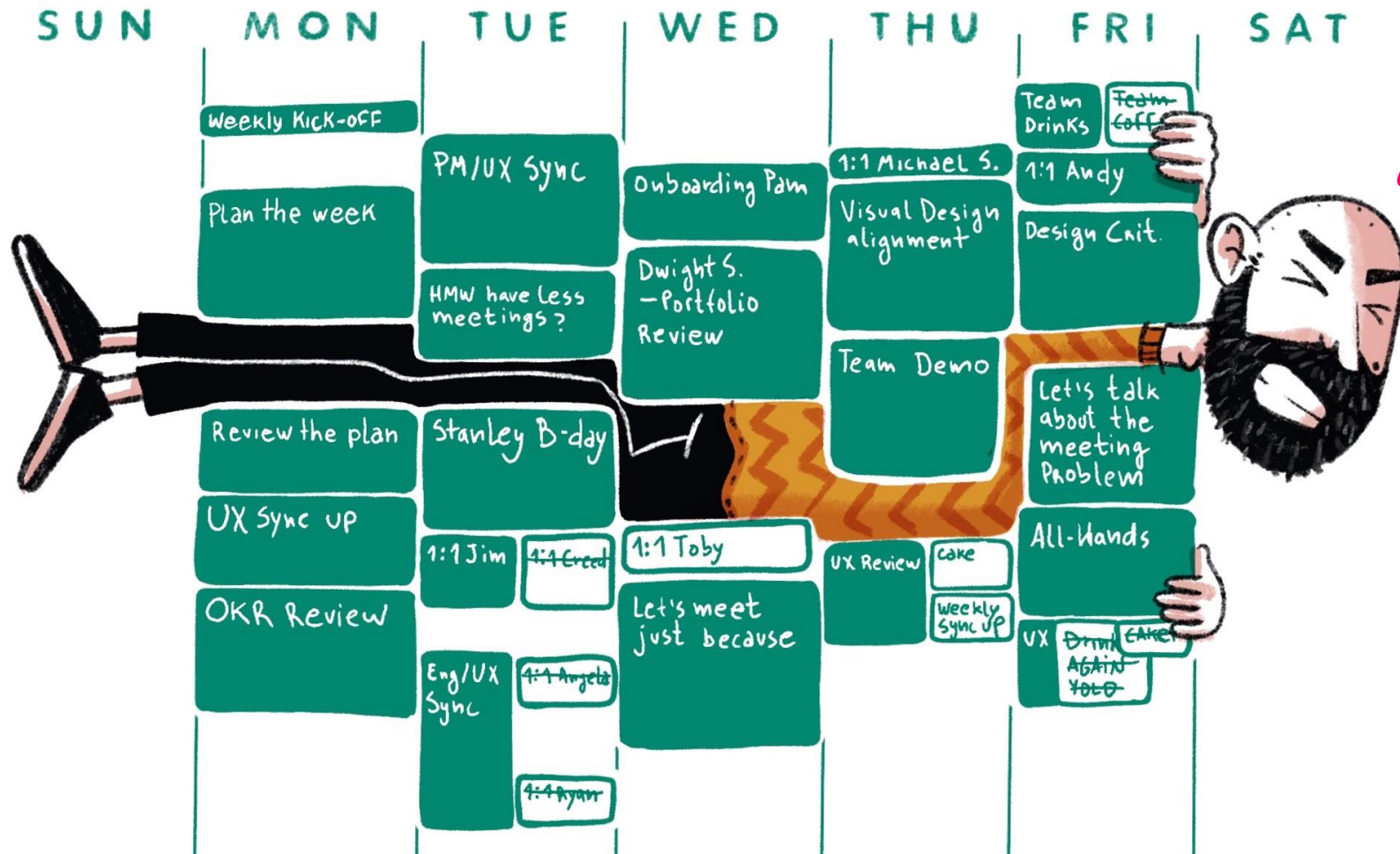
Sharing thoughts  
in small groups



**Us**

Visualising thought process  
and conclusions together

# Note: engagement needs S P A C E



Created by José Torre - source: [uxdesign.cc](https://uxdesign.cc)

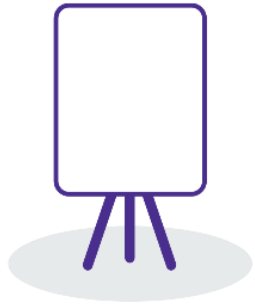
Every knowledge worker 2022

- Reality: calendar full of 30-60 min meetings
- Time for transitioning?
- Time blocks for operational work and meeting preparation?
- What if we had a "take five" moment when beginning?

# Tips for planning hybrid meetings



- 1. Shared way of working, how to participate**  
E.g. asking for speaking turn



- 2. Text and visual methods for following discussion / decisions**  
E.g. chat, whiteboard



- 3. All participants visible at the start of the meeting**  
E.g. who is sharing a meeting room / device

- 4. Enough time for discussion after presentation**  
Multi-location discussion is slower than single-location



- 5. Ask someone to help with tech and facilitation (remote or on-site)**  
This helps you focus and everyone else be included





# Keep learning

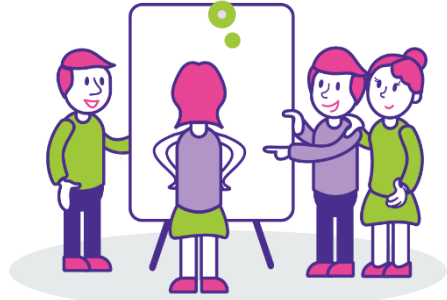
## Articles:

- [How can I begin a virtual meeting in a way that focuses and energises the whole group?](#)
- [What to do about silence in virtual meetings?](#)
- [How to facilitate meetings using MS Teams?](#)

**Trainings:** Contact Jyri Saraste, Head of Sales  
+358 40 546 2332 / [jyri@grapepeople.com](mailto:jyri@grapepeople.com)

# Engaging and productive meetings

Results-oriented



## GOAL

Human sized with right participants to solve it

- ☐ What and when
- ☐ Who and why
- ☐ Goal
- ☐ How to prepare

## INVITATION

Sets expectations and helps tune in

Spirit of collaboration



## STRUCTURE

Affords the space for everyone to participate



## WAY OF WORKING

Brings clarity and confidence to participation

# GRAPE PEOPLE

Grape People was formed in 2003 out of a desire to make organisations more inclusive.

A new kind of leadership is needed to solve hard problems: facilitative leadership. Our mission is to spread facilitation awareness so that leaders might be better equipped to lead the organisations of tomorrow.

We help organisations create and implement change through facilitation and facilitation training. Whether the task is to create a shared vision; to implement a strategy within the organisation; to understand and act on an important change; or to improve team efficiency, we are here to help.

