

“Online Meetings” organized & managed efficiently



Create vivid and sustainable virtual meetings!

Name of the participant:

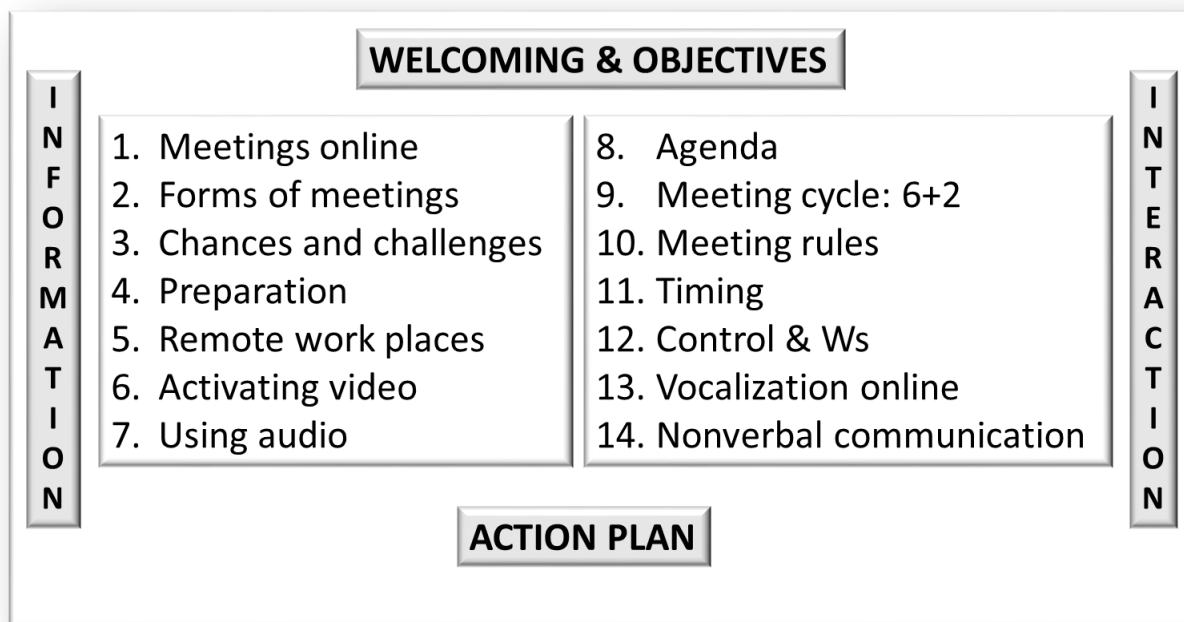
Content

1.	My Action Plan	2
2.	Further notes on learnings	3
DAY 1		5
3.	Welcoming and objectives	5
4.	Meetings online	6
5.	Forms of meetings and communication:	9
6.	Chances and challenges of Online Meetings	10
7.	Preparing an online meeting: technology, platforms, apps...	11
8.	Create your remote work place more professionally	13
9.	The impact of activating video and audio	15
10.	Online meetings and the agenda	17
11.	Meeting cycle: 6 +2 Steps	18
12.	Meeting rules	20
13.	Timing:	21
14.	Who, What, When – Keeping control	22
15.	The power of the voice online - Be well heard and speak slower	24
16.	Nonverbal communication connects in video conferences	25
17.	Action plan	25
DAY 2		26
18.	Welcoming and objectives	26
19.	SMART aims	27
20.	OKR – Objective and Key Results	27
21.	The power of asking questions	28
22.	Activating the team and creating a connection	29
23.	Chats	30
24.	Brainstorming and Mindmaps	30
25.	Breakout sessions	30
26.	Liberating structures in meetings	31
27.	Challenges for negotiation and conflict management in remote settings	33
28.	Negotiation:	36
29.	Conflicts online:	38
30.	Surveys	40
31.	Feedback	41
32.	Wrap up	42
33.	Action Plan	42
34.	Bibliography	44

DAY 1

3. Welcoming and objectives

The first day of this training consists of topics such as the setup of an online training, its structure, agenda, and technical skills and so on. Have a look at the agenda:



Objectives:

Get connected to the participants of the meeting and inform them about the objective of the meeting. An agenda should be sent out ahead of time to inform everyone.

Welcoming: Know the people and their expectations:

At the beginning of a meeting it is important to get a feeling about the people who join the meeting. How do they feel? Are they stressed? What urgent wishes do they have?

Not knowing them could have a huge impact on the meeting. Thus it is important to get to know the meeting members and to connect.

Mainly this often is not done because it could take too much time. Thus find approaches of exchange that go quickly. Organize it in a structured and quick way.

Here are two examples which work for any group size. The third example is used in smaller groups:

1. Everyone writes 3-5 aspects in keywords into the chat. (see below)
2. You use a whiteboard where everyone has access to and people answer in keywords 3-5 questions.
3. You present yourself to each other in a very structured and brief way. 5 sentences only for example.

Meeting exchange pitch for smaller groups:

You should be able to give a strong impression for 10-30 seconds depending on how well you know the group. It shows your presence, your knowledge, references and your approach to the topic. Good time management is essential otherwise you lose track.

3-5 questions asked: Answers in keywords or very short sentences 30 seconds	
Topic structure	Keywords
Name	
Background	
Problem	
Wish	

Wishes and problems could be asked ahead of time.
Cluster the wishes and problems and integrate these topics in the meeting.

4. Online Meetings & Preparation

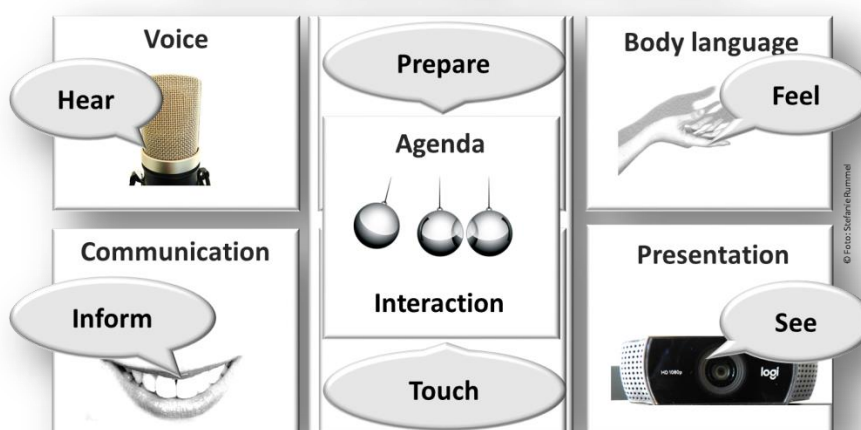
Online meetings are a challenge because often people cannot see each other. They might do the call in an environment where there is a lot of noise.

Meeting each other in a real room gives us many more signals in our communication on how we feel like and what we think. Small talk is common and helps to understand the big picture even better.

In an online meeting this is possible to a certain extent if you plan it well. To keep all participants engaged in an online meeting is very important. Preparation, a good information flow, enough interaction, small talk should be part of an online meeting.

During this training you will learn more about the possibilities to create an effective and interactive training. Some core aspects are important. Good virtual meetings work with our five senses for a sustainable outcome.

Online Meetings & 5 senses



1 HEAR EACH OTHER:

Especially in an international setting it is important to speak slowly, clearly and to use the mic. If you keep the microphone on – more interactive communication is possible. Reactions of other people can be heard and considered.

- KEEP THE MICROPHONE ON – unless there is too much disturbing noise
- USE A GOOD MICROPHONE
- HAVE GOOD SPEAKERS /EARPHONES
- Side conversations should be avoided

2 FEEL EACH OTHER

Successful communication is more possible when you see each other, especially in smaller meetings up to 20 people. In certain platforms you can see up to 49 people on a screen.

- KEEP THE WEBCAM ON
- USE A BIG SCREEN
- MAKE SURE THERE IS ENOUGH LIGHT
- Be seen well
- Show your gestures

3 INTERACTION

- Create ways where all participate take part
- Use liberating structures and OKRs
- Use breakout rooms
- Create documents together
- Create a clear structure
- Allow group discussions in breakout rooms
- Coordinate the speaking time

4 SEE - VISUALIZE

- Create workspaces where everyone can see what you talk about
- Create together visuals
- Use any kind of visual support
- Visualize together on whiteboards
- Visualizations reduces misunderstandings
- The information flow can be more secure

5 INTERACTION & SOCIAL TIME

- Allow small talk at the beginning
- Plan to have social breakout sessions
- Create virtual network meetings
- Offer meetings with an event character

6 PEOPLE

- Invite the right people
- Introduce the people
- Interact intellectually and socially
- Integrate all

7 PREPARE AN AGENDA RULES & ACTION PLAN

- Make sure that topics, the time management the approaches of the meeting are well planned and coordinated
- Prepare an agenda which send out before the meeting starts

- Have clear objectives in mind
- Develop mutually rules on how to interact
- Create a clear timing
- Always make sure that at the end of the meeting the tasks, scheduling and responsibilities are clear.

8 TIMING

- Shorter presentations
- Enough space for interaction and discussions
- Schedule breaks
- Schedule social exchange times
- More variety

9 CLEAR ROLES:

Have someone i.e. who is in charge of

- the protocol
- the chats
- the technical support
- who leads
- Who is in charge for what
- Engage all

10 TECHNOLOGY

- Check the technology yourself and with your team
- Search for the right tools
- Have a plan B
- Have good internet connections
- Have a facilitator and technical support

11 FOLLOW UP

- Write an E-Mail about what you talked and consented about
- Recheck whether action plans are put into action
- Answer open questions on a one on one basis
- Recheck the chats
- Send out the documents which were created together

There are 12 steps to create a successful virtual meeting

<https://hbr.org/2020/03/what-it-takes-to-run-a-great-virtual-meeting>

1. Use video – it personalizes the meeting
2. Integrate a good audio dial in option
3. Test the technology / offer a technology test
4. All faces have to be visible
5. Prepare clear objective, have an agenda, create rules
6. Interaction is key: Shorten the presentation time
7. Socialize, reconnect and break the ice
8. Assign a facilitator for coordinating the discussion and to care for the technology
9. “Go around the table” Include all and call on people
10. Real time feedback with polls
11. Face controversial topics
12. Debrief and find out what worked and what can be improved

5. Forms of meetings and communication:

Written communication:

Exchange via E-mails is a quick form of information flow. Since we do not hear and see the person who wrote the E-Mail while they create the information we do not know the subtext which lies behind the texts. Misunderstandings are often the case. The receiver interprets the text in a very special own way which has a high chance of being wrong.

Teleconference:

These are audio meetings. You can call in and listen to each other from all over the world without any travelling costs.

It is only a conversation through talking and hearing. Visualisations are missed which make meetings more efficient. There is much more social distance if you cannot see the other participants. You miss many visual cues during the meetings which are sent out via the body language. The chance of misunderstandings is higher than for video conferences.

Video conference with the webcams turned off

Microphones are used to communicate with each other but the direct visualized person to person communication is missed out. Seeing each other makes up to 55 % of our communication.

The meetings are more personalized. The chance of misunderstandings is reduced because of visualizations and direct visual connection to the participants. Screens are shared and documents can be created mutually. No travelling is involved.

Sometimes the Wi-Fi connection or bandwidth is not strong enough.

Video conference with the webcams turned on

Microphones and webcams are used to communicate with each other. This is the best way for online meetings. People can see and hear each other.

The meetings are more personalized. The chance of misunderstandings is reduced because of visualizations and direct visual connection to the participants. Screens are shared and documents can be created mutually. No travelling is involved.

Sometimes the Wi-Fi connection or bandwidth is not strong enough.

International video conferences with simultaneous translation

Two way communications are possible where ideas are shared in a bigger setting. The challenge is to get all the communication translated in time during the conference.

Web conferences

Two way communications are possible where ideas are shared in a bigger setting. Through a business site many communicators and presenters and participants are interconnected in a certain time frame.

Screens are shared and documents can be created mutually. Collaborations from all over the world are possible. There is no travelling time involved.

Multi-Hub Meetings

Groups from different countries, cities meet at the time and interconnect virtually in break-out rooms via a video conference. Local suppliers support their group directly. Networking becomes possible. Personal exchange is happening.

The number of participants can be heightened extremely because of less travelling costs. These groups can take part in one big global meeting. Speakers from all over the world can join without extra travelling costs. Technicians might have to be flown in to assure that technology works well.

Groups from one place interconnect and exchange their expertise with other groups online. This allows a two way communication, interaction and co-creation.

Technology now is capable to do it. The quality of the bandwidth is important.

There are 4 points which make a multi-hub meeting a success:

Create a feeling that all were in the same room. Create a situation which resembles very much a face to face situation.

1. Video – Image from all the hubs and keep videos on the whole time
2. Sound – One should always have the chance to ask a question
3. Local activity: Give time for local personal exchange (5-10 Minutes per hour)
4. Global inclusion – Each hubs needs to get the chance to ask a question and to be part of the discussion

A chairperson has to coordinate the multi-hub conference like any other conference. People are polite because they are seen on the screen. You have to coordinate who talks first. There has to be a good moderator. (Vanneste, Maarten; https://www.eventplanner.net/tv/635_multihub-meetings.html)

Webinars:

Webinars allow one way communication. For educational reasons presentations are recorded and offered. It is a passive way of information transfer. Visuals are used and the participant can decide when to have a look at it. There is no direct interactive exchange. It is not easy to keep the focus and to not get distracted. This is a more exhausting way of information exchange because it does not involve the participants directly.

Hybrid meetings

Are part of the meeting are face to face and some participants join online the meeting.

Virtual network meeting

Instead of going to dinner or lunch together or to have a network party, virtual network meetings can be quite successful. Choose a good mix of people who do not know each other so well. There should be about no more than 8 people.

On such a virtual event you can meet easily internationally. Distance is not a problem.

Inform them about how the event is going to be like. Ask everyone to send a 3 sentence information about themselves before the event.

Invite in time, log in 5 minutes before, and solve technical issues if needed.

Create a relaxed joyful atmosphere. Give everyone time to present themselves for about 2 minutes. Start the discussion with an open question. Split into break-out rooms for a moment. Bring back the discussed ideas and keep exchanging.

Virtual network events give the chance to integrate all the invited people even more than at an in person event. They are easy to handle. There is no travelling time and you can use the chance to connect and to meet new people virtually. (<https://hbr.org/2020/05/how-to-host-a-virtual-networking-event>)

6. Chances and challenges of Online Meetings

To make sure that a virtual meeting works well, some core aspects have to be looked for.

Good preparation, connection to the people, collaboration, feedback.

The chances and challenges of online meetings are:

Chances:

- Through efficient structures a more successful meeting
- Less disturbing discussions because they are not as much possible in an online meeting
- Break-out sessions within a training allow you to split up in short teams to discuss topics
- Doing online polls

- Creating content online together
- Visualize
- Share all information together
- Work on one document together
- Lower travelling costs
- Time saving
- To see people from a direct angle if the camera is on
- To hear people better if the microphones and speakers are used well
- Good intellectual output...
- Create new formats
- Online meetings and conferences
- Online events might work better virtually because all participants can be often more involved.
- More task oriented work
- More efficient
- Create space for social exchange
- Use video to personalize the conversation
- Use audio
- Have everything typed in

Challenges:

- Persuade people to keep the webcam on
- Hearing the meeting participants well
- Having a bad Wi-Fi connection
- Not being able to see the participants because of bad lighting
- Keeping the concentration of the participants
- Less body language to be seen
- Less gestures
- Less eye contact
- Some people dominate the discussion
- Multitasking – less attention to the online meeting
- Less careful agenda
- Home office disturbances
- Loss of structure because of too little preparation
- Lack of flexibility to use new apps and platforms
- Good preparation
- Clear structure to be successful
- Working too many hours in front of a monitor may end up with a headache....
- More distant and anonymous
- Problems with task can cause interpersonal conflicts
- Shorter concentration span
- Need of more breaks
- Shorter talks and information input

7. Preparing an online meeting: technology, platforms, apps...

In order to create a good online meeting especially from home some key aspects are easily overseen. Thus discuss shortly what you need to do to organize an online meeting.

Internet connection:

In order to have a stable internet connection Wi-Fi often is too unstable. A LAN cable is the safest way to connect.

We have found out, that if this connection does not work, cell phones or tablets with a telephone provider connection for WIFI often can be a Plan B.

PC power:

The power and graphic card of the PC or laptop should be high enough to handle many videos. A graphic card with a dedicated working memory works better.

Knowledge about Platform & Apps:

- Find out which platforms you can use at the COE.
- What kind of functions do the platforms offer?
- Find out what the challenges and chances the platforms have.
- What kind of functions could you use?
- Think out of the box. What would you do in a face to face environment? How could you transfer this experience into a virtual environment?
- Do you need other applications?
- Could other applications be integrated into the system?

What kind of Apps do exist?

- Which ones do you need?
- Can they be intergrated into the video conference?
- How does this work?

How about:

- Whiteboards
- Polls or Surveys
- Virtual working spaces
- Feedback apps
- Interaction apps
- Breakout rooms
- Chats
-

Go into the break-out rooms and discuss what you need:

What do you need technically? Which platforms, which APPs...

Apps for white boards:

Writing ideas down yourself helps us to remember these aspects and to go deeper into the topic.

With certain virtual whiteboards you can work in a group all together like in an in person meeting.

There are virtual post-its, one can paint, draw, write, and import pictures and documents from somewhere else. Everyone has access to it and can see it.

All the written information is already digitally saved and can be directly used.

You do not have to worry about a hand-writing people try to read...

A good whiteboard should have:

- Unlimited canvas
- File sharing and easy collaboration

- Integration of files
- Sharing the whiteboard

Technical support through ITEM:

- ITEM - responsible for logistical aspects for events (including videoconferencing tools)
- Department in DGA (ITEM) is there to support all meeting organizers from the Council of Europe and guide them.
- Ask which tools are best to be used.
- ITEM offers strong support through connectivity tests of participants and training of speakers and moderators before the event to ensure its success.

Support contact:

- If participants have more specific questions you should refer them to someone in ITEM, e.g. Franck Kolb (franck.kolb@coe.int) or to ITEM.events@coe.int.

EventS tool:

- When organizing virtual events (not virtual service meetings) the requests are centralized by ITEM and should be requested through the EventS tool.

IT security is key:

- Use only tools that are tested and vetted by DIT and comply with IT security requirements.

Remote simultaneous interpreting:

- For the more complicated virtual events requiring remote simultaneous interpreting, ITEM offers strong support through connectivity tests of participants and training of speakers and moderators before the event to ensure its success.

Support organizing complicated meetings with many participants:

- ITEM
- Chats: 1 – 2 Person in charge of keeping track of the chats / summarizing the chats, afterwards
- Questions: You might need a coordinator for the question & answer sessions to keep track of the forwarding the right questions
- Polls: Support for the polls and inclusion of apps in platforms
- Break out rooms – Someone who coordinates the channelling of the break-out rooms
There is a decision making process how the group will be split into break-out rooms.
- Moderator or chairperson
- Polls: Support for the polls and inclusion of apps in platforms
- Time manager
- Multi-hub conferences need coordinators who connect the communication between the different sites content wise, personally and technically
- Video recording, audio recording and taking pictures use of the chats: This has to be aligned with the GDPR. The participants have to be informed beforehand.

8. Create your remote work place more professionally

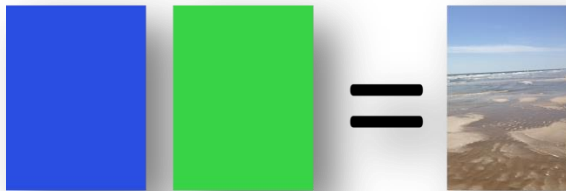
A remote workplace needs some thoughtful preparation to be efficiently used.

1) Noise

- Do have a chance to sit away from the street?
- Is the heater of my laptop too loud? Sometimes laying something smooth underneath it or keeping a space between the table and the laptop reduces the noise.

2) Room

- Placement & Window: Do you sit next to a window. Light from the side or front is better than from the rear.
- How does the setting behind you look like?
If you want to create a distance between your work and your privacy it is better to have a more neutral background – just a white wall, nothing distracting. If this is not the case you could look for non-wrinkling cloth that I covering the shelf behind you.
- Blue or green screen – background: If you have a green or certain blue background many platforms offer you to use an artificial background. It works best when you do have an intense blue or just green background:



3) Light

- What light do you use?
Some LED transformer lamps had an impact on my monitor picture. The monitor flickered.
- Do you have enough light around you that people can see your face?
- Warm lighting is better than cold white lighting.
- Place a lamp at the right and left side of the monitor.
- This light should be placed into the direction where you sit without blinding you.
- If you do not have enough light there people have a harder time to see you.
- A window right behind you will blind people and they will have a hard time to see you.
- Watch out that it is not giving you too much reflection into your eyes.
- Is there a window behind you? It could irritate the eyes of the meeting participants because it all becomes too bright and you are only seen in a silhouette

4) Size of the monitor

- The bigger the monitor is, the better you can interact with your colleagues.
- It is also mostly with the right screen better for your eyes.
- Curved monitors may help to keep the view on all.

5) Placement of PC/Monitor/Laptop

- The keyboard has to be placed ideally in the 90 degree angle to our arms and hands.
- There you have the least pressure on your joints
- The monitor has to have a height that your neck is not overextended or too much bend.
Try to keep your vertebrates aligned.
Rather have something underneath the monitor or laptop like a book or a box to it more straight or aligned
- Often it is worthwhile to use more than one monitor. The bigger the groups are the more monitors you could use.

6) Camera placement

- Depending on how the placement of the camera is you might seem to look like a shy person or someone who is arrogant. Have a look at the pictures.
- Ideally have the webcam placed in the height that you can look straight into the eyes of your colleagues
- If you use an external webcam you can move the camera whenever you need it. You could for example when start to present change the cameras place with the focus towards the participants.
- One could also use 2 cameras. If you talk about a product that you want to show. One camera could be placed towards your face and one camera could be focussed on the product which you show.

7) Chair height

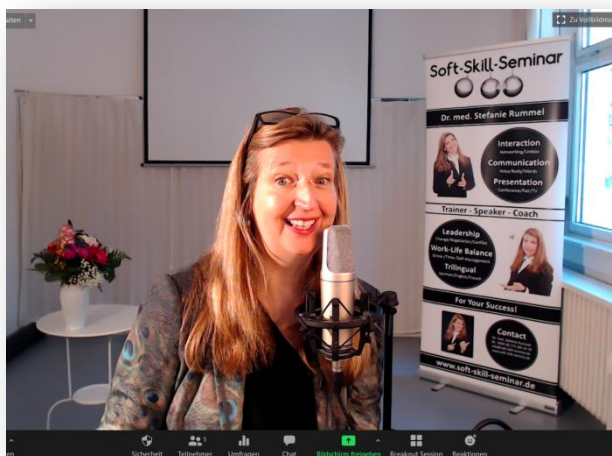
- Sitting a long time on a chair in the wrong height will lead to back and neck pain.
- Many operations because of disc prolapses could be avoided if we only were sitting the right way and if we were doing enough muscle training
- Try to make pauses and do sport even in your home office. You fitness studio can be home. Work with your sheer muscles. You will be astonished how efficient it can to be to train yourself.
- Search for a chair where your feet can feel some resistant, where also you could lift the feet a bit for a change and were you also could stand for a moment while working. Sitting is not the healthiest position we can be in. Switch.

8) Clothing

- White clothing could blind people!
- Clothing with strong patterns is not a good choice. The patterns tend to jump in eyes back and forth if you communicating over a camera or webcam.

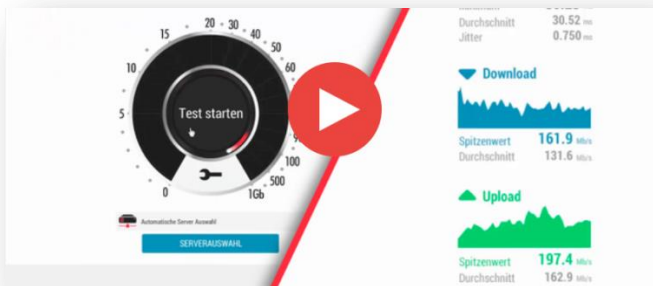


The room setting and your clothing is your business card!



9) Network stability

Do a speed test to check how strong your bandwidth is.



10) Know which basic cables you have to use

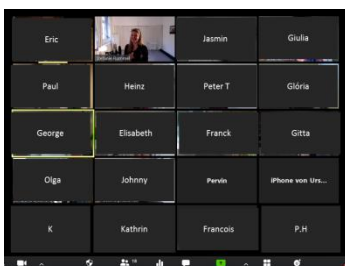
- W-LAN Cable to connect to the internet
- USB cable for the microphone and webcam
- AUX cable for the speaker
-



9. The impact of activating video and audio

Webcams should be turned on

Turning the webcam off have can lead to a massive chain of misunderstandings.



In everyday life where we meet in person we see each other no matter how we feel and what we do. When people sit in front of a laptop during a meeting they decide to not use the webcam. Not being seen and just heard leads easily to misunderstandings. A big part of communication is not verbal but also nonverbal. Nonverbal signals give us the key on how a statement was meant more clearly. More straight forward interaction is possible.

Meetings with a high number of participants:

Webcams can be turned off in very big meetings and when technology is getting at its boundaries. Turn the mic and the webcam on when you speak.

Placement of webcams

- Where do you sit in correlation to the webcam?
- Is the webcam placed to low or too high? It will change your face in a not very positive way! Test it and adjust it.
- You should look straight into the webcam when you talk. Is that possible?
- Create a working environment where your chair and table are so adjusted that you can be seen in the best angle.

Picture

- When you turn of the webcam, do you have a picture downloaded where people can still you and read your full name? It will be easier to find you in a discussion and people will remember you more.
- Use this marketing tool. In a face to face meeting people also see you.

Microphone

Can you be heard well?

Nothing can be worse than having a call or video conference and people do not hear you well. Are there annoying noises in the room where you work? Does the laptop overheat and make loud noises. This will be amplified through the mic.

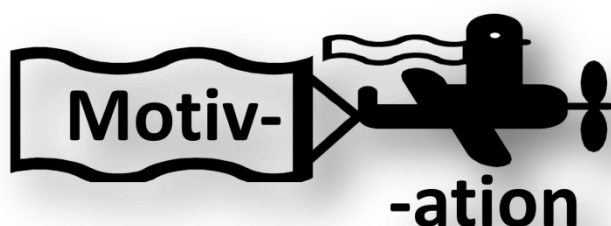
- Check the quality of your microphone through audio settings before the meeting.
- USB mics are available and give a much better and pleasant sound.
- Headsets i.e. Jabra produce a very good sound quality.
- Place the mic next to your mouth.
- If you have a very loud voice check whether there is some distortion produced.
- Even if you have a mic it does not mean that you can speak unclearly. Be smart and articulate clearly and slowly what you want to say. (see also chapter voice)

10. Online meetings and the agenda

Have a look at the agenda, structure and the rules of an online meeting.


The Agenda and the meeting expectations of the participants

The core aspects of a meeting are the objectives and wishes of the participants, the meeting organizer and the company. Know them and your meeting will be a lot more successful.



- a) Which objectives do you and the participants have?

- b) Find out about the objectives and wishes of the participants before or within the meeting. You can do it quickly in a poll or chat exercise
- c) Integrate these wishes into the agenda and prioritize them.

Meeting objectives	Meeting organizers expectations	Group expectations	Adaption?
			

- If the agenda includes ideas from the team members their needs are looked and their motivation increases.
- Invite members who are involved in the topic
- Agenda topics should be phrased as questions which have to be answered by the team
- Relate back the questions
- Differentiate between sharing information, searching for solutions and decision making
- Be clear about the decision making process – Allow discussions – try to find a mutual consensus if not make clear that the leader decides.
- Estimate the right amount of time for the topics – decision making takes time
- Calculate how many people are in the meeting and how long each one will need to talk
- Create a mutual approach on how to discuss and interact. (See also Meeting cycle 6+2)
- Make clear what has to be prepared for the meeting
- Note down in the agenda the responsibilities and roles
- Readapt agendas if needed
- Improve the performance through rechecking together what went well and what could be improved

Schwarz, Roger: <https://hbr.org/2015/03/how-to-design-an-agenda-for-an-effective-meeting>

Meeting Name			Date				
Topic	Preparation	Leader	Timing	Approach/Rules	Outcome	Action plan	Follow up
From management & group Prioritizing	Who What	Who	Duration number of participants	OKR Liberating Structure SMART Meeting 6+2 Break out rooms Apps		5 W	5 W
1							
2							
3							
New Topics ?							

11. Meeting cycle: 6 +2 Steps

A certain structure of meeting can help to make meetings more successful.

Try to integrate the 6+2 steps of a meeting cycle Preparation and Follow-up are often forgotten because it is more work but they are key factors why meetings are successful.

A: Preparation of an online meeting:

B: Six steps of a meeting / (suggestion of time frame in %)

1. Start of the meeting 10 %
2. Placement of the topic or collection of topics and prioritization 5- 10 %
3. Brainstorming of ideas or solutions without judging 15 -20 %
4. Clustering of the ideas or solutions and rating their importance 20-30 %
5. Planning of the next steps 20 %
6. Finishing up with clear responsibilities 5 -10 %

(Seifert, Josef W.; S. 36 / Malorny, Christian; Langer, Marc Alexander, S. 27)

C: Follow-up of the discussed

Deeper look into the 6 +2 steps of a meeting cycle!

A: Preparation of an online meeting:

- Create a well-structured agenda with a balance of presentation and interaction
 - Know whom you invite and why. Do they really need to be there?
 - Which meeting do you choose?
 - Depending on the size of the meeting, have you asked for support and co-organizers?
 - Know which platforms you need. Which Apps you might need.
 - In which languages will you work? Which support do you need here?
 - See also the chapters before
 - Check with ITEM what you can use.
 - Be aware the digital security is very important.
 -
-

1. Start of the meeting

The start of a meeting is essential to get a feeling about the atmosphere and to create a certain atmosphere online and offline. Allow some time for small talk...even in break-out rooms if you have announced it.

Informal information can be exchanged.

Then the agenda and the rules and approach of the meeting can be presented. Keep a clear time management even here.

2. Placement of the topic or collection of topics and prioritization

The core topics / problems are set if they were not set before. Make clear together what you are talking about. Some meetings start without making this clear and participants discuss the topic even in the next steps or discuss something else because they have not understood the topic in the first place.

3. Brainstorming of ideas or solutions without judging

Core of this part is that as many people as possible get the chance to be part of the discussion. All ideas or solutions are welcome.

This open discussion can be done in smaller groups or in break-out sessions if the group is too big. A good size of a group would be 4-6 people.

This form of an open discussion and brainstorming is not possible if the ideas are judged. In this session input should not be judged. Then out of the box solutions are possible.

4. Clustering of the ideas or solutions and rating their importance

The core idea of this step is to cluster the ideas and prioritize them. This can happen by the chair in a small group or in breakout-sessions.

The cause for never ending meetings is that participant's jump back and forth between the step 3 and 4... new ideas, clustering, ideas... here a good time management and clear coordination will help.

5. Planning of the next steps

After a set time the next steps have to be planned.

Ask the W questions:

- What
- Why
- Who
- When
- Where
- Who is in charge for the follow-up

Step 5 is often overseen. This is one core reason why online and offline meetings are ineffective.

6. Finishing up with clear responsibilities

Summarize and note down what will be done. This information has to be sent to all people involved. Recheck the responsibility and tasks which have to be done until the next meeting.

This last step has to be really within a good time management. Many leaders of meetings do not stop here in time.

C: Follow-up of the discussed

Somebody has to be in charge of the follow up.

Who sends the protocol? Who reconnects and talks to the contact persons?

12. Meeting rules

Rules:

Decide what is important for you.

**Discuss which rules are important for you in your online meeting:
The outcomes will be simultaneously typed into the chat function.**

Mics & webcams:

- Even though many online meetings respect communication with muted mics and turned off webcams, rethink it. If communication is more successful and leads to less misunderstandings active mics and webcam make a difference in the outcome of your meeting. How about announcing it from the beginning that the mics are turned on and the webcams have to be on?
In smaller groups where direct communication is easier this is very valuable. But even in bigger groups communication is more direct. You can see 49 people on one screen. Also the chance of doing too much multitasking during the meeting is reduced. Coordinators know that the participant actually takes part.

Cell phones:

- Cell phones are turned off or put aside if they are not used for the call or conference

Full name and company:

- Asking participants to write their full name and maybe company when getting into a call enables all more easily to connect and reconnect after the meeting. It is like a name tag. Also it insures the organizers to recognize in bigger groups that the right participants are taking part at the meeting.

Rule of mutual respect:

- Conflicts are more difficult to be solved online... Rules for mutual respect are key:
- Listen
- Every opinion counts
- Too long speaking times can be interrupted
- Make clear that personal attacks are not of interest
- Sarcasm should be avoided
- Focus on the core content and the solutions
- Allow all ideas in the brainstorming session and do not judge first
- In the next step the group can set priorities on the ideas
- Make clear which topics are communicated under certain trust conditions

13. Timing:

In online meetings it is even more important to pay attention on how long presentations, discussions, break-out rooms are... Often breaks are overseen. Interaction is forgotten.

Social exchange does not exist. You can make a difference if you prepare for it.

The length of the meeting has to be communicated ahead of time.

The timing has to be kept. Many meetings are the cause for losing time just because they lost the track of structure and timing.

Ask yourself the following questions and create a plan that integrates the participative part of a meeting:

- How long is the meeting going to be?
- How long are the breaks?
- How long are the talks?
- How long are the break-out sessions?
- Is there a time balance between the information input and the interaction?

Information & Interaction	Time
Presentation of agenda	15 min.
Discussion	15 min.
Break-out	10 min.
Break	5 min.
Social network exchange	5 min.
Presentation	10 min.
Break-out	5 min.
Results of groups	15 min.
Qs & As	5
Summary	10
Next step & Responsibilities	5

50 % of the time should be focus on the interaction of the group. Presentations alone do not lead to effective outcomes. People have to be involved in the process to feel responsible for it and to be actively motivated.

Create a time schedule where this is possible.

Speaking time per participant:

- The more each participant gets the chance to be part of the online meeting conversation the better.
- In many meetings where this happens only 1-2 people talk and the rest listens. One never gets to know what the silent people think. Have a chairperson who really pays attention to give enough room for all.
- Give room for all to talk through simultaneous use of chats for all, mutual whiteboard use, polls, break-out rooms.
- Create a good atmosphere of listening and communicating

Time control:

To time meeting can be a challenge the more interactive it becomes.

Plan to have enough time buffers. The attention span for people to just listen is about 45- 60 minutes unless you do interactive exercises. You have to plan pauses (15 minutes) and time for lunch (60 minutes). Because the attention span diminishes at the end of meeting, it helps to have interaction well placed and to have longer sessions first and shorter sessions later.

Have a watch always in sight. There is an example on how to time and plan meeting. (See underneath.)

You need certain time flexibility for group discussions or when you give individual feedback to tasks. Plan such a time as time buffer.

Try to be clear about your scheduling and start the meeting in time. Even if participants come late, start in time.

14. Who, What, When – Keeping control

Good performance in home offices:

In a study of the University in Konstanz (Germany) about Home Offices, it was found out that the performance of the employees is quite good despite their isolation.

35 % of the researched group never worked at home before. 80 % of the 699 study participants were content with their equipment at home. About 50 % of the participants mentioned that they could work more efficiently at home than in the office. 1/5 of them said that they got more disturbed at home than in the office. The key ways of communication were writing regularly E-Mails (89%) and phone calls (71 %) 54 % of the participants never worked over video chat using Zoom, Microsoft Teams or Skype. There was less contact to colleagues and the employees felt isolated and emotionally exhausted. (Harvard Business Manager, Home office: Leistung stimmt trotz Isolation, Kunze, Florian; Zimmermann, Sophia;)

Video conferences, virtual network meetings, regular social meeting platforms can make a difference to fight isolation in home office times. Seeing each other even if it is virtual meeting, makes a big difference.

To reach concrete results in online or remote settings certain rules have to be taken in account:

- Very clear structured timing (time boxing)
- Very clear tasks
- Very clear roles
- High personal responsibility
- Willingness to lead even in very small groups

Core aspects in digital work life to watch out for are:

- Communication via phone and video conferences
- Cooperation in teams with a higher level of discipline online
- Information flow through new creative interactive events (congresses, fairs, talks are cancelled)
- Work load and pauses: Pauses have to be planed more consequently because it is easy to sit 10 hours in front of the laptop. Free time has to be defined as clearly and strictly as work times. (Gemeinsam allein, Harvard Business Manager, June 2020)

Online Meetings follow different rules because one sees less body language, fewer gestures. Cameras are too often turned off. People easily look at a second screen, the cell phone or the children, the dog and get distracted.

Online meetings need a much clearer structure. An excellent agenda and clear roles are key factors for a successful online meeting.

Then the communication gets more to the point and forward bound.

Town hall meetings online:

- Chats: The chances of online town hall meetings are that the chat gives people the chance to exchange themselves even more during the meeting. In a virtual meeting one can reach out more and connect to more people than in an in person meeting.
- Names: People can connect more easily because the names are easy to read for everyone.
- Opinions: The managers get a better idea of the opinions of their employees because they can asked digitally questions and receive direct results through polls, digital surveys, and chats.
- Social components are missing unless you create a virtual network event where even this exchange is possible using break-out rooms and so on.

Being in your home office and not being able to see your team in person may give you a feeling of a lack of control.

It seems more difficult to see who does what and when. You may ask yourself: How do I know that the work has really been done?

In times of our online work, it becomes vital to create moments of informal communication. Usually this can happen when you meet your colleague at lunch, in a break, while you walk to the train, while you

walk to the bathroom...while you pass by the office of your colleague or boss, while you just want to say hello.

Create moments of informal exchange...:

- where informal exchange is possible.
- where questions informally can be asked
- results can be even on a one by one basis and can be discussed.

How can you communicate informally online?

- Create space for informal calls
- Create more space for break-out room sessions in online meetings
- Create a lunch while using the video platform – normally you would eat in the cantine together – why not eat online together
- Have a coffee in break-out sessions together... use at least have of the break for this informal exchange....
- Allow chats on professional platforms of the Council of Europe

Be very clear on how you mutually keep control and reach aims

- Create an agenda with your team on how you communicate results, responsibilities, deadlines
- If you create such an agenda by yourself you risk that people do feel involved in this approach.
- Work through platforms where the whole team has access to the development, calendar, agenda, rules...

15. The power of the voice online - Be well heard and speak slower

In an online setting it is even more important than in everyday life to speak clearly and slowly. One never knows how the LAN or WIFI connection in an intercultural setting is.

The quality of the microphone also has a huge impact on the quality of what you say.


Train your awareness on how you talk. Check whether people do really understand you. I

38% of our communication is vocal communication.

The tone, pace, intonation, pauses and volume of your voice have a critical effect on communication:

If you are not understood, acoustical wise, nobody will listen.

- If you speak monotonously, people get bored.
- If you speak too fast, nobody can follow.
- If you don't articulate, you will not be heard.
- If you don't breathe well, you will get hoarse and not heard.
- Find the right balance between vocal volume and body support.

<p>TRAIN YOUR VOICE!</p> <ul style="list-style-type: none"> - Articulate clearly! - Train to speak loudly! 1- 10 - Watch your pace & pauses! 1-10 	<p>CHECK THE</p> <ul style="list-style-type: none"> - Microphon - Speaker - Audio settings 	
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16. Nonverbal communication connects in video conferences

In the in person business life we have a codex on how we look like, what we wear and how we move and behave. People tend to not care so much about it, if they are sitting in their home office.

This does not make sense because:

- Video conferences may be recorded
- Screen shots can be taken...
- We can control our presence more online than in everyday life

We virtually sit in front of a mirror in an online meeting and can control us more than in everyday life on how we look like. This is a big chance, if we care for it. People see us every day in the onsite presence. There we do not have always control on how we look like.

A study showed that informal communication is influenced by body language (53%), voice (38%) and content 7%. (Prof. Albert Mehrabian, University of California)

Thus the impact of the words is much smaller than most of the people would think.

55% of our communication is body language.

Let’s have a look at the own body language:

Which signals do you send?	
How do I appear online?	
What is my first impression I give?	
How do I sit?	
Which influence has the chair I sit on my body language?	
Have I checked my hair?	
What do I wear?	
Do I smile or am I always sincere?	
Can my gestures be since? Do I use it on purpose?	
Has my chest sunken in?	
How is my overall energy?	


17. Action plan

The chances are the highest to apply the learned aspects if you create an action plan. What are the core aspects you learned? How and where will you implement them? When do you start to apply it? (See also list on page: 2)

What are the key 3-5 points you learned?			
	How	Where	When
1.			
2.			
3.			
4.			
5.			

Plan

- 1.
- 2.
- 3.



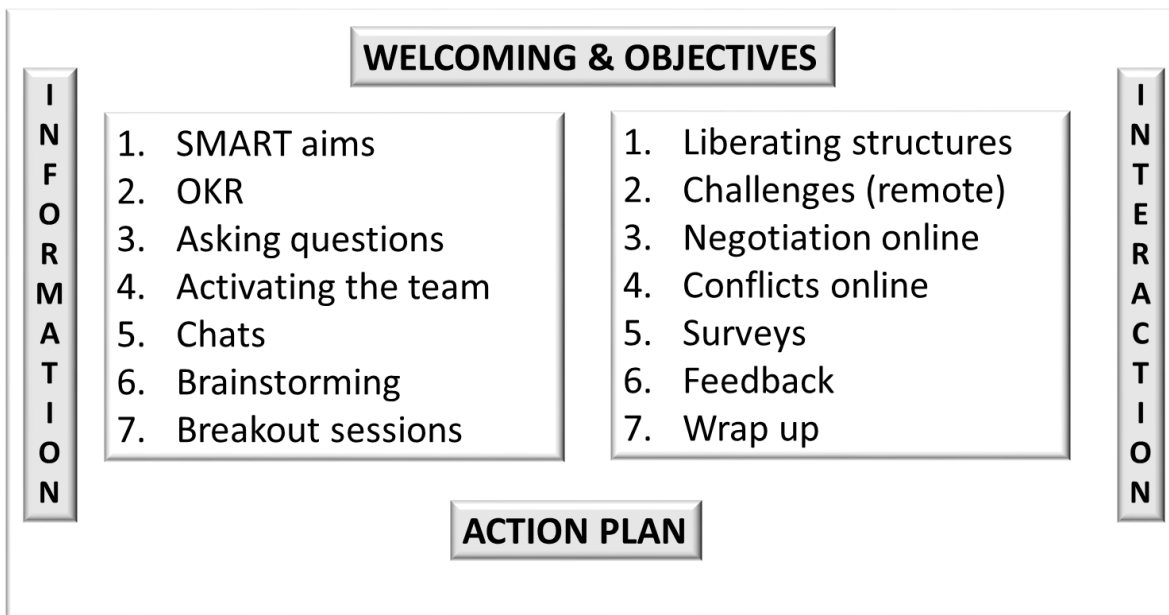
Soft-Skill-Seminar

Dr. Stefanie Rummel, info@soft-skill-seminar.de, +49 69 13825210

DAY 2

18. Welcoming and objectives

Have a look at the agenda of day 2.



The next meeting it is important to connect very shortly to the last meeting.

Ask brief questions and ask for brief answers in key words in a written form through a chat or a whiteboard simultaneously. The second day of this training consists of instruments which support you in your meeting to make it more efficient successful and fun.

	Keywords
Core thoughts	
Question	

Wish	
-------------	--

19. SMART aims

The clearer the objectives of the meeting are to you, your client and your participants, the more successful the meeting will be. Thus define the objectives clearly for yourself, with client, with the group you train and in the hand-out!

You could use a tool called SMART in your team to be more precise in defining the aims.

If the whole team uses SMART it on a regular every day basis meetings and their projects have more successful outcomes:

<p>S: Define your specific aims!</p> <p>M: How do you measure it?</p> <p>A: Which actions do you plan?</p> <p>R: Is your aim realistic?</p> <p>T: How do you time it?</p>	<p style="font-size: 2em; color: red; margin: 0;">SMART</p> <p style="font-size: 1.5em; margin: 5px 0;">⇒ Specific</p> <p style="font-size: 1.5em; margin: 5px 0;">⇒ Measurable</p> <p style="font-size: 1.5em; margin: 5px 0;">⇒ Aktionable</p> <p style="font-size: 1.5em; margin: 5px 0;">⇒ Realistic</p> <p style="font-size: 1.5em; margin: 5px 0;">⇒ Time bound</p>
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20. OKR – Objective and Key Results

OKR was used by Google and helped them to be successful. (pioneered by former Intel CEO Andy Grove) Twitter, LinkedIn and Oracle use it regularly. It stands for finding the objectives and the key results in a Liberating agile method which is checked in a quarterly basis. It enables the teams to keep the focus on the core objectives and their results. It is visualized and can be seen by all. Missions are split up in achievable goals and results.

Objective:

To describe the objective, you have to ask yourself: What do I want to achieve?

Key Results:

How do I want to achieve the objective?

Approach:

Core objectives of a company are split up into easy understandable smaller steps of objectives. Within 3 months easy to measure key results have to be reached to meet the objectives.

Bottom-up & Motivation

60 % of the content to reach the objectives is created by the employees. 40 % is created by the top management. This allows a high motivation rate within teams to set goals and reach aims.

Perfectionism:

The ideas cannot reach 100 %. The ideas make a difference all together. 70 % is just enough.

Open discussion on objectives and results:

The OKRS and the development are visible for all.

(Objectives are not announced in a waterfall principle. In a study from the management consultation group Saaman it was found out that in this case only 27 % of the employees and 51 % of the managers remembered what the core aims of the company are. In the OKR method. (https://www.handelsblatt.com/unternehmen/beruf-und-buero/the_shift/okr-methode-ziele-und-schlusselergebnisse-die-neuen-wunderwaffen-moderner-fuehrungskraefte/22965862.html?ticket=ST-186605-gBFJdWfZbzhPeKK5SRne-ap3))

Better ONLINE MEETINGS	Discuss in the break-out room and create an OKR!
What do we want to achieve	
How do we want to achieve the objective?	

21. The power of asking questions

You should know what kinds of questions exist. There are the W questions, the open and closed questions, circling questions and many more. Practice to use questions they lead more than answers.

WHO ASKS.....LEADS!

The 5 W Questions

1. What
2. Why
3. Who
4. Where
5. When

Open / Closed & Self-defining questions

- **Open questions:**
Give various opportunities to answer.

- **Closed questions:**
Can be easily answered with „yes“ or „no“!
- **Self-defining questions:**
Does not ask for answers.

Forms of Questions

- 1) **Summarizing:** „...is that right? “
- 2) **Direct:** “Could you make it clear? “
- 3) **Information:** „How is it like, if ...?“
- 4) **Me-related:** „When I did that, I saw... What do you think? “
- 5) **Cartesian:** Logic used to attack: How could you, if....? “
- 6) **Emotional:** “How can you say that? That is old fashioned!”
- 7) **Network:** To show one’s power: “Prof. D, who is a good friend of mine,”
- 8) **Leading:** „Yes, this leads to,...“ Take over control!
- 9) **Mirroring:** You have said that... (appreciation)
- 10) **Suggestive:** „You mean that...?“ (Manipulative)
- 11) **Motivational:** „Isn’t it wonderful that,...(good mood)“
- 12) **Directing:** „If you say so, then it is clear...!“ Leading towards information...!
- 13) **Alternative:** „Would it be possible if,...!“
- 14) **Rejecting:** „A good question, but... (Take time)

Answering questions in a professional way:

- Prepare yourself to be able to answer difficult questions beforehand.
- Take a moment to reflect
- Breathe in and out and get enough oxygen
- Create a structure of your thoughts
- Answer loud and clearly
- Use gestures in the right amount
- Stay calm, radiate freedom
- Use open body language

22. Activating the team and creating a connection

The first part of the meeting helps to break the ice within a new group. As the organizer of the meeting you can create a positive atmosphere. Connect the participants to each other the very moment they left the waiting room. Communicate. Use humor. Ask for the participant’s constraints and wishes. Get to know their names and some interests. Give them orientation. Let them know what is going to happen within the meeting. Create a curiosity.

Creating an interactive environment is very important. When people are working mostly from remote creative solutions which can help to connect to each other more deeply is interesting.

Breakout rooms:

These enable participants of a meeting to connect and talk on a more personal and individual basis. The best approach is to have the cameras and microphones turned on.

Online discotheque:

Companies have organized online dance parties to connect with all on a different way.

Online concerts:

Music reaches people in their soul and mind and makes a big difference in these times.

Online reading of a book:

Spread information in an unusual way and give impulses of new experiences and new thoughts.

Use a variation of approaches:

Films, Talks, Chats, interactive exercises....

23. Chats

Chats give the chance for communication during the meeting without disturbing others.

You can write personal or private questions and send the question to one single person.

You also can communicate with the whole group.

Chats are a quick and easy way to activate the whole group and to ask them to share their thoughts.

It is helpful if you work a lot with chats to have a facilitator who reads the chat and channels the information flow, the questions and answers.

Chats can be used well for a question and answer session. The questions are collected by the facilitator and then they are bundled and answered.

Chats can be used for games and other funny interaction.

One could ask for direct feedback and let all write the feedback into the chat.

The chats can be saved and the core information can be extracted out of the chat.

Chat can be forwarded to the participants if all agreed on this.

24. Brainstorming and Mindmaps

Brainstormings are important to collect ideas and solutions. It keeps all participants active in the thought process. Use Apps which allow us to create a brainstorming map or a mindmap together.

Whiteboards can be a big help to do so.

Whenever you do brainstorming allow all ideas. There are no restrictions at this point.

It helps immensely to find solutions out of a box. Do not judge. Create a trustful environment.

Only after the brainstorming ideas can be clustered and prioritized.

Visualization

We are learning through various senses. The more we integrate them actively the better we can take information in. Our learning gets much more intense if auditory signals and visual signals are connected.

Since people take in pictures, symbols and visuals much more easily integrate visuals in various ways in your meeting. Visuals should be short, clear and on the point.

Depending on the size of the meeting group different visual tools can be used.

What could you use at the COE? Create visuals together!

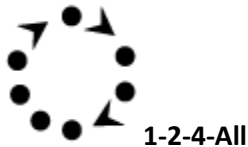
25. Breakout sessions

In break-out sessions you get the chance to exchange your expertise in small groups.

After the breakout session you bring the core ideas back to the group.

This is a very interactive approach which helps to minimize the social distance. Breakout sessions can be used for networking sessions, for consultation, for crowd sourcing, smaller group discussions and many more. In the liberating structures you will find more examples which can be used on- and offline to enhance the interaction between the meeting participants.

Let us experience one liberating structure in break-out sessions.



A clear question is asked to all. An unlimited number of participants is possible. There is no hierarchy. All have the same rights to discuss and contribute. Individual and shared understandings are in focus. This approach can be easily done online and offline. Use breakout rooms to split up the groups.

1: Alone: Think about the question yourself for 1 minute.

2: Pairs: Discuss in pairs the question for 2 minutes.

4: Groups of 4 people: Split up in teams of four and discuss the question for 4 minutes.

All: Discuss the core results for 5 Minutes. Share a maximum of 3 ideas per group. Watch the speaking time per group.

Create ways of visualizing together what was discussed on a whiteboard i.e. or in chats.

<http://www.liberatingstructures.com/1-1-2-4-all/>

26. Liberating structures in meetings

Liberating structures help you to allow more interaction and co-working in teams and bigger groups. This goes beyond the everyday way of presenting, discussing (managed or open), reporting and brainstorming.

Have a look at 35 suggestions of the liberating structures:

LS Menu 	Wicked questions 	What ³ debrief 	Min specs 	Heard, seen respected 	What I need from you 	Integrated autonomy
Design elements 	Appreciative interviews 	Discovery and action dialog 	Improv prototyping 	Drawing together 	Open space 	Critical uncertainties
1-2-4-All 	TRIZ 	Shift & share 	Helping heuristics 	Design storyboards 	Generative relationships 	Ecocycle
Impromptu networking 	15% solutions 	25 : 10 crowdsourcing 	Conversation café 	Celebrity interview 	Agree/certainty matrix 	Panarchy
9-whys 	Troika consulting 	Wise crowds 	User experience fishbowl 	Social network webbing 	Simple ethnography 	Purpose to practice

<http://www.liberatingstructures.com/ls/>



What, So What, Now What? W³

Together, Look Back on Progress to Date and Decide What Adjustments Are Needed (45 min.)

After a shared experience, ask,

“**WHAT?** What happened? What did you notice? What facts or observations stood out?” Then, after all the salient observations have been collected, ask,

“**SO WHAT?** Why is that important? What patterns or conclusions are emerging? What hypotheses can you make?” Then, after the sense making is over, ask,

“**NOW WHAT?** What actions make sense?”

<http://www.liberatingstructures.com/9-what-so-what-now-what-w/>



Wise Crowds

Sequence of Steps and Time Allocation

Each person requesting a consult (the client) gets 15 minutes broken down as follows:

- The client presents the challenge and request for help. 2 min.
- The consultants ask the client clarifying questions. 3 min.
- The client turns his or her back to the consultants and gets ready to take notes
- The consultants ask questions and offer advice, and recommendations, working as a team, while the client is just listening and not reacting. 8 min.
- The client provides feedback to the consultants: what was useful and what he or she takes away. 2 min. (<http://www.liberatingstructures.com/13-wise-crowds/>)

This wise crowd's version can be channeled and be done longer or shorter.

In this training we will use one which takes 5 Minutes per person.

1 minute of describing a personal request.

3,5 minutes of short consultation brainstorming through the group

30 Seconds for final feedback by the person who asked the question.

- 1 Minute of describing a personal request.
- 3,5 minutes of short consultation brainstorming through the group
- 30 Seconds for final feedback by the person who asked the question.

27. Challenges for negotiation and conflict management in remote settings

Electronic negotiations via e-mail are less leading forward because people tend to be less willing to share information than they would do it face to face or phone. Face to face allows more openness. Fewer compromises are possible and the tendency to not explain all honestly is higher.

In face to face meetings tend to give in more easily in order not to make people lose their faces. “We found that more than 50% of e-mail negotiations end in impasse; only 19% end that way in face-to-face negotiations...” E-Mail communication worked best when “I care about how the other party is going to leave this negotiation.” (<https://hbr.org/2000/01/the-electronic-negotiator>)

This means that in times of remote work, negotiations should happen in online video-conferences to create the best possible face to face exchange.

Gestures, emotions, raises of the voice, frowns, laughter, and anger can be recognized best this way if you have to be remote. These cues are very important signals in negotiations.

Also documents, products, videos, whiteboards can be shared visually.

Body language and limited visibility of the participants:

- Depending on the webcams quality and the lighting one can see the negotiators less well. Often only the head and shoulders are seen of the negotiator, but the whole body talks. If you know

these cues it can help you a lot when you negotiate. 55 % of the communication (Prof. Mehrabian) is connected to body language.

- It is vital to see the whole person when you negotiate.
- Distracting backgrounds also can be disturbing.
- People can go out of the screen and you will not see why and what happens.
- If the connection of Wi-Fi is not strong the pictures is hard to see.
- The dress code is important for negotiations. It can be underestimated, just because one is working from home. <https://www.pon.harvard.edu/daily/business-negotiations/videoconferencing-in-business-negotiation/>

Eye contact- Looking into the faces instead!

- **To keep eye contact is a very important cue for us to connect. It affects our interaction and our own feelings. This cue is missed in video conferences.**
- To see with whom you try to keep eye contact is difficult. It is not natural for us to look always straight into the camera. New technologies try to change this. They can track the eye movement and support the eye contact in video chats: (Researchers at **Intel** have developed an **eye contact correction system** for video chats)
- In a study from the Florida Atlantic University it was researched how presentations on video conferences were perceived. “In some conditions, participants believed they were watching a pre-recorded lecture. In other cases, participants thought the call was live, where the speaker could both see and hear them. In the cases where the conversation was perceived to be live, participants watched the whole face.” (Elizabeth Fernandez <https://www.forbes.com/sites/fernandezelizabeth/2020/04/08/you-cant-look-someone-in-the-eye-on-a-video-chatand-that-changes-how-we-interact/>)

Seeing you:

- It can have some impact on your reaction when you see yourself. Looking at ourselves can be disturbing. We have to accept ourselves even more.
- <https://www.pon.harvard.edu/daily/business-negotiations/videoconferencing-in-business-negotiation/>

Gestures:

- In order to improve the negotiation and to send more nonverbal signals the gestures should still be seen. Place the camera in a way that more of your body can be seen.

Limited hearing because of poor audio transfer:

- Depending on the microphone quality, the speakers, the surrounding noise, the internet connection hearing what negotiators say may be difficult.
- Vocal cues, pauses, silence, verbal signals can help to understand what the other person says. The sound quality needs to be good to be able to recognize this.

Security and privacy can be challenged in online negotiations:

- Be aware that the apps you are using are secure especially when privacy is of high importance.
- Screen shots can be taken easily. Videos can be taken of the conversation even if the recording function is turned off. A small webcam on a shelf can do it and no one will know that the sessions was recorded. There could be more people listening to the negotiation because they are in the room of the negotiator and you do not see them. Or the App has a leak.

Online negotiations are different to face to face negotiations:

Silence is less accepted:

- Face to face silence is more accepted. It gives time to suggest what was said.
- It calms us down. On video we keep on talking and feel uncomfortable if we do not talk.

Lack of non-linear conversations:

- Face to face we communicate vividly in many directions. Many ideas and inputs are possible. Video conferences tend to be more structured and do not allow as much creativity.

People are more risk averse

- Face to face meetings allow you to interact with your team members, to do small talk with the negotiators in the break...
- Video conference negotiations do not give you these chances unless you plan them to happen. People are afraid to take risks because they do not get enough the feeling of support in their group.

Travelling to a negotiation leads to more commitment

- While travelling one can take the time to prepare thoughts and to rethink strategies.
- Many people are not willing to travel too often to finish a negotiation. They want to find a solution.
- When you work from home you might use less time to rethink the process. You are also more willing to get back to new negotiations because of the lack of the travelling time. You can call it off easily without many costs.

Prepare in advance and afterwards to balance out and to heighten the chances for a good negotiation:

Agendas sent before the negotiation:

- Send an agenda beforehand. People are prepared before the meeting and you can avoid discussions about the agenda and the topics you want to talk about beforehand.

Proposal sent in advance:

- If you inform the negotiators about your proposal beforehand you can avoid surprises. Surprises are not very useful in negotiations.
- Creative solutions have to be discussed before with the higher levels of management.
- In the online negotiation this often cannot be done and time and ideas may get rejected.
- In video conferences the acceptance of creative ideas is not likely. People tend to be more conservative online.
- Give the other side more time to prepare themselves. Depending on the content of the proposal you can send the outline or some details. You could send it a week, a day, or an hour in advance...

Manage the expectations way before the call.

- Meetings can abruptly end. Thus prepare the other side in a way that you both can move forward. Talk to the key people. Find out what their thoughts are. It is not advisable to go through an online negotiation meeting like you would do it in a face to face meeting.

Plan to have more often exchange in smaller bits:

- Online negotiations need to be approached differently. Instead of trying to do it all in one meeting, create little chunks. Meet more often, Meetings should be less long.
- Do it step by step.

Schedule breaks in the online negotiations beforehand:

- Breaks allow small talk with your team. Small talk with the negotiators is possible. The attention span is less long online. Plan to have breaks every half an hour. It helps all to step back and rethink what just happened.

Develop rules on how to behave in an online setting:

- Define mutually rules on how you want to react if there is a misunderstanding, an awkward situation, some dissonance... Create a mutually agreed pathway on how to interact online.

Deal with expectations:

- Make clear that you are ready to approach online negotiations differently.
- Make clear that you are ready to take more time, to schedule breaks, to ask for the expectations beforehand, to inform, to create room for ideas....

After the negotiation send an E-Mail with the core aspects:

- Stay in contact. Show what you perceived and where you are at this point.
- Send a confirmation about what you agreed to.
- Also use the E-Mail to ask questions which arouse.
- Show the negotiators that you are interested or whether you are searching for other options. Inform the other side where you are.

Deepak Malhotra: Prof. of Harvard Business School <https://www.youtube.com/watch?v=1uKKZfrddog>

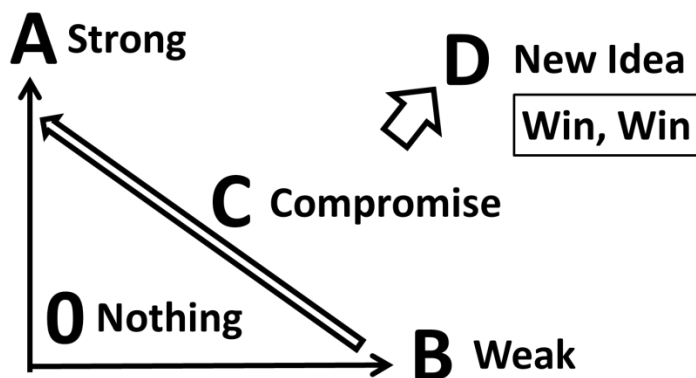
Virtual Online Sales Calls:

1. Own the agenda – begin with a clear idea
2. 3. Bullet points you want to accomplish
3. First impression counts – Technical surrounding
4. Energy cues are mirrored – You decide on it!
5. Sales are decided often emotionally
6. Attention span works better 30 -60 seconds listening: then become interactive

<https://www.youtube.com/watch?v=BaOyR8nxTmQ>

28. Negotiation:

Whenever you negotiate there are several solutions. It is like in a conflict where there are 5 outcomes. Only one outcome is the best for both parties. It is the Win-Win situation.



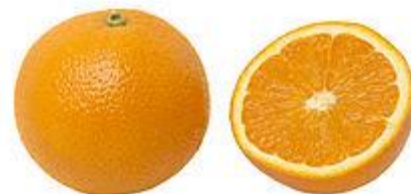
1. A gets all: Effect: A is happy.
2. B gives up: Effect: B might not work with A any more.
3. Nobody gives in: Effect: A & B do not want to work with each other again?
4. A & B find a compromise: Effect: A & B are a little happy and gave up a little, too.
5. A & B Win-Win situation: Effect: A & B are happy and want to work with each other

To reach a Win-Win situation means that we have to be creative in our minds. Instead of trying to do a rope pull we rather should think for various other solutions. We have to think out of the box.

An example:

2 companies wanted oranges. They did not find any solutions. We want them all. Nobody wanted to give in. By thinking out of the box there was a solution found. By asking why they need the oranges a Win-Win solution was found.

One company needed the skin of the oranges. The other company needed the inside of the fruit!



4 phases of a negotiation

Each negotiation goes through phases. Know them and keep orientation within a negotiation. Watch the following order. Going from phase 1, to phase 2, to phase 3 and phase 4, if possible. Watch out You may jump between phase 2 and 3...again and again and again. If you do not notice this, you may lose a lot of time. You just have to know and let the people in which phases you are. Have a look to see what each phase needs. Also think about the preparation before the negotiation and the post processing of the negotiation. Review every negotiation. You learn most out of here.

Each phase integrates the following aspects:

1. Opening – builds trust
2. Analysis – Key for solutions
3. Solution: – watch, argue, solve

4. Finale: – what do you do

You may switch between 2 & 3 if you get stuck! Avoid doing it too often!

Visualize & negotiate



29. Conflicts online:

There are similar challenges when you deal with online conflict or online negotiations.

There is a lack of:

- Body language, eye contact, visibility
- Context
- Non-linear communication
- hearing each other well
- different approach to exchange about private ideas

Video conferences can have some positive effects:

- Aggressive behavior may be less threatening because the sheer body presence is not there
- People might
- Video conferences lead to less misunderstandings because you see each other
- Video conferences are a better choice than just writing e-mails or calling each other because core cues of the body language can be seen
- People tend to discuss more briefly and clearly in video-conferences

Lack of context:

The lack of context can be one of the core reasons why conflicts arise. People just missed some information and they get upset and take it personally. Emotional responses are the next step and tend to be more aggressive online.

Virtual exchange is often more impersonal. Back and forth discussions can increase.

Task oriented conflicts can be more easily solved. Because of a lack of personal contact task caused conflicts can lead in a virtual environment more often to interpersonal conflict.

“When people lack information, when they are uncertain about why someone disagreed with them, they are much more likely to take it personally.”

Lindred Greer is an Assistant Professor of Organizational Behavior at Stanford Graduate School of Business. (<https://www.gsb.stanford.edu/insights/lindred-greer-why-virtual-teams-have-more-conflict>)

Conflicts have to be resolved or avoided in the first place because they can tear a team apart. Trust, mutual experience, small talk does help to minimize these conflicts.

- Clear roles,
- clear goals,
- good information flow,
- positive feedback and

- patience reduces conflicts in a virtual environment.

Personal conflicts are more difficult to be resolved.

In a virtual environment personal conflicts do not occur as often because the work is more task driven.

Personal conflicts:

- Intrapersonal conflicts
- Interpersonal conflicts
- Group conflicts (A. Hugo-Beckern , H. Becker S. 103)

Online disinhibition effect when you write e-mails:

“For various reasons, people often behave with far less restraint in a virtual environment than in the physical world — a phenomenon that psychologists call the “online disinhibition effect.”” (Ferrazzi, Keith; <https://hbr.org/2012/11/how-to-manage-conflict-in-virt>)

In a study of Ann Majchrzak, professor at the University of Southern California Marshall School of Business

core tools for a good virtual workplace which minimize conflicts are:

1. Talk about problems in the moment when they occur.
2. Give time for all to recheck the solution or the problem.
3. Frank feedback and fighting the peer pressure through anonymous polls
4. Broad honest feedback will show all perspectives and lead to better idea management
5. Fairplay and transparency are key
6. Use of a good online board /virtual workspace
(Ferrazzi, Keith; <https://hbr.org/2012/11/how-to-manage-conflict-in-virt>)

Consequent use of a virtual workspace

A good virtual workspace where all have access to and where all the information exchanged can be placed in an orderly manner helps to reduce conflicts. Important answers to a question have to be posted in the virtual workspace.

There should be enough space for team privacy

Point person and visualisation

- “...the pros and cons of an issue have been summarized by the point person; the team can meet via teleconference to select a course of action...
- During this meeting, an electronic whiteboard can be used to take notes so that any misinterpretations and errors can be corrected in real time...
- Also, tools like electronic polling can be used to determine whether an issue needs further discussion or is ready for a vote.”

Without controversies and conflicts there is no development.

See conflicts as potential development for you. It works best, if you can separate emotions from facts. If you get emotional you get stopped in clear thinking.

You don't want to have any conflicts while working? You want to have your freedom? Well, there are always conflicts. That's real life. Conflicts belong to our life. If you do not see them right away, you may realize that there are some latent or cold conflicts hidden.

How to deal with conflicts:

- Analyze it!

- Take time (slow down, think)
- Hold a healthy distance
- Look at various perspectives
- Communicate and inform directly and constructively
- Appreciate
- Look into the future
- Search for help (coach / mediator, delegate...)
- Learn out of conflicts

1. Breathe in and out!	2. Think!	3. Respond!
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30. Surveys

Virtual polls are time and cost effective and give you a straight view into thoughts of the people you work with.

To find out more about the satisfaction of your clients, your team, your customers, suppliers, networks virtual polls are good option to learn more about how your offering was received and what people think about it

Virtual polls reduce work. You do not have to type in the results. They are typed in for you. You do not have to print paper that will be wasted after it got scanned.

Often through drag and drop you can use special types of questions. Changes in the questionnaire can be easily done. Ideas can be adapted. Pictures, videos can be added

A big amount of data can be streamed online in a very short amount of time and be calculated easily with technology we have today. You receive the statistics which you can use directly for presentations. You can download the data for your further analysis.

Some surveys are optimized for cell phones and tablets and can be used also in a conference setting with a high number of participants.

“The best and most secure free online survey software offers the latest and most number of features.”
The survey app is used by Harvard University and Cambridge University <https://www.sogosurvey.com/>

Online Quizzes can be created through polls. A measurement from training processes can be taken.

Forms of questions:

Open questions:

- Be aware that people get distracted if too many open questions are asked. Usually 3-5 open questions are enough. Those questions are giving you more information than a “yes and “no” question.

Yes and no questions:

- These questions are easy and quick to answer and give you a general idea about how people liked it.

Scaling questions 0-11 / 1-10 / 1-5 / 1-3?

- **It is scientifically described that 0-10 or 1-10 have better statistical relevant results.**
- There is a danger that people do not read the instructions well. Make sure that people know whether the high or the low number is a good thing.
- Do not change the value of the numbers in the middle of a questionnaire. It has been described as not having much more value.
- If you discuss the results the percentage of the top results should be used for further discussion.

Use describers like in the Likert 5 point scales such as:

- 1.Strongly disagree
- 2.Disagree
- 3.Neither agree nor disagree
- 4.Agree
- 5.Strongly agree

“It expresses a degree of agreement with a statement and (2) it uses an odd number of response options, thus allowing a neutral response.” (Rensis Likert, 1932

<https://www.sciencedirect.com/topics/psychology/likert-scale>)

- Important versus not important....

Before and afterwards:

- If you want to search for a certain development. You could ask questions before and after a certain event. Then you can look for a certain development.

Tools to user for meetings online can also be found in the following blog:

<https://www.eventmanagerblog.com/virtual-meetings>

Still be aware that within your institution only certain APPS are allowed out of safety and security reasons. Get back to ITEM and check which APPS and platforms you can use.

31. Feedback

Giving personal feedback online is important, but you should follow certain rules.

Name the person

- Since it is so difficult to track the eye contact the name of the person you talk to has to be mentioned.

Develop a feedback strategy where and when you give feedback to each other

- Important feedback has to be given in time (72 hours) Otherwise the reason for the feedback might be forgotten.

Balance out your feedback:

- Do not exclude people, include. Plan to give feedback to all.
- Do not only criticize but also give positive feedback. 2/3rds should be positive

- Be specific as possible. If people do not understand what you mean with your
- Feedback it does not help
- Inspire through questions
- Create a feedback that is forward bound. Give rather a feed forward.

Giving **positive feedback** in front of a group is very important and often underestimated or even forgotten.

If you give **negative feedback** it is often the better choice to give feedback on a one on one basis. People will lose their face more easily in a group. In a virtual setting it is even more difficult to see the nonverbal signals and react in a meaningful way.

Use the “Feed Forward Technique”

by giving a feedback which shows
how to become better.

32. Wrap up

There is a need to have a clear wrap up and feedback at the end of the training.

From my personal point of view it is more important to focus on the action plan of the participants and to share of the learnings and the implementation ideas within the group.

This is the last impression the participants have of the training it lasts.

The trainer should close the training clearly with a connecting idea, phrase, symbol, summary... Create such an end of this training for yourself!

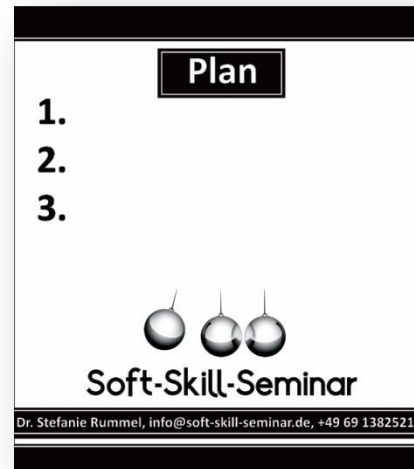
What kind of lasting idea do you have in your mind?
What is the essence of what you learned through the training?

33. Action Plan

The chances are the highest to apply the learned aspects if you create an action plan. What are the core aspects you learned? How and where will you implement them? When do you start to apply it? (See also list on page: 2)

What are the key 3-5 points you learned?

	How	Where	When
1.			
2.			
3.			
4.			
5.			



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