

White Paper on the Road to Overcoming Overload

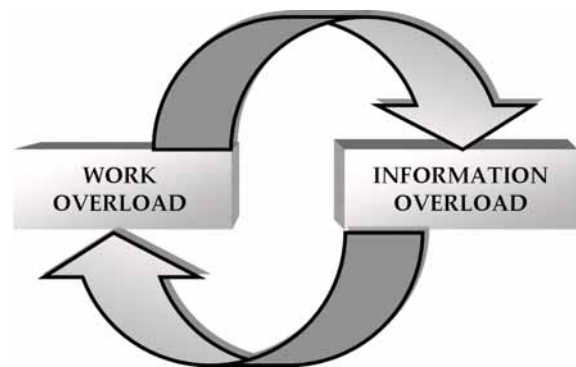


Overcoming Meeting Overload

Background

How Can You Control The Floodgates That Overload Your World? Martin Luther told us, “I cannot keep a bird from flying over my head. But I can certainly keep it from nesting in my hair or from biting my nose off.” Using practical thoughts and tips we will show you how to control the sources of overload.

In a knowledge based economy, leaders and knowledge workers face a highly interdependent relationship between work overload and information overload. Here, our objective is to help you identify the sources of information overload and control them. We believe that as you manage the sources of information overload you can control work overload as a natural by-product.



As knowledge workers, information enters your world in various ways. The most common are: **e-mail, telephone, paper, and meetings** including one-on-one encounters and **interruptions**. In the coming chapters we will provide some thoughts and tips on how to deal practically and easily with each of these.

Just as with previous sections of this book, please note that we are not presenting a program or a system but a set of “Lego” building blocks. Select what is most appropriate for you and what you can adapt to suit your own needs and style. There will always be exceptions to every rule. Do not let concerns for the exceptions direct and limit your thinking or your personal search for solutions.

Our minds have an amazing capacity to capture images and events and to retain them. Our minds can be likened to a camera that is always on. Everything that comes into our world through our senses is captured and stored indefinitely. The more we focus on an issue, data, or

Note:

** This whitepaper is extracted from our book *Overloaded? From overload to balanced living*. See inside the book at www.amazon.com

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[Baha & Margaret Habashy](#)

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image, the deeper it is ingrained in our minds. Each of these exposures consumes mental energy and occupies storage space in our brain.

As another illustration, our minds are also like a disk drive on a computer. Scientists believe that even before our birth the mind captures sounds and memories of the world around us. This continues without ever deleting anything. Over time our data storage becomes crowded and overloaded. Regretfully, science has not found any delete buttons allowing us to purge our brains of unnecessary clutter.

One of the symptoms of information overload is difficulty in recalling people's names and details. While aging may be a factor, a key reason is our overcrowded minds. Just like accessing data on a heavily loaded disk drive or finding a document in a disorganized filing cabinet, recalling details from the vast quantity of data stored in our minds takes time and mental energy. This explains the reason why small children can recall details faster than older people. This happens primarily because their storage banks are still uncluttered by the huge amount of exposures accumulated with every passing year.

So what can you do?

Hundreds of years ago Martin Luther said, "I cannot keep a bird from flying over my head. But I can certainly keep it from nesting in my hair or from biting my nose off."¹ Just as you can prevent flying birds from making a nest in your hair you can prevent information exposure from settling in your mind **by tackling it at the source**. Our strategy for controlling the information overload is to attack the sources of unnecessary information before they cement their exposure taking more space and mental energy.

In the coming sections we will give tips for each of the five information sources we referred to earlier. But before we do this, let us share four common tips that apply to all of them. Later, we will highlight these common tips giving you examples of how they apply in your day-to-day life.

First Common Tip: Define your communication protocol and communicate it to your important people. What do we mean by a communication protocol? A protocol is an expected code of conduct or behavior that governs our interactions. For example, when you meet someone in the morning you expect him or her to give a greeting such as "Good morning". If you invite someone to a meeting you expect him or her to attend or express regrets. In years past, when you called someone's office you expected a person to answer the phone. That was in the past. Now, the protocol has changed. Today, more likely, you expect to leave a message on a telephone answering machine hoping that your call will be returned. If there is no answering machine you feel disappointed or frustrated because your communication protocol has been violated.

Ancient Answers to the Information Overload Problem

About 1000 BC – King Solomon, the wisest man who ever lived, said "Be warned: there is no end of opinions ready to be expressed. Studying them can go on forever and become very exhausting!"

Ecclesiastes: 12:12

About 60 - 65 AD – Saint Paul instructs his student, Timothy, saying, "Avoid the idle babblings and contradictions of what is falsely called knowledge."

¹Timothy: 6:20

From the preceding examples, you will note that, in the absence of agreed-upon standards or social norms, protocol is largely defined by the expectations of the originator. Such expectations may not be compatible with your circumstances and life priorities. Therefore, it is important to define a personal communication protocol compatible with your high value roles. This protocol should be based on reasonable priorities and expectations. To avoid any misunderstanding this protocol should be clearly communicated to your important people.

Second Common Tip: Seek the support of your important people for your new communication protocol. If you have ever tried dieting or losing weight you know that this requires commitment and discipline. You also know that success in such disciplines is made easier when you have the support of the important people in your life. Overcoming overload in an overloaded world is not easy. Overcoming information and work addiction will require changed attitudes and priorities that are made easier if you have the support of your important people.

Your new communication protocols will most likely result in changed behavior. Change is often difficult especially if it requires modified behavior on the part of others. With this in view, it is critical that you negotiate for the support of your important people as you implement your new communication protocol.

Third Common Tip: Batch process because this is more efficient. Years back computer memory and processing power were very expensive. Programmers were very careful not to be wasteful in the use of system resources. As a result, systems were programmed and used in a batch-processing mode. As technology became more abundant and cheap we moved to a high demand, multitasking processing environment. This is often wasteful and less efficient in terms of system resource utilization.

Regretfully, our human mind has a finite capacity. Being stretched and overtaxed we need to move back to a more efficient processing model - batch processing. Try it. You will like it.

The concept of “Batch Processing” is to group similar functions into one common, easy to administer process. This common process helps you concentrate on one type of activity at a time. This, by nature, allows the mind to focus and be more efficient. As you practice batch processing, you become better at estimating the amount of time required to complete such activities. You become better at completing tasks on schedule. This will enhance your confidence and your effectiveness. In the following chapters we will give you examples of how to batch process e-mail, phone calls, paper and even meetings and interruptions.

Fourth Common Tip: Make it a habit; it becomes easier. Those of us who commit to an exercise program know that once it becomes a habit it becomes much easier to keep and maintain. Habits, good or bad, are hard to break. You will also find that others are less likely to challenge you or tempt you to return to your overloaded behavior. People admire and respect disciplined individuals. Good habits communicate consistency and stability that result in an element of security and self-confidence. Good habits will help you feel more in control and reduce the feeling of anxiety that result from our overloaded world.

In the coming sections we will encourage you to develop habitual routines to batch process your e-mail, voice mail, paper and even meetings. Developing a pattern of behavior is healthy and less stressful for you. As a side benefit, you will become more predictable to your team and to those who interact with you regularly.

Summary

- ✓ There are many thoughts and tips that can help you control the sources of work and information overload. Always make sure to personalize the suggested solutions in response to your high value roles, goals, and activities as well as the important people in your life.
- ✓ There are four common tips for handling information sources:
 1. Always seek to define your personal communication protocol and communicate it to your important people.
 2. Seek the support of your important people for your new protocol.
 3. Batch process your information input; it is more efficient and uses less mental and emotional resources.
 4. Whenever possible, make your input processing habitual. This will make the application of new disciplines easier.
- ✓ **Please note:** This section will be of particular value to those who had a high score in the Statements 8 to 14 of the [Effectiveness and Overload Gauge](#)

Overcoming Meeting Overload

Thoughts and Tips are provided to help enhance the effectiveness of your meeting participation, to help you become known as a person who leads good meetings, and to reduce the negative impact of meeting overload.

Someone has suggested that some meetings are like a funeral, in that it is a group of people wearing uncomfortable clothes who would rather be somewhere else. Yet, there are a couple of differences. All funerals have clearly defined objectives and few things are ever buried in poorly run meetings.

Joking aside, everywhere we go people complain about meetings. They tell us they are overloaded with meetings. In a simple survey among some of our clients **86% agreed that they have too many meetings in their organizations.** One American study suggests that

Based on a survey of our clients, an average manager with a burdened hourly rate of \$50 spending 50% of his/her time in meetings with 50% effectiveness in these meetings:

- Spends 960 hours a year in meetings
- Loses \$24,000 in lost productivity
- Loses \$24,000 in lost opportunity costs
- This adds up to \$48,000 of wasted life.

How about you? How much of your life are you losing? Find out by using the exercise provided later

more than 11 million meetings are held in the United States every business day.ⁱⁱ

We must admit that there are good social and economical reasons for these meetings. There are also what we call environmental causes that lead to having many meetings, for example, the level of integration and complexity in our workplace has made the decision making process far too convoluted resulting in more and more meetings. The pace of life in our offices often calls for meetings without carefully examining their need, the cost associated with them or other practical alternatives.

In spite of all the good reasons for our many meetings we must confront the fact that the price for **“meeting overload”** is way too high. Studies report that today’s managers spend an average **forty percent** of their time in meetings. In a study of our clients we found that that amount may be as high as **ninety percent** of a regular work day.ⁱⁱⁱ Some studies suggest that as much as **thirty to sixty percent** of the time we spend in meetings is not productive but we have found that this amount may be as high as **72 percent**.^{iv} This is too costly. This price is often paid in long work hours and compromised personal life.

Before we consider a solution we must first agree on a definition. **What is a meeting?** Some dictionaries define a “meeting” as a **process** of **people** coming together for a common **purpose**. Regretfully, very often we treat meetings as an event, not as a process. Most often it is a gathering of people with poorly defined objectives.



EXERCISE: How effective is your meeting time investment?

- Take any five days that are representative of your average business life. For each day:
 - a. Add all the hours you spend in meetings including:
 - Travel, preparation, and follow-up time
 - “Impromptu” meetings or interruptions
 - Conference calls and long phone conversations
 - b. “Guesstimate”. How effective or productive do you feel these meetings were? On a scale of 100 indicate your feelings. Record your answers
 - c. Calculate your effective time (Total time X Effectiveness %)
 - d. Add total Time Spent (1) and Total effective Time (2).
 - e. Calculate Lost time and % of Average Effectiveness
 - f. Calculate Lost Productivity (A), and record Lost Opportunity and Lost live Value (B).
 - g. This will give you Total Loss or lost life value.
- If this is your lost life value in one week what does it mean in a whole year?

Meeting objectives are different from the meeting title. Meeting objectives should be:

- **Clear** - Starting with an active **verb** they reflect expectations of high value that justify the investment of time and energy

Sample Verbs List

Agree, Analyze, Announce, Approve, Assign, Clarify, Decide, Define, Delegate, Determine, Develop, Discuss, Evaluate, Explore, Identify, Learn, Plan, Present, Prioritize, Report, Request, Review, Summarize, Write

- **Few** – A primary objective and if need be, a secondary objective preferably supportive of the first objective
- **Reflected in the meeting goals** - which form the agenda items

Meeting goals should be specific, measurable outcomes that the meeting participants are expected to achieve before the end of the meeting. Meeting goals should be defined in the agenda items. Each agenda item or **goal** should be:

- **Simple:** Starting with an active verb it should define the expected deliverable from this agenda item
- **Allocated a limited number of minutes:** Preferably no more than 30 minutes indicated as (from - to -)
- **Assigned to only one person:** who is capable and accountable for ensuring that the expected goal or deliverable is met



As leaders, we waste too much time. As director of a very active sales organization, meetings occupied most of my day. Meeting overload was a reality of my life. Many of our internal meetings lacked clear, high value objectives. Often key stakeholders were not present or their roles were ill defined.

I managed to reduce my meetings by about 50% by simply asking for clear meeting objectives and expected outcomes at the outset. I carefully question the need for my participation and see if a phone call or a one on one visit may be more effective. I also apply this strategy for my staff and with my superiors. This approach has reduced the number of internal meetings that involve my staff, so that they are able to spend more time with their clients. They too now have become more careful in clarifying the objectives and outcomes they expect from their client meetings. This has helped my staff derive more value from their client meetings and avoid the vortex of chaos that often accompanies meeting overload.

Ms. Susan Malenica, Regional Director, Business Development

Second Gear: Roles and Interdependent Relationships

Remember what Shakespeare said, “All the world’s a stage, and all the men and women merely players”. Shakespeare gives us a valuable illustration of how a meeting should run. When you are invited to a meeting you are “**on stage**”. Whether you initiate the meeting or not, you are

now on stage and you have a responsibility to ensure that the play is done well. By choice or implication you are now part of the team on the stage.

“What do you expect me to BE and DO?” This is a simple question you should ask when invited to a meeting. A good answer will reflect and help you illustrate your role:

- Using **adjectives** try to define what you are expected to **BE**. Adjectives describe the soft skills and talents you bring to the stage.
- Using **verbs** try to define what you are expected to **DO**. Verbs reflect the competencies, experience and/or the authority you bring. Verbs are easily translated into actions you are expected to demonstrate. These can be related to the meeting goals and agenda items as well as the time when your presence is needed.

A clearly defined role will help you:

- Capitalize on your skills and competencies to bring the highest value to the stage where you are needed the most
- Enhance your relationship by complementing others on the stage of a meeting
- Estimate the time and effort you are expected to invest in your role. Remember, **you can never start something without stopping something**. Carefully calculate your time and the sacrifices you have to make. To justify your role and your investment we recommend that you ensure that the **tangible and non-tangible benefits you deliver are more than three times your hourly pay for every hour you spend in such a meeting**.

TIPS: What can you do?

- A.** Define a personal meeting participation protocol that is compatible with your role and communicate it to your important people (see example below)
- B.** Seek the support of your important people for your protocol.
- C.** Next time you are invited to a meeting make sure that the meeting objectives are clear and reflect high value worthy of your time. Be sure that you can contribute to the successful outcome of some of the meeting goals (Agenda Items). If you are not sure, make some positive suggestions for change or ask to be excused from the meeting or part of it. Remember, it is your life you are investing or wasting.
- D.** Be clear in your understanding of the role you are expected to play before, during, and after the meeting.
- E.** Be careful to ensure that you have the skills, competencies, authority, and/or time needed to deliver your role with excellence.
- F.** Take careful notes of the commitment you undertake. Be sure to record the expected target date of any commitments. Template E that follows provides a practical note taking sheet that you can use for recording your concise thoughts, commitments, delegations, as well as follow-up actions. As a matter of fact, you can use this as a

general note taking sheet as one place to capture all your thoughts and things you want to remember.

- G.** Do not fall casualty to a role misfit. It may be an honor to be asked to attend an important meeting. Before you agree, please remember:
- By seeking to define your **important roles** you will save yourself and others the risk of being a misfit on the stage that could jeopardize your credibility.
 - By asking the hard questions of **objectives and goals** you are seeking to use your time with care and wisdom.

Take an inventory of all the committees and meetings you are committed to attend regularly. Prioritize these meetings based on your role and the value you contribute. Remember you need to focus on higher value roles, goals, and activities. Ask to be excused from some committees or meetings so you can use your time for better value.



I worked in the same organization for over twenty-five years. As a result, I became known and invited to far too many meetings. They say that “If you want something done, give it to a busy person” and I became that busy person. In a consensus oriented culture I found myself on twenty-seven different committees, most of them meeting at least once a month. The volume of work that these meetings generated became overwhelming and next to impossible to complete to my satisfaction. The purpose or the effectiveness of all these meetings desperately needed to be evaluated.

One day I was faced with the reality that I lived, ate, and drank work. The price for my work overload became a reality. My immune system became compromised and I developed an environmental allergic reaction to almost everything including my own body. The result was excessive fatigue and I felt as if I was just dragging my body from place to place.

Faced with that reality, I had to reevaluate my roles and what I wanted to do with the rest of my life. My first step was to reduce my meeting participation to where I had well defined roles and where I could deliver maximum value. The second was to seek a new career environment where I was able to set a new framework for new work habits. Now, months later, I am glad I took control.

Ms. Margie Eastwood, Coordinator, Provincial Information Management



EXAMPLE: The following is an example of a meeting protocol communication that you can modify, send or e-mail to your important people:

TO: (LIST) Important and teachable people

SUBJECT: Action Requested – My meeting participation protocol

| *Greetings:*

My commitment is to improve my effectiveness and focus on meetings where I can add maximum value. With this in view, I ask for your support in helping me practice the following disciplines:

- 1. I will attend and make maximum contribution to a meeting where my role is clearly stated on the agenda or I have specific responsibility, or where I can add significant value.*
- 2. Please excuse me from meetings, or portions of meetings, where my value contribution is small or where I am not clear on what **I am expected to BE or DO**. At such meetings please consider my attendance optional or I may delegate my role to others.*
- 3. I will give maximum preparation to my defined roles in a meeting provided the meeting agenda is circulated at least **3 working days** prior to meeting time.*
- 4. I will exercise maximum effort to deliver on all action items assigned to me during a meeting, provided I receive clearly documented minutes within **3 working days** after the end of any meeting.*

I believe this will help me be more effective and serve you better. If you have any thoughts or questions regarding this, please call me.

Thank you for your support.

Template – Communication and Note Taking Sheet

Today's Date Tues Date Jun / 20 2009

Meeting Title: Review New Budget Process Location. Room

B22

Attendees: JS, DW, KM, MH, SD, AS

Time	Type	Name / Subject / Thoughts	Response / Tips	Action Requested		Priority
				From	Due Date	ABC
10.30		DW, Provide Budg. Template	Call DW for sample input		6.30	
		SD, who will audit	DW, Expect 5 % uplift			A
		MH, what historical data	DW, three years			
		First draft		AS	7.12	
		Board Presentation			8.15	

☛ Encounter Type: P- phone V- voice mail M- meeting C- correspondence E- e-mail O- other

Third Gear: Meeting Process and Controls

The objective of the **Meetings Effectiveness Framework** is to help you improve the effectiveness of your meeting participation and your meeting leadership. In the first part of this chapter we discussed the first two gears of this framework. In this part we will focus on the third gear that is the meeting process, the oil and the oil filter.

Again we ask, “**What is a meeting?**” As referenced earlier some dictionaries define a meeting as a **process** of **people** coming together for a common **purpose**. We suggest that a meeting is a **process not an event**.

As a meeting leader you are entrusted with controlling and managing the process. The meeting process is an integral part of making sure that the meeting outcomes are achieved. Diagram 11 illustrates this process.

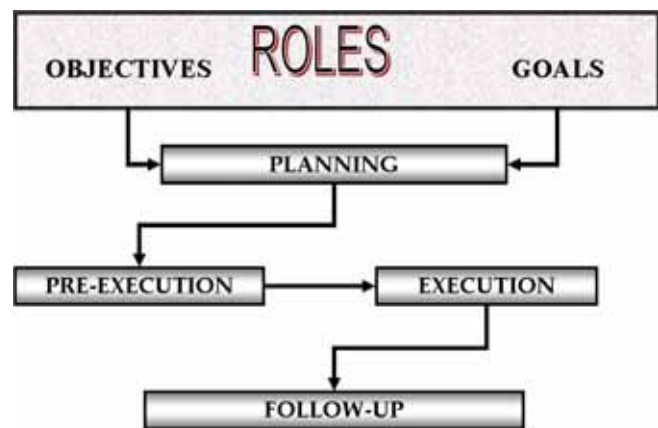


Diagram 11: Effective Meetings Process

- **Planning:**

As a meeting leader a critical part of the planning process is to establish the meeting objectives. Articulating high value **objectives** will

help you communicate and gain the commitment of your meeting participants for their **assigned roles**. As a meeting planner, defining meeting objectives and participants roles could be the most critical, and often compromised, part of the meeting process.

- Meeting objectives are different from the meeting title. Start your statement of objective with an active verb. (*See list for example*). Make sure that your objectives are few and complement each other. Meetings with too many or conflicting objectives:
 - ✓ Take too much time
 - ✓ Include too many people
 - ✓ Are hard to organize and keep on track
 - ✓ Have a high risk of failure

Clearly defined objectives will help you define the meeting **goals or agenda items**. Make sure that your goals are **SMART**. Smart goals are **S**pecific, **M**easurable, and **A**greed upon by your key participants, **R**ealistic, and **T**ime dependent. Once again, we recommend that you start every goal or agenda item with an active verb.

In the planning stage you prepare and issue a **“Draft Agenda”**. The draft agenda gives your participants opportunity to provide valuable feedback and suggestions for improvements.

One of the most common pitfalls of planning is poor time management. We recommend that you limit each agenda item to a maximum of 30 minutes. If one item requires more than 30 minutes, try to break it into more than one goal. This will help you keep things on track. Remember, “The mind cannot absorb more than the seat can endure.”

- **Pre-Execution:**

In our changing world, the best of plans can be vulnerable to unpleasant surprises. In the pre-execution stage you confirm and try to avoid last minute surprises. This is the time when you confirm the participants’ readiness and ensure the availability of all support resources.

At the end of the pre-execution stage you publish your meeting agenda. It is essential that your agenda be sent in a manner that gives your participants one last notice to prepare for their role. With this in view, we recommend that you adopt the **three-day rule**. Your agenda should be issued at least three working days before the meeting date.

- **Execution:**

As a meeting leader you have a complex and demanding role. You are a **host, a conductor, a guide, a facilitator** and much more. Most of all, **you are an investment manager**. Your participants are investing a valuable portion of their lives in your hands. Your focus should be to ensure that all roles are performed with excellence. Be gracious but firm. Control the process not the mind. Encourage wherever possible. When appropriate, summarize the participant’s

contribution and confirm future undertakings or follow-up actions. Ensure that the minutes taker is left with no ambiguity or misunderstanding.

- **Closing:**

This important stage is often neglected in the rush of seeking a quick exit. As a meeting leader you have the vital responsibility of complimenting the participants on their achievements and contribution. As an investment manager it is your responsibility to articulate the valuable outcome and the returns from the investments made by your participants. As an activity manager it is your responsibility to summarize and confirm any commitments made as well as any expected actions.^v

- **Follow-up:**

Follow-up takes two forms. **The formal follow-up** comes in the form of minutes. Publishing the minutes of the meeting should not take longer than **3 working days** after the end of the meeting. Minutes published long after the meeting are based on diminished memories and their quality is often questionable. Meeting minutes should list the participants and the roles they played. The minutes should summarize any resolutions, decisions made, requested actions and commitments.

In a separate section of the minutes, discussion notes can be added, where needed. The format and the extent of these notes depend on the nature of the discussion as well as the maturity of the relationships among the meeting participants.

As a meeting leader you are responsible for what we call **the informal follow-up**. As a host and a resource manager you have a responsibility to support and ensure the proper feelings of those who have participated in your meeting. Meetings can be stressful environments where offensive words or actions take place. The informal follow-up is the time when support, encouragement or corrections are made before the next meeting. A phone call or a follow-up visit may be needed to ensure that residual effects are well handled.

Style: The Oil Filter

In leading a meeting which of the three framework gears is the most important? The answer is - it depends:

First, it depends on the meeting style. For example, constituently established meetings are heavy on process. Project management meetings are heavy on goals. Staff meetings and team building meeting are heavy on roles and relationships.

Second, it depends on your leadership style. Your natural temperament will cause you to favor one of the above gears over the others. As you filter through your natural style remember, "You cannot drive a long trip on a single gear." You need to be aware of and engage all three gears.

Flexibility: The Oil

No engine can run without oil and no meeting can run without flexibility. As a meeting leader remember, “**Blessed are the flexible. They never get bent out of shape**”. At the same time, if your engine is burning too much oil, it may be time for a tune up. Ask yourself:

- Are my meeting objectives clear and do they communicate high value?
- Do the agenda items represent SMART goals?
- Are the assigned roles clearly communicated and are the participants best qualified for their assigned roles?
- Is the meeting process clear and easy to follow?

TIPS: What can you do?

- A.** As a meeting leader you are accountable for the outcome and for providing favorable returns for the time and effort invested in your meeting.
- B.** Take time to plan carefully. Remember to state high value objectives and goals for your meeting.
- C.** Chose only those participants needed for the important roles in the meeting. Do not select participants based on their titles. Select them to provide the optimum mix of skills, competencies and authority.
- D.** Your pre-execution phase impacts your agenda more than you think. It is critical for healthy communication and confirmation. Do not overlook it. Send the meeting agenda three working days before the meeting time.
- E.** During the execution phase you are on a stage. You are observed as a director of a well-rehearsed drama. Control the process but not the mind. Be sure to end the meeting graciously on time.
- F.** Do not neglect needed follow-up. Meeting minutes should take no longer than three working days after a meeting date. Do not neglect informal follow-up, if needed.
- G.** Use flexibility wisely. Let your natural leadership style help you shape the needed meeting atmosphere for maximum effectiveness.^{vi, vii}



I attend a lot of meetings. Meetings can waste a lot of time. I have learned that it is very important to take time before a meeting to think and plan for my roles and expectations. Being organized instills a feeling of confidence and control. I have learned to carry only one binder that is the source of all critical information. In this same binder I have VIP sheets in which I record and sort notes and details that relate to my important people. The same binder also replaces my diary for general note taking purposes.

Controlling overload can be like trying to boil the ocean. It may appear impossible. Choose the areas that are likely to bring you the greatest value or benefit. Focus on these and be committed to make change happen. You will be glad you did.

Ms. Kate Agnew, Operations Manager

Summary

- ✓ Meetings are critical for our social and business interactions.
- ✓ Knowledge workers invest a significant percentage of time in meetings.
- ✓ The **Meeting Effectiveness Framework** can help improve the effectiveness of your meeting participation and help you become known as a person who leads good meetings.
- ✓ Your effectiveness is highly impacted by:
 - Engaging in meetings that have high value objectives and SMART goals
 - Playing appropriate roles that complement and support other meeting participants
 - The availability of a well orchestrated process appropriate for the meeting objectives and participants, style and an appropriate measure of flexibility
- ✓ You can become known as a person who leads good meetings if you follow a simple meeting process, filter your leadership through appropriate style, and temper your experience with reasonable flexibility.

ⁱ Jaroslav Pelikan, ed., *Luther's Works*. Volume 21. (Saint Louis: Concordia Publishing House, 1956), page 88.

ⁱⁱ A network MCI Conferencing White Paper. Meetings in America: A Study of Trends, Costs and Attitudes toward Business Travel, Teleconferencing, and Their Impact on Productivity (Greenwich, CT: INFOCOMM, 1998), page 3.

ⁱⁱⁱ Wayne J. Hunicke, "Improving the Quality of Your Meetings." <http://www.advantagemgmt.com/resource/meetings.html> (5 July 2004).

^{iv} Ibid.

^v "Getting the Most out of Meetings." <http://www.mindtools.com/tmmeetng.html> (16 June 2004).

^{vi} Laura M. Stack, "Meetings! Where Minutes are Kept and Hours Wasted." <http://www.theproductivitypro.com/newsletters/num61June2004.htm> (16 June 2004).

^{vii} Lorraine Weygman, "'Energize' Your Meetings So They Don't Waste Time..." *North York Business News*, January 1989.