

The Virtual Meeting Model

A proposal for a physically-distant but socially-connected governance model

Before	1	Build out the prequel segment to the meeting	Work in this prequel segment includes pre-reading and indicative polling (see below) and puts meeting participants further forward before the meeting starts.
	2	Work to a well-structured set of papers	Meeting papers are a more critical contributor to effective virtual meetings needing better exec summaries, narratives and background references; Board 'books' like Diligent and work spaces like Teams also contribute.
	3	Develop the 'Run-Sheet' to add to the meeting agenda	'Run-Sheets' are precise specifications of meetings that add key parameters over and above an effective agenda; the specifications need to cover the hard and soft 'ask' of meeting participants, and of outside parties.
During	4	Use high quality video technology	Meetings will need to be appropriately convened in a high-quality video format — Skype, Web-Ex, Zoom, Teams, etc.
	5	Work at chair-effectiveness through planning and preparation	The chair is critical – they are <u>first of all</u> facilitators, and secondly strategists, coaches, arbiters and content providers. Facilitating a virtual (call) meeting is a big challenge, but good planning and preparation takes you far.
	6	Apply cognitive diversity and turn-taking	Cognitive diversity requires surfacing all views and this is helped by going around the 'room' person-by-person on certain issues.
	7	Use informal polling	Polling can be used to provide insights on key issues indicative to values and preferences, without becoming binding votes. Polling also adds diversity.
After	8	Gather feedback on meeting effectiveness	Meetings should be assessed for on-time, on-inclusiveness, on-point delivery. Good feedback gathered consistently is critical to be able to improve practices.
	9	Build out the sequel segment to the meeting	Meetings need to be completed with accurate minutes, notes, and clear follow-ons, including polling results to support thinking and action.
	10	Stage the virtual meetings to complement physical ones	When constraints requiring virtual meetings are removed, decision making groups should explore a new cycle of physical and virtual meetings as a more efficient and sustainable solution to their governance.