Introduction

10 min **Problem, Objectives, Scope and Definitions**

35 min **Emerging Findings**
- Meeting culture

5 min **Next Steps**

AGENDA

Robert Mulsow, CTO

Hi, I'm Rob and I live to challenge the status quo, a digital transformer, Microsoft MVP and MCT. It's my mission to support companies' IT as well as end users to effectively map their business processes to modern workplace solutions and make them more successful with Hybrid Work.

CONTEXXT**AI**
From E-Learning to **E-Coaching**

1

Starging Point is Status Quo
The digital adoption status of a company is identified by analyzing usage data
=
HOW are the tools currently used?

2

Identify Learning Preferences
Algorithms understand **individual experience** levels and learning behaviour. A **mix of micro, macro, university and collaborative learning** impulses increases the user's tool competence directly in the context of daily work via chatbot.

3

Only Relevant Content
Based on data, **only relevant learning topics are made available and are reminded** by the chatbot according to each individual emptoyee's learning progress and needs.

🏠 www.conte**xx**t.ai

✉ rm@conte**xx**t.ai

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MVP Microsoft® Most Valuable Professional

Microsoft 365 CERTIFIED TEAMS ADMINISTRATOR ASSOCIATE

Microsoft MCT

in linkedin.com/in/robert-mulsow/

🐦 @Rob_The_Ninja

CONTEXXT**AI**

Enable Employees Constantly Mastering Digital Change

Sustainable & Successful Transformations through Faster and Smarter **E-Coaching**

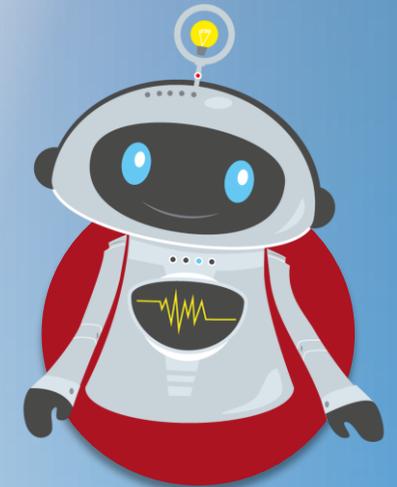[Empowering Humans with Data Analytics and AI](#)

[Winner of German Excellence Award](#)

Try it out for free!

Microsoft Teams Store

M365-zertifiziert

https://t1p.de/cai

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CONTEXXTAI

Microsoft Viva

The integrated employee experience platform that empowers people and teams to be their best

Viva Connections | All apps in one place

All employees ◄ ► Role-based experiences

Connection	Insight	Purpose	Growth	
Keep everyone informed, included, and inspired	Improve productivity and wellbeing with actionable insights	Align people's work to team and organization goals	Help employee learn, grow, and succeed	

Viva Engage

Viva Insights

Viva Goals

Viva Topics

Viva Sales

Viva Amplify

Viva Pulse

Viva Learning

Microsoft 365

Platform and admin services	Privacy and security	Integrations to HCM, CRM, LMS, wellness, and more
Briefing email, people, answers, admin experience, common navigation	Granular feature access controls, inherited permissions for 3P, differential privacy for insights	Workday, Qualtrics, SAP SuccessFactors, LinkedIn, Headspace, and more

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Improve productivity and wellbeing with actionable insights

Unlock real-time insights and actionable recommendations that help everyone in the organization to work smarter and stay focused

Features & capabilities

- Personalized insights to build better work habits

- Manager insights to foster healthy, successful teams

- Organizational insights to help senior leaders address complex challenges

- Deep, enhanced analytics

- Advanced tools and custom insights

- Visibility into organizational health

INSIGHT

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THE PROBLEM

We have a poor meeting culture

⬇

? Because we have too many meetings

⬇

? Because we don't get enough done during meetings

⬇

? Because meetings go off topic and on tangents

⬇

? Because there are too many people in meetings

⬇

? Because people don't know whether they are needed in the meeting

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Analysis Scope

Time Period
Nov 2022 – Apr 2023

Organization
Contoso

Employees
738

Signals Analyzed

Emails

Calendar

Teams chats and ad-hoc calls

People by organizational unit

Organizational unit	Count
Operations engineering	190
Engineering	179
Software Development	158
R&D	87
Sales	73
Program Management	32
Strategy	31

People by level

Level	Count
IC	652
Mngr	76
Mngr+	21

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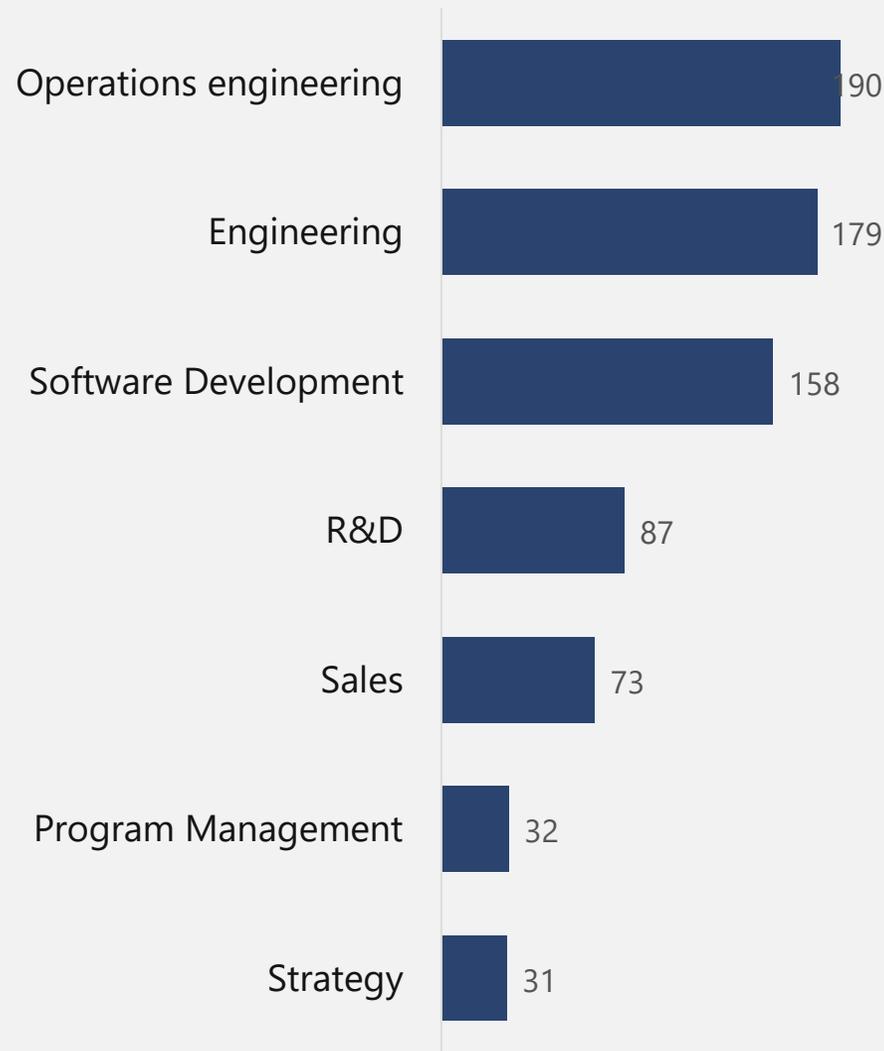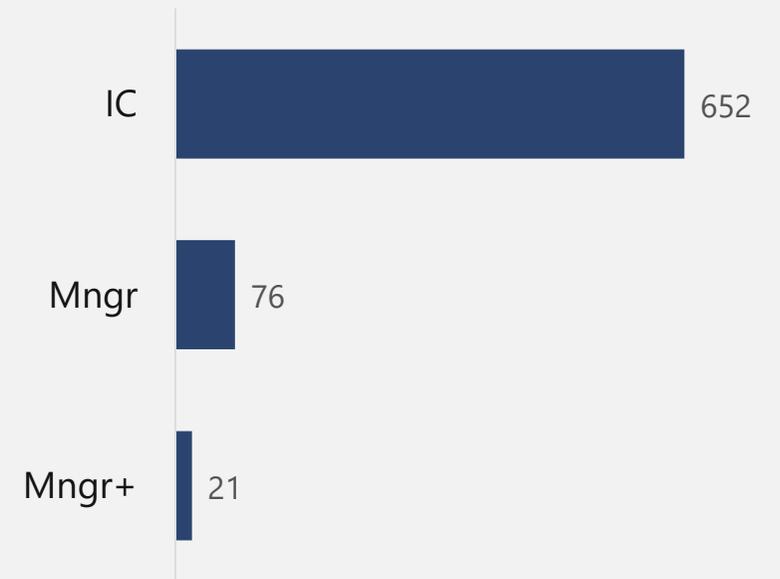
Before we dive in, let's review a few Microsoft Viva Insights metrics.

	M	T	W	T	F
6 AM					
7 AM					
8 AM					
9 AM					
10 AM					
11 AM					
12 PM					
1 PM					
2 PM					
3 PM					
4 PM					
5 PM					
6 PM					
7 PM					
8 PM					

(1) Working hours time[1]
Activity during employee's working hours timeframe, based on Outlook settings; in this example, 8am to 5pm

(2) After-hours time[1]
Activity before or after employee's working hours
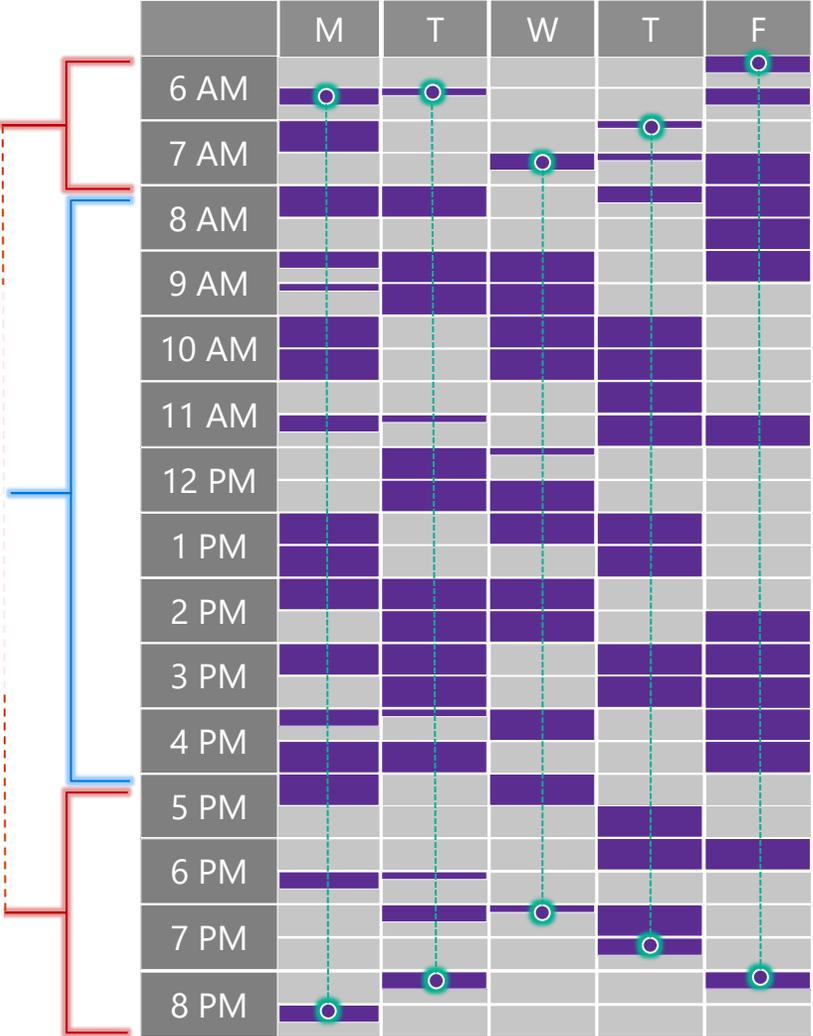
(3) Collaboration hours
Representing employee's calendared meetings with at least one other attendee, emails sent and received, Teams chats, and ad-hoc Teams calls

(5) Focus hours
Time between meeting hours that is at least two hours long

(4) Workweek span
Time between first and last meeting or sent email/IM on each day, summed for the week

Here's how those numbers break down for Contoso.

After-hours time[1]
Activity before or after employee's working hours
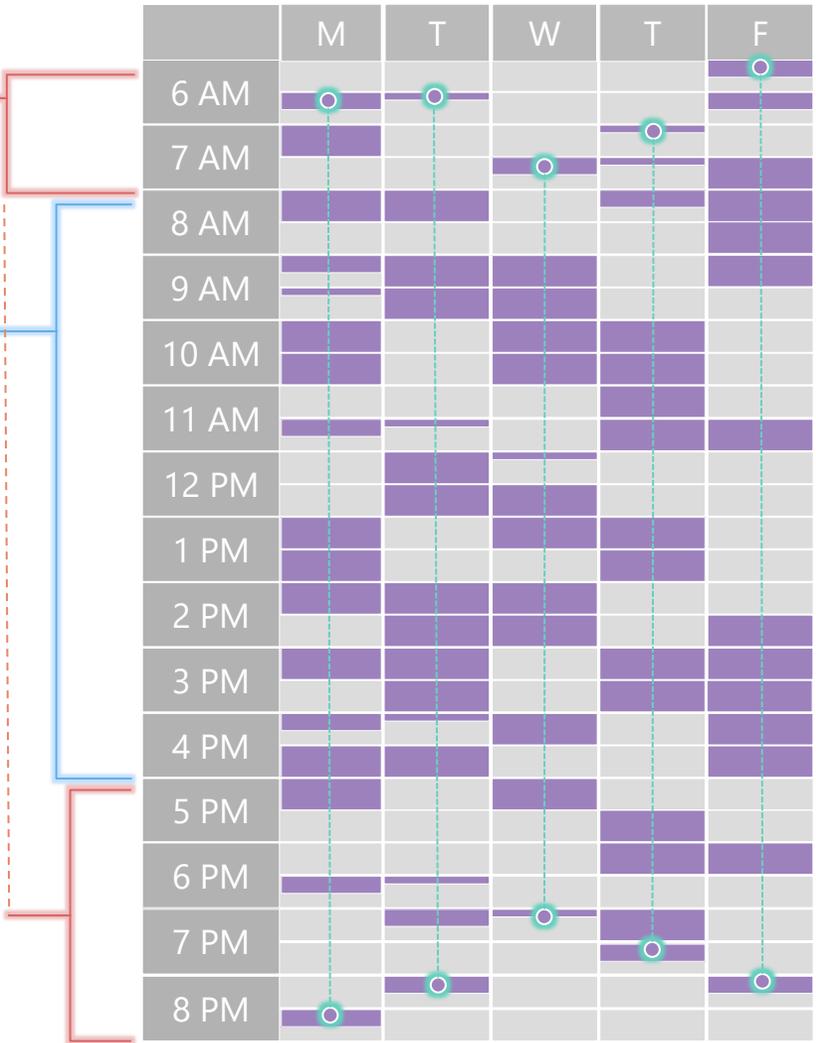
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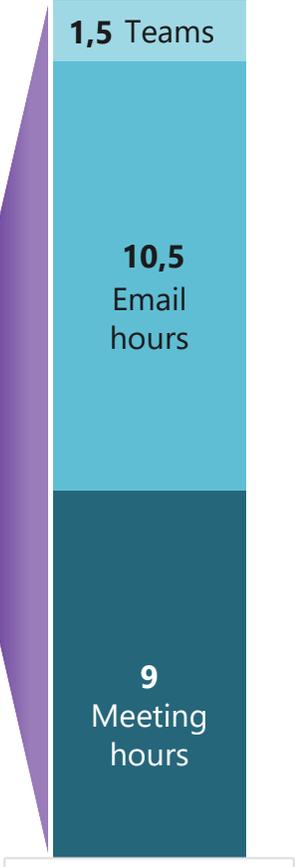
Workweek span
Time between first and last collaboration signal on each day, summed for the week

	M	T	W	T	F
6 AM					
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3 PM					
4 PM					
5 PM					
6 PM					
7 PM					
8 PM					

Contoso Avg.

Avg. weekly collaboration: **21 hours**

Avg. weekly workspan: **39 hours**

1,5 Teams
10,5 Email hours
9 Meeting hours

Avg. weekly after-hours: **4 hours**

0,5 Teams
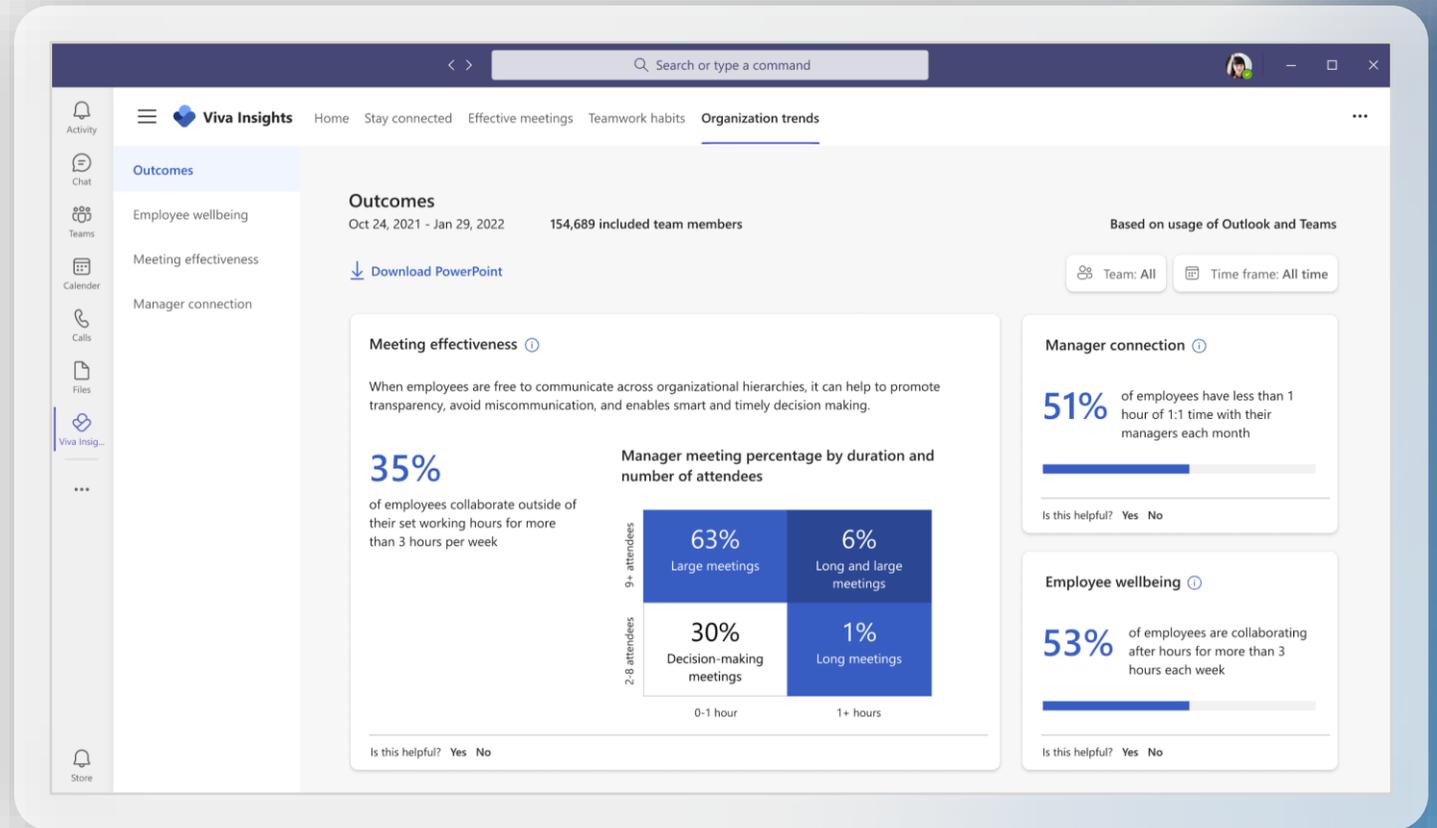**1,5** Email
2 Meeting

Avg. weekly collaboration (hours/wk)
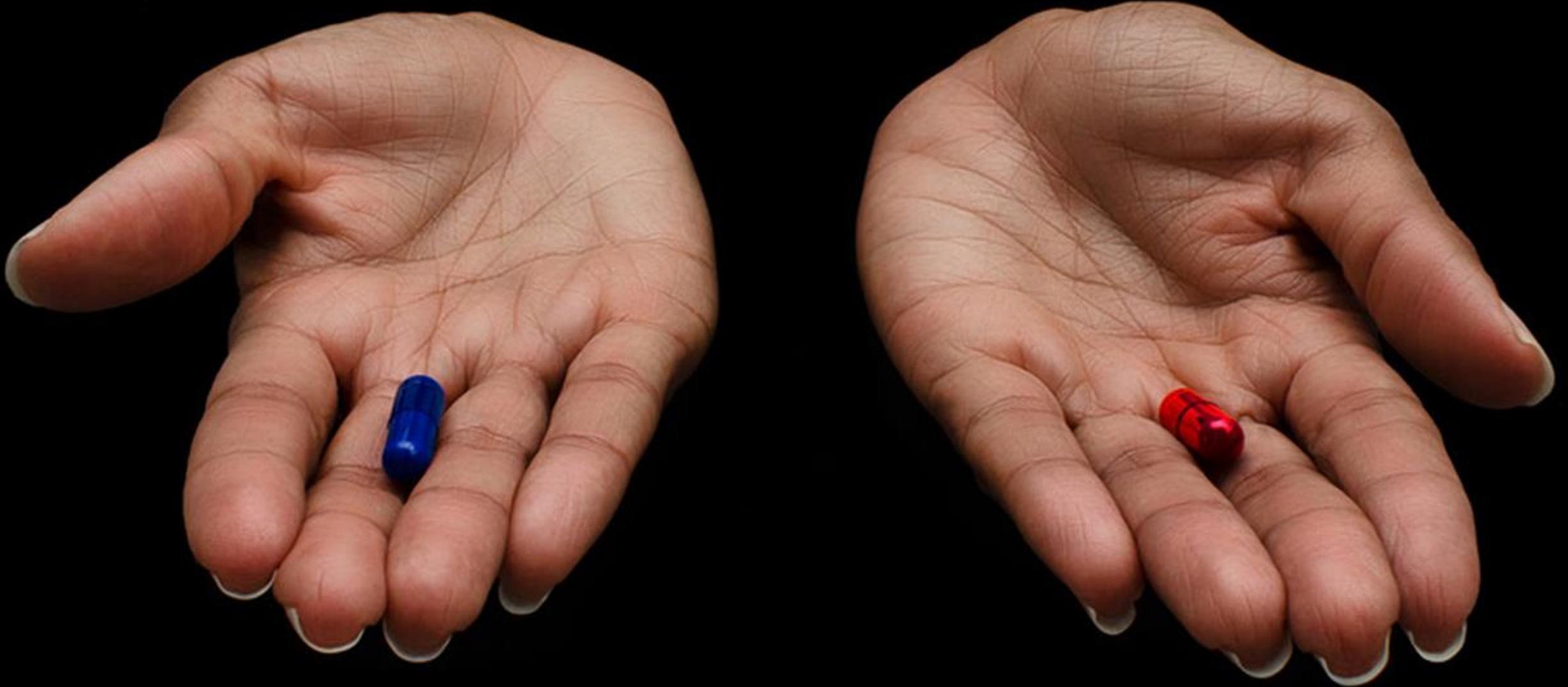
Avg. weekly after-hours (hours/wk)

Organizational insights to help senior leaders address complex challenges

Keep a pulse on leading indicators of employee wellbeing and engagement, meeting effectiveness, burnout risk, process efficiency, and more

Viva Insights

You want to see,
what else Microsoft Viva Insights can do for me under the surface...?

Microsoft Viva Insights suggest Contoso can strengthen the way its teams meet, manage, and protect employee wellbeing.

Meeting culture

Contoso can unlock productivity by streamlining meeting practices – particularly around large and long meetings.

Manager effectiveness

Managers can reclaim calendar time for strategic decision-making while developing and empowering employees.

Wellbeing

To protect employee well-being, Contoso can examine burnout risk hotspots in three organizations.
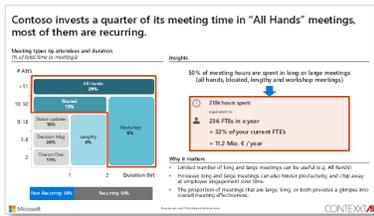
Contoso can unlock productivity by streamlining meeting practices – particularly around large and long meetings.
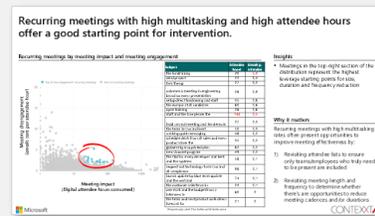
Long or Large meetings

54%

of meeting hours go toward large (19+ attendees) or long meetings (1+ hour)

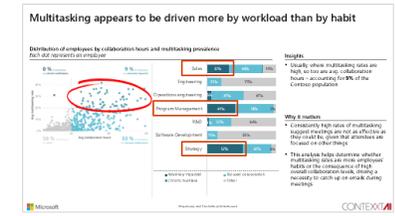### Recurring meeting hours

~1.0K hours

spent in low engagement recurring meetings

Multi-tasking in meetings

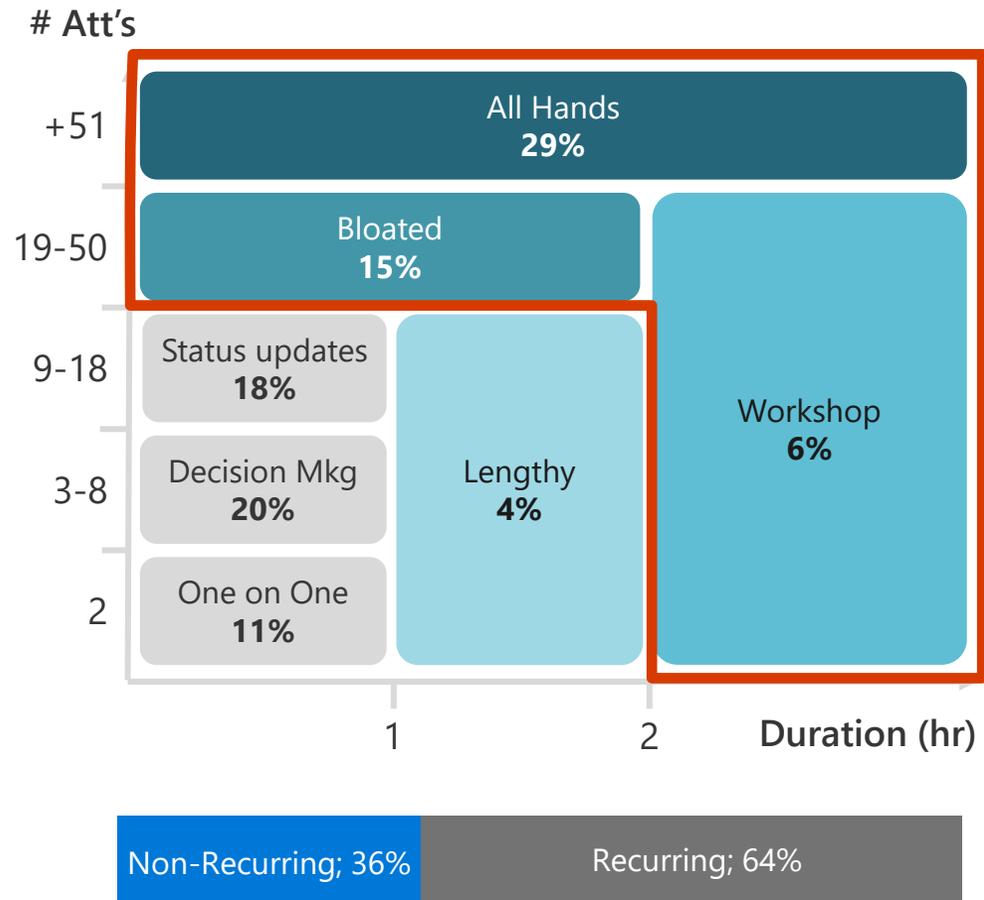## 3 of 7 orgs

experience prevalent multitasking during meetings

1 Based on work done at comparable companies. Not a standardized benchmark.

Key opportunity
Free up capacity by reducing the time employees spend in large and long meetings, starting with recurring meetings where multitasking is highest.
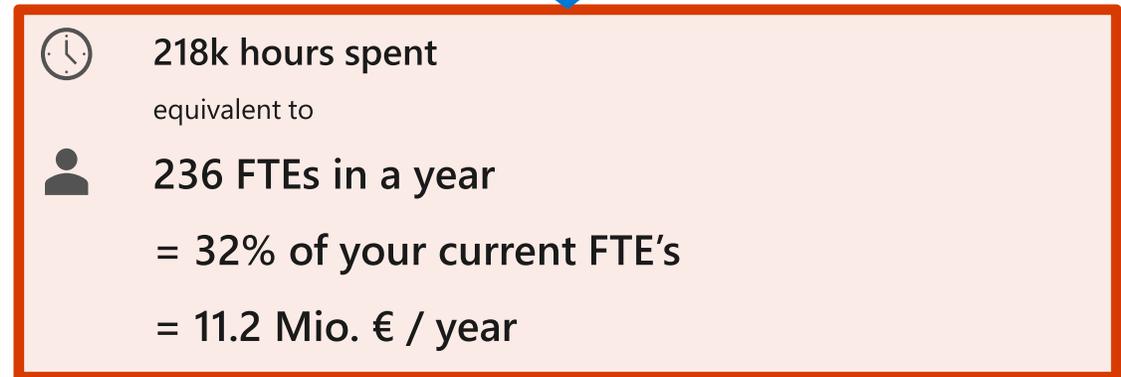
Contoso invests a quarter of its meeting time in "All Hands" meetings, most of them are recurring.

Meeting types by attendees and duration
(% of total time in meetings)

Att's

+51	All Hands 29%
19-50	Bloated 15%
9-18	Status updates 18%	Lengthy 4%	Workshop 6%
3-8	Decision Mkg 20%
2	One on One 11%

Duration (hr): 1   2

| Non-Recurring; 36% | Recurring; 64% |

Insights

50% of meeting hours are spent in long or large meetings (all hands, bloated, lengthy and workshop meetings)

🕐 **218k hours spent**
equivalent to

👤 **236 FTEs in a year**

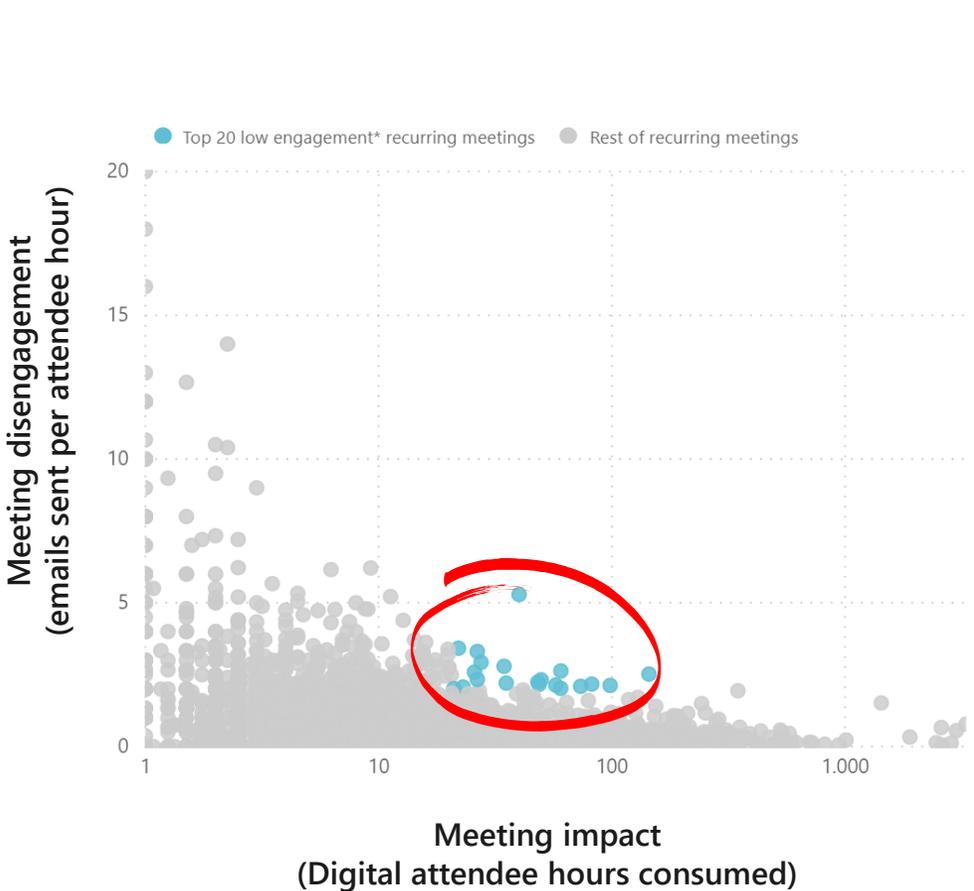**= 32% of your current FTE's**

= 11.2 Mio. € / year

Why it matters

- Limited number of long and large meetings can be useful (e.g. All hands)
- However, long and large meetings can also hinder productivity, and chip away at employee engagement over time.
- The proportion of meetings that are large, long, or both provides a glimpse into overall meeting effectiveness.

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Recurring meetings with high multitasking and high attendee hours offer a good starting point for intervention.

Recurring meetings by meeting impact and meeting engagement

Meeting disengagement (emails sent per attendee hour)

Meeting impact
(Digital attendee hours consumed)

- Top 20 low engagement* recurring meetings
- Rest of recurring meetings

Subject	Attendee hours	Emails p. attendee
the fundraising	40	5,3
send project	22	3,4
tom the up	27	3,3
volometrix meeting in engineering board on every presentation	28	2,9
setup direct fundraising and staff	35	2,8
the europe at all candidate	60	2,6
open training	26	2,6
staff and the face please the	144	2,5
todd control meeting and the demo in	27	2,3
the team in ravi and kent	50	2,3
working quick messaging	48	2,2
schedule deals from all sales and every product close the	35	2,2
global mtg on updated plan	82	2,2
new channel program	49	2,2
the r&d for every developer and kent and the systems	58	2,1
request out technology from ravi and all compliance	98	2,1
launch update by blue team update and the visit and	74	2,1
the customer salesforce by	23	2,1
one matt and the budget from a interview to	60	2
the team and next product walk direct forecast for	21	2

Insights

- Meetings in the top-right section of the distribution represent the highest leverage starting points for size, duration and frequency reduction
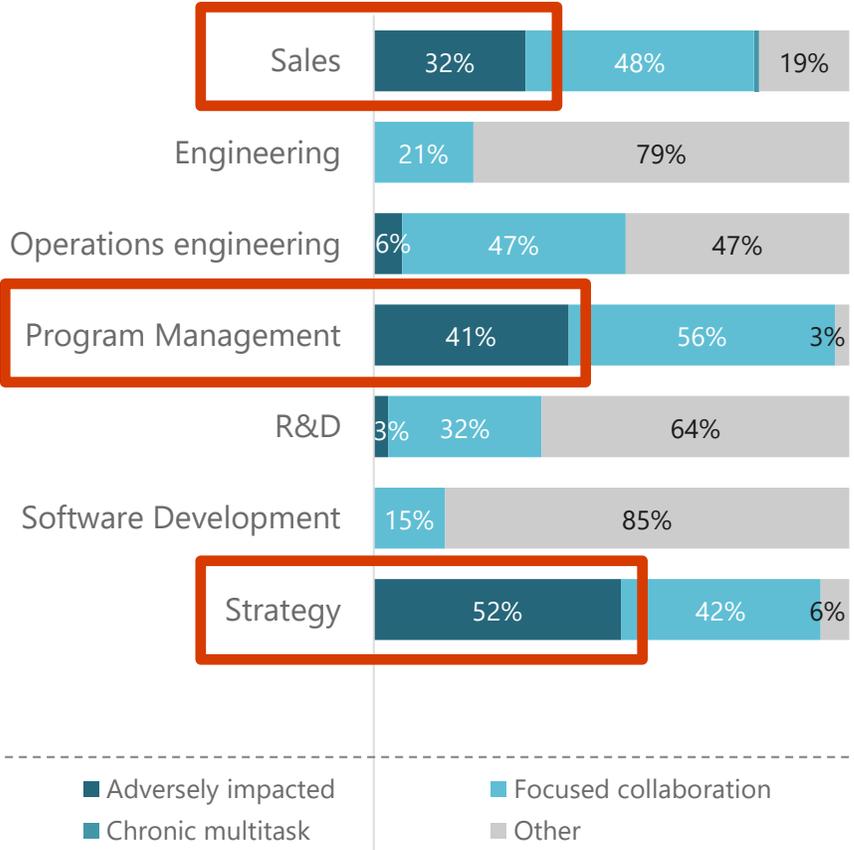
Why it matters
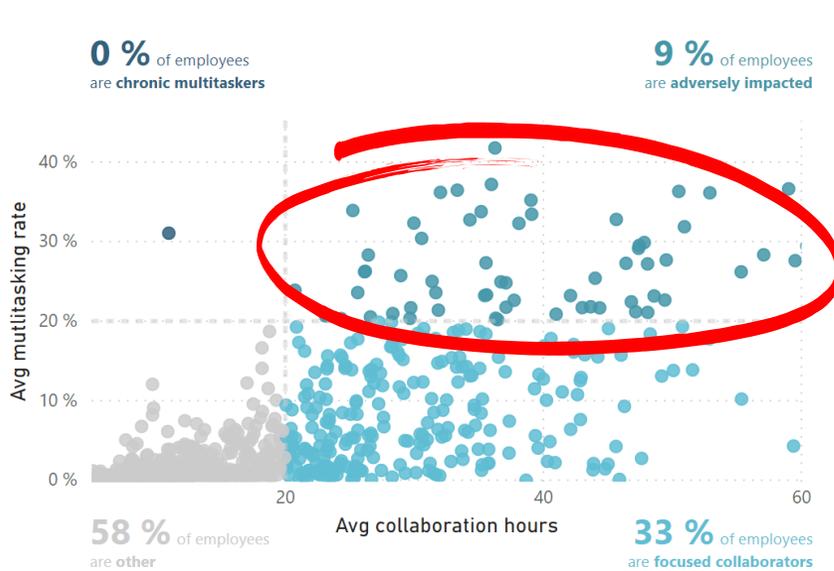
Recurring meetings with high multitasking rates often present opportunities to improve meeting effectiveness by:

1) Revisiting attendee lists to ensure only teams/employees who truly need to be present are included

2) Revisiting meeting length and frequency to determine whether there's are opportunities to reduce meeting cadences and/or durations

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Multitasking appears to be driven more by workload than by habit

Distribution of employees by collaboration hours and multitasking prevalence
Each dot represents an employee

0 % of employees are **chronic multitaskers**

9 % of employees are **adversely impacted**

58 % of employees are **other**

33 % of employees are **focused collaborators**

Avg multitasking rate

Avg collaboration hours

Department	Adversely impacted / Chronic multitask	Focused collaboration	Other
Sales	32%	48%	19%
Engineering		21%	79%
Operations engineering	6%	47%	47%
Program Management	41%	56%	3%
R&D	3%	32%	64%
Software Development		15%	85%
Strategy	52%	42%	6%

- Adversely impacted
- Chronic multitask
- Focused collaboration
- Other

Insights

- Usually, where multitasking rates are high, so too are avg. collaboration hours – accounting for **9%** of the Contoso population

Why it matters

- Consistently high rates of multitasking suggest meetings are not as effective as they could be, given that attendees are focused on other things

- This analysis helps determine whether multitasking rates are more employees' habits or the consequence of high overall collaboration levels, driving a necessity to catch up on emails during meetings
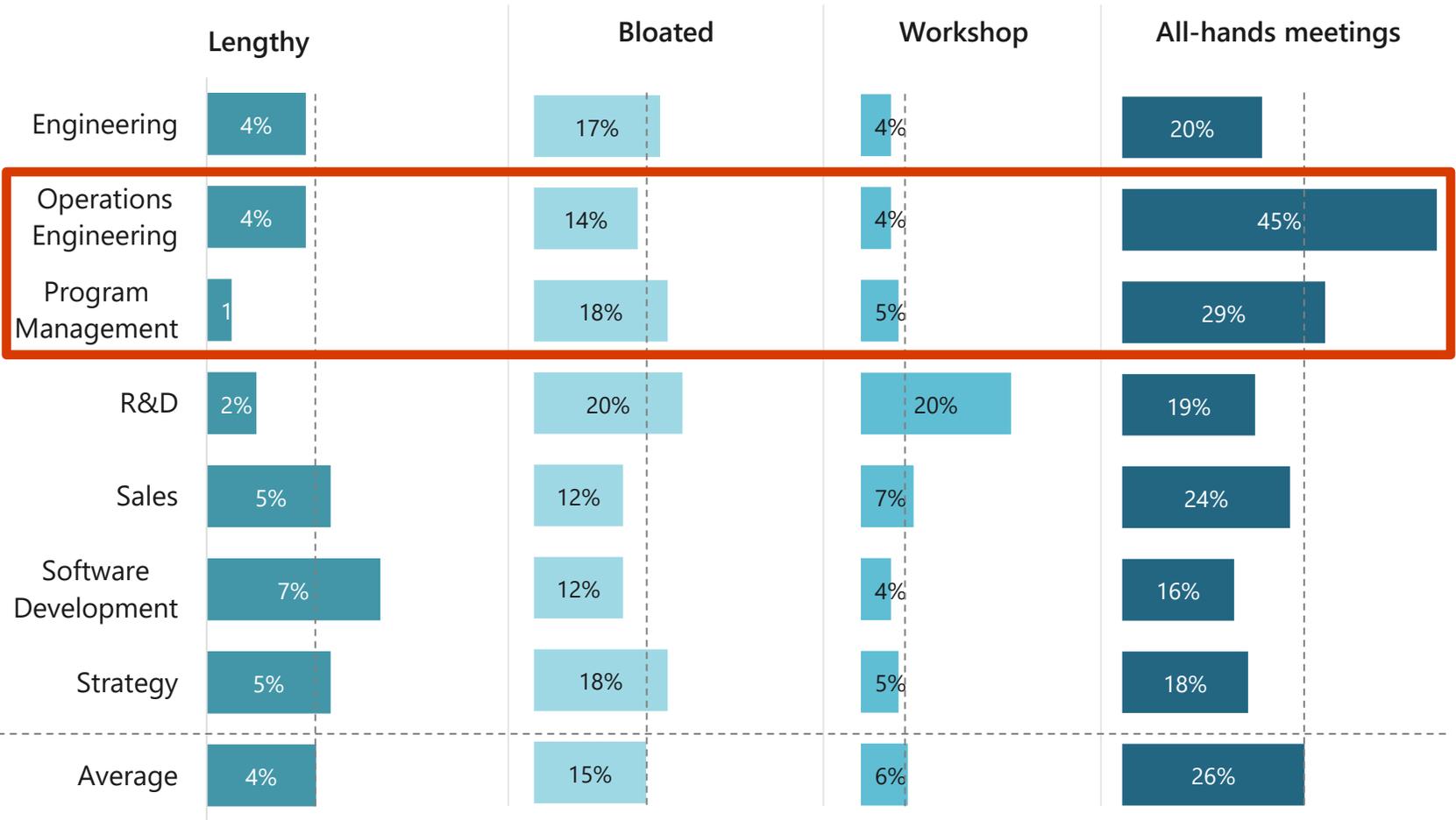
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Meeting culture
Detailed analysis
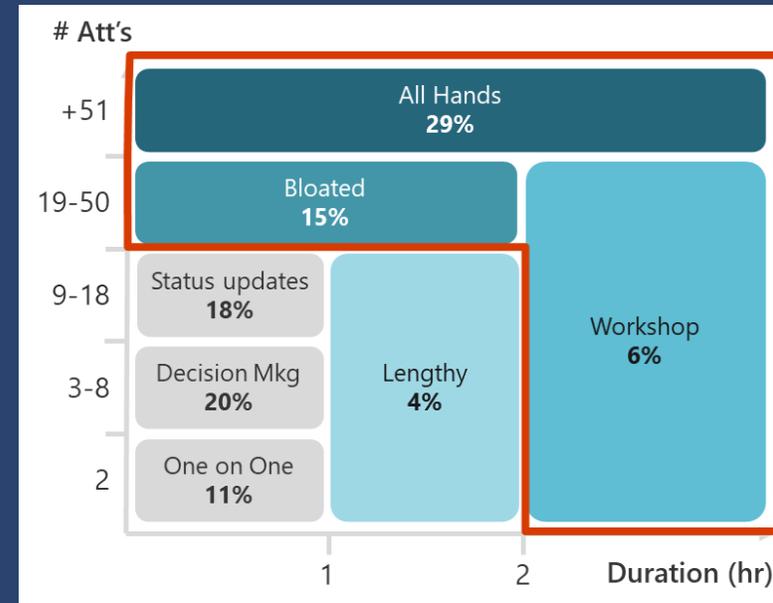
Investigation by organizational unit

Meeting types by organization
(Relative allocation of a team's meeting hours across functional categories)

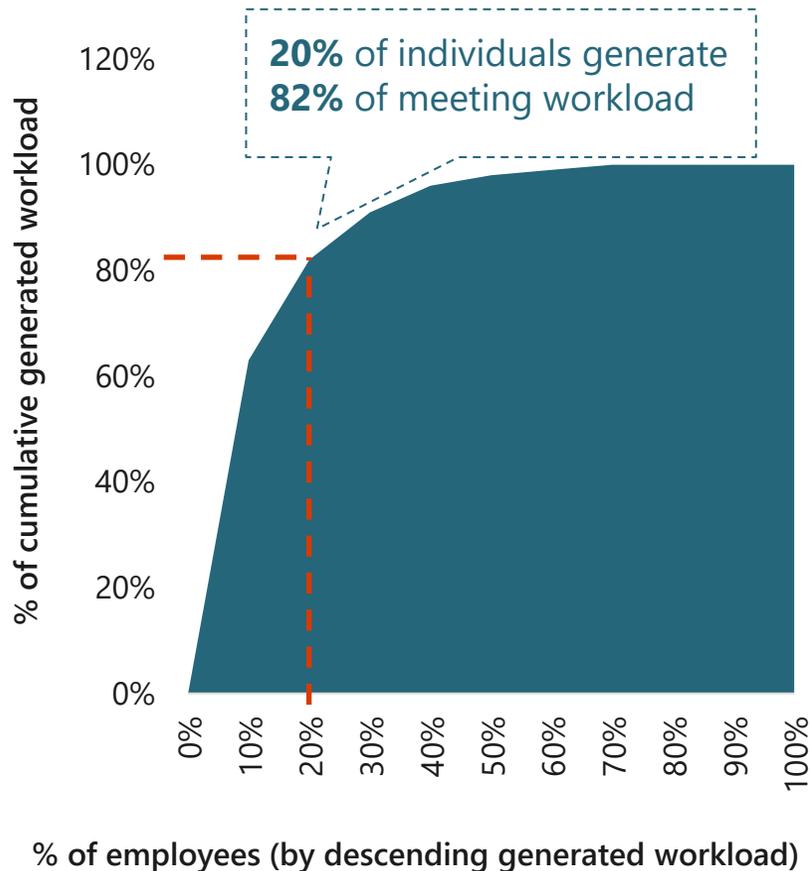|	Lengthy	Bloated	Workshop	All-hands meetings
Engineering	4%	17%	4%	20%
Operations Engineering	4%	14%	4%	45%
Program Management	1	18%	5%	29%
R&D	2%	20%	20%	19%
Sales	5%	12%	7%	24%
Software Development	7%	12%	4%	16%
Strategy	5%	18%	5%	18%
Average	4%	15%	6%	26%

Insights

- All Hands meetings are most prevalent in **Operations Engineering (45%)**, followed by **Program Management (29%)**
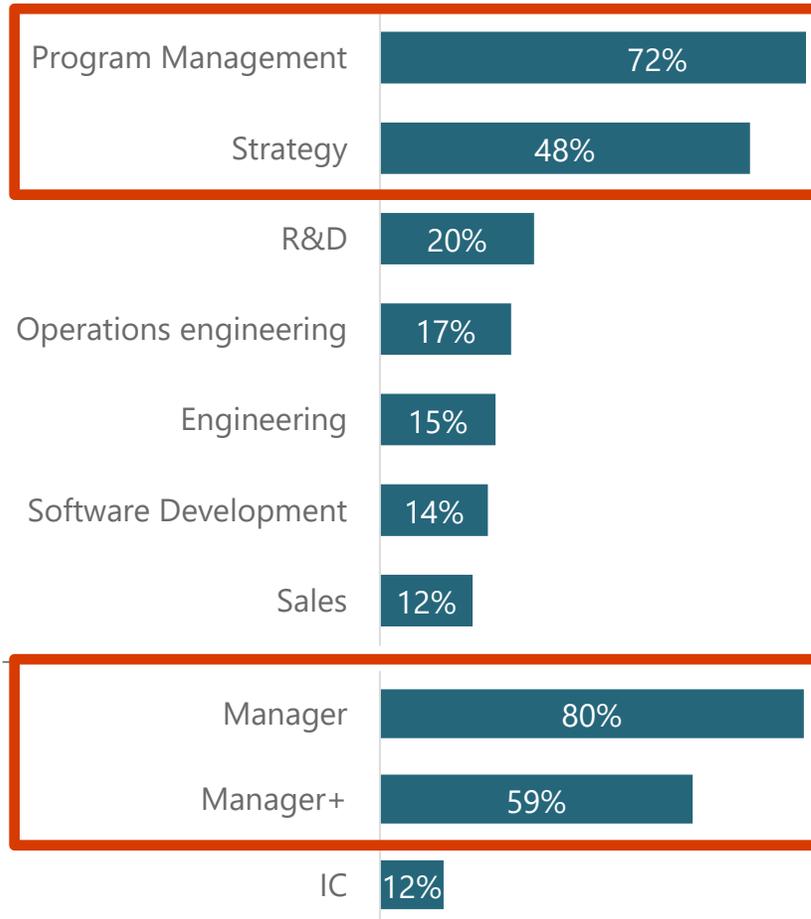
Why it matters

- Analyzing meeting practices at the organization level can help pinpoint the root sources of meeting efficiency opportunities

- It also uncovers, where certain leaders are using best practices that could be replicated across the company

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Twenty percent of Contoso employees generate 82% of meeting workload – most of them are managers.

Workload generated by organizing meetings
Histogram, employee count

20% of individuals generate **82%** of meeting workload

% of cumulative generated workload

120%
100%
80%
60%
40%
20%
0%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

% of employees (by descending generated workload)

Top meeting generators by organization and manager indicator
Employee count

Program Management	72%
Strategy	48%
R&D	20%
Operations engineering	17%
Engineering	15%
Software Development	14%
Sales	12%
Manager	80%
Manager+	59%
IC	12%

Insights

- High time-generating employees most prevalent in **Program Management** and **Strategy**
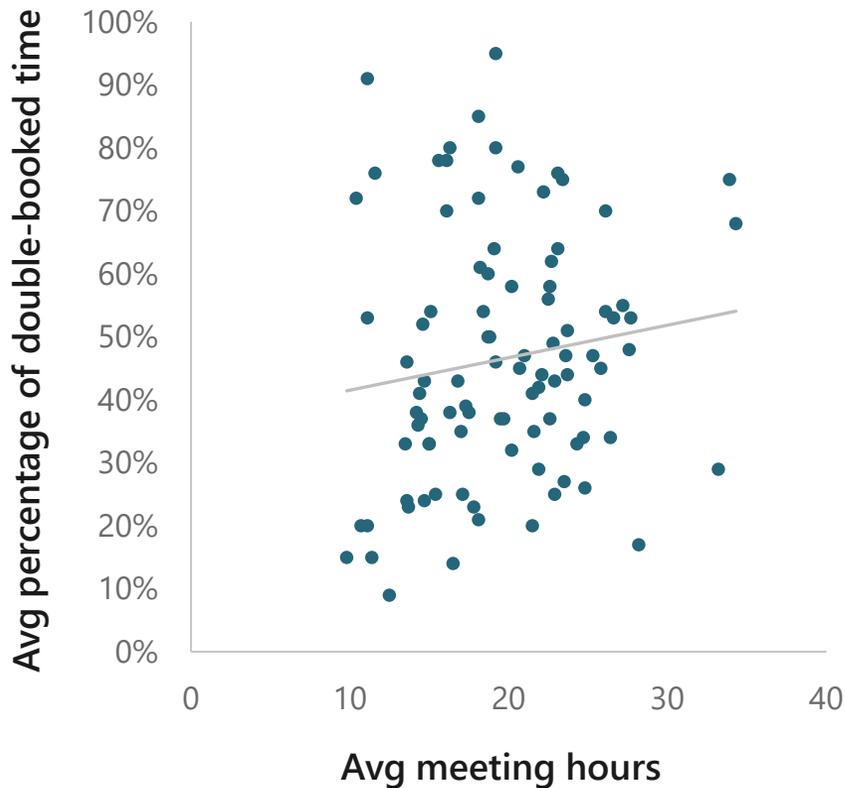- Managers and Managers+ generate bulk of meeting load

Why it matters

- Understanding which orgs and/or levels within the company "generate" the most meeting time helps inform an intervention strategy

- Anomalies provide useful starting points for deeper investigation.

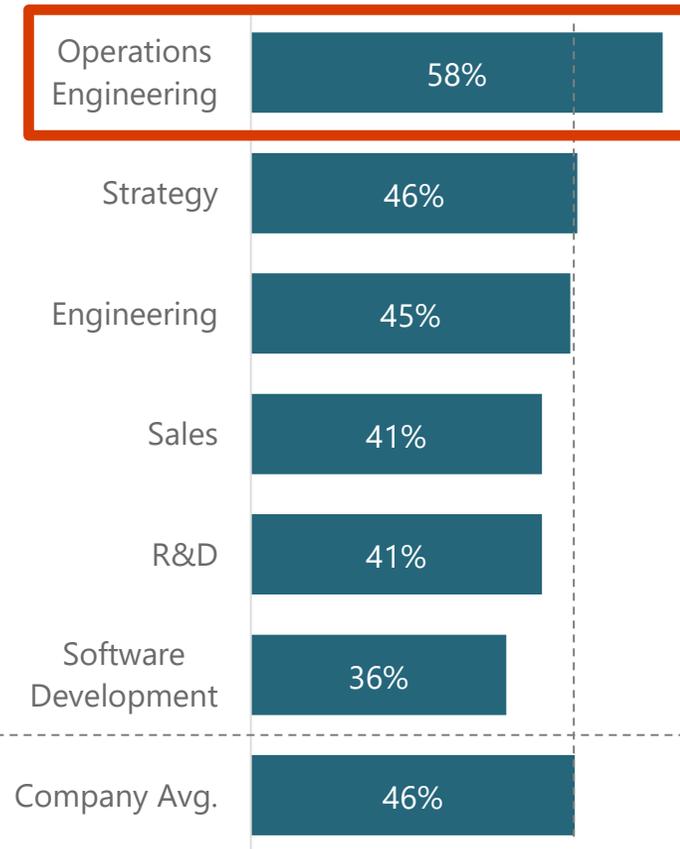# All departments tend to double book their meeting times

Distribution of managers by meeting hours and % of double-booked time
Each dot represents an employee

Percentage of double-booked manager time
Percentage of total time in meetings

Department	%
Operations Engineering	58%
Strategy	46%
Engineering	45%
Sales	41%
R&D	41%
Software Development	36%
Company Avg.	46%

Insights

- High manager double-booking at Contoso appears correlated with average meeting hours
- **All organizational units tend to double book** their meeting time

Why it matters

- Double-booked meetings have downstream impacts that hinder organizational agility by slowing decision-making and wasting meeting prep time.

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Meeting culture
Summary

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Next Step: prioritize opportunities and explore change levers.
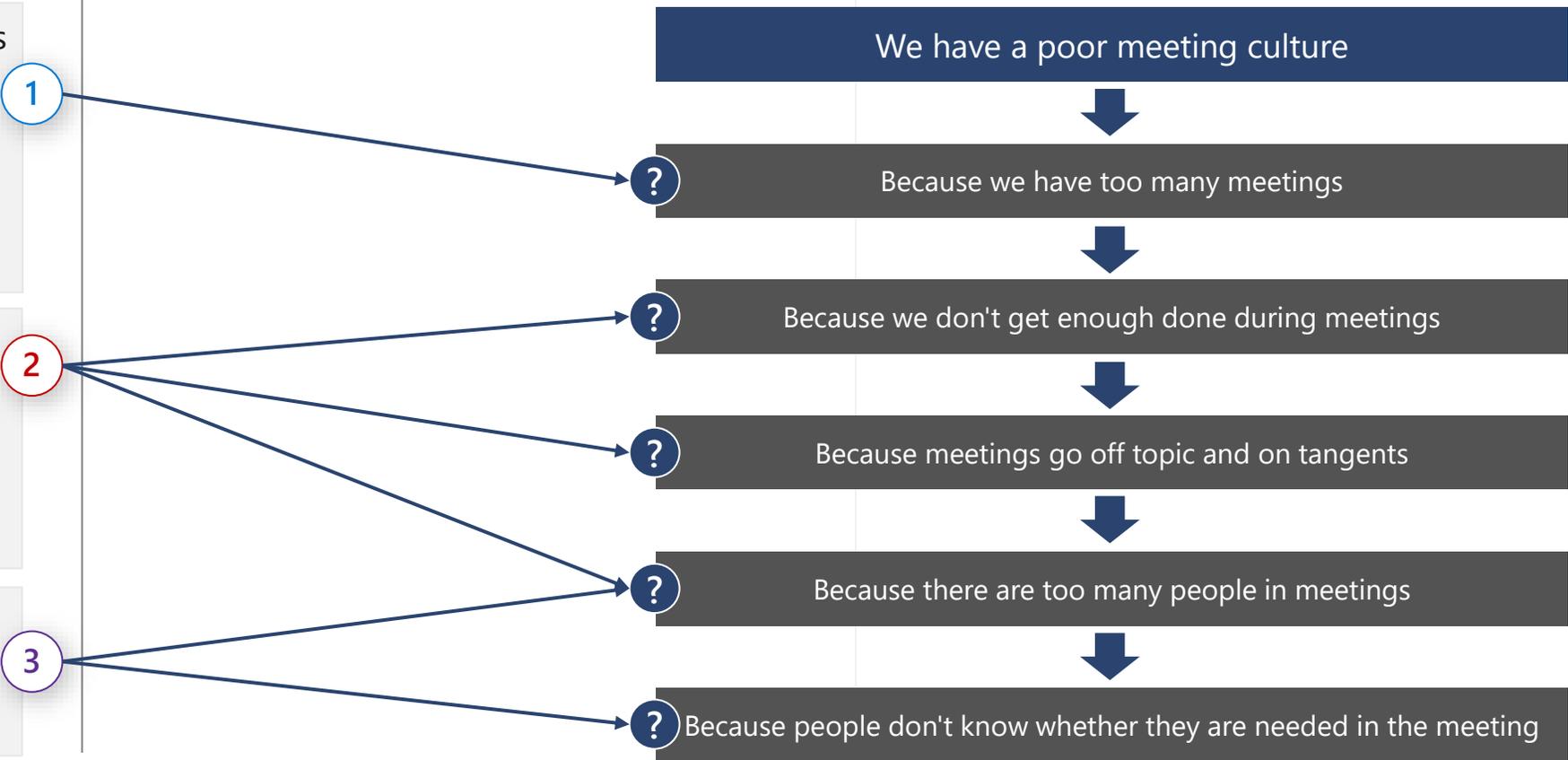
Meeting culture

Key opportunities

Free up capacity by reducing the time employees spend in large and long meetings, starting with recurring meetings where multitasking is highest.

Potential change levers

Audit most "expensive" recurring meetings to reduce duration and/or size

- All Hands + Bloated Meetings
  - Program Management
  - Operations Engineering
- Meeting Load (from Managers)
  - Program Management
  - Strategy

(1)

Identify multi-tasking meetings and source of this habit to trigger change

- Multitasking Units
  - Program Management
  - Strategy
  - Sales
- Meetings: "the fundraising"; "staff and the face please"

(2)

Identify meeting double booking habits and provide a clear guidance against it
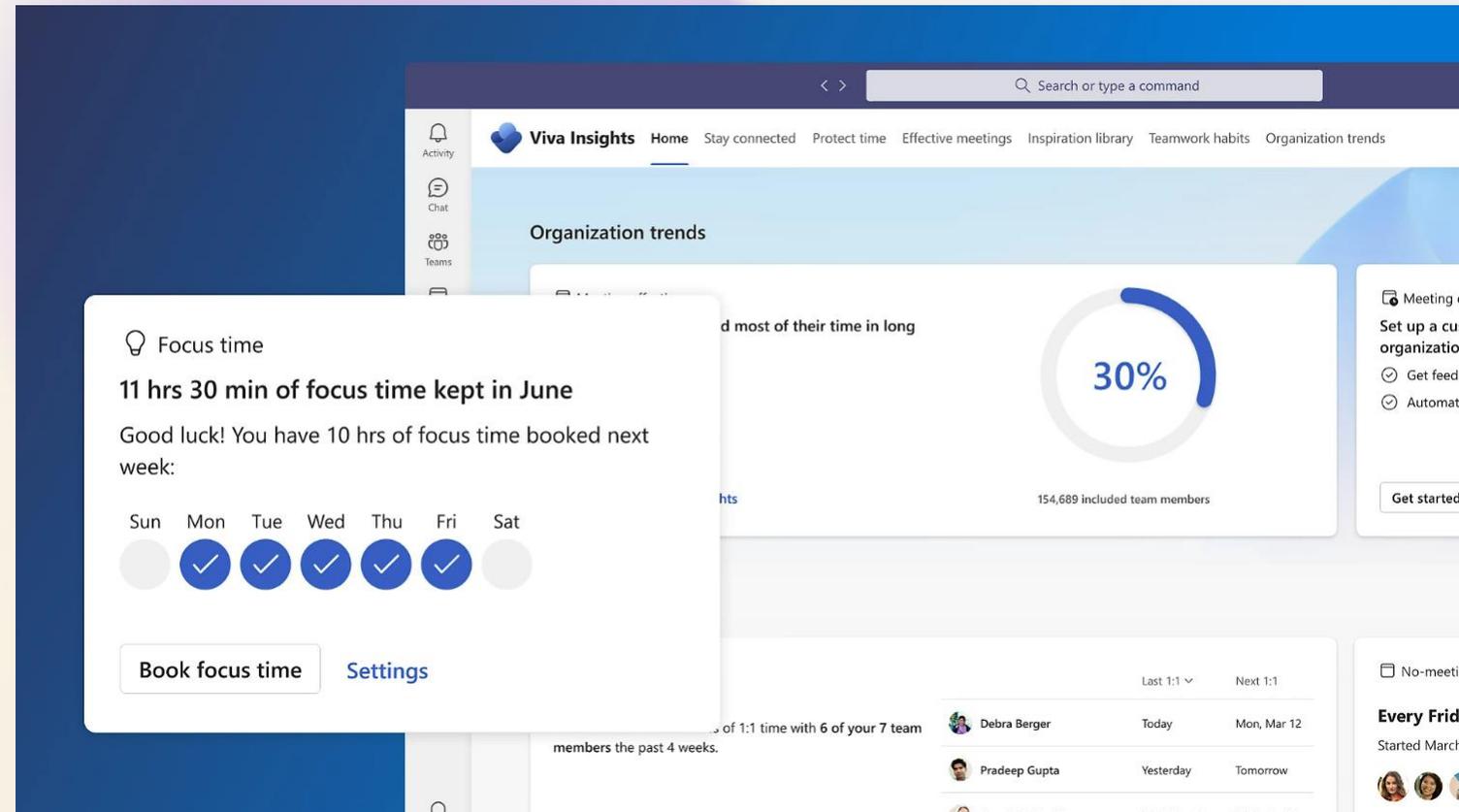
- Double Booking Units
  - Operations Engineering

(3)

We have a poor meeting culture

Because we have too many meetings

Because we don't get enough done during meetings

Because meetings go off topic and on tangents

Because there are too many people in meetings

Because people don't know whether they are needed in the meeting

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VIVA Inisghts
Next steps

Microsoft

Next Steps

Create a culture where people and business can thrive

1. Find out more about Microsoft Viva Insights ↗

2. Start a Trial yourself ↗ or reach out to your Microsoft Rep

3. Contact Microsoft Insights Partner, like CONTEXXT.AI, to run a successful PoC and productive Deployment ↗

CONTEXXT.AI

Thank You

Let's keep in touch!

in → linkedin.com/in/robert-mulsow/

🐦 → @Rob_The_Ninja

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