NAVIGATE THE NEW WORLD

OF MEETINGS AND COLLABORATION

A publication by

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THE WORLD OF WORK IS CHANGING

ARE YOUR MEETINGS KEEPING PACE?

Not so long ago, the hardest things about organizing a meeting were coordinating schedules and finding an empty conference room. Now, you have to think about the best ways to coordinate far-flung colleagues, business partners, and customers - and what communications and collaboration tools to use.

Thanks to mobile, social, and cloud technologies, the very concept of "work" is shifting from a defined place and time to anywhere and anytime. By 2011, already more than two-thirds of knowledge work was being done outside of traditional corporate facilities.[1]

Each time communication technology takes a leap forward - telephone, fax, email, video conference, wireless mobile devices - it changes the rules and possibilities of human interaction.

1 James P. Ware, Ph.D., "The Future of Business Collaboration," The Future of Work...unlimited white paper, 2011
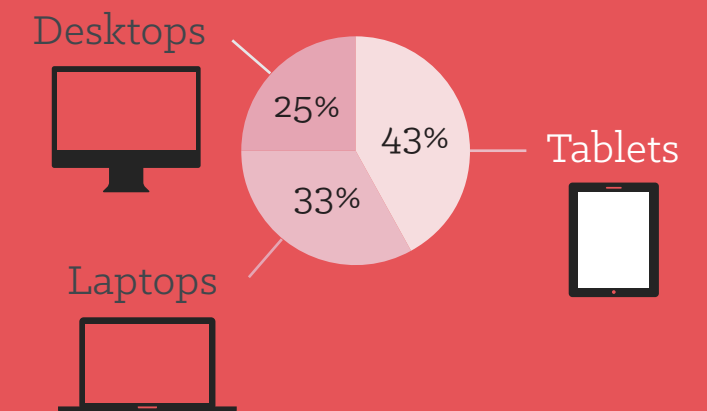
2011

66%
of information workers in N. America and Europe work remotely on occasion
[source: Forrester, Jun 2011]
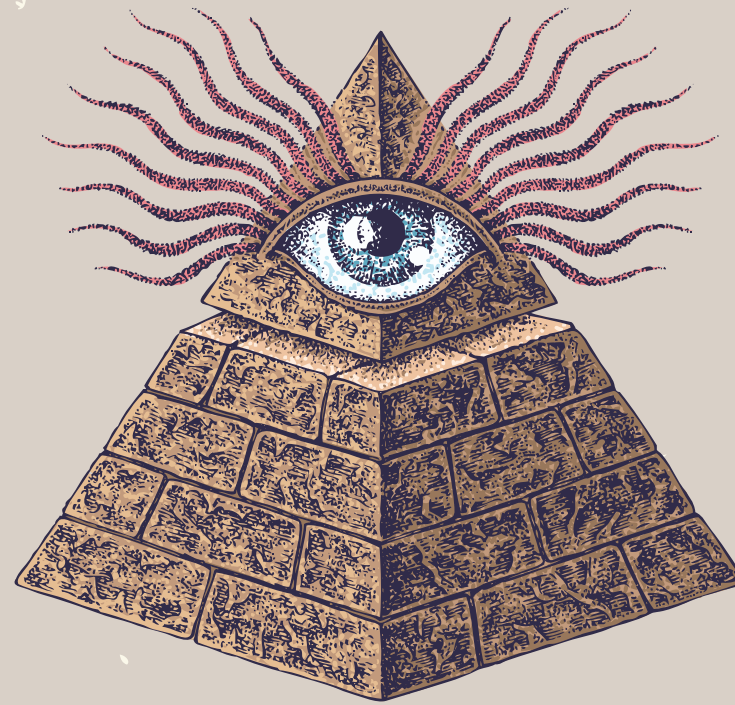
2013

Tablets dominate device shipments.
[source: KPCB 2013 Internet Trends]

Desktops

25%

43% — Tablets

33%

Laptops

2017

87%
of connected devices sold will be tablets or smartphones
[source: IDC, Sep 2013]

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THIS EBOOK WILL DEMYSTIFY THE NEW COMMUNICATION AND COLLABORATION TOOLS

so you can understand which ones to use, and when; embrace the new meeting etiquette; and ultimately do your best with customers and colleagues.

NOW, LET'S START WITH A

quick look

AT SOME OF THE MEETING MODES
& TOOLS YOU CAN CONSIDER

FACE-TO-FACE MEETINGS

Meetings involve humans, and humans have evolved to pick up subtle cues from all sensory modalities. When meeting in person, participants can not only see and hear each other but also detect nuances of hand gestures, body language, and voice quality; experience the dynamics of all the group members, including those not speaking; and interact casually before, after, and even during a meeting.

Communication and collaboration tools are often evaluated based on how closely they approach the ideal of face-to-face meetings. But in our increasingly global economy, team members, business partners, vendors, and customers can be located far away from one another. The time, cost, and wear and tear to gather together in the same place can be too much.

And many organizations are under pressure - even corporate or governmental mandate - to minimize business travel to cut costs. How do you know whether it makes sense to get on a plane and meet with people in person?

As a guideline, choose face-to-face meetings when issues of trust, conflict, complex decisions, or the fundamental solidity of the relationship are at stake.

UNDERSTANDING COMMUNICATION ABOUT EMOTIONS

Tone of Voice — 33%

50% — **Facial Expression**

>10%

Words
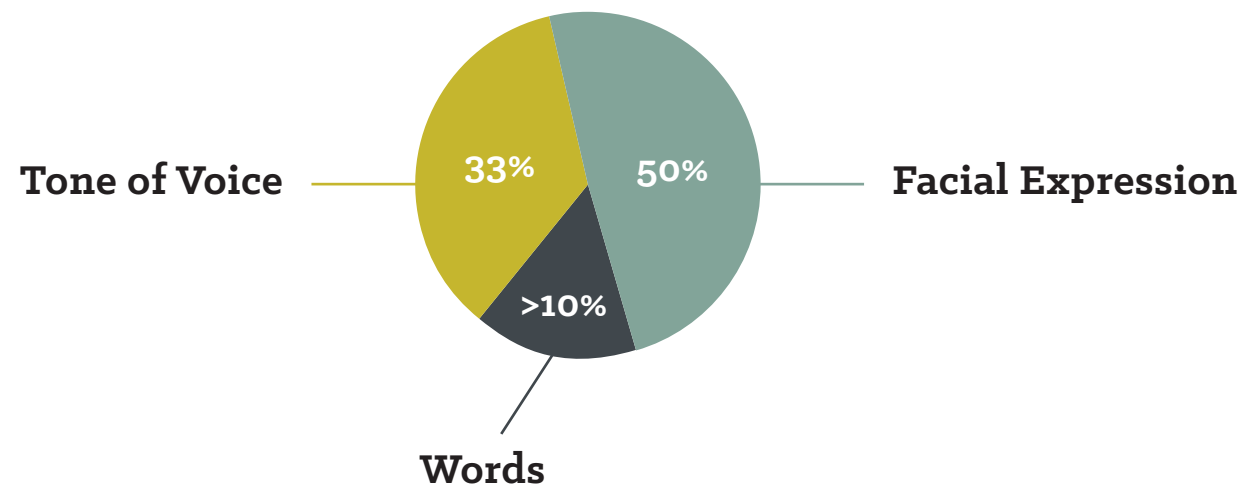
[source: Research by Sigal Barsade, "From Freelancers to Telecommuters: Succeeding in the New World of Solitary Work," Knowledge@Wharton, June 29, 2011]

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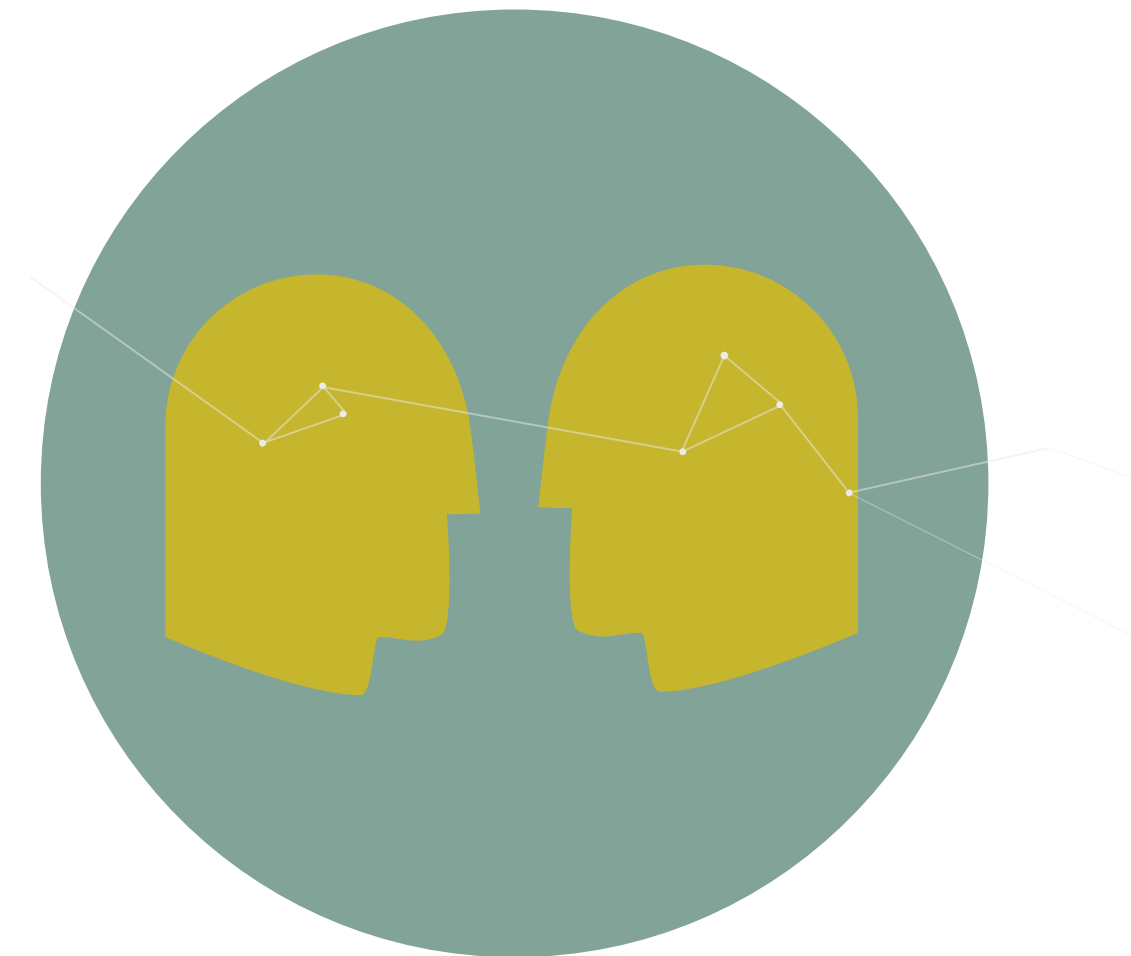
CONFERENCE CALLS

Conference calls are an easy and inexpensive way for team members familiar with one another to hold status meetings, provide updates to an ongoing project, or coordinate next steps. **Conference calls are best limited to a handful of participants, however, as the absence of visual cues makes smooth conversation challenging.** And if different participants come away from a phone meeting with different understandings of what they agreed to, there's often no way to go back and check what was actually said.
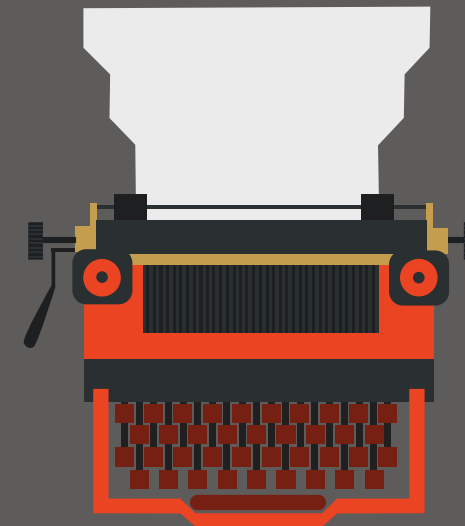

EMAIL THREADS

Email is efficient for certain types of communication, but its asynchronous nature - one person types and sends, others receive and respond, taking turns back and forth - **makes it a lousy collaboration tool**. Still, email is a great way to share information and keep multiple people "in the loop" simultaneously. Plus, it provides a handy record of conversations, which can be helpful for getting new people up to speed on a discussion, maintaining accuracy, and avoiding misunderstandings about who said what.

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TEXT CHAT & INSTANT MESSAGING

*T*exting and IM mimic a "real" conversation better than email, - but they're still awkward for anything beyond quick exchanges about familiar topics. How many times have you been typing a response to one message when another one comes through? **And don't even think about trying to collaborate or have a meaningful discussion among a group of people on text chat or IM.**
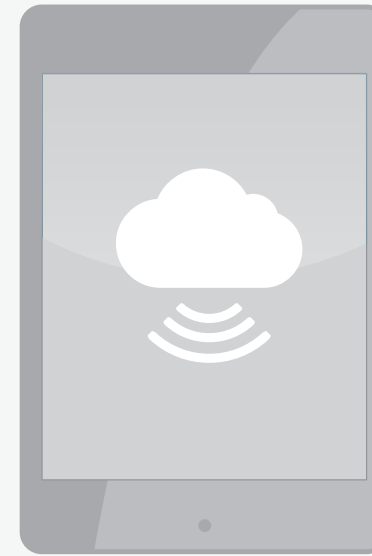
SCREEN SHARING

*S*creen sharing can be a terrific collaborative tool. Multiple people separated by great distances - or just a cubicle or two - can comfortably follow a presentation, discuss budgets over a spreadsheet, watch and comment on a video, train in the use of a new application, or make changes to a document in real time. **The disadvantages of standard screen-sharing tools include that they don't allow you to see who you're talking with;** they're not great for clear depictions of graphics or video; and screen sharing in the absence of other communication cues can be chaotic for some groups, especially those with multiple creative, assertive members.

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VIDEO CONFERENCING

Video conferencing is often hailed as the best alternative to in-person meetings, because participants can see as well as hear one another.

More than half of communication about emotion is transmitted through facial expression; about one-third comes from tone, and less than 10% comes from what is actually said.[2]

Video conferencing was once a complex, expensive technology reserved for special rooms and large corporations. In 1982, for instance, Compression Labs began selling $250,000 video conference systems with $1,000 per hour line charges[3]. Now, video conferencing is within reach of anyone with a computer, tablet, or smartphone and a good Internet or cellular connection.

87%

of enterprises plan to extend video conferencing capabilities in 2014

[Source: Infonetics Research 2013]

[2] Research from Wharton management professor Sigal Barsade, as cited in "From Freelancers to Telecommuters: Succeeding in the New World of Solitary Work," Knowledge@Wharton, June 29, 2011
[3] Corbin Ball Associates, "1980-2012 — A 30+ Year Timeline of Meetings Technology Innovation," www.corbinball.com
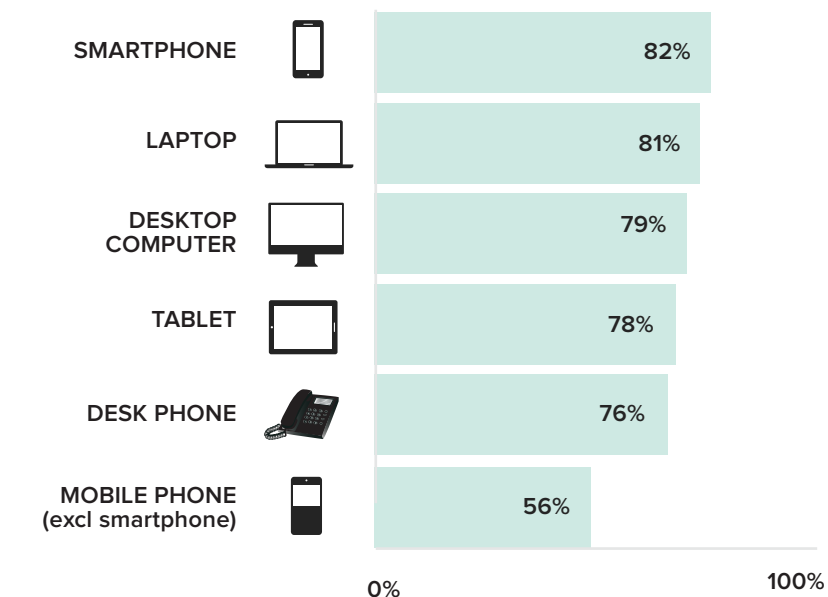
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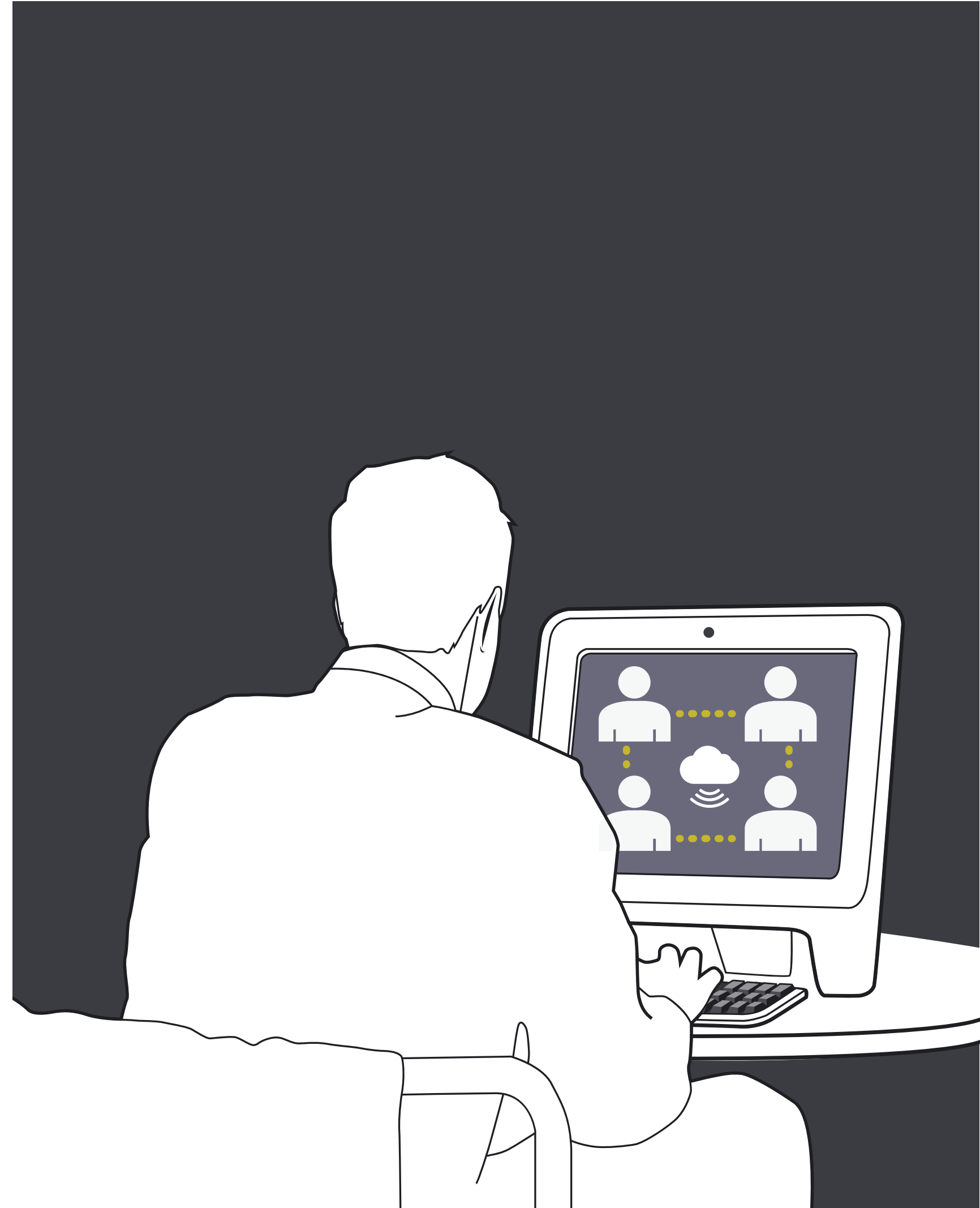
PUTTING IT ALL TOGETHER

Conference calling, video conferencing, content sharing, instant messaging and more, now run on the full range of today's most popular devices, often at HD resolution. The most powerful tools let you easily meld multiple communication modes - so you are free to spontaneously apply the best combination for each situation.

THE NEW TOOLS HELP YOU:

- Save the time, cost and strain of travel. Or stay connected with your team while on the road.
- Confirm whether other participants are engaged. Or not.
- Collaborate with the right experts anywhere, rather than with whomever happens to be available nearby.
- Record proceedings for viewing at a later date

USE OF COMMUNICATION DEVICES AT CORPORATIONS IN 2012:

Device	Percentage
SMARTPHONE	82%
LAPTOP	81%
DESKTOP COMPUTER	79%
TABLET	78%
DESK PHONE	76%
MOBILE PHONE (excl smartphone)	56%

0% — 100%

[source: Infonetics Research 2011]

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NOW THE TOUGH QUESTION IS NOT **WHETHER** YOU CAN DO ALL THESE THINGS, BUT **WHEN** YOU SHOULD

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THE NEW MEETING ETIQUETTE

OR HOW TO SUCCEED IN TODAY'S WORLD OF WORK

As new communication and collaboration tools are introduced, tried, and adopted, it's important to think about both the people factors and the technology factors involved in successful online meetings.

KEEP IN MIND 10 ETIQUETTE "RULES" FOR MEETING AND COLLABORATION IN THE NEW WORLD...
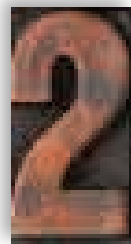
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BEFORE YOUR MEETING
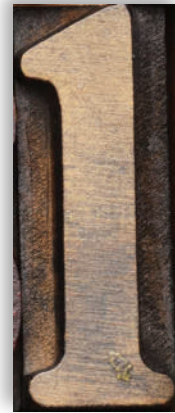
1 SET EXPECTATIONS AND DEFINE A CLEAR PURPOSE

Is it an informational meeting with one presenter and a group of listeners? Is it a brainstorming session? Or a discussion about how to proceed with a particular project? The tools for online collaboration are quite different from the ones best suited for online presentations.

2 PREPARE CONTENT MORE CAREFULLY

In-person meetings provide emotional cues for participants through chitchat, handshakes, and even noticing how people enter a room and take a seat. In online meetings, personality takes a back seat to content. For that reason, it's important to prepare content ahead of time for online meetings, such as providing materials to support key points or recommendations, or posing questions to initiate and focus discussion.

3 DECIDE HOW YOU WILL SHARE CONTENT

Emailing attachments works for audio-only or phone conferences, but you lose the ability to guide your audience through richer material. Desktop screen sharing lets you share working sessions within an application, such as an image editor or spreadsheet, but ties content to a specific device. Cloud-based screen sharing allows content to be shared independent of any specific device, and often with better quality, but the content must be uploaded before it is shared.

4 CHECK ALL YOUR DEVICES AHEAD OF TIME

Make sure the audio and video works. If need be, save limited Internet and computer processing resources for your online meeting by reducing the consumption of network bandwidth from other devices, and by closing un-needed applications on your computer. If you're the moderator or organizer, set up a second account to confirm how a visitor will experience your meeting. This is especially easy to do with services that offer free accounts.

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DURING YOUR MEETING

5 ALLOW FOR THE DIFFERENT DYNAMICS, POLITENESS, AND CULTURAL CONSIDERATIONS OF VIRTUAL GROUPS

Participants need to introduce themselves, or be introduced, as they join a virtual meeting. If two or more participants join a group meeting from a single conference room or cubicle, provide technology that lets them decide if they want to share a connection to the meeting or connect individually. During a meeting, minimize confusion by using tools that help clarify who is talking, and that enable integrated chat so participants don't have to interrupt to ask a question or make a point.
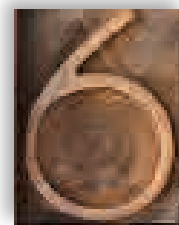
6 SUPPORT MULTIPLE COMMUNICATION MODES

By making multiple modes of communication available simultaneously — visual, audio, text, application and document sharing options — participants will be able to quickly and fluidly adapt to the flow of a meeting and collaborate more effectively.
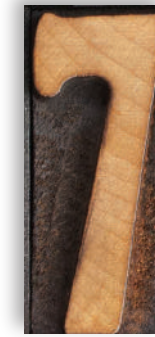
7 MAKE IT EASY TO ANNOTATE AND TO SHARE MEETING AND PRESENTATION CONTROL

Is it enough for a presenter or moderator to be able to point to a shared presentation or document on screen? Or do you want presenters or moderators or all participants to be able to take and pass control while using screen sharing, and to annotate in real time?

8 AVOID INADVERTENTLY SHARING SENSITIVE INFORMATION

When meeting with people outside your own team or organization, avoid unintentionally sharing secret, private, or otherwise sensitive information. The risks are higher with desktop screen sharing. Consider using cloud-based sharing, which provides more control over what's being shared.

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AFTER YOUR MEETING
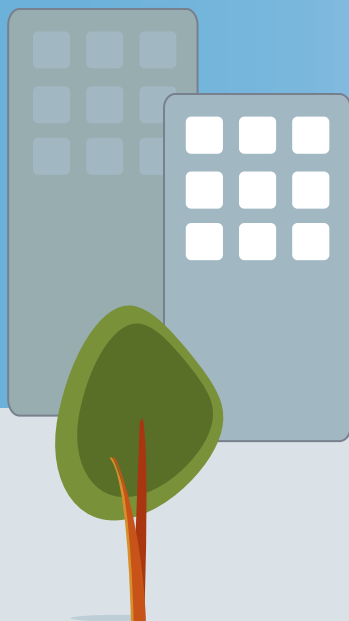
9 MAKE SURE YOU SHARE THE MATERIALS EVERYONE NEEDS

Email or publish URLs to all the preparatory or follow-up assets for a meeting. When appropriate, remember to make material accessible to both colleagues and external audiences (e.g., customers or vendors). Some online meeting services support meeting recordings, which are helpful for participants to review details or for people who could not attend.

10 FOR RECURRING MEETINGS, ORGANIZE FOR "REPEATABILITY"

If you have recurring meetings, provide persistent meeting URLs and dedicated meeting content. That way, as the host, you don't have to keep sending out an updated online meeting invitation for each weekly staff meeting.

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THE WORLD OF WORK IS CHANGING FAST.

By 2015, Gartner predicts 75% of knowledge-based project work in the Global 2000 will be done by distributed virtual teams.[5] Reaping the opportunities presented by change, while also navigating its challenges, is an ongoing dance. Luckily, new communication and collaboration tools are emerging and evolving rapidly, as well. Many of them provide impressive capabilities for free, or for a modest investment.

The next step is up to you...

[5] Gartner, PPM Market Universe: Techniques and Tools for Project Collaboration, June 2011

Go forth and meet

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DISCOVER THE NEW WORLD
of meetings and collaboration...

Signup for Fuze – it's Free!
www.fuze.com

ABOUT FUZE

Powerful and flexible with a sophisticated, easy to use interface, Fuze significantly changes how and where people meet, collaborate and conduct business.

Our cloud-based visual collaboration product provides the freedom and reliability to meet and share from anywhere, in any room, on any device.

Host engaging online meetings, deliver stronger presentations, broadcast flawless marketing webinars, share rich media, and collaborate from across the world. All in HD quality video with state of the art, crystal clear audio.

The best online meetings start with a great experience.

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