



Co-Hosts: Dr. Daphne Scott and Dr. Katie Hendricks  
Episode 023: How Much Are Your Meetings Costing You and Your Team?  
August 29, 2014

**Daphne Scott:** Welcome to the Super Fantastic Leadership Show with Daphne Scott and...

**Katie Hendricks:** Katie Hendricks!

**Daphne:** This is *the* podcast devoted to supporting you in leading at the highest levels of effectiveness with the greatest levels of fun.

**Katie:** I love it! We're pegging the meter.

**Daphne:** I know! You like that? I almost tripped over the word *effectiveness*.

**Katie:** Well, that's a big one. That's a long word.

**Daphne:** Yeah. It has a lot of syllables, that's for sure.

**Katie:** Yes it does.

**Daphne:** Yes it does. All right, so today we are going to be talking about meetings! Oh yeah! Meetings!

**Katie:** Oh, yay!

**Daphne:** I know how much you love them, Katie.

**Katie:** Well, I imagine that with the way that I love them and like to avoid them, this is actually a perfect thing for us to be talking about. If I find them so obnoxious, I imagine that other people do too.

**Daphne:** Yes.

**Katie:** So what can we do about that? That's what we're going to talk about.

**Daphne:** Yes, that's what we are going to talk about: co-creating highly effective and fun meetings. How does that sound? Before we do it, though, let's take a moment of appreciation. I

really love taking moments of appreciation throughout my day, and that's why we do it on the show. Because it's our show and we can. That's why.

**Katie:** That's the best reason, really.

**Daphne:** It really is. It really is. I want to appreciate Darrell Darnell. Darrell Darnell is a podcaster, and quite an exquisite one at that. I want to appreciate him for all of his podcasting expertise and supporting me and taking my show (and this show, our show) all the way to the next level.

**Katie:** Oh, that's great.

**Daphne:** Yes. I did some consulting with him, and he really helped me tweak up our sound and make some changes, so thank you, Darrell. You may or may not be listening, but thank you so much. Katie, do you have any specific appreciations you'd like to share?

**Katie:** Yes, I do. I wanted to send out an appreciation to my dear friend Sophie Chiche for being so supportive during Gay's recent surgery, which happened to fall during a seminar that we had already planned months ago to do together. So she basically stepped in, took Gay down to the hospital, and brought him back, so I was able to do the seminar. It was really a great model for people to see, "Wow, creativity can go on while people are having major surgeries, and all of that can happen at the same time." Sophie made that all possible.

**Daphne:** Aww, that's so wonderful. It's so nice to have people supporting us and being our friends. It's so nice to have friends.

**Katie:** Yeah, it's so wonderful not to have to think of being effective in your life as being like a solo person on the mountain.

**Daphne:** Yeah, absolutely. Absolutely. That was your creativity seminar?

**Katie:** It was the Creativity Camp, which was fabulous. We had such a great time.

**Daphne:** And that's a week long? Is it a week-long camp?

**Katie:** It was five days.

**Daphne:** Five days. Okay, that's what I thought. That's what I thought. You do that every year. Once a year you've been doing it.

**Katie:** Yes.

**Daphne:** Okay. So Creativity Camp... If you're out there, my listener, our person listening, creativity camp will probably come up next year, I imagine.

**Katie:** Yes, I'm intending to have it come up, because it's really what... When you are leading at an effective level, when you are taking good care of yourself and you've eliminated a lot of the issues we've talked about in our podcast, then the big issue becomes, "How can I most effectively expand and express my creativity?"

**Daphne:** Yes.

**Katie:** That's what Creativity Camp is about.

**Daphne:** Oh, that's fantastic. I love that. One day I'll have to come to that Creativity Camp.

**Katie:** Oh yes! I would love to have you.

**Daphne:** Yes. Well, thank you! I'm going to show up unannounced! Okay, okay. All right. We are talking about meetings.

**Katie:** That's right. I think we've been avoiding talking about meetings, but now let's get to it.

**Daphne:** Let's get to it. We're talking about meetings, and there has been so much on this topic. The culminating opinion is (as you stated), "Avoid them at all costs."

**Katie:** Right. Just avoid them.

**Daphne:** Right. Exactly. So forget it. The resignation is like, "We can't have a good one anyway, so let's just avoid them." Well, I want to just stand for something a little bit different here, Katie, which is the idea that when we need to have them, it's like, "Can we become masters at conducting great meetings?"

**Katie:** Oh, I certainly think we can.

**Daphne:** Yes.

**Katie:** I think we just haven't applied creativity to it. It's like it's in some little corral over there by itself, and we can't touch it, because it's meetings.

**Daphne:** Right. Exactly. It's like, "Ugh!"

**Katie:** It's like some kind of holy thing that can't be altered.

**Daphne:** Right. Right. A holy meeting... I love it. Now I want to say why we picked this topic. Here's why I felt this topic was important. Meetings at minimum, Katie, cost organizations thousands and thousands and thousands of dollars.

**Katie:** Oh, I would say it's in the millions. It has to be in the millions.

**Daphne:** Yeah, it has to be. I mean, really, I did not sit down and actually do all of the math, but if you're in a meeting and you look around at all of the people who are in there and start doing a summary in your mind...

**Katie:** Yes.

**Daphne:** Right?

**Katie:** Of the cost per hour of each of those people? Yep.

**Daphne:** Yes, exactly! So one of the reasons that I thought this was such a relevant topic is first and foremost that part of it. Meetings cost organizations a lot of money and also can cost people a lot of their energetic flow and creativity.

**Katie:** Yes. Yeah, it's like letting the air out of a balloon.

**Daphne:** Yes, exactly. So the question is, "Can meetings be more effective and fun?" That's what we're really here to answer today, Katie.

**Katie:** All right. Well, I'm ready.

**Daphne:** All right. You're ready. Here we go.

**Katie:** I have my meeting muscles all pumped up.

**Daphne:** Here we go. Common complaints: "We didn't stick to the agenda." "We ran out of time." "What was the point?" Right?

**Katie:** Oh, another one I haven't heard yet is, "We didn't start on time. We never start on time."

**Daphne:** Yes! Yes.

**Katie:** "I was here. People don't show up."

**Daphne:** Right. "And now we have to wait and repeat things."

**Katie:** Right.

**Daphne:** I'm pretty sure two awesome women did a podcast around time and keeping agreements.

**Katie:** I'm pretty sure they did.

**Daphne:** On some show?

**Katie:** I'm sure there's a record of that somewhere.

**Daphne:** There absolutely is, and I'll tell you in a minute what episode that was, because we actually did do a show on that. I want to say it was episode 5, I think. We definitely had an episode around time and keeping agreements and what that can cost. But yeah, in meetings as well, if people are not showing up on time, they're not keeping their agreements, that really makes the meeting... The word I like to use is *wonky*.

**Katie:** Yeah. Wonky. It makes it go off track, and I really think one of the big costs is that the complaints go underground, and people get resentful.

**Daphne:** Yeah. Great point.

**Katie:** Then they're simply not available.

**Daphne:** Yes.

**Katie:** With anything that happens in the meeting, the person's body may be there, but their consciousness has already gone offline.

**Daphne:** Oh, I think that's such a great point. I think that point, Katie, that you just made there is really what... When I look at all of the information that has been written about meetings and conducting meetings and all of that nasty stuff, creating an agenda and things like that... Okay, well, people can do that, and they've done it, and meetings still aren't feeling any more effective to them. I think what you're pointing to right there is so important. It's sort of the context in which people are showing up to the meetings.

**Katie:** Yeah.

**Daphne:** Right. This is really what I want to hit today. It's sort of this group dynamic. I was laughing at myself when I was kind of putting our notes together. I was like, "Yeah, we'll just hit everything about group dynamics in 30 minutes."

**Katie:** Right. Yep, let's go!

**Daphne:** Let's do it. No pressure on either of us. But really, that point about being resentful... Right? Maybe you didn't want to be in the meeting to begin with or you don't even feel like you need to be in the meeting.

**Katie:** Mm-hmm.

**Daphne:** I think it's so important how that changes the context in which the meeting is occurring.

**Katie:** Totally. If you haven't chosen to be there, you're not going to be fully engaged.

**Daphne:** Right. Right. On previous shows we've talked about all of the things that go on with our perspectives, authority, and what's happening, right? All of these things are playing a role when we bring a group of people together, especially in an organization.

**Katie:** Right. For example, what personas are people showing up in?

**Daphne:** Yes.

**Katie:** Do we have the cheerleader and the person who has done it all? One of my groups at Bell Labs is called the "pod people," the people who have been taken over by aliens.

**Daphne:** The pod people? Oh man.

**Katie:** There are the ones who are like, "Look at me. look at me." The other ones are saying, "Don't look at me. Don't look at me. I have a hangover."

**Daphne:** Right.

**Katie:** There are just all of those dynamics that show up but are never addressed directly.

**Daphne:** Yeah.

**Katie:** They're the backdrop of the meeting.

**Daphne:** Yes. Yeah, and they're important. They're very, very important.

**Katie:** Well, it's also where people are sitting and the fact that people are always sitting.

**Daphne:** Right. Yes.

**Katie:** It's who's sitting where and where your position of power is. All of those things influence whatever it is that's going to be addressed during the meeting.

**Daphne:** Yes. If you've gone to a meeting, how many times do you sit in the exact same spot?

**Katie:** Right.

**Daphne:** Right. Guilty, right?

**Katie:** Not me!

**Daphne:** Well, of course not!

**Katie:** But that's my style. I do the unexpected. I'm a disrupter.

**Daphne:** You are a disrupter. I like to just play it safe, Katie.

**Katie:** Oh, really? I sure believe that.

**Daphne:** No. That's not true. Right, so we can get into those unconscious habits, right? If you've been in a meeting and you have your designated role... Maybe you're the skeptic in the group all the time, right? That's the persona, which is what you were just mentioning, Katie.

**Katie:** Yeah.

**Daphne:** All of those things are happening. Toward the end we'll talk about what to do about those things a little bit more, but I think it's one really important piece to think about and consider when we talk about bringing a group of people together to make decisions or to brainstorm. All of these things are occurring in the background, right? They're establishing context, and that isn't talked about enough, in my opinion.

**Katie:** Yes. Or really even given attention.

**Daphne:** Yeah. Yeah.

**Katie:** The other big thing about meetings that I think makes a huge difference in the quality of the meetings is that people are sitting.

**Daphne:** Yeah. I think you're right.

**Katie:** I've been in a number of meetings where I've been a consultant where people are not only sitting, but they're doing things like eating doughnuts and sitting. It's no surprise to me that people don't feel very creative or effective.

**Daphne:** Yeah.

**Katie:** Because they're not embodied.

**Daphne:** Mm-hmm.

**Katie:** The big thing to address, in my opinion, is how I'm using my body. Am I using my whole body intelligence, or am I just parked?

**Daphne:** Yeah. Yeah. Because if you're just parked, guess what your consciousness is going to become? Parked.

**Katie:** Yeah.

**Daphne:** Right.

**Katie:** It's going to be, and it's parked, and it has probably already gotten a violation, a non-moving violation.

**Daphne:** A non-moving violation. That is great. I'm going to make some stickers, and I'm going to take those with me.

**Katie:** Oh, good! Oh, I love it!

**Daphne:** I'm doing some facilitation, right? If people have been sitting for too long, I'll just slap it on their backs.

**Katie:** A non-moving violation.

**Daphne:** A non-moving violation. I love it.

**Katie:** I love it. Those people have to get up and walk around the table twice before they sit down again.

**Daphne:** Yes. Yes. Again though, this moving, this getting up out of your chair... I've sat in four-hour meetings.

**Katie:** Oh, jeez.

**Daphne:** Yeah. If there's not a regular break... I don't have people sit for longer than 45 minutes. That's a long time to just be sitting and kind of listening to somebody. Even if you are very engaged when you're sitting, it's still a long time to sit without standing up and moving, right? So absolutely. Meetings even taking place sitting can be a problem. I was just recalling that I had the thought, Katie... If you can remember back to that long ago, when we recorded our first podcast, we did it sitting on Swiss balls, big exercise balls.

**Katie:** Yes, so we got to move while we were sitting.

**Daphne:** Yeah. It was great. Since then, I've just been completely stationary. No, I'm kidding. I haven't moved since. No, that's not true.

**Katie:** What a demonstrator you are.

**Daphne:** Yes. Yes. I love to just talk about it but not actually take any action. I'm kidding. Okay, so one other thing I wanted to say about meetings that I find, Katie... I don't know if you've experienced this, but once a meeting is called (we'll get into whether you have to have a meeting or not and all of those things), one of the things I have found interesting in meetings is that it has never been made clear who really has the decision rights in a meeting.

**Katie:** Oh, what an important thing.

**Daphne:** Yeah. I've facilitated meetings, and I've watched groups come together, and it's sort of like, "Is it the person who called the meeting who has the decision rights?"

**Katie:** Right. Right.

**Daphne:** "Do any of us have decision rights?"

**Katie:** What a wonderful thing to clarify as part of the context and as part of the spoken or written agenda.

**Daphne:** Yes. Yes.

**Katie:** First of all, what I would love to see in every meeting is what the intention is. The intention should be able to be spoken in one out-breath.

**Daphne:** Mm-hmm. Yes.

**Katie:** What's the intention? How long are we going to be meeting?

**Daphne:** Yep.

**Katie:** And who's making the decisions?

**Daphne:** Yes. Yes. Is it a brainstorming meeting? Is it a decision-making meeting?

**Katie:** Right.

**Daphne:** How are we going to make the decision? I'll just throw out some possibilities. Is it going to be a majority vote? Is it going to be that the leader decides with input? I'll be honest. I've made the mistake of getting people together to have a meeting when really all I wanted was their input.

**Katie:** Right.

**Daphne:** I actually was the one who was really going to make the decision, and that wasn't clear.

**Katie:** Yeah.

**Daphne:** Yeah, if you want to make a group of people upset, do that.

**Katie:** Let them think they have some power, and then take it away.

**Daphne:** Yeah, exactly. Exactly. How is the decision going to be made?

**Katie:** Yes.

**Daphne:** I think it's so important that people know that going in so it's very clear. Right?

**Katie:** I love that because then people could also say, "I hear that you want input on this, and I can tell you I'm not the best person to give input, but somebody else on my team is. I'd like to have them come to the meeting instead of me."

**Daphne:** Yes. Right. "I don't need to be there."

**Katie:** Right.

**Daphne:** Great idea. That kind of brings me to my next point. When we're talking about meetings... Why are we having a meeting? It kind of gets to intention. Is the intention to make a decision? I've had this happen before too, Katie, where we've had a meeting and it has all been information delivery. It has all been something that somebody could probably have just typed out and emailed out to everyone. There really wasn't a "reason" for us to get together.

I've had that experience more than once where it was just something that somebody could have shared via email. There were no questions. If they needed feedback, it was going to be very simple. So I think this is really important. Do we need to have this meeting? Then if we decide, "Yeah, we all definitely need to come together," whoever the *all* is, what's the mode? Are we going to do this face-to-face? Do we need to be face-to-face? Can we do it via...?

**Katie:** Right.

**Daphne:** Right? What's the method? How do we want to have this meeting and this collaboration if it is assumed that we do need to be doing it face-to-face?

**Katie:** Yeah. Beautiful. So much of it now can be done virtually.

**Daphne:** Yes.

**Katie:** There are new programs all the time. Somebody was just telling me the other day about a new one called Zoom where different people can be up on video with each other at the same time so that they're all there and able to see each other.

**Daphne:** Oh, that's great. I haven't heard of that. I'll have to check that out. That's fantastic. Right, so then if you do need to see each other's faces, then you can do that, right? If it's brainstorming and we need to all be in the room... Kind of going back to the point you made, Katie, who needs to be there?

**Katie:** Yeah. Who really needs to be there? If people are there, I like to get a choice, like, "Okay, I'm choosing to be here. I'm here."

**Daphne:** Oh! Well, that's different. You're going to choose to be there? That points to a whole other part of it. Do you choose to be in a meeting, or are you showing up out of obligation?

**Katie:** Well, it's pretty much going to be obligation unless people are actively choosing.

**Daphne:** Right.

**Katie:** I was just thinking of one of the ways I have started meetings with different people I'm working with. I'll ask everybody to contribute a word into the group. We just go around. My favorite is, "What's your verb right now?"

**Daphne:** Mmm. How fun!

**Katie:** "What's your verb?" It takes about a minute to go around a whole circle, and then everybody gets attention. Everybody gets to speak.

**Daphne:** Yeah.

**Katie:** It's a way to really take everybody there. "Here I am, and here's my verb."

**Daphne:** Yeah. That's so great. What I love is the fact that it gets everybody's voice in the room.

**Katie:** Exactly.

**Daphne:** Yeah, sort of in a non-antagonizing way, right?

**Katie:** Right.

**Daphne:** I don't know. I've sat in meetings where the first time I was going to say something was where I was going to offer my opinion.

**Katie:** Right, so it's a neutral kind of thing, and it also allows them to get connected to their bodies.

**Daphne:** Yes, yes, yes. I'll do a practice with groups where if I have a meeting, I'll say, "Just say one thing [in one out-breath] that has your attention and your current feeling state."

**Katie:** Yeah, beautiful. That's equivalent. It's the same kind of thing where everybody gets to be acknowledged.

**Daphne:** Yes.

**Katie:** I think that also makes a really big difference in including and welcoming people. It says, "I appreciate you being here."

**Daphne:** Mm-hmm! Yeah. I love that. I like the verb one better than mine. I just had the thought. I'm going to use the verb one from now on.

**Katie:** Well, you can use the verb one, and I'll use yours. I like that one too.

**Daphne:** All right. Okay. That sounds great. All right. Sounds wonderful. So now we have a way of starting our meetings. We're going to engage people. Then I wanted to talk about how many people really should be at the meeting to keep the meeting effective.

**Katie:** Oh good! Please, please.

**Daphne:** What do you think about this number, Katie? What do you think of 25 people?

**Katie:** Too many.

**Daphne:** Too many. Okay. What about 15 people?

**Katie:** Mmm, that's borderline.

**Daphne:** Borderline? What about eight people?

**Katie:** Oh, perfect.

**Daphne:** Perfect! "*Ding ding ding!* You got the right answer!"

**Katie:** Oh, good!

**Daphne:** This is science talking again, okay? They've done studies on this. Once you hit about 16 or 17 people (or any more than seven, they say) in a meeting where a decision needs to be made... This isn't just brainstorming, okay? Sometimes we have brainstorming meetings. This is if a decision needs to be made. Any time you have more than seven people, the decision-making ability declines about 10 percent, meaning it'll take you 10 percent longer.

**Katie:** Wow!

**Daphne:** Yeah. Isn't that interesting?

**Katie:** That totally makes sense to me, and I'm so glad we have some science to quantify that.

**Daphne:** Yes.

**Katie:** Even in the seminars I teach, I very often throughout the day will give people a chance to interact with a smaller number of people.

**Daphne:** Yeah.

**Katie:** In those smaller groups, I never have them be more than eight people.

**Daphne:** Yes. Right. To give time to everyone to be heard...

**Katie:** Yeah.

**Daphne:** Right. It's to really be able to have an experience. Then this particular article I read said that once you hit 16 or 17 people, it's almost at 0 percent.

**Katie:** Yeah.

**Daphne:** You probably will not be able to make a decision. Now what I didn't know (just to have this all together to make sense) was whether or not they established how decisions were going to be made in the first place.

**Katie:** Aha!

**Daphne:** I think that's part of what was missing here too, but just know that any time your number of people gets that high, to 15, 16, or 17, and you're attempting to make a decision, your effectiveness is going to decline. The likelihood of your making a decision is probably zero. I think that's really important.

**Katie:** I think that's really important for people to hear. Also, by making some simple changes to the structure of your meetings, you can right away create more effectiveness and more enjoyment for people so that momentum can build.

**Daphne:** Yeah! Because if I'm having a good time, what's likely to happen if you're sitting next to me, Katie?

**Katie:** Yeah! That good time is contagious.

**Daphne:** It is contagious, actually. We know that. Our emotions are contagious, so if I'm loosening up... This comes back to a point we've made time and time again too, Katie. If you're in a meeting, especially if it's one where it's more of a brainstorming, collaborative, creative meeting, you want people to have access to their creative energy, right?

You don't want clones or drones sitting there and trying to make a decision. You want people to be able to come to a meeting and be engaged and have fun, because you're going to tap into the best parts. You're going to tap into the best parts of them when they're in that space. We haven't done our show yet on playing and fun. It's coming.

**Katie:** Oh yes, but we need to do that one really, really soon.

**Daphne:** Yes. Well, we struggle so much in this area.

**Katie:** Well, you know, I was just thinking of another thing that just came up as you were saying that. As part of what you're including in the meeting, is there room for people to disagree, to have a different opinion, to have a different point of view?

**Daphne:** Oh, that's so good.

**Katie:** Are you modeling that? Are you listening to and appreciating the different inputs that people are giving so that they know they're not just robots or "yes" people?

**Daphne:** Yeah. That is such a great point, Katie. Actually, I think one of our listeners, Kristen Van Dinter, commented on this when she said they do a hat thing. It's like a red hat and a yellow hat or something, and everybody is really assigned to play these different roles. One of those people's roles is the skeptic. They get to kind of be the voice of, "Oh, here's why I don't think that'll work." Again, I don't recommend doing this if you're trying to just get a bunch of creative ideas, but once you've fleshed all of those out...

**Katie:** Yeah, like if you're trying to really get to what the decision you want to make is, what the strategy is, and how you want to change things, to have a designated skeptic role that gets passed around... That's a wonderful thing. Also, what would be the opposite point of view?

**Daphne:** Yes.

**Katie:** That way, you ask for different kinds of input.

**Daphne:** Yeah. I think that keeps meetings really alive.

**Katie:** Yeah.

**Daphne:** Yeah.

**Katie:** Also, one simple thing which is a contextual move is to have people sit in different places.

**Daphne:** Yes. Guilty. I have that habit.

**Katie:** And you sit in a different place.

**Daphne:** Yes. *You* sit in a different place...and also me.

**Katie:** No, *you* sit in a different place. I was just remembering that at one meeting I was coordinating, it was like three days of meetings.

**Daphne:** Oh man.

**Katie:** On the morning of the third day, when everybody was sitting around the table, I had everybody change their chairs, their positions, but they couldn't put their feet on the floor.

**Daphne:** I would have loved to have seen that.

**Katie:** It was wild. They got into it. We had people climbing over each other and climbing over the table.

**Daphne:** Oh, that's great.

**Katie:** It was very fun.

**Daphne:** That is super fun. I want to do that. I'm going to do that. I'm going to make that happen.

**Katie:** Okay.

**Daphne:** I'm going to create it, because I'm a creator. I'm going to do it tomorrow.

**Katie:** All right!

**Daphne:** All right, so yeah. We've talked about a lot of the context so far in our conversation about how to engage and how to have meetings become much more effective and fun. I think the last thing I wanted to talk about was being able to answer, "What did we just decide in the meeting? Who's doing what?"

**Katie:** Right. It's the *what* and the *by when*, the next action steps. I love it in any kind of conversation when someone says, "Okay, what's our next action step here?"

**Daphne:** Me too. I love that. Everyone has clarity when they walk out of the room. "Who's going to do what by when?"

**Katie:** Yes.

**Daphne:** And it's important that someone is writing it down.

**Katie:** Ah, yes.

**Daphne:** Yes.

**Katie:** Somebody is recording it. Somebody is writing it down, and different people write down what are going to be the next steps and who's going to do what so they have a mutual understanding of what...

**Daphne:** Right. Right.

**Katie:** Everybody is not writing down their own ideas about what it is.

**Daphne:** Right. "I will do this. We never even talked about it, but that is what I'm going to do. I will do it by Tuesday." Right.

**Katie:** Right.

**Daphne:** Yes. Yeah, it's so important that everyone's clear on what the action steps were. I think that's great. There's clarity about, "Okay, yeah. That is the decision we all made." Yeah, that's

brilliant. All right, so I think agreements are a big thing, and then let's give some invitations to mastery. I have a really good one.

**Katie:** Please.

**Daphne:** Cut your meeting times to 30 minutes.

**Katie:** Yeah.

**Daphne:** Yeah. No more hour-long meetings.

**Katie:** Listen. If you can't handle it in 30 minutes, have another meeting some other time.

**Daphne:** Yeah! Yeah, and my recommendation on that and invitation for people to try and see what happens is that I've had this experience time and time again where when it's an hour, it's almost like people know there's too much space, and there's this brilliance about adding that 30-minute time limit so people come ready to go.

**Katie:** Yeah.

**Daphne:** We've seen this in the workout world. Thirty minutes of more intense exercise is better than an hour.

**Katie:** Yeah, because people are kind of cruising if they know they have more time.

**Daphne:** Yeah.

**Katie:** Also, I was just thinking about the research in the therapy world that says it's traditional for the client to bring up the most important thing in the last five minutes.

**Daphne:** Yes. It's the doorknob reveal.

**Katie:** Yes.

**Daphne:** Yes. Yes. Yeah, exactly. So play with that and see if that works for you. But cut them down. No more hour-long meetings. Thirty or 45 minutes is plenty. See what effect that has. Ask yourself, "Is this meeting even necessary?" I always like to start there. Is it necessary?

**Katie:** Yes. Is it necessary? Then the thing I really want to recommend is to ask yourself, "Am I contributing to this meeting?"

**Daphne:** Mmm.

**Katie:** Say, "If I'm here, I'm going to take responsibility for creating a useful meeting."

**Daphne:** That is so great, Katie. I don't know if you've had that, "I'm bored," moment.

**Katie:** "I'm bored. People are boring me."

**Daphne:** Yes. Exactly.

**Katie:** "This is a boring topic." So what I would do is say, "Oh, how am I boring myself?"

**Daphne:** Yes. Yes. "How am I becoming boring?" Right? That's usually (for me, anyway) where I know I've been checked out somehow.

**Katie:** Yeah.

**Daphne:** I'm not contributing.

**Katie:** I'll do something in my body. I'll change something. I'll take a couple of breaths. I'll change my physical position. I'll appreciate something about somebody in the room. Then that gets the flow of aliveness going again.

**Daphne:** Yeah. That is so great, so great. Well, I think we can make our announcement about your three-day Essentials course which is going to take place (It's coming up!) on September 18-20 here in Chicago.

**Katie:** Yeah!

**Daphne:** I say *here* because that's where I am. I know you're in California, but I'm in Chicago. So that's going to take place on September 18-20. Is that on [hendricks.com](http://hendricks.com), Katie?

**Katie:** Yes. If you go to [hendricks.com](http://hendricks.com) and go to Trainings, you'll see a page pop up which will have the *Conscious Loving and Living Essentials* description, and it has all of the data. You just click on Chicago, and it will give you all of the data.

**Daphne:** Yes, so please go to Katie's website and look that up. It will give you all of the information you need, and then Katie and I are doing a one-day workshop together on Sunday, September 21. You can find that on Facebook, actually. I've put it up on Facebook. If you want more information, please feel free to email me at [daphne@daphne-scott.com](mailto:daphne@daphne-scott.com).

I will send you the link to the landing page that will allow you to register for that. The workshop that we're doing that Sunday is really available just for 20 people, so we have some special things we're going to be doing, and we're going to be just really interacting with leaders in that environment. We've made that sort of limited to 20 people, so you'll want to register soon.

**Katie:** Yes, please.

**Daphne:** Yes, please.

**Katie:** We would love to have you there.

**Daphne:** Yes we would. All right, well, we hope you enjoyed this podcast and that you remain more inspired than ever. Please feel free to connect with us at any time at [www.daphne-scott.com](http://www.daphne-scott.com). Find us on social media. Katie is @katiethendricks on Twitter. Oh, and Katie, one last thing! Your *Hearts in Harmony*...

**Katie:** Yes!

**Daphne:** I'm just loving the posts!

**Katie:** Oh, I'm so glad! I'm really glad!

**Daphne:** I really am!

**Katie:** Yes, well, that's a whole other subject, but yes.

**Daphne:** Yes.

**Katie:** We have a whole new alliance with a company that is helping us to take our work to even more people in the world.

**Daphne:** I love it. So find Katie on Facebook as well. She uses her [Kathlyn Hendricks](#) page primarily. You'll find all of her stuff on there. Drop us a message. We'd love to hear from you. We'd just love to connect with you. All right. That's going to bring this show to a close. We were super happy to have you with us today, and keep living a Super Fantastic Leadership life.

**Katie:** Great! Enjoy your next meeting.