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G-Cloud
Cloud Support

Deepteam Limited (G-Cloud 14)

ABOUT US

Deepteam Ltd has been founded to bring the right experts together to deliver exceptional services to both the public and the private sector.

G-Cloud Service Categories

➢ Strategy Consulting

➢ Project and Portfolio Management

➢ PMO Services

➢ Business Analytics

➢ System Implementation

➢ Business Integrated Governance

Deepteam Ltd also provides specialist software services to enable Data Integration and relationship management complimentary to the service set we offer

G-Cloud Cloud Software Categories

➢ Meeting Quality

➢ BI Advantage Data Integration

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G-Cloud Cloud Service Offerings – Meeting Quality

APPROACH

Remote working is working, wellbeing is secure

Meeting focus, efficiency and outcomes

Customer care and business agility through good networking

Meeting Quality Approach

Key project outcome assurance

Better place to work, better working place

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WHAT'S THE OPPORTUNITY?

Step change in networking within the business to foster customer care and increased business agility

"It's amazing what a positively networked business can achieve. Very proud of the Acerta team: second year in a row of double-digit growth, Digital revenue up 61%, further improvement in loss ratios and a 10% increase in staff engagement."

https://www.linkedin.com/posts/barnaby-williams-73268342_growth-team-digital-activity-6711179565122908160-1Cid

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WHAT IS THE PROBLEM?

Are you are reading this on the train after a day of meetings? Maybe you are still in a dull meaningless meeting, and passing the time away scrolling on your devices?

Are you suffering death by meetings? The number of clients complaining of feeling stressed and overwhelmed is rising. Anecdotally, one significant factor cited is that no time remains for the day job due to excessive meetings that are adding no value.

People want to do a valuable job. It is difficult attending to the 'real work' because work time is spent in pointless meetings that end up becoming meetings about meetings!

Research suggests middle managers spend up to 35% of their time in meetings and leaders 50% - equating to c.62 meetings a month. Whatever – it's a lot.

Of course, many meetings are vital - for strategy, performance idea generation / problem solving, sharing lessons - invaluable to running a successful business.

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WHAT IS THE PROBLEM?

But - only if they are facilitated effectively, have the right environment and data so that they add value and not create more stress and not overwhelm amongst the workforce. Consider some numbers:

- 50 people * 4 meeting/day * 30 minutes (25% of accounted time) - 6,000 minutes/day
- 6,000 * 15% wastage = 450 minutes/day wastage
- 22 days/month * 6,000 minutes/day meetings = 132,000 minutes/month OR 2,200 hr/month
- 22 days/month * 450 minutes/day wastage = 9900 minutes/month OR 165 hr/month
- 2,200 hr/month in meetings * £50 hr/salary+other costs = £110,000 /month
- 165 hr/month in meetings wastage * £50 hr/salary+other costs **= £8,250/ month**

This is all good reason to work on meeting conduct and IT around meetings, but there is more to meeting success than the mechanics. How do you know **relationships** at those meetings are working? Especially for key meetings with senior people? This is a hard subject to raise with people as we are encroaching on the territory of **emotion**.

However - If the key meetings are not working, then how do we know if effective problem identification, collaboration, resolution and decision making is happening?

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THE SPECIFIC GOVERNANCE / PPM PROBLEM

Having implemented PPM solutions for 25 years, we know the most effective solutions were delivered where the governance framework for projects and programmes had also been revisited and revamped. A core aspect to such frameworks is the meeting set that is used to

- Translate strategy into delivery (i.e. identifying and selecting projects and programmes)
- Prioritise and allocate resources
- Oversee performance and deal with issues (with or without customer)
- Workshop scope, issues, risks, communications etc.

Some of these are one off meetings, most recurring, and involving stakeholder groups like sponsors, delivery team and customers / users. Some are internal to our teams, but some can be external to our business unit and organisation **– with people we don't know –** and in addition to business risks – **we are taking relationship risks.**

How do we oversee relationship quality without unsettling of offending anyone?

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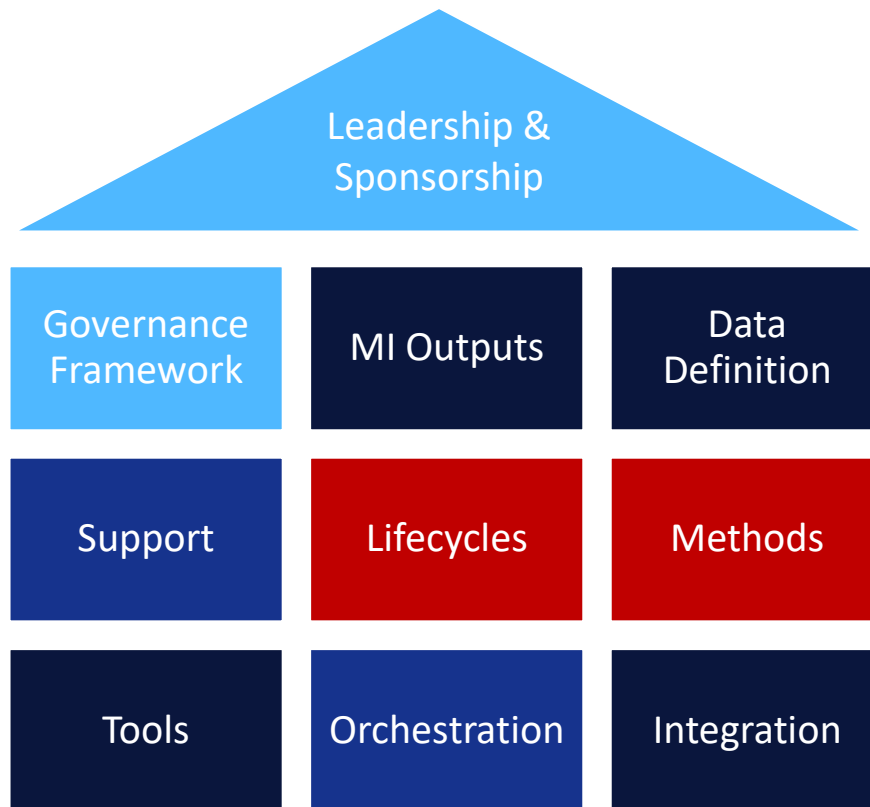# POSITIONING BUSINESS INTEGRATED GOVERNANCE (BIG)
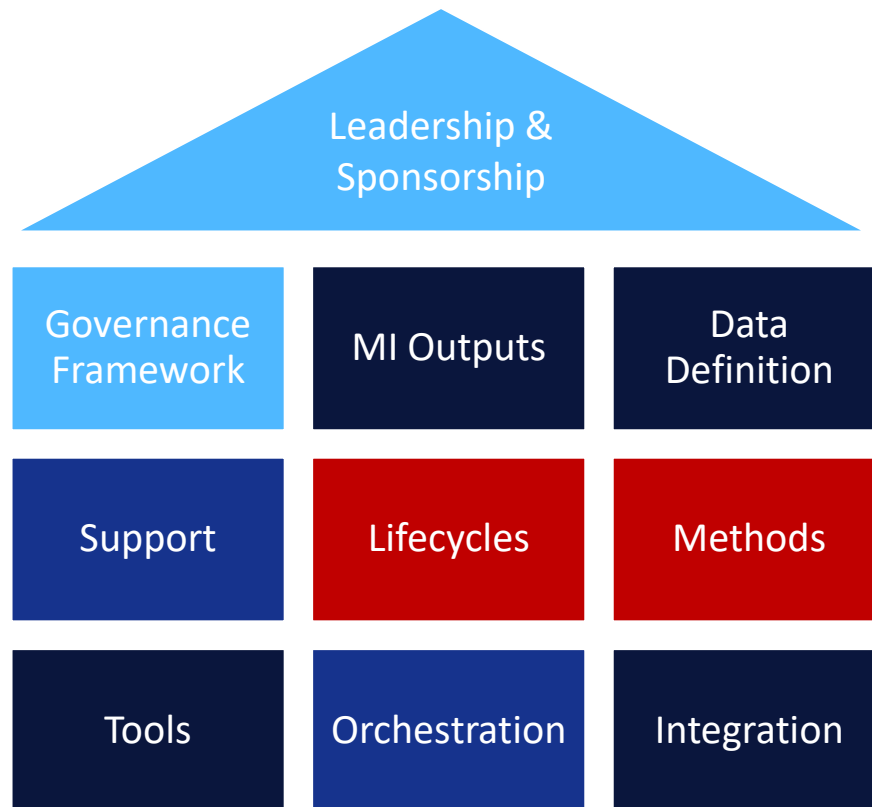
BIG Model

There are many key components of an effective portfolio, programme and project management ecosystem that integrates effectively within a business (to Main Board, Finance, Management Teams Business Support and Assurance).

It is important to use the right tools, and to productionise data integration so that a common data definition can make preparation of Management Information simpler and more reliable.

MeetingQuality provides *confidence* that the relationships underpinning the mountain of data are working – which *must* be useful bearing in mind our new normal for remote working where face to face contact is reduced.

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MORE ON THE BIG MODEL?

Leadership & Sponsorship

Governance Framework	MI Outputs	Data Definition
Support	Lifecycles	Methods
Tools	Orchestration	Integration

BIG Model

The BIG Model was developed by a group of over 100 contributors working voluntarily, delivering to the public domain.

The Club, with over 680 members, is here: https://www.linkedin.com/groups/13651399/

The Club now a Community Interest Company , and more on Business Integrated Governance are shared here: https://big-cic.org.uk

The BIG Model has been adapted for inclusion into Praxis: https://www.praxisframework.org/en/integrated-governance/big-intro
(This is an international, free P3M framework from portfolio to project.)

Outline Services

Collection of data on portfolio programme and project management meeting operation, quality, and outcome confidence. Collation and provision of feedback to supplement hard performance data. Provision of confidence, mood and relationship quality metrics to enable intervention before catastrophic, unforeseen issues negatively effect team cohesion.

Features
- Define the meeting types and organisation scope
- Configure cloud-based collection toolset
- Pilot usage to enable implementation scope to be agreed
  - Capture feedback from meetings
  - Rate satisfaction and confidence
  - Feedback on Governance elements
  - Capture actions and risks
  - Capture information around 1 to ones
  - Receive personal feedback on meeting performance
  - Understand team personality profiles
- Support adoption and use of the service
- Monthly review of meeting quality, confidence, mood, and relationship status
- Use AI to offer predictions on wellbeing and success
- Meeting review, coaching, and mentoring

Benefits
- Spot relationship problems around any recurring meetings
- Compare confidence and satisfaction from team to customer and leadership
- Track metrics over time and fix trend - Hard data supplemented by emotion-based verification
- Track mood and emotions where physical contact is low
- Customer partner and supplier relationship tracking in key initiatives and Target problem areas
- Improve meeting and governance outcomes through better relationships, less project failures down to relationships
- Early warning of problems brewing, fewer impactful relationship failures – less escalations
- Employees understand relationships are taken seriously, employee satisfaction/engagement improves and sustains

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Meeting Quality Services

Collect data on portfolio programme and project management meeting operation, quality, and confidence. Collate and provide feedback to supplement hard data with confidence, mood and relationship quality metrics to enable intervention before catastrophic, unforeseen issues negatively effect team cohesion

Features
- Capture feedback from meetings
- Rate satisfaction and confidence
- Feedback on Governance elements
- Capture actions and risks
- Capture information around 1 to ones
- Receive personal feedback on meeting performance
- Understand team personality profiles
- See the service document for more
- Management of relationship with the Meeting Quality Vendor

Benefits
- Spot relationship problems around any recurring meetings
- Compare confidence and satisfaction from team to customer and leadership
- Track metrics over time and fix trend
- Compare confidence metrics to hard calculated metrics
- Track mood and emotions where physical contact is low
- Customer partner and supplier relationship tracking in key initiatives
- Use AI to offer predictions on wellbeing and success
- Improve meeting and governance outcomes through better relationships

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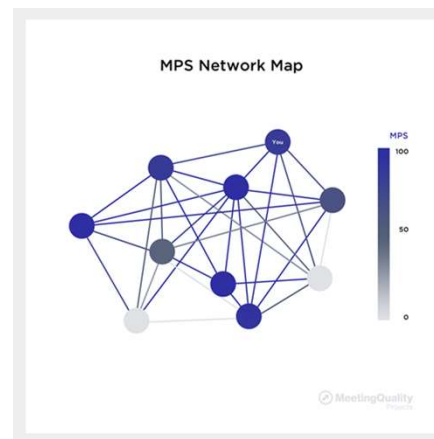# MeetingQuality
Projects

PROJECTS OVERVIEW

Measure and shape outcomes by mapping relationships, perception, working styles and emotion in meetings
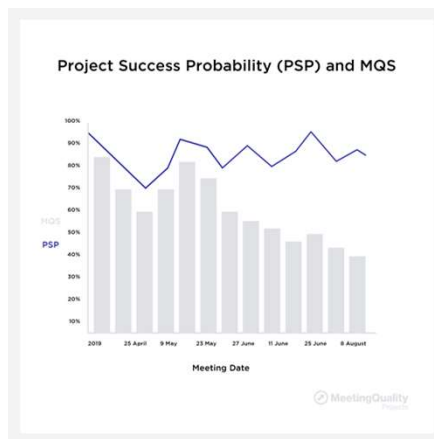

Project Success

- Waterfall: Steering Committee, Project Team and Stakeholder Meetings
- Agile: Backlog, Demonstration and Retrospective Meetings
- Contract Meeting
- Program Meeting
- Portfolio Meeting
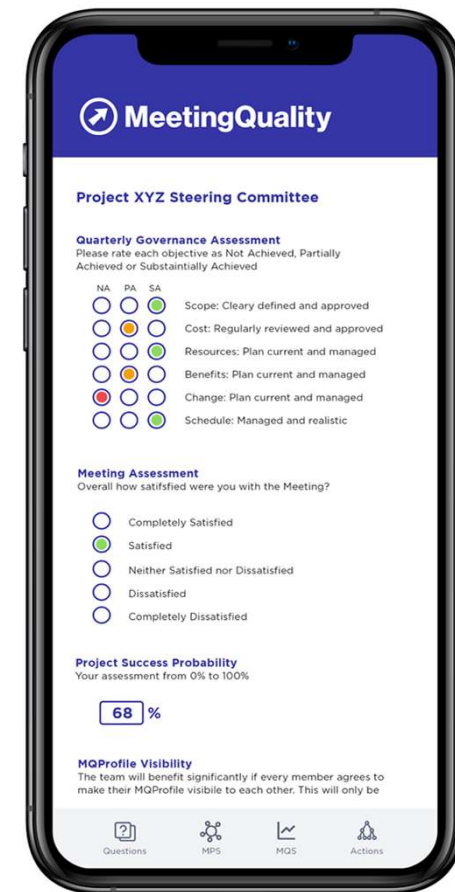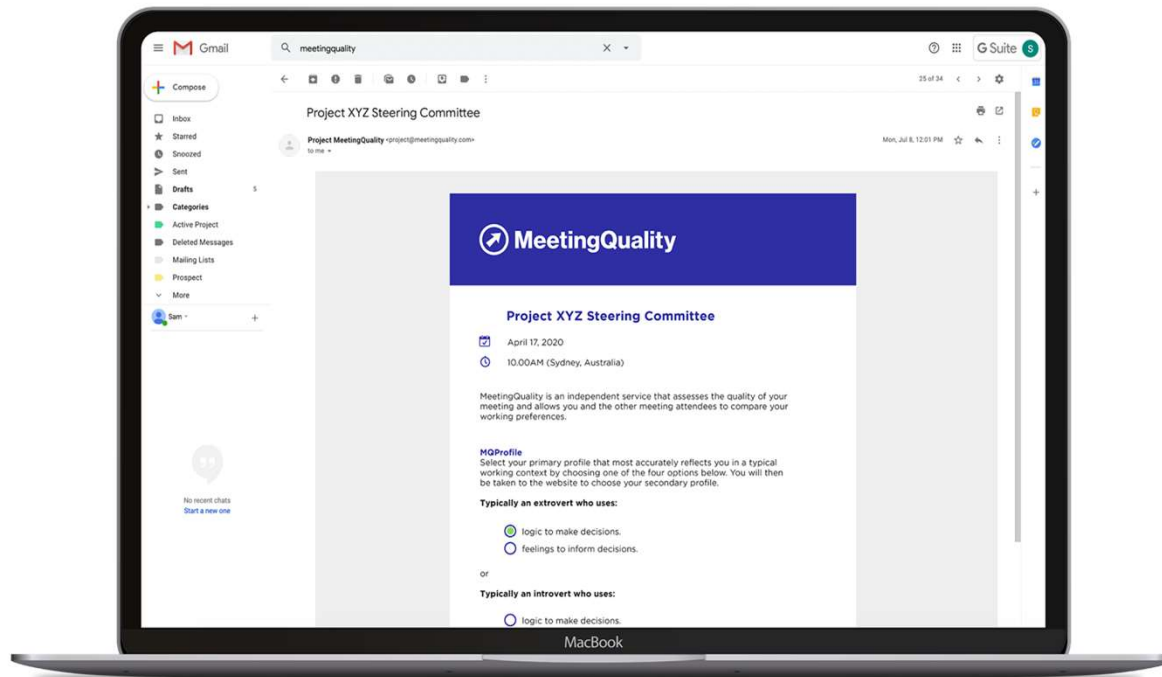
Customer Acquisition & Retention

- First Meeting Customer Meeting
- Quarterly Business Review
- Financial Planning Meeting
- Sales Review Meeting
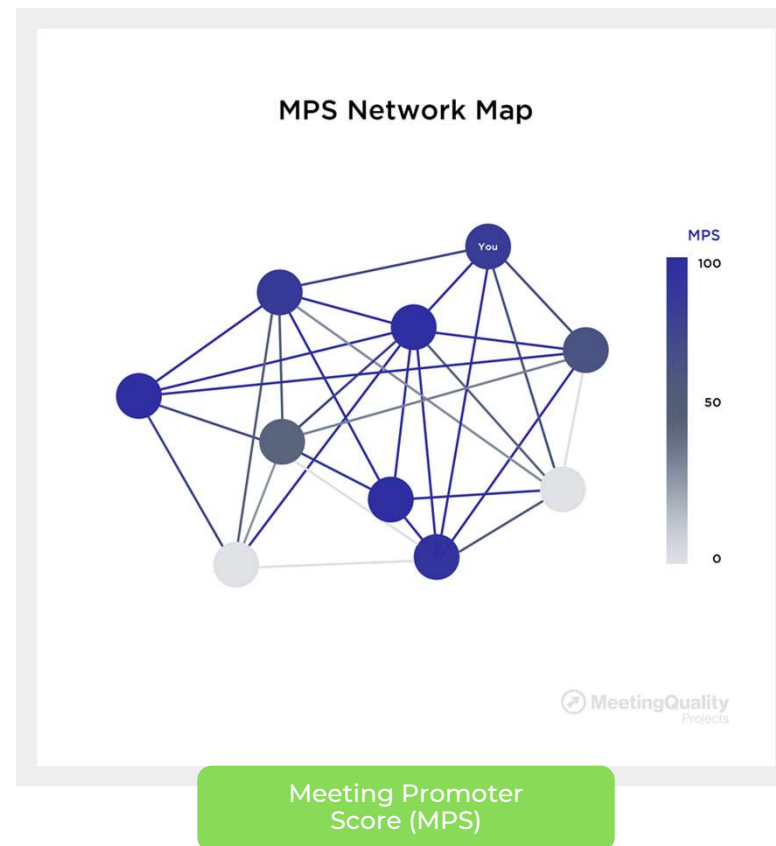- Win / Loss Survey and Review
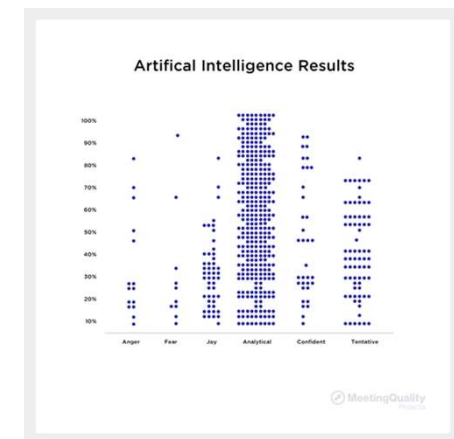
Culture

- Strategy Development
- Pulse Survey
- Coach Meeting
- Interview, On Board and Exit
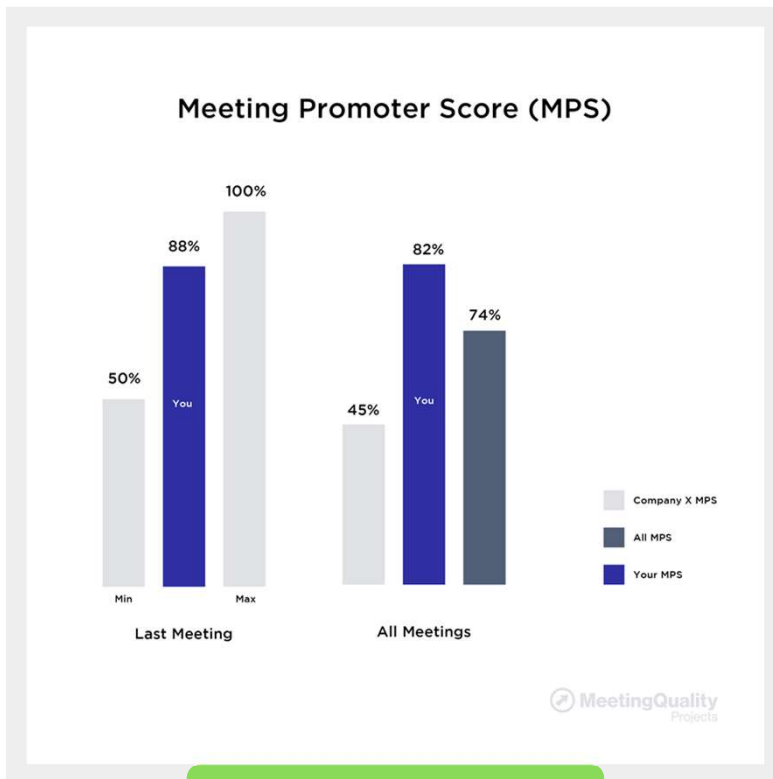- Safety Meeting
- Catch Up with Boss
- Board Meeting

Rating email received just as the meeting starts

Individual Confidential Report

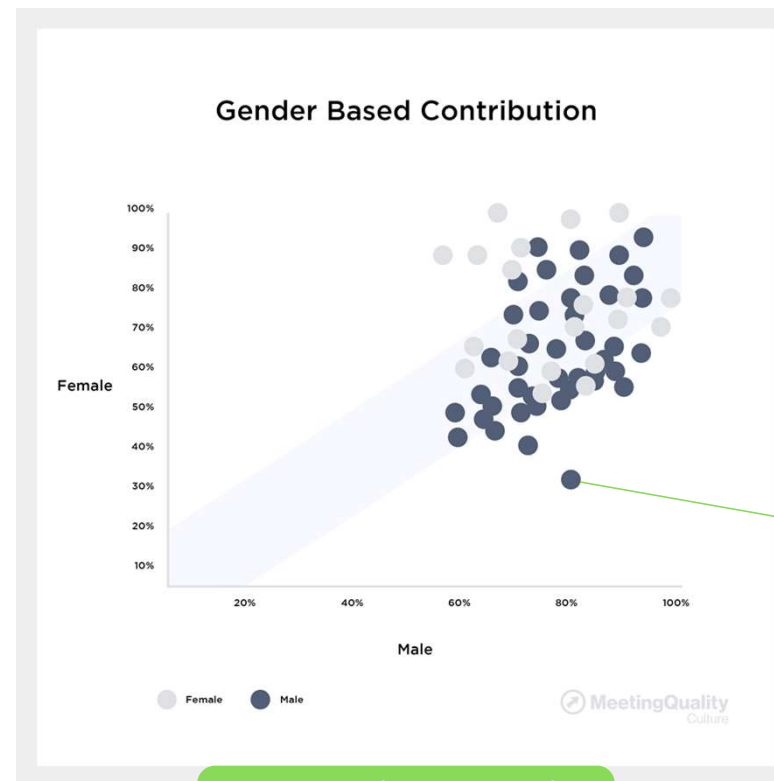# Graphical results email sent 24 hours after the meeting finishes

Confidential Individual Meeting Contribution

Quality of the meeting

Diversity Reporting

Stakeholder meeting results
Delivering High Value

Vision vs PSP

PSP: Project Success Probability

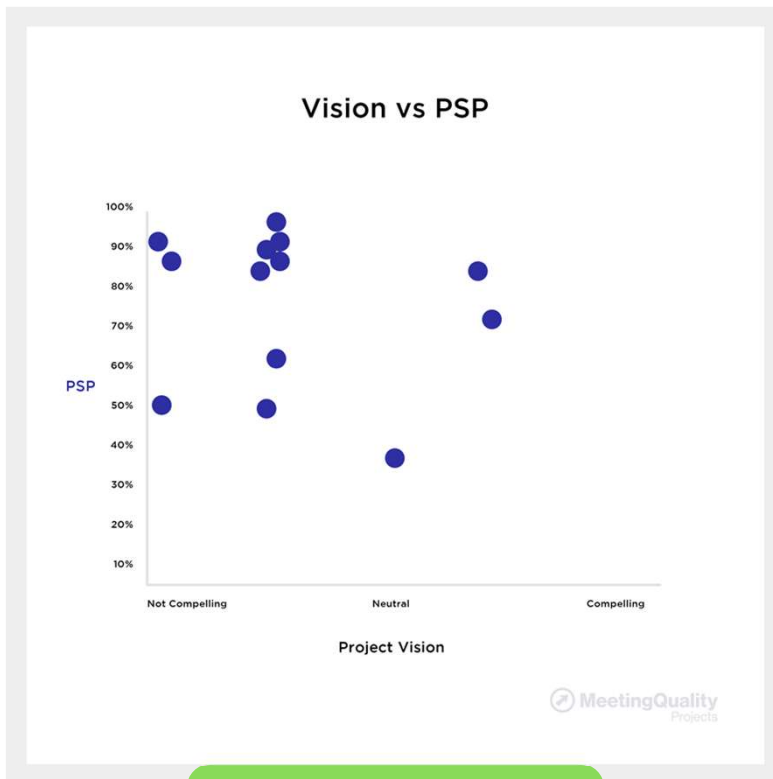**Watson Results**

Project team is confidently joyous while stakeholders are tentatively fearful.

Stakeholder meeting results
Delivering Low Value

Vision vs PSP

PSP (y-axis): 100%, 90%, 80%, 70%, 60%, 50%, 40%, 30%, 20%, 10%

Project Vision (x-axis): Not Compelling, Neutral, Compelling

Project team has made too many compromises to deliver the project with the remaining time and budget

Watson Results

82% — Analytical
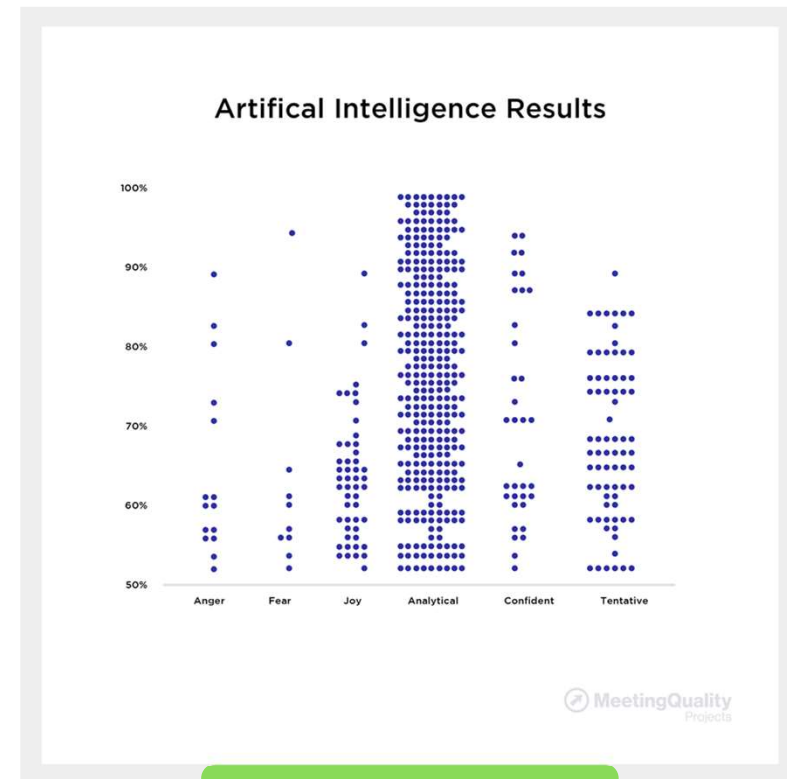66% — Sadness

Project Teams
Stakeholders
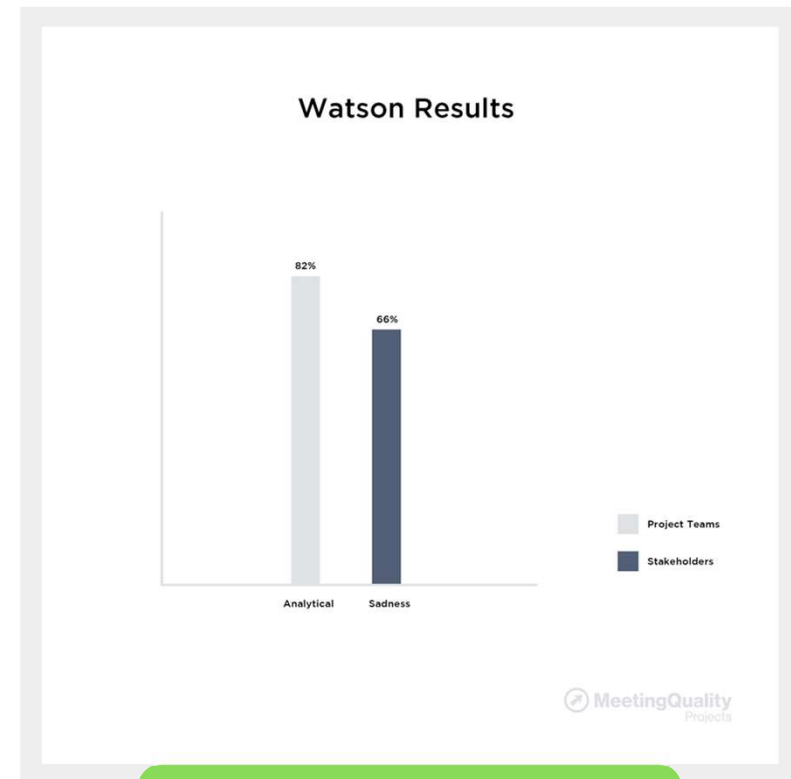
Project team has lost confidence and joy and instead has a high analytical score. Meantime the stakeholders have gone from fearful to sad.

Artificial Intelligence (IBM Watson) emotion measurement
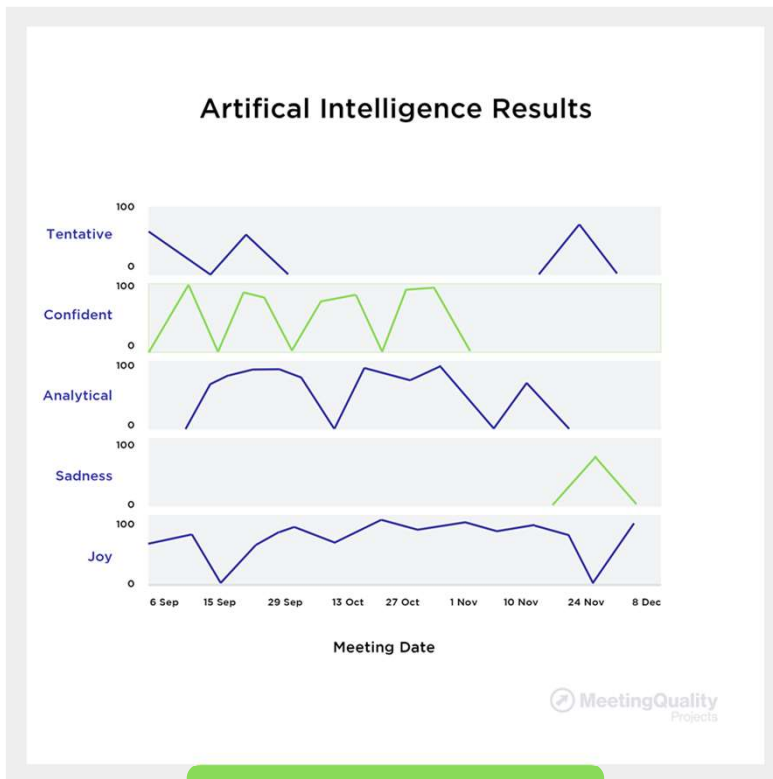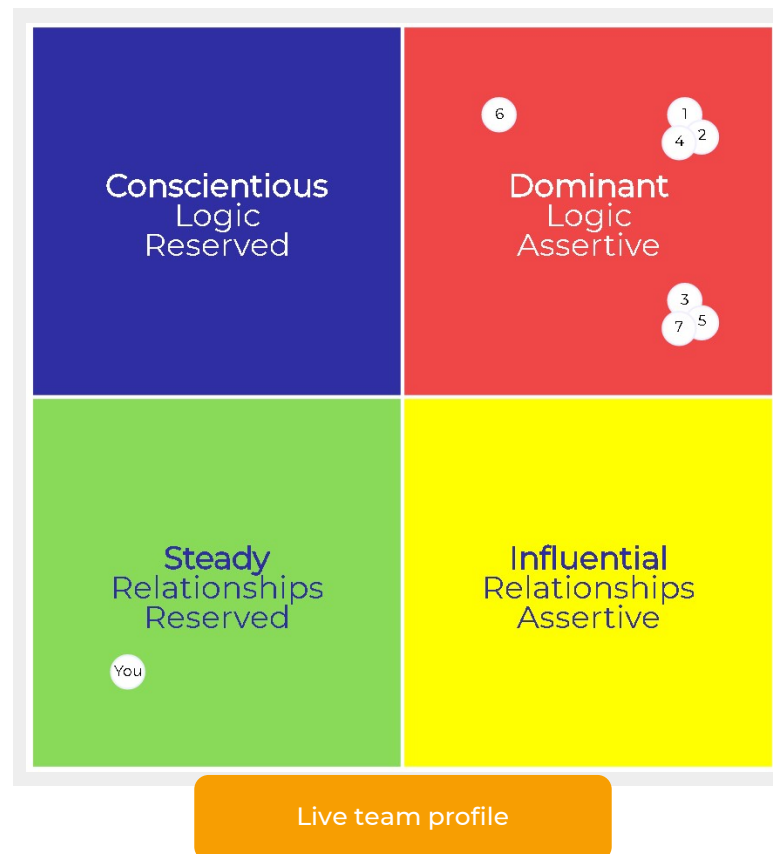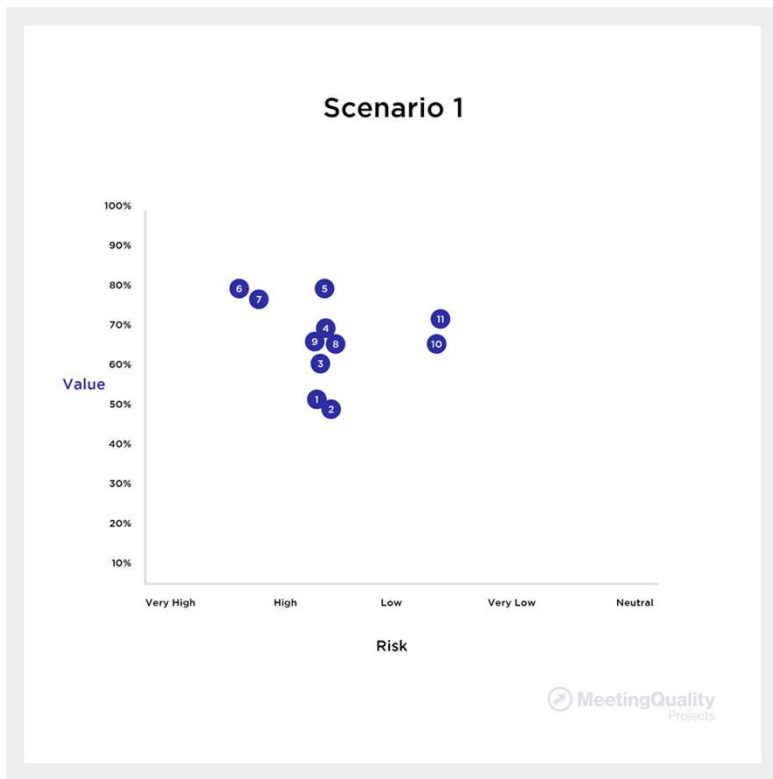

Recurring Meetings

Employee Snapshot

MQProfile: Real time 360° work style mapping

Portfolio Review: Risk value and resilience

Reporting

Agile Reporting Report

Agile Portfolio Report

Waterfall Portfolio Report

MeetingQuality Stakeholder sentiment captures progress against Change Methodologies

Vision
Stakeholder assessment of the Project Vision

MeetingQuality Score (MQS)
The quality of the stakeholder meetings

Project Success Probability (PSP)
Stakeholder assessment of the probability that the project will deliver

Change Methodology	Vision	MQS	PSP
Adkar (3/5)*	Awareness	Desire	Ability
Beckhard and Harris Change Management Process (2/6)	Vision	Communication	
General Electric Change Acceleration Process (CAP) (3/7)	Vision	Commitment	Monitoring
Kotter Eight Step Model for Change (3/8)	Vision	Communication	Empowering

* 3 of the 5 categories within ADKAR can be measured using MeetingQuality sentiment measurements: Vision, Meeting Quality Score (MQS) and Project Success Probability (PSP)

Target communication based on individual preferences whilst maintaining privacy

Strategy

Delivery

Analytical

Relationship

Relationships, perception and emotion
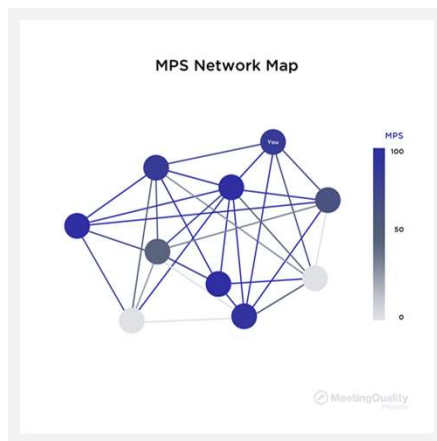
Measure

- Relationships
- Perceptions
- Emotion
- Public Data
- Traditional project measures

Remediate

- Interventions
- Individual Communications
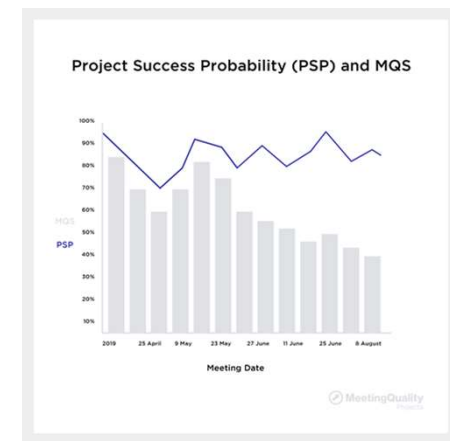
Predict

- PSP - MQS Divergence
- Fear and Anger
- AI Reinforcement learning using PSP as reward function

DISC Module

- This is an option to enable users to track personality compatibility within teams (e.g. recurring meetings)
- For a definition of DISC - https://www.praxisframework.org/en/library/disc
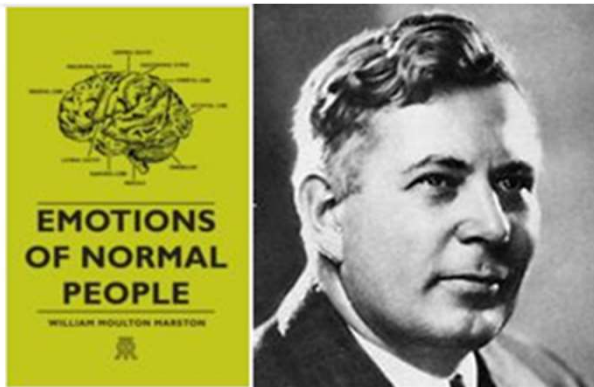
- *For groups that do not meet face to face, this level of insight can be invaluable so that teams can be prepared to communicate in ways that suit their colleagues, and therefore sustains productivity, well being and relationship quality.*

Adoption Services
MeetingQuality

Deepteam offers multiple cloud support services through which this technology can be adopted and sustained.

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TYPICAL DELIVERY LIFECYCLE EXAMPLE

Scope / extent – c. 5 days (From understanding of Current State, define the IT Package and Transformation elements

Then - Package 1 – dependent on Scope:

Assess / Analyse	MeetingQuality	Pilot	Lessons Learned	Adoption
• Which meetings? • What business? • What information?	• Set up Model • Permissions • Enterprise / Master Data	• Identify users • Set up meetings • Coach / support	• Review • Plan Adoption • Communications	• Identify users • Set up meetings • Coach / support
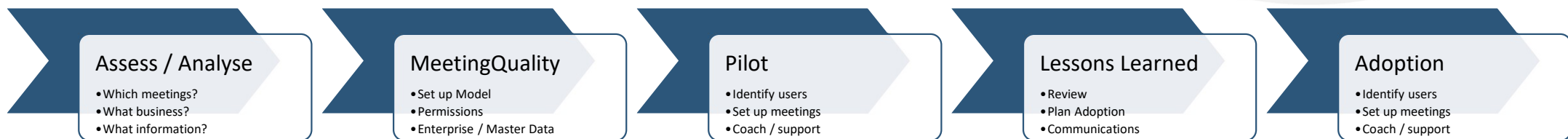
20-40 days (3 months elapsed) – but this can be fast-tracked – it depends!

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CURRENT STATE

In most change projects, it is sensible to understand which areas are to be addressed, who are the stakeholders, to define what needs fixing and what are the priorities.

It is more usual that the MeetingQuality capability is distributed when needed rather than implemented as a 'big bang', but of course if there is a preference list or a roadmap of which areas / teams / Programmes to support first, then adoption support can be resourced more effectively.

It depends what scenario our customers face. They are all perfect scenarios it is wise to keep gentle tabs on relationships for:

- **Scenario 1** – key strategy / change / delivery Programme being delivered by a new team where new relationships are forming.
- **Scenario 2** – management sponsors have noticed friction in project meetings, but not realized how bad it has got. They have realized that relationships just going off track a little can affect key meeting dynamics – so have decided just to 'check pulses' at key recurring meetings. They often decide to extend this to all projects.
- **Scenario 3** – delivery team, customers and sponsors are separated by location – putting a strain on managing relationships remotely.
- **Scenario 4** – merger. Three departments are brought under one new director – so it makes sense to monitor meeting performances.

Every scenario is different, but we can certainly help our customers make a business case for these examples, typically around saving 'wasted' meeting time, being able to recover potentially wayward projects before they go wayward, and preserve people from the negative effects of poor relationships generally.

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PILOT

The best way to learn MeetingQuality and to work out how to exploit and sustain it is by running a pilot. The configuration, operation and exploitation of the MeetingQuality services is simple and straight forwards. For a project or Programme, we need to identify users in sponsor, project team and stakeholder roles. We recommend the following recipe.

Awareness – for the group concerned, communications are prepared and delivered to explain what the problem / opportunity is, what is going to happen and when – so that people have a chance to ask questions and become comfortable with the implementation.

Desire – Explaining that a facility will exist does not win hearts and minds and does not therefore deliver the benefits expected. So, in addition to basic awareness, people need to grasp why the capability is being introduced, and understand what in it for them and the organisation

Knowledge – While the solution is simple, people do need to know how to set up meetings, and people do need to know how the solution works and what they have to do within it. This can be explained face to face supporting in meetings and with short online collateral.

Ability – once our people know what to do, we need to help during the first meeting so that everyone is able to use the feedback form. It really is simple, but busy people find it easy to forget even simple things. It might also be that a consultant is at the meeting reviewing meeting operation and dynamics anyway and it makes sense to have a consultant on hand for the first one. Of course, a consultant will present the first feedback.

Reinforcement – Meetings happen weekly, they may happen monthly, and time may pass between the initial 'show and tell' and the next meeting – and if everything is going smoothly it may appear like it's not necessary to complete meeting feedback – but it should be remembered that it's the trend information that's most valuable out of MeetingQuality – not just one score this week.

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APPROACHES AND READINESS

We expect a pilot to be successful. We don't start pilots unless they will be. Some key questions:

1. Who is the solution owner – business and IT?

2. Who is the business sponsor – funding and benefits?

3. Who is going to receive the analysis and recommendation from the service and what is provisioned to enable action upon findings? Who might the escalation points be if we find HR issues?

4. How is the adoption service going to be run post pilot (Service Delivery)? It is expected that the client helpdesk / service management system will need to be organized to deliver the service and manage the subscriptions.

5. Who is going to provide technical support internally, and how will that be set up? It is expected that the client helpdesk / service management system will need to be organized to provide support.

In parallel with the pilot, all of these matters need addressing so that post pilot benefits can be realized.

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OPTIONS FOR RELATED MEETING SERVICES

1 day workshops

- How to hold effective meetings - How to prepare for, hold and follow up on meetings, including meeting etiquette and when not to meet.

- An Introduction to Project Management - Basic tools and techniques for managing projects and project meetings.

- Coaching your way to more effective meetings - Using coaching techniques to bring the best out of people in meetings and encourage ownership for tasks and ideas.

- Influencing your way to more successful meeting outcomes - Learn about different styles of influencing, dealing with conflict and know how to appeal to a multitude of people and personalities.

- Presenting with impact during meetings - Learn how to get your point across in a clear, concise and impactful way using top communication and presentation techniques.

- Presenting Financial data with impact - Combined with practicing top communication and presentation skills and techniques you will learn how to present data in an interesting and memorable way.

1/2 day workshops

- Creating a positive impact in meetings - Develop your communication skills, rapport building and presence in meetings

- Holding effective 1:1's - learn how to prepare for and deliver clear, interactive and motivational 1:1's

- Holding effective annual review meetings - learn how to prepare for and hold useful annual reviews including feedback and goal setting techniques

- How to hold effective team meetings - how to communicate to a team, keep it interesting and on point and ensure everyone has a chance to be involved.

- How to prevent meetings draining your time - time management tips and techniques for before, during and after meetings

- Taking the stress out of meetings - stress management tips and techniques for before, during and after meetings

- Creative Meetings - fun and different ways to encourage creativity and interactions during meetings

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