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Personal Electronic Device Use in Face-to-Face Organizational Meetings:
How it is Perceived and the Factors Influencing Perceptions

By:

Kimber Goodwin

A Thesis Submitted in Partial Fulfillment of the
Requirements for the Degree of
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In
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Minnesota State University

Mankato, Minnesota

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Personal Electronic Device Use in Face-to-Face Organizational Meetings: How it is Perceived and the Factors Influencing Perceptions

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This thesis has been examined and approved by the following members of the student's committee:

Dr. Kristen Treinen, Advisor

Dr. Deepa Oommen, Committee Member

Dr. Jasper Hunt, Committee Member

ABSTRACT

The use of personal electronic devices by professionals can both increase efficiency and create distractions. Because of this dichotomy, perceptions of the use of personal electronic devices in meetings may be divided. The purpose of this study is to determine how personal electronic device use in face-to-face organizational meetings is perceived, how perceptions are changing over time, which factor has the greatest influence on perceptions, and how this influential factor shapes and guides perceptions. In order to make these determinations, a two-phase study is conducted. In phase one, a content analysis of comments left in response to articles and blogs published online is performed. In phase two, semi-structured, in-person interviews are conducted and analyzed. The results of these two phases indicate 1) general perceptions of device use in face-to-face organizational meetings are more negative than positive; 2) perceptions of device use appear to be becoming more negative over time; 3) perceptions of device use may be becoming more polarized; 4) device use in meetings may be becoming a more popular topic of discussion; 5) rank or status may be the most influential factor; 6) higher-ranked professionals may tend to have more positive perceptions of device use in meetings, while lower-ranked professionals may have more negative perceptions; 7) device use in meetings by higher-ranked individuals may be considered more acceptable than use by lower-ranked individuals; and, 8) higher-ranked employees may be more likely to accept device use by all levels of employees, while lower-ranked employees may feel device use is more acceptable for those of higher ranks than those of lower ranks.

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CHAPTER ONE

Introduction

A dramatic revolution in mobile communication took place in the first decade of the 21st century (Ling & Donner, 2009). In just 10 years, mobile telephone ownership exploded from 740 million mobile telephone subscriptions worldwide to an estimated 4 billion mobile subscriptions (Ling & Donner). In addition to cell phones and smartphones, other devices such as laptops, personal digital assistants (PDAs), and tablets have rapidly gained in popularity (Mathis, 2012; Stephens, 2012; Wiggins, 2004). However, due to the sudden and explosive increase in mobile communication and electronic device use, communication studies involving such devices are only beginning to emerge (Craig, 2007). Particularly limited is research on how personal electronic device (PED) use by professionals in face-to-face organizational meetings is perceived and which factors affect perceptions (Stevens, 2012). Further study of the perceptions of PED use is important for several reasons: increased frequency and inclusivity of meetings, new and changing technologies, the potential need for etiquette rules and policies, and gaps in current research.

Frequency and Inclusiveness of Meetings

Meetings are a constant in the life of professionals and have increased in frequency over time (Chudoba, Watson-Manheim, Lee, & Crowston, 2005). Work meetings have become so frequent, one study by Chudoba et al. revealed more than 60% of its participants were invited to more than 15 meetings per week, and over 60% reported spending more than 20 hours per week in meetings. In the same study, participants stated they were often invited to overlapping meetings and were forced to

choose which meetings were most critical to attend (Chudoba et al.). In addition to the increase in frequency, employees from all levels of organizational hierarchy are being included in meetings more often than in the past (Stephens & Davis, 2009).

New and Changing Technologies

Another reason studying PED use is important to the field of communication studies is the explosive evolution of digital devices and their applications (Stephens & Davis, 2009). New technologies and devices are constantly being developed, and as technology develops, so must communication theories (Craig, 2007). According to Craig, “only by taking the research to a higher conceptual level, using research to build theory, can we ‘increase our capacity to make sense of the *next* new technology’” (p. 387). Not only is understanding the impact of changing technologies important on a theoretical level, it is also essential on a practical level. Turner and Reinsch (2010) maintain the introduction of new technologies in professional organizations will remain a constant, and as these technologies are introduced and evaluated, it is important to make clear to employees what uses or protocols are accepted.

‘Netiquette’ and Policy

As both meetings and technologies proliferate, experts have begun to recommend implementing policies regarding technology use in general business settings as well as in meetings (Benbunan-Fich & Truman, 2009; Lin & Brown, 2007; McFarlane, 2010). Since multicomputing, the practice of participating in two or more conversations simultaneously, in meetings is a relatively new practice, organizational norms have often times not come into being (Stephens, 2012; Turner & Reinsch, 2010), and professionals’ use of PEDs in meetings has been guided more by the social influence of their colleagues

than by company policy (Stephens & Davis, 2009). However, developing policies is more difficult than it may seem. For instance, if devices are banned from meetings, beneficial uses are also eliminated (Stephens & Davis). Further study into PED use in meetings could help guide *netiquette* (short for network etiquette or internet etiquette) as well as aid in establishing policies that help without hindering.

Gaps in Current Research

In order to develop guidelines and policies for PED use in meetings, a better understanding of acceptable practices is necessary. However, current research and scholarship in this field is lacking (Craig, 2007; Katz, 2007; Stephens, 2012), and attempts to develop theories specifically related to mobile communication are limited (Katz). One challenge to building theories in this area of communication studies is the complex and rapid advancement of mobile technologies (Craig). Moreover, Katz indicated a need for study on how mobile communication has affected businesses and organizations, while Stephens (2012) specifically addressed the need for research involving perceptions and acceptability of multicommuting in organizations. As one of the premiere researchers in this emerging field of study, with nearly a dozen published papers, book chapters, and presentations specific to communication technologies in the workplace, Stephens' observation is particularly significant.

While researching existing literature, it became clear that aside from the work done by Stephens and a limited number of other researchers, the majority of research seems to pertain to PED use in the classroom rather than professional meetings. However, one particular study attempted to narrow the gap in research on perceptions of PED use and multicommuting in organizations. In this study, Bajko (2012) examined

the use of mobile devices in group meetings and how this use was perceived. However, this research focused more on the attitudes of the users themselves, rather than how the users were perceived by others. Bajko listed five factors affecting perceptions of mobile technology use in face-to-face meetings: 1) office culture in which there is an expectation to always be available, 2) participants invited to meetings whose participation is not needed for the entire time, 3) meetings in which looking up information online is beneficial, 4) whether higher-ranked employees are present, and 5) whether rules regarding mobile use are explained by a meeting chairperson or if organizational norms have developed in place of stated rules. Despite the studies that are available on such factors, gaps in research continue to exist, “as there does not seem to be consensus on the factors that contribute to the acceptability of mobile technology in meetings [and] further investigation is required” (p. 5).

Limited available research and models for organizational policies, together with increasing meeting frequency and ever-changing technologies support the relevance and necessity of a study on perceptions of PED use in organizational meetings. The study herein responds to this need by determining how PED use in face-to-face organizational meetings is perceived, how perceptions are changing over time, which factor has the greatest influence on perceptions, and how the most influential factor affects perceptions.

CHAPTER TWO

Literature Review

Because the advent of mobile communication was sudden and relatively recent (Craig, 2007; Ling & Donner, 2009) with little time for organizational norms to develop (Stephens, 2012), levels of acceptance may be individualized and may widely vary. Some individuals may view PED use as positive, while others may hold negative perceptions. Furthermore, some professionals may maintain a more neutral opinion, viewing PED use in meetings as just part of doing business in the modern working world. These varying perceptions may be influenced by the ways in which individuals use PEDs. Some uses may support professional activities or allow individuals to increase their efficiency and handle multiple concurrent tasks, while other uses may disrupt work activities or even diminish the quality and effectiveness of professional communication.

Compliant vs. Distracting Uses

PEDs can allow professionals to remotely access documents, respond to emails, and interact with clients (Lin & Brown, 2007). These devices also have the potential to increase productivity and bolster growth, all while offering a rapid return on investment (Lin & Brown). In organizational meetings, positive outcomes of PED use are typically the result of professionals' compliant uses of technology such as note-taking, following presentation slides, or using the Internet to look up material related to the meeting (Benbunan-Fich & Truman, 2009).

On the contrary, professionals may participate in distracting device use during meetings such as playing games or checking personal email (Benbunan-Fich & Truman, 2009). The authors of one particular study found 76% of the study participants' laptop

use in meetings to consist of distracting activities (Benbunan-Fich & Truman). Furthermore, nearly all respondents to a survey on smartphone use stated they had participated in meetings where other attendees were more focused on their smartphone than on the meeting topic (Bajko, 2012). One market research firm concluded time wasted by office workers on such activities was equal to two percent of the annual gross national product (Daniels, 2000).

Empty Spaces and the Communication Effectivity Gap

In addition to wielding an economic impact, mobile technology has drastically and rapidly changed public behavior through an “emptying out’ of public space [in which] bodies remain, but personalities are engaged elsewhere” (Katz, 2007, p. 390). This effect has extended to the workplace and organizational meetings (Bajko, 2012). Individuals using PEDs during meetings are “physically present in the room but are not connected with the present conversation. Instead, they are connected to a virtual conversation that they are having with someone on the other end of their cell phone, instant messenger or email” (Bajko, pp. 4-5).

Another phenomenon resulting from modern technology is the *communication effectivity gap*, in which the quality and effectiveness of communication has been adversely affected by reduced face-to-face interaction, increased speed of communication, and shortened length of communication (McFarlane, 2010). McFarlane suggests the communication effectivity gap in professional organizations is a product of newly hired employees with insufficient background in communication studies, the societal desire for instant gratification, and the lack of emphasis on proper communication by management and other leaders. According to McFarlane, the

communication effectivity gap may ultimately cause increased conflict and misunderstanding while impeding individuals' ability to write and speak effectively.

Electronic Multitasking and Multicommunicating as Common Practice

Regardless of potential gaps in communication effectiveness or an emptying out of space, PEDs can grant professionals the ability to multitask or multicommunicate (Turner & Reinsch, 2010). The increase in mobile technology availability and its widespread use has spurred frequent multicommunicating during meetings with members of the organization inside as well as outside the meeting (Stephens, 2012). Greater demands for efficiency have been driven by mobile technology, new device features, and the "wired" modern world (Turner & Reinsch). In response, multicommunicating has become a "prevalent process within the workforce today" (Turner & Reinsch, p. 282). In a study conducted by Turner and Reinsch, some participants indicated they multicommunicated so frequently they did not even notice when they were doing it. Bajko (2012) also concluded multitasking in meetings was commonly practiced by professionals. In Bajko's study, 58% of survey respondents claimed they were able to multitask with no problems, of which roughly 22% of respondents believed they could successfully work on their laptop and participate in a meeting simultaneously.

Successful multicommunicating episodes are those in which individuals "precariously straddle the balance of multiple messages and varying relationship demands" (Turner & Reinsch, 2010, p. 282). On the contrary, unsuccessful episodes are those in which "discontinuation, inefficiency, or mistakes either in the informational content being conveyed or in the conversational management process" (p. 280) occur.

Divided Perceptions

Whether a multicomunication episode is successful or unsuccessful may be dependent on complex relationships and organizational norms (Turner & Reinsch, 2010). Depending on the audience, the same episode may be thought to increase productivity and efficiency, or conversely, project discourteousness, negatively affect relational outcomes, and negatively impact decision-making quality and processes (Stephens, 2012). These interpretations may cause individuals to possess either positive or negative perceptions of PED use. However, some individuals may have more neutral perceptions, viewing multicomunicating simply as an institutionalized practice (Stephens) and part of doing business today.

During an initial exploration into PED use before this study was developed, reactions and perceptions were quite mixed when informally asking colleagues and acquaintances how they felt about PED use in meetings. It was difficult to discern how people generally feel about PED use in meetings or what guides and influences these perceptions. This early inquiry served as impetus for the research questions and methods to follow.

Research Questions

Several studies have claimed the perceptions of and attitudes toward PED use in organizational meetings are divided (Reinsch, Turner, & Tinsley, 2008; Stephens, 2012), and these perceptions are also said to change over time (Bajko, 2012). Moreover, limited studies indicate perceptions may become progressively more positive. In two studies five years apart, positive perceptions of laptop use in meetings increased 35% (Bajko). The more recent of the two studies indicated 75% of participants agreed or somewhat agreed

that laptop use in meetings was acceptable (Bajko). In this same study; however, only 40% of participants found smartphone use in meetings acceptable (Bajko). While these two studies indicate perceptions may become more positive over time, this claim has not been fully established. Furthermore, it is not clear from available research whether current perceptions are equally divided or slanted in one direction over the other (i.e., more negative than positive or vice versa).

In addition to determining how PED use in organizational meetings is perceived as well as how these perceptions have changed over time, it is important to also understand which factors affect these perceptions. Fulk (1993) examined communication technology in organizations from the broad perspective of social construction theory, and discovered use of technology within work groups to affect individual use and attitudes. Social influence was found to have a greater effect on individuals with high attraction to or cohesion with their work groups than those who have low attraction to their work groups (Fulk). Likewise, Stephens (2012) claimed acceptability of technology use varied by organization due to organizational norms and social influence.

Industry norms may also affect perceptions of PED use (Fulk, 1993; Stephens, 2012) as well as hierarchical norms (Reinsch et al., 2008). In their study, Turner and Reinsch (2010) found subordinates excused multicommuting superiors due to their status as well as avoided multicommuting involving their superiors. Since meetings today are often attended by organizational members from all hierarchical levels (Chudoba et al., 2005), it may be beneficial for researchers and professionals alike to understand how rank or status within the organization effects perceptions.

Katz (2007) indicated organizational leaders are perplexed by younger employees' use of communication technology, yet at the same time find it effective. Additionally, Fulk (1993) found media expertise to play a role in social influence on perceptions of communication technology. Since we are now in an age where young employees have grown up with communication technology as an integral part of their lives, how the technological generation gap affects perceptions is worth questioning.

Bajko (2012) proposed the type of meeting, such as a demonstration versus a project meeting, may affect how use of PEDs is perceived. However, the survey administered in Bajko's study did not ask participants to specify the meeting type in which multicomputing was more or less acceptable. In a small-scale study, Kleinman (2008) found interview participants were less likely to multi-task with portable devices in small meetings, in meetings with ground rules regarding technology, and in meetings with upper management or clients present. Furthermore, Chudoba et al. (2005) suggest that in certain types of face-to-face meetings, PED use may be unacceptable unless conducted during breaks.

Existing research, including the study conducted by Bajko (2012), have begun the conversation about factors affecting perceptions of PED use in face-to-face organizational meetings. Existing studies that have helped to determine such factors have focused on structuration theory (Orlikowski, 2000; Reinsch et al., 2008; Stephens, 2012) as well as the theories of social influence and social construction (Fulk, 1993; Stephens & Davis, 2009). Other studies have mentioned specific factors such as how the type of industry (Fulk; Stephens), rank or status of the user or observers (Chudoba et al., 2005), age of user or observer (Katz, 2007), type of device (Bajko, 2012), and timing of use

(Bajko; Chudoba et al.) affect perceptions. Of the factors listed above, the current study will focus on four specific factors: type of industry or job, rank or status or importance, age, and type of meeting.

The following research questions were developed to augment previous research, while making a unique contribution to this relatively recent realm of study:

Research Question 1:

How is PED use in organizational meetings perceived?

Research Question 2:

How have perceptions of PED use in organizational meetings changed over time?

Research Question 3: Which factor most commonly affects perceptions of PED use in meetings?

Research Question 4: In what ways does the factor most commonly affecting perceptions of PED use in meetings shape and influence perceptions?

CHAPTER THREE

Methods

In order to answer the four research questions, a dual-method study was performed in two phases. The first phase, a content analysis study, explored how professionals generally perceive the use of PED in meetings, how those perceptions are changing, and which factor has the greatest influence on perceptions. The second phase further examined the ways in which the most influential factor affects perceptions through semi-structured, in-person interviews.

Content Analysis

In the first phase of the study, comments posted in response to online articles and weblogs or “blogs” regarding PED use in organizational meetings were analyzed. Comments from such sources were chosen as the sample for this study for two reasons. First, a large sample would be available for data collection and drawing general conclusions. Second, because comments left online often appear to be a concise and direct summary of the commenter’s opinion.

To locate online comment threads, the following key phrases were entered into an internet search engine: “device use in meetings,” “electronics in meetings,” “cell phones in meetings,” “smartphones in meetings,” “mobile use in meetings,” “technology use in meetings,” “laptop use in meetings,” “meeting etiquette,” and “meeting netiquette.” The titles of the search results were visually scanned for relevance. Each relevant source was subsequently opened to see whether or not any comments had been posted, a process which was to be continued until at least 20 applicable comment threads were discovered with comments totaling no less than 200. This goal was met and exceeded, as 28 threads

with a total of 481 comments were incorporated into the sample, with published dates from August 27, 2007 to January 17, 2014.

Once the data collection was completed, the comments and other pertinent identifiers were entered into the coding form, a Microsoft Excel spreadsheet (see Table 1). The additional pertinent identifiers included title of the article, source of the article (e.g., The Washington Post, TechCrunch, etc.) date of the article or blog, date of comment, and uniform resource locator (URL) or web address of the source. After this information was entered into the coding form, the comments were reviewed twice to remove off-topic comments, duplicate comments, comments from the article or blog author when applicable (since they may have an agenda or bias), and comments of those individuals offering more than one comment on a given article were condensed.

Upon completion of the second review and comment elimination, a final sample of 257 comments remained (see Appendix A). An identification number was then added to the coding form for each remaining comment.

Table 1

Example of entry in coding form

ID #	Article/Blog Title	Source	Article / Blog Date	Comment	Comment Date/Time Elapsed	URL
019	Is smartphone use in meetings rude or righteous?	Houston Chronicle Tech Blog	06/22/2009	As a professional, I'd never, ever use a cell phone, check emails, texts, whatever in a meeting. My time is very valuable and so is the others who are in the meeting. It's rude and distracting. Now should a question come up about scheduling, etc. that has direct relevance to the meeting, after clearing it with the other participants, I'd make a call. Otherwise, they should be turned off.	06/22/2009	http://blog.chron.com/techblog/2009/06/is-smartphone-use-in-meetings-rude-or-righteous/

Furthermore, although “the analysis of Internet archives does not constitute an interaction with a human subject,” (Walter, n.d.), additional precautions were made by way of a final scan to remove all names and references to names of the commenters.

Coding Process and Data Analysis

Keywords and phrases were employed as coding units to help determine the semantic orientation of each comment in the sample. The coding units were manually marked on each comment in the coding form (positive keywords/phrases were circled, negative keywords/phrases were marked with a slash, and neutral keywords/phrases had a line drawn through them). Table 2 provides examples of words and phrases from the sample coded as positive, negative, and neutral.

Table 2

Examples of coding units

Positive Keywords/Phrases	Negative Keywords/Phrases	Neutral Keywords/Phrases
Multi-tasking	Rude	Depends on the situation
Productive	Shows little respect	I am divided
Enhances	Bad manners	Expectations are the key
More decisive	Distracted	Times are changing
Most efficient	Inefficient	Symptom of a problem

The frequency of positive, negative, and neutral keywords was used to help determine the overall sentiment of the comment in conjunction with a more qualitative evaluation of the comment as a whole. In other words, the sentiment or perception was not simply concluded by a tally of coding units. Instead, the tone, manner, and meaning behind the words and statements were given weight, and themes were allowed to emerge. According to Berg and Lune (2001), a hybrid approach such as this acts as “a passport to listening to the words of the text, and understanding better the perspective(s) of the producer of these words” (p. 242). Moreover, this approach was chosen as a means for

producing more accurate results, as it was determined merely coding words without examining the meaning of the words can potentially skew the rating of a particular comment. For instance, one comment included the word “lousy.” If strictly scanning for keywords, this may have been marked “negative.” However, it was determined the intention of the commenter was to state the premise of the article, “Texting During Meetings is Definitely Noticed, Seen as Rude,” was lousy, not device use in meetings.

Through this blended method, the overall sentiment of each comment was determined. The comments were then rated based on the Likert scale shown in Table 3. Once the analysis began, it was quickly determined that a simple rating of “neutral” was not adequate to describe those not offering an opinion or those whose perceptions were neither strongly/leaning positive nor strongly/leaning negative. Therefore, ratings were included for those with divided or situation-dependent opinions and for those who feel, like it or not, PED use in meetings is just part of the modern professional world.

Table 3

Likert scale for comment ratings

Strongly Positive	Leaning Positive	Just Part of Doing Business Today	Neutral / No Opinion	Divided Opinion / Situation-Dependent	Leaning Negative	Strongly Negative
1	2	3-	3	3+	4	5

Once all 257 comments were analyzed and coded, the process was completed a second time. During this second round, the data set felt more familiar and coding more comfortable, allowing for even more of a qualitative approach. Hence, the tone, manner, and meaning behind the comments were naturally given greater consideration than in the first analysis. Additionally, two more comments were eliminated from the data set, as they were determined to be off-topic during the second analysis. Thus, the sample was

reduced to a total of 255 comments. In order to validate the data, the ratings from the second round were compared to the first. All ratings that matched were accepted; any ratings that did not match between the initial and secondary analysis were reviewed and a final determination made. The final ratings were entered into the coding form, and the number of comments falling into each rating category were tallied and percentages calculated.

Next, the comments were arranged by date to determine if there were any trends. Change over time was then mapped based on comment date and rating to discern whether perceptions are becoming more or less favorable. Frequency of articles on PED use in meetings over time was also reviewed to determine whether the topic is gaining or losing popularity. While analyzing by date, the decision was made to eliminate all data from the year 2014, since only two comment threads, each with one comment, in the original data set were from the first month of the year and would not provide an accurate picture of potential trends in 2014. This brought the sample down to a total of 253 comments.

Finally, the comments were reviewed a third time to identify mention or suggestion of the four factors influencing perceptions as were the focus for this study (industry/job, rank/status/importance, age, or type of meeting) and whether the commenters' perceptions were influenced by these factors. The main factor affecting perceptions was identified for further study in phase two.

Interviews

In addition to answering the first three research questions, the content analysis portion of the study played a key role in the semi-structured interviews conducted in

phase two of the study, particularly by determining the direction of the interviews and by helping shape the interview questions.

Content analysis itself can only *describe* message characteristics or identify *relationships* among message characteristics, its methods are integral to a full understanding of human behavior and hence essential to social and behavioral science. When combined with results from other studies that use persons as units of inquiry, content analysis can provide important missing links in multistep models of human communication behavior and of audience responses to mediated communication (Neuendorf, 2002, p. 53).

Indeed, the content analysis portion of the study added value, direction, and depth to the interview process. Conducting the content analysis in advance of the interviews provided an opportunity for clear and direct focus in the second phase of the study by shaping the interview questions, helping identify where gaps in understanding perceptions existed, and influencing the approach taken with the participants. The foundational understanding of perceptions gained in phase one also enabled efficient use of interview time by being able to hone in on the final research question early on in the interviews.

In order to gain a richer, fuller understanding of how the most influential factor shapes perceptions of PED use in meetings, a goal of recruiting 10 interview participants was set. Participants from a single organization were solicited by email with an attached recruitment letter introducing the researcher, explaining the purpose of the research and the expectations of the participants, and assuring confidentiality of the participants'

identities and responses. An offer of a gift card with nominal monetary value was also made for those who agreed to participate.

Ten participants employed by a subsidiary of a large, multi-national corporation were successfully recruited. The participants were all based in a branch located in the U.S. Midwest, but the company as a whole spans the globe and has its headquarters in New York. The chief executive officer, who is located in New York, is at the top of the hierarchical organizational structure, supported by a senior leadership team and board of directors. The company is divided by regions, each with executive vice presidents at the top of the organizational chart. Each region is further divided by product and function. At the local level, vice presidents lead each division, followed by directors, managers, team leaders, and staff.

The participants came from a variety of levels and divisions within the local hierarchical structure, holding varying roles within the company from a college-aged intern to a vice president. In addition to the varied positions held by the participants, demographics also spanned ages, and participants were a mix of four males and six females. The participants had each worked for the company for between three and 18 years, with an average of just over ten years.

The interviews were held in a conference room at a neutral location, chosen for its proximity to the participants' office building. After introductions, the participants were given explicit instructions as well as informed of the research purpose, estimated length of time for interview completion, that participation was voluntary, answers and audio recordings would be confidential, and that they could stop at any time. Participants were asked to agree to the terms of the study before proceeding, and a consent form was signed

confirming their willingness to participate and that they were at least 18 years of age (see Appendix B). Participants were also supplied with contact information should they wish to seek clarification regarding the interview or research at a later date.

The interviews, developed in response to the findings in phase one of the study, were structured around 20 questions (see Appendix C); however, probing follow-up questions were asked when necessary, and the order of the questions was occasionally adjusted to suit the flow of the interview. The questions first gathered information about the company the interviewees worked for, their position within the organization, and how long they had been with the company. These foundational questions led into questions about their experiences with face-to-face professional meetings, and more specifically, their experiences with PED use in meetings. Questions were asked in a way that helped gain an understanding of how the most influential factor determined in phase one of the study affected the interviewees' perceptions, yet asked subtly as to not sway the responses in any way. Following these open-ended questions, the participants were asked to respond to five quotes taken directly from the content analysis sample. The final question inquired about policies regarding PED use in meetings.

Data Analysis

A general sense of the most influential factor shaping perceptions was gained through listening to and interacting with the interviewees in person. Yet a better understanding was gained through transcribing the audio recordings and later analyzing the transcriptions. Despite testing in advance of the interviews, the audio recording quality was quite poor. Therefore, extra time was involved to remedy the sound quality in order to complete the transcriptions. This turned out to be helpful in a way, due to the

playback repetition necessary to accurately transcribe the recordings. By the time the transcription process was complete, the interviewees and their responses had become very familiar.

Once the audio recordings were transcribed, a careful and thorough reading of each printed transcript was conducted while marking concepts and noteworthy insights offered by the participants and adding notes in the margins of the transcriptions. After the first reading, the transcripts were read again, but were compared and contrasted with all other transcripts looking for similarities and differences. This process was repeated several times until the resulting relationships, connections, and themes became evident.

CHAPTER FOUR

Results

The two phases of this study, content analysis of online comments and in-person, semi-structured interviews, were conducted in order to answer four research questions. The results of the content analysis phase answered the first three research questions by determining how PED use in face-to-face organizational meetings is perceived, how perceptions of PED use are changing, and which factor has the greatest influence on perceptions. The interview phase of the study aimed to answer the fourth research question by further exploring the ways in which the most influential factor shapes perceptions. The results of this second phase revealed three main themes.

Content Analysis

Of the final 253 comments analyzed, the majority of responses were neutral/no opinion (78), followed by strongly negative (53), then leaning negative (45), divided opinion/situation-dependent (27), strongly positive (20), leaning positive (19), and just part of doing business today (11) (see Table 4). Most of the comments with a neutral rating simply offered examples of how their organization handles PED use or suggestions on how to improve meetings. In fact, a significant number of these commenters indicated the frequency and poor management of meetings was a more concerning topic than PED use in meetings with remarks such as, “the number and duration of meetings in most organizations needs to be reduced, but that will first require the participants to go ‘all-in’ to make the meetings more productive” and “I personally think it goes back to the owner of the meeting. Do they have an agenda? Is it focused? Do you have the right people in the meeting?”

Looking strictly at how positive ratings compared to negative ratings, only 39 comments were leaning or strongly positive, while 98 comments were leaning or strongly negative. Percentage-wise this came out to approximately 15.4 percent leaning or strongly positive versus approximately 38.7 percent leaning or strongly negative (see Table 5 and Figure 1).

One comment given a strongly positive rating stated, “Personally I like to fact check/research the stuff being talked about as I listen to it, as that makes for more productive discussions and less of a need for yet another meeting.” A comment with a leaning positive rating mentioned, “I agree there are meetings where these can be distracting as the interaction is key, but the majority of meetings for me are informational and not interactive...in these cases, I’ve found technology to be helpful. Putting my notes about the meeting on my iPad instead of paper is a productivity gain for me.”

On the contrary, comments determined to be leaning negative included statements such as, “I have been distracted while running a meeting by someone that claims they are using their laptop for the meeting” and “I DO think it [is] inappropriate and rude. I make sure mine is on vibrate...I will take mine out only if I need to schedule the next meeting.” Strongly negative ratings were given to comments such as, “This is my number one pet peeve. When I am in a meeting, I want your full attention. I find it an insult when folks are furtively checking emails or responding to texts under the table” and “Smart Phones, Laptops, iPad[s] etc. should be removed from all meetings...the trend of ignoring the people in front of you because you are communicating with the ‘world’ has to stop!”

The results of the content analysis suggest perceptions of PED use in meetings are generally more negative than positive, thus answering the first research question, “How is PED use in organizational meetings perceived?”

Table 4

Total number of responses by rating

(1) Strongly Positive	(2) Leaning Positive	(3-) Just Part of Doing Business Today	(3) Neutral / No Opinion	(3+) Divided Opinion / Situation-Dependent	(4) Leaning Negative	(5) Strongly Negative
20	19	11	78	27	45	53

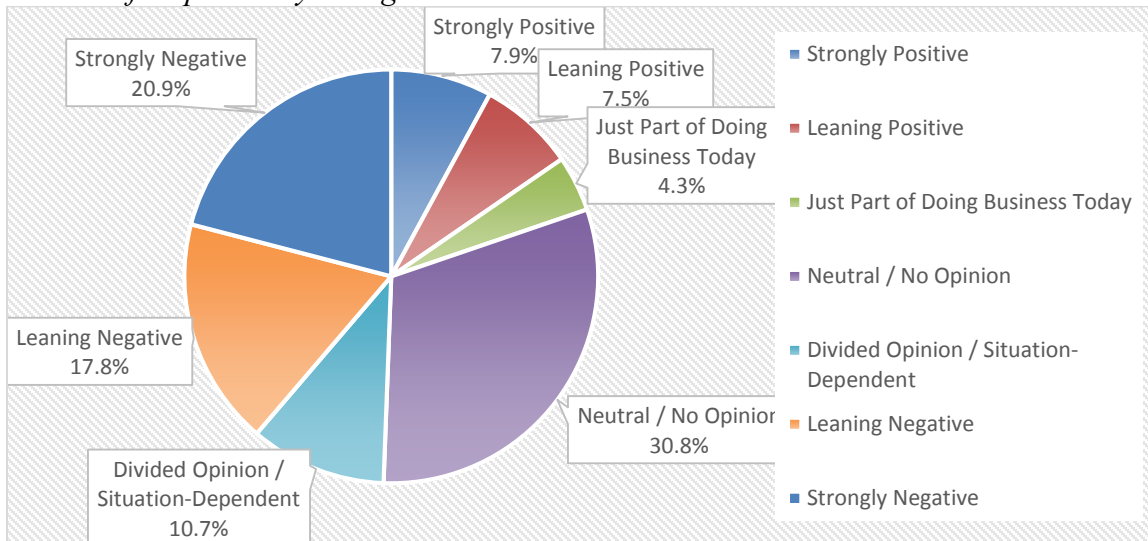
Table 5

Percent of responses by rating

(1) Strongly Positive	(2) Leaning Positive	(3-) Just Part of Doing Business Today	(3) Neutral / No Opinion	(3+) Divided Opinion / Situation-Dependent	(4) Leaning Negative	(5) Strongly Negative
7.9051%	7.5099%	4.3478%	30.8300%	10.6719%	17.7866%	20.9486%

Figure 1

Percent of responses by rating



When mapped by date, leaning or strongly positive perceptions appear to be declining, while leaning or strongly negative perceptions appear to be increasing (see Table 6). In 2007, positive perceptions actually exceeded negative perceptions. In 2008, perceptions seemed to have evened out; however, in 2009 a sharp change occurred with the percentage of negative perceptions spiking and percentage of positive perceptions sinking (see Table 7).

It may be important to note strongly positive perceptions steadily declined from seven strongly positive comments in 2007 to zero in 2013. In the same year, only three comments were leaning positive. On the contrary, 11 comments in 2013 were rated as strongly negative and zero comments were rated as leaning negative. This gravitation away from “leaning” perceptions to “strongly” perceptions may suggest opinions are becoming more polarized.

Table 6
Total number of responses by rating and year

	(1) Strongly Positive	(2) Leaning Positive	(3-) Just Part of Doing Business Today	(3) Neutral / No Opinion	(3+) Divided Opinion / Situation- Dependent	(4) Leaning Negative	(5) Strongly Negative
2007	7	5	1	6	7	4	6
2008	4	1	0	23	1	4	2
2009	2	2	1	5	7	11	8
2010	3	3	5	14	1	13	18
2011	2	2	1	14	5	6	3
2012	2	3	0	13	3	7	5
2013	0	3	3	3	3	0	11

Table 7

Percent of responses by rating and year

	(1) Strongly Positive	(2) Leaning Positive	(3-) Just Part of Doing Business Today	(3) Neutral / No Opinion	(3+) Divided Opinion / Situation- Dependent	(4) Leaning Negative	(5) Strongly Negative
2007	19.4444%	13.8889%	2.7778%	16.6667%	19.4444%	11.1111%	16.6667%
2008	11.4286%	2.8571%	0.0000%	65.7143%	2.8571%	11.4286%	5.7143%
2009	5.5556%	5.5556%	2.7778%	13.8889%	19.4444%	30.5556%	22.2222%
2010	5.2632%	5.2632%	8.7719%	24.5614%	1.7544%	22.8070%	31.5789%
2011	6.0606%	6.0606%	3.0303%	42.4242%	15.1515%	18.1818%	9.0909%
2012	6.0606%	9.0909%	0.0000%	39.3939%	9.0909%	21.2121%	15.1515%
2013	0.0000%	13.0435%	13.0435%	13.0435%	13.0435%	0.0000%	47.8261%

Another trend over time that emerged through the results of this study is the prevalence of PED use in meetings as a topic of interest. Articles and blogs generating discussion on this topic hovered at two to three per year from 2007 to 2010. This number spiked to six in 2011 and grew to seven in 2013 (see Table 8). In the data used for this study, the year 2012 appears to be an outlier, with only one article with comments found. It should also be noted that in just the first 17 days of 2014, two articles titled, “Laptops in Meetings? No. Just No.” (May, 2014) and “Do You Use Your Smartphone in Meetings?” (Ormsbee, 2014) had already been published online and had each evoked responses. At this rate, it appears the topic of PED use in meetings may be increasing in popularity.

Table 8

Number of online articles/blogs with comments by year

	2007	2008	2009	2010	2011	2012	2013
Articles or Blogs With Comments	3	3	2	3	6	1	7

The final component to the content analysis phase of the study was to determine which of four factors (industry/job, rank/status/important, age, or type of meeting) most commonly affects perceptions of PED use in face-to-face organizational meetings. It was not evident as to what influenced perceptions in every comment; however, of the 253 comment sample, the four factors influencing perceptions were identifiable in 58 of the comments.

Of these 58 comments, 15 appeared to be influenced by industry/type of job, 26 appeared to be influenced by rank/status/importance, six appeared to be influenced by age, and 11 appeared to be influenced by type of meeting (see Table 9). This worked out to approximately 25.9% of commenters whose perceptions were influenced by industry/type of job, 44.8% by rank/status/importance, 10.3% by age, and 19.0% by type of meeting (see Table 10 and Figure 2).

Table 9

Total number of comments by factor influencing perception

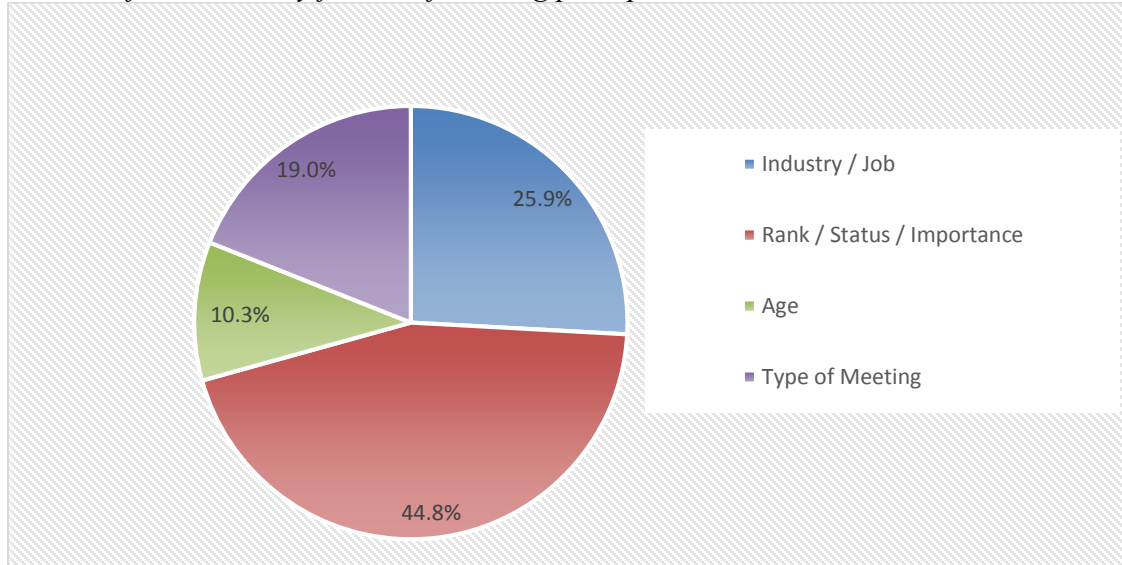
Industry / Job	Rank / Status / Importance	Age	Type of Meeting
15	26	6	11

Table 10

Percent of comments by factor influencing perceptions

Industry / Job	Rank / Status / Importance	Age	Type of Meeting
25.8621%	44.8276%	10.3448%	18.9655%

Figure 2
Percent of comments by factor influencing perceptions



With approximately 44.8% of perceptions influenced by rank/status/importance, this factor was determined to be the most influential of the four factors in forming perceptions about PED use in meetings. Comments appearing to be influenced by rank/status/importance included statements such as, "...if your supervisor's supervisor was sitting next to you in this meeting, would you still be checking and answering emails," "I believe your job position has a lot to do with your need to be connected at all times," and "Nobody is that important that they need to bring their cell to a meeting, and that starts with the top officers setting the tone."

Thus, rank/status/importance became the focus for the in-person interviews in phase two of the study, which sought to determine the ways in which the factor most commonly affecting perceptions of PED use in meetings shapes and influences perceptions.

Interviews

As previously mentioned, the interviews began with demographical questions, which provided information about the participants' own position or rank within their company. This served an important purpose in determining the role rank, status, or importance has in influencing perceptions of PED use in organizational meetings. From the answers supplied by the participants in this portion of the interview, they were assigned to one of four numerical ranking levels, with one being the highest, and four being the lowest. These participant ranking levels will hereafter be referred to as L1, L2, L3, and L4.

In addition to the demographical questions, initial questions about meeting attendance and expectations in meetings were asked. These questions were used as a way to become familiar with the participating professionals as well as systematically build up to addressing rank, status, and importance. Participants all reported regularly attending meetings, from "several times a day" to "at least once a week" to "as infrequently as once a month." When discussing expectations of meeting attendees, answers ranged from being prepared, participating, and listening to adding value, being attentive, and working collaboratively.

Each of the 10 participants reported witnessing other meeting attendees using PEDs. They stated a variety of reasons why people use PEDs in meetings from compliant uses such as taking notes to distracting uses such as checking Facebook. Other reasons such as assuaging "short attention spans" or personal needs for "tactile distraction" and as a way to "kill time" or combat boredom were mentioned. Participants also said PEDs are

used to attend to urgent business matters outside the meeting or to remain available in case of family emergencies.

Relationships, Connections, and Themes

After establishing why PEDs are used, the participants were asked how they felt about PED use in meetings. The lower the rank of the participant, the more negative the feelings were. For instance, a participant given an L1 ranking, or the highest ranking, stated, "I accept it readily." L2 participants reported they were "somewhat oblivious to it" and "okay with it." One L2 participant did express some frustrations with PED use but added, "With some folks I understand." Responses from L3 participants varied to a degree, but overall tended to have more negative perceptions than the previous two levels. Some L3 participants made comments with strong language such as, "it's irritating" and "I get really frustrated," while another suggested PED use decreases productivity and has potential negative economic implications. An L4 participant mentioned, "I find it a little bit rude actually, and it...irritates me." However, this L4 participant made a distinction regarding rank, saying, "For those who have a higher stake in the company, I feel it's pretty acceptable. It's an acceptable and *expected* thing." Two more participants also brought up the issue of rank even before it was specifically addressed by the interview questions. On the contrary, these L2 and L3 participants voiced frustrations with higher ranked individuals' PED use respectively saying, "It takes a long time to get a spot on their calendar, so once you have that you need to make the most of it. So if they're not tuned into the topic...it can create more work" and "especially when a higher executive is using their personal device...it sets a bad example."

Rank and status was officially addressed by the question that followed: “Thinking of the organizational structure, are there any individuals or groups of individuals whose use of devices during meetings is more or less acceptable?” Six out of ten participants admitted that, in general, use of PEDs by higher-ranked individuals is more acceptable. Only one participant said it was less acceptable for high-ranked employees at the executive level to use PEDs in meetings. Two participants did not make a distinction by rank, and the final participant stated PED use by those with company-issued devices was more acceptable. In this case, there did not appear to be a correlation between participant ranking level and their response to this question. It should be noted, however, an L1 participant was the only person to qualify their statement that PED use is more acceptable for higher-ranked individuals with, “I have a tough time saying acceptable for one group and not for others.”

Turning this around, the participants were next asked if there are individuals or groups of individuals who it is more or less acceptable to use devices in front of or in the presence of. The responses to this question were a bit unexpected. Only one participant stated it was less acceptable to use devices in front of higher-ranked individuals. The majority of responses, four out of 10, indicated the audience does not make device use more or less acceptable. Interestingly, these were all L3 and L4 participants. Perhaps these participants responded this way because of their general disapproval of or negative feelings toward PED use in meetings. Moreover, this may also be linked to the participants’ view of their own perceived “importance.” An L4 participant noted, “I feel it would not be appropriate in most cases just because of my position...for me it would be completely inappropriate and not necessary at all.”

When asked whether peers or higher level individuals influence their own PED use, the answers were equally divided and varied within ranking levels. Some participants stated they model their own PED use after how those with higher ranks use PEDs, while others mentioned they are more likely to use their PED based on how the peers they work more closely and frequently with use PEDs. Connections between rank and who influences their own PED use in meetings were not apparent.

In the final segment of the interview, participants were asked whether or not they agreed with selected statements from the content analysis sample. The first statement suggested lower-ranked employees, particularly at the intern level, have no need to bring a PED to meetings, while an intern supervisor would be justified in bringing and using a PED. The responses to this statement suggested higher-ranked employees may be more likely to accept PED use by all levels of employees, while lower-ranked employees feel PED use is more acceptable for those of higher ranks than those of lower ranks. The only participants to disagree with the statement were L1 and L2 participants, while all L3, L4, and a few L2 participants agreed with the statement. Moreover, two L3 participants said they agreed an intern should not bring a device to meetings, but neither should the supervisor.

Responses to some of the statements drawn from the content analysis sample did not appear to make a significant contribution to this study and are therefore not mentioned in this chapter. However, one statement supporting the research focused on leaders setting the example for PED use. Every participant agreed with this statement adding thoughts such as, “people at the top should set the tone and act as an example”

and “I agree, but I do think the ability to use a device...and multitasking in a way without being distracting...is a skill, not just an executive skill.”

Finally, as a way to conclude the interviews, participants were asked whether or not their company had policies on PED use in meetings. Six participants admitted they were unsure, while four stated the company did not have formal policies on PED use in meetings. When a follow-up question was posed to determine whether or not the participants thought policies would be helpful or hindering, reactions were mixed. However, higher ranked participants appeared to find policies more hindering, even “extreme,” while lower ranked participants did not necessarily think such policies would be enforced or followed, but were more open to the idea of instituted policies.

CHAPTER FIVE

Through the process of data collection, analysis, and extracting results from this dual-method study, answers to the following four research questions were discovered: 1) How is PED use in organizational meetings perceived?; 2) How have perceptions of PED use in organizational meetings changed over time?; 3) Which factor most commonly affects perceptions of PED use in meetings?; and, 4) In what ways does the factor most commonly affecting perceptions of PED use in meetings shape and influence perceptions?

In addition to answering the research questions, the process of data collection, analysis, and extracting results also revealed limitations inherent to the study. These limitations not only called to question a few aspects of the current study, but also provoked ideas for potential future research.

First, it was determined general perceptions of PED use in face-to-face organizational meetings are more negative than positive, as 38.7 percent of comments analyzed were leaning or strongly negative, while only 15.4 percent of comments were leaning or strongly positive. These perceptions appear to be becoming not only more negative over time, but also may be becoming more polarized. This challenges Bajko's (2012) findings which suggested acceptability of laptops in meetings increased by 35 percent over the course of five years. Additionally, it was determined PED use in meetings may be becoming a more popular topic of discussion, with a sudden increase in online articles generating responses in 2011. This finding may support the importance and necessity of continuing research in this area.

Rank, status, or importance surfaced as the most influential factor on perceptions of PED use in meetings over industry or job, age, and type of meeting. Once this factor was determined and studied more deeply, a few themes emerged: 1) higher-ranked professionals may tend to have more positive perceptions of PED use in meetings, while lower-ranked professionals may have more negative perceptions; 2) PED use in meetings by higher-ranked individuals may be considered more acceptable than use by lower-ranked individuals; and, 3) higher-ranked employees may be more likely to accept PED use by all levels of employees, while lower-ranked employees may feel PED use is more acceptable for those of higher ranks than those of lower ranks.

Discussion

Limitations and Issues

Both phases of the current study have some issues regarding validity. In the content analysis phase, influence of the article or blog title may require consideration. For instance, if the title were “Mobile Use in Meetings: Effective and Efficient,” perhaps those commenting on the article would be swayed to leave more positive remarks. Likewise if the title were, for instance, “Electronic Devices in Meetings: Just Plain Rude,” the comments might tend toward the negative. Also, with negative perceptions far outnumbering positive perceptions, the question should be asked whether those with positive perceptions are as compelled to make online comments as those with negative perceptions. Similarly, it may be worth asking whether those making positive comments are doing so in defense of their own use, rather than how they perceive others using PEDs in meetings. This may also be related to observer familiarity. In other words, do those who use PEDs in meetings themselves have more positive perceptions than those who do

not? Another potential issue is in regards to the popularity of PED use as a topic of discussion. By only analyzing articles or blogs with comments posted in response, all published articles and blogs with no comments were excluded. Some articles or blogs may not allow comments or just may not have provoked a response.

For the interview phase of the study, the majority of participants were from middle ranks, with few high-ranked and low-ranked participants. This raises the question as to whether or not the results would have differed if the group consisted of a more balanced number of participants by rank. Also, because of the small sample size of 10 interview participants, the results of this study cannot be generalized to a larger population.

Recommendations for Future Research

Based on both the successes and limitations of the current study, several related topics worthy of future research have emerged. One potential study is to conduct a content analysis in the same manner described herein, only incorporating articles and blogs published online after January 1, 2014. By eliminating the articles and comments from this date forward in the current study, an easy launching point has been established for a subsequent study. This study could determine whether or not trends over a longer period of time are consistent with the current findings.

Another study could determine the popularity of PED use in meetings as a topic of discussion by including all articles and blogs published online, including those without comments or responses. The frequency of all articles and blogs on this subject may better indicate popularity trends. Along the same line, it may be worthwhile to study the relationship between the increase in negative perceptions and the increase in PED use or

the constant development of new technologies. Are perceptions becoming more negative as people use devices more frequently and more options for distracting uses become available?

Also, with the frequent mention of the need to improve meeting management in the comments analyzed in phase one, it appears there is a need for not only studying how to increase meeting efficiency and organization, but also how to educate meeting planners and facilitators on the research findings and recommendations.

In response to the limitations in phase two of the study, it may be worth conducting similar interviews at one or more different organizations to determine if the connections between rank and perceptions of PED use in meetings are consistent, thus allowing for more generalizable data. Additionally, several times throughout the interviews for the current study, a distinction between company-issued devices and personal devices was made by participants. Rank or status was tied to this in a way, as some mentioned how their positions did not qualify for a company-issued device. A study strictly on the use of company-issued devices or a comparison between company-issued devices and personal devices as they relate to rank or status may be a worthy study. Another topic mentioned by a participant was how multicomputing while remaining present and attentive is a skill in itself. It would be interesting to determine ways one can successfully multicompute and how to teach these skills to professionals.

Finally, while the idea of importance was touched on in this study, it was not studied in detail. Rank or status are more concrete terms and were therefore able to be addressed to a greater extent within the parameters of the study. However, the more

abstract notion of importance or perceived importance could be devoted to in an entire research project.

Conclusion

The study results provided answers to the research questions and made a unique scholarly contribution to this fairly new area of research within the communication studies discipline, while satisfying a personal desire to understand how other professionals feel about PED use in meetings. Although some existing studies suggested perceptions are divided (Reinsch, Turner, & Tinsley, 2008; Stephens, 2012), where this divide rests was previously unknown, as well as how perceptions are changing and which factor has the greatest influence on perceptions. It is foundational research such as this from which future research can build upon, ultimately allowing for the construction of communication theories. This is significant, since according to Katz (2007), communication theory in this area is limited, yet important and relevant.

On the practical side, by gaining a deeper understanding of how PED use is perceived and what factors affect those perceptions, those in the field of communication studies, particularly those specializing in organizational communication or communication training and development, may be able to advise professionals and organizations regarding PED etiquette, policy development, or even how to leverage device use in beneficial ways. Moreover, information from this study could help professionals better manage their own device use because, as Turner and Reinsch (2010) assert, it is vital for individuals to multicomunicate strategically. As communication technologies continue to advance and change, such strategies may become increasingly vital.

APPENDIX A
CONTENT ANALYSIS SAMPLE

(Begins on next page)

ID#	Article / Thread Title	Source	Article / Thread Date	Comment	Comment Date / Time Elapsed	URL
001	Social Netiquette: Is It OK to Use a Phone in Meetings?	AdAge digital	10/6/2009	The article points to a larger phenom around how the flood of new technology has not caught up with how real people will use it. I have not figured it out and I avoid the whole issue by NOT even having a Blackberry in the first place! Naive yes. Silly - probably. But heres my take on why from my blog post Blackberry my technology line the sand http://trenchwars.wordpress.com/2009/09/29/blackberry-%e2%80%93my-technologyline-in-the-sand Excerpt -- I feel like Don Quixote from Man of La Mancha tilting at windmills, but for now, I have drawn this technology line in the sand and have not procured the requisite Blackberry. My reasons for resisting this technology are numerous despite the clear and compelling benefits: I am not that important that I need to be reached within 20 seconds. Mobile devices seem to give permission for people to be rude, as in, I am so important that instead of listening to you in this meeting, I will check to my Blackberry. Finally, as it is, too much of my day is spent fielding people trying to reach me. Nuf said. While I dont know how long this line in the sand will hold (and I am unfortunately not optimistic), I intend to hold the line as valiantly as Don Quixote.	10/8/2009	http://adage.com/article/digitalnext/social-netiquette-a-phonemeetings/139477/
002	Social Netiquette: Is It OK to Use a Phone in Meetings?	AdAge digital	10/6/2009	I guess I am showing my age but I am utterly amazed that anyone would consider it proper to sit in a meeting and text or email. It is a rude practice and insulting to others in the meeting. As an investment banker, I have been in meetings where I noticed some of the younger folks doing this. It is a disconnect and disruptive for others at the meeting. As such it is more a career killer than a means of being more productive. The telecom VP referenced in an earlier post will look around one day after being fired and wonder what went wrong. Maybe she will be able to text someone for an answer.	10/7/2009	http://adage.com/article/digitalnext/social-netiquette-a-phonemeetings/139477/
003	Social Netiquette: Is It OK to Use a Phone in Meetings?	AdAge digital	10/6/2009	it does not matter whether it is a one-to-one meeting or crowded or whatsoever. everybody is very busy and if it is called "a meeting" it means everyone has spared that time for that specific objective; to meet. so, unless it is something very urgent and important which would be appreciated as to be among all the participants, you should focus on the meeting. otherwise do not take my time and your time and occupy the seat! It may sound too harsh but today it is not very easy to bring parties together to meet. so, let's meet, done with it quickly and go back to your phones and computers!	10/7/2009	http://adage.com/article/digitalnext/social-netiquette-a-phonemeetings/139477/
004	Social Netiquette: Is It OK to Use a Phone in Meetings?	AdAge digital	10/6/2009	Of course not. I will try not to be too upset about people that feel they are more important because they are on their phones but it is completely silly.	10/6/2009	http://adage.com/article/digitalnext/social-netiquette-a-phonemeetings/139477/

005	Social Netiquette: Is It OK to Use a Phone in Meetings?	AdAge digital	10/6/2009	I agree with the general consensus. Meetings should be few, they should be targeted and they should be timed. Love xxxxxx's suggestion, too. I once worked at a company where it was the norm for everyone to bring their laptops to the meeting. Invariably, this greatly extended the length of the meeting as questions had to be repeated to those who weren't paying attention. Also, the follow-ups weren't always accurate by those who weren't paying attention because they didn't get the information right, requiring another round of meetings to straighten things out. A short meeting with everyone participating is usually much more productive.	10/6/2009	http://adage.com/article/digitalnext/social-netiquette-a-phonemeetings/139477/
006	Social Netiquette: Is It OK to Use a Phone in Meetings?	AdAge digital	10/6/2009	I love all the commentary and especially xxxxxx's suggestion. My synthesis of all these arguments: People who hold meetings and make you come to them are passive-aggressively using up your time. People who you mobile devices in meetings are passive-aggressively fighting back.	10/6/2009	http://adage.com/article/digitalnext/social-netiquette-a-phonemeetings/139477/
007	Social Netiquette: Is It OK to Use a Phone in Meetings?	AdAge digital	10/6/2009	I appreciate your call to netiquette. At this point in our digital lives, we need it. About 10 years ago my agency was pitching a startup called RIM. As we sat there making our presentation I noticed the guy seated across from me wasn't looking at us, but was looking under the conference room table. At the end of the presentation, when we were discussing the potential uses of messaging devices, he pulled his out from under the table and proudly told us that he had sent at least a half a dozen messages while we were meeting. I remember looking at him and thinking that he probably hadn't heard a word we said. I feel the same today that I felt then: just because you can do something, doesn't mean you should. And by the way, this goes for laptops in meetings too.	10/6/2009	http://adage.com/article/digitalnext/social-netiquette-a-phonemeetings/139477/
008	Social Netiquette: Is It OK to Use a Phone in Meetings?	AdAge digital	10/6/2009	Thank you for addressing one of my personal pet peeves. If I'm holding a meeting, then I expect to have your full attention. My time is valuable, too. I will use martharoy's tactic "Does anyone need to check messages before we start?" at my next meeting.	10/6/2009	http://adage.com/article/digitalnext/social-netiquette-a-phonemeetings/139477/
009	Social Netiquette: Is It OK to Use a Phone in Meetings?	AdAge digital	10/6/2009	The answer is very simple: Why are we having this meeting? If it's to check your e-mail or answer your phone then I'm not needed and so we don't need a meeting. If it is to have an engaging conversation as we share ideas that require lively participation then you need to be focused on the discussion at hand. I find most meetings a complete waste of time--no agenda, no discussion, no decisions. If you hold a meeting like this then you should accept that all attendees will be doing something other than participating in your meeting. If you clearly set out what your meeting is about and what you will decide at the end then your meeting should get full attention. I disagree that the large sync up meeting doesn't need full attention--you are in the room to sync up on all the information that is provided not just some of it. So much time is wasted when a meeting is finished and the leader of the meeting has to hold one-on-one conversations with each of the attendees because they were too busy to focus on the meeting at hand--not a good use of any executives time.	10/6/2009	http://adage.com/article/digitalnext/social-netiquette-a-phonemeetings/139477/

010	Social Netiquette: Is It OK to Use a Phone in Meetings?	AdAge digital	10/6/2009	When I'm presenting to clients, all electronic communication devices are off no matter the environment or audience. To me this is simple manners -- you are on your audience's time. As far as my audience choosing to take calls or check messages during those same presentations, it's up to them. While it is somewhat demeaning to the presentation, they are the customer and, well, we all know the adage. I've found that the best way to avoid half-attention is to simply say: "Does anyone need to check messages before we start?" Wish I had a dollar for every device that was turned off at that point, and while I get what I want (no interruptions) I've shown respect for their work and time. This also establishes the importance of my information. Needless to say, if someone is presenting to me and they take a call, they're out the door unless it is to get managerial permission to knock off a few points off pricing.	10/6/2009	http://adage.com/article/digitalnext/social-netiquette-a-phonemeetings/139477/
011	Social Netiquette: Is It OK to Use a Phone in Meetings?	AdAge digital	10/6/2009	These are all obvious ideals. You should never be social networking during a meeting (wait until after to collect twitter accounts worth following jk), keep in mind as phone become more than just miniature computers people need to be a bit more accepting. especially if anyone takes this article to seriously. needed: add a clause rule to overwrite the above 4 if used as a replacement for the traditional pad of paper or presentation tool. As a creative I take notes, type up moments of inspiration, list to do items, milestones and organize calenders. To be entered the epic book / pad of meeting notes that get tossed once addressed. I think it all comes down to how you use your "Cellphone in meetings"	10/6/2009	http://adage.com/article/digitalnext/social-netiquette-a-phonemeetings/139477/
012	Social Netiquette: Is It OK to Use a Phone in Meetings?	AdAge digital	10/6/2009	I totally agree with every word. I think people who work in the telecom industry have a free pass on all the rules. I was presenting to the head of a large wireless provider and the meeting was stopped every 10 minutes while she checked her e-mail/took calls. (It is advertising after-all, not brain surgery, what could be so important?) I did learn how to stop and wait for undivided attention before continuing. Granted it interupted the entire flow of the presentation, but it's all about "short attention-span theater." My co-worker at the meeting was astounding this was happening, but you just have to go with it, which is the real shame.	10/6/2009	http://adage.com/article/digitalnext/social-netiquette-a-phonemeetings/139477/
013	Is smartphone use in meetings rude or righteous?	Houston Chronicle Tech Blog	6/22/2009	I think your logic is about right. Also, it depends on who else is in the room. I work for a consulting group. When we have internal meetings, checking the e-mail isn't a big deal if there are more than a few people in the room. When we have clients in, especially for sales meetings, I leave the BlackBerry in the holster the whole time. Definitely depends on the situation.	6/22/2009	http://blog.chron.com/techblog/2009/06/is-smartphone-use-in-meetingsrude-or-righteous/

014	Is smartphone use in meetings rude or righteous?	Houston Chronicle Tech Blog	6/22/2009	<p>If important issues are being discussed and some attendees aren't in the loop because they're distracted then yes, it is inappropriate.</p> <p>But so many big company meetings are just boring and routine. Checking emails may be better use of your time.</p> <p>My sister is a sales lady at an upscale art gallery chain in California. Sales are down because the current recession has reduced customer spending for big ticket discretionary items. In an effort to counter the trend, the owner has hired a new sales manager who comes from the 'hard sell' motivational pep talk mold. He schedules weekly meetings to browbeat the sales people. Every meeting is pretty much the same with him repeatedly lecturing them on hard-sell techniques and how to close the deal. I'd say checking emails or even playing computer games would be more valuable than listening to his diatribe.</p>	6/22/2009	http://blog.chron.com/techblog/2009/06/is-smartphone-use-in-meetingsrude-or-righteous/
015	Is smartphone use in meetings rude or righteous?	Houston Chronicle Tech Blog	6/22/2009	<p>During most of my career, I've had to attend large meetings in lecture rooms, where only a part of the presentation is of interest to me. In the old days, I brought a book and surreptitiously read in the back. Then I would bring a laptop and pretend to take notes while web cruising or playing games. Now I can quietly sit in the back reading books on my iPhone, web browsing, or quietly playing online games. In desperation, I can always use the fake call program to plan my escape. Granted, these don't work in smaller meetings of only a few people, but then these tend to be the meetings where something is actually done. In that case, I would consider constantly checking email rather rude.</p>	6/22/2009	http://blog.chron.com/techblog/2009/06/is-smartphone-use-in-meetingsrude-or-righteous/
016	Is smartphone use in meetings rude or righteous?	Houston Chronicle Tech Blog	6/22/2009	<p>I personally think it goes back to the owner of the meeting. Do they have an agenda? Is it focused? Do you have the right people in the meeting? If the answer to those 3 questions are yes, then the smart phone usage issue resolves itself.</p>	6/22/2009	http://blog.chron.com/techblog/2009/06/is-smartphone-use-in-meetingsrude-or-righteous/
017	Is smartphone use in meetings rude or righteous?	Houston Chronicle Tech Blog	6/22/2009	<p>At my place of work there's been a "better meetings" initiative which does two things: one, sets the expectation that being distracted by your laptop or blackberry in a meeting is unacceptable (if you don't have time for the meeting or don't need to participate, don't go), and two, requiring meeting organizers to supply clear agendas when they schedule meeting and giving everybody the freedom to decline meeting requests without them.</p> <p>I can't say it's been a transformation but there's more effort to make meetings useful, and to expect that people will participate and not sit looking at their email, and it's been a good thing.</p>	6/22/2009	http://blog.chron.com/techblog/2009/06/is-smartphone-use-in-meetingsrude-or-righteous/
018	Is smartphone use in meetings rude or righteous?	Houston Chronicle Tech Blog	6/22/2009	<p>If the meeting is ran properly and concise, this shouldn't be an issue. Once you let the brown-nosers and people without any actual work take control of the meeting, of course people are going to start texting and stop paying attention.</p>	6/22/2009	http://blog.chron.com/techblog/2009/06/is-smartphone-use-in-meetingsrude-or-righteous/

019	Is smartphone use in meetings rude or righteous?	Houston Chronicle Tech Blog	6/22/2009	As a professional, I'd never, ever use a cell phone, check emails, texts, whatever in a meeting. My time is very valuable and so is the others who are in the meeting. It's rude and distracting. Now should a question come up about scheduling, etc. that has direct relevance to the meeting, after clearing it with the other participants, I'd make a call. Otherwise, they should be turned off.	6/22/2009	http://blog.chron.com/techblog/2009/06/is-smartphone-use-in-meetingsrude-or-righteous/
020	Is smartphone use in meetings rude or righteous?	Houston Chronicle Tech Blog	6/22/2009	Our company requires you put your phone in a basket before the meeting and you get it back when the meeting is over. That way no one can interrupt the meeting playing on their phones.	6/22/2009	http://blog.chron.com/techblog/2009/06/is-smartphone-use-in-meetingsrude-or-righteous/
021	Is smartphone use in meetings rude or righteous?	Houston Chronicle Tech Blog	6/22/2009	Using your phone to browse the web or text is unacceptable in any business meeting. I consider tweeting or texting to be very rude in this setting. However, do not take my phone because I MUST have my phone in case of a family emergency. This is the one thing I have become accustomed to with the 24/7 connectivity. I will not answer my phone or a text message unless it is involving my family.	6/22/2009	http://blog.chron.com/techblog/2009/06/is-smartphone-use-in-meetingsrude-or-righteous/
022	Is smartphone use in meetings rude or righteous?	Houston Chronicle Tech Blog	6/22/2009	For the people that say its important that they must quickly answer emails and works texts in the meeting, I imagine they are the first ones to ignore the same emails/texts when they're on their own time.A good test is to think if your supervisor's supervisor was sitting next to you in this meeting, would you still be checking and answering emails. You should give your work peers the same respect.But I also understand the corporate mentality to invite the world to a meeting, but not have a clear agenda or good pre-read. That is just as rude wasting time of others.	6/22/2009	http://blog.chron.com/techblog/2009/06/is-smartphone-use-in-meetingsrude-or-righteous/
023	Is smartphone use in meetings rude or righteous?	Houston Chronicle Tech Blog	6/22/2009	It's called multi-tasking. Some believe in it, other's don't. If I didn't, I'd work 20 hour days. Being flexible in your communication to get things done, doesn't hurt. Most meetings are a colossal waste of time. Most lead to..... guess what? More meetings. I use VoIP, email, text, Skype, and cell all at the same time. It's not for everyone.	6/22/2009	http://blog.chron.com/techblog/2009/06/is-smartphone-use-in-meetingsrude-or-righteous/
024	Is smartphone use in meetings rude or righteous?	Houston Chronicle Tech Blog	6/22/2009	Depends on the meeting and situation. If it's a meeting where you really need to focus on the agenda at hand, then it seems silly to focus on the digital device. But often times, employees are called to meetings where there is no clear agenda or relevance to the employee. Let's face it — smart phones have enabled fewer employees to take on more work. Therefore, they are often a necessary evil in today's work place.	6/22/2009	http://blog.chron.com/techblog/2009/06/is-smartphone-use-in-meetingsrude-or-righteous/

025	Is smartphone use in meetings rude or righteous?	Houston Chronicle Tech Blog	6/22/2009	<p>"It's called multi-tasking. Some believe in it, other's don't."</p> <p>It doesn't exist. (Neuroscientists have tried to study it.)</p> <p>Multitasking is a myth. What there is, of course, is rapid switching between tasks. It generally makes you inefficient. If you are trying to carry on five conversations at once via different media, I can guarantee you that the people on the other end know it, know they're getting 20% of your attention, and probably find it pretty irritating.</p> <p>I've observed, over my career, that the most successful people I've worked with don't IM much, don't answer emails instantly most of the time, and spend time sitting and talking to people without even glancing at an electronic device.</p>	6/22/2009	http://blog.chron.com/techblog/2009/06/is-smartphone-use-in-meetingsrude-or-righteous/
026	Is smartphone use in meetings rude or righteous?	Houston Chronicle Tech Blog	6/22/2009	<p>I definitely refrain from using my mobile device when its a meeting of 5 or less people. In such a small gathering, looking down to fiddle with your phone is so obvious and disrespectful to the person speaking. There is an exception though, my phone has an app that records meetings (voices), so sometimes it looks like I don't care much for the speaker when I really do since I'm even recording it!</p>	6/22/2009	http://blog.chron.com/techblog/2009/06/is-smartphone-use-in-meetingsrude-or-righteous/
027	Is smartphone use in meetings rude or righteous?	Houston Chronicle Tech Blog	6/22/2009	<p>"In other words . . . as usual, it's a matter of common sense."</p> <p>bingo. To a lot of folks common sense is beyond rocket science. It is also a power thing: "I'm important, I need to be notified." BS.</p>	6/22/2009	http://blog.chron.com/techblog/2009/06/is-smartphone-use-in-meetingsrude-or-righteous/
028	Is smartphone use in meetings rude or righteous?	Houston Chronicle Tech Blog	6/22/2009	<p>It totally depends on the makeup of the meeting, as others have commented. It is similar to whether or not using a laptop in a meeting is appropriate — this is not really new, etiquette-wise.</p> <p>What kills me are ringtones. Does anyone think it's appropriate or professional to have your phone blare out "I'm So Sexy" during a customer meeting? Folks, vibrate mode is there for a reason...</p>	6/22/2009	http://blog.chron.com/techblog/2009/06/is-smartphone-use-in-meetingsrude-or-righteous/
029	Is smartphone use in meetings rude or righteous?	Houston Chronicle Tech Blog	6/22/2009	<p>In my meetings at work, it's usually appropriate to be tapping away on a laptop or phone. Everyone does it all the time.</p> <p>Definitely depends on the workplace and the type of meeting.</p>	6/22/2009	http://blog.chron.com/techblog/2009/06/is-smartphone-use-in-meetingsrude-or-righteous/

030	Is smartphone use in meetings rude or righteous?	Houston Chronicle Tech Blog	6/22/2009	<p>I agree that the use of Smartphone's during meetings rather casual or not is a matter of common sense. However, I believe your job position has a lot to do with your need to be connected all the time. For example, a summer intern has no need to even bring a Smartphone into a meeting room. More than likely he/she isn't receiving outlook emails on her device since he/she will only be there for a few months. However, the intern's mentor may need to answer the occasional email and should do so when the conversation doesn't pertain to something she is working on or taking a part of. I do have a Smartphone and unless the meeting is going to be more than an hour I don't bring the device into the meeting with me.</p> <p>Today we are bombarded with so many social networking avenues that people believe they HAVE to stay in contact. No, we don't. There is no reason why someone needs to update their Twitter status letting people know they are in a board meeting watching the same power point presentation given six months ago. And though I think you brought up a good point that texting or emailing other participants during the meeting may stir up intellectual conversations I think it can also be a large distraction. I have been in several conferences where people are tweeting about the speaker and instead of listening to what I paid to hear I am too busy being distracted by the 20 people around me laughing at their latest tweet.</p> <p>I by no means think getting rid of Smartphones in meetings. I have to be honest and say I can't go more than an hour with out looking at mine. However, not knowing the proper time to use it or lose it can make for a rough meeting with the boss.</p>	6/23/2009	http://blog.chron.com/techblog/2009/06/is-smartphone-use-in-meetingsrude-or-righteous/
031	Is smartphone use in meetings rude or righteous?	Houston Chronicle Tech Blog	6/22/2009	<p>I read that NYTimes article by Alex Williams and I feel that it is a sad sad day in America that people cannot have meetings anymore without all this tech stuff being turned on and used at the same time. This is the beginning of the end of the USA, believe you me. I am serious. Whatever happened to manners? What's next: having sex in a meeting room because you feel like it and it's important to you?</p> <p>We've gone overboard with this tech stuff. STOP! Get a grip. America, wake up before it is too late. (I think it might already be too late...)</p>	6/23/2009	http://blog.chron.com/techblog/2009/06/is-smartphone-use-in-meetingsrude-or-righteous/

032	Is smartphone use in meetings rude or righteous?	Houston Chronicle Tech Blog	6/22/2009	<p>Some of us who are old enough to remember having jobs where we not only didn't have smartphones, but didn't have email, remember something else about those times: we got work done. We communicated with people. We left meetings and got our phone messages, and called people back, and surprise – for most jobs, there is never an emergency that can't wait an hour. And if there is, the person notifying us of it would call someone else (the front desk, a colleague) and say, "Can you go find Bob? We need him NOW."</p> <p>When people are instantly reachable because you know they look at their phone every 90 seconds, everything becomes urgent. When they're not... people cope. And there's a wonderful side benefit – you can focus on what you're doing at the moment (participating in a meeting, talking to a coworker, reading something, thinking about something) and get it done.</p> <p>What I would really love from my blackberry – intelligent filtering so that 90% of my email did not make the little red light start blinking, but certain things (messages from certain people or containing certain phrases) did.</p> <p>That said, smartphones are also phones. If something is an emergency, someone will generally call you. If the phone isn't actually ringing, it can probably wait half an hour or so.</p>	6/24/2009	http://blog.chron.com/techblog/2009/06/is-smartphone-use-in-meetingsrude-or-righteous/
033	Taking Your Phone Into a Meeting? Read This First.	The Wall Street Journal Careers / At Work Blog	10/24/2013	<p>My view on usage of cell phone in meetings is that it would be a distraction for others who are dealing a very serious situation.Hence mobile phones should not be allowed in meetings .But an exception that the chairman must use as his decision is dependent on the latest information which is possible only through the phones.Let the text come participant can glance ,no reply ,because he will loose his concentration.In marketing meetings the mobile phone is a must.but see that the ringing of the phone should not disturb others.</p>	11/25/2013	http://blogs.wsj.com/atwork/2013/10/24/taking-your-phone-into-a-meeting-read-this-first/
034	Taking Your Phone Into a Meeting? Read This First.	The Wall Street Journal Careers / At Work Blog	10/24/2013	<p>Honestly, these numbers are very discouraging. Even if it's described as informal, a "meeting" implies that colleagues are gathering for the distinct purpose of discussing and/or coming to a consensus on a specific issue or set of issues. Any activity that either prevents an individual from actively participating (listening is an active process) in the discussion or giving those who are speaking their full attention is unacceptable — and unprofessional — with very few exceptions.</p>	10/25/2013	http://blogs.wsj.com/atwork/2013/10/24/taking-your-phone-into-a-meeting-read-this-first/
035	Taking Your Phone Into a Meeting? Read This First.	The Wall Street Journal Careers / At Work Blog	10/24/2013	<p>Oh heck no. I'm not 20 nor am I 50, but it's a major pet peeve of mine when people answer their phones, text, or send an email while having a business meeting. It's rude, shows little respect for the other people's time, and really can wait a few minutes. Nobody is that important that they need to bring their cell to a meeting, and that starts with the top officers setting the tone. I've definitely been in meetings where the president right down to the admin thought they were more important than the topic being discussed.</p>	10/25/2013	http://blogs.wsj.com/atwork/2013/10/24/taking-your-phone-into-a-meeting-read-this-first/

036	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	Why not just require your employees to place their phones in a box by the door and get them back when they exit? They don't need them during the meeting unless they aren't planning to pay attention, in which case they shouldn't be at the meeting.	5/17/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude
037	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	<p>I always see politicians doing this and I have to say, as a parent my phone is always with me and always on.</p> <p>I put it on silent during meetings of course, but I can't just not have my phone with me. I choose to be there for my family as much as I can be. There are times, of course, when I can't.</p> <p>Family before work for me.</p> <p>People in the old days probably got a lot of "well, YOU weren't there when I needed you..." more than we do today.</p> <p>Doesn't mean my way is the right/only way, just how I do it. If I am in your meeting, my phone will be on. :)</p>	5/17/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude
038	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	It's not a big deal to me I was just curious. So long as you aren't using it unless it is an emergency their isn't an issue. If my son gives me the "you weren't there when I needed you" line I will remind him that he was raised to be independent and that I won't always be there. I'm not saying you are wrong at all, we just do things a little different. Family before work I agree with however I also take work over paranoia . It would be different if I had really long meetings but as the Boss...I don't, meetings are generally unproductive.	5/17/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude
039	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	<p>Texting During Meetings Is Definitely Noticed, Seen As Rude</p> <p>--flips the coin--</p> <p>Rambling on incessantly during meetings is defiantly noticed, seen as rude and a time sink. Texting to "get the job done" while management prattles on about inane bullshit is being productive.</p>	5/18/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude

040	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	<p>Nobody sees the irony in "I'm more interested in what has been emailed/texted to me than I am in what you are saying to me face to face"? If you have something important to say to a person who won't stop texting — text it. I'm completely serious. Why make programmers get out of their seats and walk down the hall, away from their communication devices, just so they can hear everybody go around the room to give a status? They probably got that status update from each other 10 times already this morning via Twitter/Jabber/IM or some other more modern convenience. Your meeting is your comfort zone, and you are not anxious to get rid of it. Well, the geek comfort zone is with her technology, so why would she be anxious to get rid of it?</p> <p>Not to mention the double standard. Grab a manager and say, "Can I show you a quick something at my computer?" If you can get him to go over to your cube at all, rest assured that he'll be checking his Blackberry while you try to explain your demo. Remember, it's only rude if *you* do it on *his* time.</p>	5/17/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude
041	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	<p>If you don't like someone's behaviour, it's up to you to discuss it with them — preferably in a non-public setting, with the correct amount of firm tone. However, if people don't get the message, public embarrassment is an acceptable compromise. I've stopped people mid-presentation to tell others in a meeting that it would be lovely and polite if we could give the speaker our full attention, so devices down, please. Yep, I sound like Miss Othomar addressing her second grade class, reminding fully-grown adults of the things they should have retained in grade school, but I don't care.</p> <p>Bad manners are bad manners no matter who is the perpetrator— from junior team members to senior executives. Just because someone else behaves badly does not give everyone else license to behave badly. "He's doing it, so I'm doing it" is an extremely poor excuse for not standing up for yourself in the first place.</p>	5/17/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude
042	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	<p>In my workplace most of the younger crowd has less in the way of support responsibilities. We'll ignore our phones and PDAs during a meeting. The older and more senior guys will usually look at their incomings. They'll also quietly excuse themselves and leave the meeting room if they have to respond or otherwise deal with something immediate.</p>	5/17/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude
043	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	<p>I find it funny that being rude is suddenly being discovered as rude. Texting during a meeting has ALWAYS been rude. It's as rude as answering a call during the meeting or playing Buzzword bingo and standing up and screaming "BINGO!"</p> <p>I love the guys that slap their laptop on the table and surf the net and ignore the meeting. ??!?! Sounds like colleges need to have business etiquette classes as requirements for graduation.</p>	5/17/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude

044	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	Right, it's always the other person being rude who isn't paying 100% attention to what you're doing or saying, as opposed to you who's being just plain boring when you take up their time. Hey... never heard of boring meetings before either. Is it bad for me to chew gum in class, too? (Yep, it's the same old double standard: I'm right and you're wrong... because I say so.)	5/17/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude
045	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	My solution is simple and we learned it in grade school. I will interrupt the meeting and quietly wait for Mr or Ms "I'm so damn important that I can't be offline for one second" to complete their text or email. And when they are finished, I resume the discussion with the adage "now that we have everyone's attention again", we can continue to talk about why I will be laying you off in the next few minutes if you ever f#cking do it again. I embarrass the hell out of them, but never use their name - they get the msg real quick. Probably won't work for everyone, but it works for me.	5/17/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude
046	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	Why even try to debate the issues of technology versus society at this point? Soon enough, the next generation will have solved the problem by completely eliminating the prehistoric practice of face-to-face interaction completely. It'll be as though the problem had never been an issue at all.	5/17/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude
047	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	Very obvious and rude! It's a shame that it is so prevalent that someone had to write about it.	5/18/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude
048	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	That's a lousy perspective - I take notes on my handheld, don't use paper.	5/17/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude
049	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	Where I work we seem to have a big signal:noise problem. Whether I'm attending or leading meetings, I don't really think the laptop/cell thing is a problem. More power to you if you can get by without (or already have) the info that's being delivered to you. Make your inattention a habit, however, and people are going to stop repeating themselves for your benefit. Now when people in the meeting use this tech to have extended side convos during the meeting - that's just effing distracting. Don't ask me why I draw the line there, but I do.	5/17/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude

050	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	<p>In one job I worked for a wireless carrier. Every week the Chief Marketing Officer had a meeting to review the week's results and sales figures. During the entire meeting all the directors were face down looking at their blackberries. I never understood this.</p> <p>It's one hour in a small room with your boss or boss' boss. Pay attention!</p> <p>Usually I set email to be silent and without even a vibrate, only PINs would make a noise. That way I could ignore most of the distractions.</p>	5/17/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude
051	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	<p>How often have I been to an hour-long meeting of which only 5 minutes were of relevance to me and my projects. Answering emails or doing actual work in the other 55 minutes of the meeting seems like a more productive use of my time than just sitting there pretending to be interested.</p>	5/17/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude
052	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	<p>Yes! This is exactly correct. Make the meeting actually worthwhile and relevant (and 99.99% of the meetings I go to are neither of these).</p>	5/17/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude
053	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	<p>Absolutely! If you only invite those required for the meeting, there is no excuse for people to be texting or emailing (exceptions can be made for those in support positions). The key is that meetings should be on-point and relevant to all who were invited.</p> <p>I have had a manager stop speaking and wait for someone to complete their texting to continue a meeting. It exacerbated the distraction, but it was pretty effective to have everyone else in the meeting looking at the guy with his head down and hands on his phone.</p>	5/17/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude
054	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	<p>Our company had a policy: you can enter and leave the room anytime so long you do it in a quiet manner and you are not a presenter.</p>	5/17/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude
055	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	<p>I'm wondering when researchers will study the corrosion of etiquette caused by interminable meetings...</p> <p>Oh wait, meetings are the tool of the powerful to keep the rest of us from straying into self-awareness...</p> <p>My bad.</p> <p>$2+2 = 5$.</p>	5/17/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude

056	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	What in the world is "face time"? Can people not stand to look at a human face anymore for more than 5 minutes? When did it become such a bother for workers and executives to communicate with one another in person? I have a customer service job, but I would NEVER text or email while I am dealing with a customer or my boss. People may use that it as an "escape" or a "stress relief," but no matter what the excuse, it's RUDE and people should not do it. They can escape after the meetings for a bit and text or email on their own time. I definitely agree with the NY Times article title: When you text during meetings (or just about anywhere when you're in the middle of a conversation), it means that you don't care.	5/17/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude
057	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	Honestly, in my last job I never saw a co-worker do anything like this, but the boss and his assistant did it constantly. I get that certain people *need* to be connected more consistently, but it's still rude. Especially when we all knew (from one of our coworkers seeing them) that a lot of those texts were NOT of business nature. So how does one address that?	5/17/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude
058	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	I find pointless meetings to be rude. I'm not being sarcastic here, either. At least half of the meetings I am forced to attend are drawn out to twice the length they should be, and have double the participants than should be needed. Only people whose input and attendance is VITAL should be summoned to these time-wasters.	5/17/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude
059	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	In todays world, we have the ability to multitask even while we are away from our desks. I think that sit down get together meetings outside of team building fun are pointless and redundant. Get rid of them entirely and there, problem solved.	5/17/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude
060	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	We just had a large company meeting and they made a no laptop rule at any of the sessions! I was pretty sure that wouldn't fly, but to my surprise, it was almost universally obeyed. We had a few cheating with a phone but even that was in small numbers. It really worked. I don't think anyone minded it and people were clearly more engaged.	5/17/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude
061	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	Psh, my office lives on instant messaging and email. We do it all the time because we have so many things that need immediate attention, and a quick response means someone else can get on with their work. Granted, this is business related instant messaging and email, so there is a slight difference from checking your facebook/twitter during meetings.	5/18/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude
062	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	99% of meetings are completely fricking pointless. THAT is why everyone (including the meeting organizer) texts.	5/17/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitelynoticed-seen-as-rude

063	Texting During Meetings is Definitely Noticed, Seen as Rude	Lifehacker	5/17/2010	My manager does this all the freaking time, but he doesn't text, he checks Twitter (on his work Blackberry).	5/18/2010	http://lifehacker.com/5540578/texting-during-meetings-is-definitely-noticed-seen-as-rude
064	Stop checking your phone in meetings (especially if your boss is a woman)	The Washington Post	10/28/2013	I like checking my cell phone for messages during meetings, so I'd better go with the male boss.	11/14/2013	http://www.washingtonpost.com/blogs/on-leadership/wp/2013/10/28/stop-checking-your-phone-in-meetings-especially-if-your-boss-is-a-woman/
065	Stop checking your phone in meetings (especially if your boss is a woman)	The Washington Post	10/28/2013	Answering your phone, including a cell phone, reading text messages and similar behaviors is telling the person you are meeting with "I have no idea who is trying to reach me, but identifying that person and possibly communicating with him/her is more important or interesting to me than you!" When someone answers their phone when I am in a meeting with him/her, without giving me a suitable apology or explanation, I get up and leave.	10/31/2013	http://www.washingtonpost.com/blogs/on-leadership/wp/2013/10/28/stop-checking-your-phone-in-meetings-especially-if-your-boss-is-a-woman/
066	Stop checking your phone in meetings (especially if your boss is a woman)	The Washington Post	10/28/2013	"So leave your cell phone behind in meetings, lunches and interviews." I think the guidance varies based on how many people are in the room and what the person's expected role is. If you are responsible for keeping the network up, and the network goes down while you are in a meeting, chances are you are going to have to leave the meeting for that emergency. On the other hand, if you are rearranging your salon appointment for later this afternoon...don't take the call. But still, you have to check to determine what the situation level is.	10/28/2013	http://www.washingtonpost.com/blogs/on-leadership/wp/2013/10/28/stop-checking-your-phone-in-meetings-especially-if-your-boss-is-a-woman/
067	Men are Way More Tolerant of Texting in Meetings	Business Insider	10/25/2013	Until the that time when "older" generations who were raised with manners, etiquette and non-narcissistic standards of social behavior are no longer in the workforce, you're going to look like an ass if you're playing with your iPhone during a meeting. After then, feel free to behave in whatever 'Lord of the Flies' manner you desire. Then you can sit in meetings all day, play with your phone, and leave without learning or absorbing anything.	10/25/2013	http://www.businessinsider.com/gender-differences-in-phone-etiquette2013-10
068	7 Ways Cell Phones are Destroying Your Business Productivity	OPEN forum: Technology	4/15/2013	Some of the points were very dramatic. I agree with a few of the things you posted but overall like what others have posted, times are changing and we all need to adapt to this.	9/13/2013	https://www.openforum.com/article/s/7-ways-cell-phones-destroying-business-productivity/
069	7 Ways Cell Phones are Destroying Your Business Productivity	OPEN forum: Technology	4/15/2013	You are projecting your 20th century work ethic onto a 21st century work environment. While I agree with almost all your points about distractions etc, you're ignoring the reality of times that are changing.	4/23/2013	https://www.openforum.com/article/s/7-ways-cell-phones-destroying-business-productivity/

070	7 Ways Cell Phones are Destroying Your Business Productivity	OPEN forum: Technology	4/15/2013	It is not the fact that cell (smart) phones are destroying work, it is just bad work habits or lack of common sense. No one should be walking down the street looking down at a smart phone with out looking around them for dangers. Go to any major city and that is all you see. If people have their phones on during meetings then they are lacking good work habits. Will admit even myself that I must be aware of what I am doing with my phone's connection to information and adjust the rules. However, the cell/smart phone are very important tools that has increased my productivity. Don't forget the world is demanding access 24/7 and it is way of life. Maybe the real issue is "does the requirements of doing business 24/7 creating the biggest issue".	4/23/2013	https://www.openforum.com/article/s/7-ways-cell-phones-destroyingbusiness-productivity/
071	5 Reasons to Ban Technology in Your Meeting	Time Management Ninja	9/27/2011	I have implemented a no cell or lap top rule in my meetings it is amazing how people would do email and texts while we are trying to solve major business issues. I have actually taken phones off of people, senior executives and thrown them in the garbage when they break my rule Bringing phones, laptops and tablets and using them in the meeting for another purpose is disrespectful	8 months ago	http://timemanagementninja.com/2011/09/5-reasons-to-ban-technologyin-your-meeting/
072	5 Reasons to Ban Technology in Your Meeting	Time Management Ninja	9/27/2011	Agreed (well until I get an iPad at least)! The main problem I have with tech in meetings, certainly using laptops or iPads to take notes etc during them is that unless recording the meeting is critical, I just won't trust that they are not playing around with other apps rather than focusing on the purpose at hand. At least with pen and paper, if someone is doodling it is pretty obvious to all (a fact that, as a constant doodler, I am always very aware of).	2 years ago	http://timemanagementninja.com/2011/09/5-reasons-to-ban-technologyin-your-meeting/
073	5 Reasons to Ban Technology in Your Meeting	Time Management Ninja	9/27/2011	Definitely - it's always funny to see everyone in a room on their phone or computer. Another way to make meetings shorter is to have them standing up. This comes from IT SCRUM meetings. They last 15 minutes max, and everyone gets to share what they've done, what's next and what is blocking them.	2 years ago	http://timemanagementninja.com/2011/09/5-reasons-to-ban-technologyin-your-meeting/
074	5 Reasons to Ban Technology in Your Meeting	Time Management Ninja	9/27/2011	I use to always take my laptop into or iPad into meetings too. But, now I only take a notebook and a pen. I scribble away my notes and easily draw diagrams when needed. Then, straight after the meeting I type up my notes into something like Evernote and take a photo of my diagrams. Typing the notes after gives you time to go over the meeting again in your head and expand on any notes you've taken. Plus, it helps the key takeaways to sink in.	2 years ago	http://timemanagementninja.com/2011/09/5-reasons-to-ban-technologyin-your-meeting/

075	5 Reasons to Ban Technology in Your Meeting	Time Management Ninja	9/27/2011	<p>I agree there are meetings where these can be distracting as the interaction is key, but the majority of meetings for me are information and not interactive (another problem entirely.) In these cases, I've found technology to be helpful. Putting my notes about the meeting on my iPad instead of paper is a productivity gain for me especially since I have poor short term memory and attend a lot of meetings, I can keep track of things better and find I've stopped worrying in the middle of one meeting about the last meeting I just attended.</p> <p>As far as at conferences, I've also found that quickly recording something I heard via a twitter post helps me find it later, but also allows me to share it out with others that aren't attending. One reason I enjoy reading my twitter feed is because people I follow attend some conferences I don't get a chance to join.</p> <p>I heard an interesting statistic (which I did record in my iPad) about the human brain having the capacity to process 300 words per minute (wpm) but the average speaker speaks only 125 wpm. What does our brain do with the extra capacity? Processing visual cues? Checking email/Facebook/twitter?</p>	2 years ago	http://timemanagementninja.com/2011/09/5-reasons-to-ban-technologyin-your-meeting/
076	5 Reasons to Ban Technology in Your Meeting	Time Management Ninja	9/27/2011	<p>Banning technology from some meetings is definitely a good idea. I can't remember what that looks like! However, there are some educational meetings that I attend outside the office that I am more likely to attend because I can stay in touch with the office while I'm out.</p>	2 years ago	http://timemanagementninja.com/2011/09/5-reasons-to-ban-technologyin-your-meeting/
077	5 Reasons to Ban Technology in Your Meeting	Time Management Ninja	9/27/2011	<p>I say you are right for the cell phones and laptop but what about an ipad when it' use instead of paper? Yes we can scan the paper with notes on it but this is a waste of time and paper... Thing is they are tools not gadgets and should be use accordingly. In a meeting, no need for cell phone.</p>	2 years ago	http://timemanagementninja.com/2011/09/5-reasons-to-ban-technologyin-your-meeting/
078	5 Reasons to Ban Technology in Your Meeting	Time Management Ninja	9/27/2011	<p>This doesn't happen only in meetings but in conferences or smaller events too - people are more interested to text messages or browse the web.</p> <p>Unfortunately the most of the meetings (99%) are in virtual form and the possibility of getting distracted is even higher.</p> <p>However, I would sure like to attend to a good, old fashioned meeting without any gadgets :) I think that the focus and participation would be on a different level than what it is now.</p>	2 years ago	http://timemanagementninja.com/2011/09/5-reasons-to-ban-technologyin-your-meeting/
079	5 Reasons to Ban Technology in Your Meeting	Time Management Ninja	9/27/2011	<p>Awesome recommendations, xxxxx! I'm all for less meetings--especially unproductive ones!</p>	2 years ago	http://timemanagementninja.com/2011/09/5-reasons-to-ban-technologyin-your-meeting/

080	5 Reasons to Ban Technology in Your Meeting	Time Management Ninja	9/27/2011	I fully agree. Put the damn things away, focus on people, connect, decide, act - then get the hell back to work! I've written about it (and stirred up a bit of a debate). http://whowritesforyou.com/201...	2 years ago	http://timemanagementninja.com/2011/09/5-reasons-to-ban-technologyin-your-meeting/
081	5 Reasons to Ban Technology in Your Meeting	Time Management Ninja	9/27/2011	Nice one, xxxxx. I like having the technology available in order to refer to things if necessary, but this could be achieved by having one piece of technology under the sole control of the meeting organiser, I guess. There would certainly be a lot of raised eyebrows here if we 'banned' tech from our meetings. But I'm going to try it and see how it goes down. Fingers crossed!	2 years ago	http://timemanagementninja.com/2011/09/5-reasons-to-ban-technologyin-your-meeting/
082	Should office meetings be phone-free? Like the Catholic cardinals, more businesses are banning electronic devices during meetings	The Wall Street Journal Market Watch	3/13/2013	great idea - cell phones in meetings are a scourge	3/14/2013	http://www.marketwatch.com/story/ceos-join-papal-conclave-in-nophone-zone-2013-03-13
083	Should office meetings be phone-free? Like the Catholic cardinals, more businesses are banning electronic devices during meetings	The Wall Street Journal Market Watch	3/13/2013	You bet. Hopefully folks can start to power down when needed.	3/14/2013	http://www.marketwatch.com/story/ceos-join-papal-conclave-in-nophone-zone-2013-03-13
084	Should office meetings be phone-free? Like the Catholic cardinals, more businesses are banning electronic devices during meetings	The Wall Street Journal Market Watch	3/13/2013	People nowadays have no respect. Not only are they using them during business meetings but I see them in church playing with their iPhones. I swear that the iPhones are the new "crack" for the "now" generation. They are like little children clinging to their mother's teat with their iPhones.	3/13/2013	http://www.marketwatch.com/story/ceos-join-papal-conclave-in-nophone-zone-2013-03-13

085	Should office meetings be phone-free? Like the Catholic cardinals, more businesses are banning electronic devices during meetings	The Wall Street Journal Market Watch	3/13/2013	about time. Mopho etiquette is way overdue.	3/13/2013	http://www.marketwatch.com/story/ceos-join-papal-conclave-in-nophone-zone-2013-03-13
086	Mobile Devices are Creating Meeting Madness	Huffington Post Small Business America	9/1/2011	How hard is it to have a "No smartphones in the conference room" policy? Is that email or text that important?	9/1/2011	http://www.huffingtonpost.com/karen-leland/mobile-devices-andmeetin_b_944012.html
087	Mobile Devices are Creating Meeting Madness	Huffington Post Small Business America	9/1/2011	The company I used to work for was horrible for this. I was conducting a meeting once going over an up and coming project / launch with higher management which was myself plus 5 others. It started out OK but ~15 minutes in to it, 4 of the 5 were either texting or replying to an e-mail. At about the 30 minute mark, one person was having a conversation on his phone. I quit talking, sat down and waited. What was planned as a 30 minute meeting turned in to 50. That's one example, from one person (me) on one occasion in one company. As for taking notes, I have always used pen and paper. It helps me remember things better.	9/1/2011	http://www.huffingtonpost.com/karen-leland/mobile-devices-andmeetin_b_944012.html
088	Mobile Devices are Creating Meeting Madness	Huffington Post Small Business America	9/1/2011	Where I work cell phone are not allowed in the building. Someone caught with a cell phone inside the build could lose their job.	9/1/2011	http://www.huffingtonpost.com/karen-leland/mobile-devices-andmeetin_b_944012.html
089	Mobile Devices are Creating Meeting Madness	Huffington Post Small Business America	9/1/2011	This reminds me of my friend who works at Wells Fargo. He told me that his team's meeting productivity would increase 40% or more if everyone wasn't texting and checking their texts during meetings. These same employees were guilty of occasionally checking texts while driving. After my three year old daughter was nearly run down by a texting driver in 2009, I invented an app to manage texting whether the user is at home, in the office or on the road. OTTER (One Touch Text Response) has GPS road safety features and a silent texting Auto Reply with a timer and unlimited, grouped, customizable responses. Its simple and easy to schedule "texting blackout periods" so you can focus on the task at hand, like an important meeting - or anything like... watching a movie. Maybe technology can help us get back to doing one thing at a time with quality results.	9/1/2011	http://www.huffingtonpost.com/karen-leland/mobile-devices-andmeetin_b_944012.html

090	Using Phones in Meetings: Personally and Professionally	Spin Sucks	9/27/2010	<p>What's worse than a person taking a call during a meeting? Taking a call, then telling the person on the phone you are in a meeting and that you can't talk. You've now succeeded in offending both the folks in the meeting AND the caller!</p> <p>Our company has a strict no phones policy during client meetings, and a no phones policy for internal meetings with one exception: if you are expecting an important call, you can have your phone on if you ask for permission in advance from your meeting colleagues in advance, which of course is generally always granted...</p> <p>Good topic Gini...</p>	9/28/2010	http://spinsucks.com/communication/using-phones-in-meetingsprofessionally-and-personally/
091	Using Phones in Meetings: Personally and Professionally	Spin Sucks	9/27/2010	<p>YES! I'm ready! You're right that it's become an accepted practice, but I still think it's a distraction to meetings, get-togethers, etc. and almost conveys a sense of "someone else is much more important than you." I think we live in a 24/7 world where we feel the pressure to always be available, always have a response. But at what cost? Bad manners and poor IRL relationships! Maybe I'm just getting old, or tired, but I think you've hit the proverbial nail on the head with this one (yet again, should I say??). Nothing takes the place of real conversation, and nothing ever will. I'm with you, Gini. Oh, and BTW -- good move introducing your friend to Tom Brady. I heart Tom Brady -- and no offense to your beloved team, but I get to have him as QB of my hometown team!! Yes, you can be jealous. ;)</p>	9/28/2010	http://spinsucks.com/communication/using-phones-in-meetingsprofessionally-and-personally/
092	Using Phones in Meetings: Personally and Professionally	Spin Sucks	9/27/2010	<p>Once again, you hit the nail on the head. I get that sometimes we're all a bit addicted to our technology, so we sneak a peek when we're with friends. It's not "proper etiquette" -- but it's not disastrous either.</p> <p>But, being in a client situation is very different. I used to have a client who was *constantly* on his phone checking email during meetings or would interrupt conversation to take a call -- even if it wasn't urgent. I always felt like he thought his time was so much more valuable than anyone else's in the meeting, which totally rubbed me the wrong way. When I'm with clients, I want them to feel like they're my top priority. Who's to say whose time is more valuable/important?</p> <p>We live in a world where perception is reality. When you pull out your phone, what will the person across the table from you perceive? That they're not worth your undivided attention? That's not a message I want to send ...</p>	9/28/2010	http://spinsucks.com/communication/using-phones-in-meetingsprofessionally-and-personally/

093	Using Phones in Meetings: Personally and Professionally	Spin Sucks	9/27/2010	<p>Basic rules at our company, and in my sales meetings.</p> <p>No phone / email usage is stated at beginning of each meeting. No phones on vibrate either, the distraction is there on vibrate or ring - must be silenced completely.</p> <p>If sales mgr is involved in exe staff meetings they must state at beginning of the meeting if there is a single call, escalation, high client executive they are anticipating possibly receiving and needing to respond to. (No checking of email from anyone at meetings)</p> <p>Phones can be used to put follow up calendar events in at the end of the meeting or in scheduling next meeting time.</p> <p>At my sales meetings, I clearly identify when the breaks are, hold to that timeline for all to respond to clients, and ask up front does anyone have anything pending that deems keeping phone on and then as manager make determination to allow phone to be on the table. 99% of the time things can wait for a break.</p> <p>Pretty basic, besides immediate checking of inbox has been clinically proven to make you less effective then if you were smoking a bud each morning. No lie</p>	9/28/2010	http://spinsucks.com/communication/using-phones-in-meetingsprofessionally-and-personally/
094	Using Phones in Meetings: Personally and Professionally	Spin Sucks	9/27/2010	<p>For a professional a phone is a tool. Even with all the helpful tools and cool distractions it is a tool. So.... If you are running the meeting, why should anyone be calling/texting/emailing? If the use of phone is critical, step out (remember the dark ages of pagers?) If it's acceptable to use the media in the meeting, why are you having the meeting. Similar criteria apply to social gathering. Why are you having lunch/conversation with someone that spends the entire time doing something other than engaging?</p>	9/28/2010	http://spinsucks.com/communication/using-phones-in-meetingsprofessionally-and-personally/

095	Using Phones in Meetings: Personally and Professionally	Spin Sucks	9/27/2010	<p>Maybe I am being a bit more optimistic on the topic in that I think in time we (humans) will find a balanced way of communicating both verbally and electronically.</p> <p>Let me give you an example:</p> <p>A few years back I was out having brunch with some non-digital-industry friends at a dimsum place called Jade Garden here in London.</p> <p>Next to us was a table of 6-7 chinese teens. From they entered the restaurant till they left they didn't speak. Instead they were constantly (and I do mean every second) on their mobile phones.</p> <p>Naturally, we were all appalled as we were intrigued by this.</p> <p>Years later (as in now) it is not uncommon for the same people I dined with then to know take photos of our food and upload it to Facebook or Twitter and now even a few have started to check-in on FourSquare.</p> <p>This didn't happen overnight, it happened over a period of years in which we've all become used to this way of using digital media as part of a wider social experience. It is no longer in the way as it has found its natural balance.</p> <p>I have noticed a similar change in the corporate environment I am currently working in, but I am collecting those thoughts in a blog post as they are somewhat more extensive than what will fit in a comment box.</p>	9/28/2010	<p>http://spinsucks.com/communication/using-phones-in-meetingsprofessionally-and-personally/</p>
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096	Using Phones in Meetings: Personally and Professionally	Spin Sucks	9/27/2010	<p>There is no cell phone with me when I attend a client meeting. During the meeting, if the client uses their cell phone to see email, text or take a call, I get up, suggest it is better if we re-schedule, and leave.</p> <p>p.s. each time I have done this, the client has called me, apologized, and asked for another meeting.</p> <p>In fairness, 90% of our work comes from referrals - usually from the clients legal counsel, board members, or close colleagues.</p> <p>I am there to help them avoid or fix serious problems, and I have no problem firing clients who fail to understand that severity or immediate need for attention - they are wasting my time, and theirs if the focus is not where it should be.</p>	9/27/2010	http://spinsucks.com/communication/using-phones-in-meetingsprofessionally-and-personally/
097	Using Phones in Meetings: Personally and Professionally	Spin Sucks	9/27/2010	<p>Amen xxxx. I have a practical reason for never using my phone during any face-to-face conversation or meeting. I'm a little slow and it is tough enough listening and giving 100% of my attention to the conversation. Darn, multitasking just complicates the conversation for me. Then again, I'm one of those older Vistage males who just don't get the impact of social media on businesses. :)</p> <p>I did try this one recently with someone. They received a call when we were meeting and said "Do you mind if I take this call?" and my response was "Yes I do" Interesting facial reaction!</p> <p>BTW, my wife and I got a demonstration recently from our kids on how they can text from their pockets and behind their back. Yikes!</p>	9/27/2010	http://spinsucks.com/communication/using-phones-in-meetingsprofessionally-and-personally/

098	Using Phones in Meetings: Personally and Professionally	Spin Sucks	9/27/2010	<p>Sadly, I learned this only recently. (Ask my wife!) The largest part of communication is being there and being engaged with the other person, whether in a business or a social setting. The world will NOT end if you turn your phone/device off for two hours. (And if you need to sneak a peek, do so during a real or trumped-up bio break!)</p> <p>If something is so urgent and important that you can't take time for a social engagement, then stay at work and WORK. Apologize to your social appointment, reschedule, and do something really nice for the rescheduled appointment. (And above all, turn off the phone!)</p> <p>I'll admit that I have more latitude to do this than I had several years ago. But I will tell you that practicing this simple rule has restored a great deal of sanity and richness to my life.</p> <p>It's time to bring some civility back to face-to-face encounters. When you're in one, be there!</p>	9/27/2010	http://spinsucks.com/communication/using-phones-in-meetingsprofessionally-and-personally/
099	Using Phones in Meetings: Personally and Professionally	Spin Sucks	9/27/2010	<p>Bear with me, but I'm going to try to connect biker gangs to company meetings.</p> <p>I like the show "Sons of Anarchy," and before every official biker meeting they have, they are required to put their cell phones in a basket. Every member in a meeting would have to physically separate themselves from their smart phones. Maybe this is necessary in "legitimate" businesses, too.</p> <p>It might sound like you'd be treating your coworkers like addicted children, but....it's kind of necessary. I feel a lot better when I have my smartphone near me at all times, and when it's near I feel like using it. My generation is hooked on technology. If it's important company business, maybe it would be better for people to ditch their phones entirely for the duration of the meeting (or dinner with friends, or any other function where technology is being abused). Very few things in life need immediate attention...especially a mention on Twitter or email.</p>	9/27/2010	http://spinsucks.com/communication/using-phones-in-meetingsprofessionally-and-personally/
100	Using Phones in Meetings: Personally and Professionally	Spin Sucks	9/27/2010	<p>I think this says it all. Jerry Seinfeld on Blackberries & iPhones. http://www.youtube.com/watch?v=PYDA7__znfY</p> <p>We've learned how to use technology. Now we need to get back to some good old fashioned boundaries. I believe they're called "manners".</p>	9/27/2010	http://spinsucks.com/communication/using-phones-in-meetingsprofessionally-and-personally/

101	Using Phones in Meetings: Personally and Professionally	Spin Sucks	9/27/2010	<p>THANK YOU! This is my number one pet peeve. When I am in a meeting, I want your full attention. I find it an insult when folks are furtively checking emails or responding to texts under the table. My rule is that if I am having a human, face to face interaction, be it in the checkout line at the grocery store or in a meeting, no phone.</p>	9/27/2010	http://spinsucks.com/communication/using-phones-in-meetingsprofessionally-and-personally/
102	Using Phones in Meetings: Personally and Professionally	Spin Sucks	9/27/2010	<p>Disrespectful was the perfect word to describe this. As someone who's gone from the corporate world to the consultant/freelance world over the past year, I find it disconcerting when a client (or prospective client) continually checks e-mails and types away during our meeting.</p> <p>The one positive? There's normally a pretty close correlation between a client using his/her phone in a meeting and how much of a pain that client is going to be to work with. And you can factor that knowledge into your pricing model appropriately. :)</p> <p>From a personal standpoint, my kids are the worst about this. We instituted "no texting at the dinner table and realized one day they can all text from their laps without looking at keyboards. Interestingly, it saves me a bit on the cell-phone bill because they do thousands of (unlimited) texts per month but probably make fewer than 30 calls per month (including girlfriend calls).</p> <p>Thanks for raising the issue.</p>	9/27/2010	http://spinsucks.com/communication/using-phones-in-meetingsprofessionally-and-personally/
103	Using Phones in Meetings: Personally and Professionally	Spin Sucks	9/27/2010	<p>Our policy is that if your phone goes off (rings or vibrates) it's a \$50 fine.</p> <p>I too enjoy updating friends/family on SM but it's ridiculous to call a meeting or go to a meeting and not pay full attention.</p>	9/27/2010	http://spinsucks.com/communication/using-phones-in-meetingsprofessionally-and-personally/

104	Using Phones in Meetings: Personally and Professionally	Spin Sucks	9/27/2010	<p>Hi xxxx, I'm a big fan of yours even if you do try to convert me to getting an iPhone (never!). Just had two quick thoughts on your timely reminder about the importance of human interaction.</p> <p>I'm the friend xxxx wrote about in his post. I would just like to say for the record that I personally appreciate that xxxx got to know me as an outspoken feminist before he knew me as a sick person! That's certainly more how I think of myself.</p> <p>Secondly...where to begin? Of course I agree with your premise that in-person conversations are more important than e-conversations. We have, however, created such an expectation of "always available" that if someone doesn't respond immediately to our text or instant message, we panic. Did something happen to them? etc. I find it hard to balance these things.</p>	9/27/2010	http://spinsucks.com/communication/using-phones-in-meetingsprofessionally-and-personally/
105	Using Phones in Meetings: Personally and Professionally	Spin Sucks	9/27/2010	<p>For the record, however, I DO know who Bruce Jenner is. I thought you said a different first name so it wasn't ringing a bell. LOL! thanks for outing my on the Tom Brady item. :)</p> <p>I have clients that take calls during my meetings with them and it drives me nuts. I find it incredibly rude, and inefficient on their part to pay for me to sit there and watch them do other business.</p> <p>Socially, I couldn't agree more. I find myself following the lead of the others in the group. If it's a phone-friendly group, I hop on in. I think I'll handle that differently in the future!!!</p>	9/27/2010	http://spinsucks.com/communication/using-phones-in-meetingsprofessionally-and-personally/
106	Using Phones in Meetings: Personally and Professionally	Spin Sucks	9/27/2010	<p>Having lived in the board room for many years, there is no way anyone can pay attention while being engaged with their phones!</p> <p>For our company, no phones in office or client meetings.</p> <p>Another rule, two e-mails to communicate. Any more, pick up the phone or walk to their desk! Conversations back and forth get really old with me.</p>	9/27/2010	http://spinsucks.com/communication/using-phones-in-meetingsprofessionally-and-personally/
107	Using Phones in Meetings: Personally and Professionally	Spin Sucks	9/27/2010	<p>This is my favorite post of the week. (And it is only Monday morning!)</p> <p>Smartphones in the workplace are very disruptive. (And I am a huge iPhone fan...)</p> <p>I was in a meeting recently and 8 of 11 participants were busy on their phones. And then they wonder why the meeting was so long. :)</p>	9/27/2010	http://spinsucks.com/communication/using-phones-in-meetingsprofessionally-and-personally/

108	Using Phones in Meetings: Personally and Professionally	Spin Sucks	9/27/2010	<p>I agree with you, xxxxx. You can't give a person 100 per cent of your heart and mind when you are divided among multiple conversations! With your face in your phone, you not only miss parts of a personal conversation, the majority of which is shared through physical expression, you also neglect to give of yourself, which can debase the entire exchange. However, as a public relations professional deeply engaged in social media, I naturally have a hard time putting conversations on pause. Do you tell your other engagements that you are busy with another, or is it best to just go silent?</p>	9/27/2010	http://spinsucks.com/communication/using-phones-in-meetingsprofessionally-and-personally/
109	Using Phones in Meetings: Personally and Professionally	Spin Sucks	9/27/2010	<p>The ability to have a meaningful "face to face" conversation, business or social, is quickly going to be a point of differentiation. When you're engaged with someone face to face, and engaged with your phone (texting, tweeting or talking) neither party is getting your best! You can't give a 100% of your heart or your mind when it's divided.</p> <p>Hat's off to you and your team for the unspoken policy around cell phone use. If it had to be addressed (written or spoken) as a policy, it wouldn't really be part of your company culture! Not being in the PR, Marketing or Media business it's pretty easy for me. I have a pretty simple rule. If I'm talking to you (or a prospect, customer or client) I don't mess with my phone. Usually I don't even have it on me. Fiddling with your phone while talking to another person has become the new millennium equivalent of looking at your watch.</p> <p>People who know me and have done business with me know if I can't be reached it's because I'm usually with another client.</p>	9/27/2010	http://spinsucks.com/communication/using-phones-in-meetingsprofessionally-and-personally/
110	Using Phones in Meetings: Personally and Professionally	Spin Sucks	9/27/2010	<p>I became aware of my problem when my husband (not especially tech savvy or even interested) started complaining about me having my face in my phone all the time. I've since made it a point to never bring it with me/ have it out during meetings, networking, social events or basically anywhere human interaction is expected. We spend too much time distracted and not really present when that is exactly what the people in our lives need from us (personally and professionally)and what we ourselves truly need - to be fully present where and with whom we are.</p>	9/27/2010	http://spinsucks.com/communication/using-phones-in-meetingsprofessionally-and-personally/

111	Using Phones in Meetings: Personally and Professionally	Spin Sucks	9/27/2010	<p>This is an important and timely topic. I agree that the use of phones during business meetings and most social gatherings is incredibly rude.</p> <p>As an attorney I have to advise my clients directly and often about keeping phones silent and out of sight. I've had more than one client take a call during a legal proceeding despite being instructed otherwise.</p> <p>The art of conversation is being lost to communication technology. Ironic, isn't it?</p>	9/27/2010	http://spinsucks.com/communication/using-phones-in-meetingsprofessionally-and-personally/
112	Using Phones in Meetings: Personally and Professionally	Spin Sucks	9/27/2010	No phones in meetings is good - eliminating most meetings altogether is even better. But you have a point, meetings should be focused on achieving their objective in as quick a time as possible and then moving on to the next thing.	9/27/2010	http://spinsucks.com/communication/using-phones-in-meetingsprofessionally-and-personally/
113	Why You Should Ban Laptops & iPads at Board Meetings	Both Sides of the Table	10/31/2011	I remember a post a while back talking about focusing everyone towards each other instead of towards the screen (can't remember who exactly). What would be nice is a way to tether 2 - 4 iPads in the middle of the table, that is only to display the information needed during the meeting. Could be controlled by presenter or could have some basic collaboration. It would make it easier to implement the no laptops or iPads rule (except those provided/tethered).	2 years ago	http://www.bothsidesofthetable.com/2011/10/31/why-you-should-banlaptops-ipads-at-board-meetings/
114	Why You Should Ban Laptops & iPads at Board Meetings	Both Sides of the Table	10/31/2011	<p>My last focused working team meeting we put all the laptops and iphones into a box and brought them back in. I led from the front on that on - put my stuff in with the receptionist and only had a legal pad in front of me. At the break I discussed my decision.</p> <p>By the end of day one we had 100% of people focused.</p>	2 years ago	http://www.bothsidesofthetable.com/2011/10/31/why-you-should-banlaptops-ipads-at-board-meetings/
115	Why You Should Ban Laptops & iPads at Board Meetings	Both Sides of the Table	10/31/2011	<p>Laptops and various iDevices at meeting are a symptom of a problem. Most meetings are too long, boring and without and any real productive out come. Change this and the devices will disappear. Another way to look at it is to minimise formal meetings if u can't drop altogether as per this article</p> <p>http://www.smartcompany.com.au...</p> <p>Excerpt here:No board meetings, no formal meetings of any kind. Instead, the heads of business get together occasionally, discuss new features, and then do them."It's a big advantage we have over other players," he says. "The Gerry Harveys and so on need a board meeting. We just try things, and if they work, great, and if they don't, we move on."</p>	2 years ago	http://www.bothsidesofthetable.com/2011/10/31/why-you-should-banlaptops-ipads-at-board-meetings/

116	Why You Should Ban Laptops & iPads at Board Meetings	Both Sides of the Table	10/31/2011	<p>Definitely going to follow through on this one!</p> <p>The excuse one of my directors has is that he doesn't print any board papers. But i'll see if I can get him to make notes on any issues he wants to discuss from his pre-reading :-) so that he can just bring up the key points.</p> <p>You are so right- the value is from the intensive discussions and we do this best when we're not distracted or reading.</p>	2 years ago	http://www.bothsidesofthetable.com/2011/10/31/why-you-should-banlaptops-ipads-at-board-meetings/
117	Why You Should Ban Laptops & iPads at Board Meetings	Both Sides of the Table	10/31/2011	<p>My iPad or blackberry doesn't come out until the "death by PowerPoint" starts. It is a complete waste of time to go through a deck that was sent out before the meeting. Pick one or two strategic items to focus on and let's keep the meeting to 90 minutes. I send out a bunch of posts to CEO's (including yours and Steve Blank's), but the ppt crutch is hard to break.</p>	2 years ago	http://www.bothsidesofthetable.com/2011/10/31/why-you-should-banlaptops-ipads-at-board-meetings/
118	Why You Should Ban Laptops & iPads at Board Meetings	Both Sides of the Table	10/31/2011	<p>Just don't forget that some people of the slightly autistic and hyperactive kind (ie a lot of really smart nerds) actually are able to focus more on what's going on if they sort of distract part of their brain by doing other stuff at the same time.</p> <p>And...</p> <p>Personally I like to factcheck/research the stuff being talked about as I listen to it, as that makes for more productive discussions and less of a need for yet another meeting at a later date.</p>	2 years ago	http://www.bothsidesofthetable.com/2011/10/31/why-you-should-banlaptops-ipads-at-board-meetings/
119	Why You Should Ban Laptops & iPads at Board Meetings	Both Sides of the Table	10/31/2011	<p>Should be the case in all meetings. Not just boards.</p> <p>Couple of rules that could work for all meetings -</p> <ul style="list-style-type: none"> - No laptops, no gadgets - Have standing meetings. This way we don't have long winded discourses. <p>(For long meetings where discourses are expected, maybe alternate sitting and standing every 30 mins!)</p>	2 years ago	http://www.bothsidesofthetable.com/2011/10/31/why-you-should-banlaptops-ipads-at-board-meetings/
120	Why You Should Ban Laptops & iPads at Board Meetings	Both Sides of the Table	10/31/2011	<p>It is most frustrating when, someone at the meeting says "I didn't know we were going to do that", and you respond with "We discussed it at the last meeting". Awkward silence (for some)...during which you are thinking "it must have been when you were looking at your !*#\$%..."</p> <p>This happens frequently and should not.</p> <p>I've got to stop reading blogs and get more work done too - damn!</p>	2 years ago	http://www.bothsidesofthetable.com/2011/10/31/why-you-should-banlaptops-ipads-at-board-meetings/

121	Why You Should Ban Laptops & iPads at Board Meetings	Both Sides of the Table	10/31/2011	<p>We use an electronic board book solution that allows off line access to our board materials. These materials are pushed out a week or two prior to the meeting. We provide our directors with a netbook and wireless mouse to access and reference board materials during the meeting. The search and annotation functions make it easy to take notes and quickly find what they are looking for. Cellphones, smartphones and internet access during meetings for directors is not allowed. The only electronic communication that leaves the board room is done by the recording secretary or administrative assistant for setting up incoming/outgoing dial in meeting attendees, notifying meeting planners the meeting is running long or to send in the next consultant or presenter. We must have an exceptional board.</p>	2 years ago	http://www.bothsidesofthetable.com/2011/10/31/why-you-should-banlaptops-ipads-at-board-meetings/
122	Why You Should Ban Laptops & iPads at Board Meetings	Both Sides of the Table	10/31/2011	<p>This was a great post, xxxx! Thankyou! No personal computers or smart phones or iPads.</p> <p>Couple of other things we've found valuable.</p> <p>Record the meetings. No one ever asks to hear it afterwards, but it's a great fall back.</p> <p>Have the assistant who is operating the recording device allowed internet and computer for researching facts, etc. A good assistant will be following the conversation and will have searched before anyone had the time to ask the question.</p> <p>Have a few snacks on hand to handle low blood sugar arguments.</p> <p>Promised to treat everyone to a drink if the meeting ends on time and the agenda is met (best when meetings end at close of the day.. :) My new secret weapon. I'm shocked how well this works!</p>	2 years ago	http://www.bothsidesofthetable.com/2011/10/31/why-you-should-banlaptops-ipads-at-board-meetings/
123	Why You Should Ban Laptops & iPads at Board Meetings	Both Sides of the Table	10/31/2011	<p>On a side note, someone I am working with introduced me to a great idea. At the beginning of the meeting, everyone says something they are thankful or grateful for. This trick really helps the tones and productivity of the meetings and gives you a little insight into some of the people you are talking to.</p>	2 years ago	http://www.bothsidesofthetable.com/2011/10/31/why-you-should-banlaptops-ipads-at-board-meetings/
124	Why You Should Ban Laptops & iPads at Board Meetings	Both Sides of the Table	10/31/2011	<p>I agree 100%. As an attendee, I find it distracting when other BOD members (or company executives) are buried in something other than the discussion. What's it like for the CEO? Of course too many BOD meetings are too long and too unfocused on what's really important.</p>	2 years ago	http://www.bothsidesofthetable.com/2011/10/31/why-you-should-banlaptops-ipads-at-board-meetings/
125	Why You Should Ban Laptops & iPads at Board Meetings	Both Sides of the Table	10/31/2011	<p>I agree with your post... These gadgets only serves as a distraction during a meeting. It may be helpful at times but there are certain moments when the meeting gets a little boring, then one is faced with temptation to check their email, Facebook, or tweeter account which will surely cause a divert in their attention.</p>	2 years ago	http://www.bothsidesofthetable.com/2011/10/31/why-you-should-banlaptops-ipads-at-board-meetings/

126	Do You Use Your Smartphone During Meetings?	TimesUnion	1/17/2014	I DO think it inappropriate and rude. I make sure mine is on vibrate—have to make double sure in church because xxxxx's prelude might not be the Bach Toccata! I will take mine out only if I need to schedule the next meeting or make sure the day/time is free. I don't know how we survived w/out all our technological toys!	1/17/2014	http://blog.timesunion.com/kristi/doyou-use-your-smartphone-duringmeetings/57774/
127	Using Smartphones During Meetings: A Workplace Faux Pas that Needs to Stop?	The Hiring Site (by careerbuilder)	9/29/2010	<p>Great article! I agree with much of what has been said regarding culture in the workplace, appropriate meeting support, etc. The thing that bothers me is the growing lack of respect of others and use of phones.</p> <p>If the "boss" takes non-emergency calls while an employee is right there in front of him trying to work out an issue, doesn't that say something about what he thinks of that employee?</p> <p>Perhaps its simply becoming such a cultural habit to chat wherever you are (sidewalk, cafe, restrooms) that people don't realize how rude and disruptive they are being when they carry the habit into the workplace.</p> <p>If that is the case, it indicates a bigger cultural problem that is seeping into the workplace.</p> <p>I would think company meetings are at least as important as the last show seen in the theater or movie house. Bet the smartphones were turned off for that!</p>	10/10/2010	http://thehiringsite.careerbuilder.com/2010/09/29/using-smartphonesduring-meetings-a-workplace-fauxpas-that-needs-to-stop/
128	Using Smartphones During Meetings: A Workplace Faux Pas that Needs to Stop?	The Hiring Site (by careerbuilder)	9/29/2010	I think your post is right on target. I work with techies a lot. There are times in meetings when someone is using his/her PDA - but not in support of the meeting. Be courteous and provide uninterrupted attention in a meeting (with exceptions that you noted). Especially during interviews and performance reviews! Leaders must set good examples of when to use PDAs and Social Networking. The ability to LISTEN to others, watch body language and offer support through full engagement is invaluable and helps make one be a great leader.	10/1/2010	http://thehiringsite.careerbuilder.com/2010/09/29/using-smartphonesduring-meetings-a-workplace-fauxpas-that-needs-to-stop/
129	Using Smartphones During Meetings: A Workplace Faux Pas that Needs to Stop?	The Hiring Site (by careerbuilder)	9/29/2010	<p>I have wondered -- who is less productive? A CEO who spends an hour of a meeting on his Blackberry or his employee who comes 15 minutes late to work?</p> <p>I think HR practitioners have been watching productivity fall without knowing what to do: Is HR Standing By While Corporate Culture Changes? http://caribhrforum.com/wordpress/2010/05/27/is-hr-standing-bywhile-corporate-culture-changes/</p>	9/30/2010	http://thehiringsite.careerbuilder.com/2010/09/29/using-smartphonesduring-meetings-a-workplace-fauxpas-that-needs-to-stop/

130	Using Smartphones During Meetings: A Workplace Faux Pas that Needs to Stop?	The Hiring Site (by careerbuilder)	9/29/2010	Thanks for a great article. I do think the answer to the question about tech use in meetings very much depends on the type of meeting you're running. There are some meetings where it actually enhances the outcomes of the meeting, and should be encouraged. The key is to get group buy-in to what type of meeting it is that you're having. If you're interested, see a short 6 minute video I recorded on this topic, suggesting that there should be three types of meetings in your company: http://businesssuccess.tv/video/meetings	9/30/2010	http://thehiringsite.careerbuilder.com/2010/09/29/using-smartphonesduring-meetings-a-workplace-fauxpas-that-needs-to-stop/
131	Using Smartphones During Meetings: A Workplace Faux Pas that Needs to Stop?	The Hiring Site (by careerbuilder)	9/29/2010	xxxx, you've very eloquently explained the difference between smartphones detriment and their useful purpose. I completely agree that if a leader is tapping away on their phone while in meetings, it's seen as they don't care. I once interviewed a person who came very highly recommended by people I really respect, but he answered emails while we were talking. I was FLOORED! Granted he wasn't hired and, when he asked for feedback and I told him why, he thought I was being ridiculous. As Tony Hsieh says, hire for values and culture, not skill. That guy definitely would not have fit our culture and he and I would have probably had literal fights over his phone.	9/29/2010	http://thehiringsite.careerbuilder.com/2010/09/29/using-smartphonesduring-meetings-a-workplace-fauxpas-that-needs-to-stop/
132	How to Manage Meeting Participants and their Smartphones	TechRepublic	5/1/2012	I think that when we regularly have trouble getting folks to "attend" at our meetings (in person, without distraction), we probably should have some thought (and some discussion with attendees) about the need/nature/format of the meeting(s). What's causing them to "slide off", mentally or physically? What can we do to get more of their involvement and waste less of their valuable on-task time? Perhaps it would be better to shorten the meeting down to less than an hour. Maybe less than half an hour. Maybe take the seats out of the conference room? Maybe only invite critical deciders/actors to the meeting? Build a tighter agenda? Maybe skip the "It's Monday morning, so let's have a meeting" meeting entirely? Staff want a sense of Autonomy, Mastery, and Purpose. Their leaders want them all moving in the same direction to get the right job(s) done properly, on budget, and within timeframe. If we can achieve those goals with one less scheduled meeting, so much the better. With the effective use of various collaborative tools (even simple ones, like e-mail), they could even attend your meeting while they're listening to someone ELSE prattle on about the new forms so-and-so wants us to use. Beyond signing their paycheck, what can we do to be the legitimate center of their attention, instead of being seen as just another hurdle on the critical path?	5/4/2012	http://www.techrepublic.com/blog/career-management/how-to-managemeeeting-participants-and-theirsmartphones/4242/#
133	How to Manage Meeting Participants and their Smartphones	TechRepublic	5/1/2012	If I'm in a long boring meeting about pointless nonsense then I will excuse myself from the meeting (some excuse that the servers need a hug or something). Other than that I will pay attention and stay interactive in the meeting. In IT you don't really need to be available 24/7, you just have to know who needs immediate response. My phones are normally silenced in meetings with exceptions that I have set up beforehand. My phones will ring if I receive Security/Important alerts from my servers or if certain people call my phone.	5/3/2012	http://www.techrepublic.com/blog/career-management/how-to-managemeeeting-participants-and-theirsmartphones/4242/#

134	How to Manage Meeting Participants and their Smartphones	TechRepublic	5/1/2012	<p>Some situations call for immediate action regardless of where you are or what you're doing. I think you've struck the right balance of respect and utility in your approach. Is there a single utility, multiple utilities, or is it a stock OS feature that you utilize to get that functionality? If they missed meeting etiquette 101 then instruct them. Then adhere to acceptable meeting practices yourself and keep the meeting short. Anything that doesn't apply to the group at large should be discussed in teams or one-on-one. If you have meetings going over two hours then you may want to take a serious look at the content (I realize there will be exceptions but I had to draw the line of generalization somewhere). Email discussions are very possible in our day and age so if you have selfexplanatory presentation slides then just email them rather than wasting people's time going through them all adding only an additional tidbit here and there. If you have managers that cannot be away from their staff for more than an hour then they need to do a better job of cross-training, organizing, or managing. It is important to keep in mind that there will be times when someone will need to take a phone call during a meeting (ie. if their wife is due to give birth at any moment or they have an important phone call they couldn't reschedule). It would be best if they could warn the participants or at least the presenter before the meeting starts that they may need to take a call. It is then up to that person to sit near an exit, keep their phone on vibrate and off the table, and to discretely step out of the room when and if that phone call comes. If you have employees or managers that are not able to adhere by the no-phone/device-use-in-meetings policy and are still always doing something on their phone give them a verbal warning in private (public humiliation while sometimes effective is poor management unless you're a tyrant or a dictator), give them a second warning where you explain why you don't want them on their smart phone/tablet during the meeting and work with them to resolve any concerns they have but also let them know that that behavior is unacceptable, give them one last written warning if it continues, and then if they still have issues get a new employee or manager preferably one who can act like an adult. No one should have to babysit their employees or management staff. Meetings with clients are a little different. When you are with that client they deserve your time and attention. Don't squander those moments by being unprepared or disinterested (the two reason's I commonly see for device use during a meeting). If you only have a small part in the meeting try to be genuinely interested in the whole process rather than just your one little piece. Chances are you can glean valuable information from the rest of the process even though it may not apply directly to you.</p>	5/3/2012	<p>http://www.techrepublic.com/blog/career-management/how-to-managemeeting-participants-and-theirsmartphones/4242/#</p>
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135	How to Manage Meeting Participants and their Smartphones	TechRepublic	5/1/2012	<p>There is always an exception to the rule. For example: IT Folks that are required to be available 24/7, expecting an email/call, ect.--I AM the IT for where I work and I only take my phone w/me to a mtg if I fall under that scenario, which isnt always so to be respectful, unless I need my phone I leave it at my desk. However, I still think it is rude, distracting to others and inconsiderate for anyone else that is not required to be "on call" to be futzing with their phones during a mtg--even more so if it is the person that called the mtg! Its even more annoying when they have two phones (one personal and one work) that they futz with and they have no reason to be dinking on it--they are just texting their friends. Again, with the expectation of anyone that is required to be on call or monitoring something. Yes we are all adults but that doesnt mean we always act like one. It might also make the mtg a tad bit shorter if there are less distractions--ok...probably not but we can hope. Espc for those really (un)necessary mtgs. :)</p>	5/3/2012	http://www.techrepublic.com/blog/career-management/how-to-managemeeting-participants-and-theirsmartphones/4242/#
136	How to Manage Meeting Participants and their Smartphones	TechRepublic	5/1/2012	<p>Only the president of the United States and some military commanders need to be constantly available. Everyone else can be "off line" for protracted periods without risking the end of the world, without risking their careers, and without risking friendships. This revelation may come as a serious blow to the egos of certain smartphone owners, but it is true. If a meeting is necessary (yeah, we know many are not), ban smartphones from the room and participants will be better able to focus on the subject matter of the meeting. As a side benefit, some blowhards may curtail their comments in order to shorten the time away from their beloved phones. If you have a pending phone call or other business to attend to during the time of a meeting, either do not attend at all or quietly leave when you must. No phone required. As for personal matters that purport to require immediate attention, such as the imminent birth of a child, I recall this bit of wisdom from an old salt: "Son, you're necessary for laying the keel, but not for the launching of the ship."</p>	5/3/2012	http://www.techrepublic.com/blog/career-management/how-to-managemeeting-participants-and-theirsmartphones/4242/#
137	How to Manage Meeting Participants and their Smartphones	TechRepublic	5/1/2012	<p>what are you supposed to do when it's the MANAGER who called the meeting who's the one mesmerized by their iPhone??? Seriously. They sit and read their mail and whatever else the entire time after they call on someone to give an update/status report. Makes one feel like they're talking to the wall.</p>	5/3/2012	http://www.techrepublic.com/blog/career-management/how-to-managemeeting-participants-and-theirsmartphones/4242/#
138	How to Manage Meeting Participants and their Smartphones	TechRepublic	5/1/2012	<p>The only problem is that a lot of people use their PDA's / SmartPhones for taking notes, keeping records of assigned tasks, etc.</p>	5/2/2012	http://www.techrepublic.com/blog/career-management/how-to-managemeeting-participants-and-theirsmartphones/4242/#

139	How to Manage Meeting Participants and their Smartphones	TechRepublic	5/1/2012	<p>Listen, I'm not five and I work in IT. I'll be more than happy to walk out of a meeting. I have more important things to do than a meeting 99% of the time. If I was playing games, that's one thing. But I spent nearly \$1000 on my own gadgets with my own money to get work done anywhere, anytime. So if this person thinks they're going to call me out for checking email or server status during a presentation, they're going to get a quick dressing down from me. Similarly, I'm not going to tell a salesperson in a meeting to turn in their phone or even mute it. When they lose a call, we lose business. The problem here is not the PDA, but the self important meeting host. I've never ever been to a meeting that was so important it took precedence over essential employees keeping tabs. Maybe this better fits large corporations where the majority of all they do is go from meeting to meeting. This doesn't work for small businesses where wasted time is wasted money. One last thing, what's with all the childish passive aggressive tactics like "standing near violators"? Really?</p>	5/3/2012	http://www.techrepublic.com/blog/career-management/how-to-managemeeeting-participants-and-theirsmartphones/4242/#
140	Three Reasons I Hate Laptops in Meetings	viget	5/20/2013	<p>Your negatives are valid, as long as expectations are set before the meeting (ex: turn off IM, no emailing). Otherwise, your negatives just come across as personal biases against other people's (possibly) productivity methods.</p> <p>One positive to having laptops is reference -- as one of those people who write notes then later transcribe them into Evernote/Google Docs, there is great benefit to seeing back in time. While you can do that with paper, your notebook only goes so far back in time.</p>	8 months ago	http://viget.com/advance/threereasons-i-hate-laptops-in-meetings
141	Three Reasons I Hate Laptops in Meetings	viget	5/20/2013	<p>I completely agree with xxxxxxx. I can understand the negatives that you're mentioning, but there is also a lot of proof that suggests that "Meetings are a complete waste of time."</p> <p>I can't count the number of times I've gone to a meeting and the first 5-10 minutes have been really interesting and then the next 45 minutes have nothing to do with me. This is pretty prominent in "enterprise" type meetings where a lot of people just like to hear themselves talk. Obviously, I could get up and excuse myself from the meeting, but at that point I also risk appearing that "my time is more important than what you're all saying." It's definitely a tough thing to just walk out on a meeting that you've been invited to.</p> <p>If every one of the meetings I attended was all about productivity and every person sitting in the meeting truly does have a purpose for being there. Then be all means, ban laptops if they're being distracting, but in my personal experience that isn't the norm.</p> <p>The practice has never really bothered me in meetings that I've held. But I don't know your specific context or situations. Based on just the post alone, I'd say that you might possibly be overreacting to something that isn't all that big of a "problem", but more of a personal annoyance.</p>	8 months ago	http://viget.com/advance/threereasons-i-hate-laptops-in-meetings

142	Three Reasons I Hate Laptops in Meetings	viget	5/20/2013	<p>"On the other hand, I don't know that distracting yourself with a laptop to avoid making uncomfortable statements is the better of the two options"</p> <p>Totally agreed. I definitely don't agree with using "meetings" as a way for a developer (or anyone) to sit in a room for an hour and browse Facebook or Reddit. Typically, at my current position, if I have a laptop on hand and I'm part of a meeting, I tend to do code reviews or just browse through commit logs in branches I'm not a part of. I'm certainly not committing 100% of my cycles to the meeting, but I also feel like I'm making some valuable contribution to the company as well.</p> <p>Overall, I think we agree that laptops can certainly cause issues, but I think the main question to me is, "are they bad enough that you have to take steps to enforce that they're only being used for good in meetings?"</p> <p>Tough call either way, but a great read and well articulated point. :)</p>	8 months ago	http://viget.com/advance/threereasons-i-hate-laptops-in-meetings
143	Three Reasons I Hate Laptops in Meetings	viget	5/20/2013	<p>Extend this to all portable electronics, and I'm right there with you.</p> <p>Oh, and keep your damn meetings short and to the point, possibly with a pre-communicated agenda! :)</p>	8 months ago	http://viget.com/advance/threereasons-i-hate-laptops-in-meetings
144	Three Reasons I Hate Laptops in Meetings	viget	5/20/2013	<p>Good stuff. In regards to "Close Up Shop", I find it helpful to run my note-taking application (Google Docs usually) in Full Screen mode while in meetings. Definitely helps remove distractions / temptations when you have to have the laptop in a meeting. Also, whiteboards can be great for collective note taking and helps to keep everyone on the same page.</p>	8 months ago	http://viget.com/advance/threereasons-i-hate-laptops-in-meetings
145	Three Reasons I Hate Laptops in Meetings	viget	5/20/2013	<p>I absolutely agree that laptops in meetings are distracting. Think of it this way, now that so much of our communications are online, it's rare we get to sit face-to-face with someone and have a real meeting. And what do many do during that time? Use their phone/tablet/laptop.</p> <p>No longer are people making eye contact or noticing body language, they are plugged into other things and only picking up the audio.</p>	6 months ago	http://viget.com/advance/threereasons-i-hate-laptops-in-meetings
146	Why You Should Ban Laptops at Board Meetings	TechCrunch	10/31/2011	<p>Uhm, except for the fact that when people present a deck, you take notes on your laptop. It is a waste of time to write notes in pencil, then transcript them again later - especially considering the purpose of your notes is less fresh in your head later. I'm guessing that whoever wrote this is older than 50, or takes really poor notes.</p>	10/31/2011	http://techcrunch.com/2011/10/31/why-you-should-ban-laptops-atboard-meetings/

147	Why You Should Ban Laptops at Board Meetings	TechCrunch	10/31/2011	<p>Having run thousands of meetings, I concur on what people are actually doing -- it isn't taking notes. But it's worse than that: not only is it not a waste of time to take notes in pencil, there's plenty of evidence that the physical act of writing with a pen or pencil enhances memory and cognition. The act itself of wielding a pen to write words physically changes your brain for the better.</p> <p>If you really must transcribe into digital form, you could do worse than going out and buying one of those pens that does automatic capture and transcription of written notes.</p>	10/31/2011	http://techcrunch.com/2011/10/31/why-you-should-ban-laptops-atboard-meetings/
148	Why You Should Ban Laptops at Board Meetings	TechCrunch	10/31/2011	<p>xxxxxxx Is audio cool ? I would like to think that it would be a good idea to tape these meetings so people can take notes LATER, rather than having to pretend they're a bunch of freaking court stenographers.</p>	11/1/2011	http://techcrunch.com/2011/10/31/why-you-should-ban-laptops-atboard-meetings/
149	Why You Should Ban Laptops at Board Meetings	TechCrunch	10/31/2011	<p>xxxxxxx cannot agree more - after years of toying with the problem I bit the bullet and bought one of these Livescribe thingy's... best. purchase. ever.... sure I'm not as cool as the iPad crowd but I am focused and then I can send a video of the notes and the audio (being written in time) to my remote working team mates...</p> <p>I spent 6 years wining and dining people in London's advertising scene - after six months I introduced a no Blackberry rule and terminated two lunches because of it and that was that. My phone was off, I'd fought for this meeting and I was going to get maximum value out of it. Exceptions were made for pregnant wives, sick kids etc but few asked.</p> <p>Most said that they liked being asked - especially with the explanation - and that it made for a more enjoyable experience.</p> <p>Focus on that, not on having a "connected" board.</p>	11/1/2011	http://techcrunch.com/2011/10/31/why-you-should-ban-laptops-atboard-meetings/
150	Why You Should Ban Laptops at Board Meetings	TechCrunch	10/31/2011	<p>I agree with xxxx, no one that has a laptop open is really taking notes unless they are assigned that task. When I'm in meetings and am taking notes on my laptop, I still get distracted by incoming emails, im's, etc..... so I'm sure do my people that are taking the notes on the laptops.</p>	11/1/2011	http://techcrunch.com/2011/10/31/why-you-should-ban-laptops-atboard-meetings/
151	Why You Should Ban Laptops at Board Meetings	TechCrunch	10/31/2011	<p>It must be frustrating to see people not paying attention when you've prepared for the meeting, and want to get as much as possible out of meetings. However, many people can "multi-task" and if they are on your board, you should trust them to pay attention to important stuff and give proper feedback. I don't think it's wise to treat your employees like kids and ban e-devices, let alone board members. If you've prepared the meeting to be more productive, members will pay more attention, and hopefully they'll be taking proper notes of the meeting on those devices.</p>	11/2/2011	http://techcrunch.com/2011/10/31/why-you-should-ban-laptops-atboard-meetings/
152	Why You Should Ban Laptops at Board Meetings	TechCrunch	10/31/2011	<p>Executive or manager who is unable to make meetings productive for all participants should be banned from company's premises himself for wasting people and company's time.</p>	10/31/2011	http://techcrunch.com/2011/10/31/why-you-should-ban-laptops-atboard-meetings/

153	Why You Should Ban Laptops at Board Meetings	TechCrunch	10/31/2011	<p>Chicken, meet the egg. If you can't get the participants to participate because they aren't paying attention (distracted by their devices), you can't make the meeting productive.</p> <p>I don't buy the excuse of "if it were more interesting to me, I'd pay more attention." Prospective participants should make that decision before they come into the room, and if they find themselves bored and without a reason to be there, excuse themselves. 95% of the time, people are just exhibiting poor prioritization of their attention, not actually taking an active interest in the meeting.</p>	10/31/2011	http://techcrunch.com/2011/10/31/why-you-should-ban-laptops-atboard-meetings/
154	Why You Should Ban Laptops at Board Meetings	TechCrunch	10/31/2011	<p>I agree with you xxxx. But its kind of difficult to say Blackberry or anything is banned. Sound's old school. You could instead install a jammer in the Board room. Fight technology with technology :)</p>	11/1/2011	http://techcrunch.com/2011/10/31/why-you-should-ban-laptops-atboard-meetings/
155	Why You Should Ban Laptops at Board Meetings	TechCrunch	10/31/2011	<p>Maybe you shouldn't have board members who don't care enough about really important meetings to not pay attention. Are laptops really your biggest concern?</p>	10/31/2011	http://techcrunch.com/2011/10/31/why-you-should-ban-laptops-atboard-meetings/
156	Why You Should Ban Laptops at Board Meetings	TechCrunch	10/31/2011	<p>from the bottom of my heart: Y-E-S, and for every type of meeting!</p>	10/31/2011	http://techcrunch.com/2011/10/31/why-you-should-ban-laptops-atboard-meetings/
157	Why You Should Ban Laptops at Board Meetings	TechCrunch	10/31/2011	<p>He isn't saying not to use computers. His point is that laptops serve as a distraction during a meeting. It's true.</p>	11/1/2011	http://techcrunch.com/2011/10/31/why-you-should-ban-laptops-atboard-meetings/
158	Why You Should Ban Laptops at Board Meetings	TechCrunch	10/31/2011	<p>I agree with the premise - that net connected devices are distracting to meeting flow, but I wonder if banning is the right strategy. How about just having a firm leader who spots distractions and addresses them? First in a joking way and then if that's not enough more sternly.</p> <p>I do sometimes bring a laptop to a meeting. And I tell others that I'm using this to take notes - which is what I do so I can send around meeting notes afterwards.</p> <p>It's true some idiots get drunk on the beach, but you don't want to ban all alcohol because of the irresponsible ones. Ok, maybe not the perfect analogy, but you get what I'm saying.</p>	11/2/2011	http://techcrunch.com/2011/10/31/why-you-should-ban-laptops-atboard-meetings/

159	Why You Should Ban Laptops at Board Meetings	TechCrunch	10/31/2011	<p>This trend of using phones in meeting or groups is happening everywhere these days. Especially in cinema's it is annoying to have someone on the phone texting or chatting in front of you! A good kick in the back of the seat usually works here though. :o)</p> <p>I agree on one comment below that laptops and tablets are fine as they allow you to present information, but if you are on the thing when someone is talking and it is not your turn to talk or unless you are taking the minutes, then this I agree is wrong. Yes, take a paper note pad and write it down. Nothing on the notepad is going to distract you... :o) Any other use of the device is for out of the meeting only. I agree. I switch my phone to silent when I go into a meeting and ignore it until I am done or we have a break. Far too many sit on their BB especially and chat away not listening to the meeting. I was at a meeting with 5 other competitors and only our group was without any phone in front of them. All the others were constantly on the phone texting or chatting. NOT ACCEPTABLE.</p>	11/1/2011	http://techcrunch.com/2011/10/31/why-you-should-ban-laptops-atboard-meetings/
160	Why You Should Ban Laptops at Board Meetings	TechCrunch	10/31/2011	<p>Totally agree! Smart Phones, Laptops, Ipad etc should be removed from all meetings. An effective meeting is one that has the people engaged and communicating with each other. This becomes hard to do when you have people sitting there checking texts and emails every few minutes. People should enter a meeting fully prepared and not have to go to a lap top to find an answer. If the information required is detailed print it out and take it to the meeting. The trend of ignoring the people in front of you because you are communicating with the "world" has to stop!</p>	11/1/2011	http://techcrunch.com/2011/10/31/why-you-should-ban-laptops-atboard-meetings/
161	Why You Should Ban Laptops at Board Meetings	TechCrunch	10/31/2011	<p>Meeting chairs need to be more assertive, and (for instance) refuse to give a summary of the discussion so far for someone who's just surfaced from their e-mail, just tell them to pay attention in future. Be prepared to say "well, you were in the room when this was agreed and didn't raise your objection then so what's different now?". If there's someone in the room for whom that won't work in future, make sure you engage them in the conversation.</p>	11/2/2011	http://techcrunch.com/2011/10/31/why-you-should-ban-laptops-atboard-meetings/
162	Why You Should Ban Laptops at Board Meetings	TechCrunch	10/31/2011	<p>I used to prepare the Board Meeting Packages and they were costly for a small organization to produce - especially when most just left them behind as they were given all information electronically as well. In the end we no longer print anything as we realized all would just follow the electronic version on their laptops or iPads. Saved both money and many trees!</p>	11/2/2011	http://techcrunch.com/2011/10/31/why-you-should-ban-laptops-atboard-meetings/
163	Why You Should Ban Laptops at Board Meetings	TechCrunch	10/31/2011	<p>I don't have to say this but you know xxxx that Gadgets have become integral to our lives. Tweeting, sharing, checking-in etc. are reality. Perhaps we as a species are getting better at multitasking. Trying to change (consumer) behavior IMHO is not gonna work, unless the change offers a better value prop. Instead, its better to try and change our way of working! You do have a valid point, but on a philosophical note, its a short life, and every moment is super valuable!</p>	11/1/2011	http://techcrunch.com/2011/10/31/why-you-should-ban-laptops-atboard-meetings/
164	Why You Should Ban Laptops at Board Meetings	TechCrunch	10/31/2011	<p>I think people in a board meeting should use the most appropriate tool for the job, be it pencil or iPad or microrecorder. I'd suggest you run more risk of security problems through social engineering than through the abuse of technology. That's been my experience in 20 years of IT support anyway...</p>	11/1/2011	http://techcrunch.com/2011/10/31/why-you-should-ban-laptops-atboard-meetings/

165	Why You Should Ban Laptops at Board Meetings	TechCrunch	10/31/2011	This issue is not laptops these days...it is iPads. Many VCs are bringing iPads to board meetings with the board presentation on Box.net or Dropbox and they take notes on Evernote. I think the use of laptops by VCs in board meetings is decreasing. But, iPads increasing by the day. Going to be hard to stop that train...	10/31/2013	http://techcrunch.com/2011/10/31/why-you-should-ban-laptops-atboard-meetings/
166	Why You Should Ban Laptops at Board Meetings	TechCrunch	10/31/2011	In meetings I go to questions often come up which we need the company intranet or Google to answer. In the olden days we had to write the question down and bring the answer up the next meeting. Nowadays I find the answer on my laptop or smartphone, and we can be more decisive and productive right away.	10/31/2011	http://techcrunch.com/2011/10/31/why-you-should-ban-laptops-atboard-meetings/
167	Why You Should Ban Laptops at Board Meetings	TechCrunch	10/31/2011	This idea needs to be extended to iPhones, all Smartphones and Tablets. There is an information security and communication security issue here. Private communications at the board level are a must, to prevent insider trading risks.	10/31/2011	http://techcrunch.com/2011/10/31/why-you-should-ban-laptops-atboard-meetings/
168	Why You Should Ban Laptops at Board Meetings	TechCrunch	10/31/2011	Respectfully I think those conducting the meetings are smart enough to figure out if the devices are creating problems, and who is or isn't paying attention well enough to do their job after the meeting is concluded. Anyway I hope they are.	10/31/2011	http://techcrunch.com/2011/10/31/why-you-should-ban-laptops-atboard-meetings/
169	Closing Your Laptop in Meetings	FORITPROS	4/30/2013	Laptops in "pointless" meetings become a self-fulfilling prophecy. People bring their laptops, resulting in being distracted or disengaged. This leads to ineffective meetings, which give people more excuse to bring their laptops in order to make use of the time. The number and duration of meetings in most organizations needs to be reduced, but that will first require the participants to go "all-in" to make the meetings more productive. If you really want to get crazy, suggest people turn of their smart phones as well :) Good article.	4/30/2013	http://foritpros.com/2013/04/30/closing-your-laptop-in-meetings/

<p>170</p>	<p>People Using Laptops During Meetings: OK or Not OK?</p>	<p>Google+</p>	<p>9/24/2011</p>	<p>I'm a programmer. It really REALLY depends per person and how they concentrate, for programmers.</p> <p>The only real example I can bring is the music example. Some people listen to only certain types of musics (or talk shows), at certain volumes, otherwise it's a distraction. If one can effectively manage keeping a meeting in the foreground and programming in the background.</p> <p>Oddly enough, some people go through school in that exact manner. If they take notes, or not, they can or can't concentrate. Actually, it's not completely conclusive. It really depends on the person and ability. While true, the mind may only truly process one thing at any second, once there is expertise in an area, it becomes more trivial to multitask that one ability out. Some theorize it comes down to memory and others to speed the task could be done under regular circumstances.</p> <p>Otherwise we probably couldn't walk, talk and avoid people (esp here in nyc). Then again, some completely don't know when they are overwhelmed and overextend themselves. Most sportsmen couldn't pass while watching whomever is guarding, making several decisions at once, without sitting there allowing the environment to change.</p> <p>That said, I come from the land of programming, where there are really trivial tasks, and more intense tasks. Some criticize I can't chew bubble gum and walk. :)</p> <p>http://www.physorg.com/news170015185.html http://www.aft.org/pdfs/americaneducator/summer2010/Willingham.pdf - p 25</p>	<p>9/24/2011</p>	<p>https://plus.google.com/107443707510532643538/posts/NZ9NqEA7PVu</p>
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171	People Using Laptops During Meetings: OK or Not OK?	Google+	9/24/2011	<p>I'm a web programmer, so so much of my brain is online - my history, my failures, my triumphs, and not to mention what my peers are doing - when I have a meeting I'm usually being asked about what is feasible, how it should be done, how we did it before, etc. So I am constantly looking things up as people talk.</p> <p>Having said that, those of us who work a lot with computers can look at them too much. I've been trying to do it less and give the people in front of me 100% of my attention. A couple of things changed my mind:</p> <p>I did the frontend for the new Dealbook site last year. I had a number of meetings with Andrew Ross Sorkin. Here's a guy who has a lot going on: he was writing a book at the time (which was "Too Big To Fail"), his wife was pregnant with twins, he was running Dealbook and overseeing the new version we were building. Surely he must have had acres of Wall Street tips coming in through his Blackberry every second.</p> <p>And in every meeting I had with him, he never looked at a device of any sort. For 30 min to an hour he listened to what I said and asked me questions. Then he would lay out what we needed to do, and he was right on pretty much every count.</p> <p>So I thought, if Andrew Ross Sorkin can give me his attention, surely I can give everyone mine.</p> <p>So anyway, now in meetings I'll use the computer only for important research relative to the current matter, and then I'll close it.</p>	9/24/2011	https://plus.google.com/107443707510532643538/posts/NZ9NqEA7PVu
172	People Using Laptops During Meetings: OK or Not OK?	Google+	9/24/2011	<p>I think your criteria about nails it. I liked your statement about letting people know at the start of the meeting that this is how/why you're using the laptop.. Old reporter in me still likes to take extensive notes in meetings on keyboard (ipad just doesn't let me go fast enough)...but definitely, the styles of traditional vs digital teams come to play in terms of whether note taking is considered a service or a disrespect! So as we thoughtfully explore this issue, it occurs to me that the question is really not laptops in meetings, but attention in meetings...it is whether we have applied the right quality of attention to the things everyone is talking about here - to convening the right constituents, to declaring the purpose and clarifying the right immediate goal, its about bringing the right tools to get the job done (whether or not that includes a laptop), documenting just the notes that will be needed without diluting participation and attention...it's attention to all these items, I think that really answers the question of whether any one participant could/should bring a laptop. And just to further complicate the discussion, I see more and more folks bringing our ipads instead....but I for one don't think that changes things at all....</p>	9/26/2011	https://plus.google.com/107443707510532643538/posts/NZ9NqEA7PVu

173	People Using Laptops During Meetings: OK or Not OK?	Google+	9/24/2011	I come down against the use of laptops during meetings -- note taking is important, and there may be situations where it is necessary, but more emphasis should be placed on giving the meetings full attention which, I would assume, would in the long term lead to shorter meetings or, if the meetings are unproductive and this pain is felt by more of its attendees, fewer meetings.	9/26/2011	https://plus.google.com/107443707510532643538/posts/NZ9NqEA7PVu
174	People Using Laptops During Meetings: OK or Not OK?	Google+	9/24/2011	On taking notes: I find it more practical to just throw some super short notes on paper, and then use that as a memory guide for my recaps (not minutes, recap/summaries), I can't imagine typing actual sentences while people are talking. It's practical for developers and leads to have access to a laptop during meetings, but the use should be limited to 1) looking up info relevant to meetings 2) emergencies. Seeing people having a typical work session in meetings signals that either 1) the person doesn't need to be in this meeting and is too polite to leave 2) they are dealing with more important/urgent issues. When it's obviously neither, it's rude. Post 2. Seems like the answer to original question depends on 1) what we call a "meeting" and 2) who the participants are. To say "never appropriate to take laptops to meeting" is a bit black and white. In an engineers-only technical discussion laptops are practical even if a discussion takes place. Meetings 101 - what/who/how is a whole other topic...	9/26/2011	https://plus.google.com/107443707510532643538/posts/NZ9NqEA7PVu
175	People Using Laptops During Meetings: OK or Not OK?	Google+	9/24/2011	I think if people are using laptops during meeting then maybe there is a problem with the meeting itself. Personally, if I am being pulled into too many meetings of which (a) are being badly run (no goals, agenda, no one leading), or (b) where I have at most a 5 min contribution to make yet I'm stuck there for an hour then you will see my working and getting stuff done. I successfully solved this problem by not going to any meetings. It works wonders.	9/26/2011	https://plus.google.com/107443707510532643538/posts/NZ9NqEA7PVu

176	People Using Laptops During Meetings: OK or Not OK?	Google+	9/24/2011	<p>I agree with xxxxxxxx, xxxxxxxx and xxxxxxxx, its never appropriate to take laptops to "meetings". With that said, just because you walk into a room filled with people, it doesn't mean its a "meeting". It just means, someone knows how to block your calendar or get your attention.</p> <p>My laptop is only filling a gap left intentionally by the individual setting up that meeting. If I am taking notes, this means there was no agenda or prerequisite items and we are short of a PM (who should have been here all along).</p> <p>For those of us playing angry birds in the meeting, well its because we don't know why we are here. A small respectful investment on organizer's part could have avoided this, if only each individual invitee of a meeting knew why they were here and what is expected of them? Clearly the organizer knows, but doesn't want to publicly announce it ahead of time ... perhaps in a fear of sounding dumb, or calling people out or possibly because if they don't then same can be achieved in frustrated chaos which will follow in the meeting. You are right +Lilia Tovbin, definition of meeting is very important. IMHO announcements, updates, group activities, checkins, working group, discussions, reviews, requirements gathering and brainstorms are NOT meetings. IMHO meeting is where a decision need to be made to move forward.</p>	9/26/2011	https://plus.google.com/107443707510532643538/posts/NZ9NqEA7PVu
177	People Using Laptops During Meetings: OK or Not OK?	Google+	9/24/2011	<p>xxxxxxxxxxxxwrote in response via email: (posted with permission) <excerpt></p> <p>I think expectations are the key. It isn't a matter of people using laptops, but that somebody expected this wouldn't be the case, and it was. I've heard people talk about this, and I've gravitated toward the notion that it's up to the person who owns the meeting to set expectations about the meeting, explicitly.</p> <p>If the owner declares no laptops, and there's a reason to have them, it's on the table and can be discussed. It also helps to say why the expectations are the expectations. "Guys, we're brainstorming and we'll need full attention, so no laptops. If you have a project due, feel free not to attend."</p> <p>If there's no owner of the meeting, well there's your first problem.</p> <p></excerpt></p>	9/29/2011	https://plus.google.com/107443707510532643538/posts/NZ9NqEA7PVu

178	People Using Laptops During Meetings: OK or Not OK?	Google+	9/24/2011	<p>Another person wrote in response via email: <excerpt> If you haven't already, give "Death By Meeting" a read. http://www.amazon.com/Death-Meeting-Leadership-Fable-About-Business/dp/0787968056 Laptop use is not the problem. Laptop use is a symptom. The question really should be, what's wrong with our meetings?</excerpt></p>	10/1/2011	https://plus.google.com/107443707510532643538/posts/NZ9NqEA7PVu
179	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>One of my biggest frustrations when I was an engineer at Google was being summoned to an executive meeting only to find 3/4 of the executives too busy with their laptops. I'd spend hours preparing a summary of my project status, a briefing on a new strategy area, or a review of staffing assignments. As requested. And 3/4 of the directors, VPs, and higher would be busy tapping away on their laptops and paying no attention at all to my doing what they'd asked of me. Nothing communicates disrespect to your reports like ignoring them when they're with you.</p> <p>I'm a cheeky guy and would object to this behavior. The answer I usually got was "the poor VP, he's so busy he has to do two things at once". As if somehow I wasn't busy too, or his time was more valuable than mine.</p> <p>The one executive who never, ever had a laptop in front of him at these meetings was Google's first VP of Engineering, Wayne Rosing. There's a lot of reasons why the people who worked for Wayne loved him. The fact he respected the people who worked for him had a lot to do with it.</p>	3/10/2008	http://jeremy.zawodny.com/blog/archives/010076.html
180	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>Hey xxxxxx-</p> <p>I've seen a number of "no laptop" meetings, but, the irony often is that the manager(s) who establish/enforce those rules typically are the biggest violators.</p> <p>The real trick for companies is to drastically reduce the number of meetings held - so that "real" work can get done.</p>	3/10/2008	http://jeremy.zawodny.com/blog/archives/010076.html
181	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>In my experience the meetings are so bad/boring/waste of time that people bring something else to do. That's how 90% of my meetings have been for the last 5 years.</p> <p>I think management set a bad example by breaking all the rules of having meetings. That's what I have experienced, anyway.</p>	3/10/2008	http://jeremy.zawodny.com/blog/archives/010076.html

182	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>If you need to enforce a "no laptop" rule, you should question why some people are attending the meeting or why it was called in the first place. People may be bringing in their laptops because they think the meeting will be a waste of their time based on previous experiences.</p> <p>If a meeting requires your full attention, you don't need a laptop. If it doesn't perhaps you don't need to be there, or at least not for the entire meeting.</p>	3/10/2008	http://jeremy.zawodny.com/blog/archives/010076.html
183	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	I'm all for limiting the number of meetings, focusing meetings, etc -- but for those of us who have gone "paperless" and use a tablet PC for all meeting notes, this just becomes an annoyance that I have to deal with because *someone else* can't focus.	3/10/2008	http://jeremy.zawodny.com/blog/archives/010076.html
184	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>The commenter "xxxxx" above nailed it. If folks are stuck in their laptops, they probably don't need to be at the meeting. Why are they there?</p> <p>The only exception I could think of is if someone uses it for note-taking.</p>	3/10/2008	http://jeremy.zawodny.com/blog/archives/010076.html
185	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	No Laptop and No Chairs meetings are both on the rise in my experience. Both result in more attentive, focused conversations with the goal of arriving at decisions.	3/10/2008	http://jeremy.zawodny.com/blog/archives/010076.html
186	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	Too many meetings these days around del.icio.us. We're usually there to sync up, or exchange status, not necessarily to discuss things. Laptops help us get work done.	3/10/2008	http://jeremy.zawodny.com/blog/archives/010076.html
187	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>If your colleagues didn't bring their notebooks to meetings, they'd probably be twittering, txt'ing and surfing on their mobile devices. I've seen all this in daily stand-ups as well.</p> <p>Bottom line: bring yourself and 100% attention. Hopefully, the moderator (the bloke who called the meeting) sticks to the agenda and blows through what needs to be said and done.</p> <p>Happy Monday! =P</p>	3/10/2008	http://jeremy.zawodny.com/blog/archives/010076.html
188	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>No laptop meetings make sense. No meetings make even more sense.</p> <p>Regarding your question on schools, I was in grad school a few years ago and noticed the same partial attention problem. The campus had wifi, but professors could flip a switch that somehow blocked it if they noticed everyone was just IM'ing each other and surfing the web. It must be a major distraction for high school kids.</p>	3/10/2008	http://jeremy.zawodny.com/blog/archives/010076.html

189	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>It seems like there's another side of the argument here. If everybody's using their laptops, why don't they do more videoconferences?</p> <p>I do have a low tolerance for meetings that are not conducted quickly and efficiently, out of respect for everyone's time. No-laptop seems like a logical approach.</p>	3/10/2008	http://jeremy.zawodny.com/blog/archives/010076.html
190	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>I have to agree with the comments above the stress fewer meetings and ensuring only people that need to be there are in fact there. Company- or department-wide meetings should be short enough that they're over as or before the antsiest attendee starts to twitch & fiddle.</p> <p>For higher-ups that need meetings more, the agenda should be clear, the meeting organizer should ensure they stay on topic, and most importantly, the meeting itself must be more essential than the combined sum of the productivity of all the people's time that it is taking had they been doing their regular routines...</p> <p>...and I guess for some people, that might just be more meetings...</p>	3/10/2008	http://jeremy.zawodny.com/blog/archives/010076.html
191	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	We don't have hard and fast rules, but some people will (managers) will occasionally ask that lids be closed.	3/10/2008	http://jeremy.zawodny.com/blog/archives/010076.html
192	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>xxxxxxx nailed it!</p> <p>I devote full attention to meetings, only writing down important things like number\$, and absorb the rest.</p> <p>If it is important, I can later put it into a report and forward it to other folks, not to read.</p> <p>I find trying to take copious notes distracts me from listening, hearing and participating in the meeting.</p>	3/10/2008	http://jeremy.zawodny.com/blog/archives/010076.html
193	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>I can confidently say that I haven't brought a laptop to a meeting (other than one I'm chairing or presenting at) in a year and a half. That's because I bring my phone. :)</p> <p>The underlying problem isn't the lack of a no laptop/no mobile phone/no smoke signals policy, or bad examples by senior management, or whatever. The ideal situation would allow most decisions to be made on an asynchronous basis. If there are truly that many decisions that require the simultaneous presence of several people, then perhaps the decision-making process needs to be examined.</p>	3/10/2008	http://jeremy.zawodny.com/blog/archives/010076.html

194	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>I think xxxxx's got it right. Anyone thinking of asking for a "no laptop" meeting should just not ask for the meeting, if he thinks people will judge that they have things more important to be doing during that time than "attending" the meeting. If your planned meeting is going to be so boring that people are tuning out and doing other stuff, then frickin do something more interesting/useful/attention grabbing.</p>	3/10/2008	http://jeremy.zawodny.com/blog/archives/010076.html
195	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>For what it's worth, I always bring my laptop to a meeting and still pay attention. Mostly, I use it for notes or to look things up quickly. It's a portable brain, and i find i tend to think better while typing. (Kinda like how some folks remember better when they write it down.)</p> <p>The facts that folks have found my habit of staring, unblinking at them when I'm not taking notes, "disturbing" and the fact that I can sneak a quick peek at server statuses while they're arguing about the exact shade of blue that pixel needs to be are just pure gravy.</p>	3/10/2008	http://jeremy.zawodny.com/blog/archives/010076.html
196	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>I prefer to avoid bringing my laptop to meetings. When I do, it's usually a sign that the meeting shouldn't be happening, or that I didn't mean to be there. Sometimes I have the ability to avoid unnecessary or counterproductive meetings. When I don't have that ability, I bring my laptop.</p> <p>I think a "no laptop" rule is a bad idea. I think using the presence and usage of laptops as a metric for meeting value is a very good idea. If a person is spending more than a little time on the laptop, they should be able to simply leave the meeting. Nearly every meeting corporations have is unnecessary. It's better to have an unnecessary meeting where people are getting work done despite the meeting than an unnecessary meeting where people aren't getting work done at all.</p>	3/10/2008	http://jeremy.zawodny.com/blog/archives/010076.html
197	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>Most company meetings I've ever been to have been useless. It should come as no surprise to anybody that people would rather do work.</p> <p>In fact, at a couple places I worked (but no longer!), I could get *more* done in meetings than at my desk. At my desk, one could hear a dozen people yelling at once. In a meeting room, only one person speaks at a time.</p> <p>The laptops are mostly a sign that your people think your meeting is going to be worthless, but they think they have to show up anyway. Cut the number and length of meetings, and people will be less likely to want to work during them.</p>	3/10/2008	http://jeremy.zawodny.com/blog/archives/010076.html

198	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>xxxxxxx: WTF? The rule at Google used to be "if you aren't learning or contributing, leave the meeting". Nobody is served by partial attention.</p> <p>I thought my team ther ehad meetingitis but at least a few people managed to free themselves on a regular basis. Just another tale of how bureaucracy is creeping in, I guess. Oh well.</p>	3/10/2008	http://jeremy.zawodny.com/blog/archives/010076.html
199	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>xxxxxx mentioned it above: If your meetings are standing room only, you make the problem go away. You need a desk to use a laptop . . .</p>	3/10/2008	http://jeremy.zawodny.com/blog/archives/010076.html
200	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>Before laptops were common I had a job where I had to attend a lot of pointless meetings. I would deal with this by bringing a good old fashioned notepad on which I would write pseudocode for whatever I happened to be working on.</p> <p>These days I'm not expected to go to meetings since my employer prefers that I spend my working hours writing code. If I did have to go to meetings with a no laptop policy, I'd bring along my trusty notepad.</p>	3/10/2008	http://jeremy.zawodny.com/blog/archives/010076.html
201	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>I actually worked for a senior VP and while most of the people who came to his conference room brought laptop's he almost never had his.</p> <p>There were def. occasions where we'd take status meetings in his office and he'd be checking the snow levels at his cabin, but 9 of 10 he'd actually pay attention.</p> <p>I think to some degree it's a "middle management" symptom as they try to do anything and everything all at once to "keep up" and "get ahead".</p> <p>True Senior VP's meet too many very important people to piss off.</p>	3/10/2008	http://jeremy.zawodny.com/blog/archives/010076.html
202	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>Schools enforce it with something called grades.</p> <p>I wish I could give an "F" to employees every time they read email in a meeting (whether on a laptop or a phone).</p> <p>The problem at Yahoo is that everyone's checked out (and has been for the past couple of years). Laptops in meetings are just an example.</p>	3/10/2008	http://jeremy.zawodny.com/blog/archives/010076.html

203	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>I think stand-ups are the answer.</p> <p>Has a few more advantages:</p> <ul style="list-style-type: none"> - meetings are short - and mostly to the point <p>Even brainstorming meetings work well this way, with people drawing things on the white board, and others participating by editing those "drawings"</p>	3/10/2008	http://jeremy.zawodny.com/blog/archives/010076.html
204	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>It's already been stated above but: be very careful what you wish for. You just might get it.</p> <p>Distracted people are a symptom, not a cause. If you can't hold their attention voluntarily, you risk "meeting rebellion" if you force them.</p> <p>Then again, I suspect that xxxxx's post was just a vent and didn't need the dozens of responses....</p>	3/11/2008	http://jeremy.zawodny.com/blog/archives/010076.html
205	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>My bigger deal with meetings is the length of meetings. There is no reason that every meeting should be an hour long. I think that most people set a meeting for an hour because they are lazy. They have not thought through the agenda to estimate how long the discussion should be.</p> <p>I have proposed at my company a max limit on meeting length of 30 minutes. If you need a longer meeting you can create two meetings. This will force the creator to think about the length the meeting needs to be.</p> <p>It will also cut down on the overbooking of meeting spaces.</p>	3/11/2008	http://jeremy.zawodny.com/blog/archives/010076.html
206	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>Hate to disagree with xxxxx, but in my meetings at Google, the open laptop is an invaluable resource for making meetings work effectively. I've put some more thoughts on my blog: http://blog.jayteebee.org/2008/03/pleasekeep-your-laptop-open-in.html</p>	3/11/2008	http://jeremy.zawodny.com/blog/archives/010076.html
207	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>We went to no-laptops at meetings at Dogster and Catster about a year ago and it has been very worthwhile. Meeting are noticeably more productive.</p> <p>It's not draconian as laptops are fine when someone is presenting, taking notes, at dev meetings, partner meeting, etc. In fact a laptop in a meeting isn't a problem. The problem is people using it to focus on other topics. As long as everyone is focused on the meeting we hit maximum productivity.</p>	3/11/2008	http://jeremy.zawodny.com/blog/archives/010076.html

208	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	<p>No Laptop? No Chair? Then No xxxxx.</p> <p>Worst are the SCRUM meetings, I simply stopped going. (And then I stopped working for other people. I think the employer/employee relationship is a big factor in the disrespect shown.)</p> <p>If people are using laptops in your meetings, its because they feel your meetings are waste of time, and rather than waste the time, they are going to get some work done.</p> <p>If you're taking chairs away from people and making them stand, then you're tellin them that not only are you wasting their time, but you're going to make it painful too-- its just petty abuse.</p> <p>I think its time for engineers to stop going to meetings called by managers. Engineering meetings with other engineers- ok, fine, cover some engineering problems (and for these the laptop is essential.)</p> <p>I once worked at a company where the rule was that anyone could attend any meeting, and no meeting was mandatory. Funnily, the meetings at that company were always worth attending.</p> <p>If you call meetings, consider seriously whether you are wasting people's time.</p> <p>Like a scene from "Office Space" simply not showing up at meetings is effective, and you don't actually get in trouble for it, in my experience. When I was called on it once, I pointed out that the three prior meetings like this had been complete wastes of time.</p> <p>And really, these days, I can't think of any purpose for calling a meeting. Engineering problems can be solved by adhoc meetings. Integration across teams cn be done by adhoc meetings of the engineers (no bosses). And product managers shouldn't be paper pushers who know nothing about engineering (as they often seem to be) but engineers.... a lot less time would be wasted.</p> <p>And I bet things ship earlier at higher quality then too.</p>	3/17/2008	http://jeremy.zawodny.com/blog/archives/010076.html
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209	The "No Laptop" Meeting Rule	Jeremy Zawodny Blog	3/10/2008	I used my laptop at a meet for the first time recently. My pen immediately went dry, I had a dull pencil, and the fantastic presenter was relating so much valuable info, that I knew the only way to grasp this was going to be on the laptop. It made a of noise turning on, but not so much that it was embarrassing. It was worth it. I did take advantage of a lull to quickly e-mail myself the notes, as a back-up, in a very small window, as I was very conscious of the distraction I might create, or poor example. I feel I will value the notes more, since I typed them, and can readily transfer them to other forms, including having them read aloud (there are even free utilities that will do this). In my case, the laptop enabled me to take notes that I would NEVER have been able to take otherwise. It was 4 pages, double-spaced, in just under an hour!	6/1/2010	http://jeremy.zawodny.com/blog/archives/010076.html
210	Should You Allow Laptops in Meetings?	About.com - Management	10/23/2008	Thanks, your articles are very informative, and, this one is very timely for me. I will post the 7 rules of laptops in my meeting. I have been distracted while running a meeting by someone that claims they are using their laptop for the meeting.	10/26/2008	http://management.about.com/b/2008/10/23/should-you-allow-laptopsin-meetings-2.htm
211	Should You Allow Laptops in Meetings?	About.com - Management	10/23/2008	it good for someone to use laptop in the meeting so that you will quickly roun throug the point you have jotted on it	12/1/2008	http://management.about.com/b/2008/10/23/should-you-allow-laptopsin-meetings-2.htm
212	Should You Allow Laptops in Meetings?	About.com - Management	10/23/2008	I love my laptop in meetings. I am ADHD and it helps keep me focused. I take notes that I will not lose later, I can quickly look something up someone is talking about and if an email needs to be sent to get some info needed in the meeting I can do that.	8/3/2009	http://management.about.com/b/2008/10/23/should-you-allow-laptopsin-meetings-2.htm
213	Laptops in Meetings? No. Just No.	Thrive Not Survive	1/1/2014	Amazing that we can still come up with new ways to be rude. Continue the crusade!	1/1/2014	http://practicalmanagers.com/2014/01/01/laptops-in-meetings-no-justno/

214	Laptops in Meetings a Double-Edged Sword	Lifehacker	8/27/2007	<p>I'm actually leading a project to have laptops - even better, tablet PCs - replace the paper binders in some meetings altogether.</p> <p>Right now the project is to get HR to stop using the big 5" binders full of applications and CVs and such for shortlisting and use an electronic format instead. We use too much ink & paper, too many tabs, too many binders, and too much time spent putting everything together and then shredding it -its expensive and has a horrible impact on the environment.</p> <p>For these meetings, you'll get 10 people who are tasked with reviewing anywhere from 20-50 applications (each one 10-15 pages long) in 2 hours. So a bunch of materials and effort are put into preparing these binders and then after the meeting everything is shredded.</p> <p>So much of the material in a binder is never even read or, worse yet, even turned to. -Who can absorb content from 500+ pages in 2 hours?— The point is the people in the meeting need access to the information, but not necessarily in paper form.</p> <p>So I'm working now to get the laptops (tablets are even better because its a much closer approximation to the paper medium that people are used to), and trying to design a good meeting interface for reviewing documents and sharing info virtually in the meeting space. (Kind of like a Campfire or Vyew)</p> <p>If there's an internet connection then people are going to use it for email or the like - fortunately these types of meetings have a very specific goal (produce a shortlist) so if someone's slacking off then the group should be able to bring them inline.</p>	8/27/2007	http://lifehacker.com/293586/laptops-in-meetings-a-double+edged-sword
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215	Laptops in Meetings a Double-Edged Sword	Lifehacker	8/27/2007	<p>Man, I'm upset that I'm coming to this one late since I've been talking about it in other places for the last few days.</p> <p>My laptop comes with me to all meetings, except in two cases - first, if I am running the meeting. Second, if the meeting is supposed to last less than 15 minutes. Other than that, expect me to have it. I do not take notes, or check email, I write code. I am working. I am listening to you, and I am working at the same time. You'll have to trust me that I can do that. If you want my attention all of the time, then you'd better be talking about things relevant to me 100% of the time, and I guarantee that you are not.</p> <p>I realize that in more stodgy environments this will give off an "I'm more important than you" vibe for some people. Don't care. I know what my job is (see other thread on "productivity measures"), and I'm just trying to get it done by the most efficient means I know. Any manager that steps in the way of that has to acknowledge that they are telling me "Please stop being productive", and thus far no one's wanted to do that. The most I've ever gotten is a polite "xxxxxx can we get your attention here for a few minutes for this part", in which case I will happily do it. Chances are they had it anyway, even if I wasn't making eye contact. But once I sense that it's no longer needed, expect me to go back to what I was doing.</p> <p>Just last week I had my laptop out while sitting next to the president of the company during his monthly state of the union call, in front of the whole company. If he's not going to complain about it, I'm not worried about anybody else.</p>	8/27/2007	http://lifehacker.com/293586/laptops-in-meetings-a-double+edged-sword
216	Laptops in Meetings a Double-Edged Sword	Lifehacker	8/27/2007	<p>Most of my meetings involve vetting large data models. A laptop is a good alternative to a 2 inch thick printout. Plus, it's good for private communications between meeting attendees via email.</p> <p>And, if I get bored, I can hack out some code. (There have been times that I've received a feature request in the meeting and had it implemented during the meeting.)</p> <p>And, of course, there are notes to be taken. I'm still looking for a good WYSIWYG local wiki that can be controlled well without a mouse.</p>	8/27/2007	http://lifehacker.com/293586/laptops-in-meetings-a-double+edged-sword
217	Laptops in Meetings a Double-Edged Sword	Lifehacker	8/27/2007	<p>I take a pad of paper or my "HipsterPDA" to my meetings, unless of courses it's a boring presentation on new software that I have already learned or am familiar with. If that's the case, I spend my time sorting through emails and on Meebo.</p>	8/27/2007	http://lifehacker.com/293586/laptops-in-meetings-a-double+edged-sword

218	Laptops in Meetings a Double-Edged Sword	Lifehacker	8/27/2007	<p>I used to be stuck in three hour meetings with no purpose at least two days a week. Most of the meetings were an excuse for the dept. boss to avoid the work piling up on her desk. The content of the meetings was usually 45 minutes of people talking about their kids or what they did last weekend and 5 minutes of actual meeting.</p> <p>I used that mandatory wasted time to catch up on my work to do lists, updating project files and writing my grocery list.</p>	8/27/2007	http://lifehacker.com/293586/laptops-in-meetings-a-double+edged-sword
219	Laptops in Meetings a Double-Edged Sword	Lifehacker	8/27/2007	I use my tablet PC in meetings. I keep all of my notes in MS OneNote. I don't IM or anything else with it in meetings. It is strictly for notetaking and adding tasks into my Exchange to-do list. I was losing track of things when I kept things in dead-tree format. Now everything is in one place electronically synchronized to all my devices for access.	8/27/2007	http://lifehacker.com/293586/laptops-in-meetings-a-double+edged-sword
220	Laptops in Meetings a Double-Edged Sword	Lifehacker	8/27/2007	I have to use a laptop at work to take minutes, because—like previous commenters—I am not that comfortable writing out all my notes by hand. Everyone knows I'm only taking minutes, though, because I quite deliberately didn't ask for any newfangled model with wi-fi...	8/27/2007	http://lifehacker.com/293586/laptops-in-meetings-a-double+edged-sword
221	Laptops in Meetings a Double-Edged Sword	Lifehacker	8/27/2007	I plead guilty, with an excuse. I'm a technical writer who has to sit through a lot of engineering meetings on the off chance that something will come up that needs documenting. I don't have the divided attention skills to do serious work while others are talking. But hey, Slashdot doesn't require that much brain power...	8/27/2007	http://lifehacker.com/293586/laptops-in-meetings-a-double+edged-sword
222	Laptops in Meetings a Double-Edged Sword	Lifehacker	8/27/2007	I guess we see that lots of people have different work cultures and requirements. I have a spectrum of meetings from "I barely need to be there - information only" to "front-centre" role. My laptop goes with me to all of them, so that I can get work done in the former, and produce crucial information at the touch of a button in the latter. But I always take a paper notebook for my notes and TODOs as well. Typing notes is slower, less flexible, louder, and makes me not look at the person speaking.	8/28/2007	http://lifehacker.com/293586/laptops-in-meetings-a-double+edged-sword
223	Laptops in Meetings a Double-Edged Sword	Lifehacker	8/27/2007	<p>One laptop per meeting. It's not a rule we keep here, but that's usually how it works (and it seems to work well).</p> <p>If anyone else needs to use a laptop, it only makes sense that they take control of the one laptop instead of bringing their own. It keeps the meeting focused on one thing at a time.</p> <p>An exception might be made for someone taking minutes, but that should be keeping them busy enough that it doesn't provide a distraction.</p> <p>Our meetings are kept small, though, so that could affect my view of things.</p>	8/28/2007	http://lifehacker.com/293586/laptops-in-meetings-a-double+edged-sword

224	Laptops in Meetings a Double-Edged Sword	Lifehacker	8/27/2007	<p>I think there's a new etiquette to be learned around using laptops in meetings. When I worked in Silicon Valley in the '90s and in Chicago in the early '00s, it was not at all uncommon for everyone in a meeting to have a laptop for taking notes or looking up references on the fly. It was typically understood that you paid attention when you needed to, and checking your email or replying to an IM was not a big deal since you could easily tune back in.</p> <p>The corollary rule of etiquette, though, is that meetings don't run any longer than they have to and you shouldn't need to amuse yourself during meetings you don't belong in.</p> <p>Since moving to Nashville four years ago, though, I've been called out on several occasions for using a PDA or a laptop in meetings. It seems the culture in the places I've worked here isn't favorable to that behavior, even when it's clear I use my laptop primarily for note-taking.</p> <p>Personally, I'm determined to get the people I work with comfortable with both laptops in meetings AND shorter meetings.</p>	8/27/2007	http://lifehacker.com/293586/laptops-in-meetings-a-double+edged-sword
225	Laptops in Meetings a Double-Edged Sword	Lifehacker	8/27/2007	<p>I'm in agreement with xxxxx, typing notes is much faster for me and searchable for easy reference. Plus, I love having information available instantaneously, should a question arise.</p> <p>On the other hand, it's pretty frustrating being on the other side. I greatly dislike addressing a topic in a meeting, speaking to everyone around the table, and realizing that absolutely no one is looking at me as I speak.</p> <p>I echo previous comments: meeintgs shoud be short enough so people don't feel it necessary to do work. And if they are doing work while meeting topics are being discussed, did they really need to be there in the first place? Attendees should be invited only if needed.</p>	8/27/2007	http://lifehacker.com/293586/laptops-in-meetings-a-double+edged-sword

226	Laptops in Meetings a Double-Edged Sword	Lifehacker	8/27/2007	<p>At my former employer (insert_large_defense_contracto...), they did a trial ban on laptops at meetings. Things had gotten so bad, that middle-managers were spending entire DAYS in meetings, and a new layer of virtual management was being created to do their actual work while they sat in meetings, doing their email and typing documents on their laptops.</p> <p>Any tools needed to get the meetings done (power point, computerized note taking, etc. were done on a single, networked desktop machine connected to a projector).</p> <p>The result of the ban: 6-to-8-hour meetings very quickly became 1-hour meetings. The participants suddenly had a REASON to get the meetings over with.</p> <p>But slowly, the "important" managers snuck their laptops back in. Meetings started going from 1-hour back to 2hours, 3-hours, etc. over the space of about 3 months, they were back to where they started. Lack of discipline. And here's the lesson: your business lives or dies on PROCESS. And good process lives or dies by leadership. If your leaders don't buy-in, then no amount of ISO-9000, or CMMI consulting or training is going to do your company a damn bit of good. But I guess the right wining, dining, golfing, and other client-stroking can keep a business afloat too.</p>	8/27/2007	http://lifehacker.com/293586/laptops-in-meetings-a-double+edged-sword
227	Laptops in Meetings a Double-Edged Sword	Lifehacker	8/27/2007	<p>I've worked in several companies where laptops are a big no no at meetings. To get the maximum amount of information recorded, I use mindmaps to record notes for the meeting. Anything that helps me remember something, be it a doodle or keyword is recorded on a template mindmap I use for all meetings.</p> <p>After the meeting I take 20 minutes to record any action items that I am responsible for and record any key points of information.</p> <p>I agree with no laptops at a meeting as they are a distraction. Having no laptop helps you stay focused on the meeting and the aim of the meeting. Plus mindmapping helps me flex my brain while I take notes.</p>	8/27/2007	http://lifehacker.com/293586/laptops-in-meetings-a-double+edged-sword

228	Laptops in Meetings a Double-Edged Sword	Lifehacker	8/27/2007	<p>During most normal meetings laptops are banned - the meetings are for information review and discussion. To come up with courses of action and talk about how others are going.</p> <p>Laptops, Cell Phones and PDA's are all HUGE distractions. If there is information that needs to be transcribed word for word you can have a intern on a lappie taking notes and googling the occasional item.</p> <p>Anything that allows you to leave the meeting virtually is a bad thing - unless of course you are the one looking to waste time then its AWESOME!</p>	8/27/2007	http://lifehacker.com/293586/laptops-in-meetings-a-double+edged-sword
229	Laptops in Meetings a Double-Edged Sword	Lifehacker	8/27/2007	<p>If your organization doesn't hold too many meetings then I don't see the need to escape. You'll probably actually be interested in what's going on with your co-workers.</p> <p>But if you're a part of an organization that wastes your time with unnecessary meetings, by all means get your lappie going.</p>	8/27/2007	http://lifehacker.com/293586/laptops-in-meetings-a-double+edged-sword
230	Laptops in Meetings a Double-Edged Sword	Lifehacker	8/27/2007	<p>I'm of two minds on this. Some meetings I'm kind of front-and-centre and the laptop isn't an option. Others I only need to be there for certain bits - and especially on a conference call I'll do other stuff until the relevant bits come up. I'm pretty good at not missing the bits I need to speak up for!</p>	8/27/2007	http://lifehacker.com/293586/laptops-in-meetings-a-double+edged-sword
231	Laptops in Meetings a Double-Edged Sword	Lifehacker	8/27/2007	<p>I prefer people have laptops in meetings then blackberrys. I have been to several meetings where we have asked someone a question who did not respond because his hands were hidden under the table playing with the blackberry.</p> <p>When this happens I usually do everything I can to humiliate the person for not paying attention. These are not staff meetings. I typically endure a day of air travel to attend these things and would rather not take the trouble if people can't be bothered to pay attention.</p>	8/27/2007	http://lifehacker.com/293586/laptops-in-meetings-a-double+edged-sword
232	Laptops in Meetings a Double-Edged Sword	Lifehacker	8/27/2007	<p>I second xxxxxxxxxx. I was always losing my notes from my various meetings when I was using ink and paper. Also, I have to attend and moderate meetings across a whole spectrum of different tasks and topics and OneNote has great tab organization for that.</p> <p>I also always have my laptop out and open when I'm moderating as I prepare my pre-meeting outline on OneNote as well, then add comments, questions, and GoDos that are contributed from the attendees in a different color next to whatever outline item is being discussed.</p> <p>My meetings take half as long and are twice as productive as any other manager's in the office.</p>	8/27/2007	http://lifehacker.com/293586/laptops-in-meetings-a-double+edged-sword

233	Laptops in Meetings a Double-Edged Sword	Lifehacker	8/27/2007	<p>The majority of the meetings I attend are not for paid work but for volunteer work where I'm an area commissioner for Scouts Canada, I tried using my laptop for taking meeting notes but the clash of cultures and backgrounds actually didn't allow for it, white collar, blue collar, execs, technical types and various racial cultures as well. The laptop became more of a distraction than a tool. If I had a secretary taking minutes then it might be useful but normally I take and send out my own notes/minutes and it's better to take them manually then go home and set them up properly.</p>	8/27/2007	http://lifehacker.com/293586/laptops-in-meetings-a-double+edged-sword
234	Laptops in Meetings a Double-Edged Sword	Lifehacker	8/27/2007	<p>I find it helpful to fold the screen down far enough that it's impossible to read (and also out of the line of vision). Most of the time I can no longer even see my own knuckles above the keyboard. Anyone who still questions my attention just embarrasses himself in front of everyone.</p> <p>Of course, my notes then come out rife with typographical errors and spelled-out corrections ("he had a hamburger no cheeseburger"), so afterwards I go through a second time to take more concise, grammatical notes upon this semi-transcript.</p>	8/27/2007	http://lifehacker.com/293586/laptops-in-meetings-a-double+edged-sword
235	The etiquette of laptops in meetings	One Louder (blog)	8/27/2007	<p>at our last dept pow wow we set a goal not to bring laptops to meetings where it was unnecessary. That lasted 2 weeks. People space out in meetings where they are required and use the laptop to IM or do work. Yes its distracting to others to hear the typing. Especially if they are loud and furious typers. I try hard to not bring the laptop but then I look like the odd man out when everyone else brought theirs. I think one learns something from the meeting when they dont have the laptop as they are forced to listen.</p>	8/27/2007	http://blogs.msdn.com/b/heatherleigh/archive/2007/08/27/the-etiquetteof-laptops-in-meetings.aspx

236	The etiquette of laptops in meetings	One Louder (blog)	8/27/2007	<p>At Chrysler, my senior manager recently made a decree that we were no longer allowed to bring laptops to meetings with customers (other Chrysler groups and suppliers that we design and support applications and systems for). Since non-technical/non-traveling employees don't have laptops, only members of our team were using them during the meeting. Apparently the customers didn't like it (I think they were just jelous, lol)</p> <p>I am divided on the subject because I love to stay productive during meetings and have no problem listening to the meeting and typing/working on something else in the background (a little skill I picked up from doing 7 years of debate - where you have to listen to what the competitor is saying while writing your next speech at the same time). We all also know that most of the meeting many of the participants are not required (why we schedule these big meetings covering multiple unrelated topics I will never understand, but everyone does it) so letting people work should be ok right? However, there are several people who can not get that balance right and are honestly just not paying any attention to what is going on at all which can be offensive/annoying to others in the meeting.</p> <p>In general, there is rarely something so important going on that it can't wait until the end of an hour meeting (like a P1 system issue would result in you being paged anyways, so why do you need IM?), so I guess I can't be that mad about it. Plus xxxxxx is right, if it gets really really bad, just go to that happy place, lol.</p>	8/27/2007	http://blogs.msdn.com/b/heatherleigh/archive/2007/08/27/the-etiquetteof-laptops-in-meetings.aspx
237	The etiquette of laptops in meetings	One Louder (blog)	8/27/2007	<p>My first job out of business school (way back in 2000) was for a Fortune 500 company that only owned one laptop for a finance department of ~50 people and you had to check it out with our Managing Director's Admin to use it.</p> <p>My next company gave me my own laptop and made me fully aware that I was expected to take it home regularly and be plugged in to what was going on (of course this was in the operations world, and it was very much a 24/7 operation).</p> <p>At Microsoft, if you come to a meeting without your laptop today, people look at you funny.</p>	8/27/2007	http://blogs.msdn.com/b/heatherleigh/archive/2007/08/27/the-etiquetteof-laptops-in-meetings.aspx
238	The etiquette of laptops in meetings	One Louder (blog)	8/27/2007	<p>As a blind person, I sometimes take a laptop or portable notetaking device with me to meetings. If taking notes is required (or just a good idea) I do not consider it a violation of etiquette to use it during the meeting. Others have their pen and paper; I sometimes rely on an electronic device to perform the same function.</p>	8/27/2007	http://blogs.msdn.com/b/heatherleigh/archive/2007/08/27/the-etiquetteof-laptops-in-meetings.aspx

239	The etiquette of laptops in meetings	One Louder (blog)	8/27/2007	<p>>when the meeting takes a turn toward something not particularly relevant to you</p> <p>What I do is once my part is done, I raise my hand and ask to be excused. It usually gets a few weird looks but come on, whats the point of sticking around if its clearly not relevant to me? Is that rude to leave?</p>	8/28/2007	http://blogs.msdn.com/b/heatherleigh/archive/2007/08/27/the-etiquetteof-laptops-in-meetings.aspx
240	The etiquette of laptops in meetings	One Louder (blog)	8/27/2007	<p>Earlier I used to think mobile is a major distraction during meetings. But now I am more convinced that having laptops in meetings brings the productivity to very low levels. Everyone tend to check their more often during meetings</p> <p>Browsing and IM are major distractors.. though electronic device is hip to be in meeting..but if there is a team task to be completed then it can waste more time...</p>	8/28/2007	http://blogs.msdn.com/b/heatherleigh/archive/2007/08/27/the-etiquetteof-laptops-in-meetings.aspx
241	The etiquette of laptops in meetings	One Louder (blog)	8/27/2007	<p>The only way I can get my day to day work done is to cliky type in my copious meetings. It is a concious choice I have made. I usually have at minimum, 6 hours of meetings a day I can't do everything in the remaining portion so I work during meetings.</p>	8/28/2007	http://blogs.msdn.com/b/heatherleigh/archive/2007/08/27/the-etiquetteof-laptops-in-meetings.aspx
242	The etiquette of laptops in meetings	One Louder (blog)	8/27/2007	<p>Yes- trust me, there is a fine art of meeting juggling in my world. Usually it's deciding WHICH of two meetings I am going to attend that are scheduled the same hour. I do know that most folks say 'choose your meetings wisely', but in this world if you are not sitting in a meeting, you are missing out on content or decisions made that won't make it to your ears. I have learned to become very protective of my schedule, and also accept that I will be doing work in 'most' of the meetings I attend, or work late into the evening as an alternative to being present in a given meeting.</p>	8/29/2007	http://blogs.msdn.com/b/heatherleigh/archive/2007/08/27/the-etiquetteof-laptops-in-meetings.aspx
243	The etiquette of laptops in meetings	One Louder (blog)	8/27/2007	<p>Good post, interesting point. FWIW, I have actually been an outsider in a Microsoft-led meeting where the two Microsoft employees who flanked me on my right and left were actually using IM between each other to control the meeting direction - they did this by asking the presenter very directed questions. Each took it in turns...it worked, rather well.</p> <p>It worked for this meeting; frankly given the content of some meetings, this trick can make a meeting that bit more interesting and can get results. However, I would imagine that it's not everybody's preferred modus operandi. But still, it has done something good for the meeting, therefore is it really such a bad thing?</p> <p>Is it rude? For me, during a small team/group meeting, laptop users really should be note-taking only. If you're at my meeting and are doing other work, that's rude. At industry events with wireless access, well, I'd like to think laptop users were blogging/Twittering live...in which case I have no problem with it!</p>	9/3/2007	http://blogs.msdn.com/b/heatherleigh/archive/2007/08/27/the-etiquetteof-laptops-in-meetings.aspx

244	The etiquette of laptops in meetings	One Louder (blog)	8/27/2007	<p>I have to bring my laptop into my morning meeting because I'm the one (hooray for me) who has to flag down everyone for their Hot Calls (that client/Talent who can't wait for the meeting to be over). I do admit, just having the laptop available makes me wander into my day's work while I'm trying to pay attention. And it's not just because I have a slight case of ADD. Or maybe it is. That's a tough one.</p> <p>Regardless, I try to leave my laptop out of my meetings. Otherwise, who knows where my mind will end up.</p> <p>I think the Be Present thing comes from the management book "Fish", BTW.</p>	9/4/2007	http://blogs.msdn.com/b/heatherleigh/archive/2007/08/27/the-etiquetteof-laptops-in-meetings.aspx
245	The etiquette of laptops in meetings	One Louder (blog)	8/27/2007	<p>I agree. it is rude. if you're too lazy to write notes with pen and paper (or on your blackberry) relearn the skill of using your memory. it's incredibly distracting in a meeting people tap tapping away. in regard to constantly being in meetings i'm sure it's fine to excuse yourself if the content is not relevant i'm sure your boss wouldn't mind you using your time wisely and if your business is organised surely someone is taking notes from these meetings / briefs and posting them somewhere where others can access them.</p>	9/6/2007	http://blogs.msdn.com/b/heatherleigh/archive/2007/08/27/the-etiquetteof-laptops-in-meetings.aspx
246	The etiquette of laptops in meetings	One Louder (blog)	8/27/2007	<p>This issue peeves me off a little because we have this great, great, great app called oneNote and it is perfect, perfect, perfect for taking notes, setting reminders, action items, organizing, etc. IMHO, laptops in meetings are a reality of modern professional life. If someone gets annoyed by the noises laptop keys make when used, then I think the person has some issues with focusing...it's really not that big a deal.</p> <p>I think the real issue with laptops is that people are concerned that the people using laptops are surfing the net, IM-ing, or checking mail. It is perfectly acceptable to ask at the beginning of a meeting that people only use their laptops for note taking.</p> <p>That said, my SVP is annoyed with laptops in meetings, so I tend to not use mine when meeting with him.</p>	9/6/2007	http://blogs.msdn.com/b/heatherleigh/archive/2007/08/27/the-etiquetteof-laptops-in-meetings.aspx
247	Laptops Aren't the Problem: The Meetings Are	loose wire blog	3/22/2008	<p>I've decided to elave my laptop in the hotel room for conferences and events from now on. Stick with a notebook. I've found I'm missing too much, or just getting distracted, working on sommit, email, chatting. It's nonsense. Sometimes you need to leave the tools alone, IMO.</p>	3/23/2008	http://www.loosewireblog.com/2008/03/laptops-arent-t.html

<p>248</p>	<p>Are Laptops Aren't the Problem: The Meetings</p>	<p>loose wire blog</p>	<p>3/22/2008</p>	<p>Part of the problem, too, is that I think these classes/conferences/meetings are getting so broad and/or the audiences are becoming so large that people feel comfortable behaving as they do in their cars: everything's anonymous, and nobody will hold you accountable for what you do.</p> <p>There is no meaningful way for interaction to take place between speakers and large audiences using synchronous communication. The people with really good questions don't think about them until they've fully absorbed what you've said. A lot of people are just attending because they have to (in universities, this is particularly a problem: to meet the target of an educated society defined by quantity of post-secondary education, we've allowed all kinds of people inside who don't belong there).</p> <p>It's rude to ignore someone when they're talking. If you were interacting in a class of conference with 5-10 people, I doubt it would happen. But the large audience makes the experience impersonal and anonymous. In meetings, it probably would still happen with 5-10 people because it's seen as acceptable in meetings to behave this way (there's often a minute-taker, so it's not a foreign sight).</p> <p>Personally, my mind isn't as connected when I'm typing. Perhaps because I can type faster than I write, it's possible to type everything that's said. What's really needed, though, is not to create a transcript but to synthesize and make notes of cues in the form of ideas. Since I could never write every word using handwriting, I have to use my mind to formulate more concise expressions. It's more engaging. And, despite tablet PCs, this still isn't very fluid on a computer.</p> <p>I wonder why all lectures can't simply be provided in audio format on the class's website. It'd be very easy to do and would free students up to focus on other things, such as jotting the things that will help them absorb the material being presented.</p>	<p>3/23/2008</p>	<p>http://www.loosewireblog.com/2008/03/laptops-arent-t.html</p>
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249	Laptops Aren't the Problem: The Meetings Are	loose wire blog	3/22/2008	<p>This from a friend who wishes to remain anonymous as he's incredibly important and highly placed:</p> <p>A) online vs offline laptops...the former are more likely to distract the owner</p> <p>b) Most meetings are a waste of time – bad preparation, no clarity on objective or method of running the meeting, latecomers etc. If somebody thinks that bringing a laptop to a mtg is going to help the meeting better achieve its purpose then they are probably mistaken (apart from the specific need to project powerpoint etc). If it helps them contribute better then to my mind it probably points to the fact that like many others they didn't properly prepare for the meeting.</p> <p>C) Many of the people I encounter bringing laptops to meetings have a relationship with their laptop. You see them with it all the time...its symptomatic of a sort of addiction or a comforter of some sort. Furthermore most of the time when they do retrieve something relevant from the machine mid-meeting it is invariably a specifically detailed point that is too obscure for the forum to appreciate.</p> <p>D) I think there is a role for a single laptop to be used as a meeting tool – not just for powerpoint but for mind-mapping of some sort. But it needs to be controlled.</p> <p>E) 90% of the time a key objective of a meeting is to maintain or increase the motivation of the participants to work towards the next objective. Hence the need for full on sensory engagement and not have the laptop distracting the user or giving the impression to others that they are less important/relevant/interesting than the laptop...ie laptops tend to isolate users from the team-effect. If the majority are all playing with laptops then you might as well have an async meeting offline.</p>	4/1/2008	http://www.loosewireblog.com/2008/03/laptops-arent-t.html
250	Laptops in Meetings	Musings of a Software Development Manager	9/5/2007	<p>Couldn't agree more. It annoys me when people hide behind laptops in meetings.</p> <p>I am fortunate enough to have a tablet which I do take to every meeting, I think there is a large difference though between people tapping on keys and hidden behind a screen and me scribing on to a device.</p>	9/6/2007	http://edgibbs.com/2007/09/05/laptops-in-meetings/
251	Laptops in Meetings	Musings of a Software Development Manager	9/5/2007	<p>I agree completely because you would be one of very few that would actually use the PC for meeting purposes. Many play games, im, ebay, etc, goes the list!</p>	9/6/2007	http://edgibbs.com/2007/09/05/laptops-in-meetings/

252	Laptops in Meetings	Musings of a Software Development Manager	9/5/2007	Yes, I agree, laptops are a distraction especially if they type very loud. For a meeting there should be only one computer which is running the presentation or showing the notes. If people need to take notes, its best they use a pen and paper. I'm glad someone else in this world has etiquette for meetings.	9/11/2007	http://edgibbs.com/2007/09/05/laptops-in-meetings/
253	Leave Your Laptops Out of Meetings	allan's blog	12/31/2008	This is so true. I've seen meetings where the Project Manager was focussed on typing in everything that was said for the record, rather than focussing on understanding what was going on with her people. Apparently the whole company was like that.	1/2/2009	http://allankelly.blogspot.com/2008/12/leave-your-laptops-out-ofmeetings.html
254	Leave Your Laptops Out of Meetings	allan's blog	12/31/2008	I couldn't agree more. It's not just meetings, but conference presentations too. xxxxxx, that's an interesting comment. When I go back to work on Monday, I'll be assigning one of my team as a RAD scribe and his job will be to record everything and probably straight into a laptop. Following your comment I'm now wondering if pen and paper should be the medium.	1/2/2009	http://allankelly.blogspot.com/2008/12/leave-your-laptops-out-ofmeetings.html
255	Leave Your Laptops Out of Meetings	allan's blog	12/31/2008	While what you say is rational, I find I have a work schedule of wall to wall meetings and work needs still to get done (usually emails to keep projects rolling smoothly). Capturing stuff via pen and paper only adds additional transcription work. Also there are those meetings where your attention was only merited for a fraction of the time. Then there are conference calls - these can be perfect as they allow the closet overcommitted multi-tasker to be "in the meeting" and busy working at the same time. The mute button comes in very handy to ensure no one can hear you typing ;) If I had a more reasonable workload I'd totally embrace your suggestion.	1/18/2009	http://allankelly.blogspot.com/2008/12/leave-your-laptops-out-ofmeetings.html
256	Close Your Laptop and Pay Attention	Jim Plush Blog	11/3/2011	I think the laptop problem is just the visible part of the problem. Real problem is that too many people spend their days in meeting. If they want to get the work done, either they do it between 6pm and 8pm when the last meeting doesn't finish at 7'30 pm)... or they try to do their work on meetings. It is difficult to say no I will not attend to that meeting, just send me the minutes that I'll read if I have time. Hence the laptop problem in meeting. Hence the problem that mails are not read anyway because the usefull information is ditilled among 20, 50, 100 mails sent to your box every days. Many time, the meeting is mandatory just because you want everybody to be aware of that new thing, process whatever and you know they will not read the mail.	2 years ago	http://jimplush.com/blog/article/187

257	Close Your Laptop and Pay Attention	Jim Plush Blog	11/3/2011	<p>There are also people who want to show they CAN multitask and are so engaged that they are giving their 2x or 3x.</p> <p>I happen to notice some management reading other docs and surf the web then keep asking question pretending they are "there". Then the whole meeting becomes rehashing the same thing over and over again.</p> <p>This is kind. of the same when people show up sick and keep workin tk show thier dedication to their boss but getting evryone sick in the office. Or email people after work, mid nights, weekends....</p> <p>I dont believe people can do good job / thier best when they are sick, sleep deprived, unbalanced life and "wear ALL kinds of hats" (that is jack of all trades, master of none). In software we embrace common sense methods but in management we throw away all those. Irony</p> <p>Sadly most companies reward this type of shows.</p> <p>A smart boss should see through this and bluntly discourage this type of nonsense. I would rather have a good work with a healthy balance life and creativiy</p>	2 years ago	http://jimplush.com/blog/article/187
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APPENDIX B

CONSENT FORM

You have been invited to participate in a research study that investigates perceptions of personal electronic device use in face-to-face organizational meetings. If you agree to participate in the study, you will be asked to respond to a series of questions about the organization you work for and your own experiences with and perceptions of personal electronic device use in meetings.

Answering these questions should pose minimal risk to you, and all information, including information about your organization and colleagues, provided during the interview will be kept confidential. No personally identifying information will be kept with the interview notes, and the notes will be destroyed within one year of the interview. Any recordings of the interview made for the purpose of reviewing and transcribing will be voice-only, stored securely on a dedicated zipdrive in a locked drawer, and will be permanently deleted in one year or less from the date of the interview. No personally identifying information will be kept with the transcripts of recordings, and any transcripts will also be destroyed within one year of the interview.

It will take approximately 20-30 minutes to complete the interview. Your participation in this study is voluntary, and you have the right to stop at any time with no risk, penalty, or loss of benefits. Your decision whether or not to participate will not affect your relationship with Minnesota State University. As a thank you for your time, you will be given a \$25 Amazon.com gift card.

It is important to study and understand factors influencing perceptions of personal electronic device use as meetings increase in frequency and mobile technologies proliferate. Moreover, it is important to study such factors in order to develop policies for device use in organizational meetings and to fill research gaps. You may benefit as a professional from your participation by becoming more aware of device use in meetings and how it is perceived.

You may contact Kimber Goodwin, Communication Studies graduate student at Minnesota State University, at kimberly.goodwin@mnsu.edu or Dr. Kristen Treinen, Associate Professor of Communication Studies, at kristen.treinen@mnsu.edu to discuss any questions you have about the study or for a copy of this form. You may also contact the Minnesota State University, Mankato Institutional Review Board Administrator, Dr. Barry Ries, at (507) 389-2321 or barry.ries@mnsu.edu with any questions regarding research with human participants at Minnesota State University, Mankato.

Signing below will indicate your informed consent to participate in the study, "Personal Electronic Device Use in Face-to-Face Organizational Meetings: How it is Perceived and the Factors Affecting Perceptions," and indicate your assurance that you are at least 18 years of age.

(Consent forms will be stored on the MSU – Mankato campus and will be destroyed after three years)

I agree with the terms of the study and wish to continue with the interview. I understand I will be given a \$25 gift card for my participation.

Stop - I do NOT want to participate in the study.

Signature

Date

MSU,M IRBNet ID#: 569104-3

Date of MSU,M IRB approval: 02/14/2014

APPENDIX C

INTERVIEW OUTLINE AND QUESTIONS

I. Introduction

- Introduce myself; explain purpose of interview, estimated length of time for interview completion, that participation is voluntary, answers will be confidential, and that they may stop at any time. Go over consent form.
- Obtain written consent and provide copy of consent form.

II. Questions

- Tell me about the organization you work in and your position within the organization.
- How long have you worked for this particular organization?
- What is the organizational structure within the organization?
- Of the divisions you just identified in the organizational structure, who attends a typical meeting you are also in?
- How often do you attend meetings?
- What are some expectations of individuals in the meeting?
- Have you ever witnessed other meeting attendees using personal electronic devices (laptops, cell phones, smartphones, iPads, etc.) during the meeting?
- Why do you think people use devices during meetings?
- How do you feel about their use?
- Thinking of the organizational structure, are there any individuals or groups of individuals whose use of devices during meetings is more or less acceptable? Why?
- Are there individuals or groups of individuals who it is more or less appropriate to use devices in the presence of? Why?
- Is your own use influenced by others' use?
- Which would influence your own use more: how peer-level colleagues use devices or how colleagues with a higher rank use devices?
- Do you agree or disagree with the following statements and why?
 - "Your job position has a lot to do with your need to be connected all the time. For example, a summer intern has no need to even bring a Smartphone into a meeting room. More than likely he/she isn't receiving outlook emails on her device since he/she will only be there for a few months. However, the intern's mentor may need to answer the occasional email and should do so when the conversation doesn't pertain to something she is working on or taking a part of."
 - "Nobody is that important that they need to bring their cell to a meeting, and that starts with the top officers setting the tone. I've definitely been in meetings where the president right down to the admin thought they were more important than the topic being discussed."
 - "If the 'boss' takes non-emergency calls while an employee is right there in front of him trying to work out an issue, doesn't that say something about what he thinks of that employee?"

- “I think to some degree [PED use in meetings is] a ‘middle management’ symptom as they try to do anything and everything all at once to ‘keep up’ and ‘get ahead.’”
- “Leaders must set good examples of when to use PDAs and Social Networking. The ability to LISTEN to others, watch body language and offer support through full engagement is invaluable and helps make one be a great leader.”
- Does your organization have policies regarding personal electronic device use in meetings? If so, what are the policies? If not, do you think policies would be helpful or not helpful?
- Do you have any questions or anything to add?

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