THESIS / THÈSE

MASTER IN MANAGEMENT

Deep dive in the jungle of business meetings - Qualitative research of the taxonomy of business meetings

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Award date:
2022

Awarding institution:
University of Namur

Link to publication

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Mémoire présenté
en vue de l'obtention du titre de
Master 60 en sciences de gestion

ANNEE ACADEMIQUE 2021-2022

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The undersigned, Margaux Decru, student Master in Management declares that this thesis is completely original and written exclusively by herself. For all information and ideas borrowed from other sources, the undersigned has referred explicitly and in detail to the sources.

Namur, May 31st, 2022

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Foreword

This thesis is the culmination of my Master's in Business Management program at the University of Namur. My thesis deals with the different business meetings in the field.

I was immediately enthusiastic about the subject since this master thesis combines qualitative research with a relevant theme within the business world. With this master's thesis, I want to inspire other students to conduct similar research or follow-up research. As there has been very little research into the classification of different meetings, I hope that with my research I have also contributed to the research field.

I would like to thank some people here, because without their help the final result would not have looked the same. First and foremost, I would like to thank my supervisor, Professor Dr. Corentin Burnay, for his support and for the moments he took to answer all my questions. His insights and advice have taken this research to the next level.

Furthermore, I would also like to thank my parents, partner, and friends for all the support they have given me over the past months. They were always there to give advice, offer support or provide the necessary relaxation.

Margaux Decru
May 31st, 2022

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Summary

Background

Managers use different types of business meetings to achieve their goals. These different types of meetings have not been given a fixed name or a concrete definition. The characteristics of a meeting, including motives, use of the agenda and the length of a meeting, have been extensively researched. Most analyses have also focused on the effectiveness of meetings where the characteristics can lead to an optimization of the effectiveness. However, little in-depth research has been conducted in Europe on the different types of business meetings in the corporate world. This raises issues such as heterogeneity of vocabulary between companies and confusion about the goal of a meeting which results in a risk of decreased efficiency. I wanted to fill this gap with this research.

Purpose

I wanted to map the different types of business meetings to eventually achieve a taxonomy of business meetings. I examined what types of meetings occurred in work life and what characteristics typified these meetings. In addition, I examined why these meetings are organized and to what extent these meetings are effective.

Method

To answer the research questions, I used a qualitative research method. By means of six interviews, I collected data that I analyzed thematically afterwards. All interviews were conducted by phone or through Microsoft Teams in April 2022.

Results

The statements pointed out that different combinations of parameters exist and lead to different types of business meetings. One parameter 'Record of meeting' was not identified but respondents stated to see minutes of meeting as a sort of record of meeting. By the analysis of the interviews six business meeting were identified: Internal meeting, Planning of the week, Daily board meeting, Kick-off meeting, Midyear review meeting and Management meeting.

Conclusion

In total six business meeting types were found in this corpus. Seen the scale of the sample it must be considered to expand the number of interviewees as in reality more than six types of business meetings exist. For future researchers, it may be interesting to conduct the study again but on a larger scale and observe a population with a greater diversity of origin.

1. Introduction

A new meeting between you and your client is scheduled for next week. The meeting is called 'Kick-off meeting' but as the client is not familiar with this name, he is not really sure what to expect from this meeting. Maybe the client's needs will be discussed, or the planning of their project will be pointed out. When the meeting starts, it becomes clear that the entire approach of the project will be discussed. However, the name 'kick-off meeting' which is not commonly used at the client's enterprise caused confusion. This anecdote brings us to the subject of my master's thesis. What are the parameters of a business meeting and what different meeting types prevail in the business world?

With this thesis project, I try to answer previous research question by mapping the use of different business meetings. In the past, several studies have examined business meetings, more specifically their characteristics (Cohen et al., 2011; Leach et al., 2009; Niederman & Volkema, 1999) and the effectiveness of meetings (Leach et al., 2009; Monge et al., 1989). As far as I know, the different types of meetings have not yet been investigated in depth. Through my graduation project, I want to fill this gap in the research field. Moreover, this research is an extension of the already existing studies in that I categorize the different business meetings based on the previously identified characteristics.

Through qualitative interview analysis, I identified different types of business meetings. My corpus consisted of 6 unique interviews conducted online or by phone. All interviews were organized in April 2022. The research can be seen as twofold. First, I conducted a more systematic and comprehensive study of parameters defining the nature of a meeting. Second, I used those parameters to categorize business meetings in one single taxonomy to help have a clearer landscape of which business meetings there are, and of why they are useful.

The research has both theoretical and practical relevance. As there was hardly any research on a taxonomy of business meetings, this research provides new insights for (business) researchers. (Business) researchers can expand this research by conducting multiple interviews and including respondents from other regions than Limburg and Antwerp (Belgium) in the analysis. Moreover, the research is also relevant for managers, as they can determine which meeting is or is not useful for them to organize.

The scientific publications that provided the starting point for the analysis are discussed in detail in chapter two. In chapter three, I included and explained the research questions. In

chapter four, I first discuss the approach to the study. I then provide a detailed description of the data collection, the composition of the corpus, and the analysis method. In the last section of chapter four, I discuss reliability and validity. Chapter five presents all the results found. This master thesis concludes with chapter six 'Conclusion and discussion'. In that chapter I summarize the main findings and relate the results to the already existing literature. Finally, in chapter six I also discuss the limitations of the study and provide some possibilities for future research.

2. Literature review

This chapter will present an overview of previous studies related to the research subject. The first paragraph will elaborate on what we mean when speaking of a business meeting. Secondly, the characteristics of a meeting will be explained. This chapter will also explain why we organize meetings and what types of meetings have already been identified. Lastly the risks of not having a taxonomy of business meetings will be discussed.

2.1   The business meeting

In order to ensure a proper functioning of an enterprise, business meetings are organized. A business meeting may be described as an event where two or more people gather for the purpose of making decisions or discussing company objectives and operations (Lifesize, 2019). In addition, business meetings are generally conducted in person in an office. However, with the rise of video conferencing technologies, participants can join a business meeting from anywhere (Lifesize, 2019).

Yates and Orlikowski (1992) defined a meeting as a genre of organizational communication which are used for different purposes (that will be discussed later in this literature review). In short meetings are essentially communication tools used by groups and teams to accomplish organizational goals (Maitlis, 2005). Although meetings are not a new phenomenon (Van Vree, 1999), researchers have only recently directed their attention to the meetings domain. Meetings are an omnipresent workplace activity. People talk about, relish, and revile this common-place activity (Rogelberg et al., 2007), and readily provide information and opinions about their experiences in meetings. This topic receives an increased interest from researchers and practitioners (MCI, 1998; Allen et al., 2008; Beck and Keyton, 2009).

Furthermore, researcher's estimations state that managers in larger organizations (more than 500 employees) spend over 75% of their time preparing for, attending and leading meetings (Van Vree, 1999; Romano and Nunamaker, 2001). Small companies spend approximately 10% of their time on these activities (Van Vree, 1999). Employees might spend a lot of time in meetings but in the meantime, they accomplish much of their work (Rogelberg et al., 2010; Tracy and Dimock, 2003).

2.2 Characteristics of a meeting

Given that meetings take up a large part of the business activities, it is relevant to look at the characteristics of a meeting. Niederman and Volkema (1999) identified two important characteristics any business meeting should meet in order to be effective and efficient, being: **room** and **agenda**. They pointed out that the room should be properly set - up and the equipment must function properly. In addition, an agenda use is pointed out as highly relevant.

Another study identifies **agenda use, meeting punctuality** and **facility quality** as other characteristics of a business meeting (Leach et al., 2009). A small set of design characteristics was studied by Leach et al. (2009). This study affirmed the importance of having all topics written down in an agenda. In addition, they stated that people should respect the priorly fixed starting and ending hour of the meeting. Also, in correspondence with Niederman and Volkema (1999), Leach et al. (2009) pointed out the importance of the facilities and their proper functioning. These three characteristics (agenda use, meeting punctuality, and facility quality) were related to more positive perceptions of meeting effectiveness. Also, Fetzer (2009) confirmed the importance of an agenda, he even states it to be the number one requirement. Furthermore, the attendee involvement was reported as a mediator of the relationship between these design characteristics. Further excessive research was conducted to elaborate on the characteristics of a meeting (Cohen et al., 2011) and confirmed the previously found results of Leach et al. (2009).

The study of Cohen et al. (2011) focused on how meetings are designed, which we refer to as meeting design characteristics. As stated in the study, design characteristics have the ability to be identified, measured, and purposefully planned into a meeting. They relate to the temporal, attendee, physical, and procedural natures of the meeting. There is a certain variability in meeting design (Volkema & Niederman, 1995), and professional meeting facilitators broadly view design characteristics as highly important to preparing for and executing successful meetings (Niederman & Volkema, 1999). Generally, the design characteristics meet the following criteria: they are under the control of the meeting organizer, they are related to the meeting's conduct, composition, or setting; and can be thought of, identified, and either planned in advance or initiated at the meeting. 18 characteristics were identified by Cohen et al. (2011): **break use**, **length of meeting**, **ending promptness**, **starting promptness**, **use of a break** *(temporal characteristics),* **lightning quality**, **meeting space**, **meeting modality**, **noise level**, **refreshments**, **seating arrangement**, **space**

arrangement, **temperature comfort** (*physical characteristics)*, **a formal agenda**, **a meeting agreement**, **whether minutes are taken**, **whether the meeting is electronically recorded** (*procedural characteristics)*, **the number of attendees** and **the presence of a meeting facilitator** (*attendee characteristics*). The results of this research showed that meetings that start and end on time were rated more favorably than those that did not. In addition, a meeting agreement and a formal agenda with prior access were pointed out as relevant characteristics of a meeting. Lastly Cohen et al. (2011) could conclude that a larger number of attendees corresponded with a perceived lower quality of the meeting.

The next two pages include a copy of Cohen's et al. (2011) summary table of their design characteristics of meetings (See Figure 2.1).

Figure 2.1
Copy of Cohen's et al. (2011) summary table

Table 1
Design Characteristics of Meetings

Characteristic	Definition/example	Selected references	How assessed	Expected effect
Temporal				
Break use	A temporary halt of the meeting	Clark, 1998; Waddell & Rosko, 1993	"Did the meeting have a break?" Yes or no	Positive
Ending promptness	How promptly a meeting ends compared with its scheduled end time	Leach et al., 2009; Tropman & Morningstar, 1985	Actual meeting end minus scheduled meeting end	Positive
Length of meeting	Time duration of a meeting	Clark, 1998; Gastil, 1993	Actual meeting end minus actual meeting beginning	Negative
Starting promptness	How promptly a meeting begins compared with its scheduled start time	Leach et al., 2009; Tropman & Morningstar, 1985	Actual meeting start minus scheduled meeting start	Positive
Physical				
Lighting quality	Quality or level of light in the meeting space	Clark, 1998; Leach et al., 2009	"Please describe the lighting in the meeting room." 3-point scale: *much too dark/bright to neither too dark/bright*	Positive
Meeting space	Appropriateness of size and type of space for the task and number of attendees	Leach et al., 2009; Waddell & Rosko, 1993	"How appropriate was the meeting room size for the task and number of attendees?" 3-point scale: *much too big/small to neither too big/small*	Positive
Meeting modality	The format in which the meeting attendees "meet," e.g., face-to-face, telephone	Johansen, Vallee, & Spangler, 1979; Volkema & Niederman, 1995	"Which of the following best describes the format of this meeting?" 7 choices collapsed into technology-facilitated and face-to-face	Positive
Noise level	Noise level in and around the meeting	Kieffer, 1988	"If there was any outside noise present during the meeting, please rate how distracting that noise was." 5-point scale: *there was no such noise to very distracting*	Negative
Refreshments	Presence of complimentary food, drinks, or a meal during the meeting	Leach et al., 2009; Waddell & Rosko, 1993	"Which of the following types of refreshments were offered as part of the meeting?" 4 choices collapsed into refreshments not provided or provided	Positive

Table 1 (continued)

Characteristic	Definition/example	Selected references	How assessed	Expected effect
Seating arrangement	Presence of assigned places for attendees during the meeting	Bradford, 1976; Kieffer, 1988	"Was there a formal seating arrangement for the meeting?" Yes or no	Positive
Space arrangement	How the meeting space is arranged (i.e., tables and chairs)	Bluedorn et al., 1999; Bradford, 1976	"How were meeting participants positioned during this meeting?" 10 choices (e.g., stand-up meeting, rectangular table)	N/A
Temperature comfort	How cold or hot the meeting space is	Clark, 1998; Leach et al., 2009	"Please describe the meeting room temperature," 3-point scale: *much too cold/hot to neither too cold/hot*	Positive
Procedural				
Formal agenda	Written schedule of tasks to be completed in a meeting	Leach et al., 2009; Mariotti, 1997	"Did the meeting have a formal agenda?" Yes or no. A follow-up item assessed whether this formal agenda was available in advance of meeting	Positive
Agreement use	Meeting "ground rules," e.g., may govern allowable behaviors, interactions, topics, how meeting is conducted	Bradford, 1976; Litsikas, 1995	"Did the meeting have a meeting agreement or compact?" Yes or no	Positive
Minutes taken	Written account of meeting proceedings	Leach et al., 2009; Litsikas, 1995	"Were the minutes of the meeting taken?" Yes or no	Positive
Record of the meeting	An electronic record of the meeting, e.g., video	Jackson, Aiken, Vanjani, & Hasan, 1995; Kieffer, 1988	"Was the meeting recorded electronically?" Yes or no	Positive
Attendee				
Facilitator use	Person who assists the group in accomplishing its task, guides the meeting process and decision making	Leach et al., 2009; Niederman & Volkema, 1999	"Was the job/responsibility of meeting facilitator performed by any meeting participants?" Yes or no	Positive
Number of attendees	The number of people present at a meeting	Belbin, 1997	Open-ended	Negative

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Furthermore, the **reasons** to organize a meeting are also an important aspect of business meetings. Next to the characteristics that are already identified by Niederman and Volkema (1999), Leach et al. (2009) and Cohen et al. (2011), the motives to organize a meeting define the different types as well. The purpose of a meeting or the reasons for which a meeting is set up, give greater insight into the business meeting.

At first, researchers in the meetings domain overlooked the purposes of meetings although they attempted to understand how meetings affect employees and organizations. While having a different focus in their research still the published reports included the notion of business purposes. Meetings, whether considered an organizational tool or a genre of organizational communication (Yates and Orlikowski, 1992), are used for a variety of purposes. These purposes include **information sharing** (McComas, 2003), **training** (Clark, 1998), **brainstorming** (Reinig and Shin, 2003; Volkema and Niederman, 1995), **problem solving/ decision-making** (McComas et al., 2007) and **socializing** (Horan, 2002). Leach et al. (2009) state that meetings are used "to accomplish goals such as information sharing, decision making, and problem solving" even though the focus of their paper was on meeting effectiveness as an outcome of design characteristics.

In a study by Monge et al. (1989) which was designed to help understand meeting effectiveness and to discover the prevalence of particular purposes, general base-rate percentages were provided concerning the purpose of meetings at 3M. Their findings summarize the prevalence of various meeting purposes across a sample of 903 meetings. The most common meeting purposes that occurred in this sample included **reconciling conflict** (29%), **group decision making** (26%), and **problem solving** (11%). A more recent study has focused on a classification of meeting purposes (Allen et al., 2014). Based on the responses to an open-ended meeting purpose question of a discourse analysis, 16 purpose categories were established. Allen et al. (2014) their research resulted in the following enumeration of reasons: **To discuss new products or services being introduced, to discuss firm financial matters, to discuss a client's needs or wants, to routinely discuss the state of the business, to discuss productivity and efficiencies, to discuss an ongoing project, to discuss employee benefits, to discuss quality, policy and compliance, to discuss capacity and workload issues, to discuss technology or system concerns, to discuss a change in process, to discuss employment contract issues, to discuss an employee's performance, to educate or train associates, to identify problems and**

purpose solutions; and finally to brainstorm for ideas or solutions (Allen et al., 2014). In Figure 2.2 a copy of all the identified meeting purposes by Allen et al. (2014) can be consulted.

Figure 2.2

Copy of Allen's et al. (2014) table of meeting purposes

Meeting Purpose Category	Definition	Examples
To discuss new products or services being introduced	Employees discussing issues associated with new product line and services introduced at the firm.	It was to introduce a new product coming out in a week. All that happen was our boss told us about it asked if we had any questions and that was about all.
To discuss firm financial matters	Meeting that includes a discussion around the financial health of the company - current or future state.	Discussion involved around the Profit/loss for the preceding month
To discuss a client's needs or wants	Meeting to address an external or internal need of the client, customer, vendor, or contractor. This can include business partners as well as paying customers.	A customer wrote a letter of complaint about one of my co-worker's and we were all called to a meeting about how to treat customers.
To routinely discuss the state of the business	Daily, weekly, monthly, or annual meeting that's regularly scheduled or routine to discuss past, present, or future state of the business.	Weekly meeting with points of mention on procedures and weekly problems
To discuss productivity and efficiencies	Meeting to discuss how to be more productive and efficient with fewer resources with respect to improving people, processes, or tools used to execute a job.	Discussion about team productivity
To discuss an ongoing project	To hold a meeting to discuss any part/phase of a project; this includes any and all project updates.	Discussion of where a particular project was going and what could be done to speed the process.
To discuss employee benefits	Meeting to discuss/define employee benefits (e.g., vacation time, medical leave, pay, incentive/bonus programs, etc.).	It was a benefits committee, where we heard presentations from our health insurance companies. It was in preparation to help decide what health insurance company our organization should choose.
To discuss quality, policy and compliance	Meeting to discuss any audit, quality, or compliance checks including any and all regulatory matters.	Board Committee Meeting. To hear the Auditors report and perform the annual Quality Control review.
To discuss capacity and workload issues	Meeting to discuss issues associated with future production relative to current capacity/workload (i.e., ability of current team, processes, systems to handle future demands).	The meeting was to discuss the current and future weeks work load.
To discuss technology or system concerns	A meeting to discuss technology or system modifications or failures.	Meeting about a new computer system required. Please discussed requirements and options
To discuss a change in process	A meeting to discuss a change or modification to the current process or way of doing a particular task/job.	Meeting to discuss a change in some of the work practices, also to remind us of correct procedures and company policy for other procedures.
To discuss employment contract issues	A meeting to discuss reducing, re-allocating or increasing the workforce.	Meeting to discuss changes in our organization. Many jobs are changing and being eliminated and the supervisors were updated on who will be assigned to what.
To discuss an employee's performance	A meeting to evaluate staff's performance in a formal or informal manor; this includes recognition as well as reprimands.	Performance review for me. We went through a checklist, they explained what was coming up, answered my questions. I did well.
To educate or train associates	Meeting for education or training purposes concerning both new and current information.	The purpose of the meeting was for training in first aid.
To identify problems and propose solutions	To identify a specific issue and hold a meeting to come up with a practical solution to solve the problem.	To touch base with staff and identify problems. Staff attending generated a discussion about issues and together came up with solutions for the above.
To brainstorm for ideas or solutions	Meeting designed to motivate employees/managers to share innovative ideas/solutions to solve an issue, task, or work problem.	We had a staff meeting at work to brainstorm ideas for dealing with a difficult child's behavior.

Given the multitude of uses that are detected in previous research we can state that meetings are quite important.

2.3 Different types of meetings

In paragraph 2.2 the different characteristics of a meeting are discussed. In reality not all these characteristics are combined when assisting or organizing a meeting. On the other hand, referring to the characteristic reasons to organize a meeting, typically there is only one purpose per meeting. This in combination with the real mix of present characteristics lead to different types of meetings. In fact, different sorts of meetings have been identified in the business world.

According to the Beekast platform, which is specialized in organizing effective meetings, it is salient to deploy the appropriate type of meeting in order to achieve the business goals. Their blog elaborates on the 12 most common types of meetings. First, the most common type is information meetings. This type is used to provide top-down information and to pass on important messages. Preferably this meeting doesn't last longer than 30 minutes. Second, problem-solving meetings are discussed. These meetings involve a meeting leader who brings together all those concerned and leads the discussion until decisions are made. Third, meetings that encourage participation are also widely used. In collaborative meetings the leader brings the work group together to drive a specific subject forward. Furthermore, the list of most common types of meetings consists of: department meetings, brainstorming, project meetings, sales meetings, training, one-to-ones, seminars, stand-up meetings and remote meetings (Thomas, 2020). Also, Lifesize (2019) agrees that status-update meetings (which corresponds to the information meeting), problem-solving meetings and idea-sharing meetings (corresponds to brainstorming) belong to the most commonly used meeting types. More recently Lucid Meetings (2017) has published a taxonomy of business meetings. Pursuant to Lucid Meetings (2017) business meetings can be classified into congenial, formal, and intense meetings. Each category consists of specific meeting types. For example, idea generation and one-to-ones belong to congenial meetings, while problem-solving meetings are a type of intense meeting (see Figure 2.3).

Figure 2.3
Taxonomy of business meetings by Lucid Meetings (2017)

However, this information is collected through websites and thus does not make a good foundation to further build research on.

It is important to note that a few researchers in the meetings domain attempted to build typologies of meeting type and purpose. The first proposed typology described meetings as two types, scheduled or unscheduled (Schwartzman, 1986). The unscheduled meeting is largely marginalized as most current research focuses on regularly scheduled formal meetings of groups of two or more organizational members (Rogelberg et al., 2006). Schwartzman's typology was an early attempt to categorize two large groups of meetings and provide a way to distinguish between formal versus informal meeting settings. More recently, Bilbow (2002) proposed cross-departmental meetings, weekly departmental meetings, and brainstorming meetings as a typology of meetings. These may fall under Schwartzman's "scheduled" meeting category and provide a slight increase in nuance for different meeting types. Unfortunately, these existing typologies offer limited analytic usefulness. The classification scheme mentioned appears to only satisfy the criteria for rigorous classification (Allen et al., 2014).

Due to the lack of scientific resources concerning the taxonomy of business meetings and at the same time the research interest in the domain it appears to be relevant to fill this gap.

2.4 Risks of having no taxonomy

As explained in the previous paragraph, a variety of meeting types can be identified. However, a clear taxonomy hasn't been created yet and this can cause some issues. While conducting a taxonomy can hold several advantages.

A first issue lies with the naming of business meetings. The sources that describe different types of meetings (see paragraph 2.4) use a different name when speaking of the same type of business meeting. For example, the name 'brainstorming' (Beekast, 2022) can be used to refer to an 'idea-sharing meeting' (Lifesize, 2019) or to a 'status-update meeting' (Lifesize, 2019), which in turn means that same as 'information meeting' (Beekast, 2022). The variety in appellation concerning the different meeting types can lead to different challenges in the business industry. Using different names for one single meeting type can lead to confusion.

For example, a meeting which takes place between two companies can be obstructed due to the use of a different meeting name. One may have different expectations of the meeting as the name of the meeting is not commonly used in their company. On the other hand, misunderstanding may appear as slight differences in meaning come along with these slight differences in designation.

In addition, the use of non-standard definitions (Beekast, 2019; Lifesize, 2022) may include an erroneous use of the meeting types. On the other hand, it also includes that we don't have a complete understanding of each meeting type, nor do we all have the same understanding. This in particular could lead to challenges within corporations.

Consequently, the benefits of a taxonomy flow from this. Initially, the taxonomy will ensure internal and external alignment. Internal alignment means that employees within the same team or company understand the same thing when talking about a certain type of meeting. For example, when two colleagues meet for meeting type X, they both have the same understanding of what meeting type X means. External alignment will be created as the taxonomy of meetings will attain the same understanding also between different companies. This means that when two people of different enterprises meet, they both have the same understanding of the meeting type.

On an organizational level this will bring advantages for the invitation, the preparation, and the documentation. This means that when an invitation for a business meeting is sent the meeting type can be specified in order that all the attendees will know what to expect and again everyone will have the same understanding. In addition, a proper taxonomy allows us to prepare the meeting as we will know exactly what must be done in order to organize the meeting like book a room or reserve catering. Furthermore, each type of meeting requires different types of documentation such as minutes or maybe no documentation is needed. The taxonomy will also provide a clear view on the needed documentation.

The reasons described in the previous paragraph indicate that there is a need for a taxonomy of business meetings. This would provide a concrete framework for business meetings organizers and attendees which could lead to facilitating the conduct of meetings. Furthermore, other researchers pointed out that knowing the types of meetings would provide a useful foundation for research that considers which types of meetings are rated as more effective and identify the characteristics of the highly effective meeting types (Allen et al, 2014).

3. Research purpose and research questions

3. 1 Research purpose

This thesis aims to identify the meeting types existing within a business. From the literature review in Chapter 2, it is clear that research has mainly been conducted on the character traits of meetings (Cohen et al., 2011; Niederman & Volkema, 1999; Leach et al. 2009) such as the motives of a meeting (Allen et al., 2014; McComas, 2003; Volkema and Niederman, 1995). Thus, this study contributes to existing research in several ways.

First, we conduct a more systematic and comprehensive study of parameters defining the nature of a meeting that has been the center of much less interest. Second, we use those parameters to categorize business meetings in one single taxonomy to help have a clearer landscape of which business meetings there are, and of why they are useful.

Moreover, very little research has been done on the topic that is the focus of this thesis: a categorization of business meetings. This understanding of parameters and taxonomy will allow managers to make informed decisions about the types of meetings they use and possibly ensure that a universal classification is created.

3. 2 Research questions

To get a general idea of the presence of the different business meetings in Belgium, I used interviews (see Chapter 4) to investigate which business meetings people identify and use. Firstly, a meeting must be identified, in other words the parameters that define a meeting must be listed. In Chapter 2 the characteristics of a meeting were already discussed (Cohen et al., 2011; Fetzer, 2009; Leach et al., 2009; Niederman & Volkema, 1999). The research of Cohen et al. (2011) resulted in a list of characteristics as indicators for a meeting (See Figure 2.1). The parameters were divided into four main categories being: temporal, physical, procedural and attendee characteristics. However, in this research I would like to verify whether a selection of these characteristics is still in the people's minds when thinking of a meeting. Therefore, the first research questions resulted:

1. What are the parameters that define a meeting?
   a. Length of meeting
   b. Meeting space

       c.   Meeting modality

       d.   Formal agenda

       e.   Record of the meeting

       f.   Facilitator use

       g.   Number of attendees

2. What are the different combinations of parameters that define different types of business meetings?

Following this, from Bilbow's (2002) research that made an initial classification between scheduled and unscheduled meetings, the following research questions resulted:

3. What are the different types of business meetings?
4. Which types of business meetings are most used?

In addition, the characteristics discussed in Chapter 2 influence the effectiveness of a meeting (Leach et al., 2009). Consequently, I would like to map out which meetings are perceived as effective, hence the following research questions:

5. What types of business meetings are seen as most effective?

Furthermore, in line with Allen et al. (2014), who examined what motivates people for organizing a meeting, I also wanted to identify what motives primarily drive organizing a meeting. The last research question resulted:

6. What are the most common motives to set up a meeting?

4. Methodology

The objective of this chapter is to describe and discuss the research method and methodology that has been applied for this research. The way the data will be collected will be explained and the actual type of research will be elucidated more in detail.

4.1 Research strategy

The research strategy for this thesis began by gathering and studying some background information regarding business meetings which was the theoretical phase. This resulted in the literature review which allowed me to identify the existing parameters of meetings. Taking the literature review into account, I formulated the research questions. Early in the process I decided to deduct qualitative research for which I would conduct interviews to collect data. Therefore, I designed an interview guide which contains all the questions that would be asked during the interviews. Once the interview guide was finalized the exploratory phase began. Qualitative interviews were set up and were conducted in a semi-structured way. There was a need to transcribe all the interviews in order to analyze the collected information. Eventually, the results from the data collected were analyzed and discussed in order to identify the most important results. Lastly, some conclusions are drawn based on the results associated to the research questions. The result is the formulation of a taxonomy of business meetings. This strategy is visually represented Figure 4.1.

Figure 4.1
Research strategy flowchart
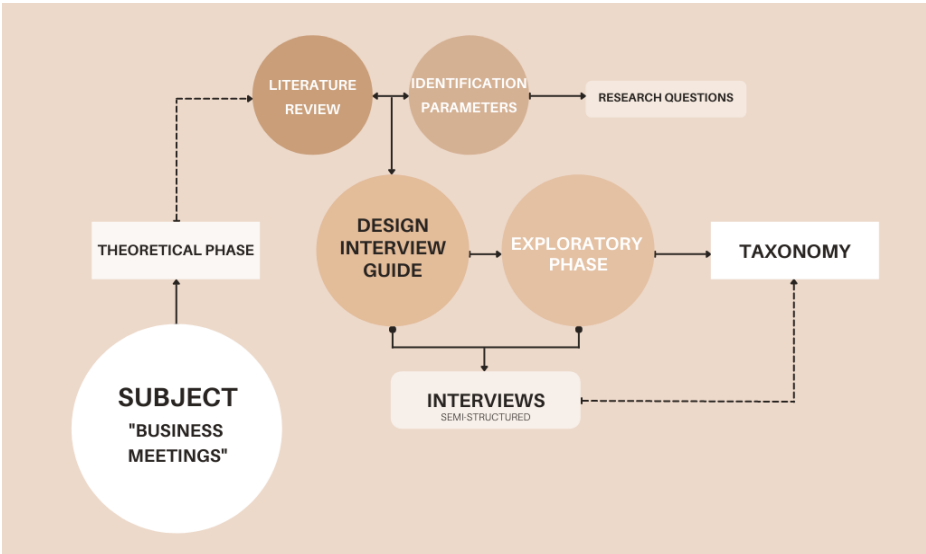
4.2 Research method

This research concerns qualitative research where all results will be expressed in words. Qualitative methods often refer to case studies where the collection of information can be received from a few studying objects (Bryman and Bell, 2007). Furthermore, qualitative methods emphasize on understanding, interpretation, observations in natural settings and closeness to data with a sort of insider view (Ghauri et al., 1995). According to Bryman and Bell (2007) qualitative research is an appropriate approach for research in business and management administration. For these reasons a qualitative approach was chosen. I aim to get a better view of what types of meetings employees or professionals are confronted with and I want to get insights of their interpretation of the different meeting sorts.

4.3 Data collection

The primary data will be collected through field research as interviews will be conducted. All interviews were included in the study including those that did not answer all questions, as important information regarding the remaining questions would then be lost. Semi-structured interviews were used in order to answer the sub-questions in a structured way, while this also gave room to go deeper into the respondent's answers to gather even more information. The interview guide prepared for conducting the interviews can be found in the Appendix (Appendix 1). The audio of these interviews was recorded after verbal consent so that they could be transcribed at a later time. Also, the transcribed interviews can be found in the Appendix and the interviewer is marked by "I" while the respondent's answers are marked by an "R". The interviews took place in Belgium in the month of April 2022 and were all conducted via Microsoft Teams except for one interview which was conducted through a phone call. In total 6 interviews were conducted.

4.4 The respondents

As interviews were conducted for this research, participants needed to be approached and asked to be interviewed. The segment of the population that has been selected for this research, in other words the sample, is based on a non-probability approach which means that the sample has not been chosen by using a random selection method. To be more precise I made use of purposive sampling which is also known as judgmental, selective, or subjective sampling. It is a form of non-probability sampling in which researchers rely on their

own judgment when choosing members of the population to participate in their surveys (Jodan, 2021). I wanted a diverse sample with a good balance between men and women. On the other hand, my sample would contain people from different ages and people having different professions. In addition, people participating in my research must attend meetings on a regular basis for their job. At first, I contacted people through LinkedIn which is an online social media platform where you can establish a professional network. However, the willingness to participate was rather low. Thus, I reached out to my own network and selected people that I knew or had a link with and who fitted in the profile of the desired participants (working man or woman who attends a business meeting regularly). I personally contacted those people within my environment who in my opinion would be the suitable participant.

The purposive sampling resulted in the following sample of the population:

Figure 4.2
Overview respondents

Respondent 1 - Male
Sales manager - Greenhouse veranda's
26y

Respondent 2 - Female
Project manager - Stigo
25y

Respondent 3 - Female
Practice teacher, freelance journalist &
copywriter - University of Antwerp & Voka
41y

Respondent 4 - Female
Supervisor audit - KPMG
26y

Respondent 5 - Male
Tax manager - KPMG
29y

Respondent 6 - Male
IT service delivery manager - Atlas Copco
62y
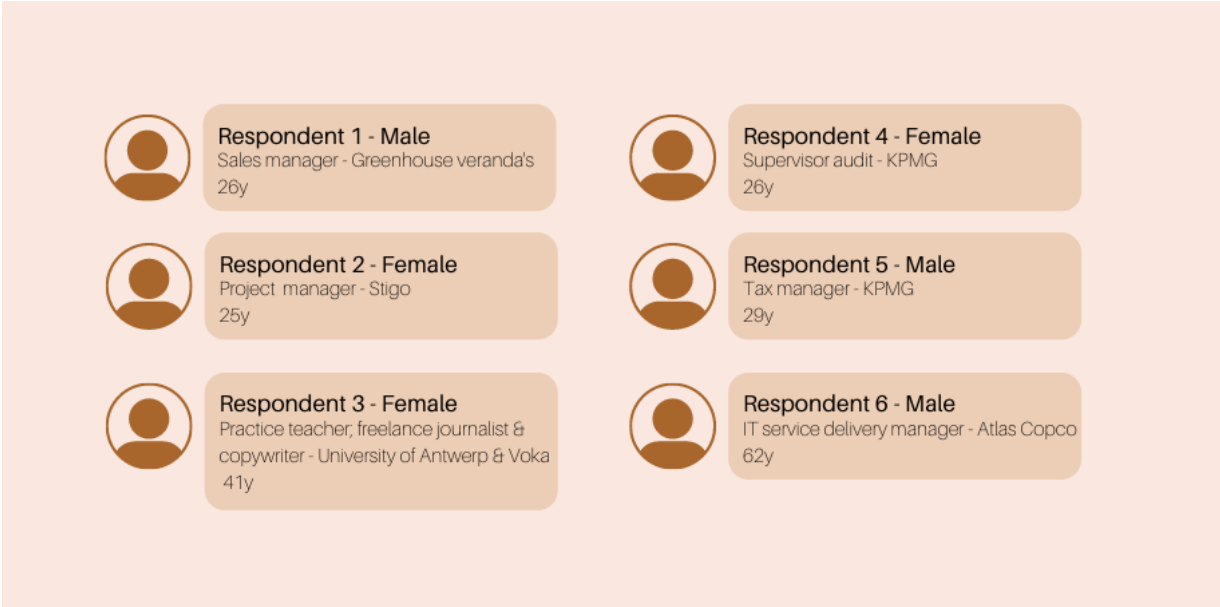
4.5 Data analysis method

As this is a qualitative research, the data will be coded qualitatively. Qualitative data coding is the process of creating and assigning codes to categorize data extracts. These codes allow you to derive themes and patterns for your qualitative analysis. Similar types of data are labeled and grouped to make generating themes and analyzing the data more manageable (Auerbach & Silverstein, 2003; Jansen & Coach, 2022). To ensure that the analysis is undertaken in a systematic way coding is necessary. In addition, it allows other researchers to review the analysis and it makes sure your data is valid (Jansen & Coach, 2022). In other words, this means that to gain insight into the different types of business meetings, sentences and words from the transcribed interviews are selected and categorized on the basis of the analysis table (See Figure 4.3 Table coding data). This analysis table is established based on the interview guide and so the themes that were covered during the interviews which reflect the research questions. After having collected the data some more codes were added to the analysis matrix based on the discussed content during the interviews. To be more precise the analysis involves deductive as well as inductive coding as the codes were established before having done the interviews and more were added after the interviews (Fereday & Muir-Cochrane, 2006). Then the data were compared to each other to make statements about the presence of the different types of meetings.

Figure 4.3
Table coding data

Category	Quote from interview
I. Discussed meeting I.I Description	
I.II Name	
II. Parameters II.I Length of meeting	
II.II Meeting modality	
II.III Meeting space	
II.IV Formal agenda	
II.V Record of meeting	
II.VI Facilitator use	
II.VII Number of attendees	
II.VIII Other	

Category	Quote from interview
III. Motives III.I Reasons	
III.II Goals to be achieved	
IV. Effectiveness IV.I Effective meeting type	
IV.II Other effective meeting type	
IV.III Goals reached	
IV.IV Ideas shared	
V. Other meeting V.I Name	
V.II Description	
VI. Respondent VI.I Gender	
VI.II Age	
VI.III Profession / sector	
VI.IV Years working	
VI.V Birthplace	
VI.VI Living area	
VI.VII Number of meetings per week	
VI.VIII Description workday	

4.6 Reliability and validity

Both reliability and validity are important to take into consideration when carrying out qualitative research since they help to determine the objectivity of the research. In addition, the two concepts illustrate the level of trustworthiness and credibility of a research. In this case it might be difficult to achieve high reliability. When this research is repeated in the future, the scene and setting is likely to change from the time of the original research. Nevertheless, I try to achieve reliability by writing this chapter which describes the process of data gathering and points out how the interviews are performed. Furthermore, the interview guide can be found in the appendix as well as all the transcribed interviews. The described methodology and provided interview guide increase the ability for future researchers to replicate this study under same conditions with comparable results.

On the other hand, validity concerns the fact whether there is a good match between my observations and the theoretical thoughts that I will expand throughout the research (internal validity). It also concerns the extent that findings can be applicable in other social settings (external validity) (Bryman and Bell, 2007). External validity and qualitative research do not always go hand in hand as qualitative researchers usually make use of small samples or case studies. This research was also based on a small sample, namely six interviews. Seen the size of the corpus it is hard to generalize the results over a larger population. Unfortunately, due to time constraints no more interviews could be conducted. However, I made sure to record all interviews in order to transcribe them. The transcribed version then was sent to the respondent in question to verify whether the written version was biased by my own interpretation. The respondent's approval of the transcribed interview increases the level of validity.

5. Results

This chapter discusses all the results I obtained based on my analysis of the interviews. The results provide answers to the research questions formulated in chapter three. The following paragraphs provide more clarification on the results found using the analysis matrix (see Appendix 9).

5.1 Parameters that define a meeting

During the interviews the interviewees were asked after seven possible parameters of the business meeting they discussed. It concerned seven parameters that were based on the parameters identified in Cohen's et al. (2011) study: the length of meeting, meeting space, meeting modality, formal agenda, record of meeting, facilitator use and number of attendees. The definition of these parameters can be found in Figure 2.1.

The analysis of the interviews indicated that not all parameters define a meeting. This means that every meeting discussed during the interviews had different parameters. For example, some respondents indicated that no formal agenda is used nor a facilitator while others did.

5.1.1 Length of meeting

From the discussion I had with the respondents about the parameter length of meeting, I could conclude that the meetings discussed take 30 minutes up to one hour. Except for respondent 6 he said it usually takes two hours. Because almost all respondents refer to a length of meeting of 30 minutes to one hour, we carefully could say this is the most common duration of a meeting.

Here follow some quotes to illustrate the result:

"Goh, between half an hour and an hour." (Respondent 2)
"So one good hour." (Respondent 3)
"Goh that would be half an hour to one hour." (Respondent 4)

5.1.2 Meeting modality

When it concerns the meeting modality some respondents claimed that there has been an impact of Covid on the meeting modality. Respondent 3 said *"euhm that's euh yeah then there's so, pre and post corona story. So from now on it is back live euh on campus in a*

conference room. Before it was often online." Also, respondent 4 pointed out that the meeting modality during Covid was online. However, except for respondent 6 all the interviewees stated to be working a few days at the office again. This resulted in the answers that the meetings of respondent 1 up until respondent 5 are all held face-to-face. Respondent 6 stated his meetings are held online via Microsoft Teams. The response in interview 6 can be explained by the fact the attendees of the meeting are located around the globe.

5.1.3 Meeting space

As most of the interviewees indicated that their business meeting is held face-to-face, a certain space must be available where the meeting can take place. Respondent 1 gave the following answer *"usually in the boss' office. I think that's a good place because it is newly created, first the boss also sat at the table with us, but with all the phones it was not obvious euh, that we all disturbed each other so he now sits separately euh reasonably closed off from us so important matters we can discuss where no one disturbs us and that is a big advantage."*

Other participants talked about a meeting room within their company where the meeting takes place. Respondent 3 points out the facility of a digital tool which connects other colleagues who are following the meeting from home and so indicates the combination of face-to-face and online meeting: *"That's a small meeting room euh with us so, so euh I think you can go in there with ten people and the nice thing is that there's also a screen and such a meeting element euh we call that Hedwig the owl such that people who follow from home anyway can actually easily participate in the meeting. So that meeting room is actually very suitable for even hybrid meetings euh where euh people from euh outside or online can participate."*. Also respondent 6 stated that when he meets up with a few attendees in a meeting room the rest of the attendees follow online and the meeting space lends itself to this, to connect with others online. In addition, respondent 2 indicates they have a meeting room, but it might as well be held at a large table, at which they also have lunch. This implicates that according to respondent 2 the meeting space can vary.

Most respondents indicate the meeting rooms are suitable for the type of meeting held. The meeting rooms are big enough for all the attendees and they have the right facilities. However, respondent 5 who discusses a meeting where feedback is given claims a more casual environment, such as a restaurant, would suit the conversation better.

It can be decided that it is customary to provide a meeting room, there should be the ability to connect with others online, and that for some meetings a slightly more informal setting is more appropriate.

5.1.4 Formal agenda

After the analysis of the interviews, it became clear that the use of a formal agenda is different for almost every respondent. Moreover, some respondents seem to be using an agenda, but it is rather informal.

For example, respondent 1 indicated that no formal agenda is made but everyone makes sure to individually have a list of things they want to discuss. This means that for respondent 1 a formal agenda is not a parameter for a business meeting. In correspondence with respondent 1, respondent 2 and 5 claim not to be using a formal agenda. However, they use a digital tool which functions as their agenda. Respondent 2 referred to an Excel file as agenda: *"Euhm no, actually not, we have an Excel file that is divided by customer, so all the tabs are actually the customers and if you click on one of the customers then you get an overview in Excel of what needs to be done."* Respondent 5 on the other hand talked about a specific developed IT system: *"We have an underlying IT system that was created to collect feedback from people and where at the beginning of the year you put in certain goals that we then discuss at the halfway point of the year… Euhm so there's no real formal agenda, but it's that the points or the goals that are included in it at the beginning of the year those are used as a guide to have that conversation and shape it."*
Respondent 3 states always to be using a formal agenda while respondent 4 points out to be only sending out a formal agenda when it concerns a meeting with their client.

5.1.5 Record of meeting

All interviewees stated that none of their meetings was recorded electronically. During the interviews another parameter of Cohen's et al. (2011) study was discussed namely, minutes of meeting. The responses given made it seem as if the interviewees consider minutes of meetings as a sort of record of meeting.

Most respondents however didn't speak about proper minutes of meeting but rather some notes that were made within their Excel sheet or presentation used during the meeting. Respondent 2 said: *"usually in that Excel sheet there's also a comments field and that's where I actually write important things and the person who's going to do that task. When someone*

has done that task then they mark it." In line with respondent 2, respondent 4 said: *"No there is no record of the meeting. There is usually just notes taken in Excel or in a word file and posted on our intranet so again everyone can access that yes."*

On the other hand, respondent 3 states that during the meeting there is always someone who is responsible to take notes and to draft the minutes of meeting. This document then gets sent to everyone after the meeting. The fact the meeting which respondent 3 attends includes minutes of meetings can be because of the environment where she works in, namely the University of Antwerp.

5.1.6 Facilitator use

When it concerned the facilitator use the responses were very diverse. For the meetings discussed by respondent 1, 4 and 5 no facilitator is used as they pointed out that equal interaction between the attendees is intended.
Out of the following quotes I could make these conclusions:

"but now it's just a small SME, so then it's more of a dialogue." (Respondent 1)
"No not really no. No okay so there is really equal interaction between everyone. Yes!"
(Respondent 4)
"Euhm yes of course it is intended that it really is a sincere conversation that comes from both sides. Of course, in practice, the conversation will often be a little more driven by the coach than by the coachee, but it is intended that the person being evaluated also actively thinks and speaks as much as possible in those meetings." (Respondent 5)

On the other hand, respondent 2 claims to be the facilitator because she makes the most adjustments in the Excel sheet which is used as agenda and so guide for the meeting (See paragraph 5.1.4). Also, respondent 6 takes on the role of facilitator during the meeting: *"Yes I am, yes I am the facilitator. I prepare it, but of course I'm not going to present other people's part euh. My finance controller who does the finance part and HR, my quality insurance manager does the quality. I will do the general but it is very interactive. I do try that I don't sit and say my New Year's letter."* Lastly respondent 3 told me the chairman is the facilitator during her meetings.

5.1.7 Number of attendees

The number of attendees discussed during the interviews varied between two to sixteen attendees. In the business meeting it is required that those who matter attend the meeting and

this is also what came forward in the interviews. However, every meeting discussed requires different kinds of people and so also the number of attendees varies. For example, respondent 6 pointed out that all managers need to attend the meeting and so for that reason 16 attendees are expected: *"I also only have management meeting once a month with about 16 people…They only miss that meeting if they have a very good reason."*

5.1.8 Other

Lastly, I asked after a parameter that for the respondent identified the business meeting which we did not discuss yet. In total six new parameters were identified, namely: low threshold, preparation, next meeting scheduled, starting promptness, focus and action points. The quotes that follow will give an explanatory note to these elements.

Respondent 1 and 3 agreed on the fact that the meeting should be low threshold in order that everyone can share their ideas and ask their questions.

"Euhm, low threshold… because you can say anything, if there is something on your mind or if you have questions, everything can be discussed, and you don't notice any hierarchy."
(Respondent 1)
"The fact that it is also a fairly small meeting gives it an informal character and you don't have to raise your hand to get a chance to speak… Yes definitely, yes it is low key to really be able to tell what you want to tell yes."
(Respondent 3)

Preparation was also an aspect brought up by two respondents (Respondent 4 & 5). Respondent 4 claims there is no meeting without preparation: *"Well, usually when there is a meeting there is some form of preparation, I would say."* Respondent 5 also expects some preparation from the person attending the meeting in order to have a full-fledged dialogue: *"Yes, okay, yes, to speak of a real review it is of course necessary that you, um, that the person in question comes up with some things that have happened in the past six months for him or how he has experienced the past six months. If you give certain feedback and there is no response then you can't really speak of a review… yes indeed, self-reflection is indeed the most important thing that person should do before we start that meeting."*

In addition, according to respondent 2 a key aspect is to pinpoint a next meeting especially when is concerns a meeting with a client. Finally, respondent 6 listed a set of rules which can all be seen as separate parameters of a business meeting. The parameters summed up by

respondent 6 were: preparation, starting promptness, focus, action points. The following quote illustrates these parameters:

"I have some house rules that euh I am very strict about…Yes, don't come unprepared, set your alarm clock 5 minutes before the meeting and finish your previous meeting euhm be concentrated in the meeting and try of euh at the end of the meeting not only to have a list of minutes of meeting, but for a particular project or for a particular activity have a plan to deliver, not a promise to deliver because people do that a lot but a plan. And a plan consists of a task, an owner, a deadline and a status."

5.2 Different combinations that define business meeting types

To answer the second research question (What are the different combinations of parameters that define different types of business meetings?) a grid was made to have an overview of the parameters present in the business meeting discussed by each interviewee. Each respondent discussed one type of business meeting in depth during the interview. The one meeting that was discussed more excessively by the respondent was used to dig deeper into the parameters and was taken into account when making the grid. In addition to the main meeting discussed, respondents mentioned some other names of meetings whose parameters were not always discussed in depth and, consequently, were not considered in answering the second research question.

Figure 5.1
Combination of parameters per interviewee

	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6
Length of meeting	30 min.	30 - 60 min.	60 min.	30 - 60 min.	30 min.	2 hours
Meeting modality	Face-to-face	Face-to-face	Face-to-face	Face-to-face	Face-to-face	Online
Meeting space	Boss' office	Meeting room	Meeting room	Meeting room	Meeting room	/
Formal agenda	/	/	Yes	/	/	Yes
Record of meeting	/	/	/	/	/	/
Facilitator use	/	Yes	Yes	/	/	Yes
Number of attendees	2 - 3	4	6 - 10	6 - 8	2 - 3	16
Other	Low threshold	Next meeting scheduled	Low threshold	Preparation	Preparation	Preparation ,Starting promptnes s,

					Action points

From Figure 5.1 it becomes clear not all business meetings discussed by the interviewees consist of the same combination of parameters. This suggests that the different combinations create different types of business meetings, which leads us to the fourth research question that will be answered in the next paragraph.

5.3 Different types of business meetings

As the previous part initiates the different combinations of parameters leads to different types of business meetings. During the interviews each respondent discussed a different type of business meeting. The analysis of the interviews resulted in the following meeting types: Internal meeting, planning of the week, daily board meeting, kick-off meeting, midyear review and management meeting. Figure 5.2 visualizes the classification of the identified business meetings based on the taxonomy created by Lucid Meetings (2017). Further in this paragraph all identified business meetings are elucidated.

Figure 5.2
Taxonomy of business meetings based on Lucid

TAXONOMY OF BUSINESS MEETING BASED ON LUCID

TEAM CADENCE

Internal meeting
Planning of the week
Daily board meeting
(weekly team meeting)

ONE-ON-ONE

Midyear review meeting
(mentoring session)

IDEA GENERATION

Daily board meeting

PLANNING

Kick-off meeting
Planning of the week
(project planning)

PROBLEM SOLVING

Management meeting

GOVERNANCE CADENCE

Management meeting

The internal meeting consists of discussing ongoing projects. In addition, the team members go over every element that needs to be done to complete the project. Next, the planning of the week discussed by respondent 2 aims to discuss all the tasks that need to be done by the end of the week. It makes sure that priority is given to the most important activities and that all colleagues know what their task is that needs to be completed. The third respondent explained more about the 'daily board meeting'. This type of meeting overlaps the two previously discussed meetings, internal and planning of the week meeting. In this meeting current issues and activities are discussed as well as ideas for upcoming projects are shared. The daily board meeting really aims to keep everyone up to date.

Based on the description given by respondent 1, 2 and 3 I could say the internal meeting, planning of the week and daily board are quite similar. The specific descriptions can be found in the analysis matrix in the appendix.

Furthermore, the kick-off meeting came up. Respondent 4 described it as a meeting where a project at its starting point gets discussed. In consultation with the team, the phases of the project will be discussed. In addition, all the responsible parties for each task are then also assigned. To follow up on this meeting, respondent 4 states smaller status update meetings are scheduled to follow up on the progress.

Another business meeting was introduced by respondent 5, namely the midyear review meeting. As respondent 5 explains, it concerns a meeting where feedback is given to younger employees. This meeting takes place in half of the working year that is why the name includes 'midyear'. During the midyear review meeting all the goals which were set at the beginning of the working year of the person in question are reviewed and evaluated. It looks at the goals that have already been achieved and whether the person will achieve the goals that have yet to be set.

The management meeting was discussed by respondent 6. This is a business meeting held on a higher level within a company. Every manager of each department of the company then has to give an update on how things are going within their department. This business meeting focusses mainly on issues or on backlog in order to help each other out and make progress after the meeting is completed. The management meeting follows a certain structure, all departments report using the RAG system. The RAG system refers to the colors of a traffic

light (red, amber, and green). These colors are used to mark certain activities and so show what is going well (green) and what activities have fallen behind (red).

These six identified business meetings are the answer to research question number three: What are the different types of business meetings?

5.4 Most used meeting types

The fourth research question read: Which types of business meetings are most used? Seen the scale of the research it is hard to say which business meeting is used the most. But thanks to the results of paragraph 5.3 I saw an overlap between three business meetings: Internal meeting, planning of the week, daily board meeting. That is why I could conclude that a meeting which discusses the ongoing activities and that outlines the next steps that need to happen within a team is according to this corpus the most used meeting type.

5.5 Effective business meetings

After having discussed each business meeting per interviewee, I asked them to what extent they find that meeting effective. All interviewees claimed that the business meeting they discussed was very effective, however some respondents did mention another type of meeting that was even more effective.

On average a score of 8,7 out of 10 was given by the respondent to indicate the effectiveness of the meeting discussed. Therefore, I may conclude the business meeting types, within this corpus, all are very productive, and the attendees seem to barely deviate from what the topic or purpose of the meeting is. Here under are some quotes that illustrate why these meetings are seen as effective:

"I find those very effective… 95%…because then you can directly ask the person in charge, i.e. the boss or the draughtsman, about your problems or uh your remark so that the time is really made available without anyone disturbing you, and you can actually get the work done" (Respondent 1)

"Well, I think it's an effective meeting because it's accessible, because it immediately leads to action with very concrete action points, because of the frequency of the meeting and because it's small-scale. Uh yes, so it is small-scale, approachable and very action-oriented." (Respondent 3)

"So if I suddenly see a red flag, I first schedule a separate meeting to discuss that problem so that during the management meeting we can talk to the other managers in a very constructive manner…If I see things or we get stuck on something then say okay we'll park this, we'll schedule a separate meeting for this." (Respondent 6)

Nevertheless, some respondents named other type of meetings that are, in their opinion, more effective than the business meeting discussed. For example, respondent 3 pointed out that the fewer people attend the meeting the more effective the meeting will be. More specifically she refers to online meetings where people tend to be more to the point: *"I feel that online meetings are much more to the point, much more effective and much more efficient while if you see each other live then the small talk content euh gets a much greater reach … Yes more direct, faster, more to the point, more effective yes."* Moreover, a client meeting is described as more effective according to respondent 2, to her this meeting defines what needs to be done by the team and will in the first place determine the success of the end result. As she said *"If the team doesn't know what to do then the result for the customer is not going to be there either."*

Also, respondent 5 claims there is another meeting than the midyear review that is more effective, namely a meeting that redistributes the workload of their colleagues. According to him, this meeting is very structured and lasts only 15 minutes in total.

5.6 Motives to set up a meeting

Lastly, I aimed to get insight into the motives and thus get a better picture of why people organize a meeting. Respondent 1 indicated the meeting is organized to discuss specific projects and to make sure everyone is up to date: *"discuss specific projects and to handle the progress euhm so that everyone is 'hands on', up to date of the state of affairs."* On the other hand, respondent 2 explains the reason why her team holds a meeting is: *"to make sure the most important things are finished by the end of the week",* while respondent 3 points out the motive is to be able to act quickly and follow up on practical issues.

6. Conclusion and discussion

6.1 Conclusions

Research on different types of business meetings has been quite limited to date. Moreover, the focus of previous research was mainly on the characteristics of meetings and its purposes. With this research I tried to fill this gap.

In line with previous research (Cohen et al., 2011), the parameters length of meeting, meeting modality, meeting space, formal agenda, facilitator use, and number of attendees were identified. In addition, the characteristic starting promptness was identified and mentioned by respondent 6. As opposed to Cohen et al. (2011) the results showed that the parameter record of meeting was not identified. The interviewees did mention the parameter minutes of meetings which Cohen et al. (2011) listed in their list of meeting characteristics. However, the respondents in this research seemed to believe minutes of meetings is a form of record of meeting. This indicates that in contrary to Cohen's et al. (2011) research the parameters record of meeting and minutes of meeting are one and the same.

Furthermore, the motives to organize a business meeting that are the result of this research are similar to previous research (Allen et al., 2014). Respondent 6 pointed out in his interview that during his meeting an update is given on quality and a status on compliance. His statements suit the purpose described by Allen et al. (2014) being: to discuss quality, policy and compliance. In addition, the motive to organize a midyear review meeting discussed by respondent 5 corresponds to 'to discuss employees' performance' (Allen et al. 2014). Moreover, the described motive to organize the planning of the week coincides with Allen's et al. (2014) 'to routinely discuss the state of the business'.

In addition to the parameters and motives, I also looked at the different types of business meetings. It is notable that the designations given to business meetings in previous research (Thomas, 2020) do not correspond to the ones discussed in the interviews of this research. However, the description given by Lucid Meeting (2017) to status-update meetings does correspond to the following business meetings resulted from this research: Internal meeting, Planning of the week and Daily board.

6.2 Research limitations

In this section, I discuss two limitations of my research. More specifically, this section provides a critical reflection on the construction of the interview guide and the representativeness of the corpus.

A first limitation concerns the questions of my interview guide that I used within this study. The interview guide contains the section where I ask about the parameters of the meeting discussed. These parameters are based on the characteristics that Cohen et al. (2011) identified in their research. In Figure 2.1, these parameters with their corresponding definition can be found. I chose not to take all parameters into account. As a result, my questions regarding the parameters of the meetings are based on a selection of the characteristics of Cohen et al. (2011). If all parameters had been included in the study, it is likely that different results would have been obtained. However, I limited the parameters in order to obtain an interview guide that resulted in an interview of maximum 30 minutes because potential respondents indicated that they could not free up much time.

A second limitation treats the representativeness of the study. The results of the study cannot be generalized to the entire business world because the corpus consisted of six interviews. Due to time constraints, no additional interviews could be conducted. In addition, all respondents, except for one respondent, were from the province of Limburg (Belgium). People from other provinces or even countries might have different business meeting experiences which might allow the identification of other meeting types.

6.3 Opportunities for future research

This study identified six types of business meetings using six semi-structured interviews. In reality, there are more than six types of business meetings in the business world. This was also demonstrated in the results as respondents also listed other types of meetings that were more efficient. Thus, towards further research it is important to expand the sample. For this reason, I developed the following three research proposals.

First, it seems relevant to me to repeat this study but expand the number of respondents. Enlarging the scale of responses increases the degree of representativeness and will lead to more identified types of business meetings. In addition, it is advised to take a population into consideration with a wide variation of origin.

In the literature review I already described the problems that can arise when there is no taxonomy of business meetings. However, not much scientific research has been done on this topic yet. Consequently, a new master thesis can be written around this topic based on a case. In this case two similar companies are questioned about the business meetings that are prevalent there. Focus groups can be used. This way, a good comparison can be made between the answers of both companies. Based on this research the problems that can occur between companies when there is no taxonomy of business meetings can be examined more closely. The business meetings mentioned by company X can be presented to the focus group of company Y. Then the respondents of company Y express their expectations for that particular business meeting and those answers can be compared to the description of company X. Any confusion can become clear from this.

In addition, this thesis was based on qualitative research. I believe it could be an added value if this research were to take a quantitative form as well. A deep dive in the jungle of business meetings using a quantitative approach can be considered as a topic and method for further research.

6.4 Recommendations

All the results discussed in Chapter 5 are brought together in a decision tree (see Appendix 8). This decision tree can be used by managers and employees being in charge of organizing a business meeting. It concerns a tool that will help people in the field decide what type of meeting they need to hold. Besides it is a simplistic representation of the results found based on the interviews.

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8. Appendices

Appendix 1. Interview guide

Introduction

Hello my name is Margaux Decru, I am a student at the University of Namur. For my research of my thesis report I invited you for this interview. I aim at getting a better understanding of the different types of business meetings that exist.

Do you agree that this conversation will be recorded to transcribe the interview later?

The recording will of course remain anonymous. The interview should last between 30 minutes and one hour. I would like to mention that there are no wrong answers because I want to gain more insight into your experience.

Warm up

To start, can you introduce yourself briefly?
During work, do you like interacting with your colleagues? Why? What image resembles your average workday the best?

General questions

Can you tell me a bit more about what kind of company you work in and what your position is within that company?

How long have you been working for as …?

The topic which we will discuss more in detail will be business meetings. How many times a week do you attend a meeting?

Specific questions

1. Parameters

Can you name a meeting that comes to mind?
If no name is mentioned: What would be the name of this sort of meeting?

I will now ask some more specific questions about the parameters of this meeting.

Length of meeting
What is the average length of the meeting?
Meeting modality
How does the meeting usually take place (online, face-to-face, telephone)? *(Maybe more options)*
Meeting space
If face-to-face:
Where does the meeting usually take place?
Do you feel like the meeting room is appropriate? Think about the size for the number of attendees and maybe the appropriateness of the space regarding the task.
Formal agenda
Do you make use of a formal agenda, can you give an example if so?
Record of the meeting
Is there any sort of recording of the meeting, what type of recording?
Facilitator use
Is there a person who is responsible for assisting the group in accomplishing its tasks during the meeting?
Number of attendees
How many people usually attend this meeting?
Other
Are there maybe other elements that come to mind which we haven't discussed that for you define this meeting?

2. Motives

What is the reason to organize this kind of meeting? In other words, why would you need to attend such a meeting, what is its purpose or what are the goals that need to be achieved?

3. Effectiveness

We have now discussed meeting X *(name of meeting mentioned by respondent)*, to what extend do you feel like this type of meeting is effective and why?

Or are there maybe other sorts that come to mind which are more effective? Can you give an example?

Closure

Finally, I will ask you some personal information:
How old are you? What gender do you relate to? Where are you from and are you still living there as well?

We have come to the end of the interview. What I have concluded from our conversation is that... (summary). Do you agree with this summary?

Do you perhaps have any questions or anything to add?

I thank you for your participation in this interview and remind you that everything that was said will be treated anonymously. Furthermore, if you wish, I will keep you informed of the results of our study. After I have transcribed this interview, I will send you the transcribed version to make sure the written interview isn't biased by my interpretation.

Appendix 2. Transcription interview 1

*I = Interviewer; R = Respondent

I: Hello my name is Margaux Decru, I am a student at the University of Namur. For my research of my thesis report I invited you for this interview. I aim at getting a better understanding of the different types of business meetings that exist.
Do you agree that this conversation will be recorded to transcribe the interview later?
R: Yes of course
I: Okay perfect. The recording will of course remain anonymous. The interview should last between 30 minutes and one hour. I would like to mention that there are no wrong answers because I want to gain more insight into your experience.
R: Okay

I: First of all, can you briefly introduce yourself?
R: Yes, yes... I'm T.P., I work at Greenhouse verandas, I'm the sales manager there euhm we specialize in the manufacture and design of aluminum structures so canopies, living verandas, garden rooms and in addition we also install screens and sliding glass walls at existing customers euh... projects or at new customers.
I: Okay
R: and uh I'm 26 years old

I: Uhu, euhm , wait uh ... during work actually do you enjoy interacting with your colleagues and why?
R: Yes, I like that because we all have different functions, I am the only one in sales, I am the sales manager but next to that you have another colleague who does the administration and secretarial work and next to that I have a draughtsman and the manager who does the measurements so we have a team, but everyone has their own specialization and that ensures that every working day looks different and euh yes you always have euh variation.
I: Ok good and euhm then I wanted to ask ... aah yes so your company you have just explained so I will skip the next question ... and your function you have also told me already ... ok then my question is how long have you been working at Greenhouse verandas?
R: I work there almost, let's see, um, 3 years, now two years and uh I think 7 months in the meantime

I: Okay, so now we're going to talk about the business meeting itself and I just wanted to ask how many times a week do you have a meeting?
R: yes so, one meeting per week is the standard meeting which is then euh scheduled with euh the whole team
I: Uhu
R: But apart from that meeting, I sit together a lot with the colleague who makes the drawings euh and also does the price calculations. So if I am discussing an offer with a customer euh or a customer asks for a quotation, I sit together with him uh … several times a week, so that is several days that we uh can sit together because we always work together.
I: okay
R: but that never gets scheduled so now if I went to a client today, I take 10 minutes of his time and we go over that.

I: Yes, okay, that probably feels more like working together and discussing euhm ... can you name a meeting that comes to mind?

R: Uh yes, the internal meeting on Tuesdays is when we discuss the more difficult projects and uh we recently realized a very nice project euh... a roofing and living veranda attached to each other, that was a very big project and we discussed it together in the internal meeting about when we are going to place those plans, what the difficulties are and when the materials must be ordered and those are some of the things we discuss during that meeting.

I: Aah yes okay so if we have to stick a name on that kind of meeting then would you still use it the name 'internal meeting', can I put it that way …

R: Yes internal meeting.

I: Okay well, euhm, now we come to the parameters of a meeting that I want to discuss applied to the meeting that you indicated. So how long does such an internal meeting last?

R: That can euhm, take half an hour that also depends a bit on the project. In the agenda it does show as a full half day and so no appointments can be scheduled, but usually it takes half an hour.

I: Aah yes okay euh... then where does that meeting usually take place as in, it's not really the place but the way so as in face-to-face, online, via phone?

R: Yes, euh we work physically so euh we always hold that meeting on site in the company, usually in the boss' office

I: Okay in the boss's office

R: Because we also work with a big island, on a big island together so euh if we have questions then we can ask each other directly but that meeting, that internal meeting is in the office, in euh, the boss's office.

I: Yes okay, mmm, and do you think that … so the boss's office, do you think that space is appropriate, or do you think that there should actually be a better place or space freed up for that meeting to take place?

R: Euh no I think that's a good place because it is newly created, first the boss also sat at the table with us, but with all the phones it was not obvious euh, that we all disturbed each other so he now sits separately euh reasonably closed off from us so important matters we can discuss where no one disturbs us and that is a big advantage.

I: Yes, indeed and euh that space is also big enough for all euh participants?

R: Yes

I: Okay then do you use a formal agenda? And can you possibly give an example of what that looks like for you?

R: euhm a formal agenda for scheduling you mean or really the agenda items ?

I: Yes so agenda items for that meeting that takes place then.

R: euhm... not that we make up internally, but that I make up my own for myself and then note down those points and save them from the week before.

I: Yes.

R: And then on Tuesday euh take all those files there euh list … goal list and then discuss that with euh the person in charge, but it's not like we internally euh have a template with like those items are going to be dealt with.

I: Okay so I can conclude that probably per participant or so …

R: Own questions are…

I: Yes

R: Euh compiled.

I: Each draws up his own points to then discuss.

R: Yes indeed.

I: Okay. Euhm is that meeting being recorded in the sense that someone is taking notes, or is the audio effectively being recorded?

R: Yeah minutes euh it's not that a euh responsible euh who really makes a report not, but there are comments per client that do get written down, not that we start with euh a conversation leader and and those roles no.

I: Aah yes okay that also kind of answers my next question. So there is no moderator ? Or ?
R: No no, usually this is done by two people in passing and not as in a multinational, for example, where you say okay, we have a monthly meeting with management and leaders, so then it's different, but now it's just a small SME, so then it's more of a dialogue.
I: Yes okay and euhm isn't there also someone who attends and takes on the task or watches over that everything is discussed that needs to be discussed during the internal meeting? Or does that responsibility lie rather with everyone?
R: Yes that lies with everyone so when I make up a list of questions I want to discuss, I make sure that list is finalized.
I: Yes.
R: And then I say like okay those were all my questions and then the intention is that I go back to work with that and process that. So the person who starts the conversation also makes sure that everything is euh completed.

I: Okay that's clear, right so, how many people are actually in that meeting?
R: Euh, two to three.
I: And are there perhaps other things euhm to a meeting of which you think that is an element or characteristic that for me makes that meeting that meeting and we have not yet discussed?
R: Euhm, low-threshold.
I: Uhu okay and can you explain a little more?
R: Because you can say anything, if there is something on your mind or if you have questions, everything can be discussed and you don't notice any hierarchy.
I: Aah yes that is indeed a good observation.
R: That is also the easiest way to work, right.
I: I think you will achieve most of your goals in terms of business, if everything can be put on the table.
R: Yes because you get responsibility, follow up with your customers, but if you don't dare to ask anything and something happens afterwards than you are in bigger trouble. Honestly we get a lot of responsibility and that's also why we are all open to each other and that's very important.
I: Yes that's right, that's right.

I am now going to talk about the motives, actually the reason why that meeting is organized and yeah, if I just conclude from what you have already said, I think I can say that that internal meeting is organized to discuss specific projects and to handle the progress euhm so that everyone is 'hands on', can I put it that way?
R: Yes, that's right, so that everyone is really up to date of the state of affairs.

I: Yes, okay euhm let me see… and then so the internal meeting to what extent do you find it effective and why?
R: I find those very effective so uh… to what extent as in a percentage?
I: If you would say from scale to 10.
R: Yes; 95%.
I: Alright.
R: Because then you can directly ask the person in charge, i.e. the boss or the draughtsman, about your problems or uh your remark so that the time is really made available without anyone disturbing you, and you can actually get the work done, because if

you wait with those questions until you get home, for example, then appointments are made and get in between and your questions remain unanswered so I find them very effective and I would never change them.

I: Okay euhm you said that you also have mini meetings also separately with for example the draughtsman or casually in the week, so then maybe there are other meetings than those internal ones that you would euh describe as even more effective or?
R: No that is going to be the most effective the internal meeting.

I: Okay well then we've actually come to the end of the interview but I'm going to ask you a few more personal questions. So your age you had already mentioned that is 26. What gender do you identify to?
R: Man, man

I: Okay (laughs), where are you from and do you also still live there or does your place of residence differ?
R: Yes, yes I was born in Genk, my parents are divorced my mom lives in Hasselt and my dad still lives in Genk, but last year I bought an apartment with my girlfriend in Genk as well.

I: Aah yes okay then euhm I want to thank you very much for this interview, are there any questions you have or anything to add?
R: No I think everything is clear uh if you have any questions?
I: No then I just want to thank you very much for participating in my research

Appendix 3. Transcription interview 2

I: Hello my name is Margaux Decru, I am a student at the University of Namur. For my research of my thesis report I invited you for this interview. I aim at getting a better understanding of the different types of business meetings that exist.
Do you agree if I record the audio to transcribe the interview later?
R: Yes of course.
I: Okay perfect. The recording will of course remain anonymous. The interview should last max 30 minutes. I would like to mention that there are no wrong answers because I want to gain more insight into your experience.
R: Okay.

I: Well, just to warm up can you introduce yourself?
R: Just personally or also on a corporate level?
I: How you want.
R: Okay I'm M. I'm 25 years euhm I graduated in June in master business communication management MPC at UA and euhm actually a month later I started working, I ended up in that position through an acquaintance of mine and everything is going pretty well, I'm in online marketing and I'm a project manager.

I: Okay and during work you like to interact actually with your colleagues?
R: Yes
I: Can you explain why?
R: Because ...under interaction I understand more like working together and discussing or brainstorming together and I think that online marketing or marketing in general is maybe something very creative because every customer is different ... if you do marketing for food or for ... another product or service that is totally different how you are going to offer that on the market and then I think you get a better result if you consult with several people or hear ideas how someone else would approach that.

I: Yes, I'm going to share my screen quickly and then I'll show you a few photos...
R: Yes I see your screen.
I: Okay so these are five photos and you may indicate or say which photo best reflects your workday.
R: Uhm goh just one?
I: Yes, yes if you see two or more that suit you best then of course you can pick more.
R: Euhm... I would choose the one on the top left, the first picture where the guy is holding that booklet.
I: Aah yeah okay and why?
R: Uh because I work on my own most of the time, you know, you have meetings or brainstorming euhm and you also drive to work, so those bottom three would also apply, but I think the top left one applies the most because throughout the day you are doing the most executive work and the thing he's holding I consider to be a notebook or a to-do list, maybe... so that's why I think the first picture fits so well. And he also smiles, looks back euhm our desks are actually quite close to each other so you can look back and immediately ask something to the person behind you, it's not that you have to stand up for that per se, but everyone really has his own desk, his own island so to speak.

I: Right okay thanks euhm let's see.. yes so, now, can you tell me a little bit more about the company you work for and what your position is within the company?

R: Okay, so I work at a digital marketing company called Stigo and is located in the center of Antwerp on the Eilandje euhm we actually do everything online marketing related. So what do I understand by online marketing. That means that we euh can build websites for customers euh that means that we also can build web shops, that we do online advertising so I mean google campaigns for customers and also euh Facebook ads run euh under Facebook is also instagram campaigns euh what else do we do? We write e-books so for example for a bathroom company it could be that they want a magazine with the 20 bathroom tips for this year euhm that means that we write the text for that we also design that e-book then we put that e-book on the website so it is downloadable and that company can also check aah look Margaux has just downloaded our guide, I'm going to call them and ask how come you have downloaded the guide euh what do we do yet ... under magazines also brochures and e-books then euhm and then actually also yes photo and video content. There are also clients of ours who have a content plan with us euhm either they send in photos themselves or we take photos on location for them. And then video content we also do euh for example for a furniture company we recently made some TikToks on location euhm together with a cameraman and next time we are probably going to put in a restaurant their seats and we are going to make there also with new images actually yes nice videos to put on their website or to promote online.

I: Okay great! And your position is?

R: My position is project manager so that means that I am actually the person who has first contact with the client. Euhm so in the beginning there are a lot of questions like what should we do and what do you advise us on? So usually they come for a meeting and if they sign up then we draw up a strategy that may be that one customer needs google ads, another may not need it at all. So that package also really differs from client to client. And then I'm actually the person who during the entire project, which can sometimes be three months and sometimes a year, actually follows up on everything.

I: Okay.

R: Euhm so that's then both handing out tasks to others like hey copywriter you mustn't forget that magazine because it has to be written by next week or designer I don't like that color combination of that logo, make another four new ones, but that can also be that the client calls me up and says aah the website is down, fix it.

I: Aah yeah okay.

R: Yes, so a lot of contact with the client, also sending them everything and asking their opinions about it because they must of course be satisfied with their e-book or design, but also a lot of arranging of things with the team in terms of planning.

I: Right so a very varied job!

R: Yes indeed it is. (laughs)

I: And so how long have you been working for Stigo?

R: Ummm ... from August so what is that? 8 months?

I: Yes right 8 months, yes, euhm now we are going to talk specifically about business meetings and I wanted to ask you, roughly, how many meetings do you attend in a week?

R: Gosh and that includes meetings with your colleagues? Or do you mean client meetings?

I: Yes, so everything you consider a meeting.

R: Euhm... I would say with colleagues already three times in a week at least on Monday because that's when we start the week, Wednesday also because I work at home and then probably also on Thursday or Friday so already three. And with clients I would say euhm... yes take another three or four on average. So 6 to 7 meetings a week.

I: Okay then my question is can you name a meeting that comes to mind and explain it a little more?

R: Uh yeah so the meeting on Monday is actually just a meeting with the team and we discuss all the main to-do's for that week. So basically the things that have to be done by Friday and who is going to do what.
I: Yes and…
R: That's Monday's meeting.

I: And if you have to put a name on that at that kind of meeting, what name would you give it?
R: Euhm... planning of the week.
I: Yes okay ... euhm ... and what if I say 'internal meeting' does that also reflect the meeting possibly?
R: yes, yes it does.

I: Okay euhm so we're going to pick up now on the meeting 'planning of the week'. How long is that meeting approximately?
R: Goh, between half an hour and an hour.

I: Okay and uh how is that meeting organized is it face-to-face, on site, online?
R: Yeah on site.
I: Okay and what is the exact place euhm where that takes place, is there a room in the office or?
R: Euh yes we have a meeting room so that can be there, but we also have in the office one big table euhm where we also have lunch and it can also be there sometimes.
I: Aah yes okay and do you think that space, that big table or the meeting room, are both equally appropriate for that meeting?
R: Definitely.
I: Okay and euhm it is also spacious enough for all participants?
R: Yes.

I: Do you use a formal agenda when the meeting takes place? And if so can you explain a little more about it?
R: Formal agenda do you mean that's really scheduled with everyone or?
I: So that you actually get one of those documents or something with the agenda items on it that are then discussed on Monday.
R: Euhm no, actually not, we have an Excel file that is divided by customer, so all the tabs are actually the customers and if you click on one of the customers then you get an overview in Excel of what needs to be done. So, for example, for that bathroom specialist it could say: last time read the text and make some changes, contact the customer or whether the magazine has been approved. Per point there is actually what should happen and then behind it there is who is responsible for that. So, for example, re-reading texts there could be Jef, contacting the customer or whether they are satisfied would be my name there. Euhm and then there is also a degree of importance in it. If there is a 1, then I know that it really must be done within the week. If there is a 2, then that means that if I don't do it this week it is not so bad that it will be moved to next week. So usually we take the Excel sheet and we actually go through the points for each customer and then we see, okay, this has a 1 but we're not going to make it this week, so add a 2 anyway and then sometimes we make some changes.
I: Okay, then I can actually conclude from that that Excel sheet is pretty much the guide of the agenda items in your meeting.
R: Yes exactly.

I: Does the meeting get recorded in any form as in the audio or…

R: No.

I: And isn't there someone who is the facilitator, so to speak, who really leads the meeting and makes sure that all the goals are achieved during the meeting?

R: Yes I do, because I customize that Excel the most.

I: Aah okay, so you actually assist the group to make sure everything is covered.

R: Usually they will ask me 'okay what needs to be done' and then we will open the Excel together and then we will go over it together, but at the end of the day it is my job to ask 'did you actually do that as well?

I: Aah yes okay euhm how many euh people participate in such a meeting?

R: Four

I: Four yes, and euhm that I also wanted to ask is there possibly some sort of minutes taken of the meeting like that?

R: Euhm no, usually in that Excel sheet there's also a comments field and that's where I actually write important things and the person who's going to do that task. When someone has done that task then they mark it.

I: Is there perhaps another element or aspect to that meeting or to a meeting that you think defines the meeting for me and that we haven't discussed yet?

R: Euh... at a customer meeting for example I think it is especially important that if you have spoken to that person that at the end of the meeting you always ask when is the next time we will speak each other.

I: Right, okay.

R: With a team meeting this is not so important because you know that you will see them again tomorrow. It's easier to say 'Yo, can we sit down together again to go over everything'. But at a customer meeting, also because they invest money in the media each month, so for some customers that can be 1000 euros a month or more, they want to know where my 1000 euros went this month and what I got out of it. Euhm if you don't plan the next appointment immediately and something were to go wrong, you will notice that they will say 'yes, but you don't take the initiative to get in touch'.

I: Mmm yes

R: So that's kind of important to observe closely and react rapidly with customers.

I: Yes okay, well euhm, what is actually the reason to organize the 'planning of the week' meeting?

R: Yes euhm, to make sure the most important things are finished by the end of the week, because otherwise there are always new things coming in and then you notice that if you don't tick off enough things, like a checklist, then they get left behind. I think I mind less than others because I really make lists and that ticking off gives satisfaction. But there are also people who are so mmm, need someone else to tell them. And then you sometimes notice that we started something a month ago and it's not ready yet. So in order to avoid these things it is crucial to have the weekly planning.

I: So may I summarize that this meeting is really necessary to achieve the goals.

R: Yes, it is, indeed.

I: Euhm, so we discussed your meeting and to what extent do you think that Monday's meeting is effective?

R: Euhm I find it very effective.

I: Can you perhaps say from a scale of 1 to 10 how effective?

R: Definitely an eight or nine.

I: And are there any others, because in the beginning you also talked about brainstorming and then customer meetings and so are there any other meetings that you might find more effective anyway and why?

R: Yes, the most important would be the customer meeting, that is actually the most important, that the customer is satisfied because yes, they invest money in you and they really need to see the result and so the customer always comes first and then in second place I would say the team meeting because yes, the team realizes the work for the customer. If the team doesn't know what to do then the result for the customer is not going to be there either.

I: Okay well we've actually come to the end of the interview now, but I'd like to maybe go into that customer meeting very briefly. Euhm how long does that meeting take approximately, with the customer?

R: One hour.

I: One hour, and that is always on site at the customer?

R: euhm actually often the customer comes to us. It can also be with some that euhm I visit them, but that's still …

I: Exceptional

R: Yes less. They usually come to us or online.

I: And then is there some kind of record of that meeting?

R: Euhm there is actually, we make a presentation of euhm there and those slides are forwarded.

I: Oh okay, okay.

R: And then actually usually with those slides in an email there's another overview of what that should be in the next period. The presentation is actually always an overview of what happened last month and where did the budget go. And in the overview are the things that they still need to pass on or that we still need to do for them.

I: And how many people attend such a client meeting?

R: Euhm my boss is also there sometimes so with three then.

I: Yeah okay, well then euhm, I'm going to ask a few more personal questions. So your age you have already mentioned which was 25. Then I want to ask to which gender you identify yourself?

R: Woman! (Laughs)

I: Further I would like to know your birthplace and city of residence?

R: Euh so birthplace is Bruge and city of residence is Beerse.

I: Okay so then I can actually conclude that we talked about the planning meeting on Monday and then actually also the customer meeting. That euhm you are the person in charge during the planning meeting to really watch over all the points that need to be discussed.

R: Indeed.

I: And that you actually find the client meeting the most effective because from those meetings you can achieve customer satisfaction.

R: Yes indeed because then we often have to explain to the customer what certain things mean and then they are more likely to see the effectiveness of their investment and that meeting is effective for us because that is often what the success of Stigo depends on.

I: Uhu okay great, do you maybe have any questions or something to add?

R: No, no

I: Okay then I want to thank you very much for participating in this interview and this information is going to be treated anonymously in my analysis anyway.
R: Yes that's perfect.
I: I will also send you the transcribed version so that you can check that I have noted everything correctly and have not written down anything according to my own interpretation.
R: okay

Appendix 4. Transcription interview 3

*I = Interviewer; R = Respondent

I: Hello madam
R: Hello Margaux
I: I hope you are doing well?
R: Yes definitely, thanks for asking.

I: I want to thank you in advance for taking the time to do this interview. I'm going to start by introducing myself once again. My name is Margaux Decru and I am a student at the University of Namur. I invited you to this interview because of the research I'm doing for my thesis. So, um, today we're going to talk about business meetings and it will take about half an hour. Would you agree to let me record the audio so that I can transcribe the interview afterwards?
R: Yes no problem.
I: Okay great, then I would also like to emphasize that there are no wrong answers you may just speak from your experience.
R: All right I um euhm I do have the impression that I am echoing. Euhm
I: Aah ow…
R: Maybe the connection is not so good yet euh I'm going to wait a while... and if I say something again now ooh yes no this is a bit annoying.
I: Otherwise we stop this call now and then go back both in.
R: Yes that's a good idea.
I: Okay (laughs) see you in a bit.
R: Let's see I think it's better.
I: Yeah?
R: Yes let's get started.

I: Well first of all I would like to ask you to introduce yourself briefly?
R: Euh well I'm euh K. and I'm euh practice teacher at the University of Antwerp, I teach euh Dutch language proficiency, academic writing, journalism writing and language in business, in all the bachelor years and in the master year Multilingual Professional Communication and besides that I'm freelance journalist and copywriter.

I: Okay euhm and while working both as a copywriter and a teacher, do you enjoy interacting with colleagues?
R: Euhm I find that absolutely nice to speak with colleagues euh, I like one-on-one contact more than euh big meetings.
I: Okay euhm and I'm just going to share my screen... and show a few pictures and then you may actually euhm... Do you see my screen yet?
R: Yes.
I: Okay, and then you may just indicate to these five pictures what for you actually best reflects your working day and why? That could also be several euhm….
R: Euhm that would be the first picture of the man with his book and then euh the last one the euh the online meeting with those four people that will be most often euh in both context there are many meetings euh according to the first picture on the second row euh so in large group
I: Aah okay.
R: Meetings in the car don't occur and I can keep my private life perfectly separate (laughs).

I: Okay thank you euhm then I would actually like to know a little bit more about the company you work for in this case so the university now yeah you may not need to explain that, but then I might want to have some more information about what entails being a freelance euh journalist, how does that work exactly?

R: Well I have euh two, as a freelance journalist I have a lot of clients because I work as a copywriter, ghostwriter and journalist, but I have two main clients and that is on the one hand the University of Antwerp at the communication department where I am a journalist and editor of the magazine and I have the same function at Voka for the magazine for entrepreneurs. So those are my two main employers euh on a freelance euh level.

I: Right, and may I then state that if you are therefore a freelance journalist that is on a self-employed basis?

R: Yes absolutely, Part-time self-employed yes

I: Okay, euhm, and how long have you been working as a part freelance journalist and then also as a lecturer at the university?

R: Euhm… for a long time (laughs)

I: (laughs)

R: As a freelance journalist euh I've been doing that since I graduated and I did that for a long time permanently and euh the moment I had kids I euh switched to a permanent job at the university and I euh the journalistic work on a freelance basis has always been there.

I: Okay I see.

R: Euhm so I work at the university since 2008 euhm as a journalist since my graduation so since 2002.

I: Okay, okay thank you very much. Euhm so now we're going to talk a little bit more in detail about business meeting or meeting in general and then initially I wanted to know how many times a week do you sit in a meeting?

R: Goh euhm, nearly every day yeah

I: And is there a meeting that comes to mind now that we can talk about a bit more detail?

R: Goh euhm the daily board of the education MPC euh for example that is also the one that has been recently so I think that is euh a relevant meeting yes

I: And then if you were to put a name on that kind of meeting is that ... what would that be for you?

R: What do you mean?

I: Would that be the daily…

R: Yes, that is a weekly meeting with the daily management of the program so that is to see what is going on, what are the current issues what still needs to be followed up euhm all types of activities, very practical euh things that need to be followed up as long-term strategies and such.

I: So if you could put a name on it then, can I say it's called the daily board meeting or internal meeting?

R: yes euh yes weekly daily board meeting

I: Okay great, euh now I would like to ask a few specific questions about that meeting. How long does it take?

R: Euh we try to have it around, it's variable though, but at one hour, one hour and half max.

I: Okay.

R: So one good hour.

I: Yeah and euhm in what form does that meeting take place is that online, everyone physically present or via phone ?

R: Euhm that's euh yeah then there's so, pre and post corona story. So from now on it is back live euh on campus in a conference room.

I: Uhu okay.

R: Before it was often online.

I: okay then you have also kind of answered my next question, so it is in a meeting room euhm now I wanted to ask, do you think that meeting room is appropriate for that meeting?

R: Yes, very much so. That's a small meeting room euh with us so, so euh I think you can go in there with ten people and the nice thing is that there's also a screen and such a meeting element euh we call that Hedwig the owl such that people who follow from home anyway can actually easily participate in the meeting. So that meeting room is actually very suitable for even hybrid meetings euh where euh people from euh outside or online can participate.

I: Okay great euhm so you say people can follow hybrid, is it then also that, that euh Hedwig records the meeting or not?

R: Euh the meeting is not recorded no, no it is really just euh a tool to euh the person in question to be present such that the person from home can hear everyone well euh in the meeting room.

I: Yes and is there any other form of euh say minutes or some kind of record that is then made of that meeting?

R: Yes there is at euh every meeting of the executive board there is a note taker euhm and that report is euh that note taker that shifts sometimes that can be me, sometimes another colleague and that report is made very soon after the meeting also.

I: Okay and that is then euh sent via email to everyone or?

R: Yes

I: Okay, is a formal agenda also used?

R: Yes, always.

I: And can you explain a little bit more about that exactly what that looks like?

R: Euhm there is an email sent with euh with the items that are actually going to be dealt with on the agenda euh yes and they are actually discussed in that order in the meeting.

I: Is there someone who is euh responsible that all these points are overflowed?

R: The chairman yes.

I: Yes okay let me just have a look at my questions ...aah, how many, because you say there can be ten people in the meeting room, are there actually ten people present or does that differ?

R: That changes I think the regular team is with about six people and sometimes some people come in.

I: But always maximum ten participants?

R: Indeed.

I: Okay well euhm are there perhaps other elements that for you define or characterize that meeting or that you say of that element is present at that meeting and I also find important?

R: The fact that it is also a fairly small meeting gives it an informal character and you don't have to raise your hand to get a chance to speak. I think it is a nice meeting because it is a weekly meeting and you can switch very quickly and follow up on things, which is very often the case with large meetings.

I: May I conclude from this informal aspect that there is actually a kind of low threshold for sharing things, ideas?
R: yes definitely, yes it is low key to really be able to tell what you want to tell yes.

I: Okay euhm then I want to talk a little bit more about the reason that this meeting is being organized. You already expressed it a little bit at the beginning but can you be a little bit more specific about the reason that this meeting is being organized?
R: Euhm the purpose of the executive board is in the first place to be able to act quickly, to follow up on practical issues euhm but also euh the strategic long-term vision euh step by step roll out euh yes I do not know if that is relevant but at the moment we are for example busy with euh the roll out of a new euh line a new training line in the program of HR and artificial intelligence and euh yes there must be market research, focus groups have to be organized so those weekly meetings are euh well needed to follow up on that euh so it's not just the practical things around ombuds but sometimes long term things that are being rolled out.
I: Yes kind of new projects that you guys are working on to put it that way and then manage that well.
R: Voila, yes.

I: Okay so we have now discussed this daily board meeting and now I wanted to ask to what extent do you find this meeting effective? Uh, and why?
R: Well, I think it's an effective meeting because it's accessible, because it immediately leads to action with very concrete action points, because of the frequency of the meeting and because it's small-scale. Uh yes, so it is small-scale, approachable and very action-oriented.
I: Uhu okay and if you could express that on a scale of one to ten, what grade would you give it ?
R: In terms of effectivity, you mean?
I: Yes.
R: Euh at least an eight I think yeah.

I: Yeah okay euhm wait there just came something to mind ... aah yes! Euh when is that meeting organized, in the week? Is that at the beginning of the week or?
R: Yes! Euh Monday afternoon so that no one loses time euh and we must eat anyway and then we can combine that.
I: Ah yes okay, yes during the last interviews that came up and I thought euh that also seems interesting to ask. euhm
R: Yes we somehow do a lot of meetings euh combined with a lunch because everyone is with class assignments and euh yes usually that is the hour that everyone can free themselves
I: Right.
R: So we euh optimize that.
I: Uhu okay (laughs) so to actually pair something pleasant to something useful (laughs)
R: (laughs) indeed.
I: Euhm are there maybe other types of meetings from your experience that... that you also find equally effective or maybe even more effective and can you give an example?
R: Uh ... aah, because I wanted to say that I know a lot of meetings that are much less efficient (laughs) but uh, wait a minute ... yes, at the university most meetings involve so many people that, uh, that's not really constructive in my eyes, but uh, wait a minute, meetings that are better ... yes, I think euhm online meetings are a fan of that if it can happen in a very small group. So for example, I think the meetings that I have as a journalist with the Voka team or that I have as a journalist with the magazine team are much more

efficient because they are often one-on-one or three-on-one. Eluhm so you can spar much easier, meet, euh, yes voila, euhm, there is all kinds of things to say about the online piece it is, I feel that online meetings are much more to the point, much more effective and much more efficient while if you see each other live then the small talk content euh gets a much greater reach …

I: There is then much more deviation.

R: Indeed there is easier deviation because you see each other in real life while the... I feel that the online meetings are much more efficient

I: Okay

R: And especially how euhm with how few people, the fewer people the better.

I: Yes people are more direct during an online meeting as well probably.

R: Yes more direct, faster, more to the point, more effective yes.

I: Okay thank yo,u euh yes then, we have actually come to the end of the interview so I would then like to collect a few more personal information and I would first like to ask about your age?

R: Euh, I am 41.

I: Okay euhm do you identify as male or female?

R: As female.

I: And euhm what is your birthplace and your city of residence?

R: I was born in Gent an I live in Kontich.

I: The reason you live in Kontich now, is it linked to your job or?

R: No.

I: No okay.

R: No but I don't live that far from my job.

I: No indeed okay… I would like to ask if you maybe have any questions for me or something you would like to add?

R: Euh no, I'm curious about the outcome of your research though so you can definitely forward it to me.

I: forward yes okay that's perfect. I'm also going to forward the transcribed version of the interview to you so you can check that I haven't written things down according to my own interpretation.

R: Aah yeah but I do trust you on that Margaux.

I: Okay then I want to thank you very much for your time, I think it's super nice that you have wanted to participate.

R: No problem, you're welcome, I wish you continued success in your program!

I: Thank you!

Appendix 5. Transcription interview 4

*I = Interviewer; R = Respondent

I: Hello!
R: Hello
I: I'll start by introducing myself.
R: Okay
I: So I'm Margaux Decru student at the University of Namur and as a result of my research for my thesis, I invited you for this interview. Um, I would like to get a better understanding of the different meetings that exist. I would like to ask if you agree to record the audio of this interview so that I can transcribe it afterwards?
R: Yes, definitely, no problem.
I: Okay perfect euhm… aah yes of course your participation will be treated as anonymous in processing the information. The interview will take a maximum of 30 minutes and I would also like to announce that there are no wrong answers, you may just speak from your experience.
R: Uhu okay.

I: To start this interview could you maybe introduce yourself briefly?
R: Okay, I'm S. Ummm yes, also so job and so on? Um, I work at KPMG. Euhm I studied commercial engineering euhm and as hobbies I do music and tennis.
I: Okay euhm during work do you enjoy interacting with your colleagues?
R: Yes.
I: And why specifically?
R: Goh I like that you can say something quick like that in between, that's relaxing. Getting a coffee together.
I: Uhu
R: Euhm and then talk about something other than work for a while.
I: Right.
R: Euhm I find it always nice in order to maintain the atmosphere.
I: Yeah right. I'm going to quickly share my screen euhm just a moment. Now you see my screen, I think?
R: Uhu
I: Okay, there are five pictures and you may tell me which photo describes your day at work the best. That may be one photo that may be a few and then you may also explain why that those photos reflect your workday for you.
R: Oh and are we talking about now or lately, because now it's more the third picture. The photo on the lower left.
I: This one?
R: Yes.
I: And why?
R: Euh because we are now, yes I am now working almost full time in the office again.
I: I see.
R: Euhm one day a week only at home euhm so now I'm back much more in meetings euhm in person shall I say. So we are often in meeting rooms euhm when we have to discuss something, usually at the beginning of the day to go over everything and then at the end of what have we achieved today. And then throughout the day for shorter questions as well.
I: Uhu and and before it was online?
R: Yes, then it was more through Teams euhm certainly when it was mandatory euhm to work from home then it was basically constantly through Teams having meetings or calling one person.

I: Right to keep in touch. Okay thanks. Now I will stop sharing my screen. Alright euhm. Can you give some more details about euhm the company you work for, so KPMG, and about your position within the company as well?

R: Euhm KPMG is actually a consultancy company euhm and I actually work within the audit euhm branch shall I say. Euhm we do the audits of euhm clients, of companies because as a large company you are obliged to euhm undergo an audit every year. So yes, I'm actually in charge now of euhm I'm pretty much the team leader and I have to guide people to bring the audit to a good end together with another manager.

I: Aah yes okay, so your position is called 'team leader'?

R: Yes well it's called supervisor.

I: Okay euhm and how long have you been working for KPMG?

R: Euhm I started back in September 2019 so that would be a bit more than 2,5 years euhm and my new function started last year in October. So that's now for a bit more than half a year.

I: Okay um now we will discuss business meetings and first of all I would like to ask you how many meetings you attend on a weekly basis?

R: Goh, it varies actually from week to week but let's say five to six meetings a week.

I: Yeah okay

R: and those are larger meetings, with several people. I don't know if, if two of us discuss something, does that count as a meeting?

I: Umm that's actually how you experience it. For example, a one-on-one can also be a meeting, but some people really experience something as a meeting if it is scheduled, okay next week that hour and then for some people a one-on-one is a meeting and for others it isn't.

R: Aah yeah no okay well I do think five to six times a week both internal as external with the client for example.

I: Okay.

R: With the client would be one or two times a week and internal are more meetings.

I: Yes okay, euhm, is there a meeting that comes to mind which we can discuss ?

R: Euhm yes internally it is actually always the case that at the beginning of our project, because we work on a project basis with customers, we actually hold a kind of meeting with the manager and everyone in the team to go over what needs to happen during the project and who is going to do what and how we are going to divide the tasks. Euhm, who is going to communicate with the client and how is the information going to be requested um, so those are the standard meetings that always take place at the beginning to go over how the project will evolve and then we actually do smaller status updates euhm, to see how things are going.

I: Okay and that euh meeting at the beginning of the project, if you had to put a name on it, what name would you give that meeting ?

R: Euhm we actually call it the kick-off meeting.

I: Kick-off, okay. Euhm and does the status update also have a particular name within your company?

R: Euh not necessarily usually it's just 'status update' or something like that.

I: Right okay. Great so now I would like to dig a bit deeper into the kick-off meeting.

R: Uhu

I: How long does that meeting take more or less?

R: Goh that would be half an hour to one hour.

I: Okay and euhm how does that meeting usually take place? Is it online, face-to-face, via phone?

R: Euhm now it's mostly face-to-face so someone can also project his screen euhm and then it's faster to have interaction with people instead of previously when someone shared his screen through Teams then it's quite difficult to take the floor, because if you're sharing your screen, you don't always realize that people want to talk when you're explaining something. So these days we do these kinds of meetings in person. Yeah, then you can assess the people more and ... yes (laughs)

I: Yes keep an eye on them (laughs). Euhm you indicated that the meeting takes place in the office euh but in what kind of space does the meeting take place?

R: For meetings, we have specific meeting rooms where there is a big screen, where you can connect your laptop....

I: Okay and do you think that meeting room is also appropriate for the number of people, for what needs to be discussed, is everything there?

R: Pretty much yeah, we have meeting rooms for different number of people. You have meeting rooms for four, eight, ten people I think. So you can book one that meets your requirements in terms of people I will say.

I: Right, and that really works through a reservation system ?

R: Yes you can reserve that through your Outlook calendar.

I: Okay and is there anything else of which you think, that would be nice should that be present ?

R: Euhm, goh, in itself I don't always find it that practical that there are cables and then you can hardly take over the screen.

I: Yes.

R: In itself I do think is everything there, because for half an hour, an hour you don't necessarily need that much more. Usually you go and get your coffee before the meeting and (laughs)

I: So that's when you guys provide your own drinks?

R: Yes, yes that's just at the coffee machine in front of the meeting room, that's not provided in the meeting room.

I: Right okay. Is there a formal agenda used?

R: Umm that depends a bit on if it is internal, so without the customer being there it is usually not according to a certain agenda. The person doing the meeting does have in mind what he wants to say but it is not with a certain agenda that must be communicated first. If the customer is present then a kick-of agenda is made and the points are discussed so that the customer knows what it will be about.

I: Right okay, and is the meeting recorded in any form? Audio, video or maybe there is a report written afterwards, minutes taken?

R: Euhm recorded we don't do that or at least I haven't experienced that happening yet. Unless perhaps online, but even then I don't think so. Erm, we usually have an agenda at the client's and things are noted there and then recorded in the file so that everyone can consult it, for example, if you were unable to attend that meeting.

I: Yes and at the kick-off meeting internally no report is written or?

R: No there is no record of the meeting. There is usually just notes taken in Excel or in a word file and posted on our intranet so again everyone can access that yes.

I: Right okay.

R: And then everyone can update by themselves in that Excel for example.

I: Okay right euhm is there someone present at the kick-off meeting who is responsible, the facilitator, who directs the group, leads, who says like okay that's what's will be discussed now.
R: No not really no
I: No okay so there is really equal interaction between everyone.
R: Yes!

I: Okay, how many people attend that meeting?
R: Gosh that depends a little bit on your file. If it's a smaller file then sometimes only three, four people, but if you have a larger file then it could be six, seven, eight possibly.
I: Okay and then when you do such a discussion at the client euhm how is the division? For example, are there two people from you present and then one person from the client?
R: Euh often it's pretty evenly distributed. Usually so two - two or three - three.
I: okay yes
R: or there are two of us and three of them, that's also possible.

I: Yes, aah yes okay. Are there any other aspects to a meeting that we haven't discussed at this point. So we've talked about the place, the number of people, the duration and so on. Are there other elements of which you say that is something that makes a meeting a meeting for me.
R: Well, usually when there is a meeting there is some form of preparation, I would say. If you go somewhere and you have to discuss something, you always make sure you've done your research so you know what you definitely want to discuss and what must be said and what questions you're going to ask. That you don't have to do another meeting afterwards because you didn't ask all your questions. So I think that from the moment you have those kinds of ideas, even if it's internal, I think it's more of a meeting. Otherwise you just ask a quick question.
I: Okay yes great that's good to take away. Then I want to talk about the motives, the reason why that meeting is being organized. You just said, okay, that's the kick-off meeting, but can you briefly describe the reason why that kick-off meeting is being organized?
R: Ummm, with us it's actually just to make it clear who is going to do what in the coming days because we have deadlines. Euhm so that must be done before a certain time and then it is easier to do a meeting beforehand to say that person is going to do this and that person is going to do that so that the deadline can be met. So to be more efficient and also often at the beginning of the meeting the general year is discussed and the strategy for the coming year and what are the risks of that customer, what are the good points ... then everyone is on board at once and otherwise you would have to call three, four people separately. So because it is more efficient I will say to sit together at the beginning for a while to know the global yes approach.

I: Okay so may I summarize that this meeting serves to determine a division of roles and on the other hand give an update on the project itself that everyone is aware of exactly what needs to be done and what it is about.
R: Yes indeed! Not that you do the explanation to someone at 10:00 and again at 12:00 to someone else so that everyone is along from one time.

I: Yes okay and euh to what extent do you think that meeting is effective?
R: Goh euh, usually I think that's still pretty effective, if it's pretty well prepared by everyone. Erm, yes, it can be done fairly quickly, then you can get by with half an hour. In general, I think that the meeting in our house is quite effective.
I: And then what makes it just as effective, why?

R: Uh yes, because everyone usually does, there is one person who hands out the tasks, usually that is the manager and he or she also does the explanations so that the whole team is involved. Euhm but usually when the presentation is there there is still time for questions and often that's not too bad and then the meeting is over and everyone knows what to do.

I: Uhu okay euhm are there maybe any other types of meetings that come to mind of which you have the impression they are more effective than the kick-off meeting ?
R: Euhm goh there are other types of meetings like at the end of the week we also organize a closing meeting euhm but I feel like often, mostly things are discussed which you already know. Euhm because then the work is actually completed and it is always with the customer and then everything is discussed again and I think that this can sometimes be done more efficiently and therefore more effectively because feedback is often given, but these are always things that you often already know but which people still want to say.

I: Aah yeah I understand that, okay, euhm well then we have actually come to the end of the interview. There are still a few personal questions I'd like to ask. Could you please state your age?
R: 26 years old.
I: 26 okay, do you identify as female or?
R: (laughs) woman yes
I: Okay, then I wanted to know where you were born and where you live now ?
R: Euh I was born in Hasselt and I live in Borgloon.
I: Right okay and euhm your place of residence is that in function of your work?
R: Euh no, I'm also always on the road for work so, no matter where I live

I: Okay euhm well, I can conclude that we talked about the kick-off meeting and also a little bit about the customer meeting, that it is quite effective as long as everyone comes to the meeting well prepared and euhm that it depends on the kind of project how many people are present in the meeting and that those meetings take place physically.
R: Yes indeed. I also have clients who don't always allow external people just like that or where it's still limited, that you're not allowed to come to the office every day or that the people themselves work a lot from home. So with those clients it's a mix of a few days you can go there and a few days the meetings take place online.

I: Aah yes okay good. Do you maybe have anything to add or questions for me?
R: Euhm goh not right away, I'm going to think about it and then I'll come back to it.
I: Okay perfect. Then I just want to reiterate that your participation will be processed anonymously in my research. And that I will certainly keep you informed about my results if you wish. And euh I will also send my transcribed version to you so you can check if I have not noted anything to my own interpretation. Well I would like to thank you for your time and your participation. So if you euh now have a question or so feel free to ask.
R: Yes euhm no at the moment I don't have any questions but can I maybe send you an email or so in case I think of something?
I: Yes of course!
R: Okay perfect.
I: Have a nice day.
R: For you as well bye.
I: Bye.

Appendix 6. Transcription interview 5

*I = Interviewer; R = Respondent

I: Uh, I'm going to introduce myself. So I'm Margaux Decru, I'm a student at the University of Namur and um, I've invited you for my thesis topic which is business meetings and um, I want to get a better understanding of the different types of meetings that exist or are prevalent in the business world.
R: Uhu
I: First I'm going to ask if you're okay with me recording the audio?
R: Yes of course.
I: Okay, and euhm of course this recording is going to be processed anonymously in my research and the interview is going to take 30 minutes maximum.
R: Okay great.
I: There are no wrong answers you may just speak from your own experience.
R: Okay good.

I: To get started, can you introduce yourself briefly?
R: uhu okay I'm R., I'm euhm tax manager at KPMG euh within Tax & Legal department. Tax & Legal within accounting department. I'm mainly involved in corporate tax and therefore advising SMEs and larger companies, multi-nationals in terms of what euhm corporate tax involves and I combine that with transfer pricing and transfer pricing is a euhm the pricing of transactions between euhm group companies in an international framework. Euhm yes and making it compliant. So that's in a nutshell what I do.

I: Uuhm okay and during work do you enjoy interacting with your colleagues?
R: Yes definitely!
I: And why do you like it?
R: Euhm anyway, from a social point of view euhm I think it is nice to have contact with the colleagues euhm especially after the euh lockdown and all the work from home of recent years, we are now back, against the one day a week we were allowed in the office before, now back three days. So we are three days out of five in the office and that makes sure that yes that social interaction is revived a little bit and that is important because we always work as a team when we advise clients. What we do is always in a team, so it's always a younger person together with a manager and then together with a partner who has final responsibility for a file, so that interaction is important both socially and in terms of content and technically in order to be able to assist our clients correctly. And so this social interaction is necessary in any case. So that makes it necessary but also pleasant of course with colleagues and the atmosphere has always been very good.
I: Aah that's nice.
R: It's also an important thing to be able to retain our people I think.
I: Yes and to motivate.
R: Yes indeed! Yes, retain in the rather competitive euhm environment, that is important that we can yes make sure that people want to stay longer at KPMG.

I: Right okay well now I will share my screen and I will show you five pictures euhm of those five pictures you may indicate which pictures for you best reflect your working day.
R: Yeah… One of the five or?
I: You may be able to designate one that is the best fit and then some if necessary that are complementary and tell me why?
R: euhm I think the first picture, the one of the person sitting alone but clearly looking at someone, it also looks like our office in Zaventem so (laughs)

I: (laughs)

R: So that's recognizable euhm it looks like that one is smiling at a colleague and he seems to combine both the content of his job with the social and that does reflect my feeling at work. But the other photos except for the one with the child, since I don't have children, but well I can imagine that home work situation with a dog too. So all the pictures are recognizable but in most cases the first picture will reflect most my euh working day.

I: Because so now you're working in the office three times a week and…

R: Yes!

I: Okay well then I'm going to come back… then euhm I would actually like to ask you if ... aah yes first how long have you been working at KPMG?

R: This month I will be working for four years at KPMG.

I: Okay so now we're going to talk a little bit more about meetings and is there a meeting that comes to mind right now that we can discuss a little bit more?

R: Euhm should that be recent?

I: Goh you may choose if you're like aah yes that meeting comes to mind now and…

R: Mmm… I've been on two days of training now and that was somewhere in a hotel so that was training and not really a meeting. Euhm Monday and Tuesday...euhm...yeah I had some review meetings last week with euh the younger people so that was a whole day of consecutive meetings with myself and another manager. So maybe that's something, that's maybe not a typical meeting and eligible?

I: Yeah no if that for you, if you say that meeting comes to mind now then we will discuss it so.

R: Okay yeah sure.

I: You say review meeting, is that also the name that you would put on it or the company puts on that meeting? Or is there another name that euh that meeting….

R: Yeah no that's called "midyear review" because our fiscal year or our activity year runs from euhm October to September so we're about in the half now and then we have our semi-annual midyear reviews, so that's then the name that's given. It's more of a feedback meeting than a typical substantive meeting.

I: Yes okay euhm now I am going to ask some questions about the parameters of that meeting. First of all how long does that meeting last?

R: Half an hour.

I: Half an hour okay euhm and how does that take place. You just mentioned that you work three days in the office now, does that meeting also take place physically or online or?

R: Euhm those normally take place physically because it's a little easier to give feedback face-to-face, but if it's with people working in another office, because I also have coachees in Brussels then it's probably going to be through Teams.

I: Okay.

R: However, in the majority of cases, it is in person.

I: Uhu and where, as in, do you guys really have a meeting room for that or how should I imagine where exactly that takes place the mid-year review?

R: Yes at our office in Hasselt we euhm have three external meeting rooms, so meeting rooms that are focused on receiving customers. Euhm but which we also use for internal meetings and then we have one larger internal discussion room, meeting room euh so they are meeting rooms that are specifically equipped for.

I: And do you find that those meeting rooms appropriate for that particular meeting?

R: Goh for such a feedback or review meeting maybe it's not really. Yes those meeting rooms are mainly focused on showing things on a screen or like there are coffee facilities so I would maybe prefer to have my feedback with someone at a restaurant (laughs) but because we have so many coachees we can hardly go out to eat, but that meeting room is not adapted to that type of meeting.

I: So it's not like for that review meeting it's necessary to show a screen, presentation?

R: No no for that meeting no.

I: Okay euhm and is there a formal agenda that is used for those meetings?

R: Euhm pff yes and no. We have an underlying IT system that was created to collect feedback from people and where at the beginning of the year you put in certain goals that we then discuss at the halfway point of the year. It's to evaluate yourself and also include the review of your coach actually. Euhm so there's no real formal agenda, but it's that the points or the goals that are included in it at the beginning of the year those are used as a guide to have that conversation and shape it. And obviously the good points and the not so good points are the starting point of that meeting and the feedback that comes from that, but it's not like there are formal agenda items that are printed on paper.

I: No okay and euhm you say those goals that are then made up at the beginning where can you find them to then use as a guide? Is that in an Excel or...?

R: Euh no that's an IT tool that can be accessed through internet browser, so that's really an internal website actually.

I: Aah yes okay and that is per project?

R: No that's not per project that's actually really per person, it's not like feedback is given per project or at least not in such a structural way. Those real performance reviews semi-annually or at the end of the year are euh really focused on the whole year and of course certain projects are addressed, but it's not that a whole review process happens per project.

I: It is actually about the personal goals that he or she must have achieved?

R: Yes they are not financial targets either, they are indeed development targets, personal, business. Yes that can also be like learning a new language for example there are no, it's not the intention to follow financial results there, it's rather the targets or the goals that you set at a certain level, because we have quite a hierarchical structure, euhm the goals that are set by someone at a certain level are described in there and you can then add your own goals and then those goals are discussed and evaluated.

I: Okay well euhm is that meeting recorded in some way? Like right now for example the audio…

R: (nods head)

I: No.

R: No.

I: Is there perhaps a report written of that feedback meeting?

R: Yes that report is again in that tool. So it's not really a report, but rather than the goals that were discussed, you can say that this person is on track for goal X or above or below expectations. So ultimately there is a reflection of what was discussed in that meeting, but that is then in the tool and there is then room for the points to write something.

I: Yes okay well euhm then is there actually a facilitator present? So someone who actually really leads the conversation and who guides a little bit during the conversation?

R: Euhm yes of course it is intended that it really is a sincere conversation that comes from both sides. Of course, in practice, the conversation will often be a little more driven by the

coach than by the coachee, but it is intended that the person being evaluated also actively thinks and speaks as much as possible in those meetings.

I: More truly engage in dialogue

R: Yes indeed it is definitely a dialogue than one way.

I: Yes okay well and during that review meeting euhm how many people are attending?

R: Euhm usually it's one on one, but now because me and my colleague euhm almost always work with the same people, we found it useful to do it with the two of us together because then we can give a better picture of the overall picture instead of all the different pieces of feedback which the person then has to put together themself. So usually one on one, but now it was two.

I: So three in total.

R: Yes (laughs) three in total.

I: Euhm are there any other aspects of which you say for me that defines that review meeting? Or that must be present for it to be about a review meeting for me?

R: Euhm is that also allowed to be substantive or?

I: Yes of course.

R: Yes, okay, yes, to speak of a real review it is of course necessary that you, um, that the person in question comes up with some things that have happened in the past six months for him or how he has experienced the past six months. If you give certain feedback and there is no response then you can't really speak of a review. So the most important aspect there is that there is a real full-fledged dialogue and that it's not a euhm that it's not just rattling off things that you do well or not well and then there's no response.

I: May I then infer that you expect some preparation from your opponent when they come to the review meeting?

R: Yes, that is indeed the intention, that he collects feedback in advance from people who are not present in that meeting, so mainly the other managers with whom that person works. And that this person also thinks, that this person does his own euh self review. That person actually thinks for himself, okay, where am I in terms of certain goals that I have formulated. Um, am I on track there, should I adjust this euh….

I: A little self-reflection actually.

R: Yes indeed, self-reflection is indeed the most important thing that person should do before we start that meeting.

I: Okay thank you euh i'm going to ask you to actually summarize a little bit and ask what exactly is the reason to organize this meeting?

R: Euhm, the reason is not only to review the past six months, but also especially to look ahead to the next six months and see that we euhm to be able to estimate of is that person at the end of the year going to achieve those goals that were set, can he achieve them? And so yes a mid-term review, that's very important especially because after those reviews there are often euhm financial consequences and promotions attached to them as well. So it's crucial to be able to assess from that interim balance sheet whether we still need to make adjustments in order to achieve a certain result.

I: Okay, it's not like at that review meeting new goals are set.

R: Euhm that is also possible of course if there are things that have not been as good then it is also the intention that during the review meeting we formulate a formal action plan together and set a concrete timing. So new goals can be drawn up, but that's mainly when certain people fall short somewhere. Or if it's so good that it's euhm maybe already achieved everything and could use new goals.

I: Okay right euhm to what extent do you find that review meeting effective?

R: Yes euhm of course that review meeting is a very formal matter, I think it is just as important that daily adjustments are made in an informal way. Euhm yeah that's quite important, you do see some progress if certain pain points if so are pointed out euhm sometimes we have people that just started working for the first half year with us and are thinking like oh boy this job ain't a match or this isn't going to work and after that formal meeting, but as wel after those informal feedback conversations they clearly undertake action and afterwards you really see improvement. So clearly there is an impact that can be seen from those meetings. I won't say the impact only depends on dat formal half an hour, but it is more the whole process which counts. But I think the formal conversation also…

I: Brings about certain things.

R: And also for certain things to follow up on. It's that formal review that's euhm saved in a certain way in that internal system. So for the follow up of certain items, that's kind of important.

I: Yes okay can you maybe say on a scale of 1 to 10 how effective you find the review meeting?

R: Euhm it varies from one person to another of course, but usually ... seven or eight, I think pretty effective anyway.

I: Yeah okay, now that we've talked about the review meeting, are there any other meetings that come to mind of which you think those are run more effectively than this one?

R: Euhm yes, we also have a regular meeting every Monday, a little before noon, in which we look at the workload of certain people, everyone actually, for the coming week. And that is very structured from person to person with color codes, for example, that person indicated on Friday I'm going to have almost nothing to do, I'm going to have a lot to do or I'm really going to be overloaded with work. Euhm, and this is discussed in a very structured way from person to person and then immediately certain actions are linked to it, giving that person more work, redistributing it a bit. Euhm so these are very efficient and effective meetings, which only last fifteen minutes or so.

I: Aah okay.

R: So that's well, that's progressing well and those do have their utility. So that's an example of a very efficient and effective meeting.

I: Yes okay great then we have actually come to the end of the interview. I am now going to collect a few more personal information. I just want to know your age?

R: 29

I: Where were you born and where do you live now?

R: I was born in Sint-Truiden and now I live in Borgloon.

I: In distance it isn't a big difference, usually I ask if your place of residence is in function of your work?

R: My work is actually more in function of where I live. Because I first worked in Brussels and Antwerp and then I came to work in Hasselt to be closer to home.

I: Okay well euhm yes what I can conclude is that we talked about the mid-year review meeting where individuals get feedback on their goals and that you find it quite effective but then there is another meeting that is on Monday which looks at the workload and that one is a little more effective and that there is some preparation expected from the person who comes in for a review meeting so they also have something to say.

R: Uhu correct yes.

I: Euh then I want to thank you very much for participating.

R: With pleasure!

I: Are there any questions along your side or anything you would like to add?

R: Euh no not really.
I: Okay well then I wish you a nice evening.
R: Yes for you too.
I: Bye
R: Bye

Appendix 7. Transcription interview 6

I: Hello I will get started by introducing myself. I am Margaux Decru, I am a student at the university of Namur and euhm so for the research of my thesis I invited you for this interview. And, I would like to get more insight into the different types of business meetings that prevail in the business world. Do you agree this interview is recorded? At least the audio so I can transcribe afterwards?
R: No problem, no problem.
I: Okay great! So it will take about thirty minutes and euh there are no wrong answers, you may just speak from your experience.
R: okay good, good

I: To get started, can you introduce yourself briefly?
R: Yes, I am P., I work for the company Atlas Copco, Swedish company euhm we have more or less 45 000 employees euhm we are mainly engaged in euh compressed air, but also automotive, tools, power tools, but not the power tools that people use at home but in industry. My position is, euh I have been working since 1991, euh in different positions, but currently I am IT manager euh for the EMEA region, that means Europe, Middle East and Africa. In total I have 138 people in my team, spread from Finland to euh South Africa (laughs). So that is in fact what I do. And I have a team of managers who report to me, there are 16 at the moment, so they do those regions but also everything with techniques of like now the telephony that we have, taking care of it, making sure that there are networks, making sure that people have PCs, phones with all the applications and so on. So that's basically my responsibility pretty much there are 16000 users now.
I: And then if you have contact with all those managers I suppose those managers are all in different countries….
R: Yes I usually have only 5 people reporting directly to me in Belgium, who are in Antwerp where I am housed, but I am there very little. Euhm in the beginning before Covid of course I had to travel a lot, but covid has the whole landscape euh
I: changed
R: Yes, with respect to meetings and collaborations completely changed. And euh of course euh Microsoft Teams is there at the right time,....we had just implemented it. It's just accelerated euh the young people of course are very quick to get away with it because they are a little more IT-steady, as we call it. But the more 'seasoned', I shouldn't say the older people, yes they do have some more adaptation difficulties. Now that process is also in a whole way of having to and meeting is euh changed in that area. Also in the office two days a week, which we currently do, even though we promote as much as possible to be on site and of course our technicians the people who euh must help on site yes they are euh always available.

I: Yes okay great do you actually enjoy interacting with colleagues?
R: Yes fun is one thing euh the necessity is especially important. The efficiency with which you communicate is often underestimated. Euh we can talk a lot, we can write a lot of e-mails, we can make a lot of reports, minutes of meetings, but at the end of the ride it is of course the interaction, and, because what comes out of a meeting. Because I always say so there are people who have the art of going to a meeting, but they come out of every meeting without a task, without something to deliver, without a deliverable and that's something I try to do for sure in my meetings that we have. First of all, but you'll probably come up with more questions, I mean never come to a meeting unprepared if I notice, and I'm a very good

person, but if I notice people sitting around unprepared wasting my time with a story to come up with then I'm also not shy to say after two minutes 'back to the roaring board do your homework and let me know when you are ready'. Yes that's just the way it is, there's so much time and I call that waste meetings where that's a lot of people who don't need to be there, who come to the meetings unprepared, who are doing other things during the meetings, because of course you have that too euh with the new Teams thing. Your camera is on or not on and while they are on another screen doing something else. I have some house rules that euh I am very strict about.

I: which must be adhered to.

R: Yes, don't come unprepared, set your alarm clock 5 minutes before the meeting and finish your previous meeting euhm be concentrated in the meeting and try of euh at the end of the meeting not only to have a list of minutes of meeting, but for a particular project or for a particular activity have a plan to deliver, not a promise to deliver because people do that a lot but a plan. And a plan consists of a task, an owner, a deadline and a status

I: Yes

R: Are we having problems? Are we delayed? So that's something I do try to get out of the meetings with my team.

I: That concrete action items be developed.

R: Yes voila concrete action items, but not somewhere in some minutes of meetings because you don't want that to be stored somewhere. Teams also has the planner function, I don't know if you know it in Teams, where you can so assign tasks with a certain deadline to plan certain activities, so you have a very good follow up as initiator and the one who has to deliver. So yes how do you do your meetings? You can chat, chat, slides, but I like traffic lights. Red, amber and green and that's how we report.

I: In order to have structure

P: Yes euh I have my templates. My management meetings follow a certain structure. I prepare those templates after the previous management meeting. I also only have management meeting once a month with about 16 people. But of course I have a lot of interaction, I try to lock as few people into a meeting as possible. They do have the opportunity of course to report, we have chat groups... I do a meeting already Monday morning, everyone remote, then I go and greet my EMEA management team 'good morning how was this and that and so on', someone who has been sick or I don't know, that's all thrown into the group so you basically have a bit of the coffee machine in the chat (laughs)

I: (laughs) Okay that was already very useful information that you have told euhm then I am going to move on to the business meeting itself. Just now you mentioned a management meeting. Euhm can we maybe pick up on that? Or is there another type of meeting that you think would be more interesting?

R: Management meeting yes definitely that one is good. I will already say with what I usually start. I usually start with euhm the flowers and extra miles.

I: Yes

R: So all the things that I've heard that have been good, that we've gotten recognition for, that we've gotten positive feedback on, those are the first four slides. Then people usually start looking before the meeting aah are there flowers. What do my managers usually do when they receive flowers for an extra mile that they have done euh yeah they are proud of it and I put it in the presentation. Then of course we have an agenda and that's usually the structure as well. In your area you have certain things that you are responsible for that you mark with red, amber or green, RAG we call it. And then I see immediately where things are going well and where things are not going so well. Then they give explanations for that. Everything that is green I don't talk about. I don't spend time on that. But the other points then look oy that is only in that region, guys can we help each other there? That is in fact what cross-pollination that everyone also has transparency. Because I also think don't put anything away because if you go to the doctor and you don't say where it hurts.

I: Yes then he can't know what's wrong.

R: They can't cure you euh what is the best thing to do when you have something going on is usually to ask someone else too. Oh yes, I've had that too and dealt with it like that... Of course everyone can play doctor but I'm taking that as an example of course. Before you go to the specialist, but sometimes the internal collaboration you promote enormously by pulling out all the stops in a meeting and making everything available. Never hide. If I punish you, it's because you've hidden something. Okay, so then we have the agenda and usually there are fixed items such as the financial results.

I: May I ask a question about that?

R: Oh excuse me.

I: Is that agenda, is it displayed at the meeting itself or is it forwarded to everyone in advance?

R: Ah yes yes we share that document, so that document is in Teams. I then send out my invitation of the meeting and then I also send a reminder a week before the meeting. Of remember you have to fill your template, update your status in that powerpoint. So I don't make that presentation that is made by the whole team. And if people want to bring up a certain theme they let me know and I put it in the agenda. It usually takes two hours. And that every month is somewhat quite efficient I can tell you that. And yes update on the financials, update on the quality, what did we deliver, how many complaints did we have, where do we have backlogs etc. Then also on the status of compliance and security and that is important for IT . I don't have to tell you that today with all the cyber attacks. So we are compliant, everyone has all the PCs out there on the latest version with the latest things and we make reports from that. And then we have themes like the variable compensation that's a bonus. Euh what targets are we going to have, the strategy 2024 we have certain ideas about that. But it could also be that we have a new project now, but I have to say my management meeting is not a project meeting.

I: Aah okay.

R: There is only high level saying there we have issues or so. But of course we also have project meetings otherwise you will pollute your management meetings with a whole bunch of other information. And yes, I manage mainly on the traffic light Red, Amber and green. From there I can be direct what needs to be done.

I: Yes okay and how many people are in the management meeting, because you said earlier that 16....

R: 16 yes 16

I: Always?

R: They only miss that meeting if they have a very good reason. Those are scheduled in advance also so, yes if people are on leave or ... but then I usually prepare that then they have given their input or then they send a delegate who does the presentation for their part.

I: And that meeting, how does it take place, because you mentioned that all these managers are in different countries, can I assume that it takes place online?

R: Yes always online always in Teams meeting. Yes if I am in Antwerp and there are three, four people we sit in a meeting room with a camera and then we sit there with three, four. And the others yes they are in France, Germany, Finland, Sweden, Czech Republic.

I: Right okay.

R: South-Africa, Emirates, London yeah.

I: So everywhere a little bit.

R: Yes.

I: And if there are three or four of you in that meeting room, do you think that place is appropriate for that meeting to take place?

R: Yes we did make some investments in big screens euh, where we, connectors with good audio. I may say we have all the latest gadgets and techniques. Now I must honestly say that I have one large screen here at home, my PC is below it with my camera in it, I have my own office up here at home where I sit quietly and am not disturbed, yes for me that is my cockpit from here I can arrange everything without having to move. While I used to have to travel a lot and I do that a little less now.

I: Yes okay euhm during that management meeting there is one person responsible to run that meeting, is that you kind of chairman or facilitator?

R: Yes I am, yes I am the facilitator. I prepare it, but of course I'm not going to present other people's part euh. My finance controller who does the finance part and HR, my quality insurance manager does the quality. I will do the general but it is very interactive. I do try that I don't sit and say my New Year's letter.

I: no okay but you are leading the conversation as it were.

R: Yes yes yes. I always try with the cameras on too and especially if they have to speak. Only if you have a bad hairday (laughs) no no that's not true.

I: (laughs)

R: But I mean that's one of those things and they know that euh come on time. I also always start when they're not there, I just start, I don't wait for anybody.

I: No okay.

R: Now I just had a meeting with the Middle East about wages, but otherwise I am always 2, 3 minutes before the meeting starts I am there, now it was just in time. But I always have my cell phone, in the morning the first thing I do, I go through my calendar and I set my alarm clock 10 minutes

I: Before the meeting…

R: Before the meeting starts, I put put on snooze of eight minutes. So two minutes before the meeting starts it goes off the second time and then I say guys I have to leave now for the next meeting. You can say yes are you autistic,….

I: No I think that's just a nice characteristic.

R: When you have 16 people, you have to have discipline because otherwise.

I: Yes correct, I think that's a good trait, I can appreciate that when people are on time.

R: Yes I can laugh and have fun in real life too, but when it comes to those things yes I am pretty square.

I: (laughs) Euhm then I wanted to ask if the meeting will be recorded in some way? For example audio or will there be a report at the end that there is something tangible or ?

R: Yes, yes usually the euhm the presentation is what is kept as a document. We also make minutes of meetings but often in my management meetings those are action items. Okay and the discussion we had, those are also in the form of minutes of meetings but usually I convert those to a planner of action items either for myself or for someone I euh designated. For example, for my project control meetings we do make minutes of meetings and then he makes euh the action items from these minutes of meetings. For my business review meeting, twice a year, that's a meeting from 08:30 to 14:00 where the entire EMEA region must go on stage for my manager, but also for my fellow managers.

I: Yeah wow right okay.

R: So for the management team of Atlas Copco IT services where they are then going to tell their story. I can show you that later how that is actually structured.

I: Yes.

R: But so there are minutes of meetings, there are action items that are then put into the planner. Those items are then looked at again euh the next meeting. But then in the monthly management meeting... I keep a lot of trust, my team knows that I write everything down

and that I don't easily forget anything. You have people who put a lot on paper, but they are sometimes just more confused by that. For me it's more like look people that's what we agreed, okay we're going to do now euh.

I: Okay well euh then you just indicated that this management meeting is quite effective, but to what extent do you think it is effective? Could you, for example, give it a rating from 1 to 10?

R: That's hard to say. But I think I can give myself a 9 because I spend a lot of time on it. Euhm with reminders a week before, I read everything in advance, I also ask some questions in advance. So if I suddenly see a red flag, I first schedule a separate meeting to discuss that problem so that during the management meeting we can talk to the other managers in a very constructive manner. So sometimes you have that a meeting is suddenly bombarded with one topic and it goes on endlessly about it and then the rest of your agenda goes completely to shit, I try to avoid that. If I see things or we get stuck on something then say okay we'll park this, we'll schedule a separate meeting for this. And then at the next management meeting we report what needs to be done for that. If it's really a brainstorming session, then of course it has to be allowed in the meeting, but sometimes you have to park things otherwise you keep banging on about them endlessly. This also gives your people the feeling that I have listened to them and they know that I will come back to them if necessary. So in terms of efficiency it's a very good thing, I always finish on time. It sometimes happens that I say we'll skip this topic for today because a certain discussion has run over.

I: That take more time…

R: Yes useful discussions did allow to continue.

I: And do you feel that the action items or the goals that were set during that meeting that those are effectively implemented. We agree on something but that it happens effectively?

R: Yes yes yes, but apart from those meetings I still have my one-on-ones, my dialogues. On a regular basis. And everybody has group goals, because we have variable compensation. So everybody has a fixed salary and 50% depends on the group goals. Then we look at did we make a profit, did we leave over, what did we accomplish. And the other 50% are individual goals that are assigned, very often those are also common goals so that all the subregions in fact have a bit of a common goal like euh implementing euh unified communication and services. And we also discuss those regularly, so in fact outside of the normal service that we give, we also have …

I also have regular update meetings, evaluations, bi-directional, because I also ask what do you expect from me, because I always say people do not leave companies, they leave bosses. What is hugely important is that euh yes on a total week I spend 50% of my time with my people.

I: Yes wow, how many meetings, if you have to stick a number on the number of meetings you have in a week, how many meetings do you attend?

R: Gosh that goes, that's about euh five. Those are usually an hour. But then you need another half an hour to read them in, to read the documents and further... euh then euh individually, face-to-face are euh very regular, ma yes is that a meeting? Yes, a one-on-one is also a meeting hehe. But even there I think we are quite efficient. Then I go to HR link which is our system, we have all the goals in there, so there we make minutes of the individual actions. What did we agree on, what do we need to do? So that's all in there. That's open to them and that's where we discuss those things. But how much gosh that can be. Sometimes it's 20 meetings in one week. But often it won't be less than ten.

I: Aah yes okay, that's already a lot. (Laughs)

R: (laughter) Yes yes yes I'm a lot euh a lot in meetings yes.

I: Yes, I actually didn't have to ask many questions myself because you actually answered all my questions as soon as you started talking, so that's very nice. And you also gave extra information, which I like. So actually we have now come to the end of the interview, because I actually have all the answers I need.
R: Okay great.

I: I only have some personal euhm questions left and that is your age?
R: Yes, 62.

I: Okay and your birthplace and place of residence?
R: Yes Sint-Truiden born and still in Sint-Truiden, but a lot, I worked in Sweden, I worked euh five years and half in Sweden, but my son and husband they were here so I commuted.
I: Right okay.
R: Euh I did work quite internationally, but euh yes
I: Remained in Sint-Truiden.
R: Always came back to Sint-Truiden yes (laughs).

I: Yes, euhm, are there any questions you have for me ? Comments or anything you would like to add?
R: No, but you can always send me if there are more questions, you have my e-mail address, you have it now so yes you can always send me an e-mail of look that and that and that I would still like to know, do you still have a quarter of an hour or half an hour or can you give me an example of a template of a meeting or so .
I: Okay that's very nice thank you. I want to thank you very much for the interview and for the time you could spare. If you wish I will also keep you informed about my research.
R: You're welcome, you can also hear that I talk about it with passion so.
I: Yes indeed.
R: And if you need me again then…
I: Then I'll send another email.
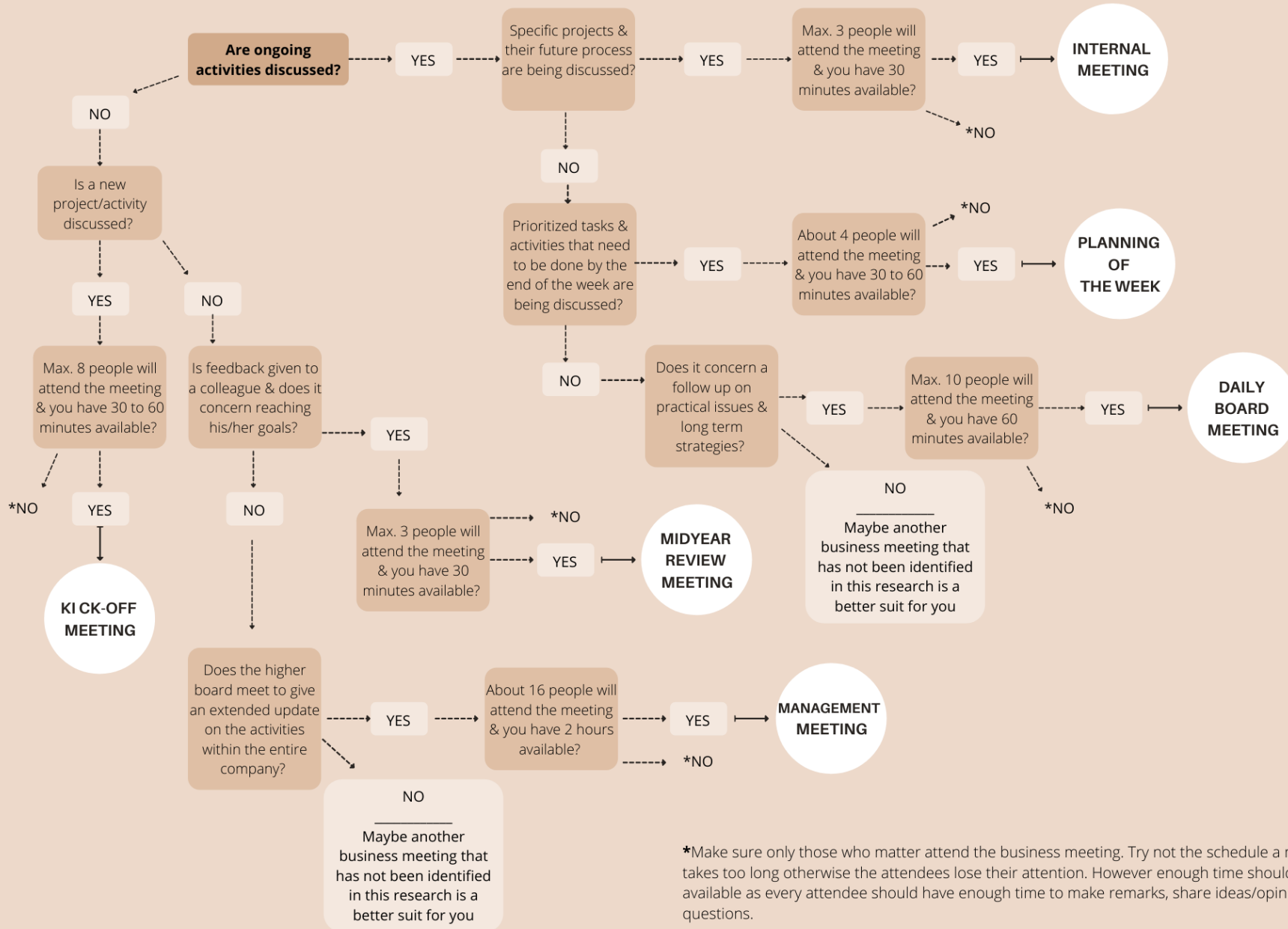**R:** Yes no problem at all, good luck with your thesis.
I: Thank you, thank you, have a nice day.
R: Yes bye Margaux.
I: Bye.

Appendix 8. Business meeting decision tree

Decision tree business meetings

Are ongoing activities discussed?

- - - YES - - - Specific projects & their future process are being discussed? - - - YES - - - Max. 3 people will attend the meeting & you have 30 minutes available? - - - YES - - - **INTERNAL MEETING**

*NO

NO

Is a new project/activity discussed?

NO → Prioritized tasks & activities that need to be done by the end of the week are being discussed? - - - YES - - - About 4 people will attend the meeting & you have 30 to 60 minutes available? - - - YES - - - **PLANNING OF THE WEEK**

*NO

YES   NO

NO → Does it concern a follow up on practical issues & long term strategies? - - - YES - - - Max. 10 people will attend the meeting & you have 60 minutes available? - - - YES - - - **DAILY BOARD MEETING**

Max. 8 people will attend the meeting & you have 30 to 60 minutes available?

Is feedback given to a colleague & does it concern reaching his/her goals?

- - - YES - - -

*NO   YES   NO

Max. 3 people will attend the meeting & you have 30 minutes available? - - - *NO

- - - YES - - - **MIDYEAR REVIEW MEETING**

NO
—————
Maybe another business meeting that has not been identified in this research is a better suit for you

*NO

KICK-OFF MEETING

Does the higher board meet to give an extended update on the activities within the entire company? - - - YES - - - About 16 people will attend the meeting & you have 2 hours available? - - - YES - - - **MANAGEMENT MEETING**

*NO

NO
—————
Maybe another business meeting that has not been identified in this research is a better suit for you

*Make sure only those who matter attend the business meeting. Try not the schedule a meeting that takes too long otherwise the attendees lose their attention. However enough time should be made available as every attendee should have enough time to make remarks, share ideas/opinions or ask questions.

Appendix 9. Analysis matrix

Category	Interview 1	Interview 2	Interview 3	Interview 4	Interview 5	Interview 6
I.Discussed meeting I.I Description	"Uh yes, the internal meeting on Tuesdays is when we discuss the more difficult projects and uh we recently realized a very nice project euh... a roofing and living veranda attached to each other, that was a very big project and we discussed it together in the internal meeting about when we are going to place those plans, what the difficulties are and when the materials must be ordered and those are some of the things we discuss during that meeting. "	"Uh yeah so the meeting on Monday is actually just a meeting with the team and we discuss all the main to-do's for that week. So basically the things that have to be done by Friday and who is going to do what."	"Yes, that is a weekly meeting with the daily management of the program so that is to see what is going on, what are the current issues what still needs to be followed up euhm all types of activities, very practical euh things that need to be followed up as long-term strategies and such."	"Euhm yes internally it is actually always the case that at the beginning of our project, because we work on a project basis with customers, we actually hold a kind of meeting with the manager and everyone in the team to go over what needs to happen during the project and who is going to do what and how we are going to divide the tasks. Euhm, who is going to communicate with the client and how is the information going to be requested um, so those are the standard meetings that always take place at the beginning to go over how the project will evolve and then we actually do smaller status updates euhm, to see how things are going."	"Euhm Monday and Tuesday...euhm...yeah I had some review meetings last week with euh the younger people so that was a whole day of review meetings with myself and another manager." "because our fiscal year or our activity year runs from euhm October to September so we're about in the half now and then we have our semi-annual midyear reviews, so that's then the name that's given. It's more of a feedback meeting than a typical substantive meeting."	"I usually start with euhm the flowers and extra miles." "So all the things that I've heard that have been good, that we've gotten recognition for, that we've gotten positive feedback on, those are the first four slides." "Then of course we have an agenda and that's usually the structure as well. In your area you have certain things that you are responsible for that you mark with red, amber or green, RAG we call it. And then I see immediately where things are going well and where things are not going so well. Then they give explanations for that."

I.II Name	"Internal meeting"	"euhm... planning of the week" "Yes okay ... euhm ... and what if I say 'internal meeting' does that also reflect the meeting possibly ? Yes, yes it does."	"yes euh yes weekly daily board meeting"	"Euhm we actually call it the kick-off meeting."	"Yeah no that's called "midyear review""	"Management meeting yes definitely that one is good."
II. Parameters II.I Length of meeting	"That can euhm, take half an hour that also depends a bit on the project." "it takes half an hour"	"Goh, between half an hour and an hour."	"So one good hour."	"Goh that would be half an hour to one hour."	"Half an hour."	"It usually takes two hours."
II.II Meeting modality	"we always hold that meeting on site in the company"	"Yeah on site."	"euhm that's euh yeah then there's so, pre and post corona story. So from now on it is back live euh on campus in a conference room." "Before it was often online."	"Euhm now it's mostly face-to-face so someone can also project his screen euhm and then it's faster to have interaction with people instead of previously when someone shared his screen through Teams then it's quite difficult to take the floor, because if you're sharing your screen, you don't always realize that people want to talk when you're explaining something. So these days we do these kinds of meetings in person."	"Euhm those normally take place physically because it's a little easier to give feedback face-to-face, but if it's with people working in another office, because I also have coachees in Brussels then it's probably going to be through Teams." "However, in the majority of cases, it is in person."	" Yes always online always in Teams meeting. Yes if I am in Antwerp and there are three, four people we sit in a meeting room with a camera and then we sit there with three, four. And the others yes they are in France, Germany, Finland, Sweden, Czech Republic."

II.III Meeting space	"usually in the boss' office" "I think that's a good place because it is newly created, first the boss also sat at the table with us, but with all the phones it was not obvious euh, that we all disturbed each other so he now sits separately euh reasonably closed off from us so important matters we can discuss where no one disturbs us and that is a big advantage."	"Euh yes we have a meeting room so that can be there, but we also have in the office one big table euhm where we also have lunch and it can also be there sometimes. "	"in a conference room. " "That's a small meeting room euh with us so, so euh I think you can go in there with ten people and the nice thing is that there's also a screen and such a meeting element euh we call that Hedwig the owl such that people who follow from home anyway can actually easily participate in the meeting. So that meeting room is actually very suitable for even hybrid meetings euh where euh people from euh outside or online can participate."	"For meetings, we have specific meeting rooms where there is a big screen, where you can connect your laptop…." "pretty much yeah, we have meeting rooms for different number of people. You have meeting rooms for four, eight, ten people I think. So you can book one that meets your requirements in terms of people I will say." "euhm, goh, in itself I don't always find it that practical that there are cables and then you can hardly take over the screen." "In itself I do think is everything there, because for half an hour, an hour you don't necessarily need that much more."	"Yes at our office in Hasselt we euhm have three external meeting rooms, so meeting rooms that are focused on receiving customers. Euhm but which we also use for internal meetings." "Goh for such a feedback or review meeting maybe it's not really. Yes those meeting rooms are mainly focused on showing things on a screen or like there are coffee facilities so I would maybe prefer to have my feedback with someone at a restaurant (laughs) but because we have so many coachees we can hardly go out to eat, but that meeting room is not adapted to that type of meeting."	"Yes if I am in Antwerp and there are three, four people we sit in a meeting room with a camera and then we sit there with three, four." "Yes we did make some investments in big screens euh, where we, connectors with good audio. I may say we have all the latest gadgets and techniques." "Now I must honestly say that I have one large screen here at home, my PC is below it with my camera in it, I have my own office up here at home where I sit quietly and am not disturbed"

II.IV Formal agenda	" not that we make up internally, but that I make up my own for myself and then note down those points and save them from the week before" "goal list and then discuss that with euh the person in charge, but it's not like we internally euh have a template with like those items are going to be dealt with."	"Euhm no, actually not, we have an Excel file that is divided by customer, so all the tabs are actually the customers and if you click on one of the customers then you get an overview in Excel of what needs to be done." "Per point there is actually what should happen and then behind it there is who is responsible for that." "So usually we take the Excel sheet and we actually go through the points for each customer and then we see, okay, this has a 1 but we're not going to make it this week, so add a 2 anyway and then sometimes we make some changes."	"Okay, is a formal agenda also used ? Yes, always." "euhm there is an email sent with euh with the items that are actually going to be dealt with on the agenda euh yes and they are actually discussed in that order in the meeting."	"Umm that depends a bit on if it is internal, so without the customer being there it is usually not according to a certain agenda. The person doing the meeting does have in mind what he wants to say but it is not with a certain agenda that must be communicated first. If the customer is present then a kick-of agenda is made and the points are discussed so that the customer knows what it will be about."	"Euhm pff yes and no. We have an underlying IT system that was created to collect feedback from people and where at the beginning of the year you put in certain goals that we then discuss at the halfway point of the year. It's to evaluate yourself and also include the review of your coach actually. Euhm so there's no real formal agenda, but it's that the points or the goals that are included in it at the beginning of the year those are used as a guide to have that conversation and shape it."	"Ah yes yes we share that document, so that document is in Teams." "you have to fill your template, update your status in that powerpoint" "And if people want to bring up a certain theme they let me know and I put it in the agenda."

II.V Record of meeting	"yeah minutes euh it's not that a euh responsible euh who really makes a report no, but there are comments per client that do get written down, not that we start with euh a conversation leader and and those roles no"	"Does the meeting get recorded in any form as in the audio or… No." "usually in that Excel sheet there's also a comments field and that's where I actually write important things and the person who's going to do that task. When someone has done that task then they mark it."	"Euh the meeting is not recorded no, no it is really just euh a tool to euh the person in question to be present such that the person from home can hear everyone well euh in the meeting room." "Yes there is at euh every meeting of the executive board there is a note taker euhm and that report is euh that note taker that shifts sometimes that can be me, sometimes another colleague and that report is made very soon after the meeting also."	"Euhm recorded we don't do that or at least I haven't experienced that happening yet." "Erm, we usually have an agenda at the client's and things are noted there and then recorded in the file so that everyone can consult it, for example, if you were unable to attend that meeting." "No there is no record of the meeting. There is usually just notes taken in Excel or in a word file and posted on our intranet so again everyone can access that yes."	"No." "Yes that report is again in that tool. So it's not really a report, but rather than the goals that were discussed, you can say that this person is on track for goal X or above or below expectations. So ultimately there is a reflection of what was discussed in that meeting, but that is then in the tool and there is then room for the points to write something."	"Yes, yes usually the euhm the presentation is what is kept as a document. We also make minutes of meetings but often in my management meetings those are action items. Okay and the discussion we had, those are also in the form of minutes of meetings but usually I convert those to a planner of action items either for myself or for someone I euh designated."

II.VI Facilitator use	"no no, usually this is done by two people in passing and not as in a multinational, for example, where you say okay, we have a monthly meeting with management and leaders, so then it's different, but now it's just a small SME, so then it's more of a dialogue." "when I make up a list of questions I want to discuss, I make sure that list is finalized."	"Yes I do, because I customize that Excel the most."	"The chairman yes."	"No not really no. No okay so there is really equal interaction between everyone. Yes!"	"Euhm yes of course it is intended that it really is a sincere conversation that comes from both sides. Of course, in practice, the conversation will often be a little more driven by the coach than by the coachee, but it is intended that the person being evaluated also actively thinks and speaks as much as possible in those meetings."	"Yes I am, yes I am the facilitator. I prepare it, but of course I'm not going to present other people's part euh. My finance controller who does the finance part and HR, my quality insurance manager does the quality. I will do the general but it is very interactive. I do try that I don't sit and say my New Year's letter."
II.VII Number of attendees	"Euh, two to three"	"Four"	"That changes I think the regular team is with about six people and sometimes some people come in." "But always maximum ten participants? Indeed."	"Gosh that depends a little bit on your file. If it's a smaller file then sometimes only three, four people, but if you have a larger file then it could be six, seven, eight possibly."	"euhm usually it's one on one, but now because me and my colleague euhm almost always work with the same people, we found it useful to do it with the two of us together because then we can give a better picture of the overall picture instead of all the different pieces of feedback which the person then has to put together themself. So usually one on one, but now it was two." "Yes three in total."	"16 yes 16" "They only miss that meeting if they have a very good reason."

II.VIII Other	"Euhm, low-threshold" "because you can say anything, if there is something on your mind or if you have questions, everything can be discussed and you don't notice any hierarchy. "	"Euh... at a customer meeting for example I think it is especially important that if you have spoken to that person that at the end of the meeting you always ask when is the next time we will speak each other."	"The fact that it is also a fairly small meeting gives it an informal character and you don't have to raise your hand to get a chance to speak. I think it is a nice meeting because it is a weekly meeting and you can switch very quickly and follow up on things, which is very often the case with large meetings. May I conclude from this informal aspect that there is actually a kind of low threshold for sharing things, ideas? Yes definitely, yes it is low key to really be able to tell what you want to tell yes."	"Well, usually when there is a meeting there is some form of preparation, I would say." "f you go somewhere and you have to discuss something, you always make sure you've done your research so you know what you definitely want to discuss and what must be said and what questions you're going to ask."	"Yes, okay, yes, to speak of a real review it is of course necessary that you, um, that the person in question comes up with some things that have happened in the past six months for him or how he has experienced the past six months. If you give certain feedback and there is no response then you can't really speak of a review. So the most important aspect there is that there is a real full-fledged dialogue and that it's not a euhm that it's not just rattling off things that you do well or not well and then there's no response." "yes indeed, self-reflection is indeed the most important thing that person should do before we start that meeting."	"I have some house rules that euh I am very strict about." "Yes, don't come unprepared, set your alarm clock 5 minutes before the meeting and finish your previous meeting euhm be concentrated in the meeting and try of euh at the end of the meeting not only to have a list of minutes of meeting, but for a particular project or for a particular activity have a plan to deliver, not a promise to deliver because people do that a lot but a plan. And a plan consists of a task, an owner, a deadline and a status." "Yes voila concrete action items" "but I like traffic lights. Red, amber and green and that's how we report."

III. Motives III.I Reasons	"if I just conclude from what you have already said, I think I can say that that internal meeting is organized to discuss specific projects and to handle the progress euhm so that everyone is 'hands on', can I put it that way?" "yes that's right, so that everyone is really up to date of the state of affairs."	"Yes euhm, to make sure the most important things are finished by the end of the week, because otherwise there are always new things coming in and then you notice that if you don't tick off enough things, like a checklist, then they get left behind." "And then you sometimes notice that we started something a month ago and it's not ready yet. So in order to avoid these things it is crucial to have the weekly planning."	"Euhm the purpose of the executive board is in the first place to be able to act quickly, to follow up on practical issues euhm but also euh the strategic long-term vision euh step by step roll out euh yes I do not know if that is relevant but at the moment we are for example busy with euh the roll out of a new euh line a new training line in the program of HR and artificial intelligence and euh yes there must be market research, focus groups have to be organized so those weekly meetings are euh well needed to follow up on that euh so it's not just the practical things around ombuds but sometimes long term things that are being rolled out."	"Ummm, with us it's actually just to make it clear who is going to do what in the coming days because we have deadlines." "So to be more efficient and also often at the beginning of the meeting the general year is discussed and the strategy for the coming year and what are the risks of that customer, what are the good points ... then everyone is on board at once and otherwise you would have to call three, four people separately. So because it is more efficient I will say to sit together at the beginning for a while to know the global yes approach."	"euhm, the reason is not only to review the past six months, but also especially to look ahead to the next six months and see that we euhm to be able to estimate of is that person at the end of the year going to achieve those goals that were set, can he achieve them? And so yes a mid-term review, that's very important especially because after those reviews there are often euhm financial consequences and promotions attached to them as well. So it's crucial to be able to assess from that interim balance sheet whether we still need to make adjustments in order to achieve a certain result."	"And yes update on the financials, update on the quality, what did we deliver, how many complaints did we have, where do we have backlogs etc. Then also on the status of compliance and security and that is important for IT. Euh what targets are we going to have, the strategy 2024 we have certain ideas about that. But it could also be that we have a new project now, but I have to say my management meeting is not a project meeting."
III.II Goals to be achieved				"Euhm so that must be done before a certain time and then it is easier to do a meeting beforehand to say that person is going to do this and that person is going to do that so that the deadline can be met."	"estimate of is that person at the end of the year going to achieve those goals that were set"	

IV. **Effectiveness** IV.I Effective meeting type	"I find those very effective " "Yes; 95%" "because then you can directly ask the person in charge, i.e. the boss or the draughtsman, about your problems or uh your remark so that the time is really made available without anyone disturbing you, and you can actually get the work done"	"euhm I find it very effective." "Definitely an eight or nine."	"Well, I think it's an effective meeting because it's accessible, because it immediately leads to action with very concrete action points, because of the frequency of the meeting and because it's small-scale. Uh yes, so it is small-scale, approachable and very action-oriented." "Euh at least an eight I think yeah."	"Goh euh, usually I think that's still pretty effective, if it's pretty well prepared by everyone. Erm, yes, it can be done fairly quickly, then you can get by with half an hour. In general, I think that the meeting in our house is quite effective." "Uh yes, because everyone usually does, there is one person who hands out the tasks, usually that is the manager and he or she also does the explanations so that the whole team is involved. Euhm but usually when the presentation is there there is still time for questions and often that's not too bad and then the meeting is over and everyone knows what to do."	"Yes euhm of course that review meeting is a very formal matter, I think it is just as important that daily adjustments are made in an informal way." "So clearly there is an impact that can be seen from those meetings. I won't say the impact only depends on that formal half an hour but it is more the whole process which counts. But I think the formal conversation also…brings about certain things." "euhm it varies from one person to another of course, but usually ... seven or eight, I think pretty effective anyway."	"But I think I can give myself a 9 because I spend a lot of time on it. Euhm with reminders a week before, I read everything in advance, I also ask some questions in advance. So if I suddenly see a red flag, I first schedule a separate meeting to discuss that problem so that during the management meeting we can talk to the other managers in a very constructive manner." "If I see things or we get stuck on something then say okay we'll park this, we'll schedule a separate meeting for this. And then at the next management meeting we report what needs to be done for that."

IV.II Other effective meeting type		"Yes, the most important would be the customer meeting, that is actually the most important, that the customer is satisfied because yes, they invest money in you and they really need to see the result and so the customer always comes first and then in second place I would say the team meeting because yes, the team realizes the work for the customer. If the team doesn't know what to do then the result for the customer is not going to be there either."	"meetings that are better ... yes, I think euhm online meetings are a fan of that if it can happen in a very small group. So for example, I think the meetings that I have as a journalist with the Voka team or that I have as a journalist with the magazine team are much more efficient because they are often one-on-one or three-on-one. Euhm so you can spar much easier, meet, euh, yes voila, euhm, there is all kinds of things to say about the online piece it is, I feel that online meetings are much more to the point, much more effective and much more efficient while if you see each other live then the small talk content euh gets a much greater reach …" "And especially how euhm with how few people, the fewer people the better."		"Euhm yes, we also have a regular meeting every Monday, a little before noon, in which we look at the workload of certain people, everyone actually, for the coming week. And that is very structured from person to person with color codes, for example,…" "Euhm, and this is discussed in a very structured way from person to person and then immediately certain actions are linked to it, giving that person more work, redistributing it a bit. Euhm so these are very efficient and effective meetings, which only last fifteen minutes or so. "	
IV.III Goals reached	"you can actually get the work done"			"everyone knows what to do"		

IV.IV Ideas shared				"Euhm but usually when the presentation is there there is still time for questions"		"Euh what targets are we going to have, the strategy 2024 we have certain ideas about that."
V. Other meeting V.I Name		"Customer meeting"	"Online meeting"	"Status update" "Client meeting"		"But of course we also have project meetings otherwise you will pollute your management meetings"

V.II Description		"One hour." "euhm actually often the customer comes to us. It can also be with some that euhm I visit them, but that's still …" "we make a presentation of euhm there and those slides are forwarded." "And then actually usually with those slides in an email there's another overview of what that should be in the next period. The presentation is actually always an overview of what happened last month and where did the budget go. And in the overview are the things that they still need to pass on or that we still need to do for them." "Euhm my boss is also there sometimes so with three then."		"f the customer is present then a kick-of agenda is made and the points are discussed so that the customer knows what it will be about." "Okay and then when you do such a discussion at the client euhm how is the division ? For example, are there two people from you present and then one person from the client? Euh often it's pretty evenly distributed. Usually so two - two or three - three."		
VI. Respondent VI.I Gender	"Man"	"Woman!"	"As female."	"woman yes"	Male	Male
VI.II Age	"I'm 26 years old"	"I'm 25 years"	"Euh, I am 41."	"26 years old."	"29"	"Yes, 62."

VI.III Profession / sector	"I work at Greenhouse verandas" "I'm the sales manager" "we specialize in the manufacture and design of aluminum structures so canopies, living verandas, garden rooms and in addition we also install screens and sliding glass walls"	"I'm in online marketing and I'm a project manager." "I work at a digital marketing company called Stigo" "we actually do everything online marketing related." "That means that we euh can build websites for customers euh that means that we also can build web shops, that we do online advertising so I mean google campaigns for customers and also euh Facebook ads run euh under Facebook is also instagram campaigns euh what else do we do? We write e-books so for example" "Yes, so a lot of contact with the client, also sending them everything and asking their opinions about it because they must of course be satisfied with their e-book or design, but also a lot of arranging of things with the team in terms of planning. "	"Euh well I'm euh K. and I'm euh practice teacher at the University of Antwerp, I teach euh Dutch language proficiency, academic writing, journalism writing and language in business, in all the bachelor years and in the master year Multilingual Professional Communication and besides that I'm freelance journalist and copywriter. " "Well I have euh two, as a freelance journalist I have a lot of clients because I work as a copywriter, ghostwriter and journalist, but I have two main clients and that is on the one hand the University of Antwerp at the communication department where I am a journalist and editor of the magazine and I have the same function at Voka for the magazine for entrepreneurs. So those are my two main employers euh on a freelance euh level."	"Um, I work at KPMG" "euhm KPMG is actually a consultancy company euhm and I actually work within the audit euhm branch shall I say. Euhm we do the audits of euhm clients, of companies because as a large company you are obliged to euhm undergo an audit every year. So yes, I'm actually in charge now of euhm I'm pretty much the team leader and I have to guide people to bring the audit to a good end together with another manager." "it's called supervisor"	"I'm euhm tax manager at KPMG euh within Tax & Legal department. Tax & Legal within accounting department. I'm mainly involved in corporate tax and therefore advising SMEs and larger companies, multi-nationals in terms of what euhm corporate tax involves and I combine that with transfer pricing and transfer pricing is a euhm the pricing of transactions between euhm group companies in an international framework. Euhm yes and making it compliant. So that's in a nutshell what I do."	"I work for the company Atlas Copco, Swedish company euhm we have more or less 45 000 employees euhm we are mainly engaged in euh compressed air, but also automotive, tools, power tools, but not the power tools that people use at home but in industry." "currently I am IT manager euh for the EMEA region, that means Europe, Middle East and Africa." "In total I have 138 people in my team" "And I have a team of managers who report to me, there are 16 at the moment"

VI.IV Years working	"I work there almost, let's see, um, 3 years"	"Ummm ... from August so what is that? 8 months?"	"Euhm so I work at the university since 2008 euhm as a journalist since my graduation so since 2002."	"Euhm I started back in September 2019 so that would be a bit more than 2,5 years euhm and my new function started last year in October. So that's now for a bit more than half a year."	"This month I will be working for four years at KPMG."	"I have been working since 1991" (31 years)
VI.V Birthplace	"I was born in Genk"	"Euh so birthplace is Bruge"	"I was born in Gent"	"I was born in Hasselt"	"I was born in Sint-Truiden"	"Yes Sint-Truiden born"
VI.VI Living area	"last year I bought an apartment with my girlfriend in Genk as well."	"and city of residence is Beerse."	"and I live in Kontich."	"I live in Borgloon."	"now I live in Borgloon."	"and still in Sint-Truiden"
VI.VII Number of meetings per week	"yes so, one meeting per week is the standard meeting which is then euh scheduled with euh the whole team"	" Euhm... I would say with colleagues already three times in a week at least on Monday because that's when we start the week, Wednesday also because I work at home and then probably also on Thursday or Friday so already three. And with clients I would say euhm... yes take another three or four on average. So 6 to 7 meetings a week. "	"Goh euhm, nearly every day yeah"	"Goh, it varies actually from week to week but let's say five to six meetings a week." "Aah yeah no okay well I do think five to six times a week both internal as external with the client for example." "With the client would be one or two times a week and internal are more meetings."		"Sometimes it's 20 meetings in one week. But often it won't be less than ten."

| VI.VIII Description workday | | "I work on my own most of the time"
"I think the top left one applies the most because throughout the day you are doing the most executive work and the thing he's holding I consider to be a notebook or a to-do list, maybe... so that's why I think the first picture fits so well."
"And he also smiles, looks back euhm our desks are actually quite close to each other so you can look back and immediately ask something to the person behind you, it's not that you have to stand up for that per se, but everyone really has his own desk, his own island so to speak." | | "yes I am now working almost full time in the office again."
"Euhm one day a week only at home euhm so now I'm back much more in meetings euhm in person shall I say. So we are often in meeting rooms euhm when we have to discuss something, usually at the beginning of the day to go over everything and then at the end of what have we achieved today. And then throughout the day for shorter questions as well." | "So that's recognizable euhm it looks like that one is smiling at a colleague and he seems to combine both the content of his job with the social and that does reflect my feeling at work. But the other photos except for the one with the child, since I don't have children, but well I can imagine that home work situation with a dog too. So all the pictures are recognizable but in most cases the first picture will reflect most my euh working day. Because so now you're working in the office three times a week and…Yes!" | |