



MOVING ORGANIZATIONS FORWARD

Energizing important meetings / Harnessing the power of mutual understanding

CoVision helps clients to design and run their most important meetings and projects – where buy-in and alignment are critical.

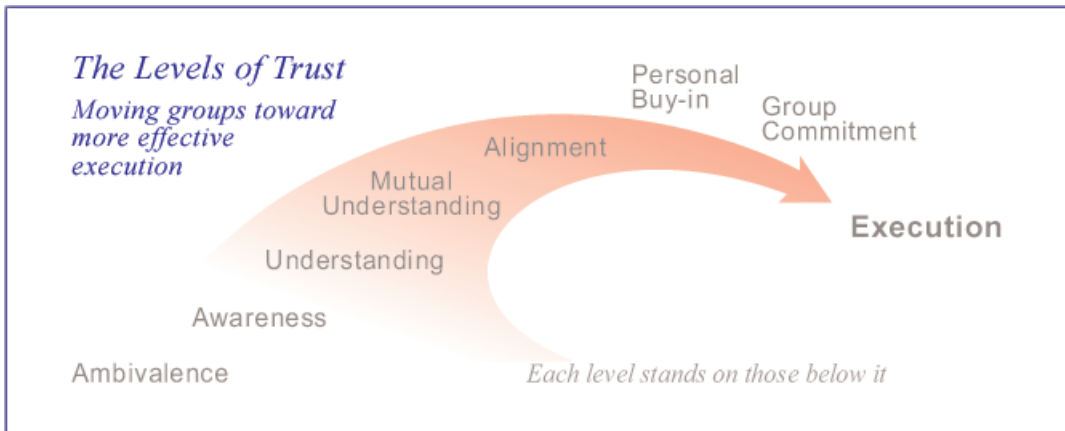


CREATING "BUY-IN"

Over 12 years and 3,000 meetings, CoVision has seen that "buy-in" doesn't just happen when a group of smart people is presented with good ideas. Buy-in is a level of trust to be achieved.

Groups must reach certain levels of trust to ensure real group commitment and the most effective execution. The members of a group only reach higher levels by expressing their own viewpoints, finding out what others are thinking, and then synthesizing and integrating the thoughts of the group as a whole.

- **Top-team Summits**
- **Strategic Planning**
- **Change Management**
- **Online Surveys**
- **Virtual Team Projects**



TOP OF COMPANY MEETINGS SUPPORTED:

- Adobe
- Aramark
- Autodesk
- Aventis Pharma
- Bank of America
- CIGNA
- Deloitte
- Hewlett Packard
- Intel
- Kodak
- McDonald's
- McKesson
- Nike
- Pfizer
- Pillsbury Winthrop
- Ricoh
- Sandvik
- Sprint
- UBS
- Uniprise

All advice is designed to move participants and groups further up and to the right

FAST-FEEDBACK : CoVision's "Council method" is used to move groups to higher levels of trust within short time-frames in meetings and in ongoing online collaboration. The Council method utilizes processes and online tools that accelerate feedback cycles so that participants can more quickly express their viewpoint, hear others', and synthesize the group's thinking.

ENGAGING COVISION : Our services include proposal design, agenda design consultation, logistics design, process coaching, portable computer networks for meetings, and interactive web-tools for online collaboration. We have supported process consultants since 1985.

The Council Method

“With interactivity comes better listening, engagement, ideas, understanding and alignment.”

A breakthrough in how to run a meeting ...

The Council Method introduces interactive processes at strategic points in meetings. It adds a whole-group feedback component to common formats like presentations, panels, or breakouts. With interactivity comes better listening, engagement, ideas, understanding and alignment.

Active Participation

The Council Method stimulates normally passive “audiences” into active participants. At key points, the whole group is asked to briefly discuss the proceedings and capture their ideas into Council™ – a simple groupware system. The Council laptop computers, distributed throughout a meeting room, allow each participant to record their thoughts as well as to learn quickly about the views of the whole group – whether in groups of 25 or 250 or 5,000.

Guarantees understanding of critical messages

Guarantees? When people are encouraged to express their views in response to a presentation – immediately, anonymously, and all at once – the presenter’s messages are tested for understanding and acceptance on the spot. Anything misunderstood by the group as a whole can be clarified with the expert, the presenter, before s/he leaves the room. Thus, mutual understanding of critical messages can be built quickly within a large group, and productivity doubled.

Leverages knowledge of top teams

Whenever executives meet, the value of their time together is extraordinarily high. The organization’s most valuable assets are off-line. Council’s “all-way” communication in this setting leverages executives’ perspectives fully – many more points of view are heard, many more opportunities considered, and subsequent decision-making is most fully informed. It is rare when senior management can apply their collective thinking to a series of topics, in a large group. The Council Method provides the mechanism. And not least, there’s a written record generated as they go.

Enables alignment in large groups

Alignment is a highly desired outcome in large meetings and a goal of most executives. Yet in the design of most large meetings – e.g. speech, speech, break, speech, speech, lunch – what the audience hears or understands is not known. Hence, there is little chance for real alignment. Achieving real alignment requires an airing of many points of view followed by clarifying discussions. Without a feedback mechanism to facilitate those discussions, you’re left with the “myth of immaculate reception” – if you tell them once, they’ll hear everything you said, understand it, agree with it, remember it, and go act on it. Those days are over.

When using the Council Method in large groups, there comes a time when participants have expressed themselves enough such that alignment is achieved. This *could* be achieved without technology support, but it requires extra time which is rarely available. The Council Method provides a sure-footed and effective path to real alignment.

Finally, the executive who takes this approach reaps benefits both organizationally and personally – through increased credibility and more implementable decisions for the organization. Participants remember times when they have been fully engaged, and who enabled it. It’s a breakthrough by any measure.

Council Benefits

“The computers at each table were the best and most facilitative thing I’ve seen in a meeting for a long time.”

In the words of participants and clients ...

“The work was accomplished in a very efficient fashion and compressed a multi-day discussion into a much more reasonable time period.”

- * **Save time**
- * **Save money (by saving time)**
- * **Accomplish more ambitious agendas**

“The software worked great. It was nice to be able to read everyone’s comments and have input.”

- * **Give voice to participant’s best ideas**
- * **Identify what is important to participants**
- * **Jump to the essential discussions**

“The laptop technology worked extremely well in its ability to allow speedy yet complete sharing of ideas. Fuller sharing than other meetings, yet more efficient use of time.”

- * **Hear all the points of view**
- * **Capture all of the detail, in participants’ own words**

“I think the anonymity let people speak their minds without fear of being judged by their superiors. Later they opened up in discussions.”

- * **Level the playing field**
- * **Let the ideas speak, not just the personalities**
- * **Hear the truth, work with it**
- * **Ask people to “own their comments” in due time**

“I like using the laptops. The ideas aren’t lost on flipcharts when the meeting concludes. We take them with us.”

- * **Make input available to stakeholders immediately**
- * **Make input available to people who weren’t at the meeting**