



# EVIDENCE SEARCH RESULTS

<b>Question/subject of request:</b>	What makes a productive meeting? What makes an enjoyable meeting? What improves staff engagement within a meeting?
<b>Date requested:</b>	1 <sup>st</sup> April 2024
<b>Date completed:</b>	28 <sup>th</sup> April 2024
<b>Compiled by:</b>	Cate Newell – Knowledge & Library Services Manager

## CITING THIS SEARCH

If you reference this search in any paper, publication or presentation, please let us know.

The citation format is:

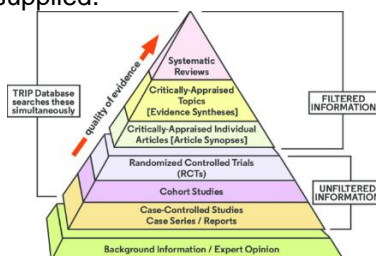
- Newell, C., (2025). *Evidence summary: productive and effective team meetings*. Taunton, UK: Somerset Foundation Trust Knowledge and Library Services.

## CONTACT DETAILS

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<b>Quality Improvement Team:</b>	<p><b>Email:</b> <a href="mailto:jessica.pawley@somersetFT.nhs.uk">jessica.pawley@somersetFT.nhs.uk</a>  <b>Website:</b> <a href="https://www.somersetft-nhs.libguides.com/home">Somerset Collaboration Hub - Home</a></p>
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### Librarian's Comments:

Abstracts are provided where available and relevant. Some articles have full text availability, as indicated by a corresponding link. If you have any problems accessing the links or would like an article which does not have immediate full text access, please contact a member of the library staff who will arrange for the article to be supplied.



The results are presented according to the hierarchy of evidence which is used to rank the relative strength of results obtained from scientific research.

The design of the study and the endpoints measured affect the strength of the evidence.

Evidence hierarchies are often applied in evidence-based practices and are integral to evidence-based medicine.



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**Contents** (click to jump to each section):

[Reports and websites](#)  
[Journal articles](#)

**Summary of search results:**

In 2023, CIPD published an evidence review on [Productive meetings](#). I have sent a full-text copy of the report along with this evidence search summary. It summarises how to have productive and effective meetings, including different meeting styles in other cultures and countries. This is a key evidence-based resource that you could share with your team.

I have also attached an evidence search that was conducted in 2023 by Melinda Singh from Newcomb Library (another NHS Trust) for your information. I have done a quick [literature search](#) to look for updated articles published since 2023, but couldn't find much to add to the knowledge base.

The results below provide a general update to those findings. If you wish to broaden the search, there is more specific literature on how to conduct specific meetings in the NHS, e.g. multidisciplinary team meetings.

I hope this is helpful. Please do let us know if you need any further information.



The Knowledge & Library Service have a growing archive of completed evidence summaries on [inSPIRE](#) – the organisation's knowledge, research and evidence repository. You can browse the evidence summaries [here](#).

These results of this search will only be shared in the repository if you have given your permission to do so (we ask this in the evidence search request form).

Thank you.



Are you curious about research? Do you want to get involved with research but don't know where to start? Are you already engaged with research, but would like to share knowledge and learning with other researchers in the organisation?

If so, sign up for the new **Research Community of Practice** today:  
<https://forms.office.com/e/w9QKQmE3Hk>

You will be added to the Research Community MS Teams channel where you will have access to discussion forums about be the first to know about events and knowledge sharing opportunities.





# Reports and websites

[Productive meetings: An evidence review: Practice summary and recommendations.](#) (2023 PDF)

Copy of PDF shared with this evidence search

Published May 2023. Accessed: 28<sup>th</sup> April 2025.

[“To Zoom, or not to Zoom, that is the question” | CIPD](#)

Discusses effective virtual meetings.

Published November 2020. Accessed: 28<sup>th</sup> April 2025.

[Leading Virtual Meetings – Top Tips | The King's Fund](#)

Published July 2022. Accessed 28<sup>th</sup> April 2025.

[How To Have Way Better Meetings In 2020 - CMI](#)

Published January 2020. Accessed 28<sup>th</sup> April 2025.

# Journal articles

1. P-256 Using the CAKE recipe to remodel our heads of department meetings: a novel and successful approach

Access or request full-text: <https://libkey.io/libraries/2838/10.3390/brainsci13101450>

**Author:** Griffith, Sue and Offor, Susanna

**Publication Date:** 2024

British Medical Journal Publishing Group.

**Abstract:** Background Our Heads of Department (HoDs) meetings had become stale, with several HoDs feeling that meetings often lacked direction, cohesion and purpose. HoDs felt that we did not always achieve the organisational vision of working as ‘One Team’, or fully understand each other’s roles. One of our clinical HoDs had attended a CAKE session, which details a constructive, fun approach to team building, with outcomes to aid changes to practice (Dickson, MacDonald, Drummond. SEEDS: Supporting & Enhancing Empowerment & Development through Storytelling: final report. Listen Up Storytelling; 2021). It was agreed that this model could be used for our HoDs team away-day, to help create a plan to re-structure future HoDs meetings.

**Aim** To increase unity and well-being (Matos. Leadership matters: measuring team well-being. 15Be) in the HoDs team, and develop a constructive model for future meetings, whilst simultaneously creating a prototype for departmental meetings.

**Method** The away-day was planned and structured using the ‘eight slices of CAKE’, which ensured that we checked in with each other, and had reflective and fun activities that created a safe place to share stories and learn from each other’s experiences (Dickson, MacDonald. CAKE: A perfect recipe for self-care, and individual and team well-being. ListenUpStorytelling.). The ‘Slice 3’ part of the day,



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focusing on a shared purpose, was used to draw up priorities for future meetings to achieve. 'Slice 5' drew out issues and feelings, whilst 'Slice 6' resulted in the creation of an action plan.

## 2. Starting your day with dread or excitement? The effects of meeting scheduling cadences on anticipated daily outcomes

Link to publisher's site: <https://journals.sagepub.com/doi/10.1177/10596011231223263> (will need to request full-text article via [library@somersetft.nhs.uk](mailto:library@somersetft.nhs.uk))

**Authors:** Kreamer, Liana M. and Rogelberg, Steven G.

**Publication Date:** 2024

**Journal:** Group & Organization Management , pp. 10596011231223263

**Abstract:** While researchers have explored many facets of workplace meetings, current research has yet to consider the concept of scheduling cadences (e.g., how meetings are dispersed throughout the day). Leveraging research on task interruptions and anticipatory reactions, we conducted two studies using experimental vignette methodology (EVM) where we presented hypothetical daily work schedules, varying by meeting load and dispersion, to a sample of full-time employees (Study 1: N = 109; Study 2: N = 222) and captured their anticipated feelings about the day. We also considered daily task-characteristics (e.g., expected task duration, task complexity) and an individual difference trait (work interruption resiliency; WIR) as moderating variables. Results from both studies provide evidence that daily meeting schedules influence employees' anticipatory reactions to the day in terms of positive affect and productivity. Days with meetings high in quantity, duration, and dispersion result in decreased anticipations of positive affect and productivity. Moreover, characteristics of the daily work task/s influence these relationships. When daily task complexity is expected to be high, the negative effects of meeting duration and dispersion are heightened. Further, an individuals' level of WIR moderates the relationships between daily meeting dispersion and anticipated end-of-day outcomes, with those low in resiliency more negatively affected by dispersed meetings compared to their counterparts. Findings from this research extend literature on meetings, workplace interruptions and anticipatory responses to offer insight into how to best schedule workplace meetings to increase employees' anticipated outcomes and experiences.

## 3. The key features of workplace meetings: Conceptualizing the why, how, and what of meetings at work

**Access or request full-text:** <https://journals.sagepub.com/doi/10.1177/20413866221129231> (you will need to request the full-text of this article via [library@somersetft.nhs.uk](mailto:library@somersetft.nhs.uk))

**Authors:** Allen, Joseph A. and Lehmann-Willenbrock, Nale

**Publication Date:** 2023

**Journal:** Organizational Psychology Review 13(4), pp. 355–378

**Abstract:** Given the focal role that group and team meetings play in shaping employees' work lives (and schedules), the scarcity of conceptual and empirical attention in extant organizational psychology research is a major oversight that stalls scientific understanding of organizational behavior more broadly. With the explosion of meetings that has occurred in recent years, in part due



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to the COVID-19 pandemic, some even wonder why organizational psychology has not already figured out meetings from both a science and practice perspective. The purpose of this paper is to review the literature on the science of workplace meetings by identifying the core features of the phenomenon and sorting the extant literature along these features. The five core features identified include leading, interacting, managing time, engaging, relating. We couch these features within a larger framework of how meetings are the intersection of collaboration in organizations and a major key to organizational success. Against this conceptual backdrop, we reviewed a total of 253 publications, noting opportunities for future research and discussing practical implications. We conclude our review with an overview of the special issue on workplace meetings, which is an overt attempt to launch research that will fill the theoretical and conceptual gap in the science of meetings.

#### 4. The entitativity underlying meetings: Meetings as key in the lifecycle of effective workgroups

**Access or request full-text of article:**

<https://journals.sagepub.com/doi/abs/10.1177/20413866221101341> (you will need to request the full-text from [library@somersetft.nhs.uk](mailto:library@somersetft.nhs.uk)).

**Authors:** Blanchard, Anita L. and Allen, Joseph A.

**Publication Date:** 2023

**Journal:** Organizational Psychology Review 13(4), pp. 458–477

**Abstract:** Successful meetings lead to productive workgroups but we do not know why or how. We suggest that entitativity (a person's perception of a “group”) develops during successful meetings and explains productive workgroups. Specifically, when people start to work, they can either think of their group or themselves. If they think about their group, a process follows such that the employee comes under the influence of all of the positive characteristics of their group. Because successful meetings influence how people think about their group, entitativity explains successful groups.

#### 5. Identifying the key elements of psychologically safe workplaces in healthcare settings

**Access or request full-text:** <https://libkey.io/libraries/2838/10.3390/brainsci13101450>

**Authors:** Hallam, Karen T.; Popovic, Natasha and Karimi, Leila

**Publication Date:** 2023

**Journal:** Brain Sciences 13(10), pp. 1450

**Abstract:** Background: Psychological safety is a key concern in the workplace as organisations continue to see increases in psychological injuries that have significant ramifications on individuals and workplaces. The COVID-19 pandemic has exacerbated this issue in healthcare workforces facing extraordinary pressures. This preliminary study aims to enhance our understanding of the factors that healthcare workers value in relation to psychological safety in their respective healthcare settings. Methods: To achieve the research objective, qualitative self-reflection examples were conducted with 12 participants from various health professional backgrounds across public, private, and aged-care settings. The data obtained were thematically analysed using NVivo software (V 12), enabling the identification of key elements associated with psychologically safe workplaces. Results: The results revealed several significant elements that contribute to psychologically safe workplaces in healthcare settings. These elements include effective communication, organisational culture,



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leadership practices, performance feedback mechanisms, respect among colleagues, staff development opportunities, teamwork, and trust. The findings underscore the critical importance of these foundational elements in fostering psychological safety within healthcare. Conclusion: This study contributes to the existing body of knowledge by specifically identifying the key elements that healthcare workers value in terms of psychological safety. By exploring a wide range of healthcare professionals' perspectives, this research offers valuable insights into the unique challenges faced by healthcare workforces and the necessary conditions for fostering psychological safety. The implications of these findings are discussed in relation to the lessons they provide for healthcare employers, highlighting the potential for improving workplace wellbeing and performance.

## 6. Building effective teams in the real world from traps to triumph

**Access or request full-text:** <https://libkey.io/libraries/2838/10.1016/j.jacr.2022.12.009>

**Authors:** Hecht, Elizabeth M.; Wang, Sherry S.; Fowler, Kathryn; Chernyak, Victoria; Fung, Alice and Zafar, Hanna M.

**Publication Date:** 2023

**Journal:** Journal of the American College of Radiology 20(3), pp. 377–384

**Abstract:** Quality patient care and advancements in medical education, investigation, and innovation require effective teamwork. High-functioning teams navigate stressful environments, learning openly from failures and leveraging successes to fuel future initiatives. The authors review foundational concepts for implementing and sustaining successful teams, including emotional intelligence, trust, inclusivity, clear communication, and accountability. Focus is given to real-world examples and actionable, practical solutions.

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DATABASES AND INFORMATION SOURCES USED				
	Pubmed	X	HMIC	BMJ Best Practice
	Medline		Social Policy and Practice	Cochrane Library
	Emcare		CINAHL	TRIP
	Embase		PsycINFO	X Grey Literature
	AMED		UpToDate	X Other – CIPD, CMI, Google Scholar, Knowledge & Library Hub

PURPOSE OF SEARCH		
	Patient info/health & well being	Clinical decision making (inc. patient care)
	Executive Team support	Research/Education/Professional development
	Quality Improvement	Primary Care & Neighbourhoods Directorate support
X	KM/Management decision making	Other

USER CATEGORY OF REQUESTOR		
	Medical students	Patients/public
	Nursing/midwifery students	Physician Associates
	Doctor/Psychiatrist	Public Health (Somerset CC)
	Nurses/Midwives	X Other – People Business Partner
	Allied Health professionals	

HAS PERMISSION TO SHARE THE RESULTS BEEN OBTAINED FROM THE REQUESTOR?		
X	YES - share	NO – do not share





<b>KEY WORDS/SEARCH STRATEGY INCLUDING MESH HEADINGS</b>	<b>LIMITS USED</b>
(team or staff) AND meeting* enjoyable or productive or effective	Last 3 years

