1. **Optimize physical environment.**
   Move furniture and place cameras so everyone is viewable.
   Place webcam at eye level and adjust distance from camera and lighting.
   Give thought to surroundings (neutral backdrop with site name).

2. **Have effective technology solutions.**
   Have multiple connection options (dedicated rooms, software on laptops).
   Do trial run of software and provide training to show how to use features.
   Have appropriate bandwidth and accessories (headsets, webcam, microphones).
   Embed connection info in calendar invites and connect early.
   Have dedicated technology staff at all sites and back-up plan.

3. **Optimize sound.**
   Hold meetings in quiet, indoor locations.
   Check that sound quality is good and that muting isn’t a barrier to participation.
   Minimize distracting noises like typing and wrapper crinkling.

4. **Maximize engagement.**
   Share content being discussed.
   Use collaboration tools or chat function.
   Encourage all sites to participate and give sufficient pause.
   Discourage multitasking.

5. **Strengthen personal connections.**
   Acknowledge guests as they connect to meeting and make time for small talk.
   Make sure everyone knows who is in the room- attendee list with pictures, table tents.
   Have speakers identify themselves before talking.
   Create time for face-to-face meetings at each of the sites.

6. **Task clarity.**
   Match focused agenda with appropriate length meeting.
   Clear task delegation with expectation for follow-up.

7. **Monitor social norms**
   Discourage outside interruptions both electronic and physical.
   Limit muted, side conversations.
   Create system to signal desire to speak.

**Reference:** Ferrazzi, K. How to Run a Great Virtual Meeting. Harvard Business Review. 3/27/15