The Ultimate Guide to

Virtual Meetings

for Community Association Managers

By Pepe Gutierrez & Jeevan D'Mello

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Dedication

This book is dedicated to our loving parents:

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Late Jose Gutierrez & Late Francisca Esquerdo

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Foreword

I am very pleased to write this foreword for 'The Ultimate Guide to Virtual Meetings for Community Association Manager'. There is no doubt that virtual meetings are here to stay and will always form an essential part of our communication strategy with homeowners, residents and service providers.

The pandemic has changed many things in the world, including our behaviors, the way we work and how we communicate. While it may be a challenge for many of us who have for decades communicated in person only, especially at large meetings, the slew of new technology and the ease at which meetings can now be conducted compared to the past, makes it a highly recommended if not highly desirable channel of communication.

I have known Pepe and Jeevan for many years and know how knowledgable they are in this business. Both of them have been travelling the world learning new ways of making the management of community associations a better experience for owners, residents and managers. Along the way they have been teaching others and sharing their experiences and expertise with everyone to ensure that best practices of management are always on the forefront.

I wish them the very best and wish you dear readers an enjoyable and educational experience reading this book.

Michael E Packard - *PCAM CPM*
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Remember Don Quixote

This manual is prepared without any commercial benefit and it is meant to be given free to educate and promote the use of technology for the good of all.

Pepe loves the character 'Don Quixote' by Miguel de Cervantes. Inspired by his many ideals Pepe strongly believes that "it is not about having more years of life but giving life to the years".

Jeevan, on the other hand, is a devoted Rotarian who finds ways of being of service to others using the famous Rotary Club motto, "service above self" as a personal mantra. In fact, the Rotary theme of 2021 is 'Serve to Change Lives' which is something that drives both Pepe and Jeevan.

Both felt that having a book like this would help make the life of the community association management professional a bit easier. ■

Illustration Credit: G.H.Harker

> "An investment in knowledge, pays the best interest"
>
> *- Benjamin Franklin*

Introduction

We are dealing with a *Kairos* moment, a Greek expression that, among other connotations, means, "determines the appropriate place and at the appropriate time." This is the time for the Community Association Management industry to step in.

At this time, we all find ourselves with no possibility other than to give way to new technologies, to a new way of living, a new normal, and above all to a new method of human interaction.

Since the global pandemic was declared in March 2020, we have become used to communicating with different methods, systems, and tools, in some cases totally unknown, both in our personal and professional environments.

In addition, the continuity of the pandemic has demanded constant and accelerated learning in our professional life to allow us to adapt to the new challenges derived from this unexpected disruption.

Why a 'Manual'?

This manual is the result of *polymathy* (an expression in Greek) which, etymologically, means "extensive knowledge on very diverse subjects". We have had no choice but to learn to do so in an accelerated way.

Initially, we had thought of this document as a tutorial and that is how we had planned to title it, but thanks, as always, to the Internet, we have been able to confirm for ourselves that we are writing a manual.

There is a big difference between the two, since a tutorial is a guide or set of steps that help us to do or accomplish something and, in reality, we are dealing with a document that covers a complete program and describes a process from start to finish, showing all possible options. Therefore, this is now written as a manual.

In the The Power of Habits, a book by Charles Duhigg, the author helps us understand why habits are at the core of everything we do, how we can change them, and what impact that will have on our life, our business, and society at large.

We believe that with the constant use of virtual meetings we hope that we will achieve this this habit, long before the 10,000 hours that they advise are needed to become an expert in something.

Why do we need to Recalibrate?

The pandemic has taught us many lessons and one of them is that we are no longer who we were before the pandemic. Our lives are now split between two realities, 'before the pandemic' and 'after the pandemic'. While *disruption* has been a word thrown around for the last decade or so about businesses such Uber, Amazon, and Airbnb who have been considered disrupters, the reality is that the pandemic has disrupted all of us. The only way we can now progress

is to accept this new reality or the new normal as we started terming it and recalibrate ourselves.

According to the 2018 World Economic Forum report "*The future of jobs*"- More than 50% of all employees will need to 'recycle' before 2022. Little did they know that these words were far more prophetic than the writers thought at the time. In line with this idea, we have created **www.recalibrarse.com** which you will find mentioned several times in this manual.

A history of opposition to change

History has shown that we as humans have always been fearful of technology and we have always found arguments against the great technological advances of our times.

The following are some of those fears that have led to upheaval and in many cases the persecution of those that created or benefitted from it.

- The Church was against the printing press. Why? Because that resulted in monks being put out of work.

- Another instance of resistance to change came by in the 19th-century industrial revolution which destroyed jobs in a big way. Luddism took birth. This refers to the basic ideas held by the followers of Ned Ludd who opposed the use of textile machinery in early 19th century England.

- Another classic example of opposition to change was seen by early cinema. The sweep from silent cinema to Talkies was opposed in a big way as it was seen to restrict the then artistic liberties.

The reality is that all progress is overwhelming, and we really are in a moment of ultra-technological connectivity at lightning speed. The future will belong to those of us who embrace the change and run with it rather than constantly opposing the same.

Who is this manual meant for?

This manual is designed both for professionals with a lot of experience in face-to-face meetings, who need to recalibrate to the digital world and for new professionals, not used to virtual meetings and who do not have the necessary knowledge and experience but know how to take advantage of new technologies to serve as a guide and help. In both cases, it is about taking the profession forward and making it future ready.

We also need to help and educate many to this new reality and guide them in changing their habits, inform them on the fatigue of staring and being stared at through their monitors and device screens that can make them uncomfortable.

We will discuss, how this discomfort of fixed gazes and disproportionate face angles can be handled by modifying hardware and software in the devices.

At face-to-face meetings, the attendees move much more than in a virtual one and something as simple as a change of position is limited in virtual meetings and that is why, we often see the host broadcasting in full body, which is more natural as that eliminates, in part, the above-mentioned fatigue and discomfort.

We are sure that much of what we are discussing in this manual will already be familiar to you. But we hope that it will help you to understand it, analyze it, reflect on it, and remember it and, in all cases, you enjoy reading it, as much as we have enjoyed writing it. ■

> "Humans were born to be together. Loneliness is a very modern thing"
>
> *- Pepe Gutierrez*

Definitions

What do we call such meetings?

It is very risky to define with one or two words about the type of meetings to which we are referring, leaving aside the reason for the meeting and the way of meeting. We will have different definitions depending on the why, where, and how.

We had initially thought about defining it as "non-face-to-face" meetings since it seems to be the most specific way of meeting, without all being together in person.

Finally, Pepe surveyed his LinkedIn contacts to get their opinion, giving them 4 options for terms, and surprisingly, the "non-face-to-face" term was selected as the worst option. Only 10% out of a total of 138 responses received in the surveys opted for that choice. Therefore until the term is standardized, we chose to use **VIRTUAL**, a definition that was chosen by 33% of the total.

While there are other terms, we will most likely have to wait for the most common one to become ubiquitous to really know what has been chosen. Other synonyms are being thrown around, such as digital, electronic, connected, and even cybernetic but we believe that virtual basically suits it best, at least for now.

Telematics:

In reality, it defines the way we meet through the use of telematic networks. It is the term adopted by the courts to mention the development of trials, statements, etc. They are sometimes called 'telematic in nature'.

On-Line:

An English term that we could have used was "on-line" (sometimes written as online), but that has been Spanished and is used in certain English-speaking countries, to define the type of meeting that we adopt more as Virtual-Digital.

Video Calls:

With the example of Skype, WhatsApp, and Telegram, these are for a few individuals rather than a huge group, so it isn't really appropriate.

Virtual:

Adjective that determines that it only exists in an apparent and not a real way, but that the Royal Spanish Academy of Language relates it to the digital world since it is created, presented, transported, or stored, through the combination of bits -digitization.

It is, as we have indicated, the term most used at this time, as it is used for other digital events with virtuality.

Hybrid:

It is, in our opinion, the future of such meetings, where the presence of some people physically in the meeting is mixed with the virtual presence of the rest.

As we slowly move to a post-pandemic life, this seems to be the most viable way of meeting in the future regardless of the pandemic or future pandemics. ■

Laws & Regulations

Every country, state, city, and jurisdiction have their own set of laws and regulations governing the formations of real estate Community Associations and the profession of Community Association Management.

The USA has laws in different states while in the UAE, the Dubai law is fairly robust and has undergone several iterations with the most recent being Law *06 of 2019*. With *Law 27 of 2017*, the Kingdom of Bahrain has turned out to be one of the strongest ones in the Middle East. Countries like Australia, Spain, and South Africa also deserve a special mention when it comes to its own laws and regulations.

Regardless of the laws, regulations, and terminologies being used regarding the meetings of unit owners in a community association, the following should be taken into account:

- The national or territorial legislation regulates the holding of these meetings.
- The possible resolutions adopted by the convening body (for example, the assembly of owners).
- Changes and flexibililty to adapt brought about by the pandemic.

The above is enough to suffice that applicable regulations should always be consulted before any decision is made. The fact is that such meetings of unit owners are not only important but part of the fabric of the community associations.

There is not an iota of doubt that having meetings during the pandemic has been a major challenge with restrictions on the strength of attendees put in every country and city. The need for social distancing and risks of exposure has made even the smallest gathering a suspect of virus spreader.

In each meeting, there may be health restrictions that will affect people classified as high risk, either due to age and/or illness. But, even without the pandemic, it must be taken into account that there may also be limitations derived from mobility that may prevent the face-to-face attendance of some of those invited. This could be either due to physical difficulties or proximity from the meeting place.

Nonattendance due to the restrictions put on gatherings and people's inability to attend to exercise their right to challenge the agreements adopted at the meeting pose a grave concern to the proper management and governance of the community association.

All the above has given rise to the importance and proliferation of the VIRTUAL MEETING. While such meetings were possible before the pandemic, it was largely the choice of IT professionals and their workplaces. It is only after the pandemic began that virtual meetings were taken seriously and have now become the defacto standard.

It must be said, however, that all the virtual meetings held during the pandemic have mostly been positive, even to the point of that most attendees believe that they should be held this way in the post-pandemic world.

With virtual meetings now becoming commonplace and the acceptance of the same not only by the communities themselves but the regulators and statutes of the city or state, this is expected to entail a qualitative change. In the future we believe, such meetings are likely to be held in a *Hybrid Format, i.e.* face-to-face and virtual.

There are detractors

Some of the detractors of virtual meetings will always defend the rights of those who cannot access or are unaware of the operation of technological tools. Yet it is an irony that these very people account for the ubiquitous use of communications by WhatsApp, Telegram and other such instant messaging software. They seemed to have learned it quickly especially as a means of communication to the outside world due to the pandemic. It would seem strange that they can't apply the change when it comes to virtual meetings.

The responsibility to convene simply and quickly depends on the community manager and depending on the situation. We believe we may even reach a situation where, even the governing documents or regulations facilitate the adoption of agreements without the need for a formal meeting but via simple consultations using digital messages. This, in our opinion, while achieves simplicity and speed, at the same time limits the knowledge and opinions of the rest of the participants on issues that require consensus, debate, and voting.

We will have to wait for the regulators and courts, given the lack of specific regulations, to tell us if we have done the appropriate thing by restricting face-to-face meetings.

Proposing Virtual Meetings

We have promoted virtual meetings to drastically reduce infections, avoiding face-to-face social interaction, because as we know, this is the main reason for infections in the world today.But, it is worth mentioning that most of the countries that do not have regulations for virtual meetings have opted for the exceptionality of the moment and especially for the consensus of the majority of the owners, to promote these meetings.

Likewise, at the time of holding the meeting, the format of the representation for the meeting must be taken into account. In order to comply with current regulations it should be supplemented with instant messaging, digital signature etc.

Finally, we must take into consideration throughout this process on how to draft the minutes and their broadcast, archiving, etc.

We are going to provide you in www.recalibrarse.com the models of invitations, presentations, and minutes that you can reuse, copy and update in a visual format such as Tik Tok, and other free micro-learning platforms, in due course. ■

Administration

To ensure you have a successful meeting, we recommend the use of these 13 steps

First:

The 3 keys to the discipline "shitsuke" according to Japanese culture are:

We believe that these keys are appropriate for our subject and must be taken into consideration when preparing a meeting of any type.

Second: Compliance with the laws

The administrative difference between face-to-face and non-face-to-face meetings, at this initial stage, is minimal, but you need to pay attention and do things properly if you want a meeting to be successful.

You must comply with all the requirements established by the regulations applicable to the meeting invitation (deadlines, forms, documentation) even though they are virtual, they have not been modified and the concept is the same. Some changes have been proposed and we must always keep in mind that this type of meeting should not be more complicated than regular face-to-face meetings. They should be more organized though and, for this, you can download a checklist from **www.recalibrarse.com/checklist** to help you.

## Third: Move to digital communications

Taking advantage of these changes, we should avoid communications and invitations by ordinary mail (envelopes and letters), and evolve to an approved digital method, either by email and/or mobile phones.

This will facilitate your communication in a simpler, faster, and more economical way, and in any other format that you find easier and more attractive. This method will be secure, offers better traceability than the physical methods we have been used to.

> The good thing about using digital invitations to meetings is that you can take advantage of this communication format to create more friendly and attractive designs.

Fourth: Make it creative and interactive

The good thing about using digital invitations to meetings is that you can take advantage of this communication format to create more friendly and attractive designs. This can easily be accomplished by using a free online tool like **https://www.canva.com/en_in/.** These tools are more collaborative, conversational, and are easily designable. Besides, they are a lot more fun, carrying an appealing factor through design and interactive microcopies.También puede facilitarse que:
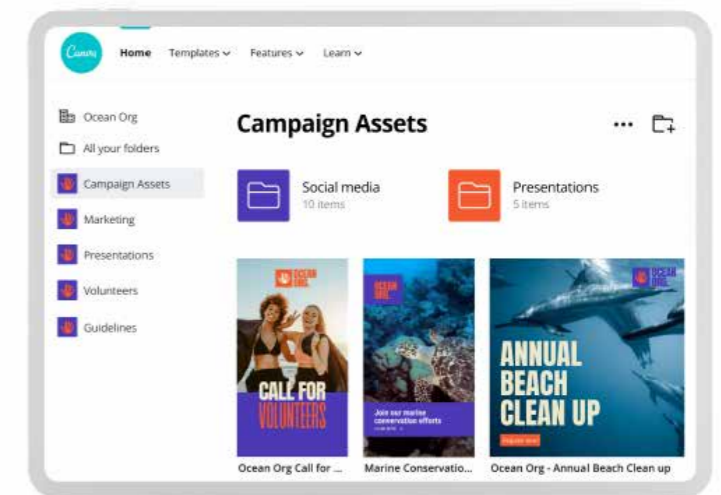
Some of the features available can be very intuative and useful such as the following:

- By clicking on the date, you can add it to your own calendar. This reduces the physical notes that we often resort to.

- In the localization part, it takes you directly to the platform through which you connect without having to copy and paste the ID and the access code.

- Finally, you can gain direct access to the PDF or information contained in the meeting invitation.

You will be able to download an attractive and interactive format in due course from **www.recalibrarse.com/modelos**

Fifth:

We will discuss the security aspects in another section, but do not be obsessed with something that is not really where the change has occurred and you should focus more on the organizational part and, especially, the protocols to be used in that stage and what follows thereafter. You can adapt all this to your needs in the digital models that we offer you at the end of the manual.

Sixth: Check for attendee availability

You can make use of platforms such as **www.doodle.com** to organize meetings in cases where you want to know the availability of the attendees at the scheduled dates and times.

Seventh: Obtain the attendee list

It is important to have the list of owners expected to attend the meeting i.e., owner's name, property number, and participation quota. You should also have a special list ready of those who do not have the right to vote and also those that may have proxies to represent them.

Eighth: Get the basic technology in place

Whatever the platform and the form of communication is, a series of minimum recommendations must be considered:

- Strong internet connection
- Microphone
- Speakers
- If possible, attendees should connect from a desktop or laptop computer rather than a mobile device.

Ninth: Ensure attendees are registered properly

To identify the attendees, they must register by name when accessing the platform and when they are online, you can choose two solutions that we have personally tested:

- Change the hostname to what it should be, even putting the component (home, premises, garage, etc).

- Note in the list of attendees the name of the actual person behind the connected names (for example, huawei16, Pepe's Note 9, or Jeevan's iPhone) and ensure it is legitimate. This is important for record purposes.

Tenth: Do a dry run and/or test in advance

It is recommended that the manager enable access to the platform in the testing phase so that each property owner can access the platform one day before to test the platform in the online session with the same access codes and where those who are not accustomed can check their access and the operations of the system.

On the day of the meeting, it is recommended that attendees connect at least 15 minutes before the start of the meeting.

Eleventh: Handle proxies in advance

It is also recommended that, in cases in which there are proxies, these are provided in advance so that it is already computed, and, with this, there is a greater fluidity for the beginning and procedure of the meeting, regardless of the platform on which the voting is carried out.

Twelfth: Correct and update your database

Databases get corrupted and get outdated very quickly. This may be a good time to obtain the emails and mobile phones of each owner, especially when the meeting invitations are sent out.

Thirteenth:

It is prudent to elaborate in the invitation message, the way an attendee can request the floor or ask a question (e.g., raise the hand icon in Zoom) and the use of the 'chat' feature to avoid having parallel meetings. It may be convenient (or maybe even necessary) to disable the private chat between the attendees. ■

Platforms

In this chapter, we will discuss the various virtual platforms i.e., the online tools that allow the execution of virtual meetings, that are available today.

Some management companies use proprietary software linked to their ERP or accounting systems that also have options for virtual meetings. We will only talk about those that are either freely available or available at a nominal cost and where you can obtain more information with a quick Google search. We will point out the most relevant characteristics of each one.

Most, if not all, are cloud based and can be accessed via popular browsers like *Chrome, Firefox, Safari,* and *Edge* and on ubiquitous OS platforms like Microsoft *Windows, Mac OS, IOS, Android, Linux,* etc.

Go To Meeting:
- Up to 150 users or 250 depending on the plan
- One has to register and add the email addresses of the participants choosing whether or not they can share their video and audio or only as spectators.
- Has plugin in Google calendar
- It permits recording the conferences but uses a higher bandwidth to have better audio and video quality. This is not recommended if you don't have adequate bandwidth and technical resources.

Microsoft Teams:
- If you are a Microsoft 365 user, you have this relatively new communication and collaborative platform among your applications already
- It facilitates group meetings by scheduling dates and times for their development within a previously selected group or with external guests without having to download any applications
- It offers, like other platforms, the possibility of being able to share screen, record meetings, live subtitles, background blur technology, and chat functionality
- It allows one to chat, call, videoconference, and collaborate, all in a single tool, but with the challenges of the limitations of showing a single application tab- in screen sharing

JITSI Meet:
- A Free Browser based tool
- It allows the viewing of simultaneous screens, with side chat, but less attractive than most others available

OOVOO:
- Videoconferencing platform designed more for mobile phones
- It's for free for up to 8 people
- Its app has to be downloaded and entered in a personalized way and then the invitations can be sent out
- It appears more for personal rather than business use

Google Meets (formerly Google Hangouts)
- In addition to supporting video and audio in high definition, it synchronizes with other Google applications such as Google Drive and presentations, etc
- It has an unlimited number of meetings
- Instant captioning for English versions
- Pre-entry screen, screen sharing, and integration between apps
- Security features are present with encryption of the video of the recordings and it prevents anonymous users from entering the meeting session
- It is more intuitive and easier to use, does not require installation, and is connected with Google with a free plan
- One needs a Gmail account to use it
- It requires stable and high bandwidth

Skype:
- A Microsoft tool which is one of the oldest tools available for video calls
- It has a limit of 10 people, but with high quality
- Content, sound, and images can be shared
- It is integrated with the Microsoft Office suite / Microsoft 365

Whatsapp:

- It has become the most popular messaging app in the world
- It has the possibility of making video calls to up to 4 people in the same meeting
- Has a great advantage of managing files, links, photos, etc.

Telegram:

- Another service similar to WhatsApp and with a spectacular growth lately despite being in the market since 2013
- It does not require the user's phone identification
- It is limited to individual calls and not group calls

Signal:

- Defined as a private messaging program for mobiles and PCs
- Very similar to WhatsApp with very similar characteristics and usability

Facetime:

- This is a proprietary Apple technology specifically for the Apple IOS environment
- Pre-installed on all Apple devices
- Permits the making of video calls from an iPad, Mac, and iPhone
- Possibility of making video calls up to 32 people simultaneously and free of charge

Messenger Rooms:

- This can be used as the previous applications, although it is not usual to use this program for meetings, once one has chosen the person to be met with, the video call and call icons are available at the top right.
- It permits video calls of up to 50 people for free
- Group chats of up to 250 members without a time limit
- The best of all is its simplicity and speed without the need to share phones to locate a contact

- It does not allow saving the sessions
- Backgrounds cannot be customized

Clickmeeting:

- More aligned towards feature-rich seminars for webinar hosts
- Includes almost all the tools for online presentation and even lets attendees explore using an interactive screen
- It gives options for question & answer sessions, live polls
- Integrates with popular platforms like YouTube.com
- It has private chat, text translations, user subaccounts, audio, and video recording, digital whiteboard, and seminar statistics
- It controls interactions with participants
- It adapts to the shape of the screen in the presentation
- No downloads required to enter
- Not designed for regular video meetings
- Doesn't work well with PowerPoint
- Can't share desktop on Chromebook

Slack:

- This is a channel-based messaging platform, which, in this case, enables meetings with video calls, sharing information-screen
- One can go from a call to a video call with just one click.
- It can be connected to Zoom, Cisco, Teams, Google Meet, or Bluejans through one of the Slack channels, group, or messages

Cisco Webex:

- Platform designed for professional meetings with a large implementation in large companies with video, audio, and screen sharing
- Allows one to connect instantly with team messaging
- It has secure file sharing and whiteboard
- Free with 1 single host, 50 minutes and 100 participants, no recording, transcription, or file transfer

Adobe Connect:

- Product of a famous brand this is designed to organize online meetings, e-learning, and webinars

- Features are enhanced audio over IP

- Native closed captions that the participant chooses to use or not use and customize

- A modern browser or mobile device should be used for a standard view

YouTube:

- It can be defined as one of the best tools to broadcast meetings where the host broadcasts live with the help of this program or other streaming platforms (Zoom, Streamyard, etc.) and attendees can only participate passively with chat, but not with audio or video

- It has a greater audience and distribution system and one can even attend from a TV, and follow it on a delayed basis and all this using your live channel and broadcasting in secret mode (though the attendees must have the access link to it)

- It allows one to record video, sound and leave it in a channel for users

- Always accessible by a Gmail account

Facebook:

- Like YouTube, it enjoys the advantages of live broadcasts and even with the business version, using the events function on the internet, being able to reduce it to a private group

- One can broadcast both from a mobile device and a PC

- Attendees only need to have the URL of the livestream regardless of whether they have a Facebook account and can access it even on TV

- Finally, you can broadcast live on your website or blog with previous broadcast notice posts

Instagram:

- Trending amongst youngsters for the broadcast of events, creating memes, creating posts, video logs, choosing the live option from one's Instagram story, one needs to configure from privacy settings to determine who can see

the transmission for a private meeting and establish who can respond and, even do it in a shared and automatic way by Facebook (as it is owned by the same parent company).

- Like the previous tools, the number of people who are watching the video transmission and their comments will appear at the bottom in reverse chronological order

- Members of one's team can be added optionally

- Finally, the video can be saved and shared later

Hubilo:

- This platform is available only in English, it is more of virtual events like a conference or exhibition

- Used by large companies for their meetings and events with the existence of sponsors and their corresponding stands

- It has differentiated and private rooms, for appointments, waiting rooms, and of course the general room for all public

- Among its functionalities are chats, questions, and answers, voting, list of attendees, and promotion of future events

Clubhouse:

- An audio-based social media app

- With the variety of topics discussed on Clubhouse every day and the endless range of experts using the app, you can find the right person for any situation

- It allows you to broadcast your ideas and other valuable information to more listeners at once

- It is an invite-only app at the moment and it's already available both for iOS users and Android users

Apart from the platforms above, in some countries, specific platforms and procedures have been established by the authorities in different jurisdictions. They come with specific requirements for scheduling such meetings in advance. ■

What is ZOOM?

Zoom is a platform that has given rise to the expression "I am Zoomed in" or "Let's Zoom" because of the hours we spend in front of a monitor attending courses, meetings, and conferences, using this application.

This platform that has quadrupled its income in 2020 alone, gives us an idea of the potential it has and the exponential growth of such technology during the pandemic.

To use Zoom properly and beneficially, you can access general tutorials on YouTube, aimed especially at real estate managers or you can consult the one prepared by our colleague **Alfonso G. Martinez**, at www.martinezreina.com/manualzoom/

As regular users of this platform, we are going to share our experiences in its use as we have attended and hosted many webinars, meetings, and conferences using Zoom. We have learned a lot from all the difficulties we faced due to the lack of knowledge we originally had. We're sure you will find it beneficial.

Zoom Tips:

Before scheduling a meeting, in the **CONFIGURATION** section you must consider certain parameters that are very important to facilitate optimal and adequate development:

- ✅ Enable the **Waiting Room** before the meeting starts and personalize it with your logo, photo, or (as in our case) an avatar
- ✅ An **Access Code** for the meeting is required to avoid unpleasant surprises of unauthorized access by third parties. This access code will be accompanied by the link and will facilitate entry to the meeting for the invitees
- ✅ Activate the **Video** of the host and the participants
- ✅ When choosing Audio type, choose the one from the computer
- ✅ Enable the **Personal Meeting ID** for repetitive and recurring meetings with few attendees.
- ✅ **Mute** all participants when they join the meeting
- ✅ It enables the chat functionality, but the mark or check must be activated to prevent the participants from saving the chat. Do not forget that they can capture and record the meeting, without you knowing it and without your consent.
- ❌ Do not enable private **Chat** and you should not have two simultaneous meetings since you will not be able to follow them easily. Also, do not enable **File Transfer**.
- ✅ Enable and use the **Opinion Poll**

- ✅ Activate the **Joint Host** option. This is very important
- ✅ Activate the Voting feature, even if you don't intend to use it
- ✅ Always show the toolbar, Zoom windows, and screen sharing, but only the host's
- ✅ **Annotations, Whiteboard** and **Remote Control** must be activated for later use
- ✅ You should always have the **Reactions** of the meeting activated with "all emojis"
- ❌ Do not allow restricted participants to re-join. You have restricted them for some reason.
- ✅ Very importantly, allow the option of **changing the name** of participants. Most will start with the name of the device they use (XIAOMI 12, iPhone, Samsung Note 9, etc).
- ✅ In the advanced part of the meeting, you can just mention that it is very convenient to activate the **virtual background**. The program now has many new options (e.g., blurred background, video filters, etc) and is only enhanced by the day.
- ✅ Finally, allow Live transmission to other platforms in case you have the need

At the time of **SCHEDULING THE MEETING**:

- ✅ When creating the meeting and assigning an ID for it, you must use **Automatic Generation** except in cases of recurring meetings and low attendance.
- ✅ We strongly recommend that you input an **Access Code** in Security and amend the one they recommend.

  It is recommended that the name of the meeting be in capital letters so that you will never have ID and Passcode errors.

  Note that this code can be repeated for future meetings and so it can make it unique by adding some more specific nomenclature, NAME / MONTH / YEAR, for example, BUILDING NAME JANUARY 2022

- ✅ Of course, in **Security**, check the **Waiting Room** box and only allow who you authorize.
- ✅ Other authors recommend mandatory registration to collect information from attendees; however, we do not recommend it. You can use them, if necessary, to make it easier for you to collect a list of attendees as some regulations may require. We recommend doing this task before calling or contacting all those who do not have their email and/or mobile phone.
- ✅ In Audio you must mark **Computer Audio**, so as not to generate errors

with the assistants when connecting and confusing with telephone connections (except in some exceptional cases).

✅ Allow participants to join 15 minutes before the start time, a period that you can use to solve last-minute connection problems and even, in the waiting room, give them information that facilitates the development of the meeting.

✅ Once the meeting has started, check that the recording is taking place, despite being scheduled. Sometimes we have put it on pause in the time before the meeting and then tend to forget to activate it.

We have tried to identify and apply this configuration on other platforms, but either it does not exist or it is so hidden that it is difficult to apply. We found that the potential and ease that we have discovered in Zoom very useful and userfriendly.

Purchasing:

There are various plans you can choose from:

Free Option:

It is not recommended due to its limitations, especially as its duration is of only 40 minutes.

PRO Plan:

With a monthly payment, this has a limitation of 100 participants, like the free one, but without time limitation. Cloud recording is restricted to 1GB which you shouldn't worry about as we recommend recording to your hard drive and then moving to your cloud.

If you choose to conduct many meetings and with more than 100 participants in each meeting, it is best to update the plan to a **Business Plan**, for a slightly extra cost. It also allows you to add up to 300 participants and payment for 1-2 months in this option.

Finally, keep in mind that, in medium to large-sized companies, you can hold more than one meeting simultaneously and therefore you should also consider purchasing more than one PRO account for those periods.

Zoom Manual for the meeting attendee

It is normal for a business to provide information to users before they join any meeting. However, we need to provide them with the appropriate information to access the meeting, which can be delivered to the owners at the same time as the invitation to the meeting. You will also be able to download a sample here at www.martinezreina.com/manualpropietario/ ◼

> "All human interactions are opportunities either to learn or to teach"
>
> *- M. Scott Peck*

Hardware
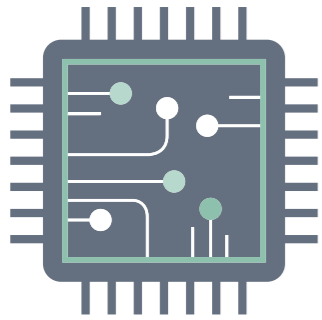
Here are some technical explanations that industry experts have recommended to us while using. The aim is not to have problems at the time of a meeting and above all to have the minimum and necessary means for a better outcome.

Basic Recommendations for Windows:

Before scheduling a meeting, in the **CONFIGURATION** section you must consider certain parameters that are very important to facilitate optimal and adequate development:

- ✅ An Intel I5 or AMD- Rycer 5 processor (3600) SSD hard drive with 500GB.
- ✅ Envidia GTX 1660 or AMD graphics card - Radeon RX470
- ✅ 8 Gb of RAM Gigabit network card

Apart from the computer itself and its characteristics, one must also consider:

- ✅ Category 6 ethernet cable (5e is no longer available).
- ✅ The modem router, from the data telephone company, the concentrator (hub) and, finally, the controller (switch) to which you are connected, 1 Gb.
- ✅ It is recommended to use Windows 10 and Chrome, Edge, or Firefox browsers.

Our experience:

1 hour of recording in mp4 requires almost 700 MG storage and, with that premise, we recommend you save it, initially, on your PC's hard drive and, at the end of the meeting, immediately upload it to your cloud (OneDrive, Dropbox, etc.) from where you can share or export with a simple link. With this, you will not have to pay Zoom for their cloud storage.

Once you have the entire "content" in good condition, you have to check that

- ✅ The content is correct and for this, you must do speed test tests regularly
- ✅ On the day of the meeting, also check in the task manager (CRTL + ALT + SUP +) the percentage of CPU usage in the process to be sure that it will not crash and that all unnecessary programs are closed.
- ✅ All this will help you reduce the latency of the broadcast (latency between voice and image from the moment you broadcast). It is partly a consequence of a buffering problem (where temporary files are stored) that you can and should solve with these recommendations.

We have experimented with a platform that is not Zoom and consumed almost 50% of the computer's CPU capacity and almost nothing worked. ■

"Great things in business are never done by one person. They're done by a team of people"

- Steve Jobs

Lighting

It is a very important aspect since it makes a big difference to hold a meeting with adequate lighting than with poor or defective lighting and taking into account that, in all probability, it will be artificial lighting.

This situation can be aggravated if you use a virtual background of those offered by the platform. The virtual background uses artificial intelligence and that poor lighting only means large changes at the time of recording the person's silhouette as there are no large differences in lighting.

Likewise, there is the possibility of blurring the background, an alternative offered by most platforms, although, with an excessively lit background, it is however not recommended.

The quality of the lighting is partly due to the hardness or softness of the lighting, which is what produces the effects of shadows too.

We recommend the installation of 2 large diffuser spotlights, which are portable and removable, similar to those used for photography. Do not have a high cost and produce quality lighting, with little harshness, although there is also the option of using reflectors.

It is common to use lighting rings that are both smart and trending. They also have an option to place your mobile phone at the center. However, they concentrate the light in very little space, which generates harshness. They can be adjusted for intensity and warmth. They are portable and easy to use too.

Another important factor of lighting is its **position** which can be:

- **Frontal**, which is the most used and the ideal one, which generates a flatter image of the speaker, but which can be helped with the other lateral positions. It is called, in that case, Rembrandt light

- **Side**, in which 2 sources-spotlights must be used to illuminate, giving greater volume to the subject to illuminate and recommending that lighting with 45º towards the front

- **Zenithal**, the one that comes from above and that is precisely the one that we commonly find in offices and homes as there is light on the ceiling.

- **Nadir light**, the opposite of the previous one, that is, from below. This is also not advisable since it generates a ghostly and threatening effect that we are not used to seeing for people in interviews, meetings, etc.

- **Backlighting**, which like the Zenithal, is very common when you retransmit from a space with a window or door that supposes a greater illumination at the back of the subject. This gives a shadow effect which is inappropriate especially when you are the host, etc. It gives more importance to the brightly lit area than to the actual object of the broadcast.

- **Edge lighting** that looks like an eclipse and that, as we have commented before, generates darkness in the object and only an illuminated edge that additionally hinders the use of virtual backgrounds.

Another important aspect to consider regardless of position is the so-called 'lighting triangle', which recommends keeping:

- The main light (well-positioned and suitable for the person to be illuminated)

- A fill light (which should generate a contrast on the person and with better intensity)

- A little backlighting (to generate the effect of separating the subject and the background). This creates volume and eliminates the flattening of the person's face.

In this lighting triangle, you can use both light sources i.e., spotlights and bouncers. ■

Sound

- Use cable to have more quality and do not use the Bluetooth type that will reduce the sound quality.

- Use headphones and/or speakers, always with cable, but you must consider the possibility of it being coupled in the case of speakers.

- A high-quality microphone like the omnidirectional streaming microphone with a windscreen filter if necessary. The differences in sound quality between a quality microphone and those on the webcam, even stereo, are obvious.

  We suggest using the camera microphone for small meetings since the sound, in that case, is not very important and without a doubt the streaming for the rest of the meetings. You just have to alternate between the two and ask your audience to know the difference

- For the cases of mixed meetings, use two multidirectional surface microphones (360º) that provide a total, effective and flexible coverage with hearing even to people separated from it. You can connect it to a small sound table, where you can regulate all the microphone inputs, their gain, power, and the output to the sound source (platform), and the screen, in this case, will be turned into a television.

- Take into account having the wiring long enough to cover the requirements, depending on each case.

- Lately, there is a tendency to hold meetings where the community manager intervenes in a half or a full body. In that case, it is more difficult to do it with a cable and a tie or headband micro and, therefore, you can opt for a wireless microphone connected to the computer and a tie type to facilitate the necessary mobility.

- It is not recommended for the host to make the presentation from a mobile phone and use its sound source. ■

"It always seems impossible
until it is done"

- Nelson Mandela

Connection - Network

Recommendations for the Hardware, even if it is repetitive:

- ✅ Your computer must be connected to the Internet via cable to enjoy the speed offered by fiber optics.

- ✅ Keep in mind that the connection speed must be the same not only in 'download' mode but, in this most important case, in 'upload' mode. Before starting the meeting, check what you have contracted with your service provided, in both cases, and compare to what you really receive. Currently, providers offer symmetric speeds with the same download speed as upload speed.

- ✅ You should also ensure, regardless of the amount of Mbps (megabytes), that you have good connection stability and low latency.

- ❌ Do not connect your computer and especially, laptops via Wi-Fi to host a meeting due to the instability that this will generate.

- ✅ You must have 'Plan B' in case there is an incident or failure (power failure, internet downtime, etc.) that would mean the end of the meeting. You can have that 'Plan B' by enabling another host, from the beginning.

- ✅ Take into account the bandwidth available and the number of attendees that connect.

- ✅ Always have an 'ethernet' cable on hand for emergencies of a failure so that you can resolve the issue on the spot. They cost little and solve a lot. ■

"The way to achieve your own success is to be willing
to help somebody else get it first"

- Iyanla Vanzant

Software for better broadcast

As we mentioned Zoom as the preferred platform, it must be noted that great presentation with great quality is available via another software OBS STUDIO. It isa free and easy-to-use application, although a bit complicated to configure at the start.

OBS is a computer screen recording program, commonly used by broadcasters and which includes, among its functions, the possibility of a live broadcast.

We recommend you download it from its official website https://obsproject.com/ and recommend that you go to a colleague or an expert technician to create the scenes you need in their first configuration, being to run it remotely.

In our case we have configured the following scenes:

- A background image or a video, for the waiting room, when it is not being broadcasted yet, always keep it ready to show it on the webcam.

- Background and webcam where you can use the background of the reason for the meeting, your logo, your name, and all the images, micros that you need.

- View of the monitor where you are going to project the PowerPoint slides and that uses the entire image; your webcam is embedded in the lower right, after the green chroma.

Other benefits you can have when using OBS:

- The possibility of configuring how to change the scene with the "move" mode.

- OBS helps incorporate banners with white background, among other colors, and display warnings, for example: "voting is about to start".

Each of the previous scenes has a series of sources (sound, image, videos, screen, browser, text, etc.) These sources should only be configured once, anyway. They can then be copied from one scene to another. Remember, do not complicate your life, have it configured to your preference and you can also view a user tutorial to improve your learning.

The importance of a transmission in a professional way is the correct configuration of the Chroma filter. The configuration possibilities are almost infinite and if, in addition, we add complementary programs that we will talk about later, we will have the necessary tools to do so.

In our case, when installing OBS, with the help of an online games expert we simultaneously bought, an accessory, the **stream deck** consisting of a customizable 15-key LCD keyboard, which allows you to instantly launch an unlimited number of actions.

Through the stream deck, you can

- Switch scenes from OBS

- Activate and deactivate sources

- Multimedia control, something only accessible, until recently, for large television studios.

- You can configure and launch PDFs, PowerPoint, Word, or Excel, as the case may be

- You can have a countdown timer, hours in several countries' timelines

- Launch programs, with various configurations and profiles

- Manage sound settings, exceptional for its ease

- You can even have it installed on your mobile, on a monthly subscription basis

We cannot conclude this chapter without mentioning **Streamyard**. This is a regular tool for the creation of professional broadcasts, using OBS or without it. This helps in sharing your screen directly on Facebook, YouTube, LinkedIn, and other platforms.

- It is free software with limitations, but we recommend that if you can consider its use, ensure you use its basic paid version, which allows certain additional configurations.

- If you want to obtain a professional visualization of your broadcasts as we often see in events and conferences, etc then Streamyard will help you achieve that.

- You can show the interactions of the attendees on the screen, showing their comments, with their name and photo from their social network (for example, Twitter) with your logo on the screen.

- It has the disadvantage of showing only 6 to 10 participants in the broadcast, depending on whether it is the free version or the paid version.

With these programs, what we are looking for is technically, defined as the 'Attention Economy' to achieve the factors that promote the digital experience, and that focuses on the three I's:

Presentation
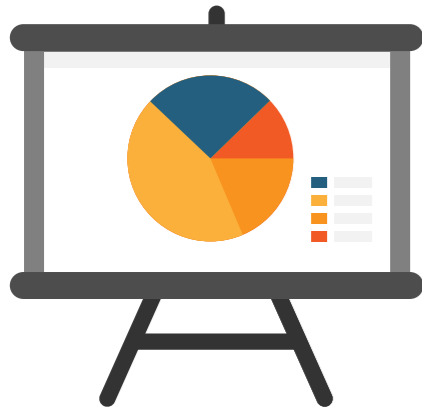
Aspects to keep in mind:

- The need to display at any time and even bi-directionally (send and receive all participants)
  - The sending of images, sound, and data is important, and therefore, it is necessary to use both the appropriate platform, as well as the appropriate presentation program for this purpose (for example PowerPoint, PDF, etc.).
  - Prepare it well in advance.
- It is convenient to have files grouped and archived in a folder created for meeting that we may need to show in the meeting, whether they are images, documents, the pertinent law and regulations in force, other technical, economic, or accounting reports, etc.
  - Always have the necessary program to open and update to avoid surprises.

In our case, we access them with a single click since I have previously embedded them in the presentation (PowerPoint) with a hyperlink that, when clicking on the image of the document, opens it, if necessary.

- There is the potential need or convenience for third parties/professionals such as technicians, lawyers, auditors, service companies, construction companies to attend and be present at the meeting. To do this, tests must be carried out sufficiently in advance to technologically integrate their involvement and avoid incidents and difficulties when connecting and presenting files.
- There is now the possibility of simultaneous and free translation, in real-time, in PowerPoint, in several languages. This happens by means of automatic and free subtitles in 12 languages of the person speaking and another 60 written languages, using the subtitle service of its latest version. Also, there is the possibility that the text created on your slides is translated.

You can also use this tool by showing the same language in subtitles, without translation, to facilitate the follow-up of the meeting for people who are hard of hearing or do not have speakers.

- Under the slide show tab, click on **Subtitle Settings** and you should adjust the input and output languages and the position that the subtitles will occupy on the screen, the default being at the bottom of the slide.
- With the subtitles at the bottom, it does not hide anything that you had prepared on each slide. You can also change the color, size, transparency, and contrast. All this is for free and with very good tutorials on YouTube.
- Do not forget that whatever program you are going to use to display the information, in the **lower right part** (the most common) is where your image is embedded, if the presentation is made with OBS, ensure it should be free of text or images to avoid overlap.

You can always deactivate (by clicking on the 'eye' in the source of the OBS) the camera to see the text, as well as change the display of scenes, sizes, and positions to make it less boring.

We used the Prezi application as a presentation program for almost two years and recognize its attractiveness. But personally, a well-made PowerPoint with a meeting standard that is met just by copying, pasting data, and modifying dates, etc. will keep it ready.

But one must admit that for other meetings where you don't need a supporting PowerPoint, the best tool right now is the Prezi video. This fits perfectly with Zoom, among other platforms.

It offers you broadcast possibilities (including the option to import from PowerPoint) with various formats and templates that are very suitable for live broadcasting. It allows you to modify what you want to see (webcam, webcam plus text, and background or only background). Including the aforementioned banners and more easily and directly.

You can download, the PowerPoint models to copy, modify and use from www.recalibrarse.com/presentacion

- Take into account a very important rule of the marketing world promoted by Guy Kawasaki and fully applicable to our case and our PowerPoint presentations. These are very easy to remember:

  - **10 slides.** It is the ideal number for an Ordinary General Meeting, regardless of the attached documents that you have to present and if you need more, it may imply that you are not clear about the message.
  - **20 minutes**. As the ideal duration of your presentation without interruptions before entering the debate and subsequent voting phase, in totality, a maximum of 15 minutes is better, and do not forget that the shorter the speech, the more difficult and laborious it is to present.
  - **30 font size**. It's not about putting everything you want to read on the screen. Highlight and reinforce the essential points and explain them yourself. Remember to leave the lower right part free of text so that you can be seen in the presentation.

- Presentation expert **Nancy Duarte** recommends in her books on convincing presentations, the creation of panoramas and scenes, and not isolated slides.

Storytelling: the 5 rules for data slides:

- Tell the truth
- Come to the point
- Use the right tool
- Highlight what's important
- Make it easy

Meeting types

Due to its writing, recipients, and authors, this manual appears to be intended only for real estate managers, who organize their annual meetings anywhere in the world and with different legalities and realities to abide by. But the truth is that these tips can be used when organizing any type of virtual meeting and we hope you can take advantage of them for your meetings, whatever they are. These are summarised as follows:

Ordinary general meeting / assembly:

These are the most common and recurrent as it is an annual meeting, with the possible attendance of all those invited, with various topics, but at the same time recurring annually.

This repetition creates a habit that helps us know what to do and how to do it and with the experience acquired from face-to-face meetings, we only need to recalibrate ourselves to the digital world.

Extraordinary general meeting / assembly:

Of all the meetings, the extraordinary ones are that on a complex subject, they are the longest and, in some cases, on an untimely schedule. They should only be motivated by a very specific issue or an urgency that does not allow us to wait for an ordinary meeting.

These meetings should only be monothematic, but, in some cases, erroneously, many topics are addressed, due to the lack of understating of its purpose. This leads to very long meeting durations which is inappropriate.

Meeting with Board of Directors:

Setting the date and time is now easier if you use the right tools to check availabilities and we recommend https://doodle.com/en/ for it. It requires less preparation and means, but it is the ideal time to investigate what to do and how, with people who can help you.

Specific technical committee:

Very similar to the previous one, but with diverse attendees and sometimes even with conflicting interests. Companies or technicians attending this meeting can compete with each other to address the issues.

The most important thing in these meetings is the **FOCUS** of the committee and the meeting itself. It should first and foremost have a productive outcome. In this type of meeting, it is important to have the files handy that are referenced in the presentation.

Meeting with the community president / chair:

The face-to-face visits that we usually had with the main community representative have now been digitized.   Depending on the relationship and such meetings are even reduced to a phone call, or a video conference by WhatsApp or similar.

Other meetings:

Here we are referring to the ones carried out with suppliers, technicians, professionals, and employees who, likewise, have been digitized and that can be done by analyzing different platforms which are less complex, than deciding on the appropriate platform to use each time, which not may necessarily be the same. ■

Before the meeting begins

✔ In the first place, you must identify the best place to hold your meetings, where you have comfort, tranquillity, privacy, the right amount of natural/artificial light, and the correct sound. All these set the right environment to broadcast your meeting.

✔ Do not forget to put your mobile phone on silent mode, as well as all the office terminals if you have them nearby. Remember also to silence the instant messaging programs of the computer in use or close them so as not to consume resources.

✔ Do not forget that when the meeting begins it is very difficult for you to be absent (except for very marked moments and turning off the camera) and for this, you must have at hand:

• The documentation, physical files necessary for the meeting, and the draft of the meeting

• Presentation printed on paper, pencil, pen, calculator so as not to have to open it on the computer

• Other things you may need during the meeting

✔ Legally, the attendees should know that the meeting is being recorded, hence you need to tell the attendees several times on the same. For example, in Spain, access will be prevented 30 days after the recording. And it will change depending on the jurisdiction where the meeting is held. In the UAE and other jurisdictions it's illegal to record someone without their explicit consent.

✔ Keep in mind that, if part of your office or your table or any part of your home is to be shown, you should not have inappropriate objects or documents that can be observed or attract attention with other objects that can be perceived through the camera and that can be looked at with more interest than the meeting itself.

In addition, you must adopt all the appropriate and pertinent security measures to comply with the obligations derived from the current privacy laws in the jurisdiction to avoid disseminating documents and contracts that can reveal personal information. Can you imagine having a contract on your table, or a confidential document from another community which can be ready by everyone on their screen.

✔ Also remember that before the start of any meeting it is easier to prevent the 'what' more than the 'when'. With this anticipation, you will not have unpleasant surprises. Prepare for what you may need and have to answer, you may or may not need it, but you will be prepared. If it is not necessary at this meeting, it can be at the next. For example, a nearby calendar (even if it is on your mobile) in case you need to know a certain date. All this, normally, is solved by having a laptop or a tablet kept close and turned on, without being linked to the meeting.

✔ It is also very important to employ an office assistant or hire a specialized company who can intervene if something happens with the connection or with the computers, laptops, and technical resources. In addition, they can help with the reception of the attendees, name changes, if necessary, admission to the waiting room, control, and help of the chat and other situations that may arise.

Precautions to ensure success from the **"artistic"** point of view

✔ Framing the camera properly since an inappropriate position gives the community manager an incorrect feeling (very high, and, even low, that it does not look complete or with the head cut off, etc.) For this, nothing better than following the photography recommendations:

• Start with a plane screen according to the information that we are going to show. You must have several scenes created in OBS and alternate between them so as not to tire the audience with the same shot.

• A close-up is more expressive, a distant shot with the information in the foreground gives it the importance it has, and, even now, with the possibility of blurring the background, a lot is gained by giving a more personal shot. Most webcams that we find on the market have a wide-angle and cannot zoom in to show a close-up of the person. That is why we recommend using Logitech cameras that come with their software and it has many possibilities for focus, zoom, and other functionalities.

Some programs even allow you to divide the screen into 9 equal rectangles and we can define the strengths of the eyes of the attendees.

✔ We take this opportunity to comment on an article that a colleague gave a few weeks ago about the work of the usability expert, Jakob Nielsen, who explains that the pattern of looking at the screen draws a reading pattern with an 'F' shape so that the first thing that is read in the first line and then the gaze makes a second shorter horizontal movement.

Taking this reading pattern into account, it is necessary to decide where to place the important information if we want the meeting attendees to assimilate the most and most important information.

In addition, it leaves the lower right part of the screen-free to show our webcam. That is, the PowerPoint must be prepared that way to show nothing at the bottom right.

✔ Before starting you should also check how you have dressed, taking into account that you should not wear anything in green, that the software interprets it as part of the Chroma and makes it transparent.

✔ Apart from green, you must take into account the following table of the most appreciated colors, their luminosity, and reflection, so as not to distort the transmission with two striking elements, unless that is the focus of the meeting.

✔ The following is the graph of the colors most appreciated by human beings, in all aspects and that should be promoted in communications and interaction in virtual meetings. ■

BLUE	45 %
GREEN	15 %
RED	12 %
BLACK	10 %
YELLOW	6 %
VIOLET	3 %
ORANGE	3 %
WHITE	2 %
PINK	2 %
BROWN	1 %
GOLD	1 %

At the meeting

We are great believers in the use of multiple monitors and in this chapter we are insisting that great benefits of using 4 monitors in our office during regular work but more so when we conduct meetings.

For years we have recommended the use of 2 monitors to increase productivity by 35%, but in our specific case, for 2 years, we have 4 and not to increase productivity by 70% but to work better with the necessary means in each. We believe that the cost of the monitors is greatly outweighed by it's benefit in terms of the profit they generate.

Here is how we use each of them in our daily work:

1. This displays the automatic messaging apps - Telegram, WhatsApp in web format, and the alarms of the sensors placed in some communities.

2. This shows the MS Outlook program for emails and, on some occasions, the calendar to check schedules.

3. It is the main monitor, where the community management programs are always open.

4. t is where we answer emails, compose my documents in Word, Excel, etc. If at certain times we need the information available on the other monitors, we can just drag the information from them.

In your case, you can of course achieve the same results with just 2 monitors open, and with the ALT + TAB keys, you change the window.

At the time of **broadcast of a meeting** the usefulness of the monitors are as follows:

1. Open the OBS program in a window, which it shares with Zoom. We have it arranged like this because it is where the webcam and the Nikon camera are aimed at to give the feeling that one is looking at the camera. However, in reality, we tend to see necessary information from Nikon, Zoom, and the Streamdeck.

2. Have in view or open the files, folders, programs, and other documents necessary for the broadcast, when the time comes and without it being visible to those attending the meeting. The monitor will work during the broadcast, for example, to open the management program to obtain data.

3. It is where the magic occurs, that is, where the PowerPoint or whatever we want to show is projected since with OBS we activated in that monitor.

4. Keep PowerPoint in viewing format of all the slides, to know what comes next. You can have the number of an important slide written down where you want to go or return, since in PowerPoint if you press the number of the slide + enter you go directly to it.

Remember to have the PowerPoint printed with the numbers of each slide, in case you need the shortcut indicated above and that, in turn, can be the same

document in which you can take the notes for the writing of the minutes.

On certain occasions, if you don't need an assistant, you can have a laptop and even a 42" TV screen with a cart to move it around the office, when they are mixed meetings, it helps to check what the attendees are receiving.

Make sure at the beginning that you have put the slide of the meeting rules shown below:

RULES OF ATTENDANCE AT THE VIRTUAL MEETING

☑ Identify yourself on the platform where the name and / or property should appear, not the phone model, etc.

☑ Have the camera turned on at the beginning and at least when it intervenes

☑ Have the microphone turned off, except in the moments of intervention

☑ Raise your hand-evenly-when you want to intervene

☑ Limit the use of chat - which is only possible in public form

Once you have started, remember that the ability to tell stories is the most important tradition of humanity and the attendees will attend you with greater concentration, if you use that technique.

Now they call it **STORYTELLING** of which you can find a lot of books and sites that discuss this subject. It is based on stimulating the entire brain and being able to generate emotions in the audience, without forgetting that the manager is the guide of the story and not the hero.

Remember the vocabulary that you are going to use so that all attendees understand you, try to avoid technicalities and without falling into vulgarities, taking into account that, in some cases, you will be using simultaneous translation / automatic subtitling and you should understand the nuances by handling the appropriate terms.

Again, in this phase, **Nancy Duarte**, a communication expert recommends the three Rs

✅ **Reduce** the exposure time, highlighting what is important and using images.

✅ **Record** and then review the development to improve on the next one.

✅ **Repeat** several times the important message i.e. the focus of the meeting.

"We are what we repeatedly do. Excellence then, is not an act but a Habit"

- Will Durant

Voting at the meeting

It's very important to **verify** each owner's vote to ensure compliance to the legal requirements that establish the computation for community association meetings.

While the method or format of virtual meetings differs from regular face-face ones there is no change in the way votes are counted or participation quotas are calculated. We must comply with all legal requirements, and it is probably even easier when you do it online.

In 90% of the cases, the motions or proposals are adopted unanimously or with some minor discrepancies, which are very easy to identify. However, when there is a dispute or an invitation for a vote, the importance of accurately calculating entitlements or participation quotas cannot be overstated. We must ensure this to avoid subsequent problems, and be in line with the expectations of the owners and the regulators.

Likewise, we must take into account the presence of the attendees at the meeting and, especially, at the time the voting is to take place to ensure the quorum is verified. This will be extremely important to confirm the majority vote and also to provide evidence if are any challenges to the resolutions. It is therefore critical that it is noted who joins and who leave the meeting and at what time.

While in normal face-to-face meetings, there is a challenge in controlling who is absent from meetings, in virtual meetings, there are other complications related to involuntary disconnection due to internet bandwidth or other technical reasons. These issues must be kept in mind to ensure a quorum at all times.

The voting programs/applications must take into account this circumstance and especially the chronology of what happened, from the moment the meeting is has commenced until it ends, leaving a record in writing of everything that has happened.

In our experience, there are several ways to identify the attendee and be sure they are voting. If you use a voting program through your mobile phone, you can confirm your presence by this means. It is through this medium, where you will exercise your right to vote and we will have, at all times, the record and subsequent proof that this has been the case.

For this reason, when you are going to decide on one platform or another for voting, keep in mind the identification system as an important requirement and now it is possible to do it by WhatsApp and maybe other applications.

Some platforms and especially Zoom allow in addition to the recordings, to have the history of the chat and the voting, but without the explicit requirements of the laws and regulations of the city and country that we have pointed about previously, they can serve, without worry, for the vast majority of votes.

You shouldn't be overly concerned with voting, but you shouldn't neglect it either. We are aware of voting platforms that use Blockchain technology have been publicized and the question is- Is it not killing flies with cannon shots? Will the cost be feasible for regular meetings and voting needs?

Finally, a recommendation when voting:

"'Coming together is the beginning. Keeping together is progress. Working together is success"

- Henry Ford

Development of the meeting

✓ Now more than ever, you need to take advantage of the time gap between the 1st and 2nd invitation. You or the person who helps you in the meeting has to check the attendance and technical problems of the attendees. Ensure the presenter's waiting room is with videos or music, to identify that they are connected.

✓ In meetings with many attendees, it is best to start about 30 minutes before the first invitation to make sure there is more time and in the initial process of registering those present goes smoothly.

✓ Remind attendees to use the chosen platform from their respective official pages, or to look for the official application download sites, in cases of mobile phones, such as Google Play Store or Apple App Store.

✓ Try, the microphone, camera, etc. before the start to see that everything works well including a strong internet connection.

There are currently several programs that we will talk about in the innovation part because there is much to do and many programs to use for our industry. ■

"The future depends on what you do today"

- Mahatma Gandhi

A little psychology

In this chapter we needed the help of a psychologist specializing in professional development and talent and no one better than **Elena Arnaiz** (www.elenaarnaiz. es) to meet some psychological aspects that are impacting your ability to do brilliant online training:

It is a fact, that online training has come to stay. For the first time in history, we must distinguish between two channels for which we can deliver our content in real-time and with participants who share and interact synchronously.

One of the channels is **analog** (face-to-face training as we traditionally knew it) and the other is **digital**.

The combination of these two options results in two more models for which we have to be prepared:

- Hybrid model in which online and face-to-face participants are combined simultaneously.

- Hybrid model in which one part of the training activity is carried out online for all students and the other in-person.

Be that as it may, our ability to transmit knowledge to train skills and to develop attitudes must be up to date for digital environments. And these have a series of characteristics that from the psychological point of view and attending to the cognitive and emotional processes of learning we cannot neglect.

Perception:

- Our brain wants to collect as much information as possible on an aspect as decisive as non-verbal communication, but it is not prepared to see so many people together in such a small space and due to the digital format, itself, it alters the pace and speed.

- Having all the participants on the screen for the entire time of the speech can be a very high mental load on the brain that we are not even aware of.

- Putting the sight in speaking mode for certain periods so that our brain can concentrate on the gestures of the person who speaks can help us.

Attention:

- The effort required for the brain to maintain the attention mechanisms in a sustained way over time is very high in an online environment. This is because, in addition to the internal distractors and those generated in the daily interaction of the training, there are distractors related to each of the personal spaces of the participants with whom we interact are located.

- For example, their activity on the computer, the activity they carry out with their terminals, the people who enter the spaces of our participants, their

environmental noises, etc. In this line, they increase the cognitive load of the attention process.

- There are certain kinaesthetic stimuli (produced by body movement, gestures), proxemic (related to posture and the physical space that we occupy in training) and that usually make up what we call staging that facilitates attention and concentration by part of the participants. In addition, they help to maintain the trainer's attention in time to follow the thread of his speech more successfully.

- A good strategy to reduce the impact of lack of mobility in online training and the impact it has on care has to do with performing training and standing speech with a mid-plane combined with a short-plane and the trainer sitting.

Communication:

- Who has not heard about the importance of looking into the eyes of the participants of our training? One way to reduce the impact on our perception of seeing the movement of many people simultaneously has to do with focusing our attention on looking at the camera so that they perceive that "look into the eyes effect" in our look and we rest our eyes without being distracted by the perceptual mechanisms described above.

- Another aspect related to non-verbal communication is that it does not allow us to individualize communication by accompanying our words with gestures, looks that allow us to impact more directly on a person who needs it at that moment: an impulse for intervention, a reference direct to one of their contributions, a complicity wink or a simple wake-up call with their eyes to help them return their attention to the classroom.

- One of the most common resources when facilitating traditional face-to-face training is the use of visual support in which the main ideas appear. The disconnection with the audience in digital environments when we project this type of presentation is very high. Presenting main ideas and stopping in between to discuss contributes to better communications.

- Interaction was an important aspect in traditional learning environments. However, in this new paradigm, it is essential to promote the construction of knowledge based on questions, dynamics, surveys, questionnaires, gamification, opinion polls, etc.

Confidence:

- If one of the keys to the success of a training course is to design a context of trust in which students and trainers can generate a space to convey doubts, concerns, issues to be resolved and for the trainer to know their level of competence in the areas of training to be imparted it is logical to think

that trust plays an important role. Establishing trust takes time. The time of the online sessions is more limited precisely to reduce the impact of the dispersion of attention. And one of the elements that people use to grant confidence has to do with the observation of informal movements, etc. that in the online world disappears. Therefore, more time is logically needed.

- Once again, the strategy of calling before the start time can help to minimize the impact of this variable.

- A not so inconsiderable aspect in the generation of trust has to do with the recording of online sessions. All behaviour by the mere fact of being observed changes. Taking this aspect into account for certain training variables is crucial. A measure to consider may be to stop the recording in certain dynamics that require more interaction and, of course, explain the use and access to said recording.

Relations:

- Part of the added value of any face-to-face training has to do with the possibility of networking with the rest of the attendees or even with the teaching staff. If the training to be designed is exclusively online, it is interesting that we plan a time for relaxed conversation or that we propose smaller rooms within the training to increase the possibility of fostering the relationship.

- Setting aside time for informal conversation, inviting participants to join in 10 minutes before the session to check that everything is working properly and thus being able to generate space for relaxed conversation is an interesting measure that can certainly add value on this front.

In any case, the impact of online environments to generate space for the development of learning processes is worthy of being considered by trainers and included in their development and training plans as facilitators. The challenge is great and the creativity to put ourselves at the service of our students optimizing the benefits and reducing the negative impact of technology is decisive. ▪

"The goal is not to be perfect by the end. The goal is to be better today"

- Simon Sinek

The 5 keys to the meeting

Usability:

- You must first take into account the expected profile of the audience, both in age, the level of computer skills, the number of possible attendees, prior knowledge of the topics to be discussed, and the expectations about the presentation of the meeting

- We reiterate that you must have a backup copy of the PowerPoint presentation or similar. It is best to hold a copy in the cloud and another copy on your desktop the same day of the presentation, since it may not be the first time that something goes wrong and that you need to recover a version before the program error.

Flexibility:

Starting from the premise "**Simple and fast**"

- Duration is the first rule in this type of meeting. It is important to forecast a start time and an end time, taking into account the presentation, debate, and voting format.

- With this format the time is reduced and, in the questions, and answers section it is important to state that it is being recorded, this reduces, in part, the number of interventions and their "intolerances and bad manners".

- Remember the maximum time for speeches and the number of times you can speak per person, so as not to polarize the meeting.

- You must keep in mind that being a virtual stage (the screen can be any - the computer, tablet, or mobile), hence the presentation must be designed for those possible scenarios. Please remember that a slide with many letters will be difficult to read on a computer and impossible on a telephone.

- Likewise, the possible resolution of said screens of the attendees must be considered, to display texts, images, and videos.

- Do not forget to foresee the figure of the moderator (with the control of the microphones and taking note of the request for interventions) who, in many cases, will be the community manager himself/herself, his/her assistant, or preferably a third person.

- Sometimes, noise incidents occur taking into account the attendees and the environment in which they will be (at home alone, in the car, on public transport, in an area with a lot of noise).

- Finally, what internet signal quality do the attendees have (hopefully Wi-Fi) for the reception of the meeting and the latency that this can produce.

Standardization:

- Analyze what the attendees in this and other meetings have in common to establish the most standardized processes possible in the development of the meeting and how you can solve their problems now in digital format.

- The protocols and checklists can be a great help to take good note of your experiences, but without forgetting the surprises that each meeting is sometimes destined to produce.

Open stage:

- Take into account, unplanned or the unforeseen situations that may occur as they do in any regular face-to-face meetings. In this case, you will find yourself with the need to use a very different and previously planned strategy and leave the tactic for when you have many hours of experience.

- You must maintain, always, a position outside the subject matter of the debate, knowing that this position is very difficult to maintain. Remember that the manager cannot and should not be the hero of the meeting, but the guide of the meeting and the community.

- Have objects kept ready that you need to show to all attendees (for example, a piece of broken pipe) close by, as well as a detailed photograph of it. A picture is worth a thousand words for sure.

Focus:

- The type of meeting to be addressed (Board, Ordinary or Extraordinary, Informative, etc.) and those aspects to be discussed must be considered.

- The first thing you have to ask yourself is "If there is a key message that I want to convey?" and with which you should be reiterative and explicit. It is convenient to repeat it after being agreed so that "doubts" do not arise that the question was not understood and, it is best to literally repeat the agreement, if necessary, so that it is recorded.

The meeting is a good time to 'sell' your company and your services and therefore do not forget to display the logo or name on the screen as and when appropriate.

This technique reinforces the need to schedule the meeting with a very clear timeline:

1. Starting with the presentation by the organizer of the meeting (community manager) with all the information available without interruptions and that has been sent or made available to the great majority, if not all, (in our case in the community website) in advance.

2. Then the questions will come that will be very refined thanks to the information provided and final vote.

3. Ensure that the final stage of the voting does not fall into the "trap" of those who have not obtained the result they expected or wanted from it andclaim that the attendees did not really know what they were voting or that it has been explained incorrectly or has been misunderstood. ■

Security, confidentiality, and data protection

When sending the invitation, the following statements should be clearly made:

- The platform on which the meeting will take place

- The prohibition of recording audio or video, except with the express consent of all attendees, and the prior delivery of the representations/powers with the anticipation as required by law.

- That the manager's recording is only to help in the drafting of the minutes or as needed by the governing law.

- The necessary information in this matter developed by professionals will be available for you at www.recalibrarse.com/manualseguridad/ in due course. ■

"Every risk is worth taking as long as it's for a good cause and contributes to a good life"

- Richard Branson
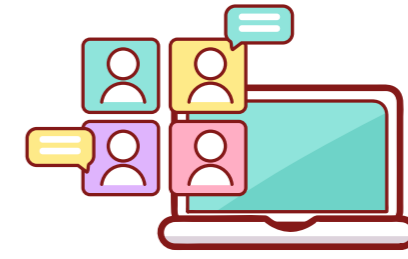
The day of the meeting

- Check who has connected in the waiting room and, failing that, do not permit anyone who has not been previously authorized to enter and, where appropriate, try to contact them.

- We must prevent them from taking control of the meeting. This has happened to us on one occasion. An immediate reaction solves many problems for you.

- We must also keep in mind that virtual meetings are here to stay, it is not temporary nor is it decreasing, and as such, it is our need as professionals to have the capacity of a digital and two-way meeting. We have to adapt, based on the need to guarantee the regulations on security, confidentiality, and data protection at all times, without becoming obsessed with it. Have the minimum and necessary means that do not produce security gaps caused by errors in the configuration, delivery, or holding of the meeting, for example, do it on a public YouTube channel, etc.

- For identity verification, as we are seeing in banking institutions and other security-focusses organisations, It is advised to use the mobile phone number of the owner/attendee, with the assurance that it will not be transferred to a third party.

- You should regularly check the software updates of the platforms that are improving steadily and eliminating security gaps.

- The transfer of sensitive data should be avoided in the course of the meeting even if they are requested by any of the attendees.

- Attendees must be informed that personal data will not be collected unless needed by law or regulations for the purpose of running the community.

A Classic Example

On the website of the Spanish data protection agency, www.aepd.es, there is very recent information on privacy in online meetings that it would be good to read and take good note of its advice.

https://www.aepd.es/es/prensa-y-comunicacion/blog/privacidad-reuniones-online

- Observe and follow the policies established by your organization for online meetings. This includes the exclusive use of the technology provider approved by the organization.

- In meetings with a high number of attendees and from various organizations, it is advisable to designate at least one participant to help the organizer during its development in the control of attendees and issues related to privacy and security.

- Think in advance about the sensitivity of the topics to be discussed, the identity of the participants, and the possible outreach in case the meeting is recorded.

- Limit reuse of access codes/links. If the same code/link has been used for a while, you've probably shared it with more people than you can imagine or remember.

- If the subject of the meeting is sensitive, either because of the topic to be discussed, the identity of the participants, or any other issue, use codes, link URLs, and/or single-use access pins. Also, consider the need to use two-factor authentication. This will prevent someone from joining simply by figuring out the link URL or passcode.

- Disable unnecessary features such as chat, file sharing, or screen sharing.

- In your case, limit who can share the screen to avoid any unwanted or unexpected images. Before someone shares your screen, remind them of the risk of sharing sensitive information.

- Make the call only to specific contacts, avoiding sending calls to groups or mailing lists, which include links that are valid only for their possession.

- Use a 'waiting room' to allow you to admit participants, and do not allow the meeting to begin until the host joins.

- Enable notification for when attendees join the meeting. It could be through a distinctive tone or by announcing your name. If your provider doesn't allow it, make sure the host asks new attendees to identify themselves.

- If available, use a dashboard to check attendees and identify those that are generic.

- Do not record the meeting unless it is necessary. In such a case, adequately inform attendees of the purpose of the recording and when the recording starts/stops. Some providers make these notices automatically.

- Before starting the meeting, check what area is visible behind you and what personal information you are revealing. Consider using a virtual background that masks the background.

- Notify potential cohabitants that a meeting is about to start and take steps to keep their activity out of range of the microphone and camera.

- Beyond communication efficiency issues, disable the microphone and video collection during the meeting when not necessary. In particular, if you are taking action outside of the camera's focus. Pay special attention to wireless microphones

- Be aware that video and audio capture could continue, due to some kind of human or system error, when you think the meeting is over.

- When the meeting is over, be sure to use a device that physically disables the camera (tab, sticker, or similar). Do not remove the device until the connection is about to start. ■

Optimize time

- A virtual meeting must be punctual, concise, and highly productive. You must be prepared for that purpose and be clear about the roles of each of the participants.

- The necessary information to be discussed on the day of the meeting must be provided in advance so that they have a very clear idea of the issues to be discussed, although the reality later is different.

- The tolerance in terms of time in a virtual meeting is much lower than in a face-to-face meeting, where physical contact and travel allow it.

- You can leave topics related to questions and queries until the end or give the option to end the meeting and talk about other topics not foreseen in the agenda, even avoiding being recorded, but remember that if you end the meeting, they can no longer remain connected.

We recommend reading the book **Think fast, think slow** by **Daniel Kahneman**, 2002 Nobel Prize recipient in Economics, who, being a psychologist, integrated psychological knowledge in economics and particularly concerning decision-making under conditions of uncertainty.

Upon reading it, you will understand our recommendation and the need to be clear about the two systems of reasoning: one intuitive and immediate (System 1) and the other the analytical and much slower and with personal effort (System 2).

In meetings, in general, the organizer should encourage the use of System 1 . Also following Mr. Kahneman's recommendations, you must apply patterns that are easily recognized, in this way we reach brief conclusions in an instant, which is necessary in most cases but can harm us in others.

In cases, with assistance from owners of other nationalities, you should use subtitles by PowerPoint, which reduces the duration of the meeting by almost 40%.

Avoid repeating the same information in a different language that can even lead to a "disconnection" of the attendees from the language other than the one being spoken at that moment. Likewise, PowerPoint can translate the text that you are going to present (we are not referring to the subtitles) with a single click and very quickly.

In those cases, you must also take into account their idiosyncrasy and, especially, that not all cultures have the same cultural context in communication and what for some can be considered very cutting or aggressive, for others is normal.

If this is your case, we recommend reading The cultural Map by **Erin Meyer**, which has helped us a lot to understand it and to position ourselves before the meeting according to the expected language groups.

You will find different contexts (high and low), with direct or indirect communication where Spaniards, and Argentines for example, are halfway there, but citizens of the USA, the Netherlands, Germany, and Australia use low context communication. Communication between the two requires a prior strategy to understand each other better. ■

"The first step in making it right is admitting you could be wrong"

- Jeevan D'Mello

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The meeting is over

- Do not forget that at the end of the meeting the conversion process will start and it's stored in the place you designate (hard disk) and that it is not immediate so you will have to plan a time for it

- Once the conversion is done in mp4 for the video and mp3 for the audio, you should save it in a folder prepared for it and then upload it to the cloud, including the chat.

- It is suggested to keep one folder per meeting where you can keep all that information, plus PowerPoint slides and all the files used in the meeting or planned for it.

- Consider that all this material may be necessary for drafting the minutes and all subsequent steps, such as challenges or legal proceedings, several months later.

- At the same time, you will surely have a physical folder, despite the fact that we encourage the elimination of paper, where you will have the previous notes and during the meeting, you will be able to do it in the printed sheets of the PowerPoint deck.

- Take into account when closing the minutes, the possibilities of doing it digitally, according to the regulations, in each case. We must consider and remember that a digitally signed pdf document loses its validity once printed, where it is not possible to verify the origin and validity of the signature, which could simply have been copied and pasted.

To have altitude in virtual meetings you must have an **appropriate attitude**, more than **fitness** on how to do it. ■

"Good communication is the bridge between confusion and clarity"

*- Nat Turner*

Innovate by meeting virtually

We have talked about various tools to use in virtual meetings, but we have these thoughts for the end as it is exciting about what is the reality today. We are in the testing phase, but we are sure that time will debug what works and what doesn't.

We are going to limit ourselves to suggesting and listing the innovations that are considered appropriate for our sector and that have already been tested in other sectors with great success factors.

- The invitation should be digital, in a visually attractive and interactive format, so that:

  • If you click on the link to Zoom, it opens the platform directly to the meeting, and even, by clicking on each point on the agenda, it will take you to the related documents.

  • We used www.canva.com for months, as commented in earlier chapters, and we are also pleased with its potential and ease of use.

- Use **Virtual Assistants** for both video and sound recordings, as they are greatly help the community manager by:

  • Saving unnecessary efforts while inviting, at the time of displaying information in the waiting room, and even in the exhibition in the meeting itself.

  • Having translations into other languages, where your pronunciation or command of the language is not the most appropriate.

  • Providing good and intiutive information on your website and for informative circulars

- Prezi just released the Video Prezi, designed fundamentally, for transmissions on platforms with integration in several of them, with a surprising result and a great facility to create different scenes according to the need.

- Use the programs that appear from the world of live broadcasting such as television, cinema, etc., as they are advancing to a semi-professional world, affordable and easy to use.

- We also recommend the free curser attention program that will modify your mouse arrow with colored designs, circles, squares, etc. that improves the attention of where you are marking the information.

- We are researching and trying to use **Augmented Reality** as they currently use informational programs to display information and/or objects integrated with the presenter and that considerably improves the result. It is only a matter of time and the integration of augmented reality even with the virtual one reaches a mixed reality.

- One of the objectives that we had in 2020 was remote intervention in our conferences. Holography technology has improved a lot and we hope to soon see the day where we can be in two physically different places at the same time.

- If you are limited in your meetings in public and focus more in virtual meetings a good way to aid your speech is using **teleprompters**. This is a tool often used by news anchors, politicians . Coupled with your mobile phone, they show you the text you need at the speed you require in an enlarged view. They are quite cheap nowadays, and you can find them on online or in specialized stores.

- Some recent news from ZOOM is that it has launched the new **IMMERSIVE VIEW** function that allows you with the new version to place several of the attendees (maximum 25)) in a virtual room with common areas where they can "coexist" choosing between different configurations (boardroom, classroom, auditorium, etc.) and integrating them with the host manually or zoom automatically. ■
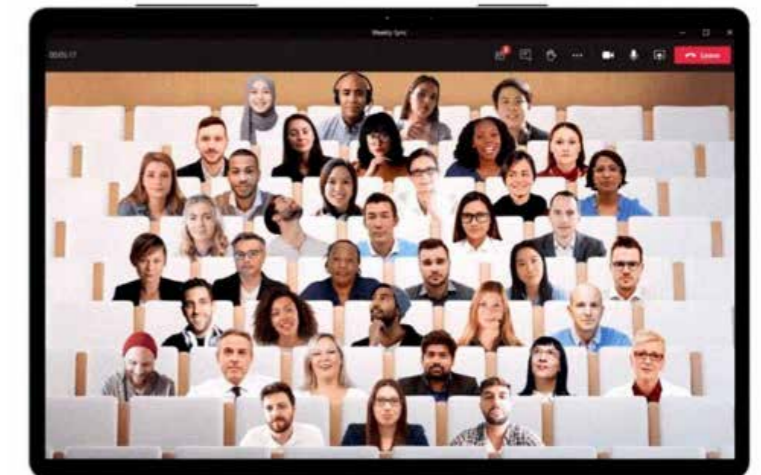
List of verifications checklist

We had planned to reproduce different checklists in this manual that can to be used in the invitations and during the facilitation of virtual meetings, but taking into account that we are talking about a living document, we believe it will work better if we give it to you separately. As such, please feel free to go to www.recalibrarse.com and download the previously checklists in the language that interests you.

These checklists will be useful to you to ensure everything is planned well, and that nothing gets be overlooked. Once you are accustomed to these processe or thay are automated, you may not need to use the checklists.

The first question on the checklists is what the goals and objectives of the meeting are:

- What should you do?

- How to carry out the work?

- Are you doing what you want or must do?

- Have you planned it just to get out of trouble or long term?

To have your daily professional world under control, it does not matter if you are new or experienced, now is the time and we want to provide you with the means to recalibrate yourself at this moment that, as we defined at the beginning, is the **Kairos** moment.

- The checklists also remind you of the fundamental areas, responsibilities of each one, the necessary personnel and means, etc., and above all necessary when the need is pressing.

- They must be specific and changing, as circumstances, situations, and technologies change. All this is to improve productivity and relieve mental pressure. It is open, clarified, and organized cycle.

- The lists must be well written to give you the mental security you need when executing the work.

- The lists need to be reviewed and adapted to your needs to guide you to the execution of the meeting.

  It is about taking off at this initial stage by collecting all the details and open cycles, gathering the documentation, and, especially, deciding in advance without the pressure of the moment.

- Updates based on the meeting calendar and requirements of what is necessary for advance, planning, and time, considering the different situations, depending on the type of meeting and those called.

- It is at the same time about being creative, removing the barriers that prevent the natural flow of a situation, and use of appropriate strategies.

- Apart from the checklists, there are multiple protocols that you must consider when it comes to knowing the deadlines, the forms, the ideal model of invitation, minutes, and communications.

- Likewise, the comparative tables that we recommend you make about the actions in face-to-face and virtual-mixed meetings will help you. At that moment you will see what we have progressed or regressed.

Finally, you must consider the biases of this new communication modality to try to eliminate them by knowing them beforehand. ■

Gracias

We hope we have written a manual that seems simple because that was the end purpose, but it has taken a professional life to developing it, the result of an experience in meetings for more than 38 years and thanks to the help of colleagues, and the extreme stress in what happens in a meeting, before, during and after and having met masters of tactics when celebrating them, partly due to their innate naturalness.

There are many people we have to thank for having been able to make this dream come true of putting my long experience in general meetings into a manual.

First, we want to remind those who are gone, like Pete's parents and Jeevan's mother for the values they taught, what to do, what not to do, and when to do it.

It also saddens me not to be able to share this manual with our professional teachers and friends who left us, such as Santiago Gutiérrez, Paco Gil, and Pau Bonet, who surely would have contributed a lot and fostered its improvement.

To those who are close to us like our immediate family, children, grandchildren for their understanding and tolerance in the hours that we have stolen from them, so that this manual becomes a reality and what they are already used to and have allowed us the happiness to get it.

To our colleagues in the office, who with their patience allowed this and other projects, and to our clients of so many years, who have fostered our wisdom in this matter, the result of experiences with them.

To those who have directly contributed and collaborated on the manual, such as Elena Arnaiz, Juan Carlos Alvarez, Javier, and Angel Pérez for their review, Arturo Henche for his technical advice, Aitor Molto for the configuration-teachings of OBS, Raquel Gil for web development and Sandra Llorca for design, layout, and drawings.

To all the rest of the fellow managers from other countries who have adopted the manual to the reality and lexicon of their countries and finally to all professionals from any corner of the world who bother to read it, enjoy it, make improvements and criticize it can reach us at pepe@condo.tech and jdmello@zenesiscorp.com

This document is a living being because we change our minds every second and we must also change what we write to update ourselves and, above all, because it is about that if you don't like who you are or you don't like where you are, **CHANGE IT**.

This manual is the result of what we do and not just what we say and what we have done intensively in recent months, it is the result of many hours of study of market tools, of making mistakes many times, and learning what we have to do and pass on our experiences to make it easier for you not to make the same mistakes as us.

We also want to dedicate it to Brako, Fudge and Milo, who will not be able to enjoy it because dogs cannot read, because of the walks together that have inspired us in a special way the ideas and needs embodied in this manual. Lastly, our recent vaccinations has allowed us to think positively about the future again.

We have to end with a little-known but very intense Rafa Nadal phrase that we recommend you to remember at each meeting:

> "An excuse never helped us win a game!"

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