

The study aims to explore how meetings facilitate the implementation of strategic change within a UK university context, focusing on sensemaking and sense giving. It examines meetings as opportunities for reflection and teamwork, highlighting a leader's role in orchestrating these gatherings to influence team dynamics and stimulate action towards change.

The research, involving a longitudinal study of a merger between two faculties, identified successful strategies despite the expected challenges of pluralistic organizational contexts, where decision-making tends to be democratic. The findings suggest that effective management of meetings significantly contributes to change processes, allowing leaders to provide direction, address conflicts, and foster collaboration.

Key contributions include a process model outlining the stages of effective meeting management, insights on the orchestration of meetings to enhance sensemaking, and the role of sense giving in influencing collective understanding and action. Recommendations for practitioners involve recognizing the value of meetings in facilitating change and carefully planning their structure and outcomes to ensure actionable results. The study also emphasizes the subtlety of leadership influence, cautioning against coercive management styles that overlook the autonomy of experienced professionals.