



## **MEETINGS with PURPOSE**

*“I am sorry to imprison you in this long meeting, as I did not have time to prepare a short one.”*

*Jim Collins from Ten lessons I learned from Peter Drucker*

### **Meeting Protocols and Ground Rules**

- 1) We commit to the effective Meeting Rhythms of
  - a. Daily (5-12 minute limit)
  - b. Weekly Team (30-60 minute limit)
  - c. Weekly 1:1 Check-in (5-15 minute limit), and
  - d. Monthly (1-4 hour limit)
- 2) We are punctual. Our meetings start on time
- 3) We come prepared & ready to talk about Results, Progress, Issues, & Solutions.
- 4) We clear our minds before the start of the meeting and give each other 100% attention.
- 5) Phones are off. Distractions and interruptions are minimized, with only customer emergencies allowed to keep a team member from a meeting or excuse them during a meeting.
- 6) We observe strict confidentiality protocols – we always clarify amongst ourselves 1.) What to share; 2.) With Whom; and 3.) Agree clearly on what needs to remain confidential from our meetings, before the meeting concludes.
- 7) We are open, transparent, and speak our individual truths without fear during each meeting.
- 8) Everyone is encouraged to contribute; is given equal airtime
- 9) We trust one another, in that whatever is said or discussed in the meetings, comes from a place that is heart-felt and is in the best interests of the company (and core customer, when appropriate) at all times.
- 10) Decisions are made that are: 1.) Good for the company, and; 2.) Good for the customer, and 3.) The owner commits to accountability.
- 11) We make decisions with solidarity and concordance. Once decisions are made, and concordance is achieved, we support and execute the decisions with 100% commitment, and always speak to the rest of the company with “one voice.”
- 12) Personal conflicts, interpersonal conflicts and/or self-interests have no place in our meetings. They need to be resolved prior to our meetings or offline after our meetings.



## MEETINGS' PURPOSES

- Daily & Weekly Execution/Intelligence Sharing
- Monthly Learning
- Quarterly & Annual - Tactics and Strategy

## DAILY HUDDLE

- Same Time and Place every day (Early morning; odd time of day, e.g. 8:37am)
- 10 to 15 Minute Stand Up Meeting / Mandatory, No Excuses (Call-In, if necessary)
- CEO and Management Team
- Purpose
  - Things get done, quickly
  - Focus team on important issues
  - Maintains healthy relationships

## AGENDA

- 1) Good News (1-2 minutes)
- 2) What's Up (2-3 minutes) – What is the one critical thing you are getting done today? (*Be extremely specific – Names, agenda, expected outcome, etc.*)
- 3) Daily Measures (2-3 Minutes) – Review of 1-3 measurements/indicators from the day before and today's goal. For example:
  - a) New Clients Acquired
  - b) New Team Members Hired, Trained and Productive
  - c) Appointments set
  - d) Support calls completed successfully
- 4) Where Are You Stuck? (3-5 Minutes) – Bottlenecks in getting things done
  - a) Who has run into a roadblock?



## WEEKLY TEAM

- Same Time and Place every week (The earlier in the day the better)
- 60-90 Minute Meeting/Mandatory, No Excuses (Call-In, if necessary)
- CEO and Management Team
- Assign Scribe for recording Who, What, and When (WWW) for each deliverable and other key meeting points.
- Purpose
  - Things get done, quickly
  - Focus team on execution

## AGENDA

- 1) Good News (3-5 minutes)
  - a. All participate, share good news (Personal and/or business)
    - i. Creates a more close-knit team
- 2) 90-day Company/Individual Priorities Review (5-10 minutes)
  - a. Report everyone's individual/team 90-day goals and measurements (90-day goals/measurements are pre-determined in annual and quarterly planning meetings) with a quick status update (green, yellow, red or %s are quick options)
    - i. No details or excuses - VERY IMPORTANT (this is where meetings can get bogged down)
  - b. Optional: Review To-Do lists from previous weekly meeting. *These are other important items that are not a Company or Individual Priority*
  - c. Anything that is not on track, move to Discuss and Resolve Portion below. IMPORTANT: DO NOT discuss any issues during this time. Add to the Discuss and Resolve list only (see #6. Below).
  - d. IMPORTANT: The key to success here is full disclosure - this is where the magic happens. Trust in the team. Help each other.
- 3) Customer and Employee Feedback (10 minutes)
  - a. Each meeting member should check in with at least one employee (Start, Stop, Keep) and one customer (4Q) each week. (Review Only. Discussion saved for Discuss and Resolve below. Keep running log.)
- 4) Review customer feedback logs, look for recurring issues
- 5) Collective Intelligence (15-30 min)
  - a. Discuss/brainstorm one strategic issue or priority (Pre-determined in Annual and/or Quarterly Planning Meeting)
    - i. The person with accountability presents the situation analysis
- 6) Discuss and Resolve (30-45 min.)
  - a. Discuss and Resolve any unfinished items from To-Do List (5-10 min.)
  - b. Pick top 3 items from the 90-day list above by level of importance and urgency
  - c. Discuss and Resolve one at a time. Stay focused.
  - d. If you have time, reprioritize the list and pick new top 3
  - e. Rinse and Repeat until the 30-45 minute time allotment expires.



- f. If you cannot resolve all, move items to next week unless an item ABSOLUTELY cannot keep
- 7) Close Meeting - (5 min)
  - a. Everyone says a word or phrase that represents how they feel about the meeting, or,
  - b. Everyone share appreciation for one other person/team in the company
  - c. Score the meeting (1 through 5); Briefly discuss outliers and agree on 1 to 2 improvements for next time
  - d. Adjourn a few minutes before next meeting(s) for brain and body care
- 8) EXTREMELY IMPORTANT - Keep a log of WWWs and share with the team. Use this "To-Do list" for next weekly meeting (see above).

### **Logistics**

- 1. Be on the same day each week
- 2. Be at the same time each week
- 3. Have the same printed agenda
- 4. Start on time
- 5. End on time

\*Each Department Head should conduct his/her Weekly Discussion using the same agenda; all issues and measurements relate to that specific department



### WEEKLY 1:1 CHECK-IN

- Every week with each Team Member; Ideally on Monday or end of day Friday for following week's priorities
- 5-15 Minute Meeting. No Excuses (Call-In, if necessary)
- Team Leader with each Team Member
- Purpose
  - Share Intelligence
  - Focus team member on execution and velocity

### AGENDA

- 1) Weekly Priorities Sharing/Assistance
  - a) The Team Member shares this coming week's priorities
  - b) Team Leader asks clarifying questions; Asks one question, "How can I help?"

### MONTHLY MEETING

- Same Time and Place every month
- 2 to 4-hour Meeting / Mandatory, No Excuses
- CEO and Management Team
- Assign Scribe for recording Who, What, and When (WWW) for each deliverable and other key meeting points.
- The Weekly Meeting is replaced by this meeting this week.
- Purpose
  - Things get done, quickly
  - Focus team on learning

### AGENDA

- 1) Good News (5 minutes)
  - a. All participate; share 1 story about a staff member
- 2) Review Last Meeting's Actions (15-30 minutes)
  - a. Who, What, When and the Results by person
- 3) Dashboard Review (15 minutes)
  - a. P&L plus Key Measurements
- 4) Progress on Quarterly/Annual Priorities (15-30 minutes)
  - a. Each Department Head reviews their priorities
    - i. Red, Yellow, Green
      1. Allot time to discuss and resolve Red(s). Same process as the weekly meeting.
      2. Decide if Yellow(s) need to be discussed
- 5) What's Working / What's Not Discussion (15 minutes)
  - a. Positive outcomes from metrics
  - b. Negative outcomes from metrics
- 6) Brainstorm a Strategic Opportunity (60 minutes)
  - a. OR



- 7) Team Training (60 minutes)
  - a. Internal learning or External learning
- 8) Close Meeting - (5-10 min)
  - a. Everyone says a word or phrase that represents how they feel about the meeting, or,
  - b. Everyone share appreciation for one other person/team in the company
  - c. Score the meeting (1 through 5); Briefly discuss outliers and agree on 1 to 2 improvements for next time
  - d. Adjourn a few minutes before next meeting(s) for brain and body care
- 9) IMPORTANT: Keep a log of WWWs and share with the team.