

MEETINGS with PURPOSE

MEETING PURPOSE

- Daily & Weekly → Execution
- Monthly → Decision Making
- Quarterly & Annual → Strategy

DAILY HUDDLE

- Same Time and Place every day (Early morning)
- 10 to 12 Minute Stand Up Meeting / Mandatory, No Excuses (Call-In, if necessary)
- CEO / Owner and Leadership Team
- Purpose
 - Things get done, quickly
 - Focus team on important Execution issues
- Agenda
 - What's Up (3 minutes) – Everyone shares what was accomplished yesterday
 - Specifics about Key Activity, Accomplishments, Customer News
 - Daily Measures (1-2 Minutes) – Review of measurements / key indicators from day before and today's goal, as an example:
 - Revenue, Client Wins / Bids / Losses
 - New Hires / Terminations / Resignations
 - Today's Plan (3 minutes) – Everyone shares what was accomplished yesterday
 - Specifics about Key Activity, Accomplishments, Customer News
 - Where Are You Stuck? (2-3 Minutes) – Bottlenecks in getting things done
 - What is the roadblock?
 - No problem solving
 - Problems solved after meeting with only the involved parties
- Each Department Head should conduct their own Daily Huddle using the same agenda but all issues and measurements relate to that department

WEEKLY DISCUSSION

- Same Time and Place every week (Prior to lunch or end of day)
- 30 to 60 Minute Meeting / Mandatory, No Excuses (Call-In, if necessary)
- CEO / Owner and Leadership Team
- Purpose
 - Things get done, quickly
 - Focus team on Execution
- Agenda
 - Good News (5 minutes)
 - All participate, share 2 good news stories
 - One personal and one business
 - Create a more close knit team
 - The Numbers (5 minutes)
 - Report everyone's Accountability Status of Top 5 Priorities
 - No details or excuses
 - Show graphically...use a Dashboard
 - Customer and Employee Feedback (5 minutes)
 - Review customer feedback logs (NPS), look for recurring issues
 - Review employee feedback logs (eNPS), look for recurring issues
- Collective Intelligence (30 min)
 - Discuss / brainstorm one strategic issue or priority
 - Person with Accountability presents the situation analysis
- One Phrase Close (1 min)
 - Everyone says a word or phrase that represents how they feel about the meeting
- Keep and share a *Who – What – When* log, review status at next meeting
- Each Department Head should conduct their own Weekly Discussion using the same agenda but all issues and measurements relate to that department

MONTHLY MEETING

- Same Time and Place every month
- 2 to 3 hour Meeting / Mandatory, No Excuses
- CEO / Owner and Leadership Team
- Purpose
 - Things get done, quickly
 - Focus team on Performance, Strategy & Learning
- Agenda
 - Good News (5 minutes)
 - All participate, share 1 story about a staff member
 - Review Last Meeting's Actions (5-7 minutes)
 - Who, What, When and the Results by person
 - Dashboard Review (10-12 minutes)
 - P&L plus Company Top 5 Priorities
 - Progress on Priorities (10-12 minutes)
 - Each Department Head reviews their Accountabilities & Top 5 Priorities
 - What's Working / What's Not Discussion (15-20 minutes)
 - Positive outcomes from metrics
 - Negative outcomes from metrics
 - Brainstorm a Strategic Opportunity (60 minutes)
 - or
 - Team Learning (60 minutes)
 - Internal learning or External learning
 - One Phrase Close (1 min)
 - Everyone says a word or phrase that represents how they feel about the meeting
 - Keep and share a *Who – What – When* log, review status at next meeting

Too Many Meetings - “ I can’t possibly spend this much time in meetings as outlined above!”

- Annual works days: 52 weeks x 5 days per week = 260 days – 10 holidays – 15 PTO days = 235 days per year worked x 9 hours per day = 2,115 hours per year
- Daily Meetings: 235 work days x 12 minutes = 2,820 minutes per year / 60 minutes per hour = *47 hours per year*
- Weekly Meetings: 49 weeks worked per year – 12 Monthly Meeting days = 37 meeting per year x 1 hour = *37 hours per year*
- Monthly Meetings: 12 Monthly Meetings – 4 Quarterly Meetings = 8 Monthly Meetings x 3 hours per meeting = *24 hours per year*
- Quarterly Meetings: 4 Quarterly Meetings @ 2 days each = 8 days per year x 8 hours per day = *64 hours per year*
- Total meeting Hours per Year = 172 hours (about 3.5 hours per week) / 2,115 hours worked per year = **8.1% of Annual Work Time...isn’t leading your team worth 8% of your time each year?**