

Weekly Level 10 Meeting

Agenda

<i>Who</i>	The leadership team
<i>Where</i>	Meeting room
<i>Duration</i>	90 minutes
<i>Frequency</i>	Every week, Same time

Agenda

Segue	5 minutes
Scorecard	5 minutes
Rock review	5 minutes
Customer/employee headlines	5 minutes
To do list	5 minutes
IDS	60 minutes
Conclude	5 minutes

One person can chair the meeting, keeping it to the agenda and timings.

Nominated individuals can update the Scorecard and Rock sheet prior to the meeting. The to do list and issues list will be updated on the spot so there is no need for minutes. You can just refer back to your records from that week to know what went on.

What to Cover in Each Section

Segue

Turn off all electronic devices and share some good news to segue into the meeting.

Scorecard

Prepare a Scorecard that captures between 5 and 15 of the business metrics that are essential for you to know each week. Less is more, so try to make it the key information that lets you keep your finger on the pulse of what is happening in the business. Any numbers that are a concern or not "on track" are dropped down into the IDS portion of the meeting. Don't start discussing issues here.

Rock Review

Rocks are the goals to be achieved within the 90 day window between quarterly reviews of the business plan.

In this part of the meeting each person reports on their rocks for the quarter by saying either "on track" or "off track". Anything "off track" drops to the IDS portion of the meeting.

Customer/Employee Headlines

Share short and sweet headlines about any customer or employee issues, good or bad. Bad stuff can get dropped into the IDS portion of the meeting. Good news is a chance to pat yourselves on the back.

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To Do List

Review all to do's from last week's meeting. This provides the accountability. Remember a to do is a 7 day action item while a rock is something to be completed within the quarter. Each item on the to do list is either "done" or "not done". Anything "not done" gets carried forward to next week's meeting.

IDS

IDS stands for Identify, Discuss, Solve. Your issues list is likely to be very long. Pick the top 1 or 2 issues from your list and start with the first one. You will get through as many issues as you get through in an hour. Anything not done carries over on the list to the next week. Once an issue has been identified, discussed and solved it usually ends up as a plan of action on the to do list.

The Process

Step 1: Identify

Clearly identify the real issue. The real issue is rarely what is presenting. It is often a few layers down. So spend some time getting to the core of it first.

When you think you have uncovered the real issue ask yourselves out loud; "Is this the real issue?" Only when the answer is an unequivocal "yes" can you move on to the Discuss section.

This can be uncomfortable because the real issue often revolves around people. Stay with the discomfort and get to whatever the issue is. This phase of your discussion can sometimes take far longer than the time spent on the next two steps.

Step 2: Discuss

Most people spend most time at this step. They rarely identify the real problem before they start discussing and therefore rarely solve anything. Make sure you have done step 1 well.

Once an issue is clearly identified don't be afraid to suggest a solution. Sometimes you don't have to spend much time at the discussion step because the issue is clear and the solution obvious.

Step 3: Solve

The solve step is an action or conclusion that usually becomes an action item for someone to do and ends up on the to do list.

Conclude

Pull everything together from the meeting. Recap your updated to do list. Ensure everyone knows who is responsible for completing what in the next 7 days. Also discuss any messages that need to be communicated to the rest of the team and decide what medium you will use and who is responsible for doing it.

Now everyone present rates the meeting out of 10.

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