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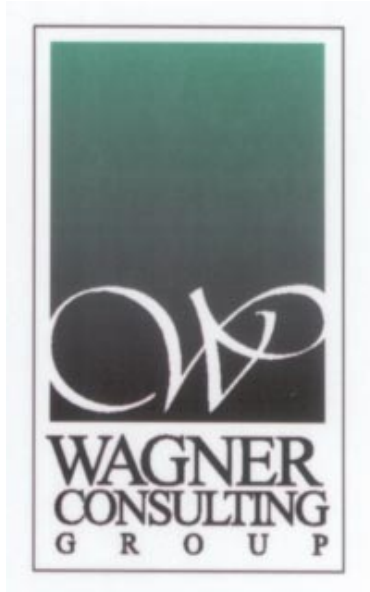
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## Focus

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### Mastering Meetings - II

Last month's *Focus* outlined four types of business meetings:

- Team Huddles,
- Weekly Tactical,
- Strategic, and
- Annual or semi-annual retreats.

The weekly meeting is the most common business meeting, and often the only one regularly scheduled. This meeting should focus exclusively on tactical issues of immediate concern, and should be run with a sense of discipline and urgency. A predefined agenda should **not** be used.

Peter Lencioni, author of *Death by Meeting*, developed the following format to guide a tactical meeting.

1. In lieu of a predetermined agenda, begin with a Lightning Round where each participant has up to 60 seconds (but no more!) to describe their priorities for the week. These priorities, plus the Key Metrics described below, set the agenda for the rest of the meeting. Items requiring immediate attention are usually apparent.
2. Review the company's four to six Key Metrics (Key Numbers or performance indicators). Limit this discussion to five minutes.
3. **Now** set a prioritized meeting agenda, based on what people are actually focused on and how the business is performing compared to its goals.
4. Identify potential topics for inclusion in a Strategic Meeting. Do not wander off into a discussion of a strategic issue at a tactical meeting. If the strategic issue is urgent, cover it during a separate Ad Hoc Strategic Meeting.
5. Make tactical decisions, assign responsibility, and take action. Set follow up plans, if necessary.

The key to success here is **discipline**. It must begin with the leader.

- Disciplined People who stay focused on what's important
- Disciplined Thought to rigorously evaluate alternatives
- Disciplined Action with frequent measurements and adjustments, if required

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*Tom Wagner*

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identify the Right Questions  
and solve the Right Problems.

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