

# Meeting

## Types

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### **ACTION MEETING**

Frequency *Weekly*

Purpose *Unblocking the work*

### **DECISION MAKING**

Frequency *As needed*

Purpose *Deciding together*

### **RETROSPECTIVE MEETING**

Frequency *Monthly*

Purpose *Improving how we work*

### **PLANNING MEETING**

Frequency *Monthly*

Purpose *Setting intention and prioritizing*

### **TEAM/ROLE/EXPERIMENT CHARTER**

Frequency *As needed*

Purpose *Set up for success and create clarity*

# Action Meeting

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## Check In Round

*What has your attention?*

## Metrics Review

*Report on your metrics to ground us in data*

## Project Updates

*What's changed since last week?*

## Triage Issues

*Build agenda on-the-fly, process each item by asking "What do you need?"*

## Closing Round

*What did you notice? What can we do better?*

# Decision Making

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## Check In Round

*What has your attention?*

## Process Proposal

### Present Proposal

*Proposer only, or discussion to get a proposal*

### Clarifying Questions

*Anyone asks, proposer answers; repeat*

### Reactions

*One at a time, everyone speaks except proposer*

### Amend & Clarify

*Only proposer speaks*

### Objections

*One at a time, everyone speaks including proposer*

### Integration

*Mostly objector & proposer speak: others can help*

## Closing Round

*What did you notice? What can we do better?*

# Retrospective Meeting

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## Check In Round

*What has your attention?*

## Gather Data

*What worked?*

*Where did we get stuck?*

*What could we do differently?*

## Decide What to Do

*Commit to actions and projects.*

*Each gets an owner.*

## Closing Round

*What did you notice? What can we do better?*

# Planning Meeting

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## Check In Round

### Two Months

*Given our team's mission, where do we want to be in the next two months?*

### Two Weeks

*Given our intention, what small projects should we work on? Prioritize and commit to projects. Each gets an owner.*

### Two Days

*What first steps can we break our projects into? Commit to actions. Each gets an owner.*

## Closing Round

# Team Charter

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## **Mission**

*Create a statement that describes why we are a team. A good statement will be short and identify your customer, the outcomes you will create for them, and why.*

## **Structure**

*Team roles and who will fill them.  
Call out any skill gaps.*

## **Practices**

*Meeting cadences.  
Team workspaces, both digital and analog.  
Information sharing and communication practices.  
Anything else?*

## **Guardrails**

*What does this team have the authority to decide? What can't they touch?  
Call out any authority gaps that slow you down.*

# Role Charter

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## **Role Name**

*What do we call this role?*

## **Purpose**

*Why does this role exist?*

## **Accountabilities**

*What outcomes is this role responsible for?*

## **Allocation**

*How much time does this role take to fill?  
(100%, 50%, 10%, etc.)*

## **Filled By**

*Who holds this role?  
(can be more than one person and even everyone on a team)*

# Experiment Charter

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**What are we going to pilot?**

*What is our hypothesis?*

**What tension does it address?**

*What is holding us back?*

**How will we test it?**

*What is the design of the experiment?*

**What outcomes will it achieve?**

*If it works, how will we benefit?*

**What will we measure?**

*How will we know that it worked?*

# Responsive Principles

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## **PROGRESS over Perfection**

*Share early and often. Try something. Learn by doing.*

## **SMALL MOVES over Big Moves**

*Break the work in sprints. Start small. No grand reveals.*

## **LESS over More**

*Prioritize and focus. Limit work-in-progress. Say “no”.*

## **EXPERIMENTATION over Planning**

*Steer continuously. Learn and adapt. Conquer “failure”.*

## **OPEN over Closed**

*Default to transparency. Be vulnerable, practice feedback.*

## **FREEDOM over Control**

*Allow the how. Trust for all. Advice not instruction.*

## **CONSENT over Consensus**

*No objections. Safe-to-try. Disagree and commit.*