

# WHY MEETINGS MATTER

(AND HOW TO MAKE THEM BETTER)

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Jeff Loehr – Start Grow Manage

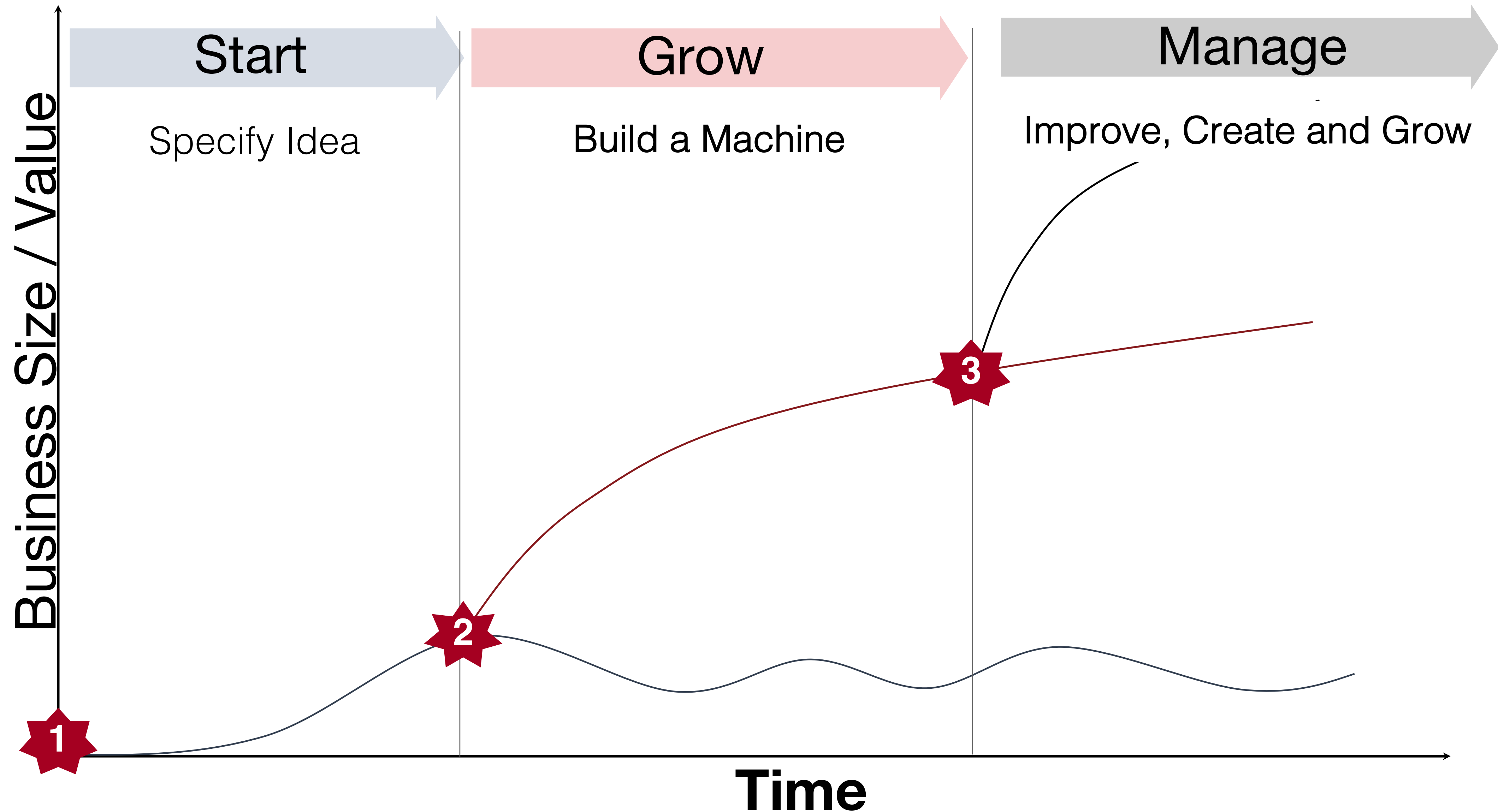
Joe Rojas – Start Grow Manage



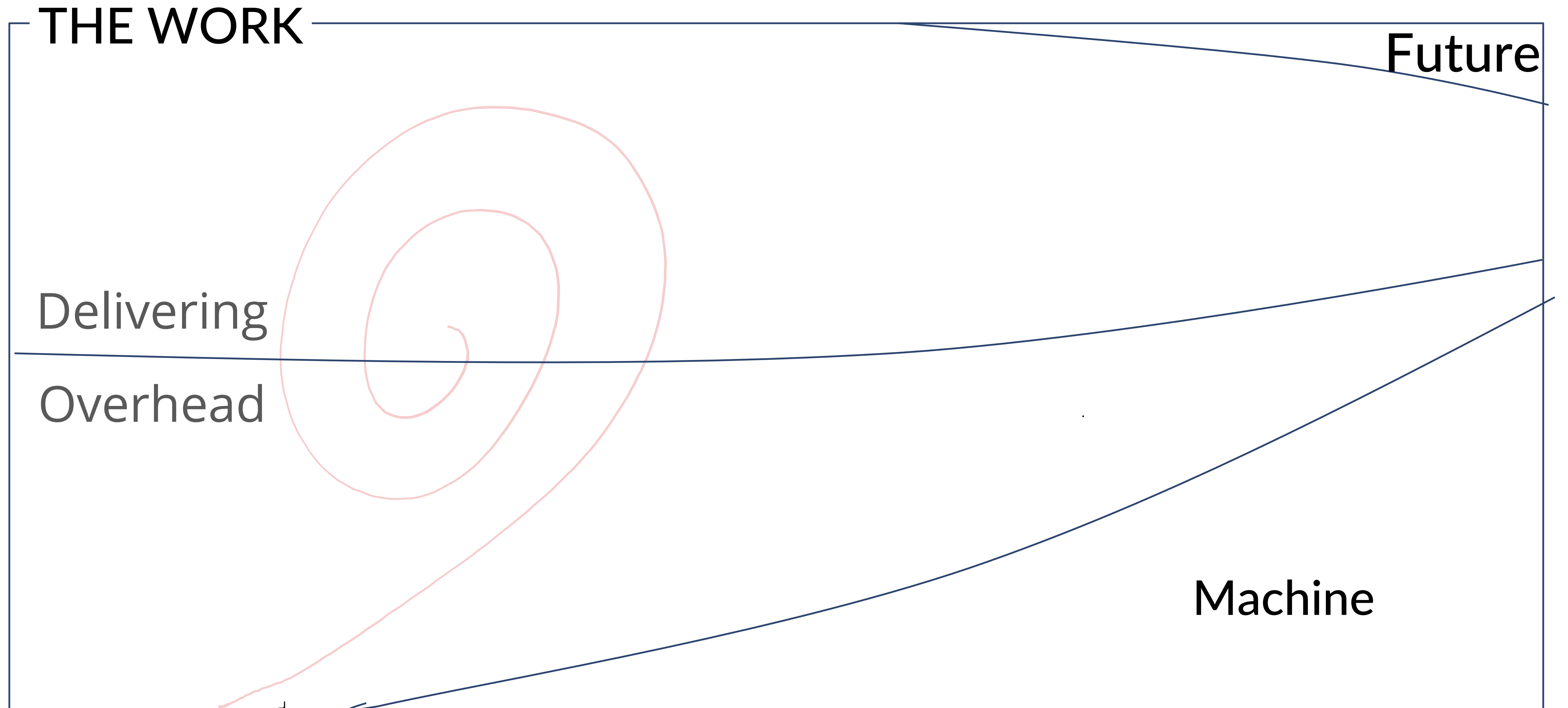
# Agenda

- Context
- The Meeting Myth
- 5-Star Meetings

# The Growth Challenge



# The Machine





# The Execution Engine

- Quarterly (90-Day) Plan
- 30-Day plans (\*3 for a quarter).
- Leadership meeting (5-star agenda) – scheduled.
- Daily huddle.
- Set up running list, capture list, week to week

The background is a solid dark blue color. Overlaid on this background is a repeating pattern of light blue, stylized mechanical drawings. These drawings include various gears, robotic arms, and mechanical components, creating a technical or industrial aesthetic.

**What adjectives would  
you use to describe  
“meetings.”**

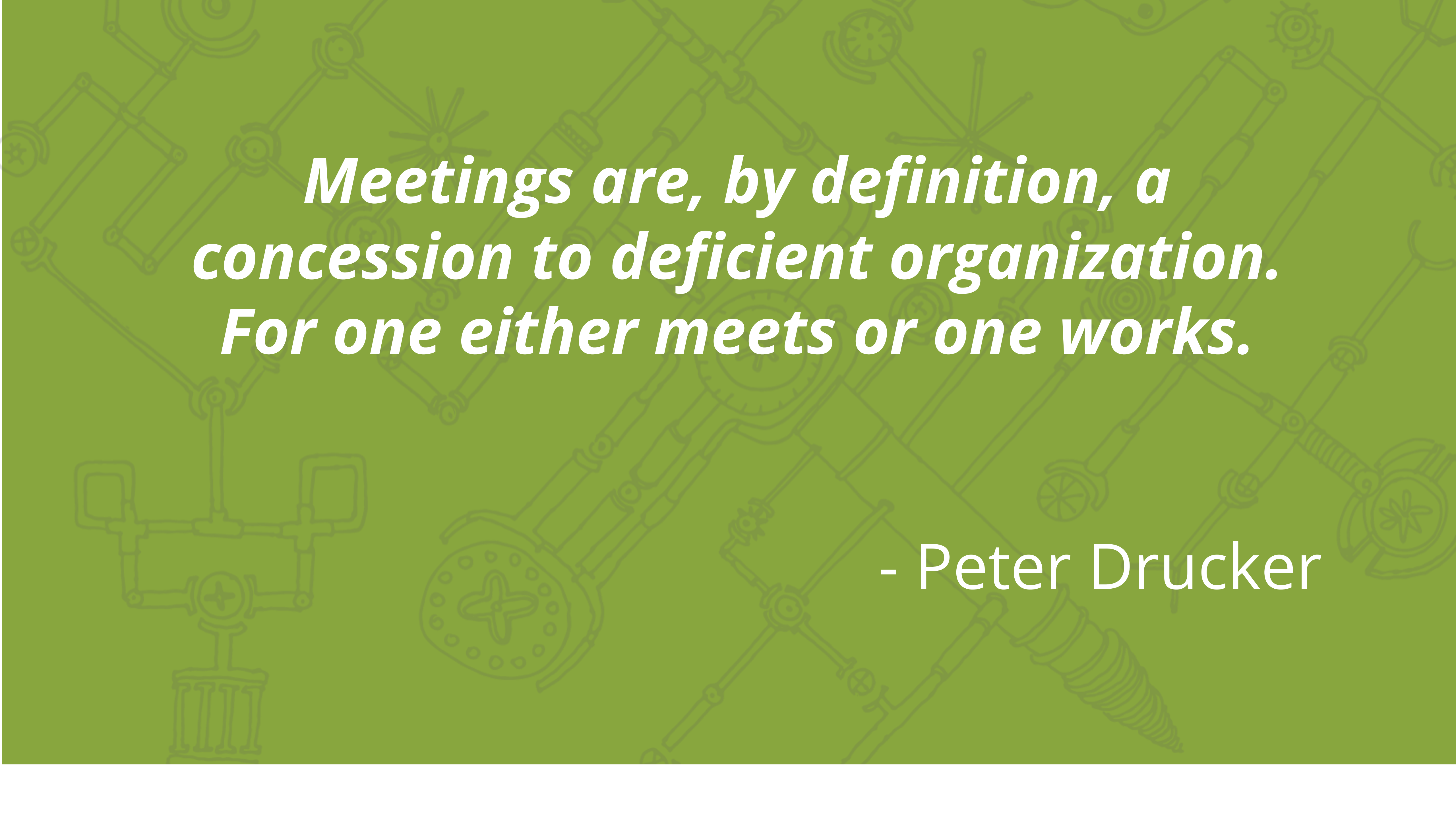


**7,000 hours of  
CEO time**

**300,000 hours  
Preparing**







***Meetings are, by definition, a  
concession to deficient organization.  
For one either meets or one works.***

**- Peter Drucker**









**They who grind,**





**Imagine an  
organization  
with no  
meetings**







# Meetings are useless if

- You operate in a market that never changes.
- Your work requires no thinking.
- You never have to solve problems.
- You have a strict hierarchy where the “boss” has all of the answers.









**Meetings are the  
lifeblood of an  
organization**

**(Sorry Mr. Drucker)**



*Meetings are the linchpin of everything. If someone says you have an hour to investigate a company, I wouldn't look at the balance sheet. I'd watch their executive team in a meeting for an hour. If they are clear and focused and have the board on the edge of their seats, I'd say this is a good company worth investing in.*

- Patrick Lencioni













# Why Meetings Matter

- Alignment.
- Share challenges.
- Develop solutions (innovate).
- Take advantage of different abilities.







# 5-Star Meeting Template

<https://bit.ly/RS5StarMeeting>



# Meeting Rules

- Stay on topic – capture items that stray.
- Assign tasks, and follow up.
- Open dialog.
- Start on time – end on time.
- Structure your meeting.

Date:		Members Present	
Team:			
Start time:			
End time:			

**Welcome (5 minutes)**

The objective of this part of the meeting is to put a mental space between “before” the meeting and the meeting itself and to begin on a positive tone. Start the meeting with a team check-in. Share a win or an “insight” moment you have had this week to kick the meeting off on a positive note.

# North Star KPIs

(5 minutes)

Discuss three to five metrics that are crucial to building the business




# Team Updates

(10 minutes)

## Pillar Update

(complete before meeting)

Review your quarterly pillars and assess whether they are on course or off course. If they're off, create a hurdle to discuss during that portion of the agenda.

## Staff/Client Update

Mention any significant staff or client updates so that the team can celebrate or learn.

Pillar

ON / Off

Significant Staff/Client Developments



## To-Do List

(2 minutes)

Review last meeting's to-do's and capture any to-do's for this meeting.

Capture any to-do's that arise through the meeting here, including scheduling meetings and further discussions

### From Previous Meetings

### From This Meeting

Who

Due

Done?

## Leadership Roundtable (10-20 minutes)

*(10 minutes for a 60-minute meeting up to 20 for a 90 minute meeting)*

Discuss any issues that require team agreement. This is not the place for extended debate, create a hurdle for anything that needs more discussion.

## Hurdling

(20 to 40 minutes)

Use the rest of your meeting time to understand and resolve the hurdles that are keeping you from achieving your goals. Follow the CESI process: Clarify, Explore, Solve, Implement. Take the time to understand the root cause rather than jump to solutions.

Either resolve (R) or  
schedule (S) each hurdle.

[illegible]

## Notes:

*Capture any notes that don't fit above.*

*There is no need for verbatim notes – focus on outcomes and conclusions.*

## Wrap Up and Star Rating

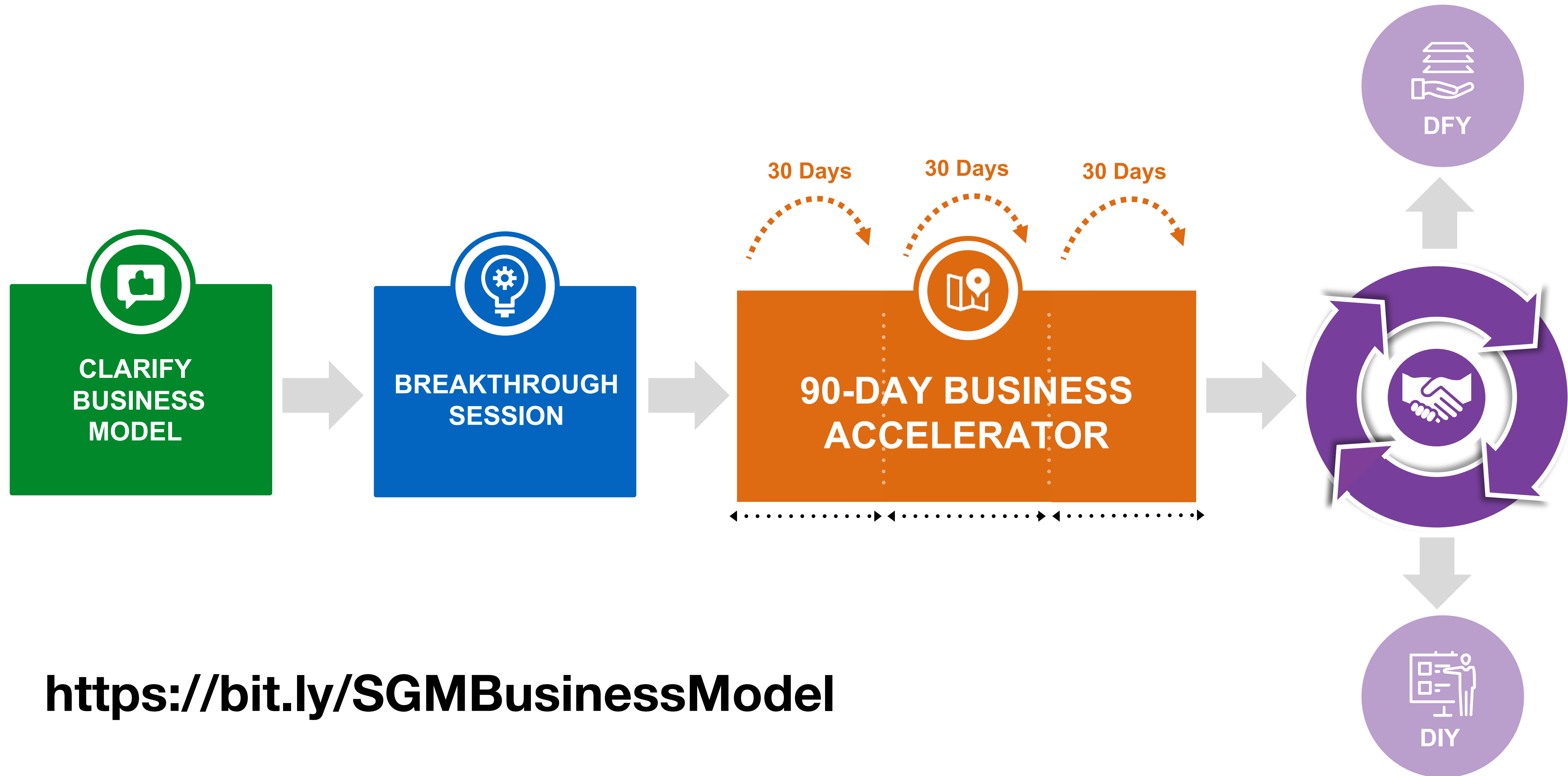
End the meeting and get a star rating from each participant. No commentary, just 1-5.



# Regular Execution Engine Meetings

- Daily stand up (15 mins).  
(task alignment, identify issues)
- Weekly Leadership Team Meeting (60-90 mins).  
(management alignment, identify and solve problems.)
- Problem Solving (Hurdling) meetings.  
(solve problems, develop opportunities.)
- Quarterly Planning.  
(Strategy)

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# The SGM Offer



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