HOW TO LEAD WORLD-CLASS MEETINGS

A GUIDE FOR ENTREPRENEURS AND LEADERSHIP TEAMS

EOS®
Entrepreneurial Operating System®

THE UNIVERSAL PROBLEM WITH MEETINGS? INEFFICIENCY.

Does this sound like your company's leadership team meetings?

- **They're distractions.** They interrupt your real work and put you behind schedule.
- **They're sporadic.** You only meet when there's a fire to put out, and it's a painfully chaotic meeting.
- **They're never focused.** Meetings are filled with tangents, sidebar conversations, and wandering discussions that never arrive at solutions.
- **They're filled with unnecessary people.** There's always at least one person who didn't need to attend, which adds to your operation costs and reduces productivity.

We could go on. In fact, on average, business leaders rate the effectiveness of their leadership team meetings as a 4 out of 10.

So how do you fix this problem?

"Most companies hate meetings, so they never meet. If you hate meetings, it's not because meetings stink. It's because **your** meetings stink."

MIKE PATON, AUTHOR OF "GET A GRIP"

TWEET

START LEADING WORLD-CLASS MEETINGS

It's possible to hold better leadership team meetings that actually save time and increase productivity. By leveraging certain key elements, you can put time back into your schedule, have a more productive week, and raise the quality of your company meetings from a 4 to a 10. In the Entrepreneurial Operating System® (EOS), we call this kind of meeting a **Level 10 Meeting™**.

The Level 10 Meeting is where all the magic happens. Most of the traction a company gains is produced in the Level 10 Meeting. It's incredibly effective because it's a time management tool. As you and your team come together for 90 minutes each week, you'll save time by avoiding miscommunication, preventing train wrecks, solving people issues, and keeping key people accountable. You may even look forward to these regular, weekly meetings!

This eBook will show you how to have productive meetings that increase communication, accountability, team health, and real results.

Ready to start leading world-class meetings? Read on to see how it's done.

THE WEEKLY MEETING PULSE™

Implementing a Weekly Meeting Pulse for your leadership team will create traction by helping your team stay focused, solve issues, and improve communication. Bringing your leadership team together each week for 90 minutes gives you an opportunity to make sure everything is on track.

The Five Points of the Weekly Meeting Pulse

A productive Meeting Pulse should meet the following five criteria:

1. Same day
2. Same time
3. Same agenda
4. Start on time
5. End on time

These points create a routine, optimize efficiency, and trim the fat from your meetings.

Holding the meeting on the same day and at the same time creates a routine. Starting on time is key. A late start will eat into your issues-solving time, which is the most important part of your meeting. Once you have an agenda that works, stick with it so that you're not reinventing the wheel each week. End the meeting on time so that you do not create a late start for any subsequent meetings.

"The Meeting Pulse, like a heartbeat, creates a consistent flow that keeps the company healthy."

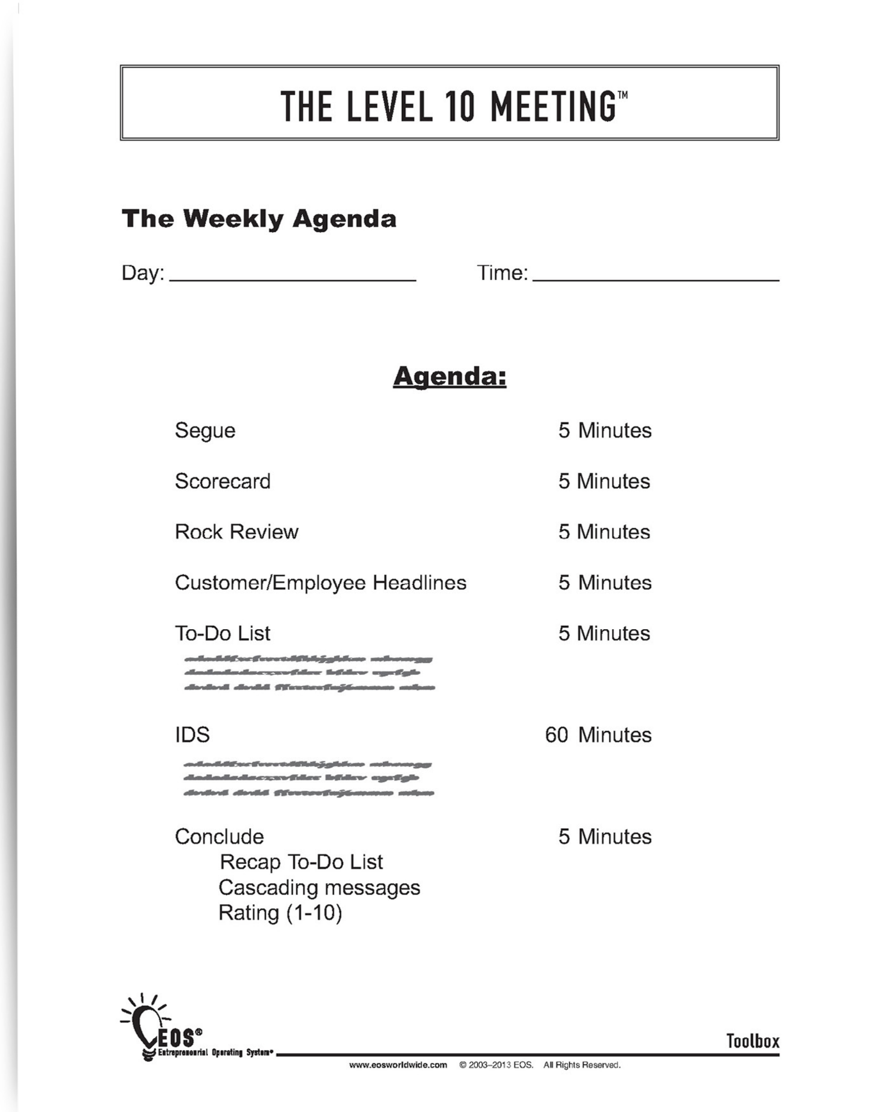
GINO WICKMAN, CREATOR OF EOS AND AUTHOR OF "TRACTION"

TWEET

THE LEVEL 10 MEETING AGENDA

The Level 10 Meeting Agenda is a meeting tool that helps your leadership team run world-class meetings. It keeps you focused on what's most important, helps you spot developing problems, and drives you to solve them. By using the Level 10 Meeting Agenda, everyone on your team will start accomplishing more.

The agenda was created to optimize your meeting efficiency, eliminate rabbit trails, and create a dedicated space for solving issues. It's important to go through all seven components of the Level 10 Meeting Agenda in order. Veering from the agenda will put your team at risk of falling right back into old habits.


THE LEVEL 10 MEETING™

The Weekly Agenda

Day: ____________ 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 Recap To-Do List Cascading messages Rating (1-10)	5 Minutes

Toolbox

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Using the Level 10 Meeting Agenda forces you to look at and address what is most important, and solve issues as they arise.

DOWNLOAD THE AGENDA

PREPARE FOR THE MEETING

Decide Who Will Run the Meeting

The Facilitator runs the meeting, leads the team through the agenda, and keeps everyone on track. This person must be comfortable moving people along and pushing them through the agenda when the team is getting off-track.

Decide Who Will Manage the Agenda

The Administrator keeps the To Do and Issues Lists updated during the meeting, and makes sure the agenda and Scorecard are updated every week.

- Arrive 5-10 minutes early to make sure you're ready on time, especially if you're using any technology during the meeting
- Set up the conference line if team members will be attending remotely
- Open the meeting agenda and Scorecard on your computer
- Open any other documents that will need to be referred to during the Issues Solving portion of the meeting
- Each meeting participant should have printed copies of all necessary tools and documents

PRO TIPS

To get the most out of your meetings, hold them in this type of space...

- Quiet with no distractions or disruptions
- Comfortably sized room
- Comfortable temperature and well-lit to keep people awake
- Roomy table surface
- Comfortable seating
- Whiteboard available
- Visible clock to help you stay on track and on time

SEGUE

Mindset: Transitioning from working in the business to working on the business.

Objective: Start the meeting on a positive note to set the right energy level for a productive session.

Time: 5 Minutes.

Most meetings start late and attendees come into them distracted by the activities they have just come from. It's a bad way to start a meeting, and it sets a tone that carries through. But the right start can make all the difference.

Arrive early, and start the meeting **ON TIME** with a quick sharing of your best piece of personal news and business news since your last team meeting. Go around the table and have each person share. This is a great segue to help you transition from working in the business to working on the business. It also helps build team health.

PRO TIPS

Encourage your team to turn off all electronic devices so you can disconnect, take a deep breath, change gears, and get to work.

If you must use a computer to manage the agenda or review documents, be sure to turn off email and other notifications to minimize disruptions and maximize focus on the task at hand.

SCORECARD

Mindset: Speed Reporting Mode.

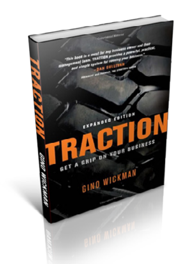
Objective: Smoke out any issues that surfaced since you last met.

Time: 5 Minutes.

This portion of the meeting is designed to keep everyone in the loop on your company Scorecard numbers. Your Scorecard is a handful of weekly activity-based numbers that you use to track your progress towards your quarterly goals.

Simply report the numbers and state if they are on track or off track.

The biggest pitfall with most teams is that they launch right into discussing and trying to solve an issue related to the Scorecard. You must fight that urge and be disciplined: Don't discuss anything during this section. If any number isn't where you expect it to be, drop it down to the Issues List.



For more about the Company Scorecard, be sure to read Chapter 5 of **Traction**.

GET THE BOOK

PRO TIPS

There are many ways to report your numbers. In some companies, people report their own numbers and fill in the Scorecard in real-time.

In other companies, the numbers are filled in before the meeting and the Facilitator reports them.

Either way is fine, as long as you are consistent and hold people accountable for hitting their numbers.

ROCK REVIEW

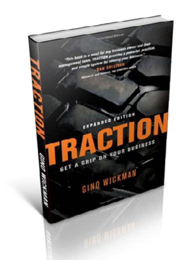
Mindset: Speed Reporting Mode.

Objective: Smoke out any issues standing in the way of completing your quarterly priorities.

Time: 5 Minutes.

Rocks are the three to seven most important objectives for the company and each person for the quarter. Reporting on the Rocks keeps everyone apprised of your progress toward achieving your quarterly priorities. It also helps people focus on the ultimate purpose of the meeting—to work toward achieving those priorities.

Go through the list of Rocks and ask each Rock owner to simply state if they are on track or off track.



For a full explanation of Rocks, be sure to read Chapter 8 of **Traction**.

GET THE BOOK

PRO TIPS

Rocks should be defined and prioritized by the entire team on a quarterly basis.

Most organizations start out the year with a huge list of priorities and get very little done by the end of the year.

By coming up with Rocks every quarter, you create a 90-Day World™ to keep you on track for achieving your vision.

Fewer priorities are better than many - do less, accomplish more.

CUSTOMER AND EMPLOYEE HEADLINES

Mindset: Speed Reporting Mode.

Objective: Raise awareness and smoke out issues.

Time: 5 Minutes.

Share any customer successes or concerns that the team should know about. Next, share any good news (or any bad news) about individual employees. This is a great place to recognize employees who have exhibited (or breached) the company's core values.

Encourage team members to keep their headlines to one sentence to maintain focus and efficiency. If any action needs to be taken to share the news more widely or resolve issues, drop it down to the Issues List and reserve discussion for the Issues Solving section.

Any other issue that affects the business should be uncovered here and dropped down to the Issues List. For example, "The network is slow" or "There's a big pothole in the parking lot."

PRO TIPS

These first "Speed Reporting" sections of the Level 10 Meeting Agenda are the most likely place for your meetings to get off track into discussion.

Remain vigilant and kindly redirect participants to define the issue in 1-4 words and add it to the Issues List.

TO DO LIST

Mindset: Speed Reporting Mode.

Objective: Make sure team members are held accountable for their To Dos.

Time: 5 Minutes.

One of the greatest frustrations of bad meetings is that nothing gets accomplished. People make commitments to following up on an item or solving a problem, but no action takes place.

This portion of the Level 10 Meeting Agenda is designed to eliminate that problem by creating accountability for commitments that were made in the previous meeting.

Review your To Do List to make sure that every action item from last week's meeting was accomplished. If something hasn't been completed, drop it to the Issues List to decide how to remove any obstacles standing in the way.

This is where TRACTION is produced on a weekly basis. When team members commit to getting a To Do done in 7 days, and they honor that commitment, progress is made.

PRO TIPS

As a rule of thumb, **90% of To Dos should drop off every week**. If they don't, there's probably an accountability problem.

Based on our experience, you can expect to get at least a 100% increase in productivity from this simple discipline.

ISSUES SOLVING

Mindset: Solving mode.

Objective: Solve all of the relevant issues for the week.

Time: 60 Minutes.

This is where issues are solved and To Dos are created. Your Issues List will shrink and your To Do list will grow. As you've gone through your reporting, you've probably identified several issues that need to be discussed and solved. You were efficient in updating the team on the numbers, and now you can focus on solving issues.

Before you begin, give everyone one last chance to think about and add any issues to the Issues List before you start prioritizing and solving. The list will already include any issues from last week's meeting that you couldn't get to, and the issues you added earlier during this meeting.

In less than 30 seconds, the Facilitator should identify the three most important issues by picking Numbers 1, 2, and 3. Never start at the top and work your way down. It's vital to solve the most critical issues first, because you don't want to spend the bulk of your time discussing less important matters.

Follow the Issues Solving Track™ on the next page to work your way through each issue.

PRO TIPS

In some meetings, you will solve only one big issue; in others, you'll solve fifteen or more. That's okay, as long as you're taking them **in order of priority**.

"Your meetings should be passionate, intense, exhausting, and never boring."

PATRICK LENCIONI, AUTHOR OF "THE FOUR OBSESSIONS OF AN EXTRAORDINARY EXECUTIVE"

TWEET

ISSUES SOLVING TRACK

Step 1: Identify

Dig into the issue and make sure you have identified the real issue. What's really going on here? What is the root of the problem? What question are we trying to answer?

Step 2: Discuss

In an open and honest environment, everyone must share their thoughts, ideas, concerns, and solutions regarding the issue.

Step 3: Solve

Commit to what the team believes is the best answer as quickly as possible. In most cases, the end result is one or more To Dos that need to be completed in the next 7 days by specific team members. Indecision is not an option.

Before moving to the next issue, recap the To Do and make sure the owner is clear and committed to completing it within 7 days. Put it on the To Do list with the owner's initials and move on to the next issue. Each To Do can have only one owner.

Learn to solve issues for good with the Issues Solving Track™

DOWNLOAD NOW

PRO TIPS

Someone has to be bold and courageous to propose a solution so the team can debate, refine, and perfect it. Without this leadership, the discussion can go on forever.

Conclude on the issue when things start to get repetitive or unproductive. Ask, "How are we going to conclude on this? What are we going to do?"

CONCLUDE

Mindset: Conclusion and wrap-up.

Objective: Identify next steps and gain feedback for improving the next meeting.

Time: 5 Minutes.

With five minutes left in the meeting, conclude with three things:

1. Recap the To Dos and make sure each one has an owner who will be accountable for it.
2. Determine if there are any cascading messages to share with others in the organization, and add these items to the To Do List to ensure completion.
3. Rate the meeting on a scale of 1 to 10. A 10 doesn't mean you had a perfect meeting, or a conflict-free meeting. It means your team accomplished what it needed to, you got what you needed from the meeting, and the process was followed well.

You should always be averaging an 8 or better. If someone rates the meeting 8 or below, ask what would have made the meeting better. **End the meeting ON TIME**.

After the meeting

Each person who owns an item on the To Do List is responsible for completing their items before they are reviewed in the next meeting. The Administrator should update the agenda for the next meeting by removing solved issues and completed To Dos.

PRO TIP

Use the feedback to self-correct for your next meeting.

Be patient. Your first meeting will be awkward, but if you stay committed, you will become very comfortable. The level of team health, communication, and results will consistently rise.

ADDITIONAL RESOURCES FOR LEADING WORLD-CLASS MEETINGS

> "Far and away the most potent and useful approach I've ever seen for running a successful company."

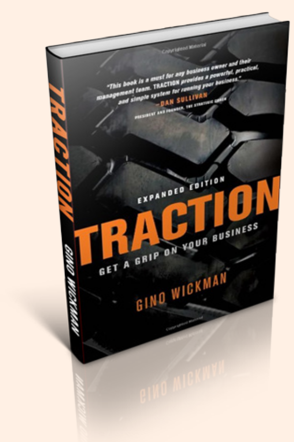
VINCE POSCENTE, AUTHOR OF "THE AGE OF SPEED"

- Read Chapter 8 of **Traction** by Gino Wickman
- Download a copy of **the Level 10 Meeting™ Agenda**
- Download the **Issues Solving Track™**
- View the Level 10 **videos on YouTube**
- Join **EOS Base Camp** for detailed guides and videos to help you

READ TRACTION TODAY

Learn the secrets to strengthening the Six Key Components™ of your business with the Entrepreneurial Operating System.

GET A FREE CHAPTER



GET FREE BUSINESS MANAGEMENT TOOLS

The EOS Toolbox™ is a complete set of twenty tools, addressing and strengthening all Six Key Components™ of any business.

UNLOCK THE TOOLBOX

ABOUT THE ENTREPRENEURIAL OPERATING SYSTEM®

The Entrepreneurial Operating System (EOS)®, combines timeless business principles with a set of simple, practical, real-world tools to help entrepreneurs get what they want from their businesses.

About EOS Worldwide

EOS Worldwide offers comprehensive training and support to entrepreneurs and business coaches who want to implement EOS effectively.

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90-MINUTE MEETING

Get your business laser-focused today! If you're thinking about implementing EOS in your business, schedule a free 90-Minute Meeting with a Professional or Certified Implementer.

REQUEST A MEETING

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