Meeting Rhythm: *The 'Silver Bullet' for handling any people issues*

What are the top problems you have (or have had) with the people in your team?

1. _____
2. _____
3. _____

Alexis says: To ensure you (and your team) consistently **catch**, **diagnose**, **solve** and **follow-up** on people issues (even when you are **busy**) you need an awesome **meeting rhythm**.

"Great growth firms are a lot like great jazz bands. The discipline underlying [Jazz] allows even musicians who have never played together before to perform a rocking jam session. The all-important drum-beat of the organization [is] the rhythm of communication."
- Verne Harnish, Chapter 11, Scaling Up

What this looks like at my software business

At my software business, Spidergap.com, we have 6 regular meetings:

1. **Daily huddle:** 10 min all-company call to share progress and align our goals
2. **Weekly cross-team wave:** Time to catch-up with a colleague you don't frequently speak to
3. **Weekly team review**: Review the previous week and plan the next
4. **Monthly exec review:** Monthly meeting for the execs to review progress and set goals
5. **Monthly 1-2-1 coaching:** Performance and personal development coaching with your line manager
6. **Annual meet-up:** We bring the entire company together for a few days, primarily to build stronger relationships.

Effective meetings follow effective agendas:

Meeting	Example agendas

Daily Huddle	• Max. 2 minutes each to share:
	  1. What are your wins
	  2. Progress against OKRs (explained using metrics where possible)
	  3. What's blocking progress
	  4. What's the plan
	• At end, review "what does it all mean": Key metric actual vs target
	• Don't try to solve problems on the call — take these to separate call

Performance and development coaching	1. Celebrate wins
	2. Review career goals (short-/mid-/long-term)
	3. Review current performance and opportunities to improve:
	  o Supporting the team Objectives and Key Results
	  o Progress against existing personal development plan
	  o Living our values (inc. review **360˚ Feedback*** collected before the first coaching session in each quarter)
	  o Business-As-Usual tasks (e.g. support)
	4. Solve challenges or blockers
	5. Identify opportunities to improve
	6. Update personal development plan
	7. Set individual OKRs for the next month and quarter.

Page from Spidergap Feedback Report

****360-degree Feedback** is an approach that uses the views of an employee's colleagues to identify a person's strengths and the areas for improvement.

The feedback is usually gathered using a questionnaire, and presented in a report. A good online tool (such as Spidergap ☺) makes this easy for you to administer and easy for the employee to understand.

Using the report, a manager can help the employee to plan how they will play to their strengths, and what actions they will take for their areas for improvement.

How will you apply this concept to your business?

_____
_____
_____

Test your approach – how will it handle these people issues?

Issue	Outcome
1.	
2.	
3.	