



WEEK 1:

- **Days 1-2: All day Annual Strategic Planning (16 hours)**
 Your team sets the strategy, annual priorities and target metrics for the first quarter.
- **Day 3: Daily Huddles begin.**
 Huddles take 10 minutes. The Huddle is a short meeting with verbal reports, so no one needs any extra prep time.

WEEK 2 - 13:

- **Monday mornings: Weekly Leadership meeting (90 minutes)**

Before this meeting, everyone needs to update their metrics, open action items, and come ready to discuss any issues they're facing. Each person spends up to 20 minutes prepping for this meeting. In the first week, there isn't much to report. As the weeks go by, though, it gets easier to see which parts of the plan aren't working out as planned. Some issues are straightforward, so the team knocks those out in the weekly meeting. Others are harder, so they get put on the list for the monthly strategic meeting.

- **Tuesday - Friday: Huddle (10 minutes)**

Held every day except Monday, when the team already spends 90 minutes together. After a few weeks of this regular check-in, you start to notice patterns. Maybe you discover that the different groups aren't working at the same pace, creating constant delays. Maybe some departments are crushing it and others always seem to be struggling. No big emergencies, but you've got a feel for the pulse and a sense for where you need to make adjustments in how the organization operates.

WEEKS 4 AND 9:

- **Thursday afternoon: Monthly Decision-Making Meeting (90 minutes)**

In one of the Monday meetings, your team brought up a problem or an opportunity that couldn't be resolved in 30 minutes. So in your Weekly Leadership meeting, you assigned one or two people to conduct more research and make recommendations.

The leaders researching the challenge dug into the details, and sent a report to everyone outlining the facts. They also worked with their teams and colleagues to find at least 3 viable options to decide between. Depending on the challenge, this could have taken hours or days - time spent making sure the team makes the best possible decision they can.

Not everyone on the leadership team needs to attend the Monthly Strategic meeting. If this month's challenge comes from the marketing department, and the safety lead doesn't really have any skin in that game, she may choose to bow out. Those who do participate make sure they've read the report in advance and come prepared, each spending up to an hour getting ready for the meeting.

At the end of the Monthly Strategic meeting, the team has a decision and a set of new action items to add to the list they'll review during next Monday's Weekly Leadership meeting.

WEEK 14:

- **Monday afternoon and Tuesday morning: Quarterly Strategic Refresh (8 hours)**

Week 14 and it's been 90 days since your team set the strategic plan. With the Daily Huddles, you've learned the day-to-day rhythm of how work flows through the organization. The Weekly Leadership meetings have shown where the original plan is working well, and where it's not. You've been deeply involved in all the small, important work of execution.

Finally, during the Monthly Strategic meeting you've learned how to critically examine big issues and refine specific strategies.

Now it's time to pull back and look at the big picture. Given everything you've learned about each other, the organization, and the work at hand, what needs adjustment? What should the targets for this coming quarter be? Which big challenges do you still need to dig into? You'll dedicate Monday afternoon and Tuesday morning to refining the plan, enjoying a nice dinner in between.

After the Quarterly Strategic meeting, one person will make sure that the new targets are all set up so you can start reviewing them in next Monday's Leadership meeting.

... and repeat.