

ITERATESM – KEY PRACTICES KICKOFF FOR MANAGEMENT TEAMS

MEETING AGENDAS

MEETING 0: INTRODUCTION TO ITERATIVE MANAGEMENT

- Objective:** Introduce concepts of Iteration and Iterative ManagementSM and provide examples
Duration: Approx. 1 hour
Prework: Anyone who has purchased a copy of *Iterate: Run a Fast, Flexible, Focused Management Team* should read chapters 1 and 2, “The Best Next Step” and “Five Key Management Practices”

Topic	Format	Expected Outcome	Time
You Already Iterate	Video & Discussion	Introduce concept of Iteration	12-20 minutes
Iteration Requires Feedback	Video & Discussion	Introduce the concept of management as the feedback system of the organization	12-20 minutes
Introduction to Management Practices	Video & Activity	See Iterative Management in action and relate it to our team	10-12 minutes
Closing	Discussion	Discuss key learning and confirm next meeting	As needed

MEETING 1A: KEY PRACTICE #1, OUTPUT & STATUS BROADCASTING

*MAY BE COMBINED WITH MEETING 1B BELOW

- Objective:** Develop Verbalized Summary Outputs and begin thinking about measuring them
Duration: Approx. 1 hour
Prework: Anyone who has purchased a copy of *Iterate: Run a Fast, Flexible, Focused Management Team* should read chapter 3, “Output and Status Broadcasting”

Topic	Format	Expected Outcome	Time
Verbalized Summary Outputs	Video & Activity	Create draft VSO's for all team members	30-40 minutes
Pragmatic Dashboards	Video & Activity	Assess the “pragmatic” quality of current graphs used by the organization	10-15 minutes
Closing	Discussion	Discuss key learning and confirm next meeting	As needed

MEETING 1B: KEY PRACTICE #1, OUTPUT & STATUS BROADCASTING (CONTINUED)

*MAY BE COMBINED WITH MEETING 1A ABOVE

Objective: Practice counting and charting tasks of different Task Type
Duration: Approx. 1 hour
Prework: This meeting continues from 1A. There is no additional prework.

Topic	Format	Expected Outcome	Time
Counting Output: Task Type	Video & Activity	Understand the concept of Task Type and how to assess the type of a task	8-10 minutes
Counting Output: Routine	Video & Activity with optional homework	Practice counting/charting Routine output	7-10 minutes
Counting Output: Troubleshooting	Video & Activity with optional homework	Practice counting/charting Routine output	7-10 minutes
Counting Output: Project	Video & Activity with optional homework	Practice counting/charting Routine output	7-10 minutes
Application: Output & Status Broadcasting	Video & Discussion	Close & capture learning from this Key Practice	7-10 minutes
Closing	Discussion	Discuss key learning and confirm next meeting	As needed

MEETING 2A: KEY PRACTICE #2, WORK PREVIEW MEETINGS

*MAY BE COMBINED WITH MEETING 2B BELOW

Objective: Assess the team's regular "staff" and other meetings for possible improvement
Duration: Approx. 1 hour
Prework: Anyone who has purchased a copy of *Iterate: Run a Fast, Flexible, Focused Management Team* should read chapter 4, "Work PreView Meetings"

Topic	Format	Expected Outcome	Time
Consistent Meeting Rhythm	Video & Discussion	Explore the consistency of the meeting rhythm for this and related teams	15-25 minutes
Forward Looking Orientation	Video & Discussion	Identify possible improvements in forward looking orientation	10-15 minutes
Resource Allocation Focus	Video & Discussion	Assess the degree of the team's focus on resource allocation vs other managerial work	10-15 minutes
Closing	Discussion	Discuss key learning and confirm next meeting	As needed

MEETING 2B: KEY PRACTICE #2, WORK PREVIEW MEETINGS (CONTINUED)

*MAY BE COMBINED WITH MEETING 2A ABOVE

Objective: Develop and practice using OSIR Reports
Duration: Approx. 1 hour
Prework: This meeting continues from 2A. There is no additional prework.

Topic	Format	Expected Outcome	Time
OSIR Reports	Video & Discussion	Understand the concept of the OSIR report & discuss prevalence of the behavior today	10-15 minutes
Application: Work PreView Meetings	Video & Activity	All team members practice making & evaluating OSIR Reports	45-50 minutes
Closing	Discussion	Discuss key learning and confirm next meeting	As needed

MEETING 3A: KEY PRACTICE #3, GROUP DECISION-MAKING

*MAY BE COMBINED WITH MEETING 3B BELOW

- Objective:** Define and explore approaches for making high quality group decisions
Duration: Approx. 1 hour
Prework: Anyone who has purchased a copy of *Iterate: Run a Fast, Flexible, Focused Management Team* should read chapter 5, "Group Decision-Making"

Topic	Format	Expected Outcome	Time
Group Consultative Process	Video & Discussion	Understand the various options for group decision-making and which perform best	15-20 minutes
Fully Commissioned Decisions	Video & Discussion with Activity	Understand, practice, and improve at the act of decision commissioning	10-15 minutes
100% Implementation	Video & Discussion	Learn the importance of "Disagree and Commit" and explore whether it is in use	10-15 minutes
Closing	Discussion	Discuss key learning and confirm next meeting	As needed

MEETING 3B: KEY PRACTICE #3, GROUP DECISION-MAKING (CONTINUED)

*MAY BE COMBINED WITH MEETING 3A ABOVE

- Objective:** Develop and practice using OSIR Reports
Duration: Approx. 1 hour
Prework: This meeting continues from 3A. There is no additional prework.

Topic	Format	Expected Outcome	Time
Disciplined Meeting Management	Video, Discussion, & one to two activities	Practice with tools for improving meeting effectiveness	30-35 minutes
Application: Group Decision-Making	Video & Planning Discussion	Plan a practice meeting in which the group will process at least one OSIR Report	15-20 minutes
Closing	Discussion	Discuss key learning and confirm next meeting (including meeting planned above)	As needed

MEETING 4: KEY PRACTICE #4, LINKED TEAMS

- Objective:** Assess the team's regular "staff" and other meetings for possible improvement
Duration: Approx. 1½ hours
Prework:
 - Your team should have held the special session you planned at the end of meeting 3B to make and debrief an OSIR-driven decision
 - Anyone who has purchased a copy of *Iterate: Run a Fast, Flexible, Focused Management Team* should read chapter 6, "Linked Teams."

Topic	Format	Expected Outcome	Time
Upward Looking Success	Video & Discussion	Explore the extent to which team members in this team and others "look up"	10-15 minutes
Managers as Links	Video, Activity & Discussion	Discuss the extent to which managers act as "links" within and around this team	15-20 minutes
Interdependent Approach	Video & Discussion	Explore interdependence as it relates to maturity on your management team	10-15 minutes
Continuous Lateral Development	Video & Discussion	Improve upon cross-functional understanding with members of your team	10-15 minutes
Application: Linked Teams	Video & Activity	Take action to improve the Linked Teams/ Upward Looking Success of your team	10-15 minutes
Closing	Discussion	Discuss key learning and confirm next meeting	As needed

MEETING 5A: KEY PRACTICE #5, FRONT LINE SELF-SUFFICIENCY

*MAY BE COMBINED WITH MEETING 5B BELOW

- Objective:** Investigate and improve elements that create a more self-sufficient front line
Duration: Approx. 1 hour
Prework: Anyone who has purchased a copy of *Iterate: Run a Fast, Flexible, Focused Management Team* should read chapter 7, “Front Line Self-Sufficiency”

Topic	Format	Expected Outcome	Time
Clear Output Goals	Videos, Discussion, & Activity	Detailed exploration of goal clarity at the front line	20-25 minutes
Self-Managed Feedback	Video & Activity	Investigation of methods for the front line to track their own work	15-20 minutes
Control of Resources	Video & Activity	Assessment of resource control (or lack thereof) on the front line	15-20 minutes
Closing	Discussion	Discuss key learning and confirm next meeting	As needed

MEETING 5B: KEY PRACTICE #5, FRONT LINE SELF-SUFFICIENCY (CONTINUED)

*MAY BE COMBINED WITH MEETING 5A ABOVE

- Objective:** Investigate and improve upon front line forecasting accuracy
Duration: Approx. 1 hour
Prework: This meeting continues from 5A. There is no additional prework.

Topic	Format	Expected Outcome	Time
Fair-Day’s-Work Forecasts	Video & Discussion	Investigation of accuracy of forecasts initiated by the front line	10-15 minutes
The Philosophy of Self-Sufficiency	Video & Discussion	Exploration of the reasons driving the need for a self-sufficient front line	15-20 minutes
Application: Front Line Self-Sufficiency	Video & Activity	Review and potential improvement of front line goals	20-25 minutes
Closing	Discussion	Discuss key learning and confirm next meeting	As needed

MEETING 6: ASSESS AND IMPROVE (CLOSING)

- Objective:** Create a targeted improvement plan based upon defined strengths and weaknesses
Duration: Approx. 1½ hours
Prework:
- Prior to meeting 6, each person should spend approximately one week intentionally observing the organization for evidence of the Five Key Practices and Eighteen Core Components of Iterative Management (see graphic below agenda)
 - Prior to meeting 6, anyone who has purchased a copy of *Iterate: Run a Fast, Flexible, Focused Management Team* should read chapter 8, “Understand, Assess, and Improve” and complete the *Assessment of Iterative ManagementSM Practices*.

Topic	Format	Expected Outcome	Time
From Understand to Assess	Video, Reflection, and Discussion	Define strengths and weaknesses on your team	35-45 minutes
From Assess to Improve	Video, Activity, and Action Planning	Define specific plans to improve your team, and next steps beyond	35-45 minutes
Closing	Discussion	Confirm timing and logistics for follow up discussion	As needed