

# ITERATE® – KEY PRACTICES KICKOFF FOR MANAGEMENT TEAMS

## MEETING AGENDAS

### MEETING 0: INTRODUCTION TO ITERATIVE MANAGEMENT®

**Objective:** Introduce concepts of Iteration and Iterative Management® 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 Management® 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

