On Weekly Team Meetings

WHY THEY MATTER AND HOW WE RUN THEM

A Message from the CEO

At Ninety, we get how hard it is to run and build organizations. Our cloud-based Business Operating System (BOS) platform contains each of the essential concepts, tools, and disciplines needed to become great company builders.

We believe we're moving into a new age of Work — what we refer to as the Age of Understanding, or Work 8.0. The coming of this age was inevitable, but the pandemic accelerated its arrival by about ten years as so many people transitioned to remote or hybrid work models.

When we say Work, we mean finding value and purpose in our occupational roles — not just punching a time clock.

One of the most notable characteristics of Work 8.0 is that we now have an almost infinite array of opportunities to find Work. This shift will see more and more people reshuffling where and how they Work.

The good news is we've been studying company building for decades and have a well-informed, time-tested understanding of the essential concepts, tools, and disciplines needed to master great company building.

In short, great companies understand who they are, what they are, where they are, where they want to go, and what it's going to take to get there.

This guide is all about how to master a particular skill, discipline, or toolset. It's one of an array of guides associated with how to build a great company.

Across all our content, rest assured that our relentless focus will always be to simplify the hard work of aligning and focusing teams so organizations and their employees can thrive.

Gratefully,

Mark Abbott
CEO + Founder, Ninety.io

Purpose

This Ninety Guide is part of our series on the meetings necessary to build, operate, and scale a great company. This guide addresses **Weekly Team Meetings**: those held once a week.

An organization's success largely depends on how well its teams work both independently and with each other. A team's performance is most often determined by its individual members' ability to collaborate, cooperate, and communicate. For us, the Weekly Team Meeting (WTM) system makes it all happen.

Why do we dedicate so much content to meetings? Because every organization has them, no matter how big or small. And because meetings can either be the foundation of a company's excellence or the bane of its existence.

Based on decades of company-building experience and data, we have a clear roadmap for how best to design and run effective meetings that help teams Get Smart Stuff Done (GSSD), achieve breakthroughs, and grow their organization.

We're happy to share our roadmap because delivering free, high-impact, company-building information is part of our mission to help organizations focus, align, and thrive.

LET'S DIVE IN.

- **Read it**
  - » We've designed this guide to make it easy to quickly absorb the information. Skim for highlights, glance for big ideas, or dive in for a deeper understanding.
- **Save it**
  - » Continue to use this guide as a high-value reference. Highlight, underline, or circle what's most useful. We've even left space for notes.
- **Share it**
  - » The information and advice on these pages should be shared. We deeply believe that useful resources should be accessible to all.

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STRUCTURE

At Ninety, we are deeply committed to building a self-managing workplace. The big idea isn't that everyone works and manages themselves independently or that we don't have hierarchies of competency. We absolutely do. Our company, like most small and midsize organizations, is structured around competency groups, such as Marketing or Client Success, which we call **Centers of Excellence**. Each of these areas of domain expertise has layers defined by roles and responsibilities, time span capacities, and levels of complexity.

That's us. That's how we've structured Ninety.

If your organization has evolved much past the stage of establishing product/market fit, you've probably reached a similar point. You likely have departments, too, each consisting of a team (or multiple teams) of thoughtful, hard-working people. That's fantastic. You are either well on your way to building a durable company — better yet, a great company — or you already have one.

The goal now, as always, is to ensure the groups in your business — your departments and teams — work extremely well, efficiently and effectively, and are able to self-manage in support of your organizational goals.

LEADERSHIP SETS THE COURSE

At Ninety, we believe it is the **Senior Leadership Team**'s (SLT) responsibility to provide every team in the company with the leadership, coaching, and resources they need to fulfill their portion of our value delivery process.

To that end, our SLT sets and shares Ninety's Vision, including our 3-Year, 1-Year, and 90-Day Goals (Rocks). The SLT gets clear agreements on these from all involved and then lets the teams run. From there, the SLT supports the organization by actively remaining aware of team activities and helping things stay on track. The best way to do so is for everyone in the company to participate in WTMs.

Of course, if everyone is in a WTM, this means that most leaders are in two WTMs: one with their leader's team (e.g., the visionary with each of the department leaders) and one with their own team (e.g., the head of Marketing with each of their team leaders).

Why Weekly Team Meetings continued

MARCHING TOGETHER

Our WTM's weekly cadence — not too often, not too seldom — allows for the regular addition of knowledge, skills, and trust to the team, which enhances both the work itself and how everyone works together.

The WTM process is also ideal for steadily, strategically moving things forward. It's how we ensure our entire company is aligned, marching confidently over 90-day periods, and achieving 90% or more of our goals.

More than just inspiration for our company's name, that's basically the Ninety way.

All in all, the WTM promotes team health, inspires frictionless, high-performance teamwork, and enhances productivity. As a result, the organization functions extremely well at the individual, team, and department levels.

WTM BENEFITS

1. **Alignment** — WTMs reinforce the bigger picture and how each team fits into the company's overall Purpose, which in turn underscores why everything everyone does matters.
2. **Priorities** — WTMs remind everyone of what's most important, identify where things stand, and communicate what individuals and teams can do to fulfill their agreements.
3. **Clarity** — Through regular communication among teams, WTMs help resolve open questions and confirm or modify prior agreements.
4. **Solutions** — Through a collaborative issue-resolution approach, WTMs identify the best solutions, helping the team and organization become their best versions.
5. **Accountability** — Through innate, gentle peer pressure, WTMs create accountability that helps ensure individuals and teams consistently honor their agreements.

When Does the Meeting Take Place?

At Ninety, we believe every organization can benefit immensely from establishing WTMs, especially in a remote work world.

That said, some companies may encounter resistance to meeting weekly from individuals or teams, especially when upgrading their Business Operating System, which brings many other changes.

Typically, there are three sides to WTM resistance:

- To some, adding a meeting to the weekly calendar can feel like more work on top of everything else.
- Team members may find it difficult to identify a time slot that works perfectly for everyone.
- The team leader may yield and allow for rescheduling or cancellation of the WTM.

Keep in mind that our goal isn't more meetings — it's fewer. The WTM removes those "drive-by" or "do you have a minute" meetings that lack agendas and involve topics that can, and should, wait until the team is together. That's why WTMs almost always become sacrosanct for well-run organizations.

While our company-building experience demonstrates the power of the WTM, its installation and the first four to eight weeks can be challenging. Early on, even the most committed, disciplined teams can struggle. Here's what we say to that: Don't give up! As with any organizational process, the more experience a team has with their WTM, the more value it delivers. Before long, the WTM will be a metronome driving team progress.

FIVE RULES FOR THE WTM

1. **Same Day** — Different teams find different days of the week optimal for their WTMs, depending on the demands of their organization. The key is predictability. Having the WTM on the same day of the week reduces guesswork.
2. **Same Time** — Similarly, different teams find different times of day optimal for their WTMs. Timing may be impacted if the team meets remotely, since time zones can be a factor. Again, consistency is paramount!
3. **Same Duration** — WTMs must have a consistent time limit. Typically, the more tactical the nature of the team, the shorter the duration. Predictability is vital, as it allows everyone to plan the rest of their day.
4. **Start on Time** — Everyone's time is valuable, and your team's collective time is especially so. Start on time. If someone's late, let them catch up.
5. **End on Time** — Now more than ever, our calendars are very chunked up, and many of us have back-to-back meetings. We owe it to ourselves to end on time.

Who Attends the Meeting?

EVERYONE, ALWAYS

When it comes to participation, the entire team always attends their regularly scheduled WTM. The fewer exceptions granted for occasional absences, the more effective the WTM will be.

Frankly, many teams find it difficult to implement this attendance discipline. Team members may justify missing the WTM for many reasons, ranging from important client calls to pressing deadlines.

In response, we encourage team leaders to reject such reasons and turn all-team, every-WTM attendance into a core discipline. Generally speaking, everything, even critical situations, can and should be addressed around the WTM.

> Connecting on a weekly cadence keeps teams focused, aligned, and thriving.

PARTICIPANT ROLES

Three specific attendee roles help a WTM run smoothly:

1. **Facilitator** — The Facilitator leads and manages the meeting. They ensure the team follows all WTM best practices and addresses all agenda items. Possible Facilitators include:
   - **Team Leader** — Many teams default to having the team leader facilitate the WTM. This is certainly fine, but sometimes it's better for the team leader to simply participate.
   - **Best Skills** — On certain teams, a particular team member is known for having excellent Facilitator skills. They may be great at guiding discussions, for example.
   - **Rotation** — Some teams rotate the Facilitator responsibility among all team members, with a different person facilitating the WTM each week. This way, everyone has the opportunity to sharpen their skills.
2. **Scribe** — The Scribe records the information communicated during the WTM, including notes, decisions, To-Dos, and more. A great Scribe is typically detail-oriented and organized, follows processes well, and is comfortable with the platform used to manage the WTM records, such as Ninety.
3. **Time Keeper** — The Time Keeper ensures the WTM progresses according to the agenda's timers so it starts and ends on time. For smaller teams, the Time Keeper and the Scribe are often the same person.

What Happens During the WTM?

Depending on the Business Operating System used, a team may include different components in their WTM. One system may emphasize a step or process more than another, for example.

At Ninety, the Weekly Team Meeting consists of three key elements. We've found that so long as we emphasize these elements in our WTM agenda, the meeting will run effectively and efficiently. We'll Get Smart Stuff Done, too.

1. **Book-Ends** — These are two important sections, one at the beginning of the meeting and one at the end. Their role is to reinforce team connections and help everyone transition into (and out of) a focused meeting mindset.

   » **Segue** — For us, every WTM starts with a process we call the Segue. In addition to formally kicking off the meeting (start the clock!), it accomplishes several things:

   - It **quiets** noise and focuses everyone on the WTM.
   - It **increases** empathy among team members.
   - It **strengthens** team member bonds.

   Our Segue involves asking every team member to briefly share their own bit of "good news," often in the form of a recent **personal** win and a recent **professional** win — two great things they got done or had happen. More than just casual conversation, starting the WTM in this manner humanizes the people present and puts everyone's work in context. For remote teams (like ours), it's especially important to develop team connections.

   » **Conclude** — Just as every WTM starts with a defined process, at Ninety, every Weekly Team Meeting ends with one, too. We call it Conclude. In addition to signaling the meeting is nearly done, it accomplishes several things:

   - It **recaps** any key decisions made during the WTM.
   - It **reiterates** any promises team members made during the WTM.
   - It **evaluates** the meeting's quality through a rating system.

2. **Accountability** — There are four sections that aim to instill healthy accountability for team members' earlier promises. Whether it's weekly metrics, action steps, or desired progress on priority items, each agreement is covered.

3. **Issues Solving** — This section focuses on addressing relevant Issues. An Issue could be a problem to be solved, a challenge to be addressed, an exciting idea to implement, or a new opportunity to consider.

How We Do It: Our Agenda

Among different Business Operating Systems, the Weekly Team Meeting agenda often varies. Some BOSs, such as the Entrepreneurial Operating System® (EOS®), impose a fairly rigid agenda. Others, such as Scaling Up™, Pinnacle™, or Rhythm Systems™, take a more pliable approach or suggest general guidelines. Still others don't address the meeting agenda.

To us, what matters most is doing what works best.

For example, the Ninety SLT grew up using EOS's Level 10™ system and still adheres to many of its basic principles and disciplines. Our SLT has ten members, though, so some agenda sections had to be modified to accommodate the larger team size, making the meeting 120 minutes (smaller SLTs may only need 90 minutes).

Our Senior Leadership Team's WTM has seven sections:

1. **Segue** 10 minutes
2. **Scorecard** 5 minutes
3. **Rocks** 10 minutes
4. **Headlines** 10 minutes
5. **To-Dos** 5 minutes
6. **RDR** 75 minutes
7. **Conclude** 5 minutes

Sections 1 and 7 are the **Book-Ends** of the meeting. Sections 2, 3, 4, and 5 form the **Accountability** portion of the meeting. Section 6 is the **Issues Solving** portion of the meeting. We refer to this section as **RDR (Raise, Discuss, and Resolve)**, the process we follow to resolve issues as a team. This is the heart of the meeting, so it has the most time allocated.

In our experience, you and your team will have great meetings if you follow this agenda, respect the allocated times, and master the art of RDR (more on this later). The rest of this guide will walk you through what mastery looks like section by section.

Section 1: Segue

The **Segue** serves to enhance both the WTM and team connections. Here's how we do it.

1. **Arrive Early** — The team has a standing agreement that each team member arrives at least one minute before the scheduled start time. This practice allows everyone to physically and mentally settle into the WTM space.

   For remote teams (like us!), agreeing to enter the WTM even a minute early can be especially helpful, since it gives everyone time to adjust their device's audio and video settings before the meeting officially begins.

2. **Good News** — At the scheduled start time, the WTM Facilitator asks each team member to share their "good news," typically in the form of a recent personal win and professional win. (We rotate the Facilitator role each week.)

   Obviously, it's good to keep these statements succinct. If the average team has seven members, for example, a person may share for 45 seconds. At Ninety, we err on the human side, though — going a little over is fine.

> Segue initiates a more personal, collaborative environment and strengthens team bonds.

Section 2: Scorecard

A **Scorecard** is a collection of key performance indicators (KPIs) — single numbers — that we review weekly, monthly, or quarterly (or occasionally on a different time frame). So, how does it all work within the WTM?

Each KPI is "owned" by one team member responsible for ensuring the number gets into the system before the WTM. Each KPI also has a target that ensures we're all in agreement on when there is an issue. KPI owners are accountable for ensuring that the KPI meets its target. That doesn't mean they are responsible for doing the required work: they may be, or their team may be.

Designing a high-quality Scorecard that truly gives the team a "pulse" on the business is an art and a science. It takes time and a deliberate trial-and-error approach to develop a Scorecard that balances simplicity and relevance.

> "Not everything that can be counted counts, and not everything that counts can be counted."
>
> William Bruce Cameron

HOW IT WORKS

During this WTM segment, the team walks through every KPI and calls out anything that represents an Issue or is worthy of celebration. The Ninety Scorecard has three possible flags:

- **Green** — A green flag means the number has been on target three or more consecutive weeks. There's not much to say here except "Great job!"
- **Yellow** — A yellow flag means the number has been off target for one to two of the last three weeks. The Ninety team usually doesn't worry about these unless a number is off significantly.
- **Red** — A red flag means the number has been off target for three consecutive weeks. We focus our time here, and if a metric is deemed to be an Issue, we right-click to add it to our Short-Term Issues list in Ninety so we can discuss it during RDR.

HELPFUL HINTS

Don't spend time discussing Issues right now — wait until it's time to RDR (Raise, Discuss, and Resolve). Time and again, as coaches, we'll sit in on a client's WTM and share that had they not talked about one or more Issues during the Scorecard review, they would have solved all their critical Issues during RDR. At Ninety, we use a priority rating system (more to follow) so we always solve our most important Issues during our scheduled time (and we always end on time out of respect for one another's calendars).

Want to dive deeper into Scorecards? Check out our On Data Guide and our Scorecard Brief.

Section 3: Rocks

Rocks are quarterly goals or priorities we agree to undertake to help make our organization bigger, stronger, faster and more efficient. They go beyond our day-to-day Roles and Responsibilities. We set our Rocks during Quarterly and Annual Planning Meetings, and they tend to cover a span of about 90 days. Rocks often involve more than one person or team, so it's important that they are agreed to in a team setting and that we check on their progress in a team setting as well.

At Ninety, every team has Rocks, and every Rock has an owner who is accountable for getting it done. For the Senior Leadership Team, Rocks include Company Rocks, those shared during the quarterly State of the Company meetings.

- Some Company Rocks are associated with efforts to reach the company's goals for the year.
- Some Company Rocks may involve multiple departments collaborating on a shared initiative.
- Some Company Rocks may be team member-related developments, like a new benefits plan.

HOW IT WORKS

During this WTM segment, the Facilitator reads off each Rock, followed by its owner's name. (For the SLT, the process starts with Company Rocks.) The owner reports whether the Rock is "On track" to get done on time or "Off track."

The Scribe records the reported status in Ninety. If a Rock is on track, there is no further discussion.

If a Rock is off track, however, the owner or the team leader may ask the Scribe to add it to the Short-Term Issues list, where it will be addressed during RDR.

HELPFUL HINTS

As with every section of the WTM, even if there is an Issue with a Rock, we hold off on talking about it until we get to the RDR section of the agenda.

Want to dive deeper into Rocks? Check out our Rocks Brief.

Section 4: Headlines

Headlines are announcements about people relevant to the organization. Headlines give the team an opportunity to surface important people-related information. They can be good news or bad news. They can be about people inside the organization, like team members or contractors, or outside the organization, like customers, vendors, partners, and investors.

Cascading Messages are Headlines that have been cascaded from one team to another. Cascading Messages are rarely bad news because bad news should usually be delivered directly.

HOW IT WORKS

In this WTM segment, the Facilitator asks for brief descriptions of any Headlines team members may want to add. At Ninety, our colleagues typically build the list of team Headlines before sharing, allowing us to prioritize if we have a lot (we are intent on adhering to our allocated time of five minutes for this segment).

Once we've built our list of Headlines, we review the Cascading Messages to see what's arrived from other teams or departments.

After Cascading Messages, we go down the list of Headlines and ask the providers to share a summary of the news. Team members say "Done" when finished, which signals to the next team member it's their turn.

Finally, we decide if we should cascade any of our Headlines to other teams.

HELPFUL HINTS

Since Headlines are usually good news, we find it helpful to have the Scribe add notes to each Headline while it is being shared in case we want to cascade it to others.

If there is an Issue associated with a Headline, we add the Headline to our Short-Term Issues list.

Once again, our goal is to avoid all discussion until we get to the RDR segment of our WTM agenda.

Section 5: To-Dos

To-Dos are actions that team members agree to undertake. Fundamentally, they are agreements. At Ninety, we think of every To-Do as a promise that an individual — the To-Do owner — makes to the other members of the team.

To-Dos have deadlines, typically 7–14 days after their creation. By nature, To-Dos tend to be short-term, immediate tasks. The To-Do owner is accountable for accomplishing the stated action on time.

HOW IT WORKS

For this WTM segment, the Facilitator reads the To-Dos that are now due, followed by the owner's name. The owner responds with either "Done" or "Not done."

- If a To-Do is done, that's all there is to it. Strong work.
- If a To-Do is not done, the owner proposes a new deadline, and the reported status and potential due date change are recorded in Ninety.
- If the owner anticipates any challenges in getting the To-Do done, they may ask to add it to the Short-Term Issues list.

HELPFUL HINTS

For those that use Ninety, the percentage of To-Dos not done on time is displayed in the Quarterly Discussion Form. Having this metric easily viewable helps ensure everyone lives up to their agreements in a timely fashion.

Initially, some team members may be reluctant to add undone To-Dos to the Issues list. However, it can be wise to add them to the list so the To-Dos are not continually rescheduled.

Want to dive deeper into To-Dos? Check out our To-Dos Brief.

Section 6: RDR

RDR (Raise, Discuss, Resolve) is how a team can effectively and efficiently resolve Issues.

And what's an Issue? **Issues** can be problems, difficulties, or obstacles, or they can be ideas, opportunities, and topics to be explored. They're things to tackle.

There are four main types of Issues:

1. A team member wants to share information with the team.
2. An Issue needs to be solved. The Issue owner has a recommended solution and wants to make sure they're not missing anything.
3. A team member needs the team's help in dealing with a difficulty.
4. A team member has an Issue to share with another team member and wants the team's help in finding a solution.

At Ninety, over the course of a WTM or in between meetings, we capture and hold Issues in the Short-Term Issues list. An Issue is only allowed to be removed from the list once it has been resolved, moved to the Long-Term Issues list, or moved to another team's Issues list.

There are various ways to attack the Issues list. At a Ninety WTM, we use the following ranking system:

- **5** = Must RDR today and want to discuss as early as possible
- **4** = Must RDR today
- **3** = Should RDR today if we have time
- **2** = Don't need to RDR today, but should resolve it soon
- **1** = Not urgent, but it would be good to resolve it someday

We then sort the Issues list from 5 to 1 and address them in that order. After resolving all 5s and 4s, if we have time, we address 3s that make sense. For us, it is often more useful to end the meeting earlier than to work on 2s and 1s.

So, once the Issues list is sorted, how exactly do we address them? That's where the RDR process comes in.

Want to dive deeper into Issues? Check out our our RDR Brief and Issues Brief.

RAISE

The first step in the RDR process is to **raise** and clarify the Issue. This responsibility belongs to the Issue's owner. There are several ways to raise an Issue; it's up to the team to identify the best method. Here are a few options:

- The owner states the Issue in the briefest form possible, aiming to capture its essence. This approach requires a solid grasp of the Issue and the ability to be succinct. It may be easier for some than others.
- The owner frames the Issue as a question posed to the team, provides all the relevant background information, and then closes by posing the same question again. This approach is great for teeing up discussion.
- The owner talks through five specific prompts: Who, With, One, What, and Why. This approach progressively unpacks the Issue and helps the owner — and others present — verbally process it in real-time. This is the method we favor at Ninety.
   - » **Who** — Who are we solving for? Usually, the Issue's owner.
   - » **With** — With whom do you have this Issue? This may be an individual team member or a whole team, represented by the team leader.
   - » **One** — Summarize the Issue in one sentence. The one-sentence limitation, though challenging, simplifies the Issue, making it easier to solve.
   - » **What** — What does the Issue's owner need to resolve it? They may need information, assistance, confirmation, or something else entirely.
   - » **Why** — Why are we talking about this Issue in this forum? This highlights why the Issue needs to be discussed with the entire team.

Regardless of the method used, the team should have the opportunity to ask the owner follow-up questions. The Facilitator manages this process to ensure that everyone present has complete clarity on the Issue that needs to be resolved and the associated context.

DISCUSS

The second step in the RDR process is to **discuss** the Issue. By clarifying it during the Raise step of RDR, we've reduced the likelihood of rambling and tangents, however well-intentioned. Instead, quality discussion centers on identifying a solution.

It's important to remember that collaborative, solution-focused discussion is an organizational skill that may feel unnatural at first but can be mastered with repetition and intent. To that end, it can be helpful to review key principles of discussion.

- The Facilitator and team should make an effort to ensure everyone participating in the discussion is heard. That said, every person does not need to weigh in on every Issue. It's vital to hear from those closest to the facts.

- Speakers should be brief. Team members should focus their comments on what matters most about the Issue and, ideally, only say what they say once. RDR time is not an open mic.

- Everyone should appreciate that each individual has their own way of processing an Issue. Some may be analytical, while others may feel their way through. Effectively shared, all can be useful.

RESOLVE

The third step in the RDR process is to **resolve** the Issue. Since it has already been raised and discussed, finding the solution is often straightforward. If it simply called for information or communication, the Issue may already have been resolved.

If follow-up is needed, the team expresses the solution as a To-Do, or if it's a big Issue, we move it to the Long-Term Issues list as a Rock candidate for this or some future quarter.

The RDR process concludes with the Issue's owner declaring the Issue resolved.

Section 7: Conclude

The **Conclude** section of the WTM ensures the entire team is fully aware and aligned as the meeting draws to a close.

1. **New To-Dos** — The team briefly reviews any newly added or modified To-Dos. To-Do owners affirm their awareness and agreement to get it done.
2. **Cascading Messages** — The team briefly reviews any communication they've decided to deliver to those outside the team, including preliminary delivery details.
3. **Meeting Rating** — The team members individually grade the WTM on a scale of 1 to 10. At Ninety, we believe every meeting starts as a 10. That rating goes down if we are guilty of one or more of the following:
    - » People didn't show up on time, or we didn't start on time.
    - » We went over the alloted time for each section (the only area where we are lenient is if our Segue goes a bit long, since team health is super important to us).
    - » We discussed Issues before we got to RDR.
    - » We didn't RDR well:
        - We went on tangents.
        - We said things twice.
        - We could have been more thoughtful when we engaged with one another.
        - We didn't get through all our priority 5 Issues.
    - » We didn't end on time.

We teach our clients early on that if one or more team members grade the meeting at an 8 or lower, the team member(s) must share a brief explanation of their rating. This feedback will hopefully enable the team to get better and better at running their meetings, with the goal of getting their average WTM score up to at least 9.

Over time, we encourage our clients to bump their request for feedback threshold to 9. Our experience shows that teams who consistently get 9s or better tend to be our best performing clients. These are the teams that look forward to getting together and getting smart stuff done. These are the teams that are focused on building great companies.

Variations

Some organizations modify aspects of the WTM agenda to better suit their needs. At Ninety, the standard WTM agenda works very well, but we encourage (and our platform supports) modifications.

Here are a few WTM variations our clients have found effective:

SEGUE QUESTIONS

For a more elaborate Segue segment of the WTM, here are five additional prompts:

1. What is your "walk on stage" song?
2. What is one item last week that you chose not to do?
3. Share a favorite quote that you heard or read last week.
4. What didn't work over the past week?
5. What could you have done differently this week?

Takeaway

The Weekly Team Meeting's cadence — not too often, not too seldom — allows for the regular addition of knowledge, skills, and trust to the team, which enhances both the work itself and how everyone relates and works together. It's also ideal for steadily, strategically moving toward long-term goals by aligning team efforts and increasing accountability. Through WTMs, we ensure our company is marching confidently over 90-day periods and hitting over 90% of our goals.

Key Terms

- **Centers of Excellence** — Areas of domain expertise structured around competency groups, such as Marketing or Client Success. Each of these areas has layers defined by roles and responsibilities, time span capacities, and levels of complexity.
- **Facilitator** — The person who leads and manages the meeting. They ensure the rules and disciplines of the WTM are followed and all agenda items are addressed. The Facilitator can be a team leader or someone great at guiding discussion.
- **Issues** — The biggest, highest-impact items or topics facing the company, ranging from organizational challenges to ideas and new opportunities.
- **Raise, Discuss, and Resolve (RDR)** — An efficient and effective way to state, then resolve issues through collaborative, solution-focused discussion.
- **Rocks** — These qualitative 90-Day Goals represent the organizational priorities that should be accomplished by the end of the next quarter.
- **Scorecard** — A collection of key performance indicators (KPIs) that are reviewed weekly, monthly, or quarterly.
- **Segue** — A quick sharing session from each team member at the outset of the meeting that initiates a more personal, collaborative environment and strengthens team bonds.

WHAT'S NEXT?

Thank you for taking the time to explore this guide. Now that you have a sense of how these concepts and their related tools advance a company's Vision, you may be eager to implement them in your own organization. We're here to help! Find more company-building information in the 90u Library or try Ninety today.