

# TACTICAL MEETING

SURFACE DATA

1

## CHECK-IN

One at a time. Call out distractions, get present. No discussion.

2

## CHECKLIST REVIEW

Facilitator reads checklist of recurring actions; participants respond “check” or “no check” to each for the preceding period (e.g. prior week).

3

## METRICS REVIEW

Each role assigned a metric reports on it briefly, highlighting the latest data.

4

## PROJECT UPDATES

The Facilitator reads each project and asks: “**Any updates?**” The project owner either responds “no updates” or shares what’s changed since the last meeting. Clarifying questions allowed, but no discussion.

5

## BUILD AGENDA

Build agenda of tensions to process. One or two words per item.

6

## TRIAGE TENSIONS

To process each agenda item: *See back of card for more detail*

A

Facilitator asks:  
“**What do you need?**”

B

Listen for item-  
owner’s request

C

Capture accepted  
next-actions or  
projects

D

Facilitator asks:  
“**Did you get what  
you need?**”

7

## CLOSING ROUND

Each person can share a closing reflection. No discussion.



# PROCESSING AGENDA ITEMS

A

To agenda-item-owner:

## “What do you need?”

Agenda-item-owner engages others as needed

B

## Listen for their request

Use pathways below as appropriate...



## “Do you want someone to get something done?”

- Ask, **“What role would you like to request that from?”** If unknown, ask group for help and/or pull up governance to investigate.
- *To target of request:* **“Would it serve your role’s purpose or accountabilities to take that action or work towards that outcome?”**



WATCH FOR: Weilding implicit expectations. If request doesn’t fit any role’s purpose or accountabilities, go to bottom of the card; i.e. ask, **“Is this something you’d like to expect on an ongoing basis?”**



## “Do you want input or data?”

- Ask, **“What information do you need?”** Allow space for sharing.



WATCH FOR: Consensus-seeking behavior. Remind them:

**“You have the full authority to take any action or make any decision in service of your roles, as long as it doesn’t break an explicit rule. So, what do you need to make your decision?”**



## “Do you want to share some input or data?”

- Allow space for sharing.
- Check, **“Did you get what you needed?”** before allowing responses.



WATCH FOR: Anything other than sharing information (e.g. an implicit request).



## “Is there something you’d like to expect on an ongoing basis?”

- Explain, **“Expectations can only be defined in governance, so would you like a reminder to bring this to a governance meeting?”**
- Then ask, **“Until then, is there anything operationally that needs to be done?”**

C

## Capture accepted outputs

(e.g. next-actions, projects, etc.)

D

To close each item, ask:

## “Did you get what you need?”

If not, invite another request

