

Tactical Meeting

Remove immediate barriers to operational work.

1

Check-In Round

The Facilitator invites participants, one at a time, to share a check-in to call out distractions and get present. No discussion.

Surface Data

2

Checklist Review

The Facilitator reads the checklist of recurring actions. Relevant role-fillers respond with "Check" or "No check" to each for the preceding period.

3

Metrics Review

Each role that is assigned a metric reports on it briefly, highlighting the latest data. Clarifying questions are allowed, but no discussion.

4

Project Updates

The Facilitator reads each project and asks, "Any updates?" The project owner responds with "No updates," or shares what's changed since the last meeting.

Remove Barriers

5

Build Agenda

Participants build the agenda of tensions to process, using one or two words per item as a reminder for the agenda-item-owner.

6

Triage Items

To process each agenda item:

A	B	C	D
Facilitator asks: "What do you need?"	Listen for the agenda-item- owner's request.	Secretary captures accepted next- actions or projects.	Facilitator asks: "Did you get what you need?"

For more details on how to Facilitate this step, see the back of card.

7

Closing Round

The Facilitator invites each participant, one at a time, to share a closing reflection. No discussion.

Processing Agenda Items



Request for Someone to Get Something Done

Ask, "*What role would you like to request that from?*" If unknown, ask others for help and/or ask the Secretary to pull up governance to investigate. Ask the recipient of the request, "*Would it serve your role's purpose or accountabilities to take that action or work towards that outcome?*"

Watch for implicit expectations. If the request doesn't fit any role's purpose or accountabilities, go to the bottom of the card; i.e., ask "*Is this something you'd like to expect on an ongoing basis?*"



Request Data or Opinions from Others

Encourage the agenda-item-owner to engage others directly.

Watch for a shift from surfacing information to seeking approval. Ask, "What role has authority to make a decision here?" or, "Is this a pattern to address in governance?"



Request Others' Attention (*i.e., Make an Announcement*)

Check, "*Did you get what you needed?*" or clarify, "*Do you want to make space for questions or reactions?*" before allowing responses.

Watch for anything other than sharing information (e.g., an implicit request).



Request an Ongoing Expectation

Option A: Governance Tension

If the new expectation is directly about the roles and policies of the circle, then explain that those expectations can only be defined in governance. Then ask, "*Would you like a reminder to bring this into the governance process?*" Also ask, "Until then, is there anything operationally that needs to be done?"

Option B: Relational Tension

If the new expectation is about one's general function as a partner (i.e., would apply regardless of role), then ask, "Would you like to request a new relational agreement?"

Watch for relational agreements that do not specify concrete acts to do or behavioral constraints to honor. Promises to achieve specific outcomes or embody abstract qualities are outside the scope of relational agreements.