Meeting Pulse (Part 2)

Lawrence: Luke, welcome back to the [Membership](#).

Luke: Thanks for having me, Lawrence.

Lawrence: Great to have you and excited to get into the Part 13.2 of Meeting Pulse because we got so engrossed in the other aspects of the meeting pulse that we thought it was better to leave the weekly meeting to a separate episode.

Let's kick this off with a definition. What exactly is the Weekly Meeting Pulse?

Luke: The Weekly Meeting Pulse is literally a 90-minute meeting, once per week, with a leadership team, with everyone that works in a location of a small studio. Everybody in the organization regardless of the size of the organization should be taking part in this weekly meeting. So for us, we have the weekly meeting that's 90-minute for the leadership team but each location has a weekly 90-minute meeting also. Each department has a weekly 90-minute meeting. Everybody has to be in one weekly 90-minute meeting. For the simplicity of our conversations today, just frame it up as your leadership team or if it's you and three employees, it is the four of your coming together once a week for 90 minutes.

Lawrence: Awesome. Okay. Why is it important?

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Luke: Well, this is your opportunity to keep the circles connected, to stay in the same page, to solve key issues, to make sure that you are checking in on all of the key data points in the organization, that you are sharing both the qualitative and the quantitative so you understand what's going on in your business. And then the key is that you understand what are your next steps and your action items going forward that actually start solving your organization's problems. Ultimately, if you run this meeting well you save a tremendous amount of time. I mean, this is a time-saving discipline and it's a business-growth discipline.

Lawrence: This is the same as the Level 10 meeting, right? Is it the same?

Luke: It's the exact same thing.

Lawrence: Same thing, isn't it? Yeah, okay, so some of the members will be familiar with that. I think there's a really powerful diagram in Traction and I did forget to say at the start of this. Obviously, this series is based on the idea that you, the member, have bought Traction, the book, and you're following along with book because it is far more prescriptive and we are basically variating a high intensity training lens for which to implement some of these principles.

In the book, there's really a powerful diagram. It's got all the components you've already covered on this series. It is like a vertical diagram with 'vision' at the top and then 'traction' at the bottom. Obviously, this

meeting pulse is really being able to actually bring all the ideas that the series has discussed to this point and actually put them into practice. I have this quote here which I think is worth repeating which is, "*Your meeting should be passionate, intense, exhausting and never boring.*" I imagine within DS, Luke, do you make sure that that kind of message is echoed in all the meetings across the business?

Luke: Absolutely. If there is not conflict in a meeting, then the meeting is boring. It is just like a movie, right? If there's a movie with no conflict, that is not a movie that you're going to watch or you're going to enjoy. The conflict is what keeps us interested. The difference between a movie and our meeting is the movie we can't influence the conflict or the outcome of that conflict. In a meeting, we can. We get to partake in it and in fact it actually impacts our lives. The decisions that we make impact our lives, and so that's why I think it's fascinating when most people say they enjoy going to movies, they enjoy watching movies, but most people of the above statement don't enjoy meetings. In fact, the meeting should have the same characteristics as a movie it needs to have that conflict.

Lawrence: Could you talk us through how DS run the weekly meeting?

Luke: Yup. This is going to sound fairly prescriptive from the book, but this is exactly how we do it. Every meeting starts with a segue, so a segue is just your transition to the start of the meeting. You've had the chaos of the day, now you're putting that chaos aside and you're all coming together and you are segueing into the meeting, this takes maybe 5 minutes, and

we simply ask these question: share your personal and your professional highlights of the week. We all go around the table and share that one personal, one professional. I'll get just really specific. For us, Hannah always goes first. She shares a personal and a professional, then David, then Jess and then me; and that takes no more than five minutes. That professional could be some specific win, some breakthroughs, some highlight that occurred in the last seven days. The personal can be literally anything.

From there, we transition into reporting. It is just a couple of simple things we're covering with reporting. The first one is the scorecard. We've done the episode on scorecard. When we go through scorecard, the key is you are not discussing the scorecard. You are literally walking through and deciding whether or not you are on track or off track on each item. For us, we'd said, the weekly total revenue is our first scorecard item, we have the goal, and then we have the actual list, and there's one person assigned to this and I just read it off. And so we read off every scorecard item, and if that scorecard item is read for two weeks in a row then we drop it down to the issues list. When you're done going through all your scorecard items, just say the number, you pause for just a moment and you say, "Is there anything that we need to drop down here?" Drop down means drop it down to our issues list so we can actually discuss it in our meeting. In this review of the scorecard, we are not actually discussing anything. It's just high level reporting. Then we'll do reporting around rocks and that's the exact same thing. I just state the rock. Okay, so the rock was 80 introductory workouts for the month of June. That's one of our rocks.

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Hannah owns it so Hannah can say one of two words. She can say on track or she can say off track. And that's it. We just have six company rocks so here an on track or an off track. If it's off track multiple weeks in row, so two weeks in row, then we drop it to the issue list. Someone may say, "I'm off track but I really want to drop this to issues list because I have a major constraint that I'm dealing with…"

So that is your reporting. You've gone through the scorecard. You've gone through your key priorities which are your rocks. Then the next element is called customer-employee headlines. So customer-employee headlines, you're just sharing good reports and bad reports from your staff and from your clientele. Okay, so if this is one studio, you have three trainers in on this meeting. You may share an injury that a client had. You may share some positive or negative feedback you heard from a client. A client may have terminated their autopay or their membership with you. A client that hadn't been for 8 weeks might be back. So that's customer-employee headlines. Excuse me, customer headlines. It has to include employee headlines also. So an update on this staff member, this staff member, a typical employee headline for us this week was, "Hey, we have a staff member whose aunt just died of COVID and let's be aware of that." So just what's going on in the business.

Now, let's just recap what's going on in here. We're getting the data. We're getting a very quantitative analysis of what's going on in the business with the scorecard. Now, this is qualitative. We're hearing each one of these

anecdotes of the things that were going on. When I have an update, when I have a breakthrough of some kind, like I want to announce that our leadership team was going to start being back in the office starting next Wednesday for all meetings instead of virtual. I just put that into employee headline. So my third headline was we're back in the office for Wednesdays starting next week. You may have between 5 and 20 customer-employee headlines.

Lawrence: I love these examples as we go through. Go ahead.

Luke: The next element is a review of your to-dos from last week and this keeps to the accountability of the meeting. When the meeting ends, you capture all of your solves as to-dos. These are your 7-day action items. You come back a week later and you go through all of them and you just literally state what it is, okay. One of mine was ask if adding digital access control to our corporate office suite will cost us more money? And then who owns that? It was me, so the initials LC, and there's a column, Done or Not Done. We go through and we just got through each one of these to-dos and then your answer is either, Done or Not Done. So we make a check mark in the Done column and the traction discipline is that 90% of your to-dos should be done. And as we are talking right now I'm pulling up our Level 10 agenda and we had four that were not done and we had 26 that were done. I can't do the math on that. I don't know if that's 90%. It's got to be pretty close. Week in and week out, you're doing these 7-day to-dos.

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When you're done with that, then you transition into, and all of that takes maybe 30 minutes. Everything we just covered. Now let's spend the bulk of the meeting, about 55 minutes of the meeting, processing issues. This is the discipline of IDS where you're looking at an issues list of maybe 10, maybe 30 issues. You're picking the top 3 most important issues faced in the company. You all decide together what are those top 3 are. Don't spend too much time on that and then you solve them in order of importance depending on how meaty, how involved those issues are. It may take you 25 minutes to solve an issue. It may take you five minutes to solve an issue. When you work through three then you pick the next most important three issues faced in the company, you solve those. So in a given meeting, you might solve two issues, you might solve 12 issues or anywhere in between. As we discussed in the previous installment, Lawrence, is if you solved two that's okay because they are the two most important issues facing the company. And when you do solve those two, what you'll find is a couple of other issues will always fall right off the issues list because they were maybe symptoms or they were related to the larger issue.

Then you wrap up the entire meeting where you conclude and you just recap who's doing what. Every time you solve an issue you're capturing what the to-dos are going to be. Let me give you an example of our to-dos that came from our meeting yesterday. Connect on the messaging for the card that we're going to provide at the state of the company meeting

and the gift to our staff. Who owns that? Hannah. The next one is order shirt for all of our staff. We have an all staff quarterly state of the company meeting coming up in a week and they're all going to get a t-shirt that's going to signify that we survived this shutdown period. It's going to be a Viktor Frankl quote in the back of the shirt. Hannah owns that. Collect client testimonials to add up to a 6-minute long video. Hannah owns that. David just decide on chairs and distribute. Mine was slack about being on a boat for our state of the company meeting. We're renting a big yacht for our state of the company meeting. We're going out in a lake and spent 3 hours in a lake and do the meeting on the boat. That's an example of what those to-dos would look like. So when that meeting ends, everyone knows what they need to do in the next 7 days to make that issue go away and solve that issue. And then you just discuss, is there any cascading messages here, so do I need to tell anybody else about what we just decided or we discussed today? An example might be, "Okay, I have to let Heather know", because she does our payroll, and we just made a massive payroll change. I have to cascade that to her and we have to maybe cascade things to other managers.

But that's what the meeting looks like. It starts off with the segue, you get into the reporting, and you go 55 minutes, an hour issue-processing. You conclude at the end by reviewing and just confirming the to-dos, the action items, then you wrap up the meeting.

One of the most powerful elements is your first two years of doing this meeting. You rank the meeting at the end. Everyone in on the meeting just

says, "What was that 1 to 10 for you?" And if your meetings aren't 9s or 10s you've got to improve them. And that's where the name Level 10 came from as your meeting should really be graded like a 10 out of 10. We first started we have a lot of 5s and 6s. A lot of colleagues and friends I know are in businesses where they would rank the effectiveness of the meeting like a 3. I think your meetings have to be 9s or 10s. Ultimately, you cannot build a great business unless you make great decisions. And great decisions are the product of great meetings.

Lawrence: Well said. I would just reiterate, again, this is obviously in chronological order and the items within the agenda for the meeting are all discussed in depth in this series. You pointed out Part 10 - Scorecard and Measurable is a separate, in the Traction series Part 10, Part 11 - Issues List and IDS. You need to obviously be able to go through those to implement those properly within this meeting and understand how they work. It is really good to get a view on how you run it and some actual real examples of real things that happened in your meetings which helps add color to the process.

I'm just thinking if there is still anything else worth mentioning. I guess, I had some notes here just in terms of when you said it there, decision making is everything. But I just had some notes about how this meeting creates so much accountability, it increases productivity, it gives the team a tremendous sense of resolve and accomplishment. I just wondered,

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from a result perspective, could you speak on that just to wrap this one up in terms of how this has maybe benefited your organization?

Luke: It's the one single game changer in all of [Traction](). I say that and maybe it's an overstatement because the meeting itself includes other components. It includes the scorecard, it includes rocks, it includes the [IDS](). But it is the one most important aspect of [Traction]() that if you're actually interested in growing your business. A lot of times we talk about growing a business and I think people don't actually want to grow. I meet some so many people who say, "I just don't want to do that", or "I don't want to run a meeting like that." Well, this is the most important growth mechanism that I know of. So if you really wanted to grow, you'd be interested and really committing to this meeting. For me, it's freed up my mental space. I think I've told you this before, Lawrence, maybe offline but when we started this methodology 5, 6 years ago, I thought like I could go from working a 70-hour week to literally work in a 90-minute week and that's it. If I just showed enough for my weekly L10 meeting I feel like I would still be earning my salary, so it's the ultimate game changer for our organization. I don't think it is just our organization. I've just talked to so many friends and colleagues in all different industries when they adopted this meeting methodology, everything changes in their business.

Lawrence: It's funny to hear that some individuals don't want to do it. I and my business is basically just me and I do it. It's quite boring. It's just me going through the process but it's very quick. Let's put it that way. But even

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listening to you there I'm picking up tips like if something is read for two weeks. I've typically only let it go for one week but there are times where I'm like, "Well, I can't quite affect that yet because of x, y and z." So that's actually quite interesting that that's how you would manage that.

Luke, thank you so much. Just one more to go and then we are done. This has been the most valuable and incredible series I've ever done in the [Membership](#) and probably on the overall podcast. I'd just want to say thank you and talk to you soon.

Luke: Thanks, Lawrence.