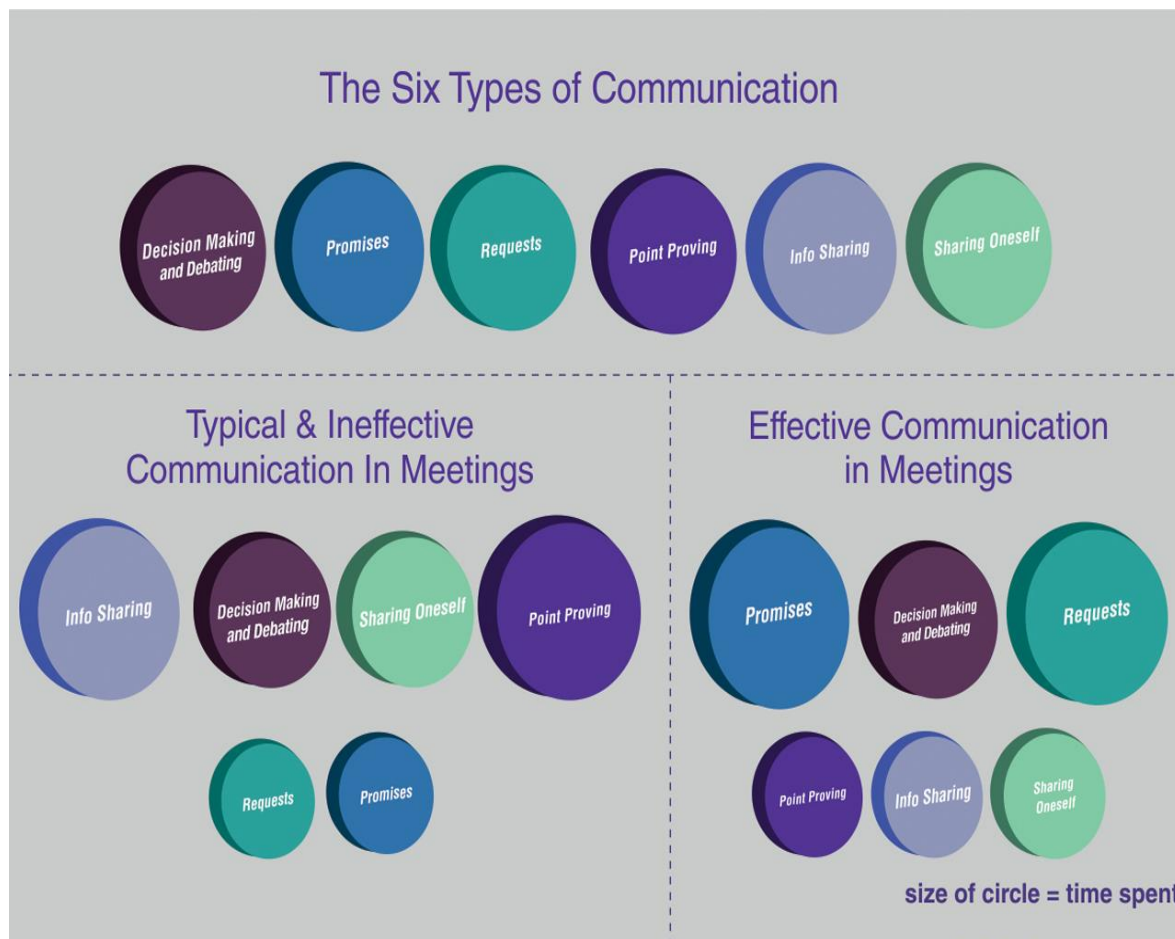


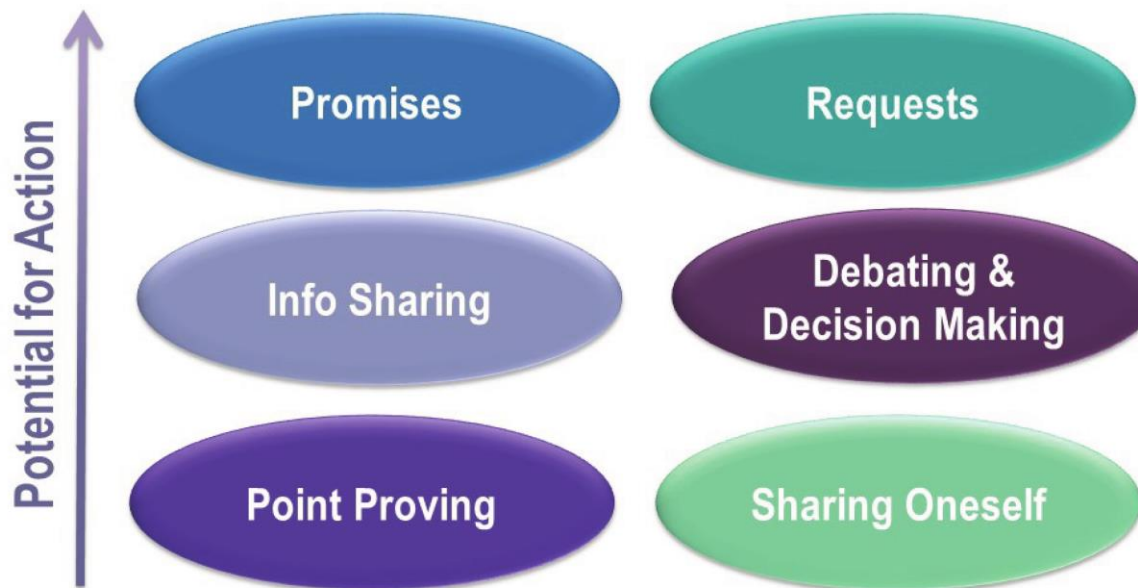
Communication and Meeting Types

Maybe you remember this model from the *Neuroscience of Leadership* training. Today we are going to extend this model because some things that weren't useful in tactical meetings are incredibly useful in strategic meetings. Most tactical meetings have too much of these two behaviors (personal sharing and point proving)...for tactical meetings, if you remember, we worked on increasing the amount of promises and requests.



Depending on the type of meeting, you want more or less action to result. Here's another way to notice what the result of the meeting will be depending on the type of communication that happens in it.

Type of Communication Matters



Notice that promises and requests are at the top because that's going to lead to the most action. Info-sharing and debating and decision making are in the middle, while point proving and sharing oneself is at the bottom because it doesn't usually lead to positive action.

There are three types of meetings we want you to consider.

Meeting Makeover



Notice the two axes on this chart. The vertical or y-axis here is about increasing the level of debate (or conflict). As you get closer to zero team members have more sameness in their thinking and as you go up there is less sameness and more divergent thinking.

The horizontal or x-axis here refers to the frequency or rhythm of your meetings. Closer to 0 is fewer meetings—but perhaps longer—and as you move right you are meeting more and more frequently—but usually for shorter duration more like huddles.

At the left end of the spectrum...fewer meetings per year with more debate...we have more strategic meetings. This is where we actually *want* to have high debate and include divergence...we are getting ourselves Aligned. This is a place for healthy conflict. We are asking “Why are we doing this?” to determine mission, vision, values and to get aligned. Here we can tolerate and encourage a lot more debating (though never point proving), we are not as focused on resulting action. We are focused on getting out on the table different new ideas, information, and understanding what could go wrong on different paths.

In the middle we have your average departmental or executive team meeting...slightly less frequent, slightly less debating as you are no longer re-determining the core of your strategy...you are brainstorming about what to do and creating action plans. Remember the Clarity level and Lessons from South Park in our *Neuroscience of Leadership* training? Here we tolerate more Info Sharing as we need to know what the parts of the team are doing in order to plan and prioritize.

Towards the right we have your daily and weekly implementation meetings as well as 1-1 interactions. These meetings are all about promises and requests. We need the results and priority to be accountability and action.