

The meeting card: *hear everyone before you decide*

Five steps for any meeting where a real decision gets made. Use it when the decision is worth more than about £50,000 or four weeks' work.

Change those numbers to suit your team.



THE STEP

SAY IT LIKE THIS

Decider

D

Name the decider before the meeting. Put three lines in the invite: the decision, the decider and the deadline.

"Decision: which supplier. Decider: me, after hearing from you. Deadline: Friday."

Record alone

R

Everyone writes their pick and their confidence out of ten on paper before anyone speaks.

"Write your pick and your confidence out of ten before anyone speaks."

Air what only you know

A

One round, one thing each. This is where the missing facts turn up.

"One thing you know about this that the rest of us might not."

What kills it?

W

A five-minute written premortem.

"It's a year from now and this decision has failed badly. Write down why."

House rule

+

If you're the most senior person, say your view last. (Ducora practice: a sensible precaution rather than a tested fix.)

"I'll go last."

→ *Then decide.* Log it with a review date, and explain the call to anyone whose view didn't win.

AFTER THE MEETING, TICK WHAT HAPPENED

☐ Decision, decider and deadline stated in the first two minutes

☐ Written views came before any opinion was spoken

☐ The most senior person spoke last

☐ Everyone contributed at least one fact

☐ The premortem produced five or more reasons it could fail

☐ At least one reason changed the plan

☐ The decision was logged with a review date

☐ The decider explained the call to people whose view lost