

THE ROTATING MEETING PROCESS

GROUND RULES

1. The Rotating Meeting Process applies to team meetings that serve the purpose of the team discussing options and making decisions but not to meetings that only serve the purpose of sharing information.
2. For every meeting, the roles of **agenda-creator**, **moderator**, **pacer**, **scribe**, **quality manager** (and possibly **energy manager**) rotate. Additional roles such as **decision driver**, **energy manager** or **host** are optional for longer meetings.
3. The rotating roles are **pre-assigned** at least six months in advance, to give everyone time to prepare.
4. The only person without a role is the **team leader** (in small teams, this rule does not apply).
5. If a team member must miss a meeting, it is their responsibility to find a replacement for their assigned role ahead of time.

Agenda-Creator

There are different ways to create an agenda with different pluses and minuses. You can either create an agenda ahead of time (which saves time during the meeting and allows for pre-selection of the most important issues) or dedicate the first ten minutes of the meeting to create an agenda ad-hoc (which feels livelier and the topics most relevant right now emerge).

The agenda-creator sends out a request for agenda topics to all team members or reminds team members enter their agenda topics in a team collaboration tool (we use Monday.com for this). Team members enter agenda topics complete with time estimates at least 72 hrs. before the next meeting. Based on the entries, the agenda-creator creates a **draft agenda** and **aligns with the team leader** around which agenda topics make it into the final version of the agenda. The final agenda for is **sent out 24 hrs. before the meeting** to all team-members.

Agenda for (date)

Bullet point-updates on topics/projects from last meeting (progress/challenges)

Project A:

Project B:

Time(needed for discussion)	Description of decision to be made and recommended decision (what, how)	Responsible (name)	Deadline (date)
10 min	Project/topic C	Project lead	
10 min	Project/topic D	Project lead	December 16 th
...



Facilitator/Moderator

The facilitator's responsibility is to ensure the **management** of the team's **energy** and **constructive dialogue** during the meeting. It is their role to manage good interfaces between participants, limit interruptions, keep each in their rightful place or "equal" or respectful and actively ask team members to contribute if they have been quiet. They can participate in the content discussion without becoming the main participant or getting too involved with personal input to the extent of taking over the show.

Pacer

The pacer is a "**talking clock**", reminding the team whenever another third of the allocated time has passed. For example, if 15 min have been allocated to a topic, the pacer will say "5 min passed, 10 min to go", "10 min passed, 5 min to go". It is not their responsibility to make sure the team keeps within the allocated time but to bring them to a decision point once the time is up. The team jointly needs to decide if they want to spend more time on a subject (which probably means that something else will have to get dropped) or if they will postpone the topic until another time (specify when).

Scribe

The scribe **writes down all decisions** that have come to pass, focusing on results not process. Each decision is only complete once a **person responsible** for follow-up has been assigned and a **deadline** has been agreed upon. The notes are recorded in a simple format, similar to the agenda format and are mailed to each team member the same day of the meeting. The decision table is included in the next agenda to remind the team what was last discussed.

Decision (what, how)	Responsible (name)	Deadline (date)
	Project lead	1. January

Quality Manager

This role's responsibility is to be constantly **refocusing the team on the objective at hand** and on **coming to decisions**. This is particularly helpful if the team tends to go off topic and gets caught up in irrelevant details or unrelated topics. If this happens, they can alert the team by saying "we are getting off topic. We wanted to decide on X. Is there anything relevant we still need to talk about before coming to a decision here?" The decision driver is a support role for the facilitator, making sure the team achieves what they set out to do.

Energy Manager

This role monitors the energy in the room. If they notice a **drop in energy**, they pull the "**red card**" and stop the meeting in order to figure what needs to happen to re-energize and have fun again. A great role for advanced teams who are not just focused on the WHAT but who want to pay attention to the HOW.

RESOURCES

The rotating meeting process is based on the delegated meeting process by my colleague Alain Cardon from [Metasysteme Coaching](#). We have adapted his process in parts and thank him for the original inspiration.



TEMPLATE TEAM MEETING (1 HOUR)

Everyone sends in a written mini update by Thursday mid-day to the agenda-creator:

- a) Any **updates/changes** in my department that people should know about... (one paragraph max or a few bullet points).
- b) Any pending **decisions** (what is the challenge and what solution would I prefer?) and how much **time** to allocate for that in our agenda?

The agenda is put together by the agenda-creator, including the short updates and any decisions that need to be made. I would assume in the time available; you can have two max. The agenda-creator talks the proposed agenda through with the team leader and they sign off on it before it goes out to the team.

PROCESS FOR WEEKLY MEETING

Check-in & Agenda (10 min)

One success from the past week – mini-celebration (30-60 SECONDS per person)

Update on status from every department (if this has not already been covered in the written update that was captured for the agenda - 10 min)

- What do we need to have on the radar for the next few weeks?
- Any challenges we are facing?

Decision time (30 min)

This is where the agenda comes into play. Whoever presents the question/challenge as the project lead should come prepared with 2-3 options and explain their personal favorite decision. The team comes to a decision (for this, a formal agreement “decision making process” can be helpful that outlines HOW decisions are being made in the team).

Check-out (5 min)

One gold-nugget everyone takes away from today (this can be whatever people found relevant, insightful or helpful).