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.

2. **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.

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

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

4. **Closing Round**
The Facilitator invites each participant, one at a time, to share a closing reflection. No discussion.
# Processing Agenda Items

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<thead>
<tr>
<th>A</th>
<th>Facilitator asks:</th>
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<td>&quot;What do you need?&quot;</td>
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| B | Listen for the agenda-item-owner's request. |

| C | Secretary captures accepted next-actions or projects. |

<table>
<thead>
<tr>
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## 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?"

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

**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.