

**Death By Meeting**  
by Patrick Lencioni

**Meeting Structure -- The Four Types of Meetings**

| <b>Meetings</b>               | <b>Time Required</b> | <b>Purpose/Format</b>   | <b>Keys to Success</b>   |
|-------------------------------|----------------------|---|--|
| Daily Check-in                | 5-10 minutes         | Share daily schedules and activities  | <ul style="list-style-type: none"><li>• Don't sit down.</li><li>• Keep it administrative.</li><li>• Don't cancel even when someone can't be there.</li></ul>                     |
| Weekly Tactical               | 45-90 minutes        | Review weekly activities and metrics, and resolve tactical obstacles and issues.              | <ul style="list-style-type: none"><li>• Don't set agenda until after initial reporting.</li><li>• Postpone strategic discussions.</li></ul>                                      |
| Monthly Strategic (or ad hoc) | 2-4 hours            | Discuss, analyze, brainstorm, and decide upon critical issues affecting long-term success.    | <ul style="list-style-type: none"><li>• Limit to one or two topics.</li><li>• Prepare and do research.</li><li>• Engage in good conflict.</li></ul>                              |
| Quarterly Off-site Review     | 1-2 days             | Review strategy, competitive landscape, industry trends, key personnel, and team development. | <ul style="list-style-type: none"><li>• Get out of office.</li><li>• Focus on work; limit social activities.</li><li>• Don't over-structure or overburden the schedule</li></ul> |