


















Cadence Meetings	<b>Team Cadence</b> Weekly Team Meeting Daily Huddle Working Session 	<b>Progress Check</b> Project Status Update Portfolio Review Stakeholder Update 	<b>One-on-One</b> Manager One-on-One Coaching Session Mentoring Session "Catching Up" 	<b>Action Review</b> Retrospective Win/Loss Review Pre-Surgery Meetings 	<b>Governance</b> Board Meeting Quarterly Strategy Refresh Client QBR 
	<b>Idea Generation</b> Solution Brainstorm Ad Campaign Ideas Requirements Brainstorm 	<b>Planning</b> Project Planning Product Planning Campaign Planning Event Planning 	<b>Workshops</b> Design Workshop Team Building Value Stream Mapping Kickoff Chartering 	<b>Problem Solving</b> Root-Cause Resolution Incident Response Plan Reset 	<b>Decision Making</b> Strategic Opportunity Candidate Selection Final Approval 
<h2>The Taxonomy of Business Meetings</h2> <ul style="list-style-type: none"> <li><span style="color: #0070C0;">■</span> Congenial Meetings</li> <li><span style="color: #003366;">■</span> Formal Meetings</li> <li><span style="color: #C00000;">■</span> Intense Meetings</li> </ul> 		<b>Learn and Influence Meetings</b>	<b>Sensemaking</b> Investigations Informational Interview Market Research User Testing Discovery 	<b>Introductions</b> Sales Call First Interview New Hire Introduction Investor Pitch 	<b>Issue Resolution</b> Support Escalation Contract Negotiation Dispute Resolution 
			<b>Community of Practice</b> Meetups Safety Committee Lunch-n-Learn 	<b>Training</b> Skills Certification New Hire Training Client Training 	<b>Broadcasts</b> All-Hands Webinars Press Briefing 

# The Cadence Meetings

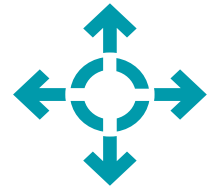
Meetings with known participants and predictable patterns used to review work, renew connections, and refine plans.



Meeting Type	Intention	Format and Expected Participation Profile
Team Cadence	<ul style="list-style-type: none"> <li>• Ensure group cohesion</li> <li>• Drive execution</li> </ul> <p><b>Examples</b></p> <ul style="list-style-type: none"> <li>• the Weekly Team Meeting</li> <li>• the Daily Huddle</li> <li>• the Shift-Change Meeting</li> <li>• a Regular Committee Meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Manager or team member led</li> <li>• Collaborative engagement</li> <li>• Relationship quality important</li> <li>• Regularized, often ritualized</li> <li>• Surprises tolerated but not encouraged</li> </ul>
Progress Checks	<ul style="list-style-type: none"> <li>• Maintain project momentum</li> <li>• Ensure mutual accountability</li> </ul> <p><b>Examples</b></p> <ul style="list-style-type: none"> <li>• the Project Status Meeting</li> <li>• the Client Check-In</li> <li>• the Portfolio Performance Review</li> </ul>	<ul style="list-style-type: none"> <li>• Led by a project lead</li> <li>• Structured engagement</li> <li>• Relationship quality less important</li> <li>• Structure varies by team and project</li> <li>• Surprises unwelcome</li> </ul>
One-on-Ones	<ul style="list-style-type: none"> <li>• Career and personal development</li> <li>• Individual accountability</li> <li>• Relationship maintenance</li> </ul> <p><b>Examples</b></p> <ul style="list-style-type: none"> <li>• the Manager-Employee One-on-One</li> <li>• a Coaching Session</li> <li>• a Mentorship Meeting</li> <li>• the “Check In” with a Stakeholder</li> </ul>	<ul style="list-style-type: none"> <li>• Led by either party</li> <li>• Conversational engagement</li> <li>• Relationship quality critical</li> <li>• Very loosely formatted: conversational</li> <li>• Surprises neither sought nor discouraged</li> </ul>
Action Reviews	<ul style="list-style-type: none"> <li>• Learning: gain insight</li> <li>• Develop confidence</li> <li>• Generate recommendations for change</li> </ul> <p><b>Examples</b></p> <ul style="list-style-type: none"> <li>• Project and Agile Retrospectives</li> <li>• After Action Reviews and Before Action Reviews (Military)</li> <li>• Pre-Surgery Meetings (Healthcare)</li> <li>• Win/Loss Review (Sales)</li> </ul>	<ul style="list-style-type: none"> <li>• Led by a team lead</li> <li>• Highly structured engagement</li> <li>• Relationship quality important</li> <li>• Structure varies by team and project</li> <li>• Meetings may be very ritualistic</li> <li>• Serendipity expected in the form of lessons learned</li> </ul>
Governance Cadence	<ul style="list-style-type: none"> <li>• Strategic definition and oversight</li> <li>• Regulatory compliance and monitoring</li> <li>• Relationship maintenance</li> </ul> <p><b>Examples</b></p> <ul style="list-style-type: none"> <li>• Board Meetings</li> <li>• Quarterly Strategic Reviews</li> <li>• QBR (a quarterly review between a vendor and client)</li> </ul>	<ul style="list-style-type: none"> <li>• Chair led</li> <li>• Structured and collaborative engagement</li> <li>• Relationship quality less important</li> <li>• Strong governing rules</li> <li>• Surprises unwelcome</li> </ul>

# The Catalyst Meetings

Meetings with participants and patterns customized to fit the need, designed to create change.



Meeting Type	Intention	Format and Expected Participation Profile
Idea Generation	<ul style="list-style-type: none"> <li>• Create a whole bunch of ideas</li> </ul> <p><b>Examples</b></p> <ul style="list-style-type: none"> <li>• Ad Campaign Brainstorming Session</li> <li>• User Story Brainstorm</li> <li>• Fundraising Brainstorm</li> </ul>	<ul style="list-style-type: none"> <li>• Led by a facilitator or group leader</li> <li>• Collaborative engagement</li> <li>• Relationship quality less important</li> <li>• Loosely structured, abides by the governing rules for brainstorming</li> <li>• Serendipity is the point</li> </ul>
Planning	<ul style="list-style-type: none"> <li>• Create plans</li> <li>• Secure commitment to implementing the plans</li> </ul> <p><b>Examples</b></p> <ul style="list-style-type: none"> <li>• Event Planning</li> <li>• Campaign Planning (Marketing)</li> <li>• Product Roadmap Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Led by a team lead</li> <li>• Collaborative engagement</li> <li>• Relationship quality less important</li> <li>• Structure varies by team and project</li> <li>• Serendipity invited, but not a focus</li> </ul>
Workshops	<ul style="list-style-type: none"> <li>• Group formation</li> <li>• Commitment and clarity on execution</li> <li>• One or more tangible results; real work product comes out of workshops</li> </ul> <p><b>Examples</b></p> <ul style="list-style-type: none"> <li>• Project, Program and Product Kickoffs</li> <li>• Strategic Planning Workshop</li> <li>• Design Workshop</li> <li>• Value Stream Mapping</li> <li>• Team Building Workshop</li> </ul>	<ul style="list-style-type: none"> <li>• Led by a facilitator</li> <li>• Structured collaborative engagement</li> <li>• Relationship quality less important</li> <li>• Bespoke meeting design</li> <li>• Highly planned and organized</li> <li>• Serendipity a goal</li> </ul>
Problem Solving	<ul style="list-style-type: none"> <li>• Find a solution to a problem</li> <li>• Secure commitment to enact the solution</li> </ul> <p><b>Examples</b></p> <ul style="list-style-type: none"> <li>• Incident Response</li> <li>• Strategic Issue Resolution</li> <li>• Major Project Change Resolution</li> </ul>	<ul style="list-style-type: none"> <li>• Led by a team leader</li> <li>• Structured collaborative engagement</li> <li>• Relationship quality matters, but safety in the conversation is more important than long-standing relationships</li> <li>• Structured and formalized</li> <li>• Serendipity the point</li> </ul>
Decision Making	<ul style="list-style-type: none"> <li>• A documented decision</li> <li>• Commitment to act on that decision</li> </ul> <p><b>Examples</b></p> <ul style="list-style-type: none"> <li>• New Hire Decision</li> <li>• Go/No-Go Decision</li> <li>• Logo Selection</li> <li>• Final Approval of a Standard</li> </ul>	<ul style="list-style-type: none"> <li>• Led by a team leader, chair, or facilitator</li> <li>• Structured collaborative engagement</li> <li>• Relationship quality important; safety in the conversation needs to be established</li> <li>• May be formally structured or not</li> <li>• Surprise unwelcome; everyone is expected to arrive fully prepared</li> </ul>

# The Learn and Influence Meetings

Efforts to learn, evaluate and influence, these meetings are between an “Us” and a “Them” with information to share and questions to resolve.



Meeting Type	Intention	Format and Expected Participation Profile
<b>Sensemaking</b>	<ul style="list-style-type: none"> <li>To learn information that can inform later action</li> </ul> <p><b>Examples</b></p> <ul style="list-style-type: none"> <li>Informational Interviews</li> <li>Project Discovery Meetings</li> <li>Incident Investigations</li> <li>Market Research Panels</li> </ul>	<ul style="list-style-type: none"> <li>Led by an interviewer or group lead</li> <li>Conversational engagement</li> <li>Relationship quality less important to success; rapport matters more</li> <li>Governing rules for privacy, information use</li> <li>Question-Answer format</li> <li>Serendipity welcome</li> </ul>
<b>Community of Practice</b>	<ul style="list-style-type: none"> <li>Topic-focused exchange of ideas</li> <li>Relationship development</li> </ul> <p><b>Examples</b></p> <ul style="list-style-type: none"> <li>The Monthly Safety Committee Meeting</li> <li>The Project Manager’s Meetup</li> <li>The Lunch-n-Learn</li> </ul>	<ul style="list-style-type: none"> <li>Led by an organizer or committee leaders</li> <li>Conversational and passive engagement</li> <li>Relationship quality less important</li> <li>Format varies by topic and group; usually includes time for networking</li> <li>Serendipity welcome</li> </ul>
<b>Introductions</b>	<ul style="list-style-type: none"> <li>Learn about each other</li> <li>Decide whether to continue the relationship</li> </ul> <p><b>Examples</b></p> <ul style="list-style-type: none"> <li>the First Meeting Between Professionals</li> <li>the Sales Pitch</li> <li>the Sales Demo</li> <li>the First Meeting with a Potential Vendor</li> <li>the Investor Pitch</li> </ul>	<ul style="list-style-type: none"> <li>Led by the meeting organizer</li> <li>Conversational engagement OR structured engagement</li> <li>Relationship quality important; established in the meeting</li> <li>Format varies by topic and group</li> <li>Serendipity welcome</li> </ul>
<b>Issue Resolution</b>	<ul style="list-style-type: none"> <li>A new agreement</li> <li>Commitment to further the relationship</li> </ul> <p><b>Examples</b></p> <ul style="list-style-type: none"> <li>Incident Response</li> <li>Strategic Issue Resolution</li> <li>Major Project Change Resolution</li> </ul>	<ul style="list-style-type: none"> <li>Led by a team leader</li> <li>Structured collaborative engagement</li> <li>Relationship quality important; safety in the conversation is more important than relationships</li> <li>Structured and formalized</li> <li>Serendipity the point</li> </ul>
<b>Training</b>	<ul style="list-style-type: none"> <li>To transfer knowledge and skills</li> </ul> <p><b>Examples</b></p> <ul style="list-style-type: none"> <li>Client Training on a New Product</li> <li>New Employee On-Boarding</li> <li>Safety Training</li> <li>Seminars</li> </ul>	<ul style="list-style-type: none"> <li>Participants assigned</li> <li>Led by the trainer</li> <li>Structured participation required</li> <li>Relationship quality unimportant</li> <li>Varies: Presentation followed by Q&amp;A or a series of exercises</li> <li>Surprises unwelcome</li> </ul>
<b>Broadcasts</b>	<ul style="list-style-type: none"> <li>To share information that inspires (or prevents) action</li> </ul> <p><b>Examples</b></p> <ul style="list-style-type: none"> <li>the All-Hands Meeting</li> <li>Webinars</li> </ul>	<ul style="list-style-type: none"> <li>Participants invited based on role or interest</li> <li>Led by the broadcaster</li> <li>Little to no participation expected</li> <li>Relationship quality unimportant</li> <li>Presentation optionally followed by Q&amp;A</li> <li>Surprises unwelcome</li> </ul>

# Additional Resources Available from Lucid Meetings

## The MPMM Definitive Guide

Including the latest updates to the model, related blog posts, and downloads.

<https://www.lucidmeetings.com/meeting-performance-maturity-model>

## Book

*Where the Action Is: The Meetings that Make or Break Your Organization*

Part 3 includes stories and examples of organizations operating at each level of performance maturity.

<https://www.lucidmeetings.com/book>

## Blog

<https://blog.lucidmeetings.com>

Over 200 in-depth articles, including:

- The Periodic Table of Meetings
- Effective Meeting Structure
- 55 million: A Fresh Look at the Number, Cost, and Effectiveness of Meetings
- How often should you meet?  
Selecting the right cadence for your team.



## In-Depth Resources

- The ROI of Effective Meetings (Calculators and Workbooks)  
<https://www.lucidmeetings.com/meeting-roi>
- The 16 Types of Meetings and Resources for Each  
<https://www.lucidmeetings.com/meeting-types/>
- 40+ Free Sample Meeting Agendas with Guidebooks  
<https://www.lucidmeetings.com/templates>
- Glossary of 200+ Meeting Terms  
<https://www.lucidmeetings.com/glossary>
- Public Talks, Workshops, Webinars, and Podcasts  
<https://www.lucidmeetings.com/events>

For more information about workshops, diagnostics, training, and software, contact us at:

<https://www.lucidmeetings.com/contact>



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