

# Executive Team Meeting Agenda Template

Use this template to build an agenda for your next executive team meeting. The steps on the next page can help you hold effective meetings using this template as a guide.

Date: \_\_\_\_\_ Meeting type: \_\_\_\_\_

TOPIC	PURPOSE	LEADER	PREPARATION	TIME
Frame as a question	E.g., decision, discussion, learning	Name of topic owner who will facilitate discussion	Pre-reads or other preparation expected of participants	Duration

## Wrap up:

What decisions did we make today?

What actions do we need to take? Who is responsible? By when?

What do we need to communicate? To whom? By when?

# Agenda Template: Instructions

## 1 Prepare for the meeting

- Identify agenda items
  - Seek input from the team, but the CEO finalizes agenda, focusing on items aligned with the work of the team (e.g., high stakes/interdependence)
  - Cancel the meeting if there are no critical agenda items
- Develop a written agenda
  - Pose each agenda item as a question to make clear the purpose of the discussion (i.e., are you deciding, providing input, learning, or aligning on messaging?)
  - For each topic, clarify who will lead it, what preparation is needed, and how long the discussion will be
  - Assign meeting management roles (e.g., facilitator, recorder, timekeeper)
- Share agenda and materials in advance
  - Set a norm for how far in advance the agenda will be sent out
  - Clarify what preparation is expected and hold members accountable for doing it

## 2 Lead the meeting

- Begin meeting by reviewing agenda and roles
  - Review any follow-up action items from previous meetings
- Stay on track during meetings
  - Have a timekeeper for each agenda item and keep a “parking lot” of items to come back to at a later time
  - Make the agenda visible in meetings to keep everyone aware of the schedule
- Decide how to address new “urgent” items surfaced during meeting (CEO is decision maker)
  - Hold until the next meeting
  - Change the agenda
  - Cover with specific individuals outside of team meeting

## 3 Determine how to follow up after the meeting

- Leave time at the end of every meeting for a wrap-up, even if it means postponing some agenda items
- Wrap-up meetings by recording decisions, actions, and communication required
- Circulate decisions, actions, and necessary communications to all participants quickly after meeting
  - Hold the team accountable for executing follow-up actions
  - Keep an ongoing record for future meetings

What decisions did we make today?

What actions do we need to take? Who is responsible? By when?

What do we need to communicate? To whom? By when?

## 4 Evaluate meeting effectiveness (e.g. every three months)

- Review past agenda items and wrap-up documentation
  - Ensure the team is focused on the “right work” (modify the list of work as appropriate)
  - Ensure processes for setting agendas, managing meetings, and follow-ups are observed and effective

# Agenda Template: Client Example

## Senior Leadership Team<sup>1</sup> Meeting

August 19, 2019 - Monthly Meeting Agenda

**Facilitator:** Emmanuel

**Timer:** Louise

Topic/Item	Owner	Time (min)	Role of Team	Prework
Follow-Up Items				
Credit Card Policy	James	-	Share and update	See written updates template <sup>2</sup>
Draft Accounts Payable Policy	James	-	Share and update	
RSM Annual Audit Fieldwork	James	-	Share and update	
New Items				
2019 Employee Engagement Survey Results Overview	Maria + OD Team	40 minutes	Share and update	None
SLT Shared Administrative Assistant	Maria	10 minutes	Discussion	None
Contract Management Policy	Anne	10 minutes	Review and discuss	Read policy and authorization document
Strategic Plan Updates	Jennifer	15 minutes	Discussion	Review new one-page overview document
Virtual Town Hall Preparation	Louise	10 minutes	Discussion: timing & call for proposed discussion topics	None
Next Steps/Action Items/Assignments	Emmanuel	5 minutes	Confirm the plan	None

1 This healthcare organization refers to its executive team as its senior leadership team (SLT). The follow-up items aren't discussed during the meeting. They are included in a written update, which the CEO expects everyone to read before the meeting.

2 See an example of the written updates template in Bridgespan's Executive Team Toolkit online at [www.bridgespan.org/special-collections/executive-team-effectiveness-toolkit](http://www.bridgespan.org/special-collections/executive-team-effectiveness-toolkit).