A Two-Group Approach to Action Planning:
15-Minute Huddles (can be repeated for multiple shifts)

Huddle 1: Discuss
- Discuss Engagement – Ask your team members to talk about the best moment they have ever had at work
- Provide results and help your team understand how to read the Scorecard
- Do not interpret results for your team; it is their interpretation that is most important
- Discuss sources of engagement and disengagement using percentage of 5s, percentage of 1s, level-over-level, and meaningful differences (.1 for groups over 1000 and .2 for groups under 1000)

Huddle 2: Select & Plan (Part 1)
- Divide your Team into 2 Groups
- Ask Group 1 to select a relatively low scoring item from page 3 of the scorecard distributed (3 minutes)
- Ask Group 2 to select a relatively high scoring item from any of the Q12 questions (3 minutes)
- Ask each Group to brainstorm and write down Barriers to their chosen Engagement Element (4 minutes)
- Ask each Group to brainstorm and write down Potential Action Items to attack those Barriers. Emphasize that these action items must be within the team’s Span of Control (4 minutes)
- Ask each Group to vote on and choose 2 Action Items to pursue (for a total of 4) (1 minute)

Huddle 3: Plan (Part 2)
- In the meeting room, post up each group’s selected action items prior to the huddle
- Ask each Group to take 10 minutes to modify ONE of their chosen Action Items until they meet the SMARTS criteria
- Ask each Group to report out their modified Action Items to the other Group and solicit feedback and buy-in

Huddle 4: Plan (Part 3)
- In the meeting room, post up each group’s selected action items prior to the huddle
- Ask each Group to take 10 minutes to modify ONE of their chosen Action Items until they meet the SMARTS criteria
- Ask each Group to report out their modified Action Items to the other Group and solicit feedback and buy-in
- Document the finalized Action Items

Monthly Huddles: Continuous Follow-up
- In existing monthly meetings, have a reoccurring agenda item that takes no more than 10 minutes to:
  - Pass out a copy of the Action Plan
  - Ask the Team: “Did we do what we said we were going to do?”
  - Ask the Team: “Did it make any difference whatsoever?”
  - Modify and change the Action Plan as necessary