

## How to conduct a Scores on the Board meeting

Teams aren't teams unless they spend time communicating and working together in some way. For most teams this means team meetings. It is the role of the Leader to ensure that team meetings are productive and held regularly as they are a critical driver of the momentum of the team's work. It is suggested that a distinct Scores on the Board team meeting is held every month to review the feedback provided, determine the causes of any gaps between performance and the goals, develop team action plans and set new goals. As the Team Leader you can demonstrate your commitment to this process by setting the dates for the meeting well in advance, publishing these dates to all team members and by ensuring that the meetings proceed as scheduled.

Every meeting should have a purpose, process and payoff. This allows the Team Leader to consider why the meeting is being held (the objective), how it will be conducted (the agenda) and the outcomes (actions).

Purpose	As a team leader it is important that you consider what you want to achieve from each and every meeting. Never approach a meeting on the basis of "well it's just the weekly meeting – it's the same as last week". The Scores on the Board team meetings have a specific purpose which is to revisit the vision, review the feedback, identify gaps, develop action plans and set new goals.
Process	<p>The process for each meeting needs to be clear. For the most part this means having an agenda and sticking to it. A Scores on the Board Team Meeting Agenda is provided as part of the toolkit to assist in articulating the process to be followed. By having a defined process it also ensures each team member understands their role in the team meeting – how, when and what they are expected to contribute.</p> <p>The agenda should set out the meeting purpose, agenda items, timings and responsibilities. In this instance, the Scores on the Board Team Meeting Agenda is based on the application of the Scores on the Board system.</p>
Payoff	It should be clear to all team members what the payoff of the meeting is. The Team Leader may wish to reiterate the value that each team member's ideas add to the process and how important it is for each team member to be given the opportunity to participate in the decision making process. The Team Leader makes the benefits and expectation explicit when they open the meeting.

### Conducting a Scores on the Board team meeting

The Scores on the Board team meeting brings each part of the system into play. The process followed in this meeting should be adopted for all future team meetings.

The following process is focused on performance area: Staff Engagement

#### Step 1 – Pre meeting tasks

Provide your team with a copy of the meeting agenda, feedback results and are made aware of the meeting date, time and location. Ensure you have prepared all materials required for the meeting; such as the Team Scoreboard, a whiteboard or flipchart, markers and other materials are available at the required time.

## Step 2 – Opening the meeting

Start by welcoming team members to the meeting and ask for volunteers to chair the meeting (if not previously assigned). You may choose to chair this meeting as a showcase for future meetings. The chair should explain the purpose of the meeting is to:

1. Restate the team vision
2. Set goals in the three key performance areas (e.g. staff engagement, customer experience and operational effectiveness)
3. Review the feedback report and suggestions for improvement
4. Conduct a gap analysis
5. Develop a detailed action plan

It should be explained that it is an interactive process where ideas and suggestions will be sought from team members.

## Step 3 – Revisit team vision

The meeting chair restates the team vision.

The chair explains that throughout the meeting the team should adopt a process that focuses on a single key performance area at a time and then move on to the other key performance areas in turn. The chair confirms the key performance area that will be the focus of this meeting (e.g. Staff Experience).

## Step 4 – Record the feedback

The chair of the meeting informs the team of the feedback score by explaining the number of responses received, the high and low scores received and the average score. Example below.

### Numeric Responses:

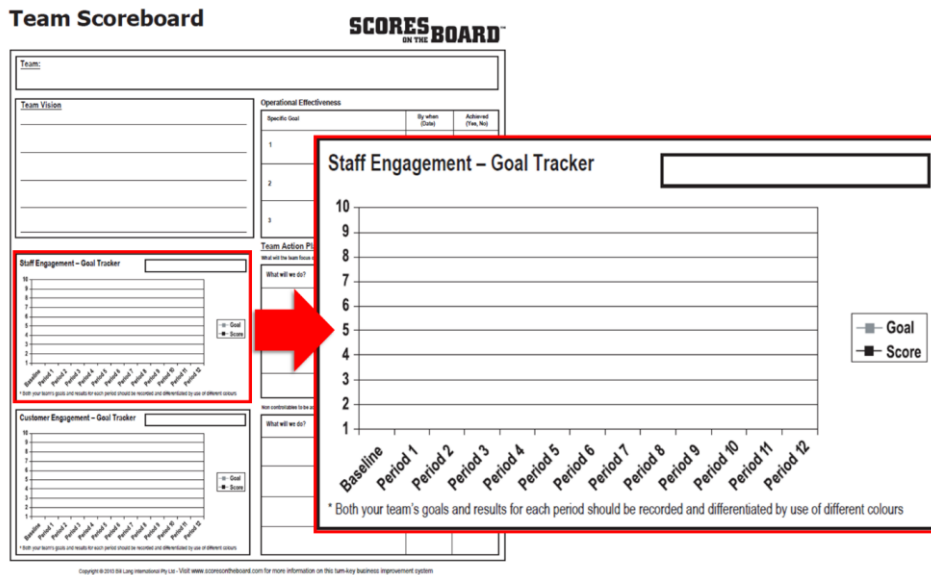
If a score of 10 means you are really looking forward to coming to work, how would you score your feelings at present?

Responses: 8      Min: 4      Max: 10      Avg: 7.1

On a scale of 1-10 where 10 means extremely helpful, how helpful am I as a manager in assisting you to achieve your objectives?

Responses: 8      Min: 3      Max: 10      Avg: 6.8

The chair should congratulate all team members for their assistance and feedback and plot the feedback on the Team Scoreboard against the Staff Engagement Goal Tracker. The chair uses one colour marker for the actual score when filling in the Scoreboard (Another colour is later used to mark the agreed goal).



### Step 5 – Analysis: Discuss the feedback

\*For further information see our document ‘How to analyse feedback’

The chair informs all team members of the suggestions for improvement received as part of the survey and writes these suggestions on the whiteboard/flipchart. The chair proceeds to restate each suggestion and asks team members if they would like to expand on the suggestions made and notes any additional comments. Team members are not directly asked who made what comment but some team members may confirm their comments and offer some further insights into their point of view. The chair then asks the team members which of the suggestions they think the team can address (Controllable) and which suggestions are outside of their control (Non-Controllable). The chair places a letter C against those items that are deemed to be within the teams control and the letters NC against those items that are deemed to be non-controllable.

It is explained to all team members that the non-controllable items will be discussed at a later stage of the process and the focus for now is on the items that the team can directly influence. The chair documents the non-controllable items for discussion later in the meeting.

### Step 6 – Analysis to select priority controllable

While it is acknowledged that a number of improvement suggestions will be put forward by the respondents to the survey, the team should select only one of the suggestions to focus on per staff, customer and operational area.

Ask the team which suggestion they would like to focus on over the next month. The chair takes a poll from the team and the suggestion with the most votes is determined to be the improvement suggestion that the team will focus on for the next month.

If there is not clear majority, the Chair may ask for an explanation why each person voted for the two highest polling items. The team is then asked to recast their votes and the Chair counts the votes and the improvement item with the most support is deemed to be the priority action for the next month. This priority item is written onto the flipchart for all to see and refer to at a later stage. The remaining suggestions are noted for future use if required.

### Step 7 – Action planning – controllable priority

The chair asks team members to identify actions that the team (or individual team members) could undertake to implement the suggested improvement. The actions put forward are discussed and a vote is taken on each suggested action. The Chair counts the votes and confirms how the agreed actions will be implemented over the coming month (This is the HOW). The chair then leads a discussion with the aim of deciding (and voting if necessary) if the actions are a team action or if they can be implemented by a single team member. If it is determined that it is a team action then the chair seeks a volunteer who will oversee the agreed action plan. If it is decided that the action can be implemented by a single team member, the chair seeks a volunteer to undertake the action (This is the WHO). The team then agrees on a completion date for each of the agreed actions (This is the WHEN). This information is noted on the Team Scoreboard under the appropriate headings.

**Team Scoreboard**

**SCORES BOARD**  
ON THE BOARD

Team: \_\_\_\_\_

Team Vision \_\_\_\_\_

Operational Effectiveness

Specific Goal	By when (Date)	Assigned (Who, No)
1		
2		
3		

**Team Action Plan**  
What will the team focus on this cycle?

What will we do?	By whom	By when

Team Action Plan  
What will the team focus on this cycle?

What will we do?	By whom	By when

1 = Goal  
2 = Score

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### Step 8 – Analysis to select priority non-controllable

While it is acknowledged that there may be a number of non-controllable improvement suggestions put forward, the team should select one non controllable improvement suggestion that they believe should be escalated. The chair takes a vote to determine which improvement suggestion has the most support from the team and notes this suggestion on the whiteboard/flipchart. The remaining suggestions are noted for future use if required.

### Step 9 – Action planning – non-controllable priority

The chair asks team members to identify actions that would influence change in the non-controllable area identified for improvement. The chair notes these suggested actions and the timeframe that the Team Leader will present this proposed action plan to his immediate manager. These improvement suggestions, proposed actions and the commitment to present them are noted on the Team Scoreboard.

**Team Scoreboard** **SCORES ON THE BOARD™**

Team: \_\_\_\_\_

Team Vision	Operational Effectiveness																														
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th>Specific Goal</th> <th>By when (Date)</th> <th>Achieved (Yes, No)</th> </tr> <tr> <td>1</td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> </tr> </table>	Specific Goal	By when (Date)	Achieved (Yes, No)	1			2			3																				
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Staff Engagement - Goal Tracker	Team Action Plan																														
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**Non-controllable to be actioned**

What will we do?	By whom	By when

### Step 10 – Goal setting

The chair explains to the team members that now that they have identified the level of team member engagement (Average Staff Engagement Experience score from the most recent team member feedback survey); agreed upon a number of improvements that could be implemented to improve the level of team member engagement; developed a number of actions and agreed upon the how, who and when these actions will be implemented, it is now time to establish a goal for team member engagement. Team members are asked to rate (on a scale of 1 – 10) how they believe they would rate their level of satisfaction at the next survey if all of the agreed actions are implemented in the agreed timeframes. The chair of the meeting notes each team members’ score and then averages this score out. It is then explained that this average score is in fact the goal for Staff Engagement for the next month.

### Step 11 – Meeting close

You (if not the chair of the meeting) take the opportunity to reinforce the process that has been followed and the key actions and goals that have been set by the team to be achieved over the next month. Close by thanking all team members for their contribution and reiterate that the process is about the team and that a team working towards an agreed purpose will achieve significantly better and more efficient outcomes than a group of individuals.

All team members should be informed of the date, time and location of the next meeting.