

# Lucid Facilitator's Guide

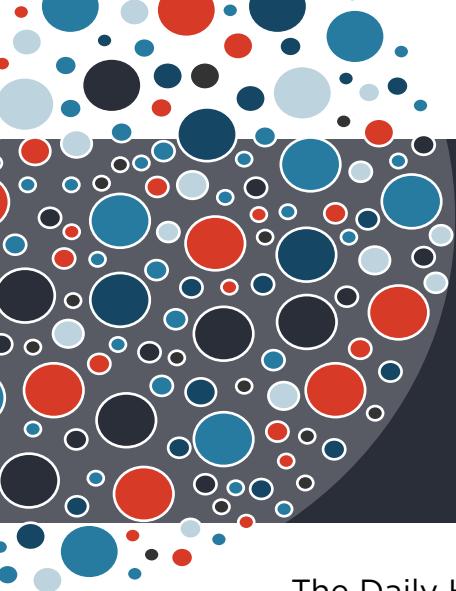
## DAILY HUDDLE

The Daily Huddle keeps management teams coordinated, focused, accountable and efficient. Lasting just 10 to 15 minutes, a Daily Huddle ensures everyone knows what's going on each day. The Huddle also provides a fast way to get quick answers to any cross-functional questions.

Use this template as a starting place when planning your team's Daily Huddle.

## Contents

Why Huddle? .....	2
The Huddle Rules .....	3
Process .....	4
Adapting the Huddle .....	5
Additional Resources.....	6
About the Author.....	7



# WHY HUDDLE?

The Daily Huddle is designed to make sure day-to-day operations run efficiently. This meeting is administrative in nature, covering who's doing what today, where they're stuck, and any opportunities they can share.

The Daily Huddle is frequently cited as one of the most important habits for driving performance in fast growing companies. Why?

## **High-performance teams use a Daily Huddle to save time.**

Teams that Huddle:

- **Eliminate email back-and-forth** spent coordinating schedules, hand-offs, and guessing about work status. They know what each person is focusing on that day, and when they're available.
- Share info & resources that can **help each other with an immediate problem**
- **Prevent wasted or duplicative effort**
- **Discover timely opportunities** to learn or participate
- **Clear obstacles** by offering help, re-routing dependent activity, and re-balancing assignments during crunch times

Management teams that adopt the Daily Huddle ritual typically execute faster and with fewer missteps than those who only meet once per week or less.

# The Huddle Rules



## Same time, same place, every day.

Two reasons: first, Huddles need to save your team time. You can't save time by wasting time rescheduling, moving, or otherwise futzing with the Huddle. Pick a time and stick to it, even if that means some days you only have a few people in attendance.

Second, the Huddle is a habit. A daily Huddle anchors your team's practice in the organization's most current reality, and creates a pulse for disseminating information. Healthy organizations need a reliable pulse.



## 15 minutes or less.

The time limit must be rigidly enforced to keep this meeting from eating into rest of the work day. Everyone present must keep their updates succinct. If team members find that they want to go deeper on anything that comes up, they can do so after the Huddle ends. Many teams conduct the Huddle standing up to encourage brevity.



## The Huddle waits for no one.

See above. Huddles start and end on time. Do not wait for a tardy team member to arrive, or reschedule around an absent colleague. If someone misses the Huddle, it's their responsibility to figure out what they missed and inform the others of anything they have to share.



## No problem solving during the meeting.

Again, Huddles save time. You can and should raise problems during a Huddle, but save the problem solving for after the meeting. Solving problems in the Huddle makes it run long and wastes the time of those team members who aren't involved. Instead, when a problem comes up, identify the individuals who should work to solve it and expect them to take up the discussion after the Huddle concludes.

# PROCESS

## GOAL

Keep everyone informed and highlight new problems or opportunities.

## DURATION

15 minutes or less

### Go-Around

**Each person takes up to 1 minute sharing:**

- **Plans for the Day:**
  - Top priority activity
  - Time when they'll be unavailable
- **Issues:**  
Anything that has them stuck or blocked
- **Opportunities and Key Learnings:**  
Any new insight that may benefit the team

# ADAPTING THE HUDDLE

Do you meet in person or online? What should each person report? What order do you go in? Who should attend?

Huddles come in all shapes and sizes. Use the tips below to create a Huddle that fits your team.

## When to Huddle

Popular scheduling options for Huddles include:



- **First thing in the morning**, setting the tone and priorities for the day
- **Just before lunch**, giving people a chance to complete urgent morning tasks and counting on hungry people to keep the Huddle short

## Where to Huddle

The best Huddle location depends on who attends:

- **In an open space**  
Some teams meet in a hall or open space that's easy to reach from each person's office. Meeting in a liminal space like a hall or reception area reinforces the idea that this is a quick meeting between busy people who have other places to be.
- **In a conference room**  
Teams that meet in person but provide a dial-in for traveling colleagues meet where they have access to conferencing.
- **In a dedicated Huddle Zone**  
Some organizations invite everyone to the Huddle, and meet in large spaces dedicated to all-hands meetings.
- **In chat**  
Teams that work across many time zones may use email or group messaging to report their Daily Check-in. Team members provide their check-in as soon as they come online. The Lucid team, which works across a 9-hour time difference, uses Slack for our Huddle.



# ADDITIONAL RESOURCES



## Books

Verne Harnish gets credit for popularizing the Daily Huddle for leadership teams. For the authoritative guide, read his two books:

Verne Harnish , “Mastering the Rockefeller Habits” 2002

<https://smile.amazon.com/Mastering-Rockefeller-Habits-Increase-Growing/dp/0978774957>

Verne Harnish , “Scaling Up: How a Few Companies Make It...and Why the Rest Don’t (Rockefeller Habits 2.0)” 2014

<https://smile.amazon.com/Scaling-Up-Companies-Rockefeller-Habits/dp/0986019526>

The Daily Huddle operates very similarly to the Agile Standup, a practice used by Agile development teams. For insights into that practice and ideas you can bring to your leadership team, see:

James Shore, “The Art of Agile”, 2007

<http://www.jamesshore.com/Agile-Book/retrospectives.html>



## On the Web

### The Art of the Huddle

This is a great overview of different approaches to the Huddle.

<https://www.inc.com/magazine/20071101/the-art-of-the-huddle.html>



## Related Templates and Blog Posts

The 4 Meeting Agendas that Drive Strategic Execution

<http://blog.lucidmeetings.com/blog/4-meeting-agendas-that-drive-strategic-execution>

Debunking 4 Common Myths about Stand-Up Meetings

<http://blog.lucidmeetings.com/blog/debunking-4-common-myths-stand-up-meetings>

# ABOUT THE AUTHOR

This template was designed and produced by Lucid Meetings founder **Elise Keith**, with support from the fabulous team at Lucid Meetings.



See more of Elise's work on running effective meetings here:

<https://www.lucidmeetings.com/authors/elise-keith>

Learn more about Lucid Meetings [on our website](#).

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