



The Seven Rituals of Innovation Handbook

Build a Culture of Innovation and Accelerate Impact, Scale, and Profit

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Introduction

The Force for Good (FFG) System is designed to amplify scale, profit, and cash flow through alignment of purpose, values, and vision. When implemented, it becomes a transformational flywheel that accelerates the vision and success of your company.

How does this happen? The FFG System helps you achieve the following:

1. **Creates Focused Alignment.** The primary problem most businesses have is that the brilliance of their people is scattered. The team is only marginally on the same page. By implementing the FFG System, you follow a process of aligning everyone on 34 Essential Elements:
 - Your Purpose
 - Who You Serve
 - Your Impact Plan
 - Your Highest & Best Use
2. **Builds Commitment.** The process of defining the 34 Essential Elements involves everyone on the team. This creates a higher level of commitment, understanding, ownership, and creativity to building a profitable, sustainable business that brings good to the world. Your company needs the raw commitment of every single member of your team to achieve your vision and goals. This process of engagement is described in [Chapter 18 of A Force for Good](#) and in the [Force for Good Quick-Start Guide](#).
3. **Accelerates Impact, Scale, and Profit.** Because everyone on the team is empowered with the commitment of fulfilling a purpose, understands the goals of the business, and sees how she can personally amplify progress, the important and always needed outcomes of impact, scale, and profit accelerate. These are the three outcomes every business must master to survive, sustain, and be great.

And when you implement the Seven Rituals of Innovation described in this handbook, you will experience these additional benefits:

4. **Builds a Culture of Innovation.** The Seven Rituals provides a structure whereby every day, week, month, quarter and year, all the members of your organization participate in the process of performance improvement. You need this level of innovation to handle the challenges every company faces. Cycles of innovation contained within regular rituals that intentionally weave in the purpose and vision of your company provides a framework to create a culture the leads in both purpose and innovation.

5. **Trains Leaders.** Most companies only have a handful of capable decision-makers empowered with the information, authority, and experience to move the business forward. The Rituals empowers everyone in the organization to share ideas, build solutions, solve challenges, and generate measurable progress. The Rituals give everyone a chance to participate and lead. Armed with a company of wise leaders, the brilliance of your team can be harnessed.
6. **Attracts & Keeps the Best People.** The best people love the environment the Rituals foster because they crave being a part of growing a business, having a voice, making a measurable difference, and celebrating wins. The best people love working with other committed, value-oriented high-performers, and will give their blood, sweat, and tears to fulfilling a purpose alongside great people.
7. **Fosters a Beloved Brand.** The 32 Elements and Innovation Rituals constantly reinforce and remind the team that we are all here to make the world better, especially for our customers, but also our employees, supplier, partners, investors, and the community at large. Our stakeholders don't just buy from us, work with us, or invest in us. They develop commitment and loyalty to us.

Spin the Flywheel

The Force for Good is a transformational flywheel for your business. The first step is to build the flywheel, which consists of the 34 Elements that empowers everyone in your company.

Building the flywheel, however, does not produce the acceleration of impact, scale, and profit every company needs. The flywheel needs regular rituals to get it moving.

Like any flywheel, it takes a certain level of effort to get it moving, but once it starts to spin, it creates momentum and, in time, will spin almost on its own.

This handbook will guide you in implementing the Seven Rituals of Innovation which spin the flywheel.

First – Build the Flywheel

Second – Sping the Flywheel

The Seven Rituals of Innovation™



By incorporating them into Seven Rituals used ongoing in your business, the 34 Elements come to life, transforming your business. Together the 34 Elements and Seven Rituals amplifies performance by always redirecting you and your team back to what is most important, the primary goals you are aiming to achieve, and what needs elevated innovation and attention to accelerate the path to your vision.

The Seven Rituals, which will be described in detail below are as follows:

1. Annual Retreats.
2. Quarterly Reviews.
3. Monthly Dashboards.
4. Weekly MIGs (Most Important Goals).
5. Daily Huddles.
6. Town Halls.
7. Board Meetings.

These rituals are important because they create the space where elevated performance can occur. Without these intentional respites from everyday operations, breakthroughs in performance (impact, scale, profit, and other big improvements) will remain elusive. You will not see double-digit growth of any kind without creating intentional space for needed transformations in your business to be discovered, designed, implemented, and fine-tuned.

Additionally, each of the Seven Rituals allows you to focus innovative attention on all the time horizons that need the attention of Founders and Leadership Team members.

All too often, we spend the multitude of our time fire-fighting, with the squeakiest wheel getting our attention.

These Seven Rituals ensure we spend time daily, weekly, monthly, quarterly, and annually looking beyond the day-to-day challenges and get around to the work of achieving our highest ideals and goals.

Using the Seven Rituals discussed below, every person in the company will spend the appropriate level of time each week at each of these important time horizons:

- 50,000 Feet – 3-10 Year Horizon
- 10,000 Feet – 6-24 Month Horizon
- 1,000 Feet – 30-90 Day Horizon
- 100 Feet – 7-30 Day Horizon
- 10 Feet – 24-72 Hour Horizon

For the Founders and Leadership Team, more active time in the loftier horizons is necessary if there is any hope of ever achieving the long-term goals of the business. For other members of your company team, less time is needed at the more expansive horizons, but brief, consistent reminders of where you are headed is essential in keeping your vision and values top of mind each and every day.

1- Annual Retreat – 50,000-Foot Horizon



On an annual basis, schedule time for you and your Leadership Team to meet offsite for 2-3 days.

It is best to conduct these at a hotel or lodge where everyone can spend 2-3 full days and evenings together. Going to dinners and possibly scheduling a fun outing (for example, baseball game, sunset cruise, or axe throwing) is an important part of the process. Sleeping away from home, where you and team are free of distractions will help you move mountains in just a few days.

The Annual Retreat is dedicated to the **50,000-foot time horizon**, aimed at focusing attention and decision making that ensures achievement of **goals that live 3-10 years away**.

It doesn't mean you won't put ample energy into 12-month and 2-year objectives at the Annual Retreat; it simply means that you will make sure your shorter-term goals are aligned and building towards the longer-term vision of your company.

At the Annual Retreat, you and your Leadership Team reviews, updates, and refines the following:

1. **All five elements of your Purpose:** Inception Story, Core Values, Core Purpose, Vision, and Long-Term Impact Goal.
2. Discuss progress on your **Chosen Area of Greatness** and identify ways to strengthen your company through pursuit of excellence in this area.
3. Review your **Impact Mantras**, assess how well you are living up to them, identify ways to propagate these ideals further in your organization, and add any new mantras that will move your company forward.
4. Review the **Customer Experience** and document progress on improvements made in the last year. Identify **Three Customer Experience Improvements** you would like to work on over the coming 12 months.
5. Review the metrics of your **Customer Enrollment Funnel** to see your progress (and challenges) moving along a suspect to prospect, offer, new customer, satisfied customer, to loyal ambassador.
6. Review the **Five Critical Reports** (P&L, balance sheet, accounts receivable aging, accounts payable aging, and cash flow statement), **12+ Key Metrics Dashboard**, and comparison of actuals to your **Pro Forma Forecast & Budget** for the last 12-36 months, noticing trends.
7. Review **Profitability Goals and Metrics** and identify ways to boost gross profit, net profit, and net income.
8. Before the retreat conduct the three self-assessments (**FFG Stage Assessment**, **FFG Growth Readiness Assessment**, and **FFG Traction Assessment**) followed by the **Customized Business Assessment** and discuss the results. Compare results from previous years, and choose areas you would like to see elevated in the coming 12-36 months.
9. Conduct a **Focused SWOT** to assess your strengths, weaknesses, opportunities, and threats.
10. Review and update your **Chronological Strategy and Strategic Priorities**. Document specifically how you have followed the strategies and priorities, as well as where you were misaligned. Make any adjustments to strategies and priorities that will help you move the company forward.

11. Review and document progress on your **milestones** (10-Year, 3-Year, and 12 Month); and set new 12-Month Milestones for the coming year ahead.
12. Decide on your next **12-Month Breakthrough Goal**, the single most important company-wide goals you aim to invest 10x the time, energy, and resources to achieving.
13. Establish **Functional MIGs** (Most Important Goals) for each function team (marketing, sales, finance, etc.) for the next 12 months, making sure they align with the new 12-Month Breakthrough Goal.
14. Last, update the **4-Page Growth Plan™** to include all of the above updates and changes, so that you have it ready for your use throughout the coming year.

Finalize Your Plan

After conducting your Annual Retreat, you may need a week or two to finalize and tweak the elements of your plan. You may want to meet with certain members of the functional teams to receive feedback, brainstorm, and together determine the most important Functional MIGs and LEADS for the year.

Share Your Plan

Once you have a solid plan, it will be important to disseminate the information to your extended team. Your next Town Hall (the Sixth Ritual discussed more below) is the perfect place to share the full plan with your extended team.

Set Personal MIGs & LEADS

The other important next step following the Annual Retreat is for managers to set up an individual meeting with every member of the team to establish **Personal Most Important goals (MIGs)**, along with a set of **leading indicator metrics (LEADS)** each employee is responsible for achieving. At this point, the company-wide breakthrough goal is established, along with the Functional MIGs and LEADS for the year ahead.

- This is where a manager sits down with each member of their team to discuss the specific individual performance goal that when achieved, will have the greatest possible impact on the Functional MIG.
- The manager also helps the employee identify three LEADS to be tracked daily, weekly, and monthly in the service of achieving the individual MIG.

- The manager brainstorms with the employee to help each person craft how she can be of highest and best use for the organization this year, and works together to figure out an efficient way to measure daily, weekly, and monthly progress.

Ideally, setting of Personal MIGs and LEADs will happen concurrently or right after with an annual review process, whereby the previous year's performance of the team member is top of mind.

2-Quarterly Reviews – 10,000-Foot Horizon



Quarterly Reviews are similar to Annual Retreats, in that they involve Founders and Leadership Team members, and are best conducted away from the office, taking one and a half days, or about 12 hours.

The ideal situation is to take your team away for a full day and night so that everyone can immerse themselves in building the company together. Sharing breakfast, lunch, and dinner brings everyone together, nurtures relationships, and provides a space for deeper conversations to emerge.

The Quarterly Review is dedicated to the 10,000-foot time horizon, aimed at focusing attention and decision making on the 6-24 Month time-period. You will use the time to ensure that your shorter-term objectives are aligned with where you hope to be 6-24 months from now. The big picture items, like Core Purpose, Core Values, and longer-term strategies will be reviewed quarterly, but no time will be spent refining or modifying them.

Quarterly Review Agenda

The following topics are important to review at each Quarterly Review:

1. To remind everyone where the company is headed long-term, briefly restate and review the **Purpose**, including inception story, core values, core purpose, long-term goal, and vision.
2. Briefly review **What Your Customer Wants**, **What You Offer**, **What Generates Profit**, your **Area of Chosen Greatness** and **Three Feelings You Intend to Cultivate** with every interaction you have with those you serve. At each Quarterly Review, choose one of these topics to dive deeper into to foster deeper connections with customers.
3. Briefly review the results of the last **Focused SWOT** and **Customized Business Assessment**, so that everyone recalls the big picture of what to leverage and what to minimize.
4. Briefly review the **Chronological Strategy**, **Strategic Priorities**, and **Milestones** (10-year, 3-year, and 12-month) to keep big picture thinking top of mind.
5. Review the **Five Critical Reports** (P&L, balance sheet, accounts receivable aging, accounts payable aging, and cash flow statement), **12+ Key Metrics Dashboard**, and comparison of actuals to your **Pro Forma Forecast & Budget** for the last 12-36 months, noticing trends.
6. Review **Profitability Goals** and Metrics and identify quick ways to boost gross profit, net profit, and net income.
7. Review the **Three Customer Experience Improvements** currently being addressed, document any progress, and when improvements are achieved, ensure new ones are prioritized.
8. Focus significant attention on the **Customer Enrollment Funnel**, looking at conversion, satisfaction, and loyalty data. Identify where there are constraints and brainstorm ways to grease the skids. Find the parts of the funnel that are working and find ways to further invest in and leverage those strengths.
9. Review the **12-Month Breakthrough Goal** and document progress. List what is working and what isn't. Brainstorm ways to shore-up achievement of this most important goal for the year.

10. Review each function of your business (marketing, sales, finance, technology, etc.) and review progress on the **MIGs** (Most Important Goal) and Functional **LEADs** (three lead measurements) for each functional team. Identify ways to facilitate progress and success.
11. Review **Quarterly Goals** and document progress on each. Make adjustments to future goals where needed.
12. Review and update the **12-Month Breakthrough Plan** and **4-Page Growth Plan(TM)**, so that it is ready for use throughout the rest of the year.

Post-Quarterly Review Follow-Up

Once you have completed the Quarterly Review, it is important to take a few days to finalize any changes to the 12-Month Breakthrough Plan and 4-Page Growth Plan(TM), and then share the revisions with your larger team, disseminating information at the next Town Hall (more on that below) and in upcoming Monthly Dashboards.

3-Monthly Dashboards – 1,000-Foot Horizon



Monthly Dashboards focus on the 1,000-Foot Horizon, and focus on actions taken in the 30-90 day time period that secure achievement of monthly, quarterly, and annual goals.

Two Types of Monthly Dashboards

There are two types of Monthly Dashboards:

- **The Leadership Team Monthly Dashboard** – which looks at the data from all the functional teams of the company.
- **The Functional Team Monthly Dashboard** – which looks at the data from just one functional team and its team members.

Monthly Dashboard Agenda

Both types of Dashboards follow the same model, with some topics reserved for the Leadership Team Dashboard only (noted below). Carve out 3-4 hours per month for Monthly Dashboards to cover the topics below.

In less than 30 minutes:

1. Very briefly restate and review the **Purpose**, including inception story, core values, core purpose, long-term goal, and vision.
2. Very briefly review **What Your Customer Wants**, **What You Offer**, your **Area of Chosen Greatness** and **Three Feelings You Intend to Cultivate** with every interaction you have with those you serve.
3. (Leadership Team Only) Quickly review summarized results of the last **Focused SWOT** and **FFG Stage Assessment**, **FFG Growth Readiness Assessment**, **FFG Traction Assessment**, and **Customized Business Assessment**.
4. Quickly state a summary of the **Chronological Strategy**, **Strategic Priorities**, and **Milestones** (10-year, 3-year, and 12-month).

In roughly 60-90 minutes, cover these topics:

5. (Leadership Team Only) **Review the Five Critical Reports** (P&L, balance sheet, accounts receivable aging, accounts payable aging, and cash flow statement), **Key Metrics Dashboard**, and comparison of actuals to your **Pro Forma Forecast & Budget** for the last 12-36 months, noticing trends.
6. (Leadership Team Only) **Review Profitability Goals and Metrics** and identify quick ways to boost gross profit, net profit, and net income.
7. Review the **Three Customer Experience Improvements** currently being addressed and report progress that has occurred and ideas to move the three improvements along. Once an improvement has been made, decide on then next new improvement.
8. (Leadership Team, Sales Team, and Marketing Team Only) Focus significant attention on the **Customer Enrollment Funnel**, looking at conversion, satisfaction, and loyalty data. Identify where there are constraints and brainstorm ways to grease the skids. Find the parts of the funnel that are working and find ways to further invest in and leverage those strengths. The key questions to ask:
 - *What would cause a breakthrough to increase your conversion rate at each stage of the funnel? and*
 - *Which constraints are holding back conversion at each stage and what can be done about it?*

Use the bulk of your time together (the last 2-3 hours) focused on the following:

9. Review the **12-Month Breakthrough Goal** and document progress. List what is working and what isn't.
 - The key question is this: *what would produce a massive breakthrough in our progress toward our most important company goal?*
 - Brainstorm ways to shore-up achievement of this most important goal.
 - It is important that every Functional Team take time to think about the 12-Month Breakthrough Goal and how to move it forward.
 - Assume everyone in the entire company has brilliance to share. Encourage everyone to think outside the box, bring forth creativity, and feel free to think beyond their personal role or function in how a leap forward could occur.
10. (Leadership Team Reviews All Functions.) **Review Functional MIGs and LEADS.** Each functional team reviews data and reports progress and challenges on their MIG (Most Important Goal) and Functional LEADs (three lead measurements).
 - Each functional team dedicates significant time discussing ways to overcome constraints and facilitate progress.
 - The key question is this: *what would produce a massive breakthrough in our progress toward each Functional MIG?*
11. Review **Quarterly Goals** and document progress on each. Discuss ways to ensure this quarter's goals are achieved.
12. (Leadership Team Only) Review and update the **12-Month Breakthrough Plan** and **4-Page Growth Plan(TM)**, so that it is ready for use throughout the rest of the year.

Post-Monthly Dashboard Follow-Up

Once again, be sure to document and disseminate the outcomes of these important meetings. Making sure cross-functional teams are aligned and aware of any insights, ideas, and changes that come from the Monthly Dashboard are shared right away so that momentum and action continues.

In the next Town Hall, invite all teams to share their quarterly results and goals for the next quarter.

4-Weekly MIG Session – 100-Foot Horizon



The Weekly MIG Session done right, more than anything else, gets your flywheel spinning.

Because Weekly MIG Sessions involve brief, but focused energy from every single person in your company, momentum and energy push the spokes of the flywheel forward a little bit a time, until the wheel is churning almost without effort.

The Weekly MIG Session is focused on making the biggest impact possible on the 7- to 30-day time horizon.

Consider how much you can achieve in 7 days if you put your mind to it.

The Weekly MIG Session is aimed at aligning every single person in your company to know what is of highest and best use for him to do this week and this month.

Every week, everyone in your company participates in this critical one-hour session to celebrate wins, acknowledge successes, and innovate ways to achieve the Most Important Goals (MIGs) of your Company.

The primary objective of the Weekly MIG Session is to achieve the company-wide 12-month Breakthrough Goal. Whatever that is. Recall that each functional team has a single Most Important Goal (**Functional MIG**) aimed at supporting the larger 12-Month Breakthrough Goal. And supporting each Functional Team MIG are three **LEADS**, or leading indicators that facilitate the actualization of the MIG. Thus, the primary focus of each Weekly MIG Session is making progress on the MIGs that facilitate the 12-Month Breakthrough Goal.

Set Up MIG Groups

If your team is small, everyone can attend the same Weekly MIG Session.

If your team is large, you will need to break the team down into groups of 6-8 participants.

Assign everyone in the company to a MIG Group with a specified day and time to meet weekly.

How you assign people to MIG groups is up to you. There is benefit in having everyone be from the same functional group, but there is also benefit of having each MIG grouping be cross-functional. The goal is to make sure everyone in the company participates in a MIG Group and together they meet weekly in a supportive and celebratory way to hold one another accountable for achieving measurable results.

Assign a Facilitator

Each MIG Group needs a facilitator (which will likely be a Founder or member of the Leadership Team in the beginning) and a facilitator back-up who can step in whenever needed.

MIG Sessions take place without fail, even if the facilitator is unable to attend. Instilling the commitment of the MIG Group to meet and follow the MIG Agenda no matter what, is essential.

Training and cultivating facilitators is one of the most strategic things you can do in your company.

Facilitators learn and own this critical process of holding the space for innovation, celebration, and problem-solving can occur. Consider how valuable it will be to grow performance-improvement leaders within your company using this process.

Weekly MIG Session Agenda

Every week without fail, ensure that all MIG Groups conduct the Weekly MIG Session.

Here is the MIG Session Agenda:

1. **Inspirational quote of the week.** Someone from the group agrees to find and provide a quote each week.
2. **Reading of Core Purpose, Core Values, and Long-Term Goal.** Someone from the group agrees to read these weekly.
3. **Acknowledgements.** Everyone has 30 seconds takes a turn sharing an acknowledgement of someone else and an acknowledgment of themselves. Bringing everyone's attention towards seeing what's good critical in setting the tone for looking at weekly metrics.
4. **What is the 12-Month Breakthrough Goal?**
 - Every week the facilitator asks the question, "What is the 12-Month Breakthrough Goal?" and awaits response from the group.
 - Each week the facilitator shares with the group the progress on the goal. In other words, the facilitator (or back-up) comes to the weekly meeting ready to present the latest metrics on the goal.
5. **Functional MIGs Dashboard.** Someone from the group is asked to read the MIGs Dashboard where the MIGs for each function are listed along with how each functional team performed last week on the goal. (See the implementation hint below for how to make these metrics visible company-wide on a Company-Wide MIG Dashboard.)
6. **My Personal MIG, LEAD and Commitments.** This is probably the most important part of the entire MIG session, but it requires all the elements that take place before and after, to create a safe, neutral space for sharing results and data. (For more information on Personal MIGs and Leads, see the highlighted box below.) Each person takes 3 minutes to report the following:
7. **Brainstorm On A Challenge.** Each week, one person from each MIG Group has an opportunity to receive 5 minutes of support to brainstorm ways to create a breakthrough. The Facilitator publishes a schedule of who will present a challenge each week. The team member comes prepared with a specific challenge they are facing regarding their MIG. Together with the group, they brainstorm ideas on what might work to help them achieve a breakthrough.

Perhaps they are struggling to make time to get all LEADs completed, while balancing the rest of their duties. Or maybe they are stuck at 25% of their calls converting to a sale, and they are looking for ideas on how to ratchet-up their results.

8. **Closing Acknowledgements** – Each week, the facilitator ends the meeting naming at least three areas of progress or success reported by the members of the group. Others are also invited to acknowledge others.

Create a Company-Wide Dashboard

IMPLEMENTATION HINT – CREATE A COMPANY-WIDE MIG DASHBOARD:

A great way to make the progress and current metrics for the 12-Month Breakthrough Goal, Functional MIGs, and LEADs is to have them posted on a shared Google sheet, Dropbox File, or in an analytics software.

Each metric is assigned to a member of your team to collect weekly. Thus, when the MIGs Groups meet for their weekly session, everyone refers to the shared document or system to see the latest performance metrics.

More On Personal MIGs & LEADs

Every year, everyone in the organization is invited to create their own Most Important Goals (MIG) and a leading indicator (LEAD).

Personal MIGs are written as a weekly performance goal an individual hopes to achieve within 12 months. It needs to be something that can be tracked and measured weekly.

- For example, ***“My MIG this year is to increase the number of offers I extend to prospects from 20 per week to 30 per week. Last week I extended 24 offers.”***

Personal LEADs are also written as weekly performance goals.

These are process-oriented goals (rather than outcome-oriented) that an individual has more control over achieving.

- For example, ***“My LEAD this year is to make 300 outbound cold calls each week, and last week I made 312.”***

The MIG for each person is decided together with the person’s manager after the MIG for each Functional Team is established in the Annual Retreat.

Each Personal MIG is aligned with the Functional MIG of the team they are on. Thus, Personal MIGs support Functional MIGs, and Function MIGs support the 12-Month Breakthrough Goal.

As a result, everything is aligned, and your whole team's brilliance and energy are going in the same direction.

5-Daily Huddle – 10-Foot Horizon



The purpose of the Daily Huddle is to connect with your team daily and help everyone know what she can do today to be of highest and best use.

The Daily Huddle lives at the 10-foot horizon. It is looking at today and identifying how to serve the purpose with the time and resources available.

It is all about empowering each and every individual to take one leap forward... TODAY.

The essential outcome is for everyone to leave knowing and doing the action that will bring the most positive impact possible today in the service of the 12-Month Breakthrough Goal.

Feel the power of the flywheel starting to move!

Set Up Daily Huddle Groups

Assign everyone on the team to a Daily Huddle Group. It is likely the same people as the Weekly MIG Group, but you may find your team needs a slightly different combination.

Set Up Daily Huddle Groups

The question to consider: What groups of people meeting together daily will produce the greatest momentum, accountability, and action? Assemble groups of 4-8 to meet daily at the same time and place, four days/week (no huddle on the day of Weekly MIGs).

Assign A Facilitator

Just like with the MIG Groups, assign someone to facilitate the Daily Huddle in each Huddle Group. Training and empowering at least two people from each group is important in case the primary facilitator is absent.

The Daily Huddle happens no matter what. It is focused on taking the highest-leverage, most potent actions daily.

Daily Huddle Agenda

In fifteen minutes or less, the Daily Huddle invigorates the team and directs everyone to clarify and follow-through on the most important actions of the day.

Whether you are meeting together in person or connecting via Zoom, conduct the meeting standing up.

When you stand for a meeting, you keep it brief and to the point.

Here is the agenda led by the facilitator:

1. **Good News** – Start the huddle with a round of celebrations. The facilitator invites the group to share any positive news.
2. **Individual Share** – Each member of the group reports these four things in 90 seconds or less: (1) Yesterday's Committed Action, (2) MIG Metrics, (3) LEAD Metrics, and (4) Today's Committed Action.
3. **Support & Announcements** – The facilitator asks if anyone has anything else they'd like to share quickly with the group. Does anyone need support today? Does anyone have any quick announcements relevant to today?
4. **Gratitude** – Invite everyone to share in 10 words or less something they are grateful for. Quick and positive way to end the meeting before sending everyone off into their day.

IMPORTANT NOTE: The Daily Huddle is always positive, even when team members report “negative” metrics. This isn’t the time to delve into problem-solving. This is a time to take in the information and become aware of where support might need to be provided at a later time.

The magic of the Huddle is that it is fast, positive, and data-oriented. Everyone leaves Huddle pumped-up and ready to go make the world a better place.

6-Town Halls – All Horizons



The next ritual that will keep your team aligned, inspired and motivated to keep that flywheel spinning is the Town Hall, which is held monthly.

Town Halls are a way for you and your leadership team to connect together with everyone in your company all at the same time in 60-90 minutes.

The Town Hall is the centerpiece for your company's internal communications and provides the opportunity to share the themes, mindsets, and core narratives of your company culture.

Town Halls embody all the time horizons empowering clarity and alignment on today's actions, through 10 years from now. Town Halls keep everyone connected, in synch, and always celebrating the wins along the journey.

Unlike the other rituals, which are more formulaic with a set agenda, Town Halls are each unique opportunities to disseminate information and inspire your team. The agendas might vary significantly from one to the next. They might be led by the founder or by others.

Higher Purpose of Town Halls

The higher purpose of delivering monthly Town Halls is to create engagement, trust, and belonging.

- **Engagement** is the emotional connection employees have with their work and the company.
- **Trust** is needed more than ever in our fast-paced, always changing, quasi-virtual worlds. Employees need to see and hear from their leaders regularly to maintain and build trust with the company overall.
- Lastly, cultivating a **sense of belonging** is essential. Belonging is a basic human need. When a team member doesn't feel she belongs, she will not stay for long.

Town Hall Agenda

Here are key components you might like to include in Monthly Town Halls:

1. **Purpose** – Be sure to always briefly restate the important elements of the company story, core values, core purpose, long-term impact goal, and vision.
2. **12-Month Breakthrough Goal** – Share how the company is doing on its primary goal for the year, along with how the team is progressing on each of the Functional MIGs and LEADs. Celebrate wins, progress, and share examples of team members going above and beyond in service of this goal.
3. **Company & Culture Training** – Any of the 34 Elements can be turned into training for your larger team, especially topics related to knowing your inception story, core values, core purpose, your authentic customer, the customer journey, customer core needs, area of chosen greatness, company mantras, three feelings to cultivate, customer experience improvements, aspects of the customer enrollment funnel, chronological strategy, strategic priorities, milestones, and 4-Page Growth Plan(TM).
4. **Company Initiatives** – These can include employee engagement contests, customer satisfaction programs, community service programs, or other competitions related to the 12-Month Breakthrough Goal. Provide monthly updates with opportunities to celebrate.
5. **Team Recognition** – Whether you do a team member of the month or create ways for employees to be recognized, shouting out the brilliance of the team allows people to feel valued, appreciated, and celebrated.

6. **Customer Spotlights** – Team members love hearing customer stories. Sharing examples of how the product, services, or someone from the team made a positive difference for a customer helps the team feel they are part of something good in the world.
7. **Q&A** – Provide an open forum for employees to ask questions. It is a great idea to plant 3-4 questions to be asked to get people to open up.
8. **Closing** – Invite team members to share key takeaways and then wish the team well to go out and make the world a better place.

7 – Board Meetings – All Horizons



The last ritual that will keep you and your company on track is regular board meetings.

Every company should have either a Board of Advisors, a Board of Directors, or some similar circle of confidants who can support the purpose and vision of the business.

I encourage every company to have a board. Whether you have a formal Board of Directors or less formal Advisory Board is up to you. Some companies have both.

Board Rituals

Rituals you can implement to get the most out of these most strategic relationships:

- **Regular Board Meetings** – These can be at whatever frequency makes the most sense. Sometimes boards meet monthly, though quarterly is more the norm.
- **One-on-One Meetings** – The best way to reap the greatest benefit from advisors is to meet with them individually and ask them for specific guidance, ideas, or feedback. At least once or twice each year, ideally in person, is a great way to get the most of these cherished relationships.

- **Retreats** – Facilitating a 1-day or ½-day retreat with your board is a wonderful way to leverage their knowledge. Share and receive feedback on the 4-Page Growth Plan(TM), dive into one of the areas on the plan that needs support, or dig into a specific challenge or breakthrough that needs new perspectives.
- **Celebrations** – As your business achieves anniversaries and milestones, be sure to share in the festivities with your board. Host a nice dinner or take them, take them to a spa or resort, or acknowledge your gratitude for everything they contribute to the business.

Board Benefits

Having a board of directors or advisors provides several benefits to a company or organization:

1. **Expertise and Specialized Knowledge:** Advisors bring diverse skills, industry knowledge, and experience to the table. Their insights can help the organization navigate complex challenges and make informed decisions.
2. **Innovation and Creativity:** Advisors from different backgrounds can offer fresh perspectives and innovative ideas, stimulating creativity within the organization and helping it stay competitive.
3. **Market Insights:** Advisors with deep industry knowledge can provide valuable insights into market trends, customer preferences, and emerging opportunities, helping the organization adapt and grow.
4. **Networking Opportunities:** Advisors often bring extensive networks of contacts, which can lead to valuable partnerships, collaborations, and business development opportunities.
5. **Mentorship:** Advisors can serve as mentors to the leadership team, offering guidance and support based on their own experiences and successes.
6. **Strategic Planning:** Advisors can contribute to strategic planning discussions, helping the organization refine its goals, strategies, and priorities in your 4-Page Growth Plan(TM).
7. **Risk Management:** Advisors can assist in identifying and managing risks by providing their expertise in risk assessment and mitigation strategies.

8. **Access to Resources:** Advisors may have access to resources, such as industry data, research, or technology, which can benefit the organization's operations and growth.
9. **Objective Feedback:** Advisors provide an external perspective and unbiased feedback, helping the organization make more objective decisions.
10. **Succession Planning:** Advisors can play a role in succession planning by identifying and grooming potential future leaders within the organization.
11. **Operational Improvement:** Advisors can help streamline processes, improve operational efficiency, and provide recommendations for organizational improvements.
12. **Crisis Management:** Advisors can offer guidance and support during times of crisis or challenging situations, helping the organization navigate through difficulties.
13. **Customized Expertise:** A board of advisors can be tailored to the organization's specific needs, allowing for a targeted approach to gaining expertise in areas that are most relevant.
14. **Accountability:** The fact that you will share information with your board on a regular, scheduled basis provides a level of structure and accountability that elevates and naturally develops any Founder and Leadership Team.
15. **Financial Oversight:** I highly recommend that you review financials with even your Advisory Board. Certainly with formal Boards, financial transparency is required. Rather than resist sharing financial information, allow it to be a gift. This oversight helps maintain financial stability and transparency. Having a board will help your financials shine. Presenting monthly or quarterly numbers keeps your operation squeaky-clean.
16. **Access to Talent:** Boards are often essential to filling needed positions in your company. They can share their network. Involved in selecting and evaluating top executives, including the CEO. Their input helps ensure that the organization's leadership team possesses the necessary skills and vision.
17. **Public Perception:** An active and effective board can enhance the organization's reputation and credibility in the eyes of investors, customers, employees, and other stakeholders.

In summary, a board of directors and/or advisors plays a vital role in providing oversight, guidance, and expertise to an organization, contributing to its success, sustainability, and responsible governance.

Board Meeting Topics

On at least a quarterly basis, meet with your board. A great practice is to schedule them the week following your Quarterly Reviews and Annual Retreats, as you will have fresh information to share. Topics to provide in advance and then discuss:

- **The 4-Page Growth Plan(TM)** – It has virtually everything you need on it. ALWAYS restate Core Purpose, Vision, Long-Term Impact Goal, and Core Values. Next, focus discussion on 2-3 areas of progress and 2-3 areas of struggle.
- **Six Critical Reports** – These include the Profit & Loss Statement, Balance Sheet, Statement of Cash Flows, Accounts Receivables Aging Report, Accounts Payables Aging Report, and the Cash Flow Forecast. Because they are provided in advance, review of these should be relatively focused on a high-level summary and specific areas of strength and concern.
- **12+ Key Metrics Dashboard** – Your most essential key performance metrics will be gobbled up by professional Directors and Advisors. They will see insights in the numbers you may not, given your closeness to them.
- **12-Month Breakthrough Goal Status Update** – Again, share key wins, progress, challenges, and setbacks. Share how you are doing on achieving your 12-Month Breakthrough Goal, and what specifically you and team are doing to ensure its success.
- **Purpose-Inspired Stories** – Tell a few stories of customers and/or team members that demonstrate the good being delivered through your company. Share stories of great customer service, examples of team members going the extra mile, lessons learned, and inspiring stories about the community you serve.

Highest & Best Use



One essential way a Founder and Leadership Team can always be of Highest & Best Use is to ensure these important rituals are implemented, happen no matter what, and continue in perpetuity as the drivers of innovation and transformation in your business.

Implementing these rituals, and empowering an ever-growing team of others to facilitate each of the rituals, is a powerful way to develop high-performance, growth mindset leaders throughout your business. This spurs creativity, innovation, collaboration, and elevated performance.

By ensuring these rituals occur, everyone on your team will always:

- Know where to focus their attention.
- Feel acknowledged and celebrated for progress and wins.
- Receive support from the team whenever there are setbacks.
- Discover that it's safe to share ideas, try new things, and make mistakes.
- Remember they serve a purpose larger than themselves.
- Experience the joy of team success.
- Know that they matter and are themselves, a force for good.



Order the Book

- The Force for Good (FFG) System™ is designed to amplify scale, profit, and cash flow through alignment of purpose, values, and vision.
- It is a transformational flywheel accelerating the vision and success of your company.
- The tool above is part of the Force for Good System™ shared in the book.
- Order the book and receive the full FFG Toolkit today.

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Elevate Your Growth Potential

- Scoring 80 or higher reveals immediate opportunities for exponential growth.
- Complete the assessment to pinpoint where to channel your energy and expertise for rapid acceleration.

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Growth Accelerator

- Step-by-step guidance to install the elevated system of perpetual growth.
- Accelerate in the three dimensions that all businesses:
 1. **Impact** – The good your business brings to customers, your industry, your community
 2. **Scale** – Your company purpose actualized at the level you envision.
 3. **Profit** – Ensuring sustainability and prosperity for all stakeholders.

www.aforceforgood.biz/accelerator



The *Three Essential Tools* of the Force for Good System™

- The **4-Page Growth Plan™** restores your power as a leader. It reminds you that you and your team already have what you need to take the next brave step.
- In four pages is everything you need to know to unlock the puzzle of growth in your business.
- The visual summary of the Transformational Flywheel, customized for your company.

[Download 4-Page Growth Plan™](#)



The 4-Page Growth Plan™



- Your **Transformational Map** helps teams grow – from inside out.
- Growth requires change. The map unlocks the hidden, unconscious reasons why we resist change.
- Helps you step into your role as a Transformational Leader.
- Each business breakthrough becomes a path to both business growth -- and personal growth for leaders and teams.

[Download Transformational Map](#)

- The **Seven Rituals of Innovation™** spin the transformational flywheel of your business.
- Specific daily, weekly, monthly, quarterly, and annual rituals together with your team.
- Redirecting you and your team back to what is most important, these moments accelerate the path to your vision.

[Download the Seven Rituals of Innovation™ Handbook](#)





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 2. **Scale** – Your company purpose actualized at the level you envision.
 3. **Profit** – Ensuring sustainability and prosperity for all stakeholders.

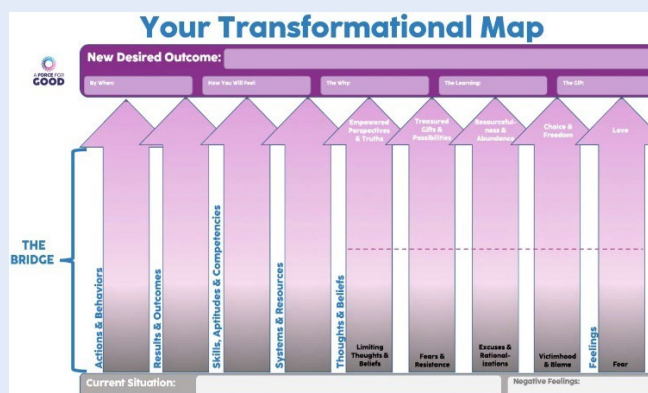
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