



10 ESSENTIAL TIPS ---for---

Huddles

1. Stand up to keep the meeting short. When possible, avoid conference rooms and meet where the work happens instead.
2. Have a set time or a specific signal for the team to assemble without any additional prompting.
3. Gather close. Team members will speak at more relaxed volumes, pay better attention, and feel more comfortable saying what's on their minds.
4. Huddles can be energizing and help start the day well. Find ways to recognize a job well done. Teams in Hawaii and Denver acknowledge teammates by giving snaps.
5. Make sure valuable information doesn't fall through the cracks. Always ask how the work is progressing.
6. Be inclusive. Invite team members and representatives from supporting units who wish to know about and/or contribute to the status and progress of team projects. Make sure any guests or observers know what behavior is expected beforehand.
7. Not all forms of reporting can or should be covered by the huddle. Limit storytelling and full-scale problem solving by developing a simple signal that indicates a matter should be set aside for another time.
8. Teams should end the huddle with purpose and a clear understanding of what needs to be done next. Post obstacles raised by the team to an "improvement board": a publicly visible whiteboard or chart, which identifies key obstacles and tracks the progress of their resolution.
9. Let the team lead the huddle, rather than the manager or a facilitator.
10. Avoid talking over one another by using a speaking token (a card or a rubber ball, for example) to determine who should speak next. Passing or tossing something around introduces a bit of fun to the huddle ritual.

These practices are gleaned from reporting done by LMP Communications across Kaiser Permanente and from data entered into UBT Tracker. They are intended not as a definitive list but as a starting point for team discussions. Go to LMPpartnership.org/tentips for links to stories and tools to help you and your team with huddles.