

Pre-mortem to Post-mortem: 9 Critical Steps to Creating a Killer Kickoff Meeting

CHRISTOPHER SANT, ESQ. | CHRISANT.COM

AS PERSUASIVE AS THE LAW ALLOWS

Your fundamental challenge

$$\text{pValue}_{us} - \text{pCost}_{us} > \text{pValue}_{nba} - \text{pCost}_{nba}$$

“No work is impossible without a committee.” - Milton Berle

Information transfer meetings are a waste

“We meet because the **knowledge and experience** needed in a specific situation... **have to be pieced together** out of... **several** people.”

- Peter Drucker

Engage your team

Create the right culture

- “harmony is often **overrated**”
- “in **valuing** disagreement and internal scrutiny, Amazon is acting consistently with **decades of research in behavioral science**”
- “many **groups do poorly** because they do not take advantage of **the information and the creativity of their own staffs**”

Cass Sunstein, *Amazon Is Right That Disagreement Results in Better Decisions*,
Harvard Business Review



Lost on the moon

- Your spaceship has just crashed on the moon. You're lost.
- You need to get to the lunar base.
- Your equipment is destroyed except for the 6 items on the next slide.
- Your ship will explode in 60 seconds.
- You can only take 3 of the items.

Lost on the moon – which 3 will you take?

- a) Food concentrate
- b) Magnetic compass
- c) Solar portable heating unit
- d) Two .45 caliber pistols
- e) Two 100-pound tanks of oxygen
- f) Parachute

Lost on the moon – which 3 will you take?

- a) Food concentrate
- b) Magnetic compass
- c) Solar portable heating unit
- d) Two .45 caliber pistols
- e) Two 100-pound tanks of oxygen
- f) Parachute

What's the best time of day for a kickoff meeting?



It's **BEST @ 3PM**

B - Background

E – Empower your people

S - Seven questions

T - Team WIN strategy

@ - Cognitive web/mind map

P - Pre-mortem

P - Projects

P - Post-mortem

M – Memorialize lessons learned

Background – Get their ideas germinating



Background – Get their ideas germinating

- Nature and scope?
- Why is this a “Bid”?
- Why is it important to win?
- What’s the customer’s situation?
- Previous relationships with customer?
- What level of effort to use?

Empower your people

I - Invite the right people

R - Reassure them

S - Solicit opinions



Empower your people

I - Invite the right people

R - Reassure them

S - Solicit opinions





Seven questions

1. What is the customer's need or problem?
2. Why does it matter?
3. What does the customer seek in terms of outcomes?
4. Which outcome matters the most to the customer?
5. What are your solution options?
6. Which is the best fit?
7. Why are you the right choice?

Seven questions

1. What is the customer's need or problem?
2. Why does it matter?
3. What does the customer seek and what outcomes?
4. Which outcome is most important to the customer?
5. What are the available options?
6. Which option is the best fit?
7. Why are you the right choice?

$$pValue_{us} - pCost_{us} > pValue_{nba} - pCost_{nba}$$

Team WIN strategy

W – What's

I – Important to them

N – Now?

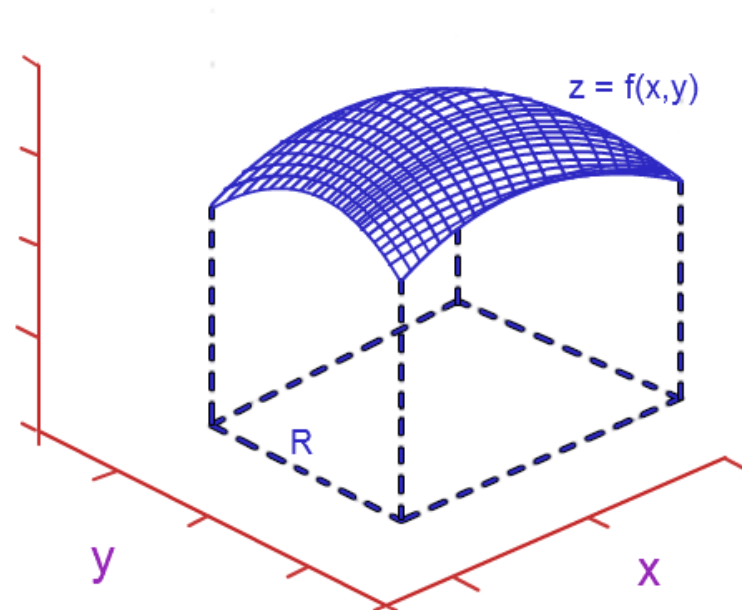


Maximize the 3Ms to maximize $pValue_{us}$

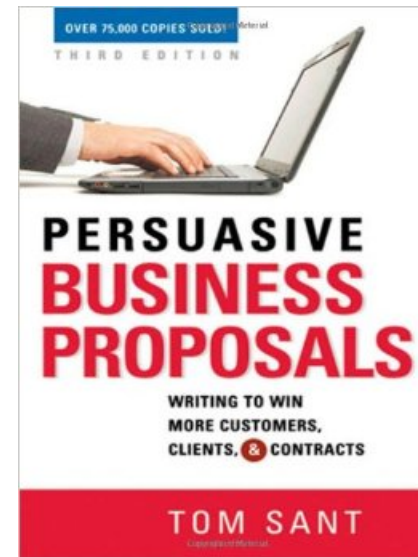
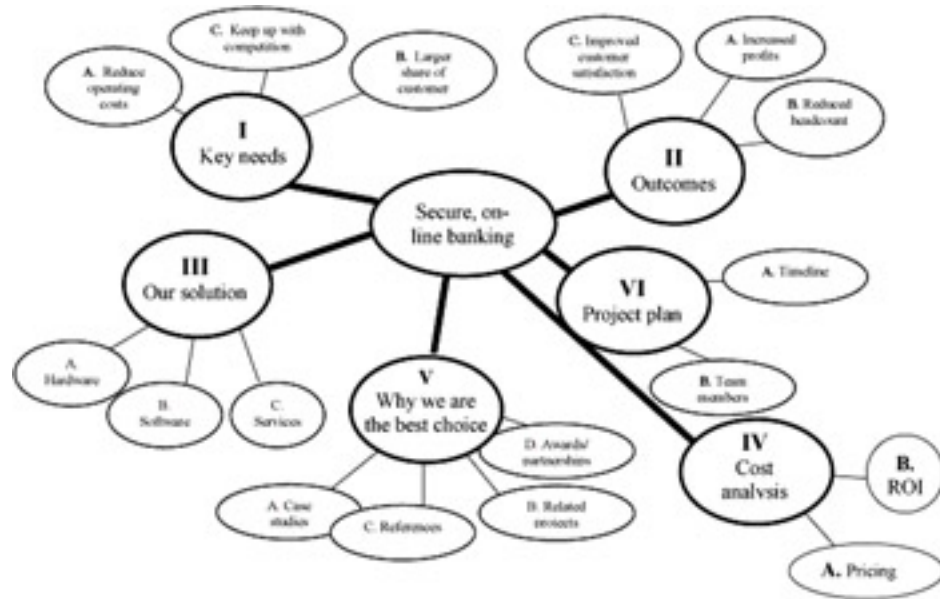
M – Most pressing needs

M – Meet those better than others

M – Maximize score



@=Cognitive web/mind map



What have we achieved so far?

- Better outcomes

...but also...

- Over

$$pValue_{us} - pCost_{us} > pValue_{nba} - pCost_{nba}$$

to consider different points

The BEST @ 3PM Kickoff Meeting Structure

B – Background ✓

E – Empower your people ✓

S – Seven questions ✓

T – Team WIN strategy ✓

@ – Cognitive web/mind map ✓

P – Pre-mortem

P – Projects

P – Post-mortem

M – Memorialize lessons learned

Pre-mortem

$pValue_{us} - pCost_{us} > pValue_{nba} - pCost_{nba}$

PRE-MORTEM ACTIVITIES

RISK
CONCERN

HOW WILL THIS
END IN DISASTER?

PROG. DE ENSINO

AGENDAS INDEFINIDAS
PUSH INSTEAD OF PULL

IMPLEMENTAR UM PARADIGMA DE APRENDIZAGEM COLETIVO (MAIL SYSTEM)

MOTIVAÇÃO

ALUNO/TEC

Realizar o Show das Garbancas com o que se tem para usar no curso

VISIBILIDADE E ALINHAMENTO

TER CARGAS PARA OS ALUNOS (TRANSFORMAR)

REVISAR TAREFAS VACANTES

CONVERSAR COM O EQUIPE DE TI

MENTOR TEC

TER CARGAS PARA OS ALUNOS (TRANSFORMAR)

PAPÉIS E RESPONSABILIDADES

CONVERSAR COM O EQUIPE DE TI

ACTIONS

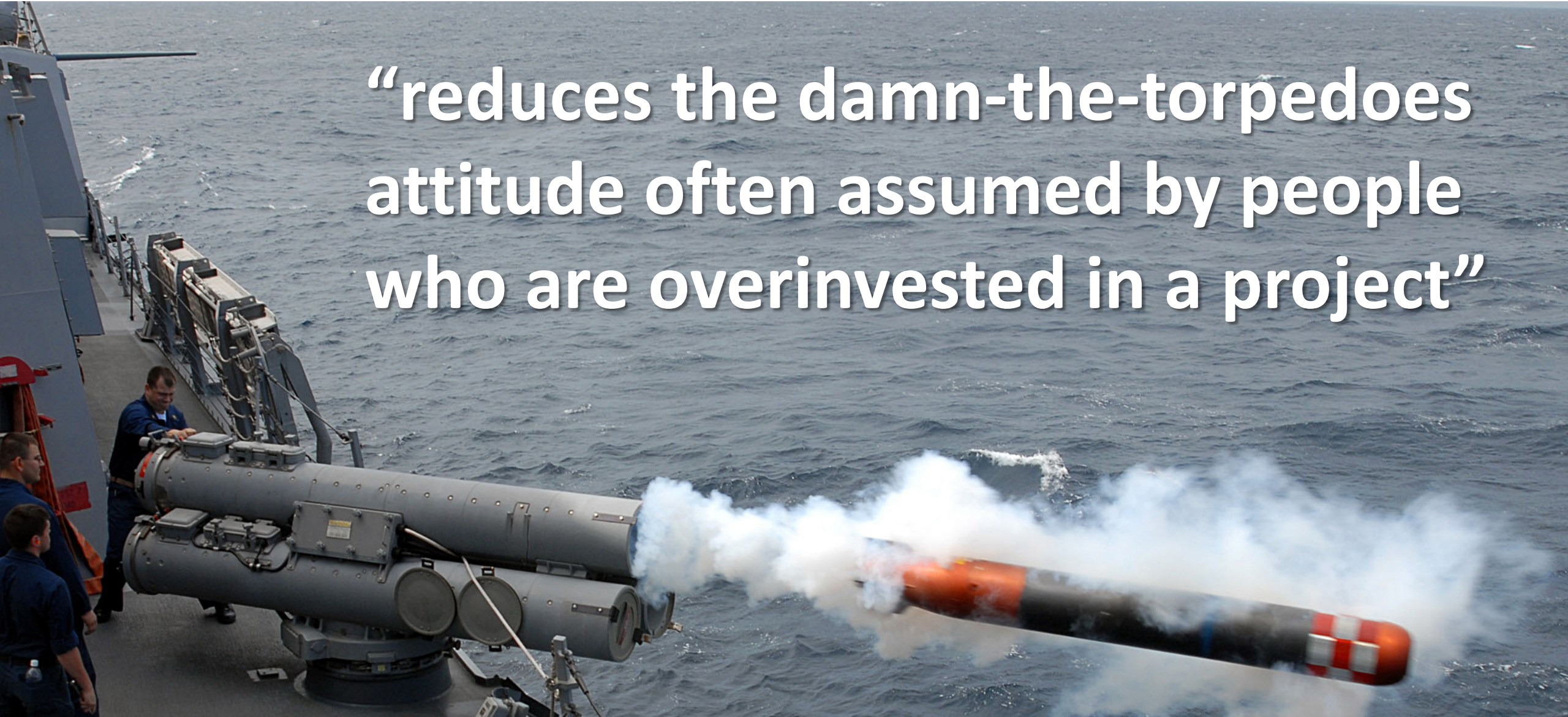
- LIMIT # COMPUTADORES
- MATRIX DE PAREAMENTO (4)
- TEAM OUTING A CADA 2 SEM
- DEFINIR PAPEIS (GOOGLE DOC)
→ ATÉ 10/10
- CRIAR BACKLOG DA TI. -1
→ ATÉ 11/10
- INCEPTION ON 30/10
- PAPEIS E DISPONIBILIDADE

Brand New!
AND

FRESH

Break through groupthink

“reduces the damn-the-torpedoes attitude often assumed by people who are overinvested in a project”



The Harvard Business Review pre-mortem

Prepare your team

Imagine a catastrophe

Generate reasons for failure

Consolidate ideas

Address biggest newly identified concerns

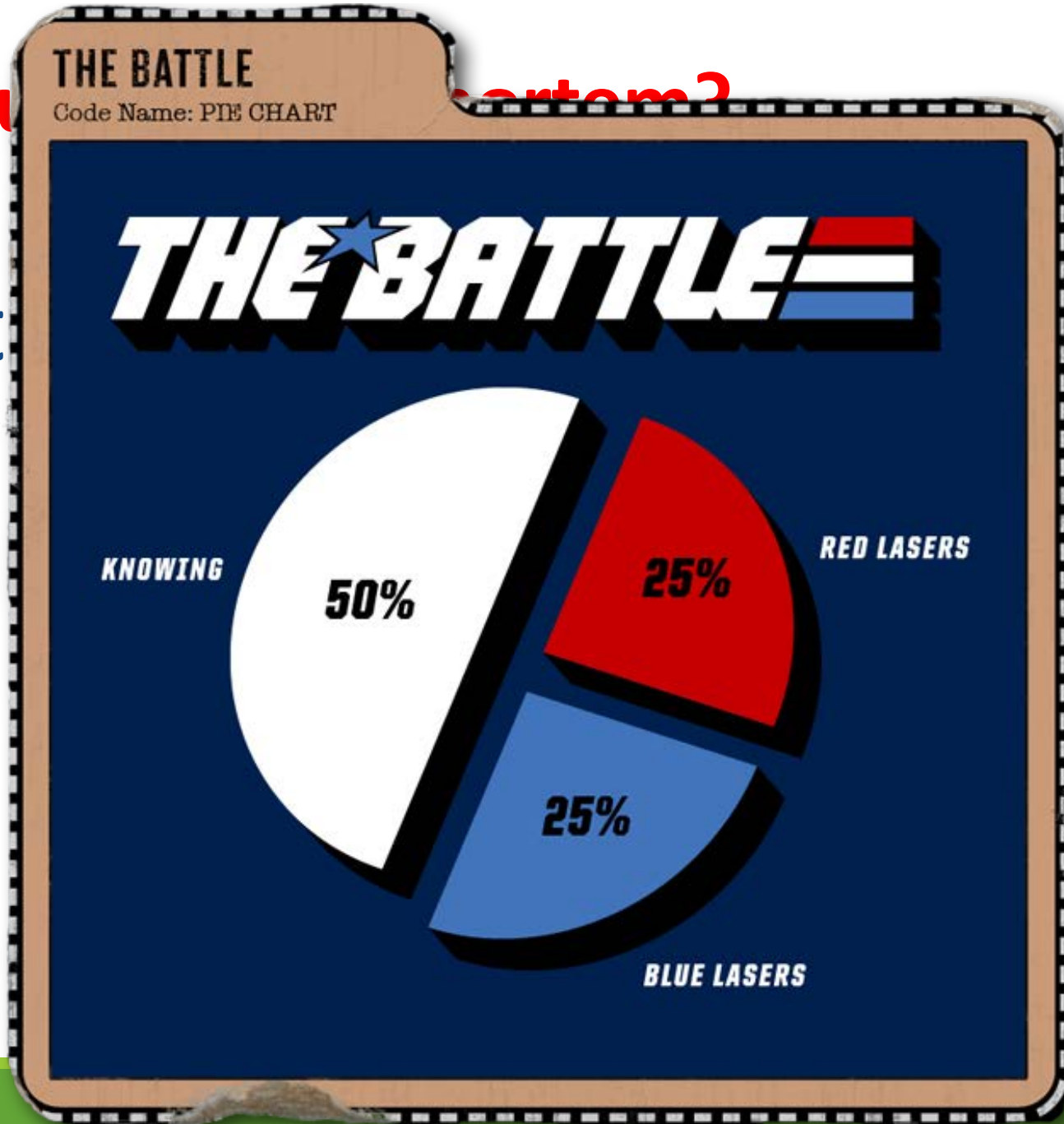
Periodically review and update the list



The results

customers?

- Ident



But Step 5 can lead to more bullying

Address the biggest newly identified concerns... according to who?



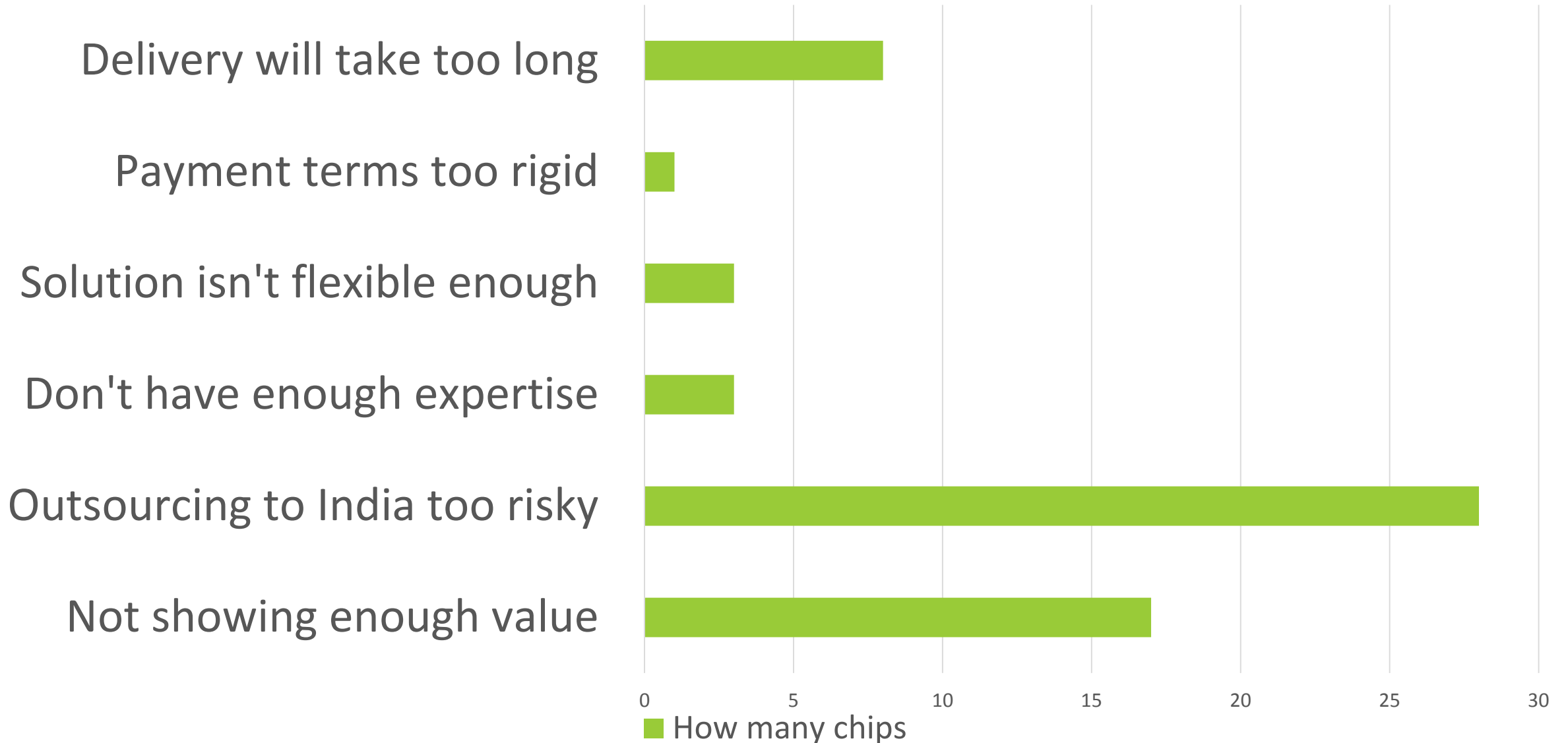








Ranking the risks for failure and devoting resources accordingly



The result of a GAMBLERS pre-mortem?

- Identify major risks to proposal
- and*
- Properly judge likelihood and impact of risks
 - Identify which risks to mitigate and how many resources to use
 - Emotionally engage with team members
 - Avoid the Amazon negativity problem



Ella's Chores

To Do	S	M	T	W	TH	F	S
Clean Bedroom 7 x .05 = .35	✓	✓	✓	✓	✓		
Stay In Bed Quietly 7 x .05 = .35	✓	✓	✓	✓	✓		
Empty Backpack / Lunchbag 5 x .02 = .10							
Clean Dining Room Table 2 x .05 = .10							
Clean Bathroom 2 x .05 = .10	✓						
Parent's Choice .05 each		✓			✓	✓	

Peyton's Chores

To Do	S	M	T	W	TH	F	S
Clean Bedroom 7 x .05 = .35	✓	✓	✓	✓	✓		
Stay In Bed Quietly 7 x .05 = .35	✓	✓	✓	✓	✓		
Empty Backpack / Lunchbag 5 x .02 = .10							
Clean Dining Room Table 2 x .05 = .10							
Clean Bathroom 2 x .05 = .10	✓						
Parent's Choice .05 each		✓			✓	✓	



Getting SCRAPs of information

S – Strengths and weaknesses

C – Compliance

R – Reasoning

A – Approach/solution

P – Price and value

S – Straightforward

A litigator's guide to the client post-mortem

- Schedule the post-mortem for late in the day
- Ask the ones who aren't speaking
- Ask the same question multiple ways
- Ask your question and then shut up
- Start with broad, open-ended questions

A close-up photograph of a hand holding a fountain pen. The pen has a black barrel and a gold-colored nib. The nib is positioned over the text 'Write it Down!' which is written in a black, cursive script on a white background. The hand is visible on the right side of the frame, holding the pen. The background is a plain, light-colored surface.

Write it Down!

What to ask to make the next one FANTASTIC

F – Frustrations?

A – Avoid frustrations?

N – Need to change?

T – Trouble signs early?

A – All the right people?

S – Stakeholders participate effectively?

T – Tactics and techniques effective?

I – Internal processes help/hinder?

C – Clear responsibility?

Your fundamental challenge

$$\text{pValue}_{us} - \text{pCost}_{us} > \text{pValue}_{nba} - \text{pCost}_{nba}$$

Your fundamental opportunity

$$\text{pValue}_{us} - \text{pCost}_{us} > \text{pValue}_{nba} - \text{pCost}_{nba}$$

- a) Food concentrate (2)
- b) Magnetic compass (6)
- c) Solar heating unit (5)
- d) Two .45 caliber pistols (4)
- e) Two tanks of oxygen (1)
- f) Parachute (3)

Chris Sant

Christopher Sant Consulting

Chris@ChrisSant.com

www.ChrisSant.com

I love testimonials!

Email me a testimonial about what you liked and any questions you still have, and I'll send you the book version of this talk for free before it hits Amazon!