

The meeting is the decision engine

A meeting spends the scarcest resource in the business - the attention of the people who decide. Judge it by its yield: the quality decisions it closes per hour of leadership time it consumes.

DECISION EFFECTIVENESS

quality decisions closed / leadership hours consumed

EIGHT LEVERS

1 Purpose

One meeting, one job. Separate tactical, strategic and administrative work.

2 Size

Keep the room small enough for real contribution and visible accountability.

3 Pre-work

The reasoning must exist before the meeting, not be improvised inside it.

4 Time

Start on time, size the meeting to the decision and protect the closing minutes.

5 Conflict and voice

Mine for disagreement. Safety with candour beats artificial harmony.

6 Who decides

Name one decider. Participation is broad; decision ownership is singular.

7 Structured debate

Gather views before discussion; use premortems where the stakes justify it.

8 Close and log

No decision without an owner, expected outcome and date. Record it.

THE PARADIGM CLAIM

**Fixing meetings is the wrong frame.
Installing a decision engine is the right one.**

The meeting should convert attention into an owned decision, an expected outcome and a dated next move. If the decision is not recorded, the meeting is not finished.