

1) Start with clarity

- Let's get specific: what does success look like by the end of this week?
- What decision are we making today—yes, no, or not yet?
- What are we saying yes to right now—and what are we intentionally not doing?
- What does “done” mean for this task (quality, timeline, owner)?

2) Build ownership

- Who owns this—one name, not a committee?
- What's the next smallest action, and when will it be complete?
- What support do you need from me to execute (time, clarity, resources, removal of barriers)?
- If we don't do this, what outcome are we choosing to accept?

3) Hold accountability with care

- We agreed on X. What happened between then and now?
- What got in the way, and what will you do differently next time?
- What's the priority you're protecting this week, and what's getting deprioritized?
- How will we track progress so this doesn't fall through the cracks?

4) Reset culture in the moment

- I want to pause—what's the conversation we're avoiding right now?
- What do we need to say out loud so we can move forward with integrity?
- What would “professional and respectful” look like in this moment?
- Let's repair quickly: what do you need from me or from the team?

Quick meeting close (60 seconds)

- What are the 1–3 decisions we made today?
- Who owns what by when (one name + one date)?
- What's the next check-in point to keep momentum?