

The Strelo Method

Powerful & Productive Meetings

Mastering Intended Outcomes

Mastering the ability to articulate intended outcomes takes practice. Often we've only experienced thinking in actions, activities and topics, not about the outcomes we seek to accomplish as a result of those actions, activities or topics. This document will help you master this essential skill with greater ease.

As a reminder, in general there are six different categories of actions that inform our intended outcomes:

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| <ol style="list-style-type: none"> 1. Share information 2. Obtain input 3. Advance thinking | <ol style="list-style-type: none"> 4. Make decisions 5. Obtain action 6. Build community |
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Action Categories	Commonly seen "action" phrases that beginners mistake for intended outcomes	Intended outcome language*
Share information	<p><i>The team has ...</i> <i>The team is debriefed on ...</i> <i>Jane presents ...</i> <i>Team understands ...</i></p> <p>Any time you have anyone tasked with:</p> <ul style="list-style-type: none"> - presenting - debriefing - talking <p>you are often sharing information</p>	<p>Clarity around ... A shared understanding of ...</p>
Obtain input	<p><i>We brainstorm ...</i> <i>We generate ...</i> <i>We provide feedback ...</i></p> <p>Any time a group engages in an activity around a topic that generates new ideas, new awarenesses or makes progress towards making a decision (winnowing, or refining)</p> <ul style="list-style-type: none"> - Sticky note exercise - Brainstorm - Spitballing - Giving/receive feedback - Dot voting <p>you are often obtaining input</p>	<p>A list of ... A working document of ... A draft of ...</p>
Advance thinking	<p><i>We brainstorm ...</i> <i>We generate ...</i> <i>We talk about ...</i></p> <p>A related category to obtaining input is advancing thinking. This occurs when the group's understanding around a topic is deepened, broadened or changed as a result of an action taken during a meeting. This is most</p>	<p>A shared understanding of ... Alignment around ... Increased understanding of ...</p>

	often accomplished through the process of dialogue. Advancing thinking can be thought of as a qualitative change rather than a quantitative change within a group or subgroup in a meeting.	
<u>Make</u> decisions	<i>We decide ...</i> <i>We vote ...</i> <i>We choose ...</i> Any time a group makes a decision you should clearly state this as an intended outcome. Too often a group has no idea if decisions are ever made in a meeting. Creating an intended outcome around a decision makes it clear that a decision was made!	<i>A decision for ...</i> <i>A plan for ...</i>
<u>Obtain</u> action	<i>We assign ...</i> <i>Jill will ...</i> <i>Our next meeting will ...</i> Meetings should result in action or commitments that will be undertaken after the meeting and usually in preparation for the next meeting. In general, all meetings should result in actions and commitments with point persons and deadlines	<i>Clear next steps.</i>
<u>Build</u> community	An often overlooked outcome of a meeting is the creation or strengthening of a group of people to become a community. Articulating this category of outcome is often a result of having a successful meeting . This category of outcome is often a good way to indicate that the individuals in this group have collectively accomplished something in this meeting	<i>Increased trust in ...</i> <i>Increased belief in ...</i> <i>Increased commitment to ...</i> <i>Increased ownership of ...</i>

*and don't forget the magic word: "sufficient"

A few rules of thumb for mastering the art and science of articulating Intended Outcomes:

1. Anytime you **draft an outcome that begins with a verb or action phrase** - ask yourself what is the purpose, goal or intent of that action. Write the outcome statement so that the goal is the subject of that sentence not the predicate.
2. Anytime you **describe a particular activity** you wish the group to engage in (e.g. brainstorm, discussion, generate a list, breakout groups) - ask yourself what is the purpose, goal or intent of that activity, what will be present as a result that does not exist today? Write the outcome statement so that the goal is the subject of the sentence not the predicate .
3. Anytime you **have a particular topic** you wish the group to engage with or in (e.g. a report, a presentation, an event) - ask yourself what is the change that you seek as a result of engaging with this topic. What do you wish the group to do, see or think differently as a result of engaging with this topic? Write the outcome statement so that the change you seek is the subject of the sentence not the predicate .