

# Meetings that Matter:

## The 40-20-40 Meeting Reset

Great meetings don't happen by accident—they're designed. Use this guide to make intentional choices before, during, and after meetings so time is respected and work moves forward.



### 1 40% – Before the meeting

#### Choose the right tool

- Use a meeting only for decisions, alignment, or real-time discussions
- Use email, chat, or shared documents for updates

#### Send a clear agenda

- Share why you're meeting, what will be discussed, and what decision or outcome is expected
- Include time boxes and topic owners

#### Run the 3-question test

- Why are we meeting?
- Who truly needs to be there?
- What must be true when we leave?



### Is it okay to cancel a meeting?

#### YES, when:

- There's no clear purpose or decision
- Key decision-makers can't attend
- The issue was resolved another way
- A higher-value priority emerged
- It's just an update
- The meeting exists out of habit

#### Cancel the right way:

- Cancel early when possible (24+ hours)
- Provide a brief, honest reason
- Offer an alternative
- Close the loop so work still moves forward

### 2 20% – During the meeting

Open



Guide



Close

- State why you're here
- Name what you're deciding
- Manage time
- Redirect off-topic discussion
- Invite all voices
- Summarize decisions
- Confirm owners
- Clarify deadlines

### 3 40% – After the meeting

- Send notes within 24 hours
- Include decisions, actions, owners, and due dates
- Track action, not conversations

