

A quick guide to Management Meetings and Controls.

A comprehensive set of meetings, reports and protocols - equally useful in stable, growth, turnaround and “sudden departure” situations.

1. Pipeline Meetings (Sales/Finance)

Led by Sales Manager. Monthly. Each account manager describes pipeline. Quizzed by Finance and by Production. Outputs to revenue forecast produced by Finance and agreed by Sales.

2. Operational Management Meeting (CEO).

- Weekly meeting of senior managers face-to-face, by conference call, or represented by a deputy.
- The meeting is for sharing information and **quick** discussion of each item. Focus is on what is happening and who is taking what actions.
- Where necessary, meeting also arranges for more lengthy discussions off line
- Meeting takes **60-75 minutes only**. minutes published **same day**.

Item	Situation/Action	Responsible
Current business performance (+ forecast)	Revenue Margin Costs Cash	CFO
Revenue Analysis	Budget/Forecast Actual so far Forecast - probability 1 Forecast - probability 2 Prospect gap	Sales/CFO
Marketing activity	Project 1 Project 2 Project	Marketing
Customer X	Sales, projects, service problems etc	Sales/Project Mgt etc
Customer Y		Sales/Project Mgt etc
Customer.....		Sales/Project Mgt etc
Product !		Product
Product 2		Product
Product		Product
IT issues		IT
People	Joiners Leavers Candidates etc	HR
Admin issues		Admin
etc		

3. Strategic Management Meeting (CEO)

All day discussion

More emphasis on strategy and improvement issues than on operational questions

4. Cash Forecast (Finance)

Long term and short term.

5. Budgets/Management Accounts (Finance)

Standard format includes:

- This month – budget, actual, variance
- YTD – budget actual, variance
- Full year – budget, forecast (actual YTD plus amended forecast for rest of year)
- Backed up by details – especially linking in to the pipeline.

Discussed, in summary only, at Operational Management Meeting. More detailed consideration at Strategic Management Meetings.

6. Manpower Planning (HR)

Carried out monthly. Discusses HR planning – budgets/actual numbers/joiners, leavers, candidates by name. Reports in Summary to Operational Management Meeting

7. Product Planning (Production/Marketing)

SWOT. Positioning against the competition. Marketing plans. Pricing. Service problems. Next release. Reports in summary to Operational Management Meeting.

8. Project Meetings (Relevant Project Manager)

For all customer implementations and other significant projects in all functions. Reports in summary to Operational Management Meeting.

9. IT Steering Meeting (CEO)

Meeting bringing together:

- Senior management – setting direction and providing budgets
- IT Specialists – making projects happen and IT systems work
- User representatives – how they are working; training needs.

Reports in summary to Operational Management Meeting

10. Administrators' Meeting (HR/Admin Manager)

- Monthly meeting of an administrator from each department
- Discusses and decides promptly on all administrative issues that do not require senior management time. E.g admin processes, most health and safety issues, Christmas Party, car park, stationery, telephone, duty rotas.
- Chaired by HR/Admin Manager. Includes an IT representative (many of the issues are IT-related)

If you found this guide useful and would like others, then please contact:

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