

Run a Weekly Functional Zero Stand-Up Huddle

When you near functional zero, bring people together to drive focus and act fast

Identify the essential players

Keep the invitation list small: Each person at this meeting should contribute ideas and take action. If your huddle has more than five people, odds are that it will turn into an updates meeting. Keep it to 3-5 people, and report out to others as needed.

Variety is the spice of life: You need people from multiple organizations and multiple staffing levels. If your huddle contains people from only your organization, that's just a staff meeting! Include at least one frontline staff person, and center what they hear from clients.

Design an agenda that drives action

Huddles are short: The ideal huddle is 15 minutes—long enough to review some information and make a decision or two.

SAMPLE AGENDA

1. Review data: Actively homeless # (3 min)
2. Review changes: What tests did we run, what results did we see? (5 min)
3. Decide on changes for the week to come: Who will do what, by when? (5 min)
4. Predict next week's by-name list (2 min)

Huddles review data: Start the meeting by checking the most important data, your actively homeless count. Bring in additional data points as needed, e.g. inflow, outflow, long stayers, process bucket analysis, etc.

If you have set milestone goals, such as "Reach 15 people on the BNL by June 15," then include them.

Huddles review changes: Data doesn't go up and down on its own; get curious about what actions you took to move the data. Inventory the changes your coalition has tested since the

last huddle. For each change, get a quick update on the test's results; what can be learned from it; and if you'll tweak, scale, or stop the test this week.

Built for Zero recommends using a PDSA worksheet for each test. They give your team an efficient way to track changes, learn from them, and make decisions.

Huddles identify opportunities: Assess the distance between where you are today and your goal. What is the next change that will advance you to the goal? Name it, and assign someone to test it. After the huddle, that person can design the test and pull in other people as needed.

Huddles make a prediction: Given what you've discussed, do you expect your actively homeless number will go up or down this week? By how much? Jot down predictions and check them at the next huddle. Get curious in comparing what you expected to what actually happened.

Create the environment

Recruit a facilitator who will drive action: This is a fast meeting, so the group must stay focused if they are to see results. Pick a facilitator who will keep you on task. Give them permission to move the group along!

Write objectives, and keep them on the agenda: What are the two most important tasks for this meeting? Write them down, and make sure they're stated on every agenda.

Consider peoples' time: Given how short and focused you want this meeting to be, make time in other spaces to catch up or do icebreakers. Don't let the meeting go long, or people may not come to the next one.

Make an exit strategy: You may not need to meet this frequently and intensely for long! Consider making a two-month commitment to weekly huddles, and at the end of that period, discuss with your team to tweak, continue, or stop. Set your recurring calendar appointment to expire at the end of that commitment term.