

TRANSFORMATIVE JUSTICE PROJECT | DOCUMENT 1

The TJP Meeting Rhythm

A Common Language for Meetings That Move Work, with the Facilitator Training Workshop

Vision. TJP reframes the narrative of harm, healing, and prevention.

Mission. To implement the principles and practices of Transformative Justice across all sectors of South Carolina.

Governed by: SCDC Division of Programs, Reentry, and Rehabilitative Services (oversight) | Board of Volunteers (direction) | Interdepartmental Committee (supervision)

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Including the Facilitator Training Workshop for Tactical and Strategic Meetings

SUMMARY

What this is. One way of meeting, shared by everyone in the Transformative Justice Project (TJP). It has four meetings, one format, one set of roles, one set of words, and one workshop to train the people who lead them.

The four meetings (the TJP Meeting Rhythm). Based on Patrick Lencioni's *Death by Meeting*:

1. **Check-In:** daily or at the start of each work block, 10 minutes, standing. What am I doing today, and what is in my way?
2. **Tactical:** weekly, 60 minutes. Lightning Round, numbers, then a Real-Time Agenda built on the spot. Updates Playbook Question 7 and checks Questions 6 and 8.
3. **Strategic:** monthly, 2 hours, One Big Topic, prepared in advance. Revises Playbook Questions 5 to 8.
4. **Horizon Review:** quarterly, half day. Step back. Revisits Playbook Questions 1 to 4.

The format for any meeting: HUDDLE. Hook, Update, Dig in, Decide, Log it, Exit.

The roles: CREW. Clock, Recorder, Equalizer, Wayfinder.

The attractor. Every meeting opens with a **Hook**: a real stake, a question that matters, or a visible win. People come because something happens in the room.

The words. A short glossary ("Park it", "Say it back", "Commit out loud", "Groan Zone") so any resident or staff member can walk into any TJP meeting and know what is going on.

The workshop. Three sessions of two hours each. Drills, hard-moment role plays, an observation rubric, and a certification checklist tied to the TJP peer facilitator standard.

Why it matters. Meetings are where TJP turns talk into decisions, decisions into Playbook updates, and Playbook updates into the TJP Monthly Report that goes to all three levels of leadership. A project that wants to change a state has to first run a room well.

Part 1: Why Meetings Fail, and Why TJP Cannot Afford Bad Ones

Most people have sat through a meeting that went nowhere. Someone talked too long. Nobody decided anything. The same topic came back next week like a bad penny. Everybody left, and then the real conversation happened in the hallway, the dayroom, or the chow line.

Patrick Lencioni, in *Death by Meeting*, names two reasons meetings fail.

Problem 1: Meetings are boring because they lack drama. A good movie hooks you in the first ten minutes. You know what is at stake. There is conflict. Most meetings have no stakes and no conflict. People nod, avoid the hard subject, and leave. Lencioni argues that the fix is not entertainment. It is honest disagreement about things that matter. He calls this **mining for conflict**: the leader goes looking for the disagreement that is buried in the room and brings it into the open, where it can do some good.

Problem 2: Meetings are ineffective because they lack context. Most groups have one kind of meeting and throw everything into it: today's schedule, next month's plan, a big question about direction, and somebody's complaint. It becomes "meeting stew." Small items crowd out big ones. Big ones get rushed. Lencioni's fix is to separate meetings by purpose and time frame, so each one does one job well.

TJP adds a third problem that Lencioni did not have to face.

Problem 3: In a correctional setting, meetings can be unsafe or stolen. Unsafe, because speaking up can cost something here. A resident who disagrees in front of others may worry about looking weak, looking disrespectful, or being labeled. Stolen, because count, lockdown, callouts, and movement can end a meeting without warning. A meeting system for TJP has to make honest talk safer and has to survive interruption.

ANALOGY

A meeting without a clear purpose is a kitchen before the dinner rush with no tickets on the rail. Everyone is busy. Pots are banging. Nobody knows which plate goes out first, so the food gets cold. The TJP Meeting Rhythm is the ticket rail: every order has a place, a time, and a cook.

What TJP borrows, and from whom

TJP did not invent good meetings. It borrows from people who have studied them. Here is what each source brings, and why it is in this document.

Source	Big idea	How TJP uses it
Patrick Lencioni, <i>Death by Meeting</i>	Four meetings with different jobs; drama and context	The whole rhythm: Check-In, Tactical, Strategic, Horizon Review
Steven Rogelberg, <i>The Surprising Science of Meetings</i>	Treat a meeting like a product people "buy" with their time; write the agenda as questions; question default lengths; standing and silent writing	Question-based agendas, 50-minute Tactical, standing Check-In, brainwriting

Source	Big idea	How TJP uses it
Amy Edmondson, <i>The Fearless Organization</i>	Psychological safety: a shared belief that the team is safe for taking interpersonal risks	Opening "permission" statement, the Equalizer role, "blame the process, not the person"
Liberating Structures (Lipmanowicz and McCandless)	Simple ways to include everyone	1-2-4-All, TRIZ, 15% Solutions, What So What Now What
Amazon practice (Bezos shareholder letters)	Silent reading of a written memo; "disagree and commit"; small teams	The Silent Read in Strategic meetings; Commit out loud; team size
Priya Parker, <i>The Art of Gathering</i>	Every gathering needs a specific purpose; hosts use "generous authority"	Purpose line at the top of every agenda; the Wayfinder protects the group
Sam Kaner, <i>Facilitator's Guide to Participatory Decision-Making</i>	The "Groan Zone" between many ideas and one decision	Naming the Groan Zone so people push through instead of quitting
TJP's own ADOPT tools	TRUST rules, PROOF lines, LESS filter, 3 Ws	Meetings use the same words residents already know

WHY THIS IS HERE

Louis asked for "the latest innovations," not just one author. Lencioni gives the skeleton. The others give the muscle: how to make a room safe, how to include the quiet person, how to decide and move on. Naming the sources also means any partner, professor, or staff member can check our work.

BOTTOM LINE

Meetings fail for three reasons: no stakes, no clear purpose, and (here) no safety and no protection from interruption. The TJP Meeting Rhythm fixes all three.

Part 2: The Common Language

A common language means a resident from Cohort A and a staff member from Education can sit in the same meeting and use the same words for the same things. It saves time. It also lowers the temperature. "Let's park it" is easier to hear than "That's off topic and you're wasting our time."

Each term below is defined in one plain sentence. Teach these in orientation. Post them in both the Think Tank and the Task Force.

The TJP Meeting Words

Say this	It means
Hook	The first few minutes of every meeting, where we name what is at stake today so everyone knows why it matters.
Lightning Round	Each person gets 60 seconds to name their top two or three priorities for the week, with no discussion and no questions.
Real-Time Agenda	The Tactical agenda is built on the spot after the Lightning Round and the numbers, based on what the room just heard.
One Big Topic	The single important question a Strategic meeting exists to answer.
Park it	Write the item on the Parking Lot sheet so it is not lost, and return to the agenda.
Parking Lot	The sheet where good ideas that do not belong in this meeting wait for the right one.
Say it back	Before responding, repeat the other person's point in your own words until they say "yes, that's it."
Mine for conflict	The Wayfinder goes looking for the disagreement that is being held back and invites it into the open.
Groan Zone	The uncomfortable middle of a hard discussion, after the ideas are out but before we agree, which is normal and means we are working.
Silent Read	Everyone reads the same short written memo in silence at the start of a meeting so we all begin from the same facts.
Silent Write	Everyone writes ideas alone for two or three minutes before anyone speaks, so the loudest voice does not set the direction.
Commit out loud	After a decision, each person says "I commit," including the people who argued against it.
Disagree and commit	You can disagree with a decision and still fully support it once it is made, without undercutting it later.
Decision Log	The written record of every decision: what, who decided, who does what, by when, and how we will know.
Win of the Week	One piece of visible progress we name and celebrate at the Tactical.

Say this	It means
Who owns it?	The question asked after every action so no task leaves the room without a single name on it.
Up the ladder	This decision belongs to a higher level of leadership, so we prepare a recommendation instead of deciding.
Check-out	A one-line round at the end where each person says one word or one commitment before leaving.
SNAP	The protocol for when a meeting gets cut by count, lockdown, or callout.

ANALOGY

A football team does not stop in the middle of a play to explain what "hut" means. Everyone already knows. Shared words let the huddle last 20 seconds instead of 5 minutes. Our words do the same.

SIGN FOR THE DORM

PARK IT. SAY IT BACK. COMMIT OUT LOUD.

Three habits that make every TJP meeting better.

BOTTOM LINE

Nineteen words and phrases, one sentence each. Learn them once and you can walk into any TJP meeting and contribute in the first minute.

Part 3: The Format for Any Meeting: HUDDLE

Every TJP meeting, from a 10-minute Check-In to a half-day Horizon Review, follows the same six moves. The meetings differ in length and depth, but the shape is the same. That is what makes the system replicable: learn it once, use it everywhere, and teach it to the next cohort.

Letter	Move	What happens	Why it is there
H	Hook	Name the stake: why this meeting matters today. Give permission to disagree.	Lencioni: the first 10 minutes decide whether people engage.
U	Update	Short, structured round: Lightning Round, numbers, or Silent Read.	Everyone starts from the same facts.
D	Dig in	Work the one to three questions that matter most. Mine for conflict.	This is where the real work happens.
D	Decide	Make the call, or send it Up the ladder. Say it back. Commit out loud.	A meeting that decides nothing was a conversation.
L	Log it	Recorder reads back the Decision Log and actions: who, what, by when.	If it is not written down, it did not happen.
E	Exit	Check-out round and the 60-second Scorecard. End on time.	Ending well makes people come back.

Say it like a football team: "Let's HUDDLE."

ANALOGY

In football, the huddle is short, it has one voice calling the play, and everyone leaves knowing their assignment. Nobody debates the whole season in the huddle. That is the season's job. HUDDLE works the same way: short, clear, one play at a time, and everyone leaves with an assignment.

Part 6 shows exactly how HUDDLE stretches: one minute per move in a Check-In, up to an hour per move in a Horizon Review.

BOTTOM LINE

One shape, six moves: Hook, Update, Dig in, Decide, Log it, Exit. If you forget everything else, remember HUDDLE.

Part 4: The Roles: CREW

Every Tactical, Strategic, and Horizon Review meeting has four named roles. A Check-In needs only a Wayfinder and a Recorder. Roles rotate so that every resident learns every job, and no single person becomes "the one who runs meetings."

Letter	Role	Job in one line	Key tools
C	Clock	Keeps time, calls the Two-minute warning, and protects the end time.	Watch or wall clock, agenda with minutes
R	Recorder	Writes the Decision Log, the Parking Lot, and the actions, and reads them back before Exit.	Decision Log, Parking Lot sheet
E	Equalizer	Watches who is talking and who is not, and invites the quiet voice in.	Tally sheet, a light touch
W	Wayfinder	The facilitator: guides the group through HUDDLE, mines for conflict, and protects the purpose.	Agenda, the glossary, this guide

Why four roles and not one

Rogelberg's research points out that people who run meetings tend to rate them better than the people who sit through them. The leader is having a different meeting than everyone else. Splitting the work into four roles fixes that. The Wayfinder can focus on the conversation because the Clock is watching time, the Recorder is capturing decisions, and the Equalizer is watching the room.

The Equalizer role is TJP's addition, and it comes straight from Amy Edmondson's work on psychological safety. In a correctional setting, silence is often safety. The Equalizer's job is to make speaking up a little safer, one invitation at a time: "Marcus, you've been writing a lot. What do you see?"

Who is not a CREW role

- **The Decision Owner.** For decisions that need approval, a staff member or leadership body owns the final call. The CREW runs the meeting; the Decision Owner makes decisions that belong to their level. See Part 7.
- **Observers.** Visitors from the Interdepartmental Committee, the Board of Volunteers, or partners may sit in. They follow the "Staff in the Room" rules in Part 7.

Rotation rule

Roles rotate every Tactical. Keep a simple rotation chart on the wall. A resident may not serve as Wayfinder for a Tactical until they have served at least once in each of the other three roles. Strategic meetings are led by a certified Wayfinder (see the Workshop in Part 10).

ANALOGY

A car's dashboard has separate gauges for speed, fuel, and engine temperature. You would not want one needle trying to show all three. CREW gives the meeting four gauges: time, record, voice, and direction.

SIGN FOR THE DORM**EVERY MEETING HAS A CREW.**

Clock. Recorder. Equalizer. Wayfinder.

Which one are you this week?

BOTTOM LINE

Four roles, rotated weekly. The Wayfinder leads, but the meeting belongs to the whole CREW.

Part 5: The Attractor: Why People Will Want to Come

Louis used the word "attractor." In a correctional setting, attendance can be required. But required attendance only gets bodies in chairs. It does not get minds in the room. The attractor is what makes a resident think, "I don't want to miss that."

TJP makes the attractor a named, required element of every meeting: it is the **H** in HUDDLE, the **Hook**.

Five things that draw people in

1. **A real stake.** Lencioni's central point: people engage when they understand what is at risk. "If we do not settle the session plan today, the youth group visit slips to next quarter and those kids go another three months without hearing from us." That is a stake.
2. **A question that matters.** Rogelberg recommends writing agenda items as questions instead of topics. "Youth visit" is a topic. "What is the one thing a 15-year-old must remember when he walks out of here?" is a question. Questions pull people forward. Rogelberg also notes that if you cannot think of a question, you may not need the meeting.
3. **Visible progress.** People come back to rooms where things move. The **Win of the Week** opens every Tactical. A progress board on the wall shows each project moving across ADOPT stages.
4. **A voice that counts.** People come to meetings where what they say changes something. When a resident's idea shows up in the Decision Log with their name next to it, word gets around.
5. **Rituals that belong to us.** A one-word check-in. A check-out. "Commit out loud." Small, repeated rituals tell people, "This is our room, and it runs a certain way." Priya Parker argues that the opening and closing of a gathering carry outsized weight, and that starting with logistics wastes that moment. TJP starts with the Hook, never with announcements.

The Hook Menu

Wayfinders choose one Hook for each meeting. Rotate so it stays fresh.

Hook type	Example	Best for
The Stake	"Here's what happens if we get this wrong."	Strategic, any decision meeting
The Question	"What would make a 15-year-old stop scrolling in his head and listen?"	Strategic, Dig in
Win of the Week	"Darnell's team got the pilot score up from 2.1 to 3.4. Tell us how."	Tactical
The Empty Chair	Place a chair for the person we are building for (from ADOPT: "build for one named real person") and ask what they would say.	Strategic, Horizon Review
One Word	Each person gives one word for how they are arriving today.	Check-In, any opener

Permission to disagree

Every Hook ends with one sentence from the Wayfinder that gives permission to disagree. Lencioni calls this giving "real-time permission" for conflict. Edmondson's research explains why it works: people take interpersonal risks when they believe the group will not punish them for it. Saying it out loud does not make the room safe by itself, but it signals the norm.

Standard wording (Wayfinders can adapt it):

"If you see a problem with any idea today, including mine, say it in the room. Rank the idea, not the person. That is how this team works."

These words come directly from TJP's TRUST rules (Say it in the room; Rank the idea, not the person), so residents already know them.

CAUTION

A Hook is not a performance or a pep talk. A fake stake ("This is the most important meeting ever!") teaches people to ignore the Hook. Keep it true, specific, and short: two minutes for a Tactical, five to ten for a Strategic.

SIGN FOR THE DORM

NO HOOK, NO MEETING.

If we can't say why it matters, we don't meet.

BOTTOM LINE

The attractor is not snacks or speeches. It is a real stake, a real question, visible progress, and proof that your voice changes something. Every TJP meeting opens with one.

Part 6: The Four Meetings in Detail

This part describes each meeting in the TJP Meeting Rhythm: its purpose, who attends, how long, how often, the exact agenda with minutes, the roles, what gets written down, and what it updates in **The TJP Playbook**. Each ends with a filled-in example from one running scenario.

The running scenario

Cohort A is in week 8 of Course 13, *No One Educates Alone*, in the Task Force build and pilot phase. Their Channel 3 (Live) project: a 45-minute session for a visiting youth group from a community program, on "the fork in the road," the moment a young person chooses between a group that offers belonging and a path that offers a future. The visit is scheduled for week 10. The visit has to be approved by the Interdepartmental Committee, and the Associate Warden for Programs has asked to see the final session plan one week before.

The team: five residents (Andre, Darnell, Marcus, Tomas, Will) plus a staff facilitator from Education. Their PROOF line, written before building:

PROOF	Cohort A youth session
Problem Number	In a practice run for 8 residents playing youth, average "I'll remember this" rating was 2.1 out of 5.
Result Number	Average of 4.0 or higher from the real youth audience.
Observer	Programs Supervisor scores the session using the facilitation rubric.
On this date	Week 10, day of visit.
Fail Line	Below 3.0, or any youth reporting the session felt like a lecture.

(All names and numbers in these examples are illustrations for training, not real data.)

Meeting 1: The Check-In

Element	Detail
Purpose	Get the day aligned and surface blockers early.
Question it answers	"What am I doing today, and what is in my way?"
Who attends	One working team (3 to 8 people). Staff optional.
Length	10 minutes, hard stop.
Cadence	Daily, or at the start of each Think Tank or Task Force work block.
Posture	Standing.
Roles	Wayfinder and Recorder only.
Written down	Blockers and who owns them, on the team's Blocker Board.
Playbook link	None directly. Blockers that cannot be cleared go to Tactical.

Why standing. Lencioni's daily check-in is five minutes and standing. TJP allows ten because teams are learning the habit, and because a work block in a correctional setting may be the only time the team is together that day. A classic study by Bluedorn, Turban, and Love (1999) found that stand-up meetings were considerably shorter than sit-down meetings with no measurable loss in decision quality. Standing keeps it short.

Agenda (10 minutes)

Min	Move	What happens
0 to 1	Hook	One-word round: "How are you arriving?"
1 to 7	Update	Each person, about one minute: "Today I will _____. I'm stuck on _____."
7 to 9	Decide	For each blocker: can we clear it now in under a minute? If not, "Who owns it?" and it goes to Tactical.
9 to 10	Exit	Wayfinder: "Go."

Rules. No problem-solving in the Check-In. If two people start working a problem, the Wayfinder says, "Take it after. Who owns it?" The Check-In is a pulse check, not surgery.

Example: Cohort A, Tuesday of week 8, Task Force block

Person	Today I will	I'm stuck on
Andre	Finish the opening story script	Nothing
Darnell	Print 20 copies of the handout	Printer 2 is jammed
Marcus	Rehearse the "fork" activity	Need two people to play youth

Person	Today I will	I'm stuck on
Tomas	Draft the feedback card	Don't know if we can ask the youths' ages
Will	Time the full session	Nothing

Blockers logged: Printer (Darnell owns; asks the staff facilitator at break). Role players (Andre and Will volunteer, cleared on the spot). Ages question (Tomas owns; goes to Tactical because it may need staff guidance on what can be collected from minors).

ANALOGY

The Check-In is a thermostat reading, not a furnace repair. You glance, you see if it's too hot or cold, and you call the right person. You don't take the furnace apart in the hallway.

Meeting 2: The Tactical

Element	Detail
Purpose	Keep this week's work on track and clear obstacles.
Question it answers	"Are we on track this week, and what do we need to fix right now?"
Who attends	One project team or cohort pod (ideally 5 to 8; no more than 12). Staff facilitator attends. Committee members welcome as observers.
Length	60-minute block: 50 minutes of meeting, 10 minutes of buffer.
Cadence	Weekly, same day and time.
Posture	Seated, in a circle or square, no one at the "head."
Roles	Full CREW, rotated weekly.
Written down	Decision Log, action list, Parking Lot, Win of the Week, Scorecard.
Playbook link	Updates Q7 (Who does what, by when?). Checks Q6 (What matters most right now?) and Q8 (How will we know it worked?).

Why 50 minutes inside a 60-minute block. Lencioni suggests 45 to 90 minutes for a weekly tactical. Rogelberg points out that meetings expand to fill the time given (Parkinson's law) and urges leaders to question default lengths such as 60 minutes, trying shorter blocks like 48 or 50 minutes instead. TJP uses 50 minutes of meeting because the extra 10 minutes absorb the realities of a correctional facility: late arrivals from movement, room resets, and a staff member who needs a word afterward.

Why a small group. Amazon's widely reported "two-pizza team" idea says a working team should be small enough that two pizzas could feed it. Rogelberg's review of the research makes a similar point: groups that must solve a problem work best at about eight people or fewer. When a cohort of 12 to 15 holds a Tactical, split into two project pods of 6 to 8, each with its own CREW, and have the two Wayfinders swap Decision Logs afterward.

Why a Real-Time Agenda. This is Lencioni's key idea for the tactical meeting. Nobody writes the agenda in advance. The team does the Lightning Round and reviews the numbers first, and then the agenda builds itself from what the team just heard. This prevents the most common Tactical failure: spending 40 minutes on the item somebody put on the agenda last Thursday that no longer matters.

Agenda (50 minutes)

Min	Huddle	What happens	Who
0 to 5	Hook	Win of the Week. The stake for this week. Permission to disagree.	Wayfinder
5 to 13	Update	Lightning Round: 60 seconds each, top 2 to 3 priorities. No discussion.	Everyone; Clock times

Min	Huddle	What happens	Who
13 to 20	Update	Numbers: check the 3 to 5 numbers on the Project Page (Q8). Green, yellow, red. Check Q6: is our One Big Thing still the right one?	Recorder reads; team marks
20 to 22	Update	Build the Real-Time Agenda: Wayfinder asks, "Based on what we just heard, what are the 2 or 3 questions we must settle today?" Written as questions.	Wayfinder; Recorder writes
22 to 42	Dig in and Decide	Work each question. Decide or send Up the ladder. Say it back. Commit out loud. Strategic-size topics get parked for Strategic.	Wayfinder; Equalizer watches voice
42 to 46	Log it	Recorder reads back decisions and actions (who, what, by when). Updates Q7.	Recorder
46 to 50	Exit	One-line check-out. 60-second Scorecard.	Everyone
50 to 60	Buffer	Movement, reset, staff follow-up.	

Tactical rules

- **No Strategic topics.** If a question is big, needs research, or would take more than 10 minutes, park it for the next Strategic. Lencioni is clear that mixing tactical and strategic topics is the main way tactical meetings fail.
- **Two-minute warning.** Clock calls it for each item. When time runs out, the Wayfinder asks: "Decide now, give it 5 more minutes, or park it?" The group chooses.
- **One change rule.** Borrowed from ADOPT's Try-Test-Tune: if a pilot needs fixing, the Tactical picks ONE change, not five.

Example: Cohort A, Week 8 Tactical

Hook (Wayfinder: Will). "Win of the Week: Andre rewrote the opening story and in the practice run the 'I'll remember this' score jumped from 2.1 to 3.4. The stake: the Associate Warden needs our final plan in six days. If we don't lock the session plan today, we miss that deadline and the visit is at risk. Permission to disagree: if you see a hole in the plan, say it in the room."

Lightning Round (highlights). Will: "Full run-through timed at 58 minutes. We have 45." Tomas: "Feedback card drafted, but can we ask the youths' ages?"

Numbers (Project Page, Q8).

Number	Target	Now	Status
Practice "I'll remember this" score	4.0	3.4	Yellow
Session length	45 min	58 min	Red
Handouts ready	20	0	Yellow
Final plan to Associate Warden	Day 6	Not sent	Yellow

Q6 check: "Is our One Big Thing still 'deliver a session youth remember'?" Yes.

Real-Time Agenda (written as questions).

1. What do we cut to get from 58 minutes to 45?
2. What are we allowed to ask the youth on the feedback card?
3. Who sends the final plan, and when?

Dig in and Decide. Question 1 produced real conflict. Marcus wanted to keep the fork activity whole; Andre wanted to cut it in half. The Wayfinder mined for it: "Marcus, say why the activity matters. Andre, say it back." Andre: "You're saying the activity is where they actually feel the choice, and the story only tells them about it." Marcus: "Yes." The team decided to cut the history section from 12 minutes to 4 and keep the activity whole. Marcus and Andre both committed out loud.

Question 2 went Up the ladder: collecting any information from minors is not the team's call. The team drafted a recommendation (anonymous card, no names, no ages, three questions) for the staff facilitator to take to the Programs Supervisor.

Question 3: Will owns it. Final plan to the staff facilitator by Thursday, who sends it to the Associate Warden by Friday.

Decision Log entries (see Worksheet 3 for the format):

#	Decision	Owner	By when	How we'll know
8.1	Cut history section to 4 min; keep fork activity whole	Andre	Thursday	Run-through timed at 45 min or less
8.2	Recommend anonymous 3-question feedback card (Up the ladder)	Tomas, via staff facilitator	Wednesday	Programs Supervisor answer logged
8.3	Final session plan to staff facilitator	Will	Thursday	Staff confirms receipt

Parking Lot. "Should we record the session for Channel 2?" Parked for the Strategic meeting (it is a big question with permission and privacy issues involving minors).

Playbook update. Q7 updated with the three actions. Q8 numbers updated. Q6 confirmed unchanged.

ANALOGY

The Tactical is the pit stop in a car race. Twelve seconds, four tires, fuel, go. Nobody redesigns the engine during a pit stop. That happens in the garage, which is the Strategic meeting.

Meeting 3: The Strategic

Element	Detail
Purpose	Work through One Big Topic that will shape the direction of TJP or a project.
Question it answers	One specific, disputable question, written in advance.
Who attends	The people who have knowledge or a stake in the topic: often a whole cohort (12 to 15), staff facilitator, and at least one Interdepartmental Committee member when the topic touches policy, safety, or outside visitors.
Length	2 hours.
Cadence	Monthly, plus "ad hoc Strategic" meetings when a big topic cannot wait.
Roles	Full CREW. Wayfinder must be a certified TJP meeting facilitator.
Prep	A written memo (1 to 2 pages) circulated or printed for the Silent Read. Strategic Prep Sheet (Worksheet 2) completed by the topic owner.
Written down	Decision Log, recommendation to leadership (if Up the ladder), Playbook edits, Scorecard.
Playbook link	Revises Q5 (How will we win?), Q6 (What matters most right now?), Q7 (Who does what, by when?), and Q8 (How will we know it worked?).

Why one topic. Lencioni allows one or two topics for a monthly strategic meeting. TJP uses **One Big Topic** as the rule, because residents and staff have limited time together and because doing one thing deeply beats doing two things halfway. A second small topic is allowed only if the first is settled early.

Why a Silent Read. Amazon's leadership practice, described in Jeff Bezos's shareholder letters and widely reported, is to start important meetings by having everyone silently read a written memo, instead of watching slides. TJP adopts this for three reasons. First, it puts everyone on the same facts. Second, it gives slower readers and people who think before they speak the same starting point as the fastest talker. Third, it forces the topic owner to think clearly, because a written page cannot hide fuzzy thinking the way a speech can. For residents with lower reading levels, the Recorder or topic owner reads the memo aloud while others follow along. Keep memos short, plain, and one or two pages.

Why silent writing before talking. Rogelberg and others recommend "brainwriting": writing ideas silently before discussing them. When people talk first, the first idea spoken tends to anchor everyone else, and the loudest voice sets the direction. Silent writing produces more ideas and more balanced participation.

Agenda (2 hours)

Min	HUDDLE	What happens	Tool
0 to 10	Hook	The One Big Topic as a question. The stake. Permission to disagree. Name the Decision Owner: "Today we decide" or "Today we recommend to ____."	Stake, Empty Chair

Min	HUDDLE	What happens	Tool
10 to 25	Update	Silent Read of the memo (10 min). Clarifying questions only, no opinions yet (5 min).	Memo
25 to 40	Dig in (open)	1-2-4-All: 1 min alone writing, 2 min in pairs, 4 min in fours, 5 min whole group. Collect ideas on the board.	Liberating Structures
40 to 55	Dig in (test)	TRIZ: "How could we make this fail completely?" List everything. Then: "Which of these are we already doing?"	Liberating Structures
55 to 65	Break	Stretch, water.	
65 to 90	Dig in (Groan Zone)	Narrow the options. Mine for conflict: the Wayfinder asks for the strongest case against the leading option. Say it back. Name the Groan Zone out loud if the room gets tense.	Kaner
90 to 105	Decide	Decide, or write a recommendation to the Decision Owner. Commit out loud. Then 15% Solutions: "What can each of us do starting tomorrow, without anyone's permission?"	Liberating Structures
105 to 112	Log it	Recorder reads back Decision Log. Team names Playbook edits for Q5 to Q8. Note what goes in the Monthly Report.	Decision Log
112 to 120	Exit	Check-out round. Scorecard.	Scorecard

Understanding the Groan Zone. Sam Kaner's *Facilitator's Guide to Participatory Decision-Making* describes a common pattern: a group first opens up and generates many ideas (the divergent zone), and then has to narrow down to one (the convergent zone). In between is the **Groan Zone**: confusion, frustration, people talking past each other, someone saying "we're going in circles." Kaner's point is that this is normal. It is not a sign the meeting is failing. It is the sign that people with different views are actually wrestling with each other's ideas. The Wayfinder's job is to name it ("We're in the Groan Zone. That means we're working.") and to use Say it back until people understand each other.

To narrow options, use the Two Doors sort and LESS filter from ADOPT's "One path" step, tools residents already know.

Example: Cohort A, Month 5 Strategic

One Big Topic: "Should Cohort A record the youth session for Channel 2, and if so, how do we protect the youth and still get a usable training video?"

Why it is Strategic, not Tactical: It touches minors' privacy, SCDC media rules, the Board's concern for program integrity, and the Channel 2 plan. It needs research and a recommendation to leadership.

Decision Owner named in the Hook: "Today we do not decide. We recommend. The Interdepartmental Committee decides, and the Associate Warden for Programs has the final word on recording inside the institution. The Programs Supervisor is here to listen and answer questions."

Silent Read memo: Tomas wrote 1.5 pages laying out three options: record everything; record residents only, youth off camera; or do not record and write a Channel 1 guide instead.

TRIZ result (how to make it fail): "Film a kid's face." "Surprise the youth leaders with a camera." "Make the video about us, not them." "Record before we know it works." The team noticed the last one was a real risk: they were planning to record before the pilot proved the session worked.

Groan Zone: Darnell argued hard for recording the real session: "Real reactions are what make it worth watching." Marcus and Tomas pushed back on privacy. The Wayfinder named the Groan Zone and asked each side to say the other's point back. Darnell: "You're saying no video is worth risking a kid's privacy or our permission to have visitors at all." Tomas: "You're saying a staged video might feel fake and nobody will learn from it."

Recommendation (to the Interdepartmental Committee): Do not record the youth visit. After the visit, if the PROOF line is met (score 4.0 or higher), re-run the session with residents playing the youth and record that for Channel 2, pending approval. Everyone committed out loud, including Darnell, who said, "I disagree and commit. I think we lose something, but I'll make the staged version as real as I can."

15% Solutions: Darnell writes a one-page "how to stage it real" plan. Will drafts the recording request. Tomas adds a line to the Project Page on privacy.

Playbook edits:

Question	Edit
Q5 How will we win?	Added: "We protect the people we serve before we document them."
Q6 What matters most right now?	Unchanged: deliver a session youth remember.
Q7 Who does what, by when?	Darnell: staging plan, week 11. Will: recording request, week 11.
Q8 How will we know it worked?	Added: Channel 2 video will be scored by a practice audience before release.

ANALOGY

The Strategic meeting is the garage, not the pit stop. The car is on the lift. You have time to look underneath, argue about what is wrong, and decide what to rebuild. You do not do this every lap, but if you never do it, the car eventually breaks down on the track.

Meeting 4: The Horizon Review

Element	Detail
Purpose	Step back from the work. Ask whether we are still who we said we would be, and whether we are still pointed at the right target.
Question it answers	"Looking at the last three months, what should we keep, change, or stop about who we are and what we do?"
Who attends	All TJP residents in the cohort(s), staff facilitators, at least one Interdepartmental Committee member (co-leads). A Board of Volunteers member is invited.
Length	Half day (about 3.5 hours, including breaks).
Cadence	Quarterly.
Roles	Co-led by a staff member and a certified resident Wayfinder. Full CREW.
Written down	Playbook edits to Q1 to Q4, a "Keep, Change, Stop" list, a quarterly note for the Monthly Report.
Playbook link	Revisits Q1 (Why are we here?), Q2 (How do we treat each other?), Q3 (What do we actually do?), and Q4 (Who are we doing it for?).

Why it is co-led by staff. The Horizon Review touches the foundations: purpose, behavior, the work, and the people served. These connect directly to TJP's vision and mission, which the Board of Volunteers guards, and to program integrity, which the Interdepartmental Committee supervises. Residents do the work of reflecting; leadership is in the room because any change to Q1 to Q4 has to be proposed upward, not decided by residents alone.

How to make it feel "off-site" when you can't leave. Lencioni's quarterly meeting is an "off-site," held away from the usual workplace to break routine. That is not possible here, so TJP changes the setting in other ways. Priya Parker writes that changing the physical setting changes how people behave. Options: move the tables into one big circle; hold it in whichever space (Think Tank or Task Force) the group uses less; change the time of day; put the Eight Questions on the walls as stations people walk between; have no laptops open.

Agenda (3.5 hours)

Min	Huddle	What happens
0 to 30	Hook	Silent reflection (10 min): "One moment this quarter when I was proud of TJP. One moment I wasn't." Pairs share (10 min). A few volunteers share with all (10 min).
30 to 60	Update	The quarter in numbers: three months of Scorecards, Decision Log completion rate, PROOF line results, Win of the Week list. Silent Read of a 2-page quarter summary.
60 to 70	Break	

Min	Huddle	What happens
70 to 160	Dig in	Four Question Stations (Q1 to Q4), about 20 minutes each, small groups rotate. At each: What So What Now What. What did we see this quarter? So what does it mean for this question? Now what should change?
160 to 170	Break	
170 to 195	Decide	Whole group: "Keep, Change, Stop" list. Proposed edits to Q1 to Q4 written as recommendations to leadership. Commit out loud to the "Keep" and "Stop" items that are within the group's authority.
195 to 205	Log it	Recorder reads back. Staff co-lead confirms what goes to the Committee and Board.
205 to 210	Exit	One-sentence check-out: "Next quarter I will ____." Scorecard.

Example: Cohort A, End of Quarter 2

Hook moment shared: "I was proud when the youth leader said one of the kids asked to write to us. I wasn't proud when we cut Marcus off in the Tactical three weeks running." This moment shaped the Q2 discussion.

Keep, Change, Stop:

Keep	Change	Stop
Win of the Week	Equalizer tallies shared at every Tactical so we see who is not talking	Running Tacticals over time "just this once"
Silent Read	Q4 should name the specific people we serve: youth, families, other residents, staff	Adding projects before finishing the ones we have

Proposed Playbook edits (to leadership for approval): Q2 add "We let people finish." Q4 rewrite to name four groups served. Q1 and Q3 unchanged.

ANALOGY

The Horizon Review is climbing a hill to look at the map. Down in the trees, every path looks the same. Once a quarter, you climb up, look at where you have been, check whether you are still headed for the mountain you meant to climb, and then go back down.

BOTTOM LINE

Check-In aligns the day. Tactical fixes the week. Strategic settles one big question a month. Horizon Review checks the compass every quarter. Each has its own job, its own length, and its own part of the Playbook.

Part 7: The Meeting Rhythm Map

This is the one-page view of all four meetings side by side. Post it in the Think Tank and the Task Force.

	Check-In	Tactical	Strategic	Horizon Review
Question	What's today, what's in my way?	Are we on track this week?	What should we do about One Big Topic?	Are we still who we said we'd be?
How often	Daily or each work block	Weekly	Monthly	Quarterly
How long	10 min, standing	60 min block (50 + 10 buffer)	2 hours	Half day (about 3.5 hrs)
Who	One team, 3 to 8	Team or pod, 5 to 12, staff facilitator	Cohort, staff, Committee member as needed	All residents, staff co-lead, Committee, Board invited
Led by	Rotating Wayfinder	Rotating Wayfinder	Certified Wayfinder	Staff co-lead plus certified Wayfinder
Agenda	Fixed: word, today, blockers	Real-Time Agenda after Lightning Round and numbers	Set in advance; Silent Read memo	Set in advance; Four Question Stations
Signature move	"Who owns it?"	Lightning Round	Groan Zone and Commit out loud	Keep, Change, Stop
Written down	Blocker Board	Decision Log, Parking Lot, Scorecard	Decision Log, recommendation, Scorecard	Keep, Change, Stop; proposed edits
Playbook	None directly	Updates Q7; checks Q6, Q8	Revises Q5, Q6, Q7, Q8	Revisits Q1, Q2, Q3, Q4
Feeds	Tactical	Strategic and Monthly Report	Monthly Report and leadership	Monthly Report (quarterly section), Board
Common mistake	Problem-solving	Pre-set agenda; big topics	Too many topics; no prep	Turning it into a long Tactical

How the meetings flow into each other

From	What moves	To
Check-In	Blockers that cannot be cleared in a minute	Tactical Real-Time Agenda
Tactical	Parking Lot items that are big, need research, or need leadership	Next Strategic

From	What moves	To
Tactical	Decision Log, Win of the Week, numbers	TJP Monthly Report
Strategic	Recommendations Up the ladder	Interdepartmental Committee (then Board or SCDC Division as needed)
Strategic	Questions about purpose, behaviors, the work, or who we serve	Next Horizon Review
Horizon Review	Proposed edits to Q1 to Q4; Keep, Change, Stop	Committee and Board of Volunteers, and the quarterly section of the Monthly Report
Leadership answers	Approvals, denials, direction	Back to the next Tactical as a Hook or update

ANALOGY

A seed and soil. The Check-In waters the plant every day. The Tactical pulls the weeds every week. The Strategic decides what to plant in the next row. The Horizon Review checks whether the garden is still in the right place in the sun. Skip any one and the garden suffers.

Part 8: How Meetings Connect to Leadership and the TJP Monthly Report

TJP is not an inmate-led initiative. Residents do the work, and three levels of leadership govern it:

- 1. **Oversight:** SCDC Division of Programs, Reentry, and Rehabilitative Services.
- 2. **Direction:** the Board of Volunteers, trustees of the vision and mission and guardians of program integrity.
- 3. **Supervision:** the Interdepartmental Committee: Associate Warden for Programs, Programs Supervisor, the Chaplains, and the Education Leader.

The meeting system makes that structure visible and practical. Every decision has a home level, and the meetings are where residents prepare good recommendations for the levels above.

The Decision Ladder

Decision rights mean knowing, before the meeting, who has the authority to make which decision. When this is clear, meetings go faster and nobody is embarrassed by deciding something that was never theirs to decide.

Level	Who decides	Examples	Meeting that prepares it
1. Team	The project team, by consent	Who drafts the handout; cut the history section; the order of activities	Tactical
2. Supervision	Interdepartmental Committee (or the named staff member)	Visitor sessions; what can be collected from minors; room use; recording inside the institution; peer facilitator assignments	Tactical or Strategic writes a recommendation
3. Direction	Board of Volunteers	Changes to Playbook Q1 to Q4; anything that touches vision, mission, or program integrity; partner agreements	Strategic or Horizon Review writes a recommendation
4. Oversight	SCDC Division of Programs, Reentry, and Rehabilitative Services	Program-level policy; expansion to other units; anything requiring agency approval	Horizon Review, through the Committee and Board

The rule: **if it is not Level 1, we say "Up the ladder" and write a recommendation, not a decision.** A good recommendation includes the question, the options considered, the team's recommendation, and the reasoning, all on one page. Leadership should be able to say yes or no in five minutes.

Staff in the Room

Interdepartmental Committee members and staff are welcome at any TJP meeting. Their presence strengthens the meeting when everyone knows what role they are playing. At the start of the meeting, the Wayfinder asks each staff or leadership visitor one question:

"Are you here to listen, to advise, or to decide something today?"

Staff role today	What it means in the meeting
Listen	They observe. They may speak during the check-out.
Advise	They answer questions and offer input when asked, like any member.
Decide	They are the Decision Owner for a named item. The team presents a recommendation; they rule on it, in the room if possible.

This question is respectful to staff, and it protects the meeting. It helps prevent the hardest moment in a correctional-setting meeting: when a staff member's word ends a discussion that was never meant to be ended. (See the role play "The staff member who pulls rank" in Part 10.) It also means residents never have to guess, which is a form of safety.

Staff always retain authority for security and safety. If a staff member stops a meeting for a security reason, the meeting stops, no discussion. That is not "pulling rank." That is the job.

Feeding the TJP Monthly Report

The TJP Monthly Report goes to all three levels of leadership. The meetings produce most of what goes into it. If the meetings are run well and logged well, the report almost writes itself.

Monthly Report section	Comes from	Who pulls it
Highlights and wins	Tactical Win of the Week list	Recorder rotation, compiled by a designated resident
Decisions made	Decision Log (Level 1 decisions)	Same
Recommendations awaiting leadership	Strategic recommendations and their status	Staff facilitator
Progress against PROOF lines	Tactical numbers (Playbook Q8)	Same
Direction changes	Strategic Playbook edits to Q5 to Q8	Staff facilitator
Quarterly reflection (every third month)	Horizon Review Keep, Change, Stop	Staff co-lead
Meeting health	Scorecard averages; percent of meetings ending on time; percent of actions completed by due date	Recorder rotation

ANALOGY

Think of a relay race. Each meeting runs its leg and hands the baton to the next. The Monthly Report is the finish line where the whole team's time gets posted for everyone to see. A dropped baton (a decision not logged) costs the whole team.

BOTTOM LINE

Every decision has a home level. Staff name their role at the start. Meetings feed the Monthly Report so leadership sees both the work and the discipline behind it.

Part 9: When the Meeting Gets Cut: The SNAP Protocol

In a correctional facility, meetings get interrupted. Count clears late. A lockdown is called. A resident gets a callout. The yard opens or closes. Movement changes. A meeting system that only works when nothing goes wrong will not work here.

The **SNAP** protocol takes less than 60 seconds and means no work is lost.

Letter	Step	What happens
S	Stop	Stop immediately and follow staff direction. Safety and security first. No arguing, no "just one more minute."
N	Note where we are	If there are 30 seconds, the Recorder writes on the agenda: time, the item we were on, and "cut."
A	Assign the carry	The Wayfinder names one person to carry the unfinished item.
P	Pick up	The next meeting starts with a 5-minute "Pick up": Recorder reads what was decided before the cut and where we stopped.

Rules for cut meetings

- **Decisions made before the cut stand.** If it was logged and people committed, it counts.
- **Decisions in progress do not.** A half-finished decision is not a decision. It returns as the first item next time.
- **A cut Tactical is made up within 48 hours** with a short "Tactical Lite" (20 minutes): Lightning Round, the unfinished item, Log it.
- **A cut Strategic is rescheduled within one week.** Do not try to finish a Strategic in a hallway.
- **A cut Horizon Review resumes at the next available half day,** starting from the station where it stopped.
- **Log as you go.** The Recorder writes each decision the moment it is made, so a cut never erases a decision. The Clock knows expected count and movement times (verify locally with staff) and puts the biggest item first.
- **Keep the paper safe.** The Decision Log and Parking Lot stay in the team's folder, which stays in the TJP space, not in a pocket.
- **If a lockdown lasts days,** teams keep their Q7 commitments where they can (reading, writing, planning on paper) and hold a Pick up at the first chance.

ANALOGY

A video game with save points. If the power goes out, you don't start over from level one. You start from the last save. SNAP is the save point.

SIGN FOR THE DORM

MEETING CUT? SNAP.

Stop. Note where we are. Assign the carry. Pick up next time.

BOTTOM LINE

Interruptions are normal here. SNAP turns a lost meeting into a paused meeting.

Part 10: The Facilitator Training Workshop

Overview

Element	Detail
Purpose	Train and certify residents and staff to serve as Wayfinders for Tactical and Strategic meetings.
Who	6 to 12 participants per workshop. Residents who have completed orientation and at least one course, plus any staff who will facilitate or co-lead. Mixed groups are encouraged: staff and residents learning the same language together.
Format	Three sessions of two hours each, ideally one week apart so participants can practice between sessions.
Led by	A staff trainer, with a certified resident co-trainer once the first cohort of Wayfinders is certified.
Materials	This document, printed worksheets, a wall clock, chart paper or a whiteboard, markers, index cards, a bell or timer. No internet required.
Outcome	Participants who meet the certification checklist are certified as TJP Meeting Wayfinders.

WHY THIS IS HERE

A good meeting system with untrained facilitators becomes a set of posters on a wall. Louis asked for a workshop because the system is only as good as the person in the Wayfinder seat. Practice, not reading, builds this skill.

The Scope Boundary

TJP peer facilitators are educators, never therapists. This applies to meetings too. A Wayfinder runs a work meeting. If a meeting surfaces trauma, a mental health concern, or a safety concern, the Wayfinder pauses the item, says "This needs staff," and brings in the staff facilitator. The Wayfinder does not counsel, diagnose, or push someone to go deeper. This boundary is taught in Session 1 and tested in Session 3.

Session 1: The Rhythm and the Room (2 hours)

Goal: Participants understand why meetings fail, can use the TJP meeting words and HUDDLE, and can run a Check-In.

Min	Activity	Details
0 to 10	Hook (modeled)	Trainer opens with a Hook: "Think of the worst meeting you ever sat through. One word for how it felt." One-word round. Permission to disagree.
10 to 25	Why meetings fail	Short talk: no drama, no context, and (here) no safety and interruptions. Pairs: "Which of these have you seen in TJP?"
25 to 40	The four meetings	Walk through the Meeting Rhythm Map. Quick quiz: trainer reads 8 agenda items; group calls out "Check-In, Tactical, Strategic, or Horizon?"
40 to 55	The words	Glossary drill: pairs, one reads the term, the other gives the one-sentence meaning. Switch.
55 to 65	Break	
65 to 80	HUDDLE and CREW	Teach the six moves and four roles. Each participant writes HUDDLE and CREW from memory on an index card.
80 to 100	Drill 1: The Check-In	Groups of 5. Each person runs a 10-minute Check-In while others play team members. Clock times it. One planted "problem-solver" tries to derail it; the Wayfinder must say "Take it after. Who owns it?"
100 to 110	The scope boundary	Short scenario: in a Check-In, a resident says, "I can't focus, I got bad news from home." What does the Wayfinder do? (Acknowledge, don't probe, let staff know privately, keep the meeting going.)
110 to 120	Exit	3 Ws debrief on the session (What Worked, What Wobbled, What's Next). Scorecard. Homework: observe one real TJP meeting using the Observation Rubric (Worksheet 5) and bring notes.

Session 2: The Tactical and the Hard Moments (2 hours)

Goal: Participants can run a Tactical with a Real-Time Agenda and can handle five hard moments.

Min	Activity	Details
0 to 10	Hook	Participants share one thing they noticed from their observation homework.
10 to 20	The Tactical	Walk through the Tactical agenda and the Cohort A example. Emphasize: no pre-set agenda, questions not topics, no Strategic topics.

Min	Activity	Details
20 to 50	Drill 2: Lightning Round and Real-Time Agenda	Groups of 6. Trainer hands out a scenario card with each role player's "secret priorities." Wayfinder runs Hook, Lightning Round, numbers, and builds a Real-Time Agenda of 2 to 3 questions. Clock holds 60 seconds per person strictly. Rotate Wayfinder twice.
50 to 60	Drill 3: Say it back	Pairs. One states a strong opinion on a TJP topic in 30 seconds. The other says it back until the first says "yes, that's it." Then switch. Debrief: how many tries did it take?
60 to 70	Break	
70 to 110	Role plays: The Five Hard Moments	See below. Groups of 5 or 6. Each participant plays Wayfinder for at least one hard moment. 6 minutes per role play plus 2-minute debrief.
110 to 120	Exit	3 Ws. Scorecard. Homework: serve as Clock, Recorder, or Equalizer in a real Tactical before Session 3.

The Five Hard Moments (role play cards)

For each card: one person is the Wayfinder, one plays the hard moment, the rest play the team. The trainer can whisper extra instructions to make it harder. After each, the group answers: "What did the Wayfinder do that worked? What would you try instead?"

Hard Moment 1: The Dominator

Setup: One team member talks in every round, goes over time in the Lightning Round, and responds to every point.

What the Wayfinder can do:

- Use structure first, not confrontation: "Let's do a Silent Write for two minutes, then go around."
- Use the Clock: "Two-minute warning. Let's hear from people who haven't spoken yet."
- Name the value, redirect the airtime: "You've given us a lot to work with. I want to hear Tomas on this."
- If it continues, talk privately afterward, never in front of the group.

Why: Blaming the person in front of the group breaks the TRUST rule "Rank the idea, not the person." Changing the structure fixes the pattern without shaming anyone.

Hard Moment 2: The Silent One

Setup: One team member says nothing, arms crossed or writing.

What the Wayfinder can do:

- Use 1-2-4-All or pairs: people who won't speak to twelve will often speak to one.
- Equalizer invites by name with an easy door: "Marcus, anything you'd add, or pass?" Always allow "pass."
- Ask for writing: silent contributions on index cards, read aloud by the Recorder.

Why: Edmondson's research shows that silence often means people do not feel safe to take a risk. The fix is to lower the risk, not raise the pressure.

Hard Moment 3: The Side Argument

Setup: Two team members start arguing about something off the agenda (for example, a disagreement from the dorm, or a different project).

What the Wayfinder can do:

- Name it calmly: "This sounds important, and it's not on today's agenda."
- Park it: "Recorder, put it in the Parking Lot. Who owns bringing it back?"
- If it is personal and heated, stop the item and ask for a quick break. If it could become a safety concern, bring in staff.

Why: Not every conflict is the productive kind Lencioni asks us to mine for. Conflict about ideas moves work. Conflict about people or old grudges belongs somewhere else, and sometimes with staff.

Hard Moment 4: The Staff Member Who Pulls Rank

Setup: Partway through a discussion, a staff member (played by a participant or, ideally, a real staff trainer) says, "We're not doing that. Next item," on a question that is actually the team's to decide, or before hearing the team's reasoning.

What the Wayfinder can do:

- Stay respectful. Never argue with staff in front of the group.
- Clarify the ladder: "Thank you. Just so we log it right: is this a decision for your level, or would you like us to bring you a recommendation?"
- If it is the staff member's call: log it as a Level 2 decision, with the staff member's name, and move on. Ask if the team can submit a written recommendation later.
- If it is unclear, park it and raise it respectfully with the staff facilitator after the meeting.
- Prevention: ask "listen, advise, or decide?" at the start of every meeting.

Why: Staff authority is real and necessary; TJP operates under three levels of leadership. The goal is not to win the moment. It is to keep the decision rights clear so the team knows what it owns. Staff taking the workshop should play this role and discuss how it feels from both sides.

Hard Moment 5: "That Won't Work Here"

Setup: A team member shoots down every idea: "That won't work in prison." "They'll never approve that." "We tried that before."

What the Wayfinder can do:

- Take it seriously: this person may know something real. "Say more. What specifically would stop it?"
- Turn it into TRIZ: "Great, let's list every way this could fail." Then ask which failures can be prevented.
- Turn it into a 15% Solution: "What part of it could work here with no one's permission?"

Why: Skeptics are often the people who have been burned before. Their knowledge makes plans stronger. What the team cannot allow is skepticism that ends every conversation without offering anything.

Session 3: The Strategic and Certification Practice (2 hours)

Goal: Participants can plan and run the key parts of a Strategic meeting, hold the Groan Zone, and are observed for certification.

Min	Activity	Details
0 to 10	Hook	"What was hardest about your real-meeting role this week?" One-sentence round.
10 to 25	The Strategic	Walk through the Strategic agenda and the Cohort A example. Silent Read, 1-2-4-All, TRIZ, Groan Zone, 15% Solutions.
25 to 40	Drill 4: Write a One Big Topic	Each participant writes one Strategic topic as a specific, disputable question on the Strategic Prep Sheet (Worksheet 2). Pairs test: "Is it one question? Could reasonable people disagree? Who is the Decision Owner?"
40 to 50	Drill 5: Name the Groan Zone	Trainer stages a 5-minute circular argument. Participants take turns stepping in to name the Groan Zone and use Say it back to move it forward.
50 to 60	Break	
60 to 105	Certification practice runs	Groups of 5 or 6. Each participant runs a 12-minute compressed Strategic segment (Hook, Silent Read of a short memo, 1-2-4-All or TRIZ, Decide, Log it) while a trainer or certified Wayfinder scores them on the Observation Rubric. Brief feedback after each run.
105 to 115	SNAP drill	Trainer rings a bell mid-run: "Count!" Group executes SNAP in under 60 seconds. Recorder shows the note.
115 to 120	Exit	Check-out: "One thing I'll do differently as a Wayfinder." Scorecard. Trainer explains next steps for certification.

Certification: TJP Meeting Wayfinder

This certification follows the logic of the TJP peer facilitator standard: complete the preparation, practice under observation, and co-facilitate with staff before leading. Like peer facilitator certification, it is internal to TJP, is not a professional credential, is not represented as one, and is reviewed annually.

To be certified as a Tactical Wayfinder, a participant must:

1. Complete all three workshop sessions.
2. Serve at least once each as Clock, Recorder, and Equalizer in real TJP meetings.
3. Run at least two real Tacticals as Wayfinder, with a staff member or certified Wayfinder observing, scoring "Solid" or better on every rubric row in the second one.
4. Demonstrate SNAP.
5. Explain the scope boundary (educator, not therapist) and the Decision Ladder in their own words.

To be certified as a Strategic Wayfinder, a participant must additionally:

1. Co-facilitate one real Strategic meeting with a staff member, and prepare the Strategic Prep Sheet for it.
2. Lead one real Strategic meeting with a staff member observing, scoring "Solid" or better on every rubric row and "Strong" on at least three.
3. Receive approval from the Programs Supervisor (or designee on the Interdepartmental Committee).

Keeping certification. Wayfinders are re-observed once a year. A Wayfinder who has not led a meeting in six months runs one observed Tactical before leading again. Certified Wayfinders are expected to co-train in future workshops, which is part of TJP's Channel 4 (training other incarcerated people) in action.

FACILITATOR NOTE

Trainers: model everything. Open each session with a real Hook, end with a real Scorecard, name the Groan Zone when your own session hits it. Participants learn more from how you run the workshop than from what you say about running meetings.

BOTTOM LINE

Six hours of training, practice in real meetings between sessions, and observed runs before certification. Wayfinders are made by doing, not by reading.

Part 11: What Could Go Wrong

Every system has weak spots. Naming them early is how we protect the system.

Risk	What it looks like	Prevention
Ritual without substance	People say "Commit out loud" but ignore decisions later.	Decision Log follow-up at every Tactical: "Did we do what we said?"
Fake safety	"Permission to disagree" is said, but people who disagree get punished socially.	Equalizer tallies; Horizon Review checks Q2; staff watch for retaliation.
Resident-staff confusion	Residents think they have authority they don't, or staff decide things that belong to the team.	Decision Ladder posted on the wall; "listen, advise, or decide" at every meeting.
Reading-level barriers	Silent Read and written forms shut out some residents.	Read memos aloud; keep memos to 1 to 2 pages in plain language; pair readers; allow verbal contributions to be written by the Recorder.
Clinical drift	A meeting turns into a group therapy session.	Scope boundary taught and tested; staff brought in immediately.
Paper gets lost	Decision Log disappears after a shakedown or lockdown.	Keep logs in the TJP space; scan the Decision Log weekly on the LAN scanner; type into the LAN computer if approved.

Part 12: Why TJP Must Exist

WHY TJP MUST EXIST

TJP's mission is "to implement the principles and practices of Transformative Justice across all sectors of South Carolina." That is a big sentence. It means sitting across the table from judges, pastors, legislators, the Department of Mental Health, victims' advocates, and families, and helping rooms full of people who disagree find a way forward together.

A project that wants to change a state has to first run a room well.

Think about what harm usually looks like before it happens: a conversation that did not happen, a disagreement that stayed buried until it exploded, a person who was never heard, a decision nobody owned. Many of the people in TJP know this from the inside. Much of the harm that brought people here started in rooms where nobody knew how to disagree without violence, and nobody knew how to decide together.

The TJP Meeting Rhythm is practice for the exact opposite. Every Tactical where a quiet resident gets heard, every Strategic where two people argue hard and then commit out loud, every Horizon Review where a group admits "we weren't proud of how we treated Marcus," is a small rehearsal of transformative justice. It is harm prevention at the scale of a table.

TJP's vision is that it "reframes the narrative of harm, healing, and prevention." A room of residents running a disciplined, honest, respectful meeting, and handing leadership a clean Decision Log and a Monthly Report, reframes the narrative on sight. It shows the three levels of leadership, and every visitor who walks in, what these men are capable of. And the skill travels: residents who can run a room here can run a family meeting, a reentry team, a church committee, or a neighborhood circle when they go home. South Carolina needs people who can do this. TJP is where they are being trained.

Part 13: Signs for the Dorm

Print on letter paper, laminate, and post in the Think Tank, the Task Force, and the dorm. Use the label maker for the smaller role tags on the CREW rotation chart.

SIGN FOR THE DORM

LET'S HUDDLE.

Hook. Update. Dig in. Decide. Log it. Exit.

SIGN FOR THE DORM

NO HOOK, NO MEETING.

If we can't say why it matters, we don't meet.

SIGN FOR THE DORM

PARK IT. SAY IT BACK. COMMIT OUT LOUD.

SIGN FOR THE DORM

EVERY MEETING HAS A CREW.

Clock. Recorder. Equalizer. Wayfinder.

Which one are you this week?

SIGN FOR THE DORM

THE GROAN ZONE MEANS WE'RE WORKING.

Don't quit in the middle. Say it back and push through.

SIGN FOR THE DORM

MEETING CUT? SNAP.

Stop. Note where we are. Assign the carry. Pick up next time.

Worksheet 1: Tactical Meeting Agenda

Team / Cohort: _____ Date: _____ Week: _____

CREW this week: Clock _____ Recorder _____ Equalizer _____ Wayfinder _____

Staff present and role (listen / advise / decide): _____

Min	HUDDLE	Notes
0 to 5	Hook: Win of the Week	_____
	Hook: This week's stake	_____
	Hook: Permission to disagree said?	Yes / No
5 to 13	Update: Lightning Round (60 sec each, no discussion)	See table below
13 to 20	Update: Numbers (Playbook Q8) and Q6 check	See table below
20 to 22	Update: Real-Time Agenda (2 to 3 questions)	See below
22 to 42	Dig in and Decide	Log decisions on Worksheet 3
42 to 46	Log it: read back, update Q7	Done: Yes / No
46 to 50	Exit: check-out and Scorecard	Done: Yes / No

Lightning Round

Name	Top priorities this week (2 to 3)

Name	Top priorities this week (2 to 3)
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Numbers (from the Project Page)

Number	Target	Now	Green / Yellow / Red
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Q6 check: Is our One Big Thing still right? Yes / No. If no, park it for Strategic.

Real-Time Agenda (write each as a question)

1. _____
2. _____
3. _____

Parking Lot

Item	Goes to (Tactical / Strategic / Horizon / Up the ladder)	Who owns it
------	--	-------------

Worksheet 2: Strategic Meeting Prep Sheet

Complete this at least one week before the Strategic meeting. The topic owner and the Wayfinder fill it in together.

Date of meeting: _____ **Topic owner:** _____ **Wayfinder:** _____

1. The One Big Topic, written as one question:

2. Test the question (check each):

Test	Yes / No
Is it one question, not three?	
Could reasonable people disagree about the answer?	
Does it matter for more than this week?	
Is it too big for a Tactical (needs research, over 10 minutes)?	

3. The stake (why it matters, 2 or 3 sentences, for the Hook):

4. Decision Ladder level: 1 Team / 2 Committee / 3 Board / 4 SCDC Division

Decision Owner (name and title): _____

Today we will: Decide / Write a recommendation to _____

5. Who must be in the room (people with knowledge or a stake):

6. The Silent Read memo (1 to 2 pages, plain language). Outline:

Section	Notes
The question	
What we know (facts, numbers)	

Section	Notes
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Options (2 to 4)

What we don't know yet

Questions for staff or leadership

7. Structure plan (circle the tools you will use): 1-2-4-All / TRIZ / What So What Now What / 15% Solutions / Two Doors / LESS filter

8. Playbook questions this could change: Q5 / Q6 / Q7 / Q8

9. Who reads the memo aloud for those who want it read? _____

Approved by staff facilitator: _____ **Date:** _____

Worksheet 3: Decision Log

Every TJP meeting keeps one. Keep it in the team folder. Read it back before Exit. Check it at the start of every Tactical: "Did we do what we said?"

Team / Cohort: _____ Page: _____

# and date	Decision (what exactly)	Level (1 to 4) and who decided	Owner and by when	How we'll know / Done?
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Up the ladder: recommendations waiting on leadership

#	Recommendation	Sent to	Date sent	Answer and date
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#	Recommendation	Sent to	Date sent	Answer and date
---	----------------	---------	-----------	-----------------

Numbering tip: Use week and number (8.1, 8.2) so decisions can be found fast in the Monthly Report.

Worksheet 4: Meeting Scorecard (60 seconds)

Everyone fills one out at Exit. No names. The Recorder collects, averages, and writes the averages in the team folder. Averages go into the TJP Monthly Report under "Meeting health."

Meeting: Check-In / Tactical / Strategic / Horizon Review **Date:** _____

Circle one number for each: 1 = Not at all, 3 = Somewhat, 5 = Completely.

Question	Score
1. The Hook made it clear why this meeting mattered.	1 2 3 4 5
2. I had a real chance to speak.	1 2 3 4 5
3. People disagreed honestly and respectfully.	1 2 3 4 5
4. We made clear decisions (or clear recommendations).	1 2 3 4 5
5. I know exactly what I am doing next and by when.	1 2 3 4 5
6. We ended on time.	Yes / No

One thing to change next time (optional): _____

(Cut along the line. Four scorecards fit on one page when printed small.)

Recorder's summary (for the team folder)

Date	Meeting	Avg Q1 to Q5	Ended on time?	Top suggestion

Date	Meeting	Avg Q1 to Q5	Ended on time?	Top suggestion

Worksheet 5: Facilitator Observation Rubric

Used in the Workshop and for certification. The observer fills this out during the meeting and reviews it with the Wayfinder afterward. Score each row: **1 Not yet, 2 Developing, 3 Solid, 4 Strong.**

Wayfinder: _____ **Observer:** _____ **Date:** _____

Meeting: Tactical / Strategic **Observed run #:** _____

HUDDLE area	Solid looks like	Score (1 to 4)	Notes
Hook	States a true, specific stake; gives permission to disagree; asks staff "listen, advise, or decide?"		
Update	Lightning Round or Silent Read held to time; no discussion creeps in		
Dig in: questions	Agenda items written as questions; Strategic topics parked		
Dig in: mining for conflict	Invites the held-back disagreement; uses Say it back		
Dig in: voice balance	Quiet voices invited; dominator redirected without shaming		
Groan Zone (Strategic)	Names it; keeps group working instead of quitting or rushing		
Decide	Clear decisions or recommendations; right Decision Ladder level; Commit out loud		
Log it	Every decision has an owner and a date; read back before Exit		
Exit and time	Ends on time; check-out and Scorecard done		
Scope boundary	Stays educator, not therapist; brings in staff when needed		
Hard moment (if any)	Handles it calmly, respectfully, within TRUST rules		

Total: _____ / 44 (or / 40 if no Groan Zone row)

Certification standard: Tactical: every row "Solid" (3) or better. Strategic: every row 3 or better and at least three rows "Strong" (4).

Two things that worked:

1. _____

2. _____

One change for next time (one change rule):

Observer signature: _____ Wayfinder signature: _____

Worksheet 6: The Pocket Card

Print, cut, fold, and laminate. One side for the meeting, one side for the words.

SIDE A: RUN THE MEETING

HUDDLE	Say or do
Hook	"Here's why this matters today. Say it in the room."
Update	Lightning Round (60 sec) or Silent Read
Dig in	Questions, not topics. Mine for conflict.
Decide	Say it back. Commit out loud. Or Up the ladder.
Log it	Who, what, by when. Read it back.
Exit	Check-out. Scorecard. On time.

CREW	Job
Clock	Time and Two-minute warning
Recorder	Decision Log and Parking Lot
Equalizer	Voice balance
Wayfinder	Guides the meeting

SIDE B: THE WORDS AND THE RHYTHM

Meeting	When	How long	Playbook
Check-In	Daily	10 min, standing	(feeds Tactical)
Tactical	Weekly	60 min	Q7; checks Q6, Q8
Strategic	Monthly	2 hrs	Q5 to Q8

Meeting	When	How long	Playbook
Horizon Review	Quarterly	Half day	Q1 to Q4

Quick words	
Park it	Save it for the right meeting
Say it back	Repeat their point until they say "yes"
Groan Zone	Hard middle means we're working
Up the ladder	Not our call: recommend, don't decide
SNAP	Stop, Note, Assign, Pick up
Staff in room?	"Listen, advise, or decide?"

Further Study

FURTHER STUDY

Start with Lencioni. Then read Rogelberg for the science and Kaner for the skill. Books marked "good for the TJP library" are strong candidates for partner donations.

- **Patrick Lencioni, *Death by Meeting: A Leadership Fable* (Jossey-Bass, 2004).** The foundation of this document. A short, readable story followed by a clear model. Good for the TJP library; readable at most reading levels.
- **Patrick Lencioni, *The Advantage* (Jossey-Bass, 2012).** Source of the six questions that TJP expanded into the Eight Questions of the TJP Playbook. Also explains how meetings keep an organization healthy.
- **Patrick Lencioni, *The Five Dysfunctions of a Team* (Jossey-Bass, 2002).** Background for the TRUST rules and why conflict must be productive.
- **Steven G. Rogelberg, *The Surprising Science of Meetings* (Oxford University Press, 2019).** The research behind meeting length, questions as agendas, standing and silent brainstorming, and why leaders overrate their own meetings. Good for staff and Wayfinders.
- **Amy C. Edmondson, *The Fearless Organization* (Wiley, 2018).** Psychological safety in plain language, with a practical toolkit for leaders. Especially useful for staff in the room.
- **Henri Lipmanowicz and Keith McCandless, *The Surprising Power of Liberating Structures* (Liberating Structures Press, 2013).** Step-by-step instructions for 1-2-4-All, TRIZ, 15% Solutions, What So What Now What, and more. Staff can print individual structures from liberatingstructures.com for the LAN.
- **Priya Parker, *The Art of Gathering: How We Meet and Why It Matters* (Riverhead, 2018).** Why purpose must be specific, why openings and closings matter, and what "generous authority" means for a host. Good for Horizon Review planning.
- **Sam Kaner and colleagues, *Facilitator's Guide to Participatory Decision-Making* (Jossey-Bass; 3rd edition, 2014).** The best practical manual on the Groan Zone, reaching agreement, and handling difficult dynamics. The workshop trainer's reference book.
- **TJP's own ADOPT Model materials.** TRUST, PROOF, LESS, and 3 Ws are the backbone this meeting system reuses.

Sources

1. Lencioni, P. (2004). *Death by Meeting: A Leadership Fable About Solving the Most Painful Problem in Business*. Jossey-Bass. Four meeting types (daily check-in, weekly tactical with lightning round and real-time agenda, monthly strategic, quarterly off-site review); drama and context; mining for conflict; real-time permission. Summary checked at tylerdevries.com/book-summaries/death-by-meeting.
2. Lencioni, P. (2012). *The Advantage: Why Organizational Health Trumps Everything Else in Business*. Jossey-Bass.
3. Rogelberg, S. G. (2019). *The Surprising Science of Meetings: How You Can Lead Your Team to Peak Performance*. Oxford University Press. See also Rogelberg, "Have a compelling agenda,"

stevenrogelberg.com (agenda items framed as questions; "if you can't think of any questions, it likely means you don't need a meeting").

4. Bluedorn, A. C., Turban, D. B., and Love, M. S. (1999). The effects of stand-up and sit-down meeting formats on meeting outcomes. *Journal of Applied Psychology*, 84, 277-285.
5. Edmondson, A. C. (1999). Psychological safety and learning behavior in work teams. *Administrative Science Quarterly*, 44(2), 350-383.
6. Edmondson, A. C. (2018). *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth*. Wiley.
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8. Bezos, J. (2017). 2016 Letter to Shareholders. Amazon (aboutamazon.com). "Disagree and commit."
9. Bezos, J. (2018). 2017 Letter to Shareholders. Amazon. Six-page narrative memos.
10. Parker, P. (2018). *The Art of Gathering: How We Meet and Why It Matters*. Riverhead Books.
11. Kaner, S., with Lind, L., Toldi, C., Fisk, S., and Berger, D. (2014). *Facilitator's Guide to Participatory Decision-Making* (3rd ed.). Jossey-Bass.
12. TJP internal materials: ADOPT Model Task Force Process; TJP Master Curriculum (peer facilitator standard, Four Channels, facilitation model).

Verify locally: count and movement times, rules on visitors (including minors), recording inside the institution, and any limits on what information may be collected from outside participants. These vary by institution and must be confirmed with the Interdepartmental Committee.