



## Introduction

When traditional project team members encounter obstacles as they work, their natural inclination is to stop until they can seek input to help resolve the problem, usually at the next team meeting. This interrupts workflow and contributes to teams missing milestones and projects veering off track. By contrast, collaborative project teams have learned that the Daily Huddle is beneficial for synching on near-term goals by verifying that work is progressing as promised—and if not—identifying resources to help immediately.

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The Daily Huddle is not a problem-solving or planning forum, but a powerful means for the team to quickly surface and resolve issues.

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## 1.0 Why

The Daily Huddle provides a foundation for driving cultural change and encourages the project team to re-center the Weekly Work Plan or Kanban Plan. The meeting encourages accountability and daily collaboration, as well as facilitates the acknowledgment and resolution of problems.

More specifically, the Daily Huddle provides a venue for:

- Coordinating actions for the day;
- Continuing the planning conversation;
- Keeping the network of commitments fresh and active;
- Letting the team know the status of commitments and where help is needed;
- Openly sharing concerns and risks;
- Identifying constraints so they can be addressed;
- Declaring breakdowns in real time;
- Identifying opportunities to help each other; and,
- Fostering and building teamwork and a sense of shared responsibility.

The Daily Huddle is not a problem-solving or planning forum, but a powerful means for the team to quickly surface and resolve issues. As a result, the Daily Huddle reduces waste by aligning the project team each day.

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When addressing the group, participants should stand at the Weekly Work Plan or Kanban Board in order to maintain a high-energy session.

## 2.0 How

The Daily Huddle should be brief, well-organized and led by a fixed or rotating facilitator. The role of the facilitator is to keep the conversation flowing crisply and on track, while ensuring the session is meeting the needs of the team.

The meetings can be held either in person or remotely, dependent upon circumstances, and should be held at a consistent time; ideally at the beginning, end or during a natural break in the day. Additionally, the huddles should be brief, generally not exceeding 15 minutes. However, the period/frequency of the meetings can be adjusted to meet the needs of the team and the project.

Participants should reference the Weekly Work Plan or Kanban Board and come prepared to address:

- What commitments have you completed since our last check-in?
- What work will you complete by our next check-in?
- What are your constraints, as well as help or resources needed?

- What is the availability to the materials, tools, equipment, and information you need to perform your work?

It is vital that the Daily Huddle format be posted in the area where the meeting occurs. If the meeting is held via conference call, the Work Plan or Kanban Board should be readily available digitally. When addressing the group, participants should stand at the Weekly Work Plan or Kanban Board in order to maintain a high-energy session. To improve engagement, a record of attendance also can be maintained.

Urgent issues and questions requiring follow up or deeper conversation often surface during the Daily Huddle. The facilitator should collect these issues in a “Parking Lot” or “Bin List” for rapid resolution. Some teams have found it beneficial to require the resolution of all Bin List items within 24 hours. This acknowledges concerns and maintains urgency without derailing the meeting.

### 3.0 What

The Daily Huddle is a structured meeting with the primary goal of coordinating promises and re-centering the project team on the near-term plan (Weekly Work Plan or Kanban Board). The meeting, while informal, follows a consistent format and is applicable at any level or phase of the project. It encourages transparency, accountability, and positive peer pressure to perform and not disappoint the rest of the team.

Ideally, the Daily Huddle should be an open forum that provides a voice to all participants, and encourages them to engage with one another rather than report to a designated team leader.

# References

Daily Meeting, Agile Alliance

<http://guide.agilealliance.org/guide/daily.html>

Daily Scrum Meeting, Mountain Goat Software

<https://www.mountaingoatsoftware.com/agile/scrum/daily-scrum>

It's Not Just Standing Up: Patterns for Daily Standup Meetings, Martin Fowler

<http://martinfowler.com/articles/itsNotJustStandingUp.html>


7 Mistakes during the Daily Stand-up Meeting, Scrum Alliance

<https://www.scrumalliance.org/community/articles/2014/july/>

[7-mistakes-during-the-daily-stand-up-meeting](#)

Daily Check-in Session: Successfully Coordinating Action with Stand-ups, CH2M Hill

<https://drive.google.com/file/d/0B6L2W2S0G6Rka1NCT3ZGamdOR0k/view?usp=sharing>



**Quick Reference**

<a href="#">Visual Management</a> .....	33
<a href="#">Respect for People</a> .....	77
<a href="#">Hand-Off Work Planning</a> .....	159

For additional readings and information, please see the below information.

# CHAPTER 29– DAILY HUDDLE

## Additional Readings

[3 Production Control Principles](#)

[A Project in Review-Owner Case Study-Message to the Facilities Team](#)

[Keynote Case-SHEMC Lessons Case Study](#)

[Keynote Case-Temecula Valley Hospital](#)

[Lean Journey-Lean Transformation of a Company](#)

[Prefabrication and Pull Planning at Scale-Parkland Hospital](#)

[Projects in Review-The Facebook Journey](#)

[Site Implementation and Assessment of Lean Construction Techniques](#)