



Management meeting — record of decisions and minutes

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A one-hour-forty session · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. **The record of decisions is available the same evening, the draft minutes the next morning.** The executive assistant corrects; **she no longer writes.**

What the record of decisions carries

What is recorded	Detail
Agenda item	In the order of the session
Decision	Its exact wording, as it was pronounced
Action	Named lead, deadline, item of origin
Point to settle	When the meeting settled nothing — with the name of the person who must

What is recorded	Detail
Attendees and apologies	What the standing orders require

Today's session

Element	Number	Timing
Length of the session	1 h 40	—
Decisions taken	5	Record available the same evening
Actions opened	9	Each dated and assigned
Points to settle	3	Listed at the end of the session
Draft minutes	—	The next morning, against 9 days before

The time this shifts, across the 168 meetings of the year

Step	Before	After	Who does it
Listening back and note-taking	1 h 10	0	The agent
Drafting	3 h — 60 % of the time the meeting takes from the secretariat	45 min — 15 %	The agent prepares, the assistant reviews
Review and corrections	40 min	40 min	The executive assistant — unchanged, and deliberately so
Settling the minutes	—	—	The chief executive
Annual gain	—	—	378 hours

Review time has not been reduced, and it must not be. What disappears is the listening back and the typing; **what remains is the only work in which the executive commits its word.**

An action dated D+1 gets started that week; the same action dated D+9 waits for the next meeting. Across 42 management meetings, that represents **eight days gained on average** on the start of every decided action.

For the body to settle

Form retained for the minutes (contributions reported / summarised): _____

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