

# Reference Guide

## REAL-TIME MEETING SIGNALS

Based on the 2026 Workplace Trends Report and field observations across 100+ meetings and practitioner engagements.



### LISTEN FOR

- repeated or recycled points
- “we should...” without ownership
- vague agreement or quick alignment
- jokes or sarcasm with an edge



### WATCH FOR

- nodding without challenge
- hesitation or deferring
- unclear ownership or decision rights
- conversations stacking instead of building



### FEEL FOR

- something isn't landing
- pressure without a clear focus
- agreement that feels too easy
- movement without real progress

## 7 MEETING SIGNALS

Different signals point to different types of breakdown.

**1 LOOPING**  
*We've already said this before.*

**2 URGENT/UNCLEAR**  
*Everything matters. No focus.*

**3 AGREEMENT/NO CHANGE**  
*Sounds right. Won't stick.*

**4 JOKES/SARCASM**  
*Something is there. But not said.*

**5 DECISION STALL**  
*We could decide. But don't.*

**6 RESPONSIBLE/CAN'T ACT**  
*Own it. Can't move.*

**7 MEET/NO MOVEMENT**  
*Feels done. Nothing moves.*



### CORE QUESTIONS

Open

- What are we saying is true that isn't showing up in reality?
- What are we avoiding deciding right now?
- What's being said indirectly or via jokes?
- If nothing changes after this, what will we say happened?



### CORE MOVES

Reorient

- Pause and name the pattern
- Surface what's not said
- Shift to a real next step