



A Tool for Productive Meetings – Progress, Plans, Problems (PPP)

Getting the most out of your meetings, not meetings taking the most from you

by [Andrew Cooke](#), [Blue Sky GPS \(Growth & Profit Solutions\)](#)

What percentage of your time at work do you spend in meetings? If you're a middle manager, it's likely about 35% of your time, and if you're in upper management, it can be a massive 50%. What's worse is how unproductive these meetings usually are. And despite this we are spending more and more time in meetings every year

Progress, Plans, Problems (PPP)

Progress, plans, problems (PPP) is a simple but effective management technique for recurring (daily, weekly or monthly) status reporting. The goal of PPP reports is to bring everyone on the same page regarding what's happening in your team. For example, you can do this using the PPP approach in your weekly team meeting where each team member reports 3-5 achievements, goals and challenges for that week.

- *Progress* is your accomplishments, finished items and closed tasks for the period ending. What have you done?
- *Plans* are your goals and objectives for the next reporting period. What are you going to do next?
- *Problems* are items you can't finish. Quite often problems need help from someone else, not just you. The reasons can be waiting behind other team members, external factors or just unexpected happenings. Any problems you are facing?

PPP reports communicate three essential facts about a project: progress, problems and plans. There are both informal and informative. This can be done quickly with people spending no more than five minutes each. After the meeting people can meet up with each other to share ideas and help each other address problems so that people can achieve their plan for the week and progress.

Make sure each person documents their PPP and that there is a standard template used by everyone. These PPP reports should be brief and concise, with only the key information included, and written in a way to make it easy for everyone to understand what is (not) happening.

Try this approach for yourself and make it your own. Watch to see what happens in your meetings. Are they shorter? More effective? Are you progressing faster? Is there a strong team? Go on, just start and try it out – think of all the time spent in meetings you can free for productive use!



About Andrew Cooke

Andrew Cooke is the director and founder of Blue Sky GPS and is known for his work with executives, managers and teams in helping them to grow, develop and achieve results. Using a blend of consulting, facilitation and coaching he is noted for his ability in "bringing people potential to life". Andrew takes the time to understand and assist successful business executives in creating a customized plan that allows them to grow and develop their leadership effectiveness. In doing this he guides executives to manage, direct and make change work for them and their stakeholders and teams in an increasing volatile, uncertain, complex and ambiguous business environment. From this he helps others to become more successful in both what they do and how they do it.

Andrew demonstrates a proactive attitude and empathy that blends enthusiasm, energy and a pragmatic approach in engaging leaders and their stakeholders. He has over thirty years of international business experience and insights on which to draw, and has worked with blue-chip clients and other leading businesses across a range of industries. Andrew is passionate about helping others to be more successful personally and professionally.

Qualifications & Accreditations

Andrew is an experienced international expert in executive coaching, leadership development and business consulting. He has qualifications, certifications and accreditations from recognized leading global organizations, including:

- International executive coach with certifications for Marshall Goldsmith Stakeholder Centered Coaching and Global Leader of the Future 360⁰ Assessment
- Masters of Business Administration (MBA), London Business School, UK
- Bachelor of Business BA (Hons), University of Plymouth (UK)
- Diploma from the Institute of Marketing (UK)
- Accredited DISC Facilitator & Coach