Meeting agenda template for a recurring team meeting

A meeting agenda template for a recurring team meeting lists each item as a question or an outcome, with a type (inform, discuss or decide), an owner, minutes and preparation. This kit gives you a blank agenda, a decision log, an action list and an end-of-meeting check, with a filled 45-minute example from a fictional support team and words to close each item. The Excel version calculates the times and flags overdue actions.

45 minutes | 3–12 participants | Online and adaptable in person

Updated 2026-09-30

The outcome

In 45 minutes the team closes every agenda item with a decision, a named next step or a clear “noted”. Each decision is in the log with its reason, the people to tell and a review date, and each action has one owner who said yes and a due date.

Before the session

- For team leads, facilitators and trainers who run a recurring meeting of 30 to 60 minutes with 3–12 people. For a one-off workshop, use the workshop agenda template instead.
- Two working days before, collect the items. Each owner writes a question or an outcome, chooses one type (inform, discuss or decide) and names the reading. Send an item with no outcome back with: “What do you need from us: to know, to give views or to decide?”
- Add the minutes and cut or move items until the total fits the meeting length. For each decide item, write who decides and how. Send the agenda and the reading one working day before, and name a note-taker.
- Send the agenda and the reading as plain text that screen readers can read. Invite written views before and during the meeting, say that passing is fine, keep captions on and cameras optional.

Included in this kit

A facilitator run of show, participant worksheets with real tables, reference tables, debrief questions, adaptation notes and a follow-up plan. Use the editable Word copy to tailor examples and prompts before delivery.

Original material by Superglue. Timings are suggestions; adjust them to your participants. This resource has not been independently evaluated.

What is inside

- Blank meeting agenda
- Decision log
- Action list and end-of-meeting check
- Filled example: 45-minute team meeting agenda
- Filled example: decision log
- Filled example: action list
- Facilitator section: run of show, reference tables, debrief and adaptations

Blank meeting agenda

Write each item as a question or an outcome. Give it one type: inform, discuss or decide. The three fixed parts stay in every meeting. The minutes must add up to the meeting length.

Meeting, date, start time, facilitator and note-taker

_____

When we leave, we will have (one to three outcomes)

_____

#	Start	Min	Item as a question or outcome	Type	Owner	Preparation
1			Open: what will we have when we leave, and which actions are done?	Fixed		
2						
3						
4						
5						
6						
7			Read back: decisions, actions, owners and dates	Fixed		
8			End-of-meeting check: four questions	Fixed		

Decision log

One row for each decision, written during the meeting and read aloud. Keep one log for all meetings, so that the team can find what it decided, why, and when to look at it again.

#	Decision	Decided by	Date	Reason in one line	Who must be told	Review date
D1						
D2						
D3						
D4						
D5						
D6						
D7						

Action list and end-of-meeting check

One row for each action. Write the owner only when that person has said yes. Status: open, done or dropped. Keep one list for all meetings. Use the last three minutes of the meeting for the four check questions under the table.

#	Action (starts with a verb)	Owner (said yes)	Due	From item	Status
A1					
A2					
A3					
A4					
A5					
A6					

1. Did every item close with a decision, a named next step or “noted”? Closed ___ of ___ items, without the three fixed parts.

_____

2. Does every action have one owner who said yes, and a due date? If not, fix it now or delete the action.

_____

3. Who tells the people who were not here, and by when?

_____

4. One thing to keep and one thing to change next time. One minute of silent writing; passing is fine.

_____

Filled example: 45-minute team meeting agenda

A fictional customer support team of seven people. The minutes add up to 45: 5 + 3 + 3 + 12 + 14 + 5 + 3.

Worked example

Weekly team meeting, Tuesday 13 October 2026, 10:00 to 10:45. Facilitator: team lead. Note-taker: knowledge-base editor. Two agents are absent. When we leave, we will have: a decision on the holiday rota, a next step on weekend reply times, and everyone present able to explain the refund change.

#	Start	Min	Item as a question or outcome	Type	Owner	Preparation
1	10:00	5	Open: what will we have when we leave, and which actions are done?	Fixed	Team lead	Update the status of your actions in the list before 10:00.
2	10:05	3	What changed in the refund policy on 12 October, and what do agents do differently?	Inform	Quality coach	Read the one-page summary (3 minutes).
3	10:08	3	What did the September quality review find? Three findings; questions only.	Inform	Quality coach	Read the three findings in the shared document.
4	10:11	12	Why did first replies to weekend tickets take longer in September, and what could we try?	Discuss	Senior agent	Look at the weekend figures sent on Friday 9 October.
5	10:23	14	Which of the two rota options do we use for 24 December to 2 January?	Decide	Rota planner	Read options A and B. Send objections in writing by Monday 12 October. The team lead decides after hearing the team.
6	10:37	5	Read back: decisions, actions, owners and dates	Fixed	Note-taker	Decision log and action list on screen.
7	10:42	3	End-of-meeting check: four questions	Fixed	Team lead	None.

Filled example: decision log

The same fictional team. D1 is from Tuesday 6 October; D2 and D3 are from 13 October. D3 drops an action on purpose.

#	Decision	Decided by	Date	Reason in one line	Who must be told	Review date
D1	The quality coach reviews every new refund macro before it is published.	Team lead, after hearing the team	Tue 6 Oct	Two macros quoted the old 14-day limit.	Knowledge-base editor, all agents	Tue 3 Nov
D2	Holiday rota for 24 December to 2 January: option B, two half-teams that alternate.	Team lead; no reasoned objection	Tue 13 Oct	With B every agent has four days off in a row; with A two agents had none.	All agents, workforce planning, the sales team	Tue 15 Dec
D3	Drop action A4, the shared glossary of product terms.	Team lead and the action owner	Tue 13 Oct	The knowledge base gained a glossary page on 8 October.	All agents	—

Filled example: action list

The list at the end of the meeting on Tuesday 13 October: eight actions, of which five are open, two are done and one is dropped. A3 is one day overdue.

#	Action (starts with a verb)	Owner (said yes)	Due	From item	Status
A1	Publish the three reviewed refund macros	Knowledge-base editor	Fri 9 Oct	6 Oct, item 3	Done
A2	Ask workforce planning for the September weekend figures	Senior agent	Thu 8 Oct	6 Oct, item 4	Done
A3	Update the escalation contact list	Team lead	Mon 12 Oct	6 Oct, item 5	Open
A4	Draft a shared glossary of product terms	Knowledge-base editor	Fri 16 Oct	6 Oct, item 2	Dropped
A5	Walk the two absent agents through the refund change	Quality coach	Wed 14 Oct	13 Oct, item 2	Open
A6	Write a one-page proposal for a Sunday triage shift (decide item, 20 Oct)	Senior agent	Mon 19 Oct	13 Oct, item 4	Open
A7	Publish the holiday rota; tell workforce planning and the sales team	Rota planner	Fri 16 Oct	13 Oct, item 5	Open
A8	Collect swap requests for the holiday rota	Rota planner	Fri 30 Oct	13 Oct, item 5	Open

Facilitator run of show

1 Open: outcomes and open actions | 5 minutes

Start on time. Take one minute to read the outcomes: “When we leave, we will have: [one to three outcomes].” Then take four minutes for the action list. Each owner says one word for each open action: done, open or dropped. Do not discuss the actions. Say: “If an action needs a conversation, it becomes an item next week, or two people solve it after the meeting.” Ask: “Is any action no longer needed?” Record a dropped action in the decision log.

2 Inform items: questions only | 6 minutes

Plan about three minutes for each inform item. People have read the text, so the owner gives only the headline, in one minute. Ask: “Which questions change what you will do?” Take questions for two minutes. Close with: “Noted. Does anyone need to pass this on, and to whom?” If yes, record one action. If a debate starts, say: “This has become a discussion. [Owner], do you want it as a discuss item next week?”

3 Discuss items: views, then a named next step | 12 minutes

Two minutes: the owner reads the question and says what they will do with the views. Say: “We are not deciding this today.” Two minutes: everyone writes their view in silence, on paper or in the chat. Six minutes: go round once; each person reads one point or passes. Two minutes: summarise and close. Say: “I heard three points: [points]. The next step is: [name] does [what] by [date]. [Name], do you accept that?” Record the action only when the owner says yes.

4 Decide items: proposal, objections, decision | 14 minutes

Two minutes: the owner states the proposal and you name who decides and how, for example: “The team lead decides after hearing us.” Three minutes: questions to understand, no opinions yet. Five minutes: concerns and objections, written first, then one each or a pass. Two minutes: the decider states the decision in one sentence. Two minutes: the note-taker writes the decision, the reason in one line, who must be told and the review date, and reads the row aloud. If the group cannot decide, say: “We cannot decide today because we lack [what]. [Name] gets it by [date], and the item returns on [date].”

5 Read back decisions and actions | 5 minutes

The note-taker reads each new decision and each new action aloud from the screen. After each action, ask the owner: “Is that yours, and is the date right?” An action without a yes is deleted or given to someone who is present. Then ask: “Who was not here, and who tells them what by when?” Name any item that did not fit today and say when it returns.

6 End-of-meeting check | 3 minutes

Read the four questions of the end-of-meeting check. Answer the first three aloud in one minute: items closed, owners and dates, and who tells the people who were absent. Then give one minute of silent writing: one thing to keep and one thing to change next time, in the chat or on paper. Passing is fine. In the last minute, read two or three replies without names, choose one change for the next meeting, and end on time.

Reference tables

How to close each type of item

An item is closed when the group has heard these words and the note-taker has written the record. Replace the square brackets with your own words.

Type of item	What the group does	Words to close it	What you record
Inform	Reads beforehand. Asks the questions that change what people will do.	“Noted. Does anyone need to pass this on, and to whom?”	Nothing, or one action to pass it on
Discuss	Gives views, in writing first. Does not decide.	“We are not deciding this today. The next step is: [name] does [what] by [date]. [Name], do you accept that?”	One action with an owner and a date
Decide	Hears the proposal, asks questions and raises objections. The named decider decides.	“The decision is: [one sentence]. The reason is: [one line]. We tell [who]. We look at it again on [date].”	One row in the decision log, and the actions that follow
Decide, but not ready	Names what is missing.	“We cannot decide today because we lack [what]. [Name] gets it by [date], and the item returns on [date].”	One action. The item goes on the next agenda
No outcome	The owner says what they need.	“What do you need from us: to know, to give views or to decide?” With no answer: “Then we take it off today’s agenda. Please rewrite it as a question, or send it as a written update.”	Nothing, or a rewritten item on the next list
New topic during the meeting	One person raises it. Nobody answers it yet.	“That is not on today’s agenda. Can it wait seven days? If yes, [name] adds it to next week’s list. If no, who stays for five minutes afterwards?”	A new item on the next list

Scale the agenda to 30, 45 or 60 minutes

Planning estimates, not rules. This kit uses the 45-minute column. Keep the three fixed parts at every length and shorten the items between them.

Part of the meeting	30 min	45 min	60 min	Planning note
Open: outcomes and open actions	3	5	5	One word for each open action
Inform items	4	6	8	About three minutes each
Discuss items	8	12	17	One item; two short ones at 60
Decide items	10	14	20	One decision; two small ones at 60
Read back decisions and actions	3	5	6	Each owner says yes
End-of-meeting check	2	3	4	Four questions
Total	30	45	60	If it does not fit, move an item

Rewrite a topic as a question or an outcome

A topic names a subject. A question says what the group must produce. Fictional examples.

Topic as it is often written	Rewritten for the agenda	Type
“Holiday rota”	Which of the two rota options do we use for 24 December to 2 January?	Decide
“Refund policy”	What changed in the refund policy on 12 October, and what do agents do differently?	Inform
“Weekend tickets”	Why did first replies to weekend tickets take longer in September, and what could we try?	Discuss
“Updates”, or a round of status reports	Written updates in the shared document by the day before. In the meeting: which update needs a question answered?	Inform
“Training budget”	Outcome: a ranked list of three courses to propose to the department head.	Discuss
“Any other business”	No open slot. A new topic goes on next week’s list, unless it cannot wait seven days.	None

Filled example: end-of-meeting check

Four questions for the last three minutes. Five of the seven team members were present; three wrote a reply to question 4 and two passed.

Question	What the fictional team answered on 13 October
1. Did every item close with a decision, a named next step or “noted”?	Yes, 4 of 4. Two inform items were noted, the discuss item has a next step (A6) and the decide item has a decision (D2).
2. Does every action have one owner who said yes, and a due date?	Yes for the four new actions. A3 from last week is one day overdue; the team lead finishes it today.
3. Who tells the people who were not here, and by when?	The note-taker posts the decision log and the action list in the team channel by 12:00. The quality coach talks to the two absent agents by Wednesday (A5).
4. What is one thing to keep and one thing to change next time?	Keep: the two rota options were sent before the meeting. Change: ask for written objections two working days before, not one.

Filled example: meeting check log

Fictional. Closed means closed with a decision, a next step or “noted”. Items are counted without the three fixed parts. Over the two meetings the team closed 8 of 9 items, which is 89%. The Excel log calculates the carried items, the share closed and the minutes over or under.

Meeting	Items planned	Closed	Carried over	Minutes planned	Minutes used	One change for next time
Tue 6 Oct	5	4	1	45	50	Give every item a type. Move the round of updates into writing.
Tue 13 Oct	4	4	0	45	45	Ask for written objections two working days before.

Debrief and next steps

Questions for reflection

- Which item in the last month ended without a decision, a next step or “noted”, and how was it written on the agenda?
- Which decision in the log did we have to make twice, and what was missing the first time?
- Which inform items could have been a written update that took no meeting time?
- Who spoke least during the decide items, and which written route would help them contribute?

Adapt the session

- For three or four people, skip the round in the discuss item and let each person speak once. Keep the decision log and the read-back; a small team forgets decisions as easily as a large one.
- For a 30-minute version, use the 30-minute column of the scaling table: three minutes to open, four for inform items, eight for one discuss item, ten for one decide item, three for the read-back and two for the check.
- Online, keep the agenda, the decision log and the action list in one shared document on screen. Collect views and objections in the chat before anyone speaks. Keep captions on and make cameras optional.
- For people who prefer not to speak in a group, take written views before the meeting and read them aloud without names. Say at the start that passing is fine in every round.
- Rotate the facilitator and the note-taker every four meetings. Hand over this template, the decision log and the action list, so that the method does not depend on one person.

After the session

Send the decision log and the action list on the same day, also to the people who were absent. Two working days before the next meeting, ask owners to update the status of their actions and to send new items as questions. When a decision reaches its review date, put it on the agenda as a decide item: keep, change or stop. After four meetings, read the meeting check log together and agree one change to the agenda.

Questions people ask

What should a meeting agenda template include?

The meeting’s one to three outcomes, and for each item: a question or an outcome, a type (inform, discuss or decide), an owner, the minutes and the preparation needed. A decision log and an action list belong with it, because they hold what the meeting produced. This template adds a short check at the end of the meeting.

How do you write an agenda item as a question?

Ask what the group must produce. “Holiday rota” is a topic. “Which of the two rota options do we use for 24 December to 2 January?” is a question that ends in a decision. If the item only shares news, write what people need to know and what they do differently.

What do you do with an agenda item that has no outcome?

Before the meeting, send it back to its owner with one question: “What do you need from us: to know, to give views or to decide?” If the owner cannot answer, the item becomes a written update or waits until it is a question. If it comes up during the meeting, move it to next week’s list.

How long should a recurring team meeting be?

This kit plans 45 minutes: one opening, two short inform items, one discuss item, one decide item, a read-back and an end check. The scaling table shows the same structure for 30 and 60 minutes. These are planning estimates; the Excel agenda shows at once whether your own items fit the length you chose.

How is this different from the workshop agenda template?

The workshop agenda template plans one session with activities and a run of show. The project kickoff meeting agenda covers the first meeting of a project. This kit is for a meeting that repeats: it carries a decision log and an action list from one meeting to the next. For a larger goal with several owners, use the team action plan template.

What is included in the free and editable files?

The open PDF has the blank agenda, the decision log, the action list, the end-of-meeting check, filled examples and the six facilitation steps. Subscribers also receive the editable Word file, an Excel workbook with agendas that calculate times and minutes over or under, a decision log, an action list that flags overdue actions and a meeting check log, and a CSV of the example agenda. The decision log is a working record for a team. It is not formal minutes or a legal record.

Use and sharing

Free to use and adapt in your own training sessions, including paid client work. Do not resell or redistribute the unmodified download as a standalone product. Share the resource page instead.