

DAILY
PERFORMANCE
HUDDLE

LOW PROFILE

Foreword

Thank you for your interest in becoming part of a special daily performative event/artwork - Exeter Phoenix's *Daily Performance Huddle* (2013).

The Daily Performance Huddles (DPH) will run 6 days per week (Mon-Sat) from Thursday 23 May 2013 until Sat 06 Jul 2013.

We have put together this user manual so that you know what to expect from becoming part of this. Although we have set up a structure in this document, you may also find ways to adapt how you run the Daily Performance Huddles. We're really happy for you to do this – it is your Performance Huddle afterall! All that we ask is that you maintain this on a daily basis, that evidence of each DPH is recorded on the DPH record board in the gallery space (under the required headings) and that you don't make other alterations (ie changing the headings for information required) to the record board without asking us first.

The process might seem really strange at first, possibly very corporate and a bit alien in an arts institution. This is OK – just give it a chance, and see what happens. Lots of the work we make is a little ridiculous and sometimes quite over-the-top. Just remember that we would never expect you to do anything that would make you feel uncomfortable or put you in an awkward position. We don't expect you to 'perform', or put on a show for a public audience, just to slot the DPH into your standard working day and see what happens.

Although we want you to take it seriously, we are also sure that you will find ways to revel in all of the DPH's absurdities. Make the process fun for yourself. Feel free to play around with the way you facilitate the collection of information and with the information you choose to reveal/contribute.

We hope you enjoy this temporary intervention into your daily routine!!

Good luck and best wishes – we look forward to hearing what you think of DPH – see you on the other side!

Yours,

LOW PROFILE

About the artists

LOW PROFILE is a collaboration between artists Rachel Dobbs (IRL) and Hannah Jones (UK) working together to make live art since 2003. They are currently based in Plymouth.

LOW PROFILE's work is about not giving up, the impossible, the endless and the obsessive – our experiences of everyday life magnified and put on show. Over the last number of years, their research and work has been concerned with the timely and persistent themes of survival and preparedness, alongside the perceived need for protection from others, the unknown and ourselves. Recently, LOW PROFILE have been making a series of works under the umbrella name DRY RUN, exploring simulations of situations often yet to be experienced – pre-planned dress rehearsals, stand-ins and practice runs for the 'real thing'. By setting up situations that are inviting and engaging, they explore the reoccurring concerns of being prepared, trying hard and doing your best, learning live and making mistakes.

General information

- ◇ Limit huddles to 7 minutes or less.
- ◇ Hold the huddle in a central location, and stand rather than sit.
- ◇ Experiment with different times of day and attendance. Don't give up on the concept because a certain time or mix of staff doesn't work. You can huddle before the work-day, late afternoon, after lunch etc. and with different staff in attendance.
- ◇ 'Buy in' to daily huddles is critical to their success and continuation.
- ◇ Huddles help in buildings with different hallways, offices or public areas, as 'representatives' can take vital information back to their area.
- ◇ In the beginning, you will need a designated leader and a structured 'agenda'. After a few weeks, the huddle will run itself.
- ◇ In the beginning, the huddle will require daily discipline and a champion. Once the huddles gain momentum, usually within 2 days to 2 weeks, the benefits are self-evident and no extra effort is required.
- ◇ The huddle can be led by anyone – the leader should not necessarily follow hierarchal job roles. Within the first 10 days, try to have rotated the facilitation of the huddle to all members of the team.

1. SAFETY FIRST - please record the number of staff accidents whilst on duty and/or near misses up to the point of the huddle taking place.

2. QUALITY OF SERVICE -

(i) Donations Received Target – Target amount in pounds (£) per month. Decide on a realistic amount of money to raise through donations this month – record this in the first box.

Each day, report on how much money has been raised through donations in the 'Today' box, add this to the 'This Week' and 'This Month' boxes. At the start of each new week, rub out the amount in the 'This Week' box and start again at £0. At the start of each new month, rub out the amount in the 'This Month' box and start again at £0.

(ii) Satisfied Visitors Target – Set the target for the quality of service as a percentage in the first box (ideally 100%). If any complaints are reported, adjust the percentage recorded in the 'Today' box.

Example: If 200 people visit and 1 person complains this gives you a satisfied visitor percent of 99.5%, worked out using the following sum: total number of visitors minus total number of complaints (200-1 = 199) divided by total number of visitors (200) multiplied by 100 (to make it a percentage) $199 \div 200 \times 100 = 99.5\%$. Write 99.5% in the 'Today' box.

If any complaints are received, you will also need to adjust the 'This Week' and 'This Month' boxes in the same way.

Example: If 683 people have visited 'This Week' and 4 complaints have been received the satisfied visitor percentage for 'This Week' would be 99.4%, worked out using the same sum as above. $(683-4) \div 683 \times 100 = 99.4\%$.

You will need to keep track of the total number of complaints received per week/per month to allow you to make these calculations. Use the 'Complaints Tally' in your pack to help you to do this.

3. DAILY HUDDLE TAKEN PLACE – In this box place a tick or a cross to record if the huddle has taken place that day. In the comments section you could choose to record the time it has taken place, the initials of who was in attendance or any identified issues. If for any reason the huddle has not taken place, take immediate action to resolve the smooth running of daily huddles.

4. CURRENT SICK ABSENCE AS % - Record sick absence as a percentage of all staff in the building (to the best of your knowledge). To work this out you will need to know/estimate the total number of people expected at work that day and the number of reported absences.

Example: If 83 people are expected for work and 1 person is absent the current sick absence would be 1.2%. The way to work this out is to divide the number of people absent (1) by the total number of staff expected for work (83) and multiply by 100 (to make it a percentage). $1 \div 83 \times 100 = 1.2\%$.

5. SPECIAL INFORMATION? - Is there any organizational information that needs to be shared? A change to policy? The recruitment of new staff? New placement of the bins? Place a tick in the box once discussed and record actions/information to disseminate.

6. BIRTHDAYS/ANNIVERSARIES/WELCOME BACKS/GOODBYES – Is it anyone's birthday, wedding anniversary or a special occasion (graduation/passing driving test/birth of children/decease absolute)? Has one of the team been away for a while and should be welcomed back? Is someone leaving for pastures new? Place a tick in the box once discussed and record any special announcements in the comments section.

7. OBSTACLES FACED – Give all those in attendance the opportunity to raise any obstacles they are facing. Maybe the printer keeps jamming or the internet goes down regularly? Maybe you didn't sleep well last night or you've run out of enthusiasm for the project you're working on? Record the number of obstacles faced in the corresponding box and record any information to share with others in the comments section.

8. PROBLEMS SOLVED – Take the time to recognize and celebrate any problems solved by members of the team. Has someone worked out a way to do something more effectively, or helped another team member to resolve an issue they were facing? Record the number of problems solved in the box and any examples in the comments section.

9. MISTAKES MADE – Discuss and work through any mistakes identified. Embrace any mistakes made in a positive way and work through them together as a group. Don't be embarrassed to share mistakes, be open and trust each other for support. This takes courage and will result in a more efficient, productive, supportive and happy team. Maybe you put petrol in a diesel car or sent an email to the wrong person? Maybe you double-booked something or keep getting someone's name wrong? Record the number of mistakes made in the box and any examples in the comments section.

10. SUCCESSES CELEBRATED – Celebrating success helps to strengthen work culture, build motivation and passion in the team, increases confidence, reduces stress and improves team communication. Celebrate success everyday during the daily huddle. Maybe an upcoming show has just sold out, there's a great article in the newspaper about the project you're working on or a workshop is fully subscribed? Record the number of successes in the box and write up any exceptional successes in the comments section, as well as any actions to arrange out-of-hours team celebrations.

11. GOALS IDENTIFIED – What does everyone hope to achieve by the end of the day? Ask each person to pick one thing to focus on (it could be something small - make sure it's attainable) and visualize his/herself achieving it. Discuss. Place a tick in the box and record key goals in the comments section.

12. CHANGE OF ROUTINE? – Do any of the team need to leave early for work today so they can make it to an after work appointment on time? Does anyone need help covering the desk/phones/bar whilst they go to the dentist? Are you experimenting with doing something different in your lunch break? Place a tick in the box once this has been discussed and record any actions for the day.

13. COMMENDATIONS – This is an opportunity to identify, praise and applaud any special achievements, accomplishments or outstanding examples of a job well done. You can also choose to highlight personal commendations achieved outside of the workplace (acts of bravery, sporting endeavors, charitable acts etc). Record the name (or initials) of individuals commended in the box once discussed and write up any details (if you wish) in the comments section.

14. Last Weeks' Actions/This Weeks' Actions:

Every Monday, review actions set for the last week and discuss and agree new actions for the coming week. Record these actions in the corresponding box on the chart. These could include the appointment of a new huddle leader, a change of time for when the huddle will take place next week or any other key actions.

15. Total Visitor Traffic:

Using the people counter on the front door, record how many people used the building on this day, add this total to the amount for 'This Week' and 'This Month'.