

**Better Together**  
**unlock the potential of teamwork**  
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**Benefits of Better Together**

- More ideas
- Synergy – creativity - innovation
- More contributions
- More people to do the work – many hands make light work

**Why Resistance to Teamwork**

- Conflicting styles
- Inefficiency because people want to do things in different ways
- Fear that the team won't be properly constructed.....with the right people and the right instructions

**The team that does NOT work well together**

- No one knows what they are supposed to be doing
- No one cares about what we are supposed to be doing
- Some team members care only about themselves
- Some team members are not really sure if they are part of the team
- Some team members don't want to be part of the team
- The team leader doesn't really want to be the leader
- Doesn't know how to be a leader
- But won't let anyone else be the leader

**The most important ingredients of teamwork – our ideas**

- Good leadership
  - Bring out the best in people
  - Facilitate, rather than lead
  - Provide people with what they need

- Define roles
- Shared vision
  - Every knows what we are trying to achieve
  - Everyone wants to contribute, is bought in
- Good communications
  - Good listening
- Everyone engaged
  - All gifts
  - All personality styles
- Trust
- Ability to agree to disagree
- Ability to compromise
- Everyone fully present
- Mutual support and celebration of success

### Craig's Tips for unlocking the potential of teamwork

- Shared vision
  - Common cause
  - A gift culture of coaching and mentoring
  - A culture of mutual investment rather than individual interests
- Leaders: launch well then stand by
  - It's not magic, it's careful planning and preparation
  - Size matters, and smaller is better
  - Clarify roles – ambiguity kills productivity
  - Structure sets you free
  - Few things help an individual more than to let him know that you trust him
  - A horse runs best when loose in the harness
- Proximity matters
  - Face-to-face meetings are often worth it
  - Informal spaces and times foster collaboration
  - Team members getting to know each other fosters collaboration
- Encourage constructive conflict
  - Don't ignore it or avoid it or use it to assign blame
  - Disagreements about the work are okay
  - Define and implement a common method for resolving conflict
  - Equip people to resolve conflicts themselves
- Information for all
  - Pixar – everyone must have the freedom to communicate with anyone
  - It must be safe for everyone to offer ideas
  - Information and works in progress freely shared
  - Intense listening
  - Open to the best idea coming from anywhere

- Credit the team
  - Make others look good
  - The mark of a good leaders is that their followers become good leaders
  - Don't worry about individual credit or blame

### How to overcome barriers

- Make collaboration deliberate. Decide to do it and make it happen.
- Use conference calls and on-line meetings for information sharing.
- Ask funders and regulators how things can be done creatively.

### How to support each other

- Show gratitude and appreciation
- Celebrate successes
- Initiate helping others; the gift culture
- Name and acknowledge that the work is hard
- Understand that people are different, and it's not their fault

What key thing can you do to unlock the potential of teamwork?