

Collaboration Done Right and Good Meetings Don't Just Happen

Highlights of the sessions with Craig Freshley
at the 2014 Maine Subway Fall Rally

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Key Ingredients for Good Collaboration – Audience Comments

- Open-minded
- Good listening
- Leadership
- Humility – willingness to let go
- Ground rules
- Clear goals and expectations
- Decision making method established in advance
- Teamwork
- Empathy

Key Ingredients for Good Collaboration – Craig's Opinion

- Shared vision
 - Common cause
 - A gift culture of coaching and mentoring
 - A culture of mutual investment rather than individual interest
- 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
- Okay to critique ideas but not personalities
- Define and implement a common method for resolving conflict
- Information for all
 - 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 leader is that their followers become good leaders
 - Don't worry about individual credit or blame

Benefits of collaboration done right

- Innovation
- Break-through process improvements
- Sense of belonging
- Willingness to achieve
- Pride
- Job satisfaction
- Creativity

Key ingredients for good meetings

- Know why you are meeting
 - And that you need to have one!
 - If you have a problem to be solved or a question to be answered, make sure that having a meeting is the best way to solve your problem or answer your question
 - Write down the problem or question
- Design the meeting to match the purpose
 - Right agenda
 - Reasons get together
 - Entertainment
 - Build community
 - Learn new things
 - Generate ideas
 - Make decisions
 - Get stuff done
 - Think through each agenda item and what the purpose is
 - Think through the timing

- Right people
 - Right room
- Professional process
 - Separate substance from process
 - Clarify how the decision will be made
 - Clarify ground rules
- Good attitudes
 - Helpful
 - Open minded
 - Fully present
 - Not helpful
 - I know what's best
 - I don't think this will work
- Write stuff down
 - In the meeting
 - After the meeting
- Align actions with intentions
 - Policy with practice
 - Do what you said you would do
- Good meetings don't just happen
 - They happen with careful planning and deliberate execution
 - They happen with key ingredients

Resources for More Learning

[Here is a link](#) to Craig's Good Group Tips where you can find one-page Tips, Handouts, and How-To Videos on all aspects of group decision making.

[Here is a link](#) to a Menu of Ground Rules that you might want to use in meetings.

[Here is a link](#) to the book: Great Meetings - Great Results.

[Here is a link](#) to the book: The Leadership Challenge.