

FLOW!

Managing Strategic Process in Team Meetings

Adapted from:

- Whitmore, J. (1996). *Coaching for performance* (2nd Ed.). London, UK: Nicholas Brealey Publishing.
- Rogers, J. (2004). *Coaching skills: A handbook*. Berkshire, UK: Open University Press.
- Scott, S. (2002). *Fierce conversations: Achieving success at work & in life one conversation at a time*. London, UK: Piatkus.

About a third of discussion in effective teams takes place around the *process* of communication as distinct from actual *performance* of the task. Examples of process include: Resolving conflict, clarifying expectations, reviewing decisions, checking understanding, seeking agreement for strategy, inviting all views, building trust, setting rules of engagement, reflective listening, facilitating consensus, and keeping the team focused on the task. Creating “FLOW” produces good team outcomes.



Focus: Encouraging the team to specify goals and desired outcomes.

- “What specific outcome are we looking for?”
- “How will we know when we’ve achieved that?”
- “Do we really want to do this?”
- “Can we do it within the timeframe?”

Landscape: Helping the team to see itself realistically

- “What do we currently know about the problem?”
- “What resources do we have?”
- “What are the critical variables?”
- “What do we understand so far?”

Options: Generating multiple pathways of action

- “What ideas do we have about this?”
- “Are there any other options?”
- “Is there another way?”
- “What’s one more option we haven’t thought of yet?”

Will: Considering the motivation

- “What’s our decision?”
- “Are we all in agreement?”
- “Are there any obstacles or objections to achieving that?”
- “What are the next steps?”