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# Facilitative Leadership

Creating a Collaborative Culture  
with Great Meetings

# Jason Schreuder

## Agile Coach

- ▷ 10+ years of Agile, coaching, training and leading agile teams in the military and technology industries
- ▷ experience leading an Agile PMO and an Agile adoption in a global technology company developing manufactured devices, currently working on non-software applications for Agile in a large, private financial technology firm
- ▷ Graduate degrees in business and higher education, alphabet soup of certifications
- ▷ from Apex, North Carolina

*Helping people, teams, and organizations pursue the ability to engage and affect their environment so that they can adapt to a complex and ever changing world.*



# Chris Curry

## Agile Coach

- ▷ 8 years of working with Agile teams
- ▷ Converted developer with 4+ years of years of Scrum Mastery ad Coaching
- ▷ Passionate about creating environments of trust and safety so that teams may thrive as a cohesive unit
- ▷ from Raleigh, North Carolina



# What comes to mind?

Go to [menti.com](https://menti.com) and enter the code:

**45 70 49**



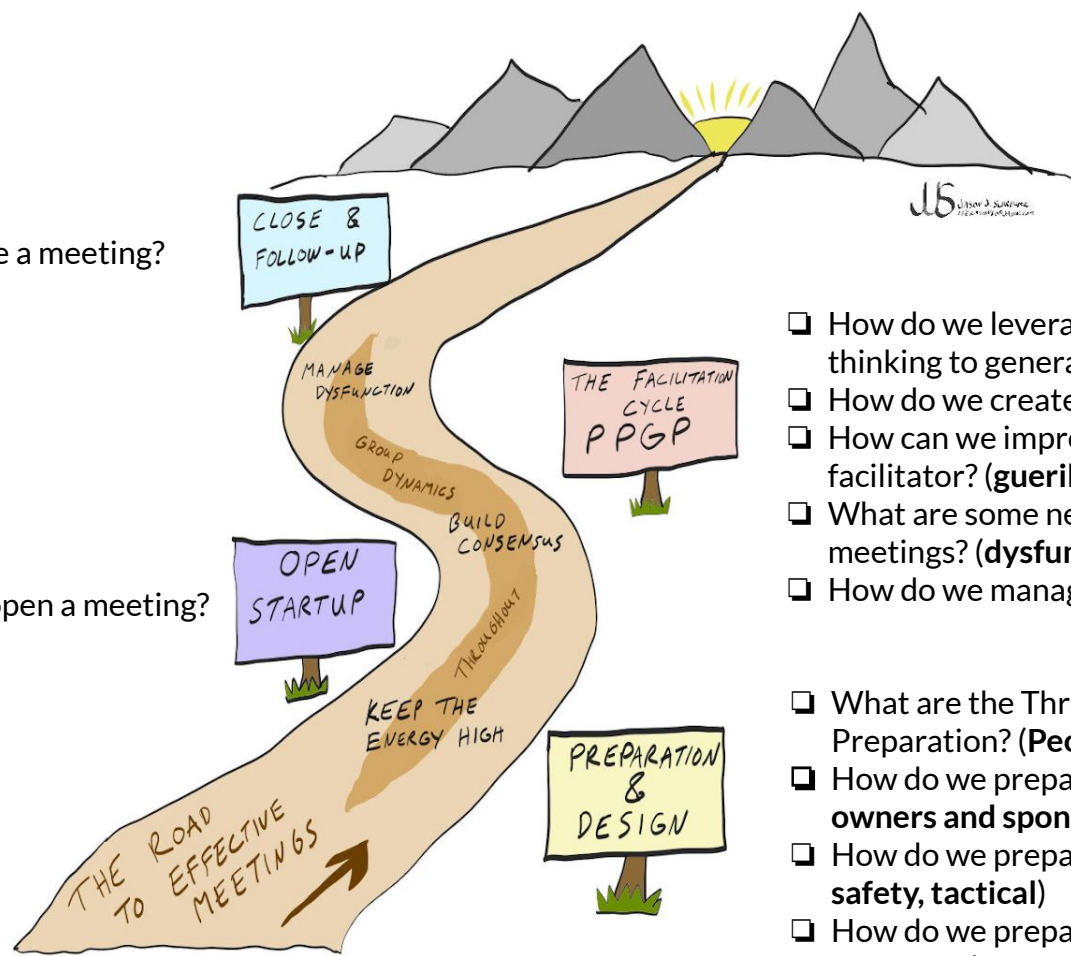
*Vast quantities of human creativity, motivation, and energy die in corporate meetings every day. It's a tragedy of epic proportions that is met with defeated shrugs and murmurs of, "Meetings just suck, you know?"*

*Sam Spurlin, Org Designer @The Ready*



❑ How do we close a meeting?

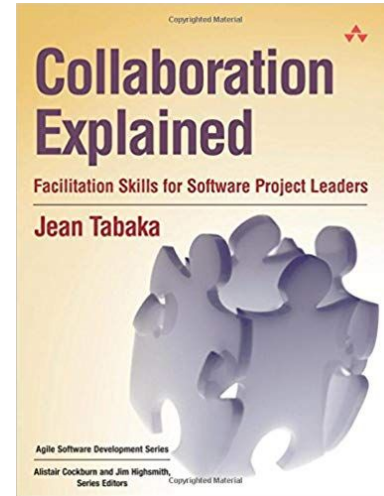
❑ How do we open a meeting?  
(POWS)



- ❑ How do we leverage divergent and convergent thinking to generate the best ideas? (**groan zone**)
- ❑ How do we create healthy open dialogue?
- ❑ How can we improve meetings if we are not the facilitator? (**guerilla facilitation**)
- ❑ What are some negative behaviors we see in meetings? (**dysfunctional personas**)
- ❑ How do we manage those behaviors?
  
- ❑ What are the Three Pillars of Meeting Preparation? (**People, Matter, Work**)
- ❑ How do we prepare the people? (**meeting owners and sponsors**)
- ❑ How do we prepare the container? (**physical, safety, tactical**)
- ❑ How do we prepare the work? (**purpose & outcomes**)
- ❑ What organizing tools do we use as facilitators?

# The Collaborative Team

- ▷ Self-Organizing
- ▷ Empowered
- ▷ Confident
- ▷ Committed
- ▷ Trusting
- ▷ Participatory Decision Making (consensus)
- ▷ Constructive Disagreement (healthy conflict)

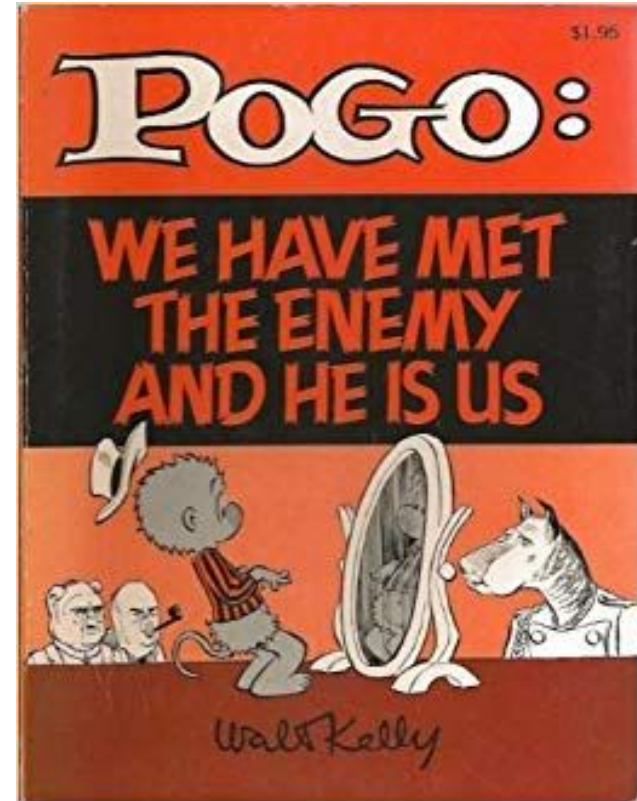


Jean Tabaka, *Collaboration Explained* (2006)

# Collaboration Challenges

What are some collaboration challenges for your organization?

1. *Write Top 3 Silently*
2. *Standing Interview*
3. *Be Prepared to Share*





# Great Facilitation Guides Collaboration for Better Results!

- ▷ We need collaborative meetings to develop collaborative teams, and a collaborative culture.
- ▷ True collaboration can only happen with every voice engaged (and deliberate attention to not only preparation but execution of an endeavor as a human system).
- ▷ Good facilitation delivers high quality experiences!

**Meetings are *real work*: facilitation required.**

# Facilitator as Process Owner

- ▷ Establishing your Convictions about Collaboration
- ▷ Stay positive
- ▷ Foster self-organization
- ▷ Ask questions
- ▷ Encourage information sharing
- ▷ Drive to consensus
- ▷ Make everything else highly visible
- ▷ Take away the blame (“It’s my Fault”)

**The facilitator (or coach)  
needs to *step back* in  
order to *step up*.**

# Facilitators and **Leaders** at all Levels

Consider these before you offer to help facilitate. Do any of these apply?:

- ▷ I am a critical knowledge holder
- ▷ I have a definite opinion about the result
- ▷ I am a manager (reporting authority) to the participants
- ▷ I have significant conflict with a key participant
- ▷ I cannot maintain a high level of energy

# 7 Levels of Authority

Go to [menti.com](https://www.menti.com) and enter the code:

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How to Delegate Better Using the 7 Delegation Levels

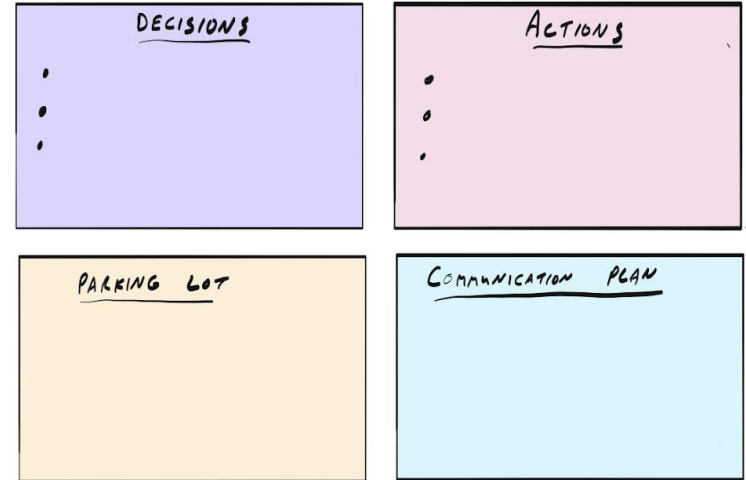
# Meeting Owners and Sponsors

Figure out who the sponsor the meeting is (if it is not already known). Meet with them, 1:1 and address:

- ▷ The **WHY** -- get clear on the session purpose as the sponsor sees it. If you find that the participants don't see it the same, circle back.
- ▷ The **WHAT** -- what deliverables will achieve success (fulfill our purpose)?
- ▷ The **WHO** -- use the *7 Levels of Delegation* to make sure everyone in the meeting has a clear understanding of their scope of authority, including the meeting sponsor or *decider* in the room.

# Organizing Tools

- ▷ Parking Lot -- Issue (triage)
- ▷ Working Agreements
- ▷ Decisions -- Owner & Action (What? Who? When?)
- ▷ Communication Plan (What? Who? To Whom? By When?)
- ▷ Definition of Consensus -- *"I can live with it, and I can support it"* (3 of 5 fingers)



# Guerilla Facilitation

- ▷ Clarify purpose and agenda up front
- ▷ Help the group use and maintain organizing tools
- ▷ Clarify throughout that we are sticking to purpose and tackling one agenda
- ▷ question at a time
- ▷ Be appreciative and supportive ("Thank you")
- ▷ Notice non-verbals and other aspects of the environment
- ▷ Ensure every voice is heard
- ▷ Be mindful of dysfunctional behavior



*Given that complete communication is never possible, the task on a project is not to try for complete communication but to manage the incompleteness of our communications*

Alistair Cockburn, *Agile Software Development: The Cooperative Game*, 2001





# Thanks!

## Any questions?

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