



**The Four Meeting Model:
Creating Sustainable, Engaged and Effective Connection
With Essential Collaboration, Engagement and Involvement
Leading to High Performance and Trust**

TIPS FOR SUCCESS

- Make Collaborative Leadership and team alignment a priority and communicate that to your team
- Set up a team meeting to discuss and to introduce the process
- Know that the team alignment process with a consultant and with the team during regular interaction will take time which will be made up by creating more efficiency and implementation with a new mindset
- Give yourself as the leader the coaching and reflection time to develop new goals based on the fact that 21st century business demands collaboration
- Be open to new ways of thinking and doing and to your own leadership expansion
- Know that empowerment of the members of your team will create more time for strategic thinking and interaction with other business leaders

The Introductory Meeting is where the process of the team is introduced and discussed.

- Discuss the concept of using meetings to move into greater connection, accountability and solutions. Emphasize that practice shows that taking time to develop better communication, partnership and sharing of possible solutions will move strategic plans and goals forward with greater speed and empowerment for all involved.
- Ask them to use the time between this introductory meeting and the first of the Four Meetings to consider what is going well and what is presenting a challenge to them.
- This is a time to introduce the idea of; presenting a report that has a focus on a win as well as a current challenge as a way of effectively utilizing the meeting and the team. This will replace the usual business report that is often read without comment. It sometimes takes some time to get people comfortable with the vulnerability of talking about challenges
- This is an opportunity for the leader to demonstrate by having an example of what is going well (a Win) and a challenge that is being presented. And what a next step might be. You can let them know that no one will question during the presentation. You can use ½ hour to have everyone give the same communication. There is no right or wrong

way to do this. The important thing is the communication and the willingness to do something different to enhance results.

The next four meetings that follow the first introductory meeting are:

- **The First Team Meeting** is focused on Communication.
- **The Second Team Meeting** is critical in establishing a system of consistent follow up and accountability. It should occur one week after the first.
- **The Third Team Meeting** is a continuation of the process introduced in Meetings 1 and 2:
- **The Fourth Team Meeting** is solution-focused.

In the **First Team Meeting**, following the introductory meeting, have each person:

- Introduce themselves as if it is the first time they are meeting
- The way they see their function
- How their function relates to the function of each person at the table
 - Then it will be valuable to see if what people have said about their function is actually how others see it. Obviously, if there are differences there is an opportunity created for more clarity to be established.
 - The focus of the team meeting will be to develop alignment so discussion of current business can follow.

Take time to set up the next meeting. It will be important to get full attendance even if it is remote. These meetings become important because they are going to be driving results.

The **Second Team Meeting** is critical in establishing a system of consistent follow up and accountability, and for opening up communication about each person's role, and how the functions of each member can be connected to create better department results.

See if you can schedule a week to two weeks after the first and:

- Discuss any questions or issues that may have come up in the intervening week.
- Take a few minutes for each person to discuss current projects or challenges they are dealing with.
- Create agreements from each person to move forward or complete their projects.
- Set up partnerships within the group so each person is accountable to one other person for agreements. It can be of value for each person to pick a partner with whom they have not had much contact.
- Discuss with partner the implementation details, and take time to set up check-in calls during the week, for 15 minutes.
- Close meeting.

The **Third Team Meeting** is a continuation of the process:

- Take a few minutes for each team partnership to review their projects separate from the group and to set some accountability agreements for the coming week. This is an opportunity for the leader of the team to model reporting to the entire group on his/her goals and progress over the last weeks, and to request specific support.
- Then give an opportunity for each person to give a brief, 2-3 minute, account of progress in fulfilling the opportunity to make agreements, have the supporting conversations, and to create the results.
- Have Team Partners discuss privately with each other, any implementation details, and take time to set up check-in calls during the week, for 15 minutes.
- Close meeting.

In the **Fourth Team Meeting**, and Renewal Meetings moving forward:

- Team members report what has gone well and where the challenges are, remaining solution- focused vs. blame-focused.
- From the challenges presented, one can be selected for moving forward into a solution. Often this will involve some inquiry from others to create clarity in the situation, not to look for causative factors.
- As the team moves forward, time should be given to the solution *in the next staff meeting* so that people have time to think about their offered suggestions. This creates the base for collaboration that is empowering, and accountability that taps into the strengths of each person on the team.
- Devote a part of each meeting moving forward to presenting wins and challenges, and then select one team member at each meeting to receive the input of other team members on their particular challenge.
- It has been found that the usual meeting model of each business leader giving a report of business does not engage *everyone* in the room; rather it becomes a report to the leader and to those who stay engaged. The important information for engaging the team in shared leadership is to look at what works (the wins) and what is not working (challenges), and *what engages everyone* in solution focus. The usual report can be handed out for reading once the important aspects have been said in the meeting.

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