## Contents

Introduction: Collaboration in Flow How We Discovered Flow: From «Excellent Collaboration» Discovering Flow as the Key ......13 Focus and Structure of This Book......16 Part 1: The Essentials of Collaboration in Flow The Worst Flow Blockers in the Workplace......20 How Conflicts Stop Flow......20 The Magical Solution: Flow ......27 Why Flow Fades Away.....28 The World of Work as a Machine - Or a Flock of Birds......32 Purpose and Other Flow Bringers: The Foundation for More Flow....... 38 The Flow Bringer «Calm, Time, and Focus» .......38 Overarching Flow Bringers: Purpose, Focus, Clarity, Team, and Joy......40 Part 2: The Flow Toolbox at Work The Universal Tool: The Flow Question ......54 Talking About Flow - Rather Than Secondary Issues.....55 Putting on the Flow Glasses......58 Recognizing Flow Blockers and Taking Action ......58 Tool 2: Write & Listen.......60

Frustrating Scenes......60

How the «Write & Listen» Tool Works61
How «Write & Listen» Enhances Flow64
How Discussions Can Hinder Flow - And How to Avoid This65
What Do Users Say About This Tool?68
Tool 3: Listen & Decide69
Depressing Decision-Making Incidents69
Why Decisions Often Just Don't Happen70
Listen & Decide Module 1: The Yes-No-Other Decision-Making74
Listen & Decide Module 2: Slider Decision-Making76
Listen & Decide Module 3: The «Write & Listen» Survey79
Core Aspects of «Listen & Decide»80
What Do Users Say About This Tool?84
Tool 4: Flow Management (Kanban)85
Scenes with a Lack of Flow Management85
Using Visible Signals to Support Flow86
The Basics of Flow Management
Applying the Flow Management Tool (Kanban)88
Additional Flow Accelerators in Flow Management92
Using Flow Management for Team Flow94
What Do Users Say About This Tool?99
Tool 5: Get-It-Done Session102
Counterproductive Meeting Culture and Project Management102
Get-It-Done Sessions as the Ultimate Flow Bringer104
How to Implement the Tool106
What Do Users Say About This Tool?109
Tool 6: My Operating Manual110
A Blocking Cultural Backpack110
Getting to Know Myself and Others Better: The Pros and Cons of Diversity111
My Operating Manual: A Mini-Investment with a Lasting Impact113
What Do Users Say About This Tool?121

	Tool 7: Team Agreement	122	
	Misunderstandings and Friction	122	
	Culture Eats Strategy For Breakfast	123	
	Team Agreement: Making Team Culture Explicit	124	
	Developing a Team Agreement in a Mini-Workshop	126	
	What Do Users Say About This Tool?	135	
	Tool 8: Address Tensions	137	
	Frustrating Tensions	137	
	Using the «Address Tensions» Tool at Work	139	
	What Do Users Say About This Tool?	145	
	Tool 9: Flow Feedback	146	
	Giving Constructive Feedback Is Easier Said Than Done!	146	
	Creating Connection and Stabilizing Relationships with Flow Feedback	148	
	The Goal: Constructive Feedback	153	
	What Do Users Say About This Tool?	161	
	Tool 10: Flow Team Meeting	162	
	Creating Flow Together Is Not So Simple	162	
	Ensuring the Purpose and Clarity of a Team Meeting	163	
	Flow Team Meeting Formats	164	
	Procedure for a Flow Team Meeting	172	
	What Do Users Say About This Tool?	174	
	ort 3: Case Study Flow Transformation: How an Entire overnmental Agency of 500 People Achieved Flow		
«L	et's Go – with Flow!»	178	
	Conversation with Inge Hubacher, Agency Director	178	
Gl	ossary: Terms Explained	190	
Αb	About the Authors19		
Gr	Gratitude1		