Cultivate Psychological Safety
- Openness
- Honesty
- Kindness
- Trust
- Vulnerability
- Can say *anything* without fear

Conflict can be productive, and valuable, in order to explore, understand, and move ideas forward.
Explore *constructive* conflict willingly. Resolve *disruptive* conflict before it becomes *destructive*. Don’t *make* it personal; don’t *take* it personally.

Diversity and Inclusion
- Be mindful of others’ background / reasoning
- Acknowledge (and value) cognitive / emotional diversity
- Appreciate others’ work & recognize it verbally
- Prioritize listening (there’s a reason you have two ears and one mouth)

Tuckman’s Team-Development Model
- **Forming** – what do we think we should be doing?
- **Storming** – what do you you think you’re doing?! (who do you think you are?)
- **Norming** – now that we know one another, how do we best do this?
- **Performing** – let’s get this done!

Divide and Conquer isn’t enough
If you use *divide and conquer* (*you do this, I’ll do that*) to tackle a task, make certain to precede it with *define and confer* (*who will do what? which part goes where*?), and follow it with *revise and concur* (*would that go better there? is that the best word?*) If not, you could end up with a collection of mis-matched parts that poorly represent your otherwise good work.
Making Collaboration Work | Best Practices

It’s not just about getting the work done. Use group work as an opportunity to grow, and teach, as well as perform.

### Running Effective Meetings
- **Agenda** (“why are we meeting?” “what do we hope to discuss / decide?”)
- **Check-ins** (Establish current personal contexts)
- **Roles** (rotate for freshness)
  - Facilitator
  - Time-keeper / Watchdog
  - Devil’s Advocate
  - Recorder
- **Everyone** should be heard
- **Action Items** (What to do before next meeting)

### Creating and revising a Team Charter is useful to:
- Get to know your peers
- Discuss strengths & weaknesses
- Confirm communication style / methods / frequency
- Define / refine group processes
- Develop conflict resolution methods
- Establish Group dynamics / roles
- Document decision-making protocols
- Reveal personal goals for the project
- Indicate personal time / interest
- Agree upon milestones / deadlines
- Contemplate “what if?” rather than “what went wrong?”
- Lay a foundation for successful group work

### Giving Good Feedback – Receiving Feedback Well
- **Be open, honest, kind** – with the aim of improving future work, rather than finding fault with past work
- Say what’s **good** and **why**, what could be **better** and **how**
- Beginners need **encouragement** about what they are doing well
- Experienced people need **information** about what they could do better

### Brainstorming Basics
- **Start Solo**
- **Defer Judgement**
- **Build on the Ideas of Others**
- **Encourage Wild Ideas**
- **Quantity Produces Quality**
- **One Conversation at a Time**
- **Stay Focused**

“In preparing for battle I have always found that plans are useless but planning is indispensable.”

– Dwight D. Eisenhower

This is the collected wisdom of the INTEG 210 class, Fall 2019

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