



### 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.

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