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# Norms of Collaboration: Strategies for Working Together Effectively in Person and Virtually

July 16, 2020

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# Webinar Logistics

- Welcome and thank you for joining us
- We are recording this webinar
- Slides and recording from this webinar will be available on the IDC website
- We will be muting all participants
- Please type your questions in the chat box
- Please complete the online evaluation at the end of the webinar

# Where to Find Webinar Slides and Recording



3:00 PM on October 31, 2017 -- 4:00 PM on October 31, 2017

## Back-to-Basics on Part B Assessment—What You Need to Know About Indicator B3

Webinar | Online | Back to Basics

This webinar continued IDC's Back-to-Basics Webinar Series for new Part B state staff, staff with new indicator responsibilities, and those who want a refresher on ins-and-outs of the SPP/APR indicators and related Section 618 data collections. The webinar will focused on beginning level information on Indicator B3 (Assessment), including a review of B3's specific criteria and data sources; steps and calculations required to collect, analyze, and report Indicator B3 data; and any differences or similarities between Indicator B3 and the other indicators.

Expected outcomes of the webinar were that participants would gain a better understanding of Indicator B3 requirements to ensure high-quality data for SPP/APR reporting and increased knowledge about available resources and supports for understanding and reporting Indicator B3 data.


**Materials**

Uploaded

**Back-to-Basics on Indicator B3**  
FINAL B2B B3 Assessment Draft 9.26.17.pdf

**Topics**

State Performance Plan - SPP and Annual Performance Report - APR   Part B   618 Data



Back-to-Basics

YouTube Recording

**PRESENTERS**

Susan Hayes

Tiffany Boyd

# Agenda

- Participant outcomes
- Overview of norms of collaboration
- Breakout time—Identifying challenges you're facing and norms to move forward
- Sharing out
- Planning and taking action

# Participant Outcomes

- Become familiar with the norms of collaboration as behaviors that work together to affect group interactions
- Understand how practicing the norms of collaboration can contribute to more effective communication and productive group work
- Learn ways to apply the norms of collaboration to group work and adapt them, as necessary, in virtual settings

## Pause to Reflect

*Why do you believe establishing and using norms when working with others could be important?*

(Please type your answer in the chat box.)

# Overview of Norms of Collaboration

# Basis for Norms of Collaboration

IDC staff believe that norm setting

- Outlines clear expectations
- Ensures everyone is on the same page
- Reduces misunderstandings
- Sets a tone for the meeting
- Acknowledges and honors all voices and perspectives
- Brings focus to the issues the group considers most important
- Helps groups settle in and prepare for the work ahead



# Seven Norms of Collaboration

Pausing

Paraphrasing

Putting Inquiry  
at the Center

Probing for  
Specificity

Putting Ideas  
on the Table

Paying  
Attention to  
Self and Others

Presuming  
Positive  
Intentions

Source: Garmston, R. J., & Wellman, B. M. (1999). *The Adaptive School: A Sourcebook for Developing Collaborative Groups*. Norwood, MA: Christopher-Gordon Publishers.

# Pausing

- Members engage thoughtfully in the conversation by taking time to think and reflect before responding
- Different types of pauses
  - After a question
  - After someone speaks
  - For personal reflection
  - As a collective pause

# Pausing

Facilitation strategies	Considerations in a virtual environment
<ul style="list-style-type: none"><li>• Reflective writing/journaling at specific points in the conversation</li><li>• Reminding group members to resist the temptation to solve a problem right away</li><li>• Using protocols that build in time for each person to contribute</li></ul>	<ul style="list-style-type: none"><li>• Consider being very explicit in your desire for a group to pause and reflect when facilitating in a virtual environment since it is difficult for people to not speak when there is a pause (e.g., “I’d like us to invite us all to pause for a moment and reflect on what was just said.”)</li><li>• The chat box can be used for participants to pause and reflect or respond to a prompt</li><li>• Build trust in your collaborative group by respecting others’ pauses</li></ul>

# Paraphrasing

- When a lack of clarity exists around what is being shared by a colleague, participants regularly paraphrase what was said and seek confirmation that the message of the listener is being understood
- Paraphrase to
  - Seek understanding
  - Demonstrate understanding

# Paraphrasing

Facilitation strategies	Considerations in a virtual environment
<p>Possible stems to use</p> <ul style="list-style-type: none"><li>• “I think what I’m hearing you say is...”</li><li>• “It sounds like you are saying...”</li><li>• “In other words...”</li><li>• “You’re suggesting that...”</li></ul>	<ul style="list-style-type: none"><li>• It can be helpful to document main ideas by sharing screens, if the work is developmental, technical, or contentious.</li><li>• Trust is built when we honor each collaborator’s ideas. We must be precise and accurate when we paraphrase virtually so the original collaborator feels his or her idea has been heard. We don’t see head nodding or non-verbal cues for understanding in a virtual setting.</li></ul>

# Putting Inquiry at the Center

- Inquiring into the ideas of others before advocating for one's own ideas is important to productive dialogue and discussion
- Explore
  - Perceptions
  - Assumptions
  - Beliefs
  - Interpretations

# Putting Inquiry at the Center

Facilitation strategies	Considerations in a virtual environment
<p>Possible stems to use</p> <ul style="list-style-type: none"><li>• “What leads you to conclude...”</li><li>• “Can you help me understand your thinking here?”</li><li>• “How would your idea affect...”</li></ul>	<ul style="list-style-type: none"><li>• With limitations on non-verbal communication in virtual settings (inability to read body language), it is helpful to be concise and to the point. Promote collaboration by putting inquiry at the center.</li><li>• Trust that you and your collaborators are in this together – allow yourself to be questioned and to question others in the spirit of collaboration rather than debate or argument. An attitude of “we’re in this together” moves ownership from the individual to the group.</li></ul>

**Poll Time!**



## Quick Poll—Name Your Strength

Which of these three norms do you feel you use most consistently and naturally in your interactions with others?

## Probing for Specificity (Clarification)

Group members regularly probe one another to enhance the overall learning of the group. Probing is honest, open-minded, and has the sole purpose of clarifying and enhancing the work of the group.

# Probing for Specificity (Clarification)

Facilitation strategies	Considerations in a virtual environment
<p>Possible stems to use</p> <ul style="list-style-type: none"><li>• “Please say more...”</li><li>• “Can you tell me about...”</li><li>• “I’m wondering whether...”</li><li>• “Please tell us more about...”</li><li>• “Do you have an example of...”</li></ul>	<p>Encourage use of this practice through verbal sharing and/or use of the chat box.</p>

# Putting Ideas on the Table

- Group members understand that there are many solutions to any given problem and are encouraged to toss a variety of ideas on the table during a conversation.
- Remember: It's important to “take ideas off the table” too!

# Putting Ideas on the Table

Facilitation strategies	Considerations in a virtual environment
<p>Possible stems to use</p> <ul style="list-style-type: none"><li>• “This might be one way to...”</li><li>• “One thought I have...”</li><li>• “I’m just thinking out loud...”</li><li>• “Suppose we tried...”</li><li>• “One approach might be...”</li><li>• “Here is one idea...”</li></ul>	<p>Encourage use of this practice through verbal sharing and/or use of the chat box.</p>

# Paying Attention to Self and Others

- Group members demonstrate this norm by staying conscious of how their behavior affects the group
- Pay attention to
  - How things are said
  - The learning styles of colleagues
  - How others are responding
  - Physical movement/camera location

# Paying Attention to Self and Others

Facilitation strategies	Considerations in a virtual environment
<ul style="list-style-type: none"><li>• Ensure a variety of activities that allow different voices to be heard and address different learning styles, including<ul style="list-style-type: none"><li>• Individual reflection time</li><li>• Pair-share</li><li>• Small group discussions or activities</li><li>• Round-robin share-out</li><li>• Reading and responding to text or data</li></ul></li><li>• Provide consistent breaks; consider facilitating with a partner so you can work together to “read the room”</li></ul>	<ul style="list-style-type: none"><li>• Provide one or more breaks if meetings are longer than one hour</li><li>• Use technology to create opportunities for different group activities and interactions (e.g. use of small breakout rooms, polls, chat exchanges, white board, etc.)</li><li>• Start meetings with an informal opportunity for members to get to know one another</li><li>• Being “present” in a virtual space is challenging; it is okay to ask someone to repeat or review what’s been said if needed</li></ul>

# Presuming Positive Intentions

Though group members may disagree with a colleague, the underlying sentiment is that they believe that the intentions of that person are positive. Groups that don't demonstrate this norm bring judgments and negative viewpoints of their colleagues into group dialogue.



# Presuming Positive Intentions

Facilitation strategies	Considerations in a virtual environment
<p>Possible stems to use</p> <ul style="list-style-type: none"><li>• “I appreciate what you are saying...”</li><li>• “What you are saying makes sense because...”</li></ul>	<ul style="list-style-type: none"><li>• Using participants’ names when addressing them can validate that you’ve heard them and presume that they have positive intentions for the collaboration. Think of this as the equivalent of directing your attention and your gaze to someone when addressing them in person.</li><li>• Invite others into the conversation (using their names) to support the collaboration one by one to integrate the news ideas into the collaboration by reshaping and reforming them if necessary.</li></ul>

**Poll Time!**

## Quick Poll—Name a Challenge

Which of these four norms do you feel is the most difficult for you to remember or use consistently?

**Breakout Time!**

**Identifying Challenges You're Facing and Norms to Move Forward**

## Discussion Prompts

- What has the experience of meeting and collaborating with others virtually been like for you?
- Are you willing to “put on the table” a challenge or hiccup you have experienced collaborating virtually?
- Which norm(s) could be helpful in resolving those challenges?

## Norms of Collaboration

- Pausing
- Paraphrasing
- Putting Inquiry at the Center
- Probing for Specificity
- Putting Ideas on the Table
- Paying Attention to Self and Others
- Presuming Positive Intentions



# Sharing Out



# Planning and Taking Action

*What is one norm you plan to commit to incorporating into your own work moving forward?*

(Please type your answers in the chat box.)



*Lastly, these norms don't always come naturally. We encourage you to practice them in your everyday life so that you're well versed in the Norms of Collaboration!*

# Contact Us

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# Evaluation

The evaluation poll questions will appear to the right.



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