Practice Transparency— When we are candid with each other and open about our concerns, we build trust, increase disclosure, and encourage others to do the same. Don't count on others being aware of what you don't disclose (reading your mind).

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Speak for Yourself— Speak with your "I" in mind. Monitor your words to encourage accountability and ownership. Beware of speaking for others—especially absent members—and beware of speaking for the team, e.g. "We need to . . . ." If you have an idea for the team, try, "I would like to see us—"

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Speak TO, not ABOUT each other— When you have an issue with another team member, discuss your concerns *with that team member*, preferably face to face rather than in the team. If you find your self saying "he" or "she," shift to "you." Only give feedback in the second person.

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Misgivings Deserve Attention—When you feel uncomfortable, when your energy starts dropping, when there are no shining eyes, stop the process and share your misgivings candidly with the team. Avoid attribution (naming another team member), and own your own truth, even if you meet resistance.

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Balance Advocacy and Inquiry (Neutral Listening)—Advocate when you are trying to convince the team, inquire when you are trying to strengthen the team. Neutral listening does not imply agreement, but it does increase understanding. Reframe before speaking whenever you can.

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Treat Conflict as an Opportunity—Teams without conflict rapidly become dysfunctional, non-productive, and cliff-bound. Conflicts ignored or avoided will return at the worst time. These unaddressed conflicts fester and gain energy. They also dislocate from the issue and appear later, stronger, and in disguise.

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Treasure Differences—Accept that when others show up as who they are, you may feel irritation. Ask yourself "What about myself does this person's behavior bring out?" It's about you. If you need to provide feedback, that's fine, <u>and</u> this provides an opportunity to appreciate difference.

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Balance Product, Process, and People—We tend to rush to task. Back off, focus on process and people. If we can do this, the product (task) will take care of itself. Ask yourself "How can we approach this better? What am I hearing that indicates team members' needs?"

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Bank on Options—Take the time to explore options in order to prevent groupthink and to increase your likelihood for success. The best question to champion is "What if . . . .?" Reverse assumptions in order to include possibility.

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Rule #6—Don't take yourself so *^%# seriously. Balance your needs and others'.

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