The Seven Norms of Collaboration

Paraphrasing: Using a paraphrase starter that is comfortable for you: "So…" or "As you are..." or "You're thinking…" and following the starter with a paraphrase assists member of the group to hear and understand each other as they formulate decisions.

Pausing: Pausing before responding or asking a question allows time for thinking and enhances dialogue, discussion, and decision-making**.**

Probing: Using gentle open-ended probes or inquiries such as, "Please say more…" or "Can you tell me more about…" or "Then, are you saying…?" increases clarity and precision of the group's thinking.

Putting ideas on the table: Ideas are the heart of meaningful dialogue. Label the intention of your comments. For example, you might say, "Here is one idea…" or "One thought I have is…" or "Here is a possible approach…" or "I'm just thinking out loud…"
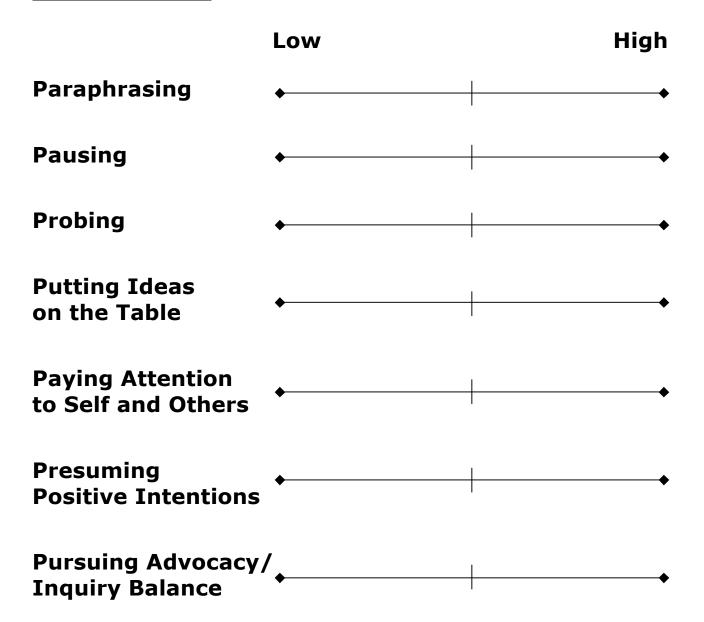
Paying attention to self and others: Meaningful dialogue is facilitated when each group member is conscious of self and others and is aware of not only what he or she is saying, but also how it is said and how others are responding. It includes paying attention to learning style when planning, facilitating, and participating in group meetings. Responding to others in their own language forms is one manifestation of this norm.

Presuming positive intentions: Assuming that other's intentions are positive promotes and facilitates meaningful dialogue and eliminates unintentional put-downs. Using positive intentions in your speech is one manifestation of this norm.

Pursuing a balance between advocacy and inquiry: Pursuing and maintaining a balance between advocating for a position and inquiring about one's own and others' positions assists the group to become a learning organization.

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Assessment

	Low		High
Paraphrasing	◆———————|————————◆		
Pausing	◆———————|————————◆		
Probing	◆———————|————————◆		
Putting Ideas on the Table	◆———————|————————◆		
Paying Attention to Self and Others	◆———————|————————◆		
Presuming Positive Intentions	◆———————|————————◆		
Pursuing Advocacy/ Inquiry Balance	◆———————|————————◆		