

# Kick 'Em or Keep 'Em

Collaborating on our own Deserted Islands

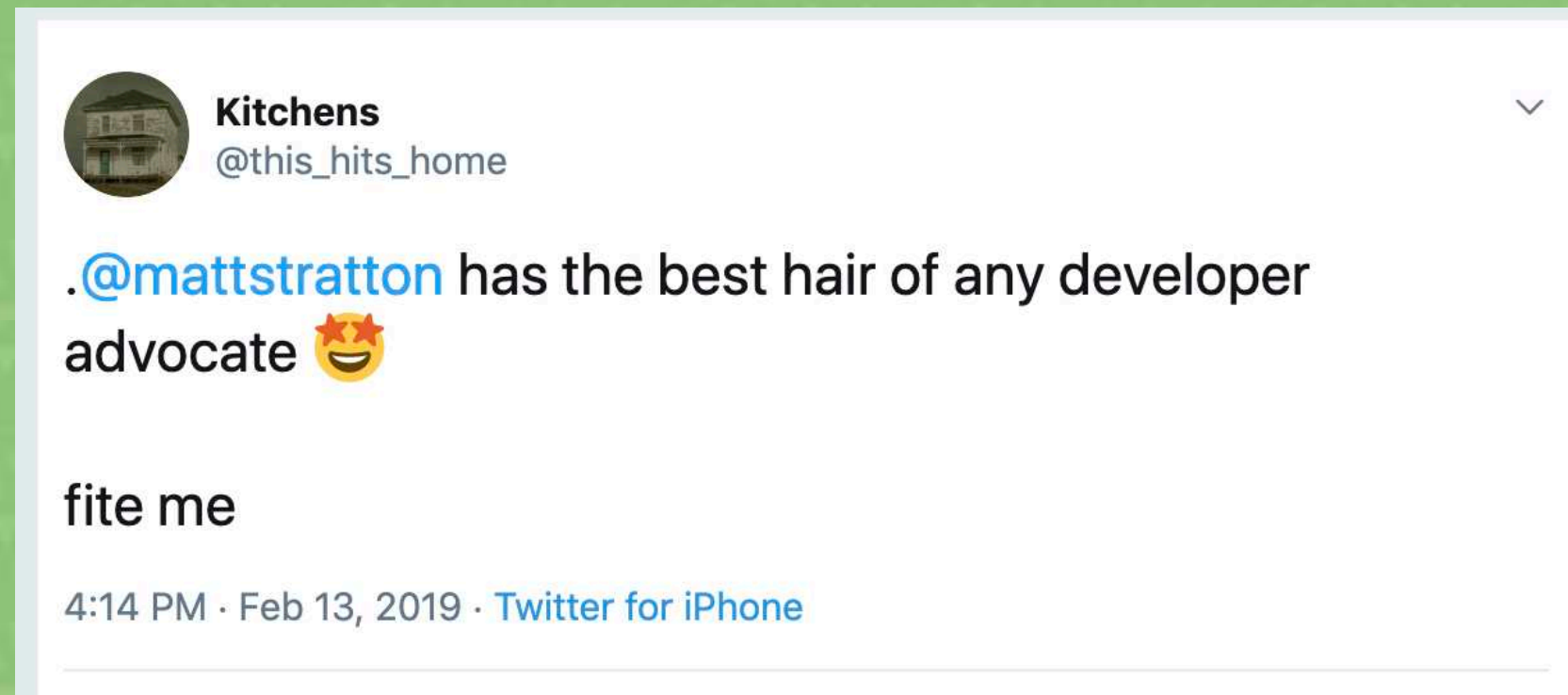
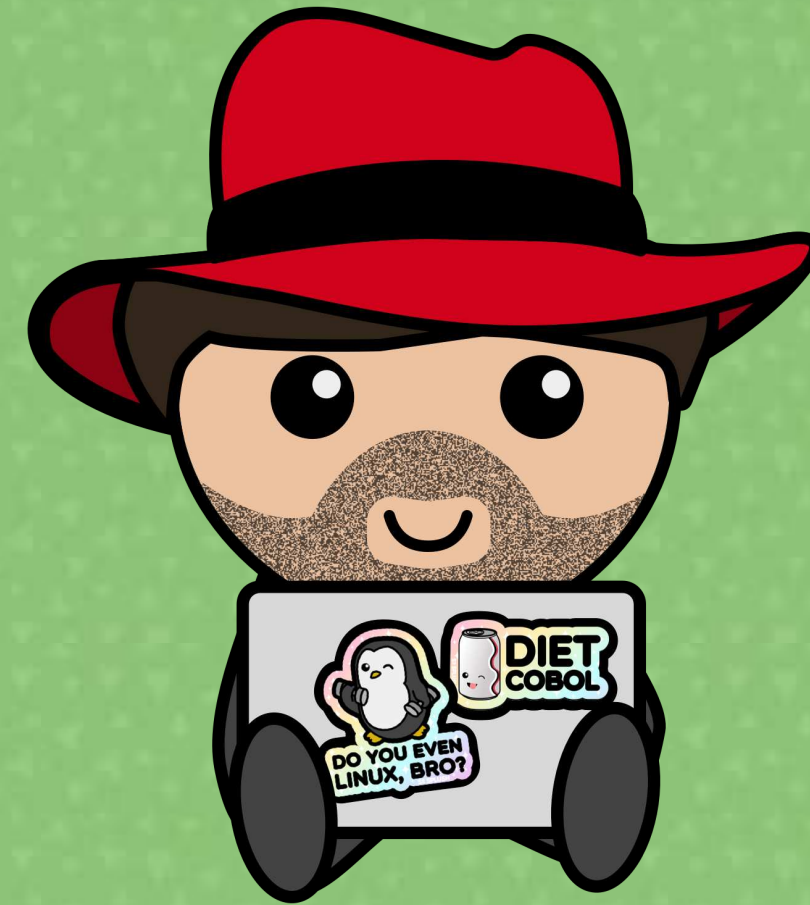
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blah blah blah collaboration



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blah blah blah empathy



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blah blah blah



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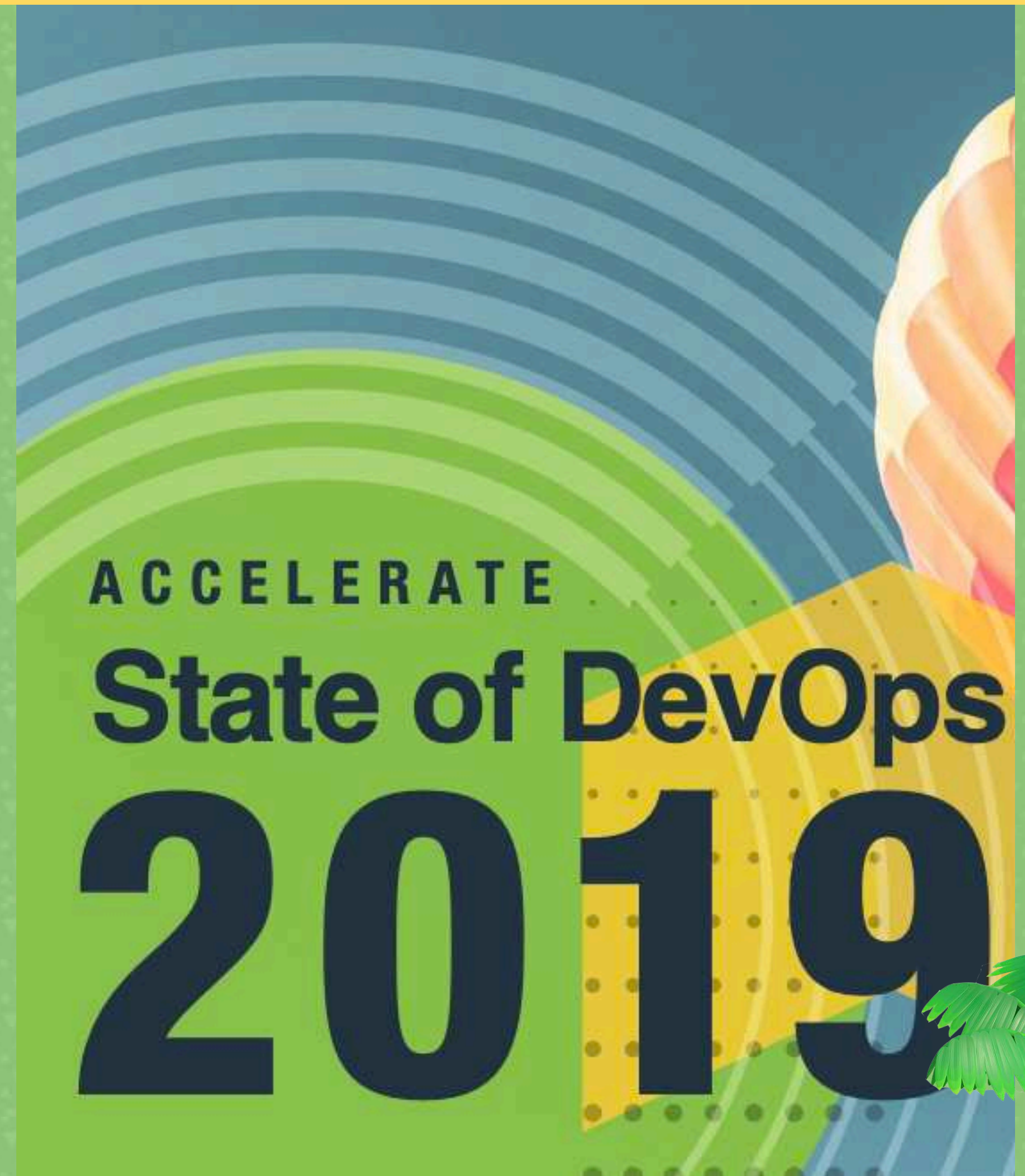
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“Our analysis found that this culture of psychological safety is predictive of software delivery performance, organizational performance, and productivity”

- Accelerate State of DevOps Report 2019



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cool cool cool



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cool cool cool  
how do we do it?



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# Psychological safety



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“[Psychological safety is] a sense of confidence that the team will not embarrass, reject, or punish someone for speaking up.”

– Amy Edmondson

Professor, Harvard Business School



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Approach conflict as a  
collaborator

Not as an adversary



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Speak human to  
human

“Just like me”



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Hugh

I ate six bags of chips last night  
and fell asleep with the TV on...  
I had real weird dreams.



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Replace blame with  
curiosity

You don't have all the  
facts



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# Model vulnerability

## Create emotional bonds



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Ed

**The wrong color or arrangement could be disastrous! It could literally change the course of our friendship.**



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# Blameless facilitation



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“Humans are hardwired through millions of years of evolutionary neurobiology and thousands of years of social conditioning to use the technique of blaming as a way to give voice to painful and uncomfortable feelings, in order to effectively disperse them from our psyches”

– J. Paul Reed

Senior Applied Resilience Engineer, Netflix



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# Facilitator's Role

- Encourage people to speak up, and make sure that everyone is heard.
- Clarify insights and challenge the team with questions.
- Help the team to see different angles and different options.
- Keep everyone on time and on track. Cut off tangents and stop people from dominating the entire meeting.



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- Do not make decisions.
- Do not take sides.
- Try to speak as little as possible.
- Be a shadow that guides discussions, not a presenter who takes over the meeting.



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# De-escalating conflict



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“We do not look for compromise; rather, we seek to resolve the conflict to everyone's complete satisfaction.”

– Marshall B. Rosenberg, Ph.D.



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David Shackelford  
@dshack



Replying to [@mattstratton](#)

You can pause things with force, but it's hard to make meaningful progress until people feel heard. There is a palpable, sometimes physical relaxation response when someone believes their point of view has actually been understood and acknowledged (even if not agreed with)



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# Nonviolent Communication

- Observations
- Feelings
- Needs
- Requests



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# Observations

What I observe (see, hear, remember, imagine...free from my evaluations) that does or does not contribute to my well-being:

“When I (see, hear) ...”

What you observe (see, hear, remember, imagine...free from my evaluations) that does or does not contribute to your well-being:

“When you (see, hear) ...”



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Hugh

**Have ya ever thought fruit grows way too fast? And ain't it weird that trees all have three kinds of wood?**



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# Feelings

How I feel (emotion or sensation rather than thought) in relation to what I observe:

“I feel ...”

How you feel (emotion or sensation rather than thought) in relation to what you observe:

“When you (see, hear) ...”



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# Needs

What I need or value (rather than a preference or a specific action) that causes my feelings:

“... because I need/value ...”

What you need or value (rather than a preference or a specific action) that causes your feelings:

“... because you need/value ...”



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# Requests

- Clearly requesting that which would enrich my life without demanding
- Empathetically receiving that which would enrich your life without hearing any demand



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# Requests

The concrete actions I would like taken:

“Would you be willing to ...”

The concrete actions you would like taken:

“Would you like ...”



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“If you want to go fast, go alone.  
If you want to go far, go together.”

– African Proverb



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