


**you've convinced me  
we have to collaborate**

**\* but how the hell do we deal with people?**



**Matt Stratton / @mattstratton**



 **Kitchens**  
@this\_hits\_home

.@mattstratton has the best hair of any developer advocate 🌟

fite me

4:14 PM · Feb 13, 2019 · [Twitter for iPhone](#)

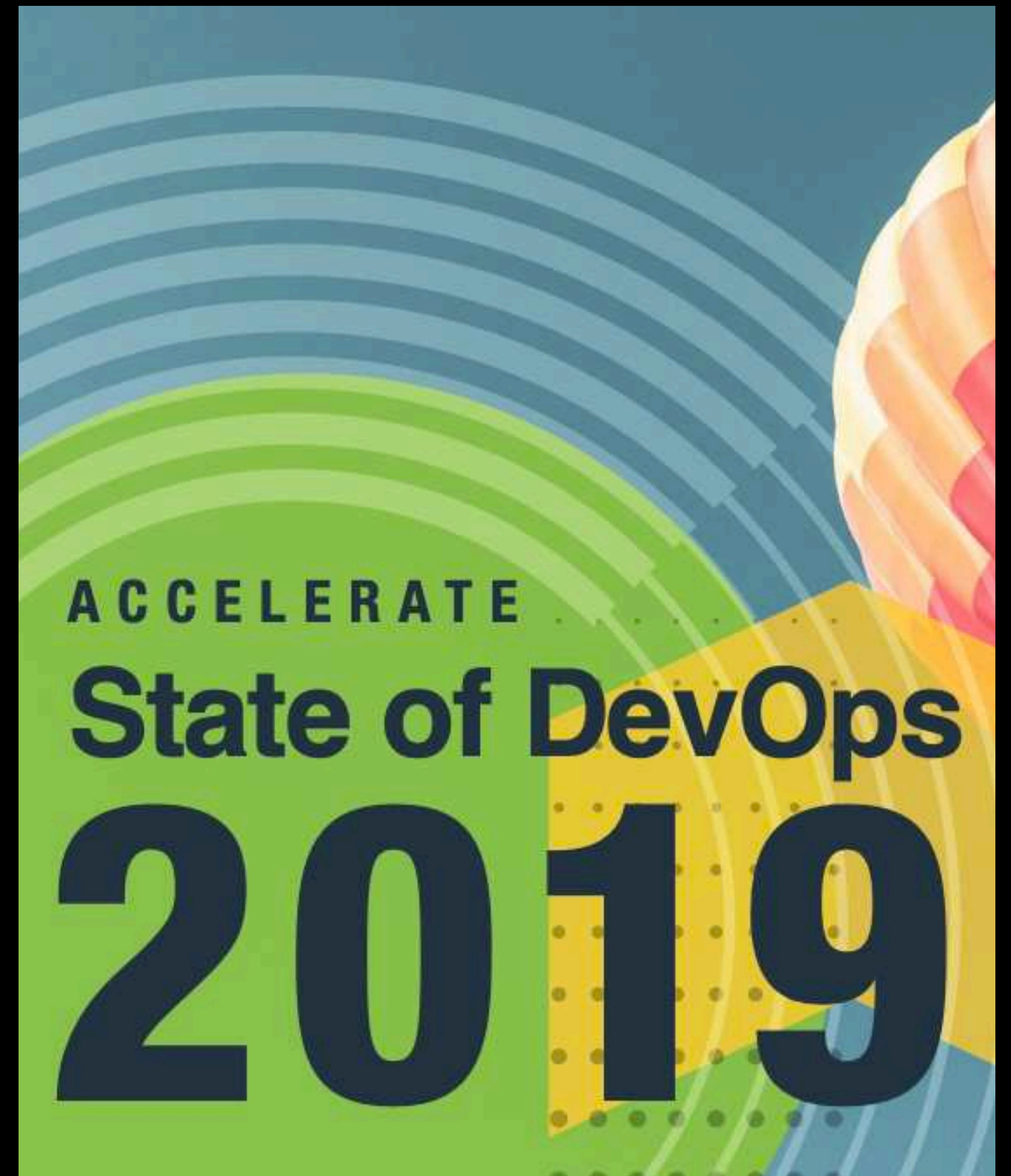
**blah blah blah collaboration**

**blah blah blah empathy**

**blah blah blah**

**“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



cool cool cool

how do we do it

psychological safety

“[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*

approach conflict as  
a collaborator  
not as an adversary



Speak human to  
human  
“just like me”



replace blame with  
curiosity  
you don't have all the facts



**model vulnerability**  
create emotional bonds



# blameless facilitation

**“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*

# 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.

- 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.



# de-escalating conflict

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

*– Marshall B. Rosenberg, Ph.D.*



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)

# Nonviolent Communication

- Observations
- Feelings
- Needs
- Requests

# 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) ...”



# 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:

“You feel ...”



# 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 ...”



# Requests

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

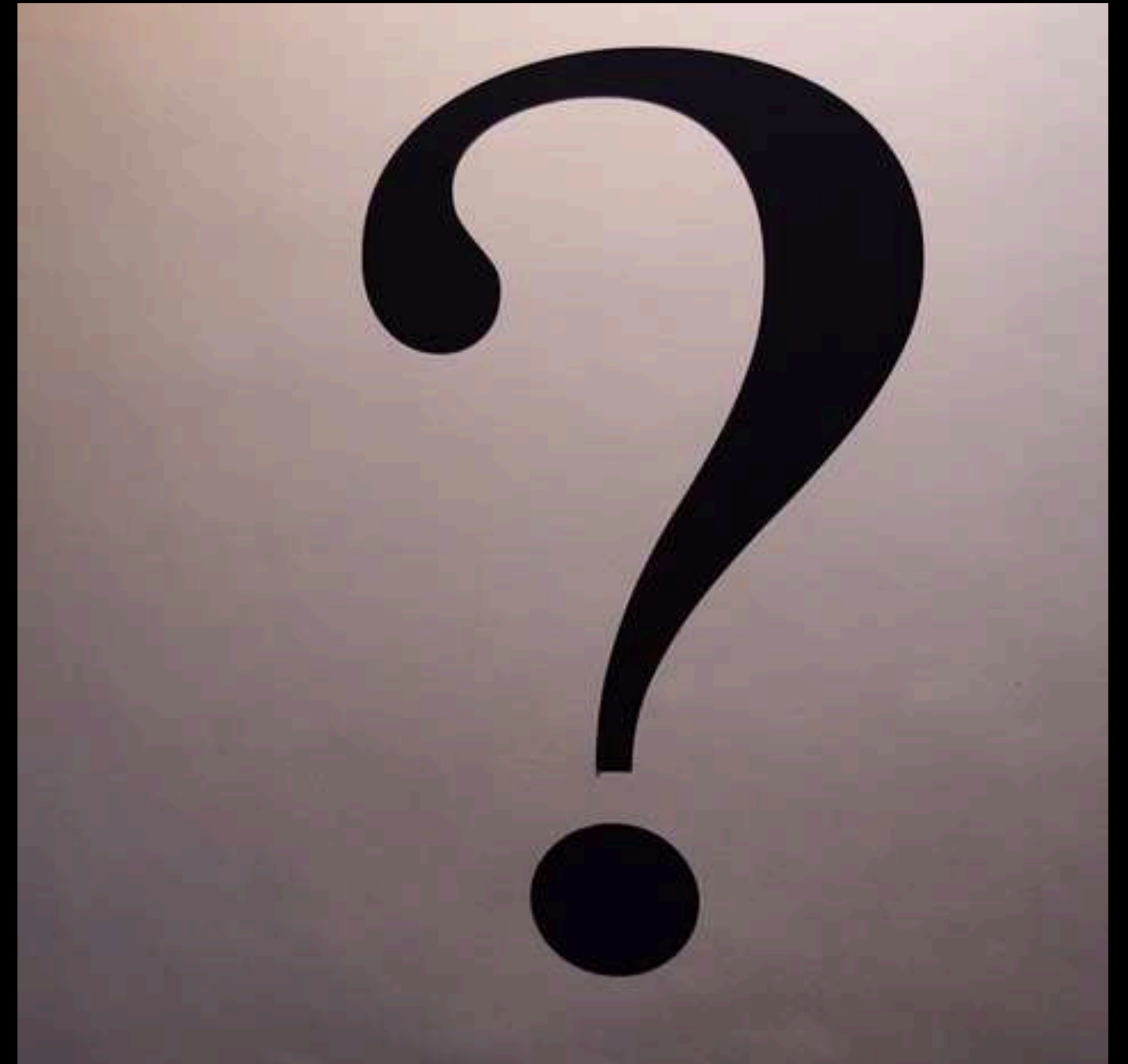
# Requests

The concrete actions I would like taken:

“Would you be willing to ...?”

The concrete actions you would like taken:

“Would you like ...?”



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

– *African Proverb*



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