

Decision-Making Norms

When we make decisions in our team, we agree to:

- Listen to each others' ideas and seek to understand them, even if we don't agree with them.
- Paraphrase someone else's ideas before contradicting them.
- Acknowledge what's valuable about someone else's ideas (and not just criticize them).
- Build on the ideas of others (and not push our own).
- Ask for and accept feedback on our ideas (and not get defensive about our ideas).
- Be open to accepting alternate proposals (and not block suggestions).
- Focus on facts (and not engage in arguments based on feelings).
- Be aware of our emotions and manage them.
- Be kind and compassionate to each other.

Exhibit 8.5. © Elena Aguilar, *The Art of Coaching Teams: Building Resilient Communities that Transform Schools*. Jossey-Bass, 2016.