



## SEVEN NORMS OF COLLABORATION

- 1. Pausing to Allow Time for Thought**  
Pausing before responding or asking a question allows time for thinking and enhances dialogue, discussion, and decision-making.
- 2. Paraphrasing Within a Pattern of Pause, Paraphrase, and Question to Ensure Deep Listening**  
Using a paraphrase starter that is comfortable for you – “So...” or “As you are...” or “You’re thinking...” – and following the starter with an efficient paraphrase assists members of the group in hearing and understanding one another as they converse and make decisions.
- 3. Putting Inquiry at the Center to Reveal and Extend Thinking**  
Exploring perceptions, assumptions, beliefs, and interpretations promotes the development of understanding. Inquiring into the ideas of others before advocating for one’s own ideas is important to productive dialogue and discussion.
- 4. Probing to Specificity (Clarification)**  
Using gentle open-ended probes or inquiries – “Please say more about...” or “I’m interested in...” or “I’d like to hear more about...” or “Then you are saying...” increases the clarity and precision of the group’s thinking.
- 5. Placing Ideas on the Table and Pulling Them Off, or Placing Data and Perceptions Before the Group**  
Ideas are the heart of meaningful dialogue and discussion. Label the intention of your comments. For example: “Here is one idea...” or “One thought I have is...” or “Here is a possible approach...” or “Another consideration might be...”.
- 6. Paying Attention to Self and Others to Monitor Our Ways of Working**  
Meaningful dialogue and discussion are facilitated when each group member is conscious of self and of others, and is aware of what (s)he is saying and how it is said as well as how others are responding. This includes paying attention to learning styles when planning, facilitating, and participating in group meetings and conversations.
- 7. Presuming Positive Intentions to Support a Nonjudgmental Atmosphere**  
Assuming that others’ intentions are positive promotes and facilitates meaningful dialogue and discussion, and prevents unintentional put-downs. Using positive intentions in speech is one manifestation of this norm.