

Week I

Introduction to problem-solving and effective questioning

Structured thinking ✧.*

the process of recognizing the current problem or situation, organizing available information, revealing gaps and opportunities, and identifying the options.

The six data analysis phases

Step 1: Ask ✧.*

It's impossible to solve a problem if you don't know what it is. These are some things to consider:

- Define the problem you're trying to solve
- Make sure you fully understand the stakeholder's expectations
- Focus on the actual problem and avoid any distractions
- Collaborate with stakeholders and keep an open line of communication
- Take a step back and see the whole situation in context

Questions to ask yourself in this step:

1. What are my stakeholders saying their problems are?
2. Now that I've identified the issues, how can I help the stakeholders resolve their questions?

Step 2: Prepare ✧.*

You will decide what data you need to collect in order to answer your questions and how to organize it so that it is useful. You might use your business task to decide:

- What metrics to measure
- Locate data in your database
- Create security measures to protect that data

Questions to ask yourself in this step:

1. What do I need to figure out how to solve this problem?
2. What research do I need to do?

Step 3: Process ✧.*

Clean data is the best data and you will need to clean up your data to get rid of any possible errors, inaccuracies, or inconsistencies. This might mean:

- Using spreadsheet functions to find incorrectly entered data
- Using SQL functions to check for extra spaces
- Removing repeated entries
- Checking as much as possible for bias in the data

Questions to ask yourself in this step:

1. What data errors or inaccuracies might get in my way of getting the best possible answer to the problem I am trying to solve?
2. How can I clean my data so the information I have is more consistent?

Step 4: Analyze ✧.*

You will want to think analytically about your data. At this stage, you might sort and format your data to make it easier to:

- Perform calculations
- Combine data from multiple sources
- Create tables with your results

Questions to ask yourself in this step:

1. What story is my data telling me?
2. How will my data help me solve this problem?
3. Who needs my company's product or service? What type of person is most likely to use it?

Step 5: Share ✧.*

Everyone shares their results differently so be sure to summarize your results with clear and enticing visuals of your analysis using data via tools like graphs or dashboards. This is your chance to show the stakeholders you have solved their problem and how you got there. Sharing will certainly help your team:

- Make better decisions
- Make more informed decisions
- Lead to stronger outcomes
- Successfully communicate your findings

Questions to ask yourself in this step:

1. How can I make what I present to the stakeholders engaging and easy to understand?
2. What would help me understand this if I were the listener?

Step 6: Act ✧.*

Now it's time to act on your data. You will take everything you have learned from your data analysis and put it to use. This could mean providing your stakeholders with recommendations based on your findings so they can make data-driven decisions.

Questions to ask yourself in this step:

1. How can I use the feedback I received during the share phase (step 5) to actually meet the stakeholder's needs and expectations?

These six steps can help you to break the data analysis process into smaller, manageable parts, which is called **structured thinking**. This process involves four basic activities:

1. Recognizing the current problem or situation
2. Organizing available information
3. Revealing gaps and opportunities
4. Identifying your options

Common problem types

Making predictions ✧.*

This problem type involves using data to make an informed decision about how things may be in the future.

Categorizing things ✧.*

This means assigning information to different groups or clusters based on common features.

Spotting something unusual ✧.*

Data analysts identify data that is different from the norm.

Identifying themes ✧.*

Takes categorization as a step further by grouping information into broader concepts.

Discovering connections ✧.*

Enables data analysts to find similar challenges faced by different entities, and then combine data and insights to address them.

Finding patterns ✧.*

Data analysts use data to find patterns by using historical data to understand what happened in the past and is therefore likely to happen again.

SMART questions

Leading question ✧.*

"These are the best sandwiches ever, aren't they?" The question doesn't really give you the opportunity to share your own opinion. This is called a leading question because it's leading you to answer in a certain way.

Close-ended question ✧.*

"Did you enjoy growing up in Malaysia?" That means it can be answered with a yes or no.

Vague question ✧.*

Questions that aren't specific or don't provide context. "Do you like vanilla or chocolate?"

Effective questions follow the SMART Methodology.

Specific ✧.*

Simple, significant and focused on a single topic or a few closely related ideas. This helps us collect information that's relevant to what we're investigating. If a question is too general, try to narrow it down by focusing on just one element.

Measurable ✧.*

Can be quantified and assessed.

Action oriented ✧.*

Encourage change.

Relevant ✧.*

Matters are important and have significance to the problem you're trying to solve.

Time-bound ✧.*

Specify the time to be studied.

Week II

How data empowers decisions

Two ways businesses and other organizations use data to make better decisions ✧.*

Using data-driven or data-inspired decision-making.

Data-inspired decisions-making ✧.*

explores different data sources to find out what they have in common.

Algorithm ✧.*

a process or set of rules to be followed for a specific task.

Qualitative and quantitative data

Quantitative data ✧.*

all about the specific and objective measures of numerical facts. This can often be the what, how many, and how often about a problem.

Qualitative data ✧.*

describes subjective or explanatory measures of qualities and characteristics or things that can't be measured with numerical data, like your hair color. Qualitative data is great for helping us answer why questions.

The big reveal: Sharing your findings

Data presentation tools ✧.*

These are reports and dashboards. Reports and dashboards are both useful for data visualization. But there are pros and cons for each of them.

Reports ✧.*

A report is a static collection of data given to stakeholders periodically.

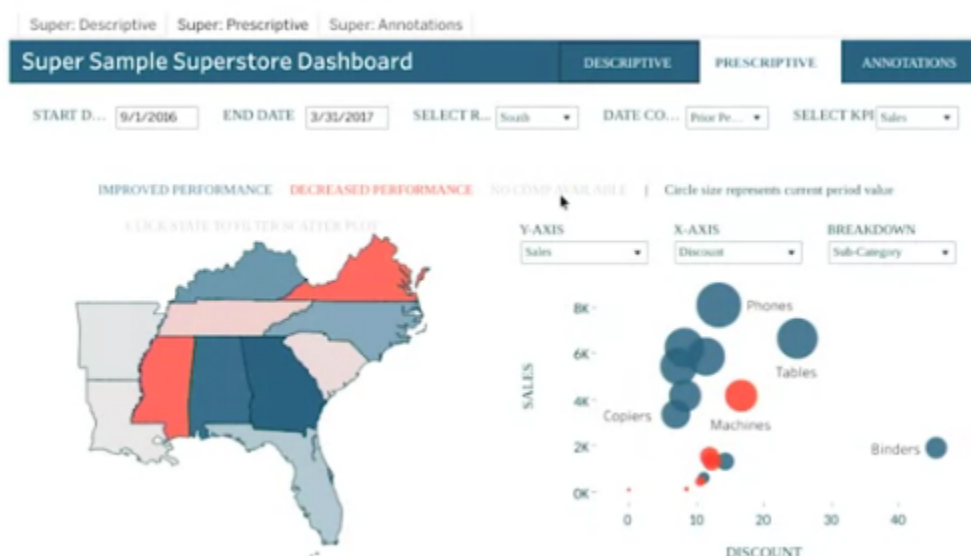
- *Pros: High-level historical data, easy to design, pre-cleaned and sorted data*
- *Cons: Continual maintenance, less visually appealing, static*

JX	Salesperson			
	A	B	C	D
1	Salesperson	SUM of Revenue		
2	Andrew Cencini	\$12,368.90		
3	Anne Larsen	\$12,065.27		
4	Jan Kotas	\$979.25		
5	Laura Giussani	\$7,421.07		
6	Mariya Sergienko	\$6,942.86		
7	Michael Neipper	\$10,514.50		
8	Nancy Freehafer	\$17,137.58		
9	Robert Zare	\$2,814.65		
10	Grand Total	\$70,244.08		

Dashboards ✧.*

Monitors live, incoming data. It organizes information from multiple datasets into one central location, offering huge time-savings.

- Pros: Dynamic, automatic, and interactive; More stakeholder access; Low maintenance
- Cons: Labor-intensive design, can be confusing, potentially uncleaned data.



Pivot Table ✧.*

a data summarization tool that is used in data processing. Pivot tables are used to summarize, sort, re-organize, group, count, total, or average data stored in a database. It allows its users to transform columns into rows and rows into columns.

Data versus Metrics

Metric ✧.*

a single, quantifiable type of data that can be used for measurement. Think of it this way. Data starts as a collection of raw facts, until we organize them into individual metrics that represent a single type of data.

Metrics can be used to help calculate customer retention rates, or a company's ability to keep its customers over time.

Revenue ✧.*

Number of sales multiplied by the sales price.

ROI ✧.*

A.k.a Return of Investment. It is essentially a formula designed using metrics that let a business know how well an investment is doing. The ROI is made up of two metrics, the net profit over a period of time and (/) the cost of investment.

Customer retention ✧.*

retention rates can help the company compare the number of customers at the beginning and the end of a period to see their retention rates.

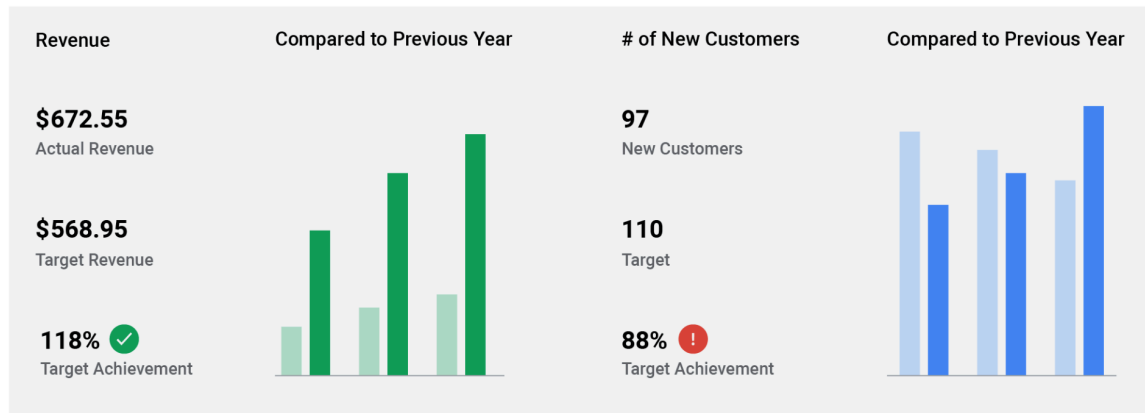
Different industries use all kinds of different metrics. But there's one thing they all have in common: they're all trying to meet a specific goal by measuring data.

Types of Dashboards

Strategic ✧.*

Focuses on long term goals and strategies at the highest level of metrics. These dashboards provide information over the longest time frame -from a single financial quarter to years. They typically contain information that is useful for enterprise-wide decision-making. Below is an example of a strategic dashboard which focuses on key performance indicators (KPIs) over a year.

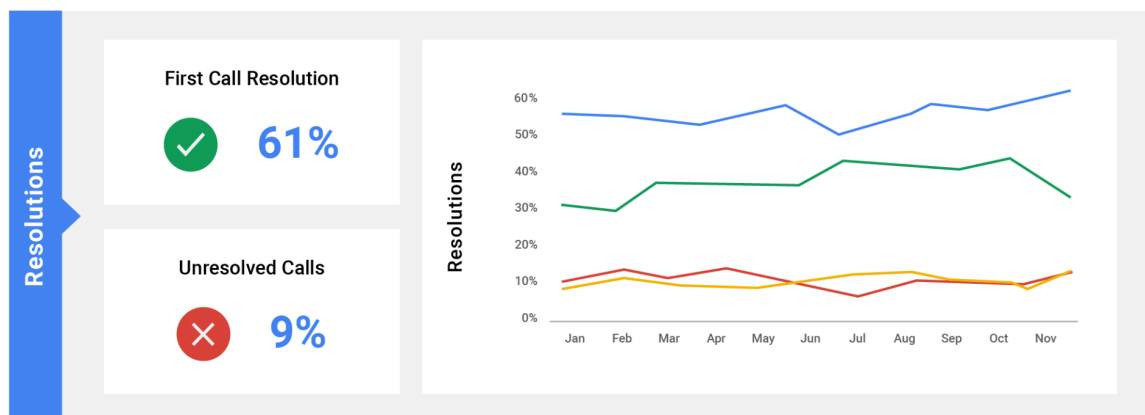
Revenue and Customer Overview - Q1



Operational ✧.*

short-term performance tracking and intermediate goals. These dashboards contain information on a time scale of days, weeks, or months, they can provide performance insight almost in real-time. This allows businesses to track and maintain their immediate operational processes in light of their strategic goals. The operational dashboard below focuses on customer service.

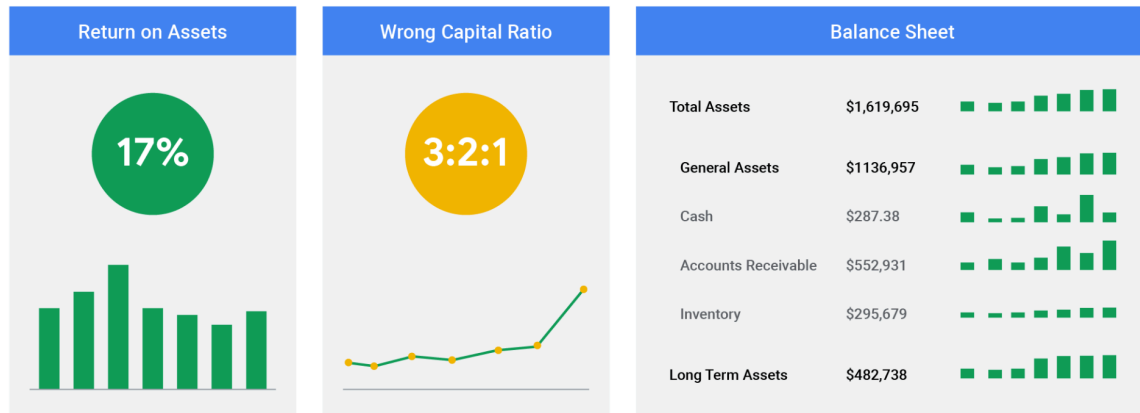
Customer Service Team Dashboard



Analytical ✧.*

Consists of the datasets and the mathematics used in these sets. This contains a vast amount of data used by data analysts. These dashboards contain the details involved in the usage, analysis, and predictions made by data scientists. Certainly the most technical category, analytic dashboards are usually created and maintained by data science teams and rarely shared with upper management as they can be very difficult to understand. The analytic dashboard below focuses on metrics for a company's financial performance.

Financial Performance Dashboard



Mathematical thinking

Mathematical thinking ✧.*

a powerful skill you can use to help you solve problems and see new solutions.

Mathematical approach ✧.*

looking at a problem and logically breaking it down step-by-step, so you can see the relationship of patterns in your data, and use that to analyze your problem. Use a spreadsheet.

Small data ✧.*

Can be really small. These kinds of data tend to be made up of datasets concerned with **specific** metrics over a **short**, well **defined period of time**. Small data can be useful for making **day-to-day decisions**, like deciding to drink more water.

Big data ✧.*

Big data on the other hand has **larger, less specific** datasets covering a **longer period of time**. They usually have to be broken down to be analyzed. Big data is useful for looking at large-scale questions and problems, and they help companies make big decisions. Use SQL.

Big and small data

Small data	Big data
Describes a data set made up of specific metrics over a short, well-defined time period	Describes large, less-specific data sets that cover a long time period
Usually organized and analyzed in spreadsheets	Usually kept in a database and queried
Likely to be used by small and midsize businesses	Likely to be used by large organizations
Simple to collect, store, manage, sort, and visually represent	Takes a lot of effort to collect, store, manage, sort, and visually represent
Usually already a manageable size for analysis	Usually needs to be broken into smaller pieces in order to be organized and analyzed effectively for decision-making

The three (or four) V words for big data ✧.*

*When thinking about the benefits and challenges of big data, it helps to think about the three Vs: **volume**, **variety**, and **velocity**. Volume describes the amount of data. Variety describes the different kinds of data. Velocity describes how fast the data can be processed. Some data analysts also consider a fourth V: **veracity**. Veracity refers to the quality and reliability of the data. These are all important considerations related to processing huge, complex data sets.*

Volume	Variety	Velocity	Veracity
The amount of data	The different kinds of data	How fast the data can be processed	The quality and reliability of the data

Week III

The amazing spreadsheets

Some common math functions ✧.*

Sum, average, count, min, and max.

Get to work with spreadsheets

Spreadsheet tasks ✧.*

- *Organize your data*

- *Use pivot table*
 - *Sort and filter*
- *Calculate your data*
 - *Formulas*
 - *Function*

Step-by-step in Spreadsheets

Some common math functions ✧.*

Sum, average, count, min, and max.

Formulas for Success

Operators ✧.*

Where formulas are built. These are symbols that name the type of operation or calculation to be performed.

- + addition, - subtraction, * multiplication, / division

Cell reference ✧.*

Contain the letter of the column and the number of the row where the data is. A range of cells is a collection of two or more cells.

Range ✧.*

Can include cells from the same row or column, or from different columns and rows collected together.

Formulas in Spreadsheets

Auto-filling ✧.*

The lower-right corner of each cell has a fill handle. It is a small *green square* in Microsoft Excel and a small *blue circle* in Google Sheets.

- Click the fill handle square or circle for a cell and drag it down a column to auto-fill other cells in the column with the same value or formula in that cell.
- Click the fill handle square or circle for a cell and drag it across a row to auto-fill other cells in the row with the same value or formula in that cell.
- If you want to create a numbered sequence in a column or row, do the following: 1) Fill in the first two numbers of the sequence in two adjacent cells, 2) Select to highlight the

cells, and 3) Drag the fill handle square or circle to the last cell to complete the sequence of numbers. For example, to insert 1 through 100 in each row of column A, enter 1 in cell A1 and 2 in cell A2. Then, select to highlight both cells, click the fill handle square or circle in cell A2, and drag it down to cell A100. This auto-fills the numbers sequentially so you don't have to type them in each cell.

Absolute referencing ✧.*

- Absolute referencing is marked by a dollar sign (\$). For example, =\$A\$10 has absolute referencing for both the column and the row value
- Relative references (which is what you normally do e.g. "=A10") will change anytime the formula is copied and pasted. They are in relation to where the referenced cell is located. For example if you copied "=A10" to the cell to the right it would become "=B10". With absolute referencing "\$A\$10" copied to the cell to the right would remain "\$A\$10". But if you copied \$A10 to the cell below, it would change to \$A11 because the row value isn't an absolute reference.
- Absolute references will not change when you copy and paste the formula in a different cell. The cell being referenced is always the same.
- To easily switch between absolute and relative referencing in the formula bar, highlight the reference you want to change and press the F4 key; for example, if you want to change the absolute reference, \$A\$10, in your formula to a relative reference, A10, highlight \$A\$10 in the formula bar and then press the F4 key to make the change.

Data range ✧.*

- When you click into your formula, the colored ranges let you see which cells are being used in your spreadsheet. There are different colors for each unique range in your formula.
- In a lot of spreadsheet applications, you can press the F2 (or Enter) key to highlight the range of data in the spreadsheet that is referenced in a formula. Click the cell with the formula, and then press the F2 (or Enter) key to highlight the data in your spreadsheet.

Combining with functions ✧.*

- COUNTIF() is a formula and a function. This means the function runs based on criteria set by the formula. In this case, COUNT is the formula; it will be executed IF the conditions you create are true. For example, you could use =COUNTIF(A1:A16, "7") to count only the cells that contained the number 7. Combining formulas and functions allows you to do more work with a single command.

Spreadsheet Errors and Fixed

#DIV/0! ✧.*

The DIV error happens when a formula is trying to divide a value in a cell by zero or by an empty cell.

#IFERROR(range, “Not applicable”) ✧.*

A formula to automatically display “Non Applicable” when errors persist.

#ERROR! ✧.*

In Google Sheets, ERROR tells us the formula can't be interpreted as it is input. This is also known as a parsing error

Delimiter ✧.*

A comma between ranges.

#N/A ✧.*

The N/A error tells you that the data in your formula can't be found by the spreadsheet. Generally, this means the data doesn't exist.

#NAME? ✧.*

A NAME error can happen when a formula's name isn't recognized or understood.

#NUM? ✧.*

The NUM error tells us that a formula's calculation can't be performed as specified by the data. The data doesn't make sense for that calculation.

#VALUE! ✧.*

The VALUE error can indicate a problem with a formula or referenced cells.

#REF! ✧.*

which often comes up when cells being referenced in a formula have been deleted, thus making the formula unable to perform the calculation.

Before Solving A Problem, Understand It

Problem Domain ✧.*

The specific area of analysis that encompasses every activity affecting or affected by the problem. Before we can do anything else, we need to understand the problem domain and all of its parts and relationships so that we can discover the whole story.

Scope of work and structured thinking

Structured thinking ✧.*

The process of recognizing the current problem or situation, organizing available information, revealing gaps and opportunities, and identifying the options. In other words, it's a way of being super prepared.

Scope of Work (SOW) ✧.*

an agreed- upon outline of the work you're going to perform on a project. For many businesses, this includes things like work details, schedules, and reports that the client can expect.

- Deliverables - are items or tasks you will complete before you can finish the project.
- Timeline -include due dates for when deliverables, milestones, and/or reports are due.
- Milestones - are significant tasks you will confirm along your timeline to help everyone know the project is on track.
- Reports - notify everyone as you finalize deliverables and meet milestones.

Statement of Work (SOW) ✧.*

a document that clearly identifies the products and services a vendor or contractor will provide to an organization. It includes objectives, guidelines, deliverables, schedule, and costs.

Staying objective

Context ✧.*

the condition in which something exists or happens. Context is important in data analytics because it helps you sift through huge amounts of disorganized data and turn it into something meaningful. The fact is, data has little value if it is not paired with context.

Context can turn raw data into meaningful information. It is very important for data analysts to contextualize their data. This means giving the data perspective by defining it. To do this, you need to identify:

- Who: The person or organization that created, collected, and/or funded the data collection
- What: The things in the world that data could have an impact on
- Where: The origin of the data
- When: The time when the data was created or collected
- Why: The motivation behind the creation or collection
- How: The method used to create or collect it

Week IV

Balancing needs and expectations across your team

Stakeholders ✧.*

people that have invested time, interest, and resources into the projects that you'll be working on as a data analyst. In other words, they hold stakes in what you're doing.

Project managers ✧.*

in charge of planning and executing a project.

Working with Stakeholders

Executive team ✧.*

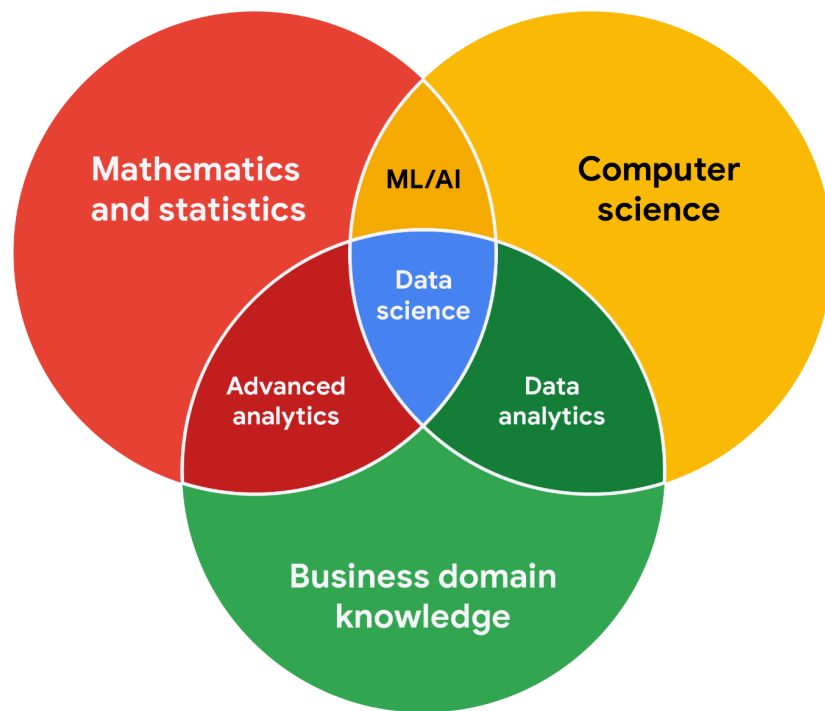
They provide strategic and operational leadership to the company. They set goals, develop strategy, and make sure that strategy is executed effectively. The executive team might include vice presidents, the chief marketing officer, and senior-level professionals who help plan and direct the company's work. These stakeholders think about decisions at a very high level and they are looking for the headline news about your project first. They are less interested in the details. Time is very limited with them, so make the most of it by leading your presentations with the answers to their questions. You can keep the more detailed information handy in your presentation appendix or your project documentation for them to dig into when they have more time.

Customer-facing team ✧.*

They include anyone in an organization who has some level of interaction with customers and potential customers. Typically they **compile information**, **set expectations**, and **communicate customer feedback** to other parts of the internal organization. These stakeholders have their own objectives and may come to you with specific tasks. It is important to let the data tell the story and not be swayed by asks from your stakeholders to find certain patterns that might not exist.

Data science team ✧.*

Organizing data within a company takes teamwork. There's a good chance you'll find yourself working with other data analysts, data scientists, and data engineers



Working effectively with stakeholders ✧.*

- Discuss goals
- Feel empowered to say “no”
- Plan for the unexpected
- Know your project
- Start with words and visuals
- Communicate often

Focus on what matters

Three things you can focus on that will help you stay on task ✧.*

1. Who are the primary and secondary stakeholders?
2. Who is managing the data?
3. Where can you go for help?

Understanding stakeholder roles

VP of Sales ✧.*

The VP of sales provides strategic and operational direction but is less interested in specific details. Ning prepares questions ahead of time to focus on the key findings that the company expects from an annual sales report.

Sales team ✧.*

Members of the sales team have direct interactions with customers and are highly attuned to how the company performed over the past year. They can provide detailed information on the types of data that will matter most to the company's customers.

Data analytics team ✧.*

The data analysts on Ning's team each have a dataset that they focus on and can help pull the various types of data that Ning needs to satisfy the other stakeholders. Ning collaborates with them to complete the report.

Data science managers ✧.*

The data science managers oversee all of the company's datasets and can help Ning prioritize the types of data and analyses required for the annual report. They can also advise on making an effective presentation.

Clear communication is key

Clear communication ✧.*

A big part of that is building good relationships with the people you're working with.

Before you communicate think about ✧.*

- Who your audience is
- What they already know
- What they need to know
- How you can communicate that effectively to them

Tips for effective communication

Learn as you go and ask questions ✧.*

For example, if you find your team uses acronyms you aren't familiar with, don't be afraid to ask what they mean.

Learn etiquette ✧.*

Practice good writing habits ✧.*

Just taking the time to write complete sentences that have proper spelling and punctuation will make it clear you took time and consideration in your writing. Emails often get forwarded to other people to read. So write clearly enough that anyone could understand you.

No too long emails ✧.*

Think about what your team member needs to know and get to the point instead of overwhelming them with a wall of text. You'll want to make sure that your emails are clear and concise so they don't get lost in the shuffle.

This is a good example of an email; short and to the point, polite and well-written.

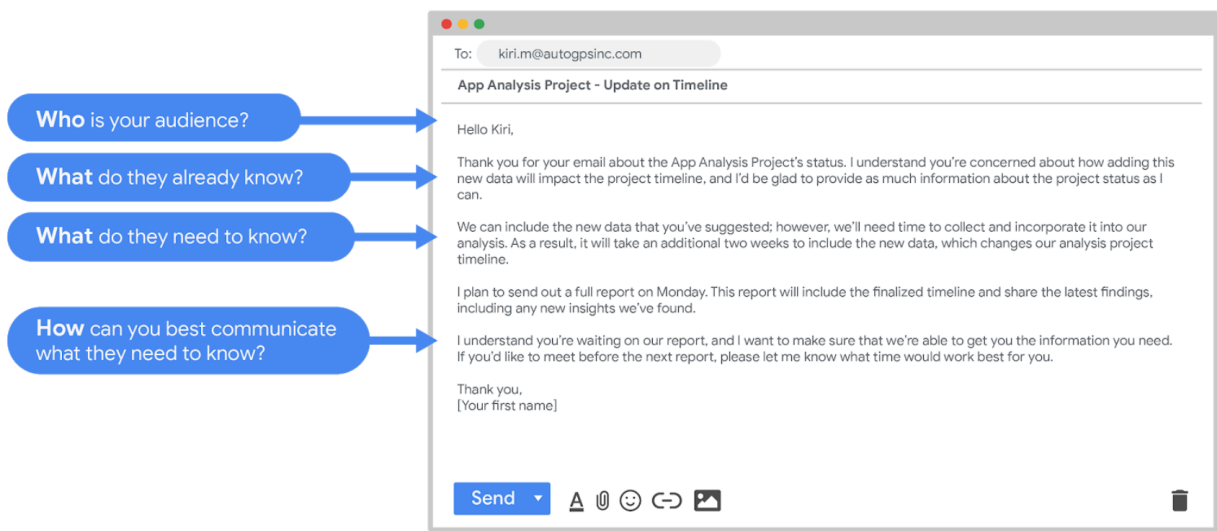
Set up a meeting if what you need to say is too long for an email.

Answer in a timely manner ✧.*

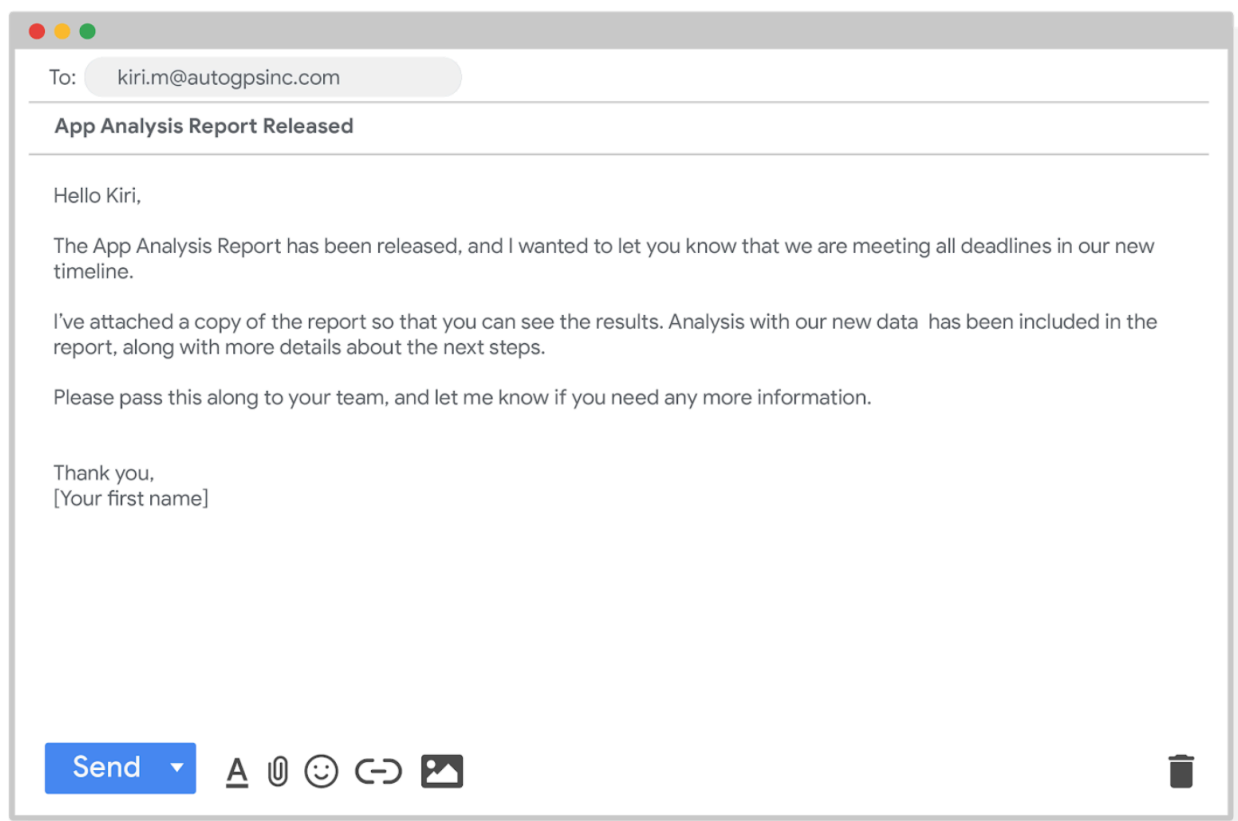
You don't want to take so long replying to emails that your coworkers start wondering if you're okay. I always try to answer emails in 24-48 hours. Even if it's just to give them a timeline for when I'll have the actual answers they're looking for. That way, I can set expectations and they know I'm working on it.

That works the other way around too. If you need a response on something specific from one of your team members, be clear about what you need and when you need it so that they can get back to you. I'll even include a date in my subject line and bold dates in the body of my email, so it's really clear.

Updated timeline email sample ✧.*



Project follow-up email sample ✧.*



Balancing expectations and realistic project goals

Set a reasonable and realistic timeline ✧.*

What driving habits will you include in your dataset? How will you gather this data? How long will it take you to collect and clean that data before you can use it in your analysis? Right away you want to communicate clearly with your stakeholders to answer these questions, so you and your team can set a reasonable and realistic timeline for the project.

Flag problems early for stakeholders ✧.*

Maybe drivers have opted into sharing data about their phone usage in the car, but you discover that some sources count GPS usage, and some don't in their data. This might add time to your data processing and cleaning and delay some project milestones. You'll want to let your project manager know and maybe work out a new timeline to present to stakeholders. The earlier you can flag these problems, the better. That way your stakeholders can make necessary changes as soon as possible. Or what if your stakeholders want to add car model or age as possible variables. You'll have to communicate with them about how that might change the model you've built, if it can be added and before the deadlines, and any other obstacles that they need to know so they can decide if it's worth changing at this stage of the project

To help them you might prepare a report on how their request changes the project timeline or alters the model. You could also outline the pros and cons of that change. You want to help your stakeholders achieve their goals, but it's important to set realistic expectations at every stage of the project.

The data tradeoff: Speed versus accuracy

The quick answer might not be the accurate one ✧.*

So instead, you, the data analyst could:

- *Reframe question*
- *Outline the problem*
- *Challenges*
- *Potential solutions*
- *Time frame*

Limitations Of Data

Data is powerful, but it has its limitations. Has someone's personal opinion found its way into the numbers? Is your data telling the whole story? Part of being a great data analyst is knowing the limits of data and planning for them. This reading explores how you can do that.

The case of incomplete (or nonexistent!) data ✧.*

to be safe, you should be up front about the incomplete dataset until that data becomes available.

Don't miss misaligned data ✧.*

If you're collecting data from other teams and using existing spreadsheets, it is good to keep in mind that people use different business rules. So one team might define and measure things in a completely different way than another.

In cases like these, establishing how to measure things early on standardizes the data across the board for greater reliability and accuracy. This will make sure comparisons between teams are meaningful and insightful.

Deal with dirty data ✧.*

Dirty data refers to data that contains errors. Dirty data can lead to productivity loss, unnecessary spending, and unwise decision-making. A good data cleaning effort can help you avoid this. As a quick reminder, **data cleaning** is the process of fixing or removing incorrect, corrupted, incorrectly formatted, duplicate, or incomplete data within a dataset. When you find and fix the errors - while tracking the changes you made - you can avoid a data disaster. You will learn how to clean data later in the training.

Tell a clear story ✧.*

- **Compare the same types of data:** Data can get mixed up when you chart it for visualization. Be sure to compare the same types of data and double check that any segments in your chart definitely display different metrics.
- **Visualize with care:** A 0.01% drop in a score can look huge if you zoom in close enough. To make sure your audience sees the full story clearly, it is a good idea to set your Y-axis to 0.
- **Leave out needless graphs:** If a table can show your story at a glance, stick with the table instead of a pie chart or a graph. Your busy audience will appreciate the clarity.
- **Test for statistical significance:** Sometimes two datasets will look different, but you will need a way to test whether the difference is real and important. So remember to run statistical tests to see how much confidence you can place in that difference.
- **Pay attention to sample size:** Gather lots of data. If a sample size is small, a few unusual responses can skew the results. If you find that you have too little data, be careful about using it to form judgments. Look for opportunities to collect more data, then chart those trends over longer periods.

Be the judge ✧.*

In any organization, a big part of a data analyst's role is making sound judgments. When you know the limitations of your data, you can make judgment calls that help people make better decisions supported by the data.

Meeting best practices

Meetings ✧.*

- A huge part of how you communicate with team members and stakeholders.
- Meetings make it possible for you and your team members or stakeholders to discuss how a project is going.
- Whether they're virtual or in person, team meetings can build trust and team spirit. They give you a chance to connect with the people you're working with beyond emails.
- Another benefit is that knowing who you're working with can give you a better perspective of where your work fits into the larger project.
- Regular meetings also make it easier to coordinate team goals, which makes it easier to reach your objectives.

Do's in meetings ✧.*

- Come prepared
 - Bring what you need (notes, device)
 - Read the meeting agenda (provide updates)
 - Prepare notes and presentations
 - Be ready to answer some questions
- Be on time
- Pay attention
- Ask questions

When leading the meeting ✧.*

- Every meeting should focus on making a clear decision and include the person needed to make that decision.
- And if there needs to be a meeting in order to make a decision, schedule it immediately. Don't let progress stall by waiting until next week's meeting.
- try to keep the number of people at your meeting under 10 if possible. More people makes it hard to have a collaborative discussion. It's also important to respect your team members' time.
- Show up early and set up beforehand so you're ready to start when people arrive. You can do the same thing for online meetings. Try to make sure your technology is working beforehand and that you're watching the clock so you don't miss a meeting accidentally.
- Staying focused and attentive is another great way to respect your team members' time.
- Make sure you build and send out an agenda beforehand, so your team members can come prepared and leave with clear takeaways
- let everyone know that you're open to questions after the meeting too. It's a great idea to take notes even when you're leading the meeting. This makes it easier to remember all the questions that were asked. Then afterwards you can follow up with individual team

members to answer those questions or send an update to your whole team depending on who needs that information.

Don'ts in meetings ✧.*

- Show up unprepared
- Arrive late
- Be distracted
- Be distracted
- Dominate the conversation
- Talk over others
- Distract people with unfocused discussion

From conflict to collaboration

A conflict can pop up for a variety of reasons

Reframe the problem ✧.*

One of the best ways you can shift a situation from problematic to productive.

Discussion is key to conflict resolution. If you find yourself in the middle of a conflict, try to communicate, start a conversation or ask things.

But if you find yourself feeling emotional, give yourself some time to cool off so you can go into the conversation with a clearer head.