

## 2.1 Collaboration

Includes → ① communication 2) ToM 3) = participation

TOM → ability to recognize one's own perspective & that others have distinct & diff. perspective born from their own context.

Mentorship → 1) S → J 2) S → S 3) J → S.

Mindsets → personal belief about ourselves.

① Fixed mindset 2) Growth mindset.

Cultivating → 2) Develop niche 1) learn fundamen.

3) Recognize strength & progress. 4) Ensure deliberate, quality prac.

5) Develop working style 6) Enhance-learn style.

Mindsets & Learning Organization -

→ Blameful culture X, instead blameless view focus should be ~~on~~ prioritized, adopts growth mindset more freq feedback & communication about what status things are.

Role of feedback: Nature ← Good job, you're so smart. (fixed)  
Good job, you <sup>worked</sup> for that. (growth)

Creds → 1) Grow as individual.

2) Org get to know about which people are performing better. That's why waterfalls → agile models for cont. feedback

Reviews & Ranking: Not used in is Stack Ranking forces || or forced distribution

Idea is 20% are prod., 70% adequate

rest 10% - fired. ∴ Ranking incentives emp. avoid being in bottom 10%.

This also increases challenge of effective collab. This is bad bcoz if project ~~to~~ explained correctly can cause decline in performance.

Clear communication not perceived as valuable.

Here everyone is protecting own job rather creating value.



# Conflict Resolution

all collab ~~down~~ comes down to communication.

- Eff communication allows people to build shared understanding & find common goals. which is not possible if in competition

Eff. communication - 1) Increasing understanding  
2) Assertive influence 3) Giving recognition 4) Building community.

- (a) Teams of higher TOM = more creative.
- (b) Teams who talk<sup>on</sup> topics outside have more higher level of trust & empathy & are better able to be productive.

Conflict Resolution styles :- ① Competition

② Accommodation ③ Avoidance ④ Compromise

⑤ Collaboration.

Empathy & Trust → Developing Empathy.

- ① Listening ② Asking questions ③ Imagining other persp.
- ④ Appreciating individual difference.

Developing Trust - ① Swift trust ② Self-disclosure.

3) Trust but verify 4) Perception of fairness

Collaboration :- Affinity :- 6<sup>th</sup> category called st<sup>n</sup> work.  
measure of st<sup>n</sup> strength b/n teams, business, companies  
Interpersonal ties - ① Conflict ↑ then skills ↓.

Defining → ① Shared Time ② Intensity of st<sup>n</sup>.

3) Reciprocating shared stories. 4) Reciprocating of support  
Benefits - 1) Increase empathy 2) Shortened cycle

3) Reduction of Communication Barriers. 4) Trust & innovation<sup>time</sup>

Requirements → ① Slack ② Explicit Values & Goals

3) Space 4) Collab & cooperation.

Measurements → Hard to m affinity but can measure outcome  
see if individual grows, Employee skills & Eval, Inter-team interaction.  
Back to community



SW - Develop.

- ① Local develop . Env.    ② Version control. (Github)  
③ Commit, Conflict, Pull req, cherry picking

Artifact management - OP of any step in swdev  
repo must be - Secure, Trusted, Stable,  
Accessible, Versioned.

Dependency M. - D of 1 SW to 2 SW.

pinning - locking down explicit version of artifact

Promotion - selecting specific version of SW towards delivery.

Server installation - automation of configuring & setting up individual servers.  
CHW lifecycle

Automation - tools reduce labor, energy material with goal of improving  
1st point - HP & Dell.

② Infrastructure Automation

configuration drift - MTBF, MTTR.

ability to recover through data backups  
→ Availability ↔ Available vs Useable.

$$= \frac{MTBF}{(MTBF + MTTR)}$$

Capacity management → Cost

Snowflake server - server made by many manual change

## Infra Automation:-

- ① Management of config drift (Availability)
- ② Elim of snowflake servers.
- ③ Versioned artifacts of infra code.
- ④ Min complexity.

freed up time, improves efficiency of staff.  
makes everything flexible & risk management.

Selection → ① In house customization  
of tool ② Product Develop. ③ Community Health.

Eliminate → ground, users & not stakeholders



Scaling - not es to know when change is needed & in which dir<sup>n</sup>.

- ① Growing / Shrinking the Org. Strategically
- ② Understand Goal - Planning for scaling?
- ③ Organizational cross team communication structure - necessary
- ④ Locality - Org & team across multiple loc.
- ⑤ Team flexibility - if small generally lack resources
- ⑥ Organizational lifecycle - ① Int & Ext pressure
- ⑦ Elimination of Vampire ② Growth & Decline of organi.
- ⑧ The Impact of Release Cycles.
- ⑨ Complexity & Change.

Scaling for Teams → ① Growing - Hiring subcontracted.

Nonmonetary Benefits

- ① Wfh ② Health insur.
- ③ Onsite daycare ④ Transport ⑤ Casual dress. ⑥ Paid leaves.
- ⑦ Growth opp -
- ⑧ Workload.

Centralized

- Leads to burn out.
- Support team perceived as low. Disgusting morale
- Not healthy

Adhoc Team.

encourage the collab of individual from cross functional purposes to design, build, communicate

Flat hierarchy

⑤ Build out Leadership -

- A culture of accountability.
- Organizational flexibility