

TEAM WORKING AGREEMENT

Project Name: QuickLearning

Team Name: Brewing Technologies

Commitments:

As a project team we will:

- 1) Only agree to do work that we are qualified and capable of doing.
- 2) Be honest and realistic in planning and reporting project scope, schedule, staffing, and cost.
- 3) Operate proactively, anticipating potential problems and working to prevent them before they happen.
- 4) Keep other team members informed.
- 5) Focus on what is best for the project as a whole.
- 6) See the project through to completion.

Team Meeting Ground Rules: Participation

We will:

- 1) Keep issues that arise in meetings in confidence within the team unless otherwise indicated.
- 2) Be honest and open during meetings.
- 3) Encourage a diversity of opinions on all topics.
- 4) Give everyone the opportunity for equal participation.
- 5) Be open to new approaches and listen to new ideas.
- 6) Avoid placing blame when things go wrong. Instead, we will discuss the process and explore how it can be improved.

Team Meeting Ground Rules: Communication

We will:

- 1) Seek first to understand, and then to be understood.
- 2) Be clear and to the point.
- 3) Practice active, effective listening skills.
- 4) Keep discussions on track.
- 5) Use visual means such as drawings, charts, and tables to facilitate discussion.

Team Meeting Ground Rules: Problem Solving

We will:

- 1) Encourage everyone to participate.
- 2) Encourage all ideas (no criticism), since new concepts come from outside our normal perceptions.
- 3) Build on each other's ideas.
- 4) Use team tools when appropriate to facilitate problem-solving.
- 5) Whenever possible, use data to assist in problem-solving.
- 6) Remember that solving problems is a creative process—new ideas and new understandings often result.

Team Meeting Ground Rules: Decision Making

We will:

- 1) Make decisions based on data whenever feasible.
- 2) Seek to find the needed information or data.
- 3) Discuss criteria (cost, time, impact, etc.) for deciding on an option.
- 4) Encourage and explore different interpretations of data.
- 5) Get input from the entire team before a decision is made.
- 6) Discuss concerns with other team members during the team meetings or privately rather than with non-team members in inappropriate ways.
- 7) Ask all team members if they can support a decision before the decision is made.

Team Meeting Ground Rules: Handling Conflict

We will:

- 1) Regard conflict as normal and as an opportunity for growth.
- 2) Seek to understand the interests and desires of each party involved before arriving at answers or solutions.
- 3) Choose an appropriate time and place to discuss and explore the conflict.
- 4) Listen openly to other points of view.
- 5) Repeat what we understand to the other person and ask if it is correct.
- 6) Acknowledge valid points that the other person has made.
- 7) State our points of view and our interests in a non-judgmental and non-attacking manner.
- 8) Seek to find some common ground for agreement.

Meeting Procedures:

- 1) Meetings will begin and end on time.
- 2) Team members will come to the meetings prepared.
- 3) Agenda items for the next meeting will be discussed at the end of each session.
- 4) A Parking Lot will be used to capture 'off-the-subject' ideas and concerns.
- 5) Unresolved issues will be added to the Issues list.
- 6) If a team member cannot attend a meeting, he/she will send a representative with authority to make decisions.
- 7) Meeting tasks will be rotated among members.