**Scenario 1: uncoordinated collaboration**

We may understand the overall direction of the project but no particular activities required to get there.Besides, poorly understood next steps and no structure fo how people will work together.

The situation may owing to that we lacked of the special knowledge and experience of design a specific system. On one side, we should make up the related knowledge, besides, more meeting is helpful.

**Traits**:

**1: Level of abstraction**

As the manager of the design team, personally, I would like to divide the design object to more abstract level. The situation appeared is that my teammates found it hard to figure out the particular tasks need to done.

For it, I start to recognize the shortage of mine and make the tasks more specific for them to handle.

**2: Perception of control**

As the leader of the team, I believe I have the responsibility to guide them to successfully deliver the project. In some case, I thought this project would fail without me, I keep up with the progress of the project. For the others, they may more like a pawn, To a large extent, if I don’t ask them, they won’t care about the project. Actually, they are also playing an important role in the project life.

I realized the strength of a person is weak, and the project is not only my business, which needs the everyone’s participation. I tried to ask everyone’s opinions when making a decision, so that they felt they are also important.

**3: Project load**

For us, Diversified is inevitable that we have many tasks to tackle for our education at same time.

In my opinion, I develop a detailed timeline and assign specific time to design work.  I also assigned working  hours to everyone, asking everyone to spend at least twenty hours to participate in the design work.

**Patterns:**

**1: Take responsibilit**y:

As the leader of the team, there is an obligation to guide everyone, to learn the knowledge required by the project through various channels, and to have an in-depth understanding of the project, so that the task assignment can be more efficient.

**2: Provide starting points:**

We are confused about what we should do, so we start form learning the related and basic knowledge, and then we can start on common ground.

**3: Enumerate issues:**

Try to make sure we are aligned with the project lead in terms of what we are delivering and when we are to deliver. Collecting all different dependencies to make the tasks more specific. Collaboration relies on every participants doing  their part successfully. A mutual understanding of each person’s part is what allows participants to rely on each other, so that the collaboration will be more coordinate.

**The final outcome:**  
 Everyone not only have a better understanding of their part, but also others, which contribute to a better coordinate collaboration.

**Scenario 2: Inconsistent expectations**

As the project progresses, some of team members changed their expectation, which is different form the last meeting. The others works diligently on the tasks they think they should, but in the eyes of their colleagues, they focused the wrong stuff.

I didn’t realize that until I asked about work progress, I realized that regular meeting is important, also, there should be some method to keep everyone know the equivalent of the tasks.

**Traits**:

**1: Transparency**

Because one of the teammate find it hard to communicate their thoughts and feelings that he is afraid to tell the bad situation he faced when designed, it lead to the functional change of design project.

By engaging in dialogue, encouraging him to converse with each other and  give him room to learn from mistakes. Besides, helping him to tackle the problem

**2: Preferred perspective**

Personally, my preferred perspective is Building blocks, it’s hard for me not to be anxiety if I didn’t have a complete inventory of all projects input.

I try to learn more about the project and ask my teammates for help to construct the structure of project.

**Patterns:**

**1: Blame a “bad cop”**

By use another related person as a scapegoat. e.g. “It’s may be my fault, I didn’t make it clearly for you and keep abreast of project progress ” By putting a human face on the situation, and he might worker harder to find a compromise. Instead, he will correct himself and do better.

**2: Make it real**

By taking steps to embody the abstract ideas to something more concrete and

By engaging in  dialogue of everyone and redefine the expectation, make it reasonable.

**3: Set reasonable expectation**

To tell them that is not the alignment of us, engaging in dialogues to redirect the expectation. By a clear account of how long tasks will take to figure out the task, the scope, the deadline, and to be honest with them.

**The final outcome:**

By keep the teammate’s face and make the different expectation real and make it reasonable, we have reconciled the expectation.

**Scenario 3: Efforts ignored**

In the meeting, one of the teammate doubt my decision that I’m arrogant in his mind. Besides, he thought his job is too much and that it’s impossible for him to finish. Actually, I had prepared a lot for the meeting and everyone have a tough task to finish.

I explained to him and go to understand the tasks he was going to accomplish, to analysis and redefine everyone’s job.

**Traits:  
1: Creative triggers**

Everyone becomes engaged on the design project because it’s our classwork to finish it which relates to our class performance. Sometimes, someone may not be inspired for designing, it’s because  the task is too tough, he find it’s hard to tackle with.

I tried to assign the tasks which they are interested in to them in order to make them more enthusiastic.

**2: Dogmatism**

As the team leader, I tried to apply the methodology of project management to manage the design project, also treated it as an formal project, considering the every detail I could get and put them into the them. Actually, we are not as professional as I thought, a lot of things  are constantly changed, the plan was hard to keep up with the progress, professional management and methods are difficult to apply to the small design team, at same time, to a certain extent, making the work much busy.

After the conflict is discovered, adjusting the work according to the specific situation in timely manner that release the redundant progress and make the collaboration more flexible that everyone is not a fixed work.

**3: Format for feedback**

When I tired to ask about the progress of the tasks, sometimes the reply I got is only ‘Yes’ or ‘No’, it’s not sufficient more me to understand how much did they go to the tasks. I tried to ask more about the details and provide sufficient background for them to trigger useful response, also, learning to identifying specific topics or aspects of their ideas that they want feedback on.

The feedback I got is almost unstructured which is more a free-flowing conversation.Maybe sometimes, we don’t realize that our feedback is broad, which more like you said that you don’t like its way but you don’t offer a new idea to improve it. Besides, our feedback is more stay on conceptual level than execution at first. Luckily, our feedback often offers specific suggestion with the issues.

By learning the Brown’s book, we try to provide more effective feedback. Making feedback more structured than unstructured, more detailed than broad, more execution than conceptual, and more suggestions than issues.

**Patterns:**

**1: Convert failure to action**

Try to communicate with him and explain, give him more context I made, encourage him to offer a detailed and executive feedback and to reach a alignment. To redirect and focus on what we need to do to get back on track.

**2:Help me help you**

Try to think from his perspective, to empathize, to show understanding how much work he got and show how much effort I made for the team, to let him know everyone is not easy.

**3:Blame a “bad cop”**

  Show understanding to him, besides, find a scapegoat (me and teacher) to blame, I should try to learn the tasks more and analysis them, and teacher is so bad to offer too much classwork for us. To make him not awkward, and he would realize his error and work hard.

**The final outcome:**

Of course, he showed his understanding to us and realized shouldn’t be negative, he accepted the task and worked hard.