| * You will have time in class to work on this assignment with your team. You may need additional time outside of class. * After you have completed all portions of this kickoff, submit a link to this document to complete your *Project Team Kickoff* assignment in Canvas.   + To get the link to submit: When you are viewing your Project Team Kickoff Google doc, copy the url from the address bar at the top of the browser window and paste it into the Canvas assignment submission. The teaching team has access to your team's Google shared drive and will be able to access the file. * Only one member of the project team needs to submit your team’s kickoff doc to complete the assignment in Canvas. Once the assignment is submitted, all team members will be able to see the submission in Canvas. |
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In this assignment, you will work with your team to develop your team’s values and norms, and you will determine methods for coordination.

During this activity:

* Each team member should refer to their individual kickoff assignment that was pre-work for this activity.
* Remember that effective teamwork requires focus on common goals, sharing information, good communication, and trust and psychological safety.
* You may want to refer to [Stanford University’s Principles of Ethical and Effective Service](https://haas.stanford.edu/about/our-approach/principles-ethical-and-effective-service#learning).

# Team Values

As a team, discuss your individual answers to the questions about ethical and effective service, values, and cross-disciplinary teamwork from the kickoff assignment. Then, develop a shared set of team values.

* What will success look like for this project?
* What does a high-performing team member look like?
* What conditions might help the team achieve its goals?
* What conditions might help the team reap the benefits of working on a cross-disciplinary team?

| **Write up your team values and paste them here.**  (You may also insert an image if you wrote on a flipchart or white board.) |
| --- |
| * *Success will look like:*   + Producing rigorous, data-backed decisions for First Draft that are well developed and justified (aiming for actionable insights when possible).   + Ensuring that our work is complementary to First Draft’s existing work/insights.   + Welcoming contributions from all team members and coordinating with First Draft to ensure they feel we’re bringing value to the project.   + Emphasizing novelty and avoiding redundancy in our research output. * *High-performing team members will:*   + Communicate regularly and transparently, sharing insights and updates with the team.   + Work independently, but draw team members into the collective decisions in their workstream where appropriate.   + Encourage others to ask for help, to draw in the best expertise and experience across the team.   + Foster and welcome “beginners’ curiosity” to make the most of our supporting roles and meet our individual development goals. * *To achieve our goals we will:*   + Focus on our collective goal rather than individual contributions.   + Commit to learning from and teaching others without judgment.   + Openly ask for and encourage constructive feedback.   + Take accountability towards assigned work (meeting deadlines, escalating issues, and communicating in a timely manner if you can’t).   + Seek regular input from the teaching team and First Draft (where appropriate). * *To reap the benefits of our cross-disciplinary team we will:*   + Collect feedback on areas where team members share expertise.   + Hold regular check-ins so everyone understands the full scope of work, and opportunities for them to contribute.   + Provide context for discussions where appropriate.   + Communicate using accessible language common to many disciplines (where possible) |

# Team Norms

As a team, determine what your team norms should be in order to be high-performing. Consider the ideas you came up with in your kickoff assignment and listen to what your teammates thought of as well.

#### Team Composition and Roles

* How might you balance the workload throughout the project and support each other? If you are feeling that there is an imbalance of work, what will you do?
* Given the dependencies between tasks, how should the roles interact with each other to be most effective and efficient? Is there something the project manager can do to help with this?

#### Accountability

* What is the expected out-of-class commitment?
* What will your team do if a team member’s contributions are inconsistent with original expectations?
* How often would you like to discuss, as a team, how things are going?

#### Communication

* How will your team handle disagreements and difficult topics?
* How will your team members give each other feedback?
* What will you do to support cross-disciplinary communication?

#### Decision Making

* How will your team make decisions effectively and efficiently?
* What should your team value most when making a tough decision (i.e. what trumps)?

| **Write up your team norms and paste them here.**  (You may also insert an image if you wrote on a flipchart or white board.) |
| --- |
| * *Team Composition and Roles*   + The workplan should reflect not only responsibilities in this project, but outside commitments as well in order to balance who can support what and when.   + We should be upfront about bottlenecks and set realistic expectations around deadlines. Dependencies should be properly sequenced in the workplan, but (recognizing that work can be unpredictable) we should call out any dependency issues early.   + The Project Manager should help prioritize and balance work between different workstreams as part of our regular check-ins (in class working sessions and other meetings as necessary).   + We should encourage others to be frank about when they’re underwater (or idle) and take responsibility for load balancing as a team. * *Accountability*   + We should expect anything not finished during our in-class working sessions to be completed by the relevant deadline. This may require scheduling additional meetings. Initially, we’ll schedule these sessions ad hoc, but may eventually reserve some standing time if necessary.   + Class working sessions should focus on collaborative tasks (reserving individual tasks for outside class hours).   + Team meetings should start with a (short) round robin to discuss progress and solicit feedback. These can also be used to reset or reaffirm expectations for individuals/the team if necessary. * *Communication*   + During disagreements, surfacing our operating assumptions can help identify the source and remind us that the conflict should be about ideas and not people.   + We should all bring empathy to our discussions and assume best intentions from other people.   + Our decisions — where possible — should be data-driven. One possible answer to conflict is to collect more data.   + We should tag people whose input we want preemptively, so they can look over work ahead of meetings.   + We should bring patience and understanding to cross-disciplinary discussions. When in doubt, ask questions.   + Feedback should be fact-based, but delivered with respect and care.   + All workstreams/deliverables should have a clear owner responsible for driving progress and asking for help as needed. * *Decision Making*   + Difficult decisions should primarily prioritize the best outcome for First Draft and its core stakeholders.   + We’ll drive towards good decisions and large deliverables iteratively. This means seeking feedback on early drafts to validate the premise before investing time to refine it.   + We should encourage each other to treat us as a sounding board to explore more parts of the solution space. |