

- Share your reflections on the best and worst team experiences you had.
  - Best - Meetings when they are open and not out of line. When people know each other and are not hesitant to speak with candor. Being fair and honest. When people are thoughtful.
  - Worst - When you are too worried about making a group happy and thus not being honest.
  - Best experience - challenging project. Speak Up - ok to disagree - not being disagreeable.
  - Worst team experience - jockeying for importance. Reaction - it's ok to admit you are wrong.
  - Worst: No agenda or purpose presented (leaves feeling of wasted time). One person pushing an issue without clear objective given. When all voices don't matter or aren't heard.  
Best: Open to all feedback. Seek multiple perspectives even if not the customary parties involved. Many diverse voices to generate best solutions.
- What norms/behaviors/commitments/guidelines are vital for you to be successful on a team?
  - Speaking with candor, being honest, unafraid to address problems. Objectively look at a question.
  - Often the only diverse person in the meeting. Having more diversity helps me feel more comfortable.
  - Everyone should feel "heard"
  - If it's presented as a "team" it needs to function as a "team"
  - No single voice should dominate - facilitator should seek to draw in other/all voices
  - Ensure appropriate team members are included in the right way and at the right time
  - Clear expectations, roles, responsibilities, etc., helps ensure a better team experience
- How do we hold each other accountable to those norms/behaviors/commitments/guidelines?
  - Listen and allow others to speak. Embrace change and understand it can be hard. Seek clarity. Don't take things personally as it maybe just someone seeking clarity. Treat people equally no special treatment/biases
  - Open communication; common understanding of the norms; clear expectations
  - Leadership - follows-up behind scenes if norms are routinely violate (no shaming in front of the whole team)
- Suggested norms/commitments for CPARB
  - Speak openly and honestly
  - Listen and seek clarity
  - Hold each other accountable

Capital Projects Advisory Review Board  
Board Member – Engagement Guidelines Exercise  
*Notes from September 9, 2021*

- Show respect to members and their opinions regardless of your own opinion.
- Make time/space for conversations even if they are outside of the meeting.
- Brave Space - expected to have your own opinion. Not oppose a person's position.
- Engagement at respectful level with each team member.
- Make the idea with a motivation to be better ..... "humble entry" with engagement of another idea to consider.
- Compromise is not a bad thing.
- CPARB should be a deliberative not a political body.
- Keep our alternative delivery process efficient.
- CPARB is designed to have different viewpoints, and we should commit to understanding these differences.
- Be comfortable with being uncomfortable - expectation of "staying in your lane" does not engender inclusive/broad engagement
- Active listening - withhold judgment/avoid prejudging/not to be defensive
- Show up as open as possible - without personal agenda, commit to the board agenda
- Work on being more cohesive/recognize will not please everyone
- Alamo meetings - can feel confrontational
- Appreciate candor even in difficult conversations
- Agendas
- Clear Expectations
- Listen first (speak/opine second)
- Inclusive participation
- Additional notes
  - Active listening
    - Pay attention
    - Withhold judgement
    - Reflect
    - Clarify
    - Summarize
    - Share