The following norms are intended to be a starting point, but individual groups should consider making modifications or additions that reflect the values and needs of the group. (Note: Explanations are suggested definitions only.)

**Respect Time**
Start/end on time; use time well during the meeting; be sensitive to the time constraints of others.

**Allow Others Sufficient “Air Time”**
Monitor how frequently and how long you speak; allow others the opportunity to enter into the conversation; pay attention to those who haven’t spoken and actively invite them into the conversation.

**Use “I” Statements**
Express your own opinions and experiences (“I think…”, “I’ve seen…”, etc.) and avoid generalizations (“some people think…”).

**Listen Well**
Give the speaker your full attention (do not engage in side tasks or conversations); if you have not understood a colleague, repeat what you heard or ask a question to clarify your understanding before responding.

**Respect Differences**
Recognize that everyone has a different perspective, which may lead to different perceptions and conclusions (an alternate formulation is “Assume good intentions”).

**Encourage and Support Risk-Taking for Learning**
Be willing to take risks; ensure that it’s safe for participants to explore new ideas or go out on a limb in making suggestions without fear of being criticized.

**Freely Attend to Personal Needs**
Stand up, stretch, use the restroom, get drinks/snacks as needed or appropriate given the task at hand—but maintain respect for the work of the group; agree on text/email and cell phone use: e.g., silence ringer, step out for urgent calls or conversations.

**Foster Good Humor**
Smile, laugh, don’t take things too personally or seriously; find ways to have fun and enjoy one another.

**Maintain Confidentiality**
“What we say here stays here;” remind group of this norm before sharing particularly sensitive information.