

SITUATION

This explains the situation and introduces the main characters.

A**DISCUSS**

The quotations are by:

Aesop (c. 620–560 BC), Ancient Greek writer
Socrates (c. 469–399 BC), Ancient Greek philosopher

Jane Austen (1775–1817), English author
Jimmy Carter (b. 1924), US President 1977–81
Maya Angelou (b. 1928), American academic, author and poet

John Hume (b. 1937), Northern Irish politician and Nobel Peace Prize winner

VIEW

- 1 Diversity should be seen as a resource, a chance to be creative and find new solutions. Cultural diversity can also generate conflict if people don't listen to each other and simply argue from their own point of view.
- 2 Everyone in the meeting, including those leading and those participating, is responsible.

REFLECT

This could also include reflecting on how diverse different teams represented among trainees are.

B**VIEW**

- 1 Keep it very simple because it needs to be accessible. Information has to be easy to find.
- 2 She thinks the current site is boring. The design needs to excite and draw people in, to make them interested in what's going on.
- 3 Rachel is silent until the difference of opinion between Eric and Gabriella gets heated, when she suggests a short break to think the design through.

REFLECT

Answers will vary, but should focus on body language and tone of voice as well as what each person says.

C**VIEW**

Interpretation 1:

Critical: poor meeting with participants not listening to each other and the chair person, Rachel, not active enough.

Interpretation 2:

Positive: open, honest and direct discussion focused on the facts. Rachel is quiet, allowing freedom for people to discuss and for productive conflict to happen.

- 2 The team does not seem to be working as a team. Rachel is letting the discussion become destructive rather than productive. She needs to get the meeting back on track with a different approach.

D**DISCUSS**

- 2 Possible example phrases:

- Encourage constructive thinking at the beginning.
OK, so what does everyone think?
- Invite people to give ideas.
(Name), do you have any ideas?
- Clarify what people have said.
So, (name) thinks that ...
- Give positive feedback.
That's a great idea.
- Welcome more creative and alternative ideas.
Any more ideas?
- Get the group to agree on a decision.
OK, let's summarise what we all think and decide what we should do.

VIEW

Rachel does all of the above except the final one – she doesn't ask for a decision as the meeting hasn't yet reached that point.

REFLECT

- 1 Rachel says the following:
 - Encourages constructive thinking.
So let's try to look at this a little more positively.
 - Invites people to give ideas.
Lucas, you've not said anything. What's your feeling on this?
Interesting! Well, Gabriella, you're the design person. What do you think?
Any more ideas, Lucas?
 - Clarifies what people have said.
I've got to write all this down.
Gabriella, what did you say?
 - Gives positive feedback.
Sounds good.
OK, great.
We're doing well so far.
 - Welcomes creative and alternative ideas.
Whatever ideas you have ...
- 2 She is very successful in the sense that the team is producing lots of ideas and working positively and collaboratively.
- 3 Rachel asks Eric what he thinks of Gabriella's ideas. This encourages the participants to listen to each other's ideas.

E

VIEW

- 1 Bob chooses the question *Eric, what do you think about Gabriella's idea?* (though Rachel actually says the similar *Eric, what do you think of Gabriella's ideas?*).

Rachel is encouraging people to listen to each other and work with each other's ideas inside the team.
- 2 Observe and connect people with simple questions, build a culture of cooperation, a culture of communication around them.