

Collaboration Patterns*

Pattern	Summary
Decide How to Decide	People need clarity about how and when decisions are made. Establish transparent decision rules and an accompanying participatory decision-making process for deciding how to decide.
Divide, Conquer, Correct, Collect	Groups having participants with diverse expertise need an efficient way to create high-quality deliverables. Use a process that allows all participants to contribute their expertise on product needs, learn about product needs they are not familiar with, and collaboratively verify their shared understanding of needs. Combine this pattern with <i>Expand Then Contract</i> and <i>Decide How to Decide</i> .
Expand Then Contract	In groups with diverse participants, the quality of deliverables is increased when they explore their divergent perspectives and then combine the best of these perspectives. Use this pattern with <i>The Sieve</i> and <i>Decide How to Decide</i> .
Is There a Norm in the Room?	Groups follow a natural cycle of searching for norms for their group behavior as they create deliverables, make decisions, and exchange information. Establish guidelines for participation that are congruent with both individual and group needs.
Multi-Model	Explore two or more analysis models concurrently to promote discovery of various aspects of connected models and to deepen shared understanding of product needs. Use this pattern in conjunction with <i>Divide, Conquer, Correct, Collect</i> and <i>Decide How to Decide</i> .
Self-Reflect	Incorporate the time during group gatherings to pause and evaluate the group’s behavior—helpful and harmful—with the goal of continual improvement. Acknowledge and appreciate accomplishments, tell the truth without blame or judgment, and agree on commitments for small changes.
The Sieve	Use clear, agreed-upon filtering criteria to narrow options. Involve product partners (stakeholders) in defining both the filters and the filtering process. Use this pattern in conjunction with <i>Expand Then Contract</i> and <i>Decide How to Decide</i> .
Wall of Wonder (WoW)	People act in committed ways when they participate in defining the work and when the work is visible to everyone. Use a pattern of individual, small-group, and then whole-group (plenary) interaction in conjunction with placing work on walls to explore and evaluate work deliverables.

*Based on [*Requirements by Collaboration: Workshops for Defining Needs*](#), by Ellen Gottesdiener, Addison-Wesley, 2002.