

Collaboration / 协作

用于工作、生活和社区协作的原则、实践与模板。内容来自团队项目、伴侣与家人、朋友和社区中的真实经历。

Principles, practices, and templates for collaboration at work, at home, and in communities, drawn from real experiences among teams, partners, families, friends, and communities.

目标是否一致？信息是否充分？讨论是否有效？决定是否清楚？行动是否有人负责？合作能否在反馈中持续改善？

Are goals aligned? Is the necessary information available? Does discussion lead somewhere? Are decisions clear? Does each action have an owner? Can collaboration improve through feedback?

阅读网站 / Reading website

alanthssss.github.io/collaboration

源码与共建 / Source and contributions

github.com/alanthssss/collaboration

协作约定 / Collaboration Protocol

01

先说明要解决的问题和期望结果。

State the problem to solve and the expected outcome first.

02

明确时间、人员、信息和权限等现实约束。

Make practical constraints visible, including time, people, information, and authority.

03

区分事实、判断、假设、建议和决定。

Distinguish facts, judgments, assumptions, proposals, and decisions.

04

质疑观点时说明依据，不把分歧变成人身评价。

Give reasons when challenging an idea; do not turn disagreement into a judgment of character.

05

重要信息对相关参与者可见；不能公开时说明边界。

Make important information visible to relevant participants; state the boundary when it cannot be shared.

06

讨论结束时记录结论、未决事项、负责人和时间点。

End discussions by recording conclusions, open questions, owners, and dates.

07

新证据出现后允许修正决定，不用一致表演代替真实反馈。

Allow decisions to change with new evidence; do not substitute performed agreement for honest feedback.

08

定期检查合作方式，删除无效流程，保留有效经验。

Review how collaboration works; remove ineffective process and preserve useful experience.

基本原则 / Principles

目标先于形式 / Outcomes before form

协作的起点是共同解决一个明确问题，而不是举行会议、填写模板或维持流程。先用一句话描述期望结果。

Collaboration begins with a shared problem, not with meetings, templates, or process. Describe the expected outcome in one sentence first.

约束必须可见 / Make constraints visible

时间、预算、权限、能力和依赖会改变可行方案。无法确定的条件应标为假设，并写明验证方式。

Time, budget, authority, capability, and dependencies change what is feasible. Mark uncertain conditions as assumptions and state how they will be tested.

信息与判断分开 / Separate information from judgment

事实可以核验，判断需要依据，假设需要验证，建议需要比较，决定需要责任人。

Facts can be verified. Judgments require reasons. Assumptions require tests. Proposals require comparison. Decisions require ownership.

分歧服务于问题 / Let disagreement serve the problem

有依据的反对意见能发现风险。讨论方案、证据和取舍，不推测动机，也不以身份代替论证。

Reasoned objections expose risk. Discuss proposals, evidence, and tradeoffs without guessing motives or substituting identity or rank for argument.

决定必须落地 / Make decisions executable

没有负责人、完成条件和时间点的结论仍然只是意向。

A conclusion without an owner, completion criteria, and a date is still an intention.

允许修正 / Allow revision

记录决定的关键依据和复查条件，让新证据能够触发调整。

Record critical reasons and review conditions so new evidence can trigger change.

反馈形成积累 / Turn feedback into learning

一次协作的结果应改善下一次协作。关注可改变的条件和行为，而不是寻找一个人承担全部解释。

One collaboration should improve the next. Review conditions and behaviors that can change rather than looking for one person to explain everything.

实践方法 / Practices

协作不只发生在公司或项目中。一起安排旅行、分担家务、照顾家人、组织活动、维护友谊或参与社区，都需要理解目标、表达约束、处理分歧并落实行动。方法按需取用，不必把生活变成会议。

Collaboration is not limited to companies or projects. Planning trips, sharing household responsibilities, caring for family, organizing events, sustaining friendships, and contributing to communities all require shared goals, visible constraints, handled disagreements, and follow-through. Use these practices where they help; everyday life does not need to become a meeting.

讨论 / Discussion

写明问题、范围和时间。表达主张、依据和影响。识别分歧来自事实、目标还是取舍。

State the problem, scope, and time. Express claims, reasons, and impact. Identify whether disagreement concerns facts, goals, or tradeoffs.

会议 / Meetings

只有需要同步理解、解决分歧或共同决定时才开会。会后记录结论、行动项和必要依据。

Meet only to align understanding, resolve disagreement, or decide together. Record conclusions, actions, and essential reasons afterward.

决策 / Decisions

比较可行选项的收益、成本、风险和可逆性，记录决定、理由、负责人、期限和复查条件。

Compare viable options by benefits, costs, risks, and reversibility. Record the decision, reasons, owner, deadline, and review conditions.

反馈 / Feedback

描述具体行为及其影响，再提出期望或问题。不要把一次观察扩大为人格结论。

Describe a specific behavior and its effect, then state an expectation or ask a question. Do not turn one observation into a claim about character.

冲突 / Conflict

确认事实、利益、边界和可接受结果。安全、骚扰、歧视、权力滥用或合规问题应使用正式渠道。

Clarify facts, interests, boundaries, and acceptable outcomes. Safety, harassment, discrimination, abuse of power, and compliance concerns require formal channels.

日常生活 / Everyday life

谈家务、出行、照护或共同开支时，先说各自在意什么和现实限制。对亲近的人也应允许拒绝、修改和重新商量。

For household tasks, travel, care, or shared expenses, begin with what each person values and the constraints each faces. Even close relationships should allow refusal, revision, and renegotiation.

与 AI 协作 / Working with AI

提供目标、背景、限制和输出形式。把产出视为待检查的草稿，保护无权共享的信息，最终责任仍归属人。

Provide goals, background, constraints, and an output form. Treat output as a draft, protect unauthorized information, and retain human responsibility.

参与共建 / Contributing

这套内容面向每一个希望做好协作的人，不要求读者懂技术。阅读请访问项目网站；如果希望查看原始文档、提出问题或参与修改，请进入 GitHub 仓库。

This material is for anyone who wants to collaborate well; no technical background is required. Use the website to read. Use the GitHub repository to inspect source documents, raise issues, or propose changes.

阅读网站 / Reading website

<https://alanthssss.github.io/collaboration/>

源码与共建 / Source and contributions

<https://github.com/alanthssss/collaboration>

提交修改建议 / Propose a change

<https://github.com/alanthssss/collaboration/pulls>

联系 / Contact

Email: alanthssss@gmail.com

WeChat / 微信: alanthssss (添加时请简单说明来意 / please include a short note)

模板从下一页开始。每种模板单独一页，可以直接打印填写。模板用于减少遗漏，不用于增加形式；不适用的栏目可以留空或删除。

Printable templates begin on the next page, one template per page. They reduce omissions rather than add ceremony; leave out any field that does not help.

讨论记录 / Discussion

日期 / Date

参与者 / Participants

要解决的问题 / Problem to solve

期望结果 / Expected outcome

范围与约束 / Scope and constraints

已知事实、假设与待确认信息 / Known facts, assumptions, and open information

观点及依据 / Views and reasons

结论、未决事项与行动 / Conclusions, open questions, and actions

会议记录 / Meeting

日期 / Date

参与者 / Participants

会议目的 / Purpose

会前材料 / Preparation material

议题与时间 / Agenda and time

讨论记录 / Notes

结论 / Conclusions

行动、负责人、时间与完成条件 / Action, owner, date, and completion criteria

决策记录表 / Decision Form

日期 / Date

参与者 / Participants

问题、目标与约束 / Problem, goals, and constraints

可行选项 / Viable options

收益、成本、风险与可逆性 / Benefits, costs, risks, and reversibility

决定与主要理由 / Decision and main reasons

决定者、负责人和时间 / Decision-maker, owner, and date

复查条件 / Review conditions

复盘记录 / Review

日期 / Date

参与者 / Participants

原目标与实际结果 / Original goal and actual outcome

事实与证据 / Facts and evidence

有效的条件和做法 / Helpful conditions and practices

阻碍结果的条件和做法 / Conditions and practices that blocked the outcome

仍未知的信息 / Remaining unknowns

调整、负责人、验证时间与标准 / Adjustment, owner, review date, and criteria