Rules of Engagement Matrix

Activity → Dimension ↓	Meeting	Communication	Conflict resolution	Decision making/Problem-resolution
What	What meetings should we hold? • getting to know each other • status reporting • etc.	What should we communicate to each other? What should be the nature of our communication (e.g., positive, critical)	What are we likely to have conflict about? What type of conflict is acceptable? What type of conflict is not acceptable?	What decisions will we need to make? (e.g., are we on track? where are we not doing well? what should we do to get back on track? who will do a particular part of the project) What problems should we address?
Who	Who will call the meetings? Who will coordinate the meetings? Who should be at the meetings?	Who can initiate communication?	Who has the final say when there is conflict in the team?	Who is the final decision-maker? Should we have different individuals, subgroups making decisions in different areas of the team's work?
How	How do we call meetings?	How do we communicate with each other? Email? Phone? Do we have the details needed to be able to use the method that we agree to (e.g., phone numbers, email, address of discussion forum, etc.)? Should we copy each other in email? When is it ok to cc?	How do we resolve conflict? How can we prevent conflict?	How do we make decisions? Should all be involved? Should a subgroup be involved? Who should the subgroup consist of? How deep should we go when addressing problems?
When	When should we meet (includes how often)?	When should we communicate (includes how often)?	When should we resolve conflict? Should we let some type of conflict linger? (conflict about ideas may be healthy as long as it is controlled and does not get personal)	By when should we make the different decisions that we need to make? Is there a time after which we should "freeze" our decisions?
Where	Where do we meet?	Any place we should or should not use to communicate? Where can we store (archive) our communications?	Any place we should or should not use to resolve our conflicts? (e.g., never bring out our conflict in front of other teams)	Where do we make our decisions? Where do we store our decisions?
Combination		Who should communicate what, when, and to who(m)? (e.g., team lead should communicate status every Friday by 5 pm via email)	What type of conflict should we resolve immediately? What type of conflict should we wait for a little time to resolve? Is there some time when we should not leave any conflict unresolved (e.g., during the last two weeks of project)?	Who makes what decisions? Who solves what problems?