

Core values of Holland Group

- Showing respect for others (group members, collaborators, etc.)
- Appreciation of others and their contributions (including favors, group jobs, etc.)
- Integrity, rigor, and getting the details right
- Having a optimistic attitude, seeing the positive side of things
- Displaying curiosity, and allowing others to be curious without negative judgment
- Flexibility and adaptability, treating others with compassion
- Being inclusive and valuing diversity
- Being responsible, and thinking of the good of the whole group
- Being organized
- Openness and sharing - collaborative environment with good communication
- Humility and honesty - everyone can be wrong, and admit it; be willing to apologize
- Critical thinking, and the ability to respectfully question each other (including Pat)
- Recognizing that everyone has a personal life
- Supporting others through mentorship and collaboration
- Looking out for one another, including a safe laboratory environment

Steps that we can remember to take

- Apologizing sincerely but without being self-deprecating
- Compartmentalizing frustration about research so that it does not harm your personal relationships
- Visit other offices to keep free flow of ideas/relationships
- Involving everyone in scientific questions, including beginners
- Beware that questioning fundamental goals of another's project can seem threatening (be sensitive to not belittling others' research)
- Thank others when they help you and when they display core values
- Value all voices in the conversation - assume the best of others
- Take part in conversations - be engaged
- However, when you're an expert, leave room for others to engage and/or use Socratic method
- Be sensitive to beginners' feeling that their questions are "dumb" and encourage them to participate
- Clean shared equipment and glassware promptly, don't leave a mess
- Recognize that your answer might not be the only answer (humility)

Principles through which bystanders can help support a respectful environment

- recognizing problems or discomfort, even low-stakes (signs of disrespect)
- interrupting problematic behavior
- offering support/validation
- strengthening community

Thinking about how to respond

- what is the problem?
- who is impacted?
- how are they impacted? How do you think they feel?
- how to immediately address harms?
- how to follow up?

The answers of these questions should all follow the principles listed in the previous section.

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