The Culture Code by Daniel Coyle

3 Core Traits of Highly Successful Teams

* **Building Safety** – Defined as building signals of connection that generate bonds of belonging and identity
  + These are small things that are ongoing, examples include making eye contact, not interrupting, and using inclusive language.
* **Sharing Vulnerability** – Defined as building habits of mutual risk to drive trusting cooperation
  + Important when bringing new people into a team/organization
  + 2 key moments where support is needed – First disagreement and the first vulnerability
* **Establishing Purpose** – Defined as creating narratives to build shared values and goals
  + Try creating metrics tied to the narrative and purpose of the organization instead of traditional business metrics

Questions

1. Building safety
   1. In chapter 1, Coyle argues that psychological safety is a much bigger issue in group than you might think. Do you think this is true? Do you think it influences the work of groups at your job?
   2. WIPRO call center – What was it about group 2’s training that made such a big impact? Can you apply any of it to your team/group/job? (p36)
   3. Coach Popovich spent 4 days getting to know players before they were invited to join the team. What could we do before hiring people to try to make better hiring decisions? (p52)
   4. Theres a misconception of highly successful cultures. That they are happy and light-hearted, instead of energized and engaged. Discuss the difference between the two.
   5. Magical feedback – What is an example of some magical feedback you’ve received? (p55)
   6. Zappos – Collisions – What do you think about this concept? Do you work in a place where you see this happening? How do you promote it or increase it? (p63)
2. Sharing vulnerability
   1. Pixar Braintrust meetings – Why are they the important thing they do? (p99)
   2. Gramercy Tavern – The one thing we know is that it’s not going to go perfectly. What does the manager accomplish by saying this? Do you have a motto or statement like this at work? (p100)
   3. Gramercy Tavern – Good day or bad day? How is help or guidance looked upon in your team/job?
   4. What are the 5 steps in the vulnerability loop? Do you think this is a touchy-feely process? (p104)
   5. Dave Cooper – What made him so outstanding at building teams? Do you know of anyone like this? (p134)
   6. Dave Cooper – The 4 most important words are “I screwed that up.” What do you think about this? Do you agree? (p141)
   7. Dave Cooper – Does anyone do AAR’s or something like it? How does it compare? (p140)
3. Purpose
   1. How can a motto or creed make a difference/impact on a team? (p177)
   2. Do you have a one with your team or company?
   3. Amy Edmondson study – 5 factors of success in teams (p193)
      1. Framing – technique as a benefit verses additional stop
      2. Roles – team members were told why each person skills were important
      3. Rehearsal – preparing and practicing new steps and new communication
      4. Speak up – coached to speak up if they saw an issue
      5. Active reflection – discussing the performance
   4. Can the factors be translated into your work?
   5. Meyer – The number one job is to take care of each other. How do feel about this? Is it a part of your culture – written or unwritten? (p204)
   6. Do you have a catchphrase that is used?
4. Ideas for Action – Building Safety
   1. Overcommunicate our listening
   2. Spotlight your fallibility early on
   3. Embrace the messenger
   4. Preview future connection
   5. Overdo thank-you’s
   6. Be painstaking in the hiring process
   7. Eliminate bad apples
   8. Create safe, collision-rich spaces
   9. Make sure everyone has a voice
   10. Pick up trash
   11. Capitalize on threshold moments
   12. Avoid sandwich feedback
   13. Embrace fun
5. Ideas for Action - Sharing vulnerability
   1. Leaders are vulnerable first and most often
   2. Overcomunicate expectations
   3. Deliver negative stuff in person
   4. Focus on two critical moments when forming groups – disagreement and vulnerability
   5. Listen like a trampoline
   6. Resist the urge to automatically make suggestions
   7. Use candor-surfacing practices like AARs and braintrusts
   8. Embrace the discomfort
   9. Aim for candor and avoid brutal honesty
   10. Keep reviews and professional development discussions separate
   11. Align language with action
   12. Use flash mentoring
   13. Let leaders disappear
6. Ideas for Action - Establishing purpose
   1. Name and rank priorities
   2. Be 10 times clearer about priorities than you think you should be
   3. Figure out what your group aims for proficiency and where it aims for creativity
   4. Embrace the use of catchphrases
   5. Measure what matters
   6. Use artifacts
   7. Focus on bar-setting behaviors