

Reuben Burk 11/25/18

Notes:

**The Culture Code**- author: Daniel Coyle

-the problem older groups often have compared to groups made up of little kids is that the adults get caught up in managing their status within the group rather than focusing on the task

-culture isn't something you are, but something you do

**-SAFETY is actually the key foundation on what culture is built... the word family is used and members describe their relationships with the others in the same way as they'd describe their blood family... you can take big risks and be vulnerable knowing that the others will still love you**

- lots of energetic personal interactions, no long speeches... everyone communicates with everyone, lots of laughter, lots of physical contact

-belonging cues are what help build SAFE connections... these include eye contact, energy, tone of voice, taking turns, emphasis on same words, etc.

- strong group culture is not built on words or how well members can verbally communicate ideas or on intellectual intelligence... good culture is built on constant behavior from everyone that all leads to one thing: we are SAFE together

-experiment was done where participants were asked to solve a problem or puzzle. A conductor comes back 2 minutes later with a made up tip from a previous participant. After the note, participants were found to work harder, longer, more passionately and with more joy... all because they felt that someone else cared about them and they belonged to a connected group

- there is the need to continually remind and refresh the sense of belonging because our brains are wired to constantly be on the lookout for danger and vulnerability

- members of a strong culture feel like they have: 1.) connection 2.) a future 3.) safety

-when Greg Popovich wanted to sign Tim Duncan, he flew to the U.S. Virgin Islands to spend 4 days with Tim's entire family. Wanted to know his character, background, and build a connection... this relationship developed into a deep trusting, no bull shit, honest relationship

-metaphor: Popovich fills his players' cups

-a leader is like the architect of a greenhouse... giving everything in it necessary ingredients to grow. It's not about the leader, it's about everyone else.

-proximity is like a connecting drug... the closer you are to someone then the tendency to communicate more lights up

-subtle cues delivered at the right times help build the feeling of safety... these include: over communicate that your listening, be open about your own flaws/radiating humility, overdo thank yous, create heavy collision, interaction environments, ensure everyone has a voice no matter how controversial they could be, embrace fun.

**-shared vulnerability creates trust**

-vulnerability loop continually creates the communication to other team members that you need them.

- navy seals doing "log PT" builds a team because: vulnerability and interconnected
- they think with one brain: pink panthers and navy seals; thoughtless communication
- . All have specific roles that depend on each other
- navy seals refer to missions as 'pick up basketball'... little communication, little planning, figuring things out in the fly
- **most important thing a leader can say is "I screwed that up"**
- when you deliver negative news, always give it in person
- listen like a trampoline... support, not passive, add energy, gain altitude through repetition
- flash mentoring- lasts a few hours but connects people and creates understanding
- occasionally teams should remove the leader

**- successful cultures have built high purpose cultures.... here is where we are and there is where we want to go... now always keeping relentless focus on the signals indicating if your moving there... is everyone paying attention to the signals of maintaining the groups mission statement?**

**- a clear beacon of purpose can make all the difference for a group**

- reinforce the purpose of the group through continually sending small signals
- successful teams:
  1. Frame their tasks as learning opportunities
  2. The leader explicitly explains to each person why their individual role was important to the team
  3. Rehearsal as a team on their specific tasks using same communication that they would use when live
  4. There is explicit encouragement for everyone to speak up. Leaders were coached through getting feedback from everyone.
  5. Active reflection always took place. The team as a whole would analyze the performance
    - signals reinforcing the purpose are less about being inspiring and more about being consistent
    - every year 1,000 restaurants open up in nyc... after 5 years more than 800 are gone... being successful isn't about high quality product, taking care of people, attention to detail, being innovative... it's about putting all of those things together every single night
    - successful groups are helped built around catch phrases... because they act as signals reinforcing the groups purpose. Ex) the All Blacks Rugby team

**-many recognizable cultures were born from moments of crisis... they use the pain here to crystallize their purpose**

- prioritize your priorities and then... over communicate and emphasize them
- Quinnipiac coach doesn't talk about goal Scorer or assist maker... talks about the effort, the back checking, the work off the puck that helped create the moment