

# Culture PlayBook

These are the few points I captured from reading the book: The Culture Playbook, I have marked high priority points in red.

- Make sure you give the feeling of belonging in the group.
  - One great example is oscar winning actor calls out the names of the entire crew on the first day of the shooting, to cause the feeling of belonging.
  - When people believe they can speak at work, the performance, learning innovation, of the organizations crosses the expectations.
- Dont be a jerk:
  - Zappos debrief busdrivers to get to know more information on the candidates behaviour before placing them in the role.
  - If some one is causing discomfort with the above behaviour call them out privately, speak to them, see if it improves, if the same continues, don't hesitant to part ways.
- Always show your Enthusaism:
  - Best away to potray it is :L
    - ◆ Eyes open, alert, and eyebrows raised.
- Day one of the employee:
  - Talk about what happens during your best days.
  - Make them feel comfortable, ask few random questions, what is their first car..etc.
- Use in person conversations as a booster shot:
  - Gitlab subsidises inperson communications to its employees.
- Obey the two project pizza rule:

- A group of six or less than 6 are always preferable.
- Make a habit of over thanking people:
  - When you just say to thank you to the people who helped you out, their tendency to help you during next time increases as well.
- New Arrival welcomes:
  - Personalized welcome:
    - ◆ Tell your welcome on the bill-boards or something to ensure they feel valued.
  - Artifact
    - ◆ May be a book, a personalized message from leaders.
- Lunch with team:
  - Probably a casual lunch with the team so that they get to know the team better.
- Solo meeting with manager:
  - A microsoft study found that folks who had early meeting with managers found a greater sense of belonging.
- In person meeting:
  - The impact of in-person meeting is something which cannot be replaced with the remote work.
- Divide work into two buckets:
  - Productivity and creativity,
  - Productivity: Regular stuff
  - Creativity: New Stuff.

- Hashout times accordingly.
- Share PDA's:
  - Public display of apperciations.
- Use Flash mentoring:
  - When you like the work of somebody and if you would like to encompass them in your life:
    - ◆ I m curious to learn more about how you prepared for that presentation.
    - ◆ I would love to learn. what career advice you would give for your younger self.
    - ◆ Can. you take me behind the scenes of your past project? What went really well, what do you wish had gone better.
    - ◆ Go sit next to an old player and listen to their scars.
- Take a class together:
  - ◆ May be engaging some sort of activities which company conducts like yoga sessions might also be helpful to be a part of or to initiate them in the culture.
  - ◆ Take a synchornized break, be it going to cofee together or talking a walk together
- Make a weekly outer circle phone call:
  - May be reaching out to folks who you haven't been in touch for a while via phone make greater good.
- Heads up and heads down time:
  - Make a time for meetings, make a time for quiet work, make a time for meditation..etc

- Kill the happy smoothness fallacy:
  - Conflict and tensions are not something to be avoided indeed use them as a fuel for your culture growth.
  - Task conflicts are always encouraged, but personal conflicts are not.
  - It's okay to expect people fail and learn from their failures and grow.
- I screwed that up:
  - The most important words a leader can say are :
    - ◆ It's okay as a leader to mention that you have screwed that up.
  - Explicitly ask for help:
    - ◆ These following phrases can help you:
      - ◇ I would love for everybody to take some shots at this idea.
      - ◇ I need all of you to poke some holes in this.
  - Frame your enthusiasm of learning when asking for help:
    - ◆ U an really curious to learn more and who in our group can tell us more about the issue? can can you teach me about that?
    - ◆ You might think that people in strong cultures have strong opinions, you ar true, but here is one thing which is prevalently seen:
      - ◇ They combine the passion with a depp openness to the possibility that they might be wrong.
      - ◇
      - ◇
- Meeting warmups:
  - What was the best meal you ate this week.

- Wha's one thing you are looking forward for this month.
- 3-Line-email:
  - For leaders:
    - ◆ What's one thing I currently do that you would like me continue to do?
    - ◆ What's one thing that I dont currently do frequently enough that you think I should do more often.
    - ◆ What I can do to make you more effective.
- When listening use the magic phrase:
  - Tell me more
- After Action Review:
  - Just after your group finishes an important task, you circle up and create a conversation around these questions:
    - ◆ What went well?
    - ◆ What didn't go well?
    - ◆ What are we going to do differently next time?
- Ask Magic wand question:
  - If you could wave a magic wand and change one thing about the way we work, what would it be?
  - Famous Example:
    - ◆ Michael Abrashoff, a navy captain who took command of the ship USS Benfold in 1997.
    - ◆ Benfold ranked the lowest at the time he assumed the captian of the ship.

- ◆ Abrashoff first act was to conduct 1:1 meetings for 30 mins with all the crew in the ship, around 310 of them.
  - ◆ Abrashoff asked these three questions to all of them:
    - ◇ What do you like most about the benfold?
    - ◇ What do you like least?
    - ◇ What would you change if you were captian?
  - ◆ Abrashoff have written a book and it is called: It'[s your ship.
- HUg the messenger:
    - Who ever gives the bad message, Don't shoot the messenger. He just passed the message.
  - Normalize mental health conversations:
    - Ensure how your coworkers are feeling, whether are they feelong stressed, things are going allright in their life, both personally and workwise..etc
  - Template for a good culture success:
    - Preflight
      - ◆ Define the objectives, roles and responsibilities.
      - ◆ Discuss communication flow and decision making.
      - ◆ Talk about areas where each person wants to grow and learn.
    - Mid flight: How it's going:
      - ◆ Ask everyone to share one word to describe the team;s performance so far.
      - ◆ Ask everyone to share one thing the team should do more of.

- ◆ Ask everyone to share one thing the team should do differently.
- Post Flight:
  - ◆ Co-create a doc describing what you learned in this project - especially any tools or process that could be scaled.
  - ◆ Ask every one to share one shoutout.
- Deliver Negative stuff in person:
- Make the new intern/employee attend meetings
  - One of the easiest part of Remote work is you can make people attend these meetings effortlessly.
  - These new folks also get perspective of how leadership communicate with other folks and makes it easier for them to align with the leadership principles.
- Post project action items:
  - When a project is complete, may be take out some time to understand what went well and what doesn't, and make a learning out of it for your future tasks.
- Practice healthy off boarding:
  - Make them feel good when they are leaving, may be farewells...etc
- Occasionally disappear:
  - It's okay to occasionally disappear from your team so that they get chance to figure things out by themselves.
- Share a weekly impact note:
  - As you ladder up the career, when you feel it's certain, make a habit of sending a impact notes, fill them up with nice positive feedbacks.
- Story telling:

- Stories convey the same information 22 times more powerful than the mere information.

- Culture Capture:

- What is your top reason for working here?
- Describe our culture in three words.
- What about us is so central and fundamental to our culture that we should never change it.
- How are we different from the competition
- What separates us?
- What are the non negotiables in our culture.
- What will we not stand for?
- Briefly share a story about something that happened in this organization that would not happen anywhere else.
- Name one thing you would change about our culture.
- What's big issue that hasn't been covered in this survey, one that is important to understanding our culture and where we are headed?
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- Use Artifacts:

- May be have some artifacts which talk about your work.