

CULTURE $\xrightarrow{\text{Latin}}$ cultus \longrightarrow care

$$2 \times 2 = 10$$

Experiment

High school
students
Nutrient
individuals

- Well organized
- Procedural
process
- Slow flow

uncooked
spaghetti
Challenge

Kindergarten
Class

WINNER

- Fast test
- Direct communication
- Experiment constantly

High-performance culture team

Build
Safety

Share
Vulnerability

Establish
Purpose

Build safety environment

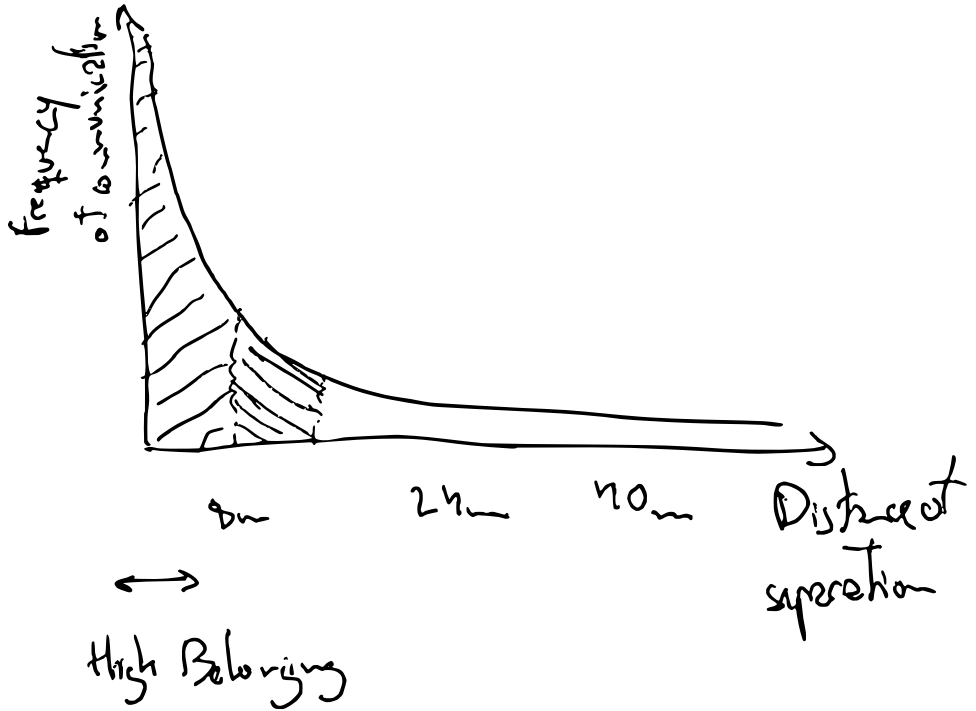
* Belonging cues → Build belonging.

Take care of the
environment of the system

Manager works as
a manager
M3.0

* Communication

Allen Curve



Building Safety

Overcommunicate
Your listening

Embrace
Messenger
(ot bad news

Review
Future
Connections

Overdo
Thank-Yous

Eliminate
bad apples

Create Safe
Collision-rich spaces

Make sure everyone
has a voice

Pickup Tools

Avoid giving Sandwich feedback

Embrace
Fun

Share Vulnerability

- Clearly communicate which is the identified problem.

Pixar → BrainTrust each film.

Directors

Producers

Navy Seals → AAR: After-Action Review

→ Opportunities for safely share vulnerability
defects, mistakes, problems, ...

⊗ Super-Cooperators

you detect vulnerability and
give positive feedback.

→ Navy SEAL: Log

physical training [Log PT]

113 Kg

3 m



30 sec → 90 minutes

Creating Cooperation Humility

Allowing Sharing Vulnerability

Make sure the leader is vulnerable first and often

Overcommunicate Expectations

Deliver negative stuff in person

New groups. Focus on:

- First vulnerability
- First disagreement

Listen like a stranger

In conversation, resist the temptation to reflexively add value

Embrace discomfort

Aim for candor, avoid brutal honesty

Leader personally disappears

Performance Reviews // Professional Development

Establish Purpose

→ Johnson & Johnson CREDO

Worth

Input

Response-Opportunity

Feedback.

→ New surgery technique in different hospitals

- Framing
- Roles
- Rehearsal
- Explicit encouragement to speak up.
- Active reflection.

Lead for Proficiency

Establish Priorities

Colleagues
Guests
Community
Suppliers
Investors

- Catchphrases
as a tool

Read the guest
Loving problems

Finding the yes

Skunking

To get a hug, you have to say no

Lead for Creativity

Rank Priorities

Innovation
Safety
Fail Fast

Tools

Brain Trust

Kaiser

Proficiency

- Give team models of excellence
- High-repetition-
High-feedback
- If X, then Y.
- Spotlight and honor fundamental skill

Creativity

- Keenly attend team composition and dynamics.
- Protect team's creative autonomy.
- Make it safe to fail and give feedback.
- Celebrate hugely when the group takes initiative

→ Embrace the use of catchphrases.

→ Reserve what really matters.