

**TAKE THE TOXIC OUT OF YOUR TEAM
AND UP THE EFFICIENCY
WITH THE POWER OF GOOGLE**

JASON 'SLIM' BLACKHURST

CALL FOR HELP!

Help me!!

THREE THINGS

- ▶ I'm Not Perfect
- ▶ AttendeeHub
- ▶ Discussions

QUICK SURVEY

THE GOAL



Tweets
60

Following
82

Followers
52

Likes
74

Lists
0

Moments
0

Jason Blackhurst

@alsoKnownAsSlim

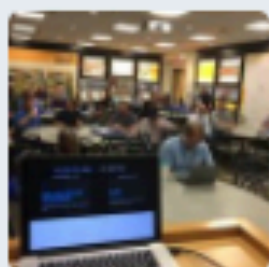
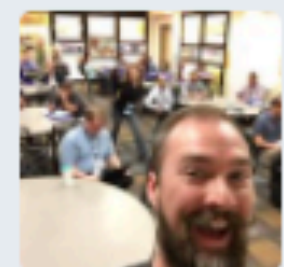
A husband of one, father of two, fairly technical.

📍 Columbus, OH

🌐 jasonblackhurst.com

📅 Joined May 2016

🖼️ Photos and videos



THE BIG PROMISE

I'm Feeling Lucky

Google

[I'm Feeling Lucky](#)

But how?

I'm Feeling Lucky

PROJECT ARISTOTLE

Psychological Safety

Dependability

Structure and Clarity

Meaning of Work

Impact of Work

Psychological Safety

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STRUCTURE AND CLARITY



Julia Grace

@jewelia

Follow



One of the largest sources of confusion & frustration:

- 1) a decision needs to be made
- 2) it's unclear who has the *authority* to make the decision
- 3) it's unclear who will be *held accountable* for the decision

Chaos ensues.

4:05 PM - 15 Dec 2017

602 Retweets 1,813 Likes





THE TELEPHONE GAME



You Lazy B
Get back to

STRUCTURE AND
CLARITY

THE LAZY DEV



STRUCTURE AND
CLARITY

THE GOTCHA QA

STRUCTURE AND CLARITY

But how?

I'm Feeling Lucky

GOOGLE SUGGESTS

- ▶ Communicate Team Goals
- ▶ Team Meetings (Agenda and Leader)
- ▶ Adopt Objectives & Key Results (OKRs)





Julia Grace

@jewelia

Follow



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4:05 PM - 15 Dec 2017

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DEPENDABILITY



DEPENDABILITY

**THE COWBOY
CODER**



DEPENDABILITY

**THE SHORT
TIMER**



DEPENDABILITY

THE
FREELoader

DEPENDABILITY

But how?

I'm Feeling Lucky

GOOGLE SUGGESTS

- ▶ Clarify Roles and responsibilities
- ▶ Provide Transparency
- ▶ Discuss Conscientiousness research



FROM WITHIN

- ▶ Keep commitments
- ▶ Explain deviations
- ▶ Discuss risk
- ▶ Keep roles and goals clear

PSYCHOLOGICAL SAFETY

PSYCHOLOGICAL:

MENTAL OR EMOTIONAL STATE

SAFETY:

PROTECTED FROM DANGER

PSYCHOLOGICAL SAFETY:

**YOUR MENTAL OR EMOTIONAL STATE
IS PROTECTED FROM DANGER**



BACK
SPACE

OOPS

--
/

]



PSYCHOLOGICAL
SAFETY

**HERO
PROGRAMMER**

J
O
K
E
R



PSYCHOLOGICAL
SAFETY

THE JOKER



PSYCHOLOGICAL
SAFETY

**THE STRONG
SILENT TYPE**

PSYCHOLOGICAL SAFETY

But how?

I'm Feeling Lucky

GOOGLE SUGGESTS

- ▶ Solicit Input / Solicit Opinions
- ▶ Share personal and work preferences
- ▶ Watch TED Talks
 - ▶ Amy Edmondson on Psychological Safety
 - ▶ Margaret Heffernan on Super Chickens

AMY EDMONDSON ON PSYCHOLOGICAL SAFETY

- ▶ No one wants to seem Ignorant, Incompetent, Intrusive, Negative.
- ▶ Build Safety
 - ▶ Frame it as a Learning Problem
 - ▶ Acknowledge fallibility
 - ▶ Model Curiosity

MARGARET HEFFERNAN ON SUPER CHICKENS

- ▶ Super Chicken Study
- ▶ Problem Solving Study
- ▶ Conflict is frequent when Candor is safe!
- ▶ Stop pitting employees against each other



FROM WITHIN

- ▶ Solicit Opinions. Give Opinions.
- ▶ Ask questions, even the stupid ones.
- ▶ Answer questions, even the stupid ones.
- ▶ Be an example, even a stupid one.
- ▶ Assume good intent.
- ▶ Strong Opinions, Weakly Held

WRAP IT UP

STEREOTYPES

**IF IT WERE A
SNAKE**

WHAT DOES THE EFFICIENT TEAM LOOK LIKE

PSYCHOLOGICAL SAFETY

WHAT DOES THE EFFICIENT TEAM LOOK LIKE

DEPENDABILITY

WHAT DOES THE EFFICIENT TEAM LOOK LIKE

STRUCTURE AND CLARITY

But how?

[I'm Feeling Lucky](#)

GOOGLE SUGGESTS

- ▶ Establish a common vocabulary
- ▶ Create a forum to discuss team dynamics
- ▶ Commit leaders to reinforcing and improving

- ▶ It's the Idea of Improving Your Team
 - ▶ Lencioni's 5 dysfunctions of a team
 - ▶ Maslow's hierarchy of needs
 - ▶ GRPI Model of Team Effectiveness

Communicate

[I'm Feeling Lucky](#)

Questions

[I'm Feeling Lucky](#)

Is the team comfortable speaking up?

Psychological Safety

Can you depend on one another?

Dependability

Do you know who does what?

Structure and Clarity

SESSION FEEDBACK @

ATTENDEE HUB

-
- ▶ re:Work at rework.withgoogle.com/
 - ▶ Amy Edmondson TEDxHGSE:
Building a Psychologically Safe Workplace
 - ▶ Margaret Heffernan TED:
Forget the pecking order at work. (Super Chickens)
 - ▶ Glenn D. Rolfen TEDxOslo:
How to start changing an unhealthy work environment
 - ▶ re:Work at rework.withgoogle.com/ Seriously.
Check this one out if you do nothing else.
 - ▶ Feel free to reach out [@alsoKnownAsSlim](https://twitter.com/alsoKnownAsSlim) and
JasonBlackhurst@gmail.com

Phone Game	https://www.flickr.com/photos/nnova/5110654026/	https://creativecommons.org/licenses/by-nc/2.0/
Lazy Dev	https://www.flickr.com/photos/theleetgeeks/3110958031	https://creativecommons.org/licenses/by-nc-nd/2.0/
Oops	https://www.flickr.com/photos/mwichary/7190737616/	https://creativecommons.org/licenses/by/2.0/
Gotcha QA	https://www.flickr.com/photos/thepreiserproject/12148182186	https://creativecommons.org/licenses/by/2.0/
Cowboy	https://www.flickr.com/photos/92583992@N00/7808358716/	https://creativecommons.org/licenses/by-sa/2.0/
Short Timer	https://www.flickr.com/photos/bolonski/6342647800	https://creativecommons.org/licenses/by/2.0/
Freeloader	https://www.flickr.com/photos/mcmorgan/4886677386	https://creativecommons.org/licenses/by-sa/2.0/
Hero	https://www.flickr.com/photos/wtfitshanna/5730656587	https://creativecommons.org/licenses/by-nd/2.0/
Joker	https://www.flickr.com/photos/venkatarameshkommoju/6784580610/	https://creativecommons.org/licenses/by-nc-nd/2.0/
Strong Silent	https://www.flickr.com/photos/tinfoilraccoon/196506484	https://creativecommons.org/licenses/by/2.0/
Help From Within	https://www.flickr.com/photos/dorlino/5552505483/	https://creativecommons.org/licenses/by-nc-nd/2.0/
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