

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

JASON 'SLIM' BLACKHURST

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CALL FOR HELP!

Help me!!

THREE THINGS

- ▶ Learning Experience
- ▶ I Need Your Feedback
- ▶ Discussions

QUICK SURVEY

THE GOAL



Tweets
60

Following
82

Followers
52

Likes
74

Lists
0

Moments
0

Jason Blackhurst

@alsoKnownAsSlim

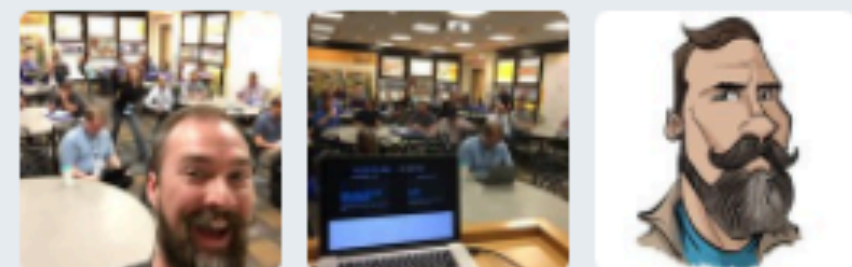
A husband of one, father of two, fairly technical.

📍 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

Dependability

Structure and Clarity

Meaning of Work

Impact of Work

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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







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

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PSYCHOLOGICAL SAFETY



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

BUT WAIT THERE'S MORE

- ▶ Create an employee-to-employee learning program
- ▶ Set and communicate a team vision
- ▶ Train your interviewers
- ▶ Raise awareness about unconscious bias
- ▶ Run an employee survey
- ▶ Shape the candidate experience
- ▶ Give feedback to managers
- ▶ Care professionally and personally for your team

- ▶ 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](#)

SESSION FEEDBACK

I WANT IT

Is the team comfortable speaking up?

Psychological Safety

Can you depend on one another?

Dependability

Do you know who does what?

Structure and Clarity

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/
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logo generator	https://www.festisite.com/logo/google/	

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- ▶ 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