Team Dynamics

Culture and decision making

Positional Generative

The PNI Tool

POSITIVE NEGATIVE INTERESTING

THE 4 TYPES OF BAD LISTENER

LOST INTERRUPTING SHREWD DRAMATIC

THE HubSpot
CULTURE CODE
Creating a company we love.

We want people with **heart**.

HUMBLE
EFFECTIVE
ADAPTABLE
REMARKABLE
TRANSPARENT

Those who will help us create a company we love.

2006

1. Our business is change.

2. We're on offense. All the time.

3. Perfect results count -- not a perfect process. Break the rules: fight the law.

4. This is as much about battle as about business.

5. Assume nothing.
   Make sure people keep their promises.
   Push yourselves push others.
   Stretch the possible.

6. Live off the land.

7. Your job isn't done until the job is done.

8. Dangers
   Bureaucracy
   Personal ambition
   Energy takers vs. energy givers
   Knowing our weaknesses
   Don't get too many things on the platter

9. It won't be pretty.

10. If we do the right things we'll make money damn near automatic.

"Speak up at the back – we're all listening"

Google's Project Aristotle - Psychological safety the critical factor to team performance

5-MINUTE PSYCHOLOGICAL SAFETY AUDIT:

- If you make a mistake in this team, will it be held against you?

- Are the members of this team able to bring up problems and tough issues?

- Do people on this team sometimes reject others for being different?

- Is it safe to take a risk on this team?

- Is it difficult to ask other members of this team for help?

- Would anyone on the team deliberately act in a way that undermines efforts?

- Working with member of this team, are unique skills and talents valued and utilised?

Edmondson, A. (1999) Psychological Safety and Learning Behaviour in Work Teams. Administrative Science Quarterly, 44: 350-383.

Four Quadrants of Psychological Safety

Learner Safety

It's safe to:

- **Discover**
- **Ask questions**
- **Experiment**
- **Learn from mistakes**
- **Look for new opportunities**

Challenger Safety

It's safe to:

- **Challenge the status quo**
- **Speak up**
- **Express ideas**
- **Identify changes**
- **Expose problems**

Learner Safety

Collaborator Safety

Challenger Safety

Inclusion Safety

Collaborator Safety

It's safe to:

- **Engage in an unconstrained way**
- **Interact with colleagues**
- **Have mutual access**
- **Maintain open dialogue**
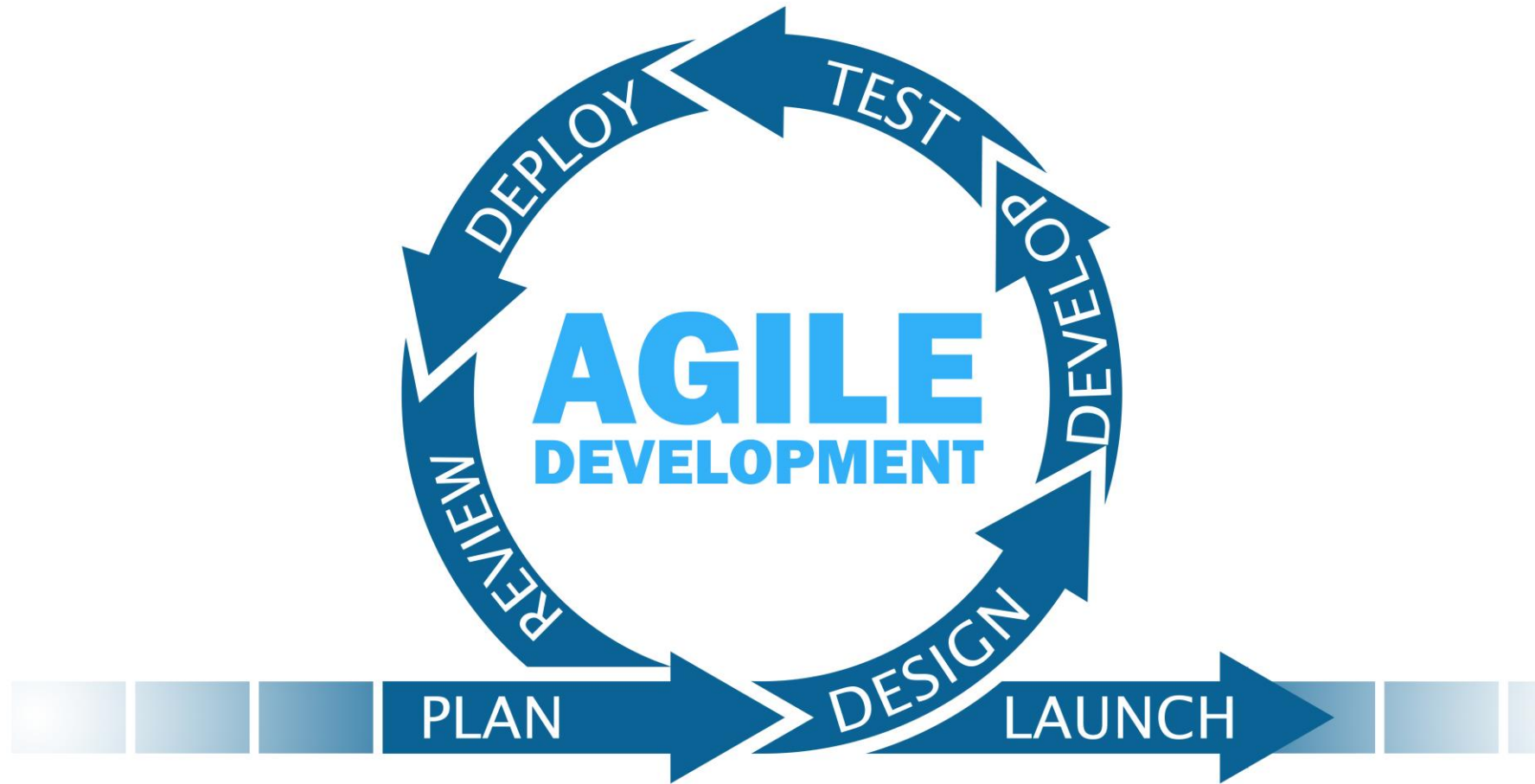- **Foster constructive debate**

Inclusion Safety

It's safe to:

- **Know that you are valued**
- **Treat all people fairly**
- **Feel your experience, and ideas matter**
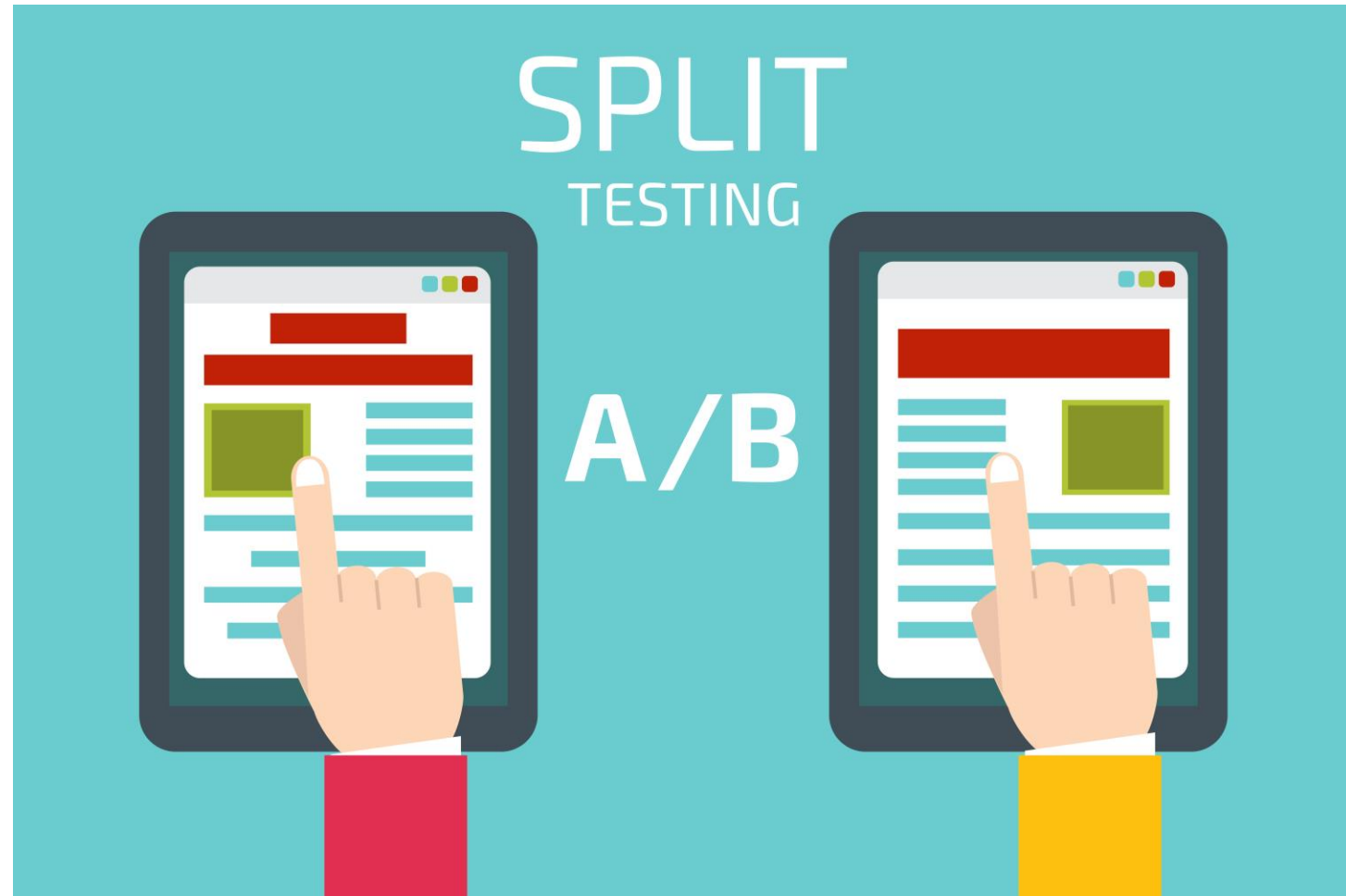- **Include others regardless of title/position**
- **Openly contribute**

Aikido Masters

It's not about never being off balance, it's the speed at which you can recover it

Most don't

- How should we execute on this project?

- Which language should we use?

- What should the front end look like?

- What is the best way to structure the architecture?

- How will we work together?

- **Do it, try it, scrap it, build it**

- **You are going to have to decide what to do**

- **Team based decisions**

"The number of perspectives on a situation is equal to the population of the world"
Robert McKee

Dot Voting

2 minutes

- You get 6 'points'
- 3 to your top choice
- 2 to your second choice
- 1 to your third choice

- Everybody marks their top three ideas in order of preference
- Add up the totals
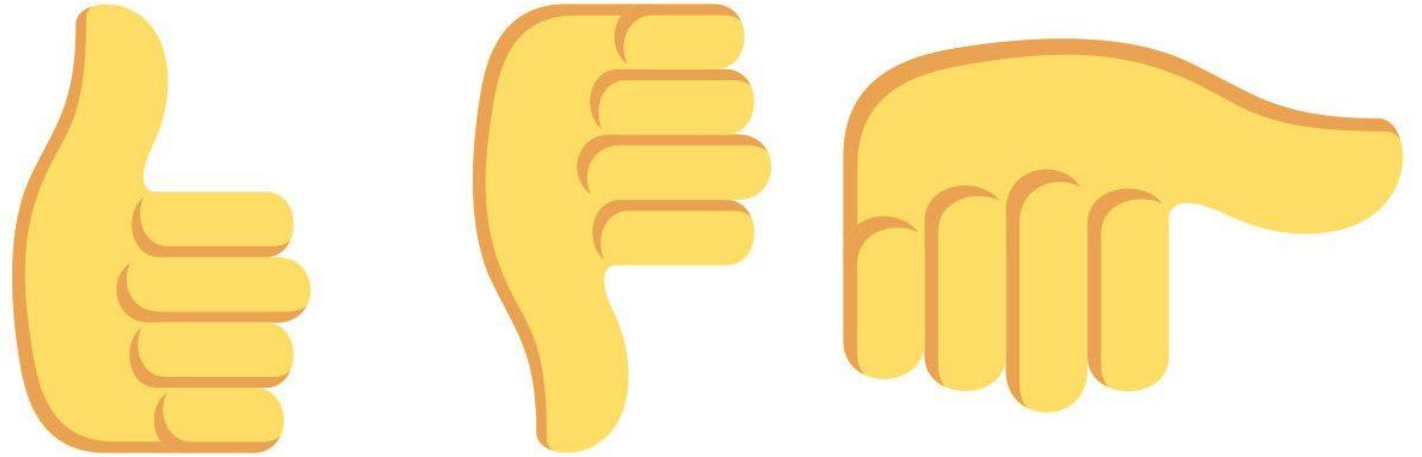- Highest score wins

Dot Voting

No poverty

Quality Education

Affordable and green energy

Decent work and economic growth

Team Manifesto

Roman voting

- **To make the decision**
- **To keep discussing it**

First
workable
option

THE 51% RULE

Thinking in Bets

Making Smarter Decisions

When You Don't **Have All the Facts**

Annie Duke

- **The best teams have great cultures**

- **Every high performance team will go off balance – agree a recovery plan**

- **Refer back to your manifesto – are you being true to what the group want?**

- **Group decisions are not about the right answer – it's what the group want to do**

- **By the way, there is no right answer….**

- **Projects is a Hero's Journey – make active choices on who you want to become**

SUMMARY