

THE CULTURE CODE

The Secrets of Highly Successful Groups

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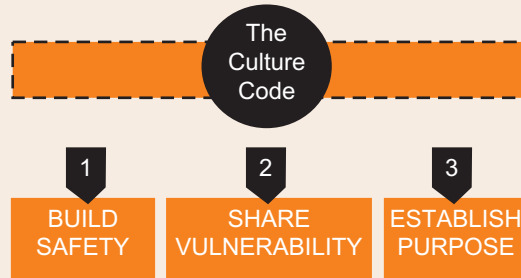
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MAIN IDEA

What do some teams excel while most struggle to gel and be productive?

It always comes down to the group culture that prevails within the team. Top-performing teams have top-performing cultures. An exhaustive four-year study of hundreds of high performance teams showed quite definitively great cultures are in fact created by three specific skills:



If you want to build a great team from the bottom up, make everyone feels like they genuinely belong (Build safety), take mutual risks to drive trust and cooperation (Share vulnerability) and tell highly engaging narratives around your shared goals and values (Establish purpose).

"Group culture is one of the most powerful forces on the planet. We tend to think about it as a group trait, like DNA. Strong, well-established cultures like those of Google, Disney, and the Navy SEALs feel so singular and distinctive that they seem fixed, somehow predestined. In this way of thinking, culture is a possession determined by fate. Some groups have the gift of strong culture; others don't. I spent the last four years visiting and researching eight of the world's most successful groups. I found their cultures are created by a specific set of skills. While successful culture can look and feel like magic, the truth is that it's not. Culture is a set of living relationships working toward a shared goal. It's not something you are. It's something you do."
 – Daniel Coyle



Skill#1 → Build safety Pages 2 - 4

The people in high-performing teams always feel like they are part of a tight-knit family rather than part of an organization. They feel like they belong and that they connect with each other in such a way there's a kind of chemistry at play. They also have confidence others will have their backs come what may. To form and build a great team, find ways to build safety and a sense of belonging for everyone.

Skill#2 → Share vulnerability Pages 4 - 6

When high-performing teams are confronted by tough obstacles, they tend to move and think as one as they figure out a way forward. This is great to observe but it's not achieved with top-down directives. Instead, a good team huddles, deals with realities and hard feedback in clunky ways and then based on everyone's candid opinions comes up with ideas and suggestions to try to move forward. Successful teams translate connection into trusting cooperation.

Skill#3 → Establish purpose Pages 7 - 8

High-performing teams typically create a work environment which is like a hall of fame for their purpose. They surround themselves with reminders of their mission and create vivid links between the present moment and their future ideal. They also enshrine a story which encapsulates why they work and where everyone should put their energy. Exceptional teams don't shy away from challenges but use them to motivate and inspire everyone to move forward with confidence.



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