T1.4

OUR COLLABORATIVE CULTURE

How might we ensure that we're creating and nurturing the right culture for successful collaboration?

tinyurl.com/cctboxt14

ABOUT THIS TOOL

A team culture that empowers collaborative changemaking is key to success. Roughly 10 years ago, Google launched a research project called "Project Aristotle" to figure out the "secret sauce" for creating and nurturing this kind of culture. This OUR COLLABORATIVE CULTURE tool should help you and your team put what Google learned into practice.

After researching 180 teams and conducting hundreds of double-blind interviews with leaders, the "Project Aristotle" team concluded that there are five critical conditions that must exist for teams to be high-performing. They are as follows:

- **PSYCHOLOGICAL SAFETY:** Teammates have to feel confident that no one on the team will be embarrassed or punished for admitting a mistake, asking a question, or offering a new idea. Everyone's opinions should be solicited, heard, and respected.
- **DEPENDABILITY:** On dependable teams, members reliably complete quality work on time.
- **STRUCTURE + CLARITY:** This is a team member's understanding of expectations, the process for fulfilling expectations, and the consequences of one's performance.
- **PERSONAL MEANING:** The work should personally matter.
- **IMPACT:** Team members must believe that the results of the work will make a meaningful difference.

CHANGEMAKER COACH | TOOL TIPS

- I'd strongly recommend investing time discussing and using this tool. It helps you create a changemaking culture. And just using it sends a really important signal to the team/ community.
- You should also use this as a check-in tool. As they say, "Culture eats strategy for breakfast."
- I find this helpful for putting CT2 LEAD WITH COMMUNITY VOICE + CHOICE (p. 28) into practice.

HOW TO USE THIS TOOL

1 First, go to the top of the tool and note down OUR TEAM NAME. If you're an informal team or haven't decided on a name yet, just pick one that resonates with everyone. It can be temporary.

2 Next, go to the COLLABORATIVE CULTURE QUESTIONS. As a team go through each question and note down OUR STRATEGIES for each. If you don't have a strategy, leave the space blank.

3 After you've completed this, it's time to analyze what you've noted in OUR STRATEGIES for each question. Go to the ANALYSIS header. First, under SATISFACTION WITH STRATEGY circle a number from zero to five. Zero means you're totally unsatisfied. Five means you're completely satisfied. You could either do this after a team conversation, or team members could do this individually and you can then use an average number. After you've circled a number, note down your reason under the WHY THIS LEVEL OF SATISFACTION header.

4 Now pivot the conversation from the current analysis to the future. Consider your ANALYSIS for each of the questions and talk about how you might change your strategy. Note down your thoughts under the IDEAS FOR MODIFICATIONS/IMPROVEMENTS header.

5 To conclude, go to NOW WHAT? and note down a few priority next steps based on what you've learned and/or new insights you've gained from using this tool.

CHANGEMAKING INNOVATION MINI-CASES		CHANGEMAKING TRIMTABS	
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OUR TEAM NAME	

COLLABORATIVE CULTURE QUESTIONS	OUR STRATEGIES	ANALYSIS		
		SATISFACTION WITH STRATEGY	WHY THIS LEVEL OF SATISFACTION?	IDEAS FOR MODIFICATIONS/ IMPROVEMENTS
HOW ARE WE CREATING + MAINTAINING A SENSE OF **PSYCHOLOGICAL SAFETY?**		0 1 2 3 4 5		
HOW ARE WE CREATING A CULTURE OF **DEPENDABILITY?**		0 1 2 3 4 5		
HOW HAVE WE ESTABLISHED **STRUCTURE + CLARITY?**		0 1 2 3 4 5		
HOW DOES OUR COLLABORATION TOGETHER HAVE **PERSONAL MEANING?**		0 1 2 3 4 5		
HOW WILL OUR COLLABORATION TOGETHER CREATE TANGIBLE + SIGNIFICANT **IMPACT?**		0 1 2 3 4 5		

NOW WHAT?	