

Welcome Back!!

2019-2020 School Year

The Moore We Believe, The Moore We Become



The Culture Code

By Daniel Coyle





Coyle, D. (2018). *The culture code: the secrets of highly successful groups*. First edition. New York: Bantam Books.

THE CULTURE CODE

Great cultures are formed and sustained not by the skills of individual members, but by the relationships between members.

These relationships are built on 3 critical skills which can be nurtured.



READINGGRAPHICS
Ideas Come Alive

SKILL 1: BUILD SAFETY

In great teams, members constantly send signals of connection that say “you’re safe”. Safety is like the glue that bonds people together, creating a sense of belonging and the foundation for risk-sharing, open debate/communication and learning. Humans are biologically wired to scan our environment for danger. When we feel safe and connected, we move away from danger-lookout mode into a social mode to forge closer ties with our group. In fact social subtle cues often determine our responses and decisions much more than the actual content being communicated.

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SKILL 1: BUILD SAFETY

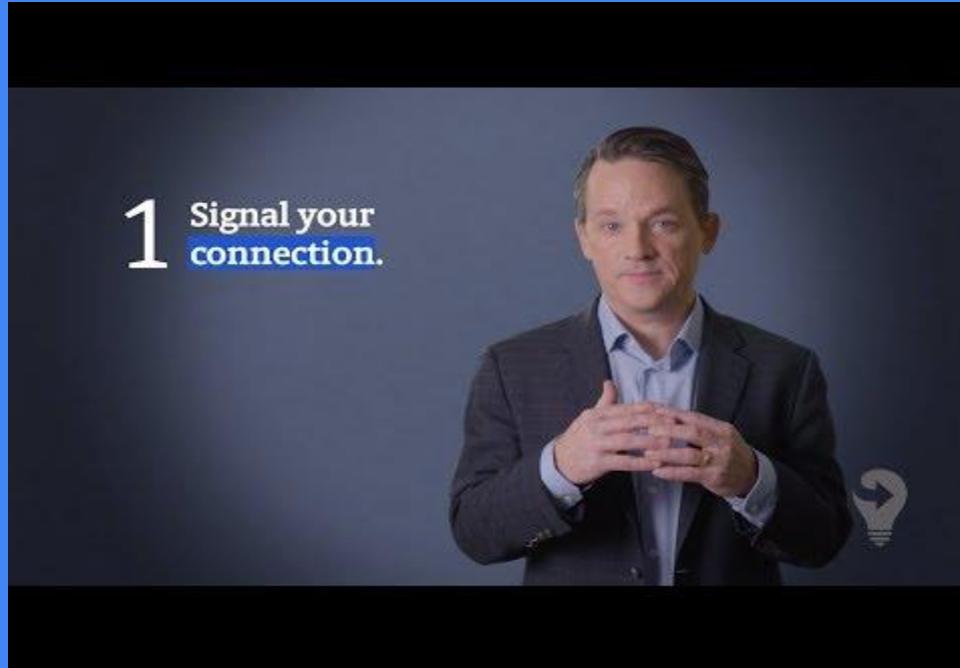
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Belonging cues include, among others...

proximity, eye contact, energy, mimicry, questioning, turn taking, attention, body language, vocal pitch, consistency of emphasis, whether everyone talks to everyone else in the group...



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How do you demonstrate belonging cues in your teams/PLCs? (think about the first 5 seconds - your body language, facial expressions, your attention)

Remember: Just a simple “thank you” caused people to be more generous to a completely different person. Say “thank you” to staff and students!

Belonging cues possess three basic qualities:

- 1. Energy: They invest in the exchange that is occurring.**
- 2. Individualization: They treat the person as unique and valued.**
- 3. Future orientation: They signal the relationship will continue.**

Over and over... You are safe here! Family!

What belonging cues are sent to our students on a consistent basis?

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“Strong cultures flood the zone with belonging cues — simple, short signals that create a sense of connection and future. They show care, commitment, and create a strong, deep connection.”

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Words of Wisdom from Gerry Brooks

Creating a Positive Culture with..... Parents

- *Above all else, all parents want happiness and safety for their child.*
- *Often parents will complain about an incident but what they really want is for their child to be happy and safe. [Nail in the Head video](#)*
- *It's easy to make parents & students happy if you're not doing your job. Your job is not to make everyone like you, it's to make everyone respect you.*
- *Listen first, respond second. Listen to what they're saying, not how they're saying it.*

Words of Wisdom from Gerry Brooks

Creating a Positive Culture with.....

Parents

- *Think about their perspective for happiness, you can't change how someone else feels.*
- *Arguing will not do any good.*
- *Just because it's right doesn't mean it's the right thing to say.*
- *Ask parents for specific details when they have concerns.*
- *Always respond professionally! Ask yourself, did the conversation strengthen my relationship with the parent.*
- *Remember, you are never talking to one parent - they will be sharing with others.*

Words of Wisdom from Gerry Brooks

Creating a Positive Culture with..... Colleagues

- Do you know your colleagues?
- Accept others' personalities.
- Stick together - support each other rather than complain about each other.
- **Always support your colleagues publicly.** This means with parents, students, other staff, and the general public.
- If you have concerns, go directly to the person or keep it to yourself.
- Get on the same page. (Gray Elephant story)
- If you're not on the same page, you're hurting climate.
- Be a participant, not a bystander.
- Communicate!

The Good Apples



Can you identify a time you were in a meeting or training with a good apple? What did they do that made you feel safe and productive?

What will you do at your next meeting to be the “good apple?”

- Put the computer away**
- Make eye contact with all members**
- Lean forward**
- Ask inquisitive questions**
- Prompt unengaged participants**



Daniel Coyle says, “Get rid of **brilliant jerks**. Their benefit is never as high as their cost to the culture. Research shows jerk-like behaviors can diminish group productivity by 30 to 40 percent. In addition, removing them sends a galvanizing signal: *the culture comes first.*”

“Any jackass can kick down a barn, but it takes a good carpenter to build one.”

- Sam Rayburn



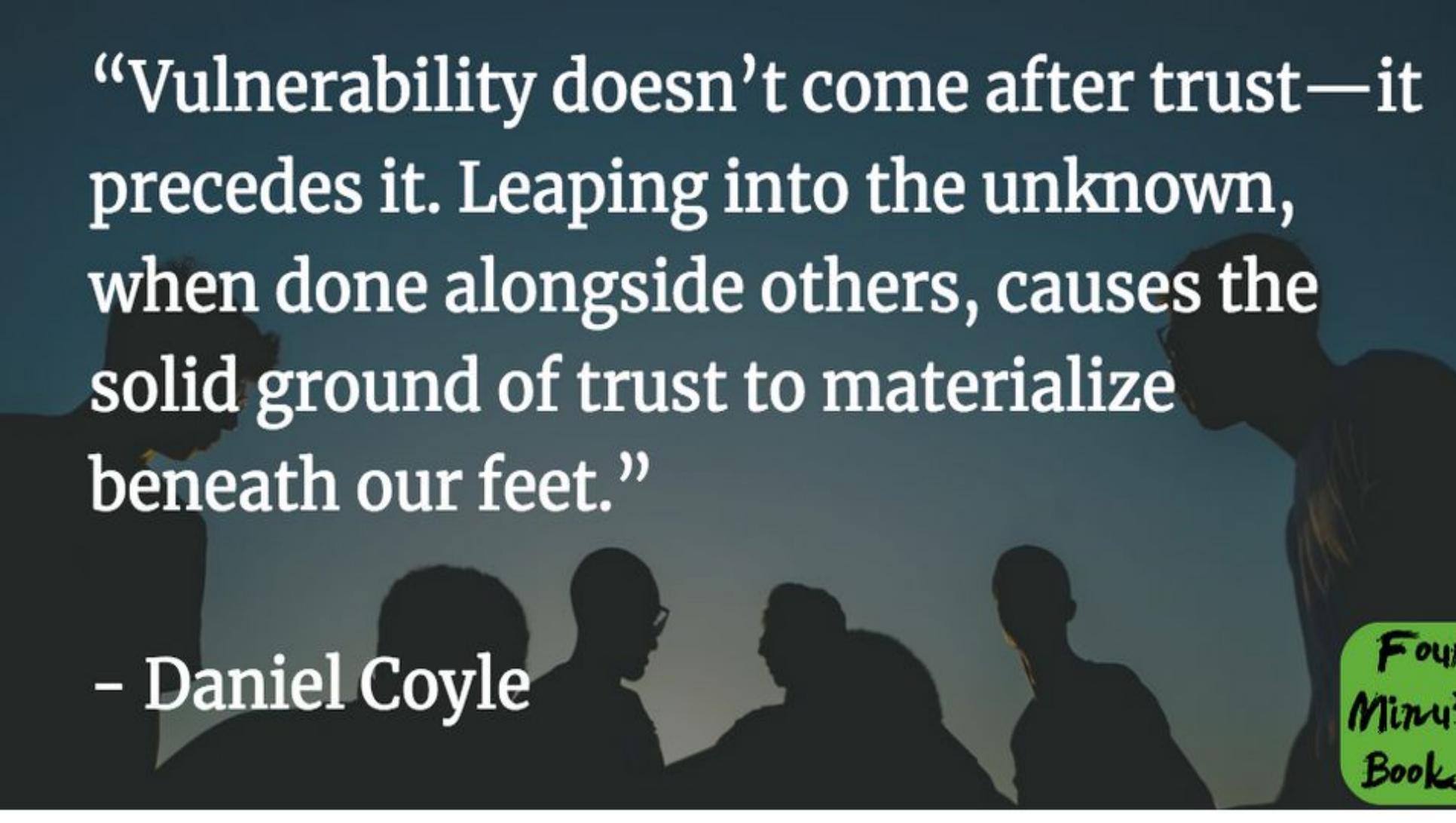


SKILL 2: SHARE VULNERABILITY

In strong teams, members show their weaknesses, share honest feedback, embrace uncomfortable truths and share risks. This creates a foundation for trust and cooperation. Vulnerability is about sending a clear signal that you need help. It can build trust and cooperation so long as the receiving party detects the signal and returns a vulnerability signal (rather than pretend to have no weakness). When this happens, a vulnerability loop is created and there's a sense of mutual-need. Group members feel safe to share risks and give open/honest feedback, so they form a shared mental model over time and can operate like a single organism.

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In strong teams, members **show their weaknesses**, share **honest feedback**, **embrace uncomfortable truths** and share risks. This creates a foundation for trust and cooperation. Vulnerability is about sending a clear signal that you need help. It can build **trust and cooperation** so long as the receiving party detects the signal and returns a vulnerability signal (rather than pretend to have no weakness). When this happens, a vulnerability loop is created and there's a **sense of mutual-need**. Group members **feel safe to share risks** and give open/honest feedback, so they form a shared mental model over time and can operate like a single organism.

The background of the image features dark silhouettes of several people in profile, appearing to be in a group conversation. The silhouettes are set against a dark blue-grey gradient background. The text is overlaid on this background in a white, sans-serif font.

“Vulnerability doesn’t come after trust—it precedes it. Leaping into the unknown, when done alongside others, causes the solid ground of trust to materialize beneath our feet.”

– Daniel Coyle

Four
Minute
Books

Group A

- Describe the last pet you owned?
- What was your high school like?
- Who is your favorite actor?

Group B

- What is your greatest accomplishment and why?
- When did you last sing to yourself? To someone else?
- Is there something you've always dreamed of doing? Why haven't you done it?

Another researcher, Jeff Polzer, who researches organizational behavior at Harvard, found that when we share our own flaws with others, something amazing happens. **He calls it a vulnerability loop, in which other people detect when we signal vulnerability, thus signal vulnerability too, and thus both parties become closer and trust each other more.**

How do you have a candid conversation with your team or individual?

How do you have a candid conversation with a staff member you don't have on your team/PLC?

How have you demonstrated vulnerability within those conversations?

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How does vulnerability apply to our work in professional learning communities?

What steps have you taken to build trust within your PLCs?

SKILL 3: ESTABLISH PURPOSE

Strong cultures use stories, language and behaviors to reinforce their purpose and shared values. People are constantly reminded about the direction they're going, what they stand for and where to focus their efforts. Strong groups explicitly name their values, priorities and goals, then reinforce them through countless signals, so people are absolute clear on where they are and where they want to be, and are clearly guided through their internal mechanisms.

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What stories are you telling yourself about the people you work with? What assumptions are you making that consciously and unconsciously affect the way you interact with colleagues? How do you encourage them, isolate them, push them, hold them back?

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ESTABLISHED PURPOSE CONTINUED.....

In the case of a group, it's the sum of all beliefs and values among your team, as they relate to achieving your common goal. That goal might be something straightforward, like selling the most phones any company has ever sold, but ideally, it's about something bigger, like making phone users feel special and that they have good taste. Which one do you think Apple's built on?

A useful tool to accomplish this is a short, catchy, maybe even cheesy slogan. Think of Nike's "just do it." It's kinda cliché, but it works, because it's easy to remember, and easy to repeat until it sinks in. With safety, vulnerability, and purpose all in one place, it'll be almost impossible to stop you and your team from accomplishing whatever you set out to do!

GROUP SKILLS	ACTIVITIES	EXAMPLES
Build safety	Create connections, nurture a safe environment for taking risks and learning from failure, promote open debate, share credit, communicate trust, build engagement	Google, Zappos, KIPP schools
Share vulnerability	Share vulnerability in risky situations, embrace discomfort, invite participation, promote mutual support, immerse in workouts, active listening	IDEO, Navy SEALs, Upright Citizens Brigade
Establish purpose	Codify purpose-vision statement, share compelling stories and catchphrases, speed up learning, build ownership, improve creative processes and training	Pixar, Johnson & Johnson, Union Square Hospitality Group, All-Blacks rugby team

“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

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Staff Circle

What was an “Aha moment” for you during this morning’s session on culture?

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