### Team Tune up Toolkit

#### Knowing the individual personalities on your team: need for structure

#### Define the rules of the game: Clarifying the team contract
- See Team Contract (mit.edu);
- My TED talk on breaking out of silos; Tanya Menon: The secret to great opportunities? The person you haven’t met yet | TED Talk.

#### Making it psychologically safe to participate, disagree, debate, and make mistakes (Edmondson, 1999)
- What Google Learned From Its Quest to Build the Perfect Team - The New York Times (nytimes.com)

#### Ask the seven questions to capture team psychological safety:
1. People in this team are able to bring up problems and tough issues.
2. I feel safe to take a risk in this team.
3. It is difficult to ask other members of this team for help.
4. No one in this team would deliberately act in a way that undermines my efforts.
5. Working with members of this team, my unique skills and talents are valued and utilized.
6. If I make a mistake in this team, it is often held against me.
7. People on this team sometimes reject others for being different.
   (1=strongly disagree, 2=disagree, 3=neutral, 4=agree, and 5=strongly agree).

- Be explicit on structures/processes/roles/norms by which work gets done
- Avoid generalizations (e.g. FTF better than remote).
- Instead: ask when do we need the cave (focused work) and when do we need the commons (buy-in, cross-pollination, debate).
- Surface decision rules: hierarchy, voting, compromise, consensus, unanimity and understand when they are appropriate.

- Give team members the need for structure survey
- Surface their assumptions, preview natural conflicts, and create ways to navigate

- Capture stories: What are the situations where you feel safe to participate and challenge? When don’t you?
- Identify: What norms support/harm psychological safety?