

Google Identifies Critical Success Factors in High-Performance Teams

- [Strategies to Build Psychological Safety](#)
- [Making Abstract Concepts Real](#)

In a massive, two-year study of high performance teams, Google reveals that psychological safety is the most important success factor. Psychological safety (the belief that you won't be punished when you make a mistake) supports risk-taking, speaking your mind, and creativity. All critical to innovative performance and break-through results.

Research has proven that psychological safety actually impacts brain functioning and performance. Our subconscious brain interprets workplace threats, such as peer rivalry or reduction in job status, as a life-or-death threat. This leads to a fight-or-flight response where we lose perspective and access to analytical thinking.

Counter balancing the fight-or-flight response are broaden-and-build behaviors and activities. Positive emotions, such as trust, curiosity, confidence and inspiration, broaden our minds. We are more open-minded, resilient, motivated and persistent when we feel safe.

• Strategies to Build Psychological Safety



Theoretically, the potential of collective intelligence is enhanced when you combine a group of people who, on the surface, have little in common, people who, most-likely, would not seek each other out socially.

Paul Santagata, Head of Industry at Google, developed six tips to build trust and psychological safety.

- (1) Approach conflict as a collaborator
- (2) Speak human to human
- (3) Anticipate reactions and plan countermoves
- (4) Replace blame with curiosity
- (5) Ask for feedback on message delivery
- (6) Measure **psychological safety**

In a related study on how to best optimize team performance, the consulting firm Deloitte has observed that psychologically-safe teams exhibit more collective intelligence. Contributing to collective intelligence are team composition, structure of conversations, and an inclusive leadership style.

Diversity of thought is possible when team composition is diverse by combining people with a variety of professional roles, such as marketing, operations and finance, and also overlaying cultural, racial and gender diversity in team creation.

• Making Abstract Concepts Real



See and listen to trust can be defined for a real team in real time? Get a sense of

The factors that lead to building psychological safety and optimal team performance, in the moment, are complex and a delicate balance between theory and action. We all know that most team projects begin full of promise and many end in conflict and disappointment, with participants knowing the team was capable of more.

People who have experienced a workshop based on the LEGO SERIOUS PLAY process nod knowingly as team research continues to emerge. We know from first-hand experience that the design of

how you build psychological safety with LEGO SERIOUS PLAY.
Click photo to watch video.

LSP builds trust by allowing co-workers to experience each other in a new context.

We also have learned how diversity of thoughts can be safely and effectively woven together through the common language of the LEGO brick. By using physical models to discuss areas of conflict or divergent thinking, psychological safety is maintained because the model de-personalizes the conversation. No finger-pointing or accusations allowed.

Sincerely,



[Check out the latest facilitator training schedule](#)

Rasmussen Consulting specializes in using LEGO SERIOUS PLAY to effectively harvest an organization's collective intelligence to enhance strategic behavior for better and faster decision-making. We are based in Denmark with offices in US, Japan and Singapore. www.rasmussenconsulting.dk.

robert@rasmussenconsulting.dk

Rasmussen Consulting, Ramsherred 12, Assens, 5610 Denmark

[SafeUnsubscribe™ {recipient's email}](#)

[Forward email](#) | [Update Profile](#) | [About our service provider](#)

Sent by robert@rasmussenconsulting.dk