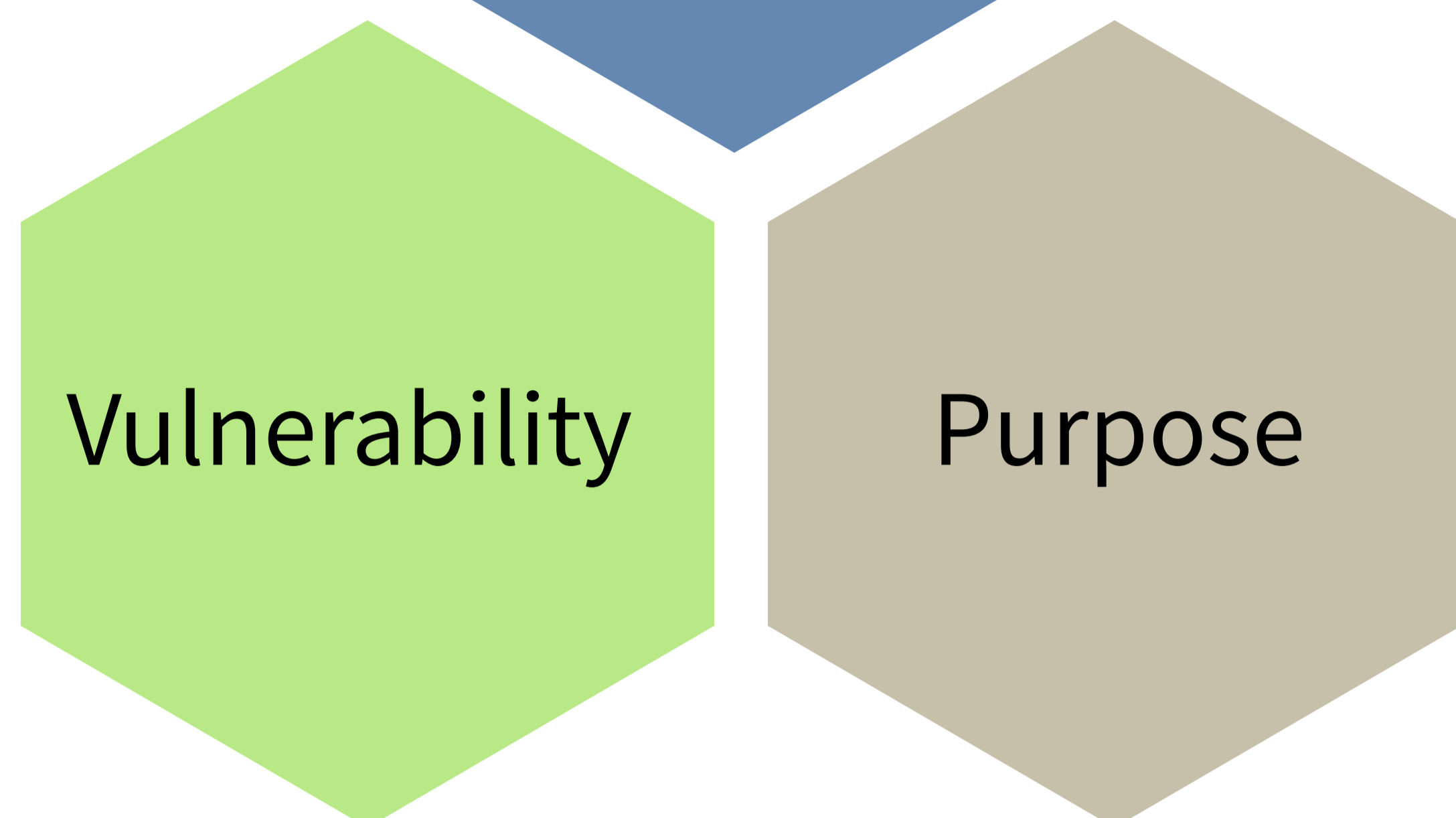


Hijacking Heads and Hearts: fast-tracking your way to a high performing team

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A mere hint of belonging is not enough; one or two signals are not enough. We are built to require lots of signaling, over and over. This is why a sense of belonging is easy to destroy and hard to build.

What belonging cues does your program give now?

What cues can you intentionally build in?

What do you already do well?

What would you like to do differently?

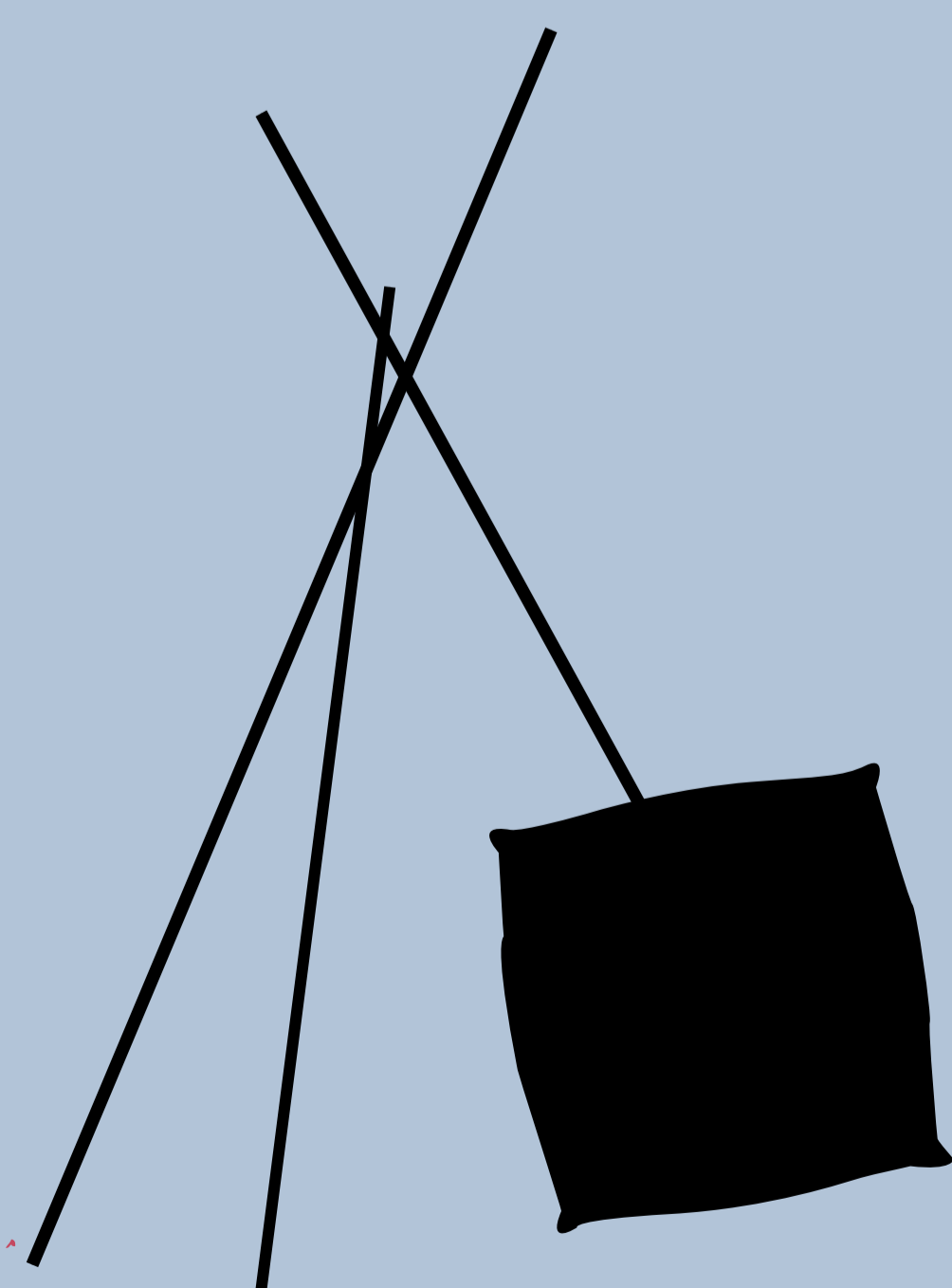
Belonging cues possess **three** basic qualities:

Energy: they invest in the exchange that is occurring

Individualization: they treat a person as unique and valued

Future orientation: they signal the relationship will continue

Spaghetti Experiment

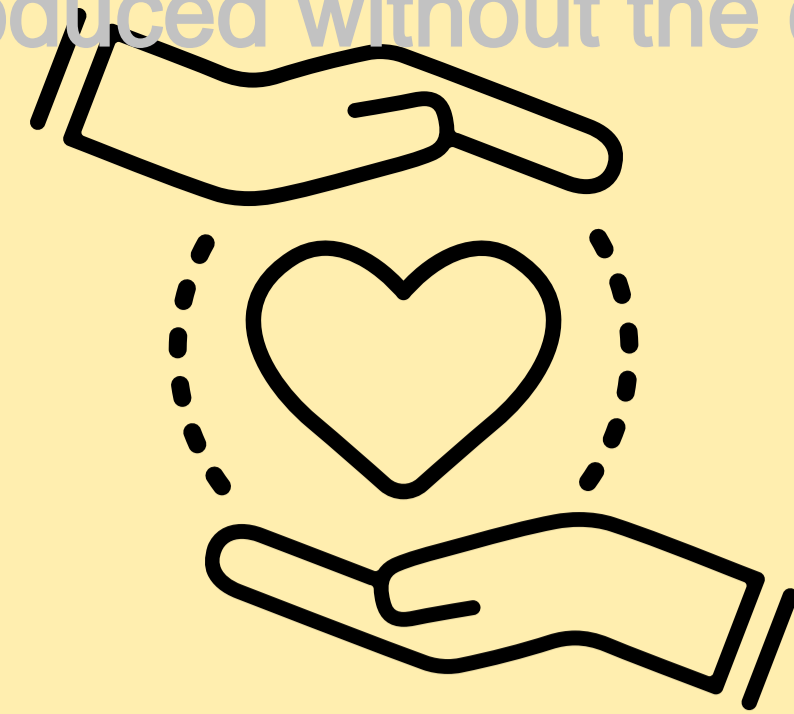


Belonging Cues

- Over-communicate your listening
- Spotlight your weakness
- Embrace the messenger
- Preview future connection
- Overdo thank yous
- Be painstaking in hiring
- Eliminate the bad apples
- Create safe, collision-rich spaces
- Make sure everyone has a voice
- Pick up trash
- Capitalize on threshold moments
- Avoid giving sandwich feedback
- Have Fun

Person A sends a signal of vulnerability.

Person B detects the signal.



Person B responds by signaling their own vulnerability.

Person A detects the signal.

Vulnerability Loop

A norm is established; closeness, cooperation, and trust increases.

Ideas for action

Team performance is driven by 5 measurable factors:

- Everyone in the group talks and listens at roughly equal measure, keeping contribution short
- Members maintain high levels of eye contact, and their conversations and gestures are energetic
- Members communicate directly with one another, not just with the team lead
- Members carry on back channel or side conversations within the team
- Members periodically break, go exploring outside the team, and bring back information to share with others

Group Interaction

- Close physical proximity, often in circles
- Profuse amounts of eye contact
- Physical touch such as handshakes, fist bumps, hugs
- Lots of short, energetic exchanges, no long speeches, lots of high fives
- High levels of mixing; everyone talks to everyone
- Few interruptions, lots of questions
- Intensive active listening
- Humor and laughter
- Small attentive courtesies such as thank yous, opening doors, etc.



There are distinct patterns of interaction. The pattern was located not in the big things but in the little moments of social connection.

In conversation, resist the temptation to reflexively add value

Listen like a trampoline

Aim for candor; avoid brutal honesty

Use flash mentoring

Make the leader occasionally disappear

Align language with action

Embrace the discomfort

Build a wall between performance review and professional development