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.

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**

**Bad Apple Example**

**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

Drawing from core tenets of Daniel Coyle’s newest book
The Culture Code
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.

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

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

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

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