

2024 Back to School Webinar Notes

1) Culture - Embrace discomfort & failure

- a) Foster an environment where mistakes are accepted, where failure doesn't come with significant repercussions. (Failure of effort may be a different story.)
- b) Amy Edmondson - Harvard Business School professor whose focus is on Psychological Safety
- c) She tells of a pilot who tells his first officer (whenever it's a new one) that he's been flying for many years but has never had a perfect flight. Maybe today will be the first, but he doubts it, so let's make sure we help each other out when we see something that falls short.
- d) Also tells of a surgeon who arranges with an operating room tech that when the procedure starts the tech will point out that the surgeon placed an instrument in the wrong place, setting the stage for people to point out mistakes.
- e) Adam Grant discusses the importance of embracing discomfort in learning new things

2) Team Building - Being Unified

- a) Your improvement isn't a zero-sum game. Others can improve as well without impacting you. In fact, their improvement might benefit you.
- b) Michael Cuddyer, former pro baseball player with the Minnesota Twins and Colorado Rockies, spent his first year as an everyday player focused only on himself and struggled. The following year he decided to focus on helping his teammates, and his own performance was much better.

3) Leadership - Communication

- a) Hard Conversations are sometimes necessary, and when handled constructively, can lead to a better place. (Not always - they are hard for a reason.)
- b) Invite “no” - sometimes not reaching agreement is better than having an uneasy truce, especially one where the deeper issues aren’t resolved.
- c) Story of basketball coach Billy Donovan, who suggested to one of his best players that he might be better off at another school.

4) Purpose - Why we do what we do

- a) A reminder that we don’t have to be famous or an influencer to make a difference in someone’s life (story of the Miami Dolphins and the young man who spoke with Tony Dungy on the phone)
- b) Plus, as we get caught up in the day-to-day minutiae which can drag us down, it's particularly important that we remind ourselves of our purpose.

Sources:

Amy Edmondson, *Right Kind of Wrong*

Adam Grant, *Hidden Potential*

Jim Camp, *No*

Tony Dungy & Nathan Whitaker, *The Soul of a Team*