

Building Your Campus Culture Team

Connecting people, passion, and learning to grow an effective team.

Leslie Loewen

Fresno Unified Campus Culture Manager

Leslie.Loewen@fresnounified.org

@mommaloew  

559-457-3674 (office)

559-647-0572 (text)

Lisa Nichols

FUSD VPSA: African American Engagement

Lisa.Nichols@fresnounified.org

Leticia deSantiago

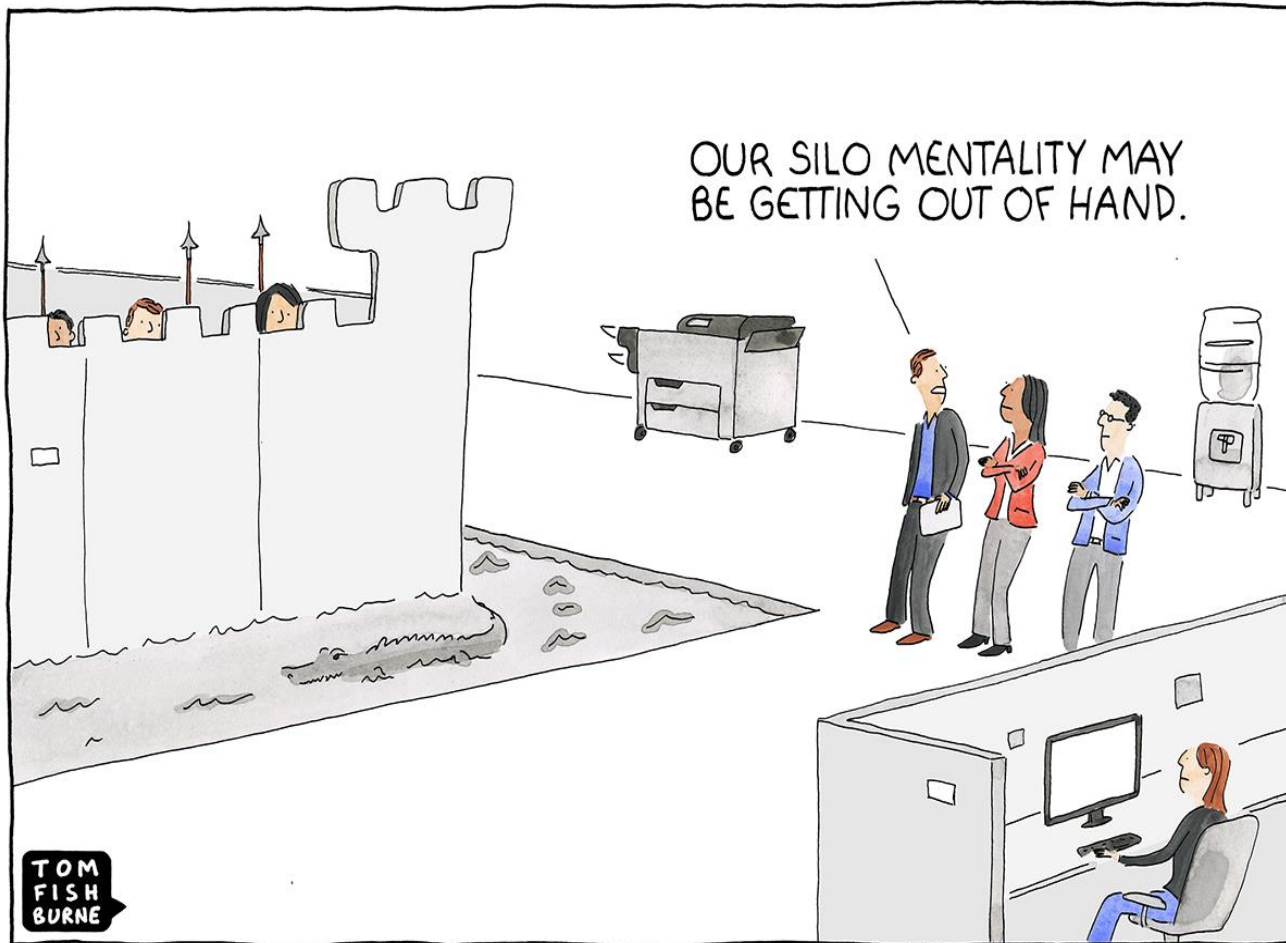
FUSD Administrative Assistant, Goal 2 Team

Leticia.deSantiago@fresnounified.org



Building Your Campus Culture Team

Connecting people, passion, and learning to grow an effective team.



© marketoonist.com



Building Your Campus Culture Team

Connecting people, passion, and learning to grow an effective team.

- Know your “WHY”
- Relationships Matter
- Communication & Organization
- Plus One – Creating the Network
- “One Thing”
- Circle Back Accountability
- Walk Slowly & Meet Outside



Know your “WHY”



Everyone you meet
is fighting a battle you
know nothing about.

Be kind. Always.

Know your “WHY”

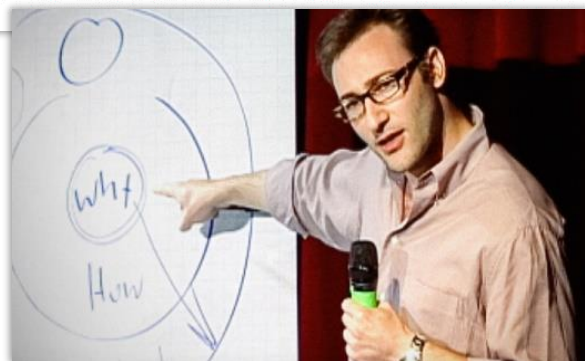


Start with Why

by Simon Sinek (p. 8)

[Simon Sinek: How great leaders inspire action](#)

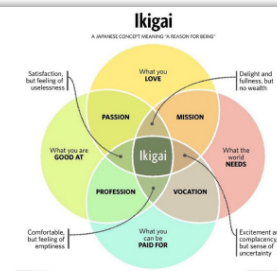
Great leaders, in contrast, are able to inspire people to act. Those who are able to inspire give people a sense of purpose or belonging that has little to do with any external incentive or benefit to be gained. Those who truly lead are able to create a following of people who act not because they were swayed, but because they were inspired. For those who are inspired, the motivation to act is deeply personal. They are less likely to be swayed by incentives. Those who are inspired are willing to pay a premium or endure inconvenience, even personal suffering. Those who are able to inspire will create a following of people—supporters, voters, customers, workers—who act for the good of the whole not because they have to, but because they want to.



Connect to your Purpose

by Stacey Hagen

<https://thriveglobal.com/stories/how-to-connect-to-your-purpose-at-work/>



10 questions to help you connect to your purpose

The first step in connecting your purpose to your work is to get clear on what brings you joy, meaning and fulfillment.

Start by asking yourself these 10 questions.

1. What are my gifts and talents?
2. What are my true passions?
3. If I could do anything and get paid, what would it be?
4. In what parts of my work do I totally lose track of time?
5. What are my areas of expertise?
6. What strengths do I bring to any job?
7. What have people told me they admire about my work?

We use cookies on our site to give you the best experience possible. By continuing to browse the site, you agree to this use. For more information on how we use cookies, see our Privacy Policy.

CONTINUE



Do You Know Your "Why?" 4 Questions To Find Your Purpose

Margie Warrell

Empowering brave leaders to play a bigger game.
<http://www.forbes.com/sites/margiewarrell/2013/10/30/know-your-why-4-questions-to-tap-the-power-of-purpose/#13ddc9ee564e>

If you've ever faced a significant crisis in your life you'll have experienced the power of purpose to tap reserves of energy, determination and courage you likely didn't know you had. Your mission was clear. Your goal was compelling. Your focus was laser-like. Your potential was tapped. The power of purpose is similar to the energy of light focused through a magnifying glass. Diffused light has little use, but when its energy is concentrated—as through a magnifying glass—that same light can set fire to paper. Focus its energy even more, as with a laser beam, and it has the power to cut through steel. Likewise, a clear sense of purpose enables you to focus your efforts on what matters most, compelling you to take risks and push forward regardless of the odds or obstacles.

- ✓ What makes you come alive?
- ✓ What are your innate strengths?
- ✓ Where do you add the greatest value?
- ✓ How will you measure your life?

Do You Know Your Why?

By Margie Warrell

<http://www.forbes.com/sites/margiewarrell/2013/10/30/know-your-why-4-questions-to-tap-the-power-of-purpose/#13ddc9ee564e>

Relationships Matter



- Know your people
- Be personal
- Share your story
- Find out “Who does what?”
- Touch base
 - ✓ Weekly with Direct Report
 - ✓ Weekly with Admin Team
 - ✓ Bi-Weekly with CC Team
 - ✓ Monthly with Faculty
- Assume Positive Intent
- Ask politely
- Find their spark
- What else might be true?

How to Build a Successful Team

By [Adam Bryant](#)

<https://www.nytimes.com/guides/business/manage-a-successful-team>

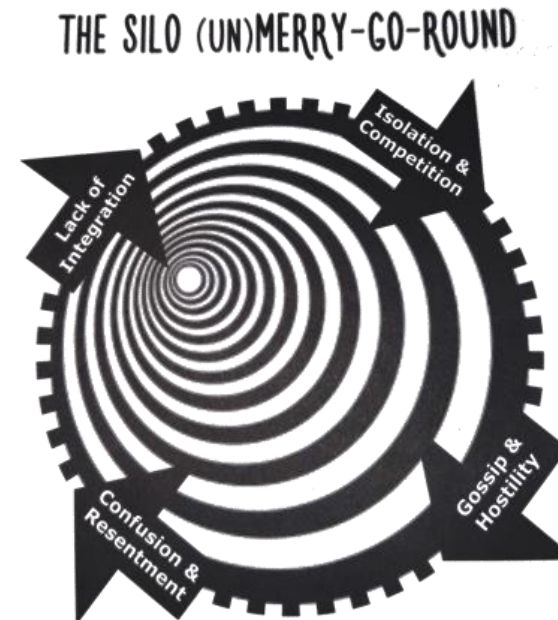
CONVERSATION STARTERS: 350 GOOD QUESTIONS TO ASK

<http://conversationstartersworld.com/good-questions-to-ask/>

Leaders of great companies ask: First Who, Then What?

BY [WENDY MAYNARD](#) • APRIL 21, 2015

<https://www.kinesisinc.com/first-who-then-what/>



School Culture By Design

By Phil Boyte with June Steckler

Communication & Organization



Yes. They go hand in hand.

Event Checklist

Event: _____ Date: _____ Time: _____
Location: _____ Preparation Time: _____
Chairperson(s): _____

The following is a checklist of items that must be addressed for all Events. Make sure you have checked and double-checked that all items are taken care of, and then enjoy your great event!

| Item | Description/Accountability |
|----------------------------|---|
| Theme/Tag Line | |
| Event Flyer | 1-page, CCD approved, placed in all boxes, & attached |
| Posters | Posted on campus bulletin boards, photos attached |
| Bulletin Announcements | Form filled out in front office, one bulletin attached |
| Refreshments (drinks/food) | Attach a copy of menu and price list. |
| Facility | Contract (if needed) or approval, Map of layout |
| Rentals | Tables, linens, etc. Attach list of items, map, and cost |
| Technology | Projector, screen, DVD/Video, computer, internet, etc. |
| Decorations | Pictures, samples, vendors, and pricing attached |
| Bids/Tickets | Attach a copy of the ticket and a sales schedule with worker schedule and actual attendance |
| Music | DIJ, Radio Station, or Band; attach vendor contact info. |
| Pictures | |
| Security | |
| Set-up | |
| Clean-up | |
| Thank-you Cards | |
| Summary | |

Event Center Map

Patriot Distribution Days
Responsible Party: Campus Culture Director

GENERAL DESCRIPTION/OVERVIEW OF EVENTS
Patriot Distribution Days were developed to distribute schedules to the student body and take care of scheduling issues prior to the start of the school year. In addition, students will receive their ID card and turn in mandatory forms without disrupting the first week of school instruction.

TIMELINE/SPECIFIC EVENT ITEMS/CALENDAR

Date: 2 weeks prior to the start of school (usually the first week of August)
Time: 9:00 AM - 2:00 PM for 3 consecutive days
Participants: Seniors - Sophomores with one day for each class
Location: Cafeteria or Event Center depending on availability
Communication: Families receive all information and forms in the summer (July) mailer, a Teleparent message will be sent (1 week prior), and not placed on the marquee during the summer months.
Additional forms are available in the main office (See attached forms).

RESPONSIBILITIES OF STAKEHOLDERS

Campus Culture Director

- Calendar the event in May
- Review the Summer Mailer Flyer
- Post the flyer on the Website
- Contact all vendors providing services:
 - Joesten - Product information and services
 - Go Pats.com - Patriot Clothing and merchandise
 - YHS Student Store - PE Clothes
 - Larson Brothers - ID Photos (on site)
- Print ID Referral forms for students who did not take a spring picture (see attached sample)
- Produce Signage: Entrances, Exit, Station Labels, and Alpha signs (x2)
- Help coordinate the event set-up and student workers for additional help.

Head Counselor

- Coordinate Counseling staff for participation in the PDD
- Ensure that all student schedules have been entered and checked for accuracy
- Print or request printing of all schedules
- Alphabetize student schedules by grade
(Note: Student schedules printed by grade will differ from students printed by graduation year, therefore all schedules should be printed in advance of the first day of PDD)
- Print several copies of a Master Student List: all students currently enrolled with schedules as of the first day of PDD
- Provide Counselors to distribute schedules and staff to make counseling appointments
- Develop Print Schedule change forms for counseling table
- Develop Print Counseling Appointment forms for counseling table
- Coordinate any technology services required (wireless lab, printers, laptops, projectors, etc.)

Administrative Team

- Principal to participate as available at PDD and arrange for the Teleparent message(s).
- Principal's Secretary to assist with summer mailer, summer contact with all Admin Team, place announcements on the Marquee and voicemail, prepare additional forms for the main office and check-in table.

G2 TEAM

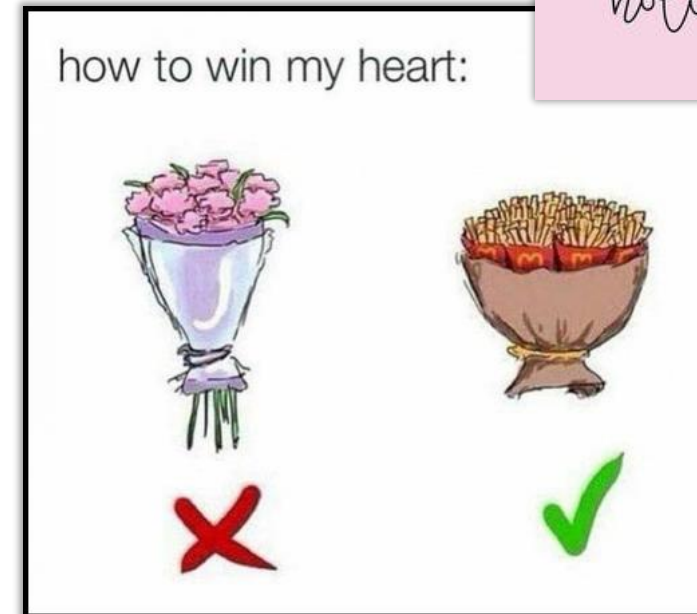
- Create Systems
 - ✓ Binders
 - ✓ Filing
 - ✓ Electronic Calendar
- Know the Flow
 - ✓ Transportation
 - ✓ Budgets (ASB & School)
 - ✓ Ordering (How will things get paid?)
 - ✓ Travel
 - ✓ Subs
 - ✓ Master Calendar
- Brand yourself & communication
- Common Forms/Maps/Checklists
- Include Others

Communication & Organization



Yes. They go hand in hand.

- Keep **EVERYONE** in the loop
- Do **NOT** surprise your Administrator
- CC emails or BCC to be kind
- Meet with special staff...bring them in to the team
- Stop to chat (but keep it brief)
- Share what works, and what needs help
- Give grace & bring treats
- Red Zones & Weekly Updates
- Who's the Point Person...who's the eraser?
- Build Capacity in others, every time
- Work so you don't have to be there!
- Train an intern/apprentice (student)



Communication & Organization



<https://www.youtube.com/watch?v=CuwZJTYnEM4>

Plus One – Creating the Network



"Synergy is what happens when one plus one equals ten or a hundred or even a thousand! It's the profound result when two or more respectful human beings determine to go beyond their preconceived ideas to meet a great challenge." — Stephen R. Covey



- Be strategic, leadership is influence
- It only takes one more
- Create momentum
- Go BIG...and BIGGER!
- Make a plan
- Total Support and pay it back

“No matter what our circumstances, our greatest limitation isn't the leader above us – it's the spirit within us” – John C. Maxwell

“One Thing”



- Ask for the world and you will most likely get nothing
- Ask for “one thing” and you will likely get someone to step up
- Create a kit – Make it easy to say yes
- Rely on an expert
- Do the leg work the first time...but teach someone how after
- Create the structure or system (Disney Formula)
- Ask every staff member what their “one thing” is – create ownership!
- National Day Calendar Resource

National Cheese Doodle Day

www.NationalDayCalendar.com

March 5

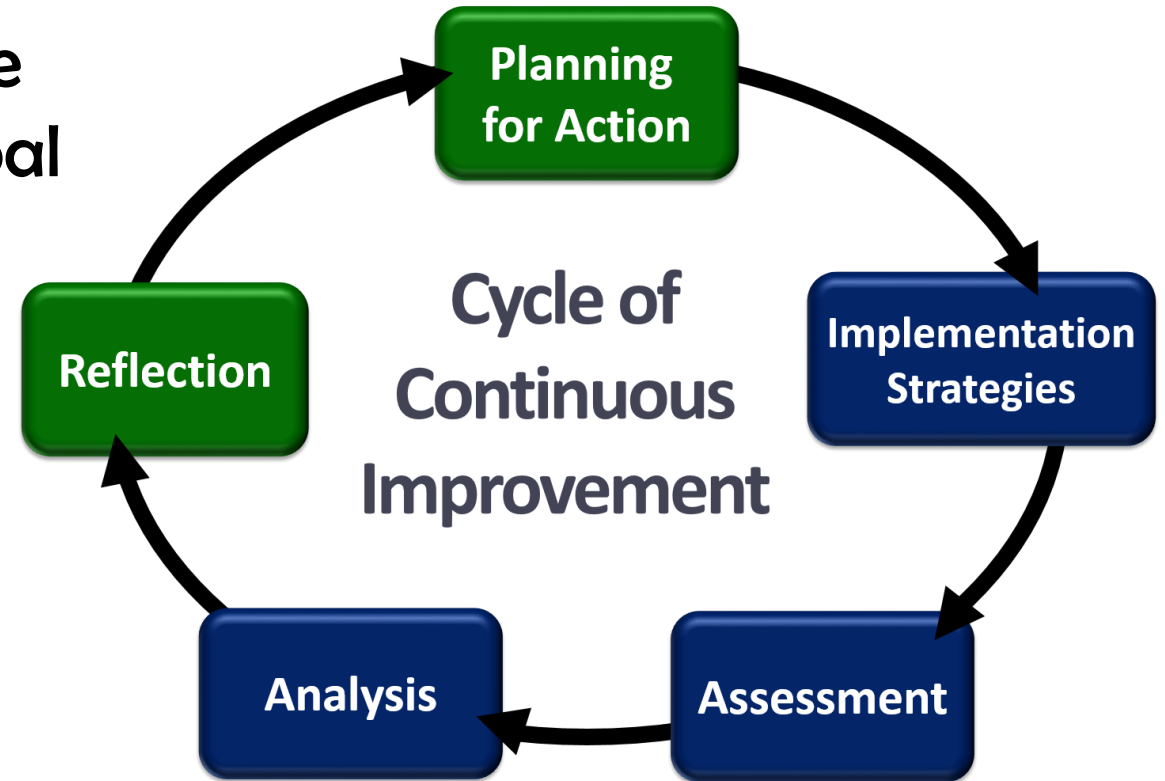
#NationalCheeseDoodleDay

NATIONAL
DAY
CALENDAR™

Circle Back Accountability



- Within a week of any important meeting – summarize in an email
- Take notes and share them
- Plan your next steps before you leave
- Set micro goals to get to the main goal
- **SHOW YOUR WORK**
- **ALWAYS** have multiple checks
- Set a follow-up email
- Admit when you fall short
- Ask for input – before it's done
- Celebrate Completion
- Continuous Cycle of Improvement
- Debrief in a timely manner and take copious notes
- Use a common feedback form or template for your emails



Walk Slowly & Meet Outside



The 360 Leader

By John C. Maxwell

<https://www.johnmaxwell.com/blog/best-practices-of-leading-down/>

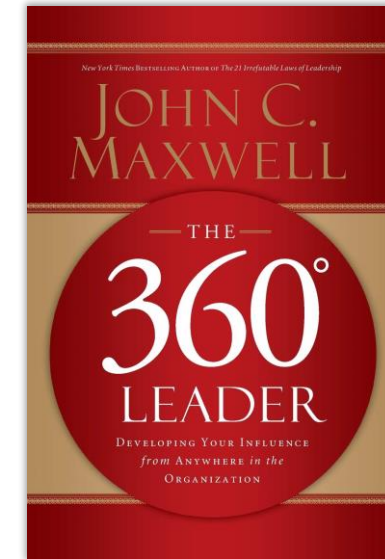
Walk slowly through the halls.

“One of the greatest mistakes leaders make is spending too much time in their offices and not enough time out among the people.”

Take the chance to build relationships with your team.

Make a point to focus less on “task” and more on the “people”.

We should never be too busy to connect with our TEAM.



Teamwork happens when real work happens.



<https://www.youtube.com/watch?v=zIElvi2MuEk>

Building Your Campus Culture Team

Connecting people, passion, and learning to grow an effective team.

Leslie Loewen

Fresno Unified Campus Culture Manager

Leslie.Loewen@fresnounified.org

@mommaloew  

559-457-3674 (office)

559-647-0572 (text)

Lisa Nichols

FUSD VPSA: African American Engagement

Lisa.Nichols@fresnounified.org

Leticia deSantiago

FUSD Administrative Assistant, Goal 2 Team

Leticia.deSantiago@fresnounified.org



Building Your Campus Culture Team

Connecting people, passion, and learning to grow an effective team.

Leslie Loewen

Fresno Unified Campus Culture Manager

Leslie.Loewen@fresnounified.org

@mommaloew  

559-457-3674 (office)

559-647-0572 (text)

Lisa Nichols

FUSD VP/SA: African American Engagement

Lisa.Nichols@fresnounified.org

Leticia deSantiago

FUSD Administrative Assistant, Goal 2 Team

Leticia.deSantiago@fresnounified.org

Everyone you meet
is fighting a battle you
know nothing about.

Be kind. Always.

1. Know your “WHY”
2. Relationships Matter
3. Communication & Organization
4. Plus One – Creating the Network
5. “One Thing”
6. Circle Back Accountability
7. Walk Slowly & Meet Outside

Resources

<https://www.youtube.com/watch?v=RegyQ9-MquM>

Start with Why

by Simon Sinek (p. 8)

[Simon Sinek: How great leaders inspire action](#)

Connect to your Purpose

by Stacey Hagen

<https://thriveworld.com/stories/how-to-connect-to-your-purpose-at-work/>

Do You Know Your Why?

By Margie Warrell

<http://www.forbes.com/sites/margiewarrell/2013/10/30/know-your-why-4-questions-to-tap-the-power-of-purpose/#13ddc9ee564e>

How to Build a Successful Team

By [Adam Bryant](#)

<https://www.nytimes.com/guides/business/manage-a-successful-team>

CONVERSATION STARTERS: 350 GOOD QUESTIONS TO ASK

<http://conversationstartersworld.com/good-questions-to-ask/>

Leaders of great companies ask: First Who, Then What?

BY [WENDY MAYNARD](#) • APRIL 21, 2015

<https://www.kinesisinc.com/first-who-then-what/>

School Culture By Design

By Phil Boyte with June Steckler

<https://www.youtube.com/watch?v=CuwZJTynEM4>

www.NationalDayCalendar.com

The 360 Leader

By John C. Maxwell

<https://www.johnmaxwell.com/blog/best-practices-of-leading-down/>

<https://www.youtube.com/watch?v=zIElvi2MuEk>



Building Your Campus Culture Team

Connecting people, passion, and learning to grow an effective team.

Building Your Campus Culture Team

Connecting people, passion, and learning to grow an effective team.

Leslie Loeven
Fresno Unified Campus Culture Manager
Leslie.Loeven@fresno.k12.ca.us
On my phone: 916 457-3674 (office)
916-647-0572 (text)


Lisa Nichols
FUSD USAs African American Engagement
Lisa.Nichols@fresno.k12.ca.us

Leticia deSantiago
FUSD Administrative Assistant, Goal 2 Team
Leticia.deSantiago@fresno.k12.ca.us



Building Your Campus Culture Team

Connecting people, passion, and learning to grow an effective team.



Building Your Campus Culture Team

Connecting people, passion, and learning to grow an effective team.


- Know your "WHY"
- Relationships Matter
- Communication & Organization
- Plus One – Creating the Network
- "One Thing"
- Circle Back Accountability
- Walk Slowly & Meet Outside



Know your "WHY"

Everyone you meet is fighting a battle you know nothing about.

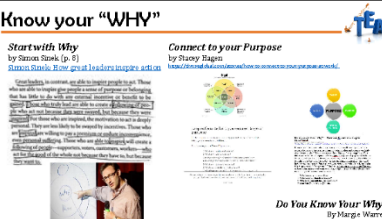
Be kind. Always.



Know your "WHY"

Start with Why
by Simon Sinek, (p. 9)
<https://www.startwithwhy.com/>

Connect to your Purpose
by Stacy Ragan
<https://www.startwithwhy.com/>




Relationships Matter

- Know your people
- Be personal
- Share your story
- Find out "Who does what?"
- Touch base
 - ✓ Weekly with Direct Report
 - ✓ Weekly with Admin Team
 - ✓ Bi-Weekly with CC Team
 - ✓ Monthly with Faculty
- Assume Positive Intent
- Ask politely
- Find their spark
- What else might be true?

How to Build a Successful Team
By Lisa Loeven

CONVERSATION STARTERS: 100 GOOD QUESTIONS TO ASK
<https://www.startwithwhy.com/>


Leaders of great teams possess only one trait: They know what they want.
BY VIKTOR FRANKL, APRIL 23, 2015
<https://www.startwithwhy.com/>



Communication & Organization

Yes. They go hand in hand.


- Create Systems
 - ✓ Binders
 - ✓ Filing
 - ✓ Electronic Calendar
- Know the Flow
 - ✓ Transportation
 - ✓ Budgets (ASB & School)
 - ✓ Ordering (How will things get paid?)
 - ✓ Travel
 - ✓ Sales
 - ✓ Master Calendar
- Brand yourself & communication
- Common Forms/Maps/Checklists
- Include Others



Communication & Organization

Yes. They go hand in hand.

- Keep EVERYONE in the loop
- Do NOT surprise your Administrator
- CC emails or BCC to be kind
- Meet with special staff...bring them in to the team
- Stop to chat (but keep it brief)
- Share what works, and what needs help
- Give grace & bring treats
- Red Zones & Weekly Updates
- Who's the Point Person...who's the eraser?
- Build Capacity in others, every time
- Work so you don't have to be there!
- Train an intern/apprentice (student)



Communication & Organization




Plus One – Creating the Network

"Synergy is what happens when one plus one equals ten or a hundred or even a thousand! It's the profound result when two or more respectful human beings determine to go beyond their preconceived ideas to meet a great challenge." — Stephen R. Covey

- Be strategic, leadership is influence
- It only takes one more
- Create momentum
- Go BIG...and BIGGER!
- Make a plan
- Total Support and pay it back

"No matter what our circumstances, our greatest limitation isn't the leader above us — it's the spirit within us" — John C. Maxwell




"One Thing"

- Ask for the world and you will most likely get nothing
- Ask for "one thing" and you will likely get someone to step up
- Create a hit — Make it easy to say yes
- Rely on an expert
- Do the leg work the first time...but teach someone how after
- Create the structure or system (Disney Formula)
- Ask every staff member what their "one thing" is — create ownership!
- National Day Calendar Resource

National Cheese Doodle Day
www.NationalDayCalendar.com March 5 #NationalCheeseDoodleDay NATIONAL DAY

Circle Back Accountability

- Within a week of any important meeting — summarize in an email
- Take notes, and share them
- Plan your next steps before you leave
- Set micro goals to get to the main goal
- SHOW YOUR WORK
- ALWAYS have multiple checks
- Set a follow-up email
- Admit when you fall short
- Ask for input — before it's done
- Celebrate Completion
- Continuous Cycle of Improvement
- Debrief in a timely manner and take copious notes
- Use a common feedback form or template for your emails



Walk Slowly & Meet Outside

The 500 Leader
By John C. Maxwell
<https://www.startwithwhy.com/>


Walk slowly through the halls.

"One of the greatest mistakes leaders make is spending too much time in their offices and not enough time out among the people!"

Take the chance to build relationships with your team.

Make a point to focus less on "task" and more on the "people".

We should never be too busy to connect with our TEAM.



Teamwork happens when real work happens.



Building Your Campus Culture Team

Connecting people, passion, and learning to grow an effective team.

Leslie Loeven
Fresno Unified Campus Culture Manager
Leslie.Loeven@fresno.k12.ca.us
On my phone: 916 457-3674 (office)
916-647-0572 (text)

Lisa Nichols
FUSD USAs African American Engagement
Lisa.Nichols@fresno.k12.ca.us

Leticia deSantiago
FUSD Administrative Assistant, Goal 2 Team
Leticia.deSantiago@fresno.k12.ca.us



the silo mentality

<https://marketoonist.com/2018/09/the-silo-mentality.html>

SEPTEMBER 9, 2018



©marketoonist.com

In 1988, a Goodyear manager named Phil Ensor first [coined](#) the phrase "Functional Silo Syndrome" to describe organizational structure. He was inspired by the grain silos of his native rural Illinois, which reminded him of how departments, divisions, and geographies so often work in business — fragmented, insular, and sequestered.

The "silo" term caught on. Jack Welch famously [pioneered](#) the idea of the "boundaryless organization" as a way to topple organizational silos. He envisioned that the organization of the future would be transformed by the speed of globalization and technology and would need to operate differently. He instituted something called the [GE Work-Out](#)

[Process](#) to better align groups across GE through structured and facilitated forums.

Thirty years later, despite new tools and technology to make it easier than ever to communicate within organizations, the silo mentality is ever-present. The "boundaryless organization" that Jack Welch imagined is still not widespread.

I stumbled across a [study](#) from NewVoiceMedia of customer experience executives that concluded that silo thinking is the "single biggest hindrance to corporate growth." They found that 41% pegged "organizational structure as a significant barrier to providing a seamless customer experience."

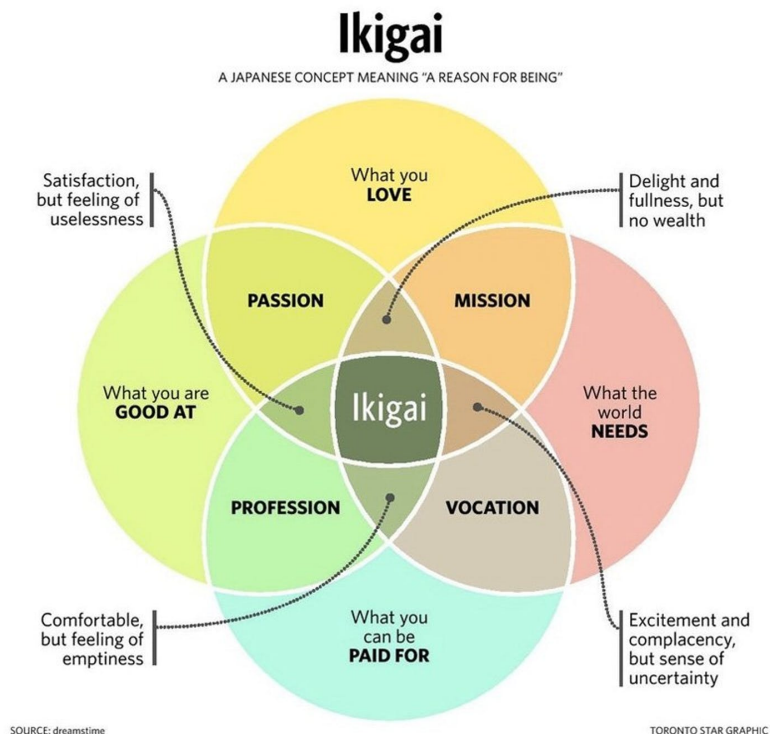
The silo mentality is the default state of organizations. Left unaddressed, silos get ever more engrained.

Communication tools alone won't break the default state. A siloed organization that suddenly starts using Slack is still siloed.

I like the idea behind the GE Work-Out Process. An [HBR article](#) a few years ago made the case that it still works, and advised dusting it off and applying it as a solution to today's organizational silos. Like working out, it's not about flipping a switch or adding on a new technology, and being finished. It's a steady ongoing practice.



©marketoonist.com



10 questions to help you connect to your purpose

The first step in connecting your purpose to your work is to get clear on what brings you joy, meaning and fulfillment.

Start by asking yourself these 10 questions.

1. What are my gifts and talents?
2. What are my true passions?
3. If I could do anything and get paid, what would it be?
4. In what parts of my work do I totally lose track of time?
5. What are my areas of expertise?
6. What strengths do I bring to any job?
7. What have people told me they admire about my work?

We use cookies on our site to give you the best experience possible. By continuing to browse the site, you agree to this use. For more information on how we use cookies, see our [Privacy Policy](#).

CONTINUE



Do You Know Your "Why?" 4 Questions To Find Your Purpose

Margie Warrell ,

Empowering braver leaders to play a bigger game.

<http://www.forbes.com/sites/margiewarrell/2013/10/30/know-your-why-4-questions-to-tap-the-power-of-purpose/#13ddc9ee564e>

If you've ever faced a significant crisis in your life you'll have experienced the power of purpose to tap reserves of energy, determination and courage you likely didn't know you had. Your mission was clear. Your goal was compelling. Your focus was laser-like. Your potential was tapped. The power of purpose is similar to the energy of light focused through a magnifying glass. Diffused light has little use, but when its energy is concentrated—as through a magnifying glass—that same light can set fire to paper. Focus its energy even more, as with a laser beam, and it has the power to cut through steel. Likewise, a clear sense of purpose enables you to focus your efforts on what matters most, compelling you to take risks and push forward regardless of the odds or obstacles.

- ✓ **What makes you come alive?**
- ✓ **What are your innate strengths?**
- ✓ **Where do you add the greatest value?**
- ✓ **How will you measure your life?**

1. What makes you come alive?

The word inspire comes from the Latin, meaning “to breathe life into.” Accordingly when you are working toward things that inspire you, it literally makes you feel more alive. What makes *you* come alive isn’t referring to taking your dream holiday or watching your favorite team play football (unless you’re called to a career as a football coach or commentator!). It’s bigger than that. I’m talking about a *why* that moves up the food chain from being about you to being about something bigger than you. It’s about connecting with what you’re passionate about, knowing that when you focus your attention on endeavors that put a fire in your belly, you grow your impact and influence in ways that nothing else can.

You don’t have to declare at this point that you want to invent the next iPad, solve the world’s energy problems or cure cancer (though you might!). This is about you connecting to a cause that’s bigger than you are, but which is also congruent with *who* you are what you care about.

2. What are your innate strengths?

In *The Element*, Sir Ken Robinson says that our element is the point at which natural talent and skill meets personal passion. When people are in their element they are not only more productive, but they add more value and enjoy more personal and professional fulfilment. Accordingly, it’s also often where they also tend to make more money!

What are the things you’ve always been good at (sometimes wondering why others find it so hard?) Are you able to see patterns and opportunities amidst complexity? Are you creative, naturally adept at coming up with ‘outside the box’ solutions? Are you a natural born rebel with an innate ability to identify where the status quo is in need of a makeover? Are you brilliant in the details, naturally good at executing projects with a precision that some find tedious? Or are you a naturally gifted communicator, technocrat, diplomat, networker, leader, problem solver or change agent? For a free strengths survey visit <http://www.viame.org/>

Of course, you can also be passionate about things you have no natural talent for, and talented at things for which you hold little passion. However experience has shown me that we rarely aspire toward ambitions we have no natural talent to achieve. As civil rights leader Howard Thurmon once wrote, “Don’t ask yourself what the world needs; ask yourself what makes you come alive, then go do that. Because what the world needs is people who have come alive.” Indeed they do.

3. Where do you add the greatest value?

Doing work that you’re good at, but which you loathe, is not a pathway to fulfilment. That said, knowing your greatest strengths and where you can add the most value—through the application of your education, skills, knowledge and experience—can help you focus on the opportunities, roles and career paths where you are most likely to succeed and therefore find the greatest sense of accomplishment and contribution.

Too often we undervalue our strengths, skills and the expertise we naturally acquire over time. If you reframe the concept of adding value through the lens of solving problems, you can ask yourself what you’re well placed and equipped to help solve in your workplace, career, organization or industry. You can also ask yourself what problems you really enjoy solving, and what problems you feel passionate about trying to solve. You’ll then be more successful at focusing on your natural strengths and those things you’re innately good at than trying to bolster or eliminate your weaknesses.

4. How will you measure your life?

People who don’t stand for something, can easily fall for anything. Deciding how you want to measure your life means making a stand for something and then living your life in alignment with it.

Ultimately, living with purpose means focusing on things that matter most. Ironically, the things that matter most are rarely “things.” That said, while some people are in a position to trade the security of a regular salary in order to pursue a passion, many simply can’t—at least not in the short term or without violating core values (like paying off debt or providing for their family). But following the money and following your heart don’t have to be mutually exclusive. By shifting the lens in which you view what you are doing now, you can profoundly shift your experience of it. No matter what your job, you can draw meaning from it and find greater purpose through *how* you do what you do. If you don’t think you’re the kind of person you’d want to work with, then consider that it may not be because of the job you do each day, but your attitude toward it.

Knowing your purpose may compel you to take on challenges that will stretch you as much as they inspire you. Just as a boat under power can handle any size wave if perpendicular to it, when you’re powered by a clear purpose, there is little you cannot do.

How to Build a Successful Team

By [Adam Bryant](#)

<https://www.nytimes.com/guides/business/manage-a-successful-team>

Illustrations by Julia Yellow

Building a successful team is about more than finding a group of people with the right mix of professional skills. Over the course of interviewing over 500 leaders for [Corner Office](#), I asked them all about the art of fostering a strong sense of teamwork. Their insights can help you lay the groundwork for a highly productive team that can communicate, cooperate and innovate in an atmosphere of mutual trust and respect.

Make a Plan

You need a clear and measurable goal for what you want to accomplish.



Hiring Well Isn't Enough

"If you have more than three priorities, you don't have any." — [Jim Collins](#), author of the best-selling management books "Good to Great" and "Built to Last."

If you ask enough top executives about their leadership style, you're likely to hear a number of them say, "I hire the best people and get out of their way." It's a good line that makes sense at a certain level. Hiring the right people is the most important part of building a strong team, of course, and delegating to give people more autonomy is a powerful motivator.

But managing a team is not that simple. Leaders have to play a far more hands-on role to make sure the group works well together and remains

focused on the right priorities.

There are six main drivers for creating a strong culture of teamwork – the things that, if done well, have an outsize impact. And the insights are applicable to any team or organization, from five people to 500,000.

Create a Clear Map

Leaders owe their teams an answer to the same question that young children often ask their parents before setting out on a long drive: "Where are we going and how are we going to get there?" In other words, what is the goal and how are we going to measure progress along the way?

And that may sound simple, but it is often one of the greatest challenges that teams, divisions and companies face. What does success look like? If you were to set up a scoreboard to track success over time, what would it measure?

The trouble often starts when leaders start listing five or seven or 11 priorities.

As [Jim Collins](#), the author of the best-selling management books "Good to Great" and "Built to Last," is fond of saying: "If you have more than three priorities, you don't have any." Determining these priorities and how they're going to be measured is arguably the most important job of a team leader because most of the work that everybody does will flow from those goals. Those priorities have to be lined up as carefully as the trajectory of a rocket launch, because even the slightest miscalculation can take a team off-course over time.

Have a Shared Scoreboard

Another benefit of having a simple plan is that it creates a shared goal that will offset the tendency of people to identify themselves as part of smaller groups. Think of a football team, for example. There are many "tribes" within a team – offense and defense, linemen and receivers, running backs and defensive backs. But because the goal of the team is clear, and there's an external scoreboard to track progress, there is a greater sense of "us" on the team than the "us and them" dynamic that can often divide colleagues in companies.

"Metrics are actually the way that you can harmonize a large number of people, whether it's dozens or even thousands," said [Adam Nash](#), the former chief executive of Wealthfront, an online financial management firm, who is now an executive in residence at Greylock Partners, the venture capital firm. That way, he added, "when they're on their own and making their own decisions, they can be empowered to make those decisions because they know they're aligned with the rest of the company."

In the absence of that simple, shared scoreboard, people will make up their own ways to measure their success, Mr. Nash added.

"If you have a company where everyone has their own ways of keeping score, you'll get incessant fighting and arguments, and they're not even arguing about what to do," he said. "They're arguing about how to keep score. They're arguing about what game we're really playing. That's all counterproductive."



You May Feel Like a Broken Record...

Once you have a simple plan, you have to keep reminding your team of the priorities, even if it can feel repetitive. People often have to hear something a few times before they truly remember it. [Marc Cenedella](#), chief executive of [TheLadders.com](#), a job search site, shared a good rule of thumb: “You say something seven times and they haven’t heard you,” he said. “Until they start making jokes about how often you repeat it, they haven’t internalized it.”

Rules of the Road

You’ll need a set of values, behaviors and cultural guardrails so that everybody knows how to work together.

Create Your Team's Culture



“I think it’s easy for people at many companies to become cynical, which then leads to politics, which can create a cancer that can topple even the greatest companies.” — [Kathy Savitt](#), managing director at Perch Partners, a consulting firm.

All families have values, even if they aren’t discussed explicitly. There are certain behaviors that are encouraged and discouraged — like rules of the road — for how everyone is going to (try to) get along and spend their time. Teams aren’t really that different. Pull together a group of people to work on any project, and they will develop a culture of their own, and it will be as unique as the people in the group.

As a leader, you can take a laissez-faire approach and hope the team meshes well over time. Or you can look for opportunities to set some shared guidelines for how people will work together.

There are no hard and fast rules for developing the cultural values of a team. In some cases, the [founder of a company](#) will issue them to employees. In others, top executives will [turn the exercise over to employees](#) to make it a bottom-up effort.

...And Stick to It

The most important thing is for the team or company to live by their stated values, rather than just going through the motions of the exercise, with people earning promotions even though their behavior runs directly counter to the stated rules of the road.

“I think it’s easy for people at many companies to become cynical, which then leads to politics, which can create a cancer that can topple even the greatest companies,” said [Kathy Savitt](#), managing director at Perch Partners, a consulting firm.

A couple of other traps to avoid:

- **Don’t make your lists too long.** Most people can’t remember more than three things day-to-day, and the lists don’t need to somehow address all potential human behavior, good and bad. Just focus on the things that feel unique to the group or organization, and are good reminders to keep everyone aligned and moving forward.
- **Specific is better than vague.** Many lists of values share similar words, like excellence and integrity, but those broad notions can create problems of their own, said [Michel Feaster](#) of Usermind, a customer-engagement software firm. “The problem with values like respect and courage is that everybody interprets them differently,” she said. “They’re too ambiguous and open to interpretation. Instead of uniting us, they can create friction.”

Show a Little Respect

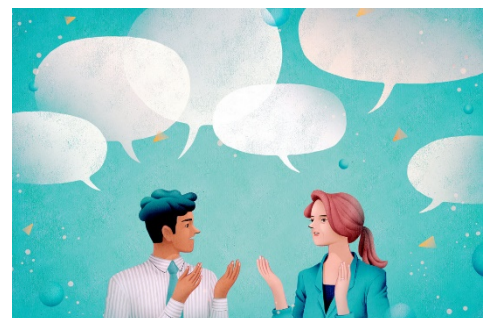
If team members don’t feel respected, they won’t be motivated to bring their best ideas — and their best selves — to work.

The Effects of a Bad Boss

“We make everyone understand that the reason the culture works is that we have that respect. There is a comfort level and a feeling of safety inside our business.” — [John Duffy](#), chief executive of the mobile-technology company 3Cinteractive.

Unfortunately, most of us have worked for at least one bad boss (and sometimes many of them) over the course of our careers.

They often share many of the same bad tendencies. They don’t listen. They micro-manage. They’re not trusting. They see employees only as pawns to help them accomplish their goals. They point fingers rather than owning their mistakes. They steal credit for the team’s accomplishments. They dress people down in front of their colleagues. The list goes on and on (sigh).



That kind of treatment puts people in a defensive crouch and they start subconsciously checking part of their self-image at the door before they go into work. And it means that if they have an out-of-the-box idea for the team, they may think twice before sharing it, out of fear it will be dismissed. In this kind of environment, innovation is hard, if not impossible.

Set the Tone

It is incredibly important for leaders to set a tone, and model the behavior, that everyone will respect one another.

[Robin Domeniconi](#), chief executive of Thread Tales, a fashion company, told me at the time of our [interview](#) that she used the expression “M.R.I.” as a cornerstone of culture.

“M.R.I. means the ‘**most respectful interpretation**’ of what someone’s saying to you,” she said. “I don’t need everyone to be best friends, but I need to have a team with M.R.I. So you can say anything to anyone, as long as you say it the right way. Maybe you need to preface it with, ‘Can you help me understand why you don’t want to do this, or why you wanted to do this?’”

[John Duffy](#), chief executive of the mobile-technology company 3Cinteractive, said he established a zero-tolerance policy for disrespectful behavior.

“We have absolutely clear discussions with everyone about how respect is the thing that cannot be messed with in our culture,” he said. “When we have problems with somebody gossiping, or someone being disrespectful to a superior or a subordinate, or a peer, it is swarmed on and dealt with. We make everyone understand that the reason the culture works is that we have that respect. There is a comfort level and a feeling of safety inside our business.”

It's About the Team

A team is stronger when everybody delivers on their individual roles.

Accountability Goes Both Ways



“You just need people who follow through, and it’s a lot more fun when the people you work with do that.” — [Brett Wilson](#), chief executive of TubeMogul, a video advertising software company.

Treating people with respect is part of a two-way street to help foster teamwork. At the same time, leaders also need to hold everyone on their team accountable for their work and role on the team. In effect, it’s a simple bargain that leaders can offer their employees: “I’ll treat you well, but we’re also going to be clear about the work you’re expected to contribute.”

At many companies, this culture of accountability is discussed explicitly. “I hold people accountable for everything that comes out of their mouth,” said [Steve Stoute](#), chief executive of Translation LLC, an advertising and

marketing firm. “Don’t say you’re going to do something and not do it, because in a company of this size, everybody is directly responsible for the person next to them.”

If You Say It, Do It

[Brett Wilson](#), chief executive of TubeMogul, a video advertising software company, uses a smart phrase to signal the importance of being reliable at this company.

“It’s a culture where we value the people who do what they say — they have a high ‘do-to-say ratio,’” he said. “You just need people who follow through, and it’s a lot more fun when the people you work with do that. You can count on them, and you can get by with fewer layers of management, and communication flows faster.”

[Tobi Lütke](#), chief executive of Shopify, an e-commerce software company, developed a clever metaphor of a “trust battery” to signal to employees that everything they do can help or hurt their reputation for reliability.

“Every time you work with someone at the company, the trust battery between the two of you is either charged or discharged, based on things like whether you deliver on what you promise,” he explained. “Humans already work like this. It’s just that we decided to create a metaphor so that we can talk about this in performance reviews without people feeling like the criticisms are personal.”

Have Conversations

Difficult discussions aren’t anyone’s idea of fun — but they are necessary for running a successful team.

Stay On Your Side of the Net

“Having those good conversations is really 80 percent of being an effective manager.” — [Seth Besmertnik](#), chief executive of Conductor, a search engine optimization company.

A big part of holding people accountable for their work is a willingness to have frank discussions about problems and misunderstandings that inevitably arise among colleagues.



But the fact is that most managers go out of their way to avoid these “adult conversations.” It’s understandable. They can be unpleasant, and most people would rather deliver good news instead of bad. Also, you never quite know how somebody’s going to react to feedback. That is why problems are often swept under the rug, and maybe dealt with months later in an annual performance review.

One of the smartest tips for having such conversations is to make sure you “don’t go over the net.”

It means you should never make statements that include assumptions about the motivations behind someone’s behavior. Instead, you should stay on your side of the net and talk only about what you’re observing and your own reactions and feelings. That way, it’s harder for people to get their back up because you’re not devising rationales to explain someone else’s behavior.

Consider, for example, the small but important difference in approaches in the following paragraph:

- *“I’ve noticed you keep showing up 20 minutes late, and it seems like you don’t care.”* The boss has gone over the net here and accused the person of not caring.
- *“I’ve noticed you keep showing up 20 minutes late, and it makes me feel like you don’t care.”* Here, with just a small language tweak, the boss is staying on the right side of the net, and avoided an overheated conversation because the employee can’t argue about how someone feels.

This approach was first described to me by [Andrew Thompson](#), the chief executive of Proteus Digital Health, who said he uses it as a counterweight to a natural tendency of human beings.

“People concoct all this imaginary garbage about why the person is doing this to them when in fact the person may not even realize that they’re doing anything,” Mr. Thompson said.

Set Expectations for Feedback

How often people give feedback is just as important as how they deliver it. Some leaders tell their employees upfront that they are going to give them frequent feedback. That way, employees are not so alarmed when the feedback comes, and they’re more open to hearing it and acting on it.

“A lot of bad patterns happen when you go for really long periods without giving people feedback, and it just bottles up,” said [Seth Besmertnik](#), chief executive of Conductor, a search engine optimization company. “They’re so used to not getting any feedback that when they get it, it’s this huge deal. If you get into a rhythm of giving feedback, they get used to it.”

He added: “Having those good conversations is really 80 percent of being an effective manager.”

The Hazards of Email

This last point may not seem as big a deal as the others, but email can have a corrosive effect on culture.

The problem starts because emails often lack the tone and context to clearly signal what the sender is thinking. So a straightforward email can get misinterpreted, create anxiety or trigger an angry response. As a result, email can often damage the connective tissue that forms relationships among colleagues rather than help build it up.

“If there’s a conflict and you need to resolve it, you cannot really do it in an email because people don’t know tone,” said [Nancy Aosse](#), chief executive of the nonprofit International Medical Corps. “They don’t know expression. Even if they like you and they know you, they might not know if you were irritated or joking in an email.”

The problems really begin when people start an argument over email, she added: “Arguing over email is about having the last word. It plays into something very dangerous in human behavior. You want to have the last word, and nothing brings that out more than email because you can sit there and hit ‘send,’ and then it just kind of ratchets up and you don’t have the benefit of knowing the tone.”

Many leaders are aware of the dangers of email, and are explicit about the rules they expect people to follow. For example, a disagreement should never extend beyond two emails. After that, you have to pick up the phone, or do something potentially out of the ordinary — get up from your desk and go talk to your colleague in person.

Simple ... in Theory

If there is one overarching theme that threads through most of the points covered in this guide, it is that most problems on teams can be solved by colleagues being up front with each other, and having respectful, frank conversations face-to-face.

That sounds simple, but just as with the art of distilling complex goals into a clear, three-point strategy, simple is often very hard.

About the Author

[Adam Bryant](#) is managing director of Merryck & Co., a leadership development and executive mentoring firm. An 18-year veteran of The New York Times, he created the [Corner Office](#) interview series and spoke to 525 chief executives about how they lead. He is also the author of two books, including [“Quick and Nimble: Lessons from Leading CEOs on How to Create a Culture of Innovation.”](#)

Twitter: [@AdamBBryant](#)

CONVERSATION STARTERS: 350 GOOD QUESTIONS TO ASK

<http://conversationstartersworld.com/good-questions-to-ask/>

Here is my ridiculously long list of good questions to ask. Use them to get a conversation going or as a fun way to pass the time with friends or loved ones. With 350 questions to choose from, I'm confident that everyone can find plenty of good questions to ask!

Try to be creative as you can and have fun with the questions. And don't forget to ask follow up questions!

1. What weird food combinations do you really enjoy?
2. What social stigma does society need to get over?
3. What food have you never eaten but would really like to try?
4. What's something you really resent paying for?
5. What would a world populated by clones of you be like?
6. Do you think that aliens exist?
7. What are you currently worried about?
8. Where are some unusual places you've been?
9. Where do you get your news?
10. What are some red flags to watch out for in daily life?
11. What movie can you watch over and over without ever getting tired of?
12. When you are old, what do you think children will ask you to tell stories about?
13. If you could switch two movie characters, what switch would lead to the most inappropriate movies?
14. What inanimate object would be the most annoying if it played loud upbeat music while being used?
15. When did something start out badly for you but in the end, it was great?
16. How would your country change if everyone, regardless of age, could vote?
17. What animal would be cutest if scaled down to the size of a cat?
18. If your job gave you a surprise three day paid break to rest and recuperate, what would you do with those three days?
19. What's wrong but sounds right?
20. What's the most epic way you've seen someone quit or be fired?
21. If you couldn't be convicted of any one type of crime, what criminal charge would you like to be immune to?
22. What's something that will always be in fashion, no matter how much time passes?
23. What actors or actresses play the same character in almost every movie or show they do?
24. In the past people were buried with the items they would need in the afterlife, what would you want buried with you so you could use it in the afterlife?
25. What's the best / worst practical joke that you've played on someone or that was played on you?
26. Who do you go out of your way to be nice to?
27. Where do you get most of the decorations for your home?
28. What food is delicious but a pain to eat?
29. Who was your craziest / most interesting teacher?
30. What "old person" things do you do?
31. What was the last photo you took?
32. What is the most amazing slow motion video you've seen?
33. Which celebrity do you think is the most down to earth?
34. What would be the worst thing to hear as you are going under anesthesia before heart surgery?
35. What's the spiciest thing you've ever eaten?
36. What's the most expensive thing you've broken?
37. What obstacles would be included in the World's most amazing obstacle course?
38. What makes you roll your eyes every time you hear it?
39. What do you think you are much better at than you actually are?
40. Should kidneys be able to be bought and sold?
41. What's the most creative use of emojis you've ever seen?
42. When was the last time you got to tell someone "I told you so."?
43. What riddles do you know?
44. What's your cure for hiccups?
45. What invention doesn't get a lot of love, but has greatly improved the world?
46. What's the most interesting building you've ever seen or been in?
47. What mythical creature do you wish actually existed?
48. What are your most important rules when going on a date?
49. How do you judge a person?
50. If someone narrated your life, who would you want to be the narrator?
51. What was the most unsettling film you've seen?
52. What unethical experiment would have the biggest positive impact on society as a whole?
53. When was the last time you were snooping, and found something you wish you hadn't?
54. Which celebrity or band has the worst fan base?
55. What are you interested in that most people aren't?
56. If you were given a PhD degree, but had no more knowledge of the subject of the degree besides what you have now, what degree would you want to be given to you?

57. What smartphone feature would you actually be excited for a company to implement?
58. What's something people don't worry about but really should?
59. What movie quotes do you use on a regular basis?
60. Do you think that children born today will have better or worse lives than their parents?
61. What's the funniest joke you know by heart?
62. When was the last time you felt you had a new lease on life?
63. What's the funniest actual name you've heard of someone having?
64. Which charity or charitable cause is most deserving of money?
65. What TV show character would it be the most fun to change places with for a week?
66. What was cool when you were young but isn't cool now?
67. If you were moving to another country, but could only pack one carry-on sized bag, what would you pack?
68. What's the most ironic thing you've seen happen?
69. If magic was real, what spell would you try to learn first?
70. If you were a ghost and could possess people, what would you make them do?
71. What goal do you think humanity is not focused enough on achieving?
72. What problem are you currently grappling with?
73. What character in a movie could have been great, but the actor they cast didn't fit the role?
74. What game have you spent the most hours playing?
75. What's the most comfortable bed or chair you've ever been in?
76. What's the craziest conversation you've overheard?
77. What's the hardest you've ever worked?
78. What movie, picture, or video always makes you laugh no matter how often you watch it?
79. What artist or band do you always recommend when someone asks for a music recommendation?
80. If you could have an all-expenses paid trip to see any famous world monument, which monument would you choose?
81. If animals could talk, which animal would be the most annoying?
82. What's the most addicted to a game you've ever been?
83. What's the coldest you've ever been?
84. Which protagonist from a book or movie would make the worst roommate?
85. Do you eat food that's past its expiration date if it still smells and looks fine?
86. What's the most ridiculous thing you have bought?
87. What's the funniest comedy skit you've seen?
88. What's the most depressing meal you've eaten?
89. What tips or tricks have you picked up from your job / jobs?
90. What outdoor activity haven't you tried, but would like to?
91. What songs hit you with a wave of nostalgia every time you hear them?
92. What's the worst backhanded compliment you could give someone?
93. What's the most interesting documentary you've ever watched?
94. What was the last song you sang along to?
95. What's the funniest thing you've done or had happen while your mind was wandering?
96. What app can you not believe someone hasn't made yet?
97. When was the last time you face palmed?
98. If you were given five million dollars to open a small museum, what kind of museum would you create?
99. Which of your vices or bad habits would be the hardest to give up?
100. What really needs to be modernized?
101. When was the last time you slept more than nine hours?
102. How comfortable are you speaking in front of large groups of people?
103. What's your worst example of procrastination?
104. Who has zero filter between their brain and mouth?
105. What was your most recent lie?
106. When was the last time you immediately regretted something you said?
107. What would be the best thing you could reasonably expect to find in a cave?
108. What did you think was going to be amazing but turned out to be horrible?
109. What bit of trivia do you know that is very interesting but also very useless?
110. What's the silliest thing you've seen someone get upset about?
111. What animal or plant do you think should be renamed?
112. What was the best thing that happened to you today?
113. As a child, what did you think would be awesome about being an adult, but isn't as awesome as you thought it would be?
114. When's censorship warranted?
115. What's the most boring super hero you can come up with?
116. What would be some of the downsides of certain superpowers?
117. What word is a lot of fun to say?
118. What current trend do you hope will go on for a long time?
119. What actors or actresses can't play a different character because they played their most famous character too well?
120. Where's your go to restaurant for amazing food?
121. What's something that all your friends agree on?

122. What's your best story from a wedding?
123. What languages do you wish you could speak?
124. What's the most pleasant sounding accent?
125. What's something that everyone, absolutely everyone, in the entire world can agree on?
126. What country is the strangest?
127. What's the funniest word in the English language?
128. What's some insider knowledge that only people in your line of work have?
129. Who do you wish you could get back into contact with?
130. How do you make yourself sleep when you can't seem to get to sleep?
131. If people receive a purple heart for bravery, what would other color hearts represent?
132. What are some of the best vacations you've had?
133. If there was a book of commandments for the modern world, what would some of the rules be?
134. What's the craziest video you've ever seen?
135. What's your "Back in my day, we..."?
136. If you could know the truth behind every conspiracy, but you would instantly die if you hinted that you knew the truth, would you want to know?
137. What animal would be the most terrifying if it could speak?
138. What's the worst hairstyle you've ever had?
139. What habit do you have now that you wish you started much earlier?
140. If you were given one thousand acres of land that you didn't need to pay taxes on but couldn't sell, what would you do with it?
141. What about the opposite sex confuses you the most?
142. When was the last time you yelled at someone?
143. What's the opposite of a koala?
144. What kinds of things do you like to cook or are good at cooking?
145. What life skills are rarely taught but extremely useful?
146. What movie universe would be the worst to live out your life in?
147. If you could hack into any one computer, which computer would you choose?
148. Who do you feel like you know even though you've never met them?
149. What's the most ridiculous animal on the planet?
150. What's the worst thing you've eaten out of politeness?
151. What's the most historic thing that has happened in your lifetime?
152. What happens in your country regularly that people in most countries would find strange or bizarre?
153. What has been blown way out of proportion?
154. When was a time you acted nonchalant but were going crazy inside?
155. What's about to get much better?
156. What are some clever examples of misdirection you've seen?
157. What's your funniest story involving a car?
158. What would be the click-bait titles of some popular movies?
159. If you built a themed hotel, what would the theme be and what would the rooms look like?
160. What scientific discovery would change the course of humanity overnight if it was discovered?
161. Do you think that humans will ever be able to live together in harmony?
162. What would your perfect bar look like?
163. What's the scariest non-horror movie?
164. What's the most amazing true story you've heard?
165. What's the grossest food that you just can't get enough of?
166. What brand are you most loyal to?
167. What's the most awkward thing that happens to you on a regular basis?
168. If you had to disappear and start a whole new life, what would you want your new life to look like?
169. What movie or book do you know the most quotes from?
170. What was one of the most interesting concerts you've been to?
171. Where are you not welcome anymore?
172. What do you think could be done to improve the media?
173. What's the most recent show you've binge watched?
174. What's the worst movie trope?
175. What's a common experience for many people that you've never experienced?
176. What are some misconceptions about your hobby?
177. What's the smartest thing you've seen an animal do?
178. What's the most annoying noise?
179. What's your haunted house story?
180. What did you Google last?
181. What's the dumbest thing someone has argued with you about?
182. If money and practicality weren't a problem, what would be the most interesting way to get around town?
183. What's the longest rabbit hole you've been down?
184. What's the saddest scene in a movie or TV series?
185. What's the most frustrating product you own?

186. What inconsequential super power would you like to have?
187. What qualities do all your friends have in common?
188. What odd smell do you really enjoy?
189. What's the coolest animal you've seen in the wild?
190. What's the best lesson you've learned from a work of fiction?
191. What food do you crave most often?
192. Who in your life has the best / worst luck?
193. What fashion trend makes you cringe or laugh every time you see it?
194. What's your best story of you or someone else trying to be sneaky and failing miserably?
195. Which apocalyptic dystopia do you think is most likely?
196. If you had a HUD that showed three stats about any person you looked at, what three stats would you want it to show?
197. What's the funniest thing you've seen a kid do?
198. What's your secret talent?
199. What's the best way you or someone you know has gotten out of a ticket / trouble with the law?
200. Tear gas makes people cry and laughing gas makes people giggle, what other kinds of gases do you wish existed?
- Bermuda Warwick Long Bay Beach
201. What's the most beautiful beach you've been to?
202. What's the most anxiety inducing thing you do on a regular basis?
203. What's something that everyone agrees we should change, but somehow it never changes?
204. What trend are you tired of?
205. What's incredibly cheap and you would pay way more for?
206. What's your grossest bug story?
207. What would the adult version of an ice-cream truck sell and what song would it play?
208. What company do you despise?
209. When was the most inappropriate time you busted out in laughter?
210. What would be an accurate tag line for each month?
211. What's the most overrated product out on the market?
212. What word do you always misspell?
213. What naps are the most satisfying?
214. What's the weirdest thing you've found lying on the ground / side of the road?
215. What's the funniest TV show you've ever seen?
216. What's the most embarrassing story from your childhood?
217. What animal is the most majestic?
218. What's something that everyone knows is true, but we don't like to admit it?
219. What's the weirdest text or email you've gotten?
220. What always cheers you up when you think about it?
221. What sport could you play the longest in a televised game, without anyone discovering you aren't a professional athlete?
222. If you could talk to animals and they would understand you, but you couldn't understand them, what would you do with that power?
223. What's the most boring sport, and what would you do to make it more exciting?
224. What's the creepiest tech out there?
225. Who did you use to look up to, but they screwed up and you lost faith in them?
226. What's fine in small numbers but terrifying in large numbers?
227. Do you like things to be carefully planned or do you prefer to just go with the flow?
228. What animal would you most like to eat?
229. What fictional characters have you had a crush on over the years?
230. What would the box with all your hopes and dreams inside look like?
231. What was the worst shopping experience you've ever had?
232. What story you've heard has stayed with you and always disturbs you every time you think about it?
233. What was the most important appointment or deadline you missed?
234. If you were a clown themed super hero, what powers would you have?
235. If you could airdrop anything you want, worth two million dollars or less, anywhere you want, what would you airdrop and where would you airdrop it?
236. If you lived in a virtual reality world of your own creation, what would it look like?
237. What escalated very quickly?
238. What two things are terrible when separate but great when you put them together?
239. What did you believe for way too long as a child?
240. What big event do you think will happen soon that most people aren't expecting?
241. What still makes you cringe when you think back on it?
242. What current trend makes no sense to you?
243. If you owned a restaurant, what kind of food would it serve?
244. Which celebrity is the most likely to have a collection of canes that are just for show?
245. What's the weirdest crush you've had?
246. What do a lot of people have very strong opinions about, even though they know very little about it?
247. What's your go to casino game?
248. An epic feast is held in your honor, what's on the table?

249. What's your favorite holiday movie?
250. Who is the most manipulative person you've ever met?
251. Who is the most creative person you know?
252. What's the funniest pick up line you've heard?
253. What seemingly innocent question makes you think "It's a trap!"?
254. How ambitious are you?
255. What did you like / dislike about where you grew up?
256. What elements of pop culture will be forever tied in your mind to your childhood?
257. What's your good luck charm?
258. What's legal now, but probably won't be in 25 years?
259. Would you want the ability to hear the thoughts of people near you if you couldn't turn the ability off?
260. When was the last time you stayed up through the entire night?
261. What's something that people think makes them look cool, but actually has the opposite effect?
262. What's the oldest thing you own?
263. What has someone borrowed but never given back?
264. Where is the best place you've been for taking walks?
265. If cartoon physics suddenly replaced real physics, what are some things you would want to try?
266. What from the present will withstand the test of time?
267. Who in your life is the worst at using technology?
268. What's the weirdest conversation you've eavesdropped on?
269. What just around the corner tech are you eager to get your hands on?
270. What was the darkest movie you've ever seen?
271. What do you do when you hear something fall in the middle of the night while you are in bed?
272. What outfit could you put together from clothes you own to get the most laughs?
273. What's the most disgusting sounding word in the English language?
274. What was ruined because it became popular?
275. What outdated slang do you use on a regular basis?
276. What was the biggest realization you had about yourself?
277. What's your best example of easy come, easy go?
278. What small change greatly improves a person's appearance?
279. What topic could you spend hours talking about?
280. What happens regularly that would horrify a person from 100 years ago?
281. What do a lot of people hope will happen but is just not going to happen?
282. What's the weirdest thing that has happened to you while working at your job?
283. What questions would you like to ask a time traveler from 200 years in the future?
284. Which way should toilet paper hang, over or under?
285. What's the most physically painful thing you've ever experienced?
286. What horror story do you have from a job you've had?
287. What's the most rage inducing game you've ever played?
288. What's the biggest overreaction you've ever seen?
289. What are some of the most common misconceptions?
290. What job doesn't exist now but will exist in the future?
291. What awful movie do you love?
292. What normally delicious food gets ruined when you wrap it in a tortilla?
293. What's your best example of fake it till you make it?
294. What were you completely certain of until you found out you were wrong?
295. What's something commonly done that gets progressively weirder the more you think about it?
296. What's the cutest thing you can imagine? Something so cute it's almost painful.
297. If you were given unlimited resources, how would you lure the worst of humanity into one stadium at the same time?
298. What do you think about when you hear the word "classy"?
299. What near future predictions do you have?
300. What do you need help with most often?
301. What piece of "art" would you create if you had to pretend to be an artist and submit something to a gallery?
302. What do you do to make the world a better place?
303. What's the best and worst thing about the country you are from?
304. If you were in charge renaming things so that their names would be more accurate, what names would you come up with?
305. What's better broken than whole?
306. What values are most important to you?
307. What's the best sandwich you've ever had?
308. What's the worst thing you ate from a fast food restaurant?
309. What's something that I don't know?
310. What profession doesn't get enough credit or respect?
311. What memory of yours feels real but is most likely false?
312. What's your "and then it got worse" story?
313. What was the most amazing physical feat you've managed to pull off?

314. What's the most annoying thing about the social media platform you use most often?
315. If you were hired to show tourists what life is really like where you live, what would you show them / have them do?
316. What would be the most unsettling thing to keep occasionally finding around your house?
317. What nicknames do you have for people in your life?
318. What does the opposite sex do that you wish that you could do, but it's not anatomically feasible or it's socially frowned upon?
319. How much do you plan / prepare for the future?
320. What do you hate most and love most about your car?
321. What weird potato chip flavor that doesn't exist would you like to try?
322. What's the silliest thing you've convinced someone of?
323. How much do you think names affect the outcomes of people's lives?
324. What product or service is way more expensive than it needs to be?
325. What's the shadiest thing you've seen someone do?
326. What was the last situation where some weird stuff went down and everyone acted like it was normal, and you weren't sure if you were crazy or everyone around you was crazy?
327. What did you eat so much of that now you hate it?
328. What are some of the dumbest lyrics you've heard in a song?
329. Where's the line between soup and cereal?
330. What word do you always mispronounce?
331. What do you think you do better than 90% of people?
332. What would be the worst food to be liquefied and drunk through a straw?
333. What's the weirdest thing about modern life that people just accept as normal?
334. How much of your body would you cybernetically enhance if you could?
335. If you wanted to slowly drive a roommate insane using only notes, what kind of notes would you leave around the house?
336. If you had a giraffe that you needed to hide, where would you hide it?
337. What's the clumsiest thing you've done?
338. What songs do you only know the chorus to?
339. Think of a brand, now what would an honest slogan for that brand be?
340. What's something common from your childhood that will seem strange to future generations?
- Green forest canopy
341. What's the most amazing place in nature you've been?
342. What's quickly becoming obsolete?
343. Where is the most uncomfortable place you have ever slept?
344. What's the most annoying animal you've encountered?
345. What's your best example of correlation not equaling causation?
346. In what situations, do you wish you could throw down a smoke bomb and disappear?
347. When was the last time you were hopelessly lost?
348. What songs do you feel compelled to sing along with when you hear them, even if you don't totally know all the words?
349. What product do you wish a company would make a "smart" version of?
350. What two films would you like to combine into one?
351. What's are some of your Pavlovian responses?

Leaders of great companies ask: First Who, Then What?

If your company's at a standstill, you may be asking the wrong question

BY WENDY MAYNARD • APRIL 21, 2015

<https://www.kinesisinc.com/first-who-then-what/>

In his book, *Good to Great*, Jim Collins creates a lasting and memorable metaphor by comparing a business to a bus and the leader as a bus driver. He emphasizes that it is crucial to continuously ask “First Who, Then What?”

You are a bus driver. The bus, your company, is at a standstill, and it's your job to get it going. You have to decide where you're going, how you're going to get there, and who's going with you.

Most people assume that great bus drivers (read: business leaders) immediately start the journey by announcing to the people on the bus where they're going—by setting a new direction or by articulating a fresh corporate vision.

In fact, leaders of companies that go from good to great start not with “where” but with “who.” They start by getting the right people on the bus, the wrong people off the bus, and the right people in the right seats. And they stick with that discipline—first the people, then the direction—no matter how dire the circumstances.

He has also developed a linear process for implementation of the “First Who, Then What?” concept. Here are his steps:

1) Get the right people on the bus.

Leaders must be rigorous in the selection process for *getting new people on the bus*. Invest substantial time in evaluating each candidate and make systematic use of at least three evaluation devices (e.g., interviews, references, background, testing, etc.).

When in doubt, do not bring the person on the bus. Let a seat go unfilled—taking on extra work as needed—until you have found the right person. Ensure your company does an exceptional job of retaining the right people on the bus to perpetuate your good hiring decisions for a very long time.

2) Get the right people in the right seats.

Have 100% of the key seats on the bus filled with the right people. This doesn't mean 100% of ALL seats have the right people, but 100% of the key seats. If you think there might be a “wrong who,” first give the person the benefit of the doubt that perhaps he or she is in the wrong seat. Whenever possible, give a person the chance to prove himself or herself in a different seat, before drawing the conclusion that he or she is a wrong person on the bus.

3) Get the wrong people off the bus.

Once you know you need to make a people change be rigorous in the decision, but not ruthless in the implementation. Instead, help people exit with dignity and grace so that, later, the vast majority of people who have left your bus have positive feelings about your organization. Autopsy hiring mistakes, applying the lessons systematically to future hiring decisions.

4) Put who before what.

When confronted with any problem or opportunity, shift the decision from a “what” question (“what should we do?”) into a “who” decision (“who would be the right person to take responsibility for this?”). Spend a significant portion of time on people decisions: get the right people on the bus, get the right people in the right seats, get the wrong people off the bus, develop people into bigger seats, plan for succession, etc. Develop a disciplined, systematic process for getting the right people on the bus. With each passing year, ensure the percentage of people decisions that turn out good versus bad continues to rise.

Once you fill your bus with the right people in the right seats, it becomes less a question of where you're headed—and instead, how far you can go.

ABOUT WENDY MAYNARD

Wendy Maynard is the co-founder and former Strategic Director of Kinesis, an award-winning *marketing firm* and business consultancy. She has over two decades of experience as a marketing strategist, business consultant, and executive coach.

Event Checklist

Event: _____ Date: _____ Time: _____
 Location: _____ Preparation Time: _____
 Chairperson(s): _____



The following is a checklist of items that must be addressed for all Events. Make sure you have checked and double-checked that all items are taken care of, and then enjoy your great event!

| ✓ | Item | Description/Accountability |
|-------|-----------------------------------|---|
| _____ | Theme/Tag Line | _____ |
| _____ | Event Flyer | 1-page, CCD approved, placed in all boxes, & attached |
| _____ | Posters | Posted on campus bulletin boards, photos attached |
| _____ | Bulletin Announcements | Form filled out in front office, one bulletin attached |
| _____ | Refreshments (drinks/food) | Attach a copy of menu and price list. |
| _____ | Facility | Contract (if needed) or approval, Map of layout |
| _____ | Rentals | Tables, linens, etc. Attach list of items, map, and cost |
| _____ | Technology | Projector, screen, DVD/Video, computer, internet, etc. |
| _____ | Decorations | Pictures, samples, vendors, and pricing attached |
| _____ | Bids/Tickets | Attach a copy of the ticket and a sales schedule with worker schedule and actual attendance |
| _____ | Music | DJ, Radio Station, or Band; attach vendor contact info. |
| _____ | Pictures | Ficarra or in-house candid, attach backdrop sample |
| _____ | Security | Contact Facilities VP for service contract. |
| _____ | Set-up | Date(s): _____ Time(s): _____ Attach sign-up list and actual attendance list |
| _____ | Clean-up | Date(s): _____ Time(s): _____ Attach sign-up list and actual attendance list |
| _____ | Thank-you Cards | Attach sample and list of cards sent |
| _____ | Summary | Description of the event, reflection, and reminders |



Schedule a Post-Event Interview with the CCD within one week of the Event.

Post-Event Interview Appointment:

Date: _____ Time: _____

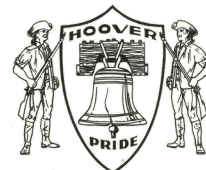
Note: Your Event binder is due at your Post-Event Interview. If you miss your appointment, 10% will automatically be deducted from your Event grade.



Hoover High School

PATRIOT DISTRIBUTION DAYS

Responsible Party: Campus Culture Director



GENERAL DESCRIPTION/OVERVIEW OF EVENTS

Patriot Distribution Days were developed to distribute schedules to the student body and take care of scheduling issues prior to the start of the school year. In addition, students will receive their current school ID card and turn in mandatory forms without disrupting the first week of school instruction.

TIMELINE/SPECIFIC EVENT ITEMS/CALENDAR

| | |
|-----------------------|---|
| Date: | 2 weeks prior to the start of school (usually the first week of August) |
| Time: | 9:00 AM – 2:00 PM for 3 consecutive days |
| Participants: | Seniors – Sophomores with one day for each class |
| Location: | Cafeteria or Event Center depending on availability |
| Communication: | Families receive all information and forms in the summer (July) Town Crier mailer, a Teleparent message will be sent (1 week prior), and notices shall be placed on the marquee during the summer months. Additional forms are available in the main office (See attached flier) |

RESPONSIBILITIES OF STAKEHOLDERS

Campus Culture Director

- Calendar the event in May
- Revise the Summer Mailer Flier
- Post the flier on the Website
- Contact all vendors providing service:
 1. Jostens – Product information and services
 2. Go Pates.com – Patriot Clothing and merchandise
 3. HHS Student Store – PE Clothes
 4. Larson Brothers – ID Photos (on site)
- Print ID Referral forms for students who did not take a spring picture (see attached sample)
- Produce Signage: Entrance, Exit, Station Labels, and Alpha signs (x2)
- Help coordinate the even set-up and student workers for additional help.

Head Counselor

- Coordinate Counseling staff for participation in the PDD
 - Ensure that all student schedules have been entered and checked for accuracy
 - Print or request printing of all schedules
 - Alphabetize student schedules by grade
- (Note: Student schedules printed by grade will differ from students printed by graduation year, therefore all schedules should be printed in advance of the first day of PDD)
- Print several copies of a Master Student List: all students currently enrolled with schedules as of the first day of PDD
 - Provide Counselors to distribute schedules and staff to make counseling appointments
 - Develop/Print Schedule change forms for counseling table
 - Develop/Print Counseling Appointment forms for counseling table
 - Coordinate any technology services required (wireless hubs, printers, laptops, projectors, etc.)

Administrative Team

- Principal to participate as available at PDD and arrange for the Teleparent message(s).
- Principal's Secretary to assist with summer mailer, summer contact with all Admin Team, place announcements on the Marquee and voicemail, prepare additional forms for the main office and check-in table.

- Additional VP's to assist on PDD with safety, technology trouble shooting, and student services.

VP Facilities

- Reserve the facility
- Coordinate the event set-up with the CCD and Plant Supervisor
- Request HVAC for the event days
- Make sure the facility has been cleaned and is ready on the first day

Plant Supervisor

- Coordinate set-up with the VP Facilities and CCD (see attached map)
- Make sure the facility is cleaned and maintained for all 3 days of PDD
- Secure the facility at the end of each day

Supplemental Materials:

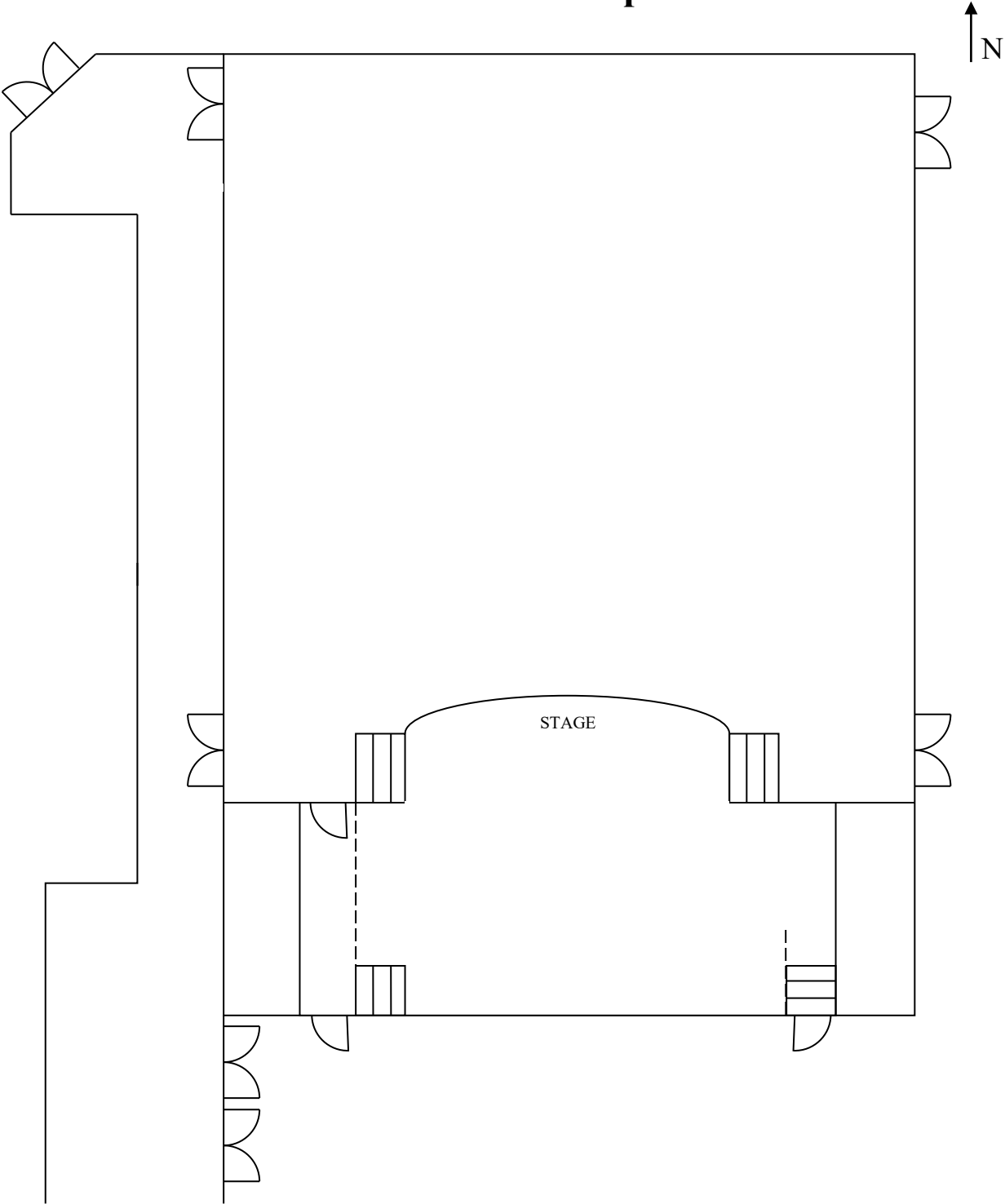
- 1. Patriot Distribution Days Summer Flier*
- 2. Cafeteria Map*
- 3. Station Directions*
- 4. ID Referral Form*

Updated 2/20/2020, by Loewen

Modified from N/A

Reasoning: First draft of Factsheet - 2009

Event Center Map



Required Materials:



Leslie Loewen - Goal 2 School Leadership

January 27-31, 2020

Our Shared Commitments

Students in Fresno Unified School District can and must learn at grade level and beyond. To ensure our students graduate ready for college and career, we are committed to:

- ✓ Creating a **culture of learning with high expectations**
- ✓ Ensuring students are engaged with relevant, **challenging content**
- ✓ Expecting students to **take ownership** for their learning and **improve every day**

Site Visits: Roosevelt, Duncan, Ahwahnee, Hoover

Instruction:

- LS – 3/6 Student Advisory Board – Prepared for my presentation to go over BP 6145.5 and 6145.8. Students edited the BPs and I tool the recommendations back to the BP team. Kim approved our updates to go to the Board. Effective student voice starts on the front end.
- LS – 5 Goal 2 Meeting – Attendance has been inconsistent. We need to bring the whole team back together and redo our norms and agreements. As we let more meetings slide our team becomes eroded and we go back to silos.
- LS – 4/5 Meeting with CIPL on Norm Mineta Visit – Meeting with Stephen Ruiz to recruit form each high school from the SS classrooms for this once in a lifetime event.
- LS – 3/5 Meeting with the League of Mexican American Women to help them recruit site champions and students to attend their conference in March. Discussed the importance of getting all adult mentors connected to our Mentor office and that we cannot have conferences that just have adults connect part time. Kids need full time mentors.
- LS – 1 Ahwahnee Dance Planning – Side-by-Side, job imbedded professional learning and supervision. Strategized dance planning with CCD at Ahwahnee and refined my Dance Checklist for middle school. Will follow up next Monday on the status of the “dance binder” project and communication to the staff.
- LS – 1/3 Rainbow Gala Planning Session – Cal at Gaston is taking the lead on planning for the first dinner dance for the LGBTQ+ student community. Will continue to build capacity in Cal to grow as a CCD assistant into a larger CCD role in the future. Continuing to partner with Erica at DPI to support the LGBTQ+ work and team.

Engagement/Operations:

- LS – 2/3 Summer Bridge Work Team – so far only 4 schools signed up for student voice session. Will work on questions and online survey for Monday, first meeting at Hoover.
- LS – 4 Budget – Continuing to work with Mike, Fiscal, CCR and SOS on MS Campus Culture allocation. Need to figure out the number of electives offered at MS and how adding more electives (through CCD position) would benefit the MS Master Schedule.
- LS – 4/6 CIPL – Shared the Dude. Be Nice. video that went live on Wednesday. Need to work with communications to get that out next year
- LS – 6 Hoover threat response support

Red Zone: Graduation for Duncan and Patiño at Seland and Saroyan – walked-through Tuesday, need contract ASAP. Should go to the Board per Andrew.

Continuous Cycle of Improvement - Debrief

Event: _____

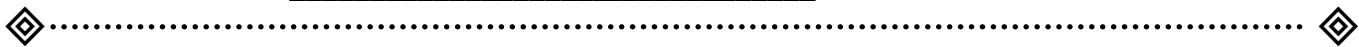
Event Month: _____

Location: _____

Start Month: _____

Responsible Party(s): _____

(By Title) _____



Event Impressions: *Good, Bad, and Otherwise*

| ✓ | Item | Debrief |
|-------|------------------|---------|
| _____ | Financials | _____ |
| _____ | Sound | _____ |
| _____ | Technology | _____ |
| _____ | Staffing | _____ |
| _____ | Decorations | _____ |
| _____ | Set-up | _____ |
| _____ | Clean-up | _____ |
| _____ | Event Map | _____ |
| _____ | Student Behavior | _____ |
| _____ | Deadlines | _____ |
| _____ | Event/Week Flyer | _____ |
| _____ | Program/Script | _____ |
| _____ | Handouts/Games | _____ |
| _____ | Bulletin | _____ |

Final Thoughts and Summary:

Best Practices of Leading Down

By [The John Maxwell Company](#) | June 3, 2013 |

<https://www.johnmaxwell.com/blog/best-practices-of-leading-down/>

Leadership isn't about position. Leadership is about using your influence exactly where you are.

"For teams to develop at every level, they need leaders at every level." 1

Teams need 360-Degree Leaders. These are the type of leaders who lead up (to the boss), across (among peers), and down (to others). A 360-Degree Leader leads through influence, not position, power, or leverage.

Often times they face the myth that they can't lead unless they are at the "top" of the totem pole. However, we can better our organizations and help fulfill a grander vision by serving as a 360-Degree Leader.

Throughout the month of June, we'll discuss best practices for 360-Degree Leaders. Today, we'll highlight principles of "leading down." These 7 principles will help fill in holes and bring leaders closer to 360-degree leadership.

1. Walk slowly through the halls.

"One of the greatest mistakes leaders make is spending too much time in their offices and not enough time out among the people." 2

Take the chance to build relationships with your team. Make a point to focus less on "task" and more on the "people" of your organization.

2. See everyone as a "10."

"360-Degree Leaders get more out of their people because they think more of their people. They respect and value them, and as a result, their people want to follow them." 3

Encouragement for and recognition of your team reminds them that you believe in their abilities. When you see the best in someone, they will want to rise to the expectations set of them – not out of obligation, but out of motivation and excitement.

3. Develop each team member as a person.

"Getting the job done through others makes you a leader. But developing the people while helping them get the job done at the highest level makes you an exceptional leader. When you develop others, they become better, they do the job better, and both you and the organization benefit." 4

As leaders, our goal is to help others improve as individuals. Developing means the qualities a person gains will benefit them in multiple areas of life, not just their jobs. Their development will ultimately prepare them for future leadership positions.

4. Place people in their strength zones.

"Successful people find their own strength zones. Successful leaders find the strength zones of the people they lead." 5

Finding the right person for the right job can be tough. But taking the time to get the right people in the right places results in greater success.

5. Model the behavior your desire.

"Leaders need to be what they want to see." 6

What kind of team members do you want? Leaders show the way for their team. If you desire a culture of excellence, model excellence. If you don't like what your team members do, first take a look at yourself and then take action.

6. Transfer the vision.

"When preparing to cast vision, ask: What do I want them to know, and what do I want them to do?" 7

While you may not be transferring your own vision, you are certainly the interpreter. Prepare for the vision casting conversation by ensuring you are clear about the vision. In doing so, you'll create clarity for the team.

7. Reward for results.

"Whatever actions leaders reward will be repeated." 8

Giving praise publicly and privately for things you'd like to see again will guarantee that team members continue to strive for success. And remember, rewards may be different for each team member. Find out what motivates each individual.

Overall, these seven principles will help 360-Degree Leaders in leading those they manage or develop. As you continue through your week, aim to practice one each day. Take note of how your team members respond, as well as the impact on your organization.

What principle for "leading down" would you add to this list? Comment below or let us know on [Facebook](#) or [Twitter](#) with the hashtag #360Leader.

1 The 360 Degree Leader, pg. 265, 2 The 360 Degree Leader, pg. 213, 3 The 360 Degree Leader, pg. 221, 4 The 360 Degree Leader, pg. 229, 5 The 360 Degree Leader, pg. 239, 6 The 360 Degree Leader, pg. 243, 7 The 360 Degree Leader, pg. 249, 8 The 360 Degree Leader, pg. 249