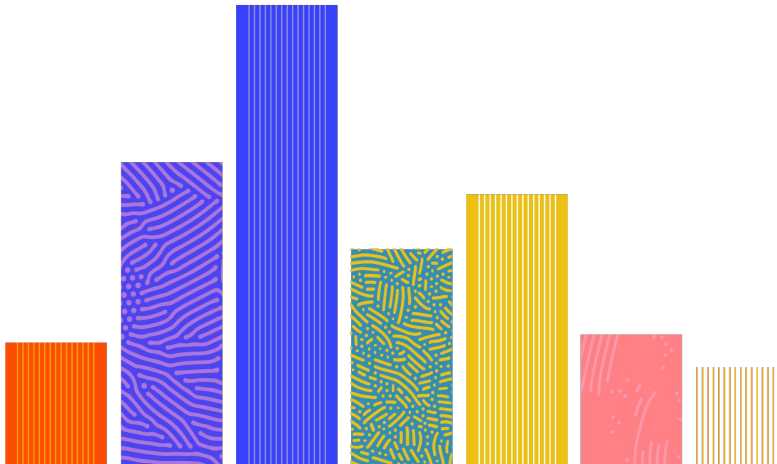


Books are the New Corporate Classroom

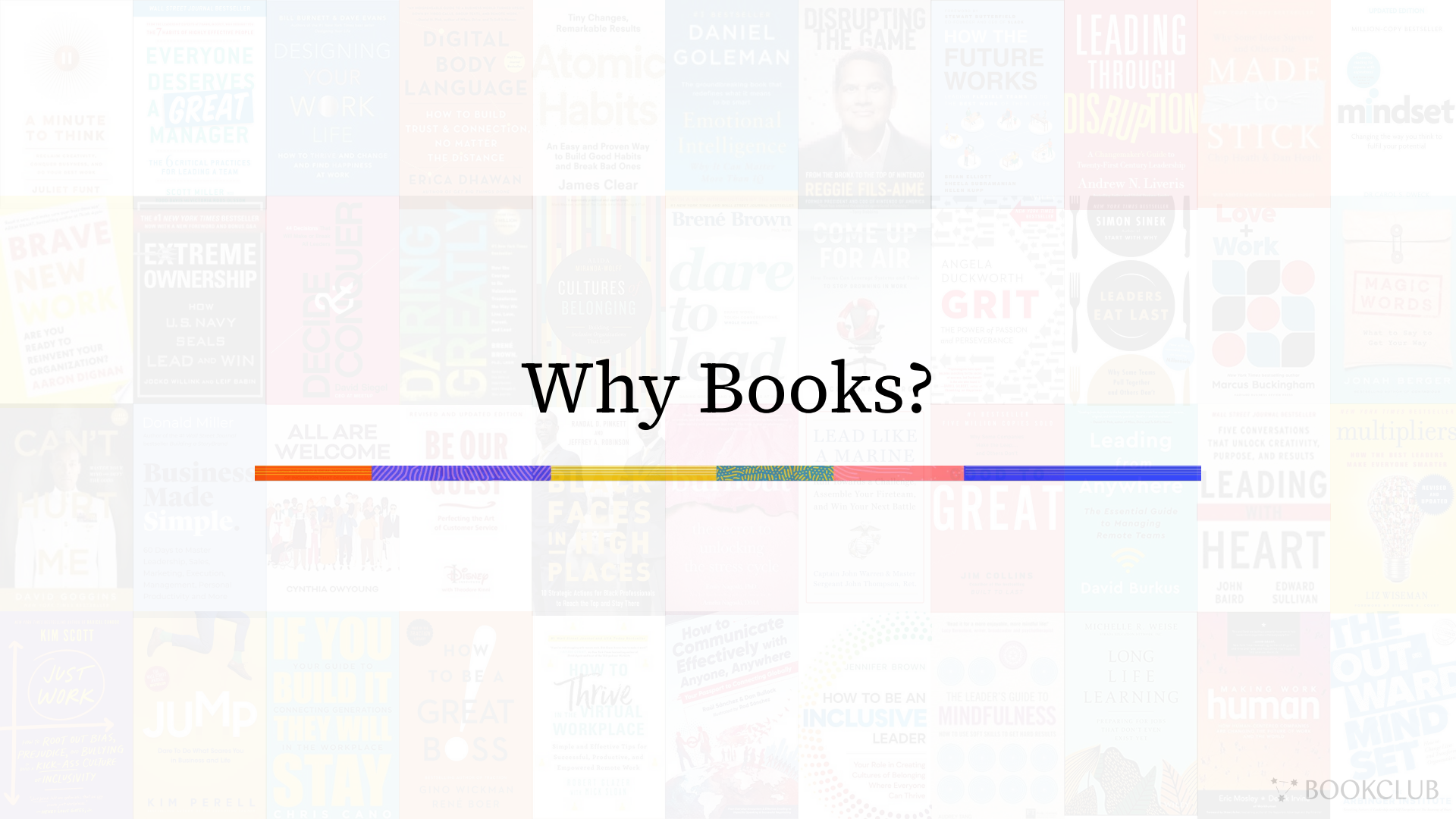
Developing Leaders and Culture at
Scale



Table of Contents



1. Introduction
2. Why Books
3. Why Book Clubs Work
4. Transform Your Organization
5. Q&A



Why Books?



The world's most efficient
package for big, original,
meaningful ideas.

Chicken flavored Rice a Roni



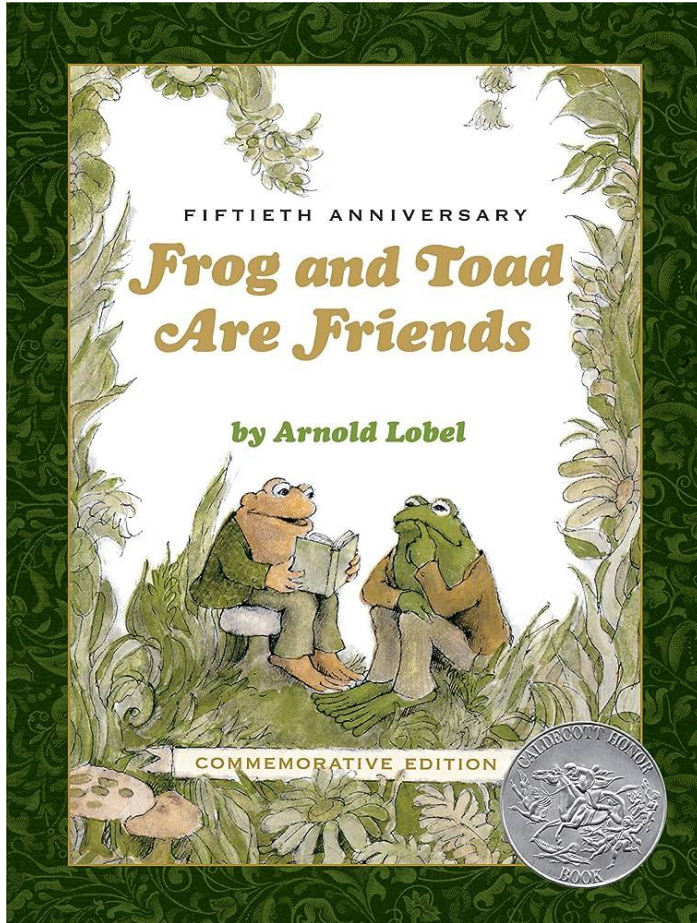


Toad climbed
out of the river.
The water dripped
out of his bathing suit
and down onto his feet.



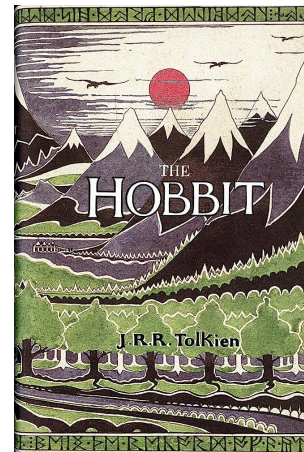
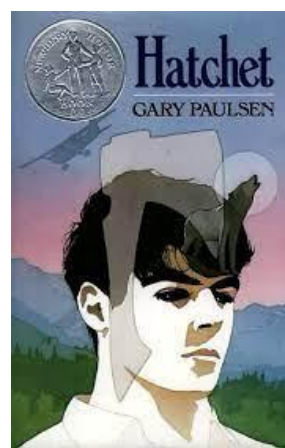
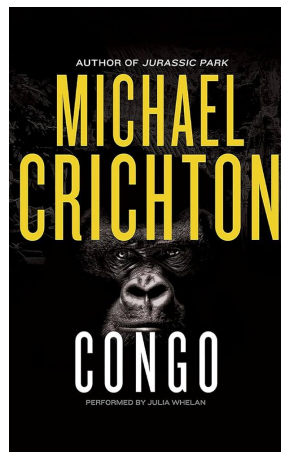
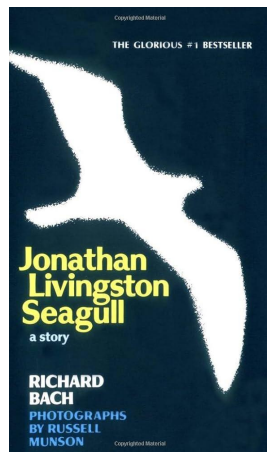
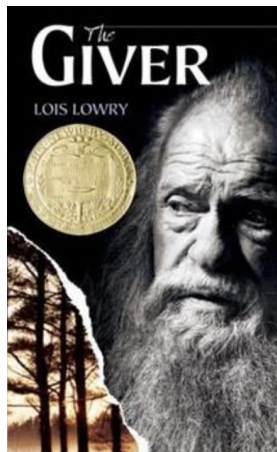
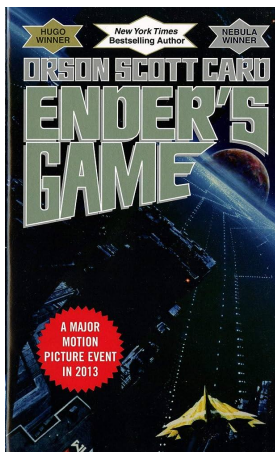
The turtle laughed.
The lizards laughed.
The snake laughed.
The field mouse laughed,
and Frog laughed.

The concepts from books can change you



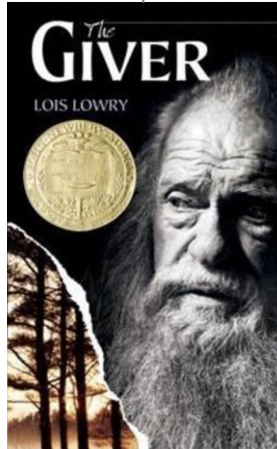
- How to help someone who is frustrated or struggling
- The value of individuality
- The satisfaction of shared experiences
- How nice it is to have a trusted friend
- Dealing with a joke that doesn't land

Later on...

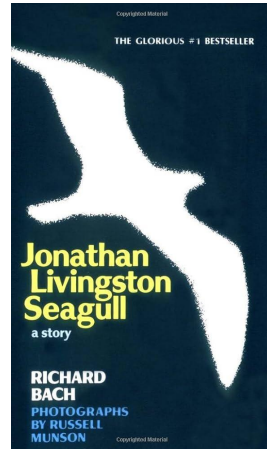


Later on...

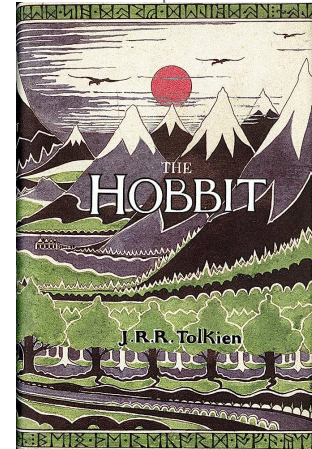
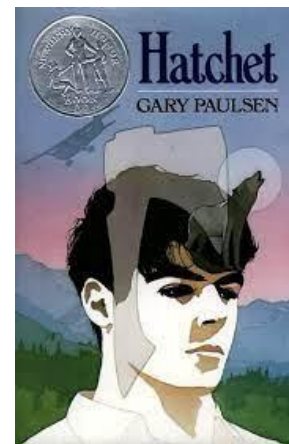
Sacrificing for the good of others



The ethics and consequences of scientific discovery



Adventure and power of service & friendship



Empathy

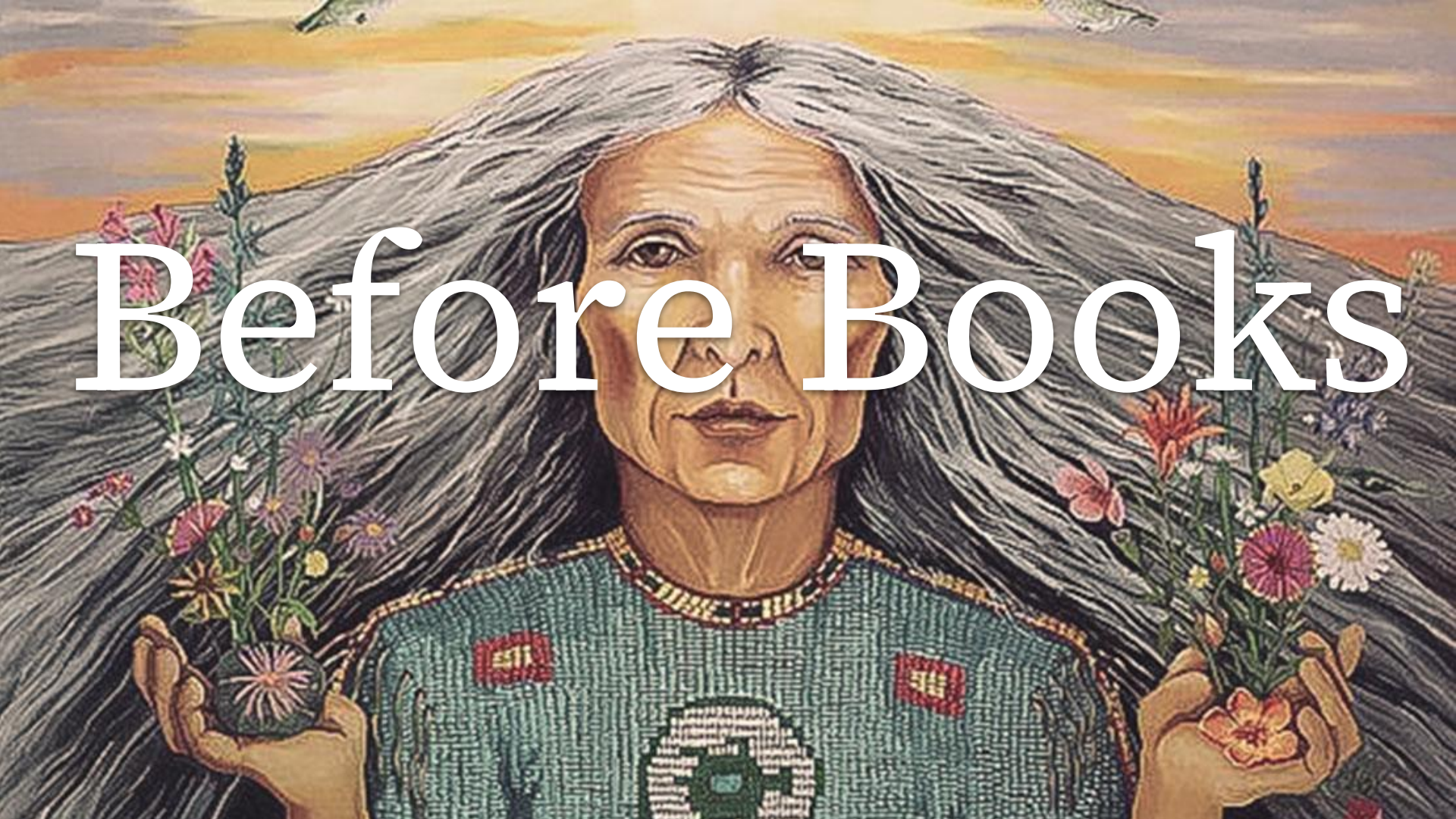
Reaching one's potential

The endurance of the human spirit

What Makes Books So Effective?



Before Books





Regular Transfer

- Earned Knowledge
- Collective Wisdom
- Group Identity & History



Books Changed Everything

Why Not Just Solo Reading?



Book Clubs Have Proven Results

- 1** Diverse Perspectives Deepened Understanding
- 2** Building Relationships and Provided Safety
- 3** Shared accountability was taught and reinforced
- 4** Engagement in learning increased



1. Shared Understanding

Ideas can be communally and continuously
understood

A photograph of a textile loom in a factory. The loom is green and has a large roll of fabric on it. The fabric is colorful and has a pattern of wavy lines and abstract shapes. The colors include red, orange, yellow, green, blue, and purple. The loom is set up with many threads, and the fabric is being woven. The background shows more of the factory and other looms.

2. Common Language

Shorthand for decision making, innovation, agility

Great Companies are Made of Great Teams

And great teams operate with
Shared Working Knowledge

How are you doing at building great teams?



1. Have you identified **cultural, leadership, or behavioral** challenges among employees that could be improved (e.g. retention, engagement, performance)?

What are they?

2. Is HR offering **structured**, **scalable** programs for teams to develop shared working knowledge?

3. Are the programs lightweight enough that they can **effectively reinforce** important principles and values across the organization over a long period of time?

4. How could book clubs be used to **reinforce** existing corporate learning programs to create desired outcomes?

5. Does your company have a culture of **book-based learning**?
If not, what is your confidence it would be received well?

Culture of Reading





“Not all readers
become leaders,
but all **leaders**
must be
readers.”

-Harry S. Truman



“**Leaders
are
Readers**”



"Well, instead of discussing the book we could discuss why none of us had time to read it."

Things We've Heard...

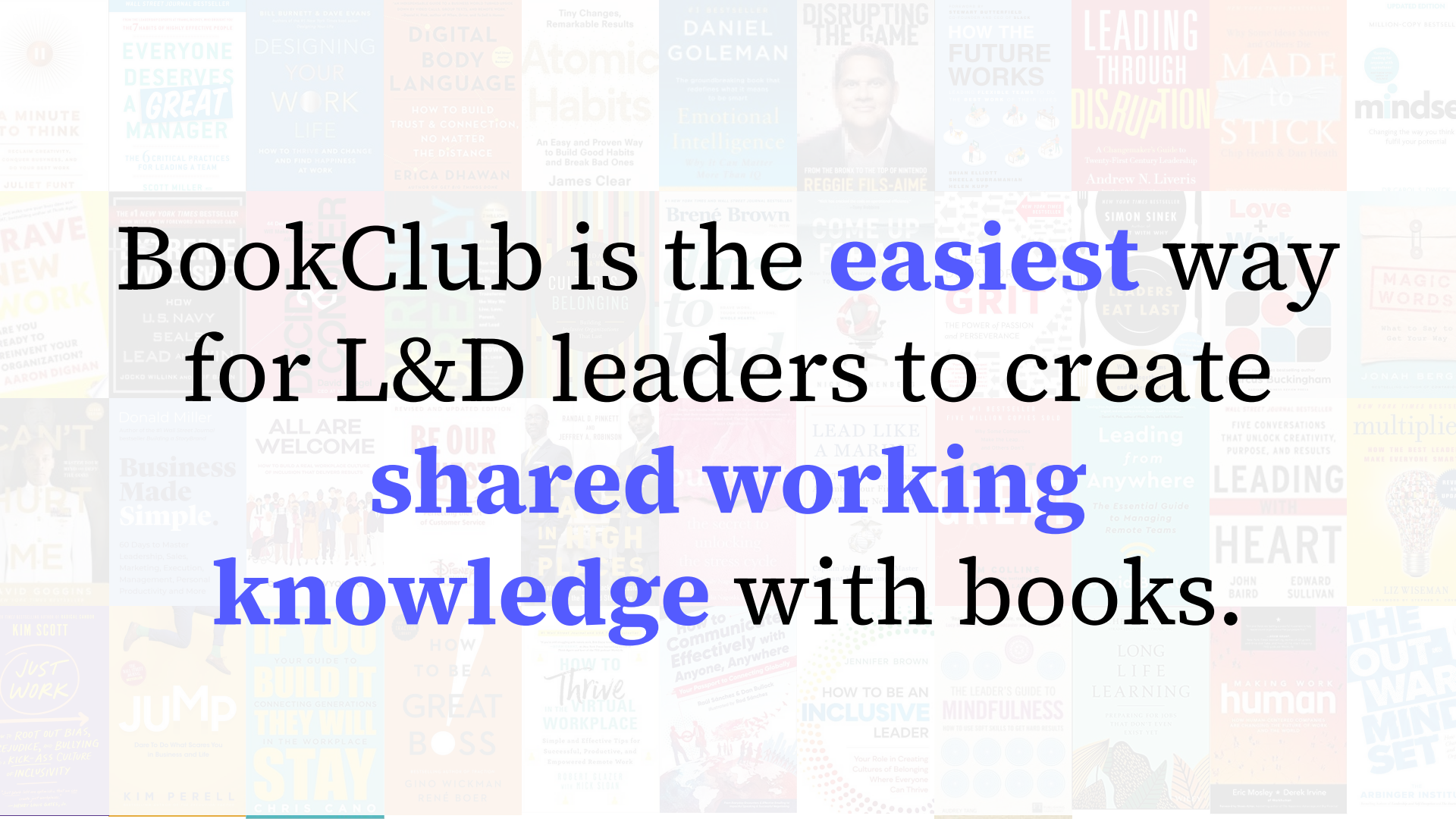
Our CEO loves books and has recommended books to our employees and even purchased books for everybody in the company. (We have no idea if anybody reads the books?)

Things We've Heard...

We've used Books/Book Clubs in our Leadership Development Programs but engagement was low and people stopped showing up (Very difficult to manage)

Things We've Heard...

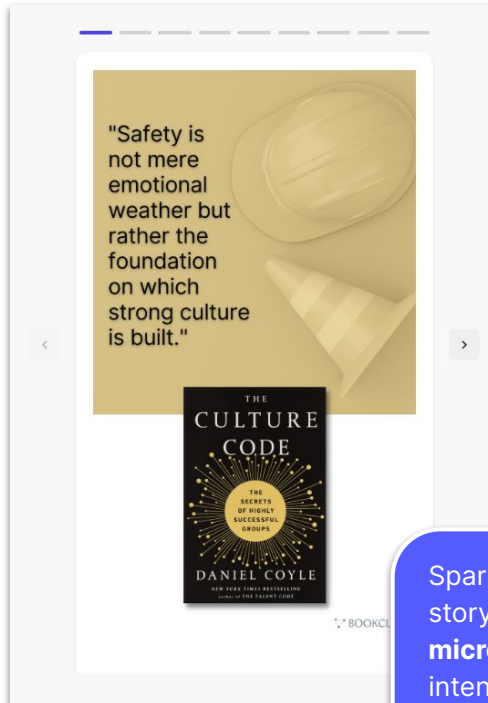
Our Managers sometimes will ask their teams to read books, but employees feel like its homework and either don't do it, or don't want to do it (Pushed/forced into it)



BookClub is the **easiest** way
for L&D leaders to create
shared working
knowledge with books.

Sparks are the fundamental building block on BookClub

A sample spark



A sample spark

Sparks are Instagram story style **microlearnings**, intended to communicate a **single concept** in **<5 minutes**

TODAY'S BIG IDEA:
SAFETY IS FOUNDATIONAL

After this Micro-Lesson, you'll have a better understanding of:

- How to reduce the negative impact of toxic team members.
- The different types of belonging cues.
- How the most successful teams create psychological safety.

Well, folks, it's true: one bad apple CAN spoil the bunch.

That said, one really good apple can also rescue the bunch from rotting.

((Isos))

Had enough fruit metaphors? Great. Here's a case study instead: Researchers at the University of New South Wales wanted to see how groups would react to different negative influences as embodied by "Nick."

Nick was a man of many faces:

- The Aggressive, Defiant Jerk.
- The Dopey Downer.
- The Eye-rotting Slacker.

Hear more about Nick's persona from Will Felps at UNSW Business School:

UNSW Business School, Groups and Teams
- Will Felps (UNSW Business School), September 22, 2013. [Youtube]

Nick's poor behavior proved infectious.

No matter which personality he embodied, members mirrored Nick, which reduced the quality of the group's performance by 30-40%.

In one group, however, Nick's behavior was mitigated by another member: "Jonathan."

How did Jonathan win the room?

Jonathan made his team feel safe.

He engaged Nick directly rather than calling him out or ignoring him.

He smiled, laughed, and used relaxed body language to diffuse tension, deflect Nick's negative energy, and help the team feel safe. And here's the real kicker: Jonathan's group performed better at their tasks simply because they felt more psychologically safe.

Belonging = Safety = Success

The most successful teams demonstrate cues of belonging.

Cues of belonging are non-verbal signals that create safety and connection within groups. These include:

- PROXIMITY
- LISTENING
- EYE CONTACT
- HUMOR

Takeaways from Nick and Jonathan:

- When encountering a Nick, engage them directly with cues of belonging.
- Use eye contact, physical proximity, humor and active listening to signal inclusion.
- To improve team performance by 30-40%, create a culture of psychological safety.

Join the conversation.

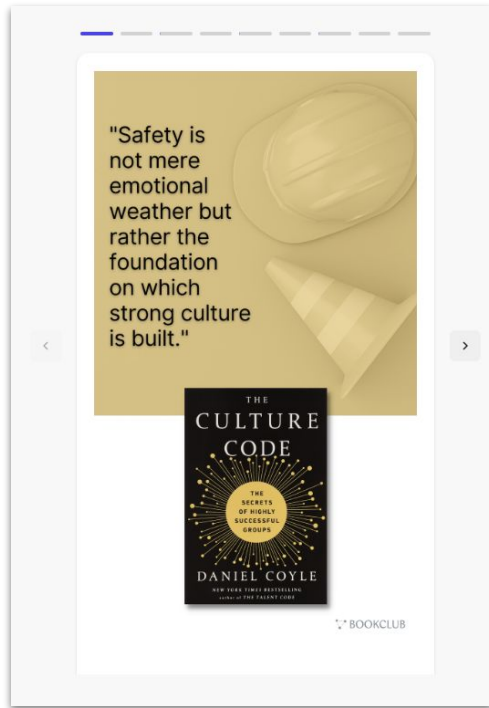
When have you felt most safe and connected at work? Why?

Did you feel more comfortable taking risks if so?

What does a lack of emotional safety look like?

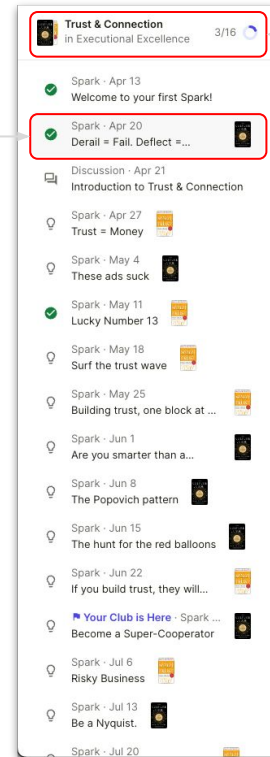
Leave your answer in the comments.

Sparks are compiled together into **Paths**



A sample spark

Sparks are compiled together into collections called **"Paths"**



A sample path

Paths have specific **themes or objectives**. The theme of this path is "Trust and Connection"

Your org will schedule the conversations

Introduction to Trust & Connection

- Can you think of a time when poor communication or behavior contributed to a low-trust situation or atmosphere at Tango?
- What does a high-trust behavior mean to you? Can you think of a recent time when a high-trust behavior was employed (or on display) at Tango?
- What can organizations do to foster a culture of trust and connection among employees? Can you recall a recent instance at Tango where trust and connection were cultivated? Did it improve the culture or lift the general vibe?
- Can you think of a couple of common obstacles teams and individuals face when forging trust and connection in the workplace? How can they overcome these obstacles more quickly and/or with increased agility?

Sample Discussion Questions

BookClub provides **prompts & facilitator guides** to lead conversations

BookClub Facilitator Guide 101

Everything you need to know to facilitate *amazing* conversations

BOOKCLUB

Facilitator Training Guide



Virtual Discussion



In-Person Discussion

Participant Expectations

1. Read Sparks (10-15 min / month)
2. Comment and respond to others
3. Come prepared for discussions (60 min / month)

As with most things, you'll get out of this experience what you put into it

Past Participant Feedback

"Meaningful leadership experience"

"We've already implemented 2-3 points"

"For me, it's been phenomenal."

"Perfect golden nuggets"

"The content was 1000% impactful"

"It brought that moment of growth"

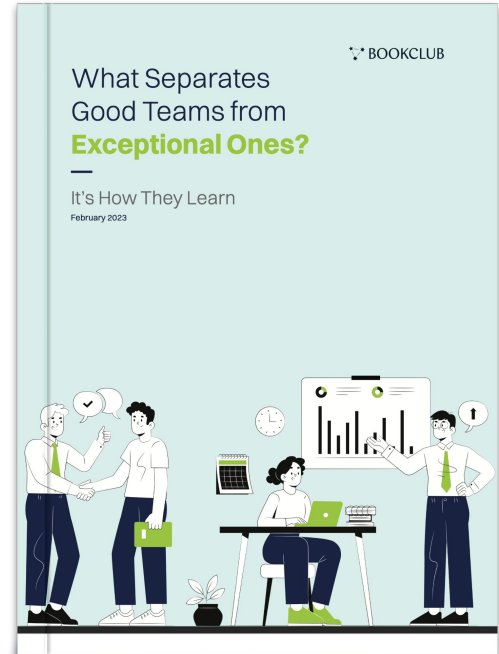
"It's terrific!"

"I prioritize it"

Book clubs fortify learning behaviors of the best teams

The best teams have¹

- Psychological safety
- Diversity of thought
- Clear purpose and goals
- Open communication
- Continuous Learning and Improvement



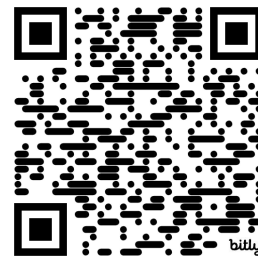
[BookClub White Paper](#)

Q&A





Let's Connect!



Jonathan Munk