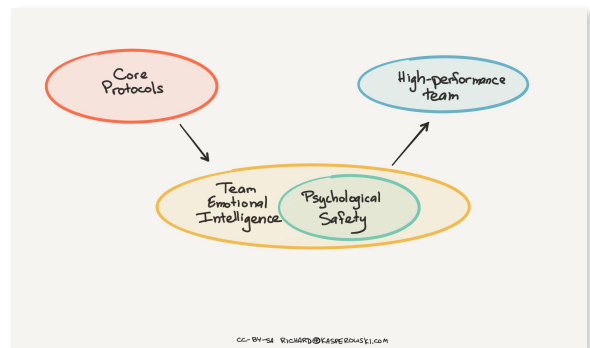


High-performance Teams

Culture and Core Protocols

Remember the feeling of being on the best team in your life? Remember the results you got together? Want that again?

Google's research shows that psychological safety correlates to the highest-performing teams. Academic research indicates that psychological safety is a subset of team emotional intelligence (TEI), and that high TEI corresponds to high-performance teams. There is a strong correlation between psychological safety, TEI, and high performance. Neither body of work attempts to explain what causes high performance, nor to be able to cause it on purpose.



The Core Protocols are the behavior patterns of high-performance teams. Teams can learn and practice these behaviors to create psychological safety and TEI. If you want a high-performance team, training and practice in the Core Protocols is a way to get there.

Richard and his colleagues have begun a new research program measuring the impact of training and coaching in the Core Protocols and Agile. According to this research, teams can increase their emotional intelligence, psychological safety, and performance.

To learn more about the Core Protocols

- Visit thecoreprotocols.org or tcp.gg.
- Read *Software for Your Head*, by Jim and Michele McCarthy, or *The Core Protocols: A Guide to Greatness*, by Richard Kasperowski.
- Take a class or offer a workshop at your company. Ask Richard for more information.



Richard Kasperowski

Richard Kasperowski's expertise is on high-performance teams. Richard is a keynote speaker and the author of *The Core Protocols: A Guide to Greatness*. He leads clients in building great teams that get great results using the Core Protocols, Agile, and Open Space Technology. Richard teaches the course Agile Software Development at Harvard University. Follow him on Twitter at @rkasper, read more about him at www.kasperowski.com, and email him at richard@kasperowski.com.



The Core Protocols Glossary

Pass	The Pass protocol is how you decline to participate in something. Use it anytime you don't want to participate in an activity.
Check In	Use Check In to begin meetings or anytime an individual or group Check In would add more value to the current team interactions.
Check Out	Check Out requires that your physical presence always signifies your engagement. You must Check Out when you are aware that you cannot maintain the Core Commitments or whenever it would be better for you to be elsewhere.
Ask for Help	The Ask For Help protocol allows you to efficiently make use of the skills and knowledge of others. Ask For Help is the act that catalyzes connection and shared vision. Use it continuously, before and during the pursuit of any result.
Protocol Check	Use Protocol Check when you believe a protocol is being used incorrectly in any way or when a Core Commitment is being broken.
Intention Check	Use Intention Check to clarify the purpose of your own or another's behavior. Use it when you aren't expecting a positive outcome resulting from the current behavior. Intention Check assesses the integrity of your own and another's intention in a given case.
Decider	Use Decider anytime you want to move a group immediately and unanimously towards results.
Resolution	When a Decider vote yields a small minority of outliers, the proposer quickly leads the team, in a highly structured fashion, to deal with the outliers. The Resolution protocol promotes forward momentum by focusing on bringing outliers in at least cost.
Perfection Game	The Perfection Game protocol will support you in your desire to aggregate the best ideas. Use it whenever you desire to improve something you've created.
Personal Alignment	The Personal Alignment protocol helps you penetrate deeply into your desires and find what's blocking you from getting what you want. Use it to discover, articulate, and achieve what you want. The quality of your alignment will be equal to the quality of your results.
Investigate	Investigate allows you to learn about a phenomenon that occurs in someone else. Use it when an idea or behavior someone is presenting seems poor, confusing, or simply interesting.

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