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Chapter 1 - Creative Conflict

- A 'Just Culture' is one where small changes lead to major changes through building trust and sharing information and ideas (p.2)
 - Draw from every single employee the best ideas, observations, concerns and concepts inside every mind (p.3)
 - Ensure that conflict and ideas come out where they can be seen, explored and confronted safely (p.7)
 - The purpose is to surface all the information, intelligence and insight required to make the best decisions (p.9)
- Great teams need windows on the world, but biases mean that we mostly get mirrors (p.12)
- Braintrust Meetings at Pixar: Debates are intense; arguments are heated; what makes them great at problem solving is candor (p.19)
- Every decision is a hypothesis. Given the available information, a choice was made that will or won't deliver intended results in the future. (p.21)

Chapter 2 - Social Capital

- Social Capital: the trust, knowledge, reciprocity and shared norms that create quality of life and make a group resilient (p.23)
- Groups that surfaced more and better solutions shared three key qualities: (p.24)
 - a. They gave one another roughly equal time to talk
 - b. They had social sensitivity - they were more tuned in to one another, to subtle shifts in mood and demeanor (socially alert)
 - c. Included more women (more diverse and had greater empathy)
- It's the mortar (social capital), not the bricks (people), that make a building (team) robust (p.26)
- Social capital is derived from an accumulation of small actions (p.28)
- Fika (fay-ka) Swedish term for time together at work (fosters a sense of togetherness) (p.29)

Chapter 3 - Thinking Is Physical

- Monotasking - focusing only on one thing at a time - isn't only more efficient; it also leaves us better able to use knowledge we have gained(not multi-tasking) (p.40)
- Evoking quiet time three days a week (0800-1200) produced a 65% increase in productivity (p.47)
 - One variant is 'Quiet Rooms' where there are no phones and no one is allowed to interrupt you (p.49)
- First thoughts are rarely the best thoughts; you need time to wander beyond them (p.51)
- Throughout our working lives - 100,000 hours - time is our most precious asset. Once spent, we can never retrieve it and we can never manufacture more. So deciding how to spend it is powerful. (p.56)
- When it comes to time, most organizations are very good at measuring its quantity, but poor at measuring its value (p.56)

Chapter 4 - Smashing Barriers

- The two biggest obstacles to innovation were rigid hierarchies and not getting enough from the skills that were in the company (survey of 250 R&D leaders) (p.57)
- "Heads Out" - during any new work, always have at least one person who is scanning the horizon, staying in constant touch with the wider environment (p.63)

Beyond Measure

By Margaret Heffernan (2015)



HELMWISE

- From a business perspective, engaging with the world is the best, fastest way to tune in to the mood of the moment, of the markets you serve. And from a human perspective, being in rich and open community is how you build and enrich the neural networks of your mind. (p.68)
- The spirit of collaboration on which a company depends is derived from a sense that everyone counts and everyone contributes (p.69)
- Once a spirit of collaboration is established, you can't tell who's a founder and who's an intern (p.69)

Chapter 5 - Leaders Everywhere

- Never mind who's gifted, who's talented. Expect great things and you are more likely to get them (p.75)
- The talent, energy, insight and opportunity of any organization lie with its people (p.75)
- In just cultures, no one needs permission to be creative or courageous (p.75)
- What mattered most to people was working with colleagues who believed in them, cared about them and took an interest in their lives and careers (p.81)
- Supplying answers shuts a conversation down and implies superiority, but asking questions, as a way of solving the problem, implies confidence: you can crack this, you just need a little support (p.81)
- Questions trump solutions and social connectedness proves highly motivating (p.81)
- One of the simplest ways to elicit great work from people is to show that you believe in them (p.82)
- There's a lot of discipline and process in *what* we do, but we try to keep *how* we do it as responsive as we can (p.83)
- Hierarchies make it easy for a few to have power and the rest to defer or checkout. But in organizations that strive to reduce pecking orders, everyone is encouraged to see themselves as leaders., capable of being and making others successful. That's the point at which an organization approaches the holy grail of teams, mutual accountability. Where I feel that I can succeed, among people I know, trust and care for, why would I let them down? (p.85)
- Paul Harris: "I judge management not by the number of people they control, but the number they liberate. My attitude is that I have never learnt anything from someone who agrees with me, so I expect *everyone* to talk openly to me even if their opinions differ from mine or those above them." (p.87)

Epilogue

- You need all the small things life has to offer: silence and noise, action and reflection, focus and exploration, time, respect, errors, inventions, humility and pride in the human capacity to think again (p.97)