

How Google Builds the Perfect Team

WATCH the video and do the TASKS



1) Choose the correct word

One of the 1) _____ questions is "How to build the perfect team" and in fact, about four years ago, Google invited me to come spend some time with them because they were in the middle of a big project, called Project Aristotle, a huge 2) _____ study to try and figure out how to build the perfect team at Google.

Initially, their 3) _____ was that the best teams are teams where you put people together who like each other. And maybe you need a good mix of extroverts and introverts, maybe you need people who are friends away from the conference room, and so they looked at the data, and they did 4) _____ and they found that who was on a team actually didn't **matter** at all. They couldn't find any correlations between team 5) _____ and team success so, then, they started looking at *how* a team interacts, and this is where suddenly everything became clear, because what they found is that the people *who* are on a team matter much, much less than *how* those people interact. That you could have 6) _____ on a team together, or you could have 7) _____, or friends, or people who don't get along, or all introverts, or all extroverts and, as long as they treat each other a certain way, as long as there's a certain 8) _____, then that team will gel.

So as they started looking at these 9) _____ and what they found was that there were two in particular that mattered more than anything else. The first was called "**equality in conversational turn-taking**": during a meeting, or a set of meetings, if everyone speaks at roughly the same amount then that team is much more likely 10) _____. But just speaking isn't actually enough: the second 11) _____ that teams need in order to do well is called "**ostentatious listening**" that basically, in addition to 12) _____ you to talk more, I, as a team leader or team member, have to show you that I'm listening by doing things like repeating what you just told me or 13) _____ my computer so I can make 14) _____ with you. If you have these two characteristics, **conversational turn-taking** and **ostentatious listening**, it creates what psychologists refer to as **psychological safety** 15) _____, and psychological safety is shown as the single greatest correlate with a group's success. When a group feels like they are psychologically safe with each other, you 16) _____ their best ideas, their ability to work together, their innovative 17) _____

Google's fundamental 18) _____, as is true for many other companies, is that it's only when a team comes together that you actually get the best ideas out of each person, and the best work at getting things done.

3. VOCABULARY. MATCH the words with the definitions. TRY to get the meaning from the context

To figure out (pv)	to like someone in a friendly way, to have a good relationship
To put people together (pv)	using new methods; advanced and original, with new ideas.
To matter (v):	
To get along (pv):	to understand or solve something
To gel (v):	something designed to impress other people
Turn-taking (n):	to choose people or things to form a team or group.
Roughly (adj):	to be important or significant.
To encourage (v):	to give support, confidence, or hope to (someone).
To unlock (v):	to work well together
Innovative (adj):	to do the same thing one person after another.
Ostentatious (adj):	more or less, approximately
	to open, to make something available

4. READ the text again and correct answer to the questions

1. What are some ideas of perfect teams Google explored at the beginning of the study?
2. Is it important to have a good mix of personalities in a team? Why?
3. What is the key element of the perfect team?
4. What do you think two behaviours of perfect teams might be?
5. In meetings, what is something successful teams generally do?
6. How can you show "ostentatious listening"?
7. Why is it important to have "equality in conversational turn-taking" and "ostentatious listening"?
8. What did you think the perfect team would be like before this listening?