

# How Google Builds the Perfect Team

Link: <https://www.youtube.com/watch?v=v2PaZ8NI2T4&t=7s>

**Listen only from 1:08 to 2:22!**

## Part 2:

So as they started looking at these behaviours 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 1) \_\_\_\_\_ then that team is much more likely 2) \_\_\_\_\_. But just speaking isn't actually enough: the second 3) \_\_\_\_\_ that teams need in order to do well is called “**ostentatious listening**” that basically, in addition to 4) \_\_\_\_\_ you to talk more, I, as a team leader or team member, have to show you that I'm listening by doing things like 5) \_\_\_\_\_ what you just told me or 6) \_\_\_\_\_ my computer so I can make 7) \_\_\_\_\_ with you. If you have these two characteristics, **conversational turn-taking** and **ostentatious listening**, it creates what psychologists refer to as **psychological safety**, 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 8) \_\_\_\_\_ their best ideas, their ability to work together, their 9) \_\_\_\_\_ capacities.

Google's fundamental belief, as is true for many other 10) \_\_\_\_\_, 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.

## Questions

1. In meetings, what is something successful teams generally do?
2. How can you show “ostentatious listening”?
3. Why is it important to have “equality in conversational turn-taking” and “ostentatious listening”?
4. What did you think the perfect team would be like before this listening?

## Vocabulary

**Roughly (adj):** more or less, approximately

**Turn-taking (n):** to do the same thing one person after another.

**To encourage (v):** to give support, confidence, or hope to (someone).

**To unlock (v):** to open, to make something available

**Innovative (adj):** using new methods; advanced and original, with new ideas.

**Ostentatious (adj):** something designed to impress other people