



Teamfully

Strong culture. Strong teams.

The Cultural PINs Workbook

*Culture
by design.*

TEAMFULLY

The Human Performance Lab



The ideas, questions, and practical tools in this workbook have been shaped through work with more than 80 teams and over 1,200 individual athlete assessments—supported by years spent coaching, selecting, advising, and studying how people connect, contribute, and perform together.



*Strong culture
starts here.*

**Think about
the best team
you've ever
been part of.
What made it
feel different?**



Begin by remembering culture at its best.

Stay with that team for a moment.

How did it feel to belong? What did people consistently do? What did the team believe about itself, its work and what was possible?

Think about the moments when people were challenged, proud, connected or completely absorbed in what they were doing. What did the leader make possible? How did people show up for one another? What made the work matter?

Culture is already happening.

Culture is not simply a set of values displayed on a wall. It is the pattern a team repeatedly creates: what people experience, what they practise and what they come to believe.

Every interaction strengthens that pattern. What is rewarded, tolerated, discussed or avoided teaches people how the team really works. Culture is being built every day—deliberately or by default.

Culture under pressure.

Teams are being asked to move faster, adapt sooner and achieve more with less certainty. Roles change. People come and go. Priorities compete. Pressure exposes the gap between the culture a team describes and the culture it actually lives.

When there is no shared language for culture, teams tend to protect what is urgent and neglect what makes sustained performance possible.

Strong culture is not perfect culture.

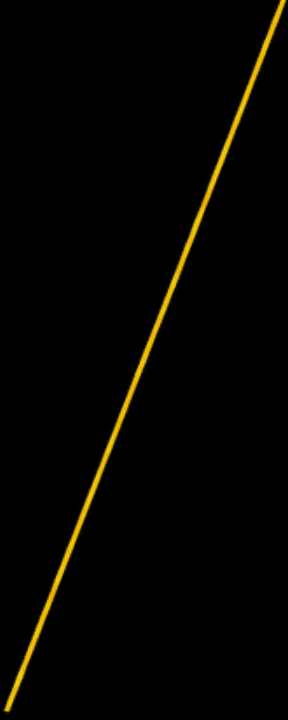
Strong teams still experience tension, mistakes and difficult moments. The difference is that they have ways of responding. They can speak honestly, reconnect with what matters and adjust their behaviour before drift becomes dysfunction.

Three PINs hold culture in place.

Positive is how we feel. **Imperative** is what we do. **Narrative** is what we believe.

Together, the nine Cultural PINs help a team see its existing pattern, decide what matters most and deliberately build the culture it needs next.

The space between.

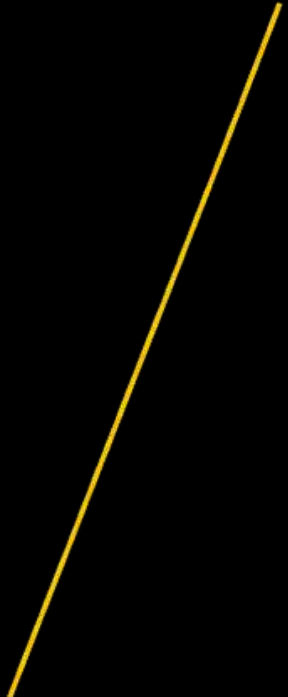


Most teams invest heavily in what they want to achieve and how they plan to achieve it. Far less attention is paid to what sits between the plan and the performance: how it feels to belong, what people repeatedly do, and what they believe about themselves and one another.

That space is culture. Ignore it, and culture forms by default.

Shape it deliberately, and it becomes a performance advantage.

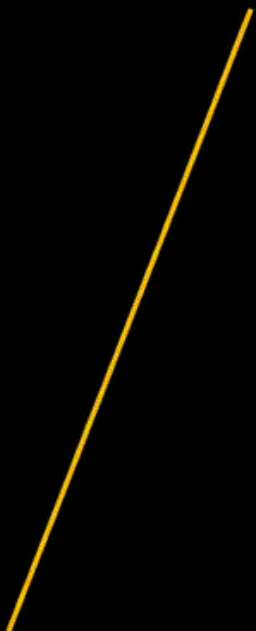
Culture is everyone's work.



Strong cultures are built when everyone takes responsibility for three things:

- 1** *How the team feels.*
- 2** *What the team does.*
- 3** *What the team believes.*

The (felt, lived, believed) culture.



What do you want it to feel like to belong to your team? What do you want people to do consistently? What do you want them to believe about themselves, one another and the work?

**Toward
culture by
design.**



First, an incomplete equation.

Teams often try to improve performance by adjusting the strategy, strengthening the talent, increasing the effort or raising the target.

Strategy + talent + effort = results.

Each element matters. But the equation assumes that capable people and a good plan will automatically combine into effective performance.

They do not.

Culture influences whether people trust one another, connect with the purpose, respond constructively to pressure and turn intention into consistent behaviour.

A more human equation.

How we feel + what we do + what we believe = how we perform together.

1

Positive: How we feel.

Trust, Optimism and Enjoyment shape the emotional experience of belonging. They help people feel safe, hopeful and energised together.

2

Imperative: What we do.

Purpose, Engagement and Performance shape what the team chooses and does. They give direction, invite contribution and turn shared standards into action.

3

Narrative: What we believe.

Story, Unity and Legacy shape the meaning the team creates. They connect people to a shared identity, the present work and what they hope to leave behind.

The three PINs are interconnected. Change how a team feels and its behaviour can shift. Change what it repeatedly does and new beliefs can form. Change what it believes and different performance becomes possible.

**“It’s not
enough for
a team to agree
with these
human truths.
Culture changes
when they
become what
people repeatedly
feel, do and
believe.”**

- 1 We want to feel safe enough to be honest.**
- 2 We want our work to matter.**
- 3 We want to know and share the stories that shape us.**
- 4 We want to belong without needing to become the same.**
- 5 We want to enjoy what we are building together.**
- 6 We want to leave something better behind.**
- 7 We want high standards that help us perform.**
- 8 We want to believe progress is possible.**
- 9 We want our voice and contribution to count.**

So, three
questions to
ask your team.

A thin yellow diagonal line starts from the top right corner and extends downwards towards the middle of the page.

POSITIVE

*How do we want
to feel?*

NARRATIVE

*What do we want
to believe?*

IMPERATIVE

*How do we want
to act?*

*Are we creating
the conditions for people
to feel, act and believe
this way?*

*What does our culture
look, sound and feel like
when we're **at our best?***

Nine Cultural
PINS.

Three
dimensions. 

One **strong**
culture.

TRUST

**Create the safety
to rely on
one another.**



Why it matters.

Trust makes honest work possible. It allows people to speak openly, ask for help and challenge ideas without fear.

Under pressure, trust becomes the confidence that others will act with reliability, integrity and care.

Signs to look for.

1

People say what needs to be said—even when it is uncomfortable.

2

Commitments are kept—or renegotiated early.

3

Mistakes and concerns are raised without fear of blame.

**Trust is not
what we say
about one
another.**

**It's what we
risk with one
another.**

Building trust.

Trust grows through repeated, observable actions.
Choose one practice to strengthen this week.

KEEP YOUR WORD.

Choose one commitment the team can rely on.
If circumstances change, renegotiate it early.

Our commitment:

SPEAK WITH COURAGE.

Name a conversation the team has been avoiding.
Say what needs to be said—with honesty and care.

The conversation we need:

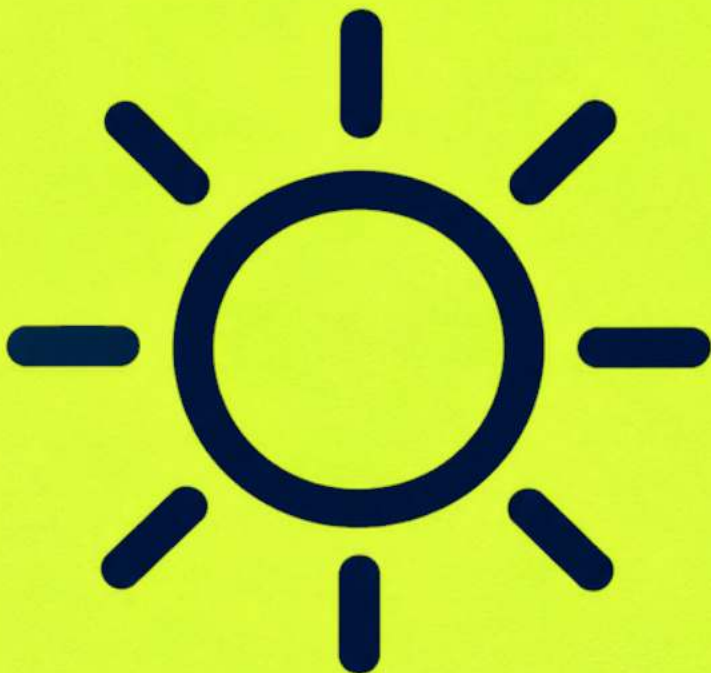
REPAIR QUICKLY.

When trust is strained, acknowledge it. Own your part, listen without defending and agree on the next trustworthy action.

Our next trustworthy action:

OPTIMISM

**Stay positive,
solution-focused
and resilient—
even in the face
of challenge.**



Why it matters.

Optimism helps teams face reality without becoming trapped by it. It keeps attention open to possibility, choice and the next useful action when circumstances are difficult or uncertain.

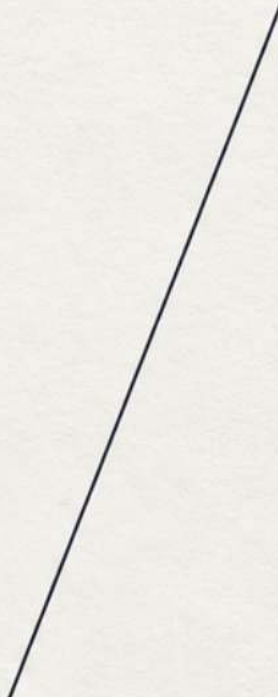
This is not forced positivity. Constructive optimism makes room for disappointment and concern, then helps people recover, learn and move forward with greater agency.

Signs to look for.

- 1 Challenges are acknowledged honestly without becoming the whole story.
- 2 Conversation moves from what is wrong toward what is possible and actionable.
- 3 After setbacks, people learn, reset and re-engage rather than remain stuck.

**Optimism is
not pretending
everything
will work out.
It is believing
there is always
a useful
next move.**

Working on Optimism.



**Reframe
the
challenge.**

Separate the facts from the story. Name what is within the team's control, then turn 'Why us?' into 'What now?'

**Find the
next useful
move.**

When the way forward feels unclear, ask: 'What is the smallest constructive action we can take now?' Progress restores possibility.

**Practise
realistic
hope.**

Acknowledge what is difficult. Remind the team of its strengths and progress. Speak honestly about possibility without promising an outcome.

ENJOYMENT

Bring positive energy, celebrate the wins—and make work enjoyable.



Why it matters.

Enjoyment is not an escape from serious work. It is a source of energy that helps people connect, create and sustain effort—especially when the work is demanding.

When teams notice progress, celebrate contribution and make room for genuine lightness, people are more likely to bring enthusiasm, recover from setbacks and want to return.

Signs to look for.

- 1 There is warmth, laughter and positive energy without losing focus.
- 2 Progress, effort and contribution are noticed—not only the final result.
- 3 People enjoy being together and leave with more energy than they brought.



**Enjoyment
is not the
reward for
great work.
It is part of
how great
work gets
done.**

Building enjoyment.

**Notice
the energy.**

Think about when your team feels most alive and engaged. What creates that energy—and what tends to drain it?

**Celebrate
what
matters.**

Choose a recent effort, contribution or sign of progress worth recognising. How will you celebrate it in a way that feels genuine?

**Make
room for
play.**

Identify one small way to bring curiosity, humour or lightness into the work. What could make the next team experience more enjoyable?

PURPOSE

**Be clear on why
the team exists—
and how its
work matters.**



Why it matters.

Purpose turns effort into meaning. It helps people see how everyday work contributes to something larger than the task itself.

When purpose is clear, priorities sharpen, decisions become more coherent and setbacks become easier to navigate together.

Signs to look for.

1

People can explain why the team exists—without simply reciting a slogan.

2

Decisions and priorities connect clearly to the team's shared purpose.

3

People understand how their contribution matters to the team and those it serves.

**Purpose is not
a statement
on the wall.**

**It's a reason
to act.**

Building purpose.

Purpose becomes powerful when it guides real work.
Choose one practice to strengthen this week.

NAME
THE WHY.

Describe why the team exists beyond targets, tasks and results. Make it clear, human and memorable.

Our shared reason:

CONNECT
THE WORK.

Choose one current priority. Name who it serves and why completing it well genuinely matters.

This work matters because:

USE PURPOSE
TO CHOOSE.

When priorities compete, ask which choice best serves the team’s purpose—and let that guide the decision.

The choice we will make:

Engagement.

Listen. Value every voice. Give people the autonomy and support to do their best work.



Why it matters.

Engagement is more than energy or enthusiasm. It is the experience of having a voice, making a meaningful contribution and owning what happens next.

When people feel heard, trusted and supported, they offer more than effort. They bring their judgement, ideas and initiative to the work.

Signs to look for.

- 1 People speak up with ideas, questions and concerns.
- 2 Decisions are made close to the work, within clear boundaries.
- 3 People take ownership—and ask for support before they become stuck.

**People
engage when
their voice
matters—and
when they are
trusted to act
on what they
know.**

Working on Engagement.



**Listen
before
leading.**

Ask before you answer. Invite ideas, questions and concerns—and listen for what people need, not only what you expect to hear.

**Create
clear
freedom.**

Be explicit about the outcome, boundaries and responsibilities. Then give people genuine autonomy over how they contribute and deliver.

**Close
the loop.**

Show how people's input shaped the decision. Explain what happens next, what cannot change and where support is available.

PERFORMANCE

**Set high standards,
focus on what
matters—and
deliver meaningful
results.**



Why it matters.

Performance turns ambition into disciplined action. Clear standards and meaningful priorities help people direct their attention, effort and talent toward work that genuinely matters.

Strong teams pursue results without confusing pressure with performance. They learn, adapt and hold one another accountable while protecting the conditions that make excellence sustainable.

Signs to look for.

1

People know what matters most—and where to direct their effort.

2

High standards are translated into clear actions, feedback and accountability.

3

Results are judged by meaningful impact and learning—not activity alone.

**Performance
is not pressure
to prove.
It is the
disciplined
pursuit of
what matters.**

Building performance.

Name what matters.

Identify the outcome that matters most right now. What deserves the team's attention—and what can you deliberately stop or set aside?

Make standards visible.

Choose one high standard the team expects. What specific behaviours would make that standard observable in everyday work?

Learn from the result.

Review a recent result without blame or self-congratulation. What worked, what did not—and what will the team practise next?

STORY

**Share the stories
that shape
who we are.**



Why it matters.

Stories carry culture. They help people understand where the team has come from, what it values and what kind of team it is becoming.

Shared stories turn experience into meaning. They make lessons memorable, recognise contribution and strengthen collective identity.

Signs to look for.

- 1 People can tell stories that reveal what the team genuinely stands for.
- 2 Successes, setbacks and turning points are discussed—and learned from.
- 3 Different voices and contributions are included in the team's evolving story.

**Every team
has a story.**

**The question is
whether it is
shaping the
culture—or simply
describing the past.**

Building story.

**Notice
the
moments.**

Identify a moment that revealed something important about your team—what you value, how you respond or who you are at your best. What happened, and what made it meaningful?

**Share
the story.**

Tell the story in a way that makes the lesson memorable. Whose contribution should be recognised? What should others understand, feel or carry forward?

**Shape
the next
chapter.**

Choose the story you want your team to be able to tell next. What will you do together now to make that story true?

UNITY

**Collaborate across
differences—and
win together as
one team.**



Why it matters.

Unity turns a collection of individuals into a team. It creates belonging without demanding sameness—and allows different perspectives, strengths and experiences to work toward something shared.

When people know they are supported, they contribute more freely, collaborate more generously and stay connected when pressure or disagreement could pull them apart.

Signs to look for.

1

Differences are voiced, valued and used—not avoided or flattened.

2

People support one another beyond the boundaries of roles, status or expertise.

3

Success is spoken about as 'ours', while setbacks become a shared responsibility.

**Unity is not
sameness.
It is choosing
to move
together
without losing
what each
person brings.**

Building unity.



**Invite
every
voice.**

Notice whose perspective is heard—and whose may be missing. What could you do to make it safer and easier for every person to contribute?

**Use the
differences.**

Identify a difference in perspective, experience or strength that could help the team. How can you use it rather than smooth it over?

**Own it
together.**

Choose one shared outcome. What will each person contribute—and how will you support one another when the work becomes difficult?

LEGACY

**Think beyond
today—and
build something
worth leaving
behind.**



Why it matters.

Legacy gives today's work a longer horizon. It reminds a team that its choices shape people, standards and possibilities long after the immediate result has passed.

When teams consider what they will leave behind, they make more deliberate decisions, pass on what they learn and build something others can strengthen rather than start again.

Signs to look for.

1

Decisions consider long-term consequence—not only short-term convenience.

2

Knowledge, standards and opportunities are intentionally passed to others.

3

People can name the positive difference they want the team to leave behind.

**Legacy is
not what a
team
remembers.
It is what
remains
because you
were here.**

Building legacy.

**Define
the
difference.**

What do you want people, clients or communities to be stronger because your team was here? Describe the difference you hope to leave behind.

**Pass it
forward.**

Identify knowledge, standards or opportunities that should not end with you. Who needs them next—and how will you share them?

**Choose
for the
future.**

Name one decision facing the team. What choice would serve both today's needs and the people who will inherit what you build?

Nine PINs. One culture.

Culture is not built by one belief, behaviour or feeling. It is held in place by all nine—working together.

POSITIVE

TRUST

OPTIMISM

ENJOYMENT

IMPERATIVE

PURPOSE

ENGAGEMENT

PERFORMANCE

NARRATIVE

STORY

UNITY

LEGACY

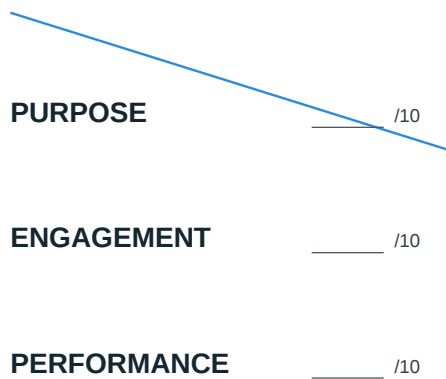
Where are we strong? Where are we stretched?

Rate how consistently each PIN is experienced across your team—not how important you believe it is.

POSITIVE



IMPERATIVE



NARRATIVE



Our three strongest PINs are:

The three PINs needing greater attention are:

The one PIN that could create the greatest positive shift is:

Our cultural commitment.

One PIN. One visible shift. One shared commitment.

1

The PIN we will strengthen:

2

The experience we want to create:

3

The behaviour we will practise:

4

Our first action:

5

Owner:

Review date:

We will know it is working when:

Culture is what we practise together.

*Every interaction strengthens—
or weakens—the culture we share.
Culture changes when we do.*

Making culture stick.

Culture does not change because a team agrees with an idea. It changes when people repeatedly practise shared behaviours—and notice the effect.

1

ASSESS

Understand how culture is experienced today.

2

ALIGN

Choose the priority PIN and the shared experience you want to create.

3

ACTIVATE

Turn intention into one visible behaviour the team can practise.

4

MEASURE

Look for evidence of progress and learn from what happens.

5

SUSTAIN

Review, adjust and repeat until the practice becomes part of how you work.



REMEMBER.

When has your team been at its best? What did it feel like—and what were people doing?

IMAGINE.

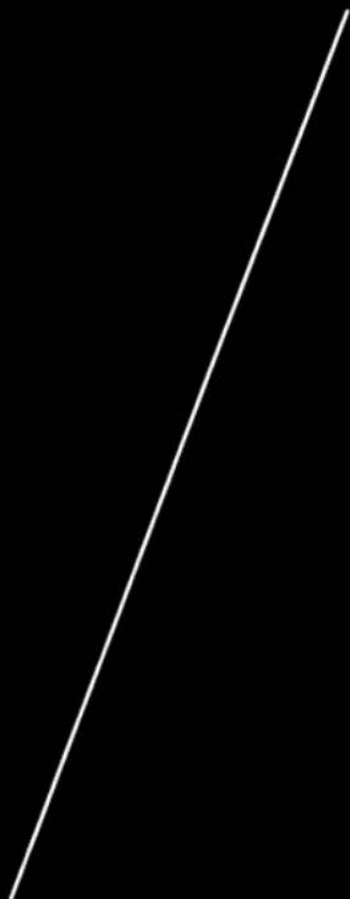
What could become possible if your team experienced that culture more often?

PRACTISE.

What will you choose to do—together—to make it real?

The culture you want is built in what you practise next.

A note about Teamfully.



Teamfully is The Human Performance Lab's practical framework for understanding, strengthening and sustaining team culture.

Its nine Cultural PINs reveal how culture feels, what people do and what the team believes. Together, they make the invisible patterns shaping everyday performance easier to see and discuss.

Through **Assess**, **Align**, **Activate**, **Measure** and **Sustain**, teams turn insight into shared practice—and shared practice into a stronger culture.

Culture is not something a team simply has. It is something people create together.

The seven culture states.

A culture is rarely simply strong or weak. These states help us name the pattern we may be experiencing—and where to focus next.

CULTURE STATE	WHAT IT FEELS LIKE	WHAT YOU MAY NOTICE	THE COST	WHERE TO FOCUS
01 ALIVE AND ALIGNED	People feel connected, clear and energised.	Performance and wellbeing reinforce each other.	Success can create complacency if the culture is not renewed.	TRUST PURPOSE ENGAGEMENT
02 INSPIRED BUT INCONSISTENT	Ambition and exciting ideas are everywhere.	Priorities change and follow-through varies.	Excitement does not reliably become progress.	PERFORMANCE TRUST ENGAGEMENT
03 PRODUCTIVE BUT PRESSURED	Work gets done and standards remain high.	People feel tired, guarded or joyless.	Success is becoming too costly.	TRUST ENJOYMENT OPTIMISM
04 CONNECTED BUT COMFORTABLE	People genuinely like and support one another.	Challenge and accountability are limited.	The team feels good but is losing momentum.	PURPOSE PERFORMANCE LEGACY

CULTURE STATE	WHAT IT FEELS LIKE	WHAT YOU MAY NOTICE	THE COST	WHERE TO FOCUS
05 CLEAR BUT CONTROLLED	Direction and expectations are clear.	Decisions remain concentrated at the top.	People comply more than they contribute.	ENGAGEMENT TRUST UNITY
06 FRAGMENTED AND FRUSTRATED	Capable people work hard in different directions.	Relationships and priorities do not connect.	Friction consumes the team's energy.	TRUST UNITY STORY
07 DRIFTING AND DISENGAGED	Energy is low and direction is unclear.	People struggle to see why their contribution matters.	The team reacts rather than chooses.	PURPOSE ENGAGEMENT OPTIMISM

Which state feels most like us now?

Our primary state:

The evidence we see:

The three PINs that need our attention:

Notes & reflections.



Capture what matters now—and what you want to carry forward.

INSIGHTS WORTH REMEMBERING

CONVERSATIONS WORTH CONTINUING

ACTIONS WORTH TAKING



TEAMFULLY: CULTURAL PINs

Teamfully

Culture by design.

Stronger PINs. Stronger culture.
The Human Performance Lab

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