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# Building Performing Teams

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Lean Agile KC 2015




When We Say  
"Team" ....

What Do We  
Mean?

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Jae C. Hong/Associated Press

## What's Different?



Ned Yost's  
Coaching  
Stance

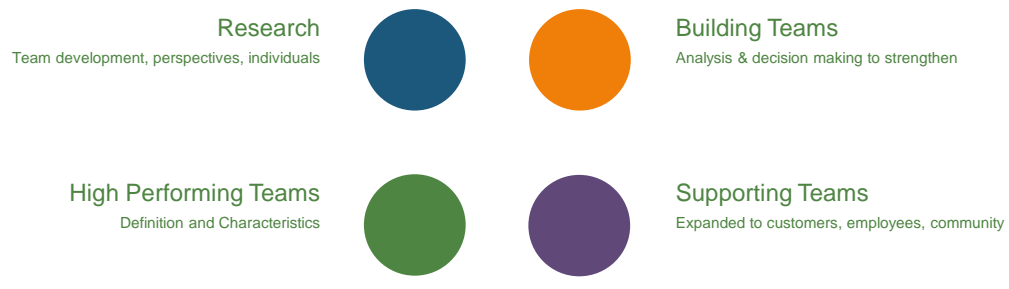
*"But most of those decisions, it turns out, aren't made by Yost. Perhaps alone among big-league managers, he allows his players to run and bunt on their own. The few games that such ill-considered tactics might cost during a season, he has decided, are more than mitigated by a lack of inhibition that will encourage looser, more productive play. 'He allows us to be ourselves, on and off the field,' says Lorenzo Cain, the center fielder. 'And we have a blast doing it. We laugh together, have a great time. The chemistry on this team is amazing. That reflects on a manager. And it matters.'"*

**".....Keri considered. 'Because it's all really about empowering your players and creating a comfortable environment for them to thrive.'"**

BRUCE SCHOENFELD NY Times, OCT. 1, 2015

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# | Discussion



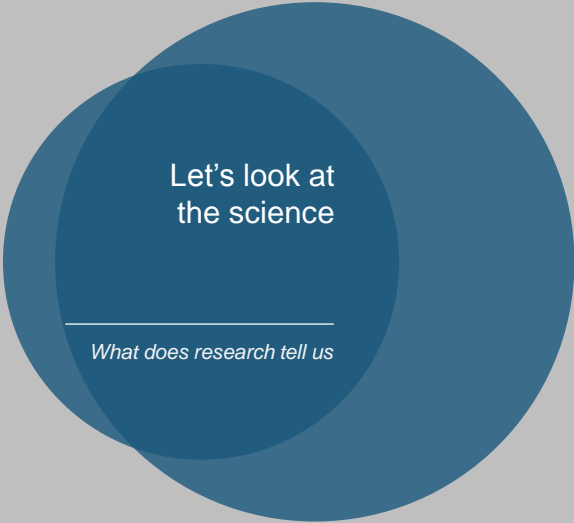


## What's a Team

“Small group of people (typically fewer than 20) with complementary skills committed to a common purpose and set of specific, performance goals and approach, for which they hold themselves mutually accountable”

Source: Katzenbach & Smith, Wisdom of Teams

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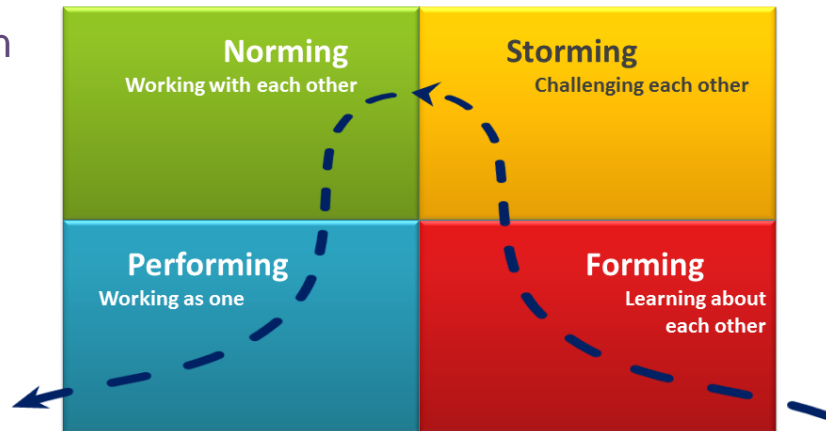
Let's look at  
the science

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*What does research tell us*

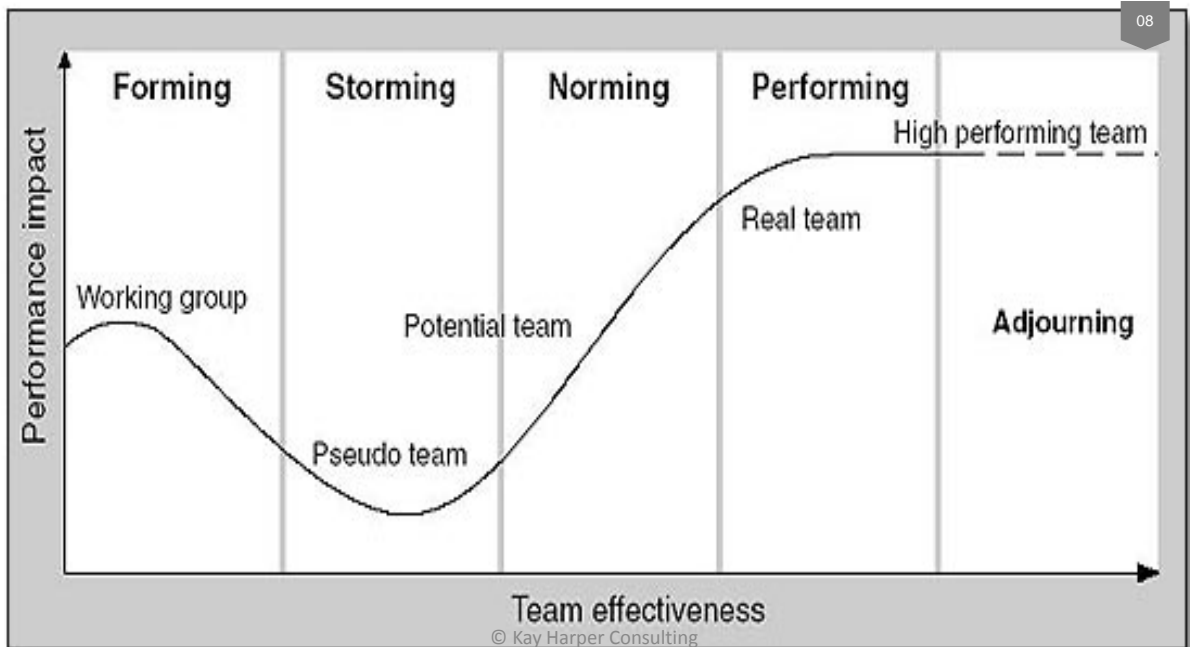
# Team Development

## Tuckman Model



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[buildingteams.wikispaces.com](http://buildingteams.wikispaces.com)





# Integral Model

Developed by Ken Wilber

A real team will have a highly resonant We, high individual engagement and will produce higher levels for customer satisfaction

## “I” Perspective

How I see and experience,  
Pride in craftsmanship,  
emotional intelligence,  
leadership development,  
internal reflection,  
professional coaching

Mindset

Practices

## “It” Perspective

Scientific measurements,  
roles, products,  
practices, statistics,

## “We” Perspective

How we interact, what  
we value together, social  
systems view, culture,  
corporate visions,

Relationship  
(& Team Culture)

Environment

## “Its” Perspective

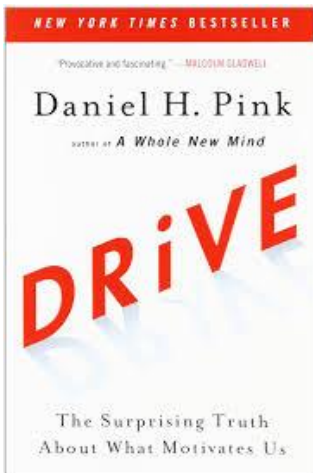
System thinking &  
governance, portfolio  
analysis, organizational  
structures, work systems

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Source: Michael Spayd, Agile Coaching Institute

# Motivation 3.0

Understanding of motivation changed



3 Levels  
Motivation



Biological  
Extrinsic  
Intrinsic



Work



*30% of jobs created  
are algorithmic, 70%  
are heuristic  
Mckinsey Quarterly, 2005*



Drive



*Autonomy  
Mastery  
Purpose*

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Let's define  
Performing Teams

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High performing work teams and management teams are key to high performing organizations

“(Lean) organizations are a social system, a culture, as well as technical and economical systems. At the heart of the social system is the team.”

Source: Lawrence M. Miller

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# Ground Conditions for a Real Team

Deeply Committed to Purpose, Goals and Approach



Shared Purpose



Demanding Performance Challenge



Interdependence on one another  
Mutual accountability

Source: Katzenbach & Smith, Wisdom of Teams

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# High Performing Teams

Deeply committed to one another



What sets them apart?

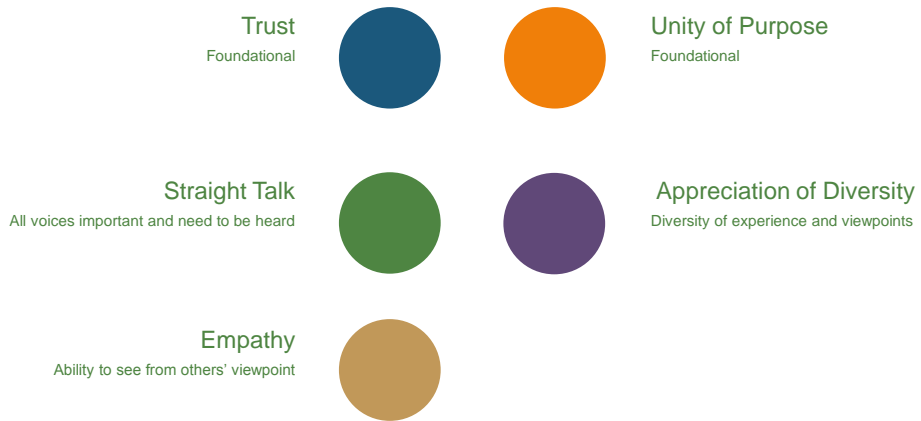
*In addition to purpose, goals and accountability, they are deeply committed to the team itself.*

- Purpose
- Shared Values
- Urgency
- Trust
- Competency
- Customer Focus
- Team Process Ownership
- Organizational Alignment of Systems
- Flow-enabling Structures
- Keeping Score
- Innovation

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Source: Lawrence M. Miller, *Team Kata*

# Dynamics of Performing-Teams



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# Building Teams

Design to create specific Team Dynamics

0

Facilitator

Trained in Facilitation  
Listening Skills  
Conflict Resolution

1

0

"IT" Perspective

Understand roles  
Train on practices  
Determine leading  
metrics/performance  
goals

4

0

"I" Perspective

Complimentary Skills  
Honor Individuals  
Leadership  
Development

2

0

"ITS" Perspective

Ensure systems are  
in alignment with self-  
organizing teams  
(performance  
reviews, management  
stance, flow)

5

03

"We" Perspective

Agreements (we)  
Develop the culture of  
the team (we)

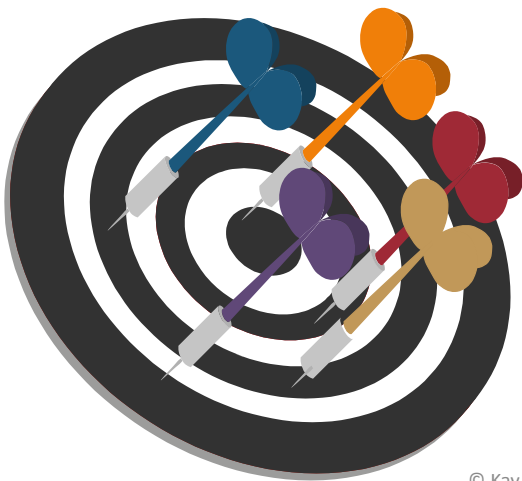
06






Management

Train on New Stance (IT)  
Share team  
charter/agreements (We)

# Supporting

Frequent Feedback and Adjust



- 
**Measure**  
 Team measures flow, performance, positivity, strengths. Tangibles and intangibles.
- 
**Continuous Learning**  
 Continuous learning with both the team and those that interact with the team. Technical and Social skills/approach.
- 
**Retrospectives with Action**  
 Team sets time aside to reflect and experiment with improvements.
- 
**Fun**  
 Socializing is critical.
- 
**Systems**  
 Alignment of Technical, Social and Economic systems.

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Application:  
Systems View

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*Analyze your system*

# System's View



## LARGE PAPER

Everyone was given 2 sheets of large paper



## DRAW A LARGE CIRCLE

Represents the relationship system of team



## PLACE YOURSELF IN THE CENTER OF THE CIRCLE

If you are a consultant of the system, WAIT, place yourself last



## PLACE OTHER MEMBERS IN THE SYSTEM

Can be people, forces, or things which impact the relationship  
Use circles to represent women, triangles to represent men and squares to represent non-human members



## CONNECT

Draw lines between yourself and other members of the system using specific lines  
Draw lines to connect others members with each other



## STEP BACK AND VIEW

With this view, what are you learning?  
What needs to change?

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# System's View - New



**LARGE PAPER**  
On second sheet of paper



**DRAW A LARGE CIRCLE**  
Represents the relationship system of team



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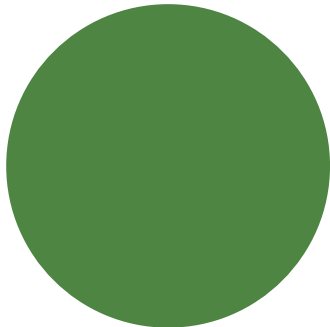


**COMMIT**

Define one new step that you can take towards creating a new system

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## Recommended Resources



Lyssa Adkins. *Coaching Agile Teams*.

Esther Derby and Diana Larsen. *Agile Retrospectives: Making Good Teams Great*

Patrick Lencioni. *5 Dysfunctions of a Team*

Kerry Patterson. *Crucial Conversations*

Kerry Patterson. *Crucial Confrontations*

Rachel Davies and Liz Sedley. *Agile Coaching*

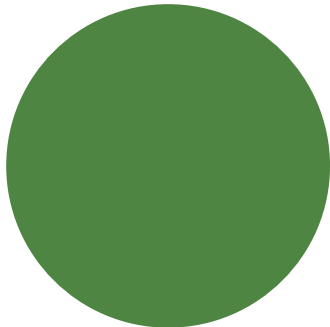
Katzenbach & Smith. *Wisdom of Teams*

John M. Gottman. *Seven Principles for Making Marriage Work*

John M. Gottman. *Relationship Cure*

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## Recommended Resources

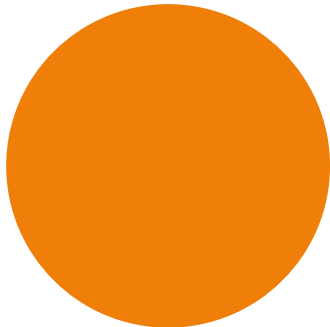


*Personality Profiling Tools: Meyers Briggs, DISC*

**Games:** <http://www.tastycupcakes.org/>  
<http://www.innovationgames.com/>  
<http://www.agilebelgium.be/games/>  
<http://www.agilecoach.net/>  
[http://www.scrumalliance.org/system/resource\\_files/0000/3689/Scrum-Simulation-with-LEGO-Bricks-v2.0.pdf](http://www.scrumalliance.org/system/resource_files/0000/3689/Scrum-Simulation-with-LEGO-Bricks-v2.0.pdf)

*Search "59 Minute Scrum" – many versions*

## | Sources



Lyssa Adkins. *Coaching Agile Teams*.  
Katzenbach & Smith. *Wisdom of Teams*.  
Daniel H. Pink. 2009. *Drive*. Penguin Group  
Coursework: Agile Coaching Institute  
Lawrence M. Miller. *Team Kata*  
Stephen Denning. 2010. *Leader's Guide to  
Radical Management*. Jossey Bass

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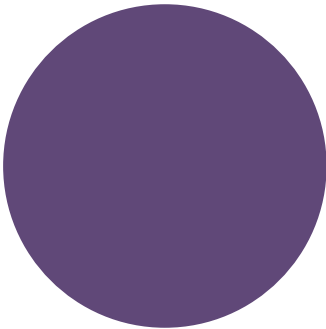


Upcoming KC Events:

- ICAgile Certification Course: Nov. 9-10
- Agile Fundamentals Course: JCCC Nov.11-19

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	@kcagile

## | Additional Quotes



*I am a member of a team, and I rely on the team, I defer to it and sacrifice for it, because the team, not the individual, is the ultimate champion. ~ Mia Hamm*

*“When a team outgrows individual performance and learns team confidence, excellence becomes a reality.” ~ Joe Paterno*

[www.brainyquote.com](http://www.brainyquote.com)

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THANK YOU

For Participating

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