How to create a high performing environment

SCRUM USER GROUP · ScrumAlliance
BERLIN SCRUMTISCH

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Certified Scrum Coach

Agile Coaching
- team empowerment...

"If you want to build a ship, don't drum up people to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea"

Antoine de Saint-Exupéry

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In this presentation

- From being a group of individualists to being a self organized team
  - What's in it for the individual team member?
  - What's in it for the leader?
  - Challenges for the organization

- Approaches in coaching teams and examples of team awareness exercises

- An example on how a company has made organizational support for their transition to Scrum

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My background

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SCRUM USER GROUP · ScrumAlliance
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Kamstrup
- metering solutions

ATTRACTOR

SYSTEMATIC

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Individuals, Groups and Teams

In a complex world team organization is the best answer to coping and handling the complexity and chaos in projects

Source: *Effective teamwork: practical lessons from organizational research* by Michael West

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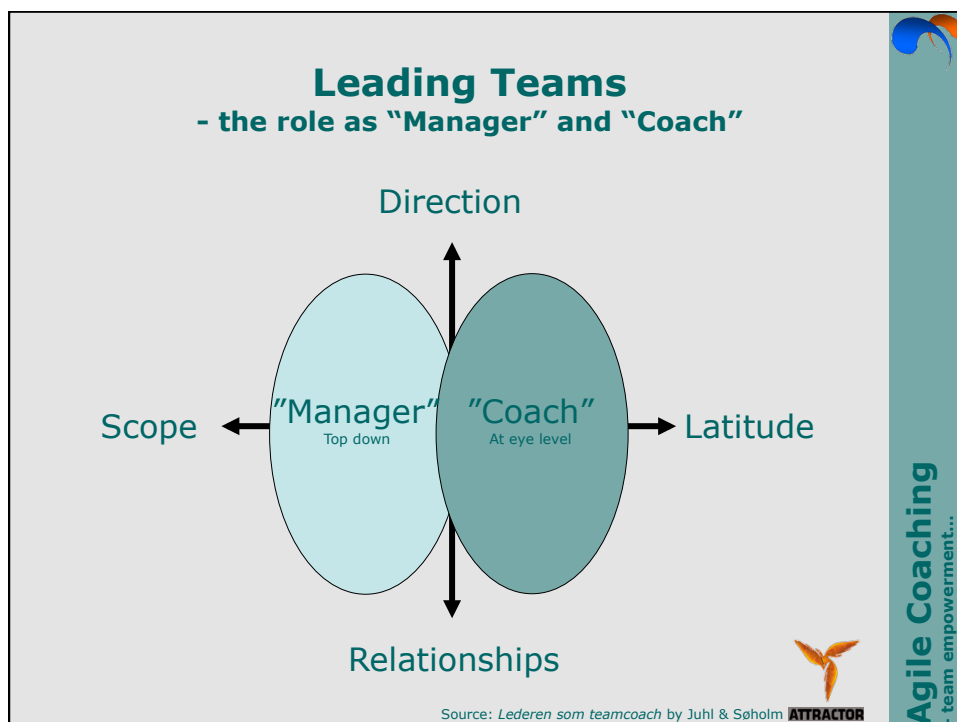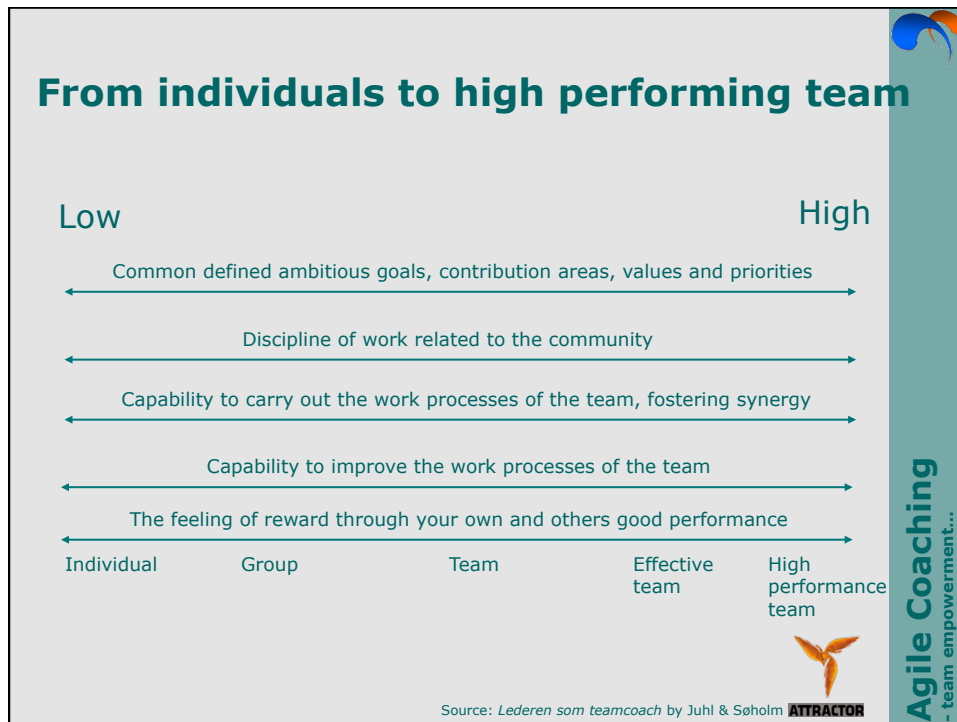
Challenges in forming teams

- Free-riding

- Inefficient decision-making
  - Individual promotion
  - Inadequate leader interventions

- Taking responsibility for results that depend of other persons effort as well

Source: *Effective teamwork: practical lessons from organizational research* by Michael West

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From individuals to high performing team

Low   High

Common defined ambitious goals, contribution areas, values and priorities
⟷

Discipline of work related to the community
⟷

Capability to carry out the work processes of the team, fostering synergy
⟷

Capability to improve the work processes of the team
⟷

The feeling of reward through your own and others good performance
⟷

Individual	Group	Team	Effective team	High performance team

Source: *Lederen som teamcoach* by Juhl & Søholm **ATTRACTOR**

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Leading Teams
- the role as "Manager" and "Coach"

Direction

Scope ⟵   "Manager"   "Coach"   ⟶ Latitude
                Top down   At eye level

Relationships

Source: *Lederen som teamcoach* by Juhl & Søholm **ATTRACTOR**

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The Heliotropic Principle

- Positive imaginations leads to doing positive actions
- By having positive images about the future, you have already laid the foundation for the situation you are dreaming about.
- Creation of positive energy unlocks renewed possibilities of action
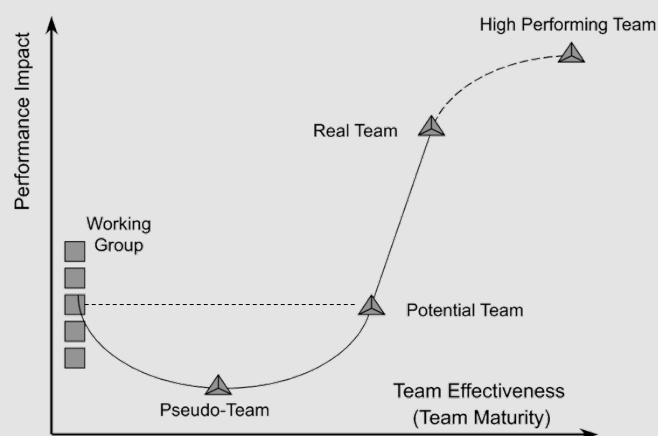- You realize the latitude for acting you actually have

Yes we can!

Team Performance

Performance Impact

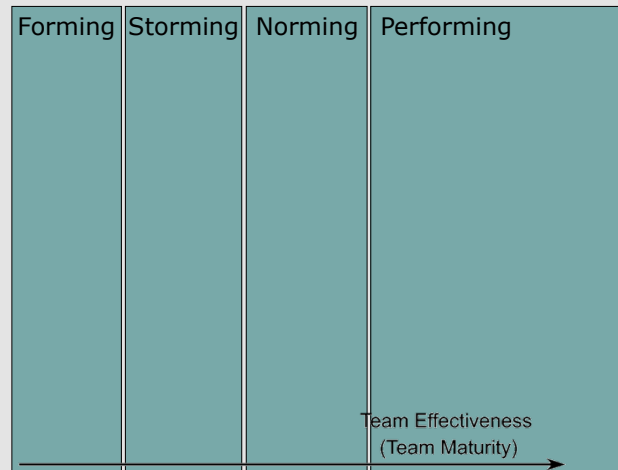Team Effectiveness (Team Maturity)

Working Group

Pseudo-Team

Potential Team

Real Team

High Performing Team

Source: *The Wisdom of Teams: Creating the High-Performance Organization* by Jon R. Katzenbach and Douglas K. Smith

Tuckman's Stages of Team Development

Forming | Storming | Norming | Performing

Team Effectiveness
(Team Maturity)
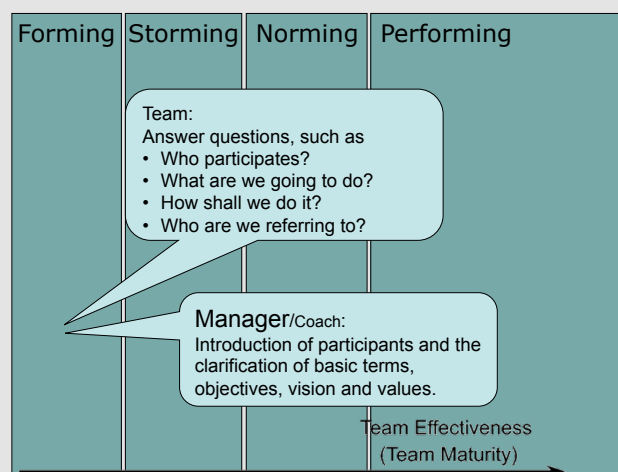
Source: *Developmental sequence in small groups* by Bruce Tuckman

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The Forming phase

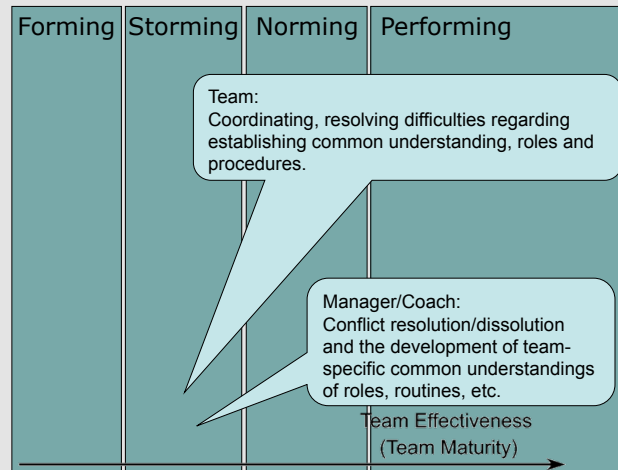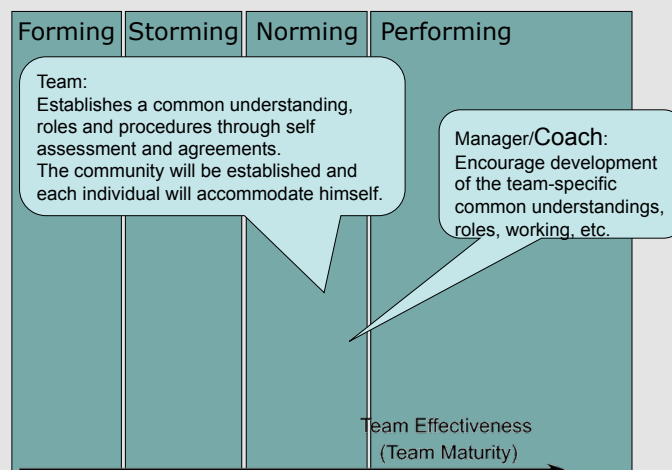Forming | Storming | Norming | Performing

Team:
Answer questions, such as
• Who participates?
• What are we going to do?
• How shall we do it?
• Who are we referring to?

Manager/Coach:
Introduction of participants and the clarification of basic terms, objectives, vision and values.
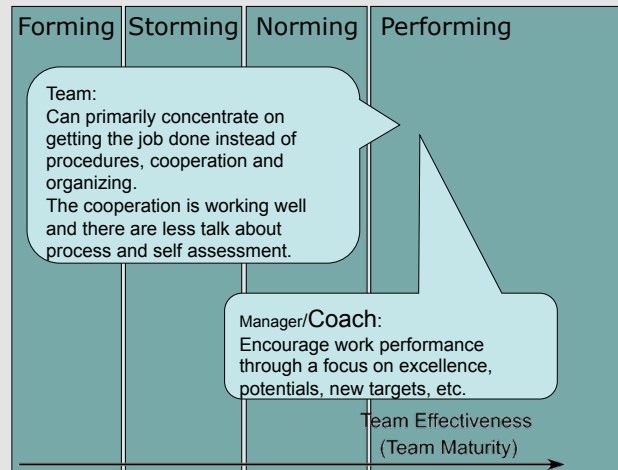
Team Effectiveness
(Team Maturity)

Source: *Developmental sequence in small groups* by Bruce Tuckman

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The Performing phase

| Forming | Storming | Norming | Performing |

Team:
Can primarily concentrate on getting the job done instead of procedures, cooperation and organizing.
The cooperation is working well and there are less talk about process and self assessment.

Manager/Coach:
Encourage work performance through a focus on excellence, potentials, new targets, etc.

Team Effectiveness
(Team Maturity)
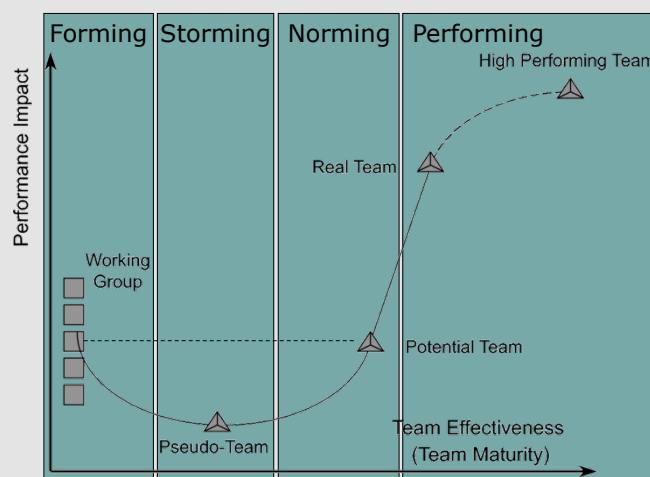
Source: *Developmental sequence in small groups* by Bruce Tuckman

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Coaching teams to higher performance

| Forming | Storming | Norming | Performing |

Performance Impact

High Performing Team

Real Team

Working Group

Potential Team

Pseudo-Team

Team Effectiveness
(Team Maturity)

Use coaching to shorten this period of time and support the team during the transition

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Double your efficiency three times

DONE

READY

SELF ORGANIZATION

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*"When the winds of change blow, some people build walls
and others build windmills"*

Chinese proverb

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Market of skills

Imagine that each of you owns a booth on a market where you are going to sell your capabilities to the rest of the teams. Make a poster that tells:

- Which competences, skills and abilities related to the team are available at your booth?
- What is available under the counter of your booth? (In other words, which competences, skills and abilities do you possess that may not be relevant to the goal of the team)?
- Which competences and so forth would you like to achieve or learn from some of the other team members?

Production of posters should be time-boxed to twenty minutes.

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Market of skills (continued)

Next, each person presents his or her poster. During the presentation everyone else notes the following (one note on each sticky label):

- The capabilities that this person offers to the team which you are especially excited about

- Other relevant capabilities that you know this person possesses but didn't mention

- How you can help the person to gain the competences, skills or abilities he/she wants

After the presentation, the other team members give their feedback one by one. Try to limit this part to ten minutes per presenter (the presentation and feedback).
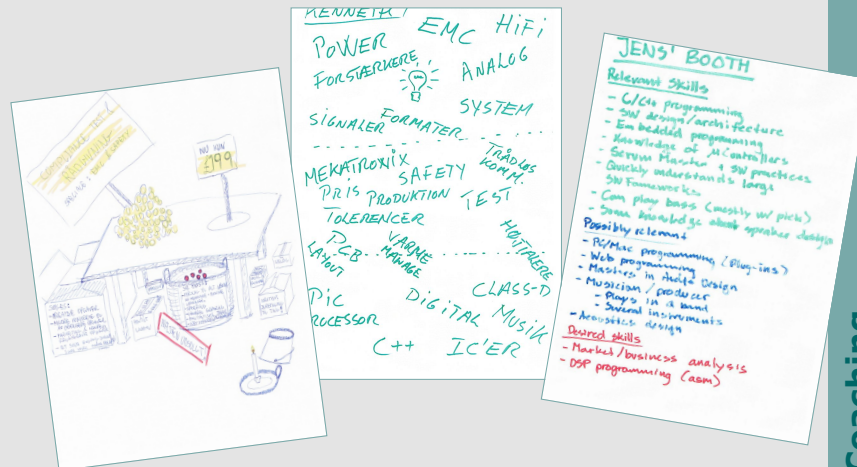
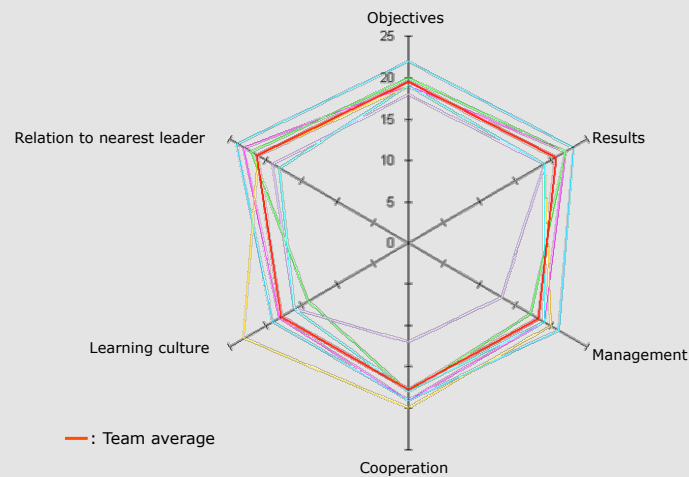**Agile Coaching**
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Examples of posters

Presentation and feedback

Team development – Checking the Team

Objectives

25
20
15
10
5
0

Relation to nearest leader

Results

Learning culture

Management

—— : Team average

Cooperation

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Checking the Team – questionnaire 1/2

1. Objectives

1. As a team, you have drawn up clear objectives for your work.
2. As a team, your daily focus and priorities are well in line with the objectives.
3. Your team meetings are guided by the objectives that the team has set.
4. As an individual, your daily work is guided by the objectives that the team has set.
5. As a team, your work is well within the overall objectives of your organisation.

2. Results

1. As a team, you solve the tasks that you have agreed upon, and follow up on the solutions.
2. In the team, you are good at using each other's experience and skills in relation to create what you want to achieve.
3. If you need help to do a job, you'll gain it from some of the other members in your team.
4. The decisions your team makes, are of good quality.
5. The results your team achieves are of good quality.

3. Management

1. You are good to be targeted and focused in your team meetings.
2. As a team you are good at controlling your duties and planning.
3. There is consensus about the roles and responsibilities the various team members have.
4. As a team, you complete the tasks you have committed to do.
5. If the work is running too slowly or too fast, your team is good at adjusting the pace.

Spread sheet available by contacting the presenter

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Checking the Team – questionnaire 2/2

4. Cooperation

1. You have drawn up/discussed the rules and standards for the work of the team.
2. You team is proactive in solving conflicts in constructive ways.
3. You can give each other constructive criticism, which gives the individual a real opportunity to improve themselves.
4. You bring your well-being and cooperation on the agenda, and evaluate it.
5. Everybody have a high level of commitment to make the team work - socially as well as professionally.

5. Learning culture

1. In the team, you have a common understanding saying that you'll have to learn and develop yourselves as much as possible while working.
2. You openly discuss the mistakes you do, and use this as a source of learning.
3. You celebrate your successes and use them as a source of learning.
4. You are continually evaluating your ways of cooperation (for example, ways to hold team meetings, that your agreements will be put into practice, etc.).
5. You cooperate better and better as a team as time goes by.
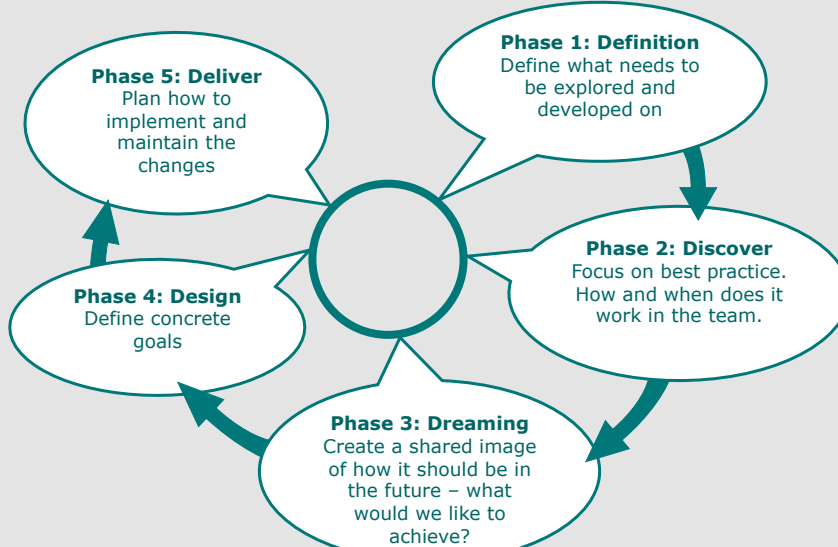
6. Relation to the nearest leader

1. You are experiencing an appropriate degree of delegation and responsibility from your nearest leader.
2. Your team has a clear idea of the latitude and thus the scope of decision-making you have.
3. The leader involves you in the appropriate level in relation to take decisions which will influence and matter to you.
4. You have a clear idea of when and how a leader should be involved (for example in relation to problematic situations/conflicts).
5. In general, your team have a good cooperation with your leader.

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Appreciative team coaching

Phase 1: Definition
Define what needs to be explored and developed on

Phase 2: Discover
Focus on best practice. How and when does it work in the team.

Phase 3: Dreaming
Create a shared image of how it should be in the future – what would we like to achieve?

Phase 4: Design
Define concrete goals

Phase 5: Deliver
Plan how to implement and maintain the changes

Source: *Lederen som teamcoach* by T. Molly-Søholm, A. Juhl, J. Nørlem, J. Storch and A. Molly-Søholm

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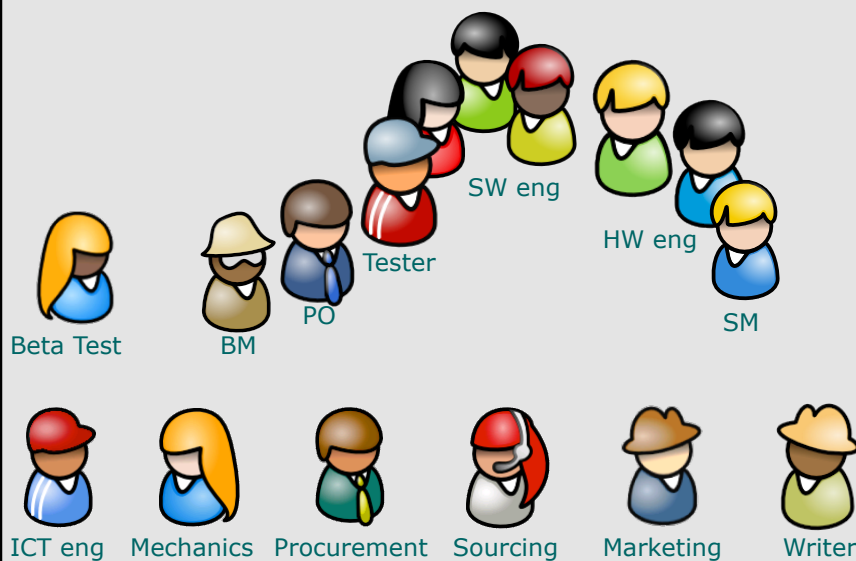**- team empowerment...**

Organizational support for Scrum

- At TC Electronic we have turned from line management and are now organized in three Scrum teams – one for each business area.
- Every month the whole team meets with management at a steering group meeting. Here the market related decisions are made.

Looking at the team in a Business Area

SW eng

Tester

HW eng

Beta Test   BM   PO   SM

ICT eng   Mechanics   Procurement   Sourcing   Marketing   Writer

Thanks for your attention

More details in my article *Building Scrum and Agile Teams for Efficient and High-Performance Development* on:

www.scrumalliance.org

Visit my homepage and blog on:

www.agilecoaching.dk

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