How to create a high performing environment

"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
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

My background

Myllerup Consult

ScrumAlliance

ScrumCoach

PML

tc electronic

Kamstrup

SYSTEMATIC

Engineering College of Aarhus
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

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
From individuals to high performing team

Low

- 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

High

Individual | Group | Team | Effective team | High performance team
---|---|---|---|---
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

Source: Lederen som teamcoach by Juhl & Søholm

Leading Teams
- the role as “Manager” and “Coach”

- Direction
- Scope
- Relationships
- Latitude

“Manager” Top down
“Coach” At eye level

Source: Lederen som teamcoach by Juhl & Søholm
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

Team Performance

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

Tuckman’s Stages of Team Development

Forming  Storming  Norming  Performing

Team Effectiveness  
[Team Maturity]

Source: Developmental sequence in small groups by Bruce Tuckman

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
The Storming phase

Forming | Storming | Norming | Performing

Team:
- Coordinating, resolving difficulties regarding establishing common understanding, roles and procedures.

Manager/Coach:
- Conflict resolution/dissolution and the development of team-specific common understandings of roles, routines, etc.

Source: Developmental sequence in small groups by Bruce Tuckman

The Norming phase

Forming | Storming | Norming | Performing

Team:
- Establishes a common understanding, roles and procedures through self assessment and agreements. The community will be established and each individual will accommodate himself.

Manager/Coach:
- Encourage development of the team-specific common understandings, roles, working, etc.

Source: Developmental sequence in small groups by Bruce Tuckman
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.

Coaching teams to higher performance

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

Source: Developmental sequence in small groups by Bruce Tuckman
Double your efficiency three times

DONE
READY
SELF ORGANIZATION

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

Chinese proverb

Source: Jeff Sutherland’s Keynote at the Munich Scrum Gathering 2009
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.

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).
Examples of posters

Presentation and feedback
Team development – Checking the Team

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 input is guided by the objectives that the team has set.
   5. As a team, your work is well within the overall objectives of your organization.

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 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 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
Checking the Team – questionnaire 2/2

<table>
<thead>
<tr>
<th>4. Cooperation</th>
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<tbody>
<tr>
<td>1. The team has developed roles and standards for the work of the team.</td>
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<tr>
<td>2. The team is proactive in solving conflicts in constructive ways.</td>
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<tr>
<td>3. Each team member gives each other constructive criticism which gives the individual a real opportunity to improve themselves.</td>
</tr>
<tr>
<td>4. Everyone is present to discuss cooperation on the agenda and evaluate it.</td>
</tr>
<tr>
<td>5. Everybody has a high level of commitment to make the team work socially as well as professionally.</td>
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<th>5. Learning culture</th>
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<tbody>
<tr>
<td>1. The team has a common understanding that you have to learn and develop yourself as much as possible while working.</td>
</tr>
<tr>
<td>2. The team discuss the mistakes you do, and use this as a source of learning.</td>
</tr>
<tr>
<td>3. The team celebrates their successes and uses them as a source of learning.</td>
</tr>
<tr>
<td>4. The team continually evaluate your ways of cooperation (for example, ways to hold team meetings, that your agreements will be put into practice, etc.).</td>
</tr>
<tr>
<td>5. The team is better at better at a team as time goes by.</td>
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<th>6. Collaboration in the nearest level</th>
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<tbody>
<tr>
<td>1. You are experiencing an appropriate degree of delegation and responsibility from your nearest leader.</td>
</tr>
<tr>
<td>2. Your team has a clear idea of the latitude and the scope of decision-making you have.</td>
</tr>
<tr>
<td>3. The leader involves you in the appropriate level in relation to take decisions which will influence and matter to you.</td>
</tr>
<tr>
<td>4. You have a clear idea of when and how a leader should be invited (for example in relation to problematic situations/conflict).</td>
</tr>
<tr>
<td>5. In general, your team has a good cooperation with your leader.</td>
</tr>
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Spread sheet available by contacting the presenter

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. Narlem, J. Storch and A. Molly-Søholm
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
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