



GOSEI

Teamwork

Great Collaboration and Performance

NYC LeSS Meetup

Ari Tikka, 2021

Gosei



Ran Nyman

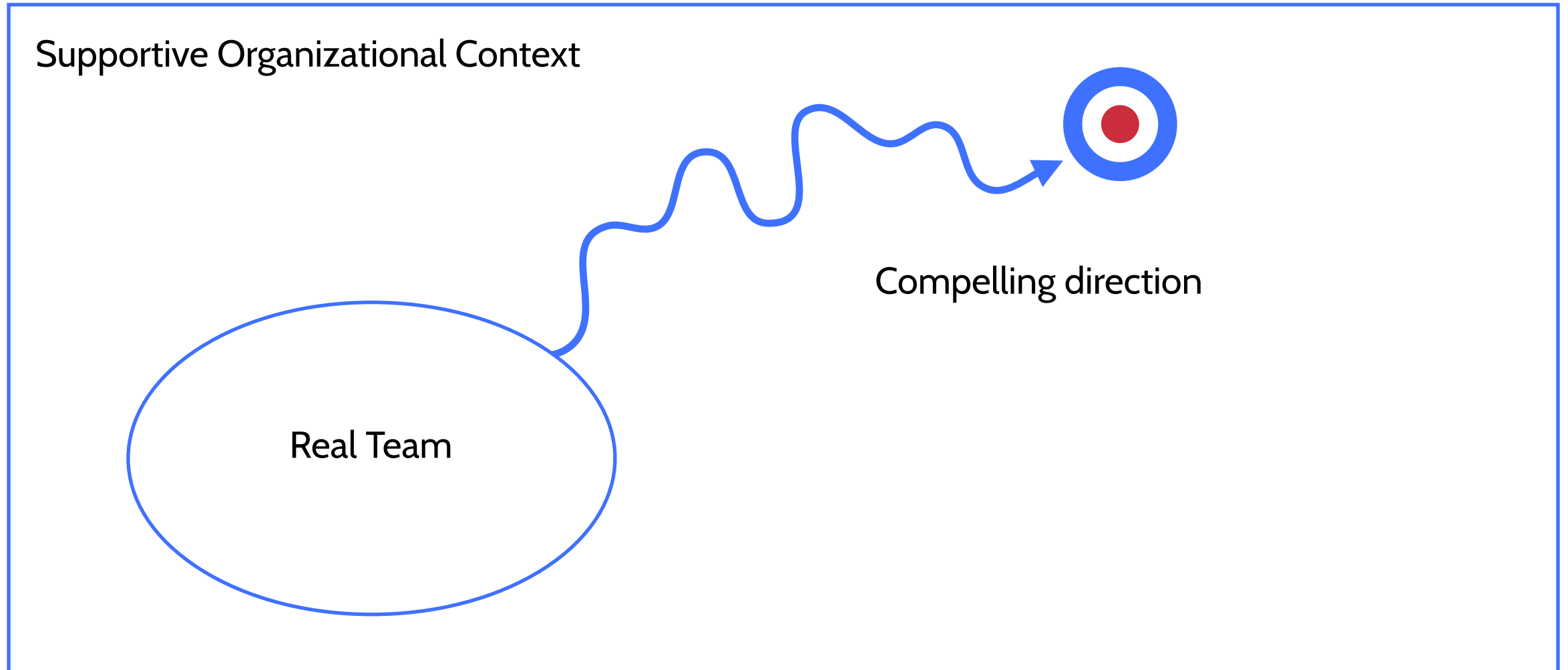


Ari Tikka

- 20 + years in software business
- Agile Adoptions
- Organizational development
- Management coaching
- Customers in Telecom, Medical, Game, Heavy metal, Financial, Sales&Marketing, Public sector
- LeSS coaching company
- www.gosei.fi



Teamwork in 30 seconds

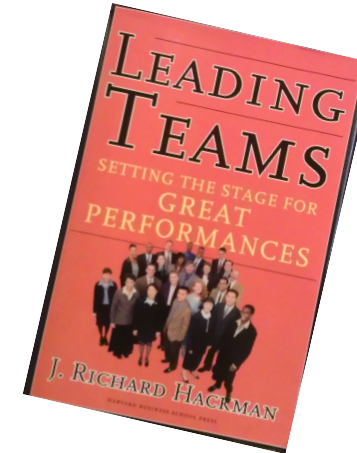


Hackman's conditions for teamwork

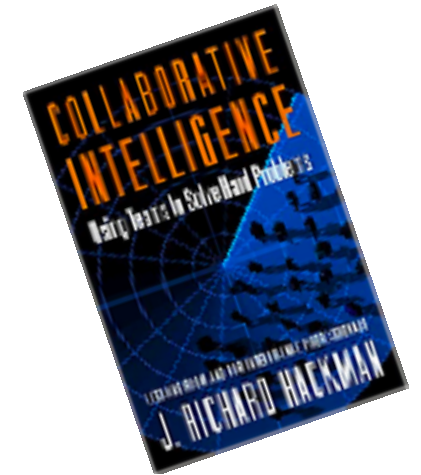
J Richard Hackman



Work redesign
1980



Leading Teams:
Setting Stage for
Great Performances
2002



Collaborative
Intelligence: Using
Teams to Solve Hard
Problems, 2011

From causes to conditions in group research, 2011
<https://onlinelibrary.wiley.com/doi/10.1002/job.1774>

Some of Hackman's conditions for Teamwork (2011)

Supportive Organizational Context

- Work for a team (not individual)
- Information, Education, Resources
- Rewarding

Real Team

- Bounded, stable
- Right people
- Authorized
- Interdependent

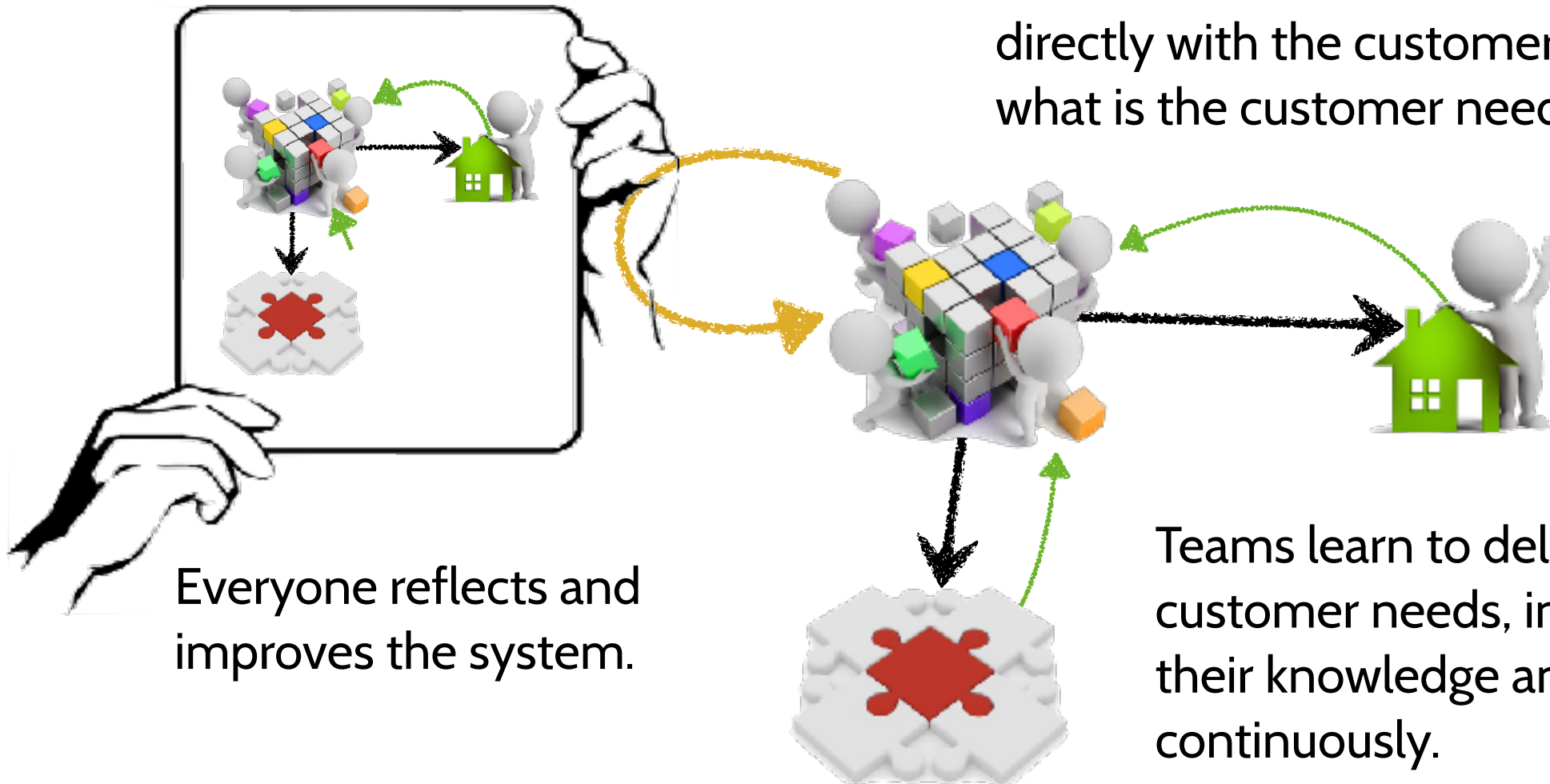
Compelling direction/purpose

- Challenging
- Clear
- Consequential
- Whole Task



Consequential - Feedback mechanisms

Teams work with Whole Product, directly with the customer, learning what is the customer needs.



Everyone reflects and improves the system.

Teams learn to deliver what the customer needs, integrating their knowledge and outcome continuously.

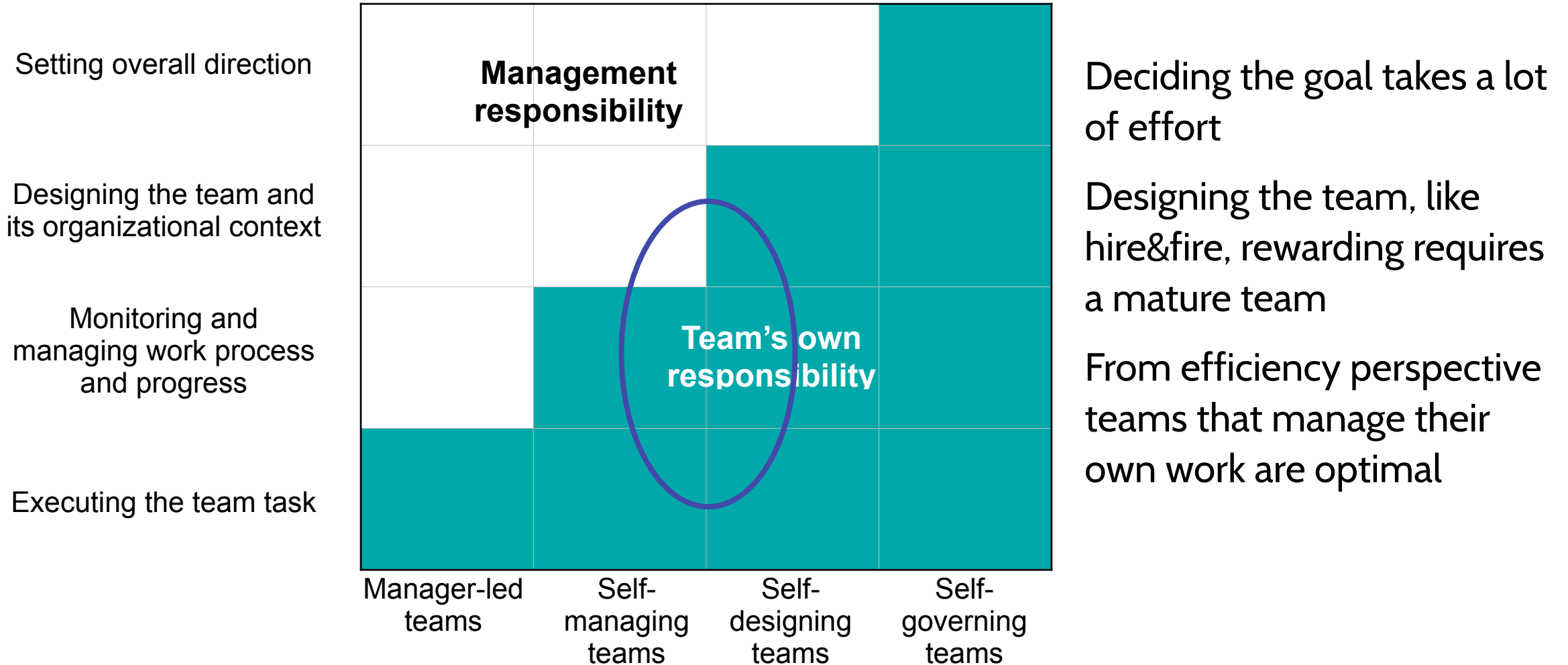
60 - 30 - 10

60% - Prework

30% - Launch

10% - Underway

Levels of self-management



How can I create the conditions?

Continuous Improvement

0. Find others - teamwork to improve teamwork
1. Learn and communicate how the system works
2. Find a way to change the conditions (the system)
3. Coach the new setting

www.coordinationchaos.com

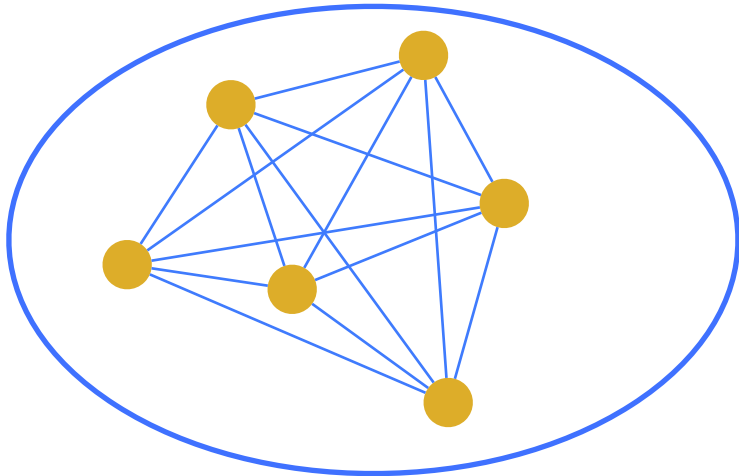
Interaction

Interaction

Simple and lightweight Feedback process

Nonviolent Communication for processing emotions

Coaching Dialogue for co-solving problems



Why these?

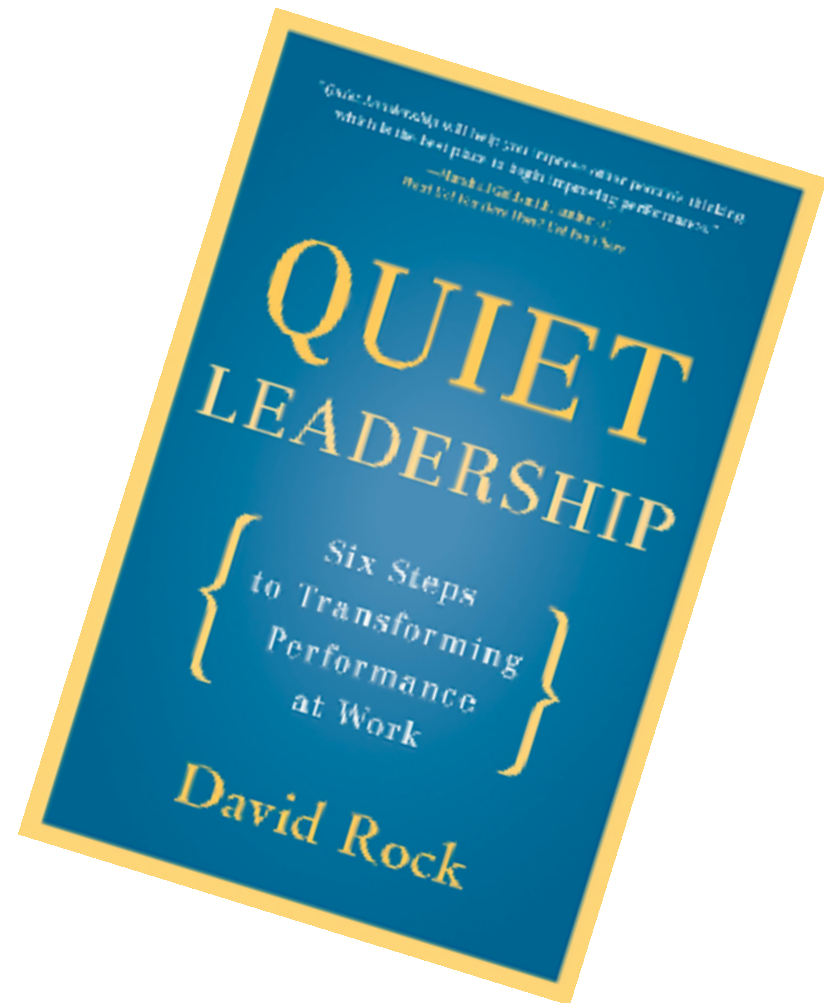
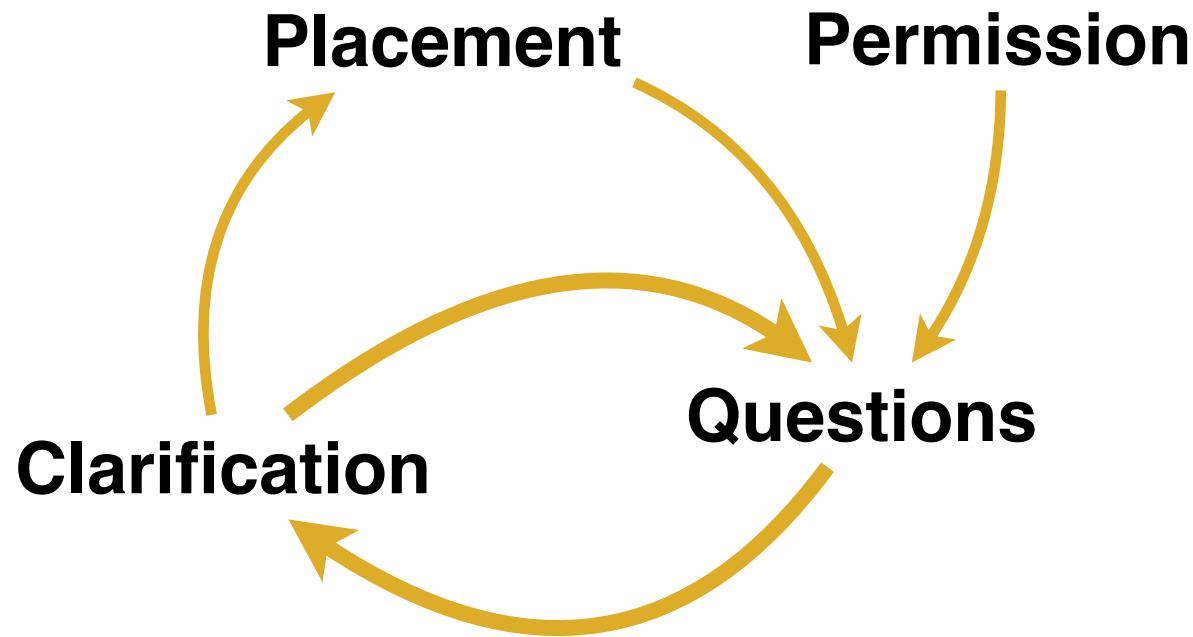
- Improve collaboration, and success in the Work
- Start light and prepare for a process
- Behavior focused
- Explicitly establish norms (culture)

Feedback technique

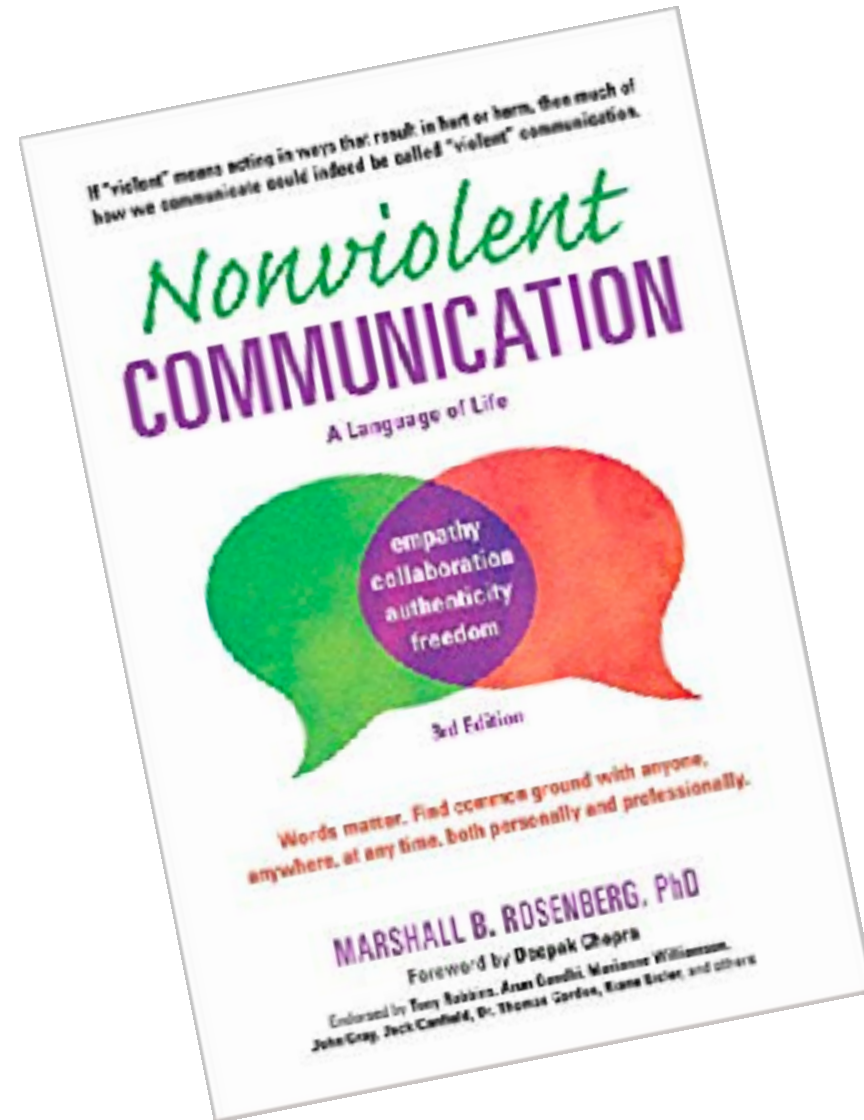
- 0 - Think
- 1 - Create an opening
- 2 - What happened
- 3 - Consequence
- 4 - Request

Credit Diana Larsen & Eshter Derby

Dance towards insight - the coaching dialogue



NVC - Marshall Rosenberg



Some NVC principles

Strategy and skill for human interaction - the language of life

Autonomy and responsibility for one's own feelings and actions

Connection before communication

Giving empathy to yourself and the other

Intention already has impact

Helpful in analyzing conflict

Needs and feelings

Observation	≠ Interpretation, Judgement
Feeling	≠ Thought
Need	≠ Plan
Request	≠ Demand

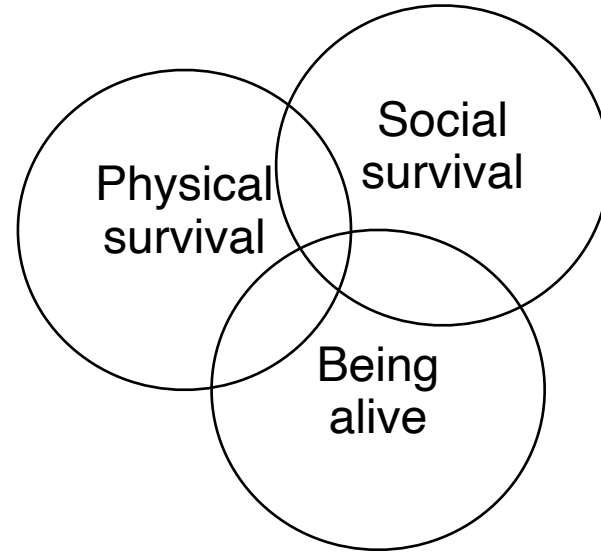
NEEDS

Quick list (NVC)

- Being heard
- Autonomy
- Recognition (Anerkennung)

Manfred Max-Neef: 9 needs for economy, "Human Development Theory"

- Protection/safety/security
- Recreation/play/rest
- Community, gelangenheit
- Love
- Meaning
- Sustenance
- Empathy
- Honesty
- Autonomy



SCARF

- Status
- Certainty
- Autonomy
- Relatedness (zugehörigkeit)
- Fairness

Maslow's needs - not hierarchy

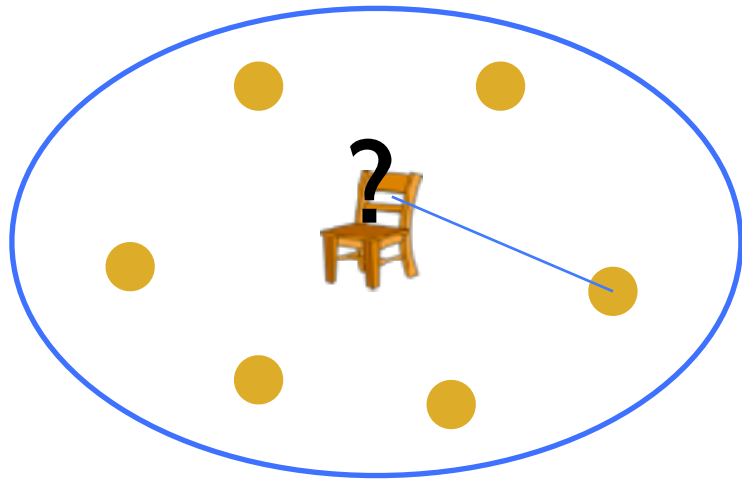
- Transcendence
- Self-actualisation
- Aesthetics
- Knowing and understanding
- Esteem
- Affiliation
- Safety
- Biological requirements

Human needs according to Marshall Rosenberg / Lucy Leu "Non-violent Communication"

- Autonomy and authenticity
- Clarity and awareness
- Purpose and effectiveness
- Rest and play
- Interdependent needs
- Safety and health
- Harmony and balance

Group Dynamics

Group Dynamics



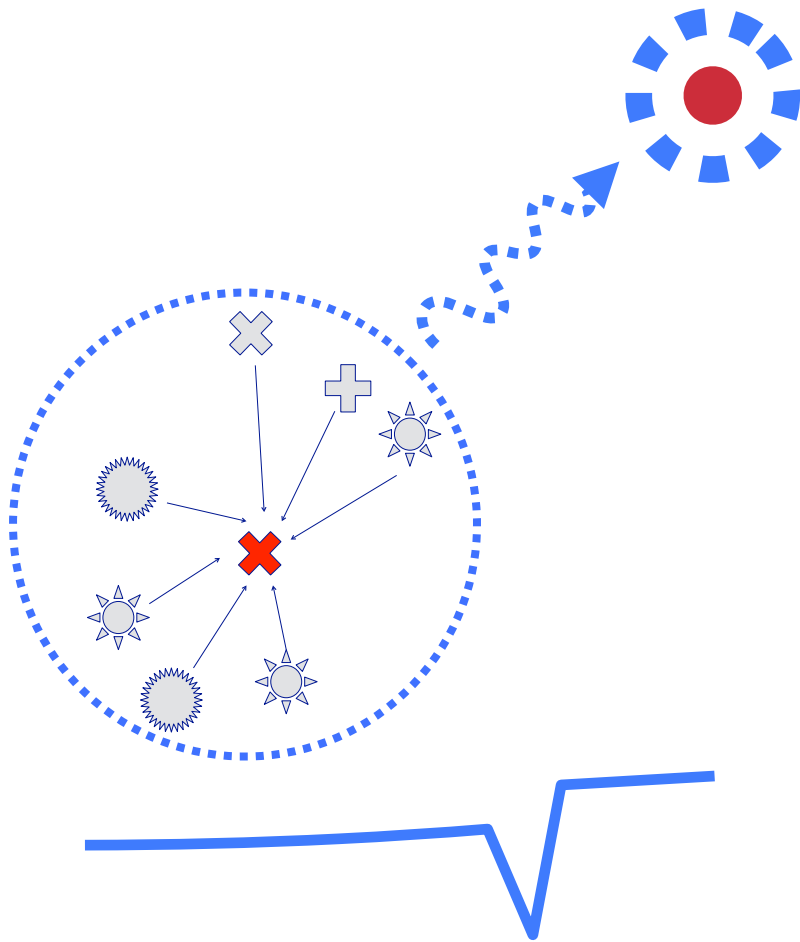
Wilfred Bion

S.H.Foulkes

Susan Wheelan



Team life cycle - Dependency



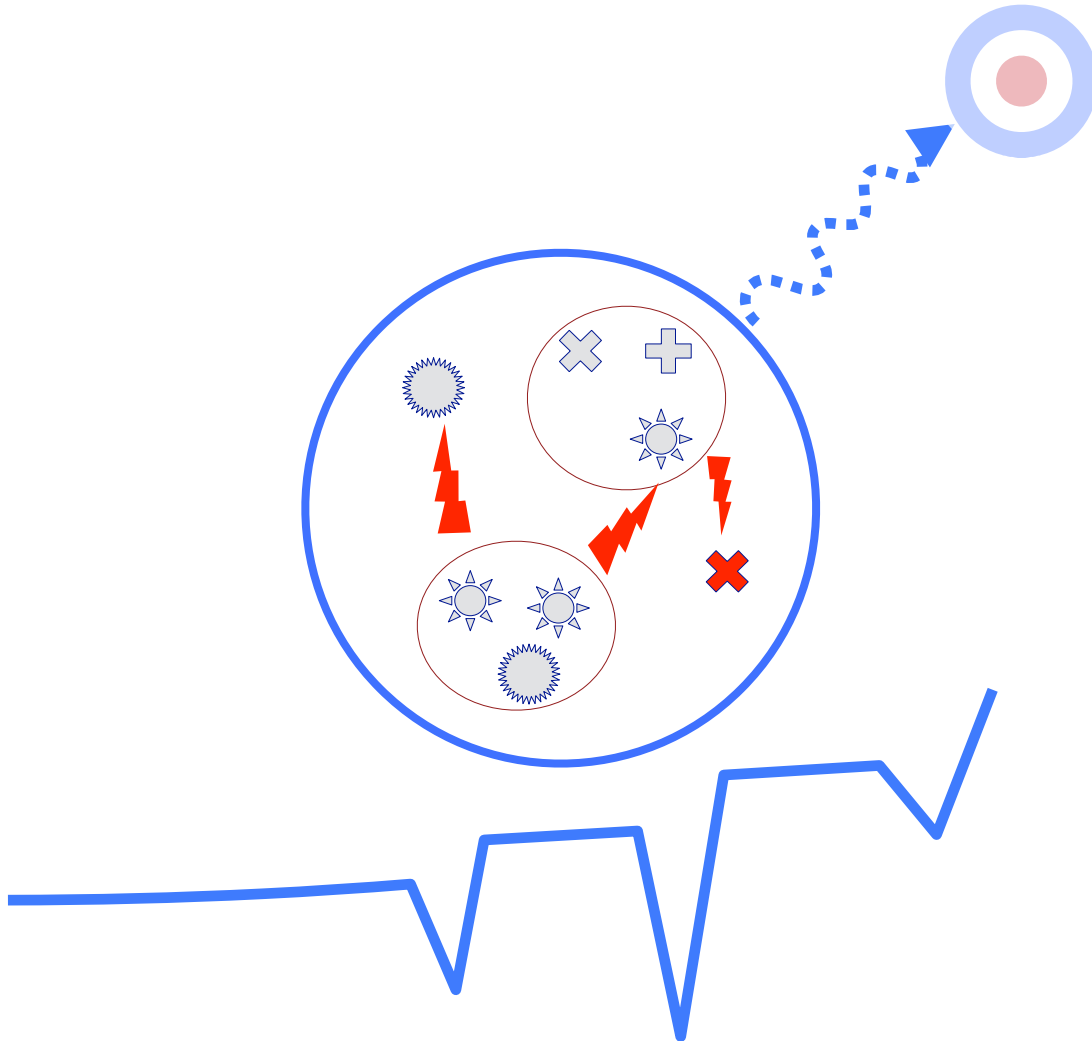
Dependency

The Team is a small child facing unclarity and uncertainty.

The Team demonstrates its commitment by dependency on the leader, chosen by the whole group.

No dependency -> no group development.

Team life cycle - Adolescence



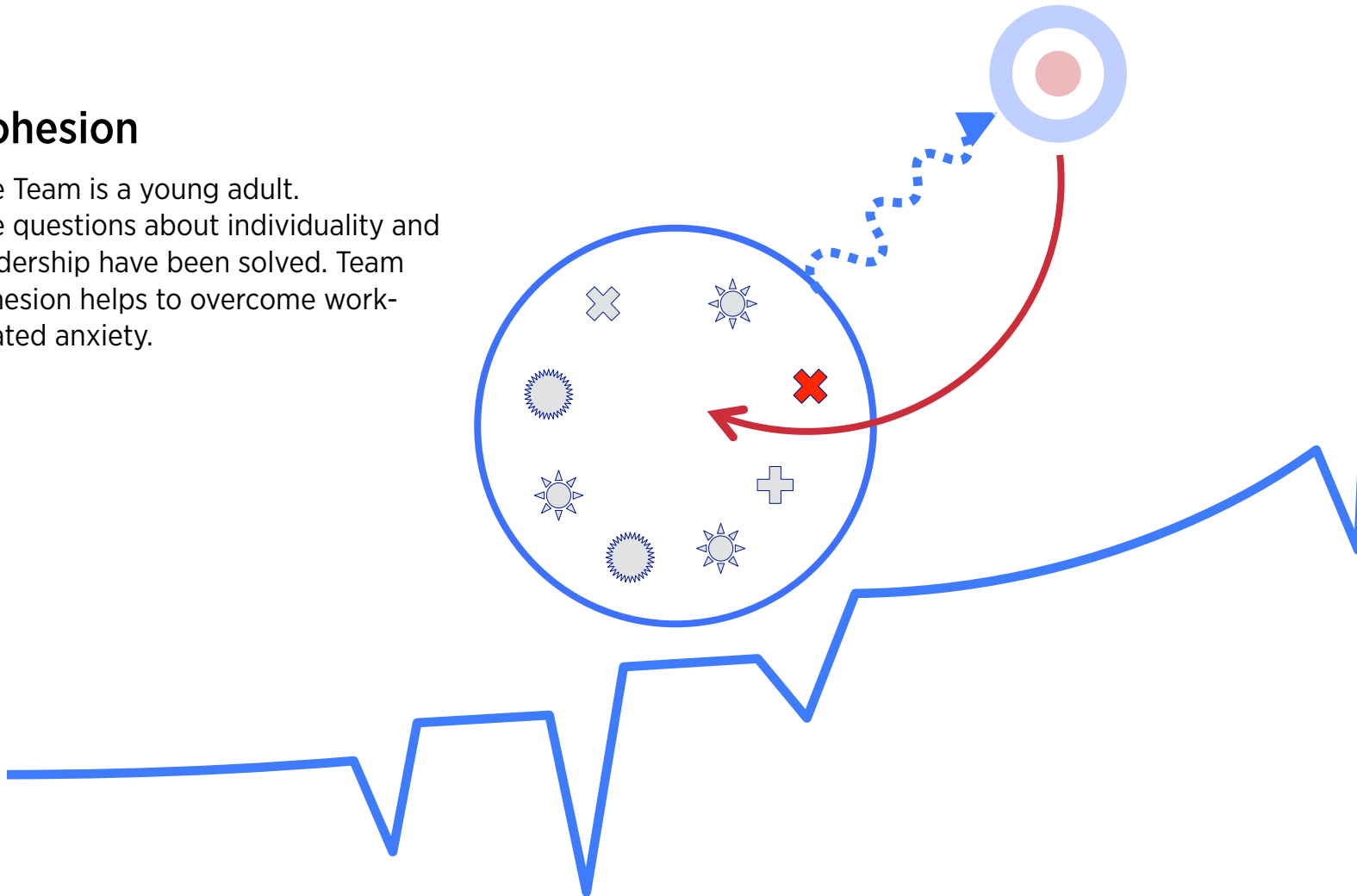
Adolescence

The Team is a teenager.
Questions and conflicts regarding individuality and differences emerge after the initial submission. Successfully solved conflicts increase trust and collaboration.

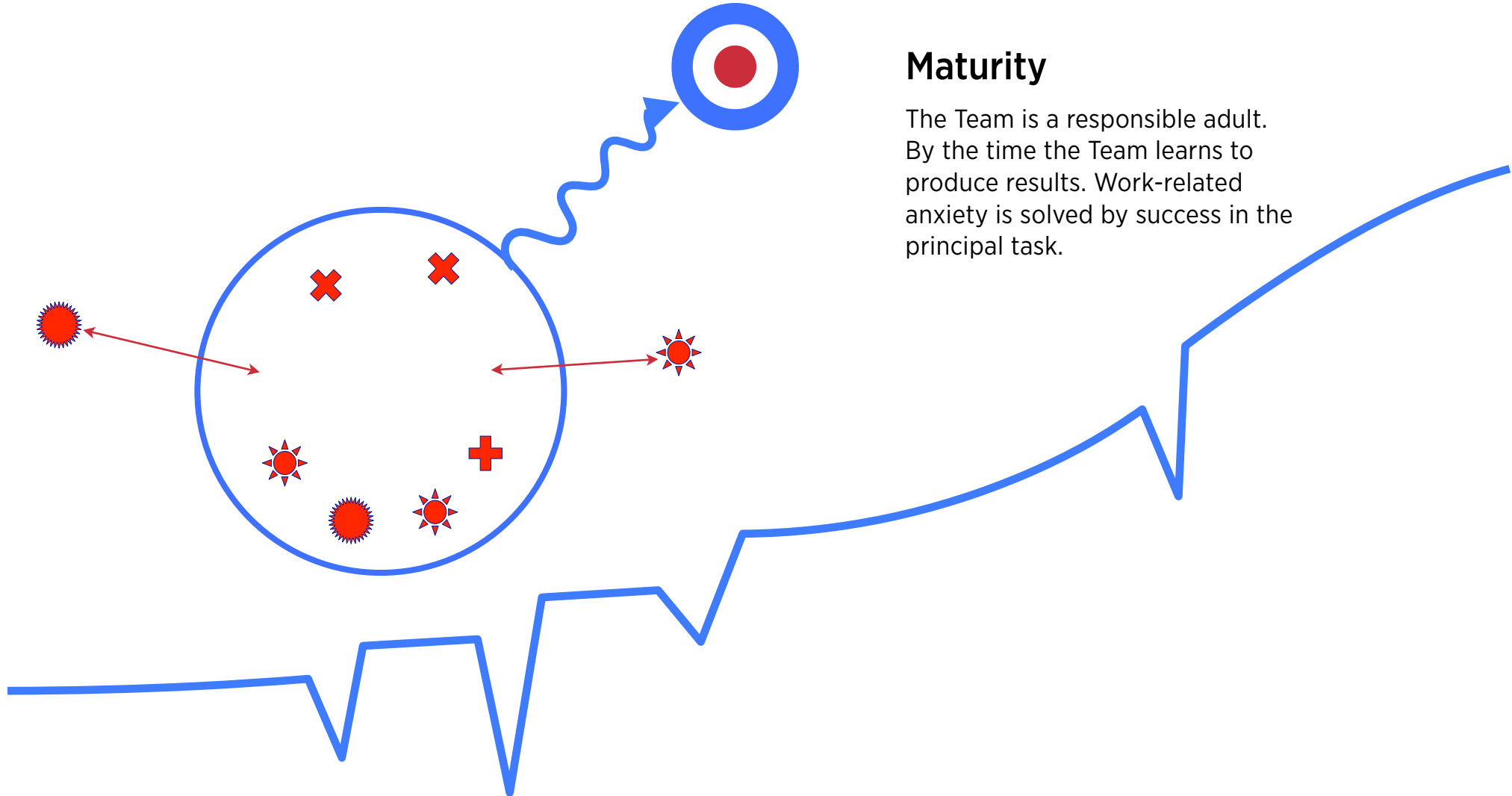
Team life cycle - Cohesion

Cohesion

The Team is a young adult.
The questions about individuality and leadership have been solved. Team cohesion helps to overcome work-related anxiety.



Team life cycle



Maturity

The Team is a responsible adult. By the time the Team learns to produce results. Work-related anxiety is solved by success in the principal task.

Team life cycle

Whenever a new question arises, the appropriate group dynamic pattern emerges, helping to solve the problem.

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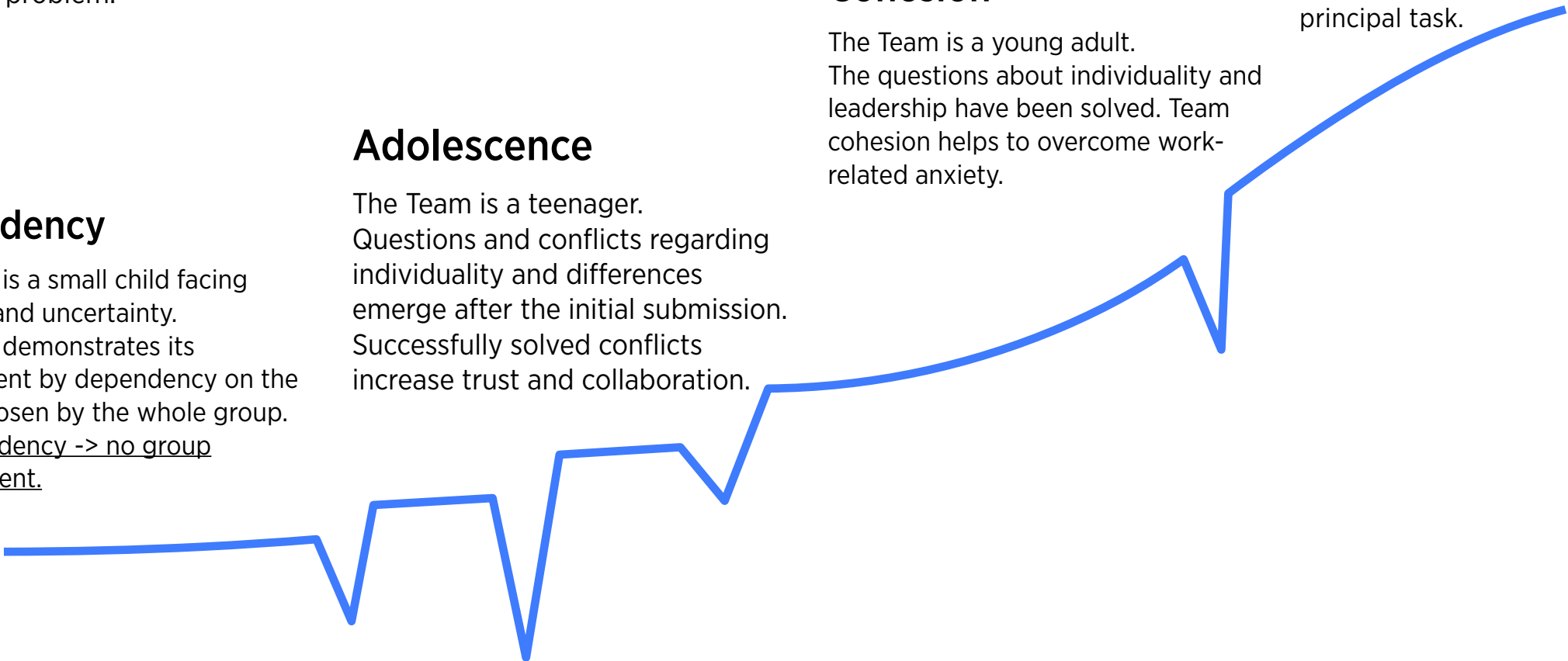
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If the essential social questions are not solved, commitment, collaboration, and team performance grow slower and peak lower. In a crisis, there is less resilience.

Qualities of a mature team

The work works

The team operates from responsibility

Leadership functions

Interaction functions

The group is able to make decisions

The group is capable to reflect itself

The group is able to face the outer reality

Ability to manage time

The members endure frustration and are able to control feelings

Creativity, openness and acceptance

Freedom to choose between individuality and assimilation as needed

The (situational) leader takes care of continuous improvement

Dysfunctional teams

No team

Struggling team

Stuck in dependency

Groupthink

Happy family

Depressed team

Narcissistically disturbed teams

Process coaching

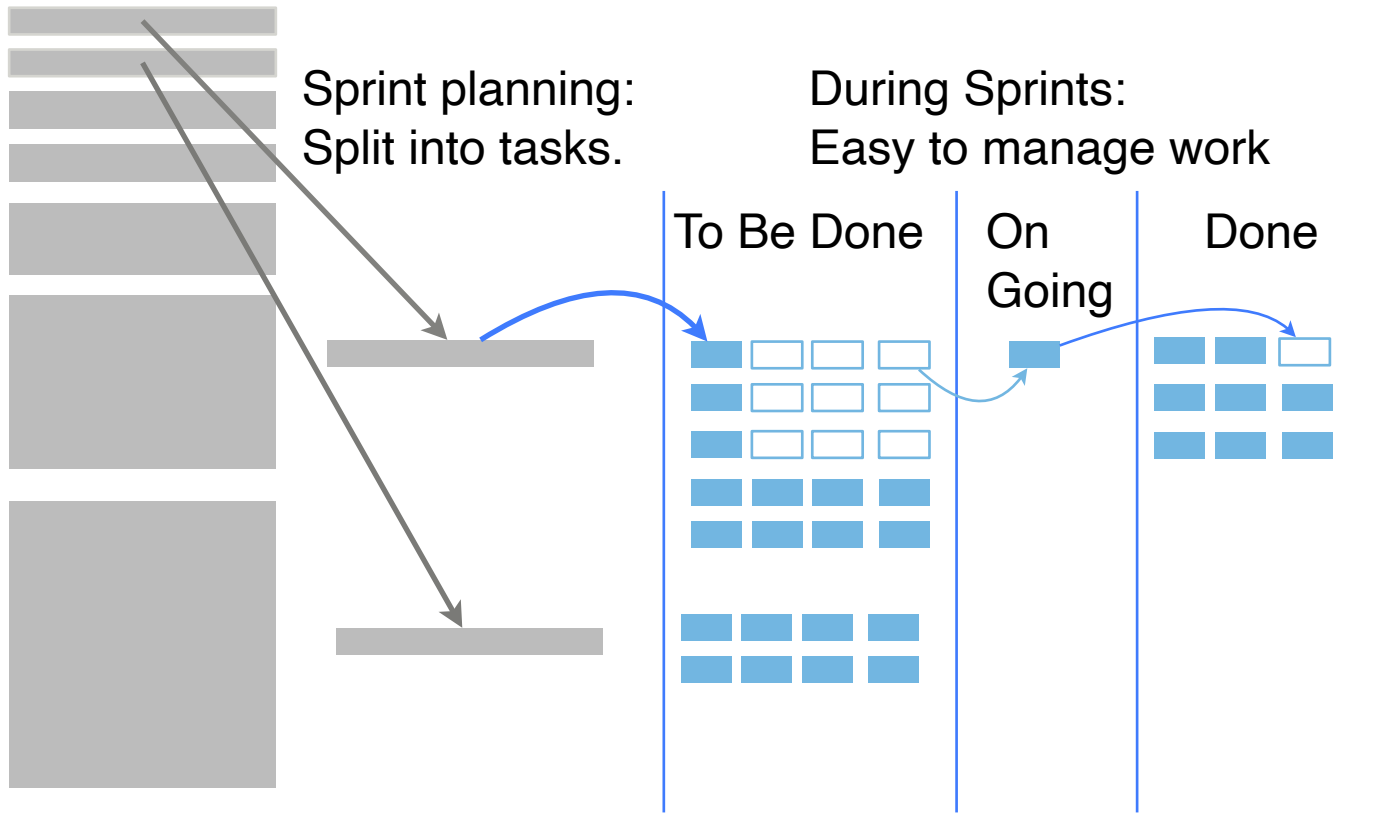
From day one

**Learn to share workload,
competence and leadership.**

Scrum sprint planning technique

Product backlog:

List of desired outcomes



Splitting difficult or "private" deliverables into 4 hour (=1 day) or smaller tasks:

Analysis, technical planning and risk management by all team members.

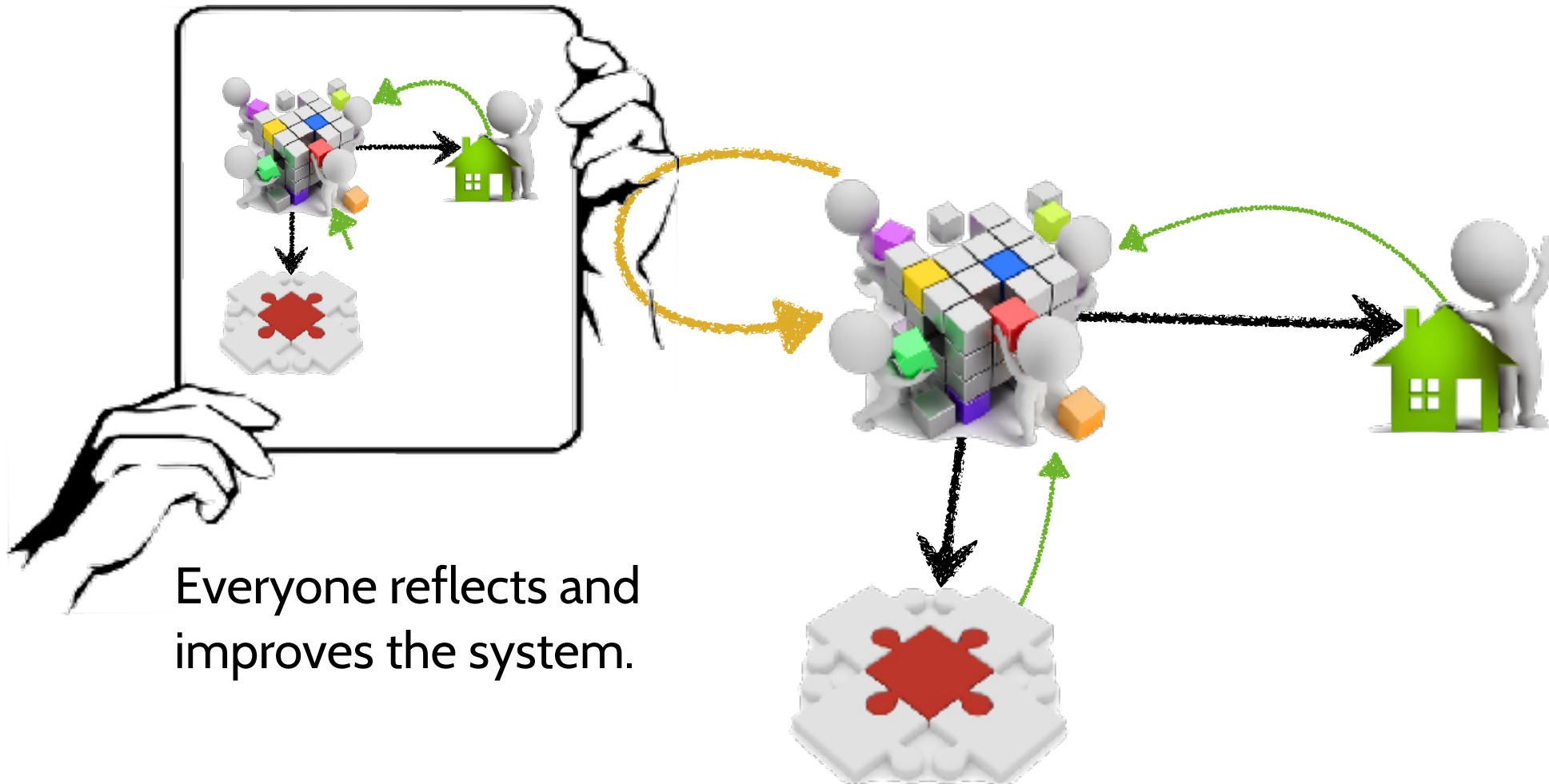
Splitting is learning for all

Surprises found earlier

Small learning investment to do pair work for maximum 4 hours, to share competence about a difficult task

Every big difficult story contains small easier tasks, making the workload shareable

Retrospectives



Everyone reflects and improves the system.

Communities, Projects, Meetings, Departments

Hackman's conditions apply


Interaction skills apply

Individual members' projections and expectations apply

Life-cycle dynamics apply

Feedback mechanisms apply

...



A training program provides skills and experience of teamwork, building personal investment into continuous improvement, unlike habitual workshops and meetings, where busyness leads to superficial results.