

Growing **Teaminess** : Team Self-Managing Canvas



1



Hello!

*I am **Dhaval Panchal***

I am here because I want to share how teams influence their organization.

You can find me at www.evolveagility.com



© 2020 Evolve Agility Inc. All rights reserved.

2

1

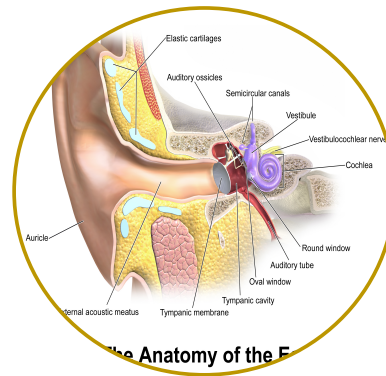
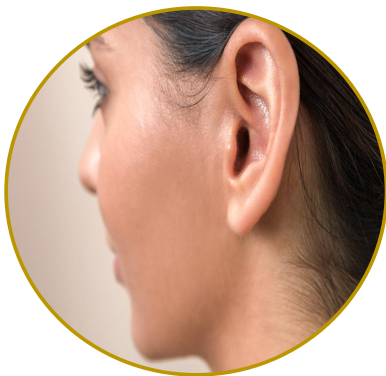
Boundaries

Are you listening?; Hierarchies are real; stay in the game or erode away



© 2020 Evolve Agility Inc. All rights reserved.

3




Boundaries are not “perimeters”, but functional components of a given system




© 2020 Evolve Agility Inc. All rights reserved.


4



DO





ACT



TALK


You connect with your environment by the way you function,
behave, and communicate.





© 2020 Evolve Agility Inc. All rights reserved.

5



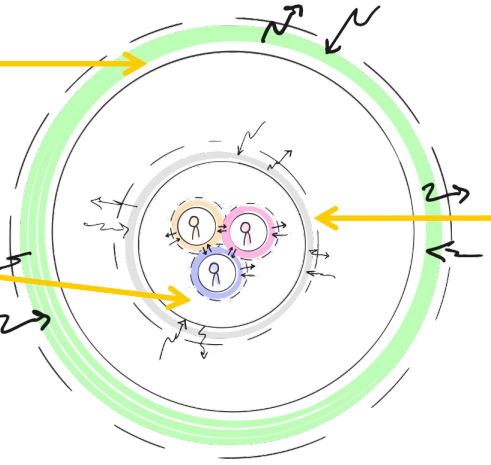
Hierarchy of influence

Organization

Strong global Influence on the team and the person


Personal

Strong local influence on the team and perhaps global influence on organization



Team

Strong Localized influence on persons and organization



© 2020 Evolve Agility Inc. All rights reserved.

6



Extremely rare for **an individual** to influence the whole organization

Even for a CEO, there are forces out and beyond their control. Teams on the other hand are small enough to be effective, and big enough to strongly influence in their organization.

<https://www.businessinsider.com/meet-the-paypal-mafia-the-richest-group-of-men-in-silicon-valley-2014-9>



© 2020 Evolve Agility Inc. All rights reserved.

7

Systems **boundaries** actively engage to interpret and respond to its environment.



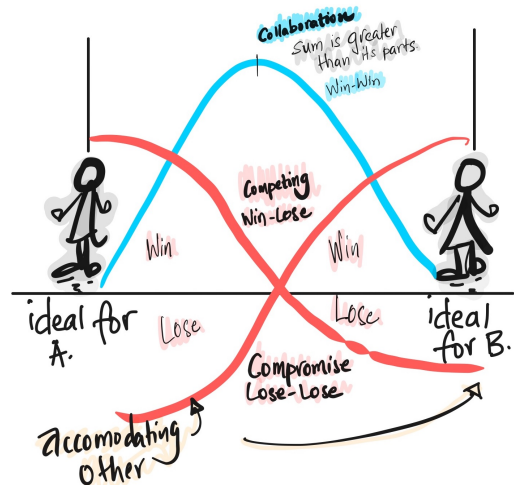
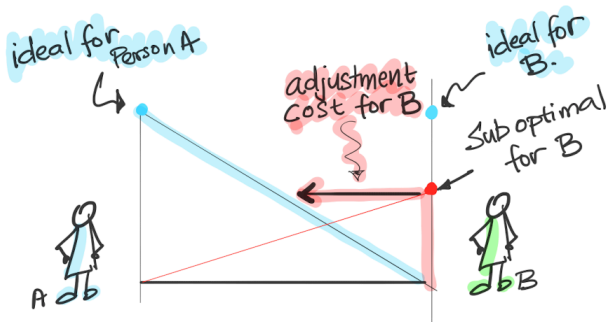
© 2020 Evolve Agility Inc. All rights reserved.

8

2 Inside the team

Milton's last laugh; trade-offs; collaboration; what exactly do you do here?

Personal trade-offs





Teams are built on **trust which comes from deliberate practice.**

And confidence that others in the team will not take advantage of you.

No one likes being the sucker.

Not even Milton



© 2020 Evolve Agility Inc. All rights reserved.

11



There is no “I” in a **team**

- How do we cooperate with each other?
- How do we coordinate with each other?
- What norms will help us create psychological safety?

Team working agreements are necessary, but not sufficient



© 2020 Evolve Agility Inc. All rights reserved.

12



Who **does** What?

- Groups fail to form into teams when members do not take personal responsibility
- "Leads" often step in to fill void and dictate expectations
- Overtime, in stable teams, responsibilities are shared as people grow confidence to work outside their primary skill set.



© 2020 Evolve Agility Inc. All rights reserved.

13



Roles & Key Responsibilities: **boundaries are porous**

Explicit

Based on choice of Agile approach: Scrum, Kanban, XP & Organization expectations: Fire warden, community lead, etc.

In-between

Unsaid, unspoken, needs for the team that have to be picked up by someone.

Eg: organizing team wiki

Implicit

Unsaid expectations from individuals on a team. Things we come to expect from others

Eg: When the build breaks? Or When we have team event?



© 2020 Evolve Agility Inc. All rights reserved.

14



Cross-functional team

The team has all the skills necessary to succeed. Each individual brings their talent & skill to make the team whole.

Everybody does everything is a myth.

3

Habitat for teams

Tomato plants don't yield lemons; Deserts grow cacti; goose that laid golden eggs

Organizations cannot get real teams on demand. It takes time, commitment, and willingness to try.

A **gardener** understands this intuitively, but some managers never do.

“



© 2020 Evolve Agility Inc. All rights reserved.

17



Specific team purpose

Teams itself delivers on its purpose, which is different from the broader organization mission.

Team members discuss, decide, and do real work together.



© 2020 Evolve Agility Inc. All rights reserved.

18



Teams **struggle** without clarity of purpose

- Teams need very long-term stability of purpose & membership
- Team purpose must be supported by organization & management
- Individuals see personal benefit in contributing towards achieving team purpose
- Acknowledgement of environment constraints focuses the team on shared challenges



Evolve Agility

© 2020 Evolve Agility Inc. All rights reserved.

19



Why are **we** a team?

Purpose is

What are you willing to spend a year making ?

Senior management participation & ongoing support is necessary in defining the purpose for your team.

Is not

What your team can do but **won't**.

Just because you can do the work, does not mean that you should. Consciously choose what the team will not do.

Constraints

Hinders team members to do something in a certain way.

Be explicit.

Acknowledge rules, cultural norms, corporate standards, etc.



Evolve Agility

© 2020 Evolve Agility Inc. All rights reserved.

20



Team **name**

A team is a distinct and separate organism from its members.

Team identity provides a sense of belonging to a greater whole.



Management Responsibility

- More fool you, for cutting the goose that laid golden eggs
- Team exchanges real work products with organization in return for stability
- Clarity of purpose is necessary to maintain drive, and fend off distractions
- Team purpose may evolve, but is never left ambiguous
- Teams either disintegrate under organization dysfunctions, or thrive in a supportive habitat

4

Agency

keeping score; winners and losers; hack the hackers



© 2020 Evolve Agility Inc. All rights reserved.

23

*“All living things contain a measure of
madness that **moves** them in a strange,
sometimes inexplicable ways.”*

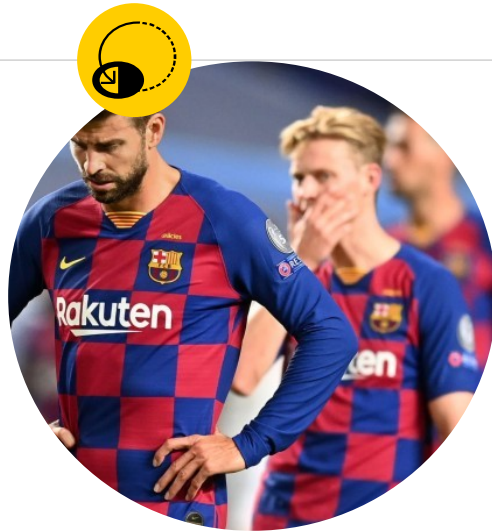
– Yann Martel, *Life of Pi*

“



© 2020 Evolve Agility Inc. All rights reserved.

24



Autonomy / Accountability

Real team defines its performance outcomes and holds itself accountable.

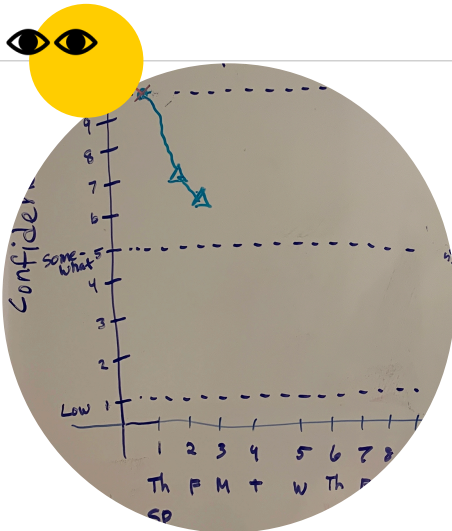
Desire for **team** autonomy emerges when everyone in the team shares the same fate.

Personal autonomy is desired otherwise.



© 2020 Evolve Agility Inc. All rights reserved.

25



Awareness

Leading indicators – Helps team members know where they are headed

Lagging indicators – Informs everyone whether the team succeeded or failed to make incremental progress towards its own performance goals



© 2020 Evolve Agility Inc. All rights reserved.

26



Representative Heuristic

People judge probability by similarity

- Because your team did this before, therefore you won't mind if I ask you to do it again
- Because your team member committed to ship this feature, therefore you might work overtime to deliver it
- Because you managed that application before, therefore you could still fix my issue
- Because your team member does what I ask them to, so could you



© 2020 Evolve Agility Inc. All rights reserved.

27



Strength in **numbers**



Ability to navigate social circumstances can be vastly improved by finding strength in numbers.

Dysfunctional organizational elements pick off individuals directly or via escalations while actively avoiding real teams



© 2020 Evolve Agility Inc. All rights reserved.

28



Retrain people around you, make representative heuristic work to your advantage



Amplify

What do we **encourage** in others interactions with us?



Dampen

What do we **discourage** in others interactions with us?

Externally facing team behavior norms are as important as internal team working agreements.



Evolve Agility

© 2020 Evolve Agility Inc. All rights reserved.

29

5

Team Self-Managing Canvas


Ta da!



Evolve Agility


© 2020 Evolve Agility Inc. All rights reserved.


30

Team Name:									
Purpose is: <small>Clear articulation of team's very long term purpose. Co-developed by team members with active participation from senior management.</small>	Team Working Agreements <small>How do team members cooperate and coordinate their work efforts? What norms will help with team psychological safety?</small>		Externally						
			Amplify <small>What do we encourage, in others interactions with us?</small>	Dampen <small>What do we discourage in others interactions with us?</small>					
is not: <small>Define what this team's purpose is not. Things that team could do, but won't.</small>	<table border="1"> <tr> <td>Role</td> <td>Key Responsibilities</td> <td>Who?</td> </tr> <tr> <td> </td> <td> </td> <td> </td> </tr> </table>	Role	Key Responsibilities	Who?				Team Performance Goals <small>Team defines its performance outcomes, and holds itself accountable.</small>	
Role	Key Responsibilities	Who?							
Constraints: <small>Hinder actors to do something in a certain way. example: Physical barriers, Rules, Corporate Standards, Cultural norms, etc</small>	<table border="1"> <tr> <td>Leading Indicators</td> <td>Lagging Indicators</td> </tr> <tr> <td> </td> <td> </td> </tr> </table>		Leading Indicators	Lagging Indicators					
			Leading Indicators	Lagging Indicators					
<small>This work by Dhaval Panchal is licensed under CC BY-NC-SA 4.0. To view a copy of this license, visit https://creativecommons.org/licenses/by-nc-sa/4.0</small>									

31

All social systems, and thus all living systems, create, maintain, and degrade their own boundaries.





© 2020 Evolve Agility Inc. All rights reserved.

32



Upcoming trainings www.evolveagility.com/events

- **Advanced CSPO (Virtual)**
October 12, 13, 14 – 5 hours/day
- **Advanced CSM (Virtual)**
October 21, 22, 23 – 5 hours/day
- **Certified LeSS Practitioner (In person)**
By Craig Larman, Co-Creator of LeSS
Houston, TX – November 23, 24, 25



Evolve Agility

© 2020 Evolve Agility Inc. All rights reserved.

33



Thanks!

Any questions ?

in <https://www.linkedin.com/in/dhavalpanchal/>

 <https://signup.evolveagility.com/sign-me-up>

 dhaval.panchal@evolveagility.com



Evolve Agility

© 2020 Evolve Agility Inc. All rights reserved.

34