HIGH PERFORMING TEAMS FOR EVERY BUSINESS NEED

DIANA LARSEN, AGILE FLUENCY PROJECT
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UPCOMING:
- What contributes to team high performance?
- Good beginnings lead to good outcomes
- Clear expectations
QUALITIES OF HP TEAMS

TEAM MEMBERS SHARE

- Deeper sense of Purpose and Mission
- Ambitious performance goals
- Complete approach to work
- Mutual accountability, jointly held toward their purpose
- Complementary skills


History (added by Arlo Belshee)
HIGH PERFORMING TEAMS LEAD TO HIGH VALUE

DELIVERABLES

What the customer wants, accepts, & exchanges value for
That creates value for the business
In a timeframe that suits the customers’ needs
Easily maintainable and supportable after deployment
In a way that leaves team members ready and eager to work on the next deliverable!
RESEARCH AT GOOGLE: FIVE KEYS TO HIGH PERFORMING TEAMS

1. Psychological safety: Can we take risks on this team without feeling insecure or embarrassed?
2. Dependability: Can we count on each other to do high quality work on time?
3. Structure & clarity: Are goals, roles, and execution plans on our team clear?
4. Meaning of work: Are we working on something that is personally important for each of us?
5. Impact of work: Do we fundamentally believe that the work we’re doing matters?

From “The Five Keys to a Successful Google Team”
JULIA ROZOVSKY, ANALYST, GOOGLE PEOPLE OPERATIONS
November 17, 2015
https://rework.withgoogle.com/blog/five-keys-to-a-successful-google-team/
TEAMS AS COMPLEX ADAPTIVE SYSTEMS, IN BRIEF

A Team is a Complex Adaptive Human System that Exists within the Greater Whole of the Program/Department/Division/Organization
HIGH PERFORMING TEAMS EXHIBIT GROUP COHESION

Group Cohesion arises when bonds (exchanges) link members (parts with differences) of a social group (whole) to one another and to the whole group (greater whole).

Members of strongly cohesive groups are more inclined to participate readily (engage) and to stay with the group.

“Group Cohesion” wikipedia.com
WHY DO WE CARE ABOUT COHERENCE?

Because system coherence matters. Whether in technical or social systems. Coherence creates unity, congruity, consistency, logical interconnections, an overall sense of understandability, AND higher performance.
COHERENT TEAMS GAIN:

UNITY
Bonds link team members to one another and the whole team
Predisposes team members to participate readily & stay with team

CONSISTENCY
Team members develop a code of interaction
Patterns include: social & task relations, unifying acts, emotions
MODEL OF TEAM COMMUNICATION

creativity

conflict

commitment

trust

high performance
TEAM LIFTOFFS & CHARTERING

Set the conditions & tone
For your teams’ High Performance
Right from the Start
AGILE TEAM CHARTERING MODEL

Inspiring

PURPOSE

Collaborative

ALIGNMENT

Dynamic

CONTEXT
Inspiration
Significance
Motivation
Success
Unity
Trust
Collaboration
Commitment
See the System
Understand Fit
Recognize Risk
AGILITY = HIGH PERFORMING TEAMS = FIT FOR PURPOSE

Our Vision:
- Agile is done well in every organization.
- All teams practice in a zone of fluent proficiency that meets the business’ needs.

<table>
<thead>
<tr>
<th>Agile Fluency Value</th>
<th>Business Benefits</th>
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<tbody>
<tr>
<td><strong>Focusing</strong></td>
<td><strong>Achievement</strong> Increase Productivity, Increase ROI</td>
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<tr>
<td>Transparency Core Metrics</td>
<td>Reduce Risk</td>
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<tr>
<td>Increase Productivity</td>
<td>Increase Satisfaction</td>
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<tr>
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**Optimizing**
- Core Metric: The team describes where their products stand in their market and how they’ll improve their position.
- Reduce Risk: The team coordinates with leadership to cancel or pivot low-value products early.
- Increase ROI: The team delivers products that meet business objectives and market needs.
- Increase ROI: The team learns from market feedback to anticipate customer needs and create new business opportunities.
- Increase ROI: The team includes broad-based expertise that promotes optimal cost/value decisions.

**Strengthening**
- Core Metric: The team describes its work in the context of the business’s other initiatives, allowing products to be balanced against each other.
- Reduce Risk: The team raises, and helps address, cross-organizational bottlenecks and issues early.
- Increase ROI: The team participates in multi-team activities that optimize the organizational value stream.
- Increase Productivity: The team recognizes when they can contribute to another team’s work, and when that work is more vital, redirects their effort to help them.
- Increase Productivity: The team cross-pollinates perspectives, context, learning, and innovations with other teams and other parts of the organization.

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FOCUSING?

DELIVERING?

OPTIMIZING?

STRENGTHENING?
What is the Agile Fluency Project?

For experienced coaches, consultants, change agents, and leaders, Who want to shift software development organizations toward more predictable success and greater business agility

The Agile Fluency Project provides a pragmatic model for assessing teams’ fluent proficiency, supported by a suite of associated materials and training.
THANK YOU!