eXperience Agile 2019
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WHY FOCUSING TEAMS ROCK!

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LET’S TALK ABOUT TEAMS

HOW CAN YOU TELL IF YOU HAVE AN EFFECTIVE TEAM?

Shared qualities of High Performance team members include:

- 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)
A system is a regularly interacting or interdependent group of items forming a unified whole.

Complex Adaptive Systems are systems in which even a perfect understanding of the individual parts does not automatically result in a perfect understanding of the whole.

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CHARACTERISTICS OF COMPLEX ADAPTIVE SYSTEMS

A bounded container or whole with a unique identity

Contains parts that exhibit differences/diversity

Interactions or exchanges among the diverse parts create patterns

Patterns contribute to the identity of the whole

Exists as a part of a larger system/greater whole/surrounding environment.
TEAM = C.A.S. THE HUMAN VERSION

Greater Whole

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COHERENT TEAMS BEHAVE AS A WHOLE SYSTEM

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
WHY DO WE CARE?

Because system coherence matters. Whether in technical or social systems.

Coherence creates unity, congruity, consistency, logical interconnections, and an overall sense of understandability.
DEEPER DIVE INTO FOCUSING TEAMS

Focusing is the first zone on the Agile Fluency path, but that does not mean it will be easy or trivial for teams or their leaders to make the shift.

Work groups become coherent teams by improving their Focusing fluency. Fluent proficiency in the Focusing zone includes acquiring the foundational skills for successful team collaboration.
THE AGILE FLUENCY® MODEL
CHART YOUR AGILE PATHWAY

Positive
Inclusive
Promotes Improvement

Fluency: Routine, Skillful Ease
Comes From investment In Learning

INVEST IN:
Full-time team members
Team workspace
Business representation
Team coaching
Management training

AGILE FUNDAMENTALS: 2-6 MO.
Basic Scrum
Kanban

INVEST IN:
Market focus
Business expertise in team
Team business ownership
Management coaching

AGILE’S PROMISE: +1-5 YR.
Lean Startup
Lean Software Development
Design Thinking
Beyond Budgeting

POSITIVE
INCLUSIVE
PROMOTES IMPROVEMENT

INVEST IN:
Productivity dip
DevOps, UX, etc. in team
Technical training & mentoring

AGILE SUSTAINABILITY: +3-24 MO.
Extreme Programming
DevOps Movement

INVEST IN:
Inventing new practices
Cross-organization focus

AGILE’S FUTURE
Complexity Theory
Organization Design Theory
Alternative Governance Structures

PRE-AGILE

FOCUSING
See progress from biz perspective
Redirect teams when needed
Work on most valuable thing

DELIVERING
Release at will
Capture value frequently
Reveal obstructions early

OPTIMIZING
Excellent product decisions
Eliminate hand-offs and wait time
Innovation/disruption

STRENGTHENING
Cross-pollinate perspectives
Stimulate market innovations
Optimize cross-org value streams

SHIFT Team Culture
SHIFT Team Skills
SHIFT Organizational Structure
SHIFT Organizational Culture
FROM PRE-AGILE TO FOCUSING

The shift from building code task by task with individual contributors to an effective, productive Focusing team includes becoming fluent in three proficiency areas:

**FLUENT PROFICIENCIES**
- Responding to business needs
- Working effectively as a team
- Pursuing team greatness
RESPOND TO BUSINESS NEEDS

Team works routinely with someone who brings the business’ perspective and expectations.

Business can count on the team working on the next most valuable thing.

Team plans work and shows progress in increments that business understands and values.

Business’ representative sees the team’s direction, and can change it as needed, at least monthly.

Managers enable the team to work at a pace that allows its members to produce value indefinitely.
WORK EFFECTIVELY AS A TEAM

Team generates their own daily tasks and plans based on its business’ needs.

Team members regard their plan as the whole team’s work.

Team members share accountability for getting their plan done.

Managers see the plan as the whole team’s work, rather than assigning accountability to individuals.
PURSUE TEAM GREATNESS

Team members embrace, and continuously improve, a joint approach to their work.

Team is aware of how team member relationships affect their ability to succeed, and looks for ways to improve their working relationships.

Team understands how their work environment affect their ability to do work and looks for ways to improve it.
FOCUSING TEAMS ROCK!

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DISCUSSION QUESTIONS...

- Does your organization have the will to invest in cultivating the high performing Focusing teams it needs?
- What are your first steps toward creating an environment where high performing Focusing teams will thrive?
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