



GOSEI

Teamwork magic

LeSS Meetup

Berlin Oct 4th 2022

Ari Tikka

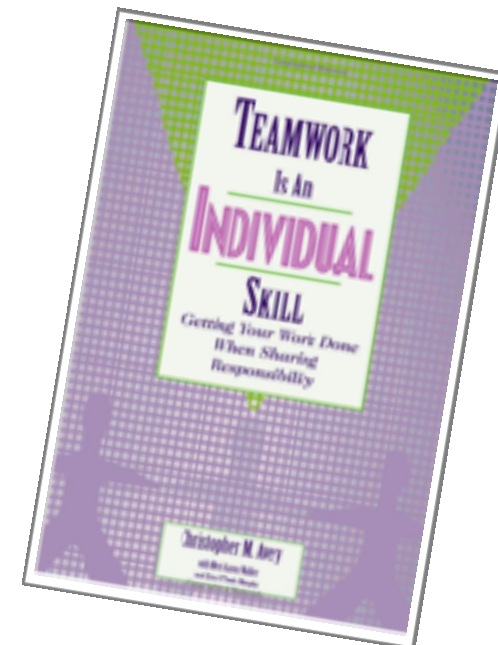
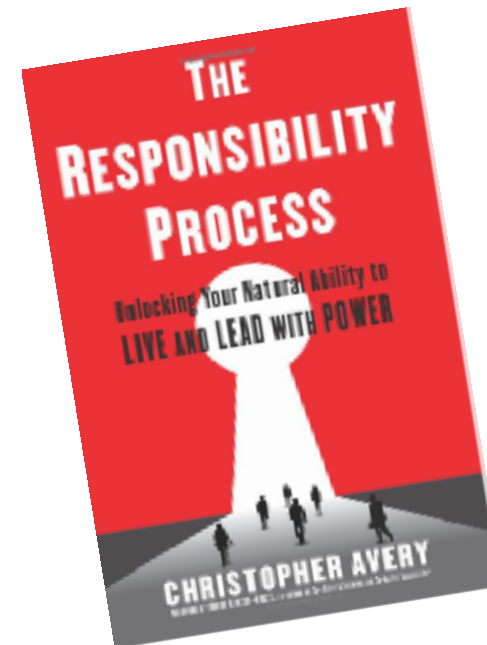
Please remember a couple of different sentences
that you hear at work
when things don't go as desired.

Something that you hear.
Something that you say to yourself.



Howto

- **INTENTION** - Intend to respond from Responsibility when things go wrong
- **AWARENESS** - Catch yourself in the coping states sooner and sooner
- **CONFRONT** - Face yourself to see what is true that you can learn, correct, or improve



Gosei



Ran Nyman

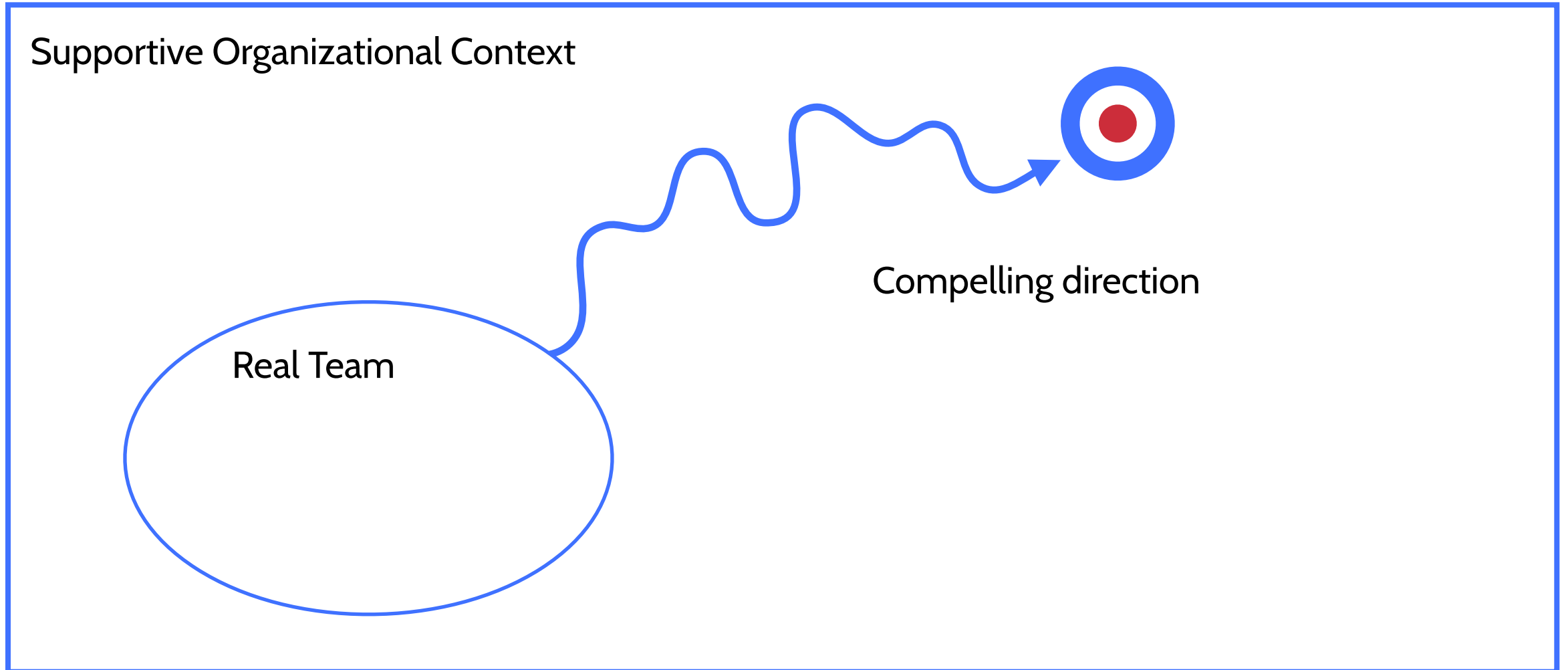


Ari Tikka

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



Teamwork in 30 seconds





Do you want great
collaboration and
performance?

When Teamwork matures

The work works

Leadership functions

Interaction functions

Team members' experience

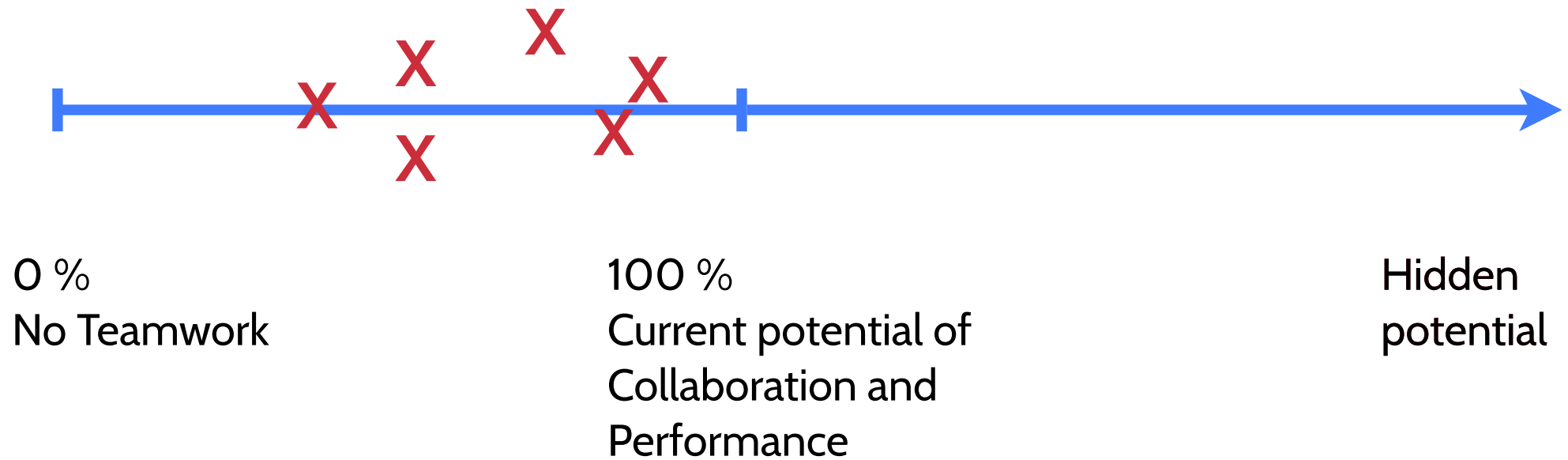
- Trust and safety
- Creativity, openness and acceptance
- Freedom to choose between individuality and assimilation
- Ability to endure frustration and regulate feelings

The team - as a team - is able to

- Manage time
- Face the outer reality
- Make decisions
- Reflect itself
- Improve itself
- Operate from responsibility

When did I last
time work in this
kind of a team?

Where is our team?



Why good Teamwork is rare

Success is created

- 60% Prework (rarely done well)
- 30% Launch (difficult with bad prework)
- 10% Underway

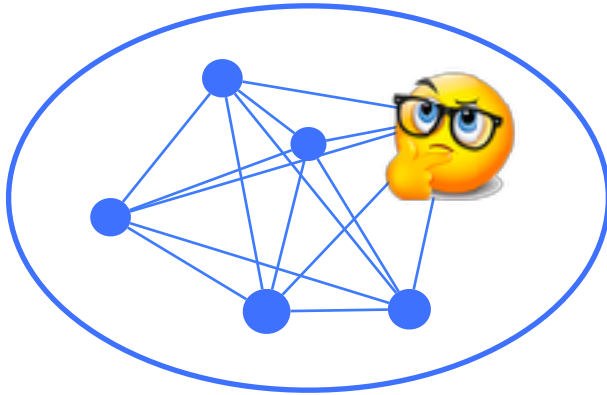
J Richard Hackman, based on 40 years of research in Harvard

Team development

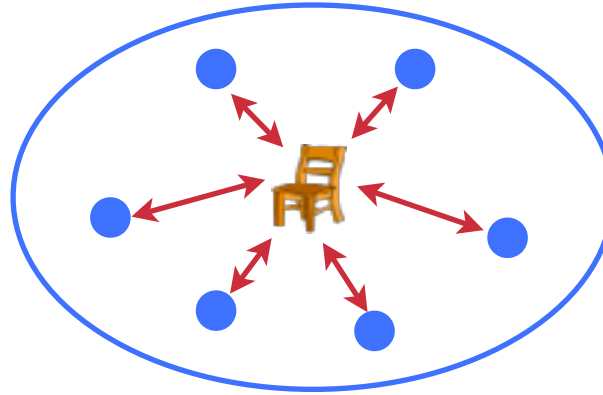
- Minimum 6 months to build a mature team.
- 50% of people have never experienced good Teamwork.

Susan Wheelan, based on 30 years research of 600 teams:

Teamwork magic



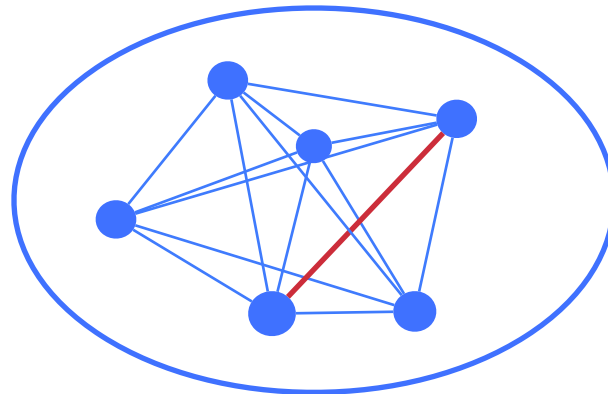
Taking Responsibility



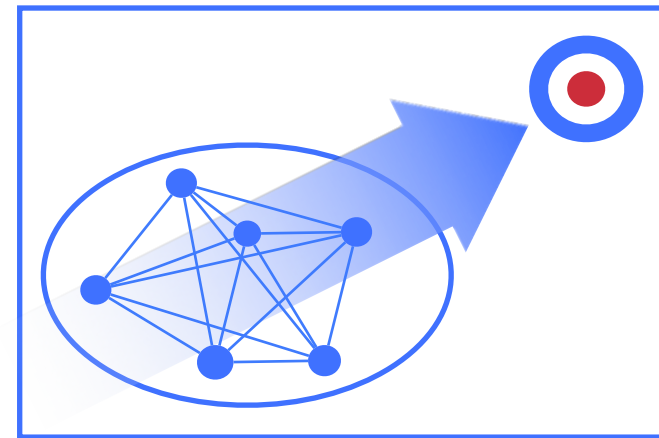
Group Dynamics



Process Coaching



Interaction



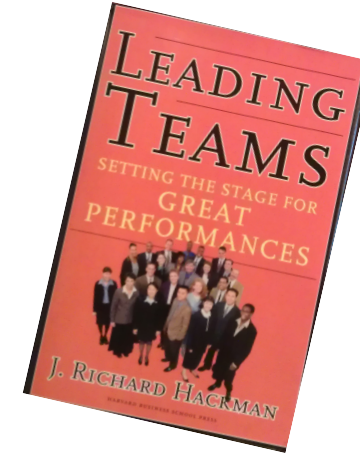
Essential organizational
conditions

Essential Organizational Conditions

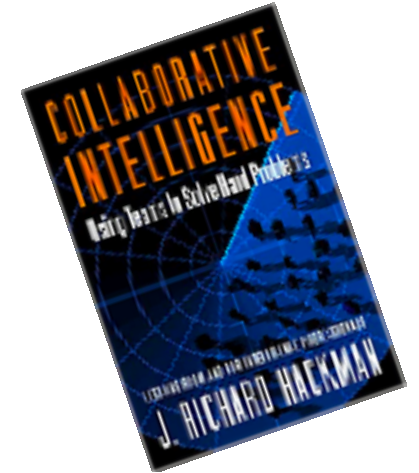
J Richard Hackman



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

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

Real Team

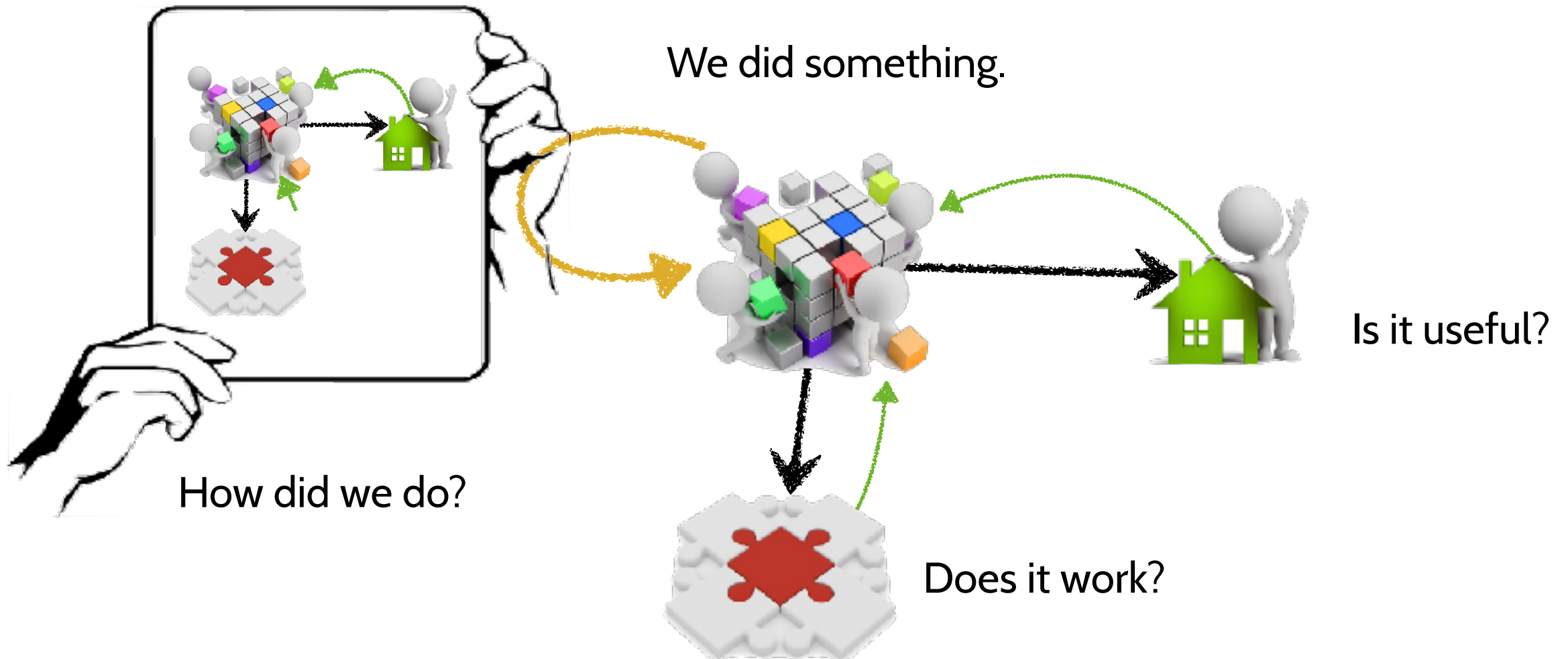
- Bounded, stable
- Right people
- Authorized
- Interdependent

Compelling direction/purpose

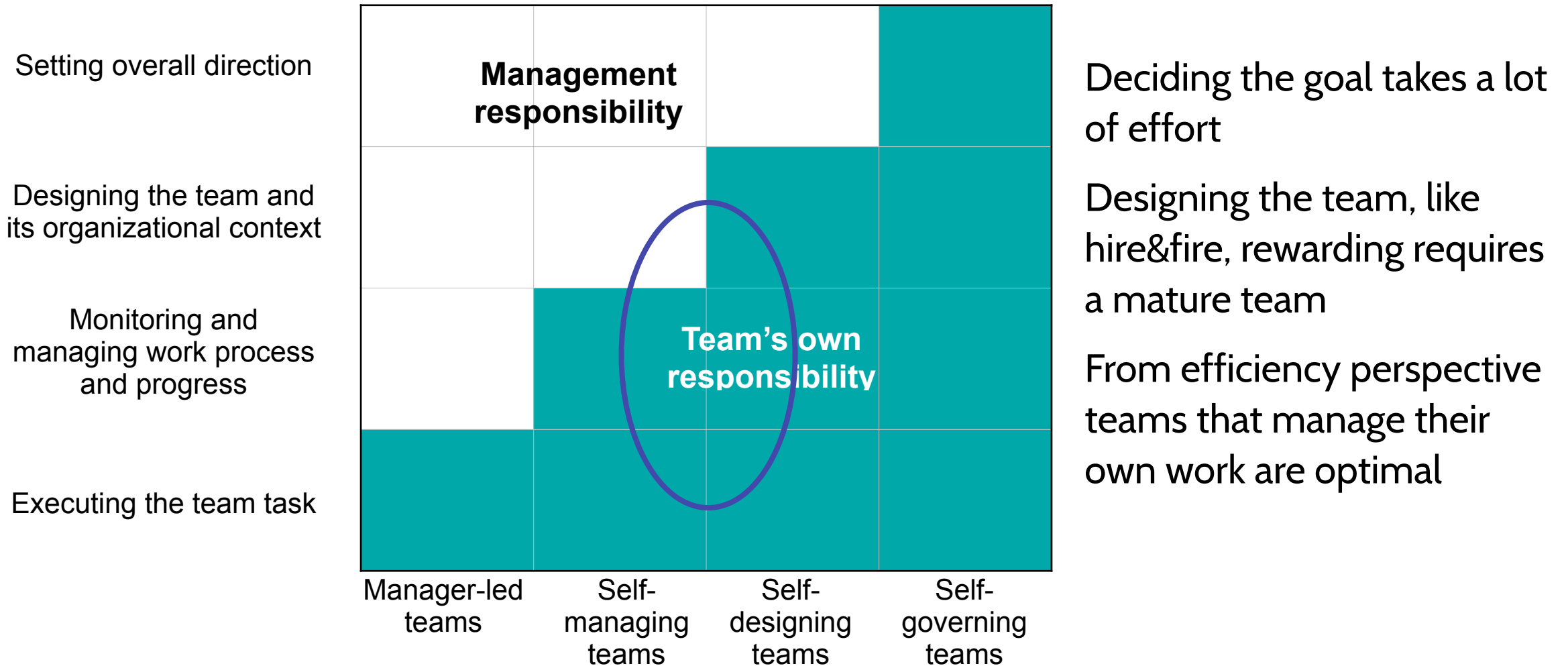
- Challenging
- Clear
- Consequential
- Whole Task



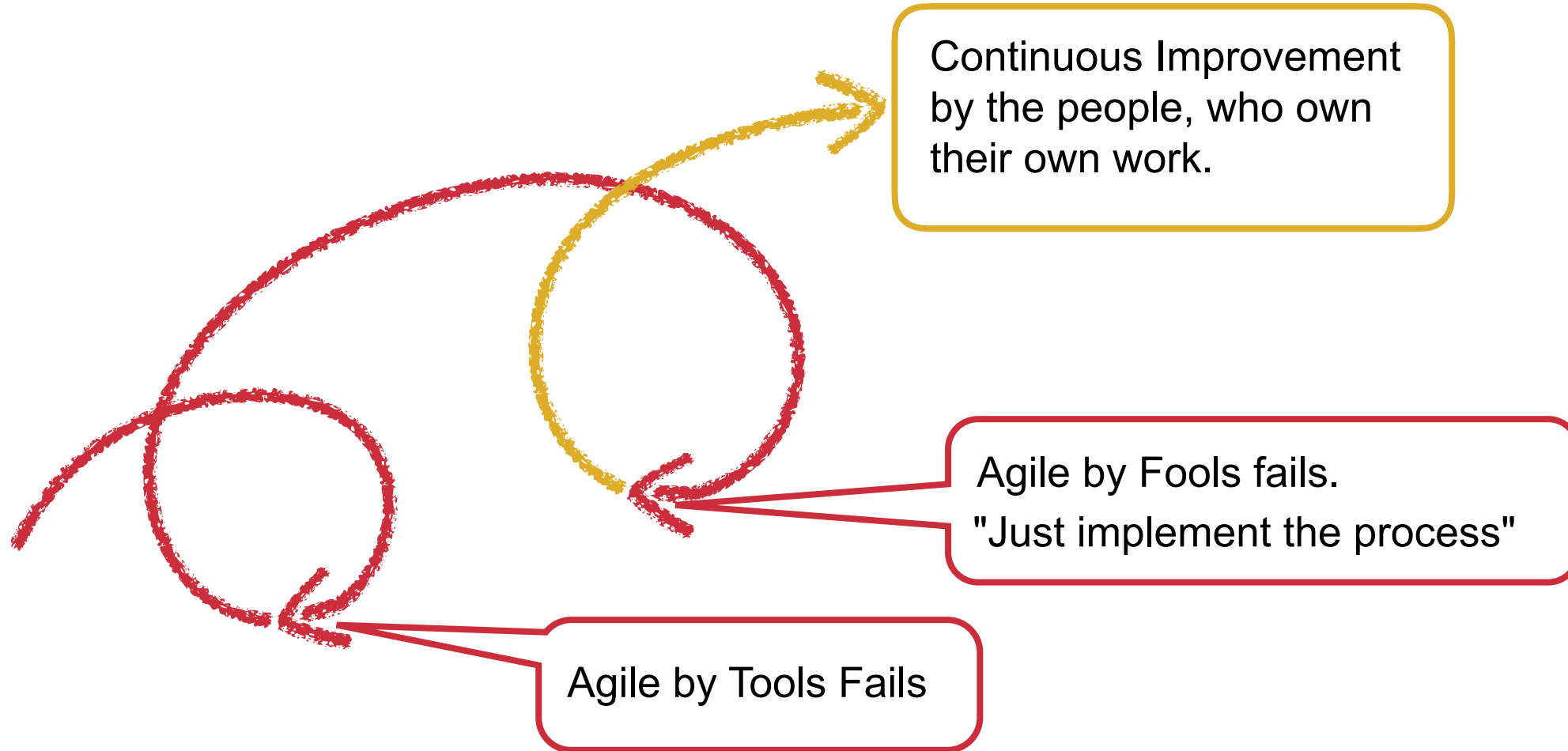
Consequential - Feedback mechanisms



Levels of self-management



How to change?



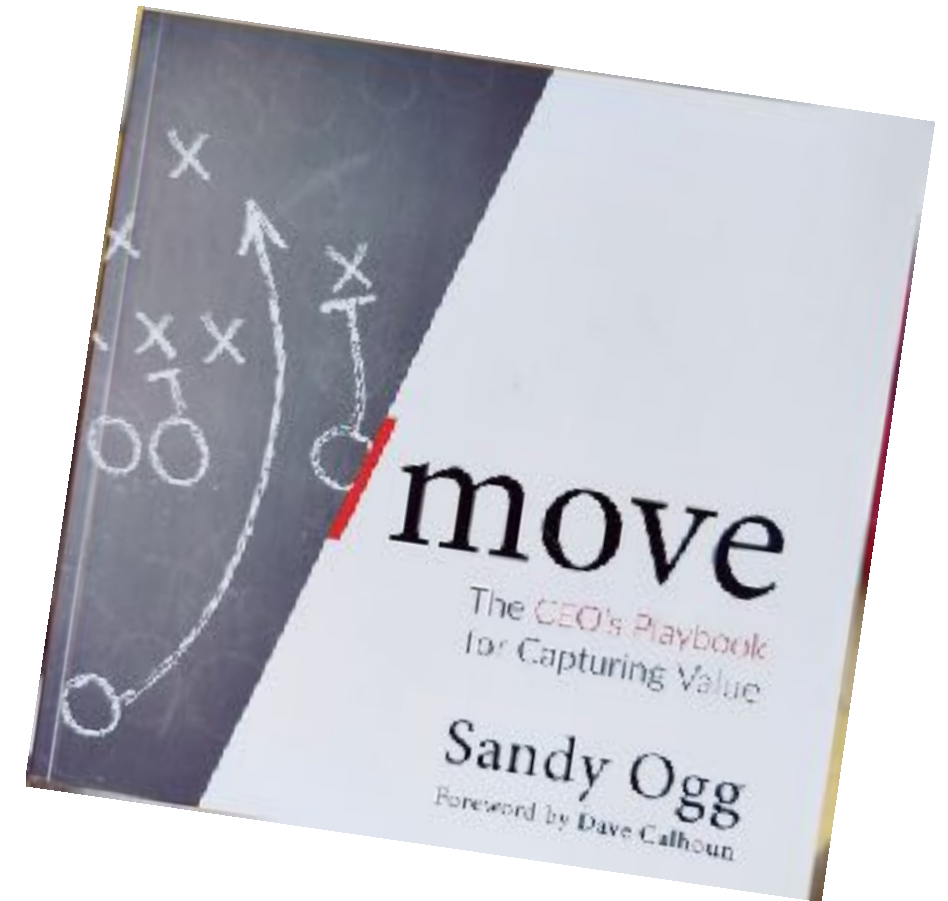
More at gosei.fi

Interlude: Top Management Teamwork

Consistent transformations



- Buy a 1000 M\$ business
- Double it's value in 5 years
- Consistently



Focusing on the few big priorities

	Program X	Initiative Y	Improv. Z	Program W	Initiative B	Initiative K
Max	X		X			
Anne		X	X			
Olaf				X		X
Pete					X	
Viola				X		X



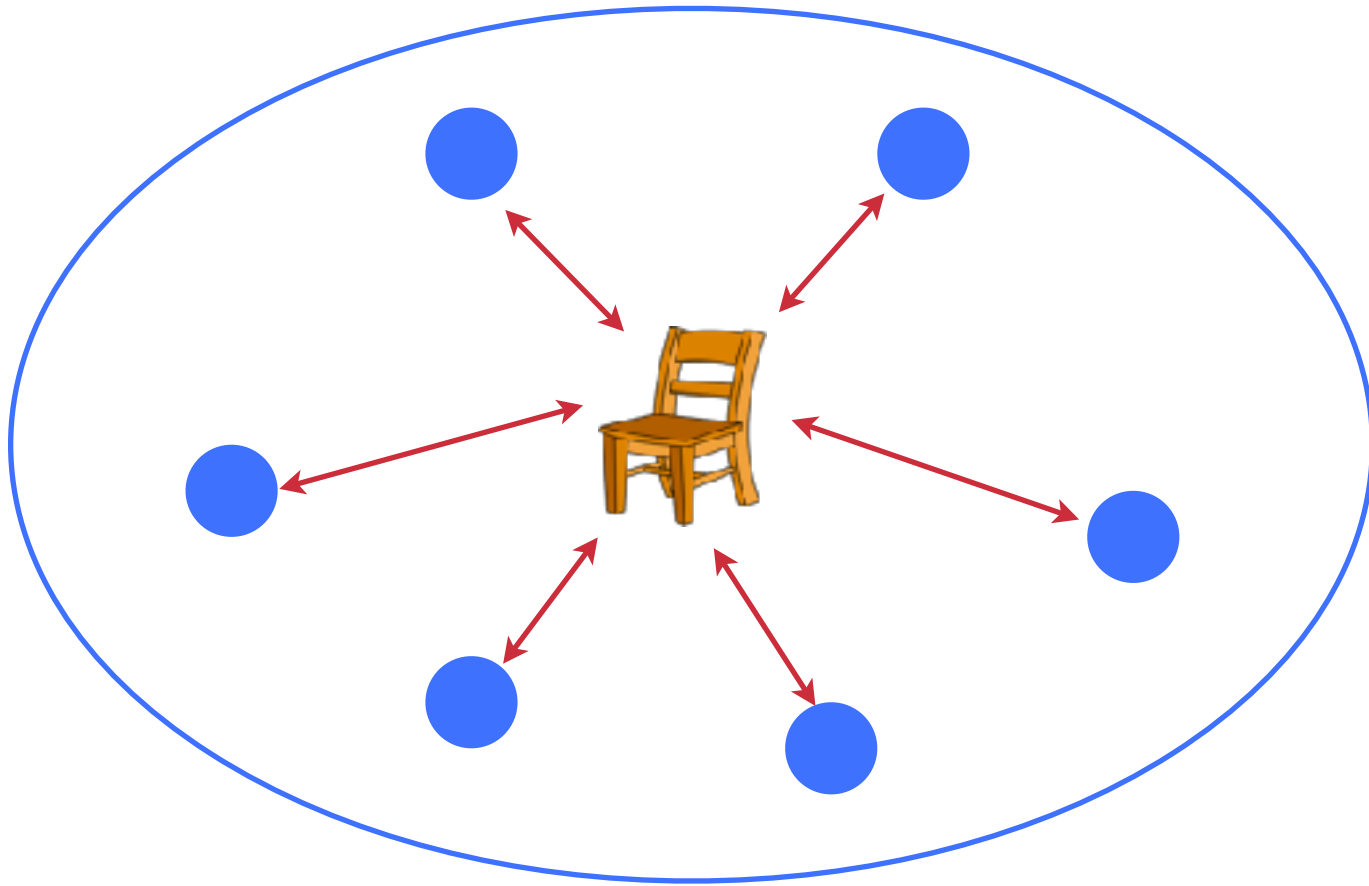
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Max	X	X	X			
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Olaf	X	X	X			
Pete	X	X	X			
Viola	X	X	X			



Group Dynamics

The yet another person

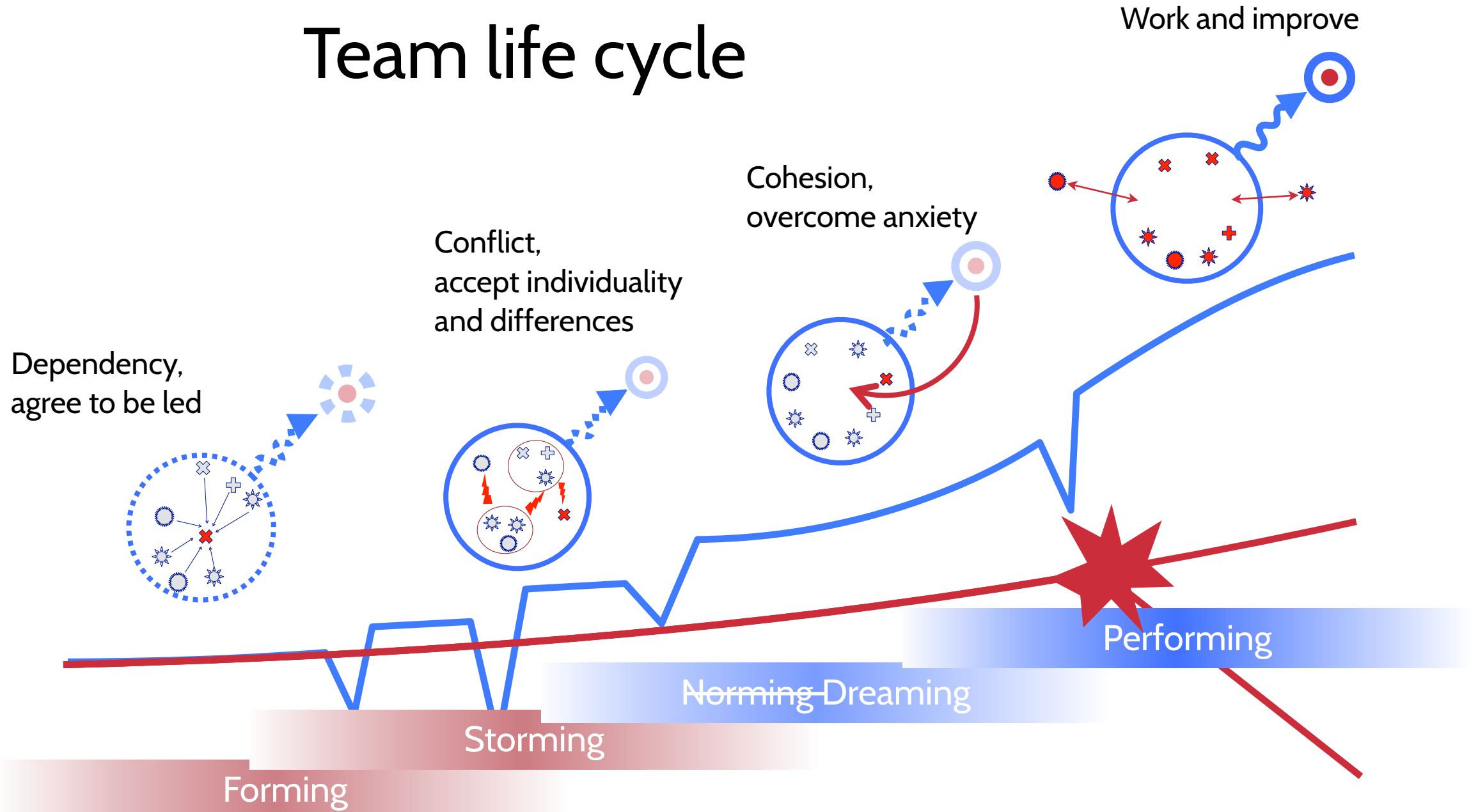


Wilfred Bion

S.H.Foulkes

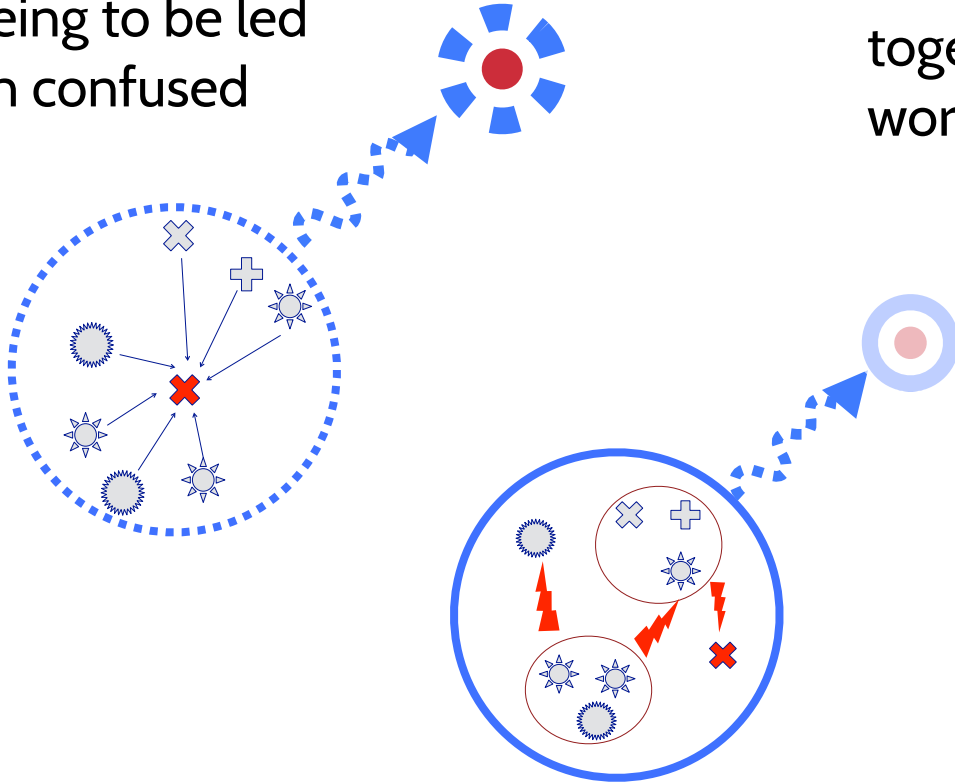
Susan Wheelan

Team life cycle

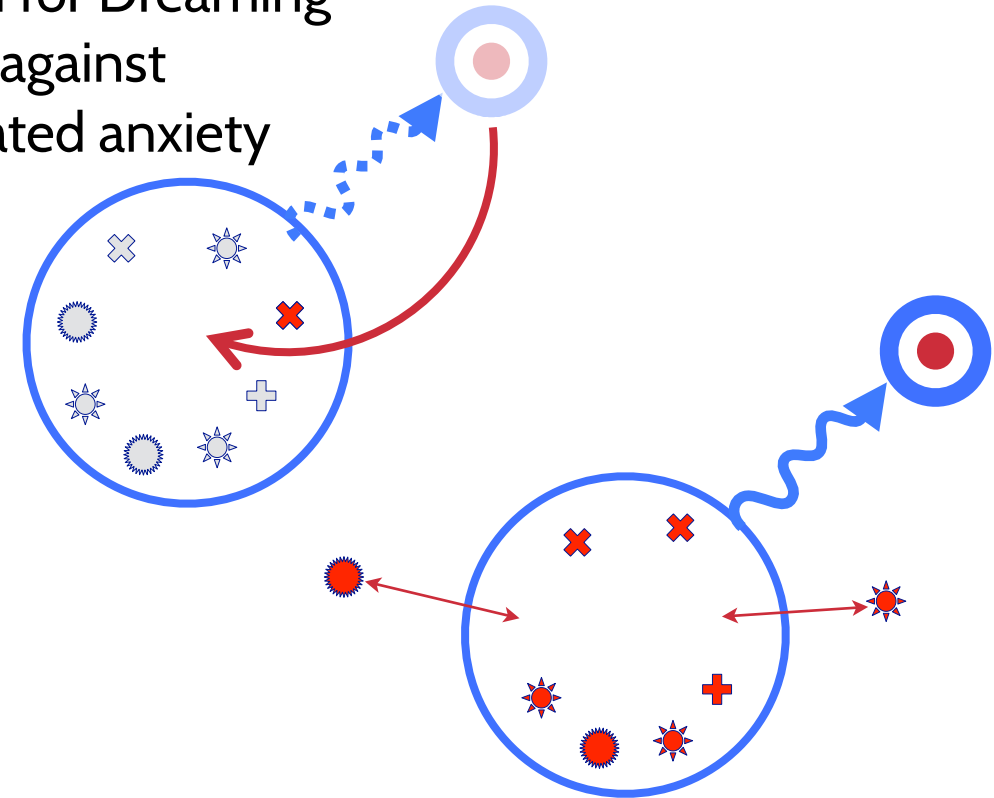


A question triggers a pattern

Dependency for
agreeing to be led
when confused



Cohesion for Dreaming
together against
work-related anxiety



Resolve disagreements regarding
individuality and differences

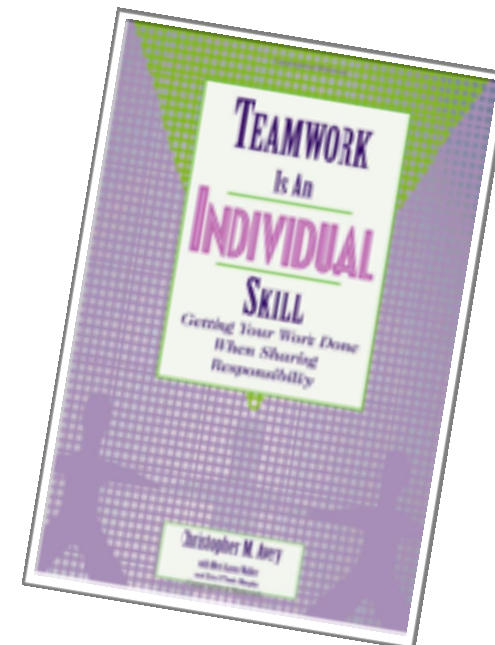
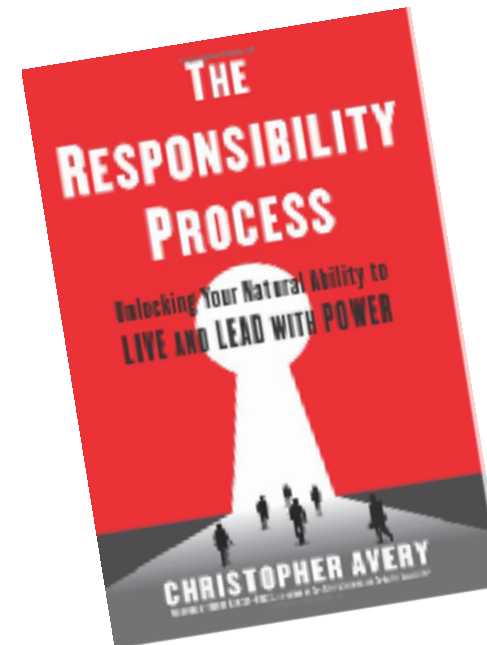
Productive work and
continuous improvement

Take Responsibility at group and individual level



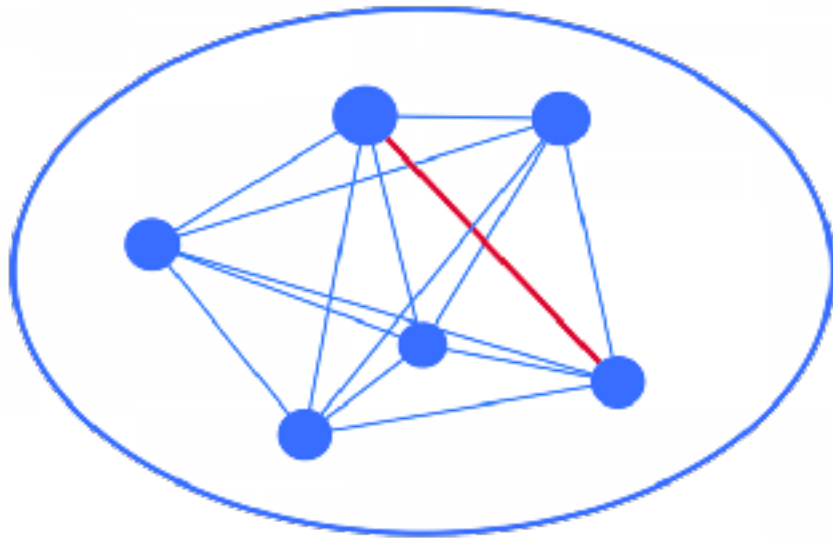
Howto

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Interaction

Improving interaction



Why?

- To get the work done
- Improve collaboration
- Explicitly establish constructive behavioral norms
- Culture is defined by worst behavior tolerated

Simple and lightweight Feedback process

Skilful Dialogue for co-solving problems

Nonviolent Communication for processing emotions

Educate everyone - makes coaching easier

Feedback technique

0 - Think

1 - Create an opening

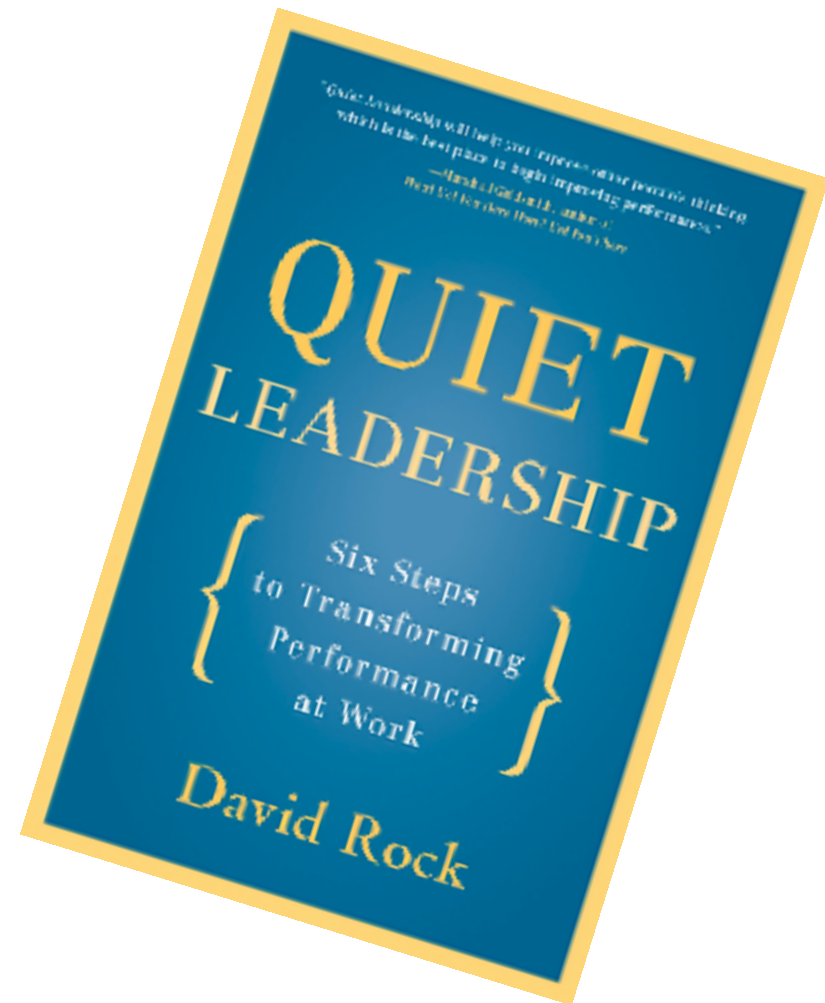
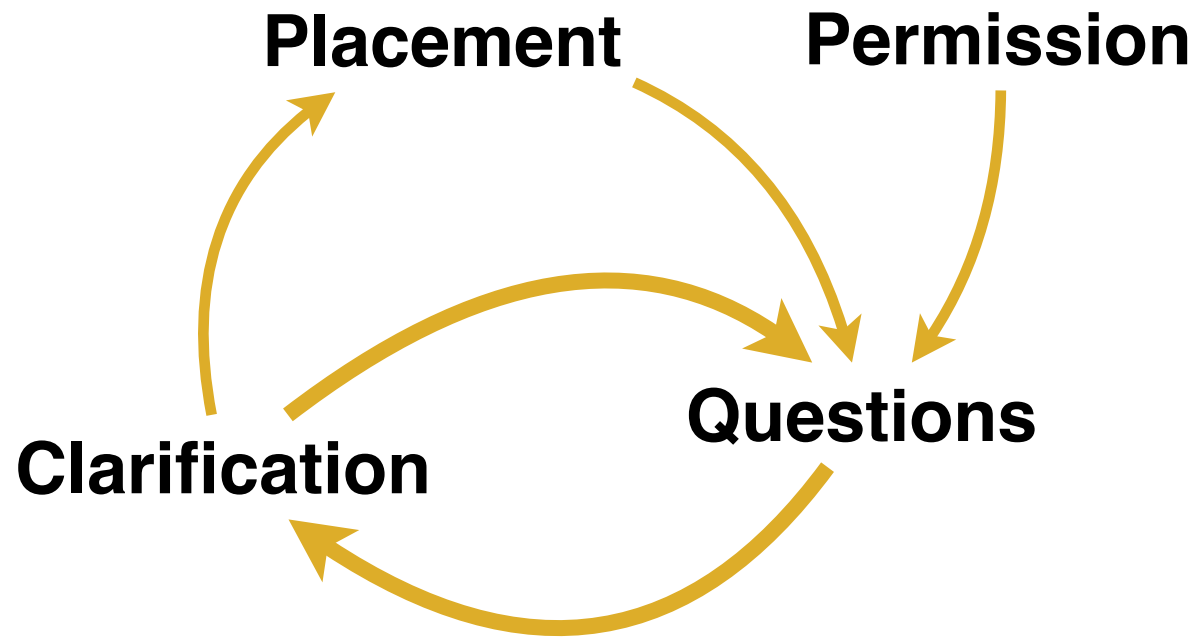
2 - What happened

3 - Consequence

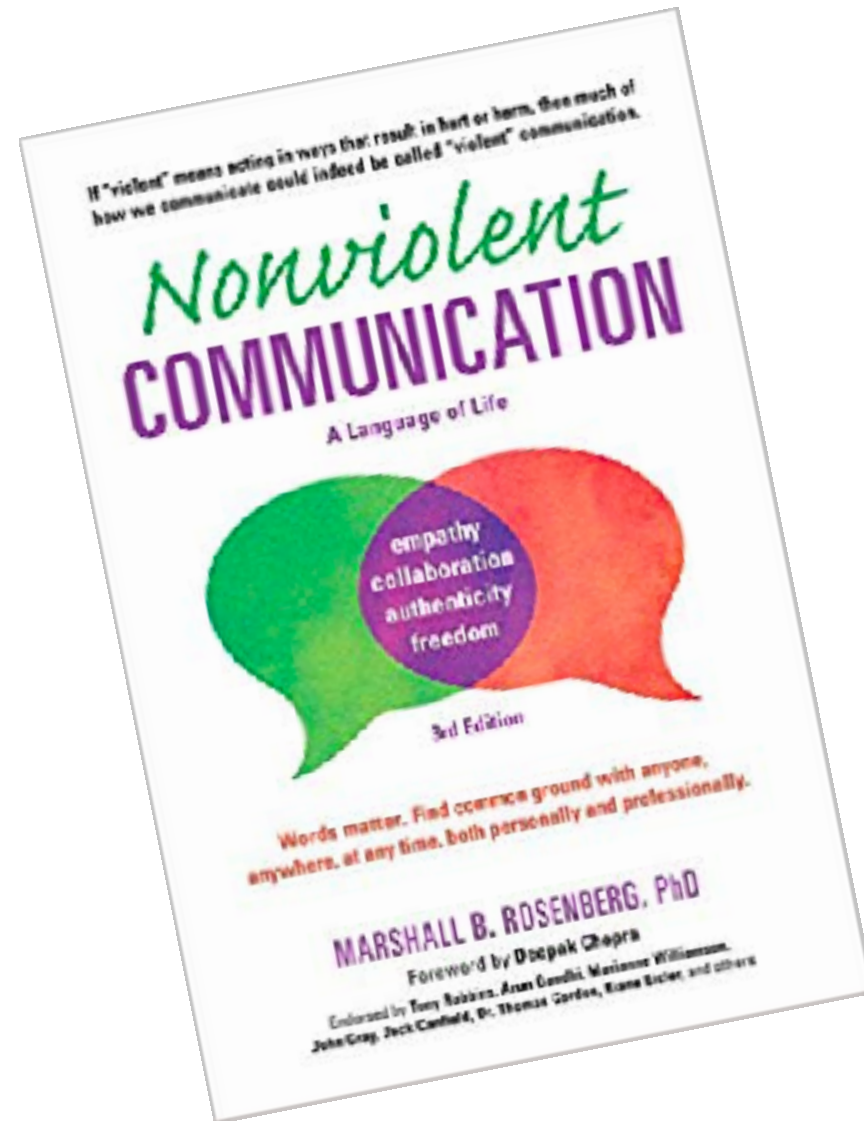
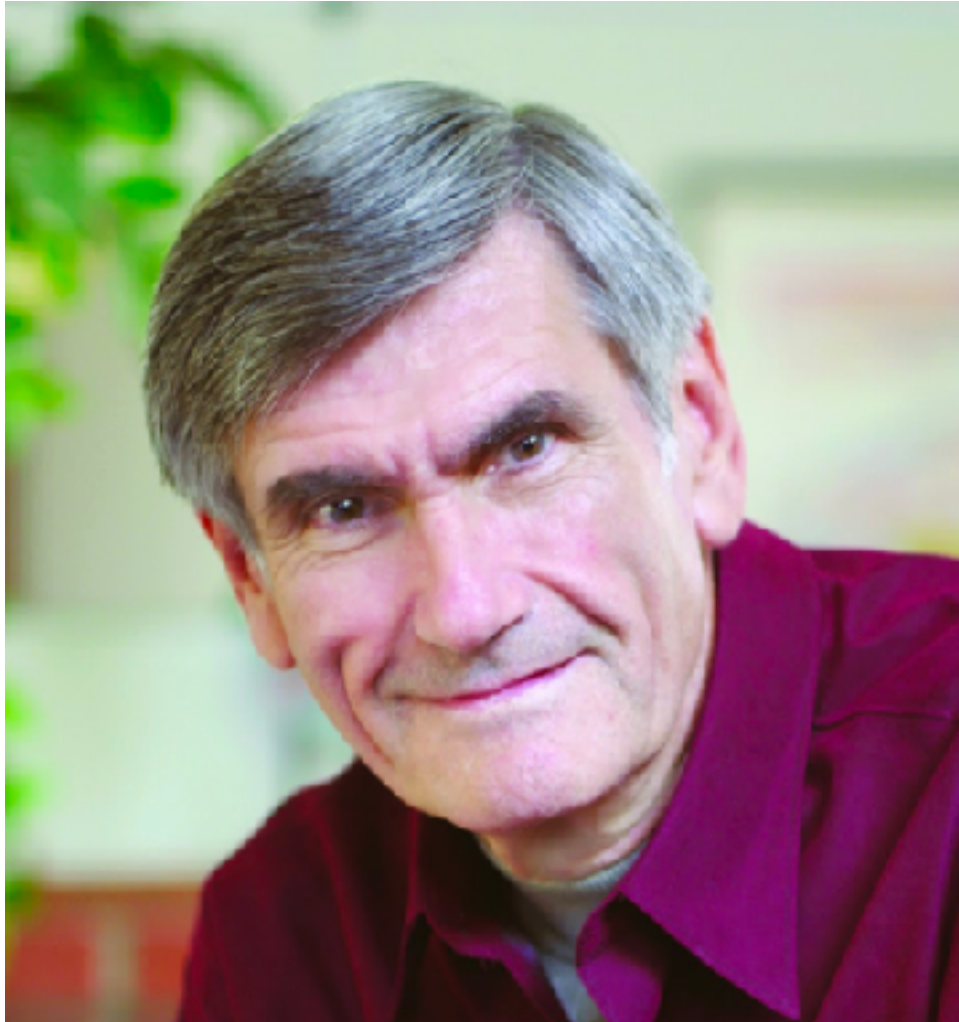
4 - Request

Credit Diana Larsen & Eshter Derby

Dance towards insight - the Skilful Dialogue

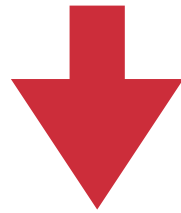


NVC – Marshall Rosenberg

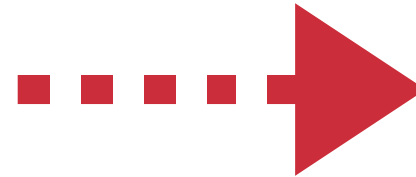


Needs and feelings

Stuff happens



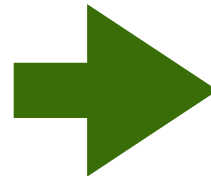
Feelings



Regret later....



Need



Request

About NVC

Strategy and skill for human interaction - the language of life

Connection before communication

Autonomy and responsibility for one's own feelings and actions

Giving empathy to yourself and the other

Intention already has an impact

Very helpful in analyzing conflict

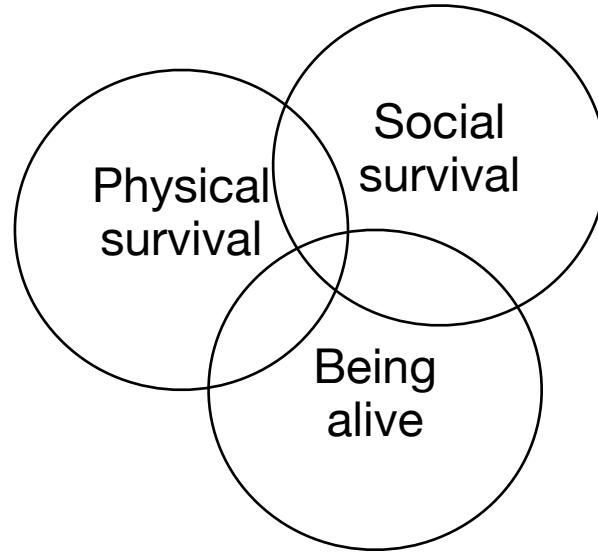
NEEDS

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 (David Rock)

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

Maslow's needs - not hierarchy

Transcendence
Self-actualization
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

Process coaching

Practice - intention from day one

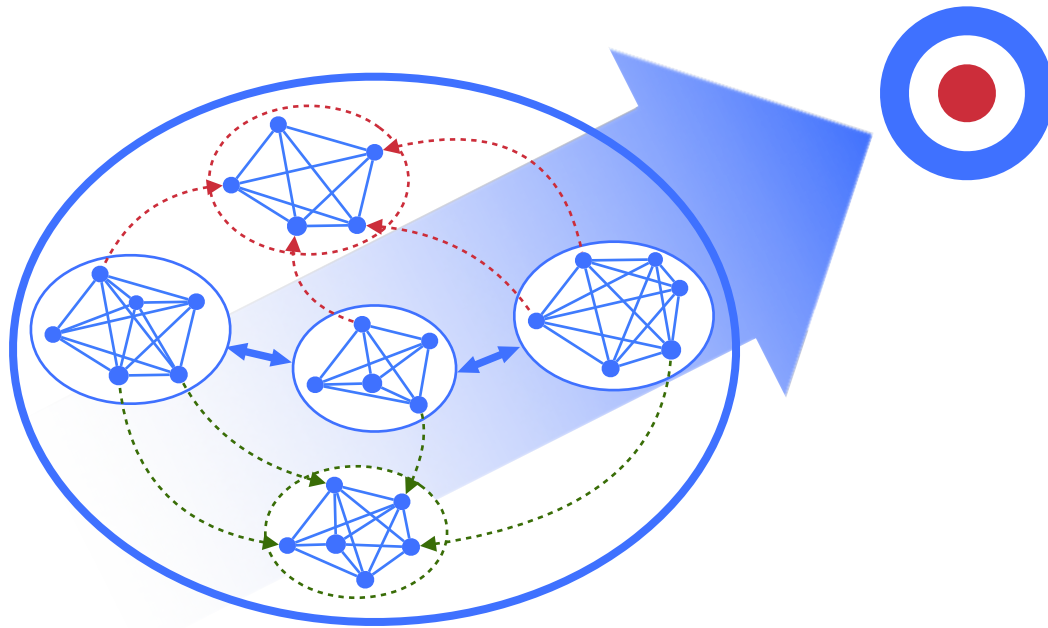
**Learn to share workload,
competence, and leadership.**

Time spent working together

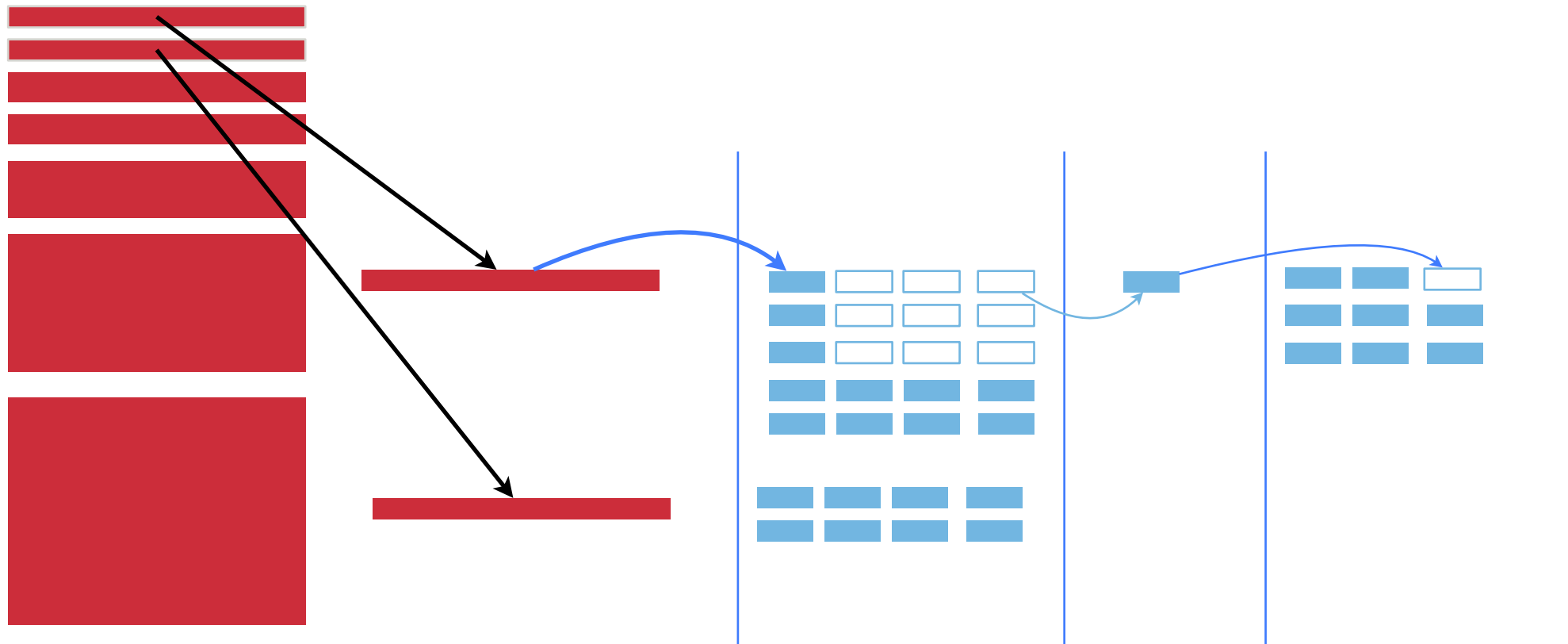


Inter-team collaboration

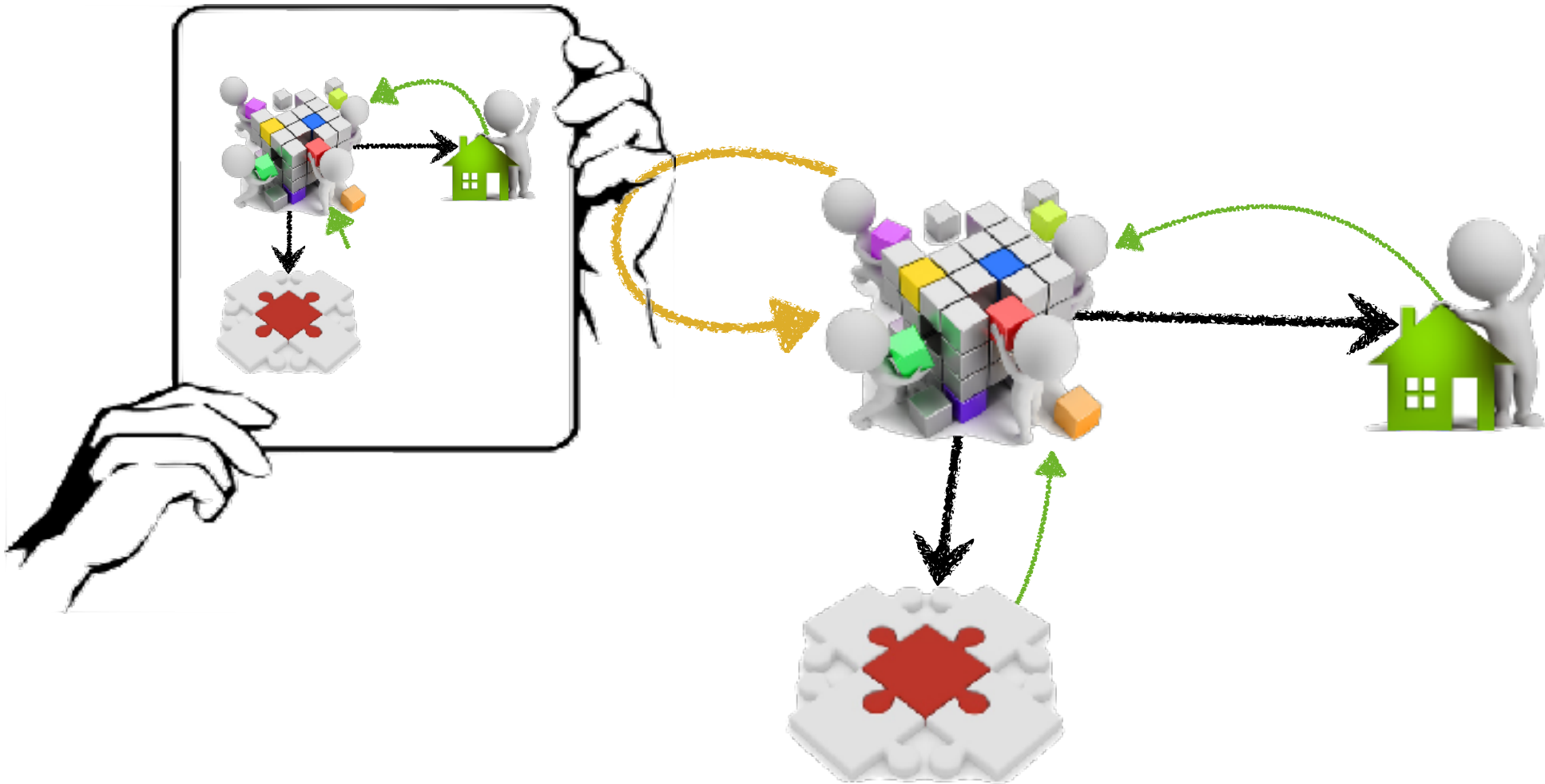
Work with reciprocal dependencies at the same time and collaborate.



Scrum sprint planning

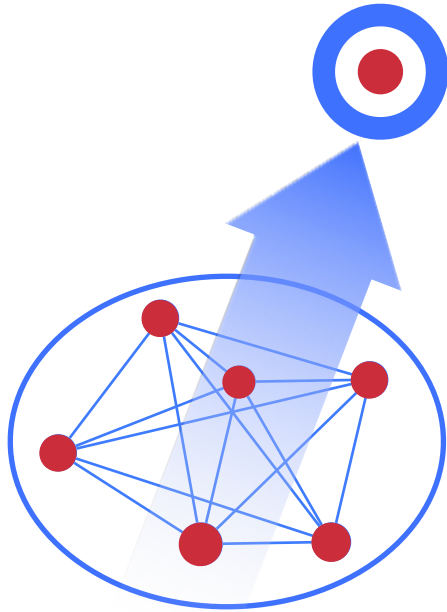


Retrospectives



Applicability to Communities, Projects, Workshops, Departments, ...

Applicability of Teamwork



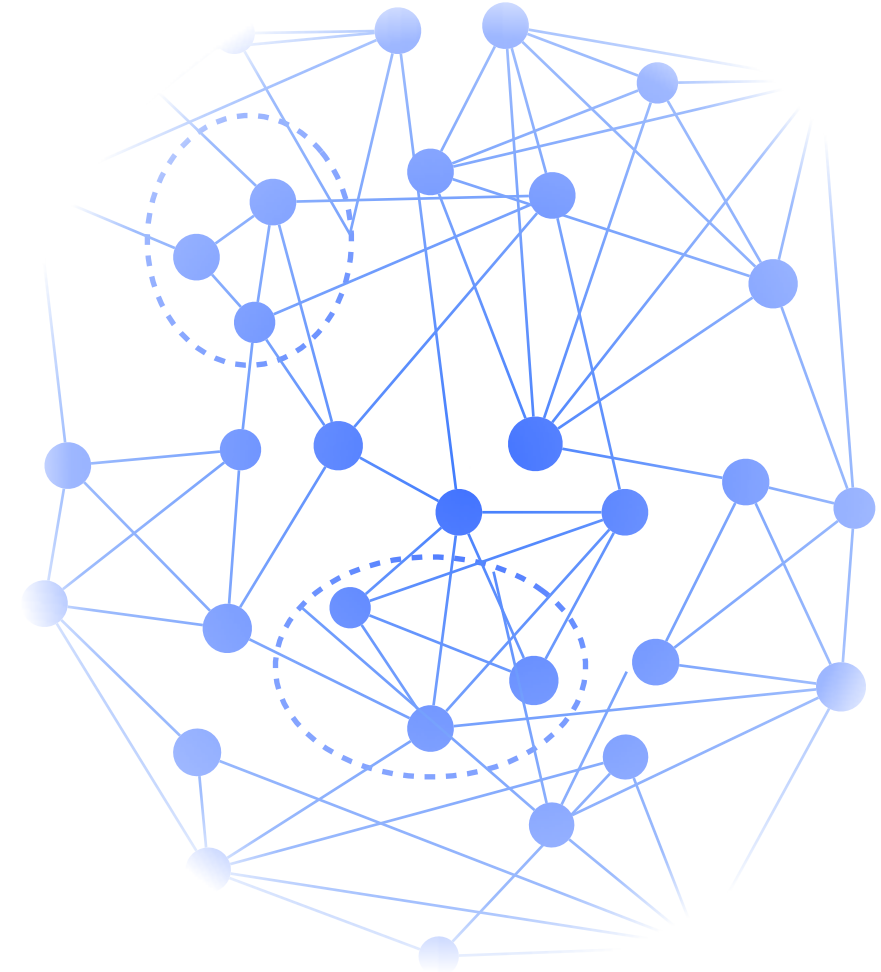
Real Team

- Goal oriented
- Has leadership
- Has context



Community

- Goal oriented
- Has leadership
- Has context
- Project, Community of Practice, PO community, ...

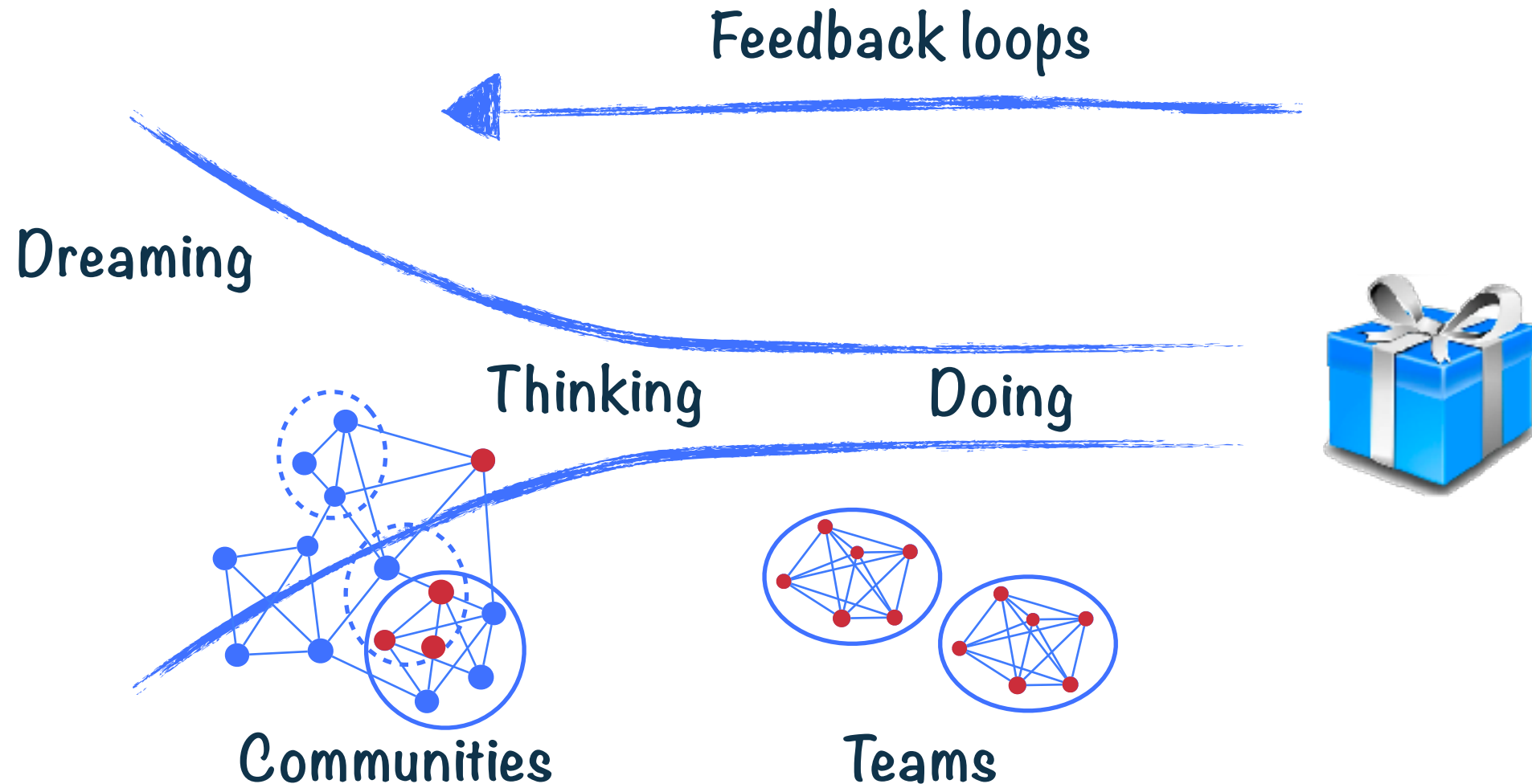


Network

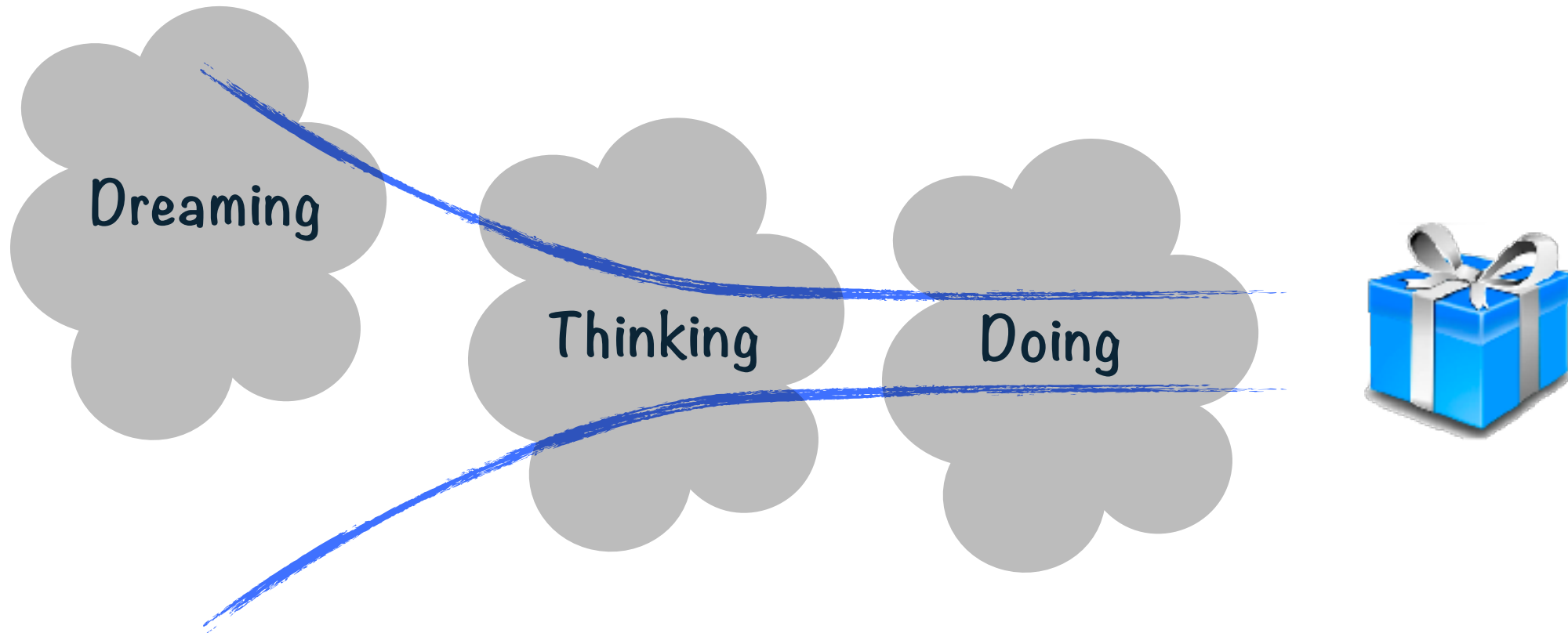
- For various individual reasons

Organizational perspective

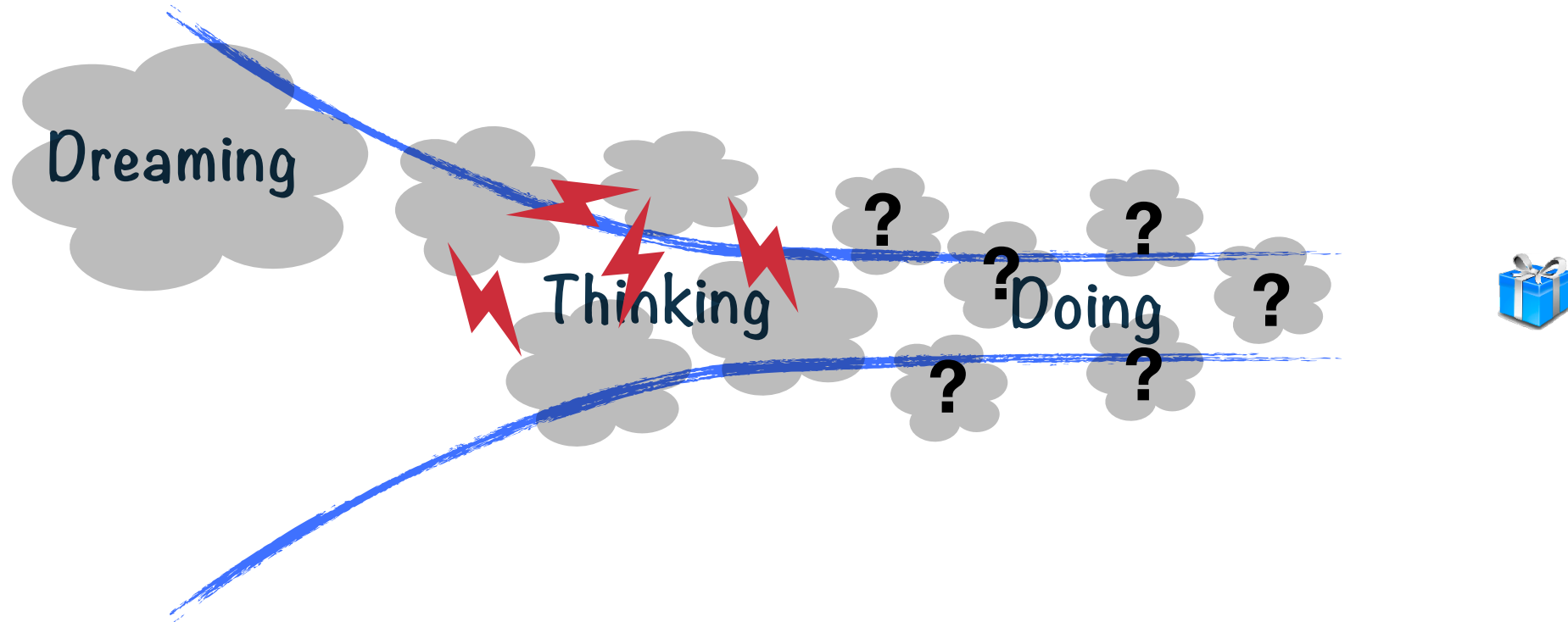
Fundamental development process



Others dream, others think, others do...



...leads to scatter and fragmentation



Life in Coordination Chaos



Executive management

- Business pressure
- No transparency
- No leverage

Managers, Experts, Coordinators

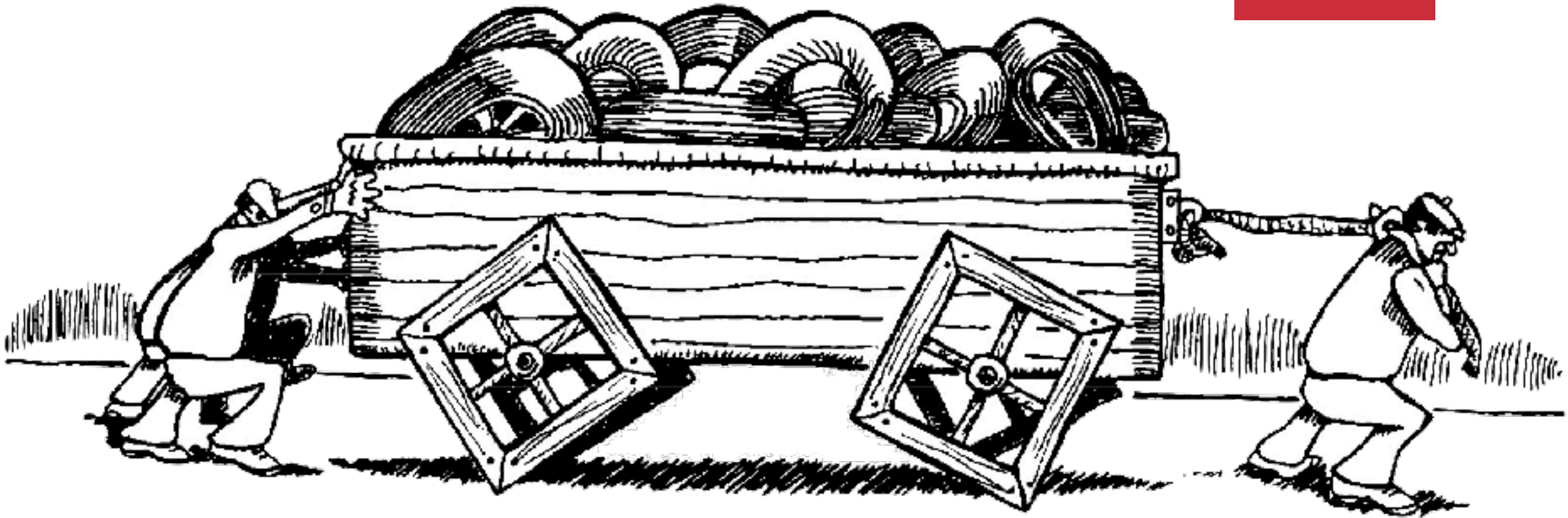
- Silos, bureaucracy
- Managing problems
- Overwhelmed by conflicting detail

Teams, front-line workers

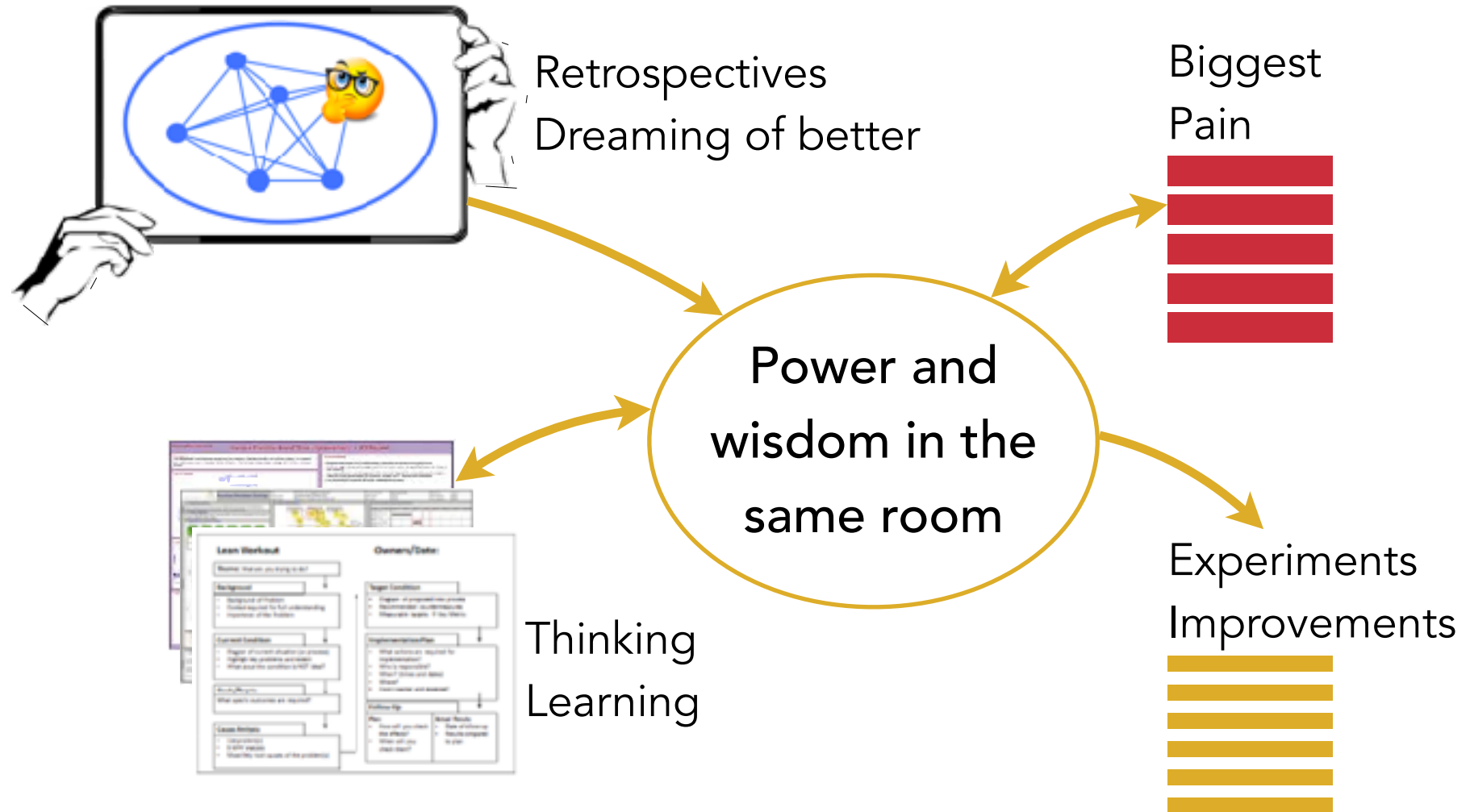
- Execute given tasks
- Work does not work
- Constrained by structures, technology, and legacy detail

Retrospectives

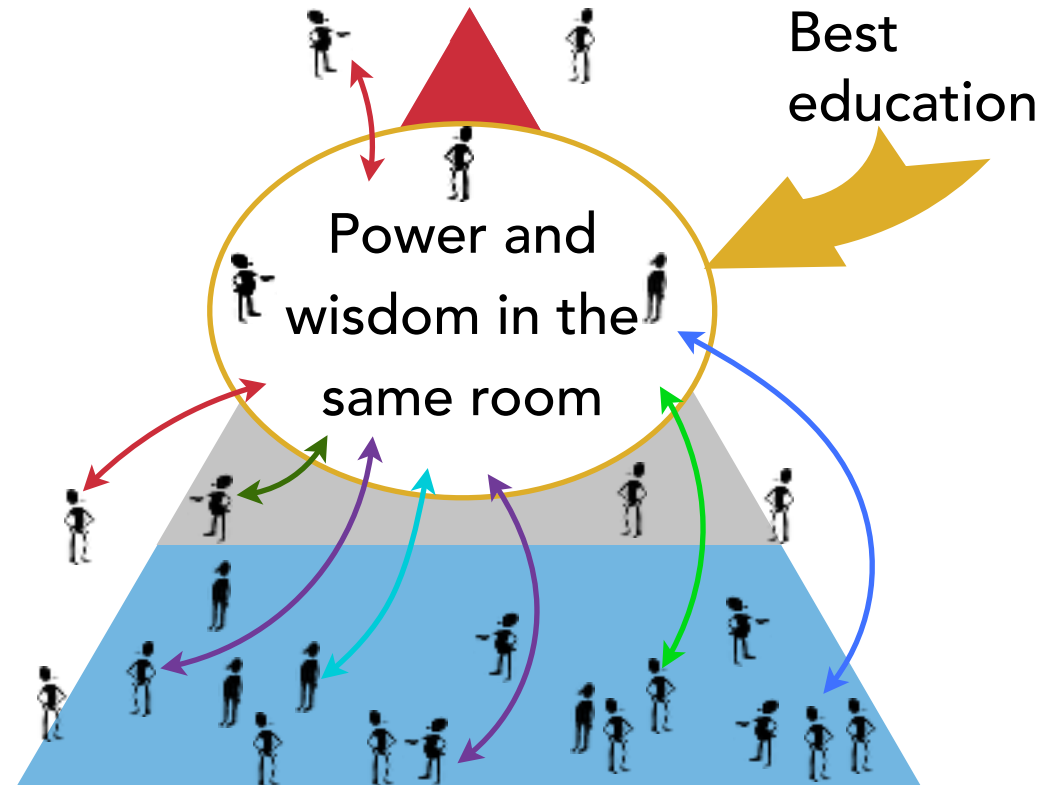
Biggest
Pain



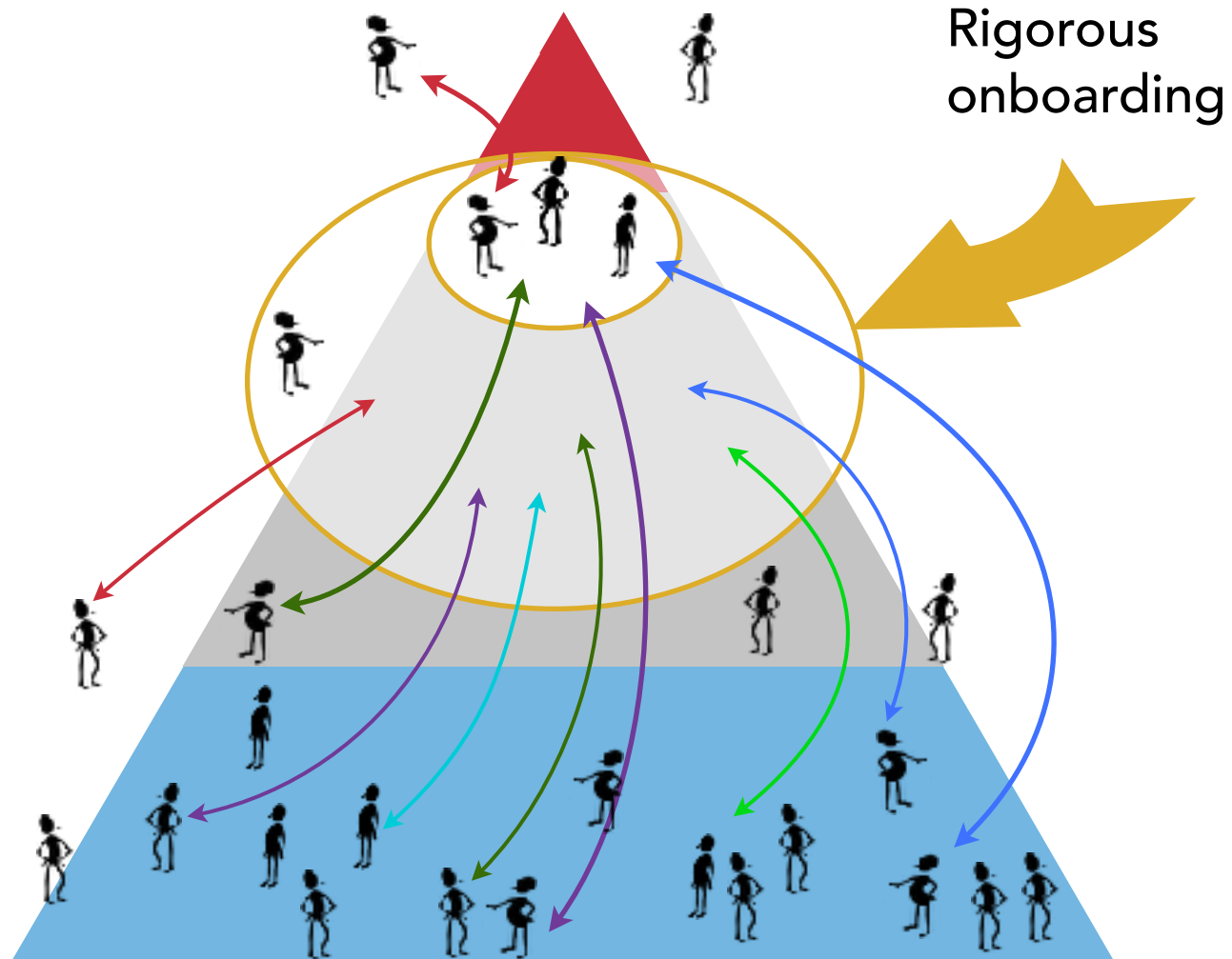
Continuous Improvement



Who



Improvement community



Case Cowboy Coaches



Launching the Coaching Community

Supporting Organizational Context

Community - Real Team

- *Right people - cross-role*
- *Need to collaborate*

Compelling direction

- *Challenging, Clear, Consequential, Whole task*
- Learn and communicate how the system works
- Design structural changes for the system
- Coach local adaptation



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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.