GOSEI

Why not Teamwork?

Meetup Feb 14th 2022
Ari Tikka

Do you want great collaboration and performance?

Challenge / seniority

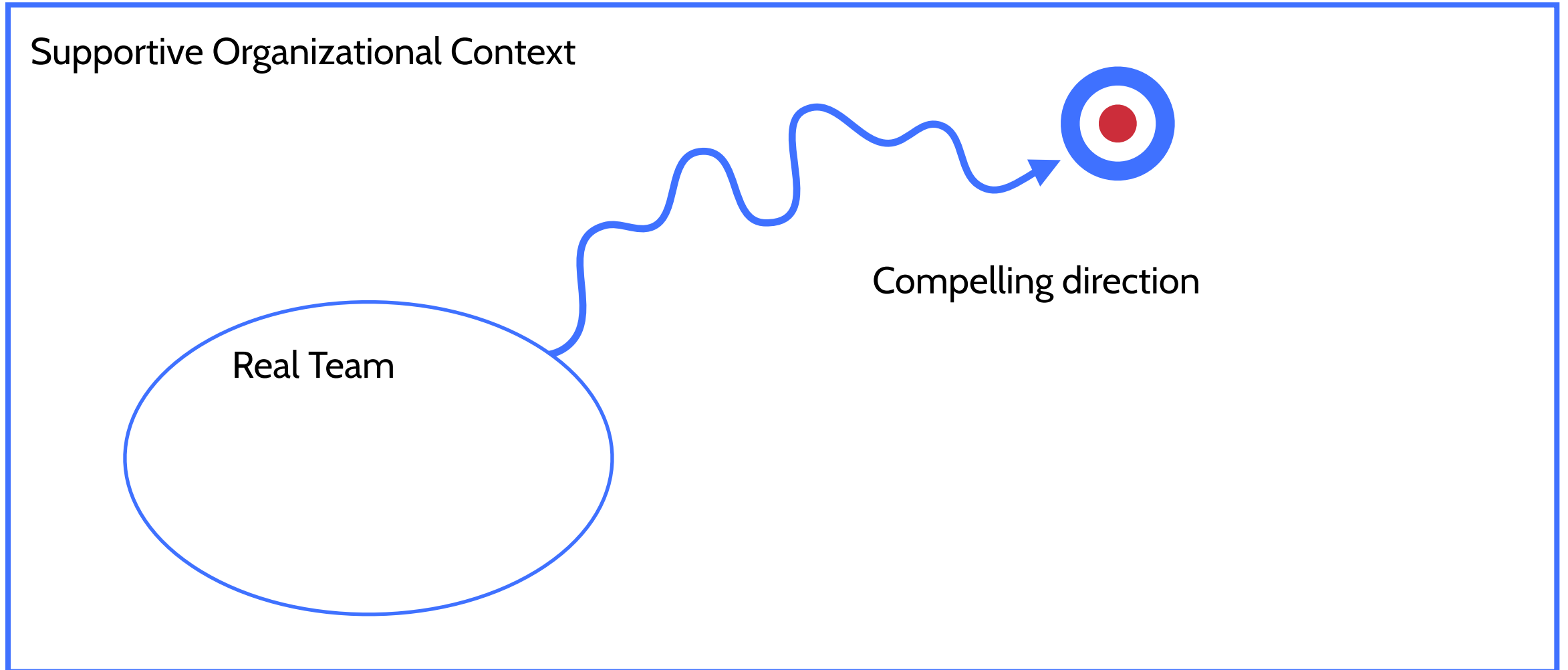## Do you want great collaboration and performance?

Self-driving cars
by 1000+ devs
with various seniority levels

Yet another web-shop
by an experienced small team

Teamwork in 30 seconds

Supportive Organizational Context

Compelling direction

Real Team

When Teamwork matures

The work works

Leadership functions

Interaction functions

Trust and safety

Creativity, openness and acceptance

Freedom to choose between individuality and assimilation

The members endure frustration and are able to regulate feelings

The team – as a team – is able to
- manage time
- face the outer reality
- make decisions
- reflect itself
- improves itself
- operate from responsibility

Work in triples

Why do organizations not do teamwork?

Discuss and write one reason to Mural. You may thing of a spare reason, if your primary is already propopsed.

Come back to main meeting

When all ready, we will vote.

Agenda

Introduction

Organizational perspective:
- Antidote for bureaucracy
- Conditions for Teamwork

Interlude:
- Top Management Teamwork

Team internal perspective:
- Process Coaching
- Interaction
- Group Dynamics
- Taking Leadership Responsibility

Extending applicability

Case Cowboy Coaches

Organizational perspective:
Antidote for bureaucracy
Conditions for Teamwork

Executive management
- Business pressure
- No transparency
- No leverage

Managers, Experts, Coordinators
- Silos, bureaucracy
- Managing problems
- Overwhelmed by conflicting detail
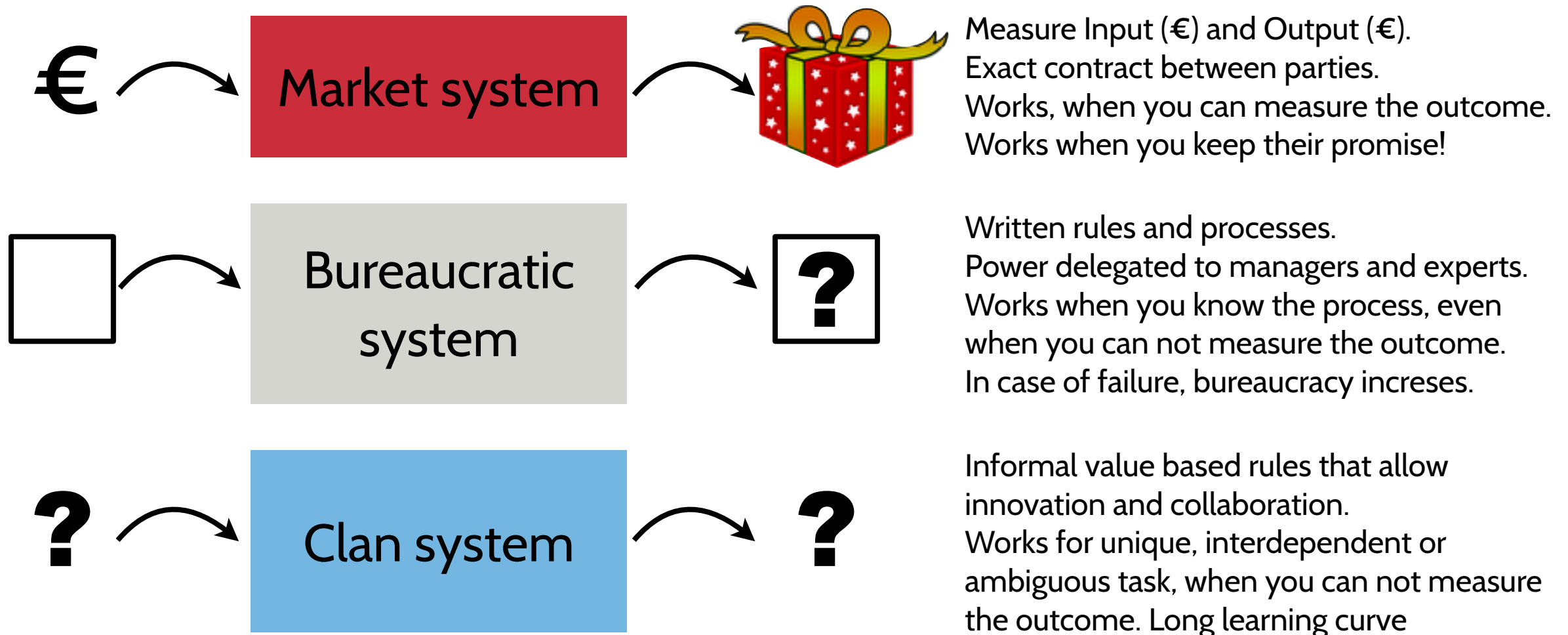
Teams, front-line workers
- Execute given tasks
- Work does not work
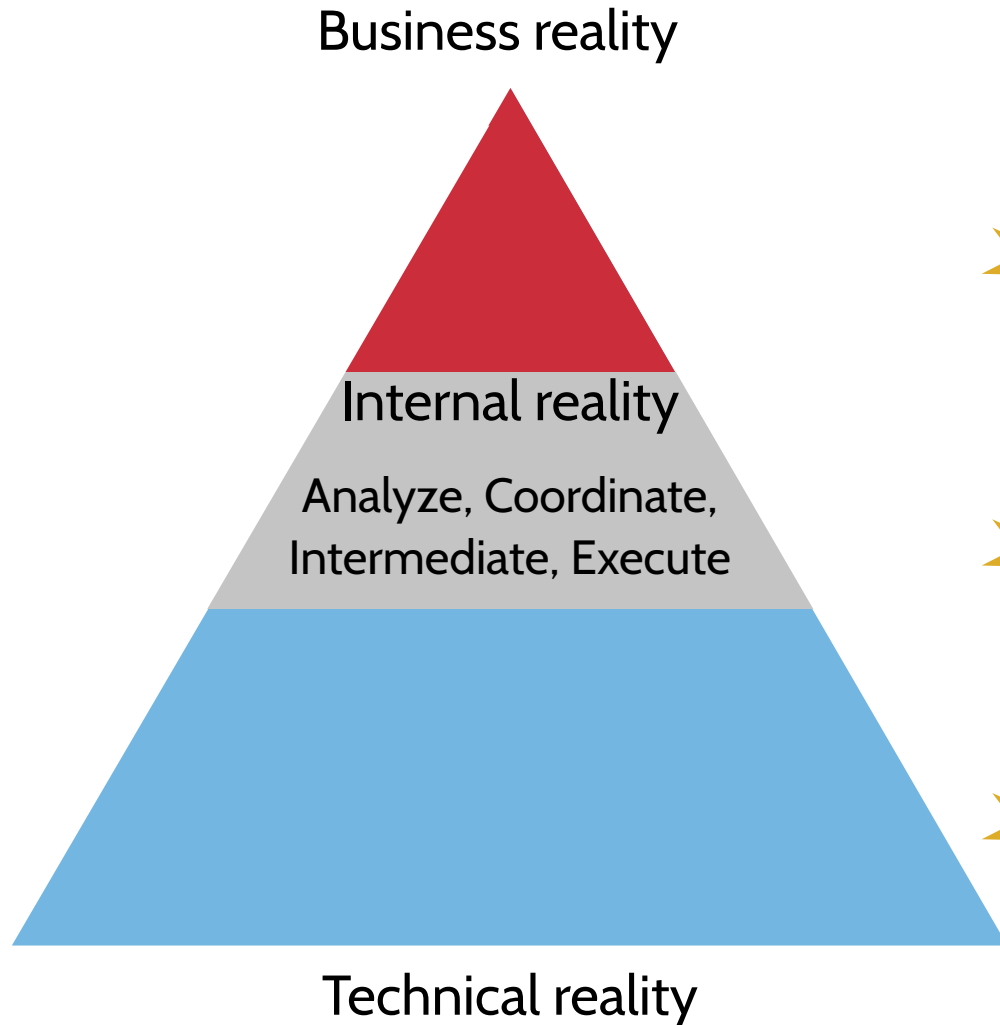- Constrained by structures, technology, and legacy detail

William G. Ouchi

What are
the real observable
control mechanisms
in the organizations?

Control mechanisms in organizations

Market system

Measure Input (€) and Output (€).
Exact contract between parties.
Works, when you can measure the outcome.
Works when you keep their promise!

Bureaucratic system

Written rules and processes.
Power delegated to managers and experts.
Works when you know the process, even when you can not measure the outcome.
In case of failure, bureaucracy increses.

Clan system

Informal value based rules that allow innovation and collaboration.
Works for unique, interdependent or ambiguous task, when you can not measure the outcome. Long learning curve

The layers in organizations

Business reality

Internal reality

Analyze, Coordinate, Intermediate, Execute

Technical reality

Market system is the dominant mechanism. Highly competitive environment - if you betray the trust, you are out of business. Teamwork or bureaucracy for ambiguous and interdependent challenges?

Bureaucracy is the dominant mechanisms. Contracts often fail to deliver, and the system is too large and complicated for Clan control. How can we tackle the wicked, ambiguous and interdependent challenges here?

Clan system works for creating new stuff.
Market control and bureaucracy are needed to reduce the complexity.
How can we make good organizational design to protect teamwork?

Robust dialogue

Copyright © 2005, Mountain Goat Software
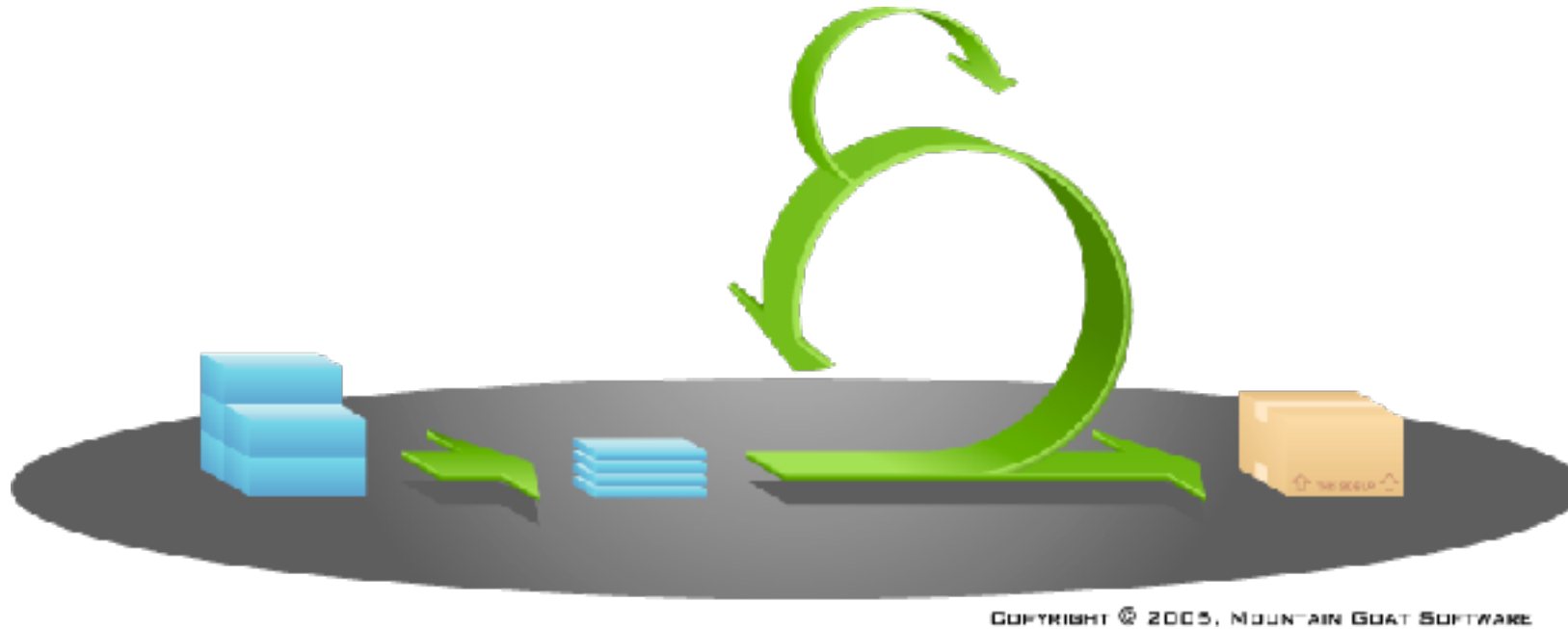
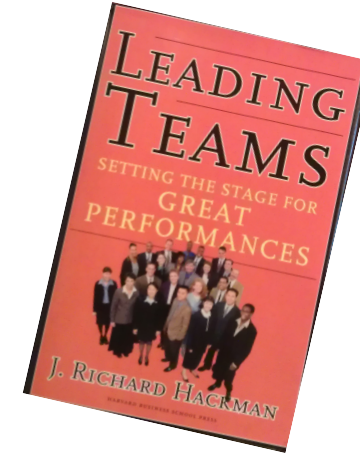Market   Clan   Market
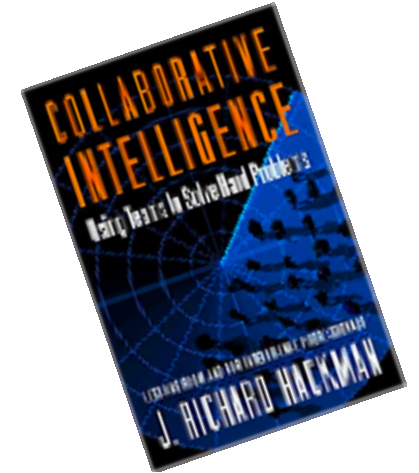
Minimal structures – no bureaucrats

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
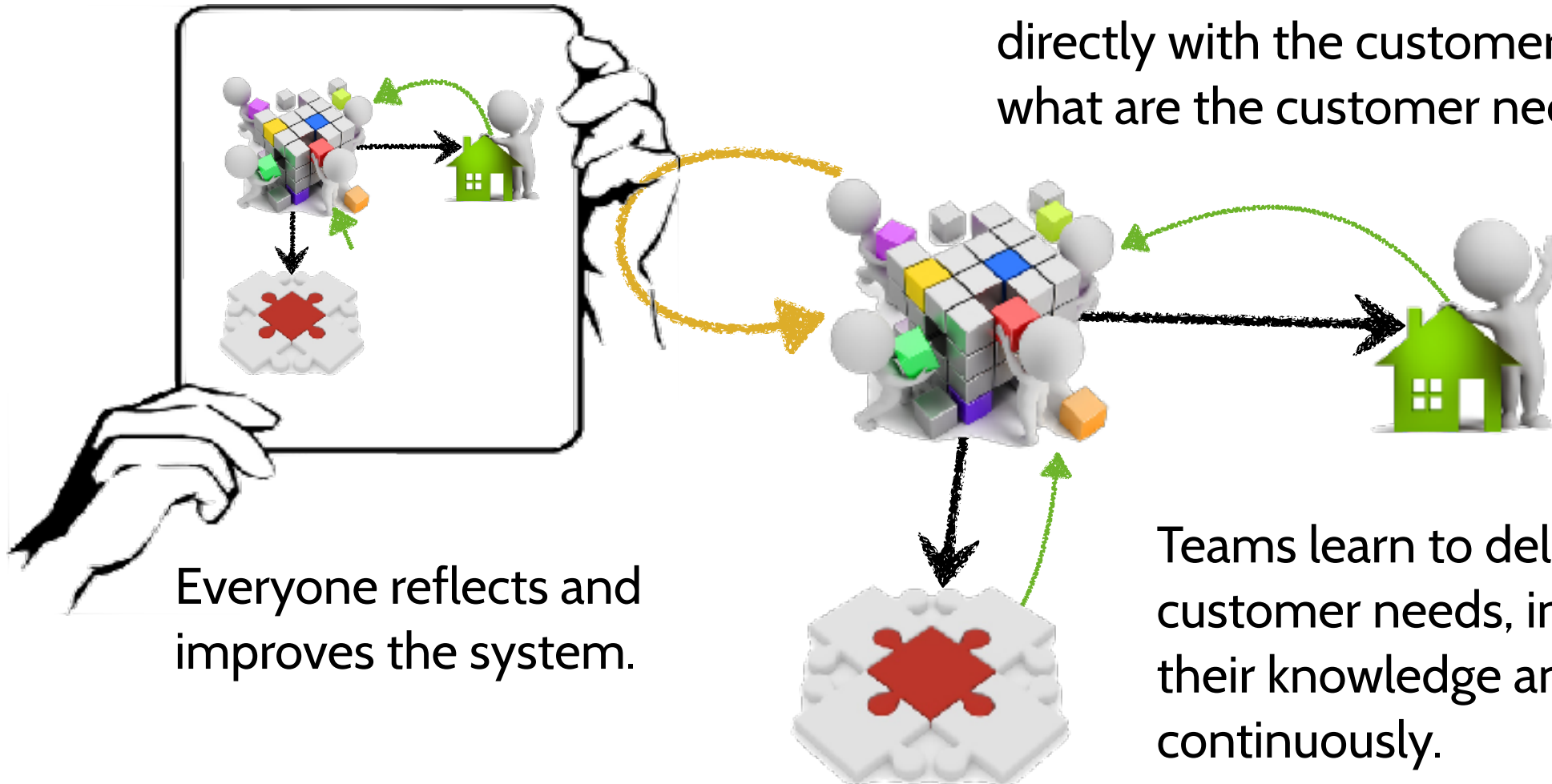- Bounded, stable
- Right people
- Authorized
- Interdependent

Compelling direction/purpose
- Challenging
- Clear
- Consequential
- Whole Task

Consequential – Feedback mechanisms

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

Everyone reflects and improves the system.

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

Hackman's tips

Success is created

○ 60% - Prework

○ 30% - Launch

○ 10% - Underway

First motivational coaching
Then process coaching

How can I create the conditions?

Establish Continuous Improvement

0. Find others – teamwork to improve teamwork

1. Learn and communicate how the system works

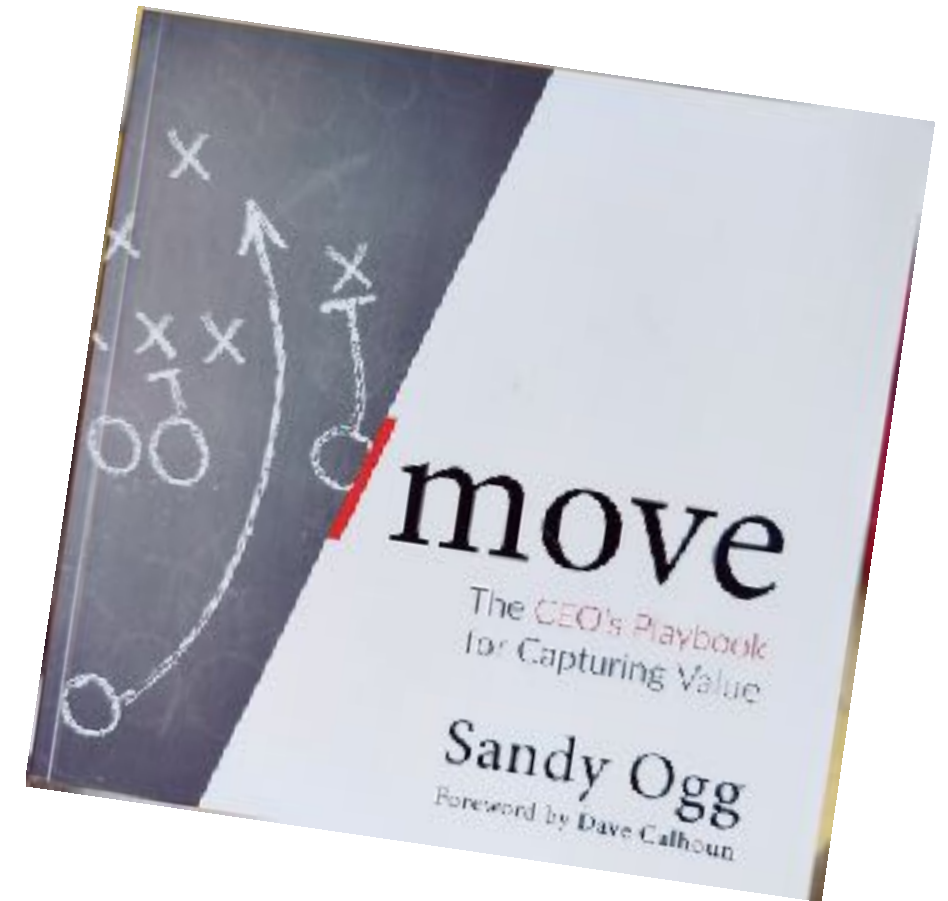2. Find a way to change the conditions (the system)

3. Coach the new setting

Explainer videos at www.coordinationchaos.com

Interlude:
Top Management
Teamwork

Consistent transformations

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

move
The CEO's Playbook
for Capturing Value

Sandy Ogg

Foreword by Dave Calhoun

Focusing on the few big priorities

	S1	S2	S3	S4	S5	S6
Max	X		X			
Anne		X	X			
Olaf				X		X
Pete					X	
Viola				X		X

The Mobilization Model

ENERGY LEVELS — Powerfully managing the scarcest resource in the company

LEADERSHIP LIST — Getting the right people in the big jobs

STRATEGIC CHOICES — Building intense alignment on the big bets

EXECUTION RISKS — Improving the organization's readiness to win

INITIATIVES MOMENTUM — Focusing on the few big priorities

Focusing on the few big priorities

	S1	S2	S3	S4	S5	S6
Max	X	X	X			
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Team perspective:
Process Coaching
Interaction
Group Dynamics
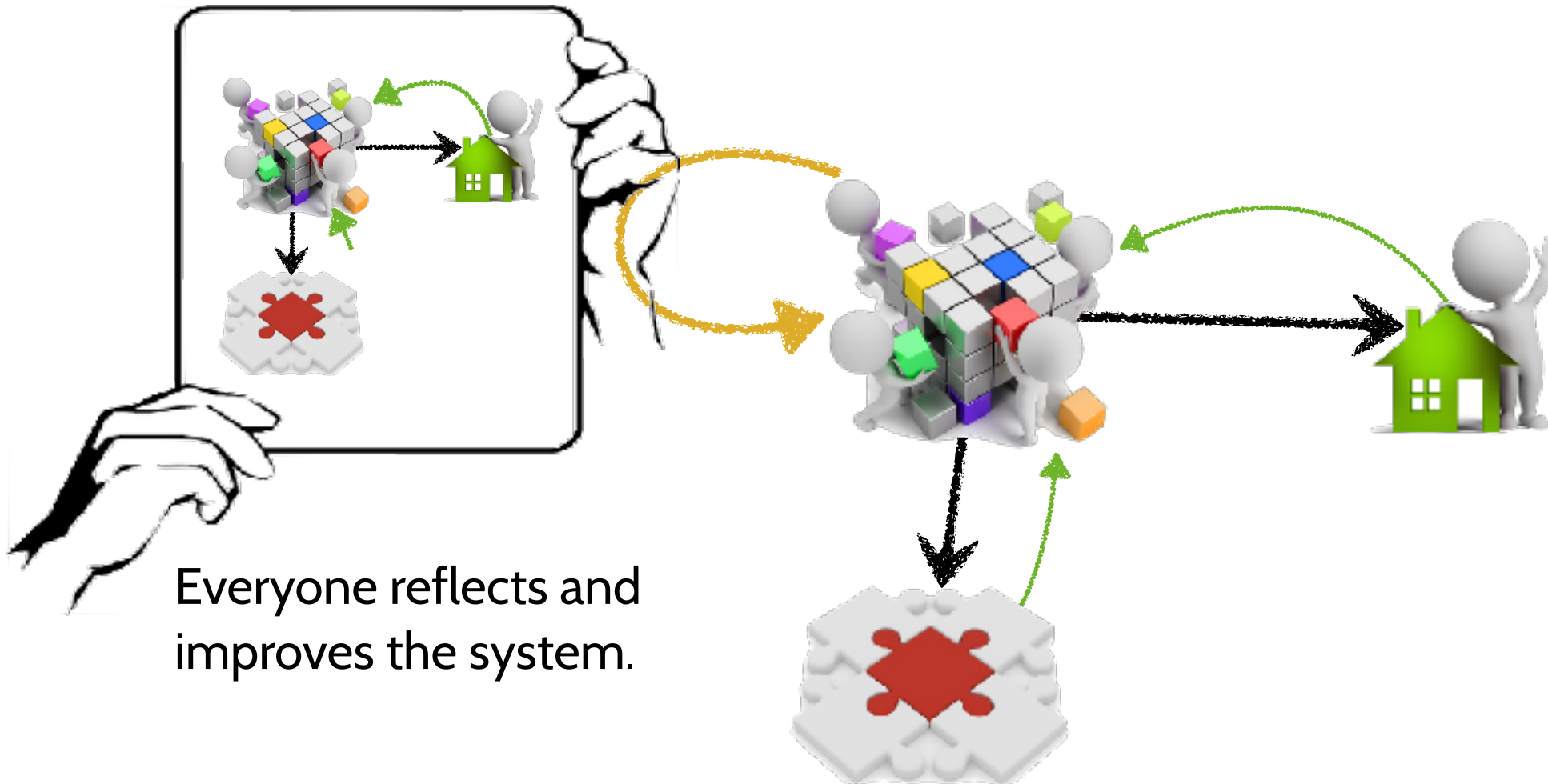Taking Leadership Responsibility

Process coaching

From day one

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

Time spent working together

Retrospectives

Everyone reflects and improves the system.

Scrum sprint planning
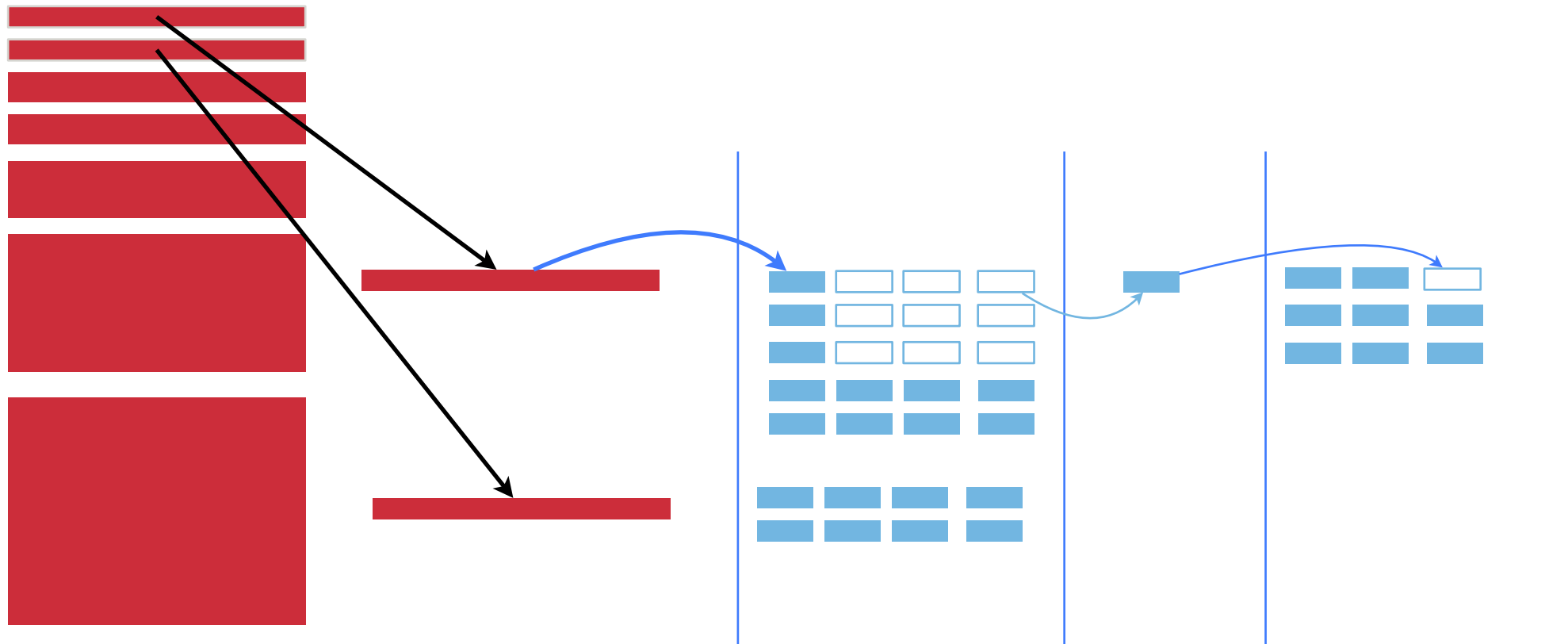
Interaction

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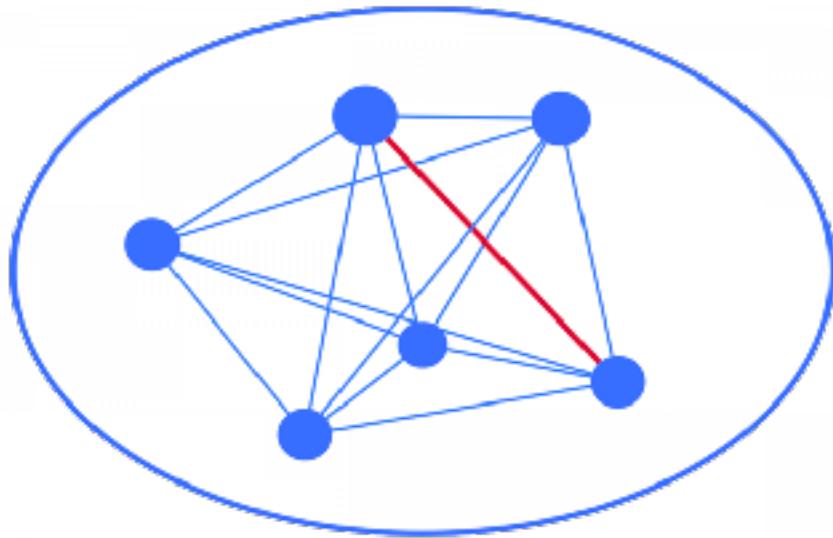
Why?
- To get the work done
- Improve collaboration
- Explicitly establish constructive behavioral norms
- Culture is defined by worst behavior tolerated

Simple and lightweight Feedback process

Coaching Dialogue for co-solving problems

Nonviolent Communication for processing emotions

Educate everyone – makes coaching easier

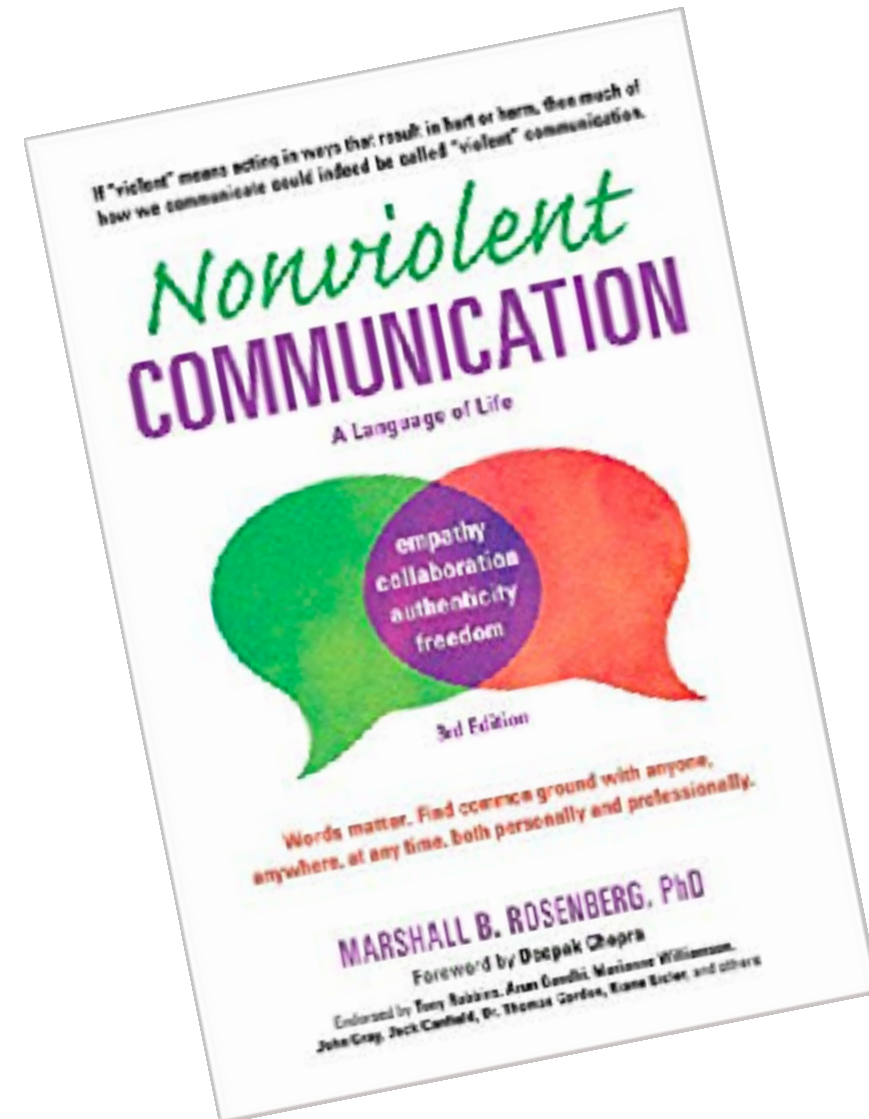# Feedback technique

0 - Think

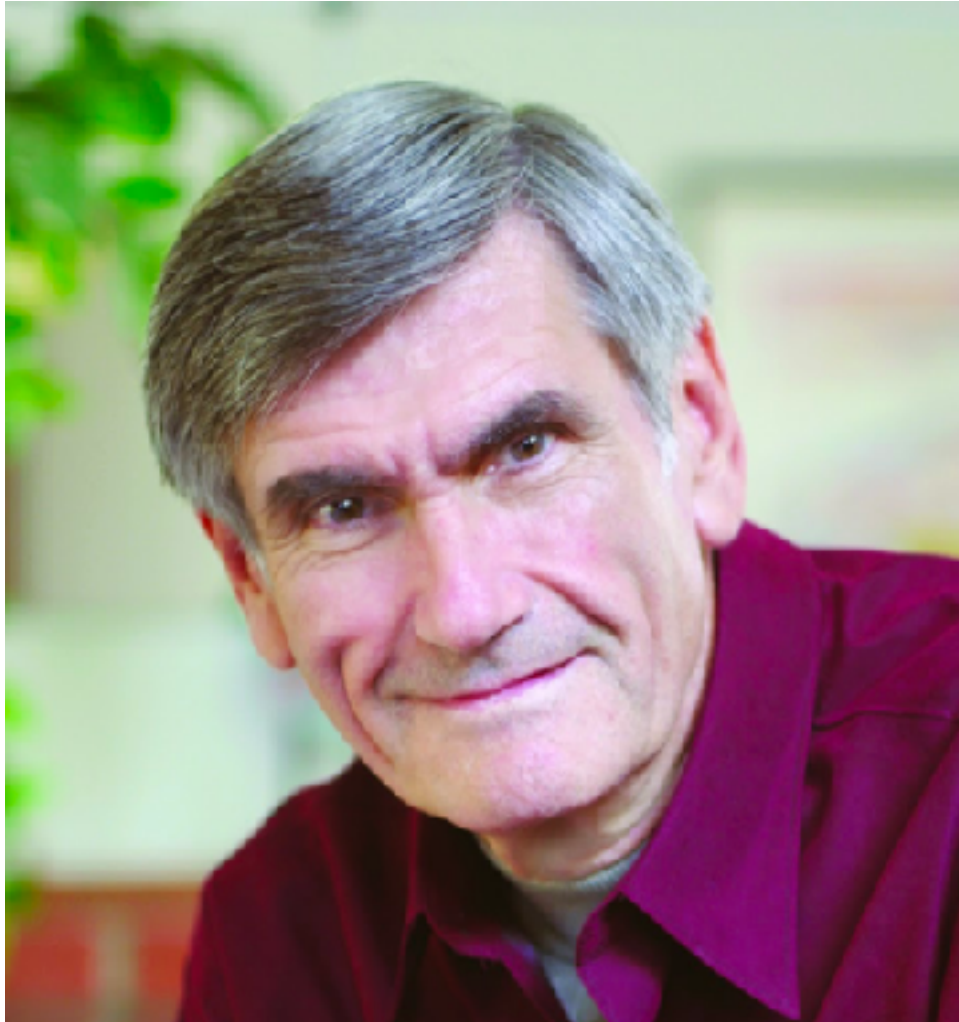1 - Create an opening

2 - What happened

3 - Consequence

4 - Request

Credit Diana Larsen & Eshter Derby

Dance towards insight – the coaching dialogue

Placement   **Permission**

Clarification   **Questions**

QUIET
LEADERSHIP

{ Six Steps
to Transforming
Performance
at Work }

David Rock
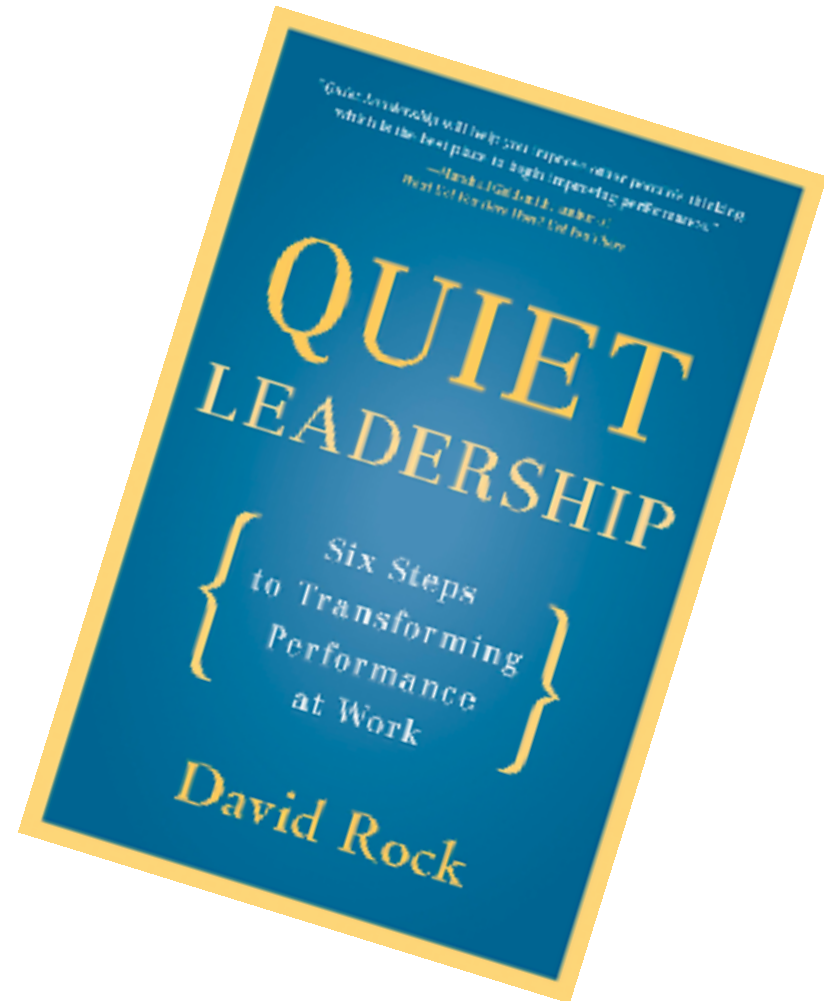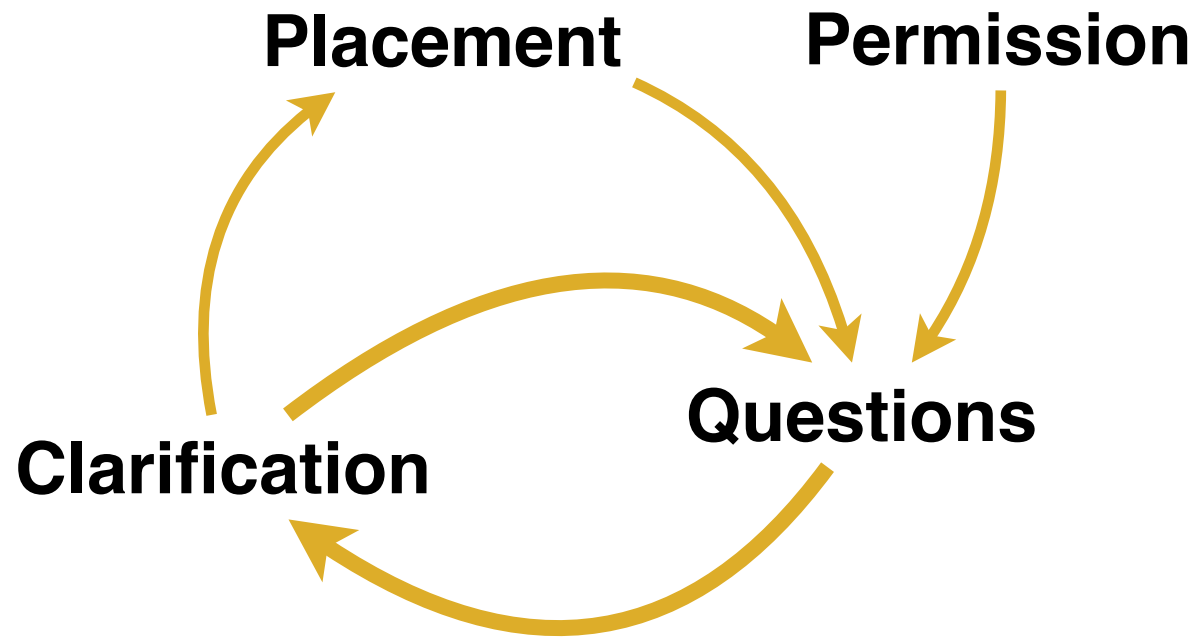
NVC – Marshall Rosenberg

About NVC

Strategy and skill for human interaction – the language of life

Autonomy and responsibility for one's own feelings and actions
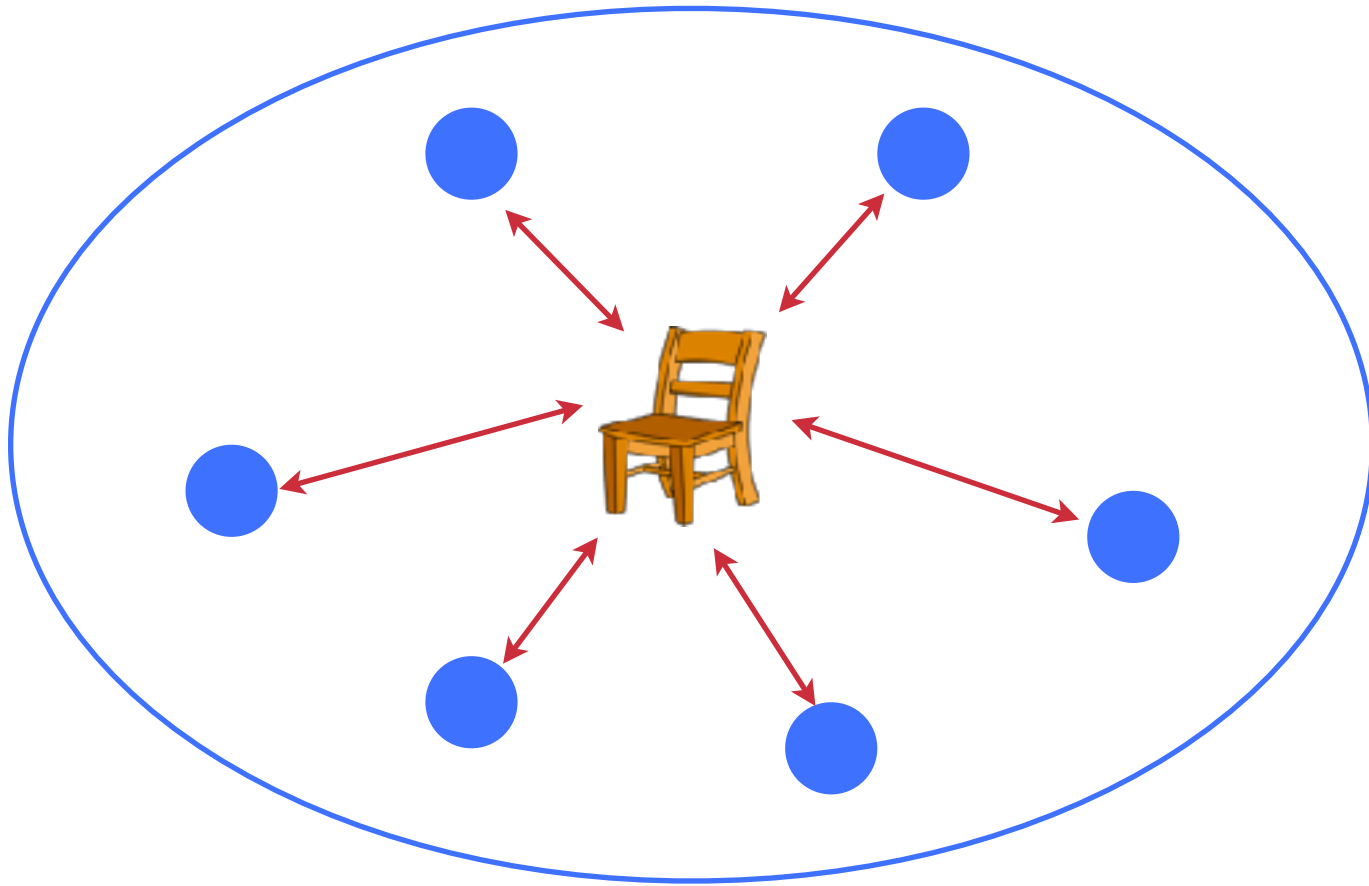
Connection before communication

Giving empathy to yourself and the other

Intention already has an impact

Very helpful in analyzing conflict

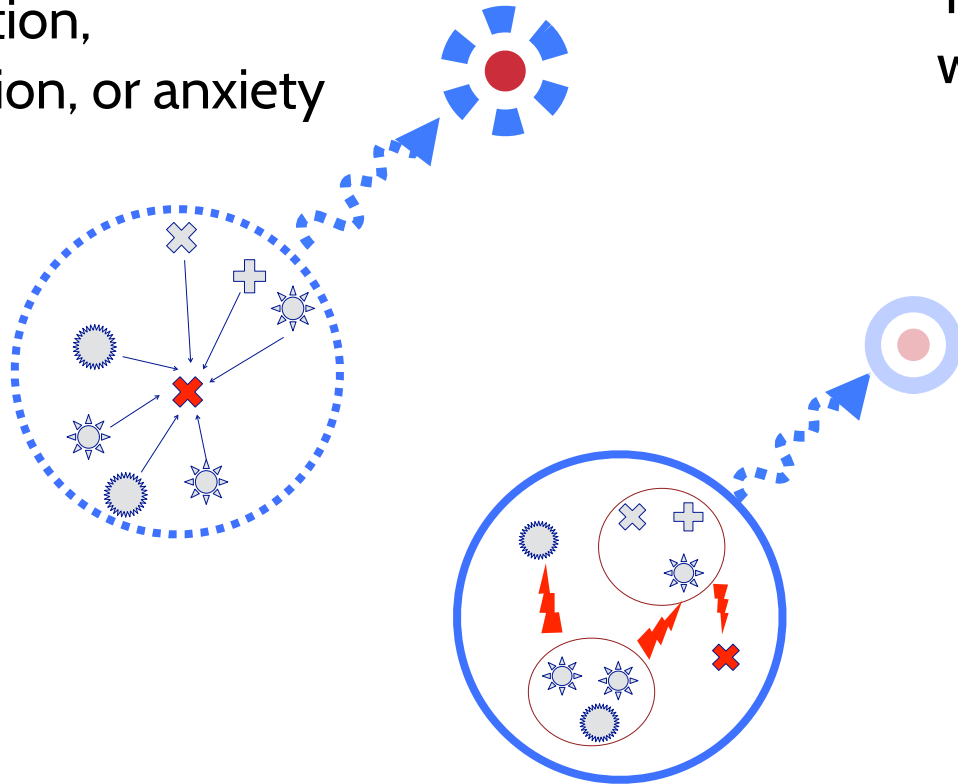# Group Dynamics

The yet another person
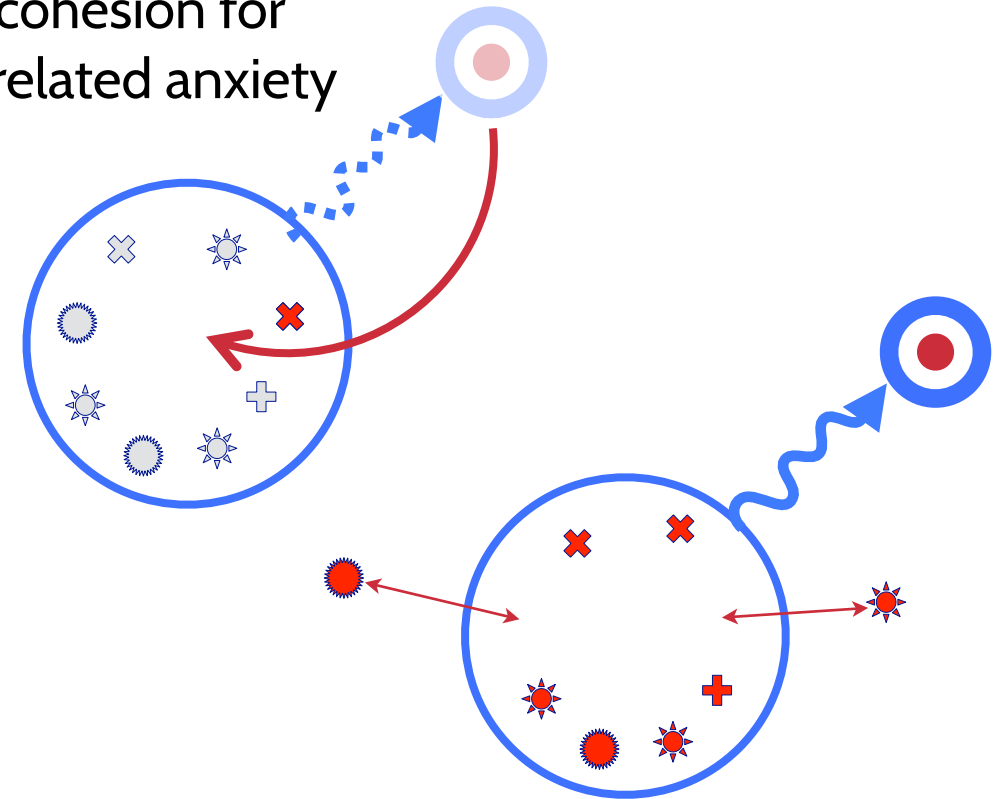

Wilfred Bion

S.H.Foulkes

Susan Wheelan

A question triggers a pattern

Dependency for frustration, confusion, or anxiety

Team cohesion for work-related anxiety

Resolve disagreements regarding individuality and differences

Productive work and continuous improvement

Team life cycle

The work works

Leadership functions
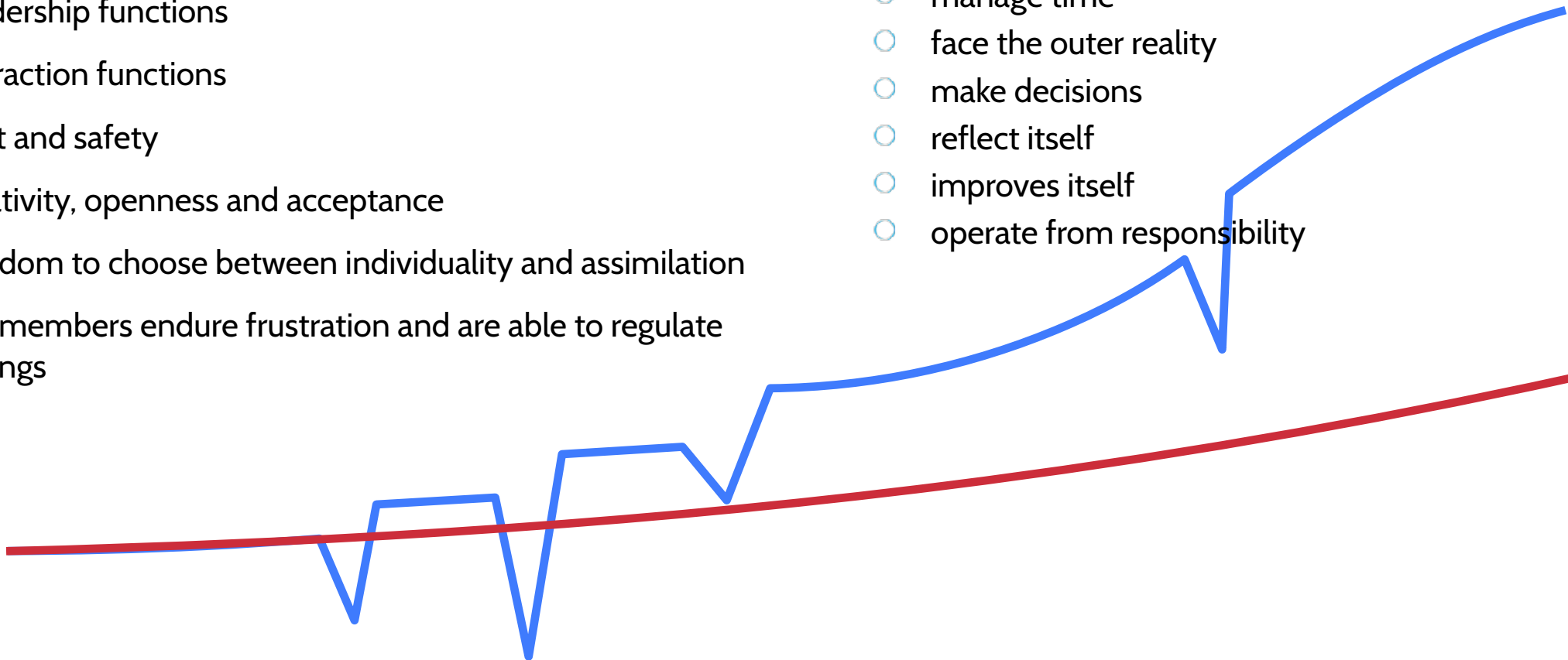
Interaction functions

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Take Leadership Responsiblity

Responsibility

Owning your ability and power to create, choose, and attract

OBLIGATION	Doing what you should or have to instead of what you want to
Giving up to avoid the pain of Shame and burden of Obligation	**QUIT**
SHAME	Laying blame onto oneself, which is often felt as guilt
JUSTIFY	Using excuses for things being the way they are
LAY BLAME	Holding others at fault for causing something
Ignoring the existence of something	**DENIAL**

THE RESPONSIBILITY PROCESS®

The Responsibility Company™ Learn more at Responsibility.com

Extending applicability

Communities, Projects, Meetings, Departments

Hackman's conditions - apply

Feedback mechanisms - apply

Interaction skills - apply

Individual members' projections and expectations - apply

Life-cycle dynamics - apply

Easy high-bandwidth communication and witnessing other members' behavior and reactions - small co-located teams only

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.

Leading a Community

Case Cowboy Coaches

Launching the Coaching Community

Supporting Organizational Context

Compelling direction
- *Challenging, Clear, Consequential, Whole task*
- ~~Learn and commun~~
- ~~Design structural ch~~
- Coach local adaptati

~~Community-Team~~ A Real Team
- ~~Right people - cross-role~~
- ~~Need to collaborate~~

Launching the Coaching Community

Supporting Organizational Context

Compelling direction
- *Challenging, Clear, Consequential*
- Learn and communicate how the system works
- Design structural changes for the system
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Community – Real Team
- *Right people - cross-role*
- *Need to collaborate*

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