

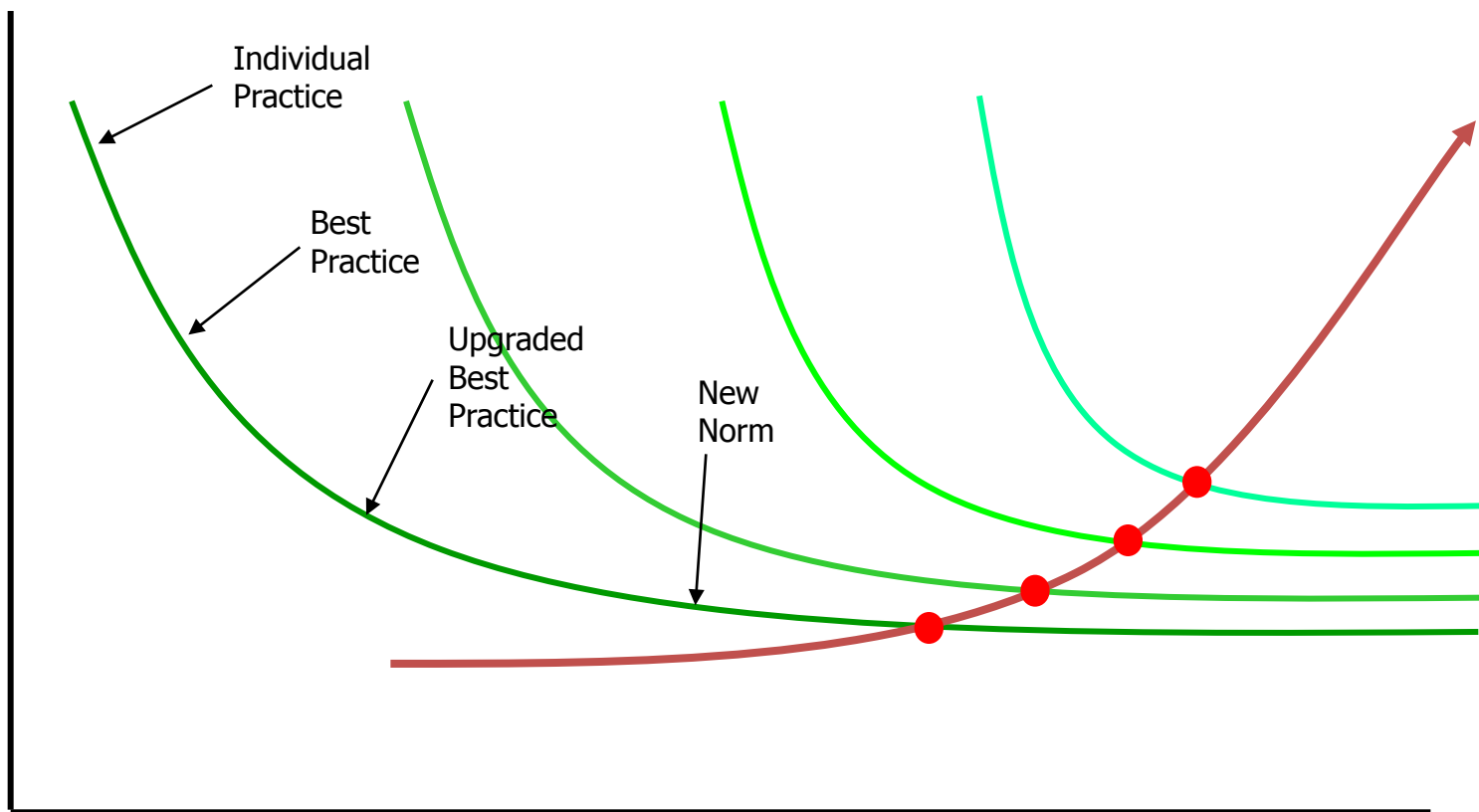
Leading Team-based Work

Purpose:

A process of personal discovery will be used based on the work of Cooperrider's *Appreciative Inquiry* and Lencioni's 5 Dysfunctions of a Team.

Using these models, we will explore and distill lessons of team-based learning. At the end of the day, individuals will leave with guidelines for successfully leading teams through an alignment of strengths.

Learning Organizations Achieve Continuously Improving Results with Greater Ease Over Time



Approaches for Continuously Improving Results

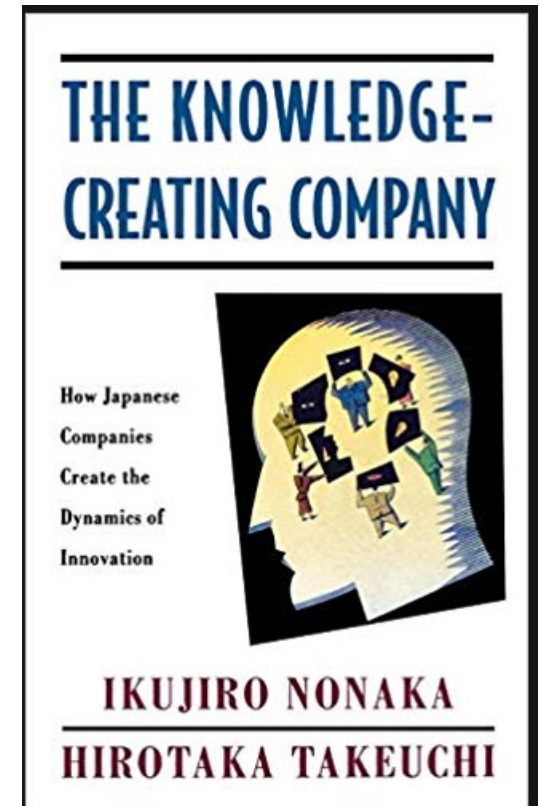
- Manufacturing = Lean
- Project Management = Scrum
 - Scrum Inc., the world's leading authority on Scrum, the most widely used Agile management framework. Founded by Jeff Sutherland, the co-creator of Scrum
- Software = Agile
- Agriculture = Lean Farms

Article by Takeuchi: MyValueTree.com/T

- Concepts: Obeya & Ba

[Rugby video](#)

[Scrum video](#)



Project Principles

Decisions: To speed-up daily decisions impacting the project in a way that allows the people who do the work to manage issues and improvements required to flow the work.

Teaming: Groups of people coming together focused on the project and delivering customer requirements in a way that they are flexible and fluid and can adapt to changes in the work.

Effort: People focus their energy on continuously improving how they work together on the project in a way that begins with self-improvement.

Information: To have all information required for the daily management of the project available to the people who do the work in a way that point-of-use data gathering and open sharing of needs and plans is embraced.

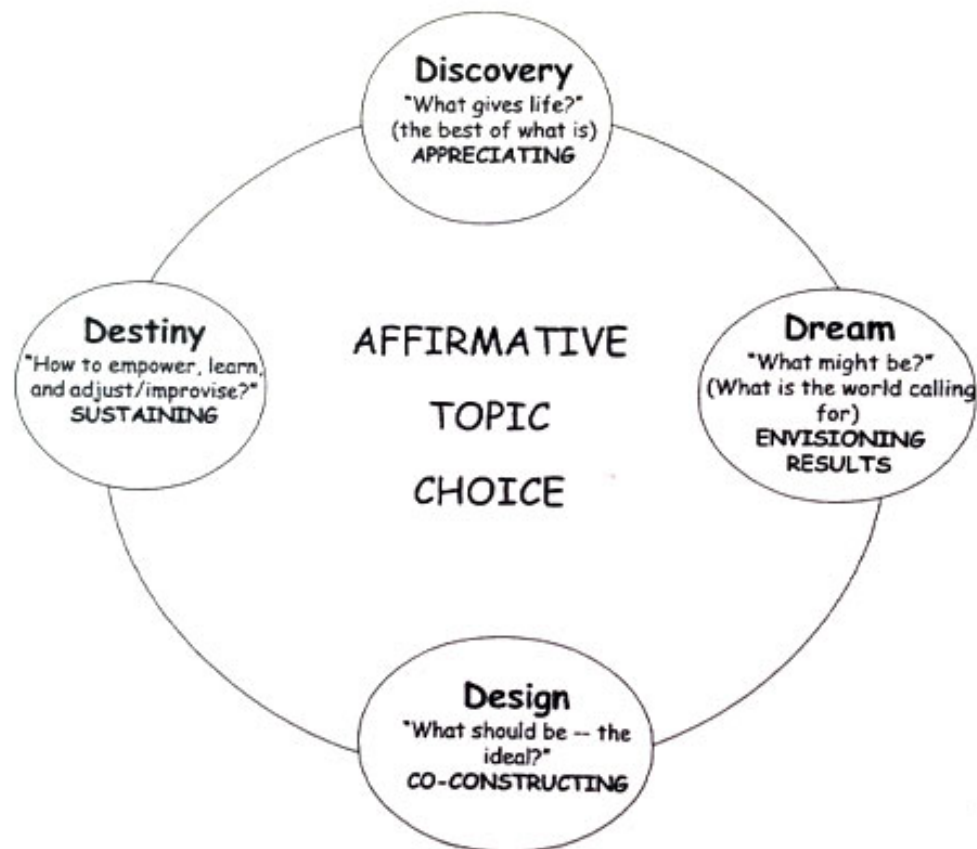
Team Performance: Groups of people accountable for delivering agreed results in a way that they can make quick and accurate decisions, have the freedom to act, are united in purpose and directed by shared convictions.

Discipline: To have people hold themselves accountable to one another in carrying out their responsibilities at the right time on the right things.

Appreciative Inquiry

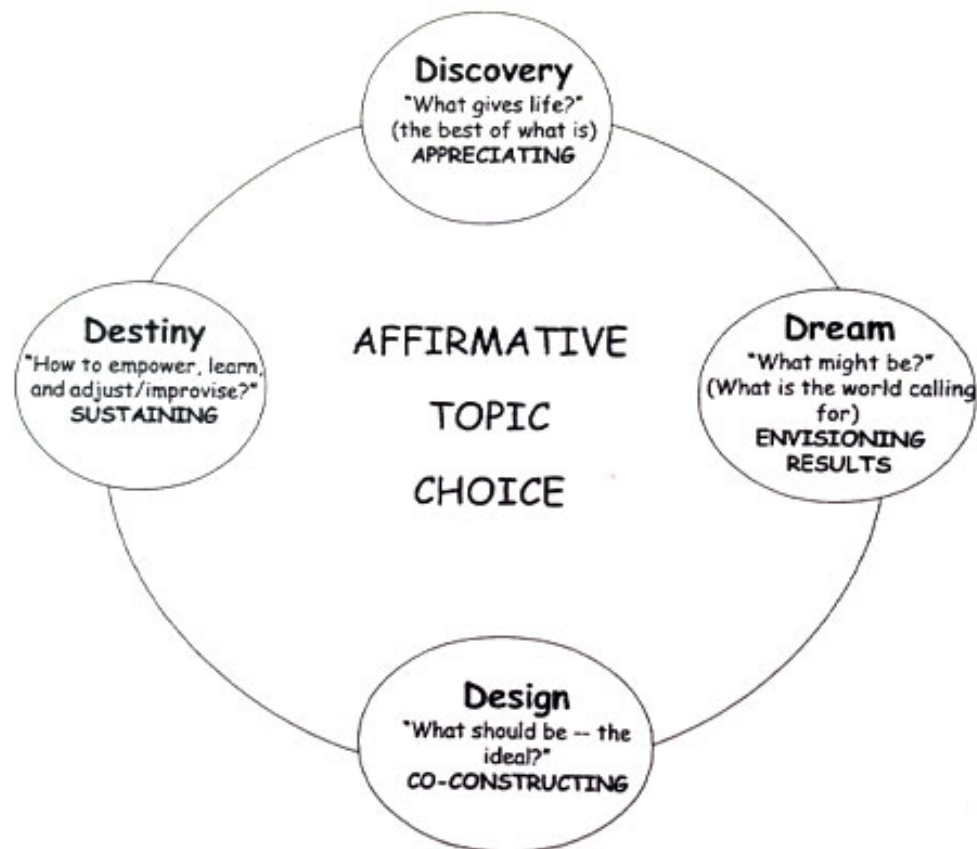
- Dr. David Cooperrider, Case Western School of Management
- Central premise: Human action is dependent on the world as constructed (to-be) rather than the world as it is (as-is)
- Appreciative inquiry seeks out the best of “What is” to ignite collective imagination of “what might be.”
- Appreciative inquiry is an Organizational Development concept. It’s thesis is: “We have reached the end of problem solving as a mode of inquiry capable of inspiring, mobilizing and sustaining human system change, and the future of OD belongs to methods that affirm, compel and accelerate anticipatory learning involving larger and larger levels of collectivity.”
- Negation, criticism and spiraling diagnosis is replaced with discovery, dream, design and destiny.

PHASES OF APPRECIATIVE INQUIRY



Appreciative Inquiry "4-D" Cycle

PHASES OF APPRECIATIVE INQUIRY



Appreciative Inquiry "4-D" Cycle

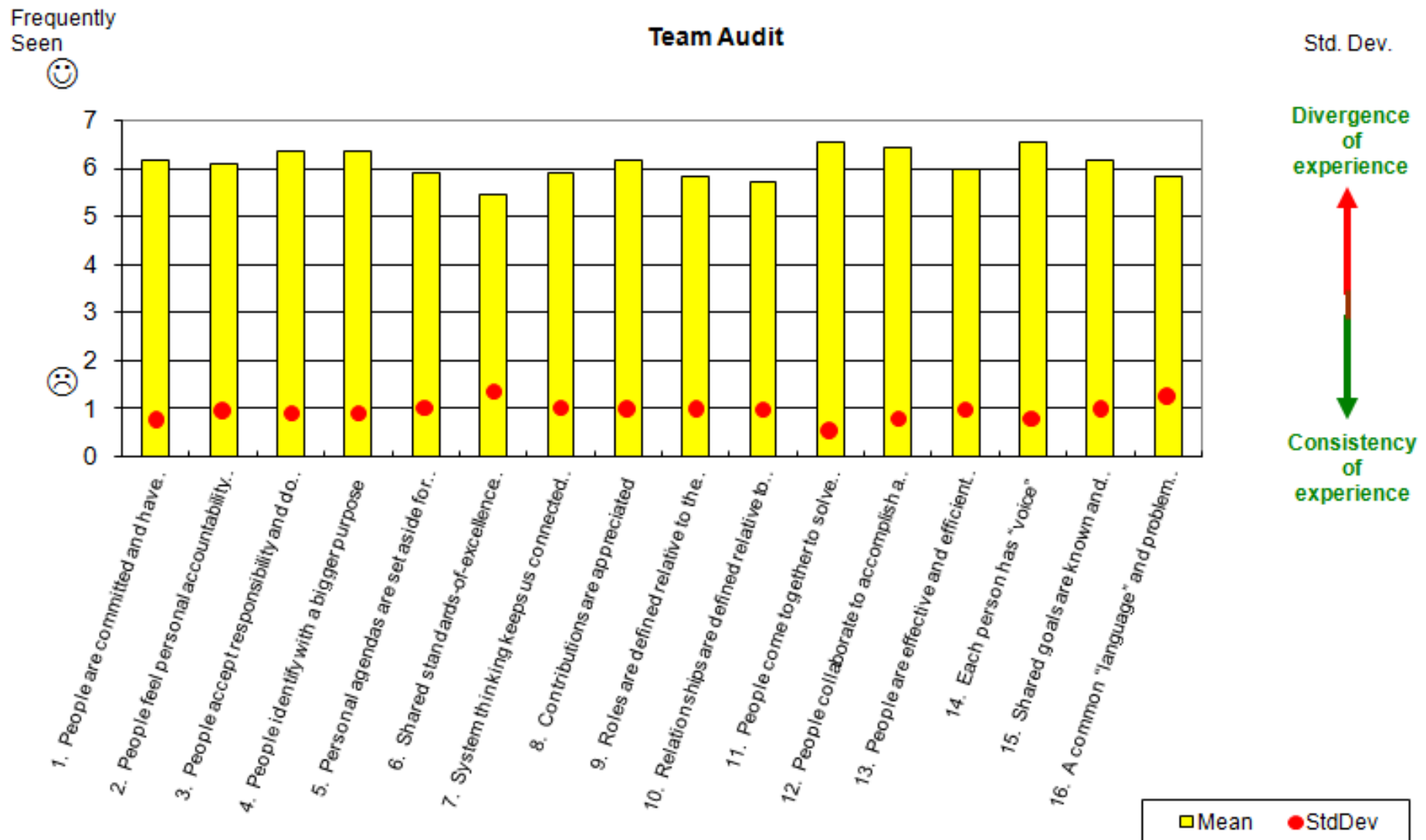
Appreciative Inquiry Four Key Questions

- 1) Describe a peak experience or "high point" in how you worked together on your project.
- 2) What things do you value most about...
 - a. Yourself
 - b. Nature of the project work
 - c. The group
- 3) What do you consider to be the core factor that gives "life" to your project?
- 4) What three wishes would you make to heighten vitality and health in your project team?

Patrick Lencioni: Five Dysfunctions Of A Team



Team Audit (n= 11)



Requires team members to make themselves vulnerable to one another and be confident that their respective vulnerabilities will not be used against them.

Building Trust Exercise

- Identify the single, most important contribution that each of your peers made to the team.
 - Name-
 - Name-
 - Name-
 - Name-
 - Name-
 - Name-
 - Name-
- Describe how trust was built for you in the project.

Guidelines

1. Don't just "jump in and start."
2. Socializing and team building with face-time. Cannot short-circuit this. Team Pasta as an approach to share tasks, share tools, share knowledge.
3. The atmosphere makes a difference to socializing; work vs. bar
4. Co-location facilitates building trust. Challenge: socializing in a virtual world.
5. Agreeing on how we will handle feedback both positive and negative .
6. Admitting when a mistake is made...being vulnerable.
7. Really knowing yourself and your team mates; eg, when performance is lacking.
8. Demonstrating humility....subjugating ego.
9. Being self-aware , empathetic and fostering a safe and nurturing environment.
10. Apologizing and making an effort to change.

An unrelenting focus on specific objectives and clearly defined outcomes is a requirement for any team that judges itself on performance (more specifically outcome-based performance).

Attention to Results Exercise

Describe how the defined outcomes of your project became more important than individual agendas.

Guidelines

1. Crisp, defined outcomes focus the attention of the group.
2. All activities result in some impact on fiscal goals. Define the fiscal impact of the project.
3. Build unity of the “problem statement” and “defined outcomes” with all key stakeholders in the project.
4. Front-load *effort* to clarify the Project Definition Document with sponsors and champions.
5. Lots of time can be lost defining the problem and outcomes desired; get the “whole system in the room” to facilitate the discussing.
6. Shorter and frequent feedback loops with the customer helps build common understanding and manage expectations.

- Guidelines

Let's Learn about
Conflict

WELCOME TO THE CONFLICT MODE WORKSHOP



For use with the
Thomas-Kilmann
CONFLICT MODE
Instrument

any situation
in which your concerns or desires
differ from those of another person

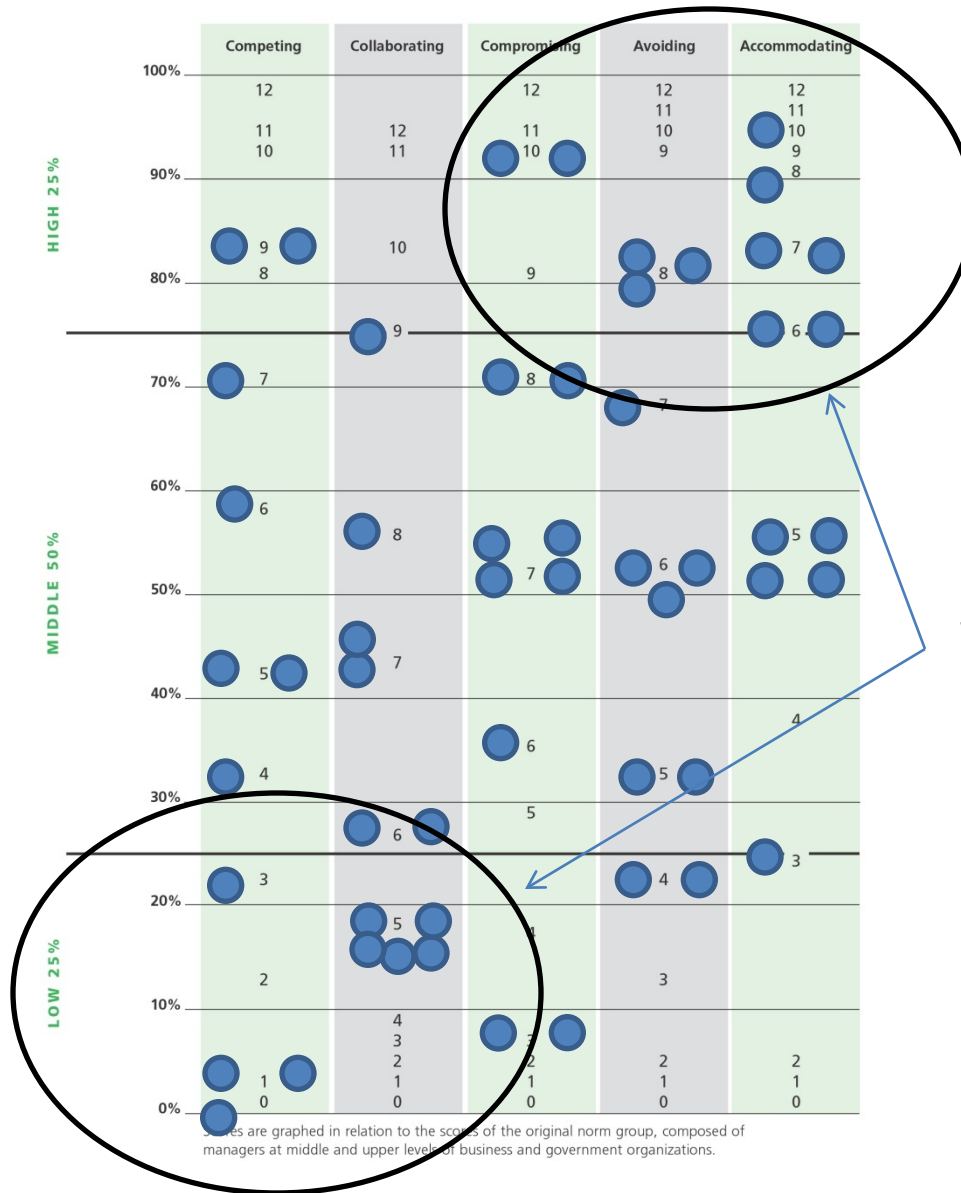
- Become more aware of your own conflict style
- Recognize the conflict styles of others
- Assess conflict situations
- Practice using different conflict modes

Understanding the Conflict Modes



**Your
Conflict
Mode** = **Skill** + **Situation**

GRAPHING YOUR TKI SCORES



Worth considering the Implications.

By building trust, a team makes conflict possible because team members do not hesitate to engage in passionate and sometimes emotional debate, knowing that they will not be punished for saying something that might otherwise be interpreted as destructive or critical.

Productive ideological conflict (limited to concepts and ideas) versus destructive fighting (personality-focused, mean-spirited attacks) and interpersonal politics

Healthy Conflict Exercise

Describe the productive conflict you witnessed in your project group.

Guidelines

1. Define and encourage conflict discussions when the group is first formed.
2. Create a set of conflict groundrules.
3. Want you comfortable discussing small, personal infractions; i.e. name left off meeting invitation
4. Mine for conflict with small and frequent “status” check-ins.
5. Find the issues/topics people are passionate about.
6. Make team meetings compelling. Have questions that will force people to take a position.
7. Have an assigned “Devil’s advocate.”
8. Does the group want to play rugby or bocci ball.
9. Use open-forum brainstorming.
10. Develop intensity in the group to energize conflict by remembering the “burning platform” of the project.
11. Recognize and state, “Just because people are silent, doesn’t mean conflict doesn’t exist.” If people are silent, assume disagreement.
12. Scratch the surface to uncover why people are disengaging.

Encouraging Commitment

Commitment is a function of clarity and buy-in.

Conflict underlies the willingness to commit without perfect information. In many cases, teams have all the information they need, but it resides within the hearts and minds of the team itself and must be extracted through unfiltered debate. Only when everyone has put their opinions and perspectives on the table can the team confidently commit to a decision knowing that it has tapped into the collective wisdom of the entire group.

Dangerous ripple effects for subordinates

Encouraging Commitment Exercise

- What was your take-away on your scores for the Ambiguity Assessment?
- How did you deal with the desire for consensus and the need for certainty as projects decisions were made?

Encouraging Commitment

Guidelines

1. In a world of ambiguity, discover data, create action, adapt with new data.
2. Direct questions help draw people out...with silence to encourage answer.
3. Positive attitude of leader coming into the project with desire to discuss.
4. When data is key to the project, understand our tolerance for ambiguity and how much data we need, the sources of the data and the data quality. Be open to change when new data is introduced.
5. Force a public stand on agreement. Unless this pressures a person. When conflict is avoided, poll the group with a ballot.
6. People completing tasks is an indication of commitment.
7. End meetings with clear resolutions and calls to action.

Accepting Accountability

Members of great teams improve their relationships by holding one another accountable, thus demonstrating that they respect each other and have high expectations for one another's performance.

Accepting Accountability Exercise

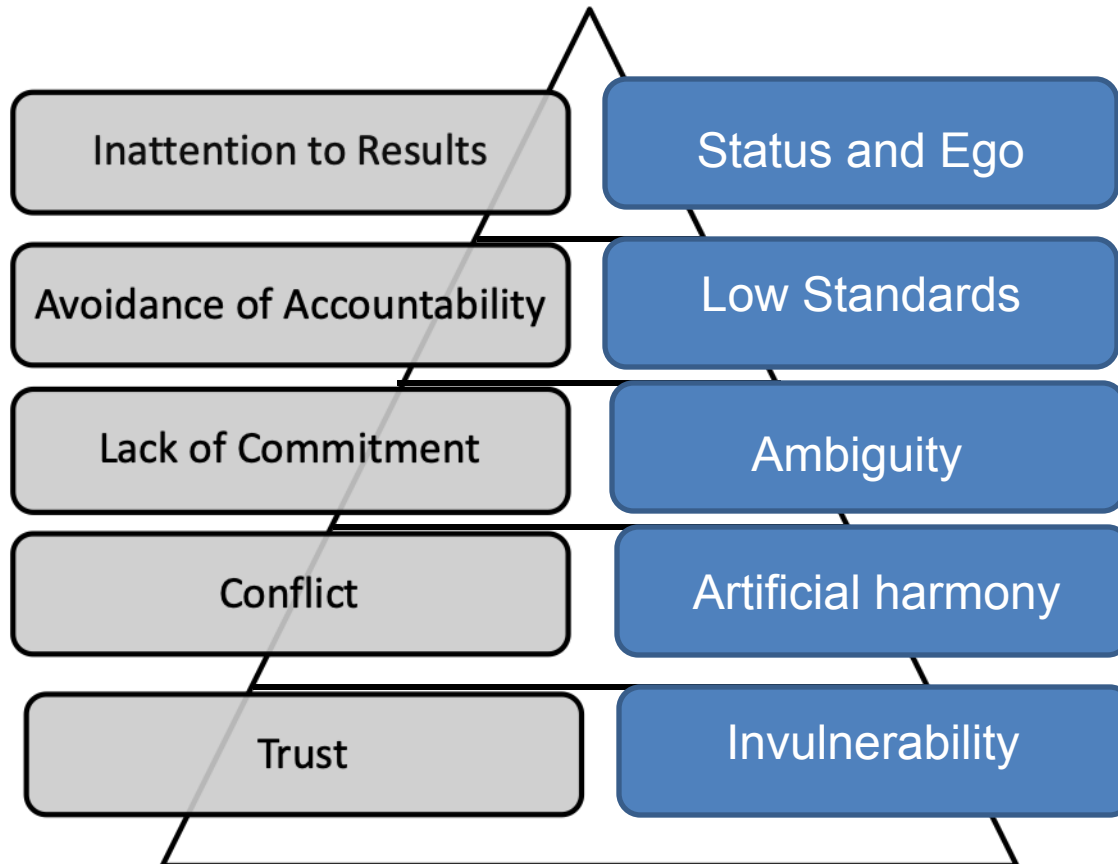
- Discuss a time when someone on the team was willing to hold members to account for their performance or behaviors that might hurt the team?
- What was the reaction of other team members?

Accepting Accountability

Guidelines

1. Double-check with each other on approaches and plans.
2. Break down into sub-groups to encourage accountability.
3. Pulse-checks, check-ins at a personal level...Skype, texts
4. Deadlines drive accountability.
5. Addressing issues immediately in an open way and discuss.
6. Positive attitude when discussing “oops”
7. Understanding the consequences of not accepting accountability.

Five Dysfunctions of a Team





The Five Dysfunctions of a Team
by Patrick Lencioni