



PMI – ACP

4 - Team Performance

February 29, 2016



Agenda

1. Servant Leadership
2. About the Team
3. Building the Team
4. Agile Brainstorming
5. Active Listening
6. Team Stages
7. Learning Cycle
8. Q&As



Servant Leadership

Agile Servant Leadership

Philosophy and practice of leadership, coined and defined by Robert K. Greenleaf

Servant leadership can be most likely associated with the participative management style





Agile Servant Leadership

- Everything we do as Agile leaders is within the context of servant leadership
- We change our behaviors to meet our team's needs while modeling collaboration, trust, empathy, and ethical use of power.
- We practice deep listening, self awareness, and commitment to others.





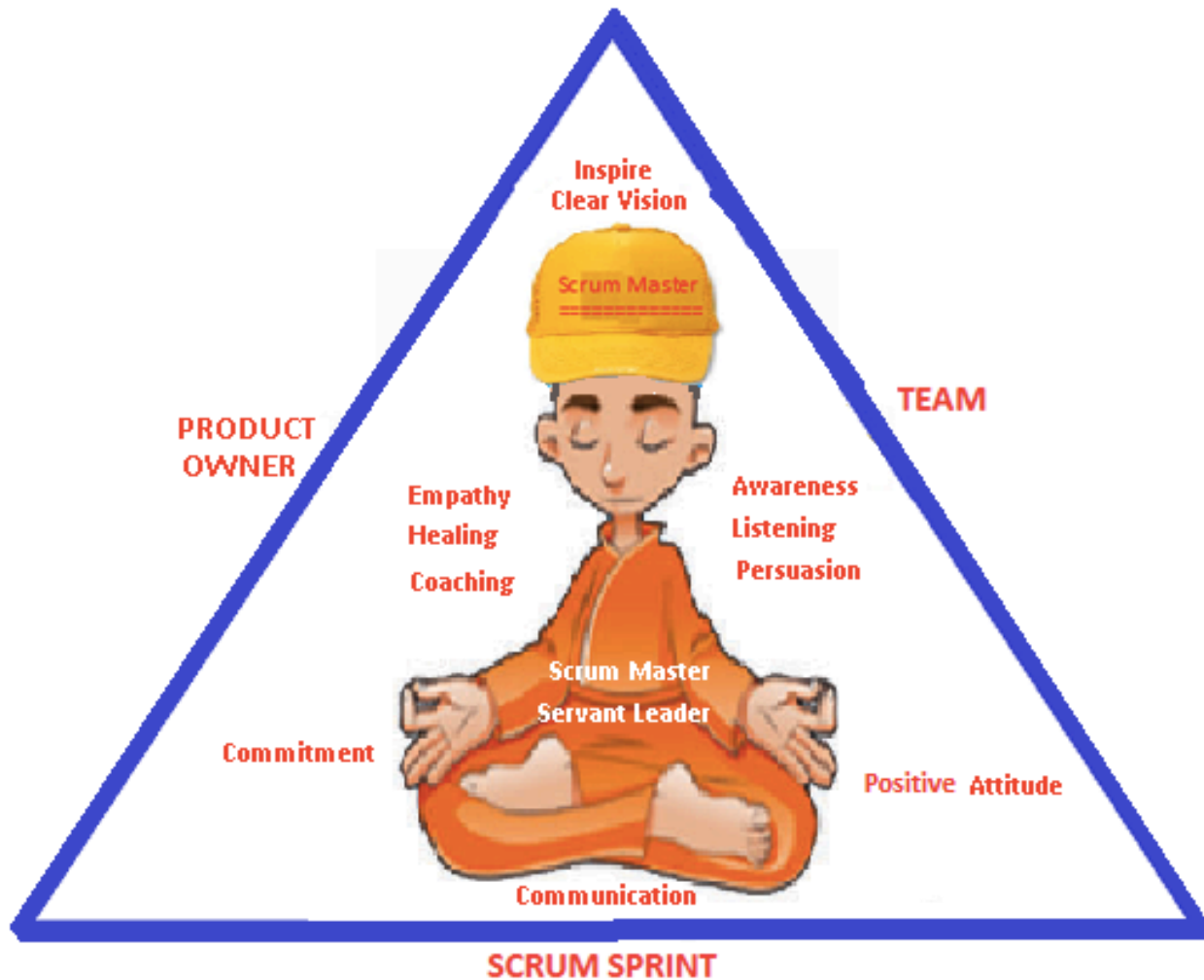
Characteristics of a Servant Leader

- Listening
- Empathy
- Healing
- Awareness
- Persuasion
- Conceptualization
- Foresight
- Stewardship
- Commitment to the growth of people
- Building community



Scrum Master as a Servant Leader

- Scrum Master is the leader – NOT the “Boss” or the “Manager” of the team (aka Servant Leader)





About the Team



Team Space

This is all about the factors that improve communication and productivity in the space the team sits

Factors:

- Team seating arrangements
- Co-location to help osmotic communication
- Information radiators in the form of big visible charts and white boards
- Team members visible to each other
- Visible product / iteration backlog
- Quiet and private
- Sufficient room to conduct daily-stand ups
- Helpful tools, desks, seating chairs, etc.



Collocation

- Team members sit under one roof / one room
- Helps in communication and quick decision making
- Improves team cohesiveness
- Assists in osmotic communication





Distributed Team

- Team members are split across different locations
- Require additional effort to ensure smoother communication
- Distributed teams should be ideally self-contained, that is grouping by functionality should be avoided
- Use modern tools to negate effects of distances

Distributed Team Challenges





Osmotic Communication

- A way by which the whole team maintains awareness about developments within the project with a minimal amount of overhead and effort
- Best achieved through co-location, where information flows through the team space *simultaneously*, and each team member picks up information *relevant* to their needs
- No additional effort required, as it occurs in the **background**
- Collocation helps information flow
- Very effective and useful for a self-organized and self-disciplined team
- Errors are corrected and knowledge dissemination happens quickly
- Distributed teams may use technology (*such as video conferencing, chats*) to help achieve some amount of osmotic communication

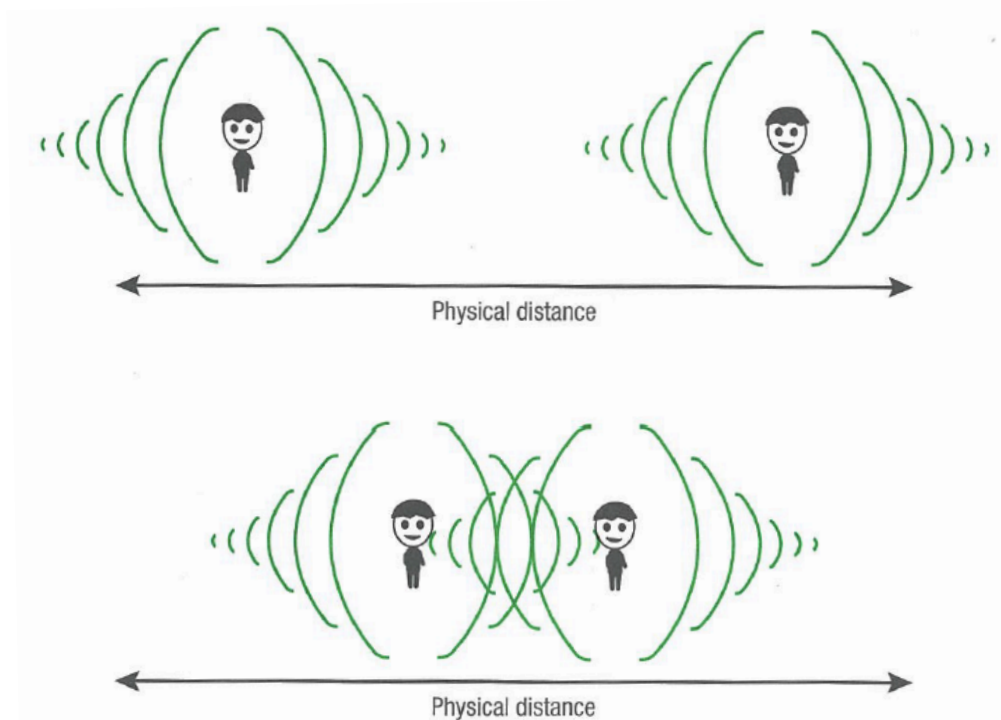
Example: Two team members are discussing on what coding standards to implement, when a third member intervenes to provide clarification. Here the third member picked up information as if by osmosis and provided immediate help, thus saving time for all.



Osmotic Communication - Disadvantages

Here are some disadvantage:

- Possible generation of noise
- Most questions directed towards a small subset of (expert) team members, which in turn slows them down
- Feeling of lack of privacy
- Hard to maintain confidential information, such as for business reasons





Knowledge Sharing

*Examples of Agile practices of sharing knowledge between team members.
Can you add more to the list?*

<i>Agile Activity</i>	<i>Knowledge of...</i>
Release and iteration planning	<ul style="list-style-type: none">› Business domain and system requirements› High level project timelines› Major milestones to be accomplished
Pair programming	<ul style="list-style-type: none">› Code base and domain knowledge
Code review	<ul style="list-style-type: none">› Workings of the code› Domain knowledge
Daily standup meetings	<ul style="list-style-type: none">› Current project status› Risks that need to be handled

Team Motivation

- › Motivate the team to produce better performance
- › Team as a whole is rewarded
- › No tracking of individual work as it affects the collaborative spirit
- › Institute reward and recognition
- › Rewards must be SMART
 - › Specific
 - › Measurable
 - › Achievable
 - › Realistic
 - › Time bound
- › Understand organization theories of motivation
 - › Maslow's Hierarchy of Needs theory
 - › Theory X vs Y
 - › David McClelland's theory of 3 needs
 - › Victor Vroom's expectancy theory





Innovation Games

- Innovation games help organizations solve problems across the enterprise by using collaborative play to tap into true innovation.
- Playing carefully designed, serious games lets people solve business problems

Example games for Agile development

- **Bang-for-the-buck** - to prioritize backlog items
- **SWOT analysis game** - to obtain the desired end state
- **Speed boat** - to identify what customers don't like about the product
- **Prune the product tree** - to shape the product to market needs
- **Empathy map** - to understand stakeholders needs



Building the Team



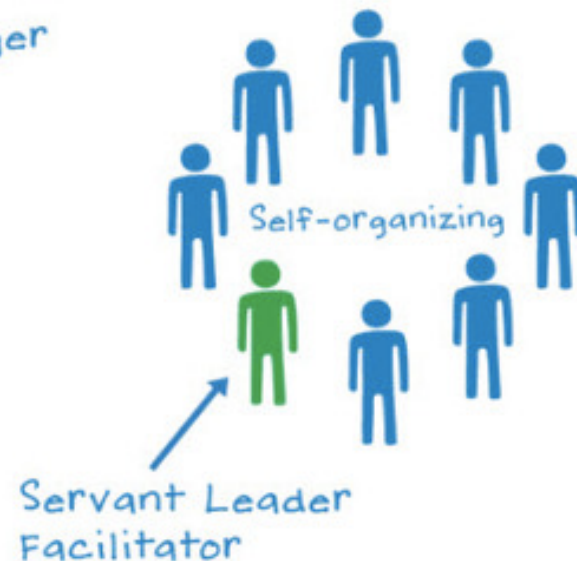
Building Empowered Teams

- Traditional project management exercises command-and-control where all the authority rests with a single person. This may or may not be appropriate in all situations
- When the teams are highly skilled and motivated, it becomes essential to make the best use of their capabilities, knowledge and experience in the best possible way
- This is achieved through empowering teams, by which they determine the best course of action to obtain the project objectives

Traditional Teams



Agile Teams





Building Empowered Teams - Benefits

An empowered team has the following to its benefits:

- Decision making capability
- Team involvement
- Ownership of activity
- Motivation and pride in what they do
- Leadership of work
- Loose structure with minimal supervision
- Mutual understanding and respect
- Enthusiasm to work



Building High Performance Teams

Teams that perform at their peak possess these characteristics. Understandably, in practice, the organization and the management need to provide the requisite support to make this possible.

- Cross functional
- Self organizing
- Stable
- Co-located
- Empowered
- Motivated
- Quality driven
- Lean
- Mutually accountable
- Focused on value delivery
- Open and honest





Agile Brainstorming



Agile Brainstorming Techniques

- Agile projects are run more as self-organizing teams
- Often teams are called upon to solve project issues
- Brainstorming helps teams to participate in the decision making process by collectively pooling their ideas and working together to find a solution
- Brainstorming is all about building on top of each others ideas

Advantages of brainstorming

- Increases level of participation
- Everyone gets a chance to contribute
- Helps in team building
- Effective problem solving through better idea generation



Agile Brainstorming – How to do

- Have a specific goal
- Use a good facilitator
- Establish ground rules
- Use a comfortable location
- Limit size of participating team; too big a team will be unwieldy and ineffective
- Allocate a short amount of time to generate ideas
- Everyone is expected to write ideas on index cards, one per card, and read out immediately.
- Only clarifying questions are entertained; no analysis or criticisms of the ideas
- When no more ideas are freely flowing, move on to analysis, cleanup and final decision making process



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Active Listening



Active Listening

- › Improper communication is the root of most misunderstandings and conflicts within a project
- › Appropriate understanding of the Sender-Receiver model is essential to improve communication
- › One of the aspects of communication is listening.

There are two ways to listening:

- ❖ **Active** listening, which entails active participation from the listener
- ❖ **Passive** listening, which does not imply ineffectiveness, it just means that the participant is a silent observer in most cases
Example: Background traffic noise, other people's conversations in a party, etc.

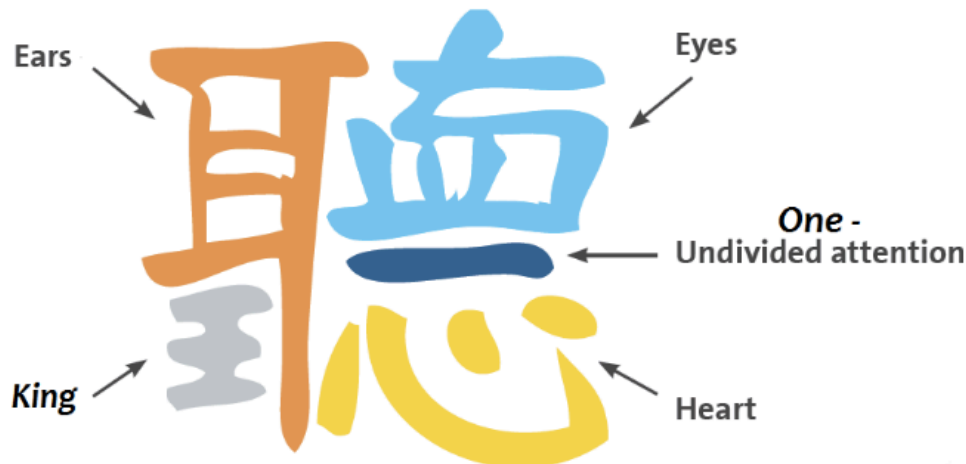


Active Listening

Effective ways of active listening are:

- **Encouraging** – Focus attention to what is being said. Convey interest to keep the person talking, and take notes when appropriate.
- **Restating** – To demonstrate that you are listening and understanding, paraphrase at regular intervals
- **Reflecting** – Ensure assumptions are validated and concerns are addressed
- **Summarizing** – To bring important ideas, facts and other knowledge together to chart out future steps

The word "LISTEN" in Chinese





Active Listening

Effective questions to be used in active listening:

- Open-ended questions, which elicit more responses
- Clarifying questions, such as “What do you...”, “When you imply by...”, etc.
- Asking for more information or clarity
- Asking for opinions and analysis
- Listening till the end

Sometimes communication happens through silence, body language and the emotions expressed during the conversation

The above rules provide for an effective and active listening style



Team Stages



Active Team Stages

Forming

Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.



Storming

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.



Norming

People feel part of the team and realize that they can achieve work if they accept other viewpoints.



Performing

The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.



Adjourning

The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.





Active Team Stages

<i>Forming</i>	Team getting to know each other; positive
<i>Storming</i>	Moves from “as-is” to “to-be” state. Silent leaders clashing for team control. Disagreements / blames
<i>Norming</i>	Consensus stage, working together
<i>Performing</i>	Team is at high performance level
<i>Adjourning</i>	Carry lessons learned and relationships forward. Team disbands

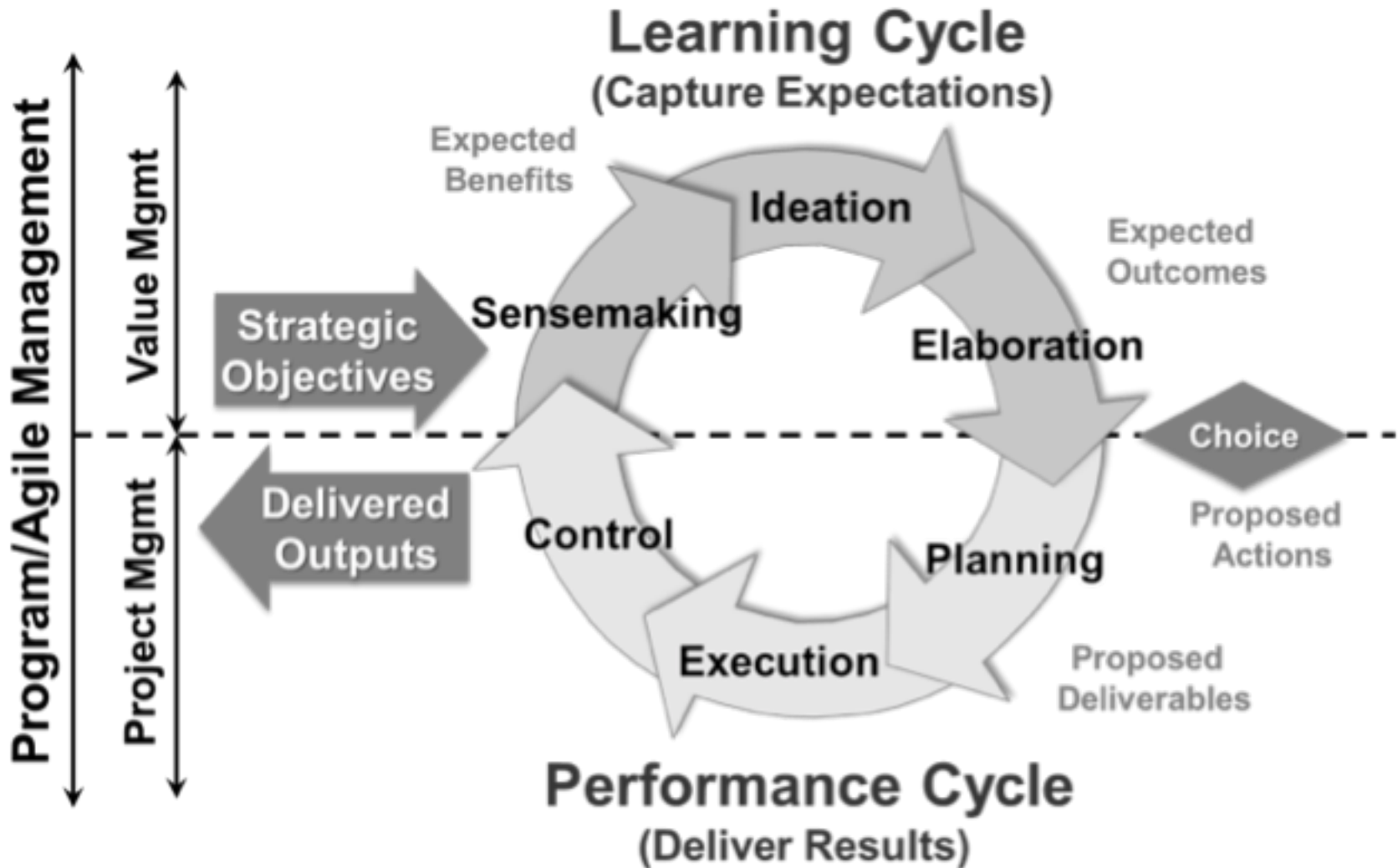




Learning Cycle



Learning Cycle





THANK
— YOU —

FINISH