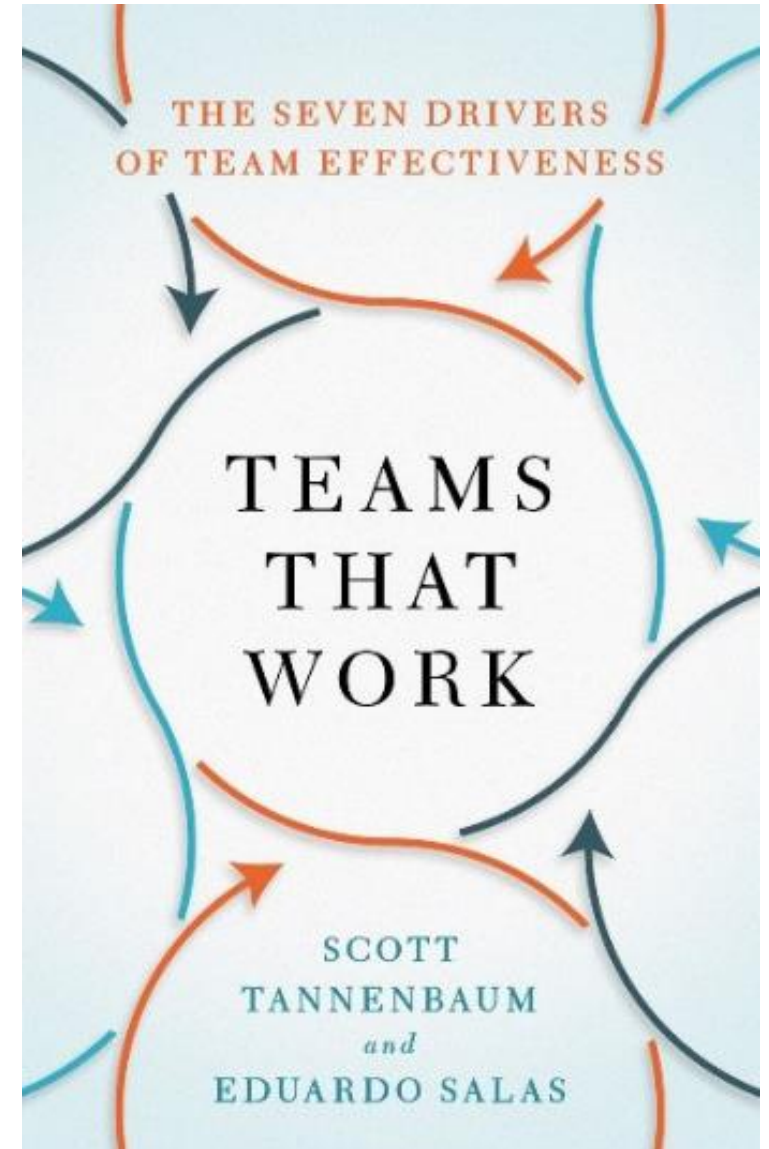
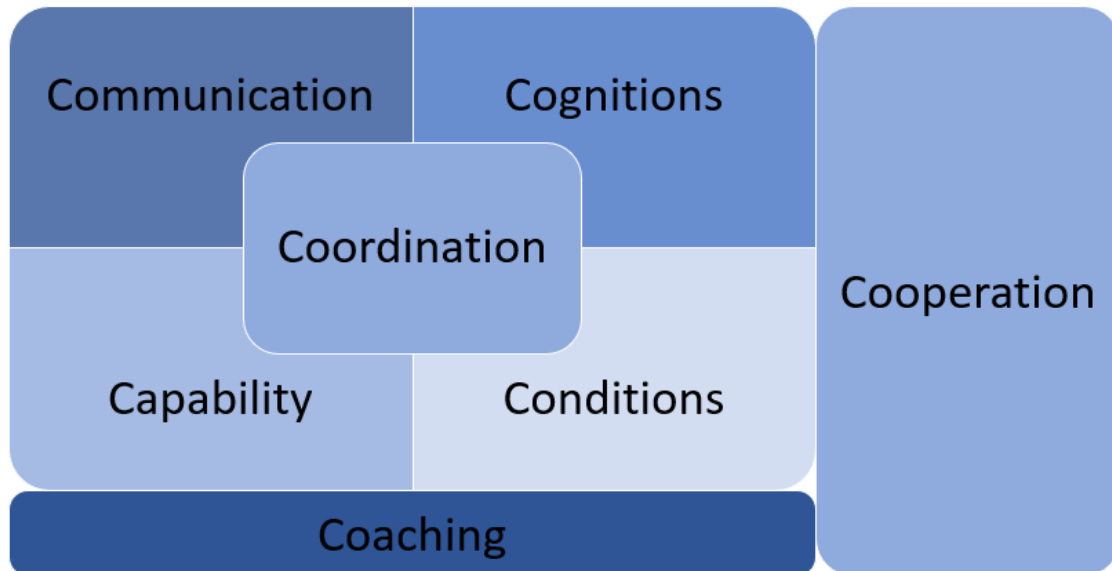
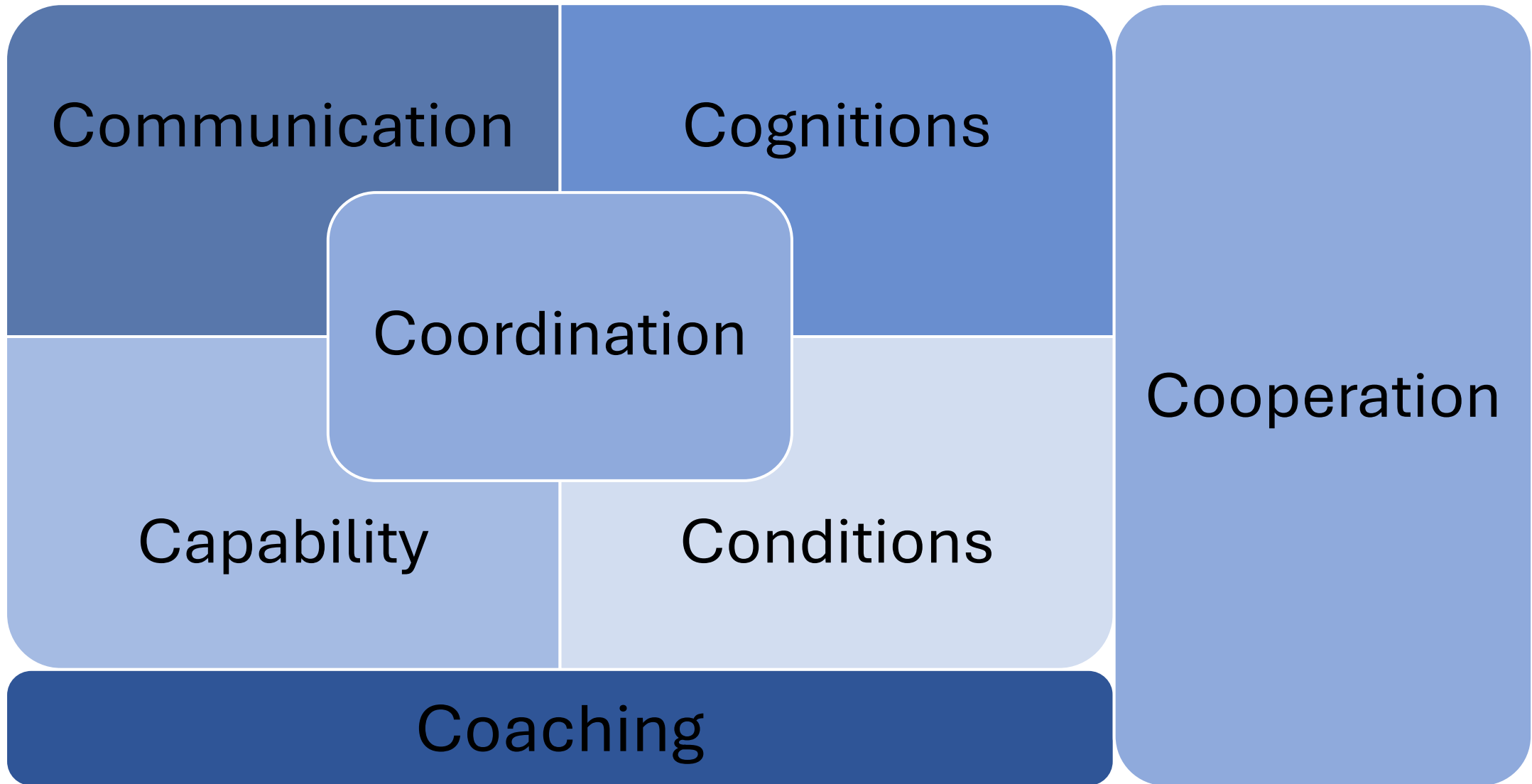


Teams that Work

- Teams are different
- Meta analysis of what success looks like
- Agile practices encourage many elements (debriefs!)





Capability

Essential Capabilities

	CSS	SQL	Java	.Net
Joe	◆	●	●	●
Sandy	◆	●	◆	●
Anna	●	●	◆	●
Max	◆	●	◆	●
Doug	●	▲	▲	▲
Karen	◆	◆	▲	▲

You can't "team away" insufficient abilities on your team

Team-Related Capabilities

Fundamental interpersonal skills

Feedback

Communication

Conflict resolution

Teamwork savvy

Team dynamics

Personal attributes

Collective orientation

Conscientiousness

Adaptability

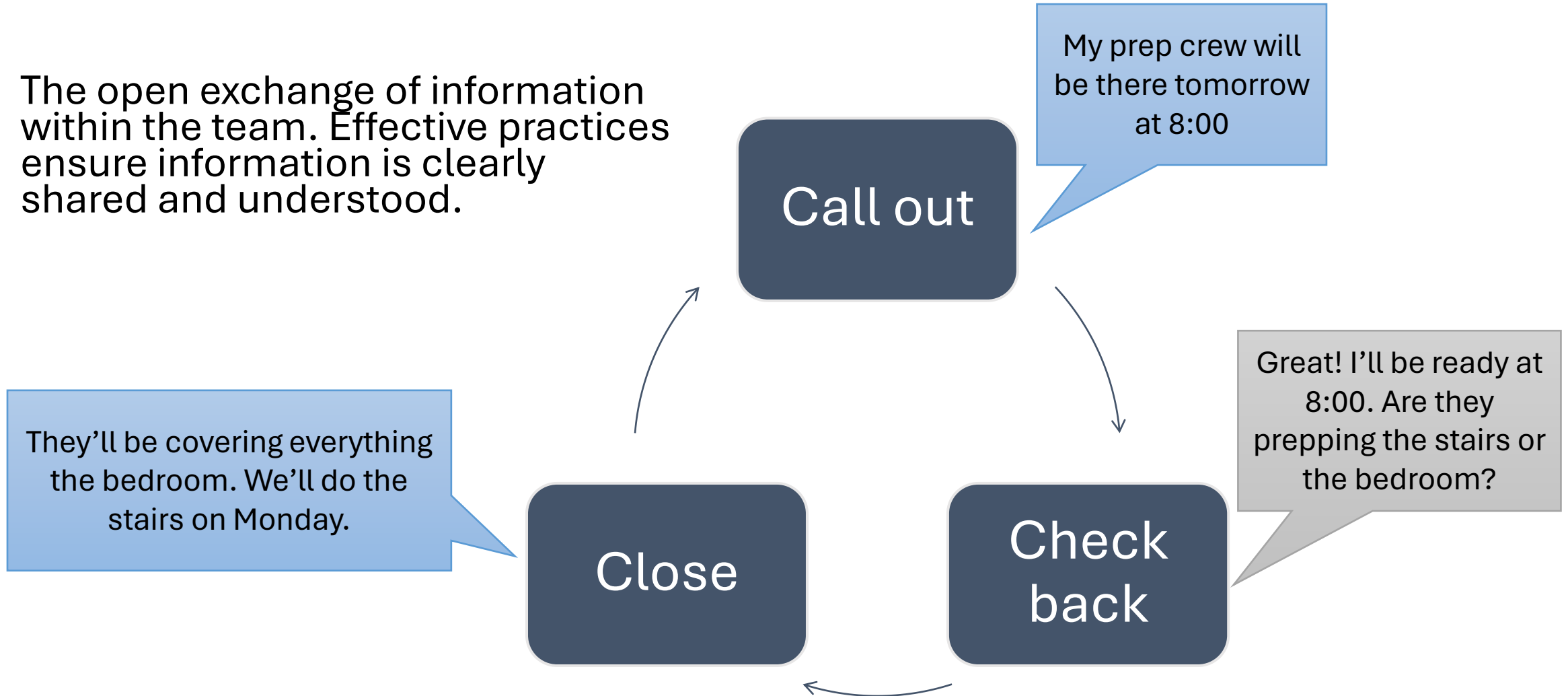
Cognitive ability

Capability – What can help

- Skills matrix
 - Include team-based skills
- Good documentation
- “Borrow” an expert
- Interview for team-based skills
- Don’t overuse your team players
- Provide clear expectations
- Practice clear feedback
- Hold each other accountable

Communication

The open exchange of information within the team. Effective practices ensure information is clearly shared and understood.

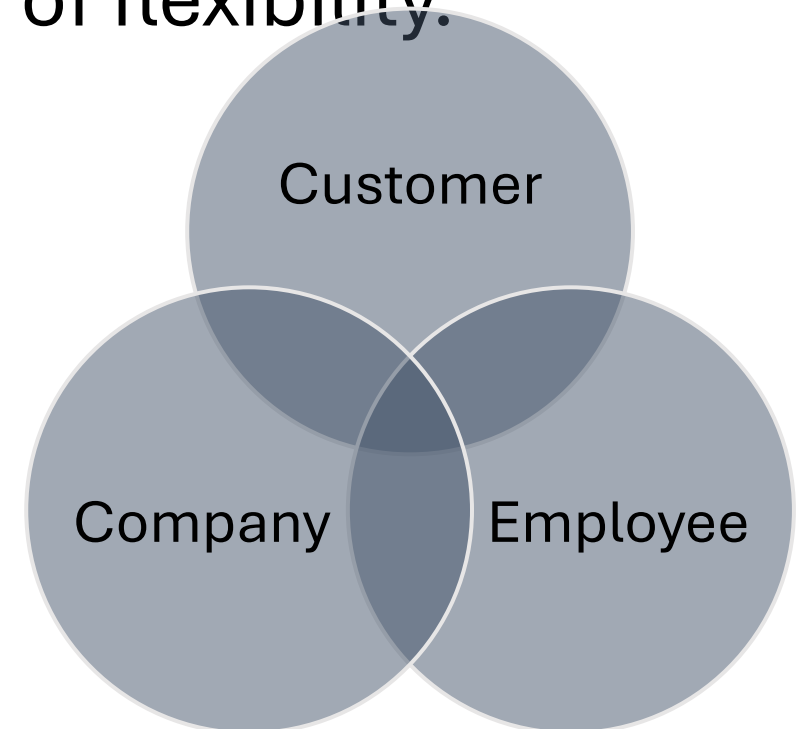
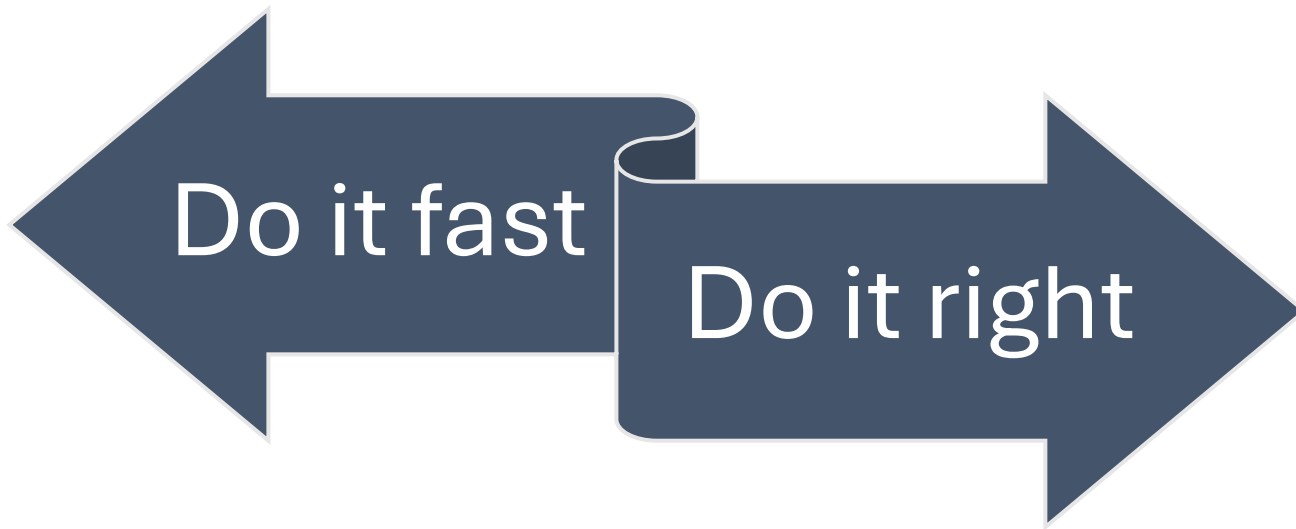


Communication – what helps

- Who else should know about this?
- Does the whole team understand?
- Confirm agreements / decisions
 - **Who** will do **what** by **when** ?
- Know when to change the communication channel
 - Face-to-face is better for emotional conversations, or when email or text threads get long
- Commit – do what you say you will do
 - When you can't, acknowledge it ASAP, and ask for help

Cognition

Shared (somewhat common) awareness and understanding about team vision, priorities, roles, expertise, non-negotiables and areas of flexibility.



Cognition – what helps

- Regularly review the team's purpose and direction
- Regularly review the team's priorities
- Clarify roles
- Understand how specific decisions will be made (using Delegation poker or other tools)
- Understand impacts of choices from different perspectives: self, team, department, organization (and potentially larger society)
- Team norms or agreements
- Regular debriefs (or retrospectives)

Conditions

The cultural norms, values, and environmental factors that enable or restrict team performance. Explicitly defining expected traits and norms provides clarity.



Policies & Practices

- Hiring and onboarding
- Rewards & recognitions
- Leadership development

Senior Leadership

- Modeling behaviors
- Communications
- Building psyc. safety

Team-specific

- Resources
- Time
- Decision-making authority
- Mission & purpose

Conditions – what helps

- Be aware of limits in the org
- Understand trade-offs
- Constructive feedback (especially with leadership)
- Keep goals/vision top of mind

Cooperation

The *attitudes and beliefs* the team holds about themselves

- Trust
- Psychological safety
- Collective efficacy (confidence in the team's abilities)
- Cohesion around tasks and commitments



Cooperation – what helps

- Build up psychological safety and trust
- Discuss – and celebrate – your team’s successes
- Understand and encourage **collective efficacy**
- Show appreciation; say thank you
- Use connectors – people who relate to distinct group – to reduce silos
- Emphasize common goals to reduce siloes and faultlines

Coordination

The *actions and behaviors* that allow a team to organize and align their efforts.

- Situation Awareness
- Back-up/support
- Adaptations
- Managing team emotions and conflict



Coordination – what helps

- Clarify expectations about filling in, helping out, and backing up
 - When someone is out/unavailable, we do ...
- Ensure that the team is aware of each other's work
- Ensure that the team is aware of external information that affects them
- Practice coordination tasks – share reporting chores
- Learn about collaborative conflict, and how that differs from competitive conflict
- Ensure meetings are effective and well-managed

Coaching

Team members are supporting each other's growth and development and demonstrating **shared leadership** and responsibility



Coaching – what helps

- Essential leadership functions
 - Ensure clarity
 - Remove obstacles
 - Encourage participation
 - Promote learning
 - Manage team emotions
 - Hold team members accountable
 - Foster psychological safety
- Are all functions present in your team (not just in one person)?
- Retrospectives!
- Seek for and provide feedback
- Explore the use of Core Protocols
- Clear roles and responsibilities
 - But ability to shift when needed

McIntosh Consulting LLC