



GOSEI

# Teamwork

*LeSS Conference*

*Prague 2021*

*Ari Tikka*

# Gosei



Ran Nyman

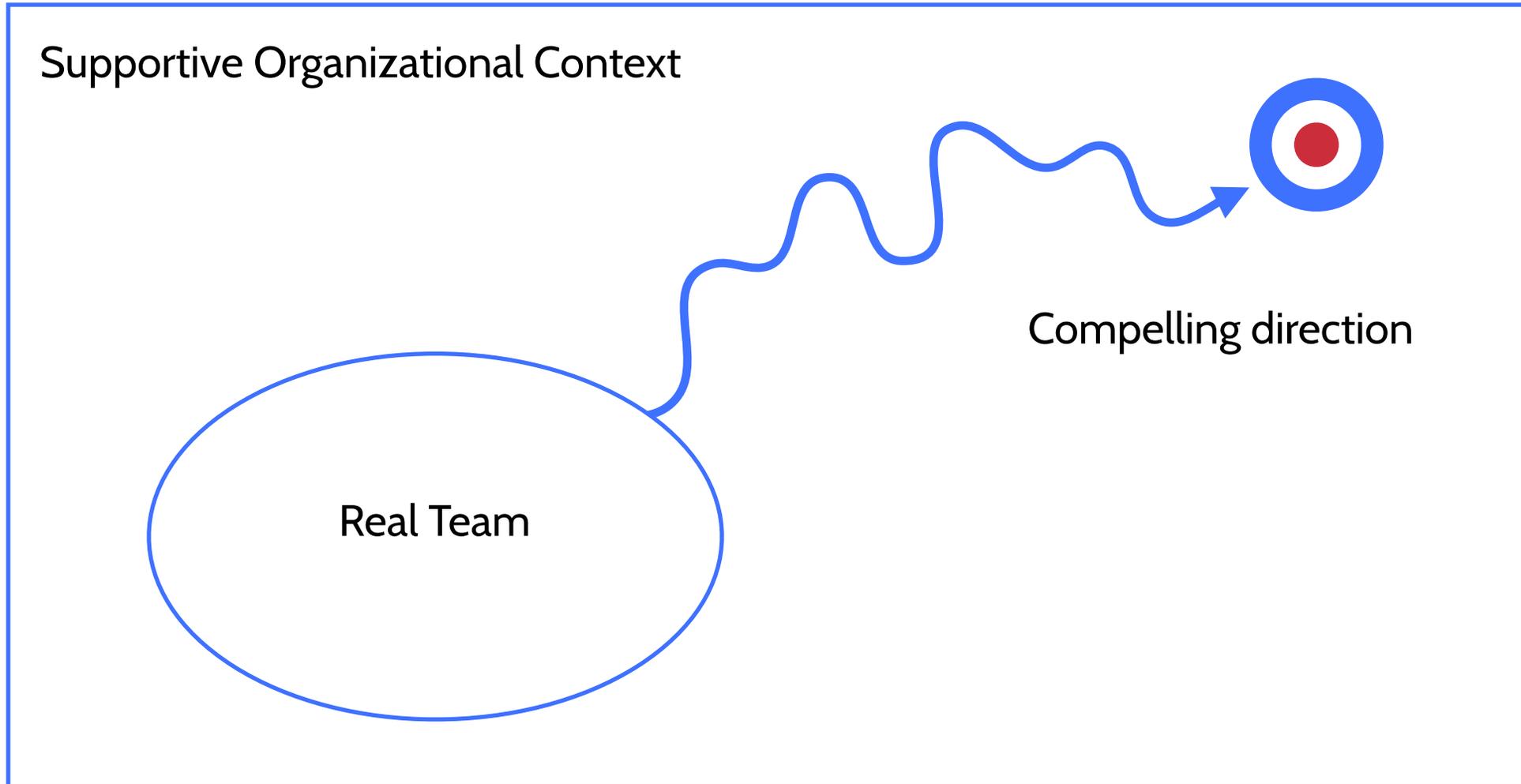


Ari Tikka

- 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](http://www.gosei.fi)



# Teamwork in 30 seconds



# Qualities of a mature team with good norms

The work works

Leadership functions

Interaction functions

Ability to manage time

The team is able to face the outer reality

The team is able to make decisions

The team is capable to reflect itself as a team

The team improves itself

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 operates from responsibility

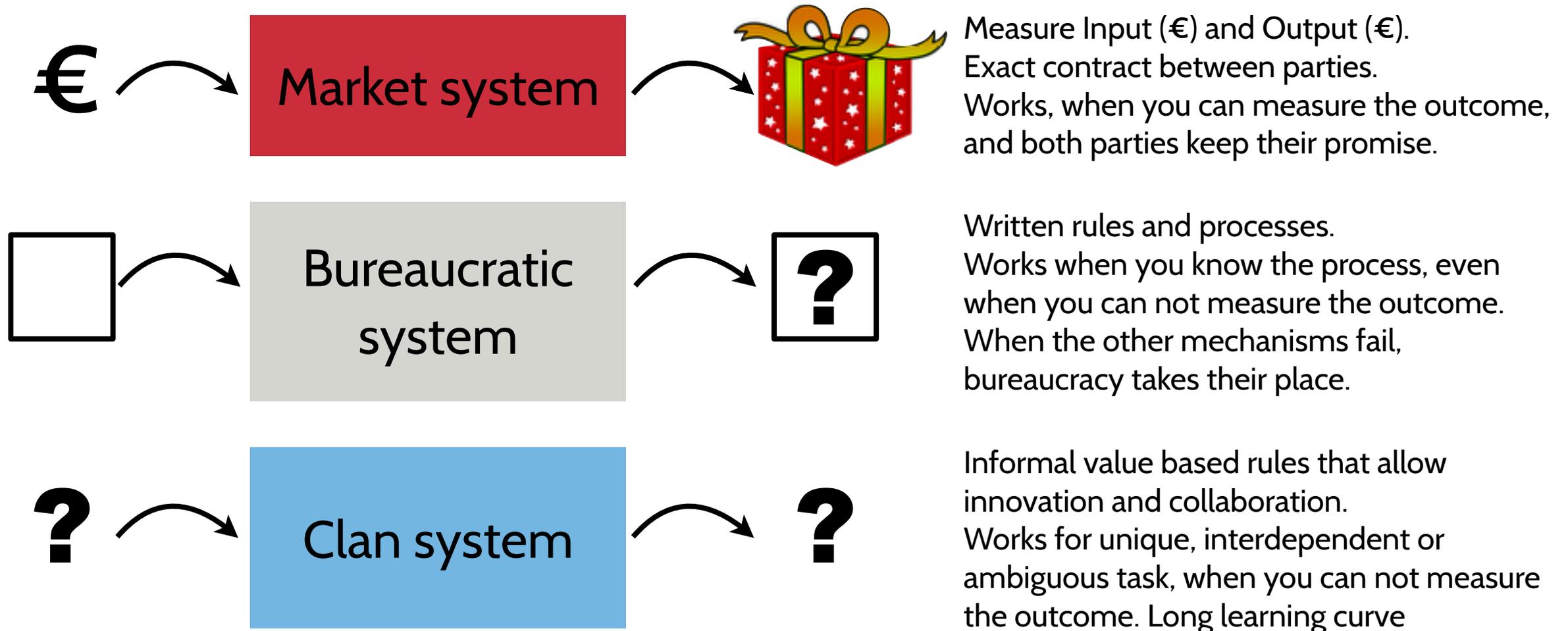
# Organizational realities

# William G. Ouchi

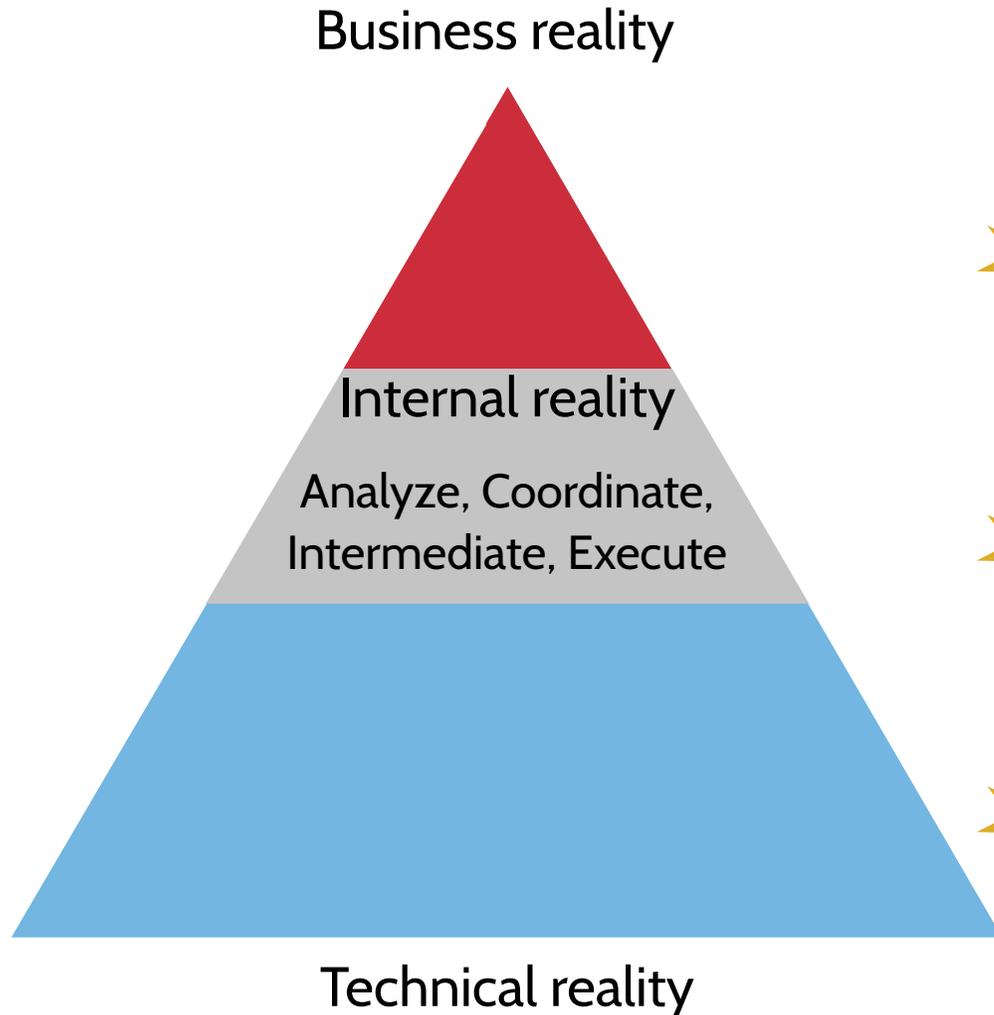
What are  
the real observable  
control mechanisms  
in the organizations?



# Control mechanisms in organizations

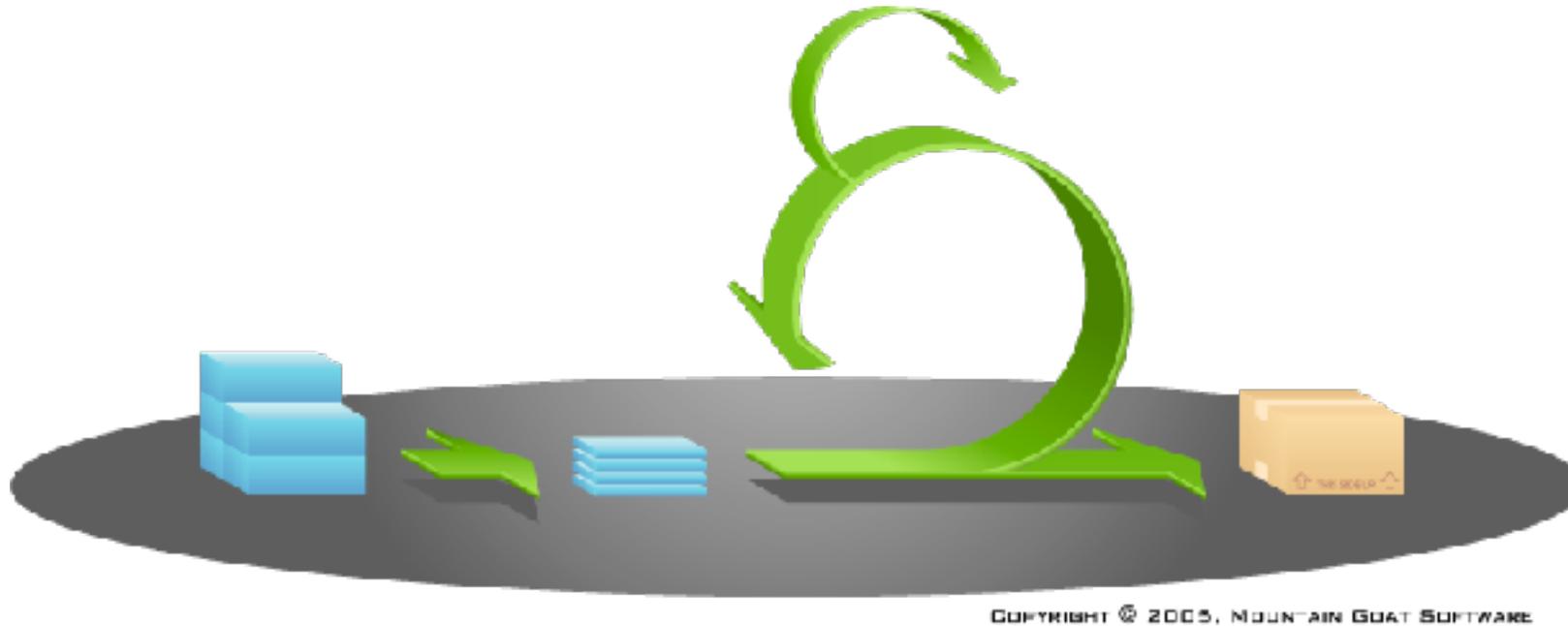


# The layers in organizations



- ★ 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



Market

Clan

Market

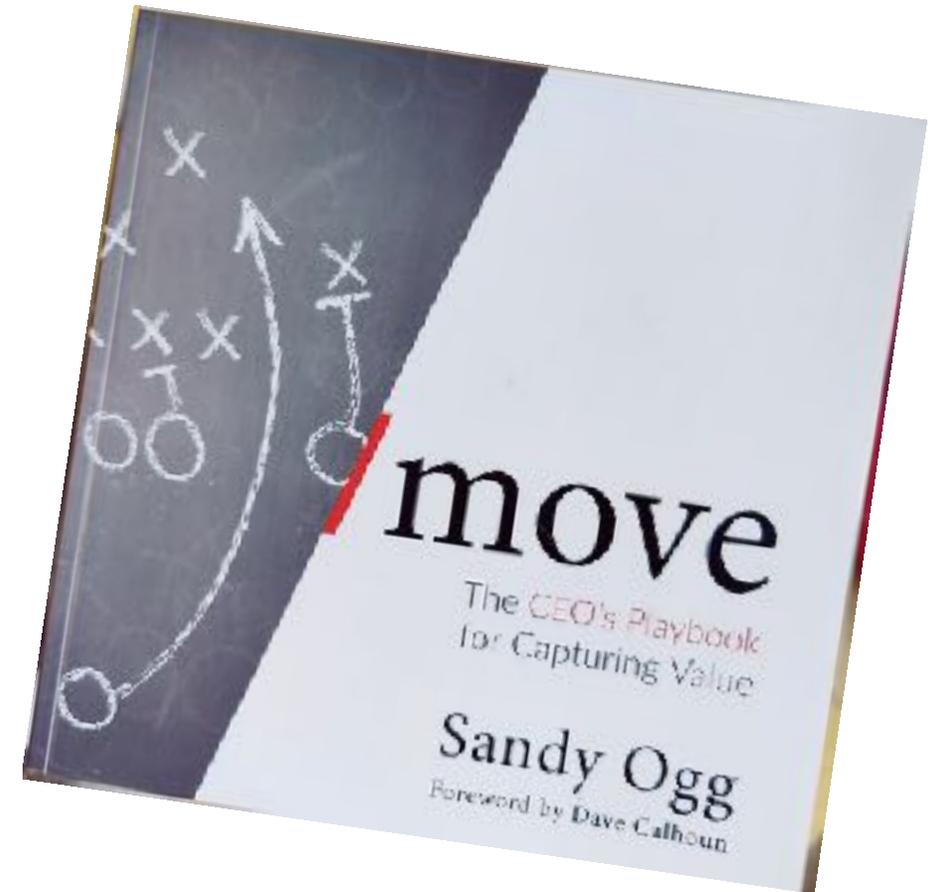
Minimal bureaucracy - no bureaucrats

# Top Management Teamwork

# Consistent transformations



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



# 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



# Focusing on the few big priorities

	S1	S2	S3	S4	S5	S6
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Viola	X	X	X			

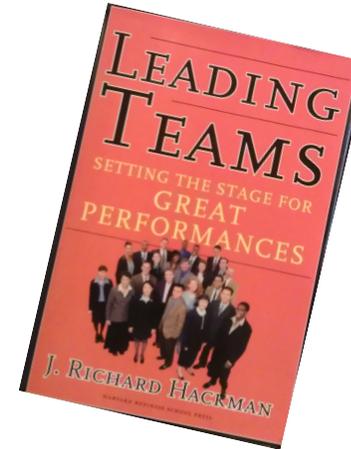


# Hackman's conditions for teamwork

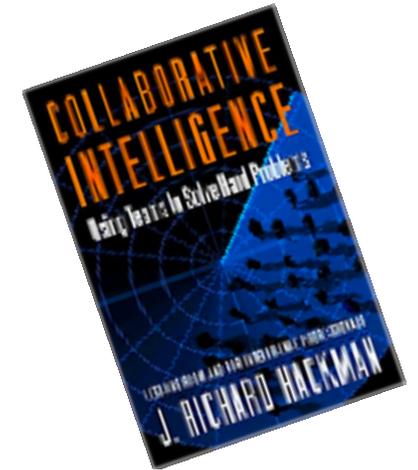
# J Richard Hackman



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

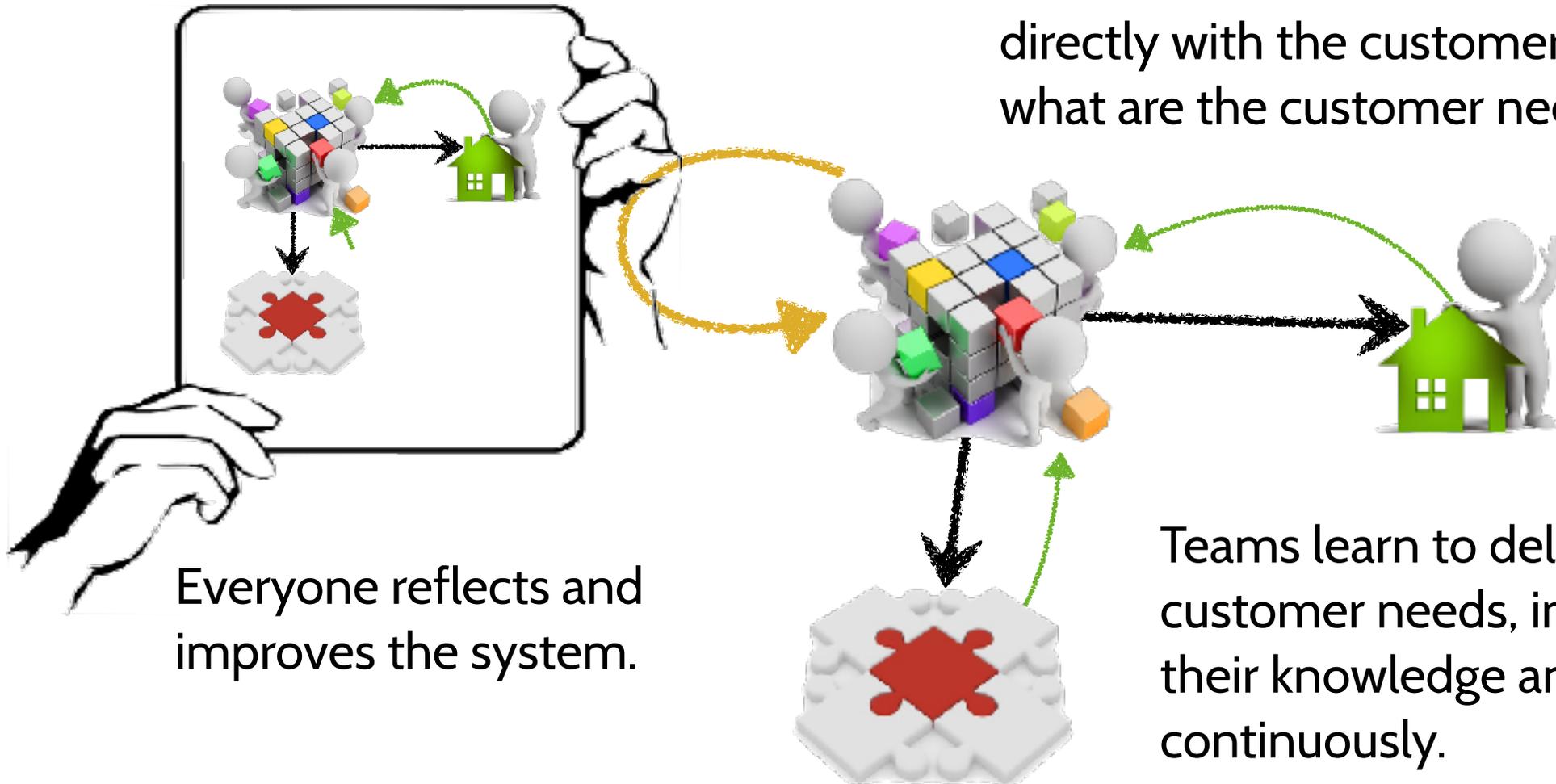
## Compelling direction/purpose

- 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.

# 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](http://www.coordinationchaos.com)

# Tips

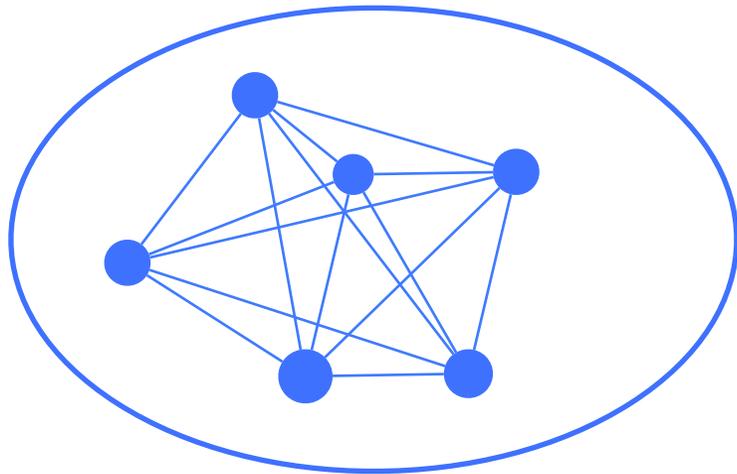
Success is created

- 60% - Prework
- 30% - Launch
- 10% - Underway

First motivational coaching  
Then process coaching

# 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

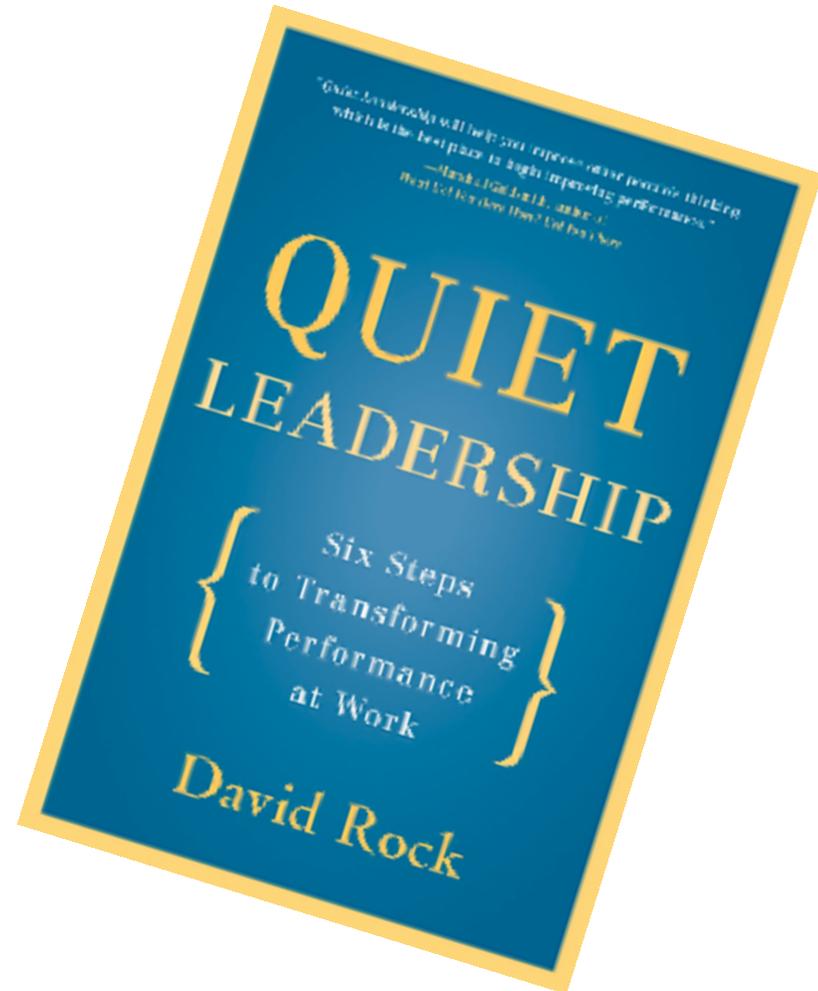
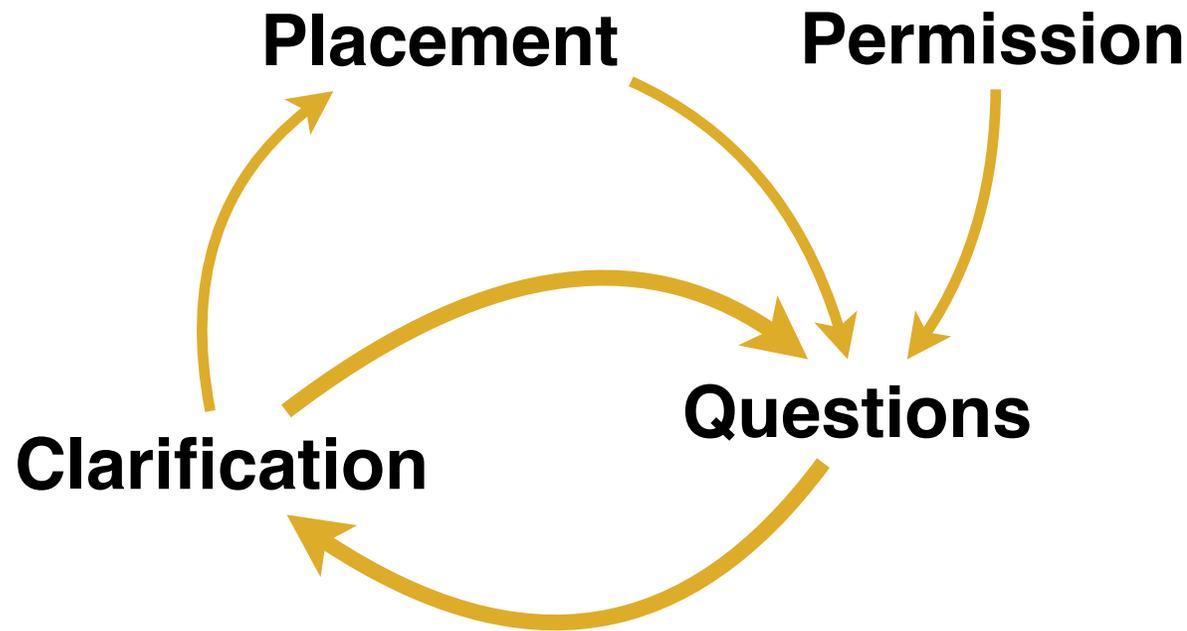
2 - What happened

3 - Consequence

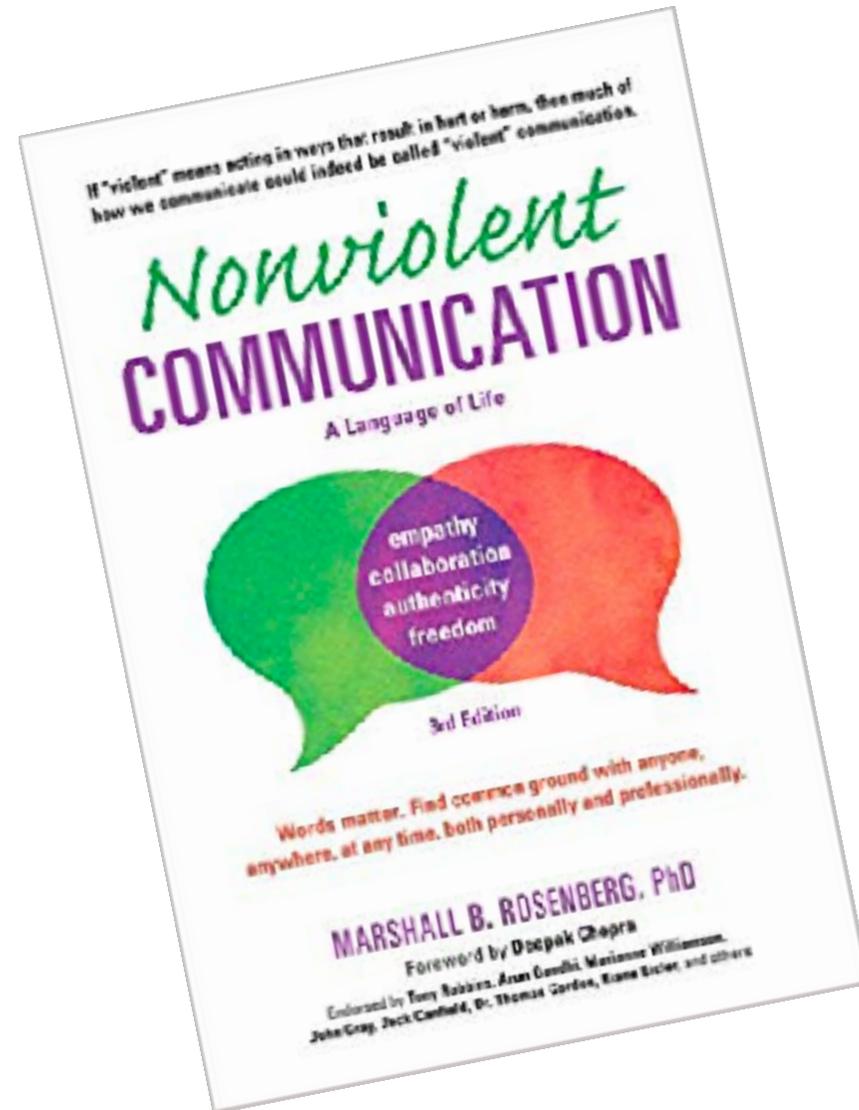
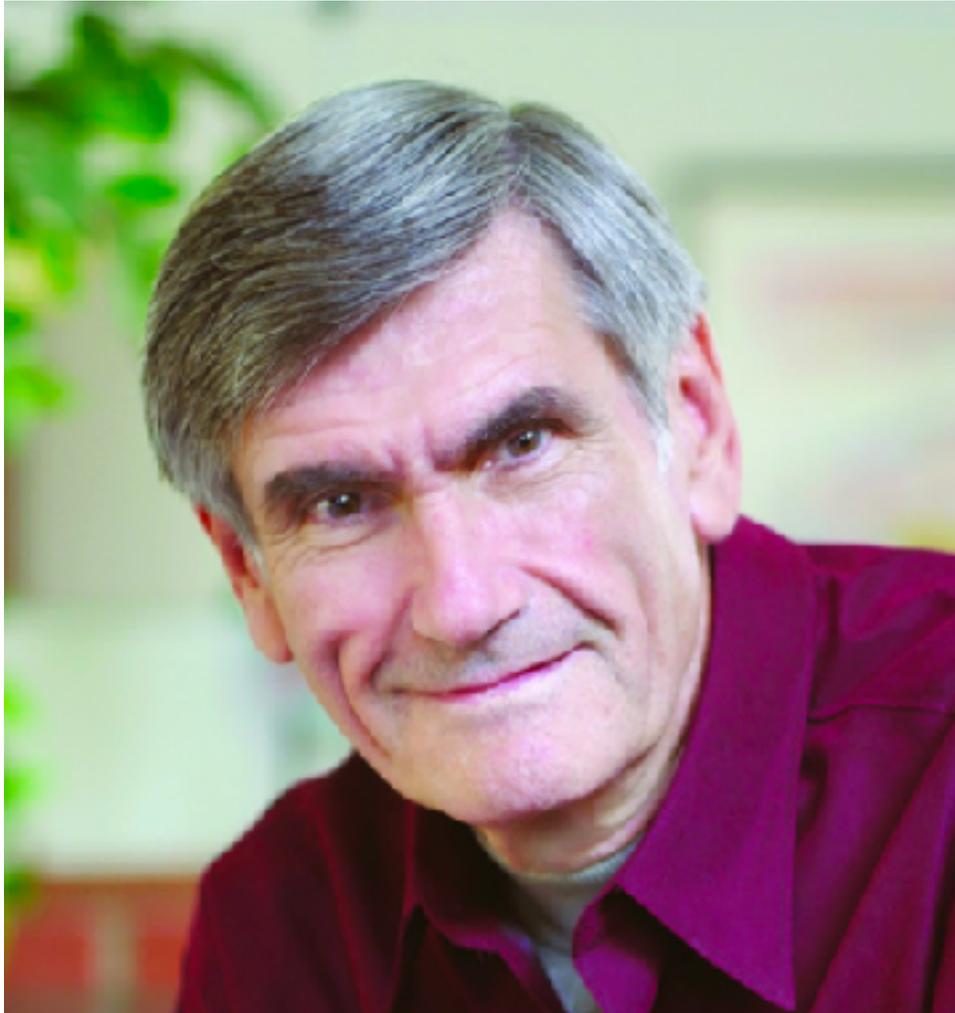
4 - Request

Credit Diana Larsen & Eshter Derby

# Dance towards insight - the coaching dialogue



# 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

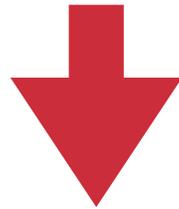
Giving empathy to yourself and the other

Intention already has an impact

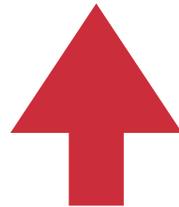
Very helpful in analyzing conflict

# Needs and feelings

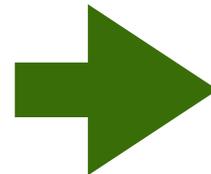
**Stuff happens**



**Feelings**



**Need**



**Request**

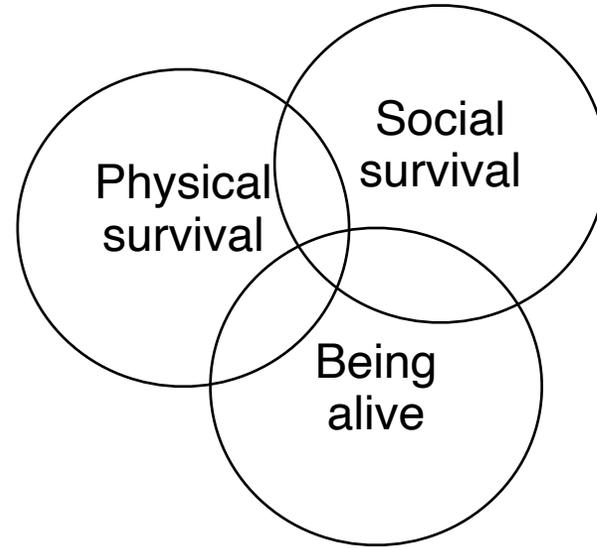
# NEEDS

## 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

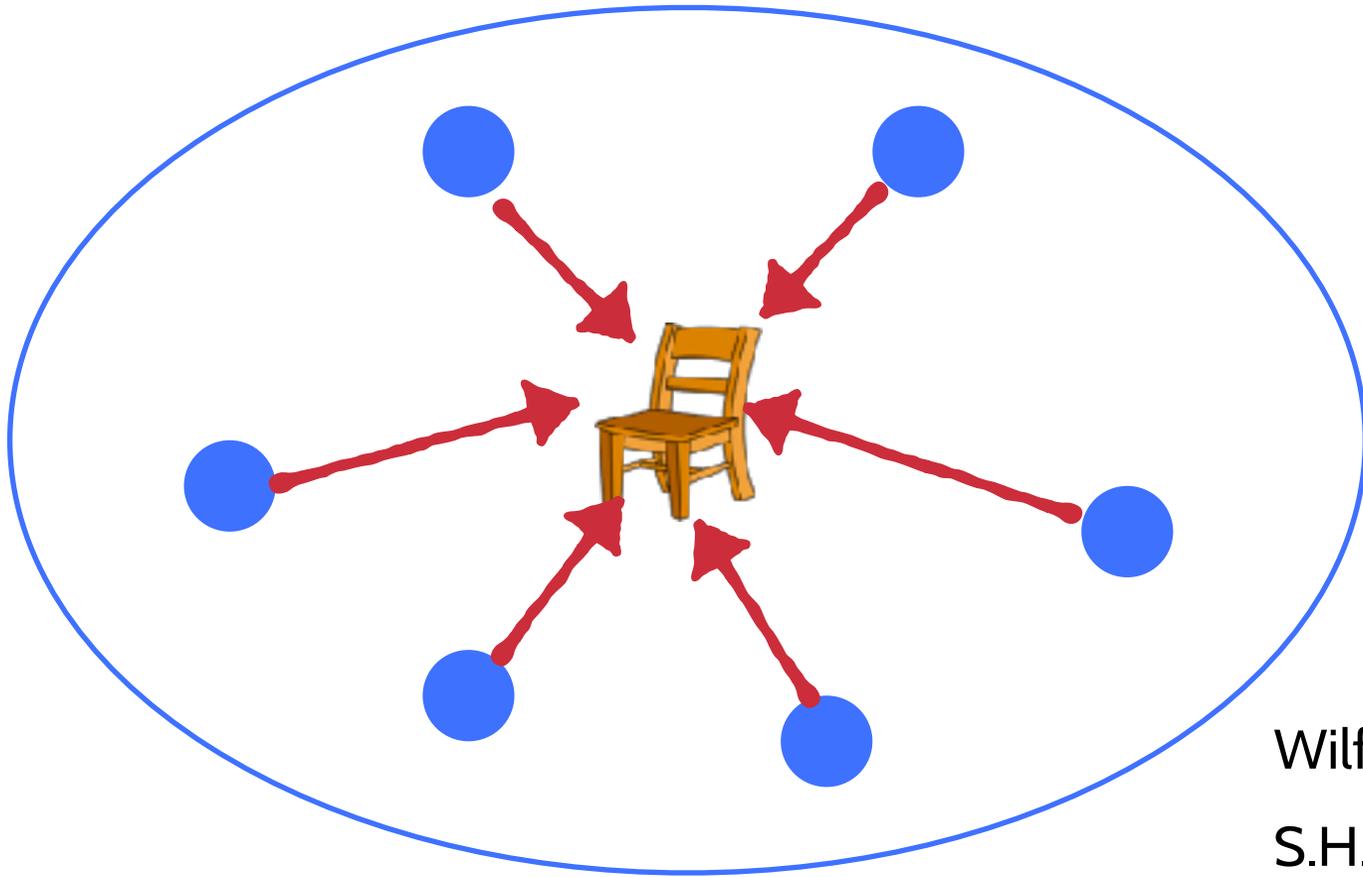
- Transcendence
- Self-actualization
- Aesthetics
- Knowing and understanding
- Esteem
- Affiliation
- Safety
- Biological requirements

## 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

# Group Dynamics

# The yet another person



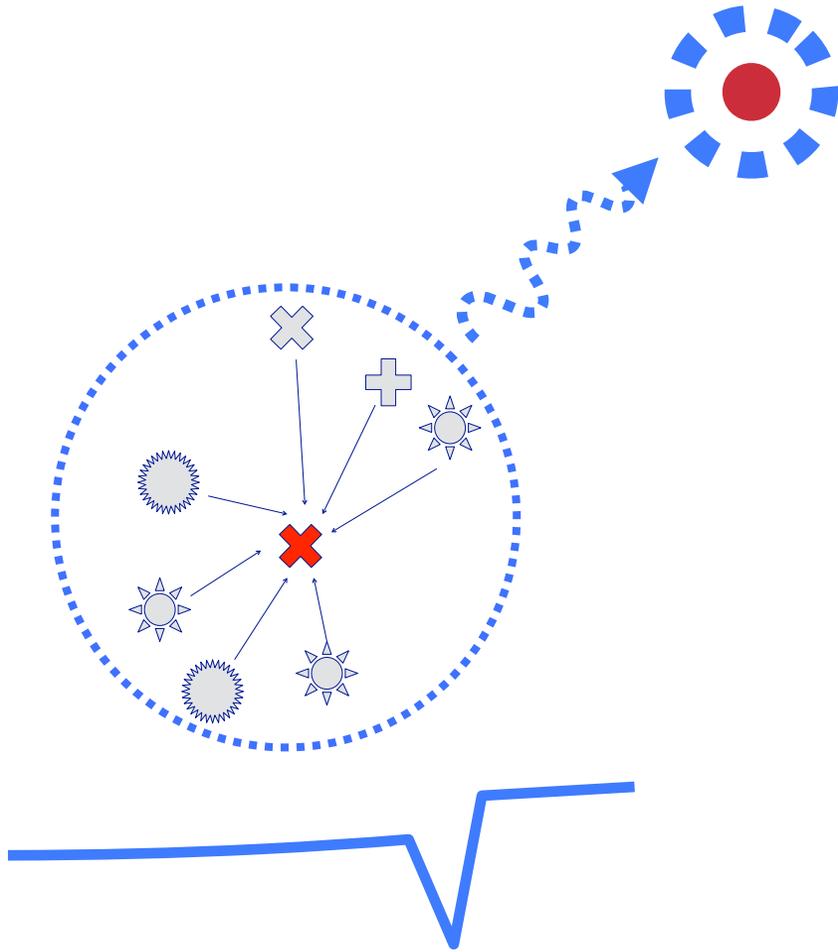
Wilfred Bion

S.H.Foulkes

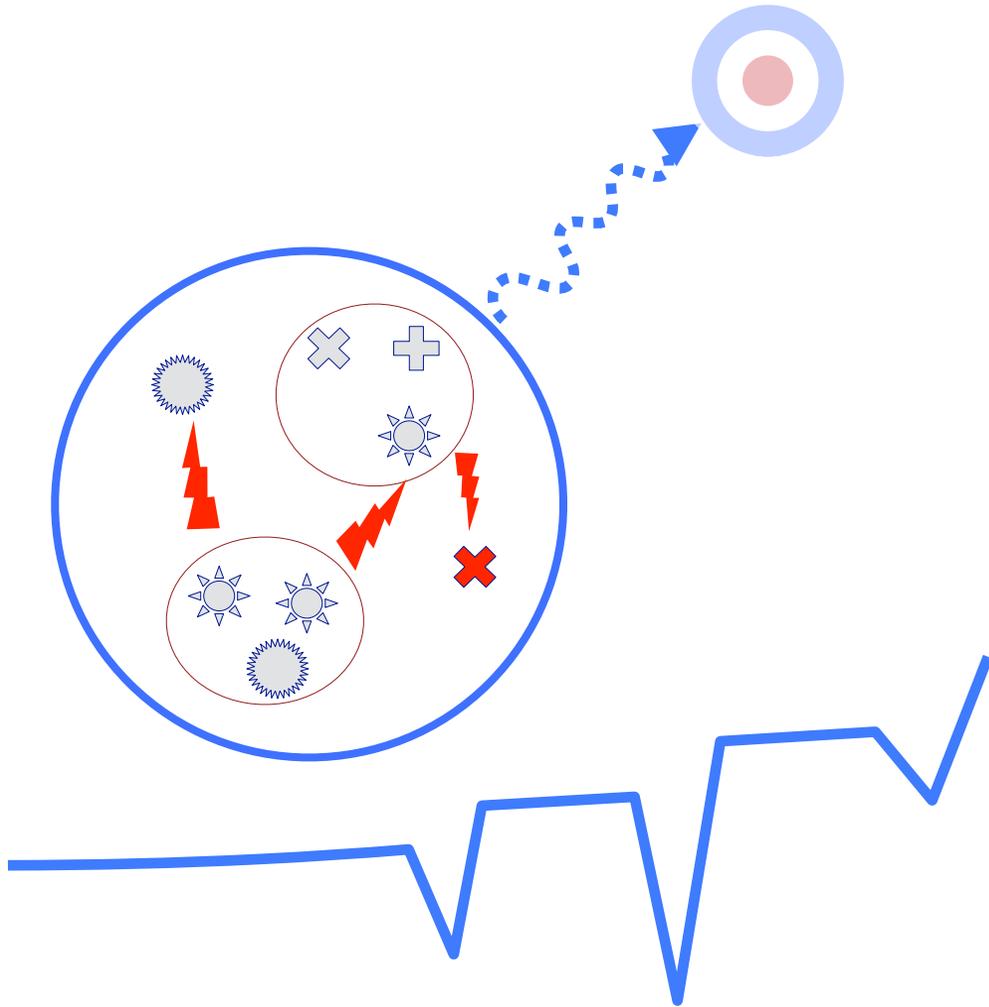
Susan Wheelan



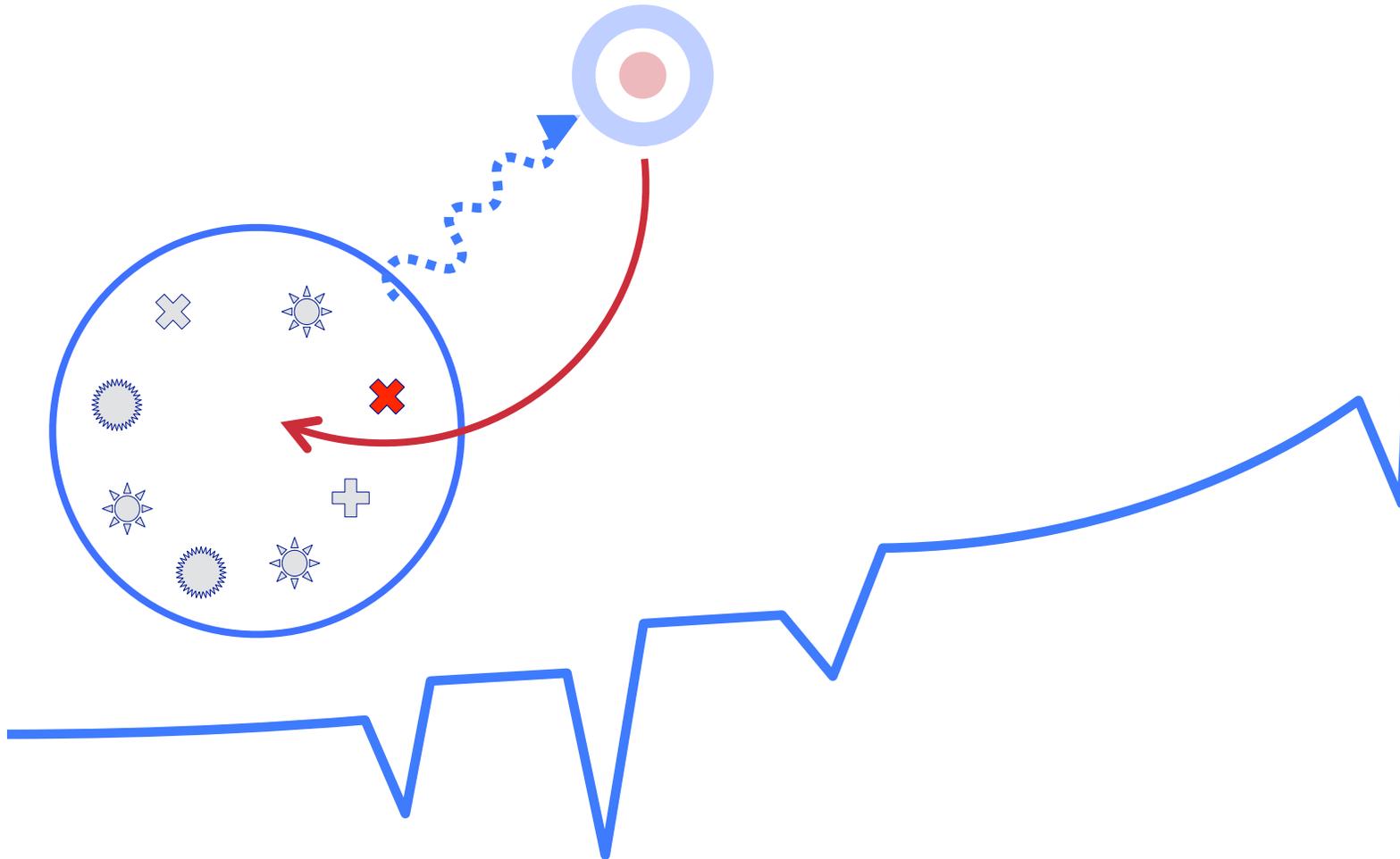
# Team life cycle - Dependency



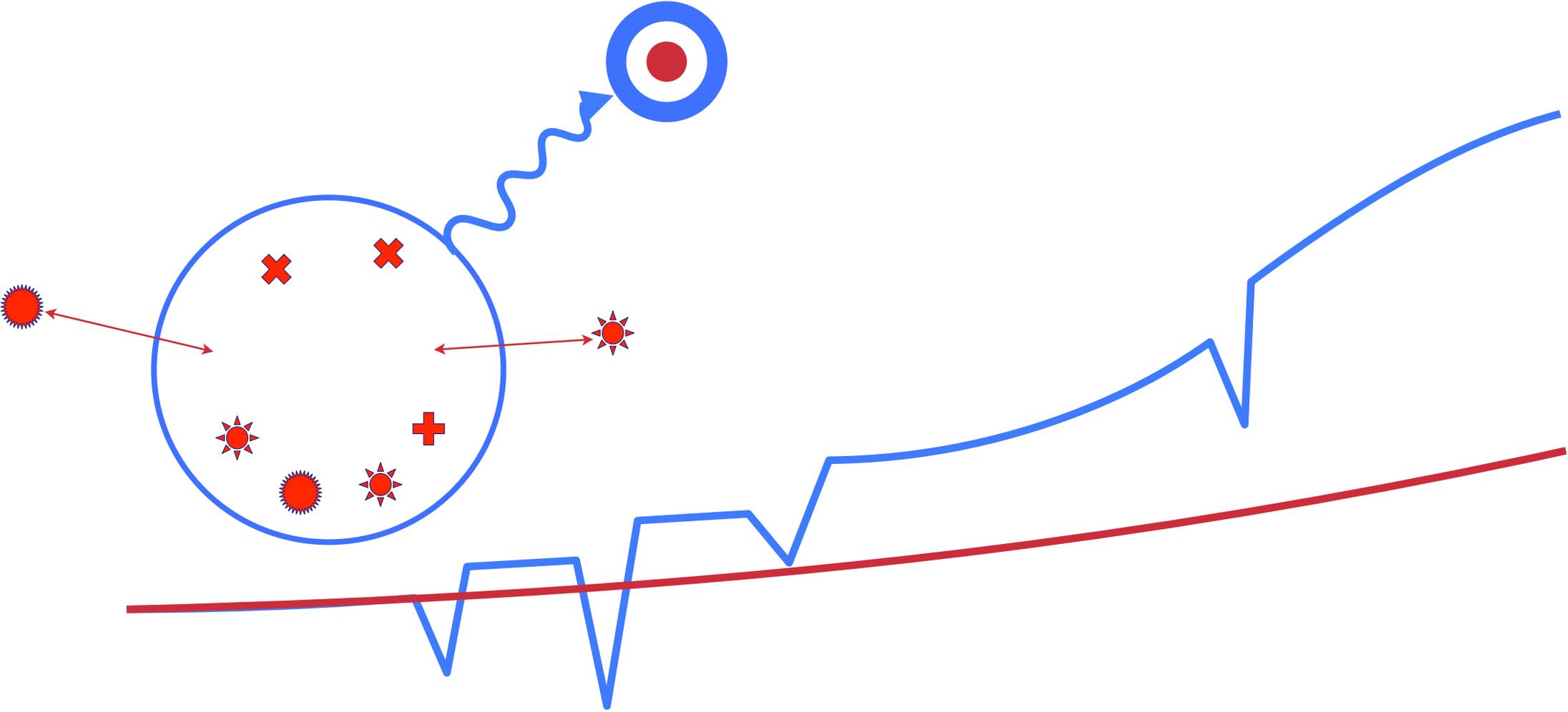
# Team life cycle - Adolescence



# Team life cycle - Cohesion



# Team life cycle



# Team life cycle

Whenever a new question arises, the appropriate group dynamic pattern emerges, helping to solve the problem.

## Dependency

The Team is a small child facing unclarity and uncertainty. The Team demonstrates its commitment by dependency on the leader, chosen by the whole group.  
No dependency -> no group development.

## Adolescence

The Team is a teenager. Questions and conflicts regarding individuality and differences emerge after the initial submission. Successfully solved conflicts increase trust and collaboration.

## Cohesion

The Team is a young adult. The questions about individuality and leadership have been solved. Team cohesion helps to overcome work-related anxiety.

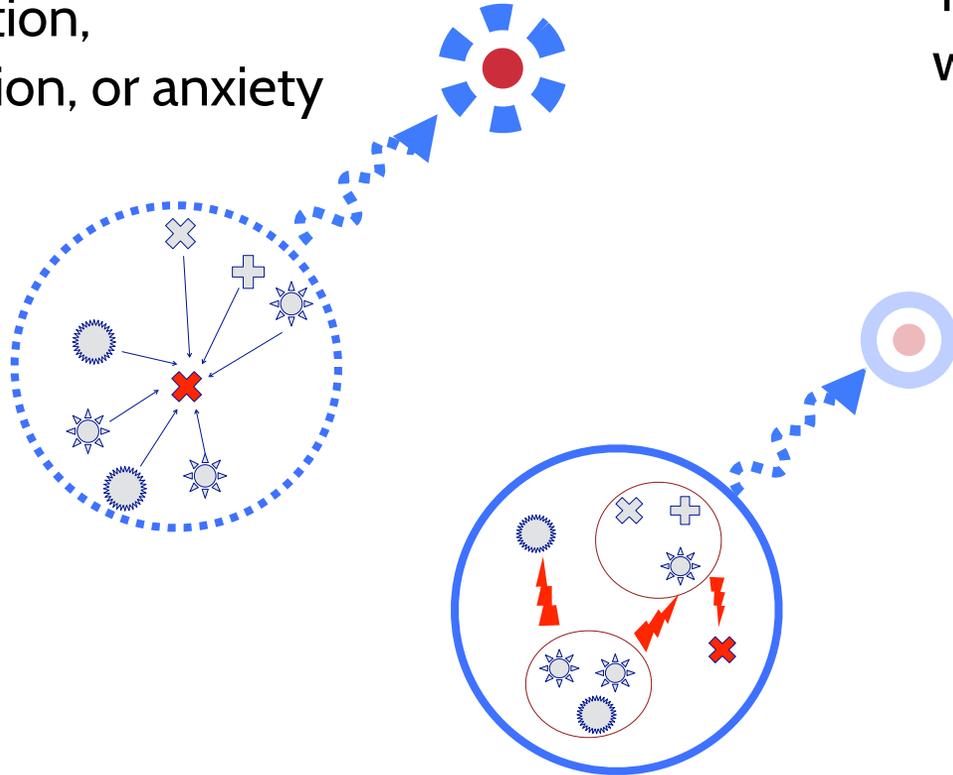
## Maturity

The Team is a responsible adult. By the time the Team learns to produce results. Work-related anxiety is solved by success in the principal task.

If the essential social questions are not solved, commitment, collaboration, and team performance grow slower and peak lower. In a crisis, there is less resilience.

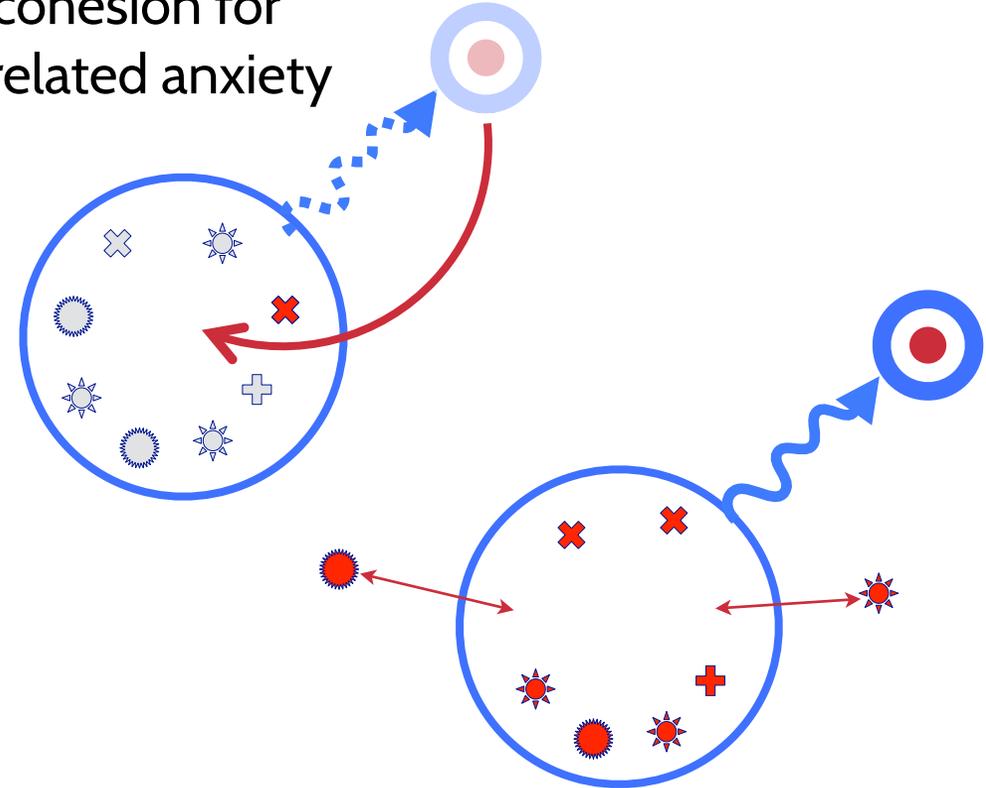
# A question triggers a pattern

Dependency for frustration, confusion, or anxiety



Resolve disagreements regarding individuality and differences

Team cohesion for work-related anxiety



Productive work and continuous improvement

# Dysfunctional teams

No team

Stuck in dependency

Struggling team

Depressed team

Happy family

Groupthink

Narcissistically disturbed teams

Difficult person

# Process coaching - examples

From day one

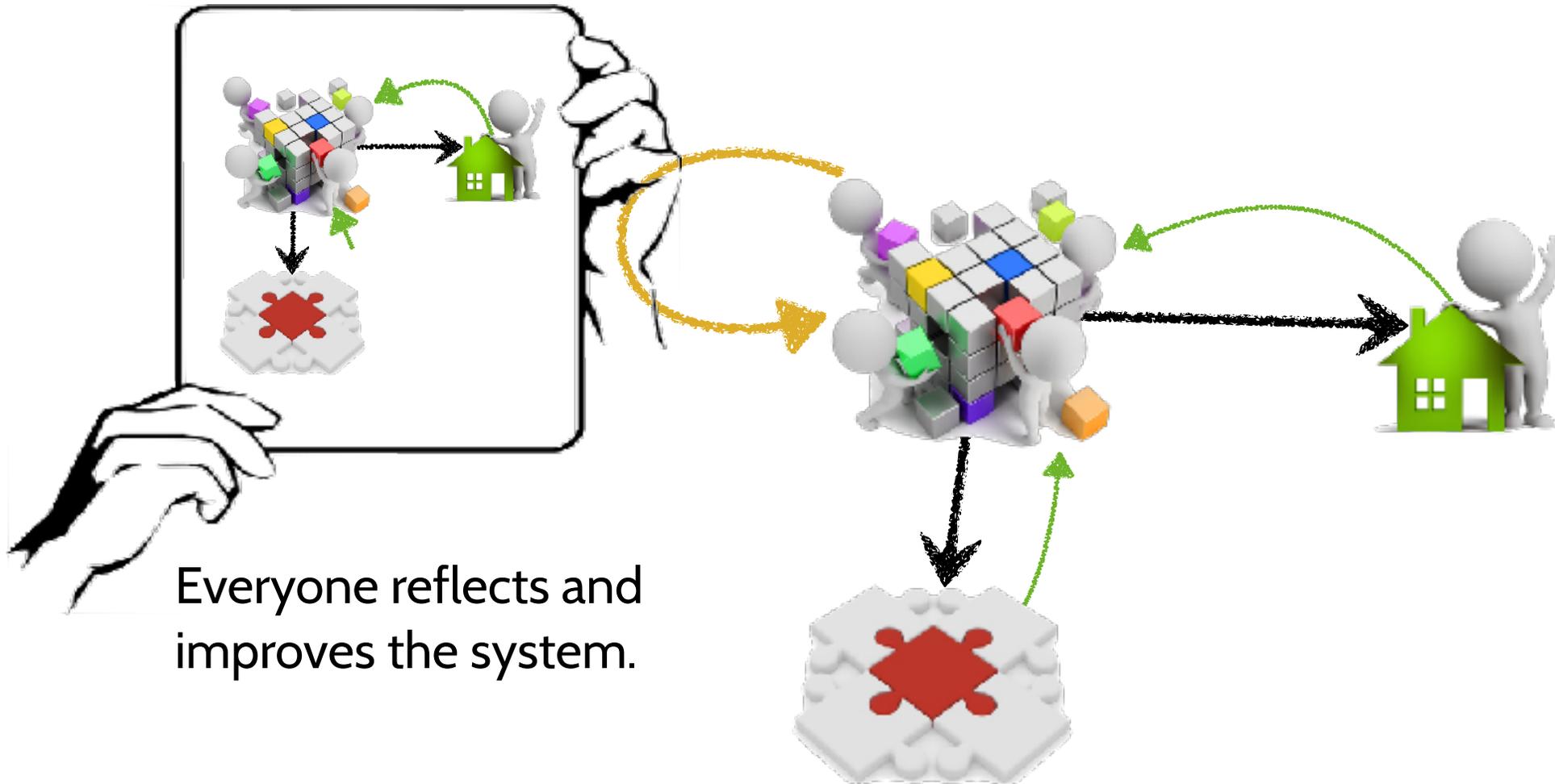
**Learn to share workload,  
competence, and leadership.**

# Time spent working together

Teamwork processes requiring technical skill

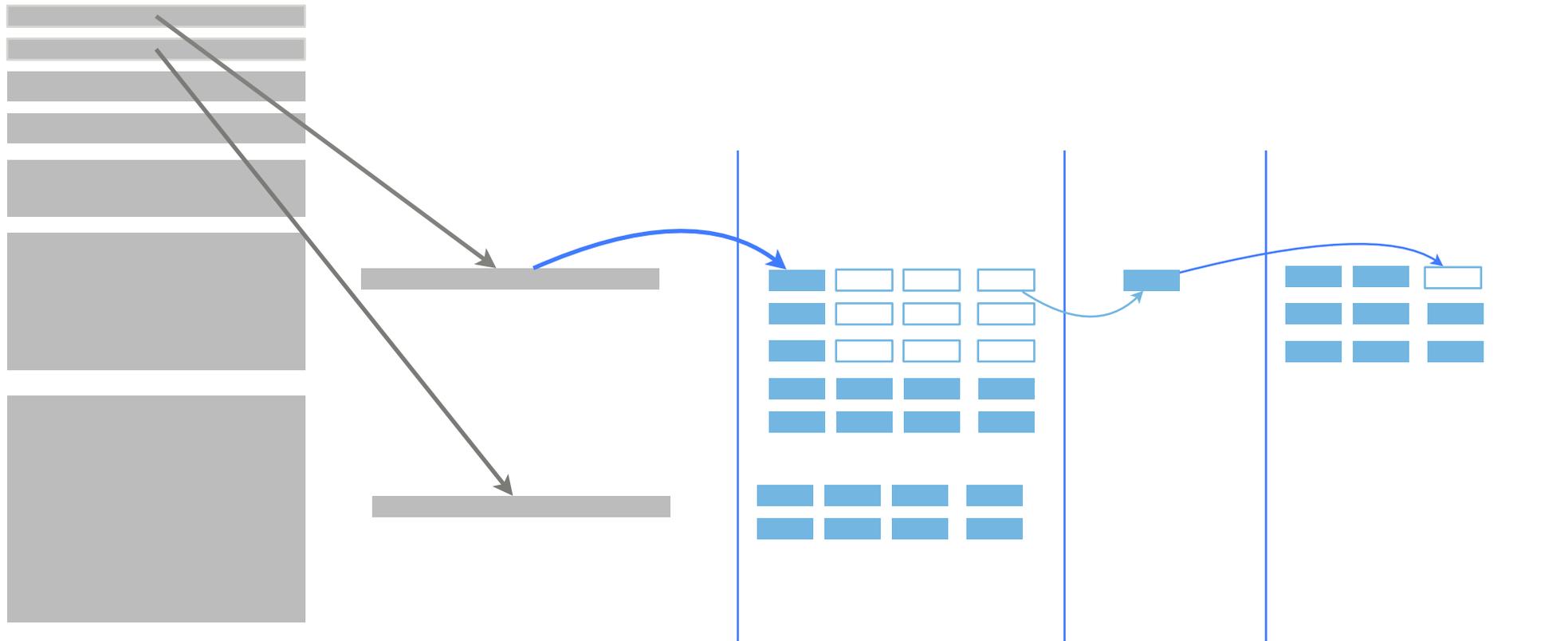
Mob/pair programming

# Retrospectives



Everyone reflects and improves the system.

# Scrum sprint planning



# 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

# Case

# 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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# Launching a team or network

# Launching a team

Hackmann: 60% preparations, 30% launch, 10% underway

Respect the Group Dynamics in the beginning: The group is a child depending on the parent.  
In case of bad preparations, this is difficult and essential.

Hackmann: First motivating coaching. After a turning-point crisis the team will accept process coaching.

Educate everyone about Teamwork - it makes a difference



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.