

Rethinking Teams: Accelerating Performance Through Purpose

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Organizations exist in a confusing and unpredictable world of change

Volatility Uncertainty Complexity Ambiguity

- focused on optimizing, not resiliency
- supported by slow moving tasks
- uneven information flows

- markets driven by technology
- untraditional competitors
- demanding customers
- forced changes in short intervals

"74% of over 500 respondents said that change fatigue exists within their companies; with 39% reporting that it's highly pervasive."

Daggarwing Liquid Change Study

Or put another way . . .

Right now, your company has

21st century internet-enabled business processes,

20th century management processes, all built atop

: 19th century management principles.

Gary Hamel
Strategos

The gap between leadership and workers is widening

Leadership

- flattening the management pyramid
- still command-control
- not built for dynamic ever changing conditions

Gaps

- mismatched skills and experiences
- lack of shared tools
- transactional culture
- command-control micro-managing
- broken communication
- weekly status reports

Workers

- fewer managers to manage employees
- static legacy processes and protocols
- too many rambling meetings



Teams are often based on who is available to do the work

"You're a team. Now get to work."



"I am Adam, what is your name?"

A group is a collection of individuals who coordinate their individual efforts with little collective accountability.

photo credit: Comstoc

What is a team?

Interdependent with respect to information, resources, and skills that combine efforts to achieve a common goal.

Connected

Skills
Tools
Space
Culture

Clarity

Responsible
Accountable
Consulted
Informed

What do people want when they are on a team?

able to work autonomously a believable goal each member to help

distributed leadership complementary skills talented individuals

improvement over time a sense of community

Disempowered people wait to be given work.

Disempowered

Do and Due

- Be told what to do
- Being a resource
- Excessive meetings
- Power games or vacuums
- Badgering on "status"

Empowered people define their own work.

Empowered

Teamwork

- Motivated individuals
- Self-organizing teams
- Being an owner
- Work together daily

Cadence

- Simplicity
- Show frequently
- Maintain a constant pace indefinitely
- Reflect on how to become more effective

"Done"

- Attention to technical excellence
- Working output is the only measure of progress

Teams feel the pressure to get things done fast, when it is about doing things well

Speed	describes only how fast an object is moving
Mass	the talent & ability of a team
Trajectory	to consistently get work completed to meet a goal
Cadence	predictable productivity in units of time
Velocity	is the combination of cadence and trajectory of mass

What can improve a team's velocity?



95

How to go from a group to a team?



Form

- Review the goal
- Audit skills and experiences
- Work preferences
- What will I do,
 What will we do
- Team charter

Storm

- Stress test the goal
- Challenges and Opportunities, then Prioritize (reframe)
- Define specific tasks
- RACI

Norm

A team achieves greater intimacy, and a spirit of co-operation emerges have the ambition to work for the success of the team's goals.

Individuals start tolerating the whims and fancies of the other team members.

They accept others as they are and make an effort to move on.

Perform

- Daily stand ups
- Concentrated work windows
- Synchronous/Asynch ronous interactions
- Share, communicate and critique all tasks in real time
- Continually reprioritize work and connect it to goal
- Showcases of work
- Team reflection and improvement

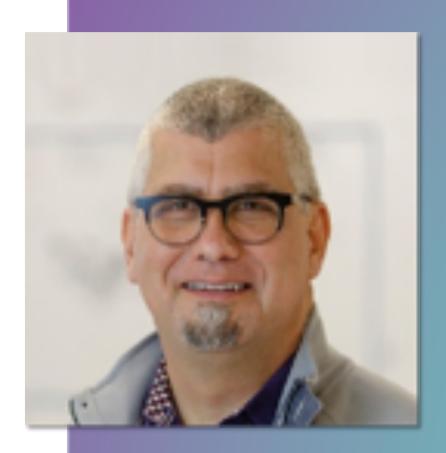
Adjourn

- What did we learn about the goal, the end results and ourselves?
- Individual, team,
 & organizational improvements

Source: Bruce Tuckman

How to start It begins with you. Start small, but just start.

Thank You



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