



5 Agile Lean Leadership - Teams

This course covers the aspects building real Teams in organizations. Teaming requires trust and commitment beyond what most people are used to. Working in a Team sometimes requires change in behavior that require disciplined effort but provides huge rewards.

The Challenge

Most people have been conditioned in the workplace to look out for themselves, there are ratings and measurements designed to grade people, colleagues are often competitors. Organizations often talk about motivation, but fear still reigns. Fear kills innovation and experimentation. Teams can counter this.

Transition to ALL require that people are willing to commit and take part in the complex learning and problem solving activities. They only do that, if it is safe. The leader's most important job is to make the environment psychological safe for the Teams.

ALL Teams, the backbone

This ALL course teaches leaders and team members alike the fundamentals of teamwork. Why is it not only beneficial, but necessary, when working in the complex domain? What can each person do, how can everybody participate in building and cultivating teams. Who are the best candidates for a Team?

People do not change just by being told, they have to be shown. Behavior changes when people see a personal value and want to change. The Team provides a solid base for people to work confidently with complex assignments, they do not have to carry the load and uncertainty alone, and there is always someone to help them up, should they stumble.

Several practices in daily work need to change in order to cultivate the Team, there are tools and methods to introduce, that slowly changes the thought patterns and reflex behavior. This course to provide the leader and Team member alike with a comprehensive toolbox from which to choose.

Most people like to work in Teams – but not all – care must be taken when assembling a team, skills, personalities and above all a willingness to serve the Team. Sometimes a crisis or an opportunity appears suddenly and a transient team has to be assembled, often such teams have trained as “crews” to prepare for for such sudden action.

Learning Objectives

Agile Lean Leadership Context
Understanding the foundational nature of teams in the success of ALL and work in the complex domain. Shared situational awareness is required.

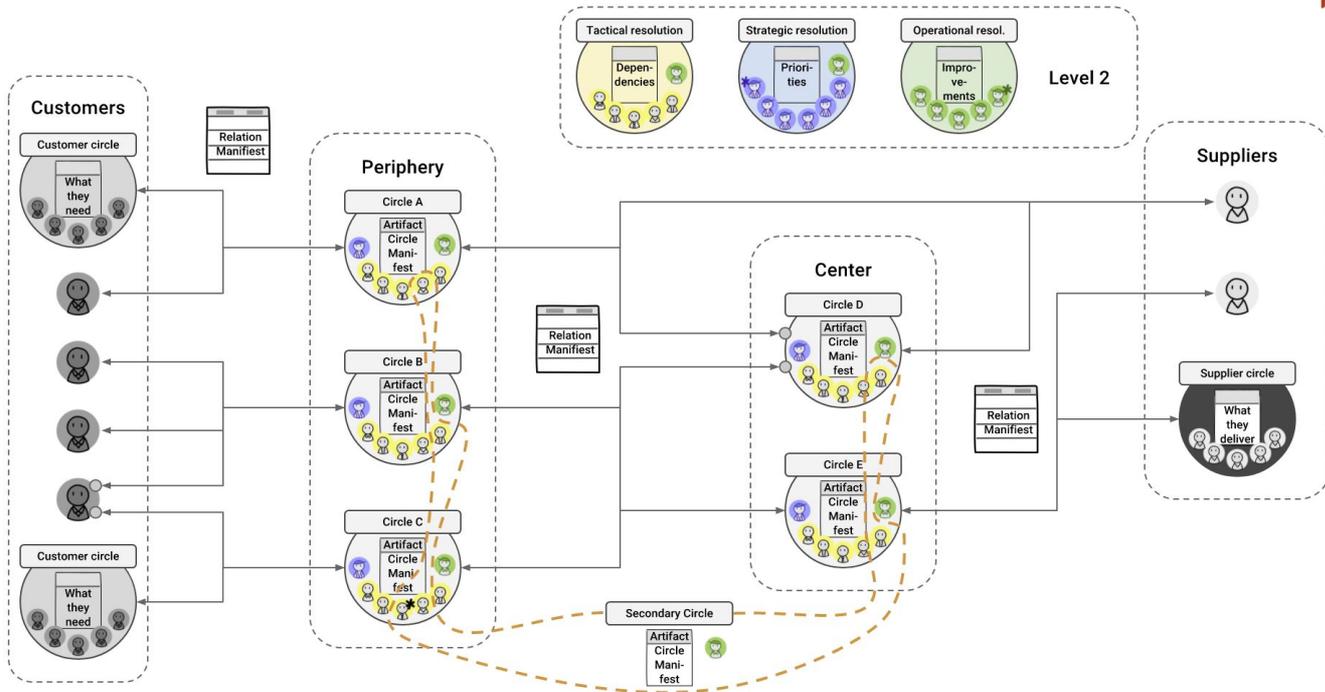
Leadership
Understanding the dynamics of Teams how to set enabling constraints. Understand the necessity of constantly nurturing and tending to the Team like a gardner not a chess master.

The Toolbox
Apprehending a collection of patterns, tools, practices and templates that can be used in teamwork depending on context. Understand the applicability of each.

Real Life
Understanding the events that makes it necessary to deviate from the semi static structure of Teams and use transient teams based on “crews”. How to adapt to imperfect conditions and still find the evolutionary potential in the present.



Kurt B. Nielsen

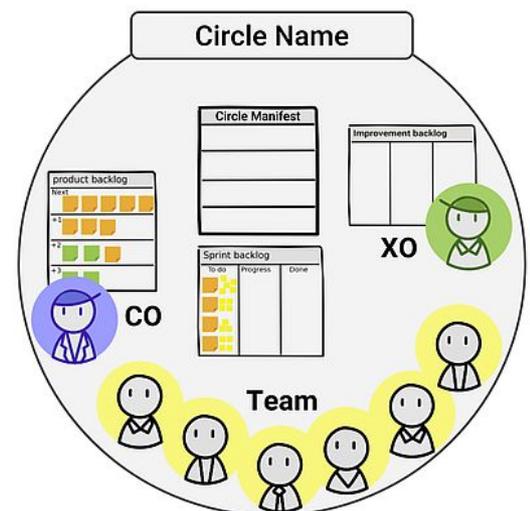


5 ALL - Teams, Content

- What is a real team?** Teams are not just groups of experts. A team has a common purpose and goal and share commitment and responsibility to reach it. A team has a common mandate to and authority to reach its goal. Team members take responsibility for each other.
- Concrete ways of teamwork** – Team members and leaders need to understand ways of working towards teamwork. First make it safe. No one is punished for admitting a mistake, asking for help or suggesting a better ways of doing things. Leaders must become gardeners not chess masters. Develop the idea of the team as a unit, always say “we”, never “they”. Retrospectives, after-action-reviews etc. how to stop up and allow time and space for reflection? Best man on the job is boss. Everyone is a leader.
- Organizational tools and templates** – Concrete artifacts can help focus and visualize the present. Circle and relationships manifests make team work much more transparent, different examples. Maintaining a competency matrix is a simple way of sharing an understanding of the team’s situation. Visualize work and keep track of commitments and expectations.
- Transient Teaming** – Sometimes teams have to form and perform very quickly due to crisis or opportunity. These teams are formed as secondary teams with special purpose, people are trained as “crews”. With sudden drops into Chaos, re-teaming occurs. Typically a few very experienced people who can be trusted take charge.
- Non-ideal team conditions** – Many have to work in less than ideal conditions. A lot of different things can prevent or diminish teamwork. The team is not left to do its job, to much interference from the outside. Event-driven work is not properly shielded from the work the team has to plan. Dependency on external resources, human or otherwise. Too few, too immature or demotivated Team members.

“You will be most effective when members can complement each other without embarrassment and disagree without fear.”
- Peter R. Scholtes

Prerequisite for this course is #1 ALL Introduction or Certified Scrum Master.



Being in a Team gives security, capability and courage to experiment and learn.

Read more about ALL - Teams here:
<https://tinyurl.com/yxbspbly>