

# Leading high performance teams

Ari Tikka  
LESS 2010  
20.10.2010

[www.AriTikka.com](http://www.AriTikka.com)

## Ari Tikka

- MSc in structural mechanics 1986
- SW development 1990
  - Valmet/Metso, embedded systems, OO in C
- Nokia Networks, DX200 operating system
  - Organizational development 1997
  - Nokia Networks, NSN
- Ari Tikka Consulting Ltd 2008 ->
  - Lean, Agile, Organizational life
- In the network of Houston Inc 2010 ->

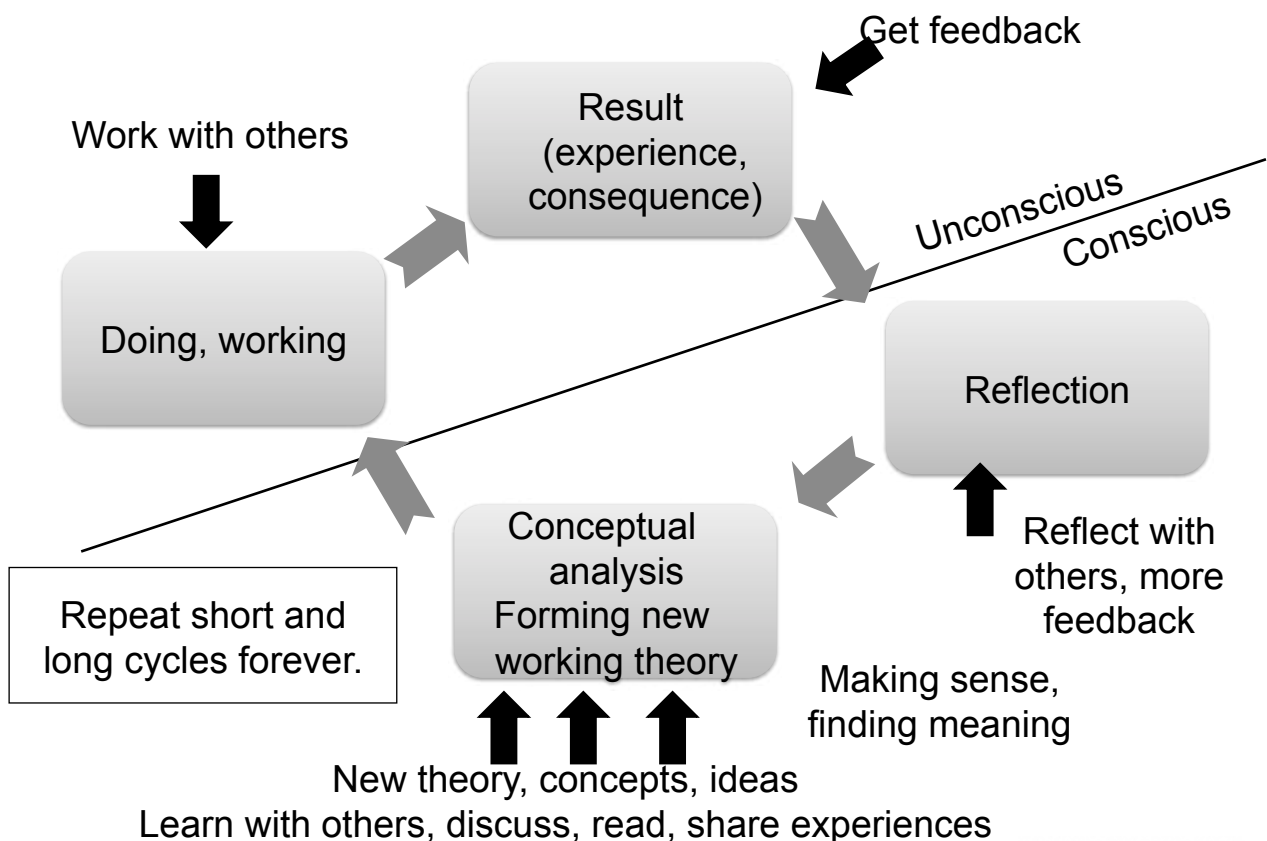
[www.AriTikka.com](http://www.AriTikka.com)

# Learning

- Understanding creates good actions in new situations.
  - Complexity invalidates complicated models.
- Apply in my unique situation
- Identity – I am the one who acts
- Acting
  - But power constrains
- Empowerment – Power is the ability to act

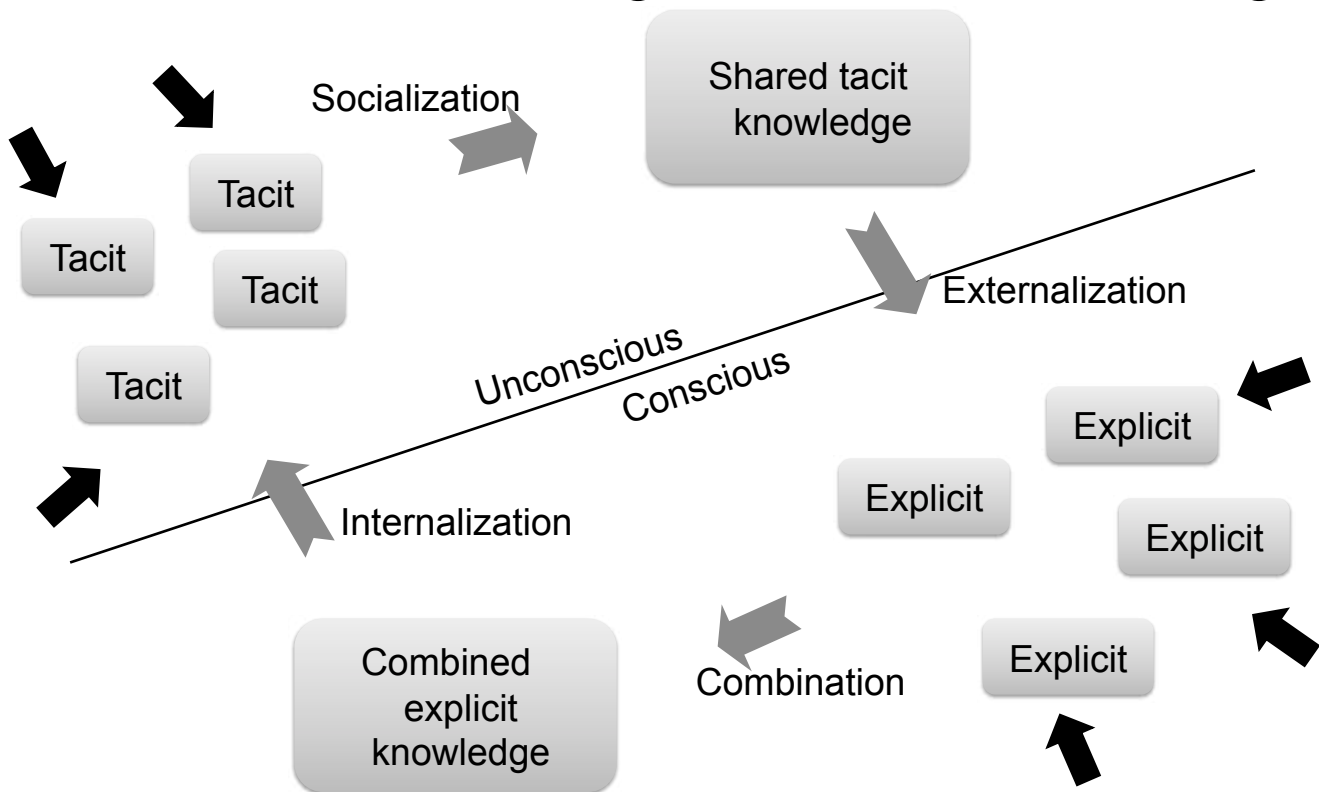
www.AriTikka.com

## Cycle of learning



www.AriTikka.com

# Nonaka: Organizational learning



www.AriTikka.com

- The work works
- Leadership functions
- Interaction functions
- The group is able to make decisions
- The group is capable to reflect itself
- The group is able to face the outer reality
- Ability to manage time
- The members endure frustration and are able to control feelings
- Creativity, openness and acceptance
- Freedom to choose between individuality and assimilation as needed
- Everyone in the group is a responsible leader
- Everyone in the group is a peer coach

www.AriTikka.com

# Questions of individuals

- What questions or concerns does an individual have, when entering a team?
- What questions did You have, when you entered this tutorial?
- Please one question per sticker
- Individual work for 7 minutes

[www.AriTikka.com](http://www.AriTikka.com)

## Who are we?

I value

I contribute



Motivates me

My ways of working

[www.AriTikka.com](http://www.AriTikka.com)

# Responsibility vs. accountability



- <http://www.christopheravery.com/>

[www.AriTikka.com](http://www.AriTikka.com)

## Principal task

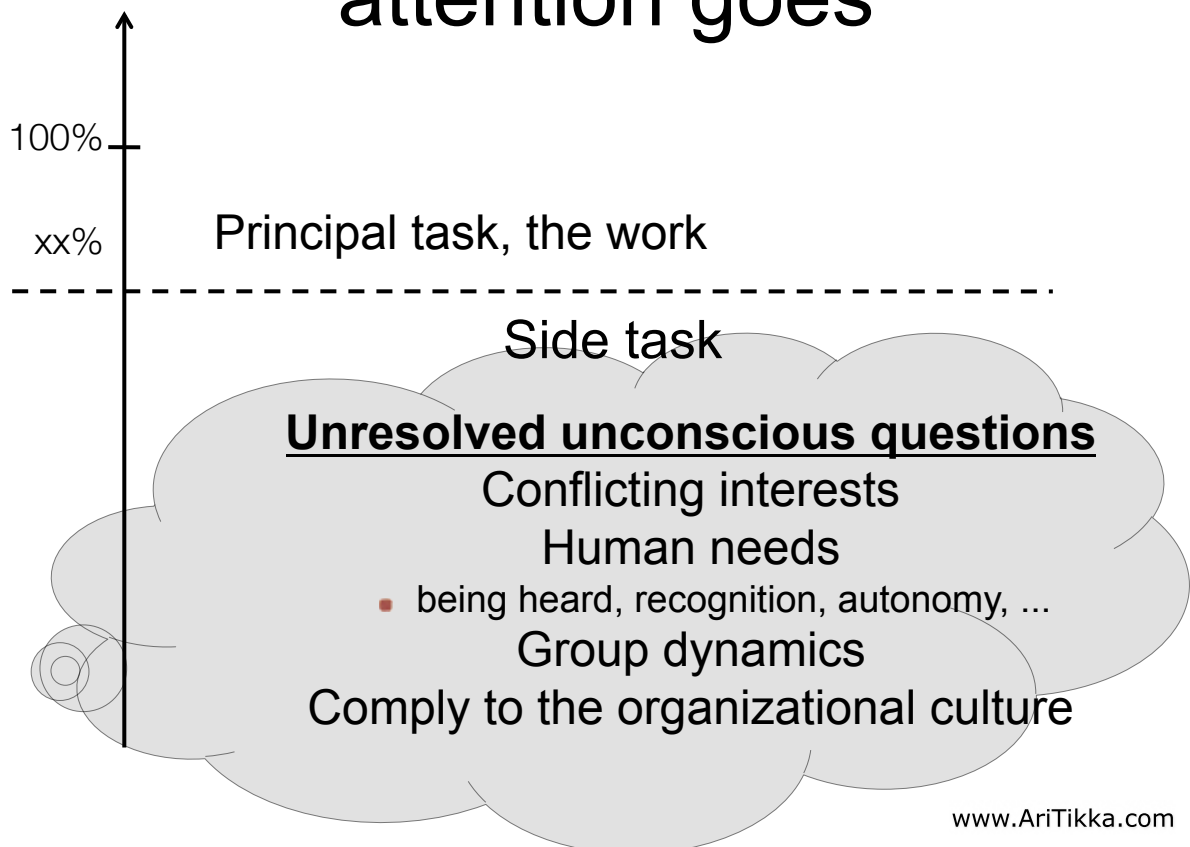
- What should we be doing NOW?
- A question
- You are free to use any ways to document current understanding
- What is our principal task?

[www.AriTikka.com](http://www.AriTikka.com)

# BUT...

www.AriTikka.com

## Where energy, time, and attention goes



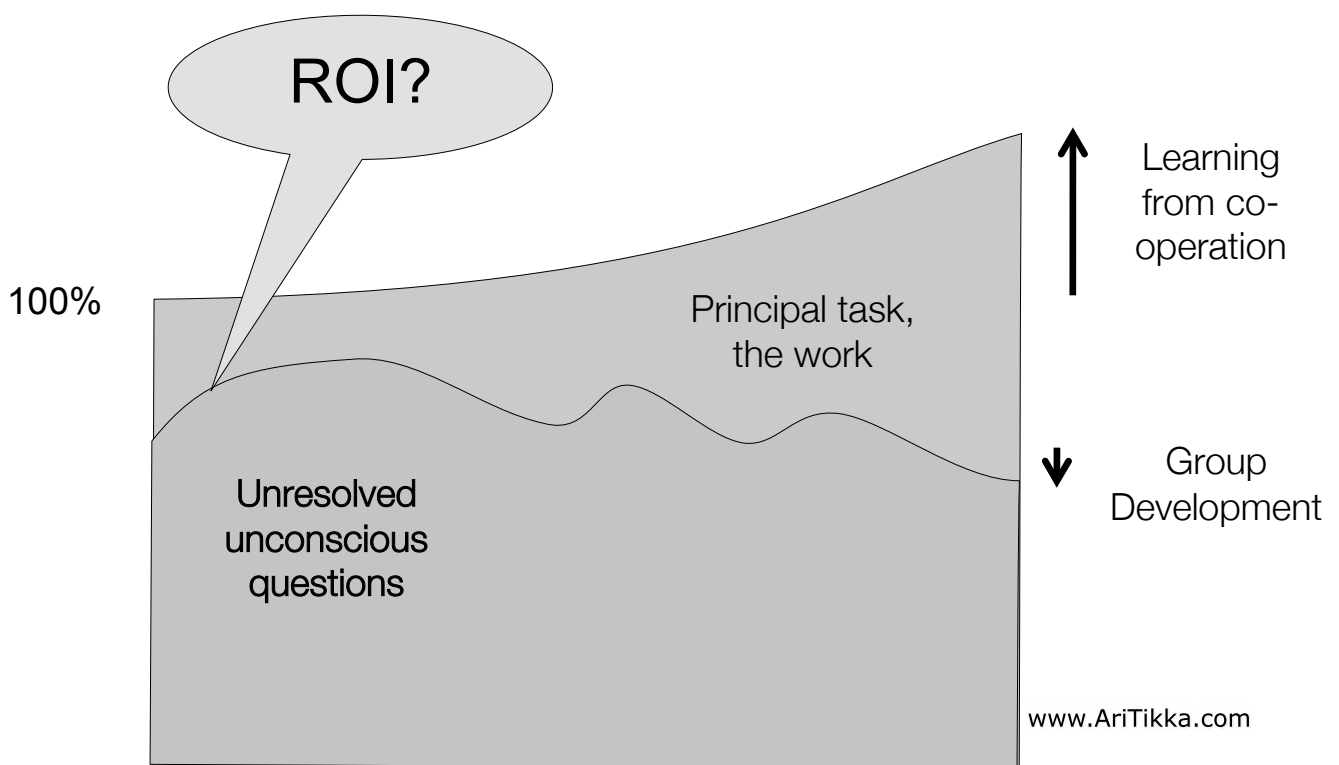
www.AriTikka.com

# Group dynamics

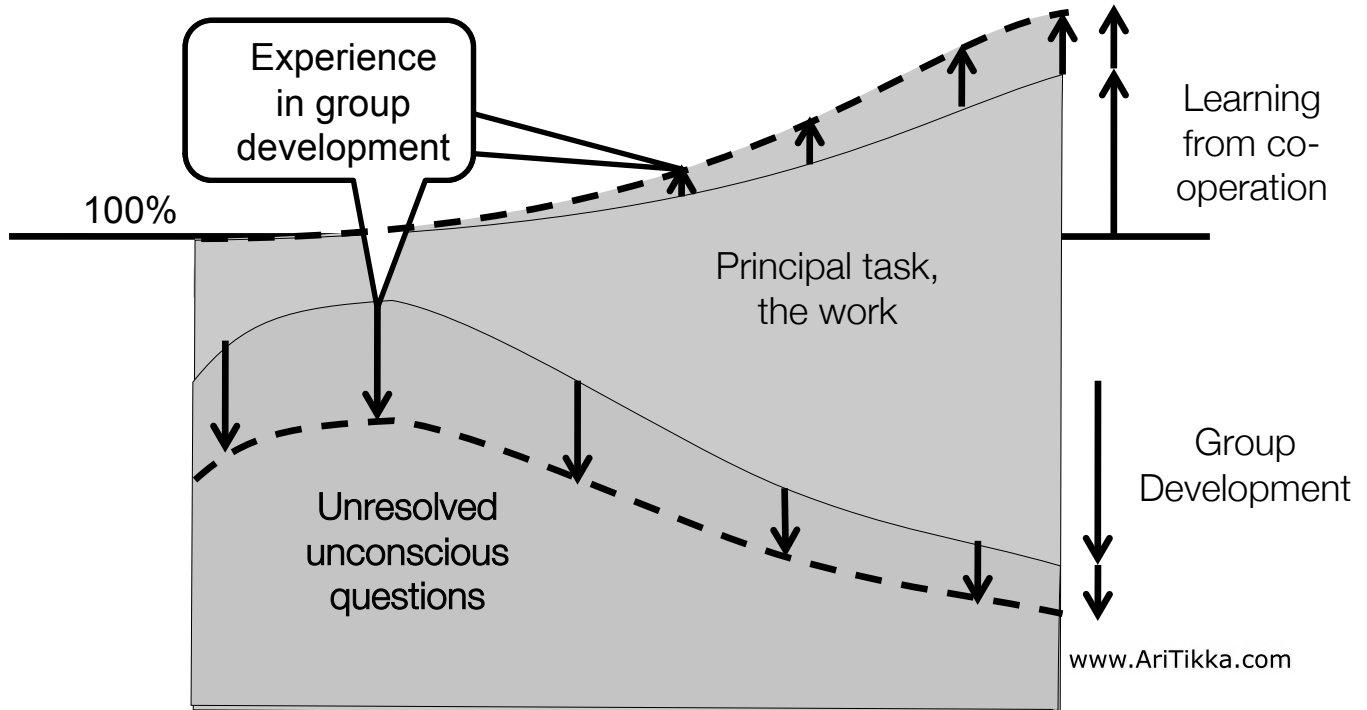
- A group is a very very complex thing. Group dynamics provides a couple of models, that always fall short, but may be useful when you decide what to do.
- W. Bion: Group is yet another person present.
  - Group communication patterns (Bion's basic assumption behavior)
- Groupthink – check wikipedia
- Group development patterns / phases

www.AriTikka.com

## Group development and productivity



# Group development and productivity



## Group development patterns

- The classic “Orming” phases by Tuckman
  - Forming, Storming, Norming, Performing, Adjourning
- Understanding the underlying forces gives
  - Situational leadership tools
  - For team 1) coaches, 2) members and 3) sponsors
- Grasp the necessity of care and related dependency for a new group
- The dynamics are generally applicable
  - Authority relations, larger organizations or short meetings

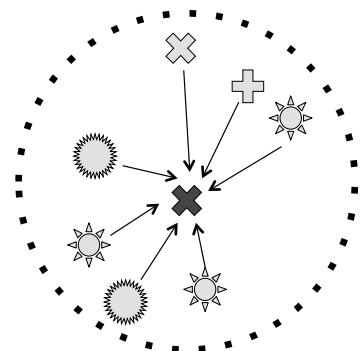
# The states

- No group (in the group dynamic sense)
  - It is OK. Individuals may be good in co-operation
- The group moves back and forth the states, slowly or quickly, according to conditions
  - Childhood – dependency (Forming)
  - Adolescence – individuality (Storming)
  - Youth – harmony (Norming)
  - Maturity – work group (Performing)
  - Ending – mourning (Adjourning)
- The group only gets to Maturity after going through all previous ones. Only after solving the questions.

www.AriTikka.com

## Childhood – dependency (Forming)

- Dependency
  - In order to have the safety and alignment to grow, the group depends on a single leader it has chosen.
  - What is this group (now)? Is it worth joining? Am I good enough?
- Competition of leadership
  - Pressure to take leadership
  - Challenging leader candidates
- The (situational) leadership needs to
  - Clarify the boundaries and principal task
  - Create, safety, trust and interaction



www.AriTikka.com

# Childhood – dependency (Forming)

- The group may become hurt, if it experiences to be left without enough support
  - Underperforming, quarreling
- The group may grow depressed, if left without care for a long time
- The group and/or leader may like the dependent state too much, and try to keep there.
  - Culture and personalities
- As the leader you will adjust dependency. Better be conscious.
- Offering to lead is a precious gift to the group. Offering support for leadership is a precious gift too.
- Leadership competition may be mixed with “storming” of the next phase. Always remember to think if there is a question of leadership competition.

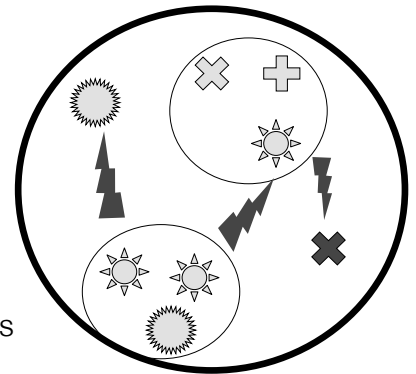
[www.AriTikka.com](http://www.AriTikka.com)

- Have you seen at work? Have you seen in this group?
- Leadership competition
- How do I adjust dependency? How have I seen different leaders to adjust dependency? How have I seen situational leaders adjust dependency in this group?
- Hurt or depressed group?

[www.AriTikka.com](http://www.AriTikka.com)

# Adolescence – individuality (Storming)

- When enough safety and learning has been created, needs of individuality are surfacing
  - Conflicting needs and interests
  - Uncomfortable feelings
- Forming of subgroups
  - People always join bigger groups through subgroups
- The (situational) leadership needs to
  - Solve conflict constructively
  - Value difference
  - Stand the criticism and people taking distance
- Scapegoat phenomenon is possible when leadership can not endure conflict
  - The safest target for critique is strong leadership



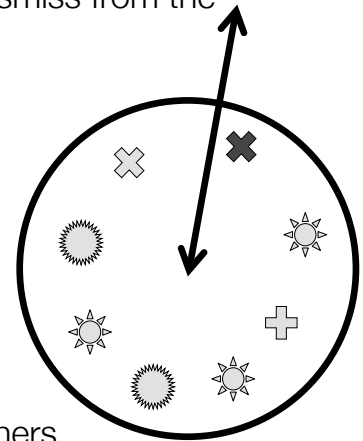
[www.AriTikka.com](http://www.AriTikka.com)

- Have you seen at work? Have you seen in this group?
- Storming
- Scapegoat
- Something else that take your attention?

[www.AriTikka.com](http://www.AriTikka.com)

# Youth – harmony (Norming)

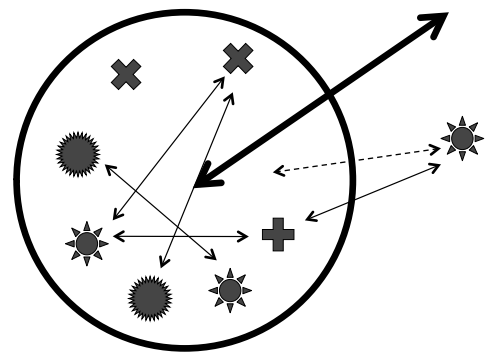
- The questions of joining have been solved so far
- Strong pressure to assimilate, to dive into the harmony of the group
  - Even the leader feels difficult to take distance from the group
  - Taking distance is punished by threatening to dismiss from the group
- The group sees itself good. All problems are outside.
- The (situational) leadership needs to
  - Enjoy and appreciate the harmony
  - Arrange feedback to the group
  - Take the group back to the principal task
  - Take care of own ability to separate and help others



www.AriTikka.com

# Maturity – work group (Performing) 1/2

- The work works
- Leadership functions
- Interaction functions
- The group is able to make decisions
- The group is capable to reflect itself
- The group is able to face the outer reality
- Ability to manage time
- The members endure frustration and are able to control feelings
- Creativity, openness and acceptance
- Freedom to choose between individuality and assimilation as needed



www.AriTikka.com

# Maturity – work group (Performing) 2/2

- The (situational) leadership needs to do all good things as in the leadership literature...
- Everyone in the group is a responsible leader
- Everyone in the group is a peer coach
- The group will go back to square 1 at all changes. Experienced team will come back to Mature state faster.

[www.AriTikka.com](http://www.AriTikka.com)

# Ending – mourning (Adjourning)

- Ending is sad
- Unprocessed endings make it more difficult to invest in the next group
- Close to ending
  - Different, even extreme, feelings surface and exist at the same time
  - Difficult to concentrate to the principal task
  - There is pressure to continue the group, even when it is dying
- The leadership needs to
  - Arrange time and space for mourning and expressions of feelings
  - Celebrate and appreciate
  - Help to finish the work

[www.AriTikka.com](http://www.AriTikka.com)

# J. Richard Hackman

## Leading Teams: Setting the Stage for Great Performances

- A real team
- Compelling direction
- Enabling structure
- Supportive context
- Right coaching

[www.AriTikka.com](http://www.AriTikka.com)

## Patrick Lencioni:

### The Five Dysfunctions of a Team: A Leadership Fable

- Absence of Trust
  - Fear of Conflict
  - Lack of Commitment
  - Avoidance of Accountability
  - Inattention to Results
- 
- Undeveloped, hurt, depressed group?

[www.AriTikka.com](http://www.AriTikka.com)