

Leadership in developing high-performing teams

Ari Tikka
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Increase safety

- Boundaries?
 - 15:30 – 17:00
- Who are we?
 - Name
 - Working role
 - One word
- What shall we do?

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Ari Tikka



- MSc in structural mechanics 1986
- SW development 1990
 - Valmet/Metso, embedded systems
 - Nokia Networks, DX200 operating system
- Organizational development 1997
 - Nokia Networks, NSN
- Ari Tikka Consulting Ltd 2008
 - Lean, Agile, Organizational life
- Zen

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Goals

- Understanding
- Practise
- Demonstrate and experience
 - Ask at any time
- Dose of 1.5 hours

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Learning

- Grand principle: Understanding creates good actions in new situations.
- Basic courses give basic vocabulary
- Advanced training
 - Apply in one's unique situation
 - Build new identity – I am the one who acts (differently)
- Trying to act, but there are constraints...
 - Support from sponsors, network and coaching
 - Empowerment – Power is the ability to act.

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Yes, but...

- Your message is heard if it is
 - Credible
 - Relevant
 - On listener's side
 - Doable

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What is the core substance
of teamwork?

TRUST

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Edgar Schein



- The grand old man of
Organizational Culture

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Organizational culture

Explicit



Values

**The Truth
(Basic assumptions)**

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Organizational culture

Organizational culture is the pattern of basic assumptions that a given group has invented, discovered or developed in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid, and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

- E Schein

The culture is the stories we tell about ourselves.

- Unknown origin

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What is the core substance
of teamwork?

CARE

TRUST

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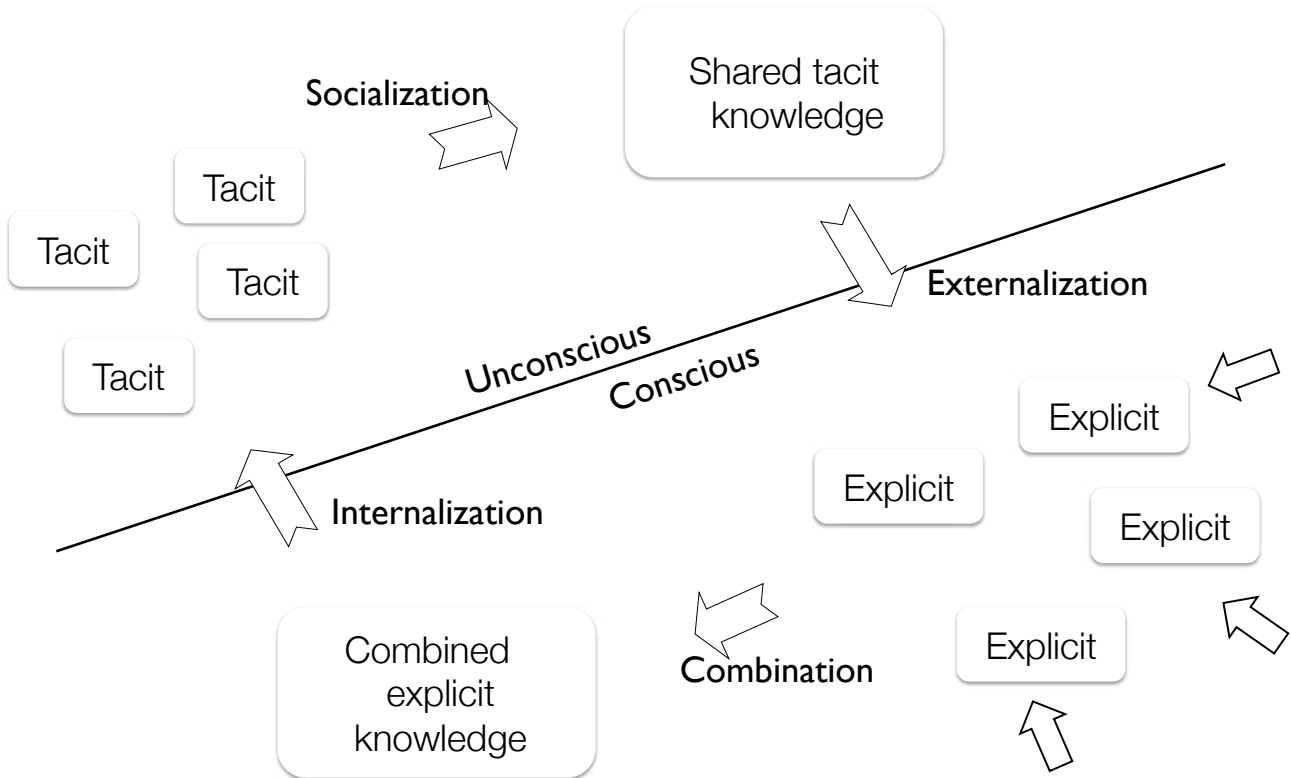
Ikujiro Nonaka



- Knowledge Creating Company
- Scrum
 - The New New Product Development game
- Ba
- SECI

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Nonaka's SECI



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Ikujiro Nonaka



- Knowledge Creating Company
- Scrum
 - The New New Product Development game
- Ba
- SECI
- Trust, Care and Love

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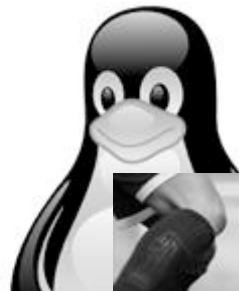
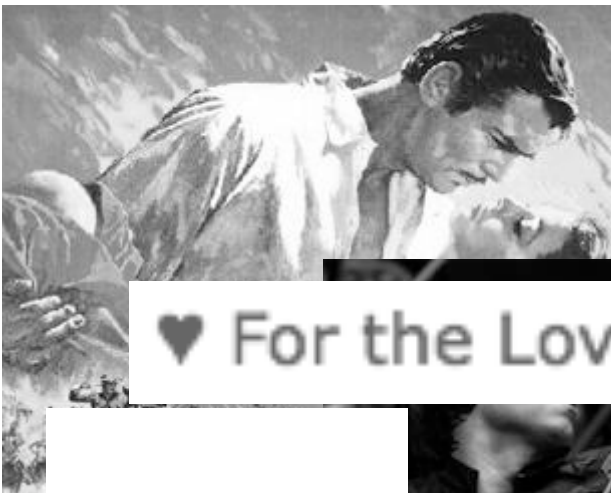
Helen Fischer



- A leading expert on the biology of love and attraction. (wiki)
- The 3 Neural mechanisms for mate choice
 - Lust
 - Attraction
 - Attachment

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Images of love



♥ For the Love of Agile ♥

NOKIA
Connecting People



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...the reality...

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Continuous integration



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What is the core substance
of teamwork?

CARE



LOVE

TRUST

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Group?



Consists of individuals.

Who have concerns:

- Own survival, group survival, ecosystem survival
- Collaborative games – competitive games
- Short term – long term



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People check...

is this thing...

- Credible
- Relevant
- On my side
- Doable

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Teamwork is an individual skill



- Individuals do have concerns, whenever they enter a group
- What kind of questions do they have?
- What questions did you have in mind when entering this workshop?

My name

I value /
motivates me



My ways of
working

I need

I contribute /
my skills

My slogan

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Principal task

- What should we be doing NOW?
- A question
 - At any time remind: "What is our principal task?"
- Use any means to find or document the best current understanding

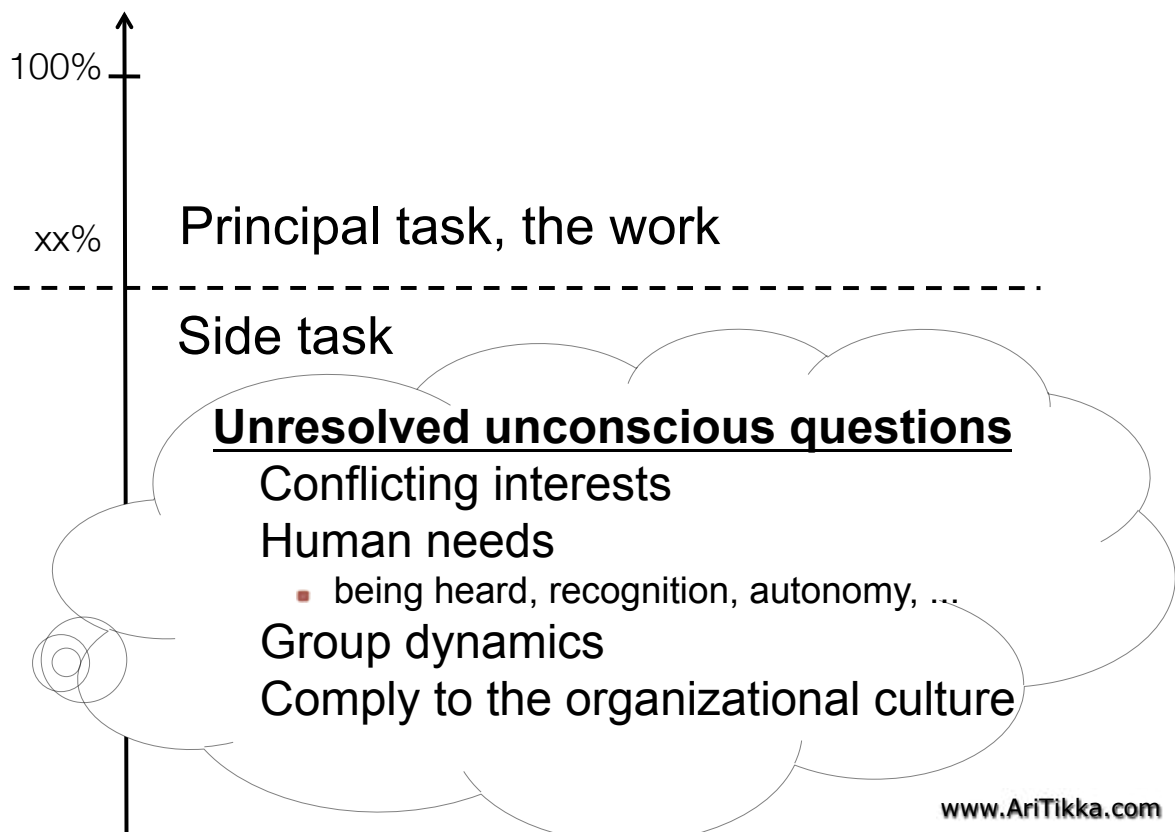
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So things get done

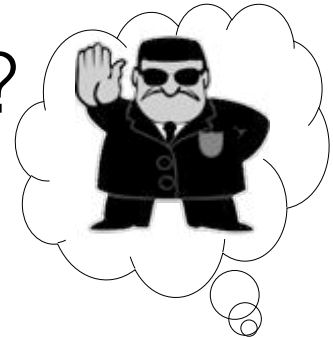
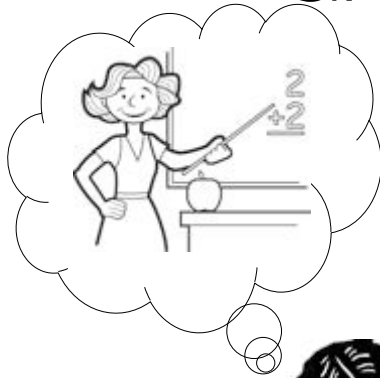
BUT...

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Where the energy goes?



Group dynamics?



- Yet another person
 - No own senses, no mouth
 - W Bion after WWII

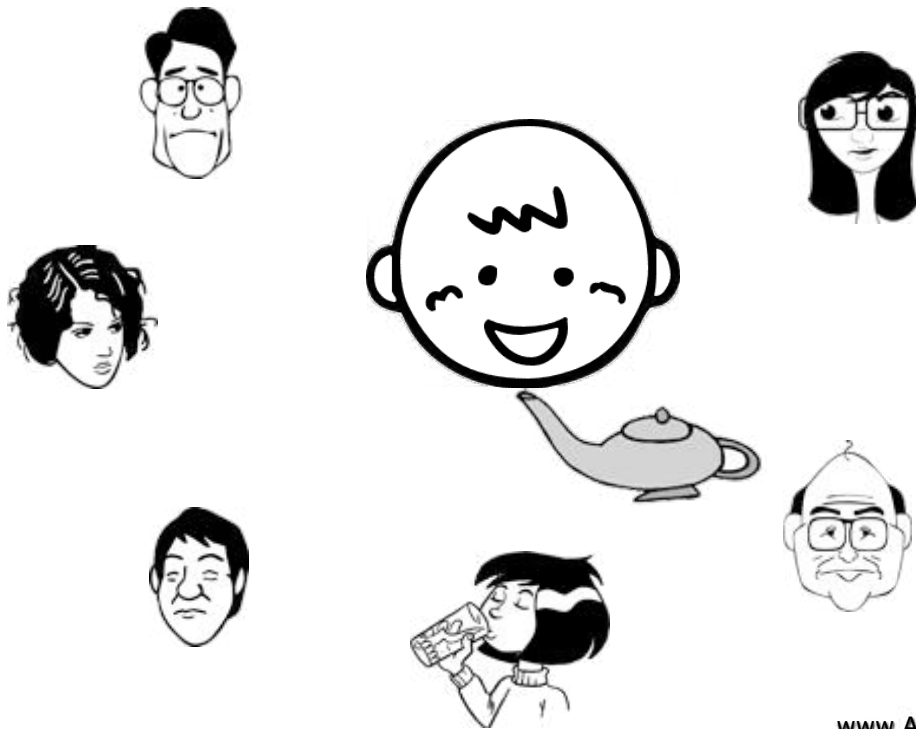
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The states

- No group (in the group dynamic sense)
 - Often 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.

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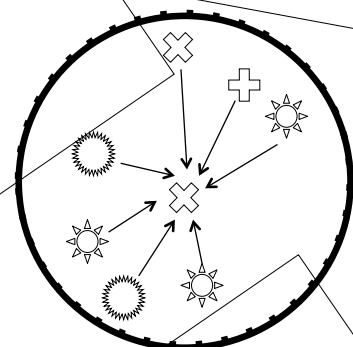
Group development?



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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



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Childhood – dependency (Forming)

- 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.
- The group and/or leader may like the dependent state too much, and try to keep there.
 - Culture and personalities
- The group may become wounded, if it experiences to be left without enough support
 - Underperforming, quarreling
 - The group may grow depressed, if left without care for a long time
- As the (situational) leader you will adjust dependency. Better be conscious.

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How to care?

- The Agile Coach may consciously and temporarily take active leadership letting the team to experience safe dependency
- J. Richard Hackman: “Leading Teams: Setting the Stage for Great Performances”
 - A real team
 - Compelling direction
 - Enabling structure
 - Supportive context
 - Right coaching

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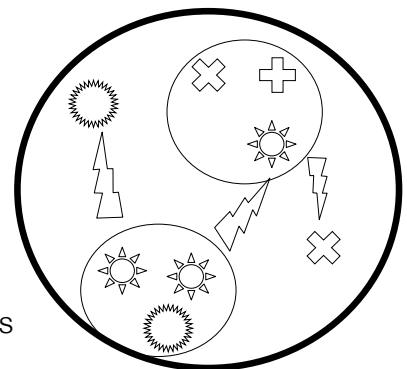
Group development?



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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

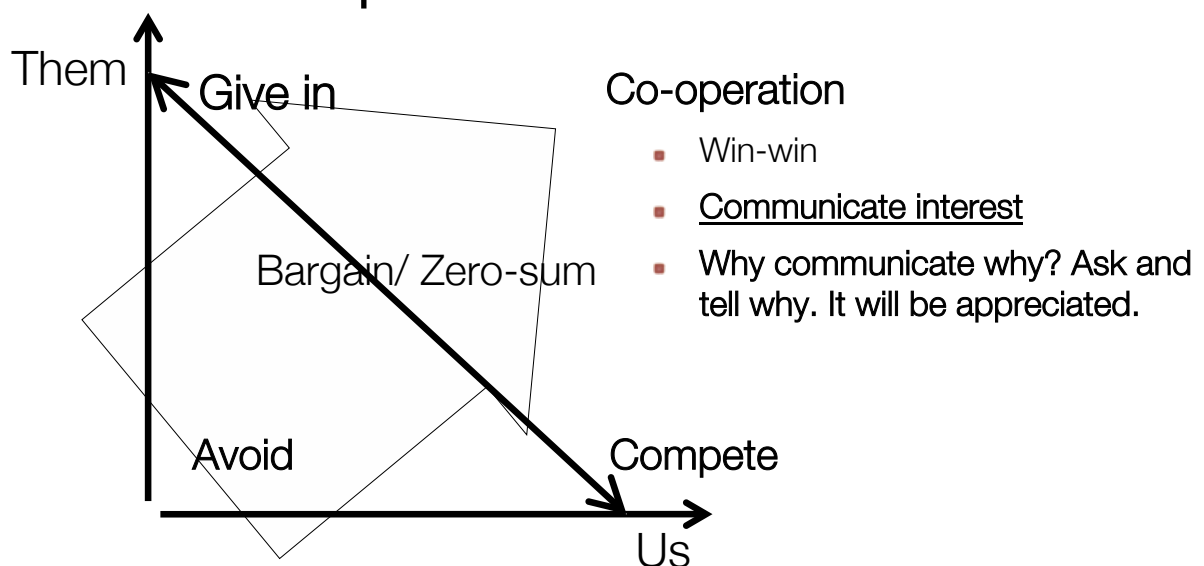


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The most important task
of the parents of teenagers
is to stay alive.

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Conflict resolution - from position to interest



From avoiding to bargaining to co-operation by
moving communication from position to interest.

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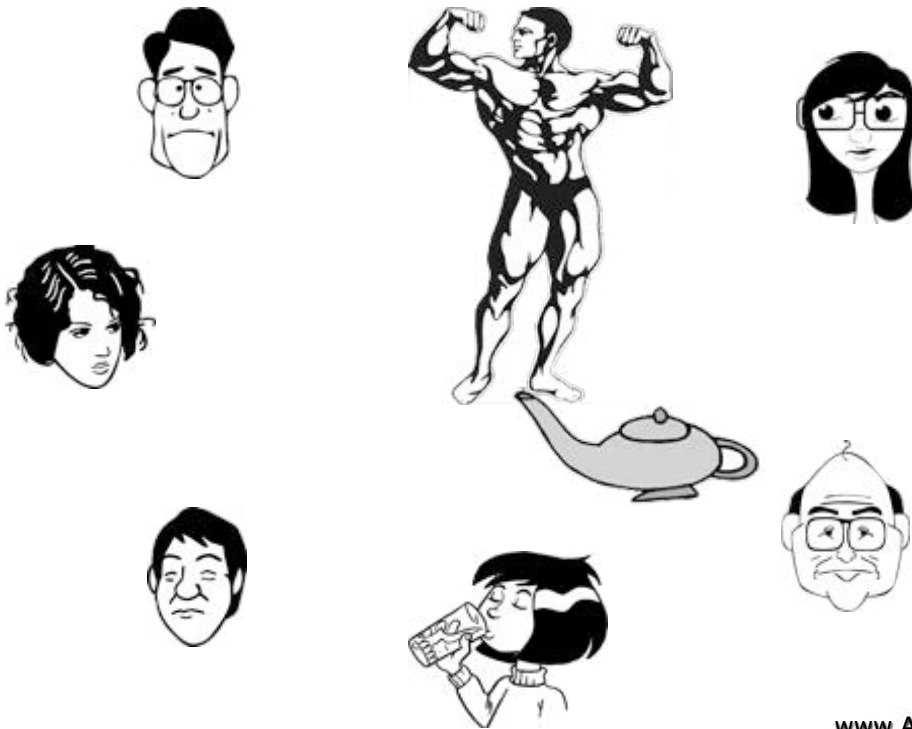
Sources of conflict

- Recognizing the source helps to choose good actions.
 - System
 - Lack of clarity
 - Position
 - Values
 - Personal
- E.g. if source of conflict is the system, offering help for personal behavior is offending.

Feedback

- Prepare – think and plan
- Create opening
- What happened
- State impact
- Make a request
- Positive feedback - appreciations

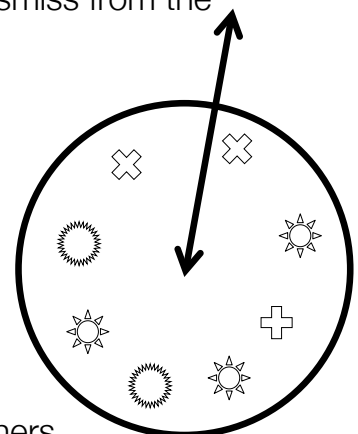
Group development?



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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



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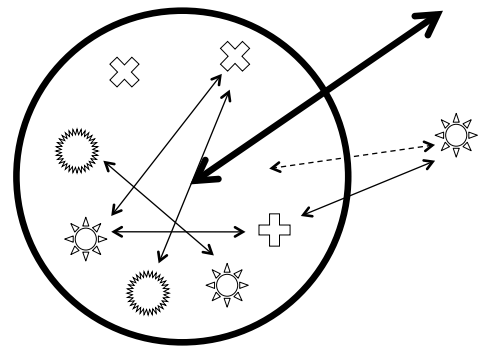
Group development?



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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



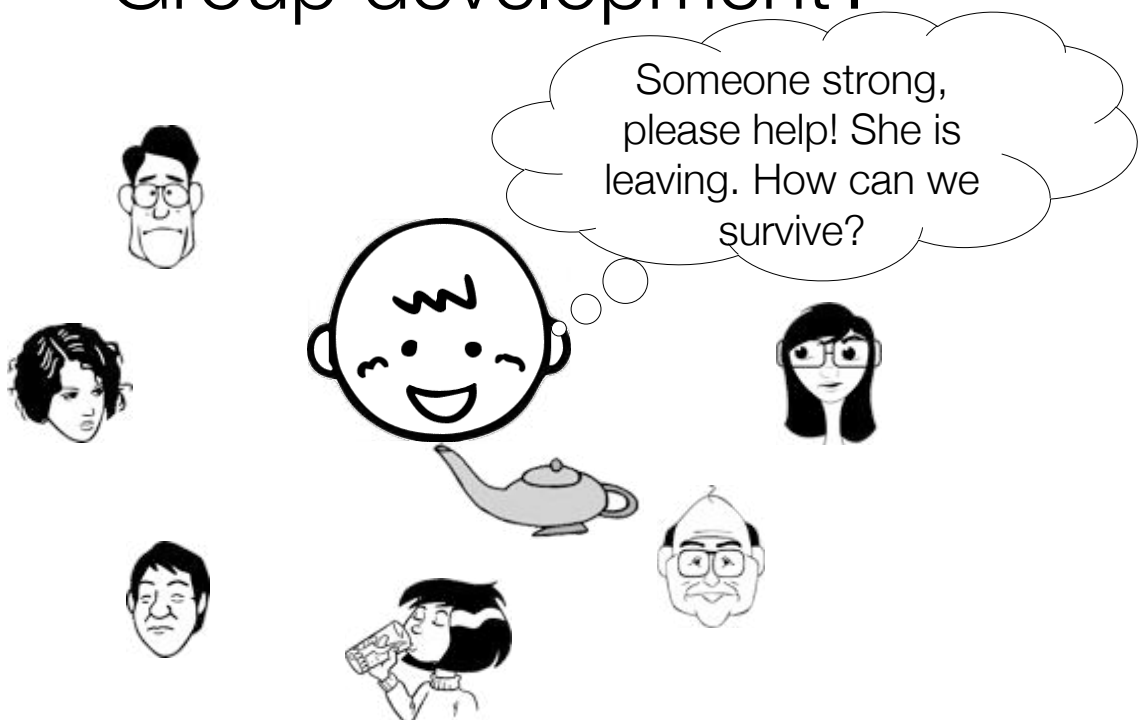
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Maturity – work group (Performing) 2/2

- The (situational) leadership needs to do all good things as in the leadership literature...
- Everyone in the group is a responsible leader
 - Distribute responsibilities from the very beginning
 - E.g. rotating facilitation responsibilities.
- Everyone in the group is a peer coach
 - Practise feedback and retrospectives from the very beginning

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Group development?



- The group will go back to square 1 at all changes. Experienced team will come back to Mature state faster.

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Group development?



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

Tools mentioned

1. Boundaries
2. Let everyone talk immediately
3. Introducing everyone
4. Be explicit about roles and leadership
5. Express goals
6. Tell and ask why
7. Share tacit knowledge
8. Trust Care and Love
9. Pay attention to speaking and language
10. Hear individuals' concerns in groups
11. Avery's responsibility process
12. Coat of arms activity
13. Principal task
14. Guessing and uncovering unresolved unconscious concerns
15. Seeing group dynamics
16. Seeing the current group development pattern
17. Offer and support leadership in groups
18. Adjust dependency
19. Support the newborn group
20. Build right boundary conditions for the group
21. Motivational coaching during the first half
22. Endure and be constructive with a teenager group
23. From position to interest
24. Feedback technique
25. Arrange feedback for a harmonious group
26. Distribute leadership, retrospect and learn peer coaching in order to raise the group to maturity
27. Giving space to ending is an investment