Team Health and Wellbeing
One set of metrics that really matters

Agile2018

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Overview

Why health and wellbeing matters

Visualization Tool Kit

Care and Usage

Continuing the conversation…
Why team health and well being matters

A strong constitution is necessary for teams to overcome adversity, maintain resilience and nurture a culture rich in collaboration and innovation.
Team health is a leading indicator
“…Analysis without numbers is only an opinion.”

Atkins Law #1

“If all we have are opinions, let’s go with mine.”

Jim Barksdale
Managing for “happiness”?  

So, cool, all we have to do is make every happy?
“We’re trying to create systems which learn, and ‘happy’ systems don’t learn, they’re complacent.”

Prof. Dave Snowden
Resilience

“Resiliency practices help you keep going, find meaning in the often long and political process of creating change, and see the good in [organizations] – even on days that can feel like you’re lost in a bureaucratic hairball.

Lois Kelly

Dictionary: *The capacity to adapt to stress or loss healthfully*

- Positivity
- Focus
- Flexibility
- Organization
- Proactivity
Managing for resilience

Thank  Experience
Give  Hike
Help  Meditate
Eat Well  Socialize
Exercise  Aim
Rest  Smile
FINE Experiments

Fast
Inexpensive
No permission needed
Easy
Sharing time….

- FINE Experiments to explore team resilience
Visualization Toolkit

There are many great visualization models available.
A working toolkit

Gallup Q12
Mood App
TeamMood
eNPS
Comparative Agility Survey
Crisp Happiness Index
Team Barometer

Spotify Team Health Check
Lean Agile Intelligence
Team Morale Metric
H.I.P. Survey
OfficeVibe
15Five
Happiness Wall / Window
1. How satisfied are you with your company as a place to work?

2. I know what is expected of me at work.

3. I have the materials and equipment I need to do my work right.

4. At work, I have the opportunity to do what I do best every day.

5. In the last seven days, I have received recognition or praise for doing good work.

6. My supervisor, or someone at work, seems to care about me as a person.

7. There is someone at work who encourages my development.

8. At work, my opinions seem to count.

9. The mission or purpose of my company makes me feel my job is important.

10. My team members are committed to doing quality work.

11. I have a best friend at work.

12. In the last six months, someone at work has talked to me about my progress.

13. This last year, I have had opportunities at work to learn and grow.

Gallup Q12
1. How fun was today?
2. How satisfied are you with *your* performance today?
3. How do you rate your team’s ability, collaboration and joint efforts today?
4. Did we do adequate planning in advance of our work today?
5. How was lunch today?
Team Mood

Team members will receive a daily email and/or slack prompt, asking for their mood of the day. One click and done!

contact@teammood.com

Hello Nicolas,
How do you feel about your day today?
Please click on the term which better describes your day:

- Excellent day
- Good day
- Average day
- Hard day
- Bad day

By giving your today's feeling, you'll be able to see the average mood of your teammates.

Cheers,
Nicolas from TeamMood
Team Mood

Average mood for the selected period:

- 6.3/10
- Best day: Fri 12/29/2017
- Worst day: Fri 01/26/2018

Mood distribution:
- Excellent: 19.2%
- Good: 16.6%
- Neutral: 26.2%
- Bad: 8.6%
- Pessimistic: 8.4%

Total: 569 moods

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Employee NPS (eNPS)

How likely are you to recommend Acme Corp as a place to work?

Not at all likely 0 1 2 3 4 5 6 7 8 9 10 Extremely likely

Tell us what you think...
Comparative Agility Survey

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The Crisp Happiness Index

- How happy are you with being at Crisp?
- How happy are you with your tasks in Crisp?
- How happy are you with your current client, or your bench situation?
Team Barometer - Jimmy Janlén

Power

We go out of our way to unblock ourselves when we run into impediments or dependencies.

When we run into problems or dependencies we alert managers, ask for their help, and then wait.

Team Barometer (Self-Evaluation Tool)

This is a self evaluation tool for discussing and learning how strong we are as a team.

Note: For this PowerPoint to look good you need the following fonts:
- Expressway Rg
- Noteworthy

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## Spotify team health check

The Spotify health check looks at ~10 areas of inquiry (rows) and then provides a macro view across multiple squads (columns).

For each area of inquiry, the teams rank where they are and what the trend is.
Bench marking

Ship It!

How easy is it to move our team's "Done" work to the intended user?

Where are we currently (Shipping)? *

- 🍀 Green – Moving our work to our customer(s) is simple, safe, painless & mostly automated.
- 😞 Yellow – There are some important problems that need addressing, but it's not a disaster.
- 🙁 Red – Releasing is risky, painful, lots of manual work, stuff comes back for rework, and it seems to take forever.
Bench marking

Quality of Work

We're fine craftspeople.... how's the level of quality of our team's end product?

Where are we currently (Quality)?

- Green – We’re proud of the quality of our work and with what we are producing! It is clean, easy to read, and has great test coverage.

- Yellow – There are some important problems that need addressing, but it’s not a disaster.

- Red – Our code is a pile of dung, and technical debt is raging out of control. We are not meeting our own expectations.
Lean Agile Intelligence

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Team Morale Metrics - Christiaan Verwijs

Question

| My job requires me to use a number of high level or complex skills |
| My job is simple and repetitive |
| My job is arranged so that I can do a whole piece of work from beginning to end |
| My job gives me the opportunity to completely finish the pieces I work on |
| My job is one where a lot of other people can be affected by how the job gets done |
| My job itself is very significant and important in the broader scheme of things |
| My job gives me the chance to use my personal initiative and judgement in carrying out the work |
| My job gives me considerable opportunity for independence and freedom in how I get the work done |
| Doing the work required by my job provides many chances for me to figure out how well I am doing at my job |
| After I finish a job or a task in my job I know whether I performed well or not |

Question

| I find the work that I do in my team full of meaning and purpose |
| I am enthusiastic about the work that I do in my team |
| I am proud of the work that I do in my team |
| To me, the work that I do in my team is challenging |
| In my team, I feel bursting with energy |
| In my team, I feel fit and strong |
| In my team, I quickly recover from setbacks |
| In my team, I can continue working for very long periods at a time |
Happiness, Innovation, and Productivity Survey (Nomad8)

- **Purpose**: Are we doing meaningful work that comes to fruition?
- **Creativity**: Are you allowed to do what’s best for your work by focusing on one thing at a time?
- **Autonomy**: Do you have a direct influence on how you and your team works and solves problems?
- **Relationships**: Do you work on a team where people support and challenge each other?
- **Mastery**: Have you been able to learn new skills at work?
- **Creativity**: Can you be creative at work, through success and failure?
OfficeVibe

How often do you get feedback?

- Once a year
- Once a quarter
- Once a month
- Every week or two
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The Happiness Wall / Door / Window
### What are your lines of inquiry and benchmarks?

<table>
<thead>
<tr>
<th>Spotify</th>
<th>Team Barometer</th>
<th>H.I.P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Easy to Release</td>
<td>Trust</td>
<td>Sharing</td>
</tr>
<tr>
<td>Suitable Process</td>
<td>Collaboration</td>
<td>Boosts Others</td>
</tr>
<tr>
<td>Health of Codebase</td>
<td>Feedback</td>
<td>Loyalty</td>
</tr>
<tr>
<td>Quality of Work</td>
<td>Meeting</td>
<td>Passion</td>
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<td>Delivering Value</td>
<td>Engagement</td>
<td>Integrity</td>
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<td>Speed</td>
<td>Commitment</td>
<td></td>
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<tr>
<td>Mission</td>
<td>Improving</td>
<td></td>
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<tr>
<td>Fun</td>
<td>Mutually</td>
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<tr>
<td>Learning</td>
<td>Responsible</td>
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<td>Support</td>
<td>Power</td>
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<tr>
<td>Pawns or Players</td>
<td>Pride</td>
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<tr>
<td>Teamwork</td>
<td>Relationships</td>
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<td></td>
<td>Ownership</td>
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</tbody>
</table>

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Sharing time….

- Area of Inquiry
- Benchmarks
Care and usage

As George Box said, “All models are wrong, but some are useful.”
There are two groups of stakeholders:

- The individuals & teams
- The people & systems supporting the teams
### Integral Lenses

<table>
<thead>
<tr>
<th>I/Personal:</th>
<th>We/Relational:</th>
<th>It/Practices:</th>
<th>Its/Environmental:</th>
</tr>
</thead>
<tbody>
<tr>
<td>This is about “Me” – my psychological, inner world; how I see things, what I experience, my mindset.</td>
<td>A shared vision and interpersonal dynamics among peers; how we interact, what we value together, the team micro-culture.</td>
<td>Refers to the team structure, methods, metrics, processes, decision making patterns, organizational, leadership and team practices.</td>
<td>Things external to the team systems, including other value streams, handoffs, rules, corporate culture, and policies.</td>
</tr>
</tbody>
</table>
From the team perspective

- Builds up awareness
- Reveals working and what’s not
- Expands perspectives
- Provides a balanced view
From the supporting role perspective

- Provides high level summary
- Reveals patterns across teams
- Shows opportunities to change the system
What this is not

- A competition
- A comparison
- A weapon
What this is not

- An incentivization model
What this is not

- Done
Wrap up

• Don’t aim for happiness….

• Focus instead on the health and resilience of your teams
Wrap up

• A healthy team is resilient, able to work through the tough problems that come with the complex domain they travel daily

• Their health and well being is a leading indicator of just about everything important.
Let’s keep the conversation going…

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