Inspired Teams
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AGENDA

1. Inspired Teams – Context
2. Challenge for agile teams – building culture intentionally
3. Impact of Culture on team performance
4. How do we generate the culture
5. Inspired Teams – a map towards building intentional culture
TEAM
EMOTIONAL INTELLIGENCE
AGILE
WHAT ARE THE KEY BEHAVIORS EXHIBITED BY THE VERY BEST OF THE BEST TEAMS?
KEY FINDINGS

THE VERY BEST TEAMS DIFFER FROM THEIR AVERAGE COHORTS IN THESE KEY AREAS:

CULTURE / LEADERSHIP

EMERGENT PLANNING

CONTINUOUS IMPROVEMENT
NORMS MATTER

HOW DO WE GENERATE THE CULTURE WE WISH TO CREATE?

LESSONS FROM NATURAL SYSTEMS

\[ N \propto e^{-D} \]
STRATEGIC TERMITES: A COMPLEX ADAPTIVE SYSTEM (Gareth Morgan)

NEST EMERGES OUT OF ACTIVITY OF THE TERMITES

EXACT OUTCOME IS NOT PREDICTABLE

NO CENTRAL CONTROL

NO PRE-DEFINED PLANS
FLOCK OF BIRDS

RULES:

• DON’T BUMP INTO ANYTHING
• KEEP UP
• STAY IN CLOSE PROXIMITY
GEESE IN V-FORMATION

RULES:

• DON’T BUMP INTO ANYTHING

• KEEP UP

• POSITION YOURSELF SO AS TO REDUCE DRAG

• POSITION YOURSELF SO AS TO MAXIMIZE VIEW
ICOSYSTEMS “THE GAME”

CREATE TWO CULTURES (INVISIBLE RULES)

CULTURE 1: PROTECT YOURSELF

▪ CHOOSE ONE PERSON AS THE AGGRESSOR

▪ CHOOSE A PERSON TO PROTECT YOU FROM THE AGGRESSOR

▪ MOVE TO KEEP THE PROTECTOR BETWEEN YOU AND THE AGGRESSOR
ICOSYSTEMS “THE GAME”

CREATE TWO CULTURES (INVISIBLE RULES)

CULTURE 2: PROTECT YOUR TEAMMATE

- CHOOSE ONE PERSON AS THE AGGRESSOR
- CHOOSE A TEAMMATE YOU WILL PROTECT
- MOVE TO KEEP YOURSELF BETWEEN THE AGGRESSOR AND YOUR TEAMMATE
WHAT DID WE LEARN

THE VISIBLE PATTERNS OF BEHAVIOR REPRESENTS CULTURE

PATTERNS OF BEHAVIOR EMERGE

THE RULES THAT GOVERN BEHAVIOR AFFECT THE PATTERNS THAT EMERGE

RULES ARE OFTEN IMPLICIT
A FRAMEWORK ("MAP") OF NORMS FOR CREATING A TEAM CULTURE THAT BUILDS A SAFE AND PRODUCTIVE SOCIAL AND EMOTIONAL ENVIRONMENT (E.G., PSYCHOLOGICAL SAFETY) THAT LEADS TO CONSTRUCTIVE INTERACTIONS, COLLABORATION, AND TEAM EFFECTIVENESS.
WHAT ARE INSPIRED TEAMS?

EXECUTE

INNOVATE

NAVIGATE TENSION
LEARN

ORIENTATION TO CHALLENGE
OPTIMISTIC
RESILIENCE TO FAILURE
LEARNING ORIENTATION
CURIOUS
EXPERIMENTAL MINDSET
I always thought someone should do something, until, one day I realised I was Someone.

~John F. Kennedy
ENGAGE

Johnson & Johnson
ENGAGE

BUILD CONNECTION
UNDERSTAND MEMBERS
DEMONSTRATE CARING

CREATE MEANING
COMPELLING SHARED GOALS
CLEAR ROLES
Stop To Say
THANK YOU
AWARENESS

THREATS TO PERFORMANCE
INDIVIDUAL
TEAM

CONTEXT
ENVIRONMENT
COMMITMENTS
BUILDING AWARENESS

Tools:

Free Whine Card

Elephant in the room

Index Cards
PROGRESS

equinor
PROGRESS

PROACTIVELY ADDRESS BLOCKS
ANTICIPATE BLOCKS
REMOVE BLOCKS

BUILD SUPPORT
BUILD NETWORKS
CREATE TOOLS
NORM CATEGORIES

LEAP

Learn Engage Awareness Progress
INSPIRED TEAMS FRAMEWORK

DOING

Enable Progress

Build Support
Proactively Address Blocks
Context

Enable Progress

Build Connection

Engage the Team

Create Meaning, Build Connection

Energy

Growth Mindset

Learning Orientation, Threats to Performance

BEING

Mindful Awareness

Threats to Performance

Inspired Teams (Execution + Innovation)
COMPARATIVE AGILITY - MARKERS TO TELL YOU WHERE YOU CURRENTLY ARE
HOW TO GET STARTED WITH BUILDING INSPIRED TEAMS RIGHT NOW

1. GO TO www.comparativeagility.com/capabilities/INSPIRED_TEAMS
2. CREATE A SURVEY
3. COLLECT DATA FROM YOUR TEAMS
4. IDENTIFY AREAS OF IMPROVEMENT
5. TAKE ACTION!
KEY POINTS

1. Team culture ⇒ Team performance
2. Culture emerges – Can’t be dictated
3. Rules of behavior (norms) ⇒ Culture
4. Knowing the norms ⇒ Intentionality
5. Inspired Teams provides a “map” of effective norms
6. You are “Someone”
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