



Agile | "Are Agile Teams Together, Forever?"

AGILE WEBINAR



Things to know...

- All participants will be on mute
- Questions are welcome
- Use the question box to ask questions
- PM training is valid for 1 PDU
- Must be in attendance for full session
- PDU certificate sent by the end of the day
- Recording and slides sent by tomorrow

Moderator

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Presenter

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Special Guest

Keith Montgomery, PMP, PSM, SPC, SDMFC

Principal, CyberOi, llc

Technology and Business Leader

Leadership Council of 5 Saturdays Program

Speaker, Professor, Trainer, Coach, and Thought Leader

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Statement

This webinar will focus on team dynamics and how they affect the organization ability to be learn, innovative, and focus on value-driven outcomes. Bruce Tuckmans's 1965 study of small group dynamics introduced the famous form, storming, norming, and performing. In 1977, the fifth element of adjourning was added to capture the reality that teams disband and potentially form new teams.

Reteaming help us to share towers of knowledge and reduce the knowledge silos. It is also risk mitigation for information loss of people leaving the building and moving to other companies. Teams can be distributed and still reteam to ensure freshness in team members. My friend Heidi Helfand recently released her book titled "Dynamic Reteaming: The Art and Wisdom of Changing Teams" published on Lean Pub. This webinar will leverage concepts and knowledge gleaned from this book during our discussion.



A vertical image on the left side of the slide shows a spiral-bound notebook with a black pen resting on it. The notebook has white pages with horizontal lines, and the pen is black with a silver tip.

Topics

- Team and Reteam Definition
- Importance of dynamic team composition
- Sustaining healthy team behaviors
- Techniques to Reteam



Learning Objectives

- Establish teams to achieve a healthy flow state
- Reduce the Tower of knowledge syndrome
- Build teams capable of winning



What is a Team?

- 2 or more people working toward a common outcome
- Establish a culture
- Forms, Storms, Norms, Performs, and Adjourns
- Deliver value to customers

Origin of Static Agile Teams

- Agile practice calls for collocated teams
- People interpret collocated to be static teams
- Social interactions became a primary focus
- Team management is easier

Tuckman's Small Group Development Model

- Establish in 1965; Revisited in 1977
- Forming – Coming together and learning habits
- Storming – Push boundaries defined in forming state
- Norming – Accepting and resolution of differences
- Performing – Hyper-focus on common goals
- Adjourning – Team members leave

Benefits of Stable Teams

- The Status Quo is known
- Can complete each others thoughts and statements
- It is similar to a long-term marriage
- Dynamics are known

Group Interaction #1

Tuckman's Small group development model includes:

- A. A) Forming
- B. B) Storming
- C. C) Norming
- D. D) Performing
- E. E) Adjourning
- F. F) All of the above



What is Reteaming?

- 1 or more people leave or join another team
- Voluntary or involuntary assignment
- Team composition enters the forming stage
- Team dynamics shift positively or introduces challenges



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Why Reteaming?

- Reduce the Tower of knowledge problem
- Develop cross-functional team knowledge
- Develop a learning community
- Organization growth and limit team size

Disruption

- Disruption interrupts the normal course or unity of
- Reteaming is disruption and create new dynamics
- New teams may produce new innovations



Teams as Continuous Flow

- Micro teams consisting of 3 to 5 people
- Establishes a positive flow state
- Have the ability and skills to complete goals
- Achieves a hyper-focus state
- Swarm to build the next new feature sets

Group Interaction #2

A good reason to Reteam is to reduce the Tower of knowledge problem.

- A. True
- B. False



Building Trust

- Trust is the combination of:
 - Ability – Can get things done
 - Empathy – Can relate to others
 - Integrity – Can do the right thing
- Experienced through validated learning
- Requires time to establish



Assessing the Team

- What changes are needed?
- Try the Circles and Soup team exercise
 - What's in the team control?
 - How much influence - 6 degrees of separation?
 - Where do No Control or Influence exist?
- Weathering the dynamics of change

A black and white photograph of three business professionals in an office setting. A man in a suit is on the left, a woman in a checkered blazer is in the center, and another woman is on the right. They are gathered around a desk with a laptop and papers, looking at something off-camera with interest. An orange semi-transparent rectangle is overlaid on the center of the image, containing the title and list.

Composition

- Talent needed
- What is the team size?
- Cross-functional or technical people only
- Strong support for each team member



Alignment

- Requires a clear purpose and direction
- What will be accomplished?
- Access to timely feedback
- Commitment to winning as a team

Group Interaction #3

Trust is based on ability, empathy, and integrity.

- A. True
- B. False



Triggers to Reteam

- Rotations based on time
- Monthly, quarterly, or semi-annual
- Managers decide when to change teams
- Team members decide when change is needed
- Organization change dictates team shifts

A black and white photograph of a group of business professionals in a meeting. In the foreground, a wooden conference table is set with water glasses, a bottle of water, and a laptop displaying charts. Several people are standing around the table, engaged in conversation. An orange semi-transparent rectangle is overlaid on the left side of the image, containing the title and list.

Integration

- Help members feel safe in the team
- Pairing to share knowledge
- Feed and sustain healthy behaviors
- Willingness to frequently self-assess team progress



Team Culture

- Help members feel safe in the team
- Pairing to share knowledge
- Feed and sustain healthy behaviors
- Willingness to frequently self-assess team progress

Group Interaction #4

Team integration is about:

- A. Safety in the teams
- B. Sharing knowledge through pairing
- C. Sustaining healthy behaviors
- D. Frequent assessment
- E. All of the above

A black and white photograph of a wooden desk. In the upper left, there is a dark-colored coffee mug. To its right are a pair of white earbuds with a single cable. Below the mug and earbuds is a white computer keyboard. The background is a light-colored wooden surface.

Summary

- Teams are dynamic and not static
- Reteam to accomplish specific outcomes
- The right people at the right time for the right results
- Develop a learning community

Any Questions?

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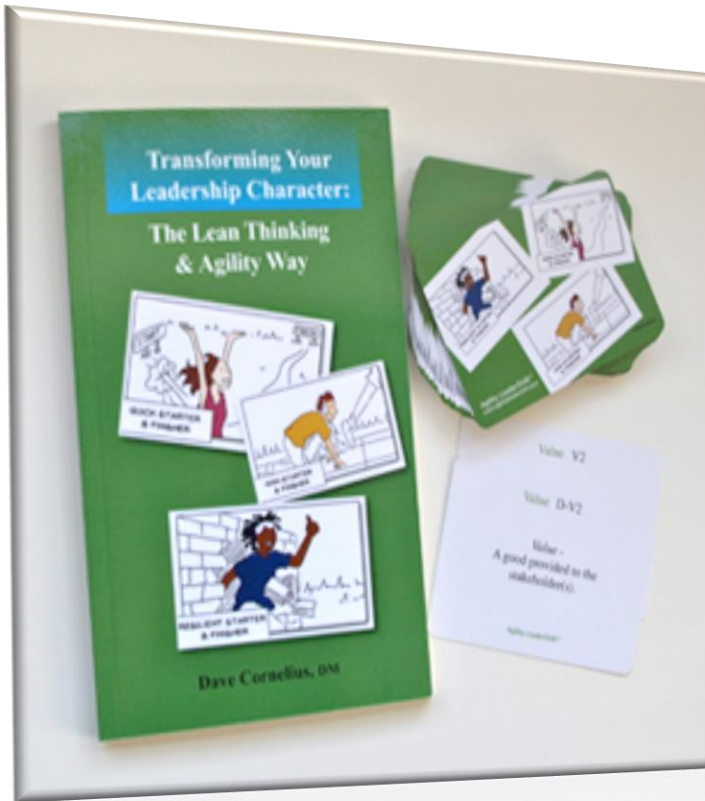
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RESILIENT

Resilient people learn how to succeed. Lorem ipsum dolor sit amet, tota graece et cum, eam ali expetendis incorrupte no. lus homero electra.

Dr. Dave Cornelius
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