

**ThoughtWorks®**



# **BUILDING A HIGH PERFORMING TEAM**

---

@patkua



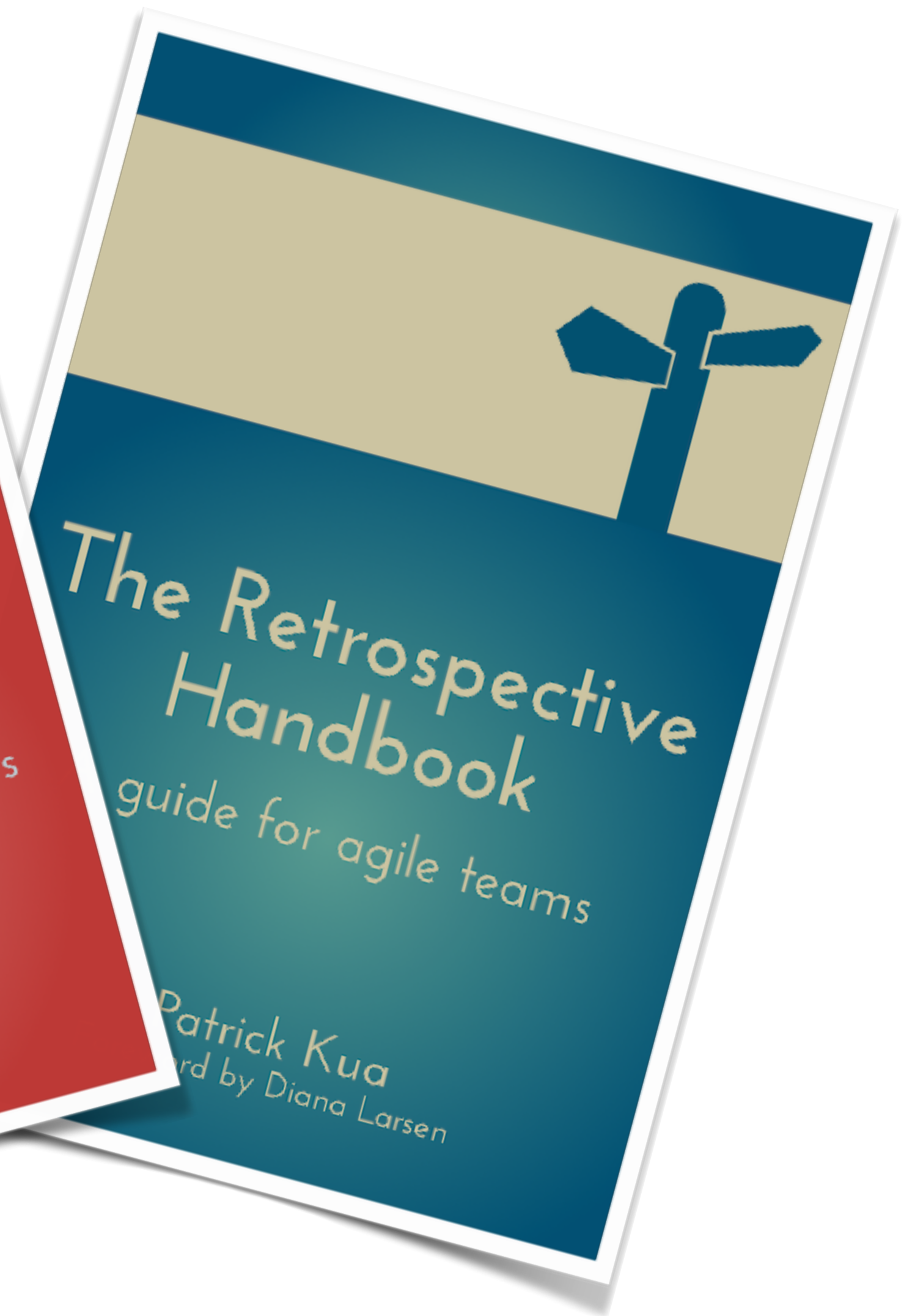




# @patkua



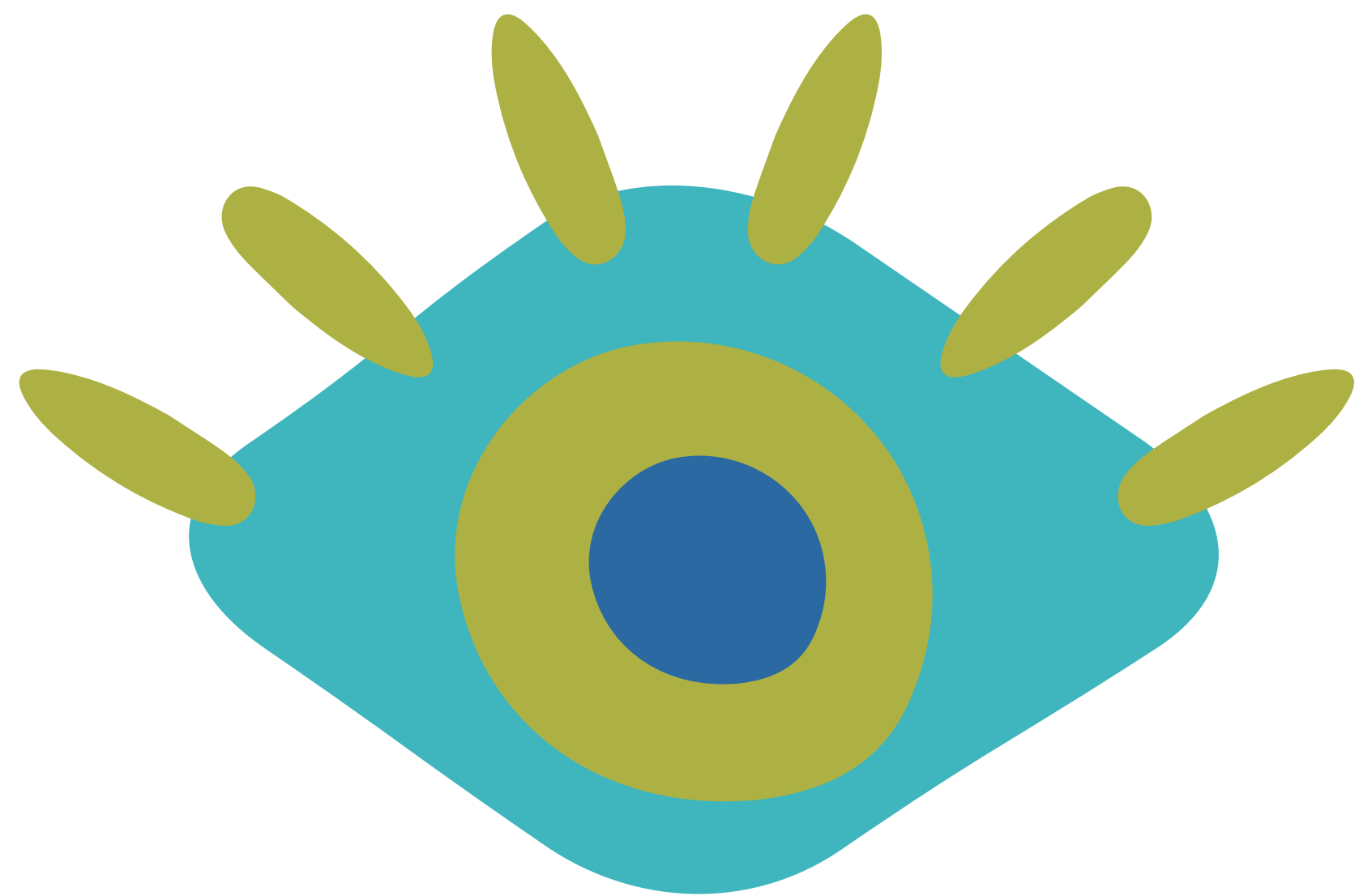
[tiny.cc/twtl](https://tiny.cc/twtl)



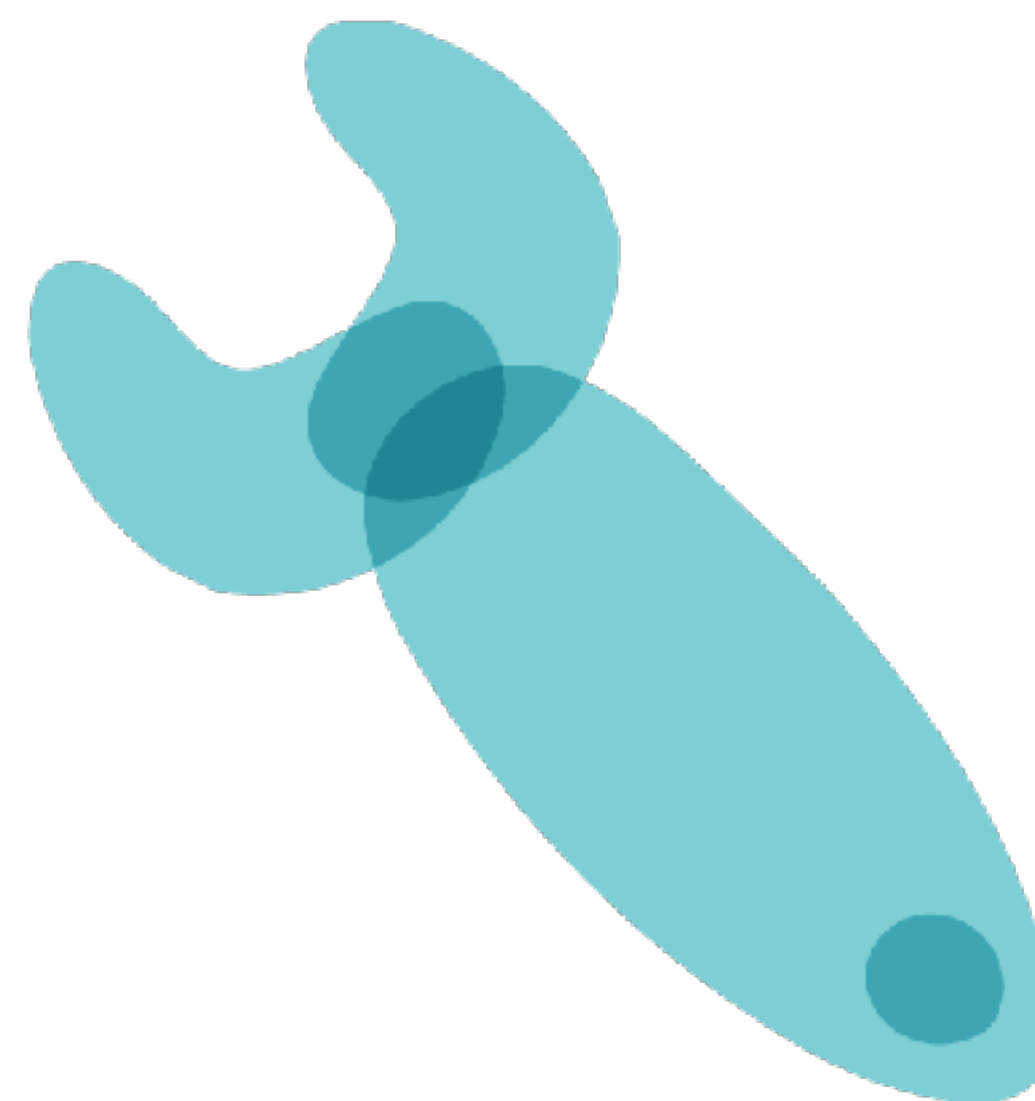
[tiny.cc/retros](https://tiny.cc/retros)

#architect    #author  
#developer    #facilitator  
#leader        #lifelong-learner  
#coach        #speaker

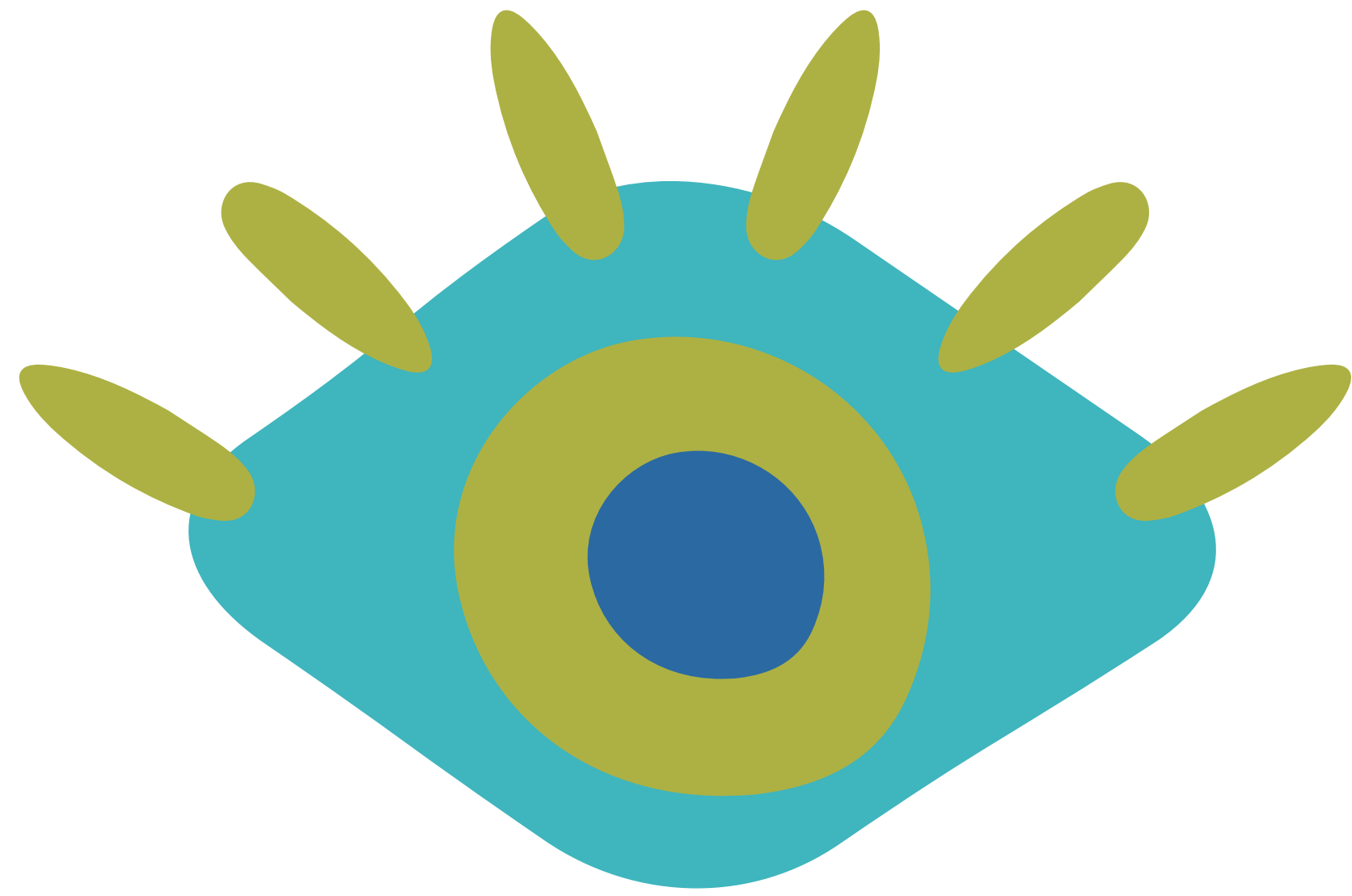
**ThoughtWorks®**



What it  
looks like



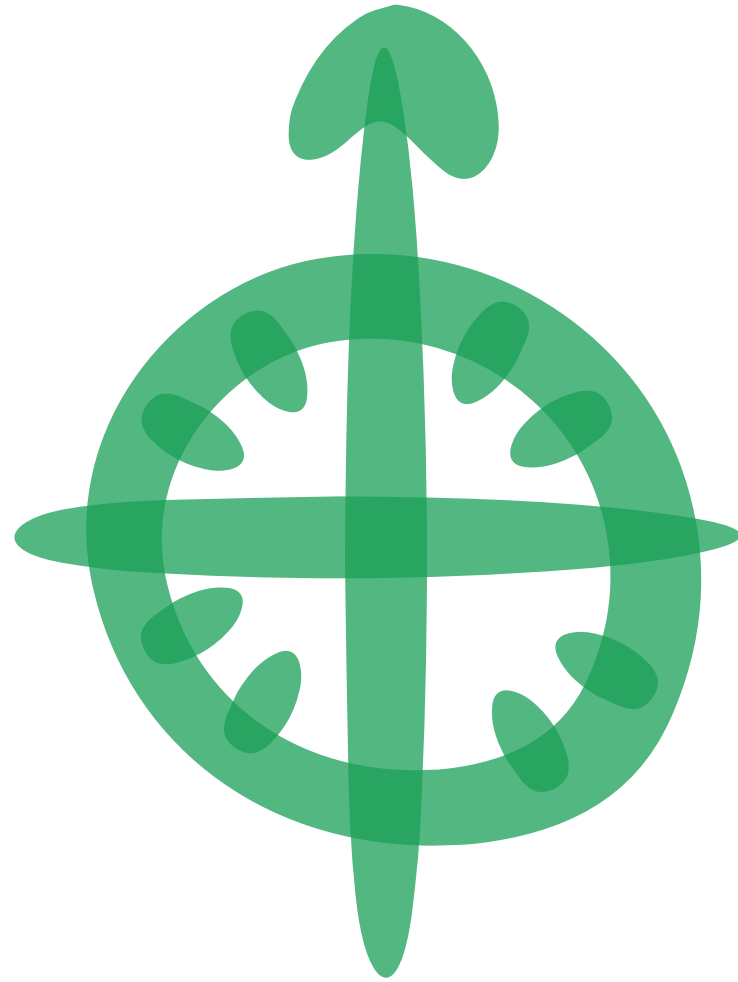
How to  
build one



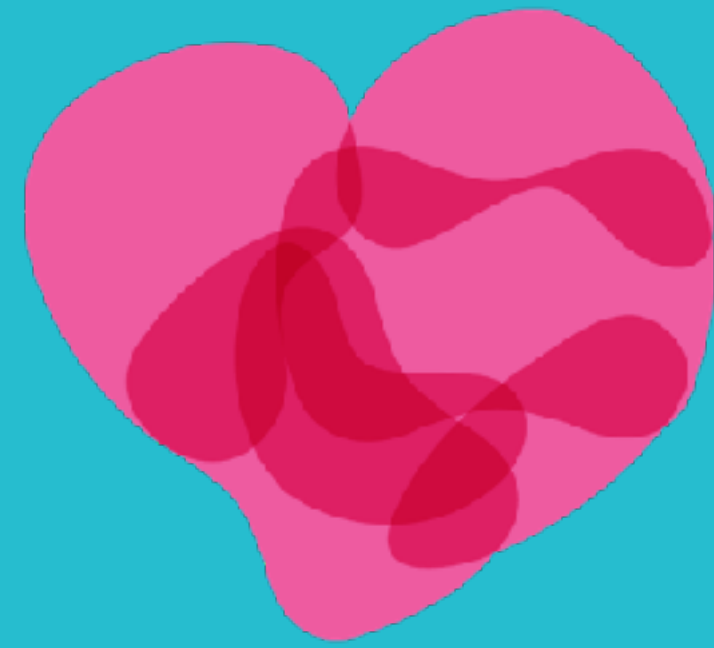
What it  
looks like



How to  
build one



**Shared Goal**



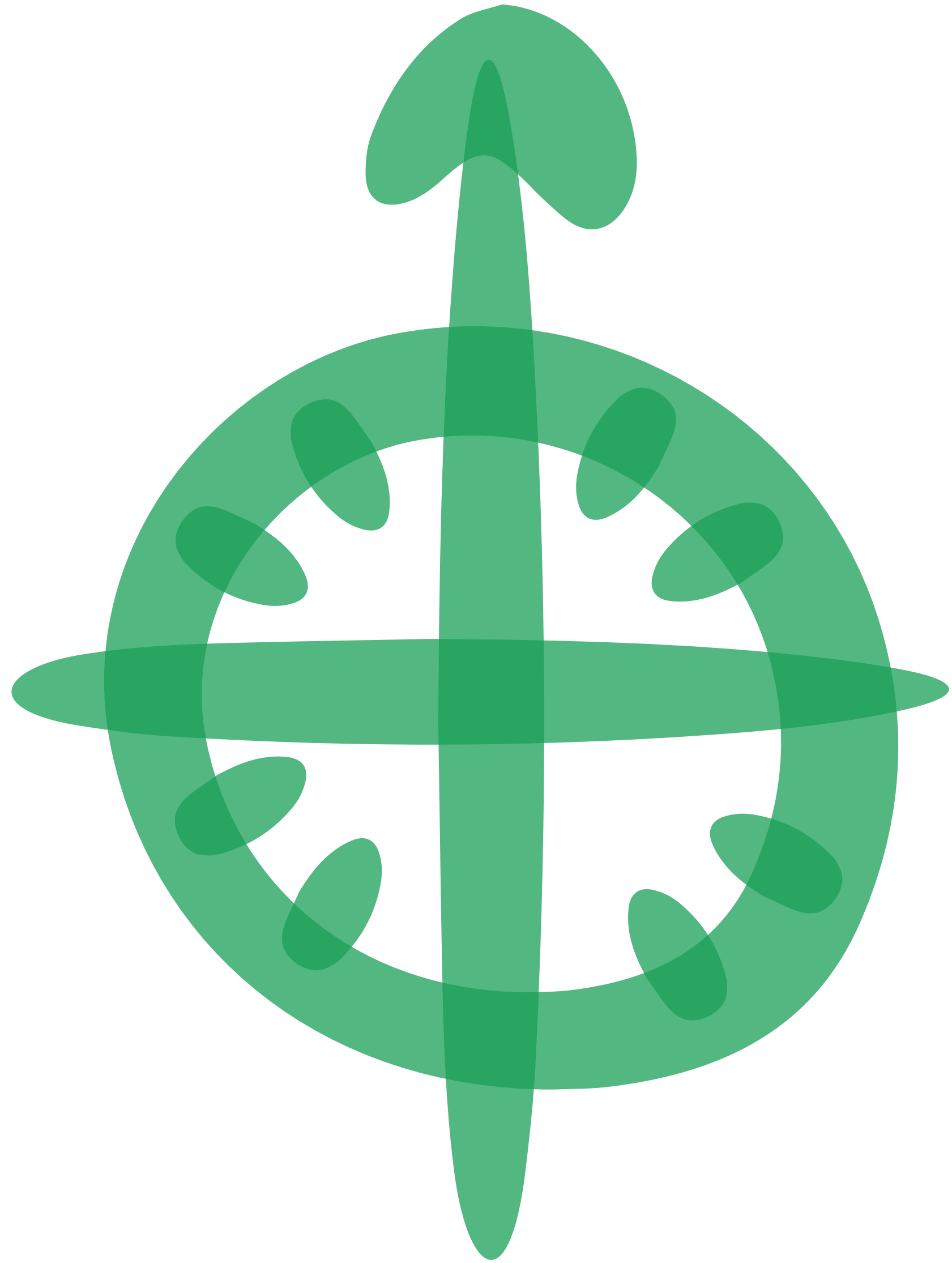
**Meaning**



**Conflict**



**Leadership**



**Shared Goal**



# Group

vs.

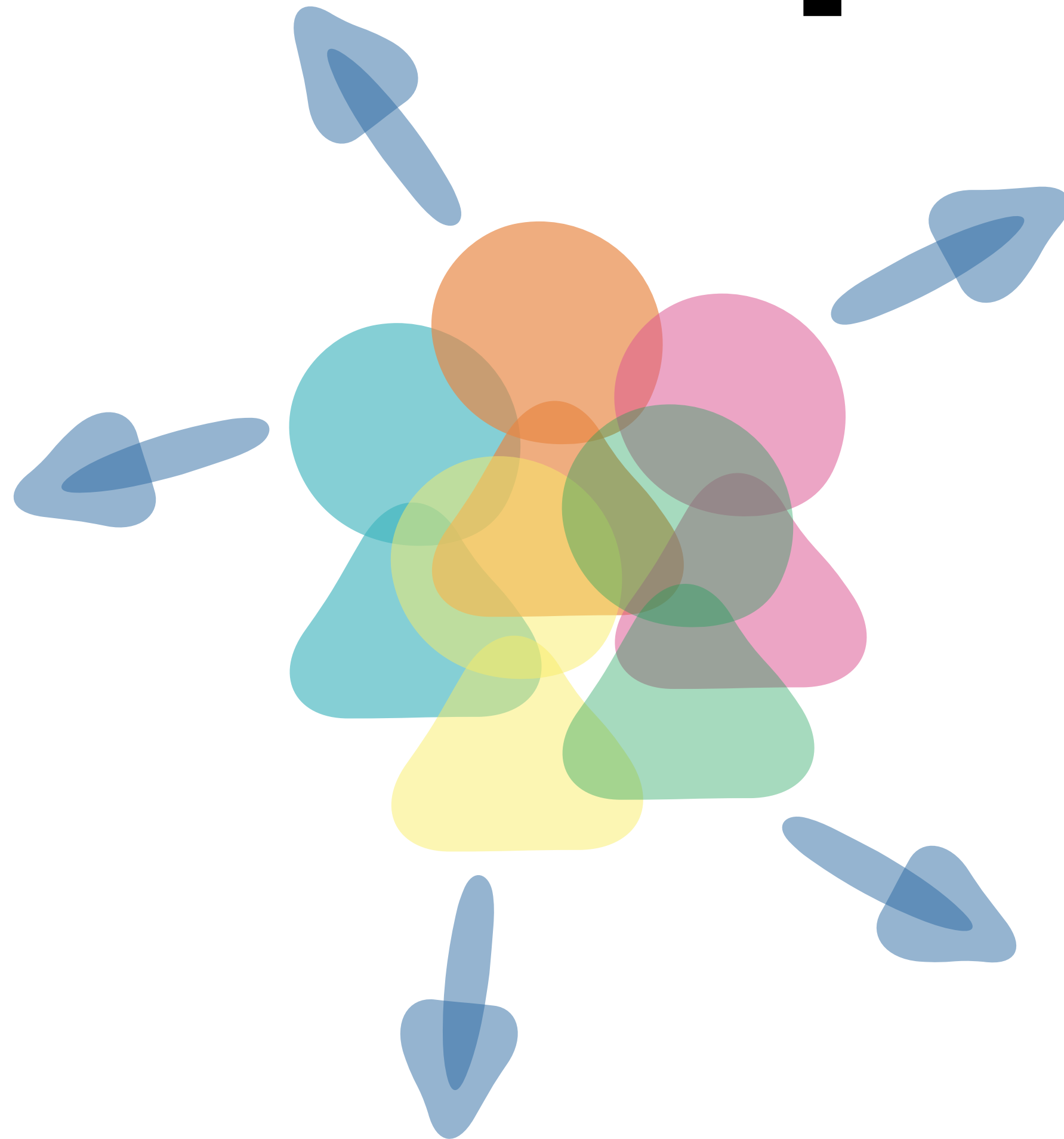
# Team



# Group

vs.

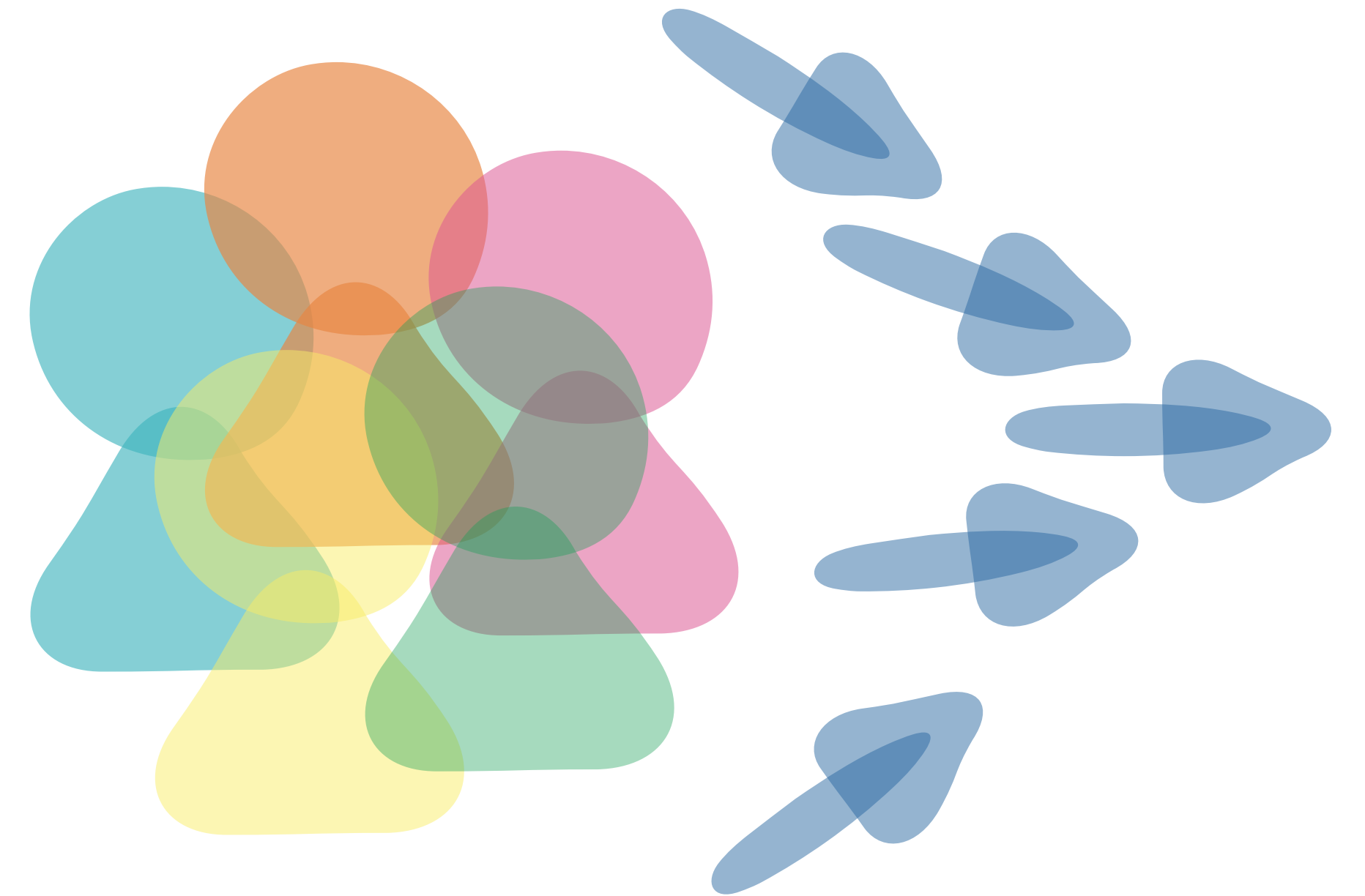
# Team



# Group

vs.

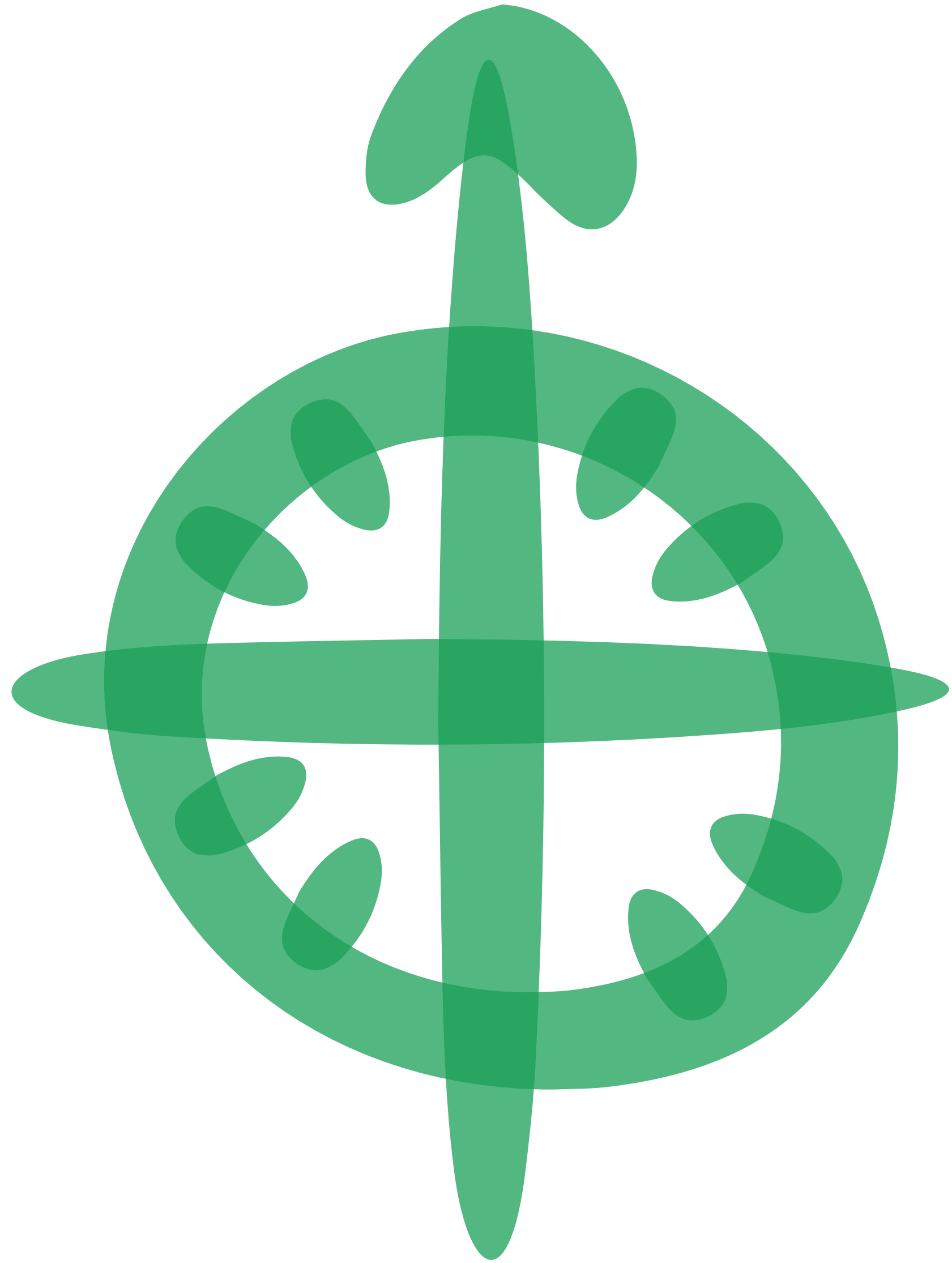
# Team





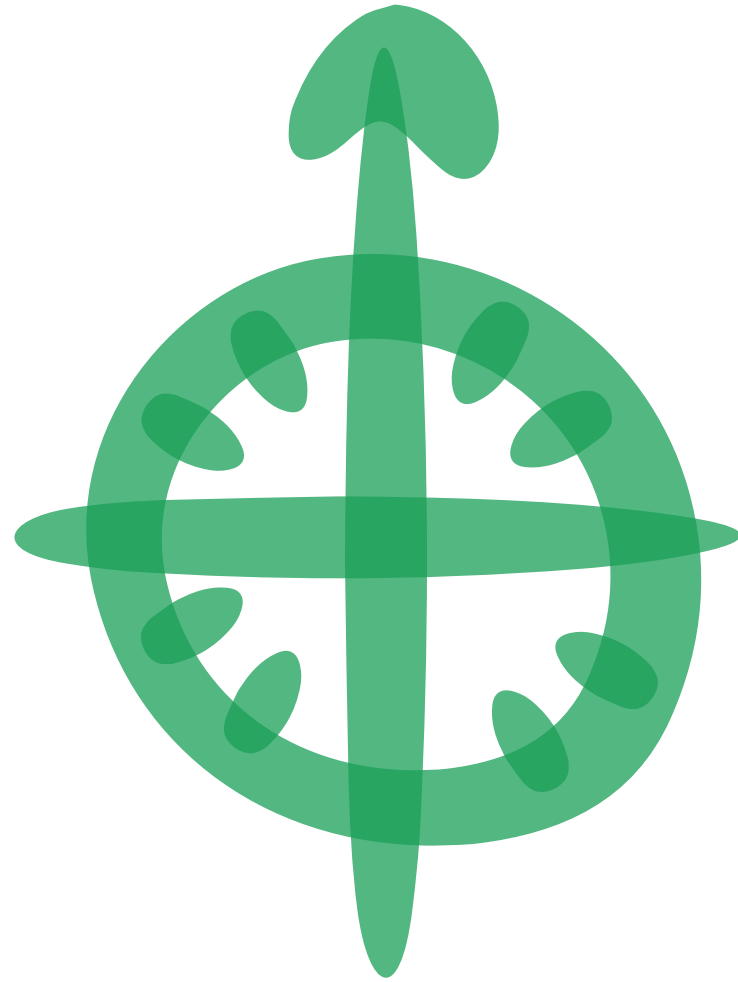
## **TIP**

Align individual metrics  
or goals with team goals

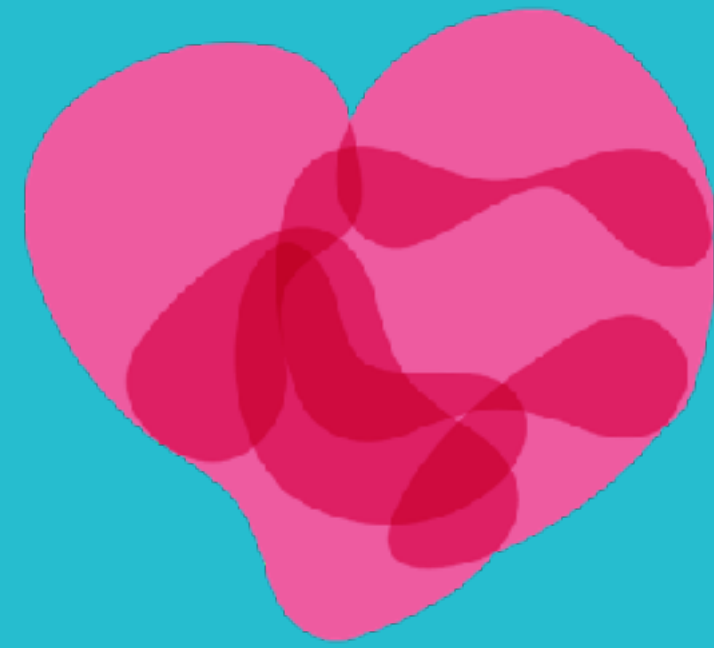


**Shared Goal**





**Shared Goal**



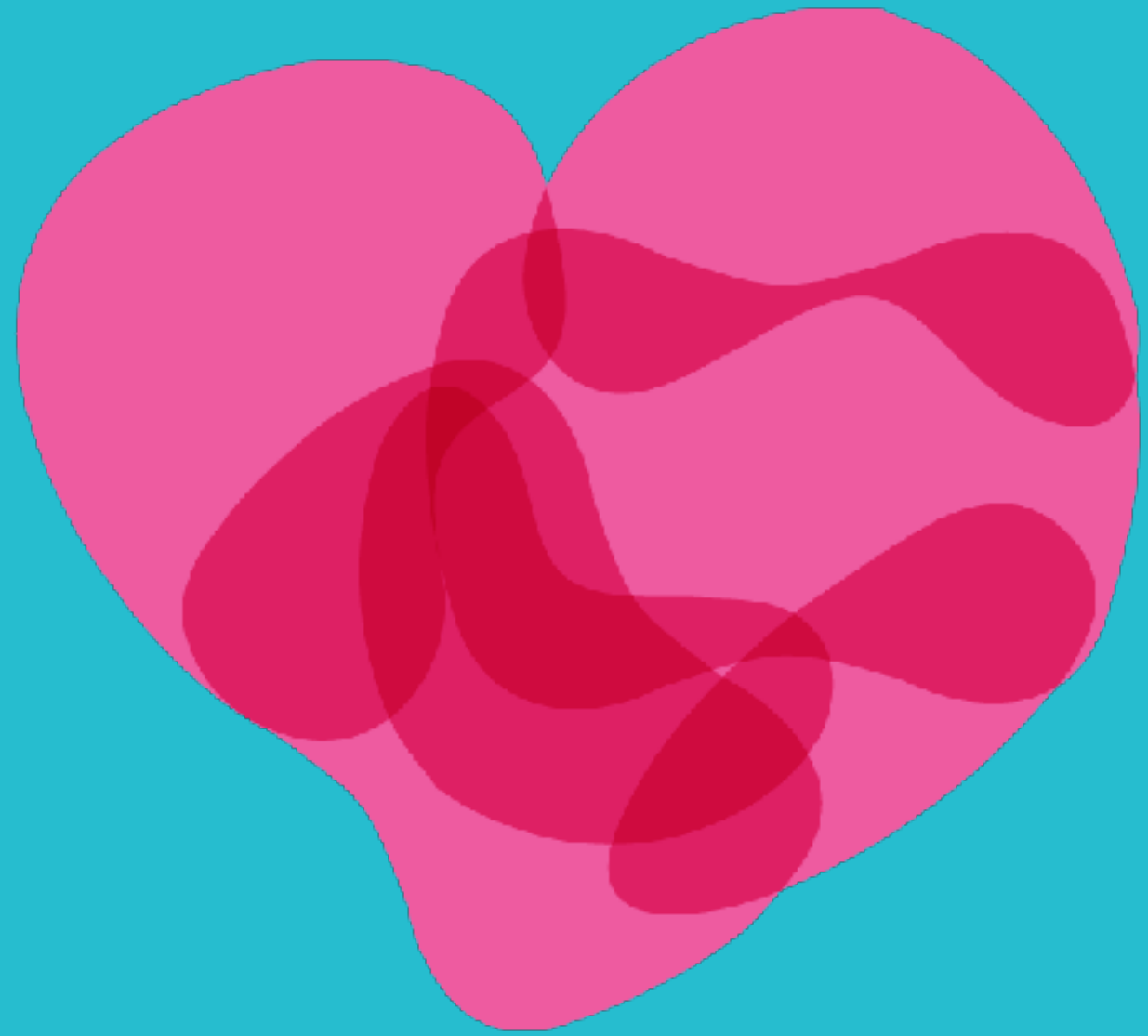
**Meaning**



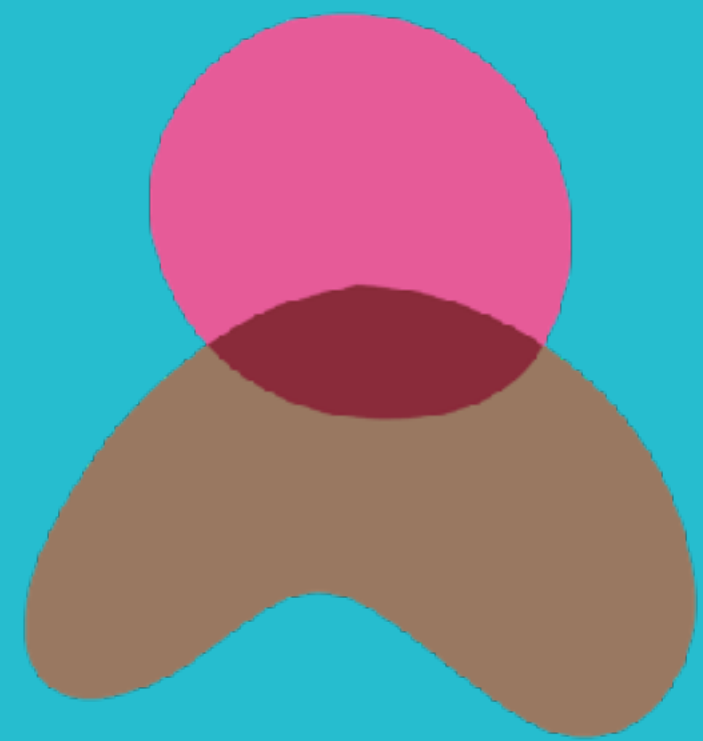
**Conflict**



**Leadership**



**Meaning**



Dev

Dev

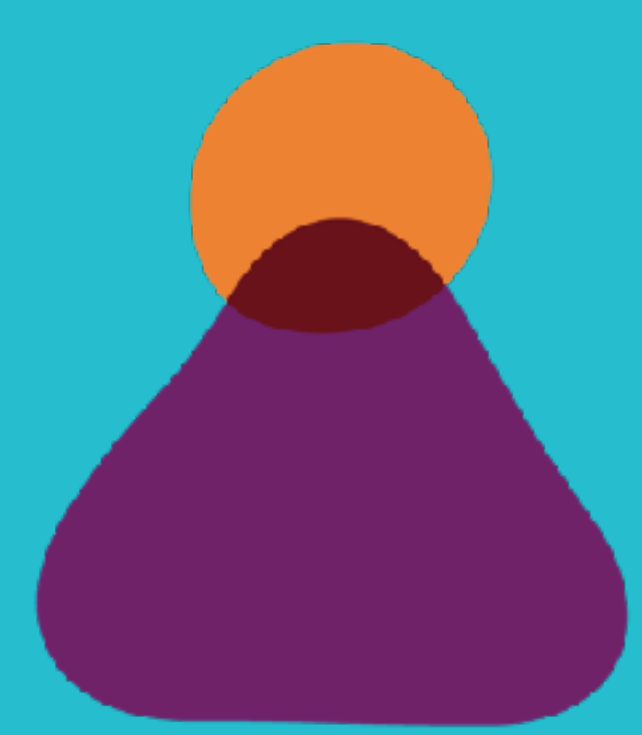
Dev



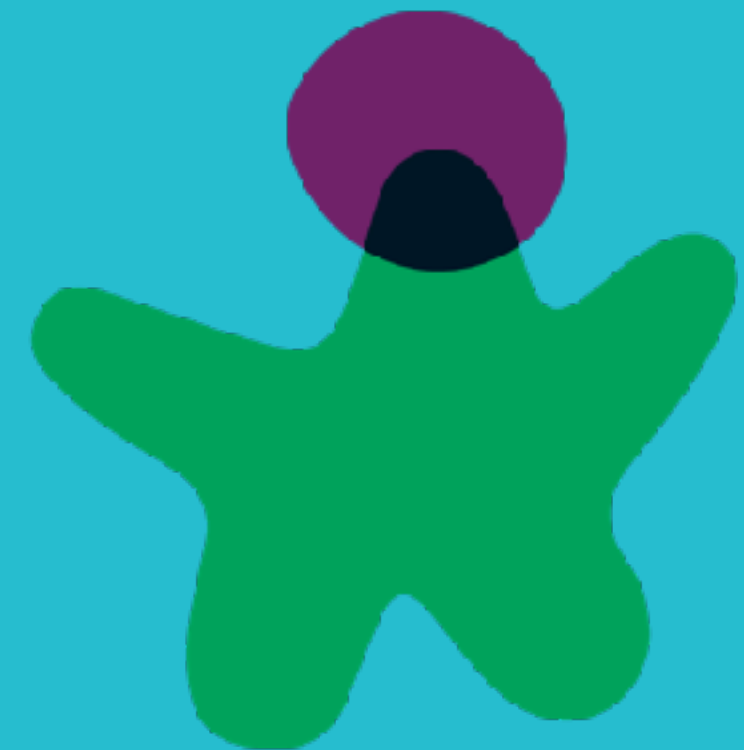
**BA**



**Dev**



**Dev**



**Dev**



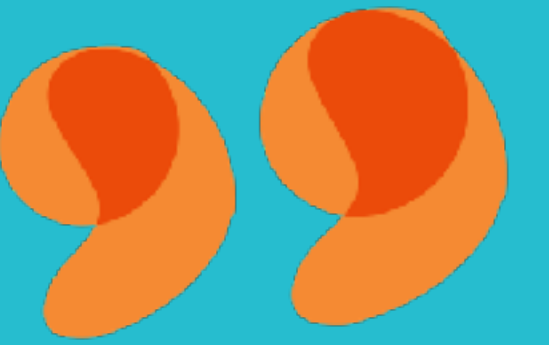
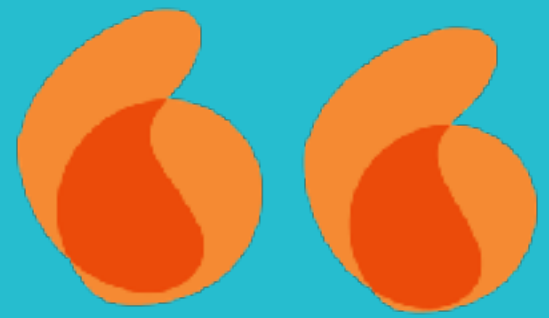
**Dev**



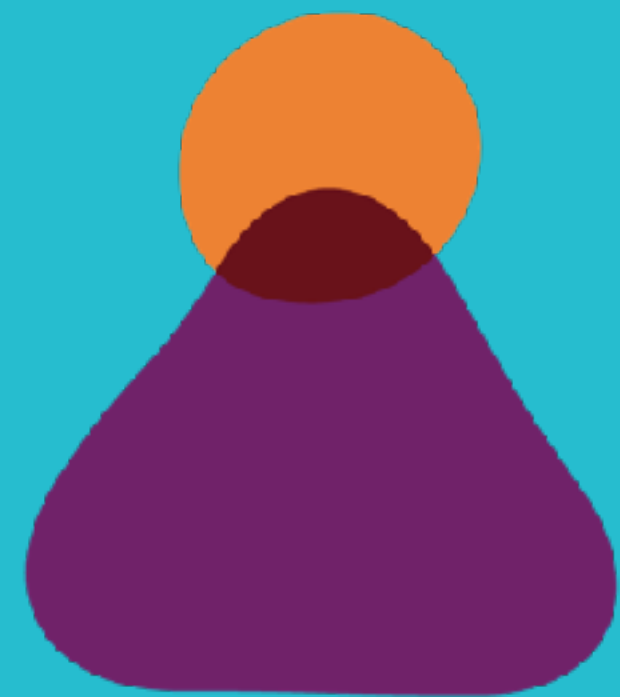
**QA**

4 years later...



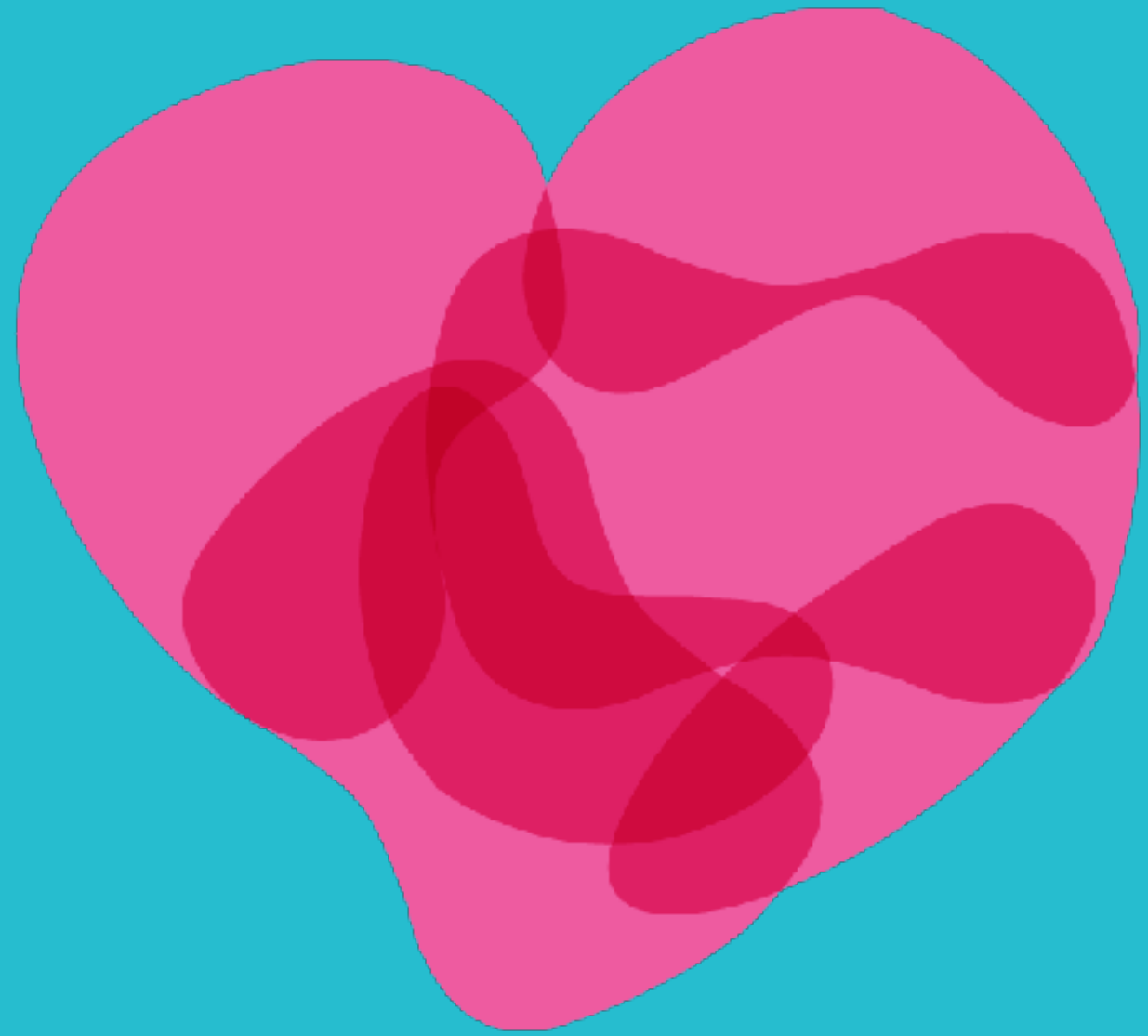


*Best team and project ever*

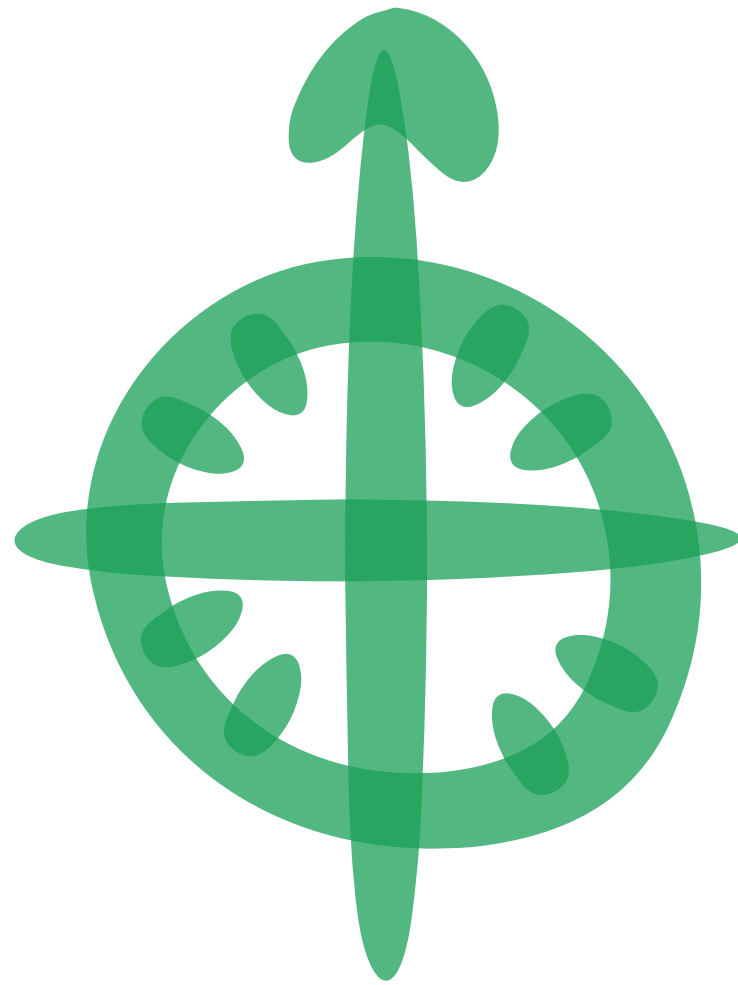


Dev

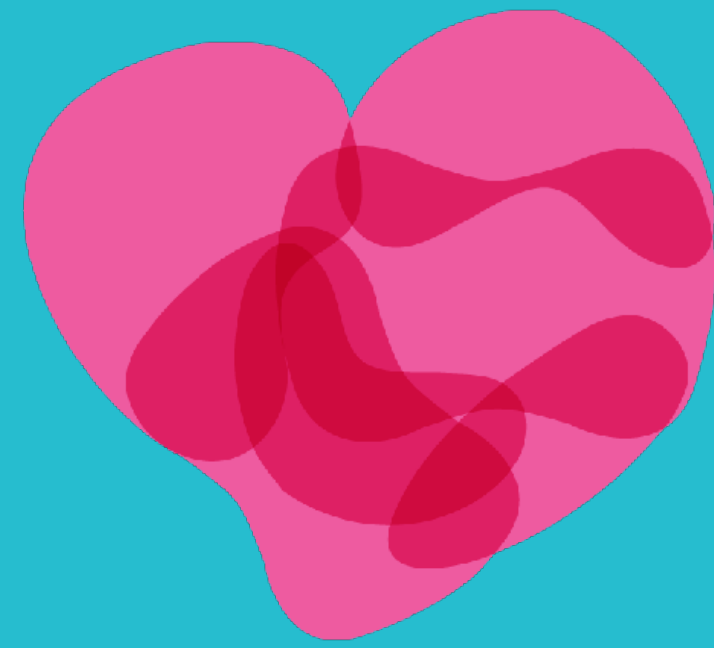
P.S. 1 MINOR PRODUCTION  
BUG REPORTED



**Meaning**



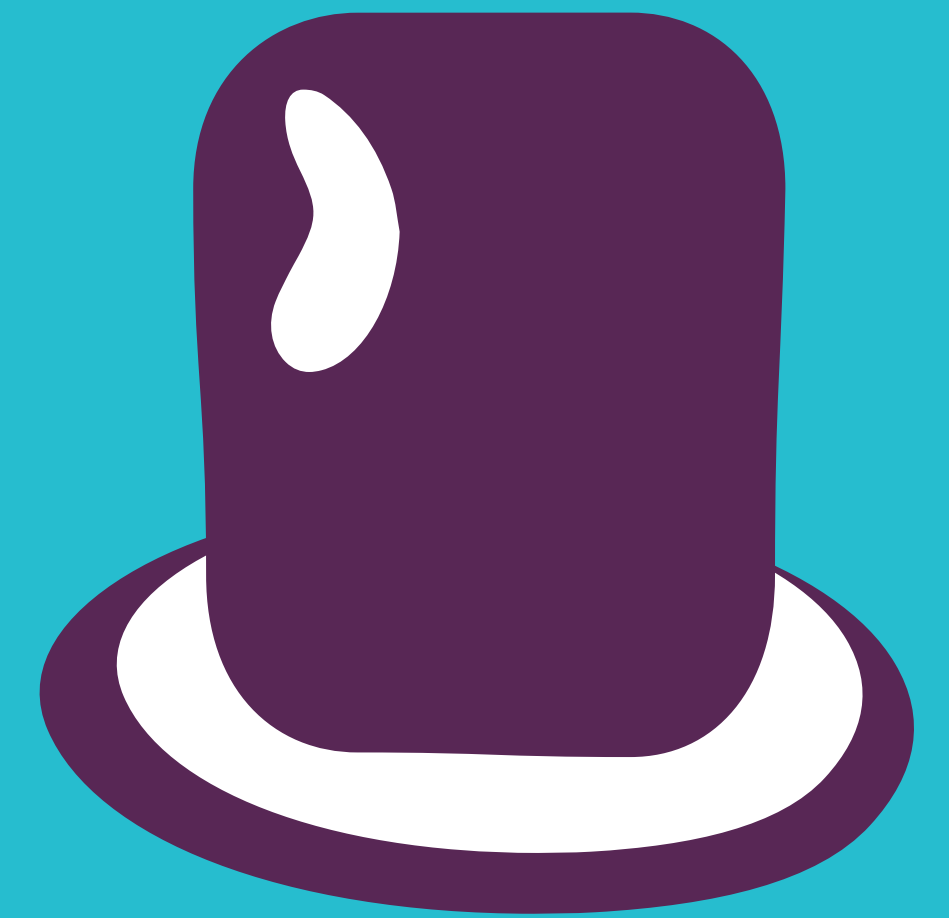
**Shared Goal**



**Meaning**



**Conflict**



**Leadership**



**Conflict**



avoiding

win-lose

getting personal

contempt



healthy discussion

win-win

different solutions

time to listen



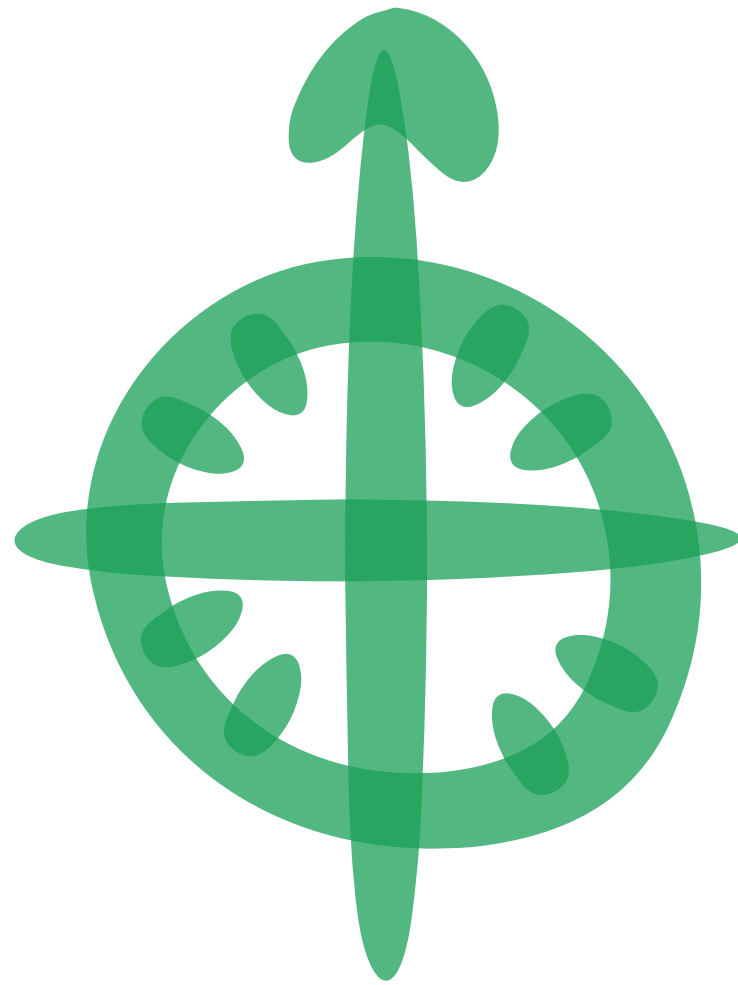


## **TIP**

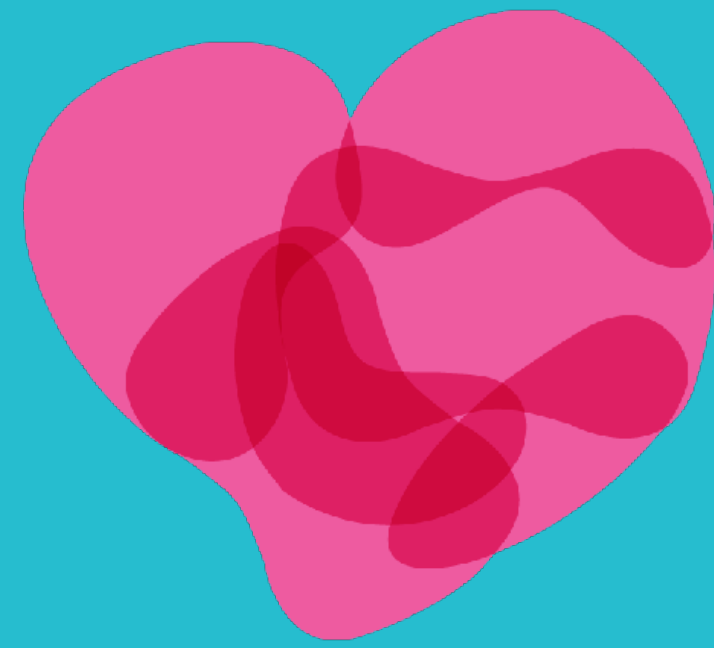
Collaborate and mediate  
Don't avoid



**Conflict**



**Shared Goal**



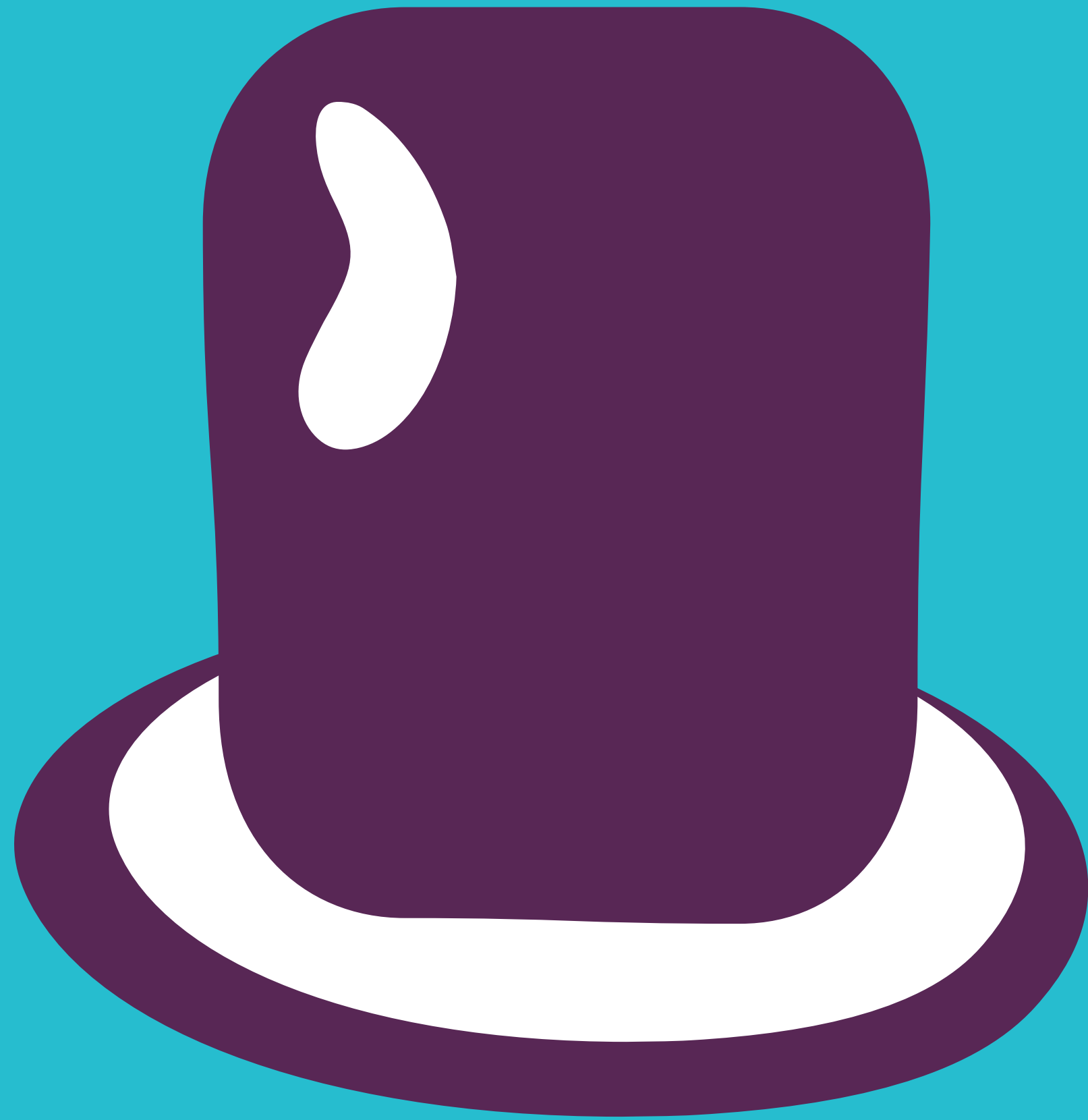
**Meaning**



**Conflict**



**Leadership**



# **Leadership**

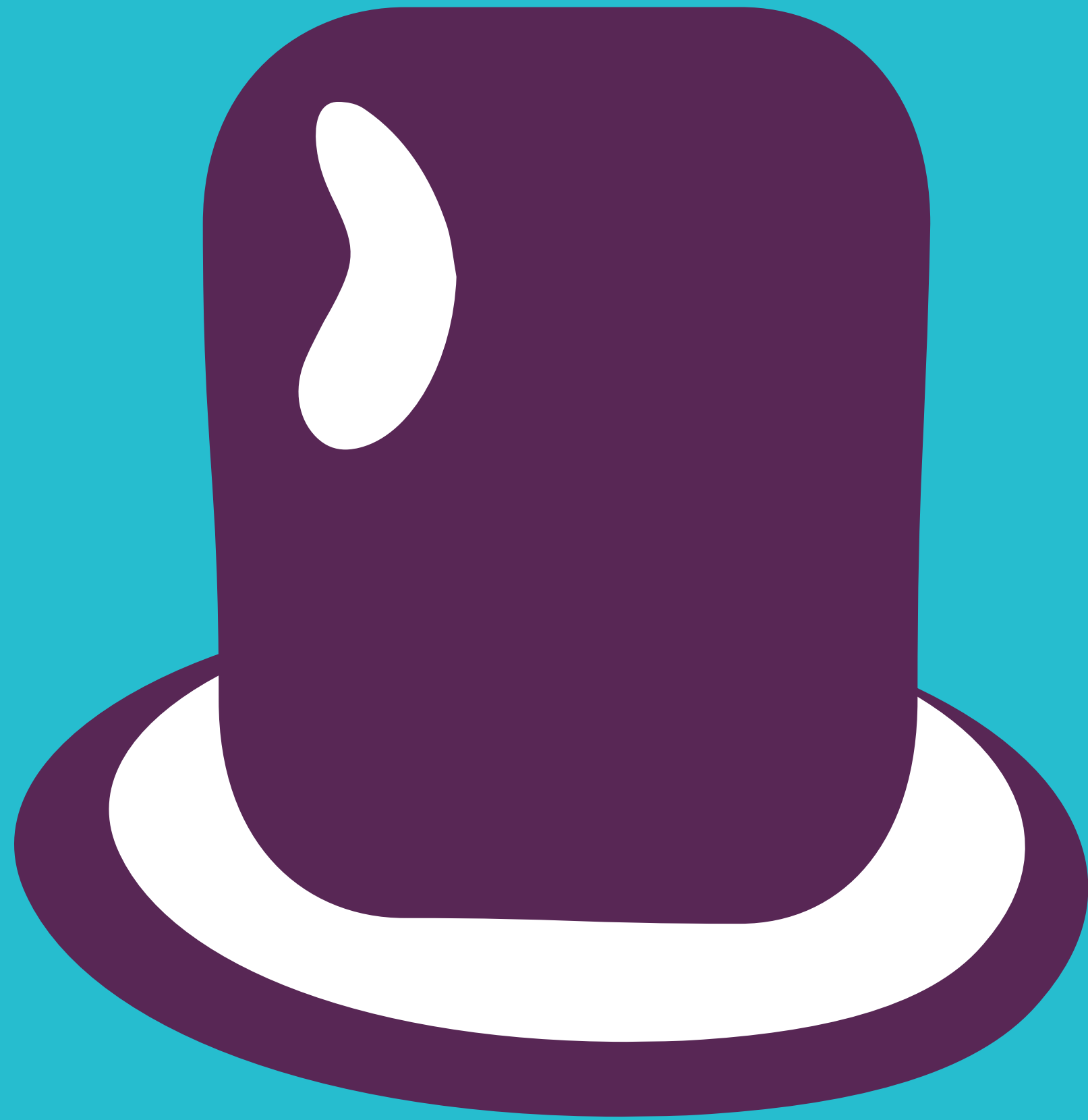
**(not just leaders)**



## **TIP**

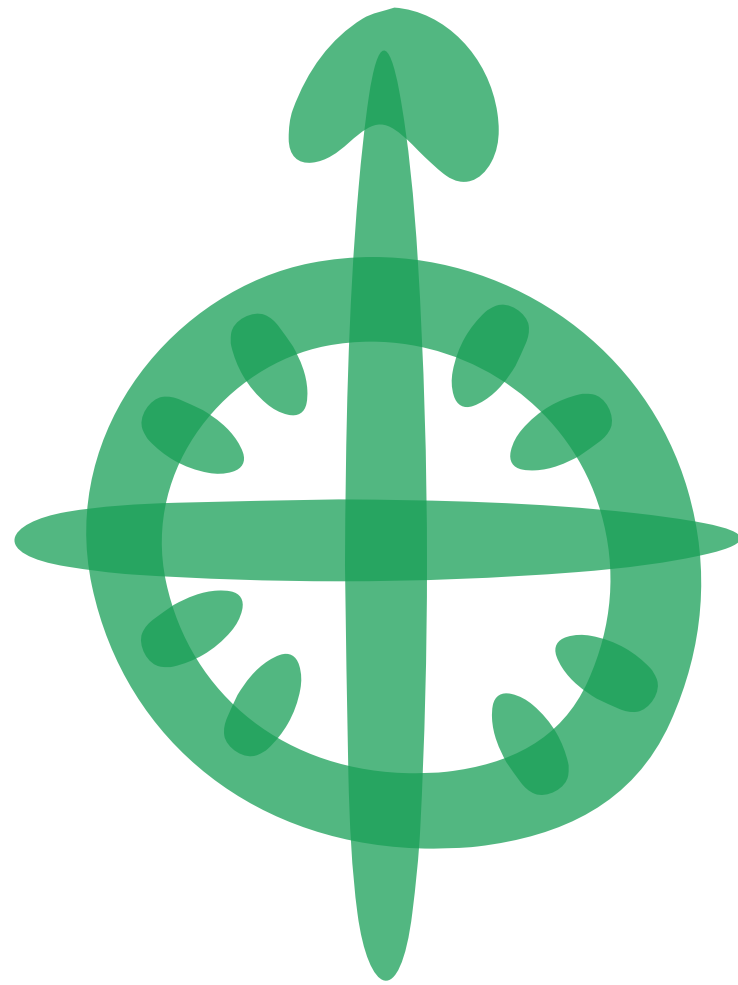
Everyone can be a leader  
in their own way



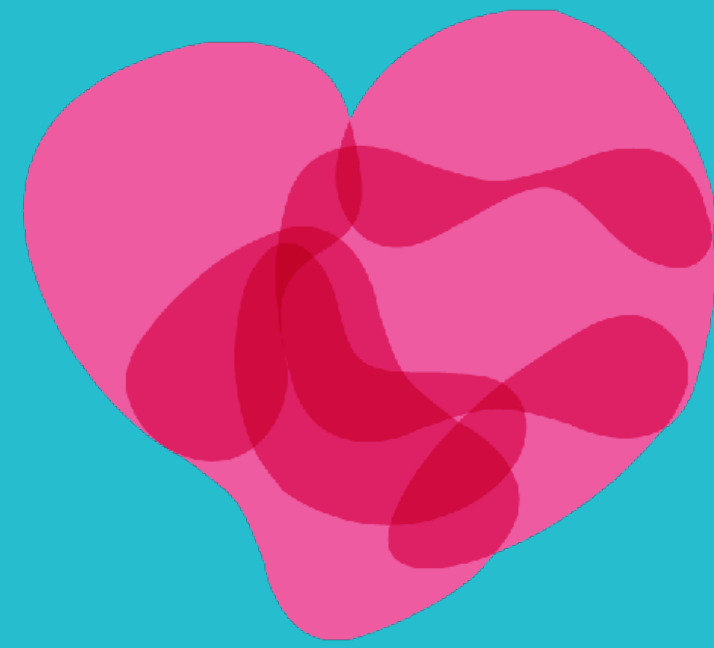


# **Leadership**

**(not just leaders)**



**Shared Goal**



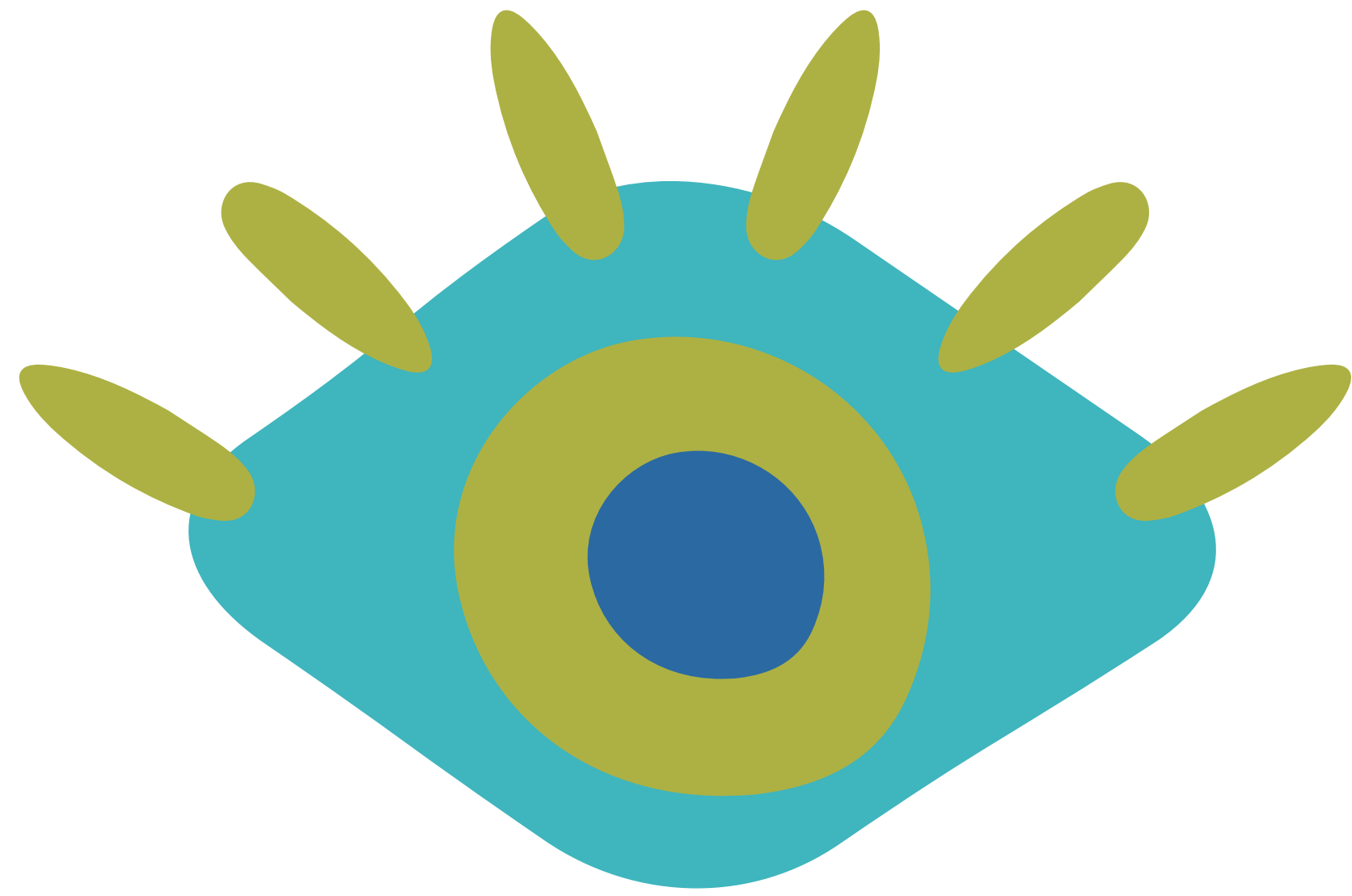
**Meaning**



**Conflict**



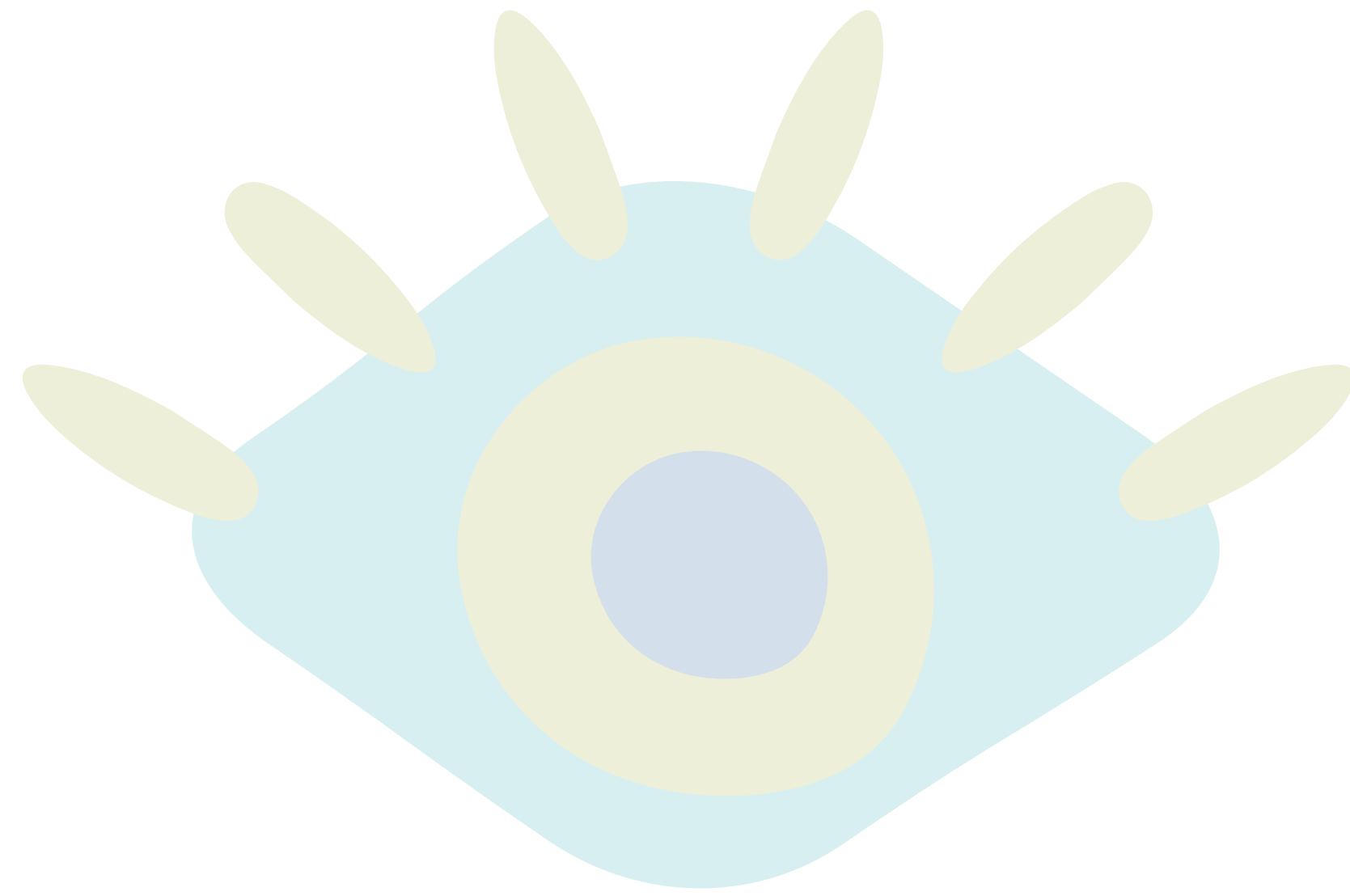
**Leadership**



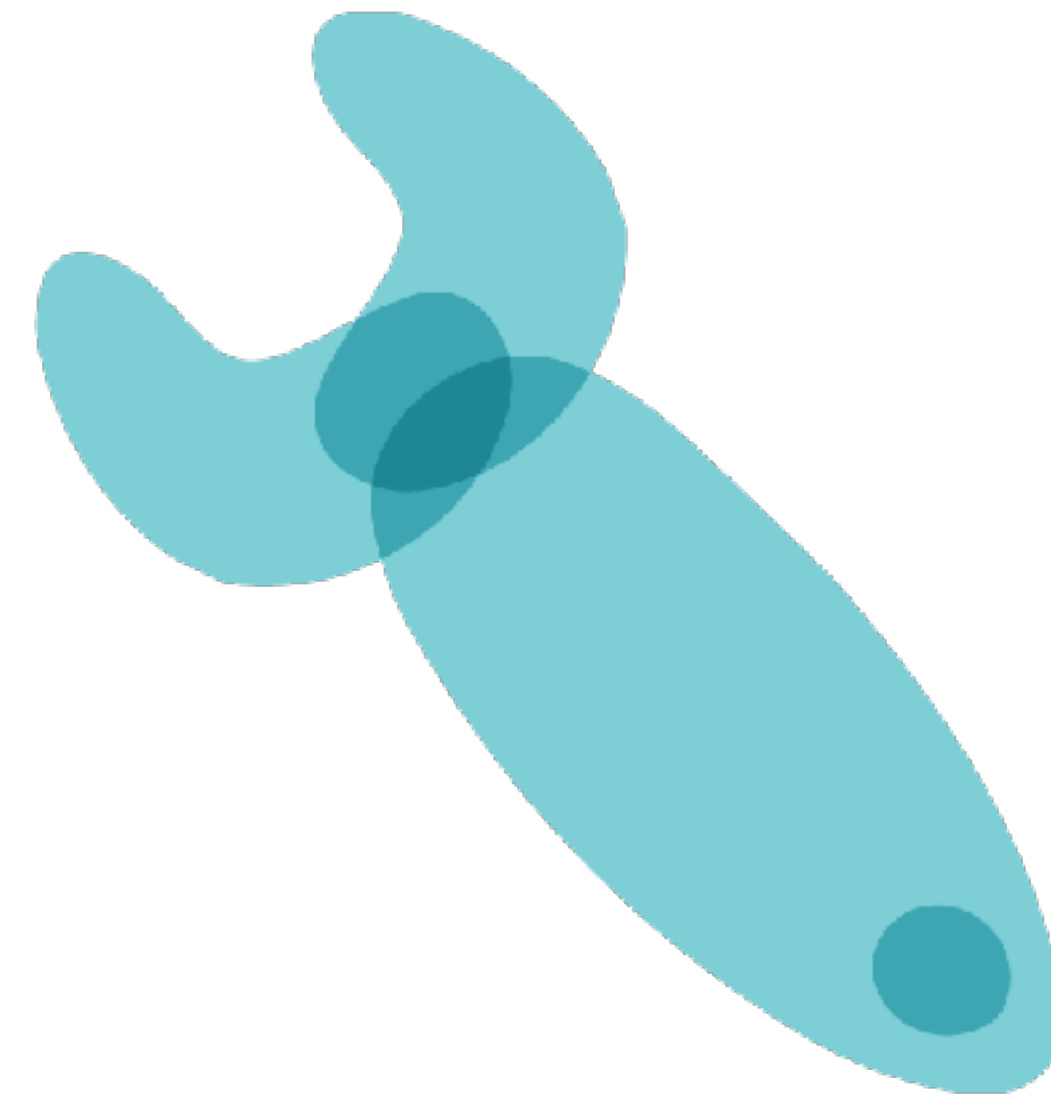
What it  
looks like



How to  
build one



What it  
looks like



How to  
build one

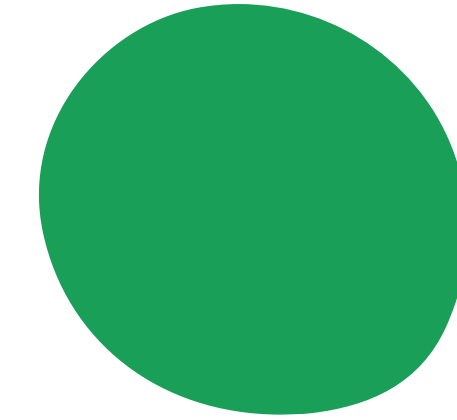
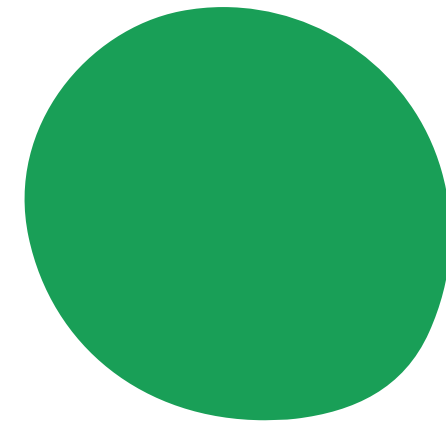
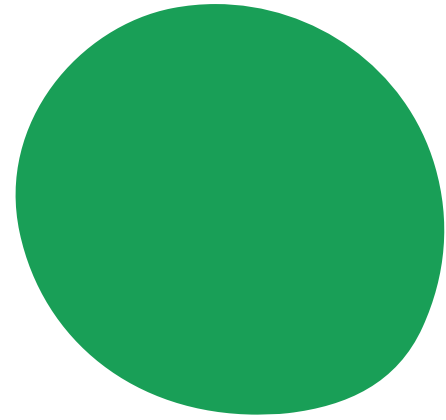
# Quick-start guide to Systems Thinking

## **INTERLUDE**

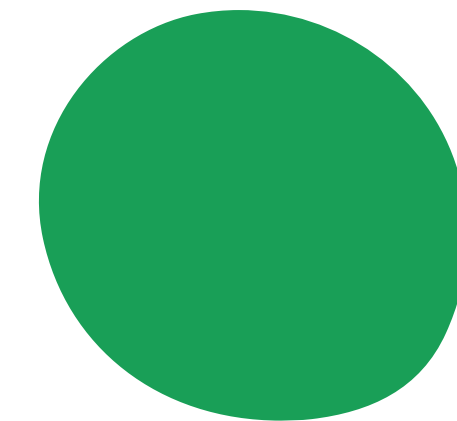
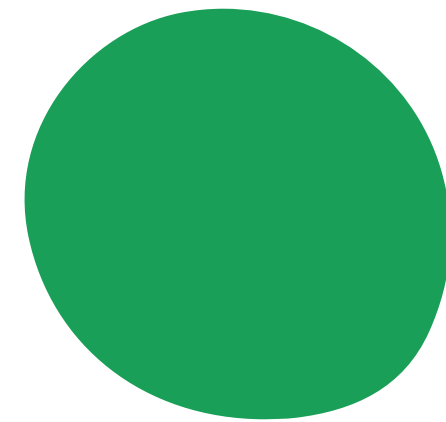
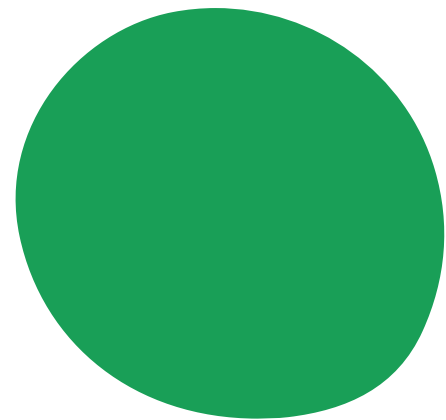
---

**A system is...**

**A system is...**

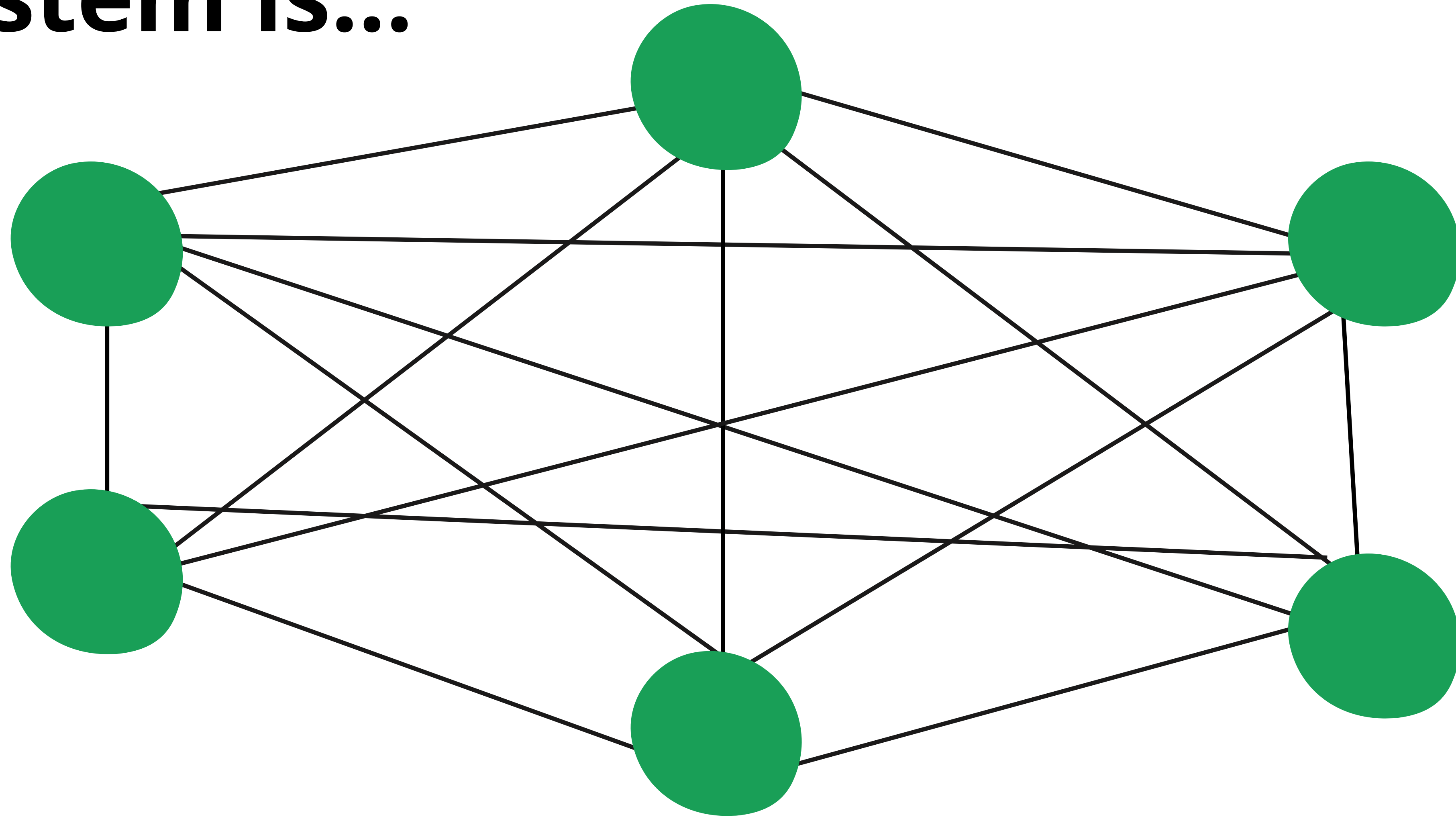


a set of  
individual agents





**A system is...**



that are connected

# **Systems...**

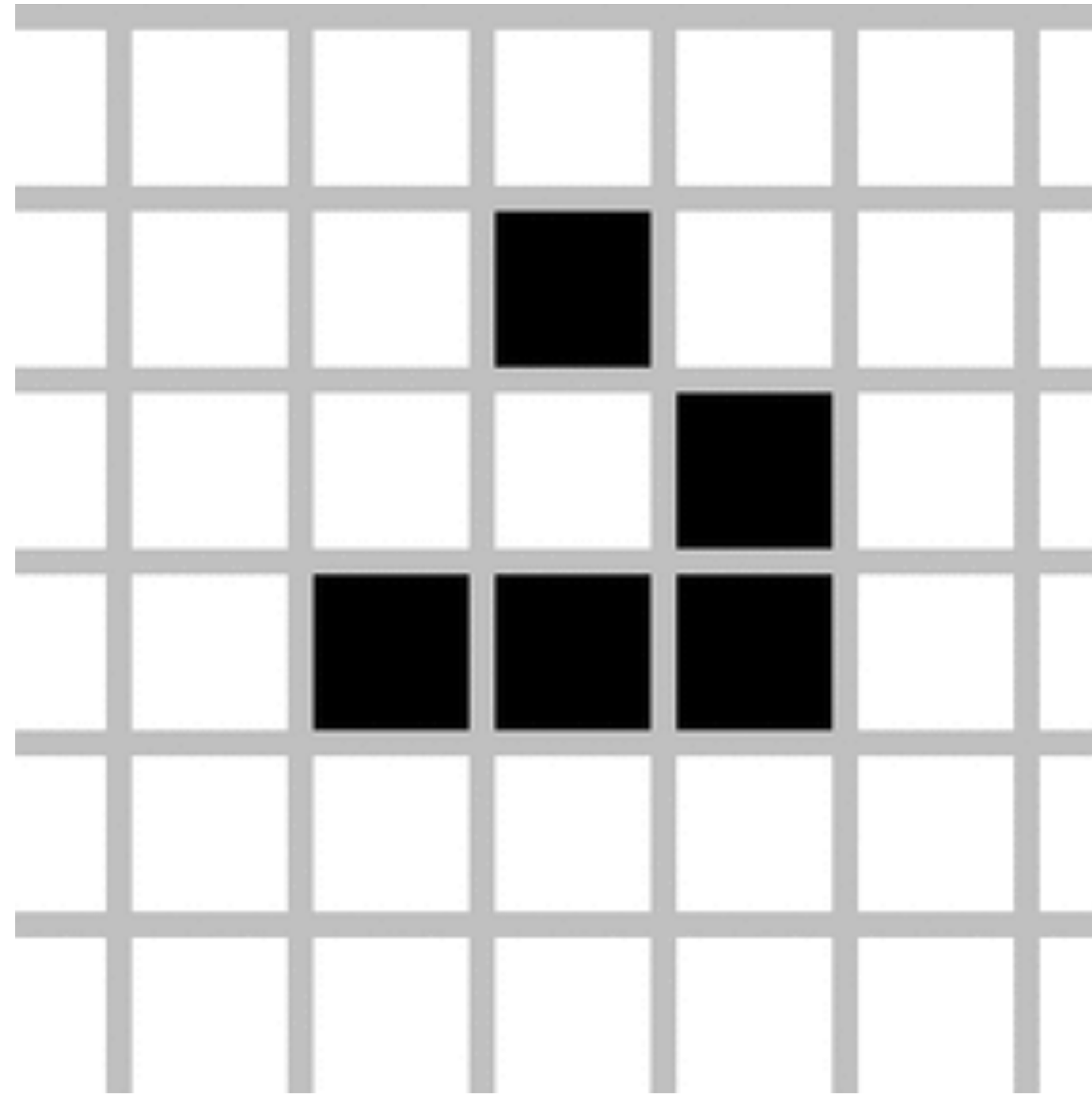
are unpredictable

have emergent behaviour

are dynamic

have non-linear characteristics

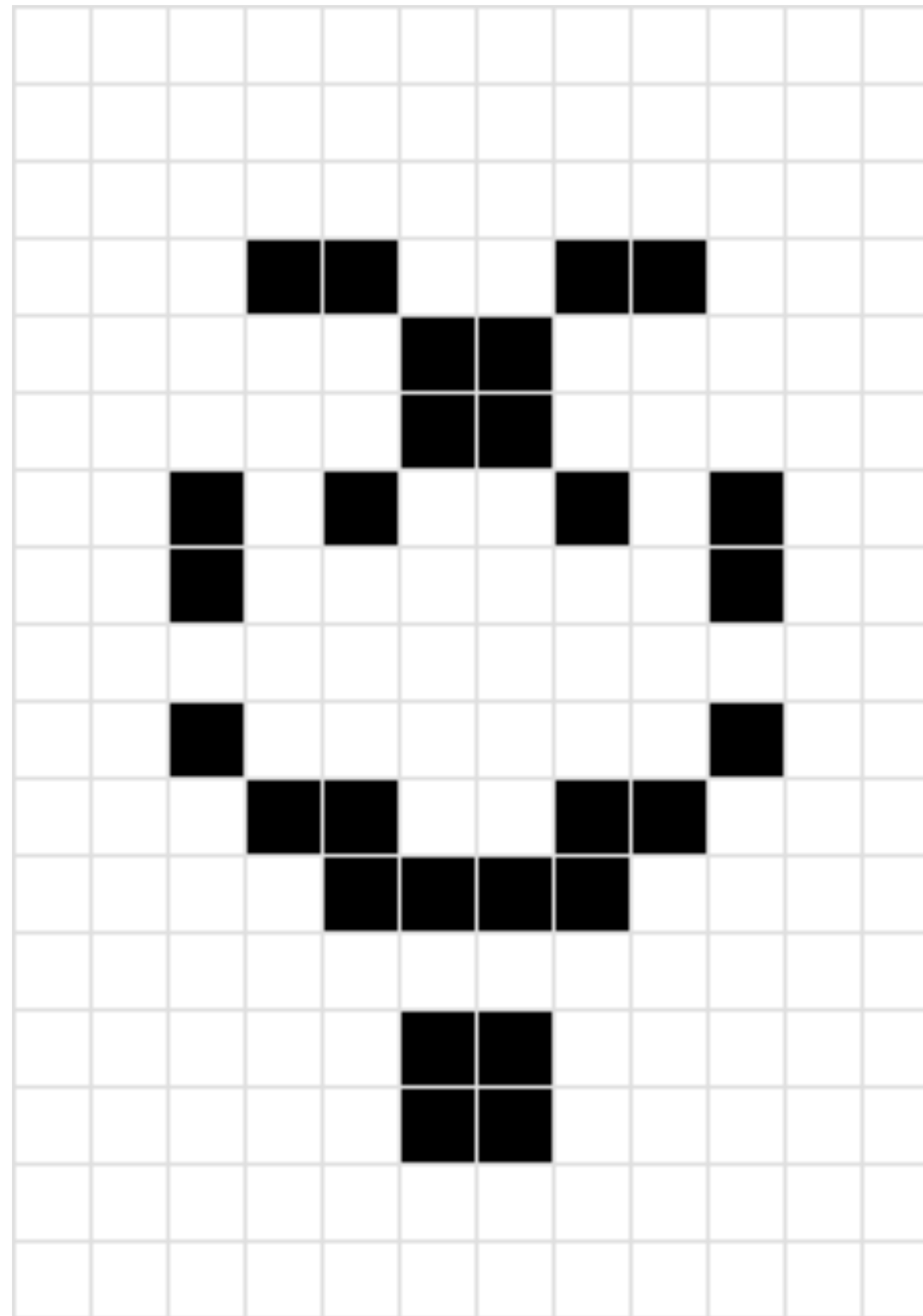
# Systems...



(Glider)

## Conway's Game of Life

# Systems...



(Copperhead  
C/10 Spaceship)

# Conway's Game of Life

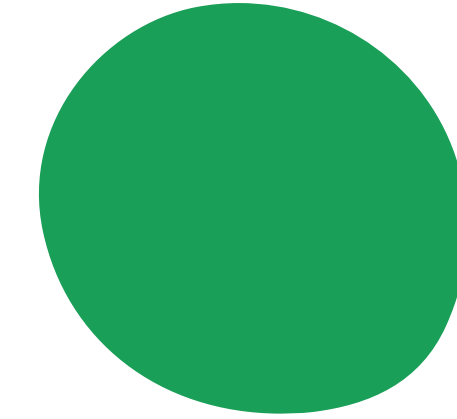
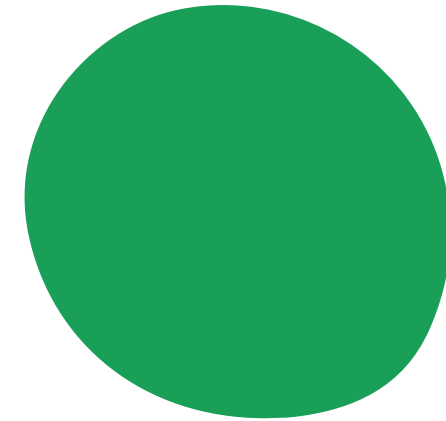
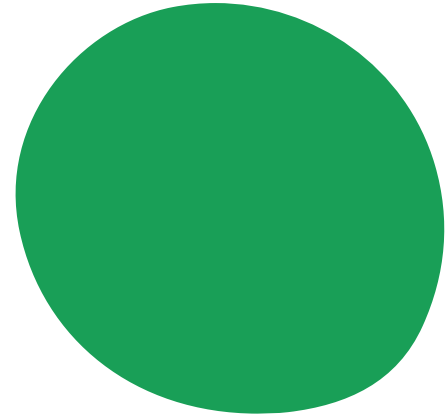
# Quick-start guide to Systems Thinking

## **INTERLUDE**

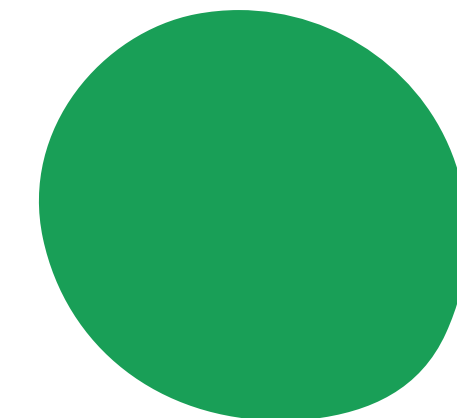
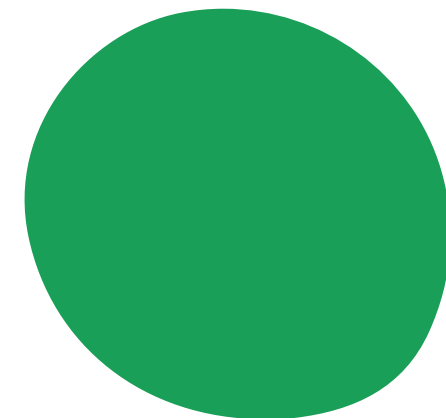
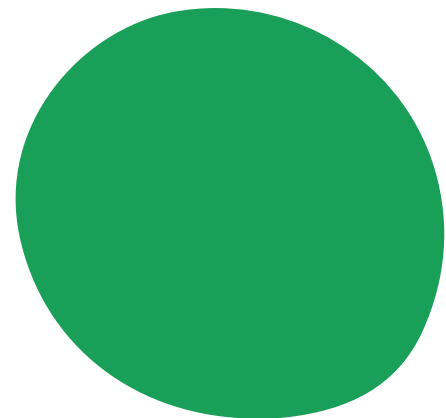
---

Sound familiar?

**A team is...**



a set of individuals



**A team is...**



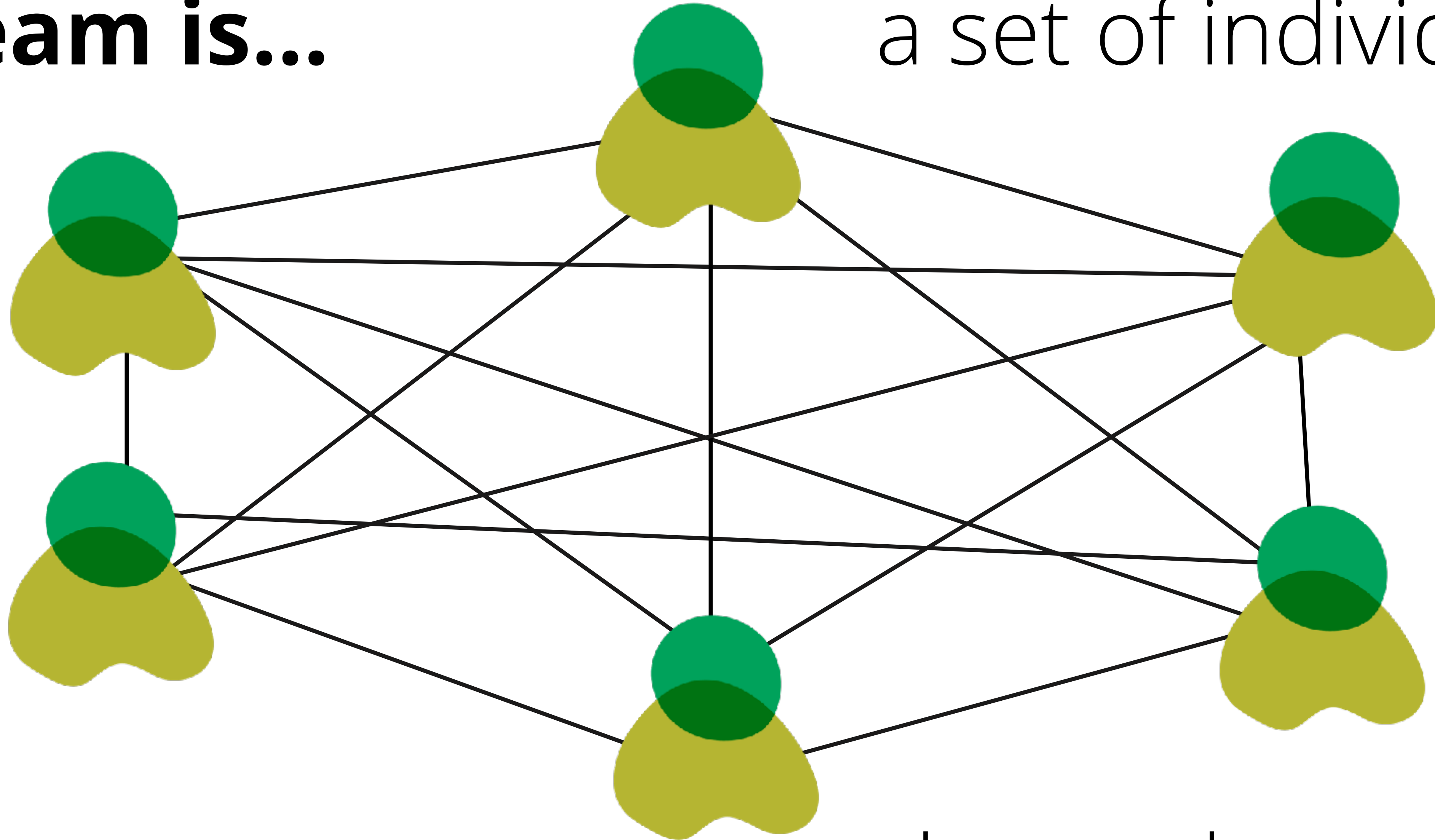
a set of individuals





**A team is...**

a set of individuals



who work together

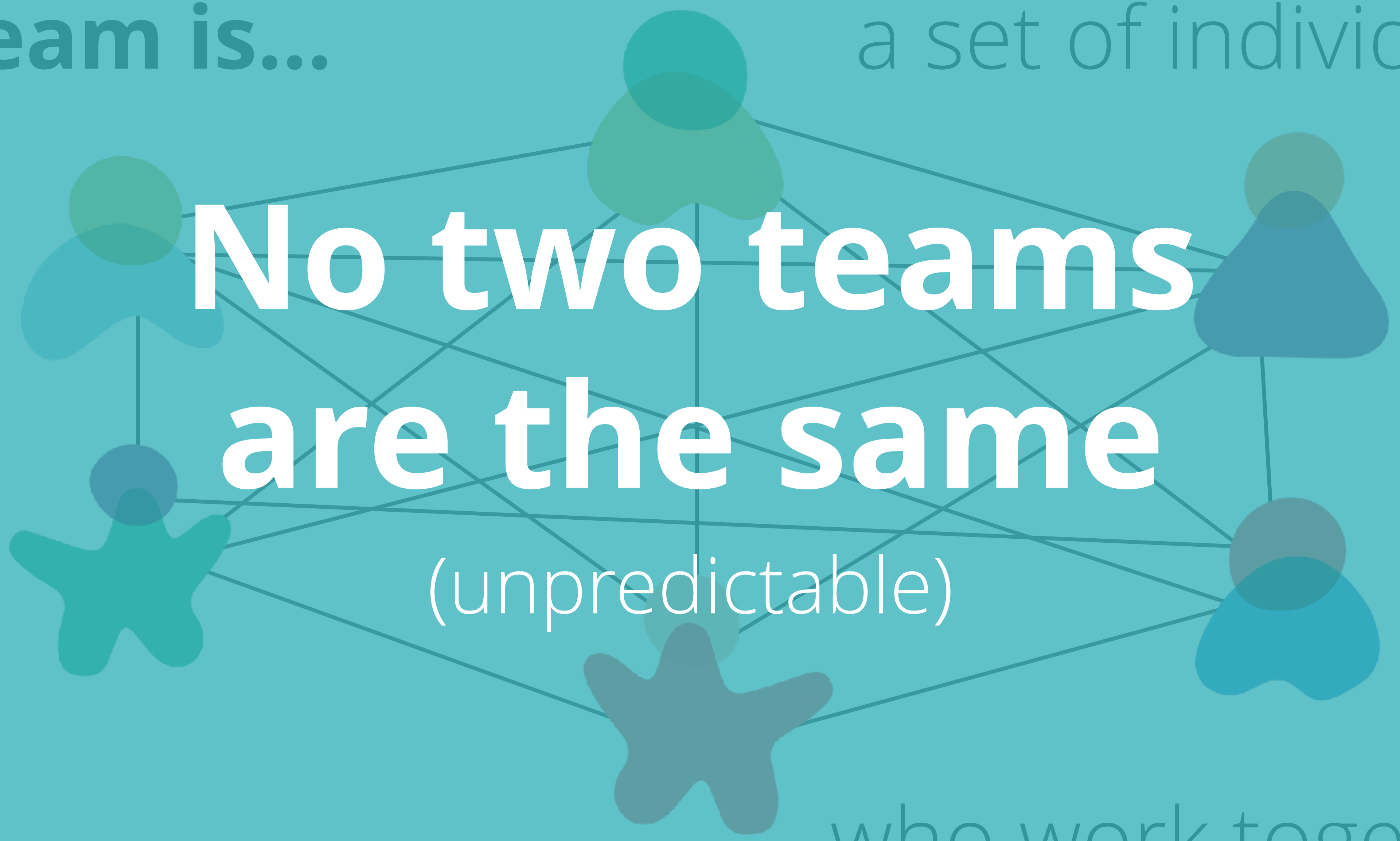
**A team is...**

a set of individuals

**No two teams  
are the same**

(unpredictable)

who work together



**A team is...**

a set of individuals

**“High performing”  
is a team property**

(emergent behaviour)

who work together



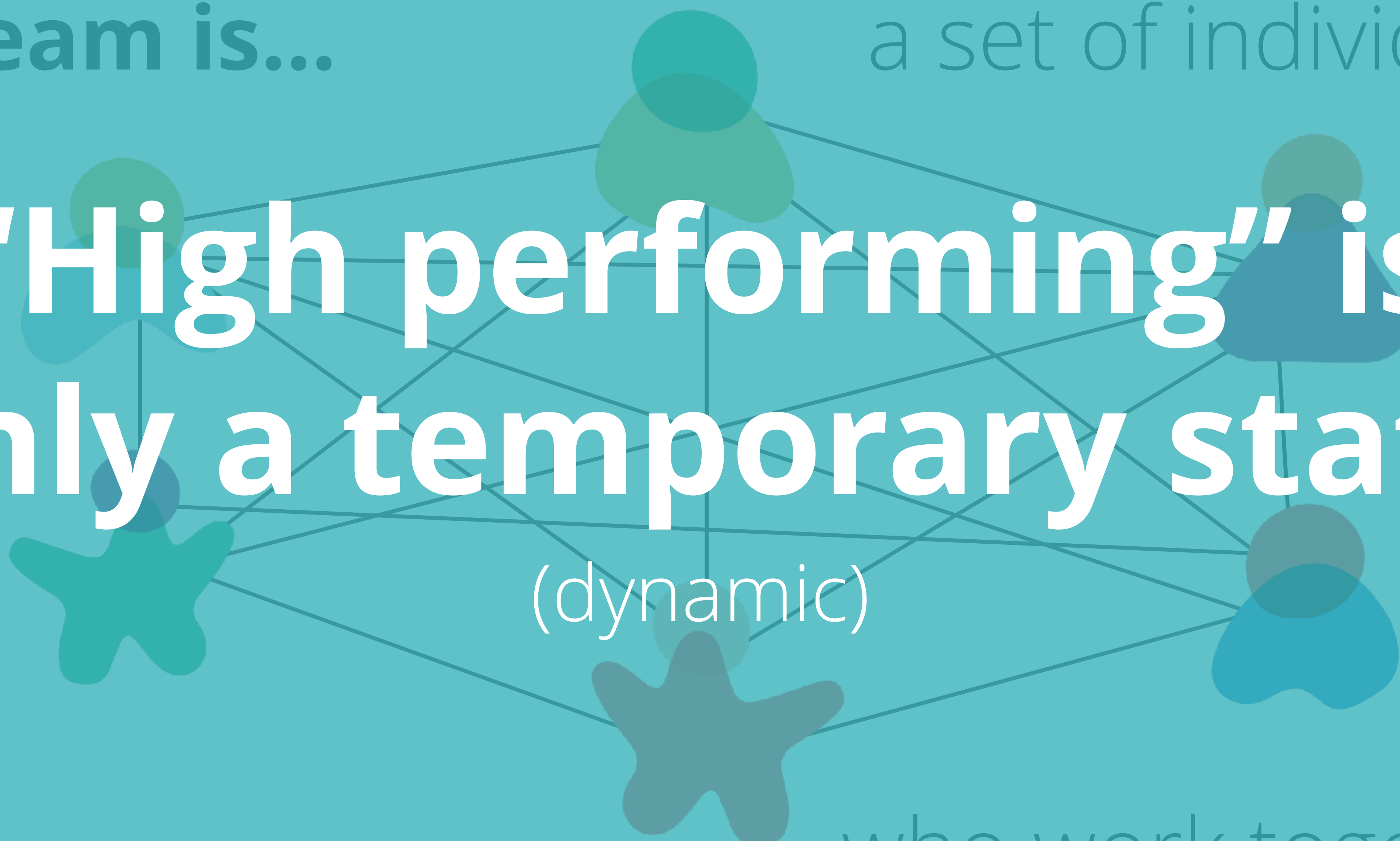
**A team is...**

a set of individuals

**“High performing” is  
only a temporary state**

(dynamic)

who work together



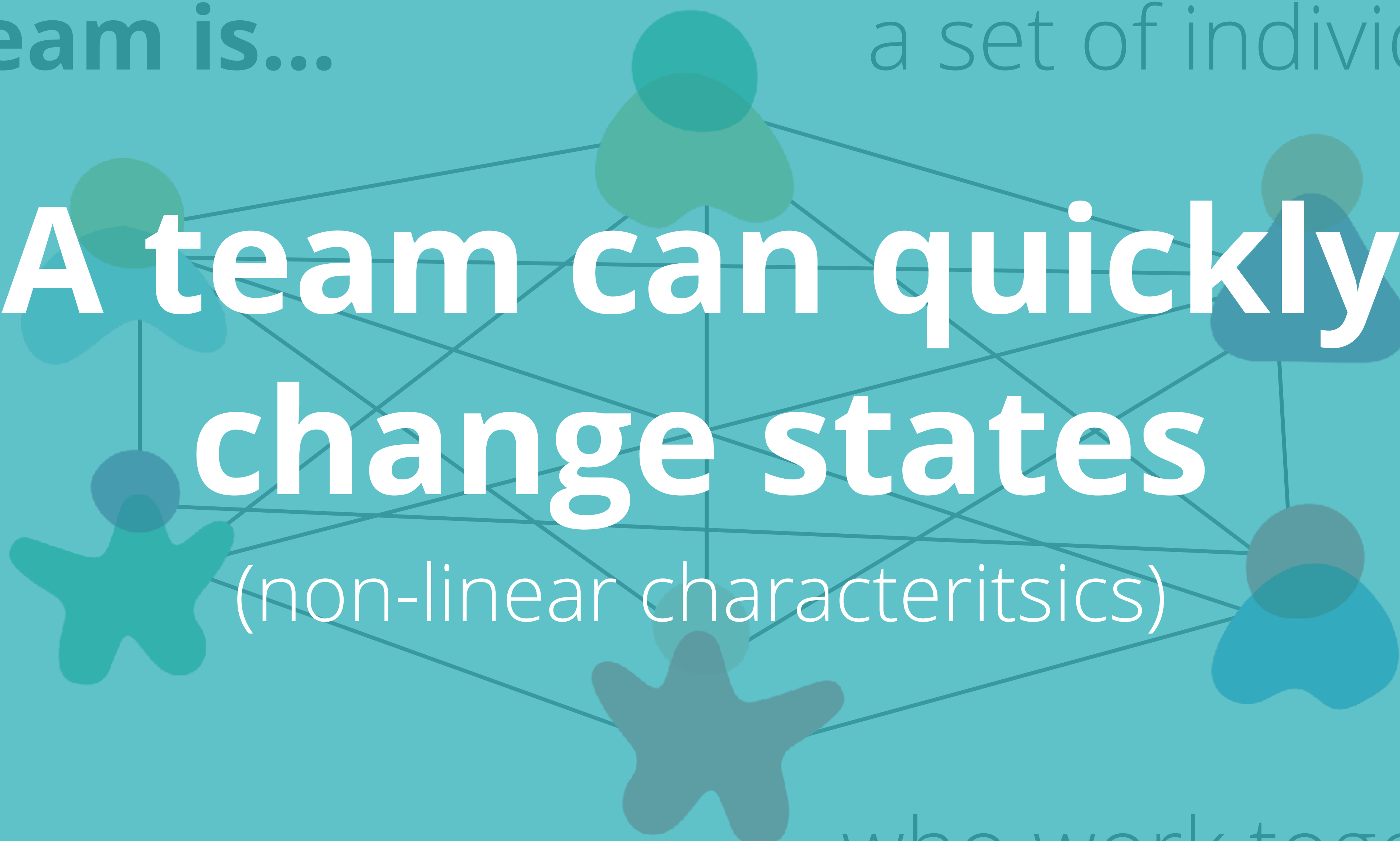
**A team is...**

a set of individuals

**A team can quickly  
change states**

(non-linear characteristics)

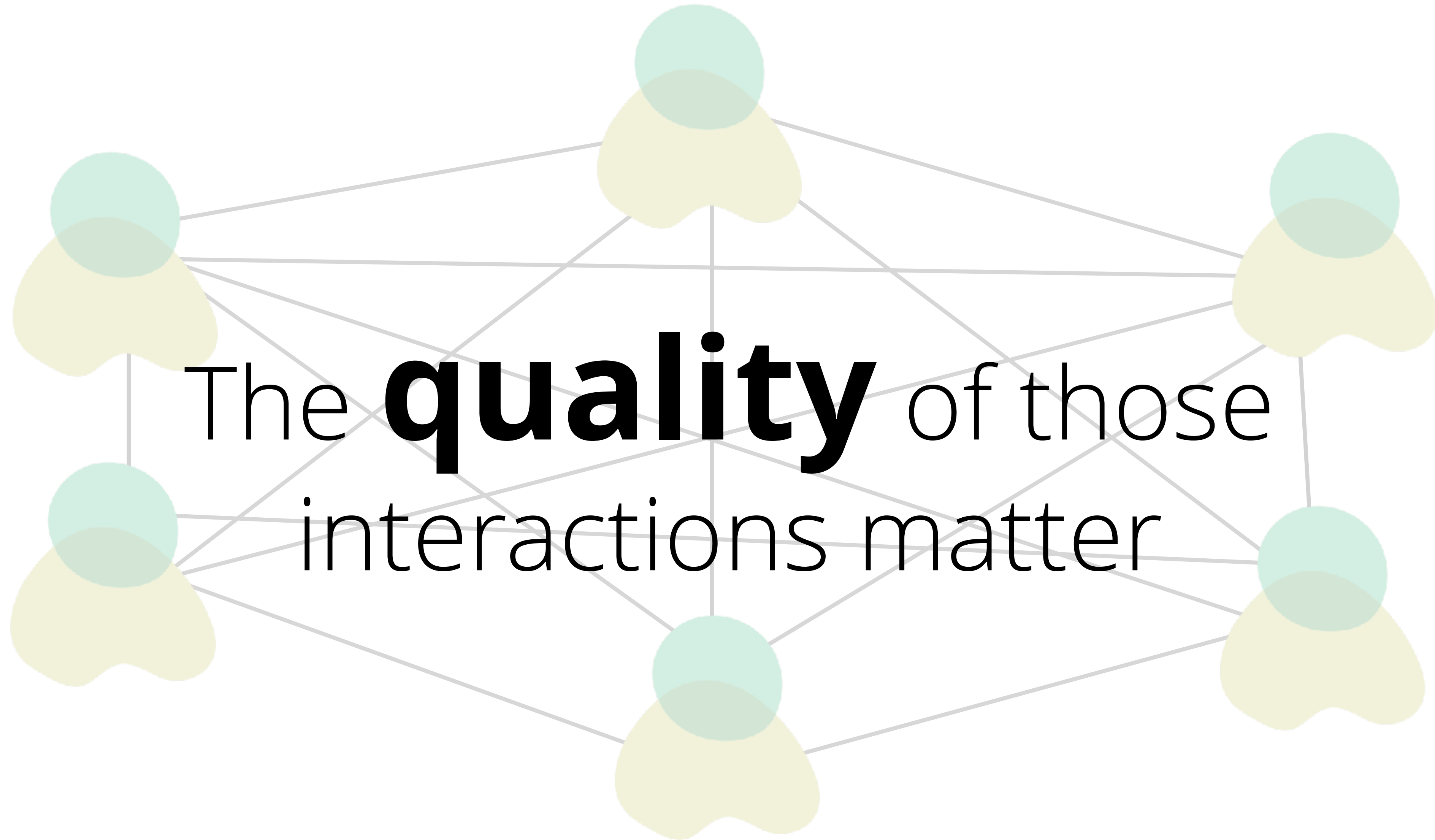
who work together





Emergent behaviour of a team  
is a **product** of the interactions





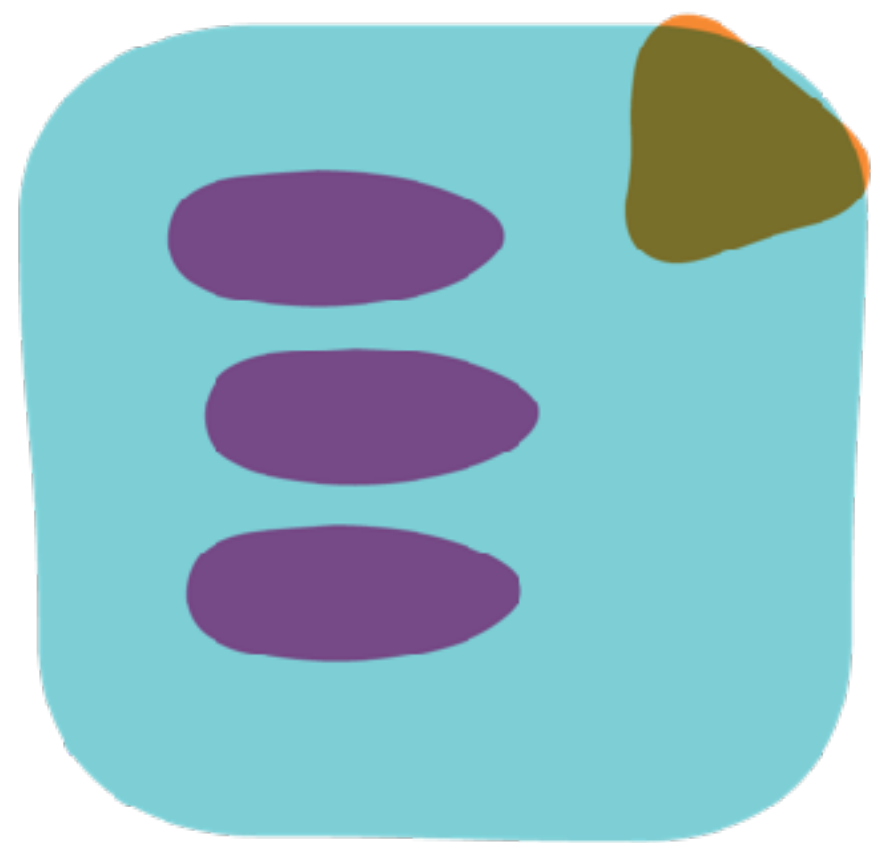


**DO!**

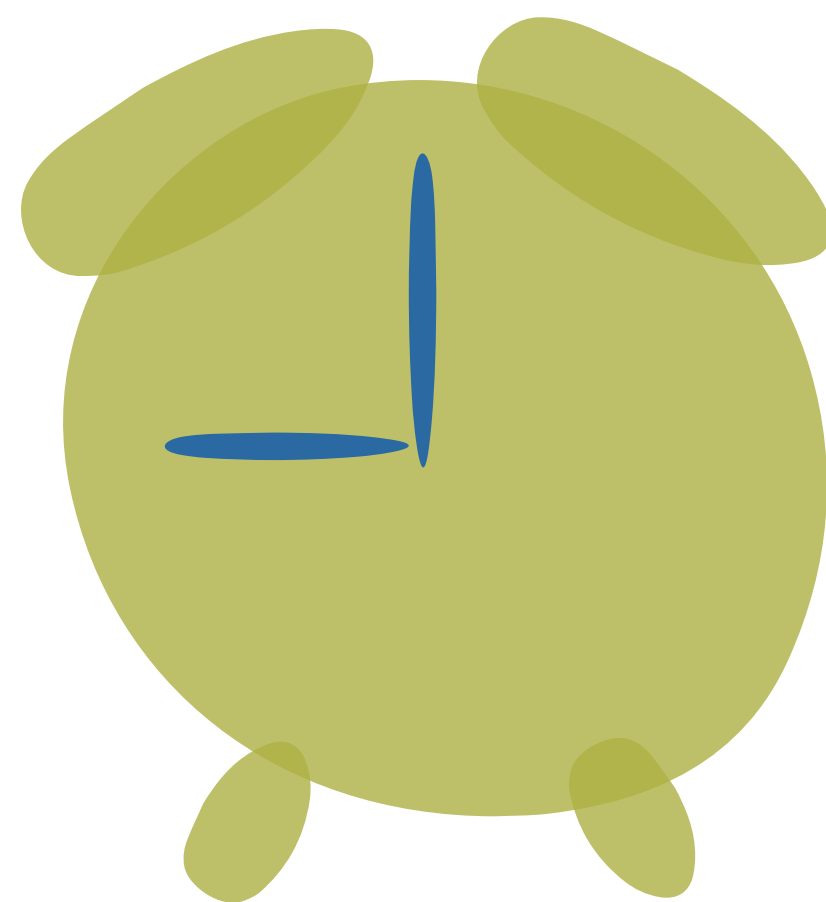
Invest in collaboration skills



Try



**WAYS OF  
WORKING**



**RETROSPECTIVES**



**FEEDBACK**



**WAYS OF  
WORKING**

set expectations

share what is important  
for individuals

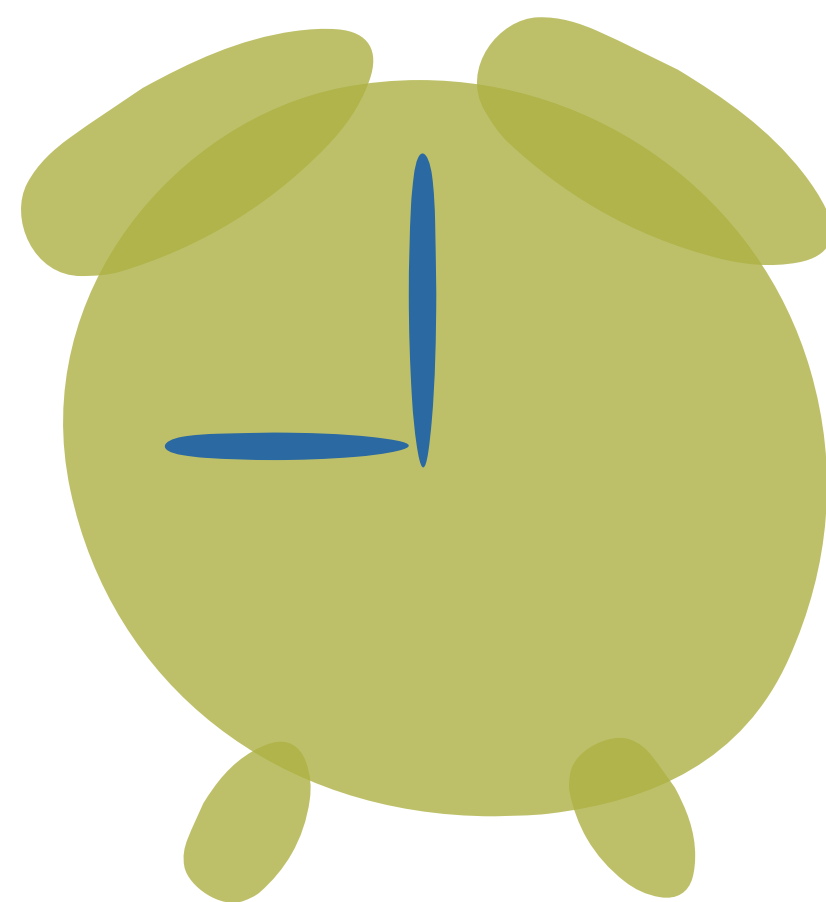
establish boundaries

build on common ground

Try



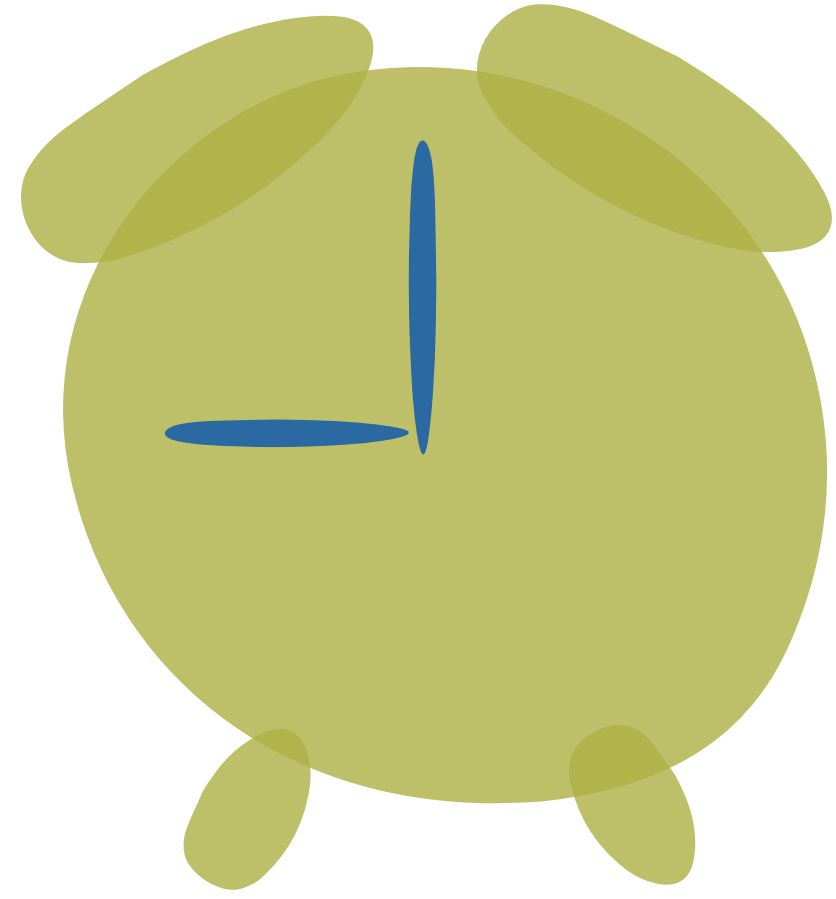
**WAYS OF  
WORKING**



**RETROSPECTIVES**



**FEEDBACK**



## **RETROSPECTIVES**

safe environment

continuous improvement

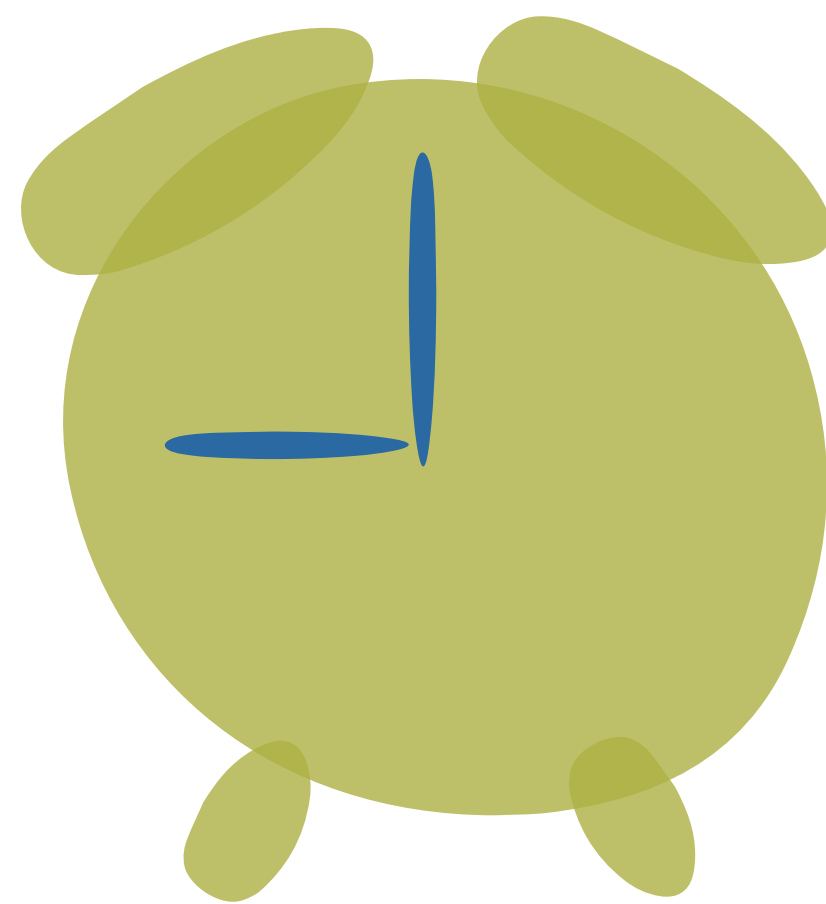
experiment with change

small steps

Try



**WAYS OF  
WORKING**



**RETROSPECTIVES**



**FEEDBACK**

peer-to-peer

more frequently

strengthen confidence  
+ have more impact

share perceptions

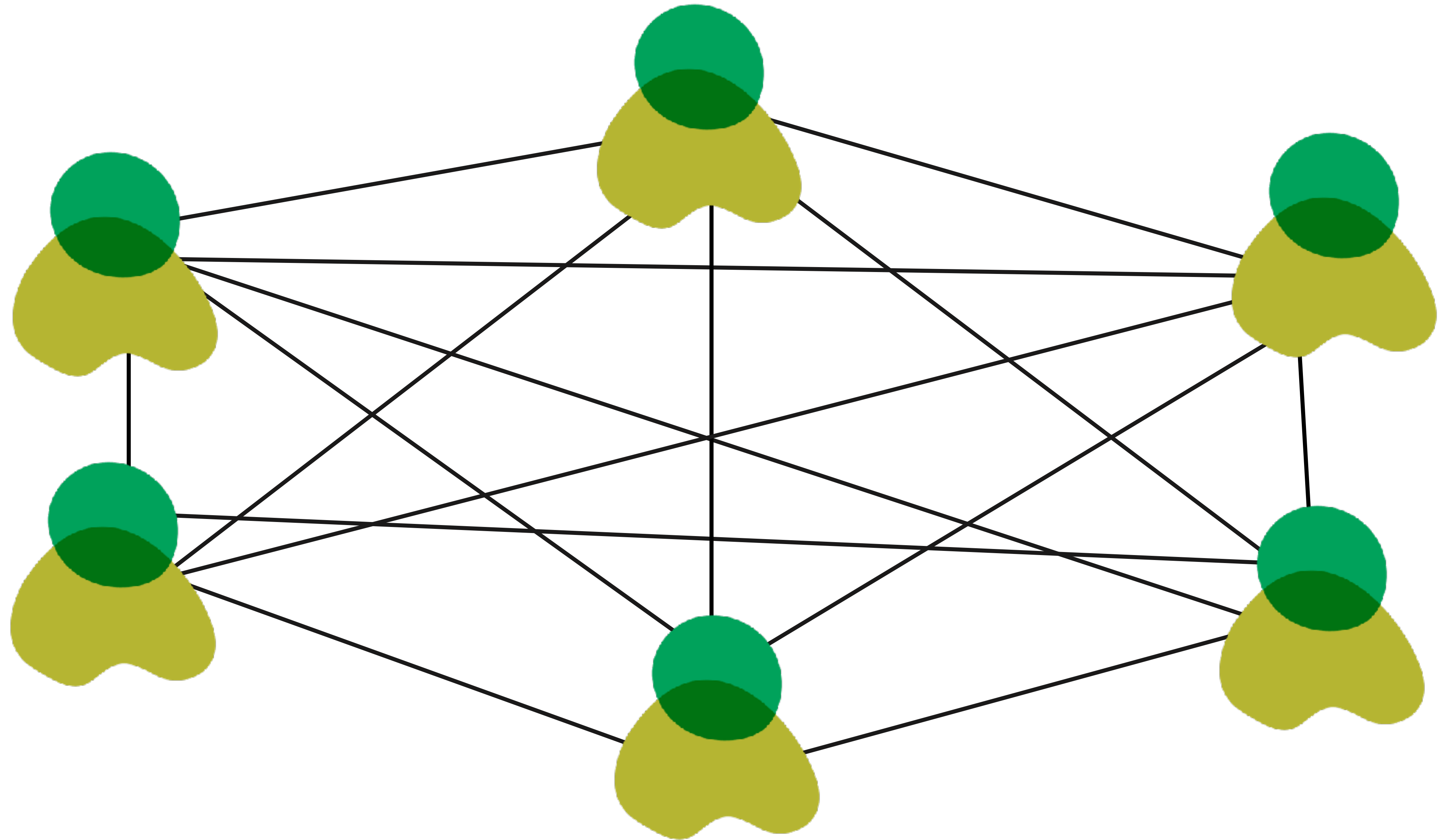


**FEEDBACK**

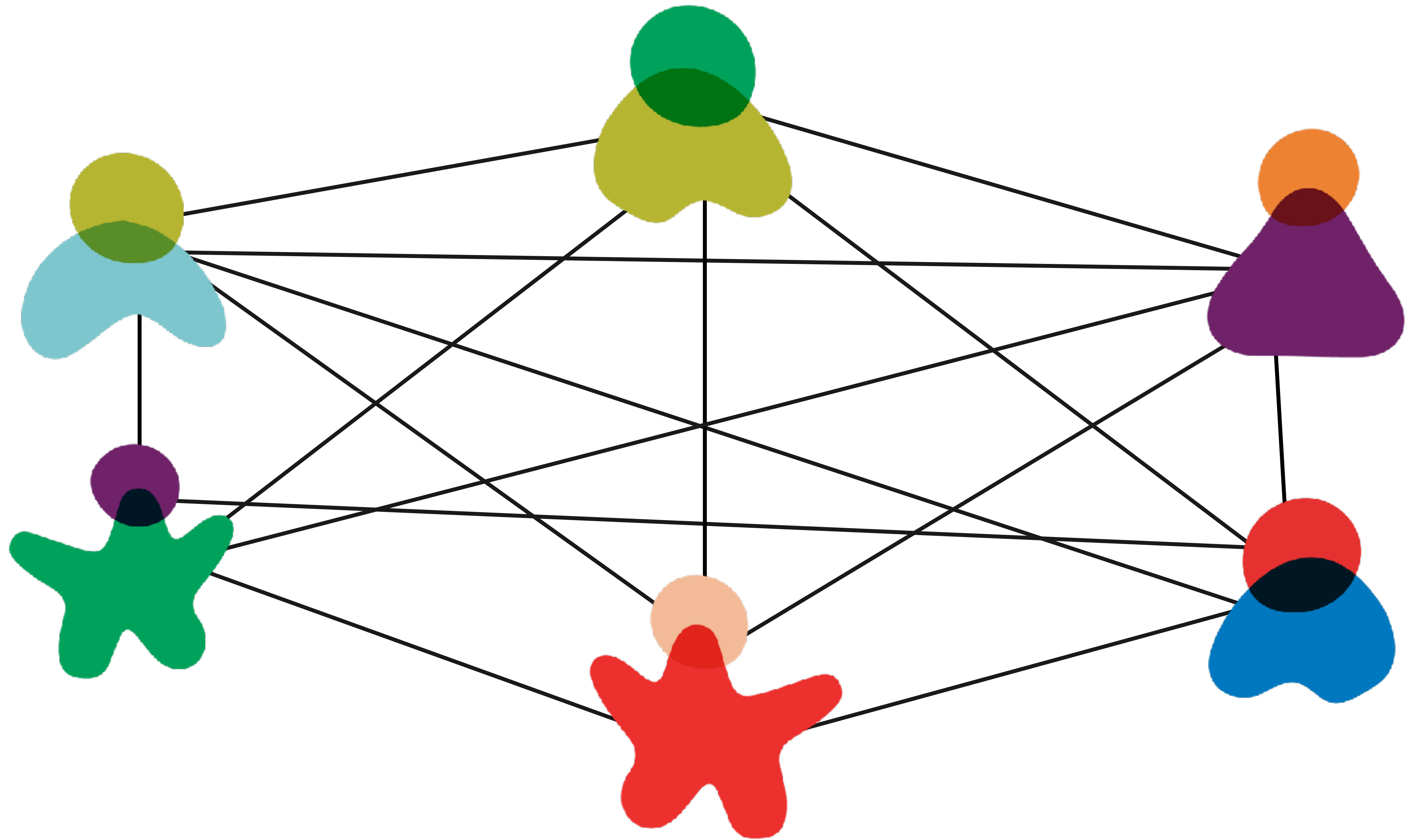


**DO!**

Look for different DNA







*Strengthsfinder*

*Belbin*

# Power of diversity

*Moving Motivators*

*DISC*



# Power of diversity

Sharing

Appreciating differences

Exploring contexts where traits  
are useful

Identifying team gaps



# Power of diversity



*They aren't ill-intentioned.  
It's how they approach  
problems.*

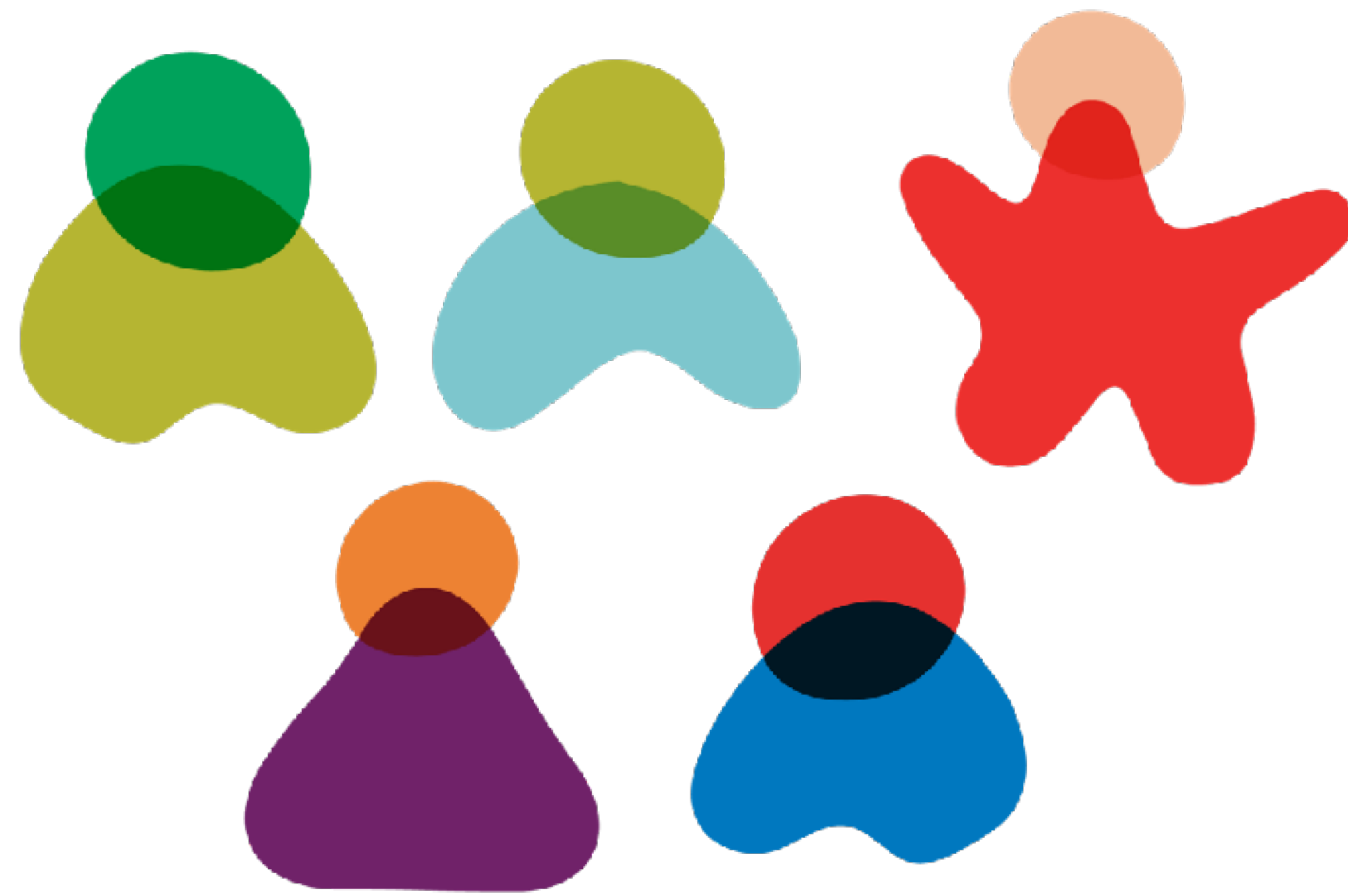


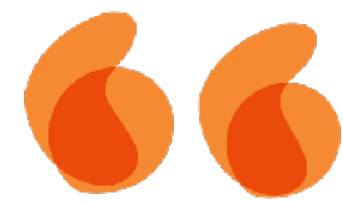
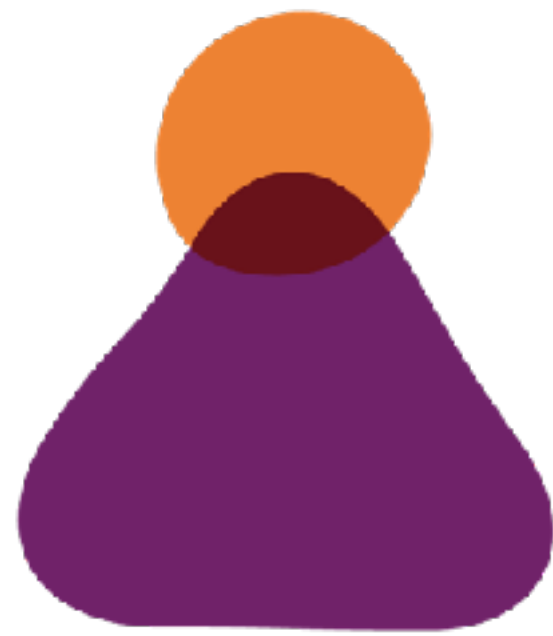


**DO!**

Encourage leadership  
at all levels



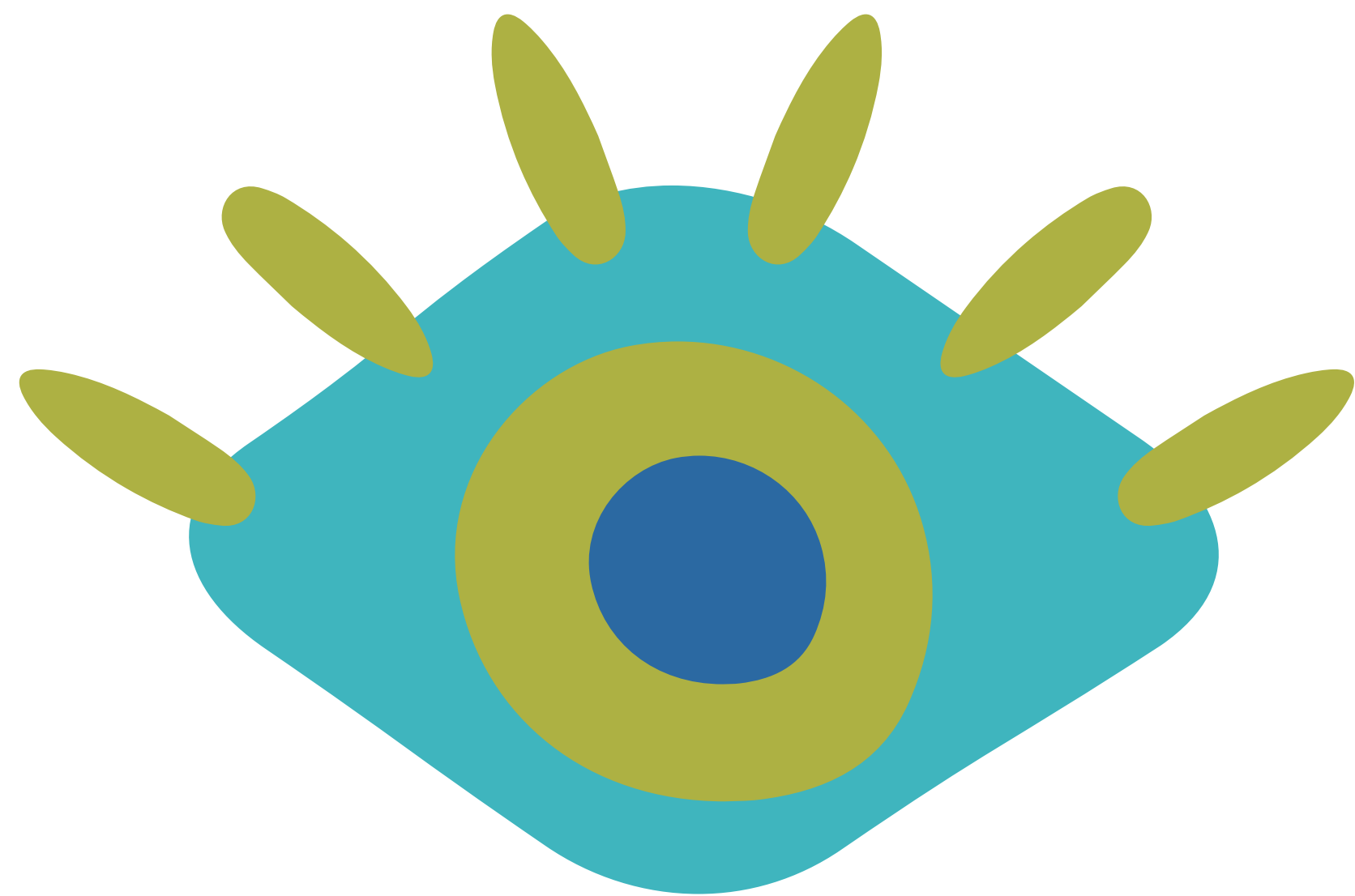




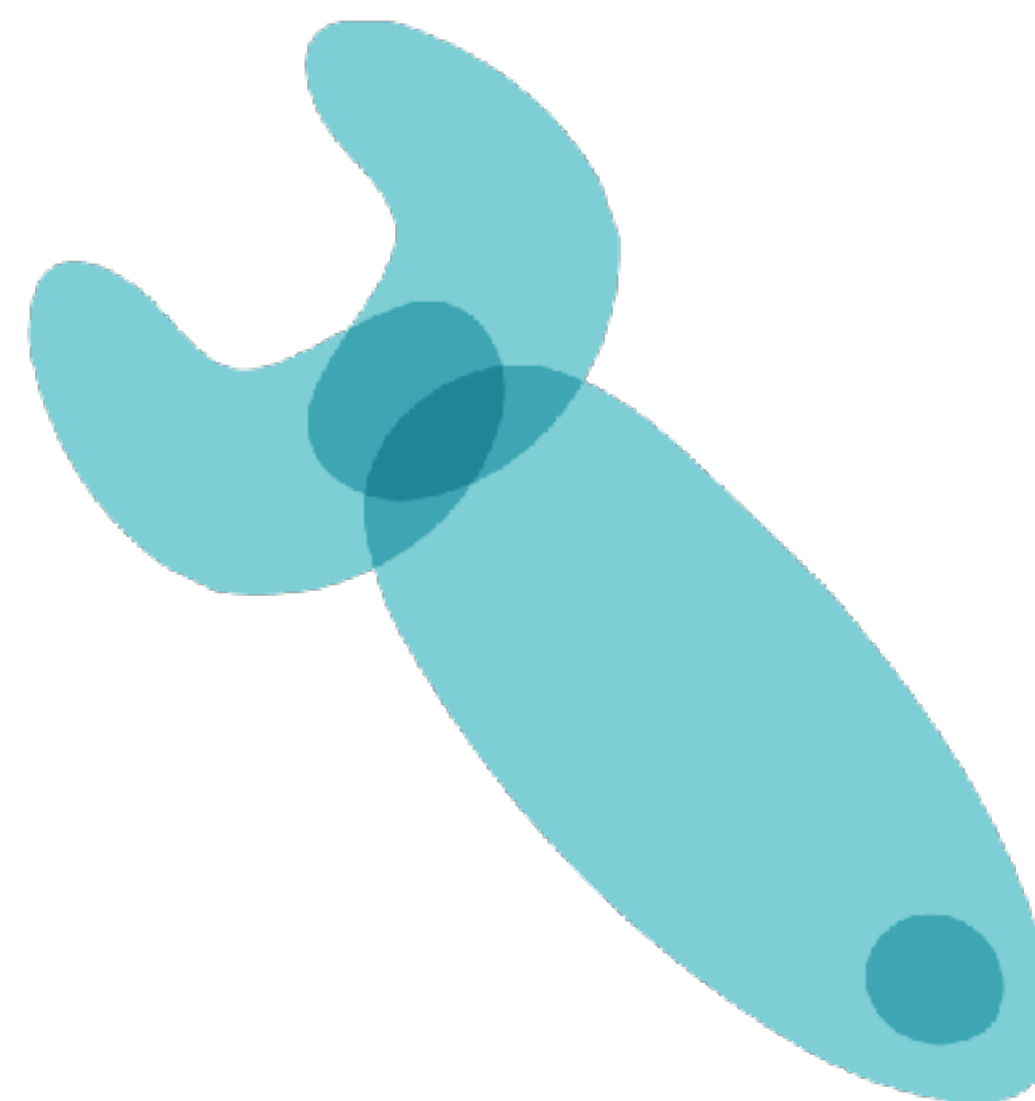
*How can we have  
more impact?*



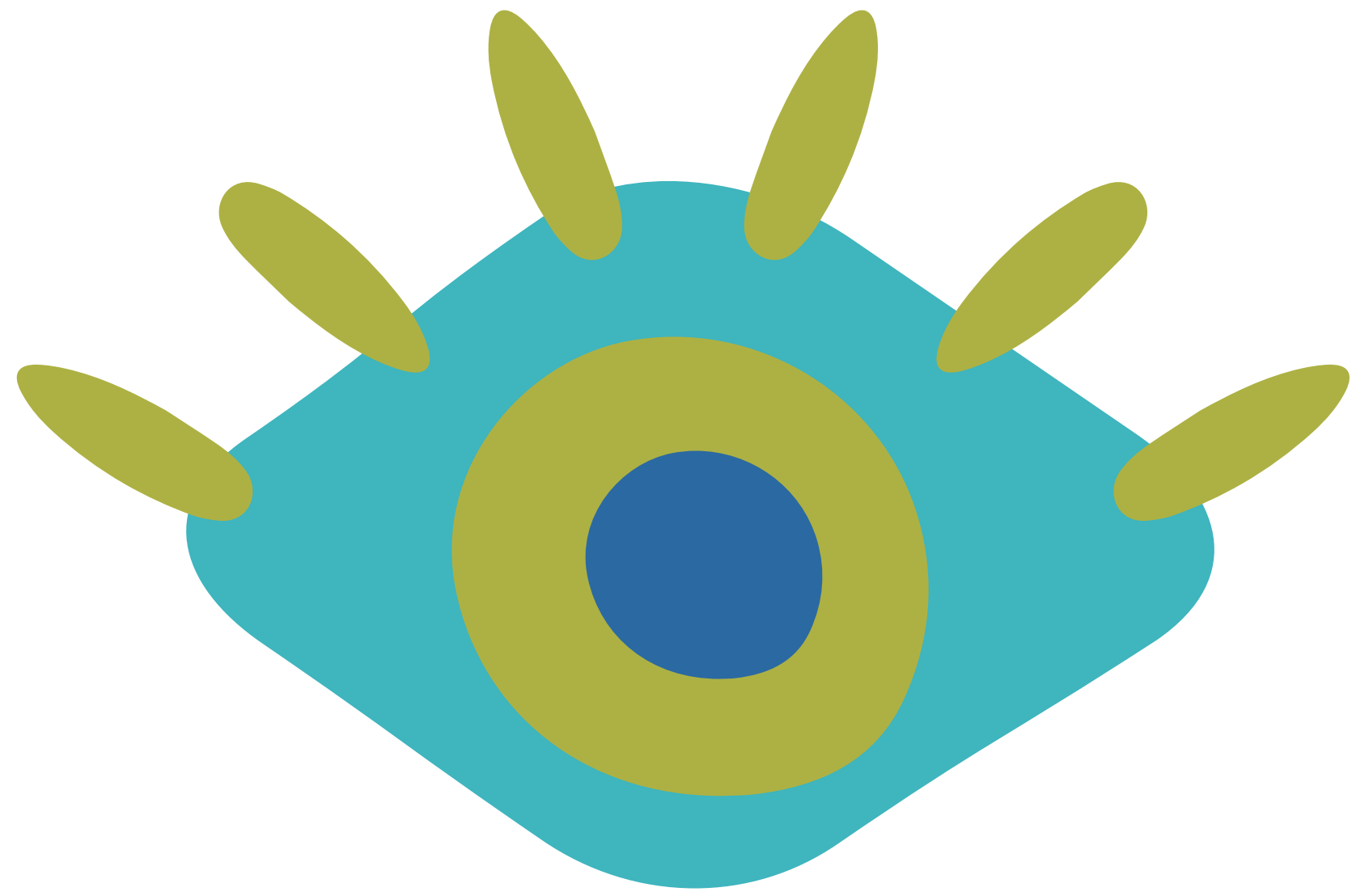




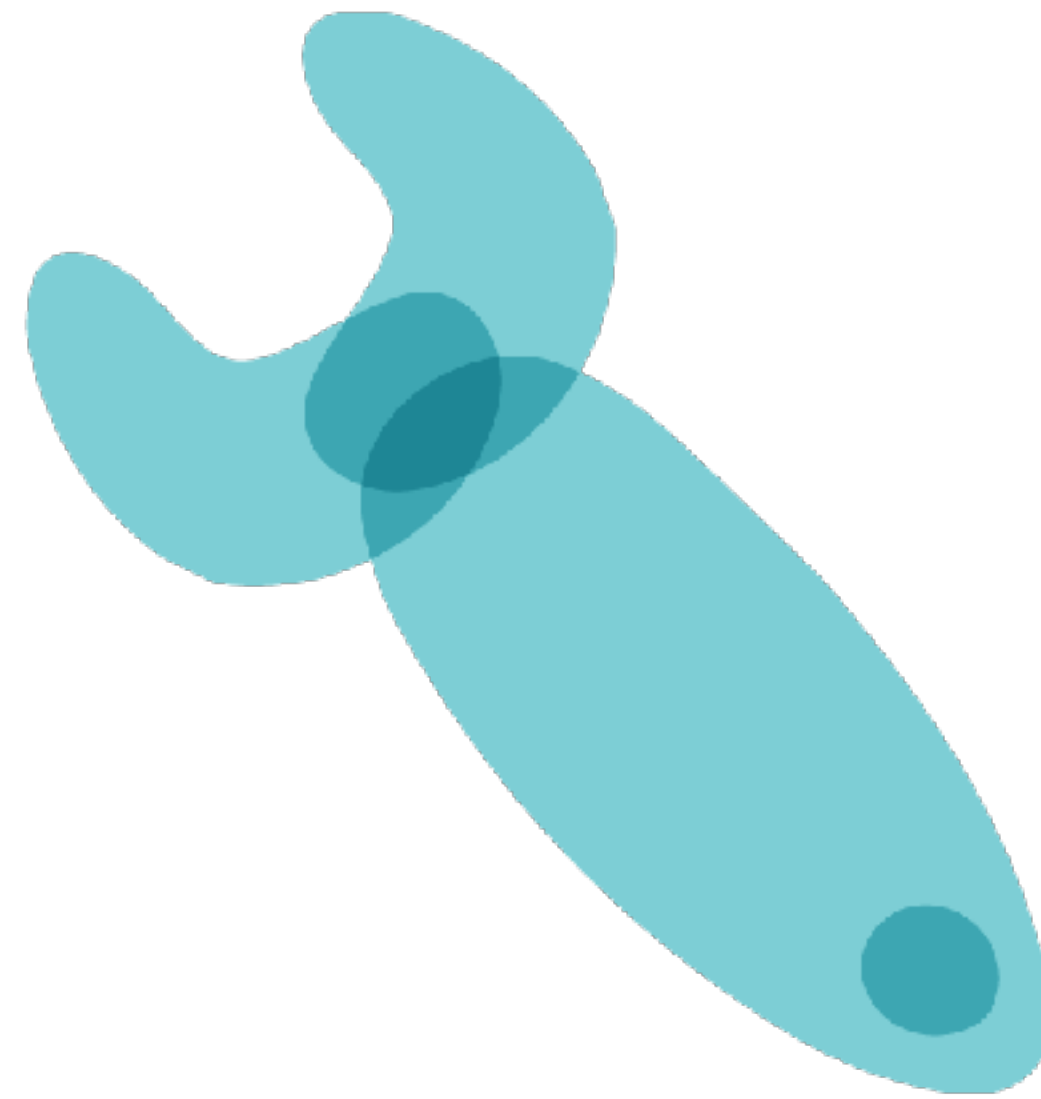
What it  
looks like



How to  
build one



What it  
looks like



How to  
build one



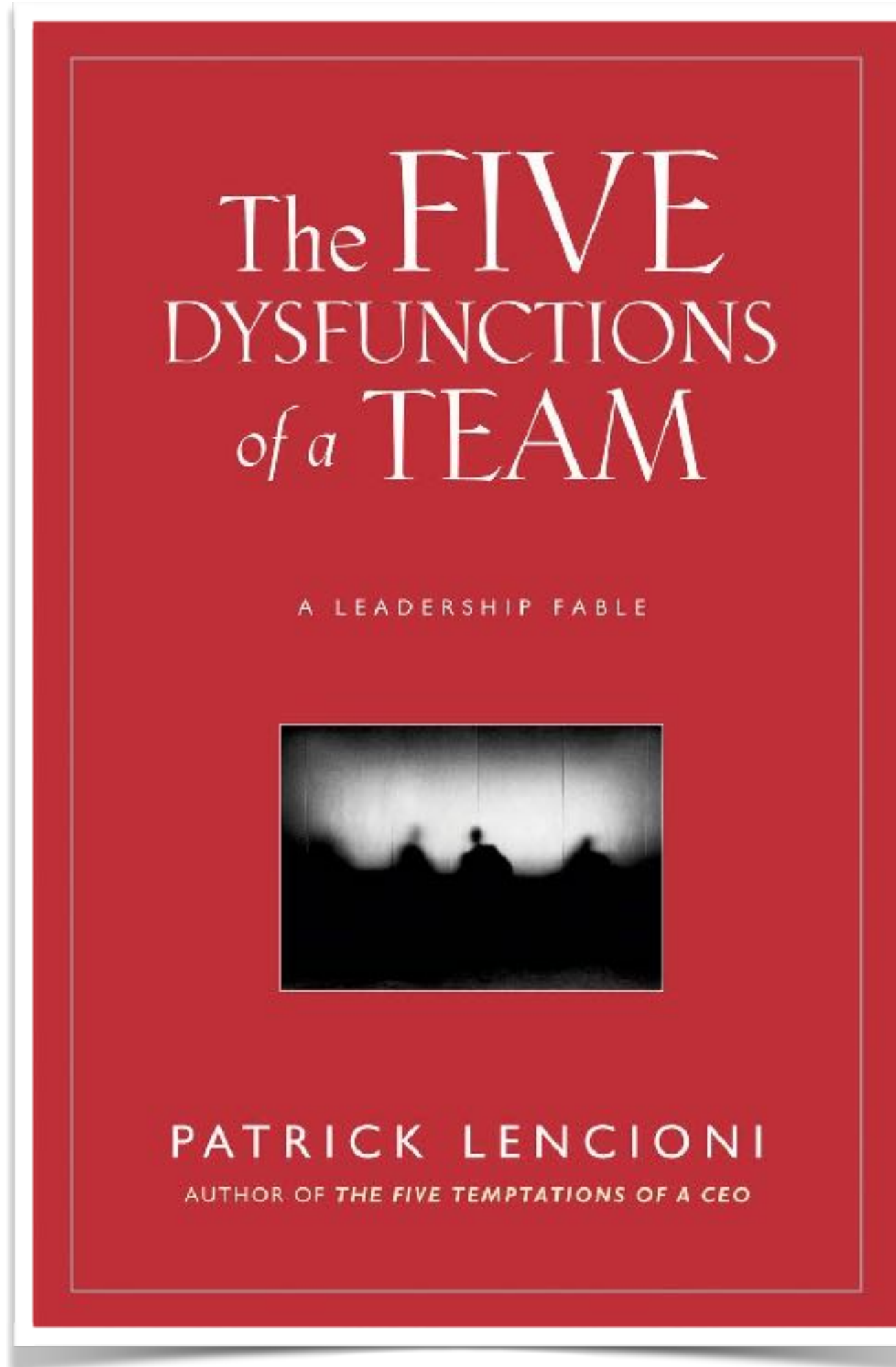
**YOUR TURN**



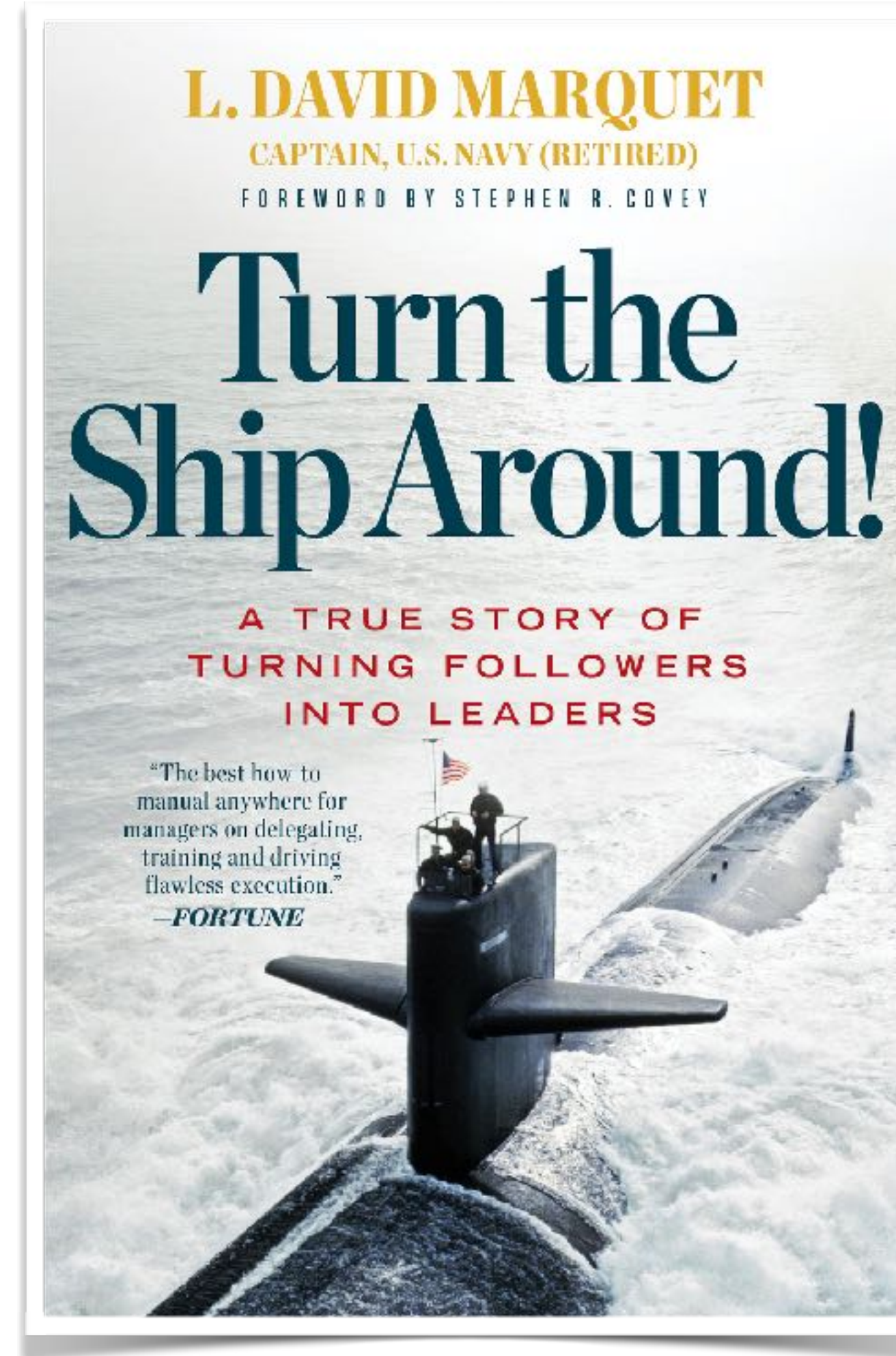
# Recommended Reading

---

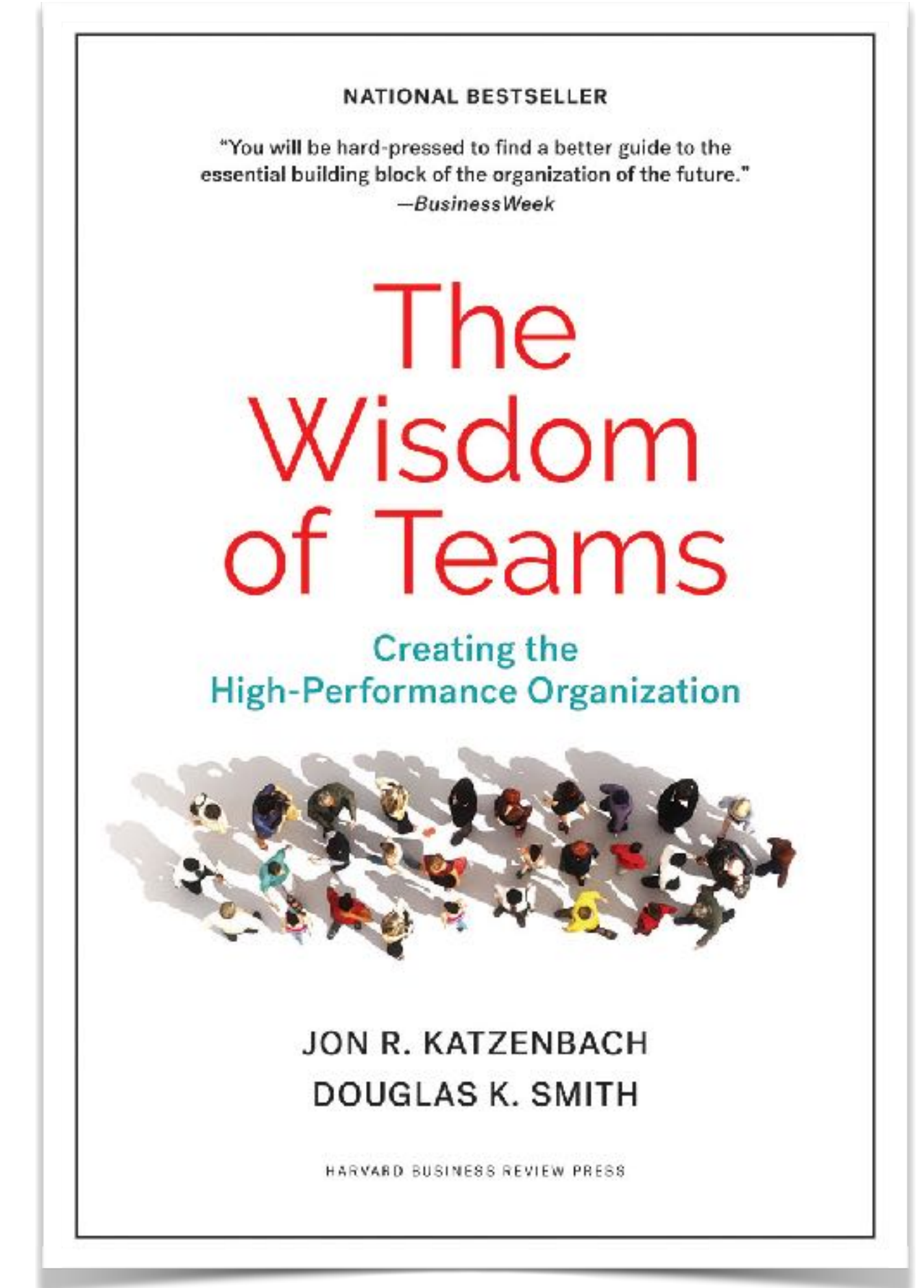
<http://amzn.to/2dRTpbZ>



<http://amzn.to/2aS42u1>



<http://amzn.to/2ed0aiU>



# THANK YOU

---

@patkua

---



ThoughtWorks®

**BUILDING A HIGH  
PERFORMANCE TEAM**