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Transforming the World of Work

High-Performance Teams: Why the Who Matters Less

Fabian Schwartz | 22 March 2017

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CEO at Casmena

Born in 1979 in Berlin, attended software engineering and later Business Administration in Sydney. Working in different positions from developer to program manager.

Experience gathered allowed him to create his own companies: SBS and Casmena, delivering Agile training and consulting in South America.

17 years in the IT industry (7 as a Consultant)

12 years as University lecturer and trainer

10 years with Scrum

The 2004 USA Olympic Basketball Case

Source: Stanley McChrystal, Team of Temas, 2015

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Agenda

1. Different Cultures
2. Some Ideas on Commitment
3. The High Performance Commitment Model
4. Wrap Up

"Individual commitment to a group effort - that is what makes a team work, a company work, a society work, a civilization work."

- Vince Lombardi

Stanford Project on Emerging Companies

	Attachment	Selection	Control
Star	**Work**	**Potential**	**Professional**
Engineering	**Work**	**Skill**	**Cultural**
Commitment	**Love**	**Fit**	**Cultural**
Bureaucracy	**Work**	**Skill**	**Formal**
Autocracy	**Money**	**Skill**	**Direct**

Source: Organizational Blueprints for Success in High-Tech StartUps: Lessons from the Stanford Project on Emerging Companies ; James N. Baron Michael T. Hannan

Cultural Impact on Performance

- Commitment model most likely/fastest to go public
- Hybrid models are the slowest/least likely to go public.

- All other things equal, commitment firms are significantly less likely to fail (disappear, de-listing, liquidation).

- Star firms have the largest post-IPO increases in market cap, followed closely by commitment firms.
- Autocracy firms perform the worst, followed by engineering.

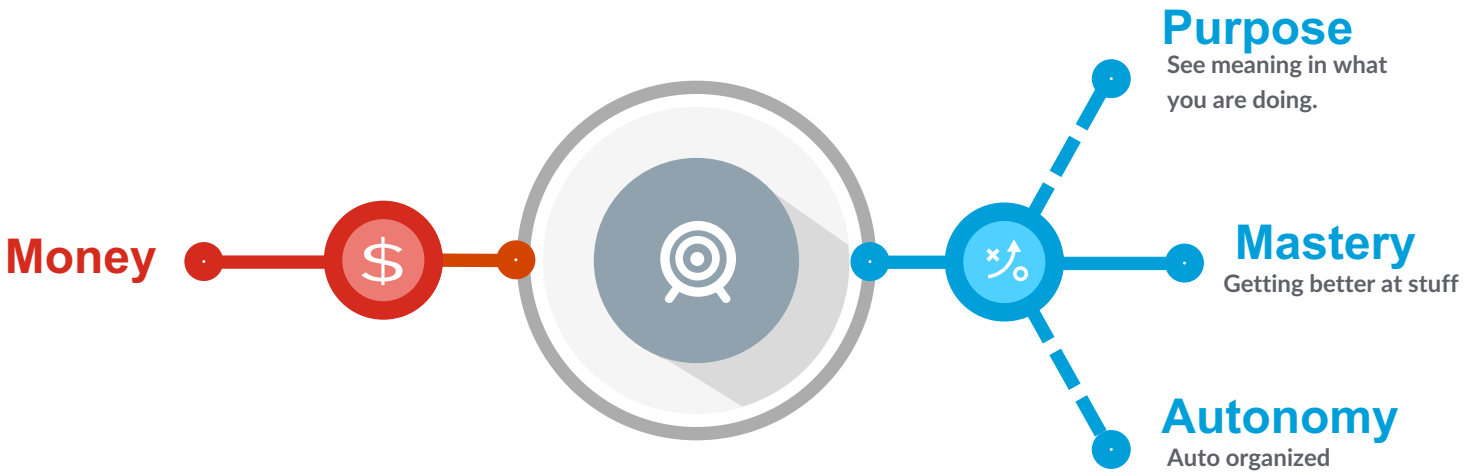
Source: Organizational Blueprints for Success in High-Tech StartUps: Lessons from the Stanford Project on Emerging Companies ; James N. Baron Michael T. Hannan

McKinsey

“Culture is how we do things around here.”

Some ideas on commitment

Motivation



Source: Daniel Pink, Drive, 2009

Internal Connectivity or “How to build trust?”

Navy SEALs BUD/S

- Phase 1: physical conditioning (8 weeks)
  - Hell Week – Week 4 of Phase 1
  - 5 ½ days of continuous training
  - Four hours sleep, total
  - Enduring cold, wet, and exhaustion
  - Doing 10 times what you thought possible
  - TEAMWORK!
- Phase 2: diving (8 weeks)
- Phase 3: land warfare (8 weeks)

Flight Crews CRM

- Initial Emirates Cabin Crew training (7 weeks)

Amongst other topics the crew learns

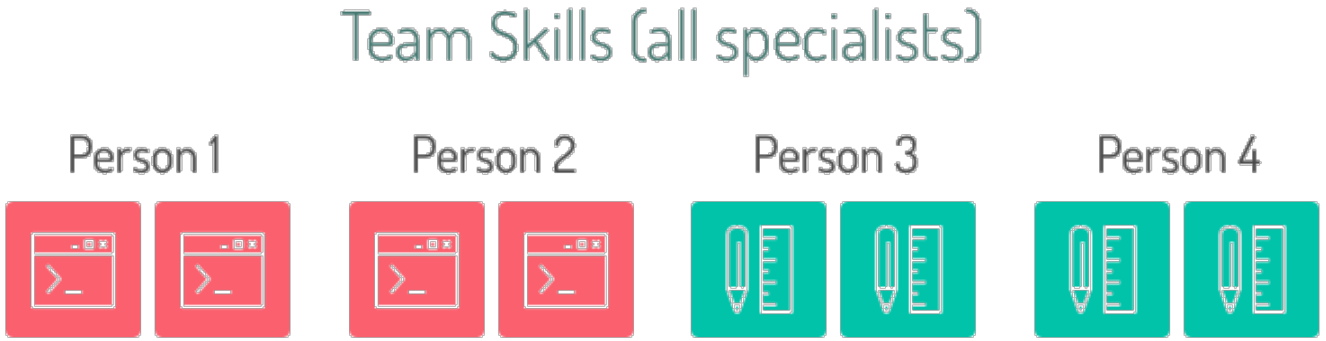
- CRM
- Opening or attention getter
- State your concern
- State the problem as you see it
- State a solution
- Obtain agreement (or buy-in)

NASA Mission Control Room

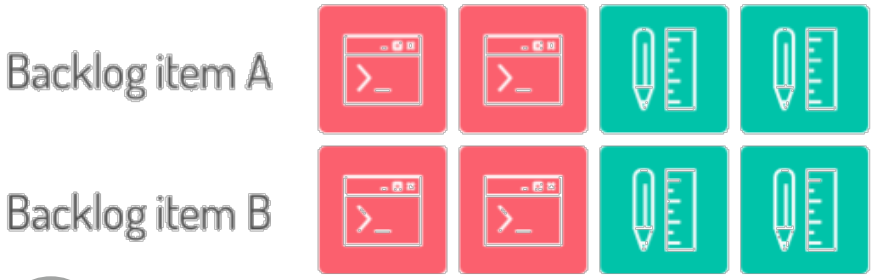
- 100s of experts in one room
  - Collaboration
  - Risk adaption instead of mitigation
  - Real time communication
  - Trust & Communication are more important than technical skills

Source: Stanley McChrystal, Team of Teams, 2015

Team Structure or the Specialist Problem



The only allocation of work that can be done by the specialist team of Figure 1



Source: Mike Cohn, https://www.mountaingoatsoftware.com, 2017

Team Structure or the Specialist Problem

Adding two multi-skilled people to the team

Team Skills (two specialists, two multi-skilled)

Combinations of work that could be done

Source: Mike Cohn, https://www.mountaingoatsoftware.com, 2017

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The A Team Approach

A typical special forces structure has two of each special forces weapons, demolition, medical, and communications sergeants.

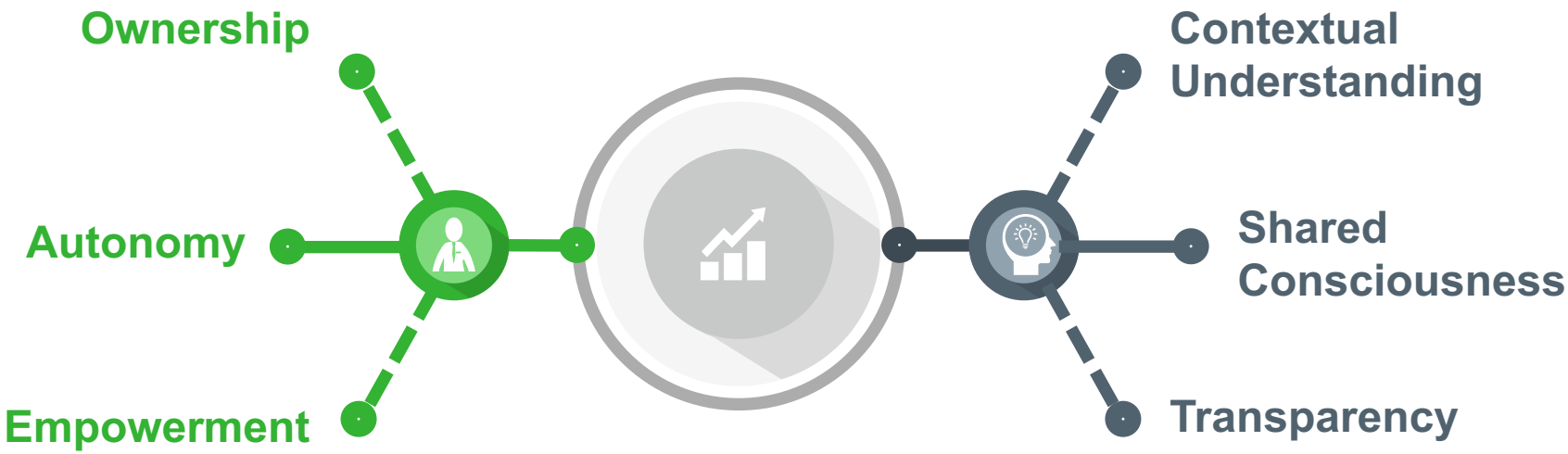
Cross training is conducted to create T-shaped people.

Source: http://www.americanspecialops.com/special-forces/odas/ -2017

The Collective Consciousness of Ants

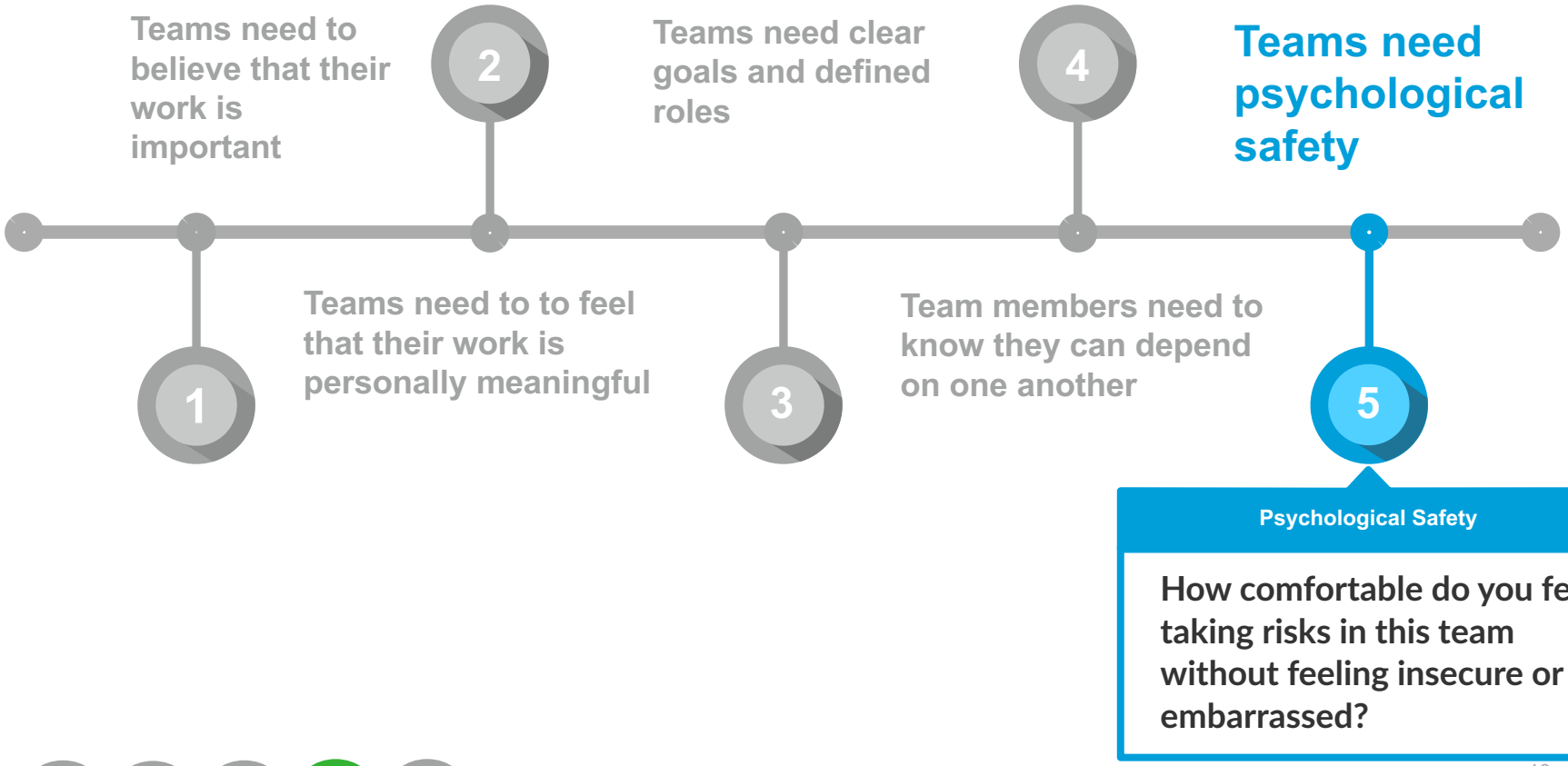
Source: Stanford University News Service, Collective intelligence: Ants and brain's neurons, 1993

Lessons from General Stanley McChrystal



Source: Stanley McChrystal, Team of Teams, 2015

Google´s Project Aristotle

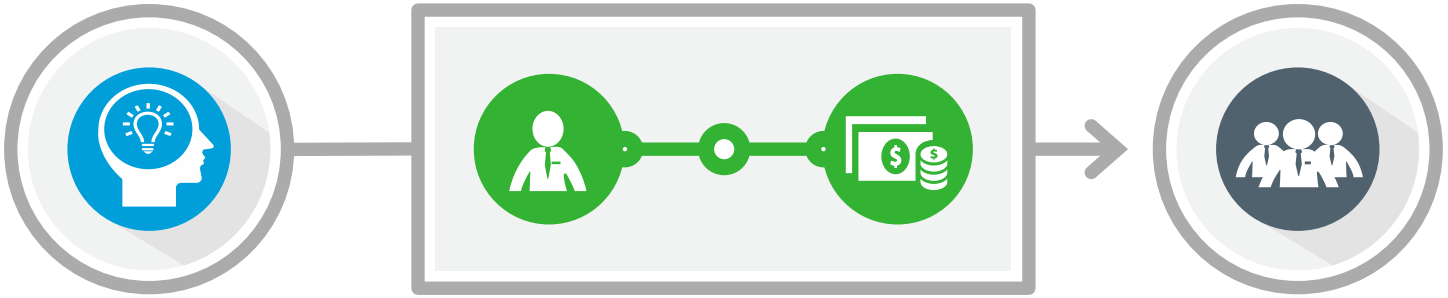


Source: Charles Duhigg, Smarter, Faster, Better, 2016

The 2004 USA Olympic Basketball Case

Source: Stanley McChrystal, Team of Temas, 2015

The Distractions



Ego

- What is in it for me?
- At least my area is doing well
- In a strong team no one is happy until the everyone is succeeding

Career Development & Money

- Key is to be open about what people need
- If not, team members get distracted
- focusing on own goal

My Department

- Asking middle management what they prioritize first:
  - The team they lead or
  - They team they are part of?

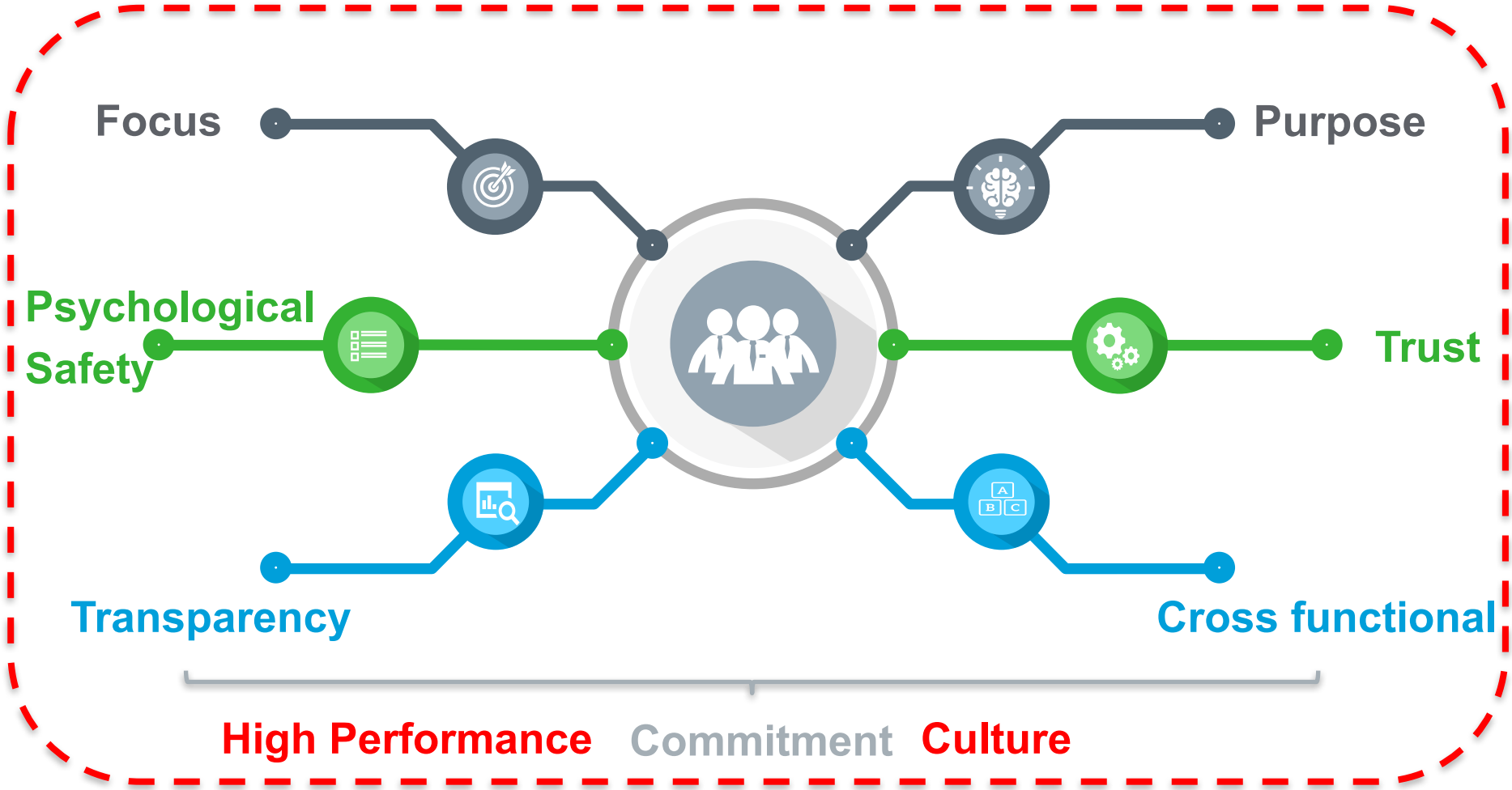
Most chose the team they lead (this is because they like being leaders more than being followers)

Source: Patrick Lencioni, Overcoming the 5 dysfunctions of a team, 2005

Focus on the Score Board

Source: Patrick Lencioni, Overcoming the 5 dysfunctions of a team, 2005

The High Performance Commitment Model (HPCM)



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NEXT WEBINAR

The Agile MBA
with Alex Cowan

April 5, 2017 | 11:00 AM ET (USA)

Eligible for 1 Scrum Education Unit (Category F)

In this interactive webinar, Alex Cowan will discuss how his classes at UVA Darden are preparing MBAs to participate at the forefront of disruptive innovation with Agile. Learn how the software curriculum at UVA is readying students for product roles at some of today's most successful companies.

Thank you for attending

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