

Managing Leaderful Groups

Agenda

What	How	Who	Sub Time	Total Time
Meeting Startup	<ul style="list-style-type: none"> ▪ Housekeeping ▪ Introduction ▪ Meeting Overview ▪ Agenda Review ▪ Desired Outcomes 	DRC	5' 10'	15' 3:10p to 3:25p
Self-Organization Brainstorm & Ranking	<ul style="list-style-type: none"> ▪ Name Tags & Intros ▪ Brainstorm Problems, Issues, & Challenges ▪ Rank & Record ▪ Evaluation 	Teams	15' 5'	20' 3:25p to 3:45p
Present Results	<ul style="list-style-type: none"> ▪ Each group presents their top 2 	All	10'	10' 3:45p to 3:55p
Reflection	<ul style="list-style-type: none"> ▪ Highlights/Reflections 	ALL	10'	10' 3:55p to 4:05p
Meeting Best Practices Review	<ul style="list-style-type: none"> ▪ Review Issues, & Challenges ▪ Review Meeting Best Practices ▪ Review Problem Solving Model 	DRC ALL	10' 20'	30' 4:05p to 4:35p
Reflection	<ul style="list-style-type: none"> ▪ Highlights/Reflections 	ALL	10'	10' 4:35p to 4:45p
Meeting Closing	<ul style="list-style-type: none"> ▪ Take Aways/Learning? ▪ Evaluation 	DRC ALL	10' 5'	15' 4:45p to 5:00p
Post-Meeting	<ul style="list-style-type: none"> ▪ Meeting take-down ▪ Email Notes and Results 	DRC DRC		Later

Task-Oriented Meeting

Overview:

- **Pre-Meeting**

A meeting to plan another meeting

- **Meeting Startup**

Check-In, Agenda Review, Desired Outcomes, etc.

- **Meeting**

For each Agenda Item: “Owner” defines Desired Outcome and Agenda Item TYPE:

- Information Sharing
- Idea Capturing
- Problem Solving
- Decision Making

- **Meeting Closing**

- Next Steps
- Next Meeting
- Evaluation (+/Δ)

- **Post-Meeting**

Meeting Take-Down & Follow-up Activities

Meeting Best Practices:

- **Clear Agenda/Process**

There is always a process - explicit works better!

- **Clear Roles/Responsibilities**

See Roles/Responsibilities Wall Chart

- **Clear Desired Outcomes**

For each Agenda Item as defined by “Owner(s)” - Like Product Owner decides what “Just Good Enough” means

- **Good Time Management**

Time Boxing/Improved Time Estimates

- **Use Appropriate Tools**

Select the right process for the task at hand

- **Meeting Evaluations**

Continuous Improvement through Self-Reflection
Mini-Retrospectives for each meeting

Meeting Roles & Responsibilities:

- **Facilitator**

Guides meeting process

- **Recorder/Scribe**

Keeps group memory

- **Time-Keeper**

Helps group keep time agreements

- **Spokesperson**

Represents group to others

- **“Vibes watcher”**

Monitors how people are feeling

- **Agenda Item Owner**

Defines Desired Outcome and “Just Good Enough”

- **Subject Matter Expert (SME)**

Provides information and expert advice to group

- **Meeting Participant**

Shares Responsibility for Meeting Success

Meeting Evaluation: (+/Δ)

What went well?

+

+

+

+

+

What could we do differently or better?

(In “How to...” form to focus on solutions.)

Δ How to

Δ

Δ

Δ

Δ

Scrum Exchange 2006: Managing Leaderful Groups

- **Scrum Exchange 2006**
 - **Managing Leaderful Groups: Radical Transparency and the Paradox of Facilitated Self-Organization**
 - Or - OK... So now what do we do AFTER the Scrum meeting is over?
 - **Managing Leaderful Groups Presentation Agenda**
 - Pre-Meeting
 - List of Materials to Bring
 - Meeting Kit:
 - **Meeting Supplies Kit - see Action tab**
 - 5 sets of Team Supplies:
 - PowerPoint - Include everything
 - Wall Charts
 - Hidden
 - Easel 1
 - **Meeting Evaluation (+/<>) Wall Chart**
 - **Shared Responsibility for Success Wall Chart - Used w/out permission from Interaction Associates**
 - **Meeting Roles & Responsibilities Wall Chart**
 - **Scrum Exchange Presentation Overall Agenda Wall Chart**
 - Easel 2
 - **Meeting Best Practices Wall Chart**
 - **Dimensions of Success Wall Chart - Used w/out permission from Interaction Associates**
 - **Task Oriented Meeting Overview Wall Chart**
 - Easel 3 (Horizontal)
 - **Problem-Solving Framework - Used w/out permission from Interaction Associates**
 - Hand Outs:
 - Sign-Up Sheets
 - 20 min - Setup Room
 - 8 Stations - 5 sheets of paper up on the walls or easels
 - 4 Team Kits
 - Meeting
 - 3:10p (15min) - Meeting Startup
 - Assumptions:
 - Assumes: 25 people and 4 groups resulting in 8 Problems/Issues/Challenges
 - 4 teams of 4-6
 - 3:10p (5min) Housekeeping
 - Physical Plant Orientation/Requests

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- Ground Rules
 - Confidentiality
 - Cell Phones Off
- Sign-Up Sheets
- Meeting Roles & ask for volunteers
 - Facilitator
 - Recorder - 2
 - Time-Keeper
 - "Vibes watcher"
 - Agenda Item Owner
 - Spokesperson
 - SME
 - Participant
- Agenda Review
- Desired Outcomes:
- 3:15p -(10min) Meeting Overview
 - Introduce David Chilcott - Over 30 years in Coops and Collectives -
 - Modeling Process
 - Difficult challenge - End of Day - A lot of Material - It is deliberately ambitious
 - Be aware that you may feel frustrated.
 - Balance between Process Skills and Content Learning
 - Meetings, like Sprints, require skills and practice
 - Expect the your team to get better over time with experience
 - Intro to Meeting Best Practices
 - Review Meeting Process Wall Chart - Used w/out permission from Interaction Associates
 - Review Dimensions of Success Wall Chart - Used w/out permission from Interaction Associates
 - Results - Accomplishment of the task or goal
 - Process - Method or approach for doing the work
 - Relationship - Rapport between team members (team spirit)
 - Review Meeting Best Practices Wall Chart
- Agenda Review & Desired Outcomes
 - Scrum Exchange Presentation Overall Agenda Wall Chart
 - By the end of this meeting we will have:
 - A better understanding of the Problems, Issues, and Challenges of Self-Organization so that we can improve our our Teams' Performance/Success. .

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- A better understanding of Task-Oriented Meeting Best Practices so that we can improve our meetings.
- Central Theme: Problem-Solving on Self-Organization Challenges
- 3:25p (90min) - Agenda
 - 3:25p -(20min) - Self-Organization Brainstorm & Ranking
 - 3:25p -(15min) - Team Work - In your Team:
 - {DRC-TimeKeeping - 5min pulses}
 - Make a Name Tag for yourself
 - Select & Assign Meeting Roles
 - Facilitator
 - Time-Keeper
 - Recorder
 - Spokesperson
 - Participants
 - Introductions & Problems/Issues/Challenges of Self-Organization
 - Name, why you're here, and a Problem/Issue/Challenge from your work
 - What are the "Pain Points" at your work with Self-Organization (or with Meetings) ?
 - Group selects **top 2** that you would like to discuss further
 - Recorder records ONE on each Chart around the room (~8 Stations A thru H)
 - 3:40p -(5min) - Short Process Evaluation in your group
 - Record Pluses and Deltas
- 3:45p -(10min) - Come back each group presents their top 2 to the group
 - Each Spokesperson presents to the whole group
 - Clarify & Combine as appropriate
- 3:55p -(10min) - Highlights/Reflections to the whole group
 - {Main Recorders capture brief/keyword notes from group}
 - What did you notice about the PROCESS of your group?
 - What was that like for you?
 - How was the decision made?
 - What did you do well?
 - What could you have done differently or better?
- 4:05p -(30min) - Meeting Best Practices Review
 - 4:05p - (10 min) - Review Issues, & Challenges
 - 4:15p - (10min) - Review Meeting Best Practices
 - 4:25p - (10min) - Review Problem Solving Model

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- Review Problem-Solving Framework Wall Chart
 - Leave time to evaluate your mini-meeting
 - Process Evaluation
 - What was that like for you?
 - What did you do well?
 - What could you have done differently or better?
- 4:35p -(10min) - Highlights/Reflections to the whole group
 - {Main Recorders capture brief/keyword notes from group}
 - What did you notice about the PROCESS of your group?
 - What was that like for you?
 - How was the decision made?
 - What did you do well?
 - What could you have done differently or better?
- Options:
 - Either Large group process Review
 - Or Gallery Walk or Present back to Whole Group
 - 4:50p (10min) - DRC Closing
- 4:45p (10min) - Meeting Closing
 - DRC Comments
 - Closing comments
 - Take aways/Next Steps
 - Hand-outs
 - Action Planning
 - Pointers to additional resources
 - Plug for my October Training or In-House Training
 - Sign-Up Sheet in back of room
 - Evaluation (+/<>) in full group
- Post-Meeting
 - Meeting Take-Down - Notes and Results
 - Self-Organization "Pain Points" Brainstorm & Ranking
 - Team A
 - Priority One: Apathy towards Self-Organization
 - Lack of Drive
 - Passive Folks who are used to following
 - Active participation by team members in process
 - Priority Two: Lack of teamwork skills
 - Lack of teamwork skills
 - Conflict resolution
 - Personality Issues
 - More constructive discussions

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- Moving on in a topic
- Coming up with solutions
- Other "Pain Points"
 - Lack of clarity on assignments
 - Changing priorities
 - Work Prioritization
 - Lack of mandate
 - Meeting Schedule
 - Integration with other teams
 - Control/Responsibility
 - Company expects manager to be in charge - Wants one neck for the noose
 - Alpha males want control
 - Manager wants control
- Team B
 - Priority One: Mismatch of processes in organization
 - Priority Two: Lack of conflict resolution skills
 - Other "Pain Points"
 - Roles - What does cross functional mean?
 - How to progress past Storming phase
 - Different learning styles/speed (pace)
 - Distributed teams
 - Lack of courage/accountability
 - Individual style
 - Inter-team issues
- Team C
 - Priority One: Communicate with each other
 - Visibility (team and member communication)
 - Sharing results of effort with others (not a habit)
 - Team structure not optimal (dictated)
 - Interact with other entities (IT, Finance, Legal)
 - Priority Two: Initiative: Inspire/motivate team members
 - Other "Pain Points"
 - Direction setting
 - Identify tools across groups (ie: document management, etc)
 - Team members stretched (not dedicated)
 - Politics: intra & inter, factions, hidden agenda
- Small Team Meeting 1 Evaluations
 - Team A
 - What went well?

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- teamwork
- utilization of tools
- consensus/acceptance of suggestions
- cool people
- sense of humor
- organization of ideas
- shared responsibilities
- beating the deadline
- competitive approach
- smarts!
- We simply Rock !! (ensemble)
- interactions
- identify
- What could be different or better?
 - Better handwriting
 - How to Follow Instructions!
 - Do a better job in coming up with a "better job"
- Team B
 - What went well?
 - Good communication
 - Lots of ideas
 - Making space for all to speak
 - Told stories - examples
 - building on each other's words
 - clarifying - actively listening and helping
 - What could be different or better?
 - Interrupting
 - No timebox - didn't reach goal
 - Rat holes
 - No facilitator identified
- Team C
 - What went well?
 - Formed quickly
 - All had opportunities to speak and listen
 - Diverse background - lots and different flavours of input
 - Common areas of concerns
 - What could be different or better?
 - Unstable group size
 - more indepth descriptions and analysis
- Self-Organization "Pain Points" Problem Solving

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- Team A
 - Priority One and Priority Two: Apathy and Lack of Teamwork
 - Rotating the roles - moderator of daily scrum
 - "Don't report; sync up"
 - Retrospectives
 - Involvement
 - Force engagement/Participation
 - "Leader" refuse to take decisions for the team
 - Increase the fun factor on the team
 - Select teams for fit
- Team B
 - Priority One: Mismatch of processes in organization
 - Problem Definitions:
 - Team vs management
 - Resetting expectations
 - management
 - subordinates
 - Control Issues
 - Possible Solutions:
 - education
 - experience
 - iterative processes
 - build trust
 - truthfullness
 - safety
 - Note:
 - need concrete "next steps"
 - Priority Two: Lack of conflict resolution skills
 - Problem Definitions:
 - unequal participation
 - "being nice"
 - culture, professionalism
 - fear
 - Possible Solutions:
 - training skills and vocabulary
 - safety, no retribution
 - redefine professionalism
 - product focused
 - team accountability
 - building of new cultures

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- group experiences
- courage to modify team for overall success of team
- freedom to voice dissent
- modeling new behavior
- Team C
 - Priority One: Communication
 - Problem Definitions:
 - Physical Setting:
 - Lack of "bull pen" (facilities issue)
 - Members not in same locale (may not be fixable)
 - Tools:
 - Lack of appropriate tools
 - shared information tools not available
 - Telecom
 - lack of video conferencing
 - quality, use ?????? not good {word not readable on easel page}
 - Tools Usage
 - lack of use
 - inappropriate use
 - "Ground Rules"
 - lack of or inadequate processes
 - Possible Solutions:
 - Physical Setting:
 - Bullpen: initiative to setup physical space
 - Locale: use technology and bring groups together (video conference)
 - Tools:
 - Coalesce on tools appropriate to Scrum
 - informational tools are important
 - Provide proper training on tools
 - Provide "support on using tools"
 - Priority Two: Initiative/Motivation
 - Problem Definitions:
 - Lack of guidance
 - Lack of protocols/procedures
 - structure
 - Lack of training
 - No "buy in"
 - Possible Solutions:

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- Formal Training
- Mentoring/guidance
- All involve money/time
- "Top down" support
- "Remove the Fear"
- Small Team Meeting 2 Evaluations
 - Team A
 - What went well?
 - participation
 - ideas
 - willing to put out ideas
 - willing to listen and learn
 - What could be different or better?
 - How to implement a problem solving process?
 - Team B
 - What went well?
 - watched clock
 - self-facilitated discussion
 - sharing tasks
 - What could be different or better?
 - How to get to more actionable items faster
 - How to better clarify goals
 - Team C
 - What went well?
 - Further background discussion
 - Able to broaden discussion
 - What could be different or better?
 - How to use flip-charts when dealing with non-linear information
- DRC-Email to Participants
- Links:
 - <http://www.agilethinking.net/sx/schedule-unlinked.html>
- Training Development