

UNDERSTANDING TEAM DYNAMICS

BX

UNDERSTANDING THE BRAIN



#SGCDG

@jukka-linkstrom

Dialogue:

It's an hour after lunch and everyone is in the team space working on something. Sam turns arounds on his chair in the team space and starts talking to others (Ron, Tom, Sally, John and Kate).

Sam: "Hey guys! Listen... Sorry to bring this up now, but there is a problem in how some of us are working right now and it really needs to be better."

Kate: "Yeah there's too much stuff going on..."

Sam: "Well it's not about that. Tom, you remember yesterday when I went to have the checkup with PO? PO was **really** pissed when he heard that you've worked on some non-important stuff that wasn't planned for the Sprint."

Tom: "Wow. The architecture stuff? I had told him about the changes - and he sure didn't show being pissed about it then."

Sam: "He clearly was yesterday ... Tom and Ron you should really take the PO more seriously, otherwise it will cause a lot of trouble."

Tom: "Well, he's the one causing the trouble - looming around and being a control freak! "

Ron: "... yeah!"

Sam: "Anyhow, we need to solve this. So why did you work on the architecture stuff again?"

Tom: "We're paying too much attention to features and not on the architecture and I think it is much more than 'non-important'. We're accumulating technical debt and that needs to be paid otherwise The architecture work has to be done, otherwise we'll have trouble. And I've said this to the PO, but he just won't listen."

Sam: "I think you shouldn't be making these decisions by yourself. You should have brought that up with the team that you are working on the architecture, because now the PO is unhappy on how we work."

Tom: "Well, yeah, I just had some free time and I think it was not a big issue."

Sam: "Maybe true, but how can you make a decision like that without looking at the big picture together? That made the PO very unhappy. In the future, let's bring these kinds of issues up in the Daily Standup for shared decision, shall we?"

Tom: "Well, I think we should be improving architecture all the time, but sure."

Sam: "What about others, anyone against?"

Kate: "I think we're good..."



THREAT
AWAY

TOWARD
REWARD

SCARF - model

STATUS

CERTAINTY

AUTONOMY

RELATEDNESS

FAIRNESS

by David Rock Your Brain
at work

SCARF

Status

Certainty

Autonomy

Relatedness

Fairness

Common situations where understanding SCARF might be useful in designing a good approach:

Team workshops and meetings

1-on-1 coaching

Feedback and Performance Reviews

Any Change situation, like Agile Transformation

Customer Interviews/Observations

Negotiations

Some References, Videos and Further Reading:

Articles:

Goleman, David	Primal Leadership: Learning to lead with emotional intelligence (HBR)
Rock, David	http://www.davidrock.net/files/NLJ_SCARFUS.pdf
Rock, David	http://www.davidrock.net/files/ManagingWBrainInMind.pdf

Videos:

De Wall, Frans	Capuchin monkeys reject unequal pay.
Rock, David	Your Brain at Work
Siegel, Daniel	The Neurological Basis of Behavior, the Mind, the Brain and Human Relationships

Books:

Rock, David	Your Brain At Work
Siegel, Daniel	Mindsight: Transform Your Brain with the New Science of Kindness