

# 03

## Agile Leadership Toolkit Part II- Facilitate Ownership

Kalyani Selvarajah  
School of Computer Science  
University of Windsor



Internship/Project I  
COMP-8967-01  
Winter 2023

# Announcement

Milestone I: Sprint I Review - presents what has been done during the sprint. February 17<sup>th</sup>, 2023.

**“Dispirited, unmotivated, unappreciated workers cannot compete in a highly competitive world.”**

# Today's Agenda

## Agile Leadership Toolkit: Facilitate Ownership

When Do Teams Take Ownership?

How do Teams Deal With Ownership?

When is intervening the best strategy, and when is letting go better?

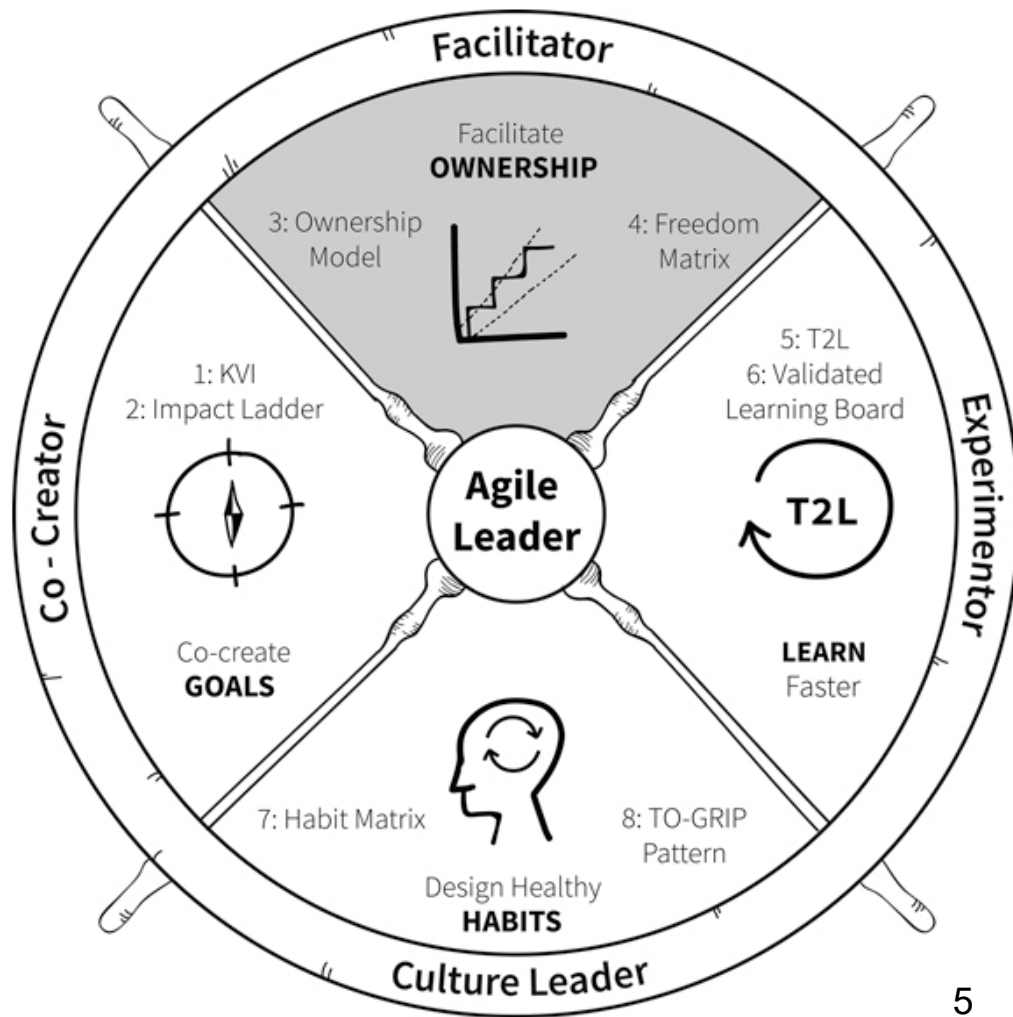
How mature is my team?

How do typical teams grow?

How can the borders be aligned with the maturity?

When does the ownership model work and when does it not?

## Part II- Facilitate Ownership



# When Do Teams Take Ownership?

## Introduction Questions:

1. How would you define ownership?
2. What are situations where you lose ownership quickly?



# What Patricia see in her department...

- no energy,
- no passion
- no can-do attitude



# What Previous Manager had made...



Source: <https://hygger.io/blog/signs-of-toxic-work-environment/>



# What Patricia did was...





Teams became responsible for  
their holiday schedules,  
knowledge transfer, and  
hiring new employees  
giving each other feedback  
conducting the requisite assessment interviews themselves





## How Patricia Came to See the Key to Success?

In order to stimulate passion, proactivity, and ownership in the teams, they do not just need a lot of freedom. Rather, they needed just enough freedom to match their maturity, and actually just a little bit more.

# What is Ownership?

Teams pick up ownership voluntarily and take responsibility for the results of a product or service.

These teams are proactive and have the passion and energy to really make an impact for the users of their product.

They work together,

give each other feedback,

exhibit resilience,

are open minded,

learn continuously,

help other teams to grow,

take ownership: they own their own challenges, solutions, and customers.

Gives teams pride, creativity,  
energy, passion, and  
satisfaction in their work.

**Ownership:** The mental state of a team when they feel accountable for their results. They have chosen to pick up this ownership freely and autonomously. They organize their work proactively, are transparent to each other, and continuously improve. They seek solutions and collaboration and are not searching for excuses.

# Why Ownership?

Ownership ensures that teams think outside the box to come up with innovative solutions.

Ownership ensures that teams feel responsible to solve unexpected problems, difficult challenges, or when things go wrong.

When teams feel ownership, they don't blame others for their challenges.

Ownership gives them momentum to overcome unexpected challenges and obstacles.

**“It’s the agile leader’s job to create an environment in which people and teams grow, work together, laugh, build trust, and feel proud on the things they do for their customers.”**

# How do Teams Deal With Ownership?

The degree of freedom: The agile leader must know when to intervene?  
when not to?

How does a leader recognize situations in which he has to let go and other situations in which he should intervene and take action?

Answering the following five questions help to balance.

1. When is intervening the best strategy, and when is letting go better?
2. How mature is my team?
3. How do typical teams grow?
4. How can the borders be aligned with the maturity?
5. When does the ownership model work and when does it not?

To answer, use Ownership  
Model & Freedom Matrix

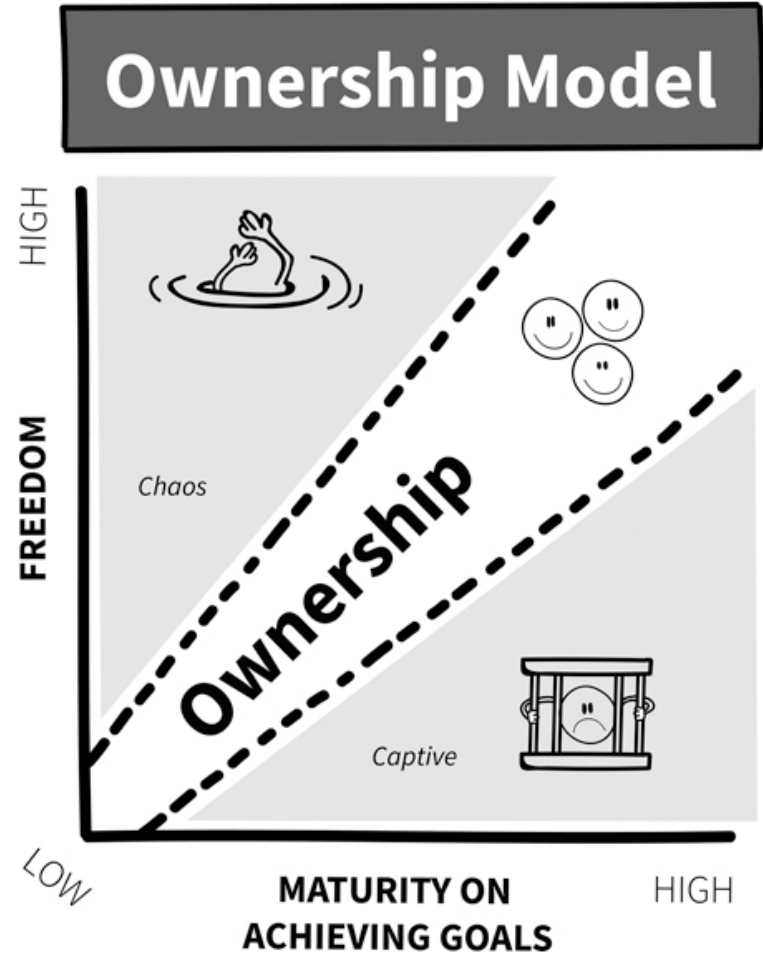
# When is Intervening the Best Strategy, and When is Letting go Better?

## Introduction Questions:

1. Which teams provide a real example in taking ownership? What behaviors do they demonstrate?
2. Do you tend to intervene too quickly or let go too much? How do you know how best to interact?



## Tool 3: Ownership Model





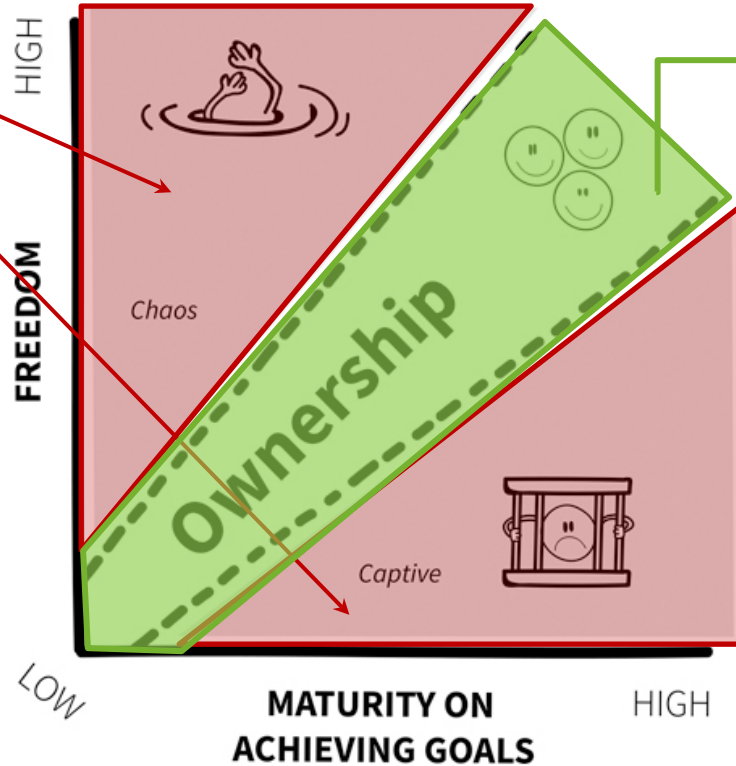
# Ownership Model

**Two Bad Zones:** occur when freedom and maturity are not in balance.

Too much freedom: Chaos.

Too little freedom: Captive

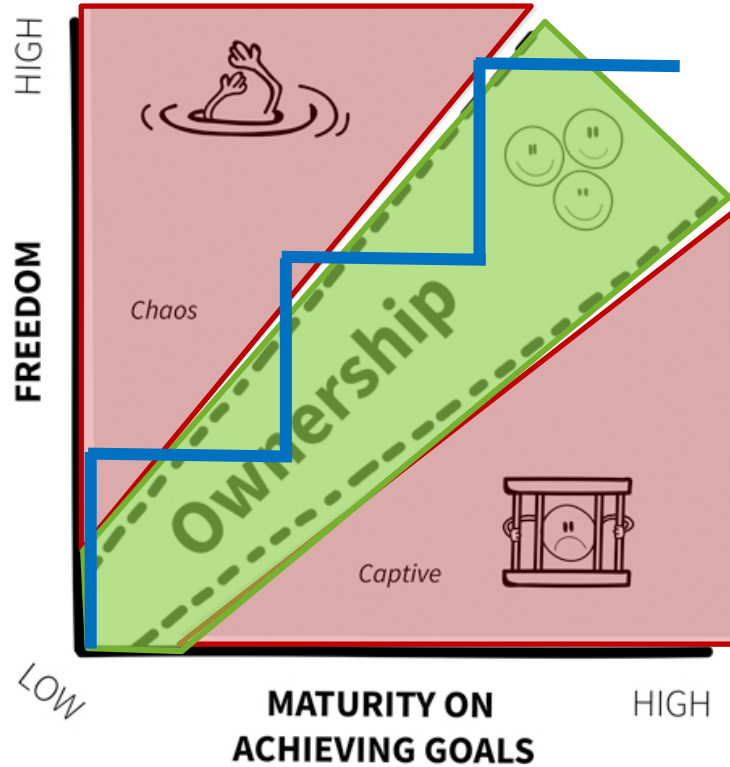
**Freedom:** the degree of independence from the agile leader that the teams exhibit.



**Good Zone:** the area where maturity and freedom are in balance, providing the team with clarity, boundaries, and room for their own input.

**Maturity:** the extent to which a team is independently capable of organizing their work to deliver valuable products and services to customers, and the extent to which the team can self-organize their customer impact.

# Ownership Model



**Staircase:** The staircase in the good zone visualizes the growth of the team. The team gets more freedom so that team members can grow in maturity. Then they get more freedom again so they can grow further.

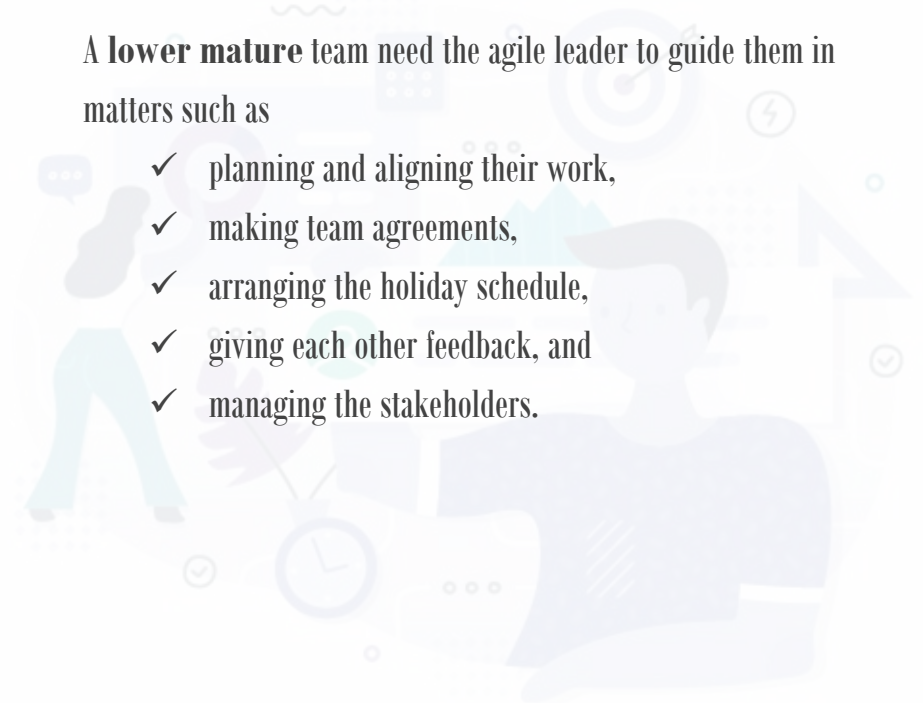
# Maturity on Achieving Goals

A **highly mature** team can

- ✓ Plan and align their own work
- ✓ Deliver quality products and services to their customer(s)
- ✓ Continuously improve their own processes
- ✓ Get feedback from customers to increase their impact
- ✓ Collaborate autonomously with the rest of the organization
- ✓ Give each other feedback to increase their own craftsmanship and competence

A **lower mature** team need the agile leader to guide them in matters such as

- ✓ planning and aligning their work,
- ✓ making team agreements,
- ✓ arranging the holiday schedule,
- ✓ giving each other feedback, and
- ✓ managing the stakeholders.



# Freedom

Teams with a high degree of freedom may

- ✓ Make many decisions themselves and also bear the consequences
- ✓ Manage their own stakeholders
- ✓ Continuously improve the process and the cooperation with the other teams themselves
- ✓ Solve their own impediments and challenges
- ✓ Continue to operate within the boundaries of the rest of the organization



# How Mature is My Team?

## Introduction Questions:

1. Which of your teams are high in maturity?
2. Do you and your teams have the same tangible expectations of high maturity?

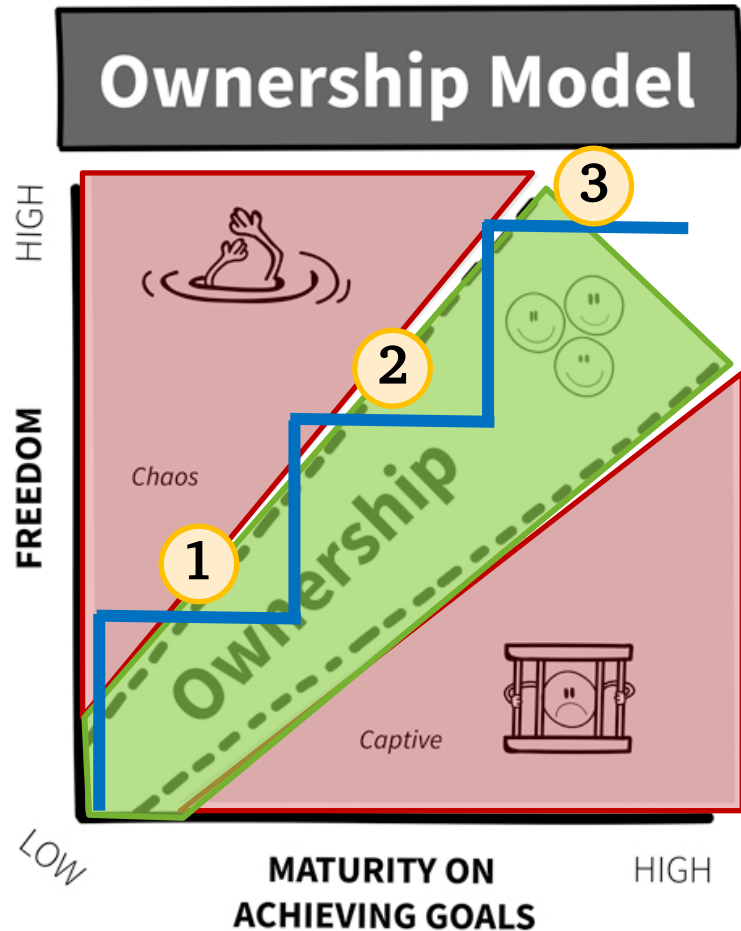


# Stages in Maturity

The stages of maturity should be chosen to avoid making comparisons or judgments between teams.

Teams can get the following:

- ✓ A name or label, for example, “junior” or “senior”
- ✓ A number of stars, as in a 0-, 1-, 2-, or 3-star team
- ✓ A name like “cottage,” “villa,” and “skyscraper”
- ✓ A number like “base camp,” “camp 1,” “camp 2,” ..., and “summit”



# Stages in Maturity

Different organizations can work with different Ownership Models.

For example, software development teams can demonstrate their maturity as follows:

Every two weeks the satisfaction level of three groups is measured:

the team itself,

the product owner, and

the most important stakeholder of the team.

If the team then gets at least a 7 out of all three groups in three consecutive sprints, they can become a **1-star team**.

A **2-star team** gets structurally higher satisfaction: a 7.5

A 2-star team must know and maintain its KVI

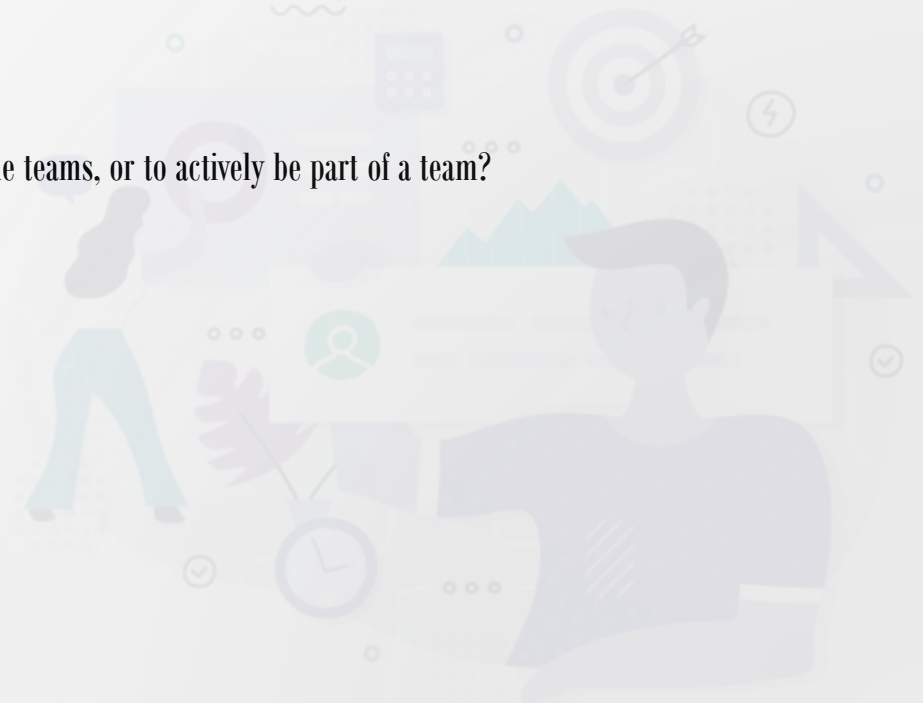
A **3-star team** gets an 8 or higher.

A 3-star team must show growth in the KVI and also be able to automatically release to customers every day.

# How do Typical Teams Grow?

## Introduction Questions:

1. What do you prefer—to design the right environment for the teams, or to actively be part of a team?
2. Do you have the patience it takes to let a team grow?





# Stages of maturity

Successful agile leaders adjust their own behavior to match the stage of maturity of their team. It is important that a leader recognizes how teams grow.

	Stage	Description
0	Start	Collaboration emerges.
1	Output	The team gives reliable forecasts, manages their stakeholders, and often delivers what they promised.
2	Quality	The team increases their craftsmanship and mastery. They use this to deliver high quality.
3	Scaling	The team collaborates intensively with other teams and fosters synergy over multiple teams.
4	Impact	Multiple teams work smarter. They collaborate on creating a higher customer impact. They become the trusted advisors of their customers.

# How Can the Borders be Aligned With the Maturity?

## Introduction Questions:

1. How much freedom can highly mature teams get from you in the end?
2. Which borders are needed to increase the freedom and autonomy in your teams?



# Concretely Expanding the Borders

Freedom is different for each topic or theme.

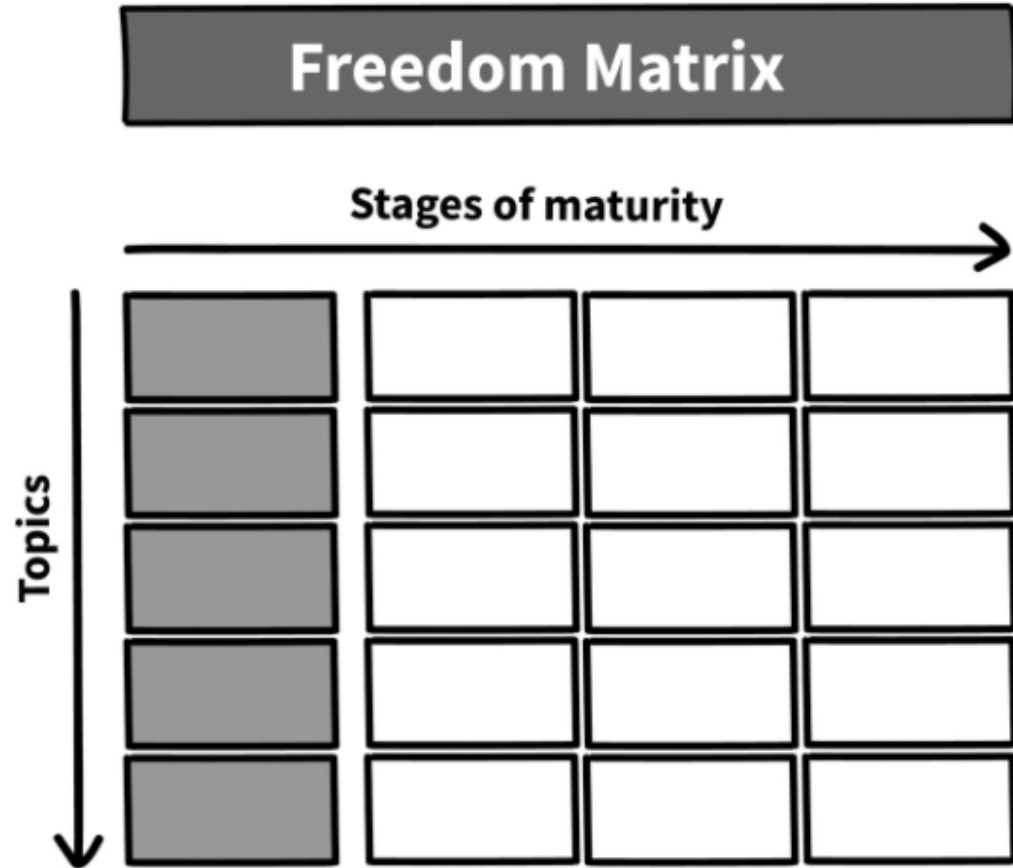
## Theme Example 1: Team Composition

It consists of various topics. For example, there is the hiring of team members on the basis of a vacancy, changing team members between two or more teams, contracting an external employee, and dismissing an employee. The freedom on each of these facets has to be determined for each stage of maturity.

## Theme Example 2: Rating

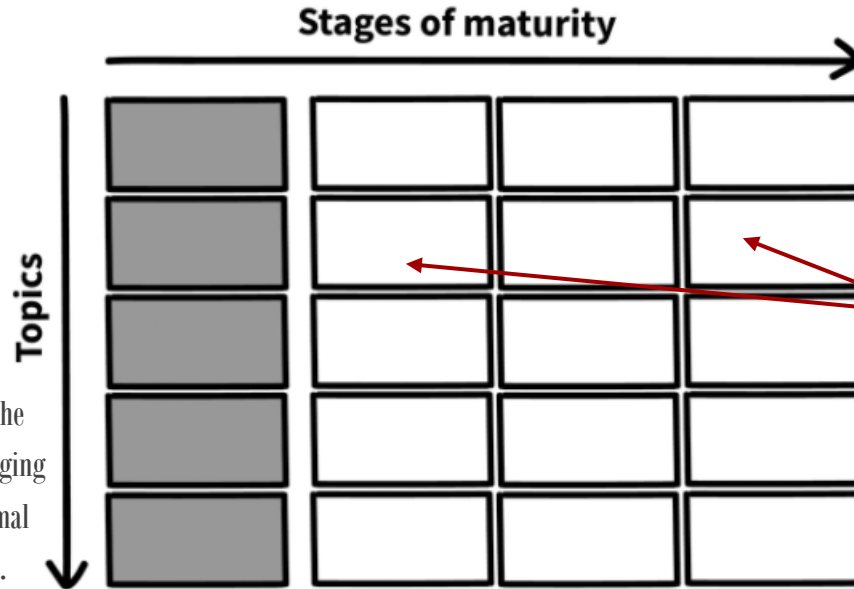
The freedom surrounding the evaluation and assessment of employees also consists of several subjects—for example, informal feedback, a positive evaluation, a negative evaluation with consequences, and the determination of the bonus split, or salary increase. It's wise to make the freedom for each stage of maturity on each of these topics concrete.

## Tool 4: Freedom Matrix



# Freedom Matrix

**Topics:** A separate row is used for each of the concrete subjects. These can be topics: changing team members between teams, giving informal feedback, or releasing an external employee.



**Stages of Maturity:** could be designated as junior, medium, and senior teams, or 1-, 2-, and 3-star teams..

**Freedom:** In the cells, freedom is clearly stated on a subject at a given stage of maturity. This freedom has been split into steps or levels. This way, teams can gradually gain more freedom during their growth.

# Example Freedom Matrix

## Freedom Matrix

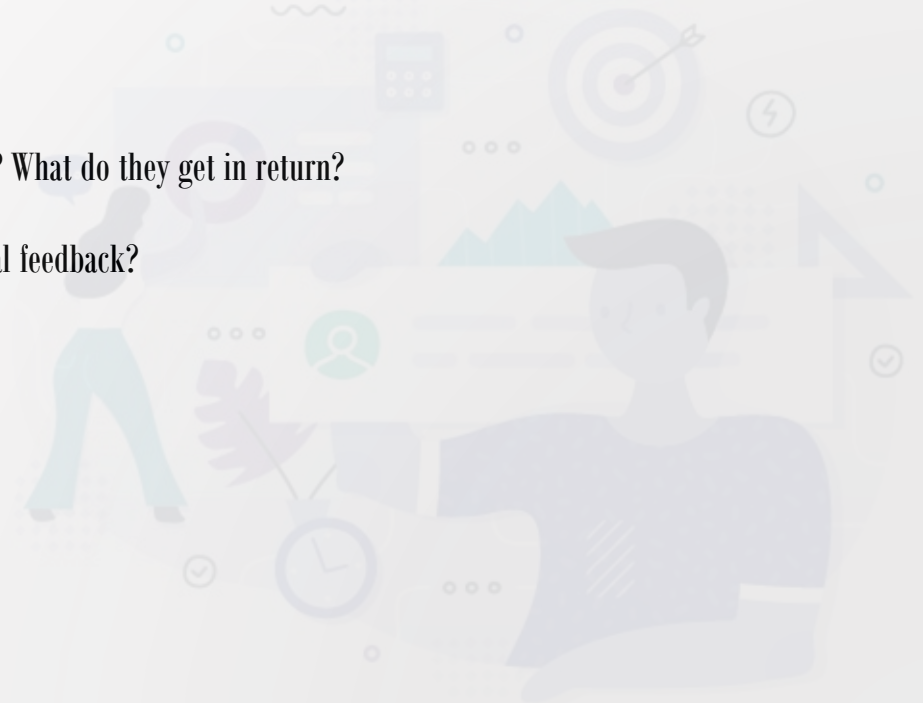
	Junior	Medium	Senior
Interviews	3	4	5
\$2k invest	3	4	4
Firing	0	1	1
Divide Bonus	0	2	4

0. The supervisor decides and informs the team about this.
1. After brainstorming with the team, the supervisor makes the decision.
2. After brainstorming, the manager and the team decide jointly.
3. After brainstorming with the manager, the team decides.
4. The team decides and informs the manager about the decision.
5. The team decides, and the manager is not actively informed.

# When Does the Ownership Model Work and When Does it Not?

## Introduction Questions:

1. What makes your team interested in becoming more mature? What do they get in return?
2. Which employees dare to give you honest and strong personal feedback?



# When Does the Ownership Model Work and When Does it Not?

Teams Need a Single Concrete, Shared Goal

Teams Should Be Able to Give Open Feedback to the Leader to Maintain Ownership

Teams Need to Focus on Working Smarter

Quick Customer Appreciation

Agile Leaders Need to Escape The Yearly Employee Feedback Ritual

Resilience





# Summary

**Ownership:** The mental state of a team when they feel accountable for their results. They have chosen to pick up this ownership freely and autonomously.

**Dealing With Ownership:**

**Ownership Model:** the relationship between the freedom and the maturity of the team.

**Freedom Matrix:** Boundaries must be tangible, and freedom must gradually increase as team maturity increases. A tool that helps with this is the Freedom Matrix.

