

**FIRST YOU BUILD THE TEAM,  
THEN THEY BUILD THE THING**

NIVIA S. HENRY  
@LANOOBA  
#dsmAgile2016

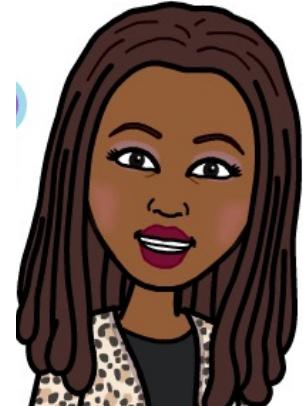
# We're Here To Talk About

- The contribution of healthy teams to awesome “things”
- Patterns of healthy teams
- Steps to building & sustaining healthy teams
- (Anonymous) Stories of healthy & unhealthy Teams
- Getting started

# Nivia S. Henry

**Currently Agile Coaching at Spotify,  
Previously leading agile transformations at Summa**

@lanooba on Twitter



## **Day Job(s)/Passions:**

Agile Transformation | Coaching | Training | Product Management

Program & Project Execution | People Leadership | Workshop

Facilitation | Unicorn Herding | Executive Lion Taming | Emotional

Bomb Diffusing

# My Inspirations



# Conway's Law

**TL; DR:** A product (or software) is a reflection of the organization that built it

“Organizations which design systems are constrained to produce designs which are copies of the communication structures of these organizations.”



# Patterns of Healthy Teams

- Consistent
- Self-regulating
- Elastic
- Solves problems
- Valuable
- Others?

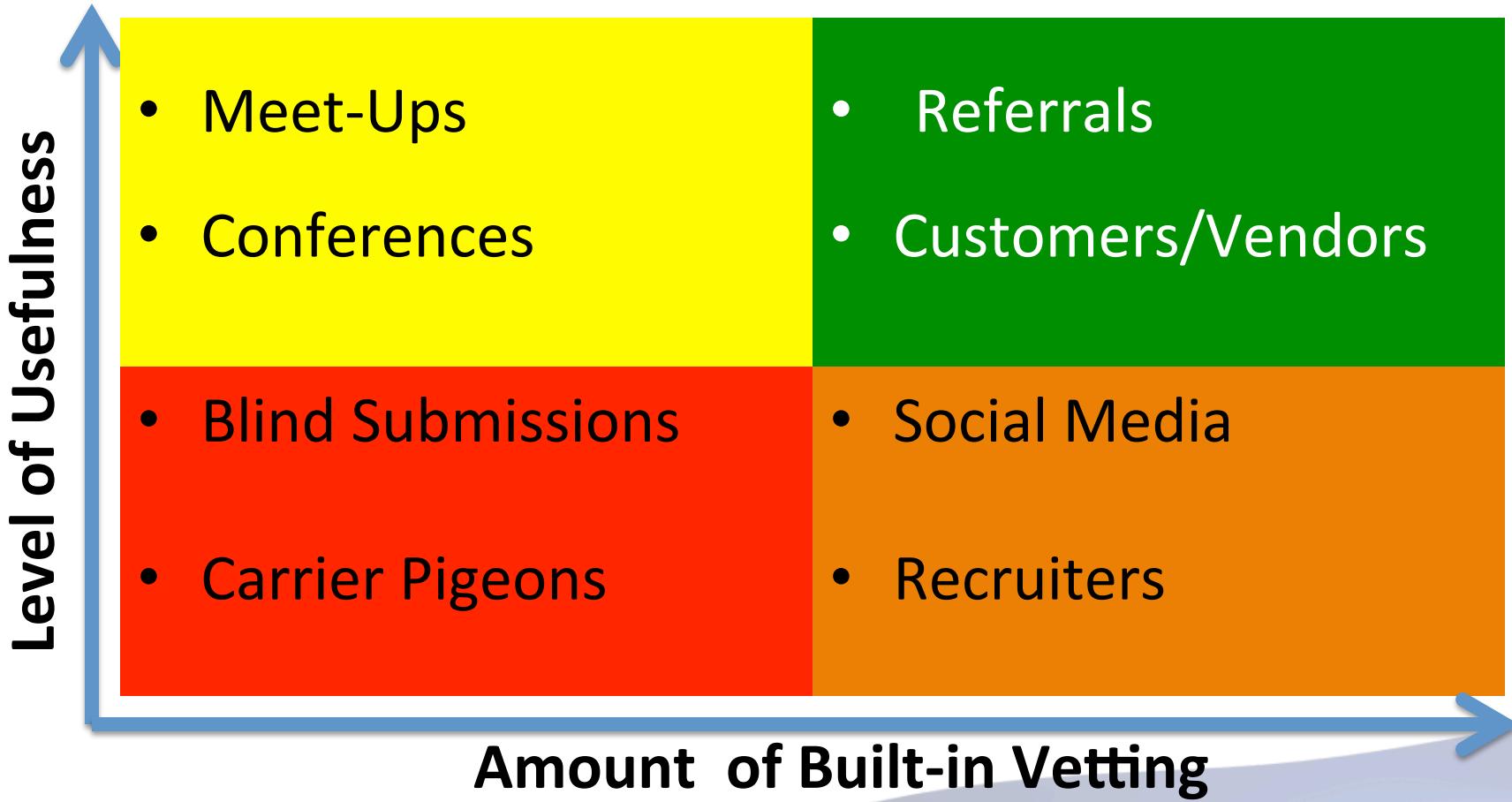
# **But how do you build one?**



## Here Are 5 (Not So) Easy Steps

# **1. Hire for Attitude, Train for Skill**

# Use Unconventional Recruiting Pipelines

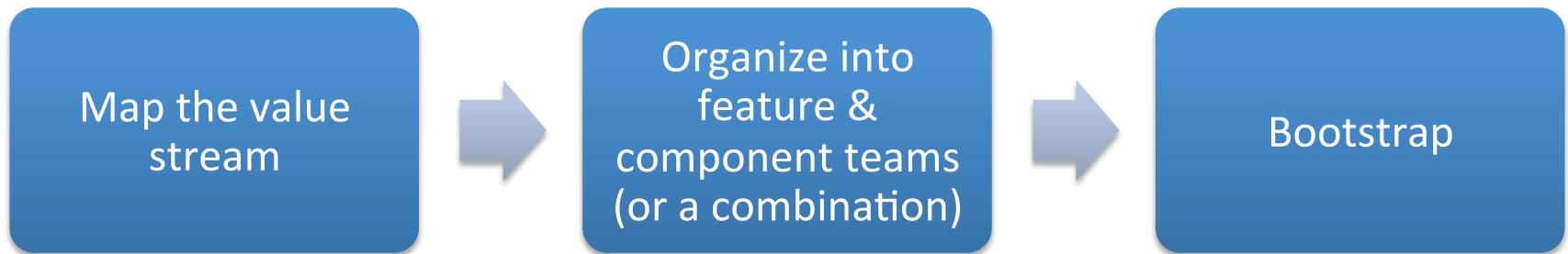


# Use Behavioral Interviews

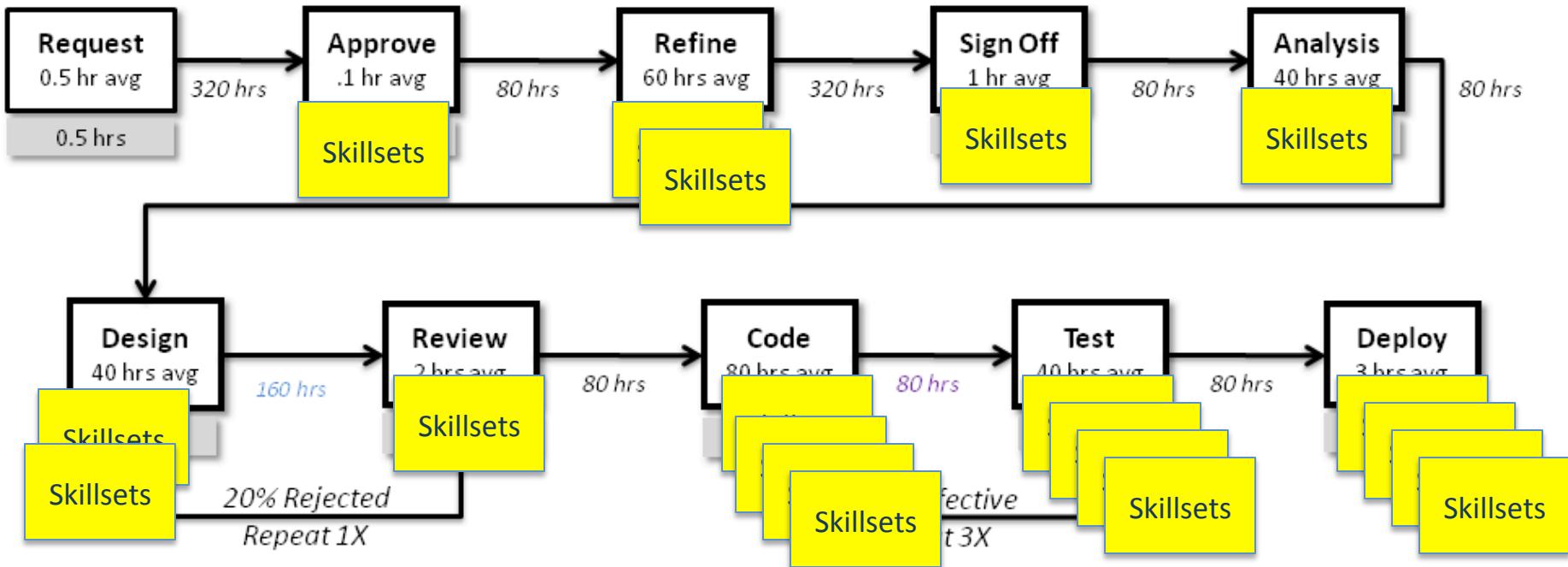
- Soft Skills > Tech Skills
- Ask for direct experiences, not theory
- Keep questions neutral to gauge behavior
- Diversity is not a favor, it's a competitive advantage

## **2. Build a WHOLE Team**

# Team Creation Steps



# Map the Value Stream



1. Map out the value stream
2. Map skillsets to activities
3. Map roles that contain those skillsets

# Organize into Feature Teams



## Use When:

- Value stream is concise
- Autonomous delivery is possible
- Skills are more cross-functional

# Organize into Component Teams



Use When:

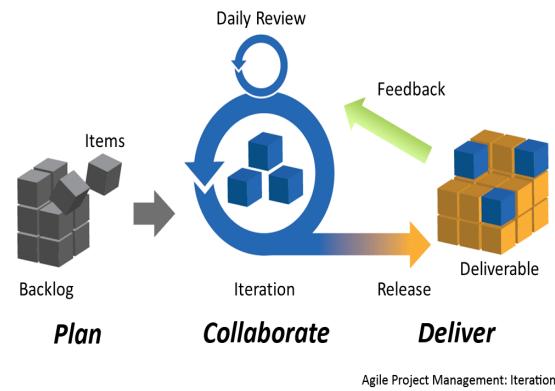
- Value stream is very large
- High level of specialization
- Supports multiple products

# The Team Bootstrap Guide

## Ways of Working

- Getting to know
- Roles & Responsibilities
- Skills Map
- Decision Boards
- Working Agreements
- Vision & Mission

## Cadence

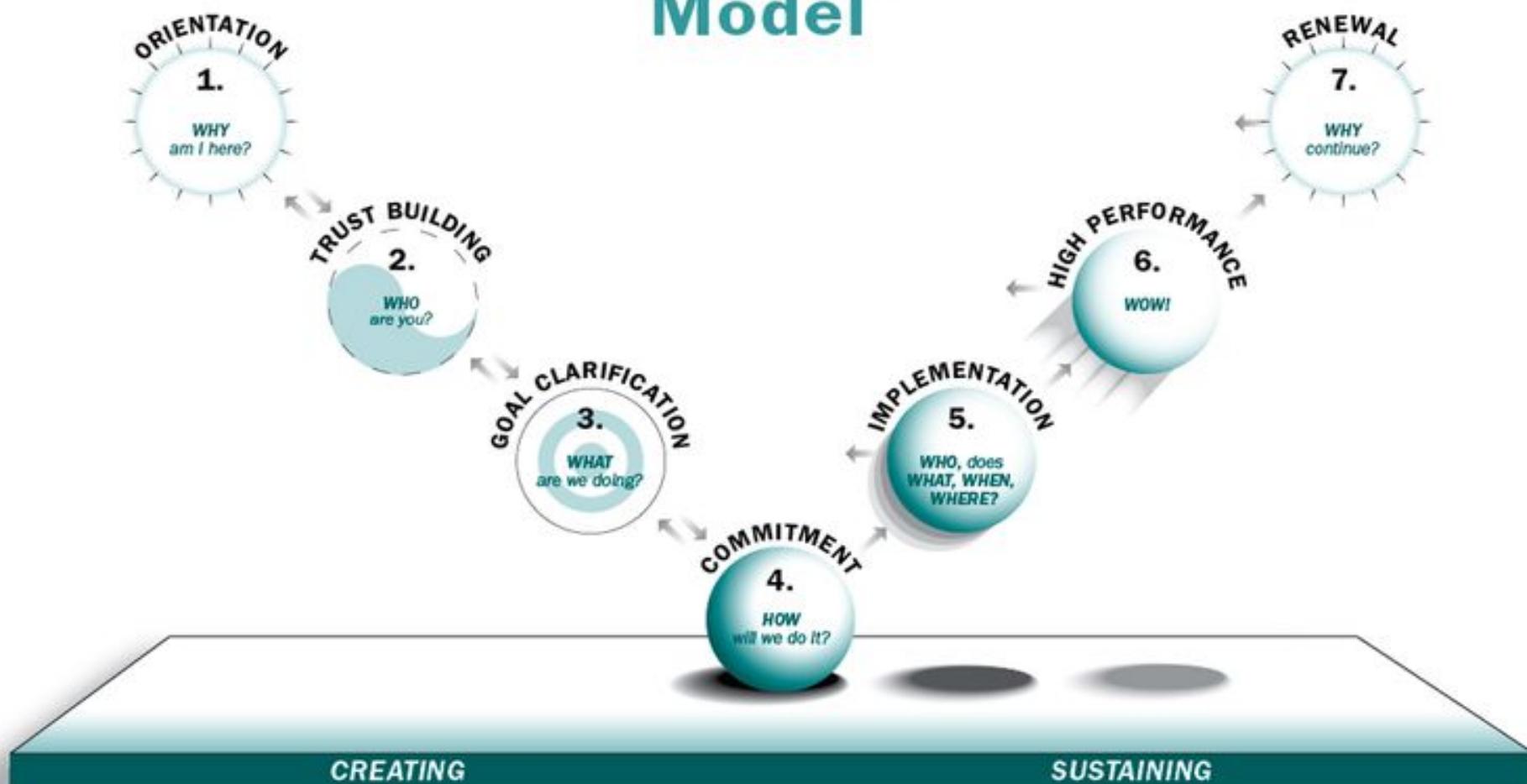


## Kaizen

- Measures
- Recognition
- Retrospection
- Innovation

DREXLER/SIBBET

# Team Performance™ Model™



12.1 TPMModel ©1990–2008 Allan Drexler and David Sibbet.

# **3. Build & Sustain a Healthy Environment**

# Healthy Environments Contain

- Personal safety
- Incentivized learning
- Built-in collaboration
- Sandboxes for experimentation



# **4. Be The Lighthouse, Not The Lifeboat**

**“Many people spend too much time  
trying to be the captain of the ship.  
Instead, be the lighthouse and the  
ship will find their way.”**

-someone from the internet

# Organizational Leadership



Executive

- Vision
- Values

Mid-level

- Focus
- Alignment

Frontline

- Execution
- Creativity
- Enablement

Individual

- Accountability
- Transparency
- Curiosity

# Frontline Leaders Enable

- Ubiquitous information
- Traceability to vision & values
- Homeostasis
- Feedback
- **Trust!!!!!!**
- Others?

# Anti-Patterns of Frontline Leadership

- Solving > enablement
- Doesn't communicate expectations
- Communicates one way
- Loses sight of the vision & values
- Places barriers to learning

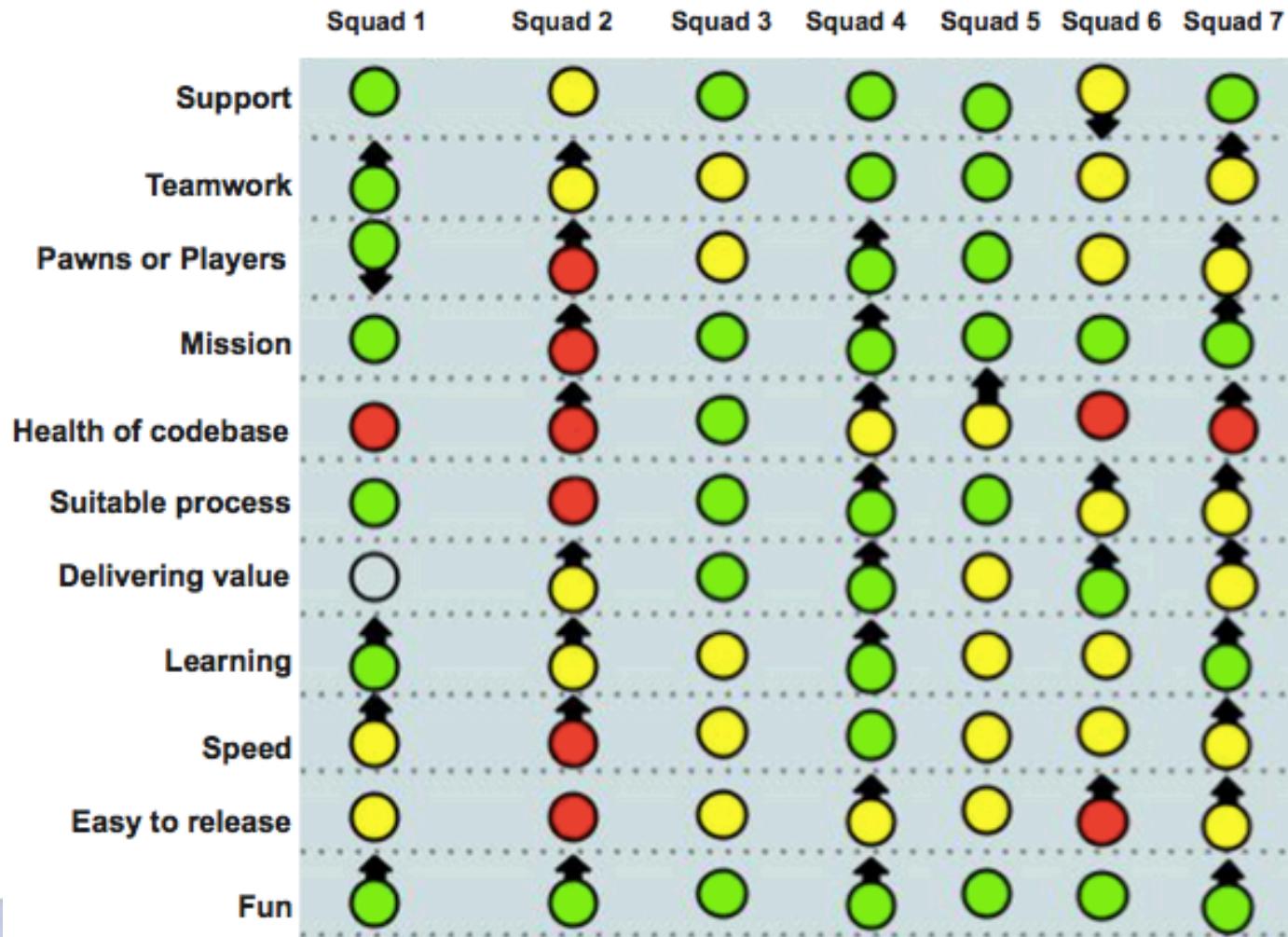


# **5. Relentlessly, Continuously Improve**

# Kaizen All The Things

- Team happiness
- Team health-checks
- 10% Time
- Personal development
- Team fun time

# Spotify Health Check



Courtesy of Henrik Kniberg

**Let's bring it all back to awesome  
things...**

# Patterns of Healthy ~~Teams~~ “Things”

- Consistent
- Self-regulating
- Elastic
- Solves problems
- Valuable
- Others?

# **So What Now?**

# Start to Start

- Where are we?
- Are we healthy?
- How can we be healthier?

# (Moar) Q&A

# **Thank you; let's drink!**

