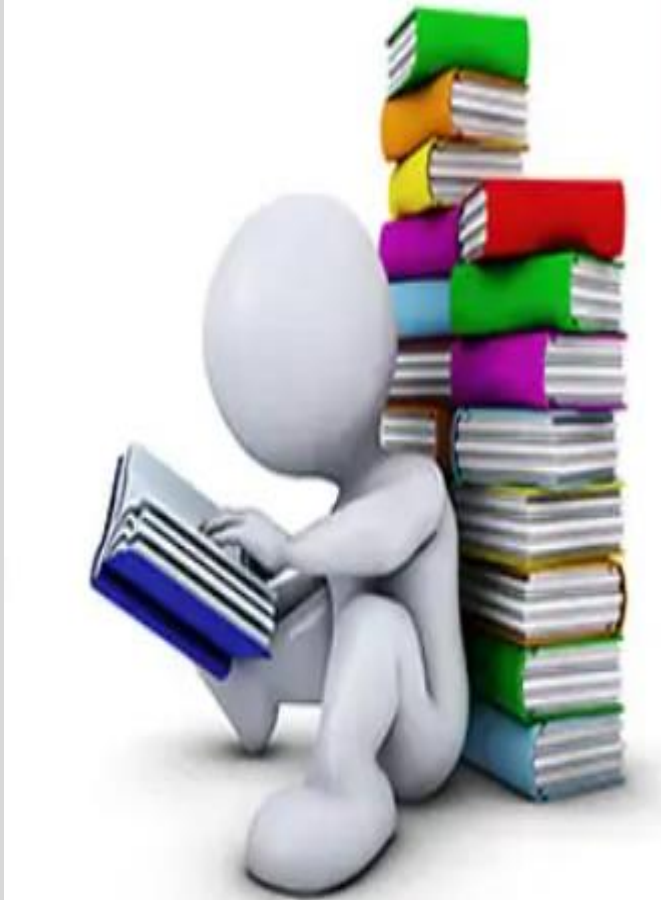


# MANAGEMENT SKILLS BUILDING EFFECTIVE TEAMS

Ms. Kati Julow

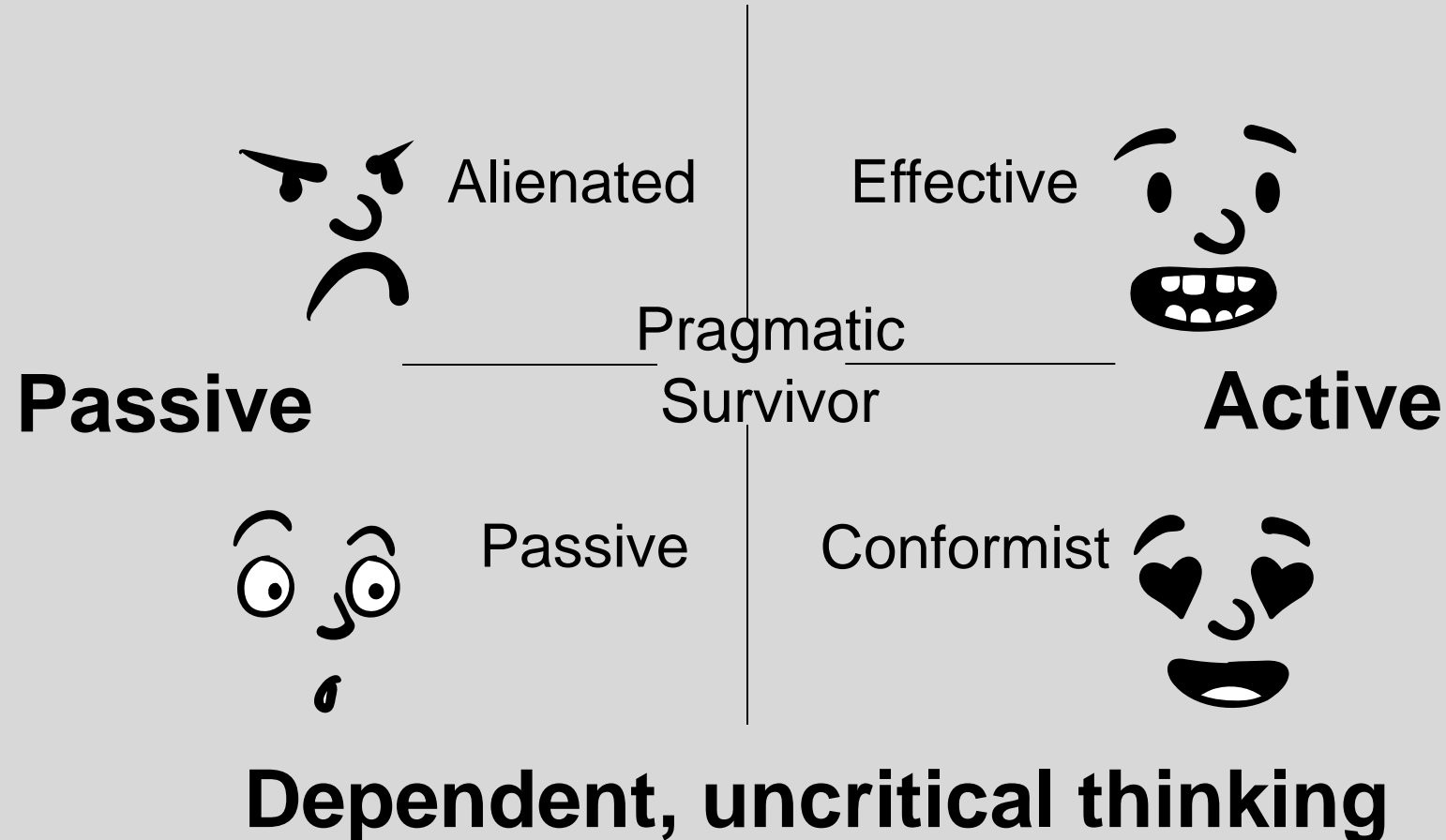
# Preliminary preparation



- Empathy, Millenials, team leadership:  
<https://www.youtube.com/watch?v=RyTQ5-SQYTo>
- <https://resources.kenblanchard.com/research-insights> (just tour around)
- Measuring team/ organizational climate: Losada:  
<https://www.happierhuman.com/losada-ratio/>
- Project manager and BA (Tuckman):  
<https://www.batimes.com/articles/stronger-together-cultivating-the-business-analyst-and-project-manager-relationship.html>
- A critical view on agile and BA:  
<https://modernanalyst.com/Resources/Articles/tabid/115/ID/5470/Is-there-a-role-for-a-business-analyst-in-an-Agile-environment.aspx>

# Kelley followership model (1992)

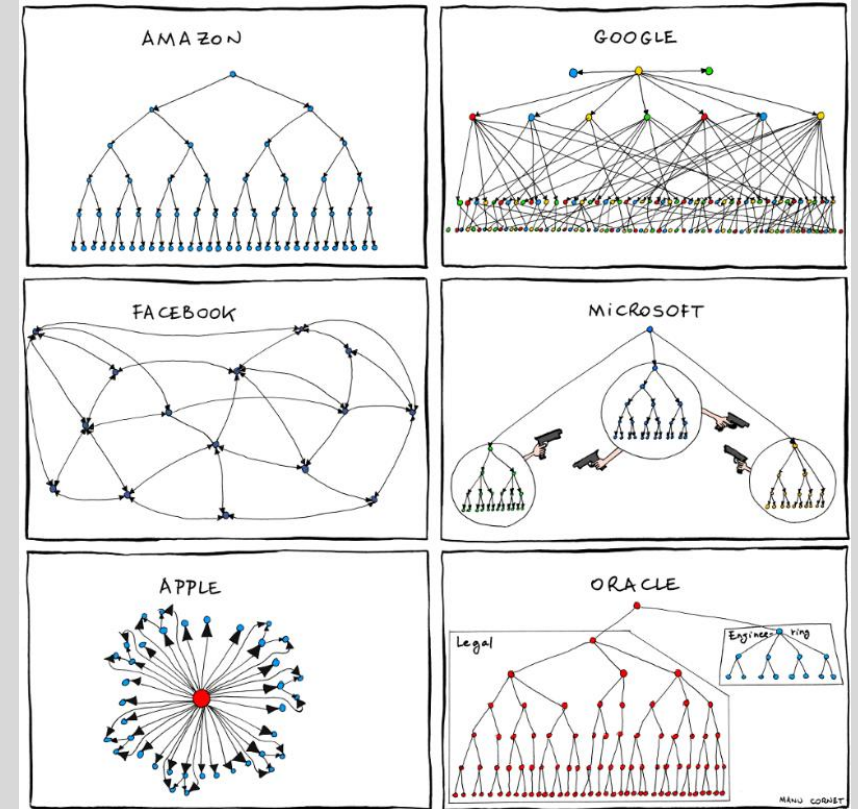
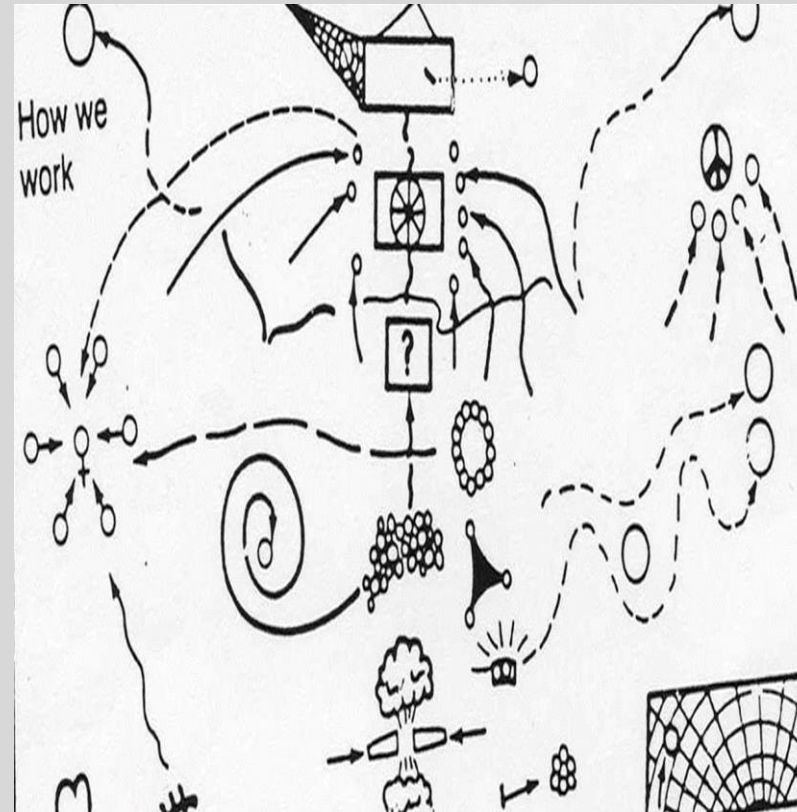
**Independent, critical thinking**





# The realities of organisations

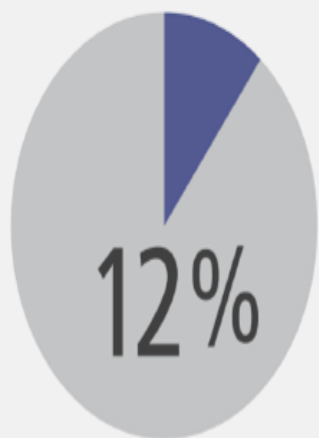
Gray and Starke



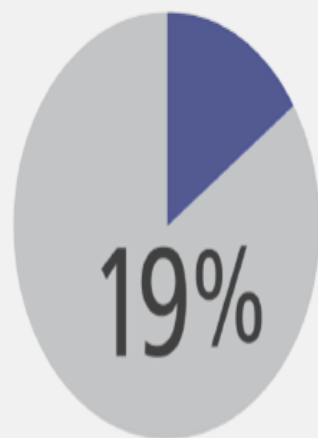
# hOw much do we understand culture?

## Culture Poll

Organizations that truly understand their culture



Organizations believe they have the "right" culture

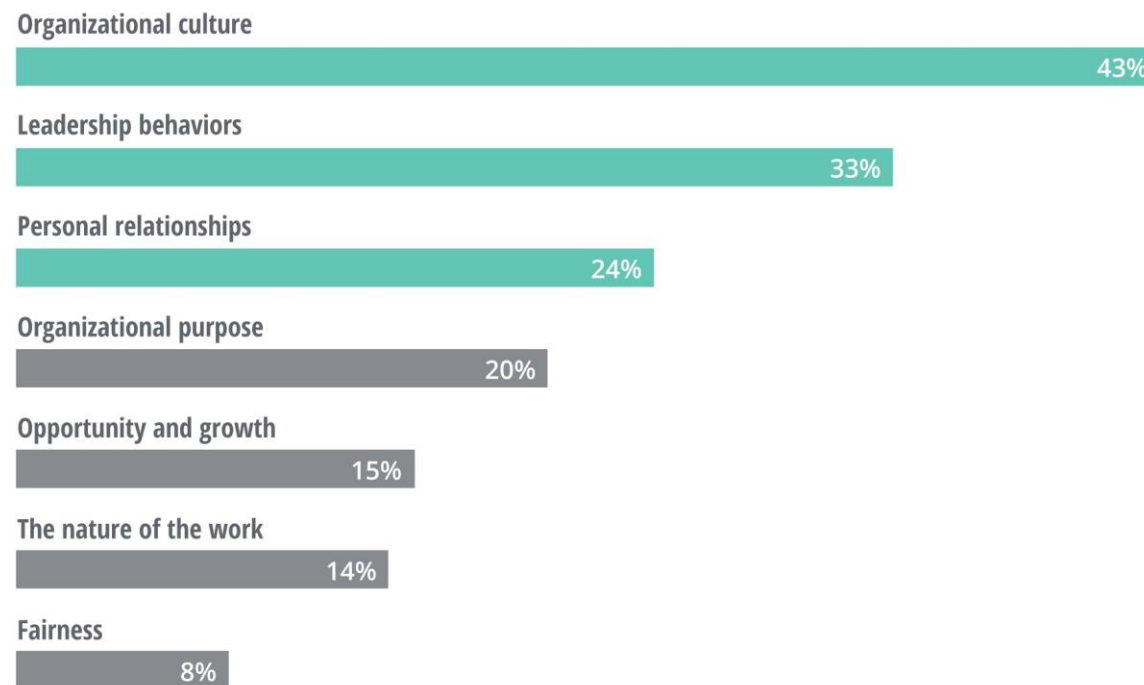


Source: 2016 Deloitte Human Capital Trends Report

FIGURE 2

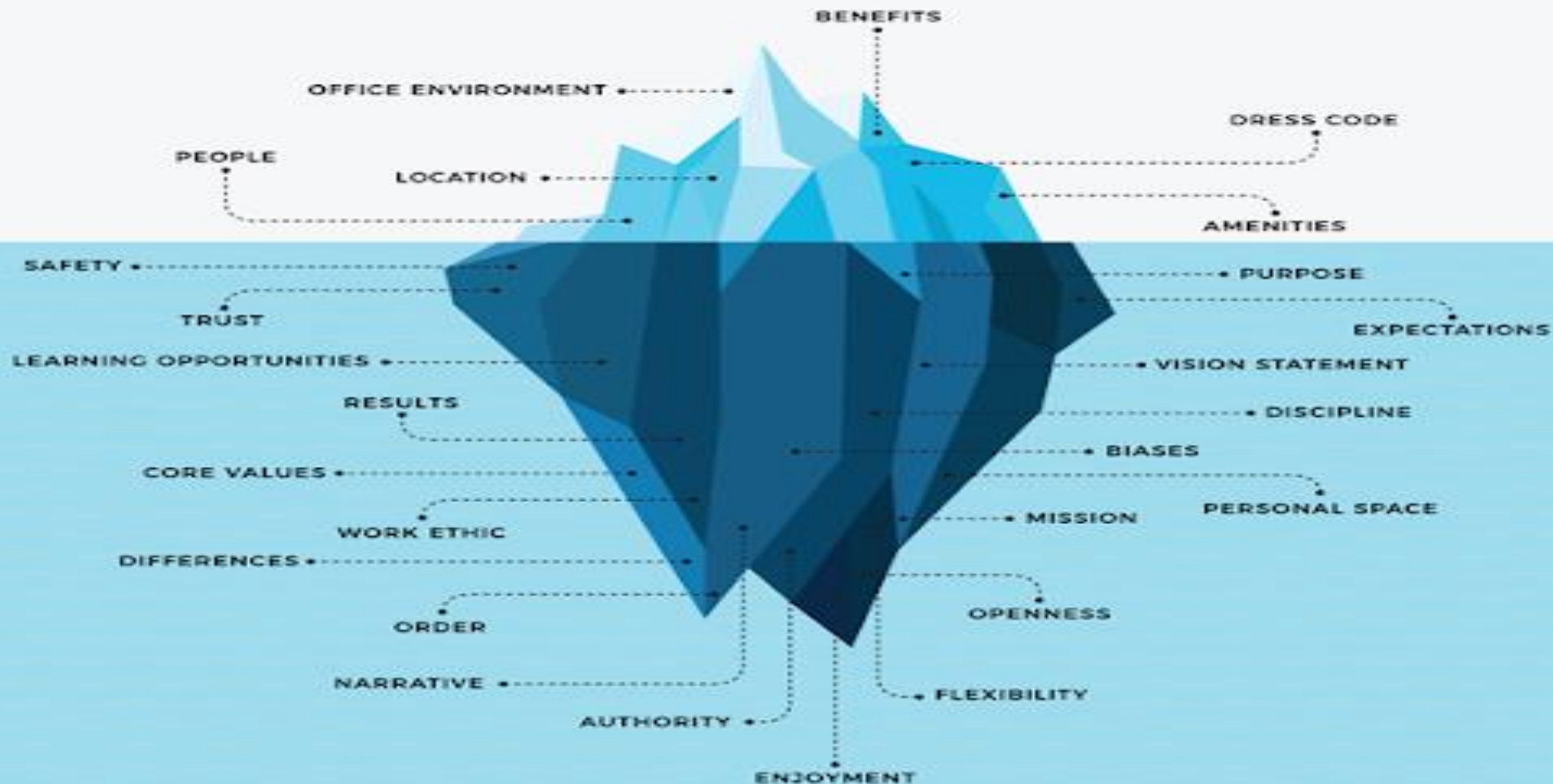
## Culture, leadership, and personal relationships are the biggest factors influencing an organization's ability to create belonging

What factors most influence your organization's ability to create a sense of belonging? Select up to two.



Source: Deloitte Global Human Capital Trends survey, 2020.

# THE COMPANY CULTURE ICEBERG





# The corporate DNA

Formal  
Decisions/governance  
Performance motivators  
Information – data-knowledge handling  
Structure-responsibilities

informal  
Values-norms-behaviors  
Shared vision-sources of contribution  
Mind sets-mental models-shared beliefs  
Networks-teams-connections

- **LEADERS AND MANAGERS NOT GOOD ENOUGH IN ALIGNING EMPLOYEES-SHORT TERM CHANGES AND LONG TERM VISION**

**33%** strongly agrees that the leadership of their company has a clear direction for the organization,  
**21%** strongly agrees that their company's leadership makes them enthusiastic about the future.

- **LEADERS AND MANAGERS GIVE LITTLE CLARITY**

**14%** agree the leadership of their company has a clear direction for the organization  
**22%**, disagree to worry about new technology eliminating their jobs in the next five years

- **LEADERS MAY UNDEREMPHASIZE EMPLOYEE DEVELOPMENT**

less than a third of strongly agree their company supports them in developing the skills they need for the future

# disruption

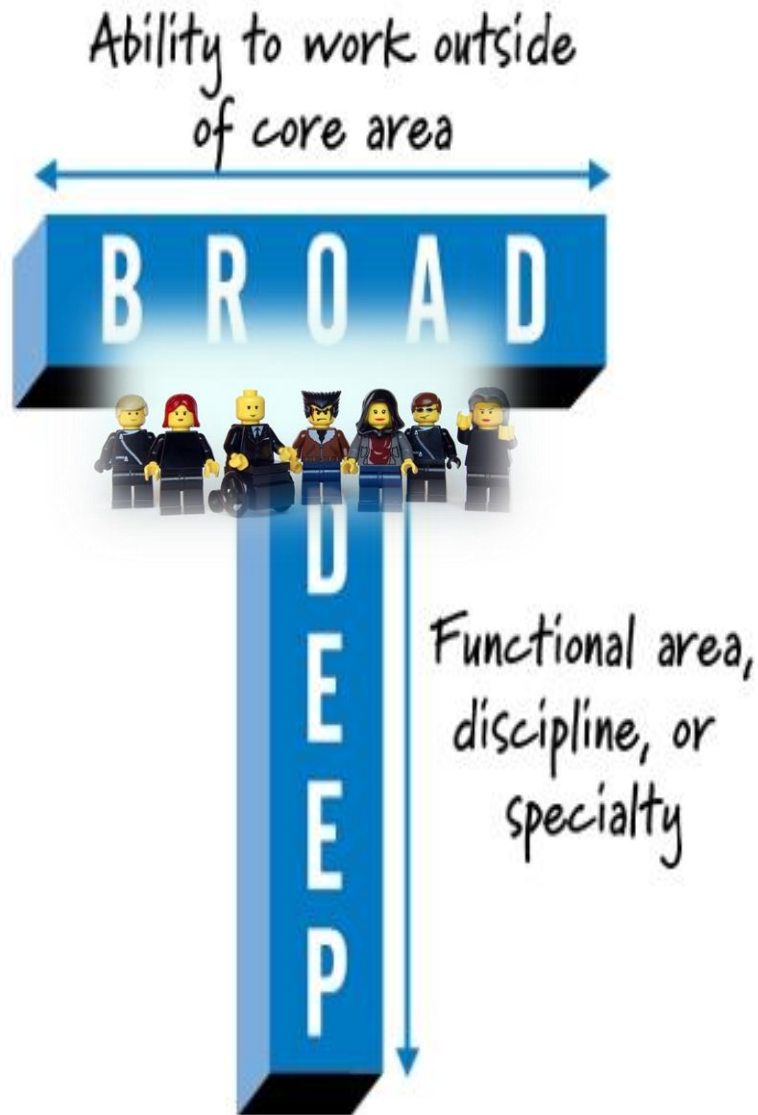
GALLUP 2019  
SURVEY FINDINGS  
(4 EUROPEAN  
COUNTRIES:  
France, Germany,  
UK, Spain)



When is  
teamwork  
good?



2022.04.18.



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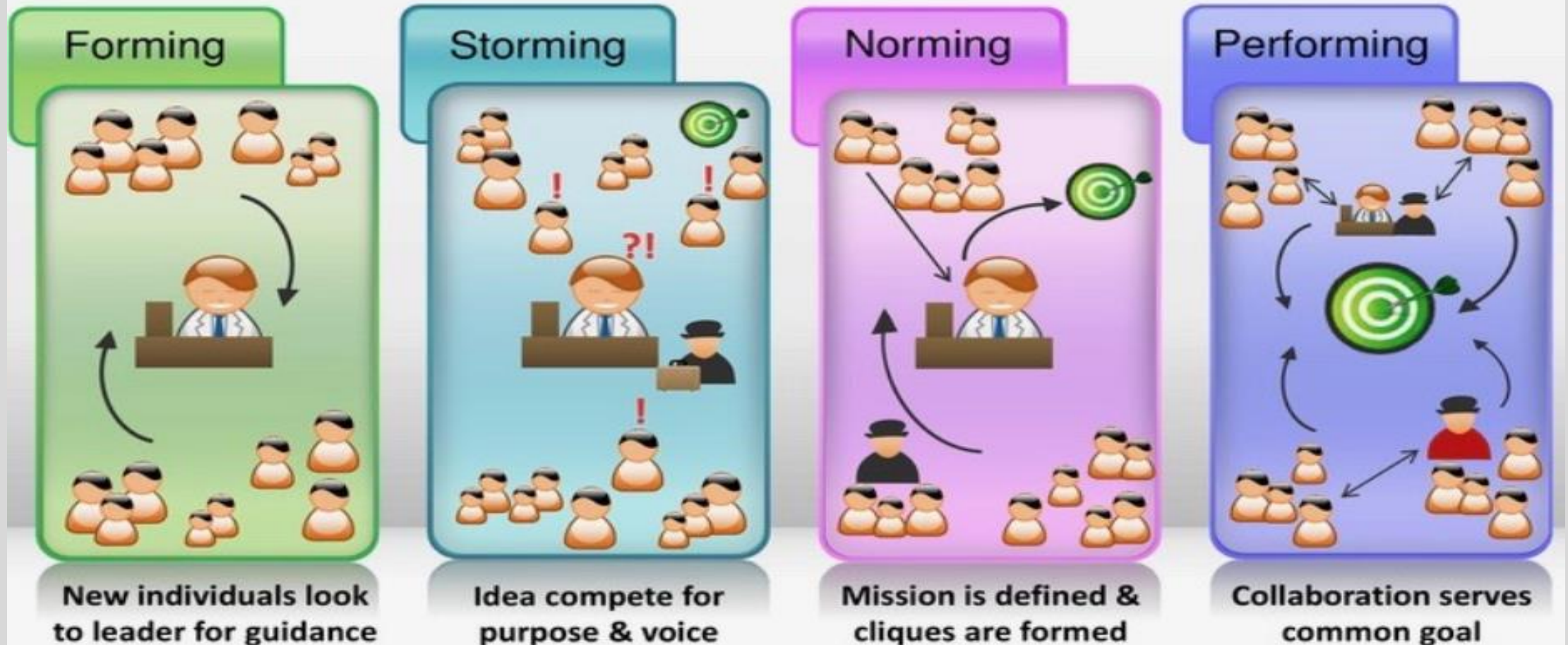
<http://triagile.com/wp-content/uploads/2017/03/T-Shaped-People-Time-to-Get-in-St-for-Your-Future.pdf>

ATTRIBUTE	WHAT IT MEANS	NOTES
<b>Ambiguity</b>	Accepting that things can be unclear or ill-defined when working on a problem, and that answers might not be obvious or known.	Design Thinking is often applied to what are called "wicked" problems: i.e., those without a fixed solution and which are complex and filled with uncertainty.
<b>Collaborative</b>	Working together with colleagues and experts from different disciplines at almost every stage of the process.	In order to solve complex, tricky problems, a multi-disciplinary approach is needed, where the combined wisdom of different fields is used to gain a deep understanding of those problems.
<b>Constructive</b>	Standing on the shoulders of giants, or building upon the ideas of others during ideation. Rather than put down or argue against an idea, build upon it and suggest tweaks and improvements.	In Design Thinking, constructive criticism is important. It's an approach that focuses on building solutions, and thus involves a lot of ideation and building on other ideas.
<b>Curiosity</b>	Being naturally motivated to ask questions, even when you think you know the answers. Being curious also entails having a fresh, beginner's mindset.	The starting point of a Design Thinking process usually involves deeply understanding the problem — and that requires a lot of curiosity to dig deeper. Often, actionable insights come not from superficial observation but deep probing.
<b>Empathy</b>	Being able to understand things from the user's point of view.	Design Thinking is a human-centred approach to solving problems. It starts with a deep understanding of the users' perspective as well as their emotions and behaviours.
<b>Holistic</b>	Being able to see the larger picture, and looking at a situation or problem from multiple angles.	Complex problems require holistic, whole-of-picture perspectives. Thus, design thinkers focus not only on the problem, but on the users, too, as well as on the whole value chain and distribution channel — because every small part adds up to define the experience of the solution.
<b>Iterative</b>	A cycle of feedback loops where new information is used to improve ideas throughout the process.	The stages in Design Thinking are not linear sequences, but instead modes of thinking that can be used in a project. As such, new information from one stage often leads to a feedback loop in other stages, and this iterative process helps the team progress towards the optimal solution.
<b>Non-judgemental</b>	Being able to hold discussions about ideas without any judgement shown towards the ideas or people.	In ideation phases of a Design Thinking project, it is essential not to make discussions turn personal, or feel personal. No idea should be thrown out, because even non-feasible ideas can inspire more ideas and might eventually lead to a solution.
<b>Open mindset</b>	Embrace wild ideas; do not jump to conclusions, and adopt an experimental approach.	Wild ideas are not taboo in Design Thinking; instead, they are encouraged in ideation sessions. Design Thinking is about exploring the seemingly obvious for insights that are buried, and trying out ideas to see if they work.

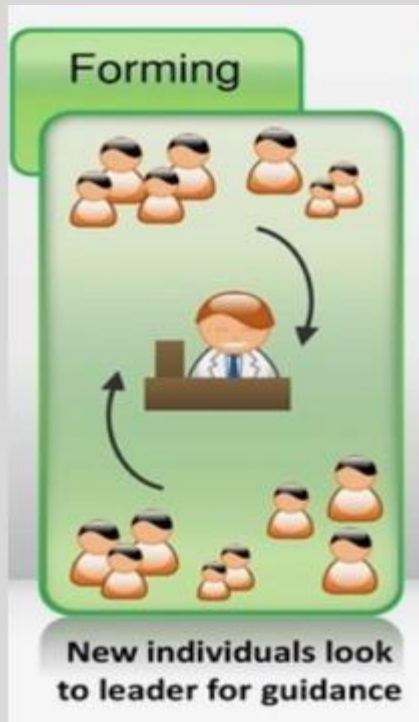
Source: Baerck & Grennett (2011)

# How are good teams in design thinking?

# How do teams „breathe”? (Tuckman)



# What to do as a BA in a forming team?



- **Convert individuals into teams fast**
  - introduce people
  - Create inclusion and trust
  - Position people (why you are here)
  - Overcome formality and discomfort, anxiety
  - Discuss what abilities we have that ensure performance
  - .Formulate a team agenda/ vision/ mission, and KPIS
  - Allow space for ventilation

team members form opinions about whom they can trust and how much or how little involvement they will commit to the project

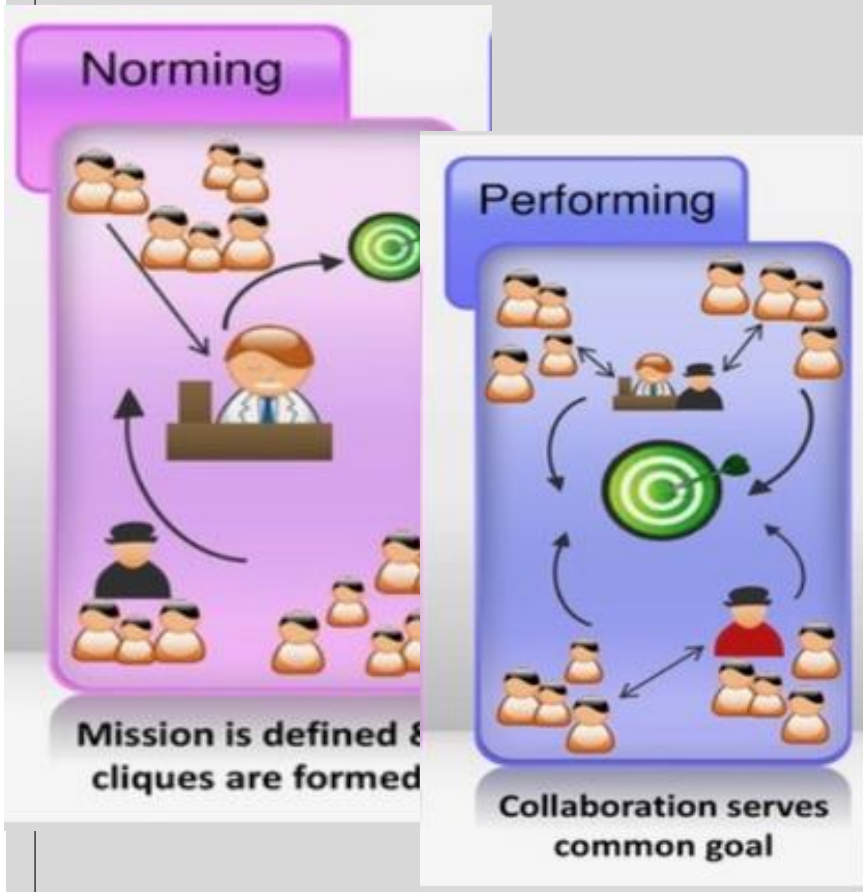


# What to do as a BA in a storming team?



- **Annoyance, fluctuation in team spirit, tension, conflicts**
- Clarify tasks, responsibilities,
- Monitor followers/ non followers,
- Be ready for conflicts, do not deny them
- encourage new ideas and viewpoints
- Make sure that conflicts remain constructive and safe.
- enforce team ground rules
- (if no challenging each other, no creativity is happening)

# What to do as a BA in a norming/performing team?



- **Norming, group identity, smooth waters to perform**
- Monitor fatigue, maintain motivation.
- Chop up big work into smaller bites („scrums”)
- Celebrate and reward success at milestones
- Recap progress, and learning points
- Sustain productive, creative phase (consult, coach, praise, celebrate)
- Manage grief in the adjourning stage. (routine is broken)



## Last phase: adjourning

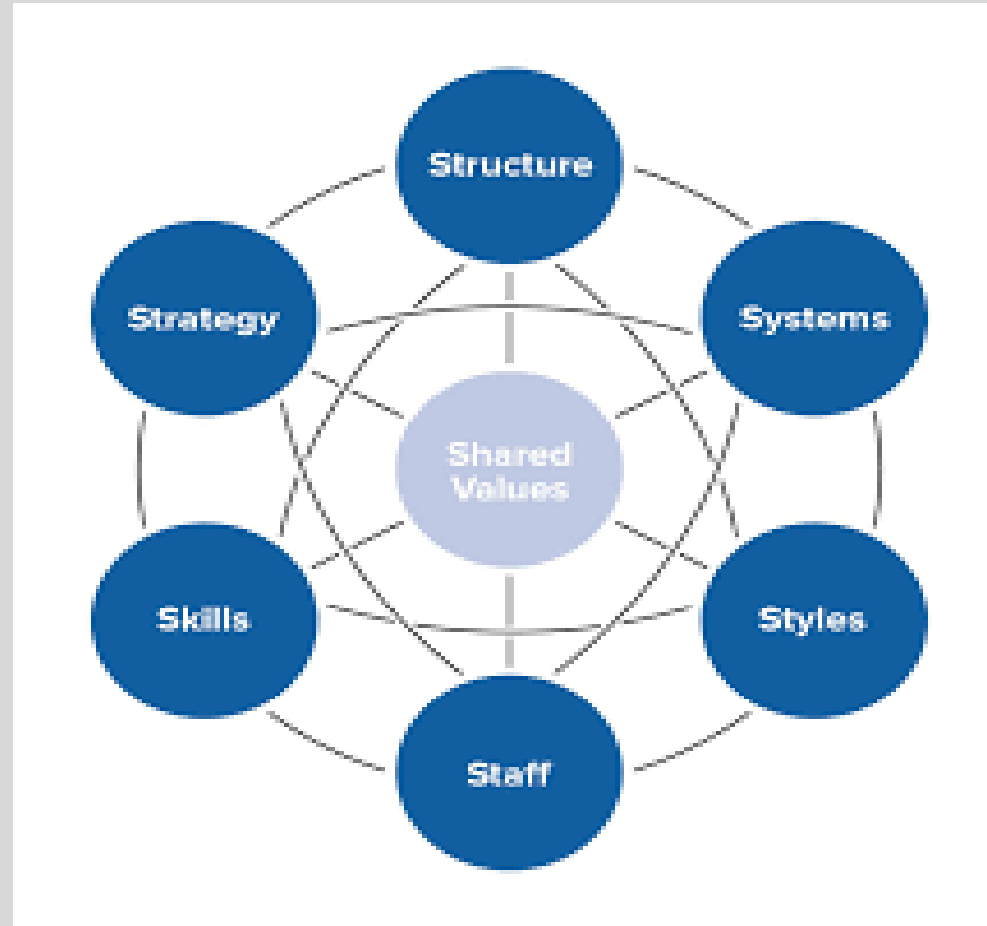
Closing gracefully

break everyday rythm

Confirm success,  
achievements

Prepare heading for new  
mission

# What does shape organizational culture?



- <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/enduring-ideas-the-7-s-framework>



What powers do you have?



	Is the power enhanced by organizational position?	Is the power available to those without senior positions?	Is the power dependent on surveillance?
<b>Coercive Power</b> Belief that someone can punish me	YES - The more senior a person is the greater their ability to punish someone for non-compliance.	PARTIALLY - Though only if they obtain a personal means of punishing others for non-compliance.	YES - To punish someone for non-compliance you need to be aware of their level of compliance.
<b>Reward Power</b> Belief that someone can provide me the desired outcome	YES – The more senior a person is the greater their ability to reward someone for compliance.	PARTIALLY – Though only through the ability to deliver small rewards such as saying “thank you”.	YES – To reward someone for compliance you need to be aware of their level of compliance.
<b>Legitimate Power</b> Belief that someone can influence me due to its position	YES – By their very nature senior positions embody more legitimacy than junior positions.	PARTIALLY – Though only through social norms such as reciprocity (returning a favor) or similar.	NO – Legitimate Power is independent of observing others.
<b>Expert Power</b> Belief that someone can teach me	NO – Seniority does not provide any addition to an individuals level of expertise.	YES – Experts exist at all levels in an organization. Expertise is very much independent of position.	NO – Expert Power is highly personal and totally independent of others.
<b>Referent Power</b> Belief that someone can „position” me	NO – Referent power is highly personal and is independent of organizational position.	YES – Referent power is highly personal and very much independent of organizational position.	NO – Referent power is highly personal and exists regardless of others.
<b>Informational Power</b>	YES – The more senior a person is the more information they have access too.	PARTIALLY – Information is harder to come by in junior positions, but still possible (e.g. PA’s).	NO – Informational power places no real reliance on observation of others (apart from gossip etc.).

# What powers do we have?

- Identify what power a business analyst may have

# Grapevine vs. gossip vs. Informal talk





FIRE

GAVE US POWER.

GOSSIP

HELPED US COOPERATE.

AGRICULTURE

MADE US HUNGRY FOR MORE.

MYTHOLOGY

MAINTAINED LAW AND ORDER.

MONEY

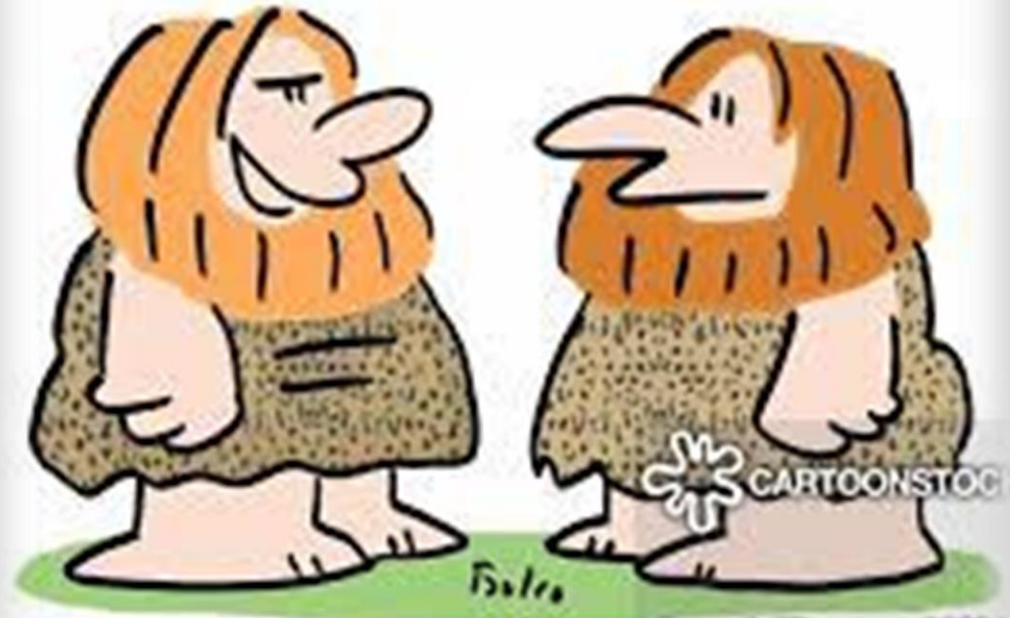
GAVE US SOMETHING WE CAN REALLY TRUST.

CONTRADICTIONS

CREATED CULTURE.

SCIENCE

MADE US DEADLY.



"Now that we've learned to talk,  
let's start some *rumors!*"



# ...what benefit in gossiping?....

## ◦ Helps self-improvement

- University of Groningen, NL: hearing good stories about others can motivate self improvement ; hearing negative news about yourself also motivating to reform your behavior

## ◦ Relieves stress

- Stanford study: gossip reduces stress. In an experiment, researchers found that observers who witnessed someone behaving badly experienced stress and an increase in heart rate. Telling others about what they saw, lessened the effect.

## ◦ Boosts cooperation

- Stanford study: when people learn about the behavior of others through gossip, they align with the „heroes“ (those deemed cooperative), and exclude the selfish ones. This serves the group's collective good, since selfish people may exploit more cooperative individuals for their own gain.

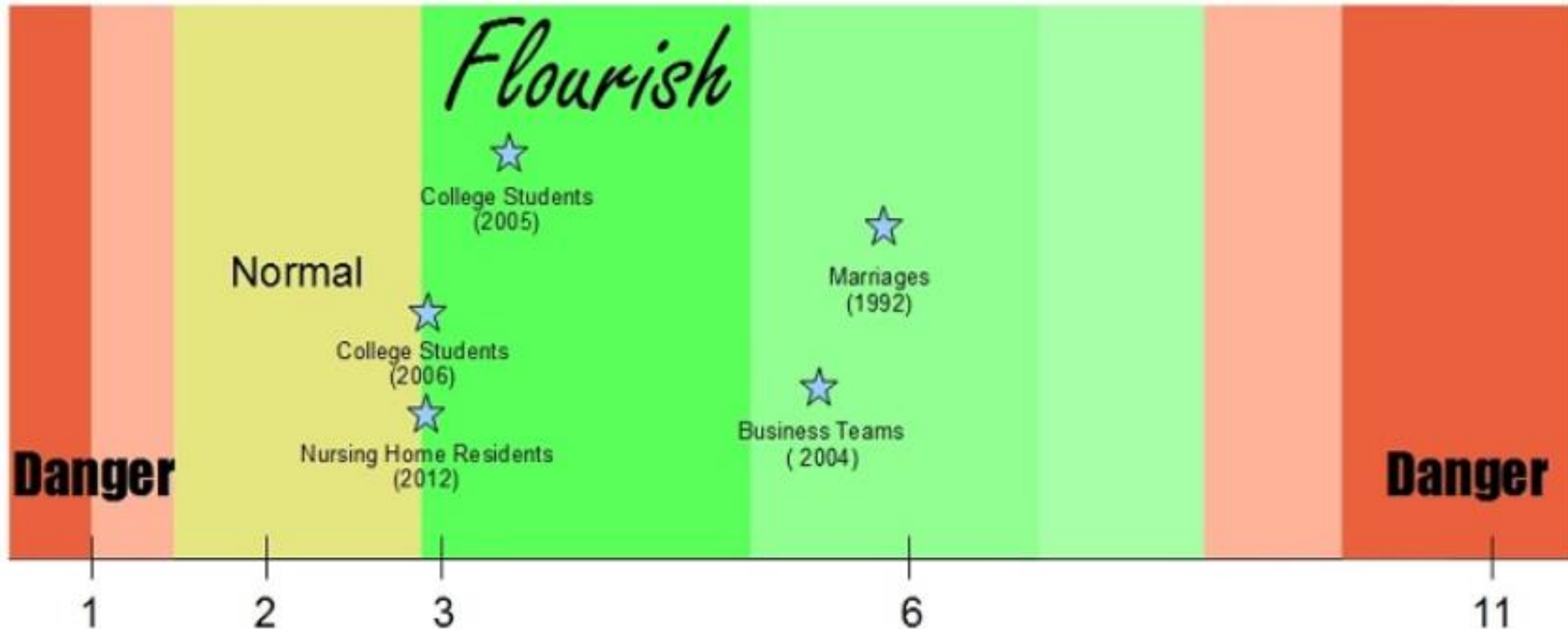
# How can you measure the team/organizational climate?



How do customers feel....and what is the relevance? The loyalty/satisfaction matrix



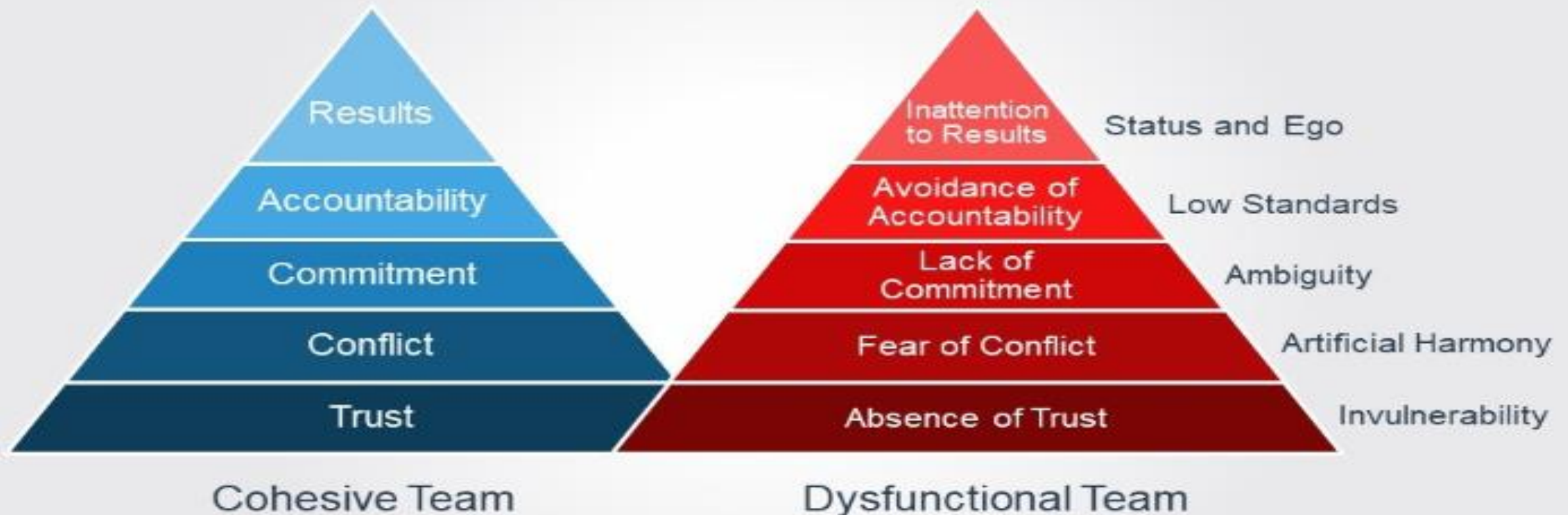
# When is a team performing? The Losada/Gottman model





# When is a team (dys)functional?

## The Lencioni model

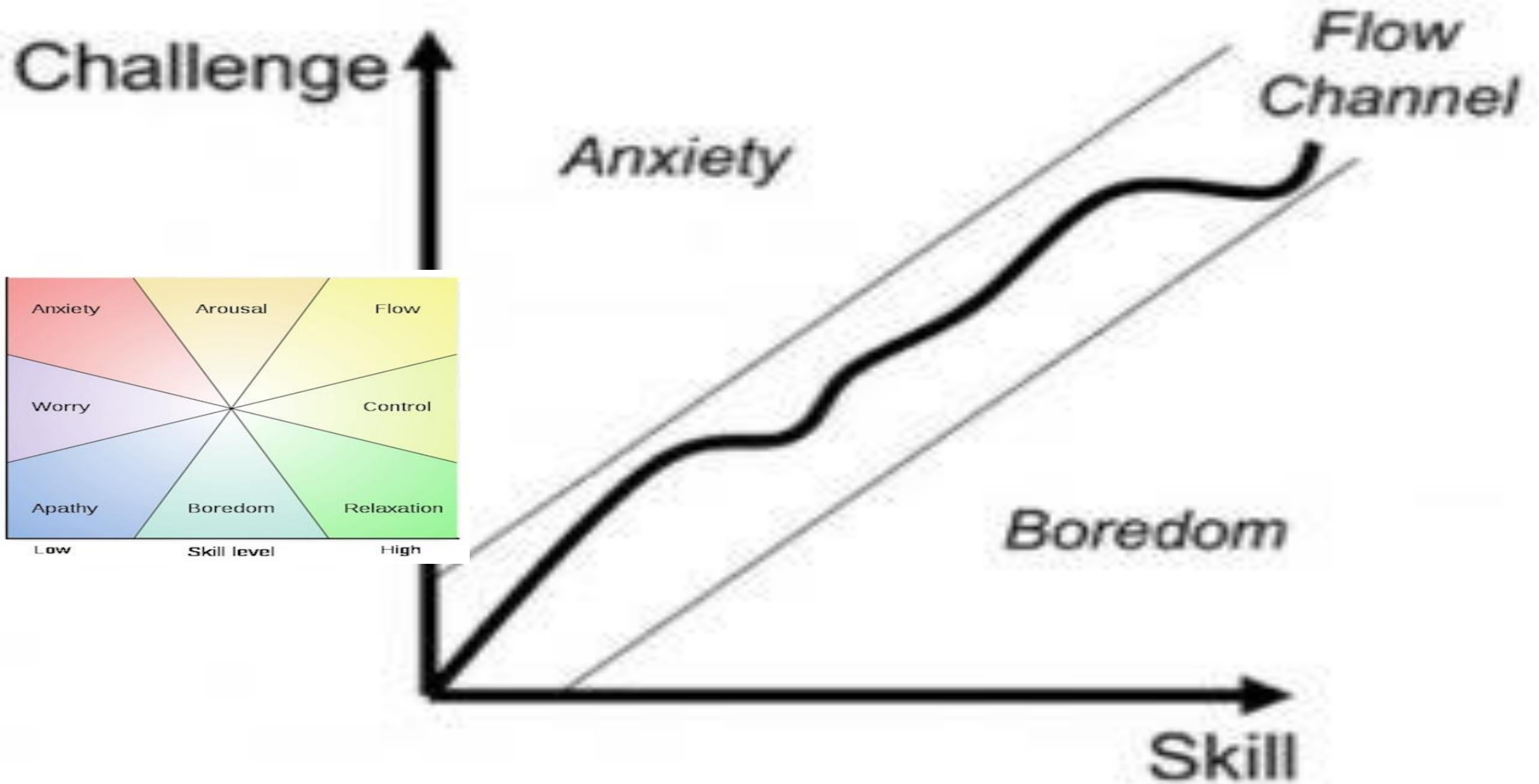


# Challenges in managing teams



- Telecommuting: reliance on e-channels; self-motivation, isolation
- Green business practices, sustainability: greenwashing, values, make or break among the young
- Outsourcing: reliability, familiarity, cost-savviness, ownership
- Diversity, gen X, Y, Z





"Flow" concept by Mihaly Csikszentmihalyi. Drawn by Senia Maymin.

# Today's young people differ from yesterday's.

<https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/true-gen-generation-z-and-its-implications-for-companies#>



**Baby boomer**  
1940–59



**Gen X**  
1960–79



**Gen Y (millennial)**  
1980–94



**Gen Z**  
1995–2010

## Context

- Postwar
- Dictatorship and repression in Brazil

- Political transition
- Capitalism and meritocracy dominate

- Globalization
- Economic stability
- Emergence of internet

- Mobility and multiple realities
- Social networks
- Digital natives

## Behavior

- Idealism
- Revolutionary
- Collectivist

- Materialistic
- Competitive
- Individualistic

- Globalist
- Questioning
- Oriented to self

- Undefined ID
- “Communaholic”
- “Dialoguer”
- Realistic

## Consumption

- Ideology
- Vinyl and movies

- Status
- Brands and cars
- Luxury articles

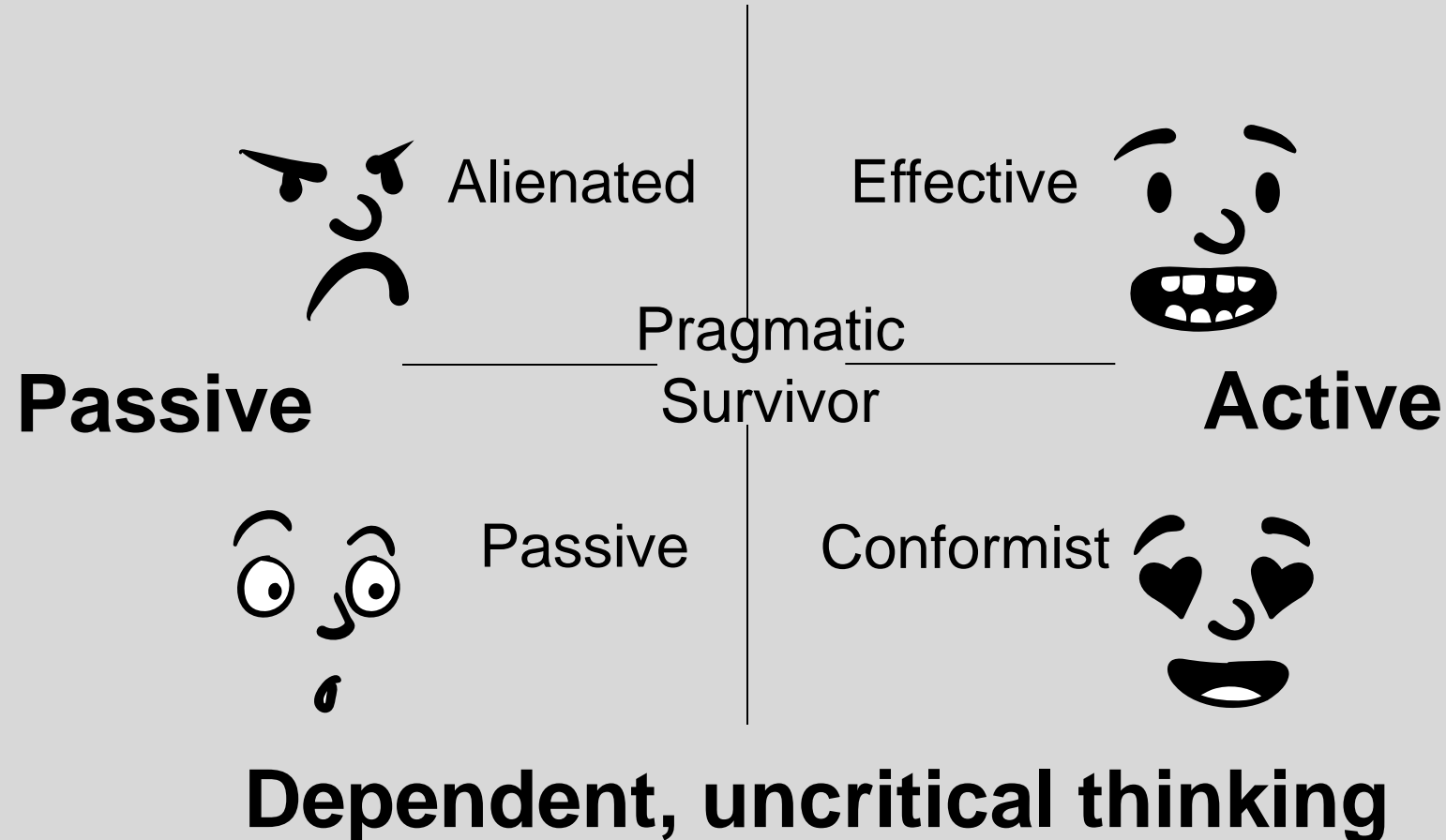
- Experience
- Festivals and travel
- Flagships

- Uniqueness
- Unlimited
- Ethical



# Kelley followership model (1992)

**Independent, critical thinking**



# Transformational leadership (role as a BA to support)

