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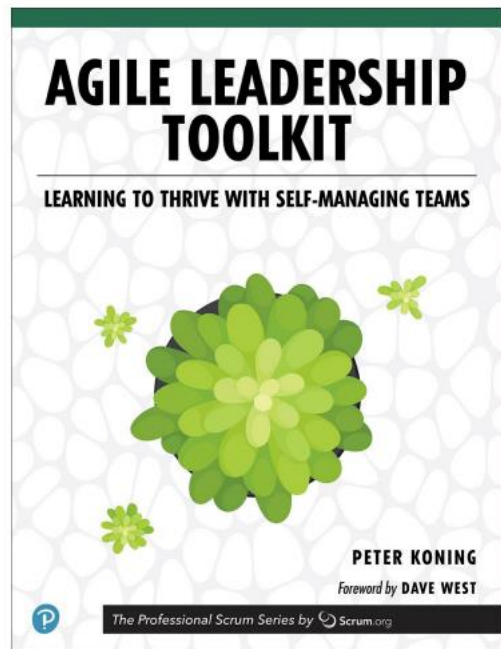
COMP8967- Internship Project- I

# Agile Leadership Toolkit- II

## Facilitate Ownership

## Recommended References:

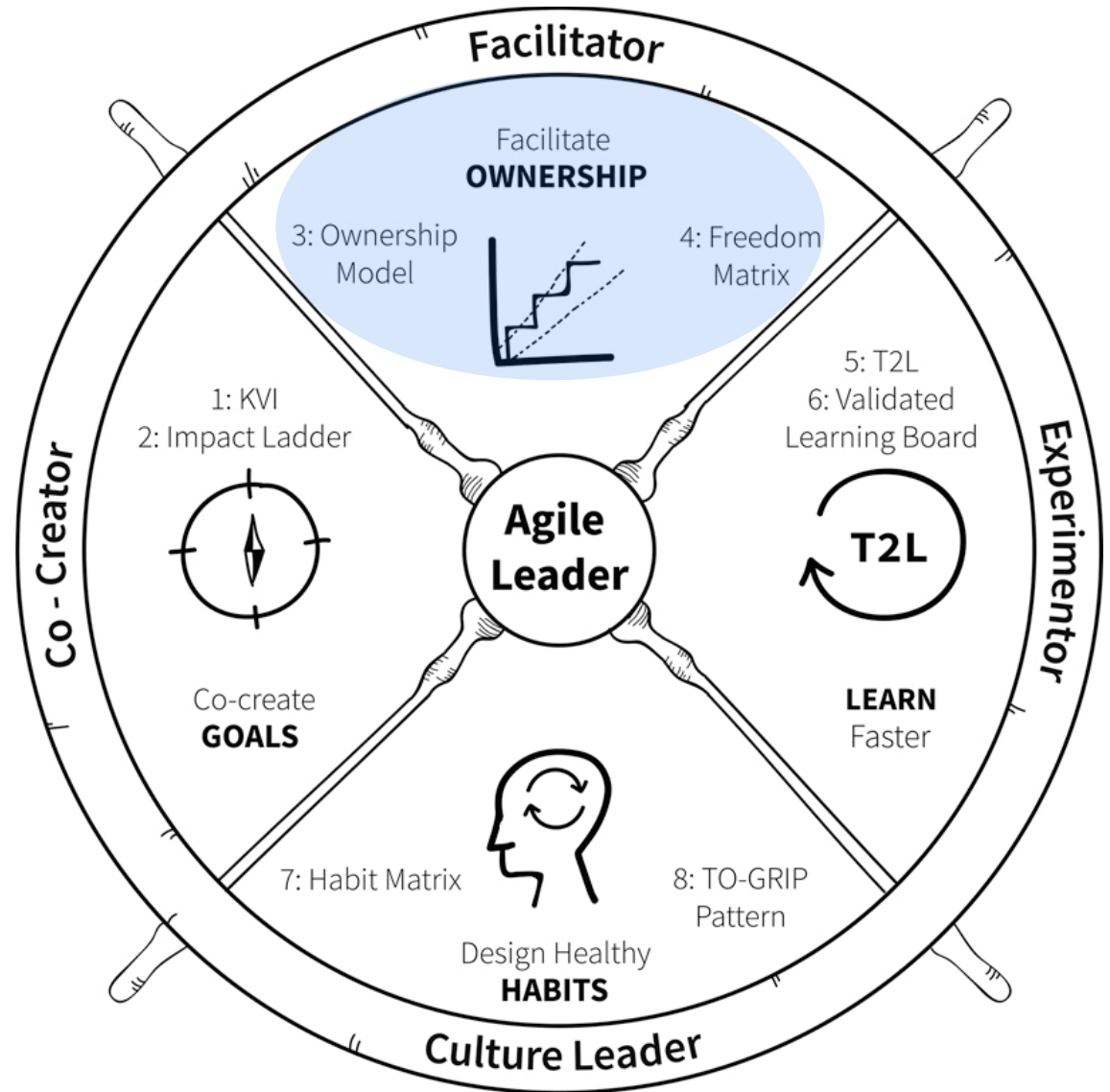
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Learning to Thrive with Self-Managing Teams

Peter Koning

## Facilitate Ownership



# **FACILITATE OWNERSHIP**

When Do Teams Take Ownership?

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

## Team 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.

# FACILITATE OWNERSHIP

## Ownership:

- The mental state of a team when they feel accountable for their results.
- They have chosen to pickup 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 is Ownership important?

- Ownership ensures that teams think outside the box to produce 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.

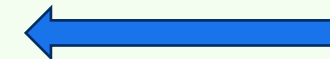
It's the agile leader's job to create an environment in which people and teams grow, work together, laugh, build trust, and feel proud on the things they do for their customers

# FACILITATE OWNERSHIP

How do teams deal with the ownership?

- The degree of freedom: The agile leader must know when to intervene? when not to?
- How does a leader recognize situations in which she/he has to let go? and other situations in which she/he should intervene and act?

Answering the following five questions helps to balance.



Ownership Model  
&  
Freedom Matrix

- 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?

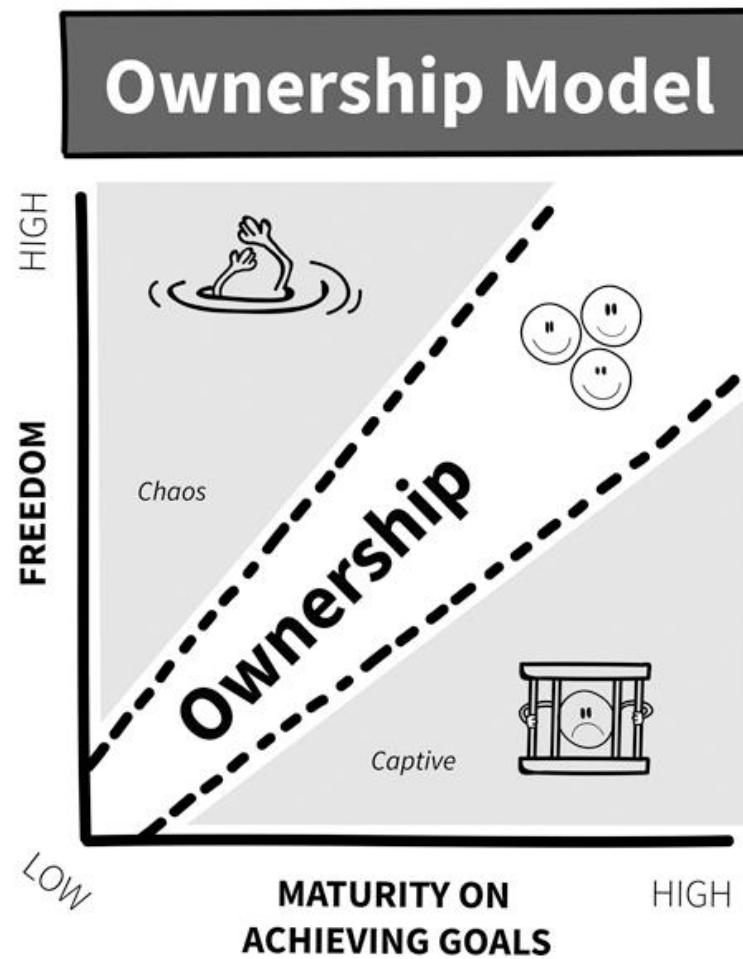


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## When is Intervening the Best Strategy, and When is Letting go Better?

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

Tool 3:  
Ownership Model



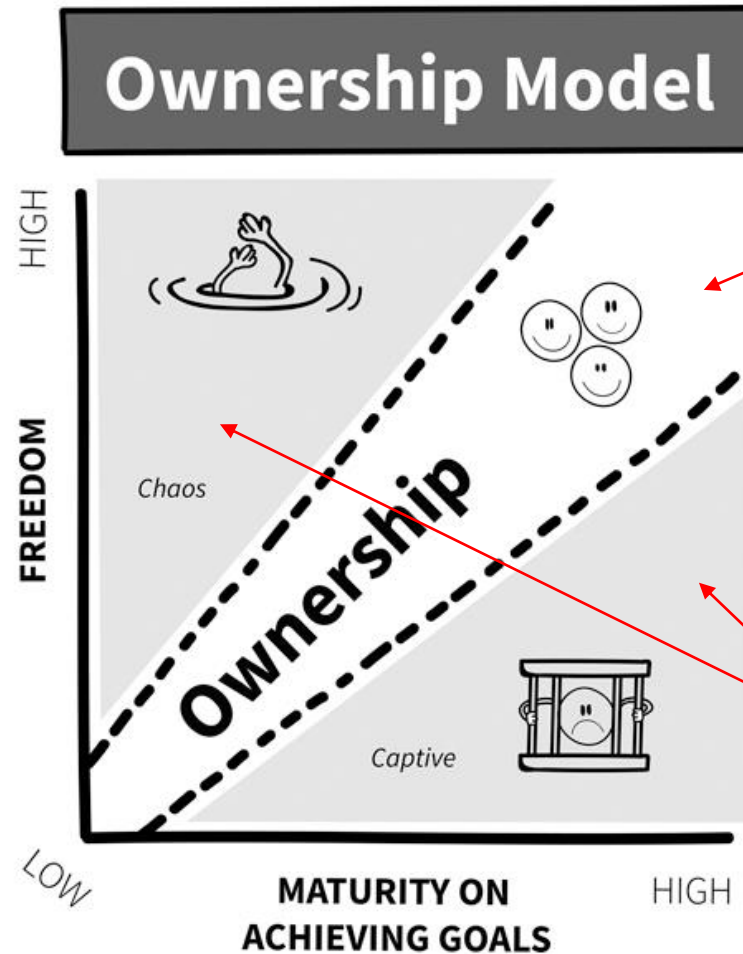
# OWNERSHIP MODEL

## Freedom:

degree of independence from the agile leader that the teams exhibit

## Maturity:

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 customers' impact



## Good Zone:

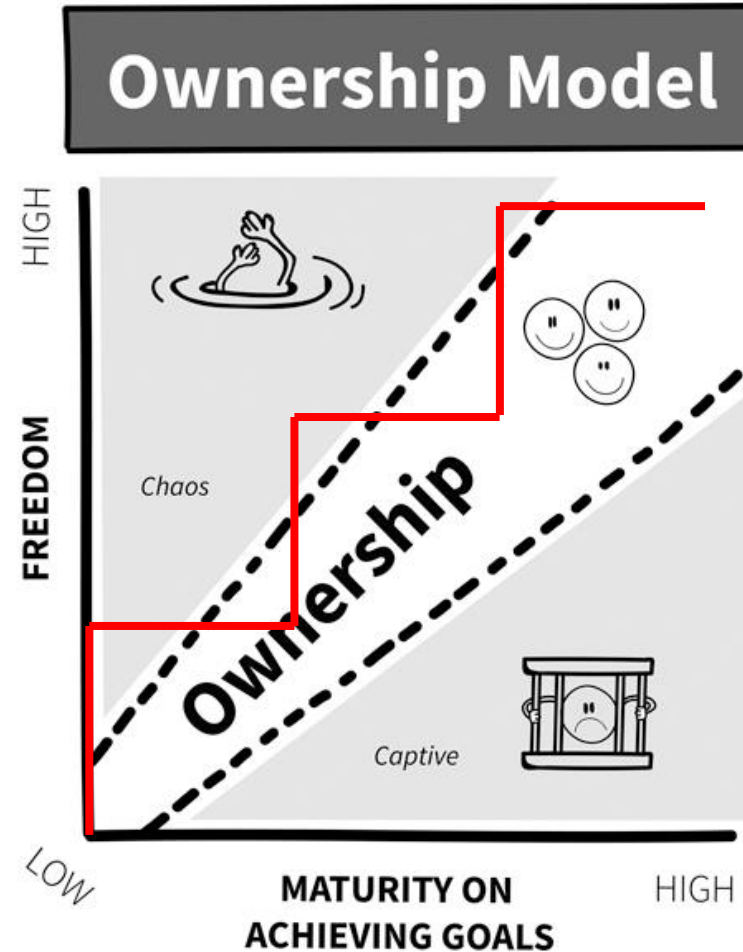
the area where maturity and freedom are in balance, providing the team with clarity, boundaries, and room for their own input

## Bad Zones:

occur when freedom and maturity are not in balance.

- Too much freedom: Chaos.
- Too little freedom: Captive

# OWNERSHIP MODEL



## Staircase:

- The staircase in the good zone visualizes the growth of the team.
- The team gets more freedom so that its 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 **low mature** team:

needs the agile leader to guide team members 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

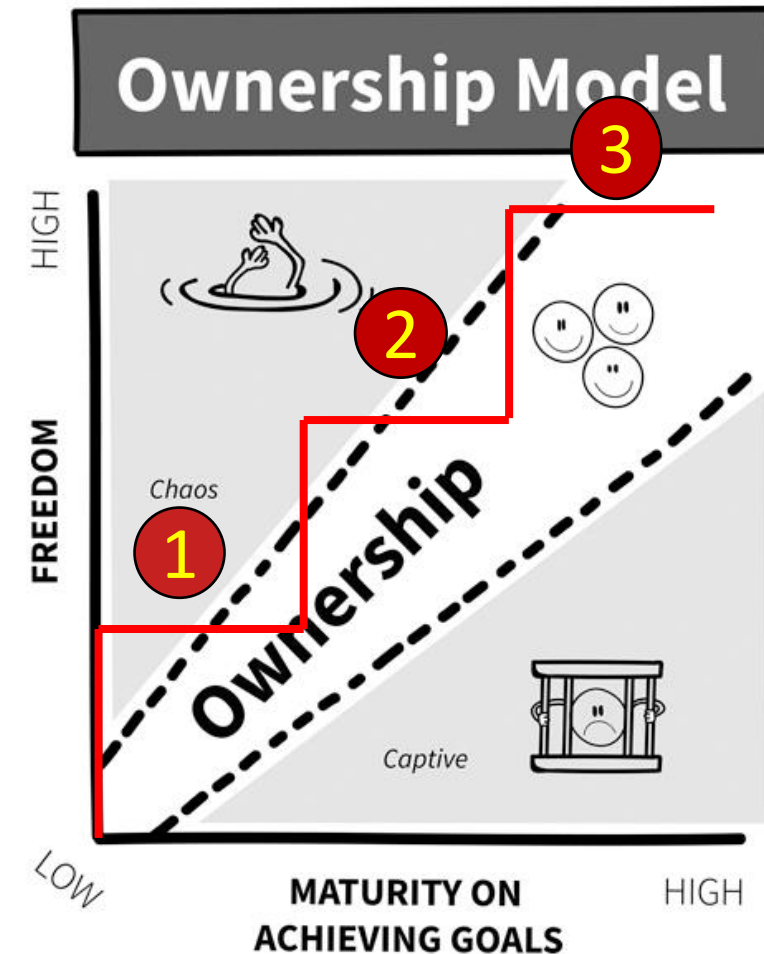
- Make many decisions themselves and bear the consequences
- Manage their own stakeholders
- Continuously improve the process and the cooperation with the other teams themselves
- Solve their own impediments and challenges
- Continue to operate within the boundaries of the rest of the organization

# Maturity Stages

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 few 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”



# Maturity Stages

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 (9), 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 be able to automatically release to customers every day.



# Maturity Stages

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

# 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 based on 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 must 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.

## Freedom Matrix

Stages of maturity →

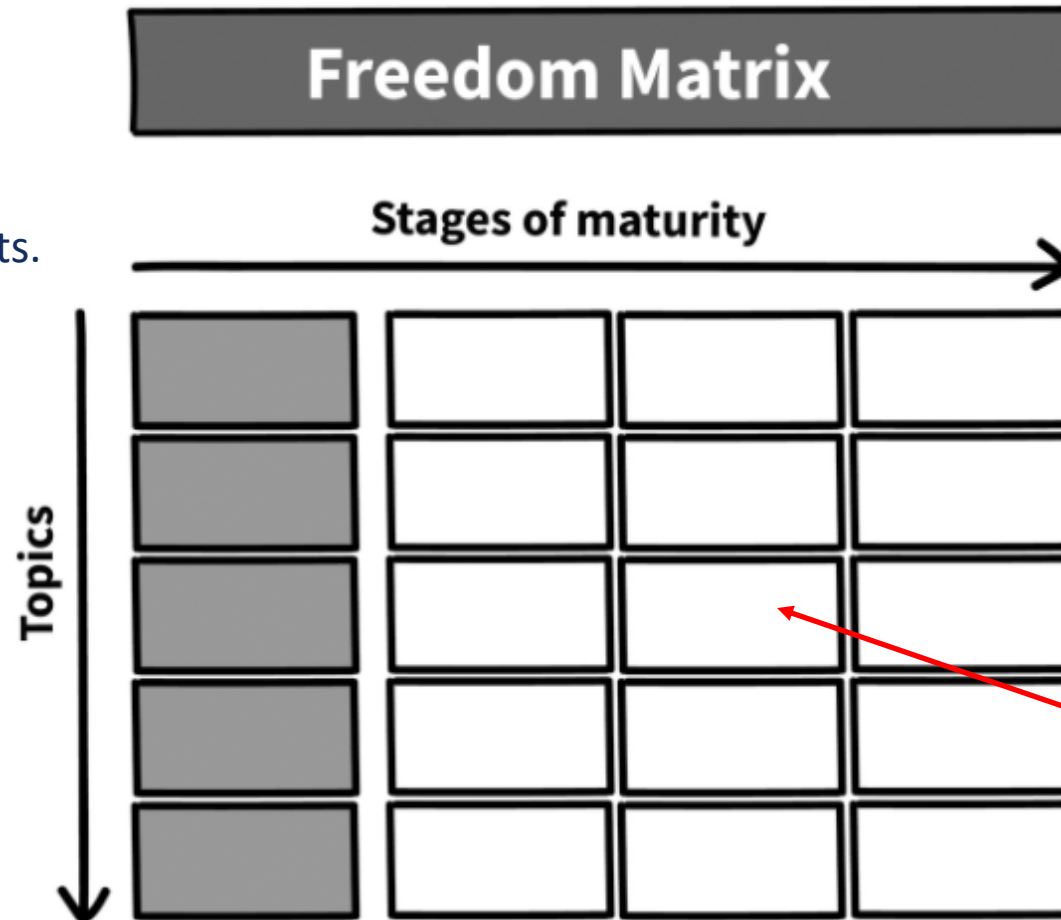
Topics ↓


Tool 4:  
Freedom Matrix

# Freedom Matrix

## Topics:

A separate row is used for each of the concrete subjects.  
Possible 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..

**Freedoms (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

# Freedom Matrix- Example

## Freedom Matrix

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

### Freedom values:

- 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.

# Ownership model

## 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