

## Teamwork

- History/Growth of Integrum Team
  - We had a problem
  - Identified a possible solution
  - We refine and redefine the solution constantly
- Five Dysfunctions
  - #1: Absence of Trust
    - The fear of being vulnerable with team members prevents the building of trust within the team
  - #2: Fear of Conflict
    - The desire to preserve artificial harmony stifles the occurrence of productive, ideological conflict.
  - #3: Lack of Commitment
    - The lack of clarity or buy-in prevents team members from making decisions they will stick to.
  - #4: Avoidance of Accountability
    - The need to avoid interpersonal discomfort prevents team members from holding one another accountable for their behaviors and performance.
  - #5: Inattention to Results
    - The pursuit of individual goals and personal status erodes the focus on collective success.
- How a self-organized team can solve these problems
  - **Self-organization** is a process of attraction and repulsion in which the internal organization of a system, normally an open system, increases in complexity without being guided or managed by an outside source.
  - Those closest to the problem organize the solution
  - Its easier to reveal problems
  - Constant improvement
  - Measurement of outcomes
- What conditions are necessary to start building highly-functioning team?
  - Managers don't take advantage of "negative" information
  - Retrospectives
  - Plan for success
  - Clearly defined boundaries
  - Self-organizing vs. Self-directing

- Constant communication
  - Team advocate
  - Standup
- Five Whys
  - Root cause
  - What are we organizing to solve?
  - Chris has a rash