Question 1

It explains what teams need in order to grow from individuals to a high performing team. Your task is to explain what these 5 dysfunctions are (briefly) and provide some insights on how would you use these on your team if you were an agile team leader.

There are five types of dysfunctions introduced in the model:

1. Absence of trust – trust foundation is collapsed in a team when team members hold back to speak honestly to each other to avoid offense or uncomfortable situation, or are unwilling to expose weakness, express need for help, be in lack of courage to face their own mistakes. It is harmful as trust is the key to team success without which unfiltered communication, compelling and effective collaboration and interaction is impossible. As an agile team leader, I would clarify the severity of absence of trust and promote trust by direct the team to shared values and goals from unprofessional individual focus.
2. Fear of conflict – team members are unable to air their opinions freely due to the fear of conflicting one and another, tend to compromise in debates on key decisions causing superior result impossible. I would encourage team members to be professional on the conflict in work, as in the conflicting opinions we as a team can complement our team wisdom and strive together towards success.

Question 2

What is the purpose of the delegation Poker and Delegation board?

The purpose is to enable team members to make better decision.

What does it achieve?

It can be achieved by cultivating trust in the organization or system, which can be enabled and grown by practicing the seven levels of delegation.

What are the seven delegation levels?

The seven delegation levels are:

* Tell – I, as a manager, will tell the team how to do.
* Sell – I will try and sell my idea to the team.
* Consult – I will first consult them before making the decision.
* Agree – the team and I will agree together.
* Advise – I will add my advice and leave the decision to the team.
* Inquire – they team have the full power to decide, but I will inquire them afterwards.
* Delegate – I will completely delegate to the team

How does it work?

The delegation levels will enable the team to self-organized in a safe way based on trust.

Give a concrete example.

For example, I, as a manager need a decision on the technical design of our new lunched project, where I can apply delegation level 6 Inquire to allow the technical professionals to analyze and finalize the design, but I will need to be informed.

How does this relate to a Freedom Matrix?

The Freedom matrix is based on trust, likewise, the delegation model is also based on trust among the system, the more trust there is, the higher delegation we can apply in the decision making process.