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# How to create high performing teams?

Using simulations.



#### About GamingWorks

- Dutch company, founded 2001, Paul Wilkinson and Jan Schilt
- Designers of Serious Business Simulations (interactive, teamsessions)







- 400 partners, 40 countries, 600+ trainers
- 800+ sessions every year



## 5 Takeaways

- DevOps is all about NEW WAY of WORKING and requires NEW WAY of LEARNING
- 2. When the NEW WAY and the OLD WAY come together, we create CHAOS
- 3. KNOWLEDGE is just one element, we must UNDERSTAND it and APPLY it in order to create BETTER TEAMS
- 4. NEW WAY of LEARNING is about transferring KNOWLEDGE into PRACTICE
- 5. SIMULATIONS can help

#### Case:

1. ABN AMRO - Used the simulation to develop high performing teams

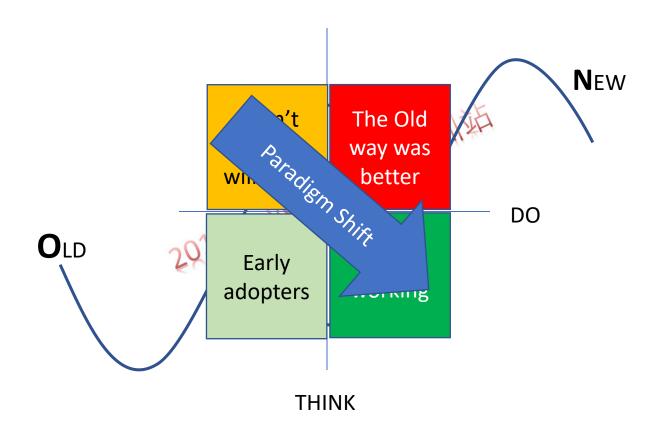


## DevOps is all about NEW WAY of WORKING

#### **HIGH PERFORMING TEAMS** Participative Leadership **Effective Decision** Making Open and Clear Communication UD3, Valued Diversity **Mutual Trust Managing Conflicts** Clear Goals **Defined Roles and** Responsibilities Coordinative Relationships Positive Atmosphere



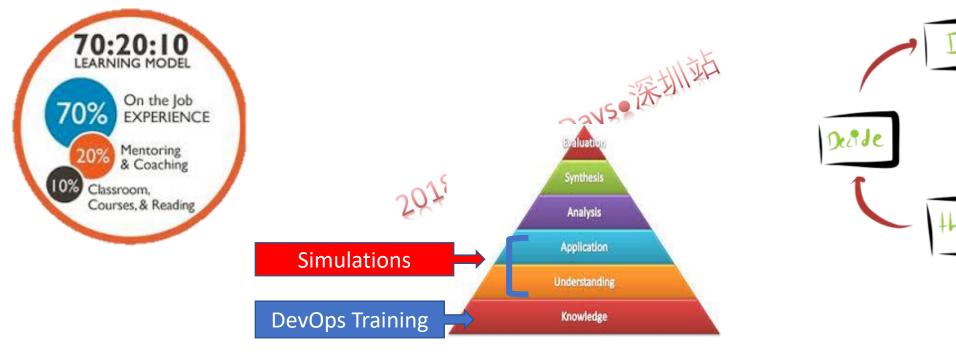
# When NEW WAY and OLD WAY come together.....





#### KNOWLEDGE + UNDERSTANDING + APPLYING create BETTER TEAMS

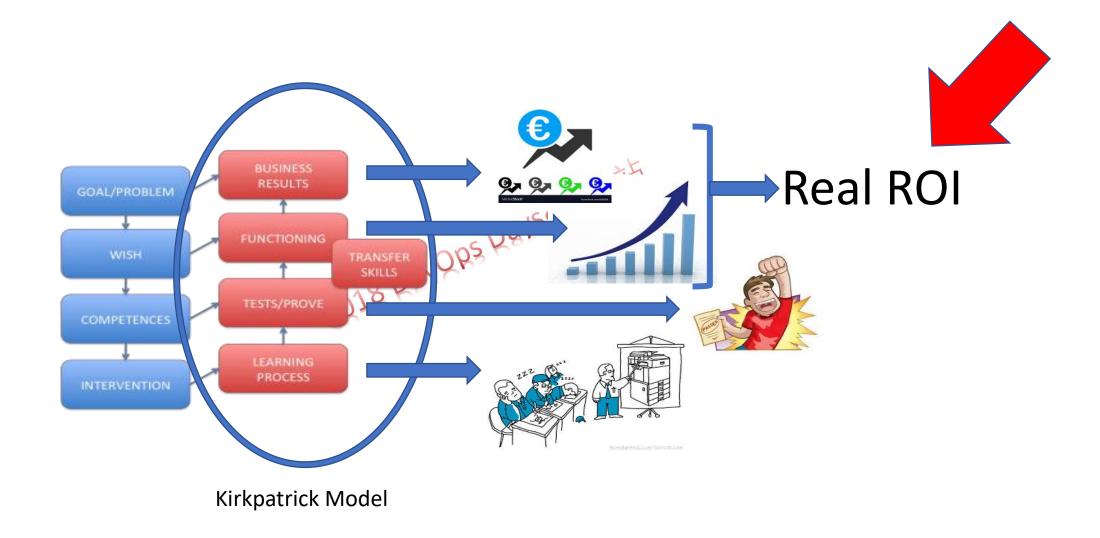
#### Transferring Knowledge into Practice





Taxonomy of Bloom

#### NEW WAY of LEARNING: Transferring KNOWLEDGE into PRACTICE

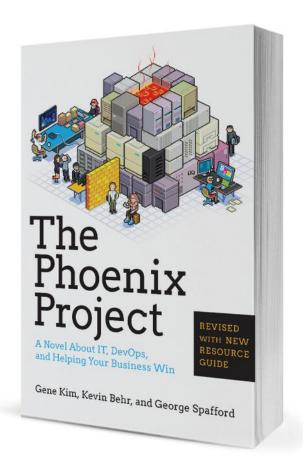


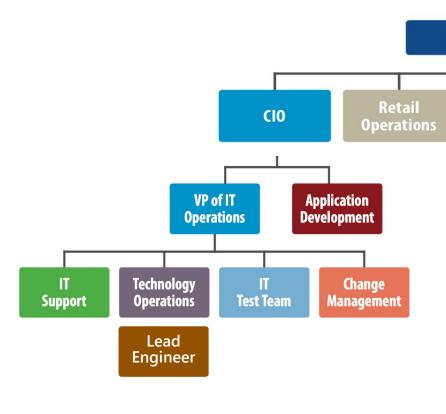


## Simulation can help



# The Phoenix Project simulation





• 10-12 Participants

CISO

Human

Resources

- Full day program
- IT Operations
- Development
- Business

CEO

CF0



## How is The Phoenix Project used?

**Creating overall DevOps awareness Senior Management, Team leads** 



(25 sessions)

2018 DevOps Days。流动。 After regular training, apply knowledge







Kick of new teams, motivate, educate









**Instrument for Agile coaches and Scrum Master** 

(Norway, 50+ sessions)

## Why simulations in a DevOps world?





"There is a role for training and books — the goal of experiential learning is ... to provide low risk ways to try working in a different way ... there's no better way than through simulations."

- Gene Kim





#### A case



- Dutch Bank
- Start their DevOps journey
- Want to use the Phoenix Project to support their journey 2018 DEVOPS Day

#### Question:

- 1. How can we develop the DevOps skills in an effective way?
- 2. How can we develop high performing teams?
- 3. How can we monitor or progress?



# Step 1 : Define desirable behavior (SHARED VIEW)

- We see people experiment
- We see management support us
- We do not control each other

**Mutual Trust** 

Coordinative Relationships

Participative Leadership

Open and Clear Communication



- We organize our own work
- We share goals, value and outcomes

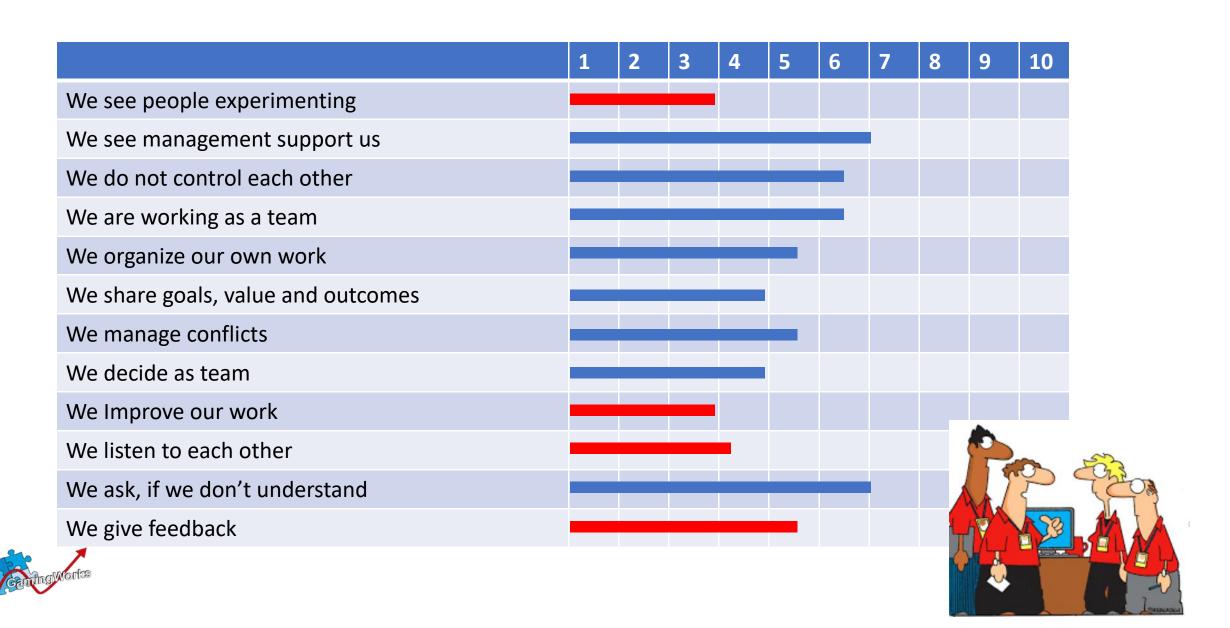


- We manage conflicts
- We decide as team
- We Improve our work

- We listen to each other
- We ask questions if we don't understand
- We will give feedback



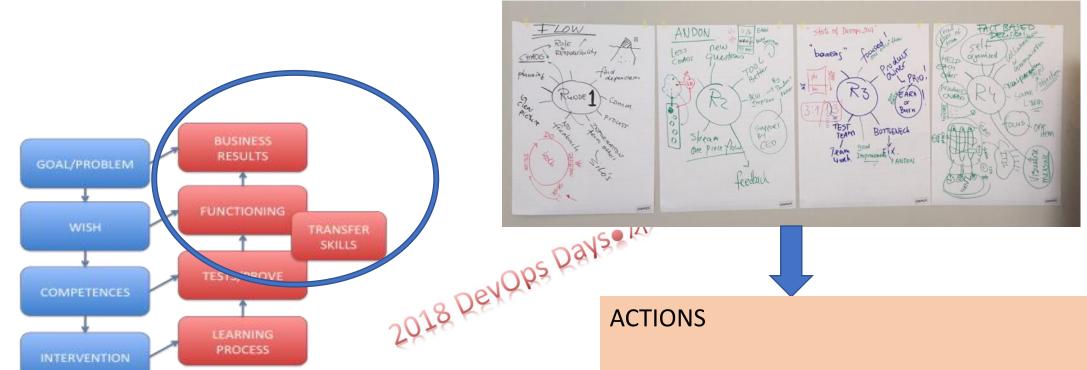
#### Step 2 : How do we score our selves?

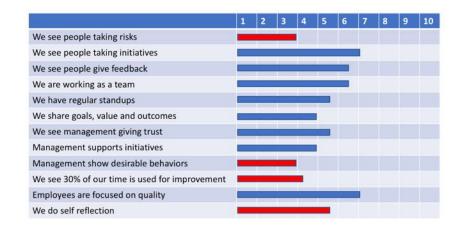


# Step 3: Run The Phoenix Project



#### Step 4: Transfer Knowledge into Practice -> Actions



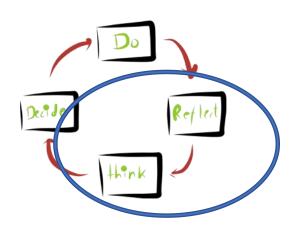


- 1. We are going to involve the product owners
- 2. We will organize learning into our team
- 3. We are going to start with experimenting
- 4. We will start with more feedback
- 5. ...



Step 5 : Do your work

and
FOCUS ON ACTIONS WE AGREED
during retrospective





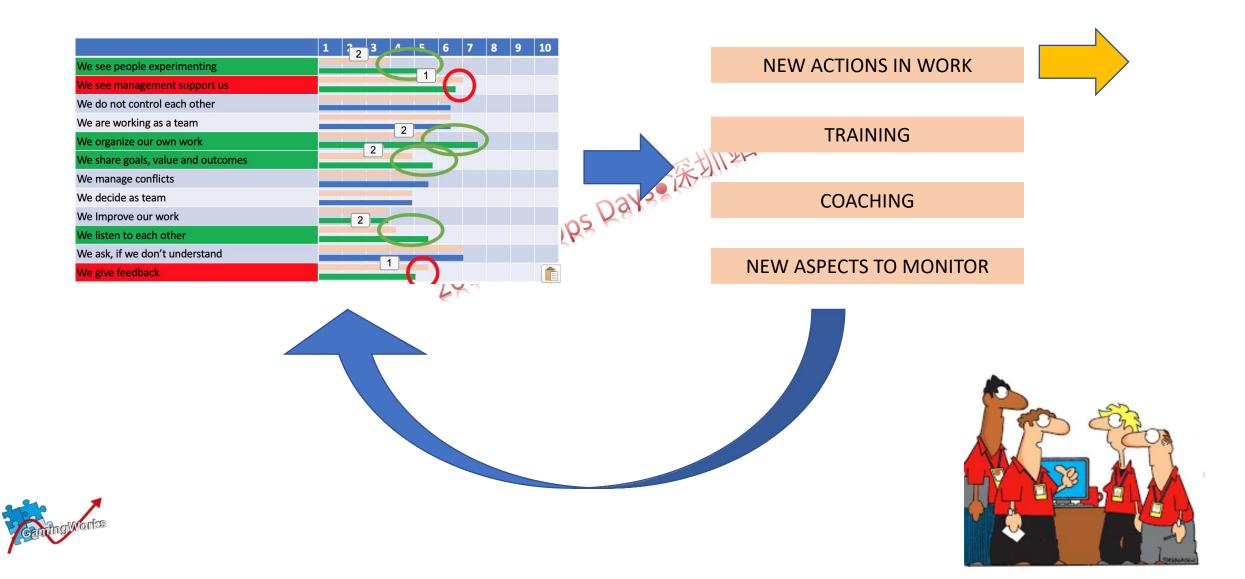
# Step 6: After few weeks, measure again







# Step 7: Analyze and set Actions for follow up



#### As a result: Continuous Improvement.



- Small steps
- Initiated by the teams
- Owned by the teams

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  - Sustainable
  - Learn to improve
  - New way of working



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#### Learn more?

Read the blogs at <a href="https://www.gamingworks.nl/category/blog/">https://www.gamingworks.nl/category/blog/</a>

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