

LEADERSHIP FOR INNOVATORS

TEAM LEADERSHIP. AGILE LEADERSHIP.

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Skoltech

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Team Building: Team Roles

Agile in Business

Agile Leadership

Leading Change



Team Building



4 pillars of the Teamwork

➤ TEAM DYNAMICS IS THE LAW OF NATURE

- Forming – Storming – Norming – Performing
- Reforming

➤ YOU GOT NO CHANCE TO AVOID STORMING (FIGHTING)

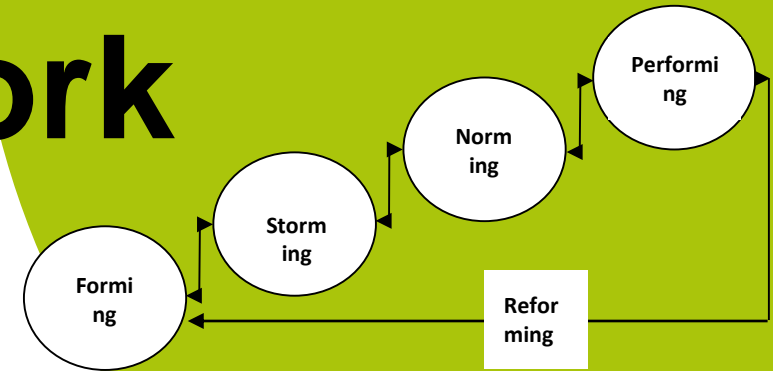
- Employ “Constructive confrontation”

➤ YOU GOT NO CHANCE TO HAVE 100% COMMITMENT

- Employ “Disagree, but commit”

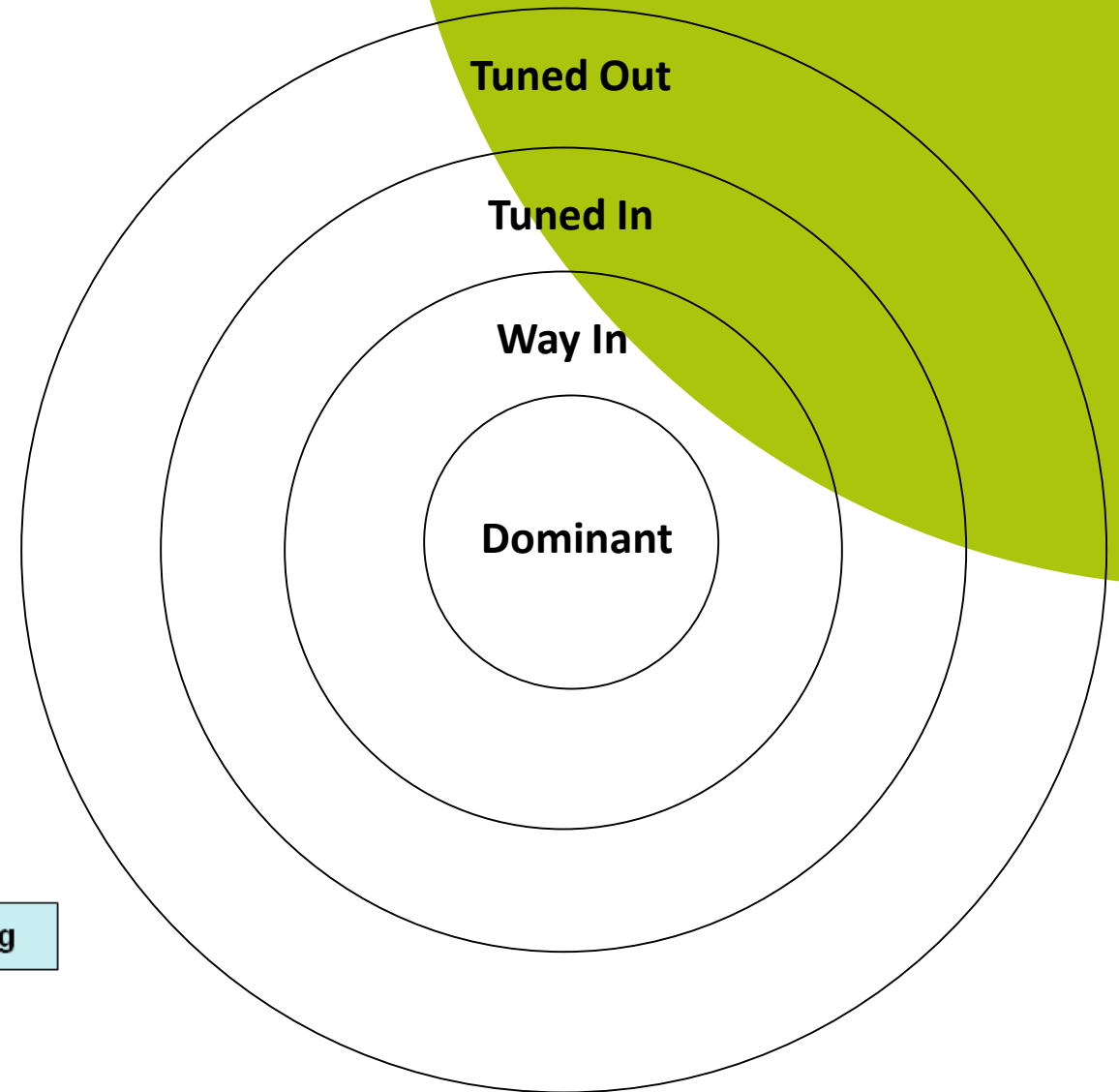
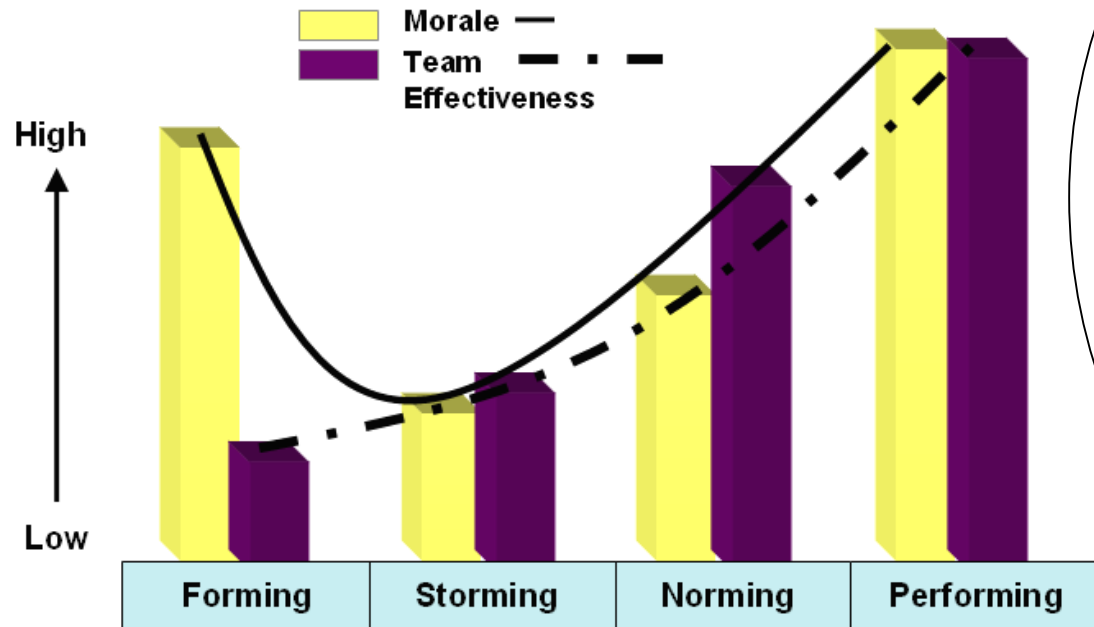
➤ YOU ALWAYS FACE DOMINATOR AND VICTIM (TUNED OUT)

- Employ Team Contract
 - **You are so lucky to have IW experience to learn this all the hard way**
 - I learned it the easy way, but it took 12 (twelve) years

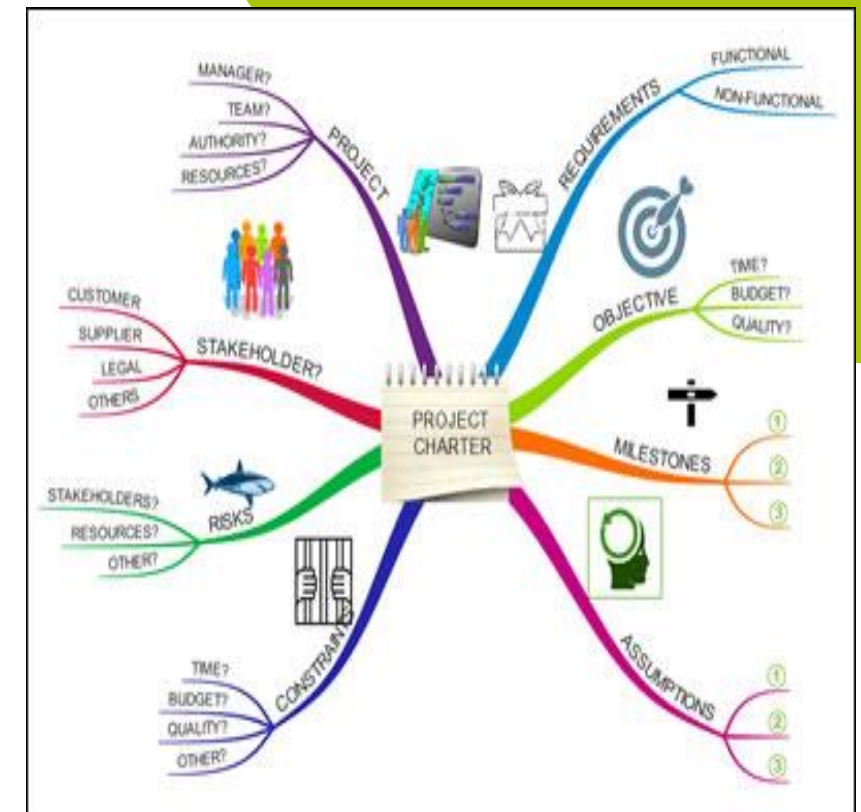


Tuckman Model of Team Development

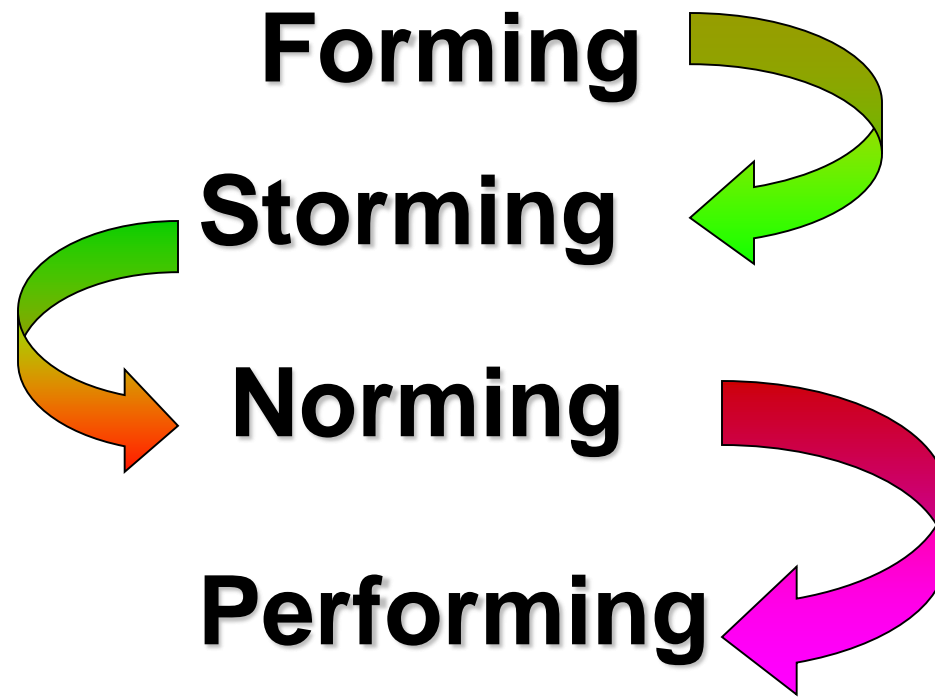
Changes in Team Effectiveness and Morale



Team is a sophisticated machine



Stages in Team Building



Stage 1: FORMING

The Team

- ☐ defines the problem
- ☐ agrees on goals and formulates strategies for tackling the tasks
- ☐ determines the challenges and identifies information needed
- ☐ Individuals take on certain roles
- ☒ develops trust and communication

Team Roles - Leader

- **Encourages and maintains open communication**
- **Leads by setting a good example**
- **Motivates and inspires team members**
- **Helps the team focus on the task**
- **Facilitates problem solving and collaboration**
- **Maintains healthy group dynamics**
- **Encourages creativity and risk-taking**
- **Recognizes and celebrates team member contributions**

Stage 2: STORMING

During the **Storming** stage team members:

- realize that the task is more difficult than they imagined
- have fluctuations in attitude about chances of success
- may be resistant to the task
- have poor collaboration

Storming Diagnosis

- Do we have common goals and objectives?
- Do we agree on roles and responsibilities?
- Do our task, communication, and decision systems work?
- Do we have adequate interpersonal skills?



Stage 3: NORMING

→ During this stage members accept:

→ their team

→ team rules and procedures

→ their roles in the team

→ the individuality of fellow members

→ Team members realize that they are not going to crash-and-burn and start helping each other.



Behaviors

- Competitive relationships become more cooperative.
- There is a willingness to confront issues and solve problems.
- Teams develop the ability to express criticism constructively.
- There is a sense of team spirit.



Giving Constructive Feedback

- Be descriptive
- Don't use labels
- Don't exaggerate
- Don't be judgmental
- Speak for yourself



Stage 4: PERFORMING

Team members have:

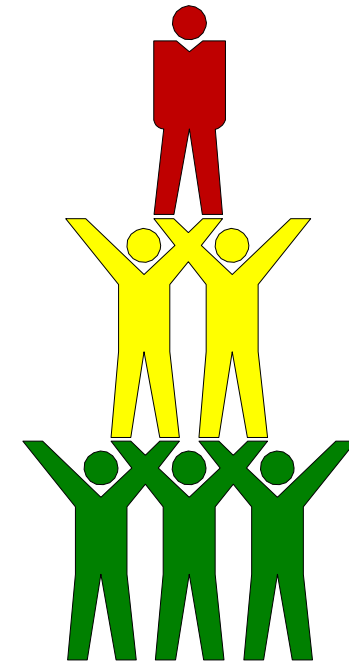
- ✓ gained insight into personal and team processes
- ✓ a better understanding of each other's strengths and weaknesses
- ✓ gained the ability to prevent or work through group conflict and resolve differences
- ✓ developed a close attachment to the team

Recipe for Successful Team

- Commitment to shared goals and objectives
- Clearly define roles and responsibilities
 - ⚙ Use best skills of each
 - ⚙ Allows each to develop in all areas

Recipe for Successful Team

- Effective systems and processes
 - Clear communication
 - Beneficial team behaviors; well-defined decision procedures and ground rules
 - Balanced participation
 - Awareness of the group process
 - Good personal relationships



Other Team Roles – Members Can Formally or Informally Take on These Roles

Initiator - Someone who suggests new ideas. One or more people can have this role at a time.

Recorder - This person records whatever ideas a team member may have. It is important that this person quote a team member accurately and not "edit" or evaluate them.

Devil's Advocate/Skeptic - This is someone whose responsibility is to look for potential flaws in an idea.

Optimist - This is someone who tries to maintain a positive frame of mind and facilitates the search for solutions.

Timekeeper - Someone who tracks time spent on each portion of the meeting.

Gate Keeper - This person works to ensure that each member gives input on an issue. One strategy to do this is to ask everyone to voice their opinion one at a time. Another is to cast votes.

Summarizer - Someone who summarizes a list of options.

ADIZES PAEI CODE



	Effective	Efficient
Short-term	Producing	Administering
Long-term	Entrepreneurship	Integrating

<https://www.youtube.com/watch?v=obVFglp2Oh4>
What is REAL Leadership? Ichak Adizes (16'30")

What is the Definition of a Leader? -

Belbin team roles theory

Team role is a tendency to behave, contribute and interrelate with others in a particular way.

<http://www.belbin.com/rte.asp>

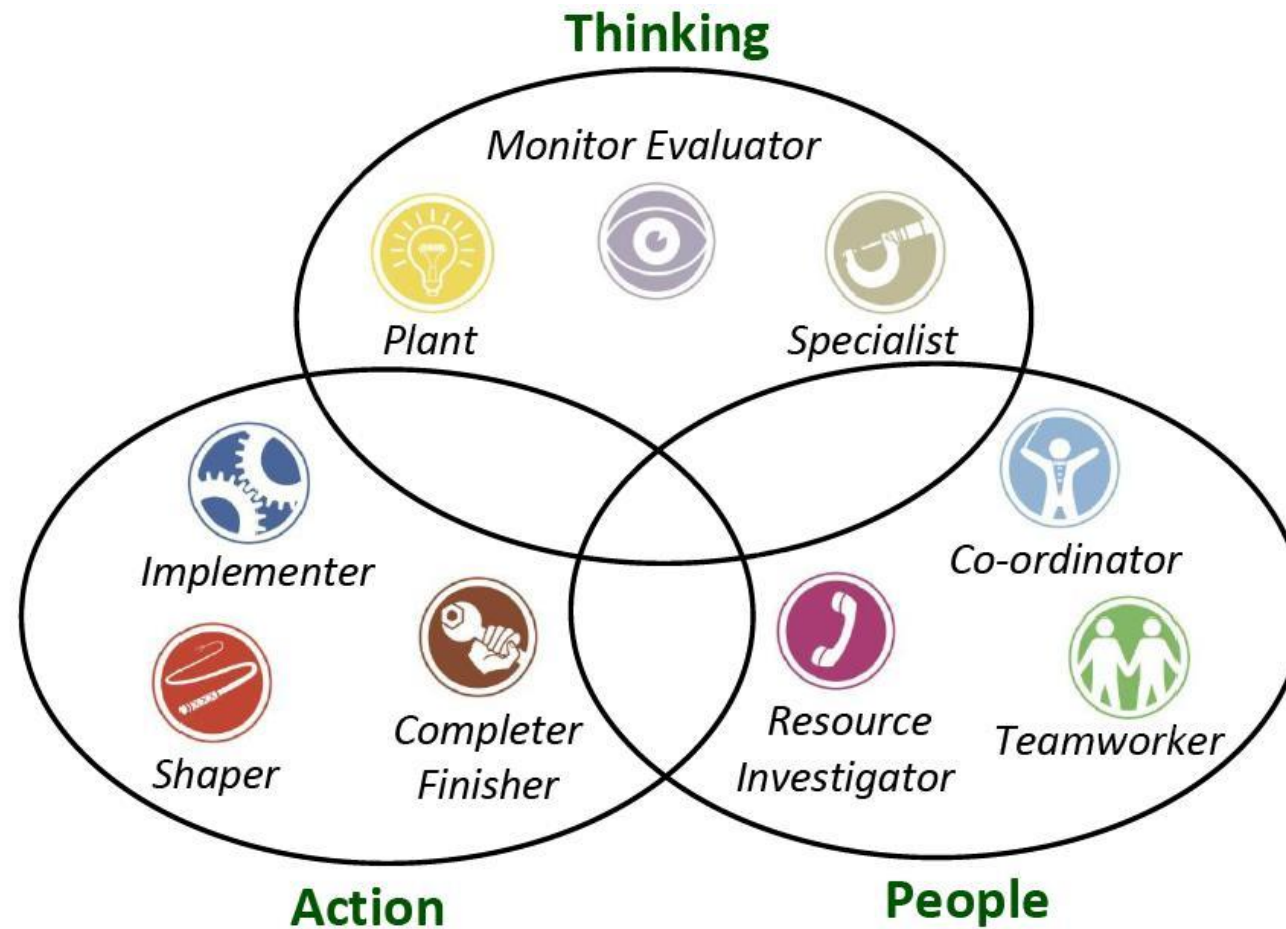
Teams should be selected to get a good mix of team roles.





! BALANCE is a key
To take one team from start to finish each type of team role should be present and be in balance.



Meredith Belbin

The Nine Belbin Team Roles



Team Role	Contribution	Allowable Weaknesses
Plant 	Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too preoccupied to communicate effectively.
Resource Investigator 	Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator 	Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper 	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends peoples feelings.

Monitor Evaluator		Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker		Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer		Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher		Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist		Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

Margerison and McCann Model

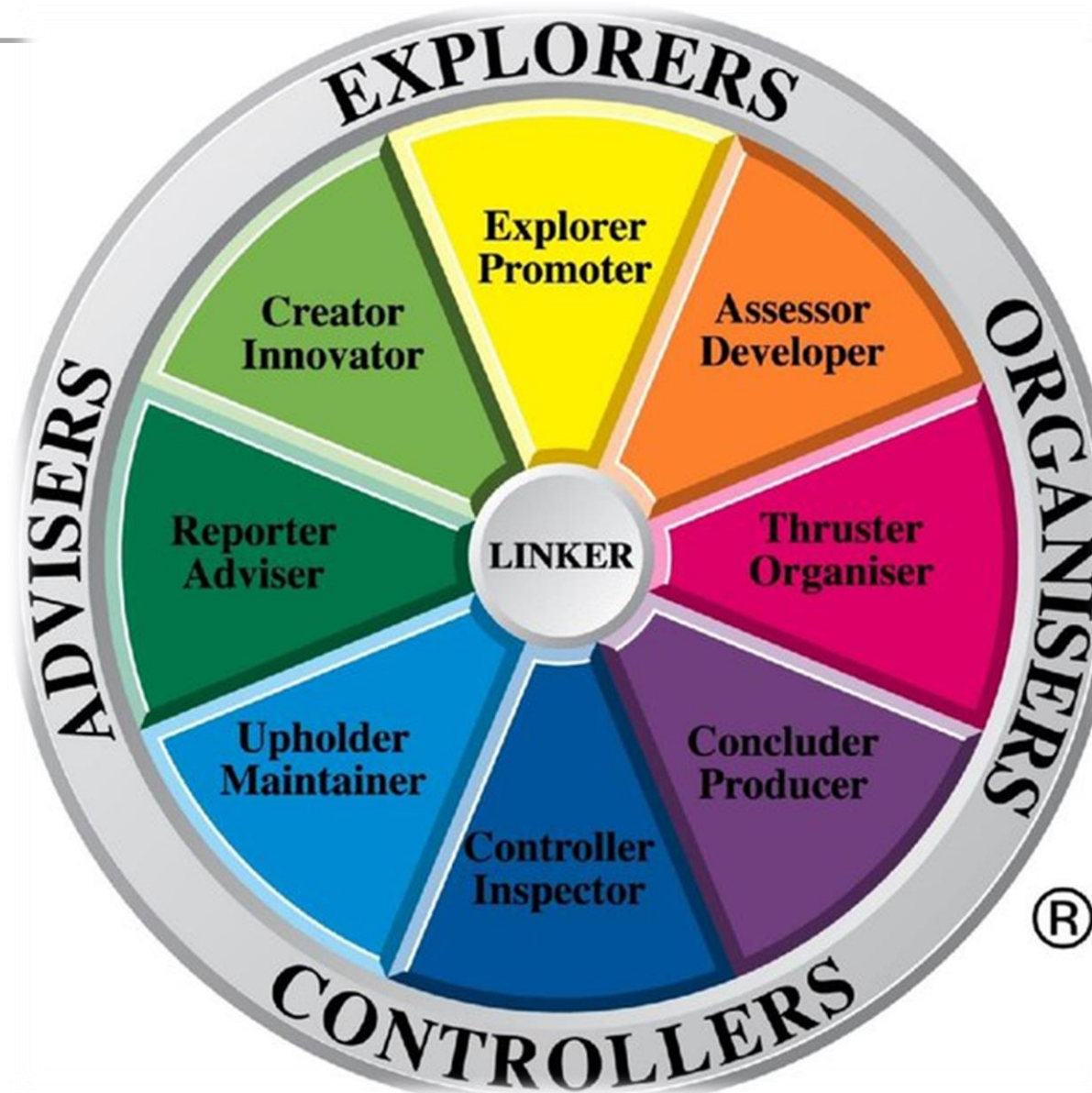


Identified 9 **potential team roles**

Successful work teams have people to fill all 9 roles.

Roles are given based on **skills and preferences**

Team roles in Margerison and McCann Model



AGILE: VALUES

Individuals and interactions

over processes and tools

Working software

over comprehensive documentation

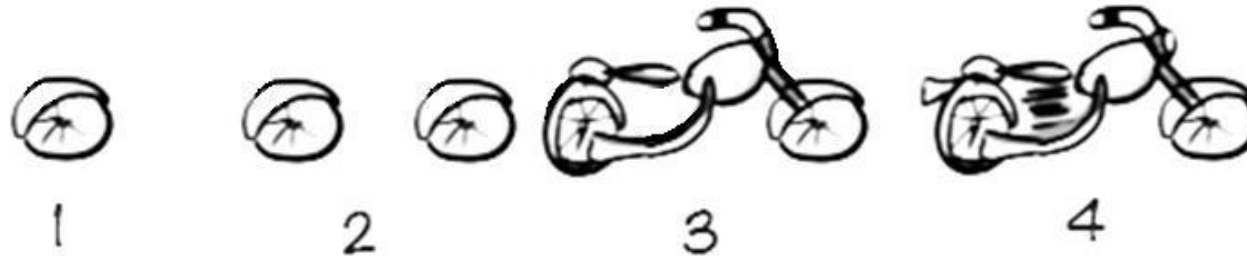
Customer collaboration

over contract negotiation

Responding to change

over following a plan

AGILE: MVP



ten



characteristics of

Agile leadership

1

characteristics of agile leadership

Agile leadership
does not just lead
from the front it
leads through
others.



2

Agile leadership gives others the credit they deserve and shares credit with others even when they don't deserve it.

INNOVATION
SUCCESS
EVALUATION
DEVELOPMENT
GROWTH
SOLUTION
PROGRESS
MARKETING

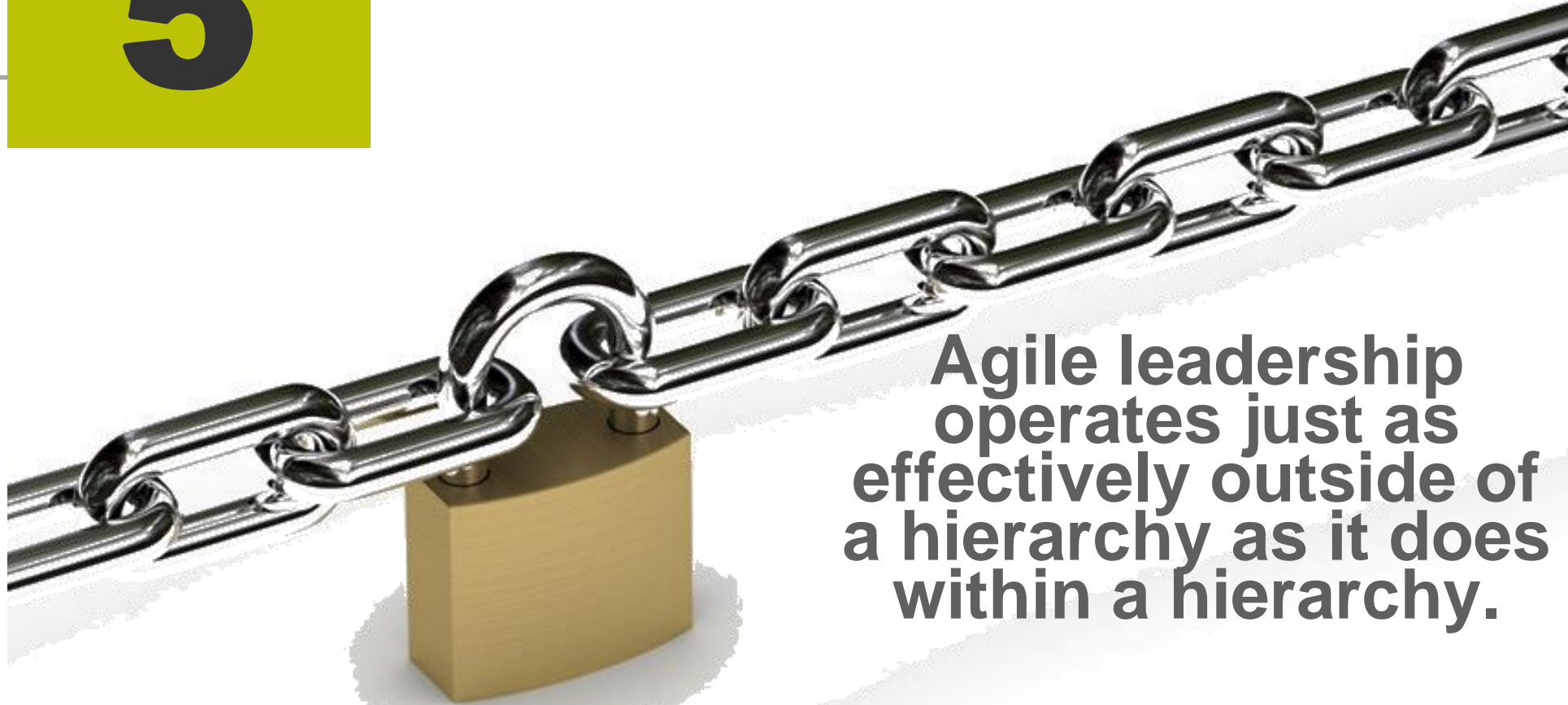


3

**Agile leadership
develops and
empowers others to
be agile leaders.**



5



**Agile leadership
operates just as
effectively outside of
a hierarchy as it does
within a hierarchy.**

6

Agile leadership is prepared to do things differently if doing things differently means doing things better.



7

**Agile leadership
empowers others to
own success by
giving them a stake
in creating it.**



8



Agile leadership
maximises
opportunities by
being risk aware but
not risk averse.

9

**Agile leadership
uses authority
sparingly and
perfects the art of
influence.**



10

**Agile leadership
looks to do the best
for others first and
do the best for itself
second.**

Leadership Agility

- Why do you need it?
- How do you develop it?

Why Leadership Agility?

1. Levels of Leadership Agility
2. Developing a Culture of Highly Agile Leaders



The Agility Imperative



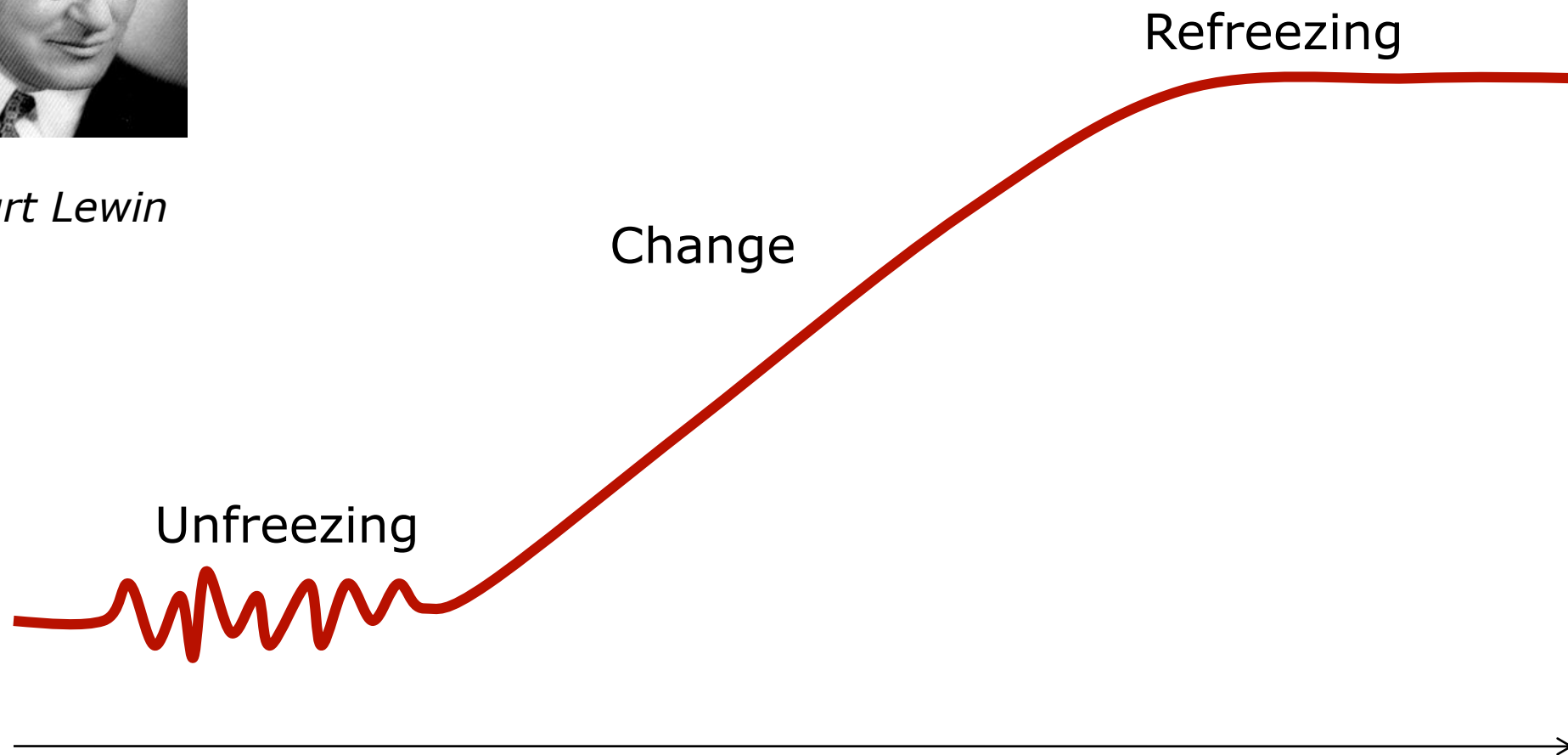
The global organizational environment:

- Accelerating change
- Increasing inter-dependence and complexity

Process of Human Change



Kurt Lewin



Leading change by John. P Kotter

Professor at Harvard Business School



<http://www.johnkotter.com/index.html>

JOHN KOTTER'S MODEL OF CHANGE



**The 8-Step Process for Leading Change – Dr. John Kotter*

So what should we do?



1. Create a feeling of need for change
 - Study the environment and the competition situation
 - Identify and discuss crises, potential crises or large opportunities
2. Create a guiding coalition
 - Put together a group with sufficient power to change
 - Make sure the group work as a team
3. Develop a strategy and a vision
 - Create a vision that gives the change an orientation
 - Develop strategies to reach the vision



4. Mediate the change vision

- Use all opportunities to constantly communicate the new vision and strategy
- Make sure that the guiding coalition lead by example

5. Give power for action on a broad base

- Remove obstacles
- Change systems or structures that undermine the change vision
- Encourage risk taking and non-traditional ideas, activities and action



6. Create short-time profit

- Plan for visible performance improvement or "profits"
- Give visible acknowledgement and rewards to those who made the profits possible

7. Consolidate success and produce more changes

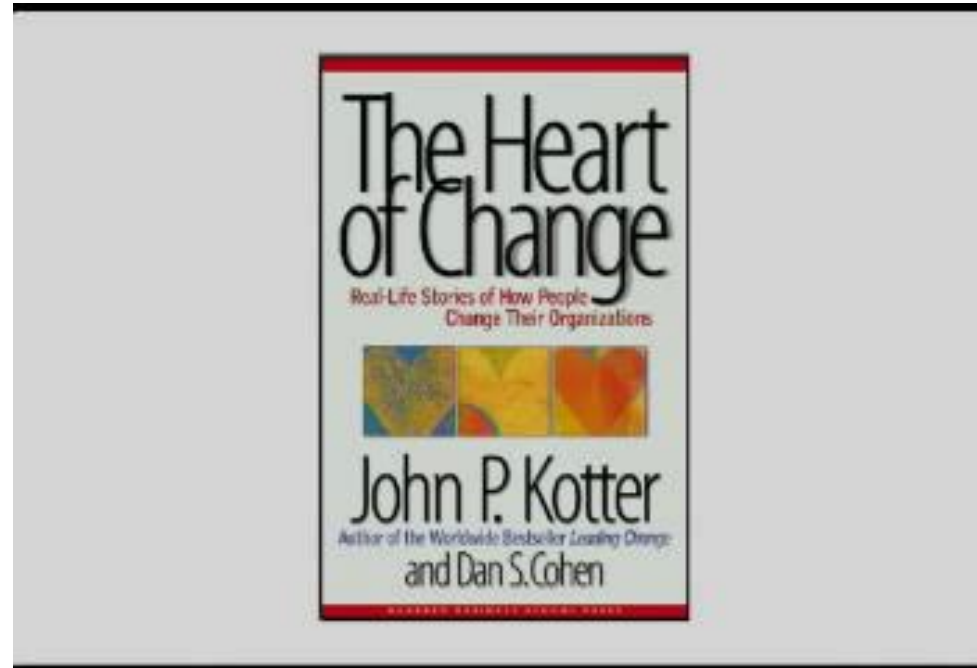
- Use the credibility to change all systems, structures and policies that do not fit together and not fit the change vision
- Hire, promote and develop people who can realize the change vision
- Strengthen the process with new projects and change actions



8. Establish the "new" culture

→ Emphasize the connection between the new behavior and the success

Keep it moving!



"... do it in pieces. Don't declare victory too early.
Keep it moving..."