

Culture and Communication of Great Teams

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Communication does Matter

"Organizations which design systems ... are constrained to produce designs which are copies of the communication structures of these organizations."

— Melvin Conway

What is a Team anyway?



Photo: UNIVERSAL TELEVISION

Team \Leftrightarrow Emergent Outcome

Emergence \Leftrightarrow Greater than the sum of its parts



Photo: The South Carolina School of the Arts at Anderson University



Culture and Communication of great Teams?

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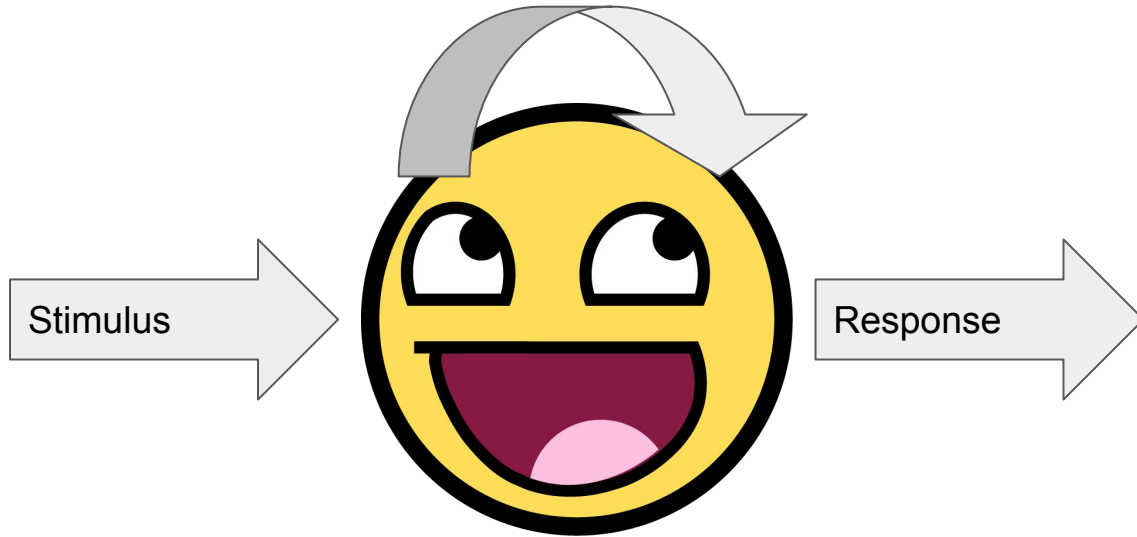
The five Stages of Culture

Stage	%	Behaviour	Relationship to people	Language
5	2%	Innocent Wonderment	Team	“Life is great”
4	22%	Tribal Pride	Stable Partnership	“We’re great”
3	49%	Lone Warrior	Personal Domination	“I’m great”
2	25%	Apathetic Victim	Separate	“My life sucks”
1	2%	Undermining	Alienated	“Life Sucks”

Humanity's Gift

Requires conscious effort and practice!

Reflection



Being Congruent

[*Being congruent means*] responding to the other person, to yourself, and to the here-and-now situation.

And everything starts with understanding, yourself, the other, the situation.

Teams & Conflict

Great teams see conflict as a tool to achieve breakthroughs, which then lead to outcomes, that exceeds the expectations of each individual team member.

7 Habits of Highly Effective People



7 - "Sharpen the saw"

6 - Combine the strengths of your team

5 - Seek First to Understand, Then to be Understood

4 - Think Win-Win

3 - Value Driven Prioritization

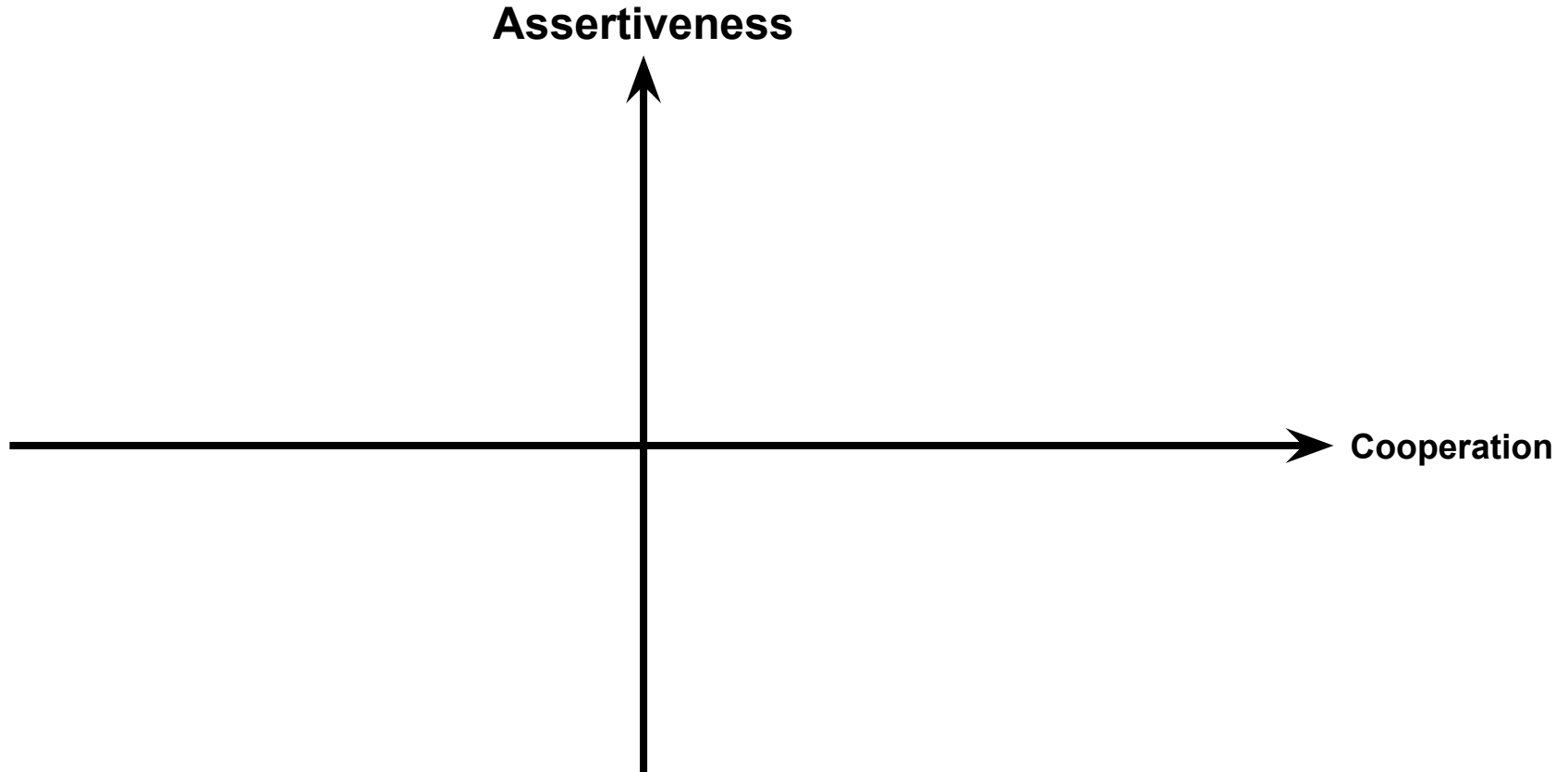
2 - Have a clear Vision / Big Picture

1 - Be Proactive

Team Practice

Individual Practice

What is your native Conflict Response Mode?



What is your native Conflict Response Mode?

Assertiveness



Cooperation



lose-lose

What is your native Conflict Response Mode?

win-lose

Assertiveness



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lose-win

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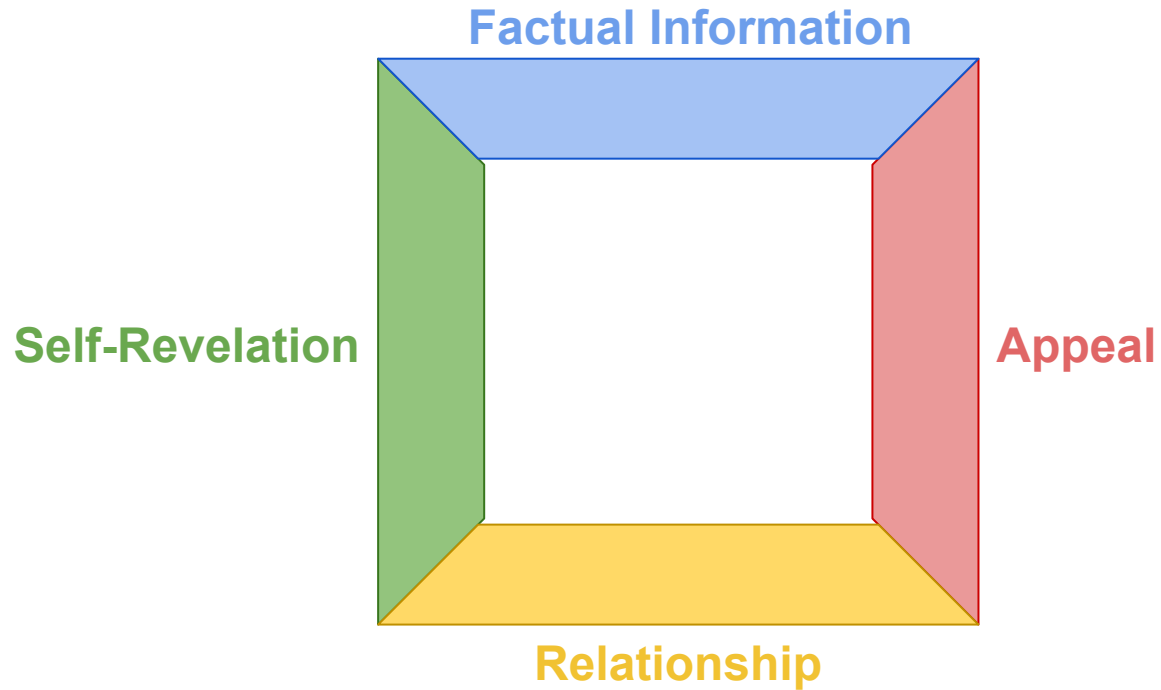


lose-lose

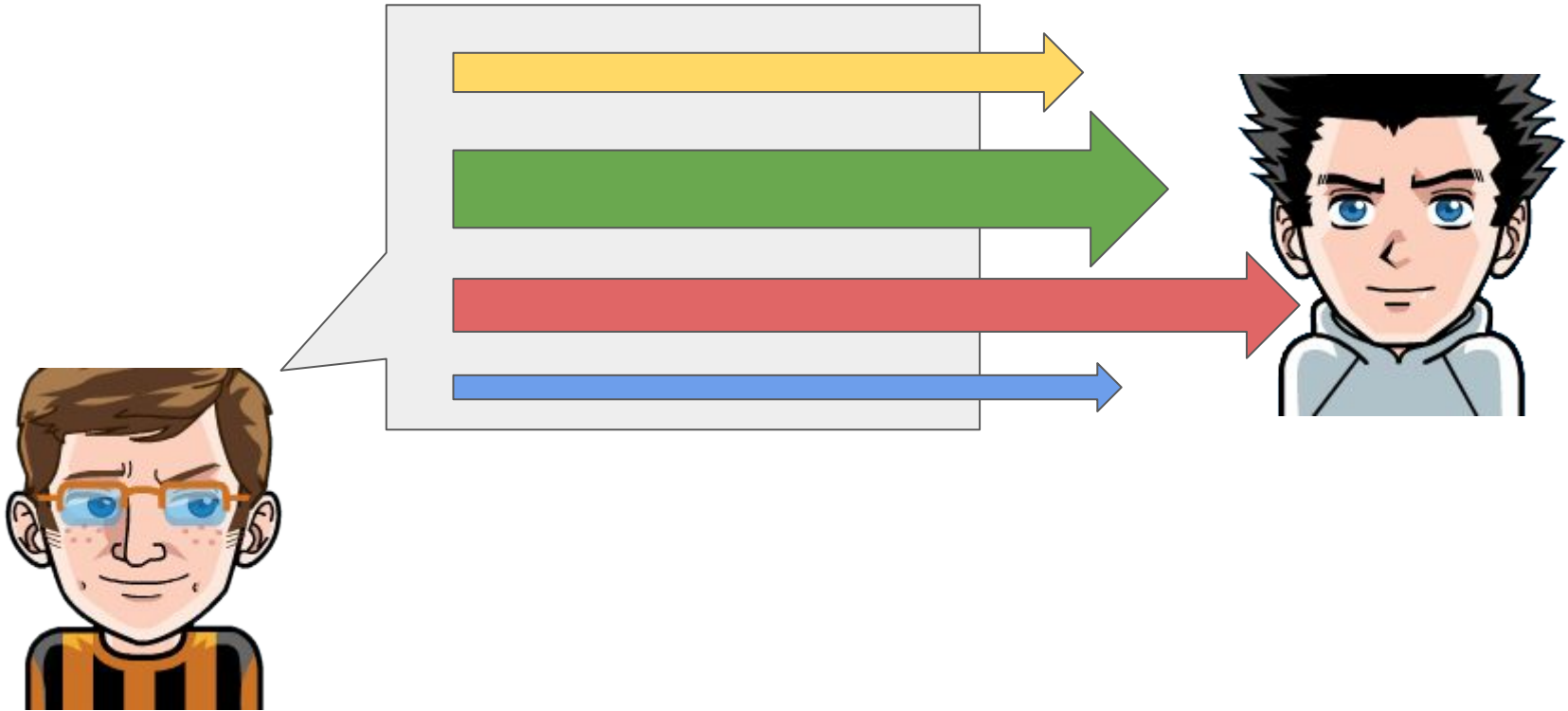


lose-win

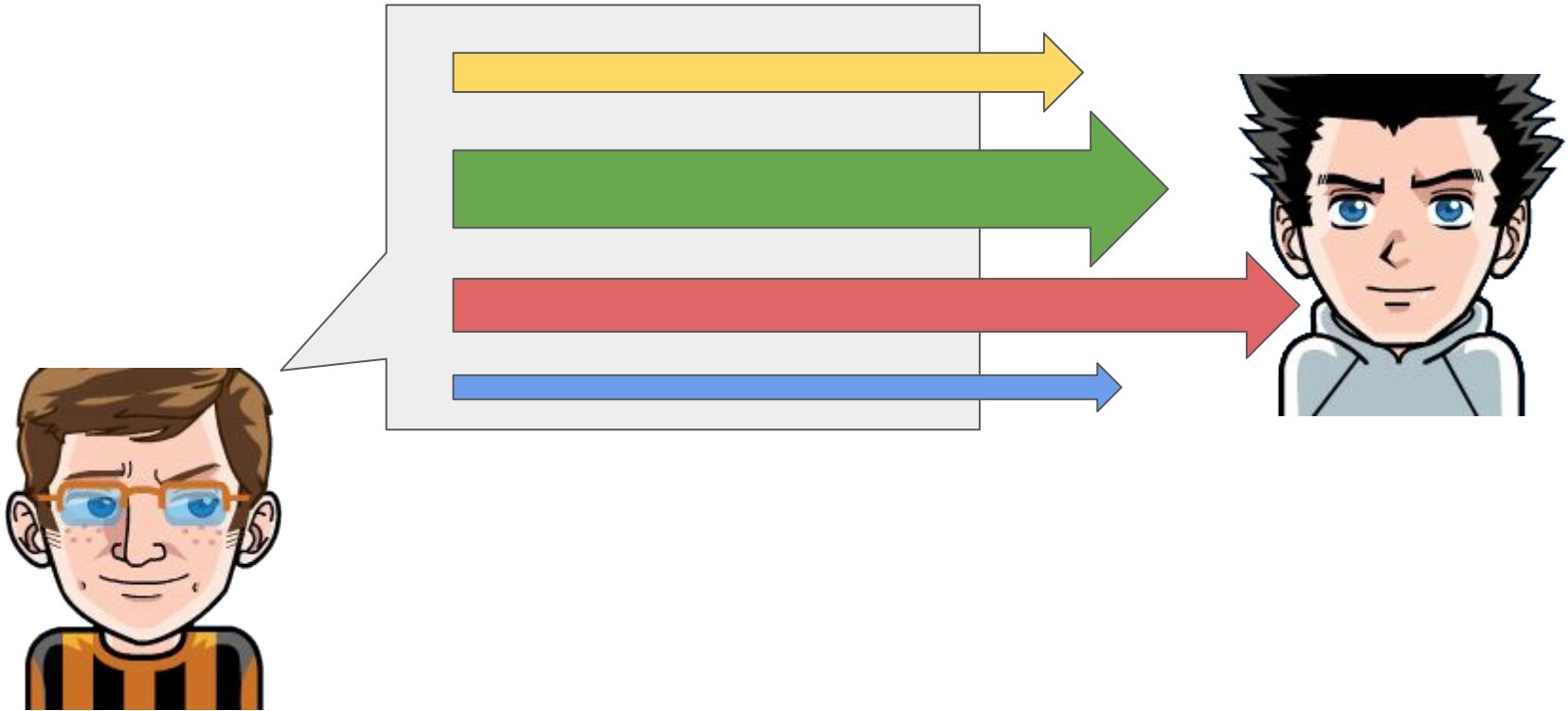
Four Aspects of a Message



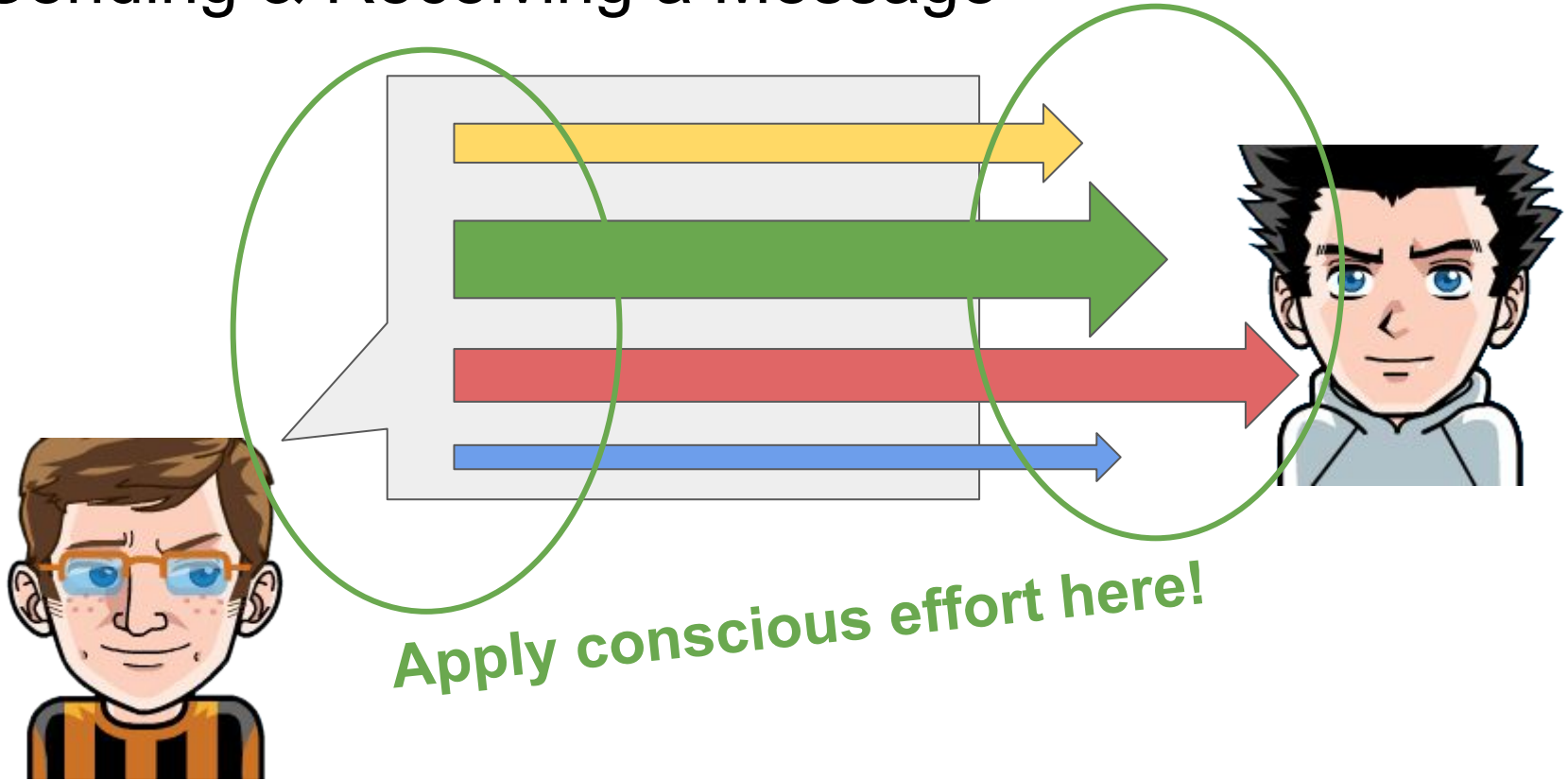
Sending & Receiving a Message



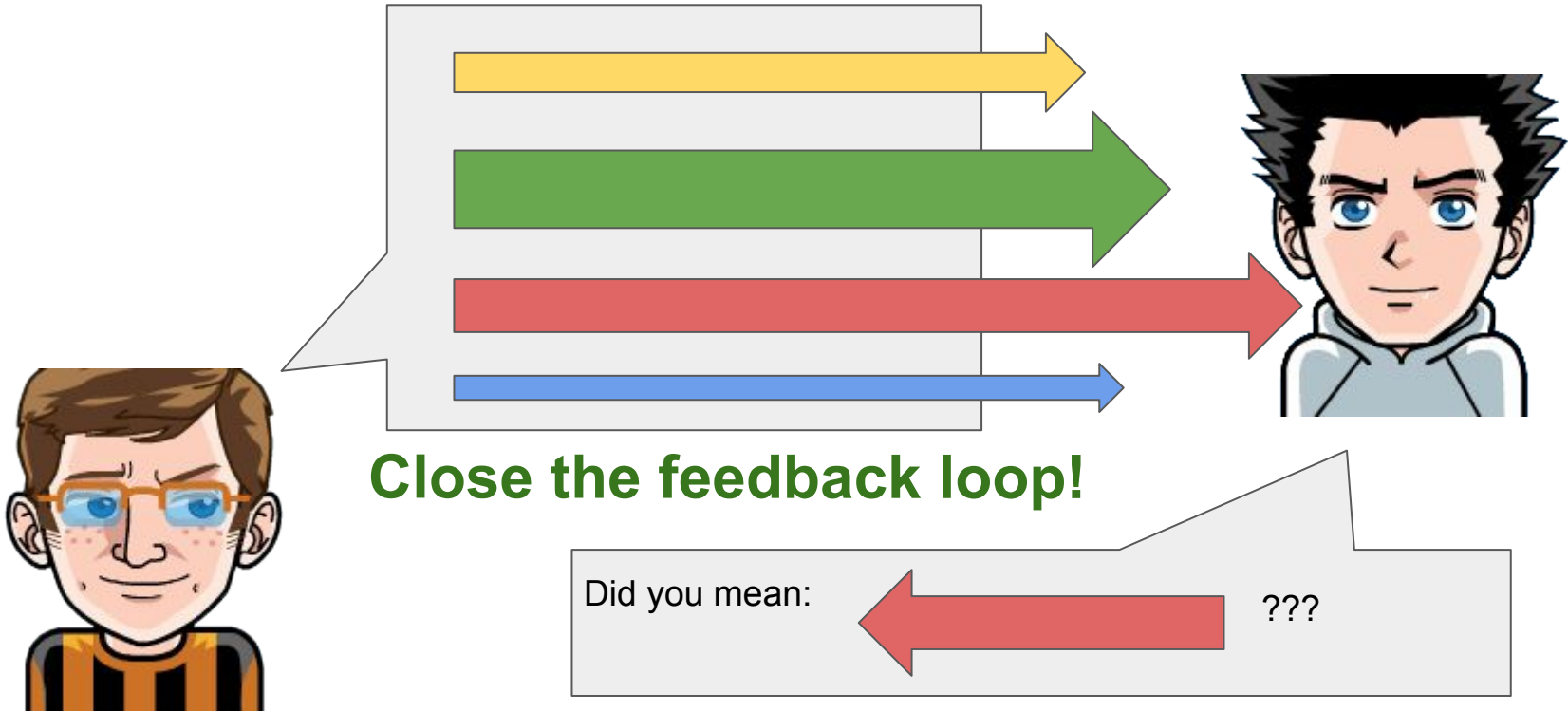
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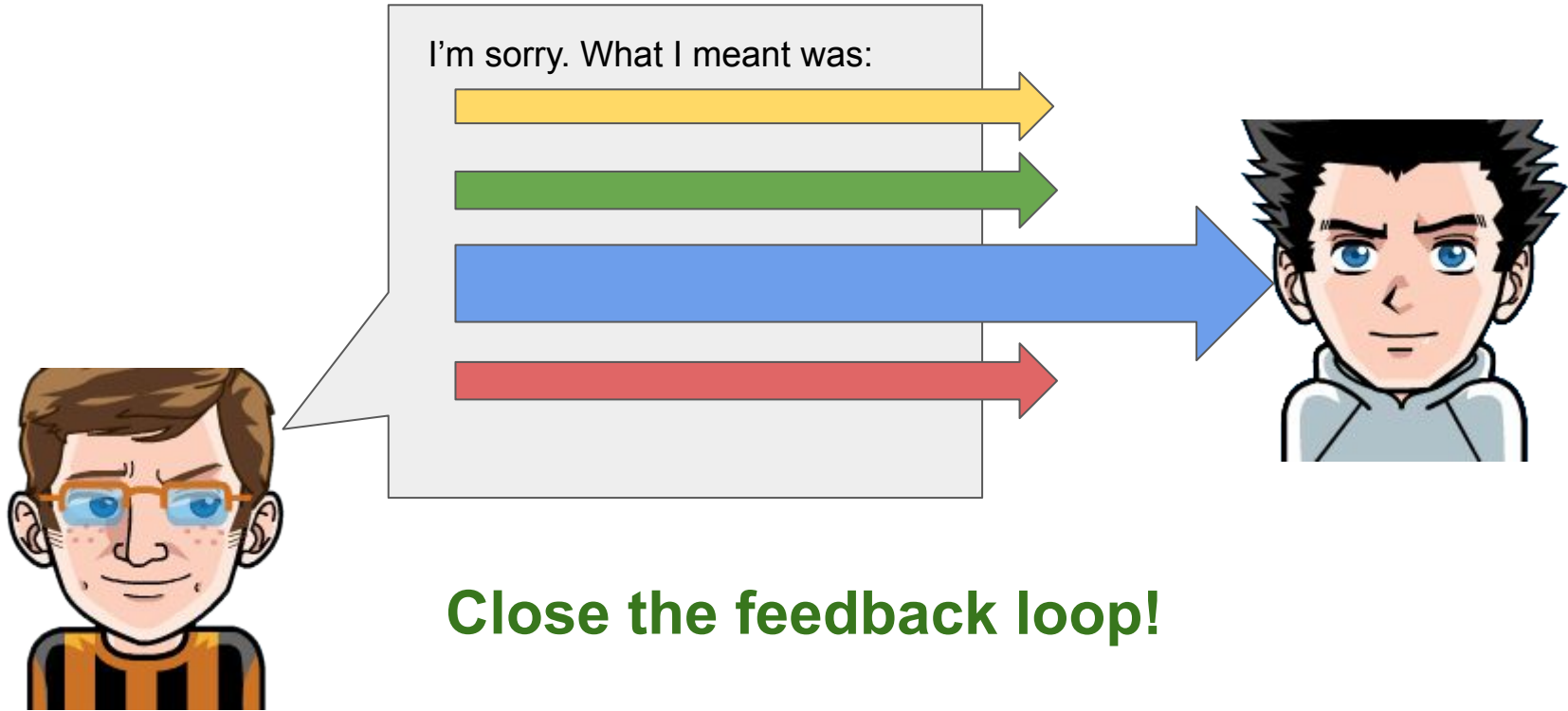
Sending & Receiving a Message



Sending & Receiving a Message

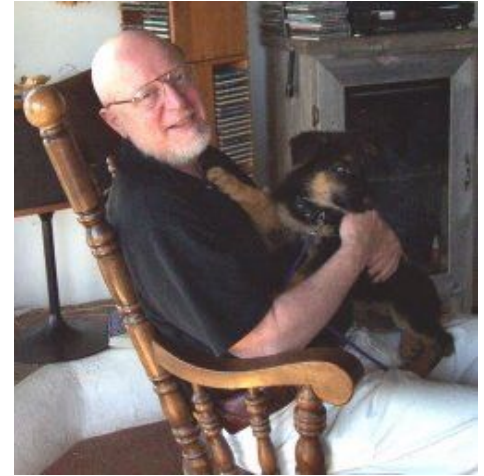


Sending & Receiving a Message



Fun Facts about Feedback

- Feedback tells you more about the giver than the receiver
- Deciding not to respond to feedback is also some form of feedback
- Feedback is a gift: “After you have given it, it is gone, you cannot expect anything in return and the receiver does with it as (s)he pleases.”
- You can only control **one** person in this universe.



Tips for Feedback

- Don't give feedback uninvited.
 - Always ask
 - *Accept/respect a NO*
 - No invitation to feedback lasts forever.
- Feedback should **empower** the receiver,
 - You cannot control via feedback (see Fun Facts).
 - Make it a concrete idea/suggestion/wish or don't give it.
 - Reveal your perspective and take responsibility for it, or don't give that feedback.

THINK! Is your feedback

- **True**
- **Helpful**
- **Inspiring**
- **Necessary**
- **Kind**

? If not: do not give it!

Revealing Emotions

- Emotions have an impact on how we give and receive feedback
- Understanding the emotion helps understanding the feedback
- Behind every emotion there is a need

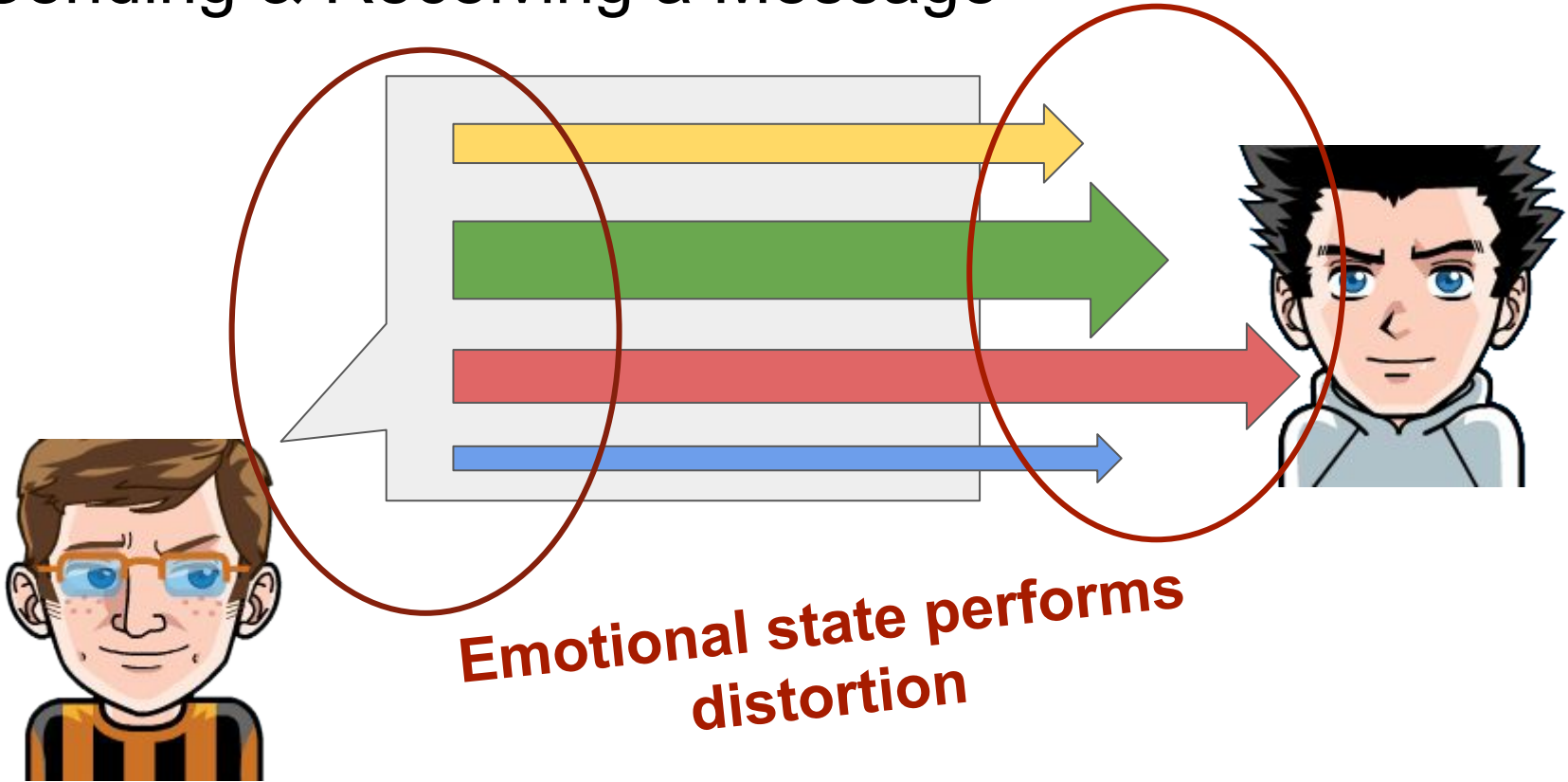
Virginia Satir



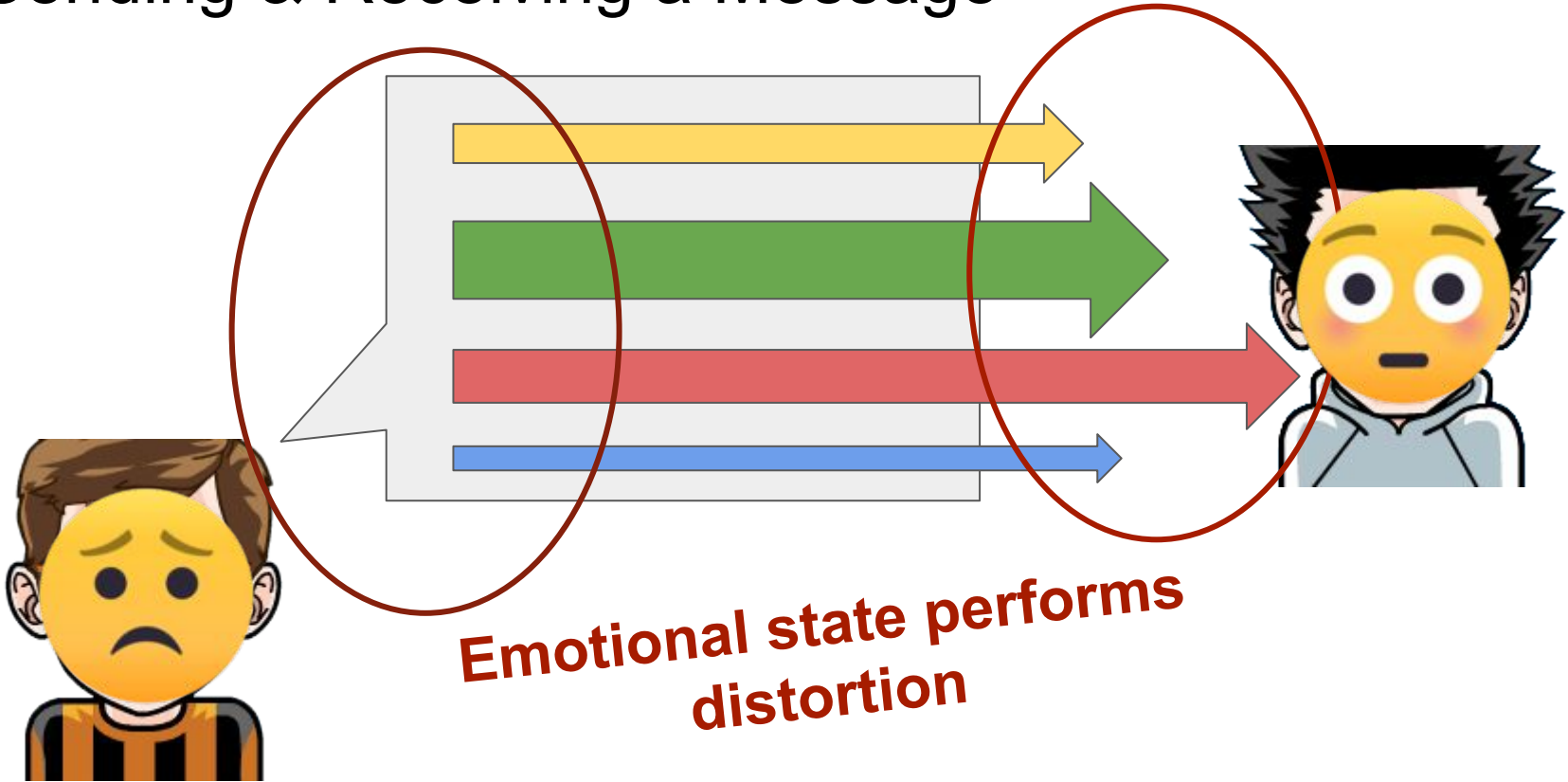
Marshall Rosenberg



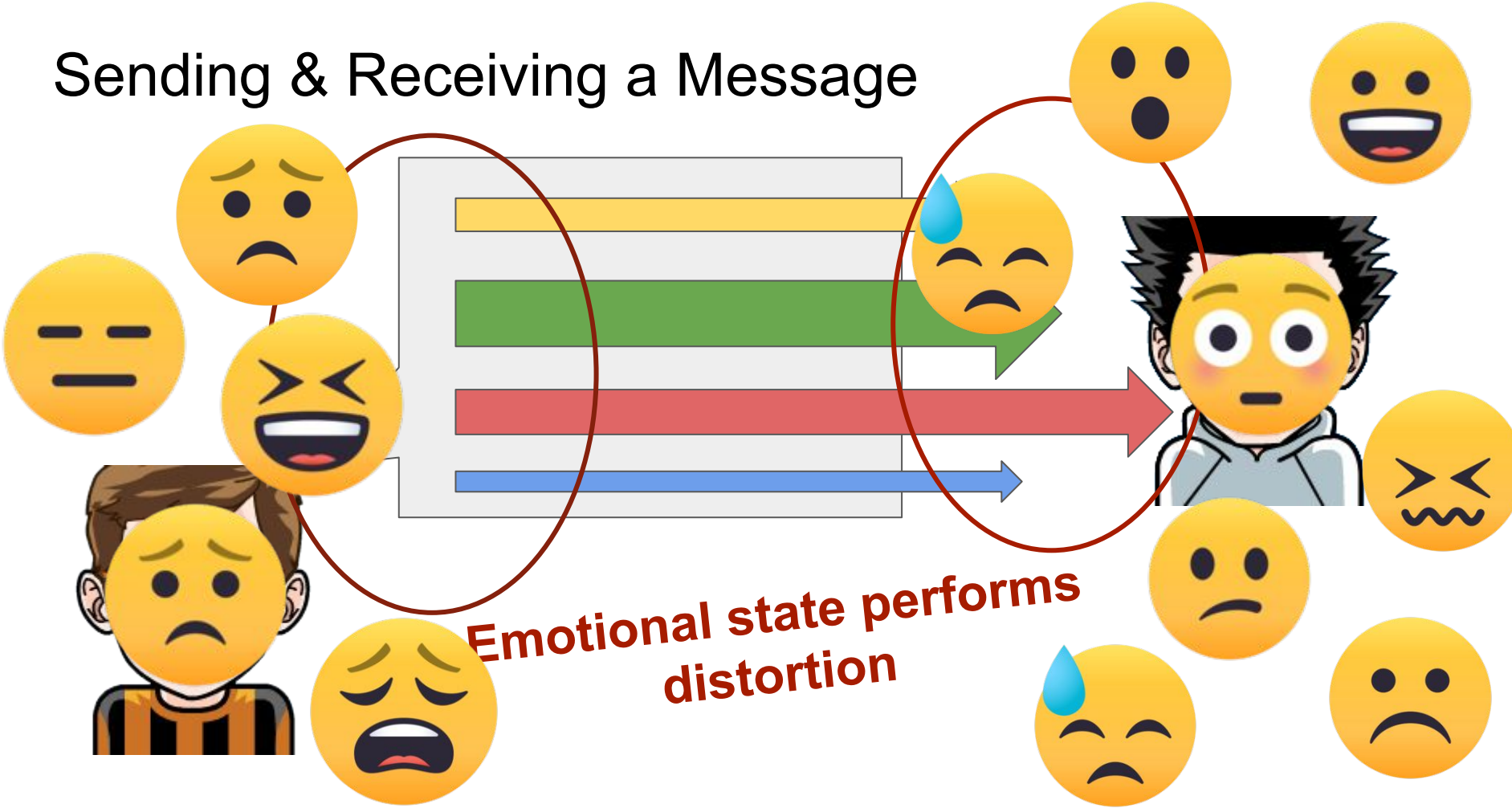
Sending & Receiving a Message



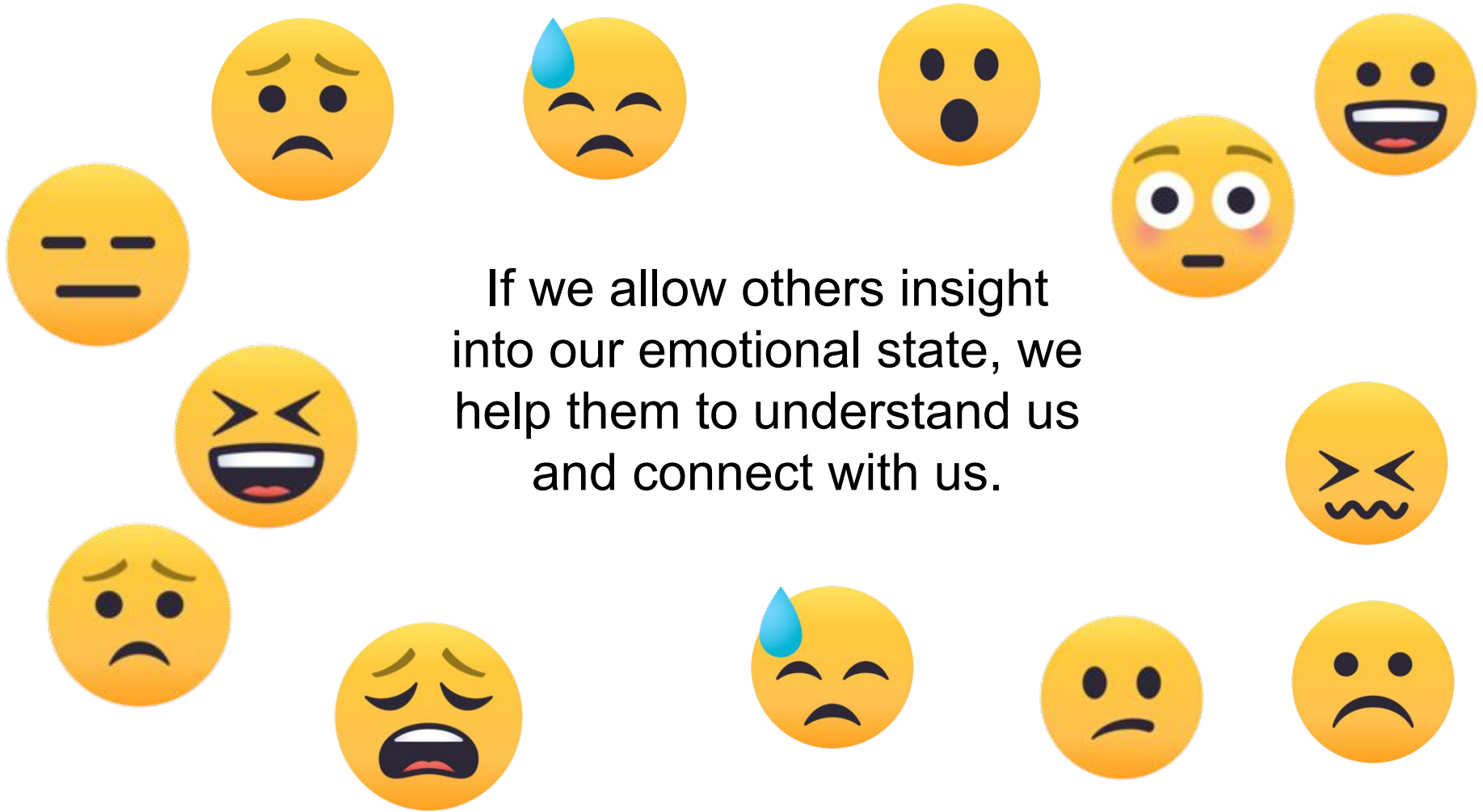
Sending & Receiving a Message



Sending & Receiving a Message



Emotional state performs distortion



If we allow others insight
into our emotional state, we
help them to understand us
and connect with us.

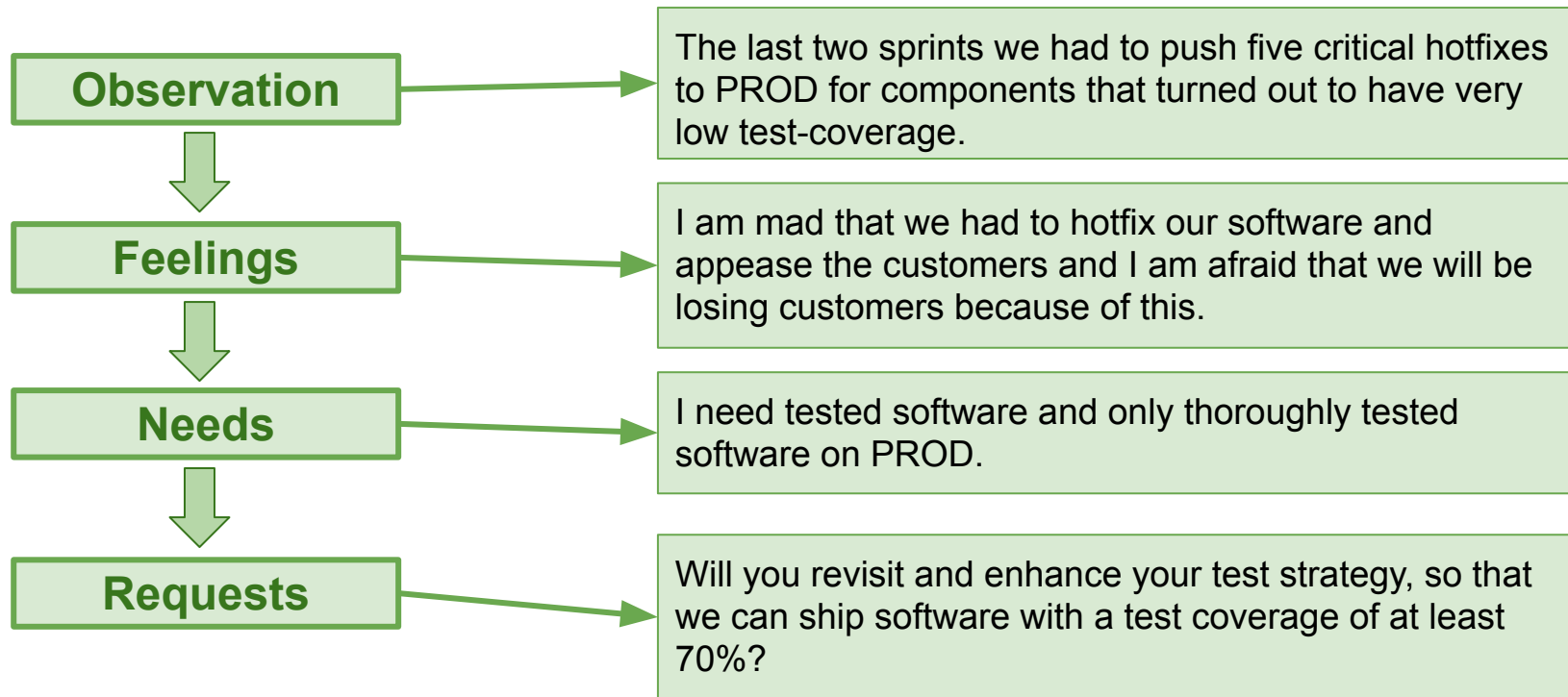
Nonviolent Communication

- Observe and state observations without judgement
 - Avoid blame, insults, put-downs, labels, criticisms, comparisons and diagnoses
- Share your emotions while still taking responsibility for them
 - Do not play “The Pressure Game”
 - It’s about vulnerability and allowing a connection to happen
- Express your needs
 - Emotions are always about unmet needs
- Make a request
 - Not a demand
 - Newton’s third law applies

A bad example: why PROD is down

“We have problems on PROD all the time because all the developers are always obsessed with playing around with the latest and greatest technology instead of testing their features properly.”

Nonviolent Communication



7 Habits of Highly Effective People



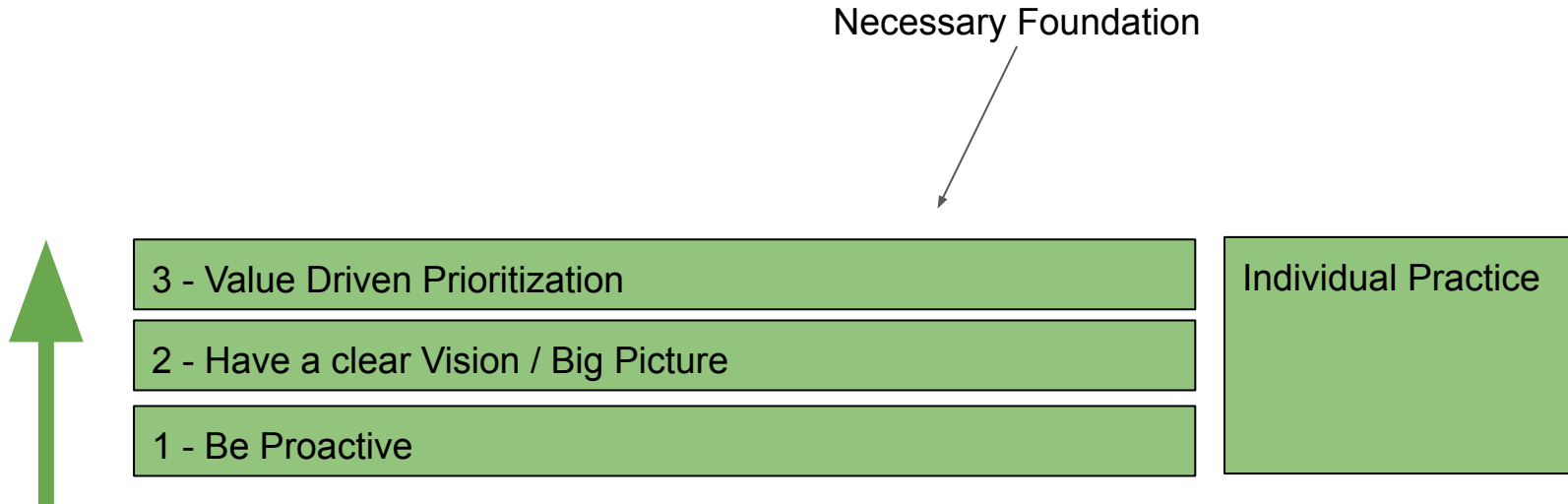
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Team Practice

7 Habits of Highly Effective People



The Punchline

- Reflect on how you communicate
- Listen actively: Close the feedback loops in conversations
- Replace judgement with expressing your needs
- Collaborate: think Win-Win, work towards Win-Win
- If you do not seek mutual understanding, your reactions will be based on guesswork/illusions/hallucinations