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NOT ALL HEROES WEAR CAPES

No heroes, gurus, rockstars or ninjas

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ANOTHER TEAM TALK

- Teams win
- Teams share
- Teams are fun and enjoyable
- Teams solve issues
- Teams help and support
- Teams are resilient
- Teams collaborate

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ROCKSTARS, GURUS, NINJAS AND HEROES

- Star performers
- Individual stars
- Large egos
- Guys to go to
- Indespensable
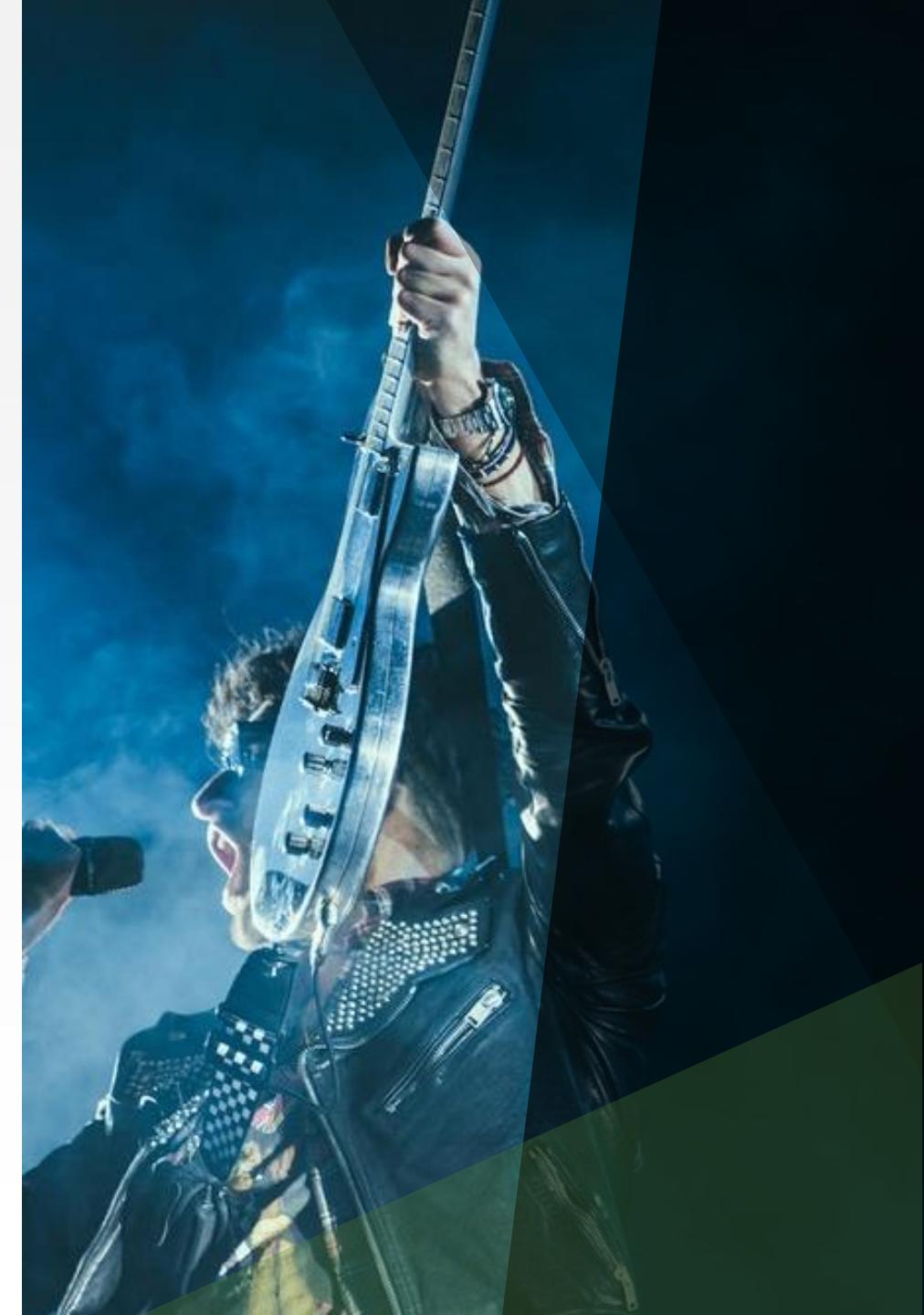
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FAME & SUCCESS, SPOTLIGHT

- Rockstars do not share

- Ideas

- Solutions

- Creativity

- Insights

- Thoughts
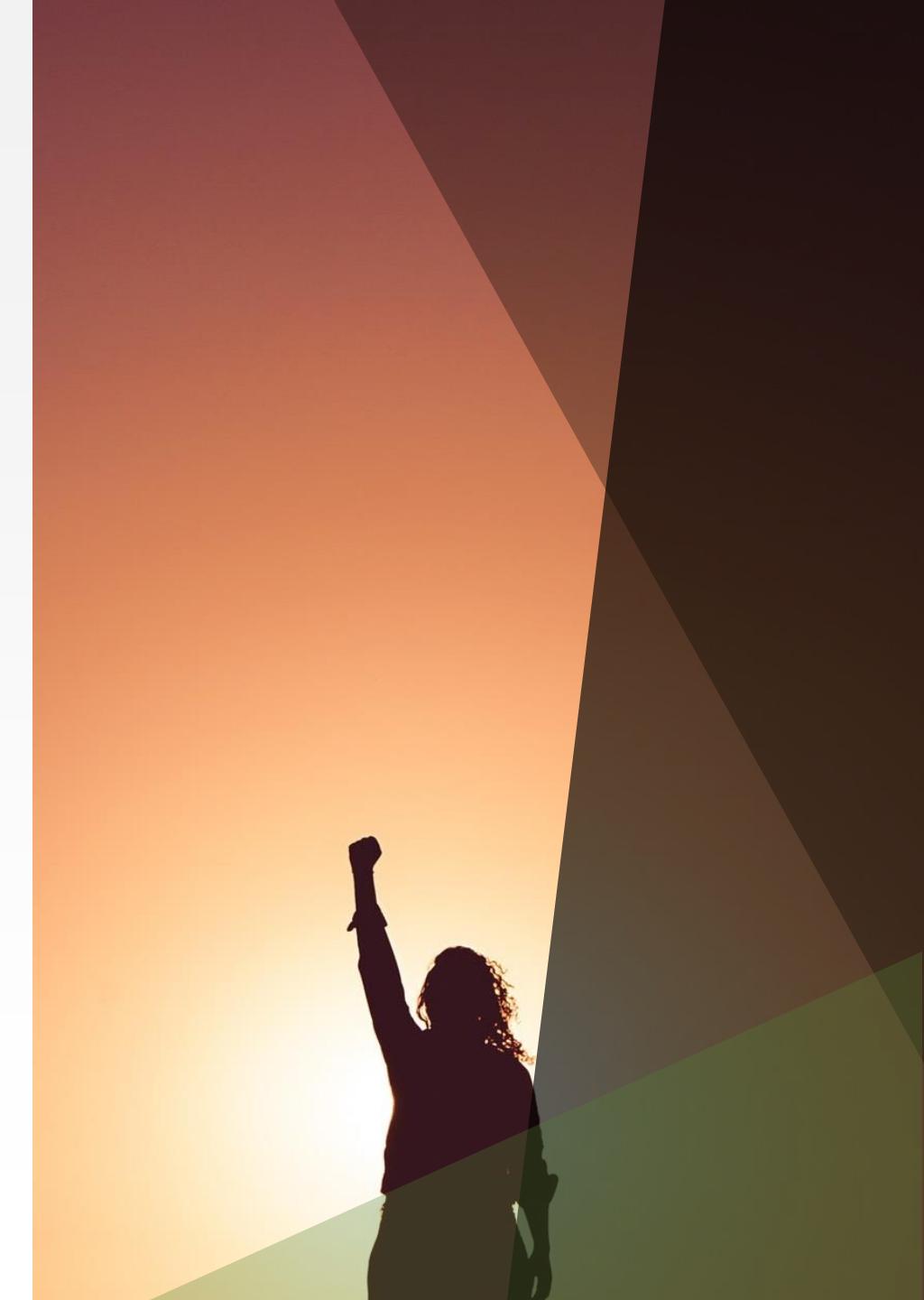
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BLAME & SHAME

- The deny responsibility

- Blame game

- Shame & blame others

- Stand out

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COLLABORATION

- Environment

- Efficiency

- Shared understanding

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SELF-ORGANIZATION

- Values
  - Respect, Commitment, Simplicity, Courage
- Capabilities
  - Focus, Design, Change, Moderation
- Tools
  - Retro, Review, Change-Teams, Kanban, Team Charter, Vision Statement, …

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HIGH PERFORMANCE TEAMS

- Asking for help
- Admitting mistakes
- Take risks offering feedback
- Tap into skills and experiences
- Avoid time wasting (repetition)
- High quality decisions
- Don't avoid critical topics
- Align team around common objectives
- Retain star employees

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TEAM DYSFUNCTIONS

INATTENTION TO RESULTS

AVOIDANCE OF ACCOUNTABILITY

LACK OF COMMITMENT

FEAR OF CONFLICT

ABSENCE OF TRUST
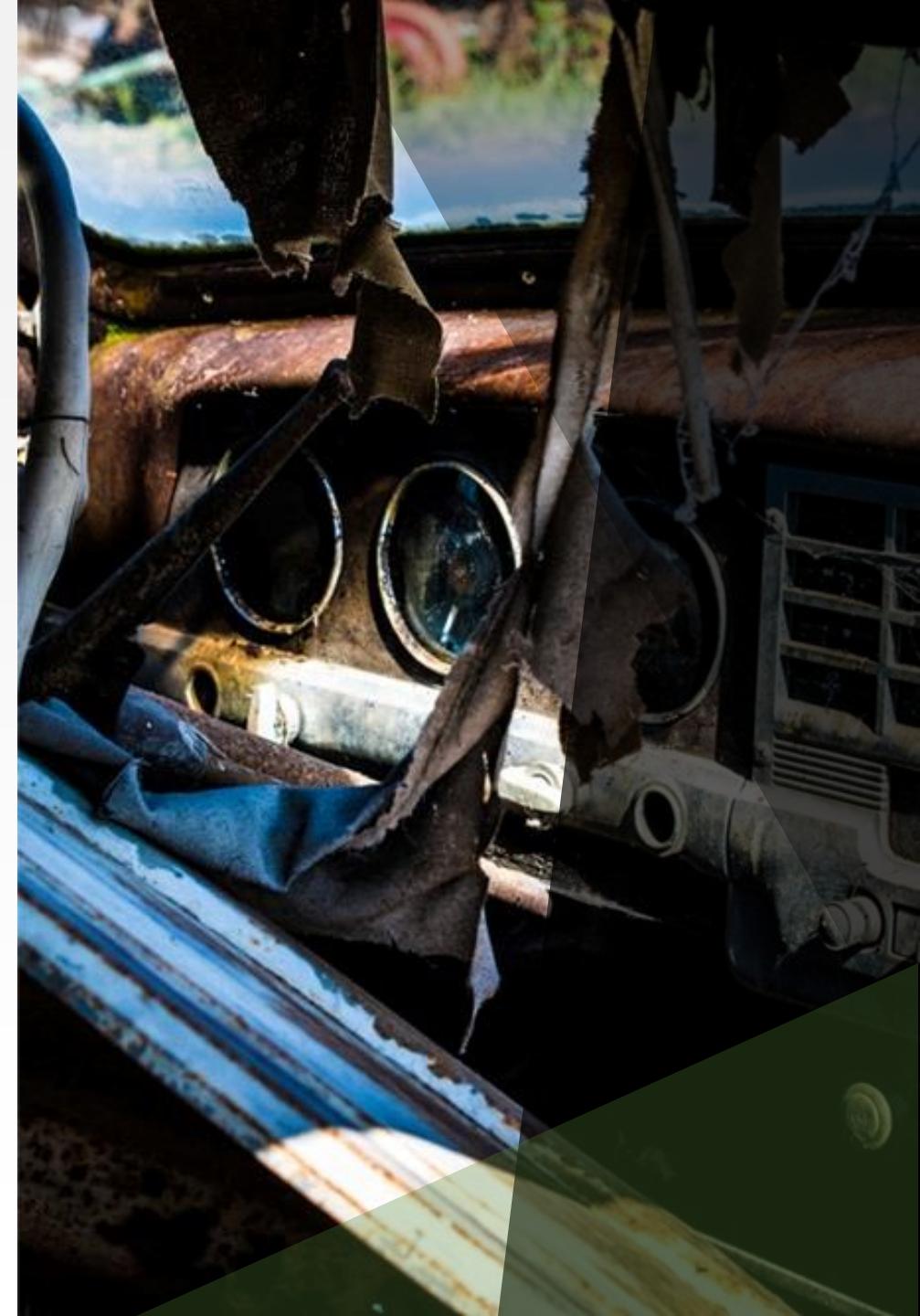
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DYSFUNCTION #1 ABSENCE OF TRUST

- Fear of vulnerability

- Prevents trust building

- Indicators:
    - Architect-Code-Review
    - Deployment rights
    - Single Go-To-Guys

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DYSFUNCTION #2 FEAR OF CONFLICT

- Artifical harmony

- No productive ideaological conflicts

- Indicators
  - No discussions of discomfort
  - Stress and growth missing
  - Challenges and disagreement killers
  - Pursuit of truth vs winning arguments
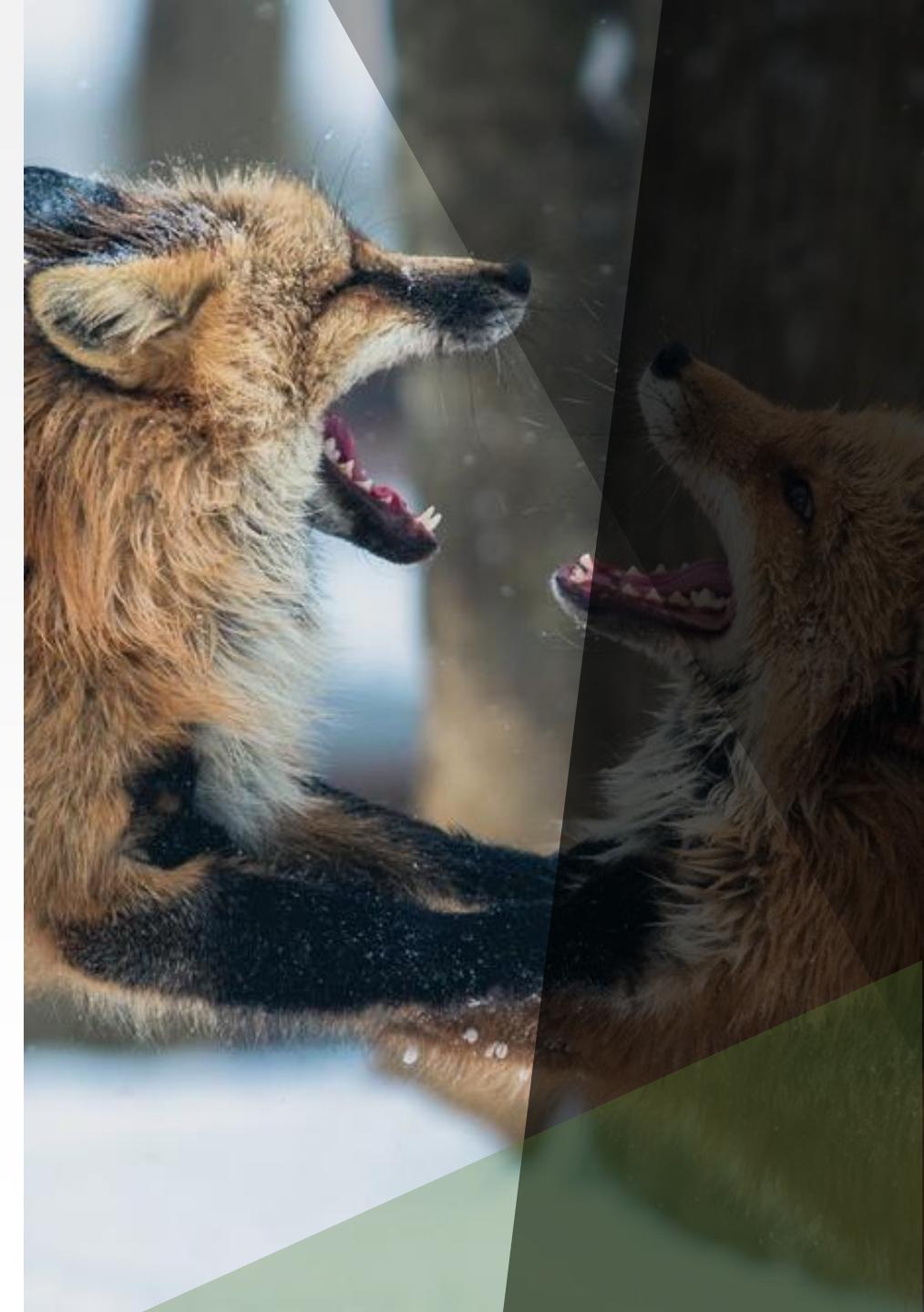
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DYSFUNCTION #3 LACK OF COMMITMENT

- Clairity missing

- No buy-in

- Indicators
  - Unclear schedules for everyone
  - „So how do we do things now?"
  - Unclear scope
  - Missing vision and mission
  - 9 to 5
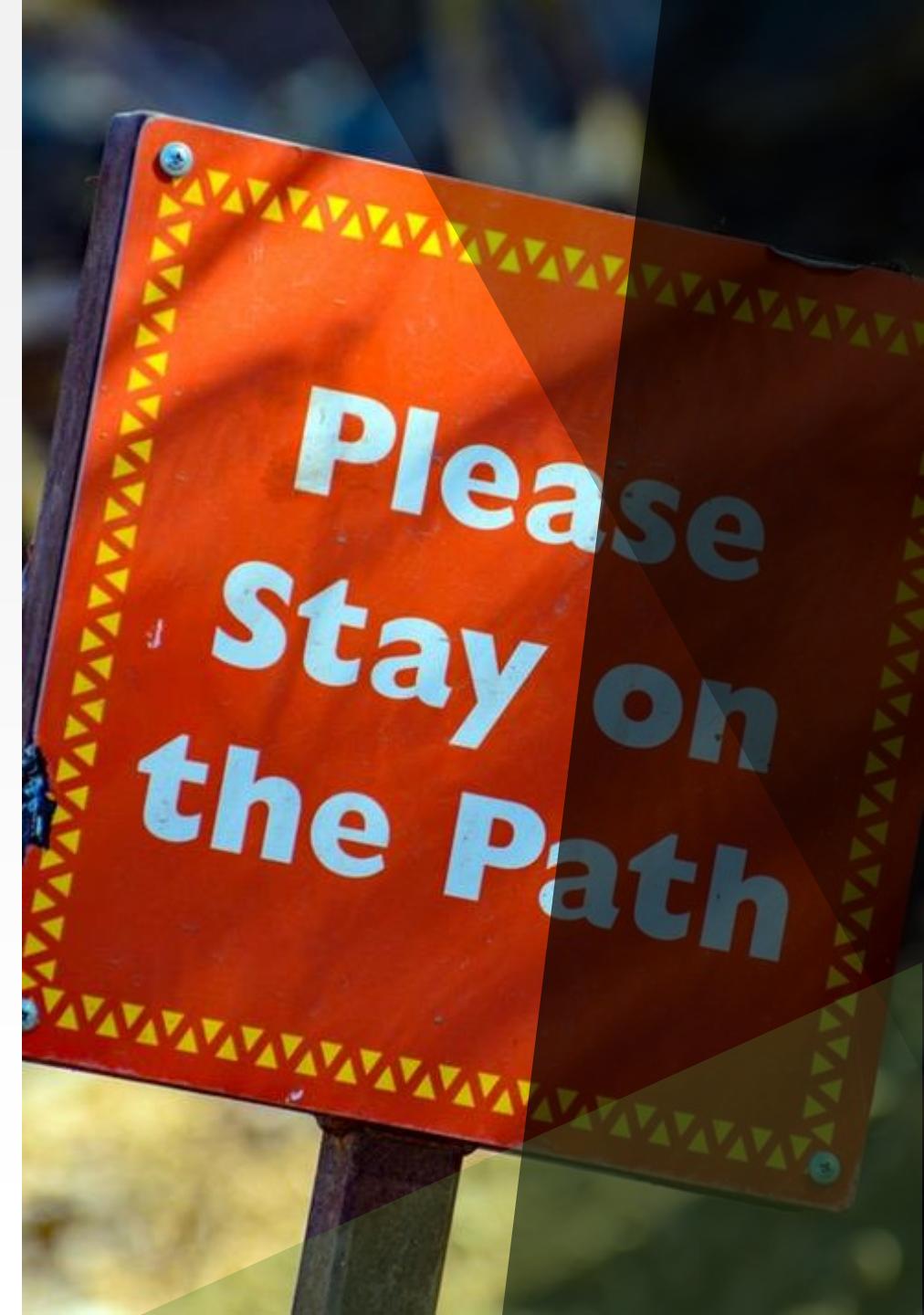
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# DYSFUNCTION #4 AVOIDANCE OF ACCOUNTABILITY

- Avoidance of interpersonal discomfort

- No holding others accountable

- Indicators
  - „That's the admins"
  - „The boss decides anyway"
  - „Not my fault the review went through"
  - „I am not even allowed to deploy"
  - „How should I know if the customer liked it?"

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DYSFUNCTION #5 INATTENTION TO RESULTS

- Individual goals and personal status

- No focus on collective success

- Indicators
  - „Look at the shiny new pattern I used"
  - „Overall usage is down? My feature works."
  - „I delivered, so I don't care"
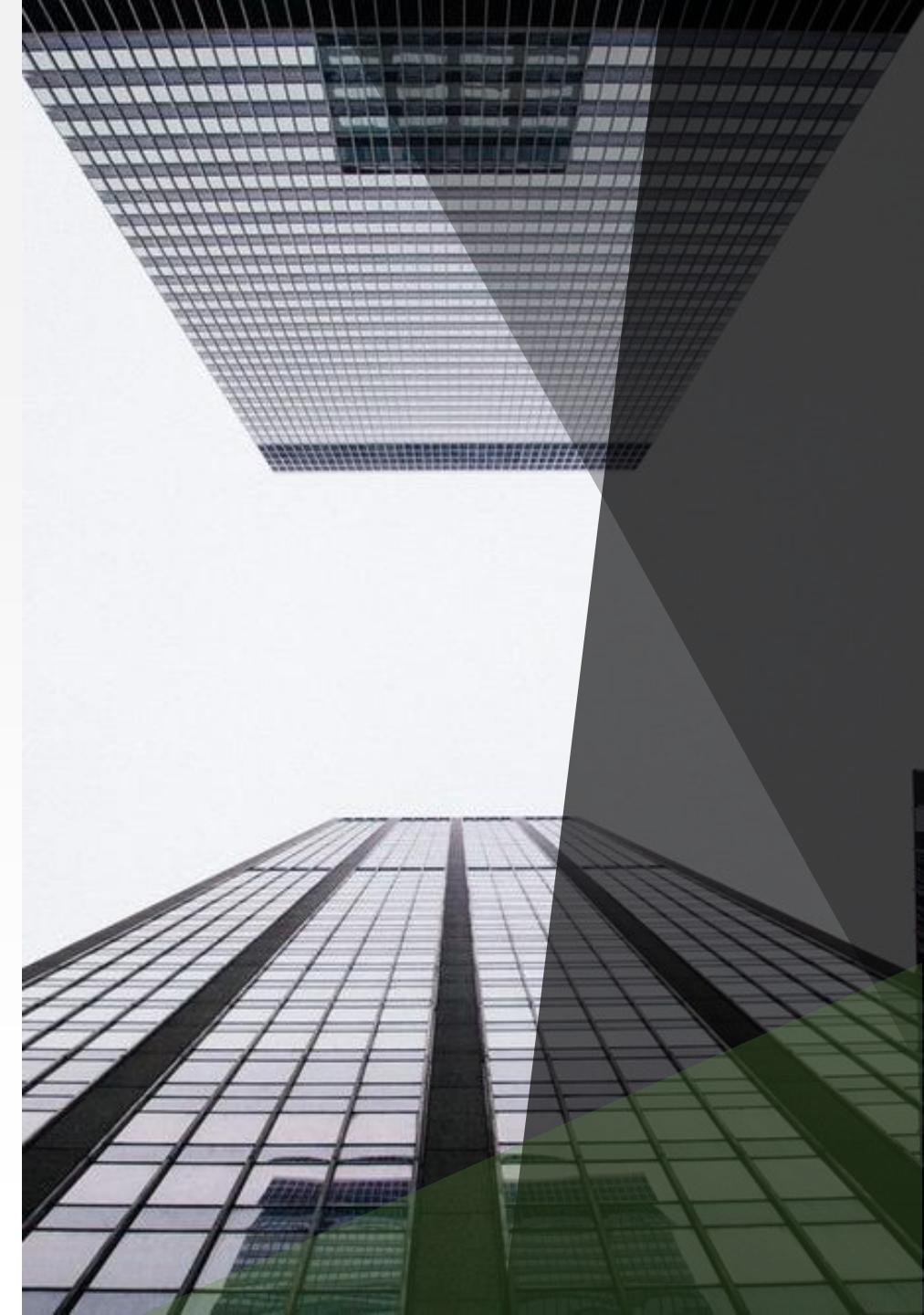
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TAKE OFF MASK

- Enabler
- Amplifier
- No Capes
- Share
- Empower
- Help