How to Get Smart People With Big Egos to Work Together

Christopher Avery PhD

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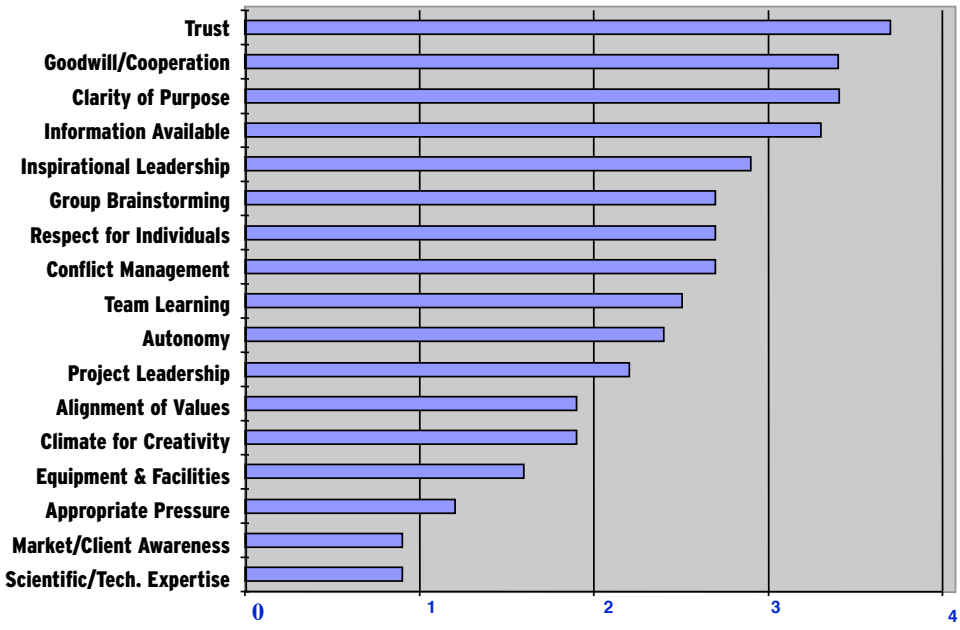
See post by the same title at ChristopherAvery.com/blog

Ranked Discriminators of Most and Least Effective Knowledge Teams



"Teams in the Test Tube", Knowledge Teams International, kteams.au

H -5
T +5

H +1
H +1

T -1
T -1

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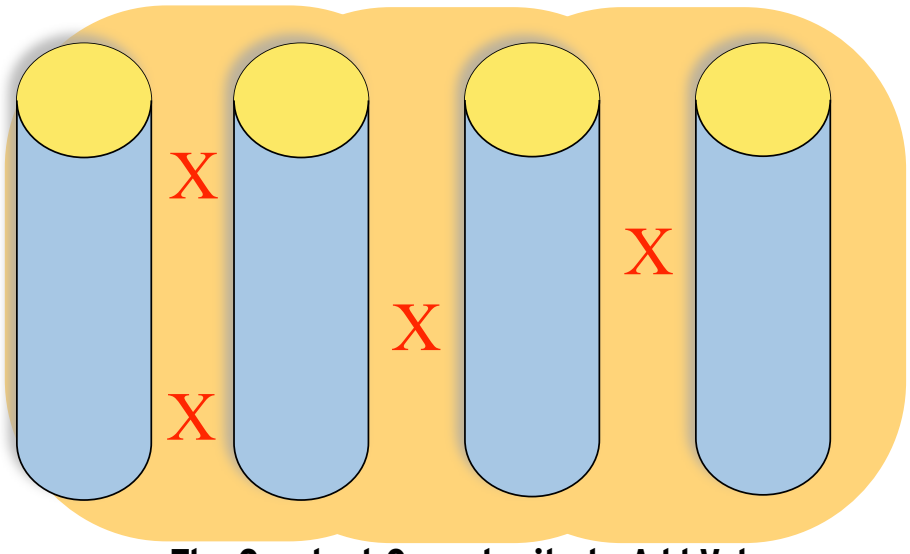
Problems Between



**The Greatest Opportunity to Add Value
Is Not Assigned to Anyone.**

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What is a Team?

When a group of individuals responds successfully to the opportunity presented by shared responsibility.

(Individuals make a difference in the success or failure of teams.)

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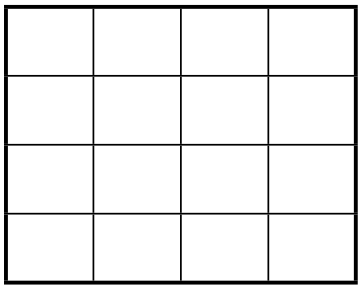
4x4 Tic Tac Toe

- Find a partner
- One plays "X", one plays "O"
- Take turns
- Scoring
  - 4 in a row = 100
  - 3 in a row = 50



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Responses to Interdependence

Isolate
or
Integrate

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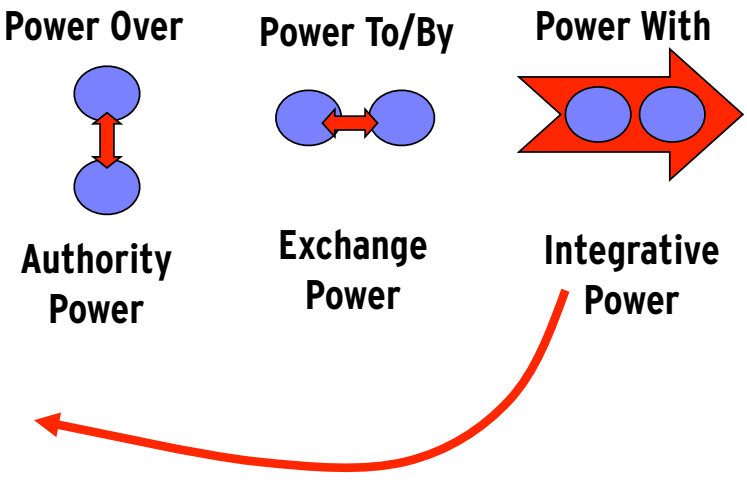
Power Economics and Organizing



- Project/Process Teams
- Cross-Functional Teams
- Supply Chain Partnering
- Merger Integration
- Lean/Agile/Concurrent, etc.
- Leadership Development
- Change Management
- Culture Building

from the book **Three Faces of Power**, Kenneth Boulding

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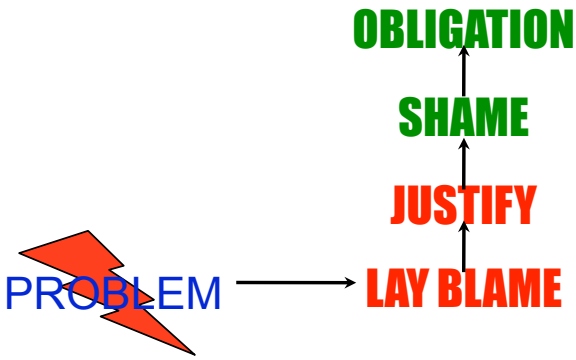
ACCOUNTABILITY

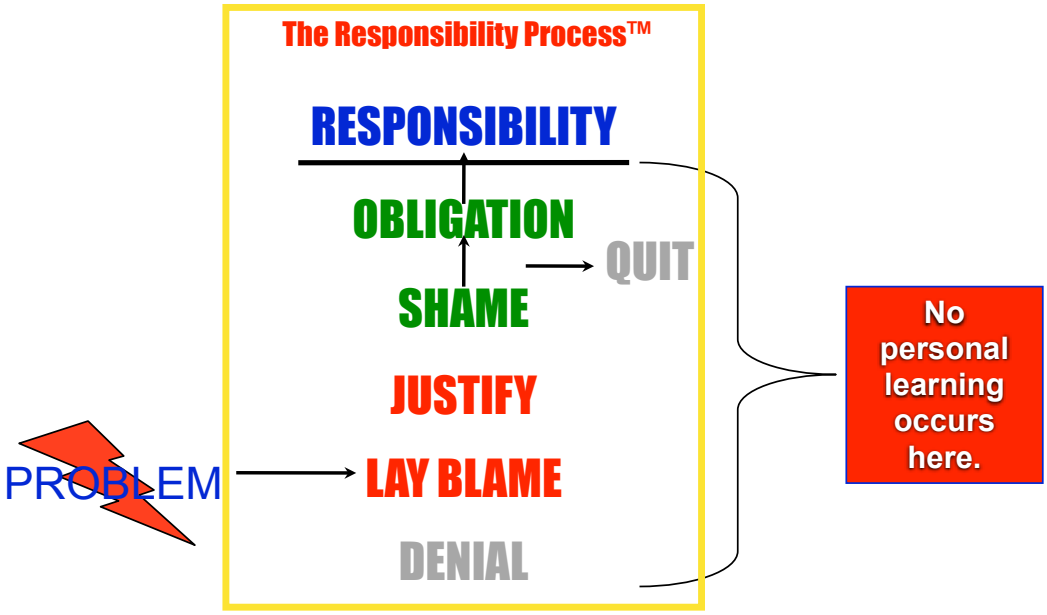
≠

RESPONSIBILITY

How You Respond to a Problem



How You Respond to a Problem



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Keys to Responsibility™

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Team Orientation Process™

see Creating Results Based Teams Anytime Anywhere With Anyone at website

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Common Task Specification

What must we do that is:

- bigger than any of us,
- requires all of us, and
- none of us can claim victory until we are done?

Note: this will only be achieved in dialog

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Team Orientation Process™

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3 Keys to Partnering

Exchange

+

Expansion

+

Integrity

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Partnering Principles

- Start early
- Open with a contribution
- Be available emotionally
- Develop mutual outcomes
- Generate expansive goals
- Contract for trust
- Protect others' boundaries
- Share scarce resources
- Celebrate other's success
- Broaden the community
- Don't be the first to defect
- Practice brightness of the future

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Learning

Defending

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Growing

Coping

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Agile

Stiff

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Change

Resistance

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Value

Waste

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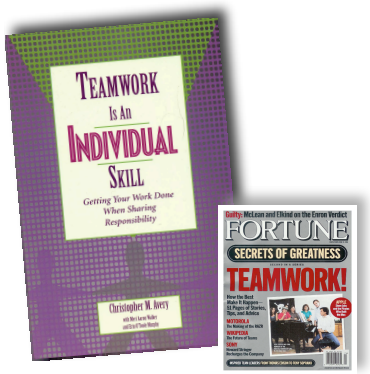
Today we produce twice the software with half the headcount

"Over the last year 350 people in 9 countries have become way more productive than we ever imagined they could be. Our agile processes are successful primarily because everyone takes ownership by understanding and practicing the Responsibility Process."

Judith Mills
Vice President Product Engineering Ops
CDC Software

Resources

ChristopherAvery.com
- **Blog**
- **Free Downloads**
- **Workshops**



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