



Tools of the Trade

Sibley Bacon

Functional Art/
Team Execution
Effectiveness

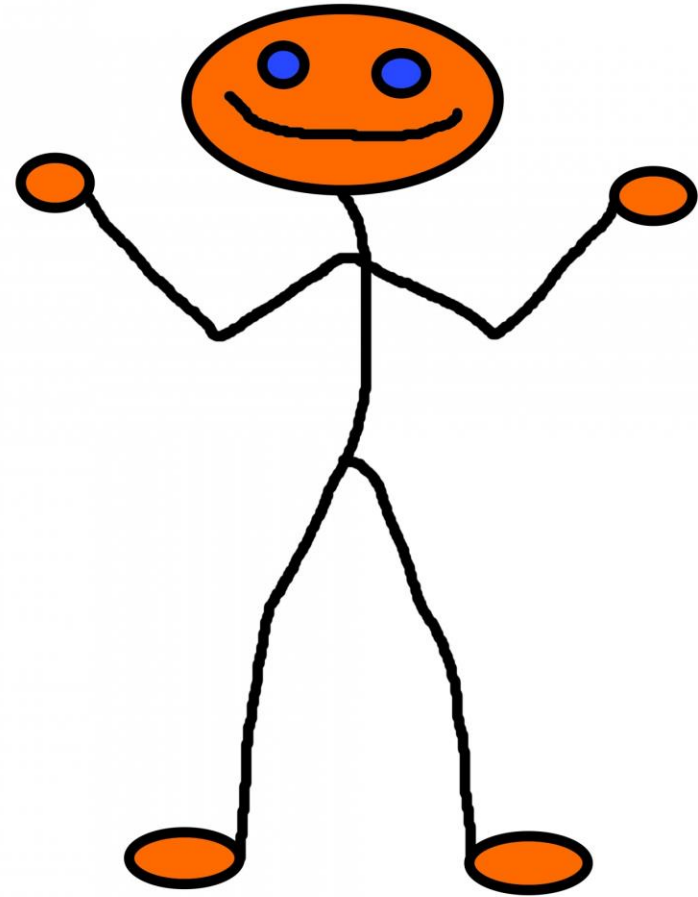
This deck is a living
piece of art...

My life's work

for your
consideration



Everything we do is
by, for and about
HUMANS



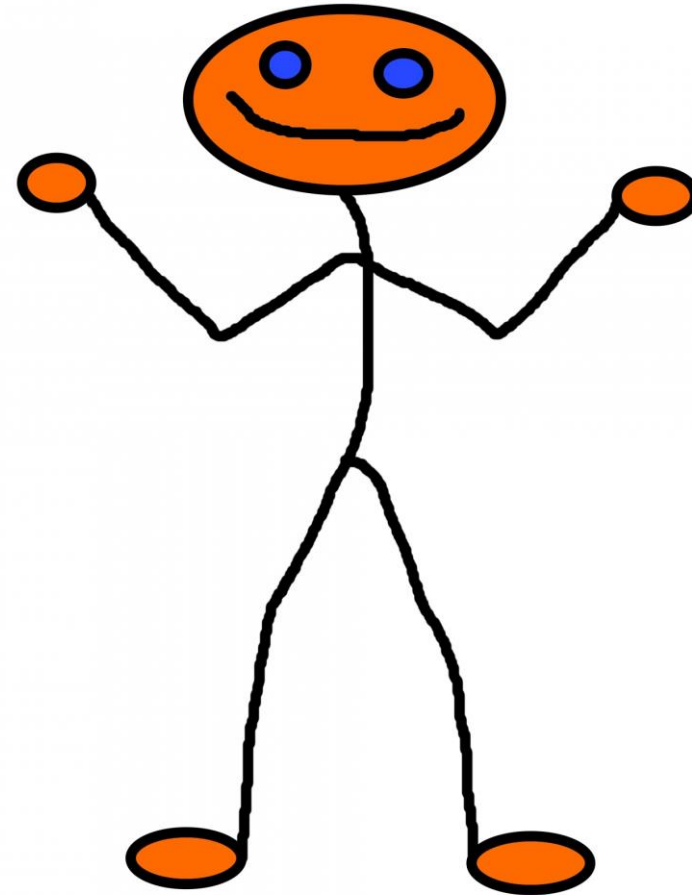
What all humans have in common

Mind

Emotions

Physical Body

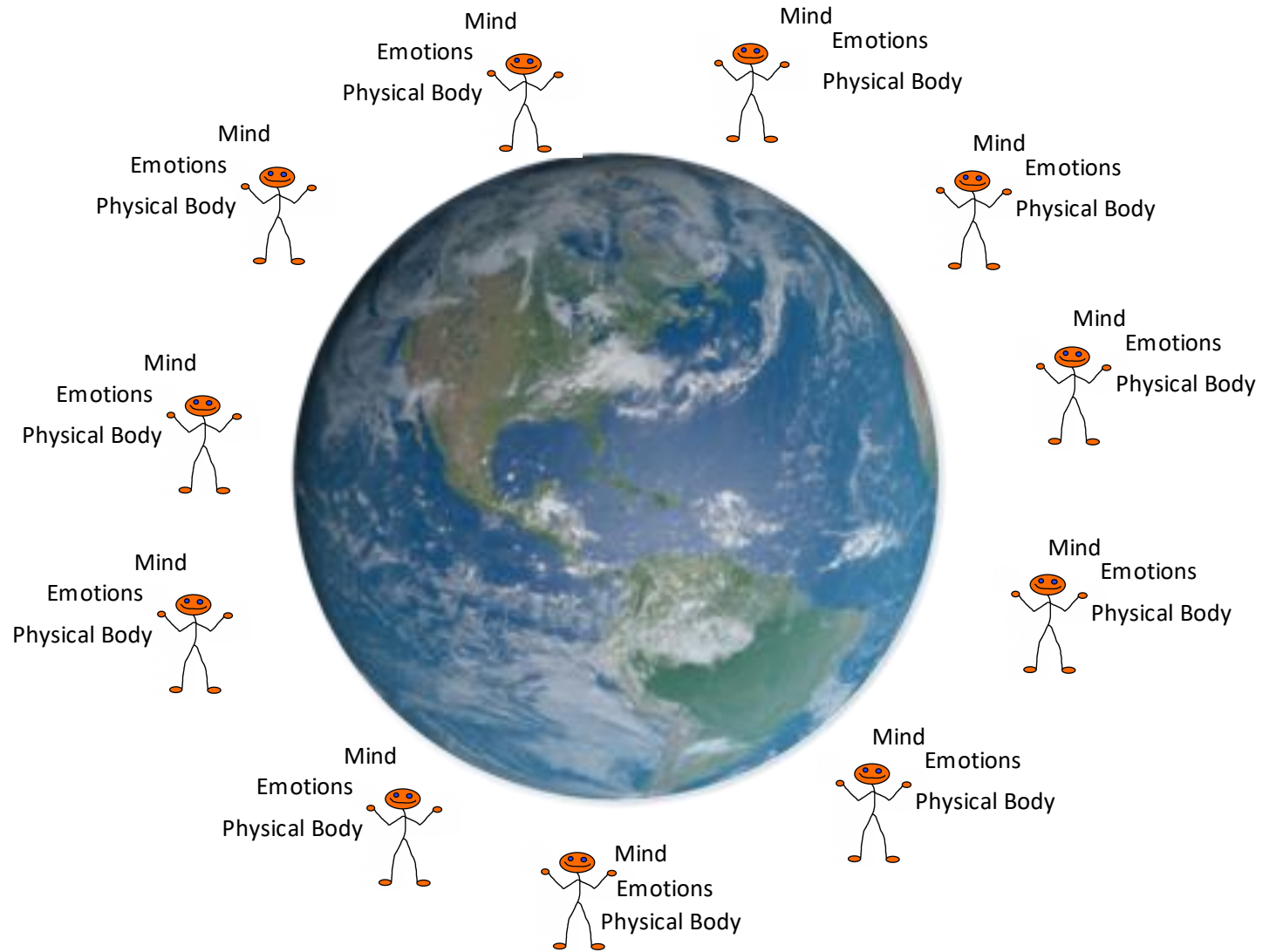
Born on Earth



All day
everyday,
everywhere

Hmm...

Seems complex



Deconstructing Human Dynamics

A method to identify, understand, and mitigate issues that arise within and between humans operating under constrained resources.

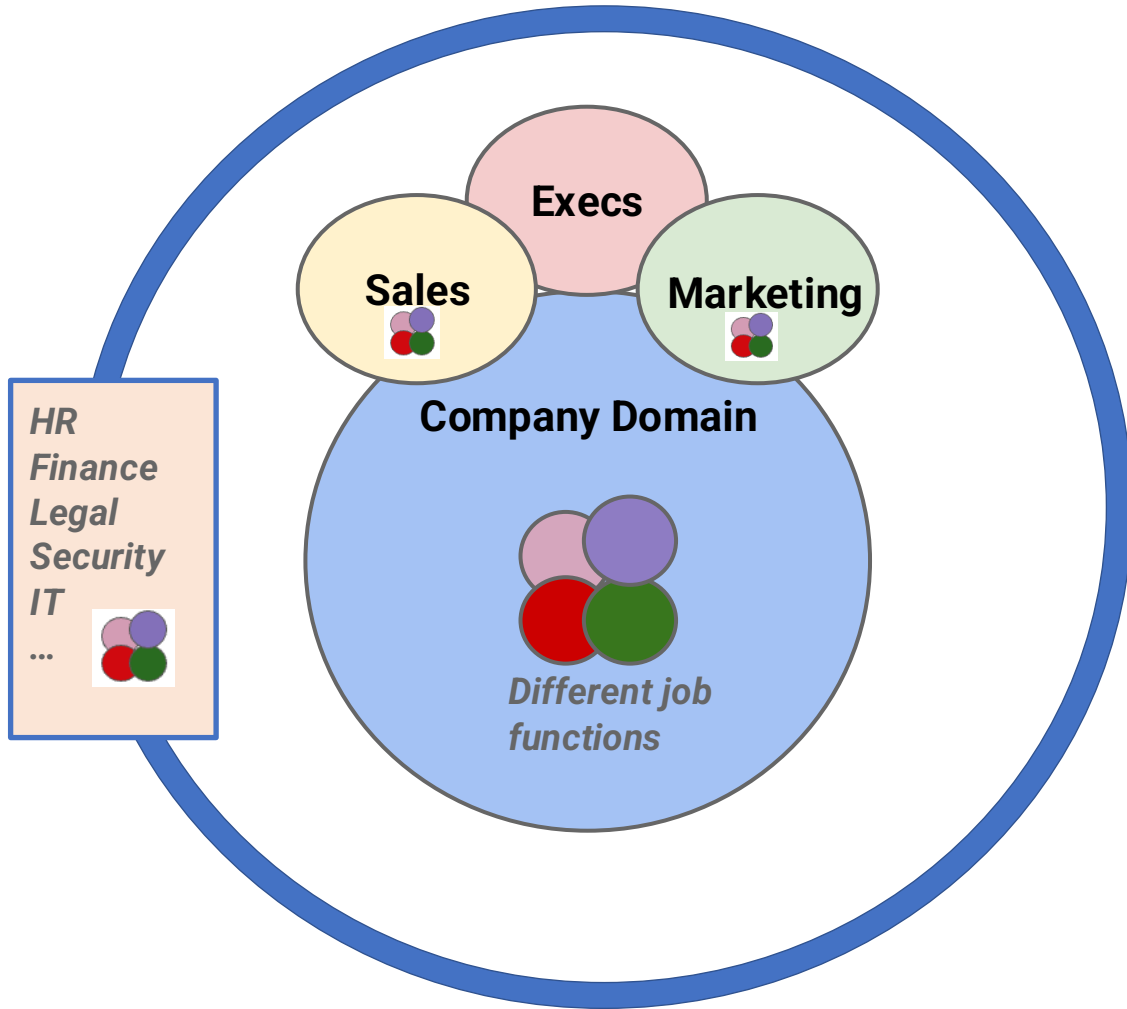
[Sibley Bacon](#)

Use Case

Constrained resource: \$\$\$

Human operation: A business

Business



Company Domain: How your company makes \$\$\$.

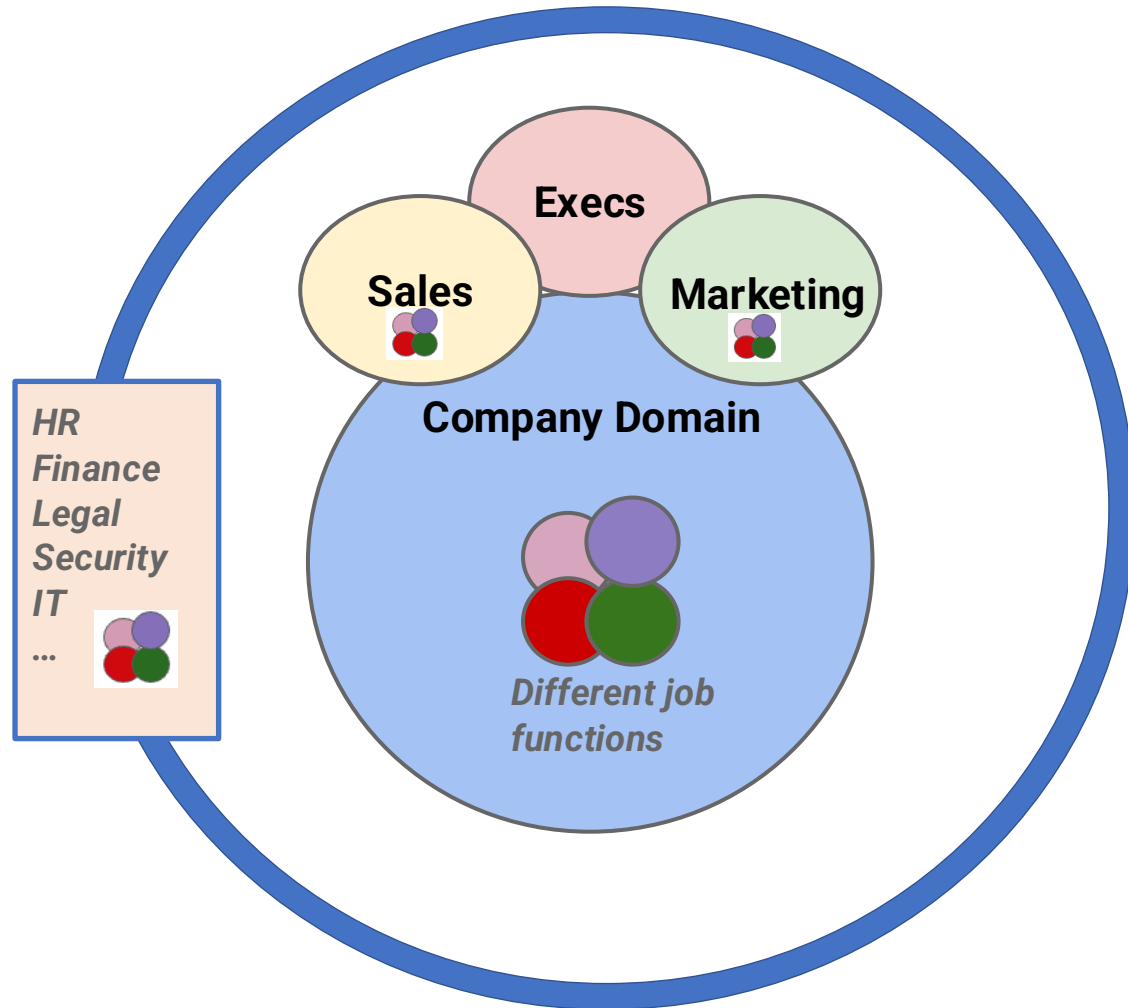
Execs: Business strategy; Culture

Marketing: Company brand; Pipeline to \$\$\$.

Sales: Make \$\$\$

HR, etc.: Enable above to happen

Business Ecosystem

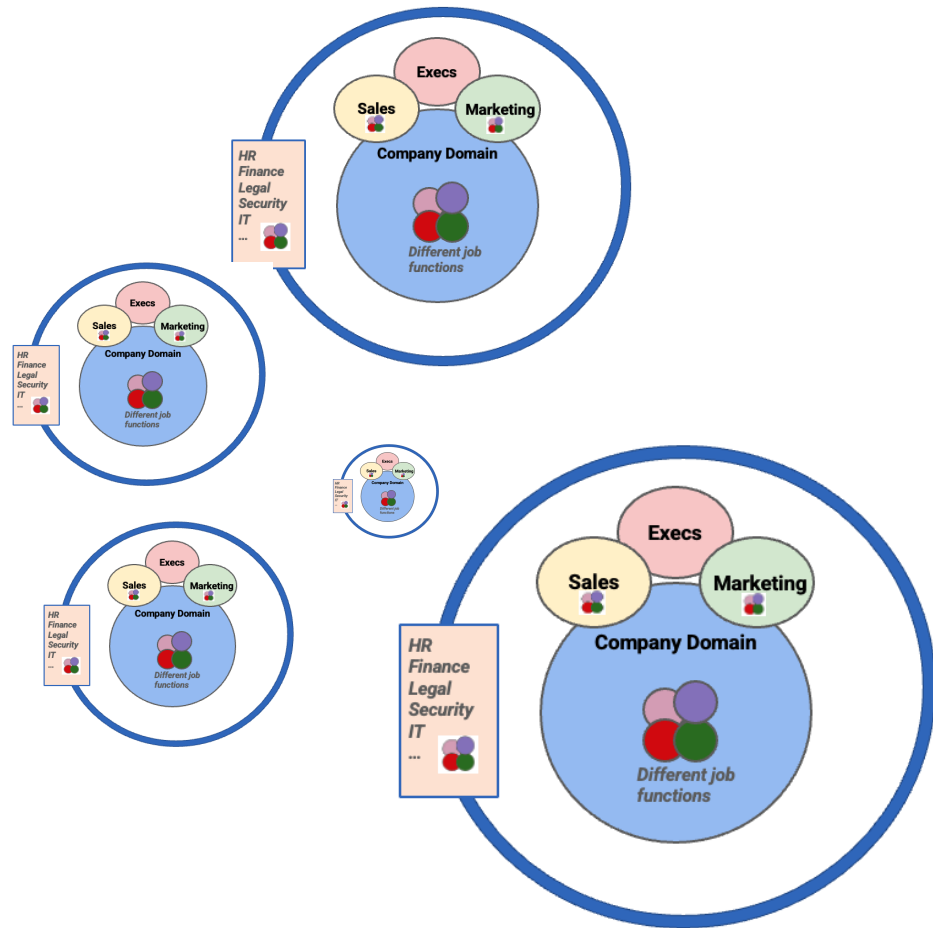


What is the culture of your job function?

How do these departments fit together?

What do you and your teams need to do to support business sustainability?

Market Ecosystem...



What market are you in?

How saturated is this market?

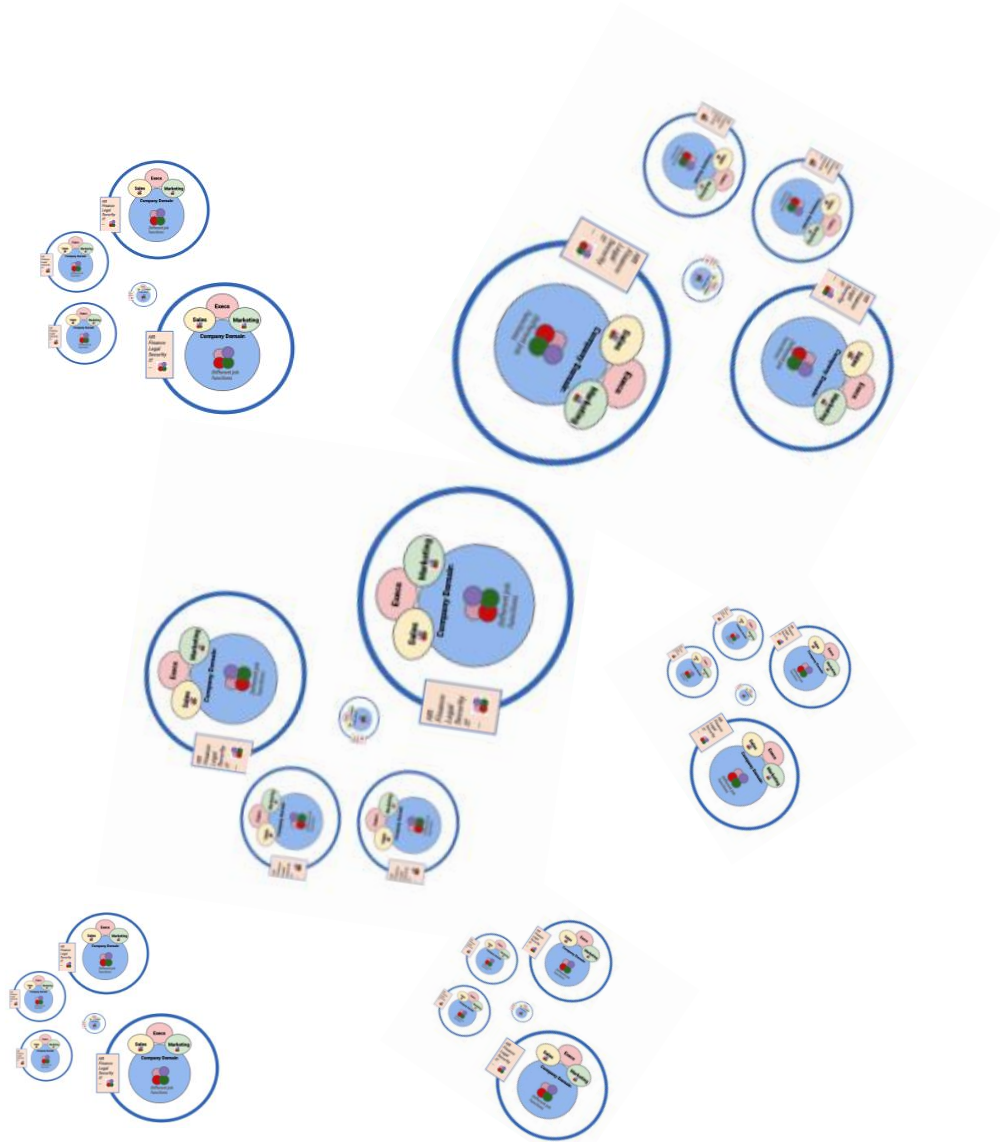
Who are the market leaders?

What is your market differentiator?

What is the history of this market ?

What do you and your teams need to do to support business sustainability?

Region/Global Ecosystem



What patterns start to emerge?

How are markets disrupted?

What precedes the disruption?

Who benefits and how so?

What are the economic histories of this sector and these countries?

What do you and your teams need to do to support business sustainability?

There is a lot of complexity...

so, start with the basics.

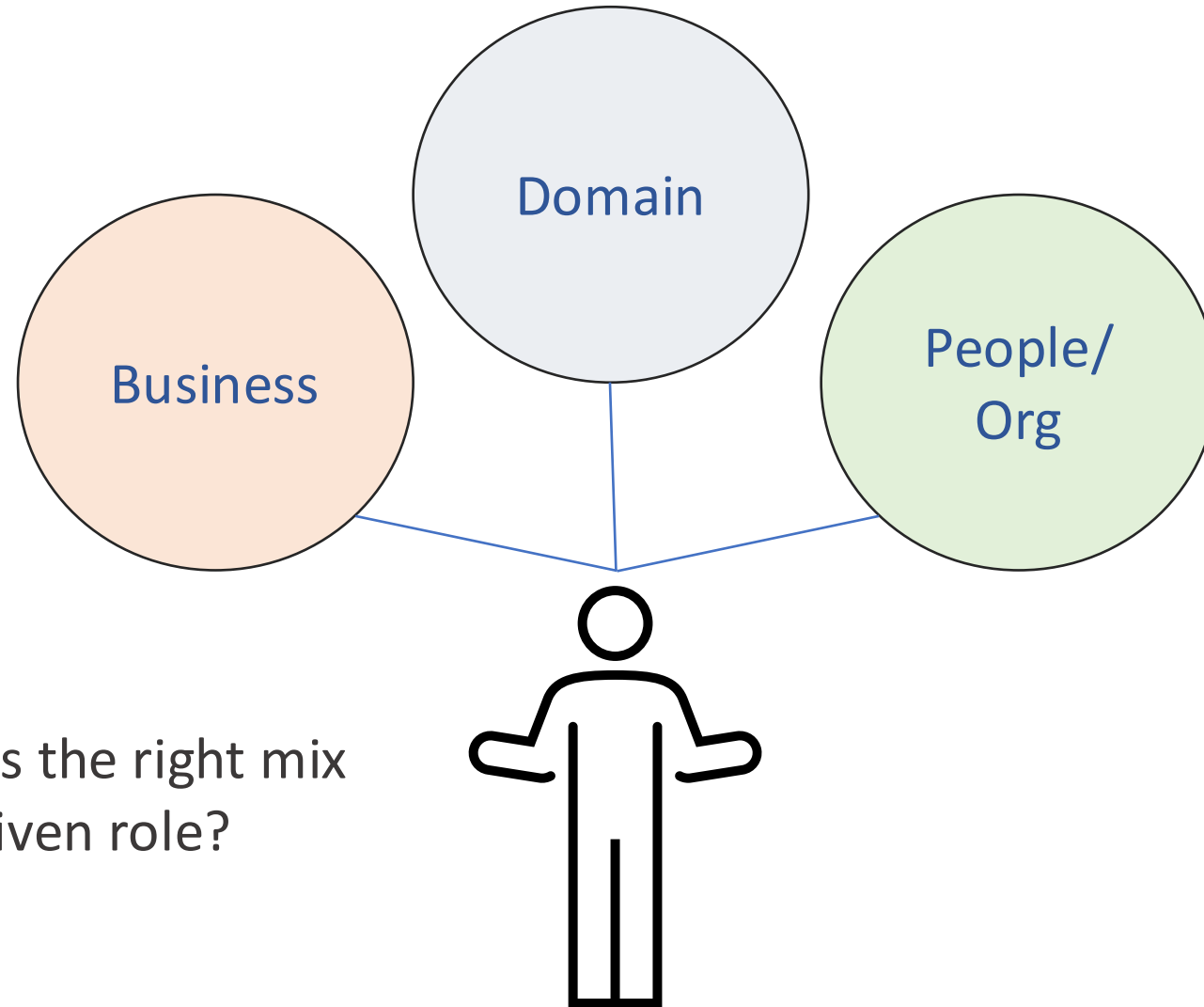
Put initial team foundation in place...

to identify team needs.

#1 Team Rules

- A. Think team first
- B. Act team first
- C. Track your work

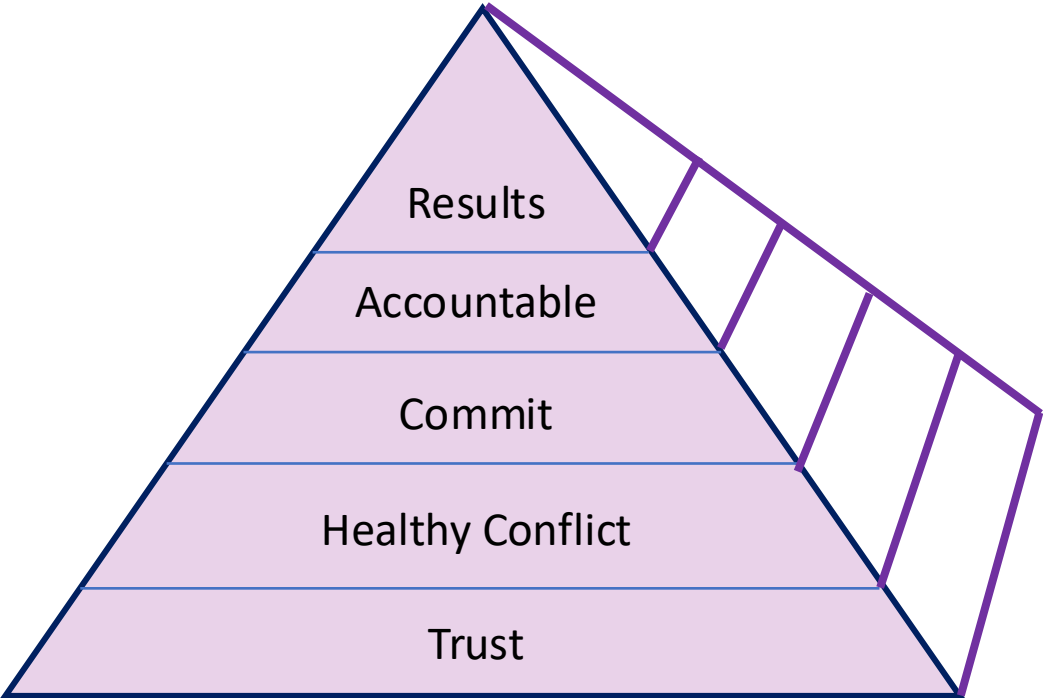
#2 Skills Recipe



What is the right mix
for a given role?

#3 Functional Team

Triangle vs. Pyramid?



Adapted from
[The 5 Dysfunctions of a Team](#)
By Patrick Lencioni

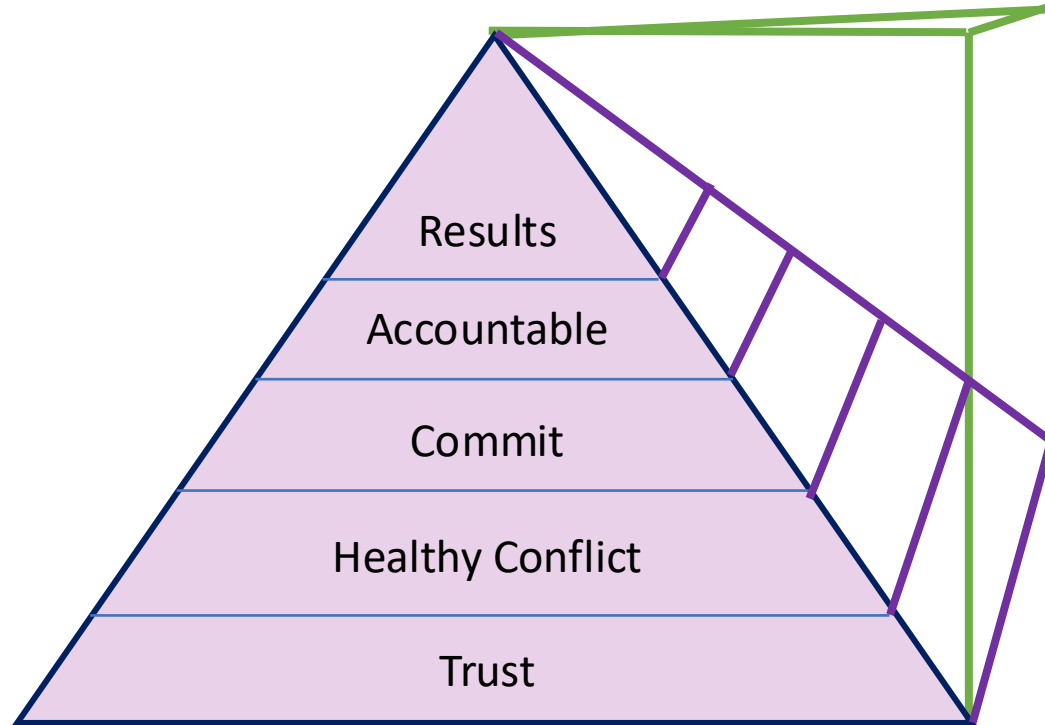
Complexity of Trust

Physical
Emotional
Psychological
Community

x

Team
Manager
Company
Market

A Deeper Look



Adapted from
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What undermines trust?

Impact on execution
effectiveness over time?

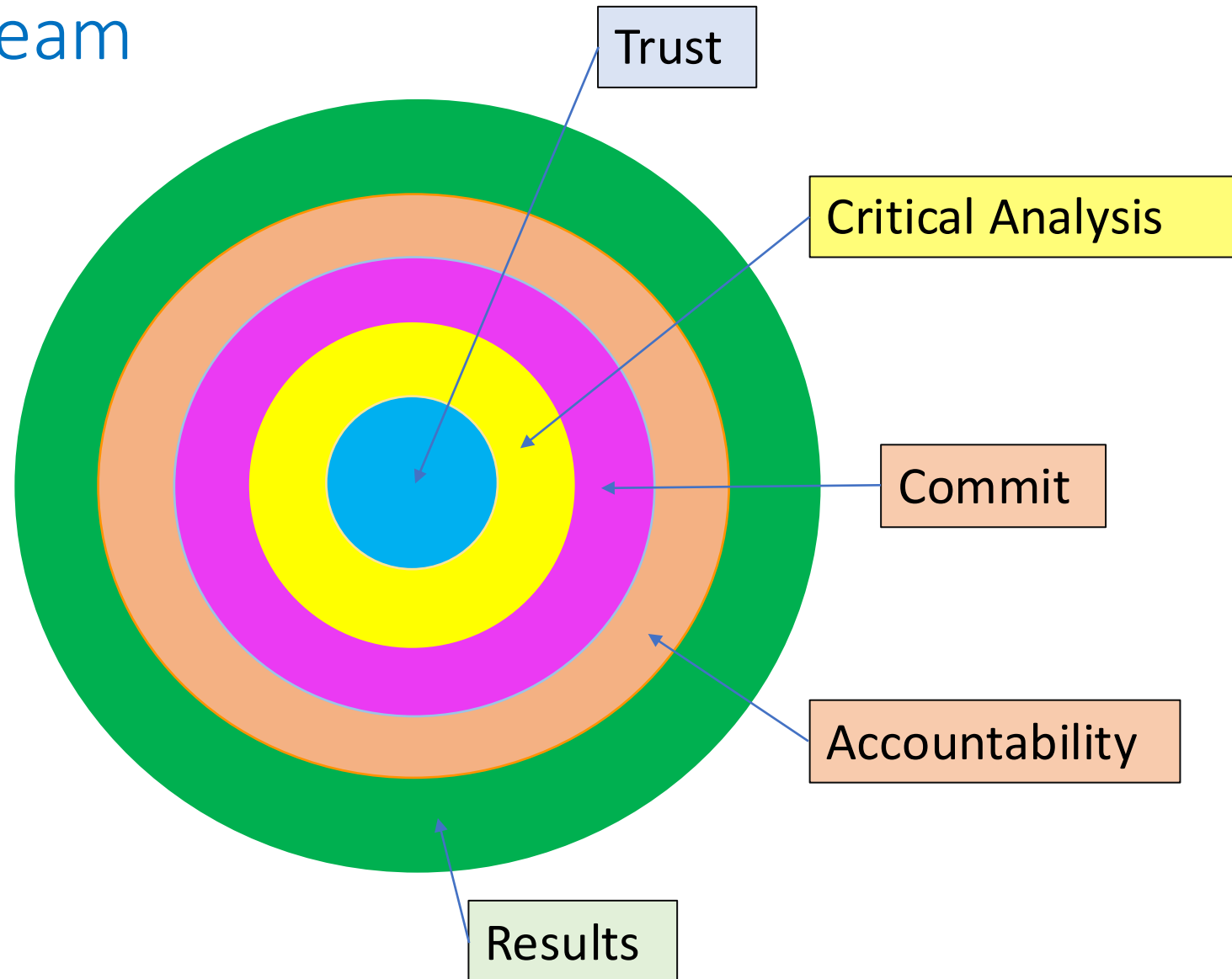
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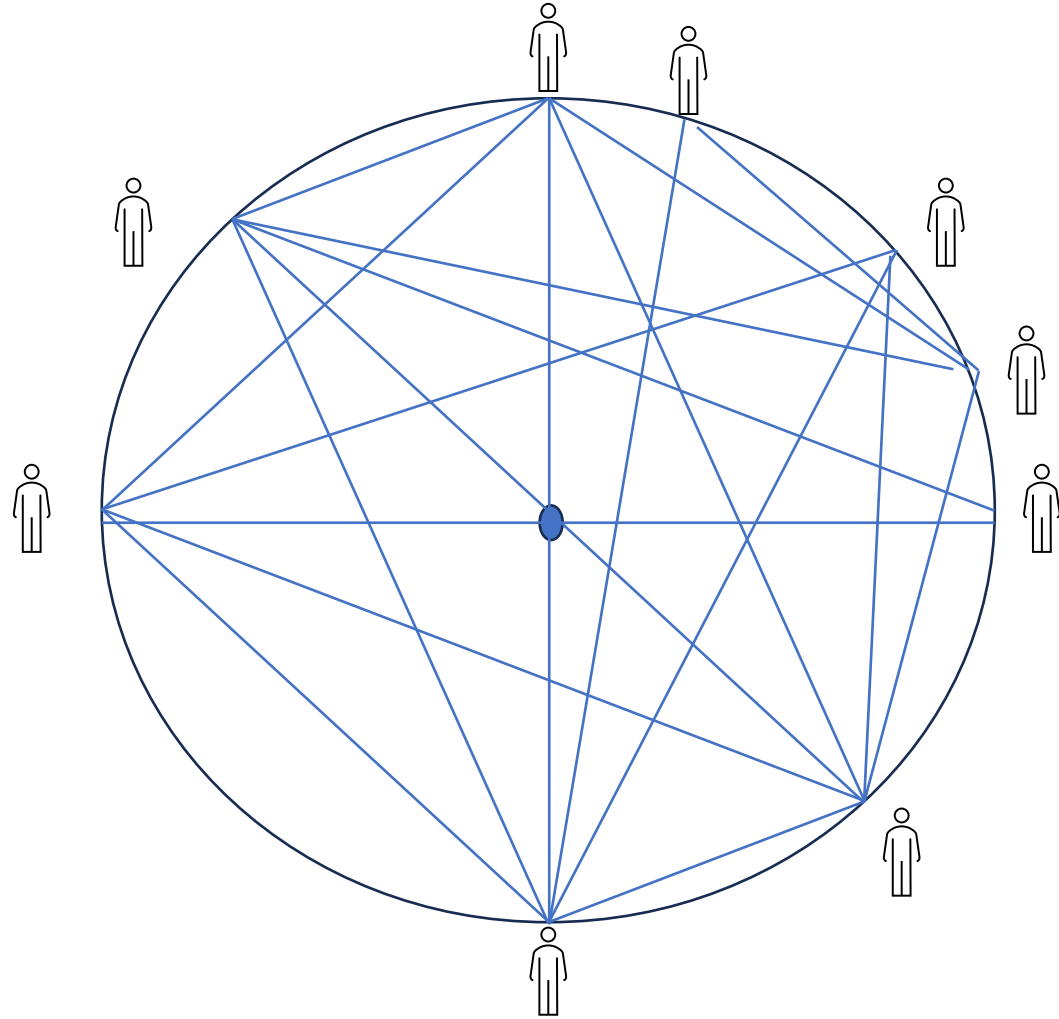
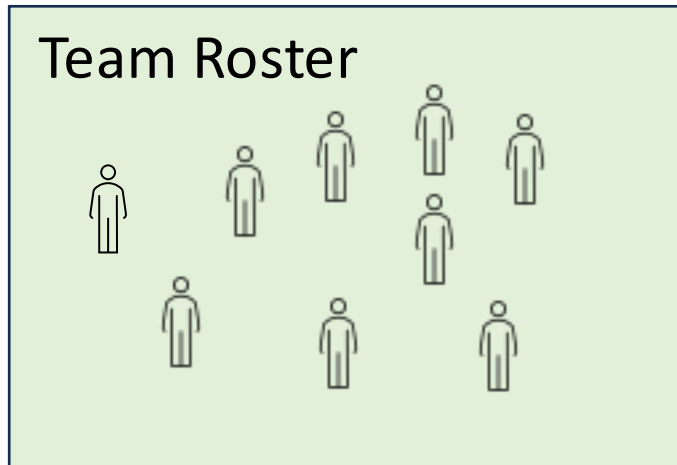
#3 Functional Team

– Better ROI

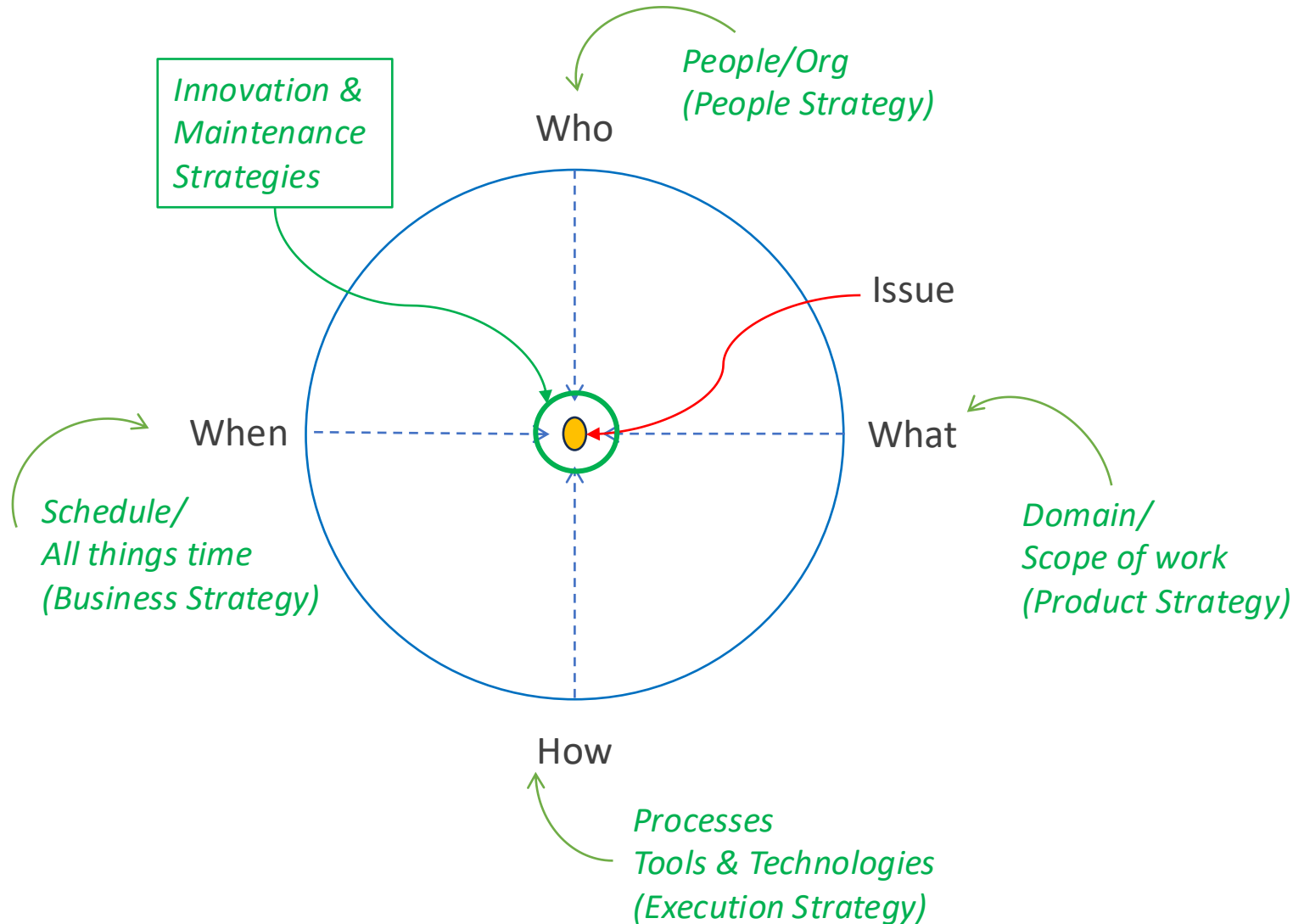


#4 Sit in a Circle; Build a Net

- 360° View
- No catastrophic failures
- Unique special sauce



#5 WWHW Hopper



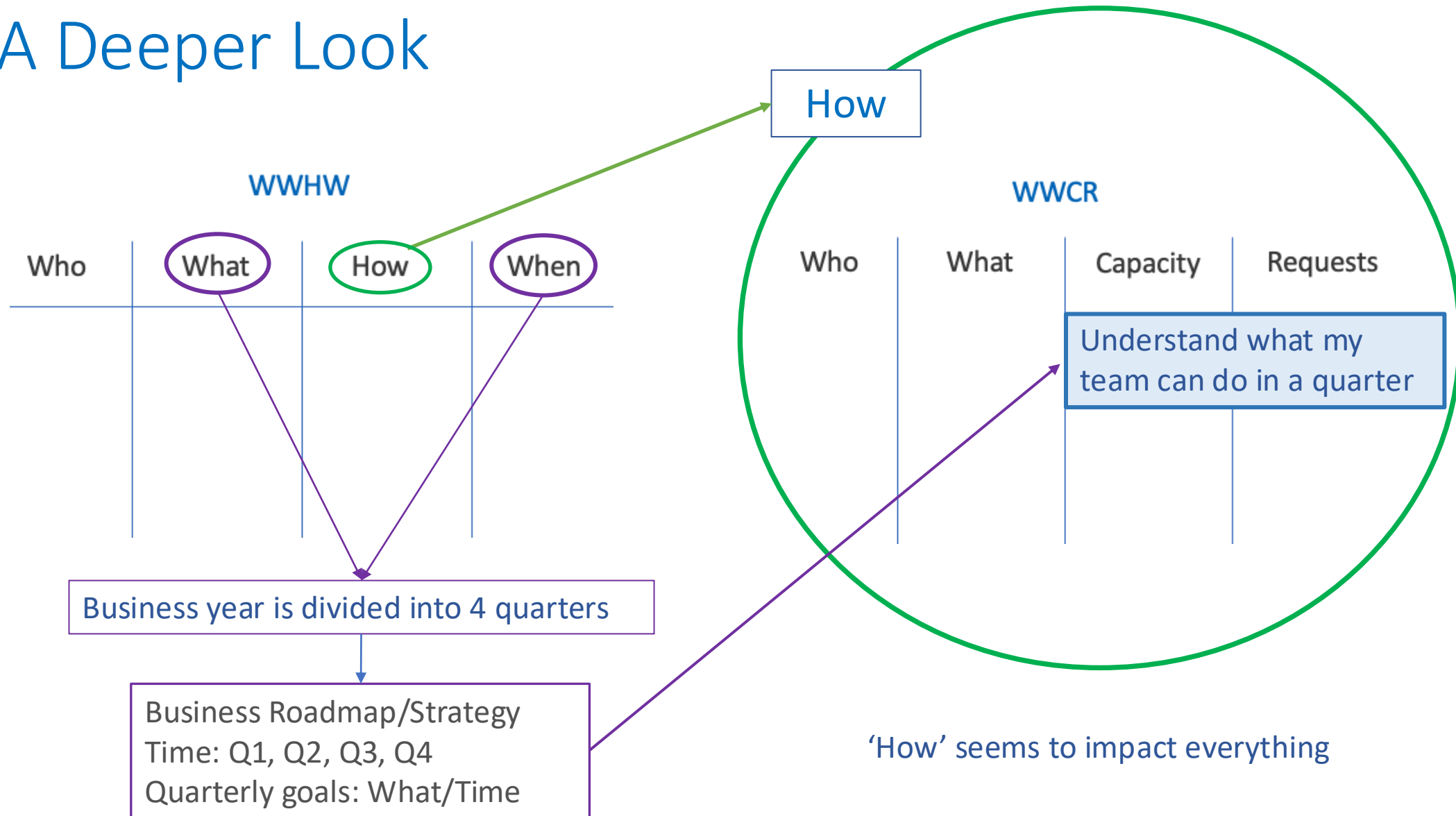
Deconstruct any issue*

- **Who** is involved?
- **What** happened?
- **How** did it happen?
- **When** did it happen?

What is 1 thing we can try?

*Keep asking WWHW questions in order to gain a robust understanding of a given issue.

A Deeper Look



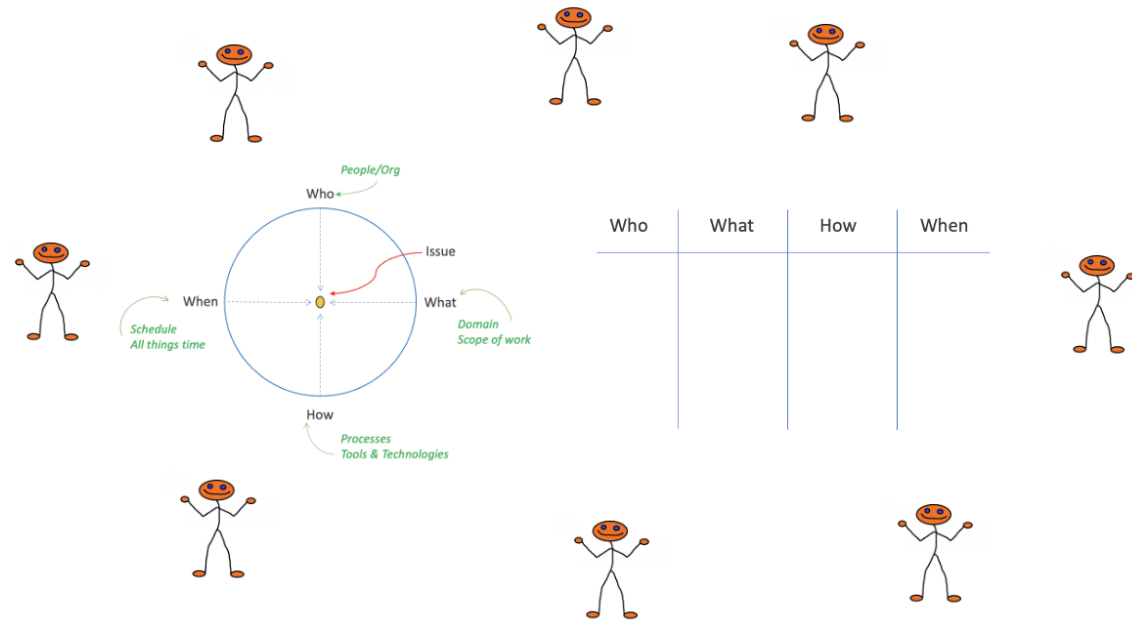
Leverage Your Team

Understand

1. Urgency?
2. Complexity?
3. Size?
4. Who, What, Capacity Requests (WWCR) impact?

Mitigate

1. What is 1 thing we can try?
2. Who is going to do it?
3. How?
4. By when?
5. Document decision
6. Track execution



Team Excellence

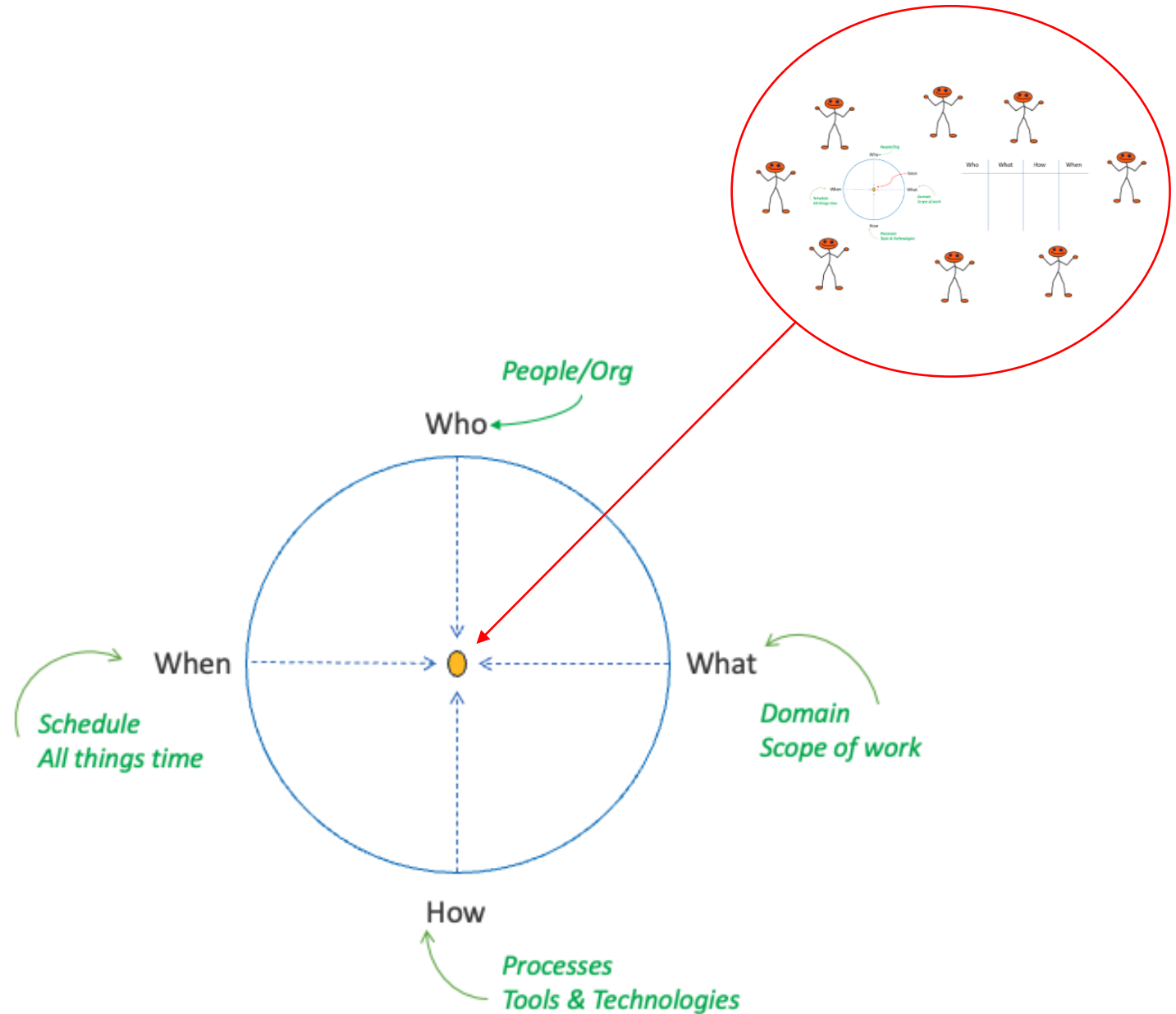
How well do they execute?

What behaviors do I need from each team member?

What are my Team rules?

How do I get them onboard?

How do I 'automate' this so the team runs more smoothly?



#6 Resiliency

- Stay at the table
- Be completely honest
- Prioritize your own well being
- Use your words to the best of your ability
- Maintain team unity

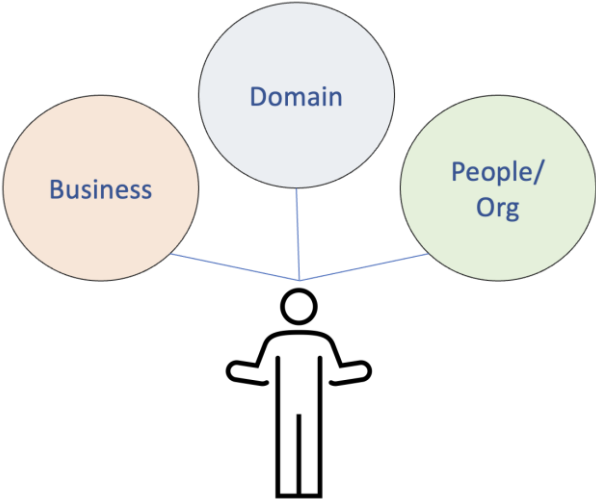
The Pact

Initial Team Foundation

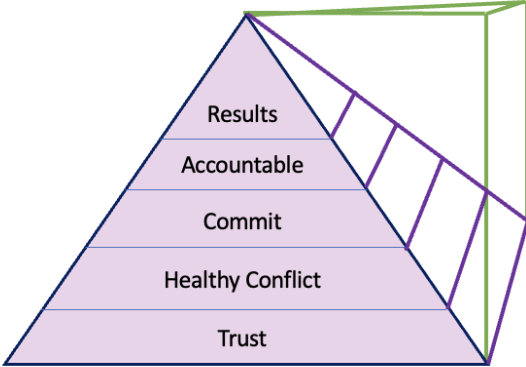
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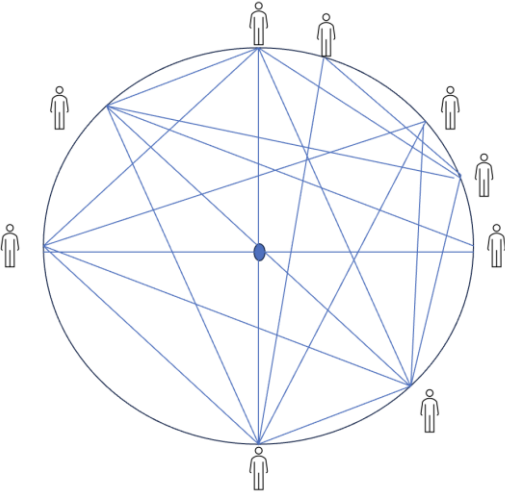
#2 Role Recipe



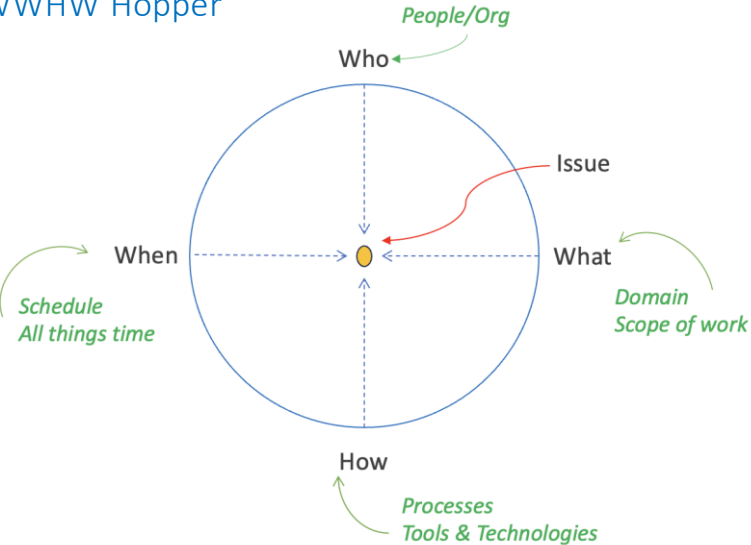
#3 Functional Team



#4 Sit in a circle; Build a net



#5 WWHHW Hopper

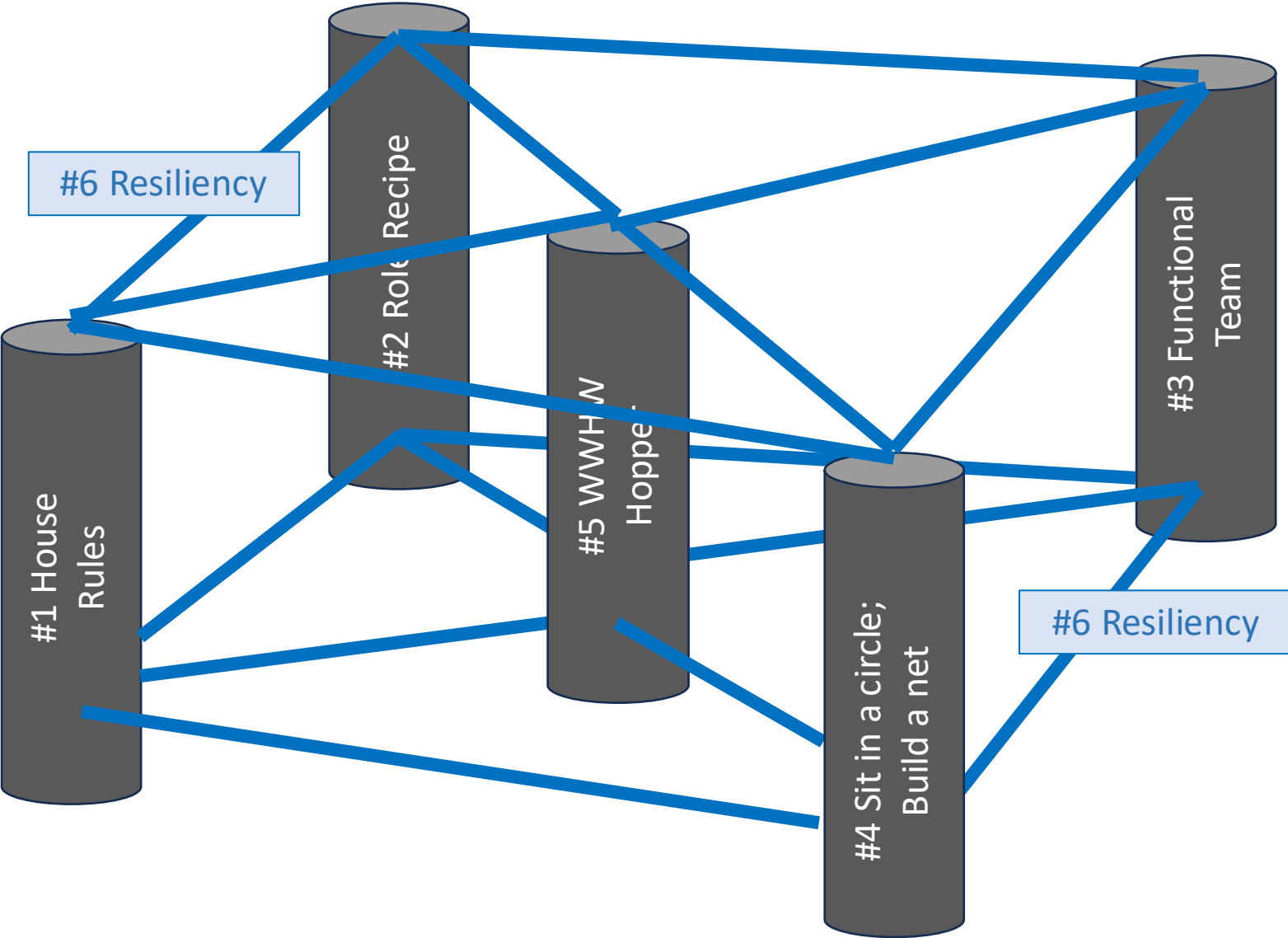


#6 Resiliency

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Initial Team Foundation

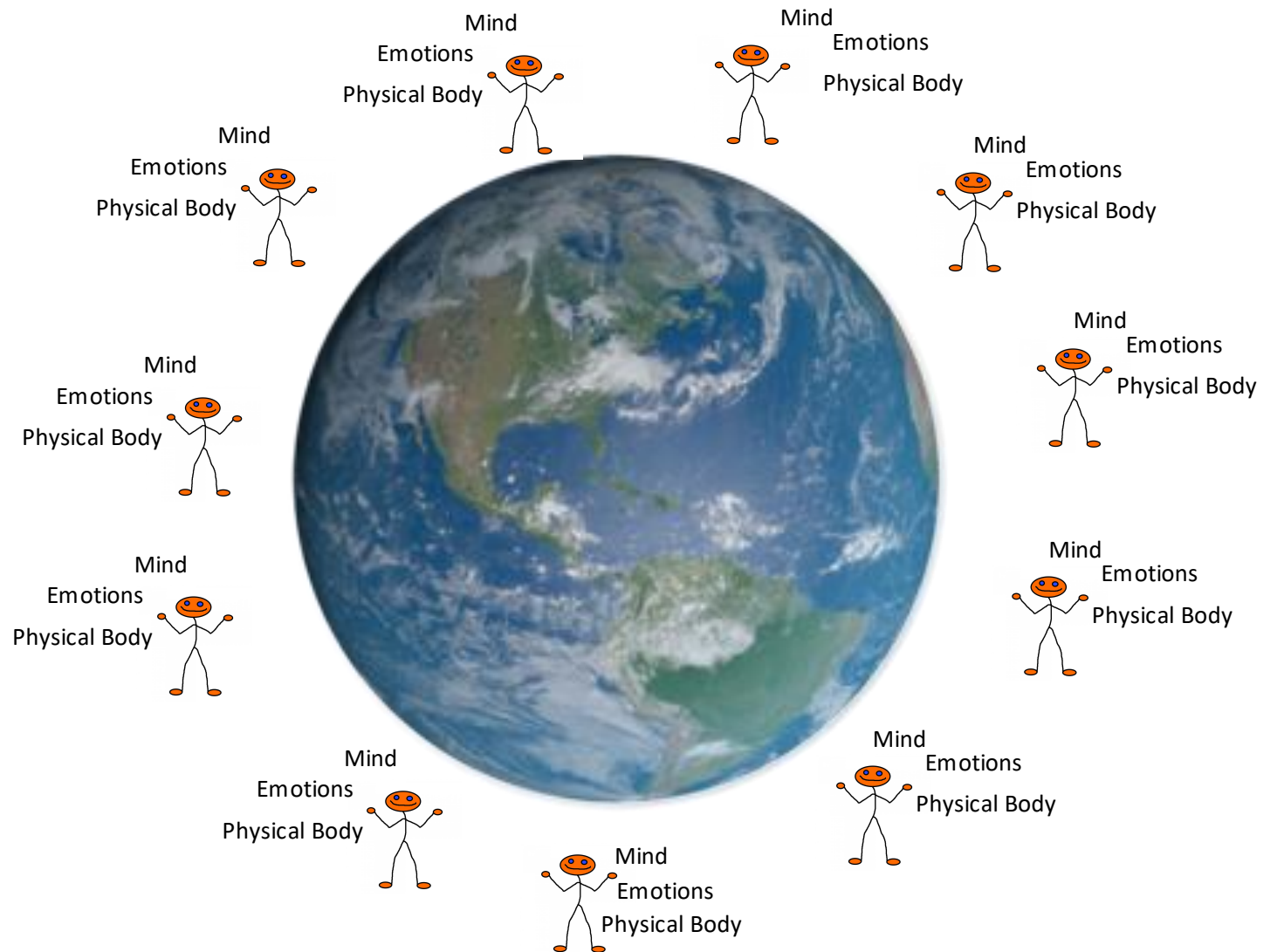
Tie it all together so you can start building



Yes, humans
are complex

and very
predictable

so, there's an algorithm



Methodology

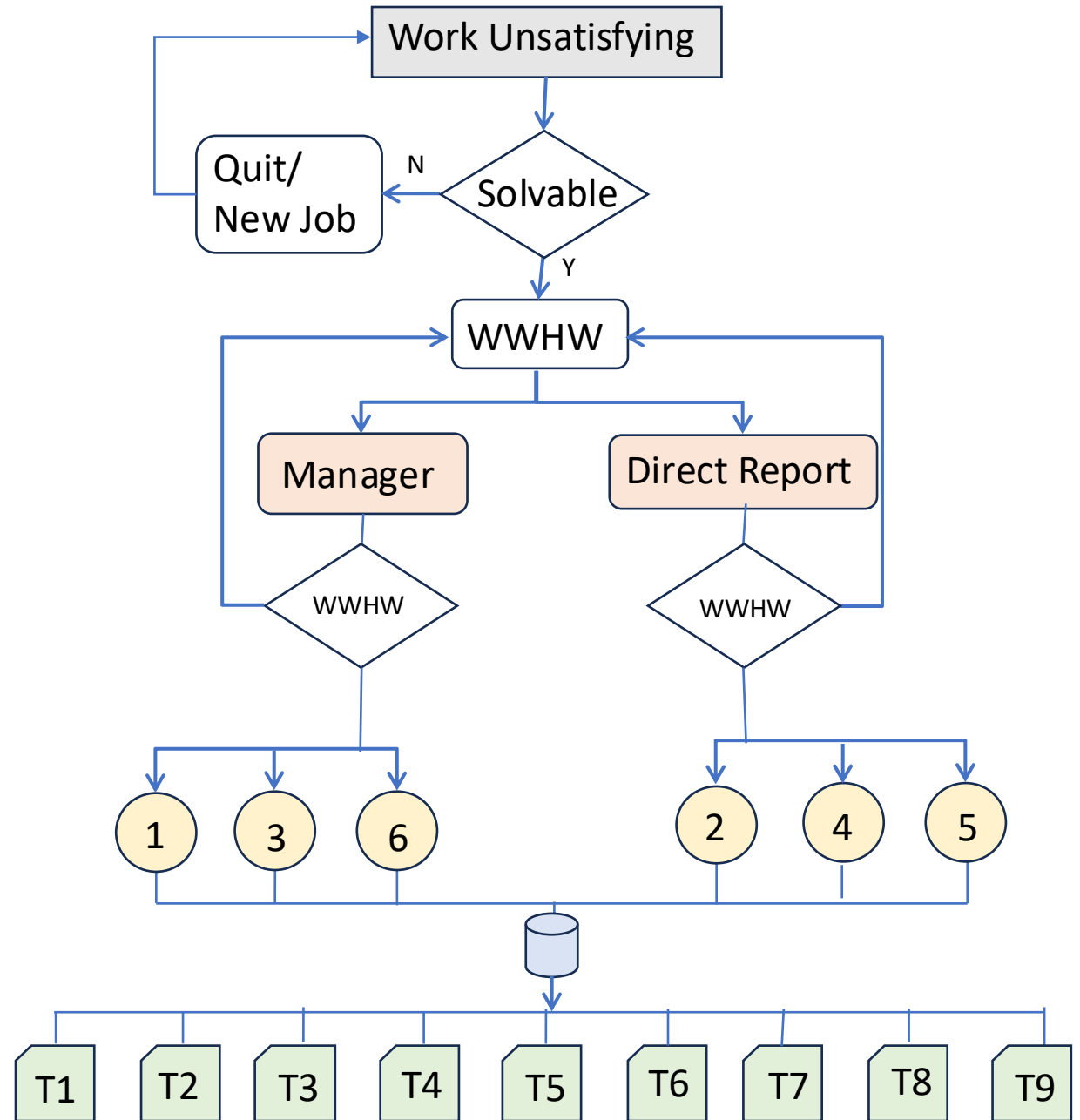
Observation #1 – Missing Skills

- | | |
|--------------|----------------|
| Managers | Direct Reports |
| • Domain | • Discipline |
| • People/Org | • People/Org |
| • Business | • Business |

Observation #2 – 90% into 6 Classes

1. Missed deadlines
2. Poor quality
3. Unexpected results
4. People who are mean
5. People who don't follow process
6. Not understanding teamwork

Solution - Develop Tools to solve for Observations #1 & #2



#1 Non-negotiables

Deliver:

- On time
- w/ Quality
- No surprises

Minimize Disruptions:

- Without arrogance
- Follow process

Think Team First:

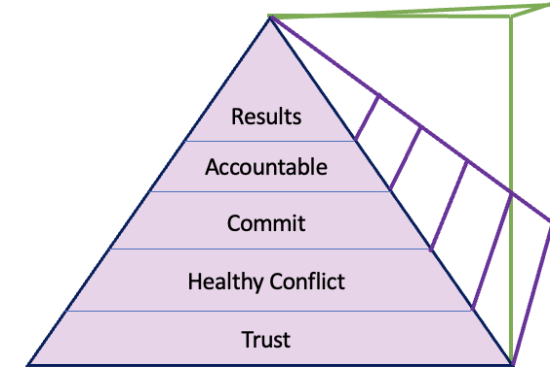
- Watch out for each other



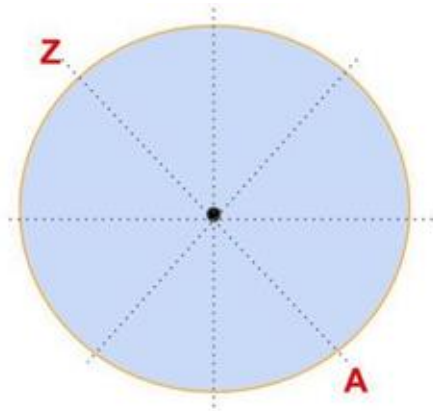
#2



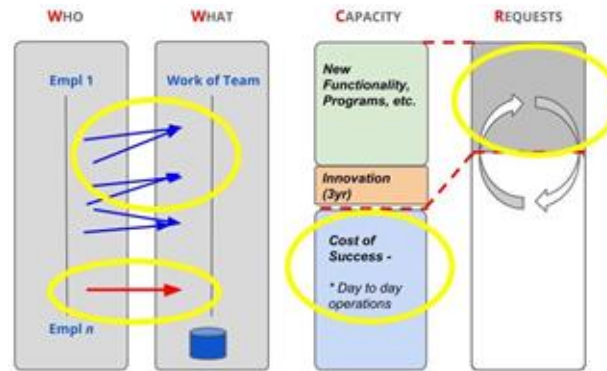
#3 Functional Team



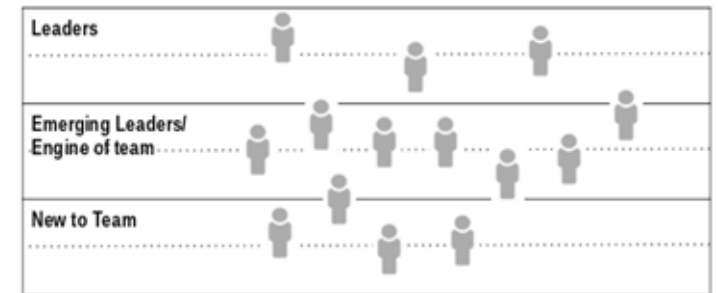
#4 360° View



#5 WWCR



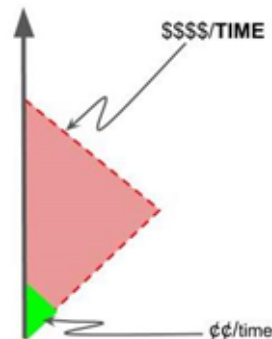
#6 Engine Health



#7 Complete Package



#8 Feedback/ Career Growth



#9

On a scale of 1 to 10...



What & How Questions

4 Steps - 9 Practical Tools

1. Objective & Leadership Reality
Non-negotiables/Guiding Principles
Discipline of Management
2. Assess Team
Team Effectiveness
360° View – Diversity of Perspectives
3. What We Do & How We Do It
Who, What Capacity, Requests (WWCR)
Engine Health
4. Managing People
Complete Package Employee
Feedback
Scale of 1-10: What & How ?'s



4 Steps - 9 Tools

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What & How ?'s



Define Team Excellence

What do you need your team to do?

What does excellence look like?

How do you want the team to behave?

What do you want the team culture to be?

#1: Non-negotiables/Guiding Principles

Deliver:

- On time
 - w/ Quality
 - No surprises
- w/ 90% reliability
Q/Q & data to
prove it*

Minimize Disruptions:

- Without arrogance
- Follow process

Think Team First:

- Watch out for each other



So many execution problems trace back to NOT doing this.

Getting there

Team Execution

On time
w/ Quality
No surprises

Without arrogance
Follow Process

Watch out for
each other

Team Values/Qualities

Reliable
Integrity
Honest

Neutrality/Humility
Respect

Unity

Consistency (%)

90
90
100

80
100

100

Building Trust/Team Cohesion

Suggested Protocol:

- Stay at the table
- Be completely honest
- Tend to your own well being
- Use your words
- Maintain team unity

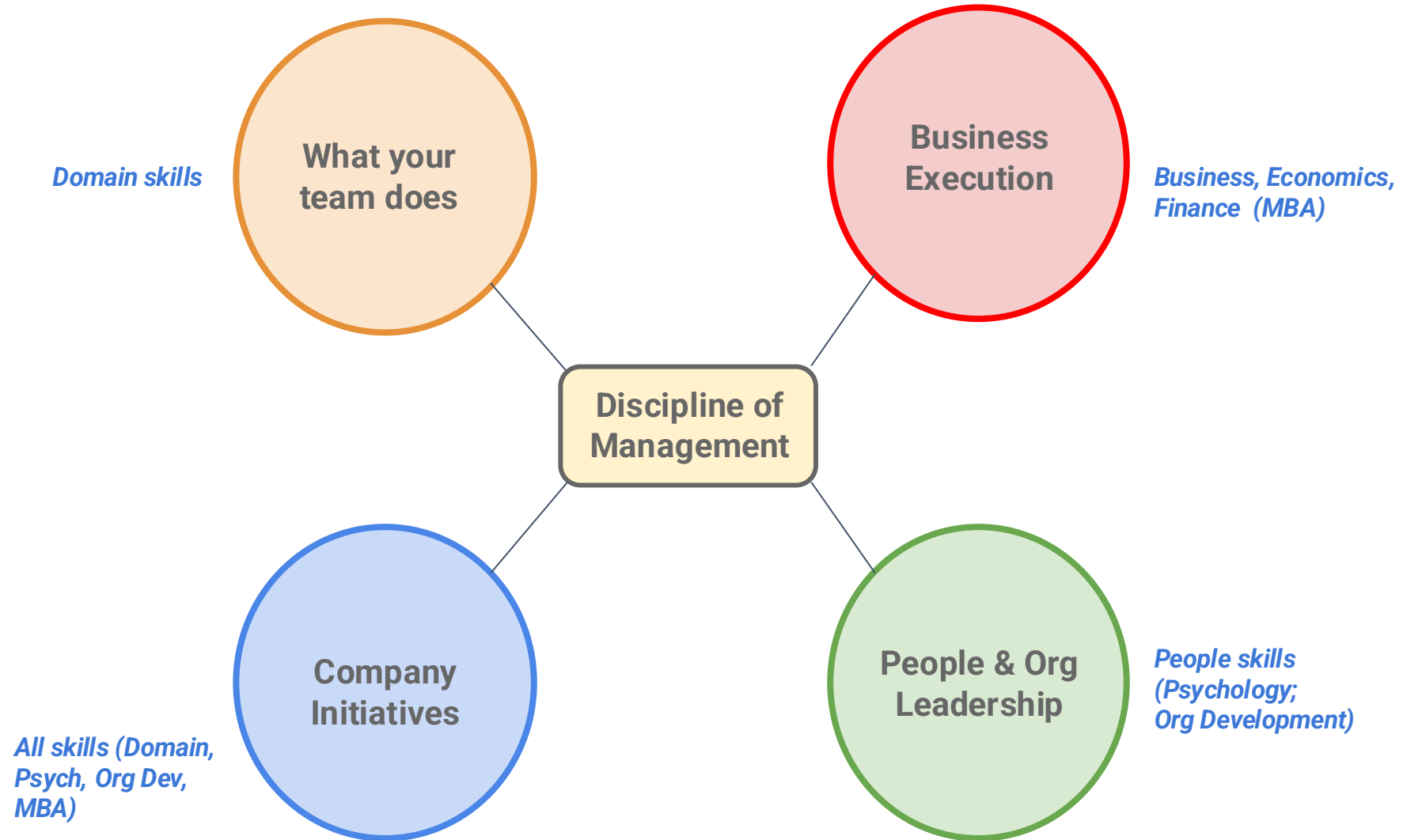


Team 'Pact'

No new resentments

We are human. It's a work in progress.

#2: Management is a discipline unto itself



...with kindness & compassion

Exercise: What are your non-negotiables?

What your team does:

-
-

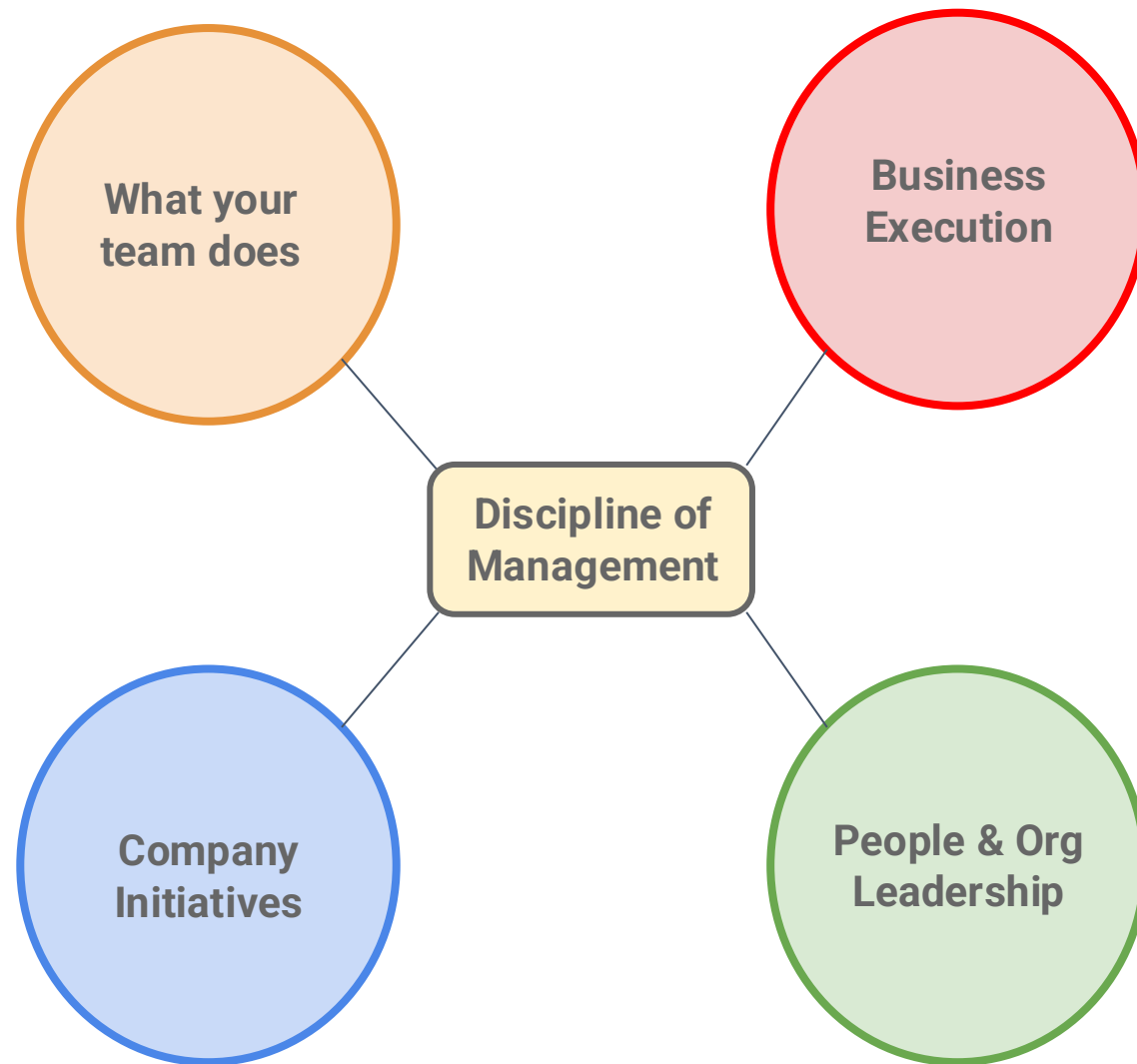
How you want them to behave:

-
-



Breakout Rm - 10 Min

Exercise: What are you juggling?



How are you spending your time? How would you like to be spending your time?

Healthy relationships with peers?

How are you caring for yourself?

What's one thing you can do to make your work life better?

10 Minutes

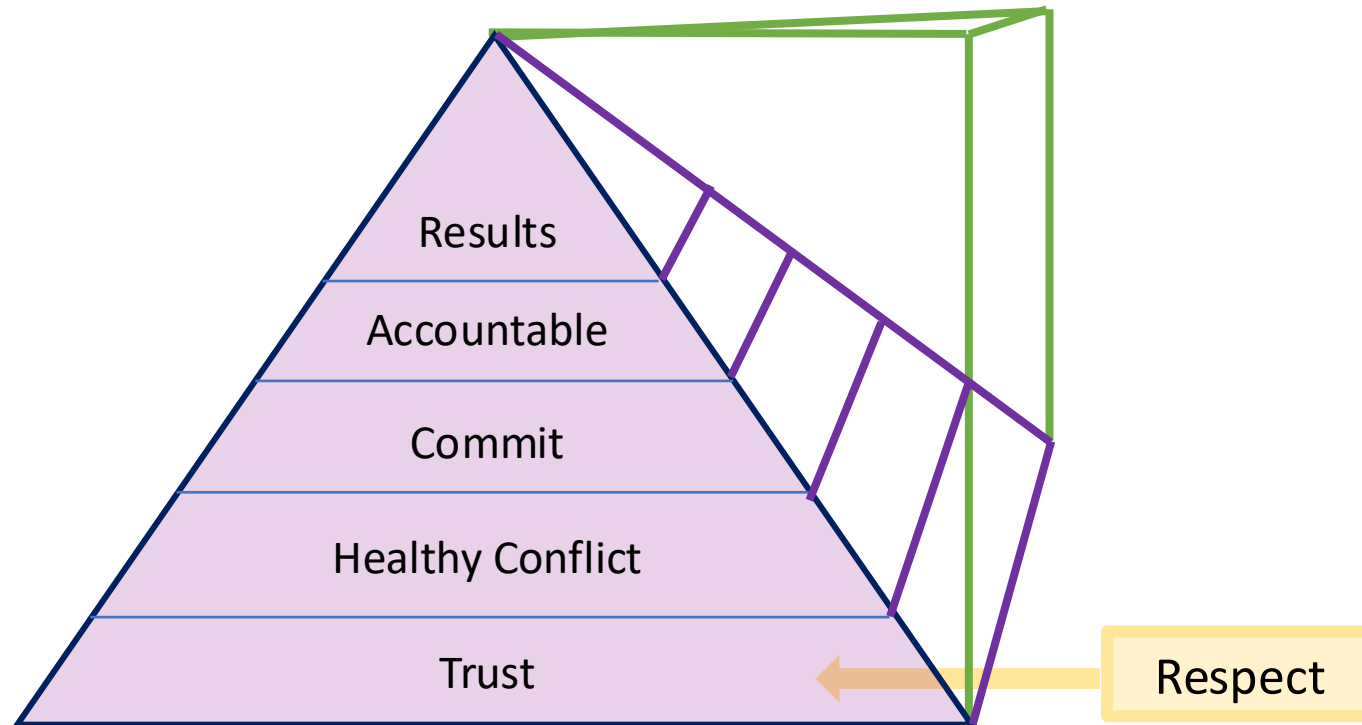
...with loving kindness

4 Steps - 9 Tools

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Complete Package
Feedback
What & How ?'s

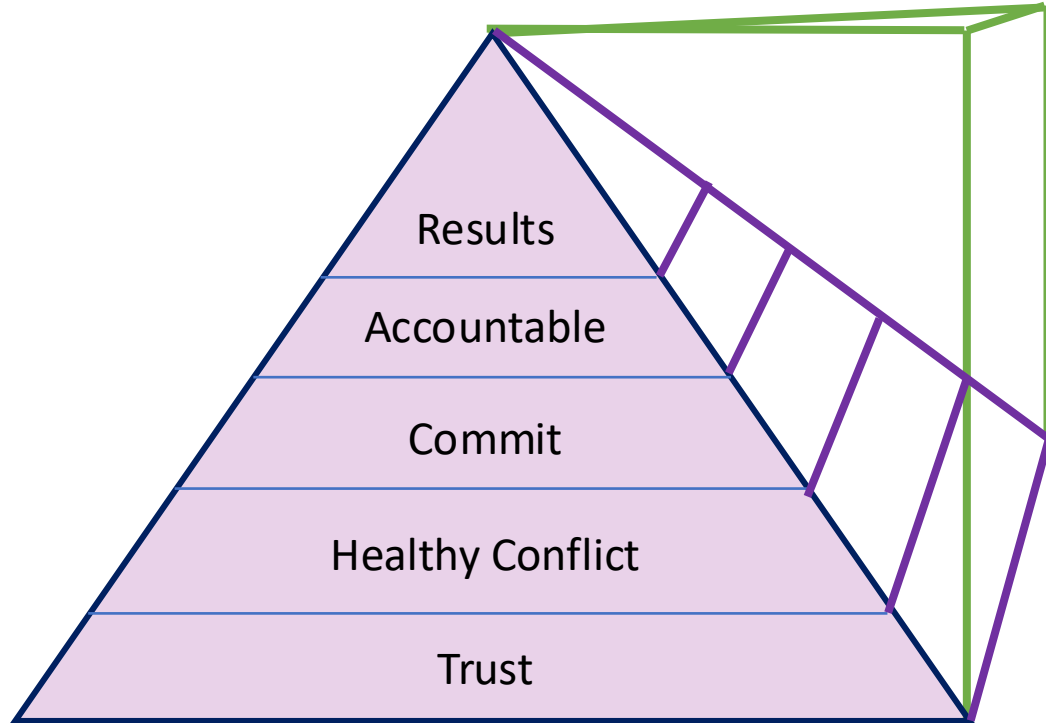


#3: Team Effectiveness



Adapted from
[The 5 Dysfunctions of a Team](#)
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What undermines trust?

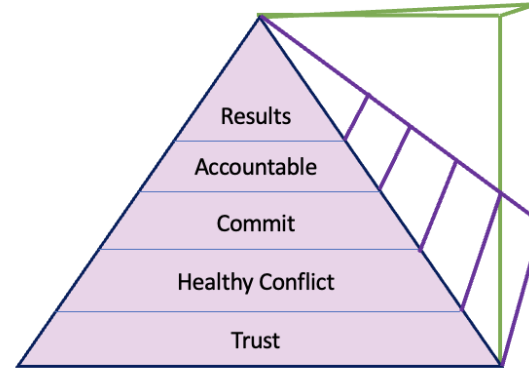
Impact on execution
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Physical
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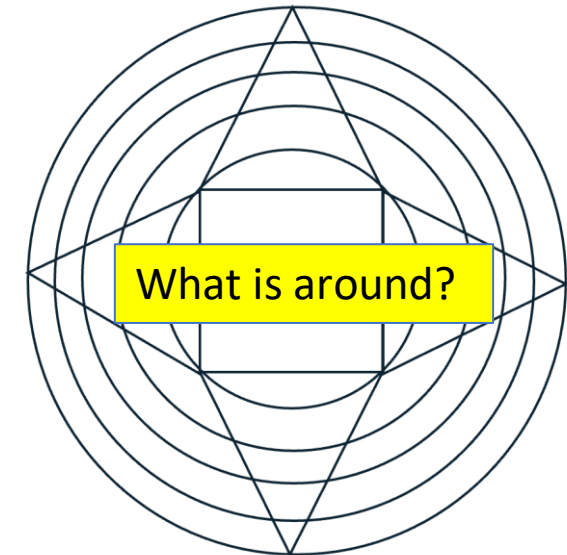
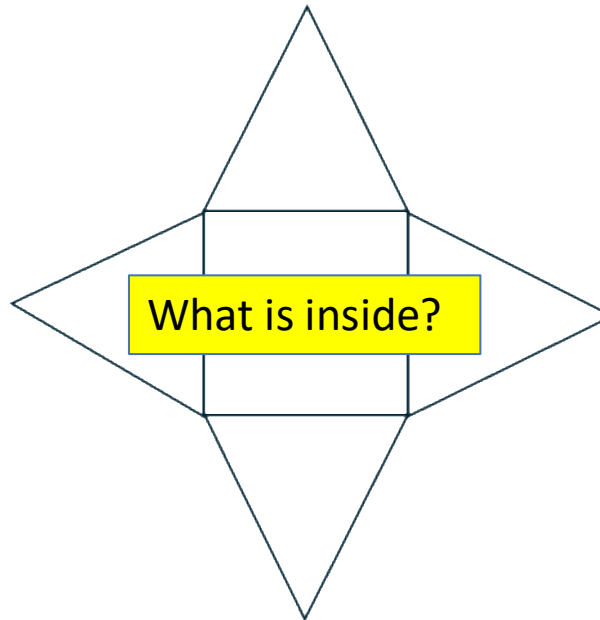
#3 Functional Team - A Deeper Look



Triangle or Pyramid?

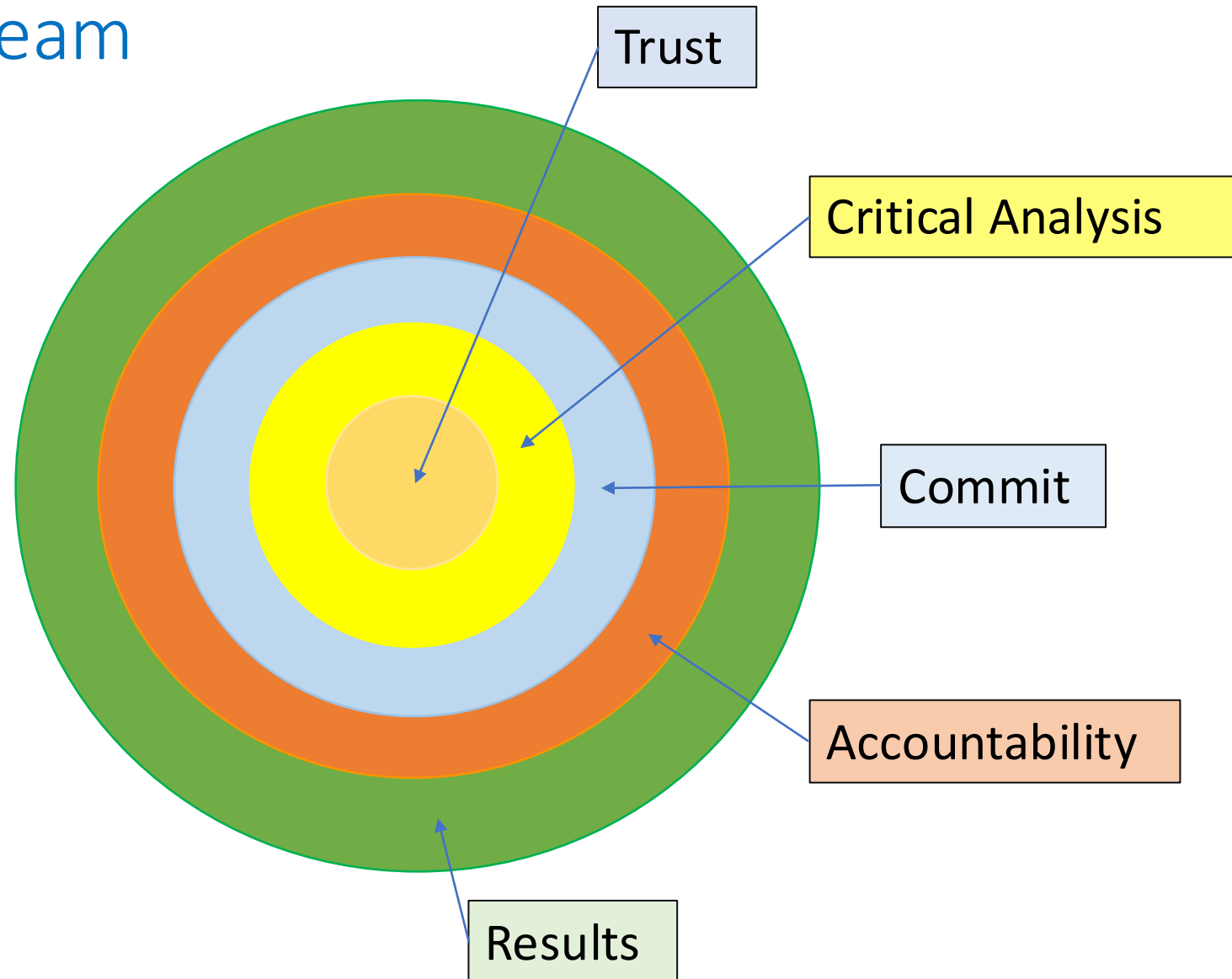
Trust

- Physical
- Emotional
- Psychological & Intellectual
- Community



#3 Functional Team

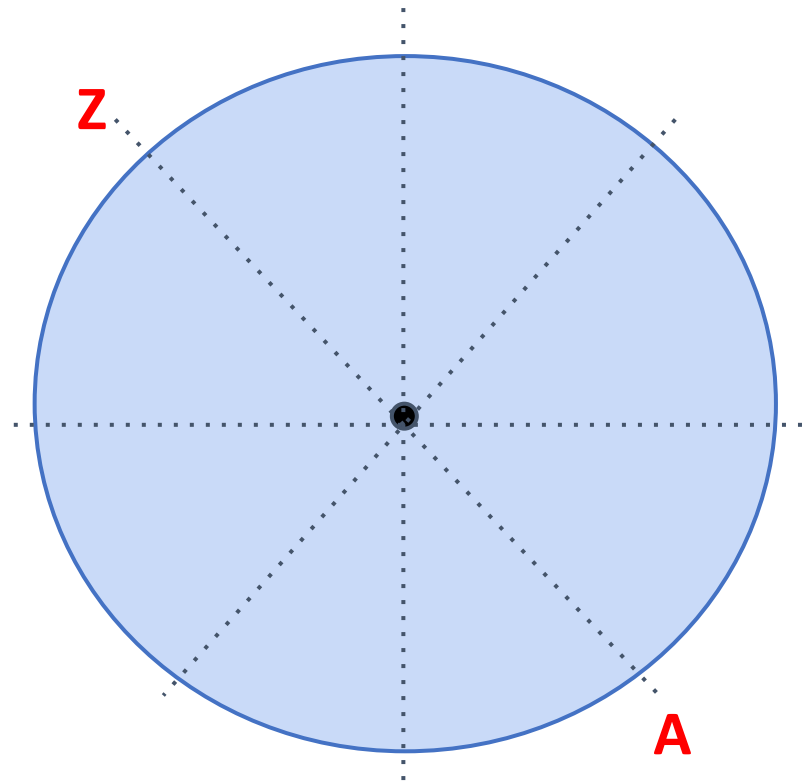
– Better ROI



#4: Getting a 360° view

More experiences/perspectives = more views on a problem

More views = better solution out of the gate



360° View/Balance around the table

Conflict arises?

- *Practice 'Just like me'*
- *Switch seats*

Exercises for



3. Team Effectiveness

4. 360° View

Exercise: How functional is your team?



Adapted from Patrick Lencioni's
[The 5 Dysfunctions of a Team](#)

Scale of 1-10, where 10 is excellent, rate your team for each 'function'.

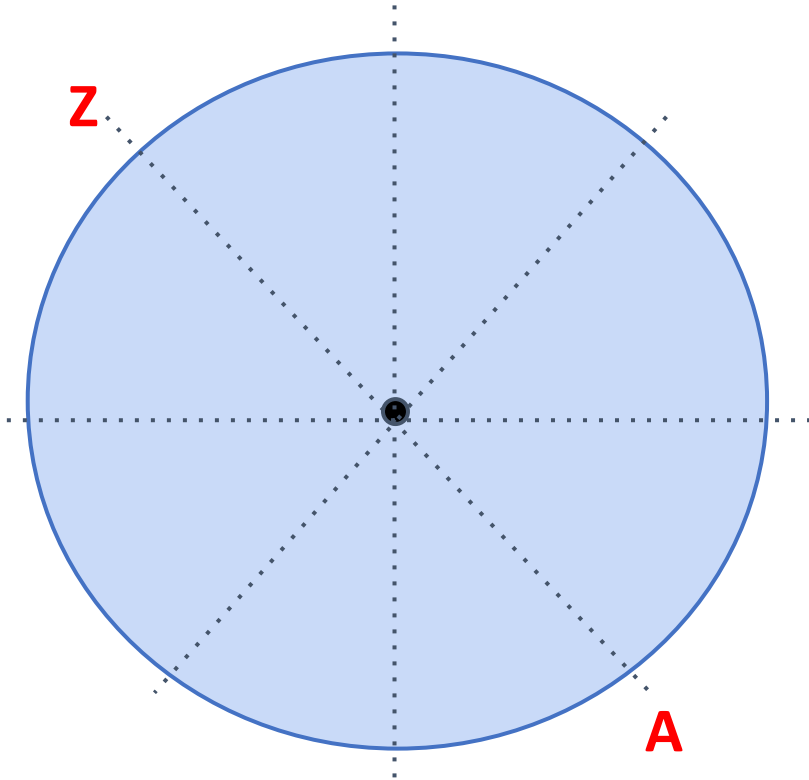
Where would you like it to be?

What data/info/experiences did you use to come up w/ these rating?

What's one thing you can do to improve it?

10 min

Exercise: Map your team around the table.



How are they alike?

How are they different?

Special sauce each team member/candidate brings to the table?

Where are your gaps in skills, experiences, perspectives?

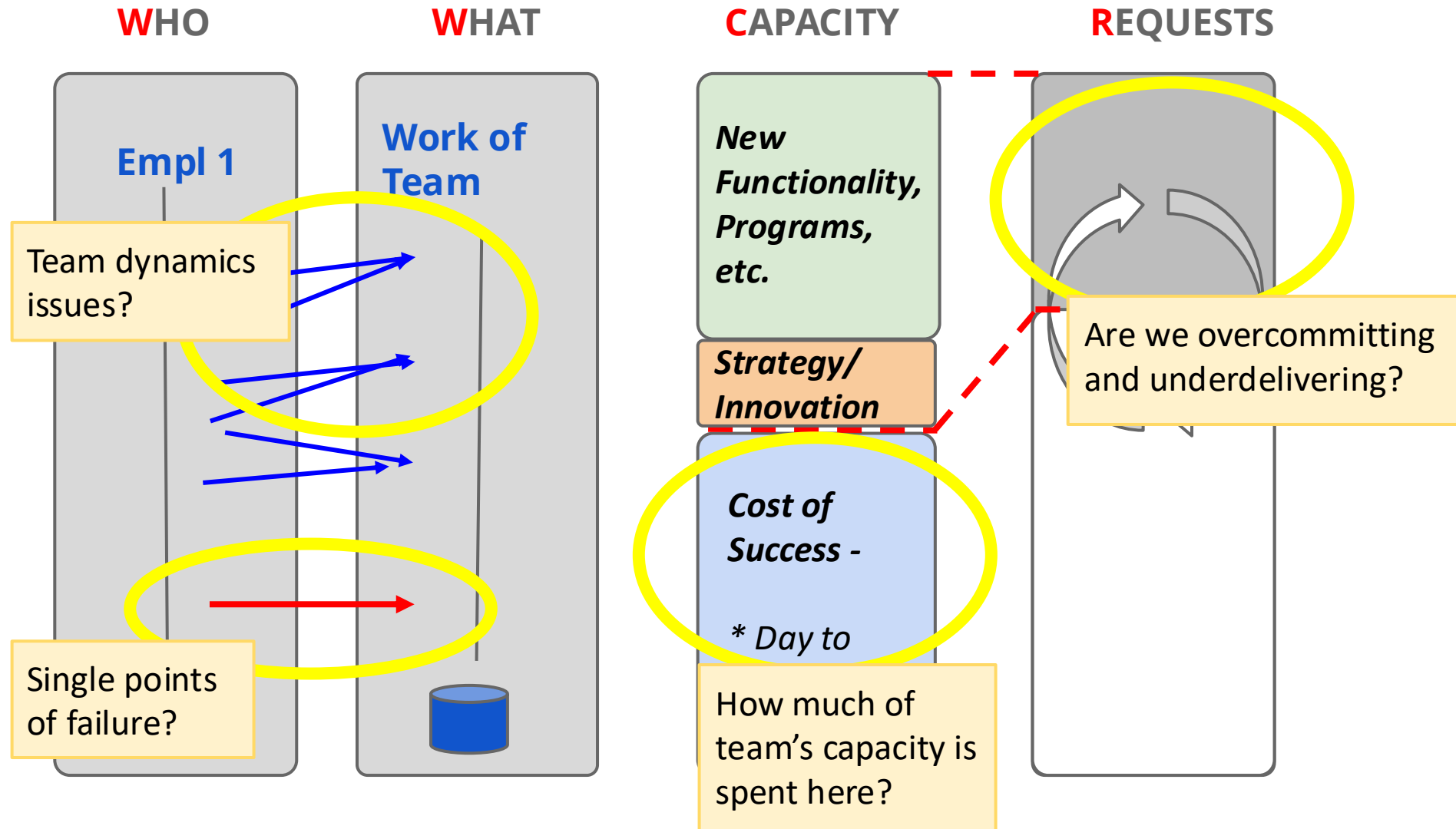
10 min

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#5: WWCR - Snapshot of a Team



Execution Effectiveness Data

Single source of truth -

- 1 system where data gathered
- Critical bits of info per task:

Look into the delta

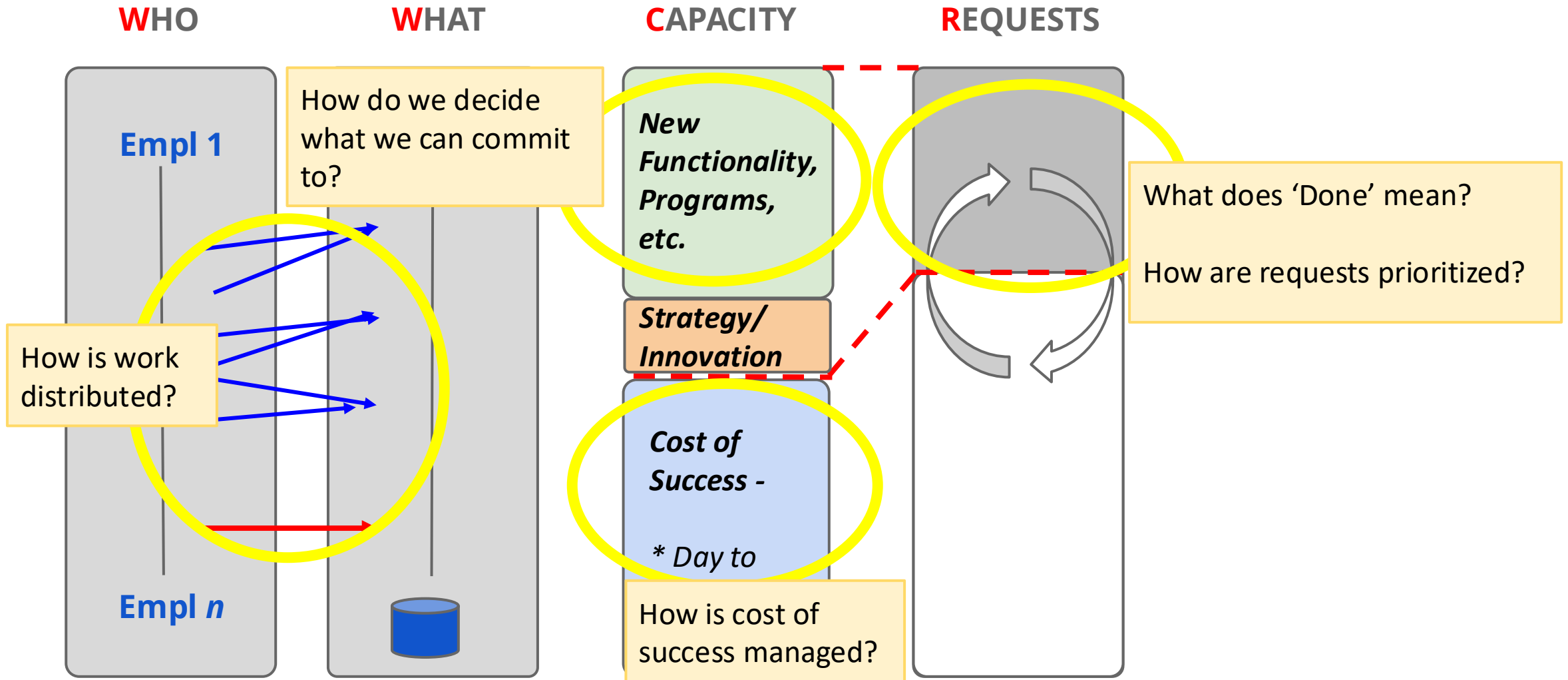
| | |
|--------------------------------|--|
| Descr | Priority |
| Status (red, yellow, green...) | Effort Est (\lesssim 2 wks) |
| Comments (Update weekly) | Actual Effort |
| Target Date | Commitment (Committed, Stretch, Unplanned, External) |
| Owner | Link to dependent/related task(s) |

Over Time Patterns Emerge

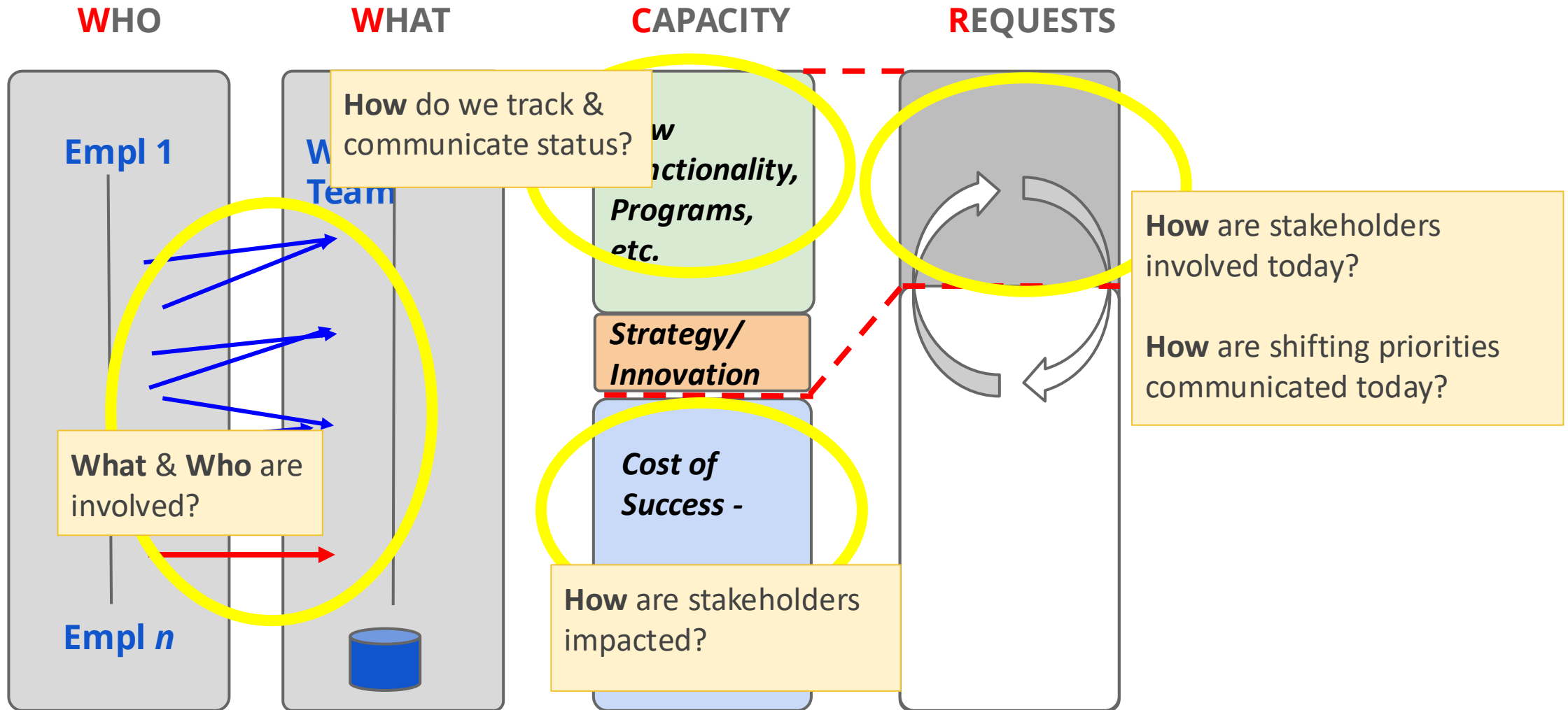
And you'll be able to answer a lot of questions...

- On average per qtr:
 - How much of your team's capacity is spent
 - addressing issues with existing projects?
 - dealing with unplanned issues?
 - implementing new projects in a particular area?
 - ...?
- Where do we need to build more resiliency into the team?
- How much time does it take for a new hire vs. internal transfer to come up to speed?
- How many additional headcount will you need filled in Q1 to deliver a project by EOY?
- ...

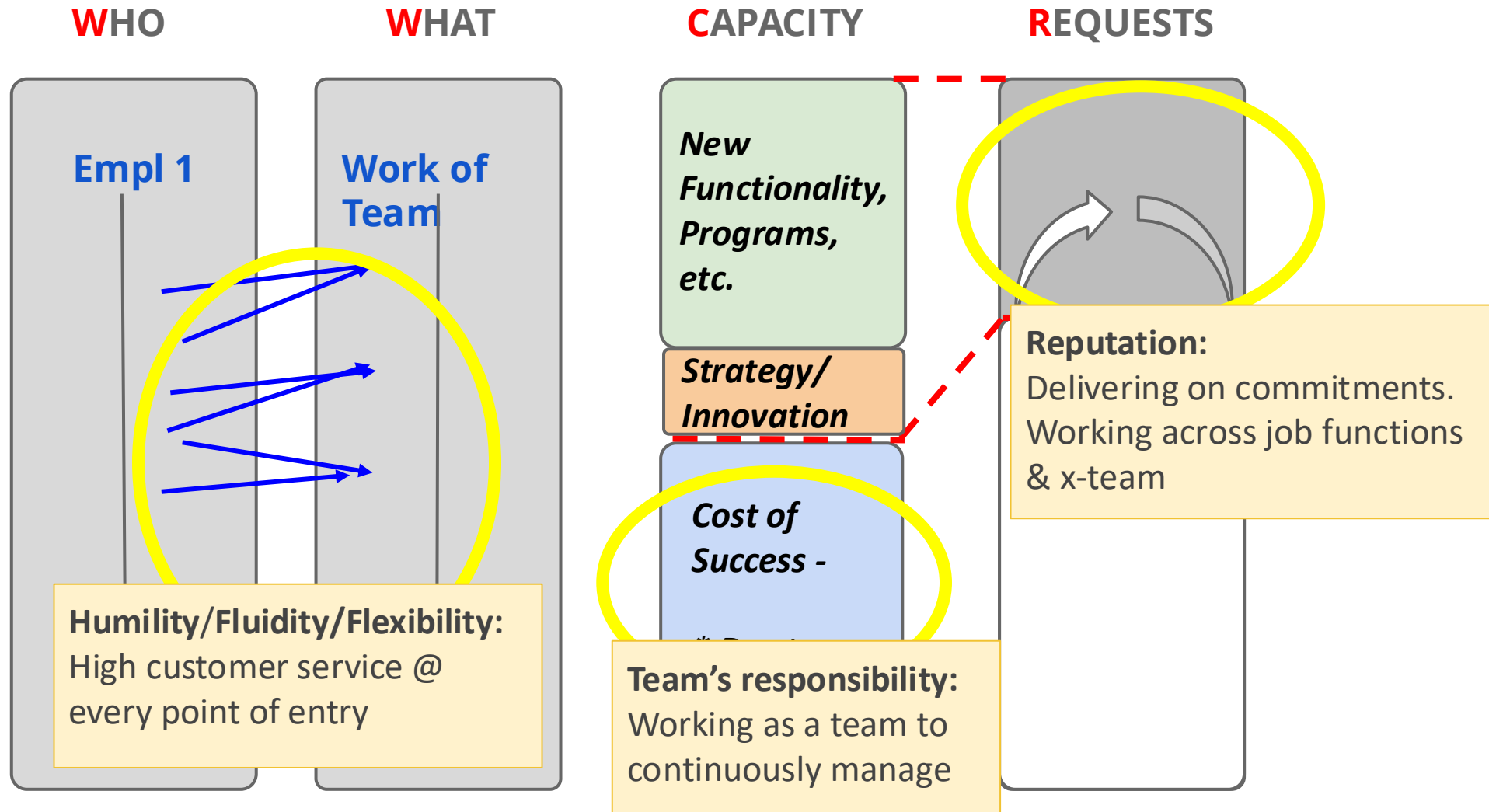
#5: WWCR - Execution Processes



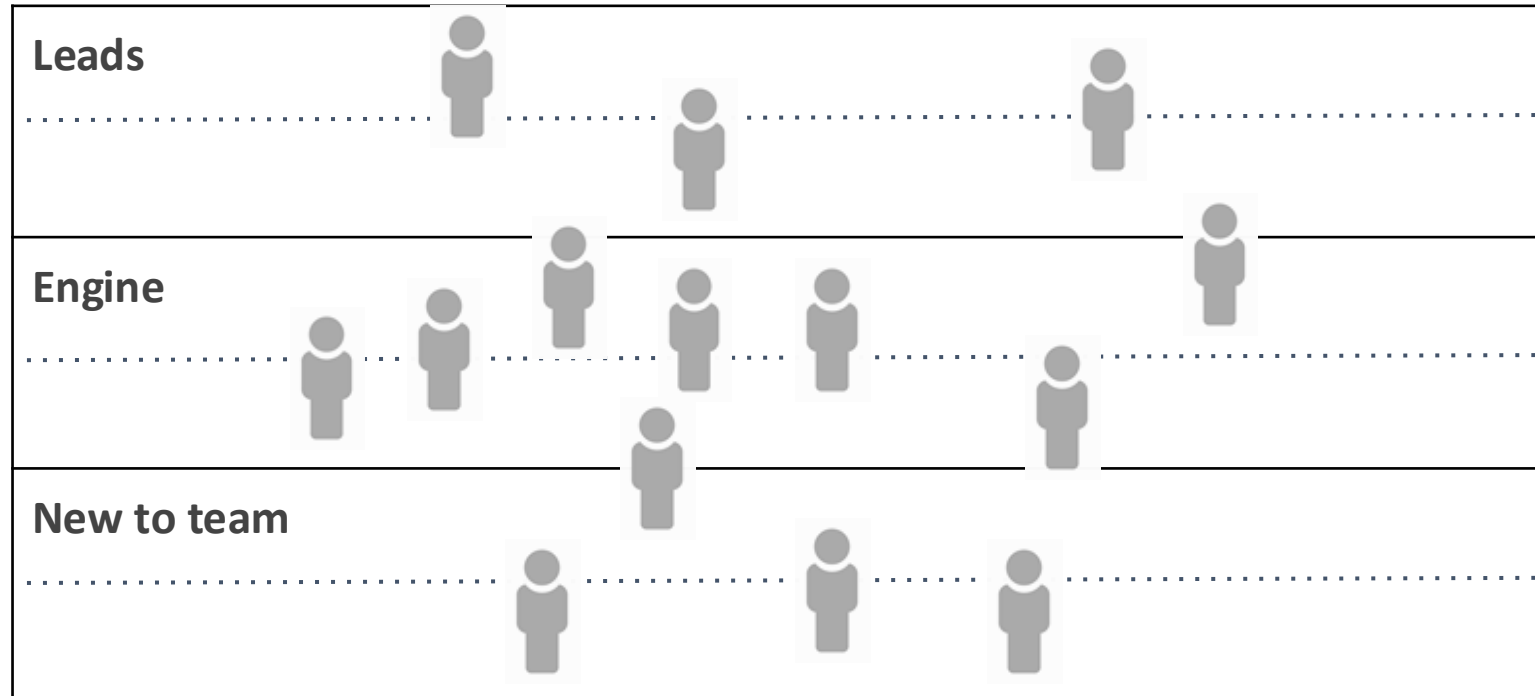
#5: WWCR - Managing Stakeholders



#5: WWCR - High Performing Teams



#6: How healthy is the Engine?

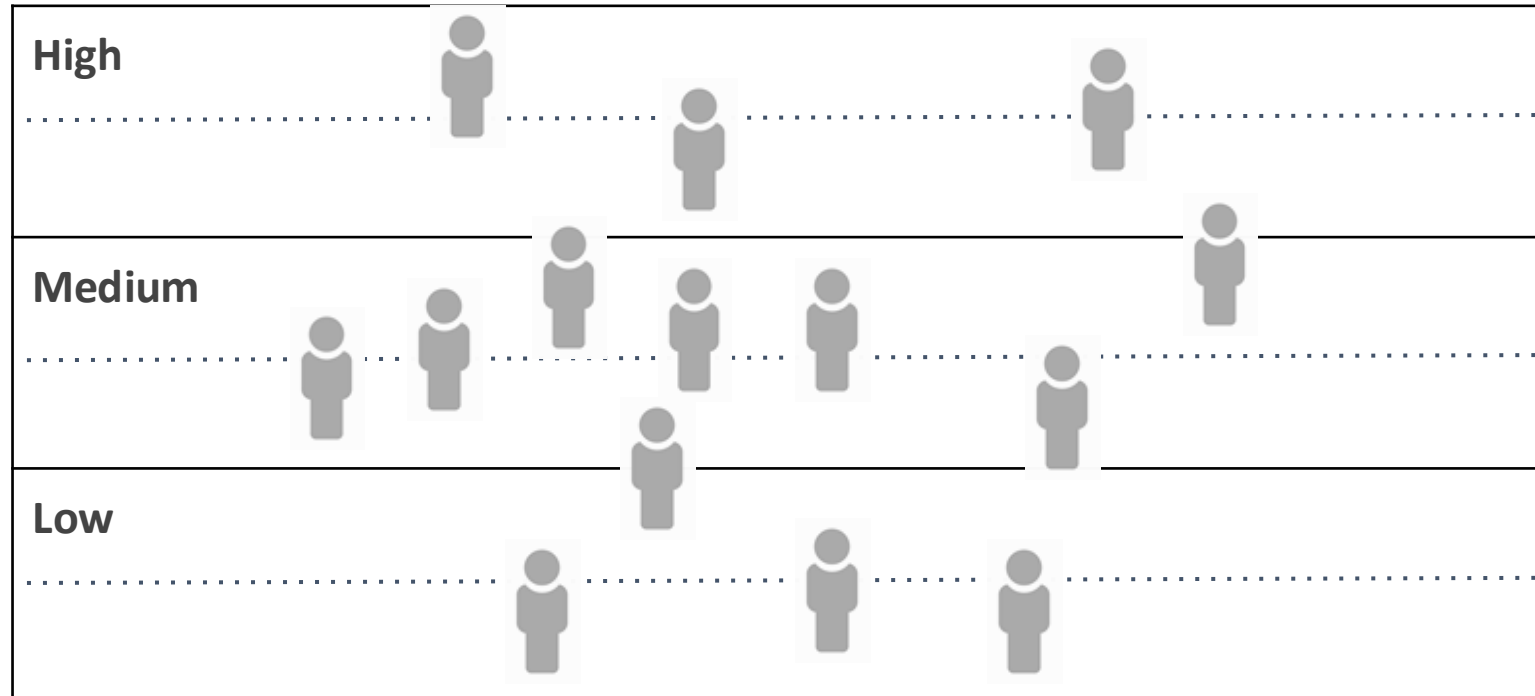


Are folks progressing above/below expectations?

Lead to non-lead ratio working?

Succession plan in place?

#6: How healthy is the Engine?

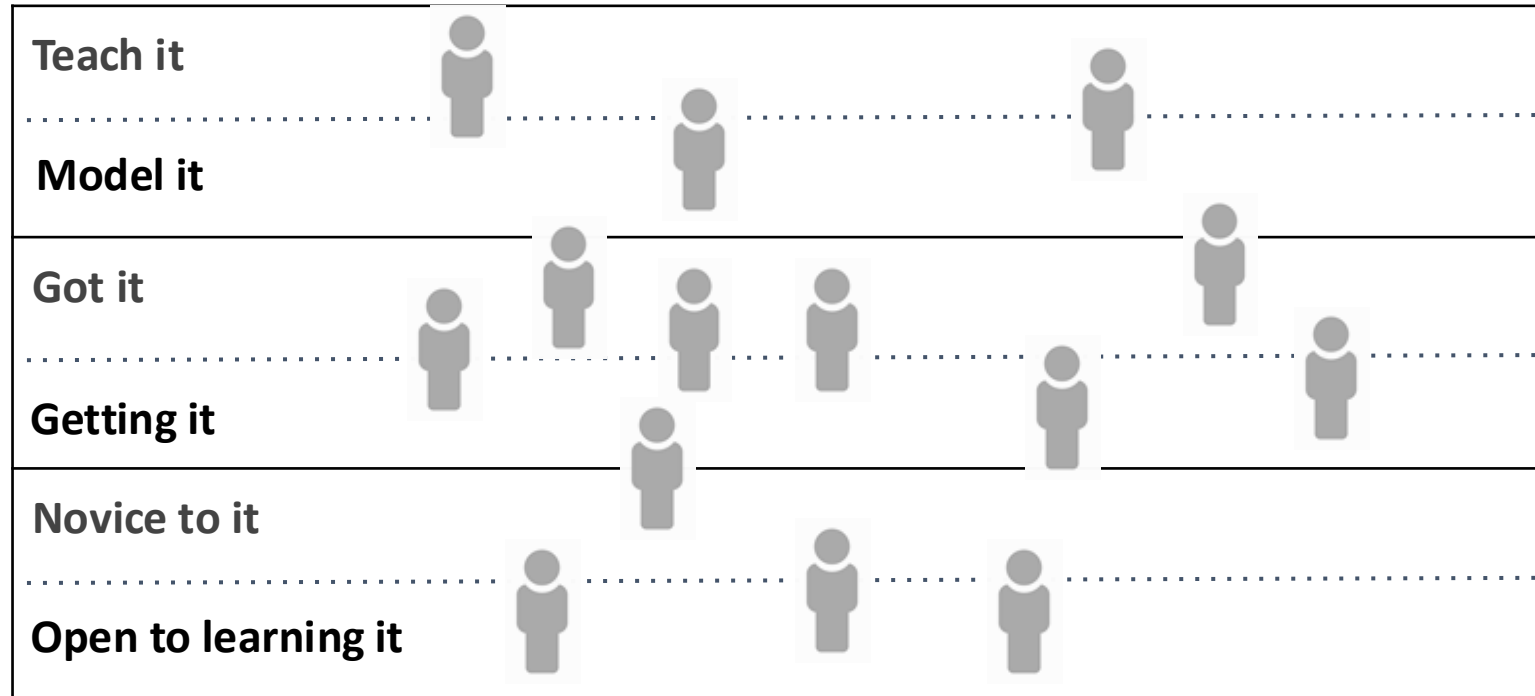


Are stress levels going up/down?

How motivated is the team?

Any potential retention issues?

#6: The leadership pipeline

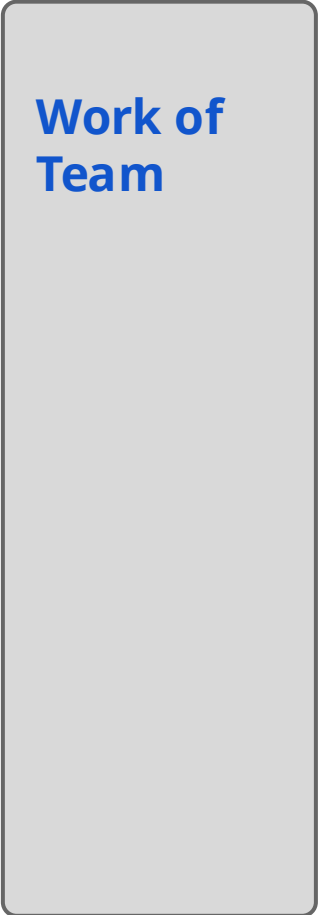


Exercise: Who works on what?

WHO



WHAT



Single points of failure?

Team dynamics issues?

How flexible, agile, adaptable, resilient is your team?

10 Minutes

Exercise: Where is time spent?

CAPACITY*

*Present/
Near Future*

*Future
(e.g. 3+ yrs)*

*Past/
Present*

** Day to day
operations*

Where is time being spent today?

Where do you want it to be a year from now?

What can you do to get there?

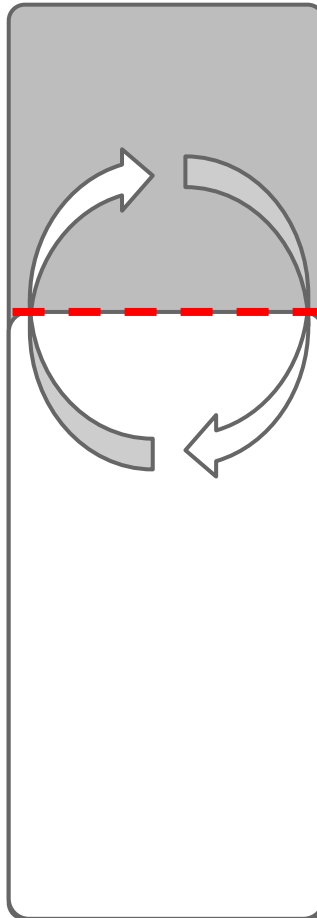
Do you have the data you need?

* Add/remove buckets based on your job function.

10 Minutes

Exercise: How are requests prioritized?

REQUESTS



How are incoming requests handled?

Does your team/org operate on a calendar - e.g. quarterly goals?

How are stakeholders managed?

What is working well?

What could be improved?

10 min

Exercise: Map your team

| |
|-----------------------------|
| Leaders |
| Engine |
| New to team |

Are folks progressing above/below expectations?
Leader to non-leader ratio working?

5 Minutes

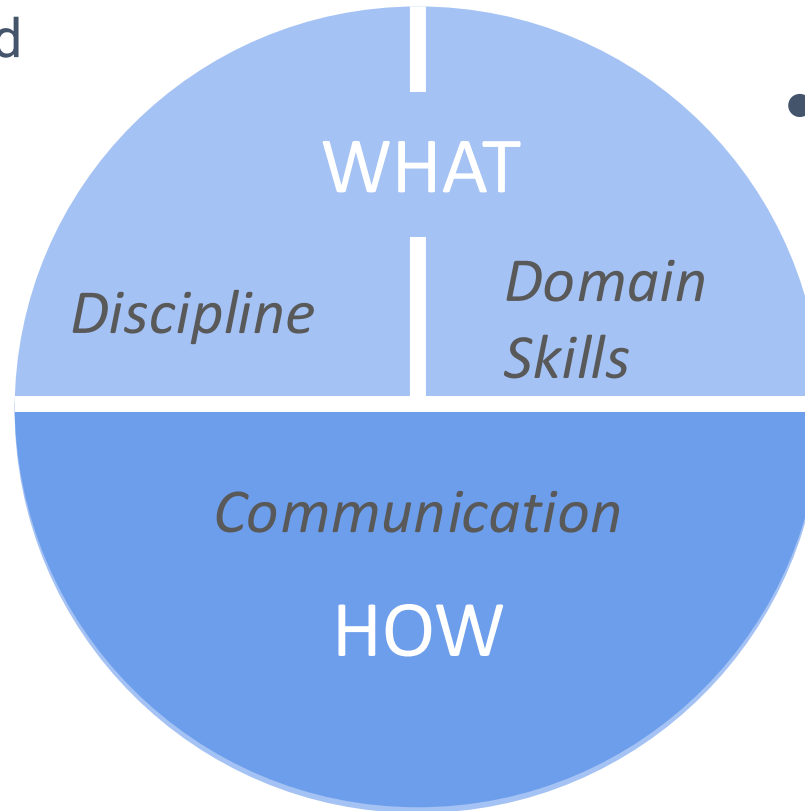
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#7: Developing the Complete Package

- Thorough
- Structured



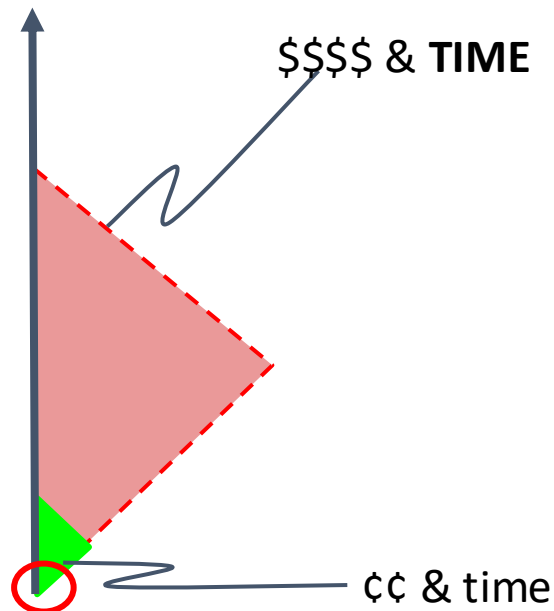
- Demonstrated domain expertise
- Domain Impact - innovation / creativity

- Communication skills
 - Right tool for a given situation
- Team / personal impact

#8: Feedback

Set expectations early - avoid surprises

- Surprises = \$\$ & time lost
- Frustration = \$\$ & time lost
- Don't lie - they'll sniff it out and stop trusting you = \$\$ & time lost



Small course corrections save \$\$ & time

- Don't simply hope an employee's behavior will change
- Engage early w/ **concrete feedback**
- In the long run it looks like they're going straight

Feedback Example

- **State your intention**

- *'My intention is to support your growth and development.'*
- *'My intention is to support the team running smoothly.'*

- **State the facts**

- *In this afternoon's meeting you interrupted <person> 3 times.*

- **State the impact of the facts**

- *This was frustrating because we didn't get to fully hear <person's> perspective/idea.*

- **Make a request**

- *Going forward will you wait for someone to finish what they are saying before sharing your perspective/idea?*

Feedback/Coaching Example

- **Start w/ asking questions**
 - *How did that meeting go for you?*
- **Listen & mirror back**
 - *So, it was ok for you.*
- **Then share your perspective**
 - *Well, to me you sounded really frustrated about <blah>.*
- **Keep asking questions**
 - *Are you frustrated?*
- **Listen & find your version of their experience**
 - *When I was in a similar role, that frustrated me too. I learned that a better way to handle <blah> is by <...>. Would that approach work for you?*
- **Always get agreement**
 - *Are you willing to try that?*

Do not reward bad behaviors



NOT

Delivering:

- On time
- w/ Quality
- No surprises

Minimizing Disruptions:

- Without arrogance
- Follow Process

Thinking Team First:

- Watch out for each other

Use positive reinforcement



Thanks for speaking up during that meeting.

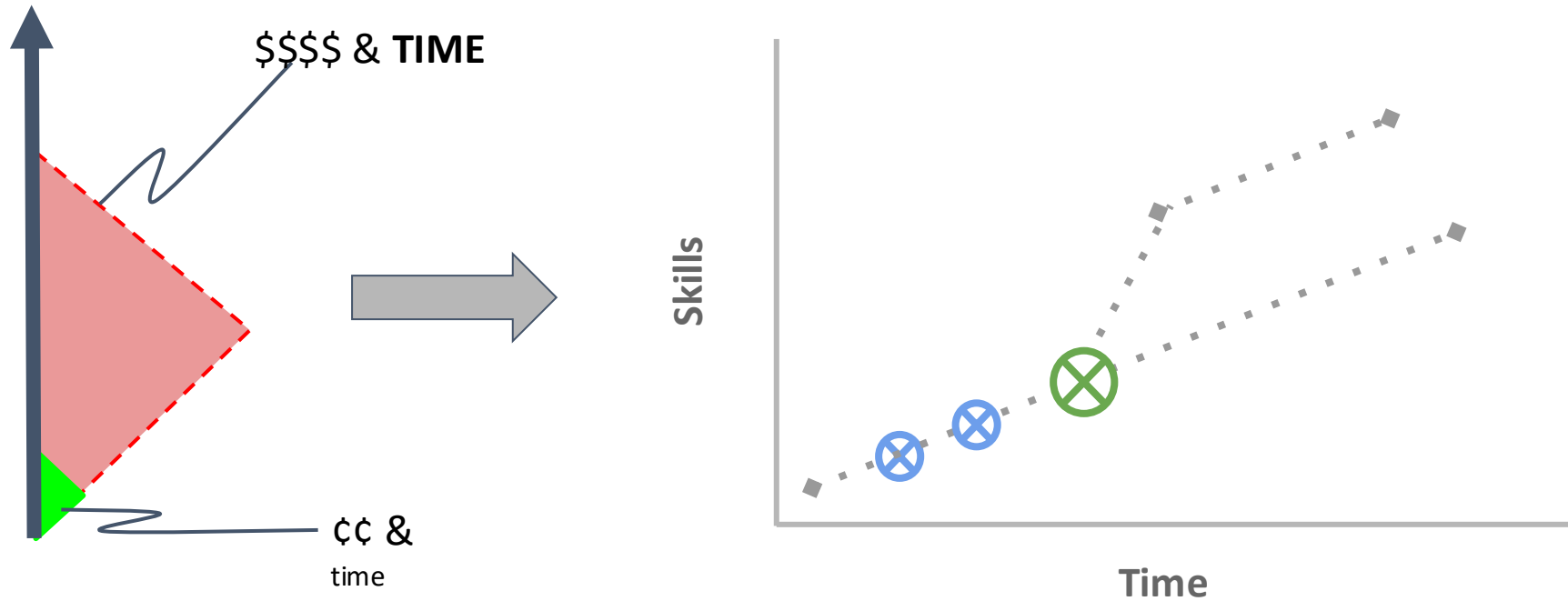
I really appreciate how much you care about your work.

I see that you are passionate about team success.

Thanks for backing up your teammate this week.

I appreciate your determination to see this done right.

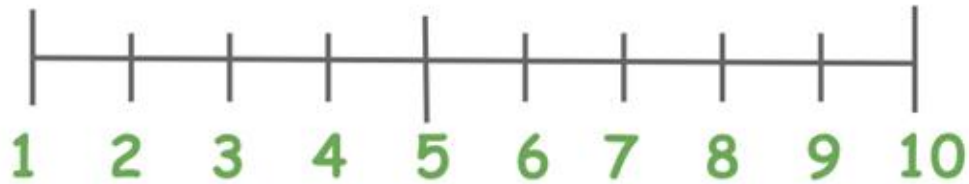
Growth/Learning



- Growth plan that benefits the individual and the team
- Stretch just outside comfort zone
- Work together to adjust plan as needed

#9: What & How Questions

On a scale of 1 to 10...



what is your stress level?

how satisfied are you with your current role?

how well are we functioning as a team?

what is your frustration level?

how confident are you in this design?

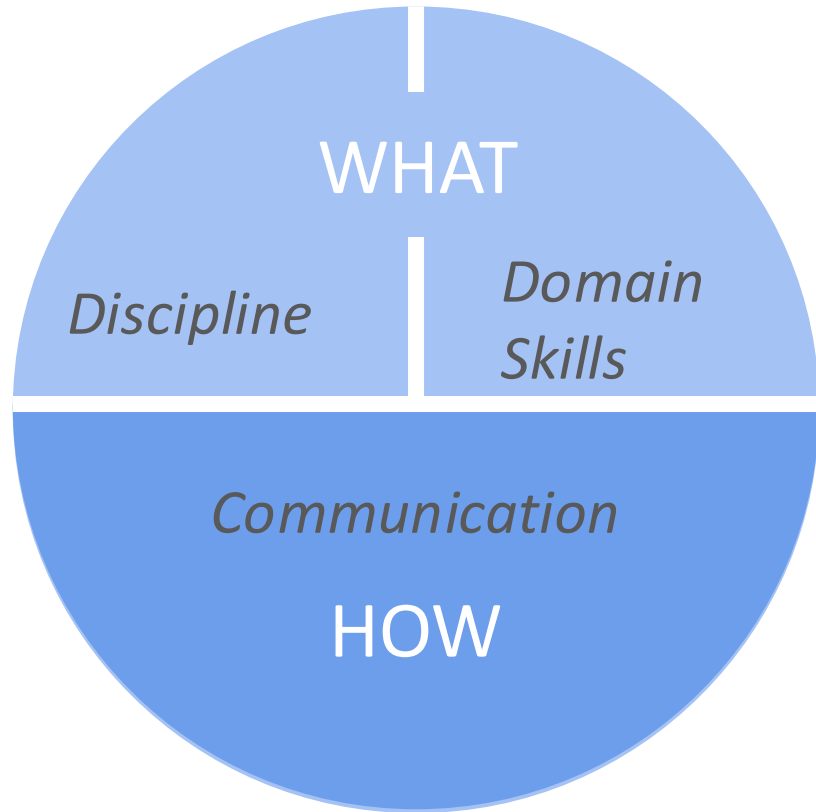
Where would you like it to be?

What needs to change in order to get there?

How would we go about making those changes?

How would this impact the team?

Exercise: Developing the Complete Package

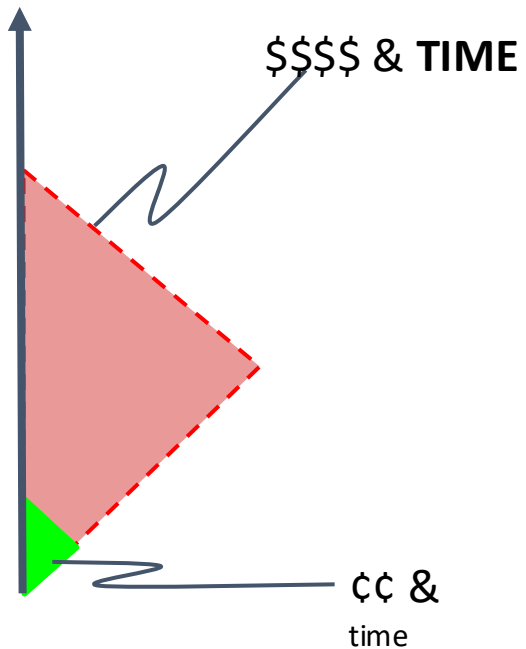


What does the 'Complete Package' look like for your team members?

- Domain skills
- Discipline
- Communication
- Other skills?

5 Minutes

Exercise: Timely feedback builds trust



Think of feedback you want to give.

In pairs:

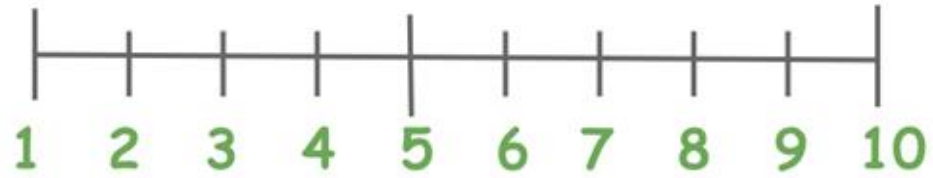
- Person A: Give feedback to Person B
- Person B: Note one thing that A did well and one area for improvement.
- Person A: Give feedback again.

Switch

10 Minutes

Exercise: Practice 'What & How' questions

On a scale of 1 to 10...



Try this in pairs: 1 person is manager, 1 is direct report

- On a scale of 1 - 10, <how/what question>?
- Where would you like it to be?
- What is contributing most to it not being where you want it to be?
- Ideas for what could be changed?

10 Minutes

4 Steps - 9 Tools

1. Objective & Leadership Reality
Guiding Principles
Discipline of Management
2. Assess Team
Team Effectiveness
360° View
3. What We Do & How We Do It
Who, What Capacity, Requests (WWCR)
Engine Health
4. Managing People
Complete Package
Feedback
What & How ?'s



#1 Non-negotiables

Deliver:

- On time
- w/ Quality
- No surprises

Minimize Disruptions:

- Without arrogance
- Follow process

Think Team First:

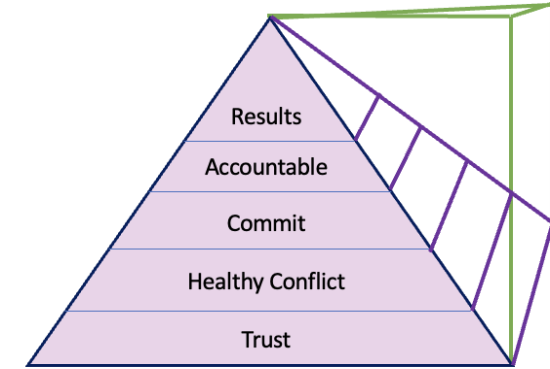
- Watch out for each other



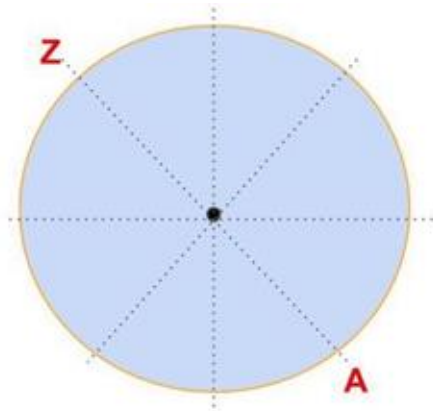
#2



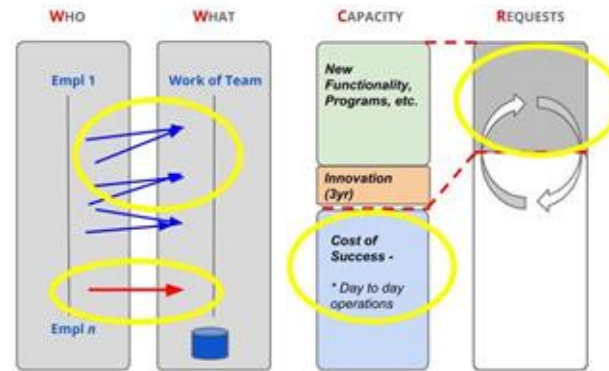
#3 Functional Team



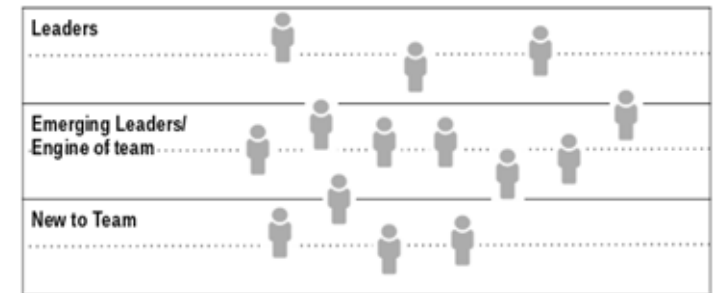
#4 360° View



#5 WWCR



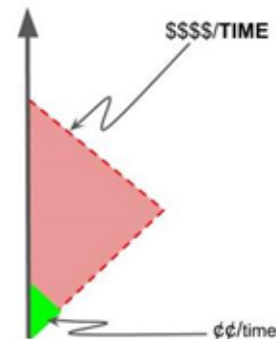
#6 Engine Health



#7 Complete Package



#8 Feedback/ Career Growth



#9

On a scale of 1 to 10...



What & How Questions

Deliver:

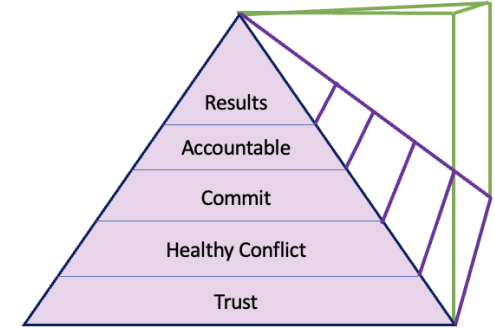
- On time
- w/ Quality
- No surprises

Minimize Disruptions:

- Without arrogance
- Follow process

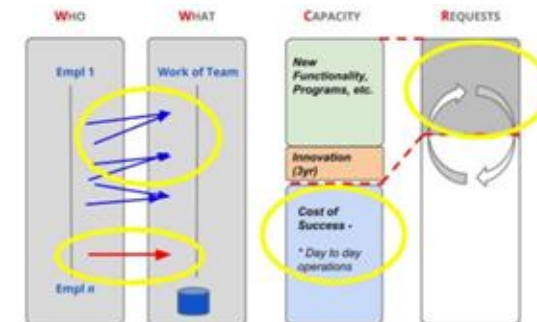
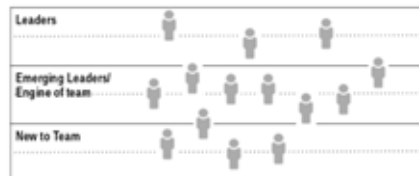
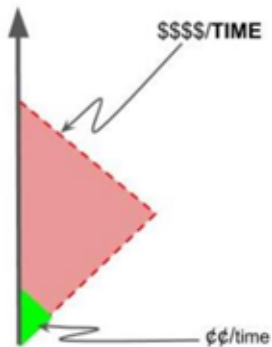
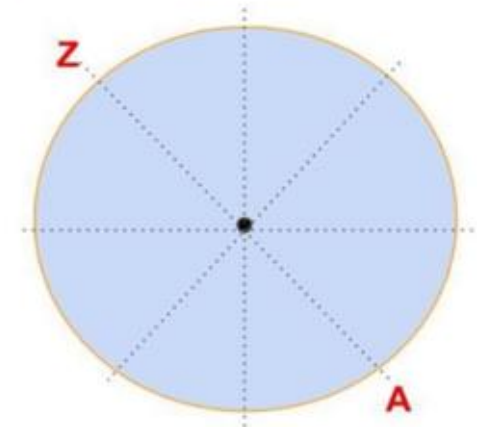
Think Team First:

- Watch out for each other



What & How Questions

On a scale of 1 to 10...



A living piece of
art...

In honor of my
parents
8-)





Tools of the Trade

Sibley Bacon