

theteam

(Changing a Company without Buzzwords)

<http://nowpossible.com/theteam>

“In most organizations, change only comes in two flavors: trivial and traumatic.”

- Gary Hamel, Wall Street Journal, Sept. 29, 2009

Teams are the building blocks
of successful organizations.
Change the way teams work,
and you will change the
company.

So what's the simplest way to change how teams work?

- 1.** Adopt a very short list of principles
- 2.** Let teams **volunteer** to participate
- 3.** Allow success to spread naturally

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Adopt four principles...

1.) Value the value

Every team action should either save money, make money, or provide a vital enough benefit to justify an un-recouped expense.

2.) Be honest and open

Keep all communications, facts and status reports in the open and highly visible.

3.) Shorten workplans

Break deliverables into smaller pieces that can be finished in shorter time periods.

4.) Create interdependence

No team member wins unless everyone wins. Period.



Get this

- Stronger revenues
- More innovative products, services and processes
- Increased competitiveness
- Greater adaptability to unexpected changes
- Reusable work products
- Increased flexibility
- More respect among team members
- Fewer unpleasant surprises

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Principle:	Value the value	Be open and honest	Shorten workplans	Create interdependence
What:	Every team action should either save money, make money, or provide a vital enough benefit to justify an unrecouped expense	Keep all communications, facts and status reports in the open and highly visible	Break deliverables into smaller pieces that can be finished in shorter time periods.	No one wins unless everyone wins. Period.
Why:	Creates a focus on quantified benefits. Why do something if its benefit can't be stated in a positive manner?	Change the character and output of a team. It should be obvious to everyone who is doing what, and why. When team members get stuck, they get help faster. When they succeed, others follow faster.	Lowers risks and increases odds of success. The more time that elapses until actual work products are delivered, the greater your risk. This approach also makes teams better able to try each others' ideas.	This is the best way to get a team to function like, well, a team. It also fosters insights, flexibility, and resilience.
How:	<ul style="list-style-type: none">• State the value of each project• Create metrics that quantify the stated value• Validate the value actually delivered, and reward team members for it	<ul style="list-style-type: none">• No private communications• Conduct disciplined weekly progress report sessions• Hold daily "stand-up" sessions• Use images, mockups, etc. to make things clearer• Make it easy to understand the purpose of every work product	<ul style="list-style-type: none">• Shorten the length of time between deliverables• Try to make every deliverable useable and functioning, rather than just a description of something that still needs to be done• Whenever possible, make processes and deliverables reusable and adaptable for other purposes	<ul style="list-style-type: none">• Create shared metrics• Partner team members from different disciplines• Have members with similar skills swap tasks often, even in the middle of working on a deliverable• Share responsibilities, ideas, concerns and alternatives

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Better than buzzwords

The only principles that make a difference are the ones you know by heart, swear by, and live by. Everything else is just blather.

We have combined four principles that have made a difference for nimble, highly responsive teams. They're not right for every team, but they just might be the perfect solution for yours.

Looking ahead, we envision a world in which cross-disciplinary, empowered and flexible teams enjoy the best odds of success.



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Toria Thompson is a former CIO and now works on a number of Health Information Technology projects across Colorado. One of these is to enable communities to improve their population health through the use of analytic tools.

In her 20's Toria was founder of the leading software company delivering compliance software to the pharmaceutical industry. As well as working as a technologist over the past 20 years, Toria has worked as a strategic consultant and coach helping technology companies improve the effectiveness of their teams.

Her current passion is to use practices from Agile Software Development and insights from Agile's inspiration – Architectural Pattern Language developed by Christopher Alexander – to bring work back to a human scale and as an emergent part of the organizational system.

Bruce Kasanoff was cited by The Chartered Institute of Marketing among their inaugural listing of the 50 most influential thinkers in marketing and business today. He is an innovator and strategist who has worked with both leading organizations and also highly entrepreneurial firms.

Bruce is the author of Making It Personal, which Publishing News called “the new bible of personalization” and Publishers Weekly praised for its “cutting edge advice.”

He was head of training, research and online programs for Peppers and Rogers Group when that firm popularized the business strategy of 1to1 marketing. Both he and Toria were members of the advanced development team at PRG, which Bruce later spun off as the venture-backed firm, Accelerating1to1.

WANTED:

innovative teams willing to adopt
The Team principles and share
learnings with other non-
competitive teams.

For more information:

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