

Becoming a Great Team

Kevin Meadows and Woody Zuill



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Softwareteaming.com

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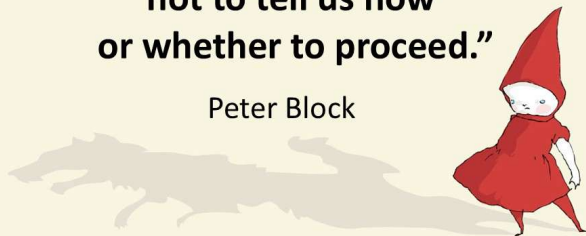
Let's get started...



2

**"The value of
another's experience
is to give us hope,
not to tell us how
or whether to proceed."**

Peter Block



3

Working with Stickies

A few guidelines on
making stickies work...

Give it a
little thought

One idea per
note

As many
ideas as you
can think of

Use a bold
pen

Write down
a few ideas

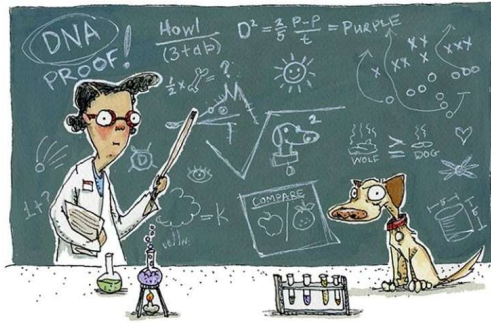
One or two
words per
note

Or a few
more if
needed

Write clearly
and boldly

4

Exercise: How do I want to be treated by my teammates?



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Exercise: How do I want to be treated by my teammates?

Solo.
Capture your
thinking on
stickies



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Exercise: How do I want to be treated by my teammates?

Share as a team.

Discuss.

Find the most
common
thoughts.



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Exercise: How do I want to be treated by my teammates?

Let's share with
the whole group
what we have
found.



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Exercise: How do I want to be treated by my teammates?

We need to do something
to be able to treat others
the way they want to be
treated.



9

There are no
“five easy
steps” to
being a great
team.



10

You can not “skip to the end” with learning.



11

**Rather than trying to become a great team,
create an environment that allows you to achieve
team flow, and you can become a great team.**

Robert Henri – massively paraphrased



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A Whole Team has all the people
required to get the work done.



**Ideally, we can answer any
question that comes up.**

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Software Teaming

All the brilliant minds working together

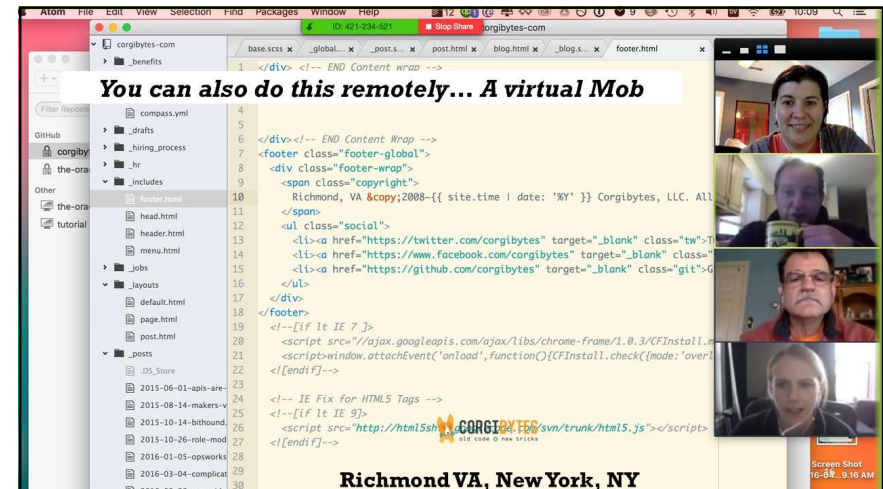
**on the same thing...
at the same time...
in the same space...
at the same computer...**

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14



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**People with all the needed skills
and knowledge gather together.**



**This allows us to work directly
on an item from start to finish**

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**People with all the needed skills
and knowledge gather together.**



**diminishing the wastes of
queuing and excess inventory**

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**People with all the needed skills
and knowledge gather together.**



and a lot of other “problems”

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**When we share
Software
Teaming
this question
is almost
always asked:**



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**How can you be productive
with 5 or 6 people at one computer?**



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We don't know. Does that matter?

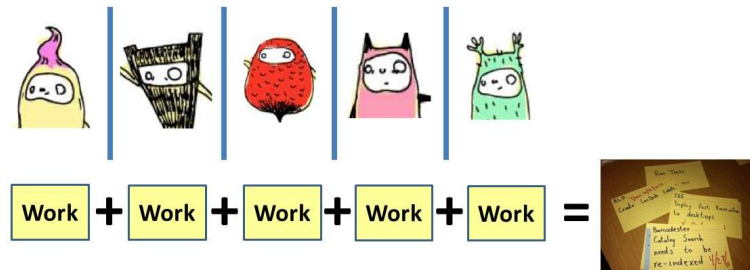


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**We were paying attention
Here is what we noticed**

23

Working Separately



24

But working together



=



25

VS



**Not just more stuff
The more meaningful stuff
It was better done
And of higher quality**

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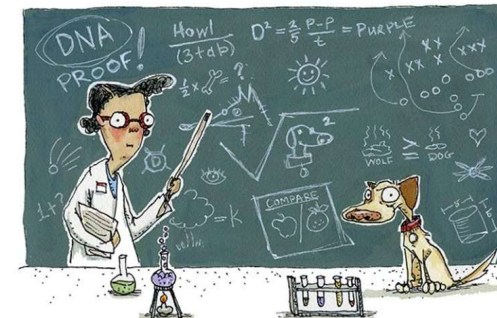
The What



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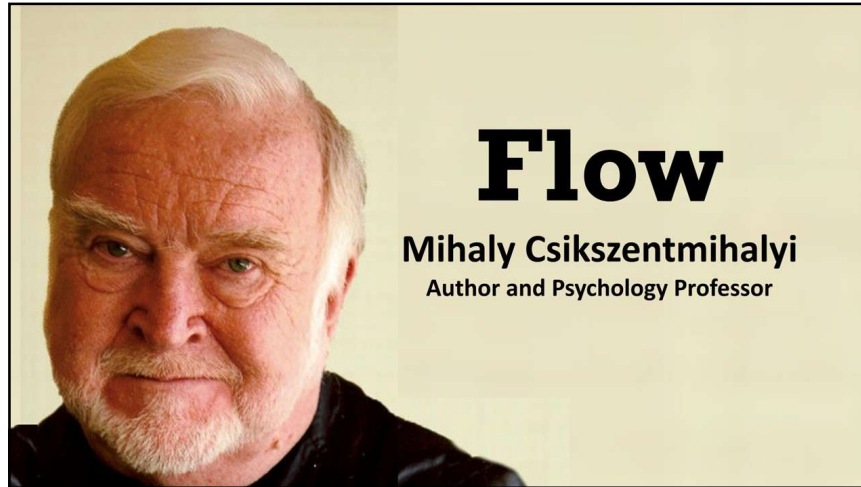
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Flow and Flow

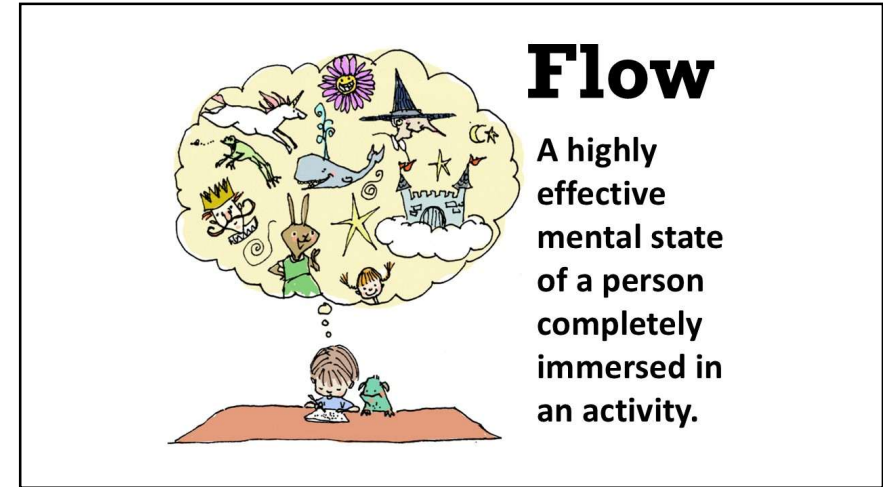


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Do we destroy psychological flow when we work as a team?



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Team Flow



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Team Flow

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**A Great Team is a team that
collaborates to achieve Team Flow**



That's our hypothesis

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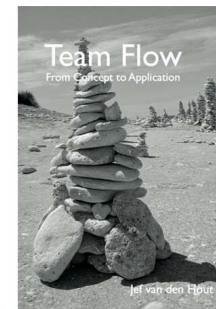
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**Teamwork does not replace solo work.
And solo work does not replace teamwork.
Let's learn to be great at both.**


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Team Flow



**Have a shared
cognitive space
and the
willingness to
work well
together.**

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What might this look like?



There are many ways to work together

37



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Software Teaming

is just one example of this

**Many domains depend
on close teamwork**

Maybe almost all work ...

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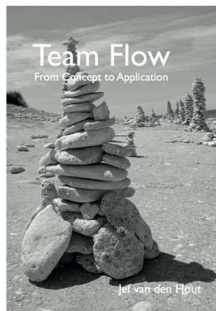
Team Flow

Prerequisites

- Collective ambition
- Common goal
- Aligned personal goals
- High skill integration
- Open communication
- Safety

Characteristics

- Mutual commitment
- Sense of unity
- Sense of joint progress
- Mutual trust
- Holistic focus



Jef van den Hout

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Prerequisites of Team Flow

Collective Ambition

A shared drive to achieve something meaningful together

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Prerequisites of Team Flow**Common Goal**

A clearly defined, mutual objective that unites the team

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Prerequisites of Team Flow**Aligned Personal Goals**

Individual motivations align with the team's collective purpose

50

Prerequisites of Team Flow**High Skill Integration**

The team effectively combines and utilizes individual skills

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Prerequisites of Team Flow**Open Communication**

Free exchange of ideas, thoughts, and feedback

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Prerequisites of Team Flow

Safety

Psychological safety, trust, and space to be vulnerable

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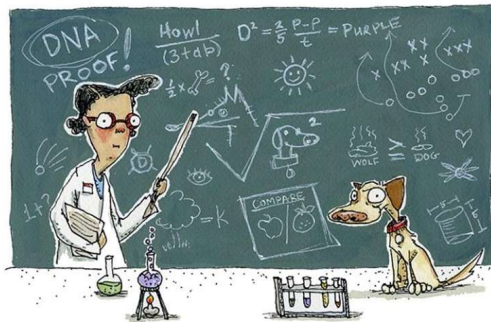
Prerequisites of Team Flow

Mutual Commitment

A strong, shared dedication to the team and its objectives

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Exercise: Team Flow Prerequisites (Handout)



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Exercise: Team Flow Prerequisites

Discuss the prerequisites

Order by importance

Be prepared to share with the larger group

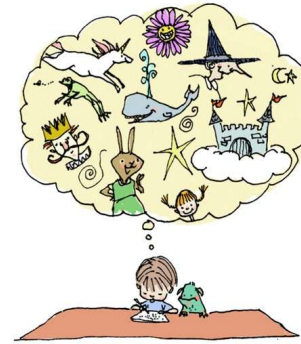
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The Why



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**If all the needed
information and skills
were in a single person ...**

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**But at some point
in all the work we do
we need to interact with others.**



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... so let's get good at it!



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**Teamwork does not replace solo work.
And solo work does not replace teamwork.
Let's learn to be great at both.**



Illustration © 2012 - Andrea Zull

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**But how do
most
organizations
normally
work?**



Andrea Zull © 2013

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**Whether we are
working as a specialist
team, or as a cross-
functional team...**

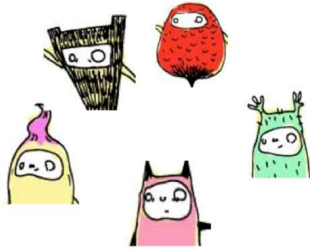
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We gather in meetings



64

We gather in meetings



And attempt to communicate

65

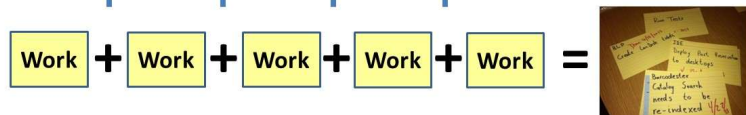
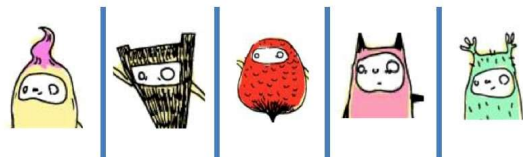
**about what we have done
and what needs to be done**



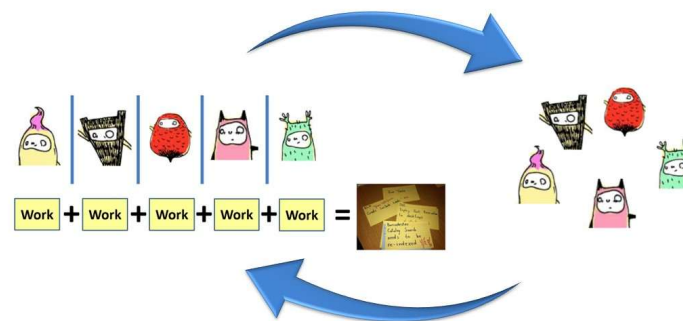
and coordinate how we will work

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Then we work separately



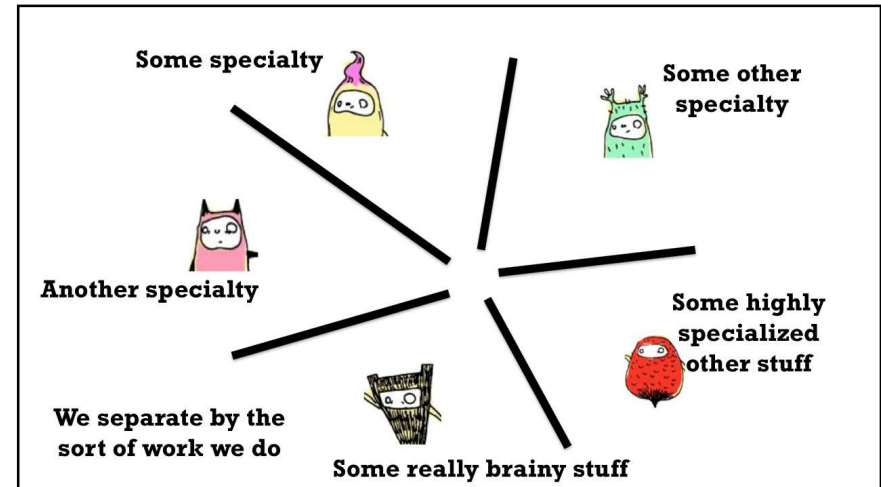
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A bit about how we separate people

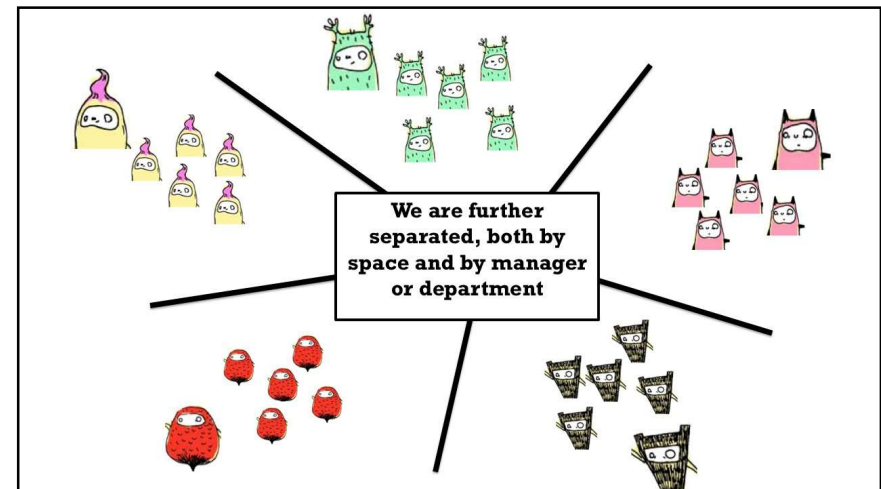
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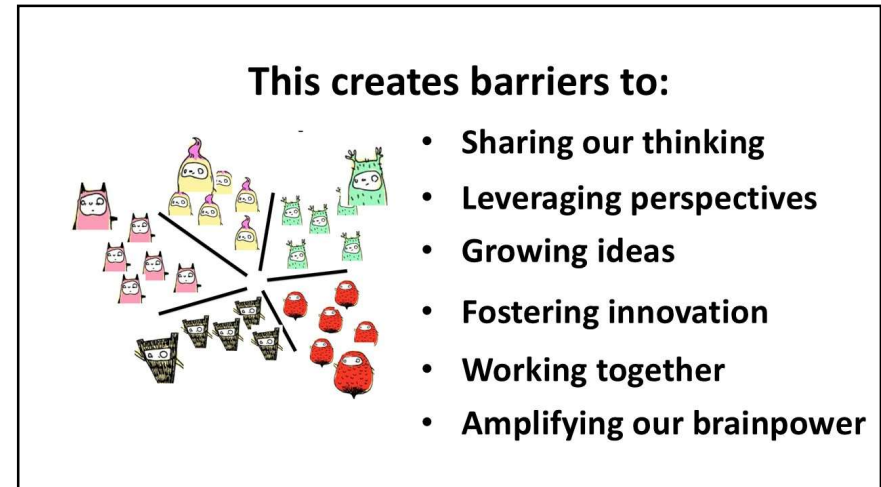
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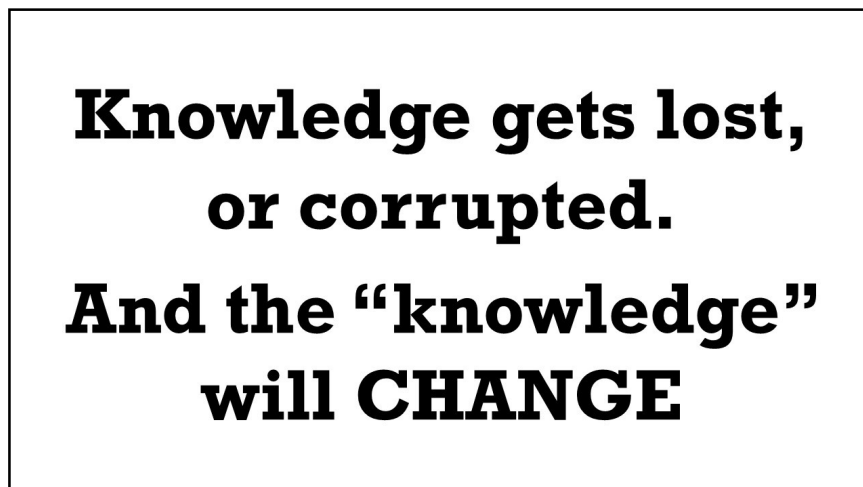
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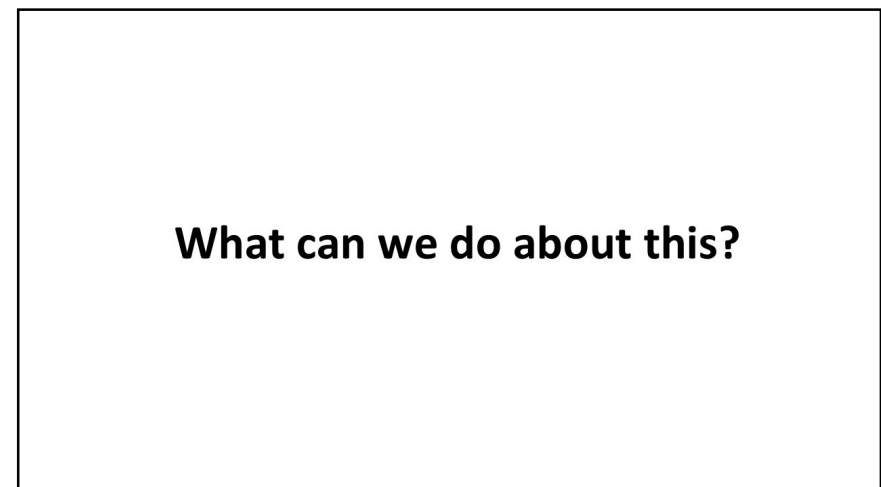
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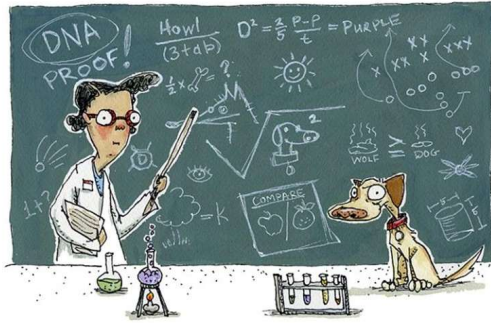


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Exercise: What are the benefits of working as a "Whole Team"? – Make stickies



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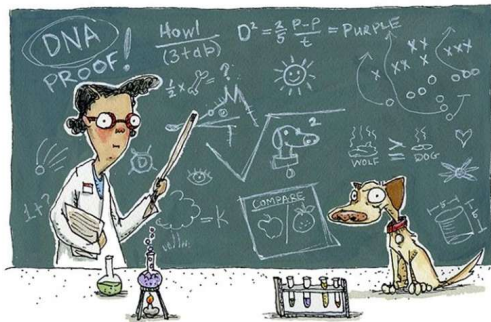
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Why would we work this way?



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Debrief



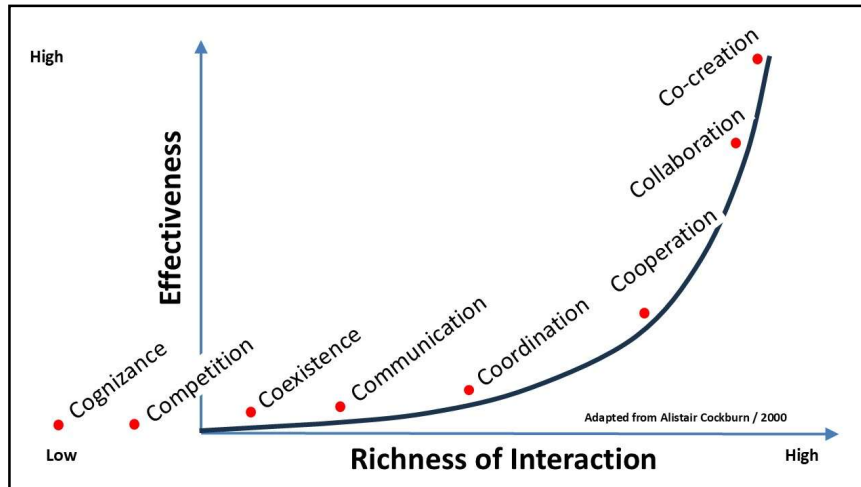
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Why would we work this way?

- Knowledge sharing
- Many perspectives on the work
- Rapid feedback and rapid iterations
- We Focus on the right things
- Higher quality
- Better solutions
- Eliminate queues and reduce inventory
- Enhance flow of the work
- More fun, less stressful, more engaging... etc.

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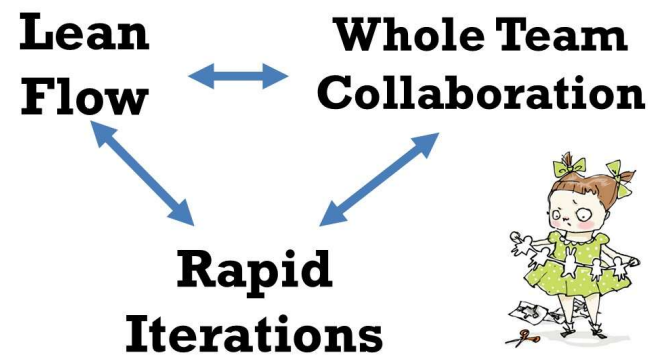


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Whole Team Collaboration And Lean Flow



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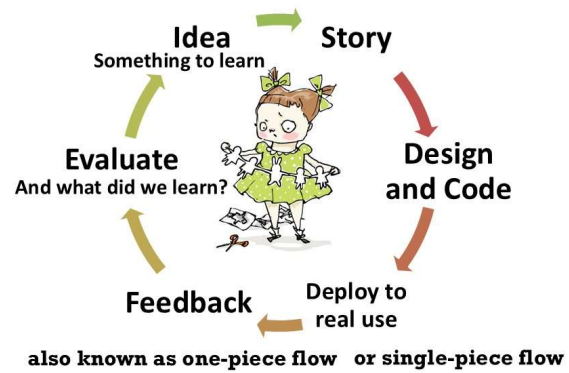
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Flow with Software Development:
Each Story flows from “idea” to delivered, working software directly without queueing, inventory, distraction, interruption, context switching, or multitasking



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This is Lean Flow



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The biggest
barrier to
flow is
queueing.

86

The Principle of Queueing Waste:

Invisible, unmanaged
queues are the root
cause of poor
economic performance
in Product
Development.

Based on Donald Reinertsen's work



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And one kind
of queueing
is...

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Question Queue Time

The amount of time we must wait to get an answer to a question that is blocking us



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Question Queue Time Value Stream Map



**As an example:
One Hour, One Question**

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Question Queue Time during an Eight Hour Day

Zero Queue Time – No Waste



Two Minute Queue Time – Wasting 16 minutes a day



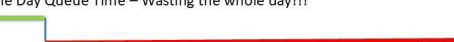
Ten Minute Queue Time – Wasting 70 minutes a day



One Hour Queue Time – Wasting 4 hours a day



One Day Queue Time – Wasting the whole day!!!



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How do we typically solve this?

One task we are working on gets blocked



So we increase inventory so we can stay busy



**Inventory: Work started on, but not yet delivering value.
Inventory IS WASTE!!!**

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How do we typically solve this?

Work on many tasks to keep us busy



Symptom?
Problem?

93

How did we Solve This?



Zero Queue Time



“Automatic” One-Piece Flow

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**We optimize for the
flow of the work**

**rather
than for the
output of the
individual**



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The How



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**An intro to psychological safety
would take a whole workshop of its own.**

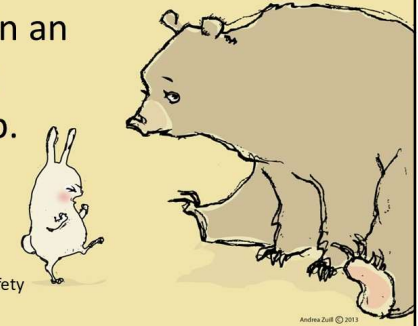
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The Root of Psychological Safety

“The presence of fear in an organization is the first sign of weak leadership. Fear is the enemy of trust...”

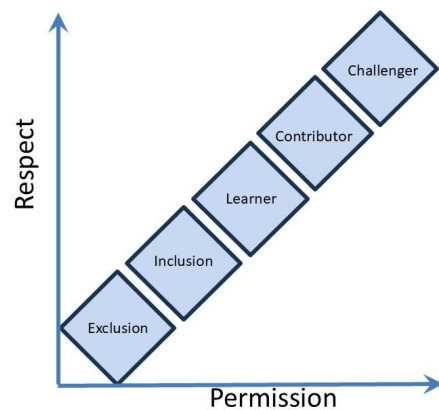
Timothy R. Clark, The 4 Stages of Psychological Safety



Andrew Zuck © 2011

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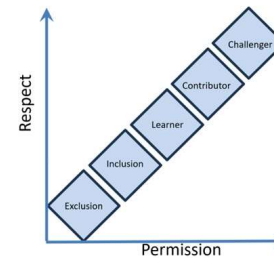
4 Stages of Psychological Safety



Timothy Clark

99

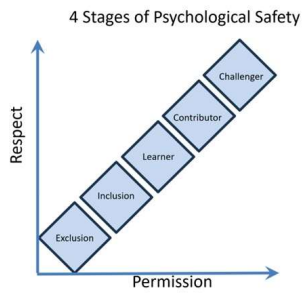
4 Stages of Psychological Safety



Respect

**Being treated with
dignity and
recognized as a
valued human being.**

100



Permission

Having the freedom and encouragement to engage, contribute, and take risks.

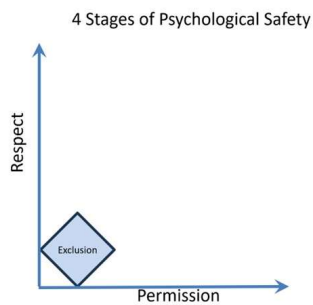
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Respect + Permission

You are trusted to use your discretion to make decisions as needed

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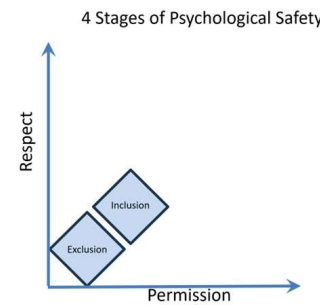
Exclusion



You are not one of us

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Inclusion Safety

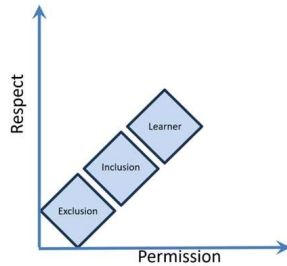


You belong here

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Learner Safety

4 Stages of Psychological Safety

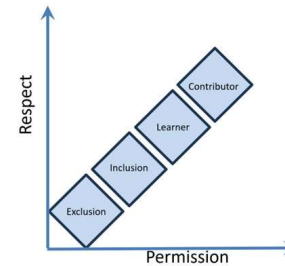


It's safe to grow here

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Contributor Safety

4 Stages of Psychological Safety

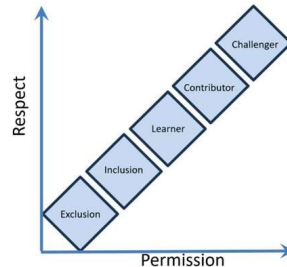


You're trusted to make a difference

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Challenger Safety

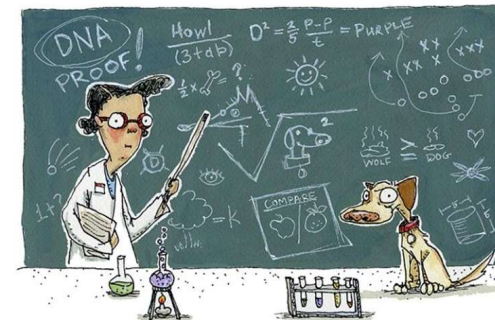
4 Stages of Psychological Safety



It's safe to speak up and change things

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Exercise: 4 Stages of Psychological Safety



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Exercise: Psychological Safety (Handout)

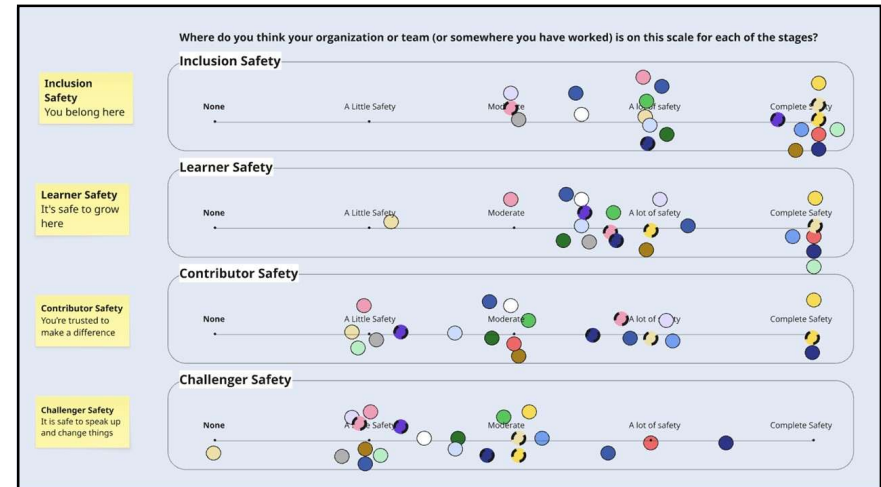
Discuss the 4 Stages.

**Have you ever experienced any of these stages?
What's been typical?**

**Be prepared to share any especially interesting
experiences with the whole in our debrief.**

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The Skills



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Listening to, and Understanding Others

Learn to Listen
Strive to understand
Be willing to try other
people's ideas
And support each other's ideas
Open space for others to talk
We must practice these things



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Listening to, and Understanding Others

We are trying to build a shared understanding



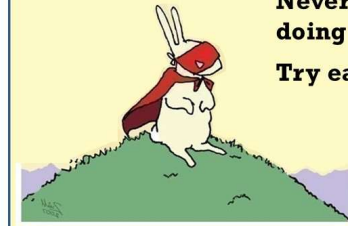
Sharing Ideas

It's not a competition

Resist trying to prove how good you are

Never insist on your own way of doing things

Try each person's ideas

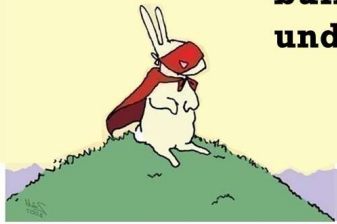


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Sharing Ideas

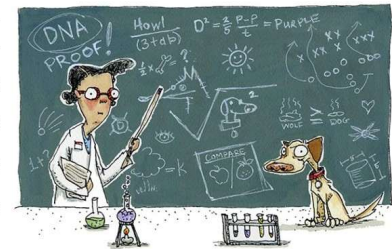
This helps us build a shared understanding



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Visual Communication

Use the white board
Temporary Shared Memory
Location
Drawings and Diagrams
Sticky Notes, Index Cards
Remote: Online White Boards
This provides a dynamic team thinking space



Andrea Zulli © 2016

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Relaxed, Sustainable

Be prepared to
Contribute
The Right Thing
At the Right Time
In the Right Way



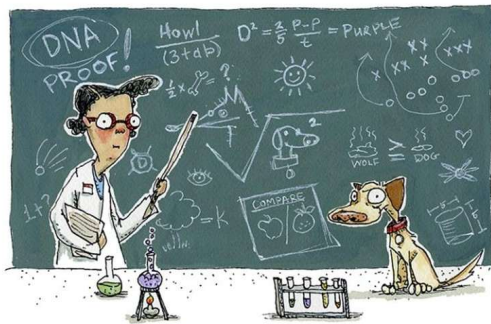
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Team and Personal Health (and Sustainable Pace)



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Exercise: How do I want to be treated by my coworkers?



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Team and Personal Health (Sustainable Pace)

**Kindness, Consideration and
Respect**
**You don't need to understand
everything**
**Take breaks before
you need them**
**Take care of yourself, and
each other**



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These things must be practiced



We don't get the skills we need by taking a workshop

We don't get good by taking the lessons

We don't get the learning by reading a book

We need to practice, not just do the performance

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**The object isn't to make art,
it's to be in that wonderful state which
makes art inevitable**

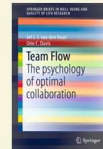
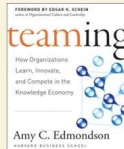
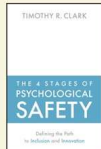
Robert Henri



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References



<https://medium.com/@jmlascale71/utilization-considered-harmful-f992776e5e3e>

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