

How to Build **Team Safety**

The Organization's Secret Superpower

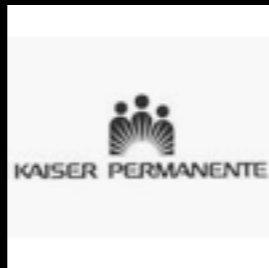
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- Agile Implementation at Loot Crate
- Management Coaching for Riot Games
- Agile Project Management for FOXNOW
- Scrum Master for Kaiser Permanente



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- Agile Transformation at Jukin Media
- Agile Implementation at Loot Crate
- Agile Implementation at theAudience
- Front-end Development at disney.com

Let's Play!



Team Safety Check

“How Safe Do You Feel With the Team Space?”

5 - Everything is Discussable w/o Filtering

4 - Almost Everything is Discussable w/o Filtering

3 - Most Things are Discussable w/o Filtering

2 - Almost Nothing is Discussable w/o Filtering

1 - Nothing is Discussable w/o Filtering

Team Safety Check

Capturing the Results

Team Name:

“Awesome Mobile App Team”

Date:

4/12/2017

Team Average:

3.6

Caveats:

(vacation, sick, PTO, new team member, someone left, etc.):

Distribution. How Many...

5's: 2

4's: 3

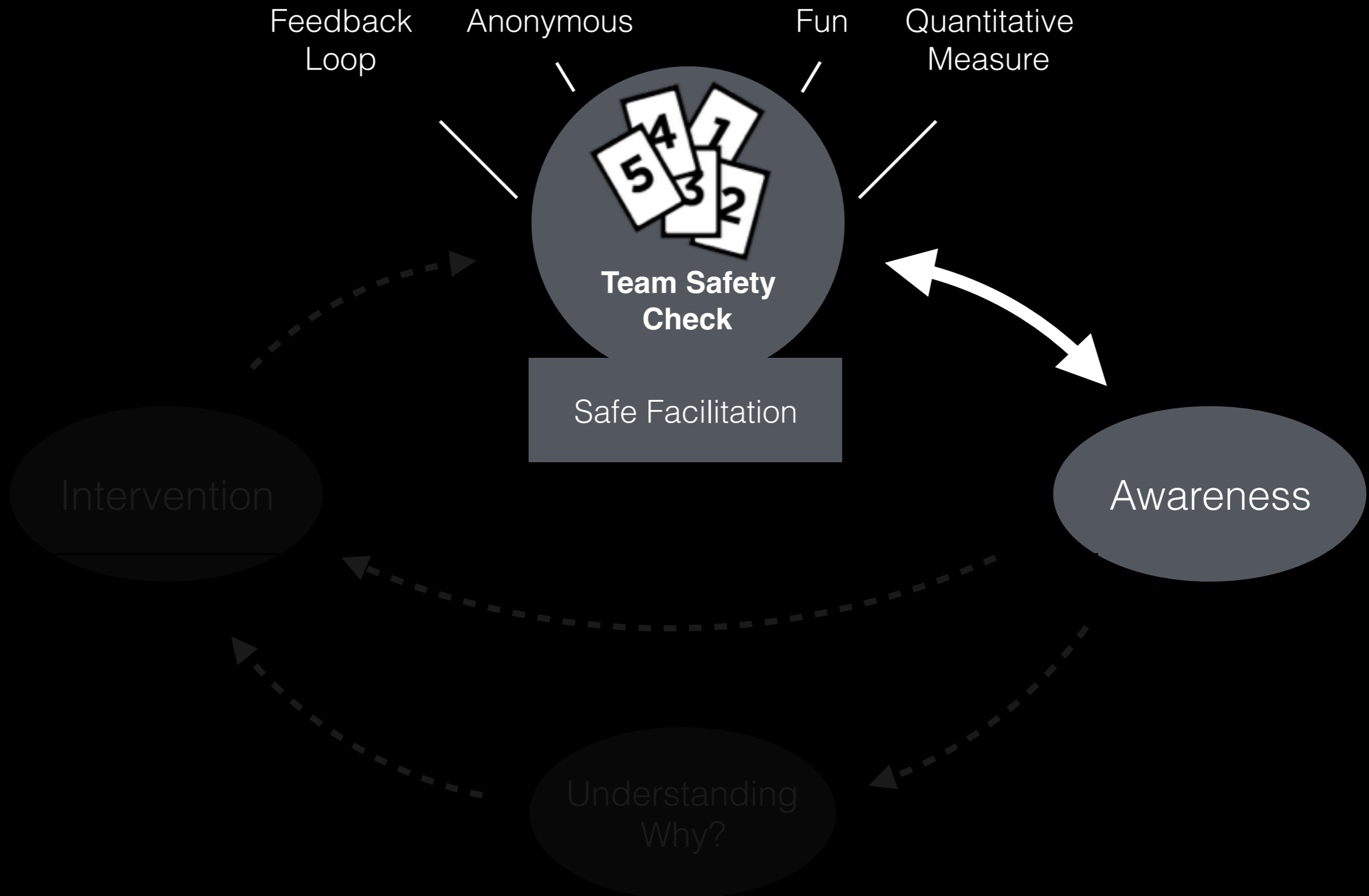
3's: 2

2's: 0

1's: 1

Jim joined the team.

Team Safety Cycle

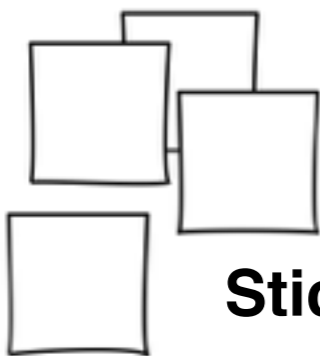
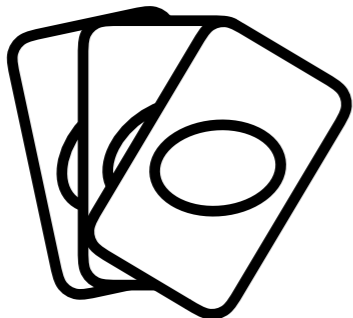


Safe Facilitation

Custom Cards



Uno™ Cards



Stickies



- Reusable
- High anonymity
- Symbolizes company Support

- Delay to start
- Some production effort
- Some production cost

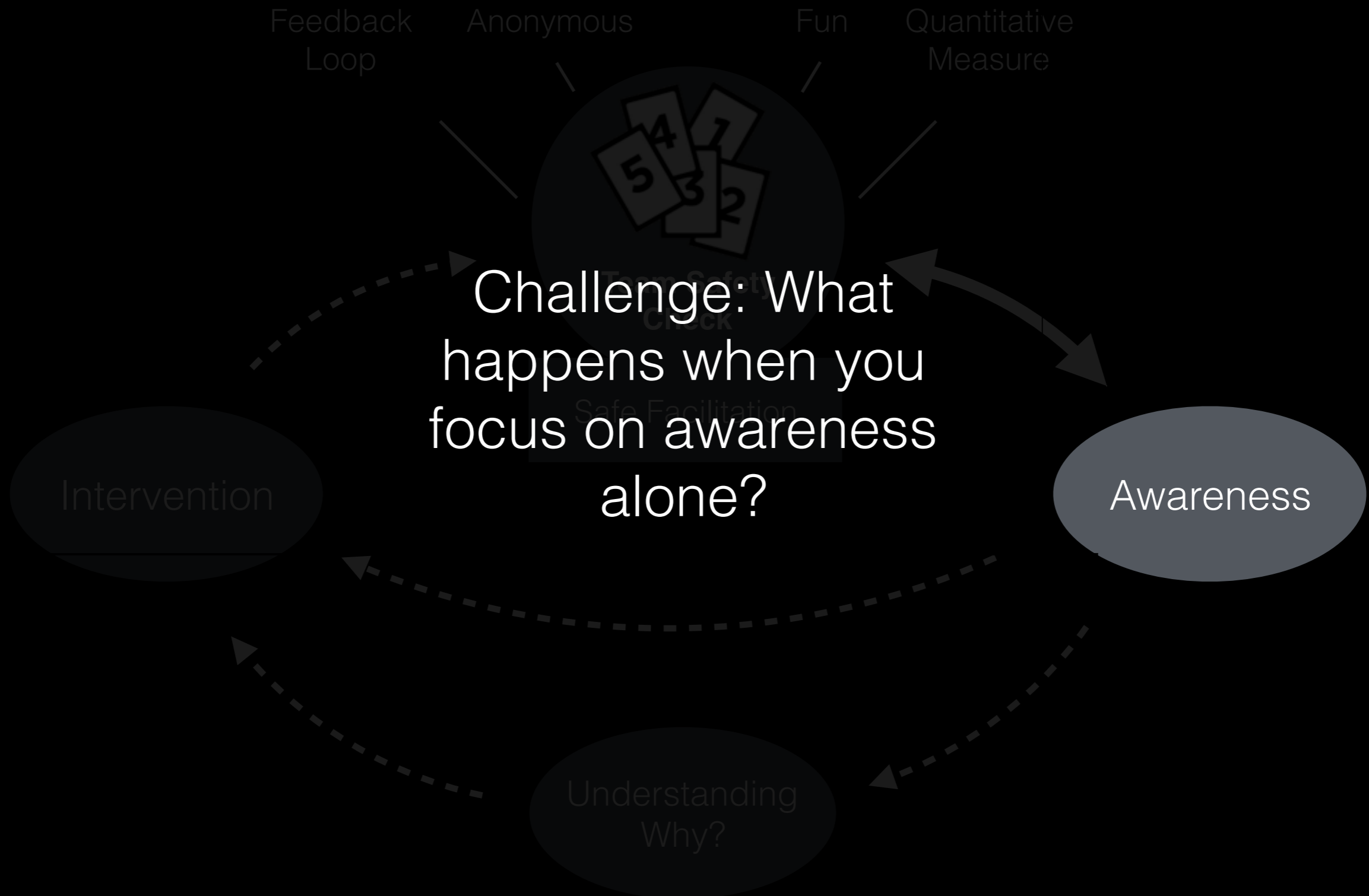
- Reusable
- High anonymity
- Inexpensive
- Materials easily obtainable
- Playful

- Colors are unnecessary variable that could influence choice
- Higher setup time: Not all cards are applicable

- Very inexpensive
- Materials are available
- Start playing immediately

- Risk to violate anonymity
 - Handwriting identification
 - During writing process
- Higher skills in safe facilitation needed
- Not very reusable → wasteful

Team Safety Cycle



Why THIS Game?



Fun

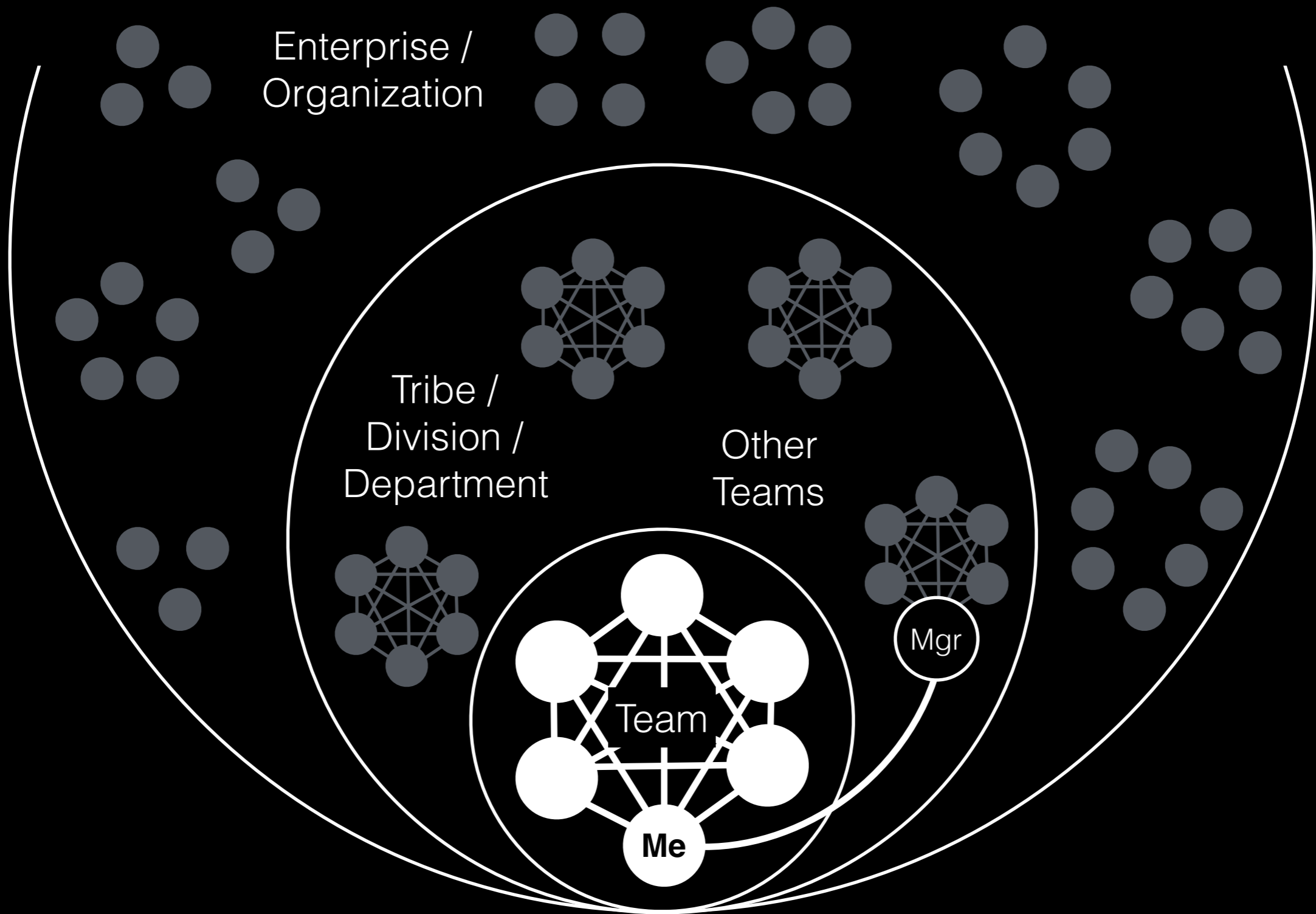


Low Cost



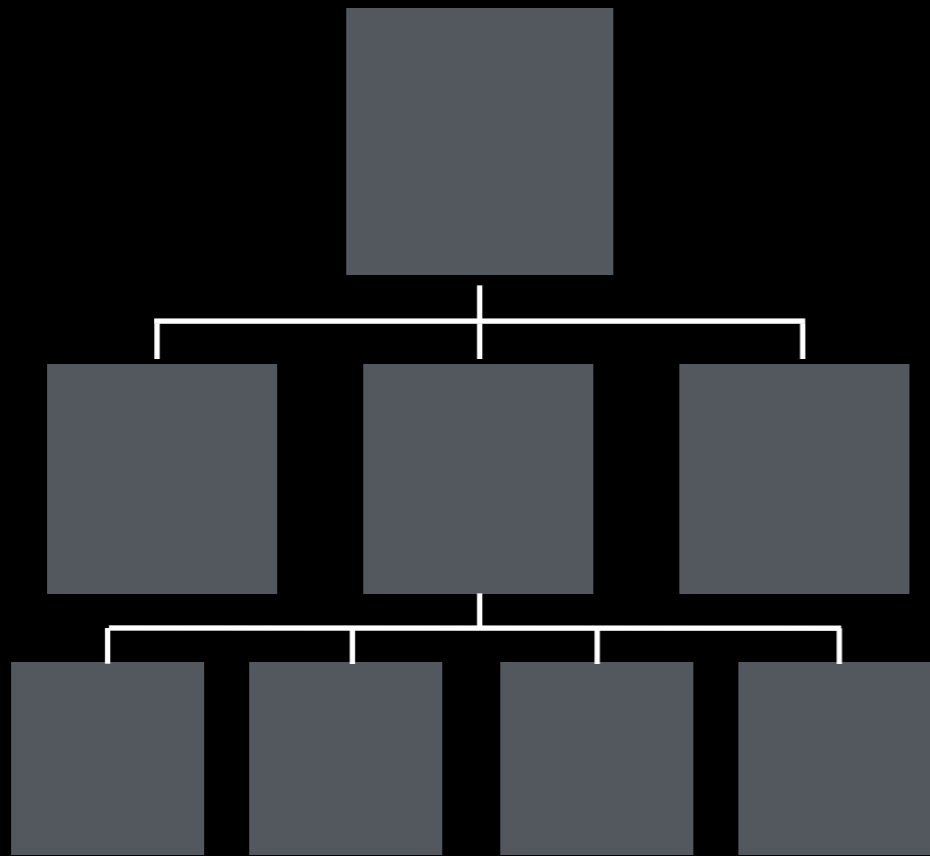
High Value

Distinction



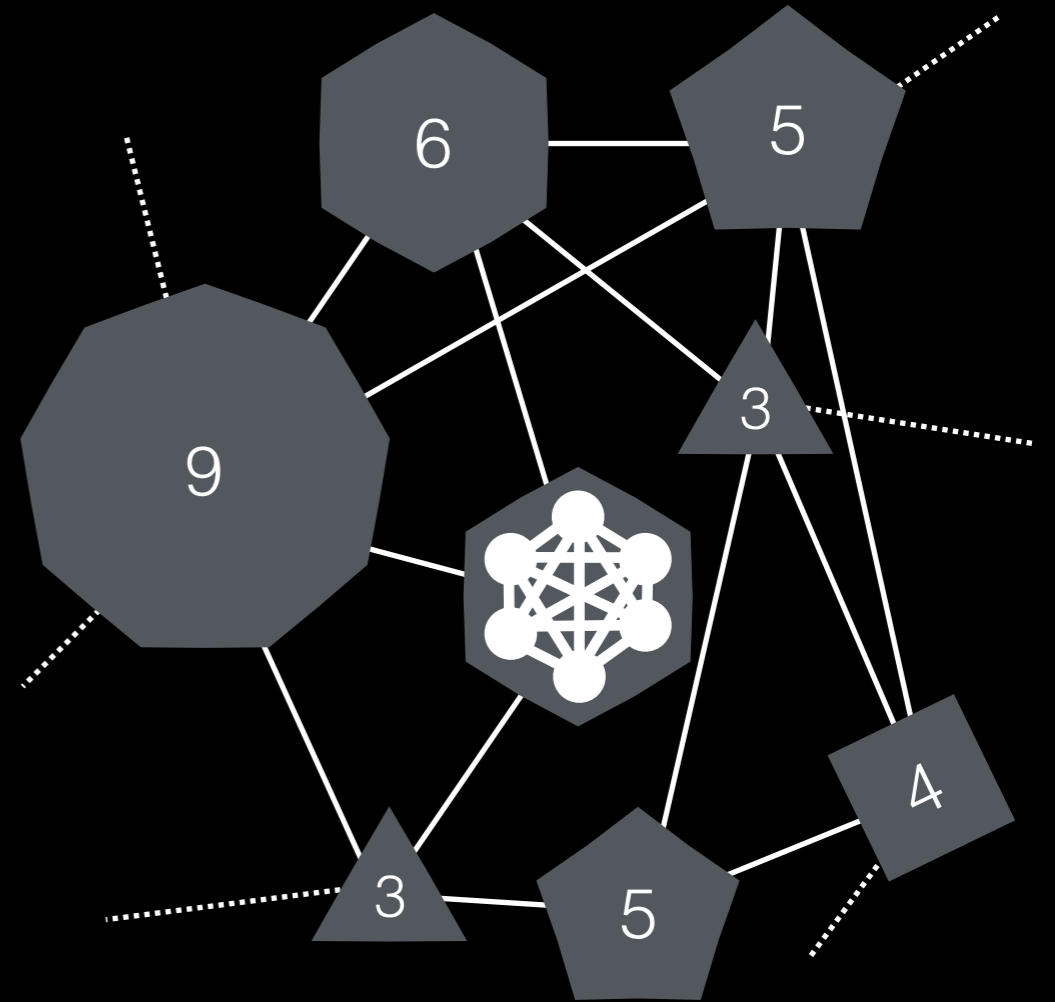
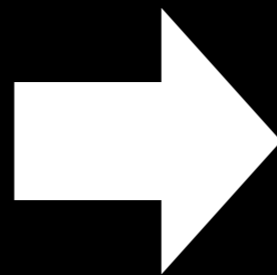
Why Focus on Teams?

Evolution of Organizations



20th Century

“Bureaucratic Teams”



21st Century

“Agile Teams”

- Steve Denning

What Makes a Great Team?

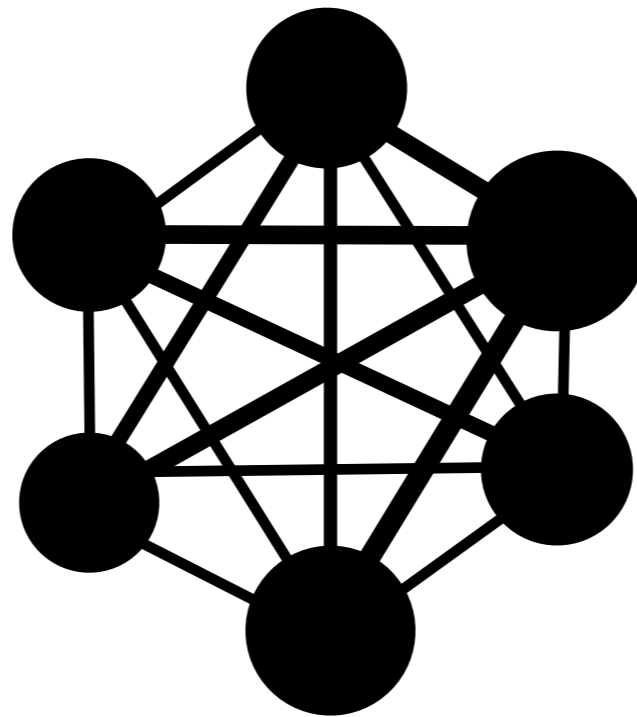
MIT – Human Dynamics Laboratory

3 Dimensions

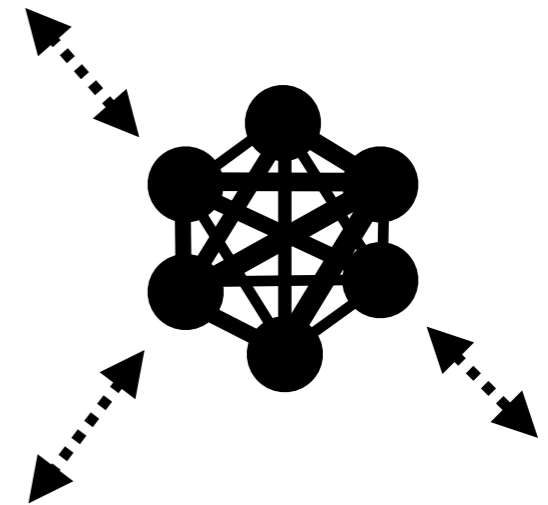
Energy



Engagement



Exploration



Alex "Sandy" Pentland

Google Project Aristotle

Psychological Safety:

“Feeling able to show and employ one's self without fear of negative consequences of self-image, status or career”
(Kahn 1990)

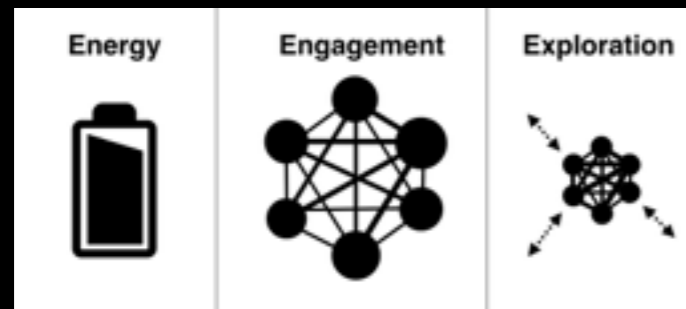
Psychological Safety:

“Psychological safety describes perceptions of the consequences of taking interpersonal risks in a particular context such as a workplace”
(Edmondson, 1999)

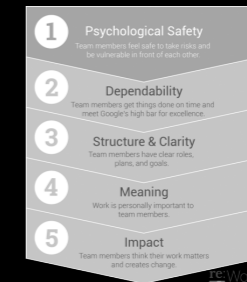


Communication Is Most Important

Highly Performing Teams Rooted in a Learning Culture



GREAT
Communication



Communication Patterns

Communication on the team is...

1. Often
2. Balanced
3. With others outside the team space

Psychological Safety

1. Frame work as a learning challenge, not as an execution challenge.
2. Admit to fallacy.
3. Ask questions.

Commitment

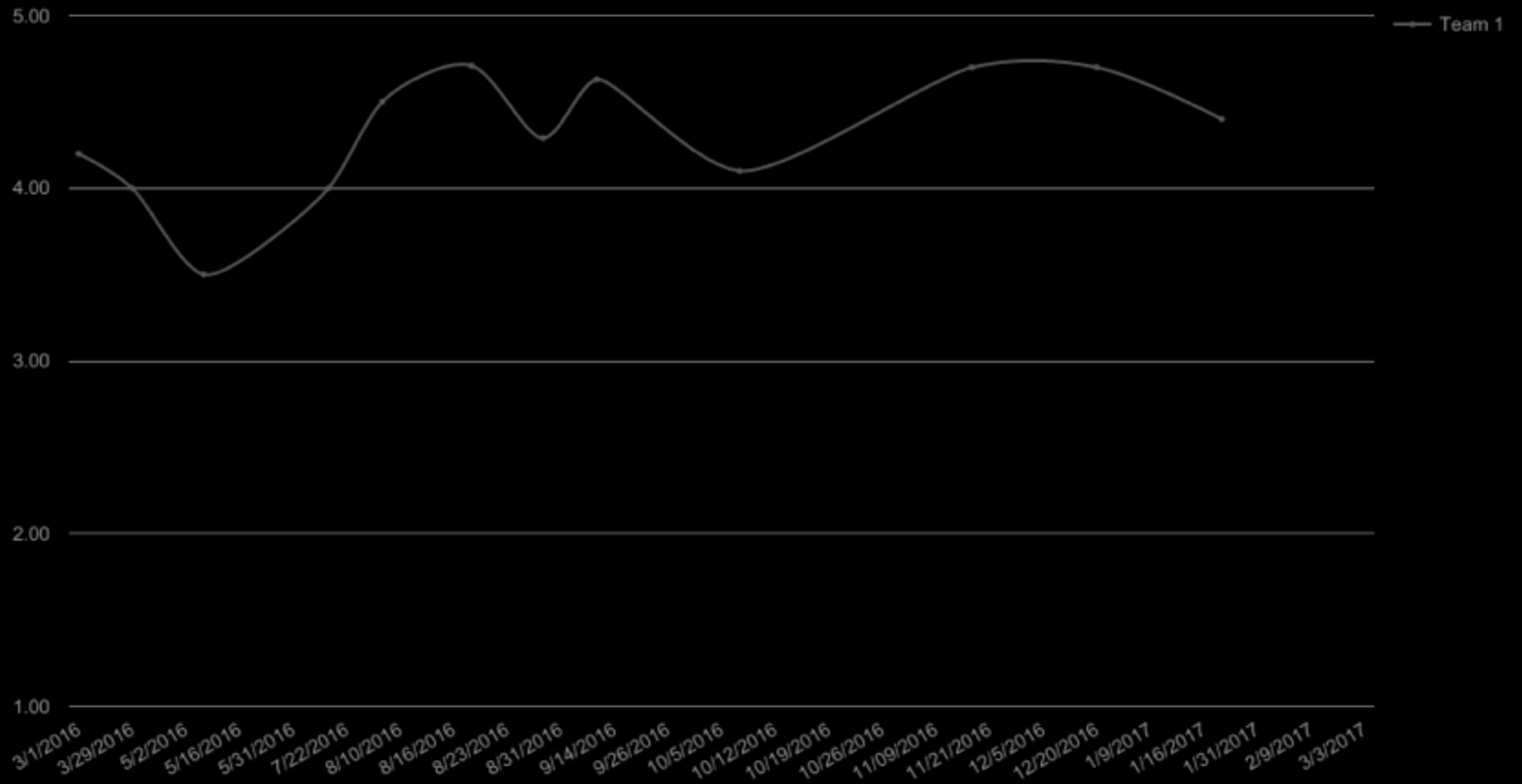
Openness

Respect

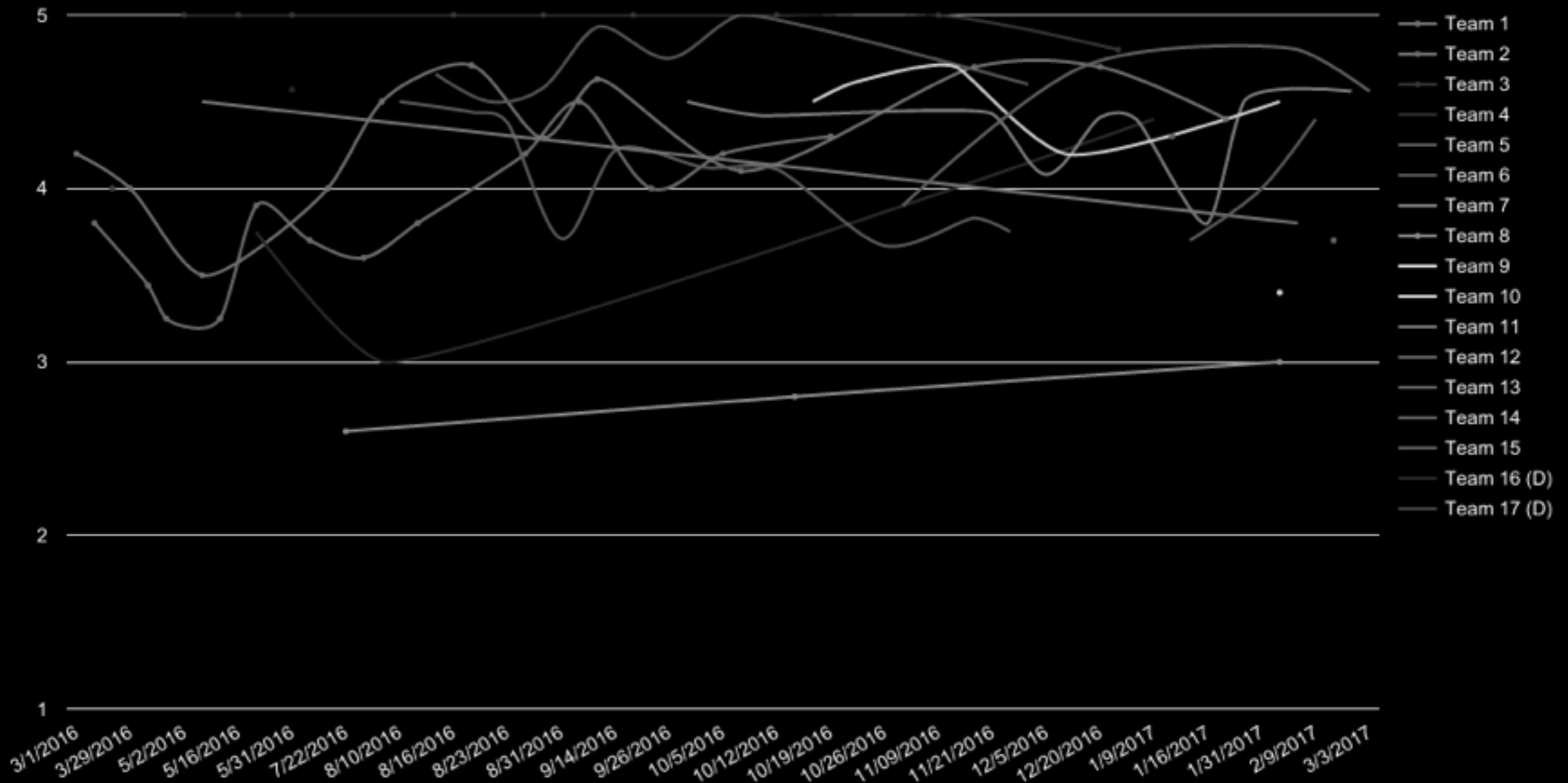
Courage

Focus

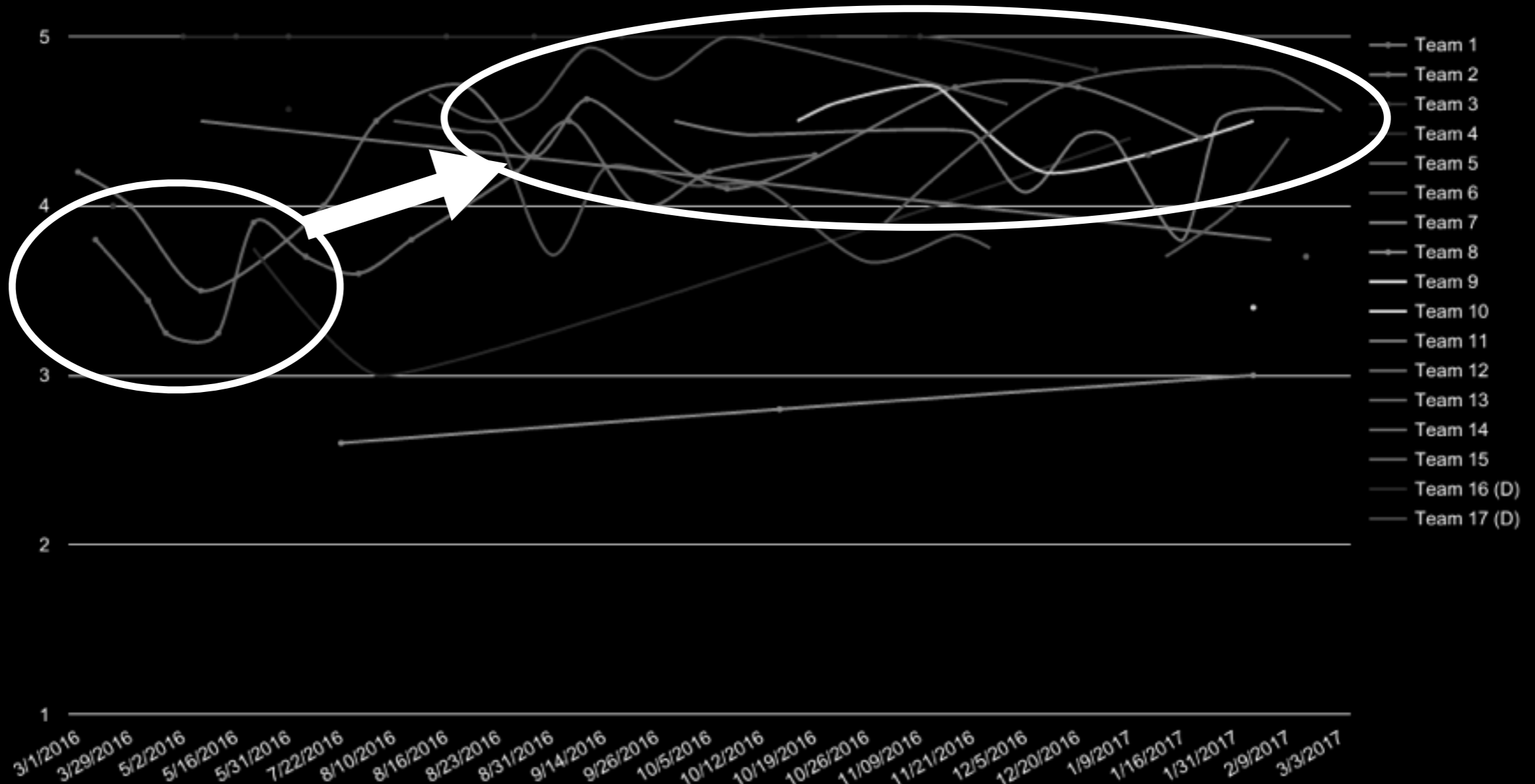
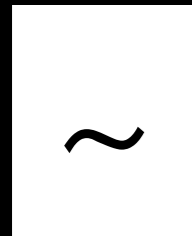
Team Safety Tracker



Team Safety Tracker



Team Safety Tracker



Spring
2016

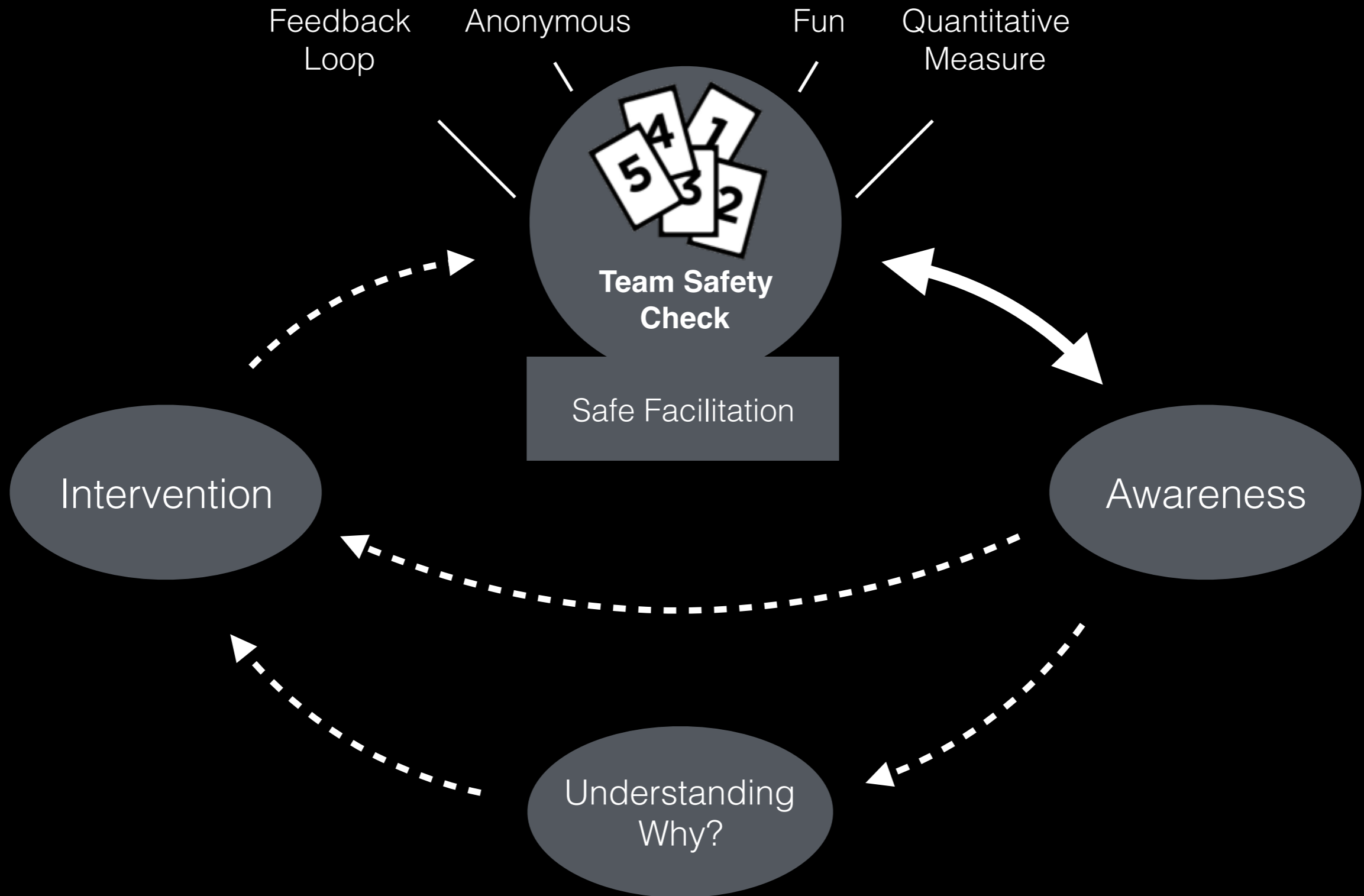
Summer

Fall

Winter

Spring
2017

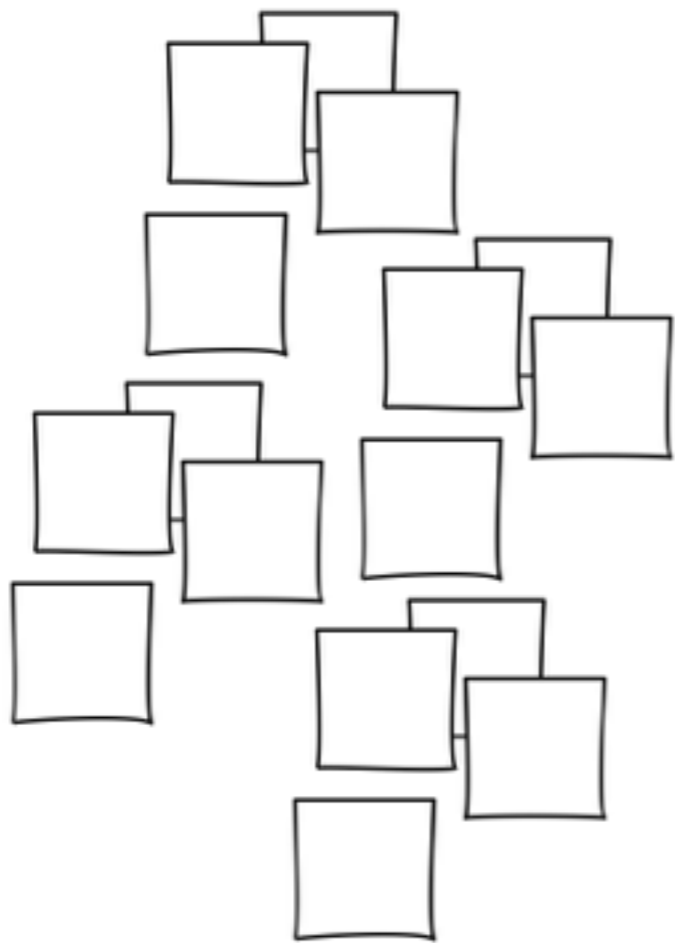
Team Safety Cycle



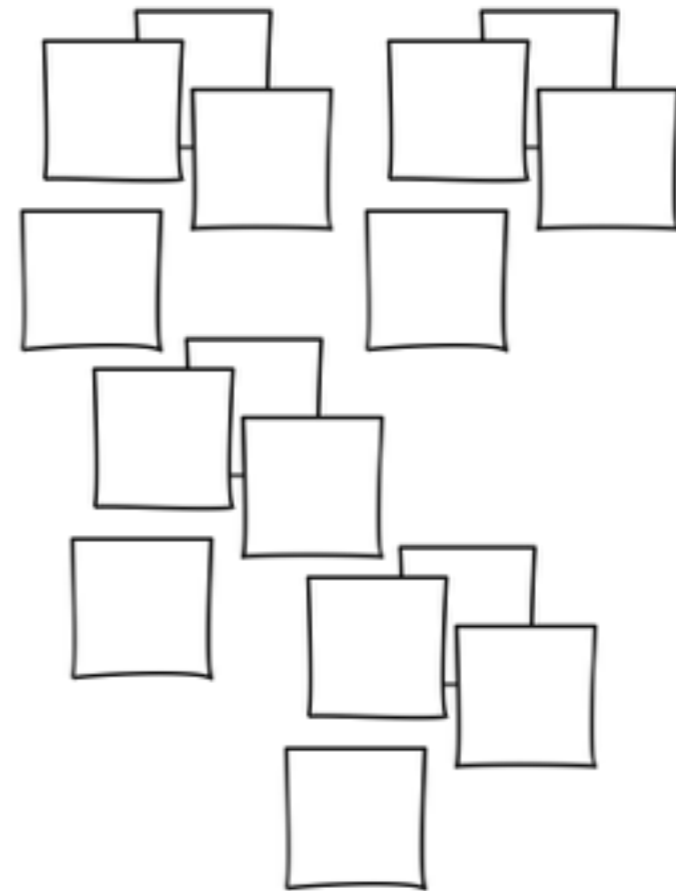
Let's Play!

What Does Team Safety Look Like?

I feel **more safe** when...



I feel **less safe** when...




Gather Qualitative Data

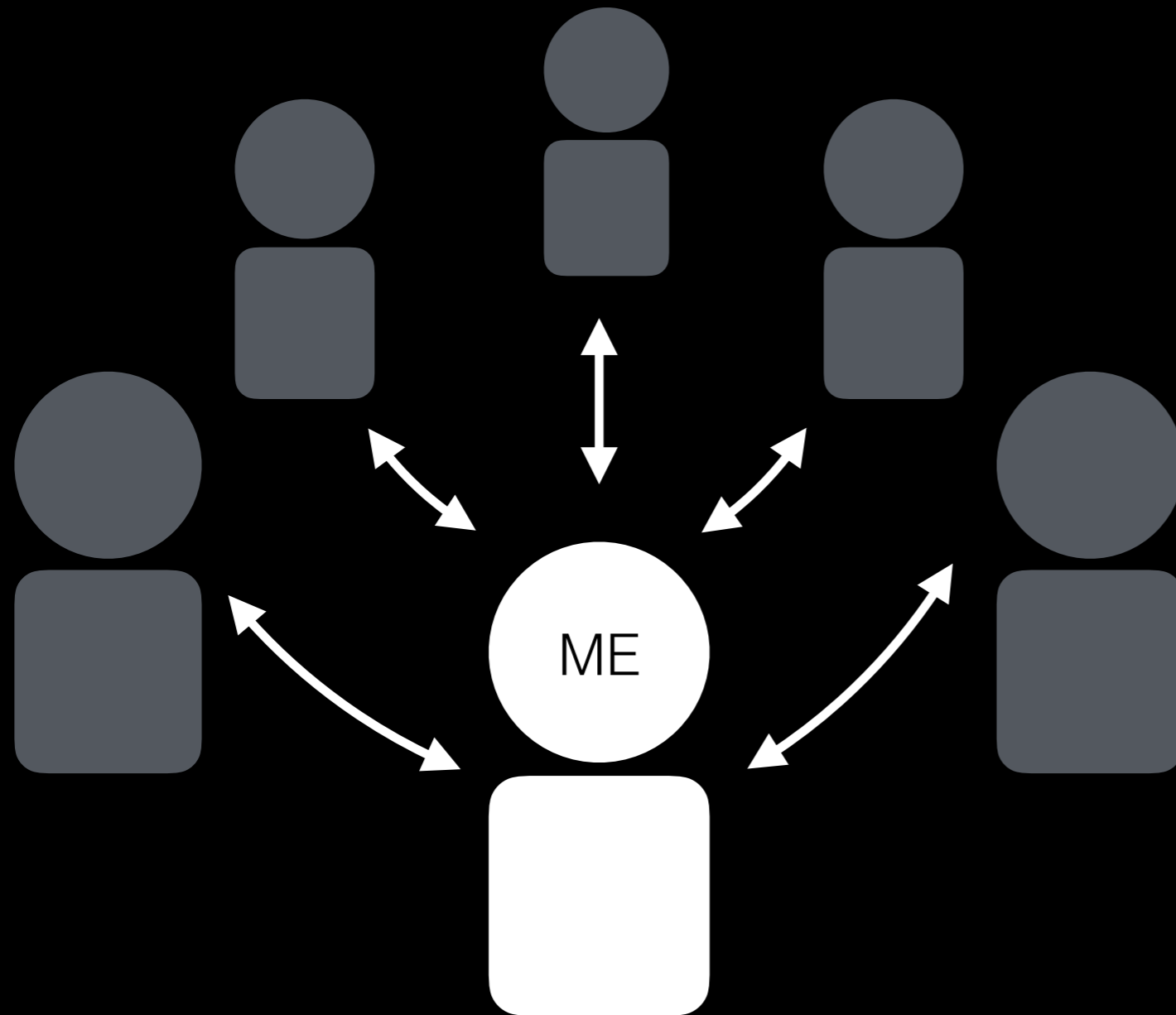
- Team Member Interviews
- 1:1 Coaching
- Team Coaching
- Lean Coffee (on Team Safety)
- Better Retrospectives
- Surveys

Understanding
Why?

Intervention Options

- Product Vision
 - Success Metrics
 - Clear Responsibilities
 - Team (Work) Agreements
 - Team Trust Canvas
 - Training (agile, non-violent communication, domain specific)
- 
- Intervention
- Meditation
 - Loving-Kindness & Empathy
 - Active Listening
 - LEGO Serious Play
 - ELMO
 - A Safe Word
 - Stop Work Authority Card
 - Agile Team Maturity
 - Pairing
 - Motivations
 - 2 truths, 1 lie
 - Physical Exercise / Yoga
 - Team Lunches / Dinners
 - Non-work team challenges (e.g. Escape Rooms)

Coaching Tip

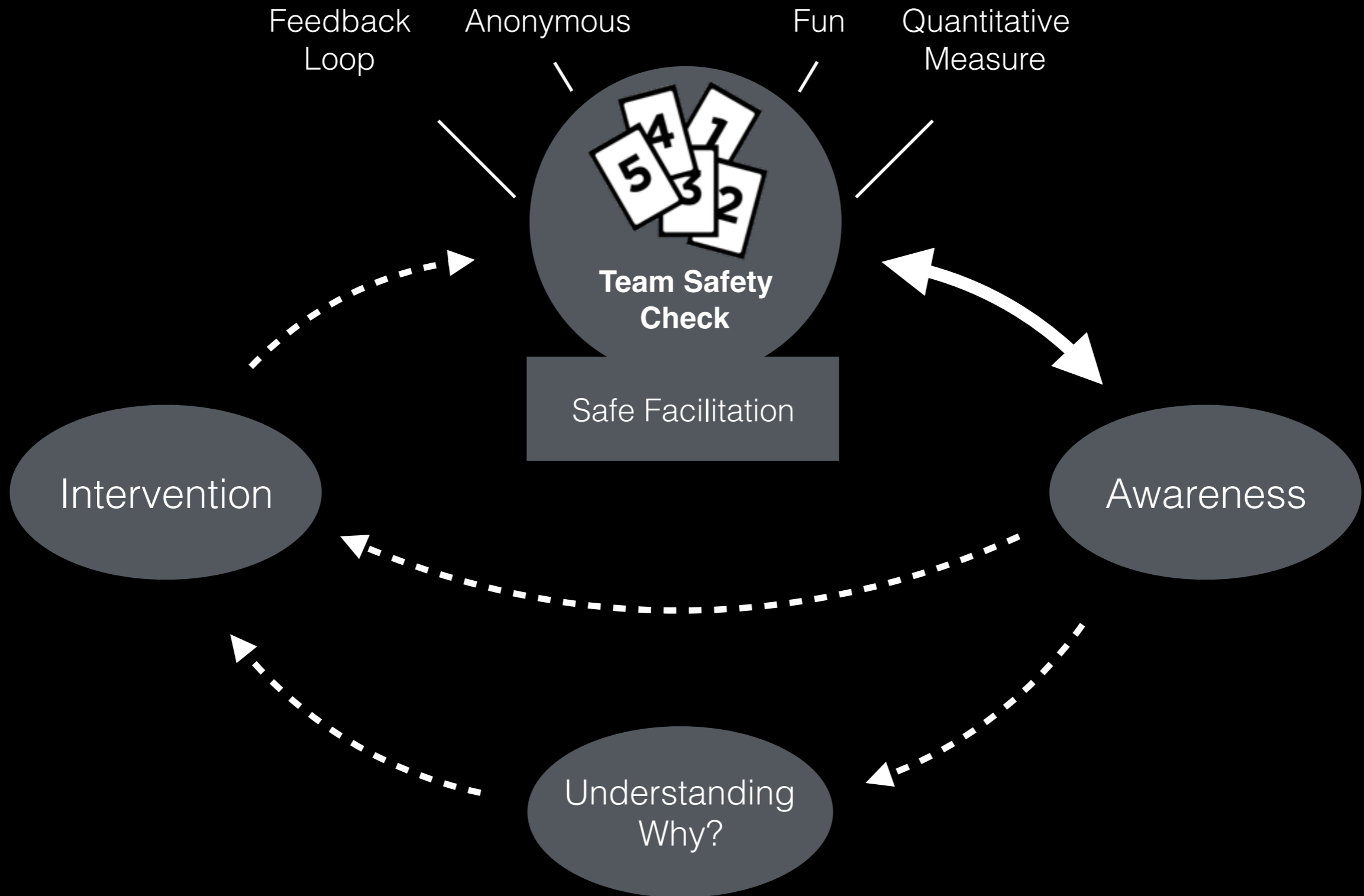


Have each team member focus on themselves.

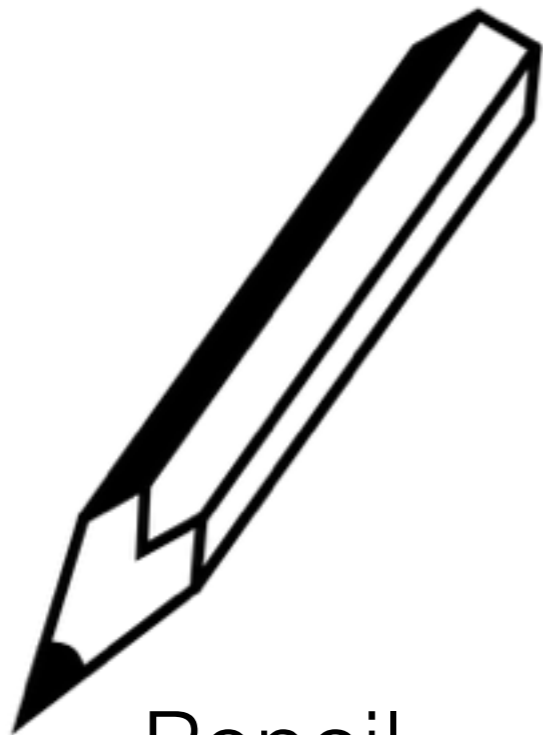
Ask what he/she will do to add to team safety – not what others should be doing.

Design an experiment...

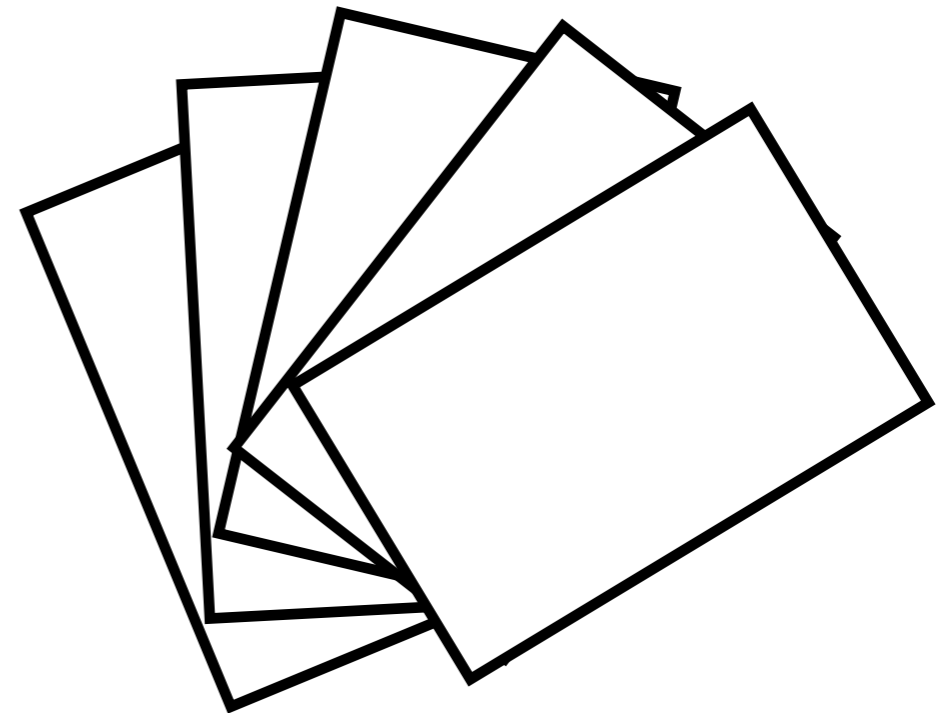
Team Safety Cycle



DIY Team Safety Cards



Pencil



Index Cards

Start Creating Awareness Today!

TeamSafetyCheck.org

- Safe Facilitation Guidelines
- Download Card Templates
- DIY Card Instructions
- Intervention Options
- References
- Tips
- ...

Acknowledgements

- **Steven M. Smith**
Management Consultant @SolutionsIQ
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- **Sarah Stern**
Director, CX Research, Insights and Strategy @LootCrate
- **Steve Kao**
Vice President of Strategic Platforms/Products
@LootCrate

Appendix

Credits / References

Icons via thenounproject.com (CC)

- “Gauge” by Alexander Wiefel
- “Stopwatch” by Kid A
- “Battery” by DewDrops
- “Wink” by mitochondrial
- “Sticky Notes” by Guilhem
- “Thumbs Down” by Iconika
- “Thumb Up” by H Alberto Gongora
- “Pencil” by Maravev

References

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