

Owner's Manual | Kanban Self-Organizing Teams | #LKNA17



@gabeKanbanIQ

About

Me

Us

Dr. Hackman
Dr. Wagemen



Gabe Abella

Organizational Coach
Global Technology, JPMorgan Chase
20 years in Technology



organ Cha

Disclaimer:

All opinions are my own and
not those of JPMorgan Chase.



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Us



Us

CSOTM[®]

CSOTL[®]

CSOTC[®]



Us

CSOTM[®] - Certified Self-Organizing Team Member

CSOTL[®] - Certified Self-Organizing Team Leader

CSOTC[®] - Certified Self-Organizing Team Coach



Us

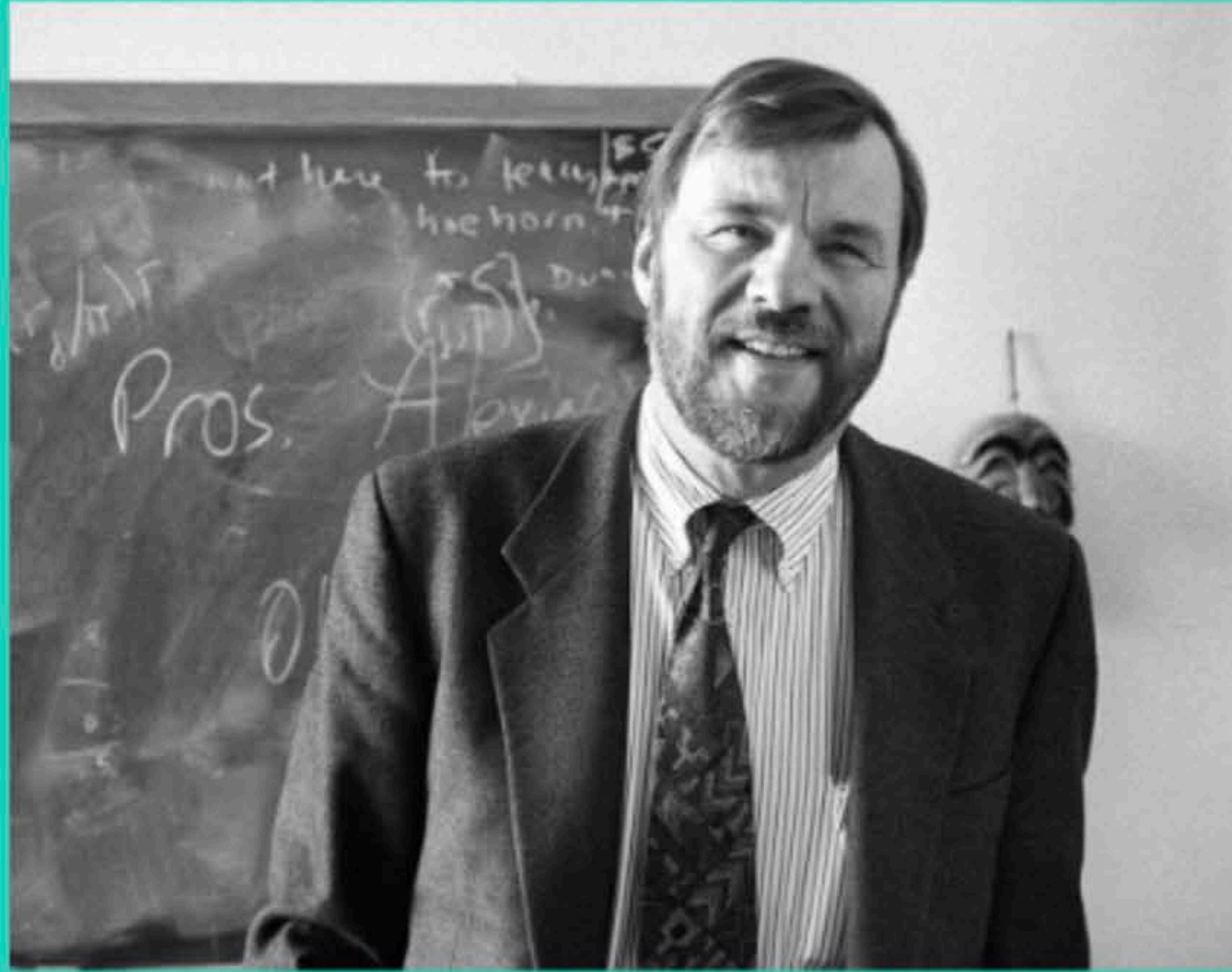
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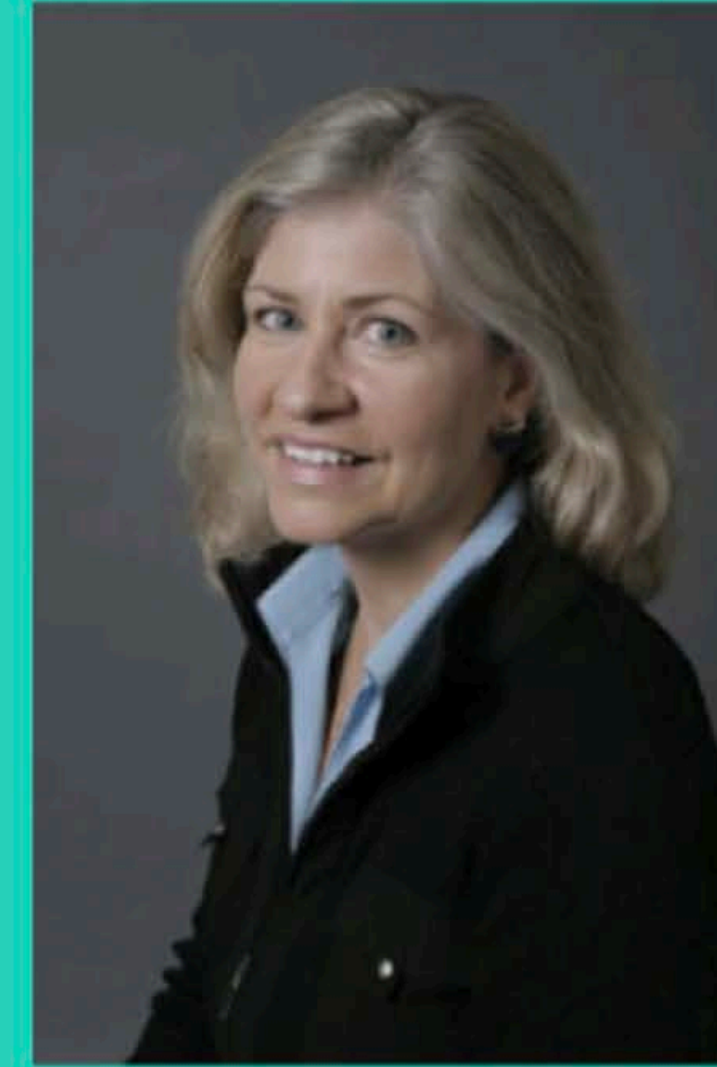


Dr. Hackman



Edgar Pierce Professor of Social
and Organizational Psychology,
Harvard University

Dr. Wagemen



Visiting Scholar in Leadership at the Kennedy
School of Government,
Associate Faculty Department of Psychology,
Harvard University

Director of ReThink Health Stewardship,
an initiative of the Rippel Foundation

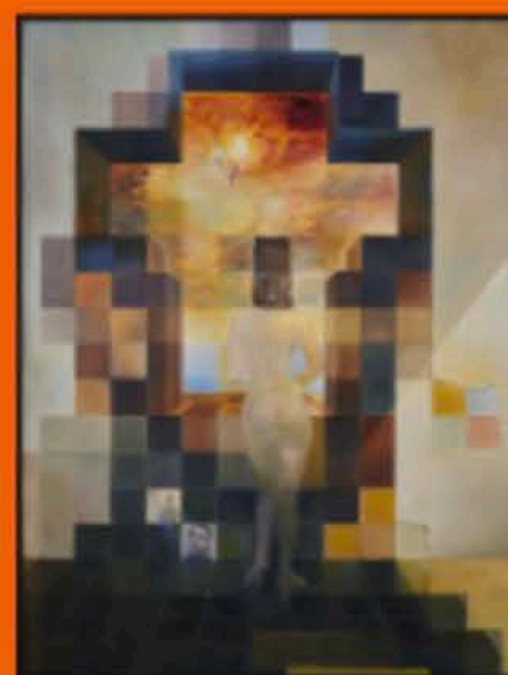


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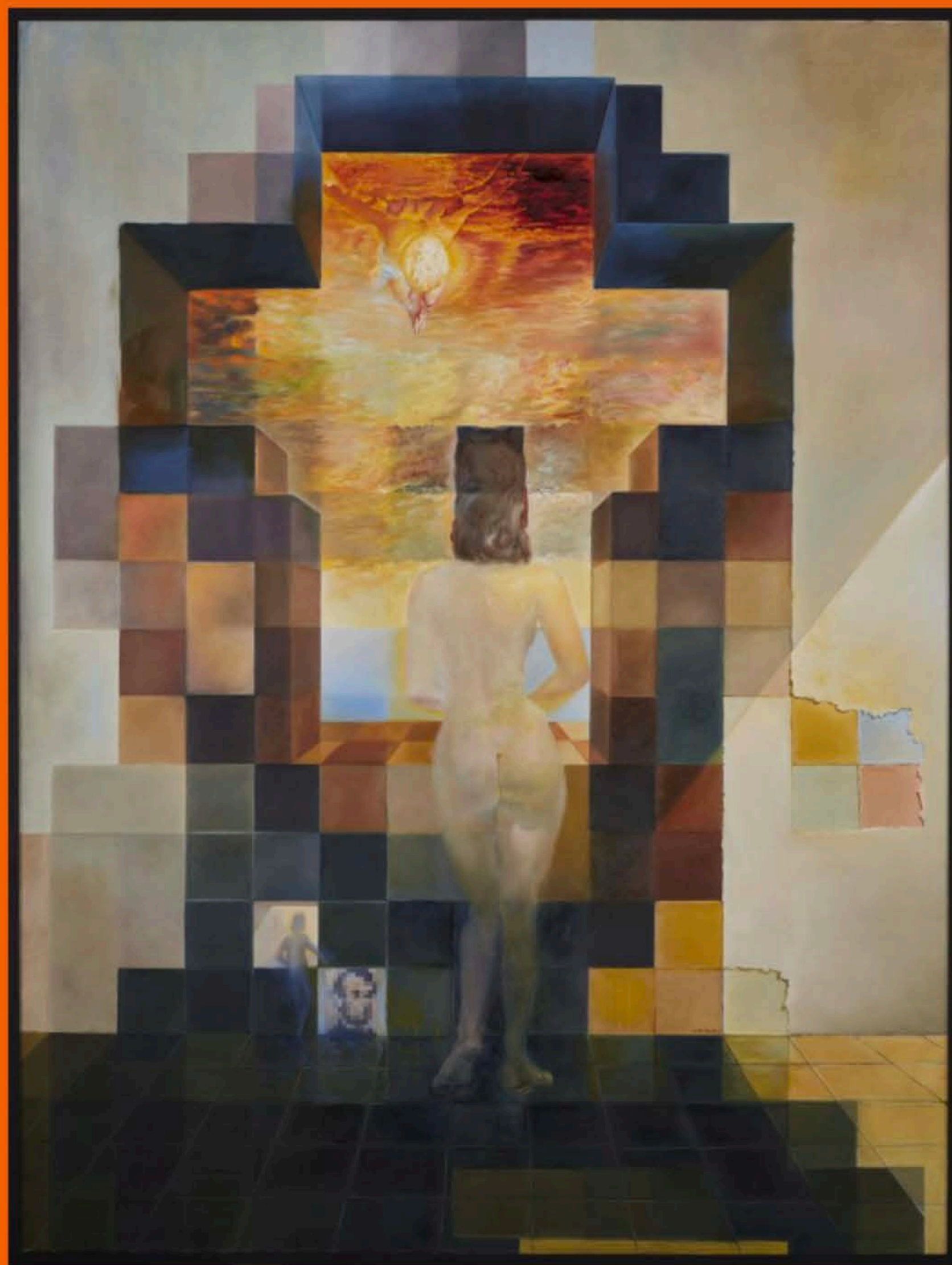
Standard of Service



archive.thedali.org

Gala Contemplating the Mediterranean Sea which
at Twenty Meters Becomes the Portrait of Abraham
Lincoln-Homage to Rothko (Second Version)



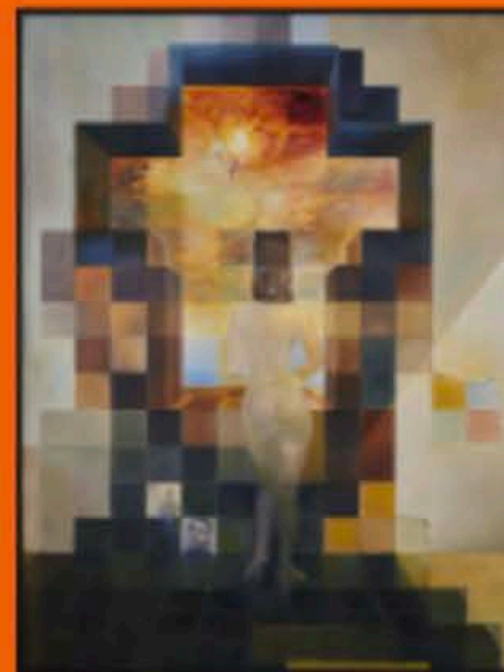




Standard of Service

Exhibit
"A"

Standards

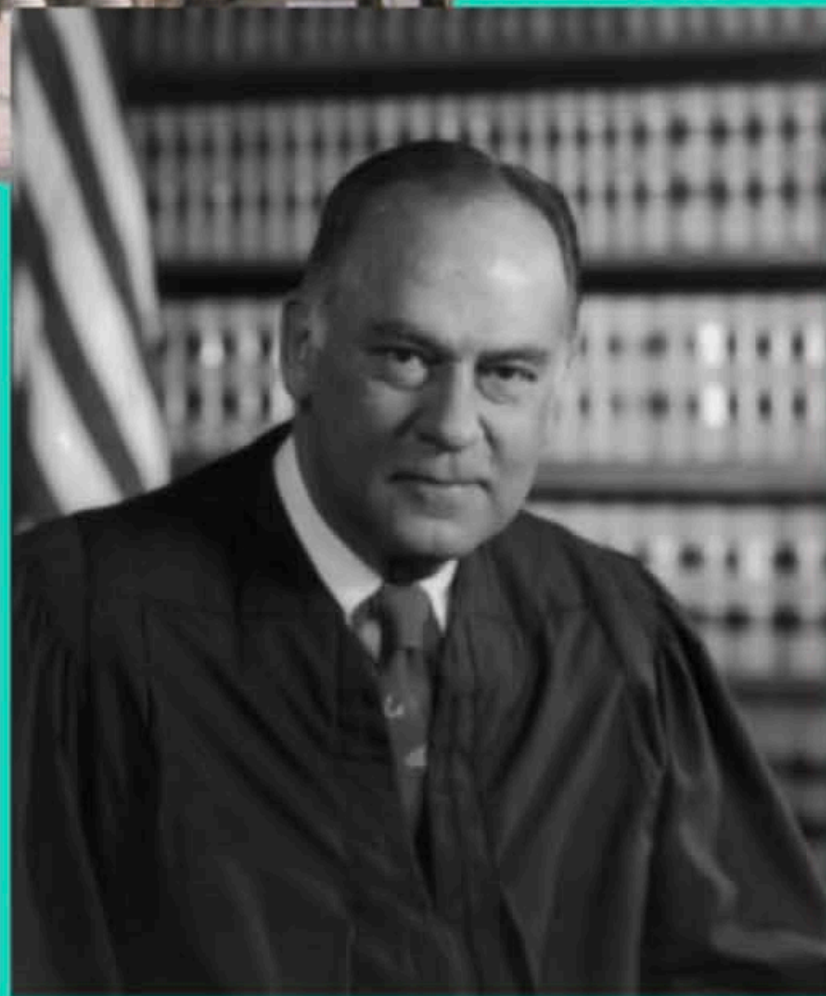


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Jacobellis v. Ohio

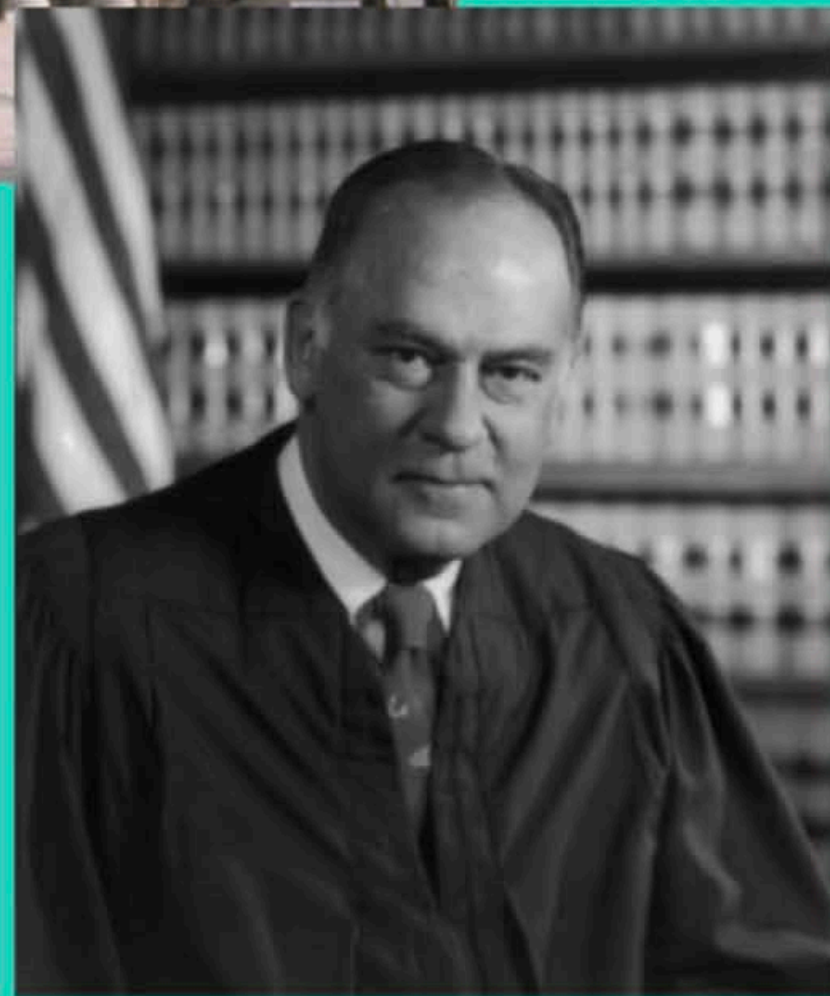


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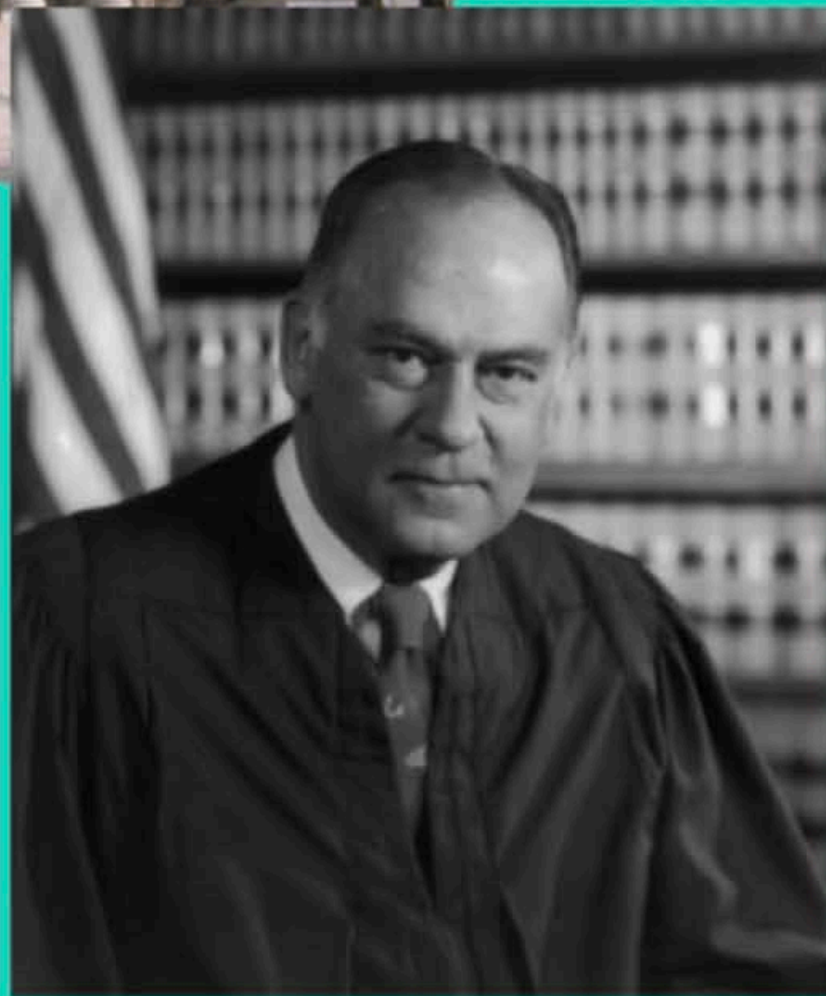


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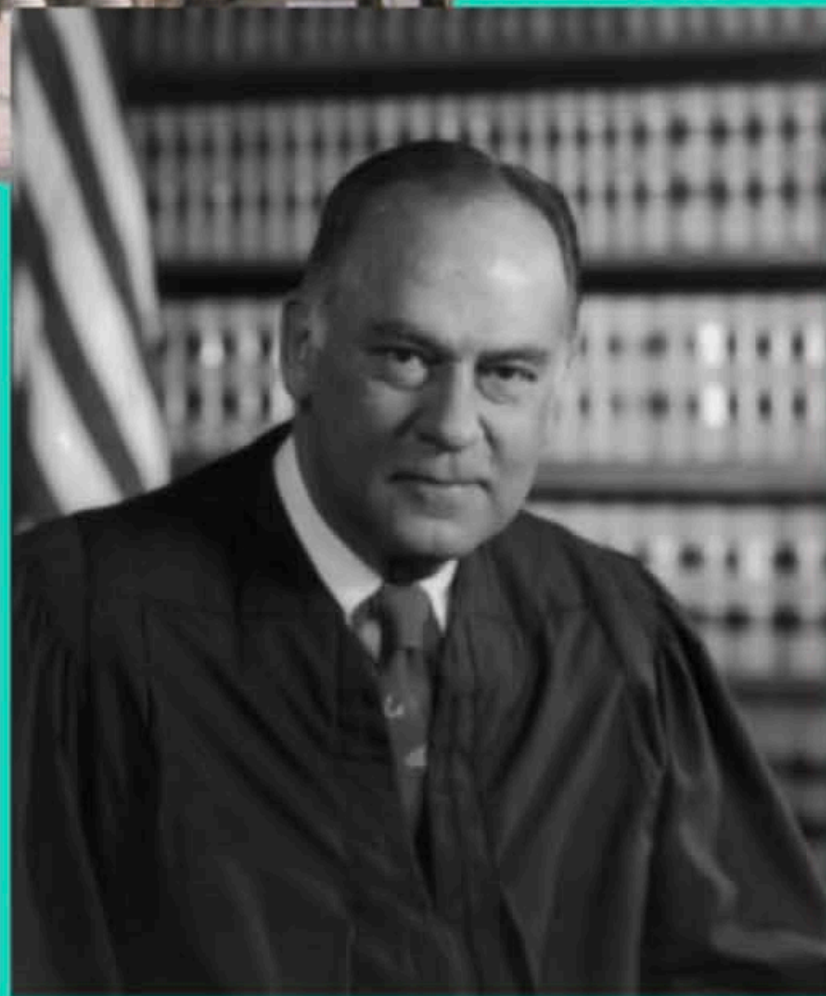
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"... perhaps I could never succeed in intelligibly doing so."

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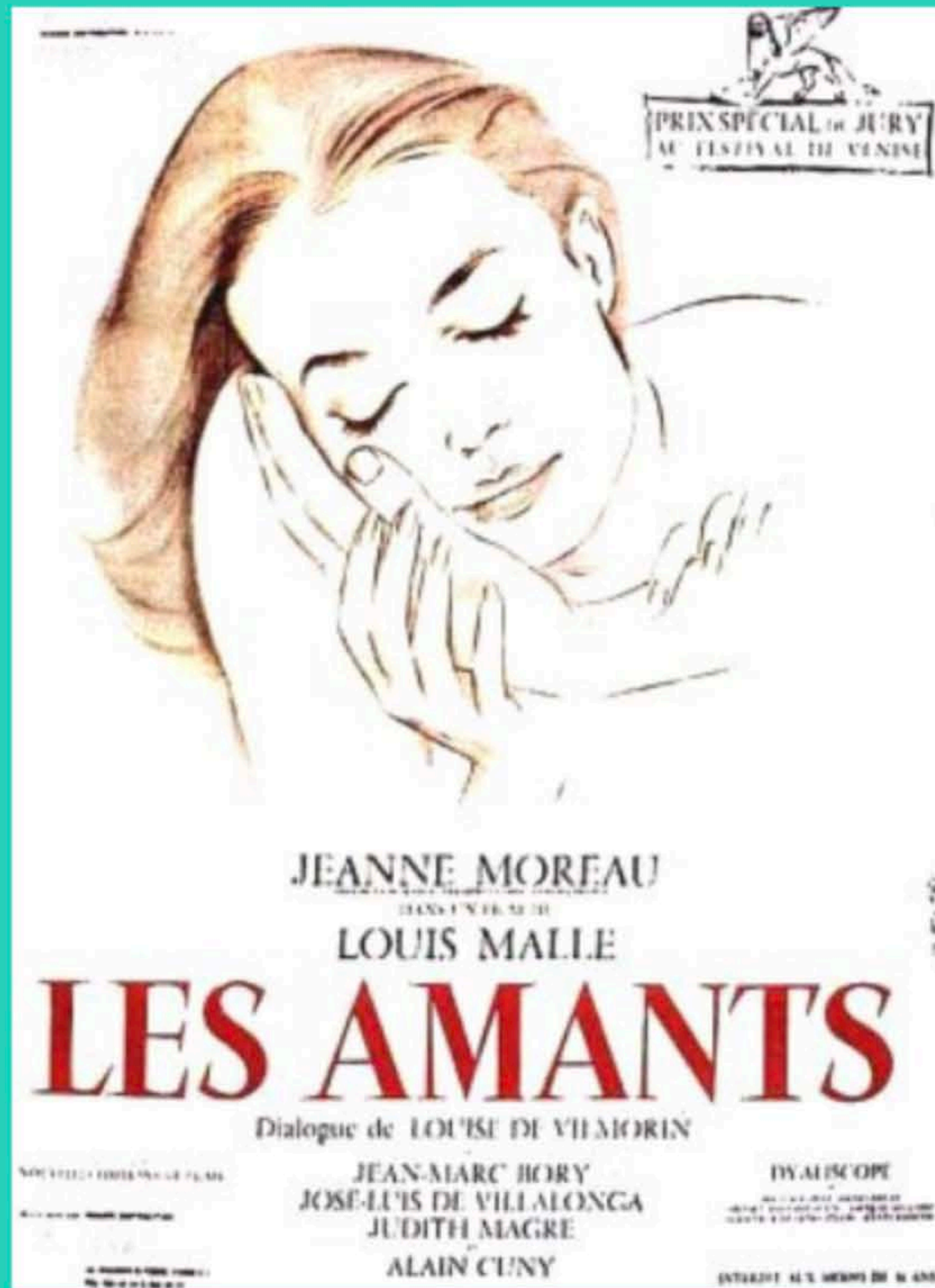


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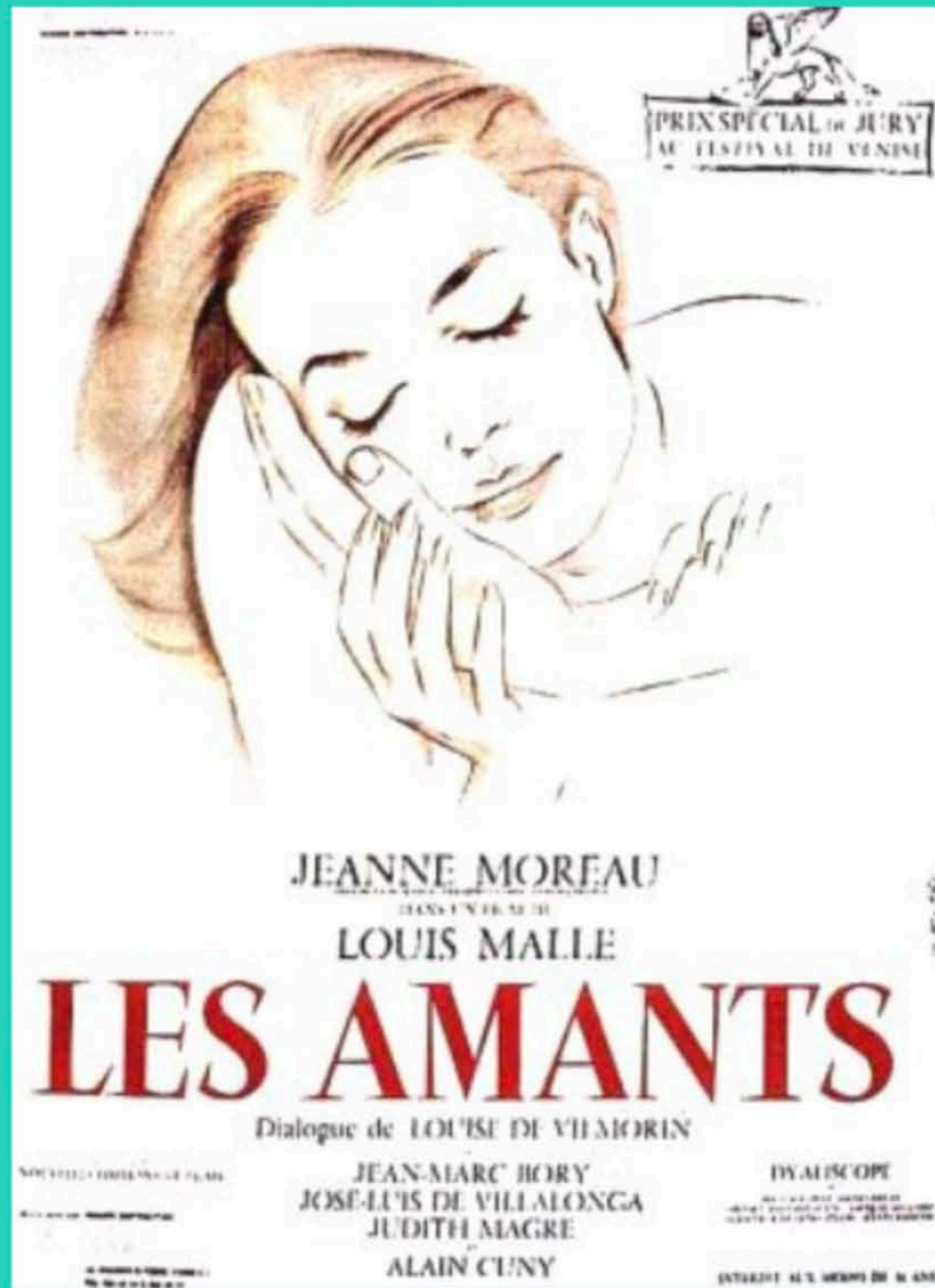
"... perhaps I could never succeed in intelligibly doing so."

"But I know it when I see it..."

Obscene?



Obscene?



Self-Organization?



Standards



Standards



LeanKanban
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**"Pragmatic,
Actionable,
Evidence Based"**

Standards



**"Pragmatic,
Actionable,
Evidence Based"**



"Useful Research"

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Congruence



Congruence



Congruence



Congruence



Conventions



Conventions

DANGER

You WILL be KILLED or SERIOUSLY HURT if you don't follow instructions.

WARNING

You CAN be KILLED or SERIOUSLY HURT if you don't follow instructions.

CAUTION

You CAN be HURT if you don't follow instructions.

WARNING

Closing a power window on someone's hands or fingers can cause serious injury.

Make sure your passengers are away from the windows before closing them.

WARNING

Failure to properly follow maintenance instructions and precautions can cause you to be seriously hurt or killed.

Always follow the procedures and precautions in this owner's manual.



J. Richard Hackman

Hackman Principle

"The way things seem to operate in groups is, surprisingly often, not how they actually operate."

Kanban Method

General Practices

1. Visualize
2. Limit WIP
3. Manage flow
4. Make policies explicit
5. Implement feedback loops
6. Improve collaboratively, evolve experimentally

Change Management Principles

1. Start with what you do now
2. Agree to pursue improvement through evolutionary change
3. Encourage acts of leadership at every level



Service Delivery Principles

1. Understand and focus on your customers' need and expectations
2. Manage the work; let people self-organize around it
3. Evolve policies to improve customer and business outcomes

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Team Effectiveness



Customer
Service

Team
Growth

Individual
Learning



Team Effectiveness

Customer
Service

Team
Growth

Individual
Learning



Team Effectiveness

Customer
Service

Service Delivery Principles

1. Understand and focus on your customers' need and expectations
2. Manage the work; let people self-organize around it
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Team
Growth

General Practices

6. Improve collaboratively, evolve experimentally

Change Management Principles

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Individual
Learning

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Conditions

Causes



Causes



Causes

Hackman Principle

"Our tendency to assign to the leader credit or blame for successes or failures that actually are team outcomes is so strong and pervasive that I'm tempted to call it the '**leader attribution error**'."

"Emphasis on harmony is misplaced and derives from a **logical fallacy** about the role of interpersonal processes in shaping team performance outcomes."

Conditions



Conditions

Hackman Principle

"A small set of conditions that, when present, **increase the chances**— but by no means guarantee— that a group will develop into an effective performing unit."

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1. Real Team

2. Compelling Direction

3. Enabling Structure

4. Supportive Context

5. Expert Coaching

Conditions

Hackman Principle

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Hackman Principle

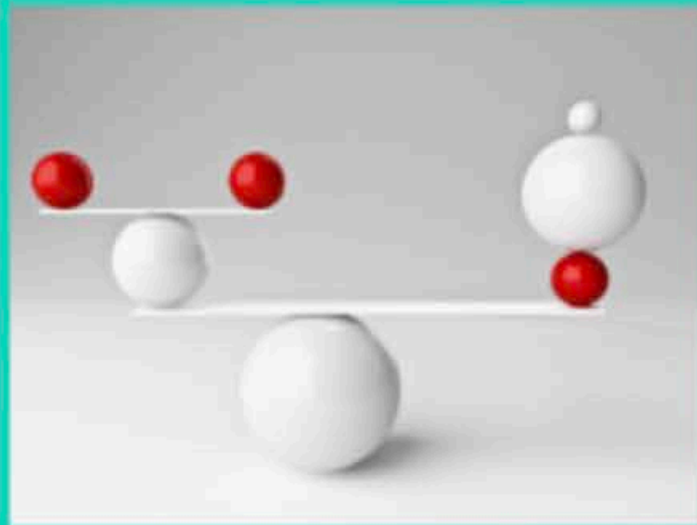
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Causes

1. Real Team

Stable

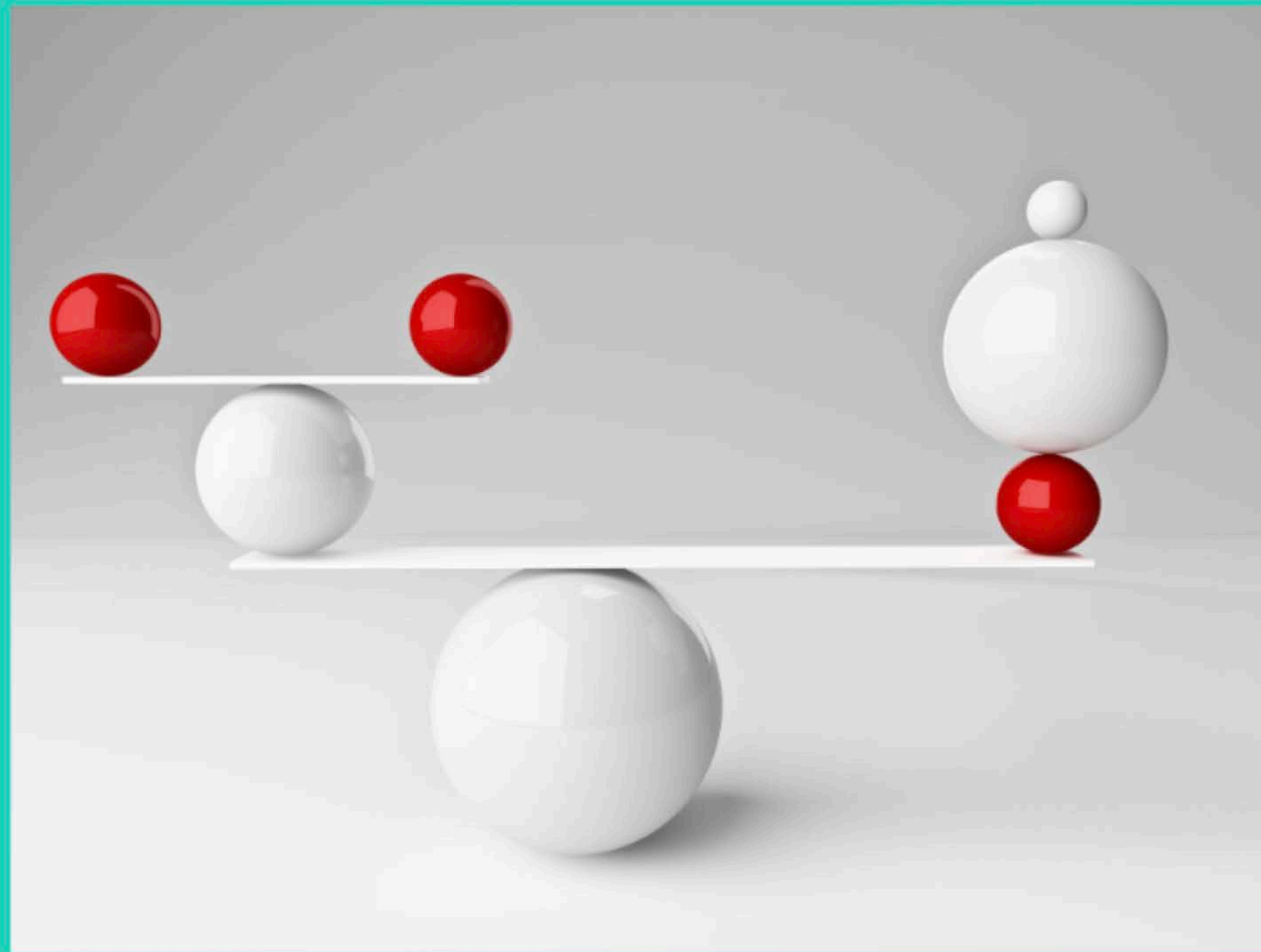


Bounded



Team Task

Stable



Bounded



Team Task



Team Task

Co-Acting Group



Team Task

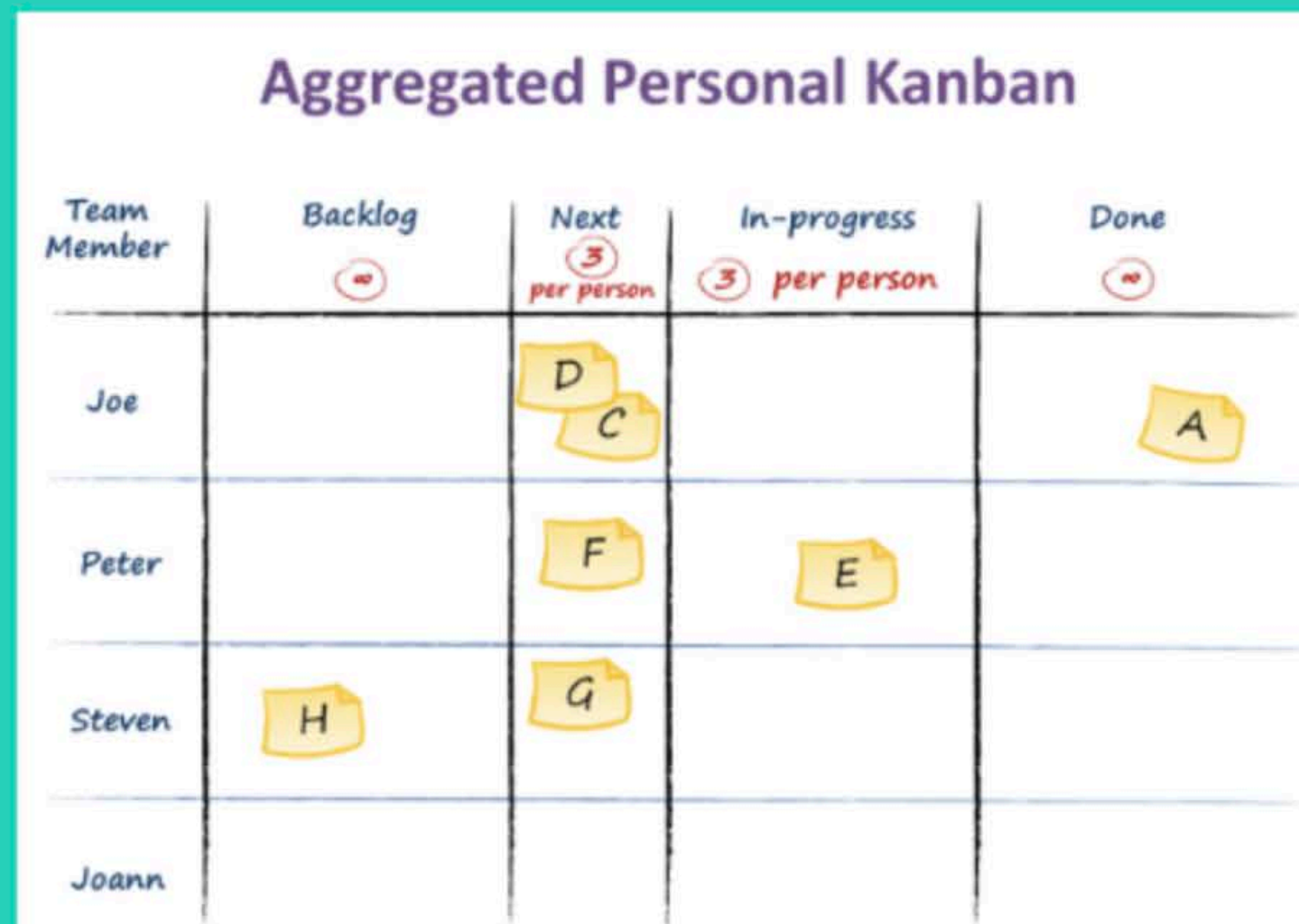
Co-Acting Group

Inter-Acting Group (Team)

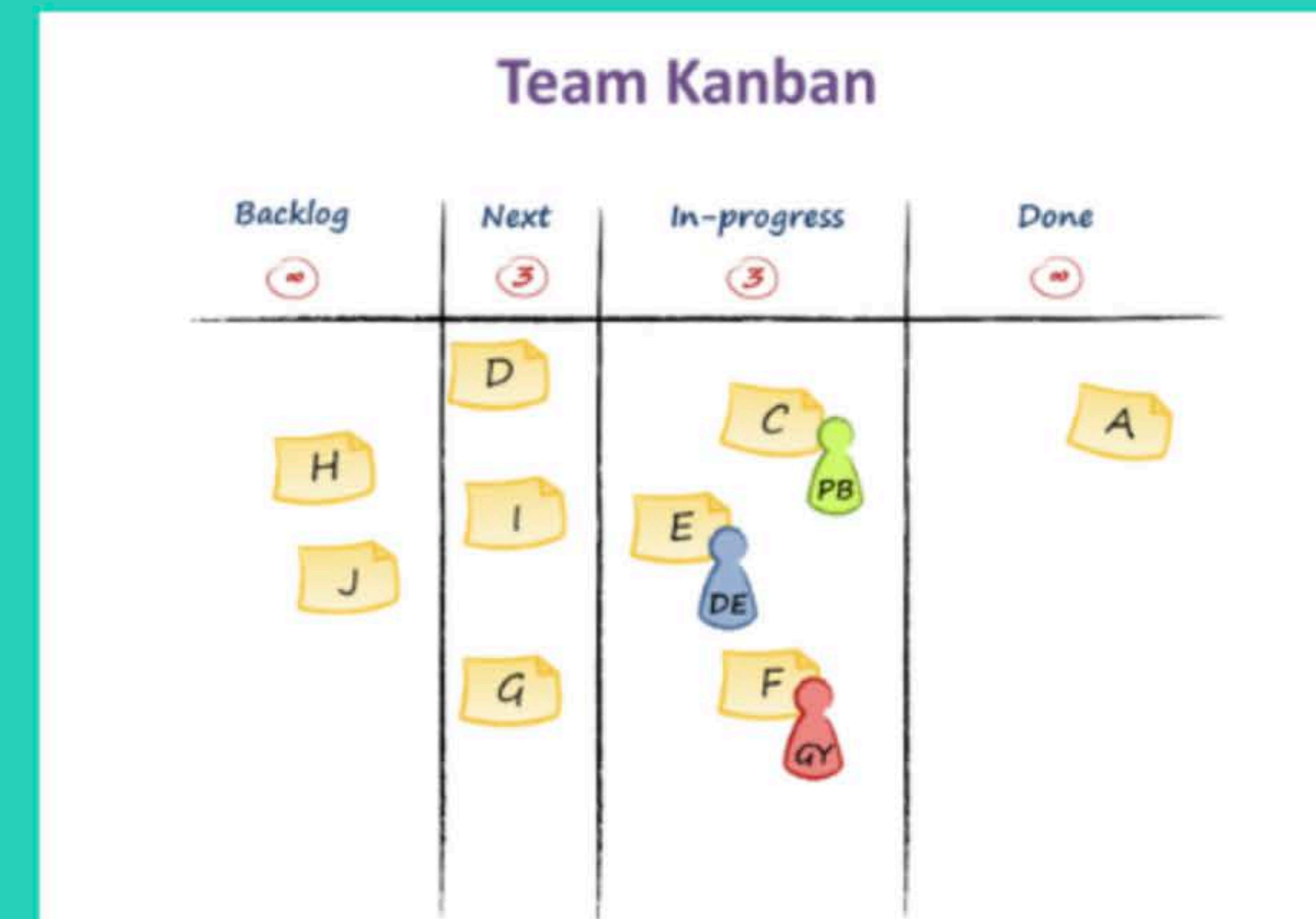


Team Task

Co-Acting Group



Inter-Acting Group (Team)

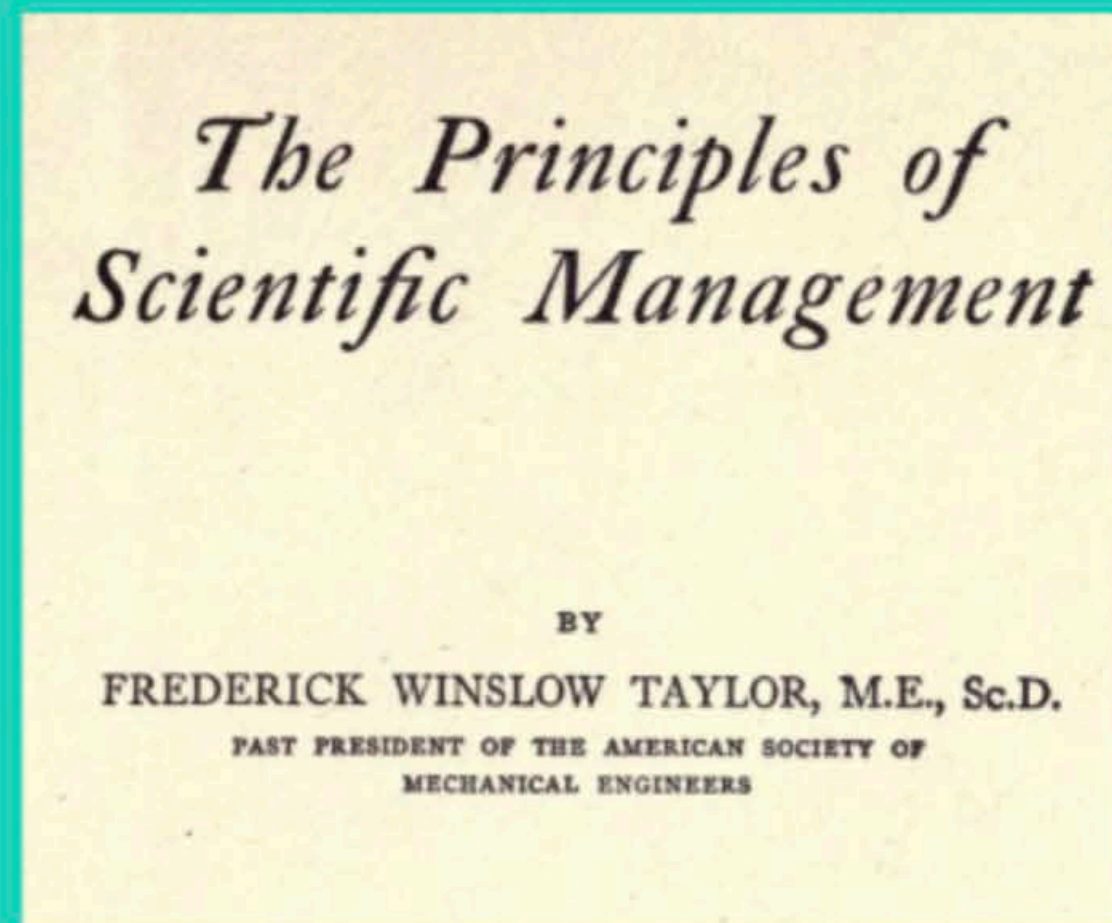


Delimited Authority



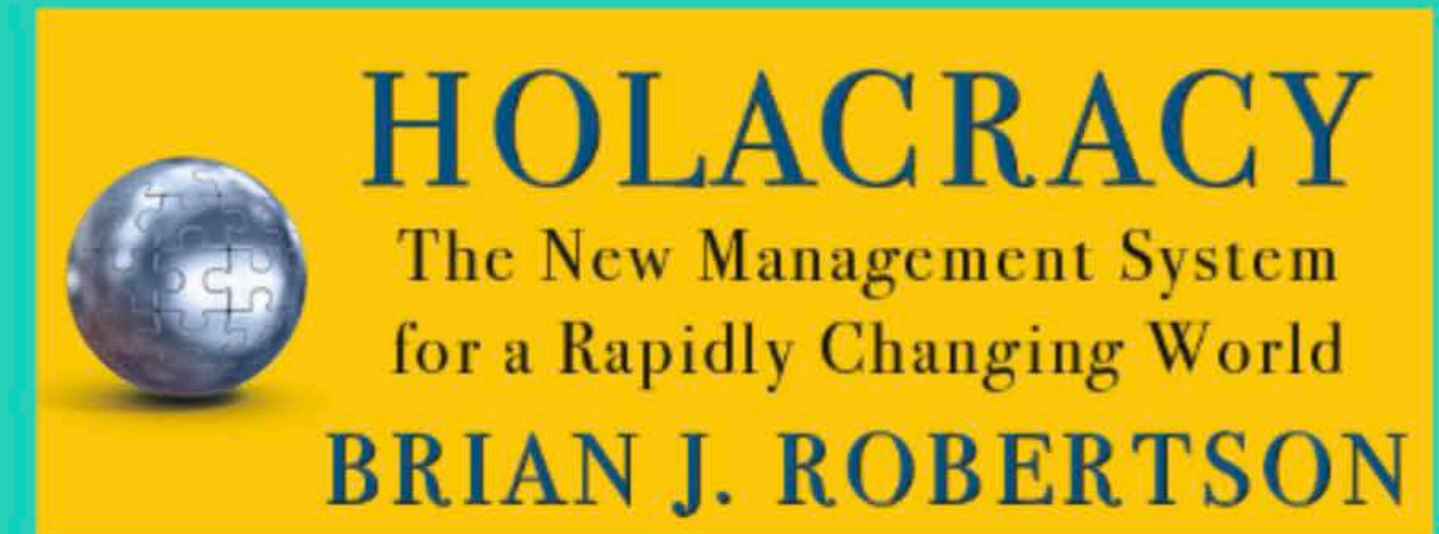
Delimited Authority

Manager-Led



**Self-Managing
Self-Designing**

Self-Governing



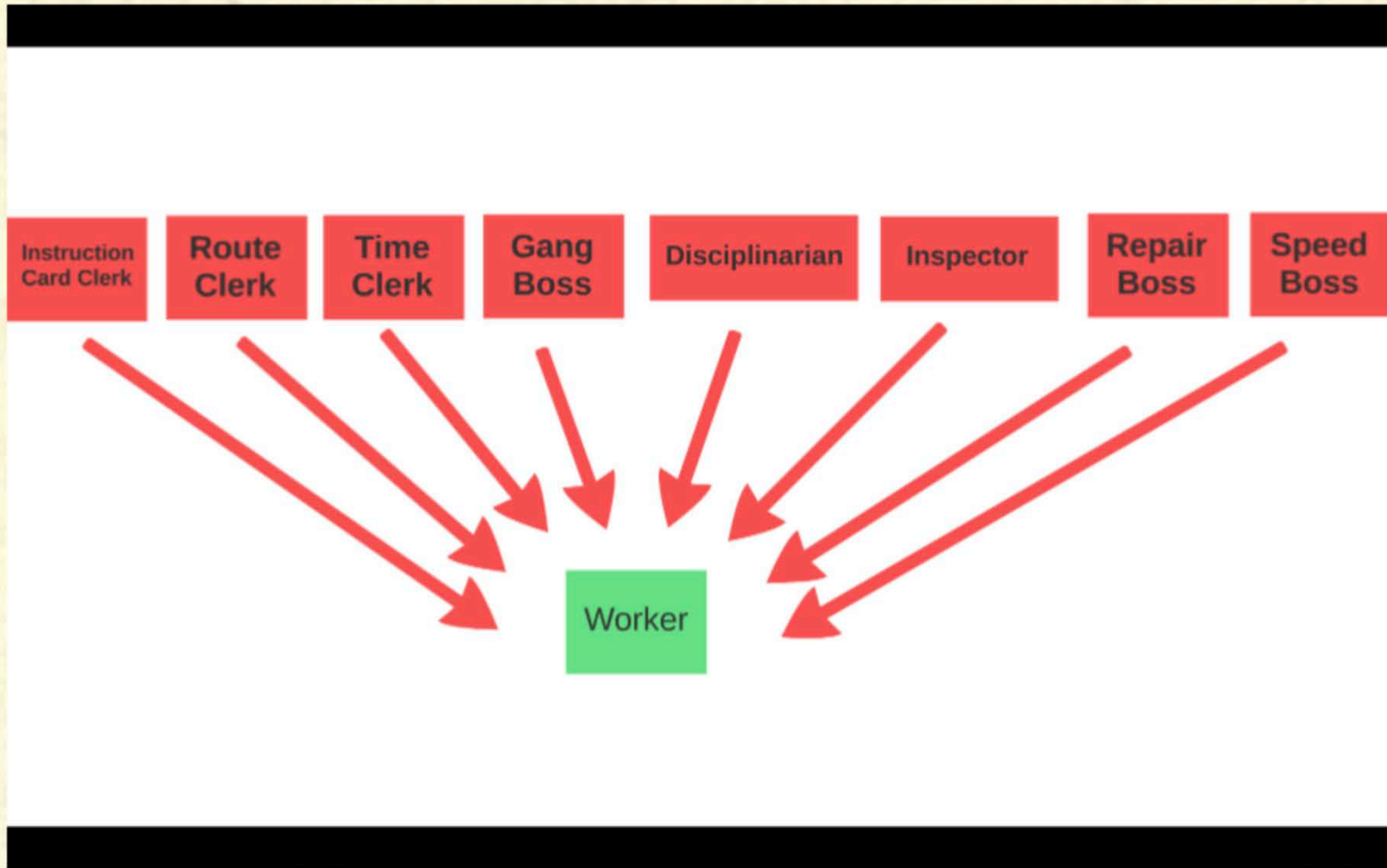
holocracybook.com

Principles of Management

BY

ERICK WINSLOW TAYLOR, M.E., S

Scientific Management

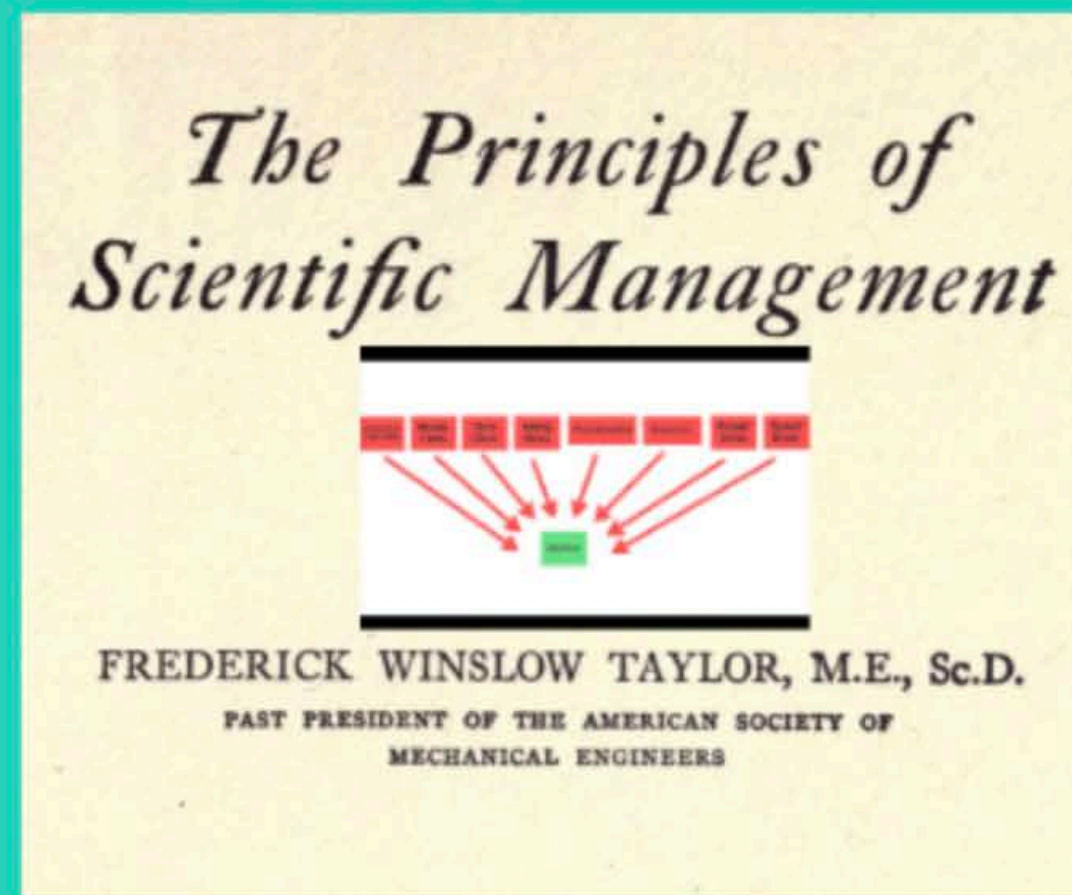


ERICK WINSLOW TAYLOR, M.E., S



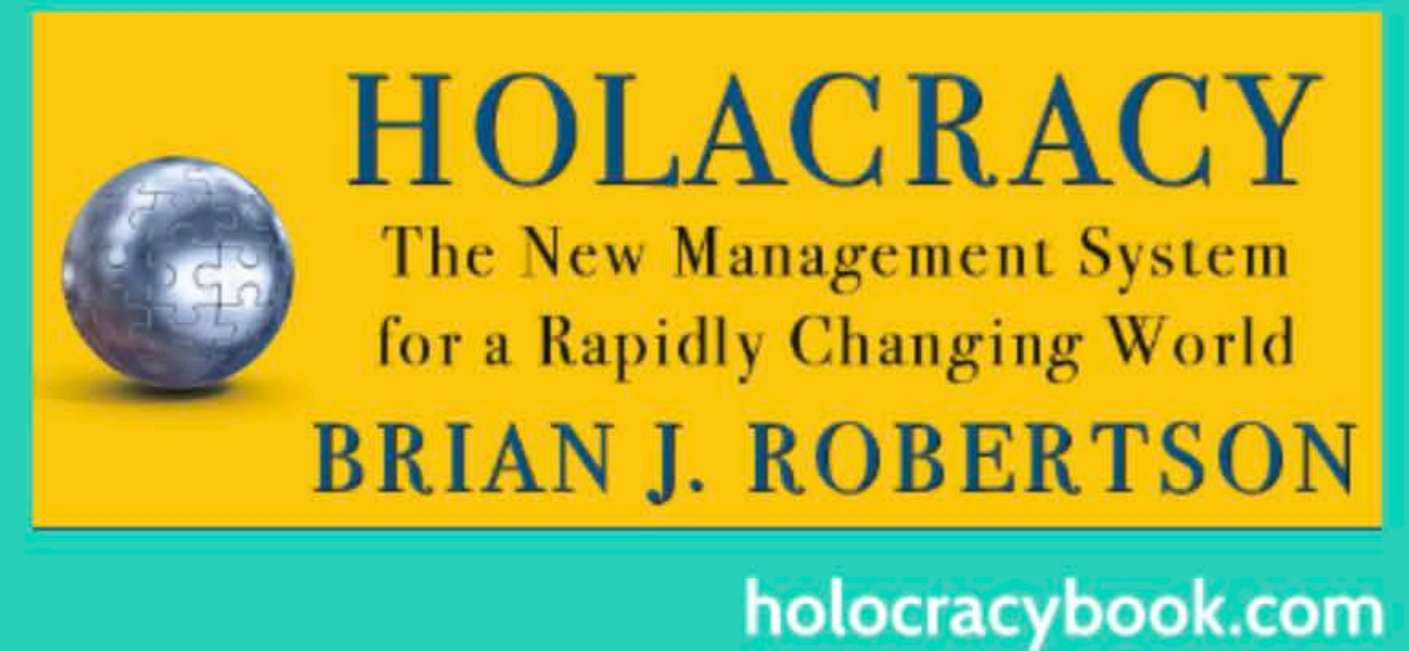
Delimited Authority

Manager-Led



**Self-Managing
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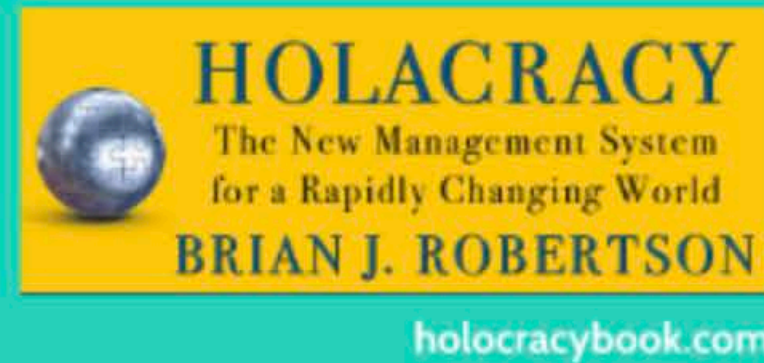
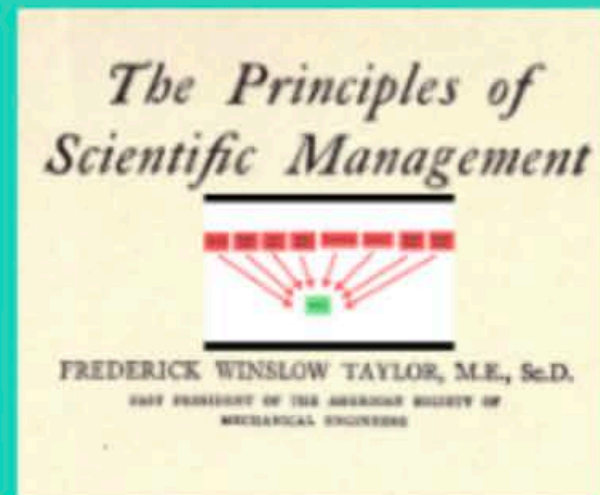


Delimited Authority

Manager-Led

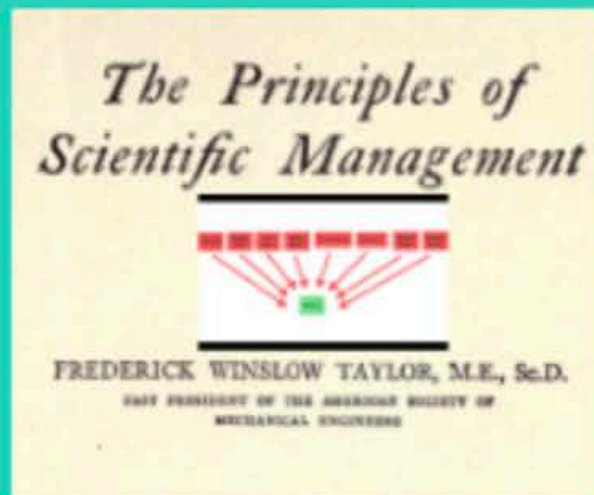
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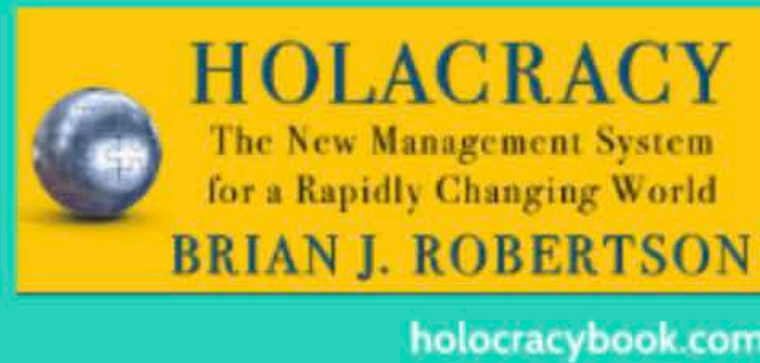
Delimited Authority

Manager-Led



Self-Managing
Self-Designing

Self-Governing



Hackman Principle

"The process of helping a team come to terms with both the extent and limits of its authority requires leaders to exercise significant **leadership skill** and to exhibit no small measure of **emotional maturity**."

General Practices

- 4. Make policies explicit
- 6. Improve collaboratively, evolve experimentally

Service Delivery Principles

- 2. Manage the work; let people self-organize around it



The 5 Conditions

1. Real
Team

2. **Compelling
Direction**

3. Enabling
Structure

4. Supportive
Context

5. Expert
Coaching



2. Compelling Direction

Clear

Consequential

Challenging



2. Compelling Direction

Clear

Consequential

Challenging



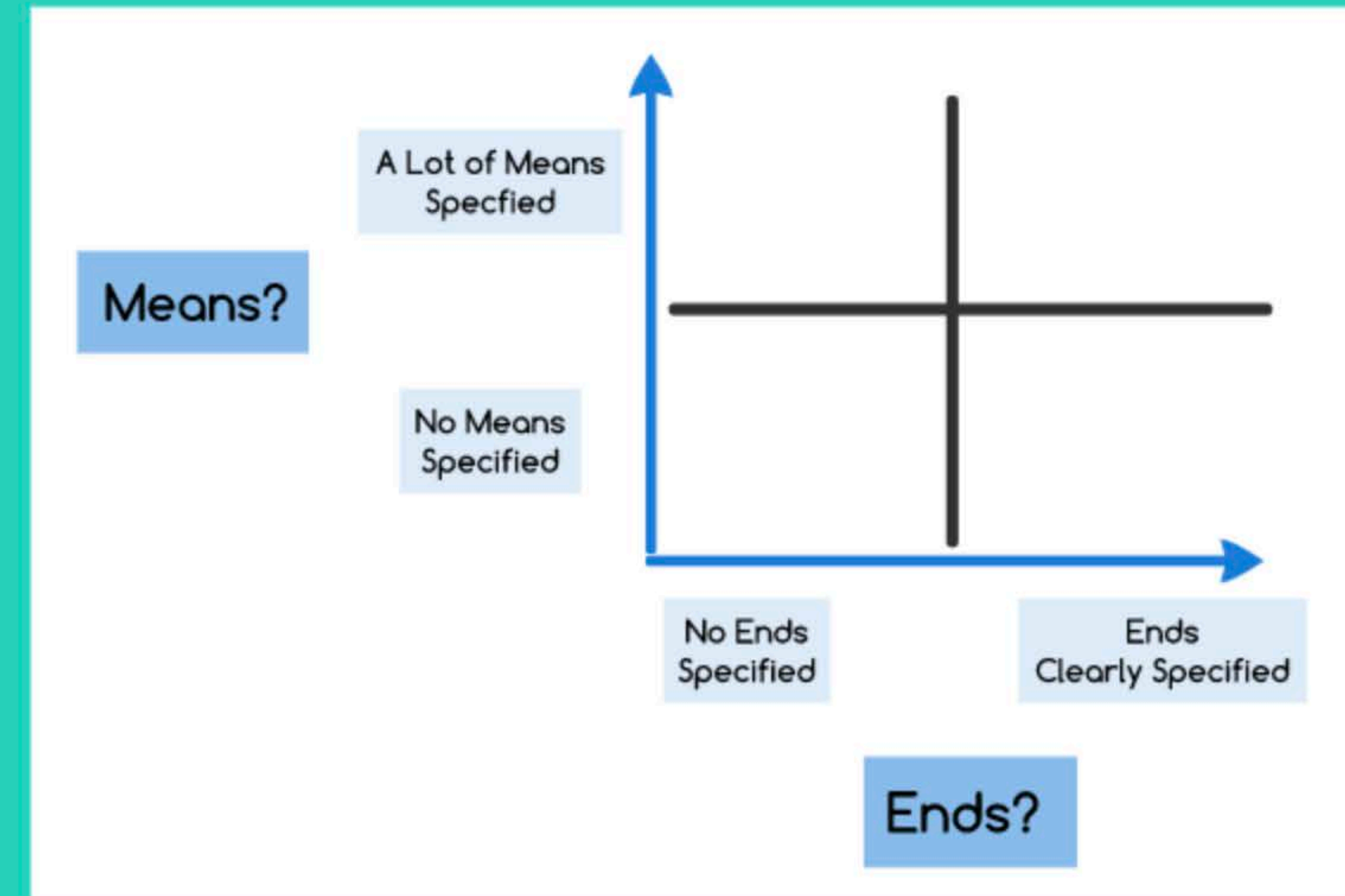
"This nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to the earth."

President John F. Kennedy
Delivered in person before a joint session of Congress May 25, 1961
[nasa.gov](https://www.nasa.gov)

Ends vs. Means

Hackman Principle

"Be insistent and unapologetic about exercising authority to specify end states, but equally insistent about not specifying the details of the means by which the team is to pursue those ends."



Means?

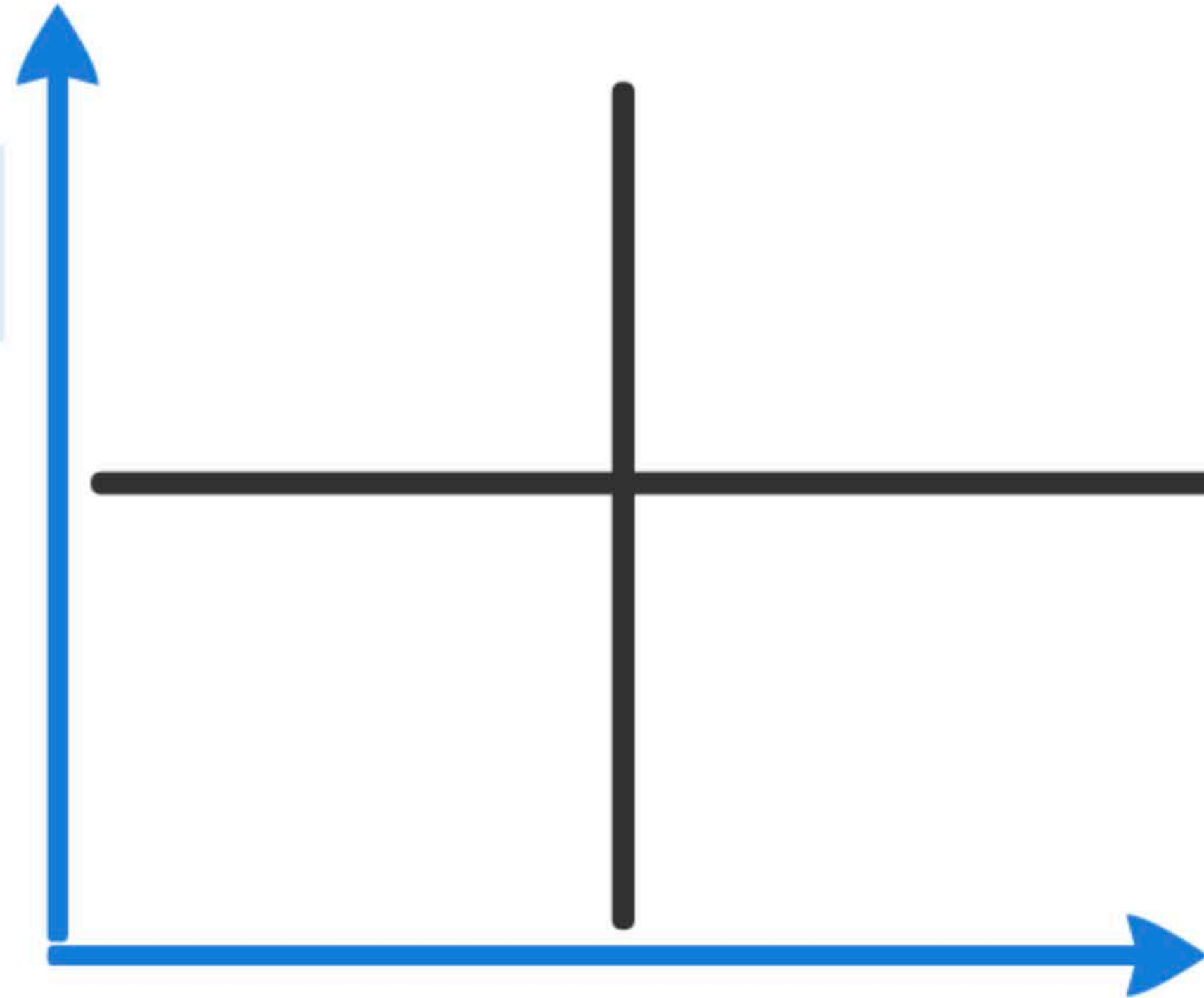
A Lot of Means
Specified

No Means
Specified

No Ends
Specified

Ends
Clearly Specified

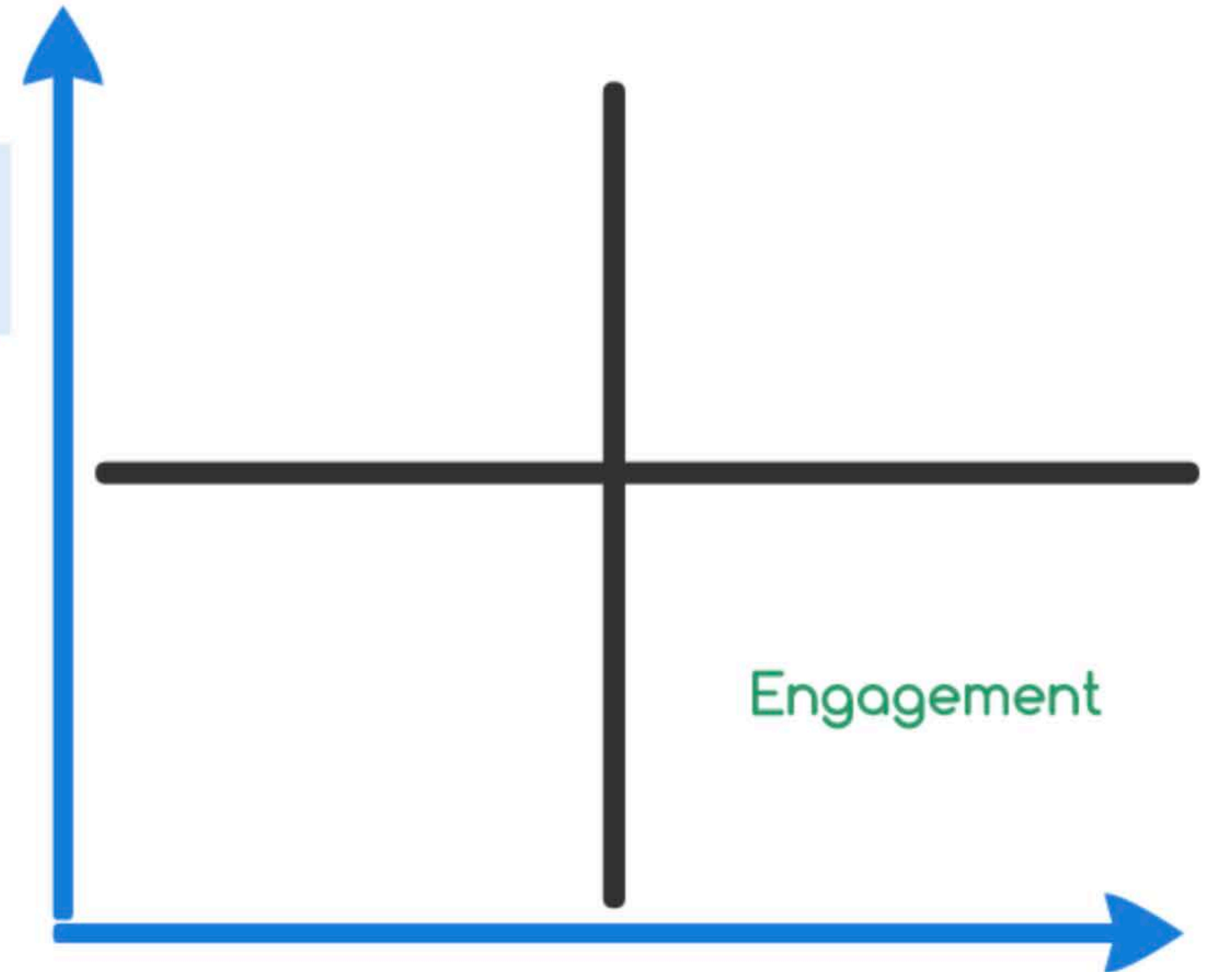
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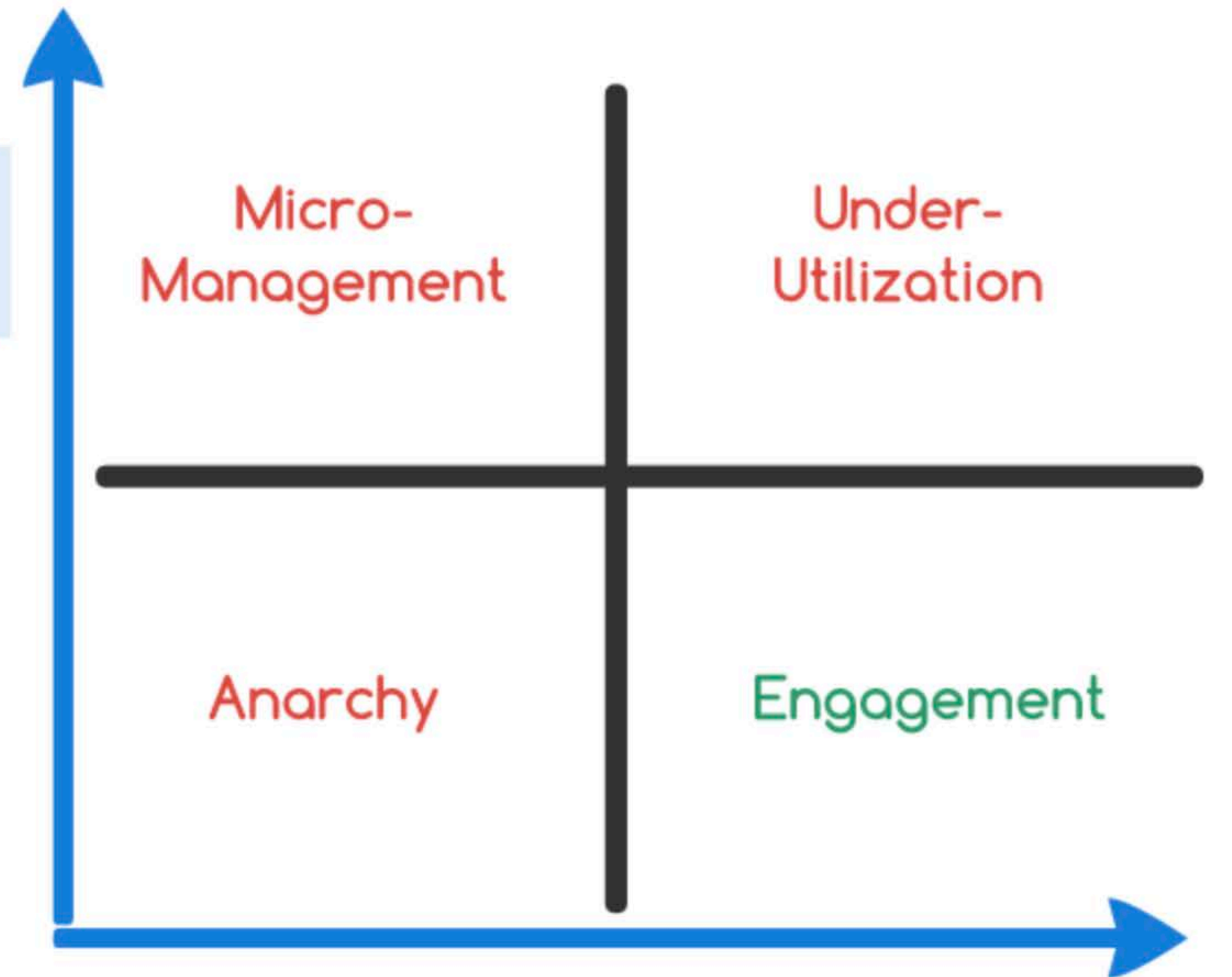
Ends
Clearly Specified

Ends?

Means?

A Lot of Means Specified

No Means Specified



No Ends Specified

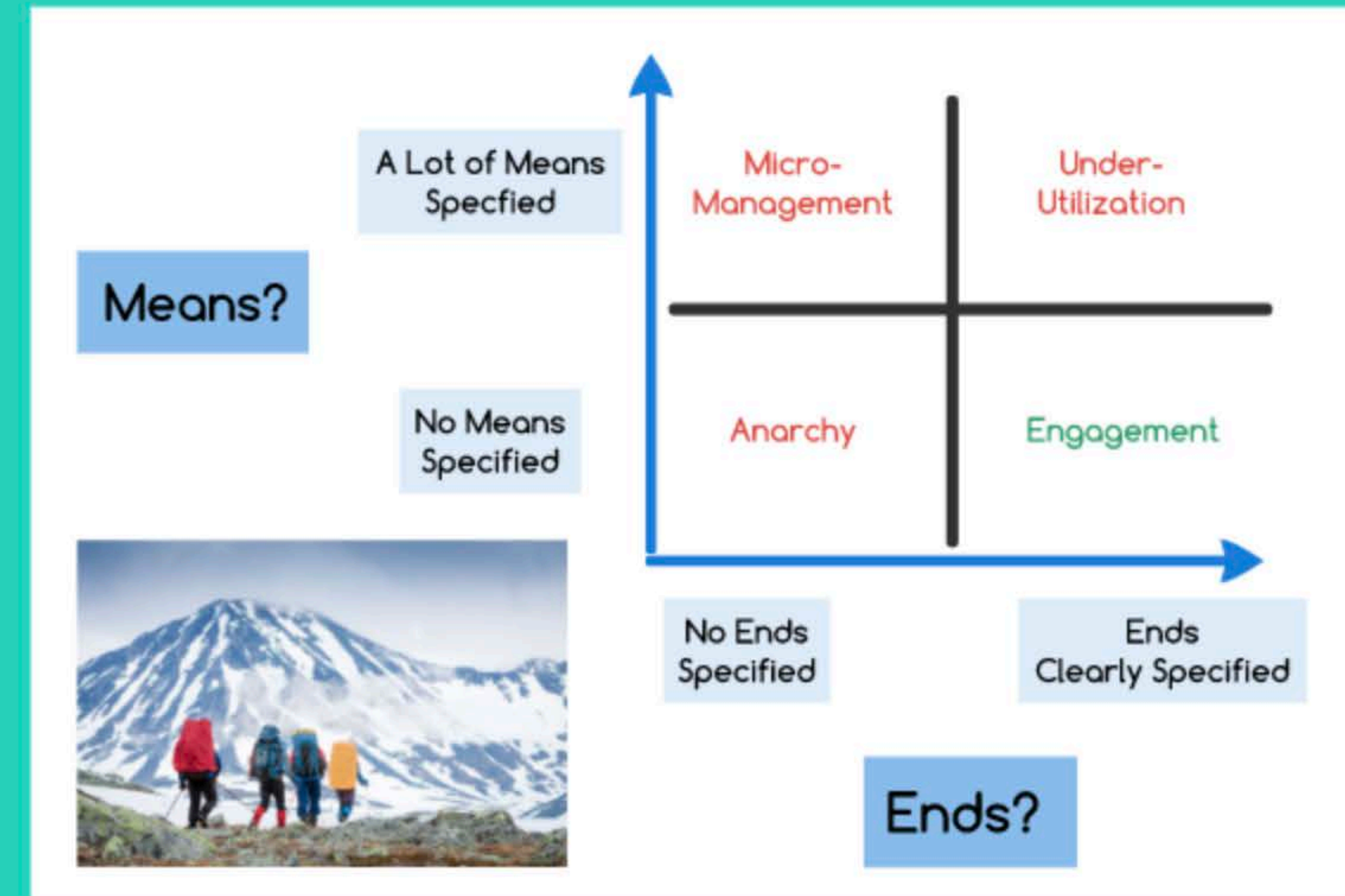
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1. Understand and focus on your customers' need and expectations
2. Manage the work; let people self-organize around it
3. Evolve policies to improve customer and business outcomes

General Practices

6. Improve collaboratively, evolve experimentally

The 5 Conditions

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Team**

**2. Compelling
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**3. Enabling
Structure**

**4. Supportive
Context**

**5. Expert
Coaching**



3. Enabling Structure

Design of the Work



Team Composition



Core Norms

1. Proactively scan the environment and adapt
2. Two things we will always do
3. Two things we will never do



Design of the Work



Team Composition



Core Norms

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2. Two things we will always do
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Core Norms

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4. Supportive Context

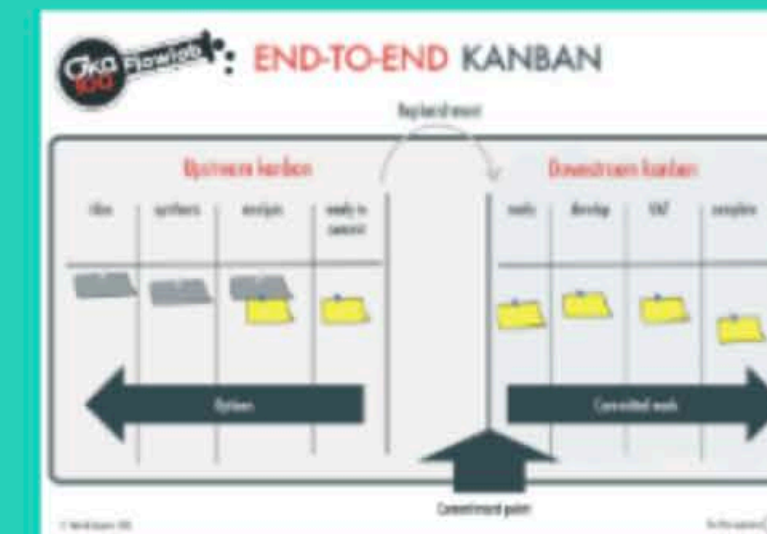
Rewards & Recognition



Educational System



Information System



General Practices

1. Visualize
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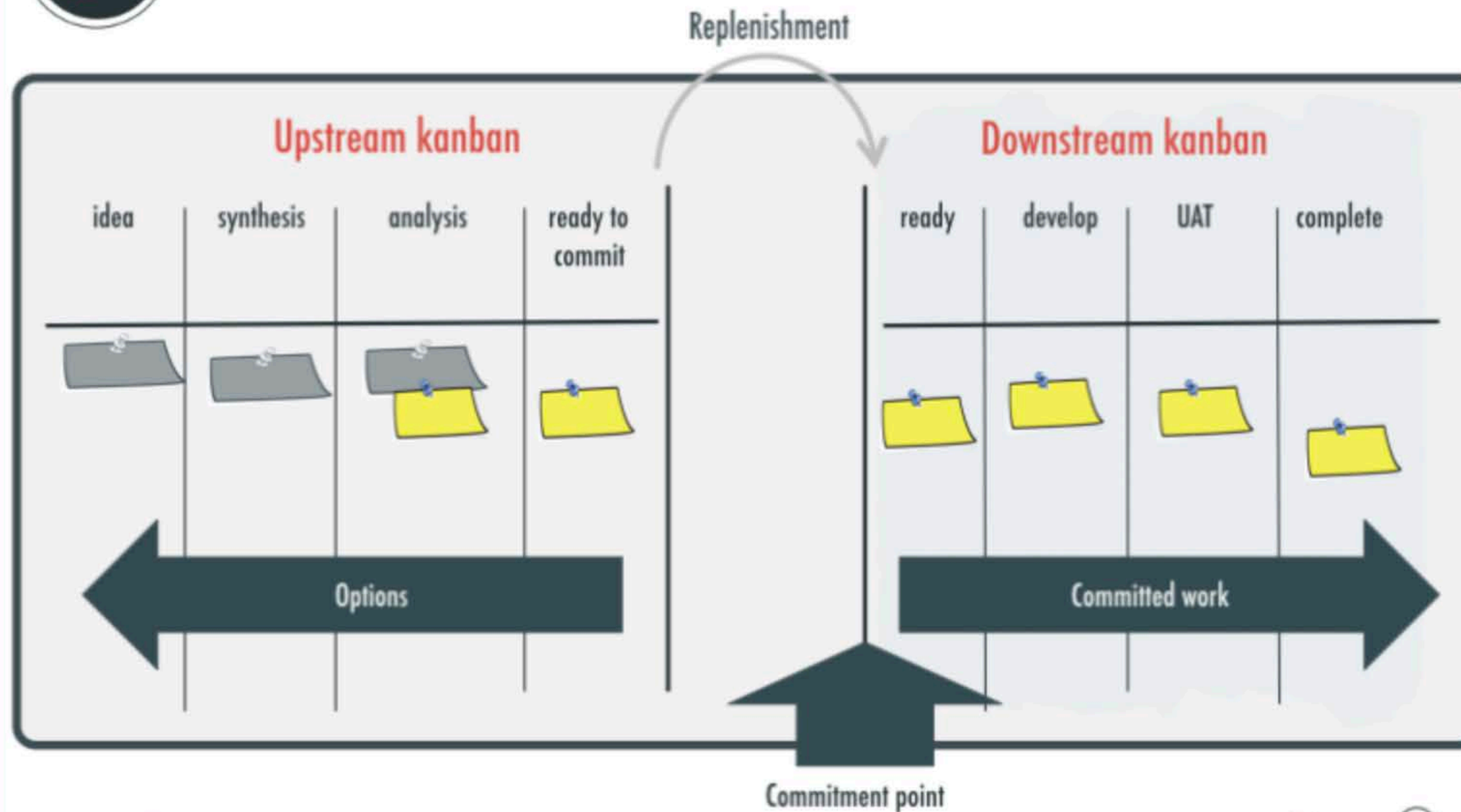
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Information System



END-TO-END KANBAN



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The flow experience 5

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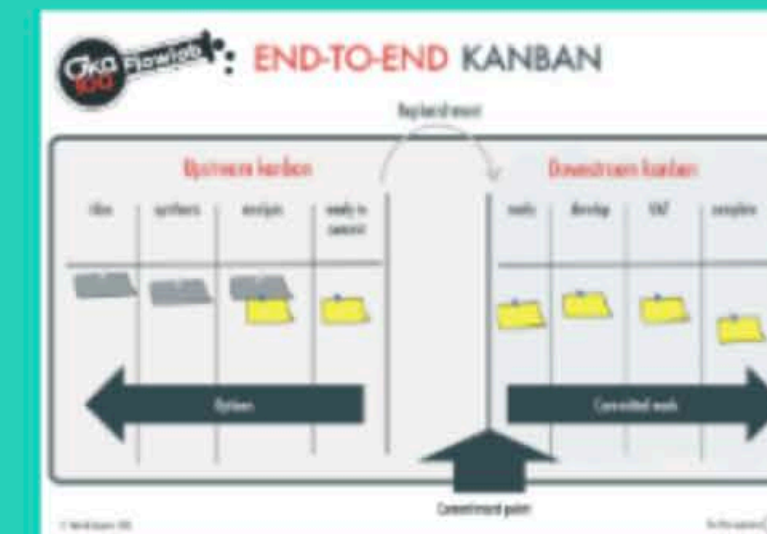
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4. Supportive Context

Hackman Principle

"Just as infertile soil can stunt the growth of even the healthiest seedling, so can **an unsupportive context limit the performance** of even a well-designed work team."

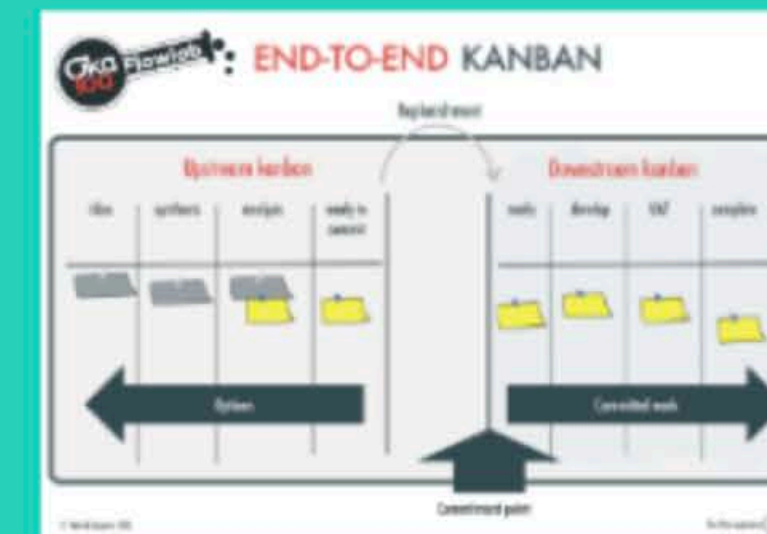
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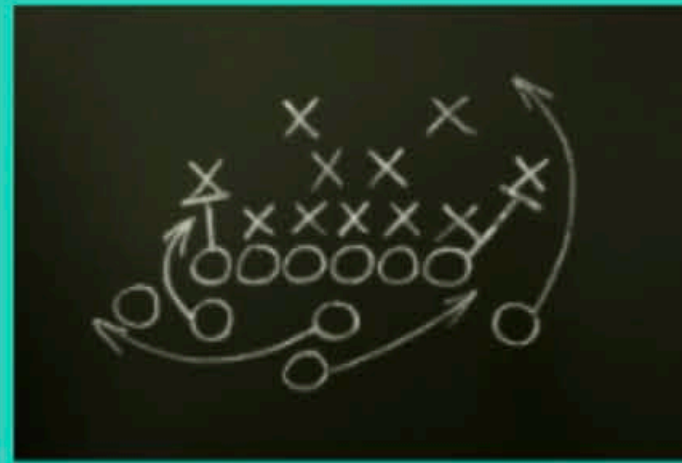


5. Available Expert Coaching

Effort



Delivery Strategy



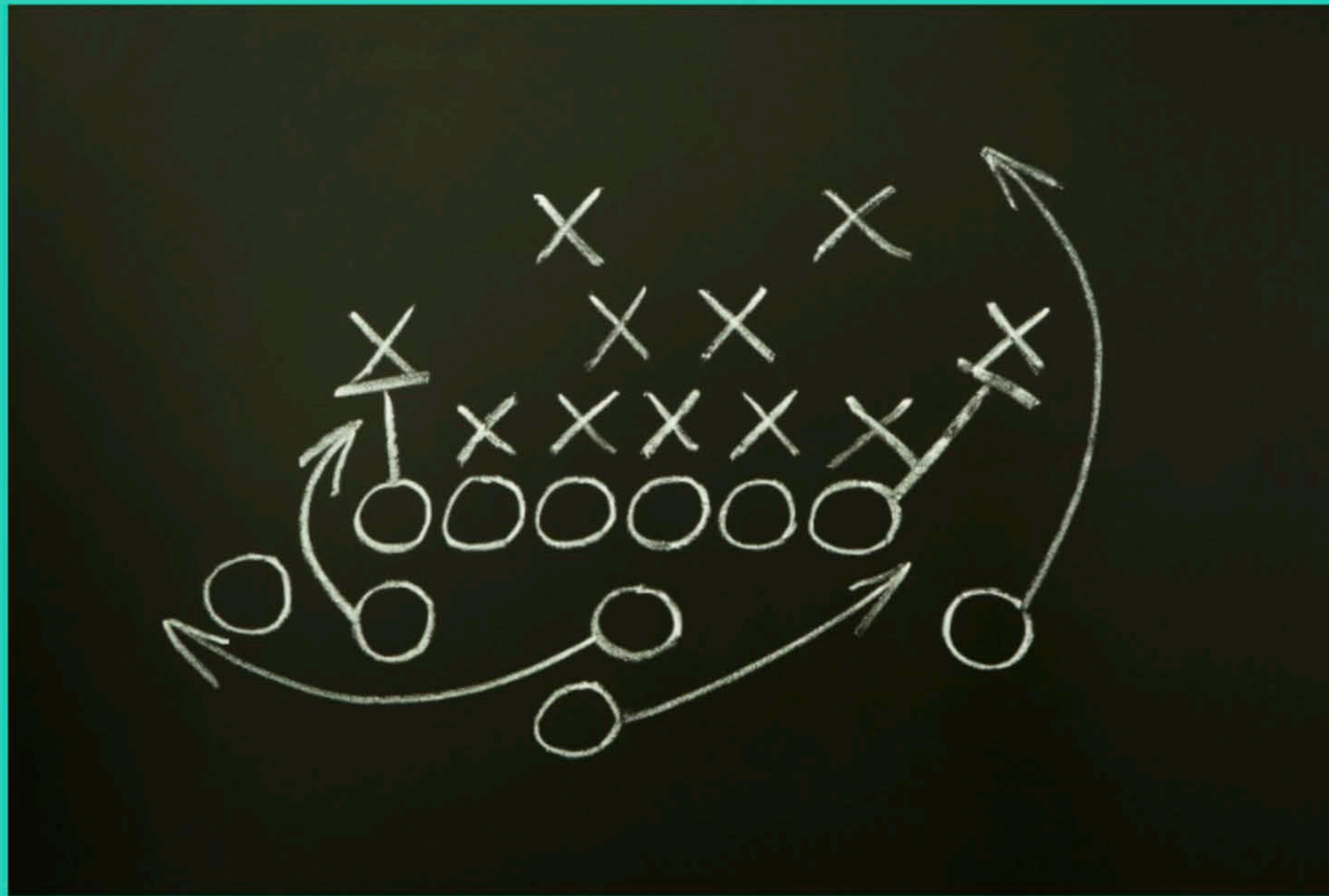
Knowledge & Skill



Effort



Delivery Strategy



Knowledge & Skill

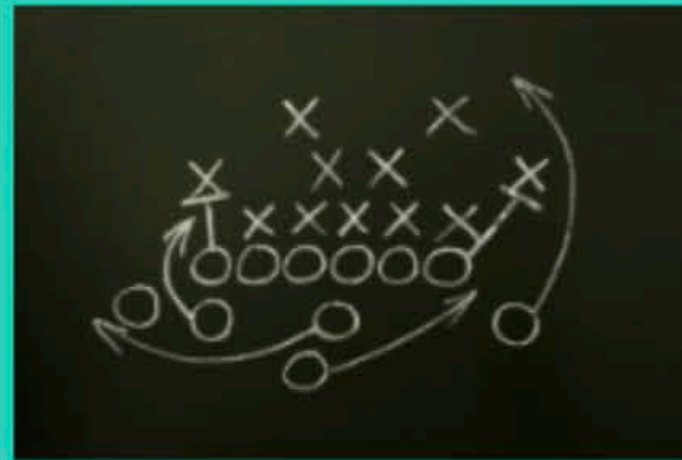


5. Available Expert Coaching

Effort



Delivery Strategy



Knowledge & Skill



Hackman Principle

"What is critical is that competent coaching be available to a team, **regardless of who provides it** or what formal positions those providers hold."

General Practices

6. Improve collaboratively, evolve experimentally

Change Management Principles

3. Encourage acts of leadership at every level

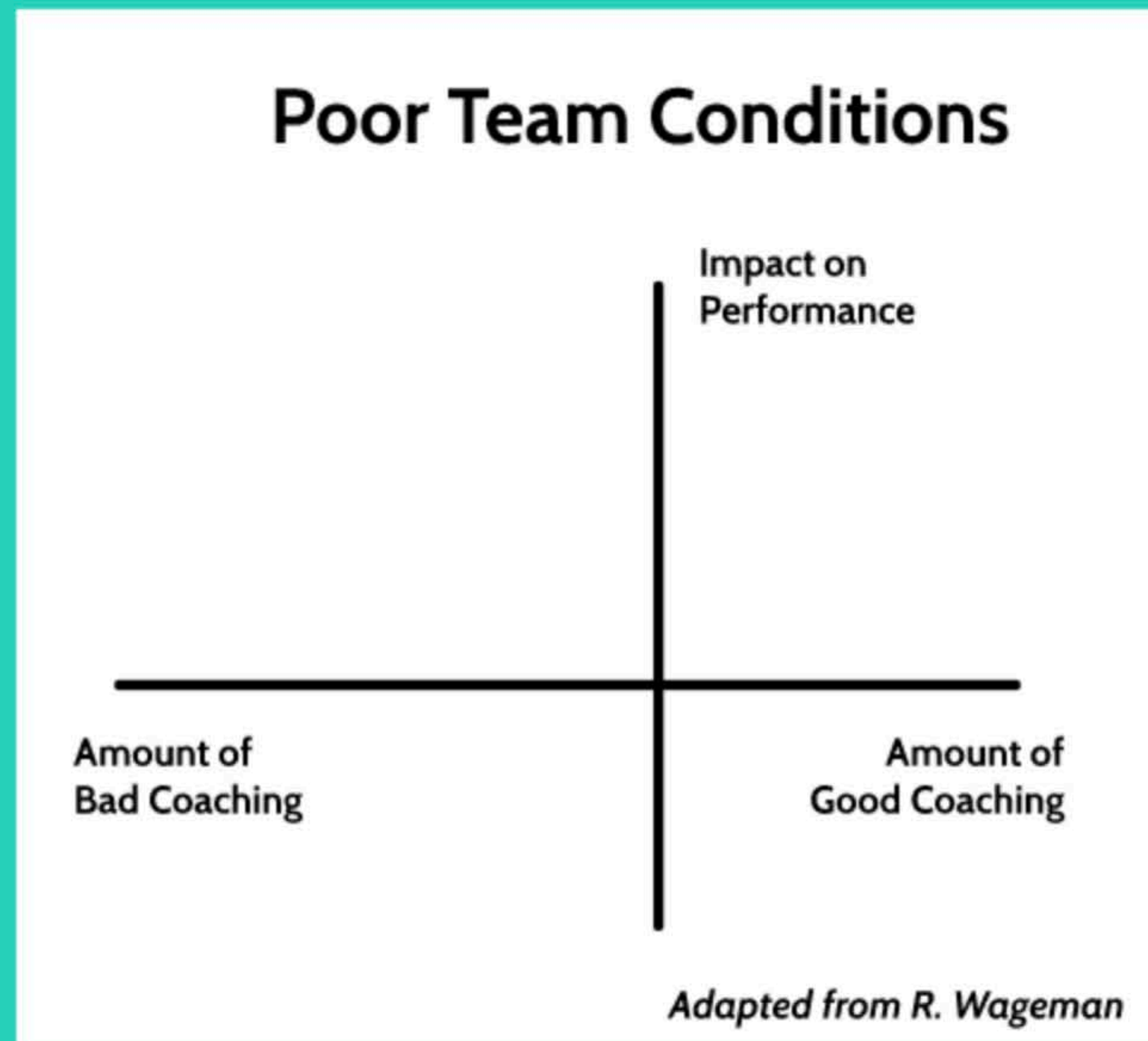


Good Coaching vs. Bad Coaching

R. Wageman, How leaders foster self-managing team effectiveness: Design choices versus hands-on coaching, Organization Science, volume 12. Copyright 2001, The Institute for Operations Research and the Management Sciences, 901 Elkridge Landing Road, Suite 400, Linthicum, Maryland 21090-2909 USA.



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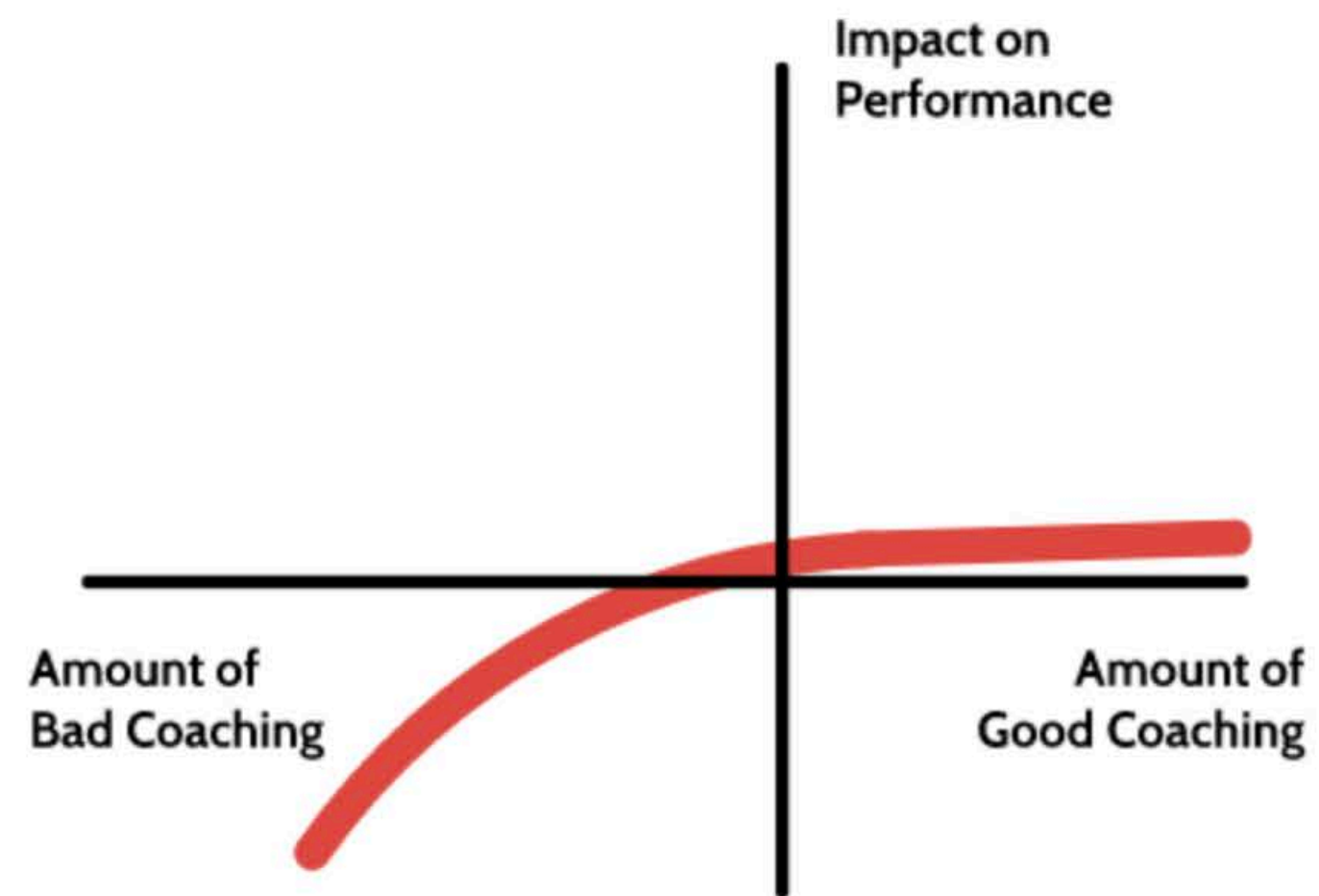
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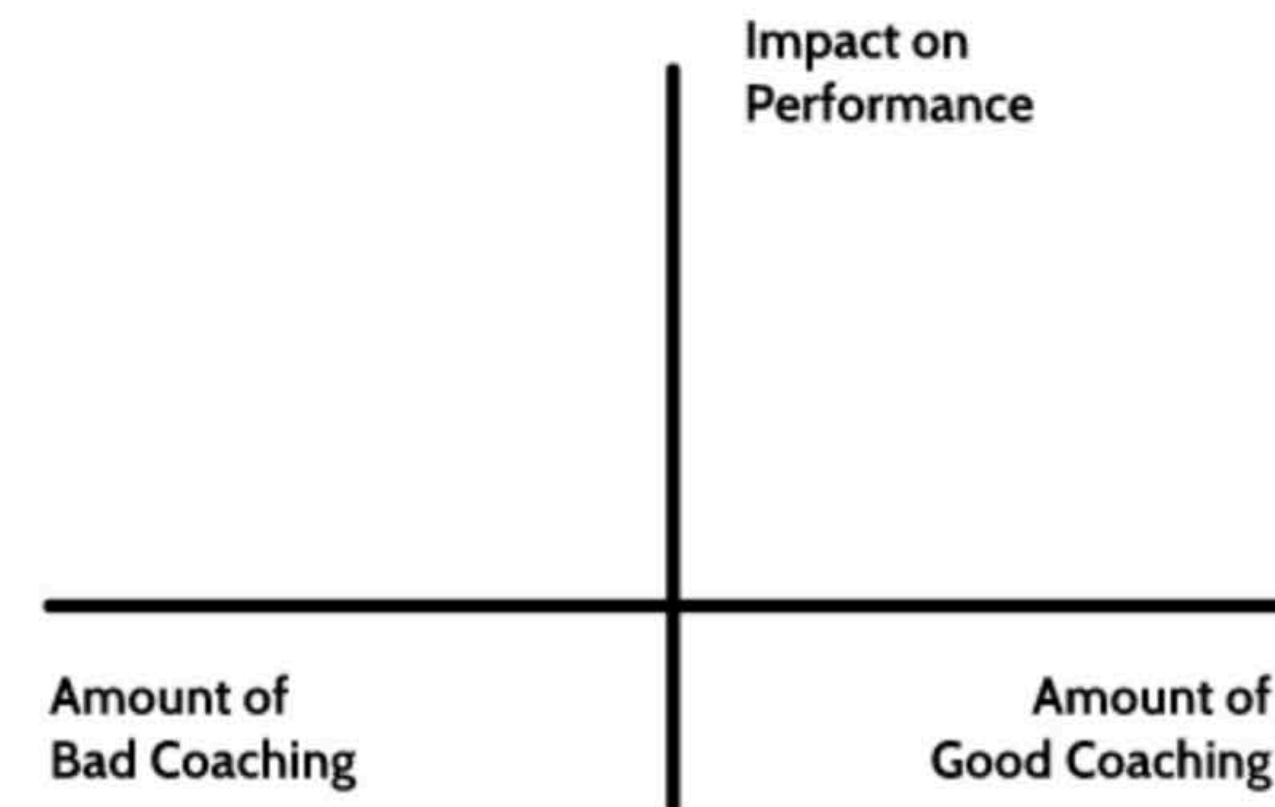
Good Coaching vs. Bad Coaching

Poor Team Conditions



Adapted from R. Wageman

Great Team Conditions

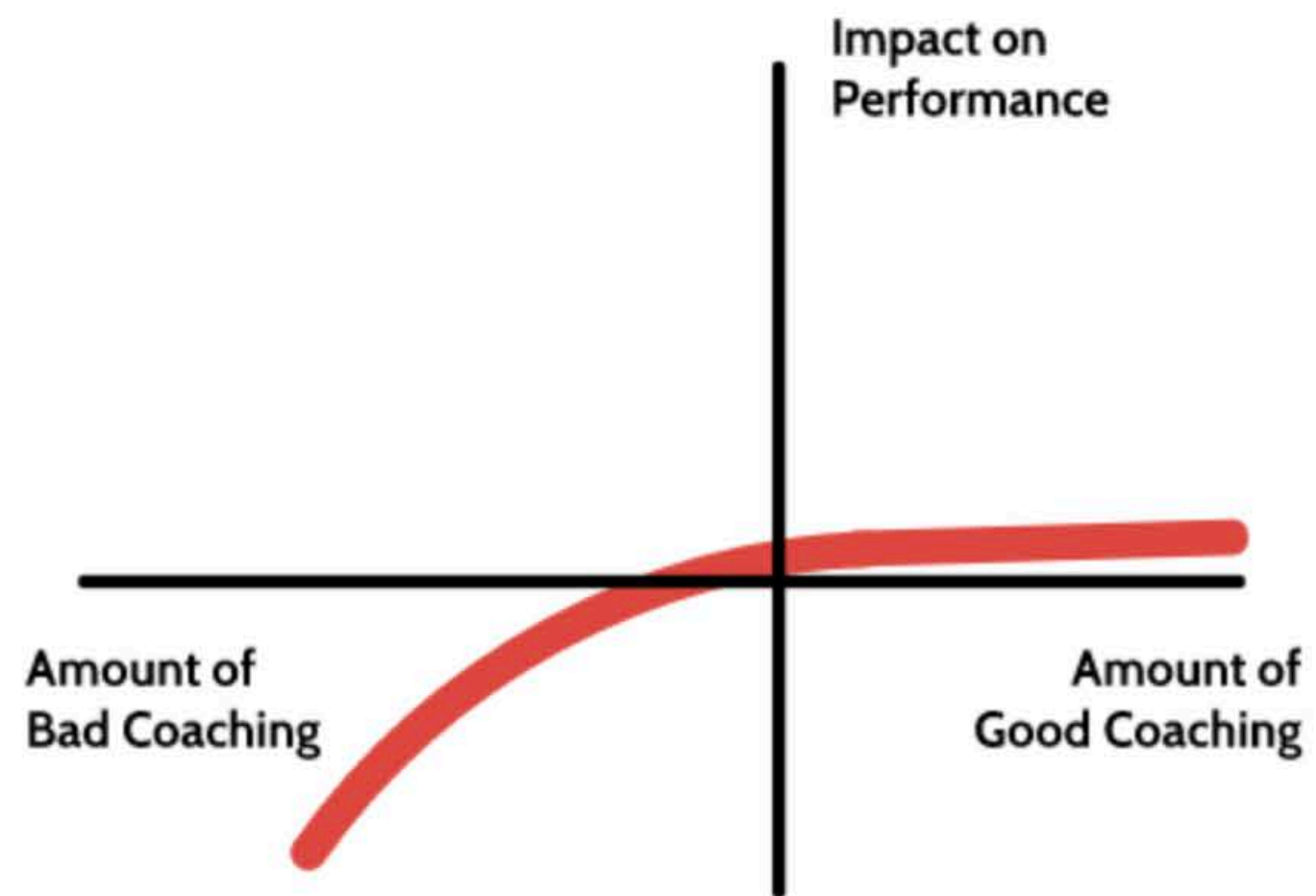


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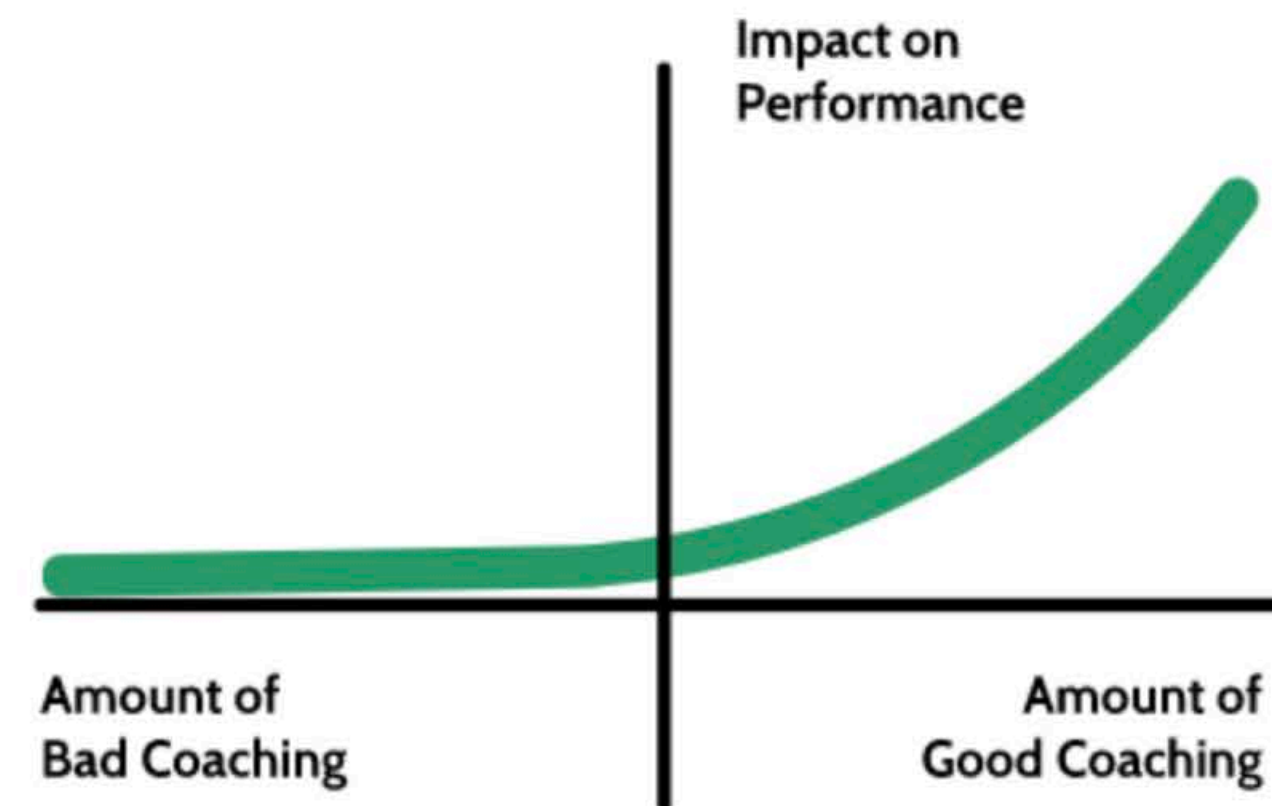
Good Coaching vs. Bad Coaching

Poor Team Conditions



Adapted from R. Wageman

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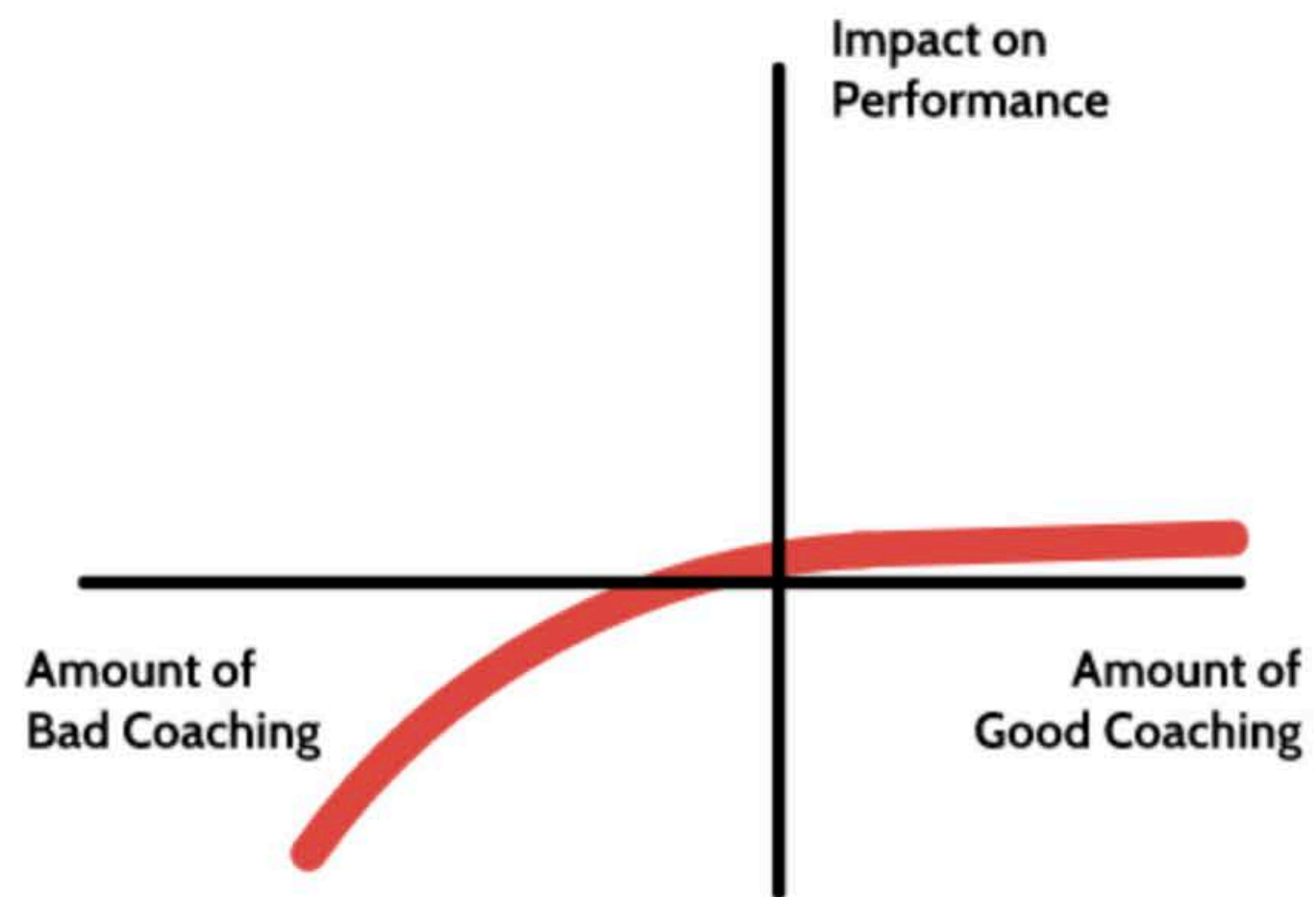
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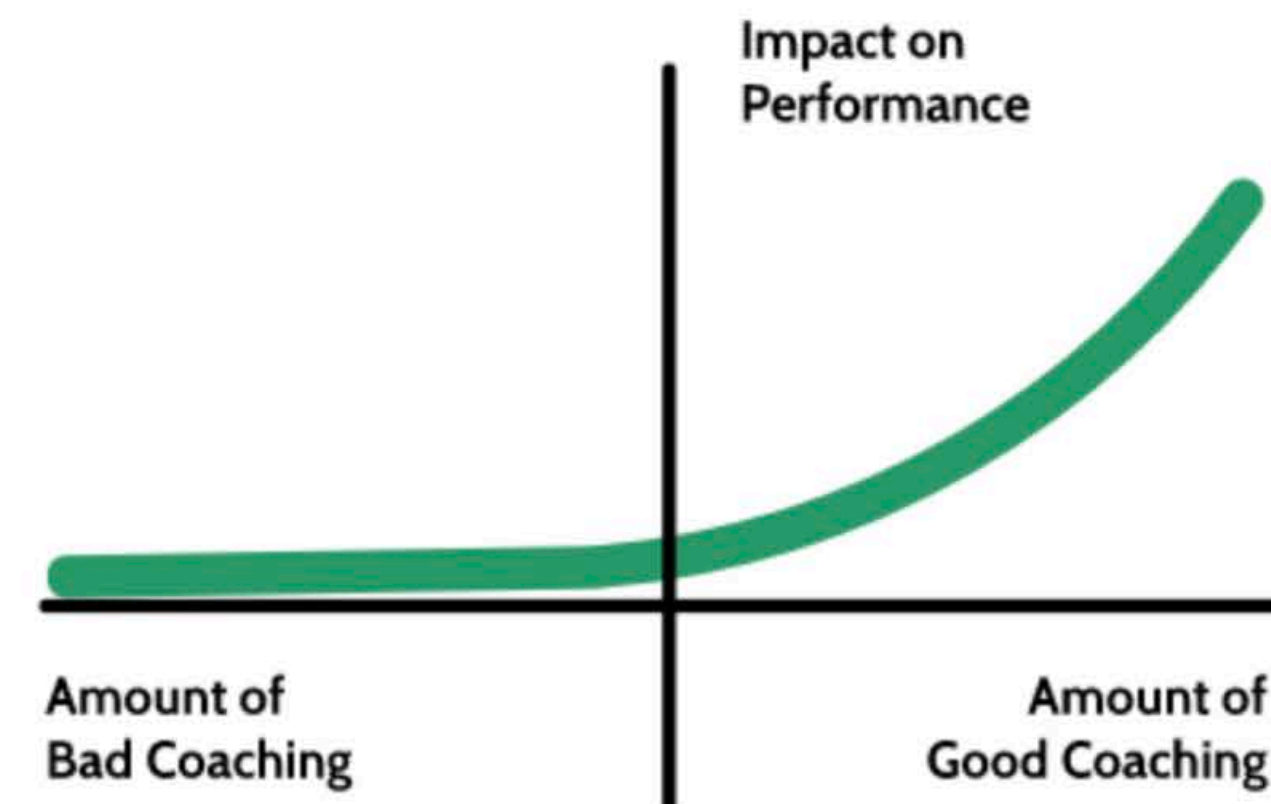
Poor Team Conditions



Adapted from R. Wageman

Concavity

Great Team Conditions



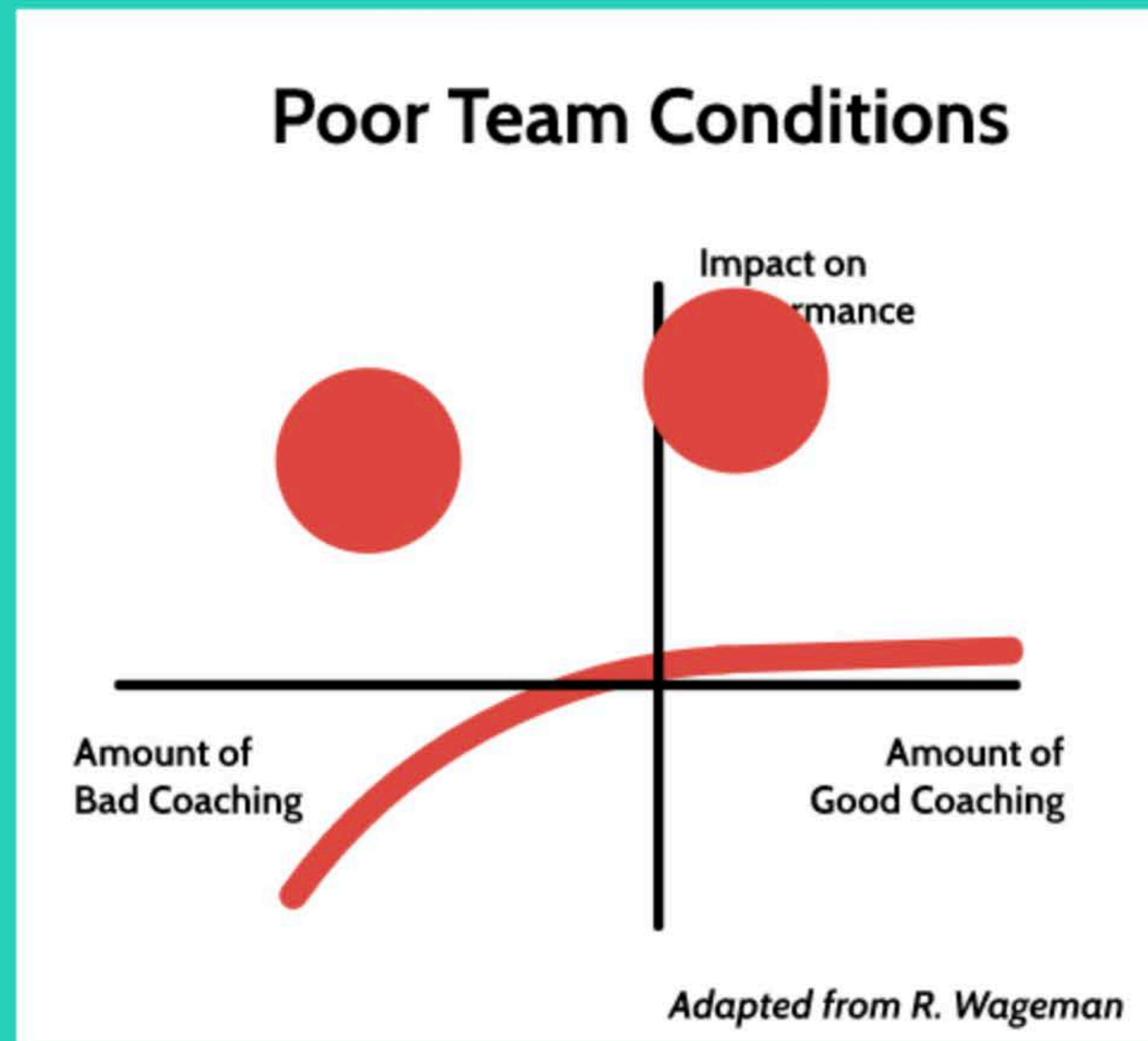
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Good Coaching vs. Bad Coaching



Concavity



Convexity



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Leadership at Every Level

Congruence

flow



Leadership at Every Level



Leadership at Every Level

Hackman Principle

"Leaders, whether those who have formal responsibility for a team or **others (including team members themselves)** who seek informally to help the team do well, can **refer to this simple checklist** repeatedly during the life of a team."

Change Management Principles

3. Encourage acts of leadership **at every level**

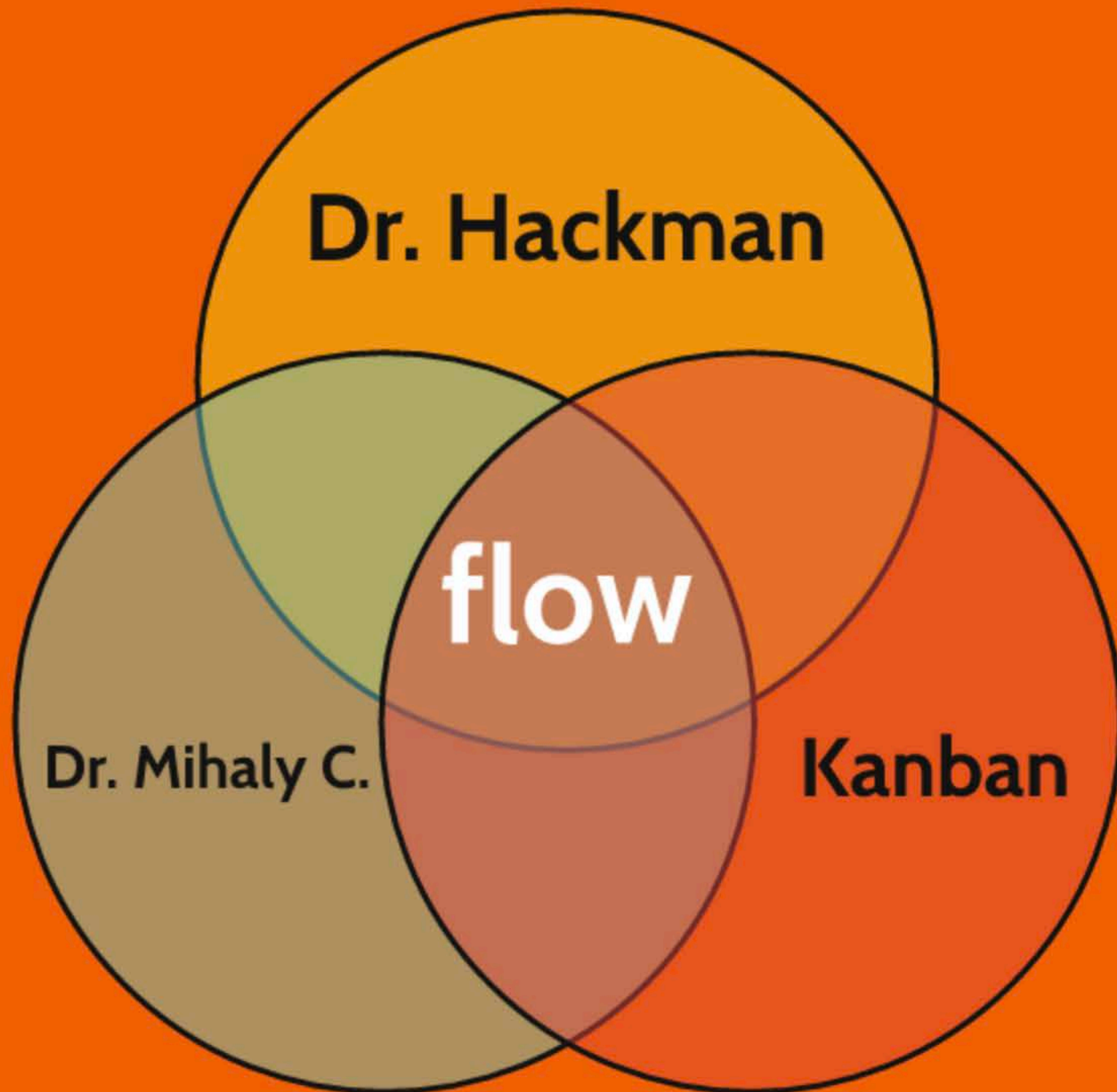


Congruence

flow



Congruence



Hackman Principle

"If a work team were in a boat on a river... *[the 5 conditions]* allow members to row with the river's **flow**— simultaneously lessening the labor they must expend and hastening their arrival at the team's destination."

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Resources



Team
Diagnostic
Survey

Books

Papers

Articles

Podcasts

Very Special
Thanks

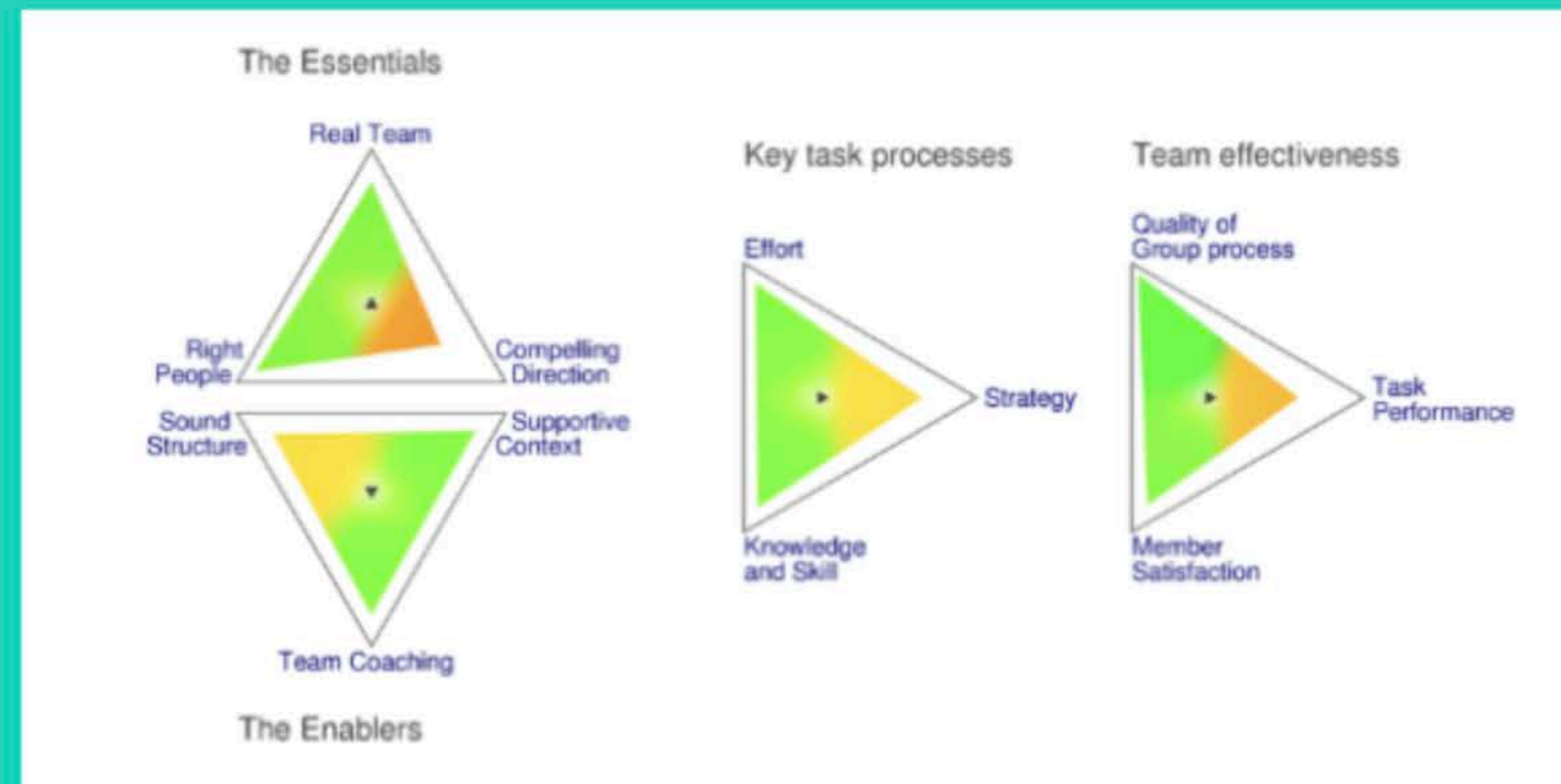
Team Diagnostic Survey

team-diagnostics.com

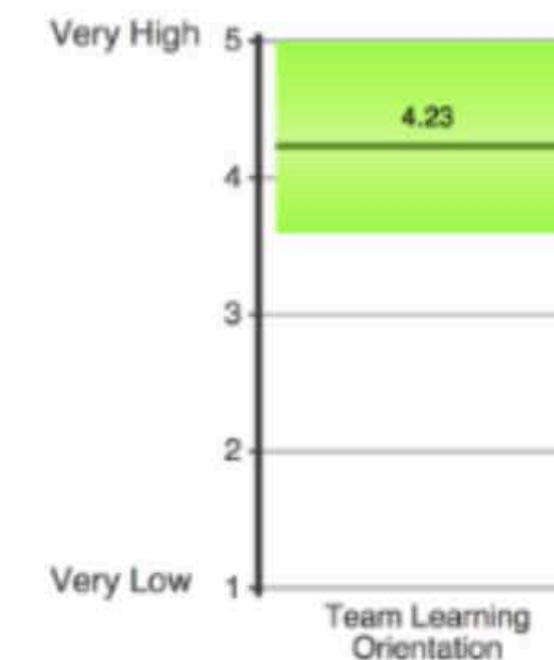


Trexler Proffitt, PhD

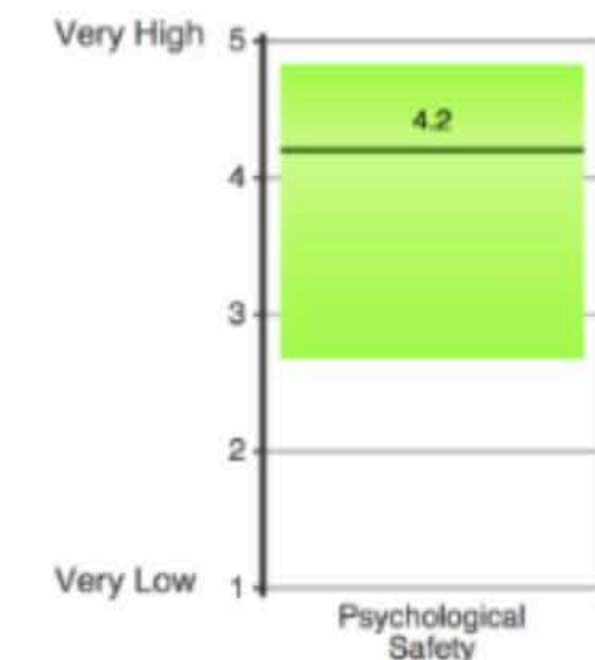
trex@team-diagnostics.com



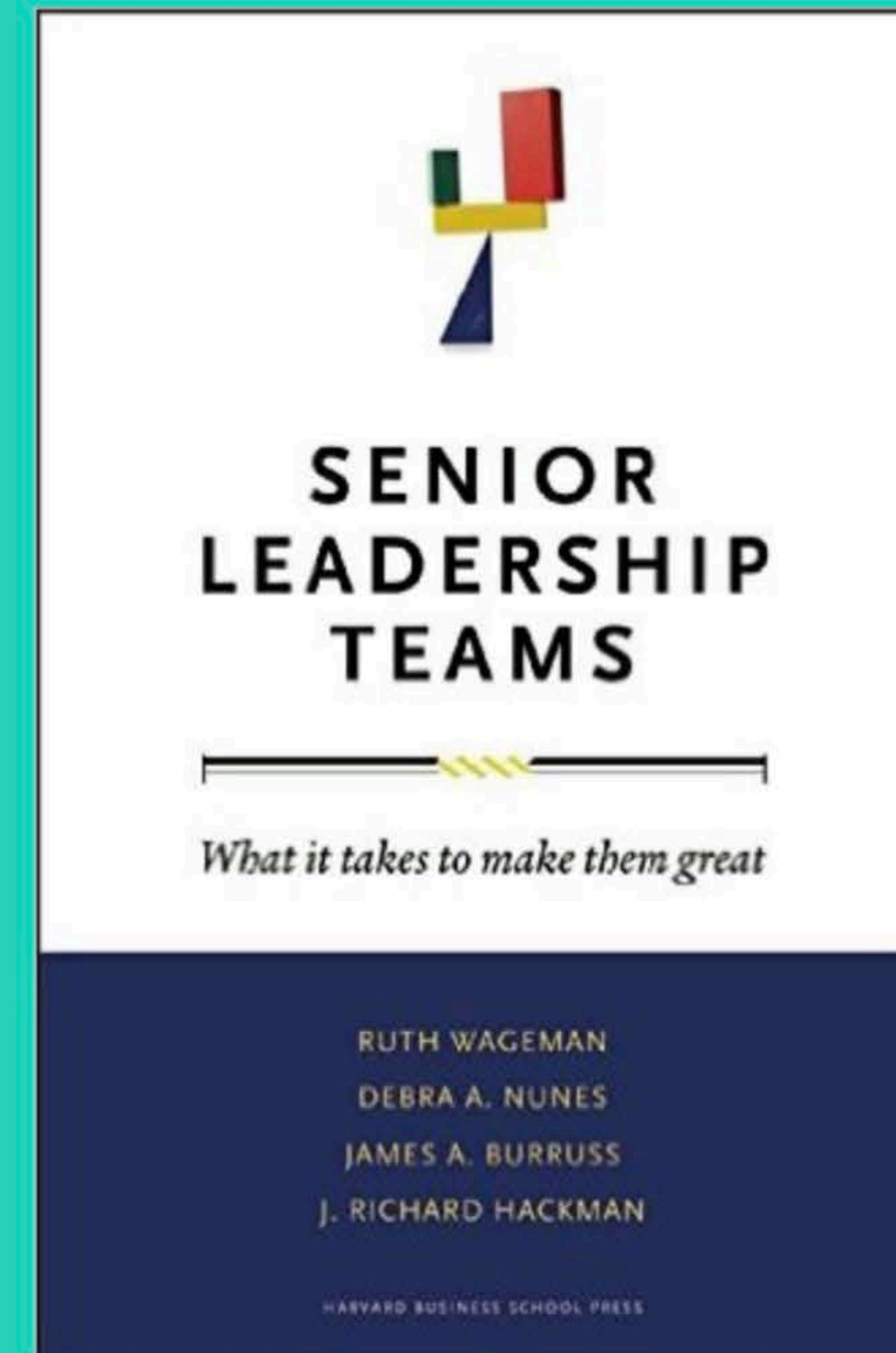
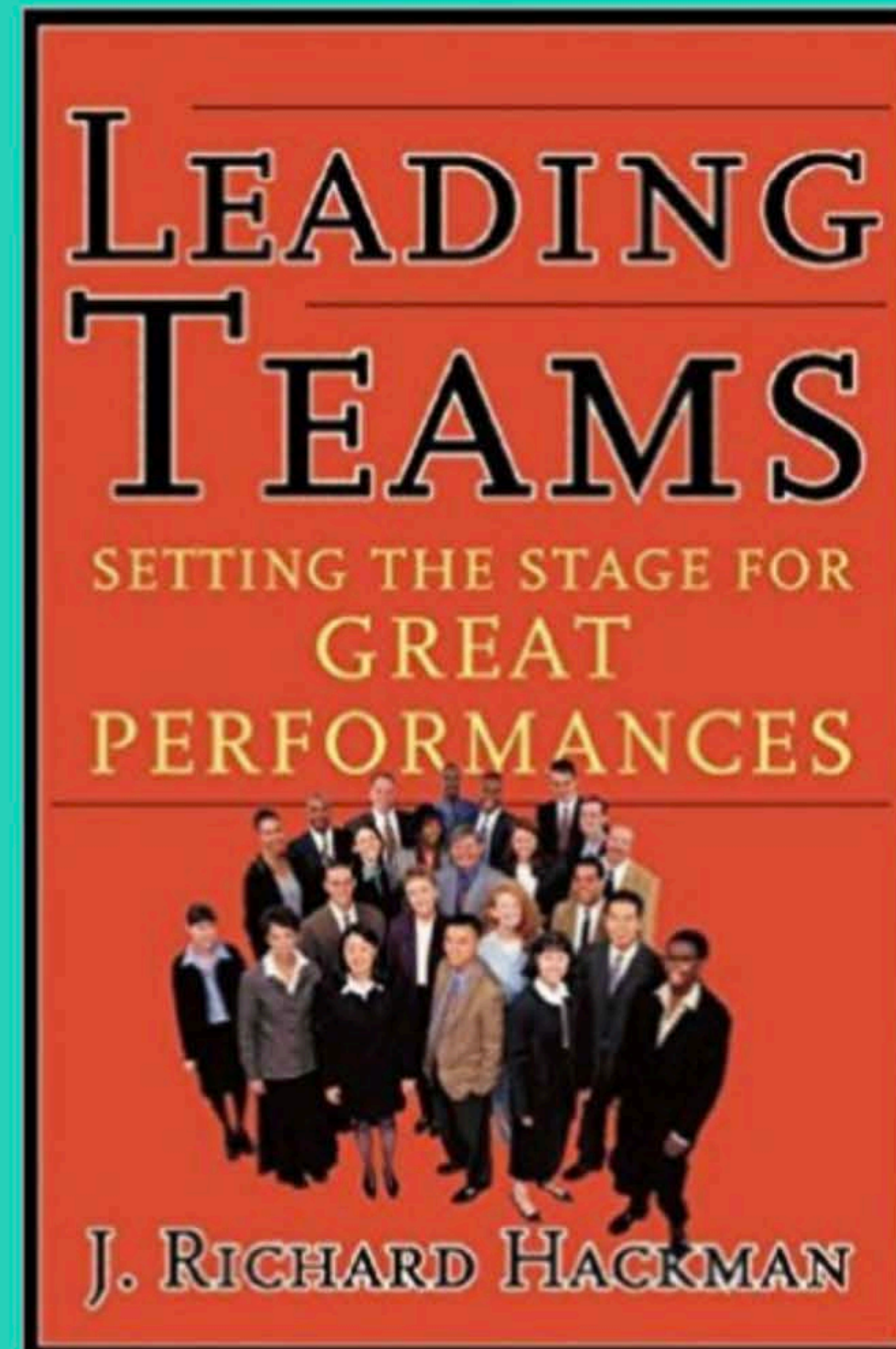
Team Learning Orientation



Psychological Safety



Books



Papers

Team Diagnostic Survey

Development of an Instrument

Ruth Wageman

Dartmouth College

J. Richard Hackman

Harvard University

Erin Lehman

Boston Adventures

THE JOURNAL OF APPLIED BEHAVIORAL SCIENCE, Vol. 41 No. 4, December 2005 373-398

DOI: 10.1177/0021886305281984

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Asking the Right Questions About Leadership

Discussion and Conclusions

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Ruth Wageman *Dartmouth College*

January 2007 • American Psychologist

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Vol. 62, No. 1, 43-47 DOI: 10.1037/0003-066X.62.1.43

A THEORY OF TEAM COACHING

J. RICHARD HACKMAN

Harvard University

RUTH WAGEMAN

Dartmouth College

© *Academy of Management Review*
2005, Vol. 30, No. 2, 269-287.

Articles



LEADING TEAMS

Why Teams Don't Work

by Diane Coutu

FROM THE MAY 2009 ISSUE

COLLABORATION

Six Common Misperceptions about Teamwork

by J. Richard Hackman

JUNE 07, 2011

LEADING TEAMS

The Secrets of Great Teamwork

by Martine Haas and Mark Mortensen

FROM THE JUNE 2016 ISSUE



Podcasts

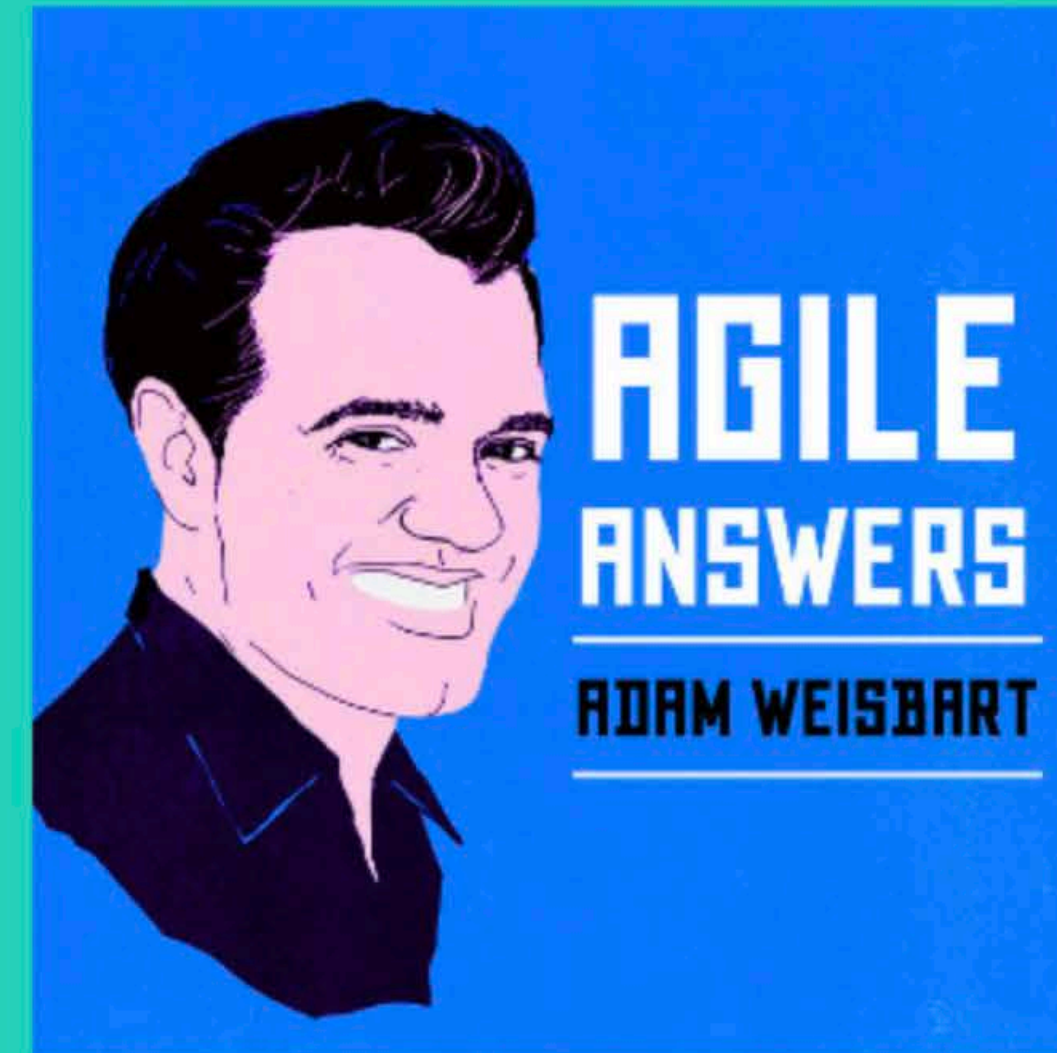


Dr. Krister Lowe

Episode #039: Dr. Ruth Wageman

Episode #047: Dr. Trexler Proffitt

Webinar: Dr. Ruth Wageman



Episode 19: Self-Forming Teams @ JPMorgan Chase with Natalie Veilleux, Jason Newberg, Adam Hsu, & Gabe Abella



Very Special Thanks



The Legacy of Dr. J Richard Hackman

Dr. Ruth Wageman

Dr. Trex Proffitt

Dr. Krister Lowe



Natalie Veilleux

Jason Newberg

Adam Hsu

Ed Krayner



Anna Abella, MA, PhD (ABD)



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