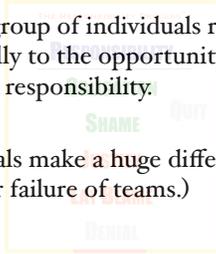


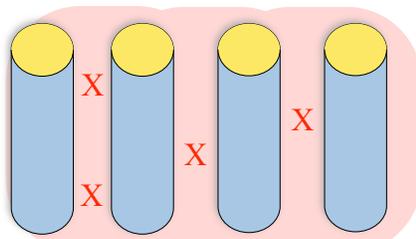
What is a Team?

When a group of individuals responds successfully to the opportunity presented by shared responsibility.

(Individuals make a huge difference in the success or failure of teams.)



Problems Between



The Greatest Opportunity to Add Value
Is Not Assigned to Anyone.

Dawning of the Age of Integrity



TQM / Quality Circles / Continuous Improvement
Excellence / Close to the Customer / MBWA / Action Bias
 Concurrent/Simultaneous Engineering
 Teams & Projects
 Collaborations / R & D Consortia
 Flattening / Process Re-Engineering
 Partnering (Supply Chain, Construction)
 Lean
 Agile / Scrum / XP

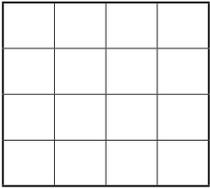
Dawning of the Age of Integrity



- ↑ Collaboration / Partnering / Trust
- ↑ Openness / Transparency / Visibility
- ↑ Adaptive / Iterative / Evolving
- ↑ Awareness / Learning / Facing Reality

i.e., humaneness & performance

4X4 Tic Tac Toe



Rules

- Objective:**
Maximize your score.
- Take Turns**

Scoring

- 4 in a row = 50
- 3 in a row = 40

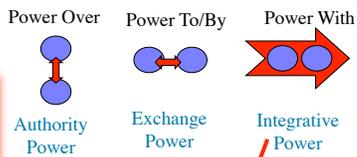
Responses to Interdependence



Isolate
or
Integrate



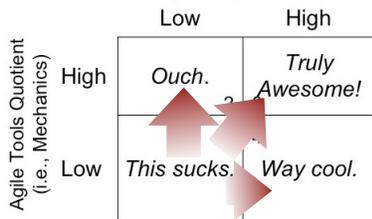
Power Economics and Organizing



- Project/Process Teams
- Cross-Functional Teams
- Supply Chain Partnering
- Merger Integration
- Lean/Agile/Concurrent, etc.
- Leadership Development
- Change Management
- Culture Building

from the book *Three Faces of Power*, Kenneth Boulding

Personal Agility Quotient (i.e., Dynamics)



How You Respond to a Problem

PROBLEM



How You Respond to a Problem

PROBLEM

OBLIGATION
SHAME
JUSTIFY
LAY BLAME



How You Respond to a Problem

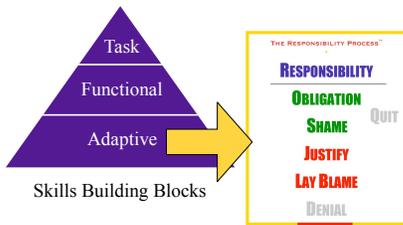
PROBLEM



(Re)Definition

Responsibility

Owning
your **power** and **ability**
to **create, choose, and attract.**



Keys to Responsibility™



Results

- ↑ Awareness
- ↑ Learning
- ↑ Choice
- ↓ Anxiety
- ↑ Freedom
- ↑ Authenticity
- ↑ Power

The Keys to Responsibility™ unlock:

- ✓ Essential Self-Discipline
- ✓ Fundamental Leadership mind-set
- ✓ Radical Innovation and Execution.
- ✓ Rapid Truth-Telling.

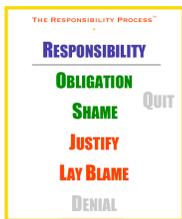
What if leaders and followers:

- ✓ Owned problems twice as fast?
- ✓ Solved them twice as fast?
- ✓ With solutions twice as good? And,
- ✓ Felt twice as committed?

Organizational Results

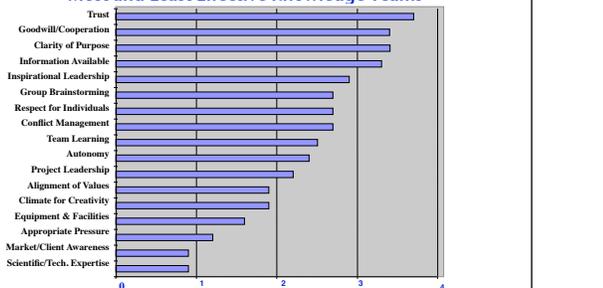
- Development team reduced time to market by 40%
- All new software engineering managers fully functional in half the usual time
- CMMI 3 achieved in a Fortune 250 IT department in record time
- R&D organization increases participation and decision making simultaneously
- Chairman notices immediate behavior change in senior executives
- Middle managers resolve normally persistent problems in minutes rather than months
- Gallup Workplace Quality Scorecard up significantly on 10 of 12 engagement metrics
- Individuals report increased clarity and resourcefulness

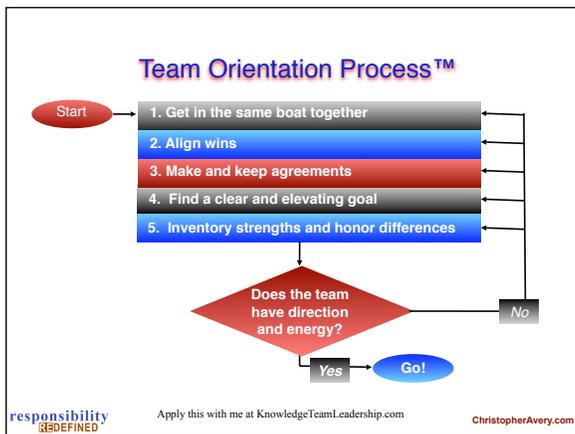
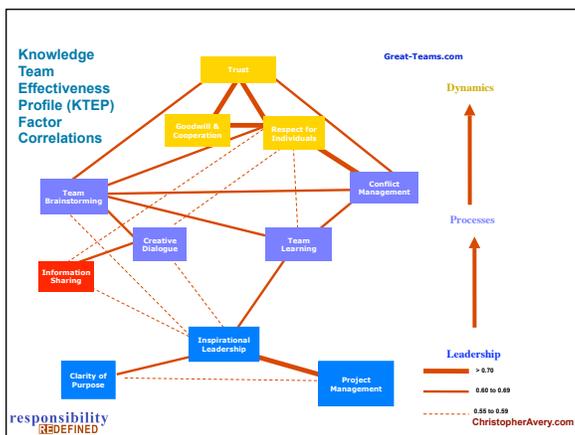
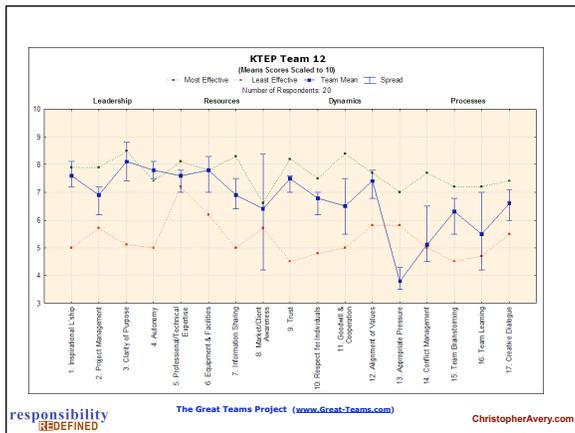
Why It Works



- Redefines responsibility properly as a natural human process which comes alive in our language.
- It's about an *adaptive mindset and culture* not *task skills*
- Honors people and interactions.

Ranked Discriminators of Most and Least Effective Knowledge Teams





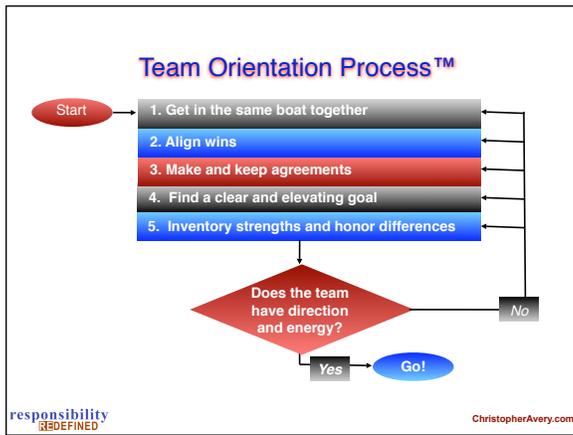
Common Task Specification

What must we do that is:

- bigger than any of us,
- requires all of us, and
- none of us can claim victory until we are done?

Note: this will only be achieved in dialog

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Easy Change for Executives

What agile practices are most important for executives?

Executive session at Agile2007

1. Few clear priorities (less is more)
2. Meeting Rhythms (the daily “huddle”, weekly, monthly—more and much better meetings!)
3. Backlog (log the wish-list)

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Mastering The Rockefeller Habits

- Priorities
 - Core Values
 - One-page strategic plan
 - Organizational alignment
- Data
 - transparency
 - truth
- Rhythm
 - Weekly meetings
 - Daily Huddles

Verne Harnish, Mastering the Rockefeller Habits www.Gazelles.com

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Results with Shared Responsibility

- ✓ Aligning and Re-aligning
- ✓ Engaging
- ✓ Building Trust
- ✓ Motivating Peers
- ✓ Making and Keeping Agreements
- ✓ Goal Setting
- ✓ Decision Making
- ✓ Negotiating
- ✓ Resolving Conflict
- ✓ Feedback and Difficult Behavior

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Details

- get my slides later today at www.ChristopherAvery.com/blog
- Check out www.KnowledgeTeamLeadership.com
- Start practicing



VISION

I see the Responsibility Process poster hanging in every office, classroom, kitchen, and church in the world.

