



BUSINESS ANALYSIS CONFERENCE EUROPE

16 - 18 September 2024 • London, UK

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Building Effective Teams with the Team Collaboration Canvas

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Welcome

Say “G’day” to your new team!

1. Briefly introduce yourselves
 - where you’re from, where you work etc.
2. Give yourselves a team name.
3. Find 3 things you all have in common
 - can be hobbies, interests, likes, etc.
4. Come up with a definition for the word :
“Team”.

What is a Team?

A **team** is a group of individuals (human or non-human) working together to achieve their goal - Wikipedia

“A **team** is a group of people who are interdependent with respect to information, resources, knowledge and skills and who seek to combine their efforts to achieve a common goal” - Thompson

A group does not necessarily constitute a team

What is Teamwork?

Teamwork is the **collaborative effort** of a group to achieve a **common goal** or to complete a task in the most effective and efficient way - Wikipedia

Cooperative or **coordinated effort** on the part of a group of persons acting together as a team or in the interests of a common cause – dictionary.com

People who report to the same person does not necessarily mean they are working as a team

Team Awesome

What are the behaviors, qualities
and attributes of an **AWESOME** team?

Brainstorm what you've seen / experienced...



Open to deviate from plans / routines



Act in real time over following a predefined plan



Confidence in the team to deal with the unexpected



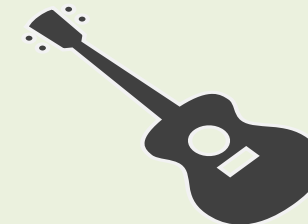
Agree on "just enough" structure



Match pace of the team rather than work independently



Use previous experience while remaining focused on current



Understand environment, resources & materials

Teamwork

Insecurity

Trust issues

Too big

Lack of
engagement

Lack of clarity

Lack of shared
goals

Working in
isolation

Personality
clashes

Internal
competition

Conflict /
tension

Lack of
transparency

Egos

Communication
issues

The Challenges of Teamwork

DMS is a medium sized business specialising in service management software. The CEO is very hands on, and even does some software development. All new product features and changes must be reviewed and approved by the CEO.

Team A performs generic enhancements, new features, bug fixes and ongoing maintenance for the system. The team is comprised of a senior developer/architect, 4 developers, 2 testers, 2 business/system analysts, and a technical writer/trainer. DMS also have another dev team that works on all customer specific customisations.

Last week, the team had an issue after a system update caused an outage. Yuan, the senior developer, performed a 'hot fix' release to solve an urgent bug, which caused the outage and resulted in the team working late to fix the system.

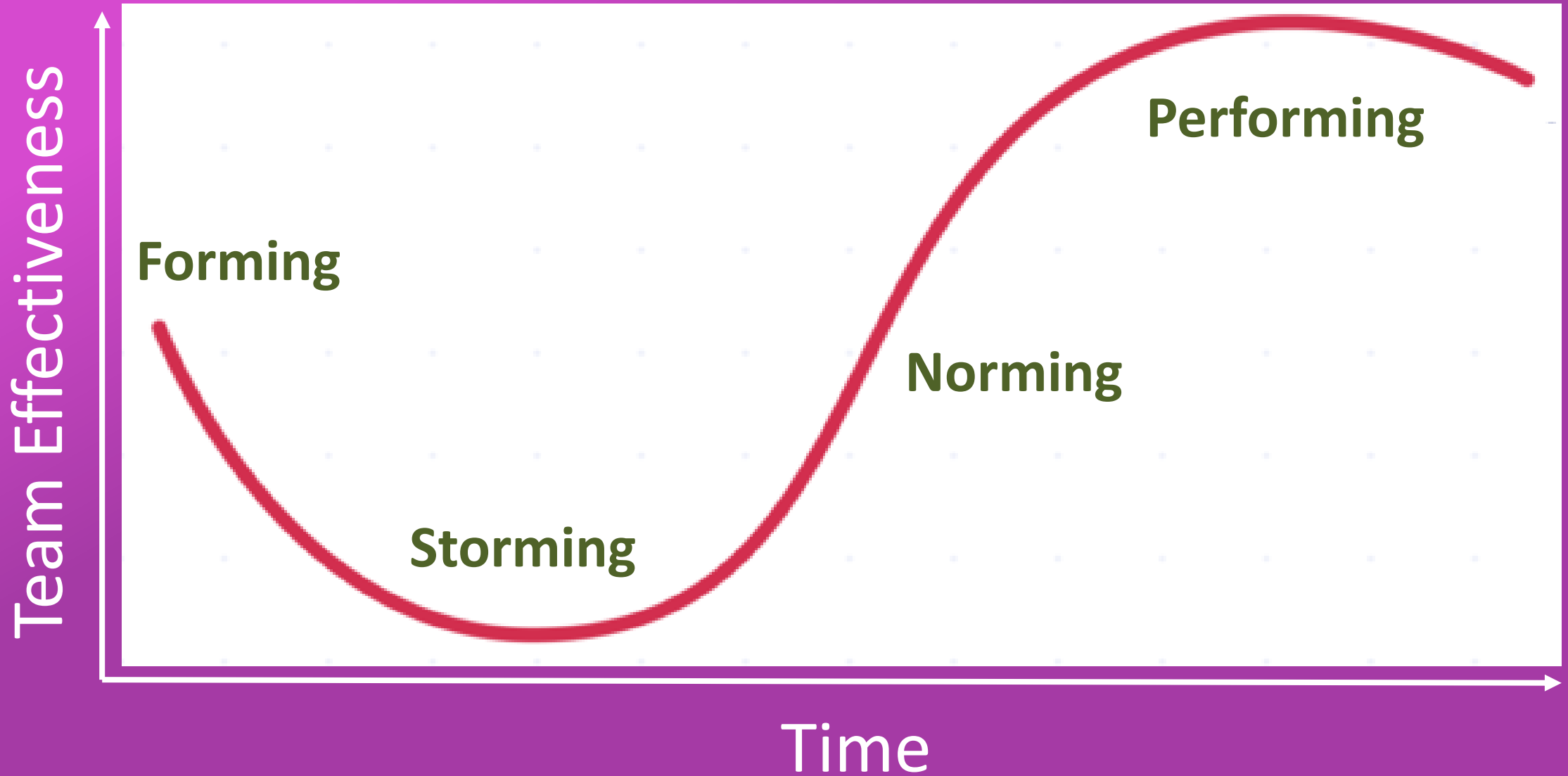
The 'hot fix' had been discussed by Yuan and the CEO without any other team member input, and the CEO authorised it. One of the testers had overheard the discussion and raised concerns. He was told that it was only a minor update, and it didn't need testing. No other team members knew about the update until the outage occurred.

On the day after the outage, an angry exchange occurred during the daily stand-up. The analyst tried to question the cause of the problem. Yuan got very defensive, sighting the lack of documentation and poor coding to be the real problem. Some of the other team members tried to share their point of view, but the CEO came in and told everyone to get back to work and stop wasting time. This left much of the team feeling dejected and powerless.

What could the team have done to prevent this issue?

How could have they handled the outage and stand-up differently?

Tuckman's Model



Team Stages

What can you do to help teams develop through each stage?

Forming

- Making contact & bonding
- Developing trust

Storming

- Expressing differences of ideas, feelings, & opinions
- Members independent or counter-dependent

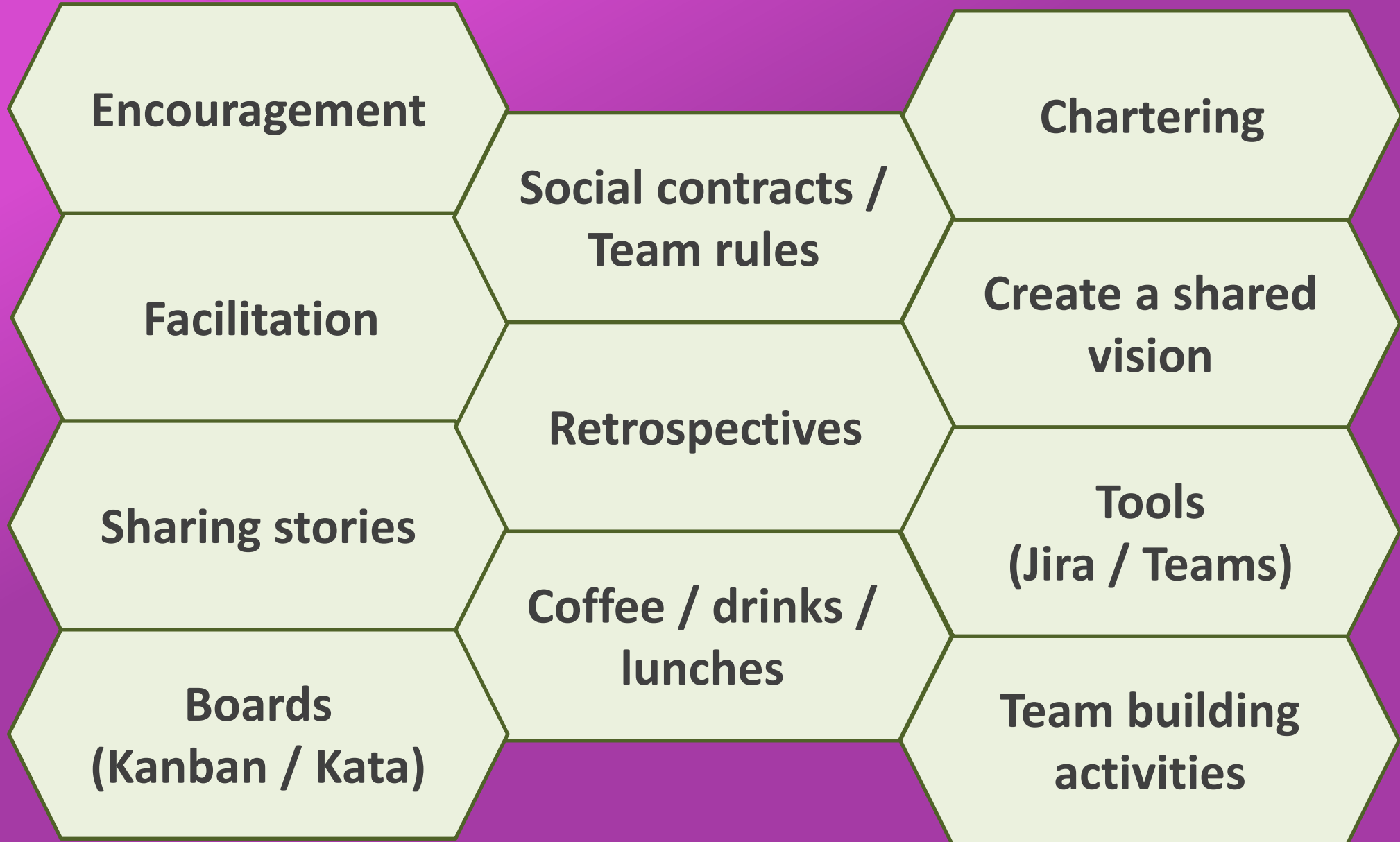
Norming

- Decisions are made through negotiation & consensus building

Performing

- Members work collaboratively & care about each other
- The group establishes a unique identity
- Members are interdependent

Making Teamwork Work



Team Chartering

A clear, documented definition and agreement of the team's purpose, composition, and expected ways of working to help the team remain cohesive and ensure all team members are clear about the work, how it will be performed and what success looks like.

Team Charters



What issues can arise with team charters?

Team Slogan: <tag line>

Team Name: <name & department>

Team Meme: <icon/pic>

Us 

Purpose 

Our WOW 

Product 

Them 

Team members' names and responsibilities

Mission & vision

Agreed ways of working and group norms

The product or service the team delivers / maintains

Stakeholders and how the team interacts with them

Context & constraints surrounding the team

Team Collaboration Canvas

Goals & Objectives 

Measures of success

Customers & Users 

People that use or interact with the product









Feedback mechanisms

Strengths 

Strengths and skills, and how the team maintains and builds upon them







Weaknesses 

Weaknesses and improvements required, and how the team will address them

Team Slogan: <tag line>		Team Name: <name & department>		Team Meme: <icon/pic>	
Us 	Us		Our WOW 	Product 	Them 
<i>Team members' names and responsibilities</i>			<i>Agreed ways of working and group norms</i>	<i>The product or service the team delivers / maintains</i>	<i>Stakeholders and how the team interacts with them</i> <i>Context & constraints surrounding the team</i>
	G			Customers & Users 	
				<i>People that use or interact with product</i> <i>Feedback mechanisms</i>	
Strengths 			Weaknesses 		
<i>Strengths and skills, and how the team maintains and builds upon them</i>			<i>Weaknesses and improvements required, and how the team will address them</i>		

The core team members:









- Name
- Responsibilities
- Nickname (optional)
- Avatar (optional)
- Quote / saying (optional)

Team Slogan: <tag line>		Team Name: <name & department>		Team Meme: <icon/pic>	
Us 	Purpose	Way of working 	Product 	Them 	
Team members' names and responsibilities	Mission & vision	Ways of working and group norms	The product or service the team delivers / maintains	Stakeholders and how the team interacts with them	
				Constraints affecting the team	
Strengths 			Weaknesses 		
Strengths and skills, and how the team maintains and builds upon them			Weaknesses and improvements required, and how the team will address them		

Them

Our stakeholders

- Includes the wider project community, governance & steering, SMEs, other teams or departments
- Escalation points and authorisers
- Who the team is accountable to
- Business rules and constraints we abide by and their source

Team Slogan: <tag line>		Team Name	Team Meme: <icon/pic>	
Us  <i>Team members' names and responsibilities</i>	Purpose  <i>Mission & vision</i>	Our Work  <i>Agreed and group norms</i>	Product  <i>The product or service the team delivers / maintains</i>	Them  <i>Stakeholders and how the team interacts with them</i>
	Goals & Objectives  <i>Measures of success</i>			
Strengths  <i>Strengths and skills, and how the team maintains and builds upon them</i>		Weaknesses  <i>Weaknesses and improvements required, and how the team will address them</i>		



Purpose

- Shared team mission & vision
- Why our team exists
 - What we do (e.g. develop/support a system)
 - The future we want to create
 - The impact we want to make
 - Customer value we want to deliver

Team Slogan: <tag line>

Team Name: <name & department>






Team Meme: <icon/pic>

Us 	Purpose 	Our WOW	
<i>Team members' names and responsibilities</i>	<i>Mission & vision</i>	<i>Agreed ways of work and group norms</i>	<i>How we work with them</i>
Goals & Objectives 			
<i>Measures of success</i>			
Strengths 		Weaknesses 	
<i>Strengths and skills, and how the team maintains and builds upon them</i>		<i>Weaknesses and improvements required, and how the team will address them</i>	

Goals & Objectives

Indicators of progress towards achieving our mission & vision

- Short and long term
- Measures & metrics / SMART
- Qualitative & quantitative
- How we track progress
- Internal & external measures / metrics

Team Slogan: <tag line>		Name: <name & departments>		Team Meme: <icon/pic>			
Us 		Our WOW 		Product 		Them 	
<i>Team members' names and responsibilities</i>		<i>Preferred ways of working and group norms</i>		<i>The product / service the team creates</i>		<i>Stakeholders and how the team interacts with them</i>	
						<i>Context & constraints surrounding the team</i>	
Strengths 				Weaknesses 			
<i>Strengths and skills, and how the team maintains and builds upon them</i>				<i>Weaknesses and improvements required, and how the team will address them</i>			

Product

The product or service we create / maintain / support

- What it does for our users – core functionality
- The problem it solves / opportunity addressed
- Value and benefits to the customers & users
- Differentiating attributes
- Quality and non-functional aspects

Team Slogan: <tagline>

Team Name: <name & department>

Team Meme: <icon/pic>

Us

Customers & Users

Team members and responsibilities

How we are working and group norms

Product

The product or service the team delivers / maintains

Them

Stakeholders and how the team interacts with them

Context & constraints surrounding the team

People that use or interact with our product

- Segments and categories
- Primary, secondary & tertiary
- Who benefits or is impacted by our product
- Their outstanding requirements
- How we seek and receive feedback from them

Customers & Users

People that use or interact with the product

Feedback mechanisms

Strengths

Strengths and skills, and how the team maintains and builds upon them

Weaknesses

Weaknesses and improvements required, and how the team will address them

Team Slogan: <tag line>

Team Name: <name & department>

Team Meme: <icon/pic>

Our WOW

Our ways of working

- Tools, techniques, processes & practices
- Traditions, rules & rituals / Dos & don'ts
- How we communicate & manage conflict
- Meetings & ceremonies / frequency
- Decision making processes
- Limitations and boundaries



Our WOW



Product



Them



Team
and responsibilities


ision

Agreed ways

The product or service the team
delivers / maintains

Stakeholders and how
the team interacts with them

Context & constraints
surrounding the team

Customers & Users 

People that use or interact with
the product
Feedback mechanisms

Strengths



Strengths and skills, and how the team maintains and builds upon them

Weaknesses



Weaknesses and improvements required, and how the team will address them

Team Slogan: <tag line>

Team Name: <name & department>

Team Meme: <icon/pic>

Us



Purpose

Strengths



Product



Them



Team members' names and responsibilities

Mission & vision

Working and group norms

The product or service the team delivers / maintains

Stakeholders and how the team interacts with them

Context & constraints surrounding the team

Our strengths

- Areas where we shine
- Skills & competencies
- What makes us awesome
- **And how we retain and build on these strengths**

Goals & Objectives

Measures of success

Users



How to interact with

Processes

Strengths



Strengths and skills, and how the team maintains and builds upon them

Weaknesses



Weaknesses and improvements required, and how the team will address them

Team Slogan: <tag line>

Team Name: <name & department>

Team Meme: <icon/pic>

Us



Purpose

Weaknesses



Product



Them



Team members' names
and responsibilities

Mission & vision

The product or service the team
delivers / maintains

Stakeholders and how
the team interacts with them

Context & constraints

Goals & Objectives

Measures of success

Our weaknesses

- Areas in which we struggle
- Problems we need to resolve & improvements needed
- Areas of conflict
- Anything that negatively effects the team's productivity
- **And** how we will address and improve on these weaknesses

Strengths



Weaknesses



Strengths and skills, and how the team maintains and builds upon them

Weaknesses and improvements required, and how the team will address them

Team Slogan: *We're MaGiC at CRM*

Team Name: *Cirque du SFDC (I.T. Department)*

Team Meme: 

Us 	Purpose 	Our WOW 	Product 	Them 
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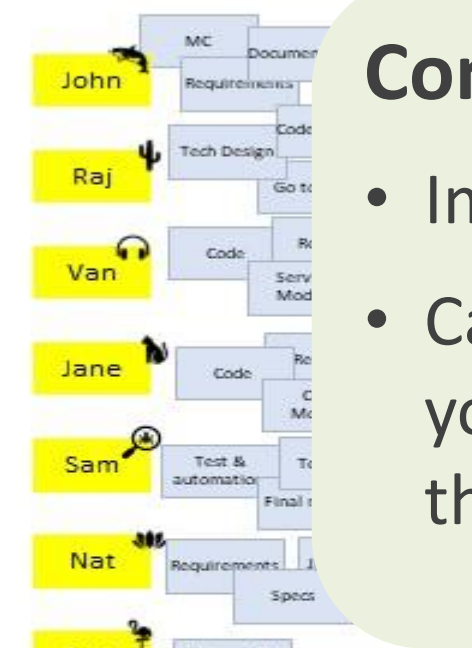
Team members' names and responsibilities

Mission & vision

Agreed ways of working

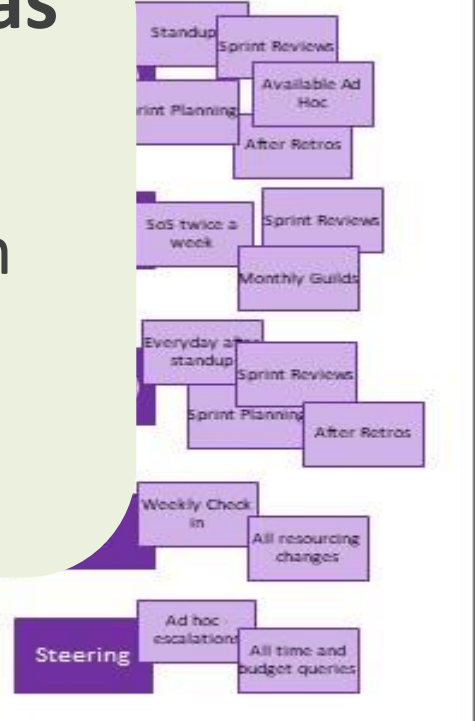
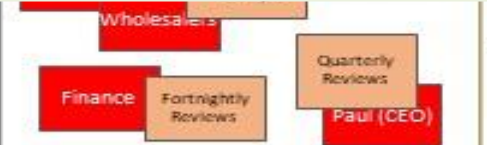
The product or service the team delivers

Stakeholders and how the team interacts with them
Support & constraints
Priorities facing the team



Complete a sample Team Collaboration Canvas

- Imagine you are working on a new project
- Capture examples of information you would put on your team canvas if you were working together as the delivery team.



Strengths

Strengths and skills, and how the team maintains and builds upon them



Weaknesses

Weaknesses and improvements required, and how the team will address them



"We are most effective as a team
when we compliment each other
without embarrassment and
disagree without fear."

Author unknown



Questions?

THANK YOU

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