

Refactoring Dysfunctional Teams

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Overview

- Agile software development relies on team members working effectively together. But what if the newly formed team doesn't work? Are there any early warning signs to look out for? And what corrective action can be taken?
 - Introductions, definitions (5 mins)
 - Observations (10 mins)
 - Deductions (10 mins)
 - Enacting change (10 mins)
 - Reflection (10 mins)

Definitions

- Dysfunctional teams
 - contain people or groups “not on the same side”
 - don't organise to work together
 - get stuck in cycles of unproductive behaviour
 - aren't effective at meeting their goals

team n.

1: Sports & Games. A group on the same side, as in a game.

2: A group organized to work together: a team of engineers.

dysfunctional adj

1: impaired in function; especially of a bodily system or organ

2: (of a trait or condition) failing to serve an adjustive purpose; "dysfunctional behavior" [syn: [nonadaptive](#)]

Source: WordNet ® 2.0, © 2003 Princeton University

Observations and Deductions

- Product Effects
- Behaviour Symptoms
- *Apparent*
Transparent
- Assumptions, beliefs, norms, attitudes Causes
- Events (past and present)
- Emotions, interpretations

Enacting change

- Choose a symptom and cause
- What is a more appropriate behaviour?
- How to address the current behaviour?
 - e.g. make visible, divert, subvert, rationalise, appeal, introduce foreign element, introduce explicit rules, make desired behaviour explicit, reward, punish, ...
 - what are the likely side effects?
- Who can request this change? And enact it?

Reflection

- What have we learnt about our teams?
- What have we learnt about our organisations?
- What have we learnt about ourselves?
 - “Our challenge is to remember to stop and ask, 'How might I have contributed to the situation? What might I have done to prevent it? What can I do to avoid a recurrence?’” (Naomi Karten)
 - “Change happens one person at a time” (Satir)

Thanks for coming!

- Suggested reading:
 - “Amplifying your effectiveness” (Dorset House)
 - Jerry Weinberg
 - Naomi Karten
 - Esther Derby
 - Johanna Rothman
 - Mary Manns / Linda Rising
 - Alfie Kohn
 - My blog ;-) <http://coachspot.blogspot.com/>