

Myter og fakta om å skape effektive IT-utviklingsteam!

v/Endre Sjøvold (IØT,NTNU)

3 september 2019



*Hvorfor er agile metoder
vellykket i noen
Sammenhenger,
men fiasko i andre?*

1 *Hva vi vet*

2 *Seigglivede myter*

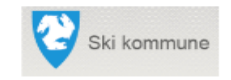
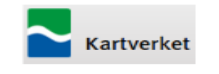
3 *Teambygging*



STANFORD UNIVERSITY
Stanford Center for Professional Development



 **Innovative Teams**
Operativ ledelse
www.InnovativeTeams.no



Prosjektet Operativ ledelse

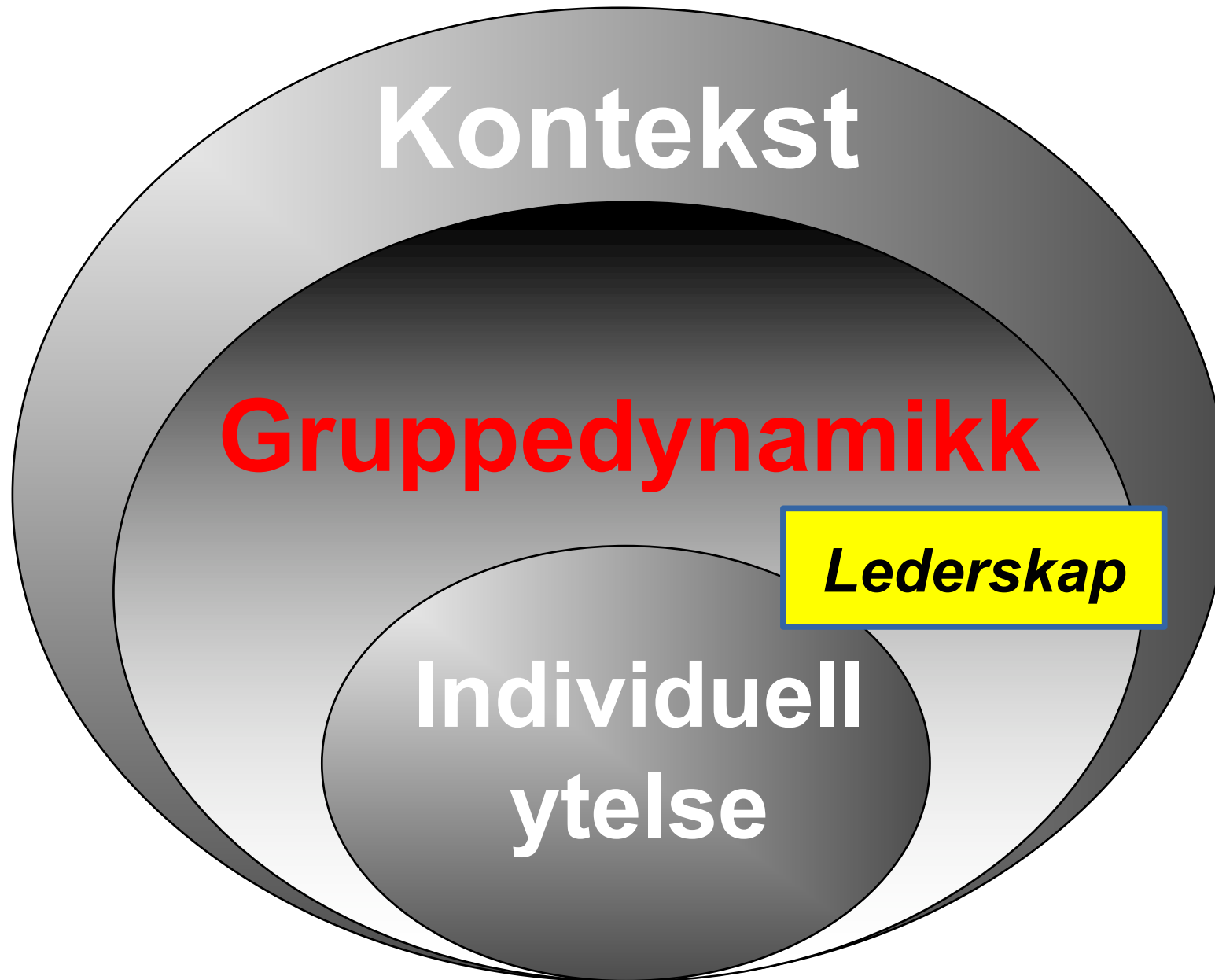


“We found that patterns of communication to be the most important predictor of a team's success. Not only that, but they are as significant as all other factors – *individual intelligence, personality, skills and the substance of discussions* - combined”

A. Pentland 2012



«*Hva vi vet*»




Kontekst

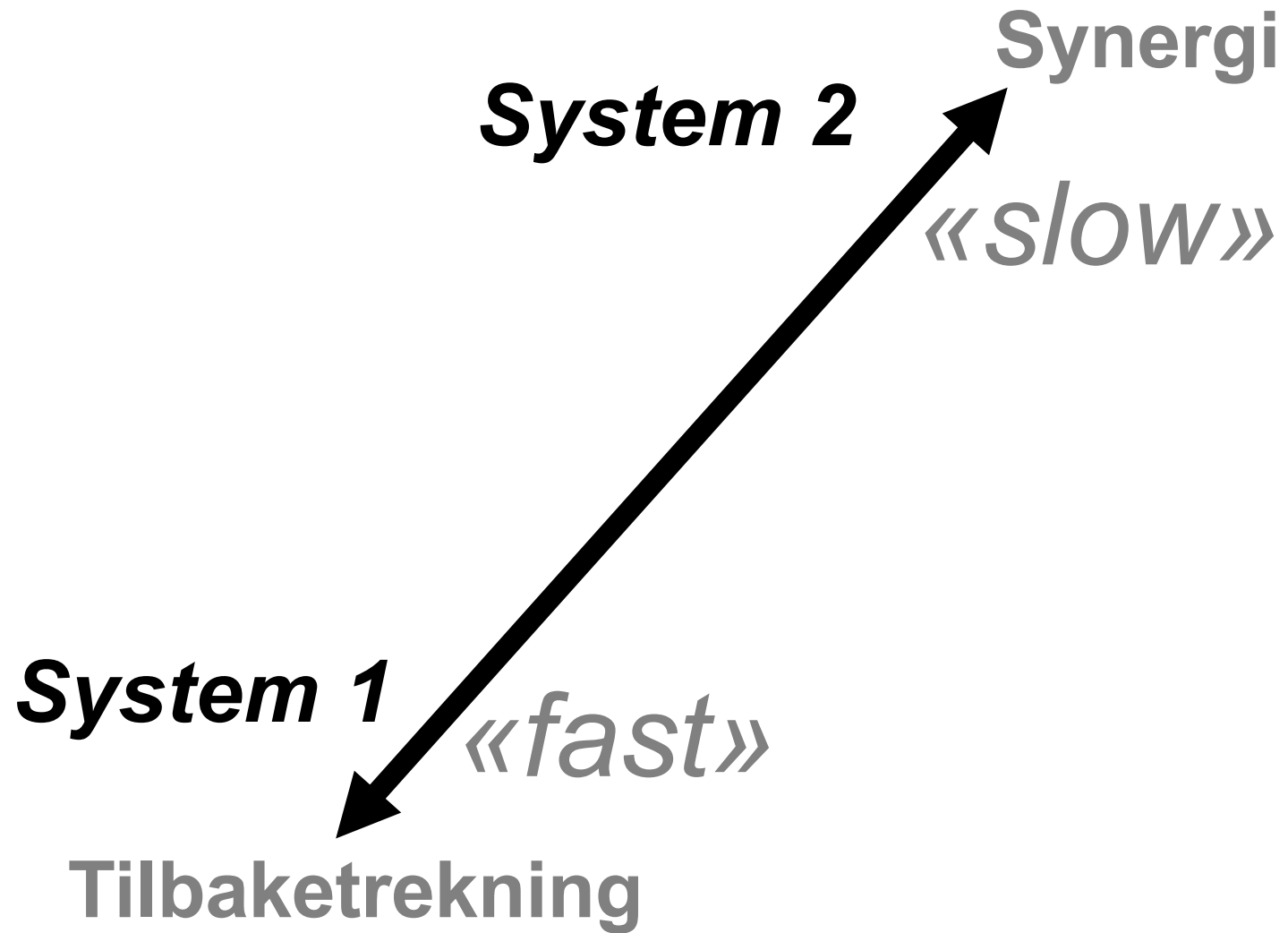
Gruppedynamikk

Lederskap

Individuell
ytelse

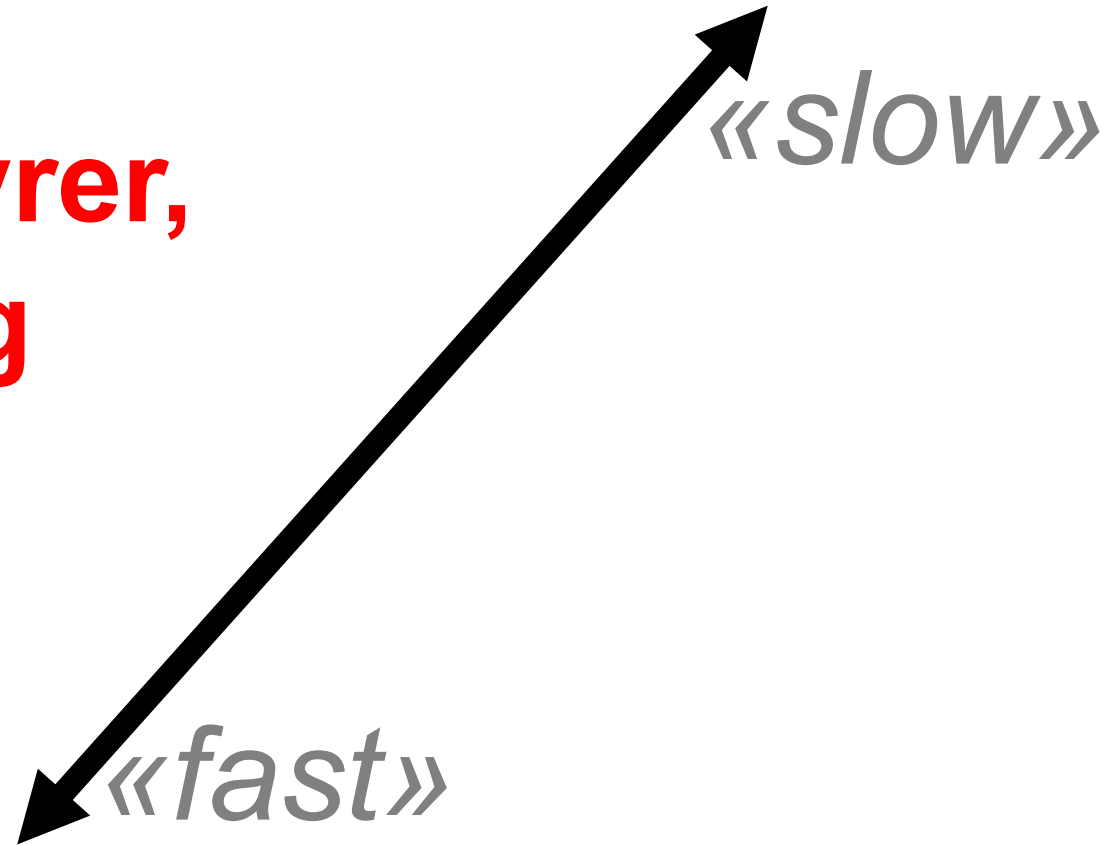
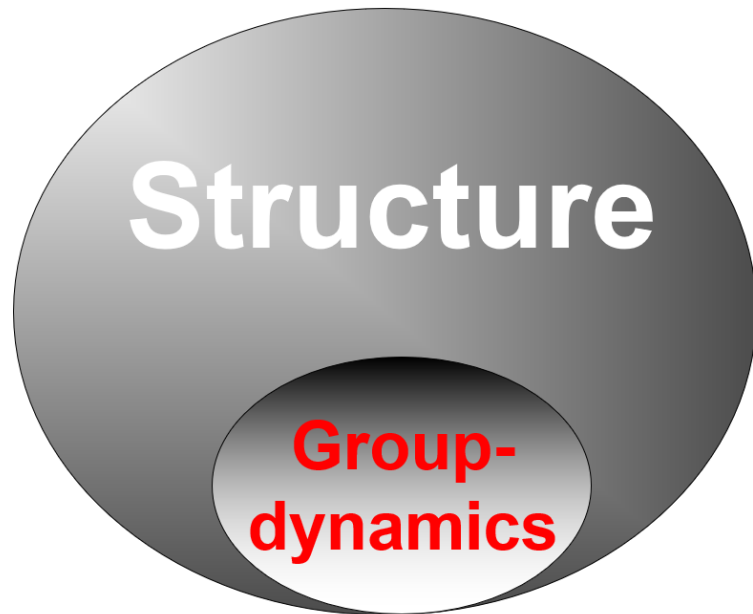
- 
- *«Nye ferdigheter må til for å unngå storulykker. Regelverk og prosedyrer alene er ikke nok til å håndtere sikkerheten ved oljeboring. Sikkerhetsregler går bra når betingelsene er stabile, men de møter ikke ustabilitet.»*

R. Tinnmannsvik, SINTEF





**Drill, prosdyrer,
sterk styring**



Structure

Group-dynamics

«slow»

**Self-styrte
lederløse team**

«fast»



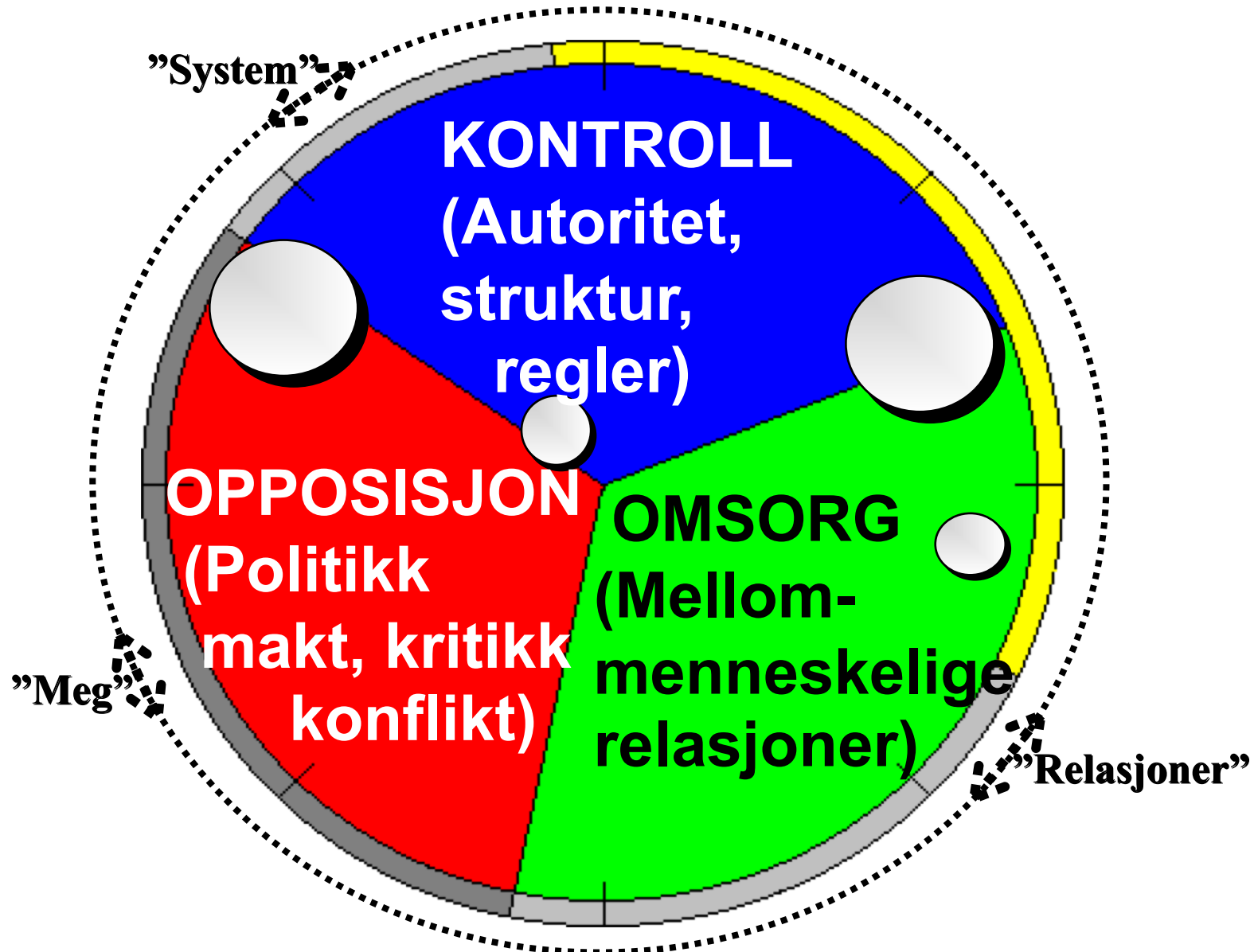
(Foto: Forsvarets mediesenter v/Ole Gunnar Henriksen Nordli)

«armed forces that prepare themselves rigorously and honestly before a war, generally adapt more effectively to the entirely new conditions that war presents.

All military organizations get the next war wrong to a certain extent»

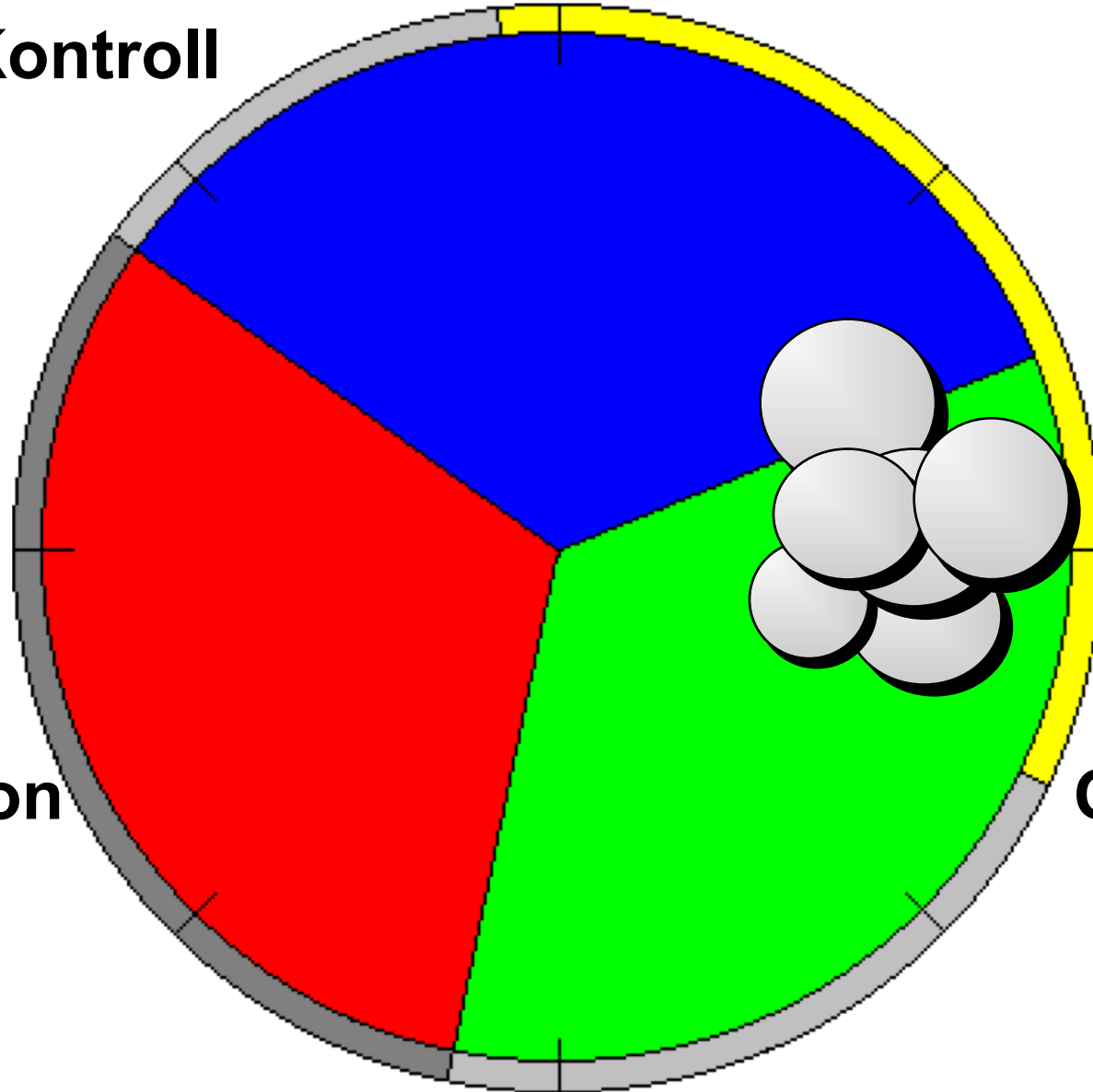
(Murray & Millett, 2010, p. xvii)

SPGR -rommet som todimensjonal mal



Prosjektforløp: oppstart

Kontroll

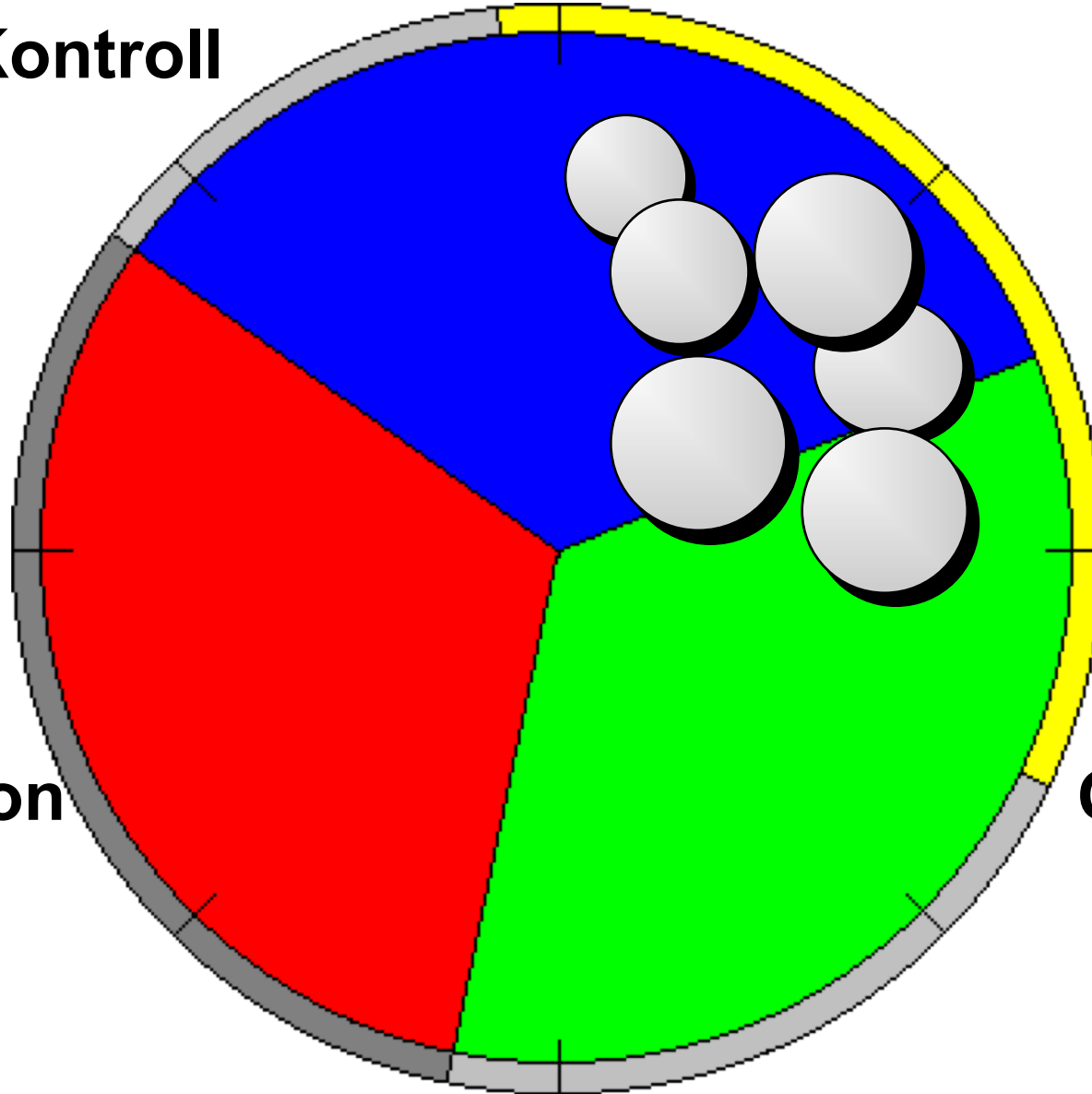


Opposisjon

Omsorg

Prosjektforløp: konstruktivt arbeid

Kontroll

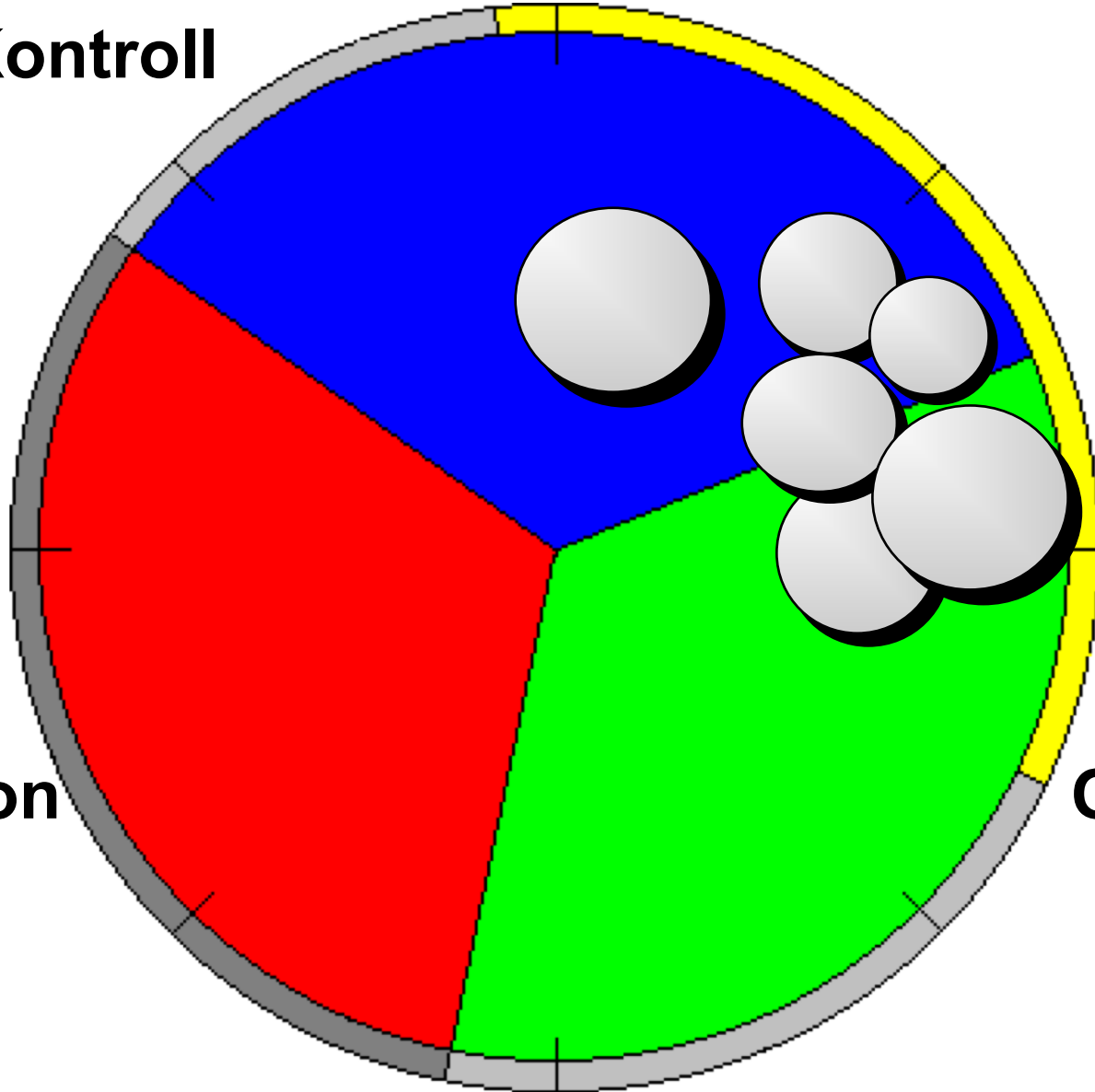


Opposisjon

Omsorg

Prosjektforløp: begynnende spissing

Kontroll

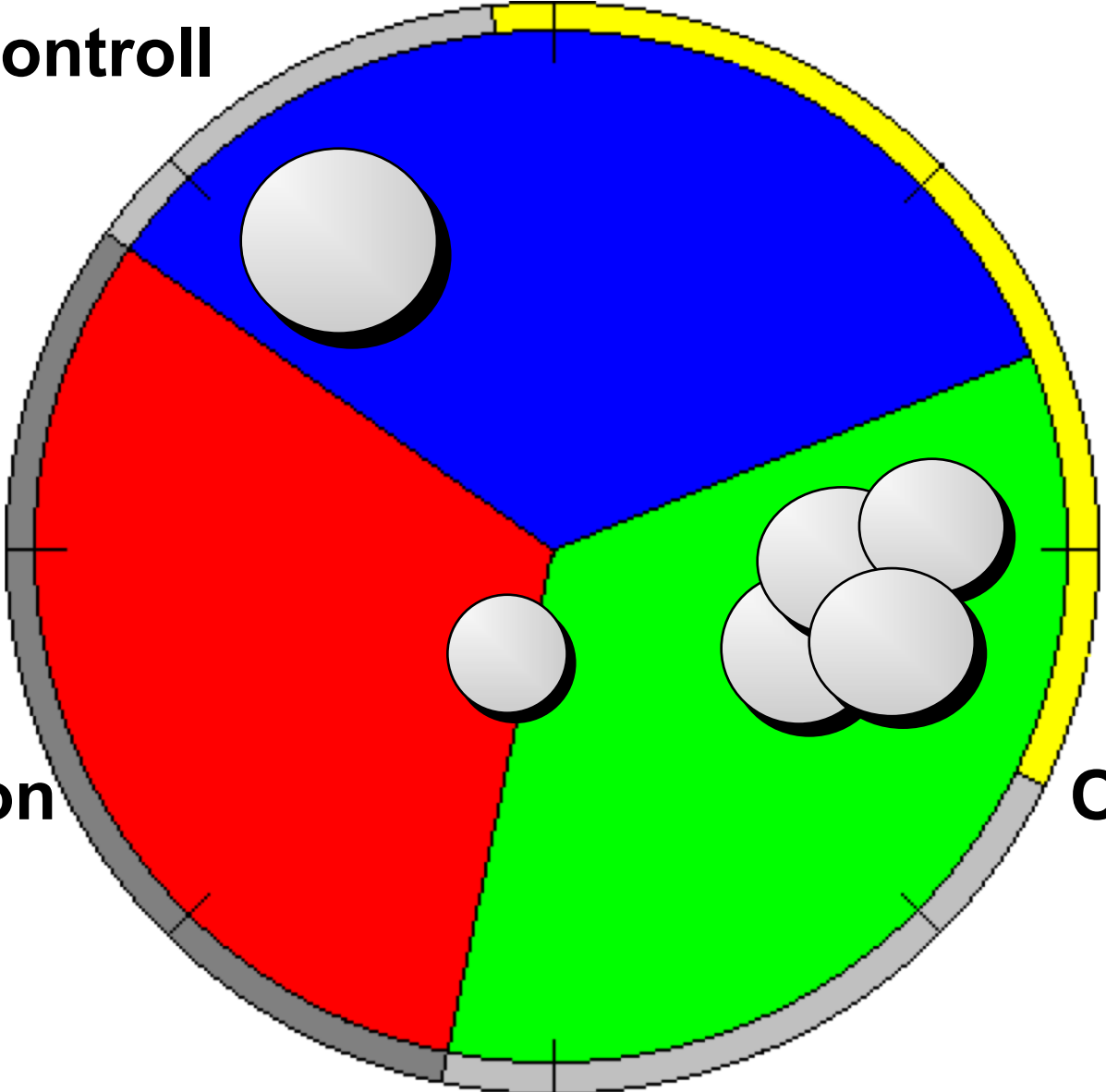


Opposisjon

Omsorg

Prosjektforløp: nå er ballet igang

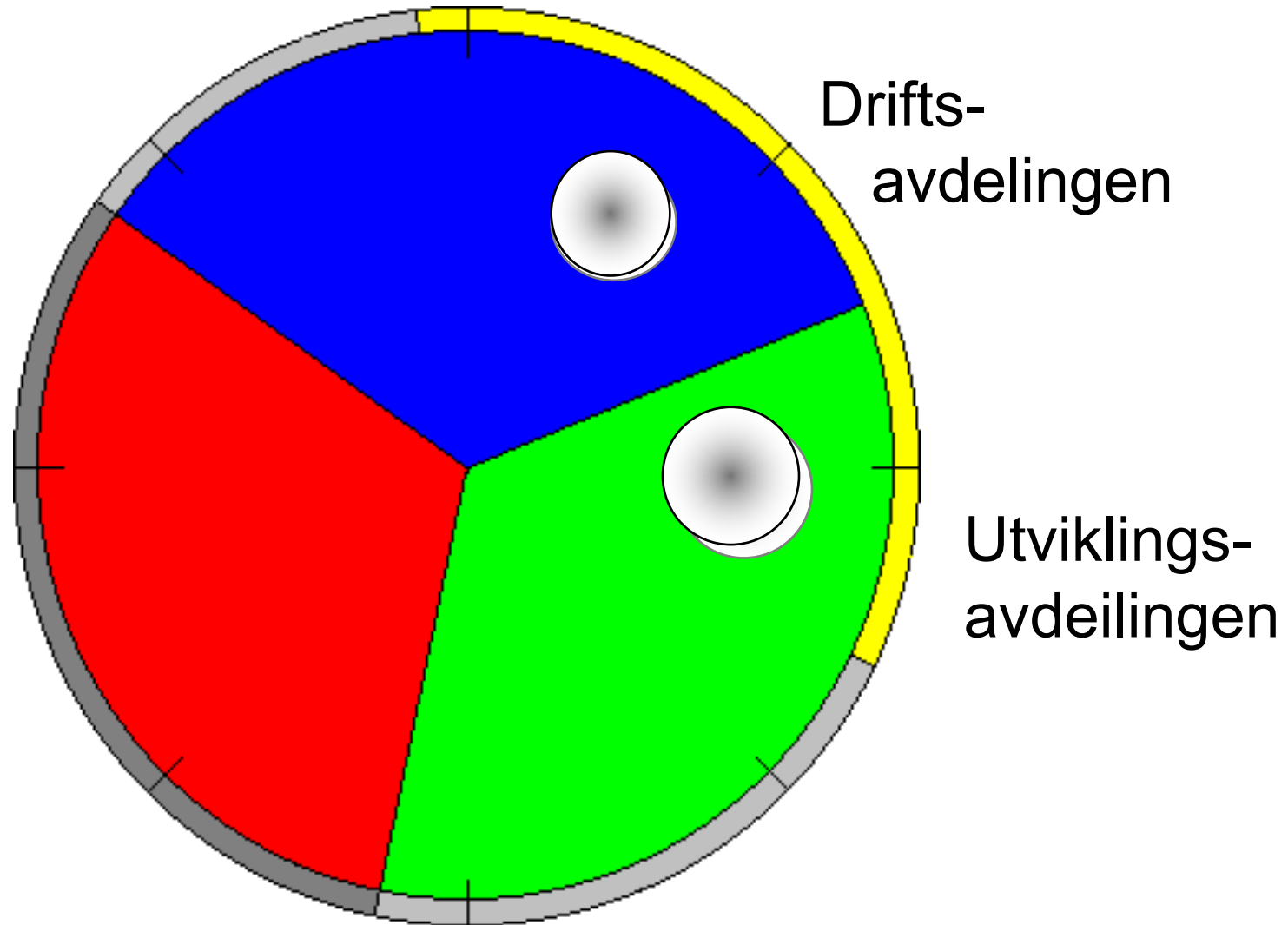
Kontroll

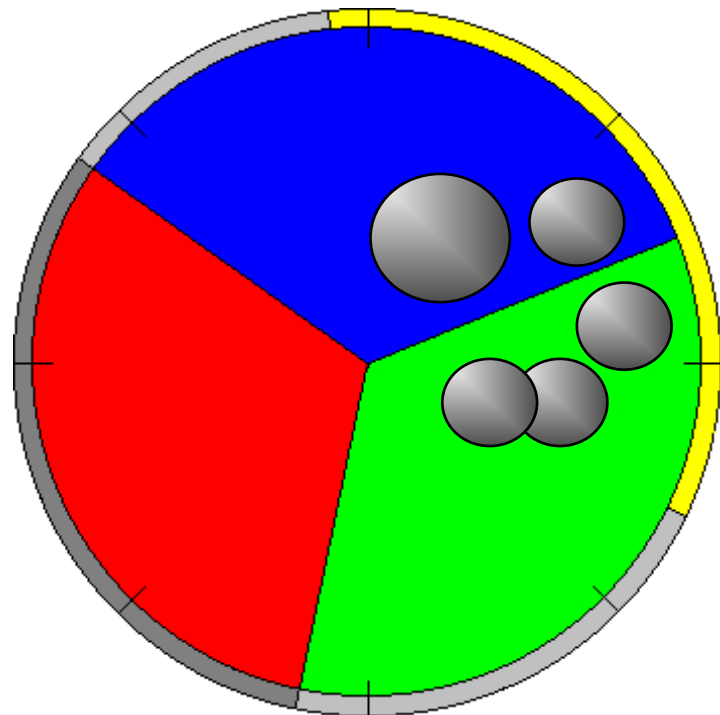


Opposisjon

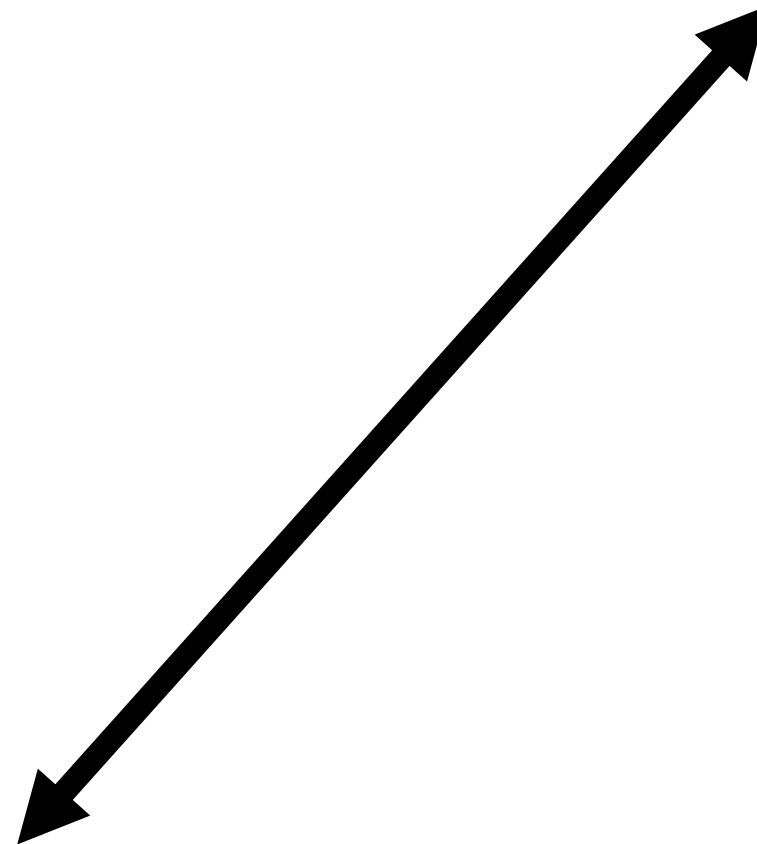
Omsorg

Drifts- og utviklingskultur i en datasentral

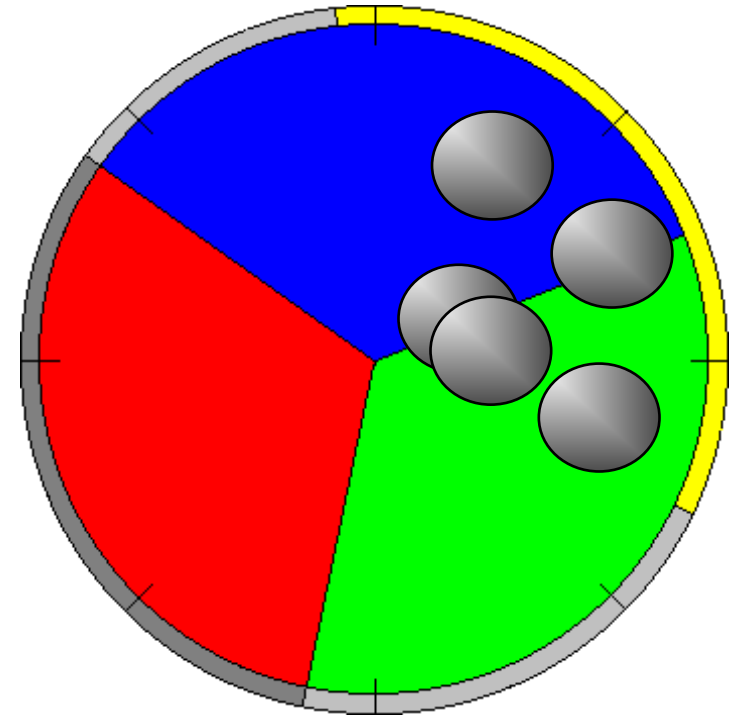


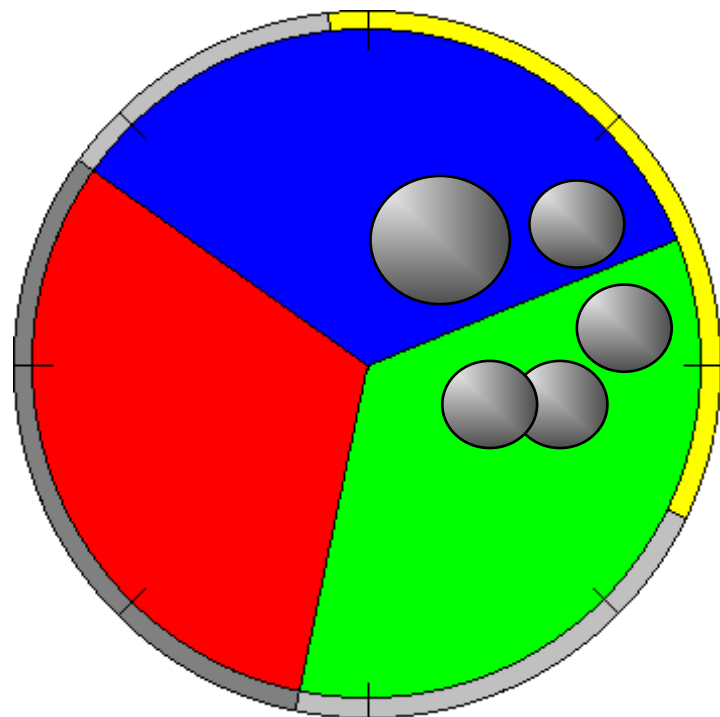


«slow»

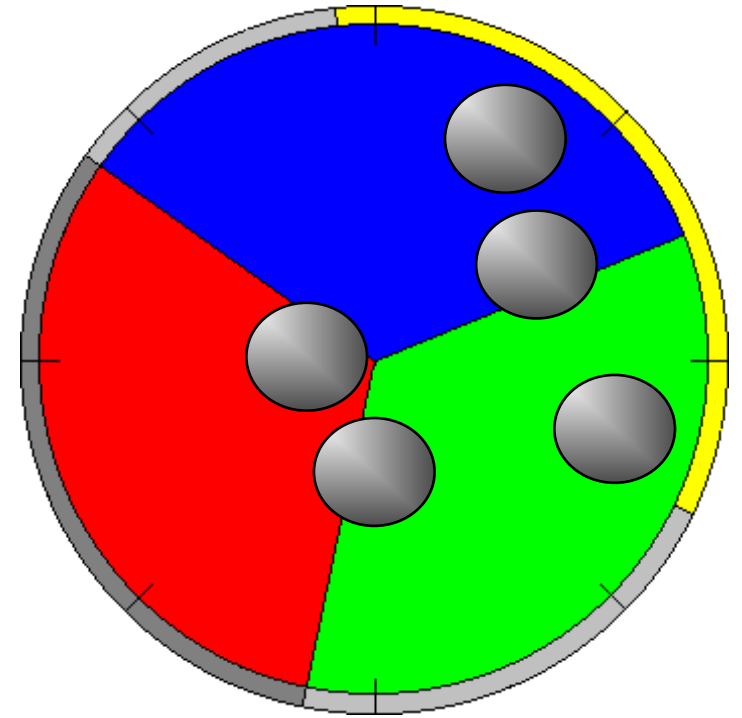
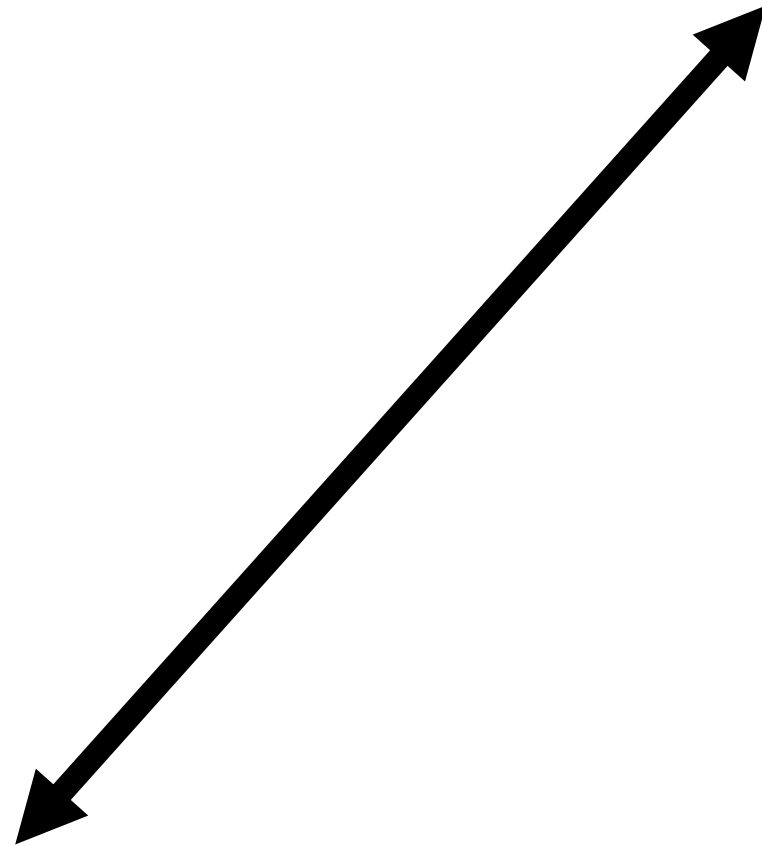


«fast»

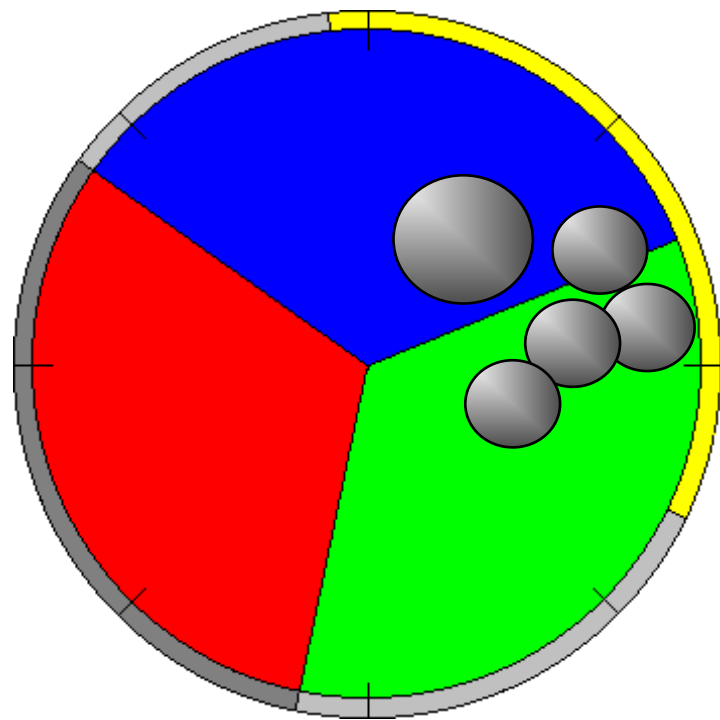




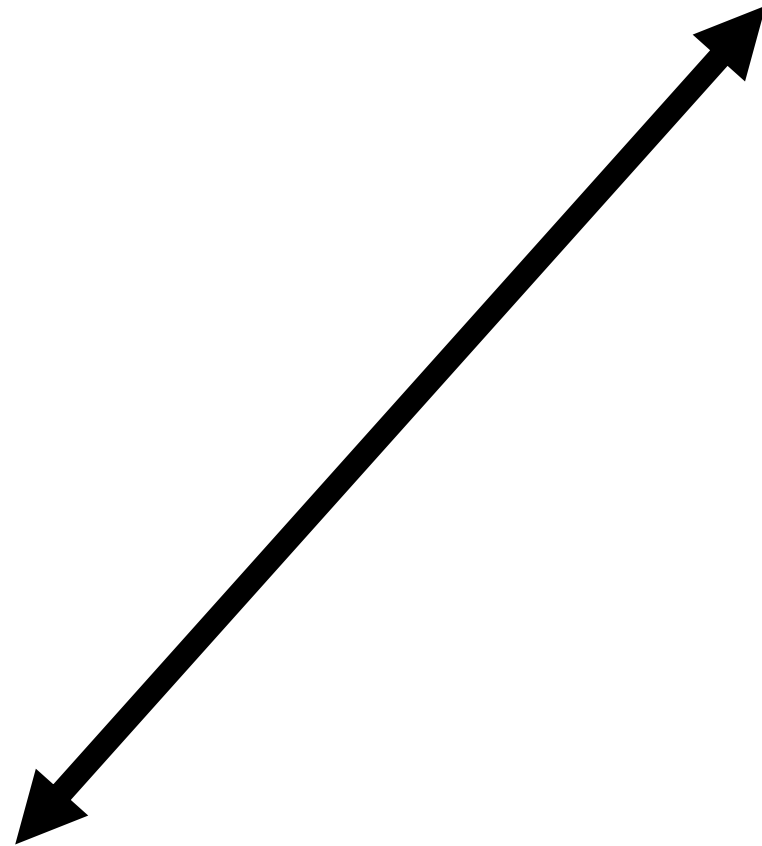
«slow»



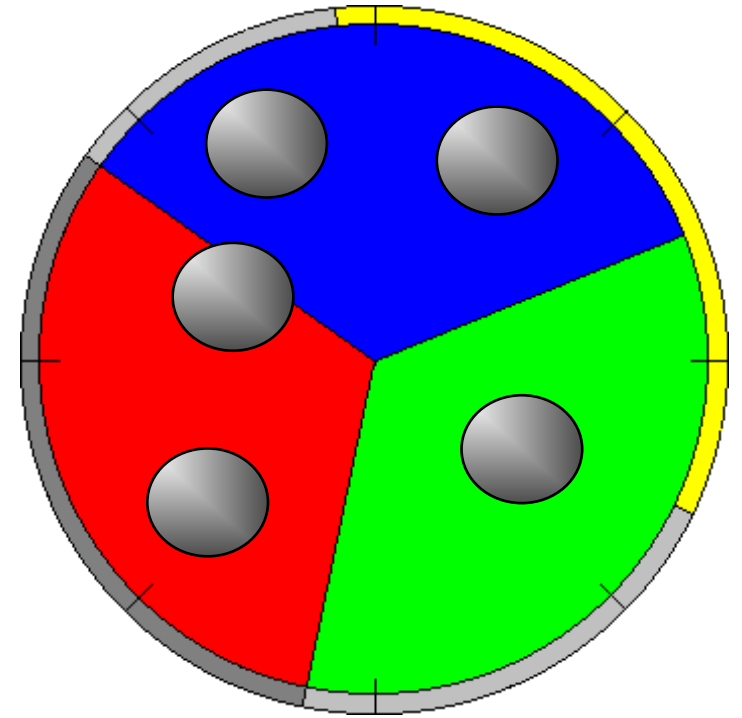
«fast»

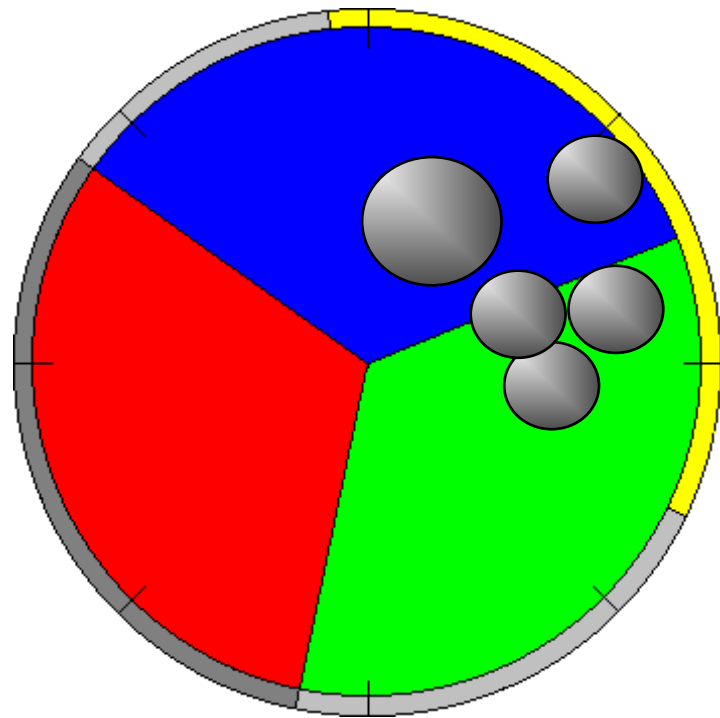


«slow»

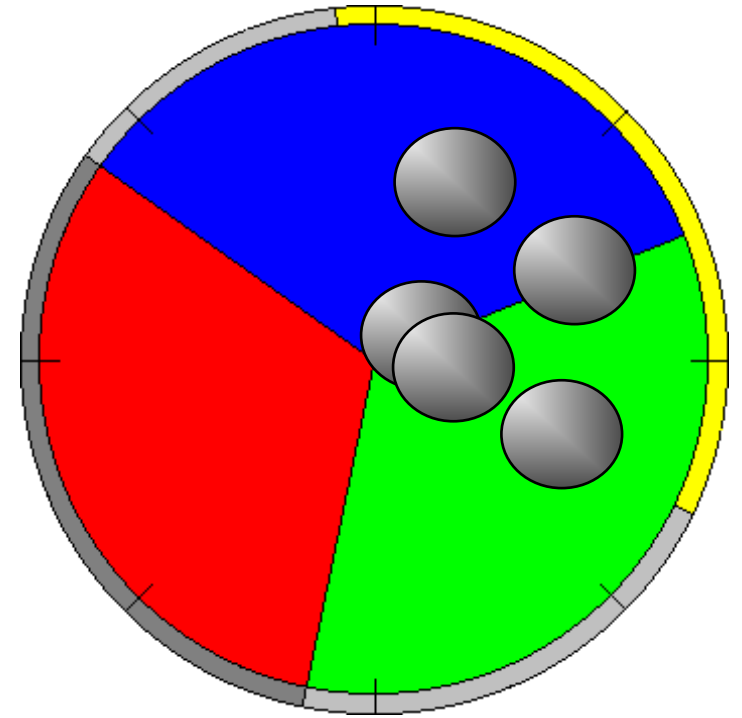
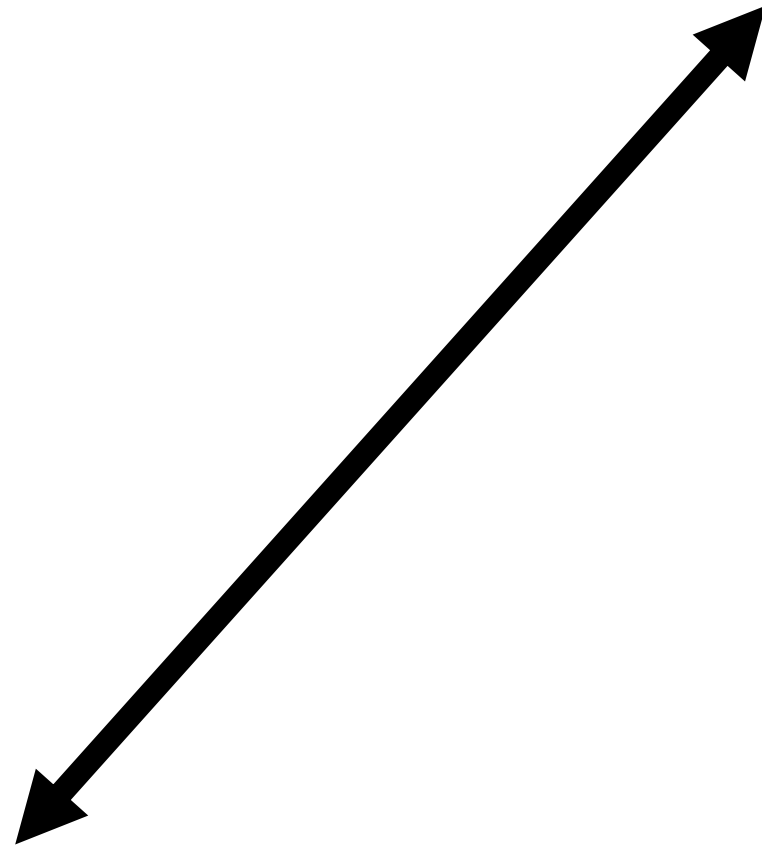


«fast»

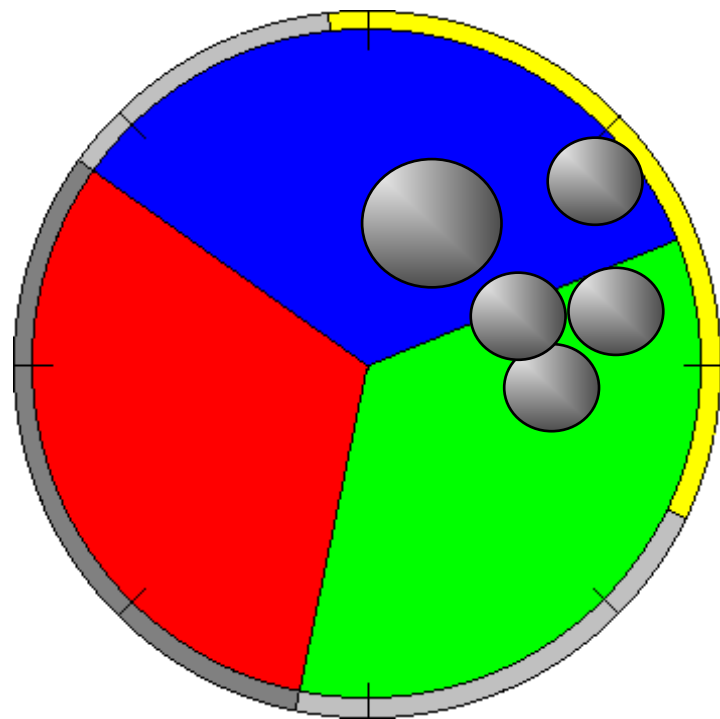




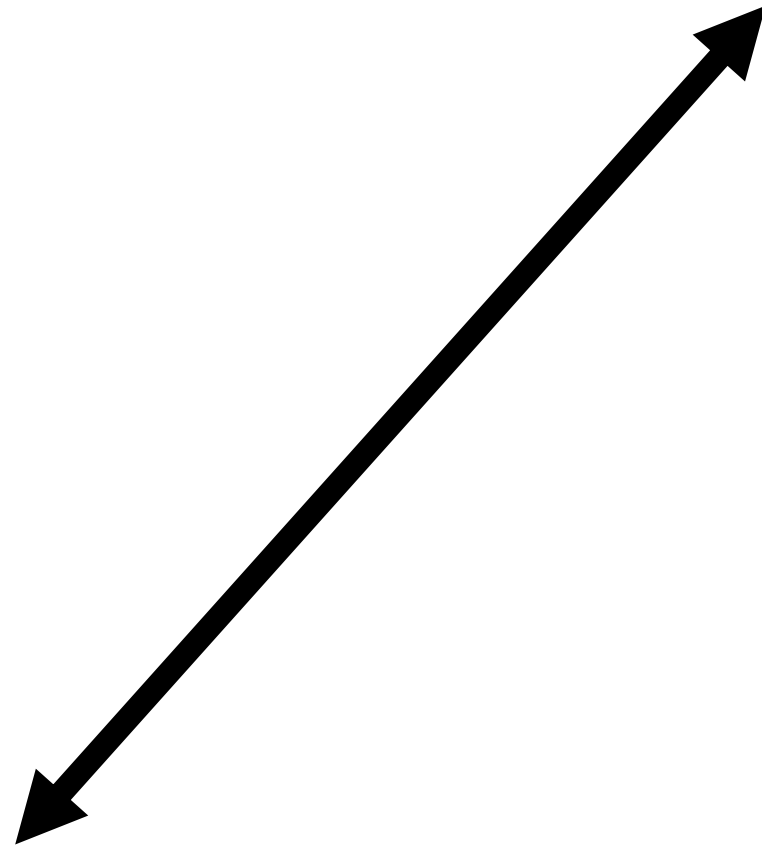
«slow»



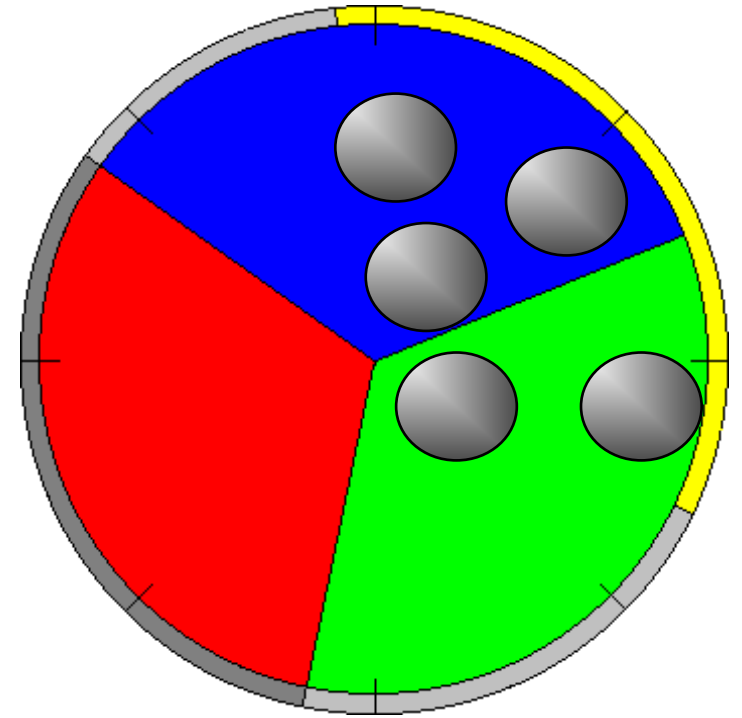
«fast»

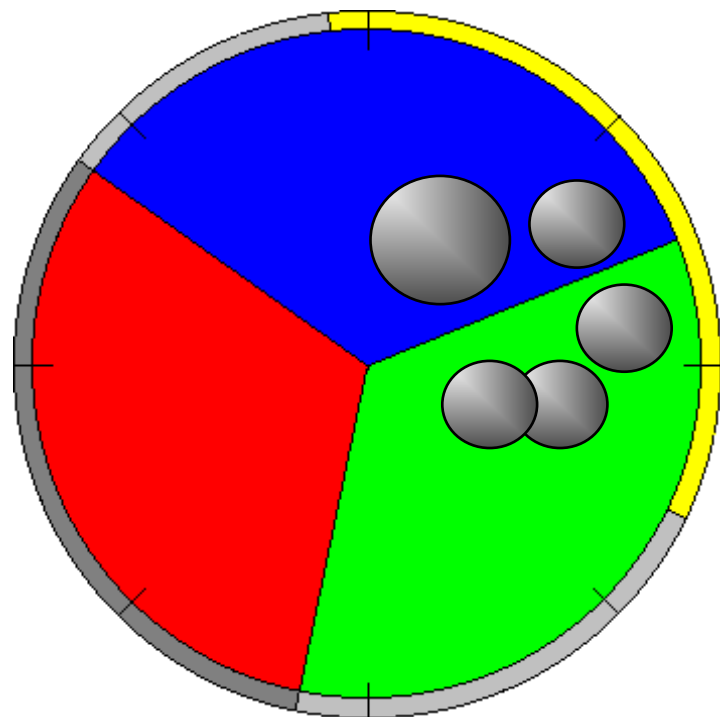


«slow»

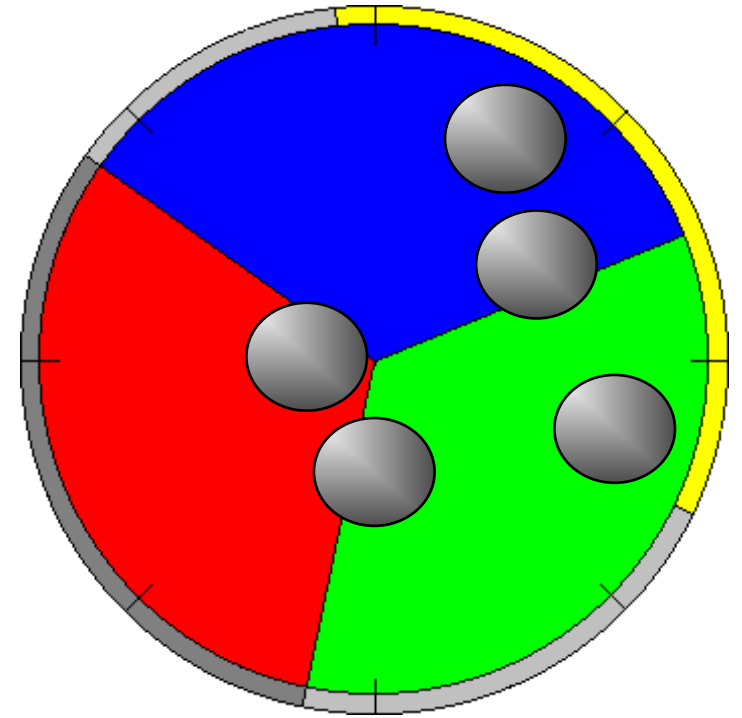
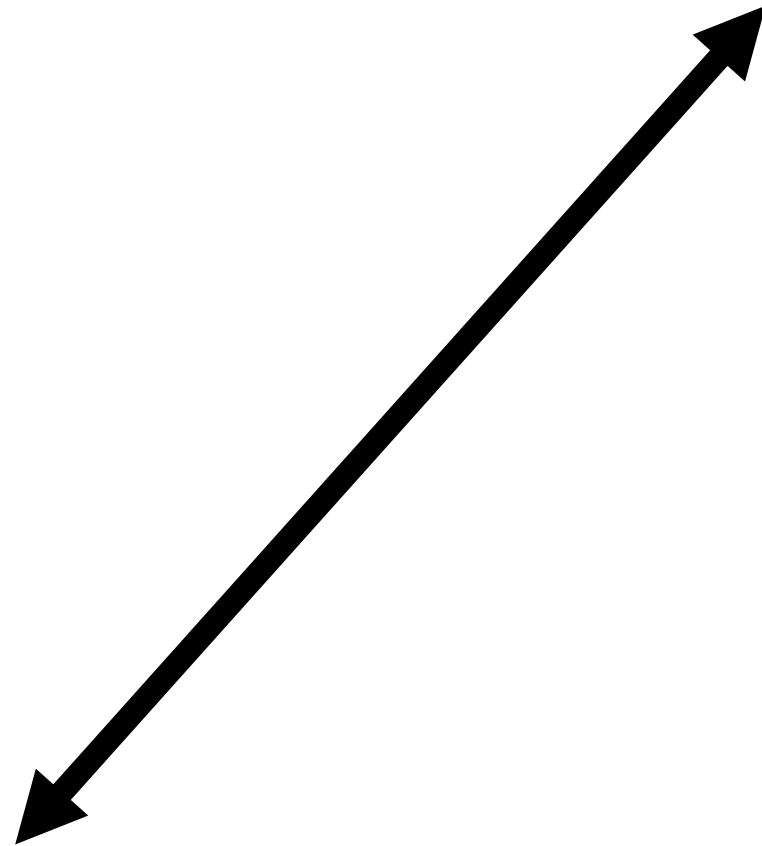


«fast»

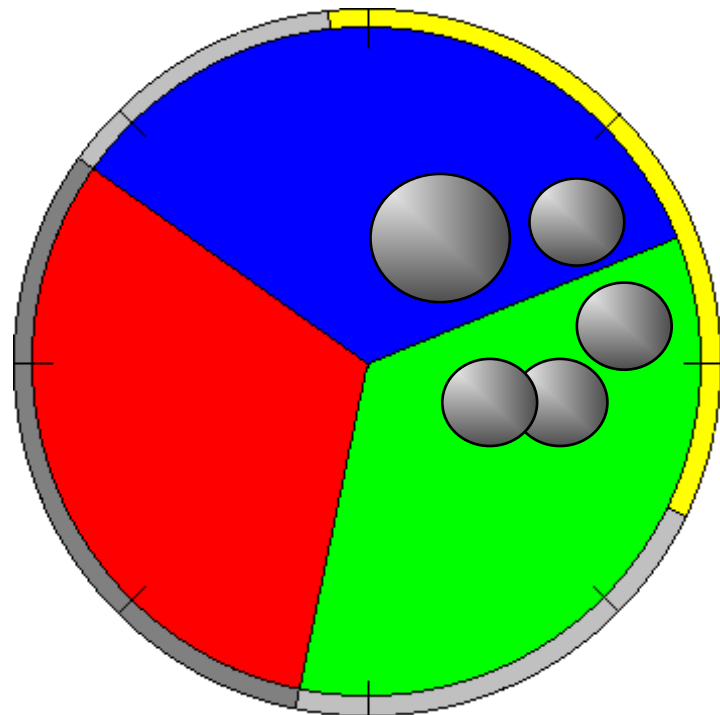




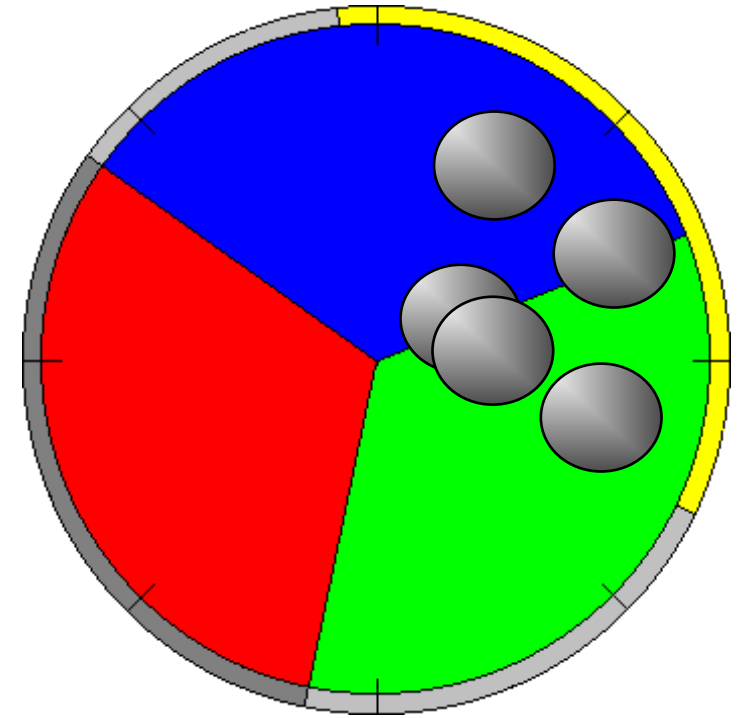
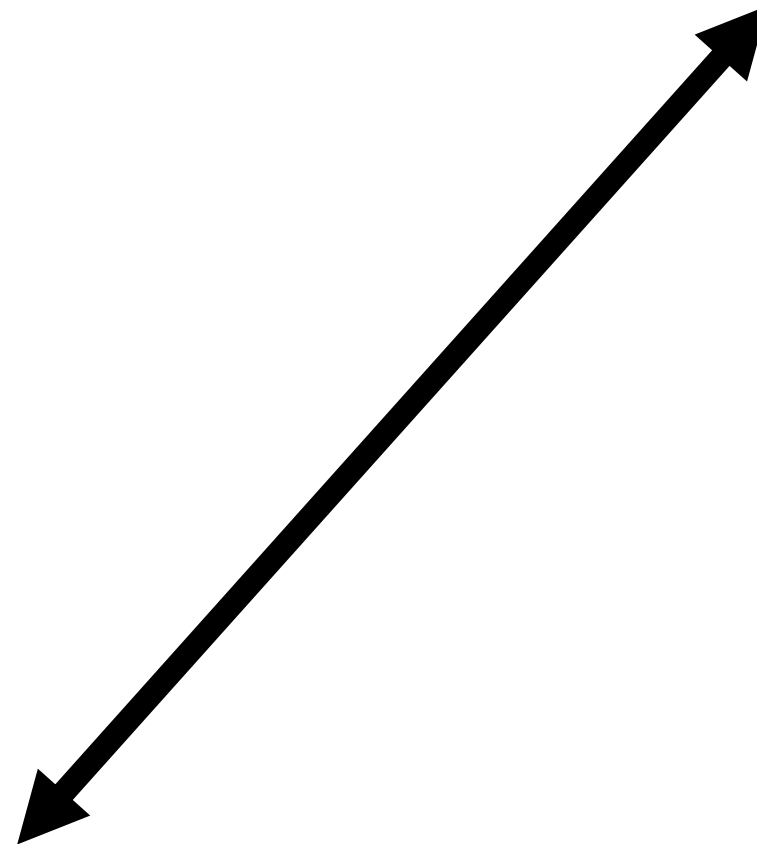
«slow»



«fast»



«slow»



«fast»

Ekstern fokus – ”flyt”

- Tillitt:

Som generalist;

”utfordrer og konfronterer du meg”

- Mental modell:

Åpen; under kritisk vurdering

- Styrke:

Mestrer komplekse

oppgaver og uoversiktlige
situasjoner

- Svakhet:

Lite automatisert, relativt
treg i klart definerte
situasjoner

System 2

Synergi

«SLOW»

Intern fokus – ”velsmurt”

- Tillitt:

Som ekspert;

”kan og vil du støtte meg”

- Mental modell:

Lukket; taes for gitt

- Styrke:

Fokusert og handlekraftig i
forberedte situasjoner

- Svakhet:

Hjelpeløs i komplekse og
uforutsette situasjoner

System 1

«FAST»

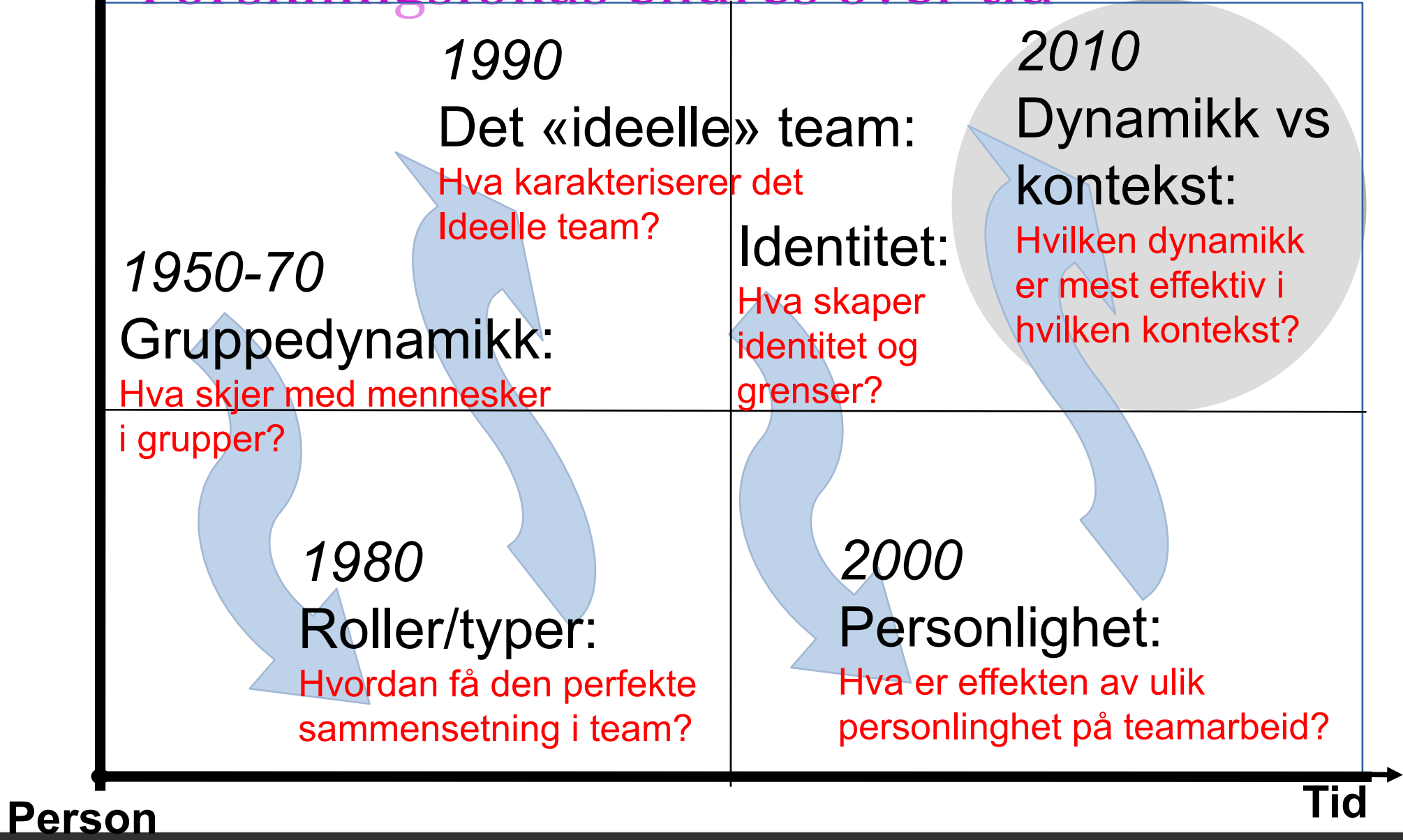
Tilbaketrekning

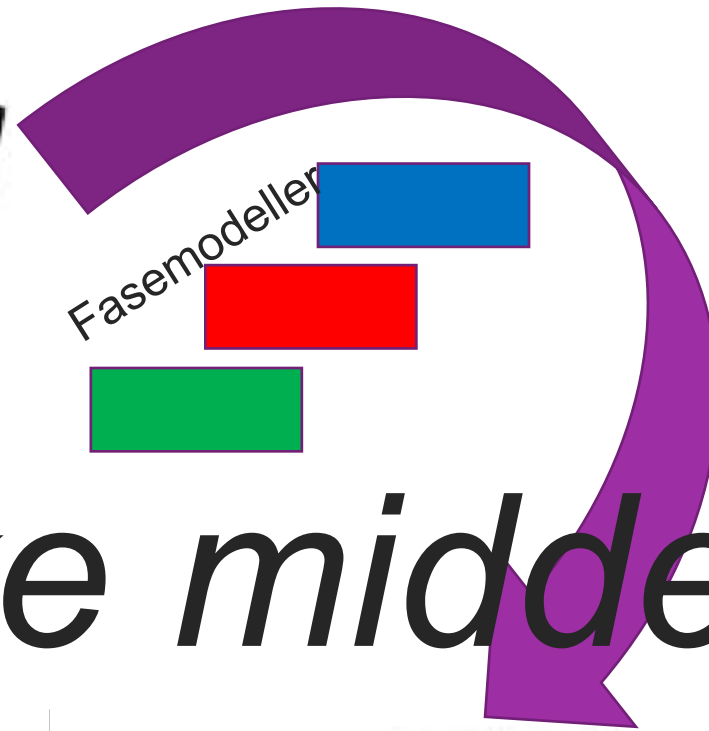
*The «atom» of
group-
dynamics is
the unit of
communication*



«*Seigliveede myter*»

Forskningsfokus endres over tid





Den mørke middelalder



«Teambygging»; enkle løsninger på komplekse problemer?



«*All teams are
NOT
created equal*»

Eric Trist, 1992

«*Teambygging*»

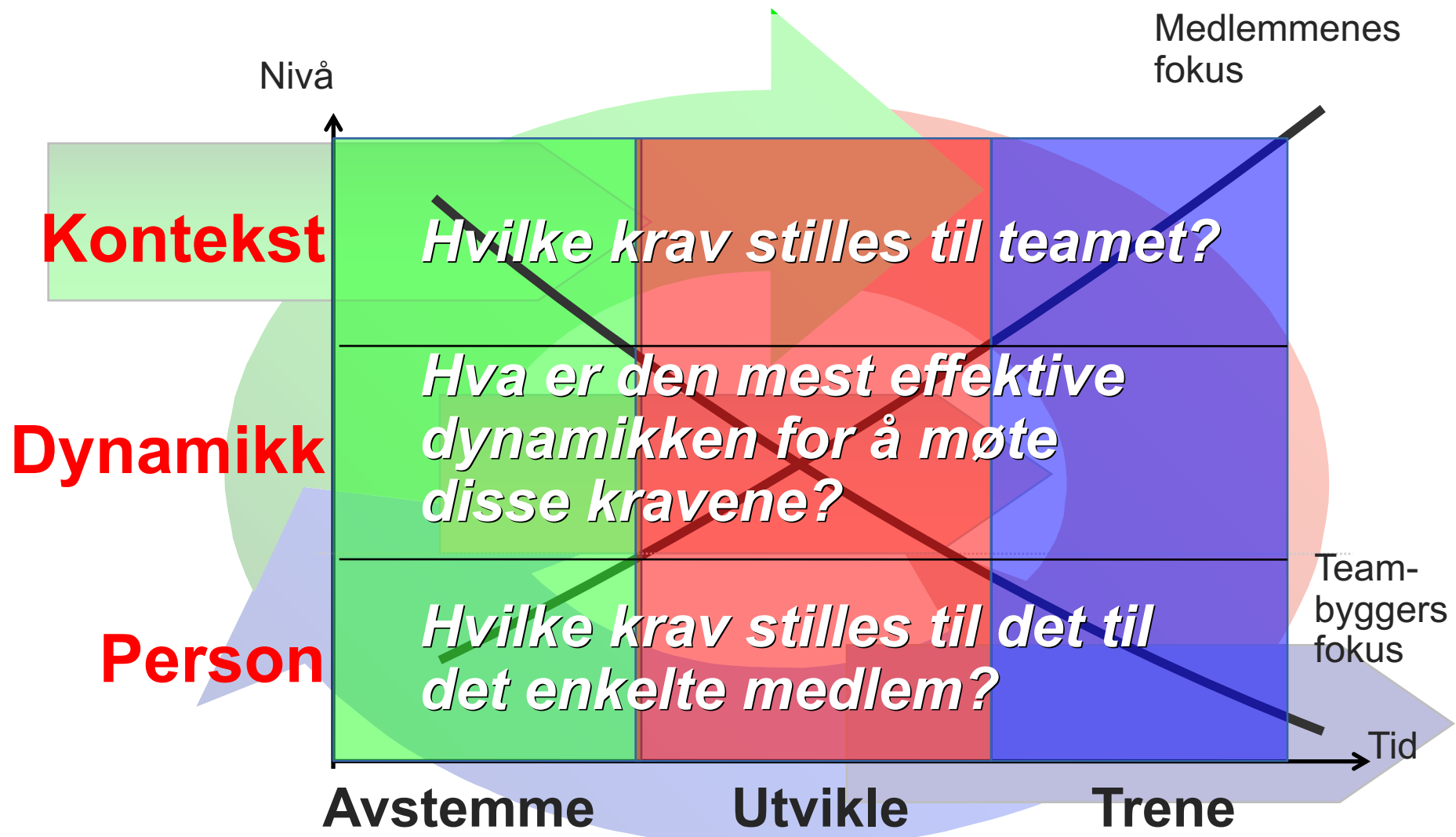
Teambygging er....

.....langsiktig, systematisk og målrettet arbeid med de arbeidsoppgaver og i den kontekst teamet skal operere, hvor hensikten er å øke teamets ytelse iforhold til omgivelsenes krav.

Teambygging kan ta form av *teamutvikling* eller *teamtrening*.

teambygging??!





Former for teambygging

«*slow*»

Teamutvikling er....

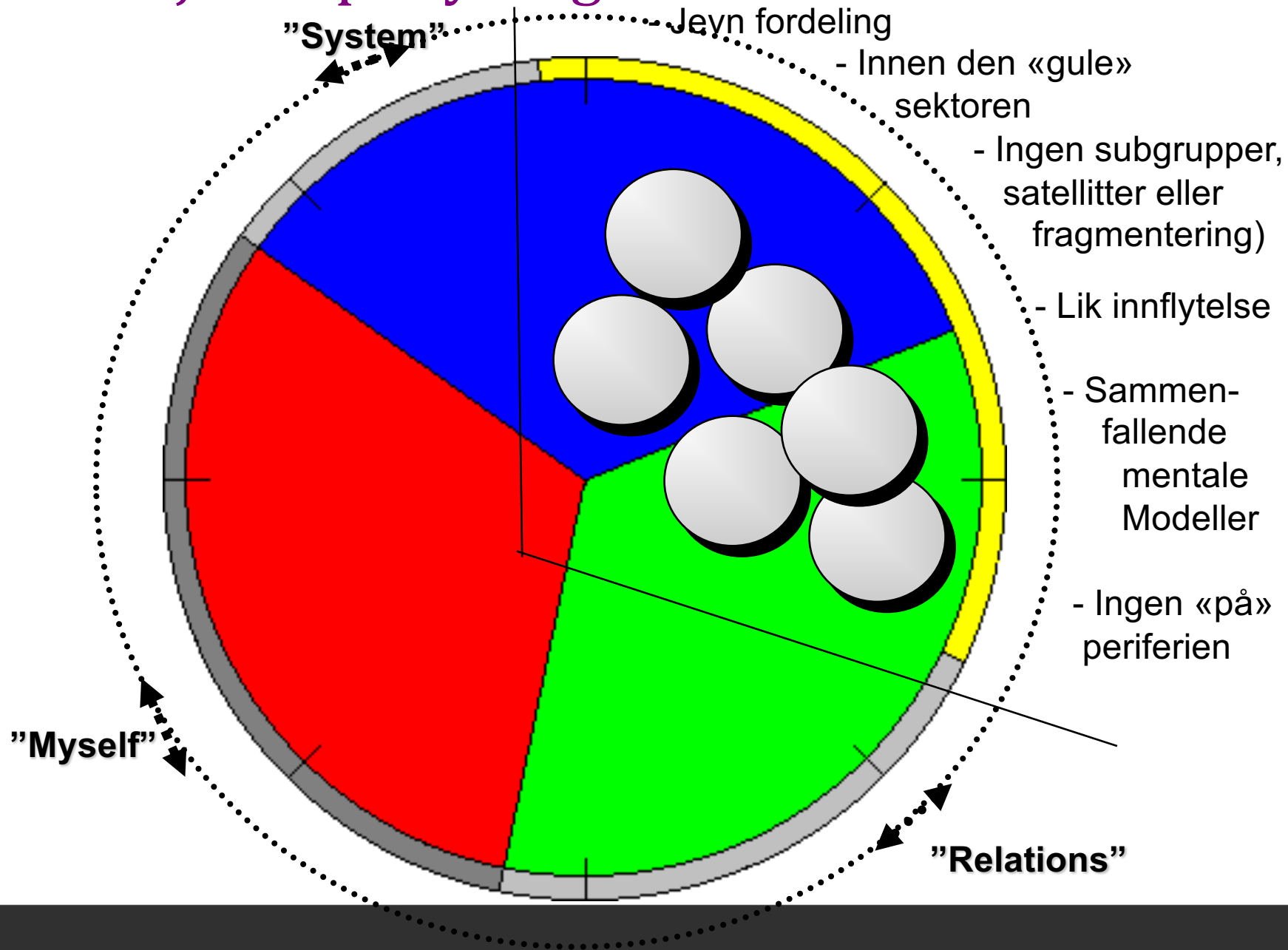
.....å øke teamets bevissthet om egen funksjon og evne til å operere på høyere formålsnivå enn de gjør idag

«*fast*»

Teamtrening er....

.....å identifisere effektive prosedyrer for samhandling gitt det formålsnivå gruppen allerede opererer og trene gruppen i anvendelsen av disse

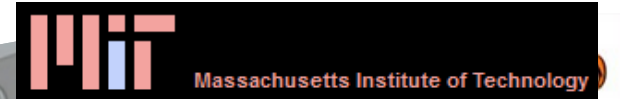
Indikasjoner på synergi





HumanRelation
Nov1948

THE "INTERACTION RECORDER"
*An Apparatus and Check List
for Sequential Content Analysis of Social Interaction*
by ROBERT F. BALES and HENRY GERBRANDS



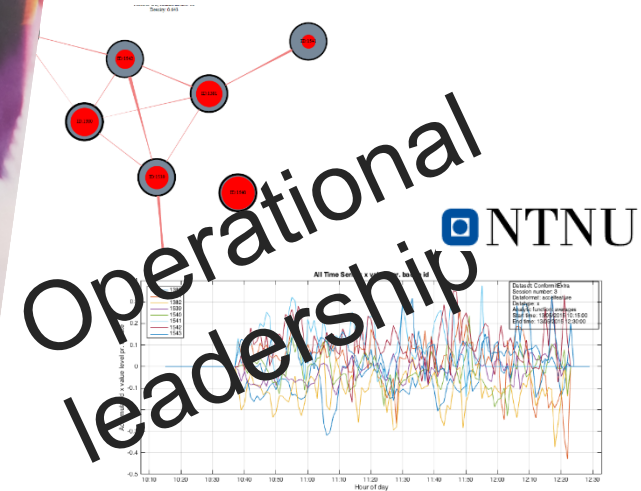
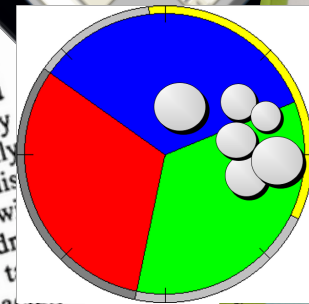
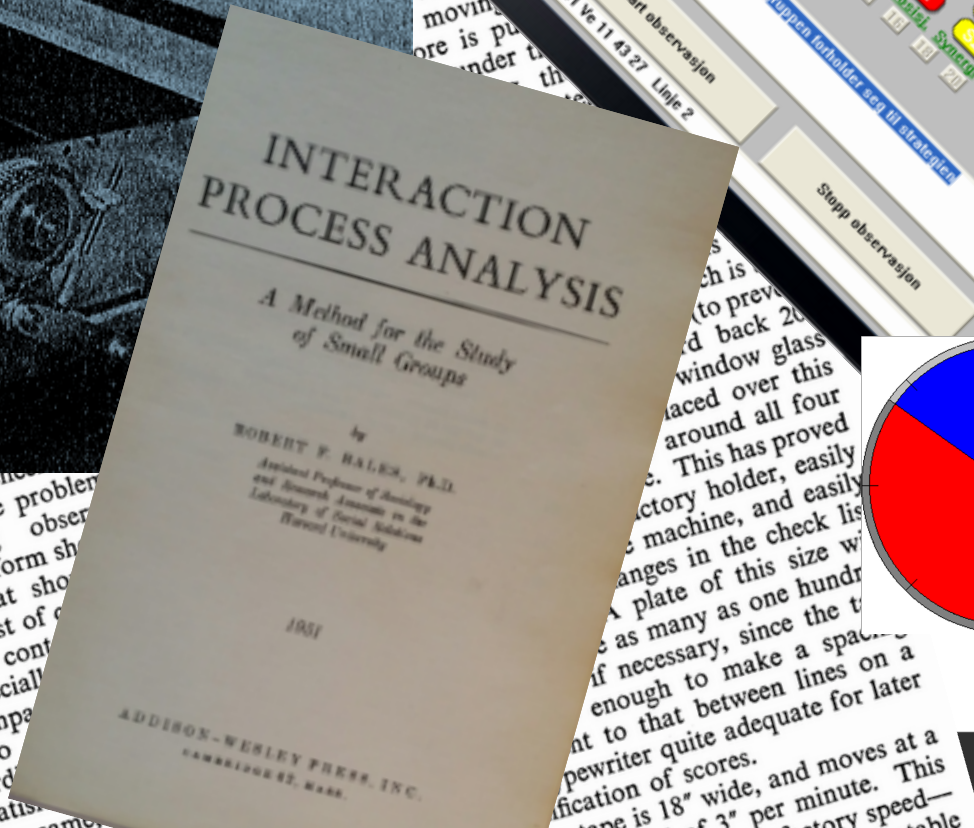
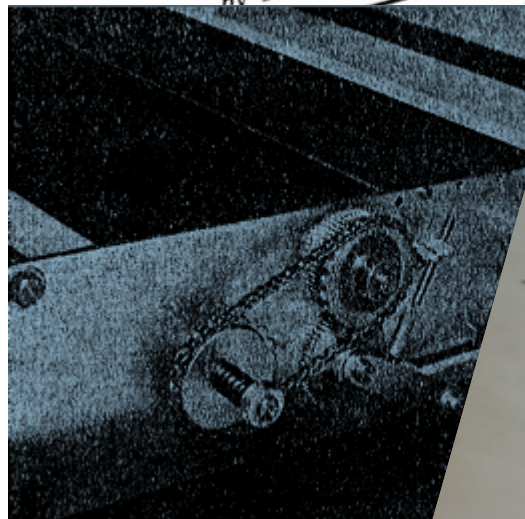
SOCIAL PHYSICS



2014
strategy+business
Best Business
Book

HOW SOCIAL NETWORKS CAN
MAKE US SMARTER

ALEX PENTLAND



NTNU

Effektivitet og kontekst

**Forståelse av
intensjon**

Innovasjon

«SLOW»

Drill, regler og
prosedyrer

Kommunikasjons
trening

«FAST»

Reservasjon

Eget resultat

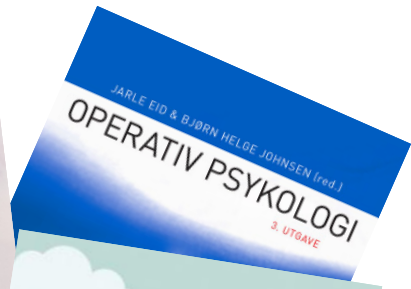
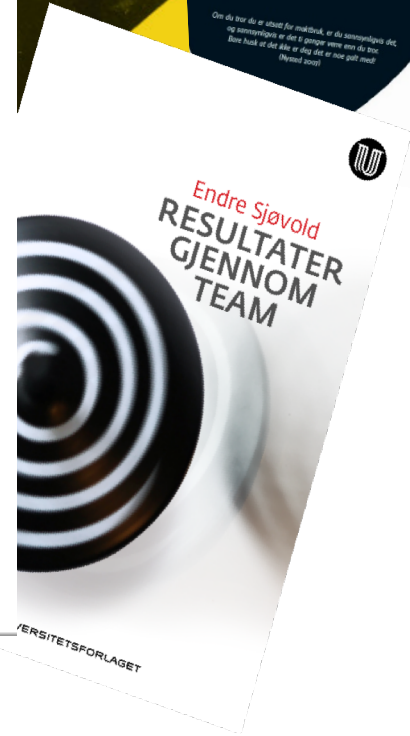
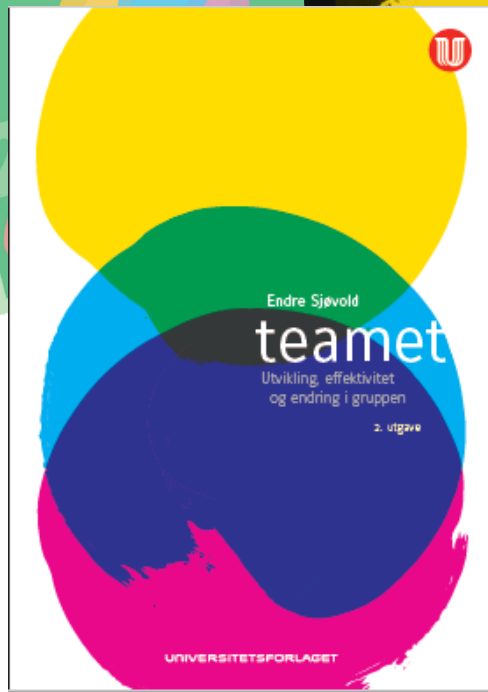
K2

Konstruktiv
Konfrontasjon



*Hvorfor er agile metoder
vellykket i noen
Sammenhenger,
men fiasko i andre?*

SPGR



SPGR

Takk for
oppmerksomheten!