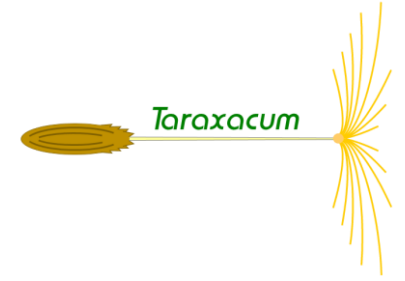
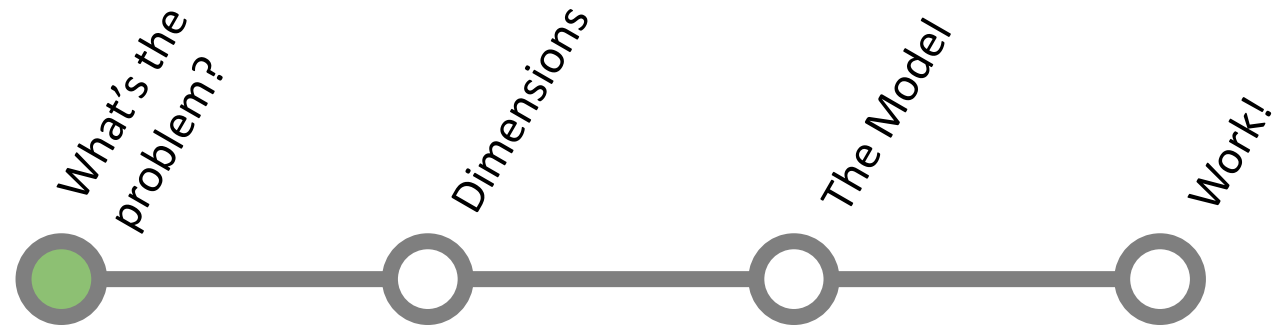


The *7 Skills* of highly effective teams



Route



Communicate



Empathize



Explore



Collaborate



Ideate



Tell



Sell



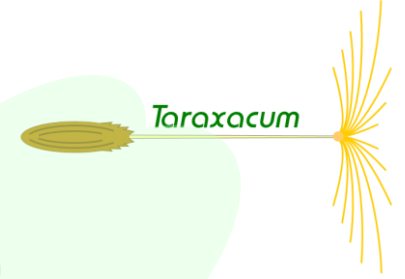
What is the problem?

- As long as IT development exists, stakeholders have been **complaining**
 - Too long
 - Too expensive
 - Too complex
 - Too many bugs
 - Not matching business needs
 - Not user friendly





What did we do about it?

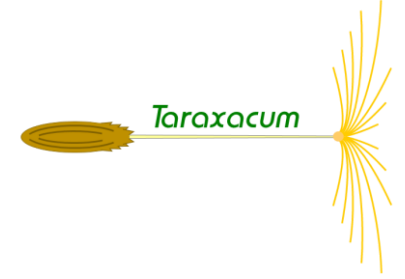


- Standards
- Norms
- Methods
- Techniques
- Approaches





Now we are Agile ...

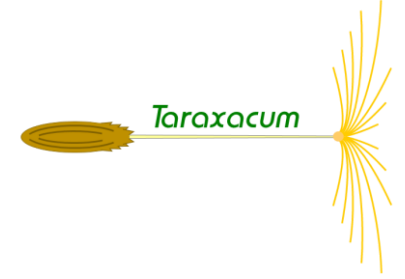


Agile frog (*Rana dalmatina*)

- and still we fail to make the customer happy



Because



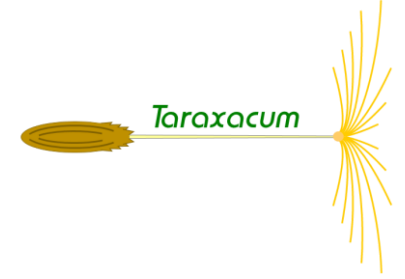
- They
 - Don't know what they want
 - Don't take enough time to explain
 - Don't pay enough attention to our designs
 - Run away during our tests
 - Call futilities a bug
 - Keep changing their minds
 - Have other priorities
 - Have hidden agendas
 - Like to play the victim's role
 - Like to blame us for their incompetence
 - ...



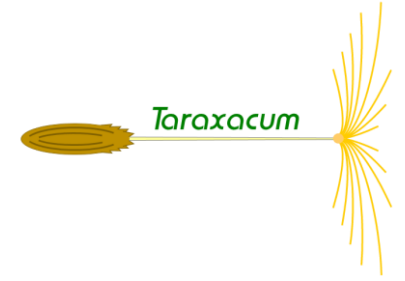
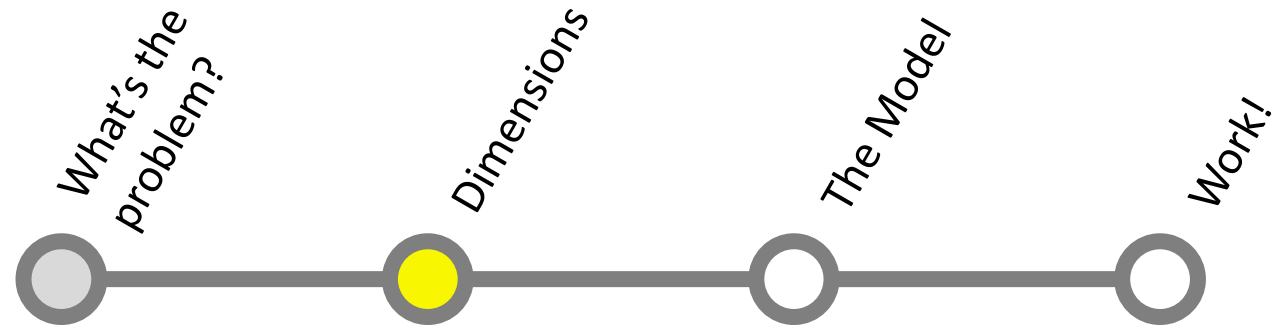
- We
 - Are professionals
 - Follow all relevant trainings
 - Keep up with all innovations
 - Know what's good for the business
 - Use standards and norms
 - Use sophisticated tools
 - Manage ourselves
 - Can play planning poker
 - Stand up every morning
 - Are completely transparent
 - ...



Tear down the wall



Route



Communicate



Empathize



Explore



Collaborate



Ideate



Tell

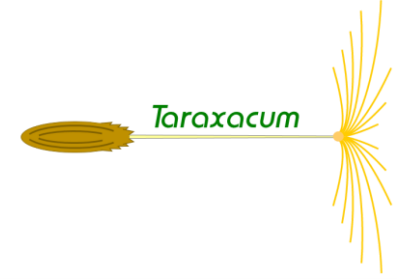


Sell



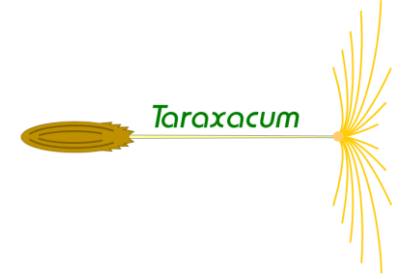
Real achievements

- aren't made by individuals
- They are made by teams
- Good teamwork is the key to success





Teams



- are built of individuals
- working together to reach a common goal
- Improving teamwork is psychology because
- it's all in our minds





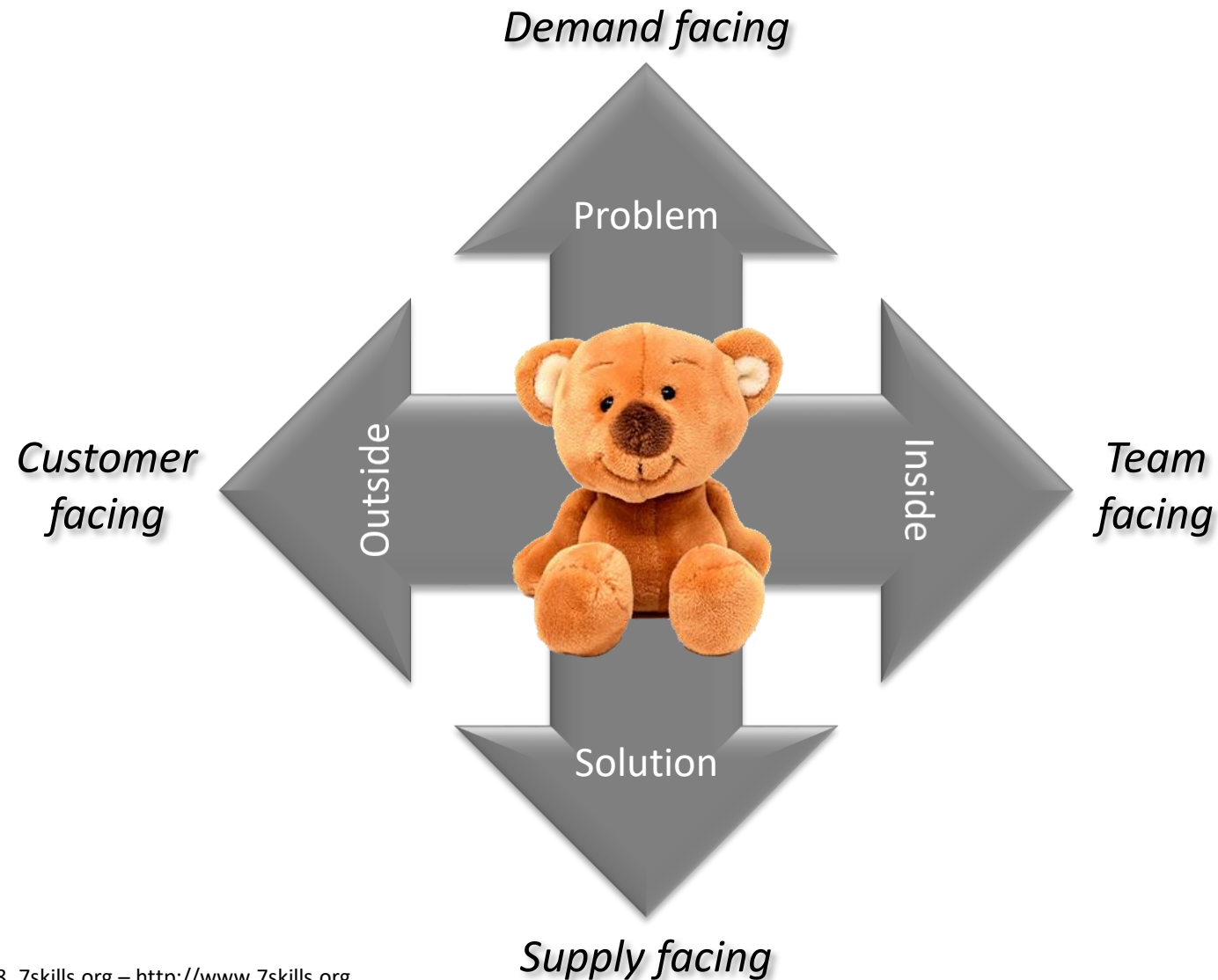
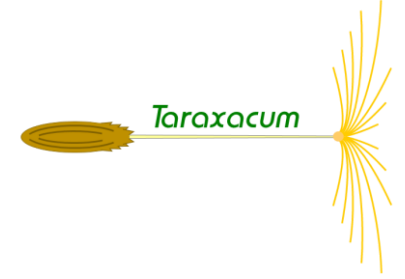
On top of our

- hard skills ...
- we need soft skills



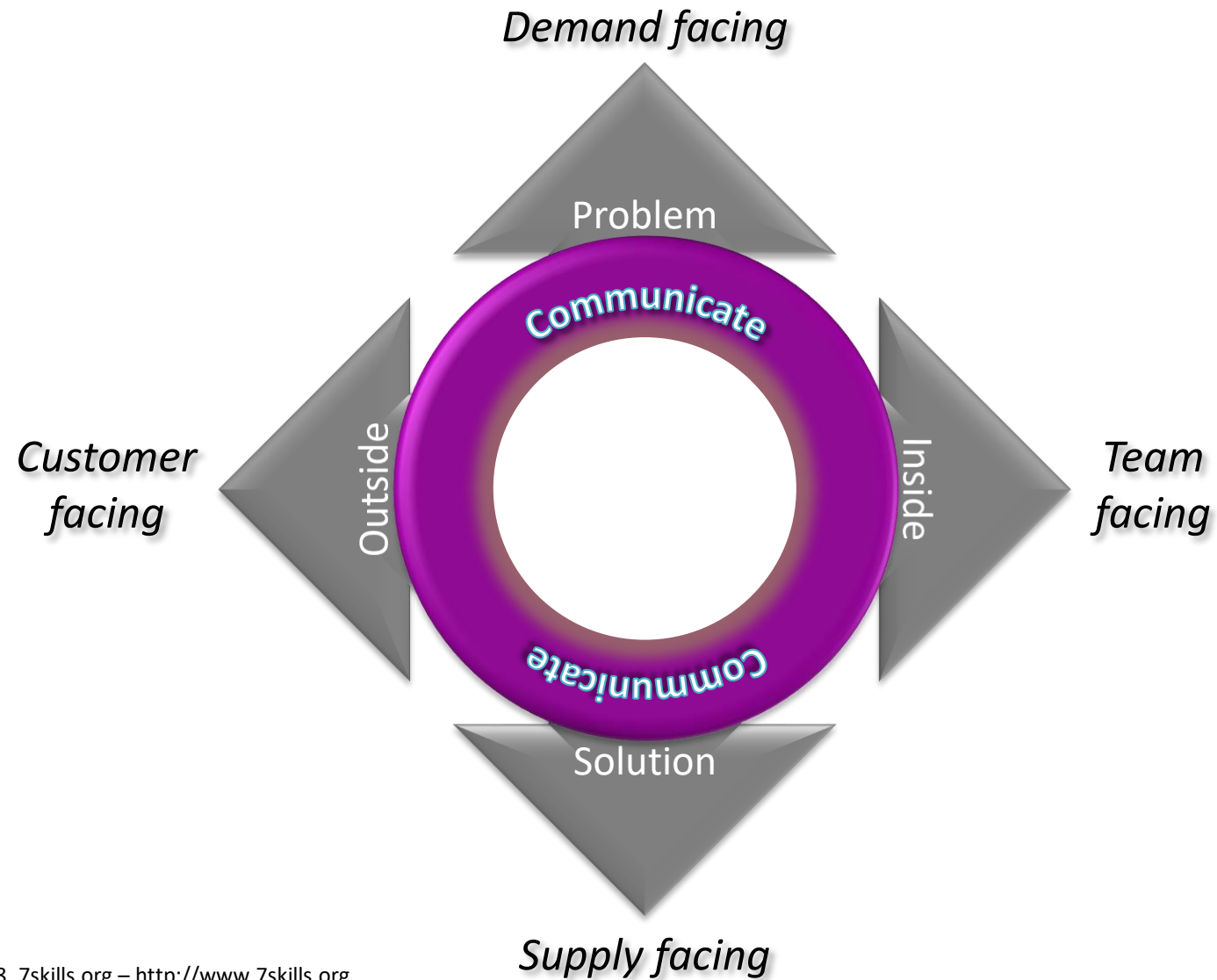
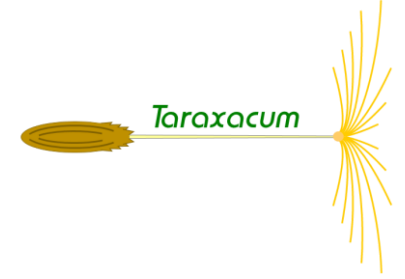


... in two dimensions



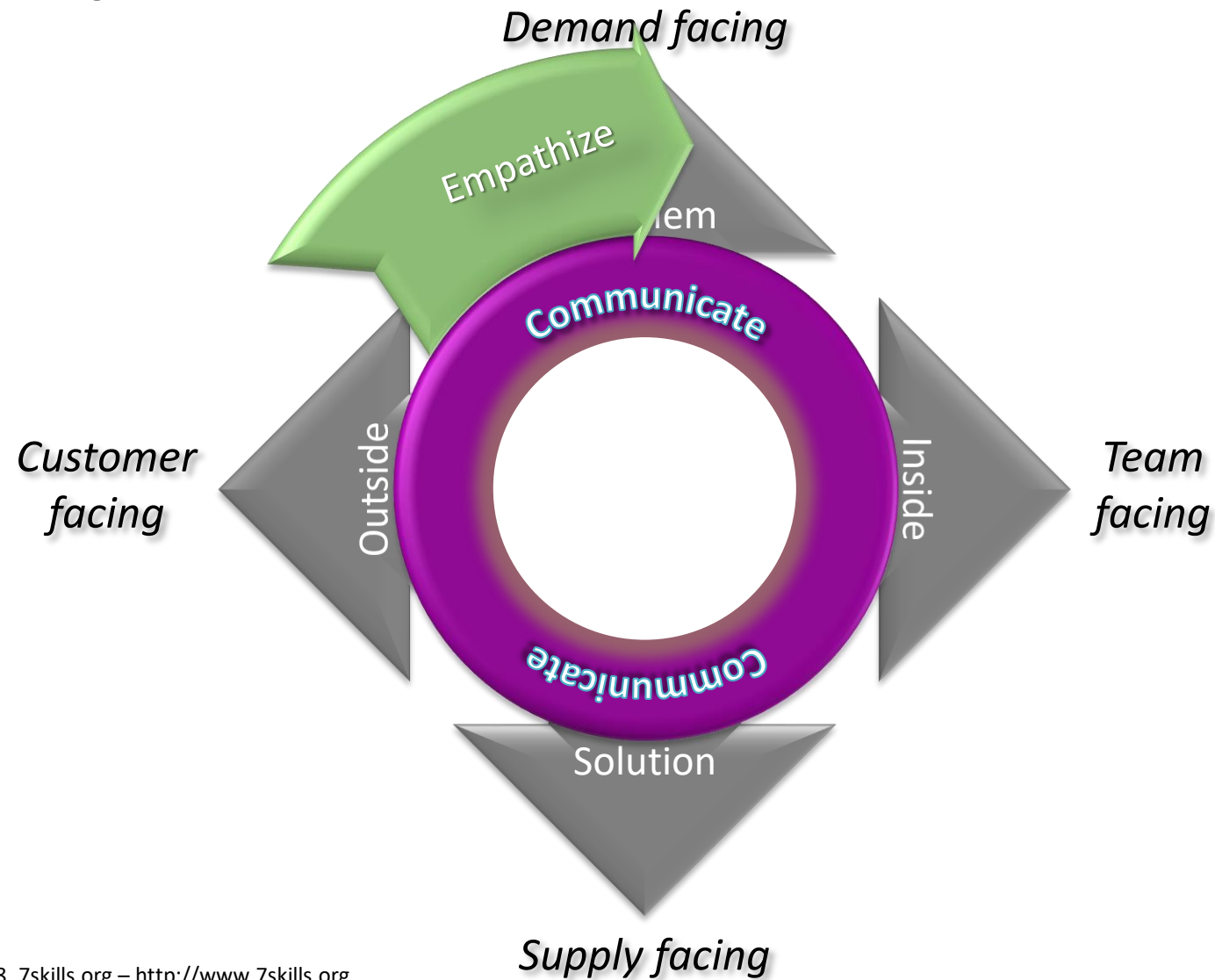
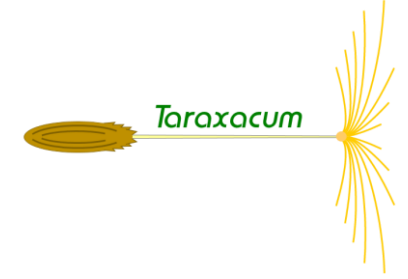


Communicate



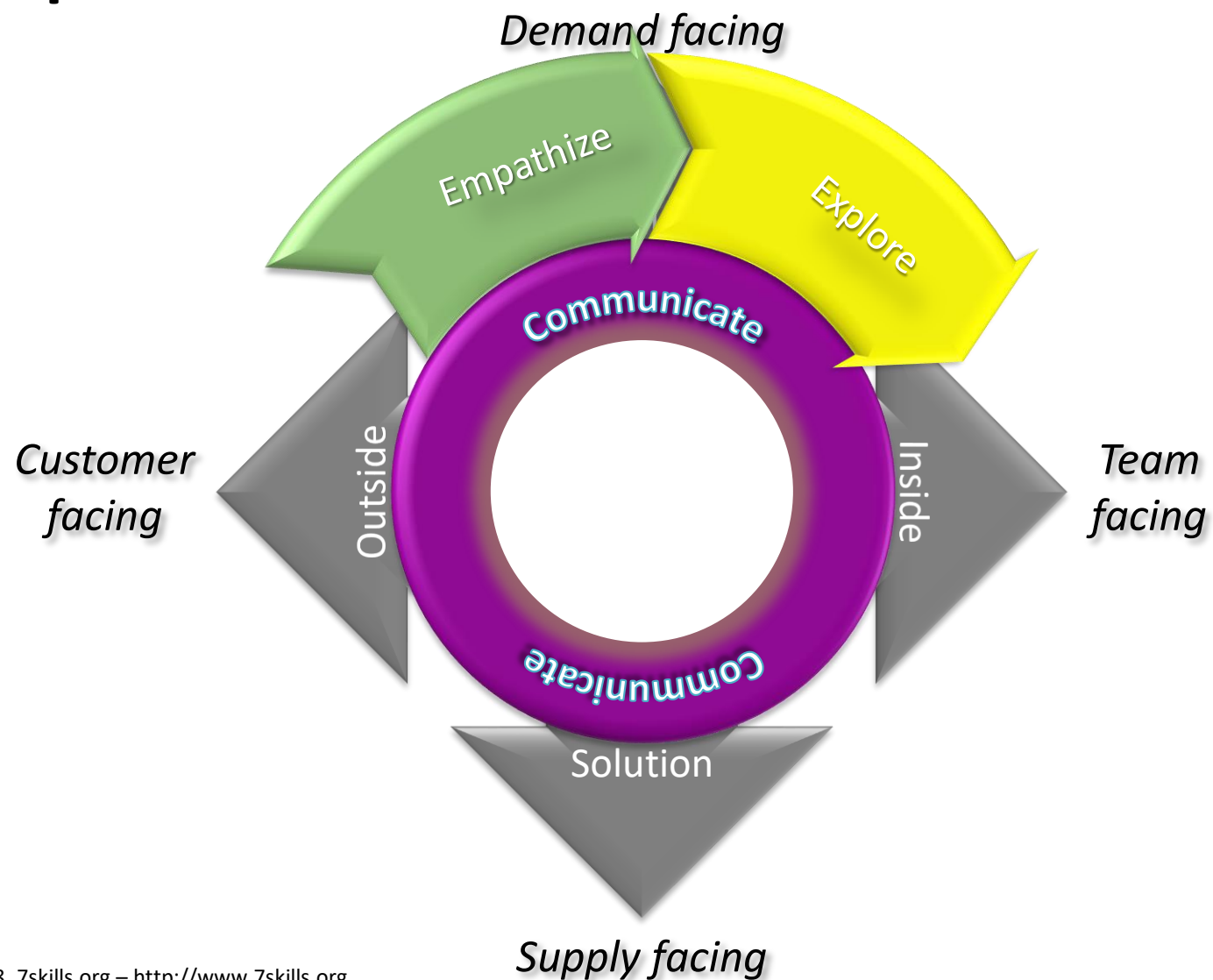


Empathize



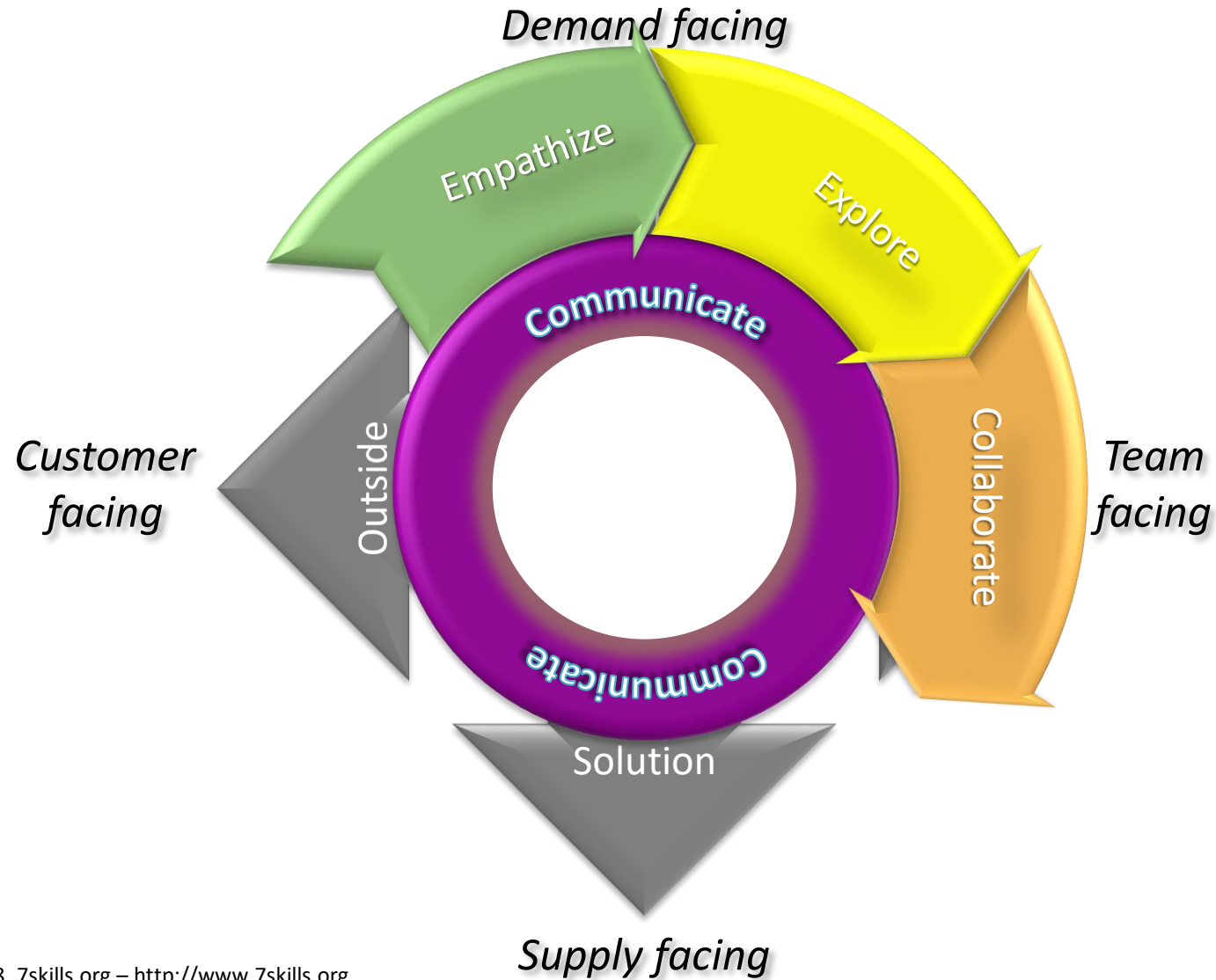
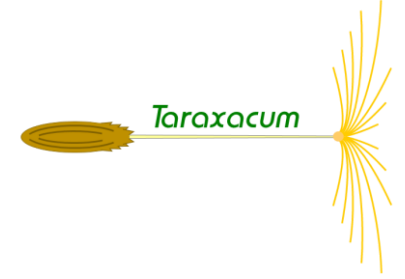


Explore



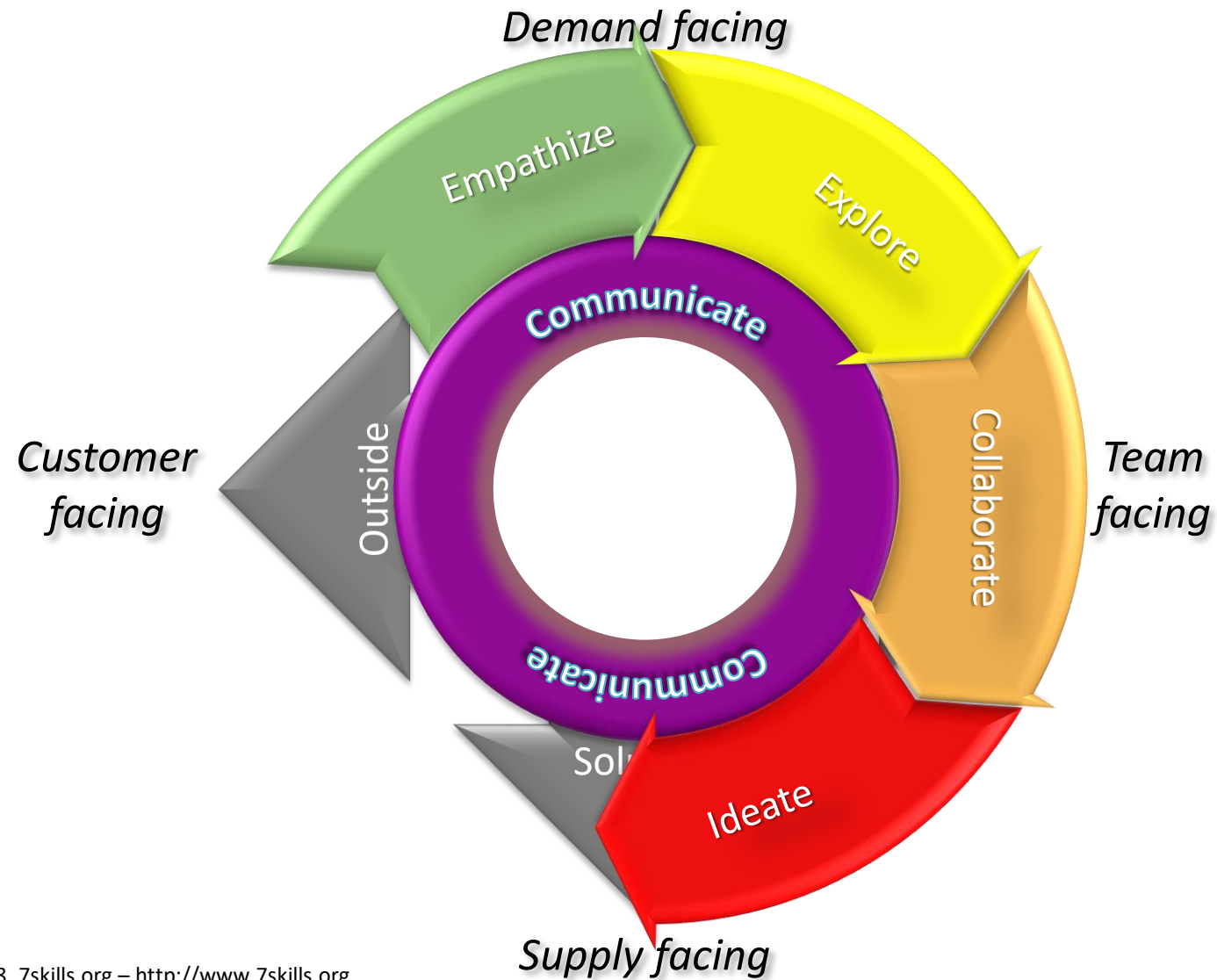
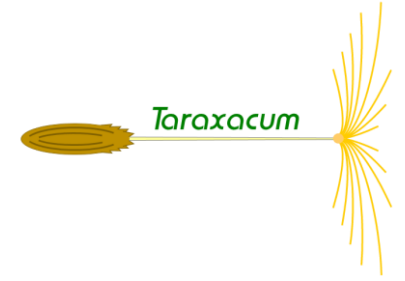


Collaborate



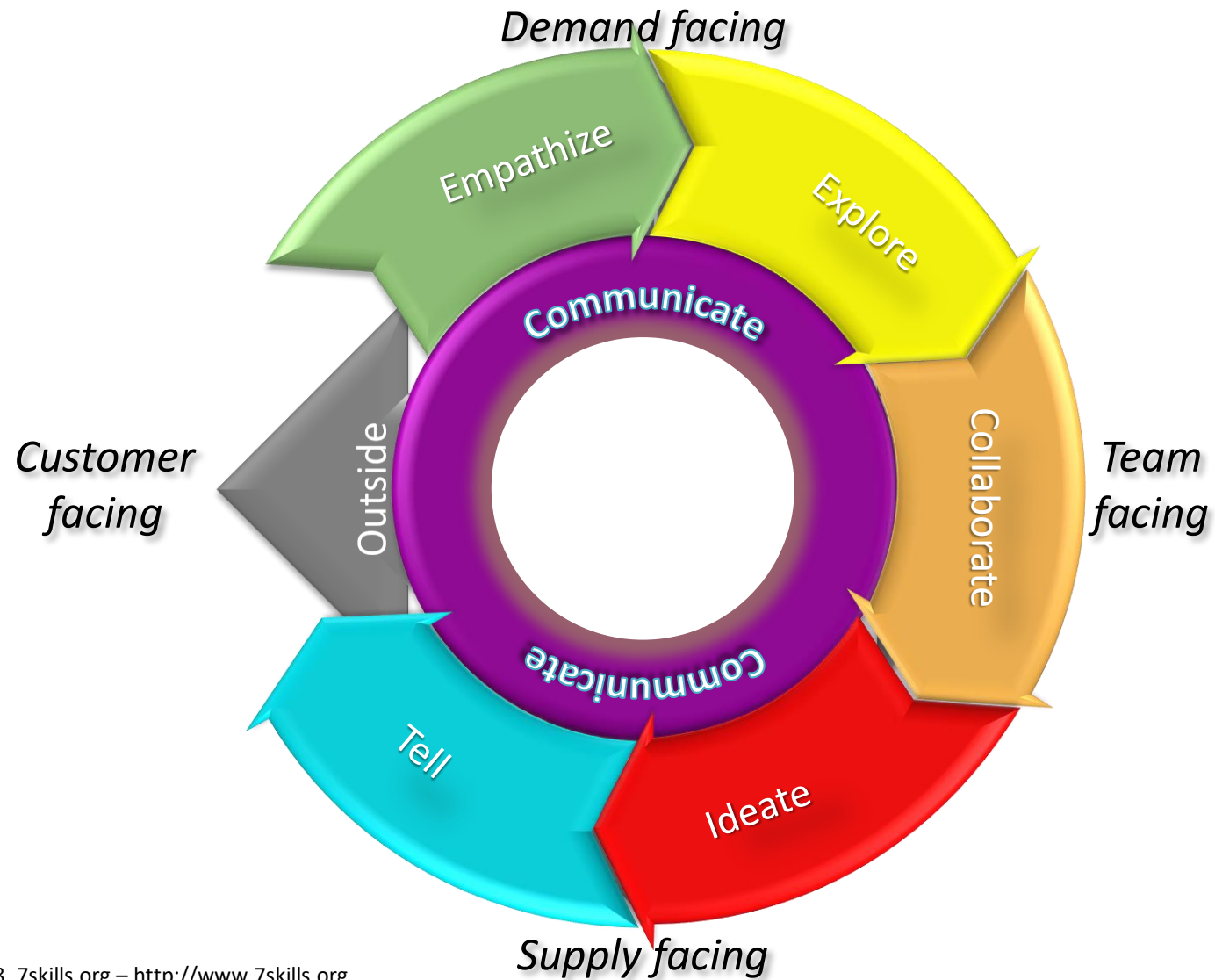
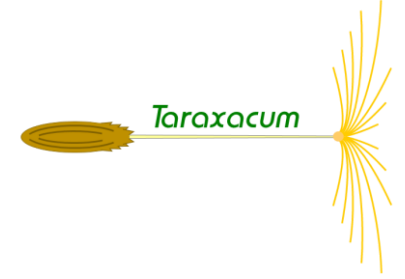


Ideate



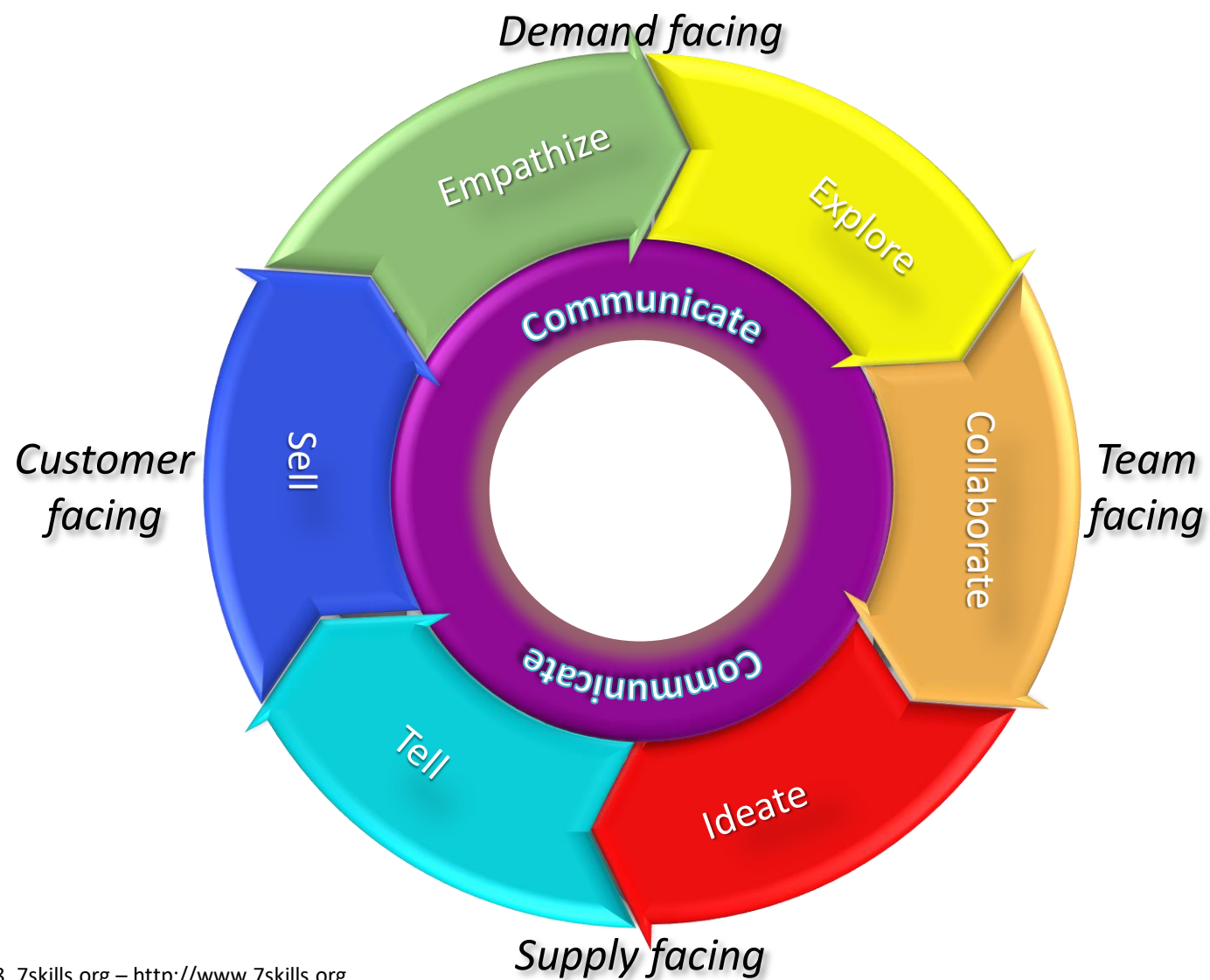


Tell



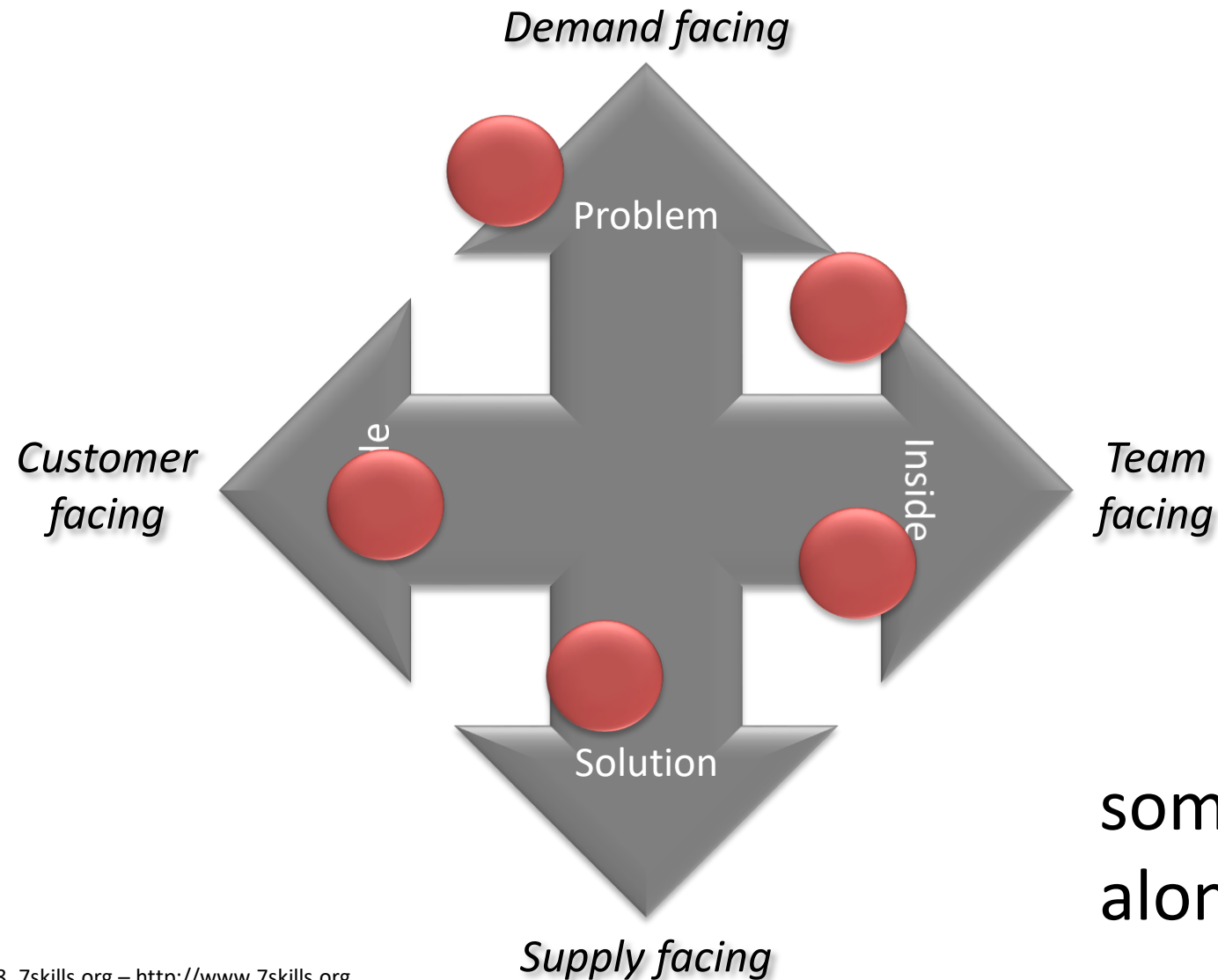
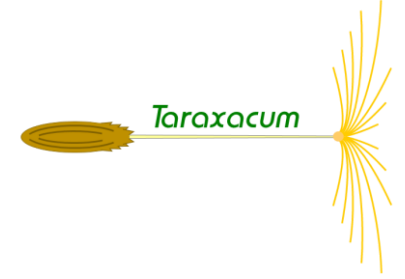


Sell



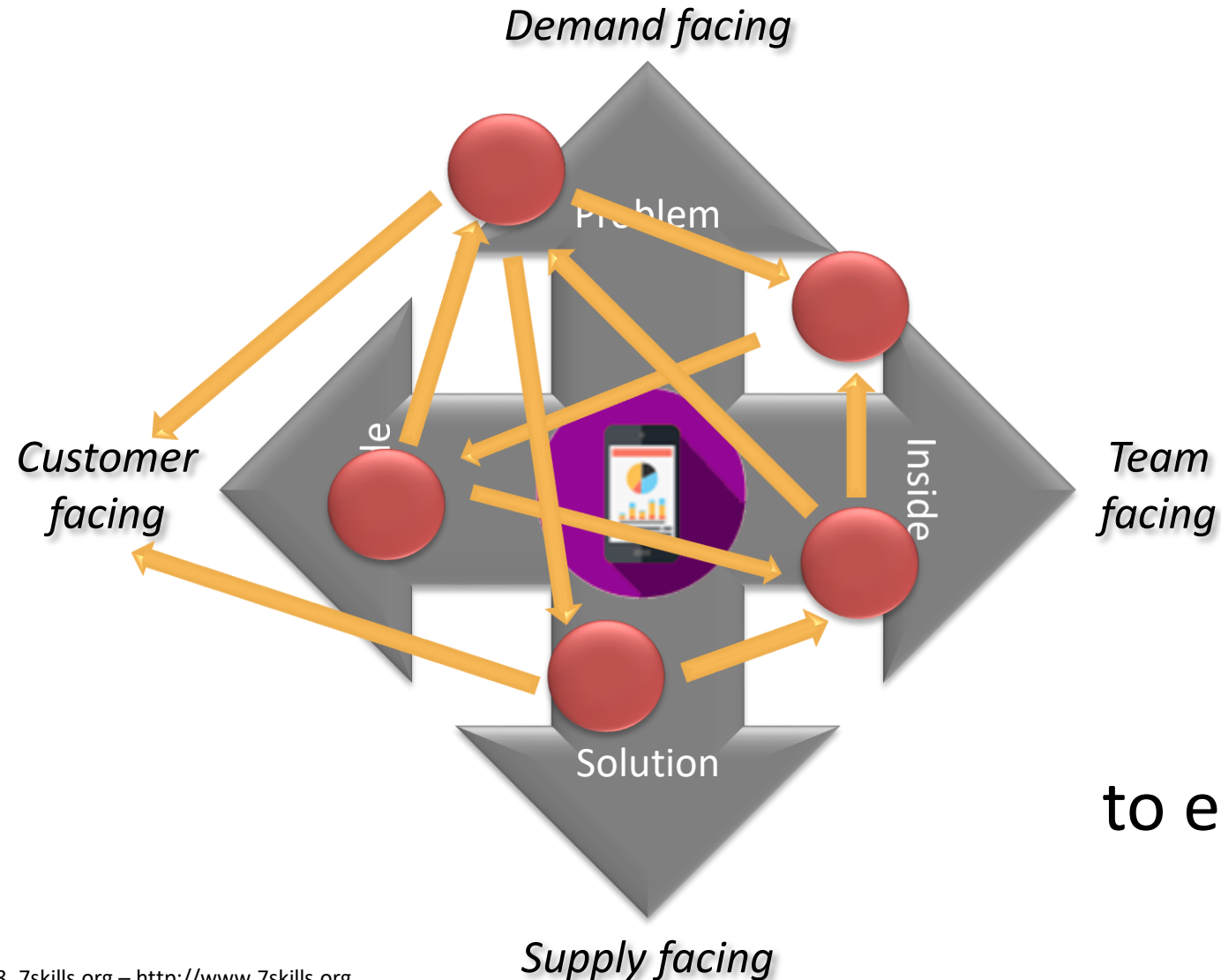
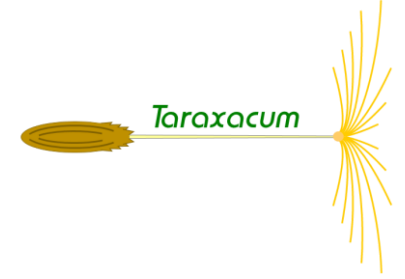


We all work ...

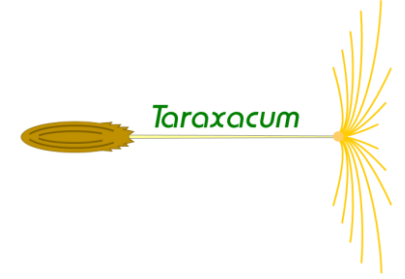




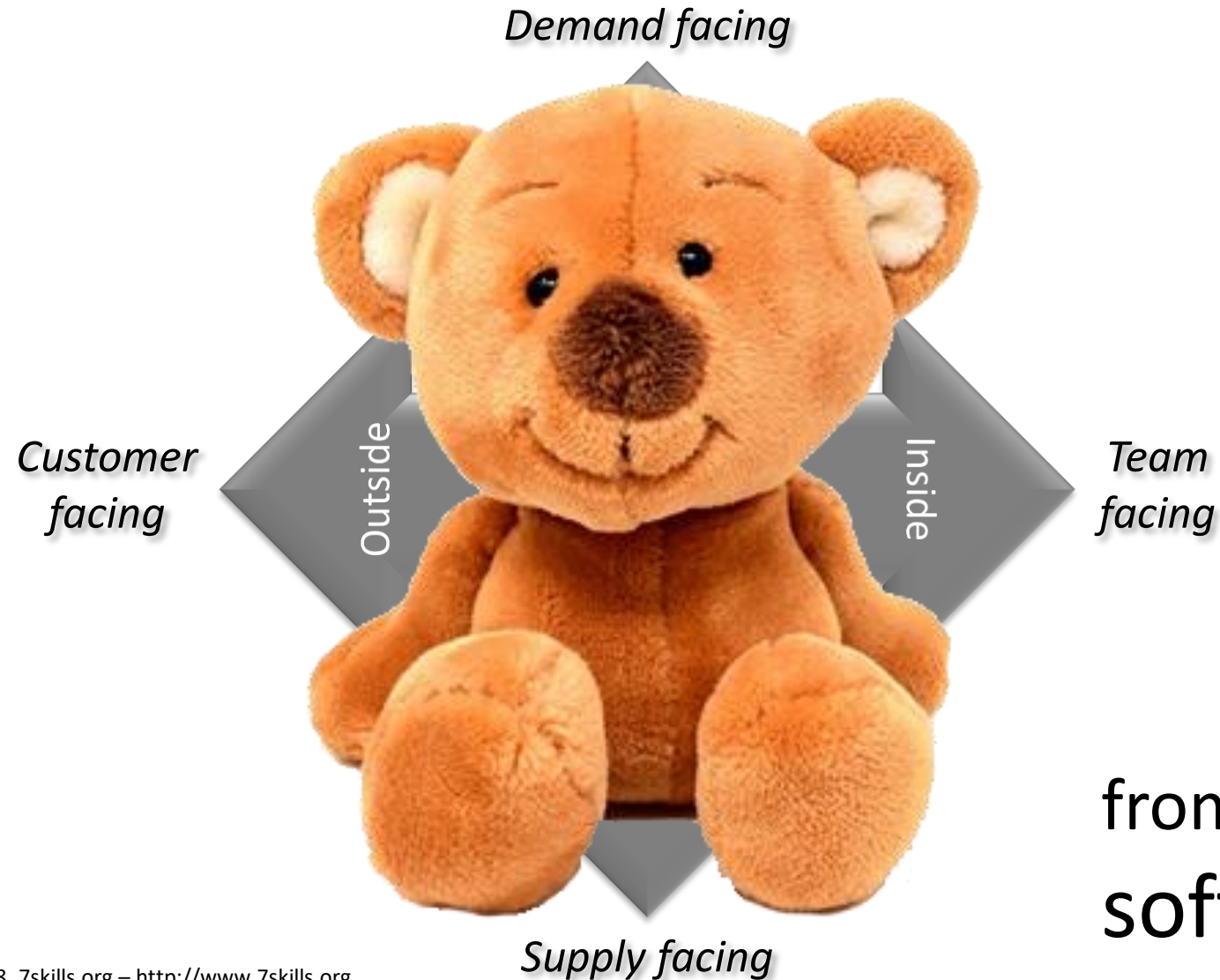
... and we all communicate



to each other



... so we all benefit



from better
soft skills

1

Communicate



4

Collaborate



7

Sell



3

Explore



6

Tell



2

Empathize



5

Ideate



7 Skills



The model

COMMUNICATE

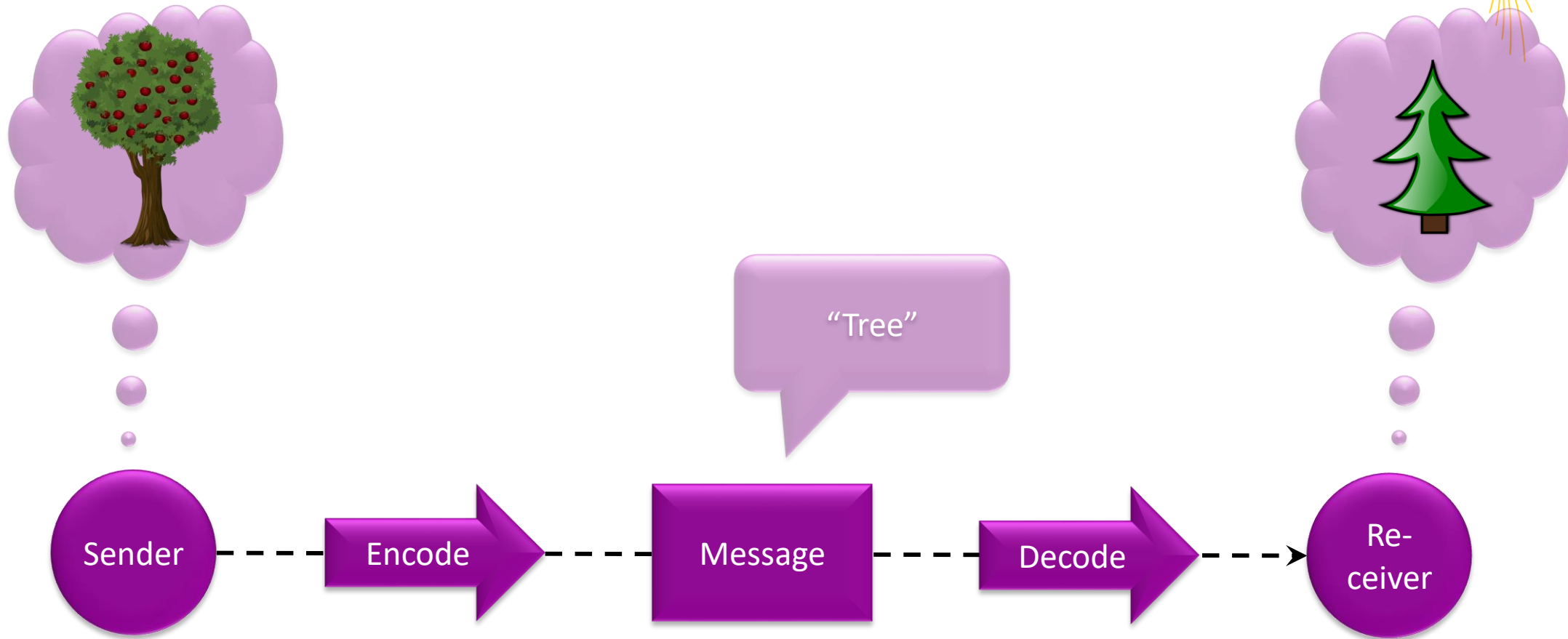
Taraxacum

- The **core** skill
- Transfer concepts between the minds of individuals



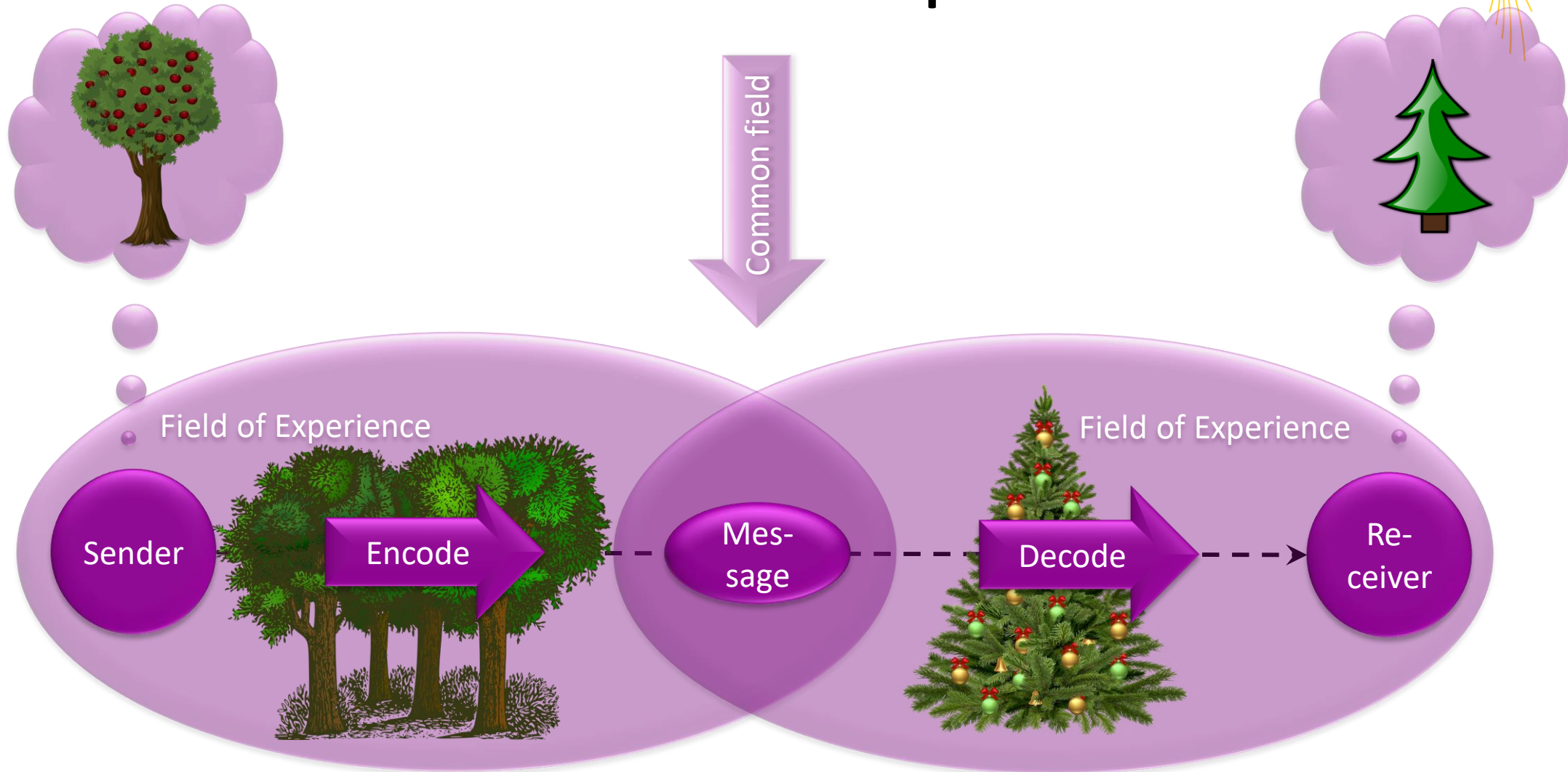
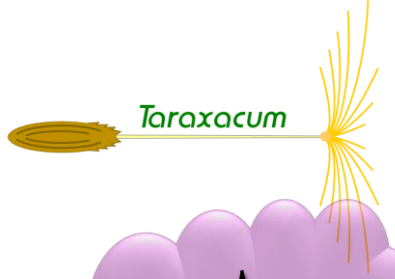


The Shannon-Weaver model



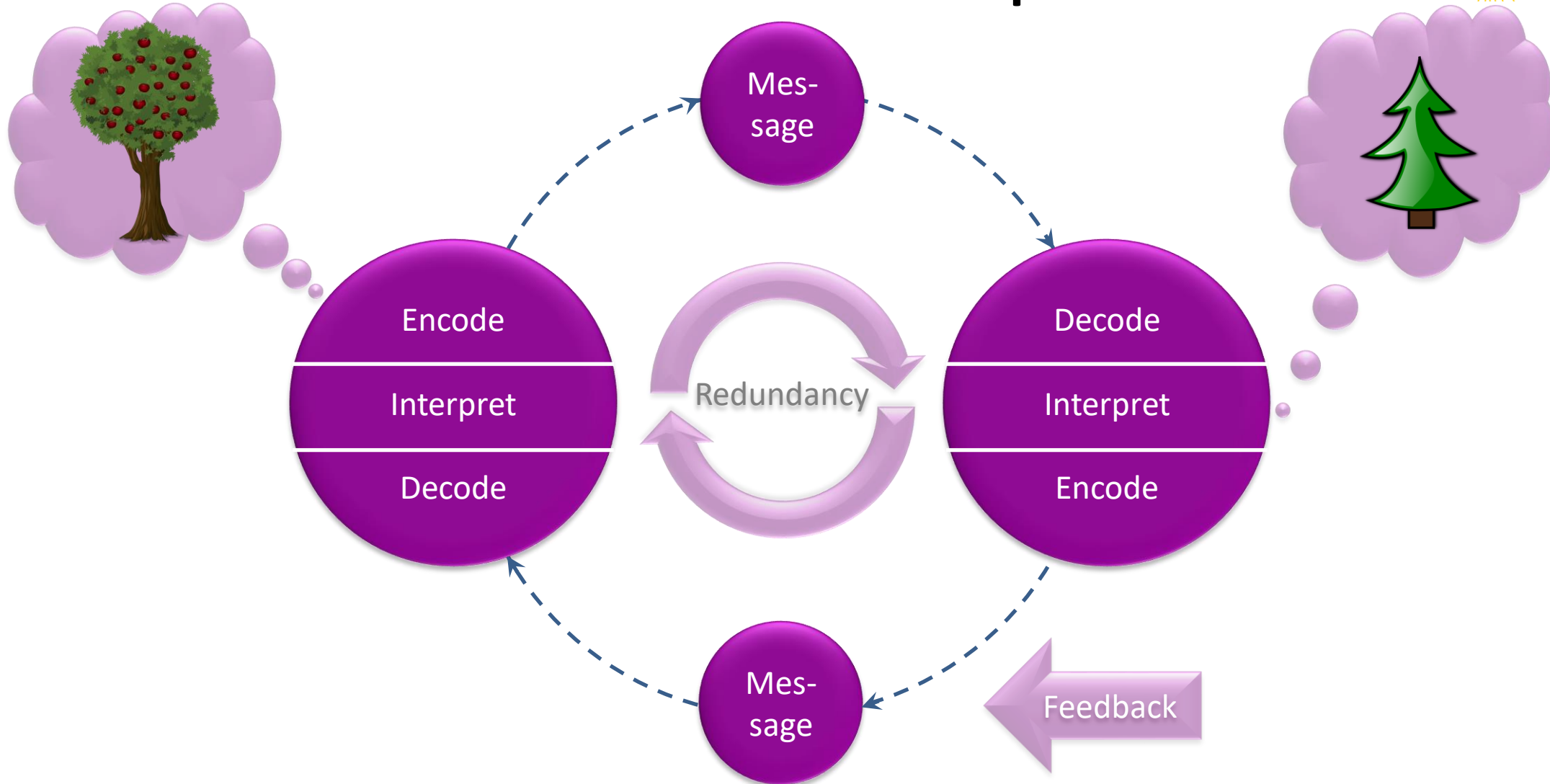


Schramm's Fields of Experience



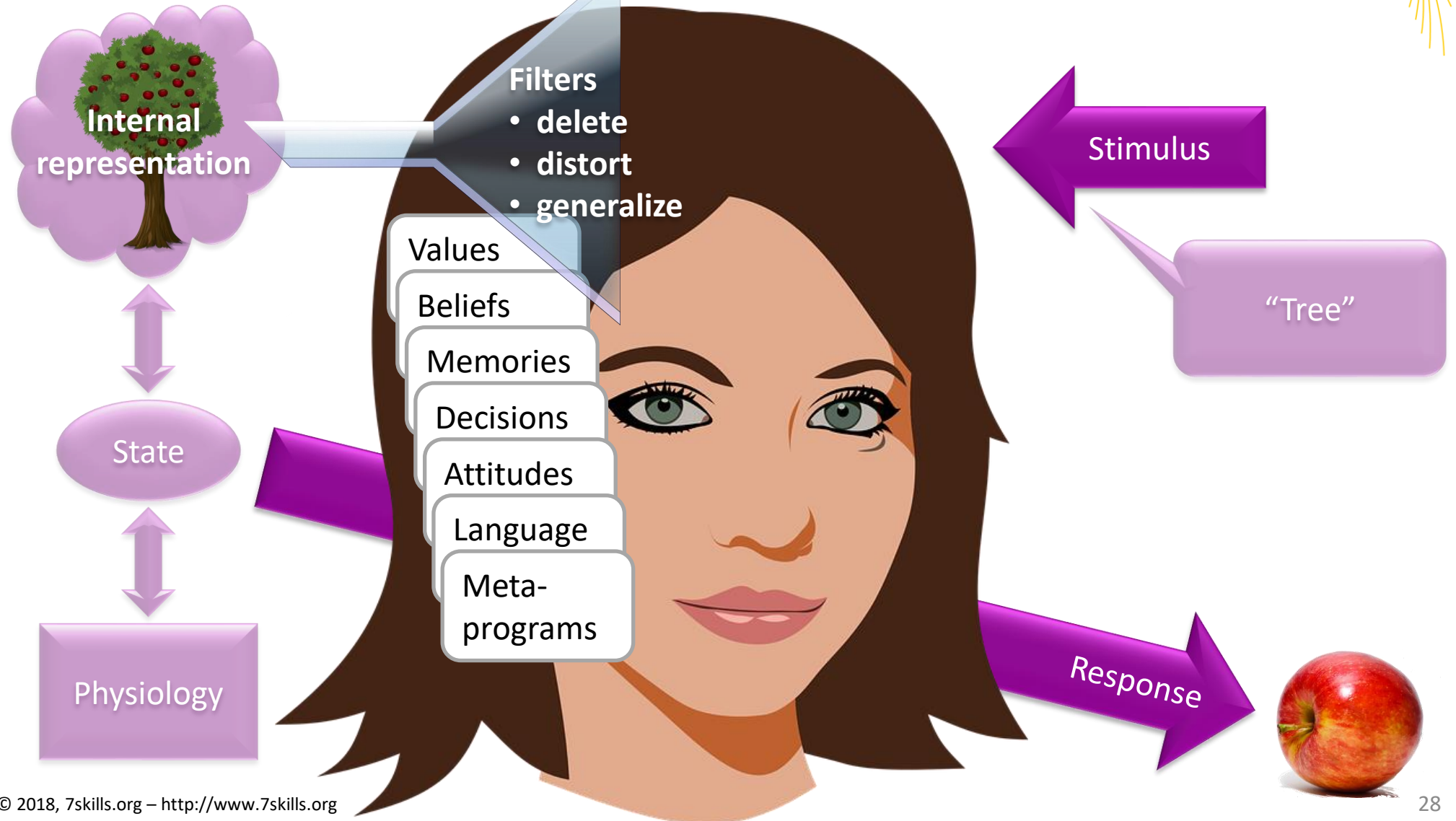
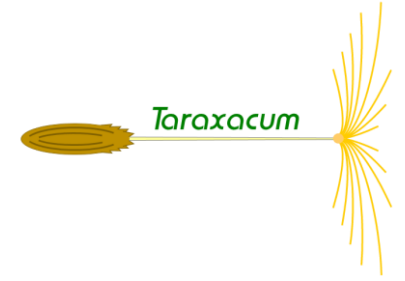


Schramm's Feedback Loop



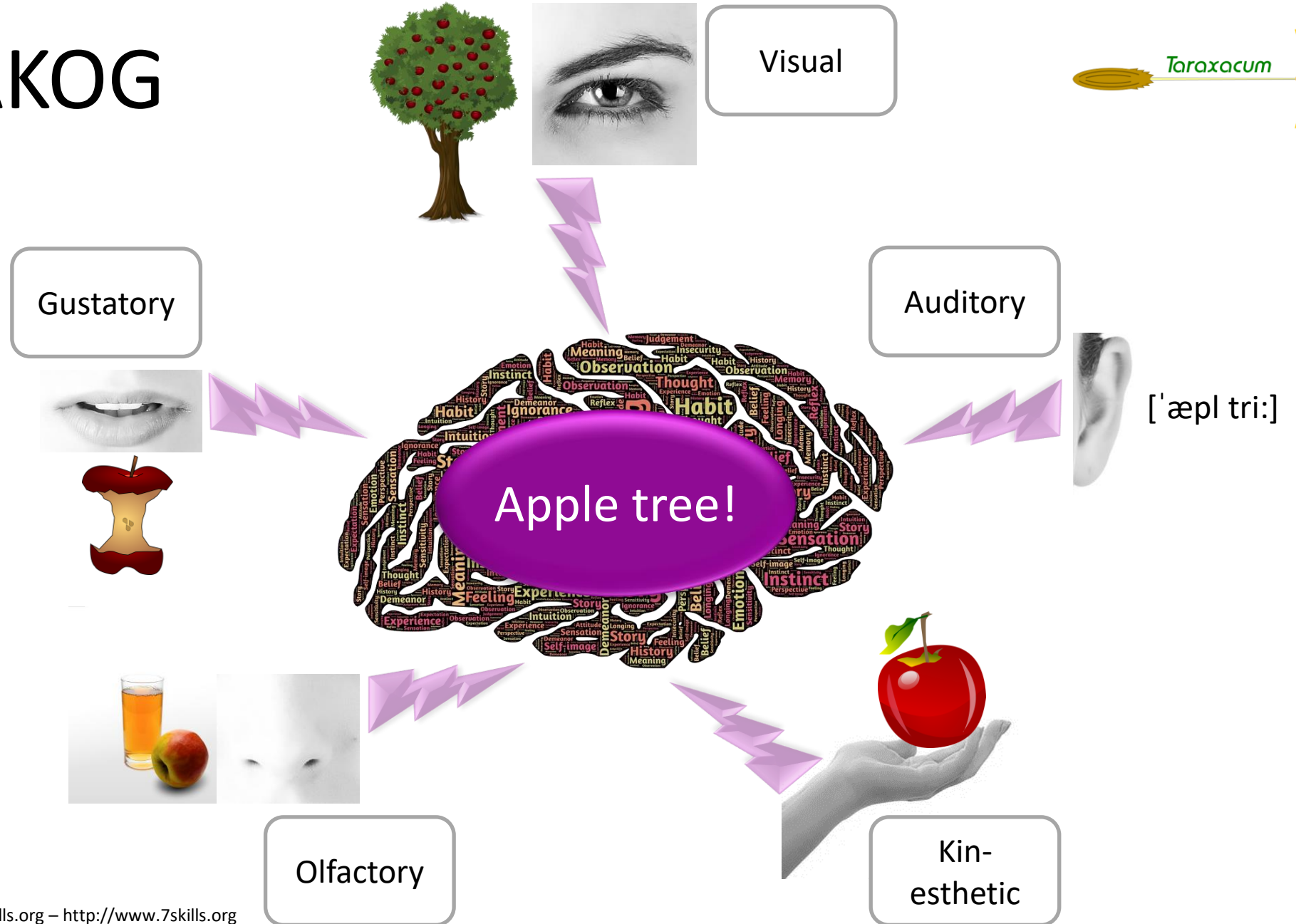
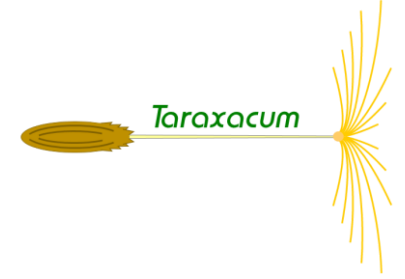


The NLP communication model





VAKOG



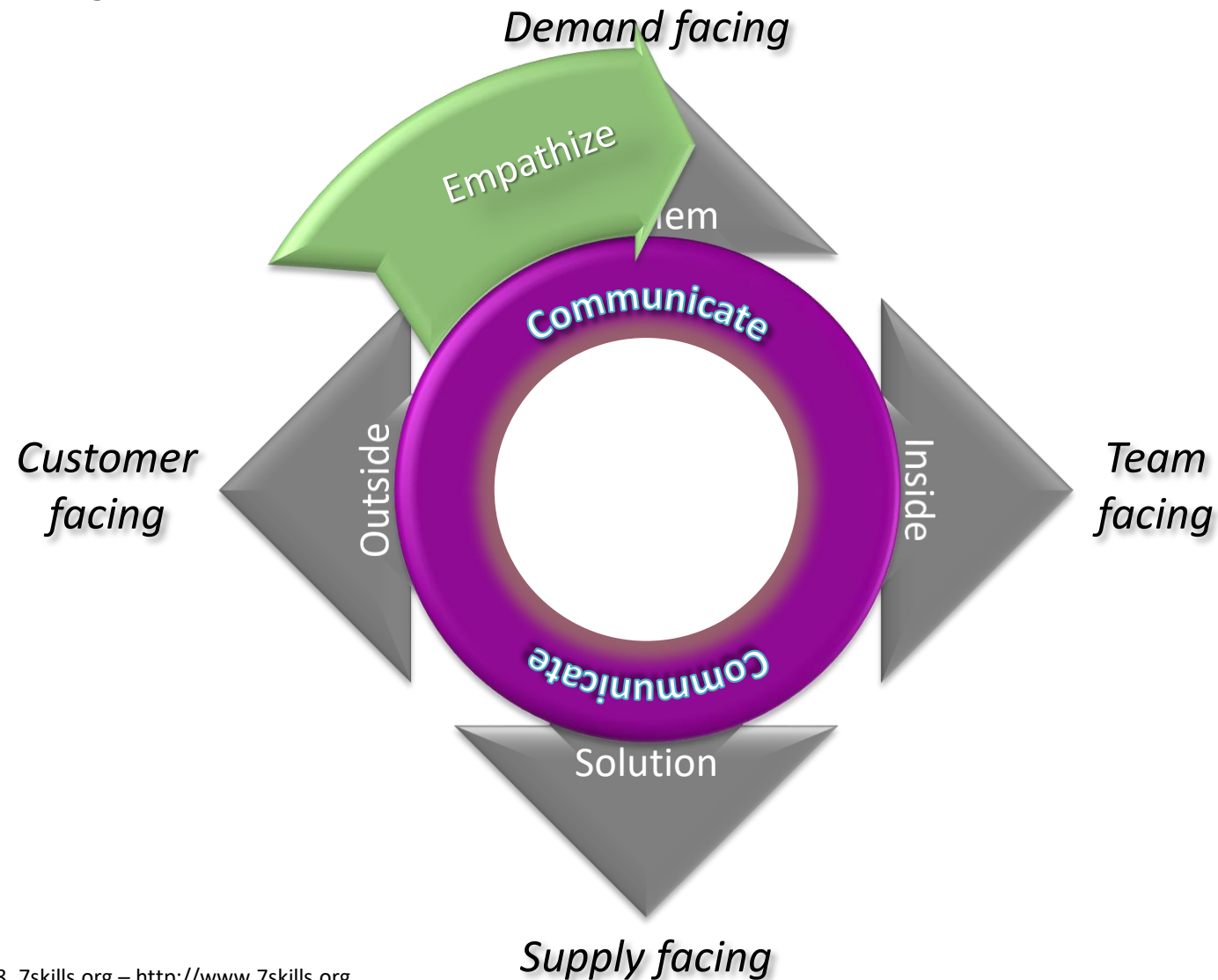
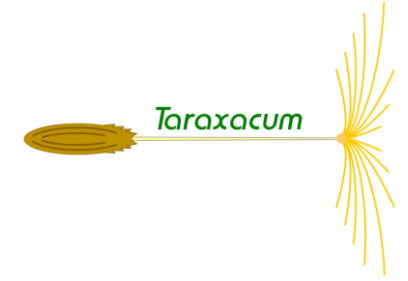
EMPATHIZE



- Look through the eyes of your customer

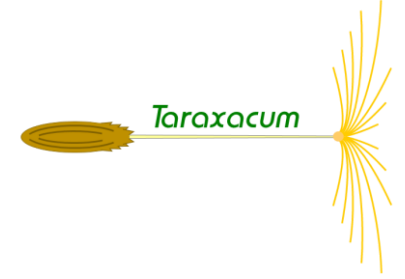


Empathize





Persona – give them a face



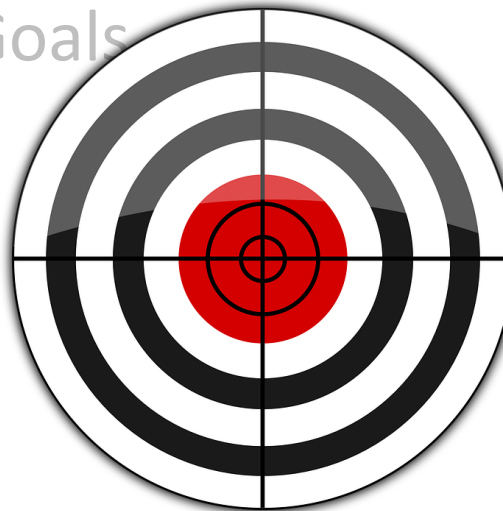
Name, town, profession, income, education, status, etc.



Behavior



Goals

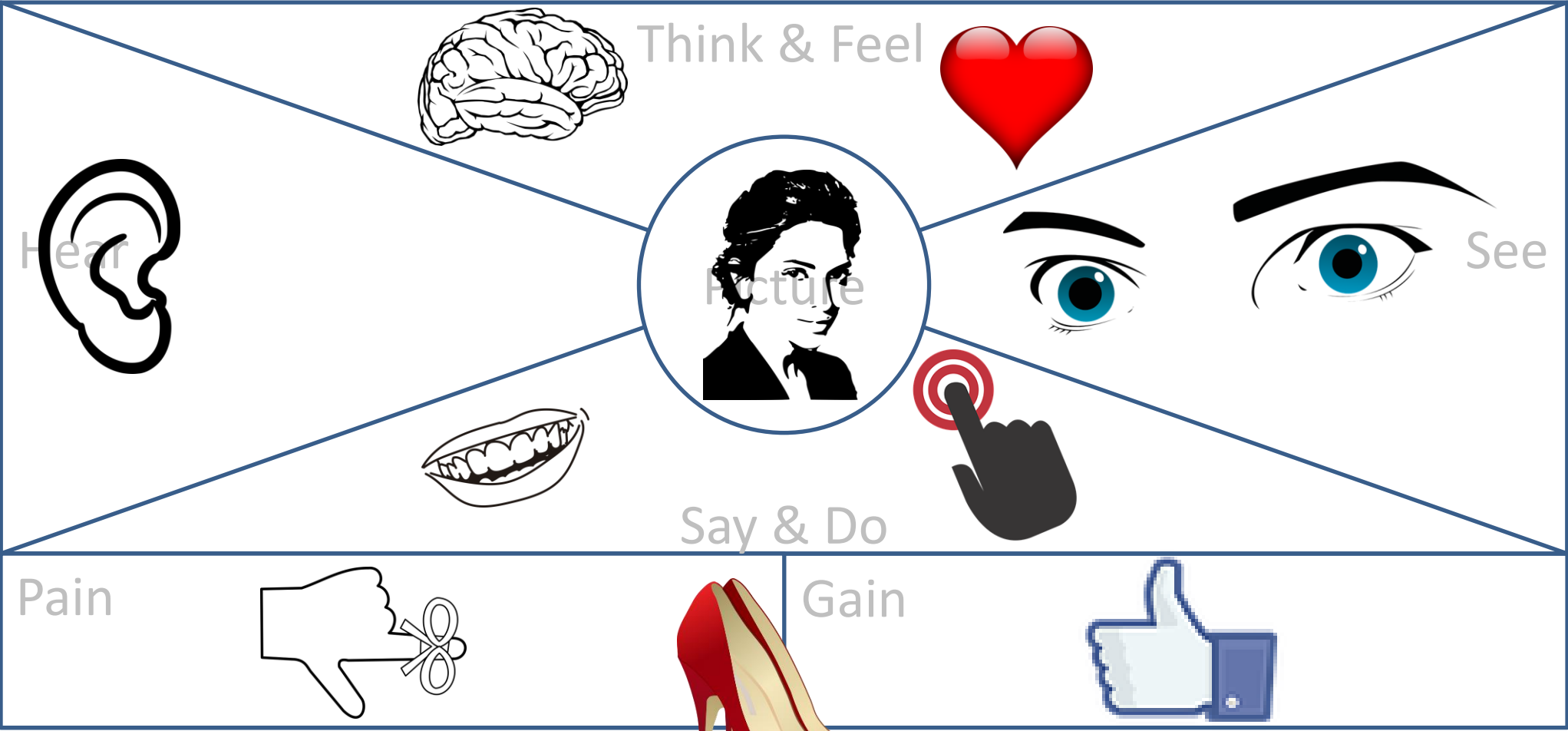
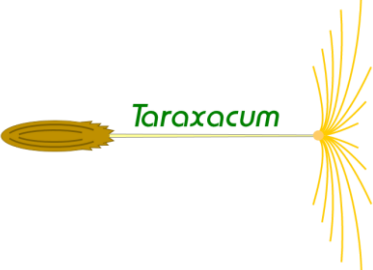


Challenges



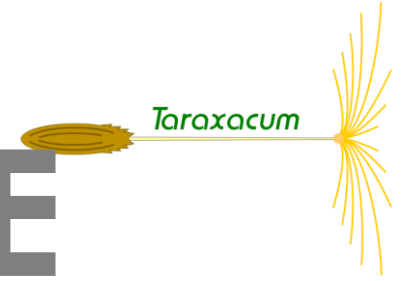


Empathy map – in their shoes





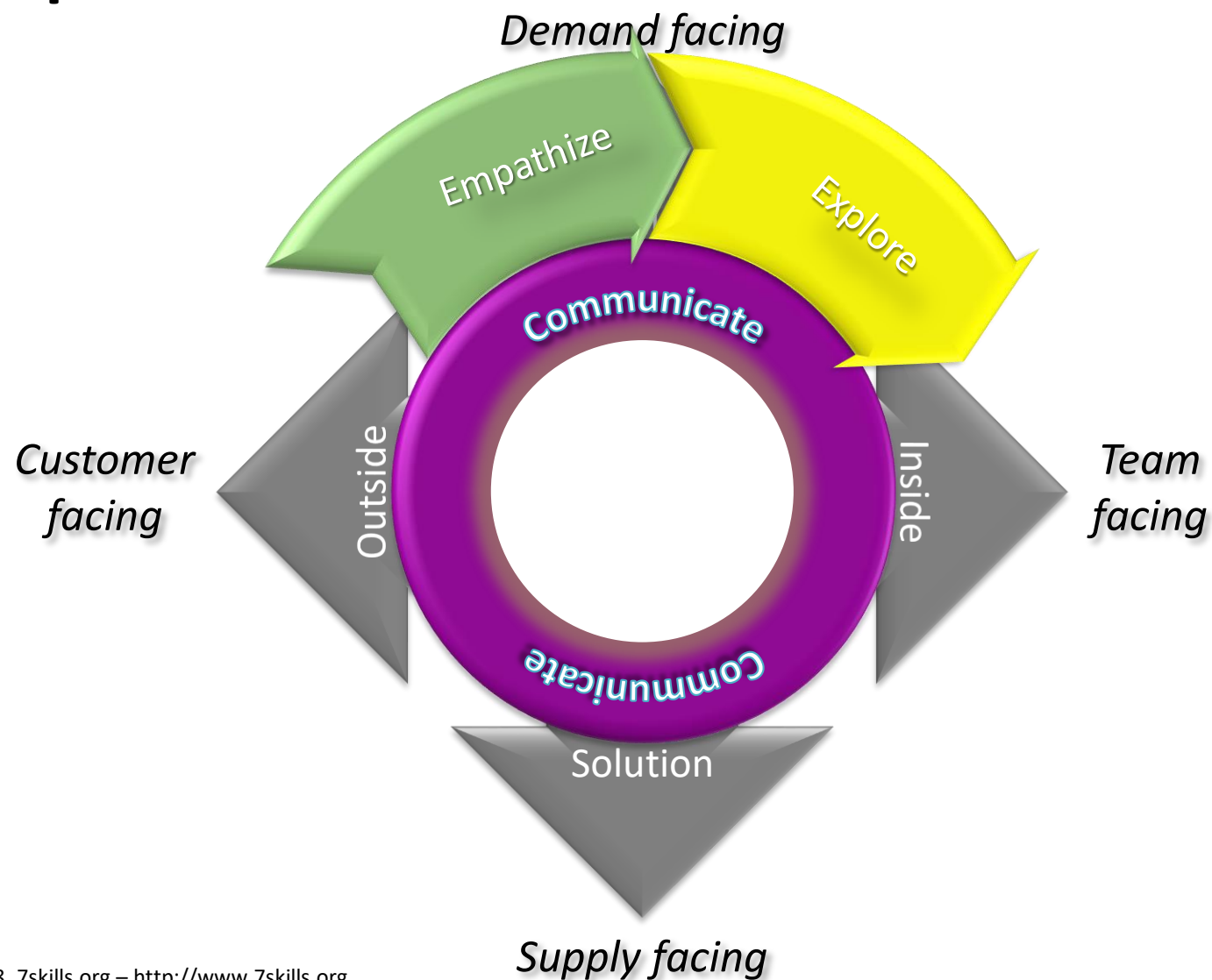
EXPLORE



- Stimulate curiosity
- Dig deeper

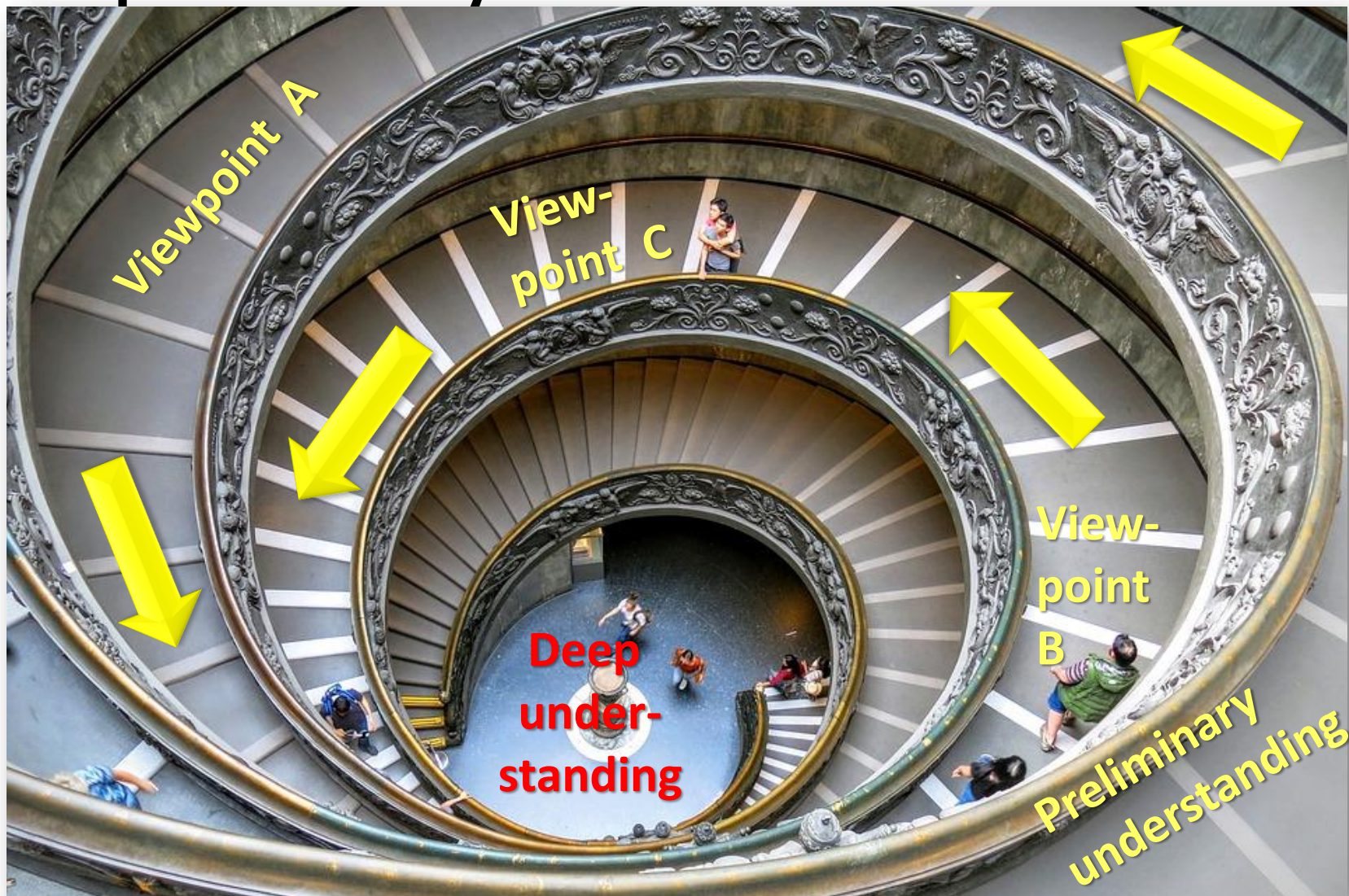


Explore





Exploratory research



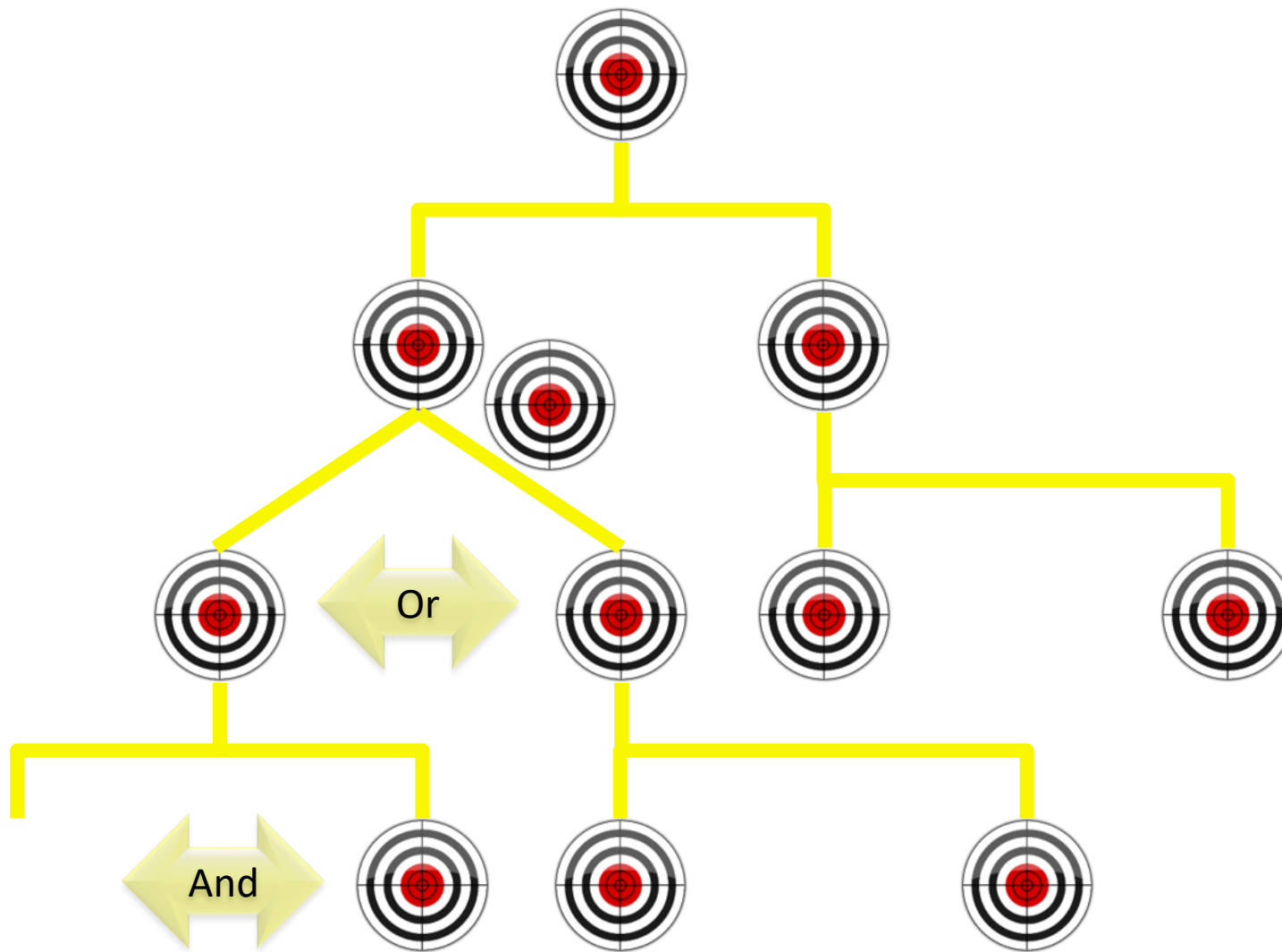


W₅H



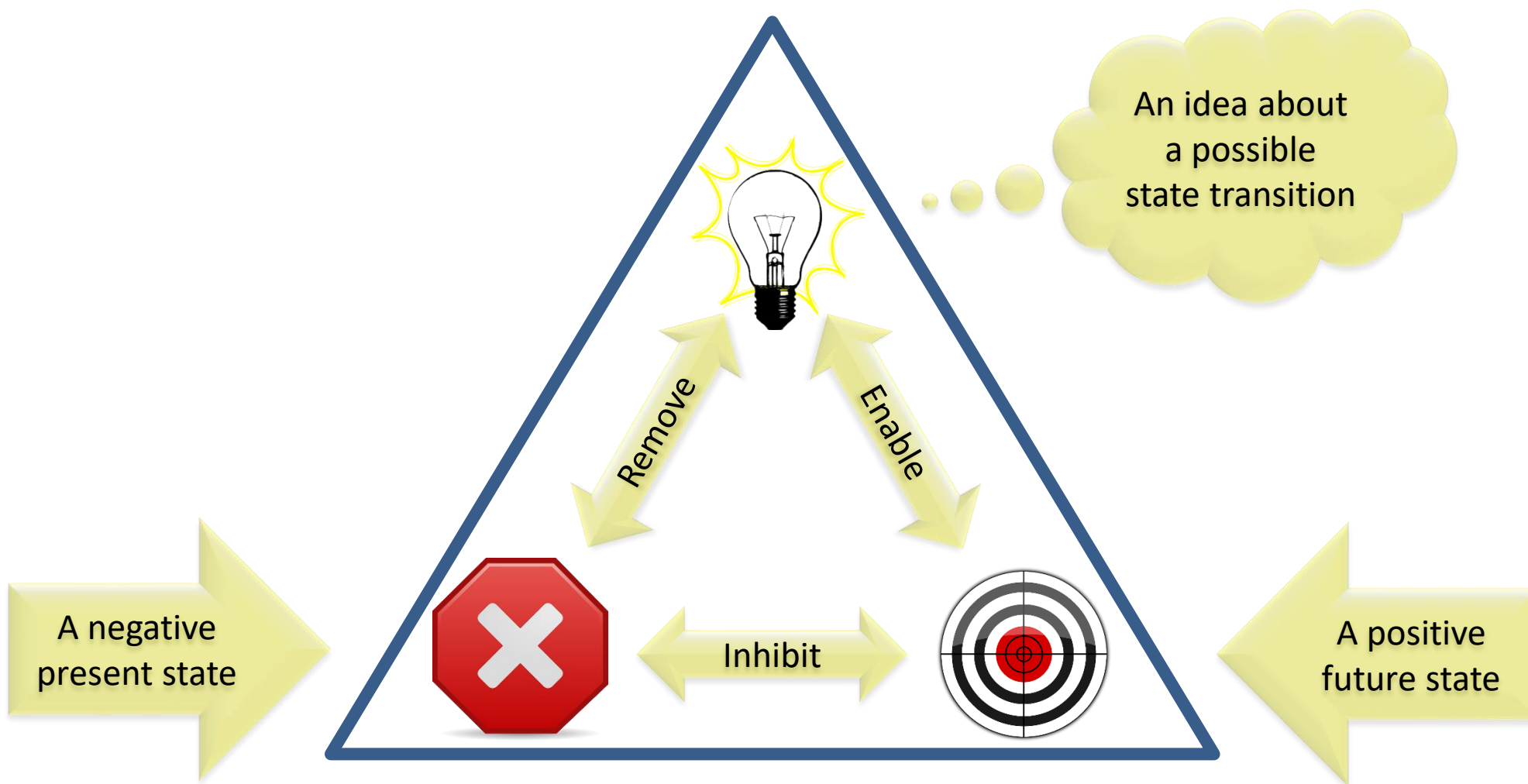


The goal tree



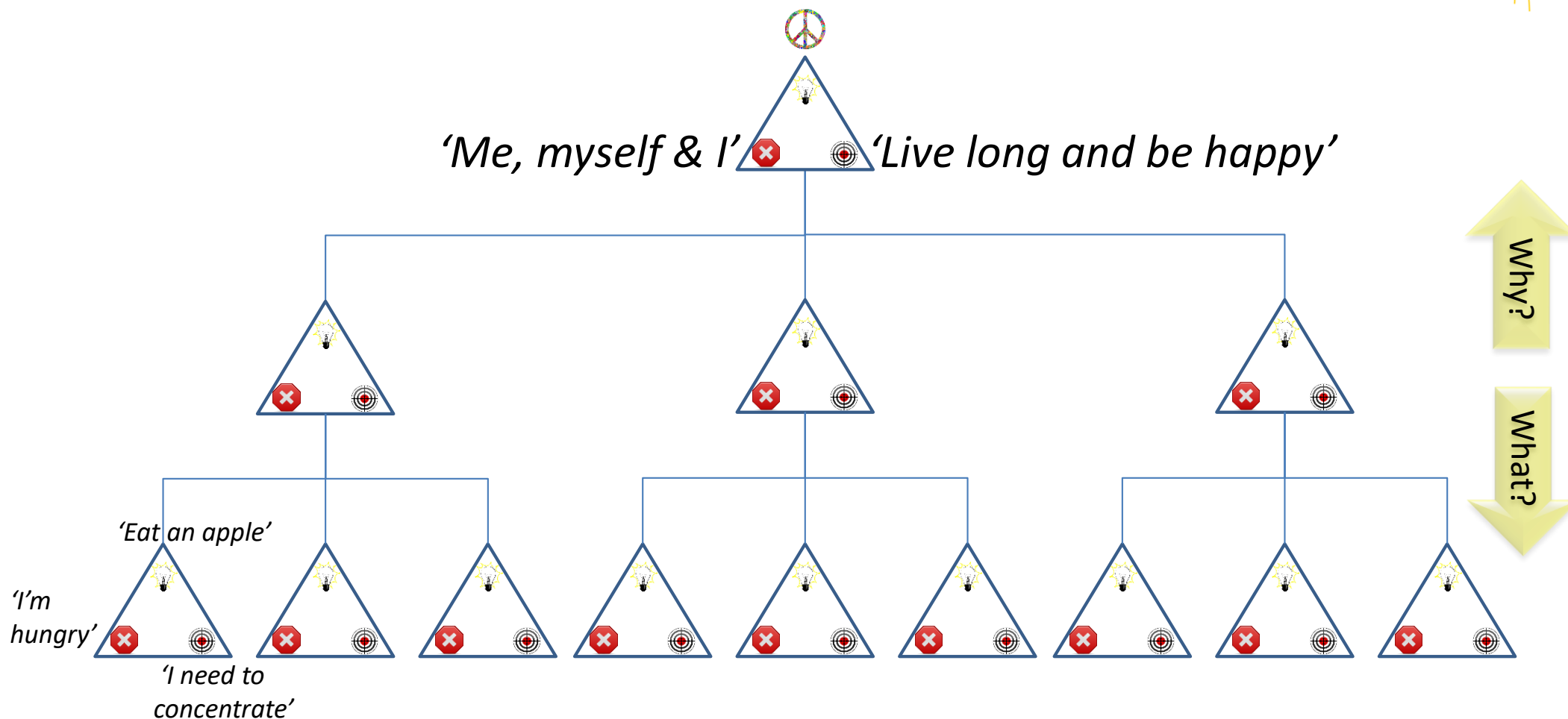


Problem-Goal-Solution trinity



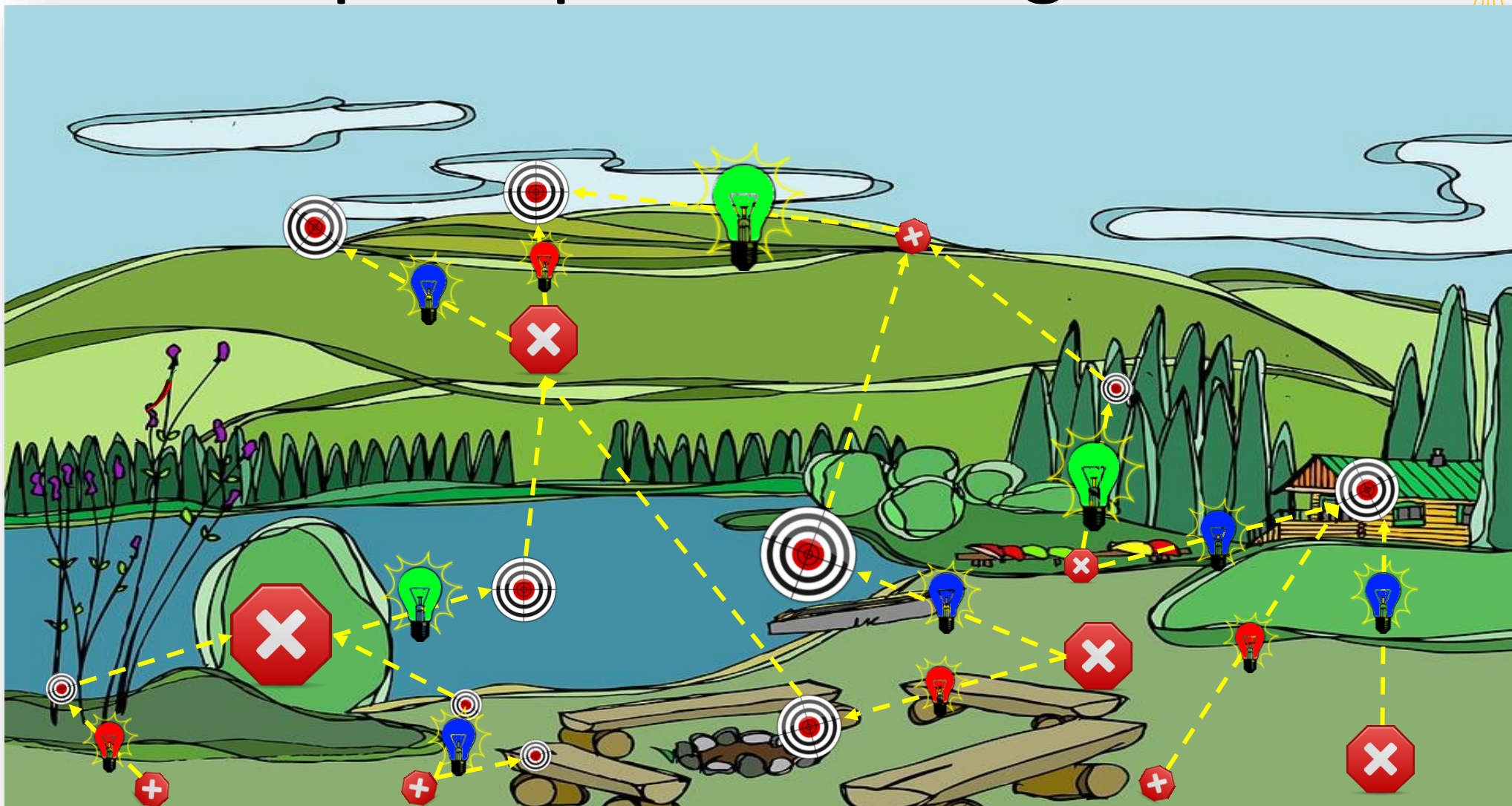


They all live in trees



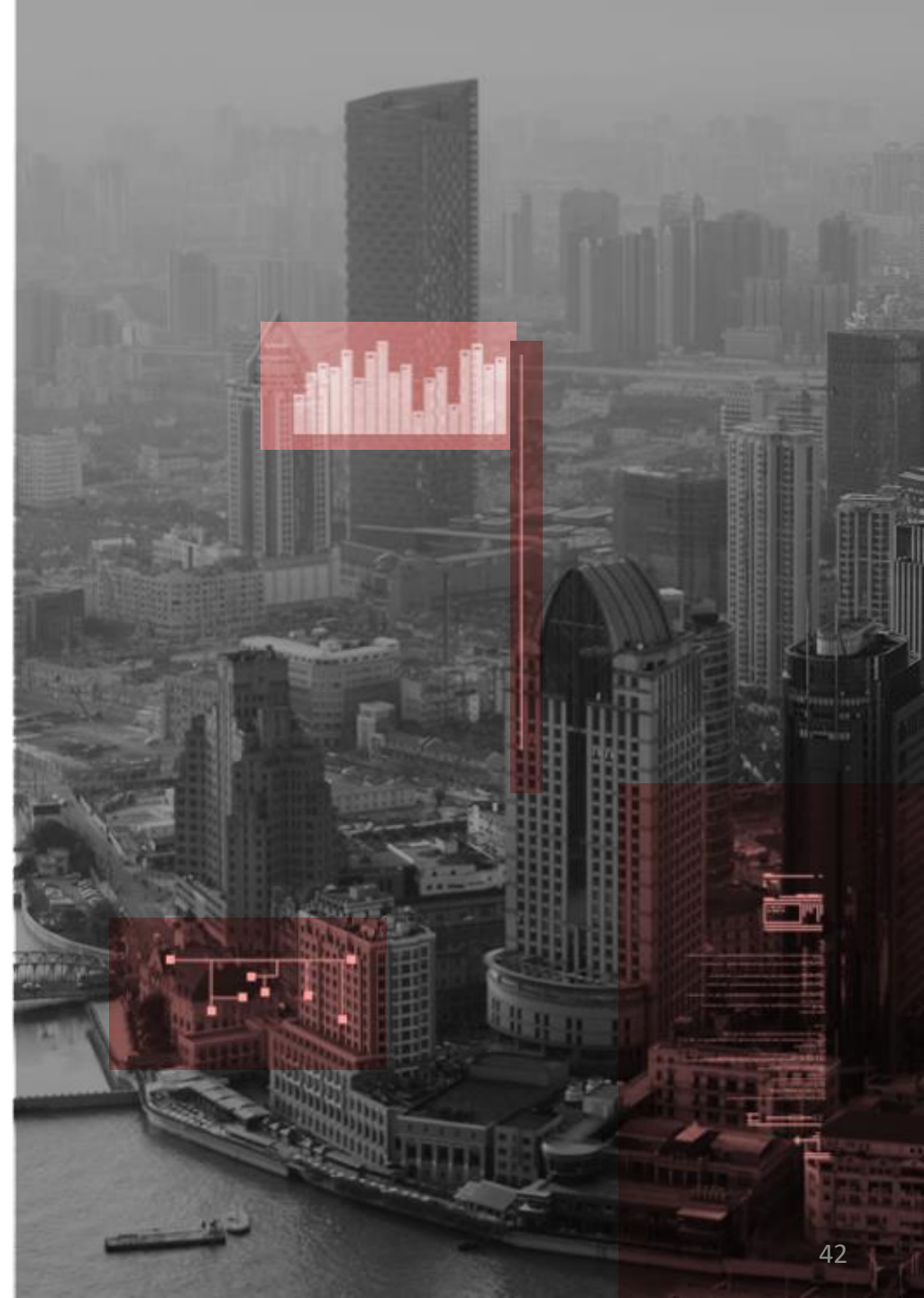


Landscape of problems & goals



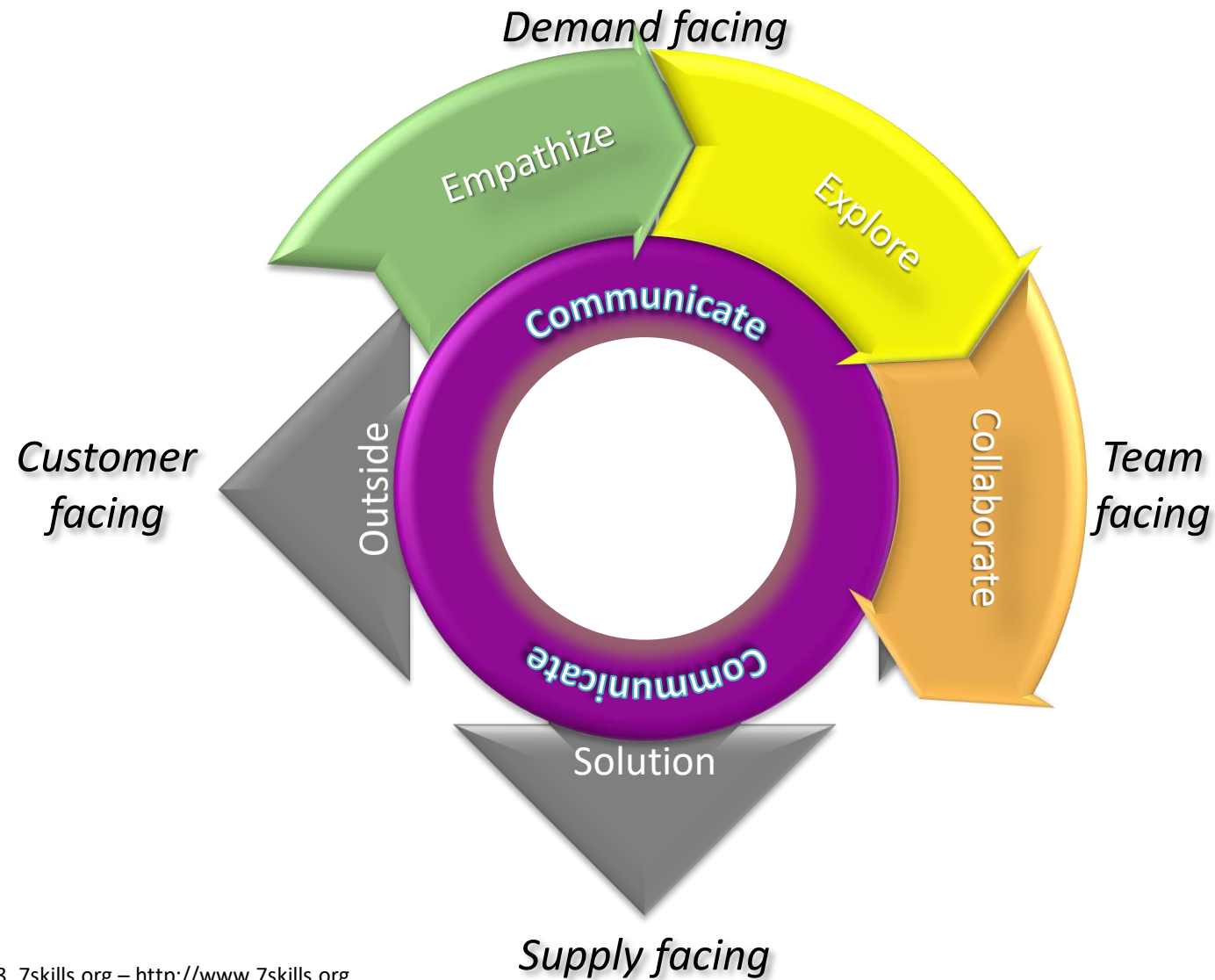
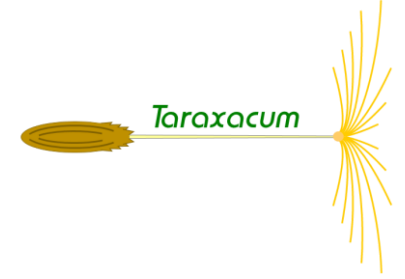
COLLABORATE

- Foster balance
- Group dynamics



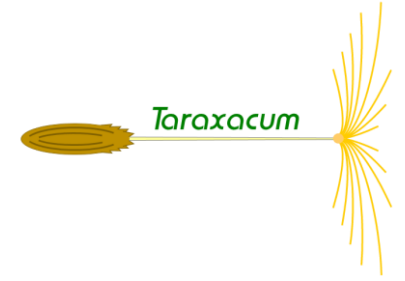


Collaborate





Working together

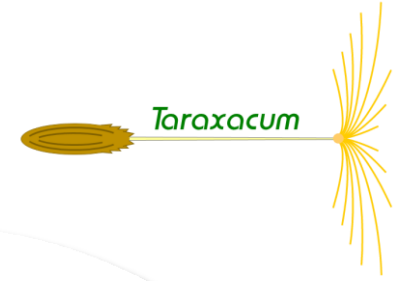


- Within a team, people tend to show in a specific, recognizable behavior: a **role**
- In a successful team, roles are **complementary** to cover all needs





Belbin team roles



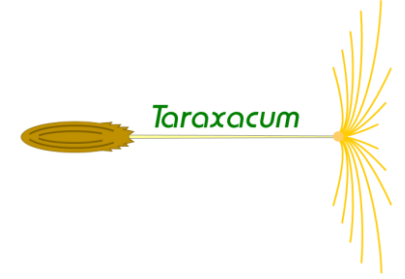


Resource Investigator

Uses their inquisitive nature to find ideas to bring back to the team.
Strengths: Outgoing, enthusiastic. Explores opportunities and develops contacts.
Allowable weaknesses: Might be over-optimistic, and can lose interest once the initial enthusiasm has passed.
Don't be surprised to find that: They might forget to follow up on a lead.

social



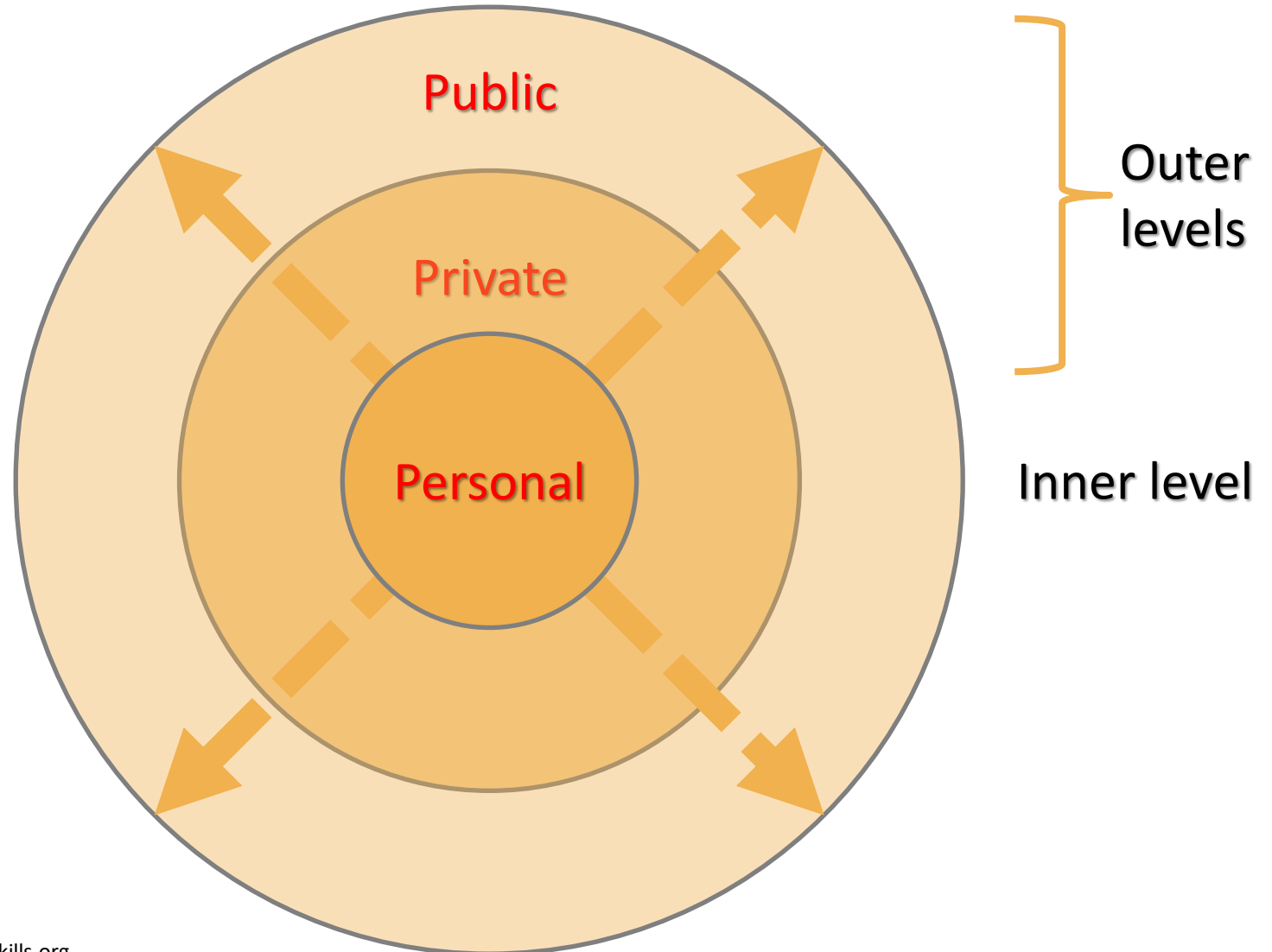
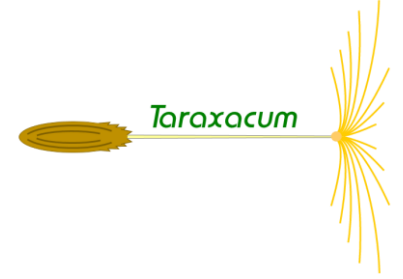


Remember:

- You **PLAY** a role – it is not that you **ARE** that role
 - Most people have a ‘preferred’ (dominant) role and some ‘manageable’ (secondary) roles
- You will be more successful if you are able to play **more roles**, depending on the needs of the team
- Your team will be more successful if **all roles** are adequately **staffed**, as required by the context / stage of a project



Scouller's 3 levels of leadership



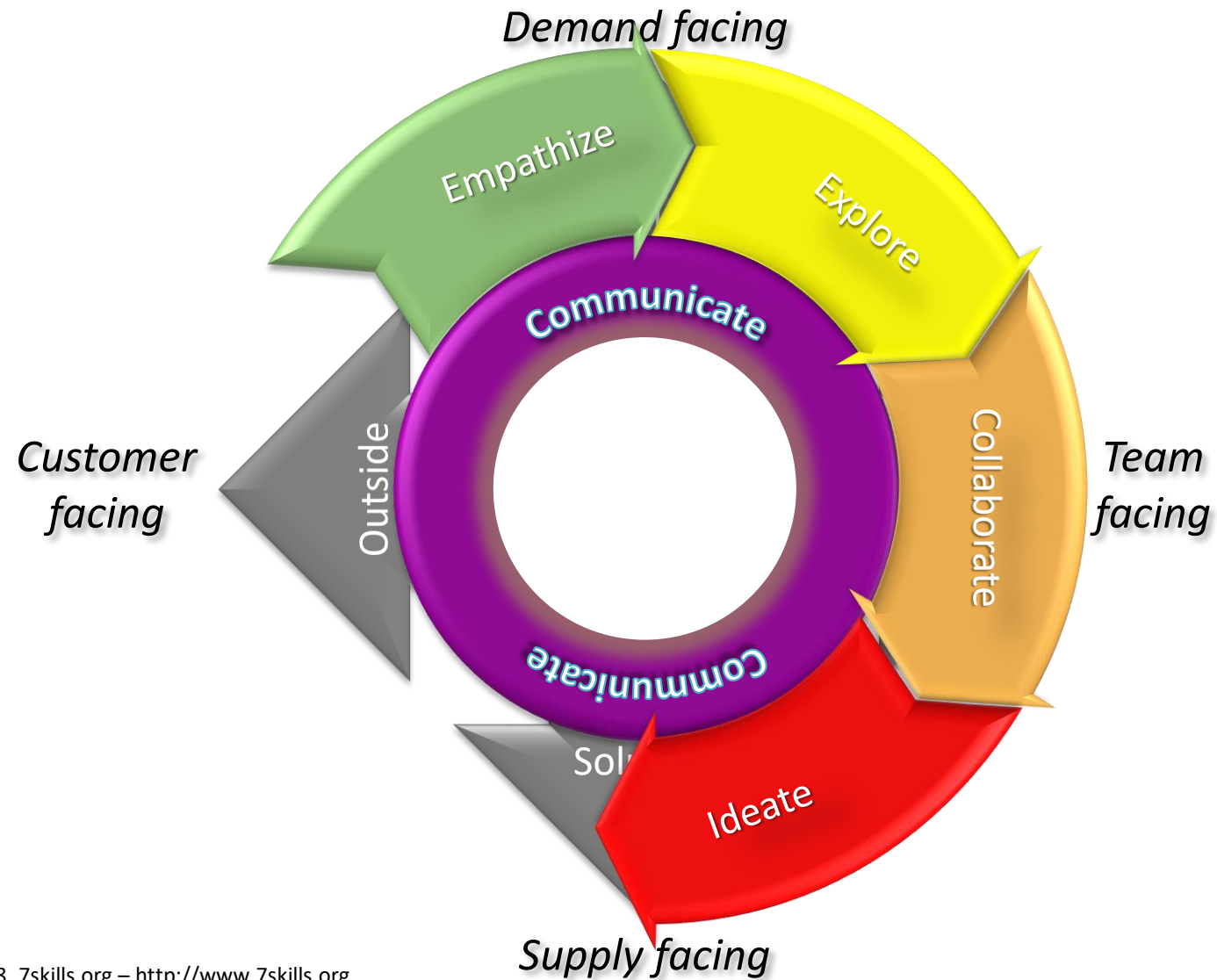
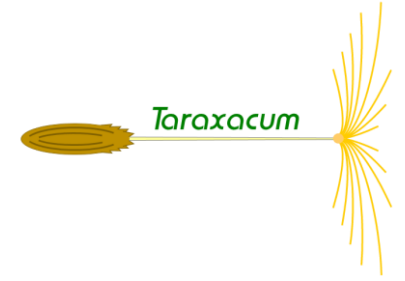
IDEATE

- No limits
- Guarantee freedom, safety, trust



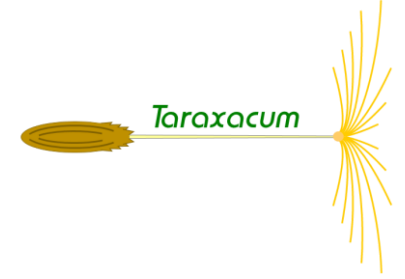


Ideate





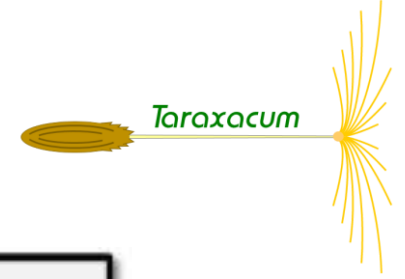
It all starts with a vision ...








- Specify the overall demands the solution should satisfy to fulfill its purpose
- Set a framework for all development without constraining creativity
- A vision always needs further refinement

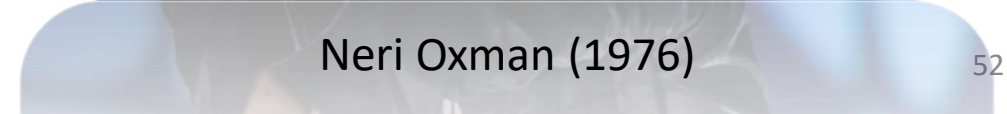


Pichler's Product Vision Board



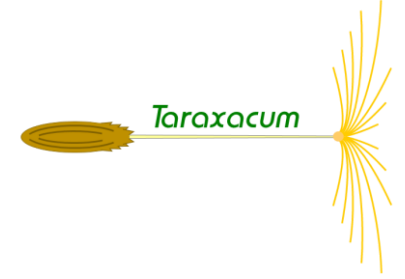
 Develop a digital dance game that's entertaining and educational.			
 <p>users: Children aged 8 to 12; focus on girls; interested in music and dancing; play computer games regularly; have access to iPad</p> <p>Customers: Parents; affluent; own iPad</p>	 <p>Have fun watching characters dance to music and interacting with them</p> <p>Play together with friends</p> <p>Discover new moves and create new dances</p>	 <p>iPad app with characters, dance floors and music:</p> <ul style="list-style-type: none">• Customise the game• Dance together with remote players• Choreograph new dances• Share new dances, characters etc.	 <p>Premium model:</p> <p>Basic version is free</p> <p>In-app purchases including new characters, new floors, choreography, and multi-player</p>

Source: www.romanpichler.com/blog/the-product-vision-board





Ockham's Razor



- *Numquam ponenda est pluralitas sine necessitate*
(Plurality must never be posited without necessity)
- *Frustra fit per plura quod potest fieri per pauciora*
(It is futile to do with more things that which can be done with fewer)
- The simplest solution is usually the best one
- Simplicity: the art of maximizing the amount of work not done

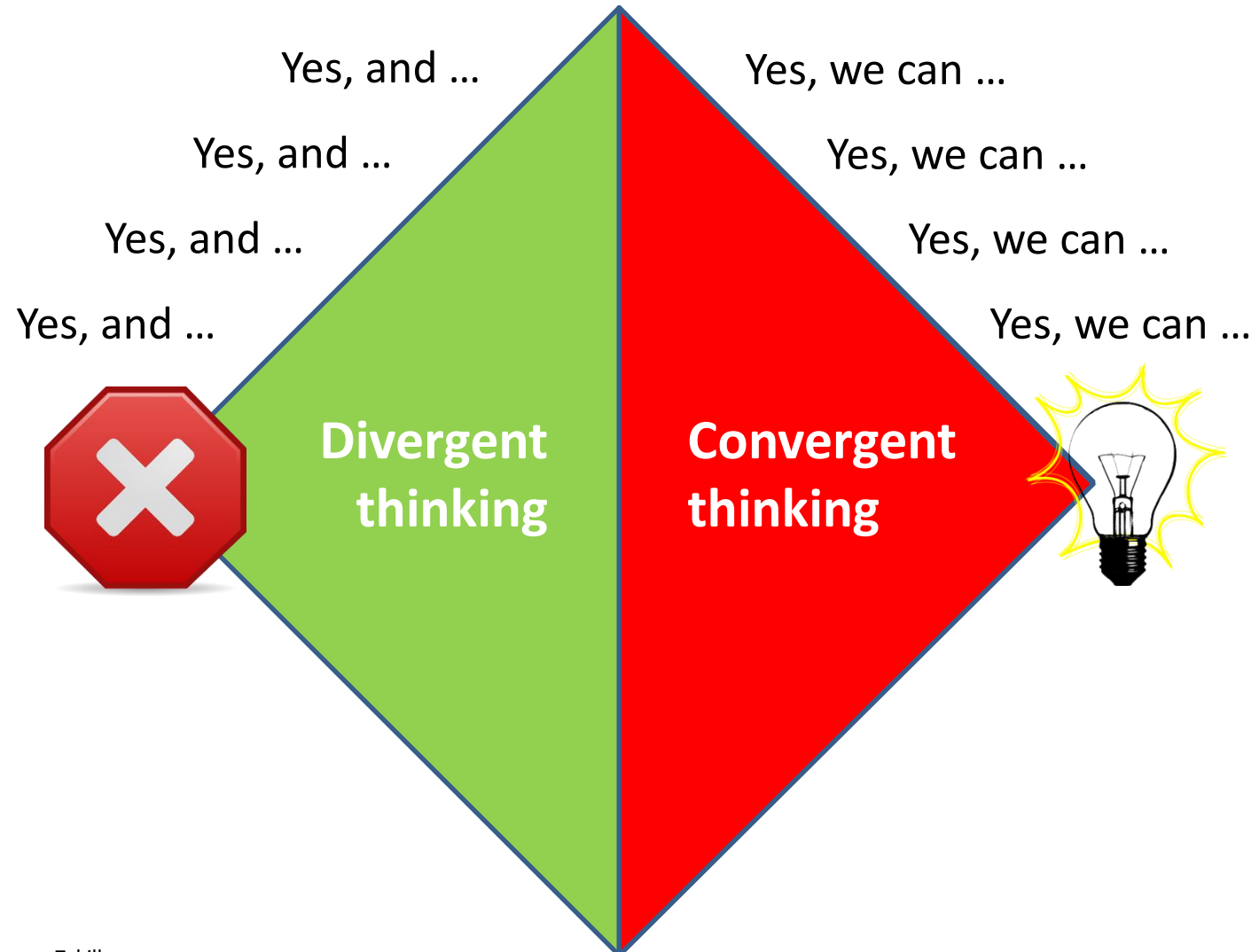
Source: Wikipedia

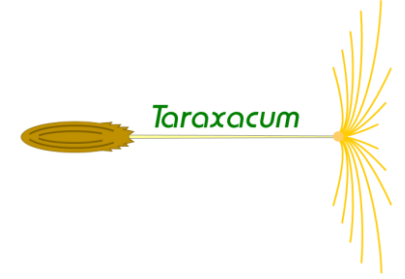


William of Ockham (1287–1347)



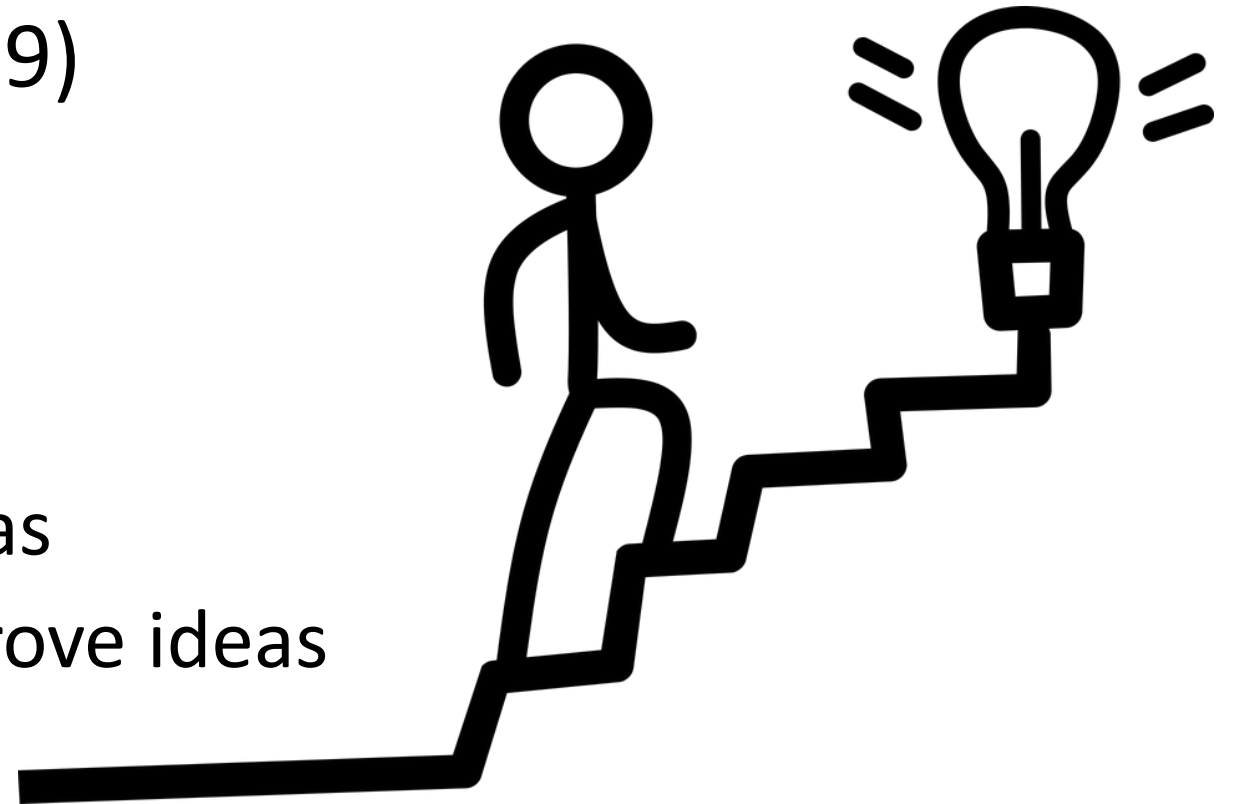
Diamonds are forever





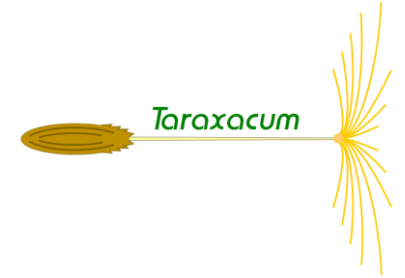
Brainstorming

- Group process to create new ideas (A.F. Osborne, 1939)
- General rules
 - Go for quantity
 - Withhold criticism
 - Welcome wild ideas
 - Combine and improve ideas

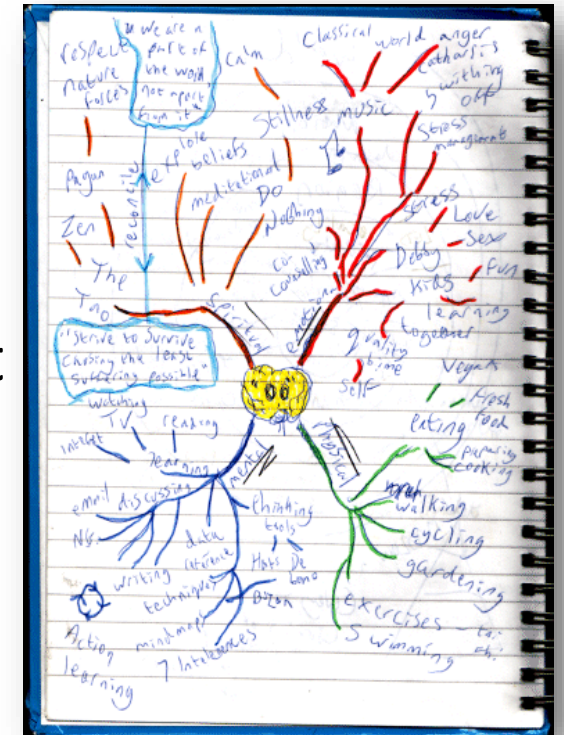




Mind mapping



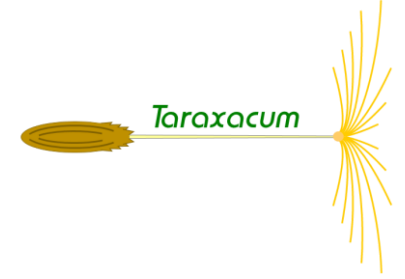
- A mind map is a technique used to organize information
 - It is created around a single concept, drawn as an image in the center, to which associated representations of ideas are added
- Mind maps are used to generate, visualize, structure, and classify ideas
- It has many applications in business situations, including brainstorming, summarizing, or to sort out a complicated idea
 - As ideas are inserted radially around the center node, they do not suffer from the implicit prioritization that comes from hierarchy or sequential arrangements
 - Grouping and organizing is reserved for later stages



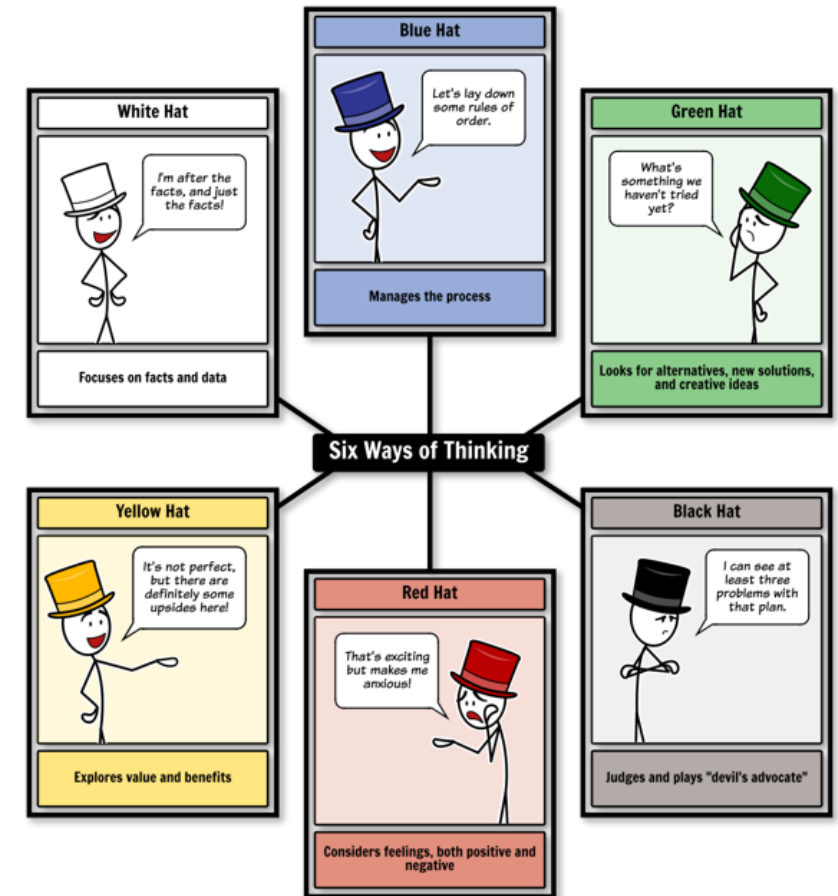
Source: Wikipedia



Six thinking hats



- Look to an issue from different perspectives
- Consider all perspectives before taking a decision



source: www.debonogroup.com

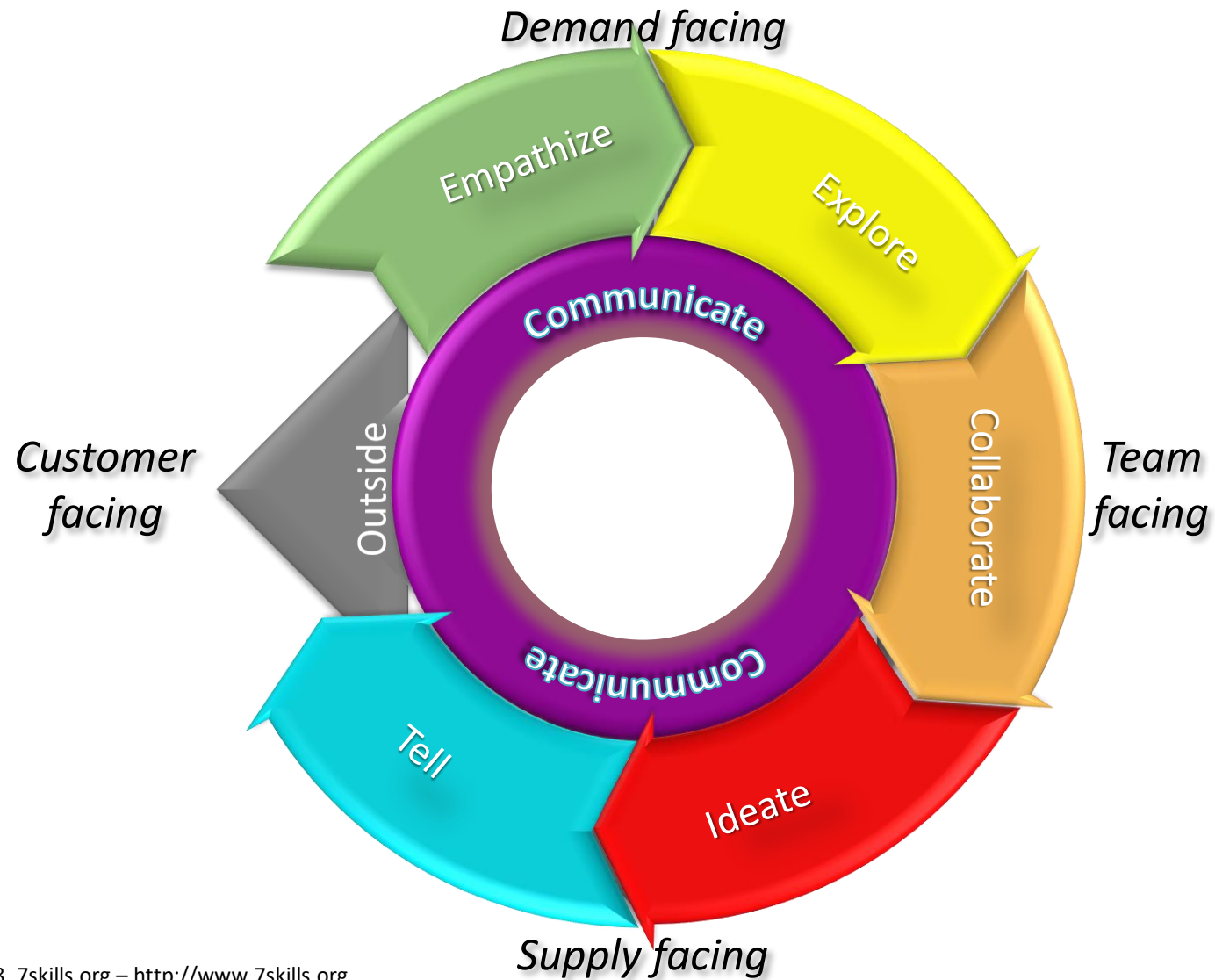
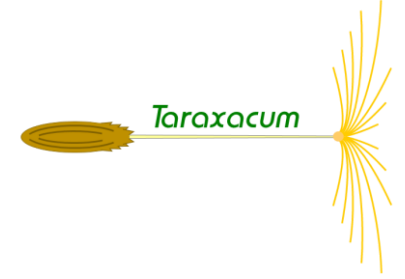


TELL

- Tell a **story** instead of a feature list
- Let the product **speak** for itself

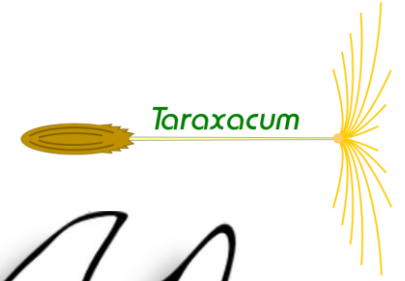


Tell





Storytelling



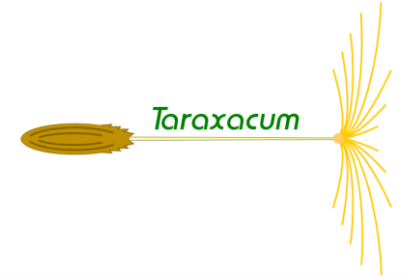
- Immerse your audience in a story
- Tell a personal story
- Create suspense
- Bring characters to life
- Show, don't tell
- Build up to a S.T.A.R. moment
- End with a positive takeaway

source: blog.visme.co

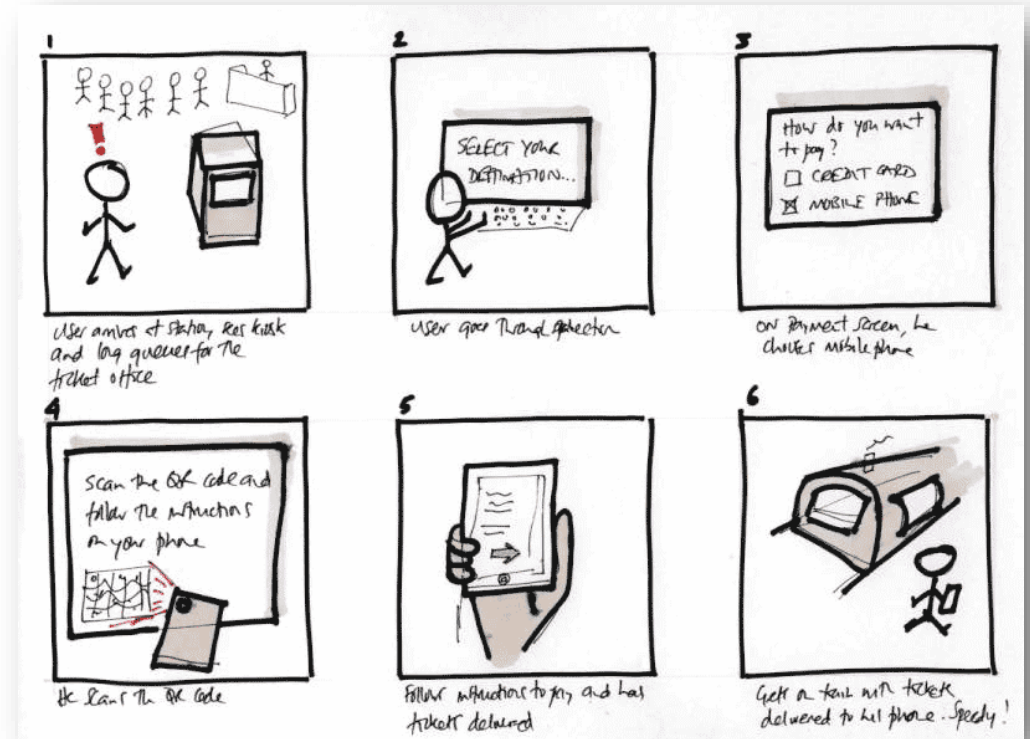




Storyboarding



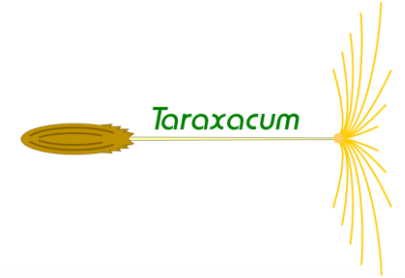
- Describe **scenarios** about people doing something
- Every (major) interaction of a stakeholder gets its **OWN frame**
- The board shows the **flow** between the frames
- Sketch –
it's not the Mona Lisa



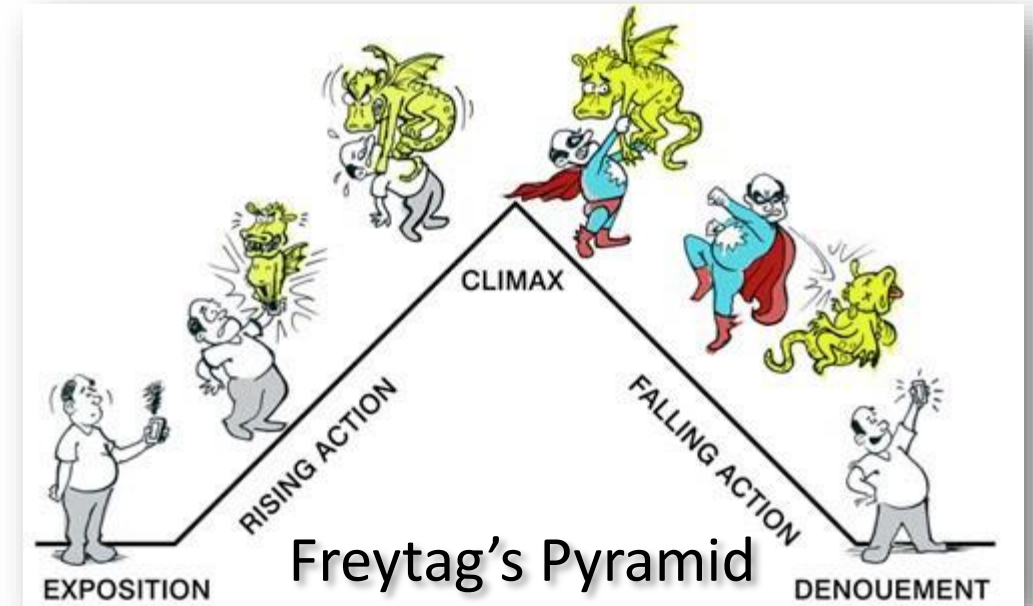
Source: www.toolshero.nl



A good story



- Essential elements
 - Character: the specific persona involved in your story
 - Scene: a real-world contexts that involve place and people
 - Plot: The flow of actions
- Things to remember
 - Authenticity: keep the focus on real humans in real contexts
 - Emotion: communicate the emotional state of your personas throughout their experience
 - Simplicity: cut out any unnecessary extras



Source: @bencrothers



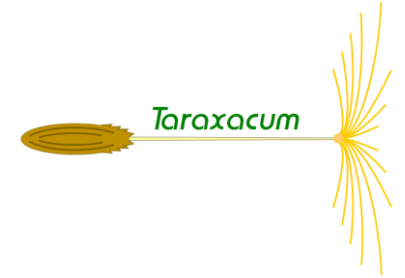
Prototyping

- Through prototyping, your stakeholders can **experience** certain aspects of your product at an early stage
- You will receive more and better feedback

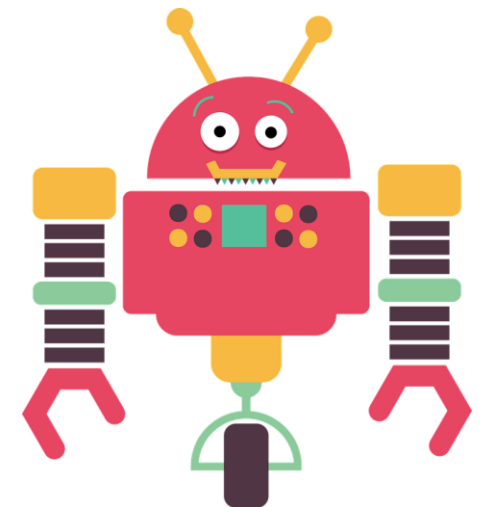




Typical prototypes



- Scope
 - A **horizontal** prototype displays a range of features without fully implementing them all
 - A **vertical** prototype focuses on a small set of features in a nearly-complete fashion
- Fidelity
 - A low fidelity (LoFi) prototype resembles the future system just enough to allow for some experience with some relevant aspects
 - A high fidelity (HiFi) prototype mimics the external interfaces and the behavior of the future system to a high degree
- Lifecycle
 - An **exploratory** ('throw away') prototype is for investigation and evaluation only, and will be discarded after use
 - An **evolutionary** prototype will be continuously elaborated, improved and refactored, until it ends up as the final product



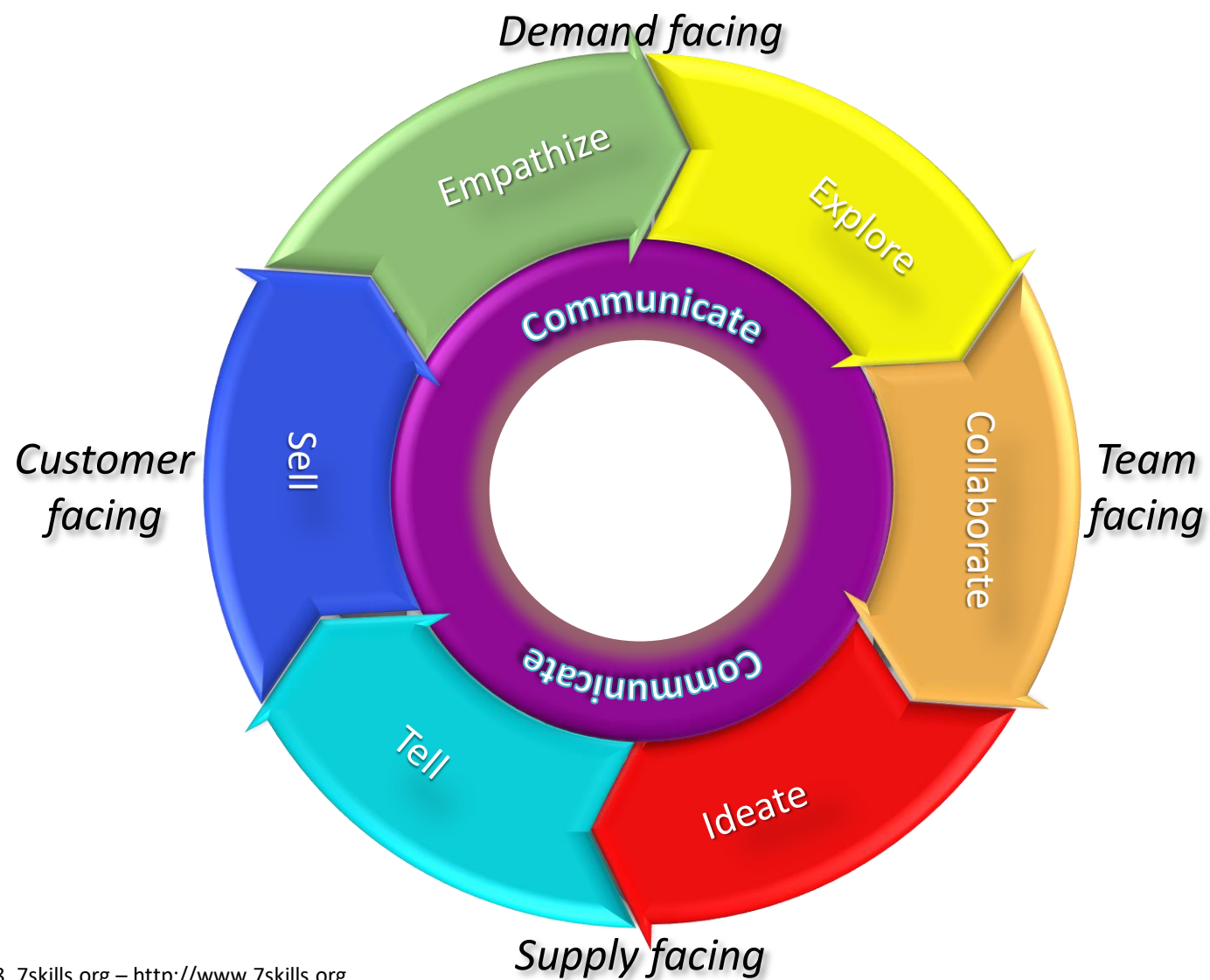
SELL



- Show benefits
- Remove impediments



Sell





FUD

- Even with a fantastic solution, you will meet **change resistance**
- Your customers will feel
 - **F**ear
 - **U**ncertainty
 - **D**oubt
- **L**isten to their problems and take them seriously
- **M**itigate the issues and turn them into benefits

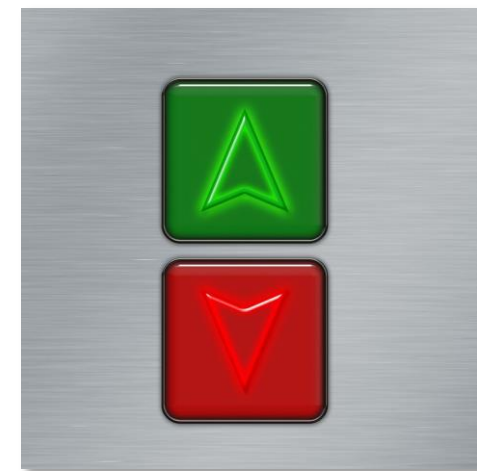




Elevator pitch

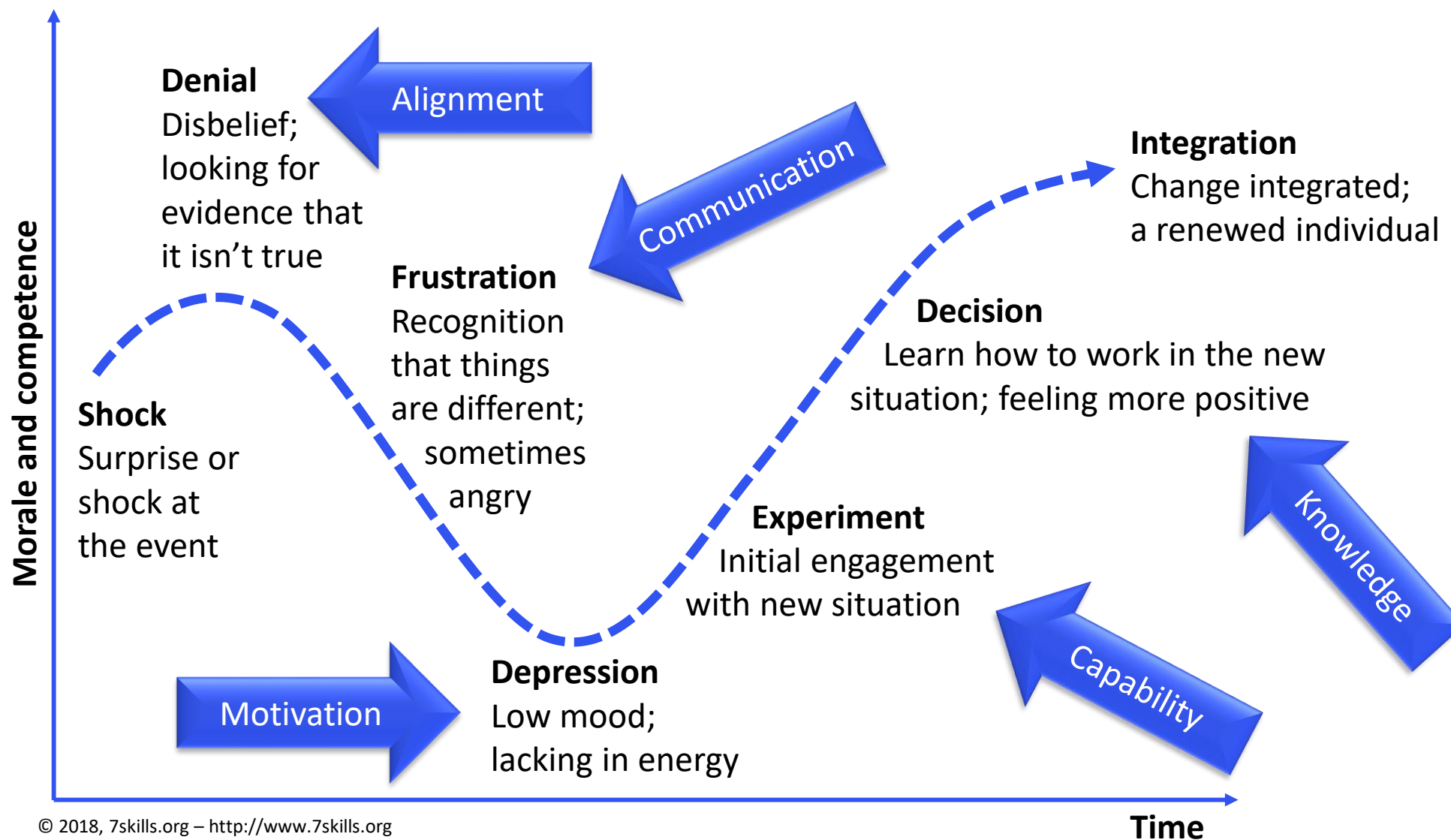


- You will have only **one chance** to convince your customers
- You will have only **one minute** to catch their attention
- In this one minute, you must explain
 - what **solution** you can offer
 - what **benefits** this will bring to them
 - what are the **next steps**



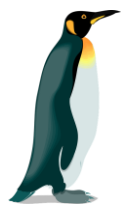
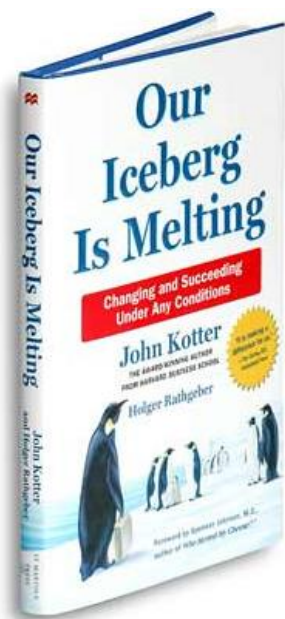


The Kübler-Ross change curve



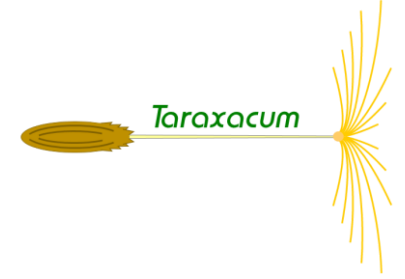


Kotter's eight steps of change





Cialdini's six principles of persuasion



Reciprocity



Scarcity



Authority



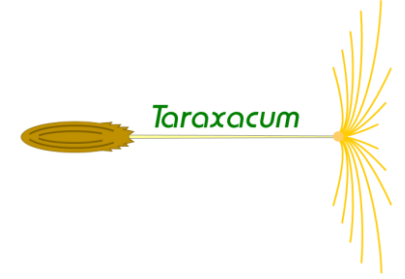
Consistency



Liking



Consensus



Let's be soft to each other!

- I hope you enjoyed this workshop, I did my best to develop it
- It's unique: no other IT workshops on soft skills on the market
- It's based on scientific research of renowned experts
- You always knew intuitively that soft skills are the key to your success
- Together, we made it work. We are a real team!
- And a workshop is the best way to practice



That's all, folks!

