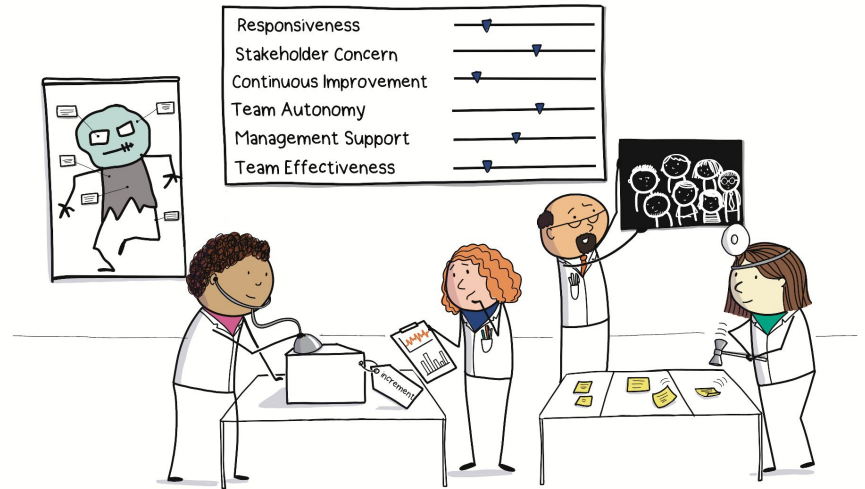


Use Scientific Insights To Improve Team- And Organizational Effectiveness

The
Liberators



The
Liberators

Purpose and flow of the session

- Opening
- What 20+ years of Agile brought us
- The scientific research we have conducted to date
- How to use our scientific model(s)
- Why The LEGO Group jumped on board
- Recommendations to start improving
- Closing





20+ Years of Agile brought us...



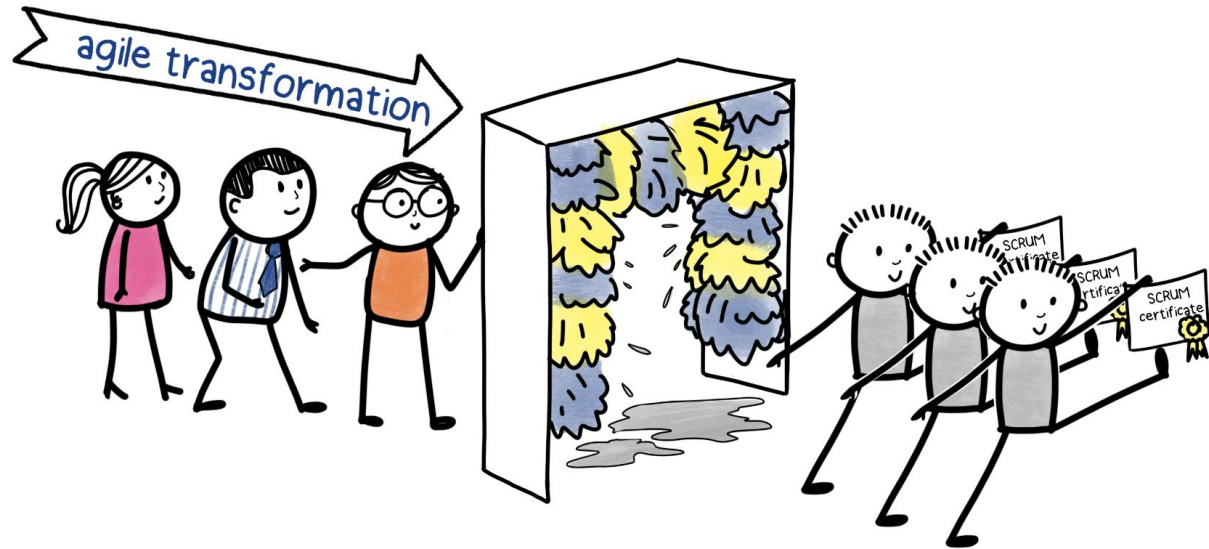
Consultancy



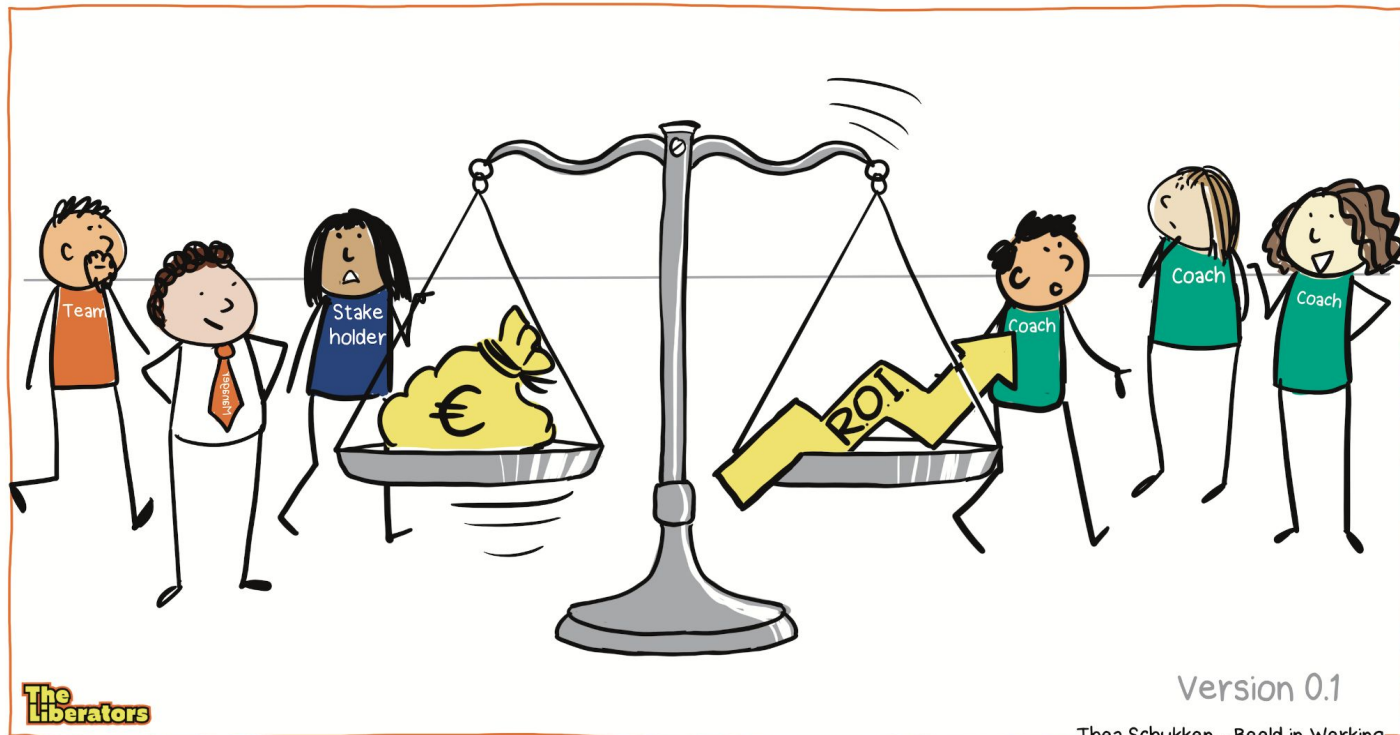
Coaching



Training



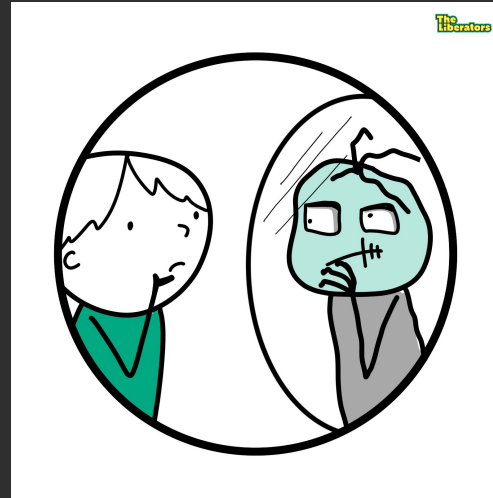
The result...



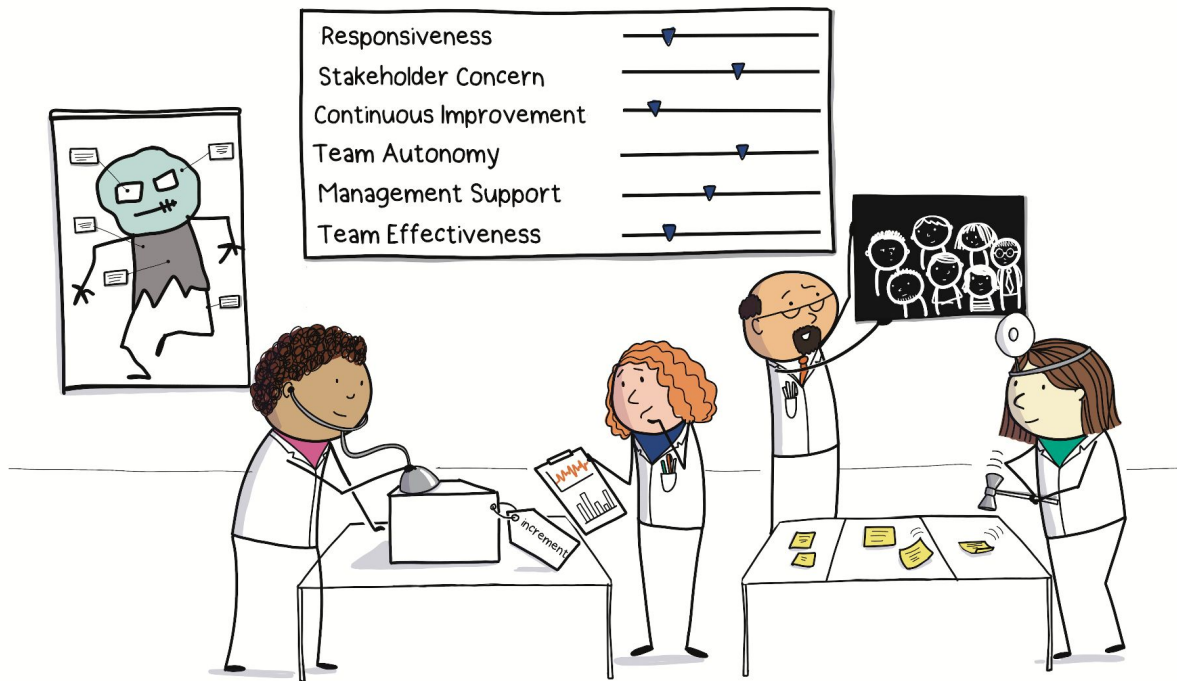
Thea Schukken - Beeld in Werking

1-minute
reflection

What has been missing?

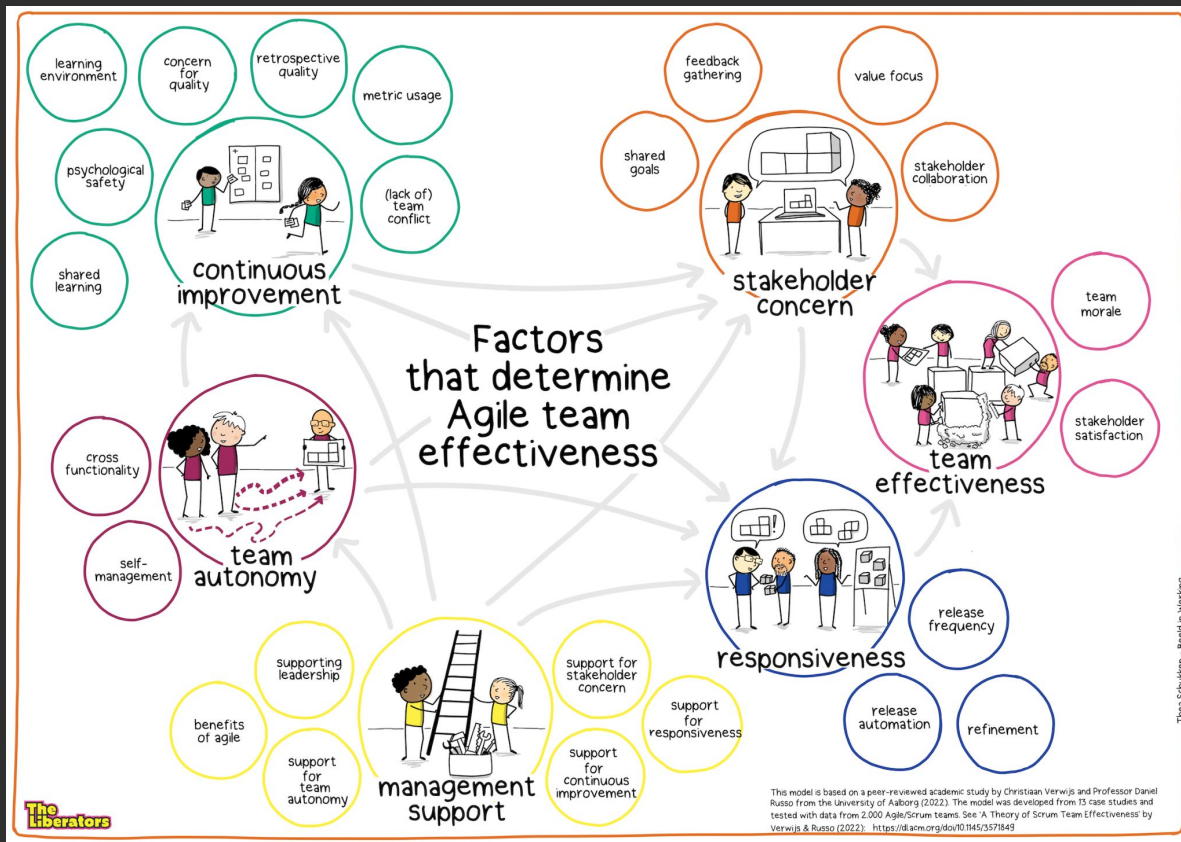


Scientific evidence!




We embarked on a mission








Exercise

- What factor(s) seems **most important**?
 - What factor do you consider **most challenging**?
 - For what factor do you see a **big opportunity**?
 - What factor needs a **courageous conversation**?
 - What factors seem to **be connected**?
- 

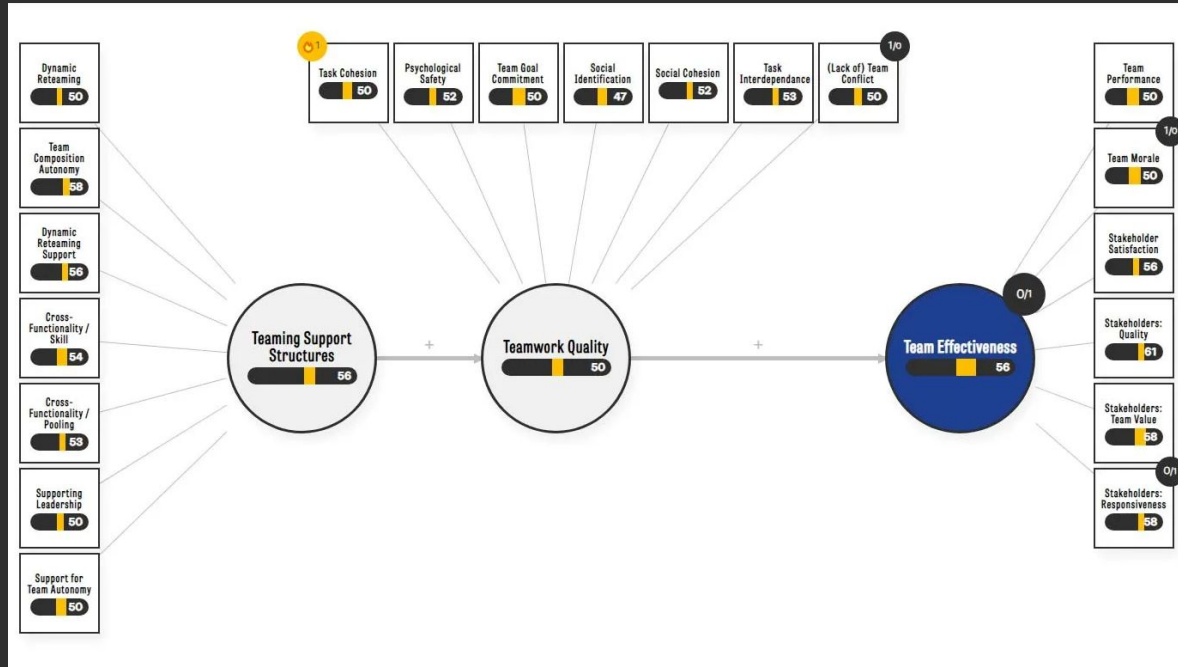


About the model

- **It's a systemic view** that identifies improvements for individual teams, visualizes patterns across multiple teams, and addresses broader organizational challenges.
 - **It's not intended as a restrictive framework.** It is just a narrative theoretical model which has received empirical support.
 - As with all theories, they are just **lenses to understand what happens** in teams and organization
- 

BETA: Teamwork Quality Model

Another perspective to use is...



[Check this blog post to learn more](#)

Why the LEGO Group jumped on board

[Learn more
here](#)

“If our teams thrive, our company thrives.” - Christina Mumm, Director of Agile Coaches at the LEGO Group

Enable coaches to have an impact by...

- Adopting a **shared 'language'** by using the same metrics
- Surfacing **patterns for improvement** across teams
- Defining a **shared focus** to make an organizational impact
- Bringing the **Agile Coaches' voice** to the leadership table
- Supporting **self-managing teams** aligned toward a shared goal
- Using **evidence-based feedback** to show the value you deliver



How to use our scientific model

How to get started with Columinity?

Diagnose your team(s) with a scientifically validated approach, inspect the results together, and improve with evidence-based feedback.



1 Study the research

Study the academic research, explore the tool itself, and learn everything you need to know to get started



5 Develop strategies

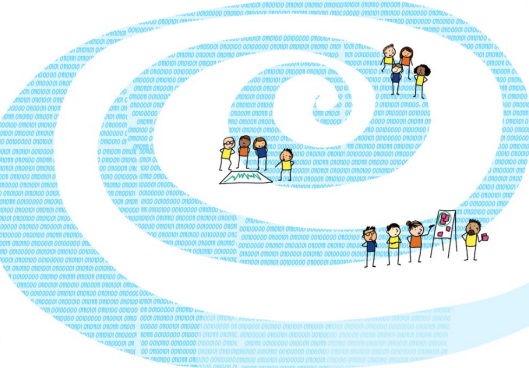
Work together to create strategies to improve team effectiveness



4 Inspect the results

Make sense of the results together, and translate insights into action

Columinity



2 Explore the principles

Clarify the 10 principles for ethical use



3 Facilitate a kickoff

Kickstart the use of Columinity with teams, stakeholders, and supporters



Thea Schukken - Beeld in Werking

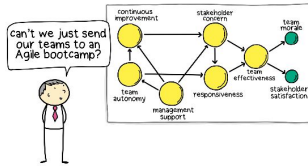
[Learn more here](#)

Study the research

What Makes Agile Teams Effective?

FINDING 1

Five factors explain a substantial part of Agile team effectiveness



FINDING 2

The most effective Agile teams release at least every sprint



FINDING 3

Shared Product Ownership is essential



FINDING 4

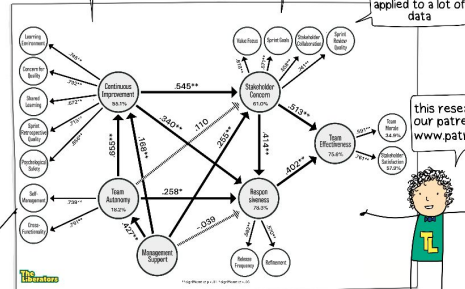
Team autonomy and Continuous Improvement create the right conditions for effective Agile teams



read the academic paper on <https://theliberatorsimproveyourteam.com/research>

FINDING 5

Management needs to create the right environment



scientific methods applied to a lot of data

this research was funded by our patrons! www.patreons.com/liberators

Our management is passionate about removing obstacles

Daniel Russo
Professor at Aalborg University

Christiaan Verwijs



This model is based on a peer-reviewed academic study by Christiaan Verwijs and Professor Daniel Russo from the University of Aalborg (2021). The model was developed from 13 case studies and tested with data from 2,000 Agile Scrum Teams. See 'A Theory of Scrum Team Effectiveness' by Verwijs & Russo (2021): <https://doi.org/10.1166/3571849>

Thea Schukken - Bead in Working

Learn more here

Explore the principles

The 10 principles of Columinity

Shining light on what to improve, together and continuously



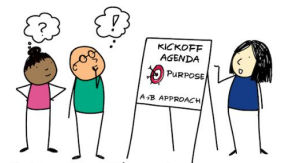
1. Start small and grow naturally



2. Focus on building trust and psychological safety



3. Invite participation, don't make it mandatory



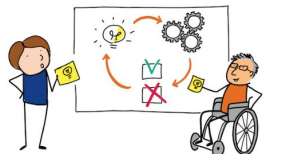
4. Begin with a clear purpose and a shared kickoff



5. Let teams be central to the process



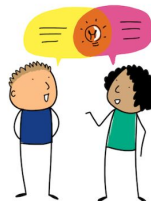
6. Include stakeholders and supporters



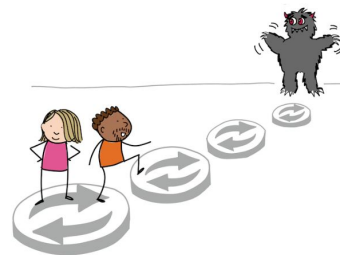
7. Experiment with workshops and small improvements



8. Analyze the results together and look for patterns



9. Focus on powerful conversations, not just data



10. Create a rhythm to continuously inspect and adapt

Columinity

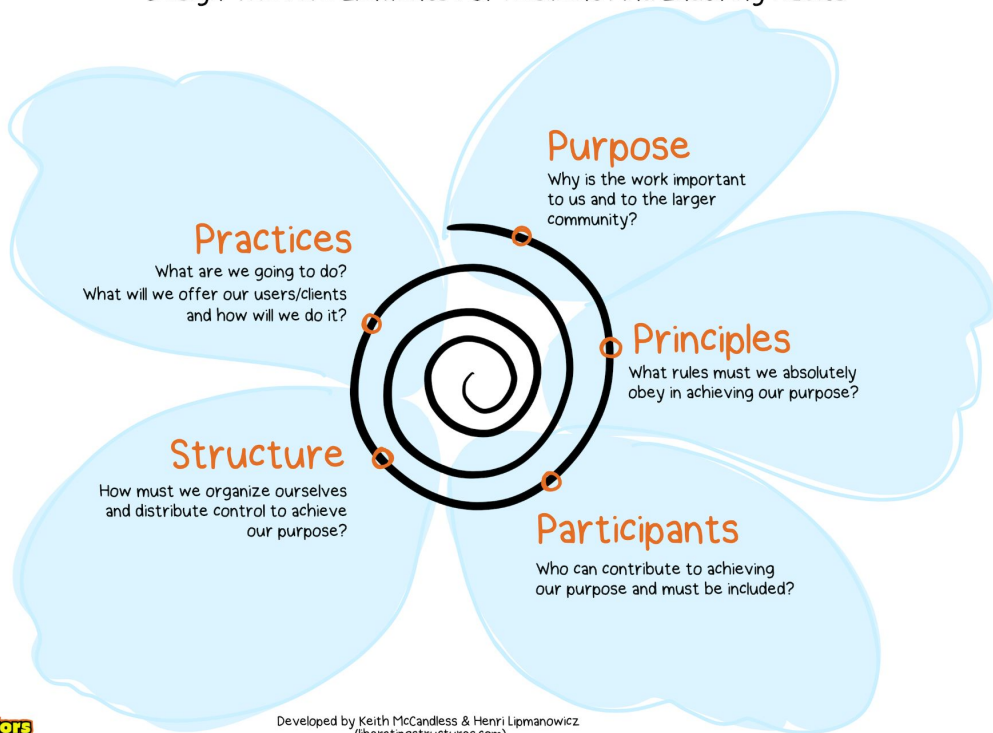
Thea Schukken - Beeld in Werking

[Learn more here](#)

Facilitate a
kickoff

Purpose-to-Practice - Worksheet

Design The Five Elements For Resilient And Enduring Habits



**The
Liberators**

Developed by Keith McCandless & Henri Lipmanowicz
(liberatingstructures.com)

-Thea Schukken - Beeld in Werking

[Learn more here](#)

**The
Liberators**

Inspect the results and identify actions

What, So What, Now What? - Worksheet

Create shared understanding and decide how to move forward

What?

What do we notice?



So What?

So what does this mean?



Now What?

Now what actions make sense?

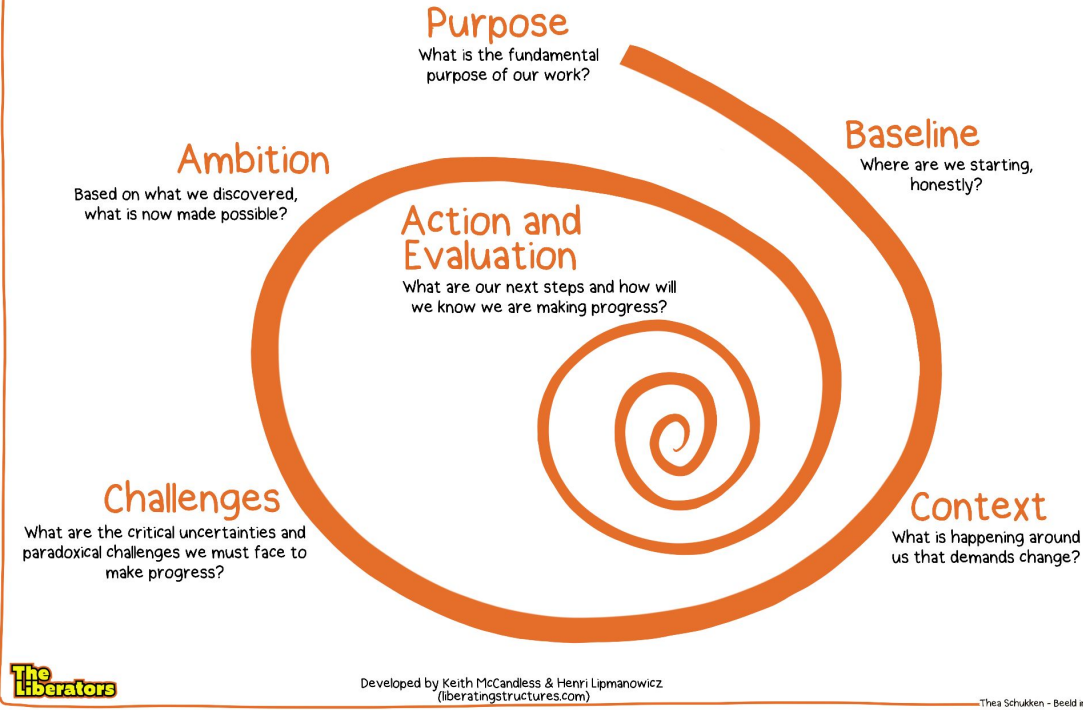


[Learn more here](#)


Develop strategies

Turn Ideas And Ambitions Into Reality - worksheet

Develop Strategies To Improve Team- And Organizational Effectiveness



[Learn more here](#)



“Sounds great! Do you also have ideas to start improving, right away?”

Sure!



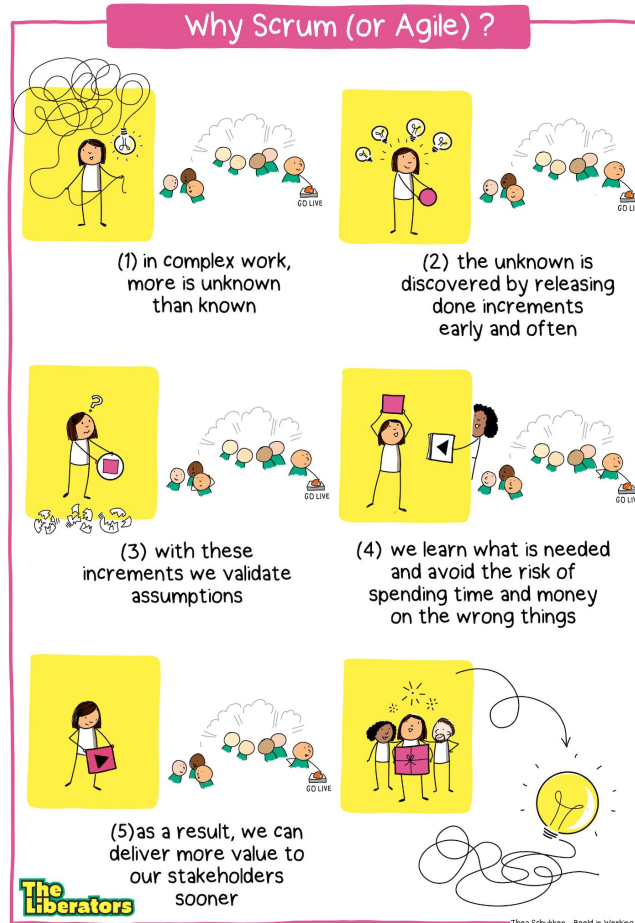
Clarify the purpose of Agile

(Some) Impacted factors:

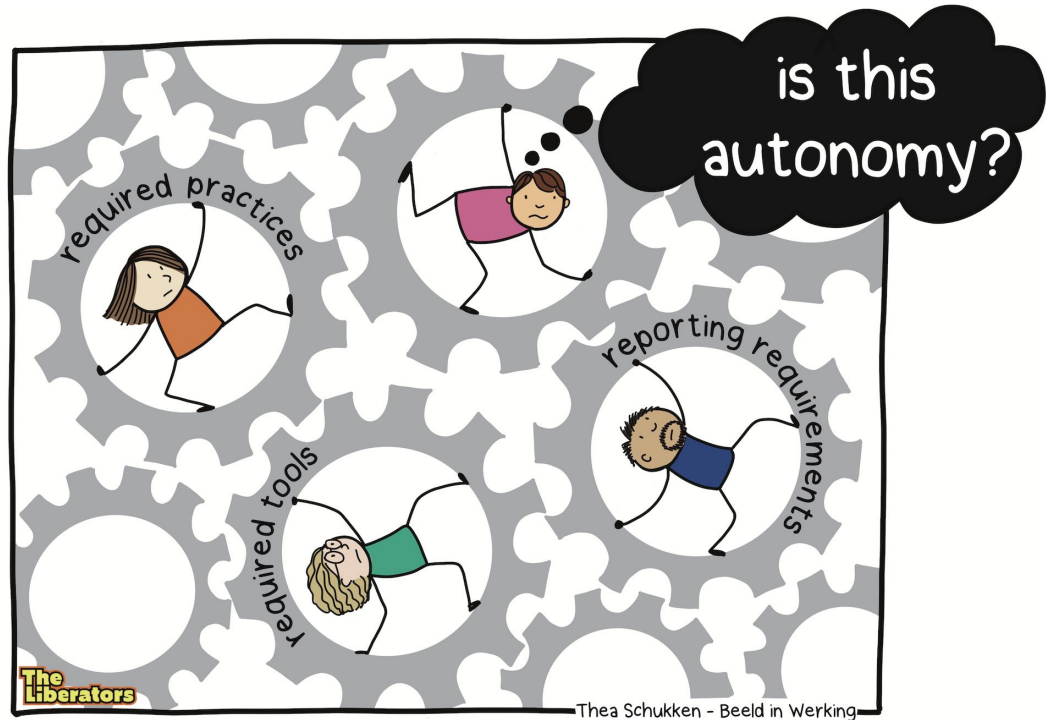
- Benefits of Agile
- Metrics usage
- Management support

Resources:

- Retrospective: [Refresh the purpose of Agile/Scrum](#)
- Article: [On Complexity](#)



Don't overthink your Agile (scaling) approach



Resources:

- Article: [Is SAFe Really That Bad?](#)
- Paper: [Do Agile Scaling Approaches Make A Difference?](#)

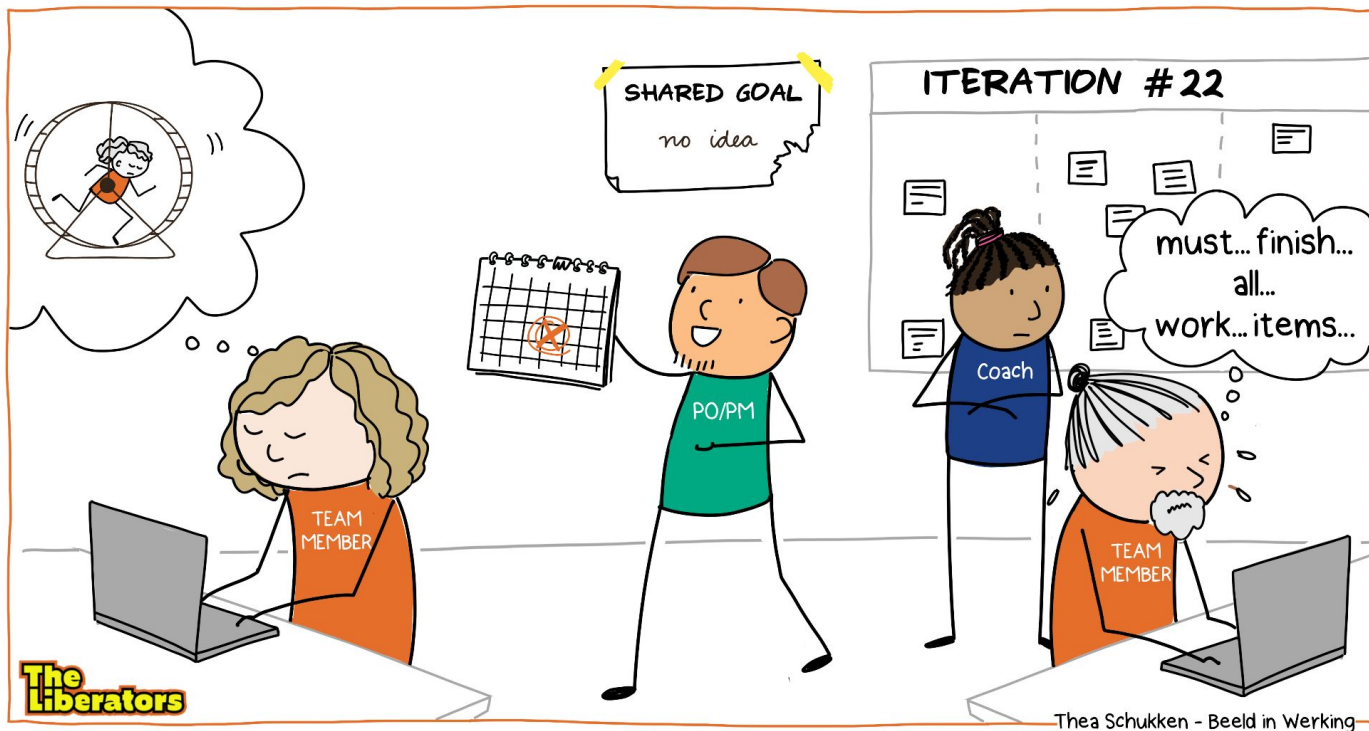
Use a shared goal (long- and short-term)

(Some) Impacted factors:

- Shared goals
- Value focus
- Team morale
- Self-management
- Cross-functionality
- And many others!

Resources:

- Article: [How goal commitment shapes teamwork](#)



Rethink your retrospectives

(Some) Impacted factors:

- Team morale
- Learning environment
- Retrospective quality

Resources:

- Article: [Amplify learning in your team with double-loop learning](#)



Refine improvements (into 15% Solutions)

(Some) Impacted factors:

- Retrospective quality
- Team morale
- Continuous Improvement

Resources:

- Article: [How to refine your improvements?](#)
- Article: [The fine art of making your improvements actionable](#)



Make team(s) cross-functional and limit dependencies

(Some) Impacted factors:

- Cross-functionality :)
- Release frequency
- Shared goals
- Team morale
- Self-management

Resources:

- Article: [10 Quick tips to improve cross-functionality](#)

	Emma	Harry	Julia	Paul	Robert	Susan	
architecture		++		+			😞
backend development	+				+++	+	😊
frontend development	+				+++	++	😊
testing	+++			+			😞
UX design			+++	++			😊
infrastructure		+					😡

Promote shared product ownership

(Some) Impacted factors:

- Shared goals
- Value focus
- Release frequency
- Team morale
- (Stakeholder) collaboration
- And others...

Resources:

- Article: [What makes a good Product Owner?](#)



Give teams the tools to learn and improve by themselves


(Some) Impacted factors:

- Team autonomy
- Team morale
- Self-management
- Learning environment


Resources:

- Article: [Make learning an ongoing activity](#)
- Article: [Self-organization as a surviving skill](#)

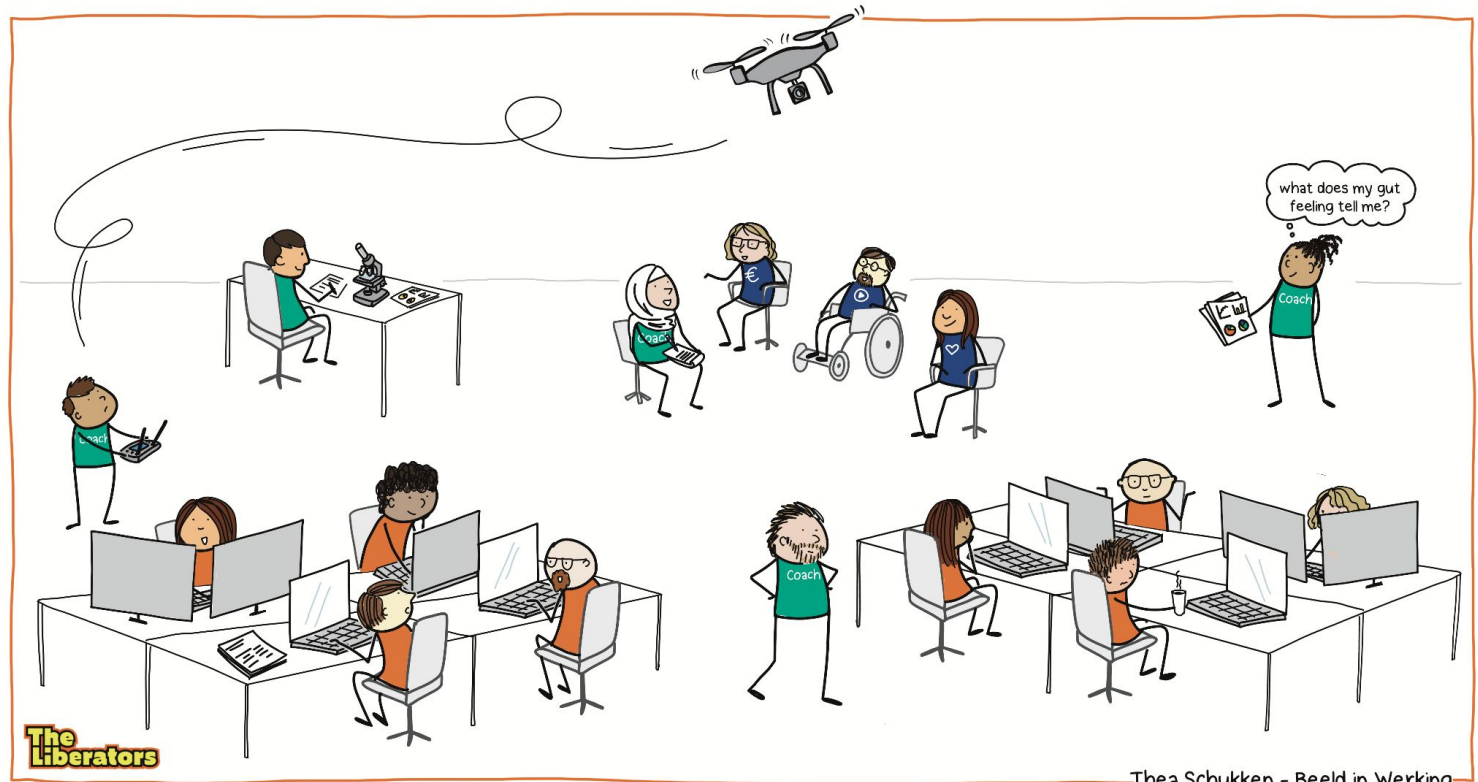




Recommendations for coaches,
managers, and leaders



Gather data and insights on multiple levels



Thea Schukken - Beeld in Werking

Resources:

- Article: [Increase your impact as an Agile practitioner](#)

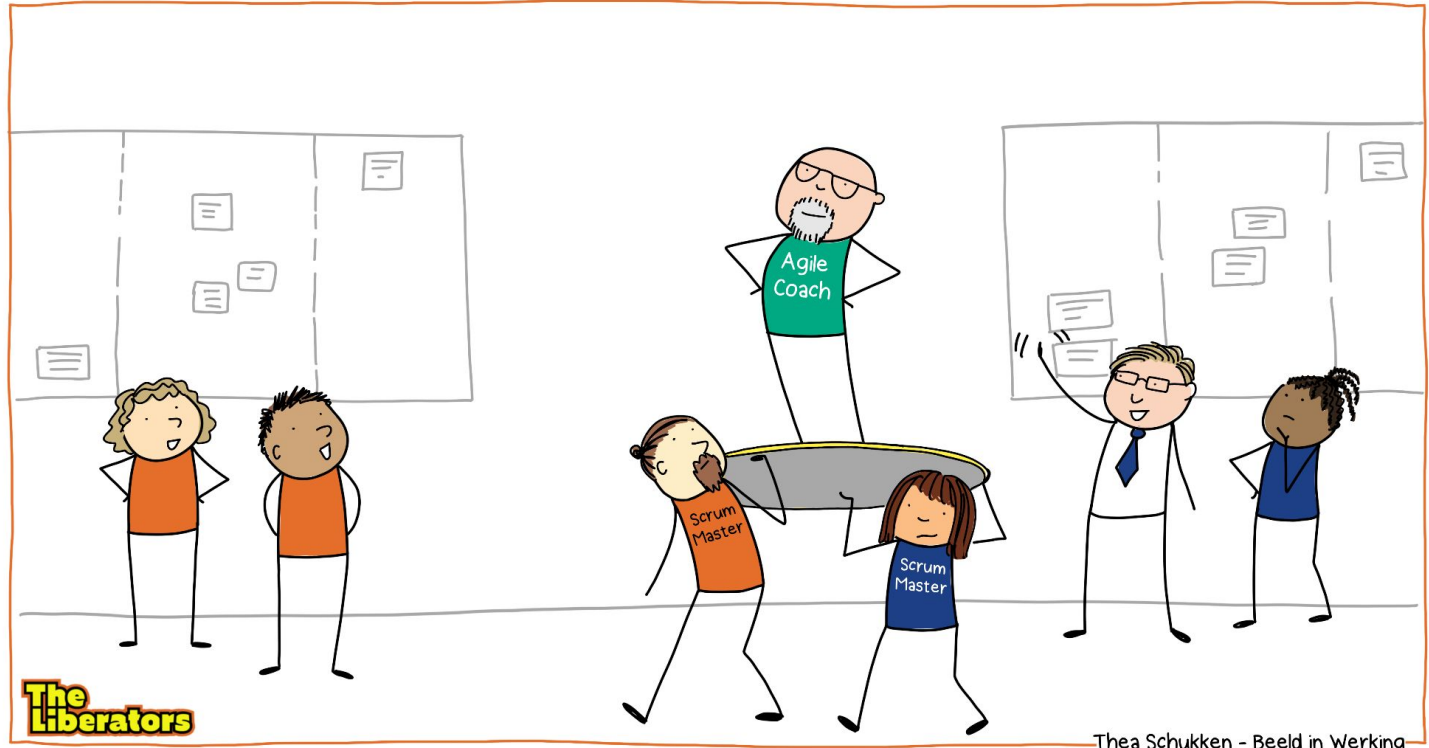
Don't spy on the teams



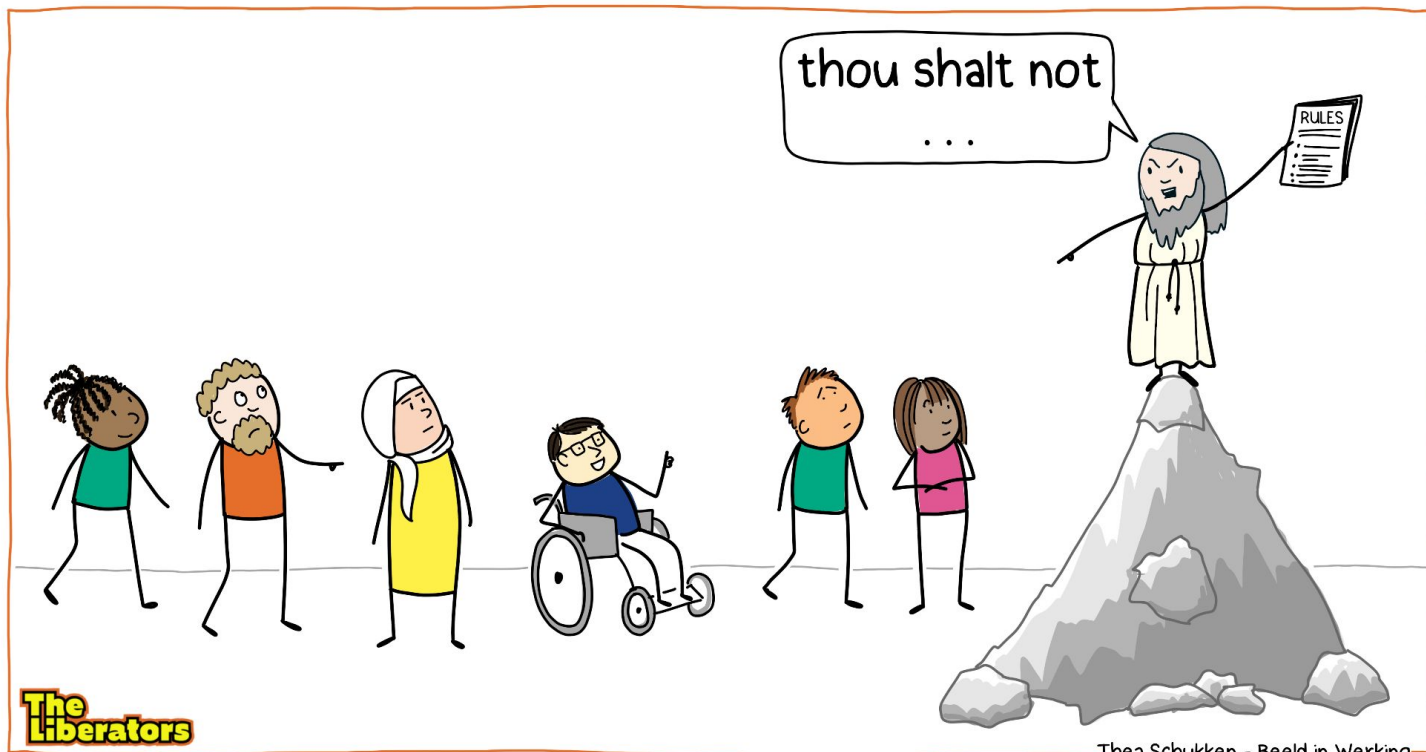
**The
Liberators**

Thea Schukken - Beeld in Werking

Be mindful of coaching hierarchies



Don't become a dogmatic preacher

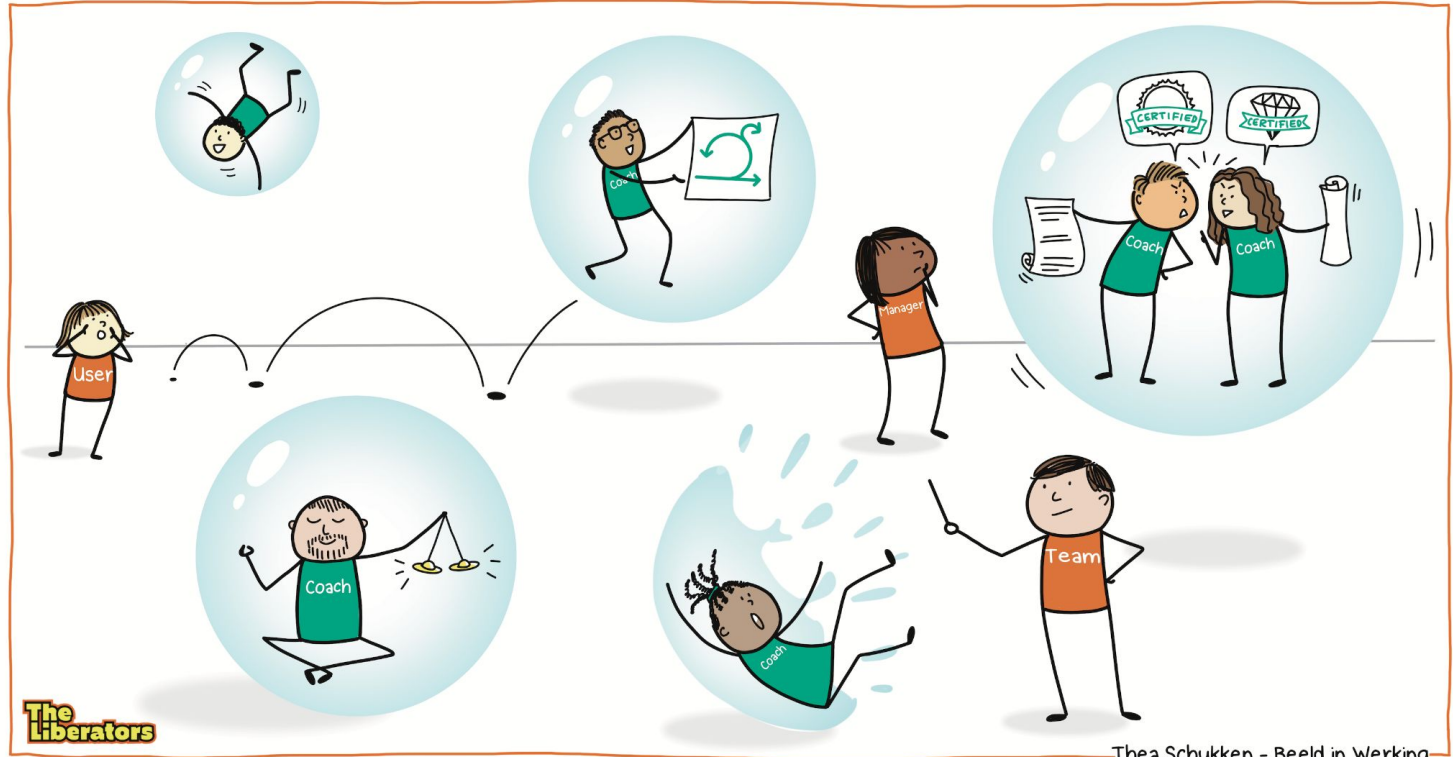


Thea Schukken - Beeld in Werking

Resources:

- Article: [The church of Scrum](#)

Stay in touch with the 'real world'



Thea Schukken - Beeld in Werking

Resources:

- Article: [Can organizations handle true Agility?](#)

Closing

Our research roadmap

- A Theory on Agile/Scrum **Team Effectiveness** ([PUBLISHED](#))
- The Double-Edged Sword of **Diversity** In Teams ([PUBLISHED](#))
- Do **Agile Scaling** Approaches Make A Difference? ([PUBLISHED](#))
- How **Teaming Strategies** Impact Team Effectiveness
- The Impact of **Working from Home** on Team Effectiveness
- Validation and inclusion of useful **productivity metrics**
- The impact of **leadership styles** on team effectiveness

[Check our research roadmap here](#)

Closing

Other recommendations

- Start with [Columinity](#)
- [10 Examples](#) to use our model without the product
- Sign up for [our newsletters](#)
- Read our [in-depth, scientific articles](#)
- Listen to our [podcast episodes](#)
- Visit [our webshop](#) for (free) materials
- Join meetups by [The Liberators Network](#)



The Liberators

Unleashing Organisational Superpowers