

# Observing Systems

## Team Dynamics

### Validation

How does the team validate each others thoughts, feelings, concerns, and ideas?

### Agreement

What happens when divergent ideas are present?

What happens when agreements are followed or boundaries are overstepped? How does it play out?

What agreements are explicit and which ones are implicit?

### Interactions

What temporal dissonance exists and how does it play out?

What are sub-groups formed based on, and how are they treated by the team?

What does active and inactive participation look like in this team?

Who asks questions? Is there an order? Do one or two ppl ask?

### Safety

Where, when, and with who do team members disagree?

How do people disagree?

People feel free to speak up?? How do they speak up? What happens?

What happens when people make mistakes? Are treated matter of factly? Used as an opportunity to learn? Are they celebrated? Punished? Suppressed?

### Feedback, Awareness of Group Process

How do ppl bring up issues with each other? Directly? Trinagulating?

How do team members respond when team working agreements get violated--or drift out of conscious awareness?



## Environment

### Context

#### Mission

How does the team get information about their work, and how it fits into big picture?

How does the team talk about their work? Do they articulate a compelling goal or technical challenge they are working on?

How do team members express their mission? If you asked different ppl about their goal, would they express it in roughly similar ways?

How do the team ensure their work is aligned with their mission and the company vision?

#### Feedback

How does management incorporate feedback about the organization and their leadership/management style?

How does the team make use of feedback?

How does the team get feedback from customers?

When customers and the team talk, do they use similar language with same meaning or different meaning?

What are the indicators that they actually understand each other? What are indicators that they might not?

#### Real team

Who knows who well, and how does that affect collaboration?

Need each other?

Want to work with each other?

#### Autonomy

Do team members wait to be told what to do/insecure about how to proceed

How /when does the team seek permission?

How does the team handle dependencies towards other teams?

How does the team react to increased mandate?

#### Focus

What is the team's WIP? Individual WIP?

How often does the team/individuals context switch?

How and from where does work flow into the team?

#### Support

How is external support provided? Push? Pull? Not at all?

What expertise does the team have access to outside the team?

How often does the team ask for external support?

What do managers manage? Individuals? The organization? Product backlogs? Something else?