



**BALTIMORE**

— DRUPALCON 2017 —

# **Value-based team management**

Marina Paych  
ADC I Solutions



# **Value-based** **team management**

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ADC I Solutions

# A few words about myself

**Name:** Marina Paych

**Company:** ADCI Solutions

**Occupation:** Organizational Development

**Place:** Omsk, Russia (*somewhere 5600 miles away*)

**Passion:** Ocean & processes building



**My failure**

PASSION LED US HERE



# Agenda

Team Development  
Stages



Values Intersection



GROW

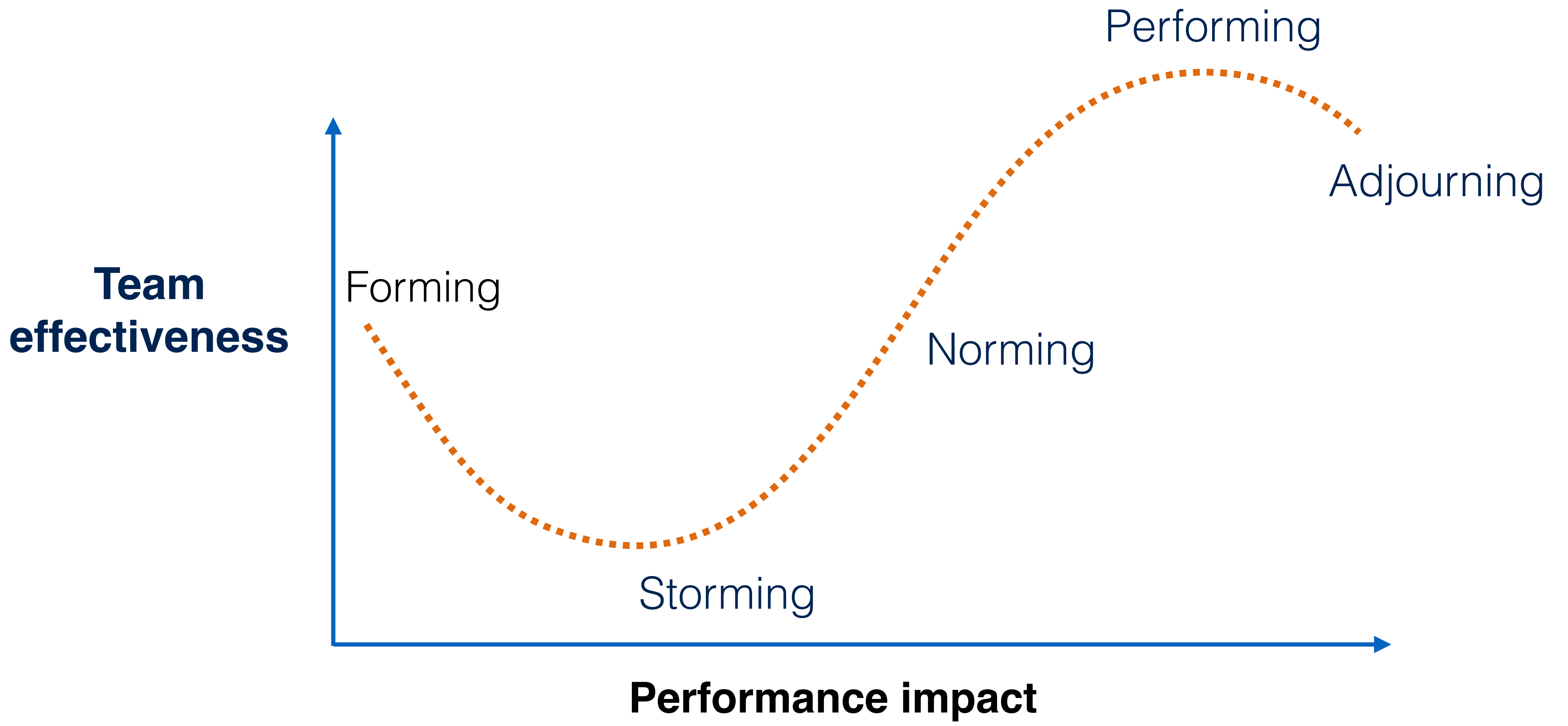


Golden Circle

# Stages of Team Development



Bruce Tuckman



**Team effectiveness**

Forming

Storming

Norming

Performing

Adjourning

**Performance impact**



# Forming

## Team

- ◆ members are positive and polite
- ◆ haven't fully understood what work the team will do
- ◆ excited about the task ahead

## Leader

- ◆ set rules
- ◆ clarify the goal of a project and individual responsibilities
- ◆ have personal talks of values

# Storming

## Team

- ◆ push against the boundaries
- ◆ challenge your authority
- ◆ conflict with each other
- ◆ question the team's goal
- ◆ resist taking on tasks

## Leader

- ◆ remind the rules set before
- ◆ reduce tension within the team
- ◆ manage conflicts (\*hot chair)
- ◆ stay committed to the team's goal
- ◆ lead by example

# Norming

## Team

- ✦ resolve their differences and appreciate colleagues' strengths
- ✦ respect your authority as a leader
- ✦ socialize together
- ✦ provide constructive feedback

## Leader

- ✦ motivate team members with first results
- ✦ show that you are on a right track
- ✦ encourage them to move to the performing stage
- ✦ prevent going back to storming

# Performing



## Team

- ◆ hard work
- ◆ achieving the team's goal

## Leader

- ◆ delegate much of your work
- ◆ concentrate on developing team members

# Adjourning

## Team

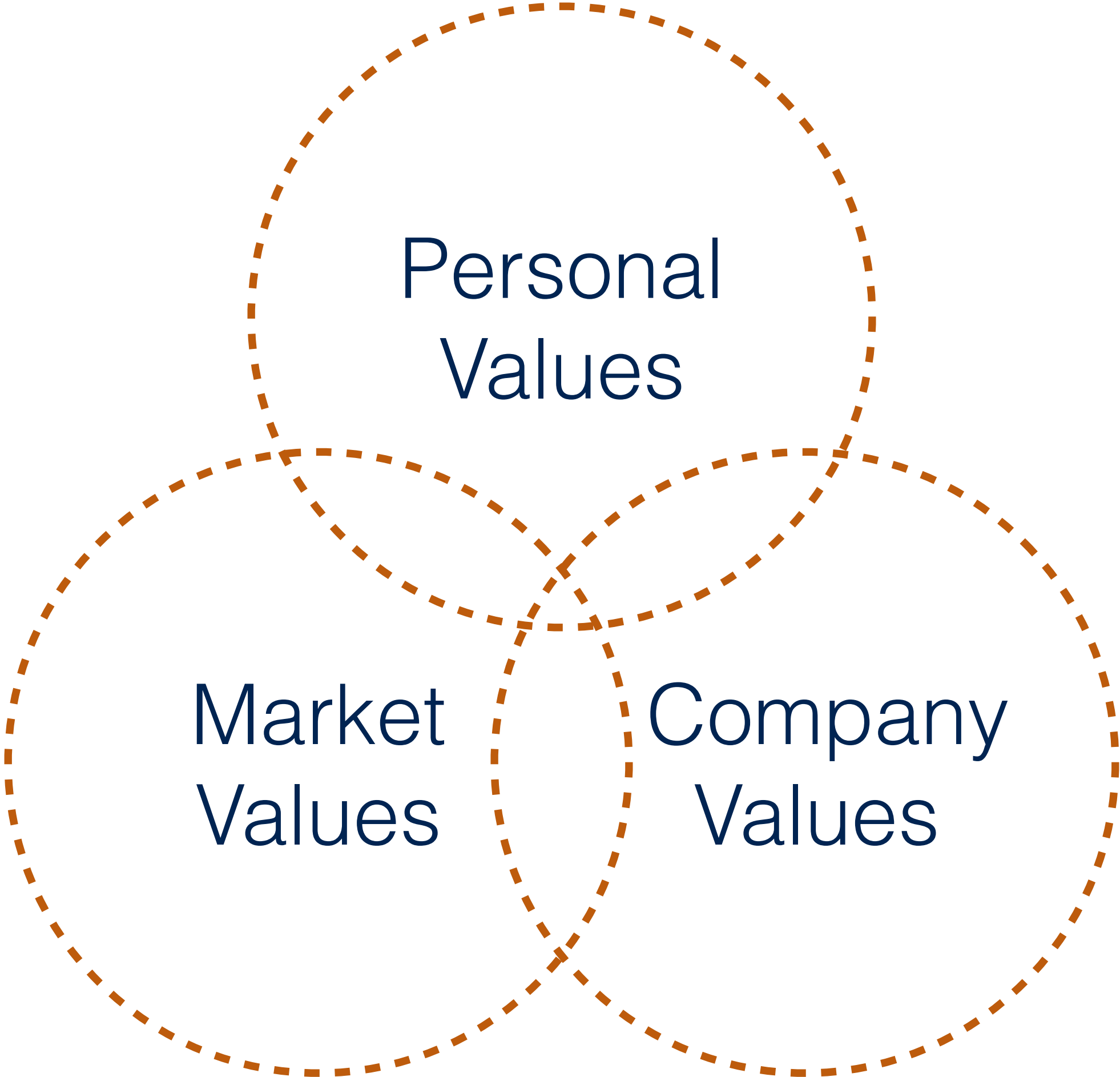
- ◆ may experience difficulties
- ◆ the future looks uncertain

## Leader

- ◆ facilitate the values reinvention and experience reflection
- ◆ help to keep in touch

An aerial, top-down view of a turbulent ocean surface. The water is a mix of deep teal and dark blue, with white foam from breaking waves creating a complex, swirling pattern. A semi-transparent grey horizontal band runs across the center of the image, containing the text.

**High time to talk about values**

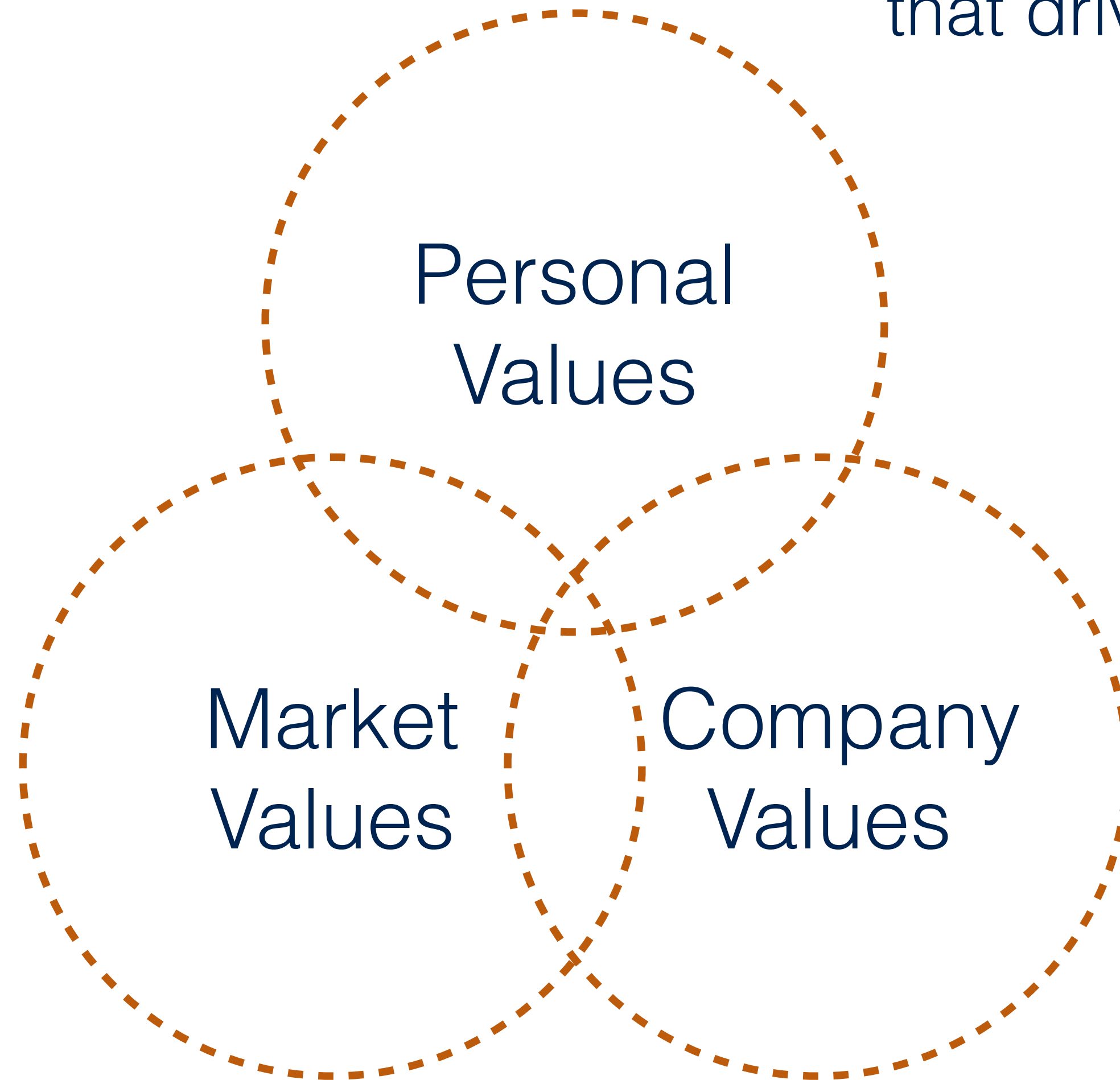


Personal  
Values

Market  
Values

Company  
Values

Fundamental beliefs  
that drive behavior



Personal  
Values

Market  
Values

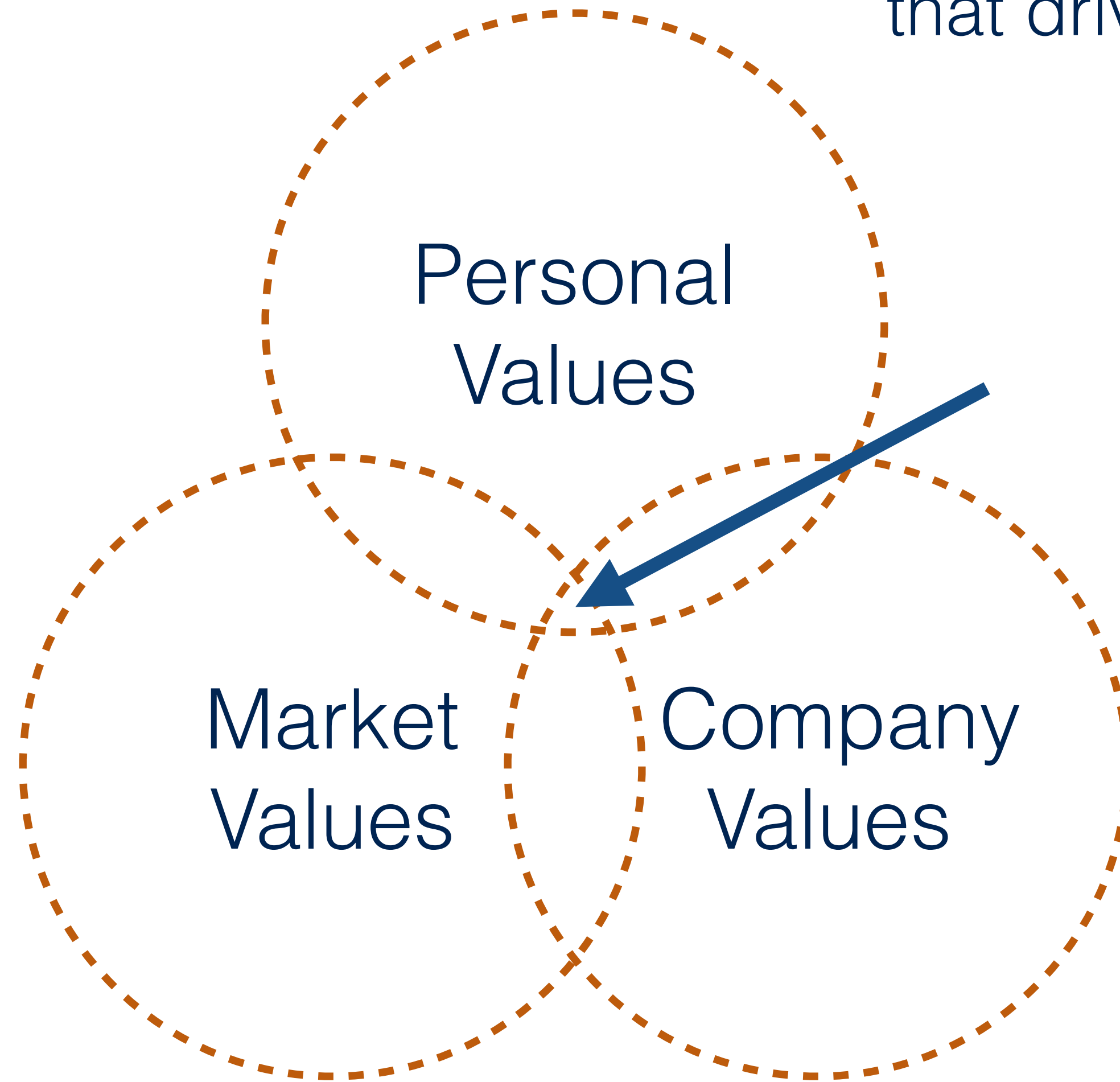
Company  
Values

A certain demand  
existing in the market

A way to keep integrity  
and fulfil the mission



Fundamental beliefs  
that drive behavior



Personal  
Values

Market  
Values

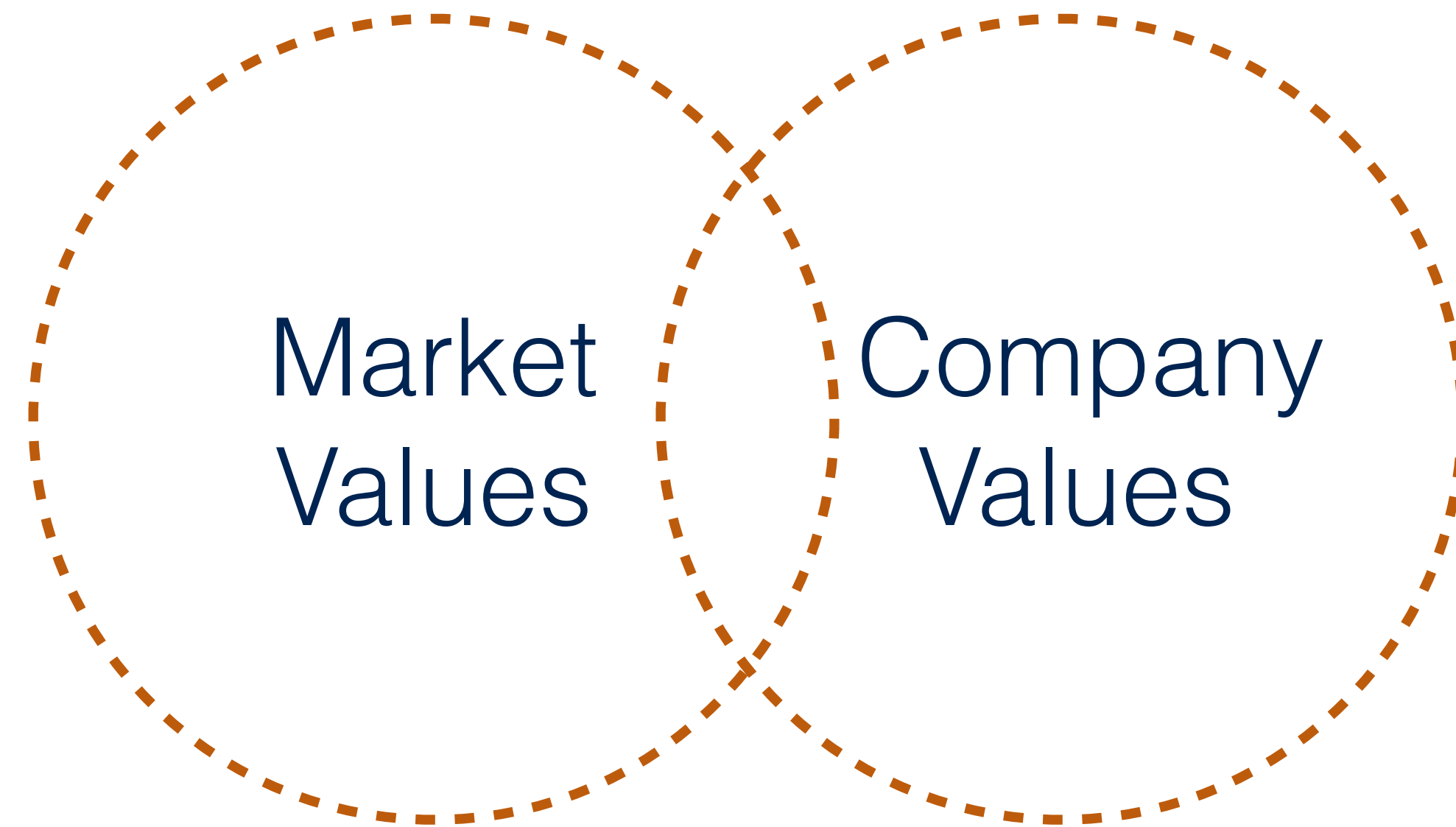
Company  
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A certain demand  
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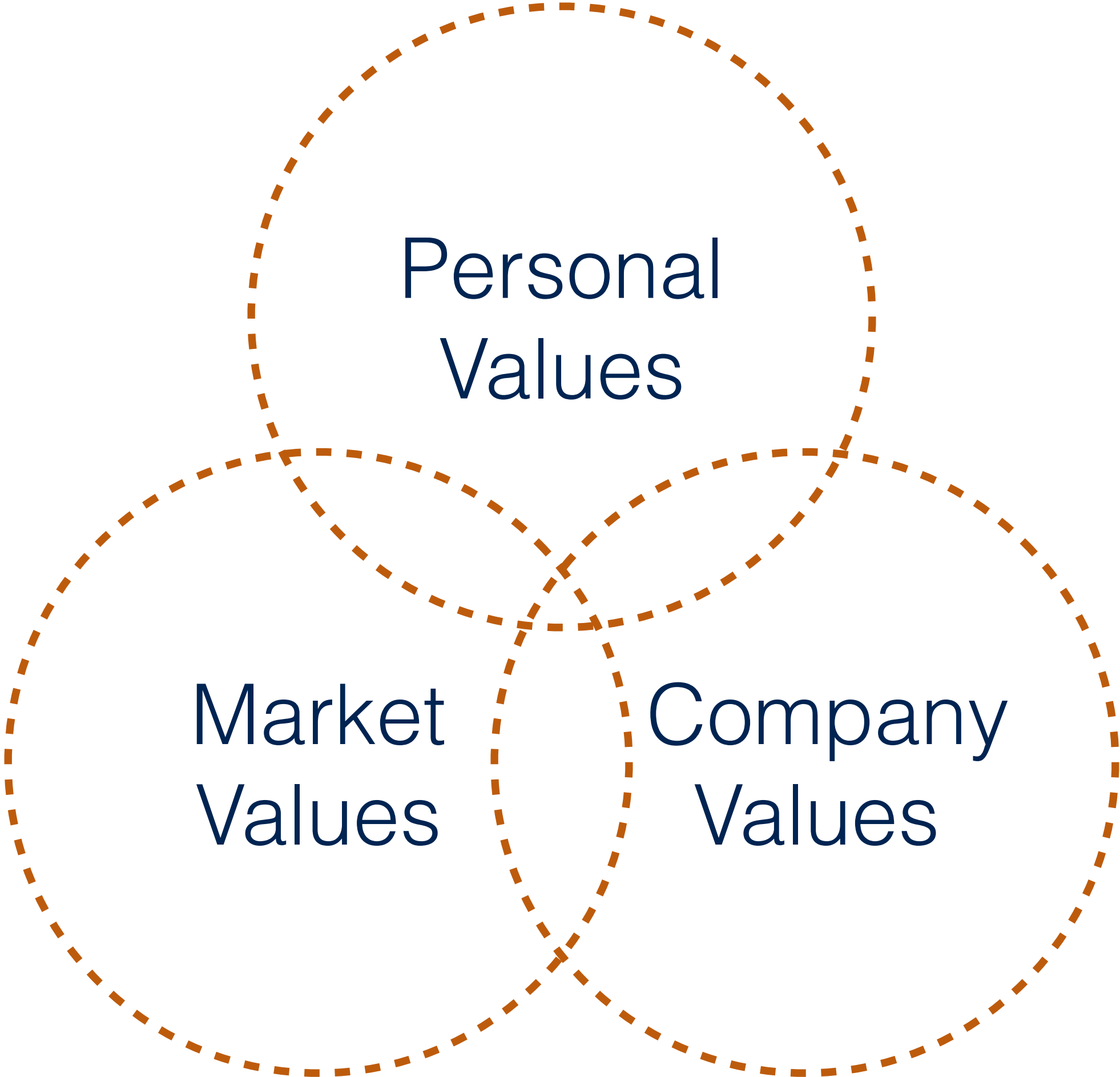


Company  
Values



Market  
Values

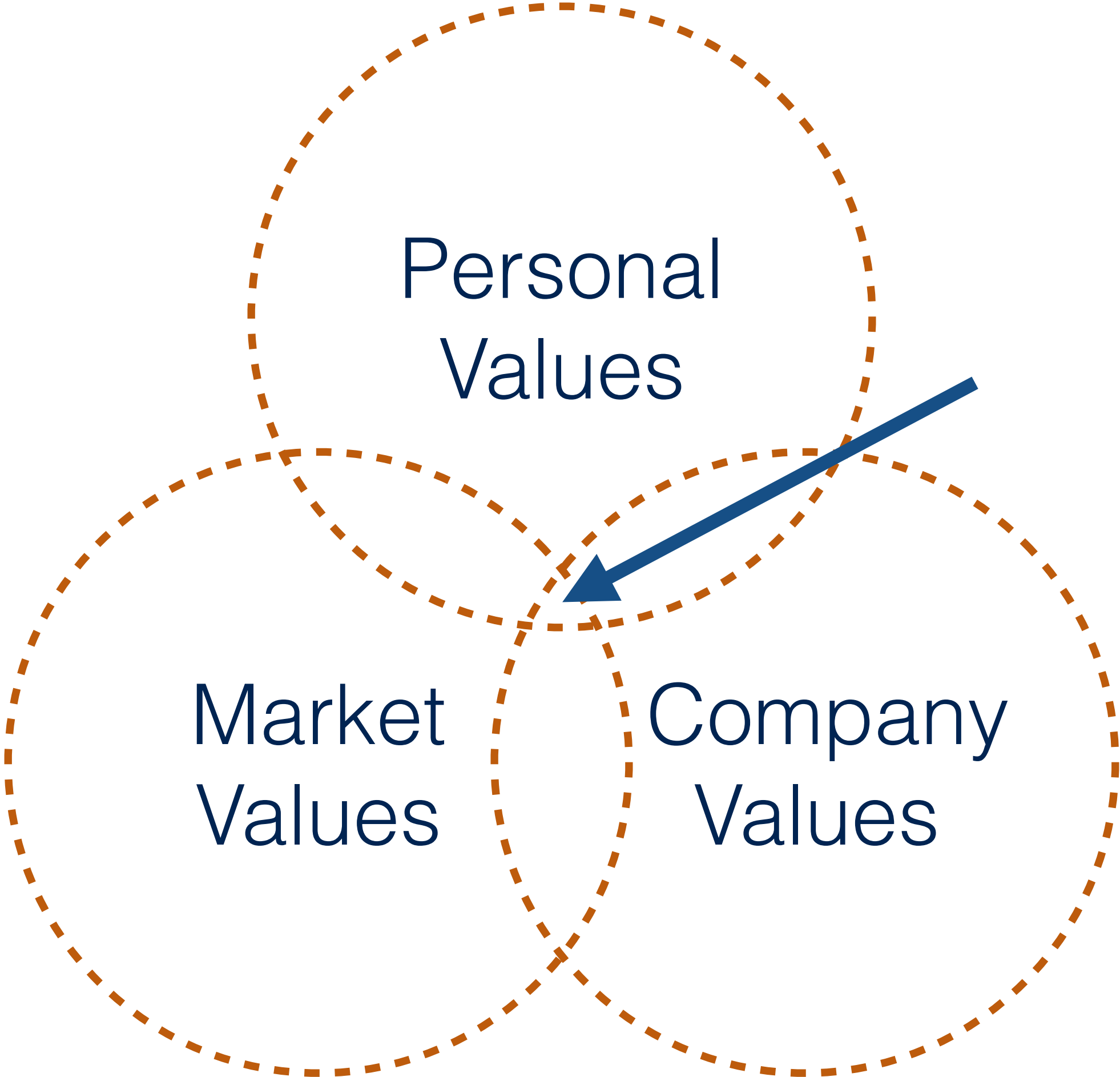
Company  
Values



Personal  
Values

Market  
Values

Company  
Values





A musician wearing a blue fedora hat, a blue suit jacket, and a red shirt is playing a black electric guitar on stage. The background is dark with blue lighting. A semi-transparent white banner is overlaid across the middle of the image, containing the text.

**Because people don't buy what  
you do, they buy why you do it.**

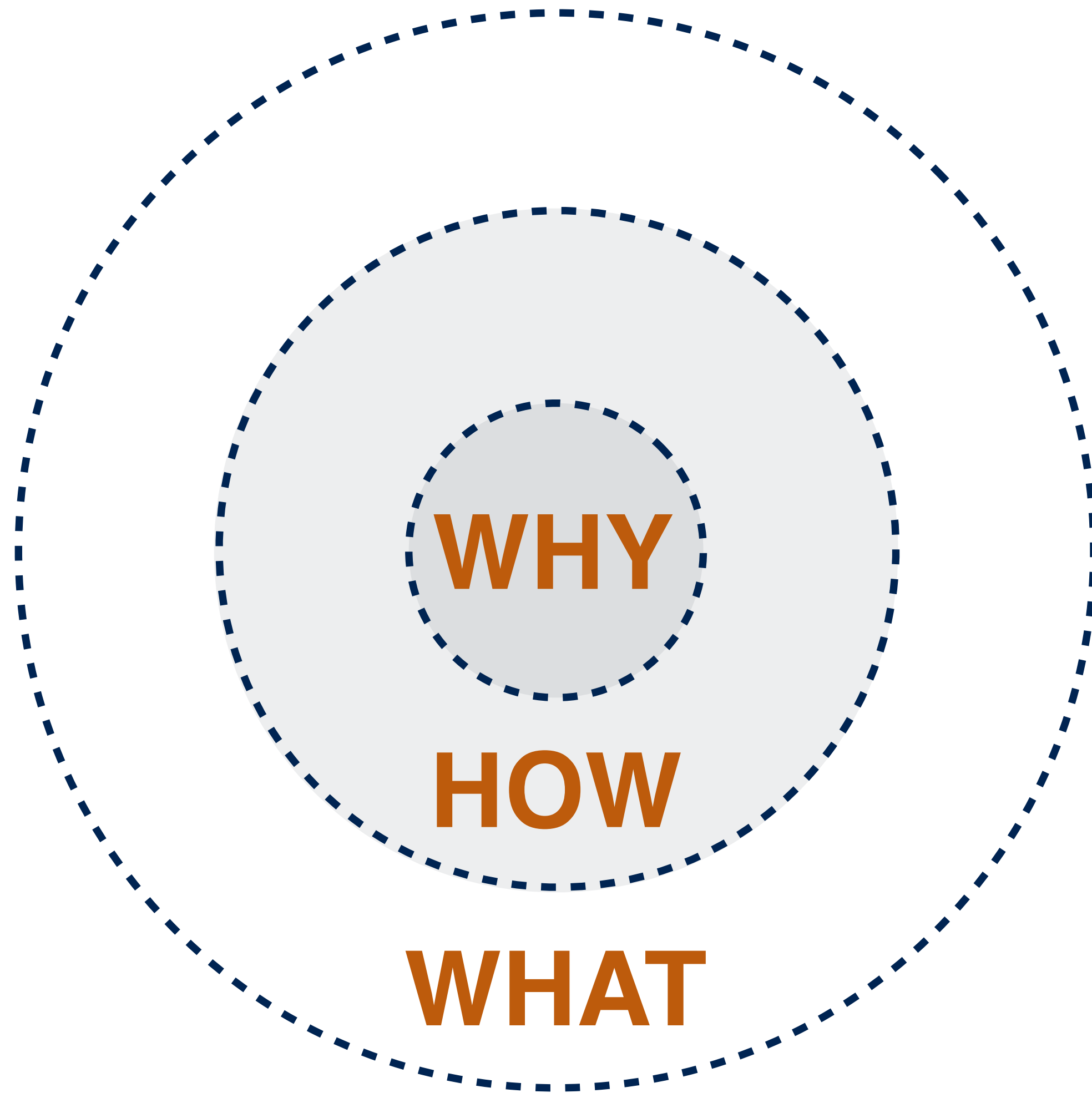
— Simon Sinek

✦ **WHY**

✦ **HOW**

✦ **WHAT**





Clarity of **WHY**



Discipline of **HOW**



Consistency of **WHAT**



**Who of you knows your WHY?**



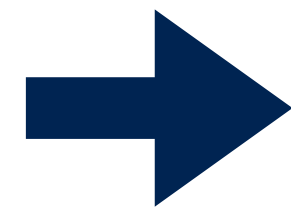
# How to GROW?

# GROW model

**G**

**Goal**

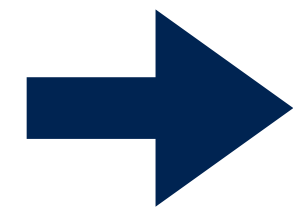
What do  
you want?



**R**

**Reality**

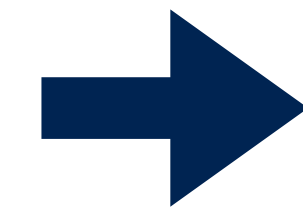
Where are  
you now?



**O**

**Options**

What could  
you do?



**W**

**Will**

What will  
you do?



# Teaching vs. Coaching



# Let's review

Team Development  
Stages



Values Intersection

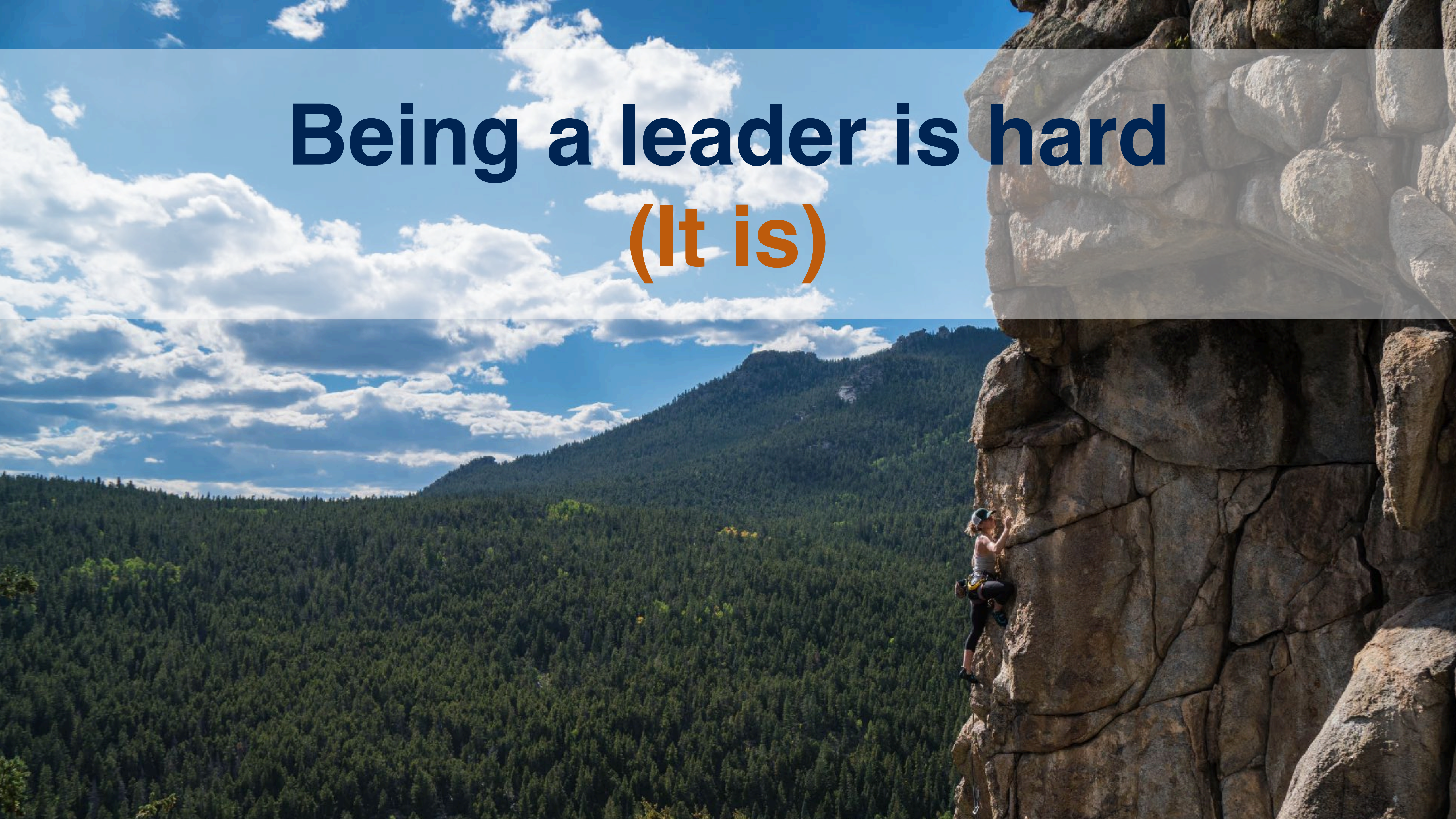


GROW



Golden Circle

# Being a leader is hard (It is)



A young woman in a brown coat and hat is blowing bubbles in a crowd. The bubbles are large and colorful, filling the air. The background is a blurred crowd of people, and the lighting is warm and golden, suggesting a sunset or sunrise. The text "But it is rewarding" is overlaid on the image in a blue and orange font.

**But it is rewarding**



# Start being a leader today

See your company growing tomorrow

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**Marina Paych**

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[linkedin.com/in/paych](https://www.linkedin.com/in/paych)

