

DRUPALCON NASHVILLE 2018

GROWING GREAT TEAMS



@dgorton #GreatTeams

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Director of Developer Relations @ Pantheon

Partial Team History

- Web: Developer, CEO, Product Owner
- Other: Teacher, Camp Counselor, Roofer...



OUR PATH

1. **Four Traits** of Great Teams
2. Great Team **Growth**
3. **Manage** a Great Team
4. **Deserve** a Great Team



FOUR TRAITS

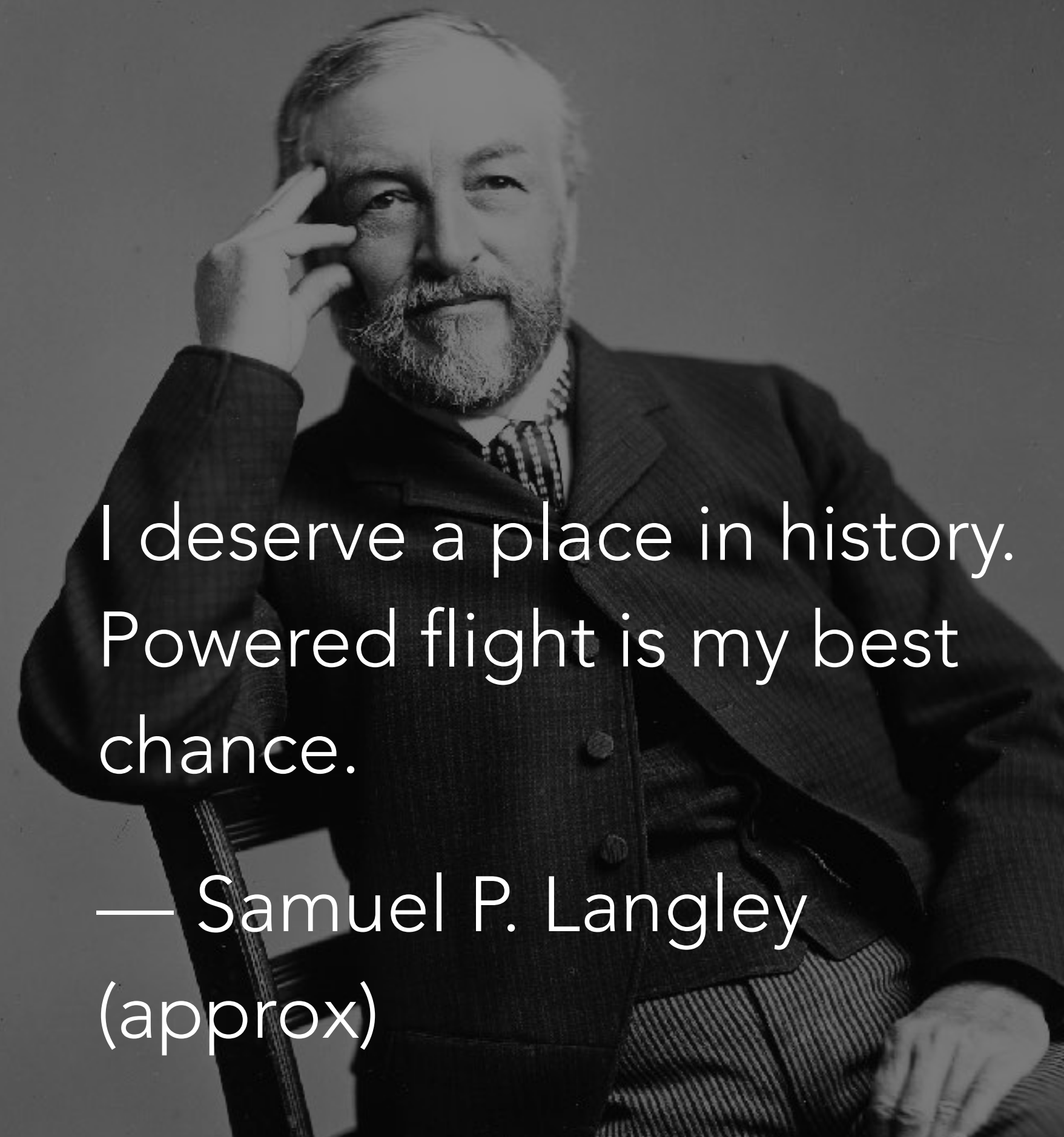
TRAIT #1

SHARED PURPOSE

- Why does your team exist?
- What can you do better than anyone else?
- Know where you're going and why



SHARED PURPOSE: EXAMPLE
POWERED FLIGHT



I deserve a place in history.
Powered flight is my best
chance.

— Samuel P. Langley
(approx)

VS



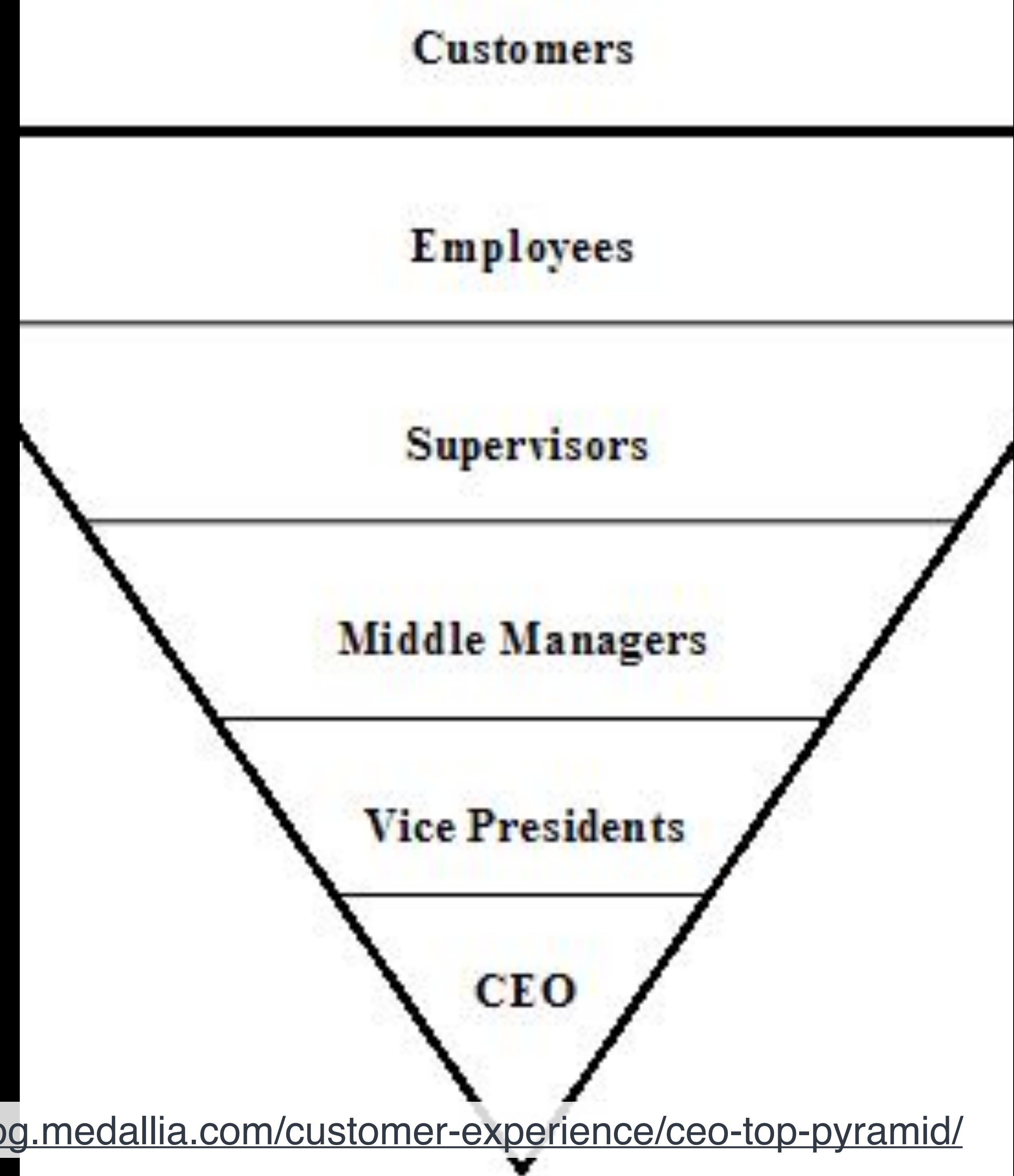
The impossible is possible.
We can do it and it will
change the world.

— Wright Brothers (approx)

TRAIT #2

DISTRIBUTE POWER

- Command and Control not good for services, creativity, problem solving.
- People need power to solve their problems. Give it to them.
- Ask "What do you think we should do?"
Act on it together.
- Reverse the org chart



TRAIT #3

DIVERSITY

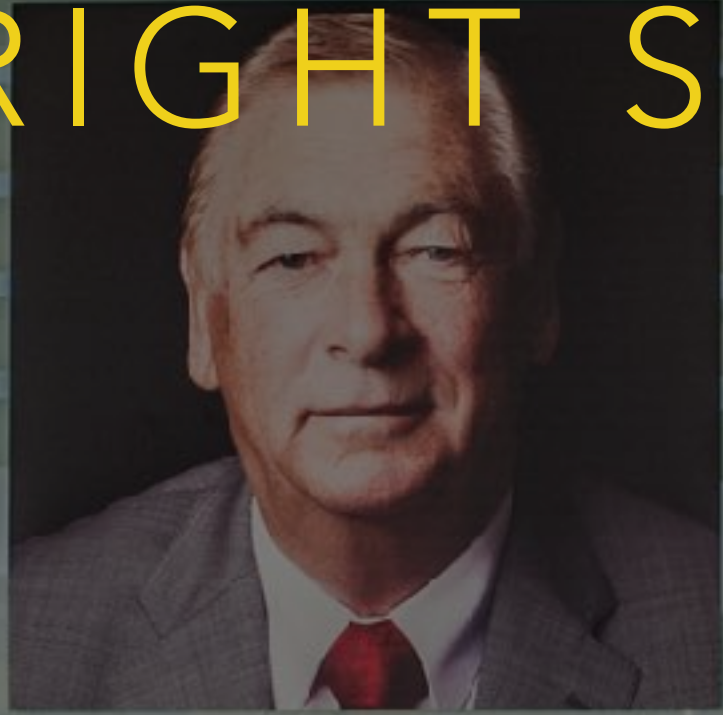
- Gender
- Race
- Religion
- Age
- Politics
- ...



<https://hbr.org/2016/11/why-diverse-teams-are-smarter>

TRAIT #4

RIGHT PEOPLE, RIGHT SEATS



GREAT TEAMS

FOUR TRAITS

1. Shared Purpose
2. Distributed power
3. Diversity
4. Right people, right seats



GREAT TEAM GROWTH

GREAT TEAM GROWTH

IDENTIFY THE SEATS: 4 QUESTIONS

Ask team:

- What are we doing now that we can let go of?
- What are we missing right now?

Ask each person:

- What can you give to someone else?
- What do you want to do more of?

GREAT TEAM GROWTH KNOW YOUR VALUES

- What are your values?
- Customer Service,
Teamwork, Passion ...
- Filter for them!



GREAT TEAM GROWTH

HIRING & INTERVIEWING

Follow a structured process. Ask:

- Factual: *Do you know ... ?*
- Skill Assessment: *Show me how you do ...*
- Behavioral: *Tell me about a time when ...*
- Situational: *What would you do if ... ?*



GREAT TEAM GROWTH UNDERSTAND MOTIVATION

- ~~Pay, Benefits, If Then Rewards~~
- Autonomy
- Mastery
- Purpose



GREAT TEAM GROWTH STEPS

- Identify the **seats**
- Know your **values**
- **Interview** accordingly
- Provide **Autonomy, Mastery** and **Purpose**



MANAGE A GREAT TEAM

MANAGE A GREAT TEAM

SEEK THE THORNY ISSUES

- Seek out the nasty problems
- Tackle them
- It's expected



MANAGE A GREAT TEAM

GET OUT OF THE MIDDLE

- The more problems, communications and decisions run through you, the more you hurt everyone's productivity
- Management's goal: make your team effective and clear roadblocks
- Don't be a bottleneck

MANAGE A GREAT TEAM

SUCCESS AND FAILURE

- Going well? Pass through praise to your team
- Going poorly? Own problems & accept responsibility
- Praise publicly
- Address issues privately
- Celebrate success **and** failure

MANAGE A GREAT TEAM

STRIVE TO BE A BETTER PERSON

- Model the behaviors you want to see from others
- Eyes are on you. Live up to it

Trying to work out if new BBC social media guidelines allow me to say I have been in a meeting about the new BBC Social media guidelines.



5:10 AM Feb 15th from web

Retweeted by 3 people

 Reply  Retweet



brettsr

Brett Spencer

MANAGE A GREAT TEAM

RESPONSIBILITIES

- Seek the **thorny issues**
- Get out of the middle
- Praise and Blame appropriately
- Strive to be a better person
- Policies vs People



DESERVE A GREAT TEAM

ALL OF US

GROWTH MINDSET

- We are all growing. None of us is 'done'
- ~~"I'm not a math person"~~
- Change starts small. Focus on the process and build the habit

ALL OF US

LANGUAGE MATTERS

- "We" vs "I" vs "They"
- ~~"I'm not a math person"~~
- Language, action and thought are closely related
- Language is the place to start

ALL OF US

BE THE CHANGE YOU WANT TO SEE

- If you're unhappy with a pattern, change it
- "What am I doing to enable this?"
- Change those things. (Let others know why.)

ALL OF US

HAVE A PART

- Growth mindset
- Language matters
- Be the change you want



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QUESTIONS AND CONVERSATION

[HTTPS://EVENTS.DRUPAL.ORG/NASHVILLE2018/
SESSIONS/GROWING-GREAT-TEAMS](https://events.drupal.org/nashville2018/sessions/growing-great-teams)

SHARE YOUR FEEDBACK. PLEASE :)

RESOURCES

- Tribal Leadership - Logan, King & Fischer-Wright
- Drive - Pink
- Good to Great - Collins
- Mindset - Dweck
- Delivering Happiness - Hsieh



JOIN US

CONTRIBUTION SPRINTS

- Friday, April 13, 2018
- Mentored Core sprint
- General sprint
- First time sprinter workshop
- Contributors of all skill sets and levels are welcome and encouraged to join!



IMAGE CREDITS

- Bambu: <https://flic.kr/p/dqEkvk>
- Path: <https://flic.kr/p/bYhYEO>
- Spice: <https://flic.kr/p/q8aKYa>
- Why: <https://flic.kr/p/9yaos5>
- Crowd: <https://flic.kr/p/Wd54U>
- Value: <https://flic.kr/p/aGBrHF>
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- Thorns: <https://flic.kr/p/4mhwaL>
- Ojos: <https://flic.kr/p/jhte4>
- Mary Jo's Bookcase: <https://flic.kr/p/aQqY3z>
- Wright Brothers: <https://commons.wikimedia.org/w/index.php?curid=9571071>
- Samuel P Langley: <https://commons.wikimedia.org/w/index.php?curid=1496860>