

# Managing Stressed Out Teams

Without Stress

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# Some Additional Tools/Techniques

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- Tomorrow can't be as bad as today
- Instantiation Characterizations Re-dux
- BOK (possibly humorous)
- (friendly) Competition



# Tomorrow can't be as bad as Today

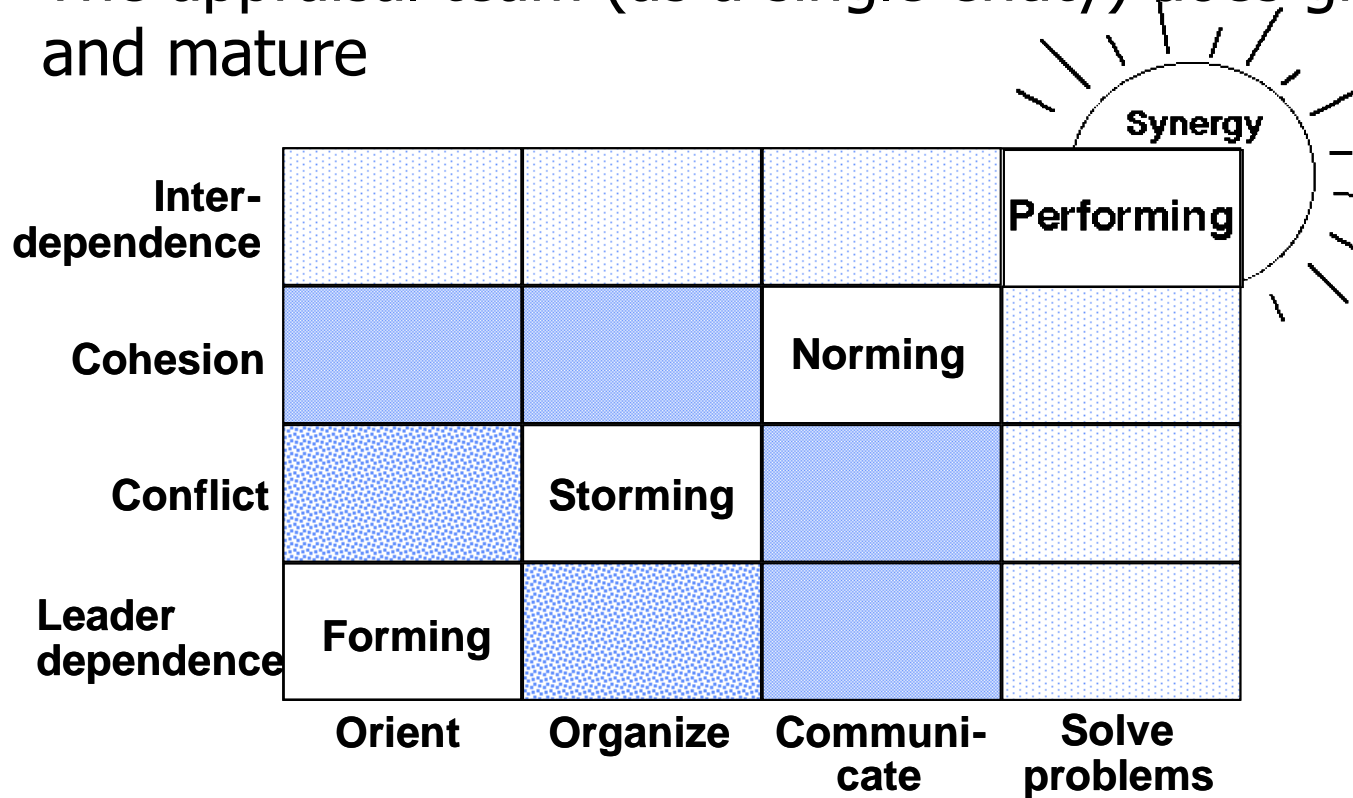
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- The first day of an appraisal is difficult
  - Team members are adjusting to each other
  - Rate of progress appears abysmal

*These two shall pass*

# Tomorrow can't be as bad as Today

- The appraisal team (as a single entity) does grow and mature

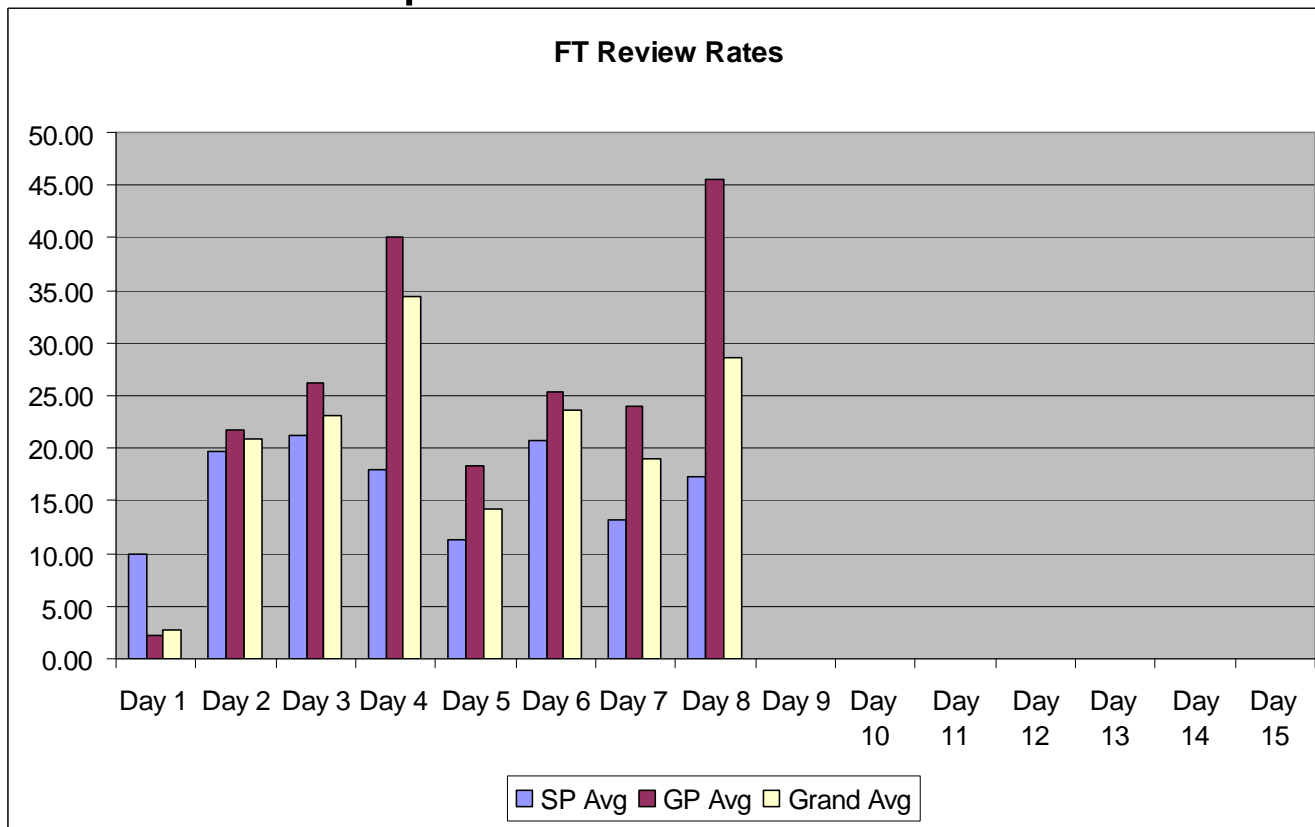


[Source: Scholtes, "The Team Handbook"]



# Tomorrow can't be as bad as Today

- The numbers prove it



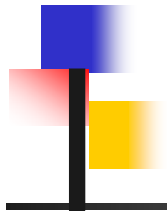


## Instantiation Characterizations- Re-dux

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- Everyone learns how to do instantiation characterizations and roll up to org characterizations in team training
- A quick refresher of these two notions is delivered on day 1 of the appraisal where they are quickly and uneventfully reviewed.

*Let's get on with the appraisal, will ya?*



## Instantiation Characterizations- re-dux

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- Then.... the first PI appears,  
**and panic sets in**
- This is a good time to re-introduce the algorithms for org characterization and perform a mock org characterization for the panicked practice
  - It is handy to have both the instantiation characterization definitions, and org characterization algorithms on poster on the team room wall at all times



# BOK- Book o' Know'in

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- The BOK is a collection of verbalized expressions that are documented by the lead and, when taken out of context, can be quite humorous
- The BOK is read aloud by the lead at choice times when humor is needed
- The true authors of the BOK are the team members, and the funniest entries are generally from the least presumptuous persons





# BOK- Book o' Know'in

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- After some days of collecting statements, the lead reads them and the rest of the team attempts to recall who made the statement
- Here are some actual samples:


*We do everything we can to dehumanize product development*

*HR is negative evidence, we interact when we're in trouble*

*Say no to drugs, say no to bosses on drugs*

*We have a monthly Root Canal (referring to quality reviews)*

*Do we have risk? Yes we have program mgt*



# (friendly) Competition

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- Between mini-teams
- Each day, time is allotted for mini-team and full-team data review. Each mini team commits to the number of practices they will review in that time
- Friendly competition kicks in



# JFR Consulting

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- **John Ryskowski- President**
- **Appraising process capabilities since 1989 both in the US and abroad. Process experience spans military, commercial, “small” , and service organization applications. Responsible for “hands-on” process improvement efforts at the organization and corporate levels. Led level 2, level 3, level 4 and level 5 appraisals. Sites include US, India, Finland, and China.**
- **SCAMPI High Maturity lead appraiser, SEI partner.**
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Thank You