

SHAPING A WORLD  
WHERE PEOPLE AND  
COMMUNITIES THRIVE!

# BRUCE LEE HONESTY AND OTHER LESSONS

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# WHO AM I?

Culture development lead for New Ways of Working (NWOW)

What does that mean? Working on whatever we believe will help foster our desired culture

At the moment that involves:

- Providing advice and guidance to teams in NWOW and other parts of the business that are transforming their way of working
- Helping our people grow, thrive and deliver customer value throughout their NWOW career as Product Owner for the NWOW Career squad

My secret side job? Creative writing!

# TODAY...

A case study:

- My experience working in **AWESOME TEAMS** and what makes them hum
- How we have sought to build awesome teams **AT SCALE** and what we have learnt

# TODAY...

1. Why teams matter
2. My personal experience
3. Creating the right cultural conditions for thriving teams
  - Behavioural expectations
  - Team structure
  - Agile practices and coaching
4. Summary and Questions



# 1. Why teams matter

## 2. My personal experience

## 3. Creating the right cultural conditions for thriving teams

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## 4. Play back and Questions



# WHY DO TEAMS MATTER?

- Power in harnessing the **collective skills, experience and ideas**
- **Shared knowledge** and continuous **peer learning**
- Empowered, multi-skilled teams can offer **agility, innovation and responsiveness at the edges**
- **Resilience** and ability to **maintain momentum**

= increased **pace**, faster **learning cycles**, decreased **key man risk**

SO... DON'T GO CHASING UNICORNS!



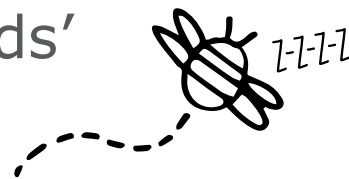
Build **AWESOME TEAMS** instead

# GUIDING PRINCIPLE: BUILD AWESOME TEAMS

We believe the best outcomes emerge from:

- Small, autonomous, multi-disciplinary and preferably co-located teams
- Less hierarchy, more autonomy
- Psychological safety
- Making an impact and achieving goals as a collective

Buzz-word alert! We call our teams 'squads'





But this requires a **SIGNIFICANT** shift



From optimising individuals...



...to optimising teams

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What are the **INGREDIENTS** that make a team thrive?





A compelling, shared mission



Autonomy and support



Supportive rituals and practices: "Treasured Tuesdays"





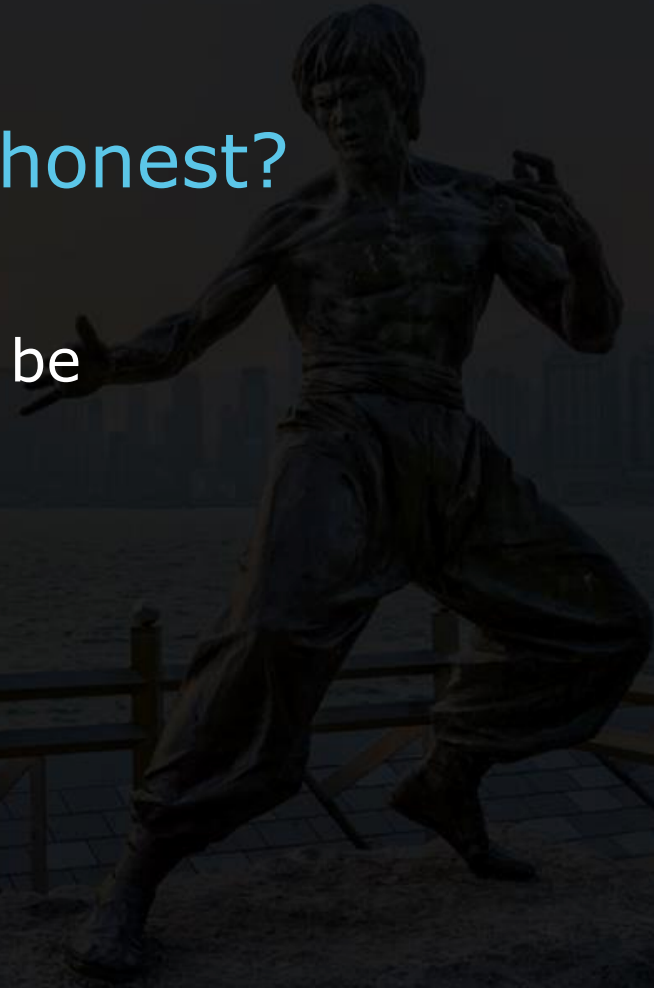
Diversity of perspective, knowledge, skill and experience



Bruce Lee honesty!

# What does it mean to be Bruce Lee honest?

- Challenging ourselves to be the **best** we can be
- Direct **feedback**
- Willingness to be **vulnerable**
- Commitment to **excellence**
- Underpinned by **care** and **compassion**



CAN YOU  
BE BRUCE  
LEE HONEST




How does it **FEEL** to be part of an **AWESOME TEAM?**





It feels like we can do anything...

A hand is holding a light blue sticky note. The note has the text "EVERY FAILURE IS A STEP TO SUCCESS" printed on it in a dark, monospace-style font. The background is a soft-focus bokeh of green and white light spots. At the bottom of the image, there is a black bar with white text.

EVERY FAILURE  
IS A STEP TO  
SUCCESS

...and if we fail, we will grow from it



It feels like no problem is mine to solve alone...





...and the best ideas come from the space between our brains



It feels like somewhere I belong

But – unfortunately – that's **NOT EVERYONE'S EXPERIENCE**

So how do you enable **AWESOME TEAMS** at scale?

It's **HARD**

Maybe **IMPOSSIBLE?**

But here are **SOME THINGS** we've done...

...and what we're **LEARNING** along the way



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Our aim: to create a great place to grow

## A PLACE WHERE...

- I get better so I can be the **best version of myself**
- We get better so we can **deliver exceptional value as a team**
- ANZ gets better by having the **collective adaptability** to remain competitive... and ultimately shape a world where **people and communities thrive!**



The conditions that enable this: safety, clarity and trust

# 3 WAYS WE ARE SEEKING TO BUILD THESE CONDITIONS

- Behavioural expectations
- Structural change
- Introduction of agile practices and coaching support

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# NEW WAYS OF LEADING

New leadership expectations developed for ANZ: the New Ways of Leading (NWOL)

- Imperative for **leaders**
- Relevant to **everyone**
- Derived from extensive **organisational consultation** and aligned to **servant leadership**

What are the **New Ways of Leading**?



Be curious





Create shared clarity



Empower people



Connect with empathy



Grow people selflessly

## WHAT WE DID

For our NWOW employees, the new ways of leading (NWOL) are imperative for **EVERYONE**.

We gave them **TEETH!** NWOL are incorporated into:

- Selection and recruitment
- Performance management
- Potential assessment
- Development planning
- 180 feedback for people managers



We also introduced Growth Mindset

# WHAT IS GROWTH MINDSET

“An individual’s believe that they can **learn and grow**, and can improve their capability through **purposeful effort**.”

- Self-awareness
- Challenging yourself
- Persistence and resilience

It’s not a **static state** – we all have fixed mindset triggers, it’s about learning how to manage them

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Small, multi-disciplinary squads formed around missions

# WHAT WE DID

- Established **customer-based missions**
- Set team size guidelines: **6-9**
- Broke down silos to form **multi-disciplinary teams**
- Aligned **skills and capability** to mission and invested in new capability: experience design and data



Less hierarchy, more autonomy in the squads

# WHAT WE DID

- **Removed layers** in the organisation – from ~8 to 5
- Established a **'chapter' model** to remove hierarchy and reporting lines from the squads.
- Set up distributed leadership roles:
  - **Product owner** to represent the customer, set the product vision and prioritisation for the squad (purpose)
  - **Chapter Lead** for professional development and people management (mastery)
  - **Scrum Master** to drive autonomy and team effectiveness (autonomy)

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Supportive coaching and practices for agility and growth

## WHAT WE DID

- Introduced **New Ways Of Working** as a set of values, principles, mindset and practices drawing predominantly from **Agile** as well as human-centred design and lean.
- Established **NWOW Coaching** Centres of Excellence to support practice adoption, leadership and cultural change.
- No **pure adherence** to a methodology.
- Most squads use practices from **Scrum** and **Kanban**.

So - how is it going?





The good stuff!

# THE GOOD STUFF

- There is a strong synergy between the **new ways of leading, growth mindset** and **agile ways of working**, creating a reinforcing loop
- Together they reinforce:
  - Continuous **learning**
  - **Trust** and connectedness
  - Shared **Clarity**
- Coaching further enables adoption of the new ways of working principles, practices, mindset and behaviours – and it's an **ongoing need**.

# THE GOOD STUFF

- Having one, united mission is **GOLD**
- Diverse skills in the squad = **faster** pace and **better** outcomes
- **Barriers broken down** between silos
- The Chapter model:
  - Fosters **equal share of voice** and **psychological safety** in the squad
  - Enhances **workforce agility**: easy mobilisation of talent and skills
  - Enables focus on **capability build** in chapters

# THE DATA

Quarter on quarter improvement in our pulse survey results:

- Employee morale up from 73% to **74%**
- eNPS from 3.2 to **7.6**
- “Feel proud of the work you do”: 74% to **78%**
- “See the work you deliver making a difference to our customers”: 69% to **74%**
- “Have the freedom to decide how you go about your work”: 72% to **75%**
- “Have the opportunity to develop your skills and capabilities”: 66% to **69%**
- “Receive feedback that helps you improve and grow”: 63% to **66%**

...We also introduced a psychological safety scale in quarter 2. Currently at **74%**



The challenges

# THE CHALLENGES

- It's easy to underestimate the **mindset shift**
- The safety of the team is vulnerable to **individual and leadership behaviour**
- Inconsistent **buy-in** and **application** - Some teams are just **going through the motions** (AINO)
- Autonomy and empowerment is not about chaos. It necessarily requires **clarity of purpose** and **clear guard-rails and boundaries** – the missions matter!

# THE CHALLENGES

- Need continued and deeper **investment** in **capability** – particularly chapter leads and scarce skillsets
- **Interactions/interdependencies** can slow pace and impact
- You can't **set and forget** – we have to continuously inspect and adapt
- **Scale** and **consistency** are challenging

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## IN SUMMARY...

- **Optimising teams** makes good business sense
- Teams need the right conditions to thrive: **safety, clarity and trust**
- There are a number of ways to build these conditions, including:
  - setting clear **behavioural expectations,**
  - the way you **structure your teams,**
  - supportive **practices and coaching**
- But it is an ongoing commitment – and we are just at the **beginning!**



Questions?