

Building sustainable teams to handle uncertainty

Jenny Duckett
@jenny_duckett

**Think about your best
experience of working
with a team**

And mine?

**An empowered, open team
who understand their
context can adapt to
change**

What can disrupt your team?

What can you do to prepare?

Work on yourself first

Make the team's work ownable

Empower your team to take ownership

Support and grow individuals

Show your team where they fit in

Managing up

What does this look like?

What can disrupt your team?

What can you do to prepare?

Work on yourself first

Make the team's work ownable

Empower your team to take ownership

Support and grow individuals

Show your team where they fit in

Managing up

What does this look like?

**Change is often a good
thing!**

People leave and join

Senior leaders move

Wider priorities shift

**Teams are re-organised
out of existence**

Dealing with surprising human emotions: desk moves

Originally posted Dec 22, 2017

Dealing with surprising human emotions is one of the most challenging aspects of being a manager. Generally, when someone appears triggered, or angry, or some other strong emotion that's surprising, it's likely that their [amygdala has been hijacked](#), which I've [written about before](#). Our amygdalas are in charge of our emotional reactions, and they're critical to our "fight or flight" decisionmaking process. When our core needs feel threatened, our amygdala kicks into high gear.

Emotions are critical

What can disrupt your team?

What can you do to prepare?

Work on yourself first

Make the team's work ownable

Empower your team to take ownership

Support and grow individuals

Show your team where they fit in

Managing up

What does this look like?

We can prepare for change

What can disrupt your team?

What can you do to prepare?

Work on yourself first

Make the team's work ownable

Empower your team to take ownership

Support and grow individuals

Show your team where they fit in

Managing up

What does this look like?

**Don't do it all yourself
(you can't)**

Give people your trust

Build your support network

**Set yourself up to lead
sustainably**

What can disrupt your team?

What can you do to prepare?

Work on yourself first

Make the team's work ownable

Empower your team to take ownership

Support and grow individuals

Show your team where they fit in

Managing up

What does this look like?

**Define a single clear goal,
because focus is invaluable**



GOV.UK
CUSTOM
FORMATS

**Communicate your goal
over and over again**

**Give your team the
background they need for
each piece of work**

- **Add context to user stories**
- **Use story kickoffs**
- **Run workshops**

What can disrupt your team?

What can you do to prepare?

Work on yourself first

Make the team's work ownable

Empower your team to take ownership

Support and grow individuals

Show your team where they fit in

Managing up

What does this look like?

**Embrace opportunities for
positive change**

**Become great at integrating
new people**



**Recognise that everyone is
always learning**

**Share understanding of
your work in the team**

- **Write great commit messages**
- **Comment on tickets**
- **Keep your docs updated**
- **Document your decisions**



Blog

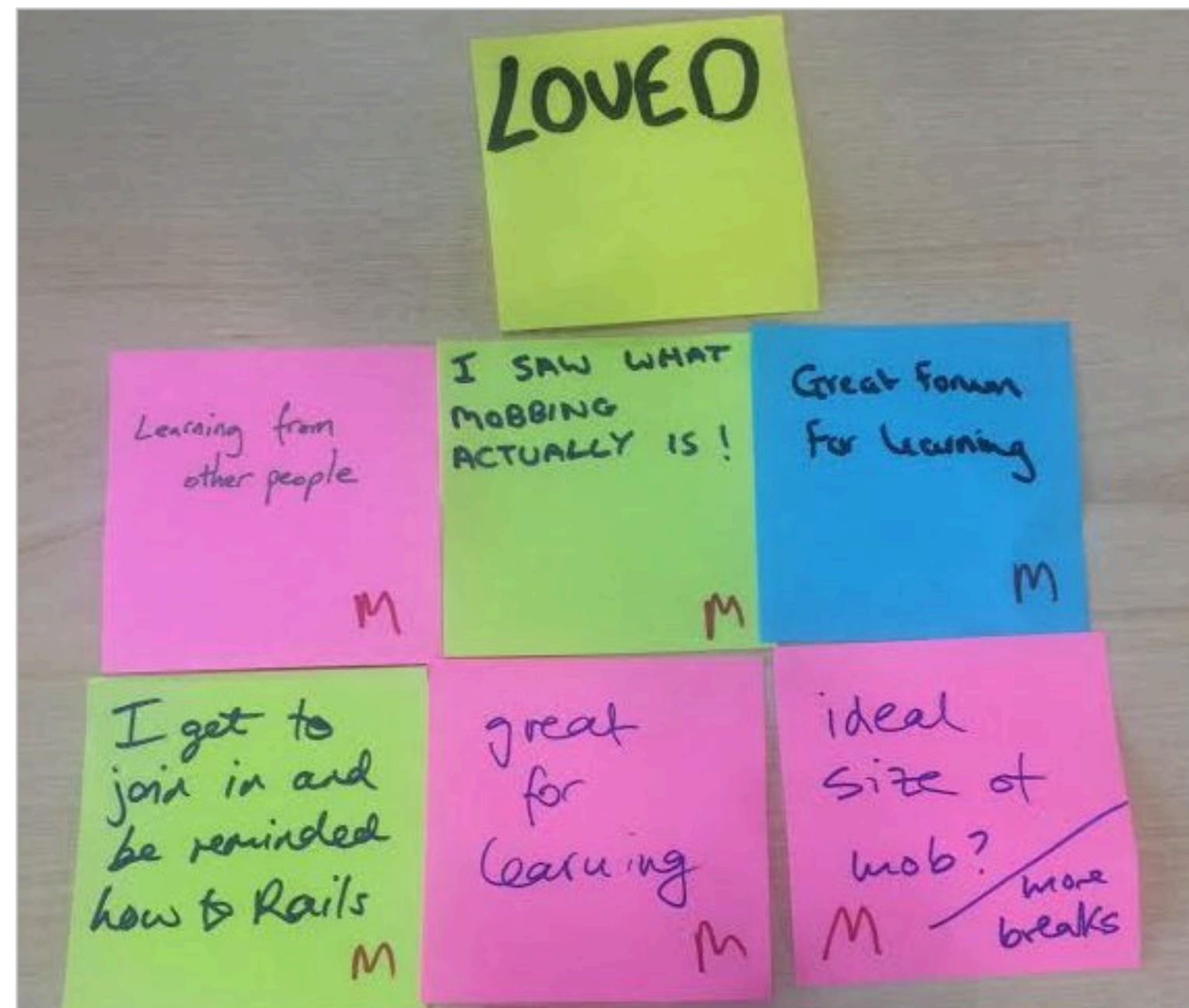
Technology at GDS

Organisations: [Government Digital Service](#)

Search blog 

Our top 12 mob programming tips and thoughts


Emma Beynon, 8 September 2016 - [Chat](#), [GOV.UK](#), [Tools](#)



GDS technology

A blog about how GDS builds, assembles and runs its software.
[Find out more.](#)

Categories

Select Category 

Sign up for updates

 Email

 Atom

Find out more

[Join the conversation](#)

Comments and moderation

[Read our guidelines](#)

**Taking ownership helps
people handle change**

What can disrupt your team?

What can you do to prepare?

Work on yourself first

Make the team's work ownable

Empower your team to take ownership

Support and grow individuals

Show your team where they fit in

Managing up

What does this look like?

**Use every piece of work
to help someone grow**

Start with individual needs

Delegate effectively

Teach people to do *your* job

Grow the next generation of leaders

Make yourself dispensable

Grow people for a resilient team and organisation

What can disrupt your team?

What can you do to prepare?

Work on yourself first

Make the team's work ownable

Empower your team to take ownership

Support and grow individuals

Show your team where they fit in

Managing up

What does this look like?

Look beyond your team

**Encourage your team
to show off their work**

**Show the team how their
work fits into the bigger
picture**

**Don't over-insulate
your team**

**A wider view helps people
adapt when things change**

What can disrupt your team?

What can you do to prepare?

Work on yourself first

Make the team's work ownable

Empower your team to take ownership

Support and grow individuals

Show your team where they fit in

Managing up

What does this look like?

**Communicate your team's
capacity for change**

**Ask for support to build a
sustainable team**

You need their trust

**Show them why all your
team's work matters**

**Good communication
about change is vital**

What can disrupt your team?

What can you do to prepare?

Work on yourself first

Make the team's work ownable

Empower your team to take ownership

Support and grow individuals

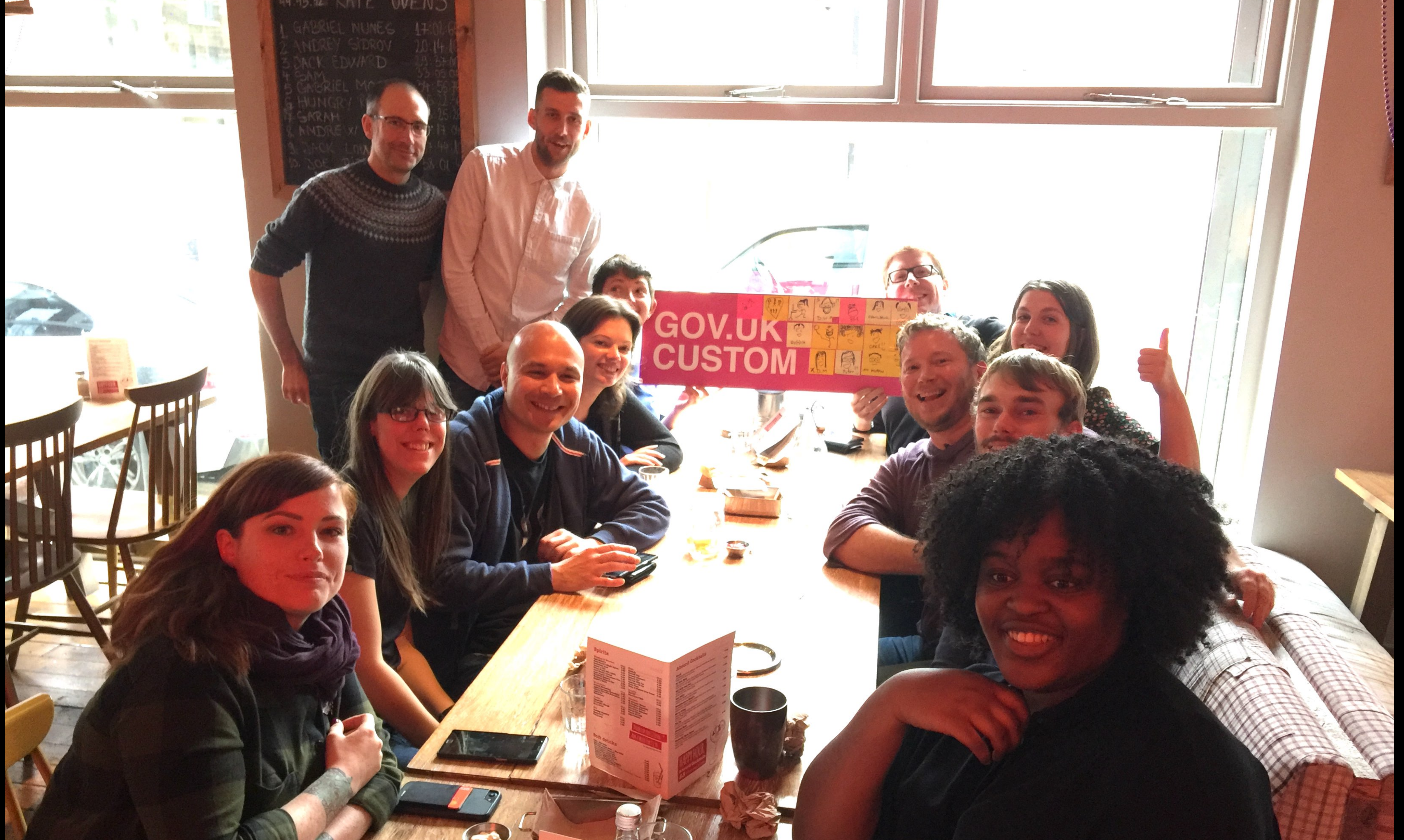
Show your team where they fit in

Managing up

What does this look like?

Grow sustainable teams for a sustainable organisation

**It's even more important
to empower people
during tough times**



44.45.20
1 GABRIEL NUNES 17:02.6
2 ANDREY SIDROV 20:14.8
3 JACK EDWARD 23:57.4
4 SAM 33:03.0
5 GABRIEL MC 37:56.7
6 HUNGRY 41:21.1
7 GRAHAM 45:25.2
8 ANDRE X 49:14.0
9 JACK LON 53:44.1
10 JOE T 58:01.1

GOV.UK
CUSTOM

Thanks!

Slides: [@jenny_duckett](https://noti.st/jennyd)

[@jenny_duckett](https://twitter.com/jenny_duckett)