



AFRYs analys on GDQ with Agile teams

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This is us

We are part of AFRY that has specialized on delivery Agile teams

Our focus is to create well functional, high performing teams, with high degree of collaboration and communication

One step to achieve this is with GDQ



Why we are here

We want to share how we work with agile teams and share how the results look in GDQ

Together discuss the result and if you have some similar results

Share our conclusions of the result



This is AFRY

Global consult company, formally known as ÅF and Pöyry

- 17000+ employees
- We do almost everything an engineer can do
- Our missions is:
 - We accelerate the transition towards a sustainable society



Our teams

- Focused on Embedded development
 - Software, Hardware, Electronic design
 - Different industries such as Automotive, Telecom, Energy, robotic etc.
- 4-10 developers in each team
- Multi culture, diverse in gender and ethnicistic
- Our teams are both onsite and remote

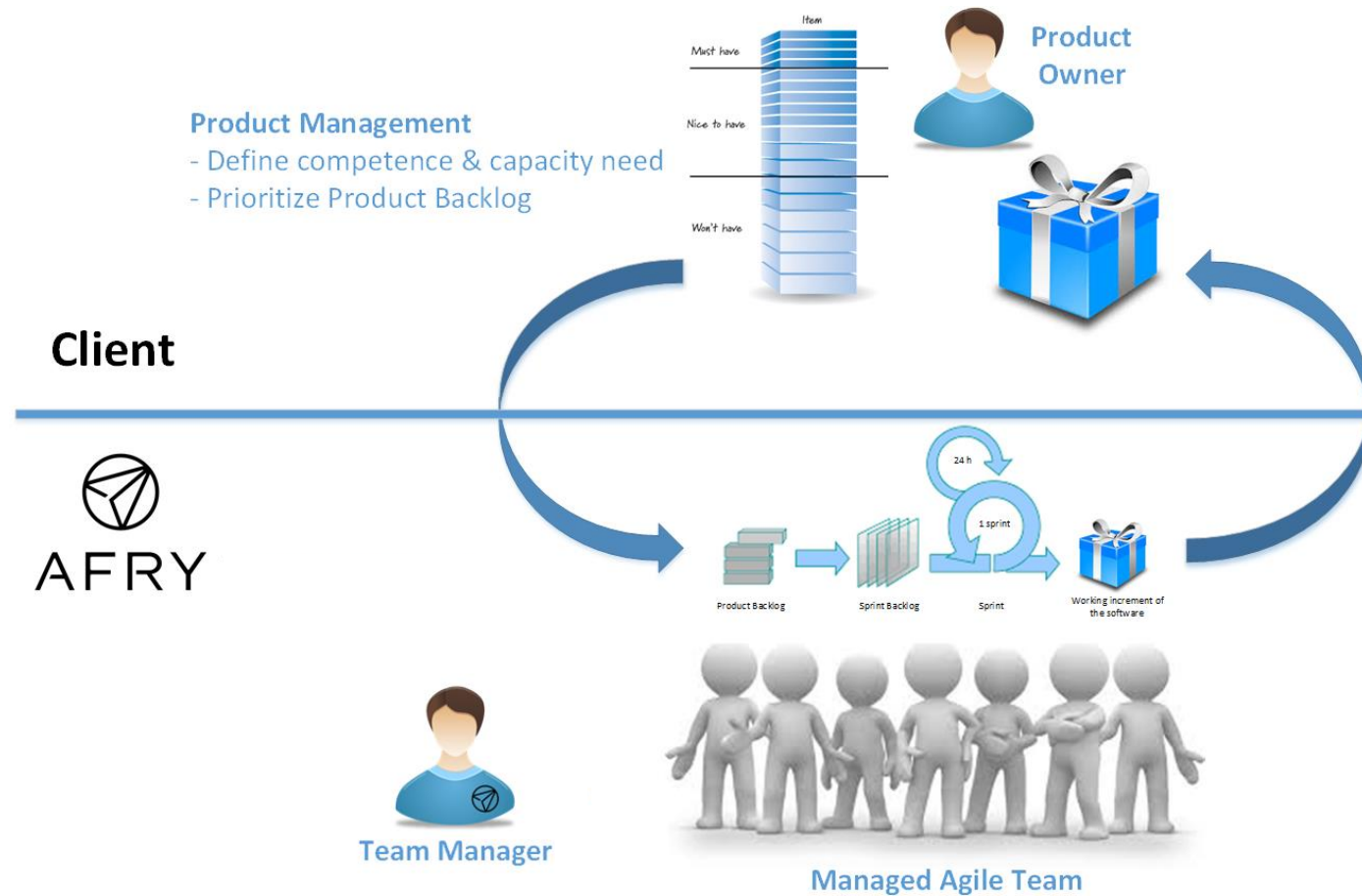


Background Agile

- Agile methodology used within software development
- Questioning traditional project models
- Focusing on four key statement:
 - **Individuals and interactions** over processes and tools
 - **Working software** over comprehensive documentation
 - **Customer collaboration** over contract negotiation
 - **Responding to change** over following a plan
 - <https://agilemanifesto.org/>



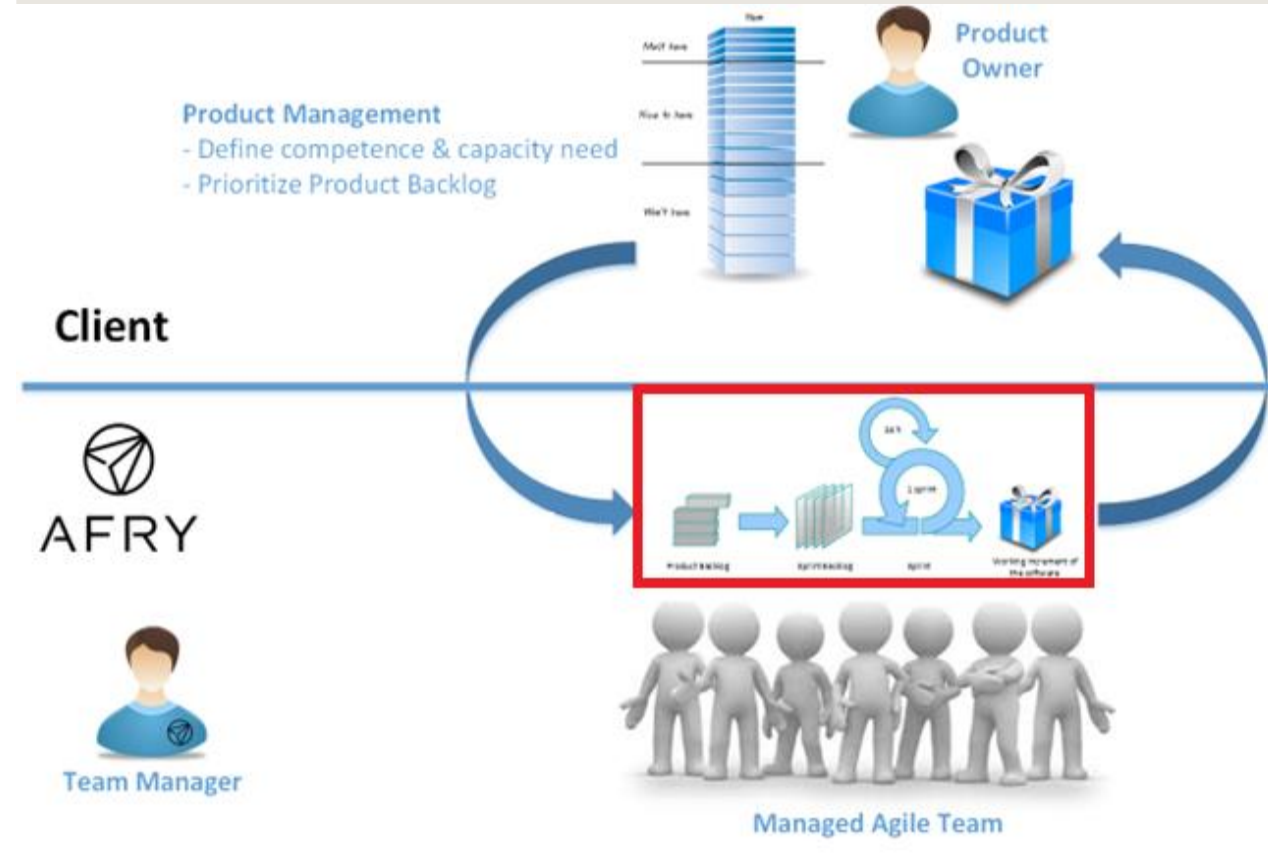
Afrys Agile Model



Agile Framework

In the redbox you can use different agile framework such as:

- Scrum
- Safe
- Kanban



Our view – agile development

- Short work increment 2-3 weeks.
- Planning activities includes all members in the team
- We are consultant working in product companies organizations, could lead to not all degree of freedom that you wish
- Team do not set long term goals over a year, where to strive toward

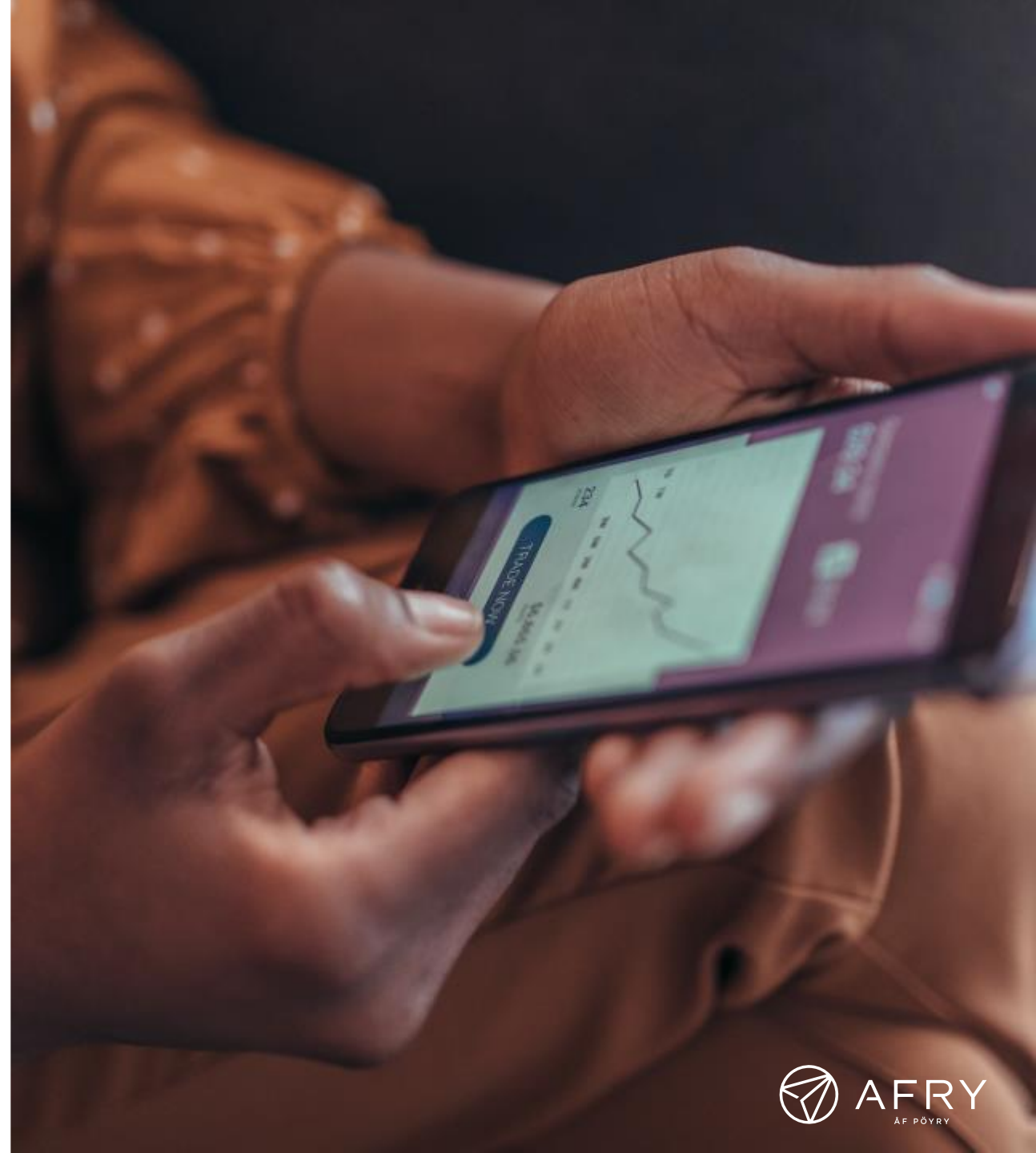


AFRY and GDQ - Background

- We at Afry has used GDQ as a tool to help our team with their group development

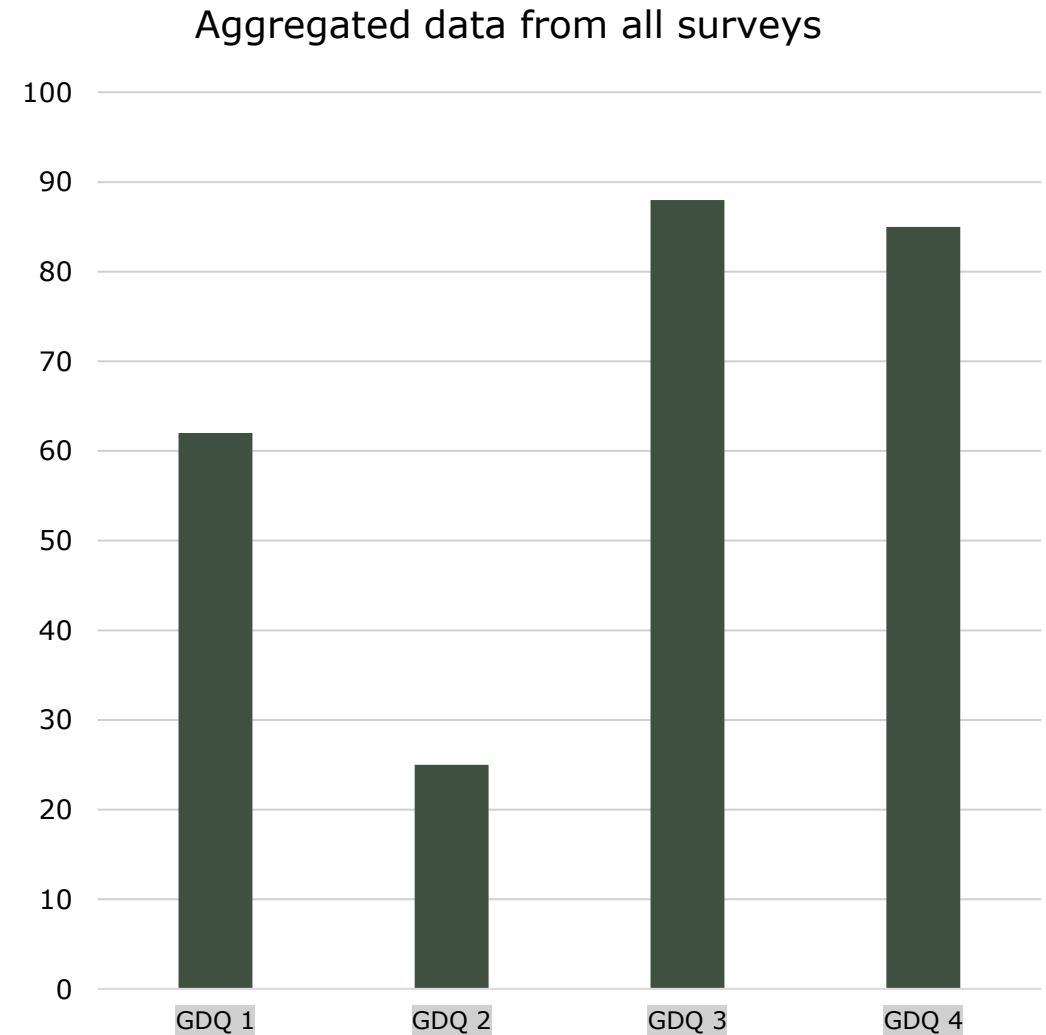
GDQ survey data

- English questions
- Global norms
- Different "group ages"
- We have collected data from 18 surveys



Our result

- Typical GDQ profile:
 - "high" in GDQ1
 - Low in GDQ2
 - High in GDQ 3 and 4



Summary Stages

Most of our teams becomes 3 or 4

	Stage 1	Stage 2	Stage 3	Stage 4
Full group	1	0	5	12
Subgroup*	6	0	3	9

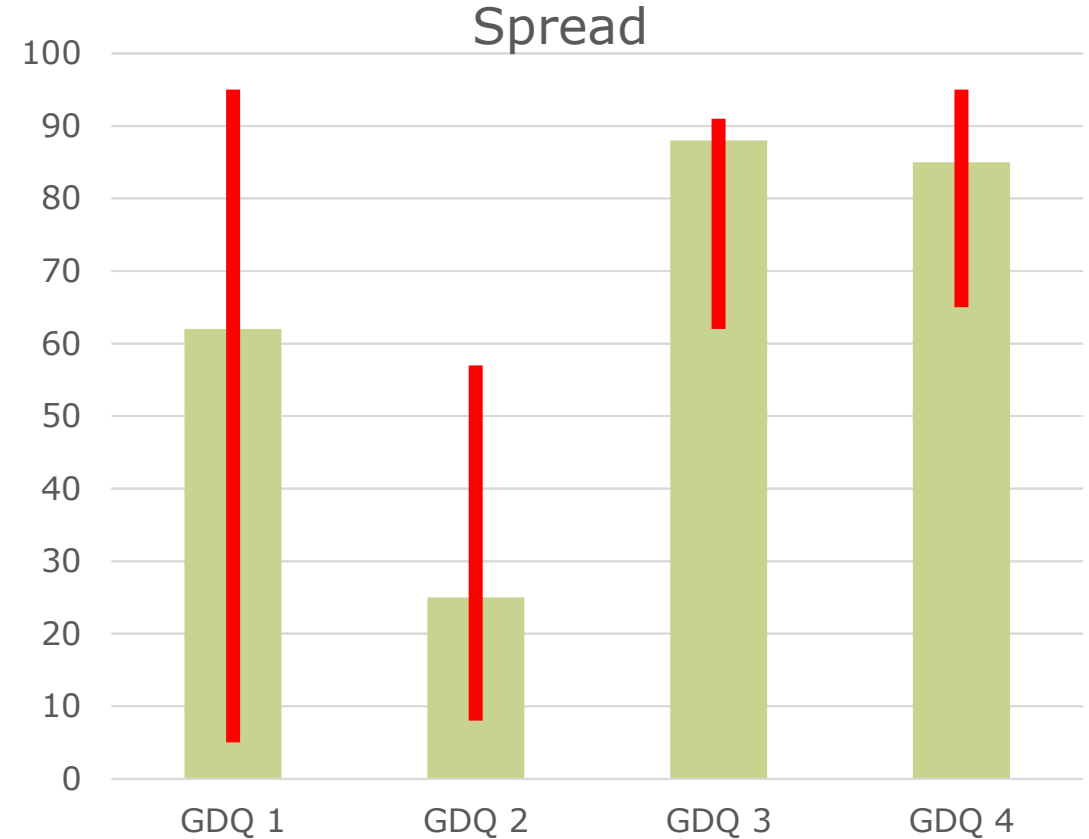
* 9 group did not have subgroups



Our result – Spread

The red line indicates the spread in each GDQ scale for the aggregated surveys

- High spread in GDQ 1
- Low spread in GDQ 3 and 4
- Some groups stands out and creates a larger spread in GDQ2



Subscale analysis

GDQ I	GDQ II	GDQ III	GDQ IV
Inclusion & Safety Concerns	Fight	Structure	Effective Organisation
1. Tentative & polite	2. Very different views	3. Goals are not clear	4. Not able to delegate
13. No expressed conflict	6. Different opinions about goals	7. Not working on strategies for goal achievement	8. Not accomplishing some goals
17. Some don't talk much	22. Split on issues	11. Members not taking responsibility	12. Not getting, giving, using feedback
29. Safety concerns	34. Arguments	15. Not planning	16. Assignments not based on ability
33. Being liked	38. Not cooperative	19. No progress in getting organized	20. No good method for decision making
37. Hesitate to express different views	54. Can't make decisions	31. Not able to form subgroups to work on tasks	24. Decisions not participatory
49. Doesn't feel like a group	58. Power struggles	43. No team work	28. Decisions not implemented
Dependency Issues	Negative Emotions	51. Not handling conflict well	Culture/Norms/Values
5. Leader dependence	10. Expressed frustration with group	Trust/Cooperation/Positive Emotions	32. No norms for high performance and quality
9. Wants leader to direct	14. Discomfort with their role	23. Not cooperating with group decisions	36. Success not expected
21. Go along with member suggestions	50. Tension in group	27. Not accepting of member initiatives	40. Innovation/creativity not encouraged
25. Address same few people	Counterdependence	35. Trust is not high	44. No attention to detail
Lack Of Structure	18. Members challenge leader's ideas	39. Not satisfied with group progress	56. Commitment to task not high
41. Time spent socializing	46. Some support leader, others don't	47. Productive but not cohesive	60. No support and reward for member contributions
45. Not discussing goals	Signs of Emergent Structure	Leader As Resource	External Relations
53. Role assignments unclear and not discussed	26. Subgroups or cliques	55. Leader not seen as asset	48. Poor relations with other groups
57. No subgroups or cliques	30. More participation but not cooperative	59. Ask for leader advice when not necessary	52. No access to needed technical and human resources
	42. Some attempts to resolve differences		

Subscale analysis

GDQ I		GDQ II		GDQ III		GDQ IV	
Inclusion & Safety Concerns		Fight		Structure		Effective Organisation	
1. Tentative & polite	12	2. Very different views	2	3. Goals are not clear	3	4. Not able to delegate	0
13. No expressed conflict	14	6. Different opinions about goals	0	7. Not working on strategies for goal achievement	0	8. Not accomplishing some goals	1
17. Some don't talk much	11	22. Split on issues	0	11. Members not taking responsibility	1	12. Not getting, giving, using feedback	6
29. Safety concerns	1	34. Arguments	0	15. Not planning	5	16. Assignments not based on ability	0
33. Being liked	2	38. Not cooperative	0	19. No progress in getting organized	1	20. No good method for decision making	2
37. Hesitate to express different views	2	54. Can't make decisions	0	31. Not able to form subgroups to work on tasks	0	24. Decisions not participatory	0
49. Doesn't feel like a group	0	58. Power struggles	0	43. No team work	0	28. Decisions not implemented	1
Dependency Issues		Negative Emotions		Trust/Cooperation/Positive Emotions		Culture/Norms/Values	
5. Leader dependence	16	10. Expressed frustration with group	0	23. Not cooperating with group decisions	0	32. No norms for high performance and quality	1
9. Wants leader to direct	11	14. Discomfort with their role	0	27. Not accepting of member initiatives	1	36. Success not expected	0
21. Go along with member suggestions	15	50. Tension in group	0	35. Trust is not high	1	40. Innovation/creativity not encouraged	3
25. Address same few people	2	Counterdependence		39. Not satisfied with group progress	1	44. No attention to detail	1
Lack Of Structure		18. Members challenge leader's ideas	13	47. Productive but not cohesive	15	56. Commitment to task not high	0
41. Time spent socializing	14	46. Some support leader, others don't	0	Leader As Resource		External Relations	
45. Not discussing goals	9	Signs of Emergent Structure		55. Leader not seen as asset	0	48. Poor relations with other groups	2
53. Role assignments unclear and not discussed	3	26. Subgroups or cliques	3	59. Ask for leader advice when not necessary	4	52. No access to needed technical and human resources	1
57. No subgroups or cliques	11	30. More participation but not cooperative	4				
		42. Some attempts to resolve differences	6				

Conclusion and Discussion

- An Agile framework helps team to focus on producing.
- Team members are encouraged to actively participant in planning for the coming weeks, and needs to understand what to do before committing the scope.
- Team focus more on solving task than building relation with each other



Making Future