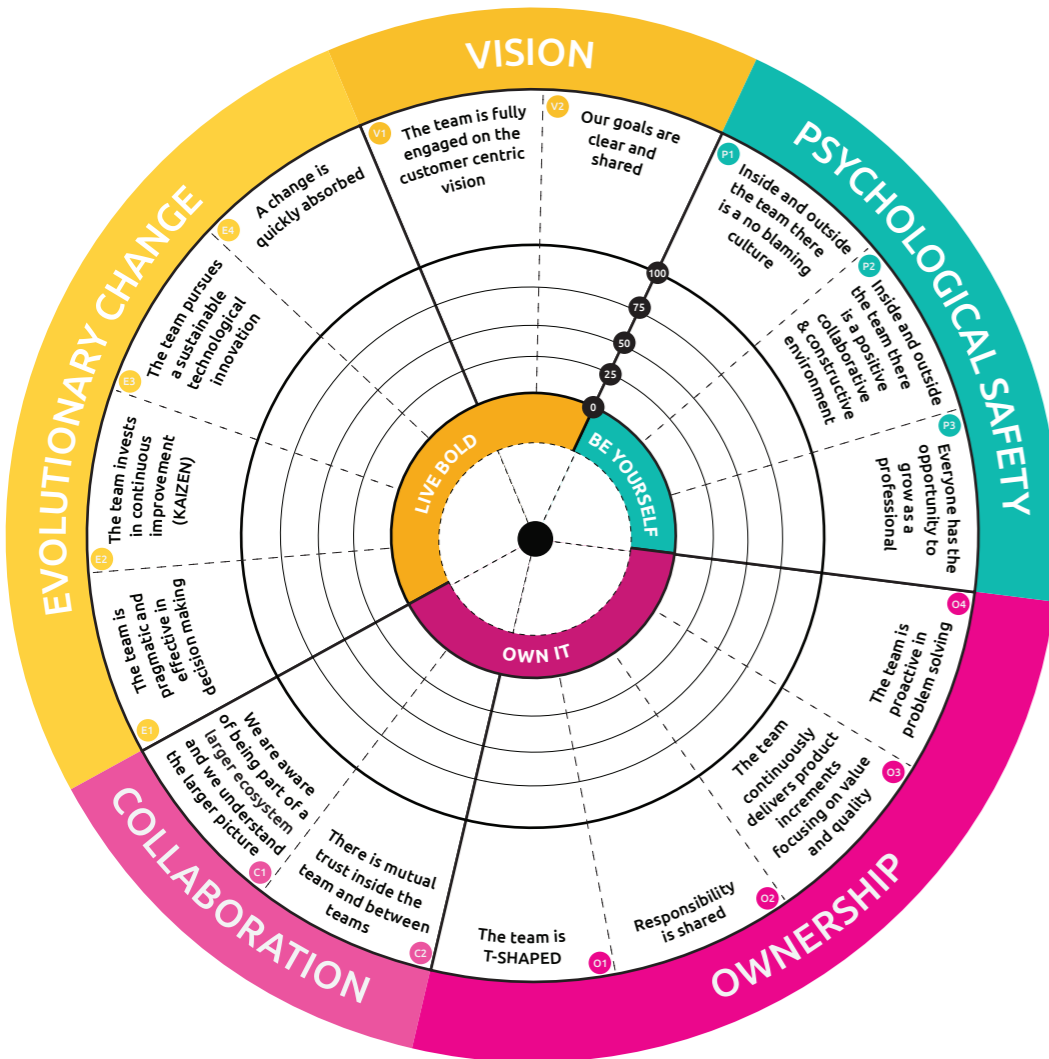


# foundations of a PERFORMING TEAM



## EVOLUTIONARY CHANGE

	IN OUR TEAM
<p><b>E1 THE TEAM IS PRAGMATIC AND EFFECTIVE IN DECISION-MAKING</b></p>	<ul style="list-style-type: none"> <li>We try experiments and then analyze what is working and what is not</li> <li>We balance discussion and action</li> <li>We can disagree while a decision is being made, but once a decision is taken everybody commits to it</li> </ul>
<p><b>E2 THE TEAM INVESTS IN CONTINUOUS IMPROVEMENT (KAIZEN)</b></p>	<ul style="list-style-type: none"> <li>We deal with technical debt</li> <li>We continuously improve our skills, processes, relationships, products, speed and quality</li> <li>We plan for long term goals, we adapt the path to reach them</li> <li>Our decisions are fueled by data and driven by KPIs</li> </ul>
<p><b>E3 THE TEAM PURSUES A SUSTAINABLE TECHNOLOGICAL INNOVATION</b></p>	<ul style="list-style-type: none"> <li>We propose innovative solutions focusing on business needs</li> <li>We balance experimentation and business safety</li> <li>We are aware of the impact that our solutions have on the broader context in which we operate</li> </ul>
<p><b>E4 A CHANGE IS QUICKLY ABSORBED</b></p>	<ul style="list-style-type: none"> <li>We embrace and absorb change both in terms of new people and of business domain focus</li> </ul>

## VISION

	IN OUR TEAM
<p><b>V1 THE TEAM IS FULLY ENGAGED ON THE CUSTOMER CENTRIC VISION</b></p>	<ul style="list-style-type: none"> <li>We are aware we are building products for customers, not technical features</li> <li>We know our customers</li> <li>We know the impact of our work on the customer</li> </ul>
<p><b>V2 OUR GOALS ARE CLEAR AND SHARED</b></p>	<ul style="list-style-type: none"> <li>We know the Vision and Strategy of the Company</li> <li>We know how our work is impacting the Company Goals</li> </ul>

# PSYCHOLOGICAL SAFETY

	IN OUR TEAM
<p><b>P1 INSIDE AND OUTSIDE THE TEAM THERE IS NO BLAMING CULTURE</b></p>	<ul style="list-style-type: none"> <li>• Our errors and failures are learning opportunities</li> </ul>
<p><b>P2 INSIDE AND OUTSIDE THE TEAM THERE IS A POSITIVE, COLLABORATIVE AND CONSTRUCTIVE ENVIRONMENT</b></p>	<ul style="list-style-type: none"> <li>• We give and receive constructive feedback</li> <li>• We feel free to express our opinions</li> <li>• Everyone's opinion matters</li> </ul>
<p><b>P3 EVERYONE HAS THE OPPORTUNITY TO GROW AS A PROFESSIONAL</b></p>	<ul style="list-style-type: none"> <li>• We share our domain knowledge and expertise inside our team and to other teams</li> <li>• We grow together sustaining each other: everyone can be a mentor for someone</li> </ul>

# OWNERSHIP

	IN OUR TEAM
<p><b>O1 THE TEAM IS T-SHAPED</b></p>	<ul style="list-style-type: none"> <li>• Team members have deep expertise on one area, but also acquire broad knowledge and diverse skills, so that the team is versatile and capable of solving an array of problems fast</li> </ul>
<p><b>O2 RESPONSIBILITY IS SHARED</b></p>	<ul style="list-style-type: none"> <li>• All team members are responsible for the product</li> <li>• All team members are domain experts</li> </ul>
<p><b>O3 THE TEAM CONTINUOUSLY DELIVERS PRODUCT INCREMENTS, FOCUSING ON VALUE AND QUALITY</b></p>	<ul style="list-style-type: none"> <li>• Our product increments deliver value to the customer</li> <li>• Our products guarantee long term maintenance and the overall system is resilient</li> <li>• We keep a sustainable pace</li> <li>• We can negotiate, plan and commit to scope milestones</li> </ul>
<p><b>O4 THE TEAM IS PROACTIVE IN PROBLEM SOLVING</b></p>	<ul style="list-style-type: none"> <li>• We keep the production environment under control using business and technical KPIs</li> <li>• We build it, we ship it, we monitor it, we maintain it</li> </ul>

# COLLABORATION

	IN OUR TEAM
<p><b>C1 WE ARE AWARE OF BEING PART OF A LARGER ECOSYSTEM AND WE UNDERSTAND THE OVERALL PICTURE</b></p>	<ul style="list-style-type: none"> <li>• We are aligned on engineering practices and know company guidelines</li> <li>• We collaborate effectively with other teams and welcome their contribution to our part of the product</li> <li>• Every action we take is meant to improve the general ecosystem</li> <li>• We support resolution of problems with an eye to the whole product, not only our parts</li> </ul>
<p><b>C2 THERE IS MUTUAL TRUST INSIDE THE TEAM AND BETWEEN TEAMS</b></p>	<ul style="list-style-type: none"> <li>• We trust each other and hold each other accountable</li> </ul>