Team Development

SWEN 256 – Software Process & Project Management
What are your responsibilities as a team member?
As a Project Manager?

How does Team Development relate to the Project Triangle?

What’s more important? The strength of individual team members, or the strength of the team?
What are some characteristics of a good team?
“Software projects fail for one of two general reasons: the project team lacks the knowledge to conduct a software project successfully, or the project team lacks the resolve to conduct a project effectively.”

- Steve C McConnell
Project Life Cycle

Start Project

Initiating

Planning

Executing

Monitoring and Controlling

Closing

Exit Phase/Close Project

Enter Phase/Start Project
### Skills

<table>
<thead>
<tr>
<th>Skill</th>
<th>Example Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning</td>
<td>Which resources are pre-assigned to the project?</td>
</tr>
<tr>
<td>Negotiation</td>
<td>Getting the best possible resources. Sharing resources.</td>
</tr>
<tr>
<td>Hiring</td>
<td>Outsourcing, virtual teams</td>
</tr>
<tr>
<td>Risk Management</td>
<td>What if resources become unavailable?</td>
</tr>
<tr>
<td>Judgment</td>
<td>Is it possible assumptions are being made regarding skill levels?</td>
</tr>
</tbody>
</table>

### Types of Influence

<table>
<thead>
<tr>
<th>Formally (Legitimate)</th>
<th>Reward</th>
<th>Penalty (Coercive)</th>
<th>Expert</th>
<th>Referent</th>
</tr>
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<tbody>
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### Leadership Styles

<table>
<thead>
<tr>
<th>Directing</th>
<th>Facilitating</th>
<th>Coaching</th>
<th>Supporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autocratic</td>
<td>Consultative</td>
<td>Consultative-Autocratic</td>
<td>Consensus</td>
</tr>
<tr>
<td>Delegating</td>
<td>Bureaucratic</td>
<td>Charismatic</td>
<td>Democratic / Participative</td>
</tr>
<tr>
<td>Laissez-Faire</td>
<td>Analytical</td>
<td>Driver</td>
<td>Influencing</td>
</tr>
</tbody>
</table>
Needs and the Team

Individual

Lower level needs must be satisfied before higher level needs can be addressed

Team
“No matter how talented an individual may be, no matter how much energy he might possess, regardless of how much integrity and honesty he or she may have, if that person is alone, they can accomplish very little.”

- Robert F. Kennedy (1964)
Trust is the **foundation** of teamwork

Trust is all about **vulnerability**, which is difficult for most people.

Takes time.

Needs to be maintained over time.

Techniques – Behavioral profiling (like Myers-Briggs). Helps to **admit strengths & weaknesses**.

“Overcoming the Five Dysfunctions of a Team”, Patrick Lencioni
Good conflict among team members requires trust, which is all about engaging in unfiltered, passionate debate around issues.

Even among the best teams, conflict will at times be uncomfortable.

Conflict norms will vary in each team, and must be discussed and made clear.

The fear of occasional personal conflict should not deter a team from having regular, productive debate.

“Overcoming the Five Dysfunctions of a Team”, Patrick Lencioni
Managing Conflict — How?

Conflict Resolution Techniques
- Confronting (Problem Solving)
- Compromising
- Withdrawal (Avoidance)
- Smoothing (Accommodating)
- Collaborating
- Forcing

Problem Solving
1. Define the real/root problem
2. Analyze the problem
3. Identify Solutions
4. Pick a Solution
5. Implement a solution
6. Review the solution, and confirm that it solved the problem
Commitment requires clarity & **buy-in** (McConnell – “signing up”)

Clarity requires that teams avoid assumptions and ambiguity, and end discussions with a clear **understanding** about what they’ve **decided** upon.

Buy-in does not require consensus. Members of great teams learn to disagree with one another and still commit to a decision.

“Overcoming the Five Dysfunctions of a Team”, Patrick Lencioni
Accountability on a strong team occurs directly among peers.

For a culture of accountability to thrive, a leader must demonstrate a willingness to confront accountability.

Best opportunity occurs during meetings and regular review of accomplishments.

“Overcoming the Five Dysfunctions of a Team”, Patrick Lencioni
<table>
<thead>
<tr>
<th>Activity</th>
<th>Project Manager</th>
<th>Project Sponsor</th>
<th>Developer 1</th>
<th>Tester 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 1</td>
<td>A</td>
<td>I</td>
<td>R</td>
<td></td>
</tr>
<tr>
<td>Activity 2</td>
<td>R</td>
<td>S</td>
<td></td>
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<tr>
<td>Activity 3</td>
<td>C</td>
<td>R</td>
<td>S</td>
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</tr>
<tr>
<td>Activity 4</td>
<td>RA</td>
<td></td>
<td></td>
<td>C</td>
</tr>
<tr>
<td>Activity 5</td>
<td>A</td>
<td>R</td>
<td>S</td>
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- **RACI** – Responsible, Accountable, (Support), Consulted, Informed
The true measure of a great team is that it accomplishes the results it sets out to achieve.

To avoid distractions, team members must prioritize the results of the team over their individual or organizational (dept) needs.

To stay focused, team must publicly clarify their desired results and keep them visible.

“Overcoming the Five Dysfunctions of a Team”, Patrick Lencioni
1. **Forming**: The group comes together and gets to initially know one another and form as a group.

2. **Storming**: A chaotic vying for leadership and trials of group processes

3. **Norming**: Eventually agreement is reached on how the group operates

4. **Performing**: The group practices its craft and becomes effective in meeting its objectives

5. **Dissolving/Adjourning**
Questions/Discussion