

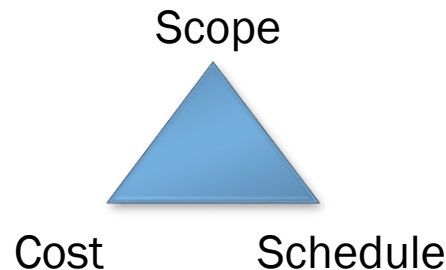
Team Development



SWEN 256 – Software Process & Project Management

Team Development Introduction

- ☞ What are your responsibilities as a team member?
- ☞ As a Project Manager?
- ☞ How does Team Development relate to the Project Triangle?



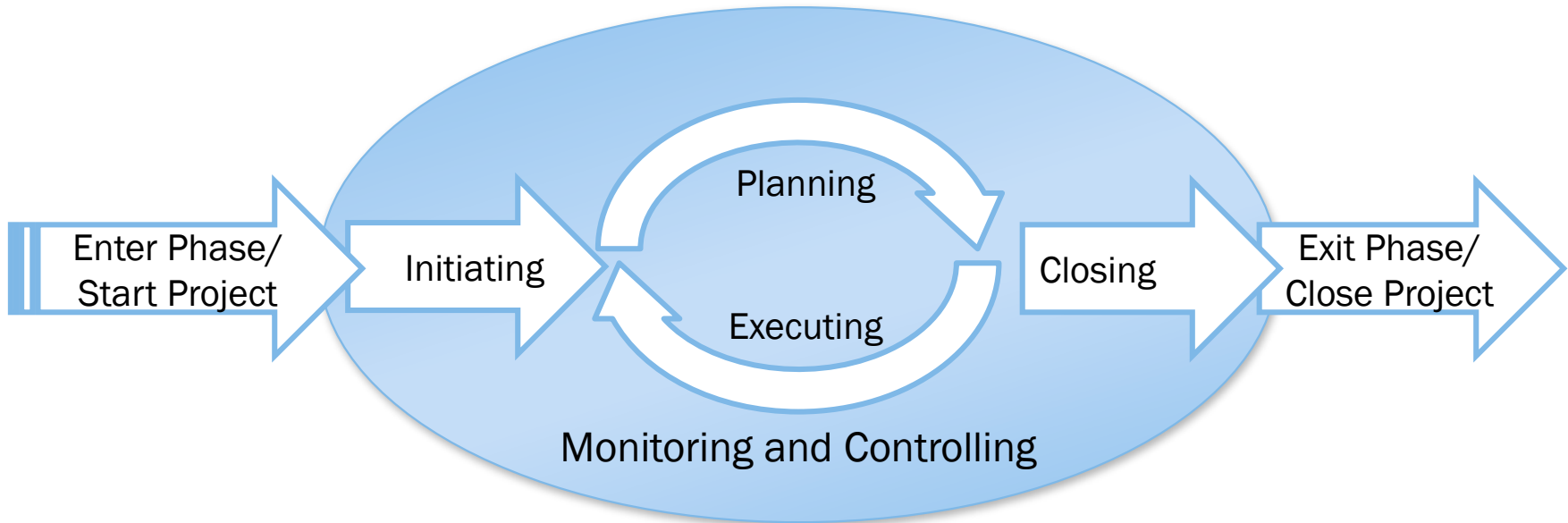
- ☞ What's more important? The strength of individual team members, or the strength of the team?
- ☞ What are some characteristics of a good team?

Quote

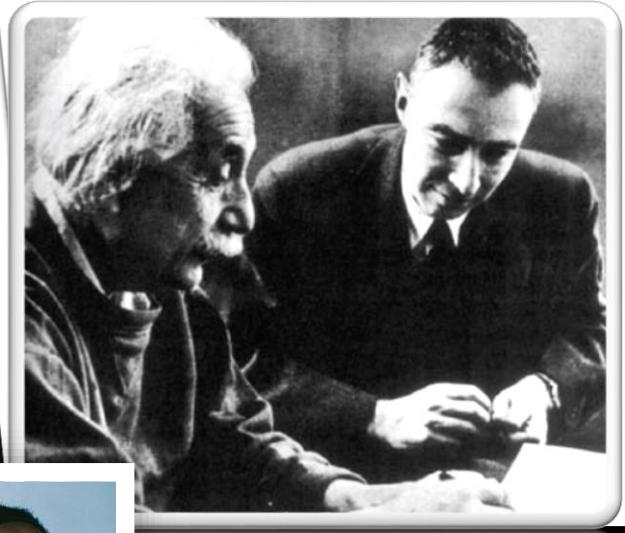
“Software projects fail for one of two general reasons: the project team lacks the knowledge to conduct a software project successfully, or the project team lacks the resolve to conduct a project effectively.”

- Steve C McConnell

Project Life Cycle



Successful Teams



NBCU PH-

Team Skills, Influence, and Styles

∞ Skills

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

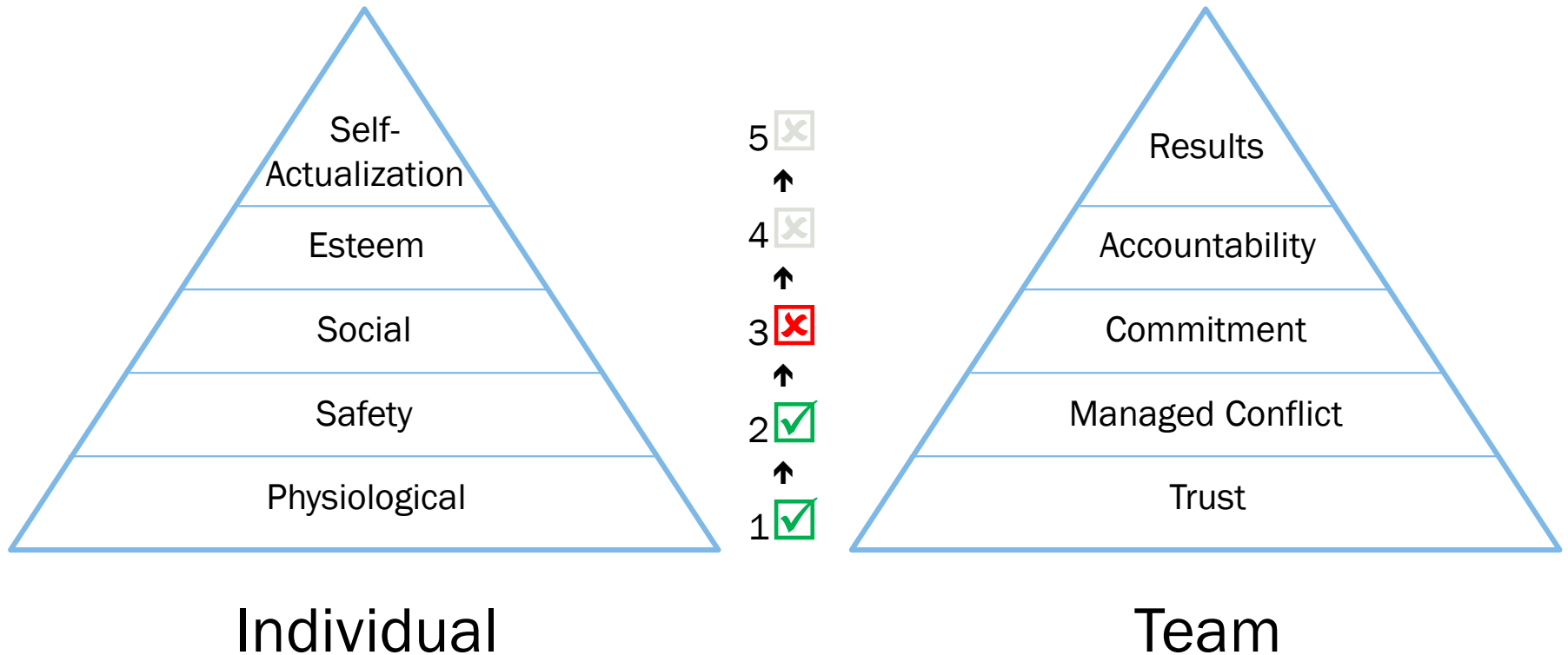
∞ Types of Influence

Formal (Legitimate)	Reward	Penalty (Coercive)	Expert	Referent
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∞ Leadership Styles

Directing	Facilitating	Coaching	Supporting
Autocratic	Consultative	Consultative- Autocratic	Consensus
Delegating	Bureaucratic	Charismatic	Democratic / Participative
Laissez-Faire	Analytical	Driver	Influencing

Needs and the Team



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

Quote

“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)

Building Trust



- ✎ 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**.

Managing Conflict



Managed Conflict

- ☞ **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**.

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



Achieving Commitment



Commitment

- ☞ 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 requires consensus. Members of great teams learn to disagree with one another and still commit to a decision.

Embracing Accountability



Accountability

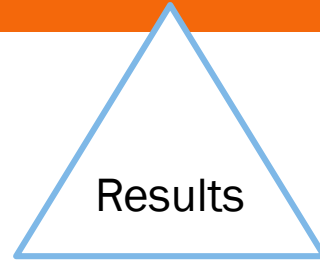
- ∞ **Accountability** on a strong team occurs directly among peers.
- ∞ For a culture of accountability to thrive, a **leader** must demonstrate a willingness to **confront** accountability.
- ∞ Best opportunity occurs during meetings and regular **review of accomplishments**.

Embracing Accountability – RA(S)CI

	Project Manager	Project Sponsor	Developer 1	Tester 1
Activity 1	A	I	R	
Activity 2	R	S		
Activity 3	C		R	S
Activity 4	RA			C
Activity 5	A	R	S	

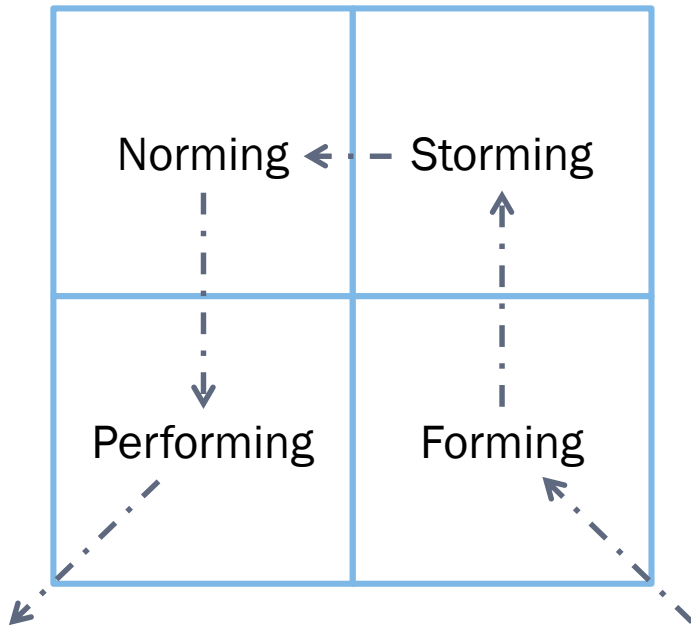
∞ RACI – Responsible, Accountable, (Support), Consulted, Informed

Focusing on Results



- ∞ 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**.

Tuckman's Model for Team Development



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

