Team Formation

SWEN-261
Introduction to Software Engineering

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Each person brings an individual perspective and personality to the project team.

- These differences can maximize the potential of the team, but also can be a source of tension.

- Every team member has to accept that there are different ways to approach work.
  - *None are right or wrong, or good or bad.*
  - *Some may be better suited for certain tasks than others.*

"If everyone is moving forward together, then success takes care of itself." - Henry Ford

A group of people assigned to work together do not instantly turn into an effective team.

- Tuckman defined several stages that teams go through
  - *Forming – initial team formation; team members behave in formal and reserved manner*
  - *Storming – team members position themselves against one another, often with confrontation*
  - *Norming – confrontation may continue, but the team tackles project issues*
  - *Performing – an effective and productive team is working together; trust between members is high*
  - *Adjourning – final teamwork prior to team disbanding*

For your team to be effective, you should strive to support these characteristics.

- The bedrock of an effective team is **trust** in individual members, and individual members trusting the team.

- The team **manages conflicts** that occur and does not avoid or bury them.

- Team members have a **full commitment** to the team.

- Team members **feel accountable** to the team and the team holds individual members accountable.

- With the previous characteristics present, the team can focus on **delivering results** to the customer.

If conflict arises in your team, try some of these conflict resolution strategies.

- Conflict management styles span an Assertiveness to Cooperativeness range
  - *Assertiveness is the degree to which you try to meet your own needs.*
  - *Cooperativeness is the degree to which you try to help others or the team meet their needs.*

- Collaborative – often finds a new win-win solution

- Competitive – you better be right

- Accommodating – you lose to achieve a higher goal

- Avoiding – a solution to gain time or for low stakes

- Compromising – mutually acceptable solution

Agile teams are self-directed.

- Self-directed teams manage their own activities which requires team cohesion.
- Teams tend to be egalitarian in assigning task responsibilities.
  - *There tend not to be fixed roles.*
  - *The team will use the varied and diverse skill set of its members to its best advantage.*
  - *The team is responsible for making sure that all tasks get covered.*
  - *Every team member is eager to pick up new tasks to help further the team's goals.*
  - *There is no individual ownership of artifacts particularly code.*

Your project grade is determined by the team's results adjusted by your individual contributions.

- Your team submits work for each of five sprints with a grade assigned for the team's results.

- Your individual contributions can modify that team grade either positively or negatively.
  - *There is an audit trail of accountability in all of the team's activities.*
    - Planning (Trello board)
    - Coding and documentation (GitHub repository)
    - Engagement with team (Team Slack)
  - *You must have an equal presence in team activities.*
  - *Your instructor will look in those areas. If you have little presence, you made no contributions.*
  - *Peer evaluations will also be strongly considered.*