Team Formation

SWEN-261
Introduction to Software Engineering

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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
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.
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.*