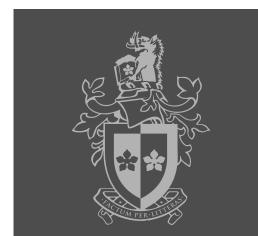


SWINBURNE
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# **SWE20001 Managing Software Projects**

Lecture 10d

Management Strategies for Team



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### **Principal References**

- Scott Berkun, *The Art of Project Management*, O' Reilly, 2005, Chapters 9 to 11.
- Bob Hughes, Mike Cotterell, *Software Project Management* (5<sup>th</sup> Edition), Addison-Wesley, 2009, Chapter 11.
- Robert K. Wysocki, *Effective Project Management* (5<sup>th</sup> Edition), Wiley, 2009, Chapter 9.
- Ian Sommerville, *Software Engineering* (8<sup>th</sup> Edition), Addison-Wesley, 2007, Chapter 25.

## **Project Success or Failure? (Recap)**



- Projects rarely fail due to purely technical issues
  - ☐ Often failure is due to non-technical, *human interaction* problems
- Pressure to complete to a tight schedule often causes a team to
  - ☐ Take shortcuts
  - ☐ Use poor methods
  - ☐ Gamble on new languages, tools or techniques that promise "The World"!
- Pressure from management can also have a detrimental effect
- So How do we organize and manage individuals and teams to get the "best" possible outcome?

## McGregor's Theory X and Y



#### Theory X

- Average human has an innate dislike of work
- People dislike responsibility
- There is a need for direction and control

#### Theory Y

- Work is as natural as rest and play
- Average human accepts and seeks further responsibilities
- External control and coercion is not necessary

### **Leadership Strategies**



- Directive Autocrat
  - ☐ Leader decides everything alone, close monitoring
- Permissive Autocrat
  - ☐ Decisions by leader, some freedom for implementation
- Directive Democrat
  - ☐ Decisions are made participatively, leader has final say
- **■** Permissive Democrat
  - ☐ All decisions are made in collaboration with team

Think of the consequences (good & bad) of each type!



## "You can take a horse to the water, but you cannot make it drink!"

### **Guidelines for Good Management**



- Gain visibility *without* micromanagement
  - ☐ Delegate responsibilities, trust decisions made by others
- Review processes and products, *not* people
- Coordinate, do *not* manipulate
- Use your knowledge, not your position of power (as a team manager)
- Channel people, do not put dams in front of them
  - ☐ Act as an *enabler*, not disabler
- Focus on project and people needs, not your authority as a manager

Source: J. Henry, Software Project Management, Addison Wesley, 2004.

## **Effective Self-Management**



- Be responsible
- Strive for defined goals
- Live by sound principles
- Your opinion matters

□Of yourself

□ Of others

■ Commitment to excellence

Source: S. Covey, *The seven habits of highly effective people: Powerful lessons in personal change*, Simon and Schuster, 1990

#### **Basic Model of Communication**

"Good communication centers around highly developed individual awareness and differentiation. A good communicator is aware of both internal process in themselves and external processes in others."

John Bradshaw

- Transmission
- Reception
  - □ what is received not always what transmitter thought was transmitted!!!
- Understanding
  - ☐ What is received is not always understood!!!
- Agreement
  - ☐ Seek REAL agreement not just mutual nodding of heads without comprehension!
- (Useful) action

#### **Common Communication Problems**



- Assumption
  - □ "Assumption is the mother of all f....." (Under Siege 2)
- Lack of clarity/noise
  - ☐ Too much irrelevant information disguises a message!
- Problem mismatch
  - ☐ Communication partners talk about different issues
- Not listening
- Dictation
  - ☐ Software is rarely developed in "army-style" hierarchies
- Personal Attacks, Blame