SWE20001
Managing Software Projects

Lecture 10d

Management Strategies for Team

Principal References

- Scott Berkun, *The Art of Project Management*, O'Reilly, 2005, Chapters 9 to 11.

- Bob Hughes, Mike Cotterell, *Software Project Management* (5th Edition), Addison-Wesley, 2009, Chapter 11.

- Robert K. Wysocki, *Effective Project Management* (5th Edition), Wiley, 2009, Chapter 9.

- Ian Sommerville, *Software Engineering* (8th 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

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

9

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