



Software Engineering Project A

SEPA - SWE40001/EAT40003

Week 2 – Team Work and Client

SEPA

CRICOS 00111D
TOID 3069

1

Some logistical issues / week 2

- Project enrolment: ... xx students still to enrol - see relevant announcement(s)

After project allocation confirmed,

- Emailed supervisor (?):
 - set up weekly meeting,
 - Request approval of client email
- Email to Client: sending out early this week for a meeting this/next week
 - Template is on Canvas (week 1/2) – get ready early
 - Require supervisor approval before sending
- Prepare questions for first client meeting
- Work, workload & worklog ...

What this session is all about...

Project Supervisors
Teamwork
Dealing with Clients

SEPA

The Role of the Project Supervisor

- Meet weekly with team, preferably run as “stand ups”
- Review team progress against plan/milestones
 - Occasionally “nudge” the team along!
- Act as a mentor throughout the project
- Occasionally meet the client, though not required
- Review team/project progress
- Monitor that Quality Assurance processes are followed
- Read, evaluate and provide feedback on documents produced
- Evaluate software designs, code etc.
- Participate in evaluation of presentations
- Responsible for the assessment of project portfolio

Teamwork...



What is a team?

“A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.”

- Approximately 2-25 people
- Complementary skills
- Common goal or purpose
- Accountable

Effective Teams

- In an *effective* team, the output of the whole team is greater than the total of the output from each of the parts.

(De Marco and Lister)

- *quantity & quality ...*
- Right kinds of tasks and working conditions are very important.

Effective Teams

- What helps?
 - Team cohesion
 - Challenging (and rewarding!) goals
 - Goal tracking and feedback
 - **Communication**
 - Common working framework
- Note: conflict, confusion, and disagreement are all part of the team-building process. The act of working through issues together helps to create team spirit.
 - Alternatives can be debated, and even explored
 - But decisions need to be made, and really “agreed to”
 - Play the ball (project matter), not the person

Team Building Process

Tuckman's 5-stage model:

- **Forming:**
 - Get to know each other; set up basic ground rules about behaviour
- **Storming:**
 - Conflicts (about leadership etc.) arise; establish methods of operation
- **Norming:**
 - Conflicts are settled; team identity/spirit emerges
- **Performing:**
 - Team works on task(s) at hand
- **Adjourning:**
 - After work is done, team disbands

Common Team Problems

Most common problems for software teams:

- Leadership
- Cooperation
- Participation (or the lack thereof...)
- Procrastination
- Quality
- Function creep (bells and whistles)

☞ *Projects are more likely to succeed when sufficient consideration is given to these aspects.*

“Difficult” Team Members

- The know-it-all
 - The think-they-know-it-all
 - The do-it-all-myself (aka “hero”)
 - The YES person
 - The maybe person
 - The nothing person
 - The NO person
 - The “I-am-too-busy-and-cannot-attend-meetings” person
 - The whiner
- ... good opportunity to “grow” ...

Successful Teams

- Agreed team goals and principles
- Established team-member roles
- A supportive environment in which to work
- A common teamwork process
- A plan for the work
- A mutual team commitment to the goals, roles and plan
- Open / free **communication** among all team members
- The mutual respect and support of all team members

Common Team Roles

- Team Leader (**critical!**)
- Client Liaison
- Development manager
- Planning manager
- Quality/process manager
- Support manager

Team Leader

- Liaison with Project Supervisor and Convener
- Motivate team members
- Organise weekly team meetings
- Cooperatively allocate tasks to members
- Facilitate team meetings
- Lead in development of project progress reports (other members participate)
- Important to choose the right member as Team Leader!

Team Leader (cont.)

DILBERT



BY SCOTT ADAMS

SEPA

What next..?

- Start the Team Building process (Norm, Storm...)
- Organize a time to meet with your Project Supervisor (once a week, ~1 hour)
- Organize a first meeting with your client via email - (but get approval from your Project Supervisor first)
- Find suitable times for other team meetings
- Find out about assessments in other units
- Set up “Team Infrastructure”

Meetings

- Are a necessary part of any team work
- Can be time-consuming
 - Have to be planned and schedule properly!
- We suggest you use the NEAT principle:
 - N Need
 - E Expectations of outcome
 - A Agenda
 - T Time

☞ *No NEAT, No meeting!!!*

Recap of Expectations

- On average, spend **10 to 12 hours per week** working on this Unit of Study
- Regularly attend
 - Scheduled classes
 - Team meetings (with or without supervisor)
 - Meetings with client(s)
- Contribute to your team's work
 - be **accountable** for your work
 - No where to hide ...
- Be “flexible” with your availability
- Be responsive
- ... Different from other units

Clients

- are busy people
- are (generally) not available at times that are convenient for you
- will not be as flexible as you
 - You may have to be very flexible when arranging meetings with clients!
- are your customers
- are always right (most of the time...)

Dealing with Clients

- Get the names right! Pay attention to titles (Dr., Prof. etc.)
- Written communication:
 - E-mails (formal unless you know the person well)
 - Reports (formal)
 - Letters (formal)
 - Memos (formal or informal)
- Oral communication
 - Telephone calls (formal)
 - Meetings (informal)
 - Introductions (very formal)
- Remember: **you are representing Swinburne!**

Written communication

- Use complete and grammatically correct sentences
 - Subject verb object:
"I" "would like to arrange" "a meeting with you"
- Keep sentences short
- Express one idea at a time
- Make sure you get your client's name correct.
- If in doubt, be more formal than you normally would be...

Written communication (cont.)

As well as the message, all written communication must include (somewhere):

- Who you are – use your full (formal) name
- When you wrote the message
- Who the message is for
- What the message is about
- Whether you expect a response (or not)

Please do not...

- Use abbreviations – write every word in full
- Use SMS-Text / Twitter shortcuts
- Write in CAPITAL LETTERS ONLY
- Grovel, beg, ask for a favour, “waffle”
- Spell words incorrectly
- Write everything on one line/para
- Send communication to the wrong person

Client Expectations

"A [real] client wants his/her software product to cover all current and future needs, built at no cost, and delivered yesterday. And of course the customer will change his/her mind several times along the way!"

Rick Harvey, Founder and CEO, Layer Security

- ☞ One of the key issues in any (software) project is to manage client expectations!
 - this often means to help client to define project scope.
 - Yes and no ...

The first two/three major deliverables

- Project Plan + SQAP
- System Requirements Specification

