SWEN90016

Software Processes & Project Management

Teams, Virtual Teams Communication and Conflict Resolution

2020 – Semester 1

Tutorial 4

Explore **teams-** how teams are formed, and understand the different roles that individuals play in those teams. Communication (including conflict management).
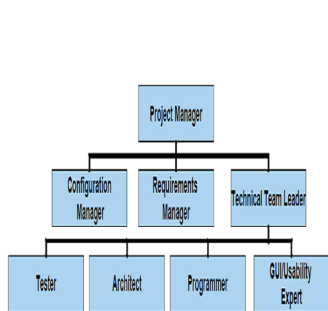
Explore how teams are created and understand the different roles that individuals play in those teams. Explore virtual teams.
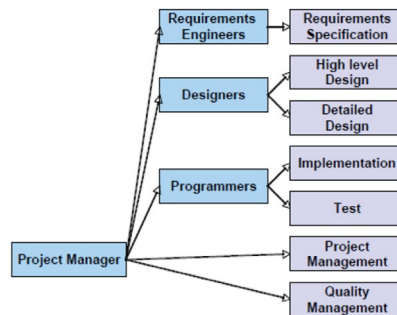
Teams Formation

Team life cycle

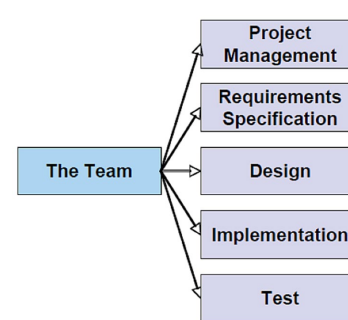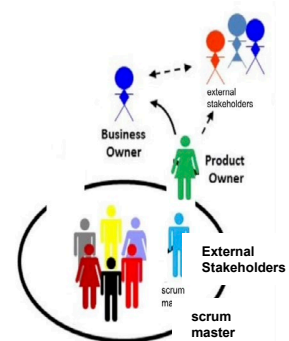Forming → Storming → Norming → Performing → Adjourning
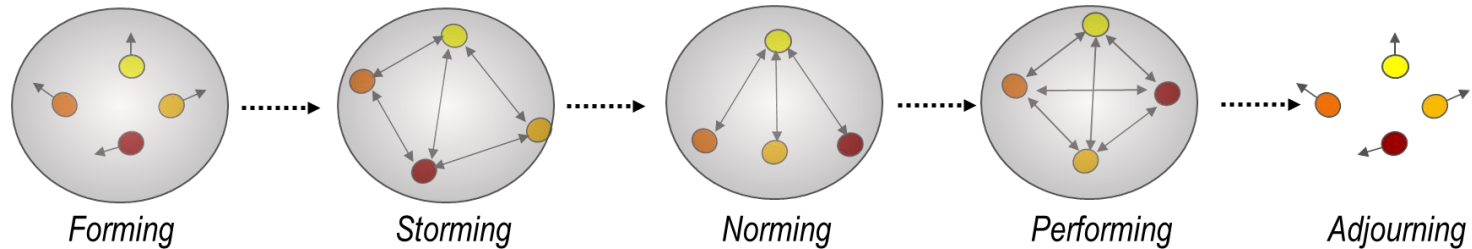
Team structures

Controlled Centralised

Controlled Decentralised
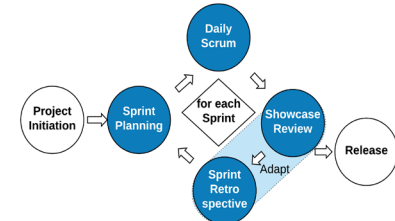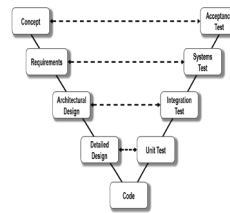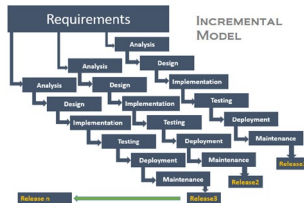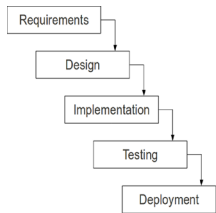
Democratic Decentralised

Scrum Team

The relationships between team structures and lifecycle models constrains the selection of both.

How you design your team will have an impact on the progress of the project.

1. Consider the individuals in the team (10 mins)

Consider your own strengths and weaknesses

What roles might you play in your project team?

Initiator: offers ideas, solutions, brainstorm, lateral thinker
Information seeker: wants facts
Information giver: describes own experience, offers facts, clarification
Coordinator: combine contribution of others
Evaluator: assess quality of contributions

Encourager: praising, accepting, cohesion and warmth
Harmonizer: build consensus, humor to neutralize anger
Standard setter: focus on goals, standards
Follower: agreeable
Group observer: provides feedback
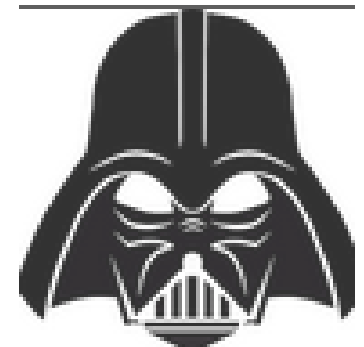
What roles are necessary for a high functioning team?

Task

Initiator:

Information seeker:

Information giver:

Coordinator:

Evaluator:

Maintenance

Encourager:

Harmonizer:

Standard setter:

Follower:

Group observer:

Destructive

Blocker

Recognition seeker

Dominator: Reasonable

Free rider: combination

Avoider:

Lone wolf:

What is a virtual team?

A **virtual team** (also known as a **geographically dispersed team**, **distributed team**, or **remote team**) usually refers to a group of individuals who work together from different geographic locations and rely on communication technology. [1]

(Wikipedia)

IT ALL STARTS HERE

Why does it appeal to employees?

Employees can be more flexible with work and home commitments

Why does it appeal to organisations?

- Organisations can access the best GLOBAL talent
- Save on real estate costs

Factors that contribute to a good virtual team

- Good communication skills

- High emotional intelligence

- Ability to work independently

- Resilience

- Awareness and sensitivity to other cultures is important especially in global groups

- (very similar to factors that contribute to any successful team)

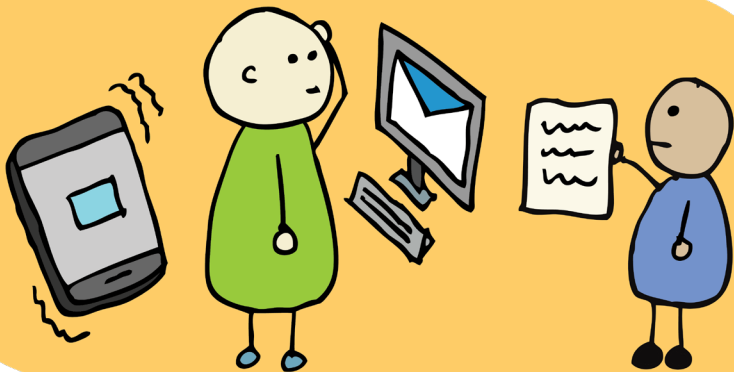Explore Communication within teams (including conflict management).

Modes of Communication

- Skype
- Zoom
- WhatsApp
- WeChat
- Google drive
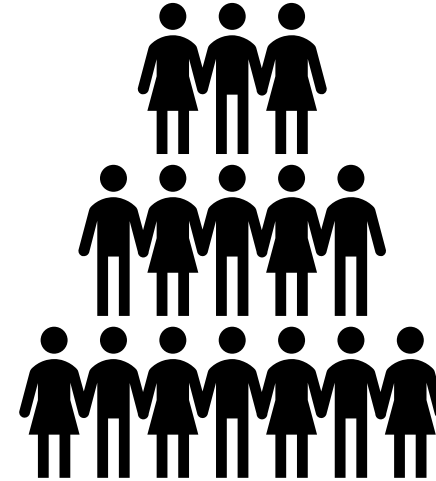
Frequency of Communication

- Daily
- Weekly
- Monthly

What is your own experience of communication?
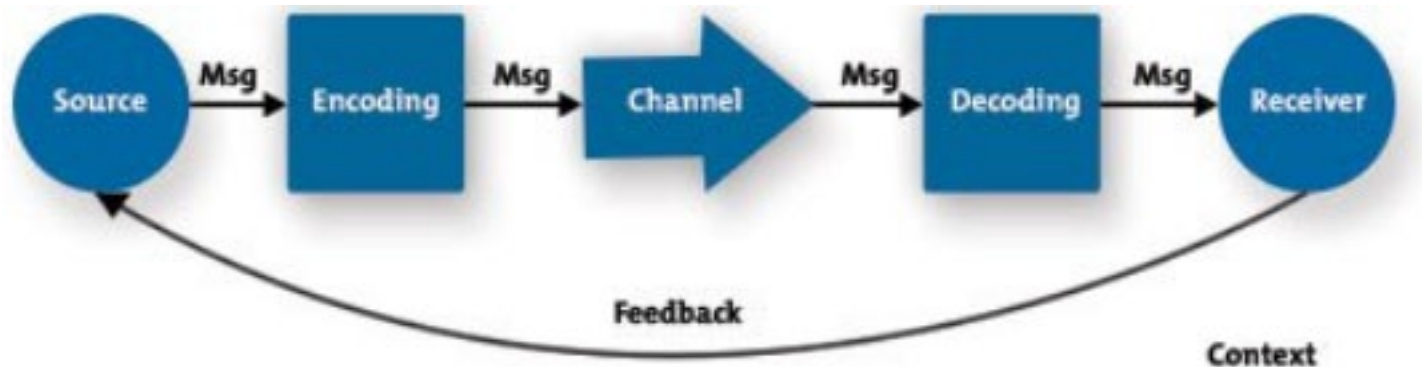
Draw your own model

» Who

     » Says What

        » How

           » To Whom

               »Outcome

Conflict resolution

John and Ken share an apartment.
For the past week Ken's friend has come over and they have played video games until the early hours of the morning. This affects Ken's sleeping, and he didn't do well on a test one morning.

Using good communication and conflict resolution skills, work though Johnny and Ken's issue and resolution to the problem.

Select what you think is the best italic option and read the answer:

1) *Hey Ken, can we talk about your friend coming over and how it's affecting me?*

2) *Hey Ken, why does your friend have to stay here all the time?*

3) *Johnny grabs Ken by the shoulder and tells him he's tired of this.*

"Sure, what's up Johnny? You said you

 were chill with it before..."

Select what you think is the best italic option and read the answer:

1) *I know we agreed it was ok. But last Thursday I wasn't able to sleep and so didn't do well on my test Friday morning. I'd really appreciate it if we could work something out.*

2) *Yeah I changed my mind, he stays too often and I don't like it!*

3) *Johnny pushes Ken for reminding him that he said he was OK with it before*

""Hey Johnny, your test scores are bad because you didn't study!"

Select what you think is the best italic option and read the answer:

1) *Please don't change the subject, Ken. I don't mind that your friend visits but I would really appreciate some kind of compromise.*

2) *What?! Who says I am getting bad test scores! I just need a good night's sleep!*

3) *Johnny punches Ken for insulting him.*

Exercise- Role play

What if you were the manager?

What if you were a member of the team?

Alex is a brilliant programmer

Alex has been late 3 of the last 10 days

Alex missed a meeting

Alex got the specifications wrong and wasted 2 days of coding time because of a missed meeting

Has been at the company for 3 years and is usually on time

Alex does not eat lunch with the other people in the company

In your groups, **discuss** an appropriate feedback message.

Hi there Alex,

You're usually one of the first employees in the meeting room and I've noticed recently that there's been a few occasions where you've been late or missed a meeting. If this happens in the future could you, please follow up on the meeting minutes just to ensure that you've kept up to date regarding project specifications.

Specific   Measurable   Achievable   Relevant   Timely

Skills • Listening

1. Direct probe

2. Open

3. Closed

4. Objective criteria
   4. facts to defuse contention

5. Testing
   5. already know the answer

6. Softening up
   6. build rapport

7. Hypothetical
   7. "what if" exploration

8. Reflective
   8. acknowledge feeling

9. Leading
   9. suggests one answer

10. Rhetorical

11. Stupid

12. Trick compliment

13. Back on Track

14. False dilemma

What, why and when is an OPEN question appropriate
What, why and when is is a CLOSED question appropriate

Thank You!