

## **Team Membership**

Your team membership should be finalized

Team assignments are posted on the course Canvas page

## **Meetings**

Your team should already have had several meetings

1. Team members only
2. Team members and TA
3. Team members and Sponsor

# *Expectations*

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## **Expectations -- Attendance**

- Each team must keep attendance records
- Designate someone as the **keeper** of attendance records, or take turns week by week ("Designated Keeper")
- Attendance is required for each
  - Full Team Meeting
  - Full Team Meeting plus TA
  - Full Team Meeting plus Sponsor
- Anyone missing a meeting must contact the designated keeper ahead of time to inform the keeper of a planned absence
- Two planned absences per semester are allowed without impacting your grade
- More than **two** planned absences OR **any** unplanned absences will impact your grade
- Attendance records must be kept in a shared repo in an "**Admin**" folder to which the entire team and your TA has access

# *Expectations*

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## **Expectations -- Timesheets**

- Each team member must fill out and turn in a weekly timesheet
- Each Week begins Monday morning at 8:00 a.m. and ends Sunday evening at 11:59 p.m.
- The **designated keeper** for the week must ensure that all team members submit a timesheet for the prior week
- No missing timesheets are allowed. Team members missing a timesheet must be pursued by the keeper until complete.
- Timesheets must be kept in a shared repo in an "**Admin**" folder to which the entire team and your TA has access

# *Expectations*

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## **Expectations -- Repository**

- Each team must set up a shared git repository
- Your git repo should contain these three\*\* folders to which the entire team and your TA has access:
  - An **Admin** folder for attendance records and timesheets
  - A **Submissions** folder for posting required project deliverables for grading
  - A **Sponsor** folder to hold all the artifacts created by your team that will eventually be turned over to your sponsor\*\*

\*\* NOTE: your sponsor may require your **Sponsor** repo/folder to be stored in a location specified by the sponsor, within their environment or a specific environment within their cloud

# *Working on a Team*

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## **Definition:**

“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.” (Katzenbach and Smith, 1993)

## **Effective Teams:**

- **Cohesive** teams perform better (achieve goals better and faster)
- The work needs to be **interesting** and **challenging**
- Teams that have a sense of **identity** do better
- Focused on delivery of **results**
- Clear **roles**, capable people in clearly-defined roles, **accountability**
- Individual **progress** is monitored
- Effective methods of **communication** accepted by all
- Decisions are by **consensus**

# *Working on a Team*

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## **Effective Teams:**

### **Cohesive**

stick together, united in purpose

### **interesting and challenging**

the work may not always be, so share the unpleasant burden

### **identity**

Name, logo, sense of belonging

### **results**

Defined as a group and agreed upon

### **roles, accountability**

Skills and aptitude. What is each person good at?

### **progress**

tracking to your project plan

### **communication**

Slack or similar tool

### **consensus**

we may not all agree upon the solution, but we all accept to go along with the majority

# *Working on a Team*

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## **What is your team responsible for?**

- Meet Sponsor's expectations
- Manage Sponsor's expectations
- Manage Team Performance
- Identify and Fix any team dynamics problems \*\*
- Get everyone involved (in learning new tasks)
- Setting reasonable goals and timelines
- Communicating effectively
- Representing CU
- ALL deliverables: documents, plans, code, modules, UX

\*\* We have multiple levels of escalation if you need help

## Leadership

All teams should probably have a **Team Leader**

**A single designated primary point of contact for  
instructors and your sponsor**

**Who?** You have to decide:

- A volunteer
- An elected leader
- Someone steps up because no one else will
- Take turns, rotate

## Thoughts on The Team Leader role

- We each have strengths and weaknesses
- We each have personality traits
- Some are innate; some are learned

## Other Leadership Roles & Responsibilities:

- Source Code Control Lead
- Testing Lead
- Documentation Lead
- Deployment Lead
- Architectural Lead
- Communications Lead
- Requirements Lead

## Peer Evaluations

PRODUCTIVE: Produces an appropriate amount of high-quality results

CREATIVE: Thinks of novel and viable solutions to problems

RELIABLE: Completes tasks correctly and on time

RESPONSIVE: Responds to communication appropriately and in a timely manner

HELPFUL: Helps others solve problems when needed

MOTIVATED: Interested in doing the best they can on the project

PROACTIVE: Helps determine tasks that need to be done and volunteers to do them

# *Working on a Team*

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## Peer Evaluations

KNOWLEDGEABLE: has good background knowledge for the project and/or is willing to do research to gain the necessary knowledge

CONSISTENT: provides a steady contribution to the project

ORGANIZED: aware of team and individual tasks, deadlines, and commitments, and does what is necessary to meet them

RESPECTFUL: listens to and considers ideas and input of others

PLEASANT: has a good attitude and demeanor and interacts well with others

Why do teams fail?

Basically, a lack of any of the things that make an effective team

It's all about PEOPLE

Warning signs:

- Lying
- Consistently being late or missing meetings
- Making Excuses for Failures or Ignorance
- An excessive desire for privacy
- Too territorial (stay off MY turf)
- Non-contributing in discussions
- Offensive comments or jokes about others
- Unresponsive to group chat, email

# *Working on a Team*

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## What to do?

As a group, immediately confront the individual, with **care & kindness & forgiveness**

If an individual refuses to cooperate or improve, then quickly escalate

- First to your TA
- Then to the Instructor

**Time is your enemy – DON'T DELAY addressing people issues !!!**

## Sponsor Relations

Understand THEIR expectations

- First, you must get the sponsor to articulate their expectations

Sometimes, you must MANAGE the sponsor's expectations

- You must be firm and confident
- Do NOT cave in if the demand is unreasonable
- Communicate, Communicate, Communicate

# *The Project Charter*

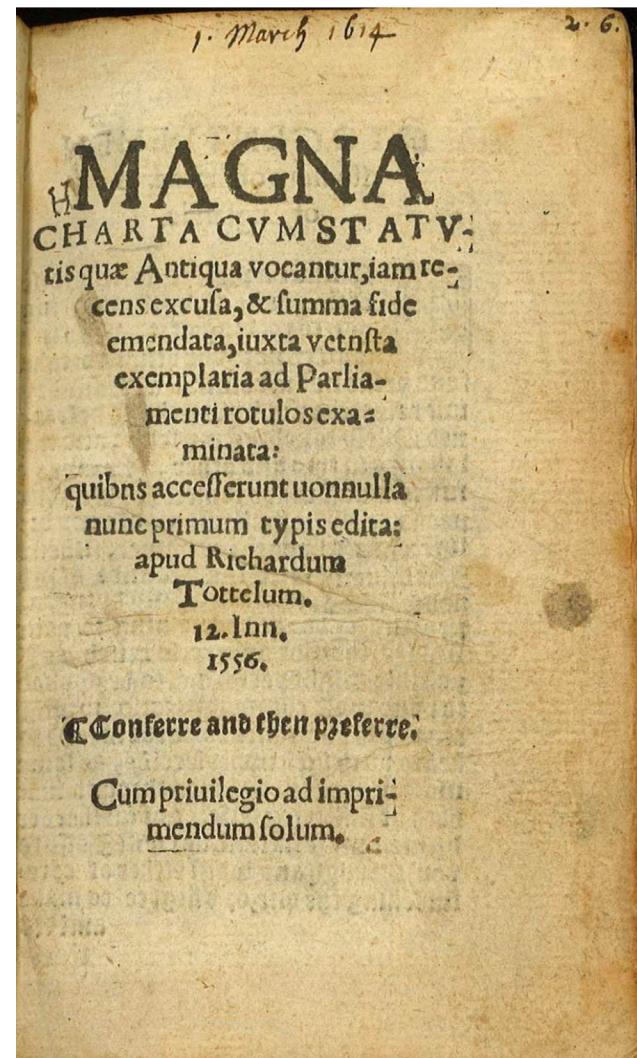
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“If it isn’t in writing, it didn’t happen”

Every project must have a written agreement between the “provider” and the “customer.”

For example, a contract for a home improvement project.

Also known as a “Statement of Work”, or “S.O.W.”



# *The Project Charter*

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The Project Charter should contain the following sections:

- Description and Scope
  - Background info on organization: Their mission, vision & strategies.
  - History of the problem / business need / opportunity
  - Objectives – the solution to the need, success criteria
  - Benefits
  - Scope statement - major products/results, specific out-of-scope items.
  - Business case – is the project worth doing?
- Approach
  - Major milestones or events schedule
  - Impact on other projects or systems
  - Critical assumptions, and constraints
  - Major known risks and risk mitigation plans
  - Process for change control
- Resources
  - Stakeholders
  - People Roles & responsibilities
  - Other material resource needs
- Acceptance criteria
- Time and cost estimates – budget

# *The Project Charter*

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- Consider multiple templates
- Choose one to proceed with
- You MUST gather sponsor input
- You MUST gain sponsor approval, IN WRITING

## **Suggestions:**

Ask the sponsor if their organization has a standard Project Charter/S.O.W. template that you can/should use.

Ask the sponsor to share their organization's Mission and Vision statements.

# *Suggestions for This Week's Meetings*

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- Team Building
  - Getting to know and trust each other
  - Roles & Responsibilities
  - Leadership role(s)
  - Meeting schedules
  - Repository
- Begin creating your project charter
  - Agree upon a template, tools (MS Word versus Latex)
  - Agree upon sections
  - Sponsor input (Did they already provide a document/template?)
- Assign tasks to fill in each section of the project charter