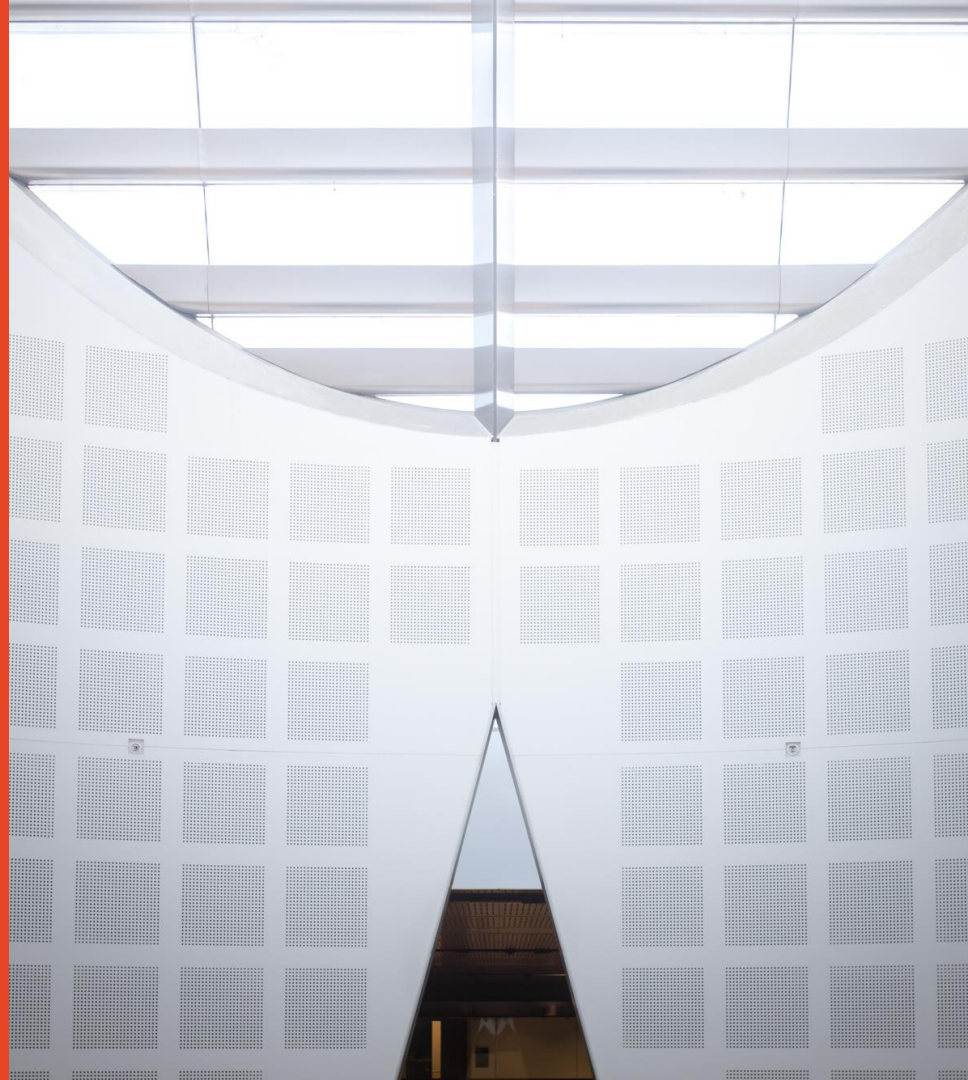


Agile Software Development Practices SOF2412 / COMP9412

Team Dynamics; Tools and
Technologies for Teamwork

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School of Information Technologies



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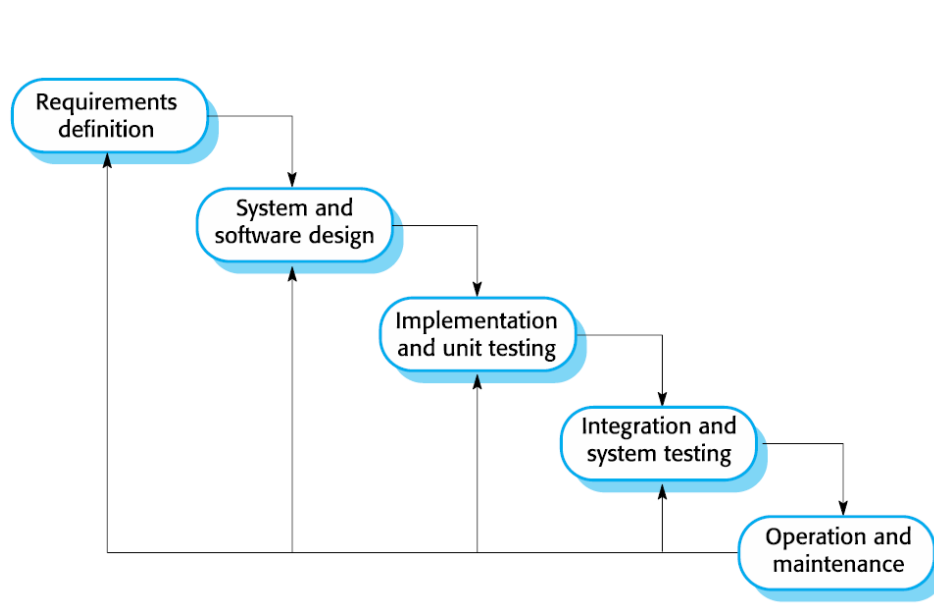
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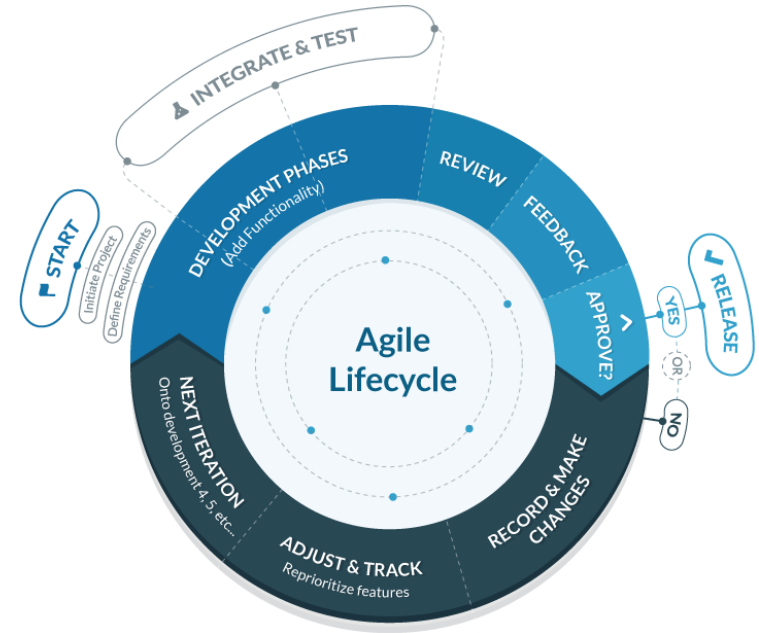
Agenda

- Teams in Agile Development
- Team Dynamics
- Tools and Technologies for Teamwork

Software Development Models – Teams

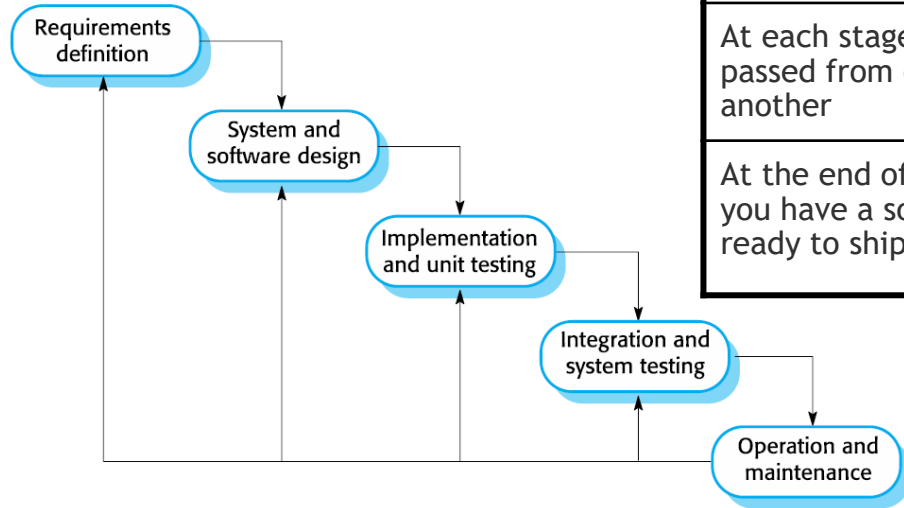


Waterfall model
plan-driven development



Agile model
Incremental & iterative development

Waterfall Model – Teams



Development activities	Teams
Divide the work into stages	A separate team of specialists for each stage
At each stage, the work is passed from one team to another	Some coordination is required for the handoff from team to team - using “documents”
At the end of all of the stages, you have a software product ready to ship	As each team finishes, they are assigned to a new product

Groups under different SDLC models

- In a traditional structure how do teams work?
 - As work is planned and allocated, it can be divided into pieces that should be more-or-less independent
 - Specialist teams / clear division of labor
 - Project management tracks progress and reallocates “resources”
 - Clear authority lines, so disagreements can be resolved
 - Problems?
 - Single points of failure
 - Inflexibility
 - Lack of feedback
- An in Agile teams?

Agile Manifesto – Revisit

- **Individuals and interactions over processes and tools**
- Working software over comprehensive documentation
- Customer collaboration over contract negotiation
- Responding to change over following a plan

- Why Agile values individuals and interactions over processes and tools?

Agile Manifesto – Why Individuals and Interactions?

- Why Agile values individuals and interactions over processes and tools?
 - People tend to follow processes blindly, and make mistakes
 - “A great tool can sometimes help people to do the wrong thing faster”
 - Tools or best practices are not enough - people who need to use should buy into it to realize its benefits
 - People needs to see the value of following certain practices
- It is important to recognize that you are working with a group of people who have different motivations, ideas and preferences

Agile Principles – People

- Business **people** and **developers** must **work together daily** throughout the project
- Build projects around **motivated individuals**. Give them the **environment and support** they need, and **trust** them to get the job done
- The most efficient and effective method of **conveying information** to and within a development team is **face-to-face conversation**
- The best architectures, requirements, and designs emerge from **self-organizing teams**
- At regular intervals, the **team reflects** on how to become more **effective**, then **tunes and adjusts its behavior** accordingly
- Our highest priority is to **satisfy the customer** through early and continuous delivery of valuable software

Teams – Individuals and Collaboration

- Common problem experienced in software development teams “*throw it over the wall*”
 - Team members are busy thinking about their own project work and problems; developers think about development work, project managers focus on managing resources, and they throw the code over the wall to a business user who thinks business
 - Individual working separately with no communication – teams are divided and collaboration is killed

Teams – Individual Practices

- When adopting agile practices, team members may follow the same thinking:
 - Each person uses only the practices that impact their work; developers focus on automated tests and build, project managers on task boards, project velocity and burn-down charts, business users on user stories
 - Adopting practices individually will improve things, but this may lead to a self-contradictory effect
 - Each person sees the part of agile that affects their specific work – (attitudes: “see! I was right all along”)
 - Agile is made up of day-to-day practices, but it’s much bigger than those practices

Understanding the Agile Elephant

- The agile elephant is made up of many practices, the whole thin is much bigger than the sum of the parts
- If you only sees the practices that directly affect your project work, then you will see the one small piece of agile



Team Dynamics

- What is team dynamics?
- Is team dynamics a good or bad thing?
- What about group dynamics?

Team Dynamics

- *“Team dynamics are the unconscious, psychological forces that influence the direction of a team’s behaviour and performance”*
- Factors that lead to team dynamics:
 - Personalities and work styles
 - Nature of the team’s work
 - Organization culture and structure
 - Cultural differences, background

Team Dynamics – Pros and Cons

- Can be good
 - E.g., Improve overall team performance (productive conflict, different perspectives)
- Can be bad
 - Can lead to unproductive conflict can demotivate and prevent team from achieving its goals

Group vs Team (Dynamics)

- “Groups are social community consisting of two or more people who have something in common”
- A team is special instance of a group – the commonality is the shared goal
 - Team members are dependent on each other for success (sport teams, development teams)
- The essential difference is in the terms “group” vs “team”, team dynamics and group dynamics are very similar

Team Dynamics – Tuckman Team Development Model



Image: <https://www.atlassian.com/agile/teams>

Tuckman's stages of group development - https://en.wikipedia.org/wiki/Tuckman%27s_stages_of_group_development

Team Dynamics – Identification and Resolution

- Result from the interaction of many factors
 - E.g., Personalities, work style, roles, culture, organizational structure
- Investigate the root causes of conflict or poor team performance
 - Structured interviews or informal chats in a private and confidential environment
 - Individuals can share their views openly
- Based on the investigation, improvements can be identified
 - E.g., change in office layout, team development workshops (practices, personality dynamics, cultural change programs , tools to better facilitate communication/interaction

Source: <https://mysoftwarequality.wordpress.com/2014/09/04/cross-dysfunctional-teams>

Team Building

- “A collective term for various types of activities used to enhance social relations and define roles within teams, often involving collaborative tasks”
- **Goal settings:** emphasizes the importance of clear objectives and individual and team goals
- **Interpersonal relations:** focus on teamwork skills such as giving and receiving support, communication and sharing information
- There is an evidence how team building affect positively team effectiveness

https://en.wikipedia.org/wiki/Team_building

High-Performing Agile Teams

- Cross-functional; different roles in a team (engineers, designers, architects, sales)
- Built on mutual respect and mutual responsibility
 - Not blaming culture, and/or “throw it over the wall”
- Are built on sound engineering practices (tools and automation)
- Value and belief in the significance of agile practices and principles
- Apply agile practices effectively as individuals and as a team
- Receive continuous training (technical and non-technical) and team monitoring/coaching

Team Success – Mistaken Beliefs

- Teams that work together harmoniously perform better than those with lots of conflict
- Team dynamics are largely caused by the leader's style (authoritarian versus democratic)
- Larger teams perform better than small ones

Agile only works with the best developers

- Every project needs at least one experienced and competent lead person (Critical Success Factor)
- Each experienced and competent person on the team permits the presence of 4-5 “average” or learning people
- With that skill mix, agile techniques have been shown to work many times

Mutual Respect

- *Developer*: “Testers are failed programmers, they shouldn’t be called engineers”
- *Tester*: “Developers are only able to produce bugs, the world would be better with more testers and less developers”
- *Business Analysts*: “I don’t know why I bother talking to testers and developers, they are total idiots”

Source: <https://mysoftwarequality.wordpress.com/2014/09/04/cross-dysfunctional-teams>

Not My Responsibility

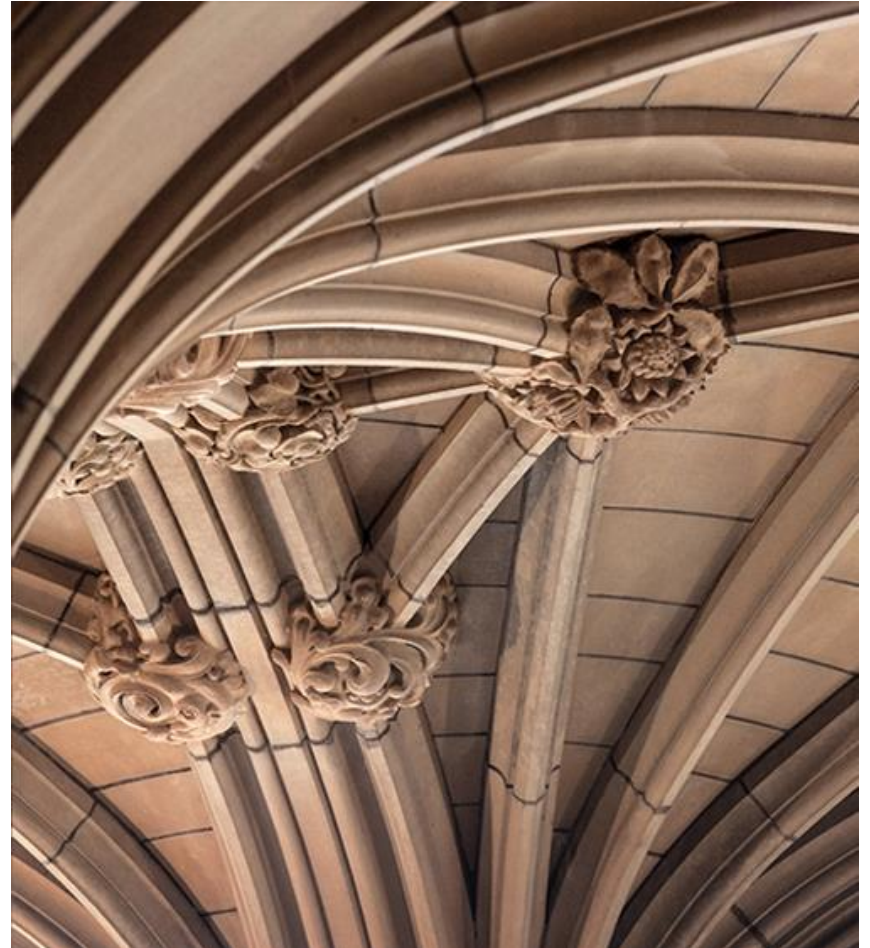
- *Developer*: “It works in our environments, it’s operations responsibility to make it work in production”
- *Tester*: “Listen, it worked in User Acceptance Testing, it must be a configuration issue, or a missing firewall hole and nothing I could have spotted during testing...”
- *Customer*: “Hello! Nothing works here...”

Source: <https://mysoftwarequality.wordpress.com/2014/09/04/cross-dysfunctional-teams>

How much can you find out?

- Search for:
 - Team effectiveness
 - Self-managed teams
 - Group conflict
 - Team efficacy...
- Learn about the theory of teams!

Tools and Technologies for Teamwork



Issue Tracking Systems

- A software that manages and maintains lists of issues
- Used to create, update and resolve reported issues internally (employees or departments) or externally (e.g., customer support call center)
- **Bug (defect) Tracking System:** keeps track of reported software bugs in software development projects
 - Provide centralized overview of development requests (bugs and improvements) and their states
 - May assigned a priority, status, severity and/or complexity
 - Prioritized list of pending items (Backlog) helps to define the product roadmap or next release
 - Typically integrated with other tools or software management systems

https://en.wikipedia.org/wiki/Issue_tracking_system

https://en.wikipedia.org/wiki/Bug_tracking_system

Bug/Issue Tracking Part of other Systems

- Part of integrated project/software development management systems
- It helps integrating issue/bug tracking with other activities; e.g., development, source control management
- Distributed bug tracking tools are designed to be used with distributed revision control software
 - Allow bug reports to be conveniently read, added to the database or updated while a developer is offline

https://en.wikipedia.org/wiki/Issue_tracking_system

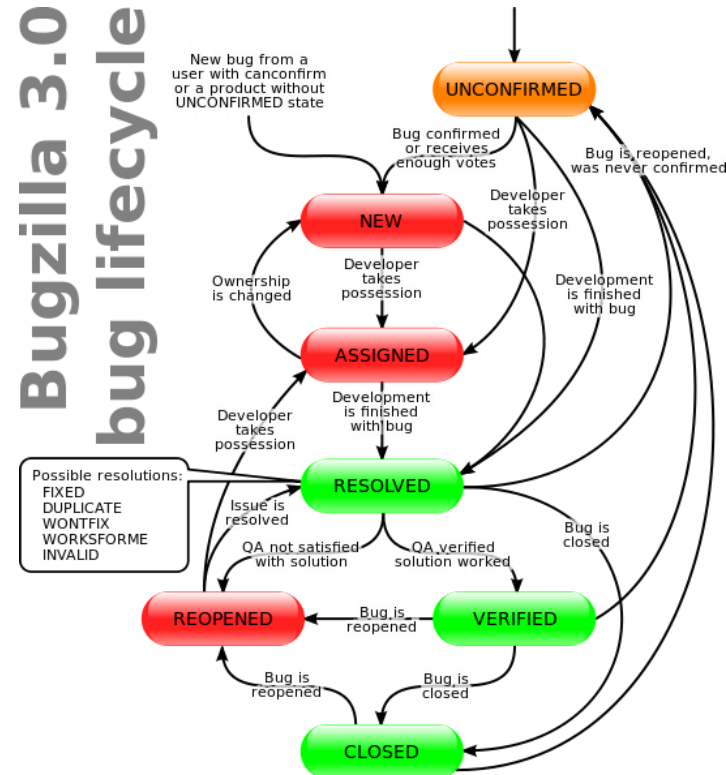
https://en.wikipedia.org/wiki/Bug_tracking_system

Bugzilla – Bug Tracking Tool

- Open-source web-based bug tracker and testing tool developed by Mozilla project
 - For free and open-source software and proprietary software
- Bug (or feature) requests can be submitted by anyone and will be assigned to a particular developer
- Various status updates for each bug are allowed
 - E.g., Bugzilla itself allows the public to file bugs – it assigns all bugs to a gatekeeper whose job is to assign responsibility and priority level


<https://en.wikipedia.org/wiki/Bugzilla>

Bugzilla – Bug Lifecycle




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Issue Tracking – GitHub

 SOFT2412-Agile-Software-Development / Test Private

Watch 0 Star 0 Fork 0

[Code](#) [Issues 2](#) [Pull requests 0](#) [Projects 1](#) [Wiki](#) [Insights](#) [Settings](#)



Login bug


Write


Preview

AA B i “ < > ↺ ⋮ ≡ ☑ ↶ @ 📌

When a user enters a username or password with non-permitted characters such as a semicolon


Attach files by dragging & dropping, [selecting them](#), or pasting from the clipboard.




 Styling with Markdown is supported

Submit new issue

Assignees

 bsul6138

 asan0483

Labels

bug

Projects

[Test repo](#)

Milestone

No milestone

GitHub Issue Tracking – Edit Labels

SOFT2412-Agile-Software-Development / Test Private Watch 0 Star 0 Fork 0

Code Issues 2 Pull requests 0 Projects 1 Wiki Insights Settings

Search all labels Labels Milestones New label

8 labels		Sort ▾
bug	Something isn't working	Edit Delete
duplicate	This issue or pull request already exists	Edit Delete
enhancement	New feature or request	Edit Delete
good first issue	Good for newcomers	Edit Delete
help wanted	Extra attention is needed	Edit Delete
invalid	This doesn't seem right	Edit Delete
question	Further information is requested	Edit Delete
wontfix	This will not be worked on	Edit Delete

SOFT2412-Agile-Software-Development/Test/labels

GitHub Issue Tracking – Project Management

The screenshot displays the GitHub Projects interface for a project named "SOFT2412 - Agile Software Development Practices". The top navigation bar includes links for "Pull requests", "Issues", and "Explore". Below the project name, there are tabs for "Repositories" (54), "People" (79), "Teams" (20), and "Projects" (1). The main area shows a Kanban board with three columns: "To do", "In progress", and "Done".

- To do column:** Contains a list of items with a text input field at the top labeled "Enter a note". The items are:
 - Search filter user story (Added by bsul6138)
 - Product Search User Story (Added by bsul6138)
 - Automation (Automatically move your cards to the right place based on the status and activity of your issues and pull requests. Added by ffar6831)
 - Welcome to GitHub Projects (We're so excited that you've decided to create a new project! Now that you're here, let's make sure you know how to get the most out of GitHub Projects.)
- In progress column:** Contains one item: "Test 2 - added" (Added by hoso5448).
- Done column:** Contains two items: "test" (Test#2 opened by ffar6831) and "Complete User Sign-up" (Test#3 opened by bsul6138).

On the right side of the board, there is a button labeled "+ Add column". The top right of the board area includes a search bar labeled "Filter cards" and buttons for "+ Add cards (1 new)", "Fullscreen", and "Menu".

Version Control Systems – GitHub

- GitHub allows groups of people to collaborate across many projects at the same time in organizations account via **organization** account
 - Group of people with shared ownership of projects
- Organization's members can have owners or member roles:
 - **Owner:** have complete administrative access to the organization (often a few people in the organization should be assigned as owner roles)
 - **Member:** default role for everyone else
- Owners can manage members' access to the organization's repos. and projects with fine-grained permission controls
 - Create your own organization
 - Understand and carefully manage members access to your organization
- Can add collaborators from outside of the organization (consultant) to have access to one or more organization repos. without bring a member of the organization

GitHub – Organization Access Control

Organization action	Owners	Members
Invite people to join the organization	X	
Edit and cancel invitations to join the organization	X	
Remove members from the organization	X	
Reinstate former members to the organization	X	
Add and remove people from all teams	X	
Promote organization members to <i>team maintainer</i>	X	
Add collaborators to all repositories	X	
Access the organization audit log	X	
Delete all teams	X	
Delete the organization account, including all repositories	X	

Organization action	Owners	Members
Create teams	X	X
See all organization members and teams	X	X
@mention any visible team	X	X
Can be made a <i>team maintainer</i>	X	X
Transfer repositories	X	
View a project board and add or reorganize its cards and columns	X	X
Create or delete a project board and edit its description	X	X
Automate actions for project boards	X	X
View and post private team discussions to all teams (see " About team discussions " for details)	X	
Edit and delete team discussions in all teams (for more information, see " Managing disruptive comments ")	X	

– Examples of access permissions for organization's owners and members

<https://help.github.com/enterprise/2.13/user/articles/permission-levels-for-an-organization/>

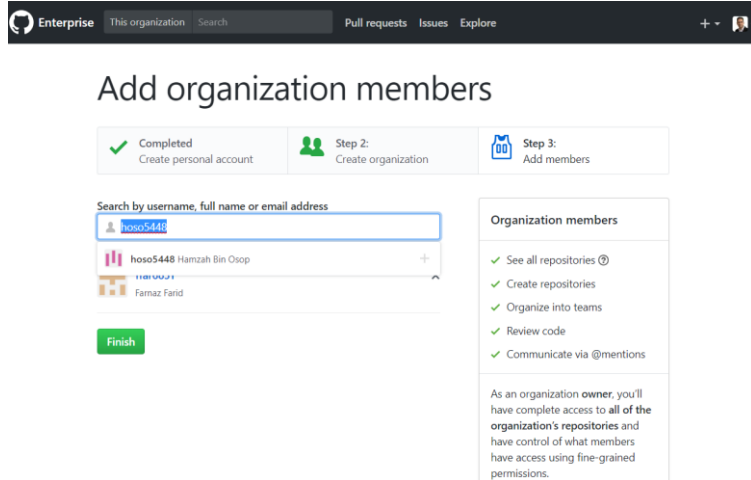
GitHub – Creating Organization

The screenshot shows the GitHub 'Sign up your team' page on the domain `github.sydney.edu.au`. On the left, a user profile dropdown menu is open, showing options: 'New repository', 'New gist', and 'New organization' (which is highlighted in blue). The main heading is 'Sign up your team'. Below it, a progress bar shows three steps: 'Step 1: Completed Create personal account', 'Step 2: Create organization' (the current step, indicated by a blue icon), and 'Step 3: Add members'. The 'Create organization' section includes a form for 'Organization name' with the value 'COMP9201' and a green checkmark, and a 'Contact email' field with the value 'basem.suleiman@sydney.edu.au'. A green 'Create organization' button is at the bottom. To the right, a text box explains that organization accounts allow teams to plan, build, review, and ship software while tracking bugs and discussing ideas. The top navigation bar includes the GitHub Enterprise logo, a search bar, and links for 'Pull requests', 'Issues', and 'Explore'.

Organizational accounts have a namespace where all their projects exist

This screenshot shows the GitHub interface for the organization namespace `COMP9201`. The browser's address bar displays the URL `https://github.sydney.edu.au/COMP9201`. The top navigation bar features the GitHub Enterprise logo, a 'This organization' button, a search bar, and links for 'Pull requests', 'Issues', and 'Explore'.

GitHub – Add Members to Organization

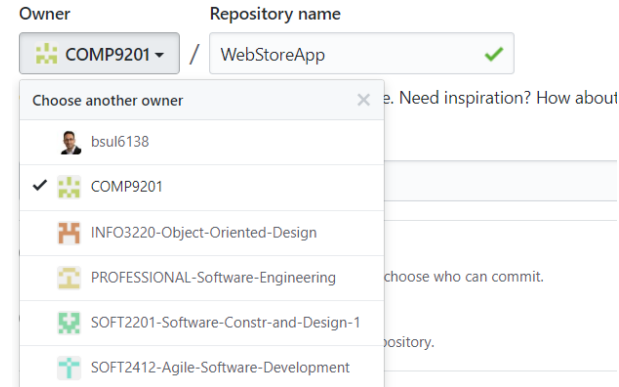


The screenshot shows the GitHub 'Add organization members' interface. At the top, there's a navigation bar with 'Enterprise', 'This organization', 'Search', 'Pull requests', 'Issues', and 'Explore'. Below this, the title 'Add organization members' is displayed. A progress bar indicates three steps: 'Step 1: Completed Create personal account', 'Step 2: Create organization', and 'Step 3: Add members'. The main section has a search bar labeled 'Search by username, full name or email address' with a dropdown menu showing suggestions for 'hoso5448' and 'Farnaz Farid'. To the right, under 'Organization members', there are five checked items: 'See all repositories', 'Create repositories', 'Organize into teams', 'Review code', and 'Communicate via @mentions'. At the bottom, a green 'Finish' button is visible. A note at the bottom states: 'As an organization owner, you'll have complete access to all of the organization's repositories and have control of what members have access using fine-grained permissions.'

- Note: when you create a new repo you can create them under your personal account or under any of the organizations that you're owner in

Create a new repository

A repository contains all the files for your project, including the revision history.



The screenshot shows the 'Create a new repository' page. It has two main sections: 'Owner' and 'Repository name'. The 'Owner' section shows a dropdown menu with 'COMP9201' selected. Below this, a list of other owners is shown, including 'bsul6138', 'COMP9201' (selected with a checkmark), 'INFO3220-Object-Oriented-Design', 'PROFESSIONAL-Software-Engineering', 'SOFT2201-Software-Constr-and-Design-1', and 'SOFT2412-Agile-Software-Development'. The 'Repository name' section shows 'WebStoreApp' with a green checkmark. To the right, there's a text input field with the placeholder 'Need inspiration? How about'.

GitHub Organization – Manage Repos

The screenshot shows the GitHub Organization page for COMP9201. The top navigation bar includes 'Enterprise', 'This organization', 'Search', 'Pull requests', 'Issues', and 'Explore'. The main header displays the organization name 'COMP9201' and a message: 'This organization has no repositories.' with a 'Create a new repository' button. Below this, there are tabs for 'Repositories', 'People', 'Teams', 'Projects', and 'Settings'. The 'People' tab is active, showing two members: bsul6138 (Basem Fathi Suleiman) and ffar6831 (Farnaz Farid). The 'Repositories' tab is also visible, showing a list of repositories: 'Front-end' (Private), 'Designs' (Private), 'Back-end' (Private), and 'WebStoreApp' (Private). Each repository entry includes a brief description and the time it was updated.

The screenshot shows the GitHub Repository page for COMP9201 / WebStoreApp. The top navigation bar includes 'Enterprise', 'This repository', 'Search', 'Pull requests', 'Issues', and 'Explore'. The main header displays the repository name 'COMP9201 / WebStoreApp' and a 'Private' label. Below this, there are tabs for 'Code', 'Issues', 'Pull requests', 'Projects', 'Wiki', 'Insights', and 'Settings'. The 'Settings' tab is active, showing the 'Teams' section. The 'Teams' section lists three teams: 'FrontEndDeve' (Front-end development team, 2 members, Read permission), 'BackEndDeve' (Back-end Development Team, 2 members, Admin permission), and 'Designers' (Web Application Designers, 1 member, Read permission). There is a '+ Create new team' button and an 'Add a team: Select team' dropdown.

GitHub Organization – Manage People

COMP9201

Repositories 0 People 3 Teams 0 Projects 0 Settings

Find a member...

Members Outside collaborators Add member

Select all	2FA	Role	0 teams
Basem Fathi Suleiman bsul6138	2FA X	Private Owner	0 teams
Farnaz Farid ffar6831	2FA X	Private Member	0 teams
Hamzah Bin Osop hoso5448	2FA X	Private Member	0 teams

- Manage
- Change role...
- Convert to outside collaborator
- Remove from organization

Enterprise This organization Search Pull requests Issues Explore

COMP9201

Repositories 4 People 3 Teams 3 Projects 0 Settings

ffar6831 has access to 3 repositories

Find a repository they have access to...

Repository	Access Level	Manage access
COMP9201/WebStoreApp	Read on this repository	Manage access
COMP9201/Designs	Write on this repository	Manage access
COMP9201/Front-end	Admin on this repository	Manage access

ffar6831 Farnaz Farid

Role: Member

3 repositories

1 team




Membership private

Two-factor security disabled

Convert to outside collaborator

Remove from organization

GitHub Organization – Manage Teams

Find a team...	Import teams	New team
Select all		
Visibility Members		
BackEndDeve Back-end Development Team	 2 members	0 teams
Designers Web Application Designers	 1 member	0 teams
FrontEndDeve Front-end development team	 2 members	0 teams

You may have 3 repos; Designs, Front-end and Back-end. You want FrontEndDeve to work on the Front-end and Designs repos, Designers team to work on Designs repo and BackEndDeve to work on Back-end repo

COMP9201 / BackEndDeve

Discussions Members 2 Teams 0 Repositories 2

Find a repository...	Add repository
Select all	
COMP9201/Back-end Private updated 21 minutes ago	Admin
COMP9201/WebStoreApp Private updated an hour ago	Admin

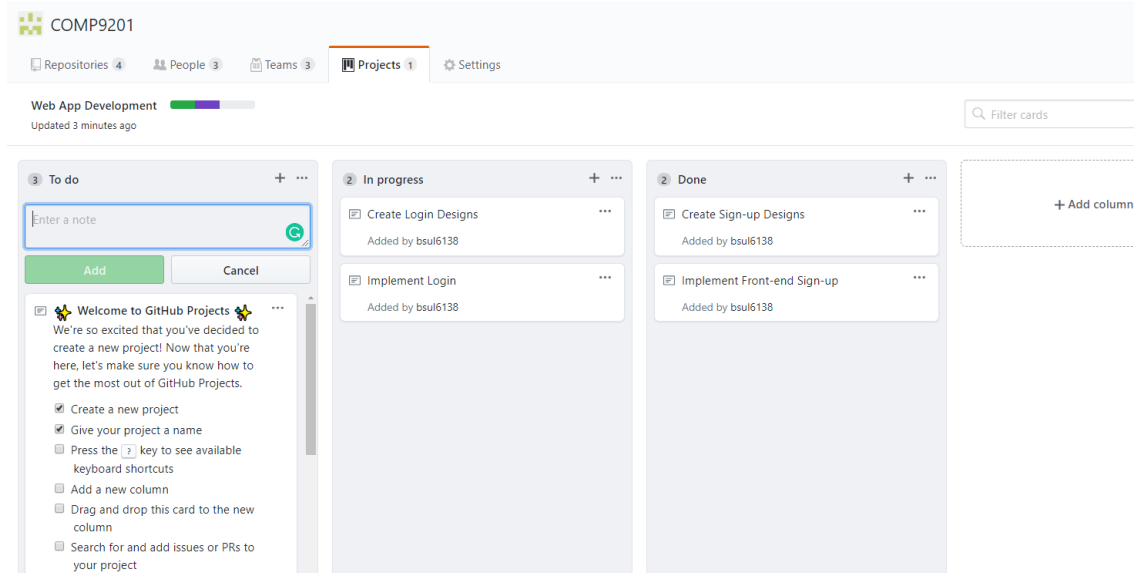
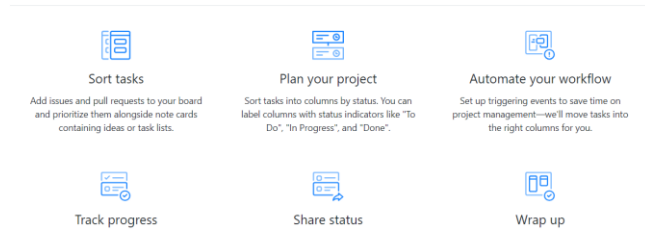
GitHub Organization – Manage Projects



Organize your issues with project boards

Did you know you can manage projects in the same place you keep your code? Set up a project board on GitHub to streamline and automate your workflow.

[Learn More](#) [Create a project](#)



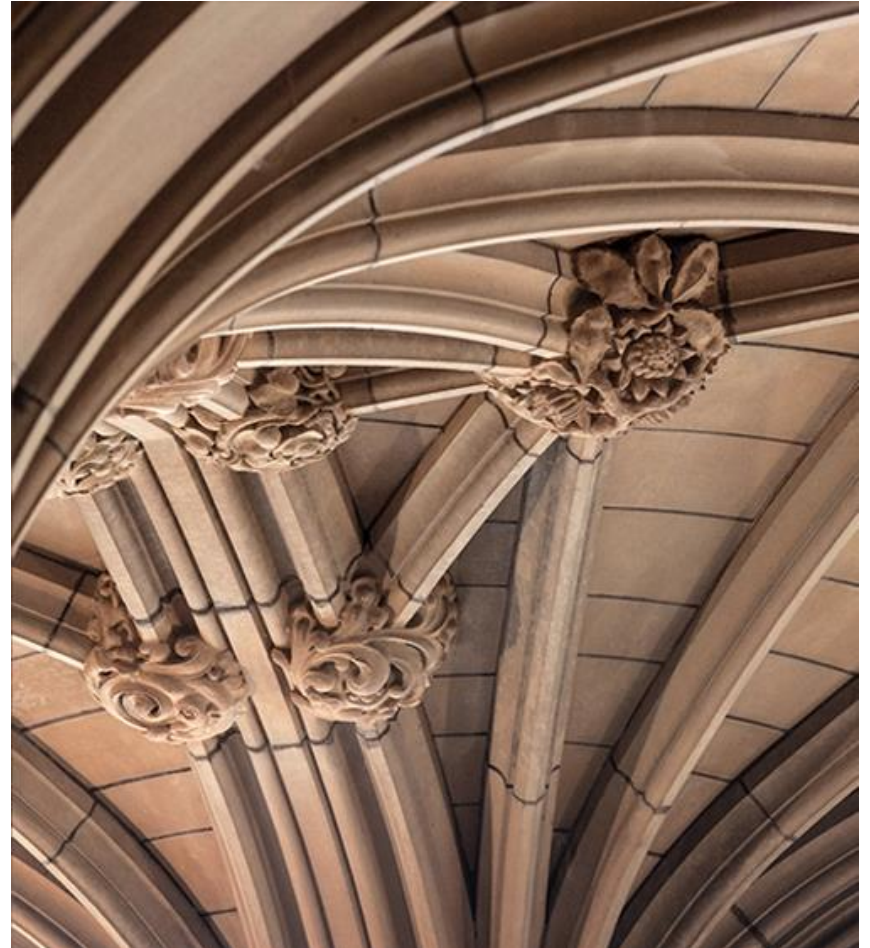
GitHub Organization – Audit Log

- Audit log records all events that have happened at the organization level, who did them and where in the world they were done

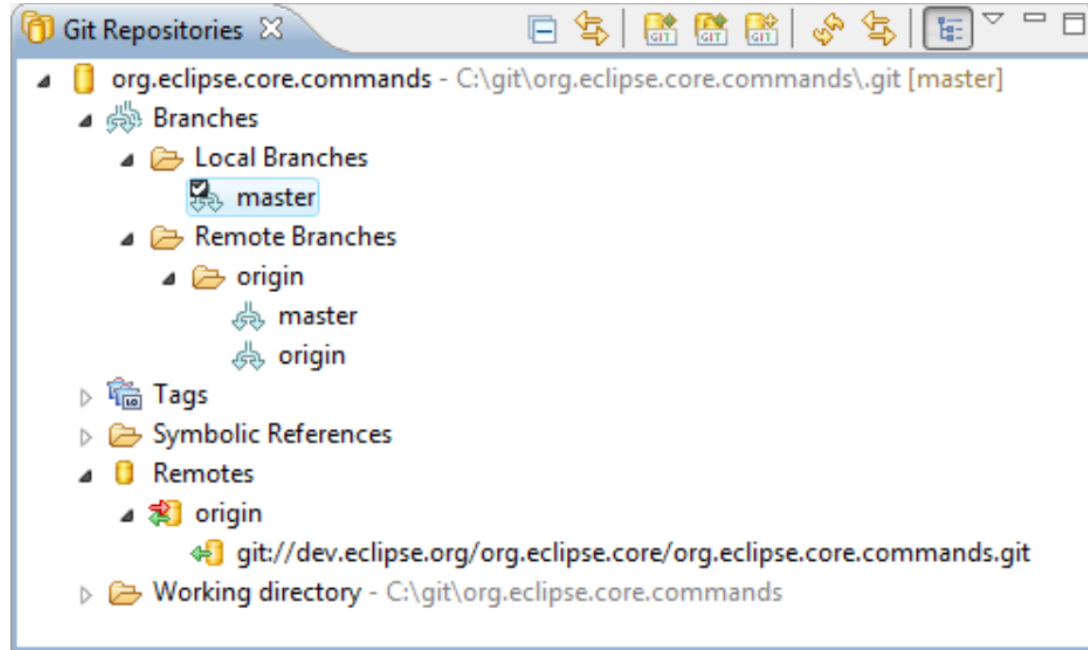
The screenshot shows the GitHub interface for the organization COMP9201. The top navigation bar includes links for Repositories (4), People (3), Teams (3), Projects (1), and Settings. The left sidebar contains a menu for Organization settings (Profile, Member privileges, Security, Audit log, Hooks, Installed GitHub Apps, Repository topics, Projects, Teams) and Developer settings (OAuth Apps, GitHub Apps). The main content area is titled 'Audit log' and features a search bar and a 'Filters' dropdown. Below this, the 'Recent events' section lists four events, all performed by user bsul6138 from Australia, one hour ago:

- bsul6138 – project.create**: Created project [Web App Development](#) in COMP9201
- bsul6138 – team.add_repository**: Gave COMP9201/frontenddeve access to COMP9201/Designs
- bsul6138 – team.add_repository**: Gave COMP9201/frontenddeve access to COMP9201/WebStoreApp
- bsul6138 – team.add_repository**: Gave COMP9201/designers access to COMP9201/WebStoreApp
- bsul6138 – team.add_repository**: Gave COMP9201/backenddeve access to COMP9201/WebStoreApp

Git in Development Environments

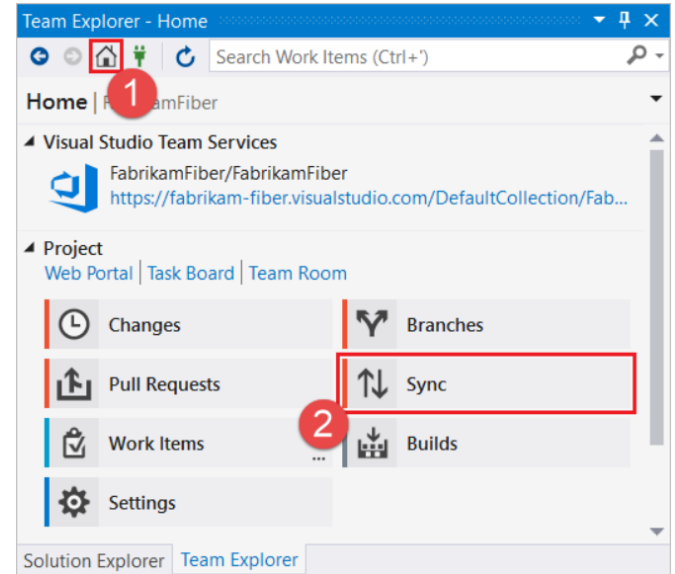
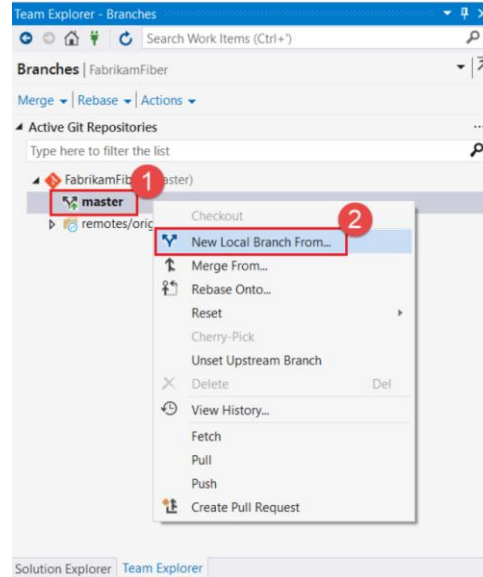
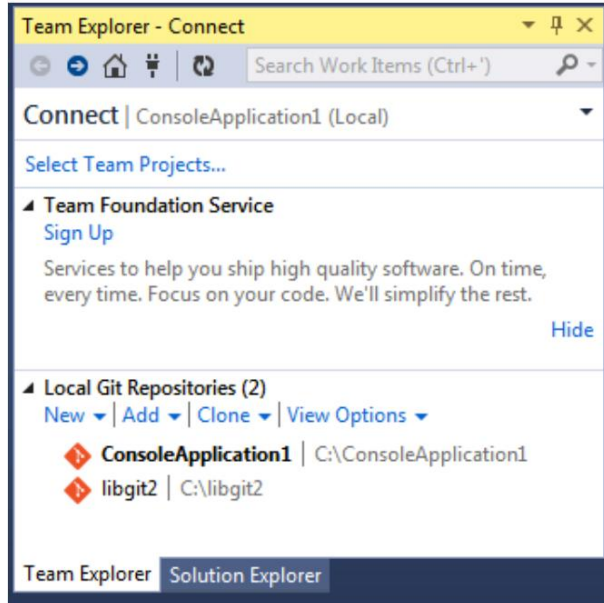


Eclipse Plugin – Egit



<https://www.eclipse.org/egit/>

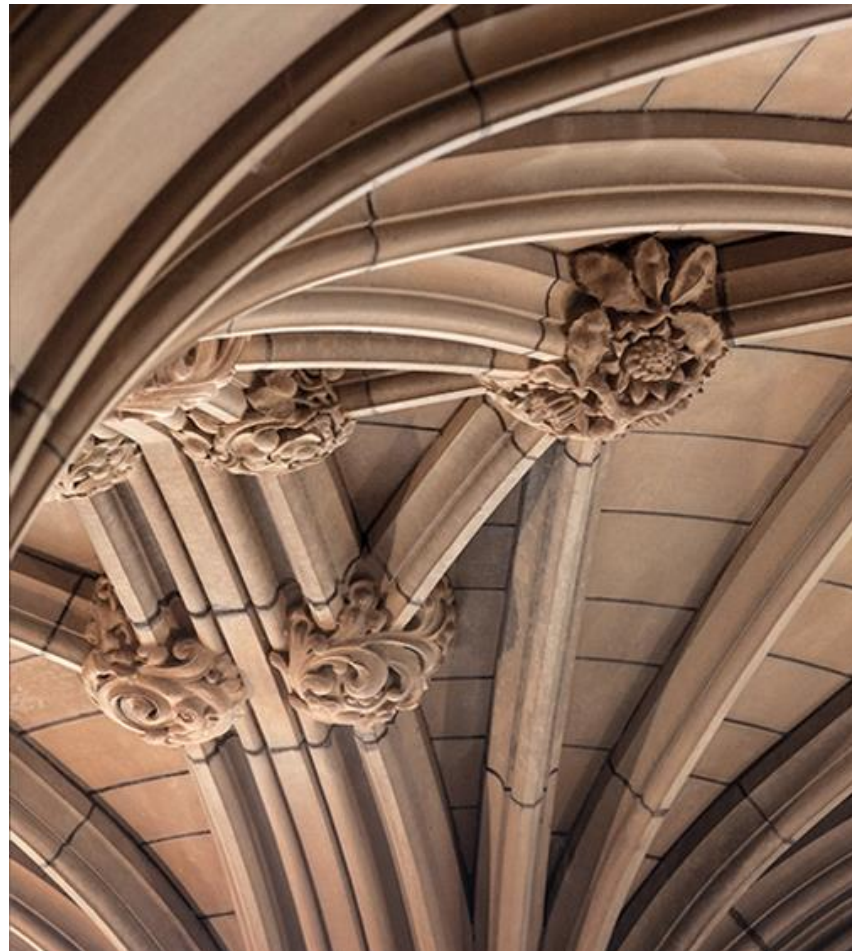
Git in Visual Studio



<https://docs.microsoft.com/en-us/vsts/repos/git/gitquickstart?view=vsts&tabs=visual-studio>

Jenkins

**Continuous Integration / Continuous Delivery/
Deployment**

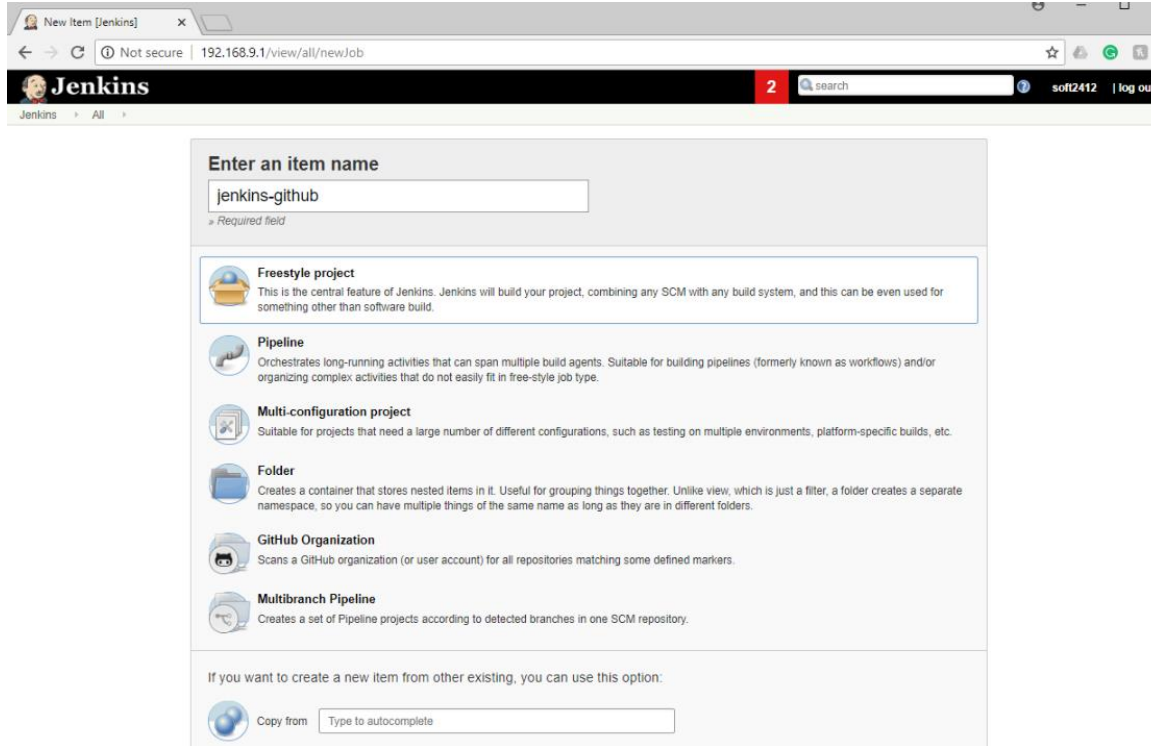


Jenkins



- “Jenkins is a self-contained, open source automation server which can be used to automate all sorts of tasks related to building, testing, and delivering or deploying software.”
- *Jenkins pipeline* is a suite of plugins which supports implementing and integrating *continuous delivery pipelines* into Jenkins
 - A *continuous delivery pipeline* is an automated expression of your process for getting software from version control right through to end users/customers
 - Typically written in *Jenkinsfile* which is checked in a project’s source code repository

Jenkins – Integration with GitHub (1)



New Item [Jenkins] x

← → ↻ Not secure 192.168.9.1/view/all/newJob

Jenkins 2 search soft2412 | log out

Jenkins > All >

Enter an item name

jenkins-github

» Required field

Freestyle project
This is the central feature of Jenkins. Jenkins will build your project, combining any SCM with any build system, and this can be even used for something other than software build.

Pipeline
Orchestrates long-running activities that can span multiple build agents. Suitable for building pipelines (formerly known as workflows) and/or organizing complex activities that do not easily fit in free-style job type.

Multi-configuration project
Suitable for projects that need a large number of different configurations, such as testing on multiple environments, platform-specific builds, etc.

Folder
Creates a container that stores nested items in it. Useful for grouping things together. Unlike view, which is just a filter, a folder creates a separate namespace, so you can have multiple things of the same name as long as they are in different folders.

GitHub Organization
Scans a GitHub organization (or user account) for all repositories matching some defined markers.

Multibranch Pipeline
Creates a set of Pipeline projects according to detected branches in one SCM repository.

If you want to create a new item from other existing, you can use this option:

Copy from

Jenkins – Integration with GitHub (2)

Source Code Management

☐ None
☒ Git

Repositories

Repository URL

https://github.sydney.edu.au/SOFT2412-Agile-Software-Development/git-local5.git

Credentials

hoso5448/*****

Add

Advanced...

Add Repository

Branches to build

Branch Specifier (blank for 'any')

*/master

Add Branch

Repository browser

(Auto)

Additional Behaviours

Add

☐ Subversion

Build Triggers

☐ Trigger builds remotely (e.g., from scripts)

☐ Build after other projects are built

☐ Build periodically

☐ GitHub Branches

☐ GitHub Pull Requests

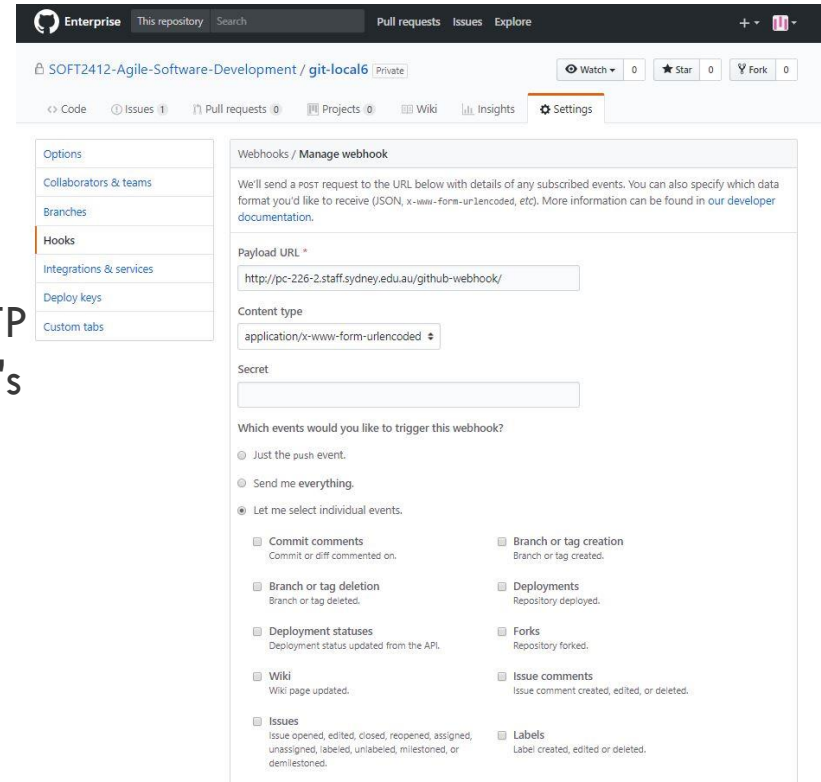
☒ GitHub hook trigger for GITScm polling

☐ Poll SCM

Jenkins – Integration with GitHub (3)

- Webhooks allow to build or set up GitHub Apps which subscribe to certain events on GitHub
- When one of those events is triggered, HTTP POST payload will be sent to the webhook's configured URL
- Webhooks can be used to update an external issue tracker, trigger CI builds, update a backup mirror, or even deploy to your production server

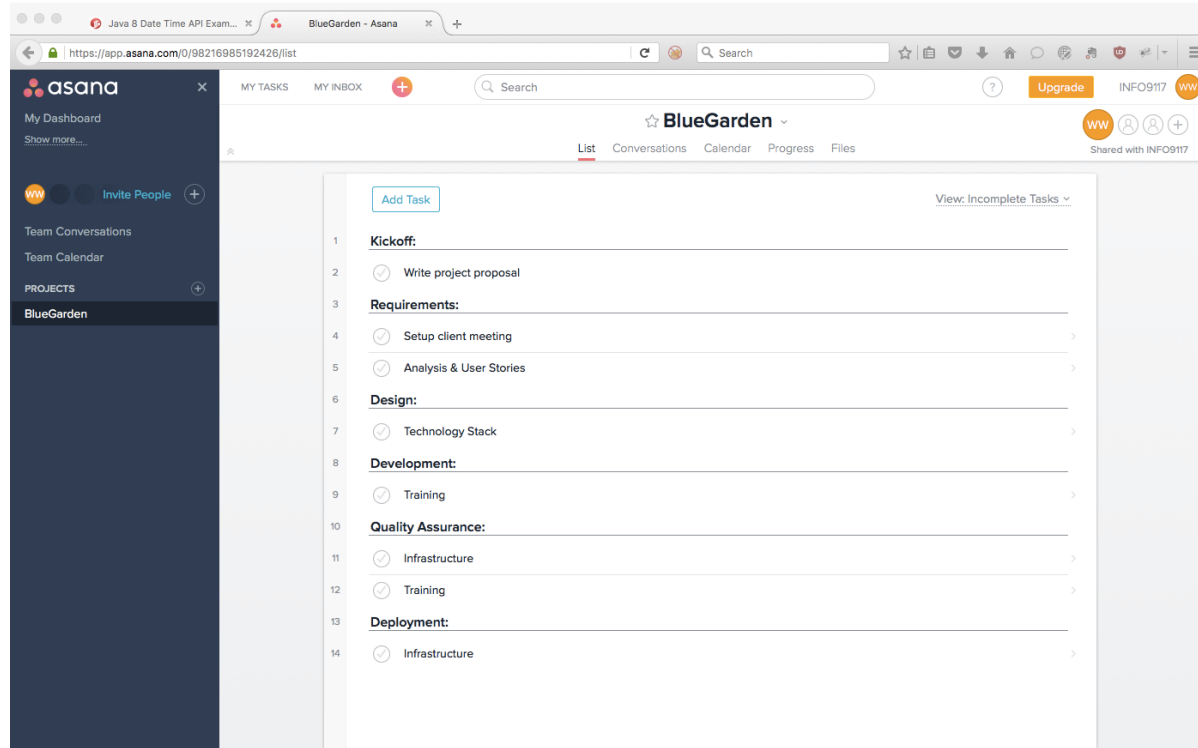
<https://developer.github.com/webhooks/>



Teamwork Collaboration Tools

- What tools would you use to help support your team?
- Examples:
 - Dropbox
 - Google Docs
 - Skype
 - Trello
 - Slack
 - Basecamp
 - Asana
 - ... other

Other Tools – Asana – Project Management



References

- Andrew Stellman, Margaret C. L. Greene 2014. Learning Agile: Understanding Scrum, XP, Lean and Kanban (1st Edition). O'Reilly, CA, USA.
- Further Readings:
 - Hackman J. R., *“Leading Teams: Setting the stage for great performances”*, Harvard Business Press 2002
 - Hackman J. R., Katz N. *“Group behavior and performance”*. In Fiske ST, Gilbert DT, Lindzey G Handbook of social psychology (5th ed.) New York: Wiley; 2010. pp. 1208-1251. DOI: 10.1002/9780470561119.socpsy002032