Notes from 4 Aug

Listening Video

- Clear head first
- Listening is more important that speaking
- teach yourself to listen

How to become an active listener

- you align everything you listen to and don't take it in
- **Pay attention I**
- reinforces clear the mind, discussed how our mind wonders when listening
- ^ Eye contact body language
- **be involved - body language to engage C J I**
- Posture- open
- face towards the person
- look at the person
- eye contact again
- don't look around too much
- **provide feedback - reflect on whats being said C J I**
- nod, smile, slight verbal such as ok, i see don't overtake the conversation
- ask questions, what do you mean when, what did you mean by
- summarise
- ties into the be involved, ensures the other person knows you're listening
- **don't judge or interrupt none**
- not overtaking the conversation, make sure you get the full message
- **respond appropriately none**
- open and honest but also be respectful of opinions, ensure you've taken in the full message before you consider a reply

Good Questions

- What led up to that?
- What did you manage to accomplish on your trip?
- in what way does the candidate meet our needs?
- what happened a meeting?

Opens up the responder, gives them something that you can reply to get towards specifics, and will open up a conversations

Bad Questions

- Have you finished?
- Are they good?
- Was it a good meeting?
- Did you have a good trip?

Replies with yes/no ; not many places to go onwards from the conversation

2nd TED video

- Marshmallow challenge
- Prototype -> Refine, Children tend to be better
- Helps teams to identify common assumptions

Modern Tech Teams
- Co-Located
- Cross Functional Roles
- Self-Organising- not micro managed
- Accountable + Empowered
- Test and Learn Feedback Groups
- One whole team vs many separate developers

Key Members
- Programme manager sits above many projects
- May not have as much knowledge of day to day
- Burn down charts
- Business Owner - Business Analyst possibly, or could be the client : Will tend to pass on the requirements
- Specialist lead, expert in their field so a specialist engineer or a specialist tester
- Project team - BA, Tester - Helping the BA with requirements and then working with the BA to ensure that the requirements are met: two types of tester, manual and automated. Developer - Building the software towards the requirements .. understands business needs and testing, Project Manager

Business Strategy
- Corporate Strategy - company on a whole
- Business Unit Strategy - tribes
- Operational Strategy - Individual Teams

The triple constraints
- Project Time -time allotted to a task
- Project Cost - money allowed to a task
- Project Performance - the less of the other constraints should improve performance

Scope **-** Ensure the performance asked for is reasonable

Estimation - Ensure that the time given is reasonable
More effective estimation will come with experience

Analysis techniques-
- PESTLE - research Physical Economical Social Technological Legal Environmental
  - Political things which may effect
    - Brexit
  - Economical things which may impact
    - Interest Rates
  - Social
    - Byron burgers , illegal workers (someone released insects)
  - Technological
    - New tech stacks
  - Legal
    - Laws in different countries and new laws
  - Environmental

- ◆ Growth of city
- ◆ VW emissions cheat
- Porters Five Forces
- MOST - Mission Objectives Strategy Tactics
- Resource Audit - Internal External Physical and Intangible
- Boston Box - What share of the market, what is the growth
- SWOT - Strengths Weakness Opportunities and Threats (Uses the other analysis' to tie a full SWOT)
-

PESTLE analysis of BP—

Legal Standpoint
- Drilling rights in the land/sea they wish to drill into
- Environmental Agencies must be consulted before
- Environmental laws
- Health and Safety Regulations

Porters 5 Forces
- **Threat of new entrants**
- **Supplier Bargain Power**
  - ○ bigger suppliers control more of the bargaining
  - ○ smaller supplied
- **Competitive rivalry**
- **Bargaining power of buyers**
- **Threat of substitute products**

Porters 5 Forces on SONY
- **Competitive Rivalry**
  - ○ Very competitive market
  - ○ iPhone, samsung, microsoft, htc, lg
  - ○ ensure latest tech
- **Supplier - large order but similar to others**
  - ○ large options for suppliers
- **Buyer**
  - ○ very competitive market
  - ○ cheap competitors such as Huawei
- **Substitute product**
  - ○ massive amount of options
- **threat of entrants**
  - ○ always a threat however with smartphones there is always going to be a reputational impact
  - ○ constant cost of innovation

Resource Audit
- **Physical**
- **Financial**
- **Human**
- **Know How**

- **Resource**

Boston Box
- **Dog - low growth low market share**
- **Wild Cat - Very high growth small market share**
- **Star - high market share high growth**
- **Cash Cow - High market share low growth**

SWOT
Internal
- **Strengths**
- **Weaknesses**
External
- **Opportunities**
- **Threats**

MOST
- **Mission**
- **Objectives**
- **Strategy**
- **Tactics**

Investigation techniques
- Interviews
- Workshops
- scenarios
- prototyping
- quantitate approaches

Interview prep
- who
- why
- what
- where
- when

Workshop Prep
- Define objectives
- Identify and Invite Participants
- define structure
- use a facilitator - someone who will allow everyone to have their say
- prep the venue - ensure everything is spot on
- Research different workshop types

Scenarios
- **Identify Task or interaction**
- **Identify steps or sequences**
- **Define Conditions**
- **Identify Exception situations**

Prototyping
- **Elicit**
- **analyse**
- **demonstrate**
- **validate requirements**

Risk
- **Ensure you are comfortable with risks**
- **Use methods to understand / limit risks**
  - **avoid**
  - **transfer**
  - **reduce**
  - **accept**
  - **exploit**
  - **share**
  - **ignore - risk is not worth it, low opportunity - high risk**
- **Brainstorming**
- **Delphi**
- **Prompt list**
- **SWOT**
- **Previous experience**

Stakeholder
Anyone at all that has an interest in the company from customers to regulators

power/ interest grid

```
high |    Watch    keep satisfied    Constant
     |                              active management
some |             keep on side
     |
none |    ignore   inform           inform
     _____
•    |    no        some            high
influence ^ interest >
```

stakeholder attitudes
- **champion**
- **supporter**
- **neutral**
- **critic**
- **opponent**
- **blocker**

time management
- **merrisa myer**
  - **makes a list, crosses off everything but the top 3**
- **"The range of** skills, tools and techniques **utilised to accomplish specific**

tasks, projects and goals"
- **Time boxing , measuring and recording and meetings**
- **Time boxing is giving yourself a deadline and an amount of time**
- **the shorter the time box the more effective it will be**
- **also makes it much easier to schedule your time**
- **helps form habits by religiously setting yourself a time box**
- **when to stop a time box if you haven't finished : inform people if a big time box**
- **if it is a personal time box- stop when the time is up and come back to it in your next scheduled time box**
- **Rescue time - software measures your habits, what you're using and where your time is going**
- **hours - allows you to enter activities and click them when you are working or on your xbox etc…**
- **toggle ^ similar**

Meetings
Good Meeting
- Focused
- Conversation doesn't detract from the focal point
- not boring
- Relevant
- everyone chimes in when necessary
- engaging
- constructive
- Agenda
- Controlled
- Decision made
- everyone relevant should be there is
- minutes
- relevant time

bad meeting
- Conversation wanders
- no minutes
- one sided
- full of extroverts
- important topic not discussed
- time schedule not followed
- takes time to get there
- time not suitable
- **Don't waste other people's time**