

TABLE 14-1

Traditional versus Agile Team Dynamics

Team Management with Traditional Approaches	Team Dynamics with Agile Approaches
<p>Project teams rely on <i>command and control</i> — a top-down approach to project management, where the project manager is responsible for assigning tasks to team members and attempting to control what the team does.</p>	<p>Agile teams are self-managing, self-organizing, and benefit from <i>servant leadership</i>. Instead of top-down management, a servant-leader coaches, removes obstacles, and prevents distractions to enable the team to thrive.</p>
<p>Companies evaluate individual employee performance.</p>	<p>Agile organizations evaluate agile team performance. Agile teams, like any sports team, succeed or fail as a whole team. Whole-team performance encourages individual team members to increase the ways they can contribute to the team's success.</p>
<p>Team members often find themselves working on more than one project at a time, switching their attention back and forth.</p>	<p>Development teams are dedicated to one project at a time, and reap the benefits of focus.</p>
<p>Development team members have distinct roles, such as programmer or tester.</p>	<p>Agile organizations focus on skills instead of titles. Development teams work cross-functionally, doing different jobs within the team to ensure that they complete priority requirements quickly.</p>
<p>Development teams have no specific size limits.</p>	<p>Development teams are intentionally limited in size. Ideally, development teams have no fewer than three and no more than nine people.</p>
<p>Team members are commonly referred to as <i>resources</i>, a shortened term for <i>human resources</i>.</p>	<p>Team members are called <i>people</i>, <i>talent</i>, or simply <i>team members</i>. On an agile project, you probably will not hear the term <i>resource</i> used to refer to people.</p>