Student Feedback Survey

- On Blackboard: My Surveys, SWE30010
- You are encouraged to participate so as to improve the units future
- Do it now/early [before the exam period]

SWINBURNE UNIVERSITY OF TECHNOLOGY

SWE30010
Development Project 2: Design, Planning and Management

Lecture 10

Team Management
[Traditional Software Project]

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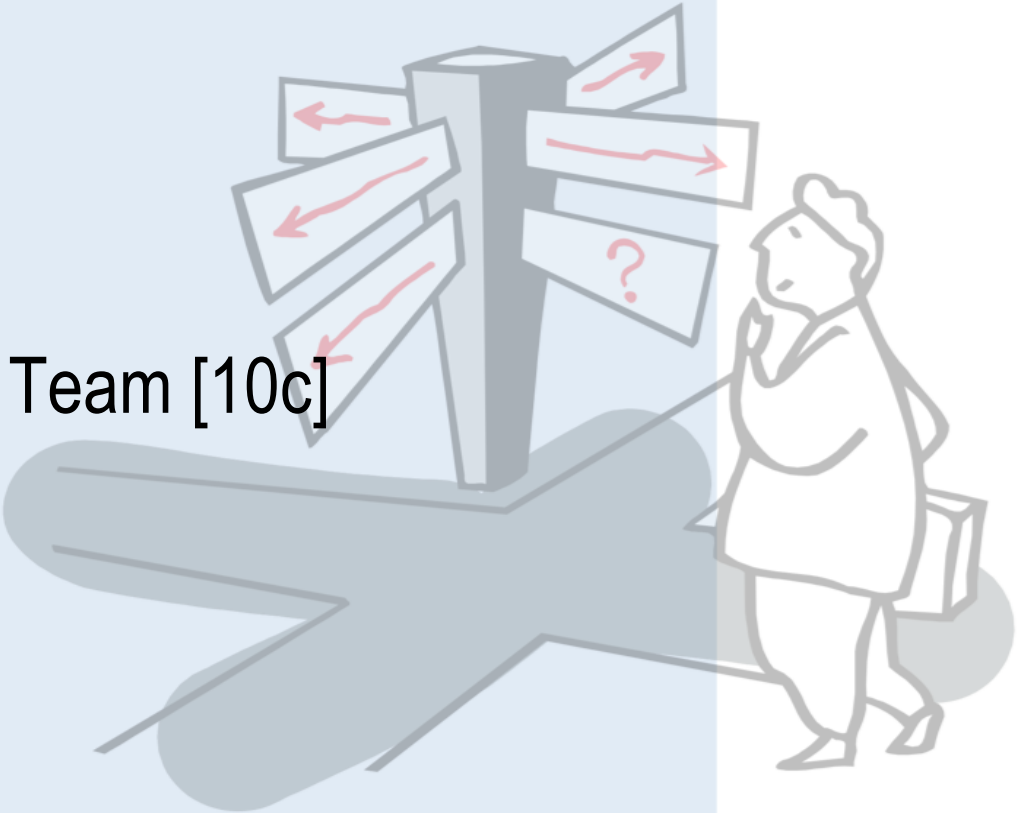
Project Success or Failure?

- Projects rarely fail due to purely technical issues
  - Often failure is due to non-technical, *human interaction* problems
- Pressure to complete to a tight schedule often causes a team to
  - Take shortcuts
  - Use poor methods
  - Gamble on new languages, tools or techniques that promise "The World"!
- Pressure from management can also have a detrimental effect

☞ *So - How do we organize and manage individuals and teams to get the "best" possible outcome?*

Lecture Overview



- Understanding People
  - Motivation Theory [10a]
  - Personality Types [10b]
- Building and Managing the Team [10c]
- Project Annoyances

Principal References

- Scott Berkun, *The Art of Project Management*, O'Reilly, 2005, Chapters 9 to 11.
- Bob Hughes, Mike Cotterell, *Software Project Management* (5th Edition), Addison-Wesley, 2009, Chapter 11.
- Robert K. Wysocki, *Effective Project Management* (5th Edition), Wiley, 2009, Chapter 9.
- Ian Sommerville, *Software Engineering* (8th Edition), Addison-Wesley, 2007, Chapter 25.

Understanding People

- In order that human activities can be managed or directed, it is necessary to understand people!
- Far too often managers focus too much on the tasks to be done rather than the people who will do them
- As in most things, a balance is needed

Roadmap

- Understanding People
  - **Motivation Theory [10a]**
  - Personality Types [10b]
- Building and Managing the Team [10c]
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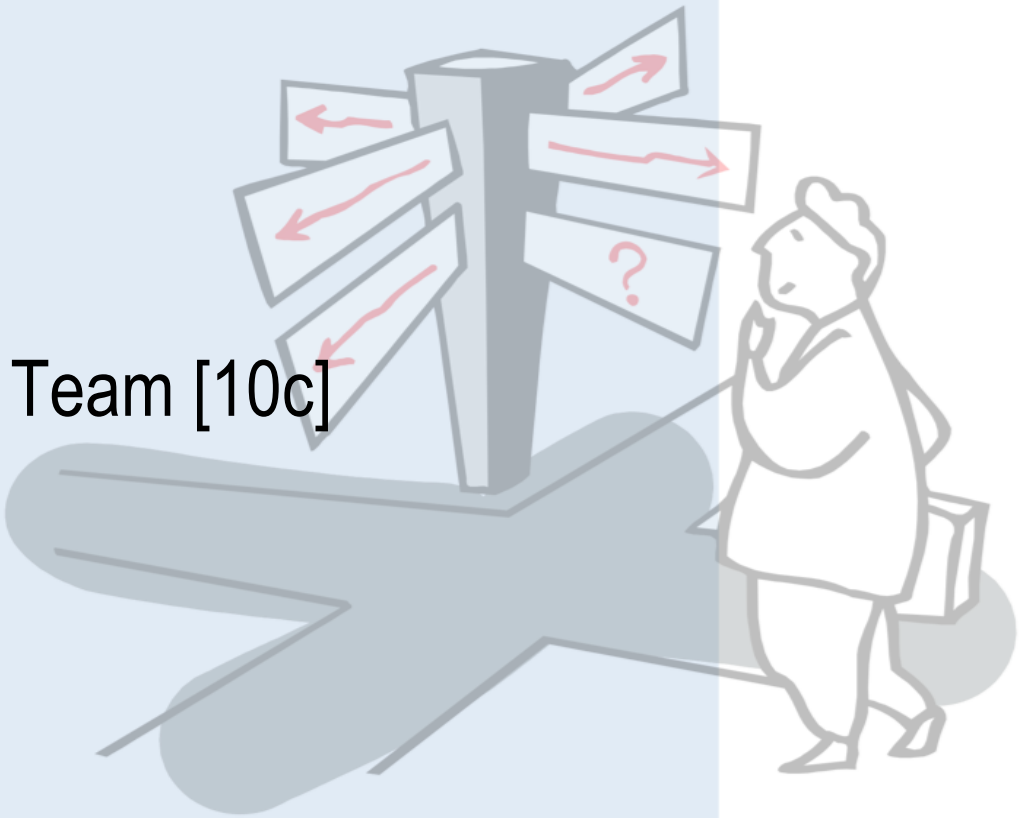

Understanding Personalities Types

- Working with others can be difficult
  - But if you understand another person's behaviour, it helps you work towards common solutions
- Knowing something about personalities types can help you understand how other people act and think
  - Assists in planning, conflict resolution etc.
- For a team to function "best", it is suggested that we need a *variety of personality types*, each contributing in their own way

Roadmap

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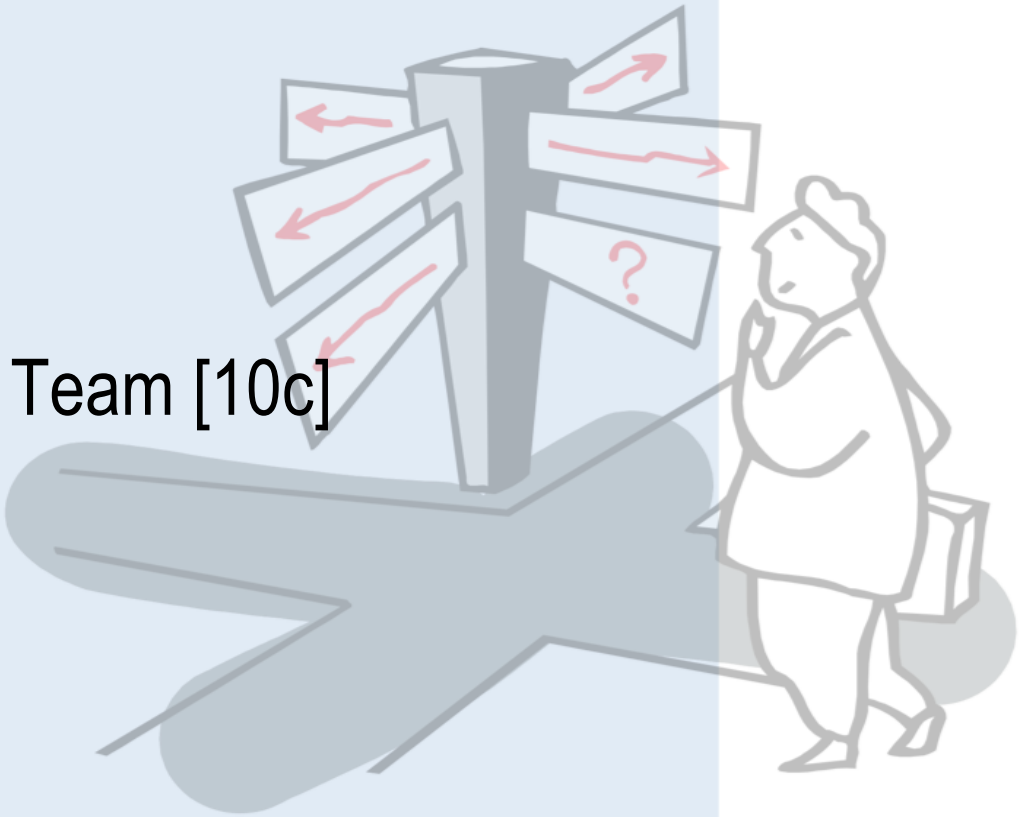


Effective Teams

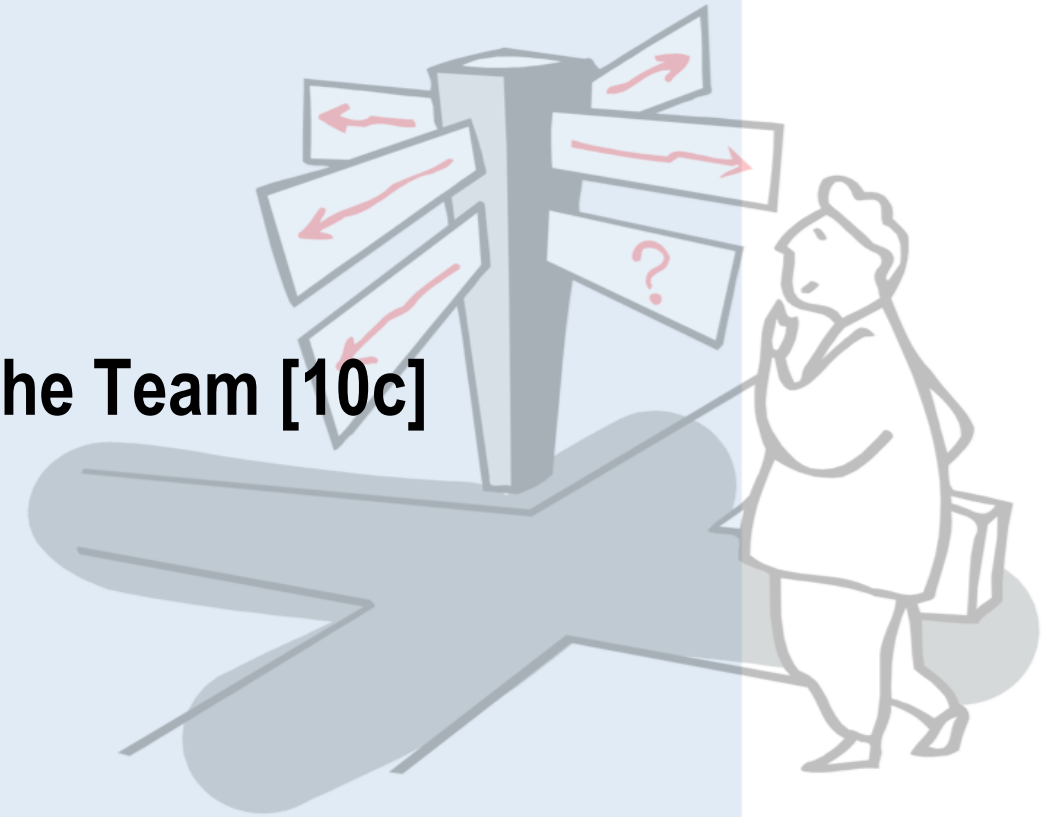
- In an *effective* team, the output of the whole team is greater than the total of the output from each of the parts. *(De Marco and Lister)*
- Right kinds of tasks and working conditions are very important. What helps?
  - ☐ Team cohesion ("11 Freunde müsst ihr sein" - *Sepp Herrberger*)
  - ☐ Focus on "*good communication*"
  - ☐ Challenging (and rewarding!) goals
  - ☐ Goal tracking and feedback
  - ☐ Common working framework
- Conflict, confusion, and disagreement are all part of the team-building process. The act of working through issues together helps to create *team spirit*.

Successful Teams

Successful teamwork relies on

- Agreed team goals
- Established team-member roles
- A supportive environment in which to work
- A common teamwork process that facilitates work
- A plan for the work
- A mutual team commitment to the goals, roles and plan
- Open / free communication among all team members
- The mutual respect and support of all team members

Roadmap



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Common Team Problems

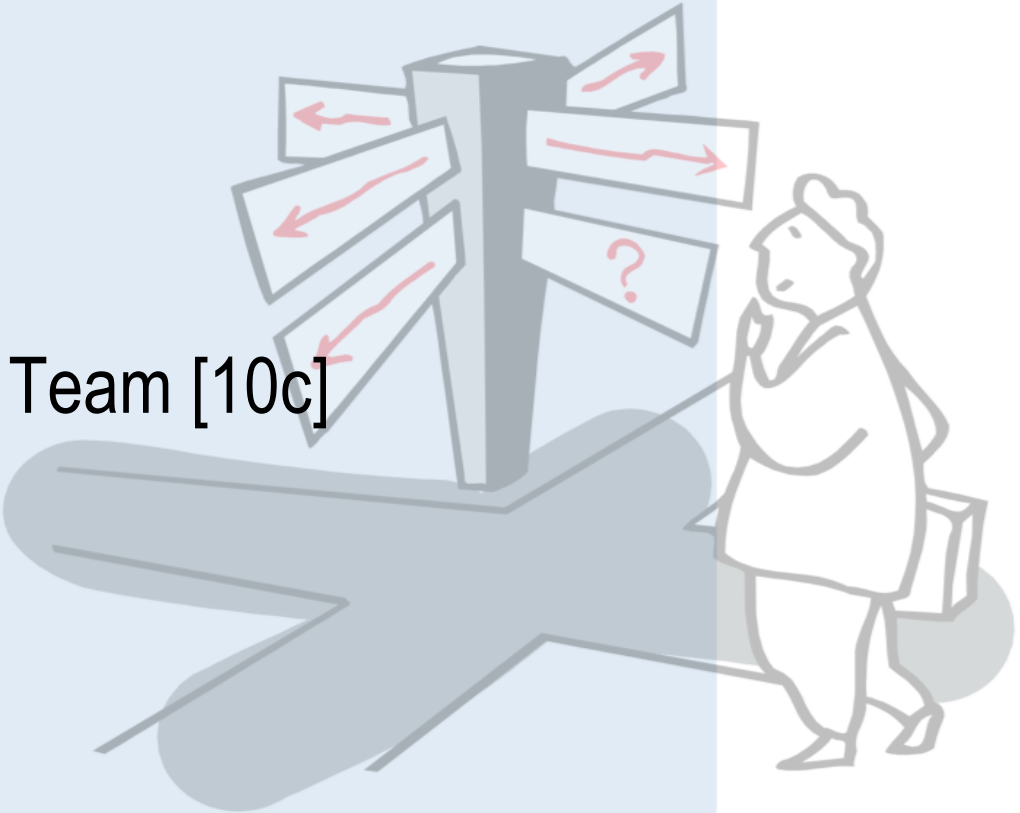
Most common problems for software teams

- Leadership
- Cooperation
- Participation
- Lack of Trust
- Quality
- Function creep (bells and whistles)

Reflect on these *vis a vis* the SCRUM process.

☞ *Projects are more likely to succeed when sufficient consideration is given to these aspects*

Roadmap



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Project Annoyances

- Assume team members are “idiots”
- Lack of trust towards team members
- Very inefficient use of resources (“waste of time”)
  - Meetings are a frequent resource of waste-of-time!
- (Autocratic) Management without respect
- Focus on “stupid things”
- Annoying (and frequent) emails
- Processes that hinder, rather facilitate project work

Meetings

- Are a necessary part of any team work
- Can be time-consuming
  - Have to be planned and scheduled properly!
  - But try to force bervity where possible!
- We suggest you use the NEAT principle:
  - N Need
  - E Expectations of outcome
  - A Agenda
  - T Time

☞ *No NEAT, no meeting!!!*