

Software Engineering Project Workshop (SENG202)

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Team work

July 27, 2020

Reminders

- Time left for Phase 1

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
July 27	July 28	July 29	July 30	July 31	August 1	August 2
August 3						

- Submit your weekly individual reflection (Mondays, 5:00pm)
- Keep logging as you go
- Labs
 - Same allocation of teams as last week
 - Tutorial session and quiz: Git 1; stand-ups and feedback sessions

Exercise to improve communication in meetings

Task 1: What do I know about communication in meetings?

Task 2: How do I perceive examples + tutorials on meeting communication?

Task 3: How do others perceive videos? Can I learn from them?

Task 4: How does my team communicate in our meetings?

Task 5: What do I think about our meetings as an “outsider”?

Task 6: What do my team mates think about our meetings?

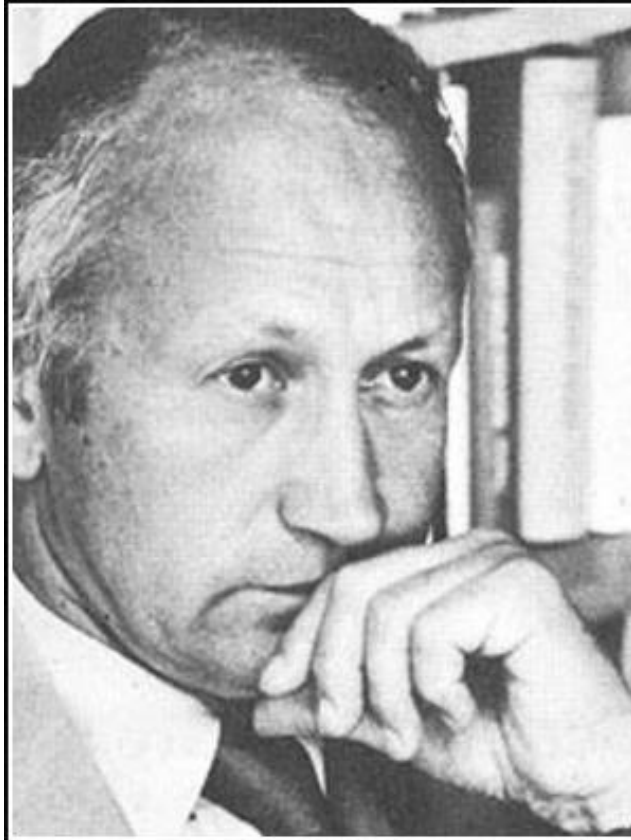
Task 7: Did my understanding of communication in meetings change?

Exercise over the next 5 weeks¹

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
July 20	July 21	July 22	July 23	July 24	July 25	July 26
[Task 1] Assess initial knowledge (questionnaire)²						
[Task 2] Watch and comment on brief tutorial and example videos on AVW platform (reflection 1)²						
July 27	July 28	July 29	July 30	July 31	August 1	August 2
[Task 3] Review and rate comments on videos made by your class mates on AVW platform (reflection 2)²						
August 3	August 4	August 5	August 6	August 7	August 8	August 9
				[Task 4] Video-record a team meeting		
August 10	August 11	August 12	August 13	August 14	August 15	August 16
[Task 4] Video-record a team meeting (all team members; teaching staff will provide support)						
[Task 5] Watch and comment on team meeting recording on AVW platform (for own team only)²						
August 17	August 18	August 19	August 20	August 21	August 22	August 23
[Task 5] Watch and comment on team meeting recording on AVW platform (for own team only)²						
[Task 6] Review and rate comments on meeting recording made by team mates on AVW platform (reflection 3)²						
[Task 7] Assess knowledge (questionnaire)²						

¹ Course exercise, but with your consent we will use anonymized data to study learning experience (consent form will be available at the beginning of the exercise); if no consent: still same activities, but data won't be used to study learning experience

² Individual activity in your own time, but log as #class activity



It is well known that panic, despair,
depression, hate, rage,
exasperation, frustration all produce
negative biochemical changes in the
body.

— *Norman Cousins* —

AZ QUOTES

Stages of team formation

Cannot expect a new team to perform well when it first comes together



Forming



Forming

- Team acquaints and establishes ground rules
 - Team roles and responsibilities are not clear and still to be formed
 - Leader(s) may play a dominant role
- Most team members are (still) positive and polite
 - Formalities are preserved and team members are treated as strangers
 - Some are anxious, have not fully understood what work the team will do
 - Others are excited about the task ahead
- Can last for some time
 - As people start to work together
 - As they make an effort to get to know their new colleagues

Storming



Storming

- People push against boundaries established in forming stage
 - Often starts where there is conflict between natural working styles
 - Members challenge authorities, resist control by group leaders, hostility
 - Members try to find position as roles are clarified
- Members who stick with tasks may experience stress
 - People may feel overwhelmed by workload
 - Some may resist taking on tasks, question the worth of the team's goal
 - No support of established processes
 - No strong relationships in team

Norming



Norming

- Resolve differences, appreciate strengths
- Since team members know one another better, work as team
 - Ask one another for help and provide constructive feedback
 - Realize that they can achieve work if they accept other viewpoints
- People develop a stronger commitment to the team goal
- Often prolonged overlap between storming and norming
 - As new tasks come up, team may lapse back into storming behavior

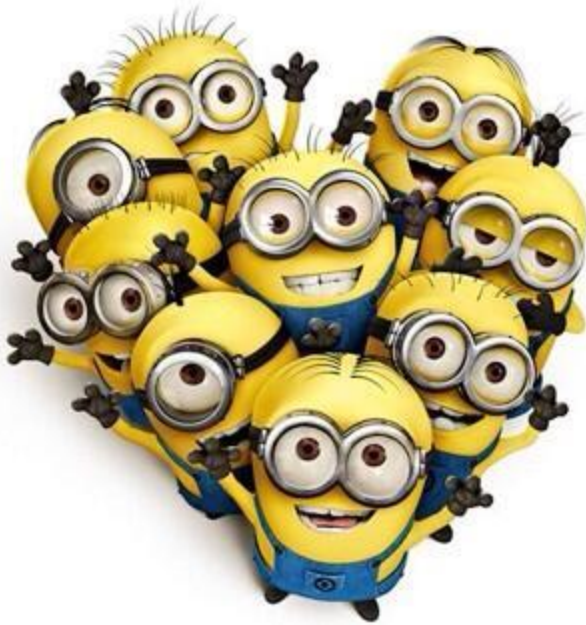
Performing



Performing

- Team reaches performing stage
 - Hard work leads to the achievement of the team's goal
- Structures + processes that have been set up support team well
- Feels easy to be part of team, team works in trusted atmosphere
- People who join or leave do not necessarily disrupt performance

[Adjourning (mourning, disintegration)]



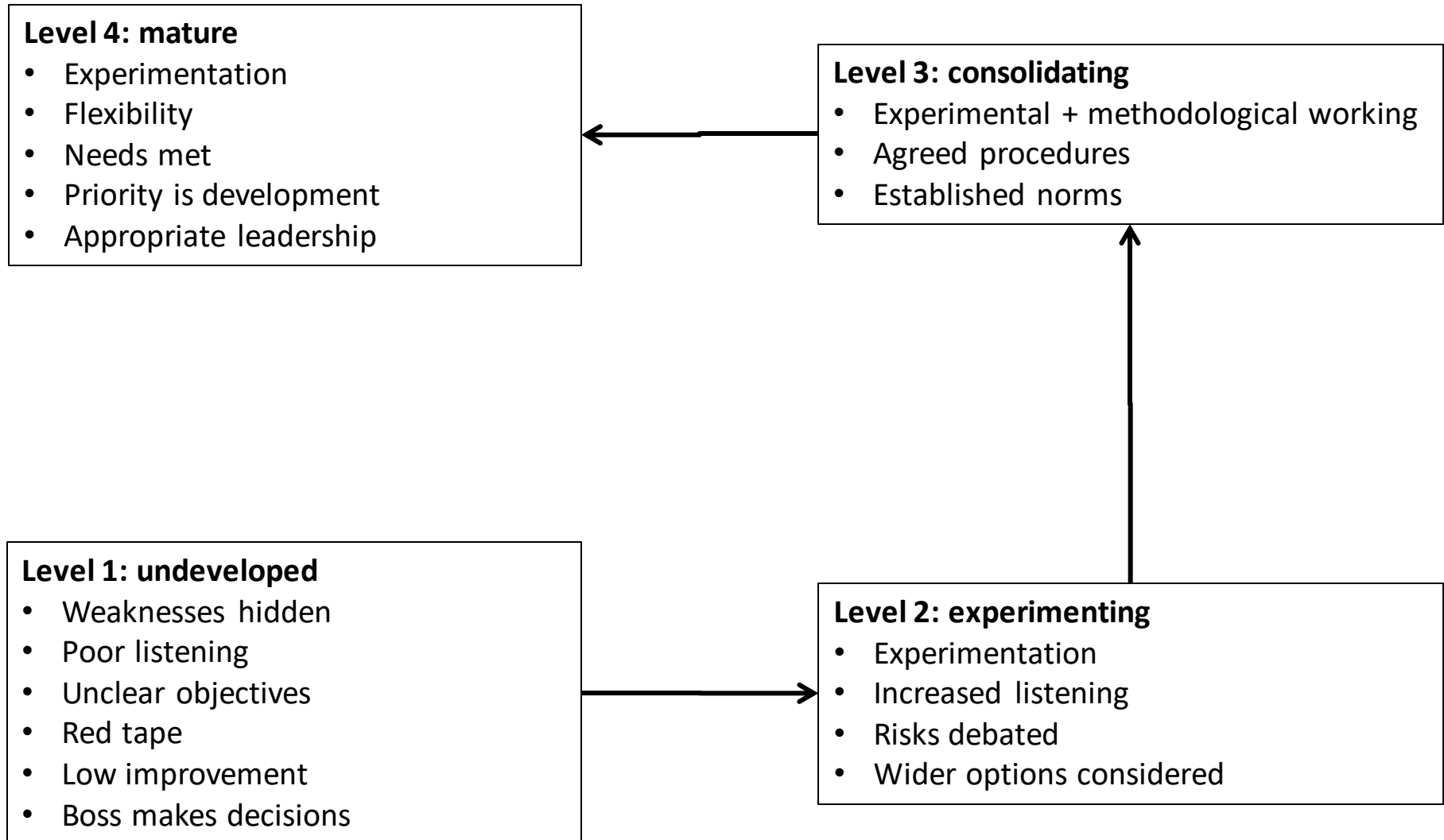
[Adjourning (mourning, disintegration)]

- Many teams will reach this stage eventually
 - Teams exist for a fixed period; organizational restructuring
- Some may find this stage difficult
 - Members who like routine
 - Members who have developed close working relationships with colleagues
 - Particularly if future now looks uncertain
- Teams should take time to recognize team's achievements
 - Review and plan for transitioning roles
 - May work with some of the people again

Reflect on your team

- What phase is your team in?
- What can you do to reach “performing” stage?
- Repeat this every week/two weeks

Maturity levels



Reflect on your team

- What level are you at?
- What can you do to increase maturity?
- Repeat this every week/two weeks

Be aware of performance in teams

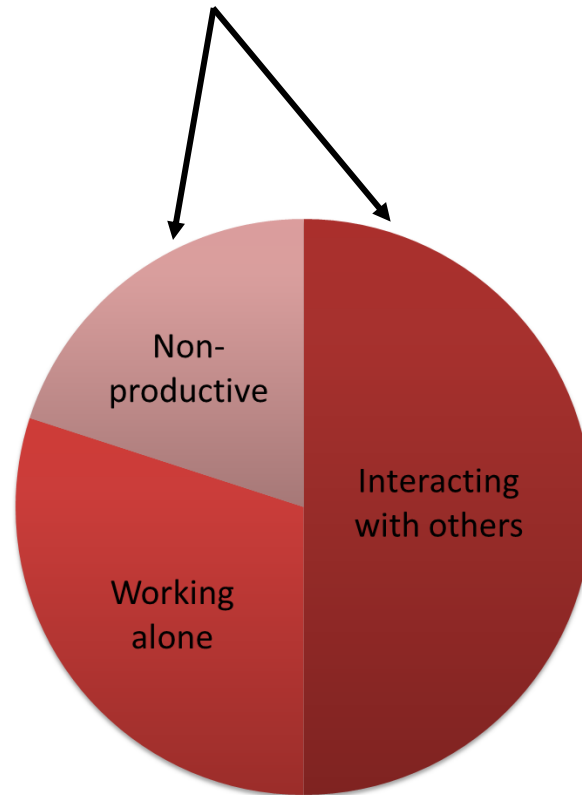
- The best workers are **10 times** “better” than the worst
 - Holds for almost all performance metrics (time, errors, etc.)
- The best workers are **2.5 times** “better” than average
 - Holds for almost all performance metrics (time, errors, etc.)



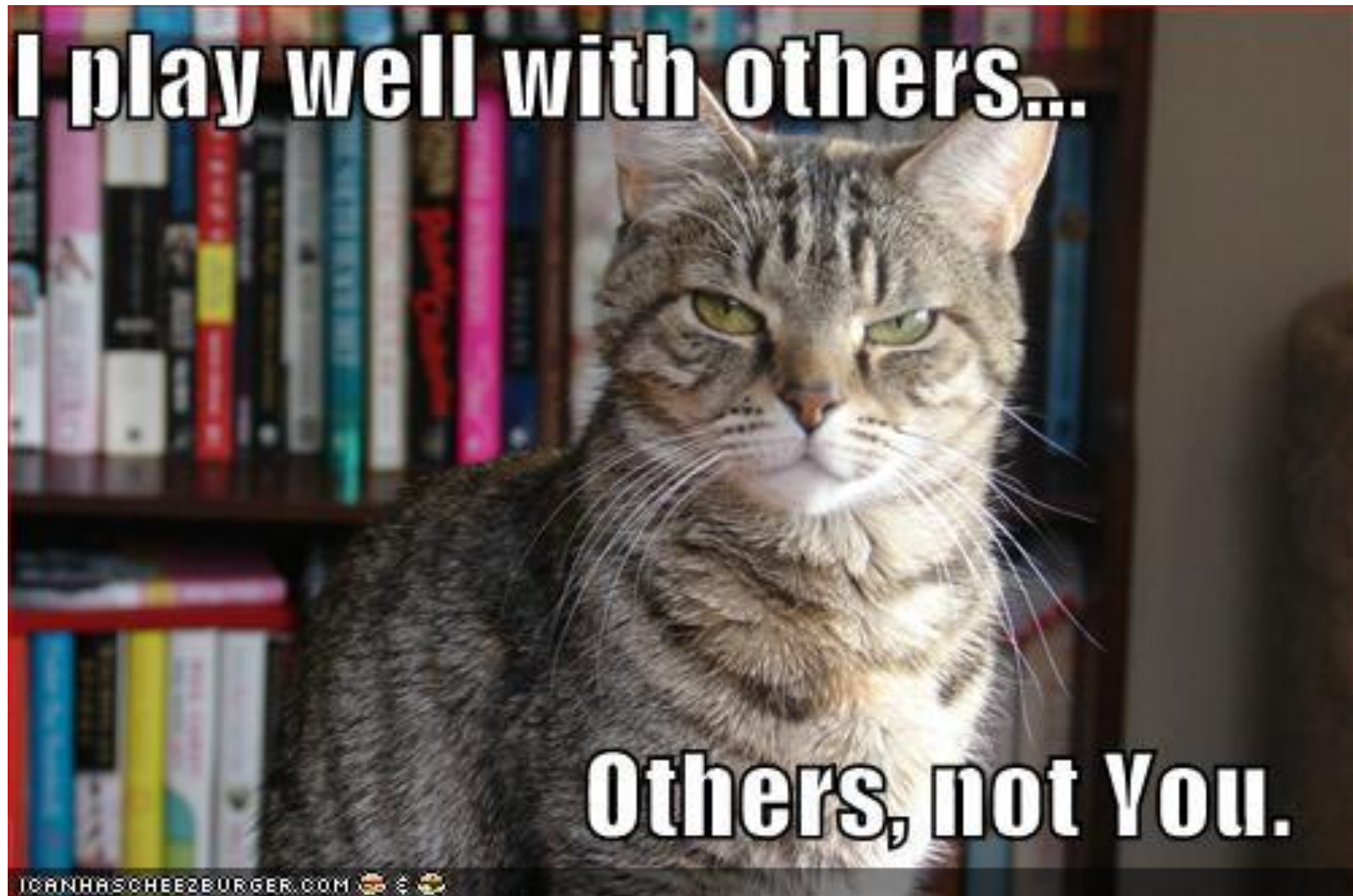
Remember from last time

Some major issues in software engineering are human-centric

Meetings (amongst others)



It will be fun, they said...



In general, what makes a good meeting

- Communication
 - Face-to-face interactions during meeting
- Meeting “mechanics”
 - Actions and behaviour before, during and after meeting

Meetings – before (1)

- Poorly-prepared and conducted meetings are frustrating
- Define **goal** of the meeting **before** the meeting
 - Create shared agenda with items relevant to **all/most** members
 - Resolve as many issues as possible before meeting
- Review “homework” from last meeting
 - Reminds team members what happened last time
 - Holds team members accountable
- Start on time and time box
 - Set timer
 - Take chairs away

Meetings – before (2)

- Decisions should never wait for a meeting
 - Velocity of team may be slowed to meeting schedule
 - If meeting needed for something to get done, hold it as soon as possible
- Try to bring solutions, not only problems
 - Finding solutions in middle of meeting may waste precious time
 - If cannot bring solutions, maybe save for next time, private conversations
- See also
 - <https://www.projectmanager.com/training/meeting-planning-6-steps>

Meetings – during (1)

- Hand-written notes versus laptops
 - Factual recall: similar
 - Conceptual recall: better with hand-written notes
- Use whiteboard
- “Coat check” for cell phones
 - In fast, efficient meeting, there should be no time to check cell phones
 - Many companies have policies
 - Research into detriment of phones, e.g., survey of over 500 professionals:
 - 86% think it’s inappropriate to answer phone calls during meetings
 - 84% think it’s inappropriate to write texts or emails during meetings
 - 75% think it’s inappropriate to read texts or emails during meetings

Meetings – during (2)

Feel free to ask
us to join

- Process feedback from previous lab session/meeting
- Expect everyone to contribute
- Ensure trust and good relationships
 - Mutual respect
 - Welcome diversity
 - Open communication
- Be careful not to damage your reputation

Meetings – after

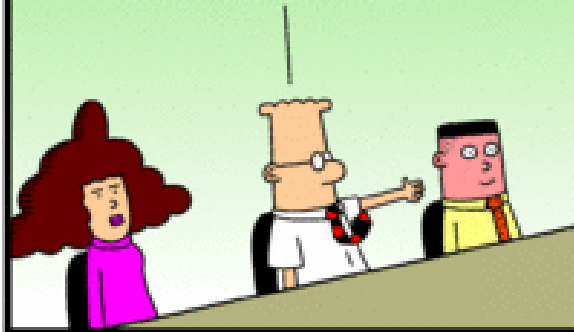
- Result: tasks (+ responsibilities) to be achieved for next meeting
- Assign responsibilities
 - Define who does what by when
 - Ensure (public) **responsibility and accountability** to get task done
 - E.g., at Apple: “Directly Responsible Individual” (DRI) at end of meetings
 - Sends clear and organized instructions for team to follow
- Identify issues to discuss in next lab session or with teaching staff

TRADITION REQUIRES
THAT EVERY MEETING
HAS ONE BUZZWORD—
BABBLING IDIOT.



Dilbert.com DilbertCartoonist@gmail.com

WE HAVE NO NATURALS
TODAY, SO ASOK HAS
GRACIOUSLY AGREED
TO FILL THE ROLE.



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GOOD JOB.
YOU'RE
TOTALLY
SELLING
IT.

WE NEED
A MULTI-
PLATFORM
APPLICATION
STRATEGY!

