PWL # 6:
"**Overcoming Barriers to Self-Management in Software Teams**"

Moe, Nils Brede, Torgeir Dingsøyr, and Tore Dybå.
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- Members are **empowered** to share tasks and responsibilities
  - an **interactive** process involving **all** the **members** and not only a single person

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- May reduce cost, turnover, and absenteeism
- May increase productivity, quality, member's satisfactions

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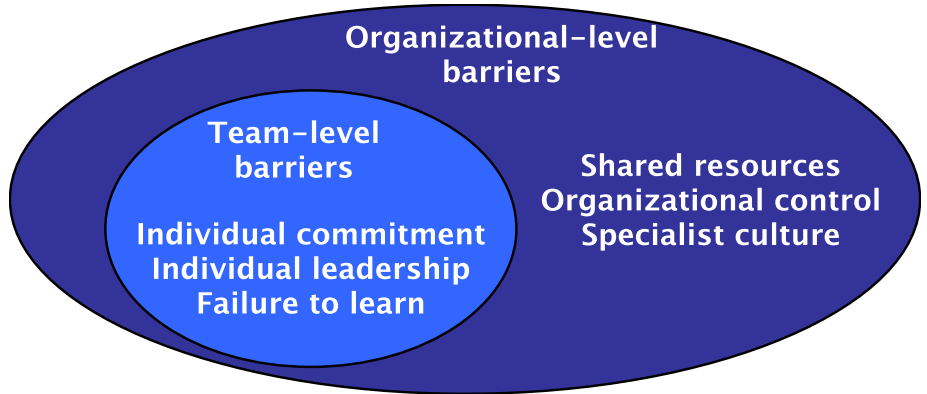   - reward policies
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        - organizational structure

Teams and data collection sources

	Number of developers	When was agile introduced?	Team number	Team size	Project length (mos.)	Number of interviews	Number of observations
Company A	16	At the beginning of the projects	1	6	11	12	75
			2	6	12	12	45
Company B	50	In the middle of the projects	3	7	20	13	9
Company C	150	In the middle of the projects	4	8	30	11	10
			5	7	30	10	10

Organizational-level barriers

Team-level barriers

Individual commitment
Individual leadership
Failure to learn

Shared resources
Organizational control
Specialist culture

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- Infective meetings which led to lower commitment

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- Communication problem

- Limited team autonomy

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- Impression management $\rightarrow$ "groupthink"

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- Lack of commitment to team plan

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- Team members reported false informations

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