

Công Cụ & Phương Pháp Thiết Kế - Quản Lý (Phần Mềm)

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Introduction to Teamwork

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Content

- Working Individually
- Working as a Team
- Characteristics of High Performance Teams?



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Team is build in trust



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Working Individually

- When you are the only one working on a project:
 - No need to gain consensus
 - No one to coordinate with
 - Don't have to explain the rationale for your decisions



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Working Individually

- When you are the only one working on a project:
 - Your decisions aren't challenged
 - Don't need to work with people you don't get along with
 - Don't need to trust anyone else to get the work done
 - Easier to hide what you are doing

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Working as a Team

- You and your teammates will need to agree
- You will need to coordinate with your team
- You will need to get along with everyone on the team
- The team will need to build trust
- Your teammates may give you feedback on your performance
- You will need to develop processes, standards and conventions

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Team fail



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Team fail

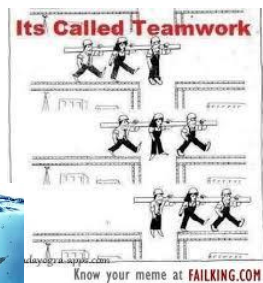


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Good things of team



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Why Work in Teams?

- Today's projects are too large for individual developers to accomplish
- Software projects require a diverse set of skills and roles
- Team with synergy can produce much more than a group of individuals



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Characteristics of High-Performance Teams

- A clear, elevating goal
- A results-driven structure
- Competent team members
- Unified commitment



Larson and LaFasto, Teamwork

Referenced from Prof.Redley of CMU

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Characteristics of High-Performance Teams

- Collaborative climate
- Standards of excellence
- Principled leadership
- External support and recognition



Larson and LaFasto, Teamwork

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Clear, Elevating Goal

- High performance teams:
 - Have a clear understanding of the goal they are trying to achieve
 - Believe the goal is significant, elevating or compelling
- Sometimes known as "A sense of mission"



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Team goal

- It is critical that the goal is clear to all and has specific performance objectives, so it is easy for all to know, without question, whether the goal has been met
- Personal goals can hinder team goals

Larson and LaFasto, Teamwork



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Results Driven Structure

- General characteristics of effective team structure:
 - Clear roles & accountabilities
 - Effective communications
 - ✓ Key information is easily available
 - ✓ The information is credible
 - ✓ The team must have opportunities to raise any issues
 - ✓ Issues raised & decisions made must be documented
 - Monitoring individual performance & providing feedback
 - Fact based judgments

Larson and LaFasto, Teamwork



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Competent Team Members

- Who on the team is critical to team success
- Decisions about who is on the team must be made in terms of who can best help the team achieve its goals
- Team member competencies:
 - Technical
 - Personal
- You want people who are committed to, and confident in, team success
 - "Nice person, wrong job"

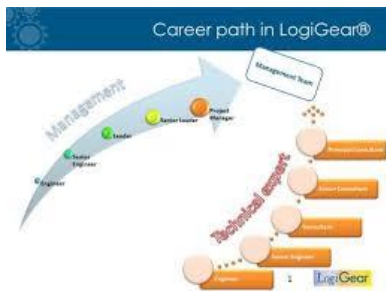
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Competent Team Members



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Personal vs Technical



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Unified Commitment

- A sense of dedication and loyalty to the team
- A sense of excitement and enthusiasm about the team
- A willingness to sacrifice individual objectives to help the team accomplish its goals

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Unified Commitment



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Collaborative Climate

- A feeling or climate of trust among and between the team members:
 - Honesty
 - Openness
 - Consistency
 - Respect
- Trust is EXTREMELY fragile

Larson and LaFasto, Teamwork

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Standards of Excellence

- Pressure to achieve a required or expected level of performance can come from:
 - Individual standards
 - Team pressure
 - Consequences
 - External sources
 - The team leader
- Standards make a difference
- Standards are hard work
- Individuals need to hold each other accountable to the team's standards

Larson and LaFasto, Teamwork

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Without Standards

**Việc mà 1 lập trình viên
có thể làm trong 1 tháng,
thì 2 lập trình viên cũng có thể
làm trong 2 tháng.**

- Fred Brooks

itviec

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Basic standard

**Kinh nghiệm rút ra sau
10 năm làm lập trình:
Nên test trước khi
đưa lên production!**

itviec

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External Support & Recognition

- The team is:
 - Given the resources it needs to get the job done
 - Supported by those outside of the team who are capable of aiding team success
 - Sufficiently recognized for its accomplishments
 - Perceived as being rewarded and incentivized appropriately by the team members
- Absence of external support & recognition is noticed more than its presence
- Rewards are important, but may not lead directly to team success

Referenced from Prof.Redley of CMU

Larson and LaFasto, Teamworks

Principled Leadership

- A consistent message
- Unleashing talent
- A decision making climate
- Ego suppression
- Leaders create leaders



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Group discussion?

- Discuss in groups of 4 students about the best team that you know
- Time: 10 minutes



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Best and Bad



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Are You a Problem?

- Covering up ignorance rather than being open to learning
- Excessive desire for privacy or territory
- Constant grumbling about old discussions and decisions
- Don't pitch in to help on team activities
- Bullying behavior
 - Sarcastic jokes, insults and teasing
 - e-mail wars
 - Rudeness, threats and intimidation

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Giving and Receiving Feedback

- What is Feedback?
 - Communication that lets us know how effective we are being professionally or personally with what we are trying to accomplish or how we are affecting others

It helps us know how others perceive us



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Tips for Giving Feedback

- Give positive feedback as close to the event as possible
- Praise in public, criticize in private
- Praise regularly, however make sure your praise is sincere
- Make sure the praise fits

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Tips for Giving Feedback

- No favorites
- Be positive, sincere and specific
- Catch people doing things right
- Cool down if things have gone poorly



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Negative Styles when Giving Feedback

- Attacking: hard hitting and aggressive, focusing on the weaknesses of the other person.
- Indirect: feedback is vague and issues hinted at rather than addressed directly.
- Insensitive: little concern for the needs of the other person.
- Disrespectful: feedback is demeaning, bordering on insulting.
- Judgmental: feedback is evaluative, judging personality rather than behavior.

From: <http://www.selfhelpmagazine.com/articles/growth/feedback.html>

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Negative Styles when Giving Feedback

- Attacking: hard hitting and aggressive, focusing on the weaknesses of the General: aimed at broad issues which cannot be easily defined.
- Poor timing: given long after the event, or at the worst possible time.
- Impulsive: given thoughtlessly, with little regard for the consequences.
- Selfish: feedback meets the giver's needs, rather than the needs of the other person.
- How would you react as the receiver if this is how the speaker gives feedback?

From: <http://www.selfhelpmagazine.com/articles/growth/feedback.html>

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Positive Styles when Giving Feedback

- Supportive: delivered in a non-threatening and encouraging manner.
- Direct: the focus of the feedback is clearly stated.
- Sensitive: delivered with sensitivity to the needs of the other person.
- Considerate: feedback is intended to not insult or demean.
- Descriptive: focuses on behavior that can be changed, rather than personality.

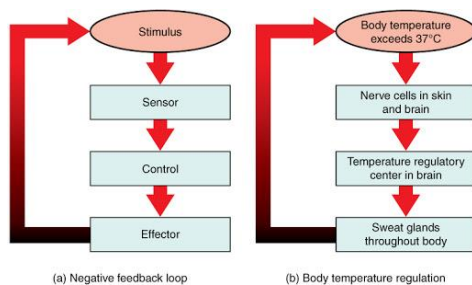
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Positive vs Negative



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Positive Styles when Giving Feedback

- Specific: feedback is focused on specific behaviors or events.
- Healthy timing: given as close to the prompting event as possible and at an opportune time.
- Thoughtful: well considered rather than impulsive.
- Helpful: feedback is intended to be of value to the other person.
- How would you react as the receiver if this is how the speaker gives feedback?

From: <http://www.selfhelpmagazine.com/articles/growth/feedback.html>

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Receiving Feedback

- How do you respond to feedback?
 - Some of us don't respond well unless all feedback is positive.
 - Some of us will react negatively (get angry, for example)
 - Some of us seek out feedback because we know it helps us grow
- Do you always accept all feedback?
 - Only friends will tell you that you have a problem
 - "Enemies" want you to fail, and will be happy to watch you make mistakes

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Tips for Receiving Feedback

- Thank whoever gave you the feedback. After all, you do want them to continue to give you feedback in the future, right?
- Consider the feedback
 - You don't need to act on everything
 - You may want to prioritize feedback
 - You may want to monitor your behavior to confirm the feedback
- Over time, you may want to let whoever gave you the feedback know how valuable it was

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Tips for Receiving Feedback



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Negative Styles when Receiving Feedback

- Defensive: defends personal actions, frequently objects to feedback given.
- Attacking: verbally attacks the feedback giver, and turns the table.
- Denies: refutes the accuracy or fairness of the feedback.
- Disrespectful: devalues the speaker, what the speaker is saying, or the speaker's right to give feedback.
- Closed: ignores the feedback, listening blankly without interest.

From: <http://www.selfhelpmagazine.com/articles/growth/feedback.html>

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Negative Styles when Receiving Feedback

- Inactive listening: makes no attempt to "hear" or understand the meaning of the feedback.
- Rationalizing: finds explanations for the feedback that dissolve any personal responsibility.
- Patronizing: listens, but shows little interest.
- Superficial: listens and agrees, but gives the impression that the feedback will have little actual effect.
- How would you react as the speaker if this is how the receiver reacts?

From: <http://www.selfhelpmagazine.com/articles/growth/feedback.html>

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Positive Styles when Receiving Feedback

- Open: listens without frequent interruption or objections.
- Responsive: willing to hear what's being said without turning the table.
- Accepting: accepts the feedback, without denial.
- Respectful: recognizes the value of what is being said and the speaker's right to say it.
- Engaged: interacts appropriately with the speaker, asking for clarification when needed.

From: <http://www.selfhelpmagazine.com/articles/growth/feedback.html>

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Positive Styles when Receiving Feedback

- Active listening: listens carefully and tries to understand the meaning of the feedback.
- Thoughtful: tries to understand the personal behavior that has led to the feedback.
- Interested: is genuinely interested in getting feedback.
- Sincere: genuinely wants to make personal changes if appropriate.
- How would you react as the speaker if this is how the receiver reacts?

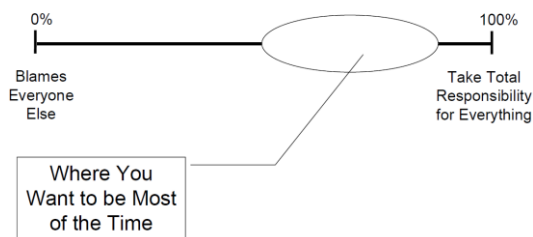
From: <http://www.selfhelpmagazine.com/articles/growth/feedback.html>

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Personal Responsibility



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Values

- How do you know what someone's values are?
 - From their behavior

What does your behavior say about you?

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Video link

- https://www.youtube.com/watch?v=xt_ukyhXBKI
- <https://www.youtube.com/watch?v=Jl6M6G1FjRs>

Referenced from Prof.Redley of CMU

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Referenced from Prof.Redley of CMU

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Summary

- Being on a successful team is worth the effort
- Everyone is a leader, whether you think you are or not
- What does your behavior say about you?
