

Turning Visions
into Business.



TECHNISCHE
UNIVERSITÄT
DARMSTADT

Project Management

02 – Repetition and Team Building



Electronic Support

Use moodle for discussions and to share your material.

- News
- Student discussions
- E-Mail addresses
- Student presentations (and other files)
- Lecture slides
- Agenda

Deutsch (de) Sie sind angemeldet als Malte Foegen (Logout)

Meine Startseite > Meine Kurse > WiSe 2014/15 > FB20 Informatik > Software Engineering - Projektmanagement 20-00-017...

Bearbeiten einschalten

NAVIGATION

- Meine Startseite
- Website-Start
- Website
- Mein Profil
- Dieser Kurs
 - Software Engineering - Projektmanagement 20-00-017...
 - Teilnehmer/Innen
 - Auszeichnungen
 - Lecture Presentations
 - Agenda
 - REQM Student Presentations
 - Thema 4
 - Thema 5
 - Thema 6
 - Thema 7
 - Thema 8
 - Thema 9
 - Thema 10
 - Meine Kurse

EINSTELLUNGEN

- Kurs-Administration
- Bearbeiten einschalten

Nachrichtenforum

Preparation Groups

Student Discussions

e-Mail Addresses

Student Presentations

SUCHE IN FOREN

Start

Erweiterte Suche

NEUE NACHRICHTEN

Neues Thema hinzufügen...

Database for student presentations
22. Jan, 15:58 Malte Foegen

Slides for first two days online
22. Jan, 10:53 Malte Foegen

Get ready for lecture
21. Jan, 12:12 Malte Foegen

Slides 2014/2015
26. Dez, 19:19 Malte Foegen

Ältere Beiträge ...

Lecture Presentations

- 01 - Introduction Lecture.pptx
- 02 - Repetition and Teambuilding
- 03 - Scrum
- 04 - Requirements Management
- 05 - Project Planning
- 06 - Project Monitoring and Control

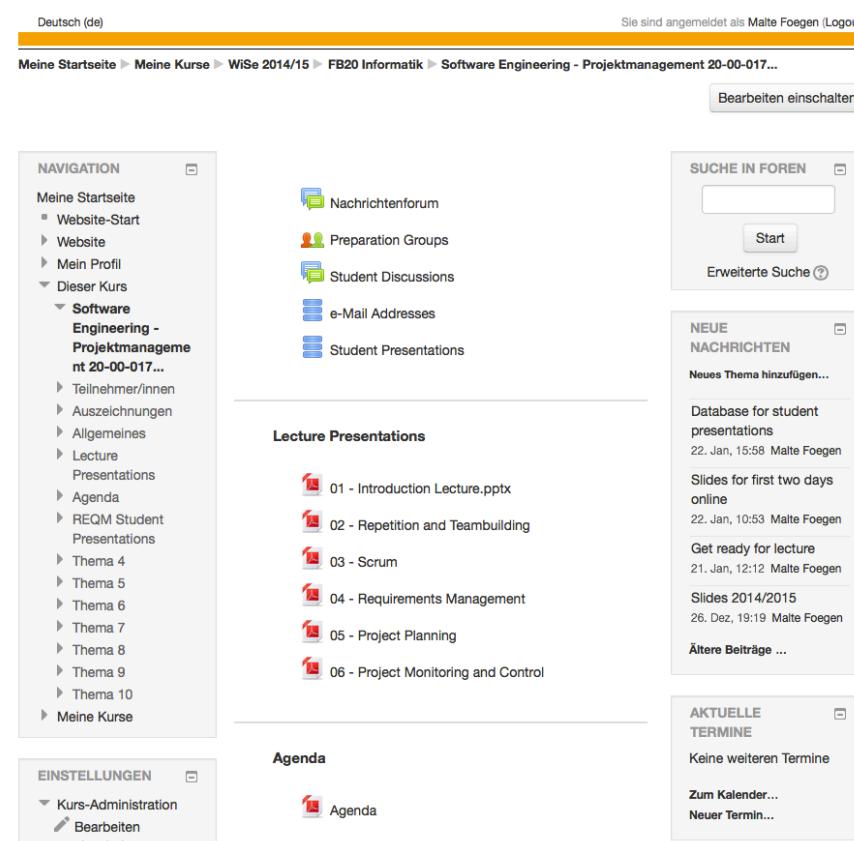
AKTUELLE TERMINE

Keine weiteren Termine

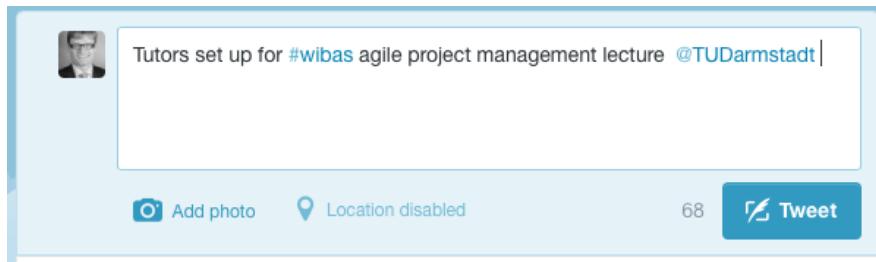
Zum Kalender... Neuer Termin...

Agenda

Agenda



Use twitter with tag #wibas to ask questions or comment on the lecture. On one of the beamers we will show a twitter fountain so everyone can see questions and comments.



Repetition

Remember: Process = Work

Replace – when reading CMMI – the word “process” with the word “work”.

Process

- Is the work performed.

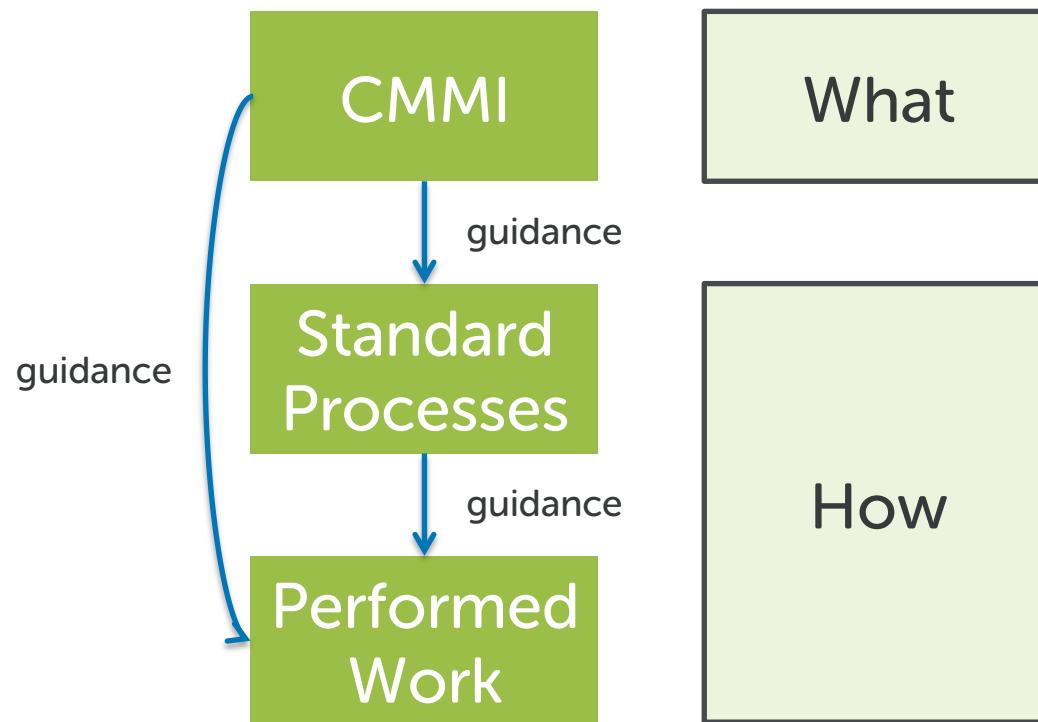
Process Description

- Is some description (paper) of the work performed

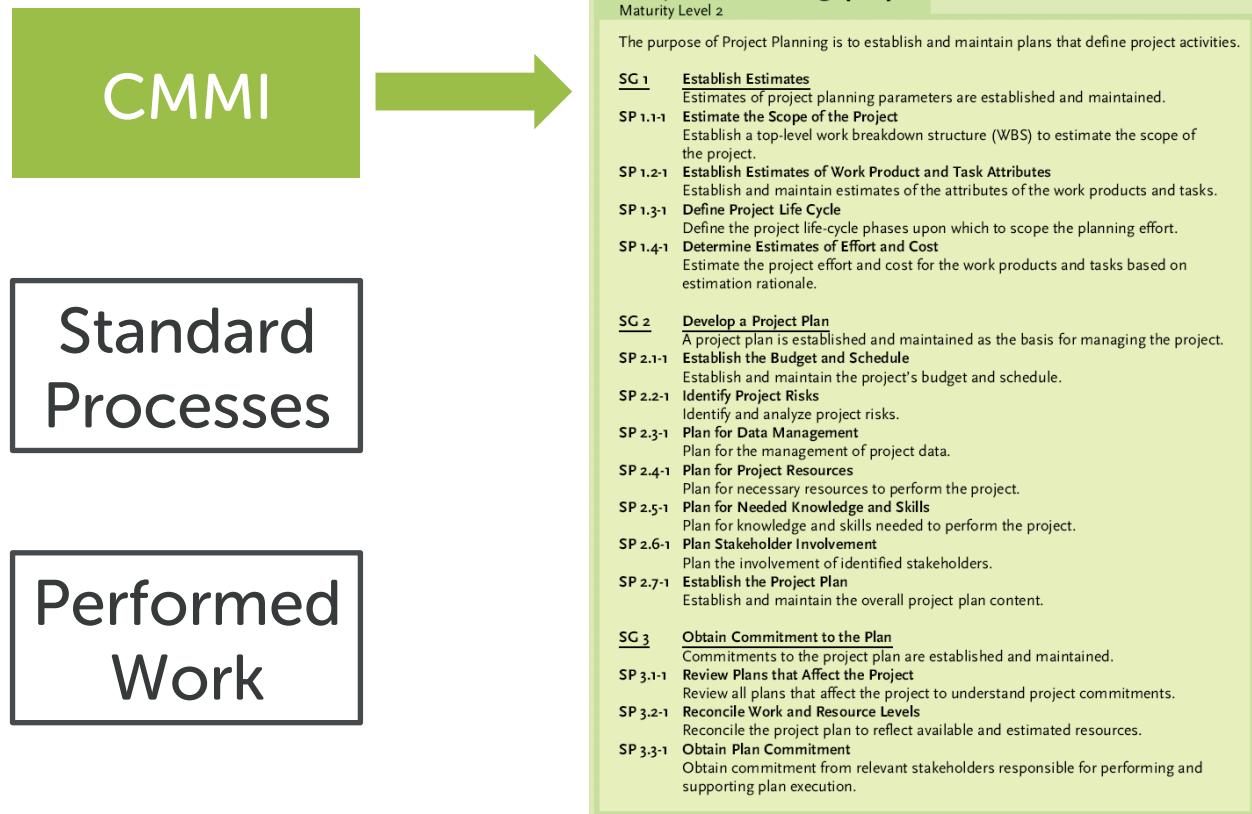
Standard Process

- Is a standard process description, e.g. a method like the Rational Unified Process, V-Modell XT, or PRINCE2

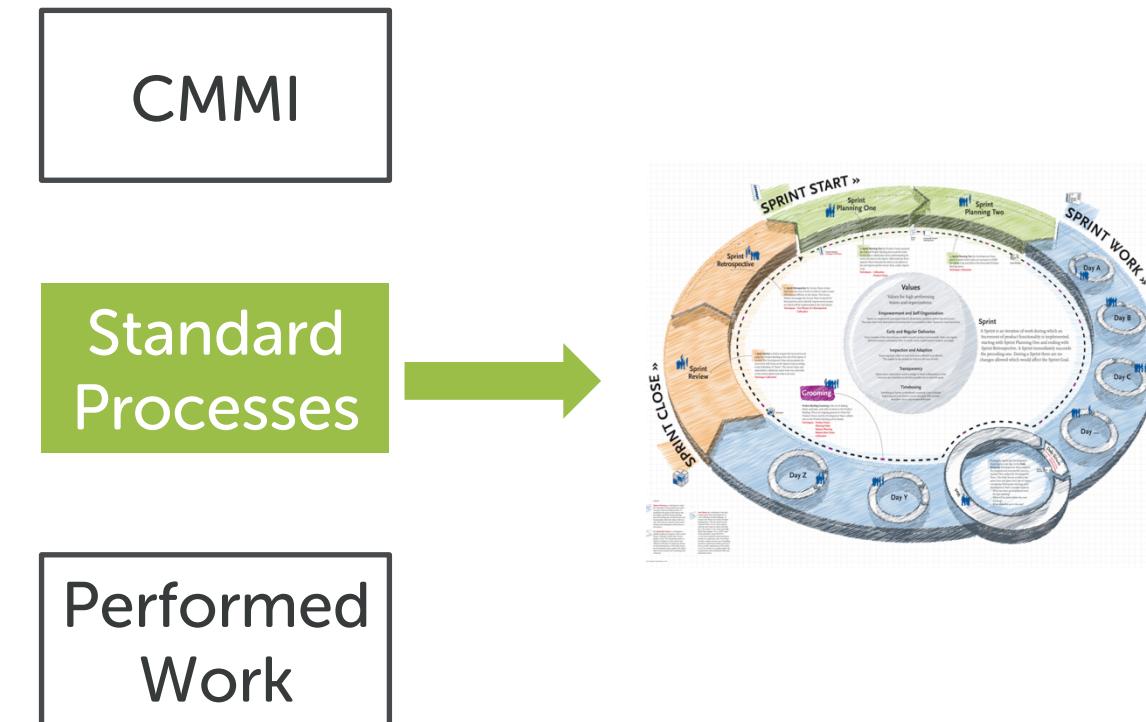
CMMI specifies, WHAT must be done
YOU specify, HOW you do it



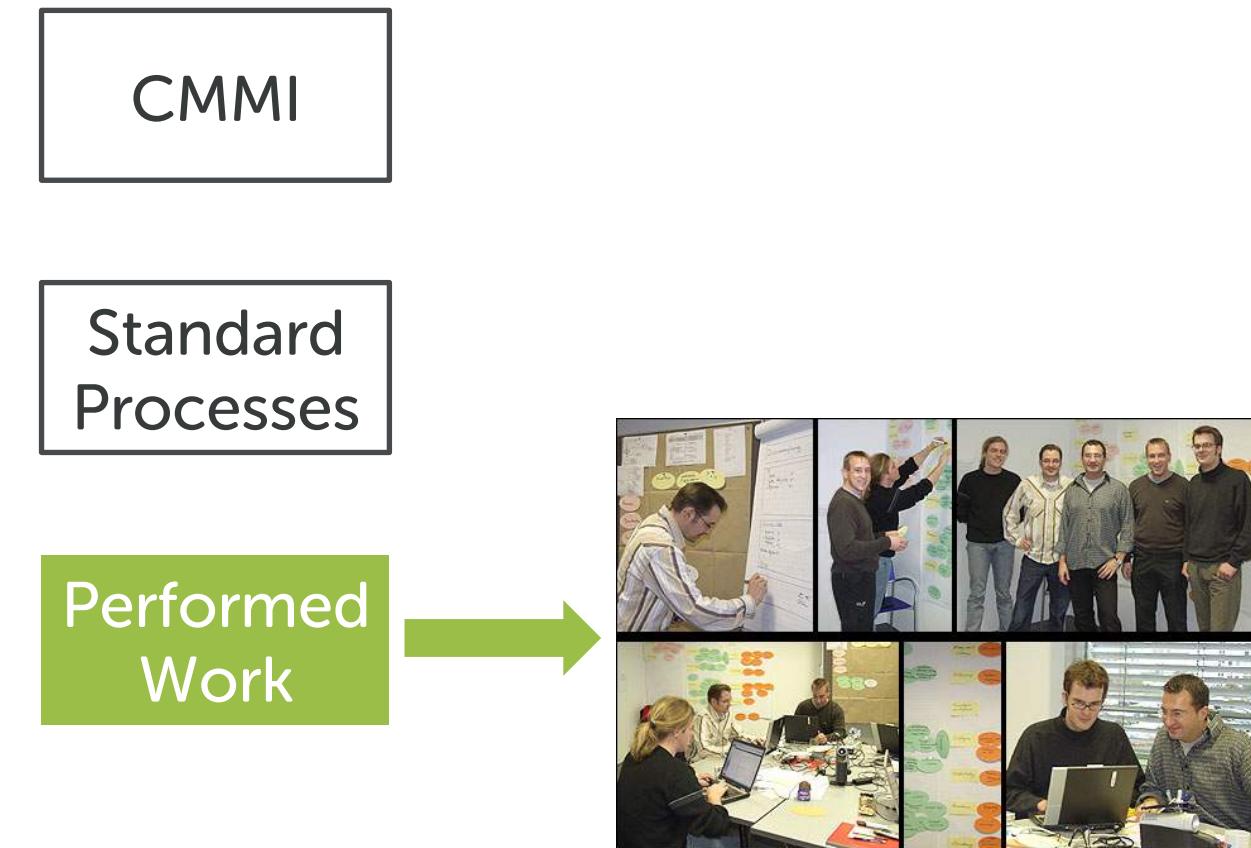
CMMI describes WHAT to do.



Process descriptions describe HOW to do it.

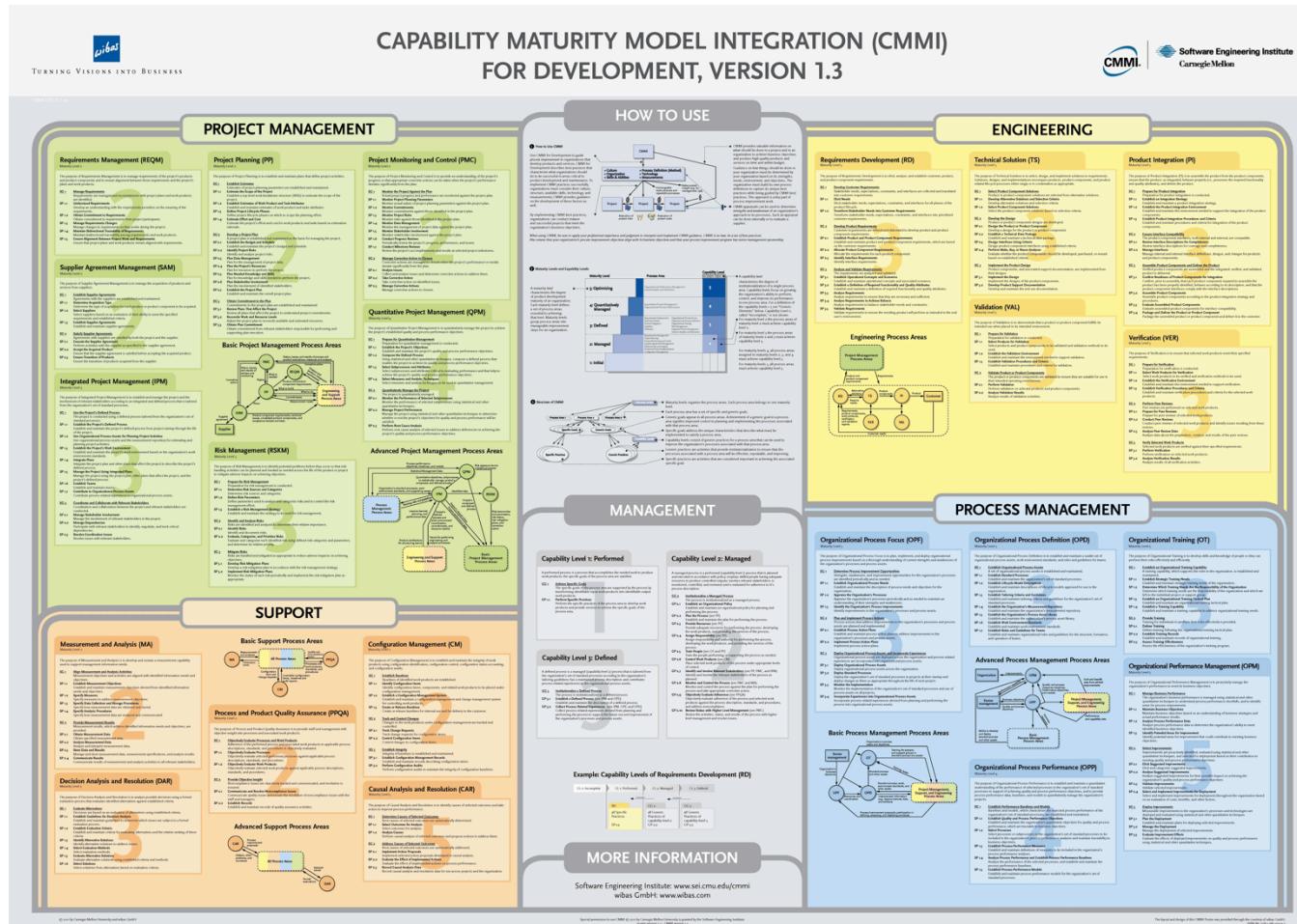


Performed Work ist the actual work in the project.



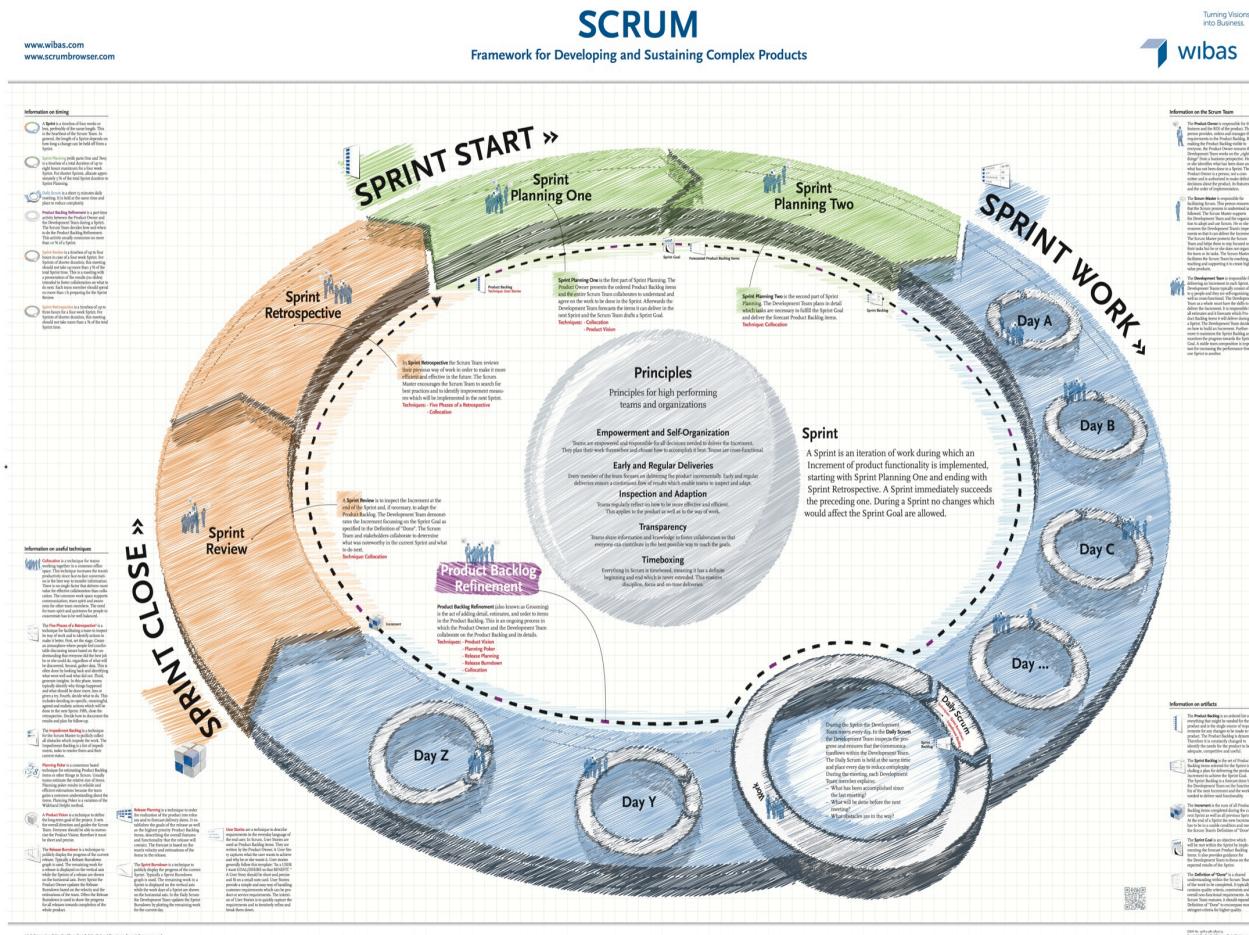
CMMI & Scrum & Scaled Agile Framework

In this class, we will use CMMI as a checklist of **WHAT** we need to do in project management.

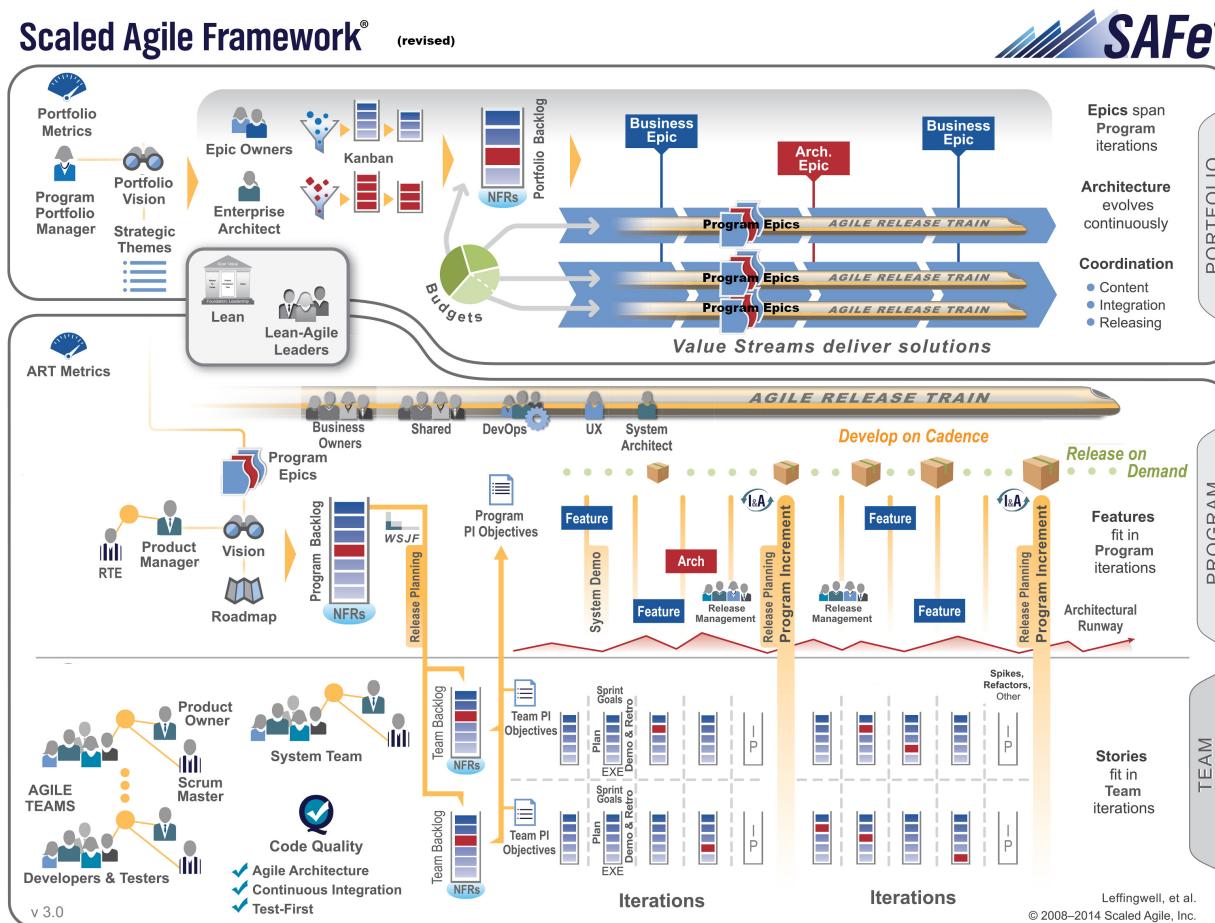


What

In this class, we will use SCRUM as a framework HOW to do project management in a TEAM.



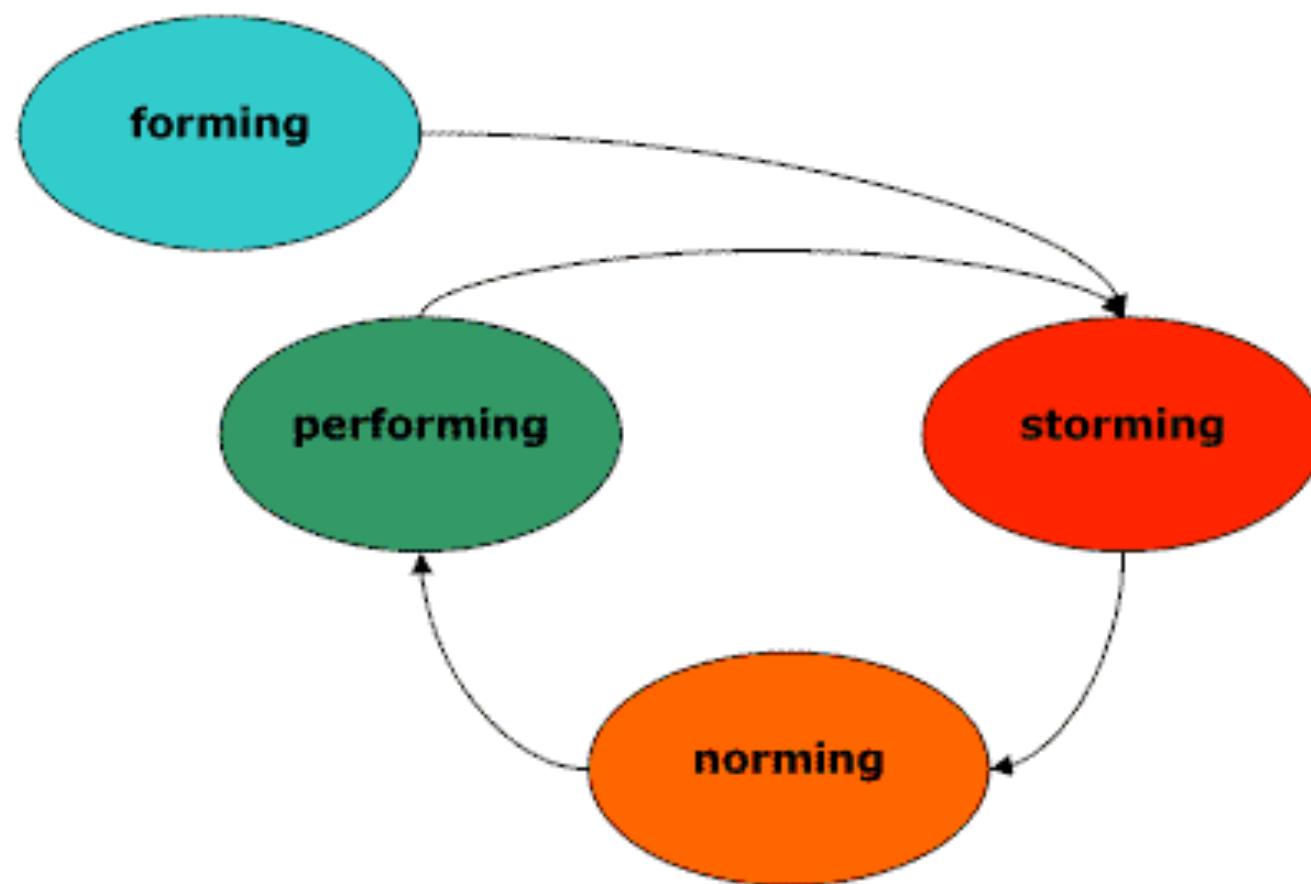
In this class, we will use SCALED AGILE FRAMEWORK as a framework **HOW** to coordinate **SEVERAL TEAMS**.



How

Building Teams

Teambuilding has five steps.



The four stages (from wikipedia):

Forming

In the first stage the forming of the team takes place. The individual's behavior is driven by a desire to be accepted by the others, and avoid controversy or conflict. Serious issues and feelings are avoided, and people focus on being busy with routines, such as team organization, who does what, when to meet each other, etc. Individuals are also gathering information and impressions – about each other, and about the scope of the task and how to approach it. This is a comfortable stage to be in, but the avoidance of conflict means that not much actually gets done. The team meets and learns about the opportunities and challenges, and then agrees on goals and begins to tackle the tasks. Team members tend to behave quite independently. They may be motivated but are usually relatively uninformed of the issues and objectives of the team. Team members are usually on their best behavior but very focused on themselves. Mature team members begin to model appropriate behavior even at this early phase.

The forming stage is important because the members of the team get to know one another, exchange some personal information, and make new friends. This is also a good opportunity to see how each member of the team works as an individual and how they respond to pressure.

Storming

In the *storming* stage, enough initial trust has been developed between team members that they start to feel comfortable expressing discontent and challenging others' opinions. This stage is necessary to the growth of the team. It can be contentious, unpleasant and even painful to members of the team who are averse to conflict. Tolerance of each team member and their differences should be emphasized; without tolerance and patience the team will fail. This phase can become destructive to the team and will lower motivation if allowed to get out of control. Some teams will never develop past this stage; however, disagreements within the team can make members stronger, more versatile, and able to work more effectively as a team.

Supervisors of the team during this phase may be more accessible, but tend to remain directive in their guidance of decision-making and professional behavior. The team members will therefore resolve their differences and members will be able to participate with one another more comfortably. The ideal is that they will not feel that they are being judged, and will therefore share their opinions and views. Normally tension, struggle and sometimes arguments occur. This stage can also be upsetting.

The four stages (from wikipedia):

Norming

The team manages to have one goal and come to a mutual plan for the team at this stage. Some may have to give up their own ideas and agree with others to make the team function. In this stage, all team members take the responsibility and have the ambition to work for the success of the team's goals. The danger here is that members may be so focused on preventing conflict that they are reluctant to share controversial ideas.

Performing

In the performing stage teams can function as a unit as they find ways to get the job done smoothly and effectively without inappropriate conflict or the need for external supervision. By this time, they are motivated and knowledgeable. The team members are now competent, autonomous and able to handle the decision-making process without supervision. Dissent is expected and allowed as long as it is channeled through means acceptable to the team.

Supervisors of the team during this phase are almost always participating. The team will make most of the necessary decisions. Even the most high-performing teams will revert to earlier stages in certain circumstances. Many long-standing teams go through these cycles many times as they react to changing circumstances. For example, a change in leadership may cause the team to revert to storming as the new people challenge the existing norms and dynamics of the team.

A Team Charter helps a team to discuss and agree on core values and rules.

Why?

- The Team Charter is started with the kickoff of a new project or team.
- Helps team to discuss their goal, their values and how they intend to work together
- The Team members hold each other responsible for following the Team Charter.



We build now the teaching groups of this class.

1. Everyone stand up and come to the front
2. We now build the teaching groups topic by topic.
 - a. The teacher will call every topic. When your topic is called, move to one team where your topic is not yet in the team.
 - b. When topic is in team, everyone in team raises his hand.
 - c. Now lets move:
 - » MA
 - » REQM
 - » PP
 - » PMC
 - » RSKM
 - » SAM
 - d. Check the teams: in every team there should be at least one member for every topic

2 preparation team members will present as a team.



MA

REQM

PP

PMC

SAM

RSKM

Exercise: "Start Up" the teaching groups

Storming and Norming (60 min):

- Go to your teaching groups
- In each teaching group, get to know each other (20 min):
 - » Name, Your major, Your hobby
- Define a team charter (20 min):
 - » Team Name
 - » Goal of your team
 - » Who is in the team
 - » Who is doing what
 - » Team norms (Norms are expectations about how people should or should not behave that all team members share)
- Make a backlog (list) of the topics you want to learn in this class
 - » Use the PostIt notes to brainstorm as a team. Prioritize the learning topics.
 - » Take a picture and send it to malte.foegen.personal@wibas.de
 - » Take the PostIt notes with you when you leave your room.

Remember to bring
VGA cables

Achieve consensus for your team charter.

Thumb voting technique:



Thumb up means “Yes, the decision is what I would choose on my own.”



Thumb sideways means “The decision would not be my first choice, but I can live with it, and I will support it.”



Thumb down means “No, I cannot live with it or support it.”

Every team member must vote, and even one thumb down means the decision is not accepted.

Consensus has been achieved when:

- Everyone feels their views have been heard by the team
- Everyone can live with the proposed decision

The Simulation

Throughout this class we will simulate a large project with Lego City.

Overall product vision:

Lego wants to create a new playing set. It should enable children to enact typical situations of their life.



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Revision History

Rev. #	Status	Date	Description	Responsible
1.0	Finished	20.06.2004	Initial version	Malte Foegen
1.1	Finished	20.01.2006	Current schedule	Malte Foegen
1.2	Finished	23.12.2007	Updated slides and schedule	Malte Foegen
1.3	Finished	23.01.2009	Updated schedule	Malte Foegen
1.4	Finished	07.02.2009	Agenda updated	Malte Foegen
1.5	Finished	18.01.2010	Agenda updated	Malte Foegen
1.6	Finished	06.02.2010	Grade sheet added	Malte Foegen
1.7	Finished	15.01.2011	Updated	Malte Foegen
1.8	Finished	12.01.2012	Updated	Malte Foegen
1.9	Finished	12.01.2013	Added teaming exercise	Malte Foegen
1.10	Finished	18.01.2015	Updated layout, sync with new introductory lecture slides, added simulation	Malte Foegen
1.11	Finished	06.02.2016	Update	Malte Foegen