Chapter 13: Teams and Projects

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Does It Blend?

- Does it blend? == Is it viable?
- A group of people split between several projects is not a team
- There is no such thing as half a person when it comes to projects
  - With two managers, two analysts, etc.
  - Logistic nightmare
- Does it blend?
  - Technically yes, but it tastes like stress and disappointment

Well what is the solution?

- The author proposes to not think of the completion of projects as the priority but the fostering of teams
- A quality team can lead into many finished projects
- The more dependable team, the greater the output your company will receive

The Gelled Team

- **Gell** is defined as taking shape and becoming cohesive

- More accepted of the two in the software field

- All members of a **gelled team** feel they are accomplishing something of value.

- All members of a **gelled team** take interest in each others work, since it's part of their goal. The members are enjoying themselves.

The Perfect Cohesive Team

- Around 12 people
- Usually composed of programmers, testers, and analysts.
  - Should have a project manager
- Analysts – focus on business value
- Testers – worry about what can go wrong
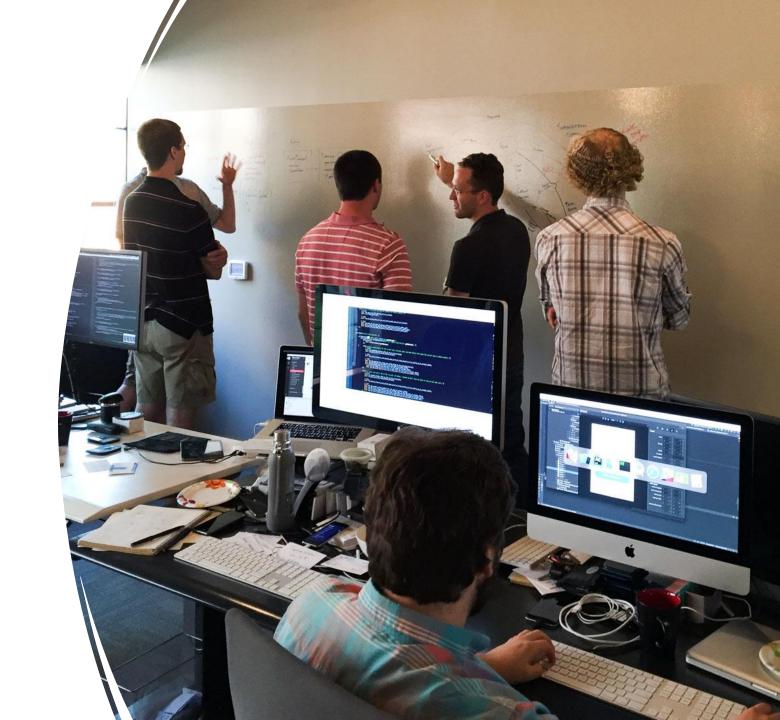- Project manager/SCRUM Master – tracks progress

Fermentation

- Like fine wine, creating the perfect cohesive team takes time

- It could takes months or it could take a year

- When it does happen, it's magic

- Plan together, solve problems together, face issues together, and get things done!

- Keep it alive and keep feeding it projects
  - Breaking it apart is just madness

Which Came First, the Team or the Project?

- Banks were foolish, because they tried to mix and match individuals at whim

- Team members could not form cohesion

- Professional organizations do not form teams around projects

- Professional organizations allocate projects to existing teams

But How Do You Manage That?

- All teams have velocity
  - Amount of work done in a fixed period of time
  - Can be measured by points of features completed over time
  - Usually a statistical measure

- Advantages:
  - Gelled Team
  - Business and prioritize one project over another if there is a crisis
  - Able to reallocate priorities quickly

The Project Owner Dilemma

- By Managing based off of velocity, it leaves project owners with less security and power

- Projects that are given to gelled teams, and if those teams take on several projects at the same time, then the business is free to change priorities on a whim

Chapter 13: Key Points

- Teams are harder to build than projects
- Form persistent teams and move together from project to project
- Give the team time to form cohesion and keep it together