2-2-17

Teams
and
Teamwork

Homework for Thursday, 2-2

- Take a minute to think about the best team experience(s) you have had. What made them good experiences?

- Take a moment to think about the unsuccessful or bad team experience(s) you have had. What made them bad experiences?

- What characteristics would you want your "ideal" software development teammates to have?
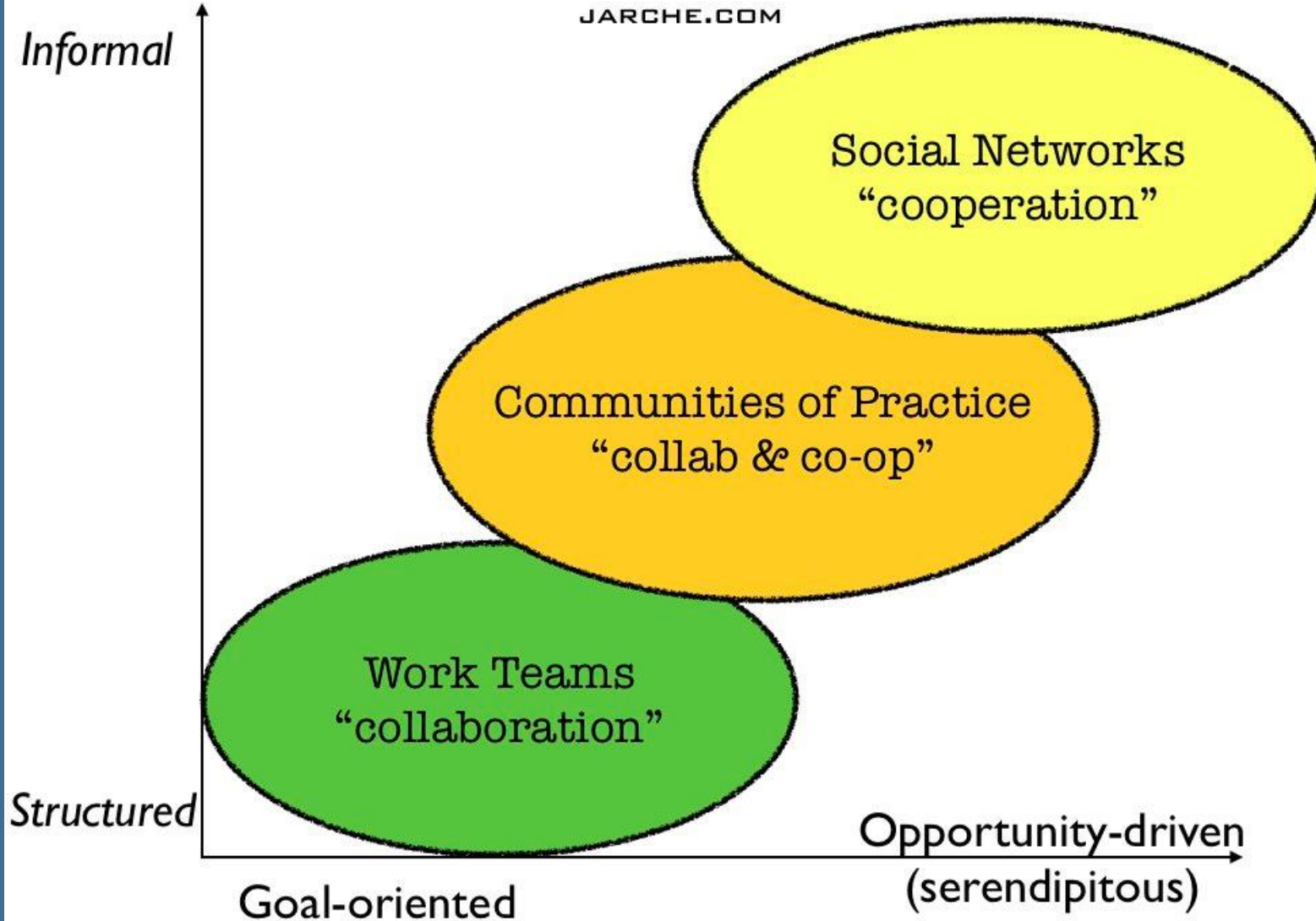
What is TEAMWORK?

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the ability to cooperate and communicate effectively with others
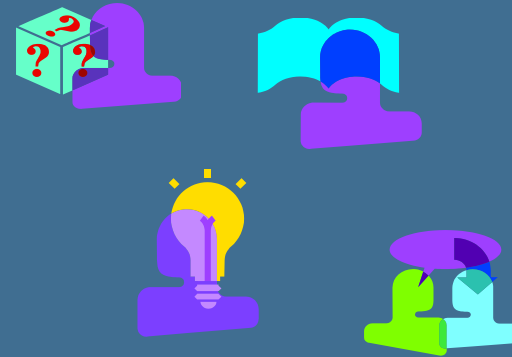
to achieve a common goal

TEAMWORK ⟷ INDIVIDUAL WORK

TEAMWORK

o Agree on goals / milestones

o Establish tasks to be completed

o **Communicate / monitor progress**

o Solve problems

o Interpret results

o Agree completion of project

INDIVIDUAL WORK

o Work on tasks

o Work on new / revised tasks

o Research / development

o Networking

Team Working

Benefits

- Enough hands for the work
- Interdependent activities can be addressed
- Two heads are better than one - quality of ideas, creativity can be higher
- Individual skills are used to best advantage
- The team structure provides motivation, direction and support
- Training, learning and growth occurs

Challenges

- Forming a common mental model
- Ensuring input from all
- Resolving conflict
- Reaching equity in workload and decisions
- Extra time for coordination and communication
- Social loafing
- Becoming "we" instead of "I"

Key Teamwork SKILLS

1. **INTERPERSONAL**
   - Trust / acceptance
   - Communication
   - Collaborative problem-solving
   - Conflict resolution

- 2. **SELF / PROJECT MANAGEMENT**
   - Goal setting
   - Planning
   - Task co-ordination
   - Performance management

Stages of Team Development

Forming *(assemble team; deal with ambiguity)*

Storming *(deal with criticism; develop ideas)*

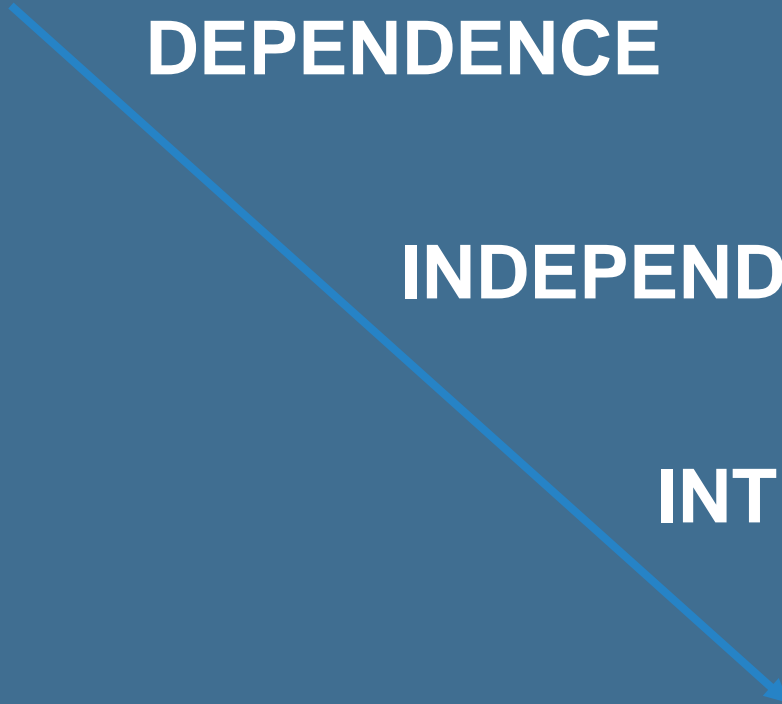**Norming** *(procedures, cohesion)*

Performing *(cooperation)*

[Adjourning]

A few TEAMWORK tools…

1. Effective communication strategy
2. Team Working Agreement
3. Effective meetings
4. Project management
5. Conflict management
6. Fun (have some)

1. Effective Communication

- **Communicate** openly & supportively

- **Listen** openly

- Interpret **nonverbal** messages

- Give useful **feedback**

- Receive feedback effectively

- Make communication a regular, scheduled activity not just "as needed"

- Role of project management tools

2. Team Working Agreement

What is it?

- A **contract** which all team members sign up to...each team member is expected to abide by that contract

- **Expectations** each team has for its members

- Designed specifically by your team

Team Working Agreement

Key points:

- Tailor to meet the specific needs of <u>your</u> team members

- Each team member should have input

- All members will be accountable for statements in the agreement

Team Working Agreement

Key issues to consider:

- Effective communication method(s)

- Participation by all members

- Decision-making

- Problem-solving approaches

- Management of conflict / differences

- Responsibilities and conduct

- Work load and task assignment

SAMPLE CONTRACT
(Boeing's **Code of Cooperation** for teams)

1. EVERY member is responsible for the team's progress and success

2. Attend all team meetings; be on time

3. Listen to and show respect for view of members

4. Criticize ideas, not persons

5. Use and expect constructive feedback

6. Resolve conflicts constructively

7. Always strive for win-win situations

8. Avoid destructive behaviour

9. Ask questions when you do not understand

3. Meeting Guidelines (sample)

1. Project meetings will be held every _____.
2. Meetings will be called by _____ .
3. Meetings will begin and end on time.
4. Decisions will be made by consensus/ majority rule/anarchy.
5. Role of scribe will rotate.
6. Minutes will be issued by e-mail within 24 hours of each meeting.
7. Exceptions allowable/not allowable.

4. Project Management

- Start with consensus on **project GOAL**

- Then work to a **project PLAN and timetable**

- Role of project management tools

Milestone	Responsibility	Date

5. Conflict

- People typically fear and avoid conflict
- Most people believe conflict does not belong in the workplace
- **However, successful organizations use conflict as a CREATIVE FORCE.**
- When is conflict good? How does it help?
- What will your method for handling conflict be?

6. Have Fun

- Stress reduction

- Bonding

- Facilitate creativity => "flow"

Pros and Cons of Multi-disciplinary Teams

ADVANTAGES

- A wider range of ideas

- Bring specialized skills to bear

- Question assumptions from a variety of viewpoints

- Guard against Groupthink

POSSIBLE DISAVANTAGES

- Culture clash

- High potential for misunderstanding

- Divergent problem-solving and management styles

Teamwork
in a
Software Development Environment

COMMUNICATION
- Communicate well and regularly; listen openly

KEEP THE PROJECT ON TRACK
- Work to the plan to keep motivation high
- Update the plan as things change

CONFLICT
- Accept and work with/through conflict
- Develop a **constructive** conflict style

A few thoughts to bear in mind about team projects...

- There is often a period of adjustment at the start - uncertainty and lack of clarity

- Sometimes it is necessary to take one step back to take two forward

- Look for opportunities to learn (and to teach)

- Celebrate victories and accept defeats – analyze and learn from both

- Find ways to make your teammates do good, look good and get some credit

Remember, your TEAM management tools are...

1. An effective communication strategy
2. A Team Working Agreement
3. Holding effective meetings
4. Project management plans and procedures
5. A conflict management process
6. Having fun