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Team 11

INDIVIDUAL REPORT

CM1202 – Developing Quality Software

# Introduction

This report will review and reflect the events and work that took place during our team project for Developing Quality software. The aim is to look at how we worked as a team, the techniques we used and what we learned from it. It will details the rights, the wrongs, and what can be improved in the future.

# Team Organisation

Team Organisation is the backbone behind completing a mutual task effectively. A team should be organised into having both individual and group work, as well as accountability for both. A strong team should show exemplary discussion and decision-making skills, being able to account for the ideas of all members and incorporate that into results that fit the criteria of the task. Through combined efforts of each member and their

output to the group, a team’s performance will be greater than the sum of its parts.

## Team Development Process Model (Bruce W. Tuckman, 1965)

In its simplest terms, it is a model of five distinct stages a group would experience on the path to becoming an effective team. I will evaluate our team’s performance to the stages involved. One of the only caveats in the comparison is that our team members were all good friends beforehand, which removed a lot of the awkwardness and bond-creating involved with a team of strangers.

## Collection (Forming)

The initial stage of team creating is forming the actual team from individuals brought together to complete the mutual task. It relies on some form of self-made authority, and establishing the expectation of team members. It’s not entirely relevant to our own group because we formed the teams of our own accord, with previous friends. In some respects, we actually did meet the idea that participants are initially enthusiastic, as the prospect of completing a task with friends was indeed good motivation to propel the progress of the task. It was effective in that we were completely comfortable discussing our ideas with each other, as well as what was effectively ‘arguing’ our points. The need for an authoritative figure was reduced when everyone was comfortable with each other.

## Entrenchment (Storming)

This phase is the idea that when teammates have settled down, tension starts to build because people all have their own preconceived ideas to solve the task which creates difficulty coming to a joint solution, thus a period of unproductivity. As previously mentioned in the forming stage, due to existing friendships we were generally more open towards others’ thoughts and ideas. There were occasionally underlying issues with disagreeing on things, as is natural in any team infrastructure, but was dealt with accordingly. We didn’t struggle with any kind of competition or confusion as everyone was happy in their immediate roles and adapting to the task at hand.

## Resolution/Accommodation (Norming)

This phase for us had more to do with settling into the task than coming together as a team generally, though the planning helped improve the team dynamic too. Some of the issues in the last phase were caused by lack of forward thinking during the early stages of the project, which meant people had slightly differing ideas on what was happening. Thanks to more careful use of team theory and methods of planning, we bounced ideas and built off each other as intended, and the uses of working as a team began to shine through. We settled into our roles and stuck to our plans which allowed the group to make solid progress. It wasn’t perfect, and there was some disagreements (naturally) but were easily solved by discussion and compromise.

## Synergy (Performing)

The optimal stage of teamwork, assuming the previous sections were successful, and the output of the group is greater than the sum of its parts. We all had the team’s combined vision in our heads and worked hard towards the end-goal. Everyone was at their upmost comfort in the team environment, and used this to convey ideas and theories which could be quickly adapted and implemented by the team. It was aided by everyone’s commitment to the task, and the small team size meant that synergising was easy.

## Dorming

This is a post-synergy phase between performance and decline, related to complacency from the performance phase. We never really experienced it because a lot of our work was completed in a small time-frame, so we powered through it; having the goal in sight was the cause for a lot of motivation, so we essentially experienced the synergy until just about the end. We tried to help each other forward when someone was demotivated, and the team ethic was a driving force for the project.

## Decline/Breakup (Mourning)

The period of teamwork where the work rate begins to decline as people grow bored/tired and drift away. As a whole we didn’t really get the chance to experience this due to the relatively short time frame of the project. By the time we got to implementation, we powered through until practically the end. It only reared itself towards the very end of our coding stage, when after long stretches of doing work people were becoming jaded and this was coming through in lazy code, more disagreements and less overall productivity. Our motivation to finished helped us overcome this, allowing us to finish the project more-or-less in the synergy phase.

# Belbin Team Role Theory

The Belbin theory is a study on how some teams can be more effective than others. It is the idea that a team should have a good balance of different team roles, each role with its own strengths and weaknesses. If you compare these roles with our team, you can draw comparisons and identify who had the characteristics of certain roles, and can also see what we lacked to evaluate what would’ve helped us. It’s not relevant to the fullest extent because we don’t have enough members to fill all the roles anyway, however having a good mix is important whatever the size.

I would consider myself as the Plant, and Completer-Finisher for the project. I came up with a lot of the original ideas for the implementation which my teammates liked, which was to do with my own creativity and enjoyment of the task at hand. I started a lot of it independently early in the process to create the baselines before involving the other team members to complete certain functions. I had created a good base for the project in a few days which gave us plenty of time to build on. It was the same attention to detail that allowed me to strive for perfection at the end of the task and complete it to a high standard before the deadline. This does, however, due to stress lead to anxiety and distrust of other teammates to complete the task how I want it; even though they can.

Another one of our members acted as a Shaper through the duration of the task. They had the specifics of the projects in mind and knew exactly what they wanted it to be, no matter how difficult. They used this motivation to manage the team assertively, thus completing the task to the necessary standard and detail. At the very end of our implementation