

# **Computing Project**

**(COMP08053)**

## **Lecture 3**

**Working in Teams & Managing People**

# What makes an ineffective team?

- 1. People talk more than they listen** and only a few people may contribute
- 2. Some members are silent and don't contribute** – they may be indifferent, bored or afraid to contribute
- 3. Members' ideas are dismissed** – or even ridiculed and their views ignored

# **What makes an ineffective team?**

**4. There are arguments between members of the group** – as opposed to constructive differences of opinion

**5. One or two member dominate** the others and make the decisions

**6. Disagreements are put to the vote without being discussed**

# **What makes an ineffective team?**

**7. Some members are unhappy with decisions and grumble privately afterwards**

**8. Little effort is made to keep to the point or to work to deadlines**

**9. There is a lack of clarity regarding goals and specific tasks are not agreed**

# **What makes an ineffective team?**

**10. Roles are not delegated** to particular team members

**11. There is a lack of trust and helpfulness**

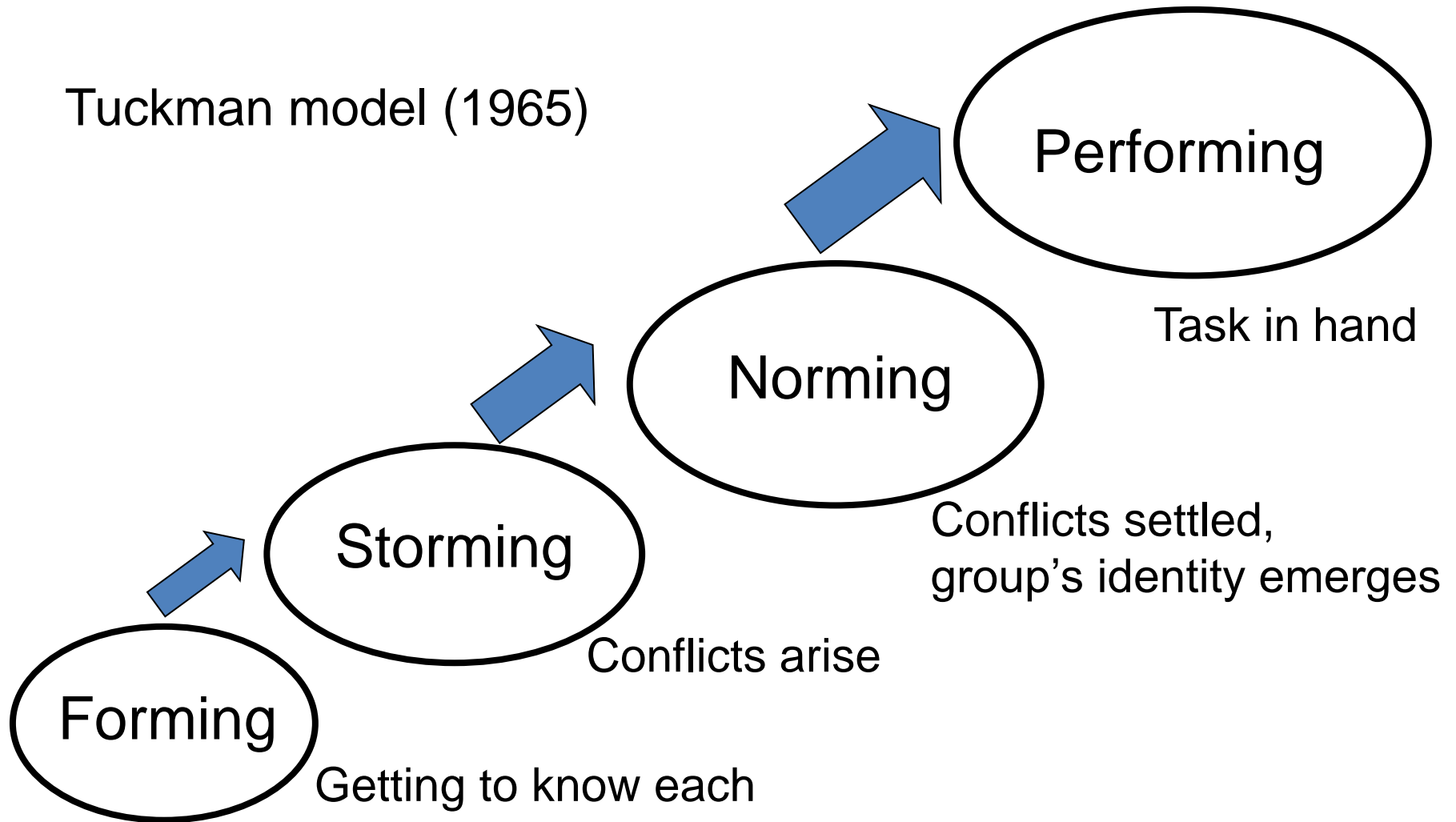
**12. Members don't talk about how the group is working or the problems it faces**

**How some of the problems of  
working in a team can be addressed:**

<http://www.youtube.com/watch?v=pGFGD5pj03M>

# Becoming a team

Tuckman model (1965)



# Roles people play in groups

## **Encourager:**

Energises groups when motivation is low.  
Positive individuals who support and praise others

Like to move things along by suggesting ideas, clarifying ideas of others and confronting problems



# Roles people play in groups

## **Compromiser:**

Try to maintain harmony among team members

Can work well with different people and enable “difficult” members to contribute positively, help team to gel

Tolerant individuals and good listeners – able to recognise and resolve differences of opinion

# Roles people play in groups

## **Leader:**

Good leaders direct the sequence of steps the group take and keep the group on-track

They give shape to the team effort and recognise the skills of the individuals and how they can be used

# Roles people play in groups

## **Summariser/Clarifier:**

Calm, reflective individuals who summarise the group's discussion and conclusions

They clarify group objectives and elaborate on ideas of others

They are good mediators and seek consensus

# Roles people play in groups

## **Ideas Person:**

Suggests new ideas or for new ways for the group to organise the task

They are often more concerned with the big picture rather than with details

May get bored once the initial impetus wears off

# Roles people play in groups

## **Recorder:**

Keeps the group focused and organised – make sure everyone is helping with the project

Usually offer to take notes to keep a record of ideas and decisions

Act as a time-keeper – allocate times to specific tasks and reminds team to keep to them

# Roles people play in groups

The roles described are not always constant

One person might adopt several of these roles

# Destructive group roles

**Autocrat** – tries to dominate and interrupt constantly

**Show-off** – talks all the time and thinks they know all the right answers

**Aggressor** – doesn't show respect to others, comments negatively

**Critic** – always sees negative side, puts ideas down, never suggests alternatives

# **Destructive group roles**

**Help seeker** – looks for sympathy from others

**Avoider** – refuses to focus on task or group relationship problems

**Clown** – shows no involvement and engages in distracting communication

**Butterfly** – keeps changing topic before others are ready

**Self Confessor** – uses group as forum for inappropriate talk about self



# What makes an effective team?

Has **range of individuals** who contribute in different ways and complement each other

**Clear goals** are agreed

It has a **coordinator** – different people may assume the role of leader for different tasks

Everyone **understands what tasks** they have to do and help each other

# What makes an effective team?

There is a balance between **task** (what do we need to do?) and the **practice** (how to we achieve this?)

There is a **supportive atmosphere**

Group can **successfully overcome differences in opinion**

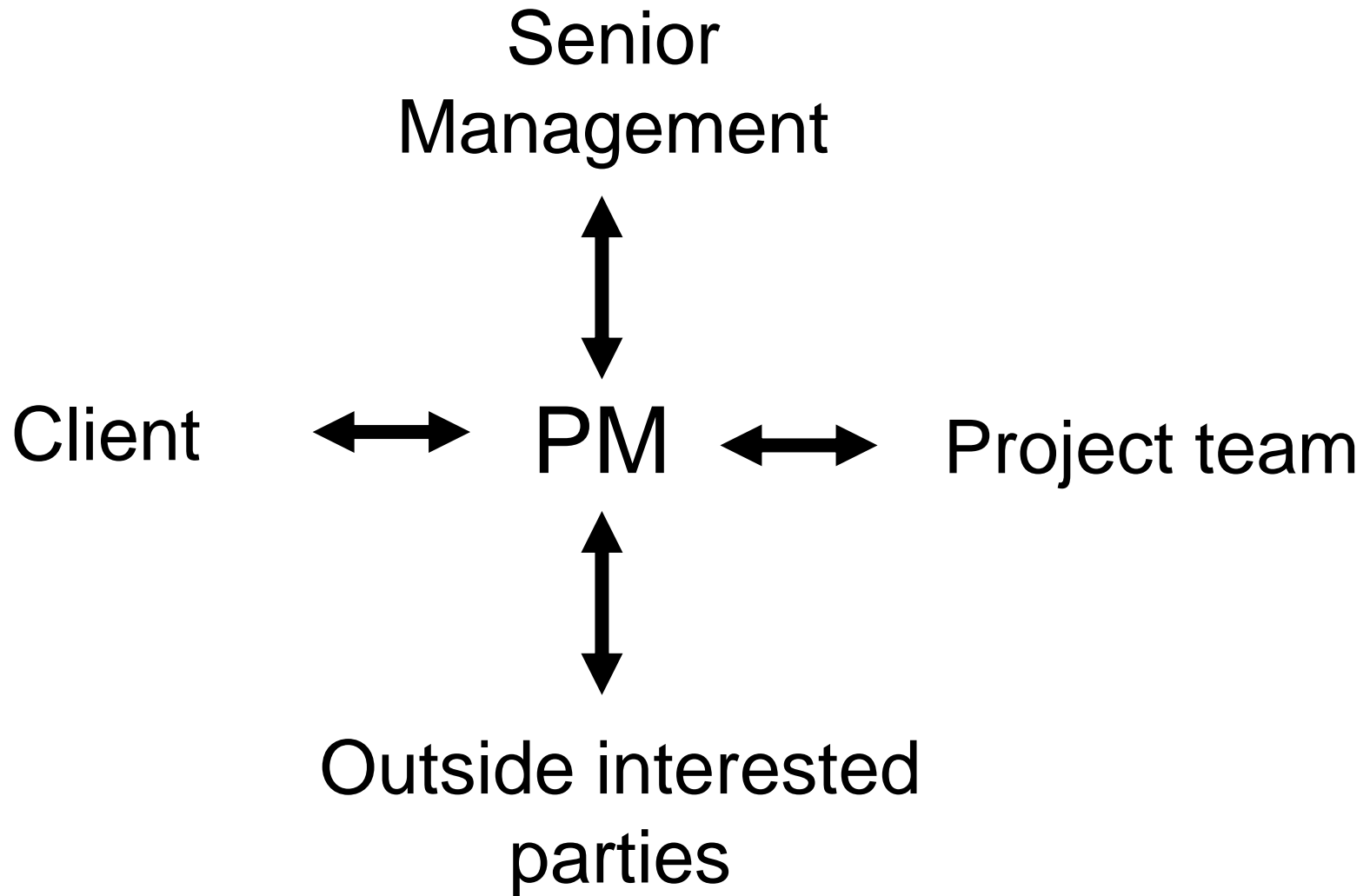
There is lots of **discussion** in which everyone participates – group members listen

# The Project Manager (PM)

Must be able handle responsibility

PM responsible to project team senior management, to the client and other stakeholders, as shown in next slide

Must be able manage lines of communication and interact on different levels



# The Project Manager (PM)

## **PM must:**

Find out what tasks must be accomplished to produce deliverable

Find out what resources are required and how they may be obtained

Find out what personnel are needed

Find out when deliverables must be completed

# **The Project Manager (PM)**

PM responsible for :

**Planning**

**Organising**

**Staffing**

**Budgeting**

**Directing**

**Controlling**

# The Project Manager (PM)

PM must adopt a systems approach to be successful

The system (i.e. project) exists as a system of a larger system, a programme that is a subsystem in the larger system

Project's objectives influence the nature of the tasks, and tasks influence nature of subtasks etc

To be effective, the PM must understand these influences and their impacts on project and its deliverables

# Conflict resolution

Rarely accomplished by “my way or the highway” approach

**Key to persuasion** (Conger, 1998):

1. Persuader must be credible
2. Must find common goals
3. Use vivid language and compelling evidence
4. Must connect with emotions of those trying to persuade



# Managing a group

## Effective group management requires:

Having an overall plan with milestones

Keeping a daily/weekly action plan

Allocating resources in advance

Knowing the roles of team members

# Managing a group

**Effective group management requires:**

Having agenda for meetings

Communicating effectively

Being organised

Managing risks

Regularly reviewing

# Communication plans

## Require documenting:

**What** – name of communication event

**Who/target** – audience for communication

**Purpose** – what it is to achieve

**When/frequency** – single event or weekly etc

**Type/method** – nature of communication

**Responsibility** – person who initiates communication

# Roles and Responsibilities

**Create a roles and responsibilities matrix**

Create coding structure:

Responsible for the work **(R)**

Approves the work **(A)**

Supervises the work **(S)**

Consults on the work **(C)**

Informed of the work **(I)**

<b>Major Deliverable</b>	Project Manager	Developer	Database Admin	Network Engineer	Key Stakeholders
Application requirements	<b>S/A</b>	<b>R</b>	<b>I</b>	<b>I</b>	<b>C/A</b>
Database requirements	<b>S/A</b>	<b>C</b>	<b>R</b>	<b>I</b>	<b>C/A</b>
Database design	<b>S/A</b>	<b>C</b>	<b>S/A</b>	<b>I</b>	<b>C/A</b>
Server and network creation	<b>S/A</b>	<b>I</b>	<b>C</b>	<b>R</b>	<b>C/A</b>
System testing	<b>S/A</b>	<b>R</b>	<b>C</b>	<b>C</b>	<b>C/A</b>

# References

Conger, J.A (1998) "The Necessary Art of Persuasion", *Harvard Business Review*, May-June 1998

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Tuckman, B. (1965) "Developmental Sequence in Small Groups", *Psychological Bulletin*, Vol. 63, Issues 6. pp384-99

University of Kent <http://www.kent.ac.uk/careers/sk/leadership.htm>

University of Kent <http://www.kent.ac.uk/careers/sk/teamwork.htm>