



Today In Class

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Today In CMS.611 / 6.037 &

SIT IN YOUR TEAMS

❖ Working in Teams Effectively

- Agile Review
- Team Dynamics
- How do distributed agile teams perform?

❖ Work in Class

Review &

❖ Agile Processes

- Iterative development

Review &

❖ Agile (Scrum) Processes Based On: &

- Transparency
 - &common nomenclature
- Inspection &
 - of artifacts (backlog) &
 - &during meetings
- Adaptation
 - &processes change

Agile Manifesto &

❖ Manifesto:

- Individuals and interactions over processes and tools
- Working software over comprehensive & documentation &
- Customer collaboration over contract negotiation
- Responding to change over following a plan

❖ Focus today:

- Individuals
- Interactions

What is a Team? &

- ❖ Collection of & individuals &
- ❖ Working toward a common purpose
- ❖ Shared responsibility for common outcomes

Teams Evolve over Time &

- ❖ All 'small' groups evolve over time based on *interpersonal relationships* and *task behaviors*
- ❖ Multiple theories exist to describe, all have common themes:
 - getting to know each other
 - experiencing conflict (positive & negative)
 - roles shift based on knowledge & experience &
 - (consensus, moving forward, decisions happen here)

One model: Tuckman (1965)

- ❖ One model that we use to evaluate teams:
 - Forming
 - Norming
 - Storming
 - Performing
- ❖ Each phase has items you can identify

Used to figure out where you are now

FORMING

- ❖ People want to get along/be accepted
 - Serious problems usually avoided
- ❖ Team learns about challenges & goals
- ❖ Not much gets 'done' in this stage

STORMING

- ❖ People able to *express* discontent
- ❖ Opinions are challenged
 - Can be contentious, unpleasant
- ❖ To advance
 - Tolerance & Patience
 - Establish lines of *trust* and *open communication*

Create processes!

NORMING

- ❖ Individuals start giving up their own ideas and goals - move towards a team goal
 - Team members start taking responsibility
- ❖ Rules are established

Process is being used!

**BUT: controversial ideas
might be unspoken**

PERFORMING

- ❖ Functioning as a unit, efficiently
- ❖ Team members are:
 - autonomous when they can be
 - dissent is expected and addressed

You might not get this far - that's okay!

The Model in Practice

❖ Non-linear

- movement between phases depends on task

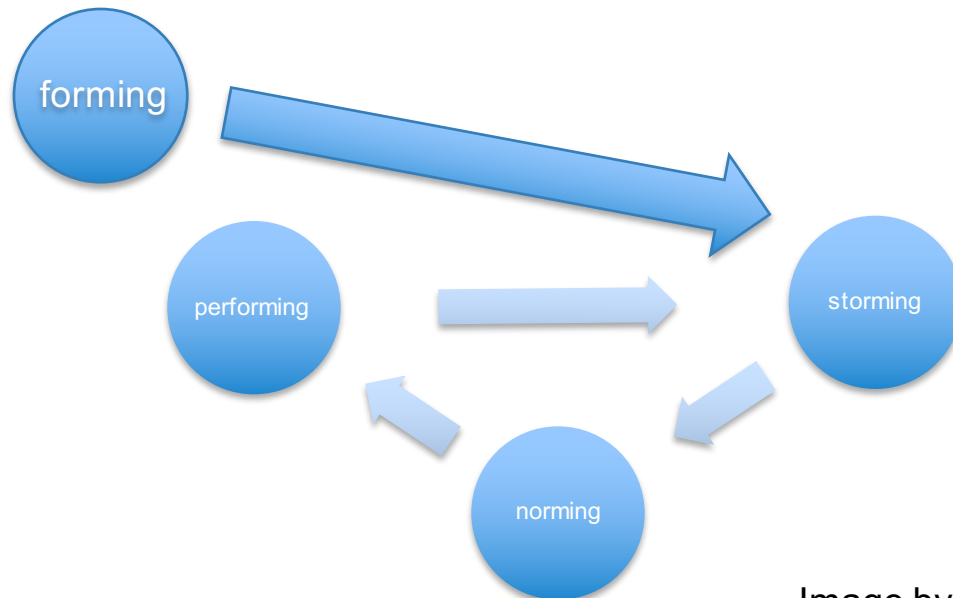


Image by MIT OpenCourseWare

Problems with the model

- ❖ All symptoms - no Triggers
- ❖ When does change happen?
 - When does the team move from stage to stage?
 - How can a team initiate a move intentionally?

How have you seen changes in your teams?

Team Dynamics

- ❖ Teams are composed of Individuals
- ❖ Each person influenced by:
 - Personal Development
 - Motivation
 - Morale / Self-worth
 - Empowerment
 - Commitment
 - Trust
 - Stress

Team Dynamics

- ❖ Desire / ability to learn new skills
 - Personal Development - career & future needs
 - Motivation - (intrinsic) enthusiasm
 - Morale / Self-worth - self-awareness of skill
- ❖ Desire / ability to take on a task
 - Empowerment - control over own work
 - Commitment - displays of loyalty to the team
 - Trust - between team members
 - **Stress**

How do Distributed Teams Perform?

❖ What has worked for you so far?

'One Team' Mindset

❖ Actions that help the team identify as a Team, not as a group

- Frequent (social) Team Interactions

❖ Daily Standup

- Teams separated by time zone & oceans do this!
- Requires some personal sacrifice
 - Commitment - showing up to meetings
 - Trust - not letting meetings take too long

Co-located Work

- ❖ Working together to
 - Reduce communication time
 - Establish/maintain unity/one team
- ❖ Done as needed, when needed:
 - At the beginning of the project
 - Important milestones
 - In strike teams
 - Video chat

Coaches

- ❖ One person on the team, *dedicated* to:
 - Cultivate team spirit
 - Emphasize importance of ‘one team’
 - Could be your Scrummaster / Producer but:
 - Not focused on measured productivity (completing tasks)
 - Instead, focused on reading individuals
 - One-on-one meetings could work
 - Coffee, lunch - social interactions

Agile Meetings

❖ Before the Sprint

- Planning - what are you working on this week?

❖ During the Sprint

- Daily Standup - what did you do? what is on fire?
what is in your way?

❖ After/End the Sprint

- Sprint Review - what did you do this week?
- Sprint Retrospective - how did you work this week?

Meet Face to Face!

❖ Daily Standup

- let your teammates know you're committed!

❖ Sprint Retrospectives

- talk about your feelings! (easier to say/hear than write/read)

Do this now:

- ❖ Schedule your next Sprint Retrospective
- ❖ A time period that everyone on the team can attend that is:
 - At the end of a Sprint
 - Before you start your next Sprint
 - Focused on your processes
 - Includes time to talk about feelings and interpersonal matters
 - Communicate about Communicating!

References

- ❖ Tuckman, Bruce (1965). "[Developmental sequence in small groups](#)". Psychological Bulletin 63 (6): 384–99. doi:[10.1037/h0022100](#). PMID 14314073
- ❖ Dorairaj, S., Noble, J., and Malik, P (2008). "[Understanding Team Dynamics in Distributed Agile Software Development](#)" *Agile Processes in Software Engineering and EXtreme Programming: 9Th International Conference, XP 2008, Limerick, Ireland, June 10-14, 2008* : Proceedings (Google eBook), pp 47-61
- ❖ O'Connor, R., Shuib Basri, L. (2012). "[The Effect of Team Dynamics on Software Development Process Improvement](#)" International Journal of Human Capital and Information technology professionals July-September 2012, Vol. 3, No. 3. doi: 10.4018/jhcitp.2012070102