Lecture 07:
Team Environment Issues (Part I)

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Outline

- What Contributes to a Team's Success?
- Team Organization

Resources

- *"Rapid Development"*, by Steve McConnell
  - Ch. 12, 13
- *"Agile Software Development"*, by Alistair Cockburn
  - Ch. 1

Why Teams?

- Having more people has benefits (that can be exploited)
  - Attack bigger problems in a short period of time
  - Utilize the collective experience of everyone
- Having more people has risks too
  - What risks?

Why Teams?

- Having more people has benefits (that can be exploited)
  - Attack bigger problems in a short period of time
  - Utilize the collective experience of everyone
- Having more people has risks too
  - Miscommunication of expectations
  - Flowing by inertia; not planning ahead
  - "Fluid" (or lack of) responsibility for tasks
  - Conflict/mistrust between team members

Managing Risks in a Team Setting

- Risks need to be *actively* managed
  - by clearly defining the product and its scope
  - by careful planning and organization
  - by continuously monitoring the progress and direction
    - … and adjusting when necessary
  - by maintaining an open atmosphere

Issues Affecting Team Success

- Presence of a shared mission and goals
- Motivation and commitment of team members
- Experience level
  - ... and presence of experienced members
- Team size
  - ... and the need for bounded yet sufficient communication
- Team organization
  - ... and results-driven structure
- Reward structure within the team
  - incentives, enjoyment, empowerment (ownership, autonomy)

Models of Team Organization

- Who makes the important product-wide decisions in your team?
  - One person? All by unanimous consent? All by using the Roman Rule? Other options?...
  - Is this an unspoken or an explicit agreement among team members?