

# Final Project Retrospective: From the Audience's Viewpoint

Key questions in *your* mind as you were watching the other team present and demo:

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# Final Project Retrospective: From Other Critical Viewpoints

- Key questions in the customer's mind:
  - Would you buy this product?
  - Would you hire this team?
  - Mould you acquire this team's assets?
- n Key questions in the manager's mind:
  - Mould this product sell / make a profit?
  - Mould this project burn out my team?
  - Mould this product help position our company in a market niche we want to be in?
- The answers to these questions are orthogonal.

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<u>Legend:</u>
OS = OpEnSpaCe
TF = TeamForge



## Final Release Retrospective

**Sustain:** 

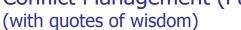
**Improve:** 

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"Every problem is also an opportunity."

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#### **Outline**

- Conflict defined
- Benefits and downsides of conflict
- Sources of conflict: at work, at school
- Ideas for preventing and resolving conflict
  - <sub>n</sub> Internal
  - Inter-personal



#### Resources

- "Rapid Development", by Steve McConnell Ch. 29: "Principled Negotiation"
- "Speech Acts" (handout)

#### Other:

- "The 7 Habits of Highly Effective People", by Steven Covey
- "When Conflict Helps Learning", by David Socha and Valentin Razmov
- "Freakonomics: A Rogue Economist Explores the Hidden Side of Everything", by Steven Levitt and Stephen Dubner

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## What We Mean by Conflict (reminder)

- Definition (according to Merriam-Webster):
  - 1: fight, battle, war
  - 2a: competitive or opposing action of incompatibles: antagonistic state or action (as of divergent ideas, interests, or persons)
  - **2b**: mental struggle resulting from incompatible or opposing needs, drives, wishes, or external or internal demands
  - **3**: the opposition of persons or forces that gives rise to the dramatic action in a drama or fiction

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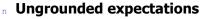
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### **Origins of Conflict** (reminder)

Misaligned incentives



"Expectations are a premeditated resentment."

- Louis Fox

#### Scarce resources

- Time
- Money
- Decision power
- Information
- etc.

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# **Experiences of Conflict** You Have Had at Work

- Most frequent sources of conflict you reported having experienced with managers / supervisors / advisors:
- 50% a) Micro-management; not giving people ownership in the tasks they do
- 50% b) Penny pinching
- 50% c) Setting false expectations; not following through on expectations 38% d) Perception of differing interests ("Win-Lose", Us vs. Them, etc.)
- 25% e) Exercising authority for decisions without first getting a buy-in from everyone
- 25% f) Skewed reward structure and preferential treatment
  - Including being taken for granted
- 13% g) Not devoting proper mindshare to projects of importance to you E.g.: professional development opportunities
- 13% h) Taking ownership of what you have done

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# Ideas for Preventing (Too Much) Internal Conflict

- Don't take it personally (because it rarely is so)
  "Whenever anyone has offended me, I try to raise my soul so high
  that the offense cannot reach it."
  - Rene Descartes, philosopher and mathematician
- Ask questions to clarify, don't assume you're under attack 'Î've had many troubles most of which have never happened.
- Learn to use the multiple possible responses to a request

  - Agreement ("Yes")
    Disagreement ("No")
    Counter-offer ("How about we do X instead?")
  - Commit to commit ("I'll get back to you by tomorrow.")

Learn to say 'No' - it takes practice.

- If 'No' is not a possible answer, then what does 'Yes' really mean?
- "I don't know the key to success, but the key to failure is trying to please everybody."-- Bill Cosby
  "It is kindness immediately to refuse what you intend to deny."
- Publilius Sýrus

"Half the truth is often a great lie." -- Benjamin Franklin CSE403, Summer'06, Lecture 23b

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# **Ideas for Preventing** Inter-Personal Conflict (1/2)

- "If someone offers you a gift and you decline to accept it, to whom does the gift belong?" -- Buddha
- "Freedom is what you do with what's been done to you." - Jean-Pául Sartre
- **Recognize that there are many possible views on an issue**The views may depend on people's backgrounds, personalities, etc.
- Make the most liberal assumption about the intentions of
- **Encourage open and honest conversations with everyone** 
  - Including open channels between employees and management Safety is a critical issue for people to honestly speak up their minds
- Uncertainty and lack of clarity breed rumors, often leading to conflict

Dismantle the scarcity mentality

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# **Ideas for Preventing** Inter-Personal Conflict (2/2)

Ask questions and propose alternatives

- Use open-ended questions to explore the space of possibilities, involve others' perspectives, and not put anyone on the defensive
- "What do you think caused the daily build to break?" vs.
  "Did you break the daily build?"

  Avoid the word "should"

  "Let's work together to fix this." vs. "You should fix this asap."
- Give those around you some slack: we are all humans and make mistakes
  - Be careful with the expectations you have of others
  - (performance, etc.)
    "Love truth, but pardon error."-- Voltaire, philosopher and writer

Don't be right; be kind

"Today I bent the truth to be kind, and I have no regret, for I am far surer of what is kind than I am of what is true."

-- Robert Brault, software developer, writer CSE403, Summer'06, Lecture 23b Valentin Razmov

# Ideas for Resolving Inter-Personal Conflict

"Lower your voice and strengthen your argument."

Lebanese proverb

- Act quickly and decisively

  To discover and correct the fault, and to address the failure consequences
  "Behavior that is rewarded shall be repeated."
- Don't take it personally: stick to facts and objective info
- Seek out the root cause of the problem
  - Conflict itself is an instance of a "failure"; you need to find the "fault"

#### Listen carefully to the concerns of everyone involved

- Don't jump to solutions before everyone has been heard "You never really understand a person until you consider things from his point of view." -- Harper Lee, writer "The greatest compliment that was ever paid me was when one asked me
- what I thought, and attended to my answer."
  -- Henry David Thoreau, naturalist and author
- Escape the "win-lose" mentality; seek "win-win" solutions

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## Sources of Conflict between Students Who Work in Teams (reminder)

- n The most frequent sources of conflict we have observed in student teams:
  - "free riding", unequal work distribution
  - making commitments but not following through on
  - ignoring the contributions of peers
  - power struggles
  - ego showing: (over)emphasizing one's perceived technical superiority

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## Ideas Students Have Used to Resolve Conflict and Motivate Peers

- Strive to be a role model for everyone.
- Don't bottle it all up within you speak up!
- Ask and listen; seek to understand and empathize.
- n Don't blame or put the person on the defensive instead, be positive and offer to help.
- Express interest in what they do, make them feel that you count on them as a team member.
- n Acknowledge the contributions and impact this person has made.
- Apply peer pressure.
- Don't do these over email face to face is important.

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In the End...

"Everything will be okay in the end. If it's not okay, it's not the end."

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# Lecture 24: **Intellectual Property Issues** (Part I)



### Outline

- Mhy Intellectual Property (IP) Protection?
- Different Types of IP Protection
  - <sub>n</sub> Patents

#### Next time:

- Copyrights
- Trade secrets
- **Trademarks**
- Licenses and Contracts

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#### Resources

- Lecture from csep590tu "Information Technology and Public Policy" (autumn 2004: 09/30)
  - http://www.cs.washington.edu/education/courses/csep590/04au/lectures/
- Lectures from cse590so "Society and Technology" seminar (spring 2005)
- SBE workshop as part of the UW Business Plan Competition program (winter 2004)

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Differ in what they protect,

the qualification criteria, etc.

the length of protection,



# Motivation behind Intellectual Property Protection

- Mhat: Protecting intangible assets
- Why: To foster creativity and encourage (technological) progress
- How: By providing temporary monopoly as an incentive for creators to do intellectual work for a living
  - Must be balanced against need to not stifle (shut out) competition completely and for all times

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# Types of Intellectual Property Protection

- Patents
- Copyrights
- Trade secrets
- <sub>n</sub> Trademarks
- n Licenses and Contracts
- <sub>n</sub> Other
- \* The protection regimes generally differ between countries.

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#### **Patents**

- <u>Protect</u>: inventions (processes, machines, products, models, improvements, etc.)
  - Protected against: others making, using, selling invention, even if they independently came up with the same invention
- <u>Excluded</u>: natural laws and phenomena, abstract ideas
- Requirements: novel, useful, non-obvious; must file patent application (generally) before public disclosure
- Term: 20 years from filing
- Cost: relatively high, in both time and money
- Problems:
  - Patent officers are paid by number of issued patents.
  - Full disclosure is not enforced.
  - Overreaching patents effectively lead to monopolies.
  - Gradual expansion of what is patentable

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