Today In Class

Rik Eberhardt
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
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?
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
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

