Good team quote #1:
Talent wins games, but teamwork and intelligence wins championships.

Michael Jordan
Readings

- “Rapid Development”, Chapters 12, 13
  Steve McConnell
- “Pragmatic Programmer”, Chapter 8, Hunt and Thomas
Outline

- Why do we need teams?
- What is a high performance team?
- How are high performance teams formed?
- What are some common team models?
First, what is a team?

How does a team differ from a group?

A group is a collection of individuals with a common interest

whereas

A team is a cohesive coalition of individuals working together towards a common goal
Another nice definition

A team is a set of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable

Katzenbach and Smith

There is no “I” in “TEAMWORK”
Why do we need teams?

Over to you again… can you all come up with >= 3 reasons?

• Enables more to be achieved in the time available
• Provides different skillsets
• Provides different ideas
• Moral support!
• Synergy … the sum of the whole is more than that of the parts
• Checks and balances
• ....
What is a high performance team?

Breakout session!

With your group, brainstorm:

- Characteristics/actions that will make your team successful
- How you will know if you achieved this success

Be ready to share your top 3 thoughts with the class
Spring 2006 Ideas

- Competence
- Trust
- Leadership
- Communication
- Organization – well defined roles
- Motivation
- Responsibility
- Common goals, common investment
- Cooperation
- Measure through productivity, quality, customer satisfaction
- Pooling resources/skills
- Everyone has a voice
- Recognized, rewarded
Characteristics of a HPTeam

The team has:

- A shared elevating vision or goal
- A sense of team identity
- A results-driven structure
- Competent team members
- A commitment to the team
- Mutual trust
- Interdependence among members
- Effective communication
- A sense of autonomy
- A sense of empowerment
- A high level of enjoyment

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• keeps team focused
• streamlines decision making

• willing to make personal sacrifices

• what happens if trust is broken?

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• the bad as well as the good

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How do we establish a HP TEAM?

Typically teams go through 4 stages:

1. **Forming**
   - Exploration period, cautious and guarded, exploring boundaries

2. **Storming**
   - Deals with issues of power, control, leadership

3. **Norming**
   - Establish cohesiveness among team members
   - Appreciate differences, trust begins to evolve

4. **Performing**
   - Full functioning of team
   - Leadership is participative and shared
   - Sense of identity and high level of work accomplishment

What stage is your team in?
How can we start “performing” faster?

- **Forming stage**
  - Clarify team’s purpose and goals
  - Clarify responsibility of each member
  - Validate skills each team member brings
  - Identify communication methods

- **Storming**
  - Establish norms of discussions
  - Model openness in resolving conflict
  - Ensure everyone participates on all key issues

- **Norming**
  - Let members take on more responsibility as productivity increases
  - Chart progress! Reward successes!
  - Reduce meeting time as things become smooth

Check out Rapid Development p295 – Guidelines for team members and leaders
Good team quote #2

We must all hang together or assuredly, we shall all hang separately.

Ben Franklin
Good team quote #3

If a team is to reach its potential, each member must be willing to subordinate his personal goals to the good of the team.

Bud Wilkinson
Outline

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Common team models

Which are you familiar with?
Some typical models

- **Business Team**
  - Peer group headed by technical lead

- **Chief Programmer Team**
  - Brooks’ surgical team - surgeon plus support

- **Skunkworks team**
  - Creativity with free reign

- **SWAT team**
  - Skilled With Advanced Tools – tackle tough problems

- **Feature team, search-and-rescue-team, …**

Can you think of +/- of each of these?
Typically teams include:

- Several “developers” in a broad sense
- A person with lead developer/architect responsibilities
- A person with functional management responsibilities
- A person with project management responsibilities

Do you know the difference in responsibilities?
Common to all HPteam models

Results Driven Structure

- **Clear roles and responsibilities**
  - Each person knows and is accountable for their work

- **Monitor individual performance**
  - Who is doing what, are we getting the work done?
  - Tip: Be responsible!

- **Effective communication system**
  - Available, credible, tracking of issues, decisions

- **Fact based decisions**
  - Focus on the facts, not the politics, personalities, …
More on communication

Do not underestimate the power of communication!

Communication requirements increase with increasing numbers of people
- everybody to everybody $\rightarrow \frac{n(n-1)}{2}$
- even just somebody to everybody $\rightarrow n-1$

Every effort at communication is a chance for miscommunication

The need for hard discussions may come up in your team. We’ll talk more about these later.
Departing question…

Pragmatic Programmer Tip:
Organize Around Functionality, Not Job Functions

Do you agree?
Dilbert and a new team member

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DILBERT, I GOT A NEW MEMBER FOR YOUR PROJECT TEAM.

MY NAME IS RON BUT EVERYONE CALLS ME MO. I DON'T KNOW WHY.

MO, WHY IS YOUR SHIRT ON BACKWARD?

WHAT??! AGAIN??!

STAND BACK. I'LL TRY TO FIX IT BY QUICKLY TURNING AROUND.

AAAGH! HU-AAH!

OH, GREAT. NOW DILBERT IS GONE. I MUST HAVE ENTERED ANOTHER DIMENSION.

PLEASE TELL ME THAT HIS PAY IS LOWER THAN MINE.

I LOVE THIS PART.