Final Project Retrospective: From the Audience's Viewpoint

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

Final Project Retrospective: From Other Critical Viewpoints

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

n The answers to these questions are *orthogonal*.

Legend:
OS = OpEnSpaCe
TF = TeamForge

Final Release Retrospective

Sustain: **Improve:**

Lecture 23: Conflict Management (Part II) (with quotes of wisdom)

"Every problem is also an opportunity."

Outline

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

Resources

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

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

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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Origins of Conflict
(reminder)

- **Misaligned incentives**
- **Ungrounded expectations**
  - *"Expectations are a premeditated resentment."*
    -- Louis Fox
- **Scarce resources**
  - Time
  - Money
  - Decision power
  - Information
  - etc.

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

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**
  - *"I'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 Syrus
  - *"Half the truth is often a great lie."* -- Benjamin Franklin

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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-Paul 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 others**
- **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**

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

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**

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

- The most frequent sources of conflict we have observed in student teams:
  - "free riding", unequal work distribution
  - making commitments but not following through on them
  - 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.
- 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.
- Acknowledge the contributions and impact this person has made.
- Apply peer pressure.
- Don't do these over email – face to face is important.

In the End…

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

Lecture 24: Intellectual Property Issues (Part I)

Outline

- Why Intellectual Property (IP) Protection?
- Different Types of IP Protection
  - Patents

Next time:
- Copyrights
- Trade secrets
- Trademarks
- Licenses and Contracts

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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Motivation behind Intellectual Property Protection

- **What:** 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
- Trademarks
- Licenses and Contracts
- Other

Differ in what they protect, the length of protection, the qualification criteria, etc.

* The protection regimes generally differ between countries.

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Patents

- Protect: inventions (processes, machines, products, models, improvements, etc.)
    - Protected against: others making, using, selling invention, *even if they independently came up with the same invention*
- Excluded: 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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