EECS 394
SOFTWARE DEVELOPMENT

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Teams
TEAMS
Teams

Analysts
Programmers
Designers
Testers
Documenters

Leaders
Data nerds
Neat freaks
Catalysts
Night people
Morning people
HOW IMPORTANT ARE TEAMS?

- The Benefits of Functioning Teams
- The Costs of Dysfunctional Teams
A jelled team: the whole is more productive than the sum of its parts.

Signs of a jelled team

- Low turnover
- Team identity
- Team pride
- Joint ownership of projects
- Having fun

Peopleware, chapter 18
AGILE TEAMS SELF-ORGANIZE

Becoming a jelled team is really hard


http://agile.conscires.com/2011/01/07/effective-self-organization/
Teams

Boy, I'm way behind everyone.

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Boy, I'm way behind everyone.
The Absolute Essentials

Trust
You have to trust your team enough to let them know when you're really lost, or when you really messed up.

Respect
A sure sign of a marriage in trouble: One partner rolls their eyes when the other talks.

Responsibility
Any team member's failure is your failure. Bringing a team member up to speed is as central to the task as writing code.
Team Problems

Interpersonal conflicts
Low morale
Stagnation
Mistrust
Uncoordinated effort
Miscommunications
Bottlenecks
Missing skills

Why They Happen

Large size
High diversity
Outsourcing
High churn
New hires
New domains
<table>
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<th>Teams</th>
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- technical problems
- internal team problems
- external team problems
Whenever you are wondering whether you are doing things the “agile way,” instead ask yourself two questions:

- **Are we delivering something of value every week?**
- **Are we striving to continuously improve?**

If you can answer yes to both those questions, you’re being agile.

*Final lines of The Agile Samurai*
Teams Improve

Problems are opportunities

"Never let a good crisis go to waste."

Don't just fix the immediate problem.

Change the process.

Prevent the problem.

Reduce the effects
5 Whys

http://ecorner.stanford.edu/authorMaterialInfo.html?mid=2296

Identify a problem A.
Identify the cause B.
Identify the cause of B!
Or why C didn't prevent B.
Repeat.

Make appropriately sized changes to address each level.