

# Software Development Teams

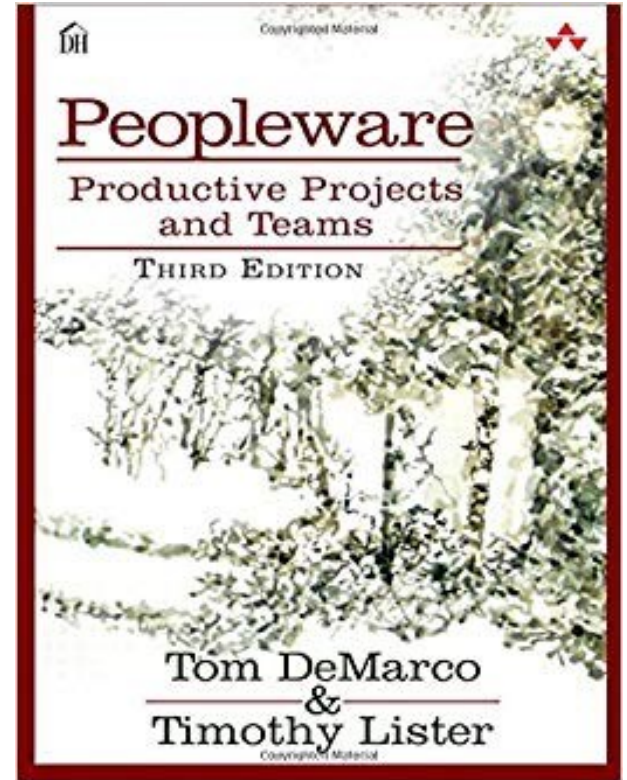
# S3

Importance of People in Software Engineering  
Understanding Team Effectiveness  
Conflict and conflict resolution  
Code of Conduct

*If you find yourself concentrating on the technology rather than the sociology, you're like the vaudeville character who loses his keys on the dark street and looks for them at the adjacent street because, as he explains, "The light is better there".*

# Q: Why do Software Projects Fail?

A: People



# Understanding Team Effectiveness

Major Google study of 180 teams world-wide

- Gathered data on team members (attitudes, skills, personality, etc.)
- Used statistics to identify factors that correlated with performance

<https://www.thinkwithgoogle.com/intl/en-emea/consumer-insights/consumer-trends/five-dynamics-effective-team/>



# Understanding Team Effectiveness

## Factors:

- Colocation of team members
- Consensus driven decision making
- Extroversion of team members
- Individual performance of team members
- Workload stress
- Seniority
- Team size
- Tenure (duration at company)

These did not significantly impact the performance measure used by Google in their study.

This does not mean that these are not important factors in other settings or other regards.



1

## Psychological Safety

Team members feel safe to take risks and be vulnerable in front of each other.

2

## Dependability

Team members get things done on time and meet Google's high bar for excellence.

3

## Structure & Clarity

Team members have clear roles, plans, and goals.

4

## Meaning

Work is personally important to team members.

5

## Impact

Team members think their work matters and creates change.

re:Work



# Conflict Resolution Strategies

Conflict is a part of any work environment.

Working under stress is bound to cause problems.



# Conflict Resolution Strategies

1. Define Acceptable Behavior
2. Don't Avoid Conflict
3. Choose a Neutral Location
4. Start with a Compliment
5. Don't Jump to Conclusions
6. Think Opportunistically, Not Punitively
7. Offer Guidance, Not Solutions
8. Constructive Criticism
9. Don't Intimidate
10. Act Decisively





# Code of Conduct

You have two primary responsibilities:

- **Promote** an inclusive, collaborative learning environment.
- **Take action** when others do not.

**Professionally, we adhere to ACM's Code of Ethics.** More broadly, a course like COMP1110 involves reflection, collaboration, and communication. Computer science has a checkered history with respect to inclusion -in corporate environments, in our classrooms, and in the products we create. We strive to promote characteristics of transparency and inclusivity that reflect what we hope our field becomes (and not necessarily what it has been or is now).

Above all, **be kind**.

**We reject behaviour that strays into harassment, no matter how mild.** Harassment refers to offensive verbal or written comments in reference to gender, sexual orientation, disability, physical appearance, race, or religion; sexual images in public spaces; deliberate intimidation, stalking, following, harassing photography or recording, sustained disruption of class meetings, inappropriate physical contact, and unwelcome sexual attention.

If you feel someone is violating these principles (for example, with a joke that could be interpreted as sexist, racist, or exclusionary), **it is your responsibility to speak up!** If the behaviour persists, send a private message to your course convener to explain the situation. We will preserve your anonymity.

*(This code of conduct was developed by Evan Peck of Bucknell University (now University of Colorado Boulder). Portions of this code of conduct are adapted from Dr. Lorena A. Barba)*

<https://comp.anu.edu.au/courses/comp1110/policies/#code-of-conduct>

