



CSSE 372 Software Project Management: Effective Project Team Communications

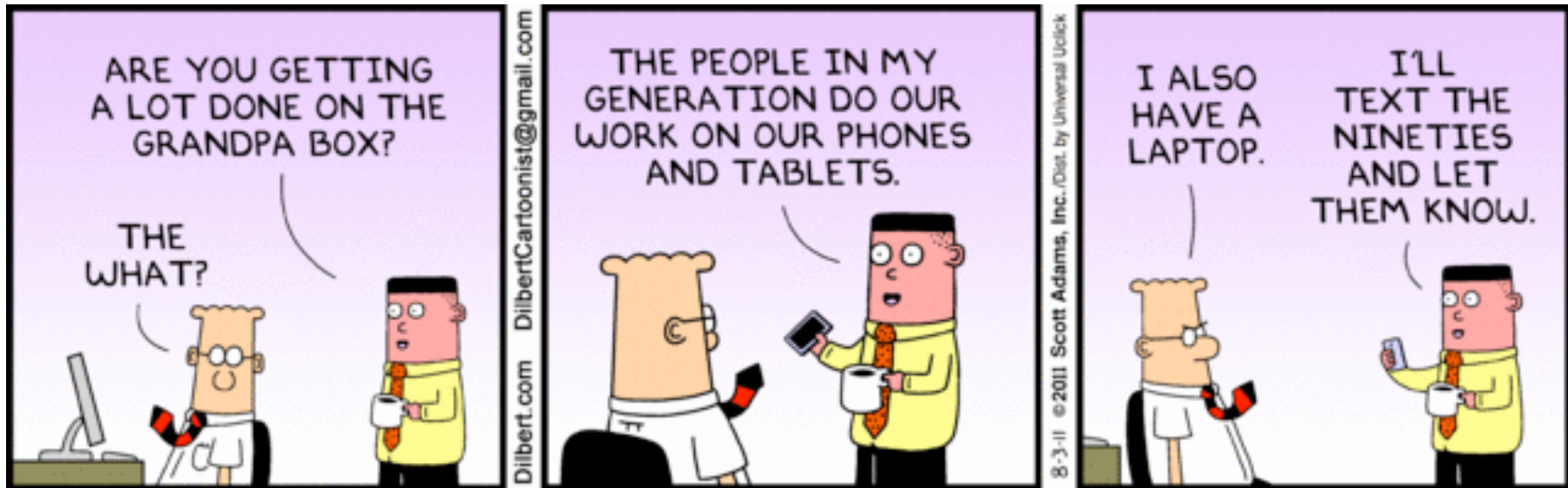
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Some People at Work May Not Think Like You!

- Understand other generations to reduce potential conflict at work



Learning Outcomes: Teams



Formulate software project teams in terms of roles & responsibilities

- **Examine Generations**
- **Analyze team work styles**
- **Multi/Interdisciplinary & Multicultural teams**
- **Team decision-making**
- **Problem solving strategies**

Traditional/Silent Generation

“These are the rules”

■ Values

- Conformity
- Rules
- Authority
- Logic
- Loyalty

■ Attributes

- Disciplined
- Historical perspective
- Detail oriented
- Dislike conflict



■ Work style

- Consistency/uniformity
- Technological advancement
- Command and control leadership
- Hierarchical structures

Baby Boomer Generation

■ Values

- Individual choice
- Community involved
- Prosperity
- Ownership
- Self-actualizing
- Health and wellness

■ Attributes

- Adaptable
- Goal-oriented
- Focus on choice and freedom
- Positive attitude

“Let’s talk about the rules”



■ Work style

- Confident
- Team focused
- Collaborative decision makers
- Avoid conflict

Generation X

■ Values

- Contribution
- Feedback, recognition
- Autonomy
- Time with manager

■ Attributes

- Adaptable
- Independent
- Creative

“Break all the rules”

■ Work style

- Productive
- Work/life balance
- Flexible-work arrangements
- High-quality end results
- Comfortable with authority
– not impressed with titles



Generation Y (Millennials)

■ Values

- Self expression
- Must earn respect
- Fear living poorly

■ Attributes

- Adapt rapidly
- Crave change, challenge
- Global perspectives
- Create constantly
- Exceptionally resilient
- Committed, loyal

“Re-define the rules”



■ Work style

- Everything instant
- Must understand it all...
- Multi-taskers
- Work is self-expression
- Team Focused
- Seek active involvement
- Flexible workplaces

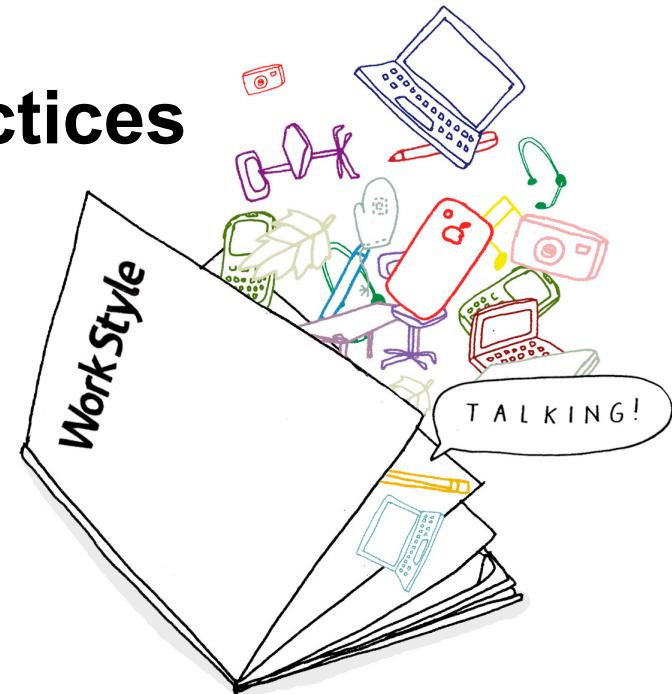
Work styles can be a source of irritation or even conflict. What work styles have you observed?

- **Think for 15 seconds...**
- **Turn to a neighbor and discuss it for a minute**
- **Then let's talk about it**



Team Challenges - Work Styles

- **Task responsibility**
 - Personal vs. shared responsibility
- **Work method**
 - Work alone vs. collaboratively
- **Design & development practices**
 - Rigid compliance to process vs. adaptive to situation
- **Testing preferences**
 - Test as you go vs. at the end
- **Work atmosphere**
 - Background music vs. silence
- **Work schedule**
 - Early vs. late



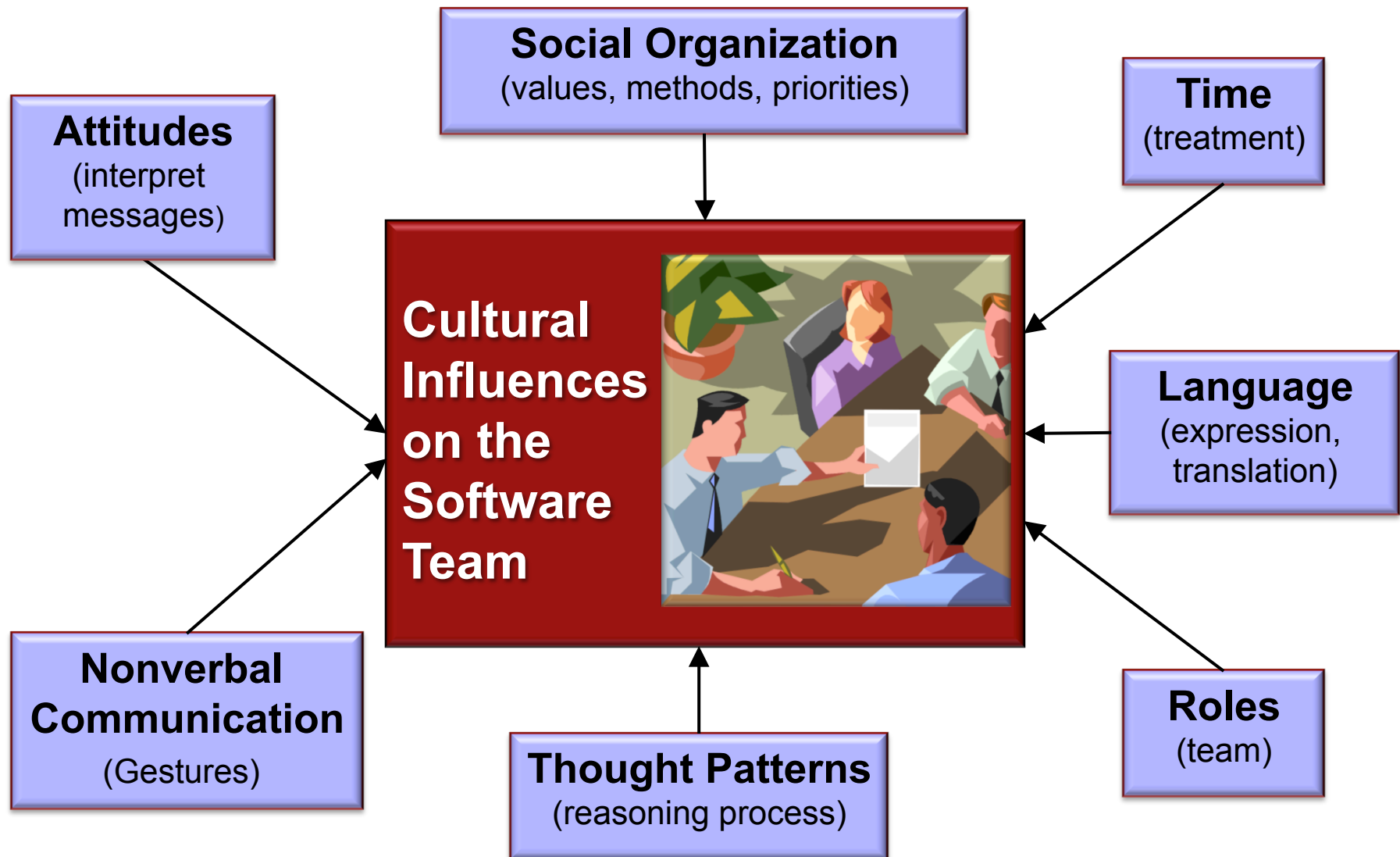


Work Style May differ by Discipline

- Farmers are season and time sensitive
- Scientists are creative/curious; time agnostic
- Engineers are notoriously overcommitted and time strapped
- Executives are sometimes ADD
- Values differ across disciplines
 - Time, money, quality, precision, communication,...

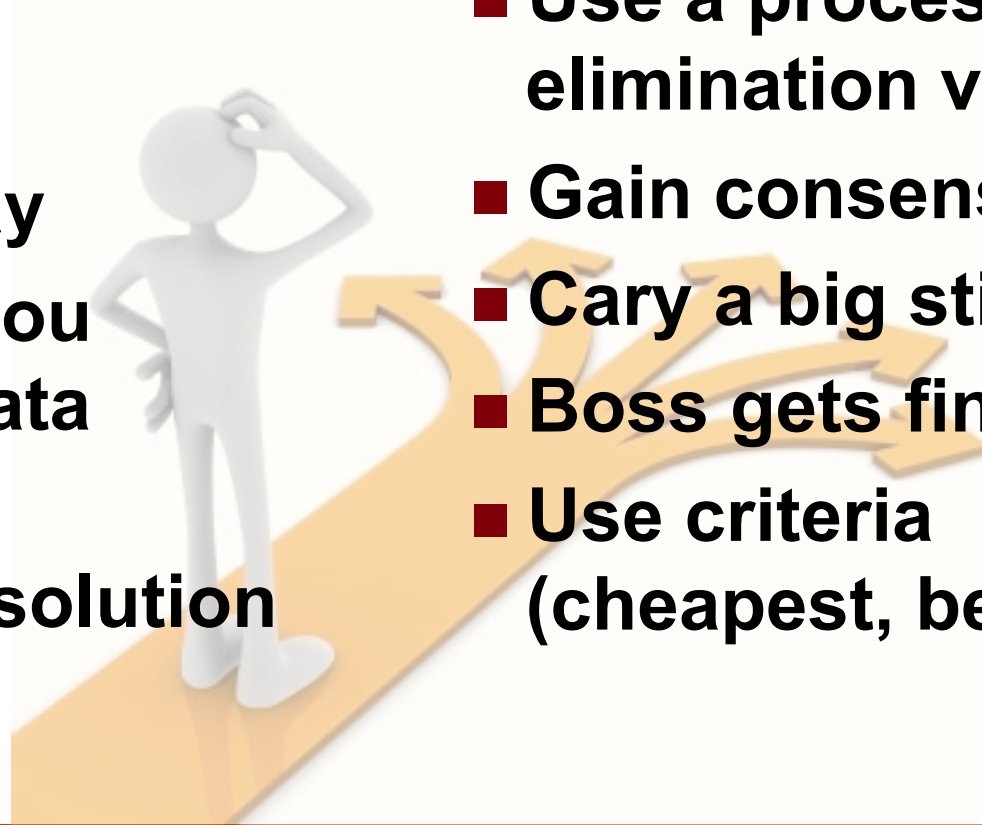
What happens when you have a team with several differing values?

Multicultural Software Teams



Coping with Decisions (Challenges)

- Flip a coin
- Let somebody else do it
- Wait until it goes away
- Wait until you get more data
- Choose a temporary solution
- Use “squeaky wheel” approach
- Use a process of elimination vote
- Gain consensus
- Carry a big stick
- Boss gets final say
- Use criteria (cheapest, best, etc.)





Project Management is Decision Making

- What has to be done and where? **Scope**
- Why should it be done? **Justification**
- How well must it be done? **Quality**
- When is it required? In what sequence? **Schedule**
- How much will it cost? **Budget/Cost**
- What are the uncertainties? **Risk**
- Who should do the job? **Human Resources**
- How should people be organized into teams? **Communication/Interpersonal Skills**
- How shall we know? **Information Dissemination/Communication**

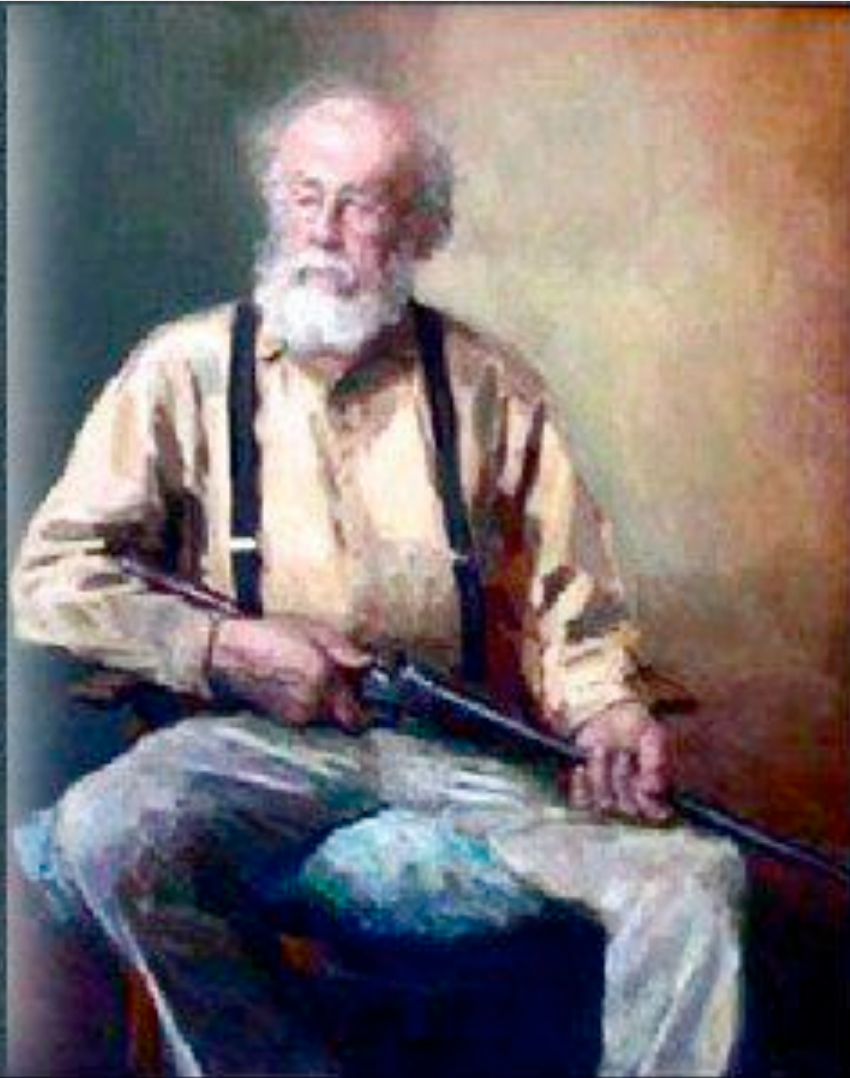
A Member of the Silent Generation...

Turkey Season

I shot my first
turkey yesterday!
Scared everyone
in the frozen food
section.

It was awesome!

Gettin old is
so much fun...



Problem Solving

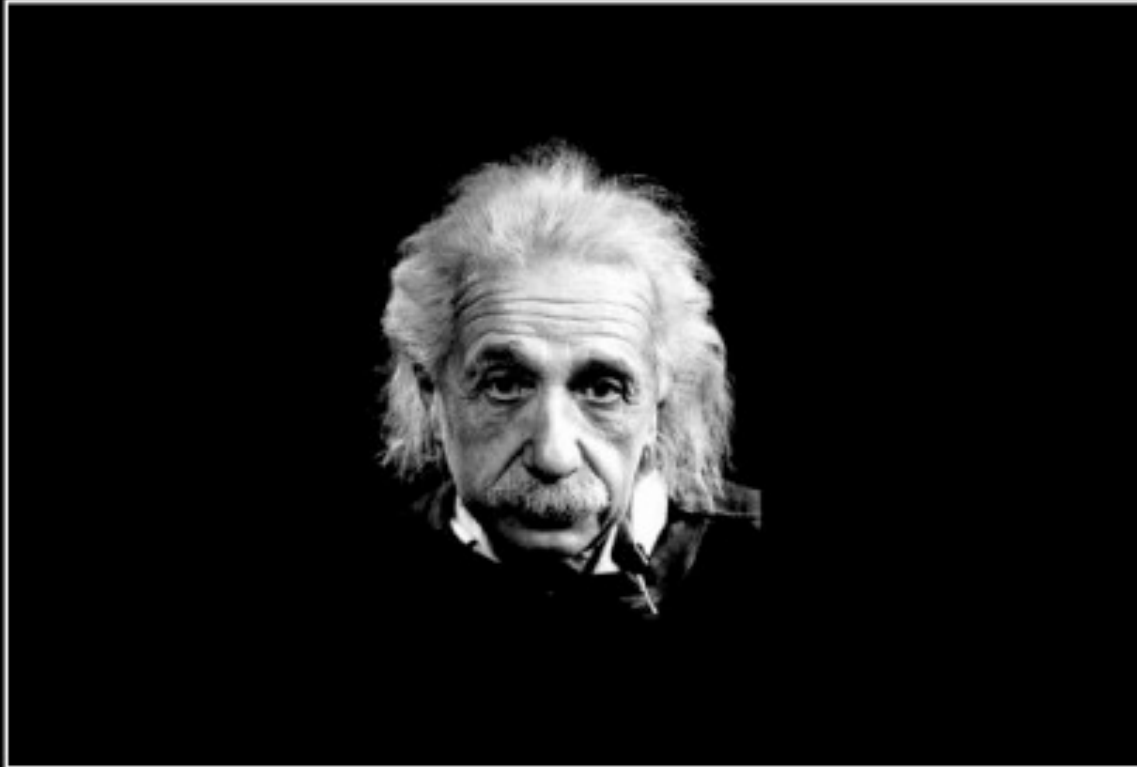
As defined by Webster:

1. A question raised for inquiry, consideration, or solution.
 2. An intricate unsettled question. A source of perplexity, distress, or vexation.
- Rational problem solving: A deviation between a should and an actual for which a cause is unknown and of concern.





Einstein'sizm ☺



PROBLEM SOLVING

We can't solve problems by using the same kind of thinking we used when we created them.

Five Steps to Solving a Problem

- Define the problem (and the owner)
- Gather relevant data and analyze causes
- Generate ideas
- Evaluate and prioritize ideas
- Develop an action plan





Exercise: Solve Supplier Problem

- **Problem Description:** Our standard preferred supplier of camera bodies and housings has been purchased by one of their competitors in a hostile takeover. As a result the purchase/quantity agreements we had in place have now been reopened by the new owner with the intent of renegotiating new agreements.
- **Impact:** Performance impacted due to production costs exceeding the measure of \$30/unit.
- **Alternatives**
 1. Renegotiate all purchase orders with the supplier representatives
 2. Find entirely different supplier
 3. Change part specs by using less expensive materials
 4. Decrease lens cost by renegotiating terms for volume discounts
- **Work with team to select a recommendation & rationale**

Organize the Solution Alternatives

◀ Alternatives ▶					
Impact on	Current Problem	1 Renegotiate	2 New Suppliers	3 Change Specs	4 Vol. Discounts
C o s t			\$15K – travel to view facilities of potential new vendor	60 hrs	35 hrs
S c h		1 week	3 weeks	2 weeks reengineering	1.5 weeks
P r o d	Production cost increase of \$30/unit	Maintain current component knowledge with current vendor	However there is a quality risk due to unknown supplier capabilities	Perceived quality of camera by consumer down by 2 points	Risk that lens inventories will be higher than demand for cameras

Which solution has the best potential? Why?



Recommendation: Alternative #1

The reason is that we have established and maintained a strong, productive relationship with the engineering and manufacturing people who produce the camera bodies.

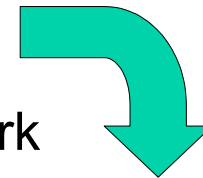
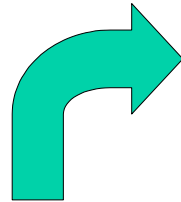
To preserve this relationship and solve the problem, we want to forge a relationship with the purchasing agents of the current supplier.



Organizational Hurdles for Team Performance

Performance Problems

- Low profits/high costs
- Low productivity
- High rework
- Frequently down network
- Poor customer service

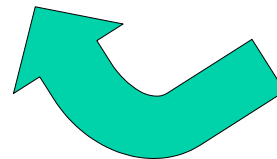


Individual Behaviors

- Poor morale/attitude
- Lower work quality
- Job dissatisfaction
- Higher turnover
- Sabotage

Organizational Response

- Downsizing
- Penalties
- Less training
- Salary/bonus reduction
- Use of temporary labor



Bohner'izm #2: Focus Forward

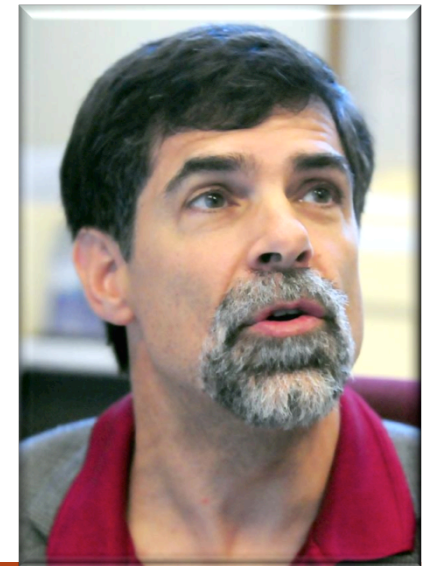
- **All too often, we lament the past at the expense of the the future. Yet, seldom can we go back!**
 - **E.g., have you ever said something to someone you regretted later?**
 - **Can you un-ring that bell? Nope...**
 - **You can diminish the “Clang” with what you do now**



Bohner'izm #2: Focus Forward

- **Here are some “easy to say, hard to do” tips for better project relations**

- 1. Let go of the past... can't change it!**
- 2. Listen to suggestions without judging**
- 3. Learn as much as you can**
- 4. Help as much as you can**
- 5. Be a great project manager who resolves conflicts!**





Homework and Reading Reminders

- **Final Project – SW Proj. Mgt. Plan (SPMP)**
 - Completed by team...
 - Due by 11:55pm, Friday, November 2nd, 2012.
 - No late days –review swap with another team