NJ SPIN
Developing High Performance Teams
January 16, 2008

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Outline

Elements that Impact Team Performance

Discussion Scenarios

Wrap-up

Goals / Objectives / Motivation

Clear Project Objectives & Success Criteria

Business Success

Personal Objectives (Leader & Team Members)

Best Ways to Motivate a Team?

Leadership

Vs. Management

Leadership Style

– Decisive

– Coaching

– Very Involved

– Parkinsonian

Accountability

Trust

Openness, Honesty, Integrity is best?

Consider Organization Behaviors:

- Verification
- Salary & Bonus information
- Knowledge is Power
- Check-ins

Team Membership

Tenure vs. "Moldable"

Raw Talent

Technical Skill Set

Interpersonal Traits

Team Structure

Sub-teams with Leaders

Formal Power within Team

Impromptu Teams

Salary or Grade Levels

Commitment & Focus

Full Time vs. Part Time

Geographically Diverse

Telecommuting

Constraints

Aggressive schedules (Impossible schedules?)

Resource availability

Rewards & Recognition

Significant Awards for Outstanding Individual Accomplishment!

Token Rewards

Mechanical Rewards

Thank You

Quality

"Market" Driven

Gold Plating

If Time Permits

Process

Success?

Work is fun

People energized

Self-motivated

Low-turnover

Strong sense of identity (e.g. team names, social interactions)

Joint ownership of the product

Sense of pride

High morale

Sense of eliteness

Scenarios

Key Developer Tenders Resignation

Mission Impossible Project

Release 99 of Company Cash Cow

Failure!

Wrap-Up

Project development is a TEAM sport

A jelled team dramatically improves your chance of success

Jelled teams take time & energy

Getting a team to jell takes "luck", but

No one ever forgets the experience of being part of a jelled team!

Teamicide!*
How to kill team growth

*DeMarco & Lister, "Peopleware"

Bureaucracy

    Paperwork

    Decision Making

    Communication

Physical Separation

Posters & Plaques

Time Fragmentation

Quality Reduction

Phony Deadlines

Clique Control

Overtime

Defensive Management