



Effective Teamwork

Implementing a high performance organization

One reason today's IT-industry is underperforming is because people's skills are not being fully utilized. One of the most powerful solutions to increase performance is effective teamwork. However groups of individuals working together will not become high performing teams without facilitation and support.

Programme

The following topics will be discussed:

- > The need for teamwork
- > The differences between a group and a team
- > The prerequisites for successful teamwork;
 - Team process
 - Team dynamics
 - Organizational support
- > Introducing high performing teams

Learning goals

In this one-day course you will get

- > an appreciation of all aspects of teamwork
- > an understanding that teamwork is a skill that is not developed without effort and support
- > an insight into the factors that must be in place for teamwork to succeed
- > visibility of the lessons learned to show how teamwork can best be applied in an organization

“Personnel attributes and human resources activities provide by far the largest source of opportunity for improving software development productivity”- Barry Boehm

Introductory reading

During recent years it has become popular to work in teams. This is understandable since a high-performance team can outperform a larger number of people working individually. Many software organizations today claim they use “teams” in their development. This is often true to a certain extent, but more often there is a group of people working together without explicit common goals and without joint responsibility.

A team-based organization can improve [1]:

Quality: Up to 50% reduction of number of defects. This is achieved through shared responsibility in the team and through frequent team reviews performed on all deliverables.

Lead-time: Higher productivity by creating high performing teams.

Competence: An increase in the ability of the team members. This is achieved through competence development of the individual team members and the creation of a culture which enables constructive feedback.

Delivery Precision: 100% delivery precision by better time-estimation and higher commitment.

Motivation: Empowering the teams to enable them to feel ownership of their work. Other factors like job satisfaction, team spirit and higher commitment are also drivers for increased motivation.

It is important to remember that there is a major difference between working in a group and working together as a team.

This difference is described by Katzenbach [2] as:

Group: A set of people who interact primarily to share information, best practices or perspectives and to make decisions to help each individual perform within his or her area of responsibility.

Team: A small number of people with complementary skills who are equally committed to a common purpose, goals and working approach for which they hold themselves mutually accountable. Real teams are a basic unit of performance.

Target audience

This course is meant for line and project managers who are interested in applying high performing teams.

Prerequisites

No specific prior knowledge is required.

More Information

We offer this as an in-company course. If you have any questions or would like more information, please contact DNV Academy.

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Additional Teamwork courses

3-day course for team members

References

[1] N.Martin-Vivaldi, C.Thorman, *Successful Implementation of High Performing Teams in Software Development*, International Workshop on Human Dimensions in Successful Software Development, in conjunction with International Conference on Software Engineering, Kyoto, Japan, pp. 38-49, 21 April 1998

[2] J. R. Katzenbach, D. K. Smith. *The Wisdom of Teams*, Harvard business school press, Boston, 1993.