

What makes a strong programming team?

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Apparent business success factors

- ✓ Adherence to project goals
 - Quality
 - Timelines
 - Budget
- ✓ Reputation
- ✓ Continuous business
- ✓ State-of-the-art standards and processes



→ all dependent on people

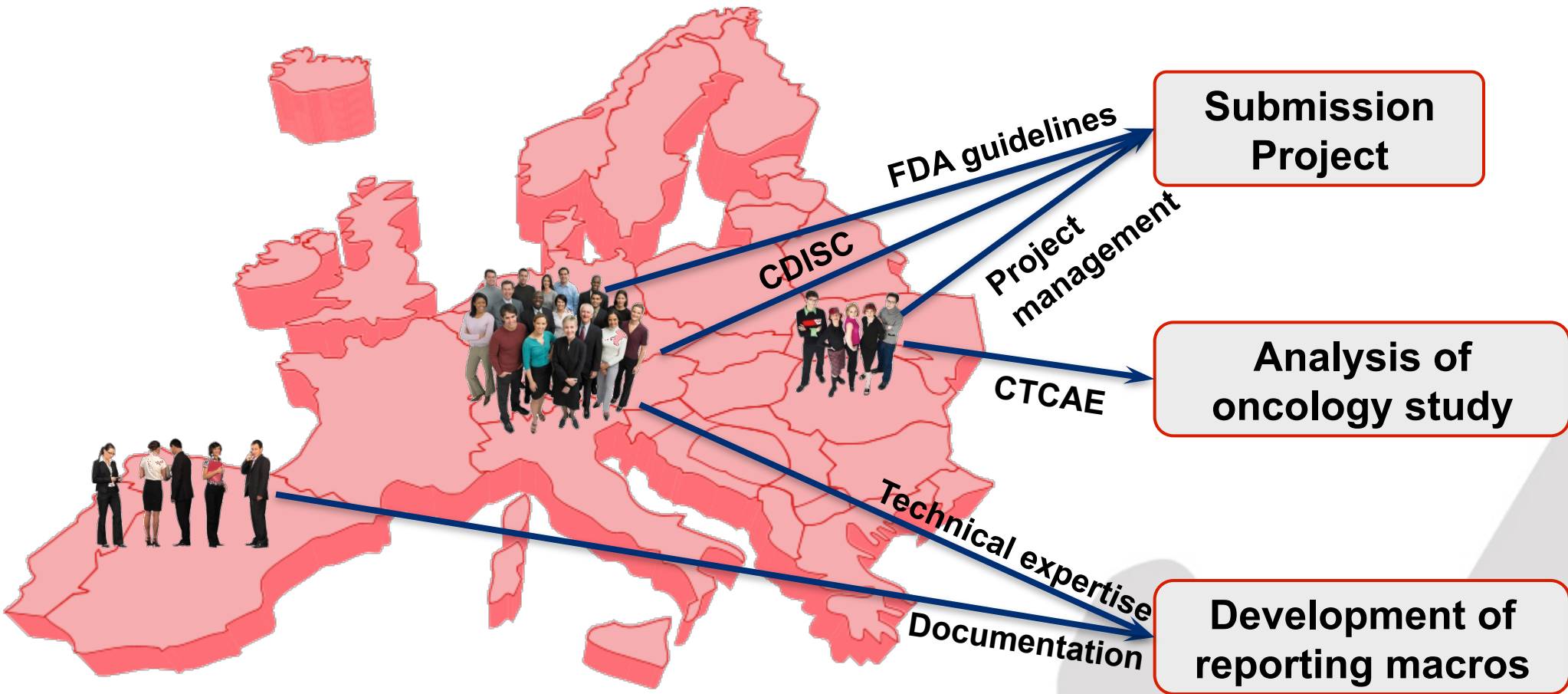
A typical statistical programming group - diversity of individuals

- ✓ Educational background
- ✓ Experience
- ✓ Technical skills
- ✓ Soft skills
- ✓ Preferences / Interests
- ✓ Personal development / Career path
- ✓ Personal situation



**Chance
or
problem?**

Staffing of projects / assignment of resources



What's a team?

✓ A group of people

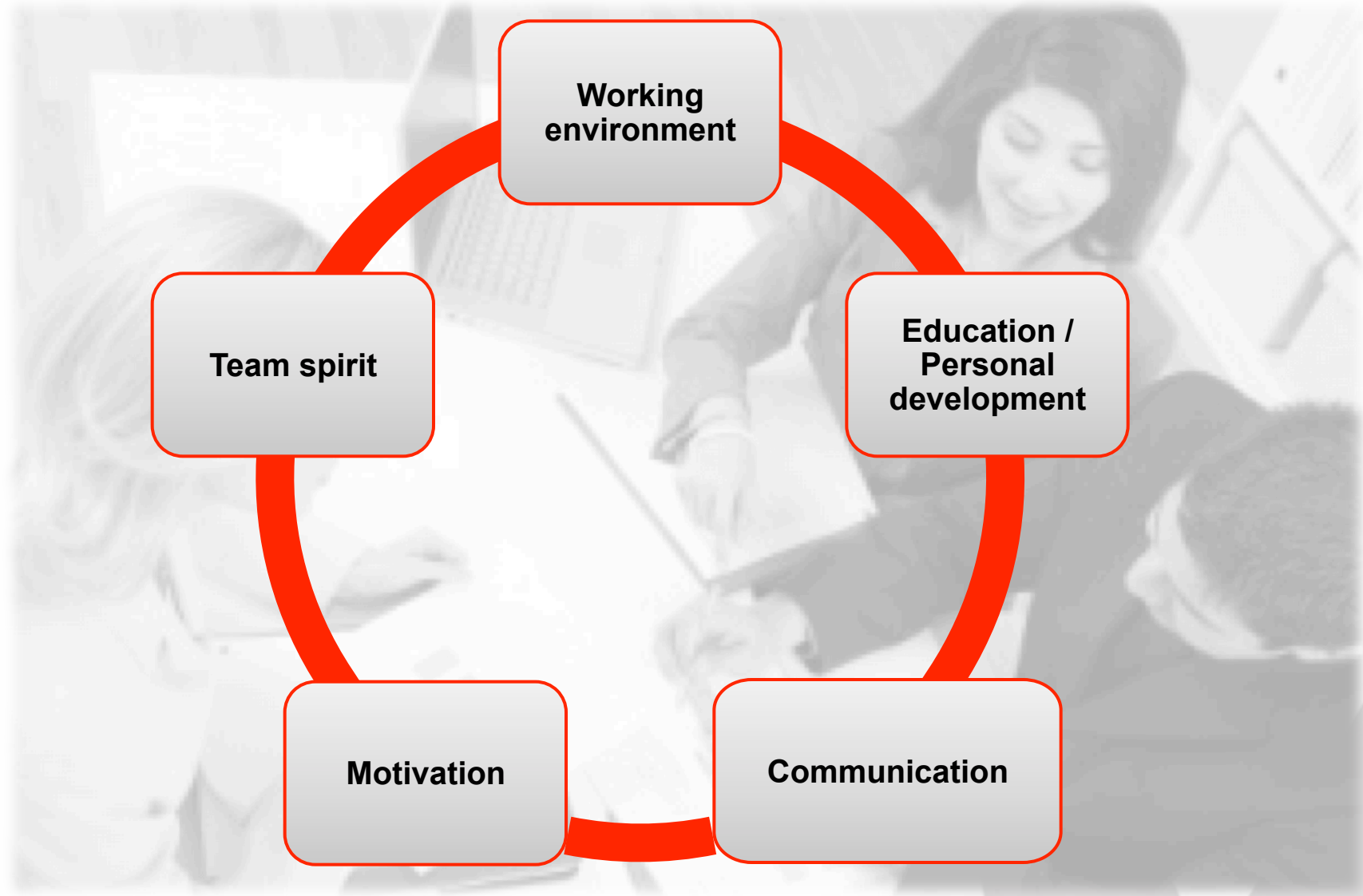
- working together toward a common goal
“There should be no I in team”
- with complementary skills required to complete a task, job, or project
- maximize individual strength, minimize individual weakness
- create environment to go beyond individual limitations

✓ Team knowledge > $\sum$ knowledge of single team members



Source: wikipedia.org/wiki/team and „Systemische Personal-, Organisations- und Kulturentwicklung“ (Schmid/Messmer)

Team work - Critical success factors





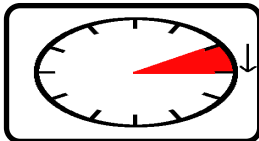
Working environment



Technical environment



Processes / Standards



Working time

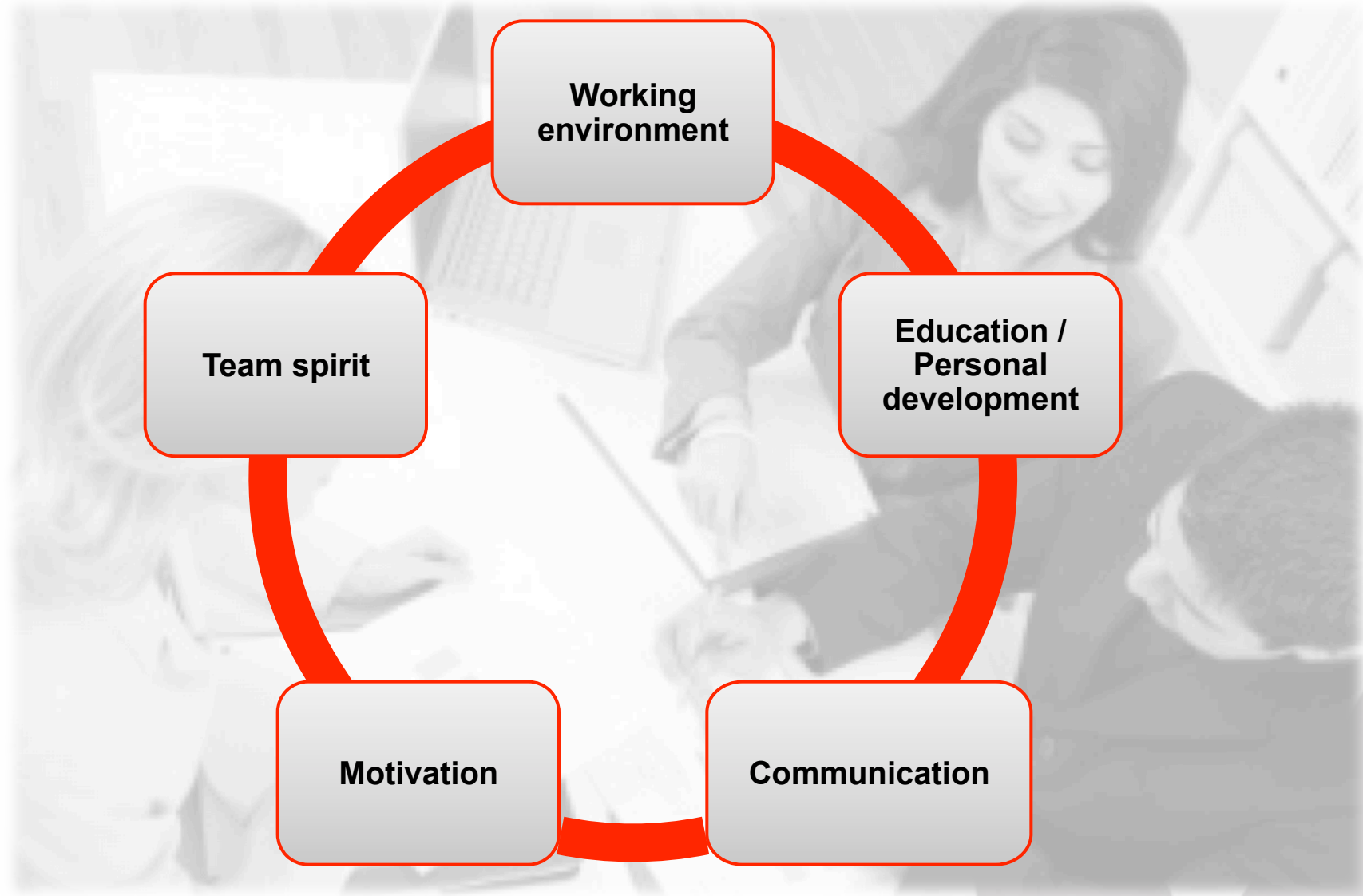


(Home)Office / Desk



Salary

Team work - Critical success factors



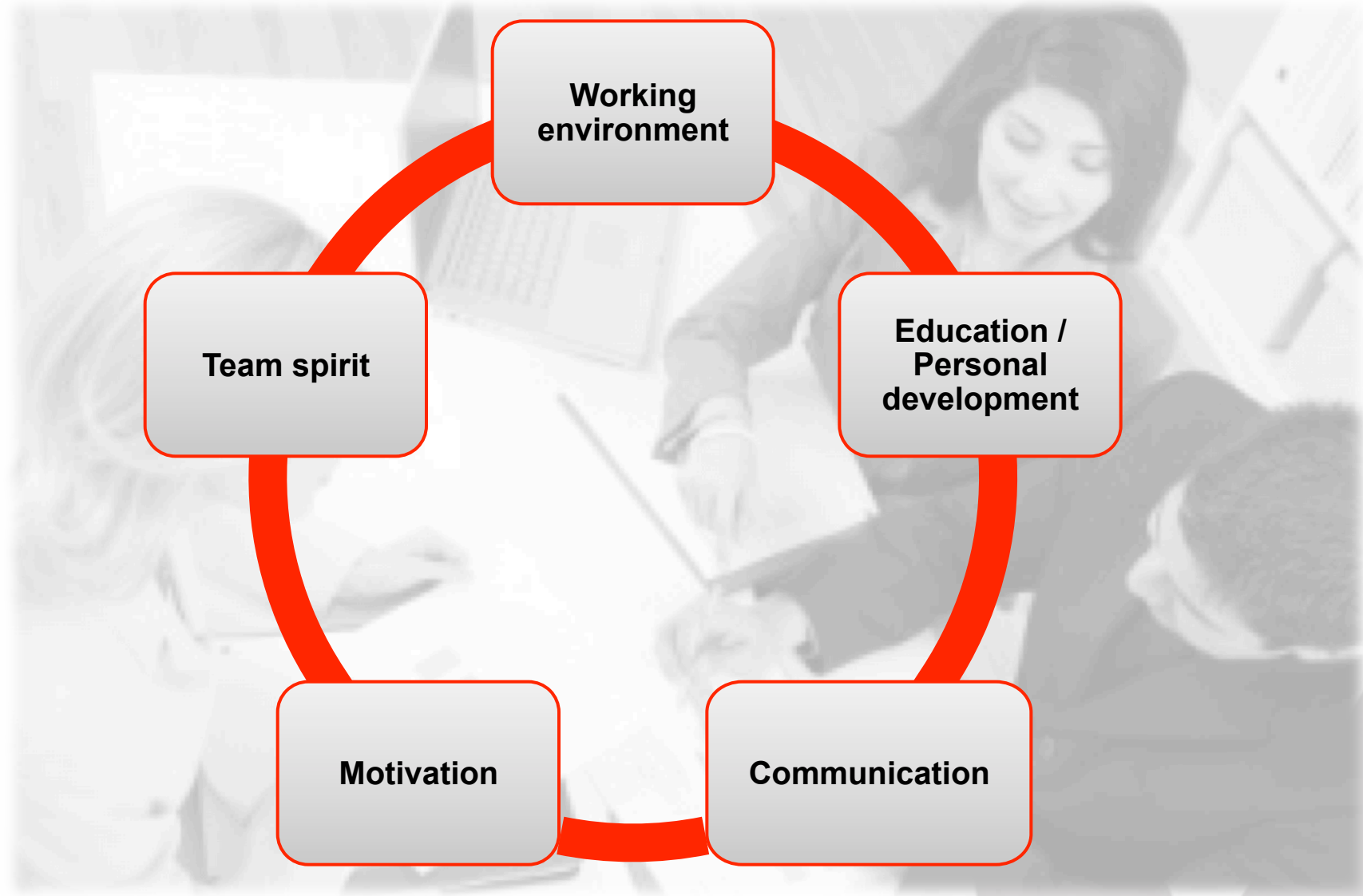
Education / Personal development - by formal training



Education / Personal development - by training on the job

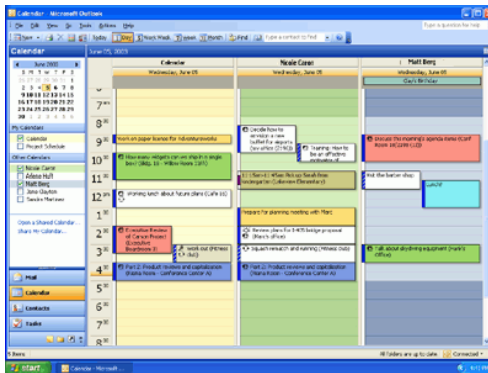
- ✓ Diversity of projects
 - Indications
 - Technical requirements
 - Processes and standards
 - Client requirements
 - Interfaces to other departments or project teams
- ✓ Assignment of tasks and roles
- ✓ Group meetings
- ✓ Contribution to internal innovation activities
- ✓ Participation in global working groups

Team work - Critical success factors



Communication – business related

- ✓ Group meetings
- ✓ Project team meetings
- ✓ 1:1 meetings



+ Ad hoc

↑ Continuously
 ↑ Well prepared
 ↑ Open
 ↓ Tabus



Communication – personal

✓ Time for

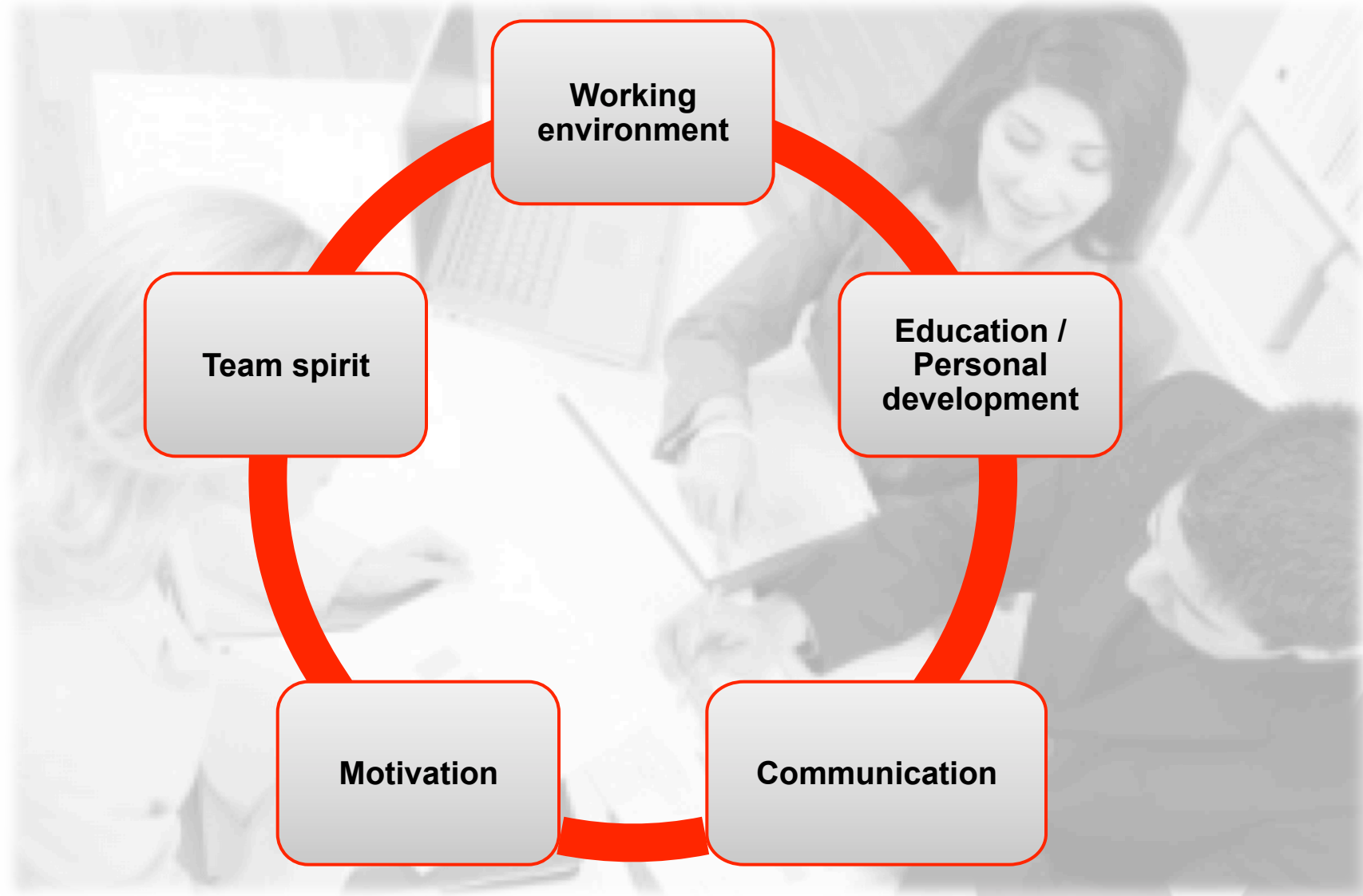
- „Good Morning“
- Private conversation
- Having lunch together
- Congratulations to birthday, marriage, childbirth, ...



✓ Joint activities after work (voluntarily)

✓ Interest in personal situation of colleagues

Team work - Critical success factors



Motivation

✓ Intrinsic

- from inside
- interest
- curiosity
- challenge
- enjoyment

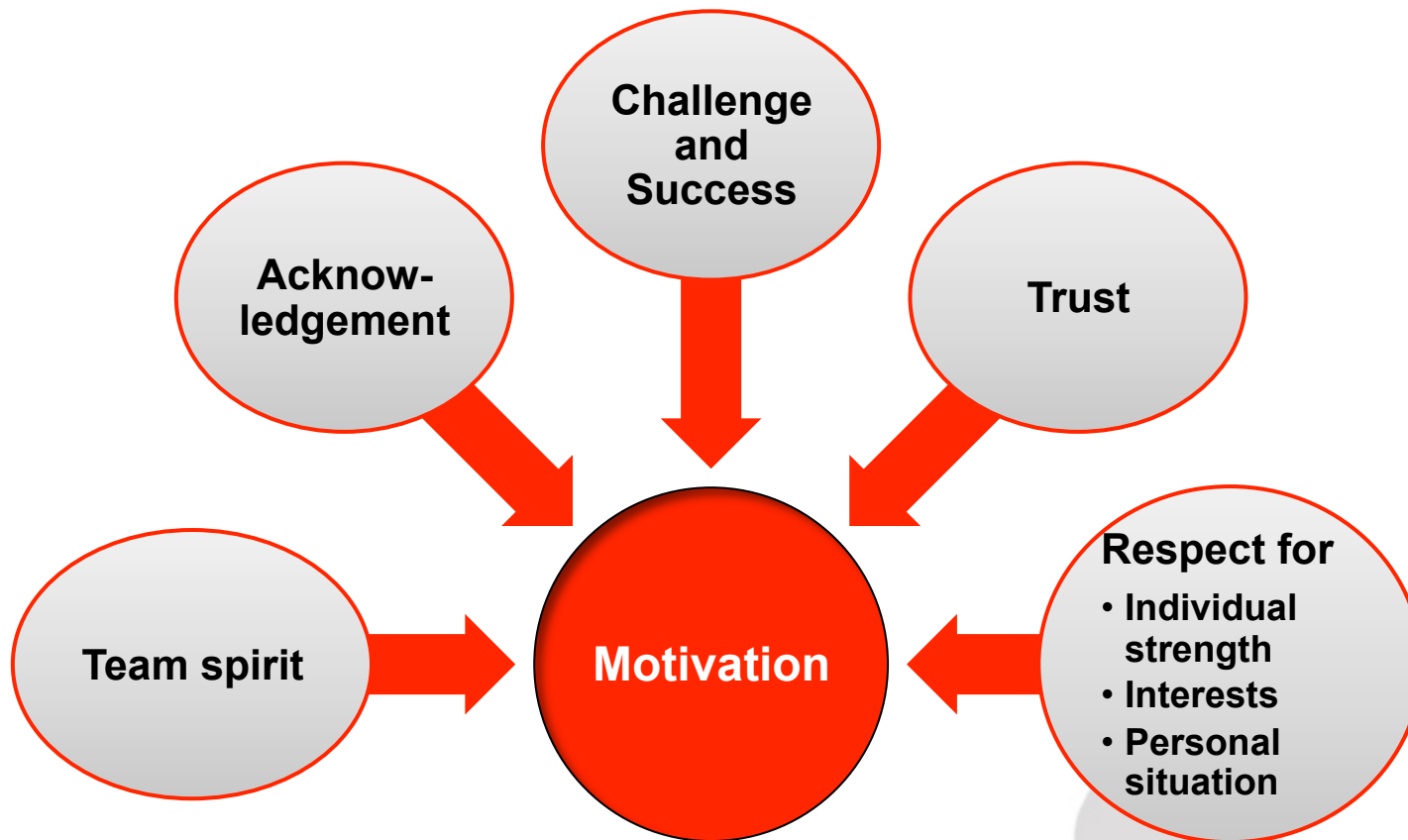


✓ Extrensic

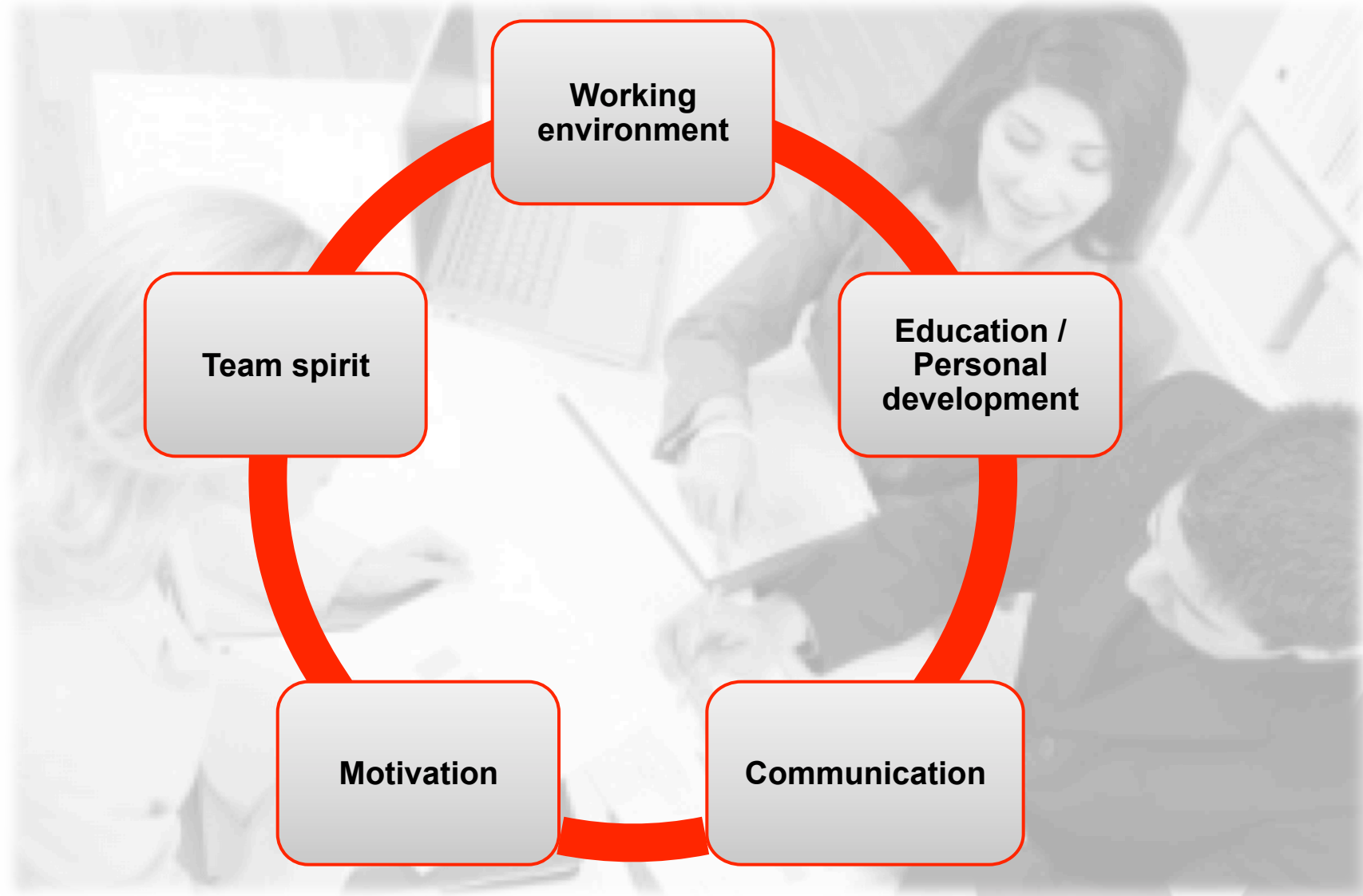
- from outside
- rewards, like money or grades
- competition

Intrinsic motivation enables extrensic motivation and sustainability

Factors increasing motivation



Team work - Critical success factors



Team leading

- ✓ Provide information
- ✓ Listen carefully
- ✓ Transparency of decisions
- ✓ Step into daily work as needed
- ✓ Respect individual interests
- ✓ Delegate / share responsibility
- ✓ 360° feedback



Trust

Team members

- ✓ Common and known goals
- ✓ Commitment
- ✓ Respect and attention for each other
- ✓ Flexibility
- ✓ Informal and adhoc support for each other
- ✓ Emotional ties



Keep attention on possible disturbances

- ✓ Moving targets (projects and organization)
- ✓ Conflicts
- ✓ Stress as a product of
 - continuous overload
 - unequal assignment of working activities
- ✓ Management decisions
- ✓ Job insecurity

A winning team



- ✓ Enjoys work even under pressure
- ✓ Is solution oriented, not blaming
- ✓ Is a learning organization
- ✓ Has low turn-over
- ✓ Is attractive for new team members

Questions?



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