Copyright 2018 Carnegie Mellon University. All rights reserved.  
  
This material is based upon work funded and supported by the Department of Defense under Contract No. FA8721-05-C-0003 with Carnegie Mellon University for the operation of the Software Engineering Institute, a federally funded research and development center.  
  
Any opinions, findings and conclusions or recommendations expressed in this material are those of the author(s) and do not necessarily reflect the views of the United States Department of Defense.  
  
NO WARRANTY. THIS MATERIAL IS FURNISHED ON AN “AS-IS” BASIS WITH NO WARRANTIES OF ANY KIND, EITHER EXPRESSED OR IMPLIED, INCLUDING, BUT NOT LIMITED TO, WARRANTY OF FITNESS FOR PURPOSE OR MERCHANTABILITY, ANY WARRANTY WITH RESPECT TO FREEDOM FROM PATENT, TRADEMARK, OR COPYRIGHT INFRINGEMENT, OR THIRD PARTY INTELLECTUAL PROPERTY RIGHTS.  
  
[Distribution Statement A] This material has been approved for public release and unlimited distribution. The United States Government has Unlimited Rights in this material as defined by DFARS 252.227-7013.

The text and illustrations in this material are licensed by Carnegie Mellon University under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/).

The Creative Commons license does not extend to logos, trade marks, or service marks of Carnegie Mellon University.



Initial Weekly Meeting

Exercise

Leading a Development Team  
Software Engineering Institute

© 2012 Carnegie Mellon University

Initial Weekly Meeting

|  |  |
| --- | --- |
| **Overview** | As is true in most management situations, there is no right or wrong answer to this exercise. However, before acting, it is important to consider the facts of the situation, the individuals, and the status of the team. Remember that team leaders rarely have to make instant decisions and that you can usually discuss issues with your own manager. Also, it always helps to discuss the issues with the team before you decide what to do. |

|  |  |
| --- | --- |
| **Facts** | In this exercise, the facts are relatively simple.   1. Your organization has presumably made a considerable investment in training these developers. It is entitled to a return from that investment. 2. The benefits of the PSP and TSP are almost entirely derived from the developers’ data. If they do not properly gather and report these data, the PSP/TSP investment will not benefit the organization or help the developers. 3. The project is at an early stage and it is not possible to judge progress. While the partial data indicate a potential problem, you don’t yet have a basis for identifying trends or exposures. |

|  |  |
| --- | --- |
| **Considerations** | In deciding how to react to the situation, consider the following:   1. Arnold and Hester have done a credible job of reporting their work and should be complemented. 2. While JD has made a minimal report, he has not provided enough data to allow you or the team to ever judge team progress or exposures. You should tell him so. 3. Stephen and Samuel are working hard on the project and should be complemented on that. On the other hand, if Stephen and Samuel had gathered the data while doing the work, the time required to report the data would be at most 15 to 30 minutes a week. You should discuss these points with them to better understand their behavior.   When TSP teams do not start by properly gathering and reporting their data, it is often difficult to change this behavior. If you intend to use the TSP on this project, you should start by insisting that the developers gather and report their data every week. |

|  |  |
| --- | --- |
| **Alternatives** | In deciding how to react and what to do next, your principal alternatives are as follows:   1. Suspend the meeting as soon as you know there is not enough data, and ask everyone to return in 15 to 30 minutes with the required data so that you can continue with the meeting. If they argue that they haven’t recorded their data and therefore can’t complete the forms, tell them to make their best estimates this time, but in the future, to provide real data. 2. Continue the meeting, but instruct JD, Stephen, and Samuel to return before the end of the day with the necessary data. If they argue that they have not recorded the data and can’t complete the forms, tell them to make their best estimates this time, but to provide real data in the future. 3. Continue with the meeting and instruct JD, Stephen, and Samuel to complete and present the required data at the next weekly meeting. If they argue that they have not recorded the data and so can’t complete the forms, tell them to make their best estimates this time, but to provide real data in the future. |

|  |  |
| --- | --- |
| **Comments on the actions** | Before making a decision, first ask JD, Stephen, and Samuel why they did not gather and report their data. If they did not feel that it was important, you should be very firm. Make it clear that their behavior is unacceptable. If they had problems but promise to complete the data in the future, be more lenient. However, you should stress that gathering and reporting the data every week is an important commitment that you expect them to meet. Finally, if you are an experienced manager and do not wish to appear too authoritarian, make your expectations clear, but be more relaxed about when they complete the work. These three choices might be handled as follows.   1. The strongest alternative is choice 1. This will make the deepest impression on the team and convince them that you will not tolerate sloppy data gathering and reporting. This is the solution to use whenever they complain that data gathering takes too much time or is not worth the effort. If you are not firm about this issue now, you will continue to have this problem for the rest of the project. 2. Alternative 2 is less harsh and would be appropriate if the developers seem willing to record and report their data. In these cases, all that teams generally need is a clear statement from you that you will require them to religiously gather and report their data. 3. Alternative 3 would be the proper choice if the team members clearly recognize the importance of gathering data and were either not sure about how to do it or had an unusual problem. For instance, if team members approached you before the meeting to discuss problems with data gathering, it would then be appropriate to conduct the meeting. If, however, team members just show up without data, the better choice is to adjourn the meeting. |