

Challenges to Teamwork: A Multiple Case Study of Two Agile Teams

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Abstract. Agile software development has become the standard in many companies. While there are reports of major improvements with agile development over traditional development, many teams still strive to work effectively as a team. A multiple case study in two companies discovered challenges related to communication, learning and selecting the tasks according to the priority list. For example, the fact that the developers were not actively involved in the planning process, resulted in weak team orientation; even though the teams had identified and discussed recurring problems, they found it difficult to improve their teamwork practices; and because customers and support communicated tasks directly to the developers and developers chose tasks according to interest and expertise, following the priority list became difficult. We provide practical suggestions for teamwork in agile software development that intend to overcome these problems and strengthen team orientation and team learning in order to achieve effective agile teams.

Keywords: Teamwork, Team orientation, Team communication, Team learning, Agile methods, Agile Software development, Scrum, Kanban.

1 Introduction

Teamwork is important in software engineering and is a particular focus in agile development. Teamwork has been extensively studied in a number of fields, but little of this knowledge has been applied in the context of software development. One of the reasons may be that the general knowledge needs to be tailored to software development to become useful. Hence, there is a need for additional studies on teamwork in this specific area.

Agile methods such as Extreme Programming (XP) and Scrum direct software development in small, self-managing teams. While there are reports of major improvement with agile development methods over traditional development methods [1], effective teamwork is still a challenge. In a number of studies in small and large Scrum teams in various consulting and product development settings in companies of variable size through the last five years, we have observed three recurring challenges [2-4]:

Case Study Teamwork Answers

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Embedded Case Study Methods Roland W. Scholz, Olaf Tietje, 2002 Eleven methods of knowledge integration are presented which can be used for case representation case evaluation and case development and transition **CUET-PG M.ed Education [COQP15] Chapter Wise Question Answer Book 3000+ MCQ With Explanation** DIWAKAR EDUCATION HUB, 2024-02-23 CUET PG M ed Education COQP15 Question Bank 3000 Chapter wise question With Explanations As per Updated Syllabus cover all 10 Units Highlights of CUET PG M ed Education COQP15 Question Bank 3000 Questions Answer MCQ 300 MCQ of Each Chapter Unit wise As Per the Updated Syllabus Include Most Expected MCQ as per Paper Pattern Exam Pattern All Questions Design by Expert Faculties JRF Holder Managing Clinical Processes in Health Services Roslyn Sorensen, Rick Iedema, 2008 Managing Clinical Processes is the first book of its kind to address the concept of clinical process management and to integrate the clinical workplace within the corporate organisation for the Australian health services industry It provides clinicians and managers with an understanding of the demands and expectations of modern health services from a patient consumer and multidisciplinary perspective and how to manage them The text offers an evidence based approach to organising evaluating and revising the processes that constitute a health service based on systematising care processes for specific clinical case types Managing Clinical Processes in Health Services will be invaluable to those integrating and improving systems of clinical process management across the organisation Provided by publisher Business Benchmark Pre-intermediate to Intermediate BULATS and Business Preliminary Teacher's Resource Book Norman Whitby, Patricia Sanders, 2013-01-31 Business Benchmark Second edition is the official Cambridge English preparation course for Cambridge English Business Preliminary Vantage and Higher also known as BEC and BULATS This Teacher s Resource Book includes a wide range of supplementary photocopyable material with answers including complete extra lessons and case studies It provides information about how the activities in each unit relate to the Business Preliminary exam and BULATS test There are notes on each unit with advice and suggestions for alternative treatments and information about how this course corresponds to the CEF with a checklist of can do statements A complete answer key to both the Business Preliminary and BULATS versions of the Student s Book is provided as well as complete transcripts of the listening material with answers underlined *A Practical Guide to Soft Skills* Richard Almonte, 2021-12-27 This accessible text looks at the range of soft skills sought after by employers and provides a practical guide to developing and effectively demonstrating these skills Soft skills including communication customer service teamwork problem solving and personal management represent a major component of any worker s professional identity This book analyzes major soft skills including both inward facing soft skills how workers manage themselves to effectively perform their work and outward facing skills how workers effectively interact with others and in groups It explores how these skills are rooted in fundamental areas of liberal arts including interpersonal communication psychology and ethics It provides an active learning pedagogy

including creative exercises and case studies through which students can assess their understanding of underlying concepts and their application in real world situations The book can be used as a supplement for communication business and career oriented courses and it will be of interest to individual students and junior professionals as well as career counselors postsecondary instructors across the curriculum and professionals in human resources and learning and development

Leadership, Management and Team Working in Nursing Peter Ellis,2018-10-29 With all nurses expected to demonstrate leadership management and team working skills it is vital that students engage with this aspect of their training as early as possible As well as covering all of the core theory and knowledge the authors encourage the reader to explore their own values and experiences when it comes to leadership that will help to develop emotional intelligence and a solid understanding of what good leadership and management practice looks like and why it matters to them Key features Written with the needs of student nurses firmly in mind with activities and case studies that bring theory to life Linked to the 2018 NMC standards of proficiency for registered nurses Provides practical guidance on the immediate challenges that the new nurse will face

Business Policy and Participative Decision-Making Wilson Essien Ph.D.,2019-07-08 The glue between efficient productivity and profitability is great decision making I do not think that a farmer has ever sown rice and harvested corn In computers the most common language is GIGO meaning garbage in garbage out Usually the decisions we make are our personalities and yet very few people accept responsibility for their actions their failures in business or in any endeavor in which they have failed They desire to blame others without remembering GIGO I have articulated the mystery that surrounds the lone decision maker or the CEO who enjoys lonely decision making and blaming his or her failures on the engineer or the accountant in his company The new name for decision making is participative decision making In this the senior officers take part but separately the engineers accountants supervisors workers and maintenance people form another group Both platforms must have a dialogue format there must be a writer or clerk a vote taken on each discussion for its authenticity or viability and in the end the senior officers must compare their notes with the second group so that amendments can be made where necessary The final product is now ready to be presented before the board of directors as a formal decision for the company In a smaller company this activity stops with the owner but the owner must understand that two heads are usually better than one The CEO and his group must not be taken over by egos the only time for pride in business is when business is doing well financially Even then business needs a lot of careful activity because pride goes before a fall It is good to entrust the CEO with the decision making responsibility but it is the biggest risk a business can take because business is a collection of ideas Therefore it a discipline of collective learning and inquiry Any student manager or business owner who wants to use participative decision making skills in his or her business or as a consultant in participative decision making should attend a workshop at least twice and read about participative decision making thoroughly and practice it from case studies

[The Impact of Task- and Team-generic Teamwork Skills Training on Team Effectiveness](#)

,2004 **Study Guide for Daft/Marcic's Understanding Management, 5th** Marcic,2005-11 Packed with real world examples and additional applications for helping students master management concepts this learning supplement is an excellent resource For each chapter of the text the Study Guide includes a summary and completion exercise a review with multiple choice true false and short answer questions a mini case with multiple choice questions management applications and an experiential exercise that can be assigned as homework or used in class **Case Study Applications for Teacher Education** Mary R. Sudzina,1999 This book shares the personal stories of fifteen talented educators their successes shortcomings and growing pains about teaching with case studies in 12 different content areas Case studies are slices of life which illustrate a myriad of dilemmas from moral issues to classroom management Teaching with cases can offer educators a variety of opportunities to expand and extend their teaching skills problem solving abilities and grasp of contemporary issues in classrooms today Case discussions also offer a window into pre service in service or graduate students experiences opinions perceptions or misconceptions of educational dilemmas Resources examples assignments and cases are included For any pre service or in service teacher Innovative Theories, Tools, and Practices in Work and Organizational Psychology Matti Vartiainen,Francesco Avallone,Neil Anderson,2000 The book contains some of the contributions from the Ninth European Congress on Work and Organizational Psychology It not only defines concepts such as innovation and work pressure but also deals with the enormous developments taking place in group and teamwork the future challenges of work in the virtual environment and work socialization processes with regards to newcomers and personality characteristics reflecting not only European but international discussions in the field *EBOOK Management* Judith Dwyer,Nicole Hopwood,2015-03-06 EBOOK Management Urban Action Clearinghouse Case Study ,1968 **25 Activities for Developing Team Leaders** Fran Rees,2005 25 Activities for Developing Team Leaders In this book acclaimed team development and leadership expert Fran Rees has written the long awaited companion to the bestselling book 25 Activities for Teams 25 Activities for Developing Team Leaders is organized around her L E A D model of facilitative leadership Lead with a clear purpose Empower to participate Aim for consensus and Direct the process Created as a hands on resource for trainers facilitators and team leaders 25 Activities for Developing Team Leaders includes a variety of exercises that will help foster team leadership skills including simulations discussions problems to solve role plays and real work collaboration The book explores a wide variety of topics and includes development activities that cover how to Define the role of the team leader Apply the L E A D model to team leadership and development Coach team members and the team Design purposeful participative team meetings Create effective team communication Address team challenges Resolve conflicts and disputes Conduct team self evaluation Each activity in the book can used as a stand alone learning exercise or in any combination to create a formal team leader development curriculum The activities can also be used by team leaders during informal team meetings 25 Activities for Developing Team Leaders is designed for today s modern working environment The activities are

flexible enough to fit the needs of a particular group and designed to be delivered in timeframes sensitive to busy work schedules This book is a critical for any reader who wants to develop themselves or others as strong team leaders and high performing teams Team leaders human resource and training employees will find this resource easy to execute invaluable in building a structured program and one that gets results External consultants will find the text to be helpful in structuring their project plans for clients Leigh Wilkinson HRD consultant State of Maine Office of Training and Development

How to Make Teamwork Work Dartnell Corporation,1997 Are your customer service reps having trouble with difficult customers Are you losing customers due to poor service To ensure that you keep your customers the dissatisfied ones as well as the loyal ones give your customer service reps the skills they need to deal with tough customers The source for all these essential skills Dartnell s new workbook HOW TO HANDLE TOUGH CUSTOMERS It offers individual learners five 20 minute sessions Understanding Tough Customers Calming Angry Customers Solving Problems Face to Face on the Phone Everybody Makes Mistakes Can the Customer be Saved Preventing Customer Problems Each section provides tips procedures real life examples on how to handle tough customers Employees will track their own progress with individualized skill assessment quizzes retain their new knowledge with built in learning reinforcement tools *Houghton Mifflin Guide to Reading Textbooks* Carol C. Kanar,Elizabeth Grasby,2001-03-20 This guide has five full textbook chapters and an accompanying study guide section from a variety of disciplines Following each textbook chapter are two sections of instruction and exercises for the students The first section Textbook Features explains methods for improving reading skills

Acta Ethnographica Hungarica ,2009

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Conference Record for 1992 Fifth Conference on Human Factors and Power Plants E. W. Hagen,Institute of Electrical and Electronics Engineers,1992

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