### **ENGR 310**

Lecture 15 8 Mar 2008



Paul Potts Singing Nessun Dorma

http://www.youtube.com/watch?v=1k08yxu57NA



### **Announcements**

No class or recitations next week.



### **Assignment 5 Preview**

- Convergence Process
- System Architecture Plan
  - Major subsystems and their functions
  - Configuration alternatives
  - Interface details.
- Review problem definition and specs

You can get started now!



### Why do design projects fail?

- 1. Misunderstanding what the customer needs.
- 2. Committing to a solution too early.
- 3. Lack of teamwork: esp. communication & conflict resolution, and across disciplines.
- 4. Poor system architecture, especially interfaces.
- 5. Poor planning.



### **Keys to Effective Meetings**

- Prepare ahead of time.
- Have a written agenda.
- Agree on meeting's objectives.
- Start on time.
- Document decisions made.
- Don't leave without an action plan.
- Establish ground rules.
- Appoint a facilitator.



## Reflection: How well is your team doing? Where could you improve?

- Take a few minutes to reflect in your journal.
- Share with a neighbor / teammate

### **Conflict Management Strategies**

Avoidance

Compromise

Attack

Constructive Engagement



**Creative Solutions** 



### **PAUSE Principle**

**Prepare** 

get the facts, generate options

**Affirm** 

the relationship

Understand - the others' issues

Seek

mutually beneficial options

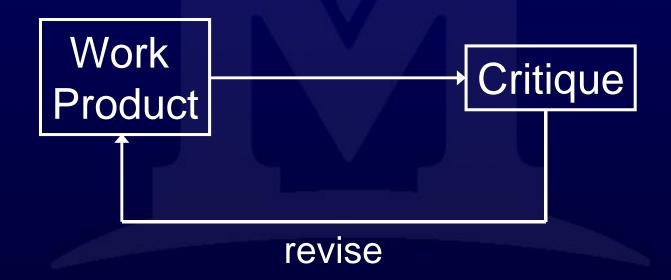
**Evaluate** 

– Have we satisfied the major concerns?

# Reflection: How are you and your team doing in resolving conflicts? What could you do differently?

Write in your journal your assessment and actions you will take

### Feedback: An essential element of design reviews





### Giving Feedback

- Attitude: tactful, respectful, helpful
- Honest and direct
- Specific and focused; not personal
  - avoid generalizations ("You're always late!")
- Timely
- "Feed forward" expectations
- Include strengths: SII technique
- 1-2 most important points



#### Reflection

 Which of these items do you think you should work on the most?

 What one thing will you start doing differently?

### Receiving Feedback

- Attitude: growth opportunity
  - guard against defensiveness
- Ask for it
- Accept as "reality" for the person giving it
- Summarize / clarify
  - "Let me make sure I understand your point..."
  - "Can you give me an example?"
- Express appreciation



### Reflection

How well do you take criticism?

 What one thing will you work on / do differently starting today?

### **Practice**

- Pair up with a teammate
- Write down:
  - 1-2 Strengths
  - 1-2 Improvements
  - 1 Insight
  - of the other person's team contribution
- Share.

