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.



TSP Team Leader Roles and Responsibilities

|  |  |
| --- | --- |
| Objective | When all team members consistently meet their role responsibilities, follow the defined process, and work to agreed goals and specifications, the team will be most efficient and effective. |
| Goals | The team leader's goals are to   * ensure that the project is successful * build a motivated and effective team * fully utilize the talents and abilities of all team members * keep management informed |
| Role  Characteristics | The characteristics most helpful to the team leader are the following.   * You enjoy being leader and naturally assume a leadership role. * You are able to identify the key issues and objectively make decisions. * You do not mind occasionally taking unpopular actions and are willing to press people to accomplish difficult tasks. * You respect your team members, are willing to listen to their views, want to help them perform to the best of their abilities, and will support them to higher management. |
| Team Member Responsibilities | All team members, including the team leader, are responsible for meeting their responsibilities as team members (see Team Member Roles and Responsibilities).   * meeting their team member commitments * following a disciplined personal process * planning, managing, and reporting on their personal work * cooperating with the team and all team members to maintain an effective and productive working environment |
| Leadership | The team leader leads the team.   * maintains a clear and continuous focus on the team's goals * ensures that all team members are working productively and effectively * maintains a sense of urgency and pushes to accelerate tasks where practical * consistently presses for daily results, recognizing that schedules slip a day at a time * motivates and supports the team * challenges the team's and team members' decisions and asks what alternatives they have considered * maintains awareness of other related work and ensures that the team takes advantage of applicable prior results * represents and supports management to the team * represents and supports the team to management |

TSP Team Leader Roles and Responsibilities, cont.

|  |  |
| --- | --- |
| People  Management | The team leader handles all team personnel issues.   * manages project staffing, recruiting, and training * is sensitive to team interaction issues and takes steps to resolve such problems when the team cannot resolve the issues itself * considers team members' interests and abilities in making job assignments * ensures that the tasks and work pressures are consistent with each team member's skills and abilities * protects the team from diversions and time-consuming distractions |
| Team  Discipline | The team leader maintains a disciplined and effective working environment.   * facilitates team communication * keeps the team informed and leads the weekly project status meetings * ensures that the team and the team members produce their own plans * reviews individual and team plans to ensure that they are aggressive but realistic * ensures that team members follow disciplined personal practices * ensures that team members adhere to the agreed team standards and processes |
| Quality  Management | The team leader maintains a consistent focus on quality.   * ensures that quality metrics are regularly gathered and analyzed * regularly motivates the team to meet its quality goals * leads the team reviews of every valid integration, system test, and user-reported defect (form DEFECT and script TESTD). |

TSP Team Leader Roles and Responsibilities, cont.

|  |  |
| --- | --- |
| Project  Management | The team leader manages the project.   * handles funding issues * resolves issues with management and other teams or departments * where possible, delegates all defined project tasks to team members * handles all ill-defined issues and problems, at least until they can be defined and assigned to the team or a team member for attention * maintains awareness of schedule status and chances of acceleration or delay * regularly reports project status to management and the customer * leads risk evaluation and tracking * leads issue tracking and resolution * ensures that all requirements and design assumptions and uncertainties are promptly and thoroughly verified * participates in the configuration control board * ensures that all requirements and design changes are promptly assessed for impact * where a change significantly impacts the project cost or schedule, ensures that the plan is adjusted and approved before the change is implemented |

TSP Team Leader Roles and Responsibilities, cont.

|  |  |
| --- | --- |
| Principal Team  Leader Activities | The team leader motivates the team to perform their tasks and resolve issues.  Every week, the team leader holds a team meeting to   * track that all committed tasks have been completed * check that all team members have submitted the required data * check that the TASK and SCHED templates are up to date for the team and each team member * check that all INS, SUMP, and SUMQ forms have been completed on work accomplished to date * check on the status of development tasks * check on change, ITL, and risk activity * press late team members to promptly provide the required data * Weekly, the team leader * reports team status and progress to management and the customer * maintains the project notebook * At each phase postmortem and at project conclusion, the team leader leads the team in producing or updating the project final report (specification SUMMARY). |