

TEAM SELF-DESIGN REMOTELY

DON'T POSTPONE IT DUE TO COVID-19!

Georgiy Zhytar – Y Soft
Mark Uijen de Kleijn – Co-Learning



ORG & PRODUCT CONTEXT

BEFORE LESS ADOPTION 2018

- Teams formed around product components & technology stack
- Product knowledge limited to own components, not much end-to-end
- Dedicated PO for each component, massive synchronization needed for delivery of larger e2e features
- R&D considered to be a bottleneck for the organization
- Over 60% of efforts spent on product maintenance (defects, support escalations)
- LeSS adoption has support from Executive level

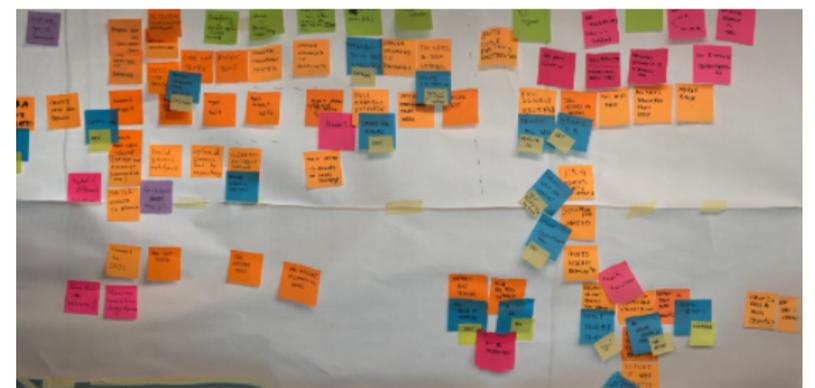
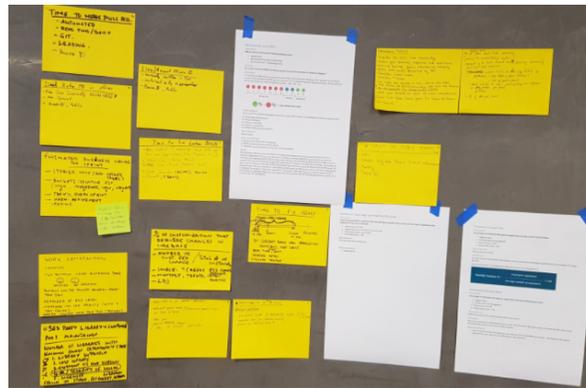
TECHNICAL EXCELLENCE (OR LACK OF IT)

BEFORE LESS ADOPTION 2018

- Excessively large codebase: over 2 mln LOC, hundreds of 3rd party libraries
- >800 individual build plans and no CI pipeline for the product => no reliable feedback mechanism on code changes
- Collective ownership of code is blocked by fear of changing the code
- Massive amount of legacy code where unrelated components are within the same containers

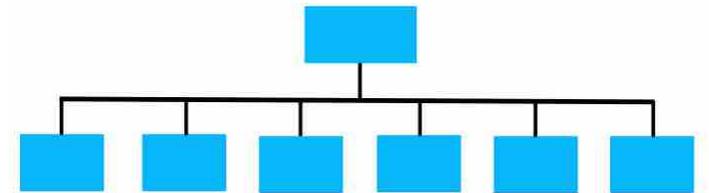
LESS JOURNEY 18-19-20

- During Flip1 teams attempted to shuffle members to cover as many components as possible by each teams
- Increased attention to technical excellence (e.g. workshops on event-storming, refactoring, CI, mob sessions)
- System models and maturity models with engineers
- Lessons learned from teams cooperating on larger features
- Growing from 6 to 13 teams on the same codebase



CONTEXT WORKSHOPS: ORG & PRODUCT

- New cloud-first product strategy expanded the product definition and brought a new team
- Architects and UX became part of teams (were separate groups before)
- Flattening hierarchy (managerless R&D)
- All together 12 teams in the LeSS bubble ranging from 4 to 12 people



BOTTOM-UP AND TOP-DOWN INITIATED (1)

Bottom-up:

- First self-design workshop ('18) was done with the idea of maximizing skills/product coverage by each team
- Experience with delivery of large & complex features resulted in strong feedback from teams on challenges with delivery / cooperation
 - Whole product is too big to be covered by each team, observed lack of focus and poor learning ability as teams
 - Teams are not self-sufficient, so tend to horizontally slice increments or form “virtual” groups from members of different teams

BOTTOM-UP AND TOP-DOWN INITIATED (2)

Top down:

- Requirement of having uniform team sizes
- Concerns about decreased productivity caused by some teams being too large (12) and some not having enough members (4)
- Structural reorganization (UX, Architects, middle management)

Refined & final optimization goal

- Turned into => optimize to deliver end-to-end customer value in a team

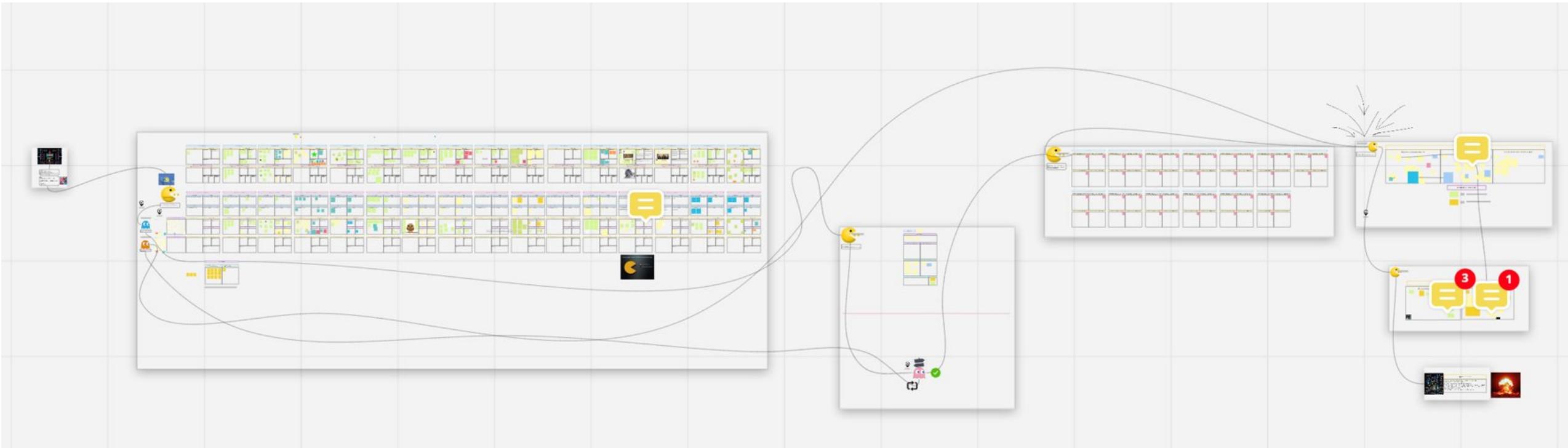
Write down on sticky's:

“ Which challenges did you experience (or can you imagine) for a full-remote self-designing team workshop?

WORKSHOP 1



WORKSHOP 2



“ Discussing status quo

2: Identify challenges in having teams focusing on delivering end-to-end value

Challenges in cross-functionality (and being cross-component) IN teams right now

L4

Team responsibility

Huge complexity of

Lack of deep knowledge handover

Unified team focus establishment

Cooperation

Evaluation Round 2	
What do we love about this team?	What can we improve?
Diversity & personal fit	

Evaluation on Epics	
skills will help us to deliver more Epics end-to-end?	Co func Q an secur
functional (product) area could you derive from this? (when ble)	

In between workshops

Evaluation		
What do we love about this team?	What can we improve?	
Are we happy with our team design?	How could we improve further? (based on the evaluation)	What do we have to offer to help other teams improve? (without sacrificing ourselves too much)

Current status	Changes
E.g. what open ends did you discuss and solve in the previous week?	What did you change based on the learnings from previous workshop?
Needs	Other teams
What do you need from other teams to improve?	Can you help other teams to improve by moving to that team (without sacrificing this team too much)?

Evaluation Round 3	
Teams that can help us to make our improvements (and how) and we've spoken to	Teams that we can help to make improvements (and how) and we've spoken to
Summary for others	
How happy are you with the current team design?	How could you improve further?

Evaluation Round 4	
Changes made	Actions to improve our team after Flip 2
Any open ends?	

“Lack of coffeecorner and 1-on-1 talks



In between workshops		
Evaluation		
What do we love about this team?	What can we improve?	
Are we happy with our team design?	How could we improve further? (based on the evaluation)	What do we have to offer to help other teams improve? (without sacrificing ourselves too much)



5: Next steps

Next steps

What needs to be addressed on May 11th?

What needs to be addressed in the first Sprint?

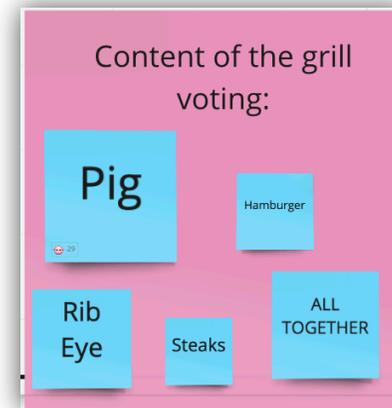
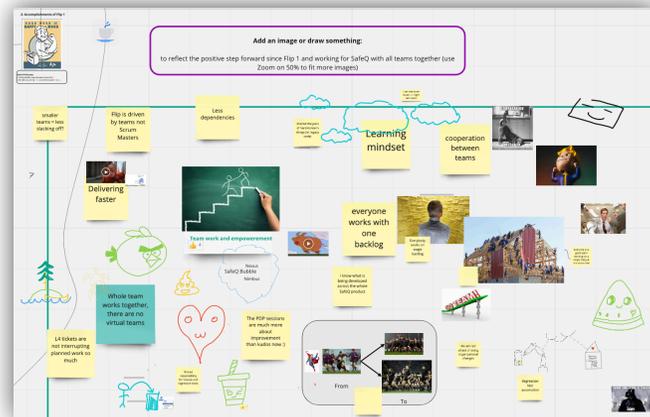
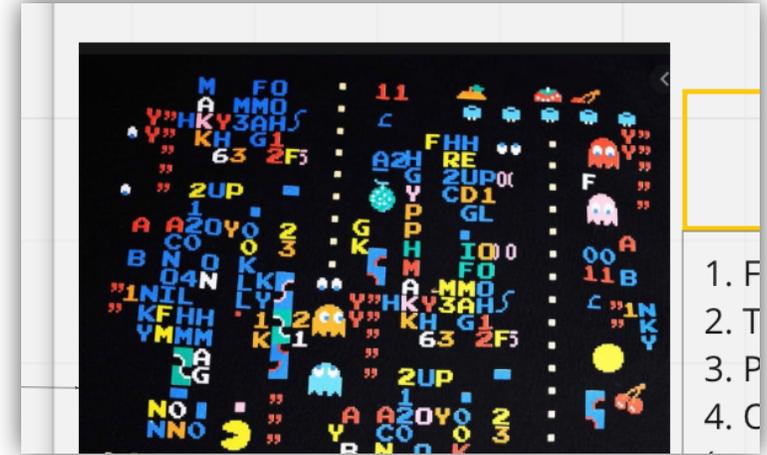
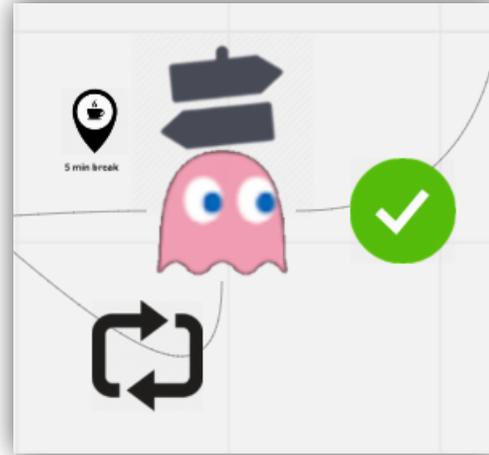
What needs to be addressed in the follow-up 2 Sprints?

seating plan

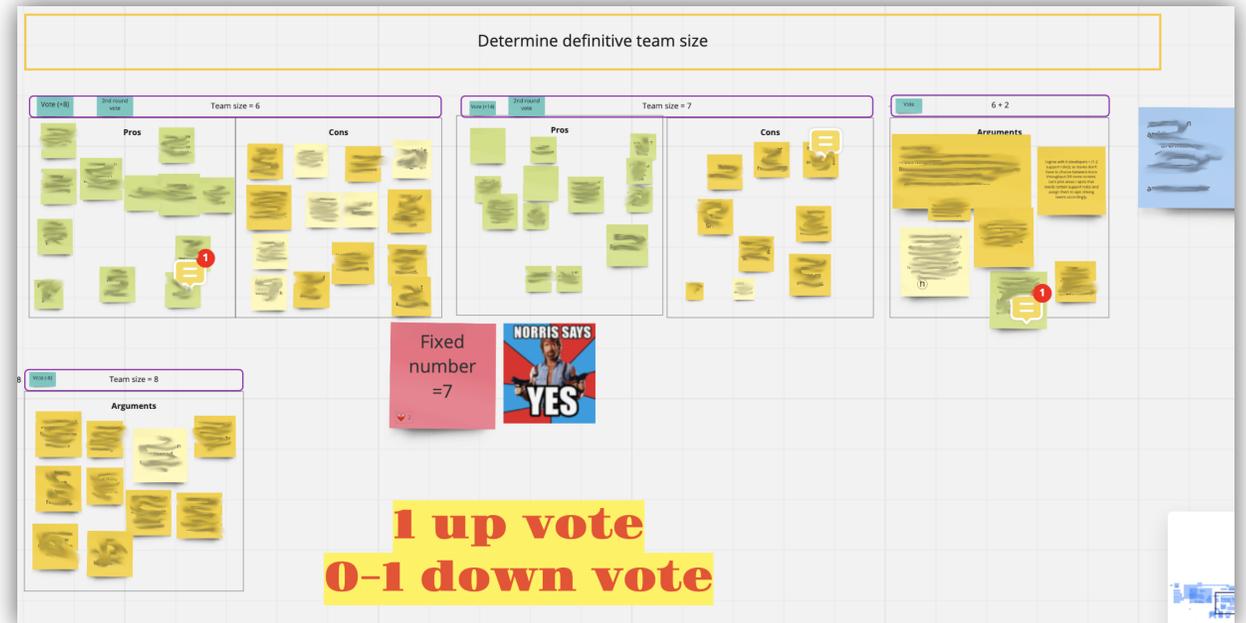
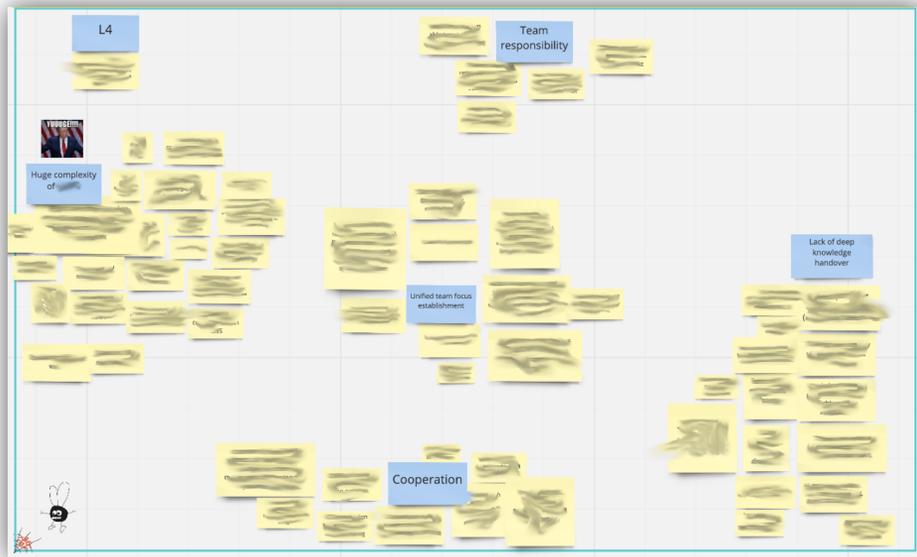
Voting which categories are valid

- Thumbs up (on category) = Valid to be addressed specifically
- Thumbs down / poop = No need to specifically address this, part of regular discussion or improvement

“ Make it engaging and energizing



“ Have everyone contributing





Having discussions and making decisions

Voting after iteration 3

If we would start next Monday with your current team design, would that be possible?

If we would start next Monday with your current team design, would there be a blocking concern?

Team 1 (empty) Team 9 (empty) Team 11 (empty)

Team 2 Team 3 Team 4 Team 5 Team 13

Team 6 Team 7 Team 8 Team 10

Team 12 Team 14 Team 15 Team 16



Breakout session 1

Description of concern (page)

Why is it blocking starting Monday? Who's needed to address this concern?

Possible solutions Proposed to solve the concern

What specific action is needed after this workshop (when applicable) New iteration needed?

Yes No

Round 2

Thumbs up Thumbs middle Thumbs down

Round 3

Thumbs up Thumbs middle/high Thumbs middle/low Thumbs down

Best split possible across all teams
Good split, there might be possibilities to improve, but not needed necessarily
Good split, but there might be possibilities to improve we should look into
There are some clear improvements across the teams

Determine definitive team size

Team size = 6 Team size = 7 6 + 2

Pros Cons Arguments

Fixed number = 7

NORRIS SAYS YES

1 up vote 0-1 down vote

SUCCESS FACTORS

- High transparency
- Well preparation by teams
- Ability to give input (by everyone)
- Using the future (and past) work to reflect on team designs
- Addressing blockers with a small group

EXPERIMENTS WE WOULD TRY NEXT TIME

- Try... Having an outcome based optimization goal for teams
- Try... Have smaller workshops for specific parts
- Try... More specific follow-up on identified learning areas for teams
- Try... Prepare self-designing team workshop per site

WHAT WE WOULD DO REMOTE NEXT TIME

Before the workshop(s):

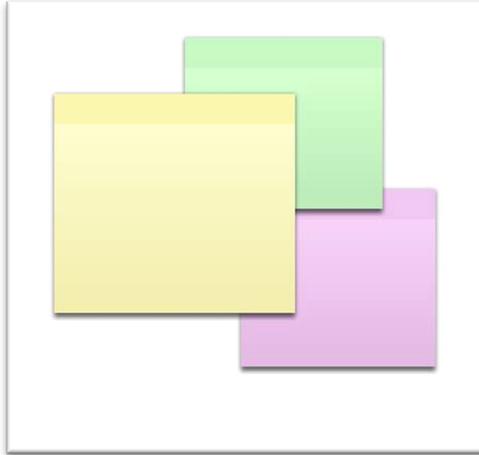
- Identify challenges in their current teams right now
- Effort on understanding and discussing the optimization goal
- Determine the team size across teams
- *To be determined (not sure now): first iteration of team self-design*

After the workshop(s):

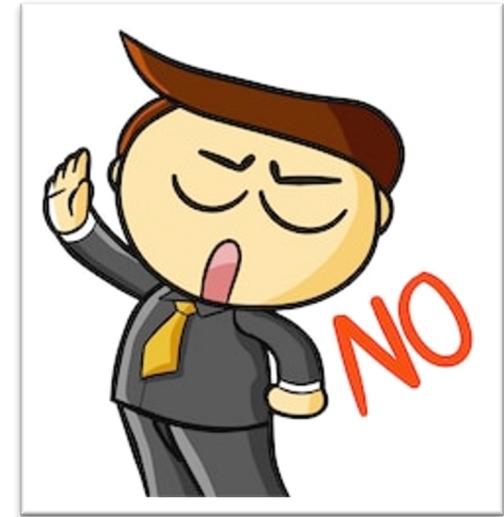
- Follow-up on open actions
- Follow-up on next steps



'over' prepare



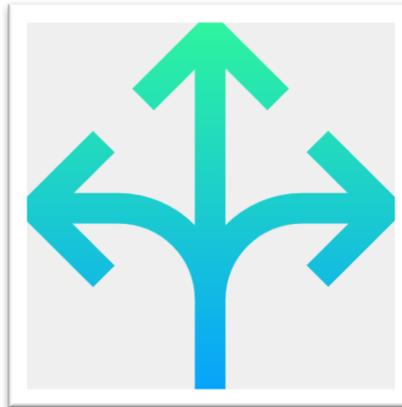
'Draw before talk'



Handle and limit
vocal discussions



Let people actively
work



Decision making
techniques



Technology (e.g.
connection) is good



THANK YOU!

Want to learn more about our journey and reflection?
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APPENDIX

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