

SELF-DESIGNED TEAMS

at BMW



MARK BREGENZER

Principal Consultant

Agile Methodology

Agile Experience:

- Certified LeSS Practitioner 2015
- Certified Scaled Agile Program Consultant 2014
- Agile Coach at Valtech since 2011
- Agile Coach since 2009
- Certified Scrum-Master since 2007

Software development Experience:

- Since 1997 as developer, lead developer, subproject leader...

Telecommunication, automotive and insurance



Nils Bernert

Senior Consultant

Agile & Lean Startup Coaching

Agile Experience:

- Certified LeSS Practitioner & SAFe Agilist 2014
- Scrum Master & Agile Coach 2008
- Scrum experience 2007
- Certified ScrumMaster 2009
- Certified Scrum Professional (Scrum Alliance) 2010
- Speaker about Agile & Lean Startup in the Enterprise

Software development Experience:

- 14 Years Enterprise Software Development

Automotive, Telco, Healthcare, E-Business, Insurance

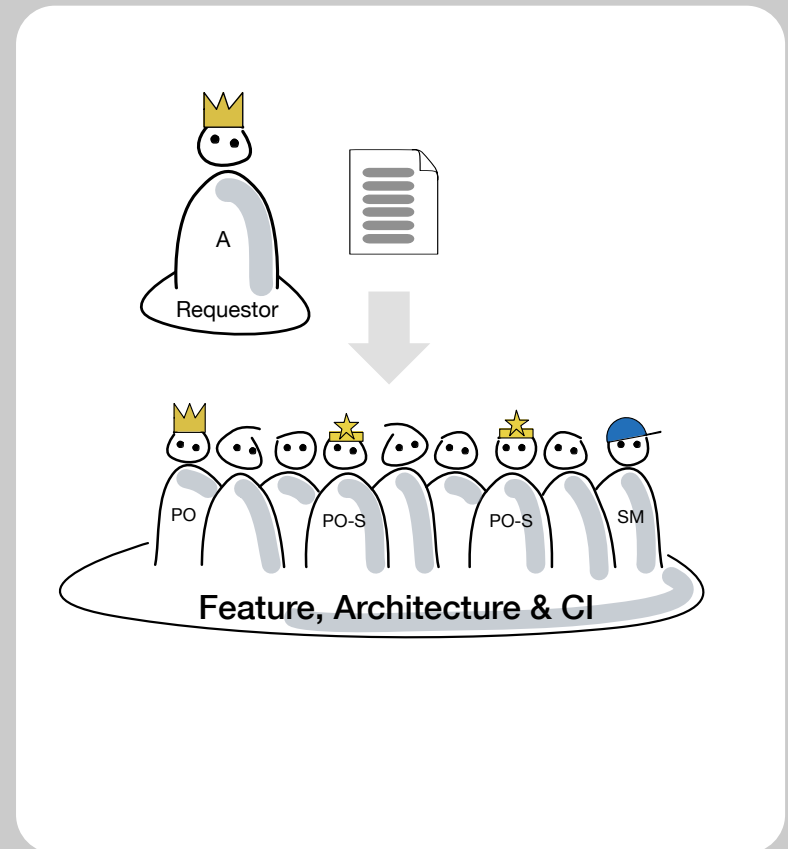


Agenda

- **Project history**
- **Motivation for reorganization**
- **Motivation for self-organization**
- **Self-designing team workshop**
- **Workshop reflection**

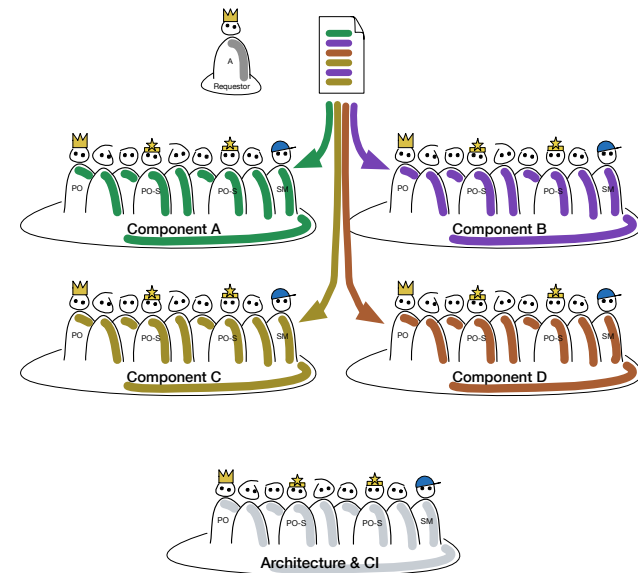
PROJECT STARTS IN FEBRUARY 2012

- About 11 project members
- One team, cares for everything features, continuous integration, environment...
- Team consists of:
 - One PO, two PO Supporter, five to six Developer, Scrum-Master
- Plus Project Manager and Agile Coach
- Exploration phase for two months, then scaling starts



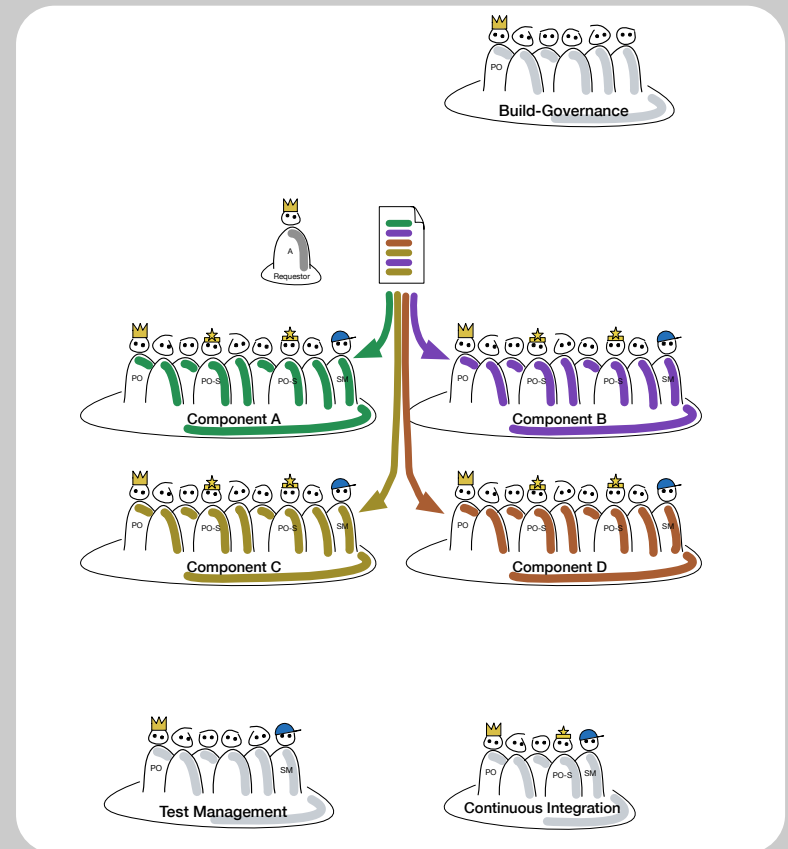
SCALING THE PROJECT UNTIL SEPTEMBER 2012

- About 60 project members
- Four interdisciplinary area/component teams
- One cross cutting teams
 - Continuous integration
 - Build governance (BMW architecture, BMW standards...)
- One Project management team and agile coaches
- One Scrum-Master for two teams
- Adding team after team every two sprints
- Project deals with about 30 external interfaces directly, even more indirectly



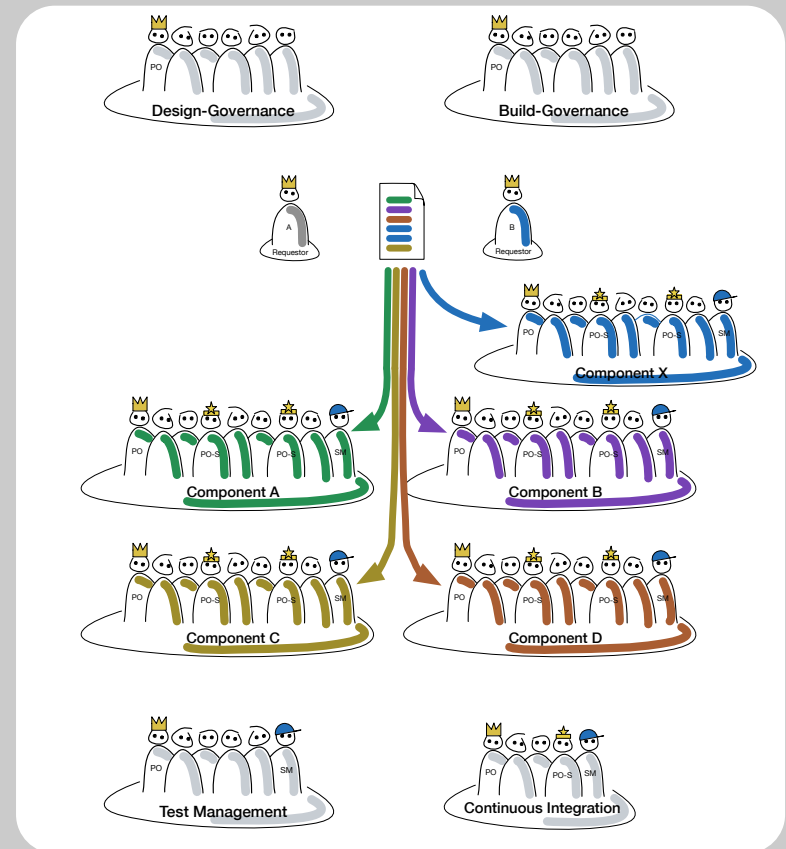
PROJECT STRUCTURE AT JANUARY 2013

- About 80 project members
- Four interdisciplinary area/ component teams
- Three cross cutting teams
 - Continuous integration
 - Defect- and test management
 - Build governance (BMW architecture, BMW standards...)
- One project management team and agile coaches
- One Scrum-Master for two teams



PROJECT STRUCTURE AT JUNE 2013

- A second requestor
- About 100 project members
- Five interdisciplinary area/ component teams
- Four cross cutting teams
 - Continuous integration
 - Defect- and test management
 - Build governance (BMW architecture, BMW standards...)
 - Design governance (Business clarification, release planning...)
- One project management team and agile coaches
- One Scrum-Master for two teams



NEED FOR ACTION & UPCOMING CHALLENGES (JANUARY 2014)

- Current project structure is an impediment for future releases
 - Next release is focused on requestor B
 - Capacity of one team for all requests from requestor B is not sufficient
 - The project has still to serve requestor A
- Unbalance between backlog priorities and capacity of the teams
- Agile and engineering practices differs between the teams
- Some teams got their routines, feel comfortable
- Some severe social problems appeared
- Renew **one-team** spirit

MANAGEMENT APPROACH OR SELF-ORGANIZATION?

→ The project management was going to set up the new organization

But...

- After announcing that the project is going to be reorganized, we received a lot of resistance
- Some team members lurked to leave the project
 - Others predicted the efficiency/performance will drop
 - Some leading project members tried to influence the project management to skip their team from the reorganization
 - Even after explaining this will be done by a self-designing team workshop, some teams predicted they will stay together
- It's difficult to solve severe social problems from “outside“ without compromising
- Motivation grows by self-determination

WORKSHOP AGENDA

- Management joined beginning and end of the workshop only
- Management explained the Project vision and workshop targets
- About 80 participants incl. crosscutting teams

Duration	Topic
00:10	Introduction/agenda
00:05	Project targets & vision
00:15	Presentations crosscutting teams
00:10	Introduction ReOrg process & motivation
00:20	Opening practice: <ul style="list-style-type: none"> * Build a ship * Group according to tech. skills * Group according to business skills
01:40	ReOrg process: <ul style="list-style-type: none"> * 3 Iterations 35 min. incl. Review * Less time for iteration 2 & 3 * Break between iteration 2 and 3 (10 min.)
00:20	Closing ReOrg process: Find team names, find team room, vote Lead Developer/Scrum-Master
00:15	Team presentations
00:15	Closing: common activity and one word feedback
03:30	

PROJECT TARGETS AND VISION

Targets

- Get more flexibility in working on different backlog items
- Push project effectivity
- Renew one-team spirit
- Increase motivation

Vision:

Every feature team should be able to work on their own on every backlog item independent from the requestor

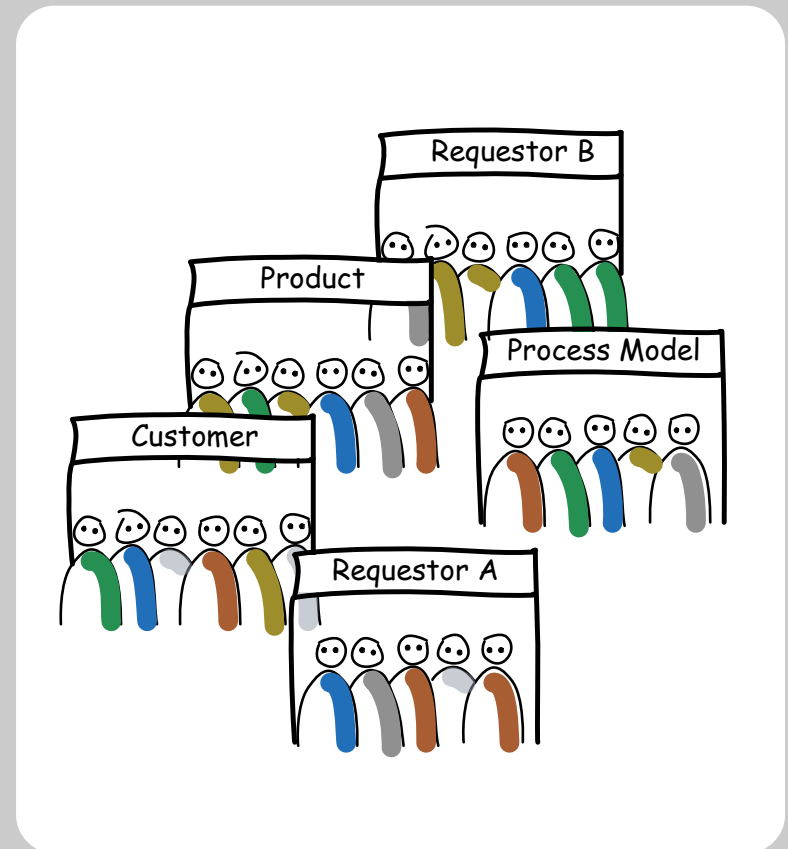
PRESENTATION CROSSCUTTING TEAMS

Each crosscutting team got three minutes to present their team to...

- ...explain what they do and what they won't do in the project
- ...campaign for new team members

OPENING PRACTICE

- Create one-team spirit
 - All participants form a ship
- Mix up the people, make visible what they know/prefer
 - Group according to tech. skills
 - Group according to business skills



Rules

- The new project team should match the vision as much as possible
- Due to contract issues, crosscutting teams remain in their structure/size but swap of single team members is possible
- 5 feature teams
team container with 1 PO, 2 PO Support, 6-7 Developer
- Each feature team has to have at least one internal Developer from the subcontractor
- Teams appoint their lead developer (main contact to Build-Gov. team) and a Scrum-Master
- Product Owner, Product Owner Support and Developers find themselves on their own as team
- Project management will accept every organization as long as it matches these rules

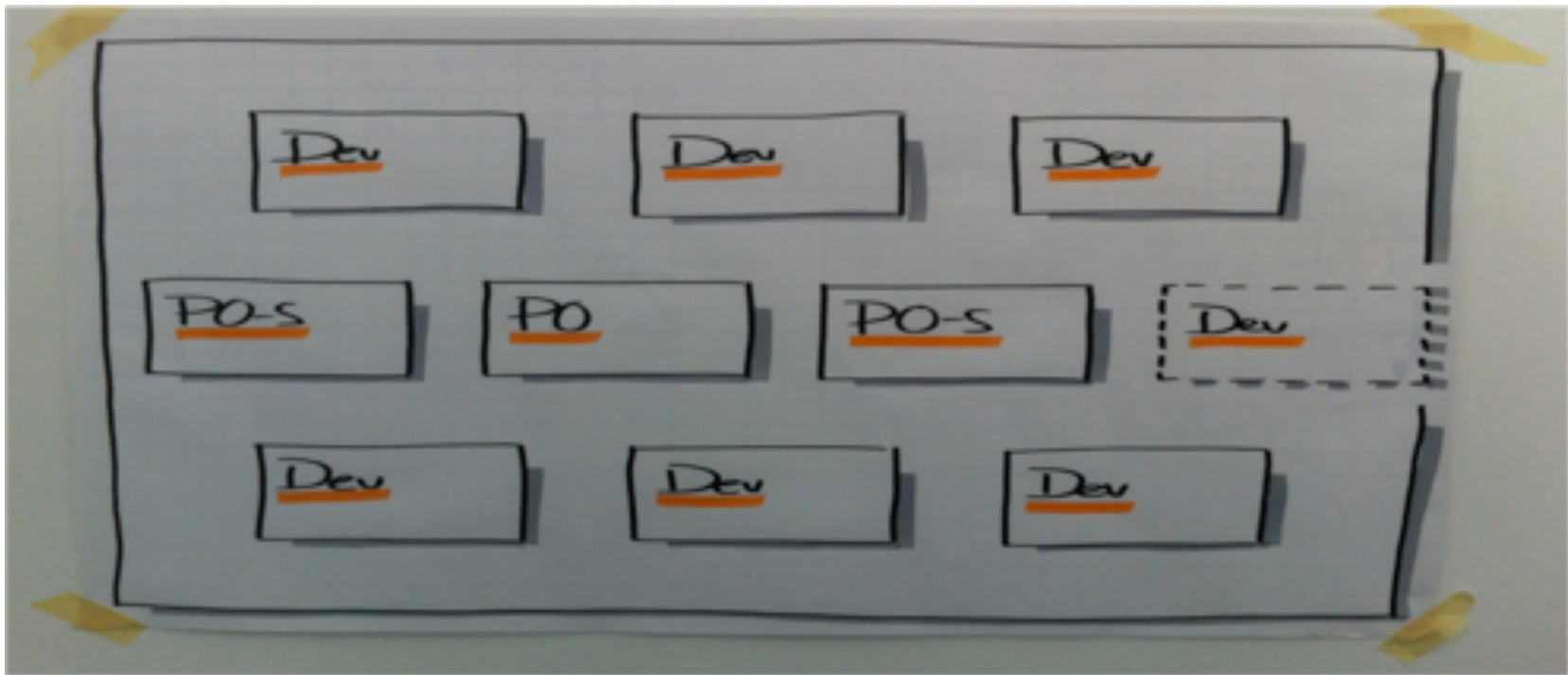
Skill cards / avatars

- Makes it easy to see available skills during the team setup phases
- Represents absent team members

<Role: DEV PO POs...>		<Name>	
Business skills (Expert/basics)		Technical skills (Expert/basics)	
<input type="checkbox"/>	<input type="checkbox"/> Customer	<input type="checkbox"/>	<input type="checkbox"/> Frontend-Components
<input type="checkbox"/>	<input type="checkbox"/> Product	<input type="checkbox"/>	<input type="checkbox"/> BE Services & Integration Sol.
<input type="checkbox"/>	<input type="checkbox"/> Process model	<input type="checkbox"/>	<input type="checkbox"/> Build, Runtime and auto. Tests
<input type="checkbox"/>	<input type="checkbox"/> Requestor A Specifics	<input type="checkbox"/>	<input type="checkbox"/> Architecture Rules & Guidelines
<input type="checkbox"/>	<input type="checkbox"/> Requestor B Specifics	<input type="checkbox"/>	<input type="checkbox"/> BMW IT Processes

TEAM CONTAINER

→ Flip charts for all teams



REORGANIZATION PROCESS: ACTIVITIES

Duration	Topic
00:20	1. Iteration find teams
00:15	review
00:20	2. Iteration improve teams
00:10	review
00:10	Break
00:15	3. Iteration improve teams
00:10	review
01:40	

REORGANIZATION PROCESS: FINDING TEAMS PHASE

Every workshop participant...

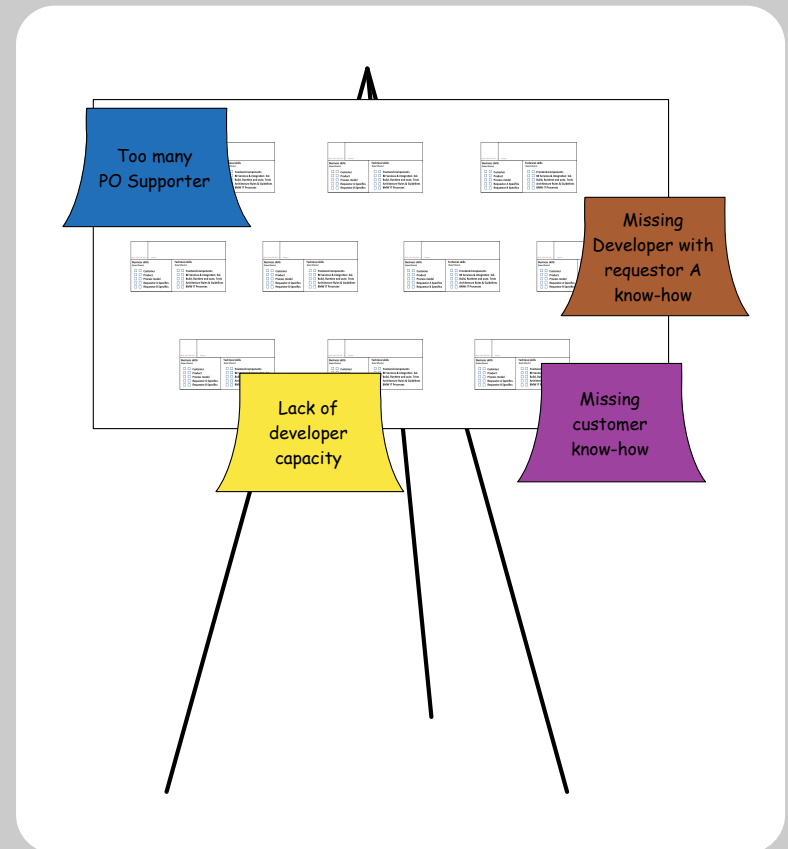
- ...interviews colleagues
- ...asks for new team member
- ...pins skill card at team container



REORGANIZATION PROCESS: REVIEW PHASE

Every workshop participant...

- ...can move from team to team
- ...checks if the team matches the vision
- ...posts defects at the team board if needed



ITERATION INSIGHTS

First iteration

- First newly formed teams
- One component team (let's call it team black) remains nearly unchanged

Second iteration

- Teams tried to solve their defects and asked for support from team black
- Further team members were leaving team black, less were joining
- Team black was not complete
- Other teams tried to keep their team members
- Somehow the reforming process stagnated

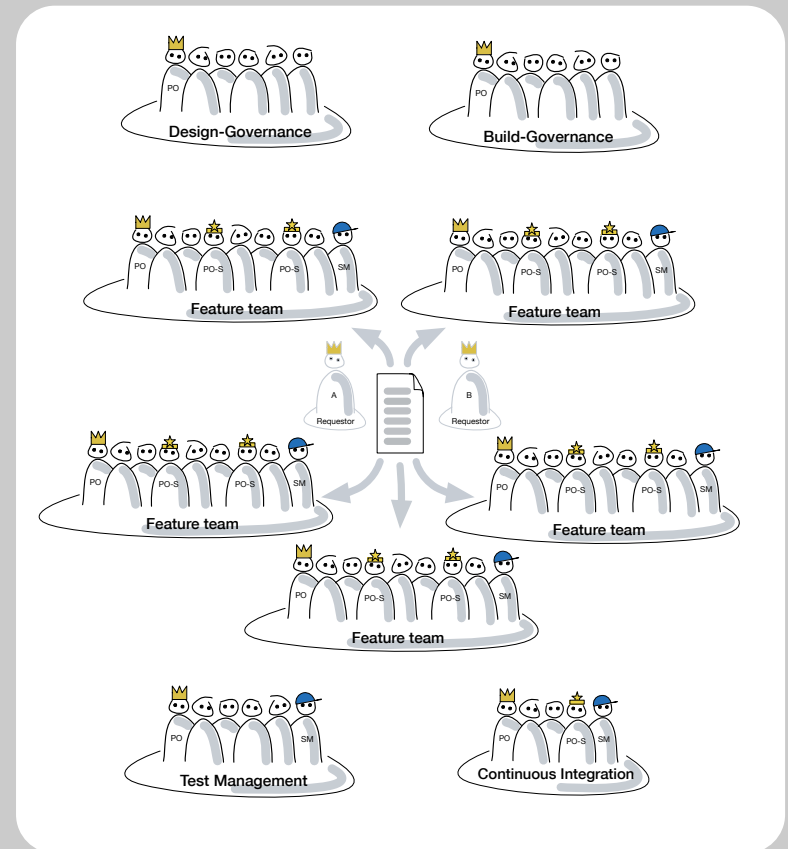
ITERATION INSIGHTS

Break

- All participants had to leave the room

Third iteration

- Participants were refreshed, got new energy
- All teams helped to solve the last defects and especially in team black
- After solving the last defect the whole team jubilated



Closing Reorganization Process

- Find a team name
- Find a team room
- Vote for Lead Developer
- Vote for Scrum-Master

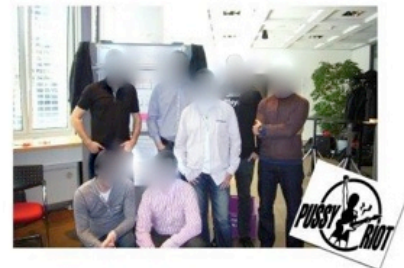


Closing Reorganization Process

Explaining how to work in next sprint

- Uncompleted user stories remain with their developers and move into the new team
- POs and PO Supporter keep their responsibilities/interfaces at first
- Subject Matter Experts are no longer dedicated to one team
- Defects under work remain with their developers and move into the new team
- Defects not touched yet, remain assigned to old team and get pulled by new teams
- “test management” team escalates not taken defects from time to time

TEAM PRESENTATIONS TO MANAGEMENT



Closing & Feedback

Closing the workshop as one-team

- Team activity
- One word feedback



SUMMARY

- Very positive mood, energy and motivation after the workshop
- Everyone was satisfied with his new team, even not joining team members were happy with their new teams
- The one-team exceeded the management expectations
- All feature teams are able to work on each backlog item independent from the requestor
- Social problems seemed to be solved

One self-designing team workshop is only a great start.

Therefore we offered all teams to do a team building workshop.

Due to project circumstances and vacation situation these workshops started in July 2014.

Agile Coaches

Edward Dahllöf

Nils Bernert

Josef Scherer

Mark Bregenzer

(Workshop Moderator)

S



Bahnstraße 16; 40212 Düsseldorf; Tel: +49 211 179 237-0 Fax: +49 211 179 237-19

Friedenheimer Brücke 29; 80639 München; Tel: +49 89 307 668-0 Fax: +49 89 307 668-123

Werner-Heisenberg-Straße 26; 3263 Neu-Isenburg; Tel: +49 6102 884 68-0 Fax: +49 6102 884 68-28

TEAM

MARK BREGENZER

Principal Consultant

+49 172 2 855 788

mark.bregenzer@valtech.de

NILS BERNERT

Senior Consultant

+49 174 3229660

nils.bernert@valtech.de

→ valtech.de