

# 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

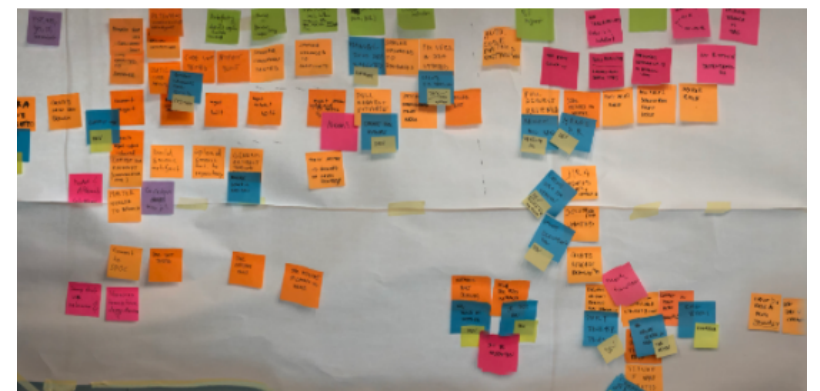
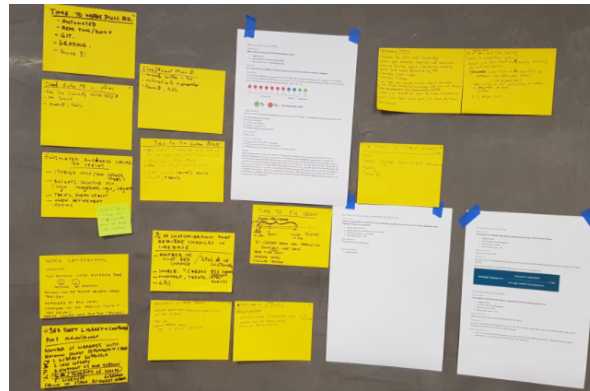
# TECHNICAL EXCELLENCE (OR LACK OF IT)

## 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

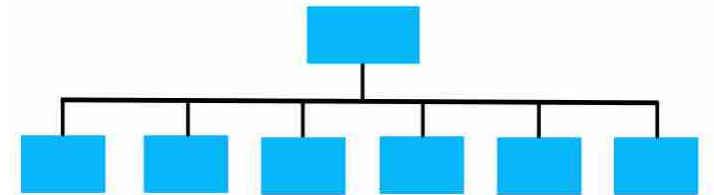
- During Flip1 teams attempted to shuffle members to cover as many components as possible by each teams
- Increased attention to technical excellence (e.g. workshops on event-storming, refactoring, CI, mob sessions)
- System models and maturity models with engineers
- Lessons learned from teams cooperating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

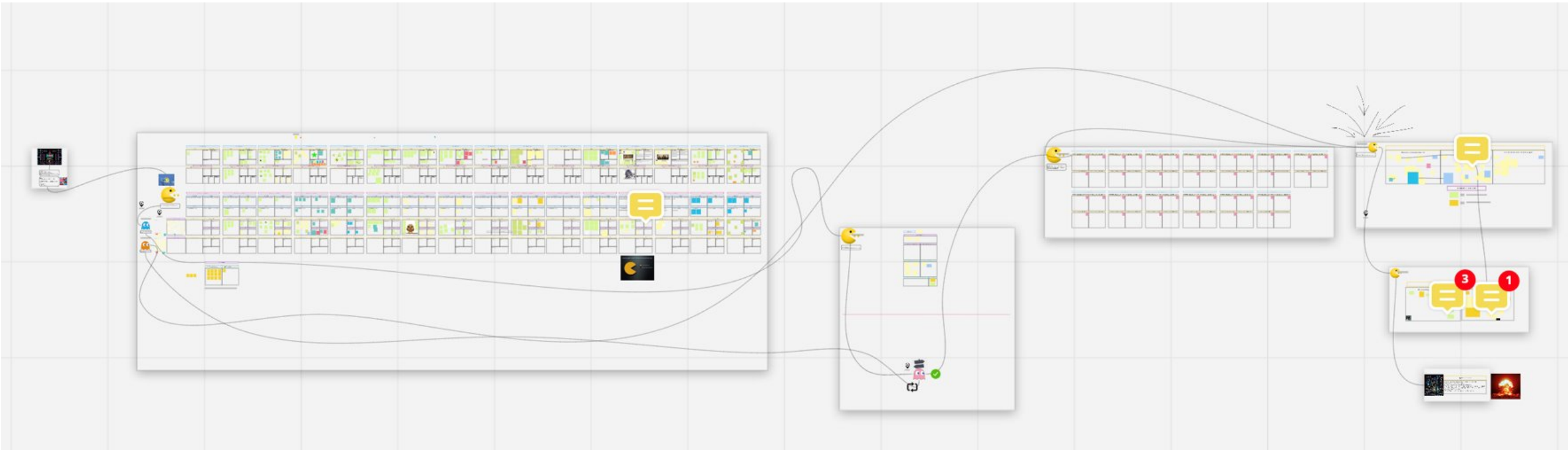
Write down on sticky's:

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

# WORKSHOP 1



# WORKSHOP 2



# Challenge

[illegible]

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 able)			

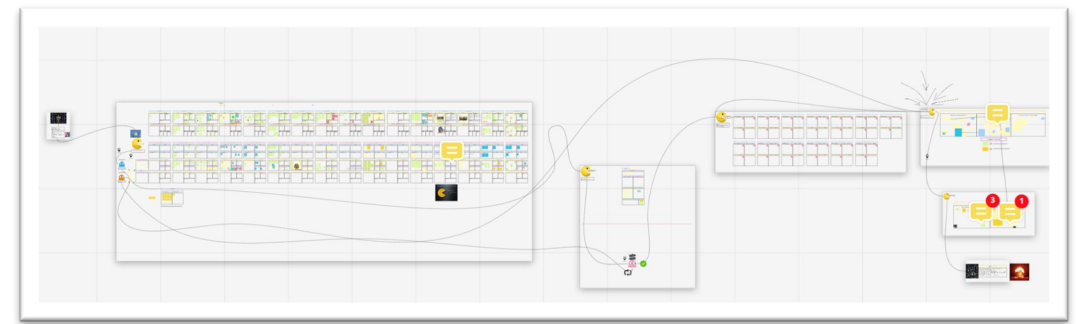
In between workshops		Evaluation	
	What do we love about this team?	What can we improve?	
Are we happy with our team design?	How could we improve further? (based on the evaluation)	What do we have to do to help other teams improve? (without sacrificing ourselves too much)	

[illegible]

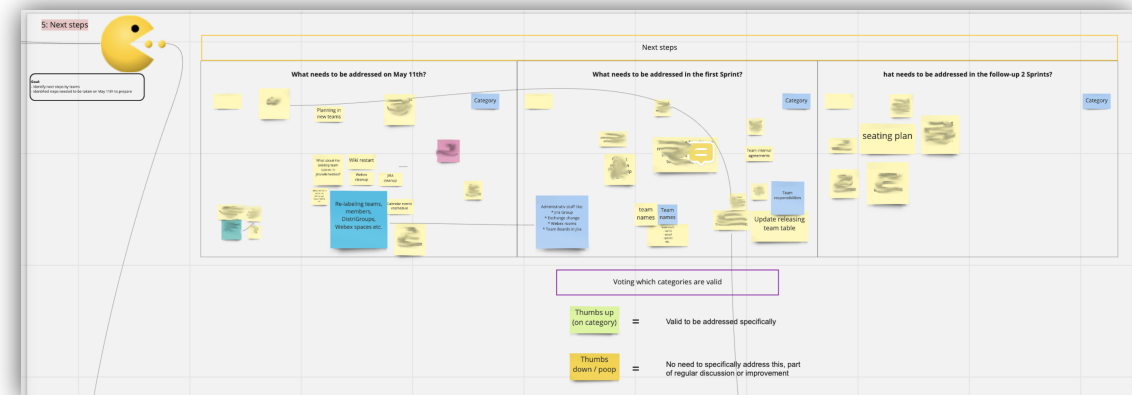
Evaluation Round 3			
Teams that can help us to make our improvements (and how) and we've spoken to	Teams that we can help to make improvements (and how) and we've spoken to		
Summary for others			
How happy are you with the current team design?	How could you improve further?		

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

## Lack of coffeecorner and 1-on-1 talks



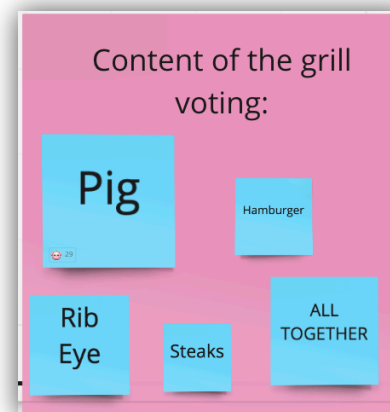
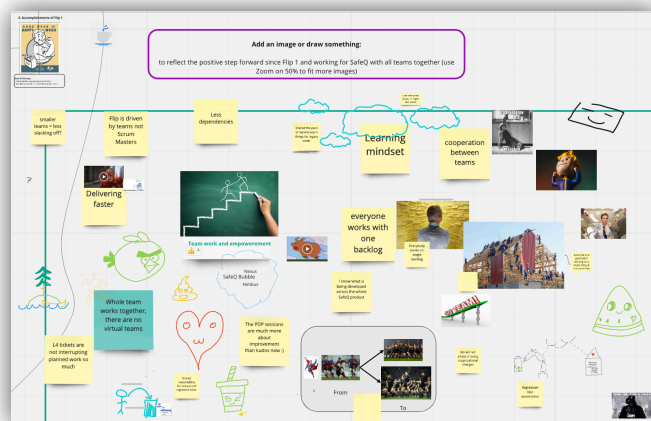
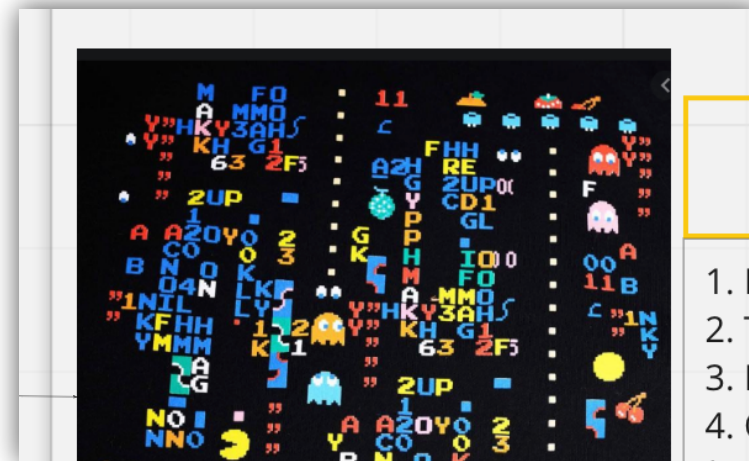
In between workshops			
Evaluation			
What do we love about this team?		What can we improve?	
Are we happy with our team design?	How could we improve further? (based on the evaluation)	What do we have to offer to help other teams improve? (without sacrificing ourselves too much)	



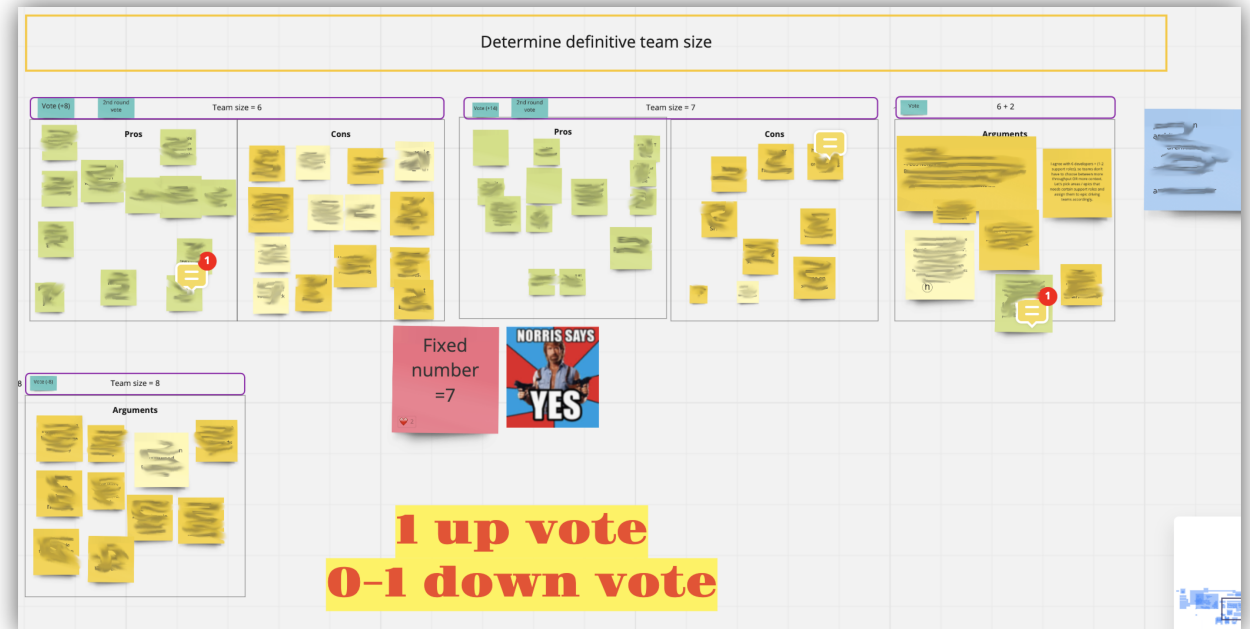
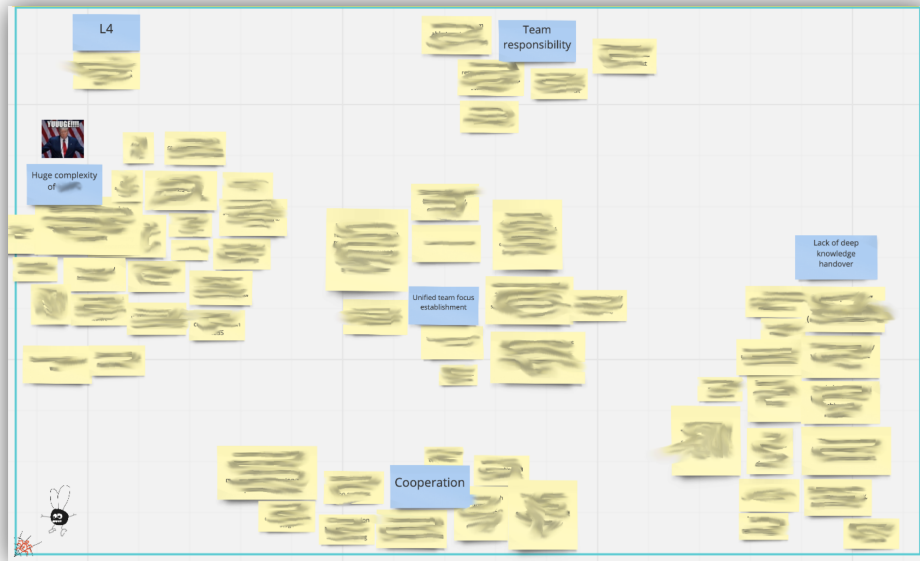


“

## Make it engaging and energizing

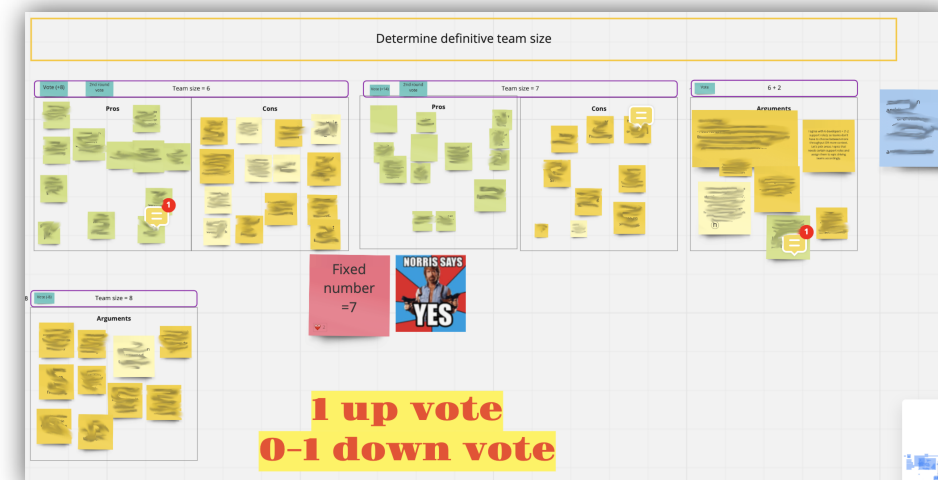
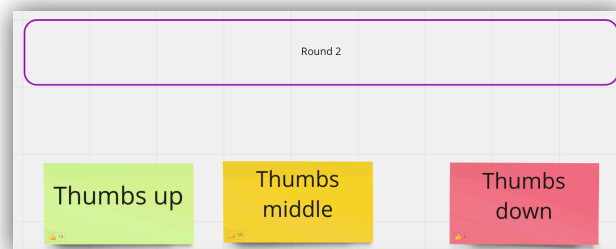
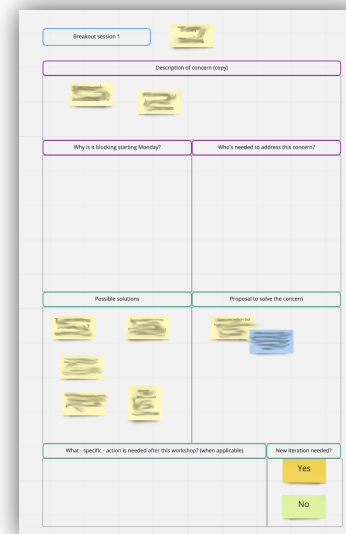
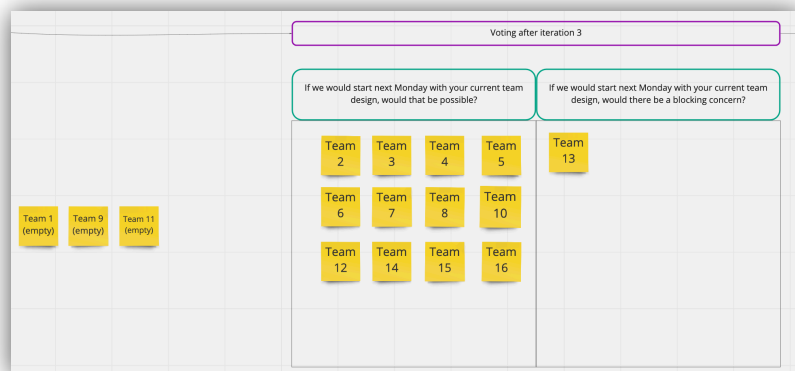


## “Have everyone contributing





# Having discussions and making decisions



# 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):**

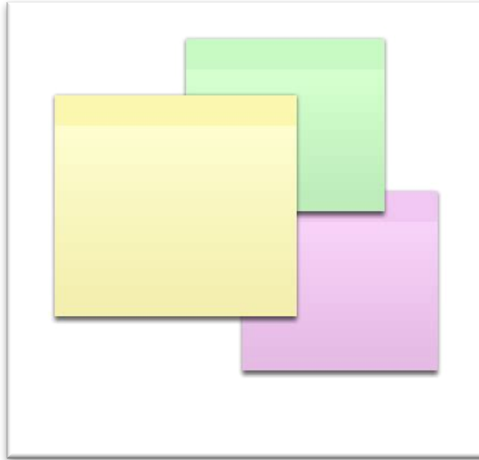
- Identify challenges in their current teams right now
- Effort on understanding and discussing the optimization goal
- Determine the team size across teams
- *To be determined (not sure now): first iteration of team self-design*

## **After the workshop(s):**

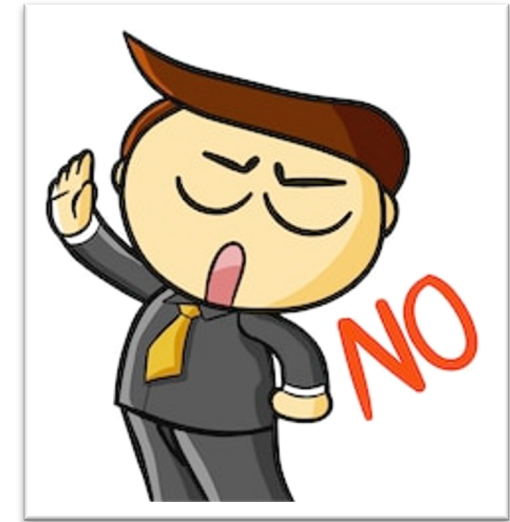
- Follow-up on open actions
- Follow-up on next steps



‘over’ prepare



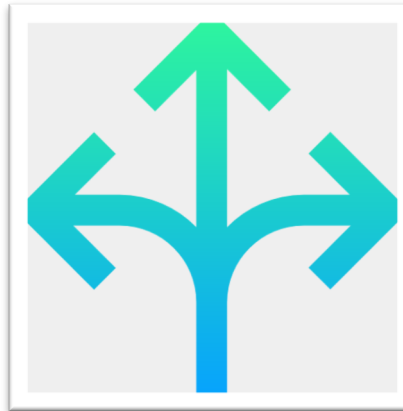
‘Draw before talk’



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?  
Join us during a coffee talk!

Visit us at [www.ysoft.com](http://www.ysoft.com)

 YSOFT®

# APPENDIX

# READ OR SEE MORE

[Y SOFT WEBSITE](#)

[MEETUP ABOUT LESS AT YSOFT](#) (INCLUDING FACILITATION TIPS)

[LESS DAYS EUROPE ABOUT YSOFT](#) (AND SFPD)

[BLOG ABOUT SELF-DESIGNING TEAM WORKSHOP](#)