SELF-DESIGNED
TEAMS
at BMW
MARK BREGENZER

Principal Consultant
Agile Methodology

Agile Experience:
→ 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 and automotive
Agenda

→ Project history

→ Motivation for reorganization

→ Motivation for self-organization

→ Self-designing team workshop

→ Workshop reflection
Project history

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
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
→ A second requestor
→ About 100 project members
→ Four 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
Motivation for reorganization

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
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

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<tr>
<th>Duration</th>
<th>Topic</th>
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<tbody>
<tr>
<td>00:10</td>
<td>Introduction/agenda</td>
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<tr>
<td>00:05</td>
<td>Project targets &amp; vision</td>
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<td>00:15</td>
<td>Presentations crosscutting teams</td>
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<td>00:10</td>
<td>Introduction ReOrg process &amp; motivation</td>
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<td>Opening practice:</td>
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<td>* Build a ship</td>
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<td>* Group according to tech. skills</td>
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<td>* Group according to business skills</td>
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<td>01:40</td>
<td>ReOrg process:</td>
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<td>* 3 Iterations 35 min. incl. Review</td>
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<td>* Less time for iteration 2 &amp; 3</td>
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<td>* Break between iteration 2 and 3 (10 min.)</td>
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<td>00:20</td>
<td>Closing ReOrg process:</td>
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<td>Find team names, find team room, vote Lead Developer/Scrum-Master</td>
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<td>00:15</td>
<td>Team presentations</td>
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<td>00:15</td>
<td>Closing:</td>
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<td>common activity and one word feedback</td>
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Self-designing team workshop

PROJECT TARGETS AND VISION

Targets

- Get more flexibility in working on different backlog items
- Push project effectiveness
- 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.
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
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
Flip charts for all teams
## REORGANIZATION PROCESS: ACTIVITIES

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<td>2. Iteration improve teams</td>
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<td>review</td>
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</tbody>
</table>
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
Self-designing team workshop

ITERATION INSIDES

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
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
Self-designing team workshop

Closing Reorganization Process

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

Team Name Scheme

- Bands
- Mountains
- Stars
- Colors
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
Self-designing team workshop

TEAM PRESENTATIONS TO MANAGEMENT
Closing & Feedback

Closing the workshop as one-team

→ Team activity

→ One word feedback

feels good
cool
motivated
interesting
well done!
great experience
nice
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 start in July.
SPECIAL THANKS

Edward Dahllöf
Nils Bernert
Josef Scherer