Feature Teams (vs. Component Teams)

Exposing Local Optimization

presented @
UnitedHealth Care
Lunch & Learn

by Gene Gendel

Local Optimization

Local Optimization

("This Is Not My Job")

Sourced from: https://static.timesofisrael.com/www/uploads/2019/11/000_1MB1Q8-640x400.jpg

Local Optimization

…whereas, **Global optimization** refers to finding the optimal value of a given function among all possible solution…

… **Local optimization** finds the optimal value within the neighboring set of candidate solution…

https://www.igi-global.com/dictionary/from-optimization-to-clustering/45858

Pentagon Wars – Bradley Fighting Vehicle Evolution 

Local Optimization

"*Everyone is busy and working so hard. Yet, the system is delivering slow and Users are not happy*"

How could that be?

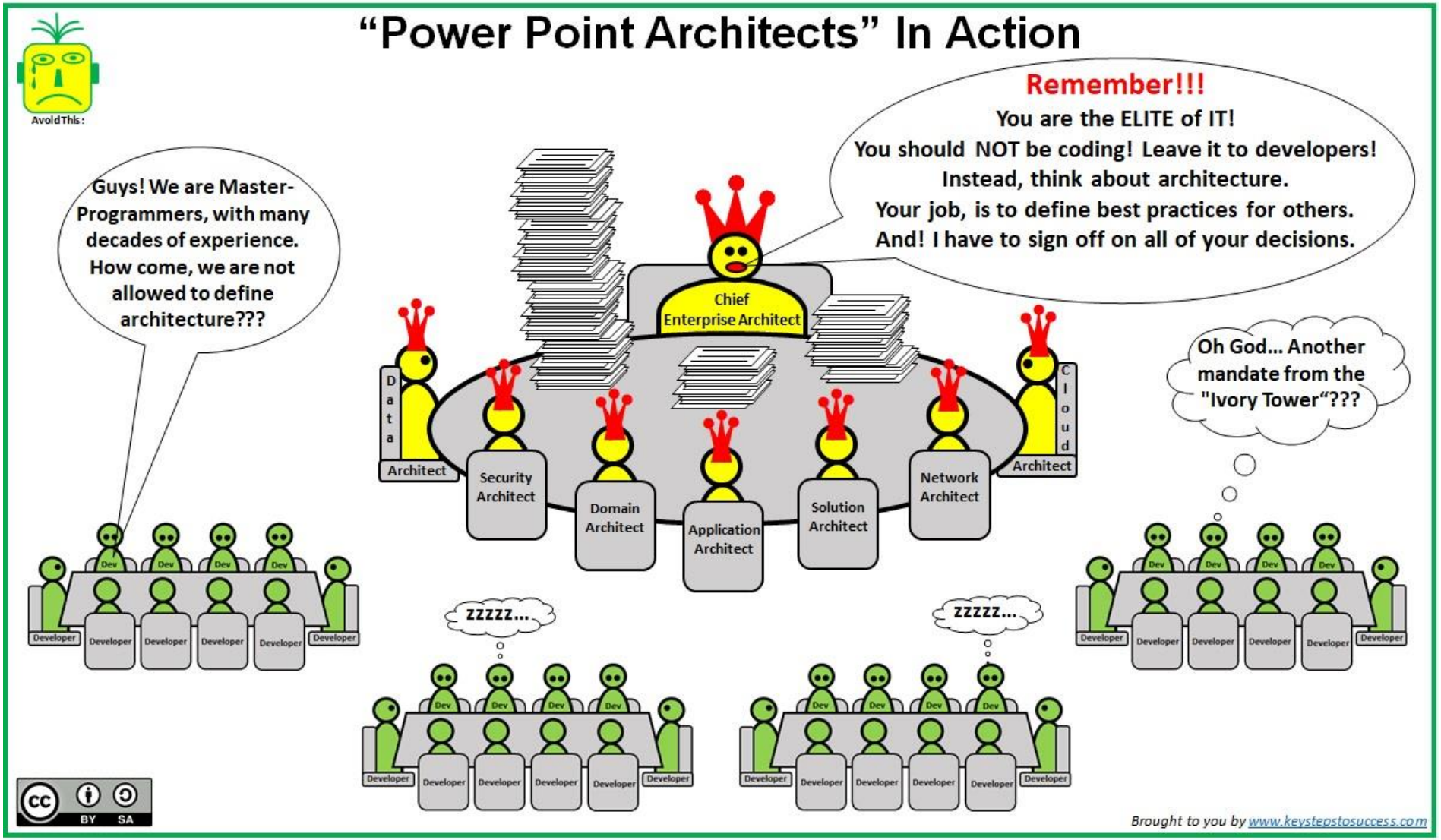
Sourced from: https://www.youtube.com/watch?v=5unMlXg6WL4

Local Optimization

Frequently Heard Justifications:

- Efficient
- Productive
- Best
- Good
- Optimized
- Ideal
- Cost-Effective

Local Optimization



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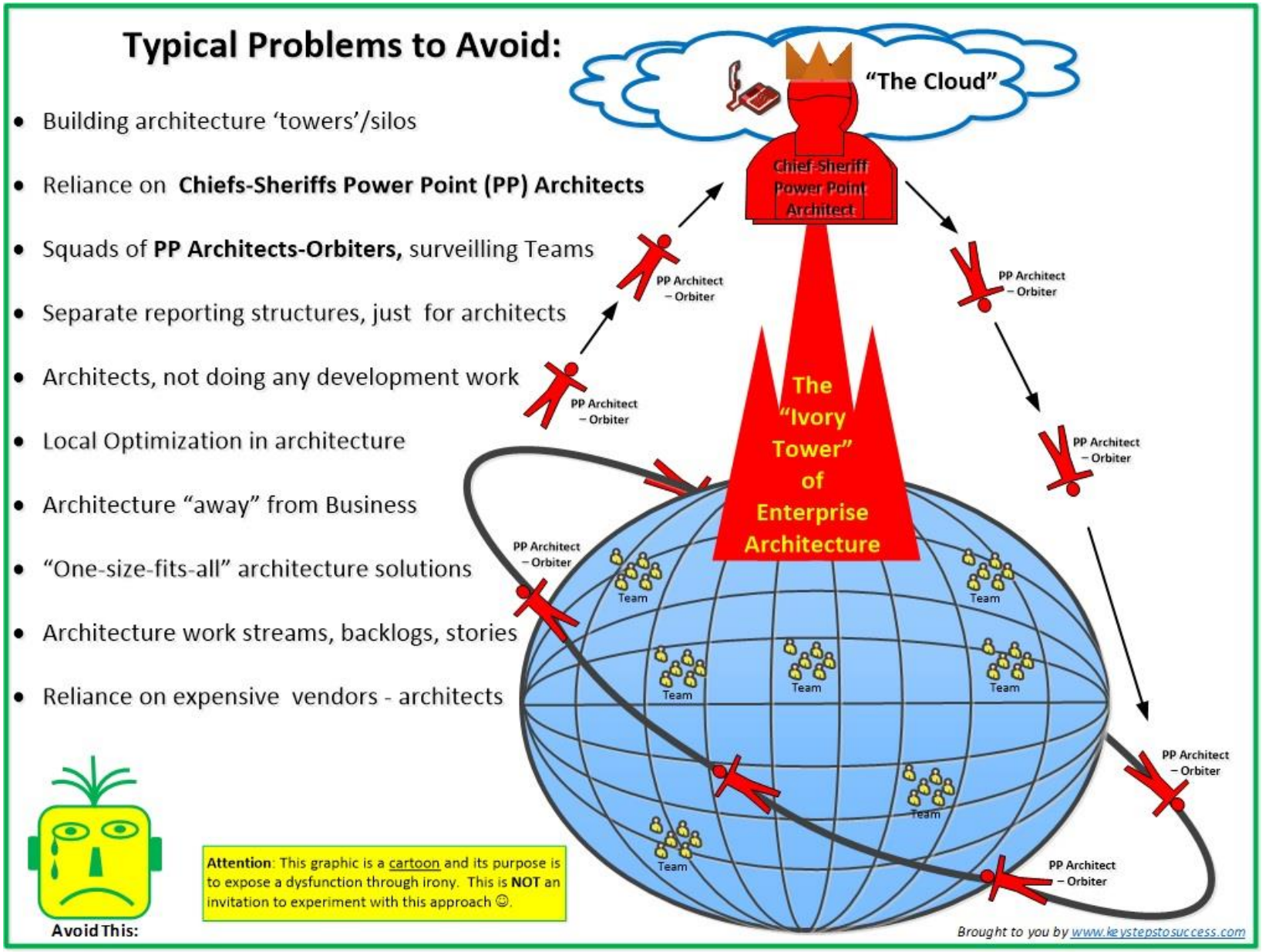
Local Optimization



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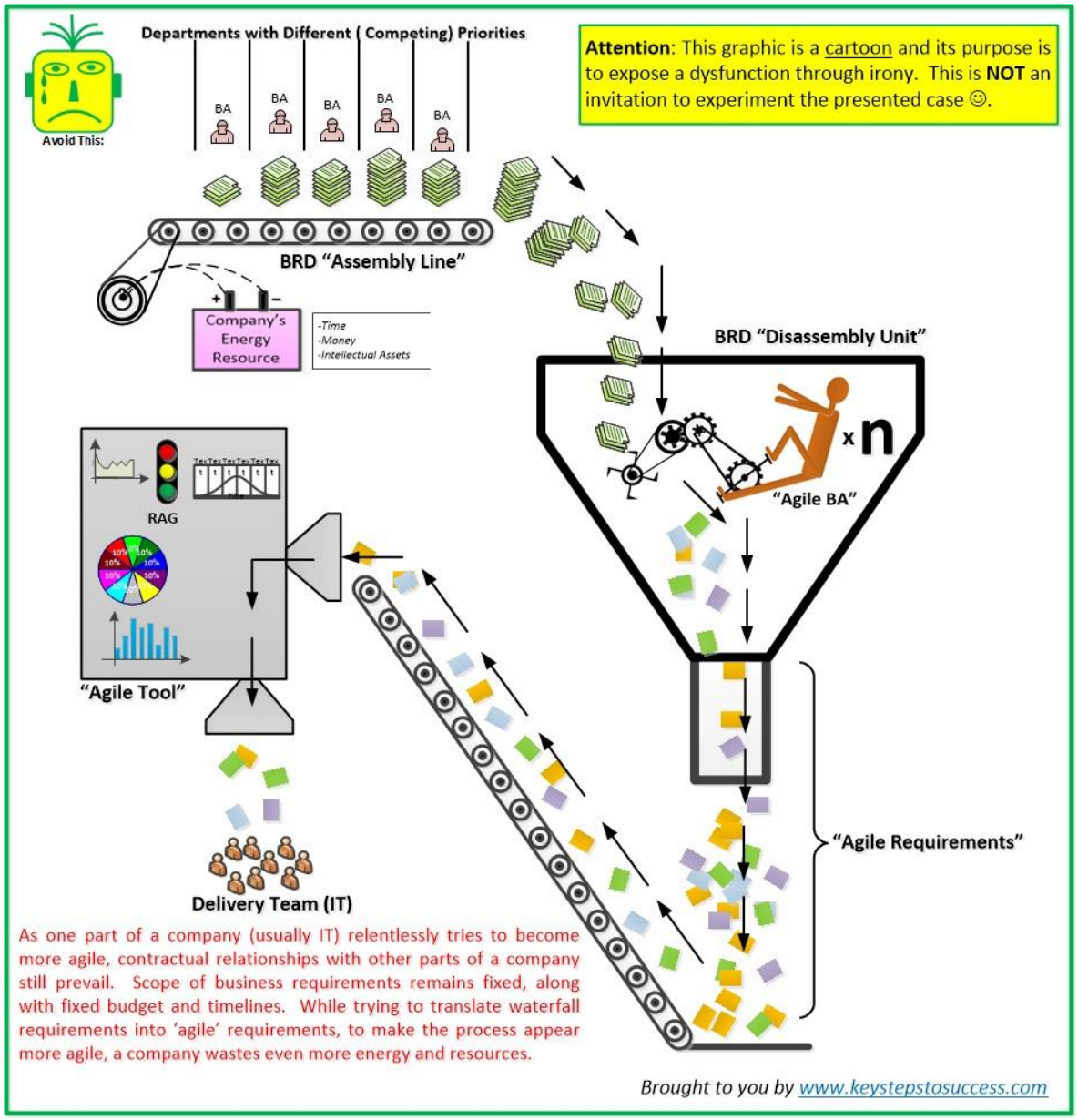
Local Optimization



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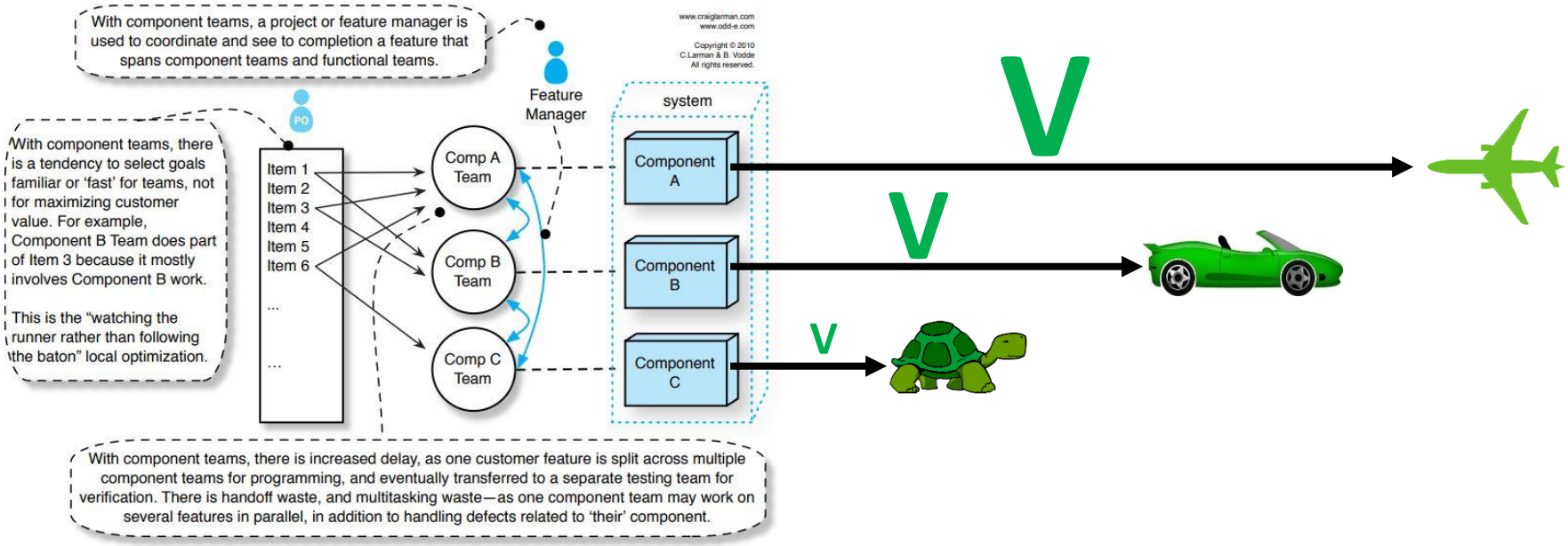
LeSS Guides: *Organize by Customer Value*

Component Teams



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Big Mistake # 1

V > V > v =

Big Mistake # 2

V + V + v =

Can these velocities be used to <u>reliably</u> estimate <u>volume</u> and <u>complexity</u> of delivered features?

LeSS Guides: *Organize by Customer Value*

Synonyms for "Component Team"

Local Optimization

Sourced from creative commons repository of Certified LeSS Trainers: https://less.works/courses/become-less-trainer

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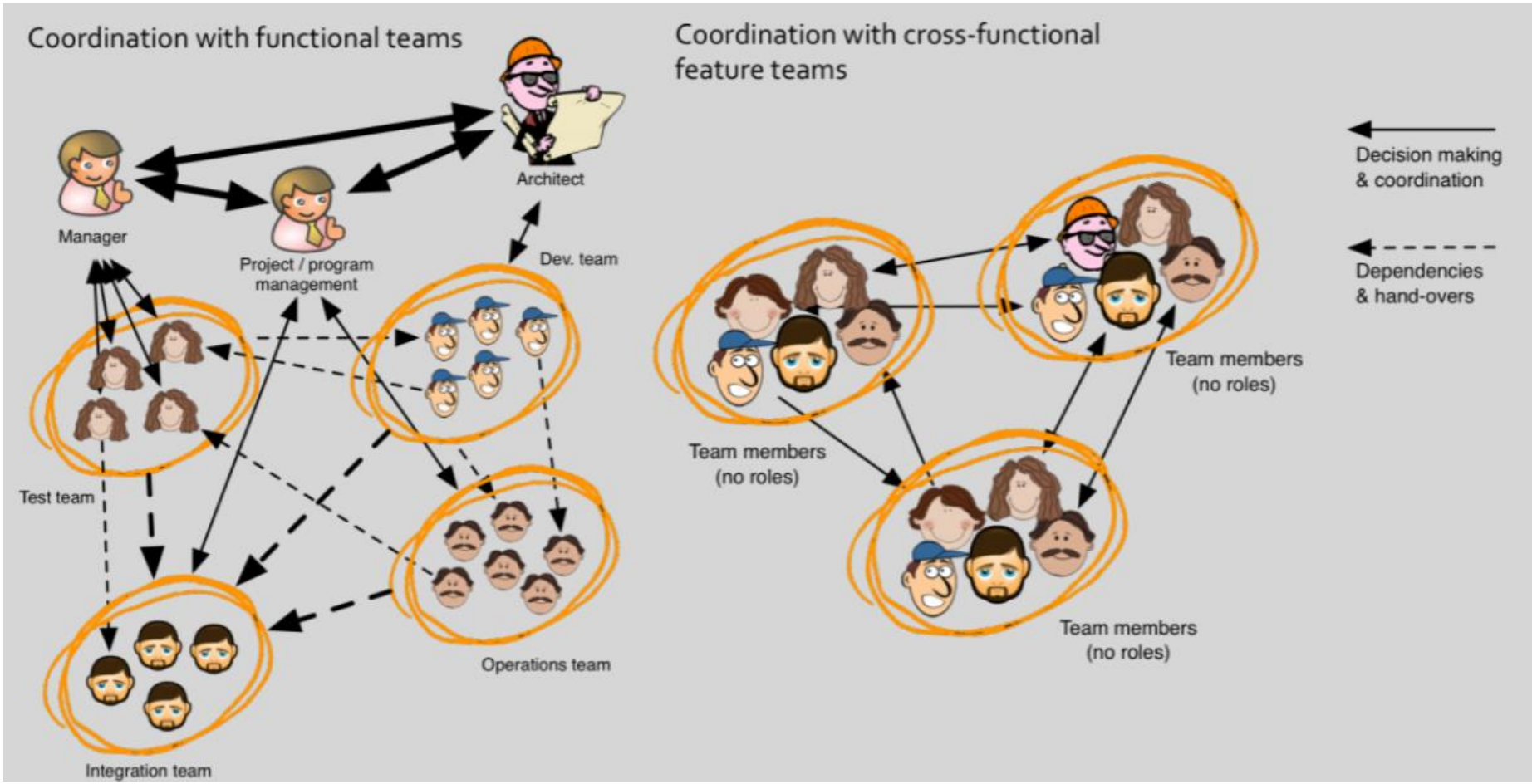

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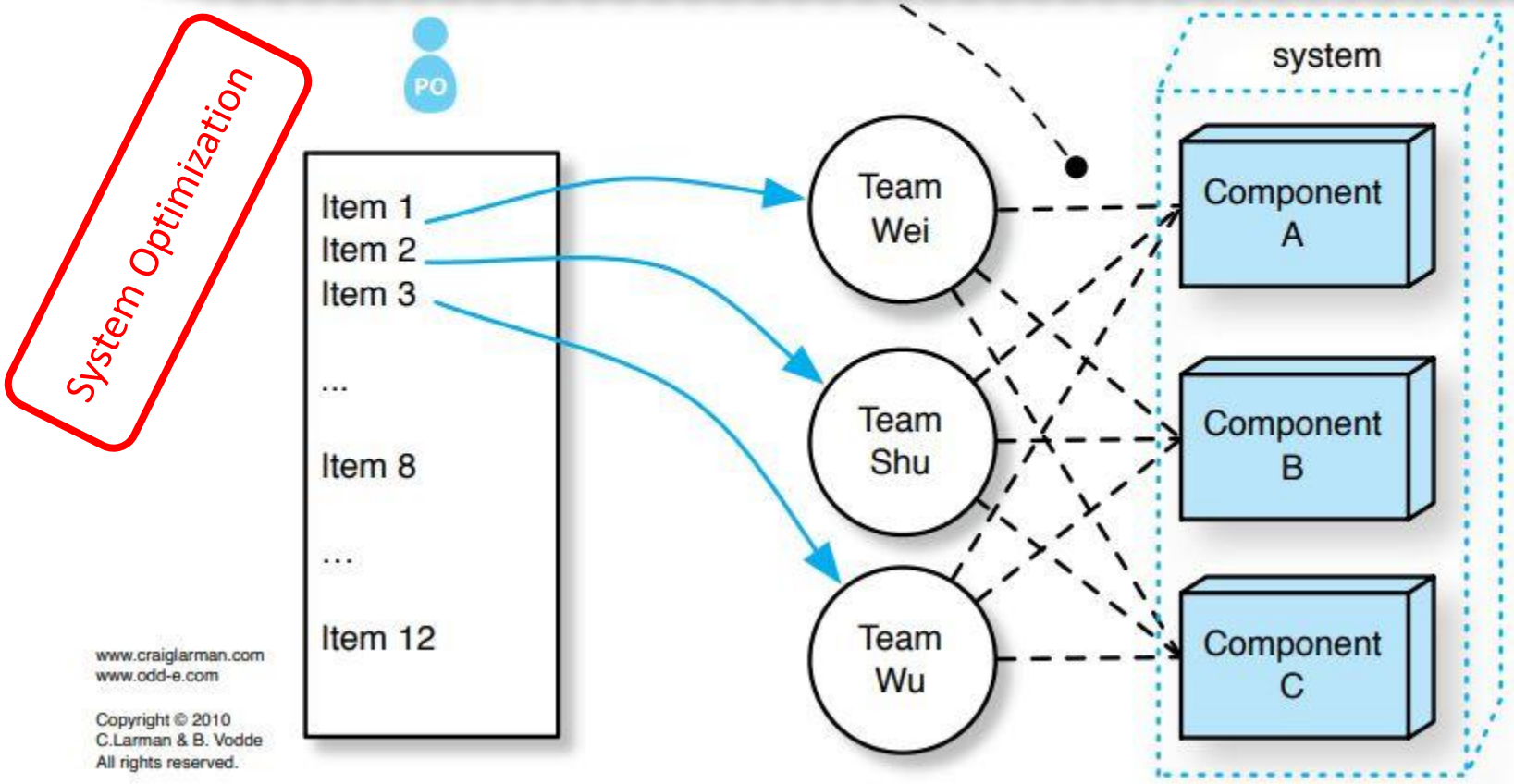
LeSS Guides: *Organize by Customer Value*

With feature teams, teams can always work on the highest-value features, there is less delay for delivering value, and coordination issues shift toward the shared code rather than coordination through upfront planning, delayed work, and handoff. In the 1960s and 70s this code coordination was awkward due to weak tools and practices. Modern open-source tools and practices such as TDD and continuous integration make this coordination relatively simple.



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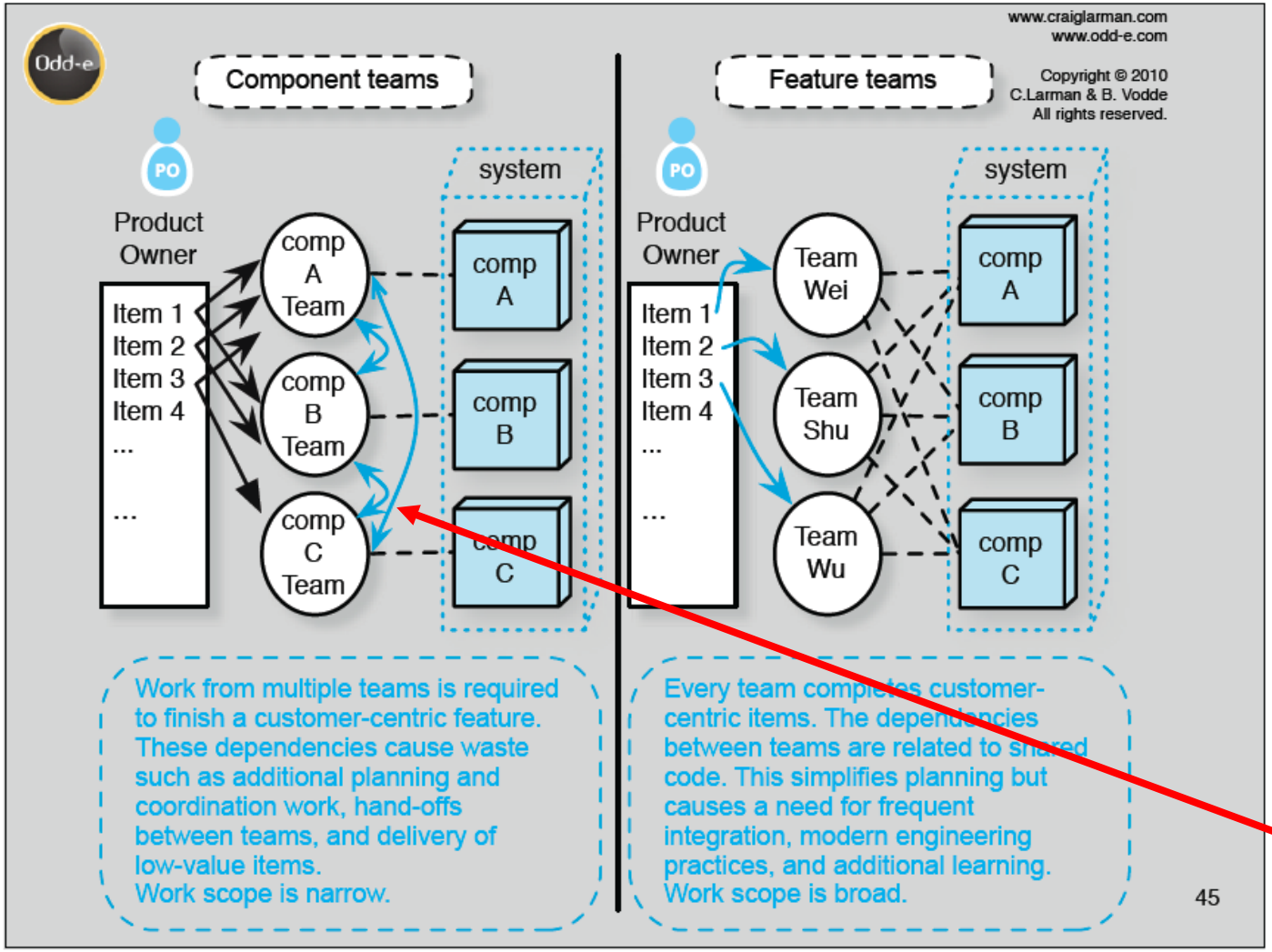

Coordination Costs $$$$$$$$$$

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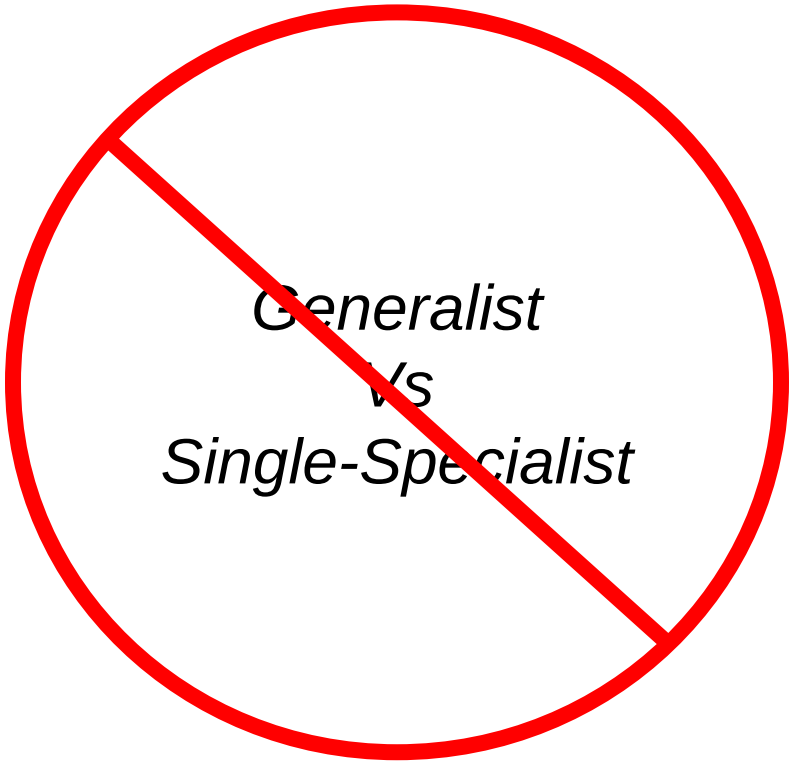
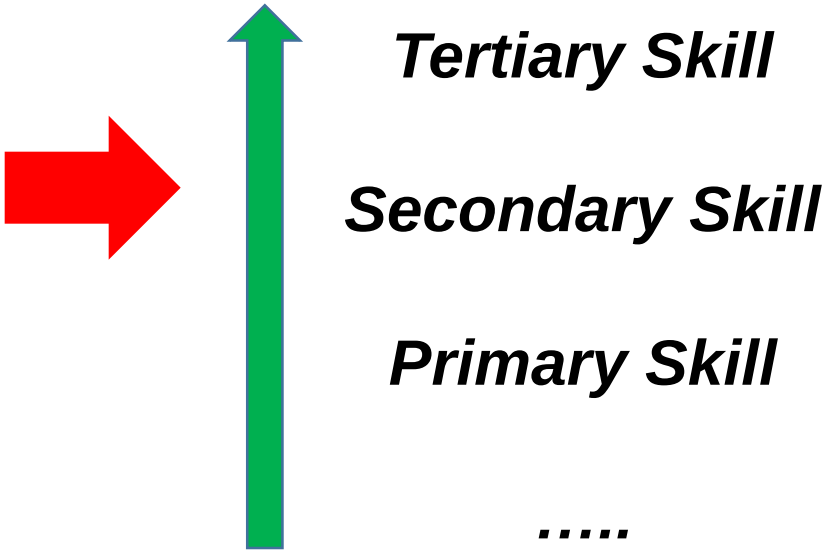
Avoiding False Dichotomies





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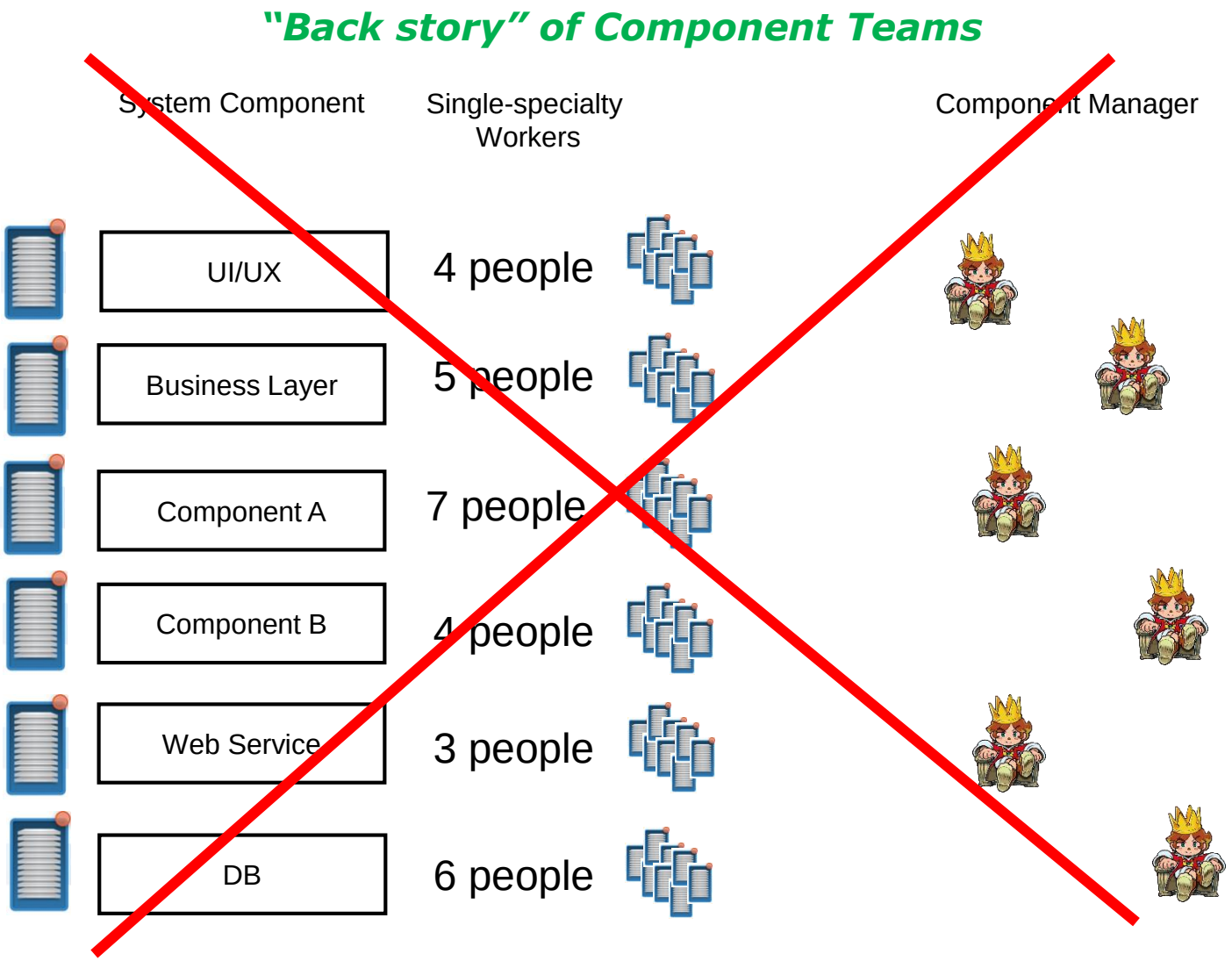

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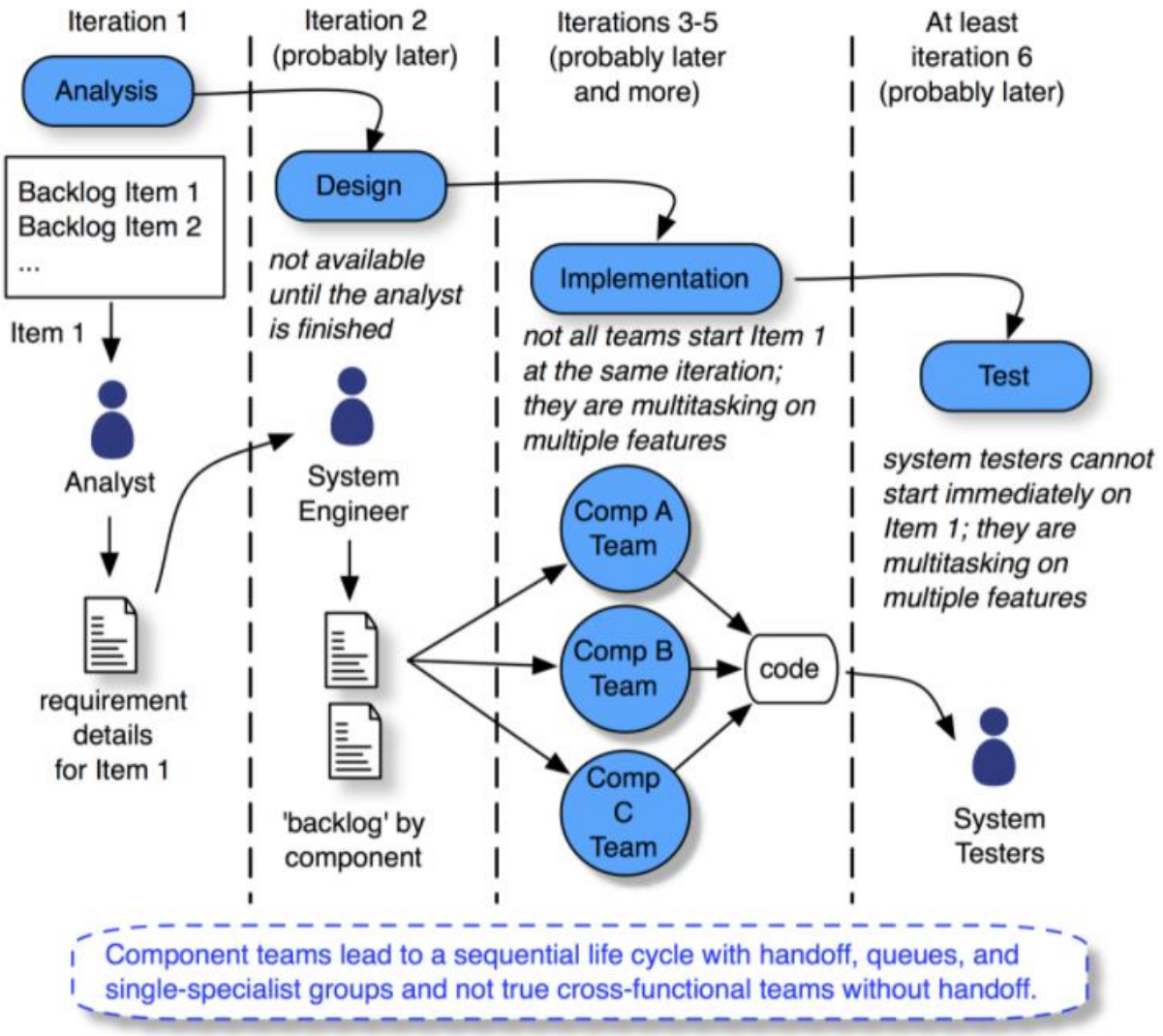

Sourced from https://less.works/less/structure/feature-teams

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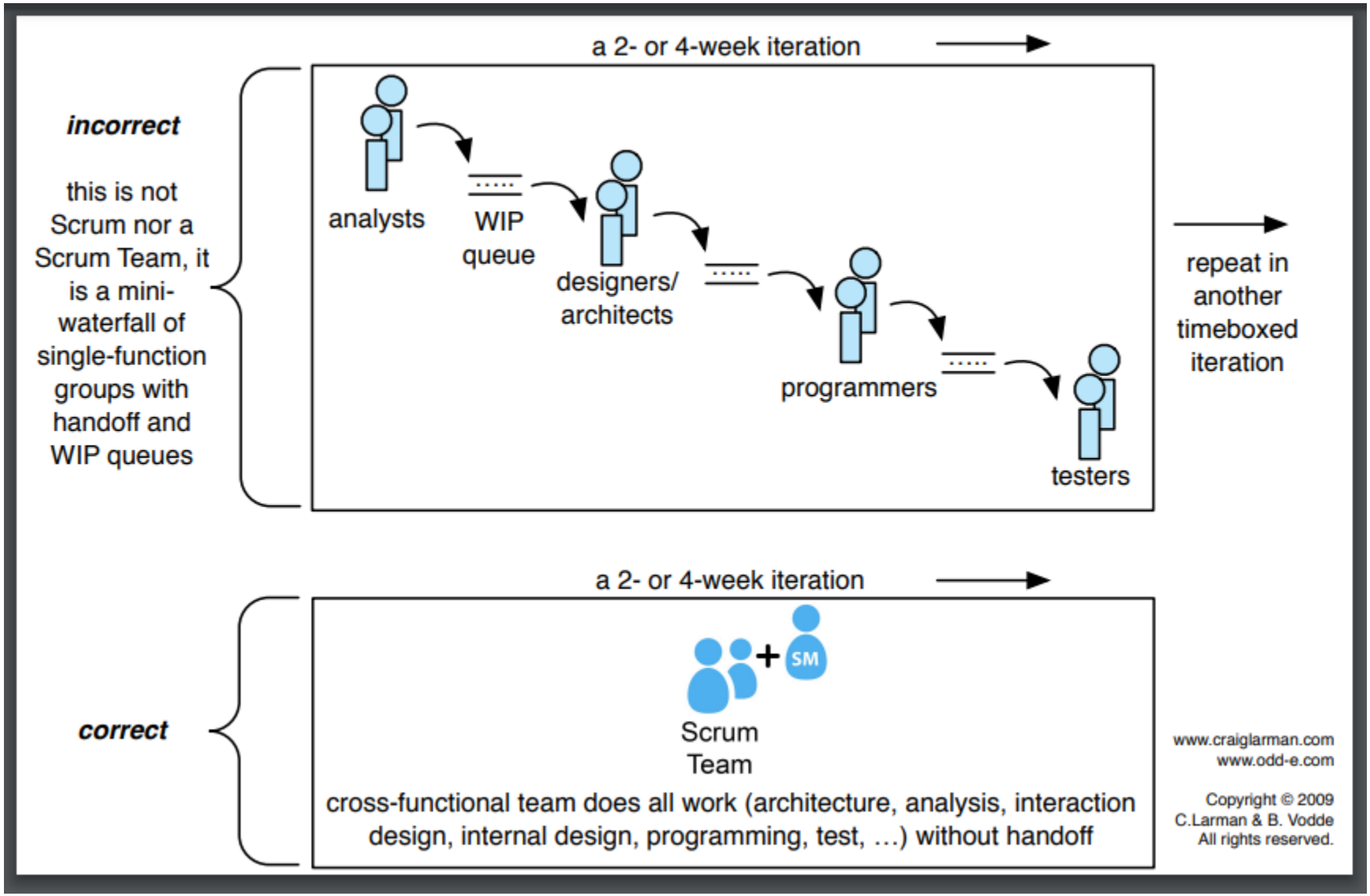

Sourced from https://less.works/scaling-book-images/scaling-agile-lean-development-thinking-tools/chapter-8-single-function-groups-en.pdf

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Seeing (and Hearing) Local Optimization

"Everyone is doing their best yet overall systems throughput is degrading. How can that be?" This is the paradox of **local optimization** —when a person or departmental decision maker optimizes for the local view or self-interest. The party making the decision frequently *believes they are making the best decision*, but because 'best' is a local optimization, in fact it sub-optimizes overall system throughput. This is a result of "silo mentality," misunderstanding, fear, limited information, delayed feedback, ignorance, careerism, avarice, and other common *organizational learning disorders*.

- Team Structures
- Org. Structures
- Documentation
- Definition of Done
- Backlogs
- Role Definitions
- Product Design
- Goals & Metrics

Q & A