Benefits of Feature vs Component Teams in Large Enterprise

Presentation to:

Large Scale Scrum (LeSS) NYC

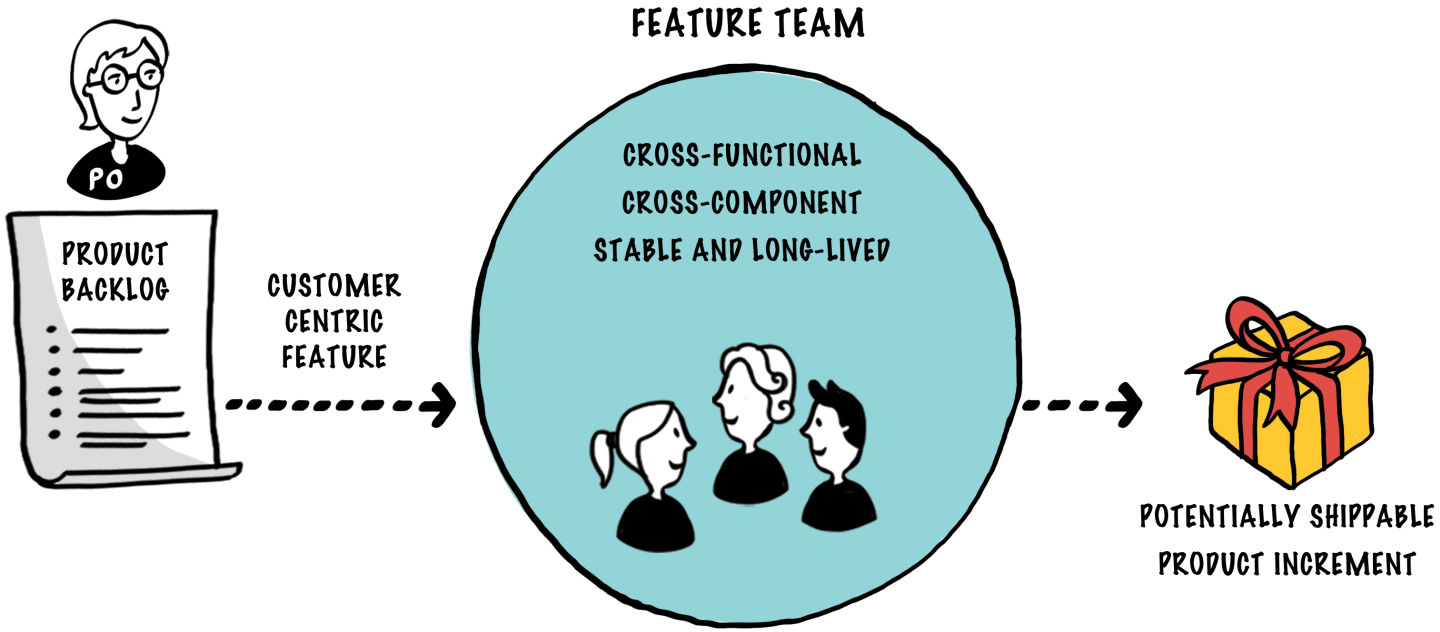
9-22-2022

Your presenter today: Leor Herzfeld

- I have been practicing Agile since 2008 and has worked across all levels of large-scale Agile transformations with a focus on organizational design and culture change.
- I believe that connecting people's individual purpose with the needs and objectives of the organization at large is a key factor in enabling sustainable transformation.

Component vs Feature Teams

What is a Feature team?



TEAM HAS THE NECESSARY KNOWLEDGE AND SKILLS TO COMPLETE AN END-TO-END CUSTOMER-CENTRIC FEATURE. IF NOT, THE TEAM IS EXPECTED TO LEARN OR ACQUIRE THE NEEDED KNOWLEDGE AND SKILL.

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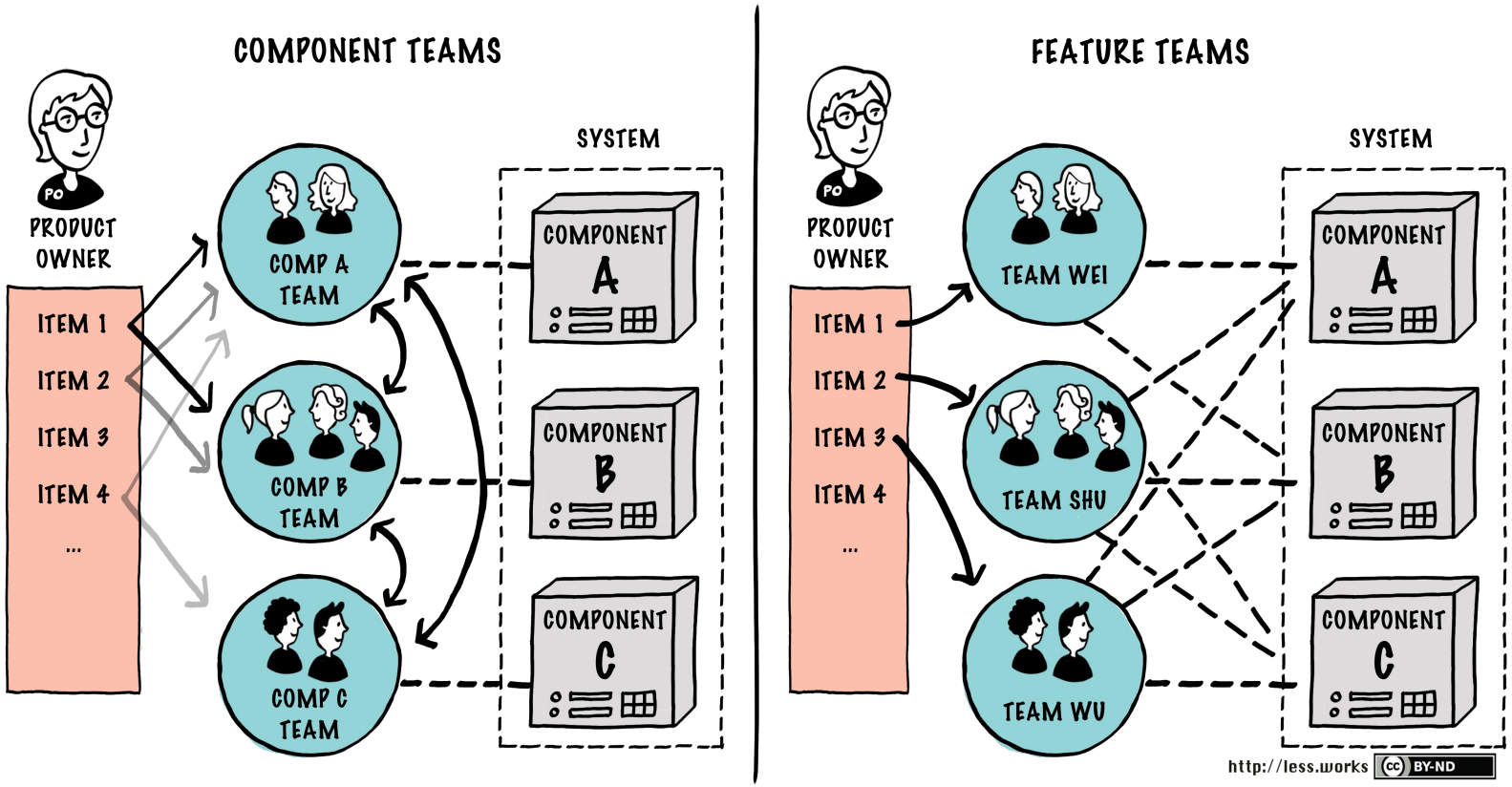
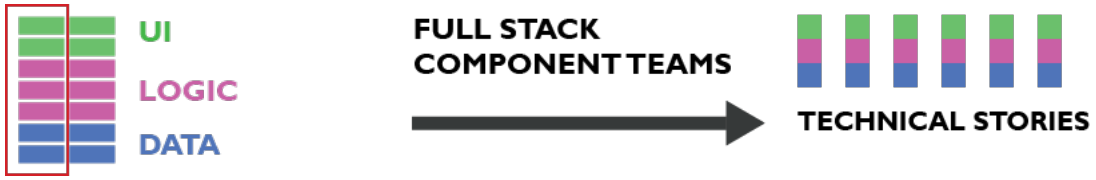
Component vs Feature Teams



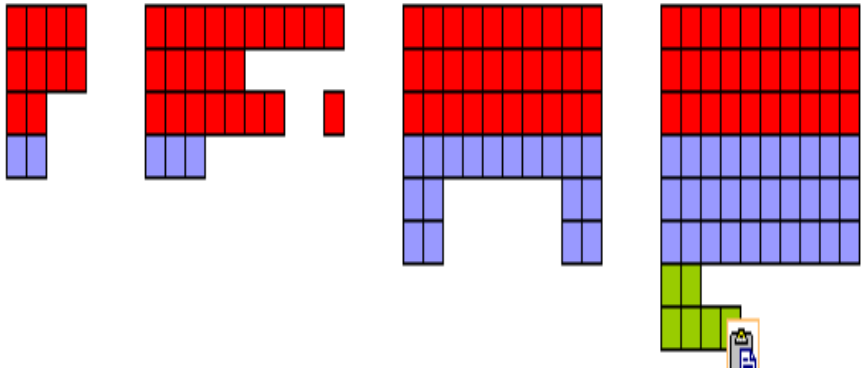
Feature teams slice the cake

- Our first inclination is often to write stories that are purely from one layer
- We're better off taking a slice through the entire cake (user interface, middle tier, database). In a scaled environment, this applies to technology components that combine to form features.

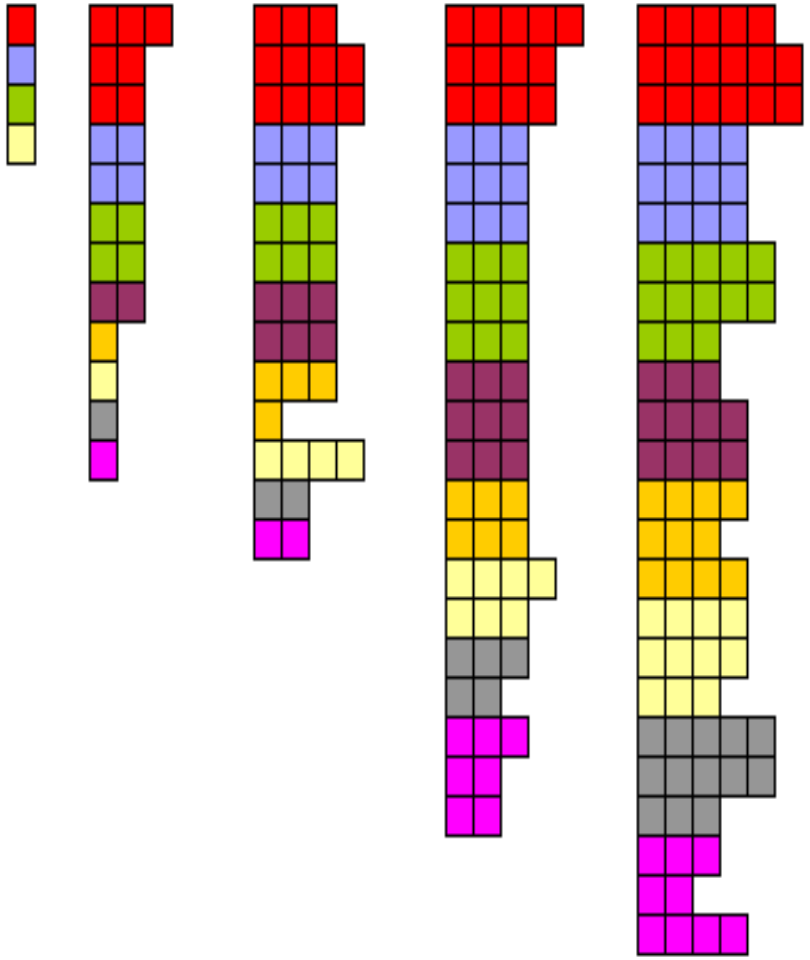


Slice the cake

Not this



But this



Tools from Integral Theory

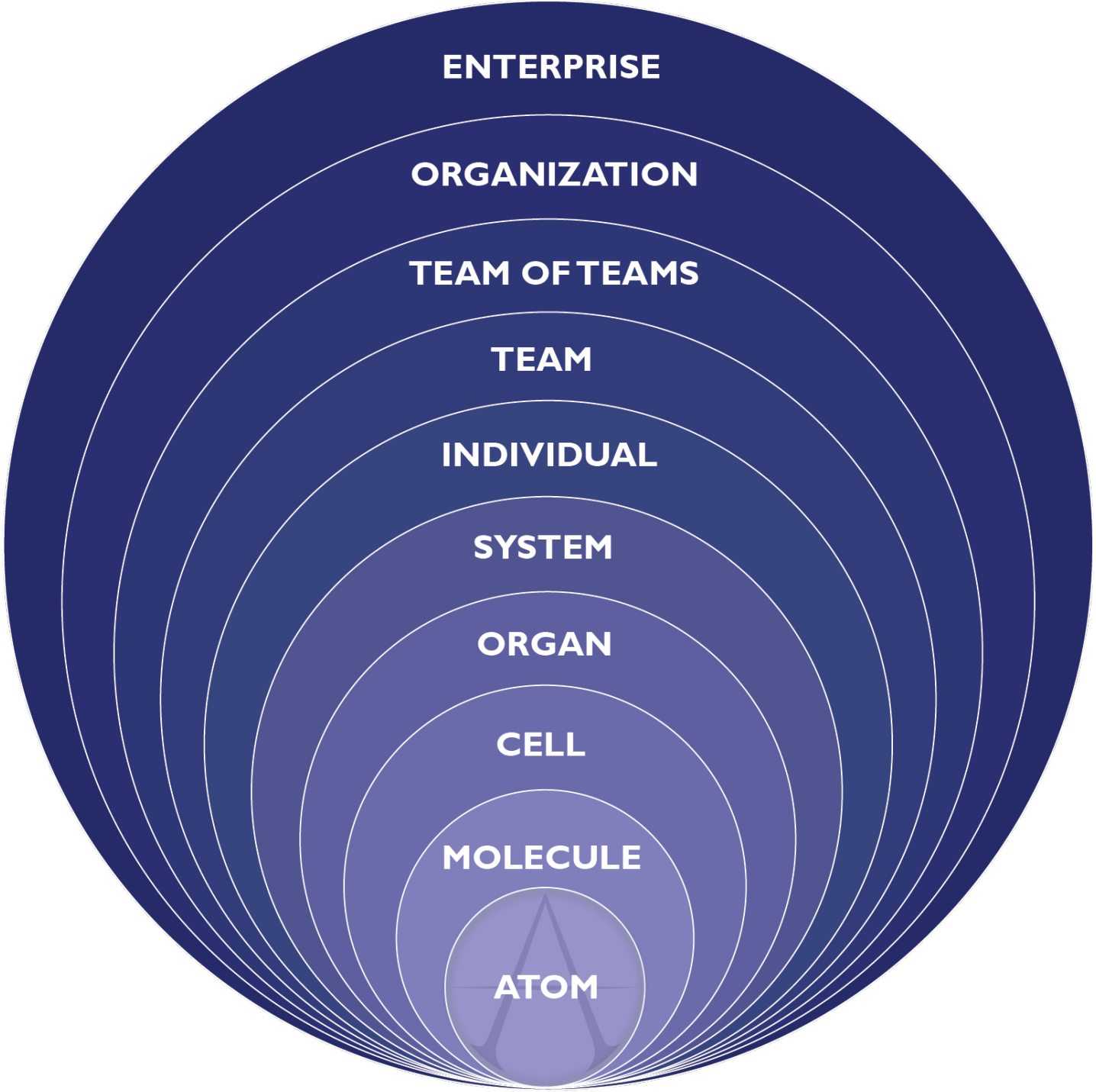
What is Integral Theory?

- During the last 30 years, we have witnessed a historical first: all of the world's cultures are now available to us.
- Knowledge itself is now global.
- What if we took literally everything that all the various cultures of the world have to tell us about human potential and put it on the table?
- Sound complicated, complex, daunting?

WELCOME TO THE INTEGRAL APPROACH

- Ken Wilber

What are Holons?



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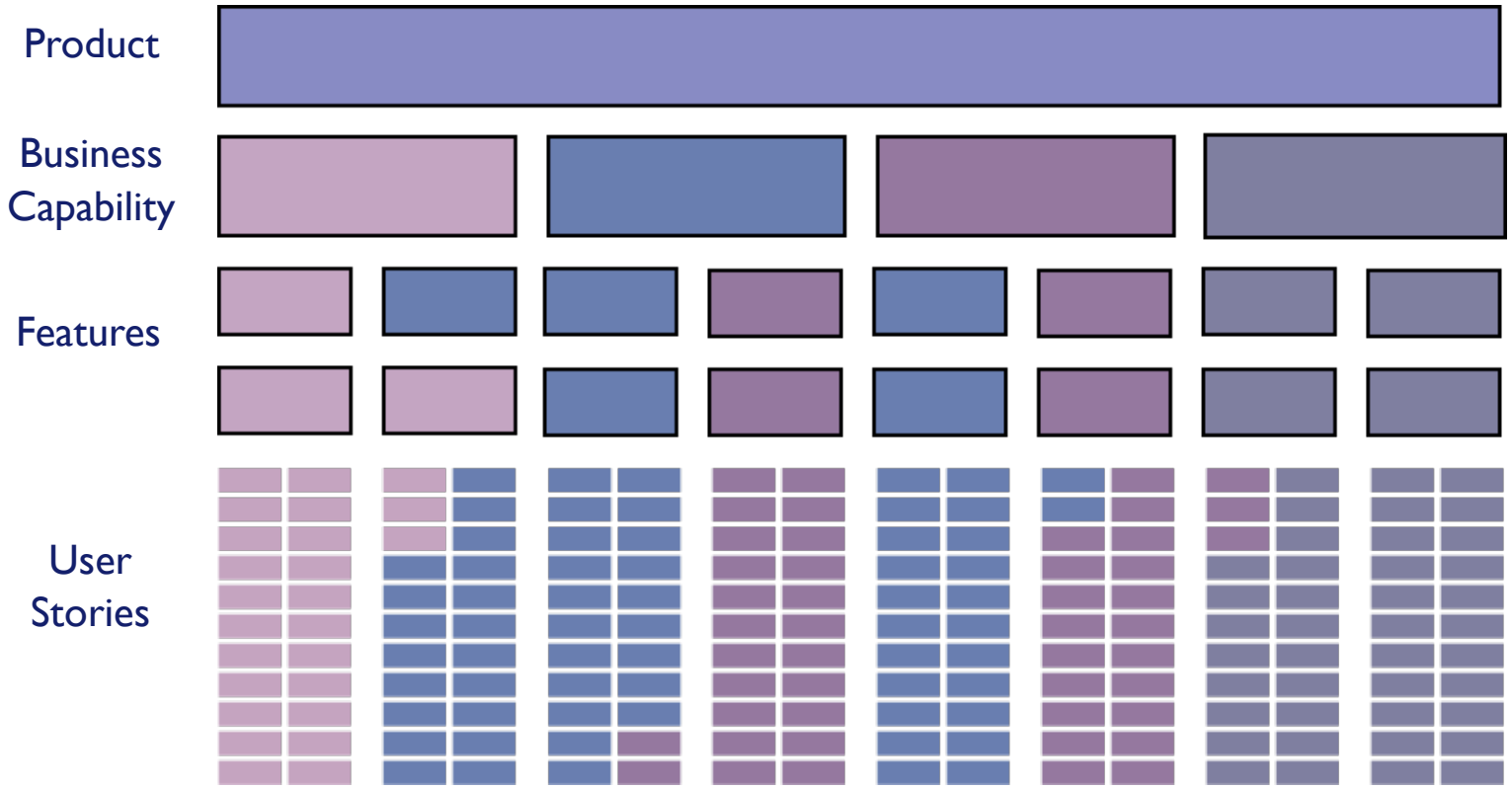
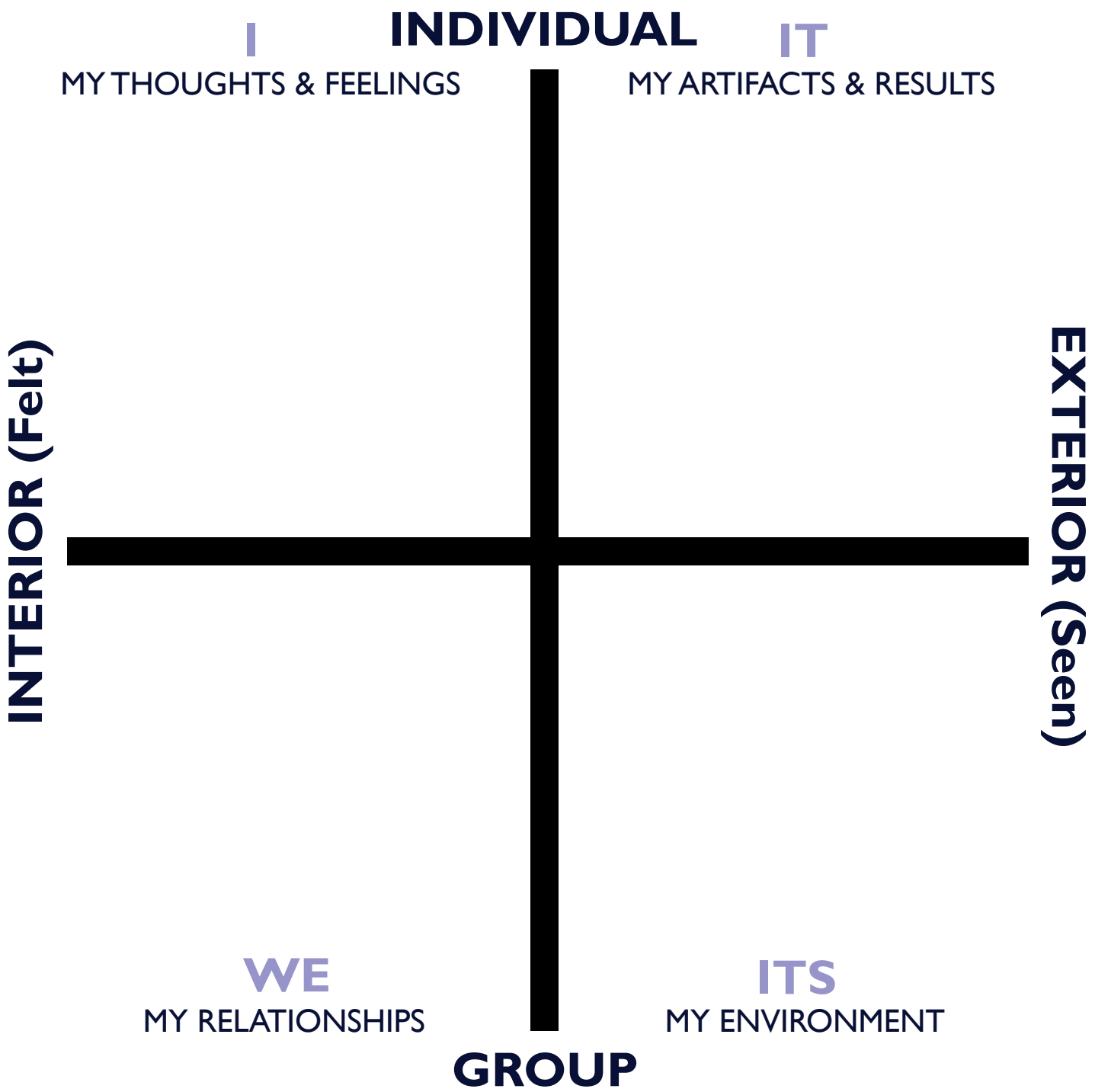
THE AGILE WORK STRUCTURE IS ALREADY HOLONIC



The Four Quadrants



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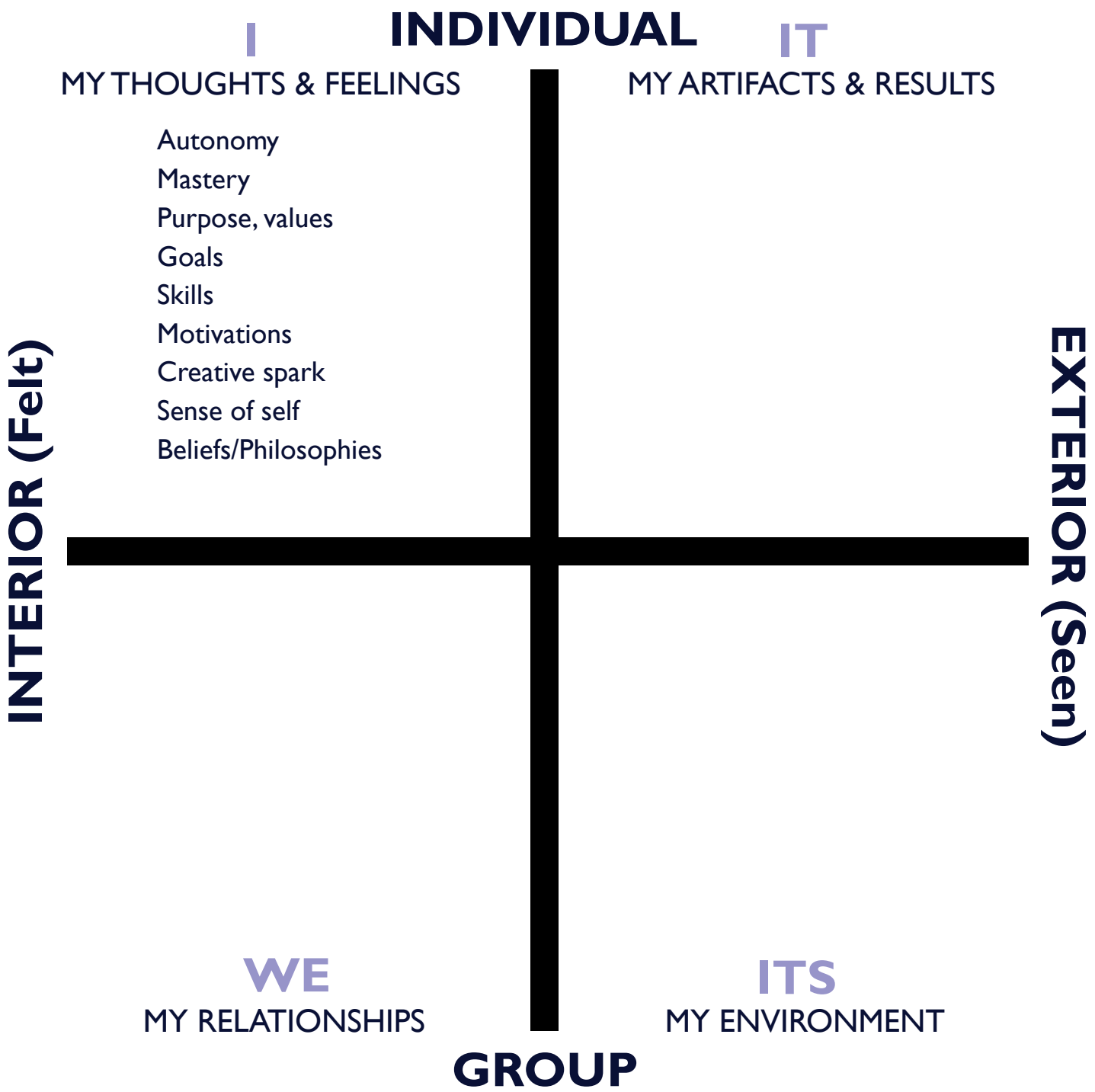

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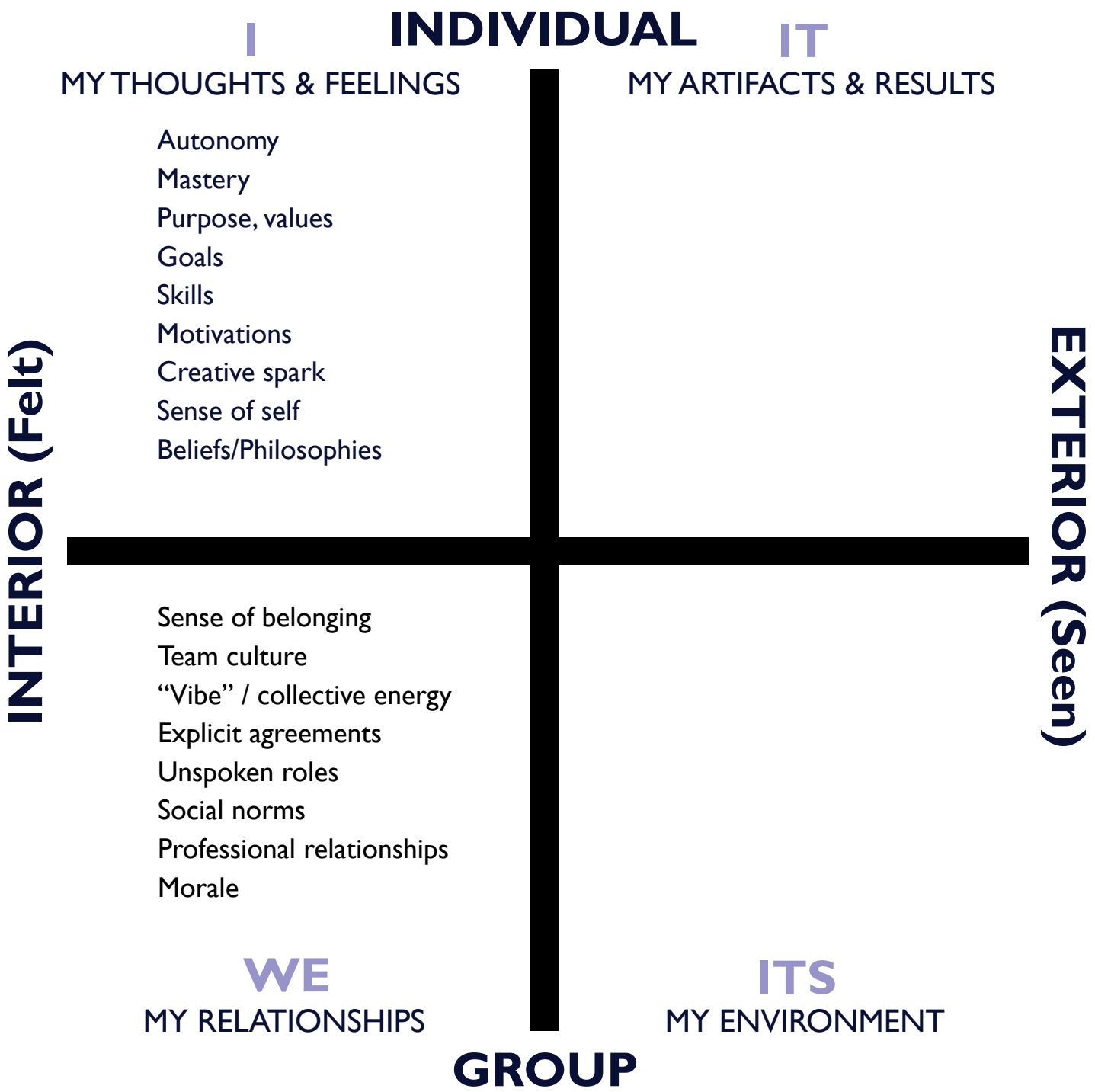

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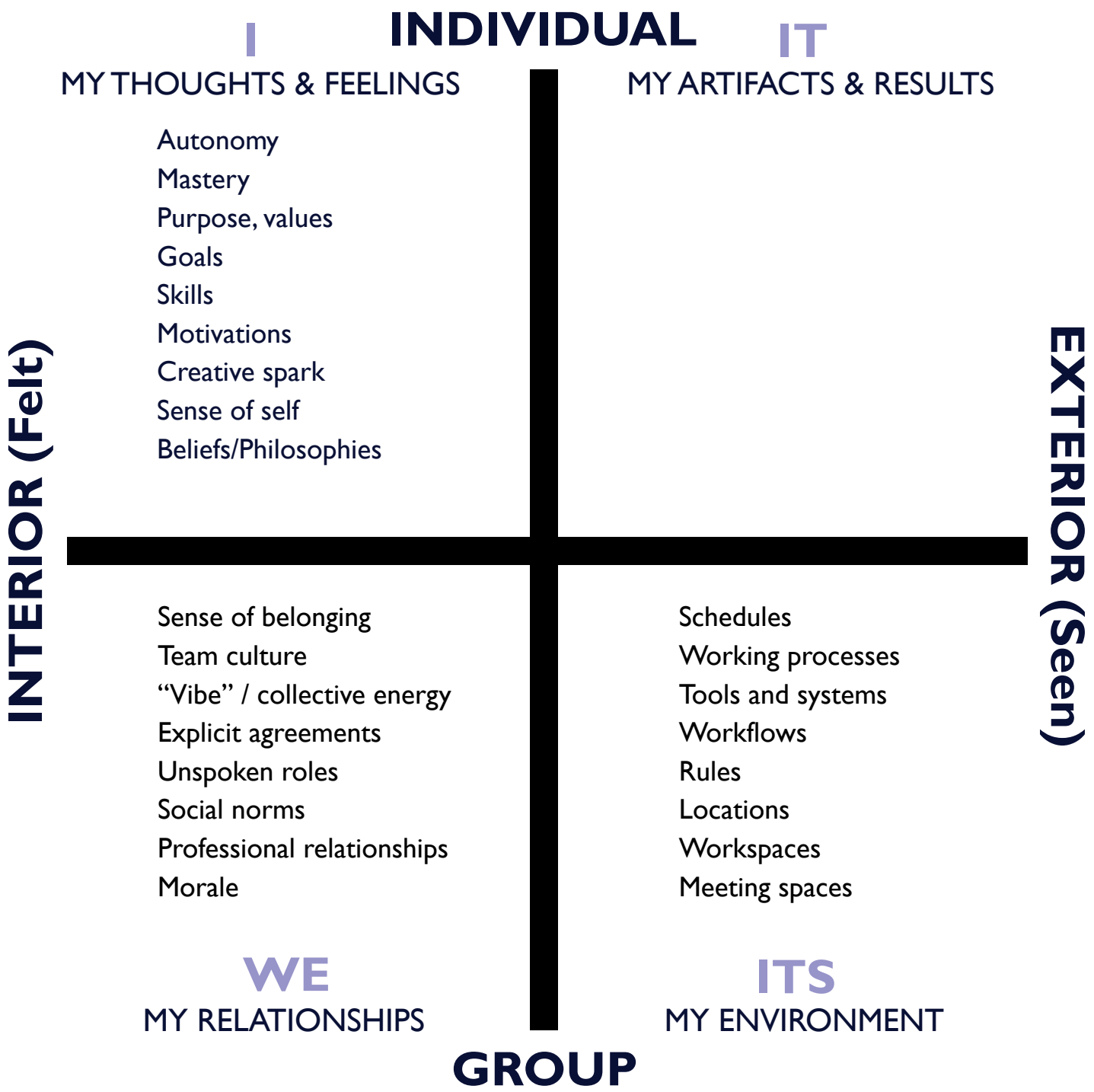

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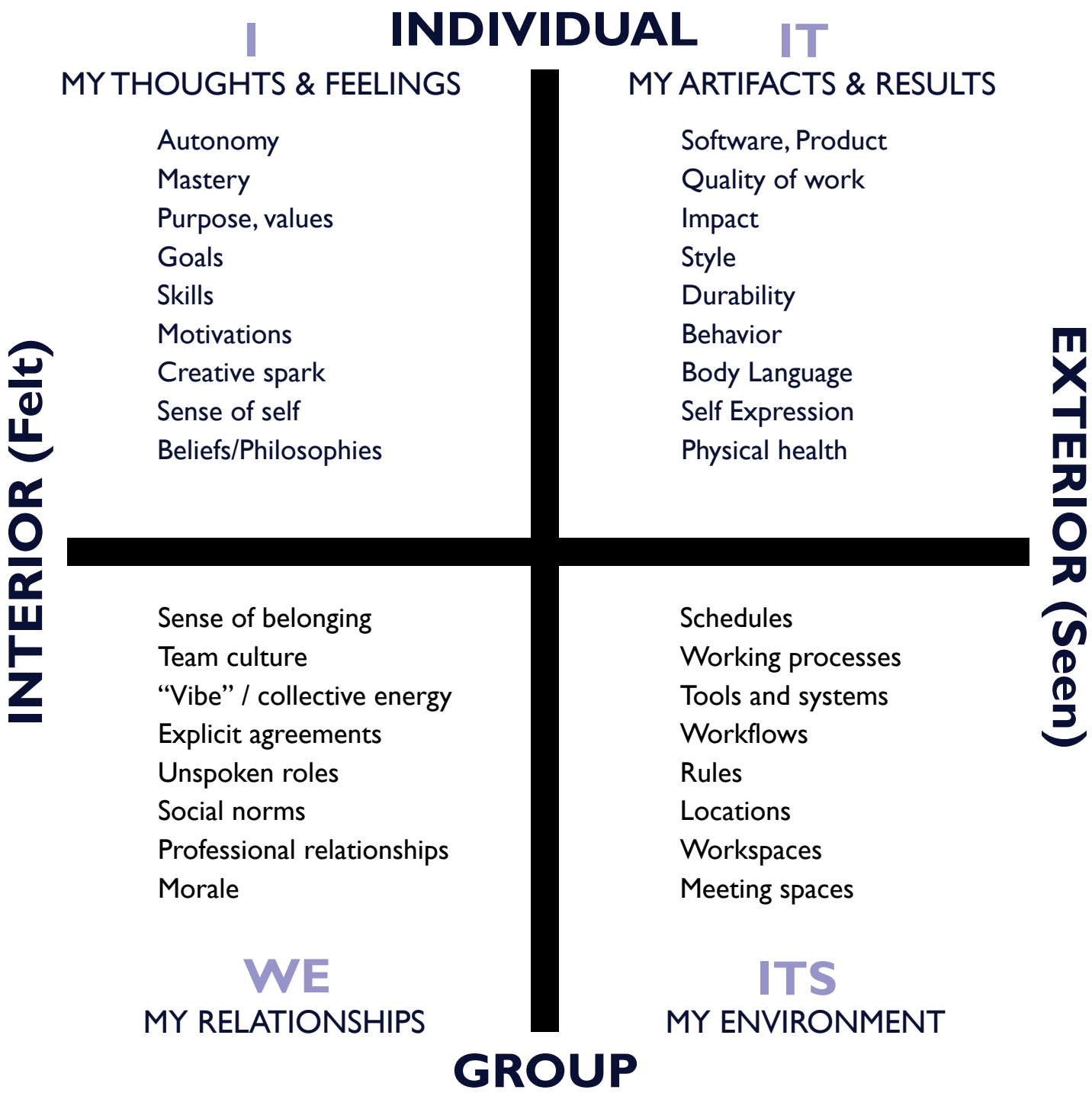

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THE AGILE MANIFESTO HITS ALL 4 QUADRANTS

The 4 assertions of the Agile manifesto unconsciously fell into the 4 Integral quadrants, perhaps explaining its longevity.

Although the original manifesto places value on the left quadrants, the key Agile principles and practices emphasize changes in the right quadrants.

VALUES, SKILLS AND GOALS	PRODUCT AND IMPACT
Individuals & Interactions over processes & tools	**Working software** over comprehensive documentation
Customer collaboration over contract negotiation	**Responding to change** over following a plan
LEADERSHIP AND CULTURE	MARKETS AND ENVIRONMENT

Exercise: Four Quadrant Analysis of the Impact of Covid

RISKS FROM A FOUR QUADRANT PERSPECTIVE

VALUES, SKILLS AND GOALS	PRODUCT AND IMPACT
Fear Lack of control Guilt Lack of understanding	Death
Social Isolation Distrust New ways to collaborate Kids 24/7	Job Insecurity Lack of information Working from home
LEADERSHIP AND CULTURE	MARKETS AND ENVIRONMENT

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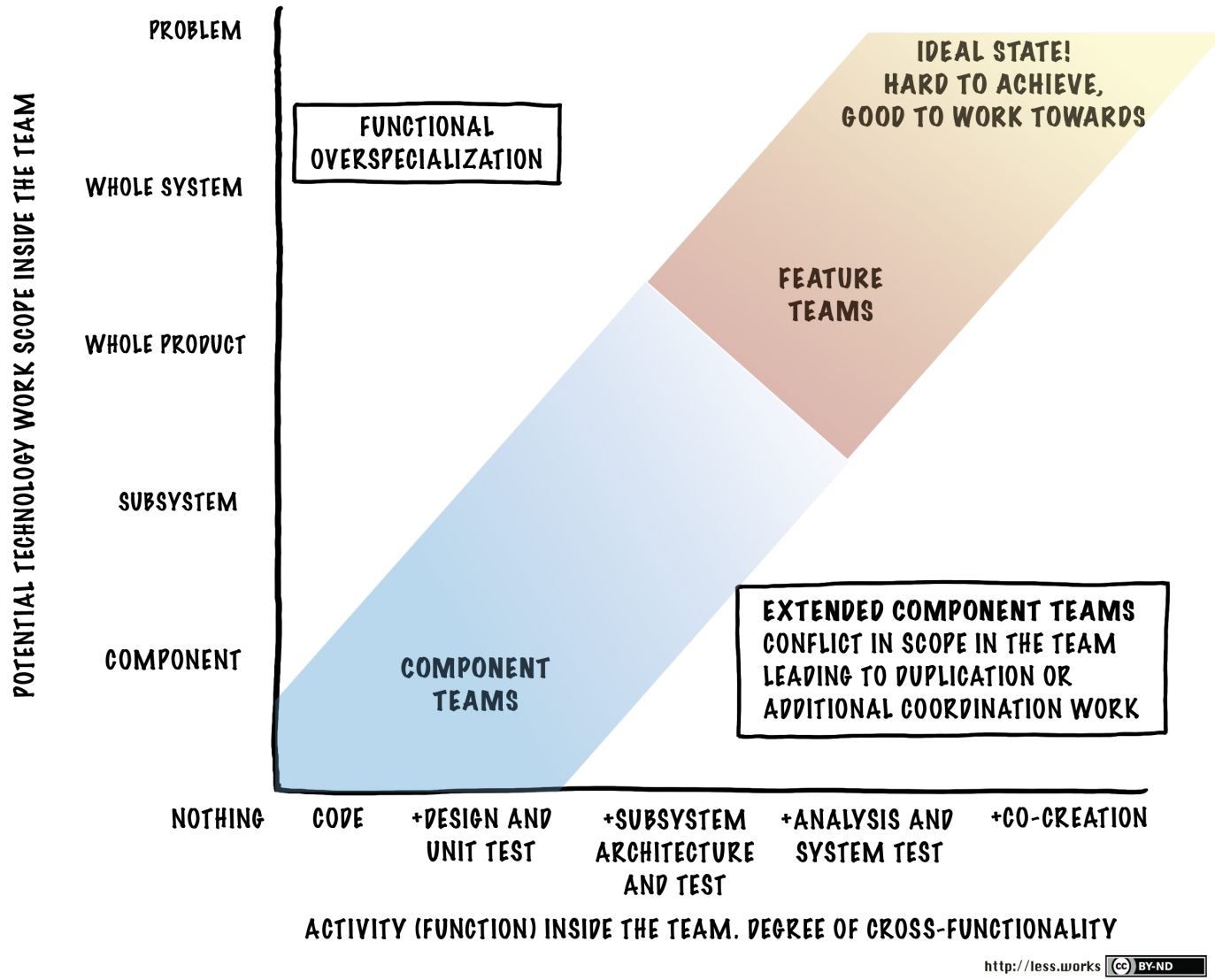
Moving from Component to Feature Teams – The Journey

Optimizing the Value Stream



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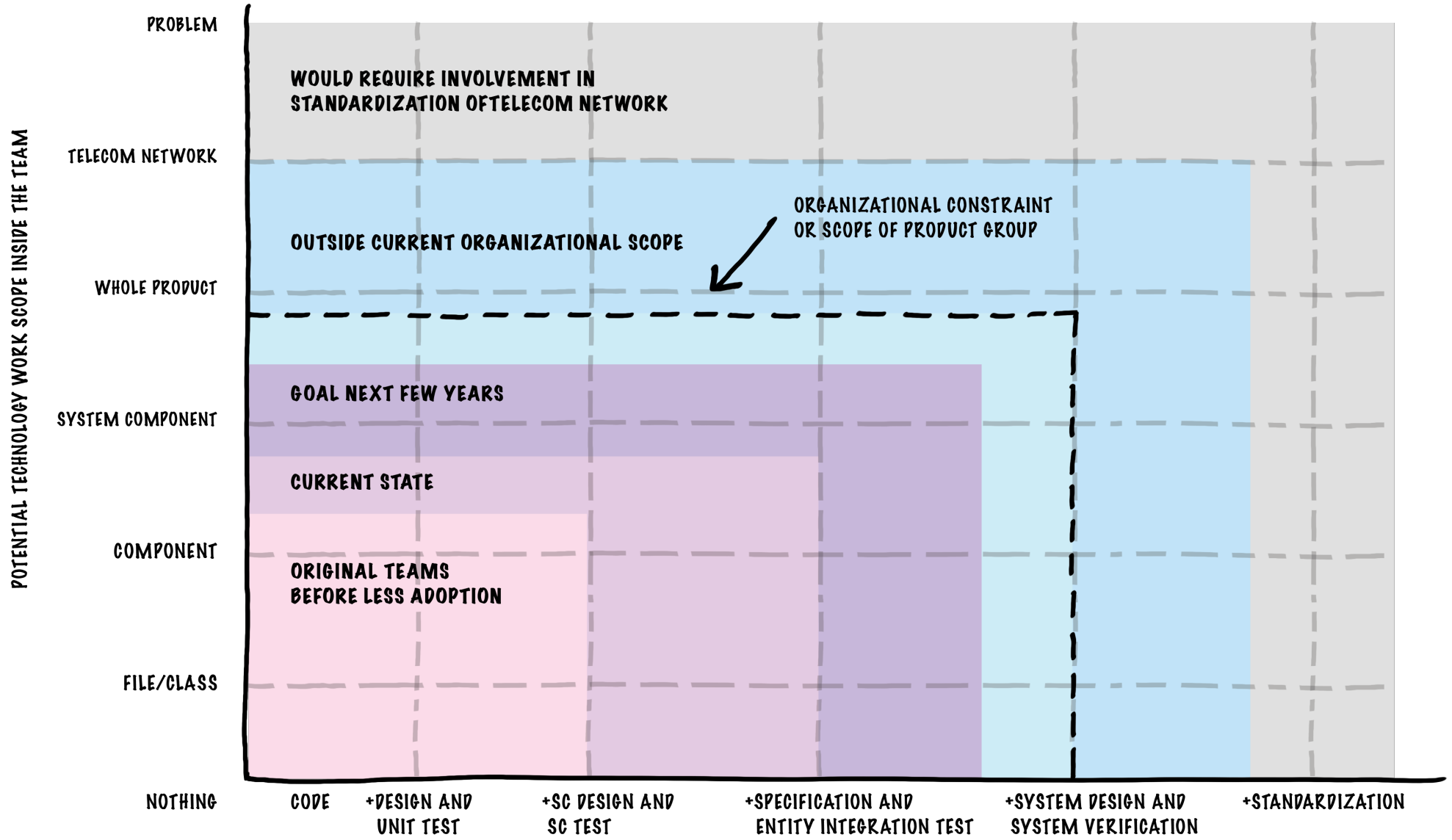
Optimizing the Value Stream



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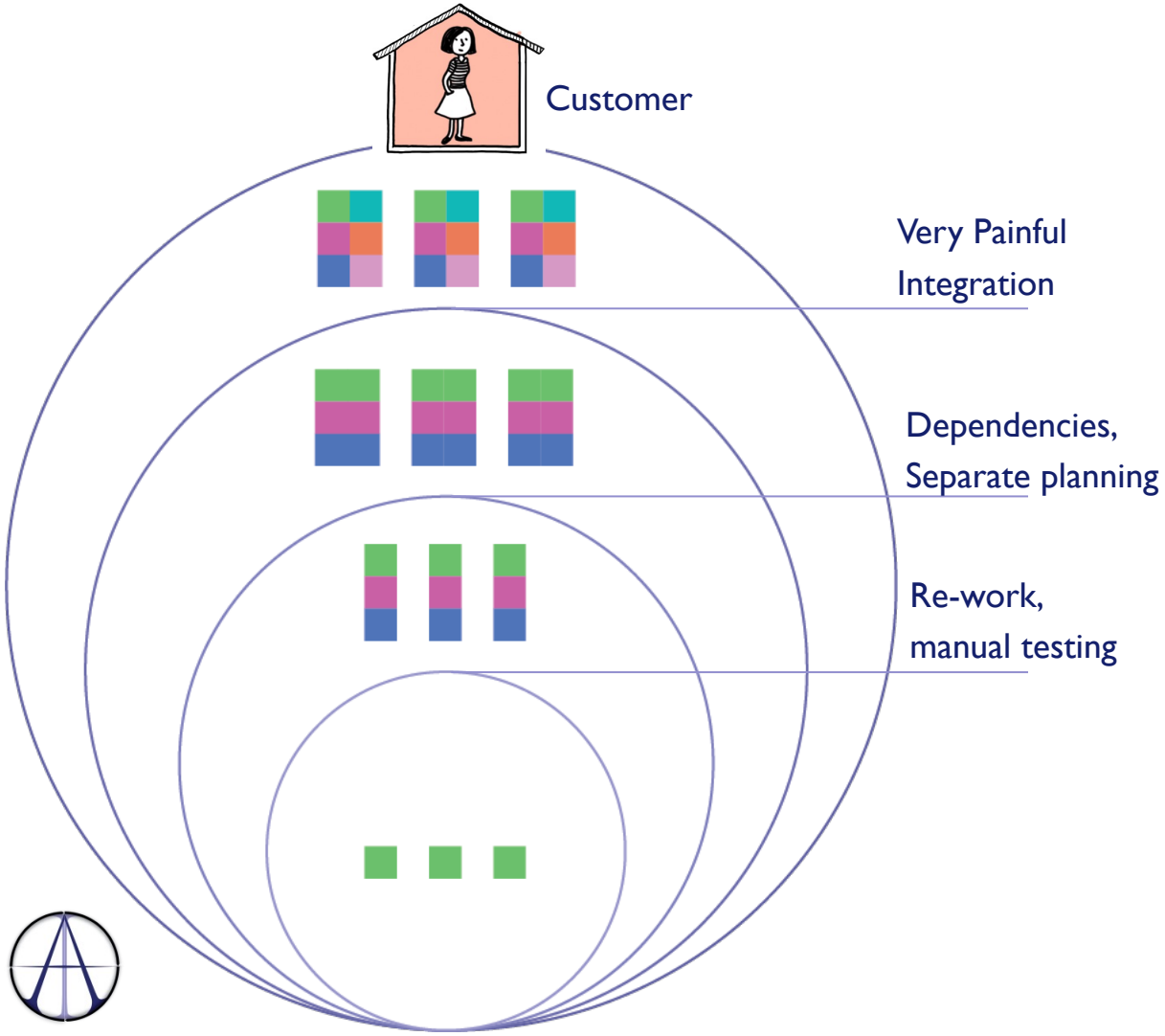
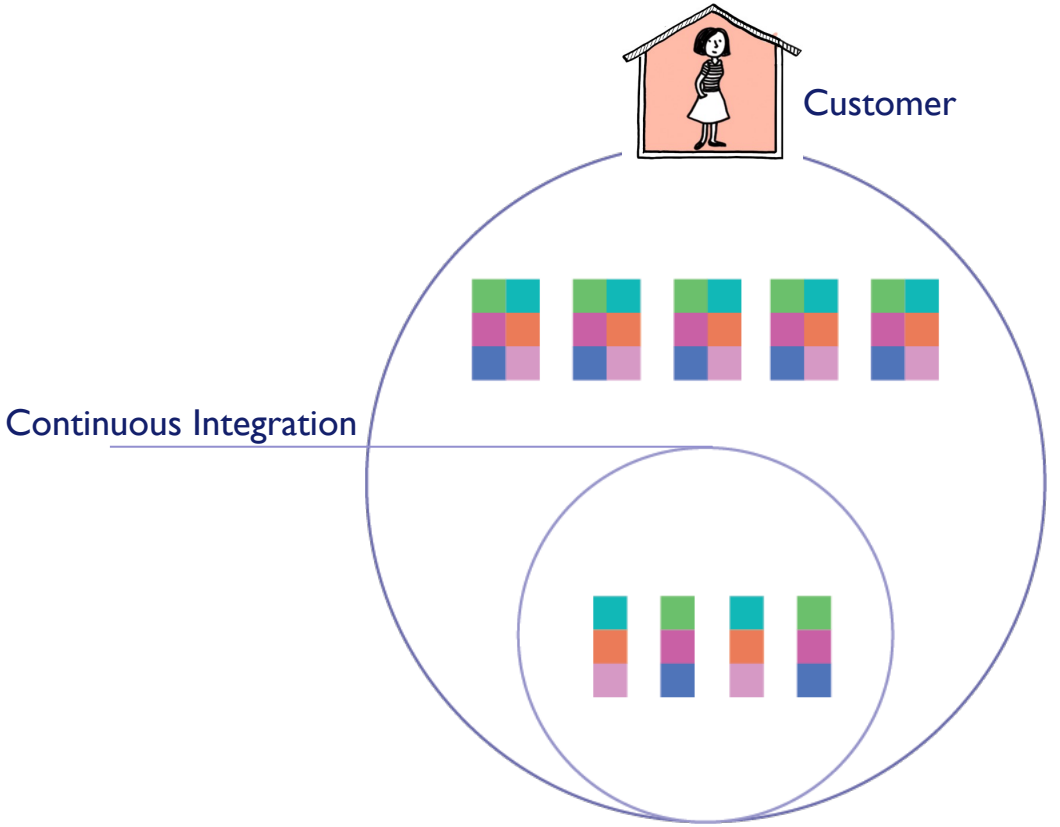
The Goal: Get to the customer faster

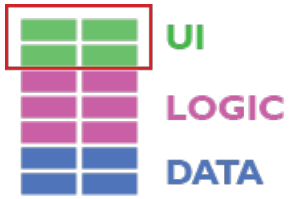
Move from this



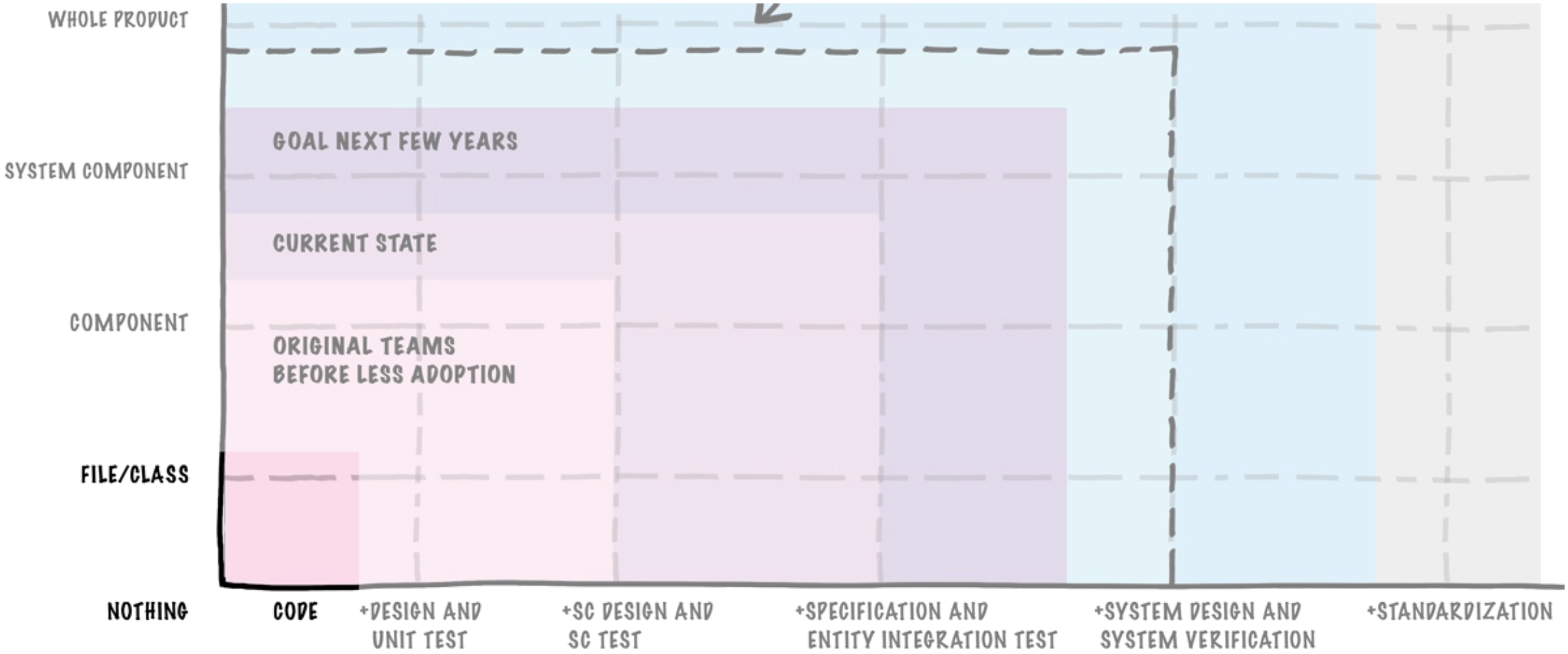
To this



Team Construct:



NON FULL STACK
COMPONENT TEAMS



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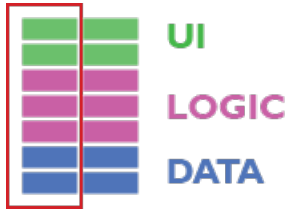
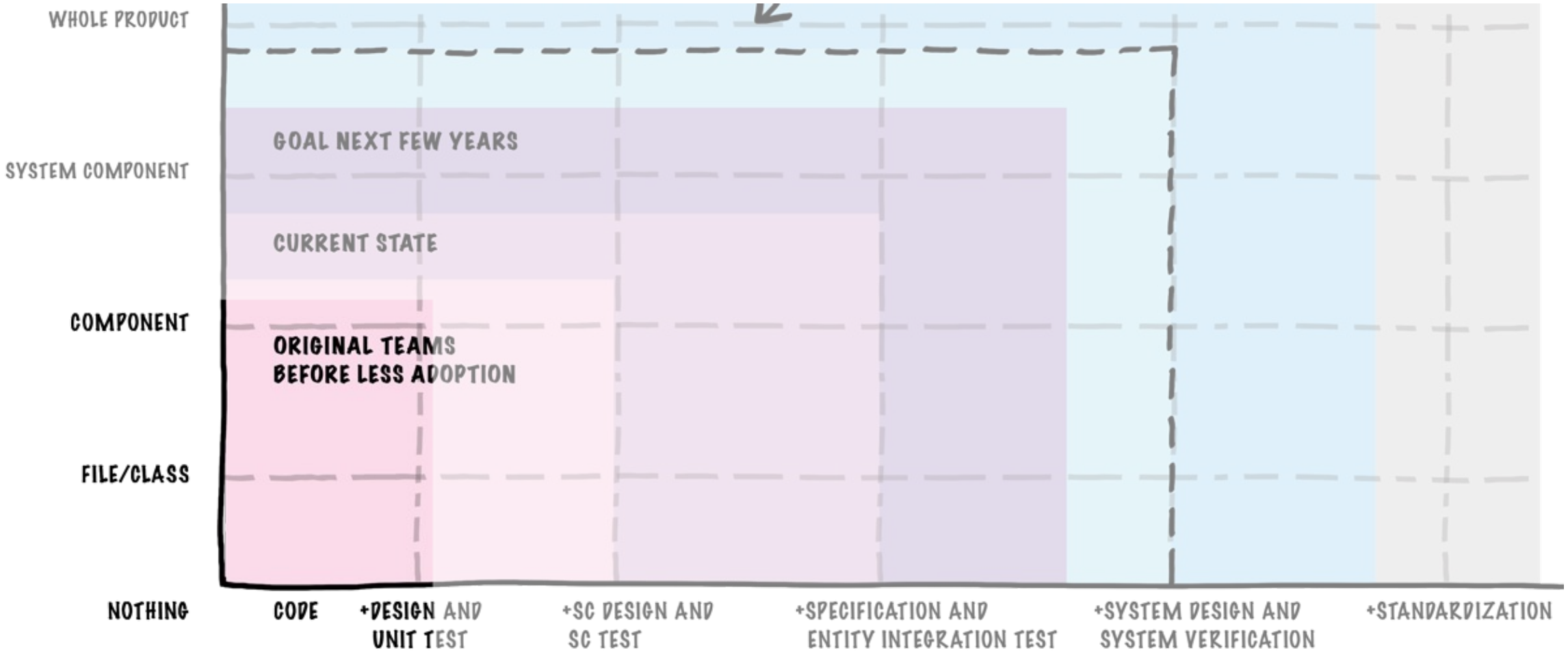


FULL STACK COMPONENT TEAMS

TECHNICAL STORIES



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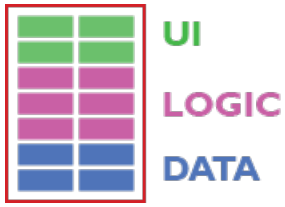
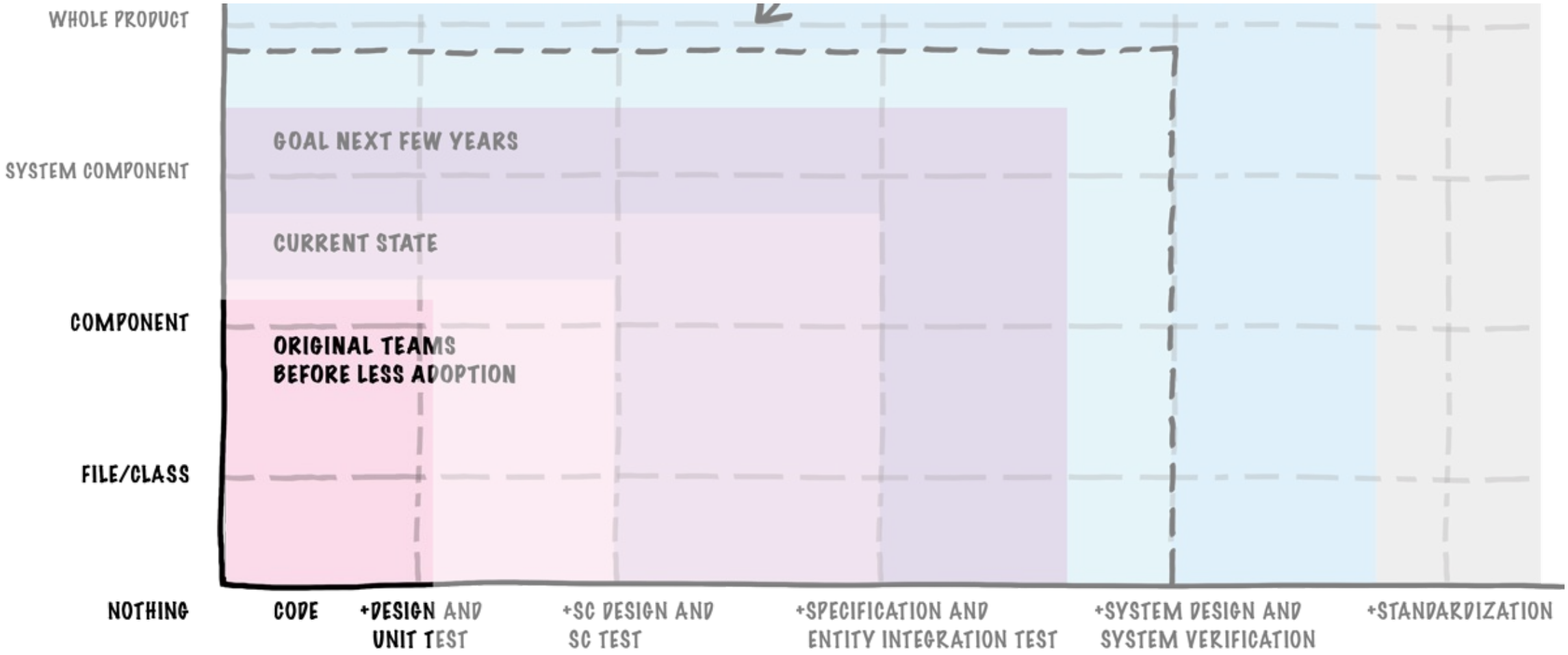


CROSS-FUNCTIONAL TEAMS

TECHNICAL STORIES



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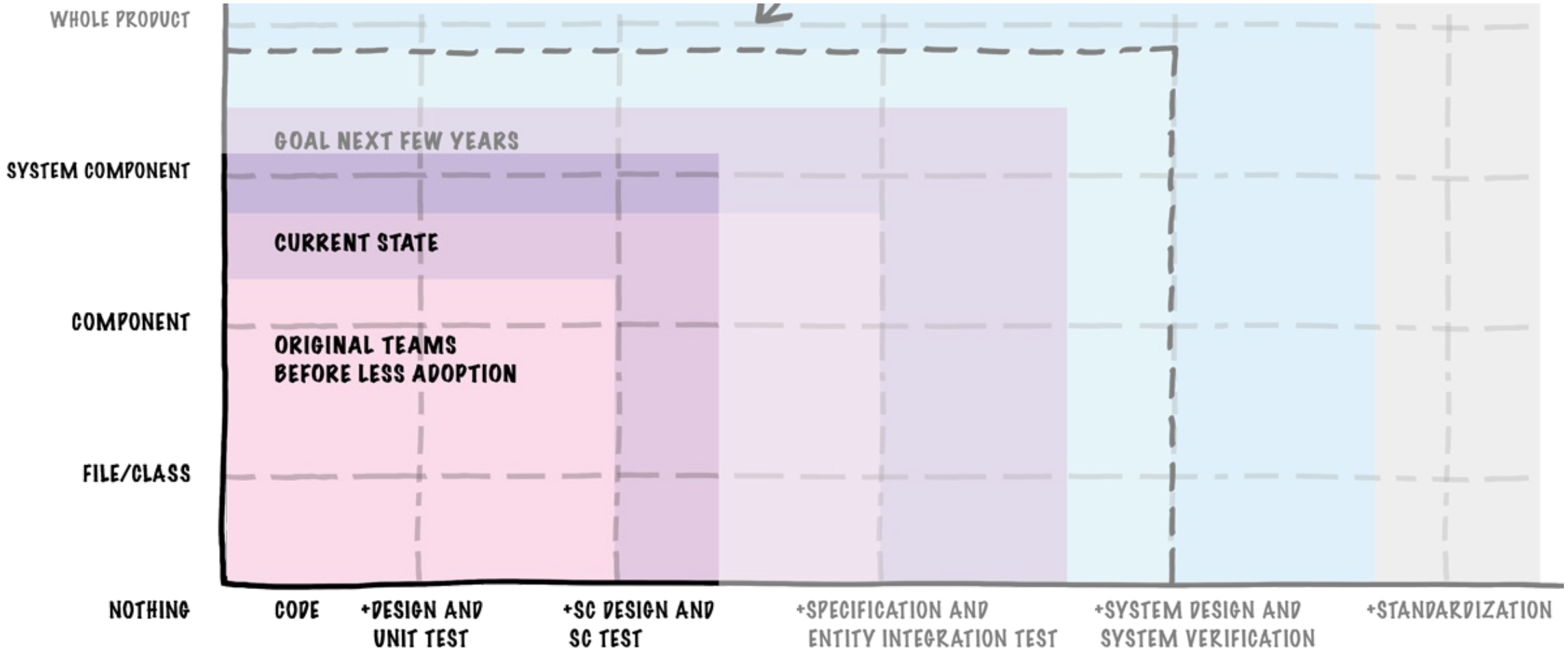
Team Construct:



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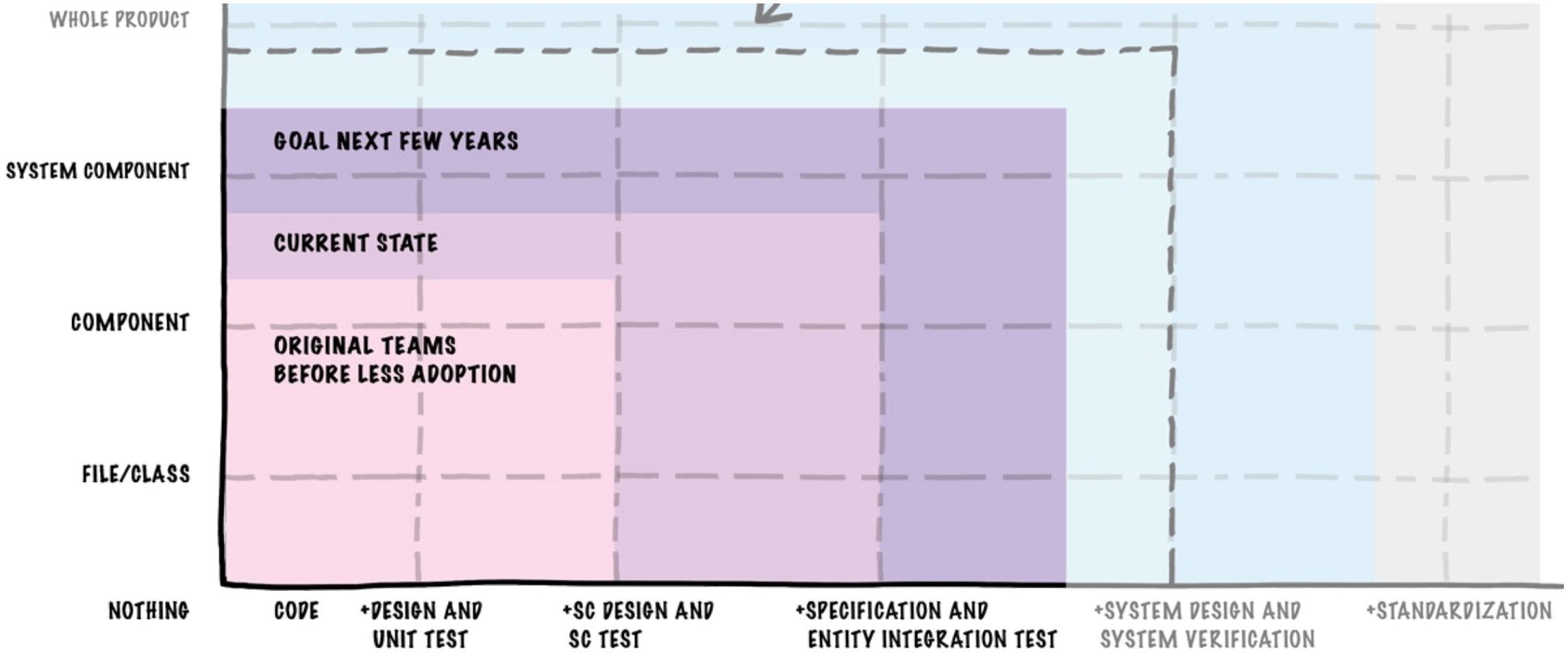
Team Construct:



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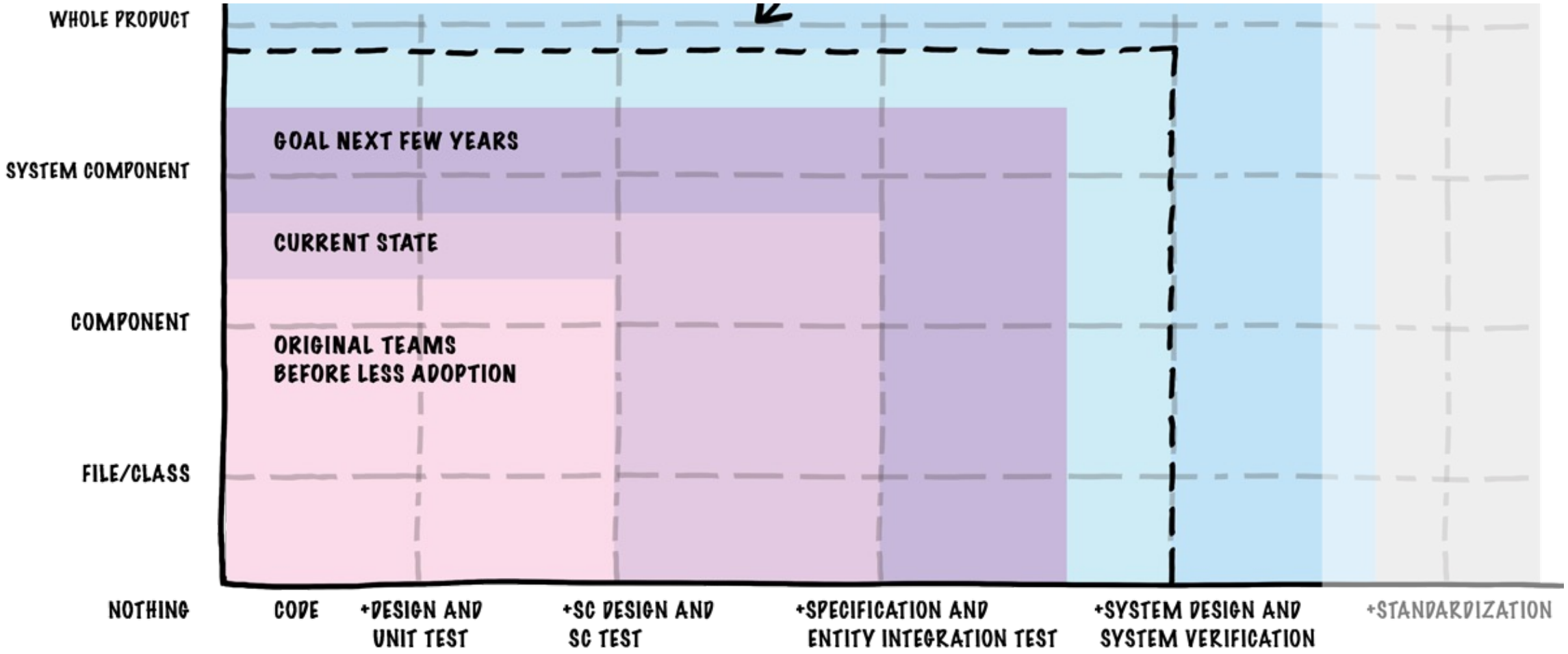
Team Construct:

CROSS-FUNCTIONAL
CROSS-PLATFORM
ToTs WITH FEATURE
TEAMS

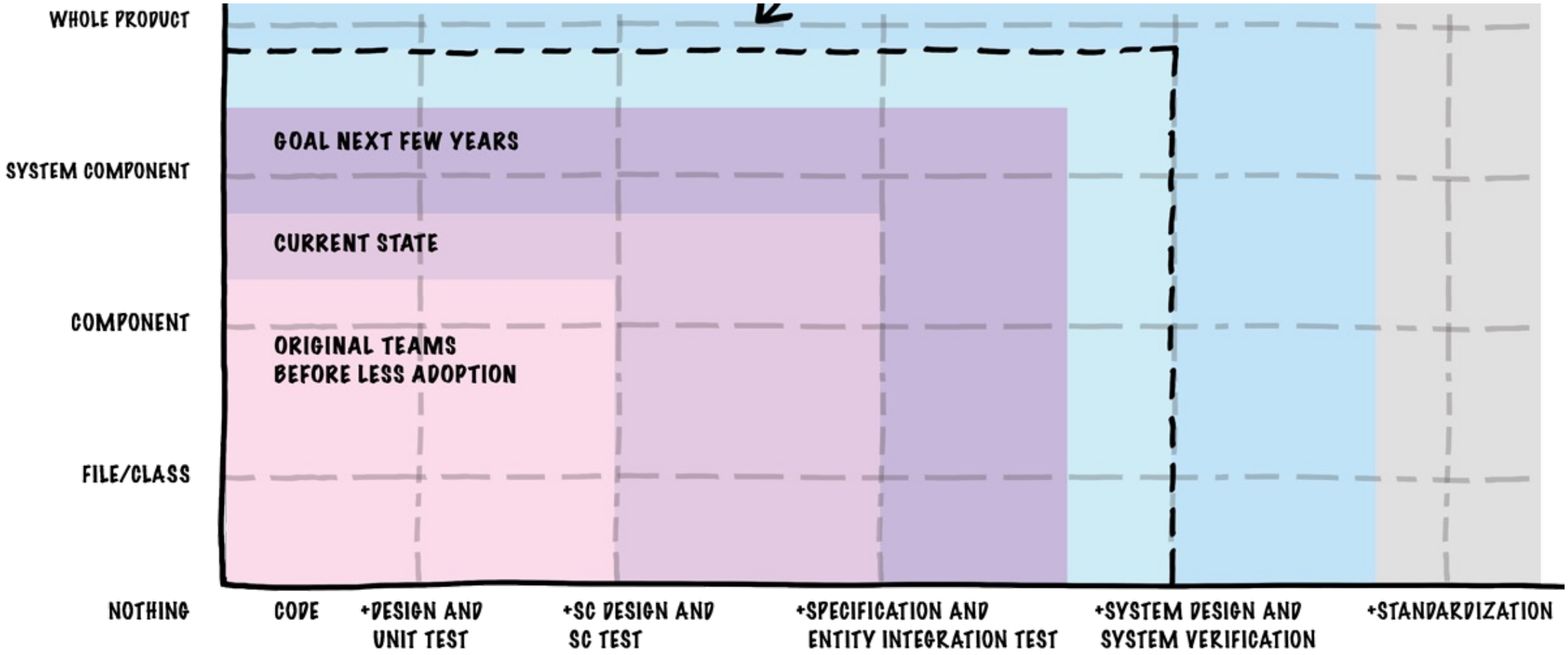
BUSINESS FEATURES



Team Construct:

CROSS-FUNCTIONAL CROSS-PLATFORM ToTs WITH FEATURE TEAMS ALIGNED TO A VALUE STREAM

BUSINESS FEATURES



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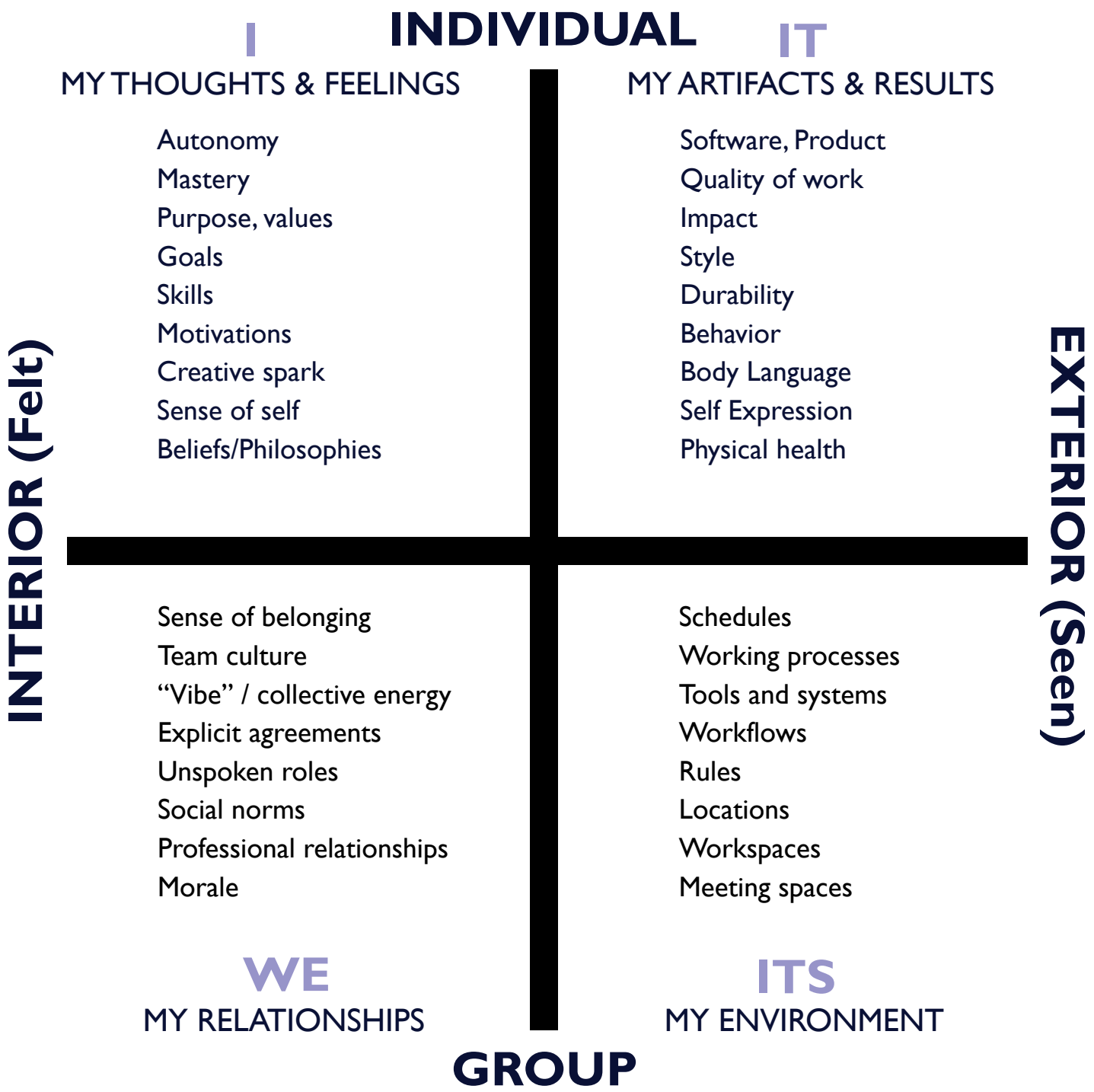
Establishing the Business Case for Moving to Feature Teams

Use the Four Quadrants



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RISKS FROM A FOUR QUADRANT PERSPECTIVE

VALUES, SKILLS AND GOALS	PRODUCT AND IMPACT
Frustration Customer feels anger Helplessness	Don't have the needed functionality Re-work is necessary
Friction between teams with different skillsets Team feels detached from the product Lack of trust in leadership	Customer's needs have changed Missing data Reliance on the plan stifles innovation
LEADERSHIP AND CULTURE	MARKETS AND ENVIRONMENT

RISKS FROM A FOUR QUADRANT PERSPECTIVE

VALUES, SKILLS AND GOALS	PRODUCT AND IMPACT
Skills are not fully realized Developer dissatisfaction Transparency issues	Efficient realization of business value
Business and technology are still not integrated Political push back (risk to the transformation) Trust issues	Missing market opportunities Structural transparency issues
LEADERSHIP AND CULTURE	MARKETS AND ENVIRONMENT