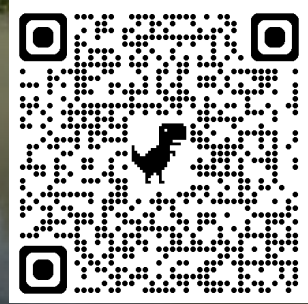




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Balancing cognition with collaboration

Individual Team flow with cross team collaboration

My journey

Crossing the streams!

- *Varied team orgs*
- *Varied domains & Tech*
- *Varied release strategies*
- *Common challenge...*

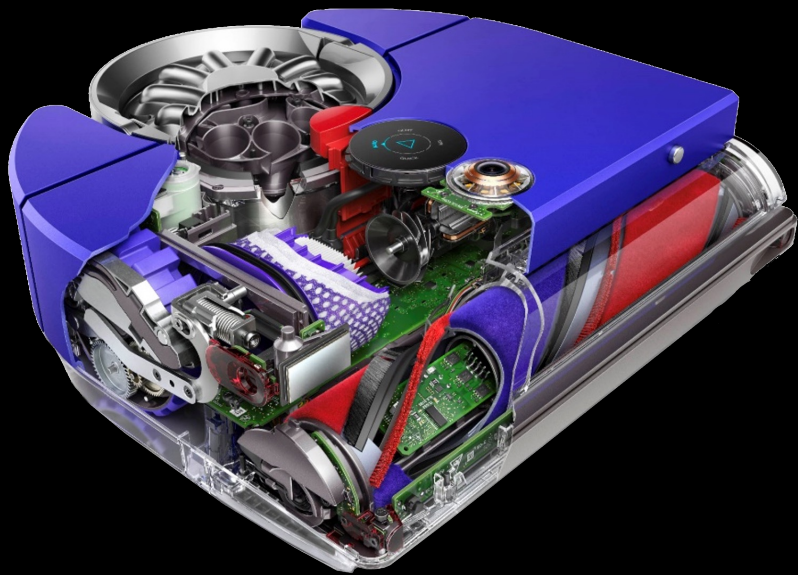




Accelerating whilst Innovating

Where we were starting

- Growing teams
- New problems to solve
- Code base to evolve
- Lots of dependencies
- New gaps in ownership



Who we are

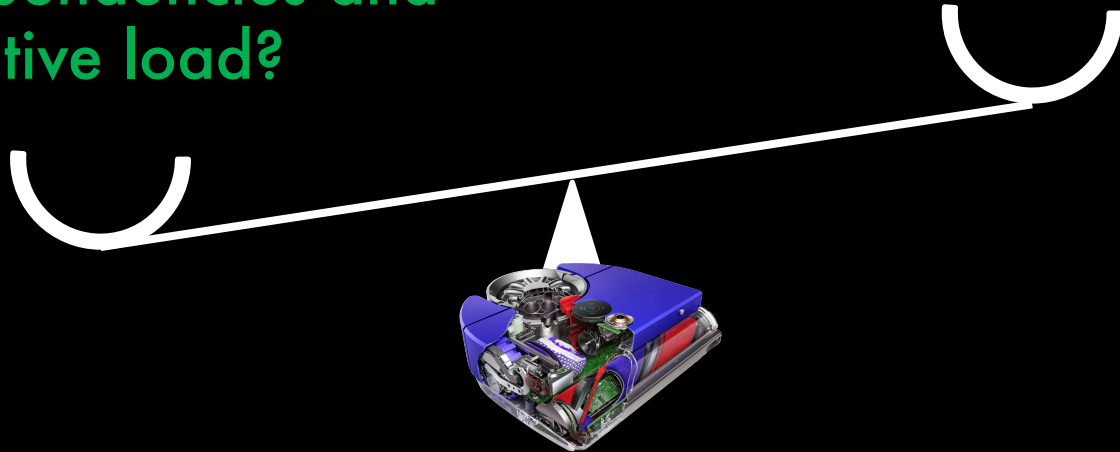
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Accelerating whilst innovating

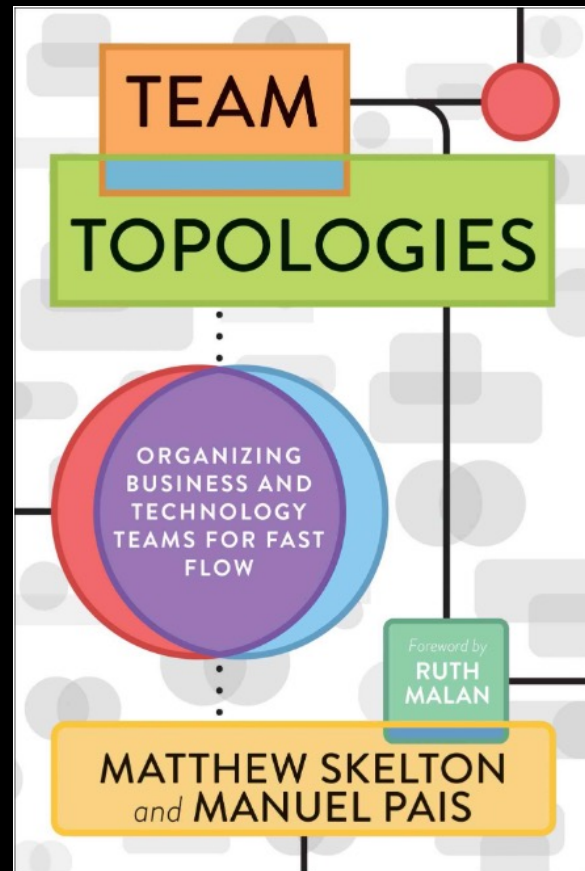
how can we organise
team boundaries to
reduce dependencies and
cognitive load?

how can we most
effectively innovate despite
complexity brought about
through dependencies ?



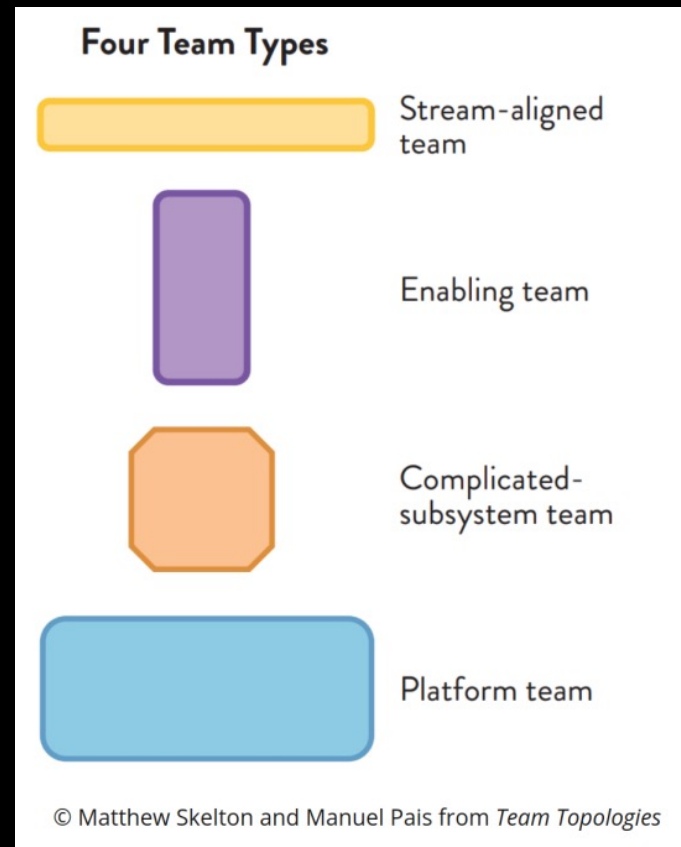
Where did we turn?

- How do we reduce cognitive load?
- All our teams can't know everything
- Team interactions are impacting speed of delivery
- Team responsibilities are impacting architecture



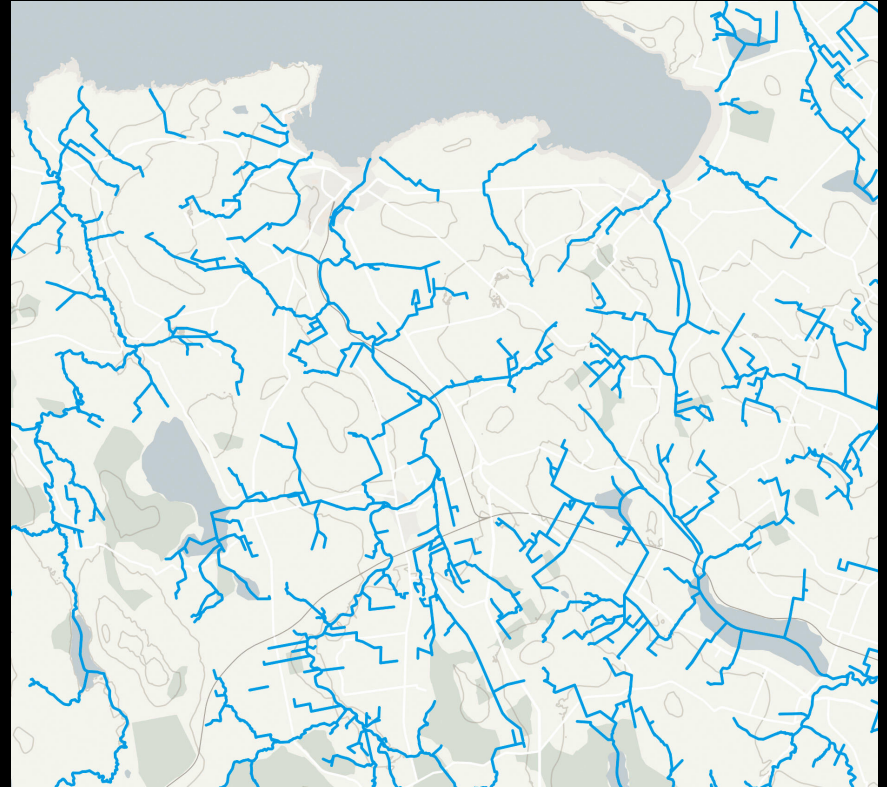
Core tenets of Team Topologies ^{@andynesling}

- Stable teams as the means of delivery
- Team topologies that work for flow
- Evolving team interactions for innovation & delivery
- Fracture planes for decoupling teams



How we Introduced new ideas

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Our teams accelerated

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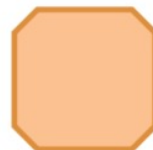
Four Team Types



Stream-aligned team



Enabling team



Complicated-subsystem team



Platform team



© Matthew Skelton and Manuel Pais from *Team Topologies*

Wait what?

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What was wrong?

- Duplication of effort
- Breakages from unexpected dependencies
- Cross team changes very hard
- Fixing problems in the wrong place



An aerial photograph of a wetland or marsh system. The landscape is characterized by a dense, intricate network of dark blue water channels that meander and branch across the terrain. The land between these channels is a vibrant green, indicating lush vegetation. The overall pattern is highly irregular and interconnected, typical of a tidal or freshwater wetland environment.

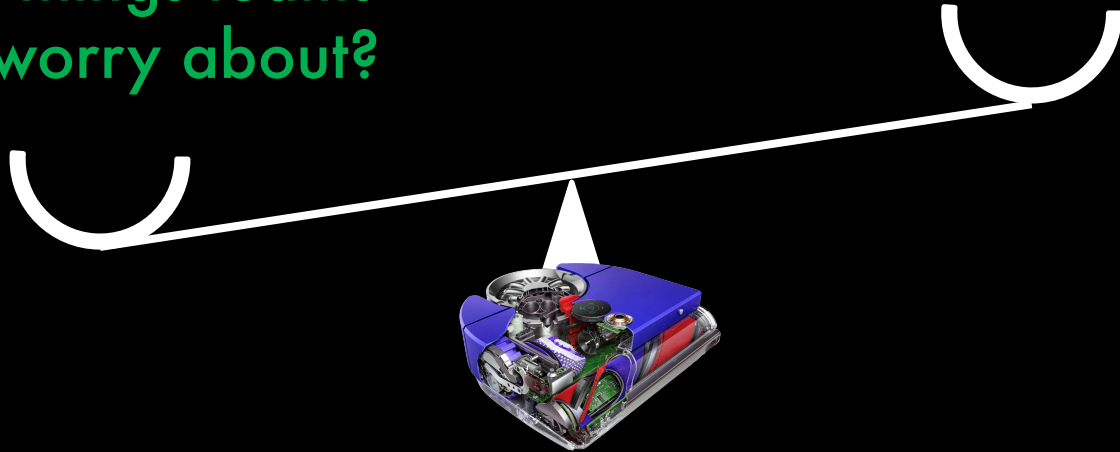
Improve Micro & Macro

Improve Micro and Macro

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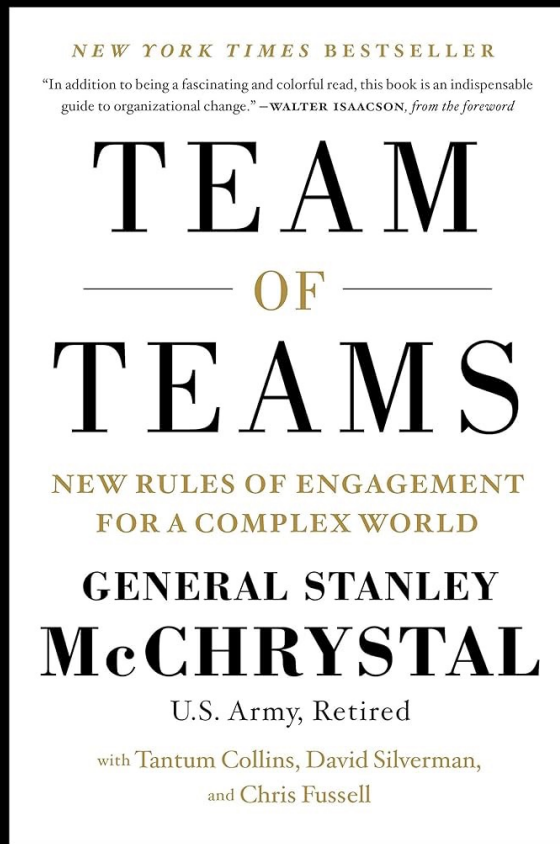
How can we narrow the scope of things teams need to worry about?

keeping situational awareness of how each piece fits into the whole?



Where we turned next...

- How best to share knowledge?
- complex problems require broad knowledge
- How do we best Work in the open?
- Interfaces can be inertia to innovation



Core tenets of Team of Teams

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- Common Purpose
- Shared Consciousness
- Empowered Execution
- Trust



Trying to Avoid...



Improve Micro and Macro

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Aiming for

- ✓ Autonomy
- ✓ Reduced cognitive load
- ✓ Clear responsibility

Without

- ✗ Siloed thinking
- ✗ Reduced situational awareness
- ✗ Loss of collective ownership

What has helped?

- Individual responsibility with cross team sharing
- Primary and secondary responsibilities
- Owning features & complicated subsystem
- Triaging system wide bugs



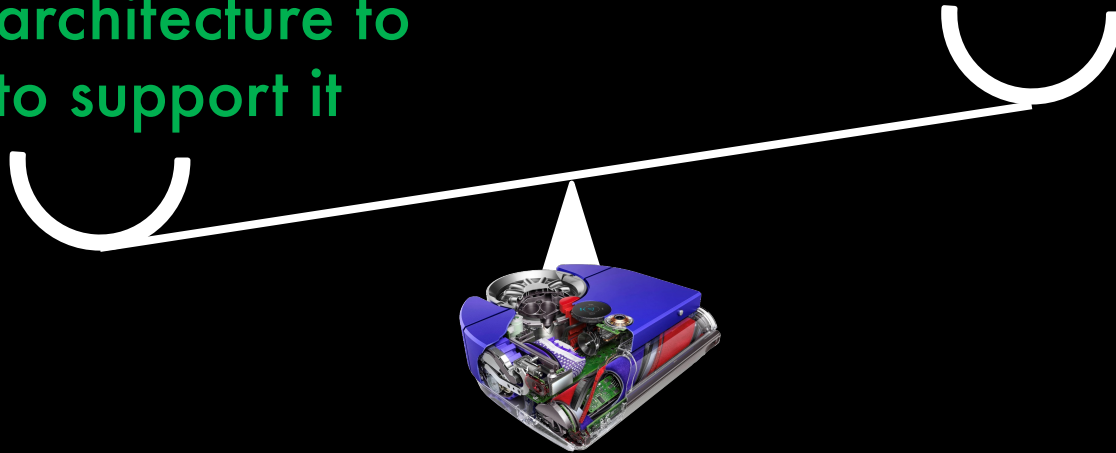


Reduce coupling whilst collaborating

Reduce coupling whilst collaborating

Organising team boundaries aligned with our business and how we want our architecture to evolve to support it

How do teams continue to collaborate closely and across boundaries to get there



Changing platform

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Reduce coupling whilst collaborating

Aiming for

- ✓ Increased team flow
- ✓ Reduced dependencies between teams
- ✓ Clear team boundaries

Without

- ✗ Ignoring Coupling
- ✗ Loosing coherence
- ✗ Resistance to evolution

What has helped?

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- Don't ignore implicit coupling which is there!
- Work in another team's domain with guidance
- Appreciating the value of sharing
- **Temporary** team with cross cutting aim



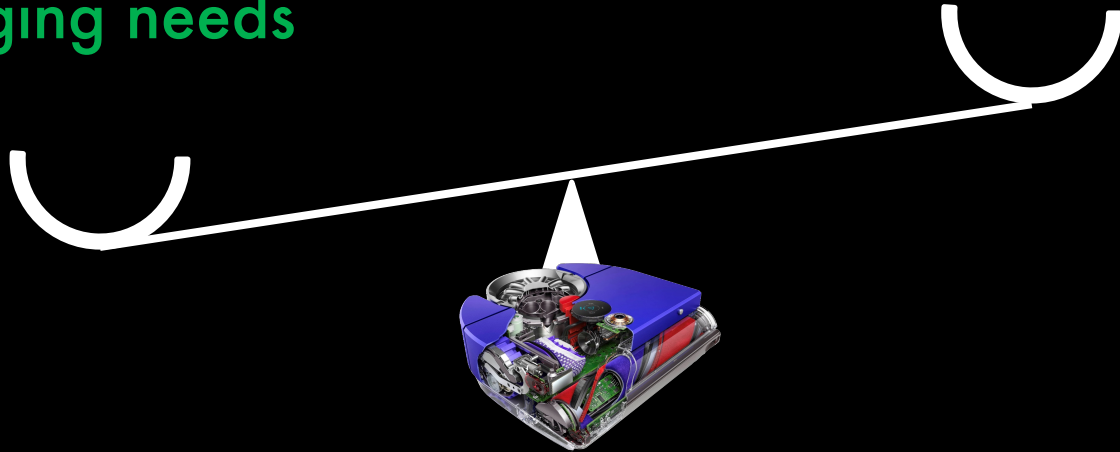


Keeping adaptability with stability

Keeping adaptability with stability

To be successful what we are building is constantly evolving to meet new and emerging needs

How can we keep stable team ownership for healthy and effective teams?



Keeping adaptability with stability


Aiming for

- ✓ Always learning and challenged
- ✓ Adapting to meet new customer needs
- ✓ Easy to make cross cutting changes

Without

- ✗ Imbalanced team performance
- ✗ leaving existing systems unsupported
- ✗ Creating a new team being the first thing

What has helped?

- T-shaped Teams 
- Constantly reviewing ownership
- Share the new experimentation
- **Rotation between teams**

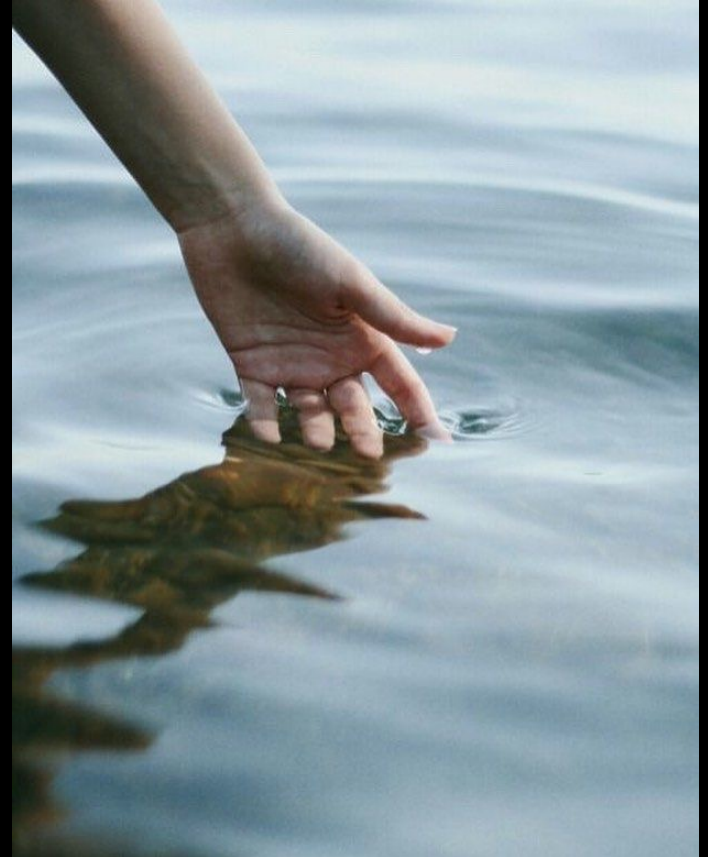




Principles not prescriptions

How we measure success

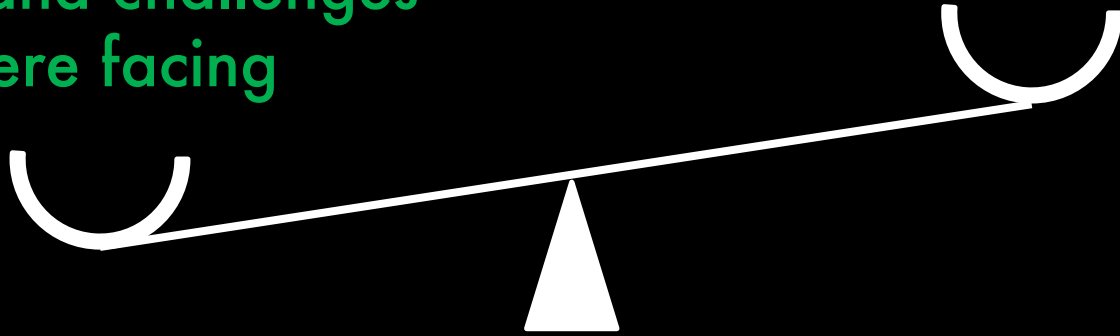
- How does it feel?
- Can our teams work independently?
- Are our teams aware of what is going on around them?
- Are our teams happy?



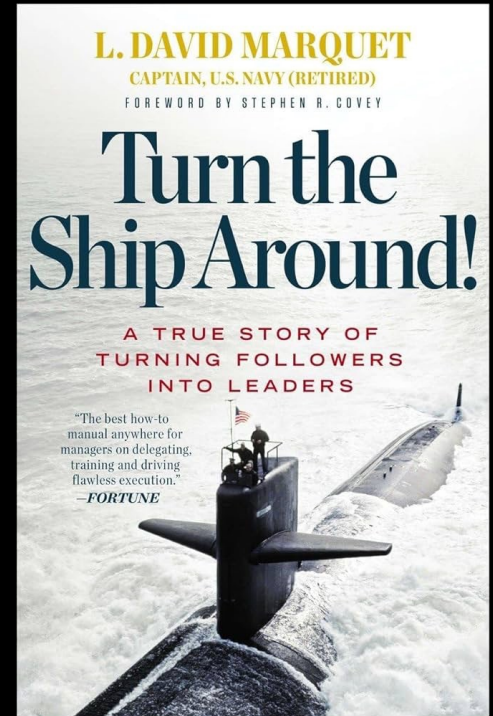
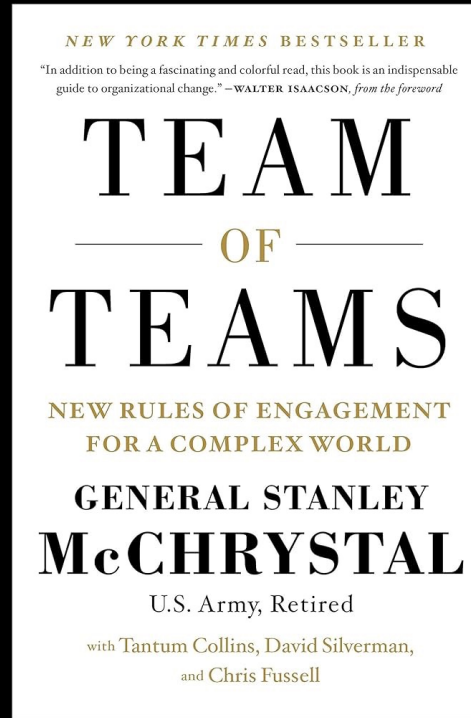
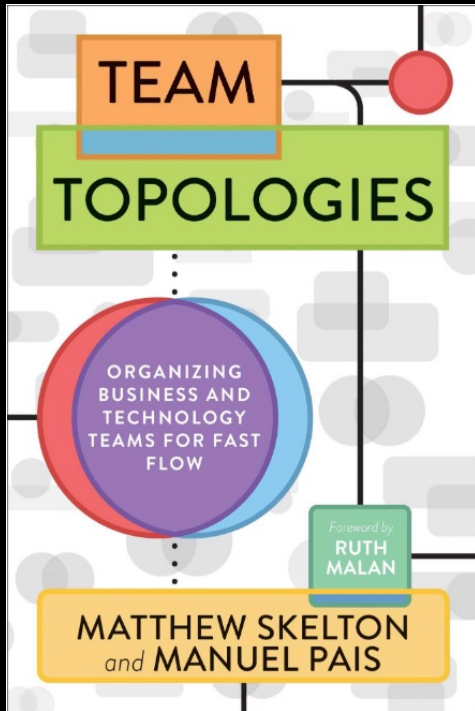
Principles not prescriptions

Your context is unique,
what has worked for us
was due to the specific
problems and challenges
we were facing

look for the warning signs as
you evolve your teams and
always be willing to change
to get the balance right



What has helped on our journey



What we have learnt...

The way our teams realize value (release changes) has the largest impact on how effective different team topologies can be

Feedback

