

A decorative network diagram in the top-left corner, consisting of interconnected nodes and lines, with some nodes highlighted in blue and others in grey.

Navigating the Rocky Path to Successful Feature Teams

A decorative network diagram in the bottom-right corner, consisting of interconnected nodes and lines, with some nodes highlighted in blue and others in grey.



Who am I?

Hello!

I am Konstantin Ribel

Husband & Father

Enjoy outdoor activities

konstantin@leansherpas.com

leansherpas.com

konstantin-ribel.com



My Background



Hardware Developer

Software Developer

Software Architect

Project Manager

Scrum Master

Agile Coach

Principle Consultant



Automotive

e-commerce

Medical Technology

Telecommunication

Industrial Technology

Why this Talk?



Teams as building blocks



Similar patterns across companies



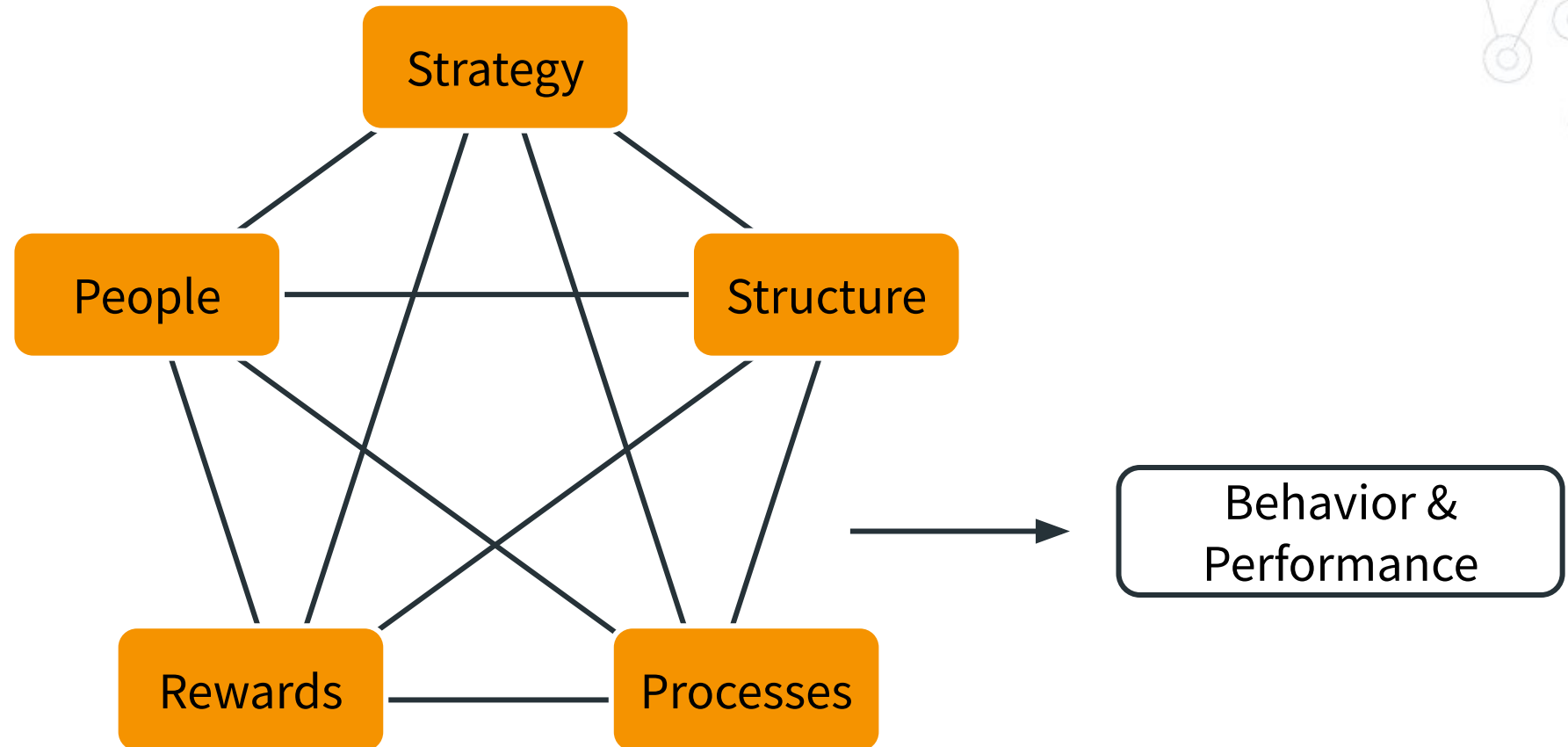
Increase awareness and ways to systematically fix the causes

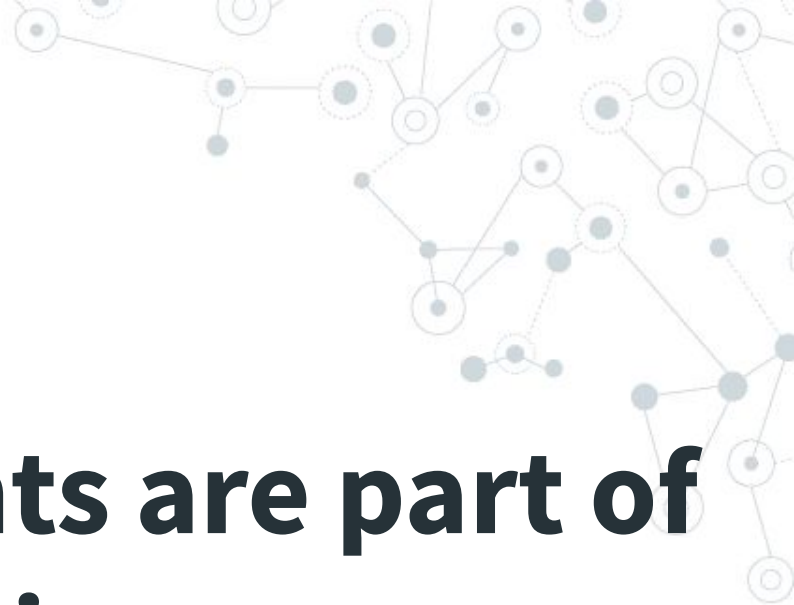


Systems Thinking

The Product Development System

Based on Jay Galbraith's organisational design framework—The StarModel™



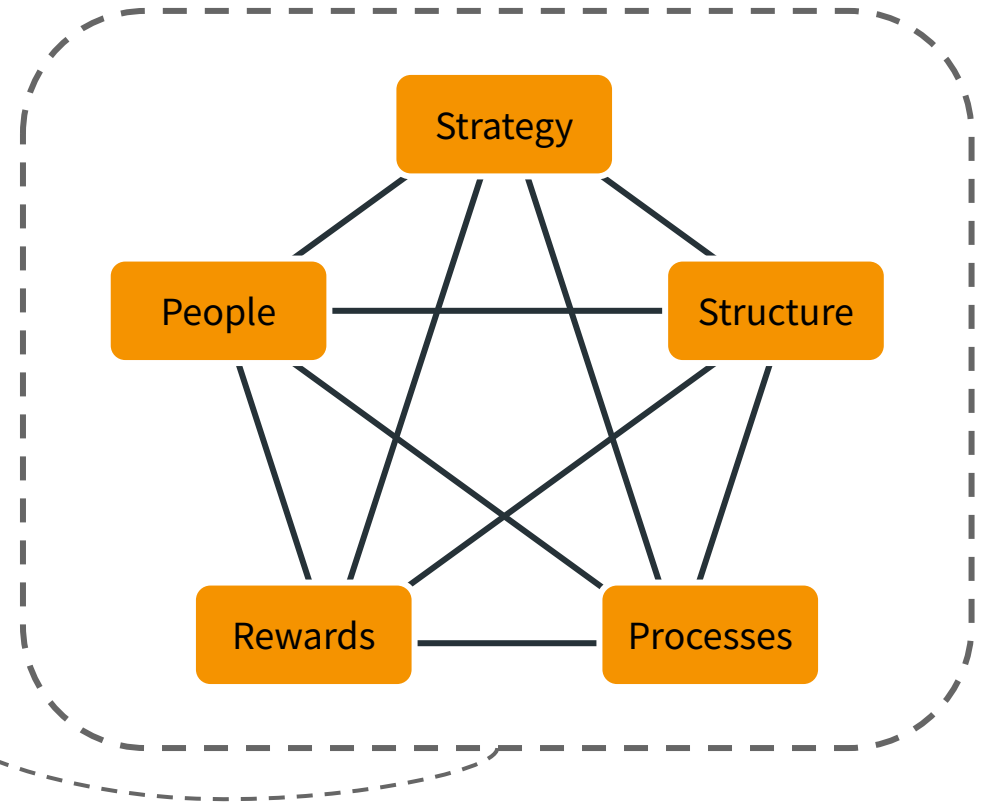


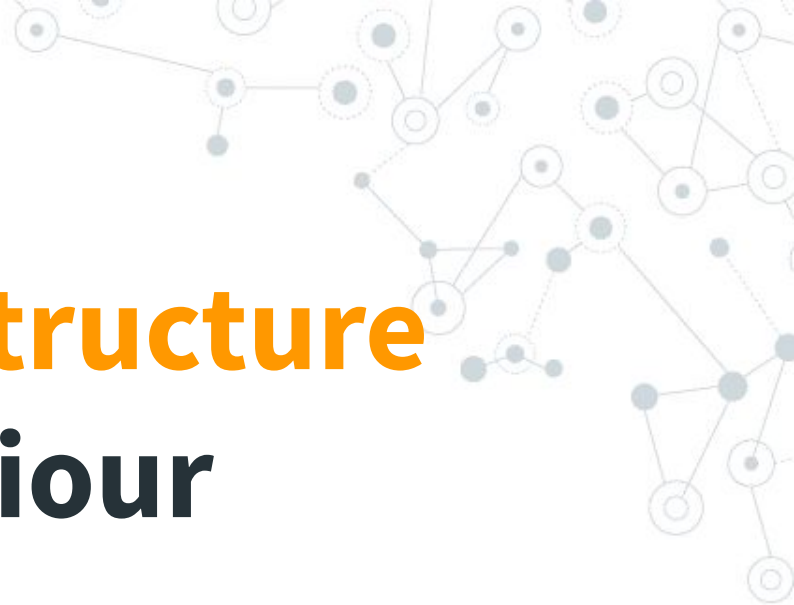
In **LeSS the StarModel™ elements are part of
the organizational design.
aka
Organizational Structure**



In LeSS

Organizational structure





Since the **organizational structure**
determines the behaviour

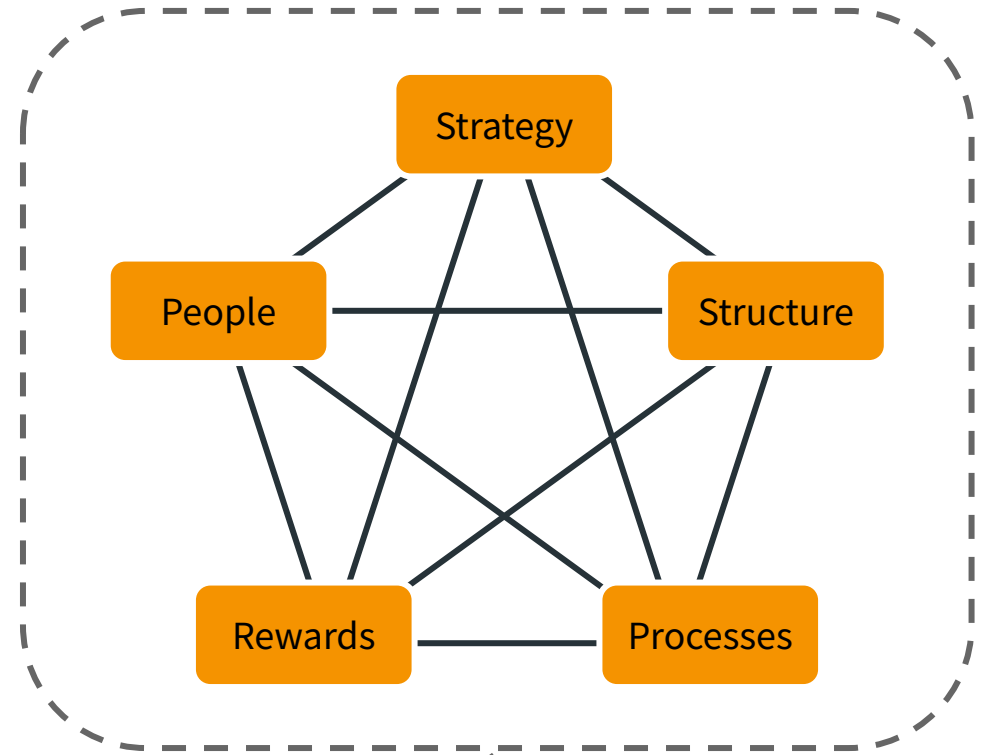
and

behaviour is the manifestation of **the culture**



Larman's Law of Organisational Behaviour

culture
follows
structure



“

“Over 90% of the problems that arise in a corporation are better solved somewhere other than where they appear”

— Russel L. Ackoff



Source: https://www.azquotes.com/public/pictures/authors/87/98/8798ae258a28e1eefdcdb51e61bf177b/548f7a07f0610_russell_l_ackoff.jpg

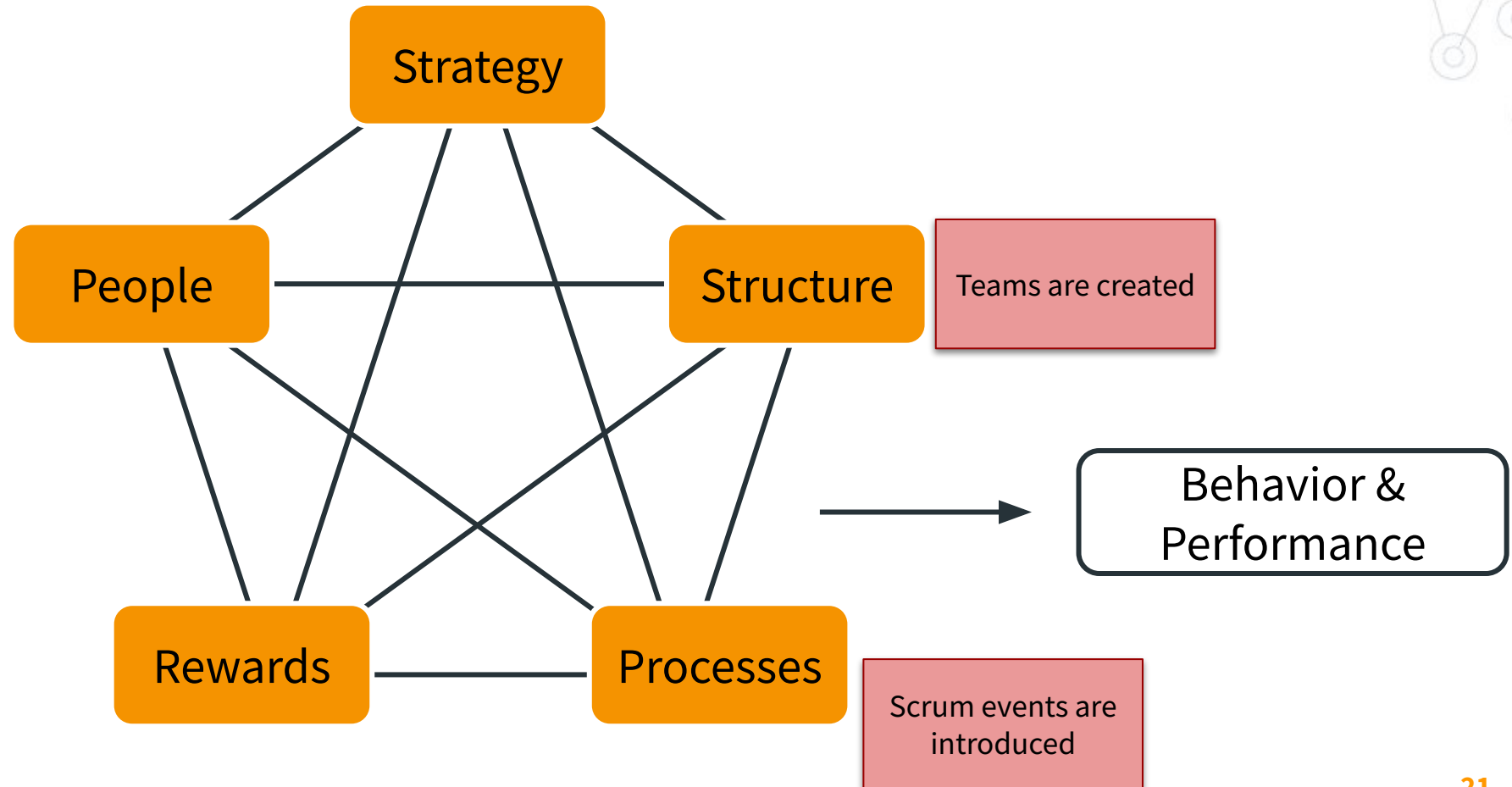


connecting to the StarModel™...

**Which elements are usually changed when
introducing Scrum?**



Which elements are usually changed when introducing Scrum?



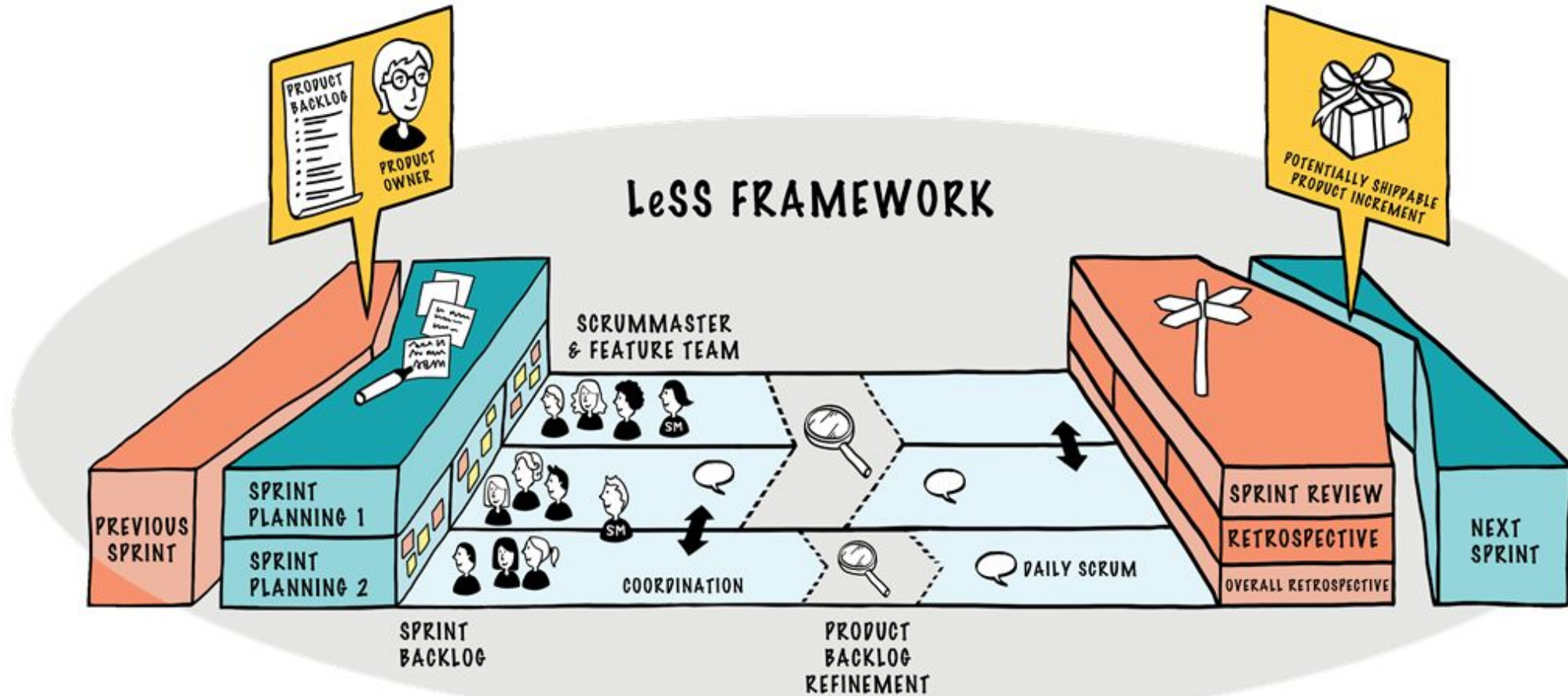
A decorative network diagram in the top-left corner, featuring a cluster of interconnected nodes and lines, rendered in a light orange color against a dark blue background. The nodes are represented by small circles, some of which are larger and have concentric circles, suggesting a hierarchical or central structure. The lines are thin and connect the nodes in a complex, web-like pattern.

Journey towards Feature Teams

A decorative network diagram in the bottom-right corner, similar to the one in the top-left, featuring a cluster of interconnected nodes and lines, rendered in a light orange color against a dark blue background. The nodes are represented by small circles, some of which are larger and have concentric circles, suggesting a hierarchical or central structure. The lines are thin and connect the nodes in a complex, web-like pattern.

LeSS Framework

Large-Scale Scrum (LeSS Framework)



Two Journeys



being told how to work



self-managing teams



programmer

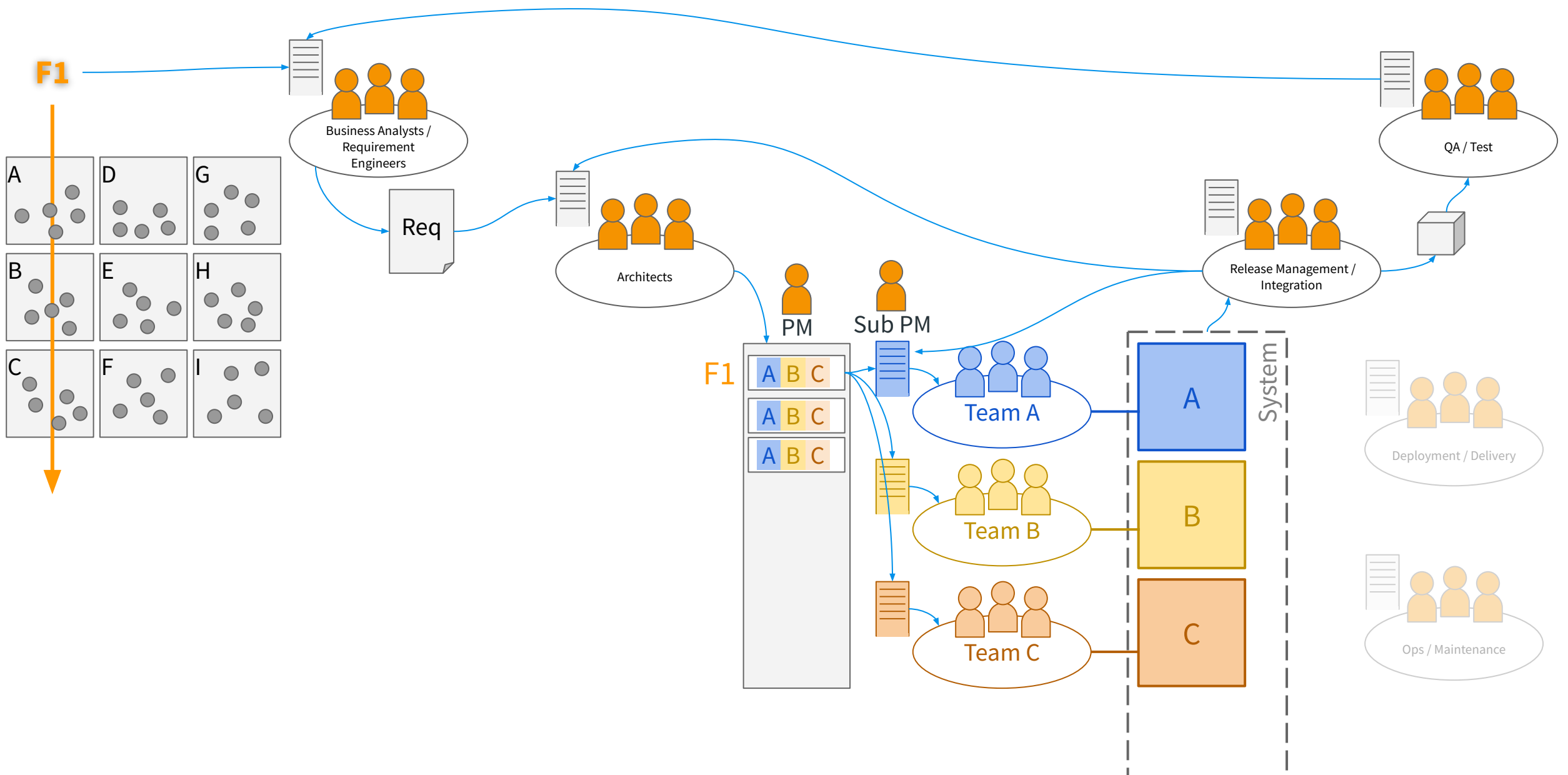


product developer



release 1

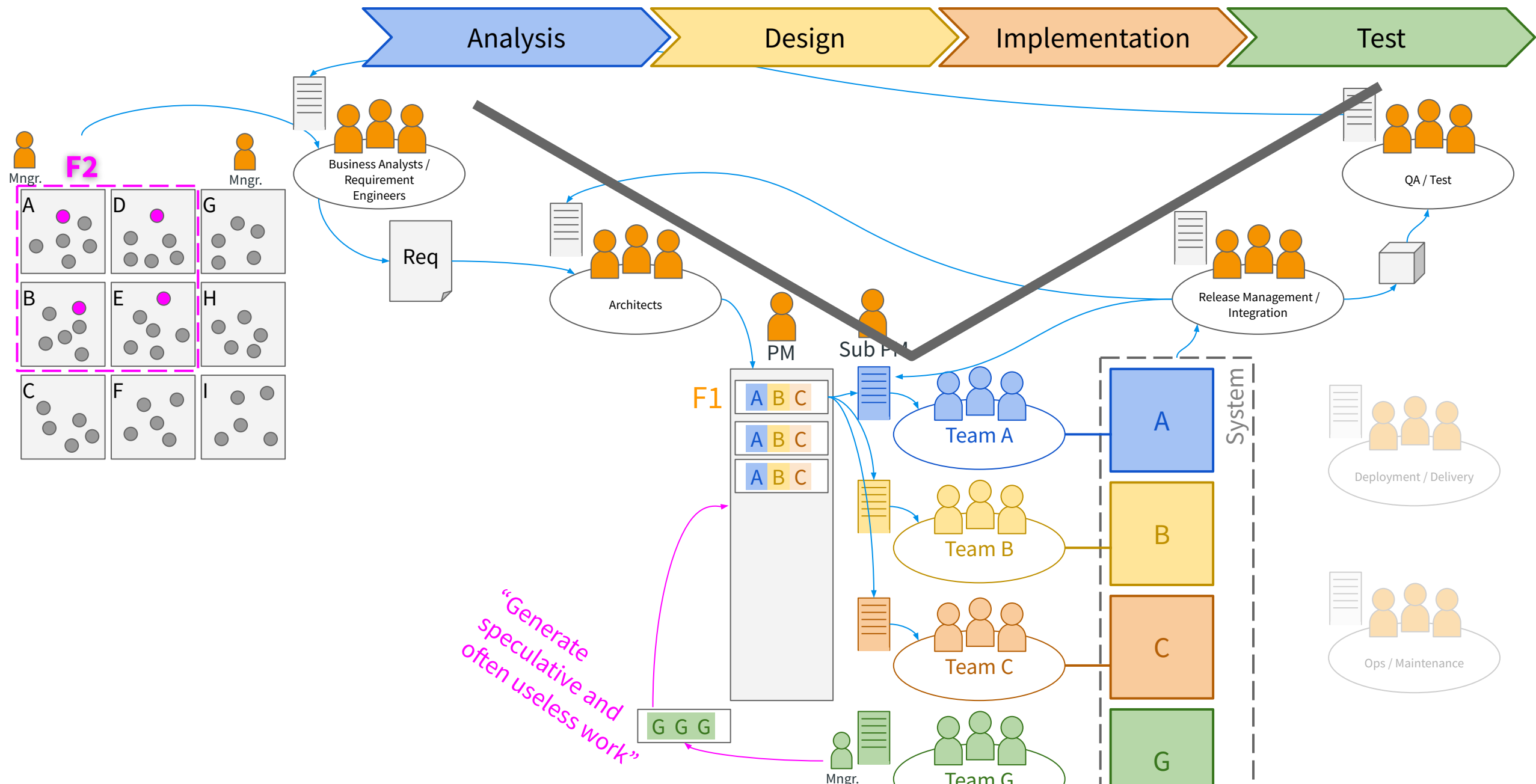
Component Team Approach



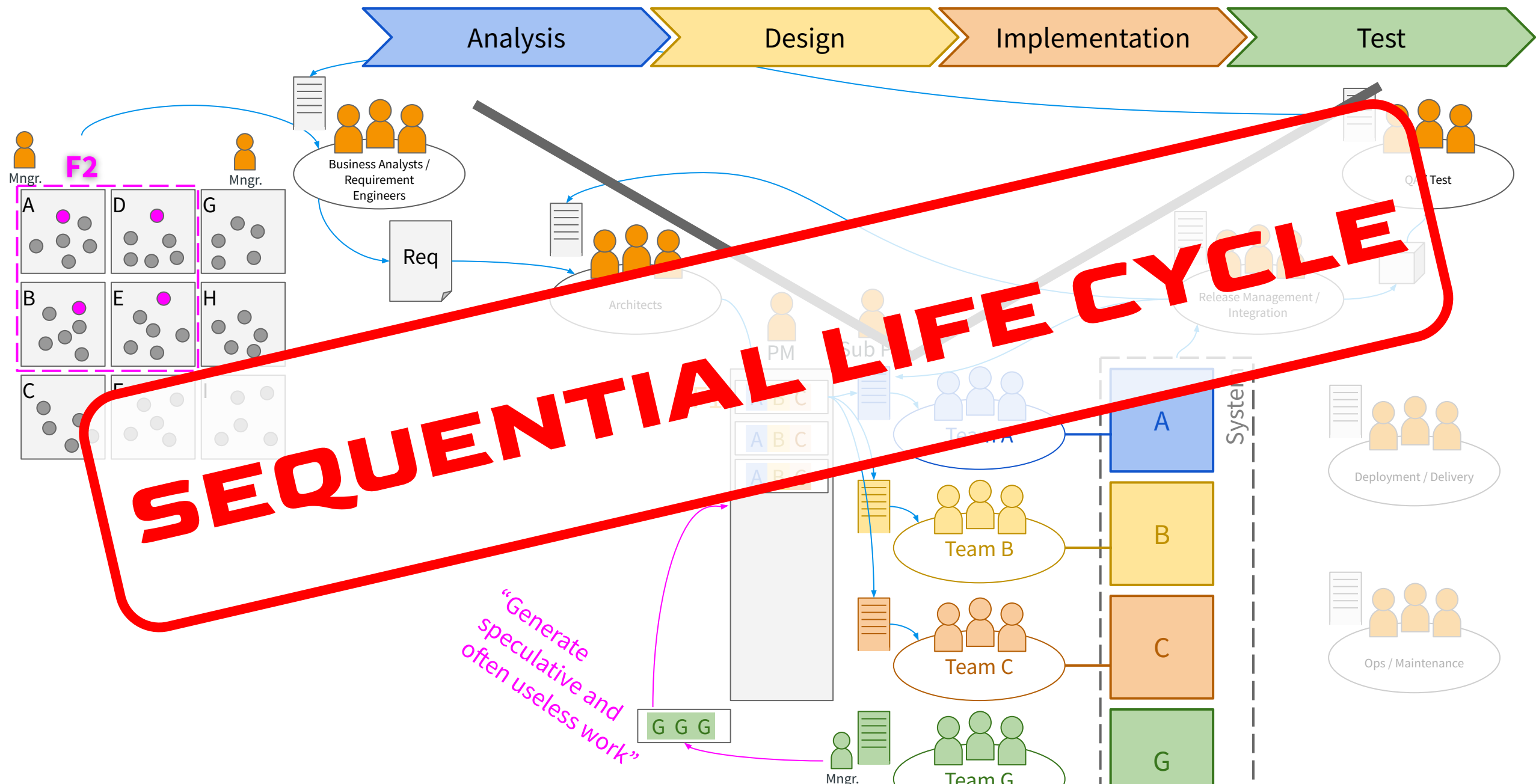


release 2

Component Team Approach

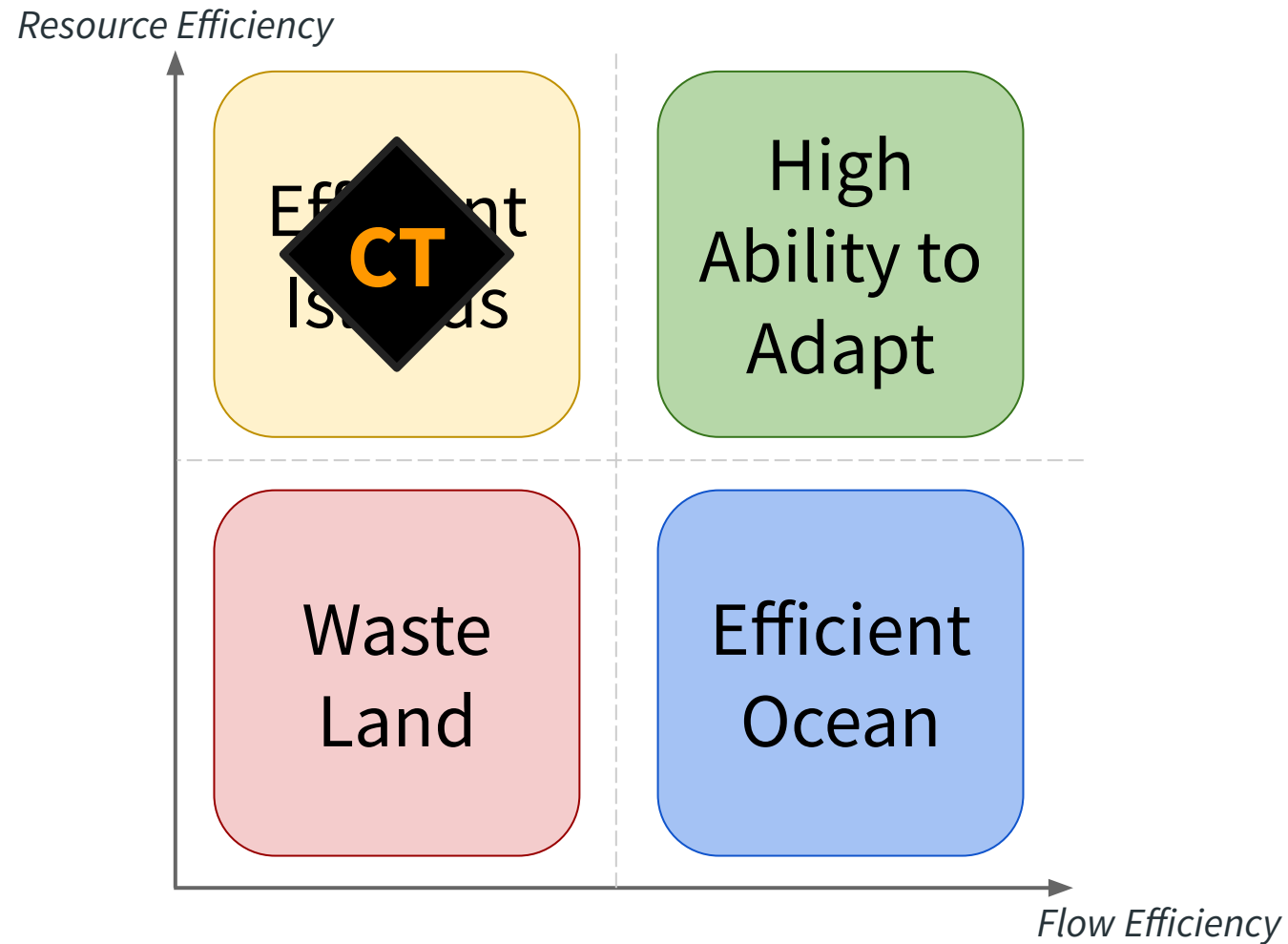


Component Team Approach

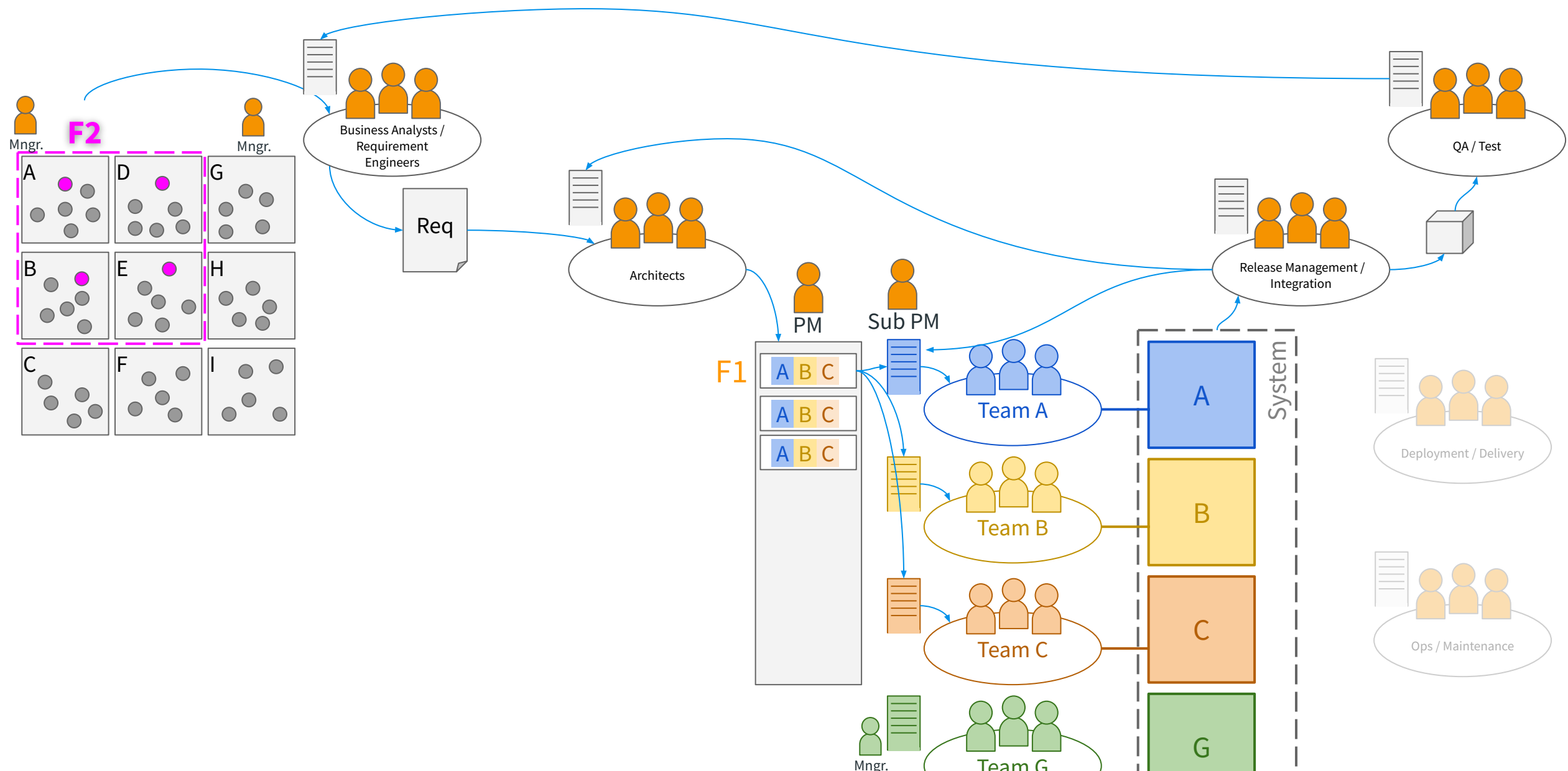


Resource vs. Flow Efficiency

Where do we find Component Teams?

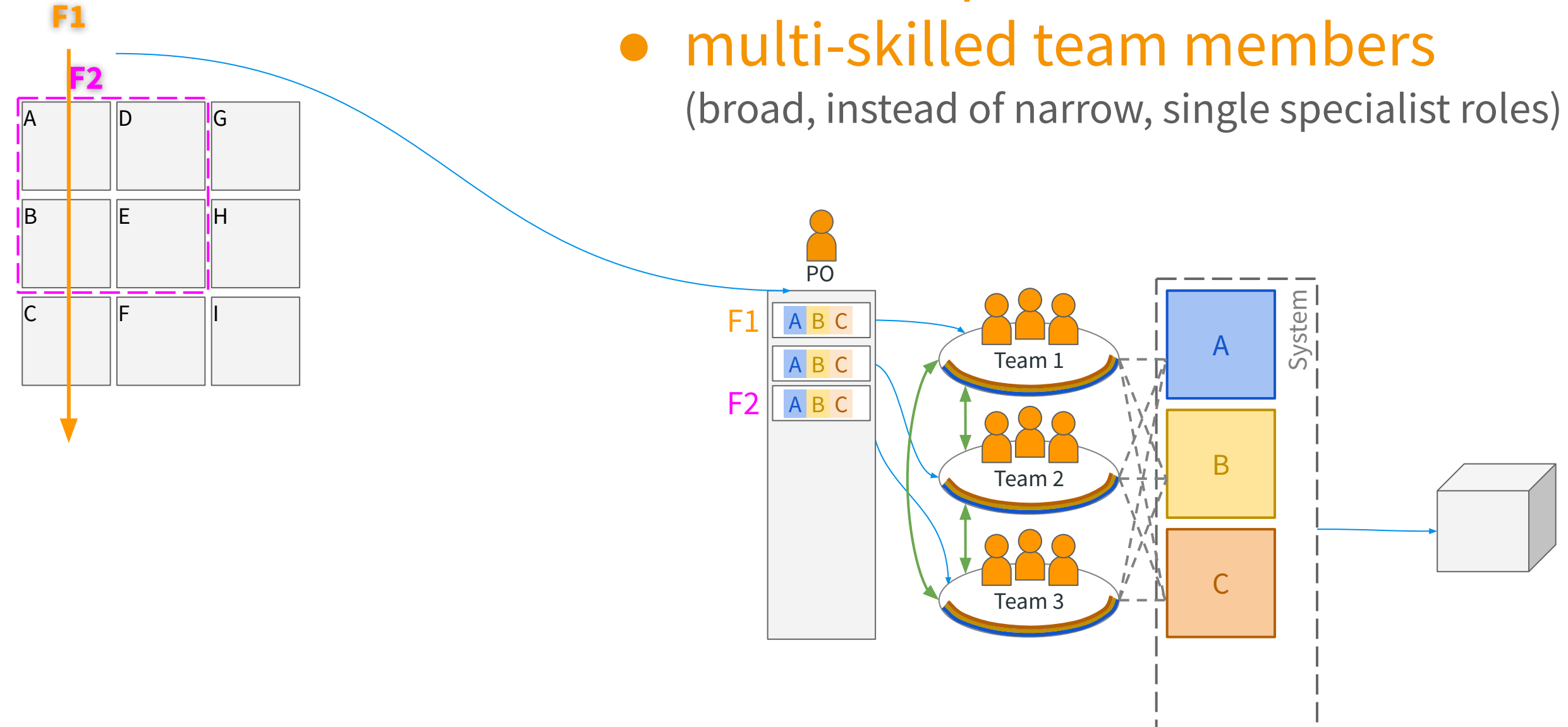


Component Team Approach



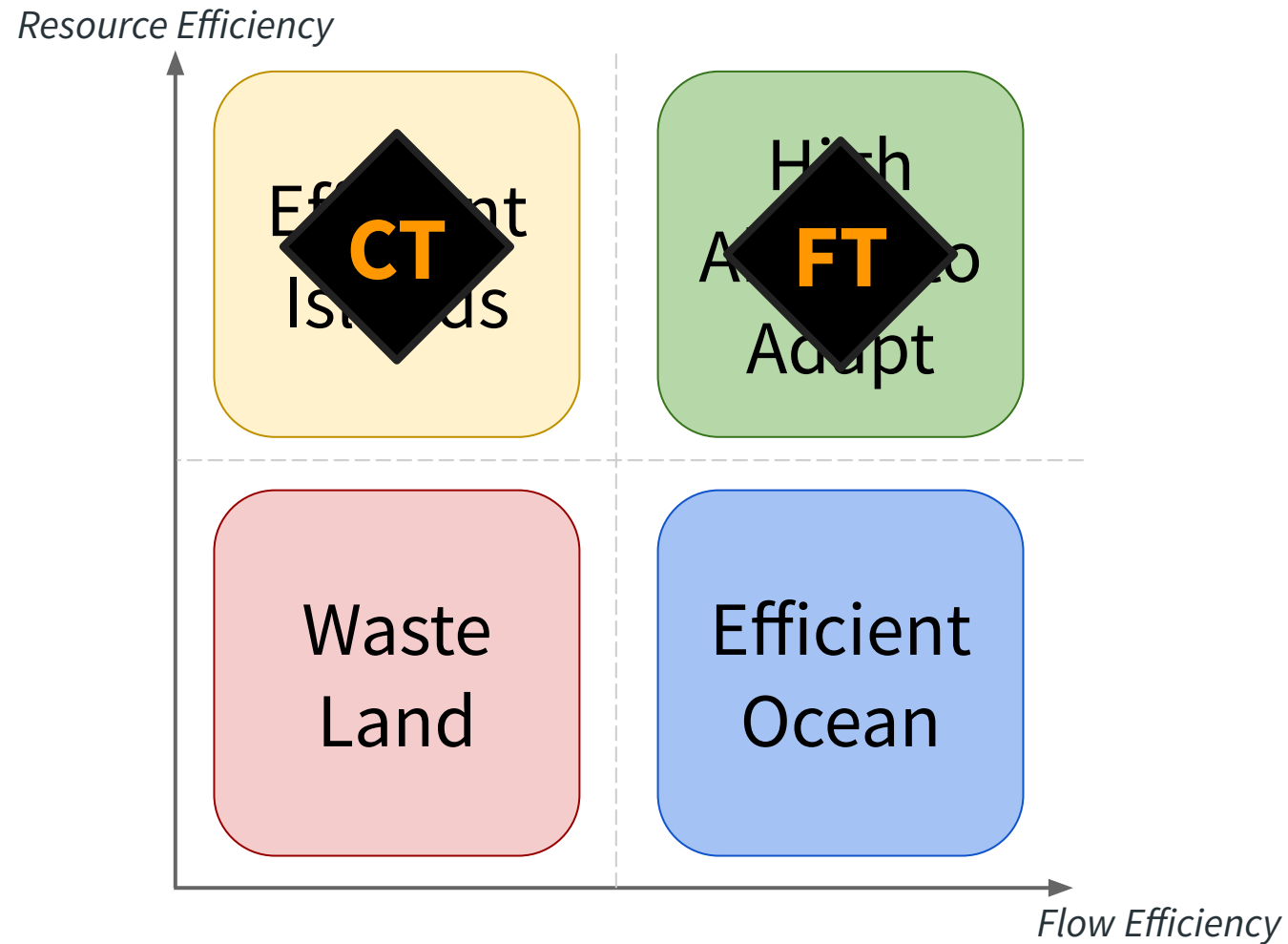
Feature Team Approach

- cross-functional
- cross-component
- multi-skilled team members
(broad, instead of narrow, single specialist roles)



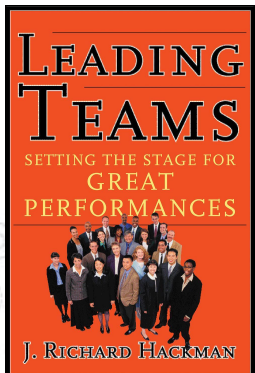
Resource vs. Flow Efficiency

Where do we find Feature Teams?

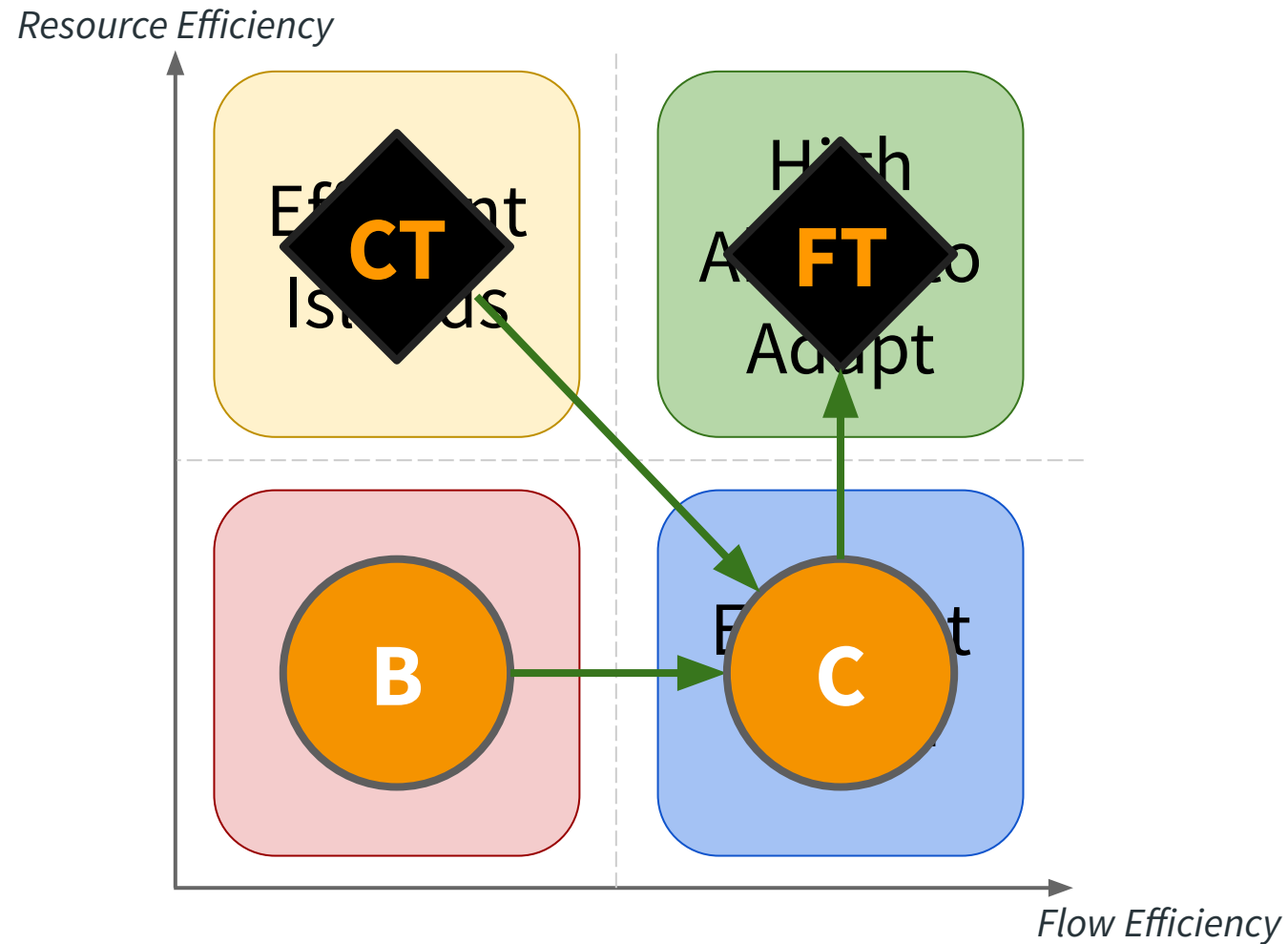


Authority Matrix

Setting overall direction				
Designing the team and its organizational context	Management Responsibility			
Monitoring and managing work process and progress		Team's Own Responsibility		
Executing the team task				
	Manager-led teams	Self-Managing teams	Self-Designing teams	Self-Governing teams



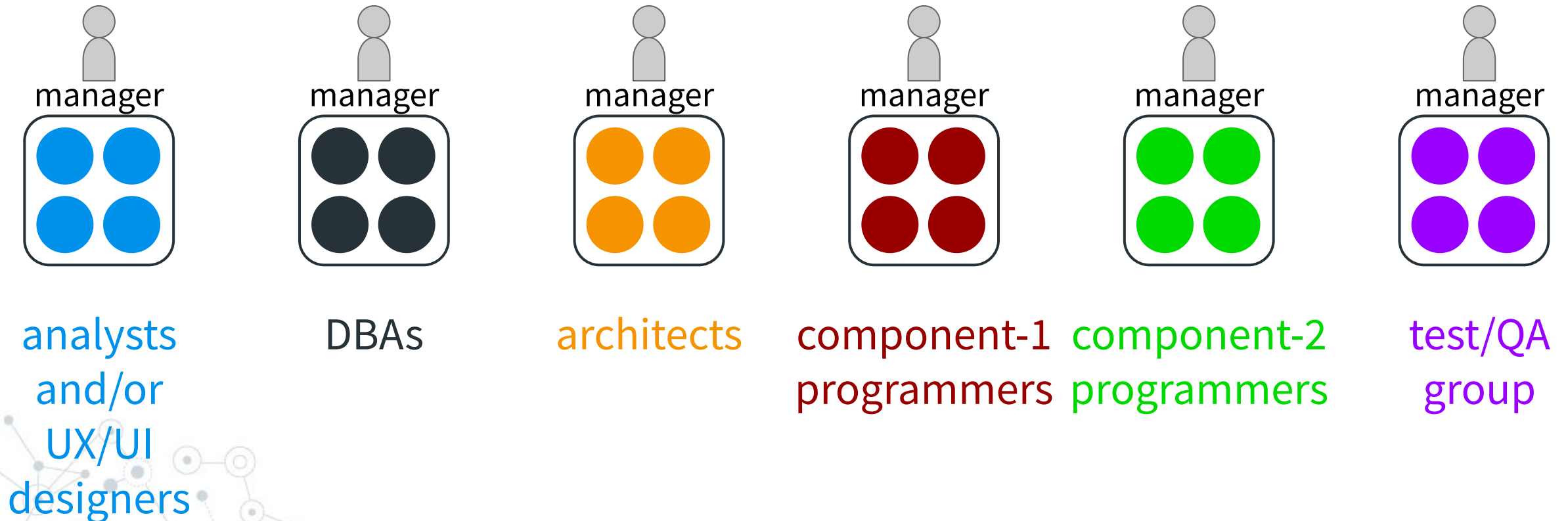
Ressource vs. Flow Efficiency Paths to Feature Teams



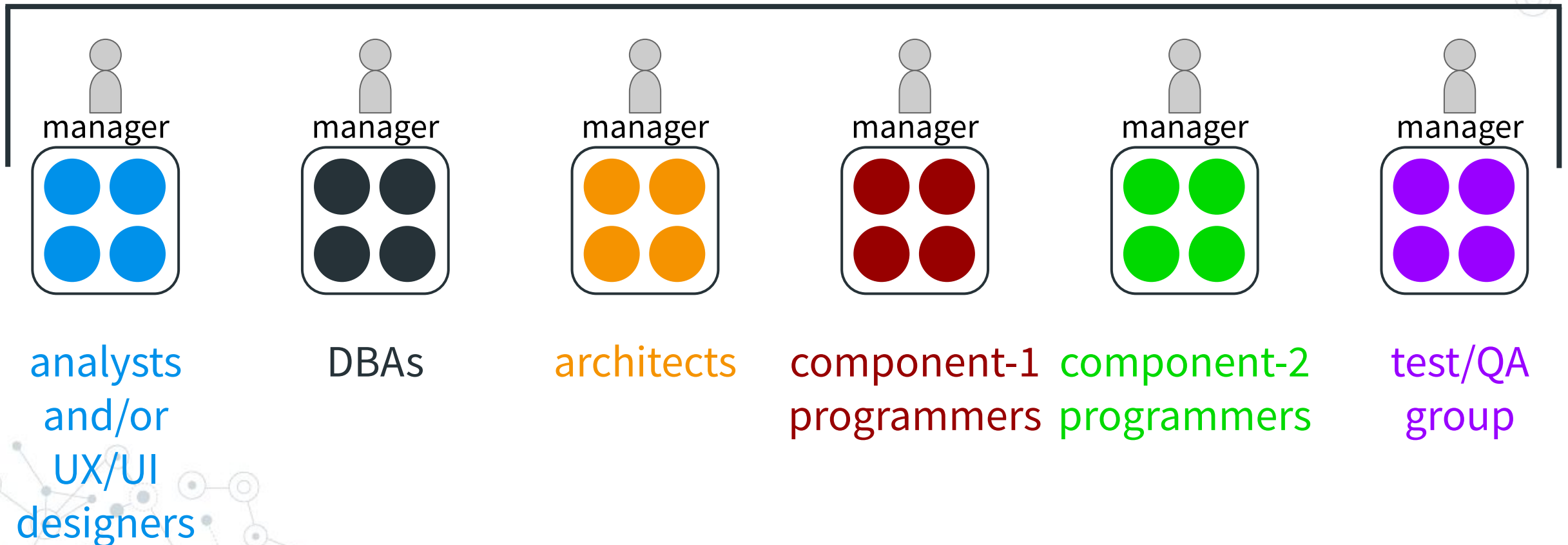


The Common Change

A likely traditional large-scale organisational structure before “adaptive”

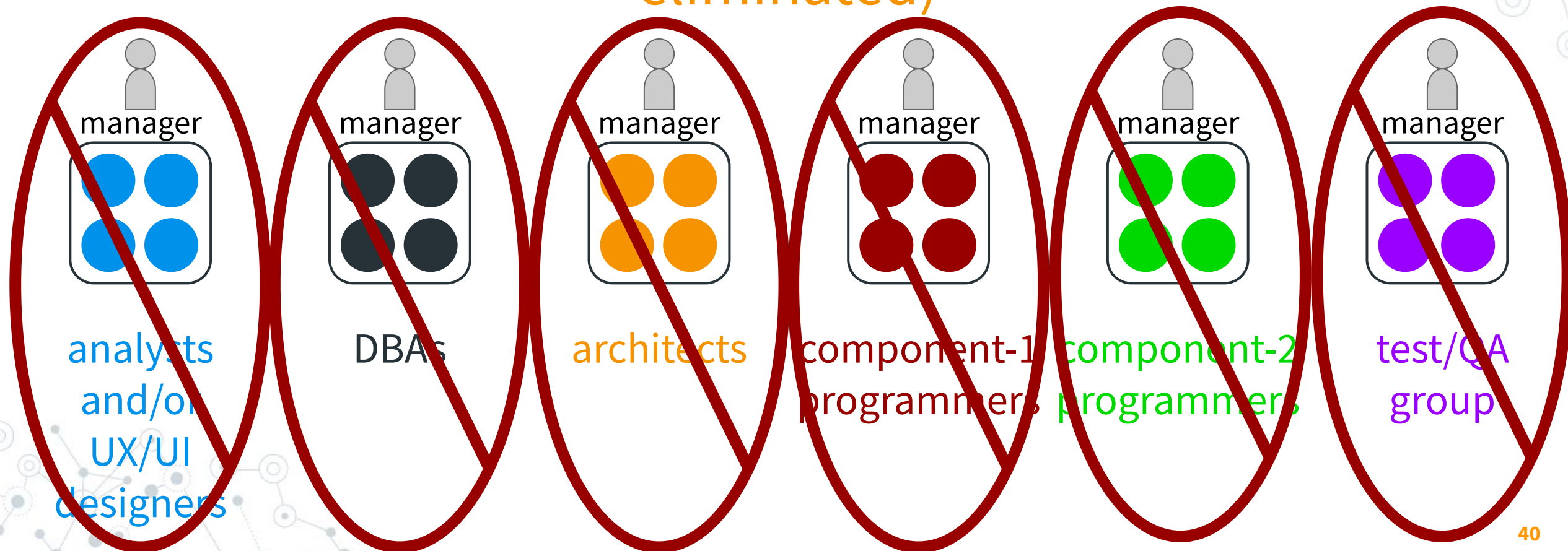


an adaptive feature team spans ALL skills and code



single-specialist groups are dissolved

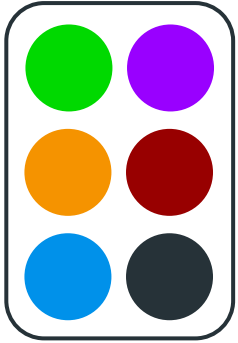
(and thus the functional & component manager roles are eliminated)



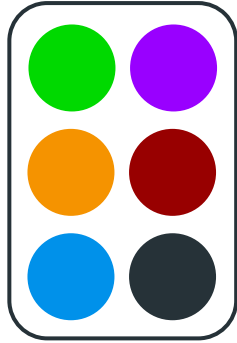


Feature Team v0.1

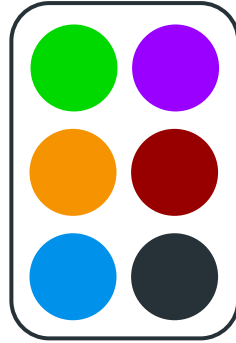
- ✓ cross-functional
- ✓ cross-component
- ✗ multi-skilled team members
(broad, instead of narrow, single specialist roles)



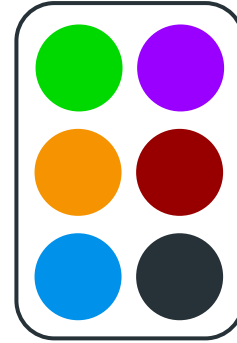
Team
Davinci



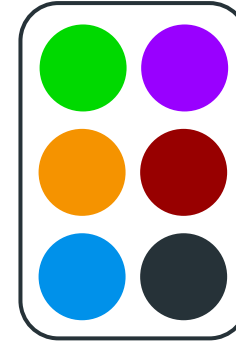
Team
Mach



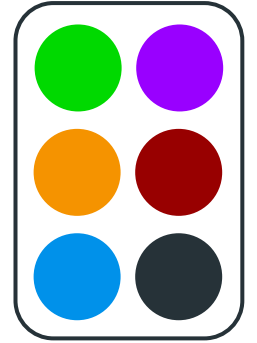
Team
Heisenberg



Team
Couper

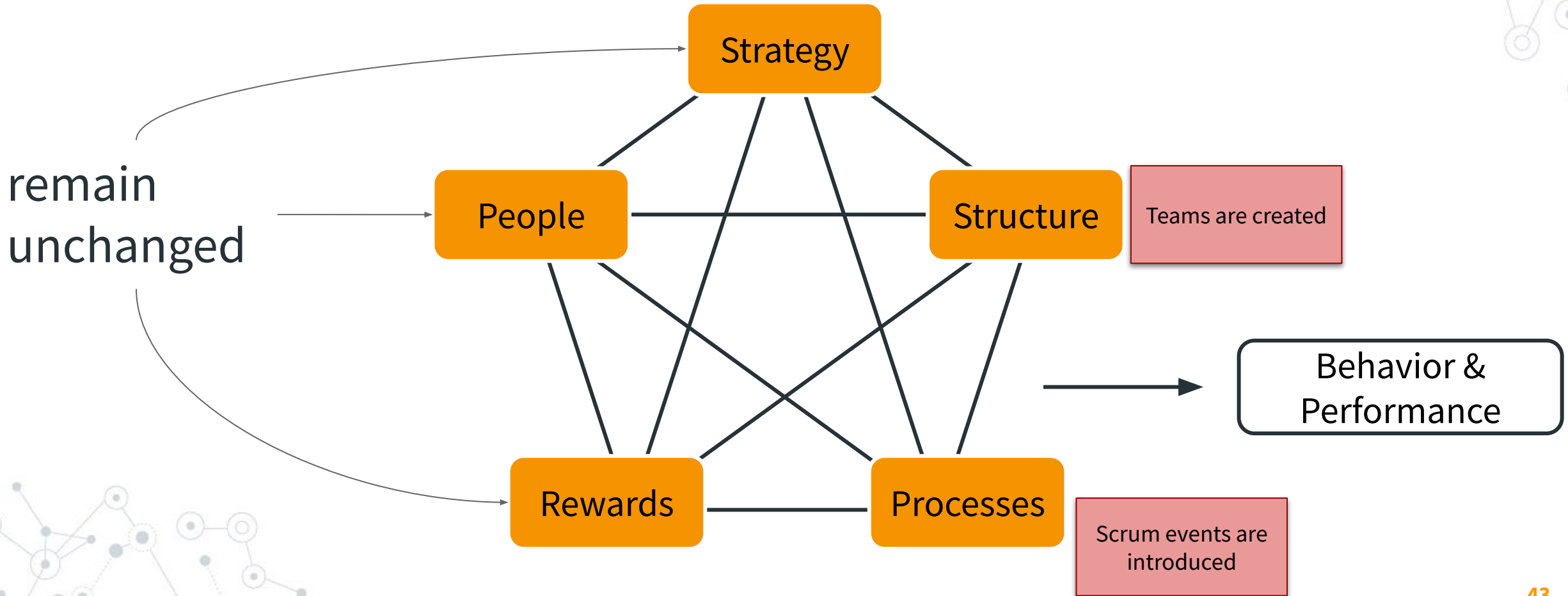


Team
Einstein



Team
Newton

What changed?





Sprint Planning

Sprint Planning of our new Team

Sprint Backlog


PO

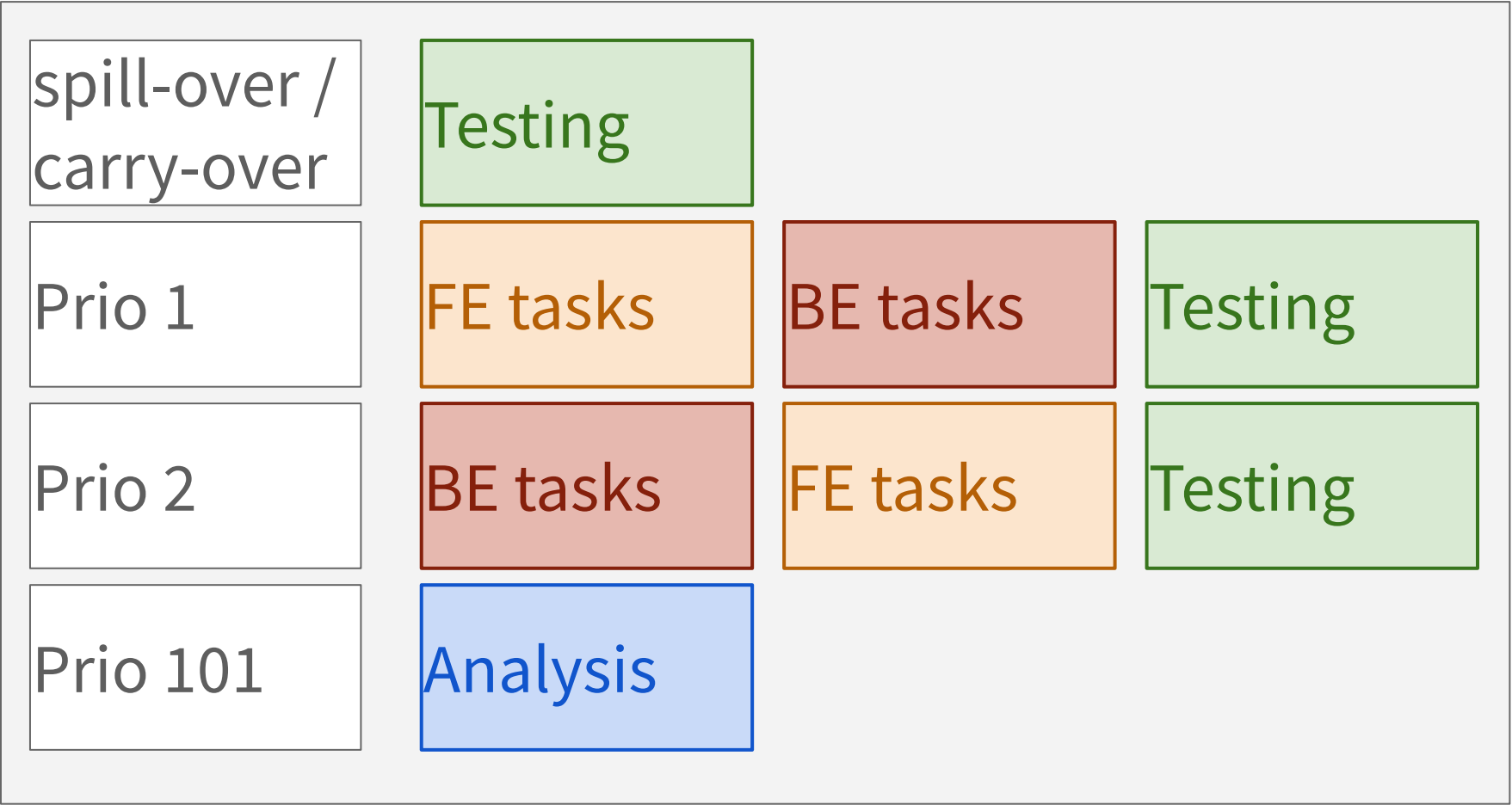
Prio 1

Prio 2

Prio 3

...

Prio 101

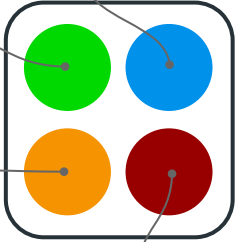


Analyst

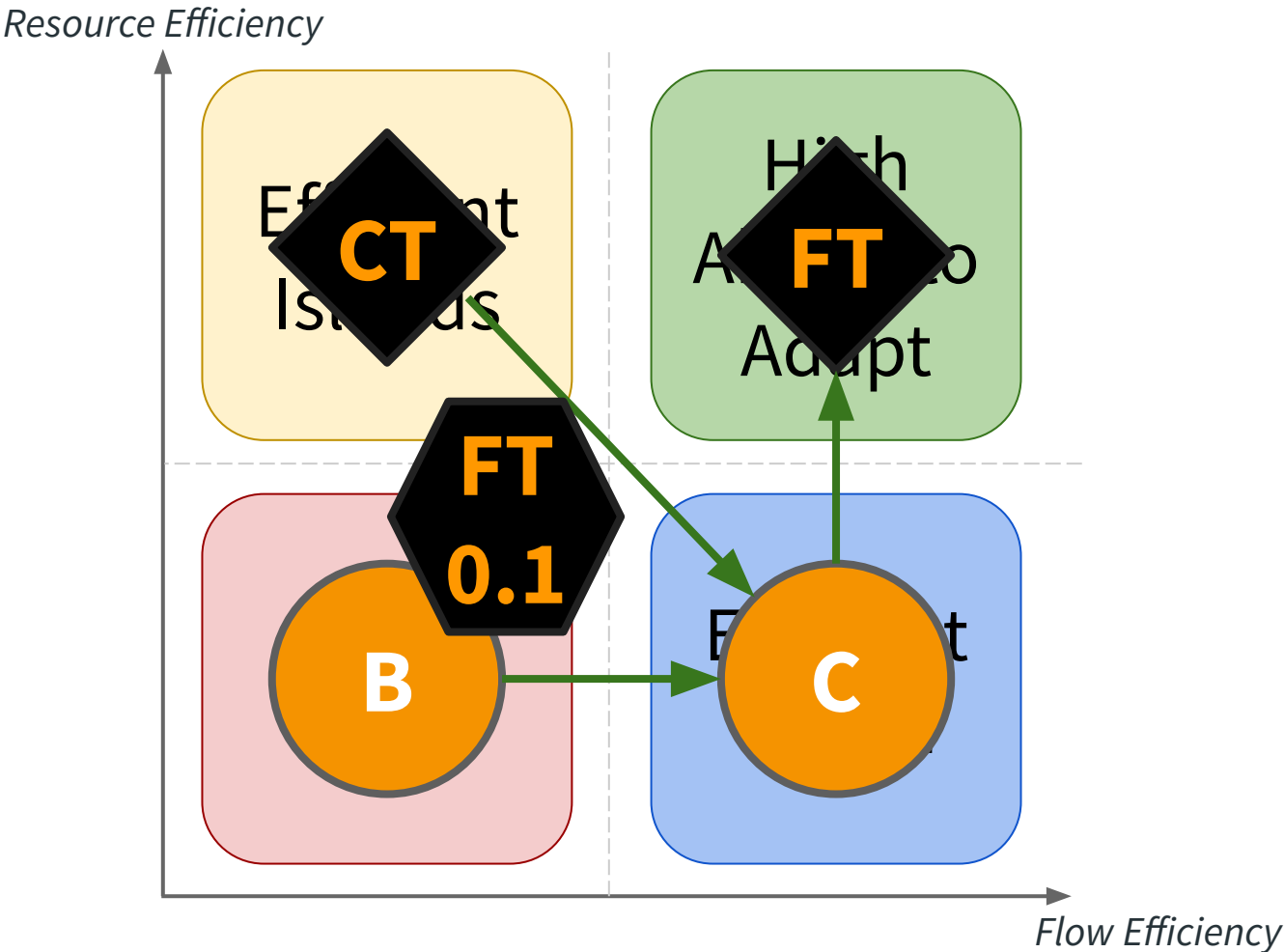
Tester

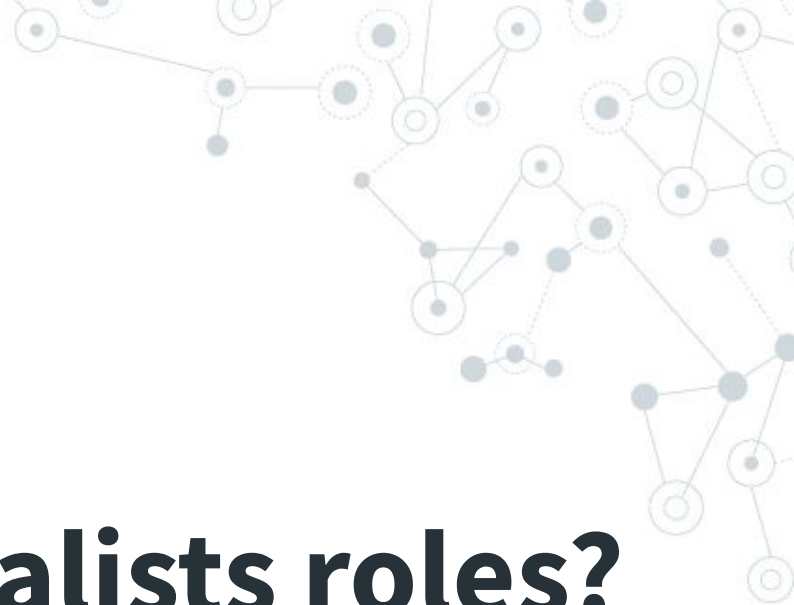
FE Dev.

BE Dev.



Ressource vs. Flow Efficiency
Where do we find Feature Teams v0.1?





Why do we have narrow specialists roles?

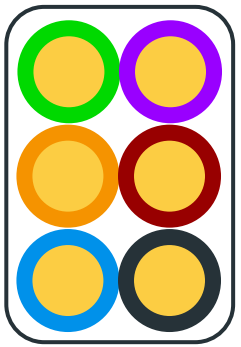
Because it is more efficient.



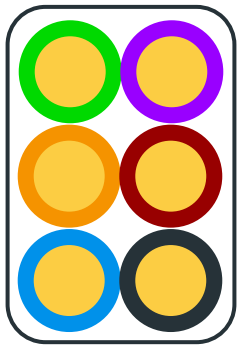
Way Forward

cross-functional
cross-component
multi-skilled team
member roles

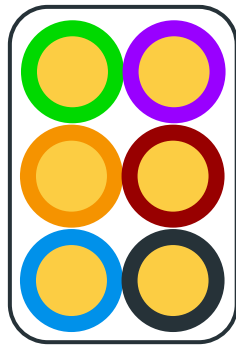
No specialized roles in teams.
One, broad team-member role!



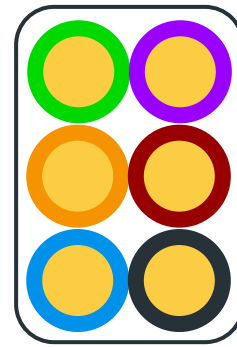
Team
Davinci



Team
Mach

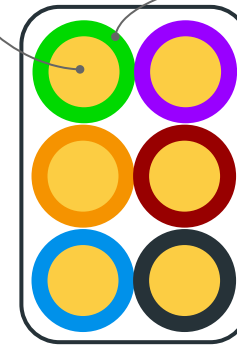


Team
Heisenberg

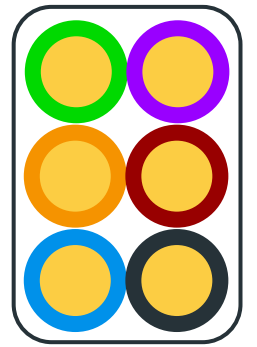


Team
Cooper

role skill



Team
Einstein



Team
Newton

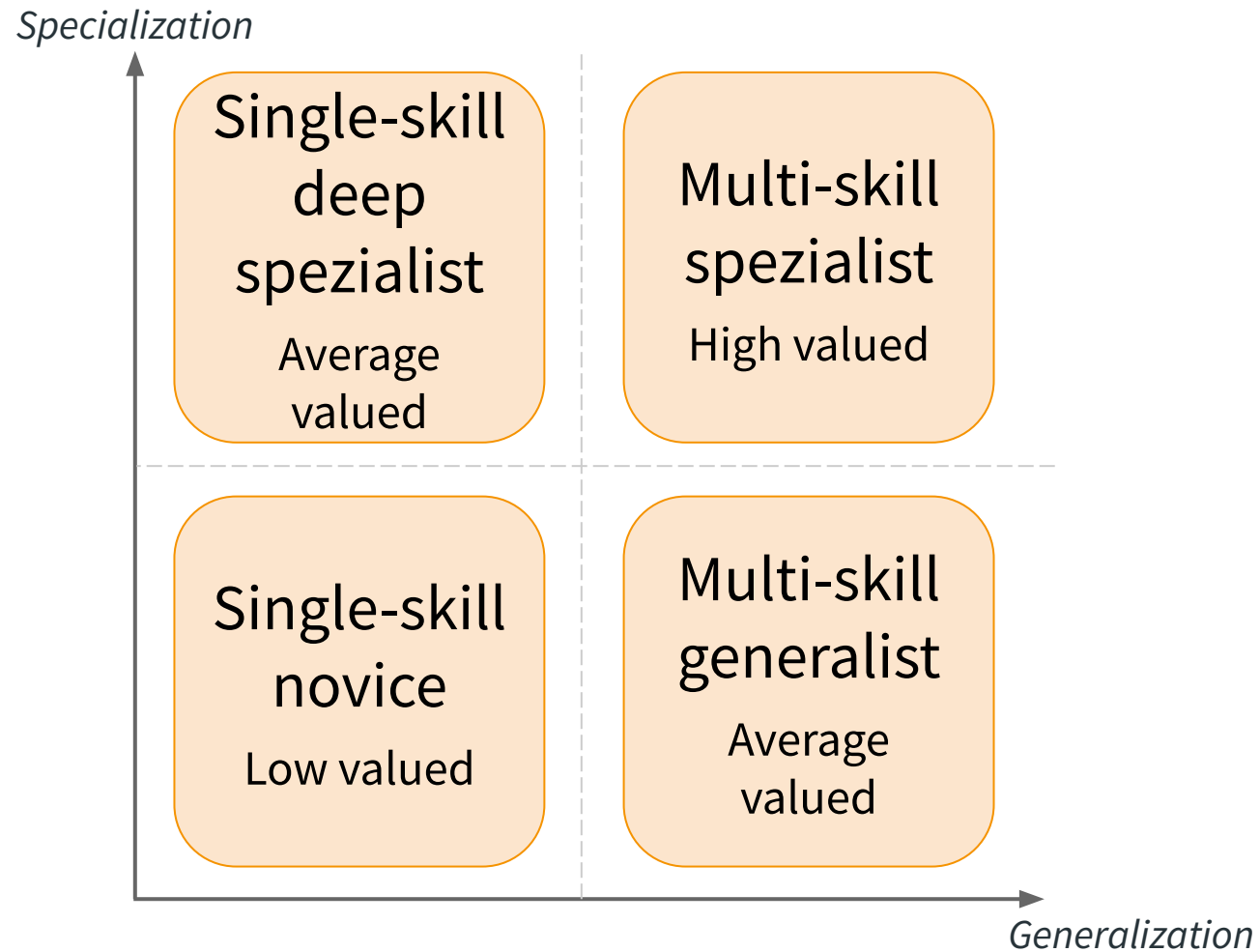
A decorative network diagram at the top of the slide, featuring a series of interconnected nodes and lines. A central node is highlighted with a dashed circle and a solid circle, containing a large orange quotation mark.

“

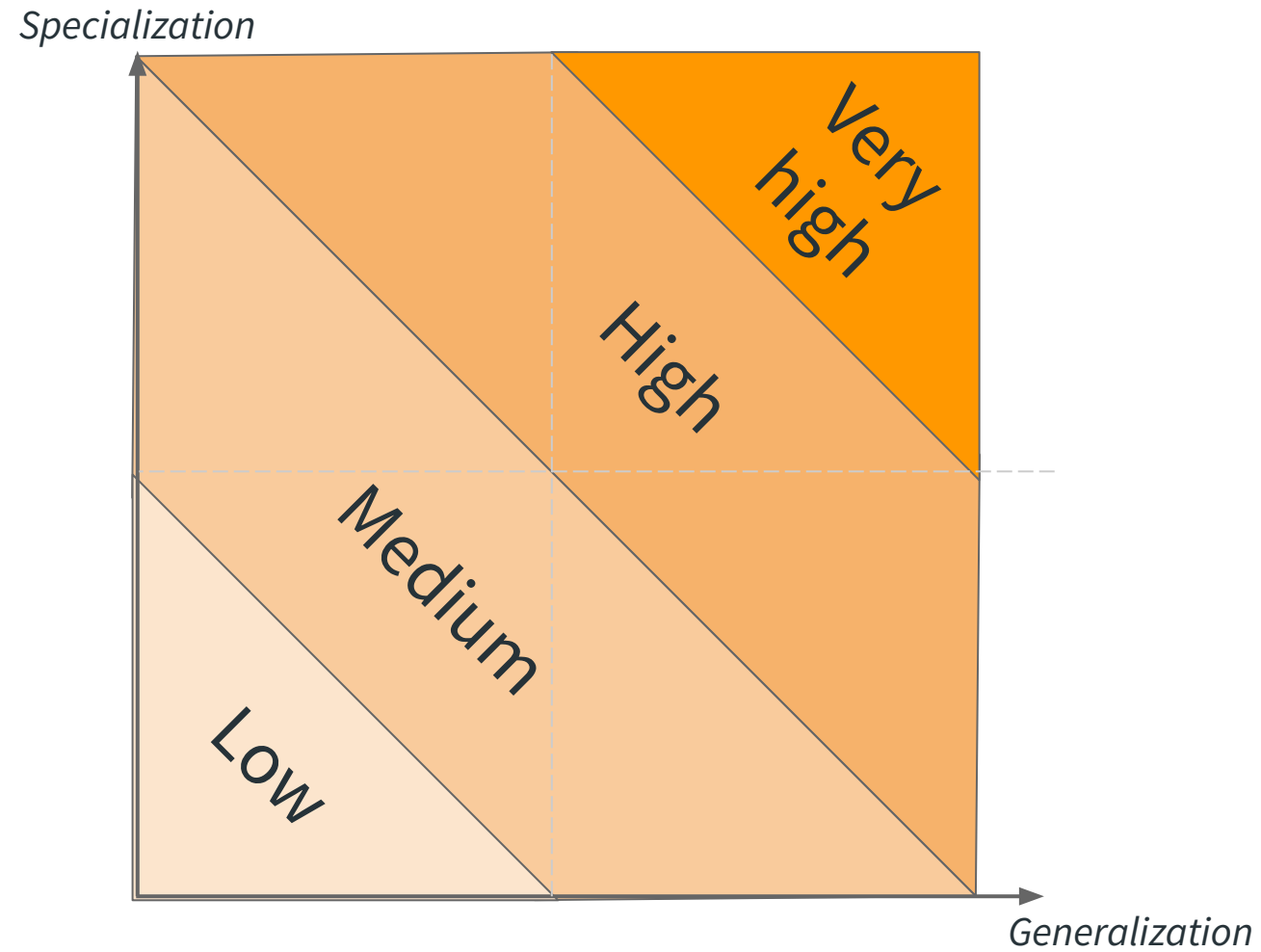
*„It is difficult to get a man to understand something when his job depends on **not** understanding it.“*

— Upton Sinclair

Generalization & Specialization



Salary Diagram

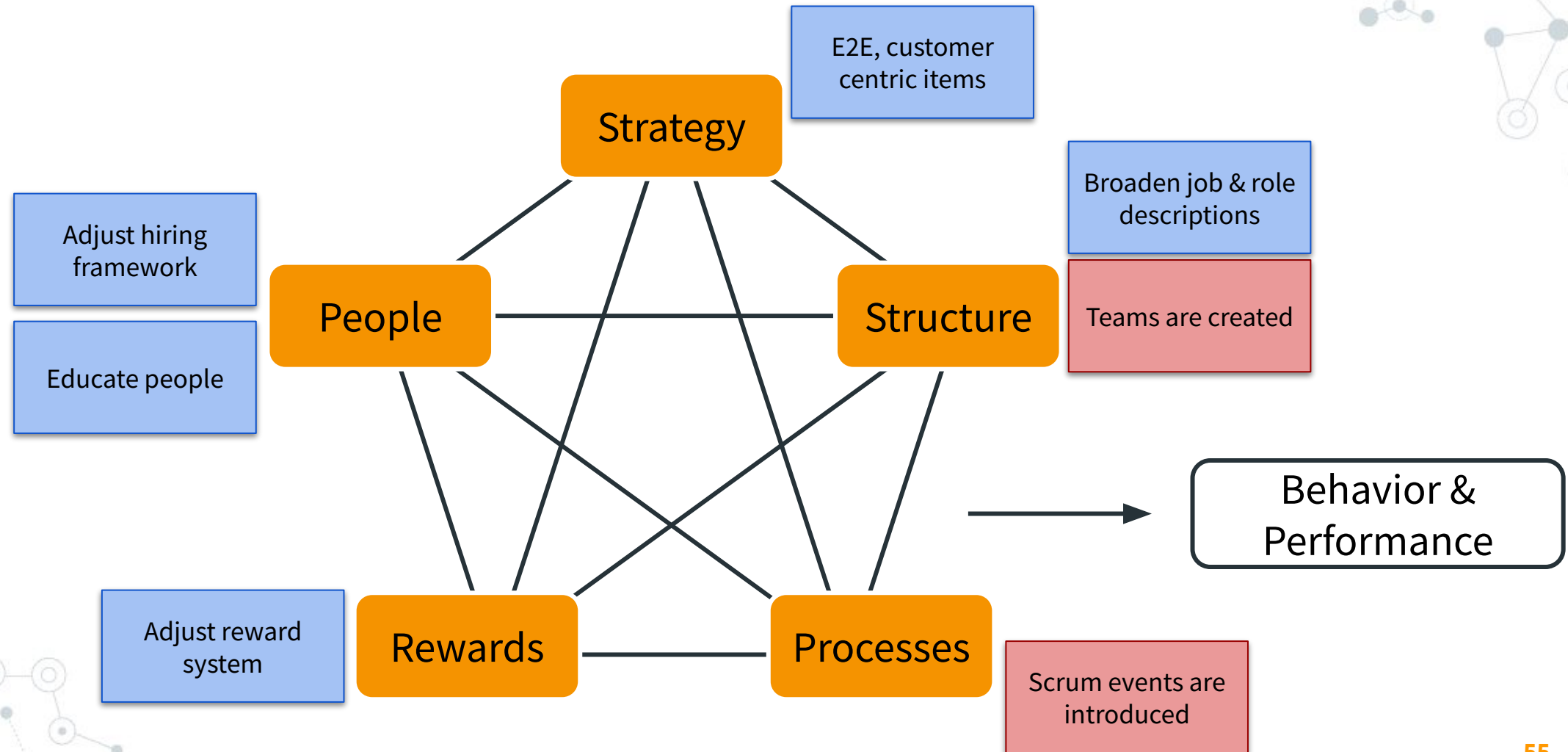




connecting to the StarModel™...

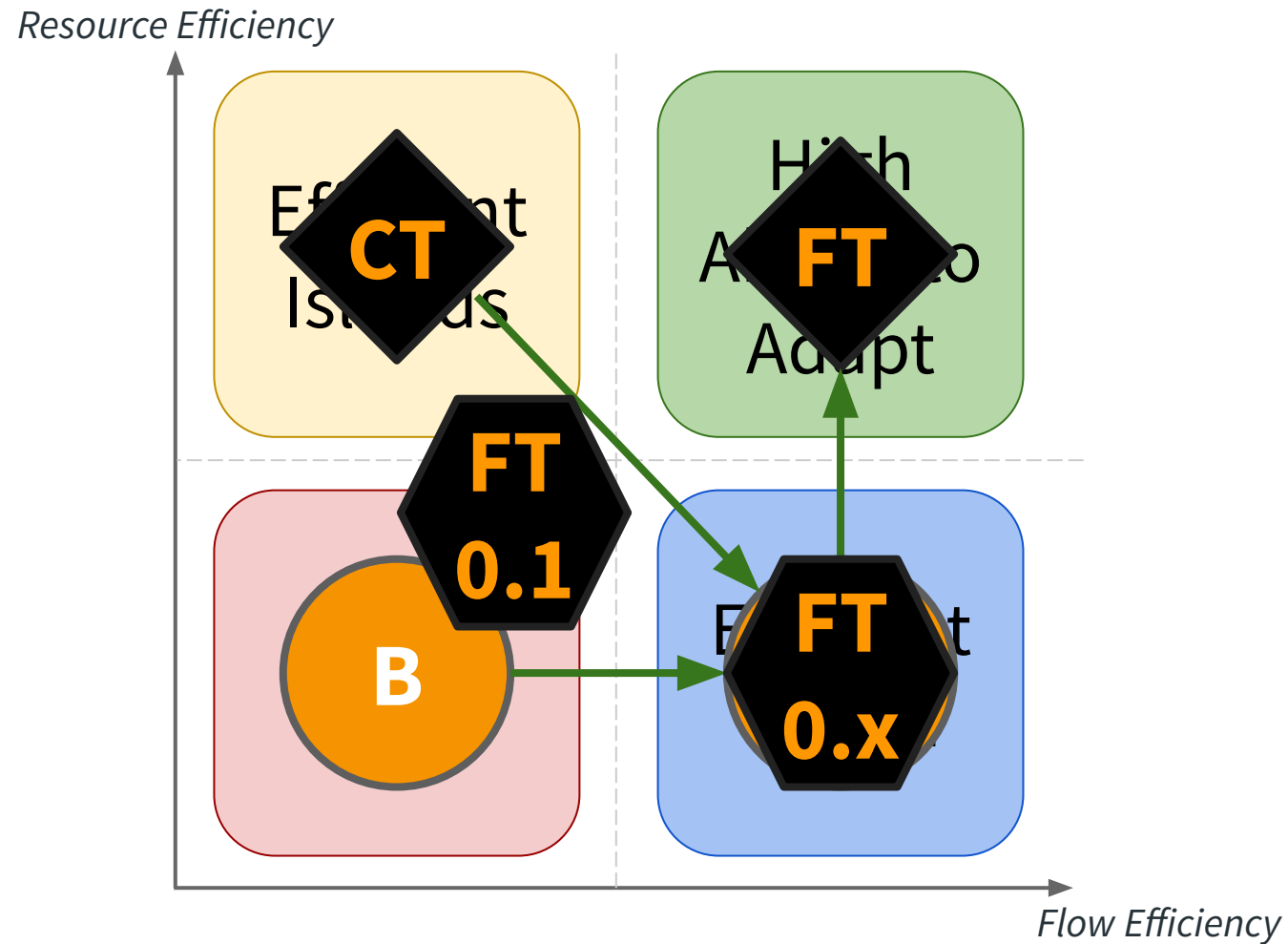
What needs changing to enable Feature Teams?

Which elements need changing to enable Feature Teams?



Ressource vs. Flow Efficiency

Where do we find Feature Teams v0.x?



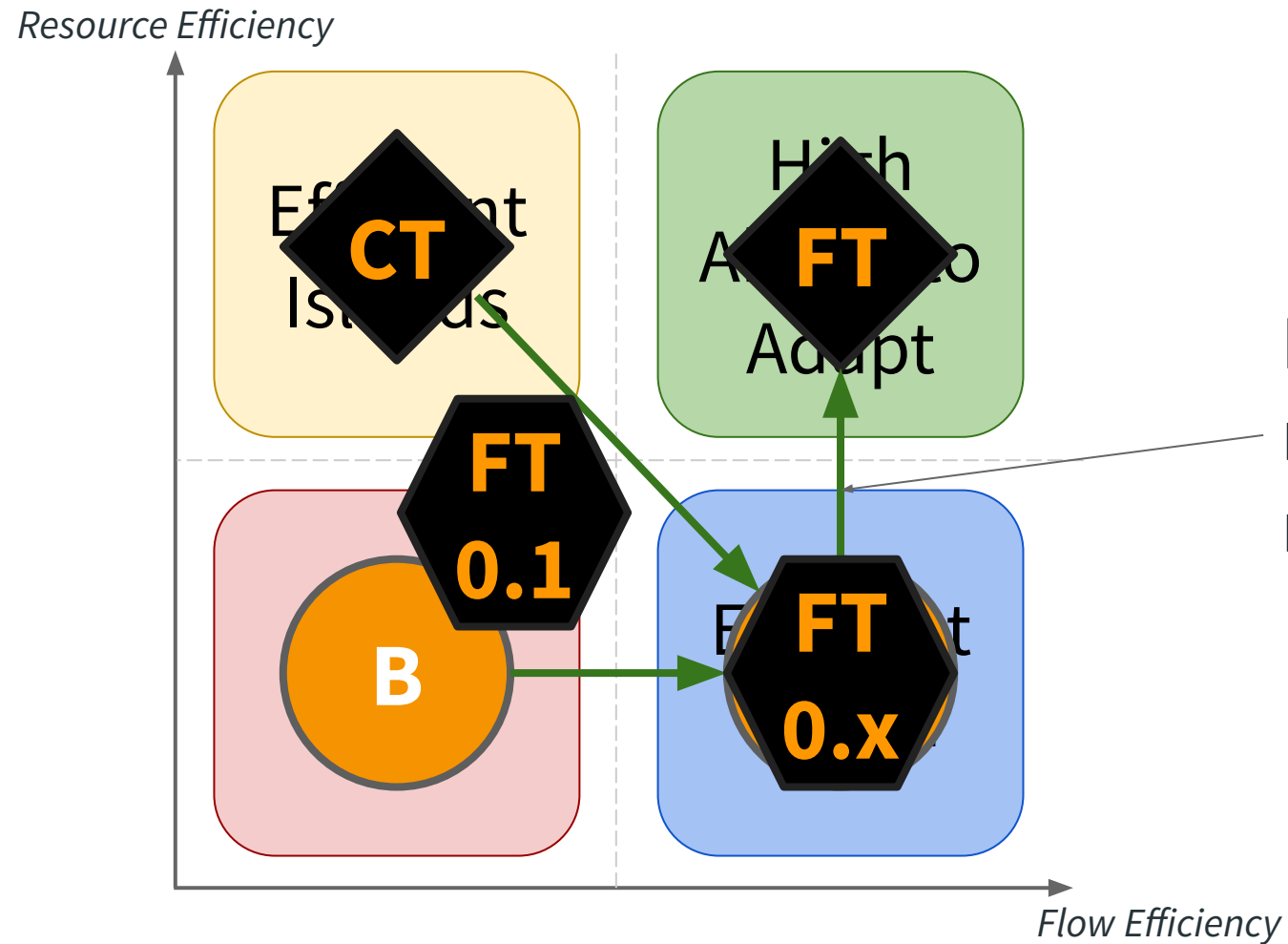
A decorative network diagram in the top-left corner, consisting of yellow dots of varying sizes connected by thin yellow lines, forming a complex web-like structure.

More ways towards Feature Teams

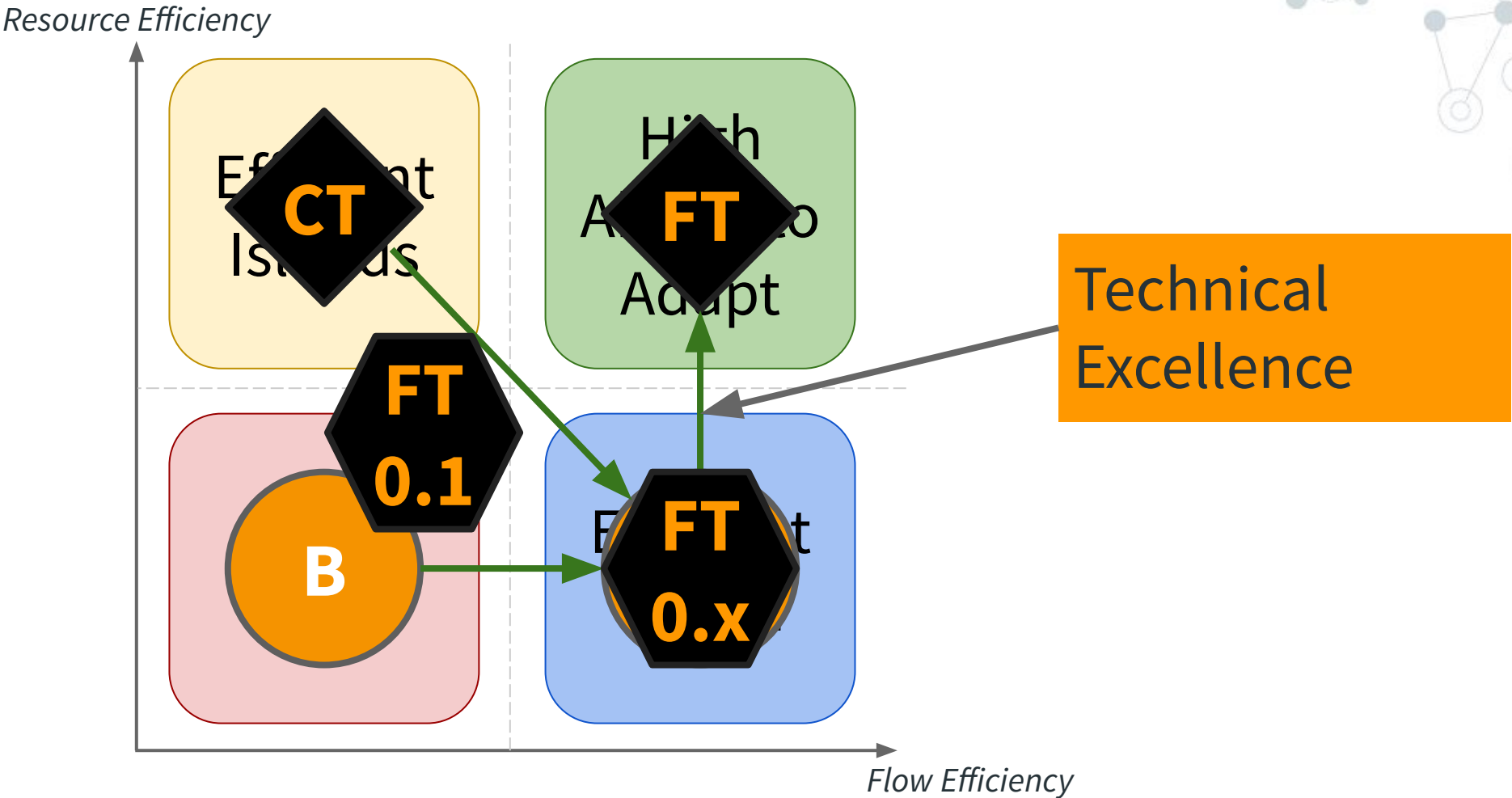
A decorative network diagram in the bottom-right corner, consisting of yellow dots of varying sizes connected by thin yellow lines, forming a complex web-like structure.

Ressource vs. Flow Efficiency

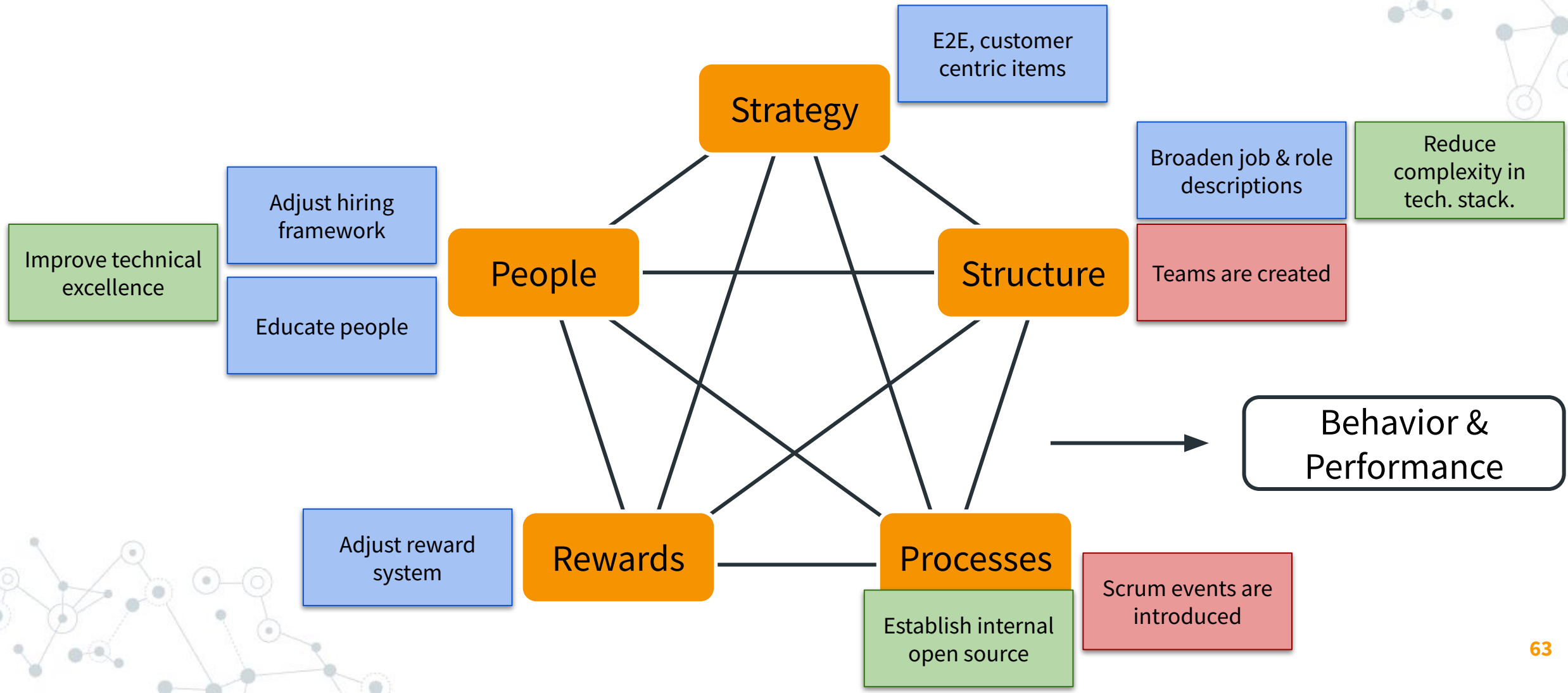
How to move to real Feature Teams?



Ressource vs. Flow Efficiency
How to move to real Feature Teams?

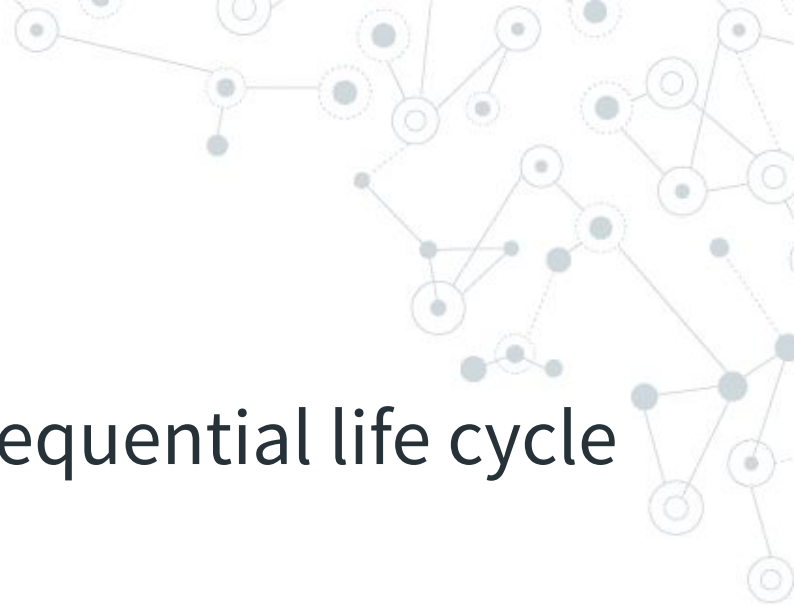


Which elements need changing to enable Feature Teams?



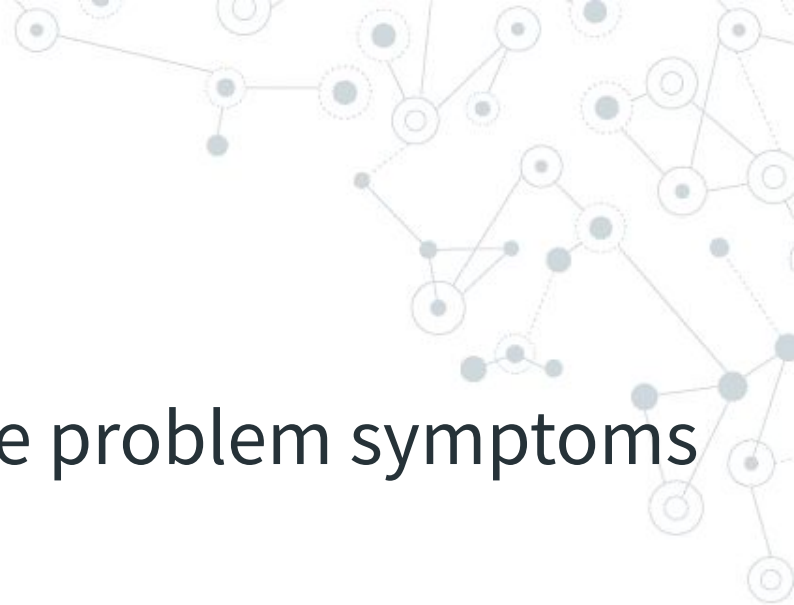


Summary



Summary

1. Narrow, single-specialist roles in teams lead to sequential life cycle within teams.
2. Establish broad, multi-skilled roles and align reward system to move towards flow efficiency.
3. Increase technical excellence to move towards real adaptability with Feature Teams.



Recommendation

1. Look for root-causes somewhere else than where problem symptoms appear.
 2. Always consider the entire system – Identify todos in all elements of the StarModel™
 3. Use different maps, determine your current state and where you need to go. (Resource vs. Efficiency, Specialization vs. Generalization, Feature Team Adoption Map, etc.)
- 

MORE

Step by step towards Feature Teams with the Feature Team Adoption Map (FTAM)

16:15 Team reflection & break (what have you learned and answer your questions)
(Picasso)

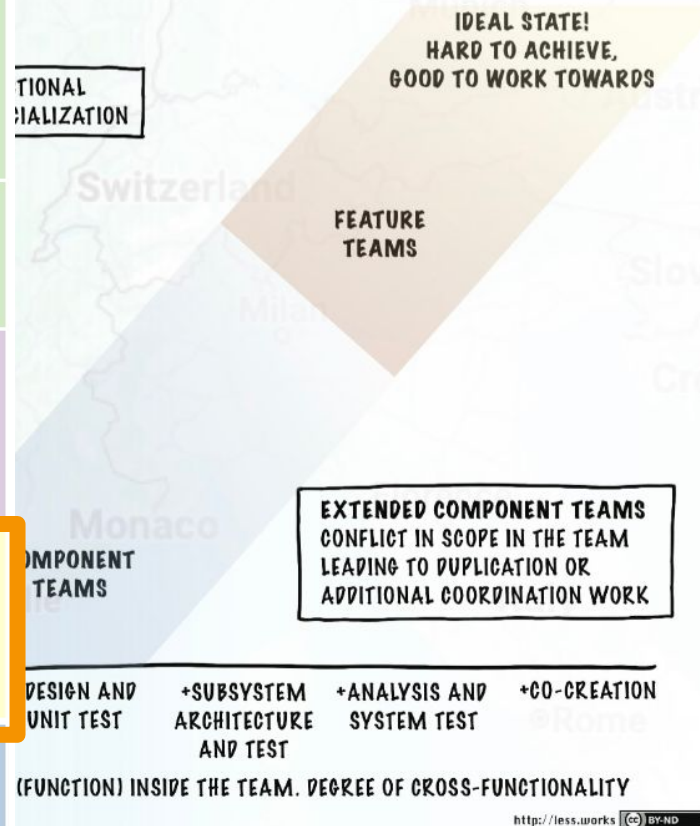
16:45  Turning the Tide with LeSS: A Watershed Moment in Agile
Transformation at a Water Management Company
Adrian Perreau de Pinninck (Goya)

 The Positive Impact Of Shared Understanding On Your Organization
Benjamin Brachert (Dali)

 The Breakthrough for Change Agents! ORCA: More Impact with Less
Effort and Stress.
Denis Sunny (Velázquez)

 Step by step towards Feature Teams with the Feature Team Adoption
Map (FTAM)
Mark Bregenzer (Picasso)

17:45 Closing of day 1
(Picasso)



The background is a solid orange color. In the top-left and bottom-right corners, there are abstract network diagrams. These diagrams consist of various sized circles (nodes) connected by thin black lines. Some nodes are solid black, while others are white with a black outline. The connections form a complex, branching structure that resembles a molecular or biological network.

What's Next?

Reach out

konstantin@leansherpas.com

leansherpas.com

konstantin-ribel.com





Questions & Answers