

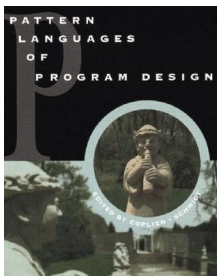
Resolve the Contradiction of Specialists within Agile Teams

Steve Berczuk
Fitbit

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1

About Me



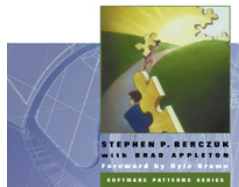
1995



Find a course >

2005

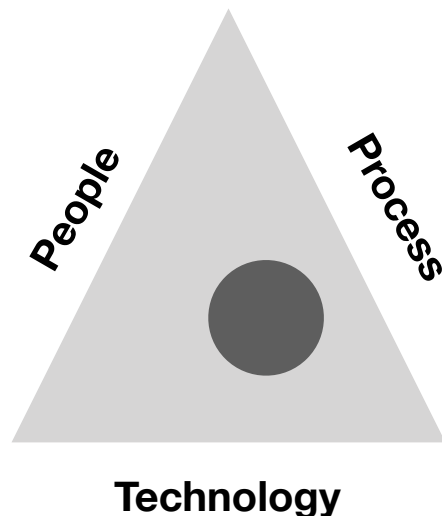
SOFTWARE CONFIGURATION
MANAGEMENT PATTERNS
Effective Teamwork, Practical Integration



2002

Software
Development

Writing



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Agenda

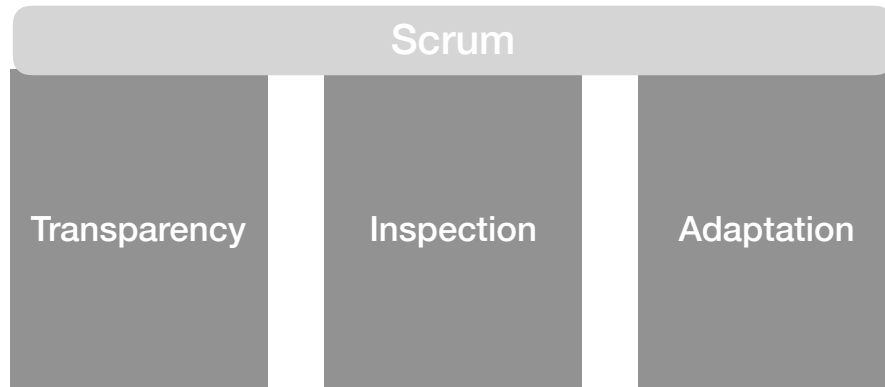
- Scrum Process & Principles
- Scrum and Scrum Teams
- Dealing with Growth & Kinds of Teams
- Specialization
- Questions/Discussion

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Scrum Process & Principles

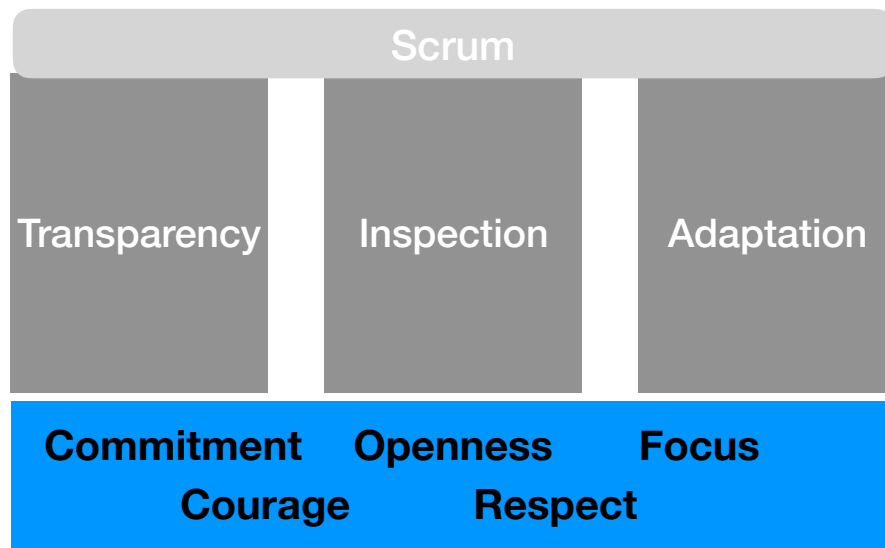
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Scrum Pillars and Values

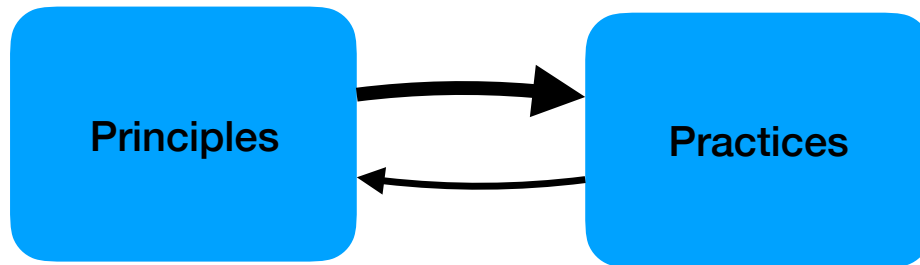


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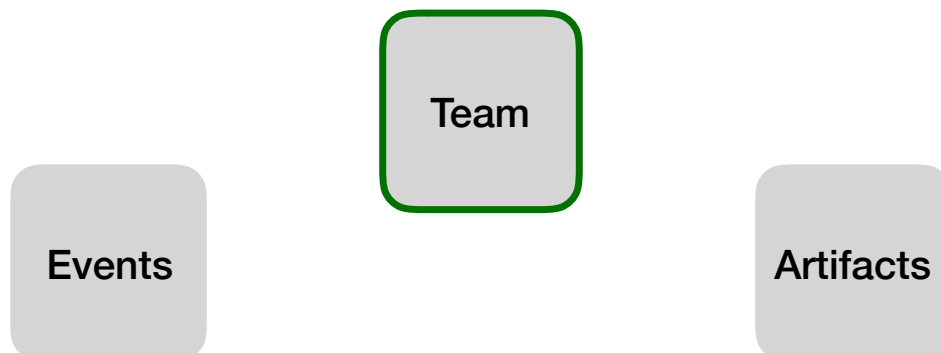
Scrum Pillars and Values



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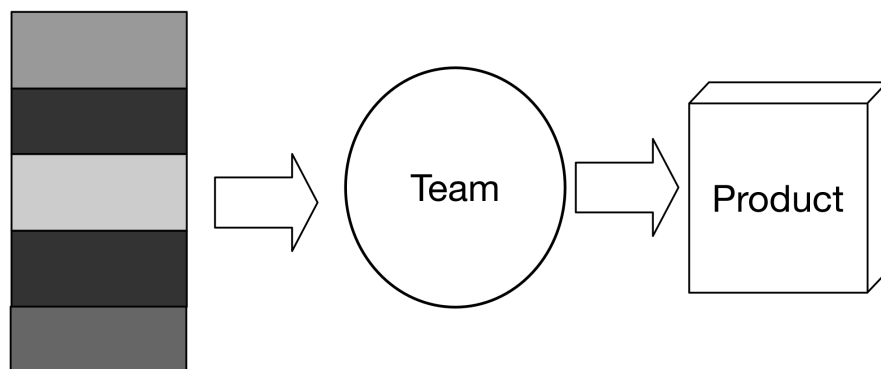
Scrum



Scrum Teams

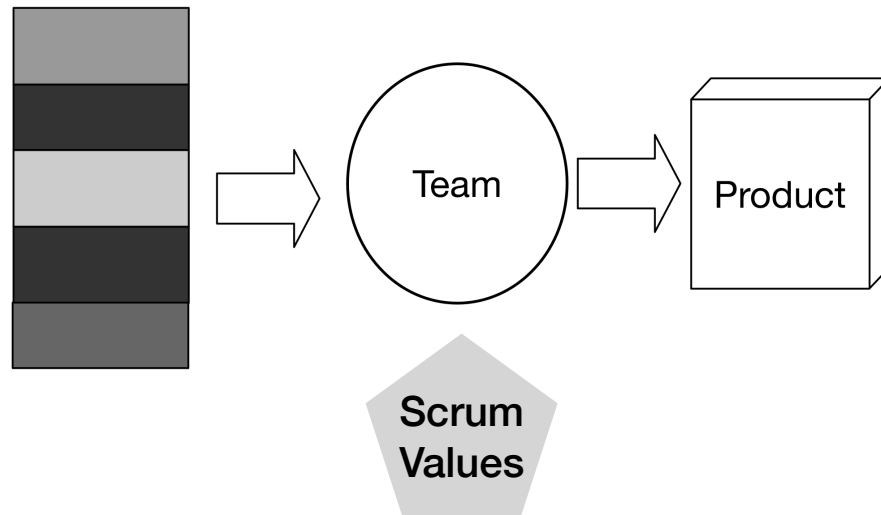
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The Scrum Team



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The Scrum Team



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Scrum Teams

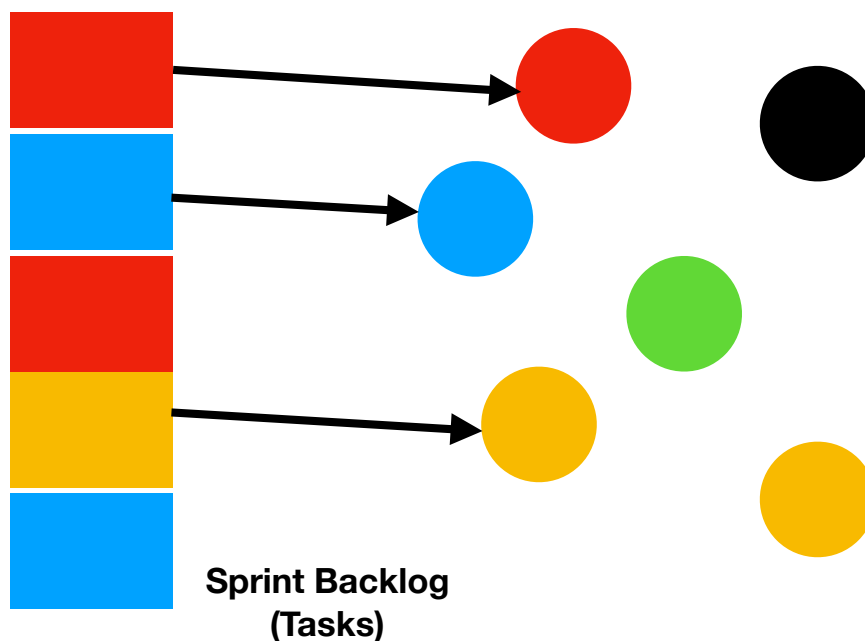
- Accountable
- Self Organizing
- Cross Functional
- “Atomic” (no sub teams)

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What does a Scrum Team Look Like?

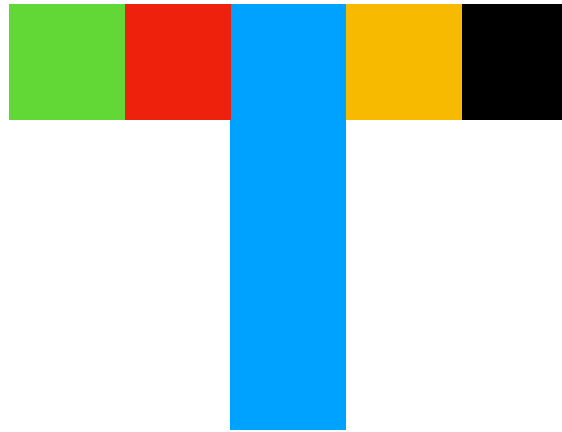
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Blocking



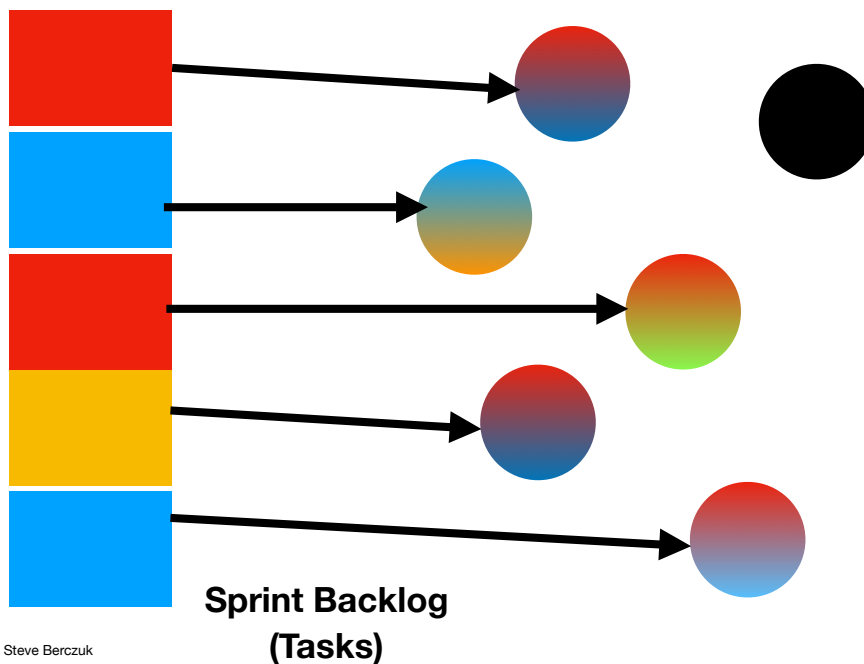
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T Shaped Skills



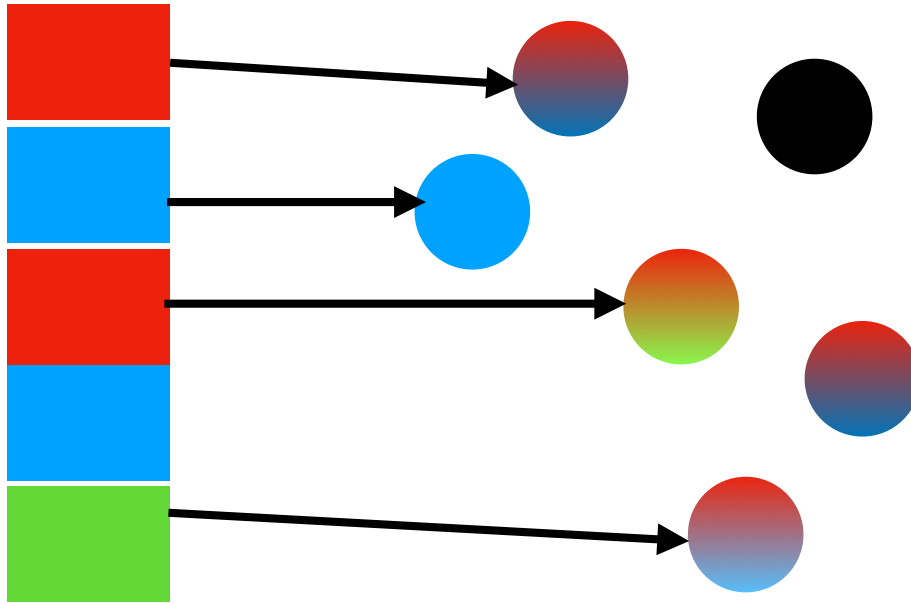
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T-Shaped Skills



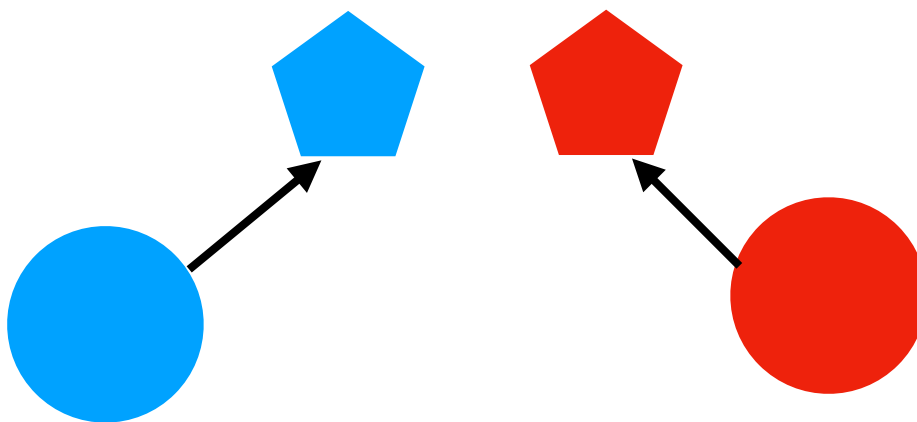
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Reality



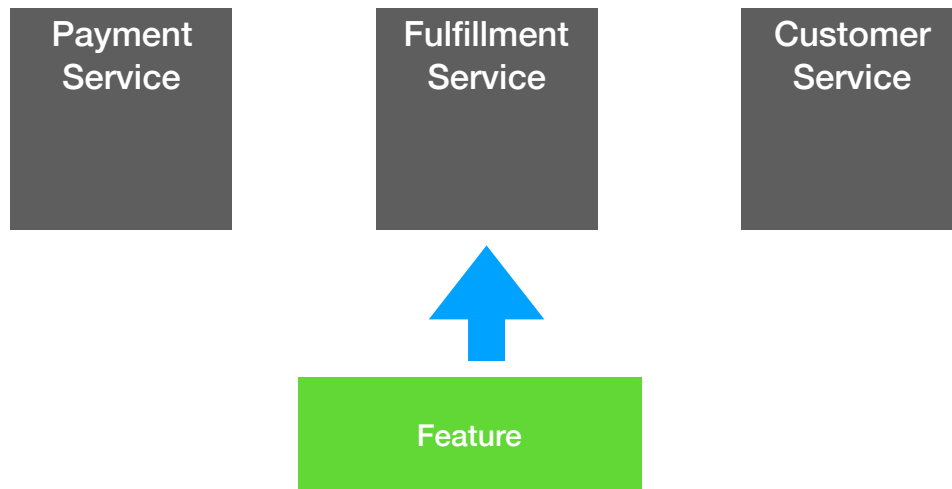
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Teams and Features



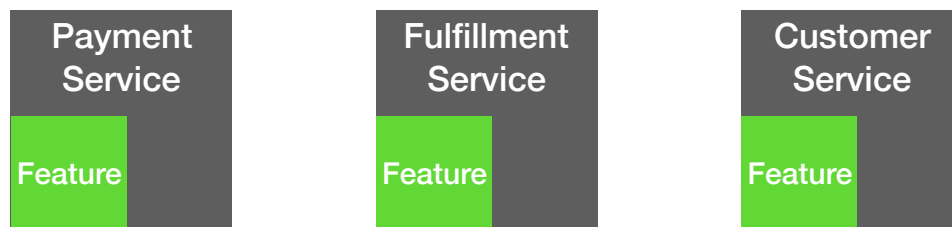
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Aside: Feature v Application



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Aside: Feature v Application



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Growth

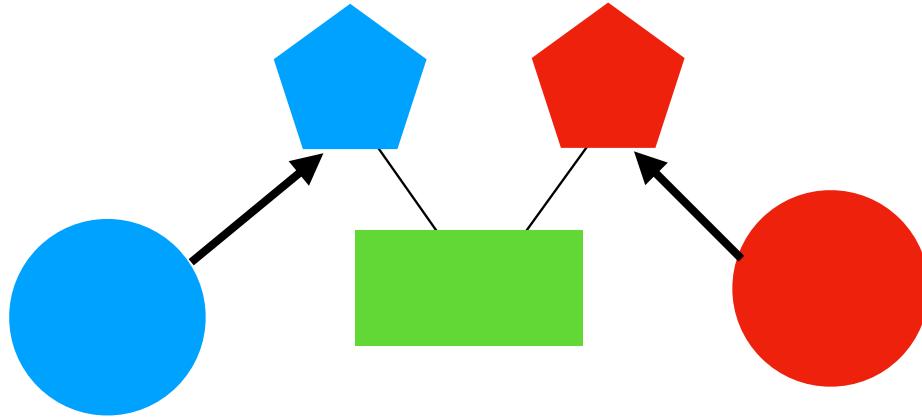
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Growth Patterns

- Architecture
 - Common Components
- Location
 - Teams in multiple locations
 - Multi Location Teams (?)
- Specialization

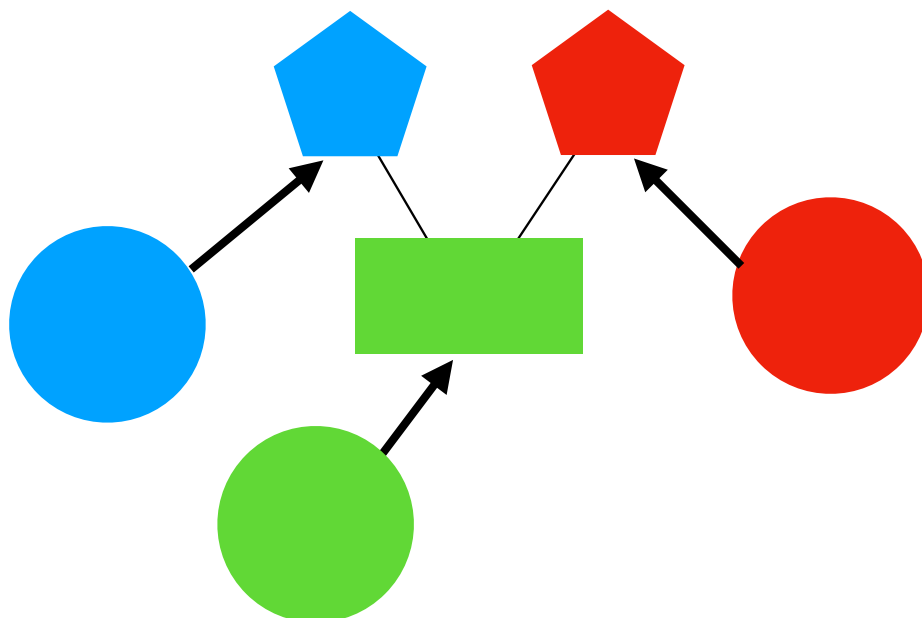
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Teams and Components



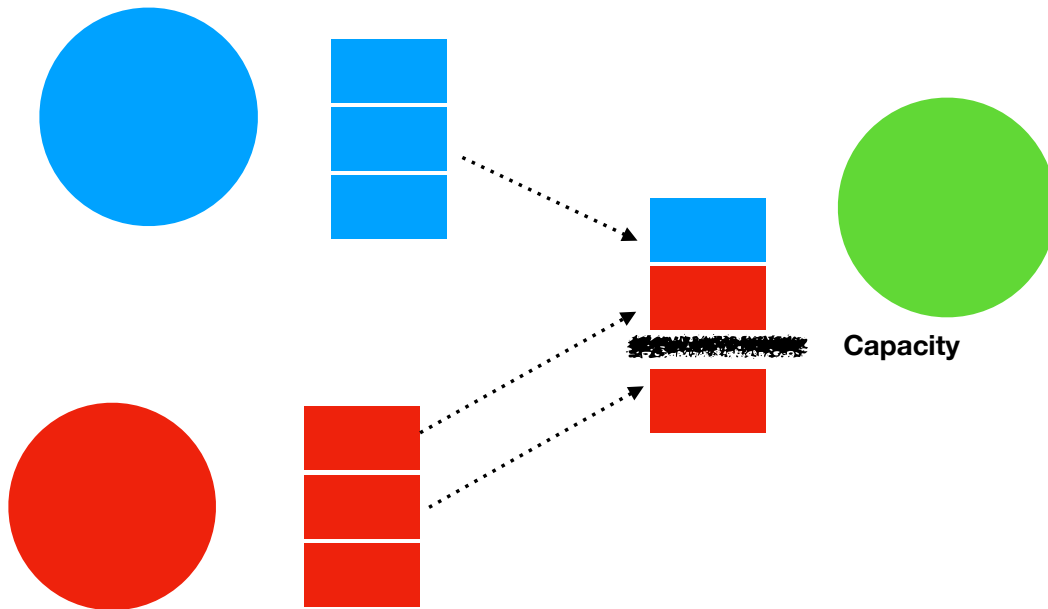
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Components & Features



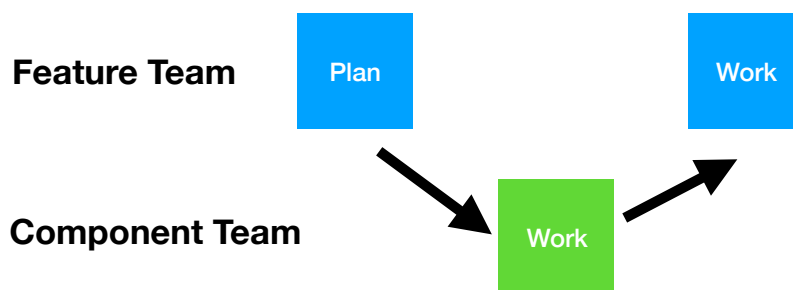
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Component Team Backlogs



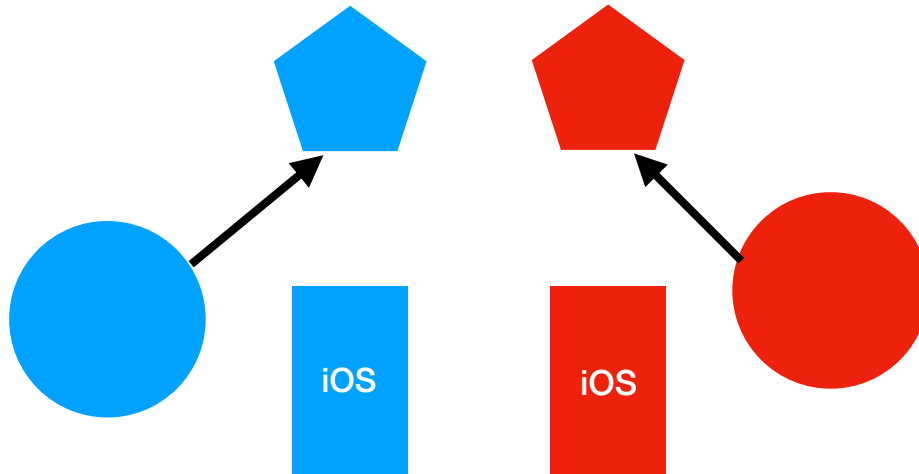
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Dependencies in Time



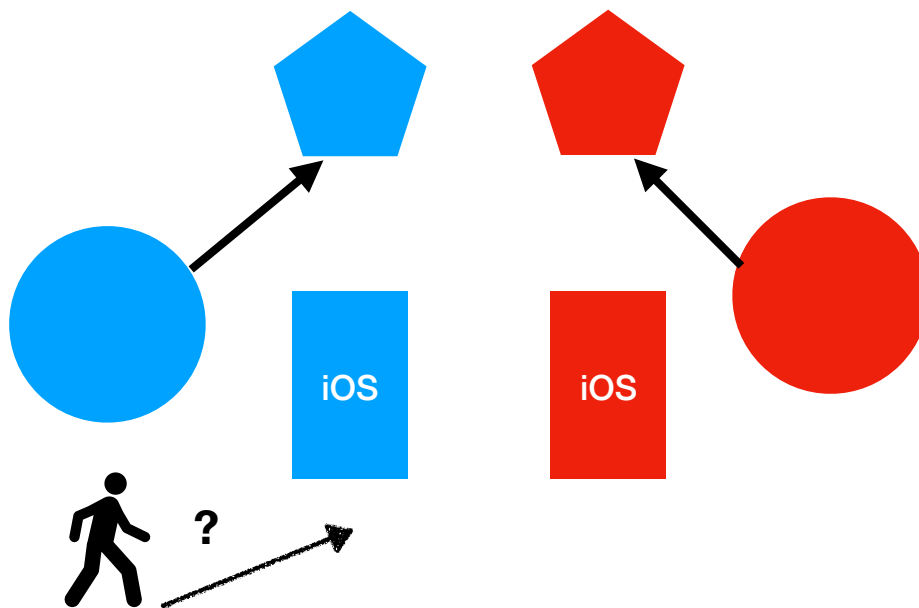
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Teams and Specialties



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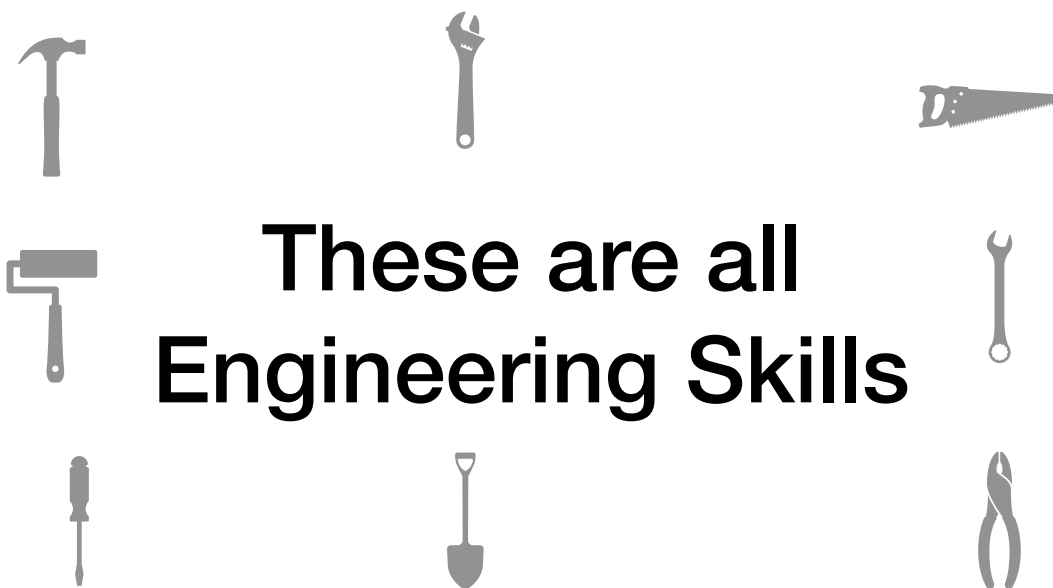
Teams and Specialties



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Specialization

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Training & Learning

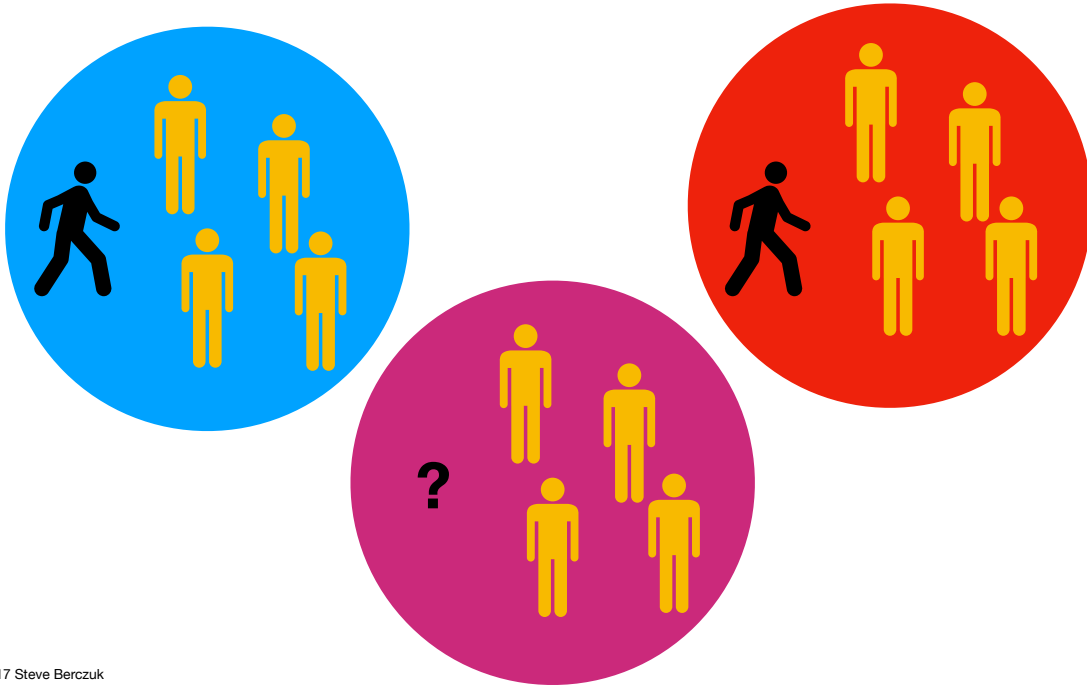


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Specialists: Options

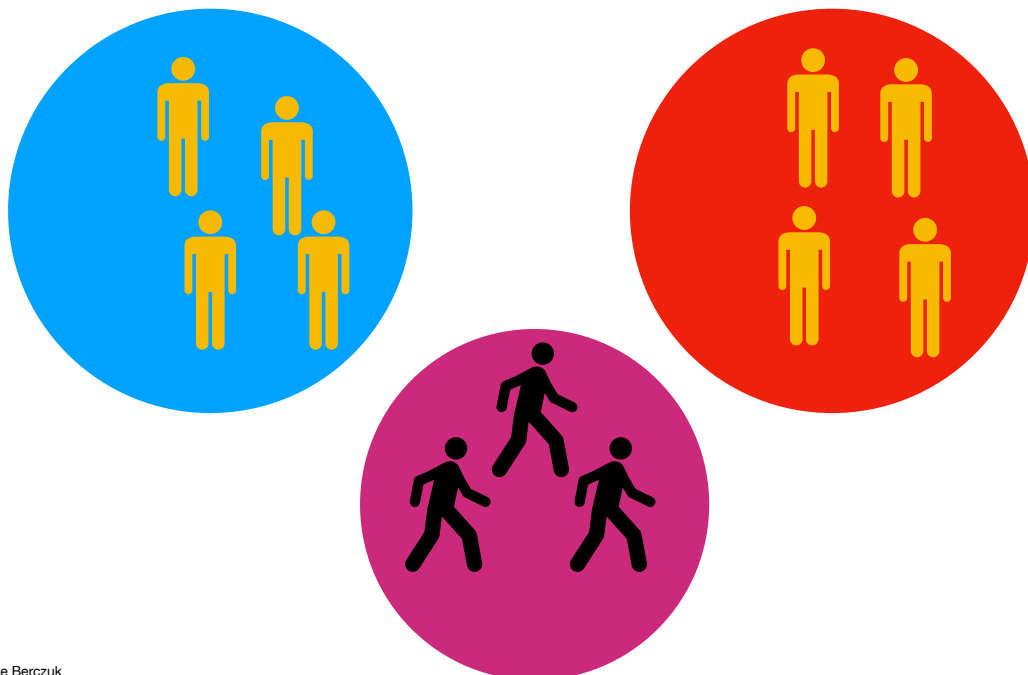
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Embedded Specialist



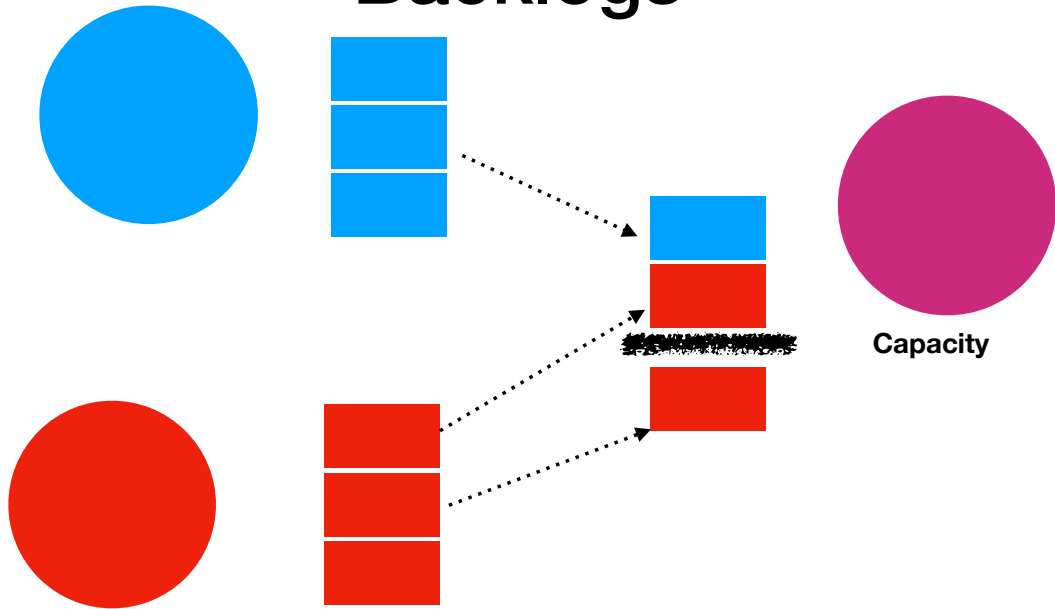
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Specialist Component Team



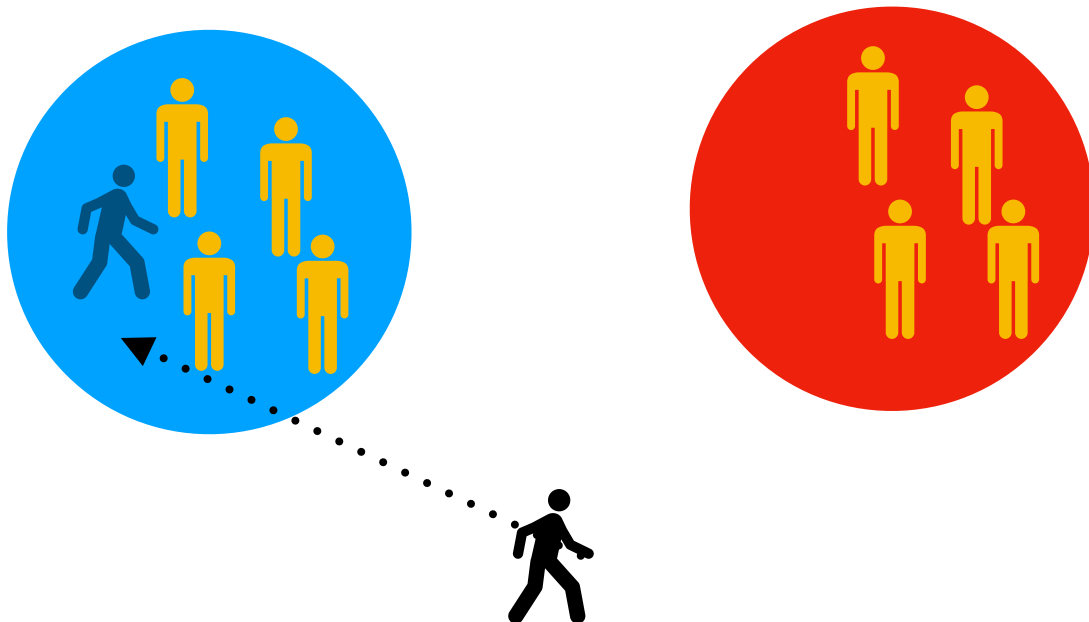
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Specialist Component Team Backlogs



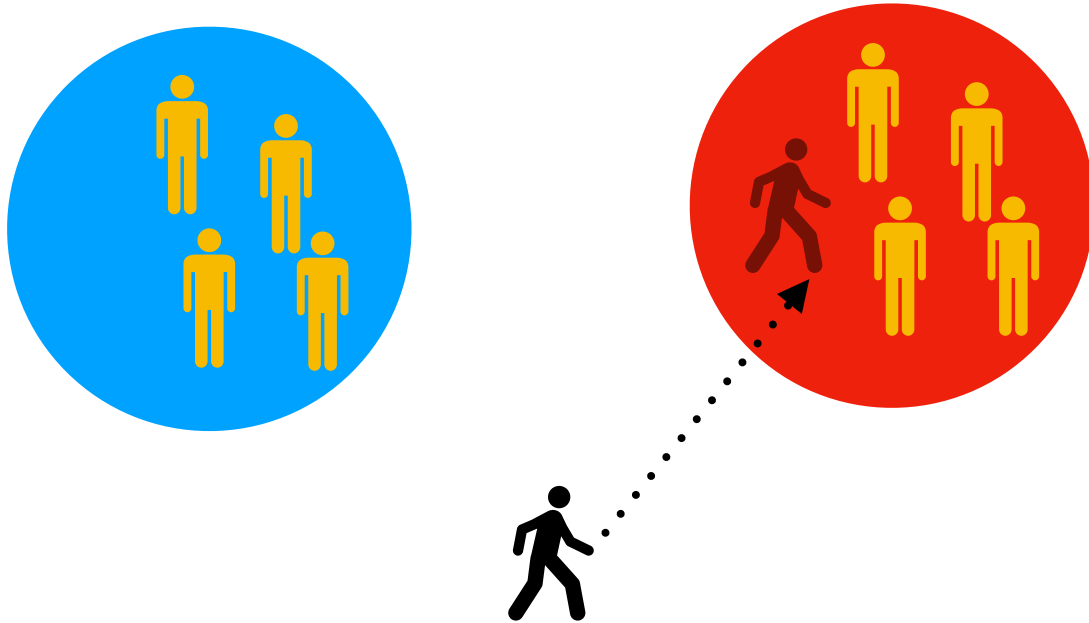
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Consulting Model



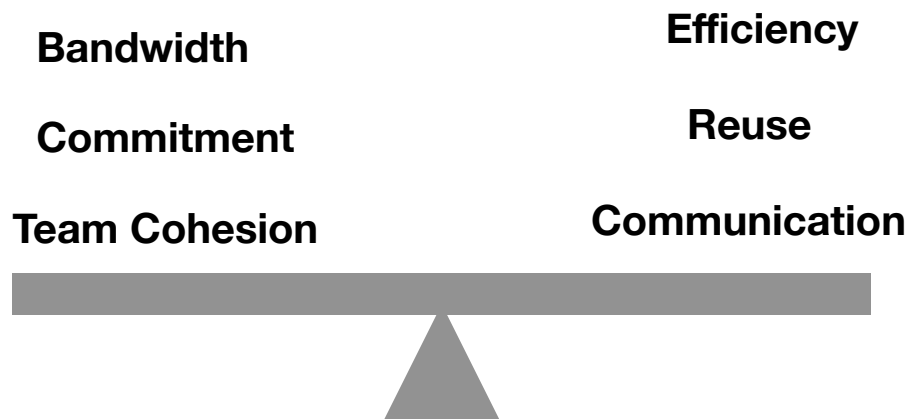
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Consulting Model



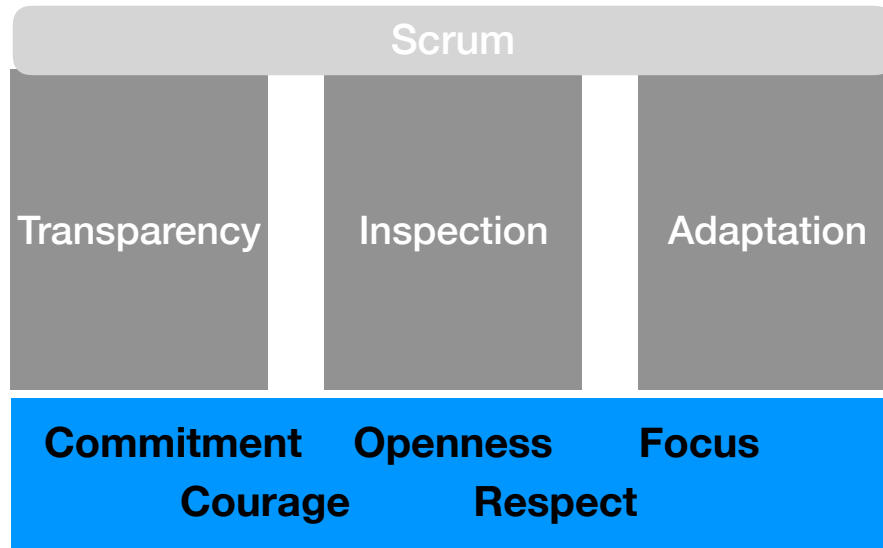
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Balance



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Scrum Pillars and Values

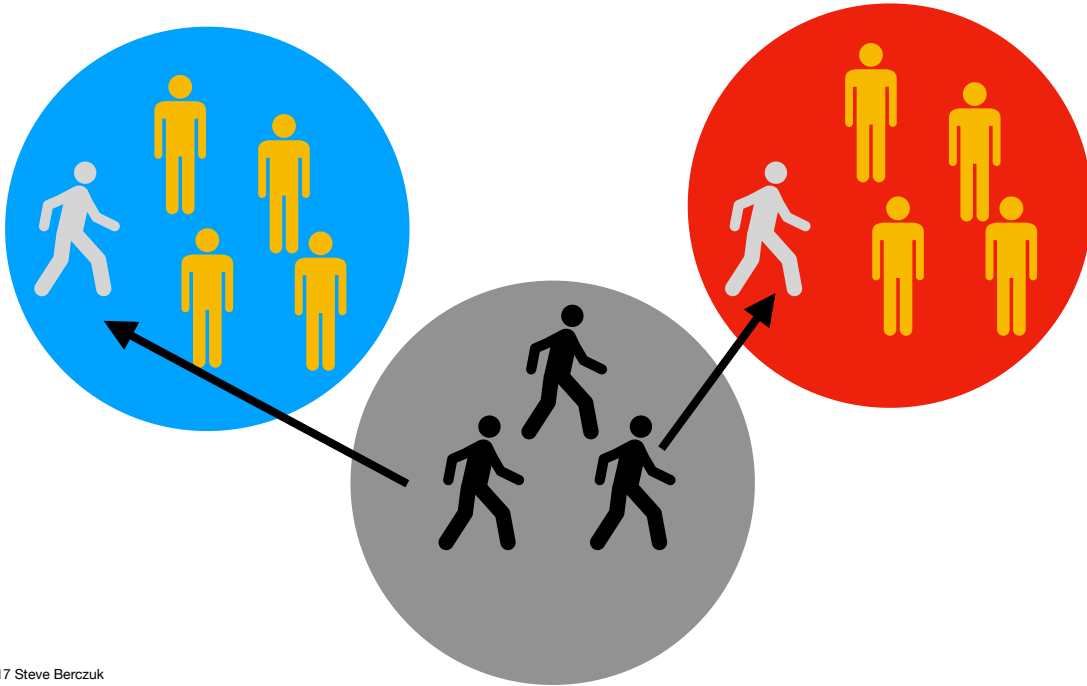


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Specialist Teams

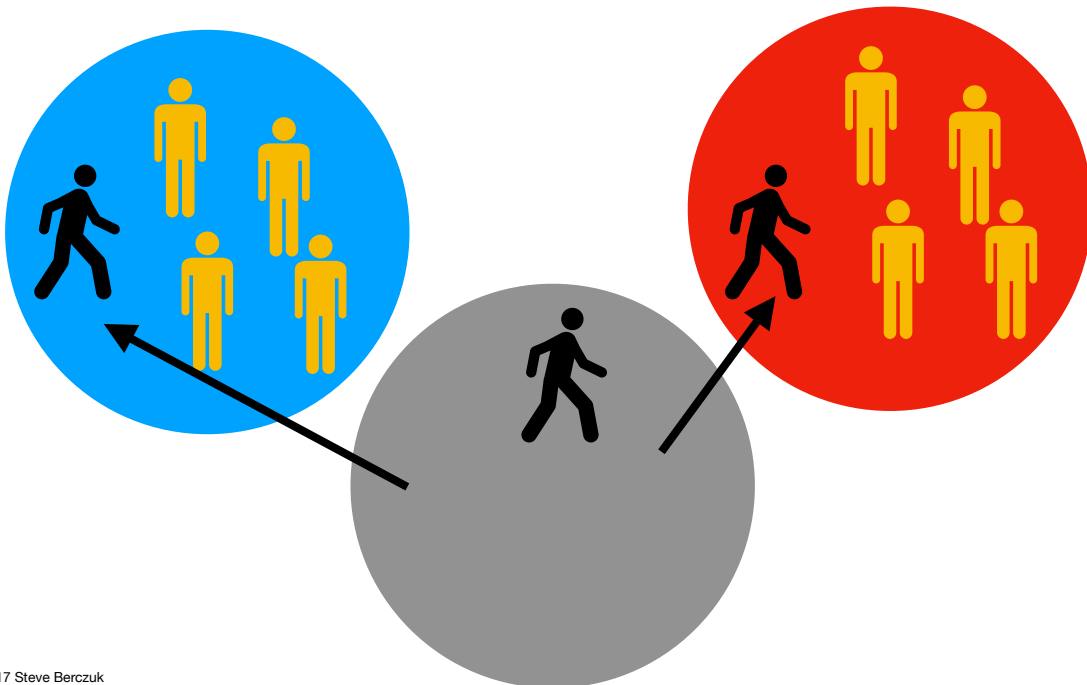
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Specialist Teams



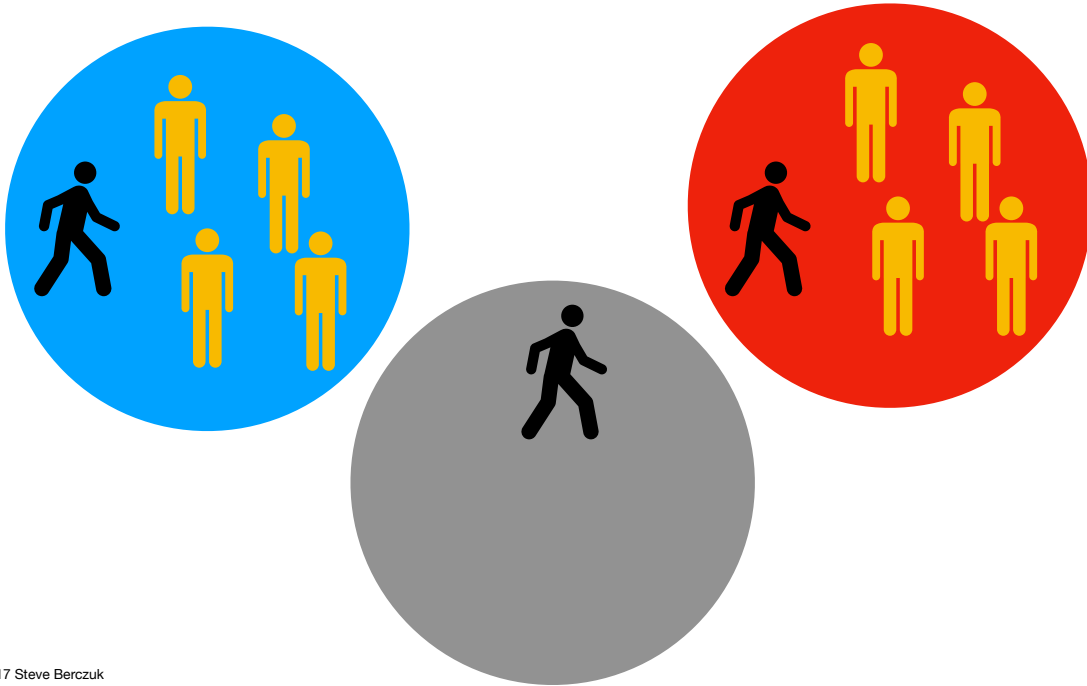
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Specialist Teams



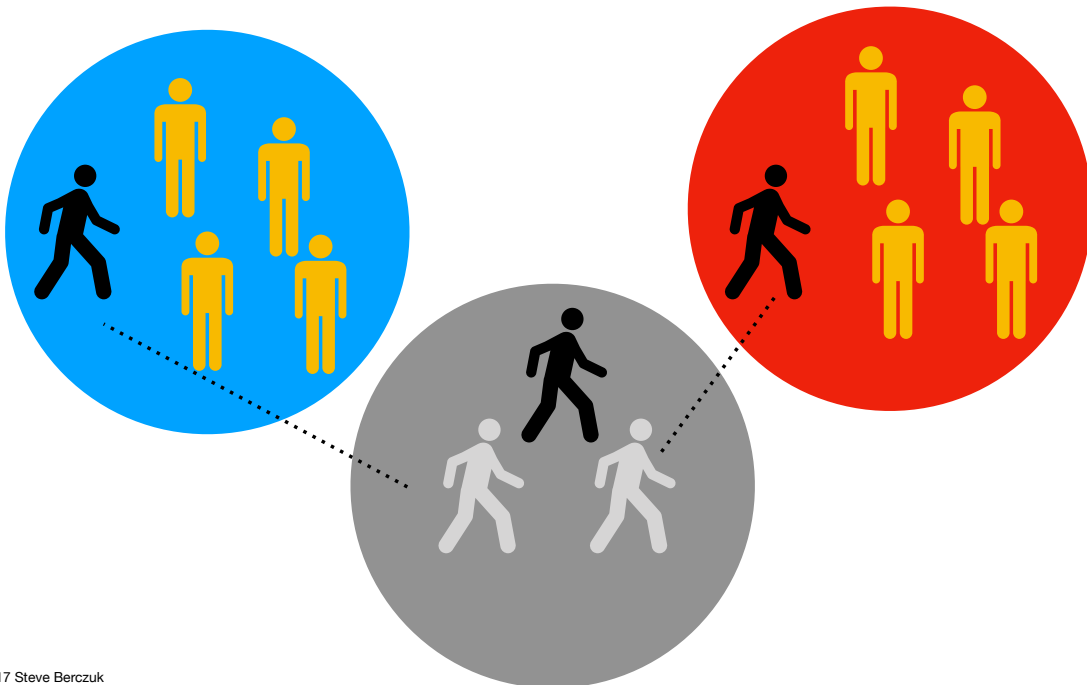
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Specialist Teams



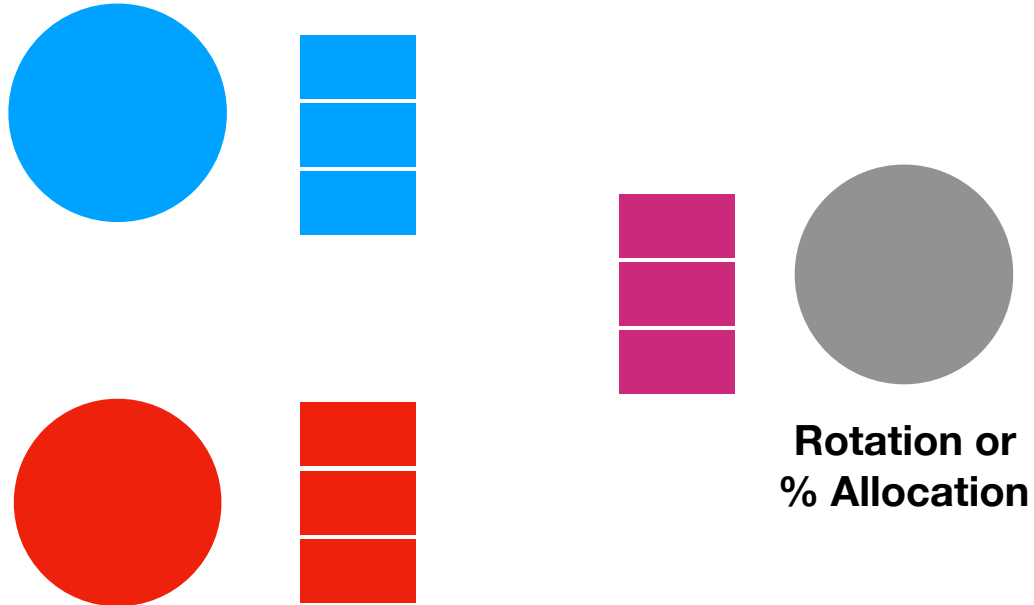
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Specialist Teams



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Specialist & Team Backlogs



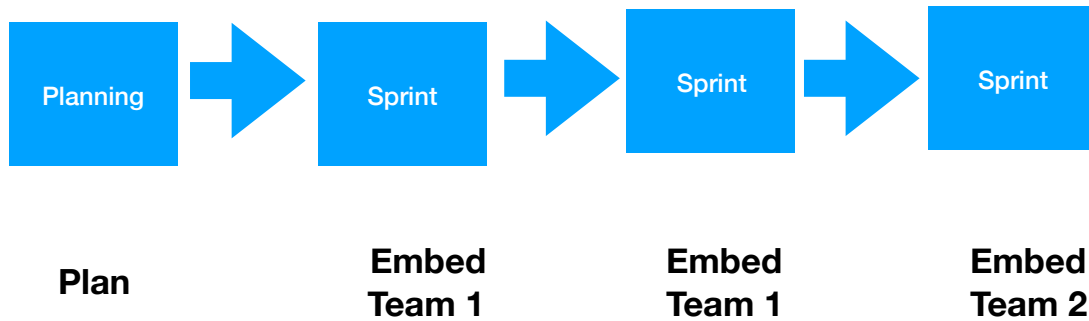
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Specialist Teams

- Embed with Scrum Teams for whole sprints
- Train, Coach, and Build Infrastructure
- Identify Common Needs Across Teams
- Build Shared Tools and Frameworks

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When?



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Example: Test Automation

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Example: DBA

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Benefits: Knowledge Sharing

- Embedding for a period of time -> Commitment
- Sharing of knowledge and techniques
- Creation of communication channels between teams

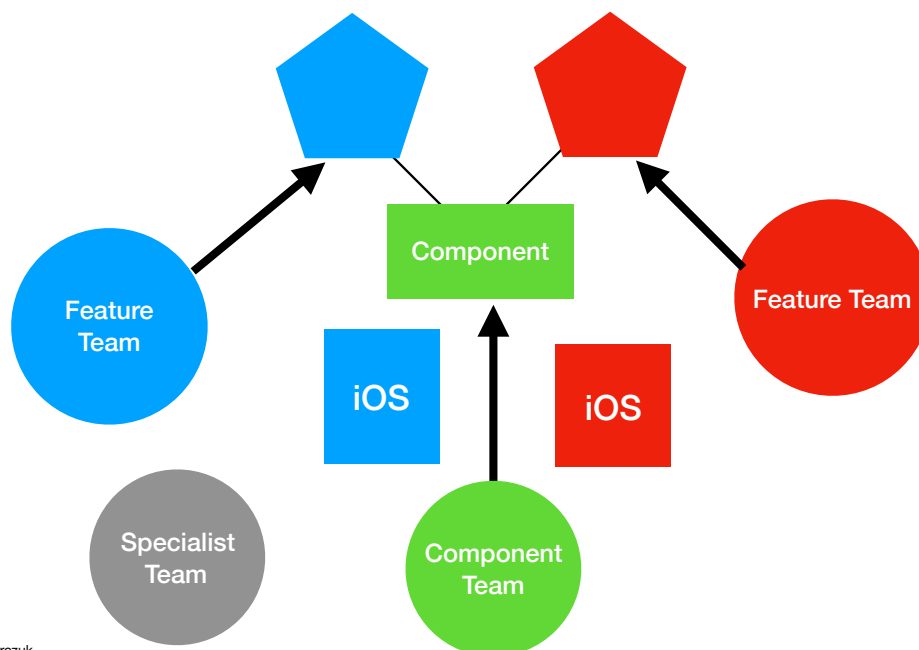
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Other Approaches to shared Special Tools

- Collective Code Ownership
 - Teams make changes as needed & Share (versioning)
 - Internal Open Source (Specialists as gatekeepers)
- Component Team
 - Need to stay close to needs/use

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Types of Teams



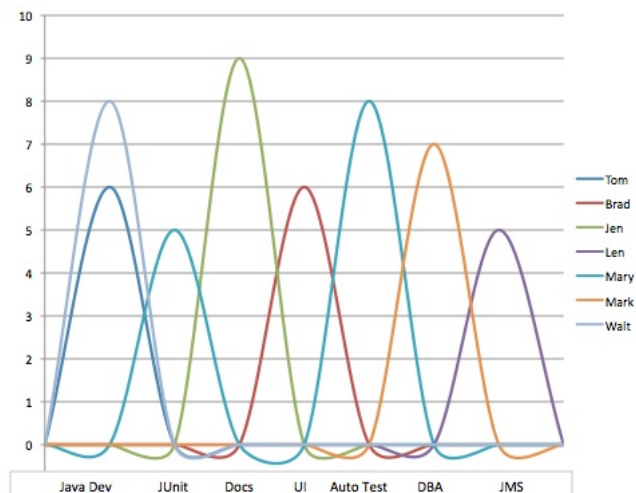
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Things to Do

- Visualize your team's skill set
 - Jan Beaver Visualizing Cross Functionality
- Identify gaps
- Consider how you organize teams

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Visualization



<https://coachingagile.blogspot.com/2012/02/visualizing-cross-functionality-with.html>

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Summary

- Feature Teams
 - Build Features (Customer Visible)
- Component Teams
 - Build Shared Components
- Specialist Teams
 - Embed with Feature and Component Scrum Teams
 - Most members are embedded in other Scrum Teams
 - Enable Teams to forecast more accurately with less overhead

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Questions?

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Contact

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