

# From component teams to feature teams: how to transition effectively

[www.coachingoutsidethebox.net](http://www.coachingoutsidethebox.net)



 [@luciabaldelli](https://twitter.com/luciabaldelli)

**LUCIA BALDELLI**  
certified team coach



# Feature teams

Long-lived, cross-functional, cross-component, ideally co-located teams that work to deliver end to end customer features one by one, balancing specialisation and flexibility.



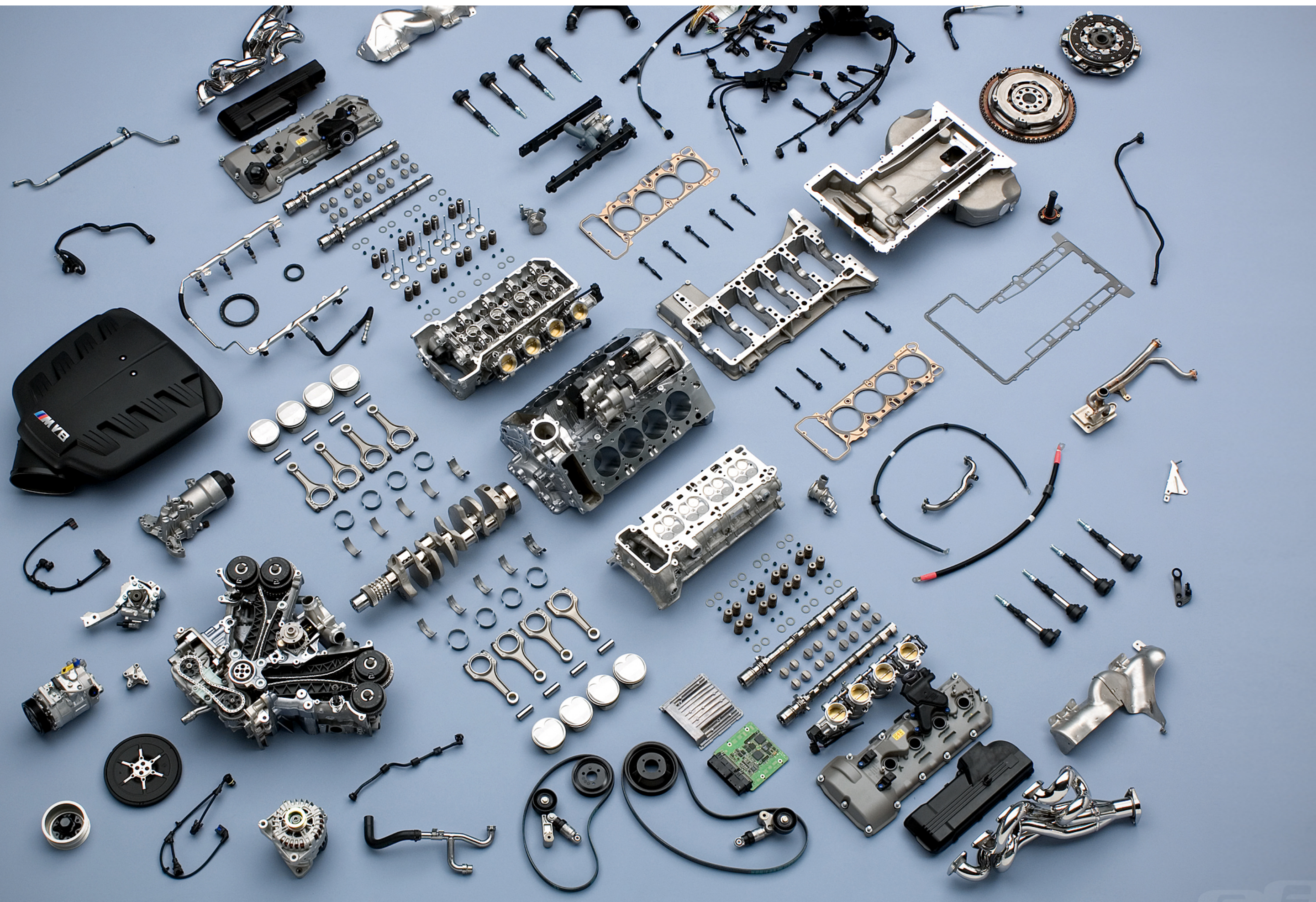


# Component teams

work on a component and their responsibilities remain within its boundaries. More component teams' deliverables are integrated to make up a feature.



# Impact of Component teams on team work and dynamics



Dependencies between teams lead to additional planning

Lack of understanding and ownership of the solution

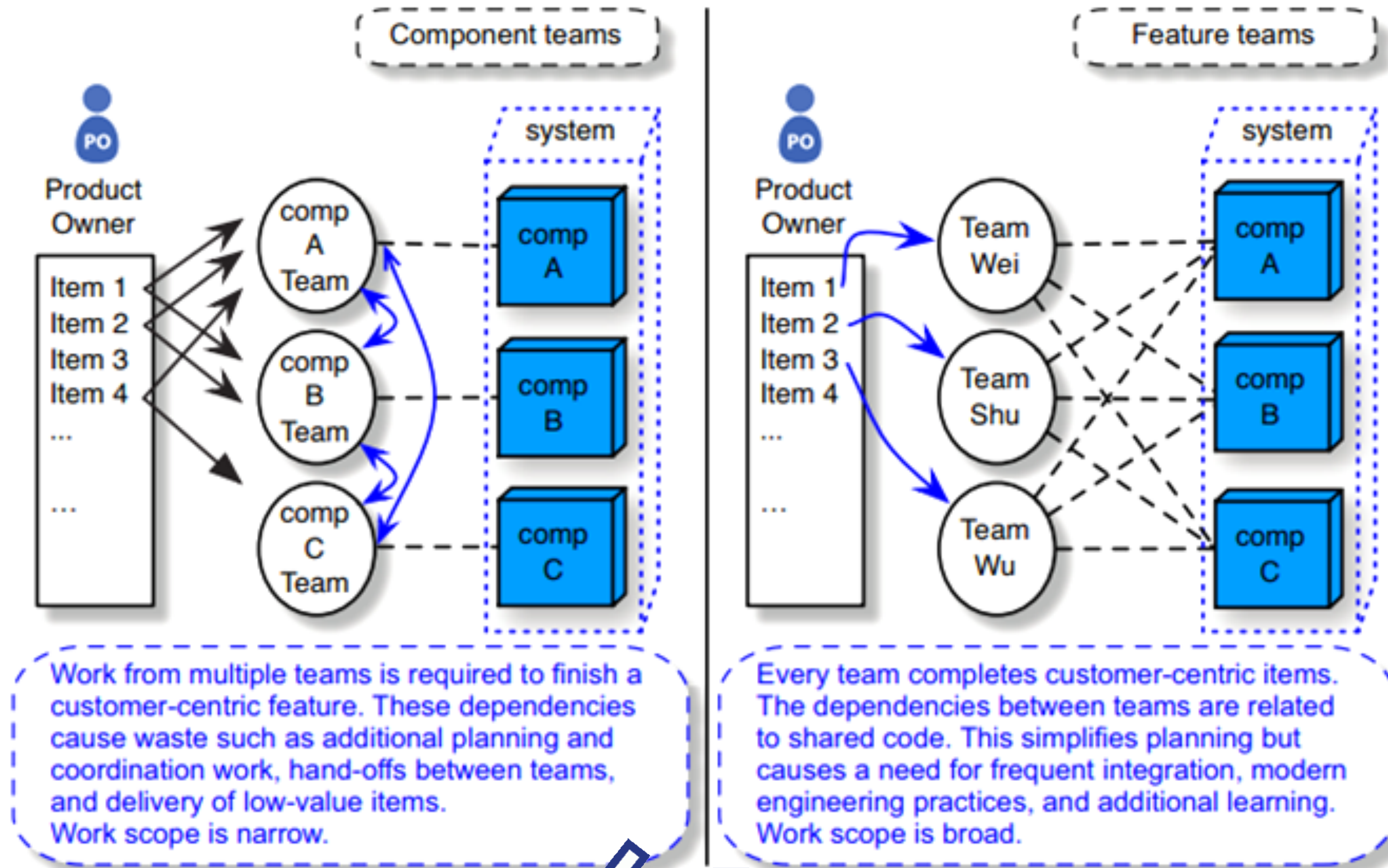
Exploit existing expertise instead of flexibility and continuous learning

Teams working in silos, lack of communication and potential design issues

# Impact of Component teams on roles



# Impact of Component teams on business value delivery



LESS

# What if we transition to feature teams too late?

When Agile is not understood in the first place... you actually end up scaling a problem!



**It takes time  
and patience!**





# Facilitating the transformation





# Self designing teams workshop



# Self designing team workshop - flow

THE PURPOSE OF THE EXERCISE IS TO KICK START 1-2 FEATURE TEAMS BEFORE DOING IT ON A LARGE SCALE



**3 cycles**

25 minute cycles  
While forming,  
the Board,  
POs and SMs  
leave the room



**Review**

10 mins review  
at the end  
of each cycle  
Improvement points  
given by POs, SMs,  
Coaches and attached  
with a post it  
to the flipchart  
Teams try and address  
the points in the  
following iteration



**Decision point**

OPTION A  
The Board  
is happy  
with the  
outcome

Decision point at the end  
of the 3<sup>rd</sup> iteration by the Board

OPTION B  
The Board is  
happy with the  
outcome but  
some further  
improvements  
points have  
to be addressed

OPTION C  
The Board is not  
happy with the  
outcome, will  
decide some  
changes and  
communicate  
them the day  
after the event

**Sharing  
knowledge**



# Solution design workshop

Each team provides an overview on the design of its component

Collaborative and interactive

Video recorded as living documentation

Followed by ad hoc in depth sessions on critical components





# Mob programming

The whole team works on the same code at the same computer

They do all the work of a typical software development team including defining stories, working with customers, designing, testing, and deploying software.

# Working with multiple feature teams





# Multi team coordination and planning

one Sprint for one Product

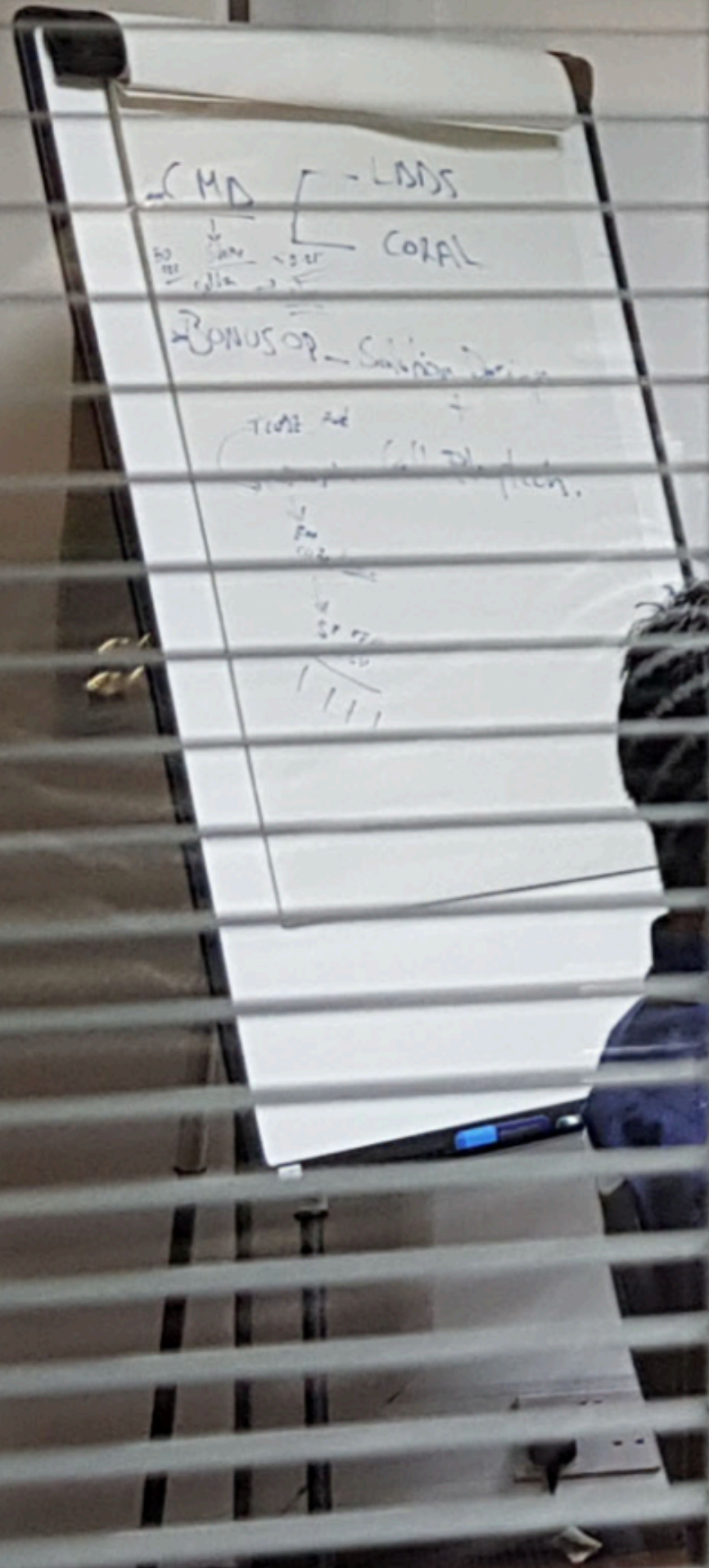
multi-team Scrum events

Communities of Practice





# Community of practice

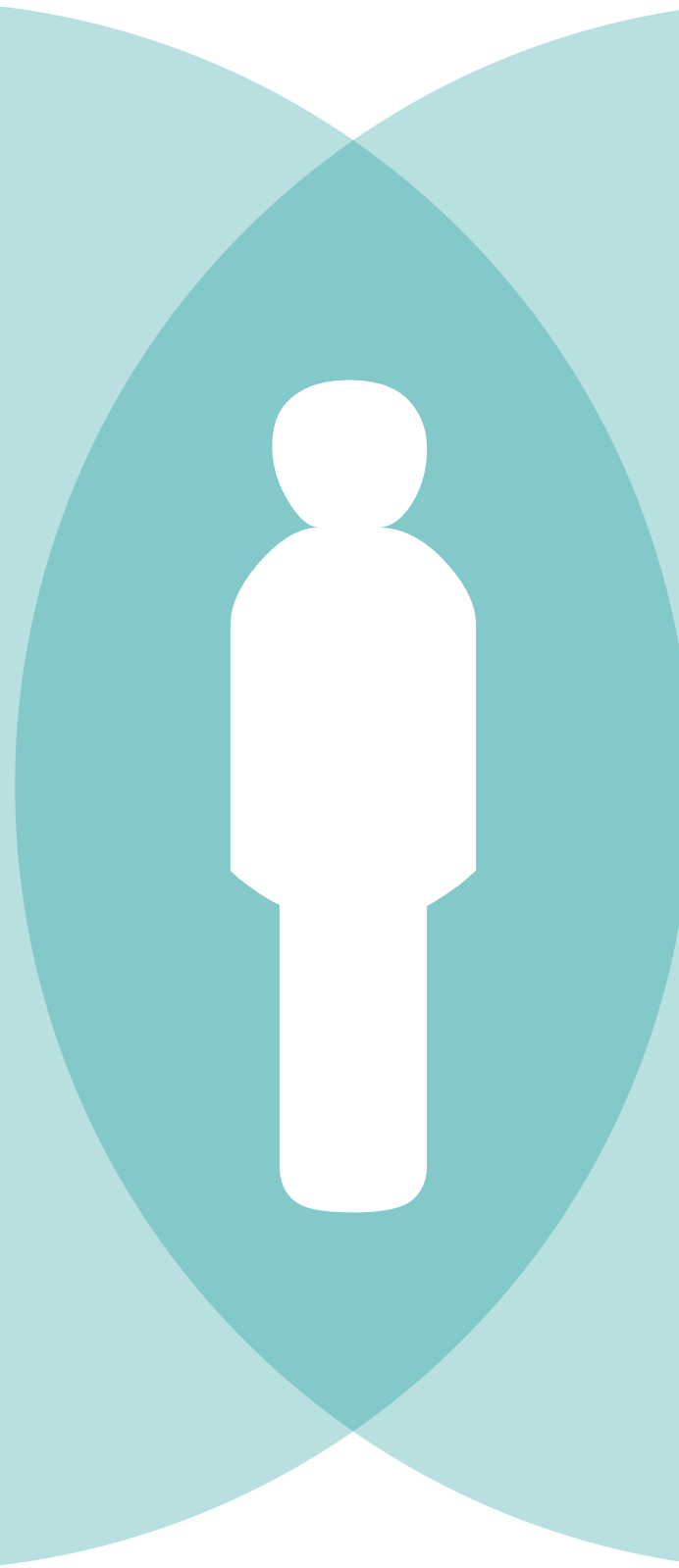




**COP LEADER**

**COMMUNITY OF PRACTICE**

People with same technical background: e.g. Cubes, Testing



**FOCUS**

- Design strategy
- Resolving issues
- Refactoring
- Component health

**SCRUM MASTER**

Cross functional, cross component team with diversity of skills

**FEATURE TEAM**

- Delivery of end-to-end features
- Continuous learning
- Continuous improvement
- Self managed, self organised





- One product vision to drive the initiatives across the organisation
- Single product backlog with different views for each team
- Release walls to map interdependencies between features



# Multi-team delivery

# Contacts



<https://www.linkedin.com/in/luciabaldelli/>



@luciabaldelli

# Professionalising Coaching



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**[www.scrumalliance.com/labs](http://www.scrumalliance.com/labs)**