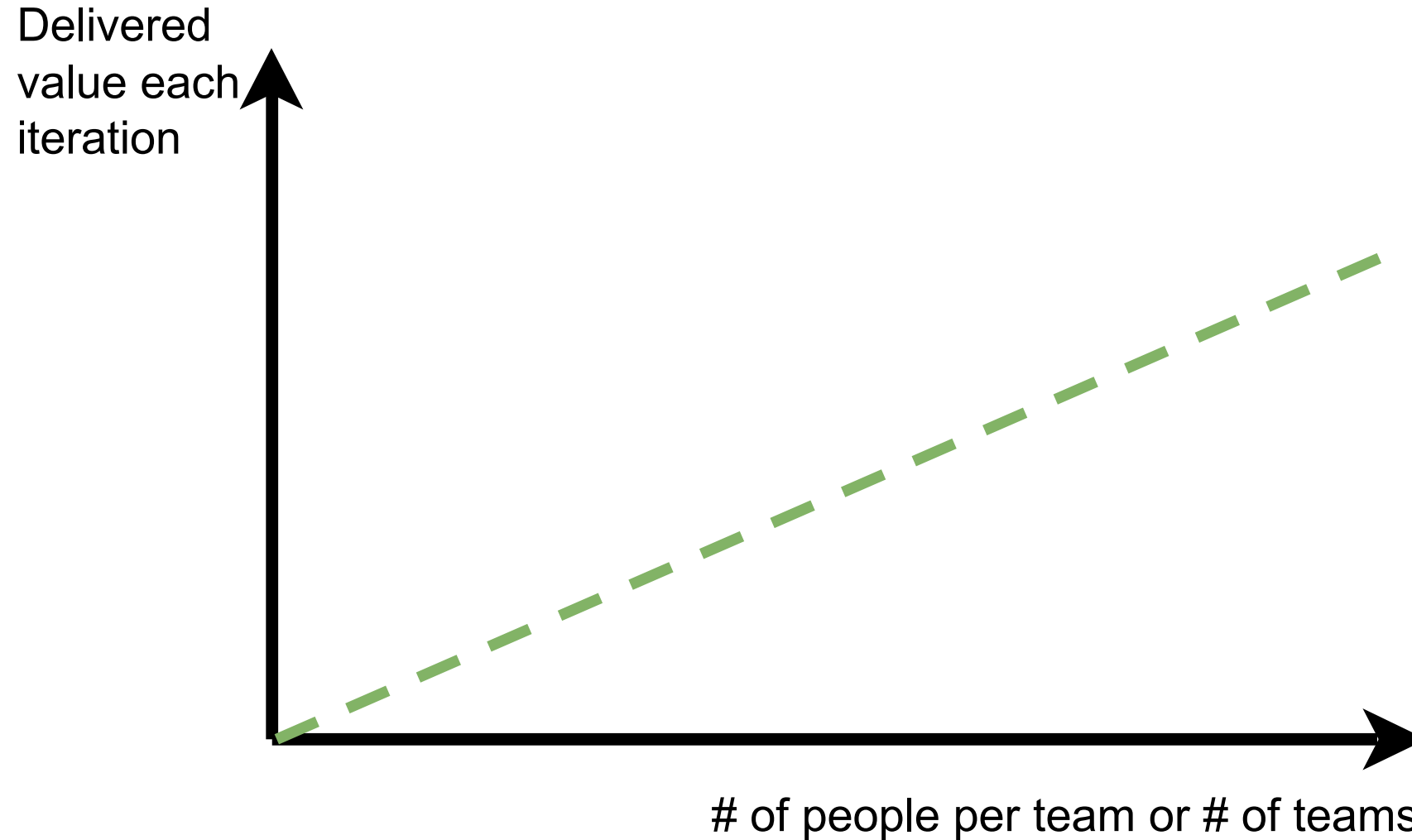# Team And Team Setup

Team Definition

"A **team** is a group of people who are interdependent with respect to information, resources, knowledge and skills and who seek to combine their efforts to achieve a **common goal**."
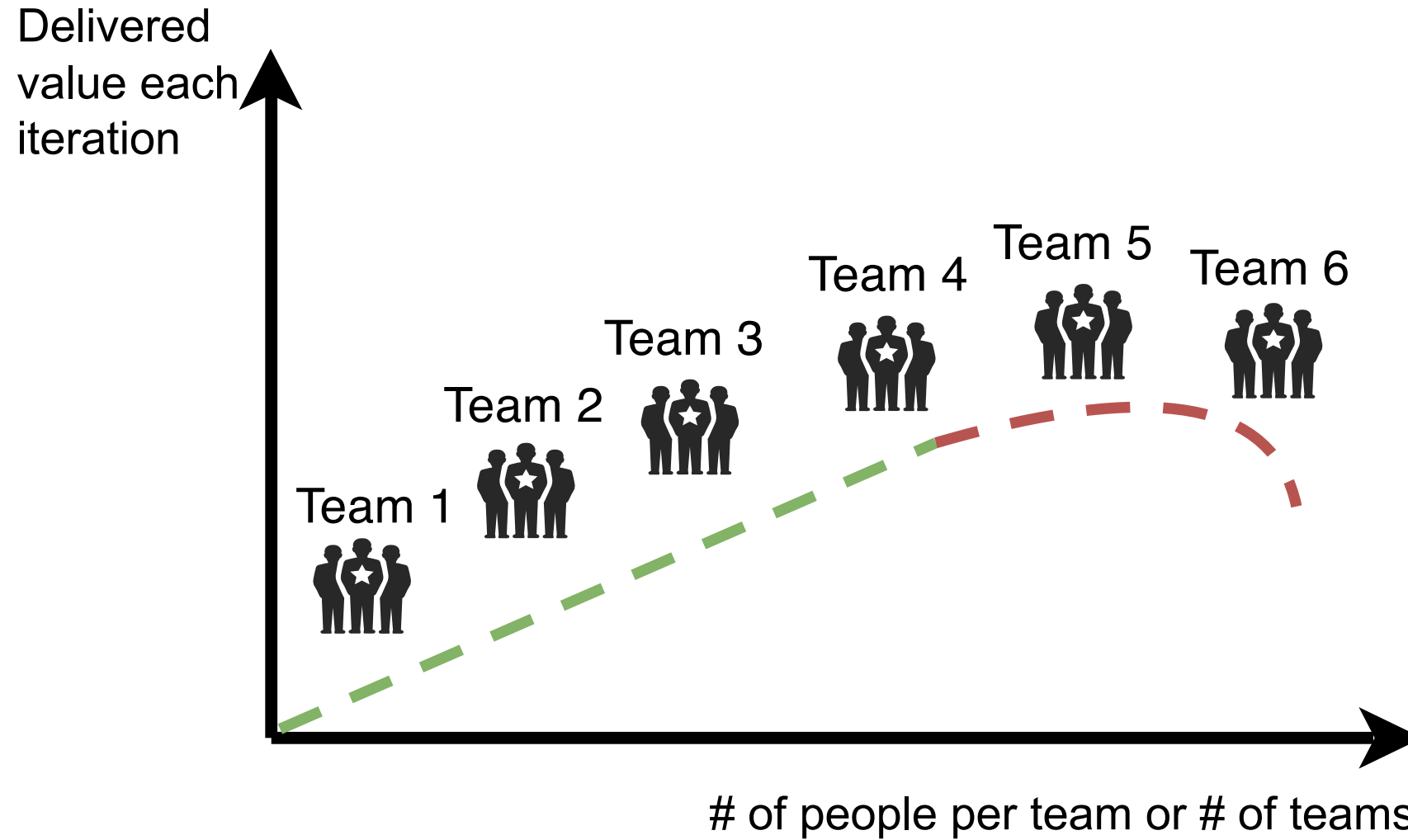
Source: https://en.wikipedia.org/wiki/Team

▶ A team is not necessarily a group of people forming one organizational unit reporting to one manager.

Expectation When Increasing Team Size Or Number Of Teams

Delivered value each iteration

# of people per team or # of teams

Reality

Delivered value each iteration

Team 1
Team 2
Team 3
Team 4
Team 5
Team 6

# of people per team or # of teams

What's Ignored

Dependencies

Dependencies hurt productivity
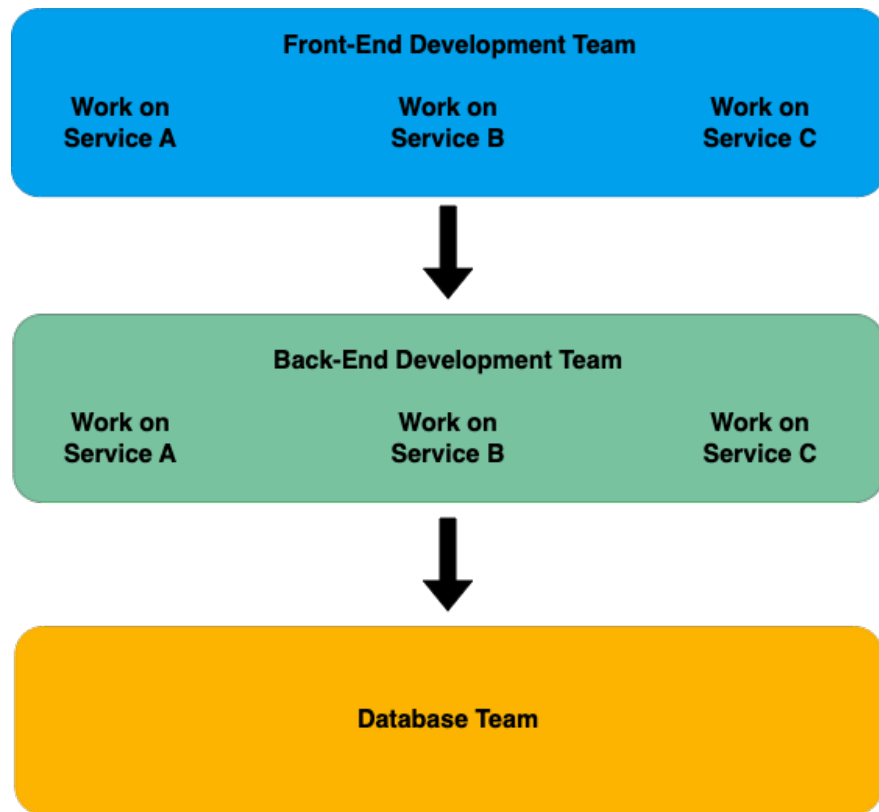
# of people per team or # of teams
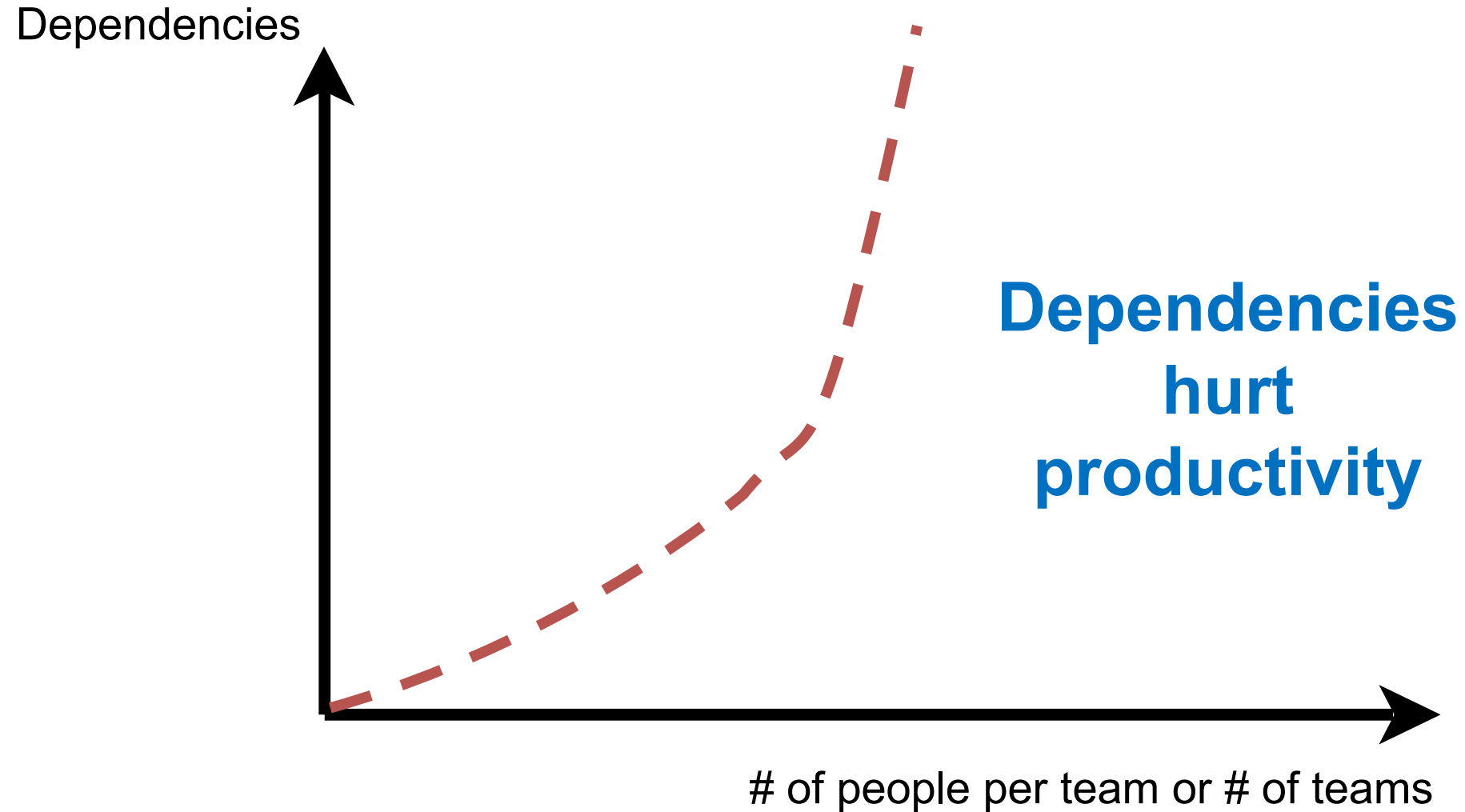
Conway's Law

"Any organization that designs a system (defined broadly) will produce a design whose structure is a copy of the organization's communication structure."

Melvin Conway, 1967

Organizational Design

Front-End Development Team

Work on Service A   Work on Service B   Work on Service C

Back-End Development Team

Work on Service A   Work on Service B   Work on Service C

Database Team

Resulting System

Monolithic UI for Services A, B and C

Monolithic Back-End for Services A, B and C

Shared Database
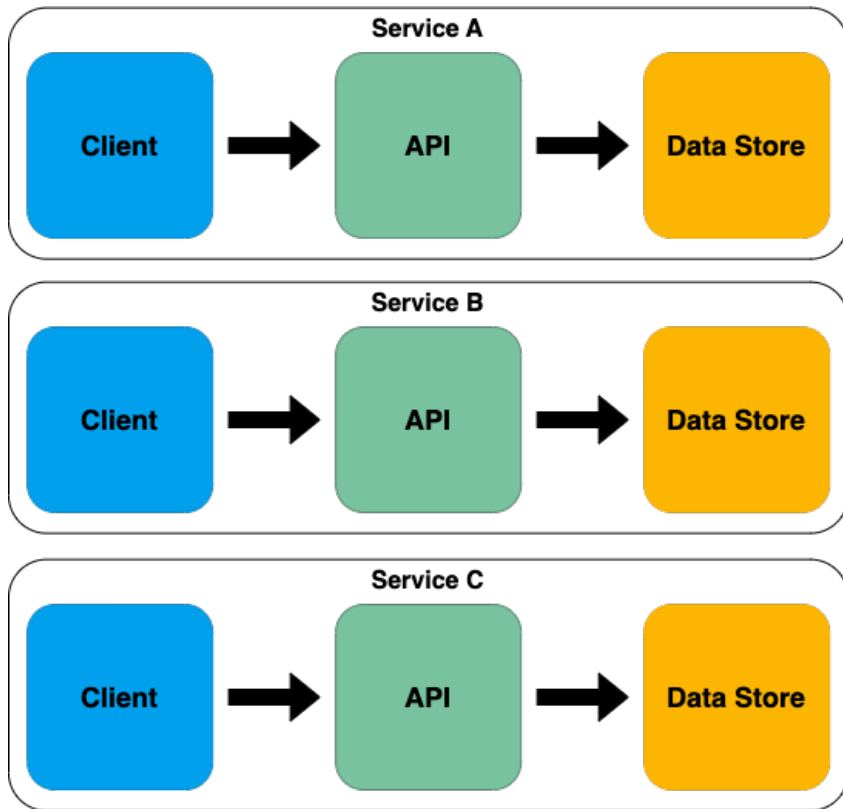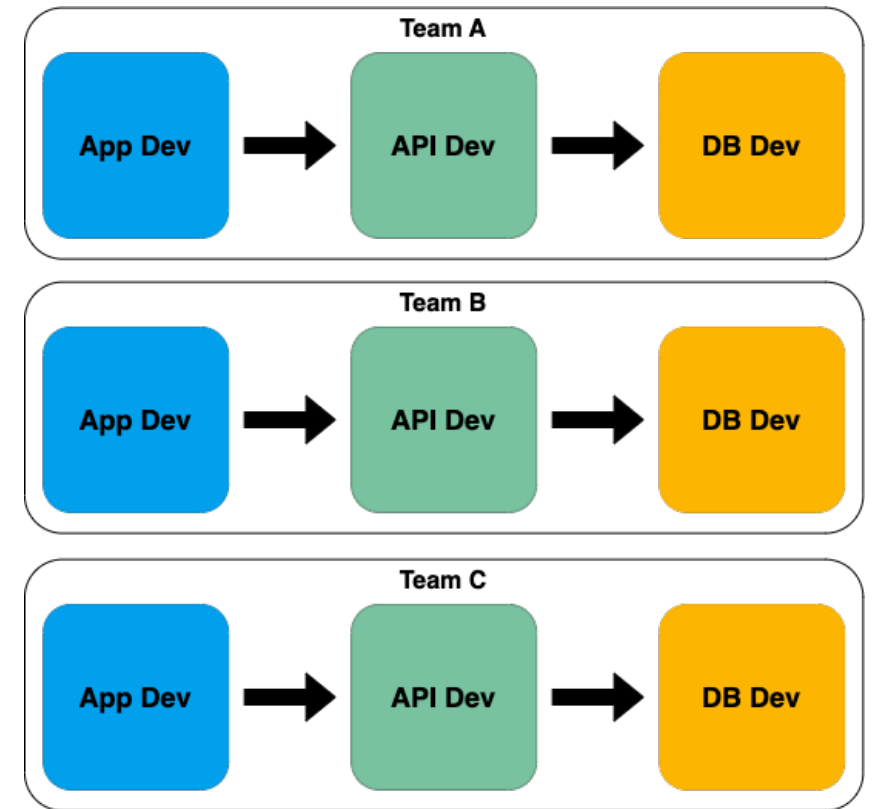
Reverse Conway Maneuver

The "reverse Conway maneuver" is designing the structure of teams such that it fosters a communication structure in line with the desired system structure.
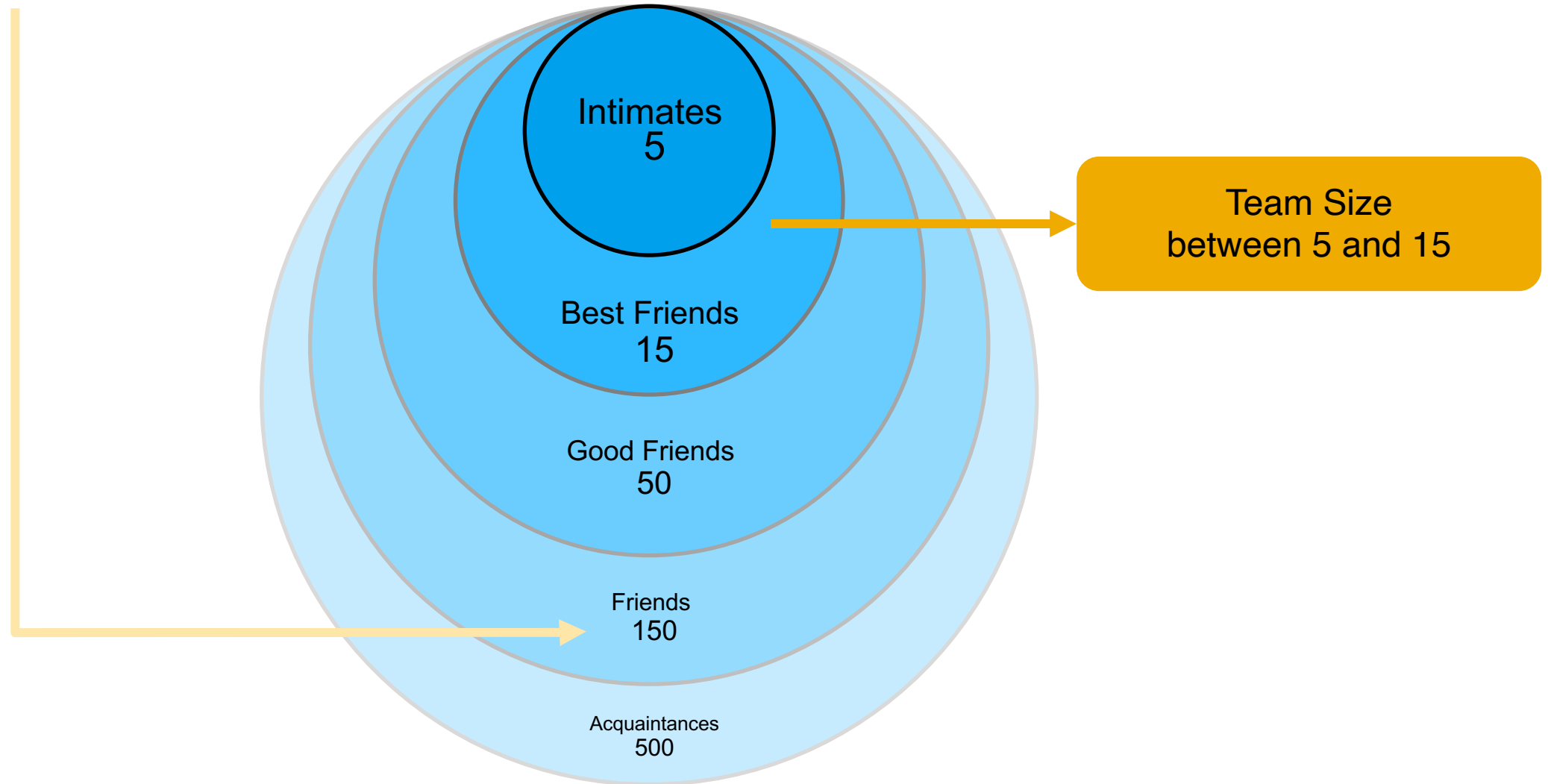
Dunbar's Number

Team Size
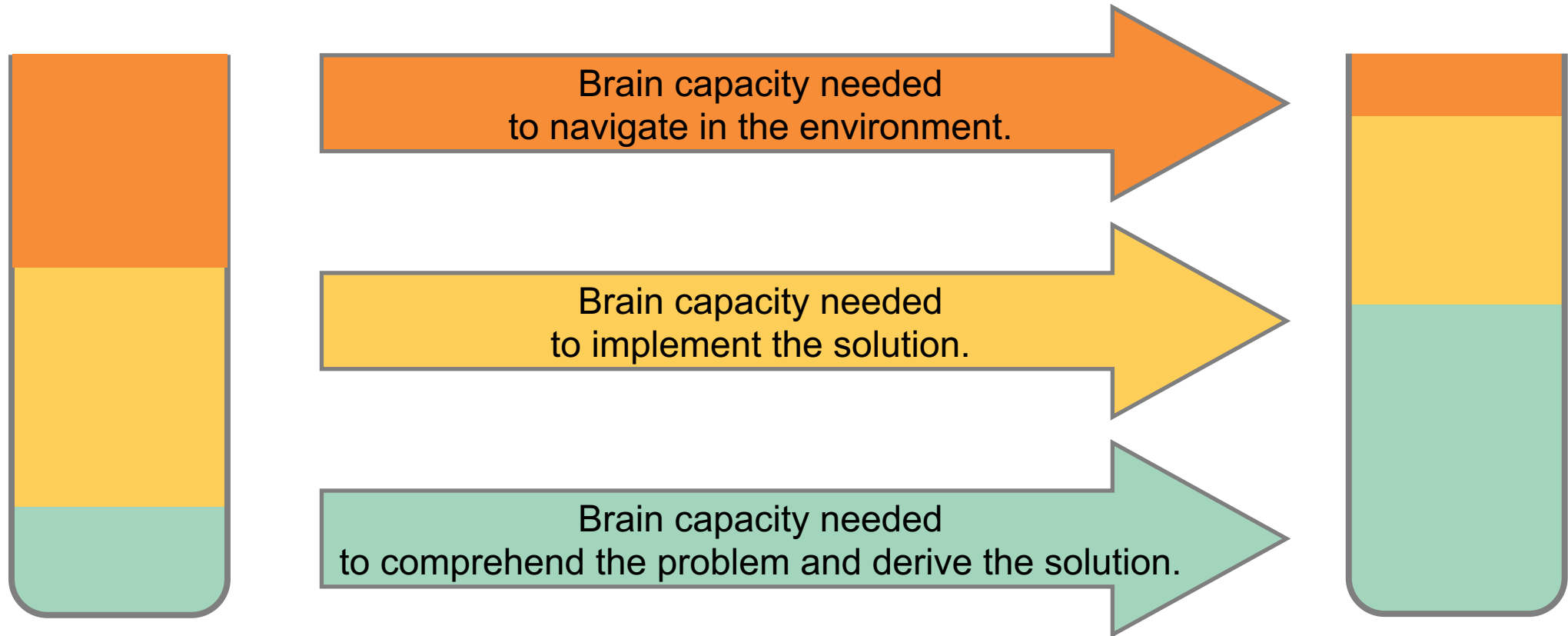between 5 and 15

Intimates
5

Best Friends
15

Good Friends
50

Friends
150

Acquaintances
500

Different Qualities of Relationships ➔ Different Levels of Trust

Cognitive Load – Limited Working Memory

Brain capacity needed
to navigate in the environment.

Brain capacity needed
to implement the solution.

Brain capacity needed
to comprehend the problem and derive the solution.
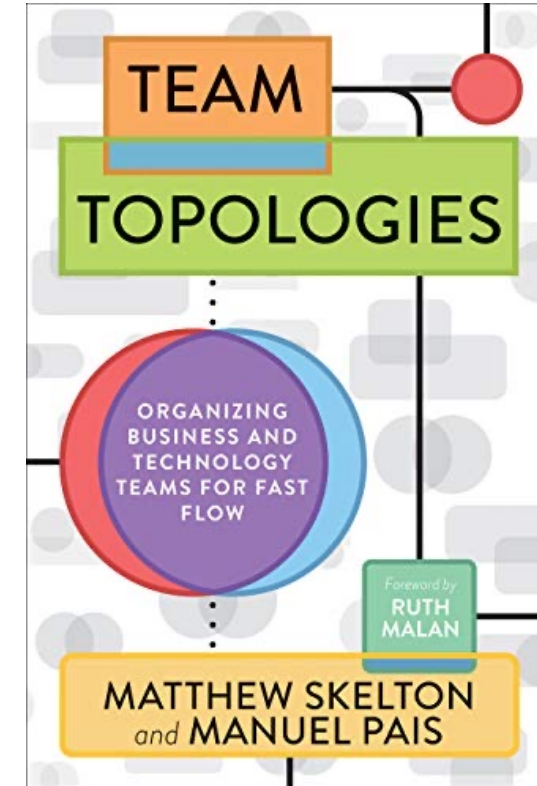
Can we Now Derive the Perfect Team Size?

High-performing teams ⬅ **–** Team Size **+** ➡ Cross-functional teams

Conway's Law
Dunbar's Number
Cognitive Load

A Possible Approach to Untie the Knot

- Four proposed team types.

- Team sizes according to Dunbar's Number.

- Stream-Aligned teams to overcome Conway's Law.

- Three supporting team types to reduce cognitive load.

E-book: Team Topologies

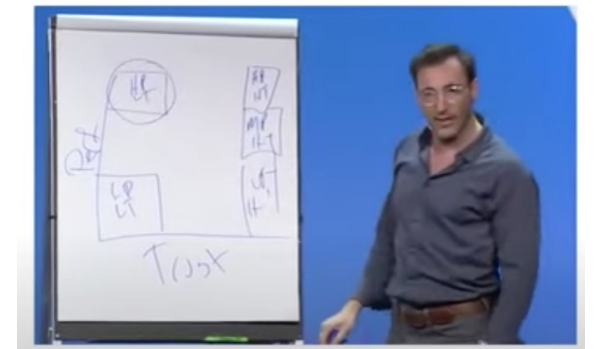# The Five Dysfunctions of a Team and How to Overcome them

Inattention to
Results

Avoidance of
Accountability

Lack of
Commitment

Fear of
Conflict

Absence of
Trust

Establish trust and a psychologically safe environment

Source: The 5 Dysfunctions of a Team" by Patrick Lencioni

E-book: The Five Dysfunctions of a Team

Performance vs Trust

Performance and Trust - Simon Sinek on YouTube