

OPEN
SECURITY SUMMIT

TEAM TOPOLOGIES & PST & SQUADS & TRIBES

Introduction

I'm going to talk for a bit for reference points

- Stimulate thoughts and ideas

Collaborative session to combine and evolve idea topics

- Dinis, Tony, Simon - Help steer!
- Everyone else - Participate! Get involved!

Using Glasswall as a reference / example

This is about improving and aligning **Organisation** and **System Structure** and **Design**

Feel free to jump in with questions along the way :)

We are all students. I'm still wearing my yellow belt.

More time I spend talking == less valuable

More time everyone else spends weighing in on topics == more value for all

Maturity model from conceptualization to commodity:

Idea -> Minimal Viable Prototype -> Viable Product -> Product

Can we match appropriate resources to those stages:

Stakeholders -> Pioneers -> Settlers -> Town Planners

Match the right people, with the right dynamic, to the right type of work.

Glasswall Engineering

(section from Glasswall Board Presentation)

GLASSWALL

Glasswall: a CDR Company



Trust Every File.

We are a file regeneration and analytics company, and a leader in the field of Content Disarm and Reconstruction (CDR).

Content Disarm & Reconstruction

From Wikipedia, the free encyclopedia

Content Disarm & Reconstruction (CDR) is a computer security technology for removing potentially [malicious code](#) from files. Unlike [malware analysis](#), CDR technology does not determine or detect malware's functionality but removes all file components that are not approved within the system's definitions and policies.^[1]

It is used to prevent cyber security threats from entering a corporate network perimeter. Channels that CDR can be used to protect include email and website traffic. Advanced solutions can also provide similar protection on computer endpoints, or cloud email and file sharing services.



WIKIPEDIA
The Free Encyclopedia

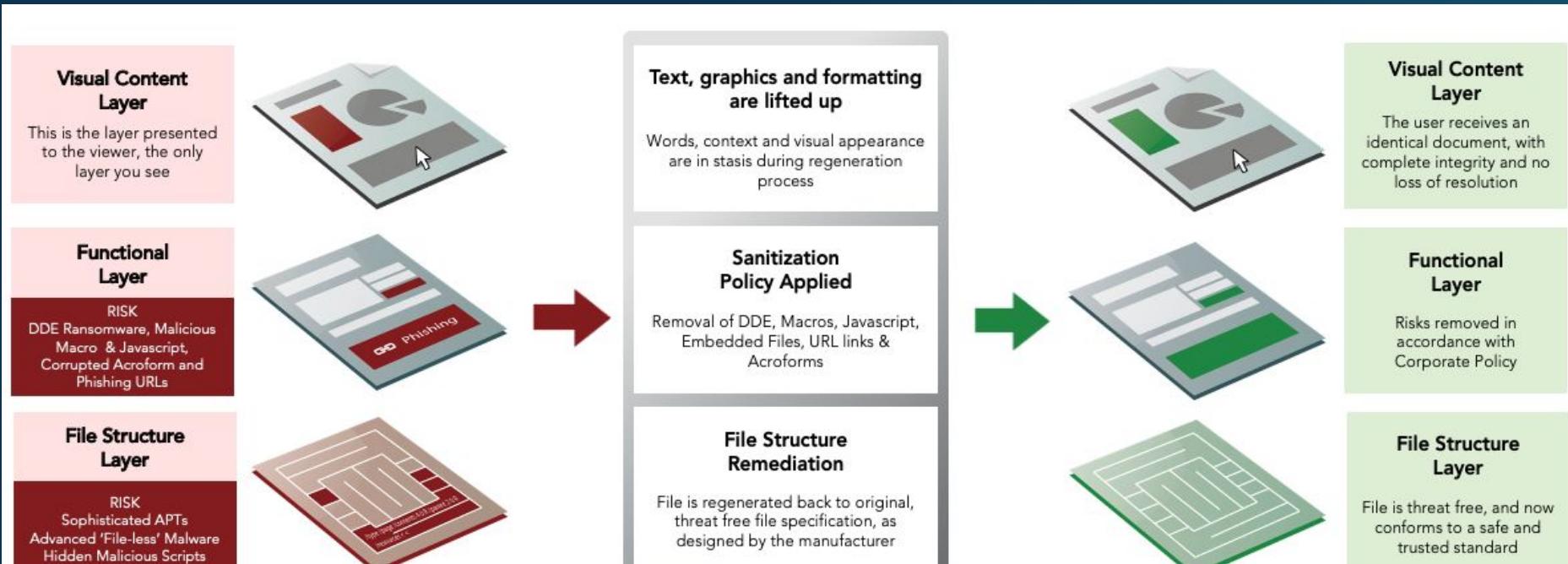
Applications [edit]

CDR works by processing all incoming files of an enterprise network, deconstructing them, and removing the elements that do not match the file type's standards or set policies.^[2] CDR technology then rebuilds the files into clean versions that can be sent on to end users as intended.^[3]

Because CDR removes all potentially malicious code, it can be effective against [zero-day](#) vulnerabilities that rely on being an unknown threat that other security technologies would need to patch against to maintain protection.

https://en.wikipedia.org/wiki/Content_Disarm_%26_Reconstruction

How it works



Demo: Rebuild Malicious File



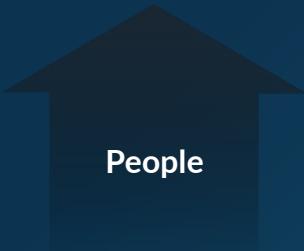
A tablet screen displays two windows side-by-side. On the left is a browser window showing the VirusTotal analysis for a file (d7ffa604cbc0552f0c33b66d7a2e3ea0319bf56eedcd9f1d8a1a310fc4dd2c7a). The report shows 32 engines detected, with a community score of 75. The details tab lists various detections from different antivirus engines. On the right is a Windows file explorer window titled 'Infected' which contains a single file named 'Infected.doc'. Below it is another file explorer window titled 'Protected' which shows an empty folder named 'Protected'.

<https://www.youtube.com/watch?v=K37Hi3SYGMU&t=6s>

Leadership Focus



Great Team



Ability to Execute



Great Products



Happy Customers



Our doctrine*



Use common language



Know your users/customers



Think small



Focus on outcomes not contract



Think FIRE (Fast, Inexpensive, Restrained and Elegant)



Manage failure



Challenge assumptions



Focus on user needs



Be transparent



Be Pragmatic



Move Fast



Distribute power and decision making



* see Wardley Maps:
<https://medium.com/wardleymaps/doctrine-8bb0015688e5>

High performing team



Weekly/Daily releases SDK
(Rebuild and Editor)



Delivered key
consulting projects



Glasswall Tech blog
(with 50+ posts)



MVPs, VPs and Ps



Glasswall Store with multiple
Cloud SaaS products



Adopted Squad
organisation model



Docker based releases
(on GitHub)

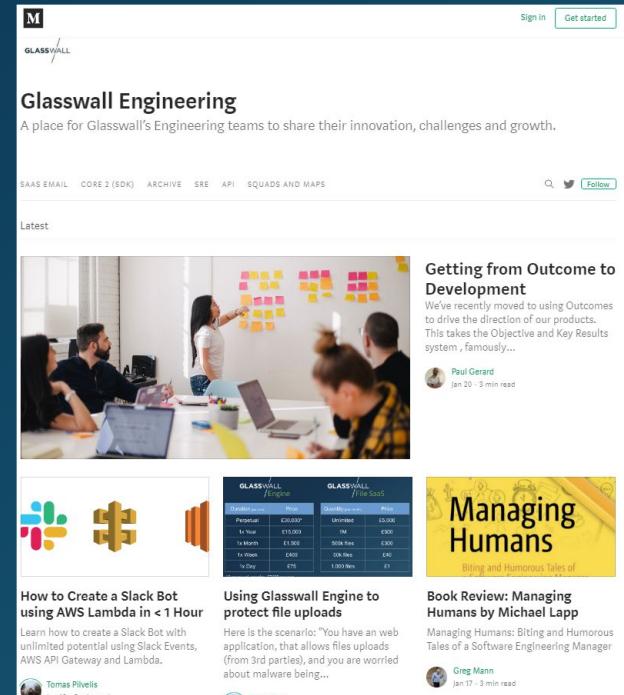


Weekly all hands
(show n' tell demos)

Open Development by a passionate team



- 1** Open Innovation at the forefront
- 2** Developers empowered to create
- 3** Solutions emerging from this approach as byproduct
- 4** Feeds back into production-ready solutions



The screenshot shows the Glasswall Engineering blog on Medium. The header includes the Glasswall logo and navigation links for SaaS EMAIL, CORE 2 (SDK), ARCHIVE, SRE, API, SQUADS AND MAPS, and a "Get started" button. Below the header, a post titled "Glasswall Engineering" is displayed, with a sub-headline: "A place for Glasswall's Engineering teams to share their innovation, challenges and growth." The post has a thumbnail image showing several people working in an office, a bio for Paul Gerard, and a timestamp of Jan 20 - 3 min read. To the right, there are two sidebar cards: one for "Getting from Outcome to Development" and another for "Managing Humans: Bitting and Humorous Tales of a Software Engineering Manager".

Glasswall Engineering
A place for Glasswall's Engineering teams to share their innovation, challenges and growth.

SaaS EMAIL CORE 2 (SDK) ARCHIVE SRE API SQUADS AND MAPS Sign in Get started

Latest

Getting from Outcome to Development
We've recently moved to using Outcomes to drive the direction of our products. This takes the Objective and Key Results system, famously...

 Paul Gerard Jan 20 - 3 min read

How to Create a Slack Bot using AWS Lambda in < 1 Hour
Learn how to create a Slack Bot with unlimited potential using Slack Events, AWS API Gateway and Lambda.

Periodic	Price	On-Demand	Price
N/A Year	£0.0003	Unlimited	£5.000
N/A Month	£0.0003	1000 Requests	£0.000
1 Week	£0.002	10K Requests	£0.002
1 Day	£0.05	1,000 Requests	£1

Using Glasswall Engine to protect file uploads
Here is the scenario: You have a web application, that allows files uploads (from 3rd parties), and you are worried about malware being...

 Tomas Pilialis Jan 19 - 5 min read

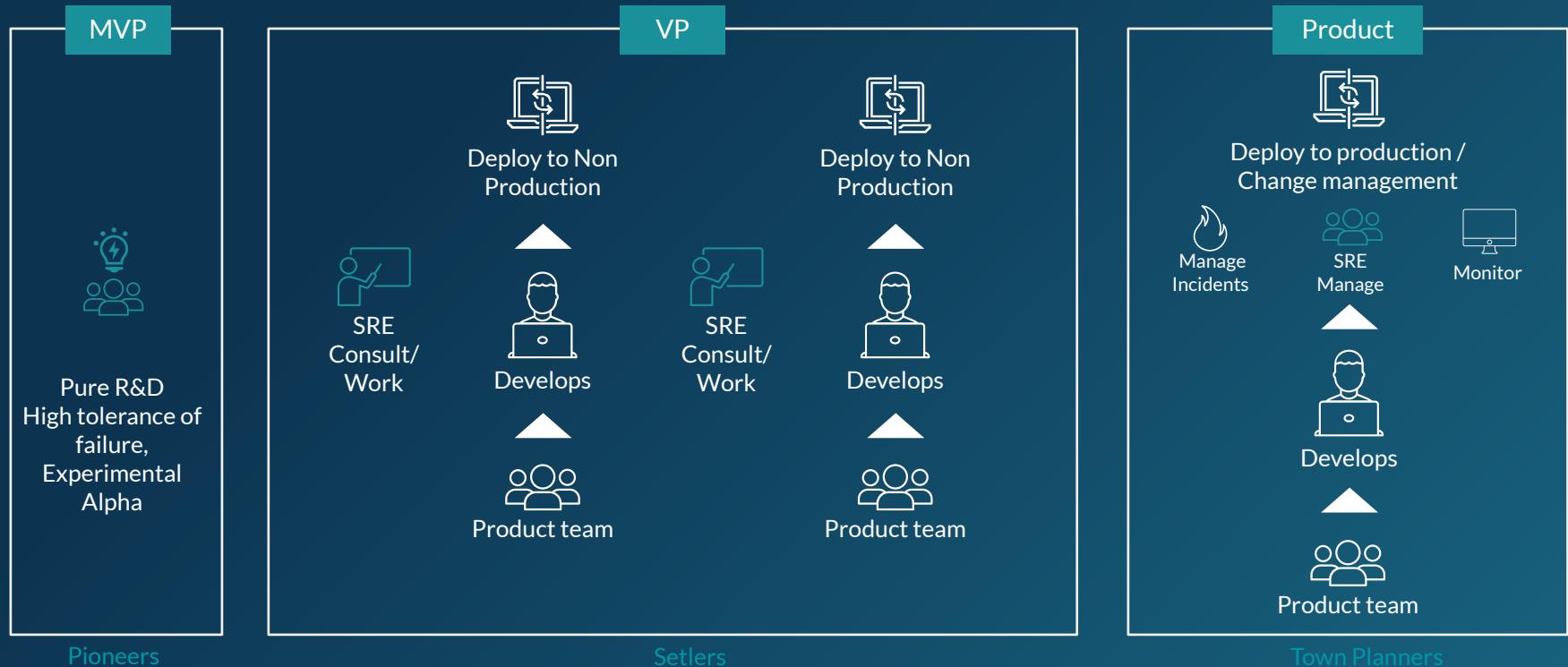
Book Review: Managing Humans by Michael Lapp
Managing Humans: Bitting and Humorous Tales of a Software Engineering Manager

 Greg Mann Jan 17 - 3 min read

<https://medium.com/glasswall-engineering>

MVP - Minimum Viable Prototypes

VP - Viable Products
P - Products

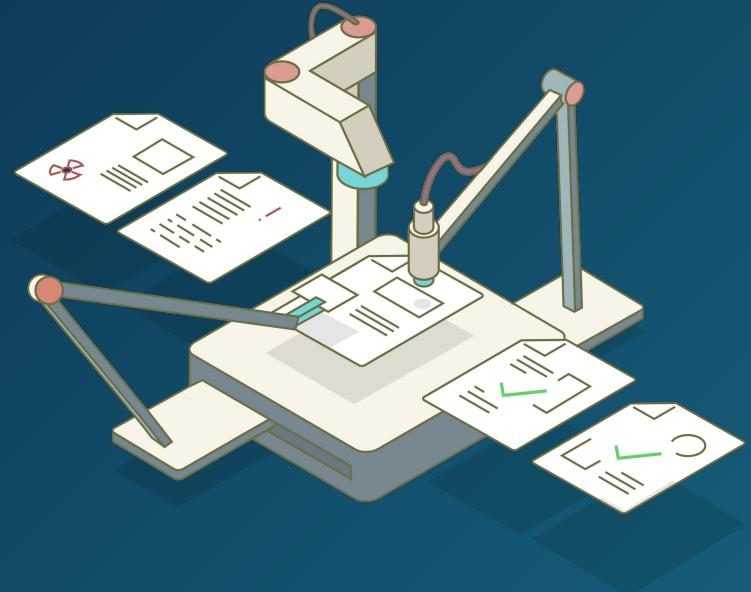




Glasswall Rebuild

Creates safe, clean and visually identical files, mitigating the risk posed by malicious documents.

Rather than trying to detect dangerous content Glasswall regenerates all files to a safe standard of 'known good', enforcing the format's structural specification and eradicating high-risk active content.



Easy to consume and integrate with



Major cloud Providers

AWS

Azure

Google Cloud



Other Cloud Providers

IBM

Rackspace

Digital Ocean



Containers

Kubernetes

Serverless

Open Stack

Docker

Knative



Embedded

C/C++

Python

Javascript

C#

Java



CLI

Linux

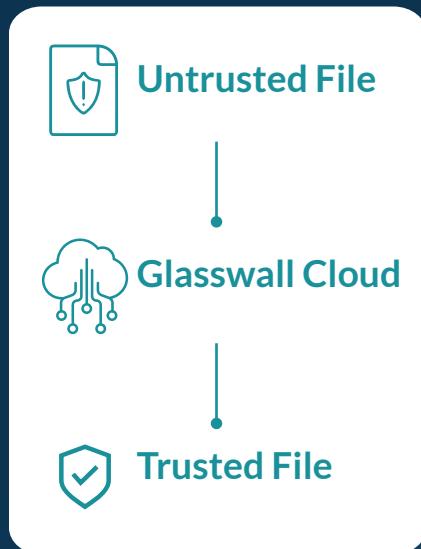
Windows
(Linux subsystem)

Stop (BAE)

Glasswall Rebuild for Email



Glasswall's email protection service delivers attachments you can trust, open and share, all in seconds with no impact on business productivity.



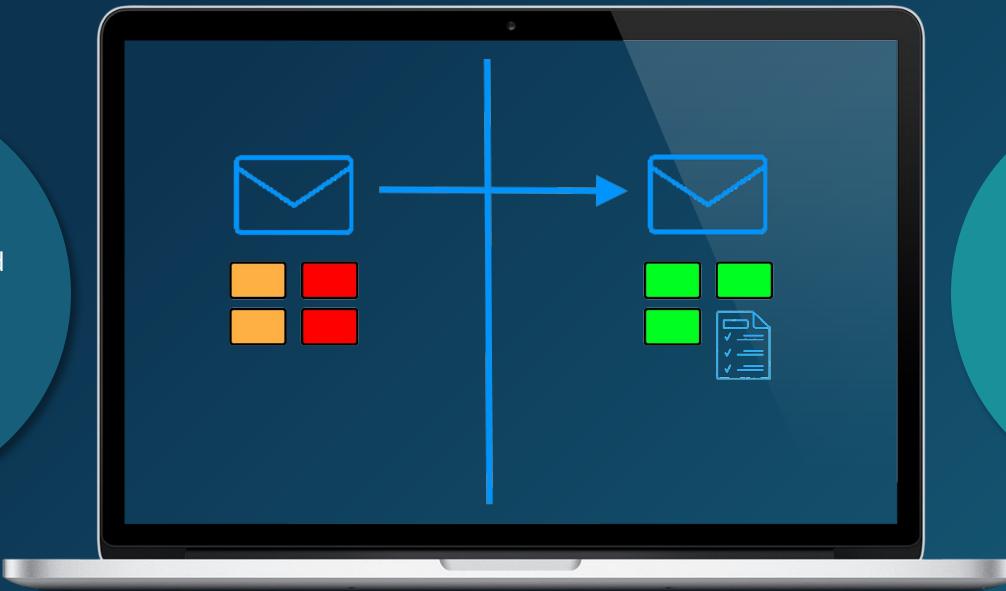
Modern Technology Stack



Core Engine at the heart of the solution



The Sender / Receiver Experience

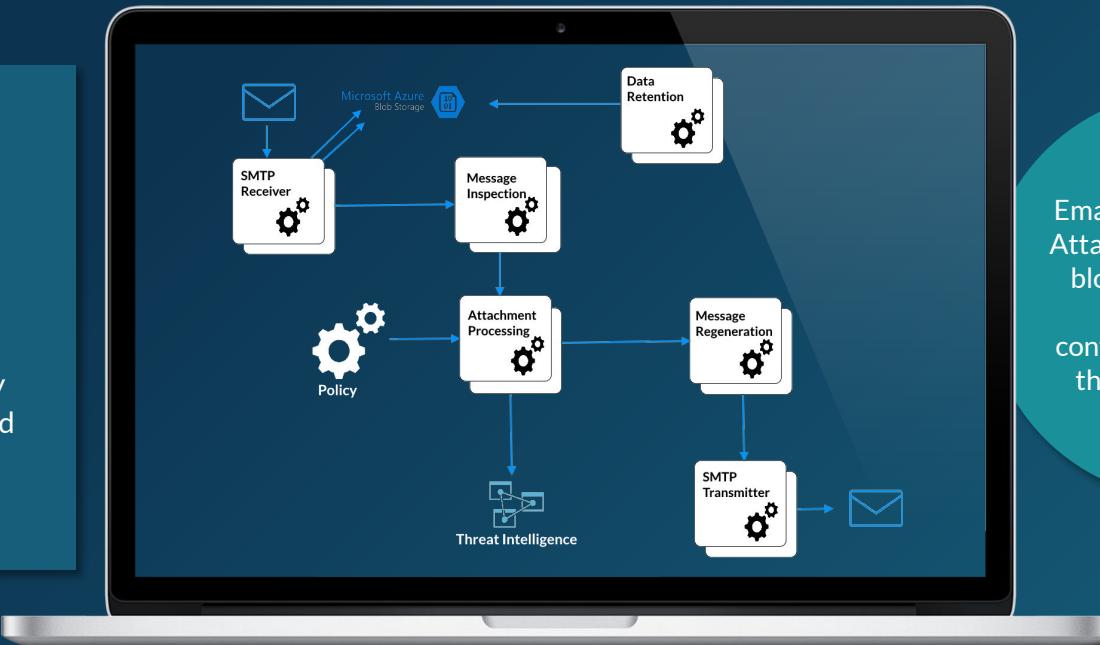


User receives clean attachments processed by the Glasswall Engine.

Policy is used to determine the outcome when files cannot be processed.

The Journey Your Mail Takes

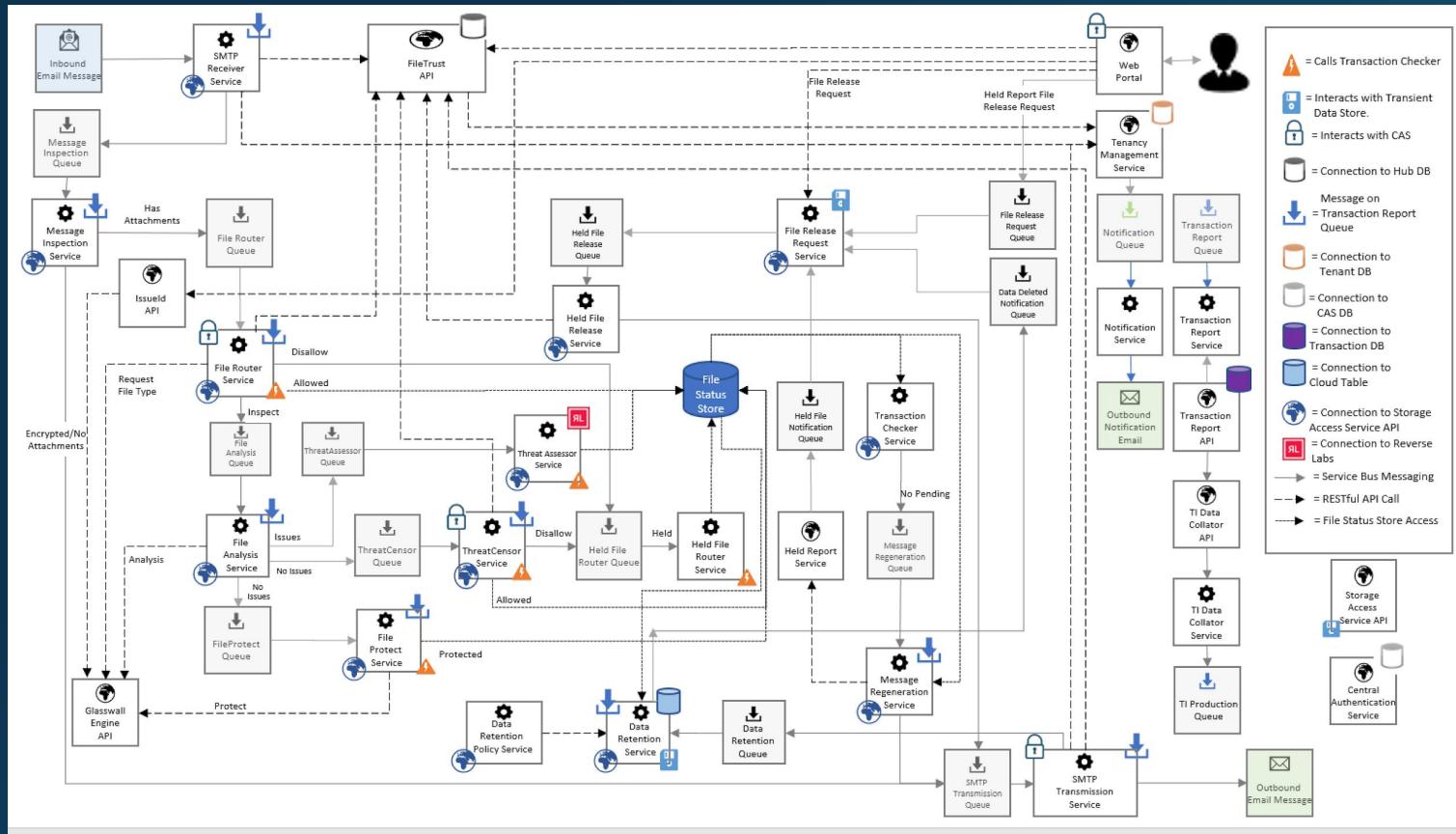
- Email Received
- Artifacts stored in blob storage
- Email is analysed
- Individual attachments processed by policy
- Email reconstructed
- Email continues to destination



Email artifacts (MIME, Attachments) stored in blob for processing.
It is customer configurable how long these are retained.

Cloud based solution (micro-services)

GLASSWALL



Productise one service at a time



- Enterprise platforms like email will be the sum of many products.
- Individual products will produce their own revenue stream.

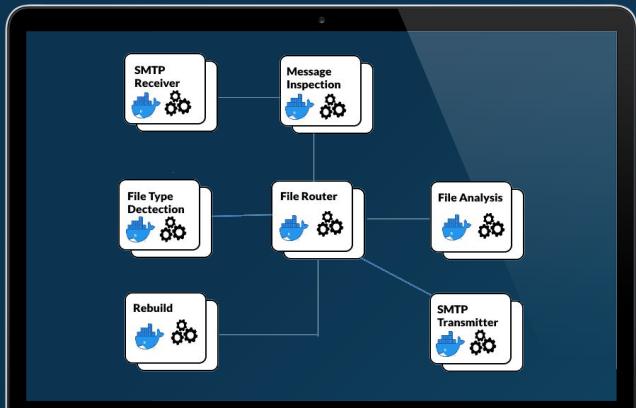


The screenshot shows a product page for "File Type Detection" on the "GLASSWALL Store Beta". The page features a large image of a computer screen displaying a file detection interface. Below the image, the product name "File Type Detection" is displayed in a large, bold, teal font. A descriptive text block follows, stating: "A quick and effective way to detect file types on demand, Glasswall File Type Detection will find out if your files are what they say they are". At the bottom of the page, the price "from £0" is shown in a teal font, along with a "FILE TYPE DETECTION" button.

Path to serverless - Productise components*



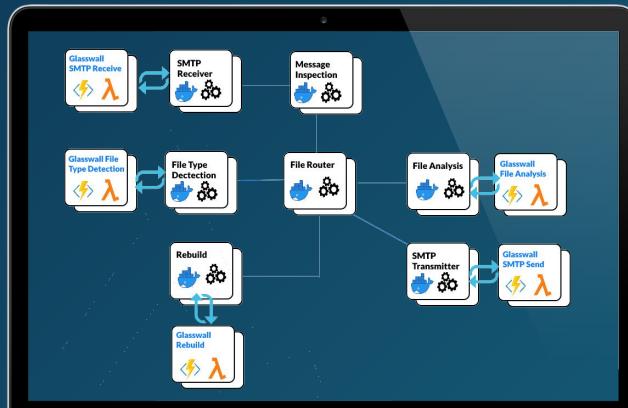
Email SaaS



- Dedicated services
- Closely coupled
- Running 24h

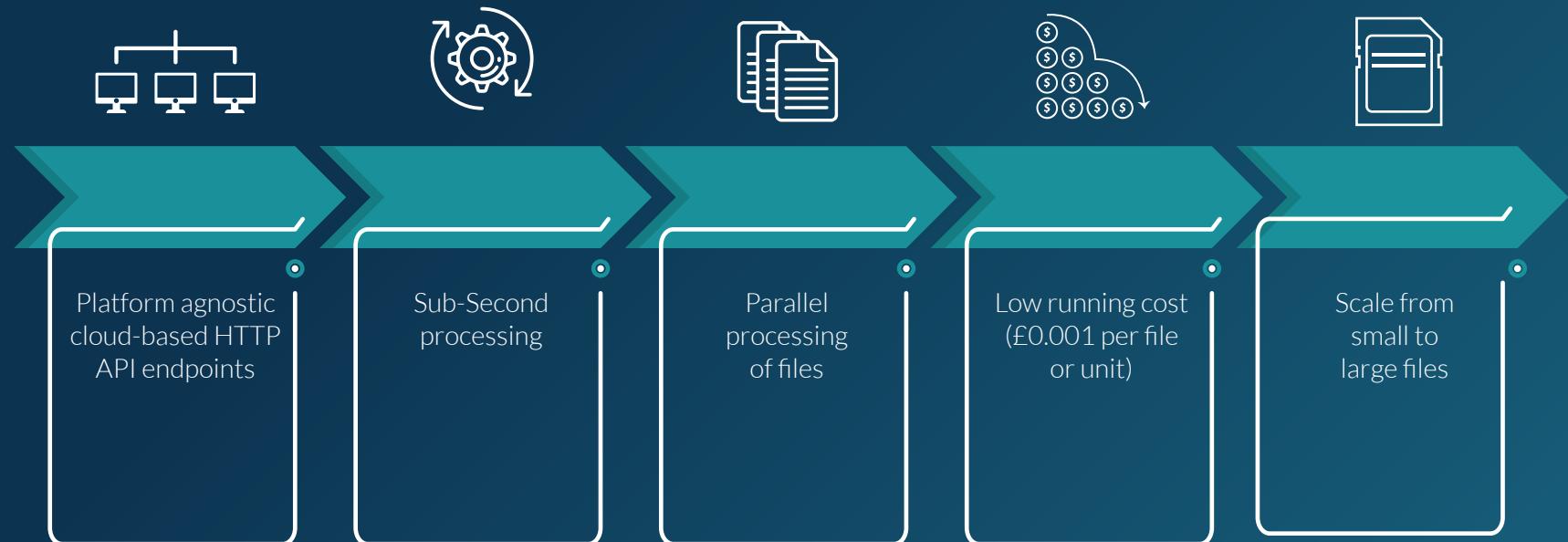


Productise services & make serverless



- Productise core capabilities
- “Do one job well”
- Serverless - run on demand

Glasswall Rebuild Cloud SDK



Glasswall Rebuild Cloud SDK



OPERATING PRINCIPLES



Serverless



Consumed
by API



Controlled by
API Key



Used directly by
customers or used by
other products



Can use/call other
products (each call
adds a 'billable unit')



Deployed
independently



Versioned
independently



Has a
product owner



Can be just 1 serverless
function exposed by 1
endpoint or a set of
endpoints
(for example Security Tagging)



Can run on AWS,
Azure or Google
Cloud

Bill by usage/unit



Most methods' invocations count like a 'Billable Unit'
(some exceptions for status and health-check methods)



Customers buy a number of units (i.e. budget) that can be used on all products



Store will allow customers to buy credits by individual products on the store, but those credits will be used everywhere (on all products)



Model is based on AWS where everything is billable



Base price is £0.001 per request

Roadmap for Cloud SDK (AWS and Azure) + Cloud Solutions



Phase 1 : May

- File Rebuild, File Analysis, File Type Detection, File Drop

Phase 2 (*all in MVP status today*): Aug/Sep

- Mass File Scanner, Website Scanner, Security Tagging, File Analysis reports, Website Proxy, Network Proxy, Import & Export, Zip and Unzip, SMTP inbound, K8 Rebuild

Phase 3: Oct/Nov

- SMTP outbound, Policy Management, Held-file management, File to PDF (all supported by OpenOffice), Glasswall Appliances, Glasswall Security Workbench

Target audience



Security professionals



IT Teams



Developers working on projects that need Glasswall Products



Integrators - Garrison, Azure, AWS

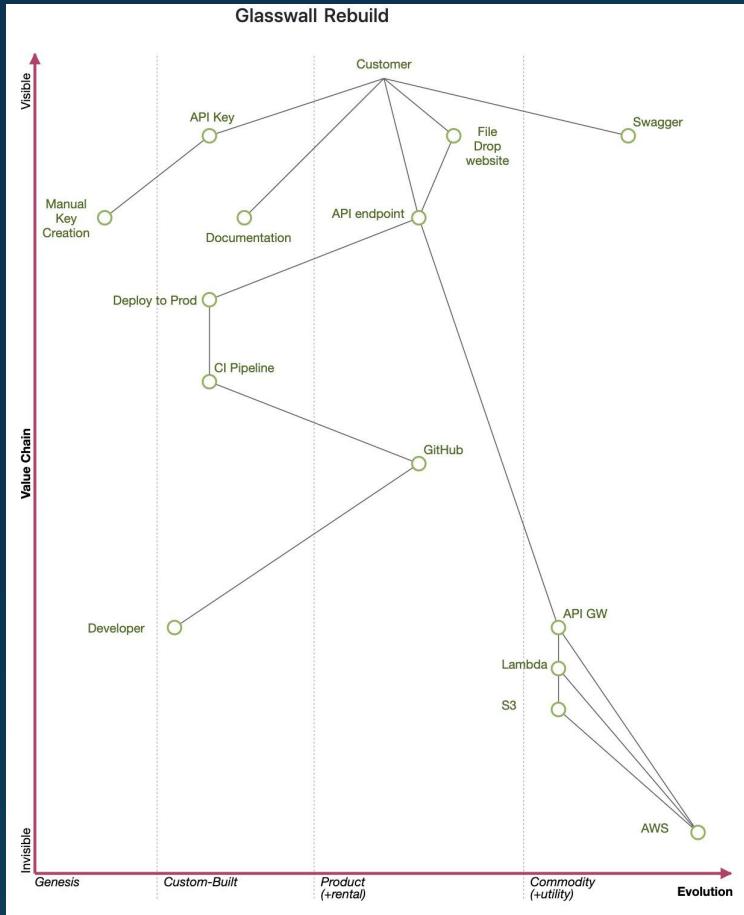


Existing customers



Companies we are already engaging

Early map of Rebuild API product launch (that happened in may 2020)



**PST and Squads in
practice**

GLASSWALL

PST - MVP, VP, P : Minimal Viable Prototype

Inspired Book: Discovery

Cheaper to deliver and iterate over a prototype than a product.

Does a prototype have functionality though? Does it prove if we can 'cross the bridge'?

Projects / MVP

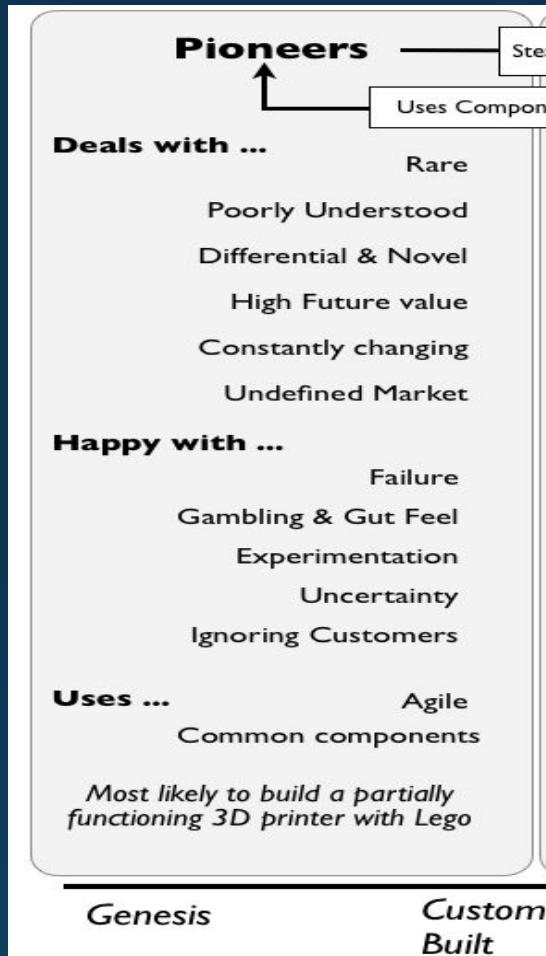
Board

Search Assigned to me Due this week

Category	Task Description	MVP Version	Status
NEW 28	Replace file's links with bit.ly links	MVP-1	IN PROGRESS 1
	GW Proxy	MVP-4	
	Glasswall Airgap	MVP-5	
	Glasswall G Suite	MVP-6	
	Virus Total for Files	MVP-9	
	Wrap links in files with a URL checking redirect	MVP-10	
	SaaS - Website Ping	MVP-11	
IN PROGRESS 1			
ICAP Integration with Rebuild			
MVP-37 MC			
DONE 1			
First version of Shopify website			
✓			
Looking			

Pioneers : Minimal Viable Prototype

'Pioneers are brilliant people. They are able to explore never before discovered concepts, the uncharted land. They show you wonder but they fail a lot. Half the time the thing doesn't work properly. You wouldn't trust what they build. They create 'crazy' ideas. Their type of innovation is what we call core research. They make future success possible.



MVP:

- Is this possible?
- Can we cross the bridge?
- Is there a use case for this idea?
- What would this look like?
- Uncharted

PST - MVP, VP, P : Viable Product

Proven Capabilities (done at MVP)

Map to prospective/existing customer requirements or requests. Link to opportunities

Can be components of bigger solutions

Learning from customer usage.

Drive to mature into product is based on Market/Demand/Evolving use cases

Projects / Viable Product

Board

Q Assigned to me Due this week

Category	Description	Priority	Status
TO DO 15	File Export and Import	VP-5	DC
	Glasswall O365	VP-6	DC
	Glasswall Proxy	VP-7	DC
	Glasswall Reverse Proxy	VP-8	
	Glasswall Redact	VP-9	
	Word Search and Replace	VP-10	DC
	Glasswall Forensic Workbench - Laptop	VP-11	DC
INCUBATING 6	SaaS - Glasswall API Key Management	VP-37	DC
	SaaS - Security Tagging	VP-3	
	File Threat Index	VP-4	PV
	SaaS - Archive Support	VP-18	LR
	SaaS - File Rebuild - Store and Retrieve	VP-26	LR
	SaaS - Product Usage Monitoring	VP-38	LR
	SaaS - S3 File Upload	VP-36	LR
ACTIVE 5	SaaS - File Drop and Swagger UI	VP-1	
	SaaS - File Type Detection	VP-2	
	SaaS - Rebuild API	VP-15	MC
	SaaS - File Analysis	VP-25	MC
	SaaS - S3 File Upload	VP-36	LR
END OF LIFE 0			

Viable Product - Settlers

Settlers are brilliant people. They can turn the half baked thing into something useful for a larger audience. They build trust. They build understanding. They make the possible future actually happen. They turn the prototype into a product, make it manufacturable, listen to customers and turn it profitable.



- Understanding
- Laying foundations
- Pipelines
- Quality gates
- Improve
- Learn about the customer
- Starting getting it in front of users - start selling
- Feedback
- Monitoring and Alerting

Has established customer base

Main revenue drivers for the company

SaaS products are operated by SRE

High SLAs

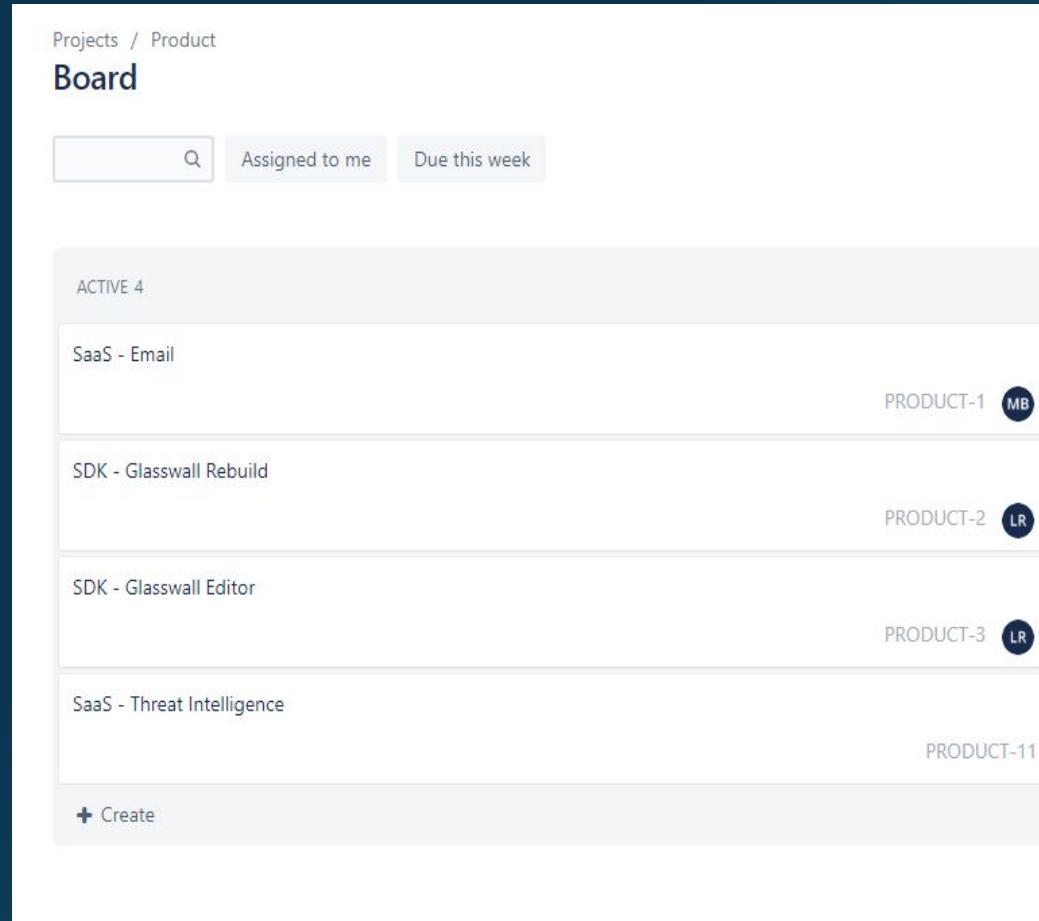
GA level quality

Well documented and understood

Projects / Product Board

ACTIVE 4

END OF LIFE 0



Project	Product ID	Status
SaaS - Email	PRODUCT-1	MB
SDK - Glasswall Rebuild	PRODUCT-2	LR
SDK - Glasswall Editor	PRODUCT-3	LR
SaaS - Threat Intelligence	PRODUCT-11	

+ Create

Products : Town Planners

Town Planners are brilliant people. They are able to take something and industrialise it taking advantage of economies of scale. This requires immense skill. You trust what they build. They find ways to make things faster, better, smaller, more efficient, more economic and good enough. They build the services that pioneers build upon.



- Scale
- High Quality
- Classy Customer Support
- Operational excellence
- Improved / High SLAs
- Clear understanding
- Well documented and defined
- Telemetry
- Validated Learning

Product Variants

Product can have Variants.

The Product is as mature as its most mature variant

Variants can be at different maturity levels based on 'Features'.

Rather than describe attributes as limitations, we describe them as features of those product variants.

PRODUCT-1

ENTITLED: Email Solution Penetration Test - 10/10/2019

DONE

has feature

- FEATURE-72 File Bypass
- FEATURE-173 External Identity Providers for Portal Sign-in

NEW

has product owner

- PERSON-17 Max Bussell

ACTIVE

has product variant

- VARIANT-6 Azure Shared AKS Cluster
- VARIANT-7 Azure Dedicated Single Tenant AKS Cluster
- VARIANT-8 K8 Native Email Platform

PRODUCT

MVP

NOT STARTED

X

has technical owner

- PERSON-28 Matt Cavey
- PERSON-9 Alexander Potter-Dixon

MVP

VIABLE PRODUCT

DEPRECATED

PRODUCT

View workflow

ACTIVE

is child of

- ENTITY-15 SaaS Products

is delivered by

- SQUAD-7 SaaS Email - Mail Flow

This screenshot shows a product management interface for 'PRODUCT-1'. The product has two features: 'FEATURE-72 File Bypass' (status: DONE) and 'FEATURE-173 External Identity Providers for Portal Sign-in' (status: NEW). It is owned by 'Max Bussell' (status: ACTIVE). Three variants are listed: 'VARIANT-6 Azure Shared AKS Cluster' (status: PRODUCT), 'VARIANT-7 Azure Dedicated Single Tenant AKS Cluster' (status: MVP), and 'VARIANT-8 K8 Native Email Platform' (status: NOT STARTED). The product also has two technical owners: 'Matt Cavey' and 'Alexander Potter-Dixon'. It is a child of 'ENTITY-15 SaaS Products' and is delivered by 'SQUAD-7 SaaS Email - Mail Flow'. A sidebar on the right lists maturity levels: MVP, VIABLE PRODUCT, DEPRECATED, and PRODUCT. A 'View workflow' button is also present.

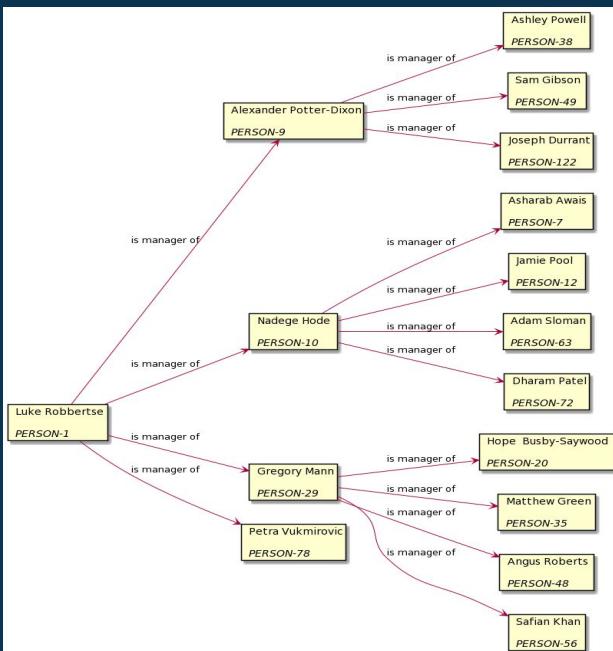
Product - Readiness Checklist

Product Readiness Checklist for Product Owners									
Readiness Item	SaaS MVP	Appliance MVP	Software MVP	SaaS VP	Appliance VP	Software VP	SaaS Product	Appliance Product	Software Product
Overall positioning statement is clear	<input checked="" type="checkbox"/>								
Target customer is defined	<input checked="" type="checkbox"/>								
Product Name is agreed	<input checked="" type="checkbox"/>								
Key feature/benefits are defined	<input checked="" type="checkbox"/>								
Product can be obtained by customers	<input checked="" type="checkbox"/>								
Product proposition promoted via social channels	<input checked="" type="checkbox"/>								
Product messaging approved on store	<input checked="" type="checkbox"/>								
Customers can cancel/return product	<input checked="" type="checkbox"/>								
Trial is available	<input checked="" type="checkbox"/>								
Core functional tests QA approved	<input checked="" type="checkbox"/>								
Glasswall is dogfooding your product	<input checked="" type="checkbox"/>								
Purchasable from Store	<input checked="" type="checkbox"/>								
Free trial availability	<input checked="" type="checkbox"/>								
Licensing model and terms are available	<input checked="" type="checkbox"/>								
Product use model is communicated				<input checked="" type="checkbox"/>					
Product can be easily found by customers				<input checked="" type="checkbox"/>					
Basic collateral (Data sheet) is ready				<input checked="" type="checkbox"/>					
Product page populated on web site				<input checked="" type="checkbox"/>					
Customer buying behaviours are mapped				<input checked="" type="checkbox"/>					
Pricing agreed				<input checked="" type="checkbox"/>					
Competitors are known				<input checked="" type="checkbox"/>					
Full testing QA sign-off				<input checked="" type="checkbox"/>					
Resource allocation based on product opportunity and strategic value				<input checked="" type="checkbox"/>					
Support and customer success teams are trained on product				<input checked="" type="checkbox"/>					
Other promotional items created							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Sales pricing latitude agreed							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Partner margins agreed							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Promotions agreed							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Email campaigns planned							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Telemarketing campaigns planned							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Event participation plans in place							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Demo is available							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Competitor matrix available							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Competitor silver bullet sheets available							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Sales comp plan/quota impact agreed							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Success metrics agreed							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Customer acquisition metrics/revenue metrics tracked/reviewed							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Win/Loss analysis process in place							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
basic smoke tests QA approved							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Contextual customer interviewing being done							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Priority backlog maintained with customer referencing and commercial values							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Sales and SEs are trained on the product							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
SRE team have SLOs defined							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Teams and Squads. Team : Org Chart

Team:

- Has members
- Has a line manager
- Can be a customer
- Members have common skills and specialities



Projects / [Team](#) / [TEAM-2](#)

Cloud - Dev

Attach Link issue List of External Shares ...

Description
Add a description...

Linked issues

has member

PERSON-51 Adam Hewitt	ACTIVE
PERSON-6 Paul Gerard	ACTIVE
PERSON-4 Simon Brooks	ACTIVE
PERSON-28 Matt Cavey	ACTIVE
PERSON-18 Sebastian Birch	ACTIVE
PERSON-39 Matthew Dignum	ACTIVE
PERSON-25 James Somers	ACTIVE
PERSON-59 Mike Benton	ACTIVE

is customer of

OUTCOME-153 Improve SaaS Portal Test Coverage	DRAFT
OUTCOME-152 Improve SaaS Portal Code Quality	DRAFT
OUTCOME-97 Mature CI/CD for Cloud Solution	IN PROGRESS

is managed by

PERSON-28 Matt Cavey	ACTIVE
----------------------	--------

Teams and Squads. Squad : Does work

GLASSWALL

Projects / Squad / SQUAD-1

Squad Operations



List of External Shares

...

Description

Improve all other Squads. Increase the value of other Squads.

Squad:

- Delivers project work
- Has outcomes / objectives
- Has stakeholders
- Has a squad leader
- Has squad developers
 - 'Workers' / 'contributors'
- Has all the roles it needs to achieve its Outcomes.
- To deliver
- Has a flat structure
 - Luke leads Dinis in this squad. Luke reports to Dinis in Team Structure.
- Focused on delivering

delivers

PROJECT-17 Data driven answers to questions that measure People, Product, Projects



LR

IN PROGRESS

PROJECT-53 Data Integration

NEW

PROJECT-54 Data Science and Reporting

NEW

has completed outcomes

COMPLETED-1 Squad Operations - Completed Outcomes

NEW

has customer

ENTITY-1 Glasswall Solutions LTD

NEW

has decision

DECISION-41 Hire Intern - Productivity Engineer - Petra Vukmirovic

APPROVED

DECISION-42 Hire - Junior SRE - Joseph Durrant

APPROVED

has outcome

OUTCOME-88 Import or link to existing data in other systems

PAUSED

OUTCOME-119 Monitor split of active squads and outcomes to align with the 40/40/20 focus split

PAUSED

OUTCOME-339 Long Term Objective: Increase the value of all GW employees

DRAFT

has squad developer

PERSON-42 Dinis Cruz

ACTIVE

PERSON-96 Reuben Kavalov (Upwork)

ACTIVE

has squad leader

PERSON-1 Luke Robbertse

ACTIVE

has squad stakeholder

PERSON-44 Anne Tiedemann

ACTIVE

is squad of

TRIBE-8 Glasswall Operations

NEW

Who wears what hat?

Projects / 🎩 Hat / 🎩 HAT-2

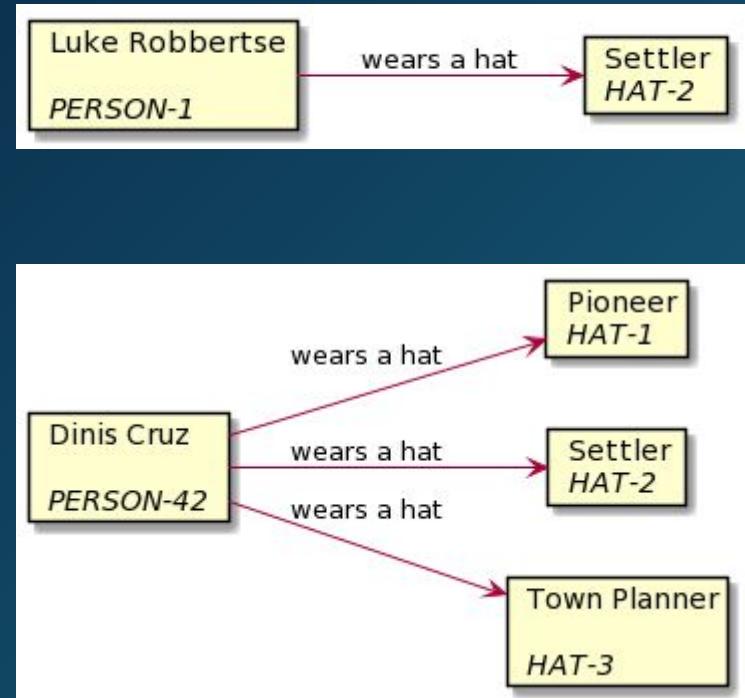
Settler

Attach Link issue List of External Shares ...

Description
Add a description...

Linked issues
is worn by

- PERSON-1 Luke Robbertse
- PERSON-42 Dinis Cruz



<https://github.com/filetrust/Squads-And-Maps/blob/master/Definitions/Dictionary.md>

The screenshot shows a GitHub file page for 'Dictionary.md' in the 'Squads-And-Maps / Definitions' repository. The page includes a header with 'Branch: master', a commit history with one entry by 'mobrien-gw' fixing typos, and a file statistics section showing 65 lines (51 sloc) and 4.58 KB. Navigation links for 'Raw', 'Blame', 'History', and icons for download, edit, and copy are also present.

- **Client** – A consumer of a delivered outcome, typically a customer of Glasswall.
- **Decision** – This is where the required stakeholder can provide context and then vote on a chosen decision. It is quite a generic issue type at the moment and can be linked to any other issue type. For example, an Outcome or a Key Result. I think the people voting on the decision would be the stakeholders and maybe some of the squad contributors. Depending on the context, what the decision is about and what it is attached to. It's recorded on the decision issue itself in Jira. There's no specific format for that yet, people can vote by comment or editing the description. As long as their decision is attached to their name. They could be either discussed in a meeting, teams call, or just by comments on the decision issue.
- **Guild** - A lightweight community of interest where people across the whole company gather and share knowledge of a specific area. Anyone can join or leave a Guild at any time. For example, 'React', 'Performance'
- **IT System** – A system or platform which staff use and have accounts on. These systems are owned and managed by our IT team. For example, 'Jira', 'GitHub'
- **Key Result** - Measurable deliveries. An outcome would be broken down into specific and measurable Key Results.
- **Outcome** - Short term objective of a squad.
- **Person** – A person.
- **Policies** – Organisational policies.
- **Role** - The function assumed, or part played by a person or thing in a situation. In some situations this could be your job title, or something close to it, but not always. You could assume a role in a squad which is not aligned with your title.
- **Squad** - Vertical group of roles that deliver an outcome. A squad is cross-functional and constitutes all roles needed to deliver its outcomes end to end.

Doctrine - Glasswall - 6 months ago

Category	Wardley's Doctrine (universally useful patterns that a user can apply)			
Phase I	Know your users (e.g. customers, shareholders, regulators, staff)	Use a systematic mechanism of learning (a bias towards data)	Focus on high situational awareness (understand what is being considered)	Use a common language (necessary for collaboration)
	Challenge assumptions (speak up and question)	Focus on user needs	Remove bias and duplication	Think small (as in know the details)
	Use appropriate methods (e.g. agile vs lean vs six sigma)			
Phase II	Be transparent (a bias towards open)	Move fast (an imperfect plan executed today is better than a perfect plan executed tomorrow)	Be pragmatic (it doesn't matter if the cat is black or white as long as it catches mice)	Think fast, inexpensive, restrained and elegant (FIRE, formerly FIST)
	Focus on the outcome not a contract (e.g. worth based development)	Use appropriate tools (e.g. mapping, financial models)	Manage inertia (e.g. existing practice, political capital, previous investment)	Effectiveness over efficiency
	Think aptitude and attitude	Think small (as in teams)	Use standards where appropriate	Manage failure
	Strategy is iterative not linear (fast reactive cycles)	A bias towards action (learn by playing the game)	Distribute power and decision making	
Phase III	Provide purpose, mastery, autonomy	Set exceptional standards (great is just not good enough)	Commit to the direction, be adaptive along the path (crossing the river by feeling the stones)	A bias towards the new (be curious, take appropriate risks)
	Do better with less (continual improvement)	Optimise flow (remove bottlenecks)	Think big (inspire others, provide direction)	Be humble (listen, be selfless, have fortitude)
	Be the owner (take responsibility)	Strategy is complex (there will be uncertainty)	Seek the best	
Phase IV	Exploit the landscape	There is no core (everything is transient)	Listen to your ecosystem (acts as a future sensing engine)	There is no one culture (e.g. pioneers, settlers and town planners)
	Design for constant evolution			

Doctrine - Glasswall - 3 months ago

Category	Wardley's Doctrine (universally useful patterns that a user can apply)			
Phase I	Know your users (e.g. customers, shareholders, regulators, staff)	Use a systematic mechanism of learning (a bias towards data)	Focus on high situational awareness (understand what is being considered)	Use a common language (necessary for collaboration)
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Doctrine - Glasswall - now - (AMBITIOUS/Naive)

Category	Wardley's Doctrine (universally useful patterns that a user can apply)			
Phase I	Know your users (e.g. customers, shareholders, regulators, staff)	Use a systematic mechanism of learning (a bias towards data)	Focus on high situational awareness (understand what is being considered)	Use a common language (necessary for collaboration)
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	Design for constant evolution			

Actions taken that have helped move red to yellow/green

- New concepts:
 - Squads, Maps, Graphs, PST
- Engineers speaking to customers
- New tools/tech:
 - Jira, slack, jupyter, github, aws
- New ways of thinking:
 - Broadcasting/ Social - LinkedIn, Twitter, Medium
 - Public conversations
 - Flat structure
 - Feedback leads to improvement
- Stop over engineering and gold plating
- Using Incidents to drive change and improvement

Team designs are very important because good team designs lead to good software design and good software design leads to better more effective teams (or if you get it wrong the cycle goes the other way). The factors that influence both a good architecture as well as good teams need to be considered when designing teams, team boundaries, and the planned communication required between teams

- Team Sizing
- Long lived teams
- Team Scope
- Team Design
 - Minimise Team Handoffs
 - Queues
 - Communication Overhead
- Cognitive Load
 - How much thinking effort is needed to do some effectively

Amazon have helped highlight the benefit of minimising handoffs, queues, and communication

Sweller has taught us to avoid giving a team too much Cognitive load

Dunbar has taught us to keep teams at around 8 people.

1. Stream Aligned Teams (aka Product Team)

- Can be aligned to a stream of work that is not necessarily a product
- Core team type - delivering value to the customer or user

These teams help and support the Stream Aligned Teams:

2. Enabling Teams

- Experts in a specific area - collaborate with Stream Aligned Teams
- Add capabilities missing in Stream Aligned Teams
- Play an enabling role

3. Complicated Subsystem Teams

- Subsystems that need deep skills and expertise
- Many years of experience in niche technology

4. Platform Teams

- Focus on developer experience
- Stream Aligned Teams are the customers of Platform Teams
- Run the platform as a product or service

Collaboration

- Fast, if not real time
- Multi-directional
- Enables teams to work closely together to overcome uncertainty or change.

X-as-a-service

- Need to consciously design and optimize to serve both teams effectively
- Interface. Team API

Facilitating

- Works best for Enabling teams
- How to enable without being overwhelmed

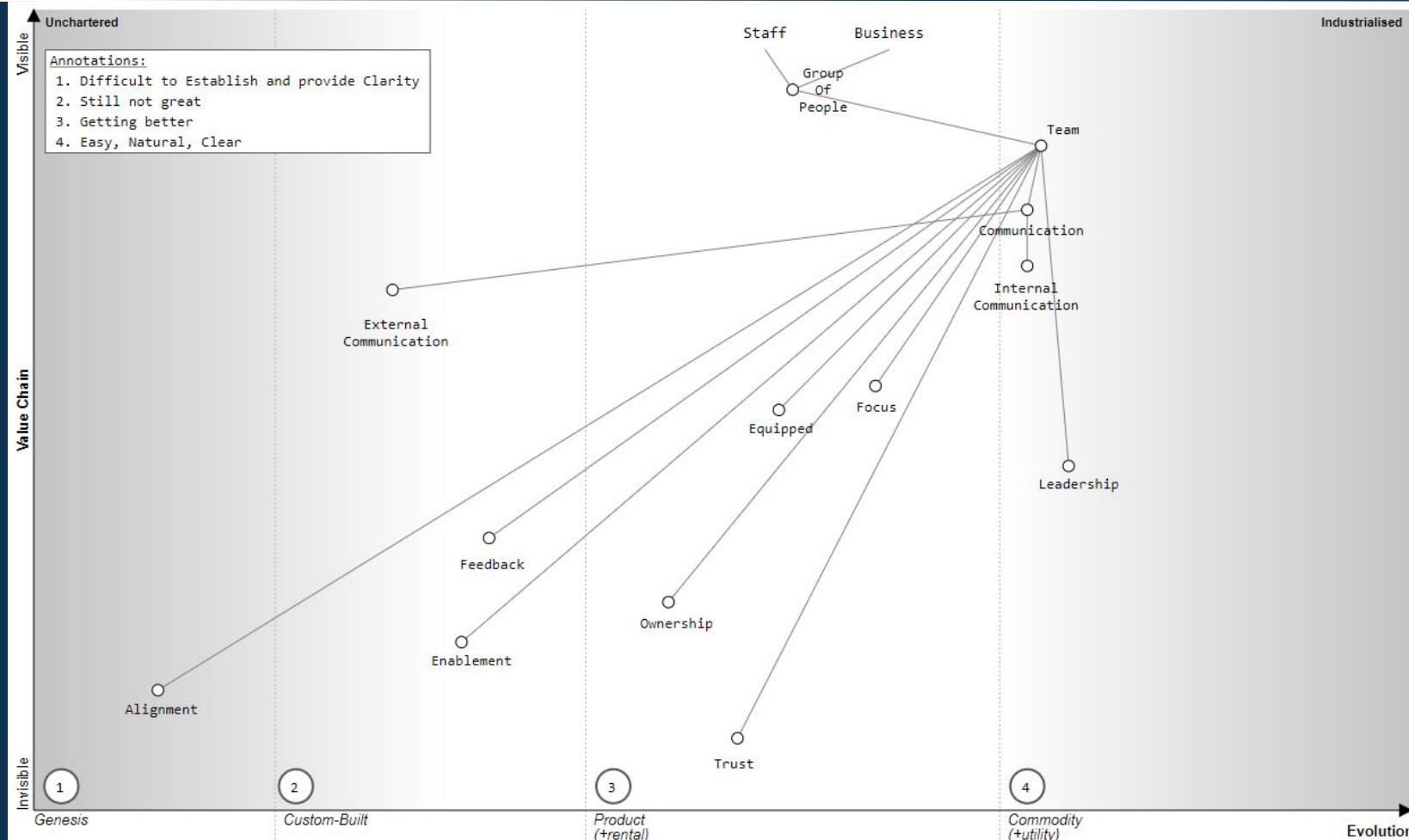
Teams need:

- Trust
- Focus
 - Objectives
- Internal Communication
- External Communication
- Equipped
 - Knowledge and tools to meet expectation
- Leadership
- Feedback
- Ownership and Accountability
- Enablement
 - To make decision and act in companies best interest
- Alignment

Warning - These are some of my first maps

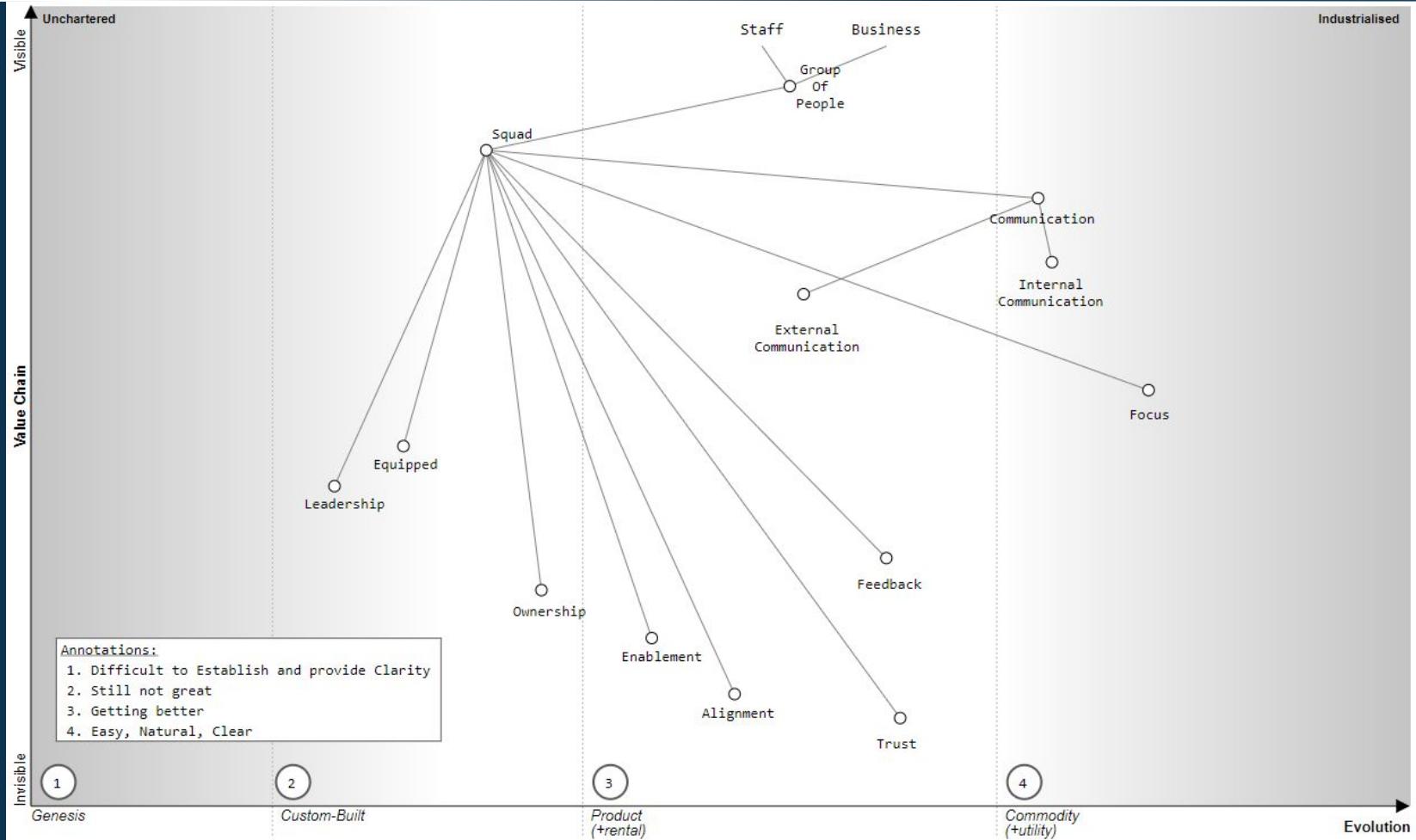
Lesson: The need to practice! Having watched a lot of videos, read a lot of Simons content, attended most of the Mapping sessions. I am still useless at making a map and making these today was difficult and felt weird! In order to better understand and to improve, **need to do!!**

Traditional Team - <https://onlinewardleymaps.com/#9sR2ENNe88OVNglbqy>



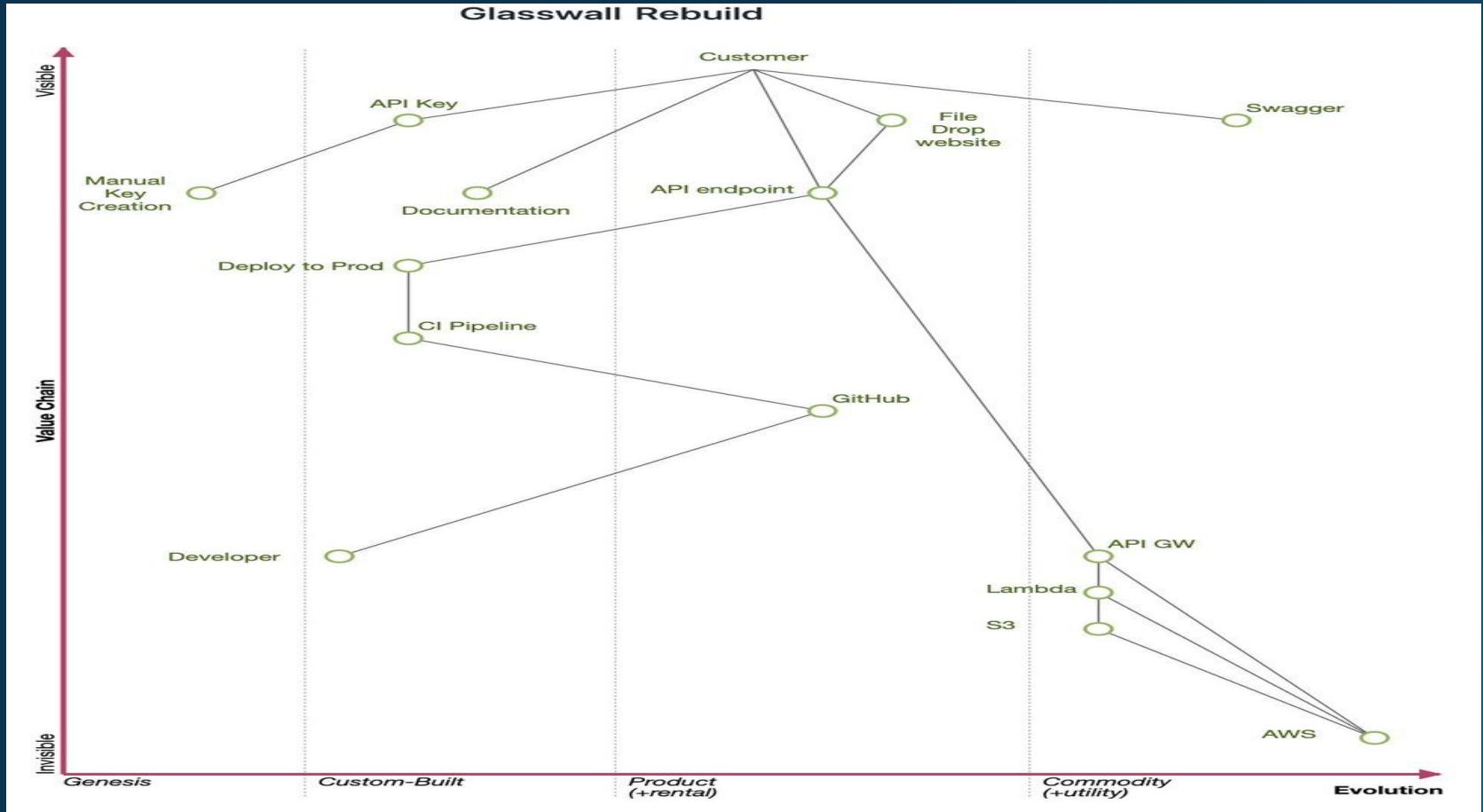
Cross Functional Squad - <https://onlinewardleymaps.com/#RHBePUAeVUTEzRe6Jq>

GLASSWALL



Viable Product - Rebuild API

GLASSWALL



Aptitude vs Talent for placing people in Teams or putting hats on their head.

Talent:

Any recurring pattern of thoughts or behaviour that can be productively applied.

I've always liked quality as a way to recruit over 'skills'.

And Go!

Floors open to all