From departments to cross functional teams

A Story

Agile Tour Vienna '16

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Agenda

- About Jumio

  - About cross functional teams

    - The shortcomings of departments

      - The transition from leadership view point

        - The transition from team viewpoint

          - Advise and Q&A

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Security & Consumer Convenience

About Jumio

Incorporation: February 2010

Headquarters: Palo Alto, USA

Offices: USA, Asia, Europe

Business   Market leader in

Online ID verification

Key investors: Centana Growth Partners

Millennium Technology Value Partners

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About Philipp

Role at Jumio: VP Product (since May 2012)

Previous jobs at: Paysafecard

Six Card Solutions (First Data)

Roots: Born and raised in Vienna

Education: Graduated from University of

Applied Sciences "Technikum" in Vienna.

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About Matyas

Role at Jumio: Agile Coach (since Aug 2012)

Previous jobs at: Siemens PSE AeroSpace

BAWAG PSK

Roots: Schools in Hungary, in Austria since '06

Education: Graduated from University of Pécs

as Programmer-Mathematician

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Cross functional team

Buzzword alert!

Definition: A cross-functional team is a group of people with **different functional expertise** working toward a **common goal**.*
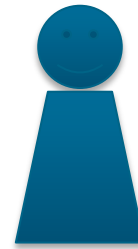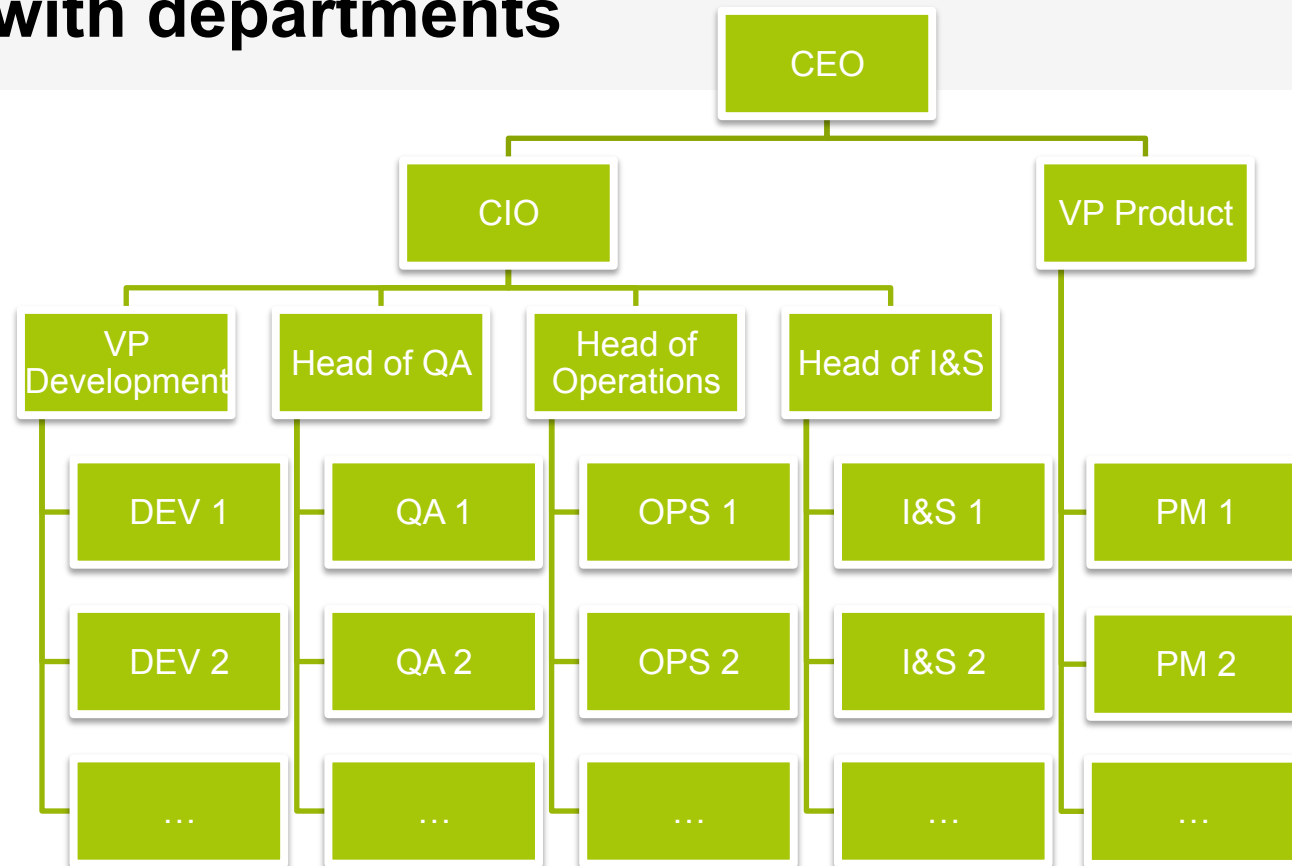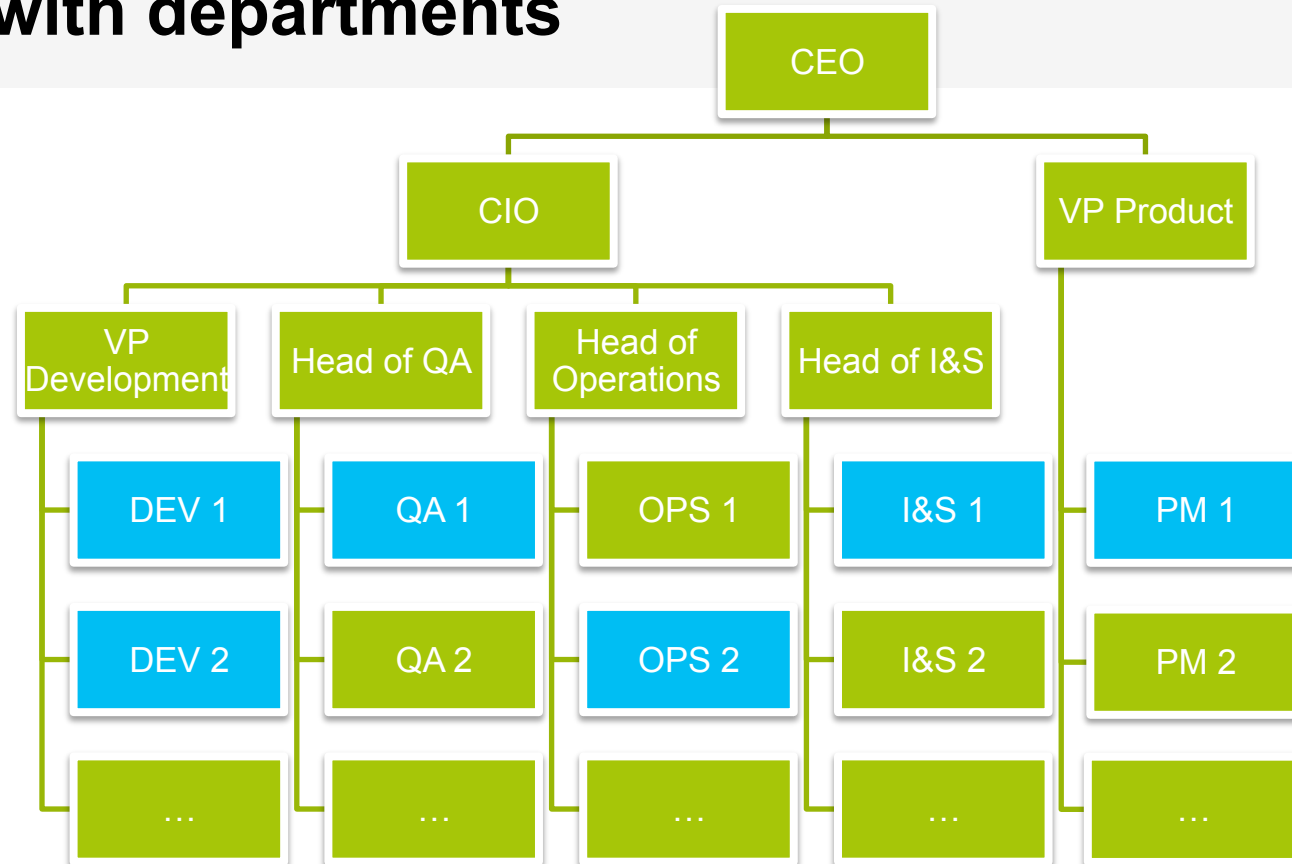
FE-DEV BE-DEV QA PM OPS I&S ???

* Krajewski, L. J. and L. P. Ritzman. 2005.

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Working with departments

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Working with departments

Working together on feature or new product

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Empowered teams

Specialise

Having a plan

Driving innovation

Being in the drivers seat

owning=caring

Customer problems

Celebrate success

Delivering as a team

Measuring and Monitoring

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How did we do the transition?

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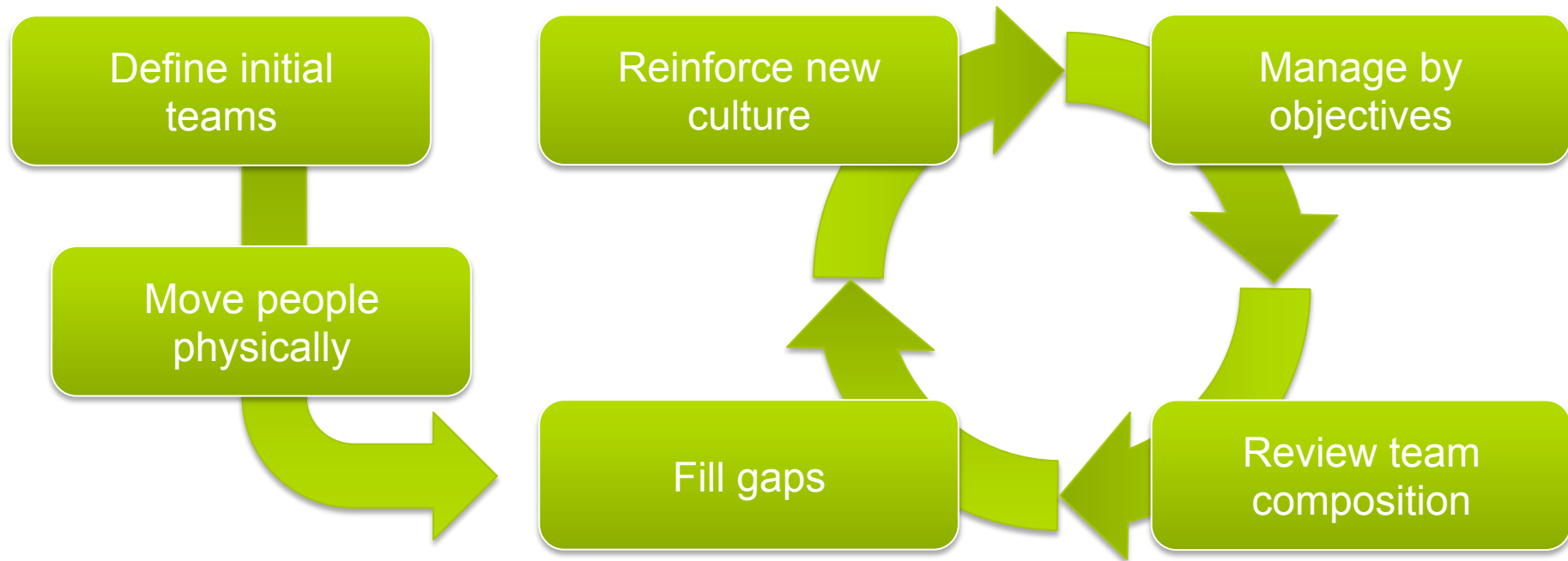
How to do team composition?

- Avoid overlap of responsibilities between teams

- Aim for independent end2end delivery

- Be prepared to deal with features/projects that touch more than one team

- Organize around business capabilities rather than technology

- Make sure everything that is important to the business is covered
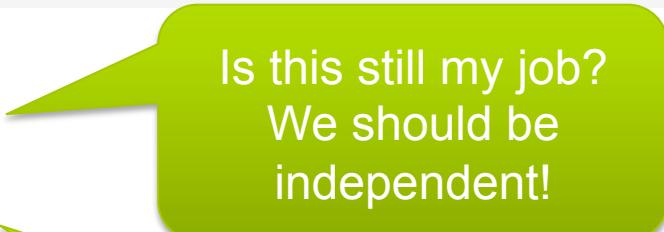
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The main effects so far

- <u>Much better</u> collaboration between the roles

- <u>Massive increase</u> in employee satisfaction and morale

- <u>Really bad grades</u> in career development opportunities

- <u>Lost a few</u> people on the way who could not adapt to the new structure

Salaries, people development, budget, planning, hiring, vendor management, tool selection, reporting lines, dispute handling,...
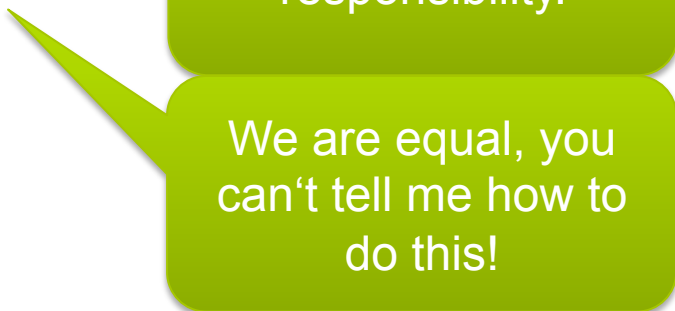
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Team perspective – transition challenges

- Specific responsibilities in single teams

- Unclear responsibilities

- No seniority to define or enforce standards

- Interest groups not "spawned", heroes did

Is this still my job? We should be independent!

I don't see that in my responsibility.

We are equal, you can't tell me how to do this!

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Team perspective - advantages

- Focusing on pain points and driving solutions

- Customizing processes to team needs

- Administrative responsibility gives freedom

- Pick future colleagues

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A few individual challenges

- Who tells me which way to go?

- Hard to (agile) coach – a few – authority centered people

- "Outsiders" are unclear on contact points

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Summary

- Overall positive outcome for the company

- There is still a significant management overhead,
  the transition is still not complete

- Responsibility of teams must be crystal clear to succeed

- Employee satisfaction went up

- More upfront preparation would have helped a lot

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Q&A

Judge a man by his questions rather than his answers.
- Voltaire

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Thank you!

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