ATLAS.ti Report

harmonizing team topologies: Operationalization and testing IAL 2022 11 21

Codes grouped by Code groups

Report created by Isaque Alves on 9 Jan 2023

◈ Application Monolith

2 Codes:

● Application Monolith

Created: 21/11/22 by Isaque Alves, **Modified:** 21/11/22 by Isaque Alves

Groups:
◈ Application Monolith

Comment:
An application monolith is a single, large application with many dependencies and responsibilities that possibly exposes many services and/or different user journeys.

● Application Monolith :: Type

Created: 21/11/22 by Isaque Alves, **Modified:** 21/11/22 by Isaque Alves

Groups:
◈ Application Monolith

◈ Automation

11 Codes:

● Automation increases the value-flow

Created: 12/11/22 by Daniel López, **Modified:** 15/11/22 by Daniel López

Groups:
◈ Automation

● Automation is promoted through the available tools

Created: 12/11/22 by Daniel López, **Modified:** 12/11/22 by Daniel López

Groups:
◈ Automation

- **Automation reduces dependencies**

  Created: 15/11/22 by Daniel López, **Modified:** 15/11/22 by Daniel López

  Groups:
  ◇ Automation

- **Automation requires investment**

  Created: 12/11/22 by Daniel López, **Modified:** 12/11/22 by Daniel López

  Groups:
  ◇ Automation

- **Automation should be also promoted through internal tools, which are hard to develop**

  Created: 12/11/22 by Daniel López, **Modified:** 12/11/22 by Daniel López

  Groups:
  ◇ Automation

- **Automation should reduce cognitive load**

  Created: 15/11/22 by Daniel López, **Modified:** 15/11/22 by Daniel López

  Groups:
  ◇ Automation

- **Business and engineering deparment should collaborate to promote automation**

  Created: 12/11/22 by Daniel López, **Modified:** 12/11/22 by Daniel López

  Groups:
  ◇ Automation

- **Common problems should be dialogued among teams in order to create automation solutions**

  Created: 12/11/22 by Daniel López, **Modified:** 12/11/22 by Daniel López

  Groups:
  ◇ Automation

- **Many issues could be automatized (e.g, legal, financial, compliance, etc.)**

  Created: 12/11/22 by Daniel López, **Modified:** 12/11/22 by Daniel López

  Groups:
  ◇ Automation

- **Monolithic reduce automation**

  Created: 21/11/22 by Isaque Alves, **Modified:** 21/11/22 by Isaque Alves

  Groups:
  ◈ Automation

- **Silos usually hinders automation**

  Created: 12/11/22 by Daniel López, **Modified:** 12/11/22 by Daniel López

  Groups:
  ◈ Automation

◈ DevOps taxonomies :: Context

7 Codes:

- **Context condition: Organization size**

  Created: 12/11/22 by Jessica Diaz, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  ◈ DevOps taxonomies :: Context

- **Context condition: Outsourcing and Governance**

  Created: 13/11/22 by Jessica Diaz, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  ◈ DevOps taxonomies :: Context

- **Context condition: Procurement process**

  Created: 13/11/22 by Jessica Diaz, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  ◈ DevOps taxonomies :: Context

- **Context condition: Product type**

  Created: 12/11/22 by Jessica Diaz, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  ◈ DevOps taxonomies :: Context

- **Some contextual conditions are not generalizable**

  Created: 12/11/22 by Jessica Diaz, **Modified:** 13/11/22 by Jessica Diaz

  Groups:
  ◈ DevOps taxonomies :: Context

  Comment:
  Some contextual conditions are not generalizable; this makes taxonomies (static or dynamic) difficult to apply

- **The adoption of a taxonomy/model/pattern should be contextualized to a company**

  Created: 12/11/22 by Daniel López, **Modified:** 13/11/22 by Jessica Diaz

  Groups:
  - DevOps taxonomies :: Context

  Comment:
  > Companies have a context. This context is important when they have to evaluate a taxonomy/model/pattern of DevOps adoption

- **The context is dynamic, and consequently the teams (their organization) have to be dynamic**

  Created: 12/11/22 by Jessica Diaz, **Modified:** 13/11/22 by Jessica Diaz

  Groups:
  - DevOps taxonomies :: Context

  Comment:
  > "Traditionally the organization of teams is very static (these are the teams, the roles, and the type of profile we have, and now run)"

◈ Enabling Team

12 Codes:

- **Being part of an enabling team can be seen as a way to be promoted (senior skills)**

  Created: 12/11/22 by Daniel López, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  - ◈ Enabling Team

- **Enablign teams :: Non-cross-functional**

  Created: 12/11/22 by Daniel López, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  - ◈ Enabling Team

● Enabling team :: purpose

Created: 14/11/22 by Jessica Diaz, **Modified:** 14/11/22 by Jessica Diaz

Groups:
◈ Enabling Team

Comment:
- "The mission of an enabling team, for instance, is to help stream-aligned teams acquire missing capabilities, taking on the effort of research and trials, and setting up successful practices." [1:2 p 3 in chapter_5.pdf]
- "they thrive to understand the problems and shortcomings of stream-aligned teams in order to provide effective guidance. A definition that maps well to what we'd expect a consulting team to provide (guidance, not execution), whether internal or external to the organization." [1:7 p 8 in chapter_5.pdf]
- The value of enabling teams is difficult to appreciate
15/11/2022 2:13:57, merged with
The value of enabling teams is difficult to appreciate

15/11/2022 2:21:22, merged with
Enabling teams have a strongly collaborative nature, and provide technical consulting, providing guidance, not execution

15/11/2022 2:23:43, merged with
An enabler team is responsible for providing consulting, training, evangelization, mentoring, human resources, etc. to product (stream aligned) teams.

● Enabling team :: size

Created: 17/11/22 by Daniel López, **Modified:** 18/11/22 by Isaque Alves

Groups:
◈ Enabling Team

● Enabling team members act as teachers/mentors/consultants with product teams

Created: 17/11/22 by Daniel López, **Modified:** 17/11/22 by Daniel López

Groups:
◈ Enabling Team

● Enabling team members work actively (imbubes) with product teams to help them in their problems

Created: 17/11/22 by Daniel López, **Modified:** 17/11/22 by Daniel López

Groups:
◈ Enabling Team

● Enabling teams go beyond traditional CoE

Created: 17/11/22 by Daniel López, **Modified:** 17/11/22 by Daniel López

Groups:
◈ Enabling Team

- **Enabling teams reduce cognitive load**

  Created: 13/11/22 by Jessica Diaz, **Modified:** 13/11/22 by Jessica Diaz

  Groups:
  ◈ Enabling Team

- **Facilitation of enabling teams should be performed in many ways (e.g., pair programming, workshops, etc.)**

  Created: 12/11/22 by Daniel López, **Modified:** 12/11/22 by Daniel López

  Groups:
  ◈ Enabling Team

- **Metrics of enabling teams: Feedback provided by stream-aligned teams**

  Created: 12/11/22 by Daniel López, **Modified:** 17/11/22 by Daniel López

  Groups:
  ◈ Enabling Team   ◈ Stream-aligned Teams

- **Responsabilities of enabling teams can be incorporated into the platform team**

  Created: 12/11/22 by Daniel López, **Modified:** 12/11/22 by Daniel López

  Groups:
  ◈ Enabling Team

- **Traditional CoE (Centers of Excellence) are focused in guidance, documentation, examples, etc.**

  Created: 17/11/22 by Daniel López, **Modified:** 17/11/22 by Daniel López

  Groups:
  ◈ Enabling Team

◈ Platform (Teams)

15 Codes:

- **Metrics of platform success: product teams feedback and platform adoption**

  Created: 12/11/22 by Daniel López, **Modified:** 12/11/22 by Daniel López

  Groups:
  ◈ Platform (Teams)

- **Performance metrics (e.g., DORA metrics) are related with platform success**

  Created: 12/11/22 by Daniel López, **Modified:** 12/11/22 by Daniel López

  Groups:
  ◈ Platform (Teams)

- **Platform and enabling teams provide automation and both required to reach such automation**

  Created: 12/11/22 by Daniel López, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  ◈ Platform (Teams)

- **Platform must provide services focusing on quality and not quantity**

  Created: 09/11/22 by Isaque Alves, **Modified:** 13/11/22 by Jessica Diaz

  Groups:
  ◈ Platform (Teams)

- **Platform team (x-as-a-service) enables autonomy**

  Created: 09/11/22 by Isaque Alves, **Modified:** 13/11/22 by Jessica Diaz

  Groups:
  ◈ Platform (Teams)

- **Platform team :: purpose**

  Created: 14/11/22 by Jessica Diaz, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  ◈ Platform (Teams)

  Comment:
  - "The mission of a platform team is to reduce the cognitive load of stream-aligned teams by off-loading lower level detailed knowledge (e.g., provisioning, monitoring, or deployment), providing easy-to-consume services around them". [1:2 p 3 in chapter_5.pdf]
  - "The purpose of a platform team is to enable stream-aligned teams to deliver work with substantial autonomy. The stream-aligned team maintains full ownership of building, running, and fixing their application in production" [1:10 p 12 in chapter_5.pdf].
  - Es difícil demostrar a negocio el valor de los equipos de platforma porque suponen una inversión grande. [3:109 ¶ 109 in interview_transcription_FINAL]
  15/11/2022 1:49:28, merged with
  The value of platform teams is difficult to appreciate

- **Platform teams :: cross-functional**

  Created: 12/11/22 by Daniel López, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  - ◈ Platform (Teams)

  Comment:
  > It is hard to promote cross-functionality in platform teams.
  > Product management in platform teams is essential to promote cross-functionality.
  >
  > 15/11/2022 0:40:27, merged with
  > It is hard to promote cross-functionality in platform teams
  >
  > 15/11/2022 0:40:27, merged with
  > Product management in platform teams is essential to promote cross-functionality

- **Platform teams can be overloaded with tasks outside their competence.**

  Created: 12/11/22 by Daniel López, **Modified:** 13/11/22 by Jessica Diaz

  Groups:
  - ◈ Platform (Teams)

  Comment:
  > Services provided by platform teams should be well-focused

- **Platform teams could be structured in many ways**

  Created: 12/11/22 by Daniel López, **Modified:** 15/11/22 by Daniel López

  Groups:
  - ◈ Platform (Teams)

- **Platform teams help to automatize tasks and be more efficient**

  Created: 12/11/22 by Daniel López, **Modified:** 12/11/22 by Daniel López

  Groups:
  - ◈ Platform (Teams)

- **Platform teams help to promote shared ownership in product teams**

  Created: 12/11/22 by Daniel López, **Modified:** 12/11/22 by Daniel López

  Groups:
  - ◈ Platform (Teams)

- **Platform teams reduce cognitive load of teams that consume the platform**

  Created: 13/11/22 by Jessica Diaz, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  - ◈ Platform (Teams)

  Comment:
  > "Muchas veces pensamos en la plataforma solo a nivel técnico más para servicios de infraestructura, monitorización, despliegue, etc. Pero, la plataforma puede hacer muchas más cosas, por ejemplo, plataformas de servicios de datos, productos internos que usan otros equipos, etc. Y esto siempre con el objetivo de reducir la carga cognitiva de los stream aligned" [3:70 62 in interview_transcription_FINAL]

- **Platform teams require product management**

  Created: 15/11/22 by Daniel López, **Modified:** 18/11/22 by Isaque Alves

  Groups:
  - ◈ Platform (Teams)

- **Platform teams should "interact" with product teams to define platform and procedures**

  Created: 15/11/22 by Daniel López, **Modified:** 15/11/22 by Daniel López

  Groups:
  - ◈ Platform (Teams)

- **the team responsible for providing the (x as service) must provide a quality product with a focus on customers**

  Created: 17/11/22 by Isaque Alves, **Modified:** 17/11/22 by Isaque Alves

  Groups:
  - ◈ Platform (Teams)

  Comment:
  > For something to be provided as a service—whether a component, an API, a testing tool, or an entire delivery platform—the team responsible must have a strong sense of responsibility toward both the consumers and the viability of the thing they are providing.

◈ **Stream-aligned Teams**

5 Codes:

- **Complicated-subsystem teams are usually formed by specialists to assist the product teams in some specific task**

  Created: 09/11/22 by Isaque Alves, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  ◈ Stream-aligned Teams

- **Complicated-subsystem teams have end-to-end ownership of a service or library**

  Created: 12/11/22 by Daniel López, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  ◈ Stream-aligned Teams

- **Metrics of enabling teams: Feedback provided by stream-aligned teams**

  Created: 12/11/22 by Daniel López, **Modified:** 17/11/22 by Daniel López

  Groups:
  ◈ Enabling Team ◈ Stream-aligned Teams

- **Stream-aligned teams are responsible of deploy their products (by using a platform), not platform teams**

  Created: 15/11/22 by Daniel López, **Modified:** 15/11/22 by Daniel López

  Groups:
  ◈ Stream-aligned Teams

- **Stream-aligned teams have clear accountability/responsibility**

  Created: 09/11/22 by Isaque Alves, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  ◈ Stream-aligned Teams

  Comment:
  > - Stream-aligned teams have clear accountability/responsibility. "A stream-aligned team is a team aligned to a single, valuable stream of work; this might be a single product or service, a single set of features, a single user journey, or a single user persona. Further, the team is empowered to build and deliver customer or user value as quickly, safely, and independently as possible, without requiring hand- offs to other teams to perform parts of the work." [1:1 p 3 in chapter_5.pdf]
  > - "the purpose of the other fundamental team topologies (enabling teams and platform teams) is to reduce the burden on the stream-aligned teams" [1:2 p 3 in chapter_5.pdf].
  > - A complicated-subsystem team is a stream-aligned team with a have clear accountability/responsibility on a specific service or library
  >
  > 15/11/2022 1:12:31, merged with
  > Stream-aligned (product) teams can be supported by enabling and platform teams

◈ Team Attributes

7 Codes:

● Alignment of business goals (clear mission, shared incentives)

Created: 13/11/22 by Jessica Diaz, **Modified:** 14/11/22 by Jessica Diaz

Groups:
◈ Team Attributes

Comment:
Alignment of (dev&ops) business goals, this is, clear mission, shared incentives.

● Autonomy (less dependencies)

Created: 12/11/22 by Daniel López, **Modified:** 14/11/22 by Jessica Diaz

Groups:
◈ Team Attributes

Comment:
Autonomy enables less dependices and handoffs, greater efficiency, and faster decision making process.
14/11/2022 2:52:47, merged with
Product teams collaborate less with other teams, reducing dependencies

14/11/2022 23:44:54, merged with
Autonomy allows efficiency and fast decision making process

● Continuous improvement

Created: 12/11/22 by Daniel López, **Modified:** 14/11/22 by Jessica Diaz

Groups:
◈ Team Attributes

Comment:
Mastery is enhanced by learning opportunities

● Cross functional

Created: 09/11/22 by Isaque Alves, **Modified:** 13/11/22 by Jessica Diaz

Groups:
◈ Team Attributes

Comment:
Including necessary capabilities, but are not necessarily mapped to individuals; the team as a whole must provide them

- **Customer focus**

  Created: 12/11/22 by Daniel López, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  ◈ Team Attributes

  Comment:
  The customer can be internal (in the case of enabling and platform teams the customers are the stream-aligned teams) or external.
  15/11/2022 1:45:19, merged with
  Platform teams should be focused in their customers (i.e., product teams)

- **Empowered to build and deliver customer or user value as quickly, safely**

  Created: 14/11/22 by Jessica Diaz, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  ◈ Team Attributes

- **Shared ownership and end-to-end vision**

  Created: 12/11/22 by Daniel López, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  ◈ Team Attributes

  Comment:
  Shared ownership is ideally required to achieve (stream-aligned) product teams with end-to-end vision

  15/11/2022 0:24:39, merged with
  Shared ownership is ideally required to achieve product teams with end-to-end vision

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◈ Team Attributes Relations

10 Codes:
- **Autonomy requires alignment on the customer value definition**

  Created: 13/11/22 by Jessica Diaz, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  ◈ Team Attributes Relations

  Comment:
  A pre-requirements is a clear definition of customer value

- **Autonomy requires alignment on the product definition**

  Created: 13/11/22 by Jessica Diaz, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  - ◇ Team Attributes Relations

  Comment:
  | A pre-requirements is a clear definition of product

- **Autonomy requires shared ownership**

  Created: 13/11/22 by Jessica Diaz, **Modified:** 13/11/22 by Jessica Diaz

  Groups:
  - ◇ Team Attributes Relations

- **Business issues (e.g., contradictive features or priorities) may hinder autonomy**

  Created: 12/11/22 by Daniel López, **Modified:** 12/11/22 by Daniel López

  Groups:
  - ◇ Team Attributes Relations

- **Continuous improvement (mastery) is possible when teams do not have too much responsibility**

  Created: 14/11/22 by Jessica Diaz, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  - ◇ Team Attributes Relations

- **Lack of value-stream identification generates dependencies monolithc**

  Created: 14/11/22 by Jessica Diaz, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  - ◇ Team Attributes Relations

  Comment:

  | 15/11/2022 0:08:54, merged with
  | Architecture design (e.g., monolithic design) is due to technical desisions but also bussiness decisions
  | Architecture design (e.g., monolithic design) is due to technical desisions but also bussiness decisions such as the lack of avlua-stream identification.

- **Lack of value-stream identification generates dependencies with other teams**

  Created: 14/11/22 by Jessica Diaz, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  - ◇ Team Attributes Relations

● **Shared ownership is promoted through personal intrinsic motivators: purpose, mastery and autonomy**

Created: 12/11/22 by Daniel López, **Modified:** 14/11/22 by Jessica Diaz

Groups:
◇ Team Attributes Relations

● **Shared ownership is promoted through the value-stream identification**

Created: 12/11/22 by Daniel López, **Modified:** 14/11/22 by Jessica Diaz

Groups:
◇ Team Attributes Relations

Comment:
Understand the business/customer value

● **Technical issues may hinder autonomy**

Created: 12/11/22 by Daniel López, **Modified:** 14/11/22 by Jessica Diaz

Groups:
◇ Team Attributes Relations

Comment:
Technical issues (e.g., shared code) may hinder autonomy.
14/11/2022 23:37:20, merged with
Technical issues (e.g., shared code) may hinder autonomy

◈ Team Interaction Mode :: Collaboration

16 Codes:
● **Blame-based culture my hinder collaboration**

Created: 12/11/22 by Daniel López, **Modified:** 14/11/22 by Jessica Diaz

Groups:
◈ Team Interaction Mode :: Collaboration

● **collaborating creates a blurring of responsibility boundaries**

Created: 17/11/22 by Isaque Alves, **Modified:** 17/11/22 by Isaque Alves

Groups:
◈ Team Interaction Mode :: Collaboration

- **Collaboration attribute :: duration & frequency**

  Created: 13/11/22 by Jessica Diaz, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
    - Team Interaction Mode :: Collaboration

  Comment:
  > Rather than defining whether the frequency is daily, weekly or monthly, it is necessary to define the trend.
  > 14/11/2022 13:54:38, merged with
  > Dev & Ops teams should collaborate very frequently
  >
  > 15/11/2022 0:17:43, merged with
  > The frecuency of the collaboration should be defined

- **Collaboration attribute :: purpose**

  Created: 09/11/22 by Isaque Alves, **Modified:** 13/11/22 by Jessica Diaz

  Groups:
    - Team Interaction Mode :: Collaboration

- **Collaboration attribute :: validation**

  Created: 13/11/22 by Jessica Diaz, **Modified:** 13/11/22 by Jessica Diaz

  Groups:
    - Team Interaction Mode :: Collaboration

  Comment:
  > Collaboration should have validation criteria (when the collaboration is completed)
  >
  > 13/11/2022 19:57:06, merged with
  > Collaboration should have validation criteria (when the collaboration is completed)

- **Collaboration attribute :: dedication**

  Created: 12/11/22 by Daniel López, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
    - Team Interaction Mode :: Collaboration

- **Collaboration attribute :: quality**

  Created: 14/11/22 by Jessica Diaz, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
    - Team Interaction Mode :: Collaboration

- **Collaboration drives Innovation and rapid discovery**

  Created: 17/11/22 by Isaque Alves, **Modified:** 18/11/22 by Isaque Alves

  Groups:
    - Team Interaction Mode :: Collaboration

- **Collaboration is expensive (an investment), so it should be well focused**

  Created: 12/11/22 by Daniel López, **Modified:** 14/11/22 by Jessica Diaz

  Groups:

  ⇔ Team Interaction Mode :: Collaboration

  Comment:

  > 14/11/2022 2:05:20, merged with
  > Collaboration between Dev & Ops is an investment

- **Collaboration may become a dependency (less autonomous teams)**

  Created: 12/11/22 by Daniel López, **Modified:** 13/11/22 by Jessica Diaz

  Groups:

  ⇔ Team Interaction Mode :: Collaboration

  Comment:

  > Collaboration may become a dependency, and this dependency may lead to non-autonomous teams
  >
  > 13/11/2022 23:20:35, merged with
  > Dependency may lead to non-autonomous product teams

- **Collaboration reduces silos**

  Created: 12/11/22 by Daniel López, **Modified:** 18/11/22 by Isaque Alves

  Groups:

  ⇔ Team Interaction Mode :: Collaboration

- **Collaboration requires alignment and sharing of responsibilities (for the overall outcomes of such collaboration)**

  Created: 09/11/22 by Isaque Alves, **Modified:** 13/11/22 by Jessica Diaz

  Groups:

  ⇔ Team Interaction Mode :: Collaboration

- **Lack of alignment of dev & ops goals (and incentives) may hinder collaboration**

  Created: 12/11/22 by Daniel López, **Modified:** 14/11/22 by Jessica Diaz

  Groups:

  ⇔ Team Interaction Mode :: Collaboration

- **Management (e.g. priority's management) has a key role in collaboration**

  Created: 14/11/22 by Jessica Diaz, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  - Team Interaction Mode :: Collaboration

- **Team interaction mode :: Collaboration**

  Created: 13/11/22 by Jessica Diaz, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  - Team Interaction Mode :: Collaboration Team Interactions Patterns

  Comment:

  > Collaboration is a type of team interaction
  >
  > 13/11/2022 20:16:05, merged with
  > Even if there are Dev & Ops silos, collaboration must be well defined
  >
  > 14/11/2022 1:24:19, merged with
  > Collaboration requires time and knowledge of the involved teams

- **to have an effective collaboration, teams must respect each other and not have conflicts**

  Created: 09/11/22 by Isaque Alves, **Modified:** 09/11/22 by Isaque Alves

  Groups:
  - Team Interaction Mode :: Collaboration

  Comment:

  > but, collaboration helps a team to grow experience and emmpathy

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Team Interaction Mode :: Facilitating

4 Codes:
- **Faciliting attribute :: duration & frequency**

  Created: 13/11/22 by Jessica Diaz, **Modified:** 13/11/22 by Jessica Diaz

  Groups:
  - Team Interaction Mode :: Facilitating

- **Faciliting attribute :: purpose**

  Created: 13/11/22 by Jessica Diaz, **Modified:** 14/11/22 by Jessica Diaz

  Groups:

  Team Interaction Mode :: Facilitating

  Comment:

  Facilitation usually takes place between enablers teams towards product teams, but facilitation can also occur between teams, for example, a senior product team helping a more junior team doing a microservices migration.
  14/11/2022 21:48:24, merged with
  Facilitation of enabling teams should be well defined (e.g, purpose, duration, etc.)

- **Faciliting attribute :: validation**

  Created: 13/11/22 by Jessica Diaz, **Modified:** 13/11/22 by Jessica Diaz

  Groups:

  Team Interaction Mode :: Facilitating

  Comment:

  Facilitation should have a validation criteria (when the facilitation is completed)

  13/11/2022 20:07:08, merged with
  Facilitation should have a purpose and a validation criteria (when the facilitation is completed)

- **Team interaction mode :: Facilitating**

  Created: 13/11/22 by Jessica Diaz, **Modified:** 14/11/22 by Jessica Diaz

  Groups:

  Team Interaction Mode :: Facilitating   Team Interactions Patterns

  Comment:

  Facilitating is a type of team interaction
  Facilitation may occur between senior product teams and junior product teams

  13/11/2022 20:09:26, merged with
  Facilitation may occur between senior product teams and junior product teams

  14/11/2022 2:04:13, merged with
  facilitating is a collaboration mode

Team Interaction Mode :: X as service

5 Codes:

- **Team interaction mode :: X as a service**

  Created: 13/11/22 by Jessica Diaz, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  ◇ Team Interaction Mode :: X as service ◈ Team Interactions Patterns

  Comment:
  X as a service is a type of team interaction

- **X as service attribute :: purpose**

  Created: 13/11/22 by Jessica Diaz, **Modified:** 13/11/22 by Jessica Diaz

  Groups:
  ◇ Team Interaction Mode :: X as service

- **X-as-a-service (e.g. platform teams) provides X (e.g. a platform) as a service to stream-aligned team (e.g. product teams)**

  Created: 09/11/22 by Isaque Alves, **Modified:** 13/11/22 by Jessica Diaz

  Groups:
  ◇ Team Interaction Mode :: X as service

  Comment:
  X-as-a-service (e.g. platform teams) provides X (e.g. a platform, usability management) as a service to stream-aligned team (e.g. product teams), helping to define boundaries between teams. Platform teams should "interact" with product teams to define platform and procedures.

  14/11/2022 0:57:06, merged with
  Platform teams may integrate other services such as usability

  14/11/2022 0:57:59, merged with
  Platform teams help to define boundaries between teams

  14/11/2022 0:59:30, merged with
  Platform teams should collaborate with product teams to define platform and procedures

- **X-as-a-service (interaction mode) reduces cognitive load of teams that consume the platform**

  Created: 13/11/22 by Jessica Diaz, **Modified:** 13/11/22 by Jessica Diaz

  Groups:
  ◇ Team Interaction Mode :: X as service

- **X-as-a-service (interaction mode) reduces the need for collaboration**

  Created: 09/11/22 by Isaque Alves, **Modified:** 13/11/22 by Jessica Diaz

  Groups:
  ◇ Team Interaction Mode :: X as service

◈ Team Interactions Anti-patterns

4 Codes:

- ### Dependencies hinder the flow of client-value

  Created: 13/11/22 by Jessica Diaz, **Modified:** 13/11/22 by Jessica Diaz

  Groups:
  ◈ Team Interactions Anti-patterns

  Comment:
  A joined-at-the-database monolith is composed of several applications or services … This monolith often results from the organization viewing the database, not the services, as the core business engine

- ### Dependencies lead to less autonomous teams

  Created: 13/11/22 by Jessica Diaz, **Modified:** 13/11/22 by Jessica Diaz

  Groups:
  ◈ Team Interactions Anti-patterns

- ### Lack of interaction forces teams to have all responsibilities (high cognitive load)

  Created: 12/11/22 by Daniel López, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  ◈ Team Interactions Anti-patterns

- ### Team interation type :: Dependency

  Created: 13/11/22 by Jessica Diaz, **Modified:** 13/11/22 by Jessica Diaz

  Groups:
  ◈ Team Interactions Anti-patterns

  Comment:
  The code "collaboration may become a dependency" shows that "dependency" is a (undesirable, anti-pattern) type of interaction that leads to less autonomous teams and hinders the flow of client-value.
  Interactions are useful to reduce dependencies and become more autonomous; however frequent and long interactions turn into dependencies = Interaction should serve to reduce dependencies, instead of mantain them over time

  14/11/2022 0:00:09, merged with
  Dependencies may hinder the flow of client-value

  14/11/2022 0:47:35, merged with
  Collaboration should reduce dependencies

◈ Team Interactions Patterns

6 Codes:

- **Interaction helps product teams reduce dependencies and become more autonomous**

  Created: 12/11/22 by Daniel López, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  ◈ Team Interactions Patterns

  Comment:

  > 14/11/2022 1:29:52, merged with
  > Interaction helps reduce dependencies
  >
  > 14/11/2022 1:28:02, merged with
  > Collaboration reduces dependencies (more autonomous teams)
  >
  > 14/11/2022 1:28:02, merged with
  > Faciliting reduces dependencies (more autonomous teams)
  > The interation type "faciliting" helps product teams to reduce dependencies and be more autonomous (and promotes end-to-end ownership)

- **Interaction helps with knowledge sharing and innovation**

  Created: 09/11/22 by Isaque Alves, **Modified:** 13/11/22 by Jessica Diaz

  Groups:
  ◈ Team Interactions Patterns

  Comment:

  > 14/11/2022 0:30:54, merged with
  > Collaboration should serve to teach solutions to product teams
  >
  > 14/11/2022 2:06:34, merged with
  > Collaboration and facilitation between Dev & Ops serves to teach Dev

- **Interaction modes :: {collaboration, facilitating, and X as a service}**

  Created: 12/11/22 by Daniel López, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  ◈ Team Interactions Patterns

  Comment:
  > Any type of team can interact with any other team.

- **Team interaction mode :: Collaboration**

  Created: 13/11/22 by Jessica Diaz, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  Team Interaction Mode :: Collaboration   Team Interactions Patterns

  Comment:
  Collaboration is a type of team interaction

  13/11/2022 20:16:05, merged with
  Even if there are Dev & Ops silos, collaboration must be well defined

  14/11/2022 1:24:19, merged with
  Collaboration requires time and knowledge of the involved teams

- **Team interaction mode :: Facilitating**

  Created: 13/11/22 by Jessica Diaz, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  Team Interaction Mode :: Facilitating   Team Interactions Patterns

  Comment:
  Facilitating is a type of team interaction
  Facilitation may occur between senior product teams and junior product teams

  13/11/2022 20:09:26, merged with
  Facilitation may occur between senior product teams and junior product teams

  14/11/2022 2:04:13, merged with
  facilitating is a collaboration mode

- **Team interaction mode :: X as a service**

  Created: 13/11/22 by Jessica Diaz, **Modified:** 14/11/22 by Jessica Diaz

  Groups:
  Team Interaction Mode :: X as service   Team Interactions Patterns

  Comment:
  X as a service is a type of team interaction

Team Interation Barriers

11 Codes:
- **Constraints :: Application Monolith**

  Created: 21/11/22 by Isaque Alves, **Modified:** 21/11/22 by Isaque Alves

  Groups:
  Team Interation Barriers

- **Constraints :: Business difficulty to see the real value of horizontal teams**

  Created: 17/11/22 by Daniel López, **Modified:** 18/11/22 by Isaque Alves

  Groups:
  - ◈ Team Interation Barriers

- **Constraints :: Cognitive load**

  Created: 14/11/22 by Jessica Diaz, **Modified:** 18/11/22 by Isaque Alves

  Groups:
  - ◈ Team Interation Barriers

- **Constraints :: Knowledge/skills**

  Created: 14/11/22 by Jessica Diaz, **Modified:** 18/11/22 by Isaque Alves

  Groups:
  - ◈ Team Interation Barriers

- **Constraints :: Ops background of platform teams**

  Created: 15/11/22 by Daniel López, **Modified:** 18/11/22 by Isaque Alves

  Groups:
  - ◈ Team Interation Barriers

  Comment:
  (Platform teams) tienen un background más de infraestructura y operaciones clásico y nunca han trabajado en un producto.
  This code could be also groped in Platform (Teams) category

- **Constraints :: Organization size**

  Created: 14/11/22 by Jessica Diaz, **Modified:** 18/11/22 by Isaque Alves

  Groups:
  - ◈ Team Interation Barriers

  Comment:

  15/11/2022 0:14:57, merged with
  Collaboration between Dev & Ops may be difficult in big or governmental organizations due to responsability boundaries

- **Constraints :: Reponsibility separation**

  Created: 14/11/22 by Jessica Diaz, **Modified:** 18/11/22 by Isaque Alves

  Groups:
  - ◈ Team Interation Barriers

- **Constraints :: Team size**

  Created: 14/11/22 by Jessica Diaz, **Modified:** 18/11/22 by Isaque Alves

  Groups:
  - ◈ Team Interation Barriers

- **Constraints :: Time**

  Created: 14/11/22 by Jessica Diaz, **Modified:** 18/11/22 by Isaque Alves

  Groups:
  - ◈ Team Interation Barriers

- **Constraints:: Not transparent culture**

  Created: 15/11/22 by Daniel López, **Modified:** 18/11/22 by Isaque Alves

  Groups:
  - ◈ Team Interation Barriers

- **Constraints:: Standarization**

  Created: 15/11/22 by Daniel López, **Modified:** 18/11/22 by Isaque Alves

  Groups:
  - ◈ Team Interation Barriers

  Comment:
  It may lead to shadow projects