

Team Topologies in action

early results from industry

Matthew Skelton & Manuel Pais

co-authors of *Team Topologies*

@matthewpskelton @manupaisable



DOES London Virtual - 24 June 2020



Matthew Skelton

Founder at [Conflux](#)

Experience as: software developer,
technical director, change enabler,
conference organizer...

Twitter: [@matthewpskelton](#)
LinkedIn: [matthewskelton](#)



Manuel Pais

Independent IT organizational
consultant and trainer

Ex-dev, ex-build manager,
ex-tester, ex-QA lead

Twitter: [@manupaisable](#)
LinkedIn: [manuelpais](#)

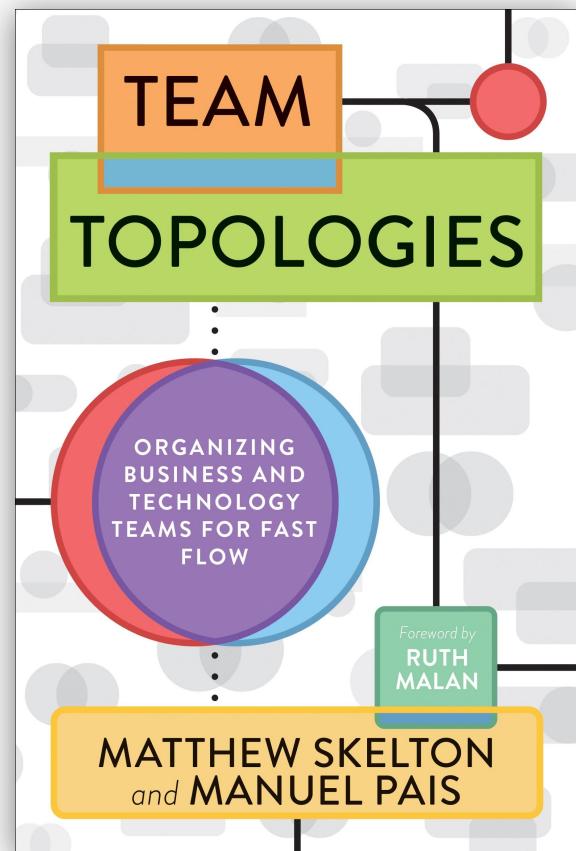
Team Topologies

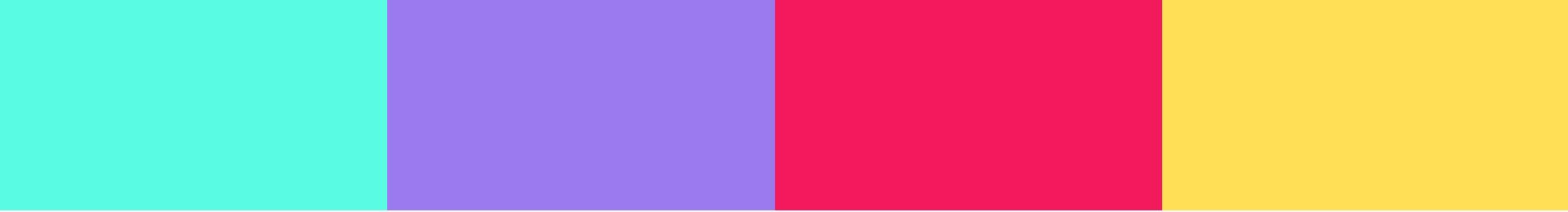
*Organizing business and
technology teams for fast flow*

Matthew Skelton & Manuel Pais

IT Revolution Press, 2019

teamtopologies.com/book





“innovative tools and concepts for structuring the next generation digital operating model”

Charles T. Betz,
Principal Analyst, Forrester Research

PROBLEMS TO SOLVE with Team Topologies

Why is our transformation not achieving fast flow?

**What's our purpose and
mission as a team within
the wider organization?**

Why are our teams not able to respond quickly to business needs?

How can we safely remove low-level complexity from customer-facing teams?

TODAY Team Topologies in action

June 2020: 9 months since publication

Gjensidige



U switch

 **VISMA**



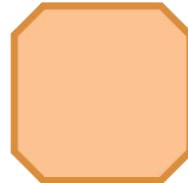
Four Team Types



Stream-aligned
team



Enabling team



Complicated-
subsystem team



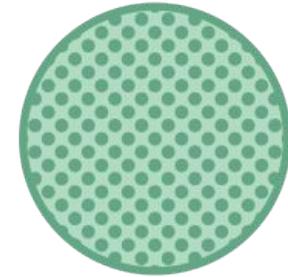
Platform team



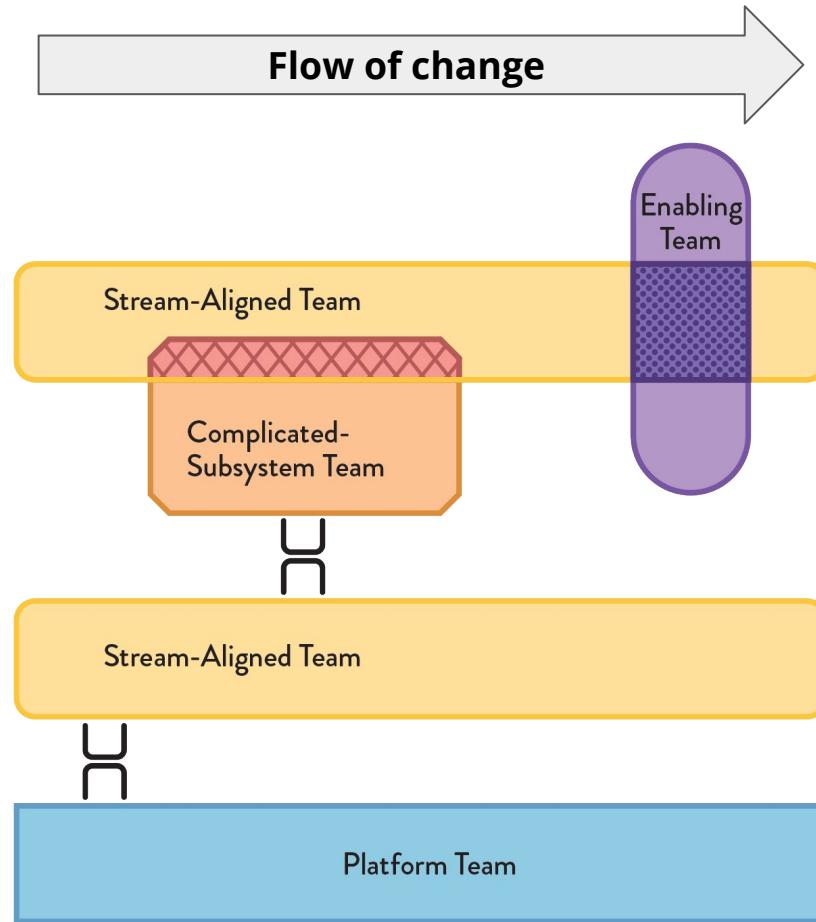
Collaboration



X-as-a-Service



Facilitating





Gjensidige



Gjensidige



- Founded in 1847
- Insurance sector
- Norway and Baltics
- 4000 employees
- Cloud/DevOps transformation 2015-now

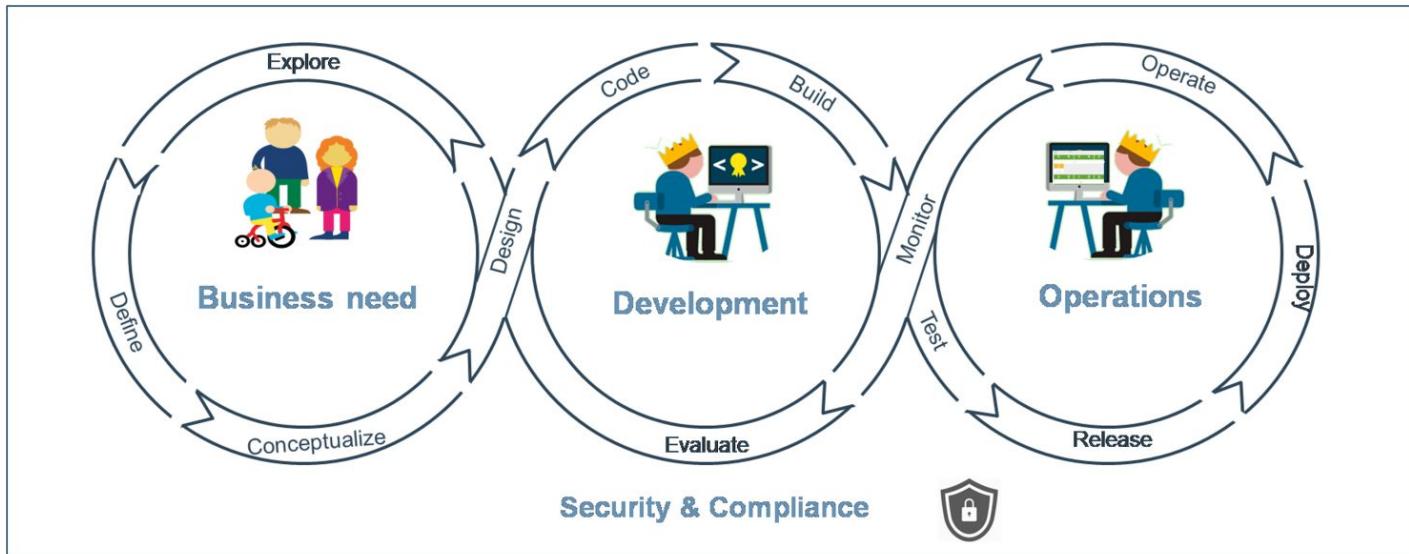
2015



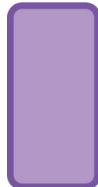
Project-based Waterfall

Now: Stream-aligned

Stream-aligned
team

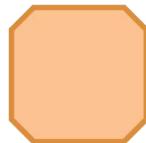


Supporting topologies



Enabling team

Architecture, Information Security



Complicated-subsystem team

Mainframe core system



Platform team

Design Platform, Analytics Platform, Web Application Platform, CRM platform, Infrastructure platform

Results



- Digital sales: 40% growth (5 yrs)
- Customer service: 2x digital
- Claims handling: 80%+ online

teamtopologies.com/examples

Thanks to:

Gjensidige



Christian Moe
Chief Digital Officer
Gjensidige Insurance





PUREGYM

- Launched in 2009
- Now 230 gyms in the UK
- > 1 million members
- Largest operator in UK
- Expanding into DK PL CH

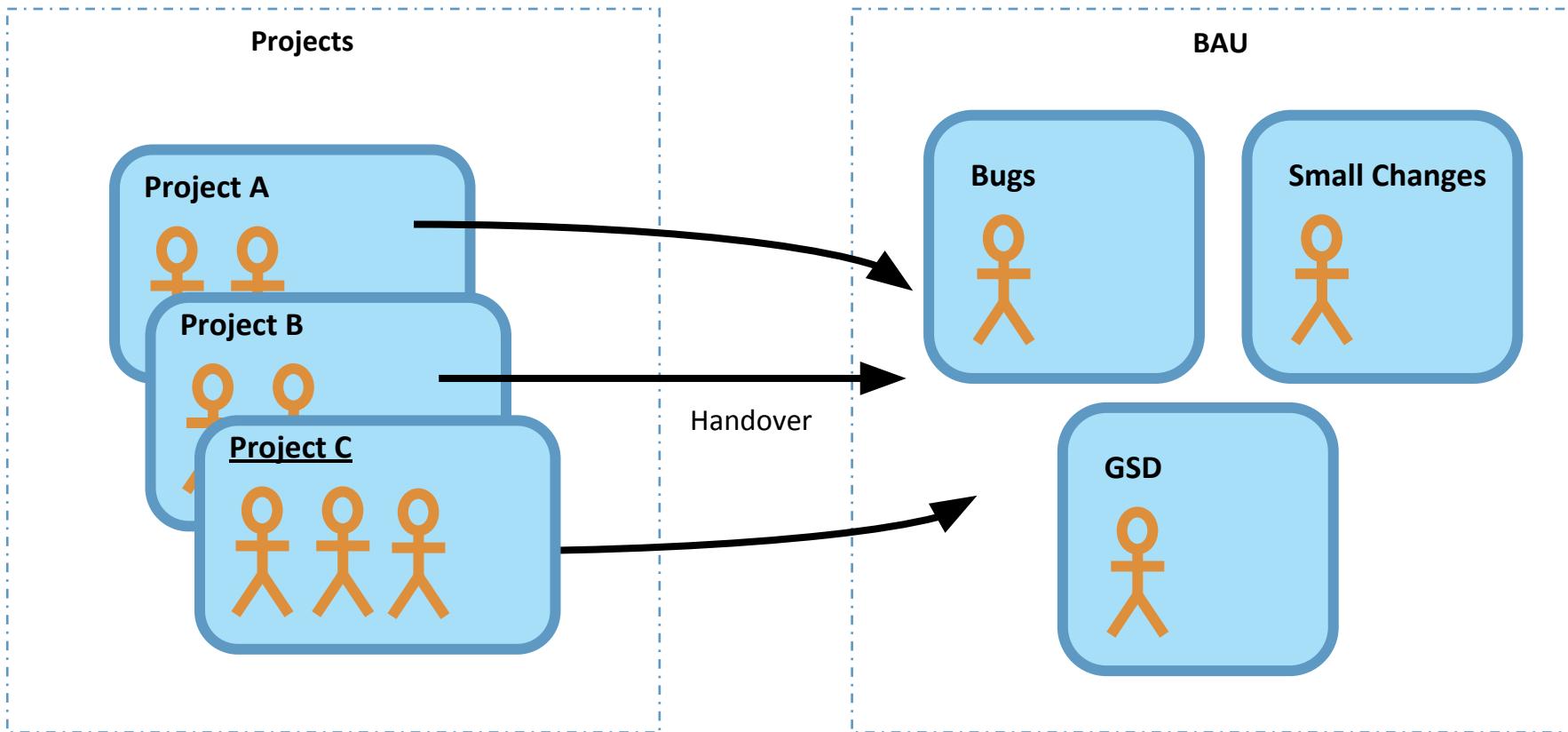




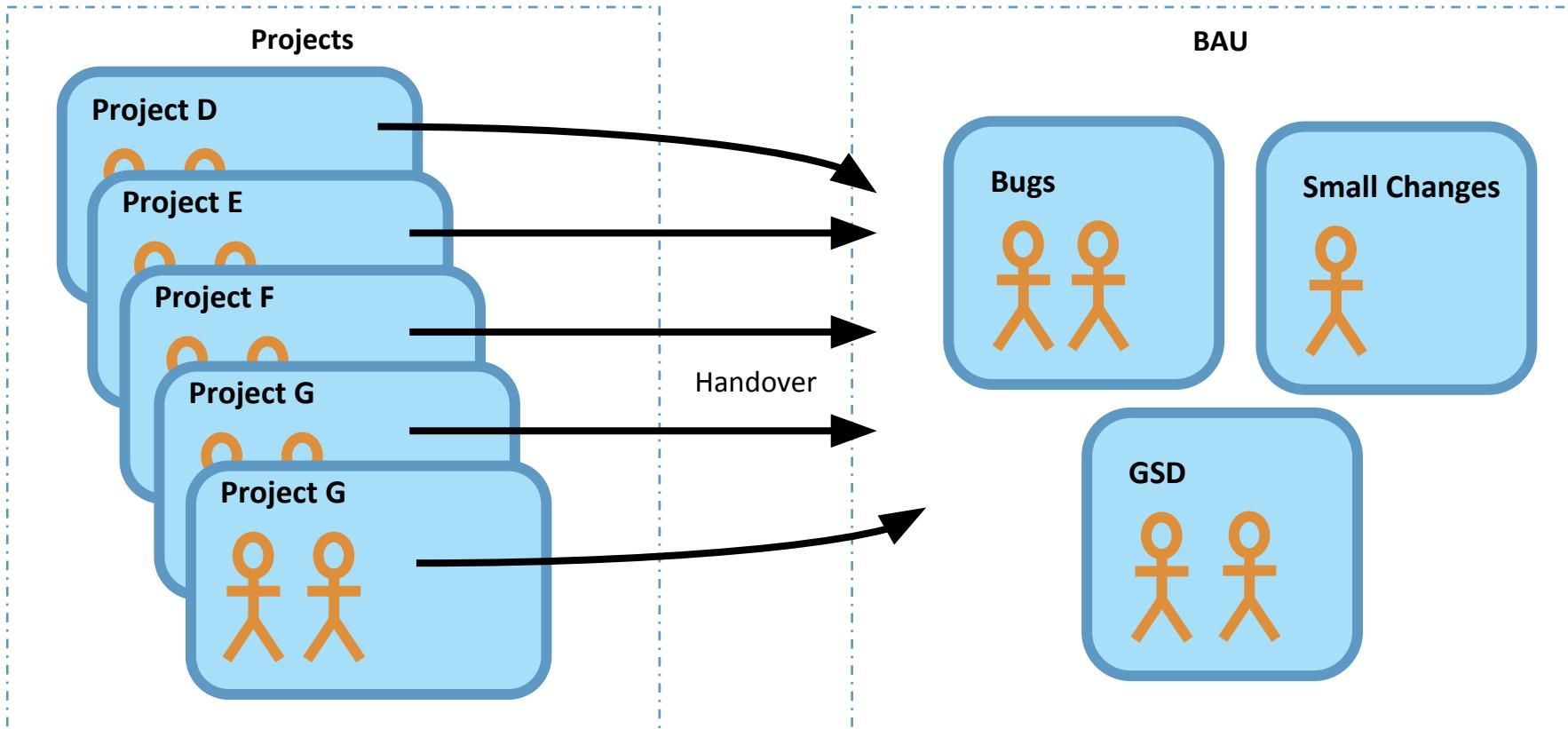
PUREGYM

- 2015-2020
- Huge growth in members
- Joining (mobile app)
- Bookings, payments
- “Online-first” experience

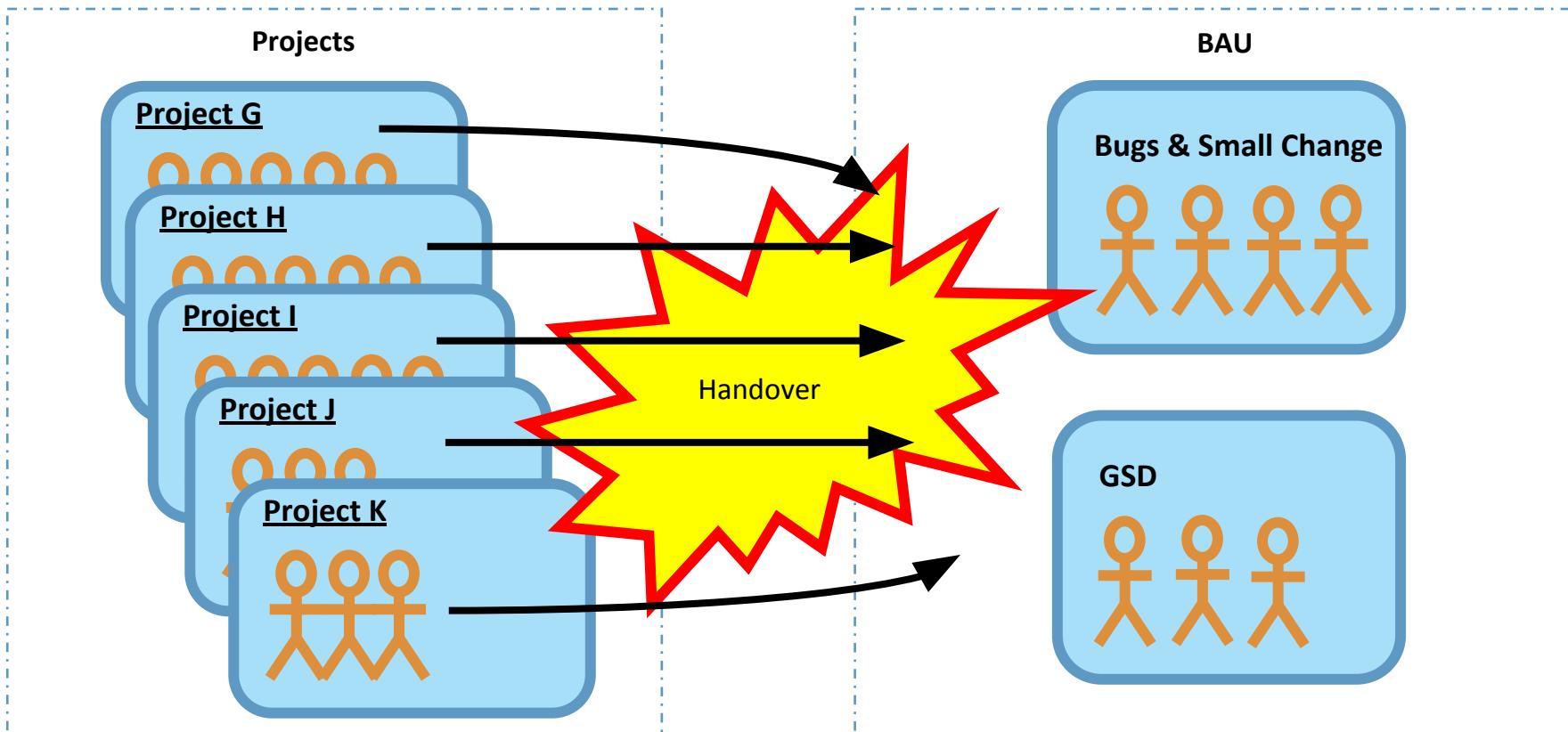
Less Than 10 People



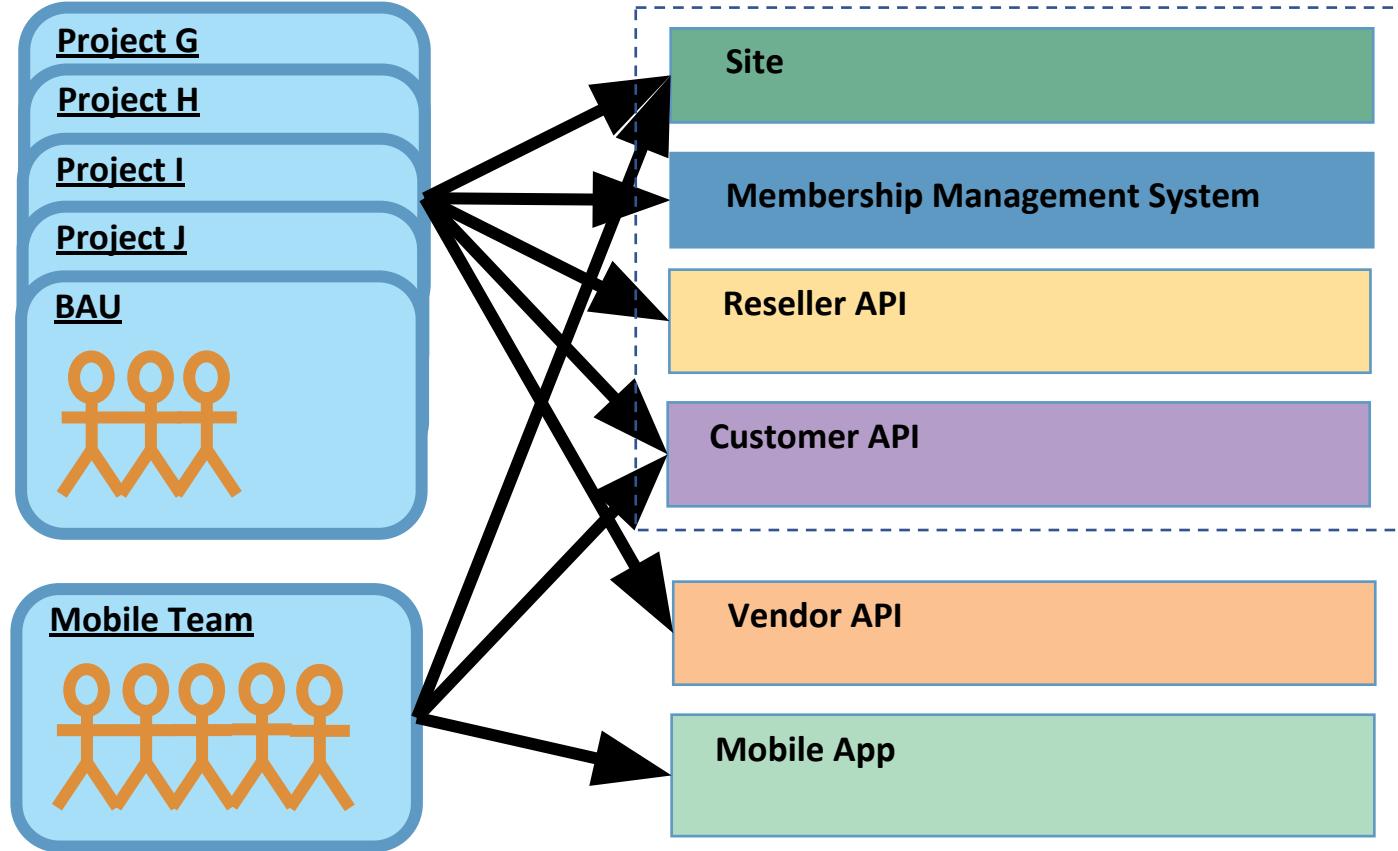
Team Grew to 15 People



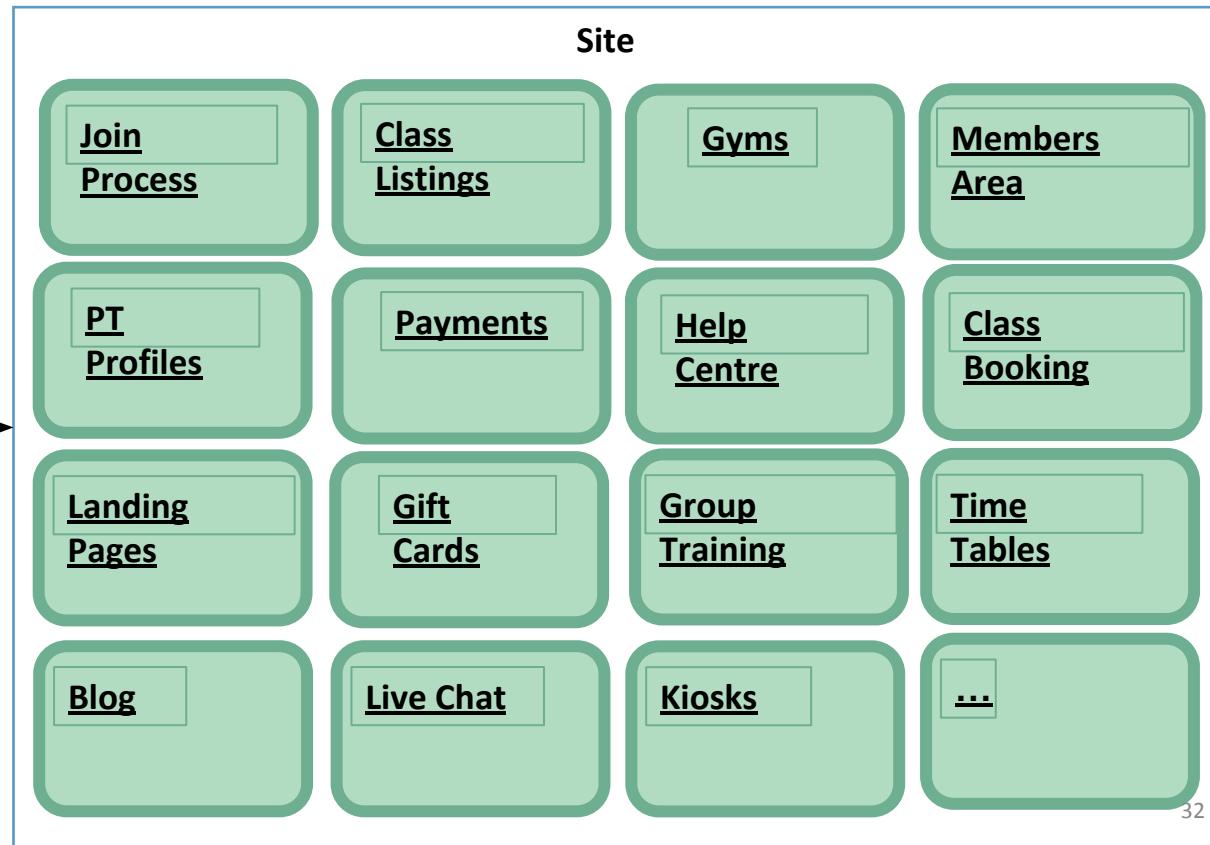
Trigger: Rapid Team Growth to 40



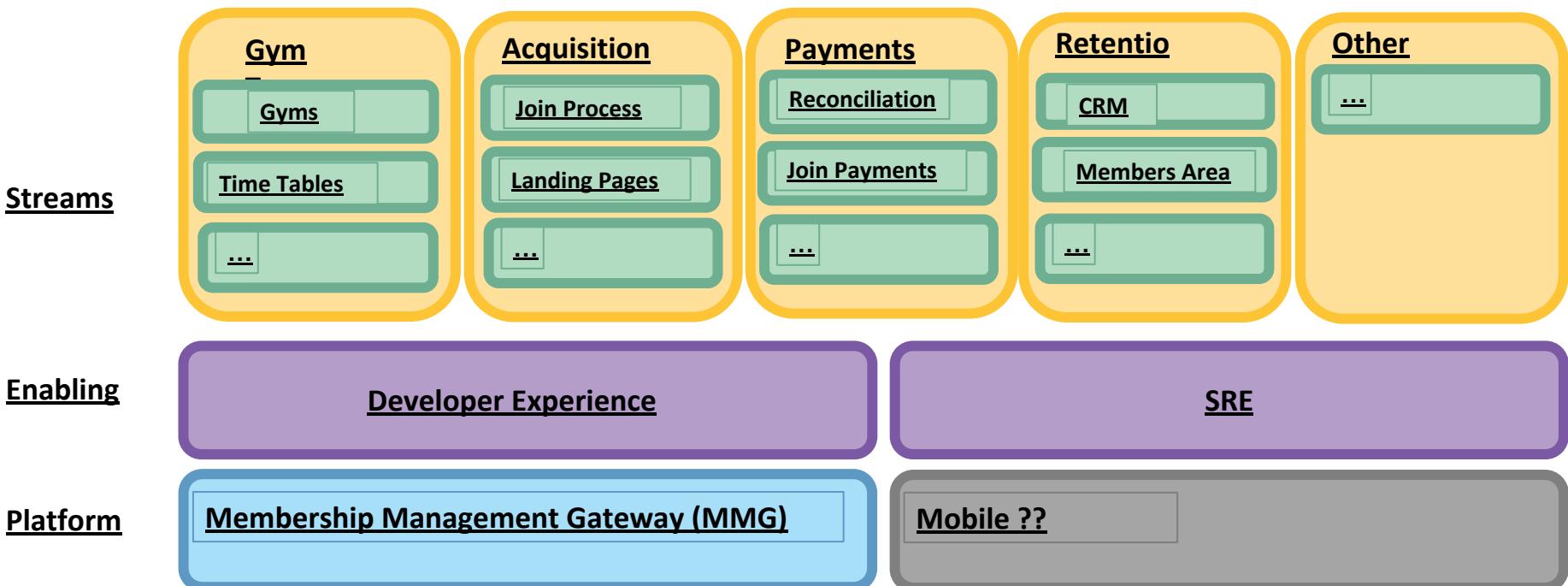
The Monolith



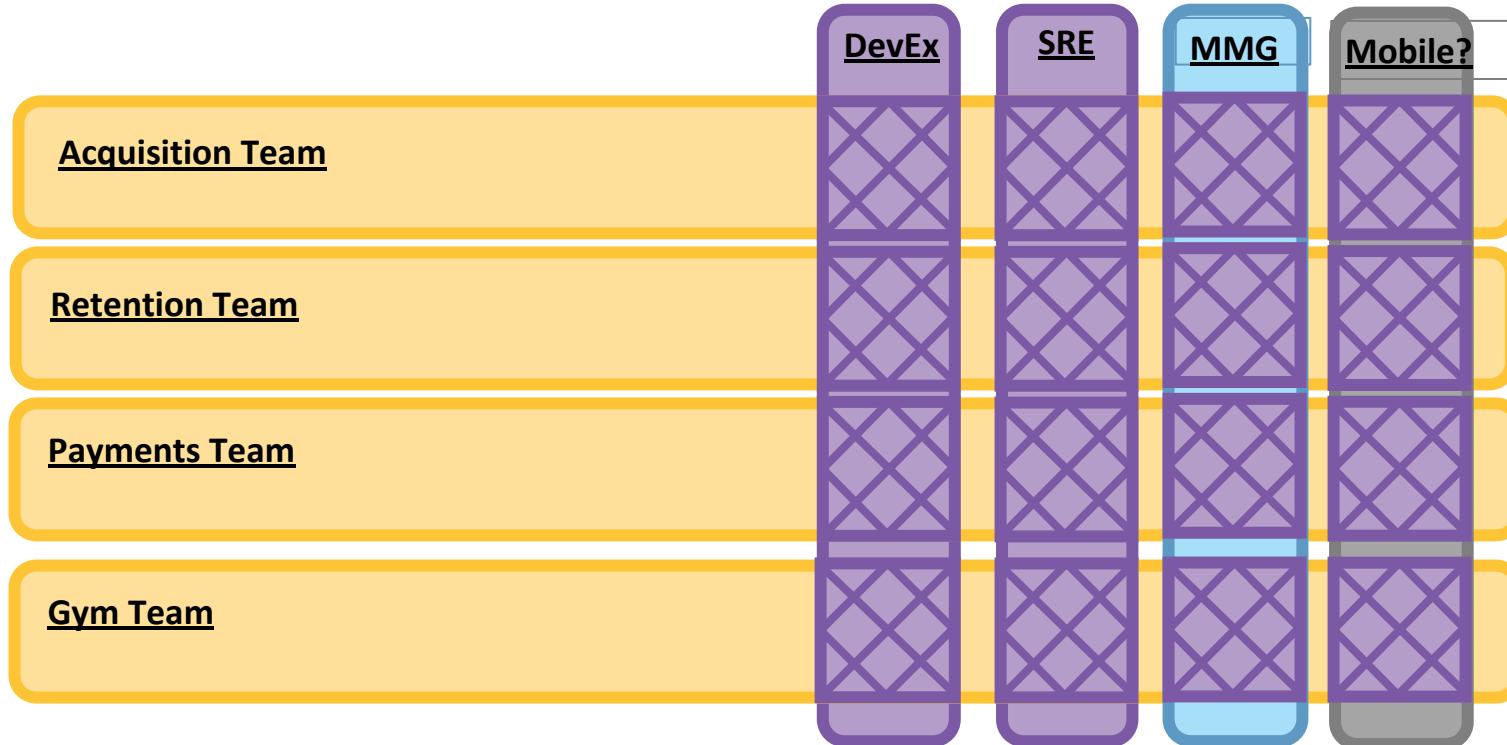
Breaking the Monolith



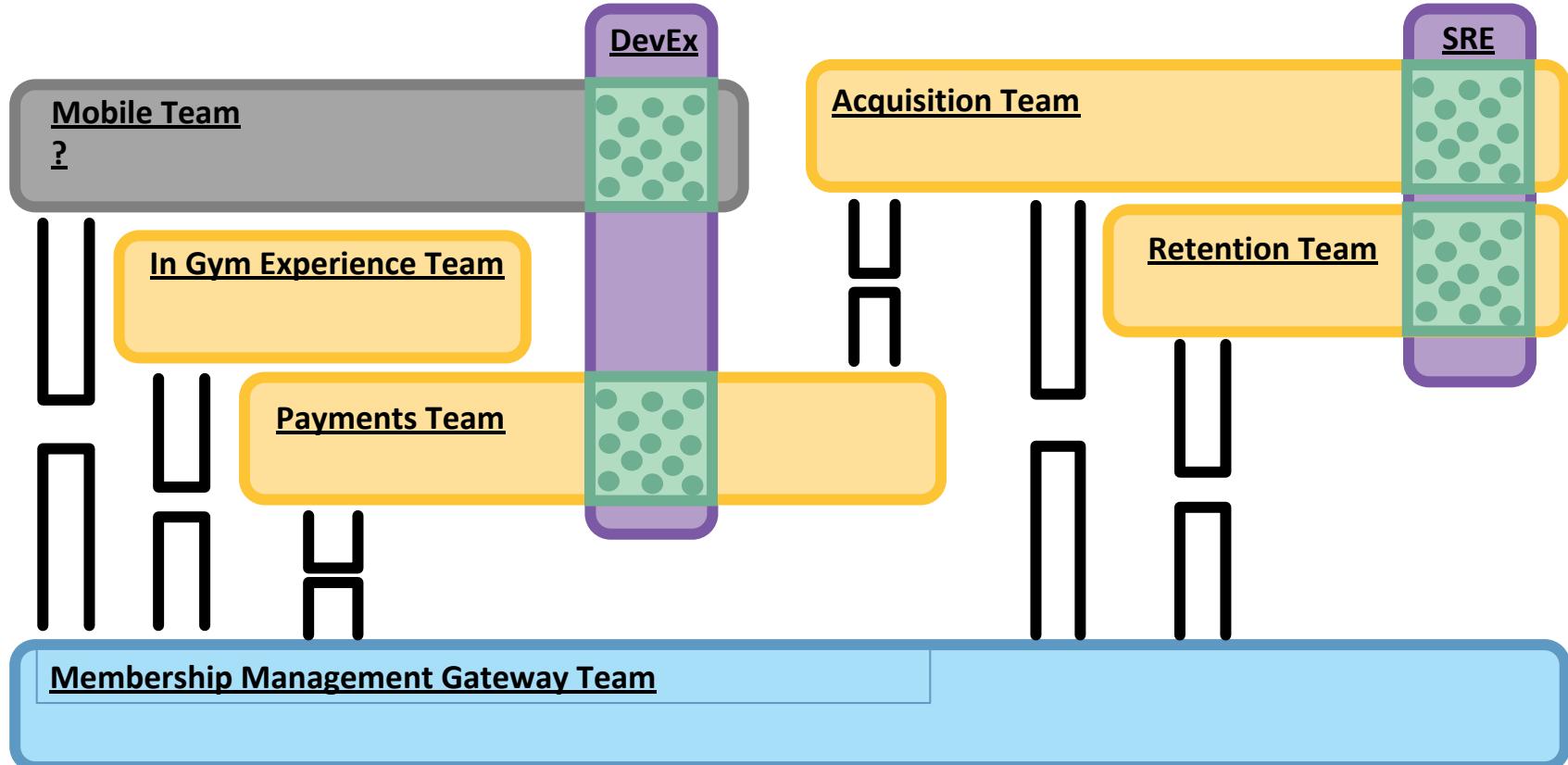
Re-defining Teams



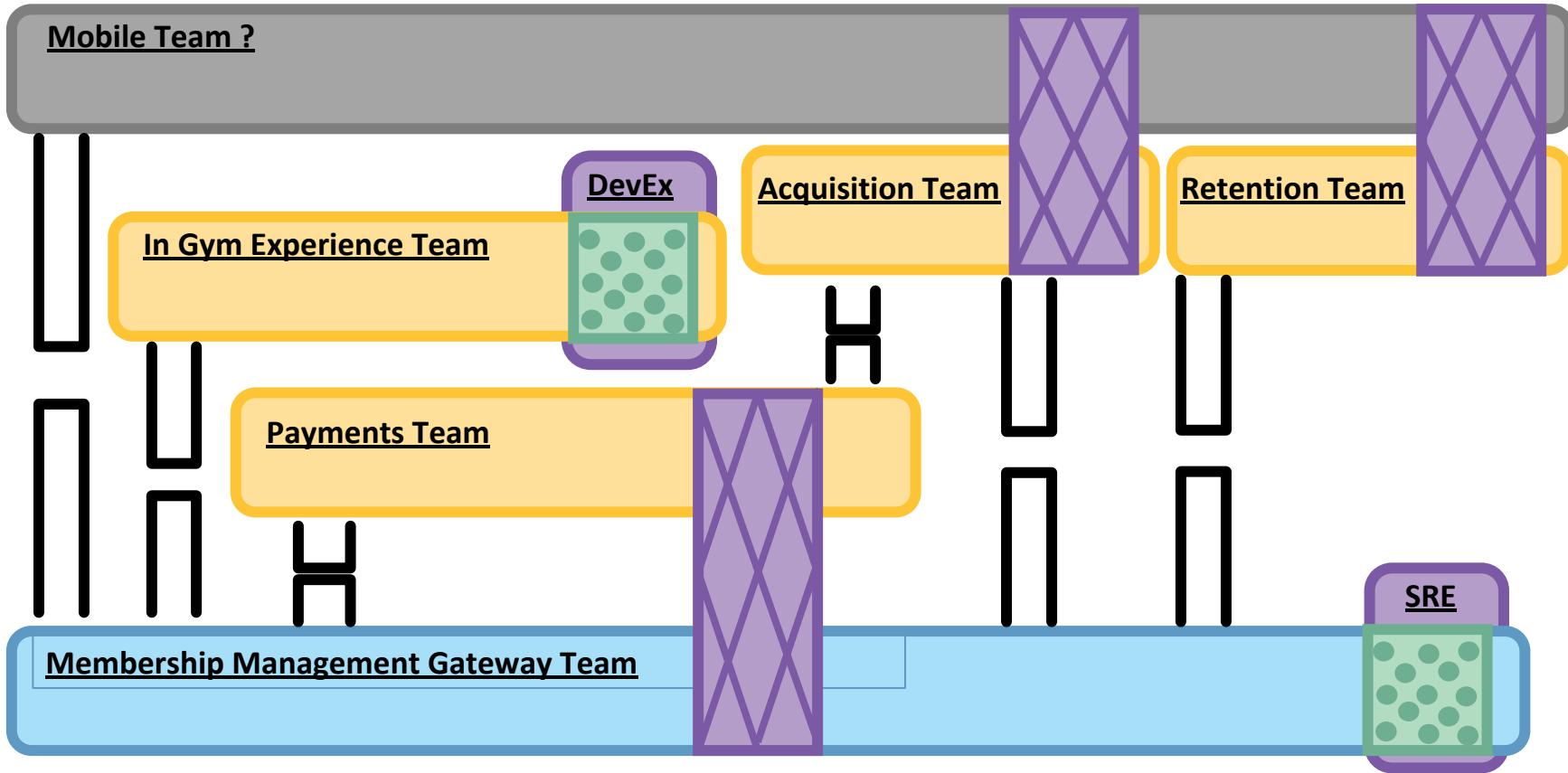
High Collaboration Phase



Using Facilitation and Developing X as a Service



Continuous Collaboration and Facilitation





“Team Topologies helped us at PureGym to evaluate the relationship between our teams and the business strategy, to increase team efficiency, and evolve away from a monolith.”

-- John Kilmister,
Principal Software Architect, PureGym

Results



- More business-responsive
- Projects+BAU → Streams
- Separate services: Join / Book / ...

Results



- **Balanced ownership of services**
- **Improved team morale**
- **Better long-term architecture**

Thanks to:



John Kilmister
Principal Software Architect
PureGym

Rich Allen
Head of Consulting
Conjurer Solutions



U switch



- UK's leading comparison and switching service
- Founded in 2000
- ~250 staff, £140m+ revenue
- > 2010: Autonomous teams
- > 2017: Platformization

Autonomous stream-aligned teams

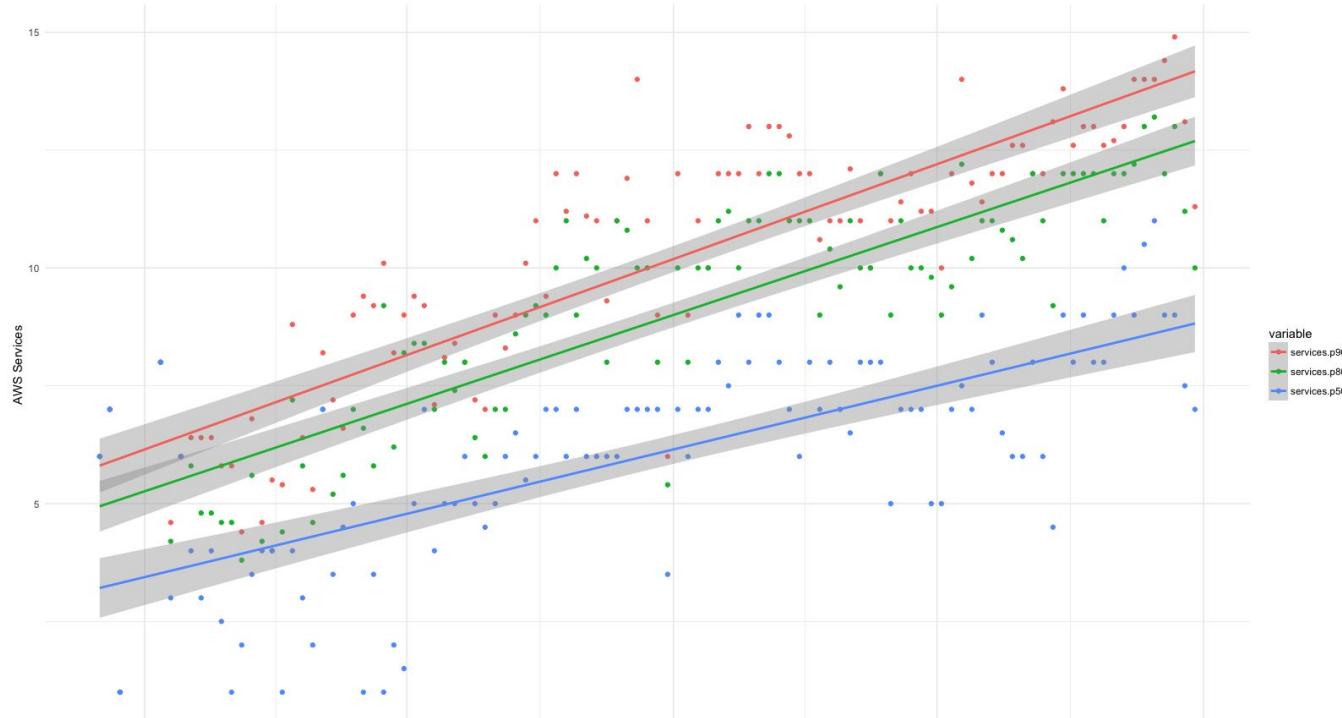
Energy

Broadband

...

2015-2016: direct AWS API calls

U switch



Low-level AWS service calls before platform adoption



*“people were spending more time having
to interact with relatively low-level
services thus spending their time on
relatively low-value decisions”*

Paul Ingles, CTO at RVU / Uswitch

2017

Infra platform
started with few
services

First customer
(centralized
logging, metrics,
auto scaling)



Early platform (first customer)



Stream-aligned Team

Stream-aligned Team

Stream-aligned Team

XaaS

Cloud Infrastructure



2017

2018

Infra platform
started with few
services

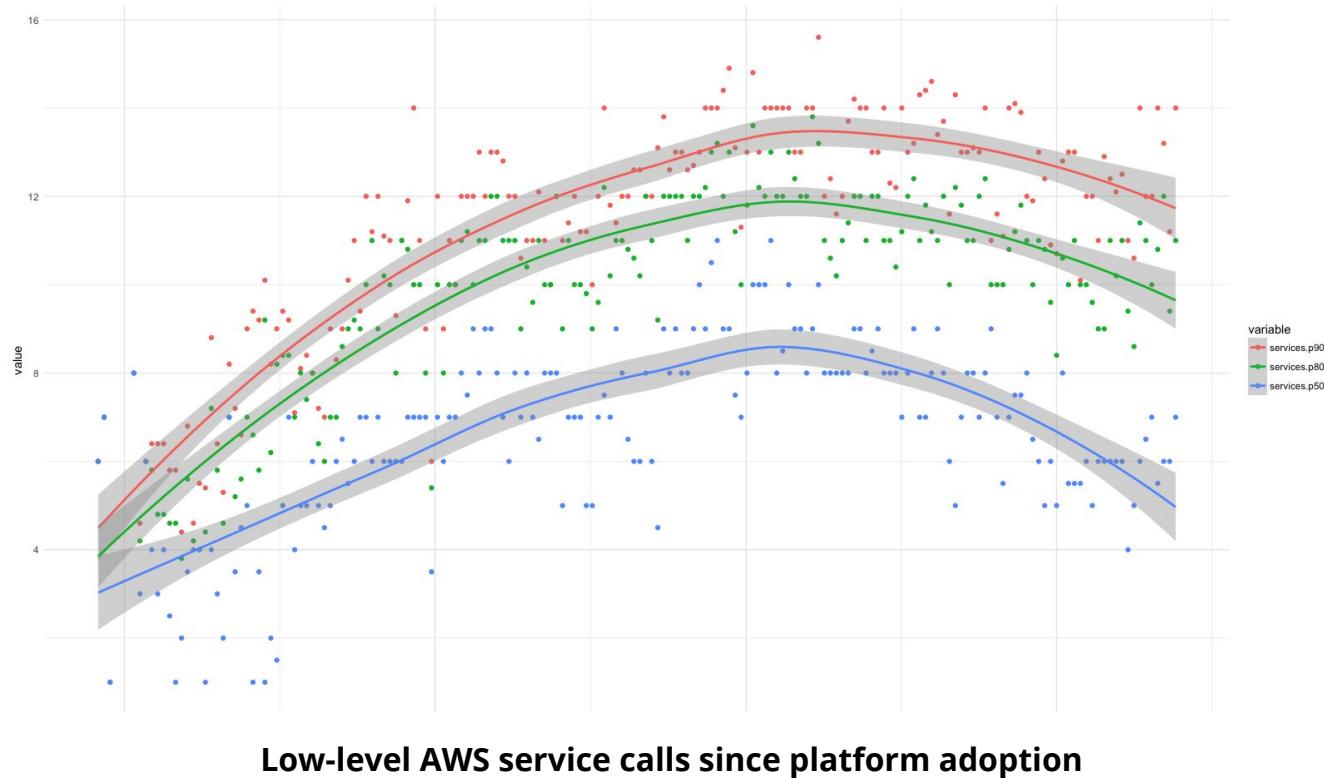
Started using SLAs
and SLOs, clarifying
reliability/latency/etc

First customer
(centralized
logging, metrics,
auto scaling)

**Growing traffic in
platform vs AWS**

2015-2018: direct AWS API calls

U switch



2017

2018

2019

Infra platform started with few services

First customer
(centralized logging, metrics, auto scaling)

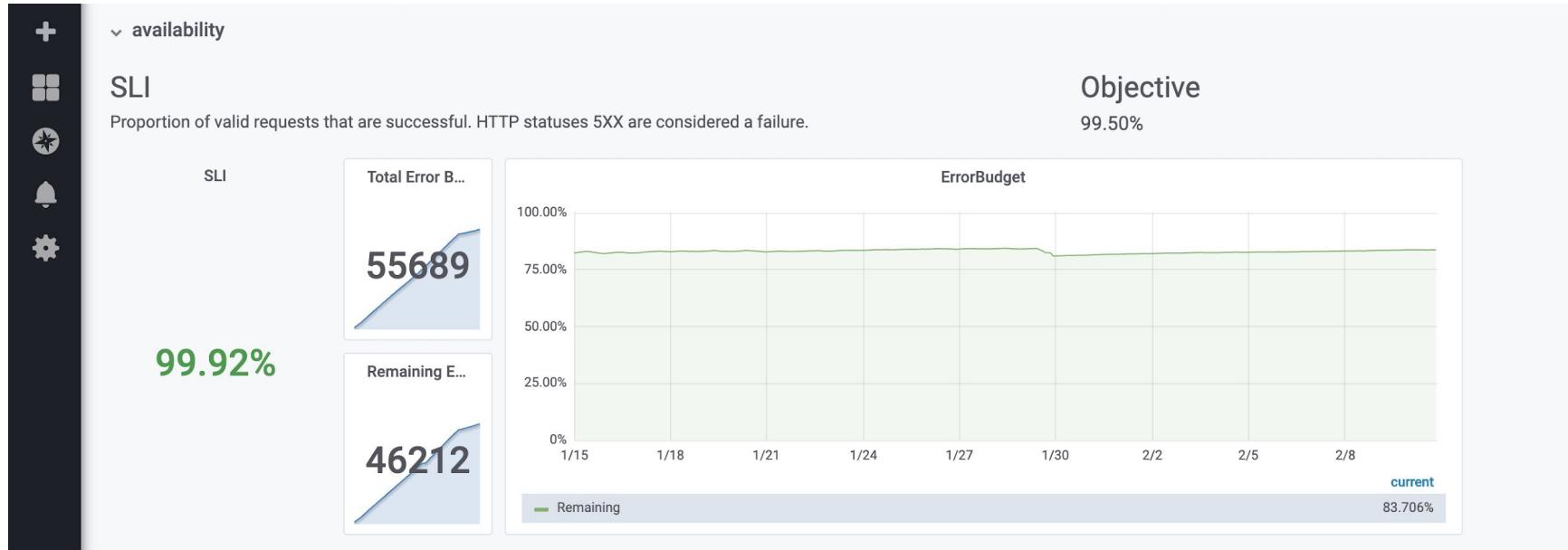
Started using SLAs and SLOs, clarifying reliability/latency/etc

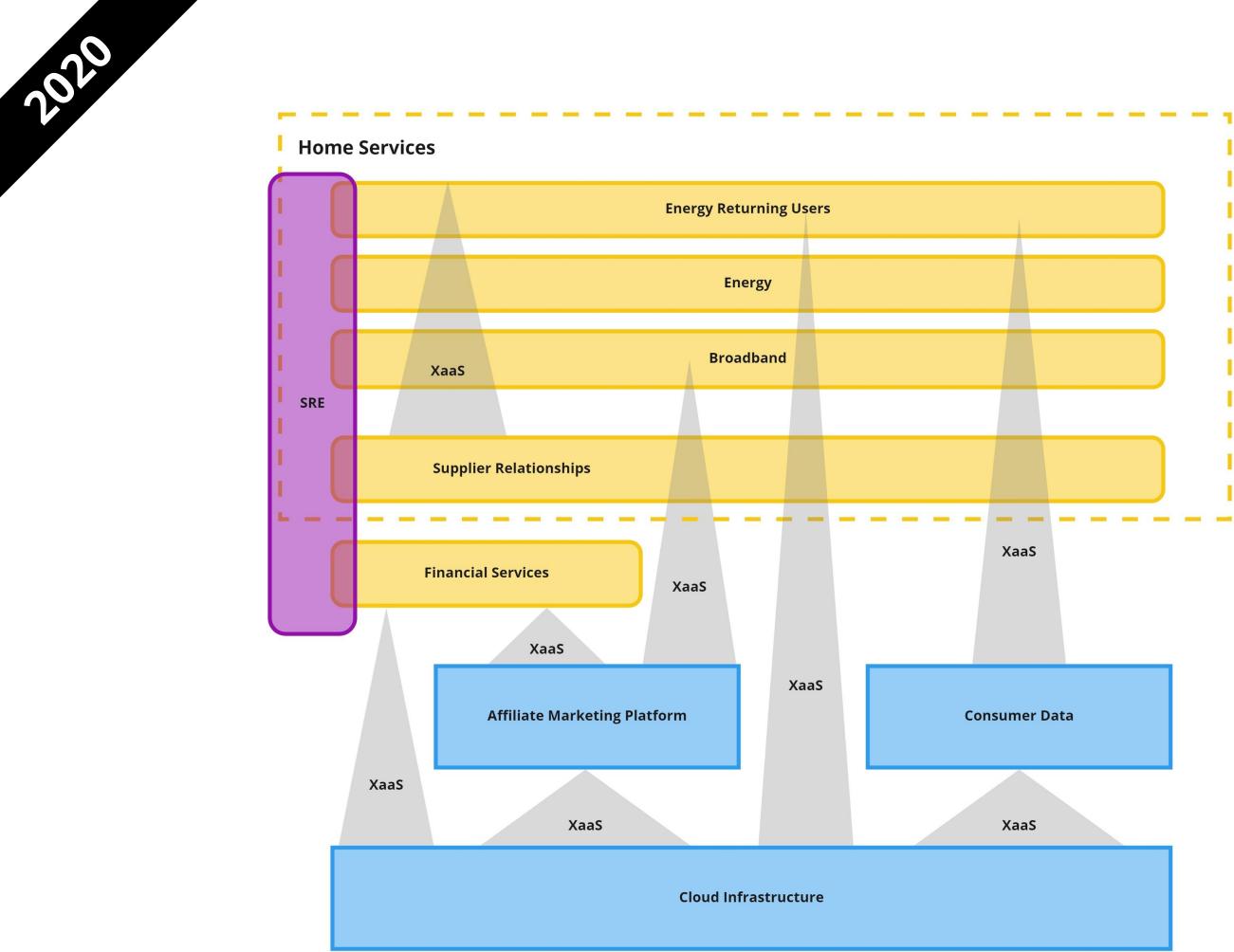
Growing traffic in platform vs AWS

Addressed critical cross-functional needs (GDPR, security, alerts + SLOs as a service)

Adoption by HMRT (Highest Maturity & Revenue Team)

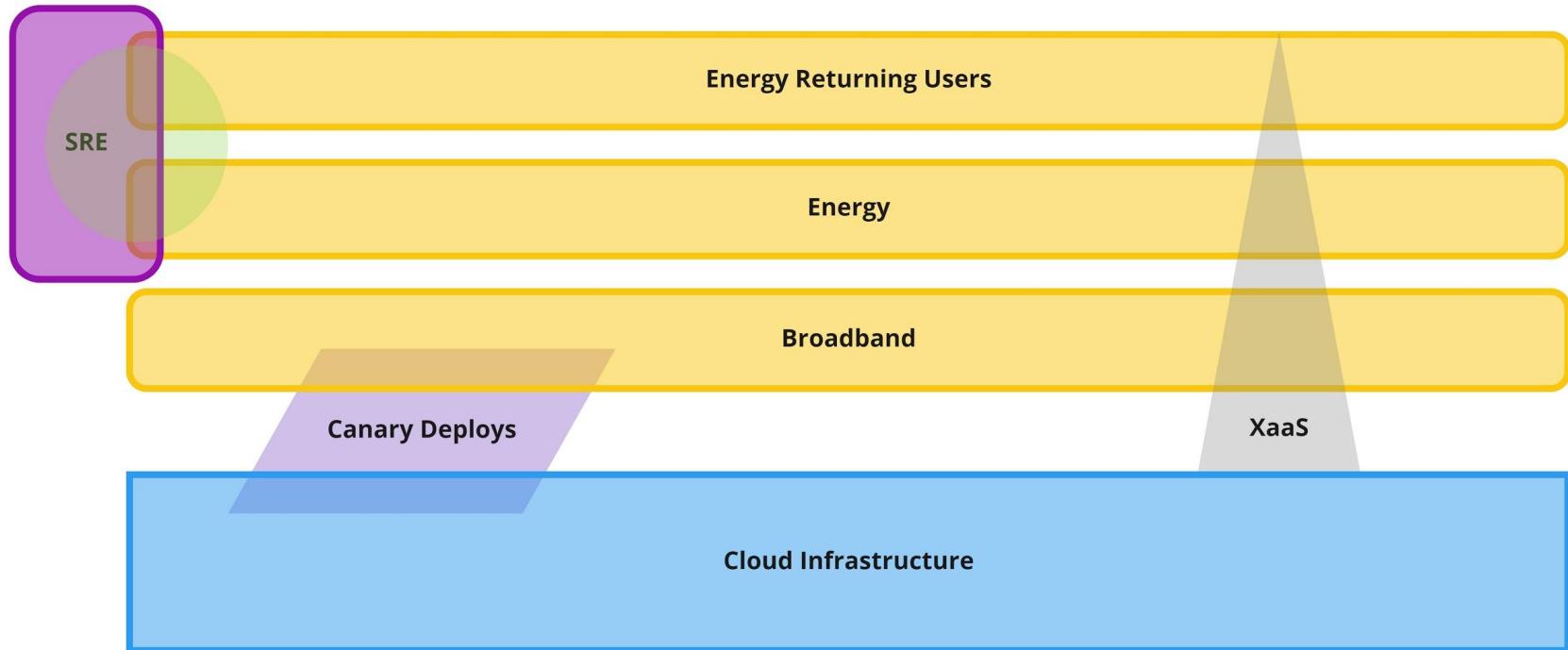
Measure and demonstrate



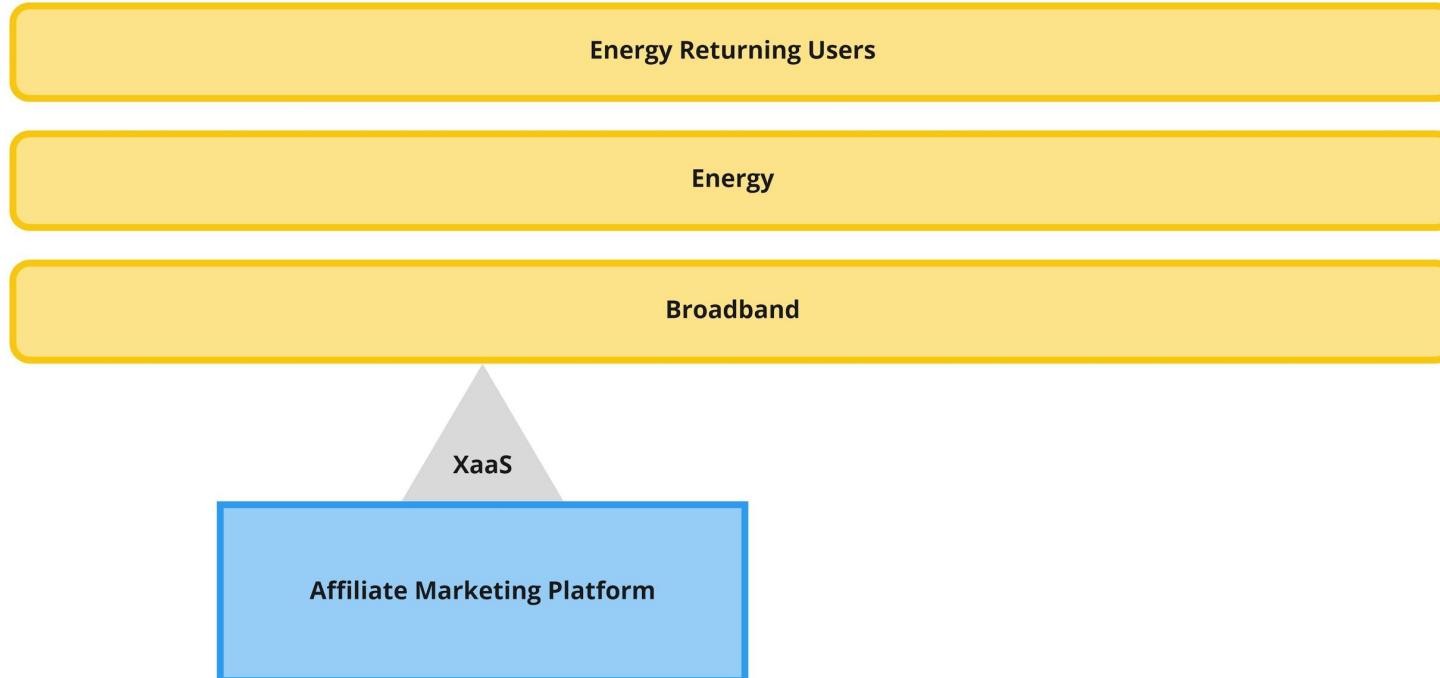


U switch

Topologies & interaction modes



Context-specific platform





“Engineering principles guided the way we organise teams: loosely-coupled and highly cohesive. Team Topologies is great for tying a lot of those ideas together, and most importantly giving it some language.”

Paul Ingles, CTO at RVU / Uswitch

Results



- “Curated” platform experience
- Reduced complexity for teams
- Addressed cross-team needs

Results



- **From autonomy to self-sufficiency**
- **Patterns applied beyond IT**
- **Balancing fast flow with reliability**

teamtopologies.com/examples

Thanks to:

U switch



Paul Ingles
Chief Technology Officer
RVU / Uswitch

Tom Booth
Head of Infrastructure & Security
RVU / Uswitch

Case Study



VISMARA



VISMA

- Software solutions
- Accounting, ERP, HR, ...
- 1 million customers
- Europe & LatAm
- 11000 employees

< 2015: large releases

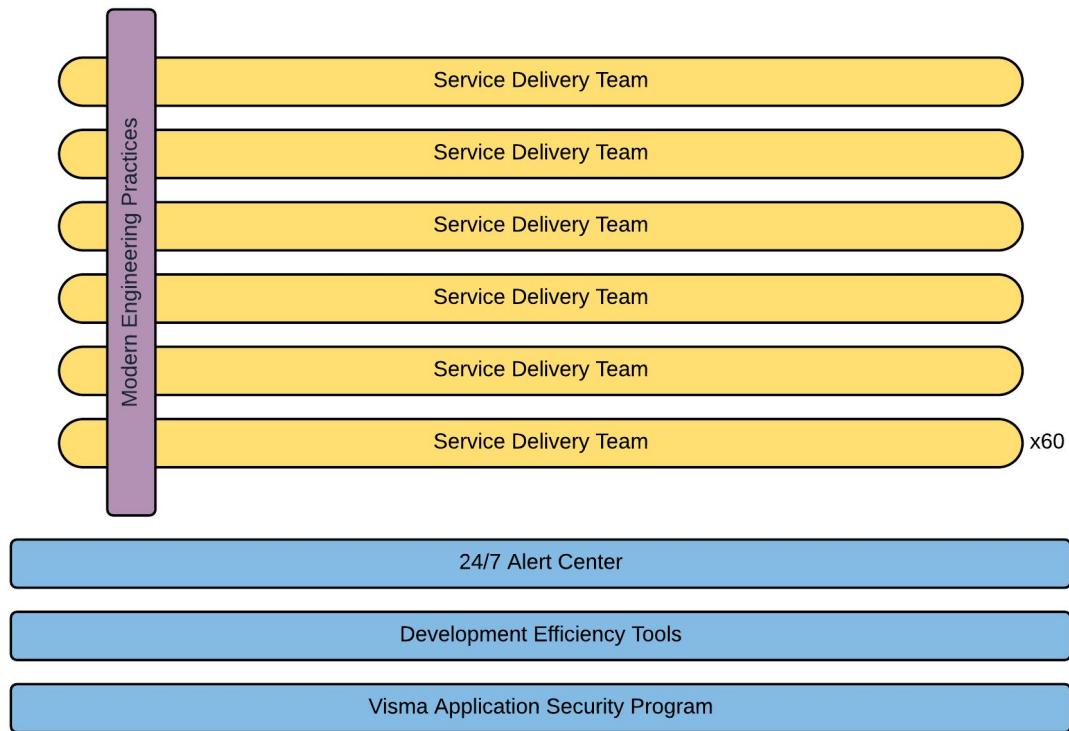
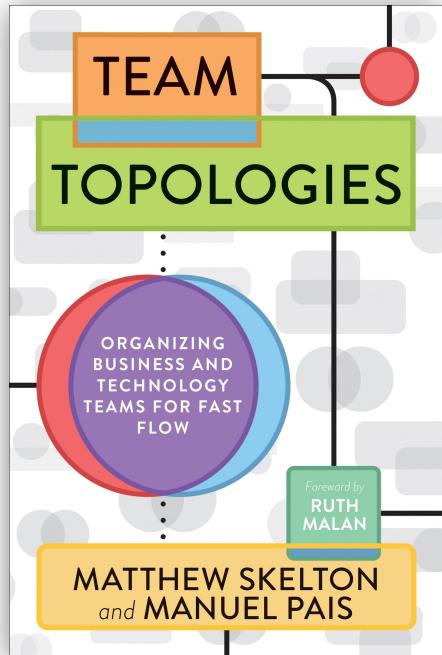


Every 2
months

> 2015: autonomy, flow



2020: + cognitive load





“Team Topologies has changed how we form development teams in Visma... Does [the team] get the right support from enabling teams? ... What is the sum of the cognitive load on this team?”

T. Alexander Lystad, Chief Cloud Architect, Visma

Results



- From 6 deploys per year (2015) to 2 deploys per week (& N per day)
- Increased ownership in teams

teamtopologies.com/examples

Thanks to:



Tinius Alexander Lystad
Chief Cloud Architect
Visma

Case Study



WealthWizards



WealthWizards

- **Financial advice**
- **Founded 2009**
- **Consumers & companies**
- **'Explainable AI'**
- **Increasingly successful**

< 2019: product growth



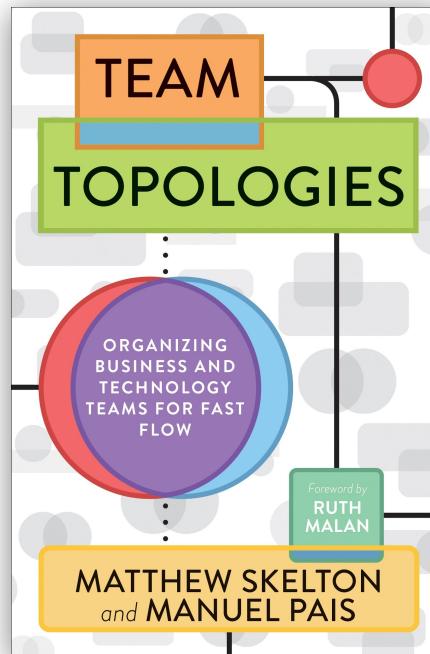
x 6

Mid-2019

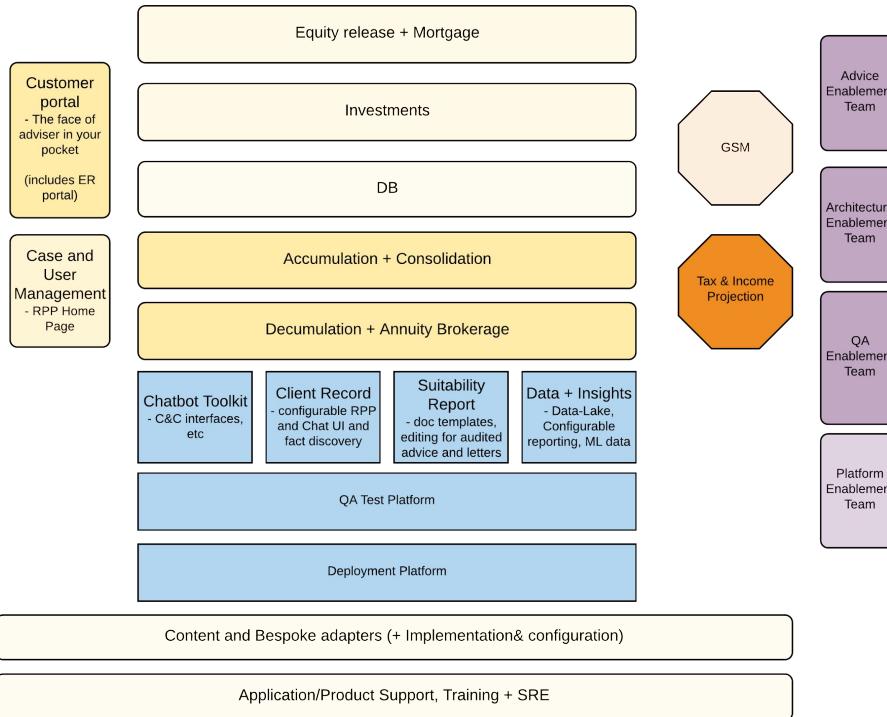


HALT!

September 2019



2020: New architecture





“Team Topologies ... has given us the tools we were looking for and have helped us to build a plan and have confidence that we know where we’re going and how to get there.”

Richard Marshall, CTO, Wealth Wizards

Results



- **Clear patterns and language**
- **Framework for design decisions**
- **Confidence in scaling approach**

<https://medium.com/ww-engineering/to-monolith-or-to-microservice-f8c3f967e63c>

Thanks to:



Richard Marshall
CTO
Wealth Wizards

Summary: Team Topologies in action

Gjensidige



**The Stream-aligned team is
the starting point:
fast flow and feedback
from running systems**

**Team Topologies provides
a common language and
set of patterns for the
whole IT organization**

Explicitly design for team cognitive load

**A platform is a curated
experience for engineers
to accelerate and simplify
software delivery**

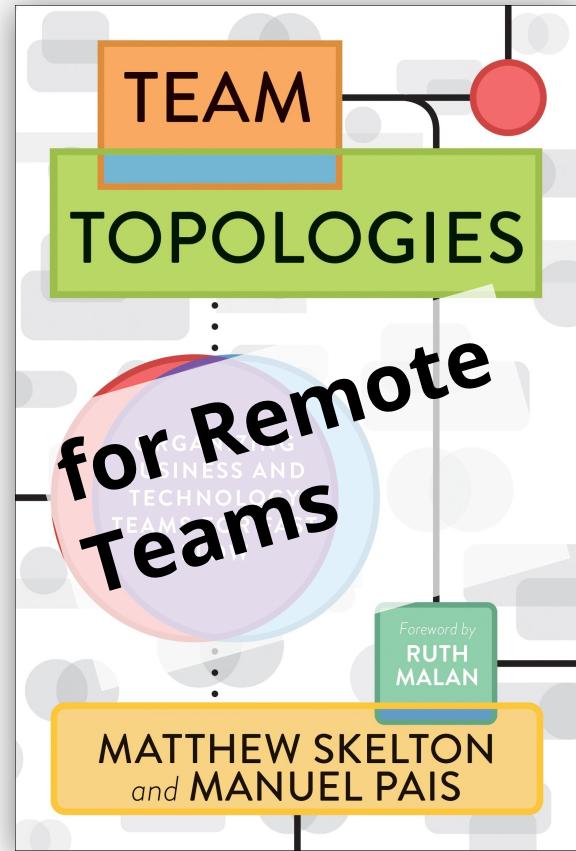
What's next?

*Workbook
coming soon...*



Team Topologies for Remote Teams

Resources: teamtopologies.com/remote-first



Free Resources

Remote-first interactions

teamtopologies.com/remote-first

Free tools & templates

github.com/teamtopologies

Feedback:

info@teamtopologies.com
[@TeamTopologies](https://twitter.com/TeamTopologies)

Remote-Friendly Training



teamtopologies.com/training



Sign up for news and tips:

TeamTopologies.com



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@TeamTopologies

**Q&A: Slack, now
AMA: 17:55, 24 June**

Thank you!

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Matthew Skelton, Conflux
@matthewpskelton



Manuel Pais, Independent
@manupaisable



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