



TT: things that work well



TT: things that are tricky

TT anti-patterns and trends



New tools & resources



Overview

TT - things that work well:

Shared Language

TT + WardleyMaps

TT + DDD + WardleyMaps

Team API ...

TT - things that are tricky:

Assessing team cognitive load
Product Mgmt for platforms
Compliance as Code
Reporting lines and fiefdoms

TT - anti-patterns and technology trends:

“What is the correct topology?” 🤔

Lack of Enabling teams 🤔

Too many Complicated Subsystems 🤔

SA teams providing a service 🤔

New tools & resources:

Academy - online learning

Infographics & diagramming shapes

Expanded cognitive load assessment

Partner program

Who is using Team Topologies?

Case studies in the TT book



ERICSSON



•••

Industry examples on the TT website



**Organizations that
Matthew and Manuel have
worked with since 2019...**

A large European banking group

A major cloud technology company

GOV: Brazil, Canada, Norway, UK, US

Several major telecoms companies

A scale-up in Open Banking

An aerospace laboratory

Healthcare providers

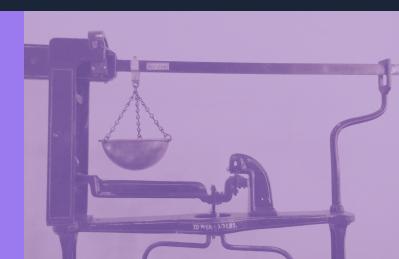
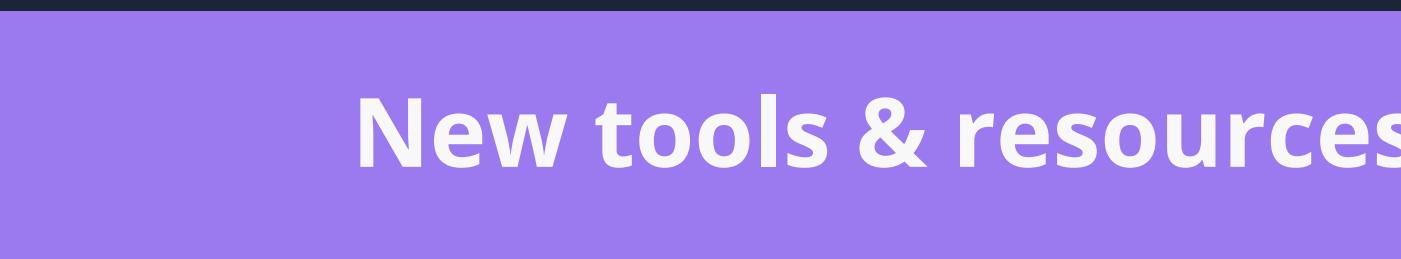
Several mortgage companies



● TT: things that work well



TT: things that are tricky



Team Topologies: what works well?

**Shared language, common
patterns, and operating
constraints can help orgs to
explore the solution space**

Clear language and well-defined concepts



← **Tweet**



Kathy Keating
@kathkeating

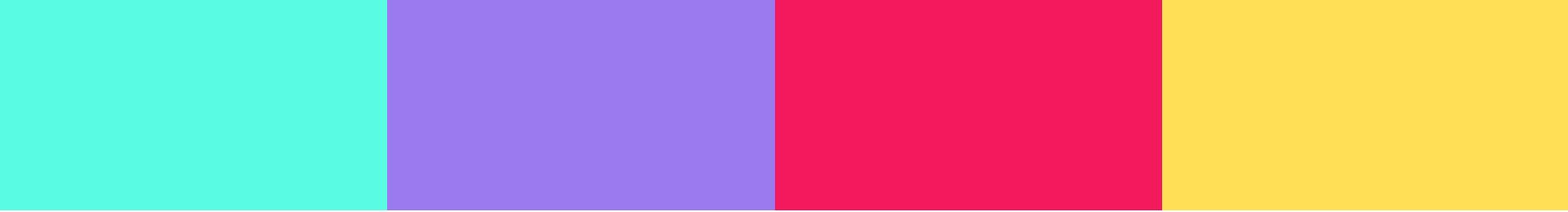
...

So thankful today for the book [@TeamTopologies](#). Gave me just the framework I needed to build a really clear operational growth plan. Thanks! [#Leadership](#) [#GrowthMindset](#) [#technology](#)

1:56 am · 3 Feb 2021 · Twitter Web App

2 Retweets **10** Likes

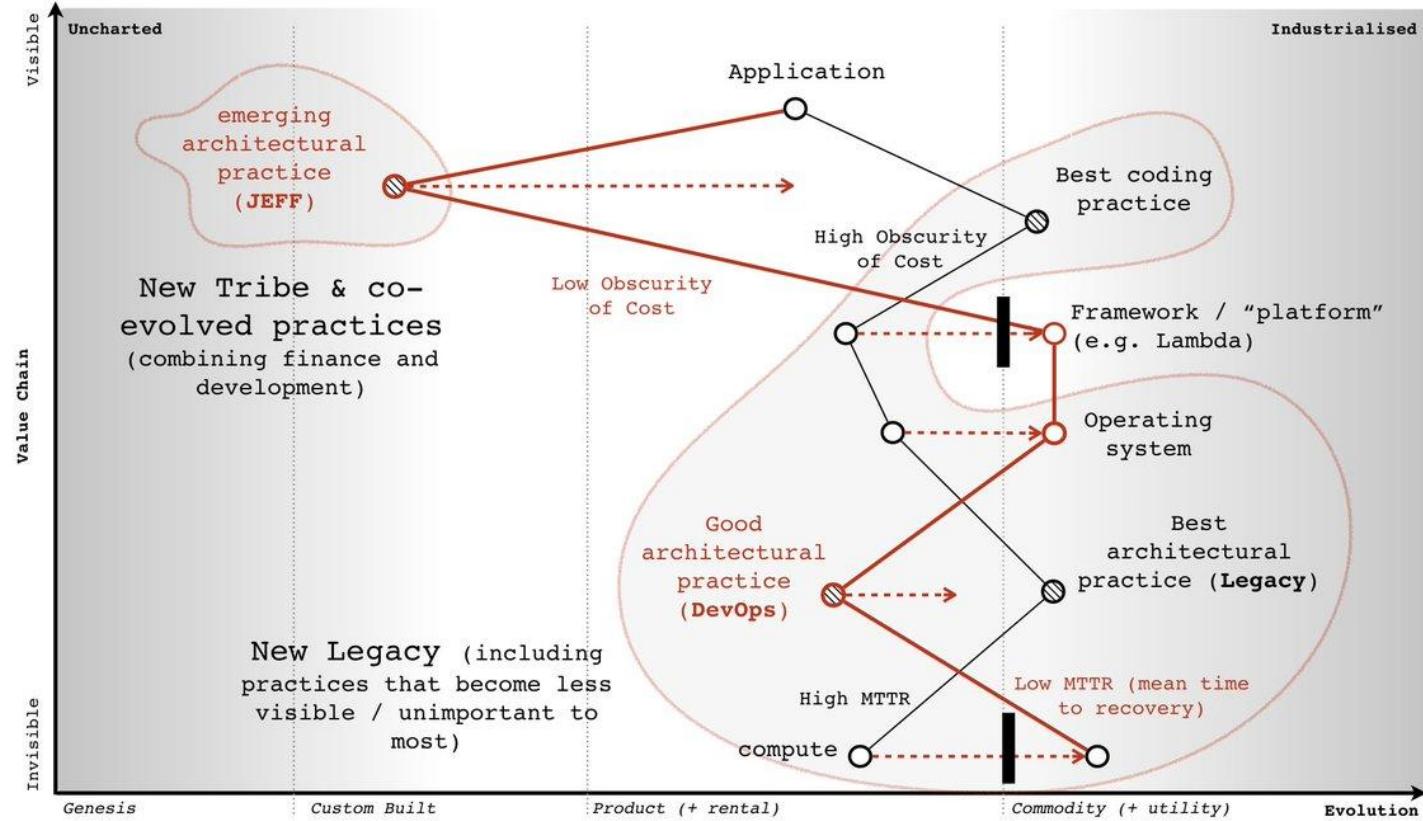
<https://twitter.com/kathkeating/status/1356783493481549827>



“Thank you again for the workshop in January. The long term effect has been remarkable. It has helped us to agree on a common vocabulary for describing teams, has been adopted as the natural successor of Accelerate. Thank you!”



TT + WardleyMaps



<https://twitter.com/swardley/status/914792448429297664>

Case Study



FOOTASYJUM 

Identify boundaries - business domain

Ecommerce Team

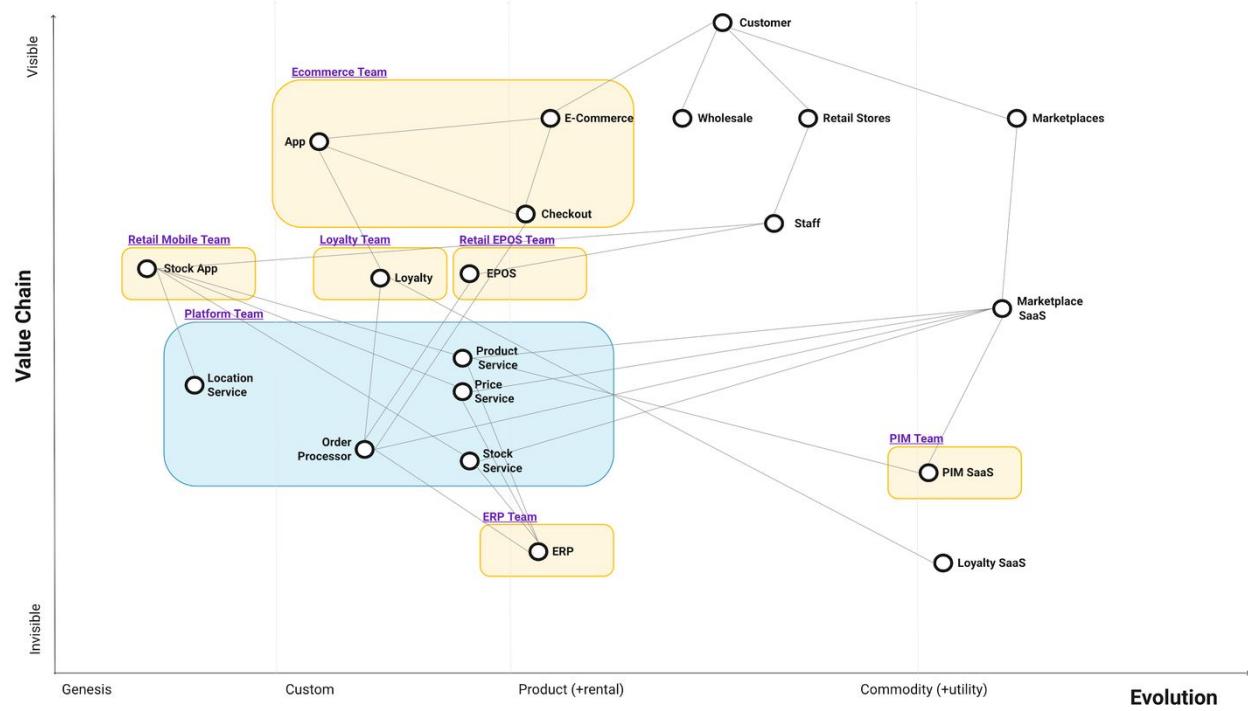
Retail EPOS Team

Customer Experience Team

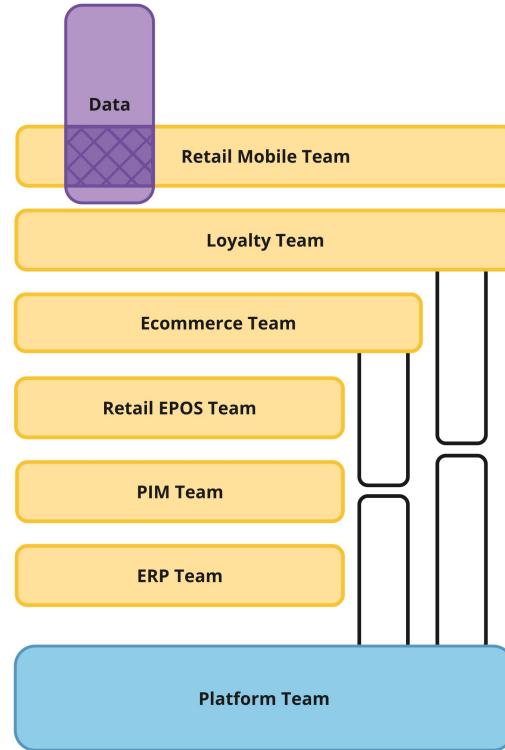
ERP Team

Services Team

Combine with Wardley Mapping



Clarity of purpose from team types



Concepts



- Stream-aligned (business domain)
- Thinnest Viable Platform
- Team Interaction Modes
- Combine with Wardley Mapping

Thanks to:



Paul Martin
IT Director, Footasylum



Andy Norton
Software Development
Manager, Footasylum





TT + DDD + WardleyMaps



Photo by Elodie Burillon at GOTO

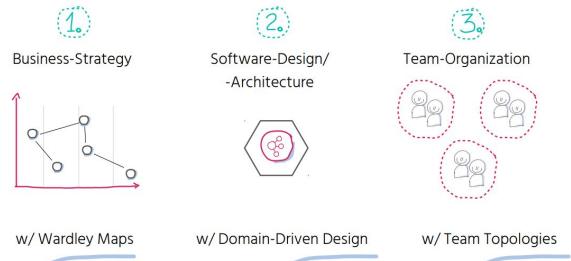
Susanne Kaiser

Former CTO @ a SaaS:
monolith to
microservices

@suksr

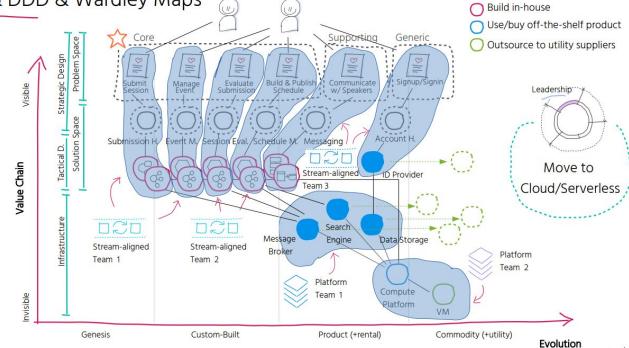
suzannekaiser.net

Building Adaptive Systems for a Fast Flow of Change



@suksr

TT & DDD & Wardley Maps



@suksr



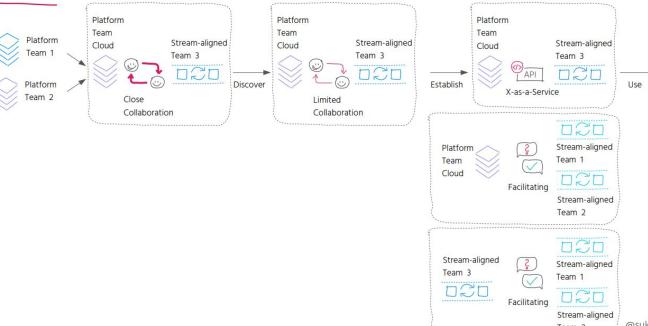
Team Topologies & Doctrine

Doctrine:

- Think small teams
- Optimize flow
- Provide purpose, mastery & autonomy
- Design for constant evolution

@suksr

Possible Evolution of Team Topologies



@suksr



Team API

Team API

- Code & artifacts produced by the team
- Versioning approaches
- Wiki and documentation
- Practices and principles
- Communication: tools, channels, patterns
- Current and next team focus (work)

Each team should answer the questions and fill in the details below. Remember that the answers and details will be a point-in-time snapshot of team relationships and team interactions.

Team API

Date:

- Team name and focus:
- Team type:
- Part of a Platform? (y/n) Details:
- Do we provide a service to other teams? (y/n) Details:
- What kind of Service Level Expectations do other teams have of us?
- Software owned and evolved by this team:
- Versioning approaches:
- Wiki search terms:
- Chat tool channels: #_____ #_____ #_____
- Time of daily sync meeting:

Team type: (Stream-Aligned, Enabling, Complicated Subsystem, Platform)

What we're currently working on

- Our services and systems:
- Ways of working:
- Wider cross-team or organisational improvements:

Teams we currently interact with

Team name/focus	Interaction Mode	Purpose	Duration
.			
.			
.			
.			
.			
.			

Team Interaction Modes: (Collaboration, X-as-a-Service, Facilitating)

Teams we expect to interact with soon

Team name/focus	Interaction Mode	Purpose	Duration
.			
.			
.			
.			
.			

<https://github.com/TeamTopologies/Team-API-template>



← Tweet



Joe Wright
@joe_jag

...

I just read the "Team APIs" part of the
[@TeamTopologies](#) book and feeling quite inspired. The
idea is to list services, practices and roadmaps in a
central place to help navigating your org. They've got a
template here:



TeamTopologies/Team-API-template

A template for defining a Team API - as explained in the Team
Topologies book - TeamTopologies/Team-API-template
🔗 github.com

1:10 pm · 8 Mar 2020 · Twitter for iPhone

10 Retweets 39 Likes



[https://twitter.com/joe_jag/status/
123664032255428866](https://twitter.com/joe_jag/status/123664032255428866)



Tweet

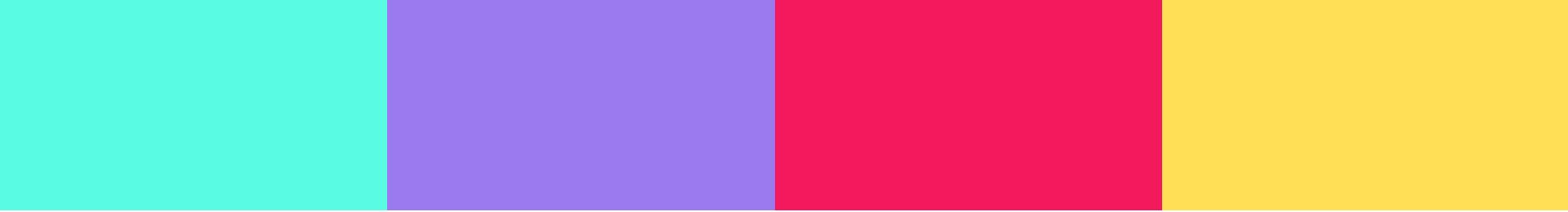


lisacrispin
@lisacrispin

...

#allthetalks I love this "Team API" transparency idea
from @manupaisable , definitely even more important
now that we're all remote.

<https://twitter.com/lisacrispin/status/1250433369030012932>



“For effective team-first ownership of software, teams need to continuously define, advertise, test, and evolve their Team API”

Team Topologies, p.48



TT: things that work well



● TT: things that are tricky

TT anti-patterns and trends



New tools & resources



Team Topologies: what is tricky?

4



Although the ideas in TT are
clear (and obvious) to
engineers, they are quite
radical for many orgs



Assessing team cognitive load



A very new research area

Intern. J. Comput.-Support. Collab. Learn (2018) 13:213–233
<https://doi.org/10.1007/s11412-018-9277-y>

 CrossMark

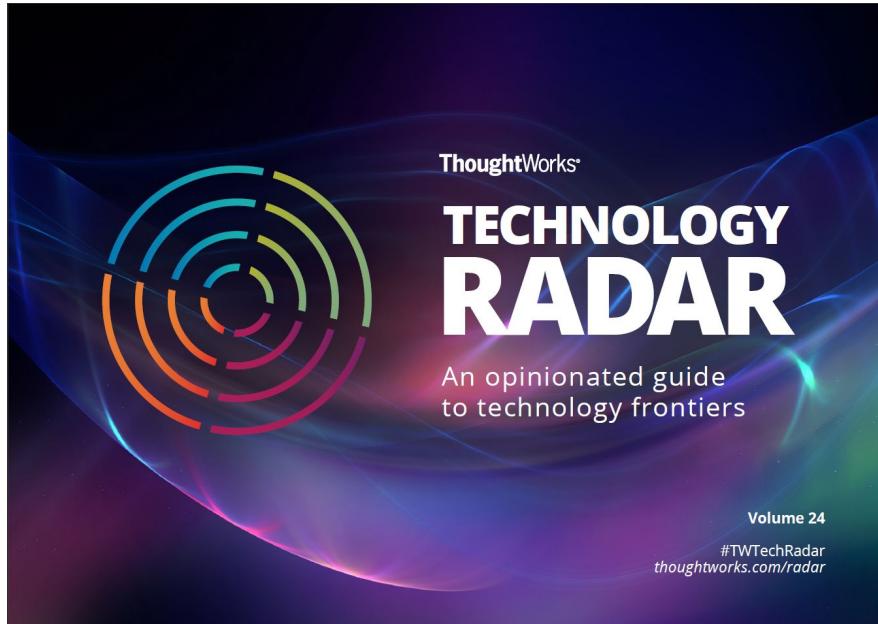
From Cognitive Load Theory to Collaborative Cognitive Load Theory

Paul A. Kirschner^{1,2} · John Sweller³ ·
Femke Kirschner⁴ · Jimmy Zambrano R.^{5,6}

Received: 23 October 2017 / Accepted: 16 April 2018 / Published online: 25 April 2018
© The Author(s) 2018

Abstract Cognitive load theory has traditionally been associated with individual learning. Based on evolutionary educational psychology and our knowledge of human cognition, particularly the relations between working memory and long-term memory, the theory has been used to generate a variety of instructional effects. Though these instructional effects also influence the efficiency and effectiveness of collaborative learning, be it computer supported or face-to-face, they are often not considered either when designing collaborative learning

Assess team cognitive load



TW Tech Radar v24 - Trial

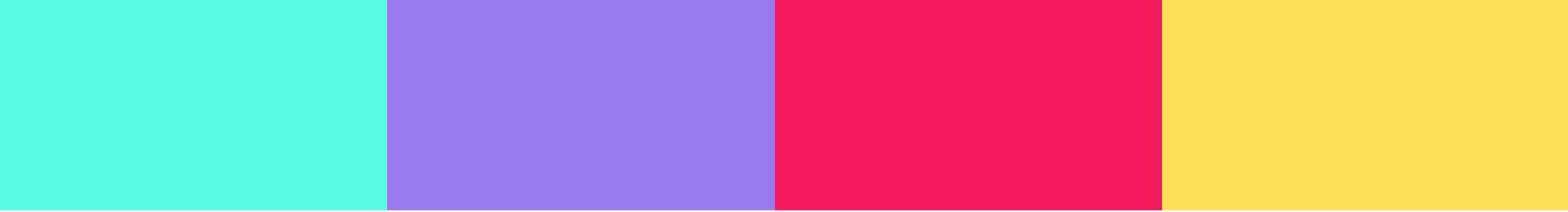
“... we used the Team Topologies author’s assessment which gives you an understanding of how easy or difficult the teams find it to build, test and maintain their services. By measuring team cognitive load, we could better advise our clients on how to change their teams’ structure and evolve their interactions.”

Explicit cognitive load

How well can the team as a unit really understand the software systems they own and develop?



Product Management for internal platforms



*A platform is a curated experience for engineers
(the customers of the platform).*



A platform is optional to use - no team is forced to use the platform

Internal Marketing

Platforms must advocate for their platform product and “market” it to internal teams

(User Personas, UX, talking...)



Compliance mindset shift: Permitting to Enabling



Scaled Expertise

“What would be needed for us to be compliant with security/finance/PII rules with multiple, decoupled, rapid flows of change?”

(Self-service APIs)



Reporting lines and fiefdoms



Emphasise flow

Find ways to make the reporting lines and fiefdoms less important than the flow of change and ability to respond.

(Flow metrics, 4 Key Metrics, etc.)



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Team Topologies: anti-patterns and trends



Caution
Dangerous
site



**Keep
out**

**Remember: always start
from the principles of fast
flow and rapid feedback**

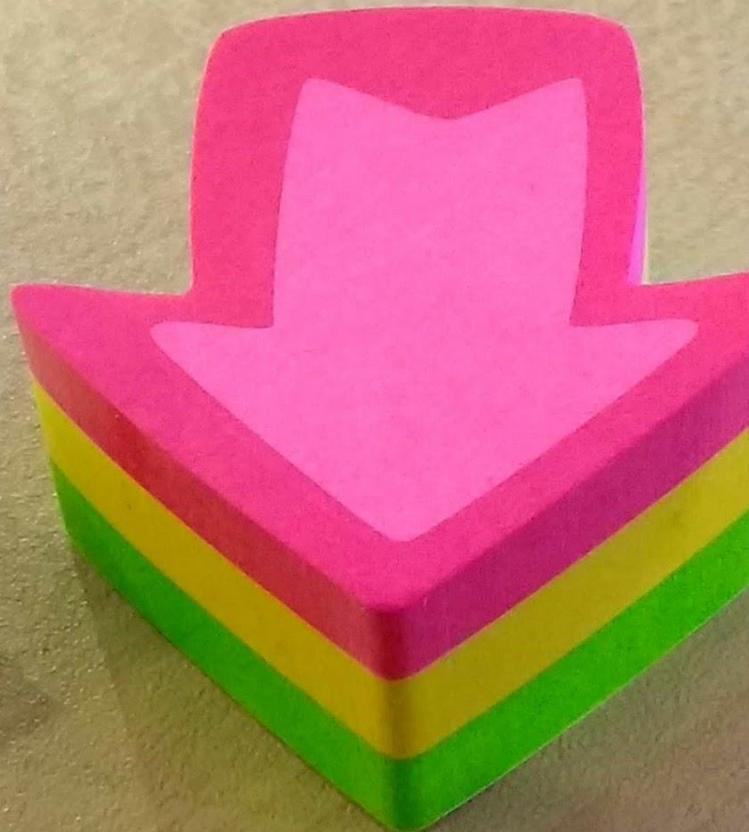


**“What is the correct
topology for our
organization?”**





Lack of Enabling teams





Too many Complicated Subsystem teams

COMPONENTS



Stream-aligned teams that provide an internal service



Please press the bell



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Team Topologies: New tools & resources



Team Topologies

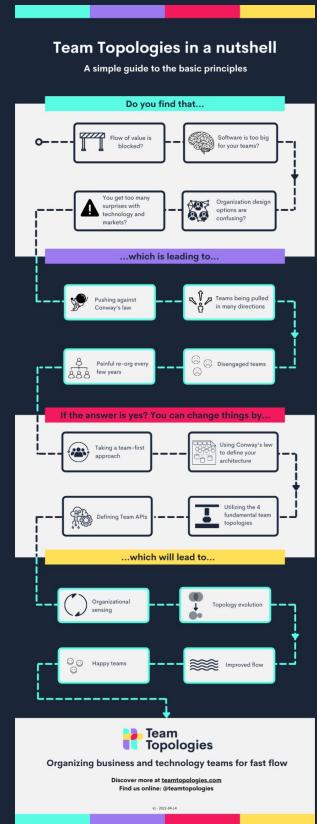
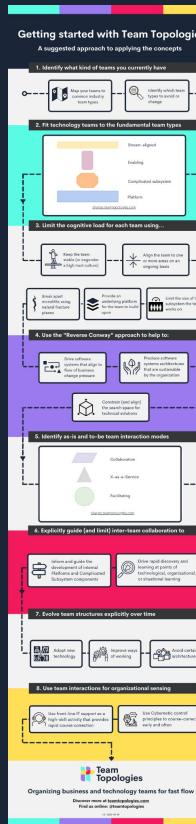
A C A D E M Y

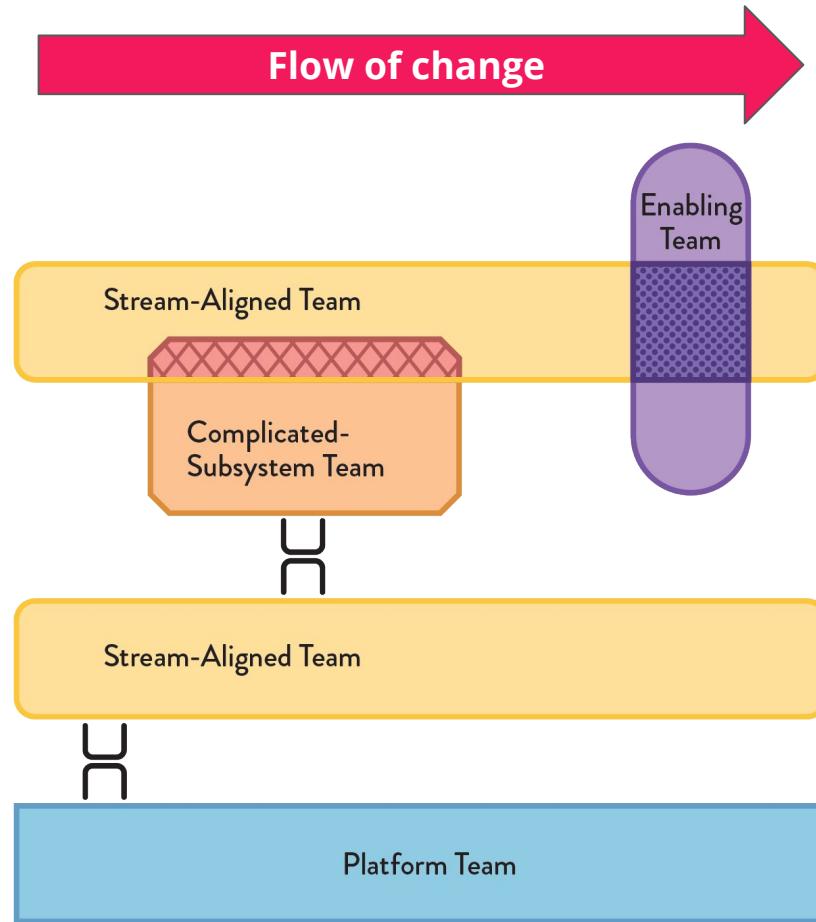
academy.teamtopologies.com

Infographics

- Getting Started
- In a Nutshell

teamtopologies.com/infographics





Team Topologies diagram shapes



shapes.teamtopologies.com

Resources

**teamtopologies.com/resources
(links, slides, video)**

**teamtopologies.com/tools
(templates, assessments, etc)**

Coming:
research and practical
approaches to team
cognitive load

Team Topologies Partner Program



partners@teamtopologies.com



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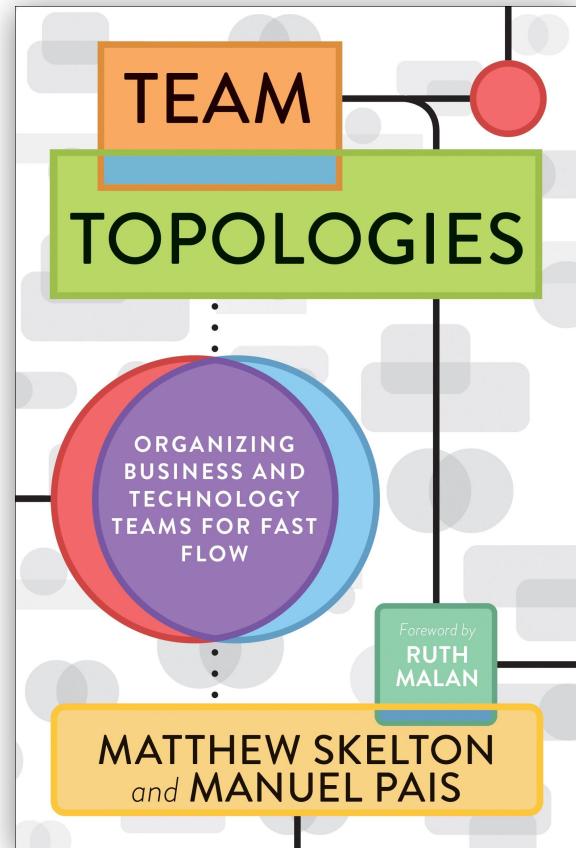
Team Topologies

Organizing business and technology teams for fast flow

Matthew Skelton & Manuel Pais

IT Revolution Press, 2019

teamtopologies.com/book



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Manuel Pais
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