



# Implementing Team Topologies

Tips and tricks to successfully  
apply Team Topologies

DevOps Enterprise Summit

Las Vegas, 2023



# Enablers with you today...



**Marcelo Sousa Ancelmo**

Head of Solution Architecture

**KPMG Switzerland**

@marceloancelmo



**Dinkar Gupta**

Chief Information and Technology Officer (CIO/CTO)

**KPMG Switzerland**

@dinkargupta



**2470**

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# A journey of reflection, started at #DOES23 Amsterdam

Dare to Do - Multi-disciplinary Digital Ecosystem and DevOps at KPMG Switzerland

DEVOPS ENTERPRISE SUMMIT

### DevOps Enterprise Community helped frame the guidance

Get Together Go Faster

7 → ↑

DOES23 Amsterdam | 15–17 May 2023  
#DOES23 @ITREVDOES

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## Sustainable business agility

- Business value driven technology priorities
- Improved risk management
- Long term cost efficiency
- Global strategy alignment

### Business Value Driven

Outcome driven, lifecycle based value generation

### Service Oriented

Focus on quality of services management

### Agility Centric

Responding to dynamic business changes

### Organizational change

Operating Model  
Decentralized governance  
Talent transformation

01

### Lean, Agile & DevOps

Cross-functional teams  
Value stream management  
Continuous delivery

02

### Cloud & Architecture

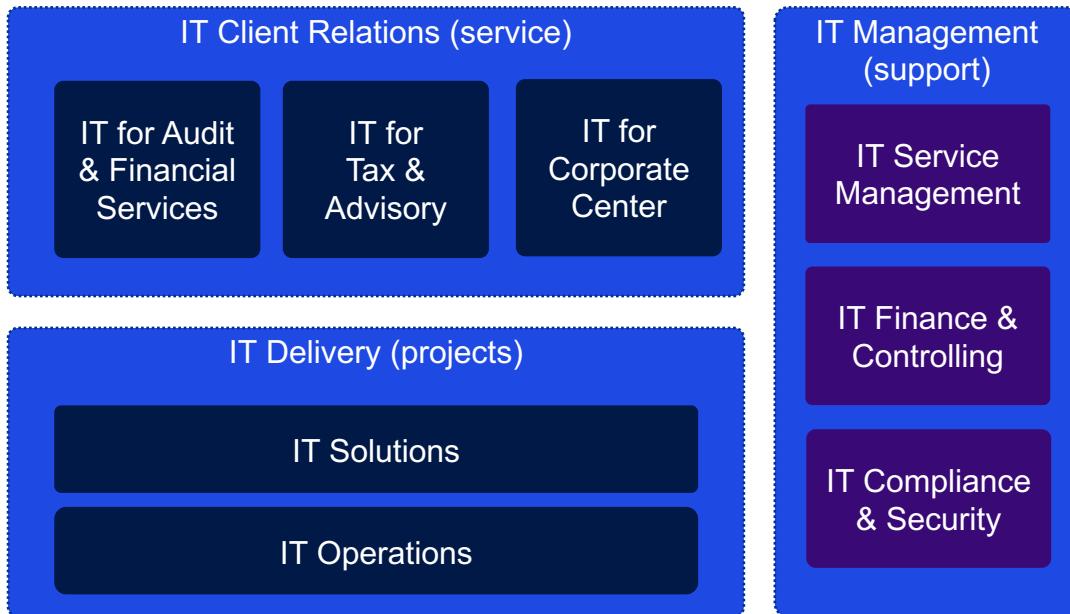
Platform technology standards  
Enterprise capabilities (content, security)  
Automation-led efficiency & reliability

03

# Organizing for fast flow

Our design approach

# Point of arrival, a path dependent IT organization model

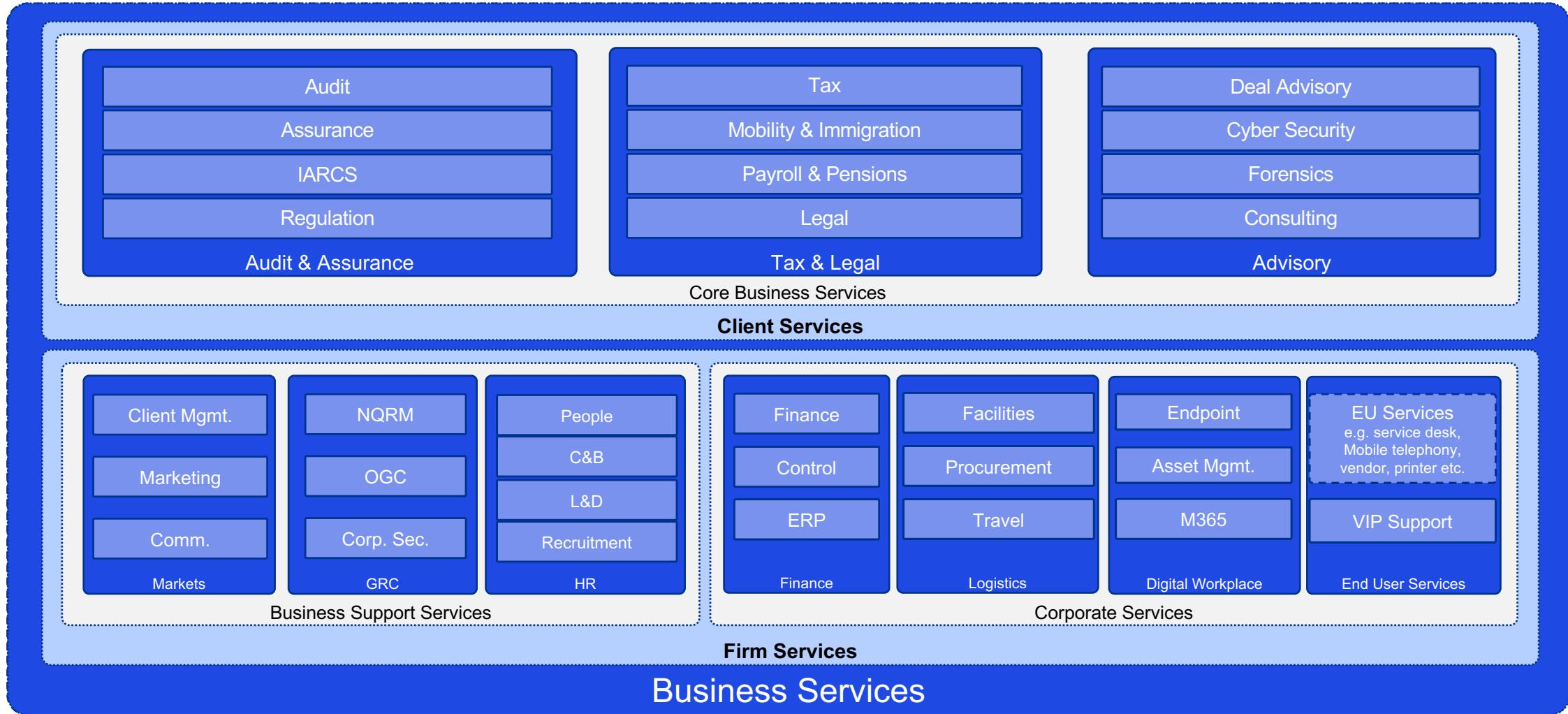


- **Business IT split** with IT serving “the business” through demand management and infrastructure support
- **Organized for efficiency** as a pooled organization that maximized utilization of IT spend
- **Project orientation** for within-time and within-budget projects through SMEs working on multiple topics at same time.

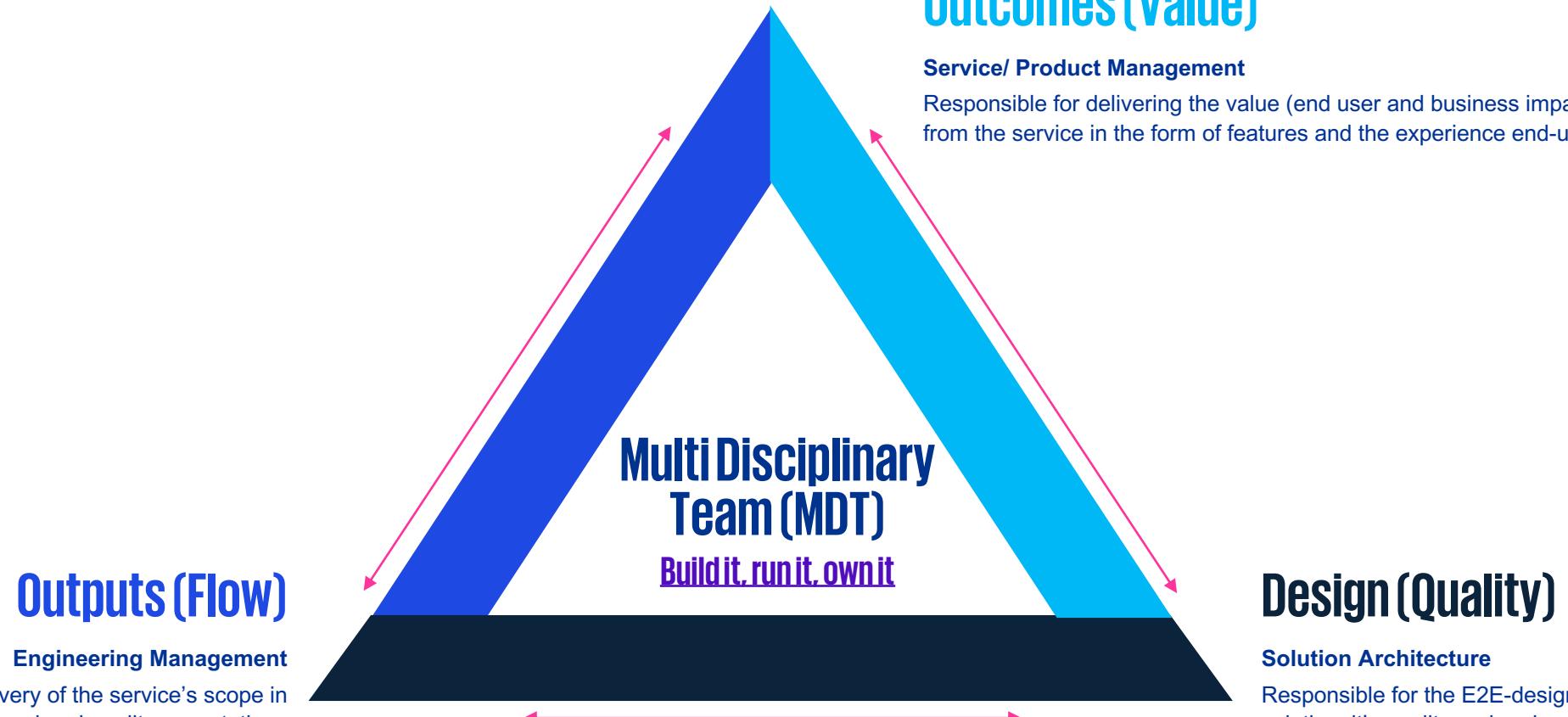
**Conway's law was in it's prime – time to Invert through intentional design!**



# Inverse maneuver - Team topologies inspired architecture

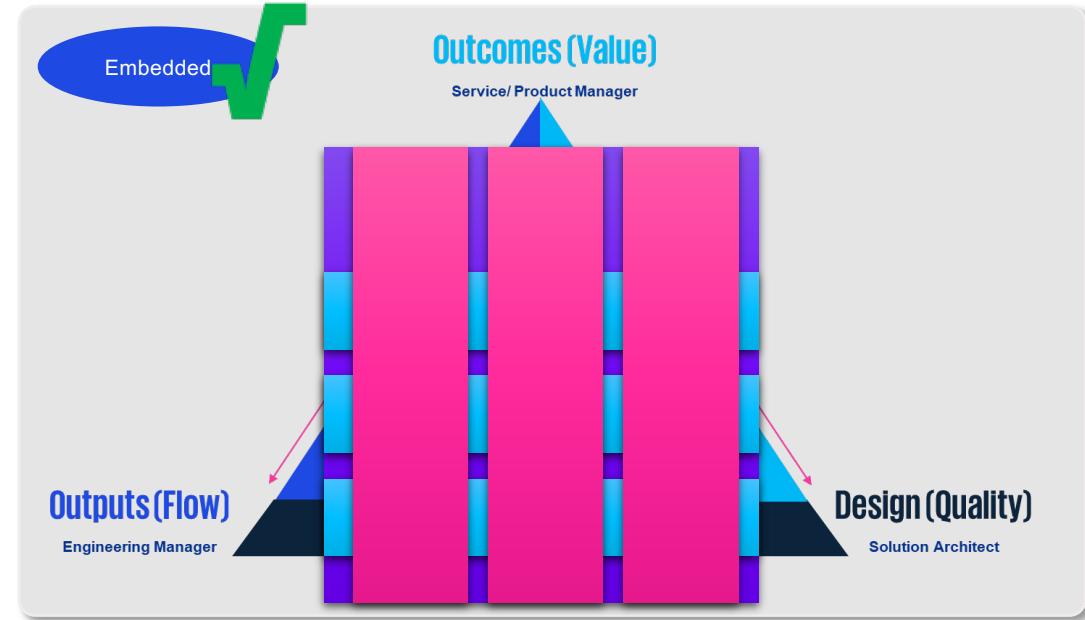
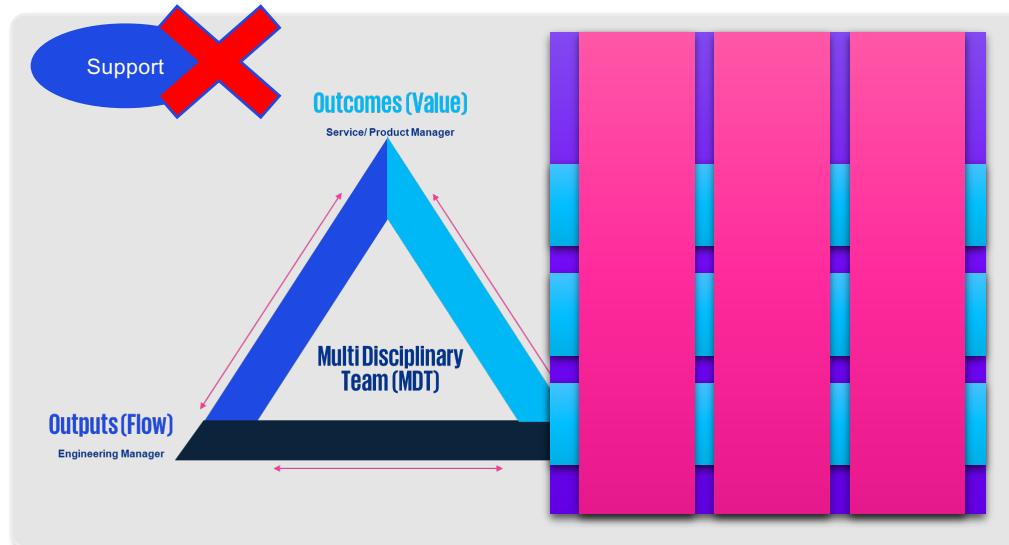
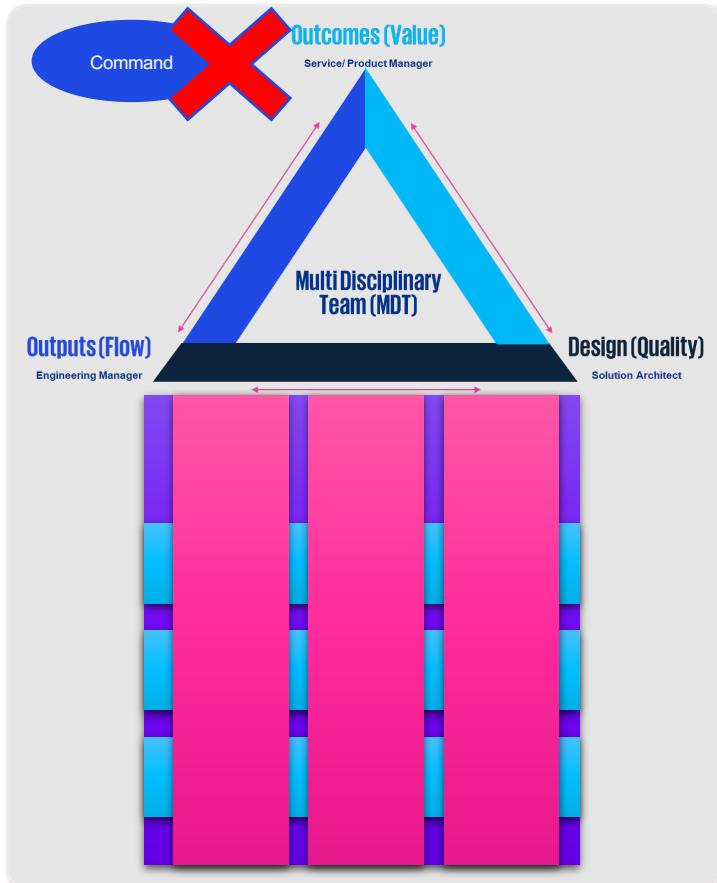


# #1, Establish collective ownership – leading over Leader \*



\* Following a product-trio approach, each portfolio (or a significant service/product within) is co-owned by MDT leads

# ...but beware of the positioning





# #2, Accelerate flow of value – unshackle the constraints

**Reducing bottlenecks**  
(Value stream management)

**Reducing Handovers**  
(long lived teams – MDT)

**Simplifying governance**  
(Budgets & reporting)

**Thinking upstream**  
(Stakeholder engagement)

**Making work visible**  
(Azure Devops, CD)

**Empowering execution**  
(Ownership & decisions)

**Reducing special engineering**  
(Automation with standards)



# #3, Provide clarity of boundaries – Managed interactions

 Platform Services

**Team API**

- Team name and focus: Service Delivery Platform [KPMGCH\\_ServiceDeliveryPlatform.pptx](#)
- Team type: Platform
- Part of a Platform Group? Yes Details: team is part of [DBT](#)
- Do we provide a service to other teams? Yes Details: We support, maintain and enhance IT infrastructure in 2 on premise datacenters and Cloud datacenters in CH, more details for all services in our [Sharepoint](#)
- What kind of Service Level Expectations do other teams have of us? Only defined SLA is requests for Service Delivery team have an expected delivery time of 10 days.
- Software owned and evolved by this team:
- Versioning approaches: (how we communicate changes to services and code?)
- Wiki search terms: Service Delivery Platform, DBT, Infrastructure, Cloud, Azure, Swiss Alps
- Chat tool channels: [CH - DBT Service Delivery Platform](#) [CH - DBT - CloudNow](#)
- Time of daily sync meeting: Weekly meeting, every Wednesday 10:00 - 11:30, accessible via Teams [Click here to join the meeting](#).

What we're currently working on

- Our services and systems: [Team Sharepoint](#)
- Ways of working: Team is monitoring [ServiceNow Dashboard](#) for support tickets assigned to main snow group. Team assignments to operational ownership is defined in [Team Operational Ownership](#)
- Wider cross-team or organizational improvements: Build new Cloud infrastructure using KMPG OnePlatform offering with 2 products Region Hosting and Country Hosting. Application migration from current on-premise solutions will follow in 2023.

Teams we currently interact with

Team name/focus	Interaction Mode	Purpose	Duration
KMPG OnePlatform team	Project Based (CloudNow)	Support of ProjectNow. Guidelines to move apps in Regional Hosting	2022-2025
Any KPMG user raising Changes	via Service Now: <a href="#">Create Change</a>	Infrastructure related changes for provisioning, changing, decom hardware assets	Continuous
Any KPMG User raising Request Fulfillments	1. Various technical requests <a href="#">2. One Platform Country Hosting (Swiss Alps) related requests</a> <a href="#">3. Generic request-Wildcard request</a>	Infrastructure related requests for provisioning, changing, decom hardware assets	Continuous
Any KPMG User raising Incidents	<a href="#">ServiceNow Incidents</a>		Continuous
Hotline		24/7 hotline for issues users are reporting	Continuous
Enterprise Services, Service Now	Project Based	Implement Cloud alert and monitoring system interfaces with company IT service management system	Continuous
Enabling Services, DevOps Engineering	Enabling	Enable Devops capabilities, enhance knowledge and awareness	Continuous
NITSO	Project	Security and compliance assessments for currently using & in development platforms, services and processes	Continuous
Enterprise Services/Shield	Project	Security gaps in Change Management, Logging and Monitoring processes	Continuous

Teams we expect to interact with soon



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

## ECM Services Team API

Dinkar Gupta Just now

### Team API

[Team\\_API\\_Training.pdf](#)

**Team name and focus:** Enterprise Services (part of [DBT](#))

**Sub team name:** Enterprise Content Management Services Team

**Team type:** Complicated Subsystem Team

**Team lead:** Nicolas Wochner

**Team interaction mode:**

- Templayf: X as a Service
- ECM iManage: X as a Service
- new DMS & RMS SafeHouse: Collaboration

### Product Portfolio:

We support, maintain and enhance following products continuously:

- Templayf (Template Management System)
- ECM iManage (current DMS)
- New Document & Records Management System called Project SafeHouse

### Services per Product



Document Classification: KPMG Public

# #4, Reducing cognitive load - Platform and enablement

**KPMG** Getting Started Strategy & Architecture HowTo Infra As Code Templates Shared Platforms DevSecOps & SRE Contact Us

Strategy & Architecture / Infra as Code(IaC) / Infra as Code (IaC) & Service Catalog Approach

**KPMG** Getting Started Strategy & Architecture HowTo Infra As Code Templates Shared Platforms DevSecOps & SRE Contact Us

Filter by title

+ Strategy & Concepts

- Application On-board
- Infra as Code(IaC)
  - Infra as Code (IaC) - Catalog Approach
  - IaC (Reusable) Temp
  - Bicep - approach
  - Provision Cloud Inf
  - IaC DevOps Approa
  - Service Catalog
  - IaC Branching Strat
  - policy Management A
- + Logging & Monitoring
- HA and DR in Cloud - Architecture
  - Product Description
  - SSR
  - Technical Documentation
  - + Azure Cosmos DB
  - + Azure Event Hub
  - + Azure Key Vault
  - + Azure Application Gateway
  - + Network Interface
  - + Azure Load Balancers
  - + Private DNS Zones
  - + Workspaces
  - + Resource Group
  - + Azure SQL DB
  - + SQL Managed Instance
  - + Azure Storage Account
  - + Spoke Netwok Builder
  - + Azure Webapp (non ASE)

Guardrails for Azure AKS

Internal

This page describes th

Platform-Services.wiki

1. On-boarding and Self Service

Nandkishor Gaikwad Aug 18

**Common**

An overview of all gu

**Guardrail:**

This table list the list c

**Status**

TIRA Approved :

Requirement	Enc	Res
Data Protection	Enc	Res

1. On-boarding and Self S...

2. Build & Releases

3. Monitoring & Feedback

4. Enablement - Continuo...

5. DevSecOps Platform & T...

6. Security & Compliance

DevOps Best Practices

New page

**PROVISIONING AUTOMATION**

User Request Resource

User Request Environment

User Supply Template

User Request Cloud Access

**ACCESS ENABLING**

Azure Cloud Access with Guard Rails

DevOps Enablement with Guardrails

Request Project Access

Provision Resources and Automate

Provision Resources

**Service Catalogue and Fulfillment (SNOW/Teams Chat)**

Provision Resource

Provision Template

Provision Template

Provision Account and Policy

Provision Policy

**Bicep/ARM Powershell**

**GITOPS**

**Azure Cloud**

**Azure DevOps**

Creating Self Service Delivery Platform

Orchestrating delivery in this way, service teams can deploy applications on a continuous basis without wasting time consulting with other teams, i.e. NoOps delivery. Standard and performance verifications with quality gates for rapid feedback, providing further assurance for product owners that applications meet quality standards.

Expand Capability & Capacity

Embed enablers into daily work

Eliminate toil intentionally

Practice psychological safety

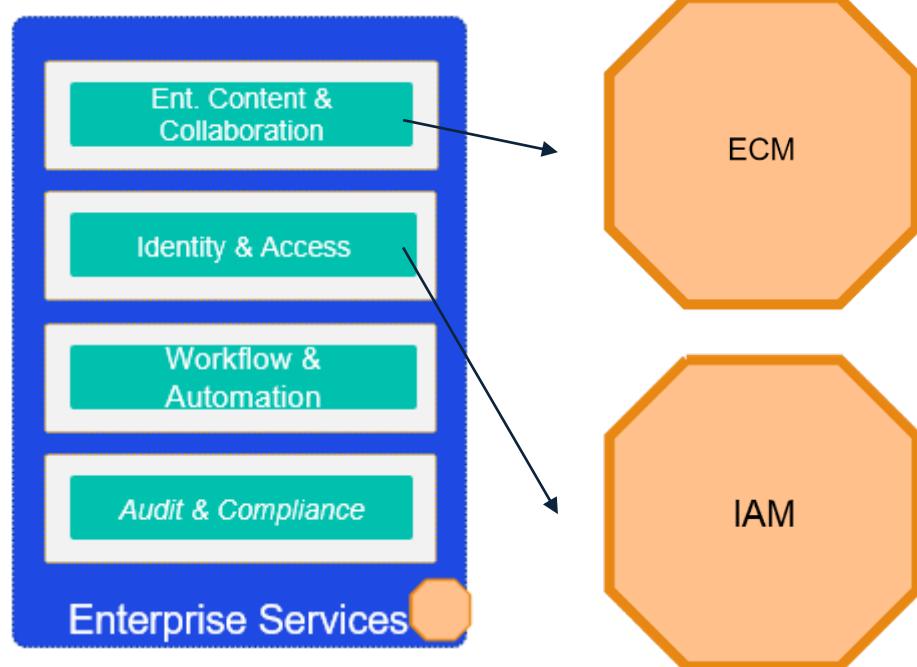
Provide adequate trainings

# A case in point

Examples of applying these maneuvers

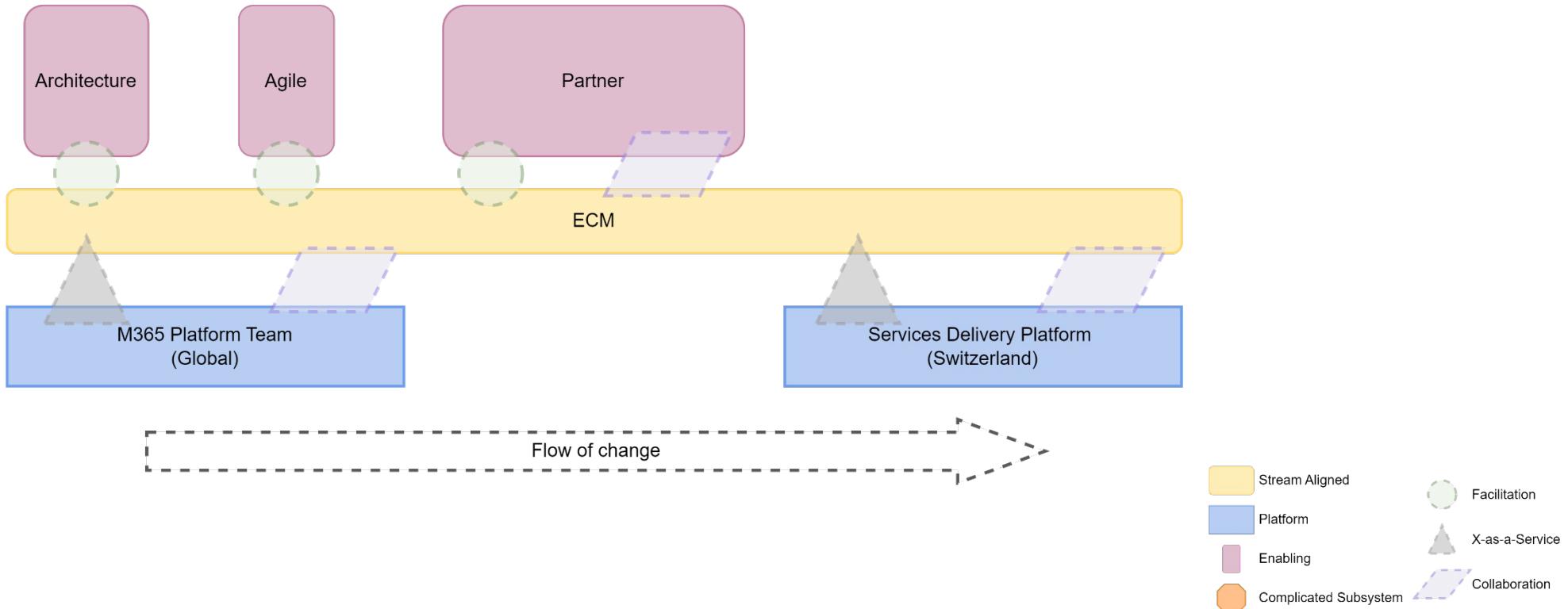
# A tale of two (complicated) subsystems

Domains designed along SME know-how and product specificities

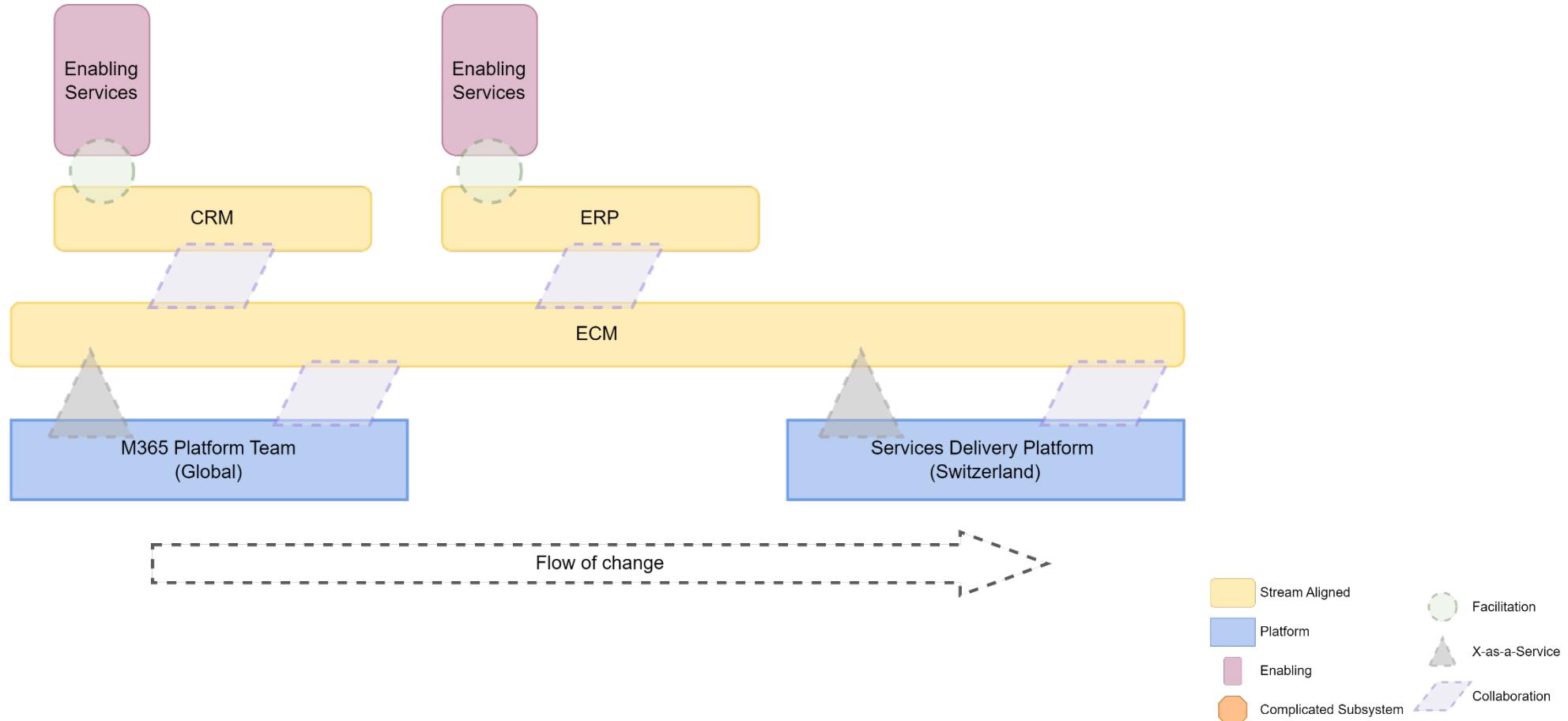


- *Technology & product mix*
- *Supply chain dependencies*
- *Socio-technical complications*
- *Complicated past !*

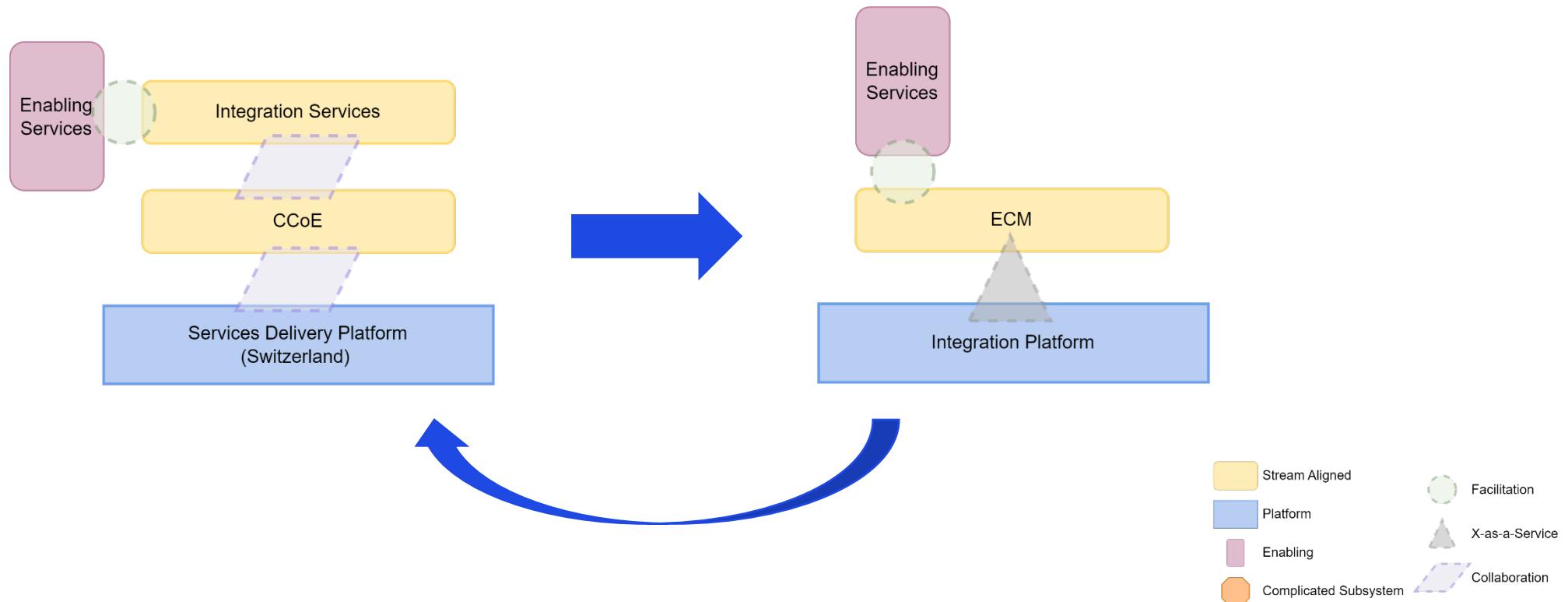
# Enterprise Content Management (ECM)



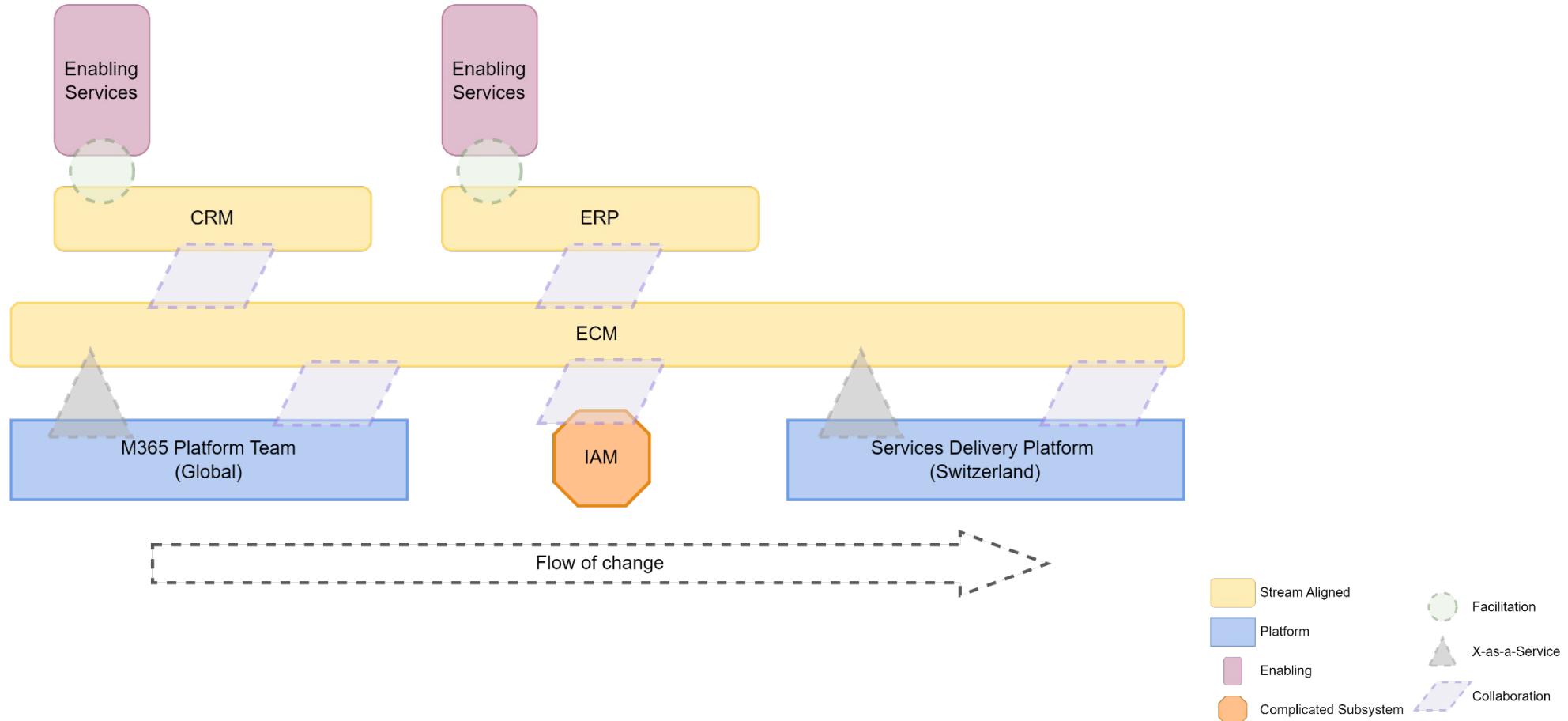
# Collaboration with other applications...



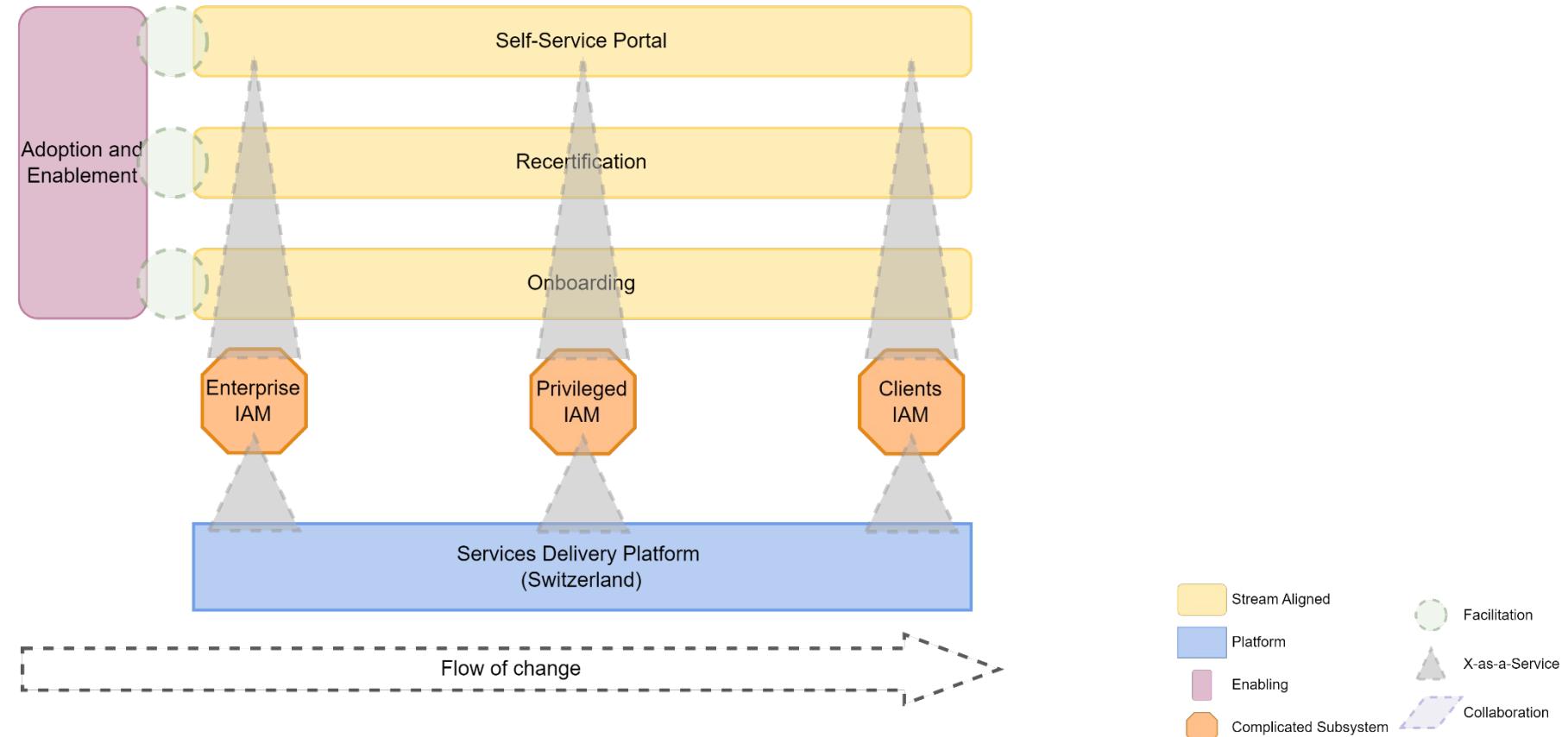
# ...triggered the need of a new value stream (fast flow in action)



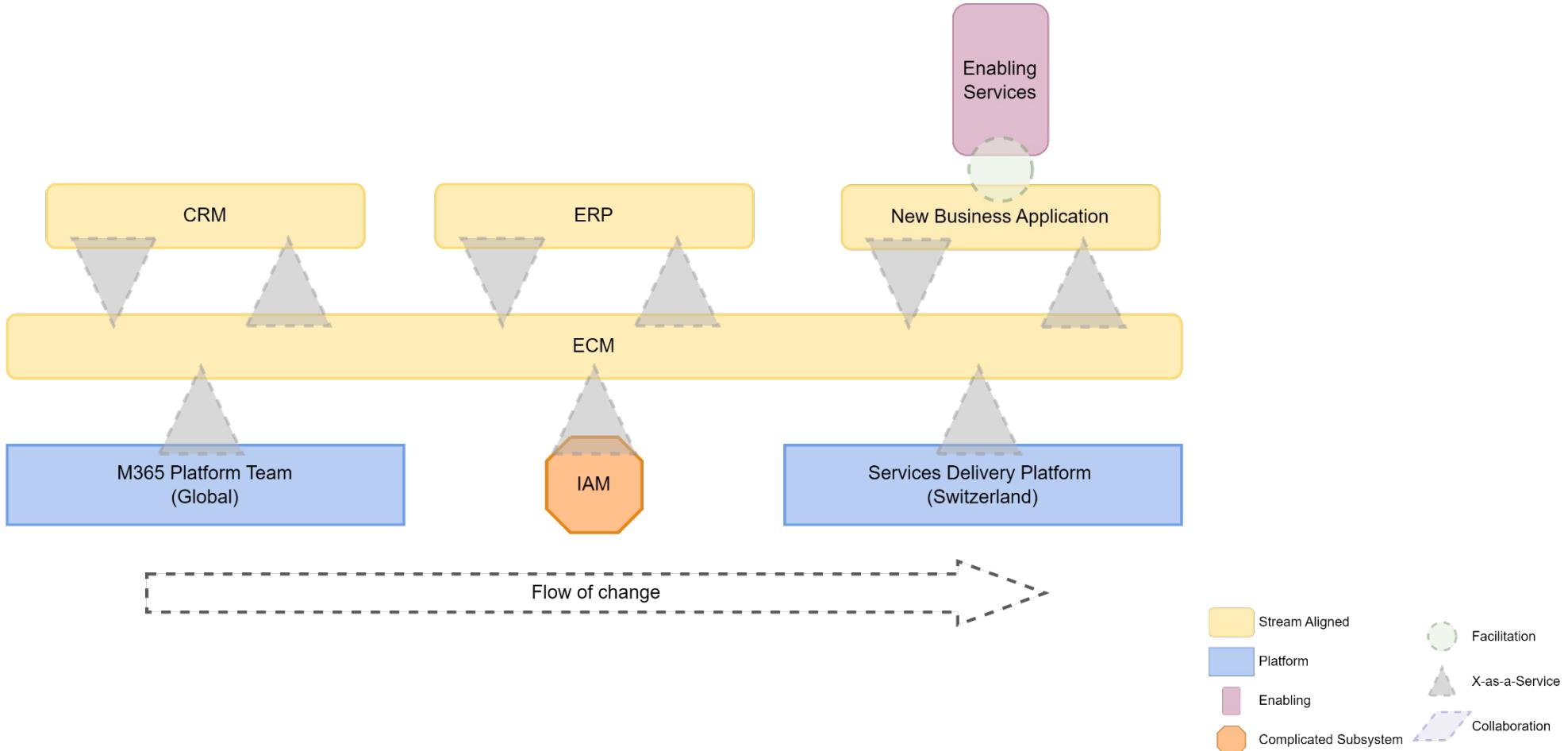
# Collaborating with the complicated neighbours



# Neighbour's complications are unique as well



# Neighbours evolve – service oriented interactions



# Takeaways

Points to reflect on and apply

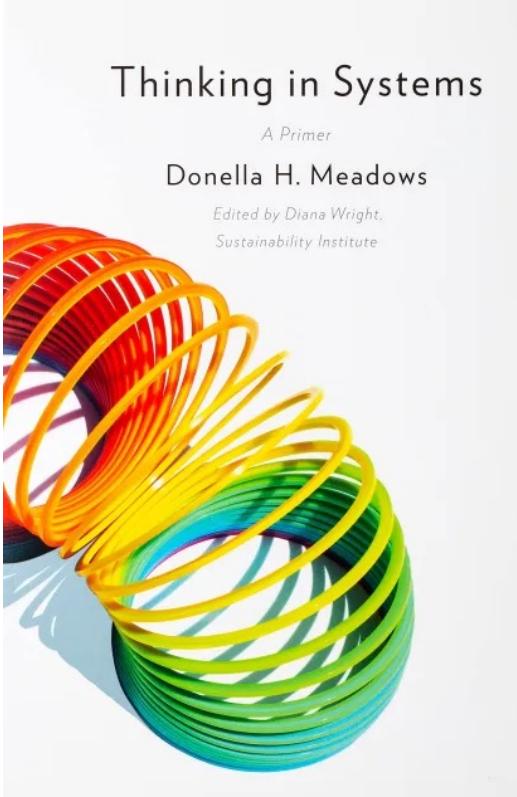
# **Key tips for implementing Team topologies successfully**

- » Harness diversity of fractured planes and options to suit your needs (see UnFix model)
- » Be patient with adoption of interaction patterns – path dependence fights hard
- » Don't optimize for flow at the expense of team's collective cognitive capacity
- » Ensure inclusion of GRC teams to avoid process & governance surprises during delivery flow
- » It's all about people – be ready to hire, upskill and reorient for your teams (see right fit, wrong fit)
- » Invest in enablement and platform teams, it will benefit in mid to long run

# Meta tips (sorry no tricks 😊)

- » **Team topologies within IT or engineering is local optima, apply holistic approach through multi-disciplinary model**
- » **Governance and budgets are stronger influencers than intent so include both as primary design elements of your architecture**
- » **Avoid getting stuck in “right sized” team game, instead conduct dynamic re-teaming experiments**

# Inspiration from Donella Meadows (repurposed!)



*“There are no separate teams.  
The organization is a continuum.  
Where to draw a boundary  
around a team depends on the  
purpose of the discussion.”*

# Our ask...

## Team topologies @ scale, beyond single product/service boundaries

How do organizations adopt team topologies for reorientation of mid-large scale portfolios



## Complementing Value stream orientation with Team topologies

How these two complementary styles have informed team design across (and within) a bounded context (org. portfolio)

## No-Team's Land – what aspects are difficult to allocate to #teamtopologies team types

How do teams address the services that everyone wants to be done, but hesitate to own..

## Let's connect and reflect

There is lot to learn and we are just getting started

<https://www.linkedin.com/in/marceloancelmo/>

<https://www.linkedin.com/in/dinkargupta/>

“

Coming together is a beginning.  
Keeping together is progress.  
Working together is success.

Henry Ford

@dinkargupta @marceloancelmo

#daretodo #sustainablebusinessagility #together4better