**Two-Pizza Team Rule**

The **Two-Pizza Team Rule** says a team should be small enough to be fed by two pizzas—practically, **about 10 people or fewer**. The point isn’t the pizza; it’s keeping **communication overhead** low so a team can decide, build, test, and ship without getting stuck coordinating across too many people. The Scrum Guide lands in the same range (“small enough to remain nimble… typically 10 or fewer”), which supports the idea that small, empowered teams move faster (Schwaber & Sutherland, 2020). Amazon popularized the concept to drive autonomy and speed across product teams (AWS Executive Insights, n.d.).

**Two quick examples:**

* **Checkout squad (6–8 people):** PM, designer, 4–5 engineers. They own the checkout flow end-to-end—code, tests, dashboards, on-call. Decisions stay inside the squad, so they release small changes several times a week and resolve issues quickly.
* **Internal developer portal team (5–7 people):** They run the “paved road” (templates, CI/CD, docs). By removing toil for everyone else, product squads stay small and focused on customer outcomes instead of reinventing pipelines.

**Advantages.**

* **Speed & focus:** fewer lines of communication, quicker decisions, shorter lead time.
* **Ownership:** one team owns the outcome and the on-call, which improves quality.

**Disadvantages (and how to avoid them).**

* **Silos/duplication:** many small teams can rebuild the same thing → use a **platform team** and shared standards to keep consistency.
* **Coordination on big projects:** large initiatives can stall → align through clear **APIs**, shared goals, and lightweight cross-team planning (don’t grow the team—split work).
* **Skill gaps:** fill with **enabling teams** (security, data, UX) that consult without taking ownership away.

**Bottom line:** team size is a **design choice**. Keep teams under ~10, give them a clear mission and real autonomy, and support them with platform capabilities so speed doesn’t turn into chaos.

**References:**

* AWS Executive Insights. (n.d.). *Amazon’s two-pizza teams*. <https://aws.amazon.com/executive-insights/>
* Schwaber, K., & Sutherland, J. (2020). *The Scrum Guide*. <https://scrumguides.org/scrum-guide.html>