

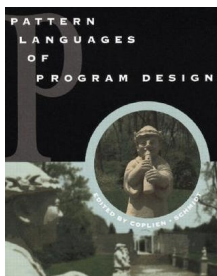
Resolve the Contradiction of Specialists within Agile Teams

Steve Berczuk
Fitbit

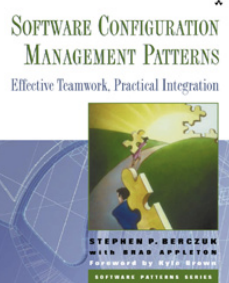
© 2017 Steve Berczuk

1

About Me



1995



2002

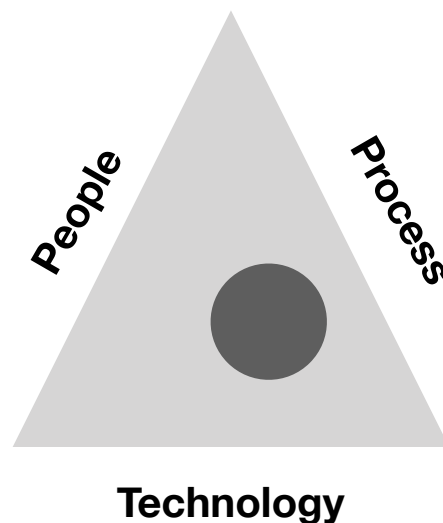


Find a course >

2005

Software
Development

Writing



© 2017 Steve Berczuk

Agenda

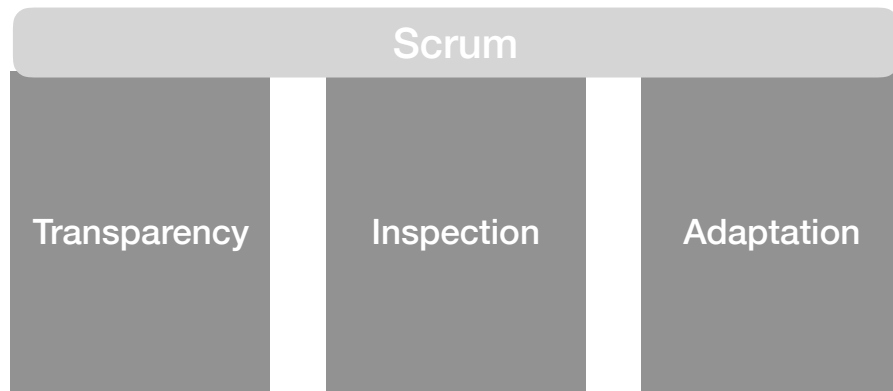
- Scrum Process & Principles
- Scrum and Scrum Teams
- Dealing with Growth & Kinds of Teams
- Specialization
- Questions/Discussion

© 2017 Steve Berczuk

Scrum Process & Principles

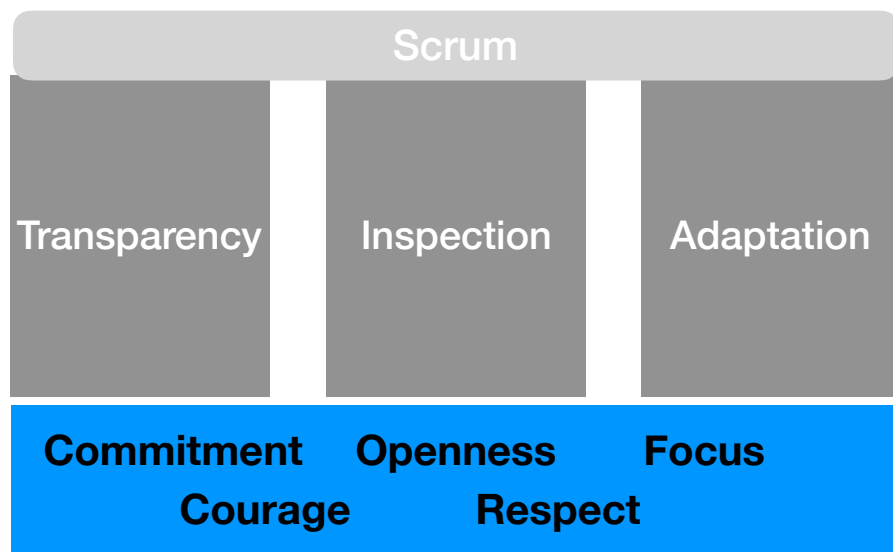
© 2017 Steve Berczuk

Scrum Pillars and Values

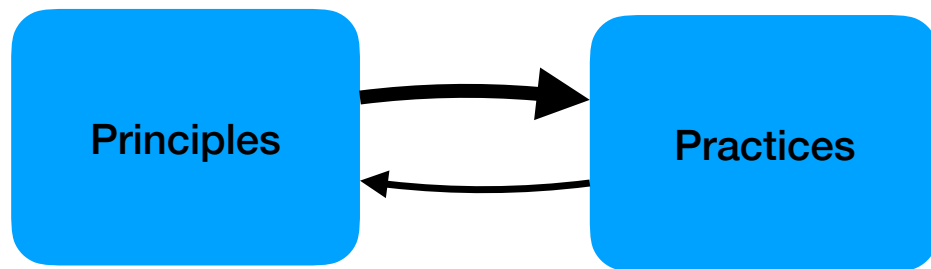


© 2017 Steve Berczuk

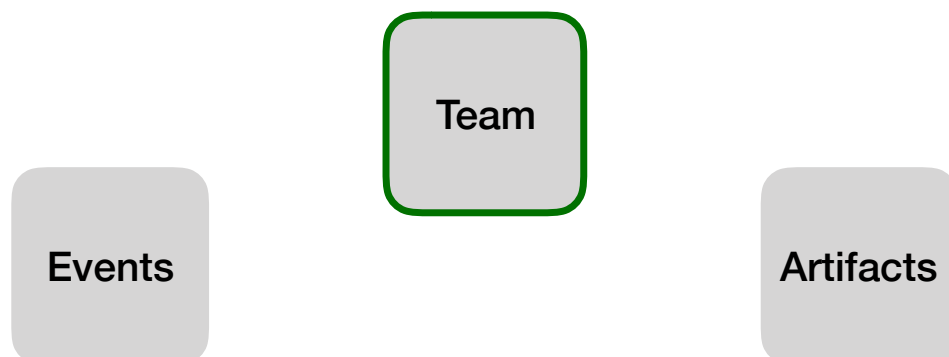
Scrum Pillars and Values



© 2017 Steve Berczuk



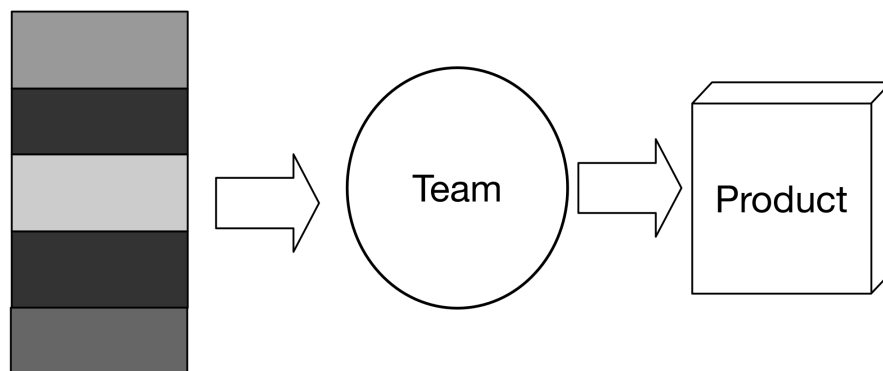
Scrum



Scrum Teams

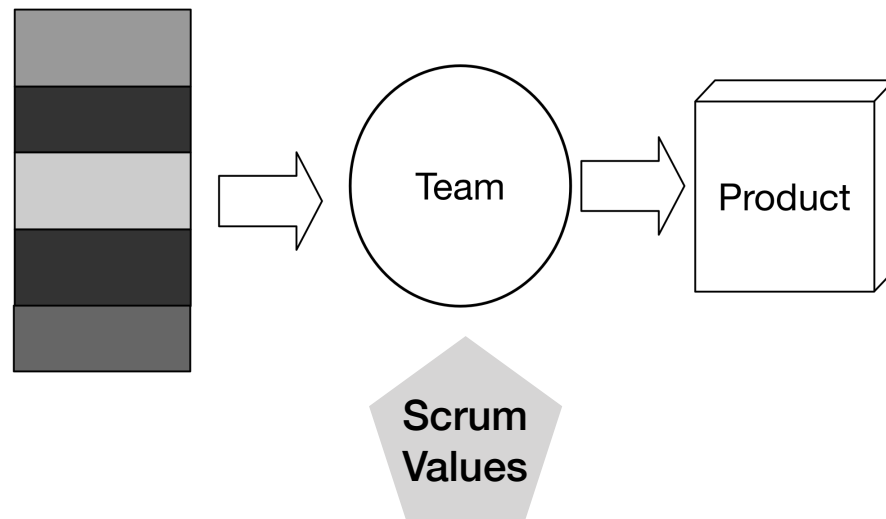
© 2017 Steve Berczuk

The Scrum Team



© 2017 Steve Berczuk

The Scrum Team



© 2017 Steve Berczuk

What is a “Scrum Team?”

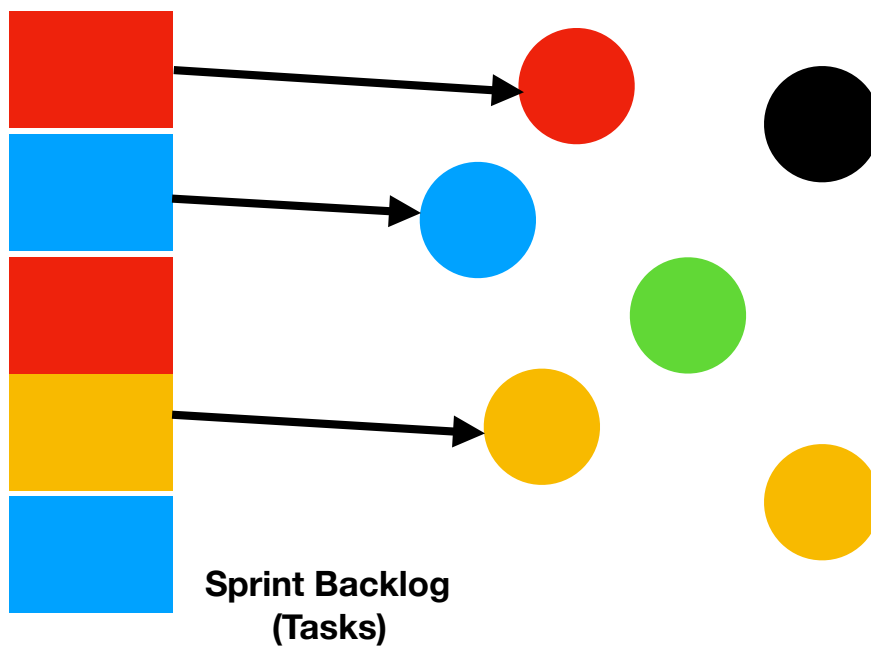
© 2017 Steve Berczuk

Scrum Teams

- Accountable
- Self Organizing
- Cross Functional
- “Atomic” (no sub teams)

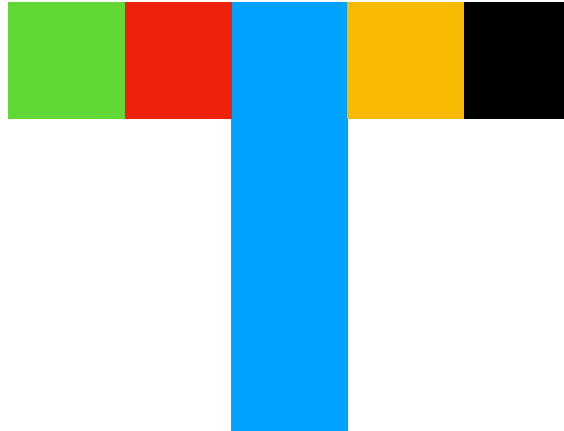
© 2017 Steve Berczuk

Blocking



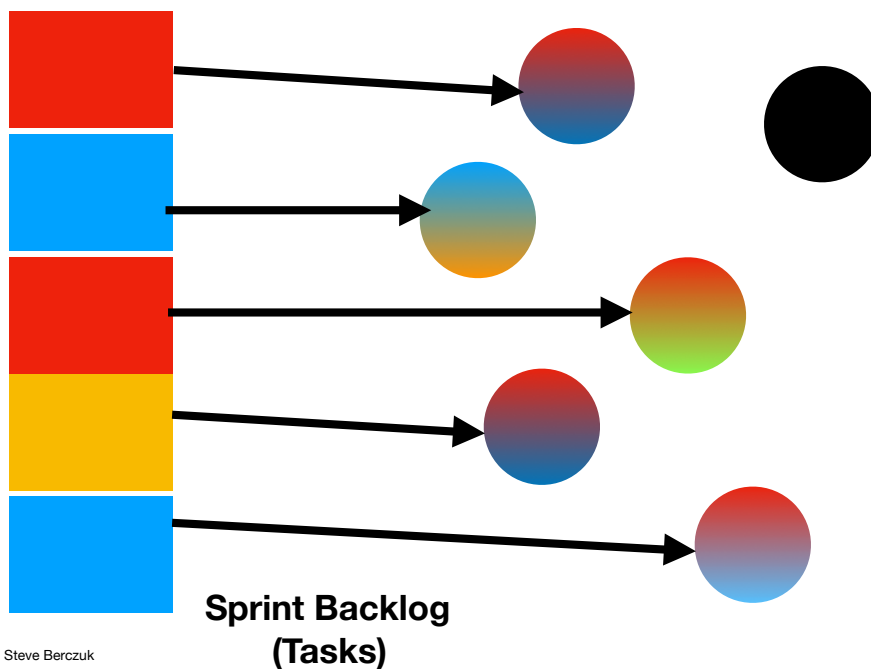
© 2017 Steve Berczuk

T Shaped Skills



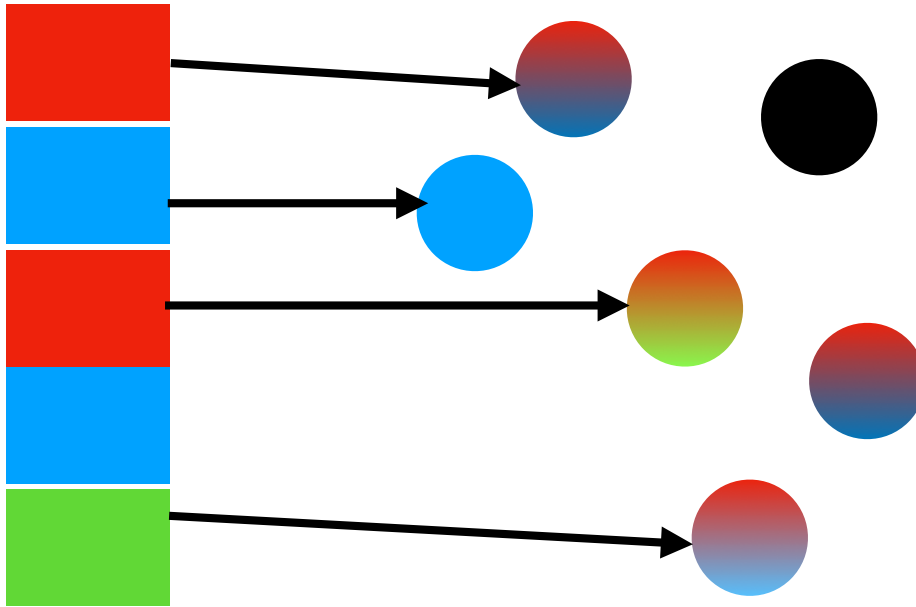
© 2017 Steve Berczuk

T-Shaped Skills



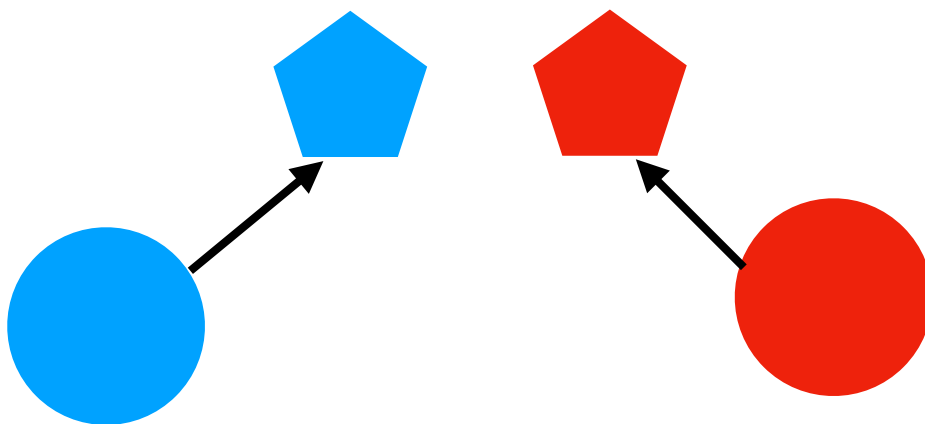
© 2017 Steve Berczuk

Reality



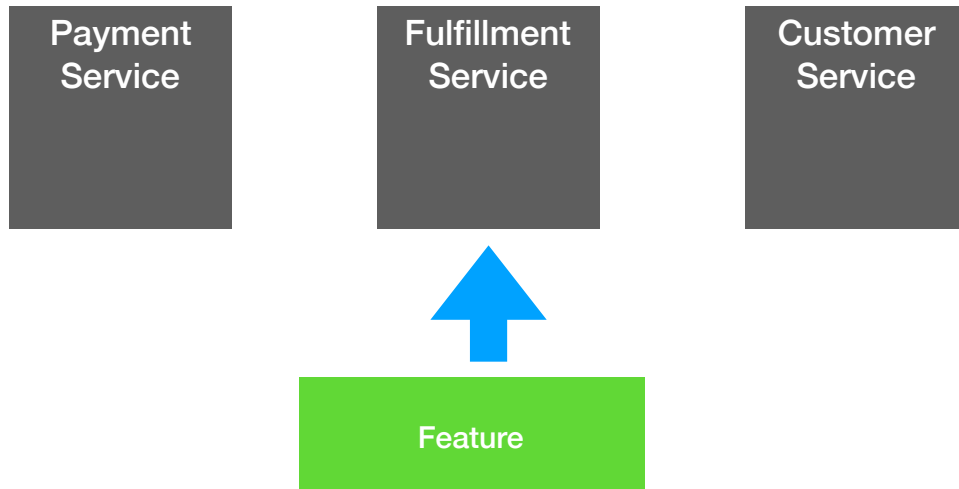
© 2017 Steve Berczuk

Teams and Features



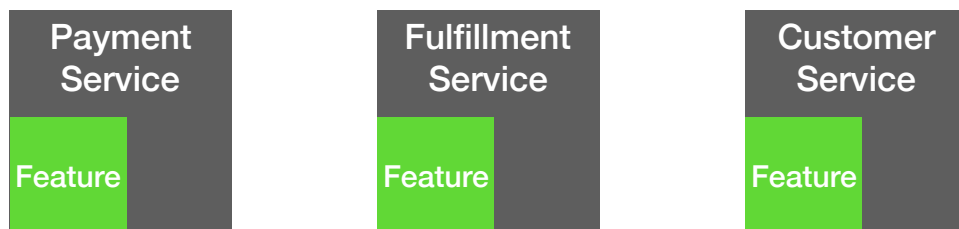
© 2017 Steve Berczuk

Aside: Feature v Application



© 2017 Steve Berczuk

Aside: Feature v Application



© 2017 Steve Berczuk

Growth

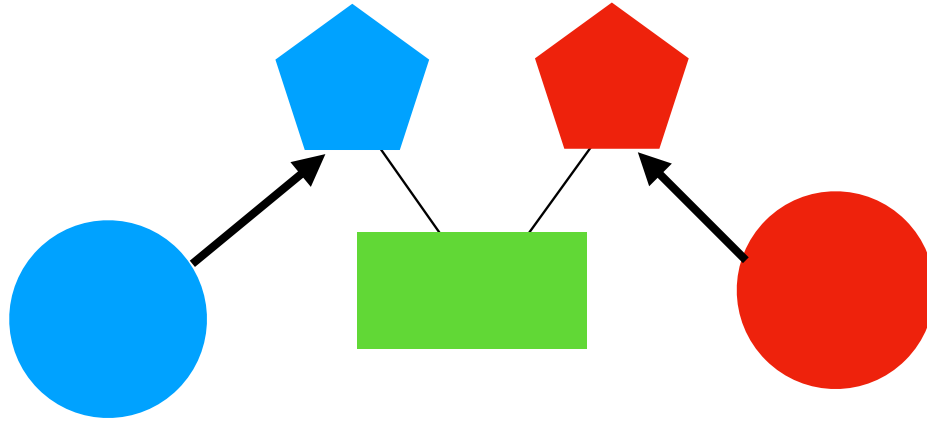
© 2017 Steve Berczuk

Growth Patterns

- Architecture
 - Common Components
- Location
 - Teams in multiple locations
 - Multi Location Teams (?)
- Technical and Domain Specialization

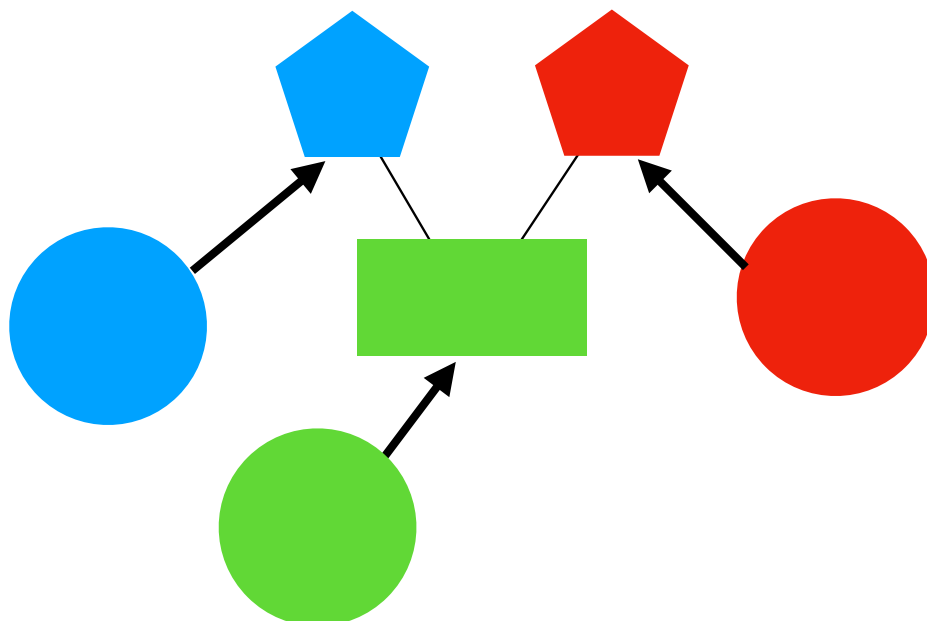
© 2017 Steve Berczuk

Teams and Components



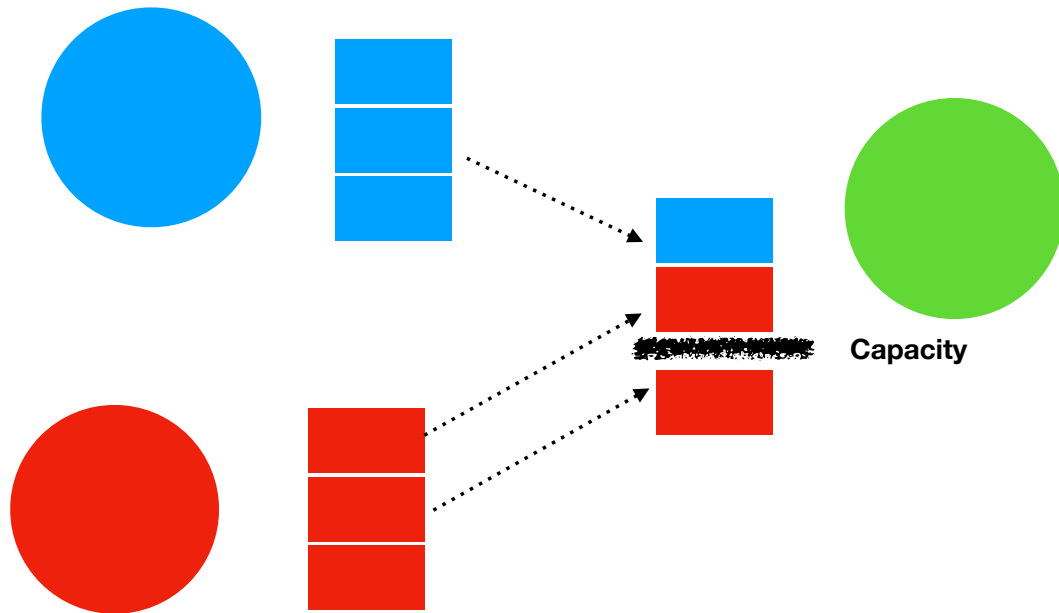
© 2017 Steve Berczuk

Components & Features



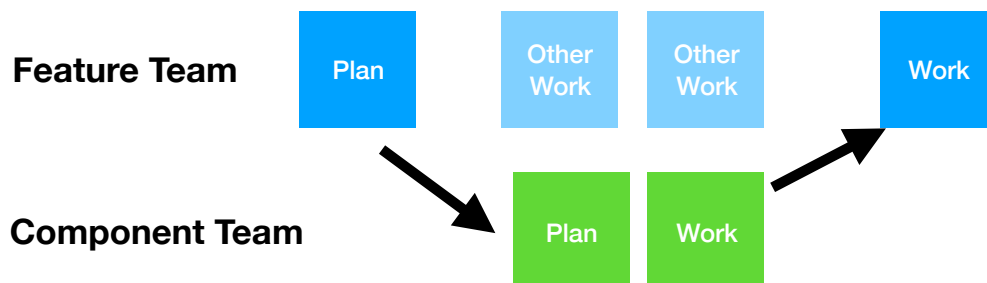
© 2017 Steve Berczuk

Component Team Backlogs



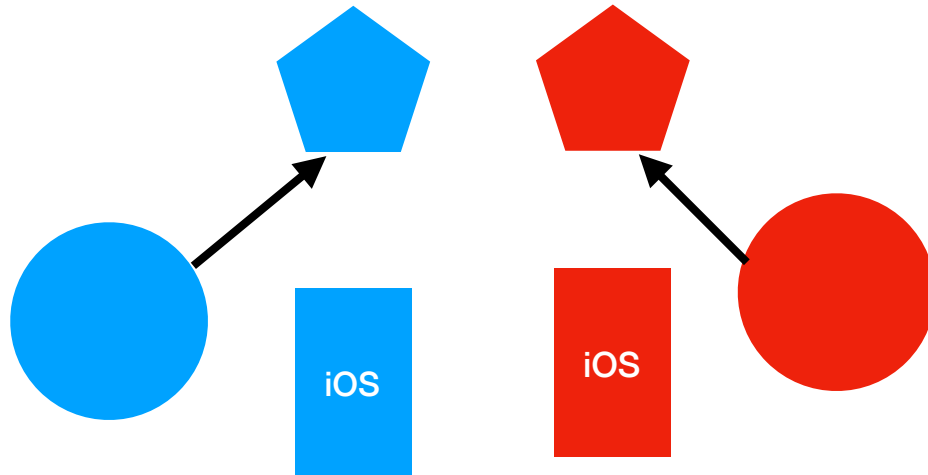
© 2017 Steve Berczuk

Dependencies in Time



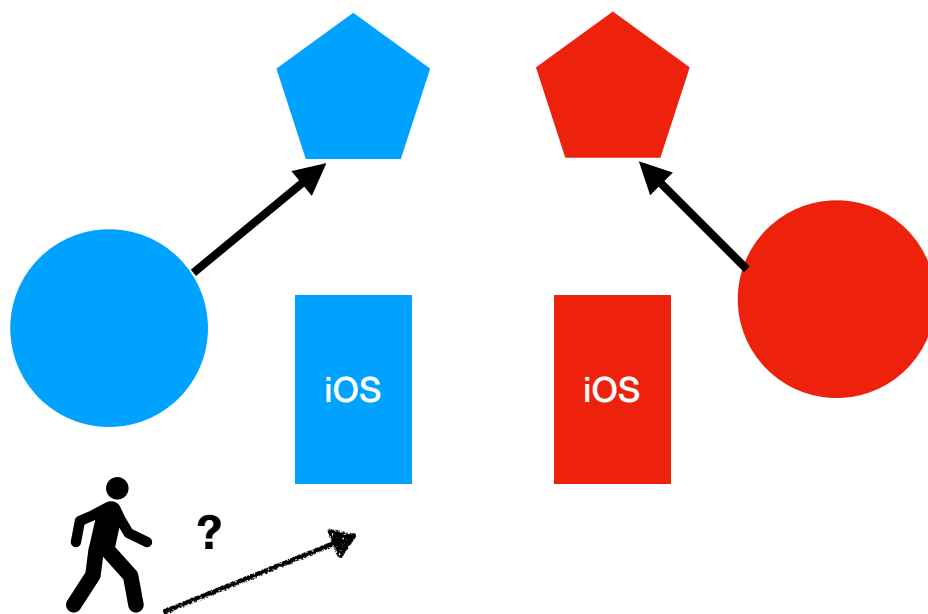
© 2017 Steve Berczuk

Teams and Specialties



© 2017 Steve Berczuk

Teams and Specialties

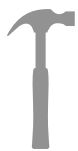


© 2017 Steve Berczuk

Specialization

© 2017 Steve Berczuk

**These are all
Engineering Skills**



© 2017 Steve Berczuk

Expertise, Training & Learning

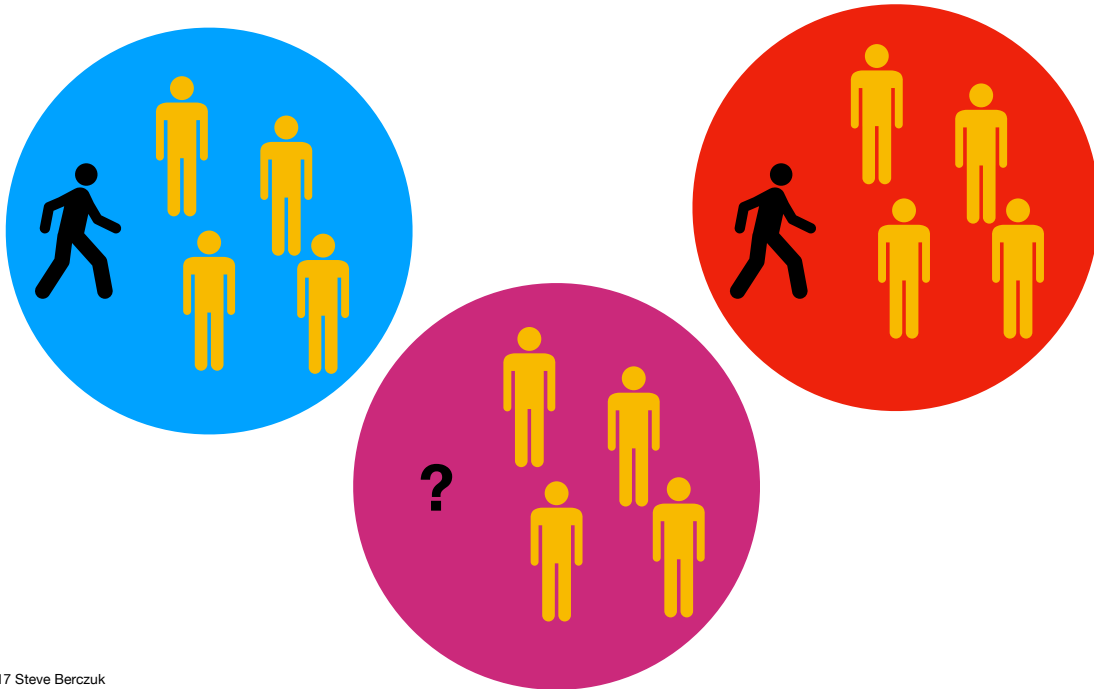


© 2017 Steve Berczuk

Specialists: Options

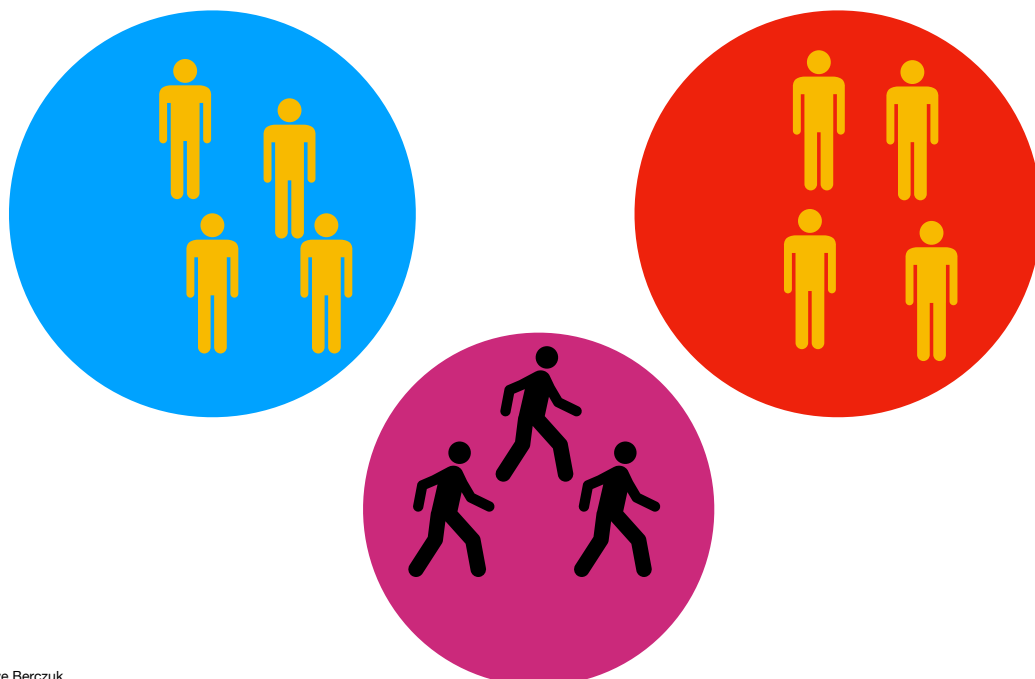
© 2017 Steve Berczuk

Embedded Specialist



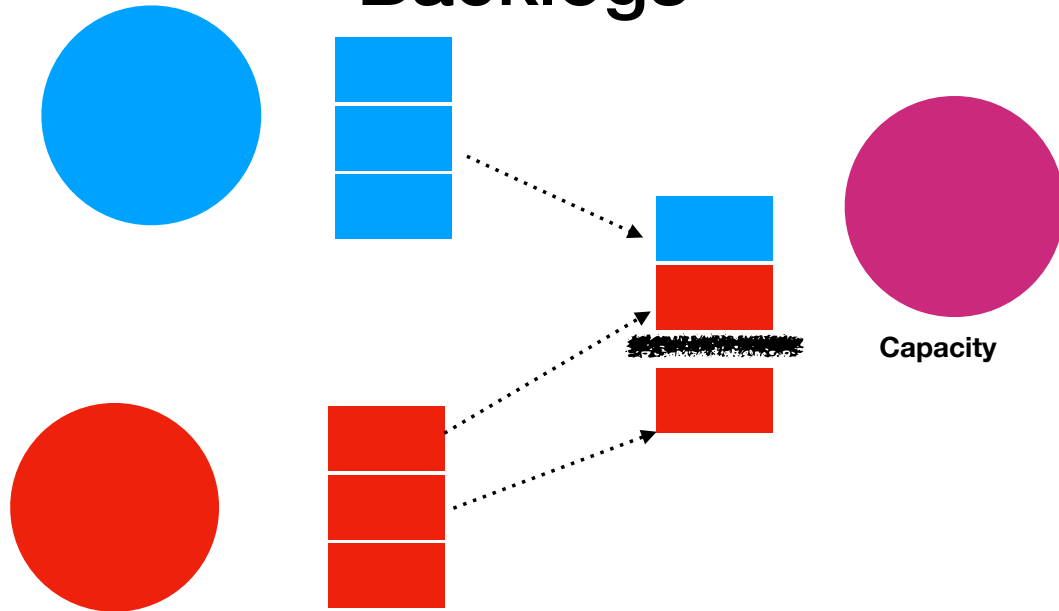
© 2017 Steve Berczuk

Specialist Component Team



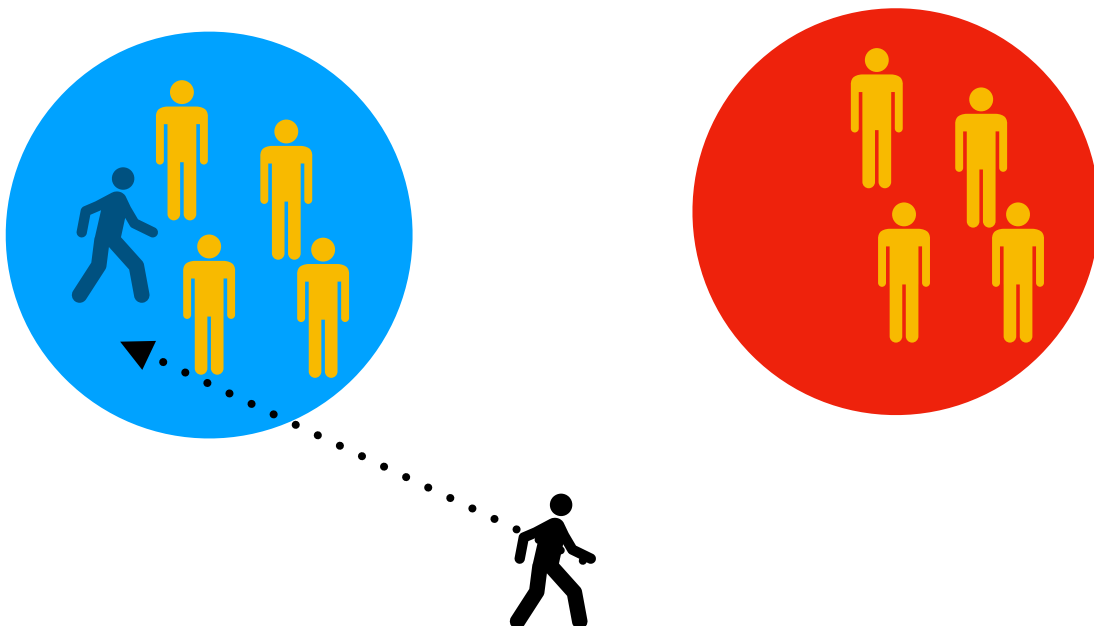
© 2017 Steve Berczuk

Specialist Component Team Backlogs



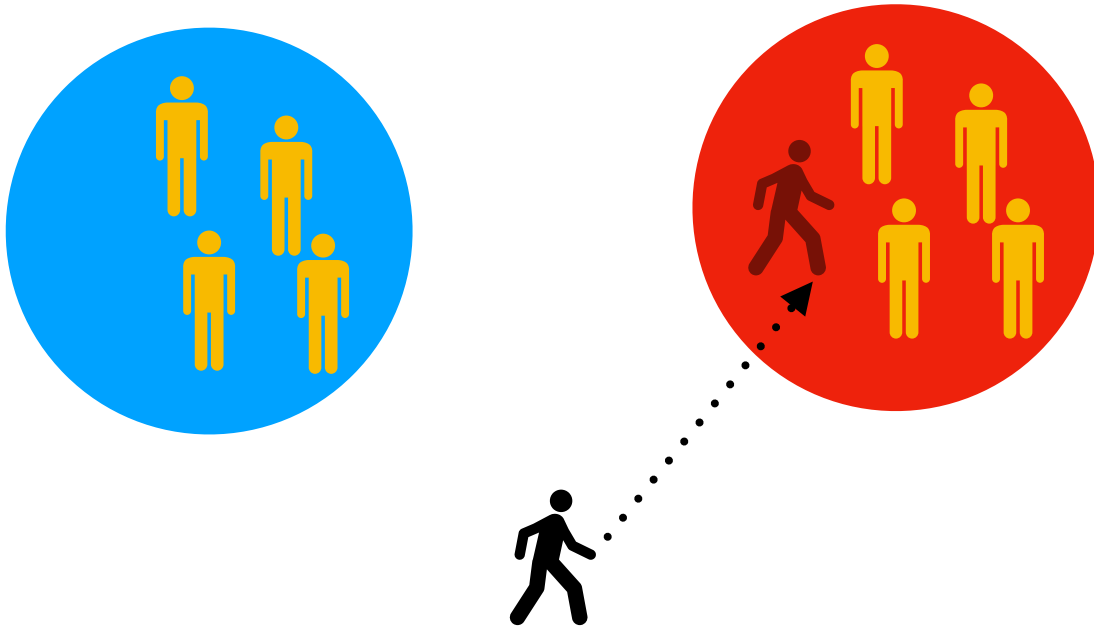
© 2017 Steve Berczuk

Consulting Model



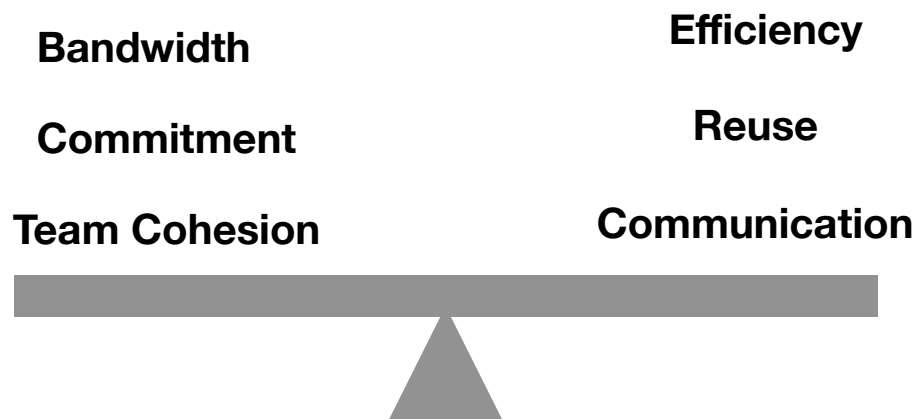
© 2017 Steve Berczuk

Consulting Model



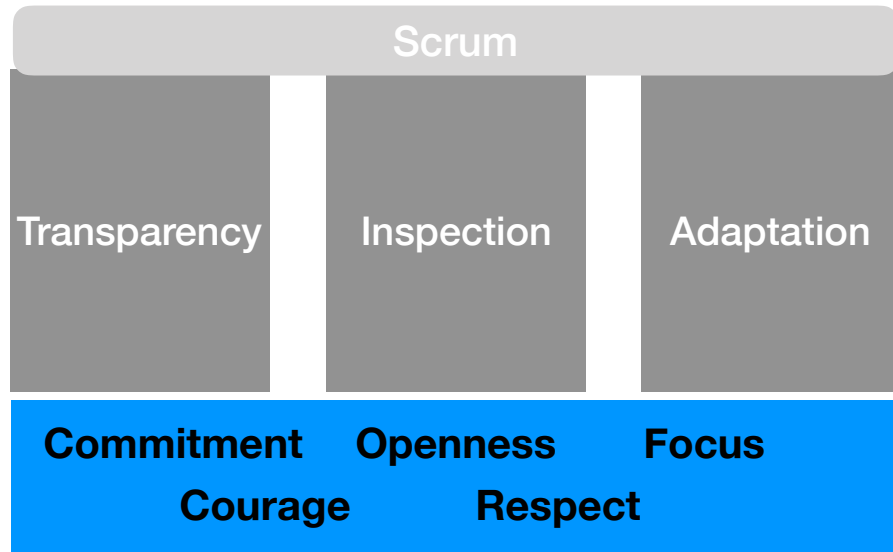
© 2017 Steve Berczuk

Balance



© 2017 Steve Berczuk

Scrum Pillars and Values

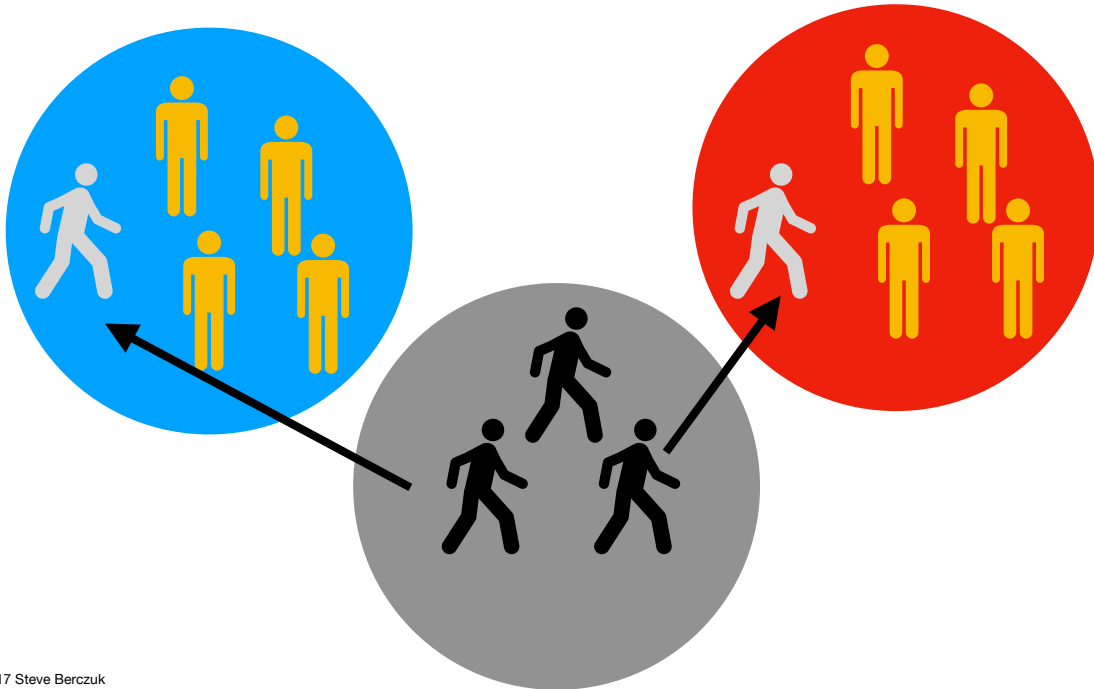


© 2017 Steve Berczuk

Specialist Teams

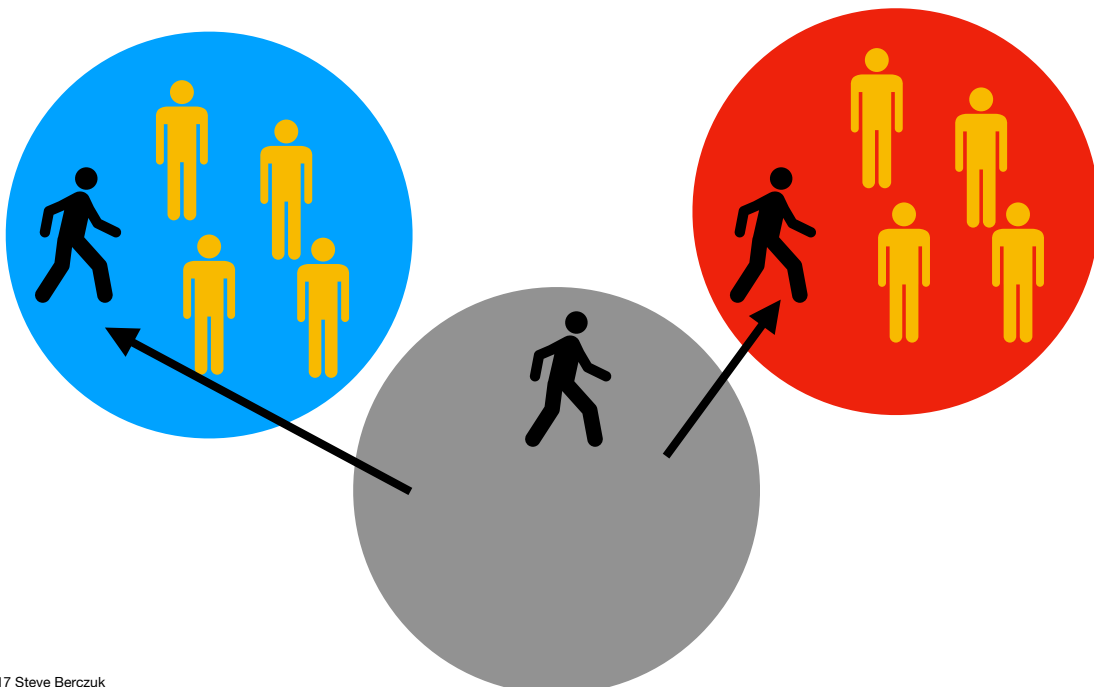
© 2017 Steve Berczuk

Specialist Teams



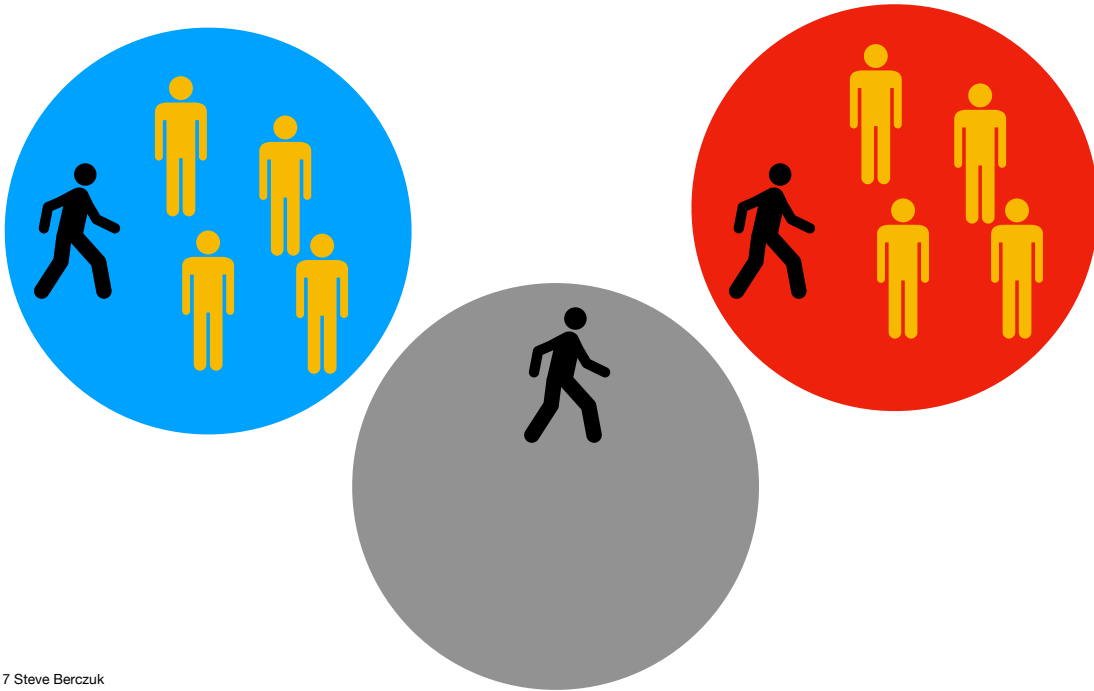
© 2017 Steve Berczuk

Specialist Teams



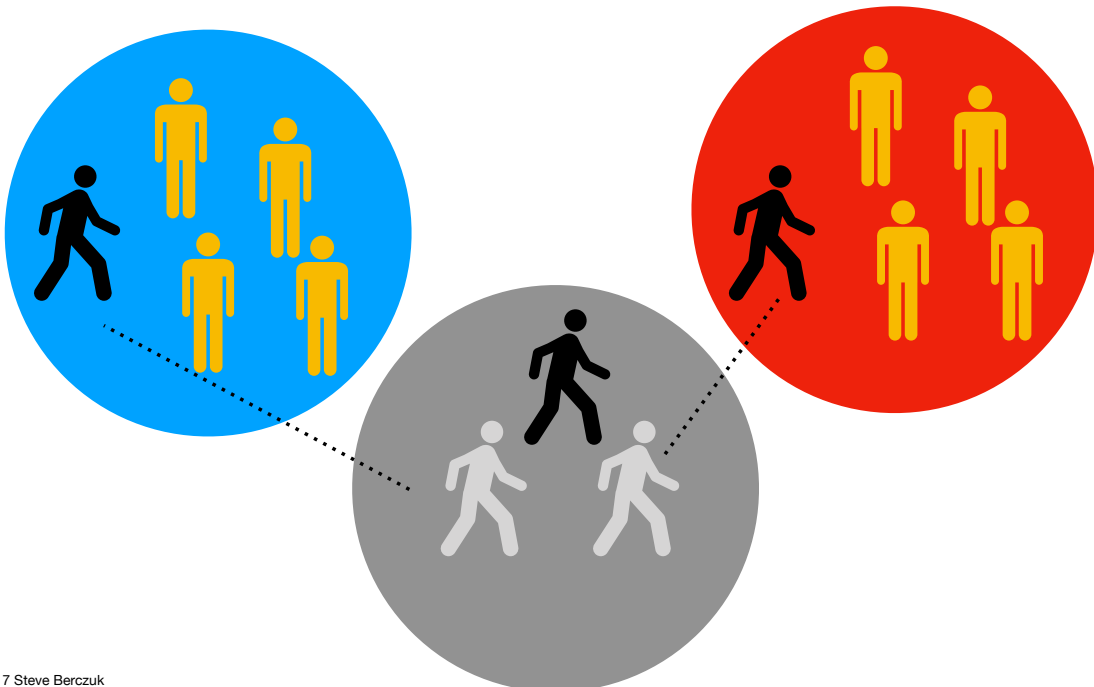
© 2017 Steve Berczuk

Specialist Teams



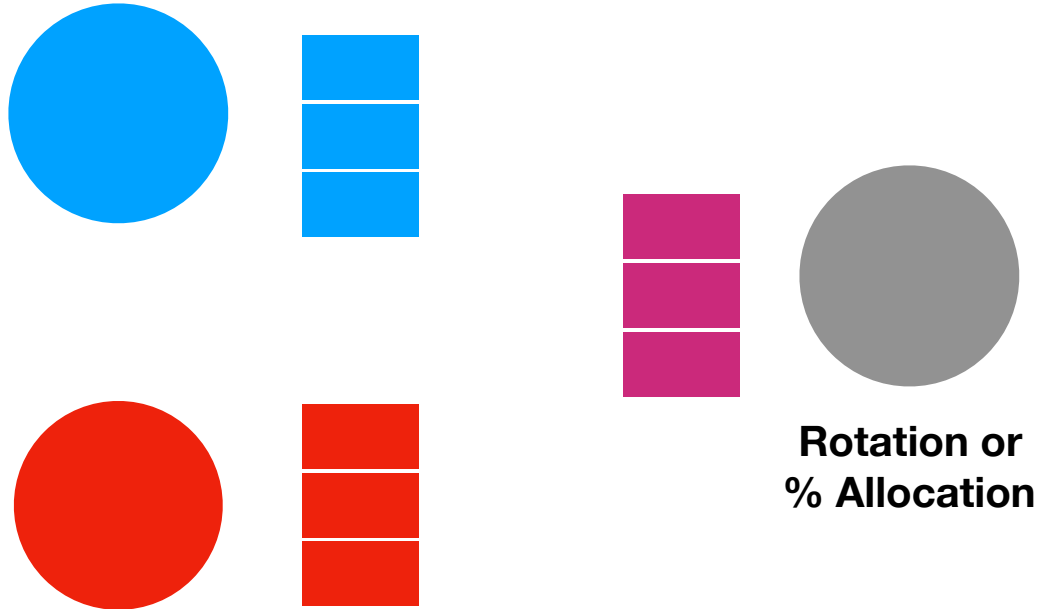
© 2017 Steve Berczuk

Specialist Teams



© 2017 Steve Berczuk

Specialist & Team Backlogs



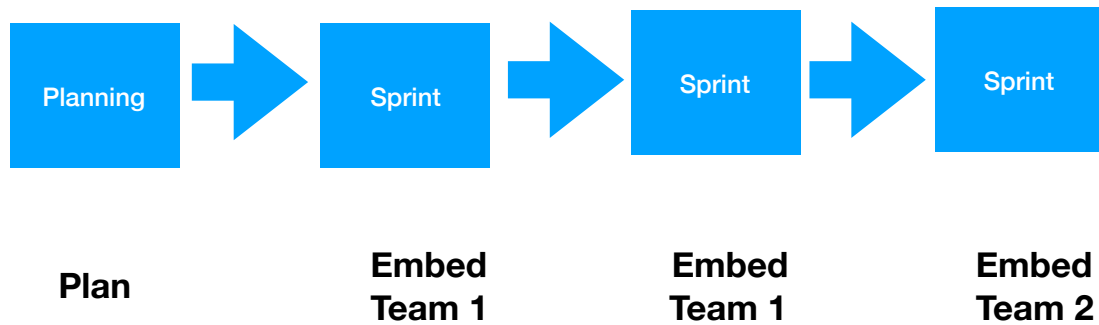
© 2017 Steve Berczuk

Specialist Teams

- **Embed** with Scrum Teams for **multiple sprints**
- Train, **Coach**, and Build Infrastructure
- Identify **Common Needs** Across Teams
- **Share** Knowledge Across Teams
- Build **Shared Tools** and Frameworks

© 2017 Steve Berczuk

When?



© 2017 Steve Berczuk

Example: Test Automation

© 2017 Steve Berczuk

Example: DBA

© 2017 Steve Berczuk

Benefits: Knowledge Sharing

- Embedding for a period of time -> Commitment
- Sharing of knowledge and techniques
- Creation of communication channels between teams

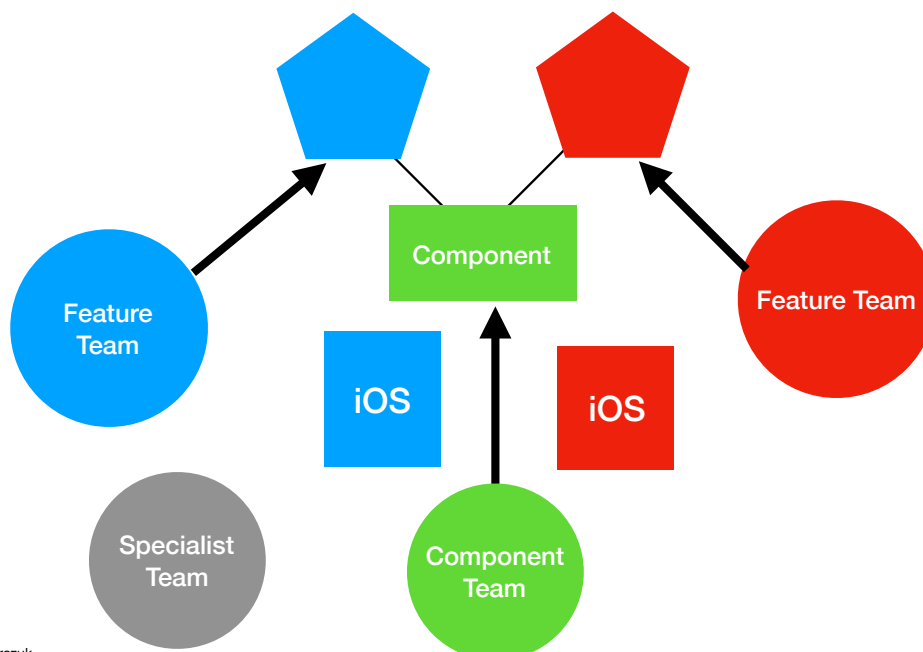
© 2017 Steve Berczuk

Other Approaches to shared Special Tools

- Collective Code Ownership
 - Teams make changes as needed & Share (versioning)
 - Internal Open Source (Specialists as gatekeepers)
- Component Team
 - Need to stay close to needs/use

© 2017 Steve Berczuk

Types of Teams



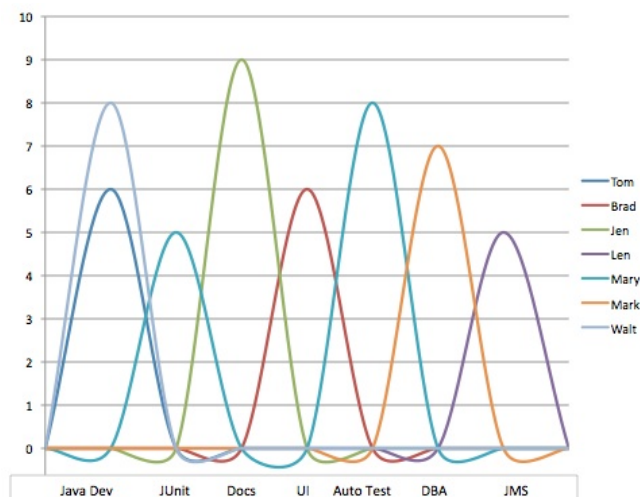
© 2017 Steve Berczuk

Things to Do

- Visualize your team's skill set
 - Jan Beaver Visualizing Cross Functionality
- Identify gaps
- Consider how you organize teams

© 2017 Steve Berczuk

Visualization



<https://coachingagile.blogspot.com/2012/02/visualizing-cross-functionality-with.html>

© 2017 Steve Berczuk

Summary

- Feature Teams
 - Build Features (Customer Visible)
- Component Teams
 - Build Shared Components
- Specialist Teams
 - Embed with Feature and Component Scrum Teams
 - Most members are embedded in other Scrum Teams
 - Enable Teams to forecast more accurately with less overhead

© 2017 Steve Berczuk

Questions?

© 2017 Steve Berczuk

Contact

- Twitter: @sberczuk
- Linked In: steveberczuk
- steve@berczuk.com
- www.berczuk.com