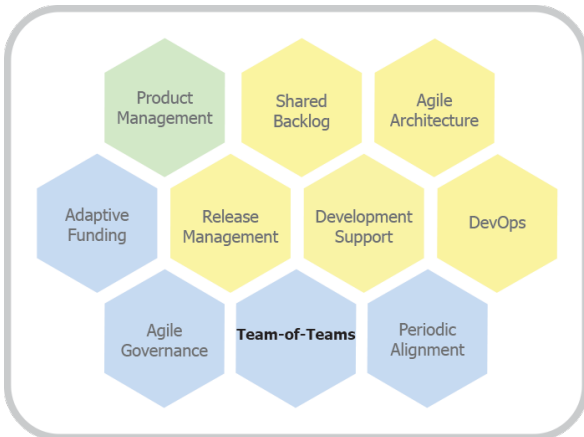




Team-of-Teams Essentials

Part of the IJI Agile at Scale Practice Pack



Agile at Scale practices provide a starter kit that describes key common aspects of scaled agile development. Each practice contains cards that provide succinct advice on how to adopt and apply the practice

Practice Overview

Achieve a collectively high-performing team of collaborating teams.

Activities – the things we do

- **Practice Cross-Pollination:** Teams share lessons learned and other knowledge, including good and bad experiences with tools and practices, and cross-skill through events such as coding dojos.
- **Evolve Team Organization:** The teams agree how they should be organized to minimize dependencies and collaborate effectively when working on tasks that cut across teams.

Patterns - supporting practice guidance

- **Collaboration Lead:** An experienced agile coaching capability focused on ensuring that teams of teams can and do collaborate and communicate successfully to achieve shared goals.
- **Scrum-of-Scrums:** An effective way to ensure ongoing communication and collaboration across many teams is a short, frequent regular meeting of representatives from all the teams.
- **Team-of-Teams Get-Together:** Have a regular co-located event with as full attendance as possible from all the collaborating teams, e.g. 2 or 3 days in duration, e.g. every 2 or 3 months.
- **Feature Team:** Teams are aligned to customer value and every team can and does build, test and make release-ready new user-facing value.
- **Component Team:** Teams are organized around top-level components of the system architecture. This works well when a software system is relatively new to build up the core capabilities of each component.

Resources - referenced external sources of information and content

- This practice description uses the OMG Essence standard, with key concepts like Activities, Work Products, Alphas and Patterns being defined by this standard (<http://www.omg.org/spec/Essence/>).
- **Scrum-of-Scrums:** First described by Jeff Sutherland in 2001 in *Agile Can Scale: Inventing and Reinventing Scrum in Five Companies* - see <http://guide.agilealliance.org/guide/scrumofscrums.html>.
- **Coding Dojo:** An in-house variant of a CoderDojo - see <https://en.wikipedia.org/wiki/CoderDojo>.
- **Feature Teams:** See for example Ch.7 of *Scaling Lean and Agile Development* by Craig Larman and Bas Vodde [Addison-Wesley 2009].
- **Component Teams:** See for example "Conway's Law" pattern in *Organizational Patterns of Agile Software Development* by James Coplein & Neil Harrison [Prentice Hall 2007]. For comparison with Feature Teams see Ch.7 of *Scaling Lean and Agile Development* by Craig Larman & Bas Vodde [Addison-Wesley 2009].
- **Team-of-teams Get-Together:** See for example Spotify "Hack Weeks" as described in *Spotify Engineering Culture - Part 2* (<https://vimeo.com/94950270>, Henrik Kniberg April 2014).

Creating winning teams.