

From Strategy to Practice:

Insights on How Team Topologies Drives Organizational Success

Manuel Pais
co-author of *Team Topologies*

Team Topologies

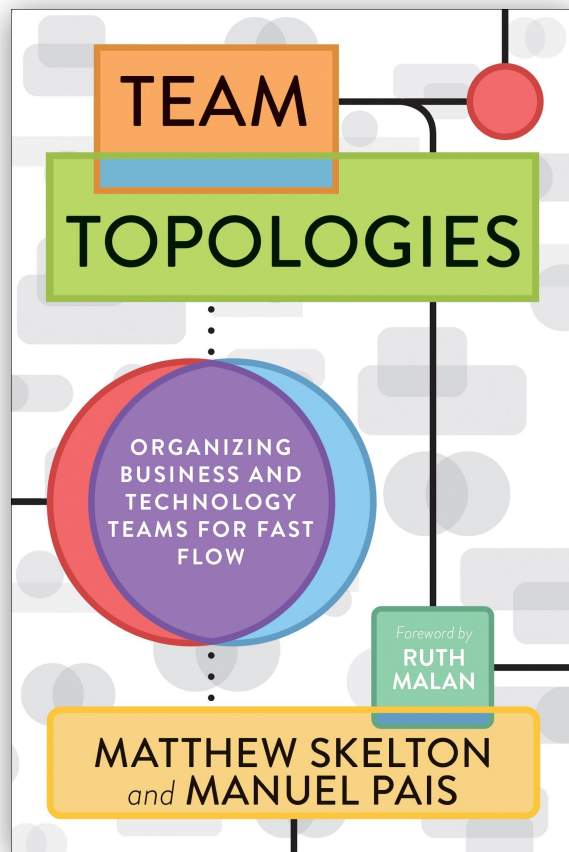
Organizing business and technology teams for fast flow

Matthew Skelton & Manuel Pais

IT Revolution Press, 2019

teamtopologies.com/book

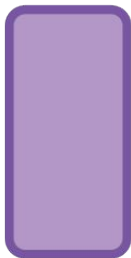
Over 175k copies sold



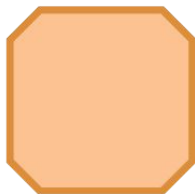
Four Team Types



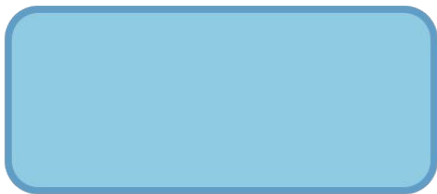
Stream-aligned
team



Enabling team

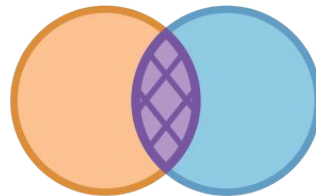


Complicated-
subsystem team

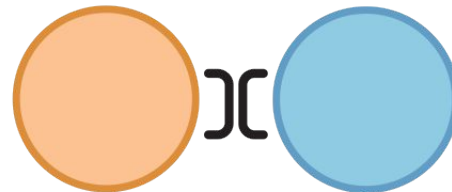


Platform team

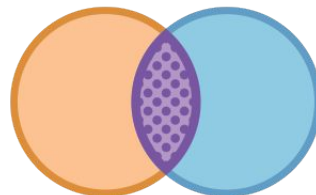
Three Interaction Modes



Collaboration



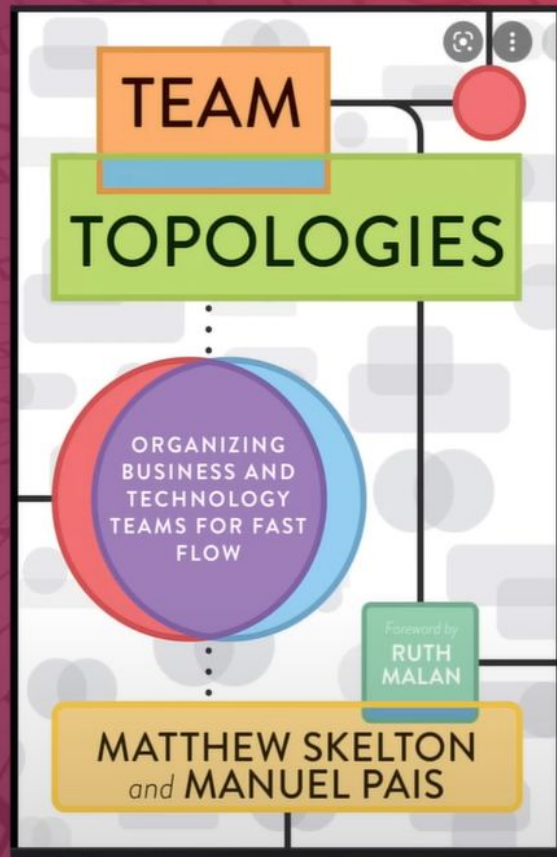
X-as-a-Service



Facilitating



*“one of the
most
important
books written
in the last
decade”*

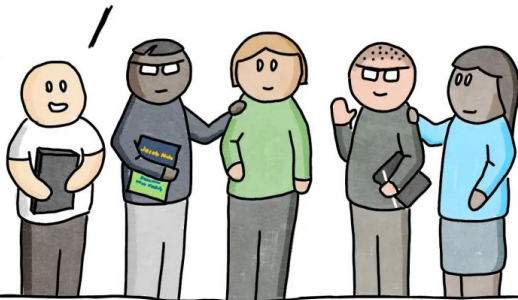


Comic Agilé

Team Topologies

The Stream-Aligned Team

We're so cross-functional and generalized that we're not really good at anything.



The Enabling Team

We're supposed to teach our competencies to the other teams, but we just do the work ourselves. It's much faster.



The Complicated Subsystem Team

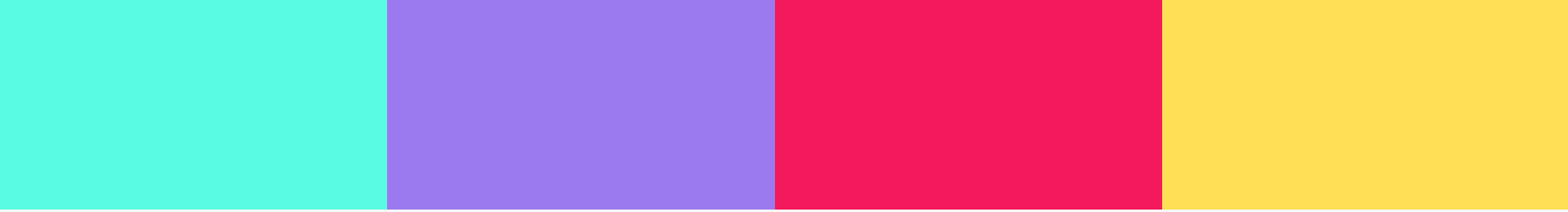
People think that our system requires very advanced competencies, but we just don't want to share our knowledge.



The Platform Team

Without us, the stream-aligned teams couldn't deliver any value. Also, we hate talking to end-users. And all other people.





**No single approach will
solve all your problems**



Susanne Kaiser
Independent Tech
Consultant

ADAPTIVE SOCIO-TECHNICAL SYSTEMS WITH ARCHITECTURE FOR FLOW

📅 Thu, Oct 3rd 2024, 11:15 CET

📍 TAP1, Breakout 2

In a world of rapid changes and increasing uncertainties, organisations have to continuously adapt and evolve to remain competitive and excel in the market.

*“This talk will address how **Team Topologies**, **Wardley Mapping**, and **Domain-Driven Design** can be **combined as Architecture for Flow** to design and evolve adaptive, socio-technical systems that are optimized for a fast flow of change.”*

Team Topologies is
a socio technical approach
to increase flow and happiness

***44% of full-time employees
experience burnout 🧨🧨***

<https://www.cio.com/article/657960/burnout-an-it-epidemic-in-the-making.html>

“We are on a mission to make work more humane and more effective for everyone via Team Topologies patterns and principles.”

<https://teampatterns.com/mission>

“fast flow means multiple ongoing streams of value to customers via software-enriched services done rapidly, safely, and sustainably *”

*** at least daily**

Challenges for modern organizations

How to grow sustainably?

Challenges for modern organizations

How to grow sustainably?

How to become high performing?

Challenges for modern organizations

How to grow sustainably?

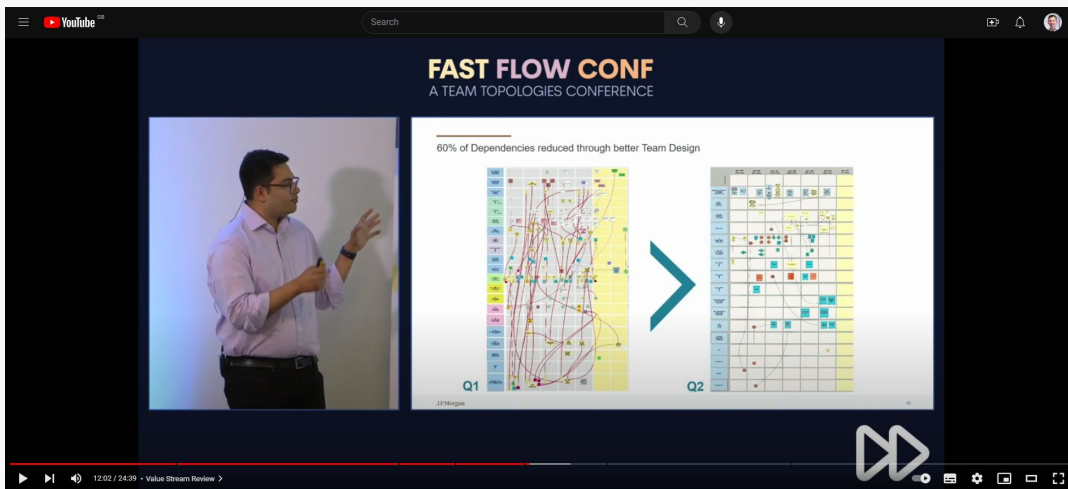
How to become high performing?

How to engage employees?

**Slow delivery due to
high coupling between teams**

JP Morgan [Finance]

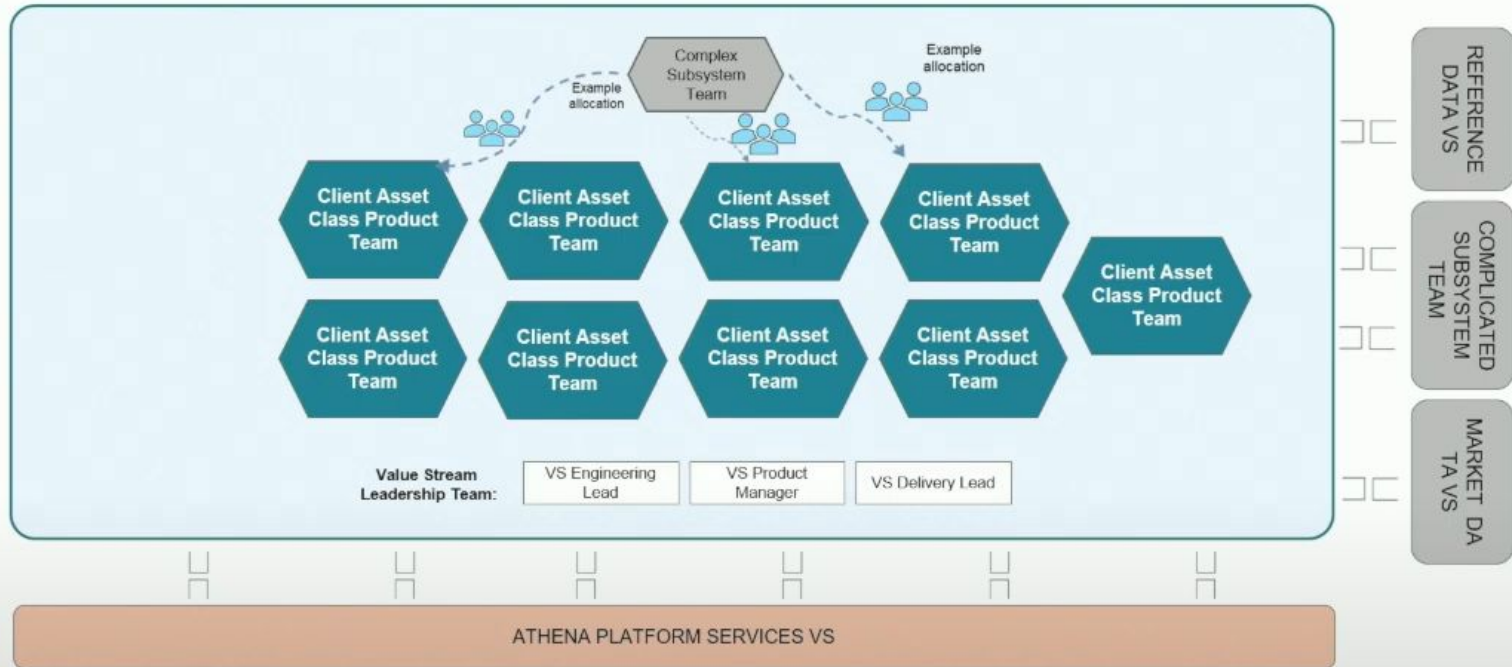
“How JP Morgan Applied Team Topologies to Improve Flow in a Market Leading Enterprise Platform”



[How JP Morgan Applied Team Topologies to Improve Flow in a Market Leading Enterprise Platform](#)

Fast Flow Conf 
<https://www.fastflowconf.com/>

Business aligned value streams



Case Study

60% of Dependencies reduced through better Team Design



J.P.Morgan

- Understanding nature of dependencies
- Making teams more cross-functional
- Better interactions between teams

“60% of dependencies
reduced through better
team design” 🎉

**Principle: decouple teams by
decoupling their streams/products
("decoupling responsibilities")**

Practice:

Independent Service Heuristics (ISH)

Looks to identify **independently-viable services**.

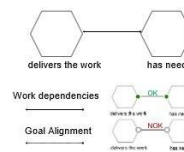
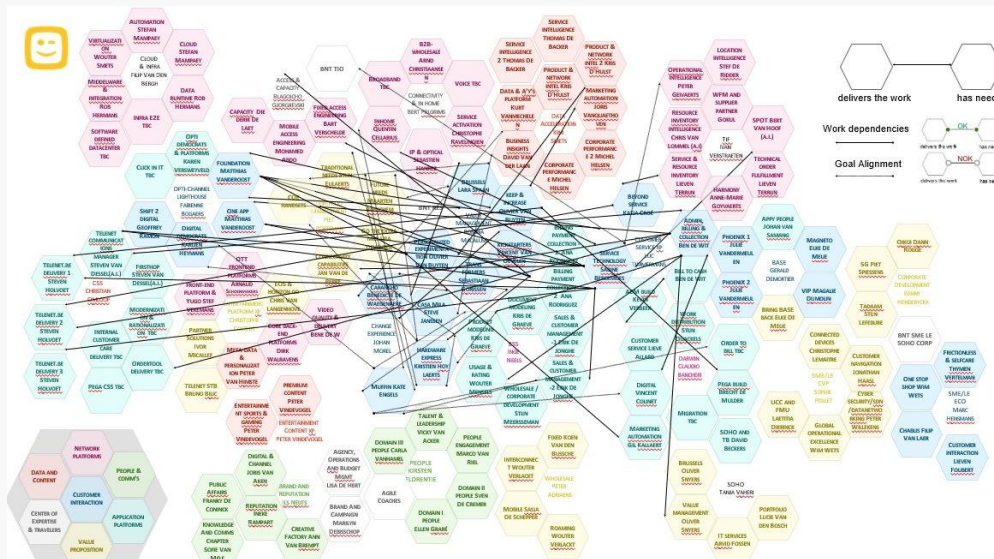
ISH starts with a simple question: "***Could this candidate stream be run as a cloud-hosted (SaaS) service?***"

teamtopologies.com/ish

**Lack of business agility
due to organizational frictions**

Telenet [Telecom]

“Any feature — however small — reaching production would entail multiple handoffs between the different teams.”

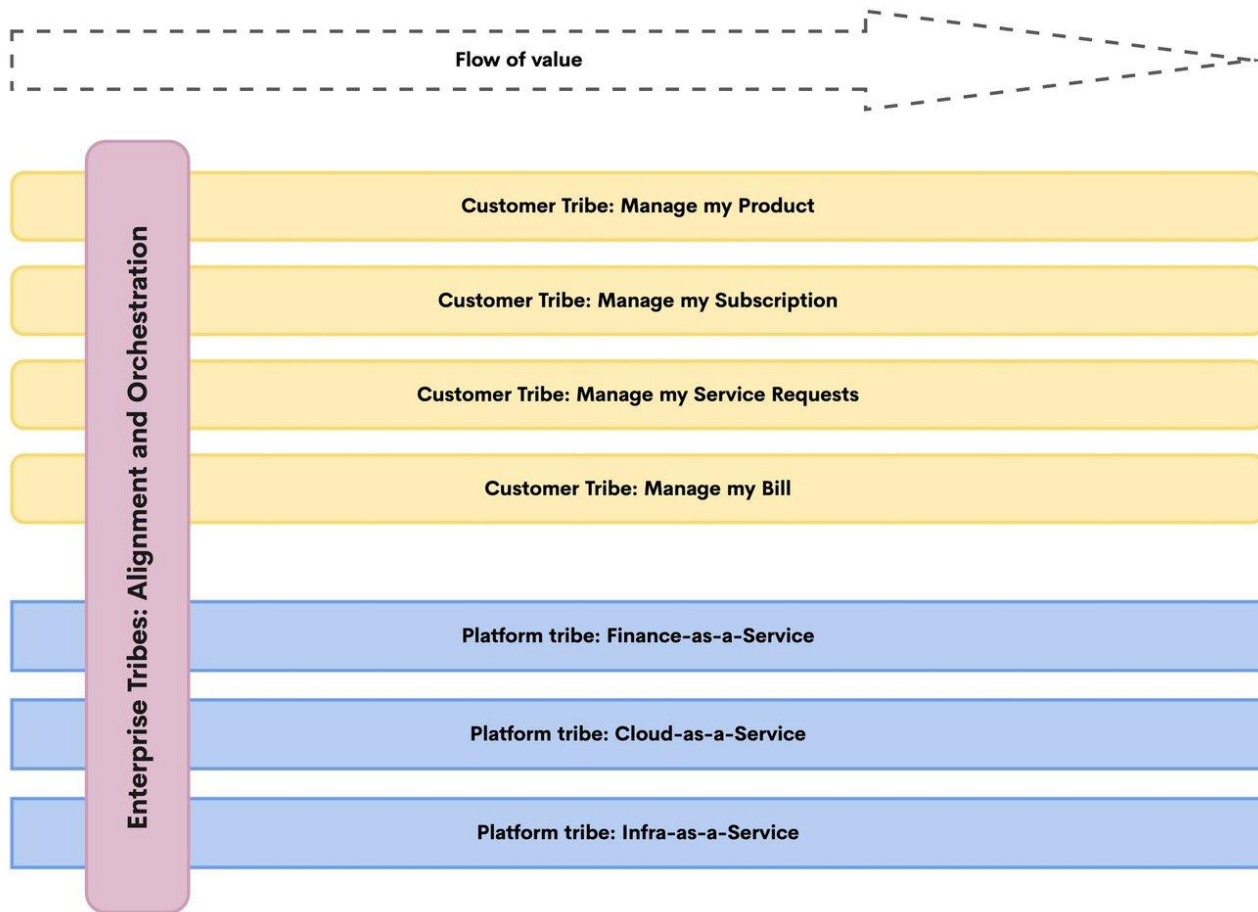


Organization-wide business agility in telecoms with Team Topologies at Telenet

TT examples
teamtopologies.com



10000 feet view



“loosely coupled org
architecture allows
Telenet to split, add, or
merge tribes, depending
on the evolving strategic
goals” 🎉

Principle: “minimize structural complexity” through grouping closely related streams of value

Practice:

Team (Tribe) Interaction Modeling

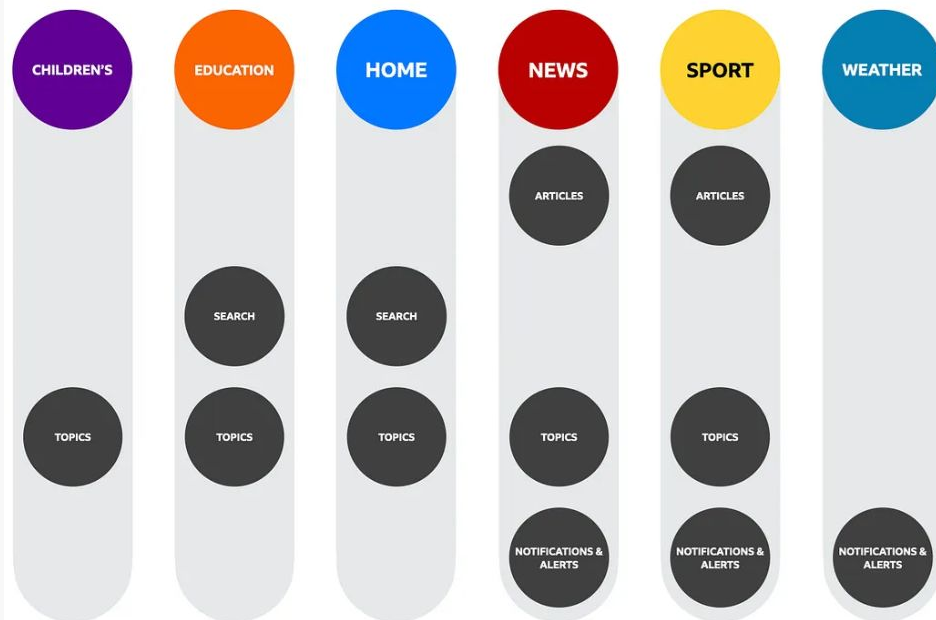
Identify and collaboratively strategize on team/tribe structures. Then consider a stepwise reasonable evolution over time.

teampologies.com/tim

Inconsistent user experience

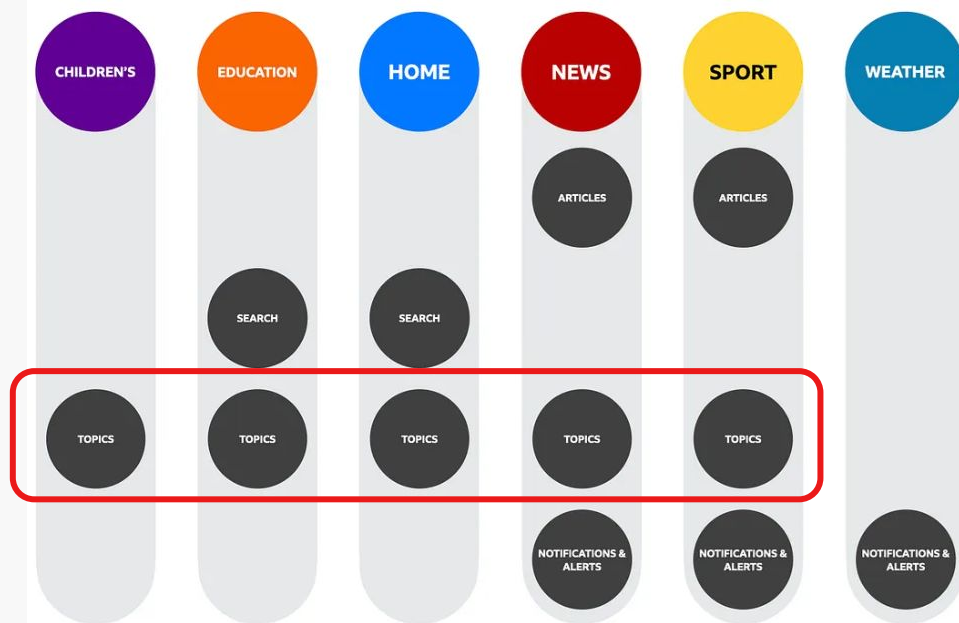
BBC [Media]

“each individual product achieved its own aims well, but the user experience across multiple services wasn’t as seamless and consistent”



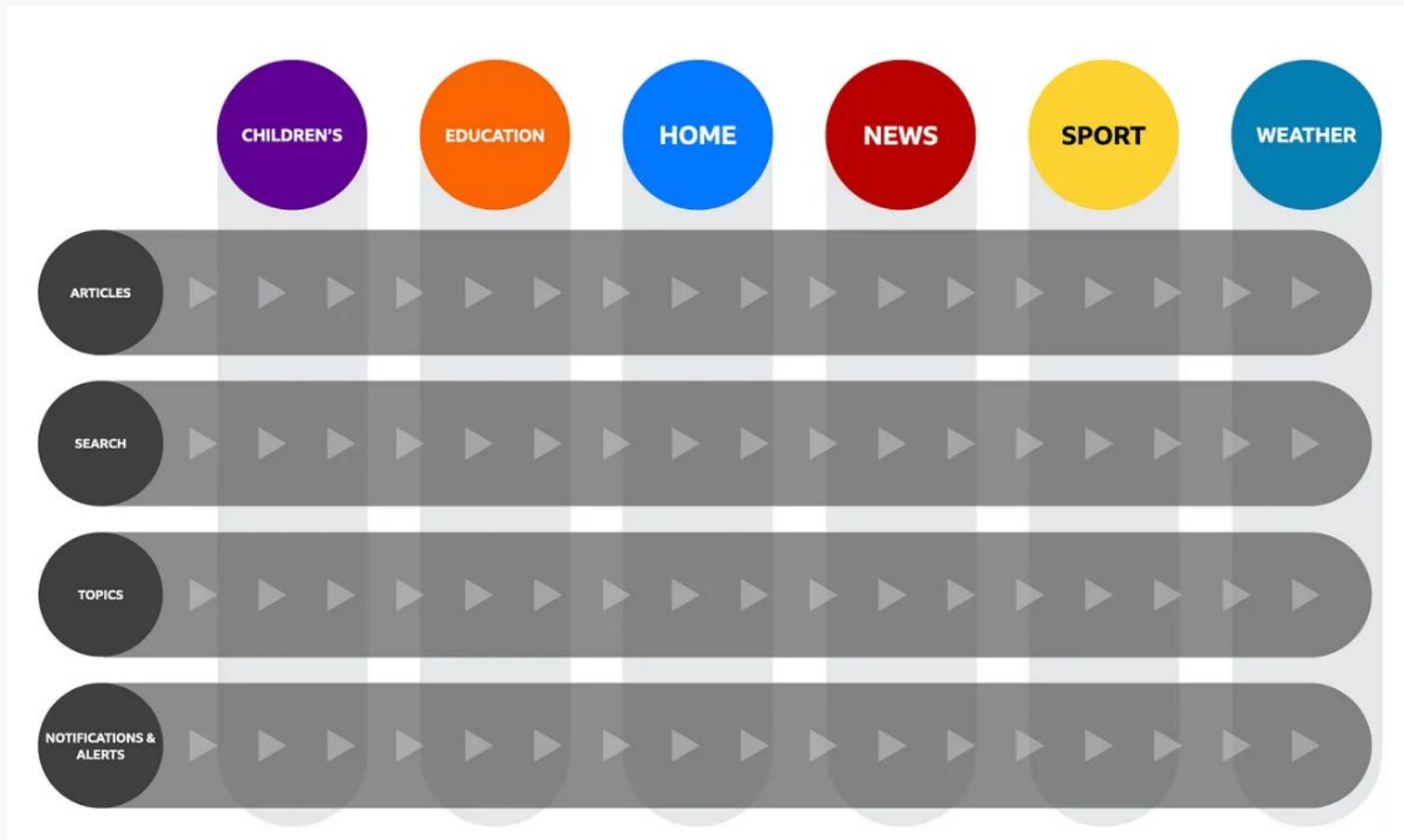
medium.com/bbc-product-technology/refactor-organisation-80e4e171d922

“each individual product achieved its own aims well, but the user experience across multiple services wasn’t as seamless and consistent”

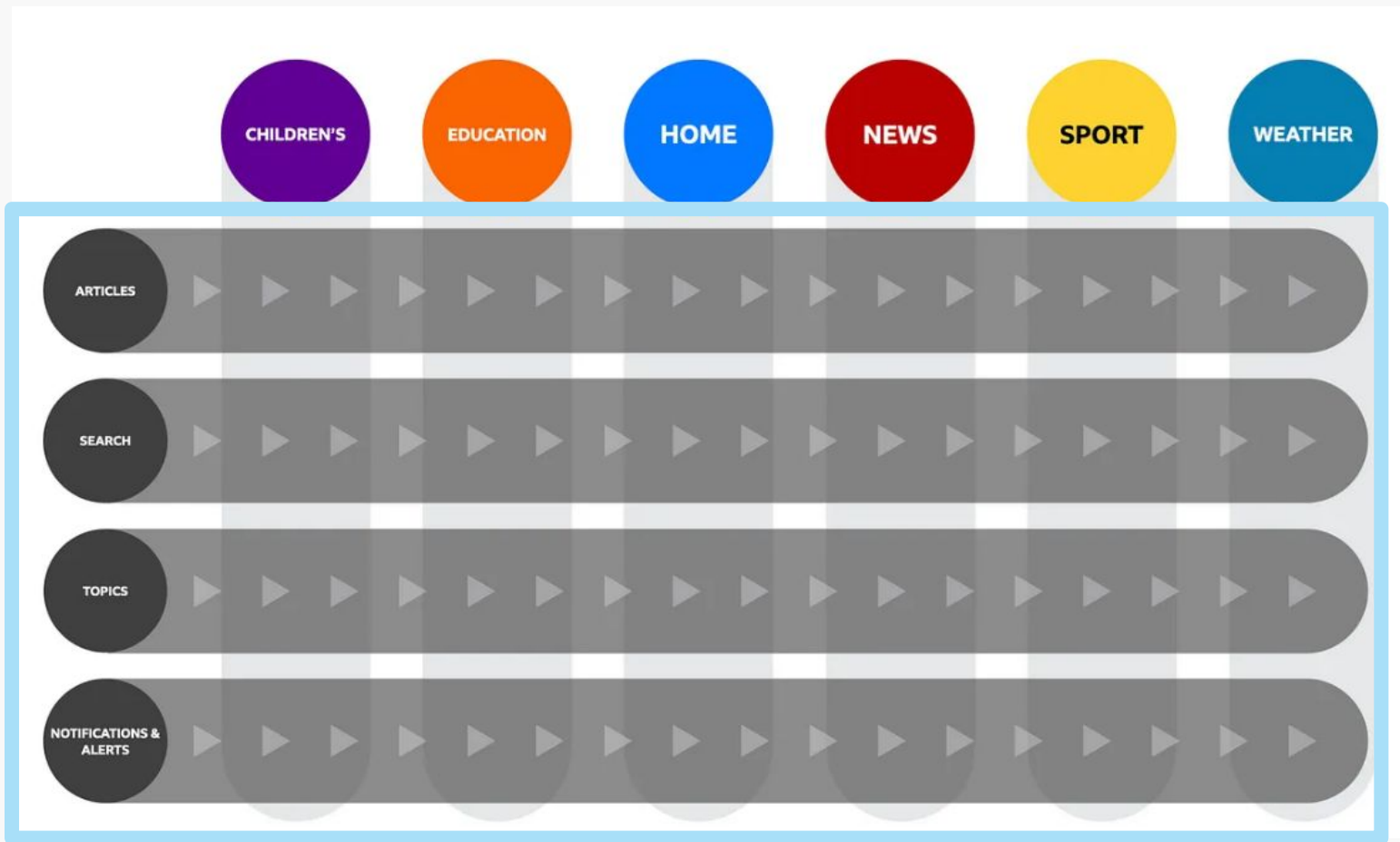


medium.com/bbc-product-technology/refactor-organisation-80e4e171d922

Case Study



Case Study



“This organisational refactor is a trade-off between optimising for standardised commodity components and the autonomy needed for innovative features.”



Principle: optimize for innovation & speed when those are needed, allow “eventual consistency” and standardization to emerge later

*“The work is delivered in **many small changes that are uncoordinated to enable flow.** ... Management’s job is to provide **context, prioritization** and to coordinate across teams. Lending resources if needed across teams to **unblock things.** ... It works well within a **high trust culture.**”*

Adrian Cockcroft <https://mastodon.social/@adrianco/111174832280576410>

Technology strategy advisor (ex Amazon, AWS, Netflix, eBay, ...)

Practice:

Collaborate, Facilitate, X-as-a-Service

As a platform group, make use of the three interaction modes to standardize the right things (collaborate), support extending the platform functionality (facilitate), and ensure it works as expected (XaaS).

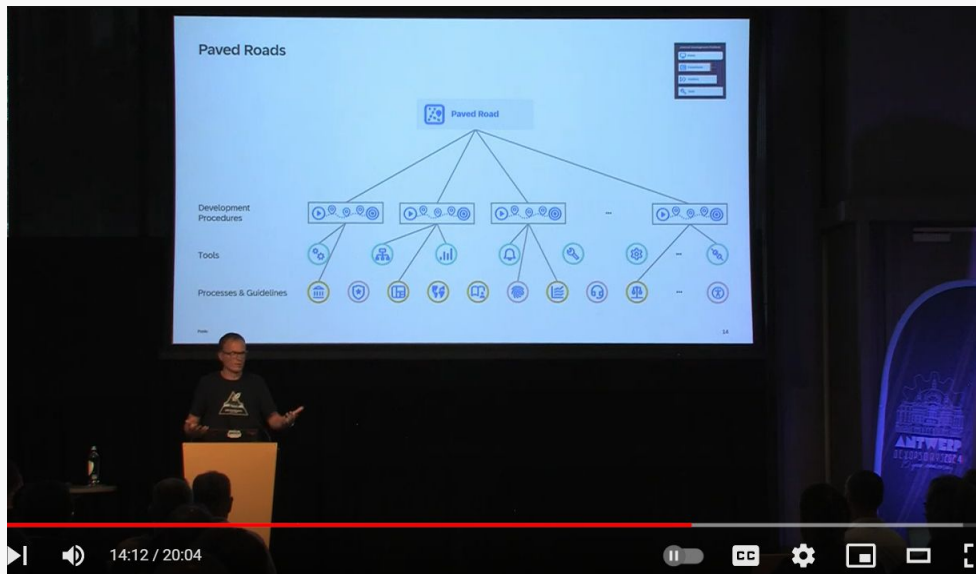
teampologies.com/key-concepts

Slow time-to-market

SAP

[Enterprise Software]

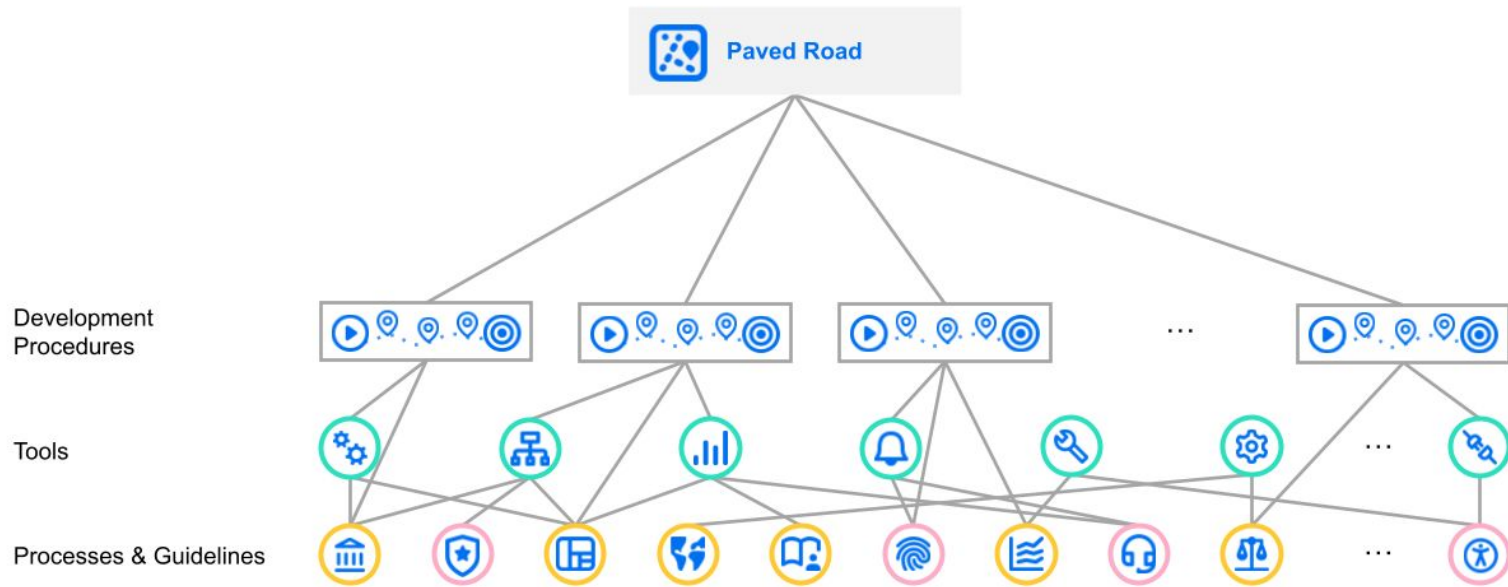
“Adhering to legal regulations of over 180 countries... while running for decades at customers on-prem”



[Dirk Lehmann - Platform Engineering XXL](#)

DevOpsDays 
<https://devopsdays.org/>

Case Study



“everyone from dev to delivery under one organization reduced a lot of friction (...) and we have a prod mgmt team because we are building a product”

“goal of the platform is to relieve development teams from cognitive load due to common, painful tasks” 🎉

Practice:

Product Management in Platform

Adequate product management based on platform scale ensures it evolves along user (dev) and business needs.

teamentologies.com/platform-engineering

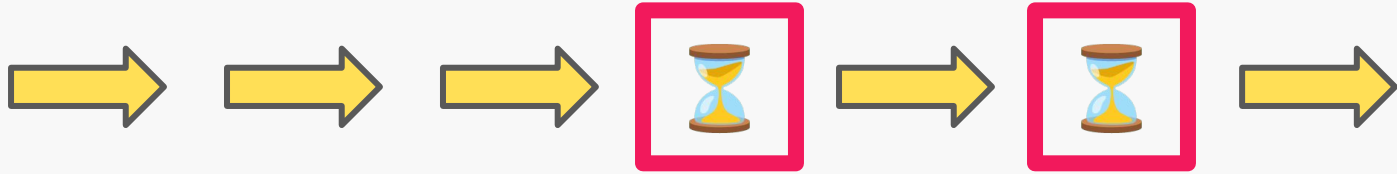
**Principle: turn blocking
dependencies into unblocking
("dependency inversion" for teams)**



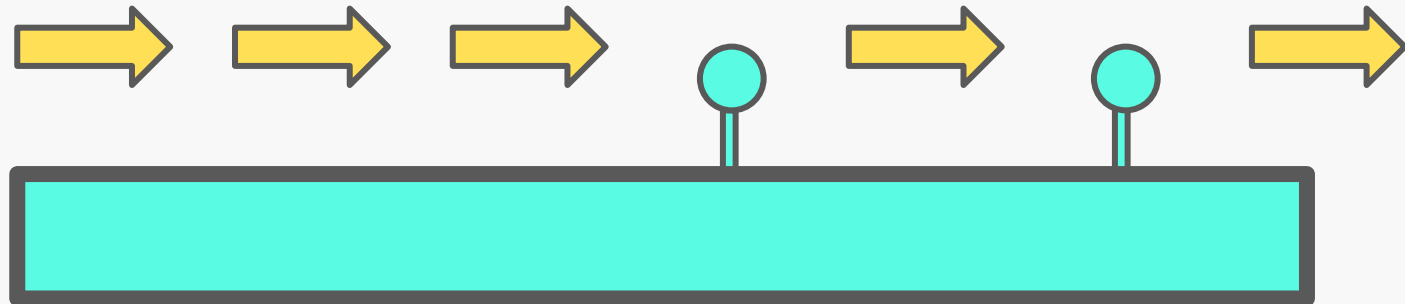
Security

Compliance

Blocking



Non-Blocking

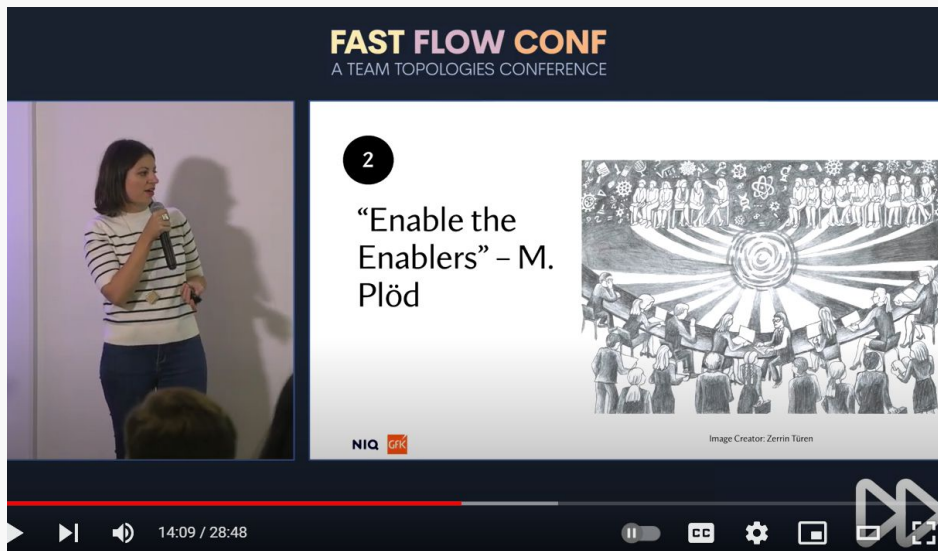


**“We can’t do that
in my organization”**

GfK / NIQ

[Consumer intelligence]

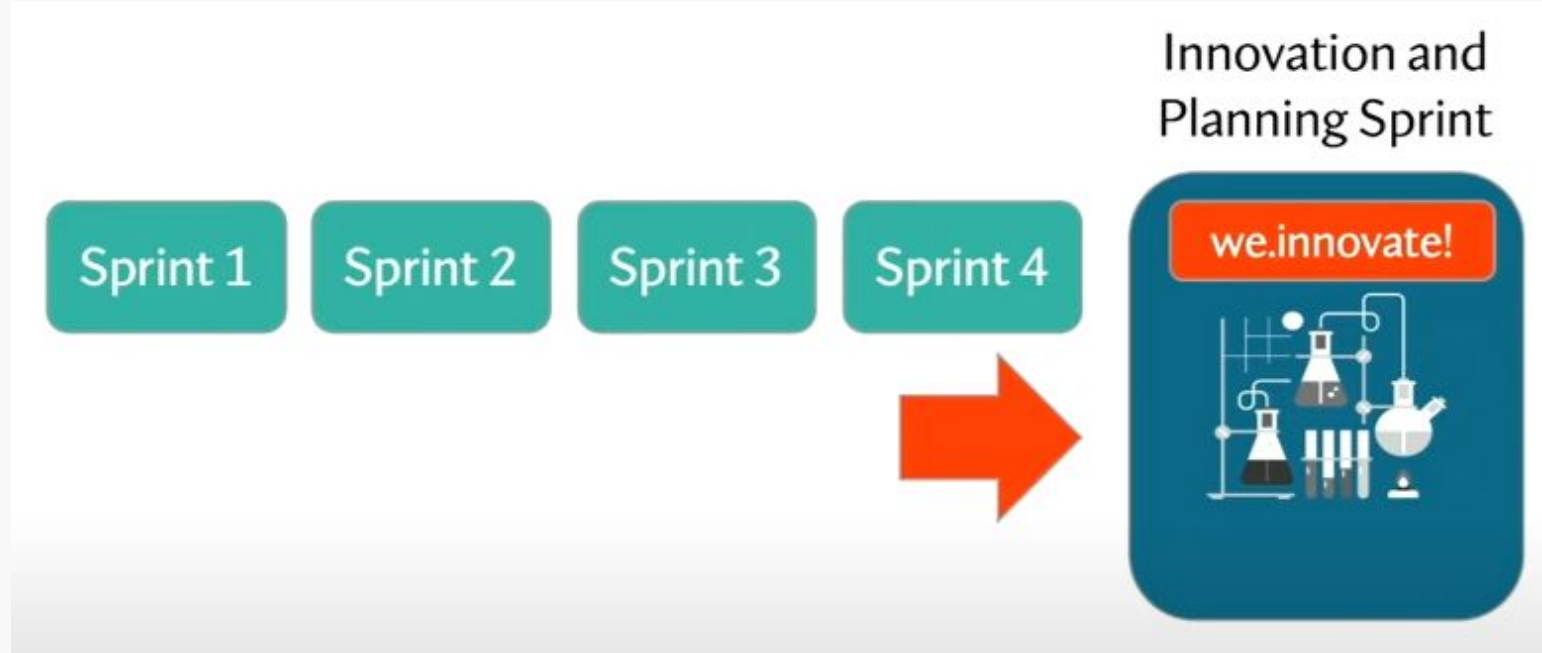
“In order to move fast, we want to make decisions fast. To make [good] decisions, we need knowledge”



[How an Enabling Team Propelled Company Learning to First Class Citizenship](#)

Fast Flow Conf ❤️
<https://www.fastflowconf.com/>

Product Increment



“From ivory towers to
knowledge flow (...) [via]
Enabling community-driven
approach* ” 

* [within the constraints of a large scale framework]

Practice:

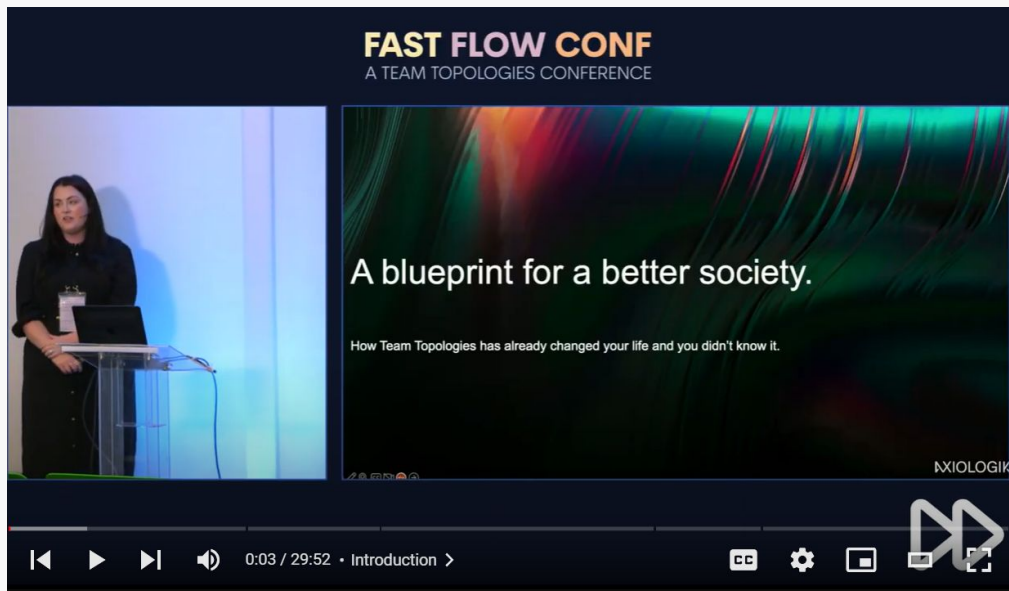
Thinnest Viable [X]

Take a step back and consider what is the smallest implementation of [X] that will provide value to the org as it stands now.

[github.com/TeamTopologies/
Thinnest-Viable-Platform-examples](https://github.com/TeamTopologies/Thinnest-Viable-Platform-examples)

**Principle: “behaviors
over structures”, don’t wait for the
ideal org / process / scale**

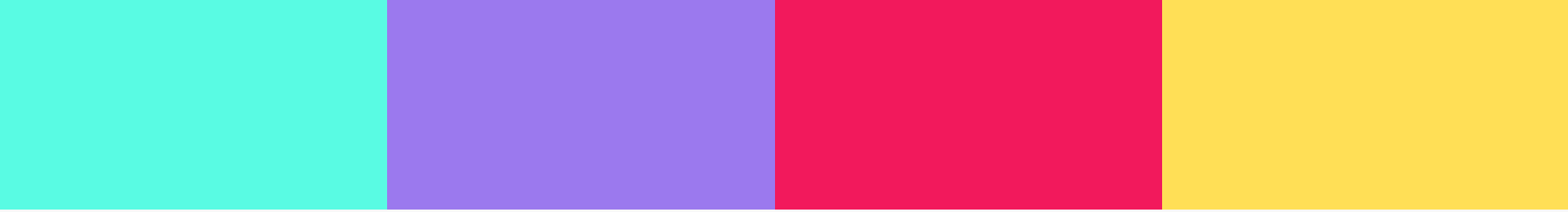
“A blueprint for a better society. How Team Topologies has already changed your life and you didn’t know it” 💖



**COVID-19
vaccination
health
screenings**

Fast Flow Conf 💖
<https://www.fastflowconf.com/>

“if it’s possible to go very fast in healthcare, it’s possible in other extremely regulated environments” 🎉



Team Topologies is
a socio technical approach
to increase flow and happiness

Red Hat

NHS Digital

Adidas Gjensidige Docker

Puregym Visma

Uswitch Footasylum

2019-2020

2021-2022

2023-2024

Fidelity
BT Group
NHS Digital
Red Hat
Stripe
Zalando
Gjensidige
Adidas
Telenet
NAV
Visma
Puregym
ING
IF
BBC
Uswitch
Footasylum
Dockers

2019-2020

2021-2022

2023-2024



“The messy middle can be tackled — the thinking around this is big but the actual work is small”

John Cutler [Thinking Big. Working Small.](#)



teamtopologies.com



DOWNLOAD & USE **THE GOTO GUIDE APP**

DOWNLOAD THE APP
CREATE YOUR SCHEDULE
ASK QUESTIONS
RATE SESSIONS

