



# AGILE TEAMS

V 12.0.0 2021-08-20  
STANDARD. BASED ON AGILE ESSENTIALS

# What defines a team?

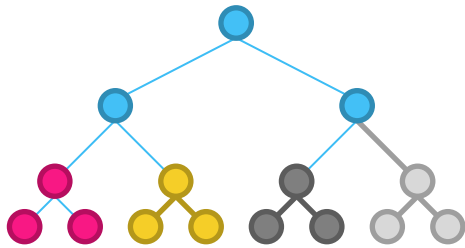
## Teams

- A group of two or more people.
- Interdependent.
- Seek to meet a common purpose, often through problem solving.
- Focus on meet their own and their shared goals.
- Mutually committed to the goals and to each other.

## Work Groups

- A collection of individuals.
- Coordinate their **individual efforts**.
- Can achieve goals individually.

# Traditional vs Cross-Functional Teams

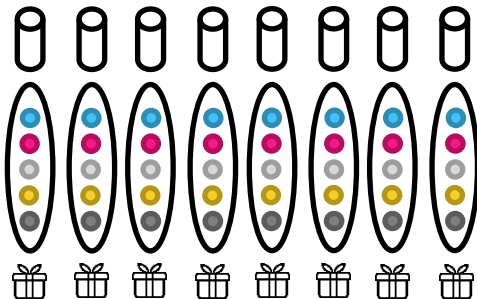


## Traditional teams:

Plan-driven and  
Top-down

Manager:

- Controls the work.
- Delegates the work.
- Oversees all the work.
- Management by reporting.



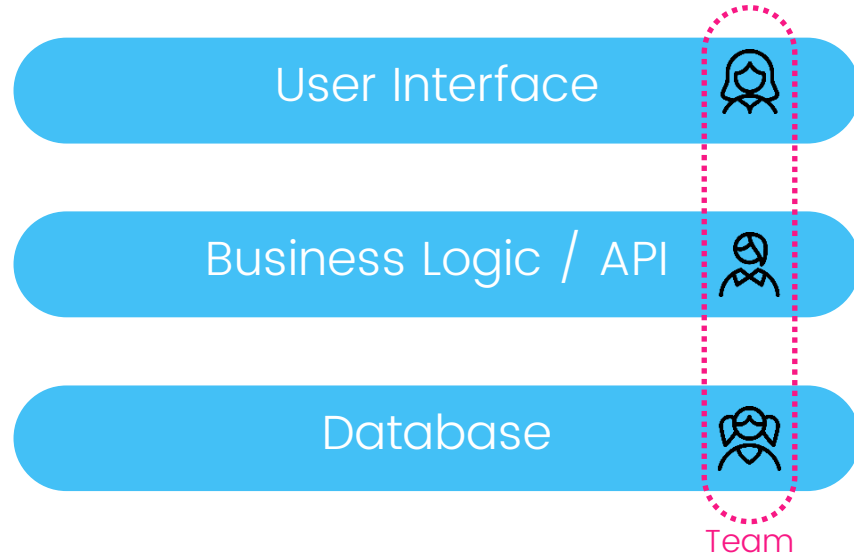
## Cross-functional teams:

Work in the complex  
domain

Manager:

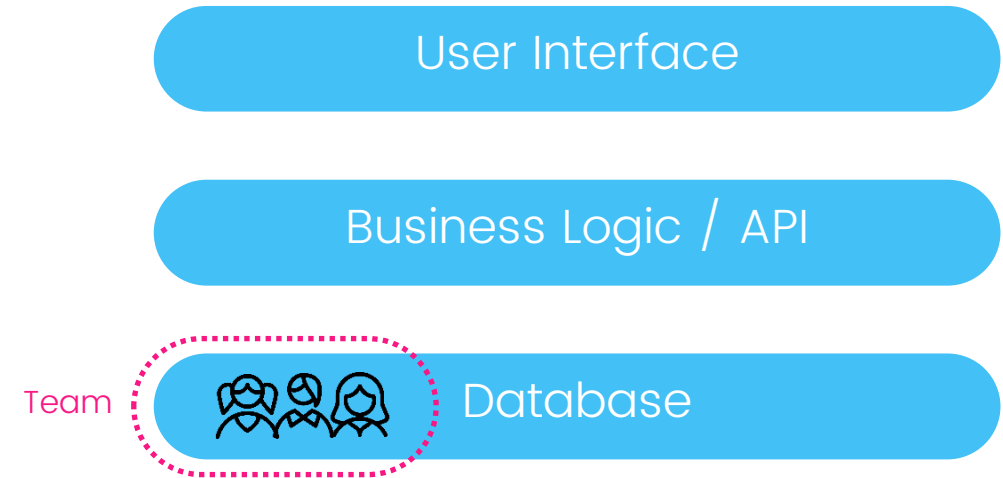
- Supports capability development.
- Focus on the work system around the team.
- Improves the work system around the team.
- Takes actions on escalations of problems from the Scrum Master.

# Feature Teams vs Component Teams



## Feature Team

- Capable of delivering end-to-end “features”
- No dependencies between teams to deliver a feature
- Deliver an Increment every Sprint
- High transparency of feature delivery status

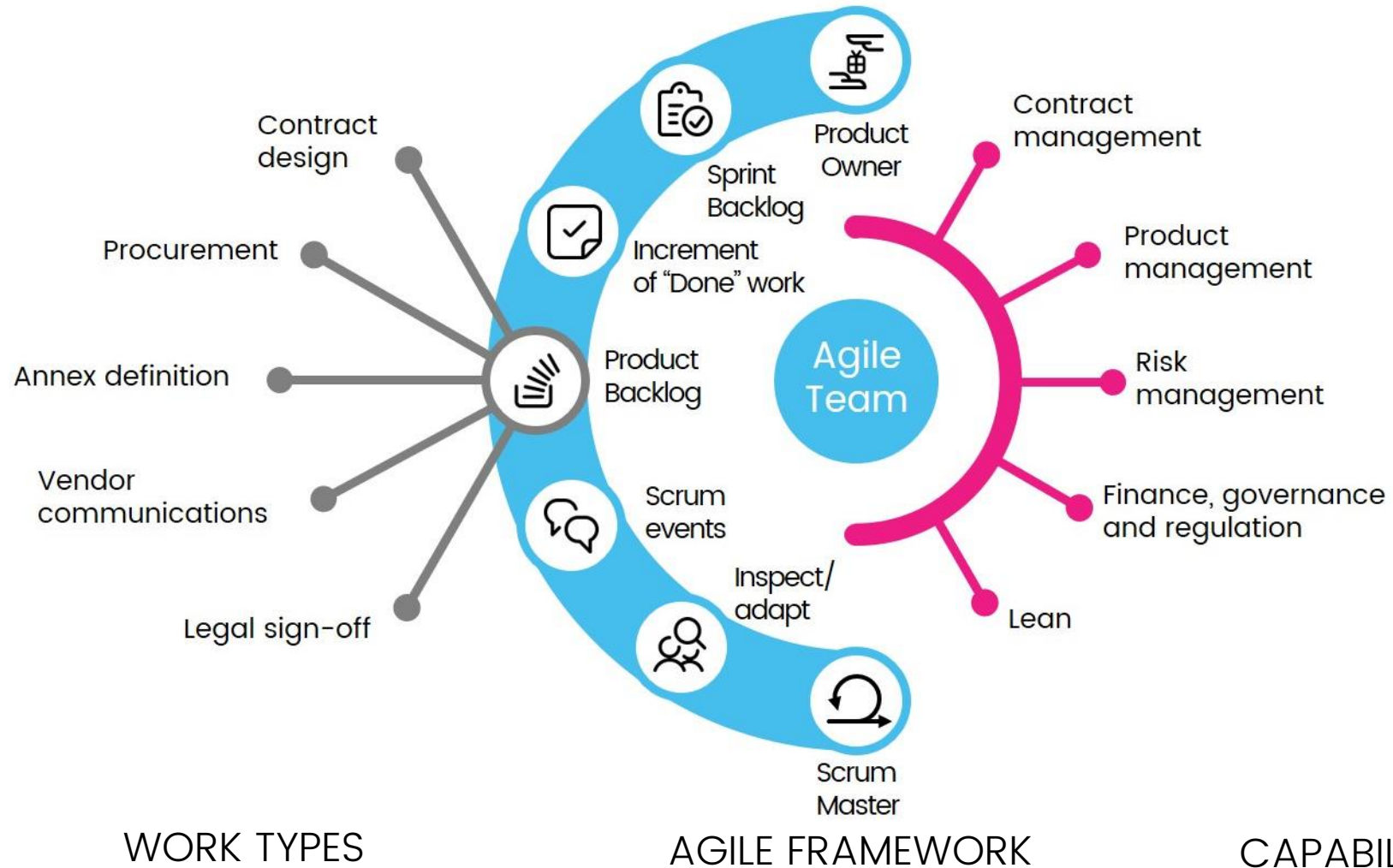


## Component Team

- Not capable of delivering end-to-end “features” alone.
- Has to rely on other teams to build the other ‘layers’.
- Dependencies between teams to deliver a feature
- Rarely delivers an Increment every Sprint.
- Significant overhead of integration.
- Higher risk.
- Lower transparency of feature delivery status.

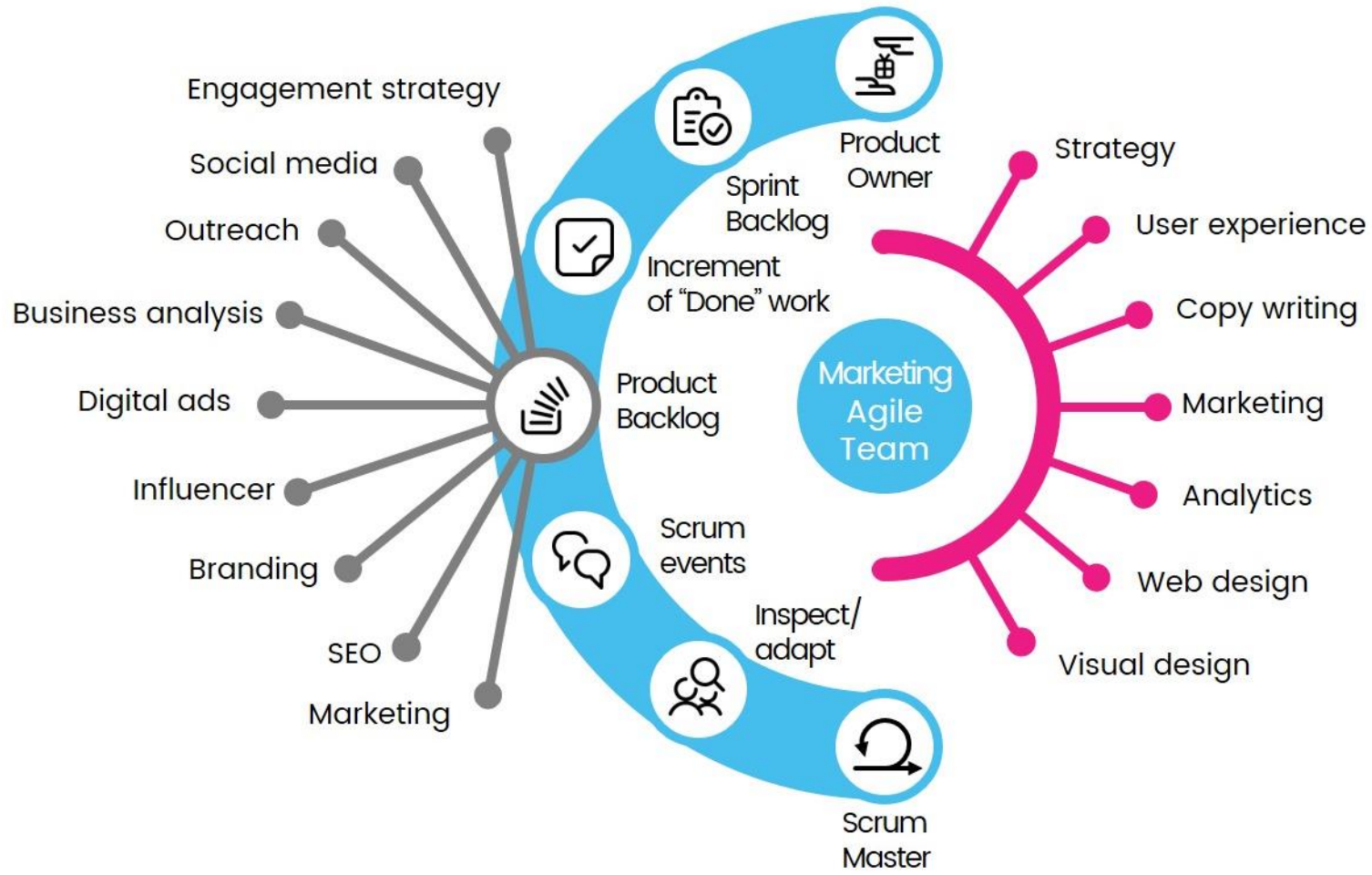
# Team Blueprints

## PROCUREMENT TEAM



# Team Blueprints

## MARKETING TEAM



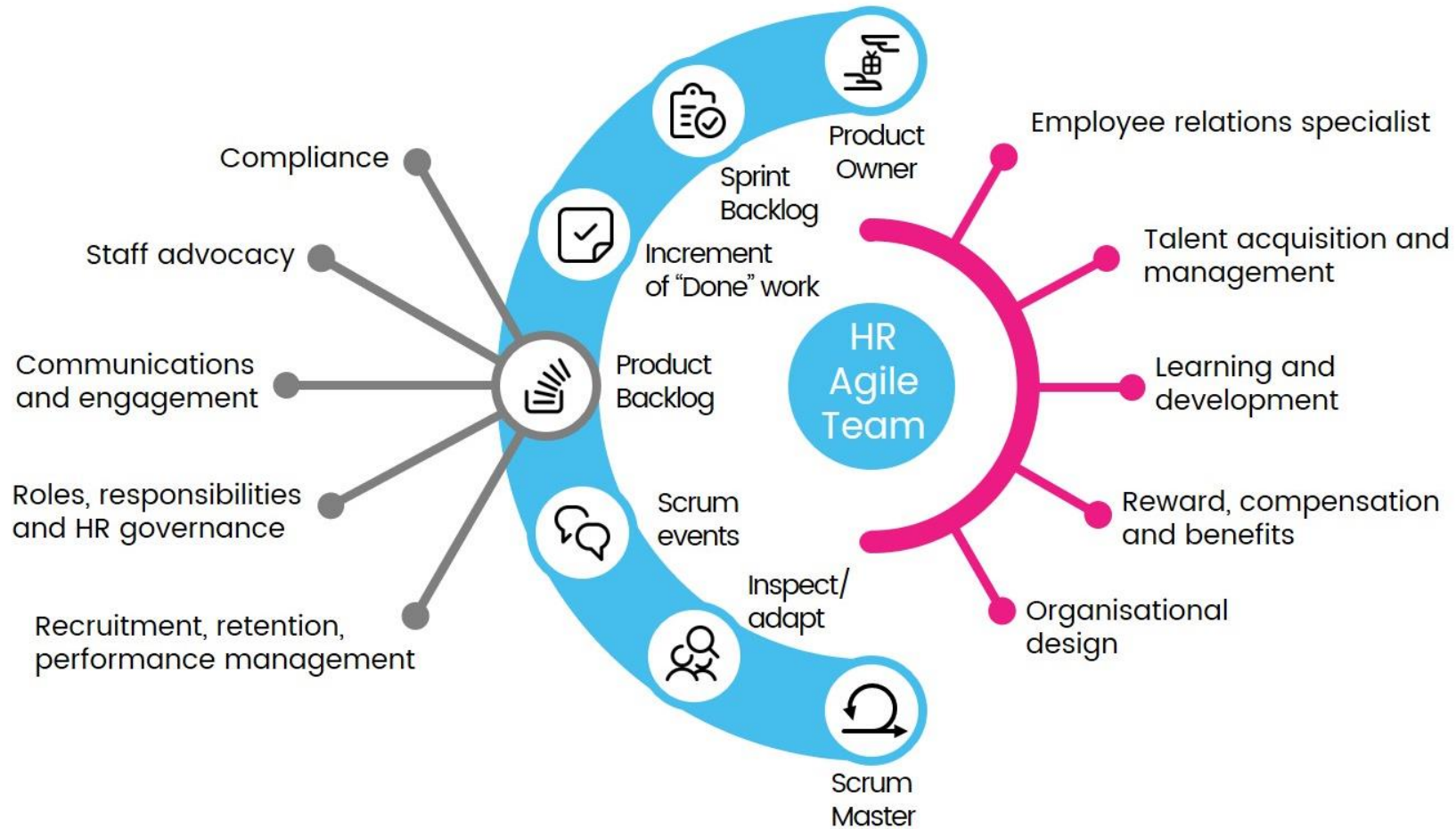
WORK TYPES

AGILE FRAMEWORK

CAPABILITY TYPES

# Team Blueprints

## HR TEAM



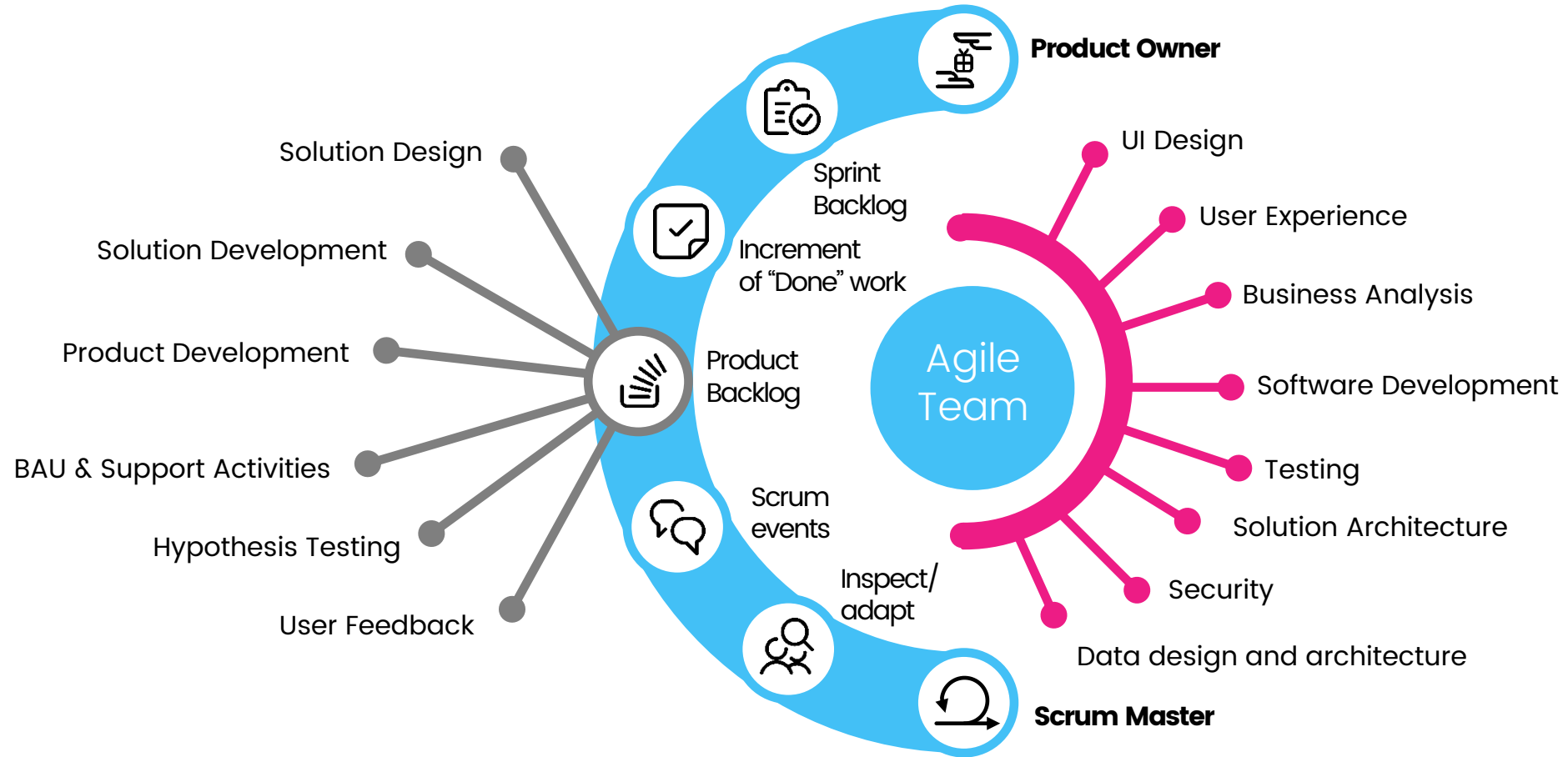
WORK TYPES

AGILE FRAMEWORK

CAPABILITY TYPES

# Team Blueprints

## SOFTWARE TEAM



WORK TYPES

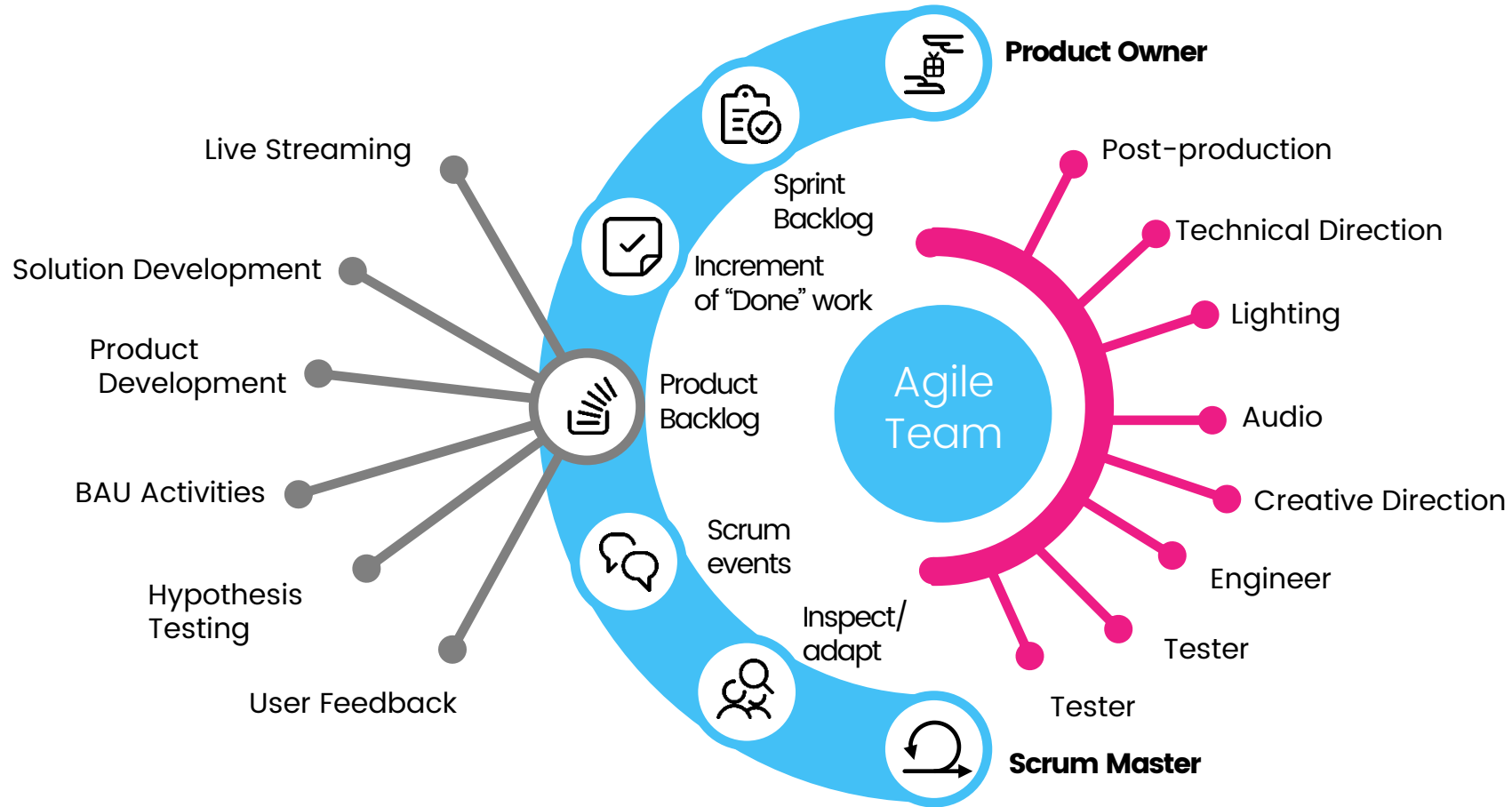
AGILE FRAMEWORK

CAPABILITY TYPES



# Team Blueprints

## VIDEO PRODUCTION TEAM



WORK TYPES

AGILE FRAMEWORK

CAPABILITY TYPES

# Roles within the Team?

- No sub-teams:
  - No UX Team > BA Team > Dev Team > Test Team inside the Agile Team.
  - Increases handovers and dependencies, increasing the time it takes to create an Increment.
- No sub-roles:
  - Sub-roles tends to reduce “equal voice”.
  - We want everyone to work as a single team.
  - Creates functional hierarchy within the team, which leads to sub-teams.
  - “I’m a Dev Lead, so I’ll make the decision and delegate that to the junior person”.

# Roles within the Team?



**Ian Mitchell**  
Professional Scrum Trainer (PST), Scrum.org

“

In Scrum, no one Team member would be responsible for “leading” the entire teams work, even in one area. The team is self-organising without sub-roles such as team lead, technical lead, or UI expert. Responsibility is not inferred by any specialisms a team member may have ... the Scrum Guide makes it clear that there are no exceptions to this rule.

”

<https://www.scrum.org/forum/scrum-forum/7630/team-lead-role-sign-bad-scrum>








# Team Capability

VISUALISING MASTERY

Team skills matrix highlights:

- Strengths
- Weaknesses
- Opportunities for improvement in capability

**Hollywood Skills**

|  |  Bernie |  Iveni |  Mark |  Martin |  Ryan |  Sarah |  Tiff |
|--|--|---|--|--|--|---|--|
| Stakeholder engagement<br>e.g. client engagement, discovery and planning | 👍👍👍<br>🚩   | 👍👍👍👍<br>😊   | 👍👍👍👍<br>😊  | 👍👍👍👍<br>😊  | 👍👍<br>🚩  | 👍👍👍👍<br>😊   | 👍👍👍<br>😊   |
| Engineering/Technical Direction<br>e.g. equipment management             | 👍👍👍<br>😊   | 👍👍👍👍<br>😊   | 👍👍👍👍<br>😊  | 👍👍👍<br>😊   | 👍👍<br>😊  | 👍<br>😊  | 👍👍👍<br>😊   |
| Direction<br>e.g. switching, calling the shots                           | 👍👍👍<br>😊   | 👍👍👍<br>😊  | 👍👍👍<br>😊   | 👍👍👍<br>😊   | 👍👍👍<br>😊   | 🚩   | 👍👍<br>😊  |
| Producing<br>e.g. set up and coordination                                | 👍👍👍<br>😊   | 👍👍👍<br>😊  | 👍👍👍<br>😊   | 👍👍👍<br>😊   | 👍👍<br>😊  | 👍👍<br>😊   | 👍👍<br>😊  |
| Camera Operation<br>e.g. on camera for dynamic or static shots           | 👍👍👍<br>😊   | 👍👍👍<br>😊  | 👍👍👍<br>😊   | 👍👍👍<br>😊   | 👍👍<br>😊  | 👍<br>😊  | 👍👍<br>😊  |
| Lighting   | 👍👍👍<br>😊   | 👍👍<br>😊   | 👍👍👍<br>😊   | 👍👍👍<br>😊   | 👍👍<br>😊  | 👍<br>😊  | 👍👍<br>😊  |
| Audio  | 👍👍👍<br>😊   | 👍<br>😊  | 👍<br>😊   | 👍<br>😊   | 🚩  | 👍<br>😊  | 👍<br>😊   |
| Makeup   | 👍👍👍<br>😊   | 🚩   | 🚩  | 🚩  | 🚩  | 👍<br>😊  | 🚩  |
| Photography  | 👍👍👍<br>😊   | 👍👍<br>😊   | 👍<br>😊   | 👍<br>😊   | 👍<br>😊   | 👍<br>😊  | 👍<br>😊   |
| Creative Direction   | 👍👍<br>😊  | 👍<br>😊  | 👍<br>😊   | 👍<br>😊   | 👍<br>😊   | 👍<br>😊  | 👍<br>😊   |
| Video Editing  | 👍👍<br>😊  | 👍<br>😊  | 👍<br>😊   | 👍<br>😊   | 👍<br>😊   | 🚩   | 👍<br>😊   |
| Animation  | 👍<br>😊   | 👍<br>😊  | 👍<br>😊   | 👍<br>😊   | 👍<br>😊   | 🚩   | 👍<br>😊   |