



# Agile, flat organization and old roles

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- >11 years Project management
- >7 years Traditional project mgmt trainer
- >6 years Certified SM/CSP/Scrum Experience
- >6 years Agile coaching



Trainees	3000+
Countries	19
Companies	2-3 dozen
Project size	3-350 people

- Why can leader positions be an issue in the transformation?
- A traditional organization chart
- Questions to consider when designing an agile organization
- Transform the traditional org chart to agile – Workshop
- Other roles to support agile teams
- Individuals in agile teams
- Closing

- Agile organizations are flat, but organizations starting the transformation aren't
- With the transformation to Agile a lot of the traditional, individual management and lead responsibilities are moved to team
- Where the place of these usually valuable people is?

- “Before Scrum I worked 10-12 hours a day. Now I have less than 6 hours worth of work and I don’t want to look useless”

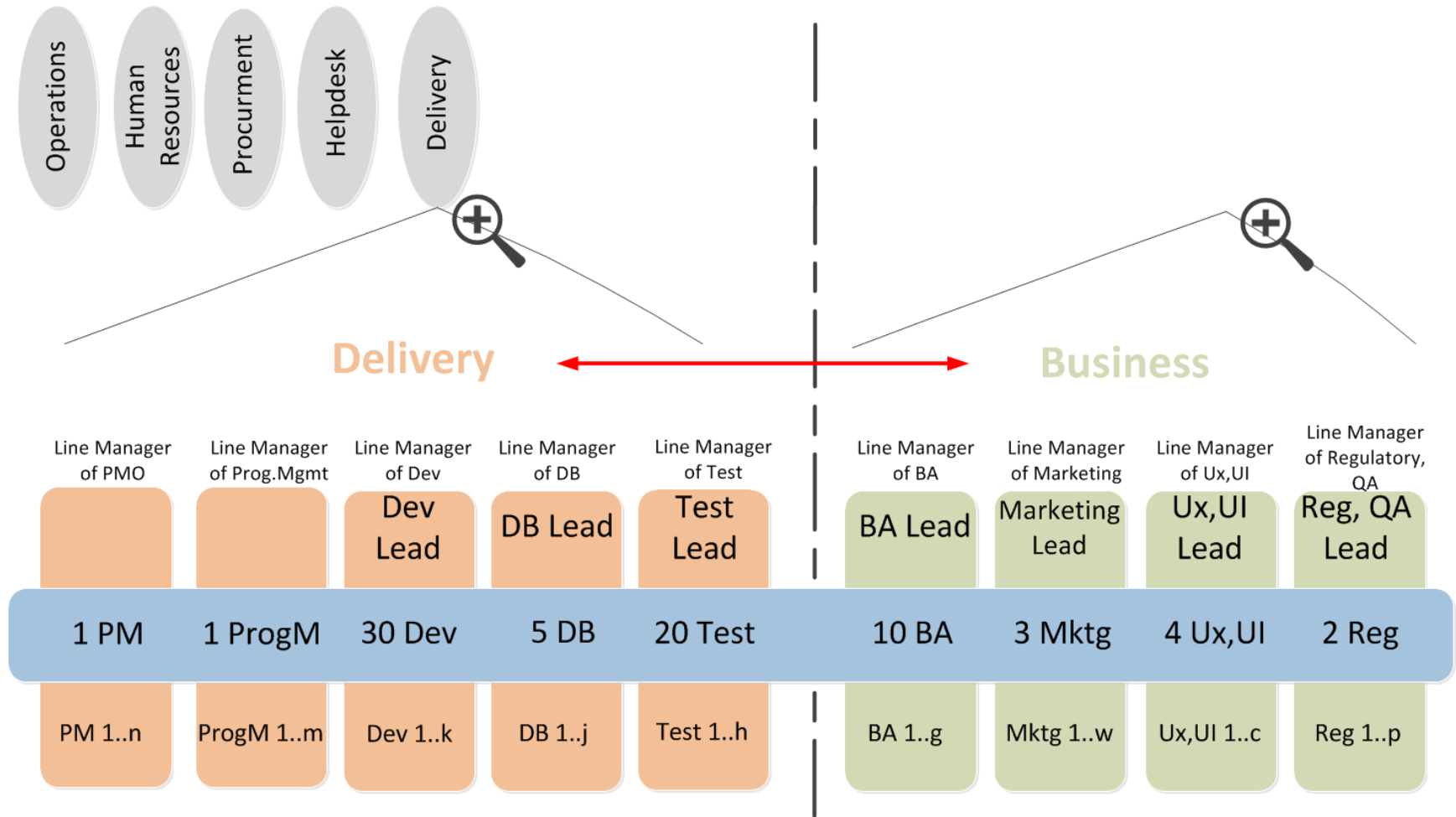


- "As CEO, I had so much spare time that I went and founded another company"



- Even team members are worried about making their own contributions visible
- Change is difficult enough; if this generates a fear of losing job security, natural resistance will be much stronger
- Due to crossfunctional concept, domain teams are spread across scrum teams, losing their leader

# A simple traditional org chart

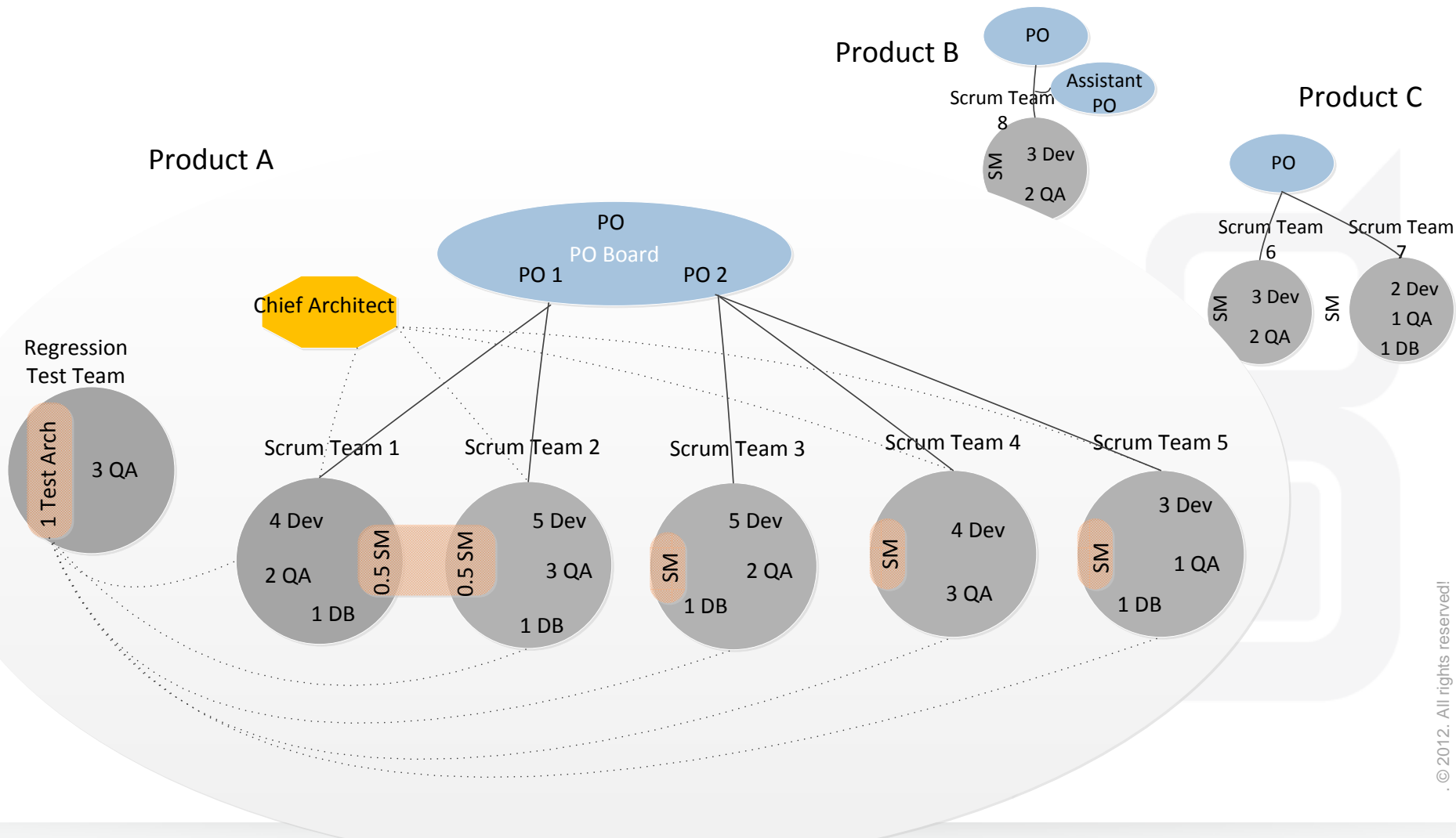




- Consider the following questions:
  - Mindset change cannot be achieved by day 1
  - If having doubts, go back to the roots
  - What individual skills are required for each position?  
(e.g.: PO, SM)
  - What skills are required in the teams to be cross-functional?
  - Are there enough resources to have all skills in all teams?

- What is the level of specialization in the team?
- Regression team - What is the level of test automation on our product?
- SWAT team - Does the product team have to perform support activities?
- What is the ideal dev-QA ratio for this product / product component?
- Are supporting activities (e.g. infrastructure, tools) part of this organization?

## Product A



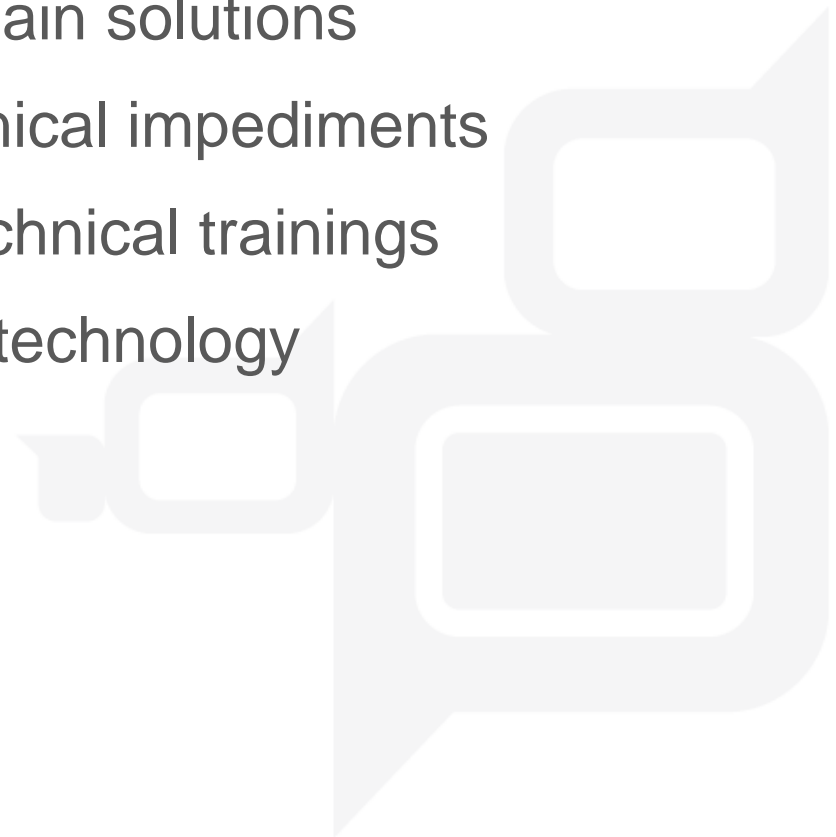
- The basic scrum structure (PO, SM, Team) can be extended with custom roles to support the teams and individuals
- Not all of the additional roles are full-time jobs, so one person can do one or more of these (depending on the size of the project and on the structure of the organization).

- Examples for often used additional roles:
  - "Domain leaders" like Technical/Chief architect, Test architect, UI/UX director, Art director
  - PO assistant
  - PO team
  - PO board
  - Release manager
  - External agile coach
  - Internal agile coach
  - Transformation team
  - Line manager



- Cross team domain expert and leader
- May have team member role as well
- Domain examples: UI design, UI development, QA, Architecture, DB, Platform/Technology
- Ensures consistency across product
- Makes final domain specific decisions

- Supports requirement engineering
- Oversees cross-product domain solutions
- Helps teams to remove technical impediments
- Conducts domain specific technical trainings
- Keeps up-to-date with latest technology
- Maintains definition of done



- “The best architectures, requirements, and designs emerge from self-organizing teams”
- Ensures consistency (One full bridge rather than two halves)
- Reviews/approves architectural decisions made by the teams



- The same concept as the Technical Architect, for testing
- Establishes test automation
- Evaluates frameworks, tools
- Manages inter-product tooling
- Conducts test plan reviews
- Compiles regression test suite
- Signs off test plans from teams

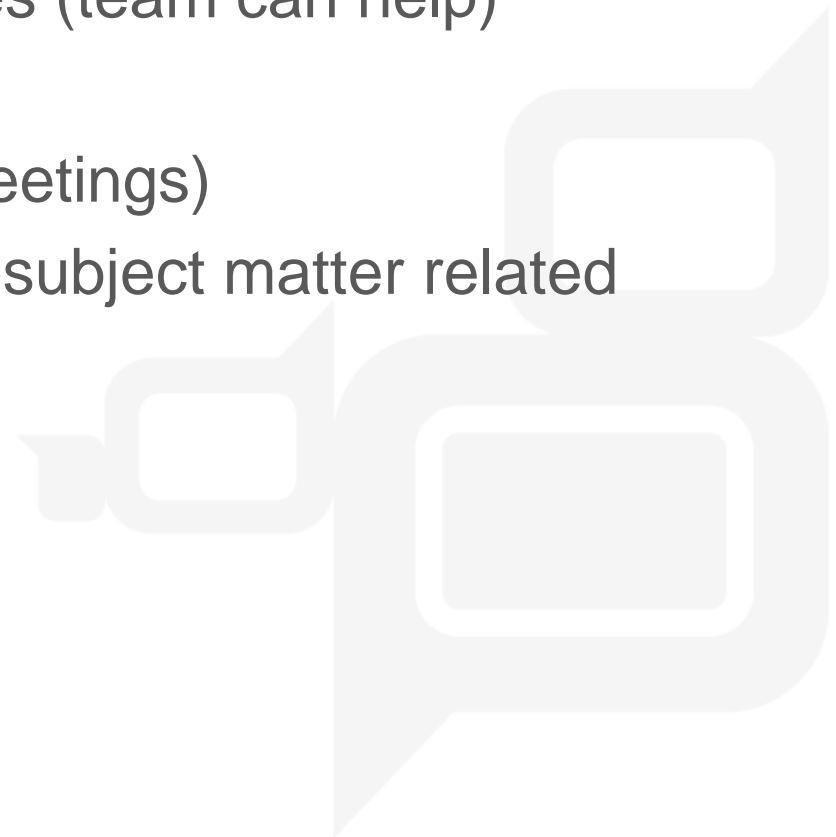
- There is always one PO, though he or she might need help:
  - PO assistant
  - PO board
  - PO team



- Basic setup
- Needs to be scaled in case of
  - Too many teams
  - Too big backlog
  - Too different disciplines



- Not a "story writing secretary"
- Writes and details user stories (team can help)
- Can be a Proxy PO
- Substitutes PO (all Scrum meetings)
- Conducts business domain / subject matter related trainings to the team



- Still one PO having "proxy-POs"
- In case of large enterprise projects
- Splits product into feature groups
  - 1 PO can have multiple teams
  - Every team has just 1 PO
  - If a team works on a feature group not owned by their dedicated PO, their PO takes responsibility of information flow
- Responsible for
  - Prioritizing feature groups
  - Scheduling releases
- Has one single responsible on the top, usually called Product Manager
- May be extended with Sales, Marketing, Support – this is usually called Product Board

- The A-team for requirement engineering:
  - PO
  - PO assistant
  - UX / UI
  - Supported by domain leaders like:
    - Technical architects
    - Test architects
    - DB leads
- Requirement engineering can be implemented in a Kanban approach

- Responsible for synchronising releases of multiple POs
- Also internal management in large projects if PO (Customer) is a separate organization
- Manages release engineer(s)
- Gets sign-off from regression team
- Often called as program, project or delivery manager, but not in the traditional sense
- Responsible for release planning
- Responsible for reporting
- Removes product- or project-level impediments
- Power across products
- Prioritizes regression bugs with POs

- Responsible for successful agile transformation
- Helps creating the agile organization structure
- Educates and coaches Management, PO, Scrum Master, Team, etc.
- Helps organization through mindset change
- Can escalate such issues that the management would have difficulty accepting from within the organization
- Key member of transformation project team
- Trains internal agile coach



- Helps maintaining continuous improvement after external consultancy is gone
- Eager to develop his/her agile knowledge
- Helps preserving the benefits of the methodology, protects it from over-customization
- Coaches management, PO, Scrum Master and team
- Facilitates company retrospectives
- Helps building future agile organizations
- Keeps contact with professional agile coach

- Still exists as part of matrix organizations
- Responsible for project staffing
- Drives recruitment
- Sets personal goals
- Provides training and support to grow
- Organizes skill-group events
- Responsible for compensation
- Responsible for career development, promotion
- Is not involved in product decisions
- Conducts individual performance reviews

- Understand and manage the anxiety the transformation can cause in organizations
- Take the full organization into consideration when designing the new org chart
- Use the custom roles to give your future basic scrum roles the support they need

- Take the opportunity that introducing agile gives to allow people focusing on activities that are important, but most organizations have no time for
- If the transformation highlights unnecessary positions, don't be afraid to optimize
- Implement individual performance reviews to help people grow personally

Thank you!

