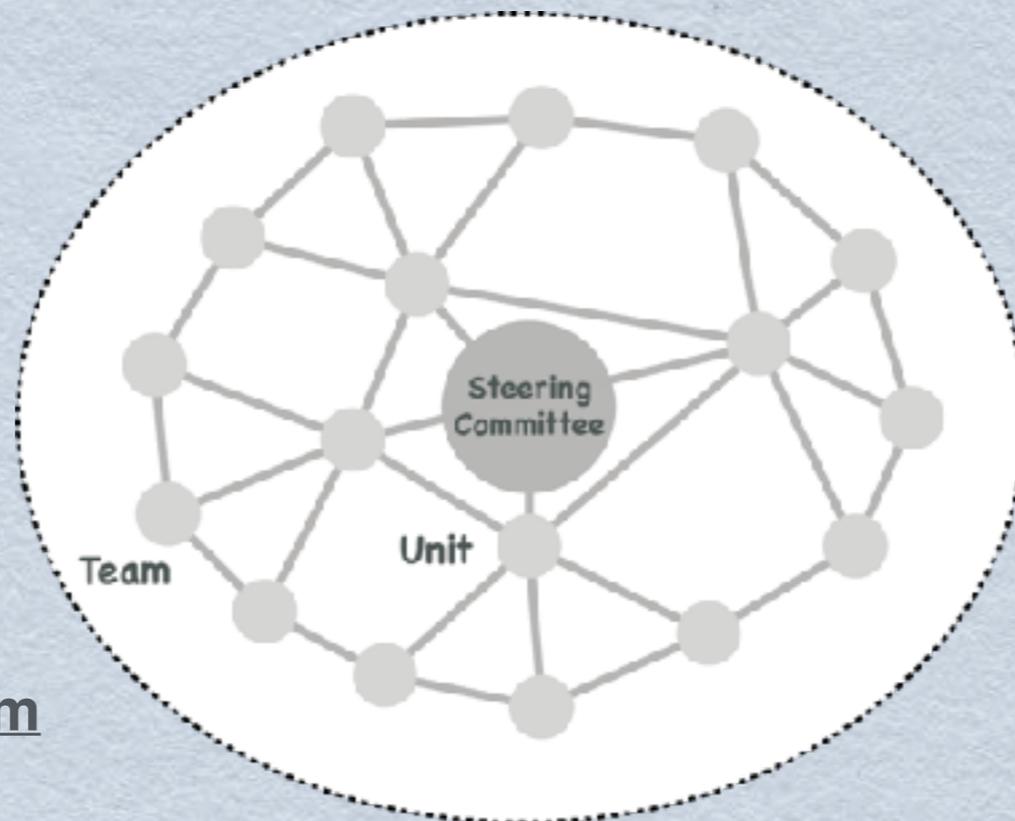


# SCRUMDAY 2017

10 JAHRE SCRUM KONFERENZ - HIER TRIFFT SICH DIE COMMUNITY

## Agiles Team-Setup in Selbstorganisation



[robert.gies@shopgate.com](mailto:robert.gies@shopgate.com)

[agile-lead.com](http://agile-lead.com)

@rgies

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Ein perfektes Team ...



# Schlechte Team Performance



**How to find the perfect  
team setup?**



Evangelist for Agility  
& Lean Software  
Development

[agile-lead.com](http://agile-lead.com)  
@rgies

**Robert Gies**  
Vice President Development  
Shopgate GmbH

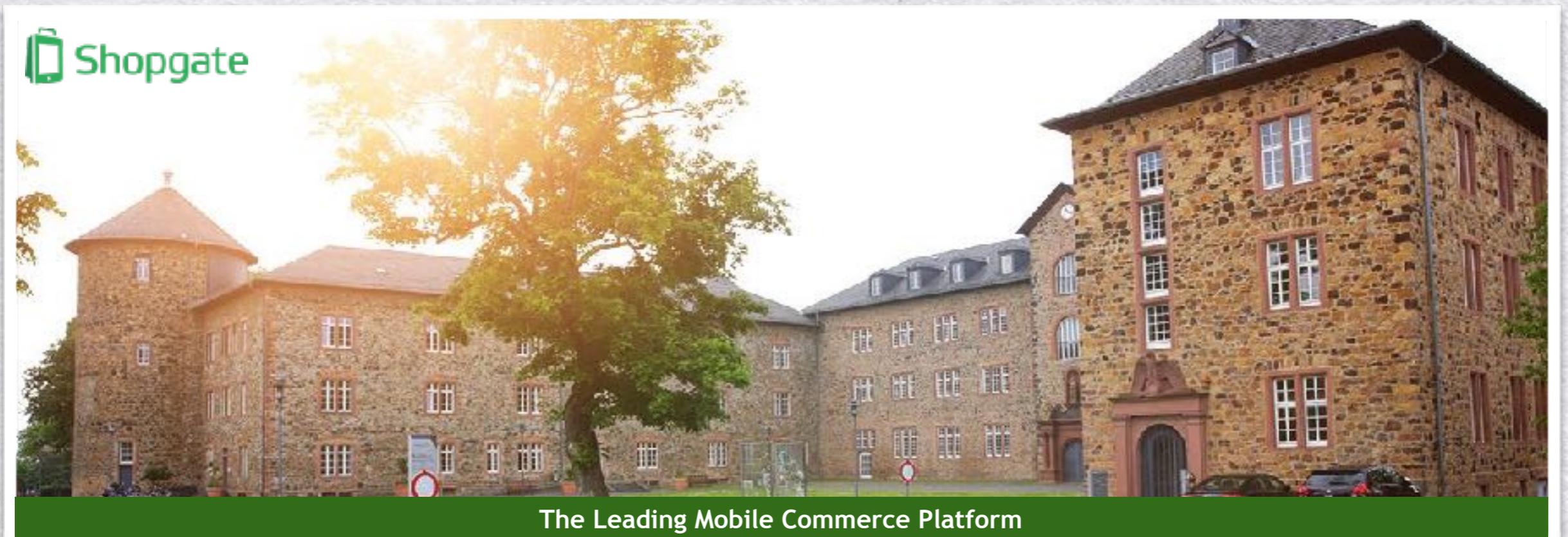
- >25 Jahre Software Development
- >100 IT - Projekte
- >15 Jahre Leadership
- >7 Jahre Agile Methods
- >3 Jahre Management 3.0

Management 3.0 - Lean Development  
Agility - Agile Transition - Agile Leadership  
New Work - Digital Change



# Shopgate GmbH

- Founding 2009
- 200 Employees (55 IT people)
- 6 Offices in 3 countries
- Shopgate Campus Castle Butzbach

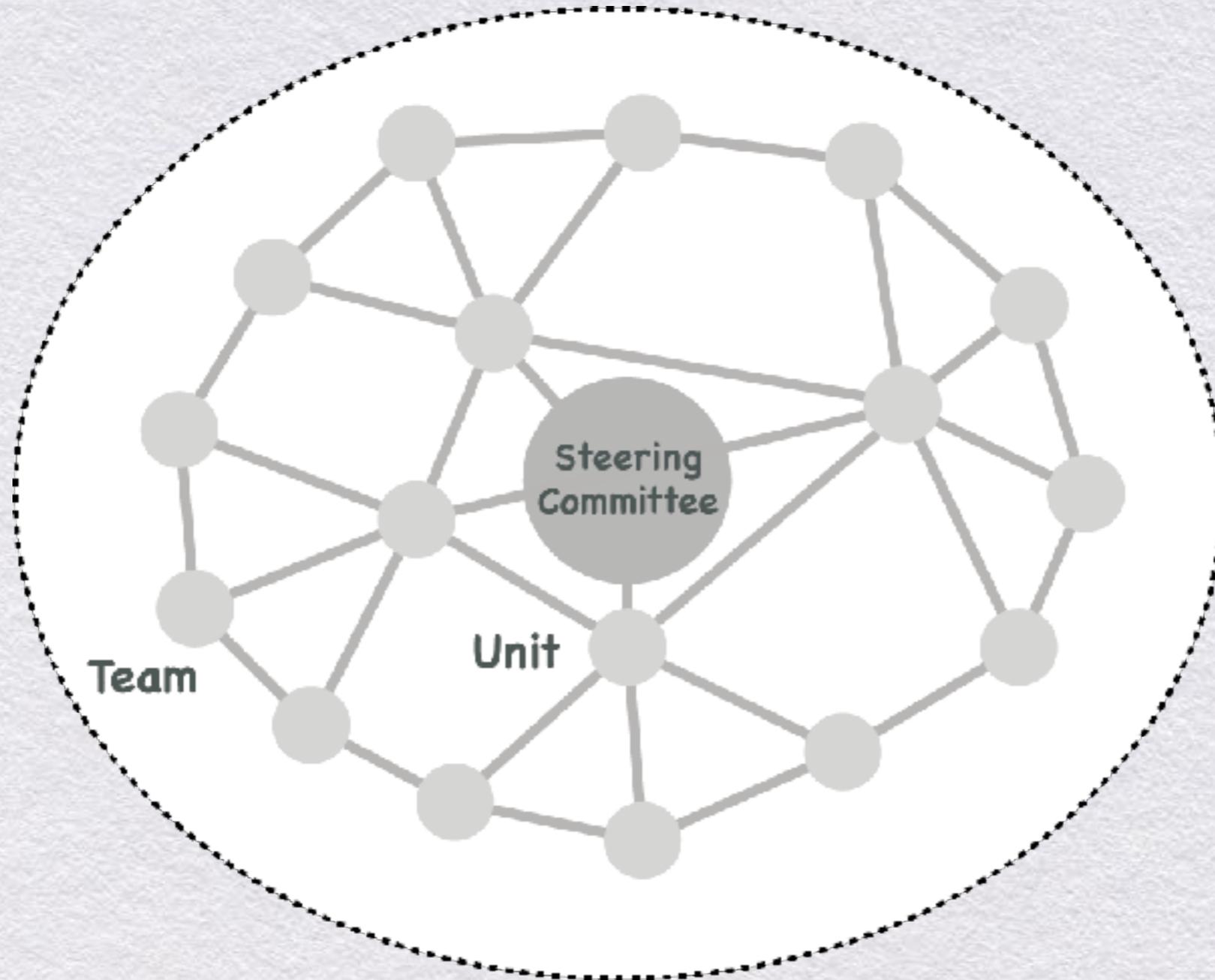


# Challenge

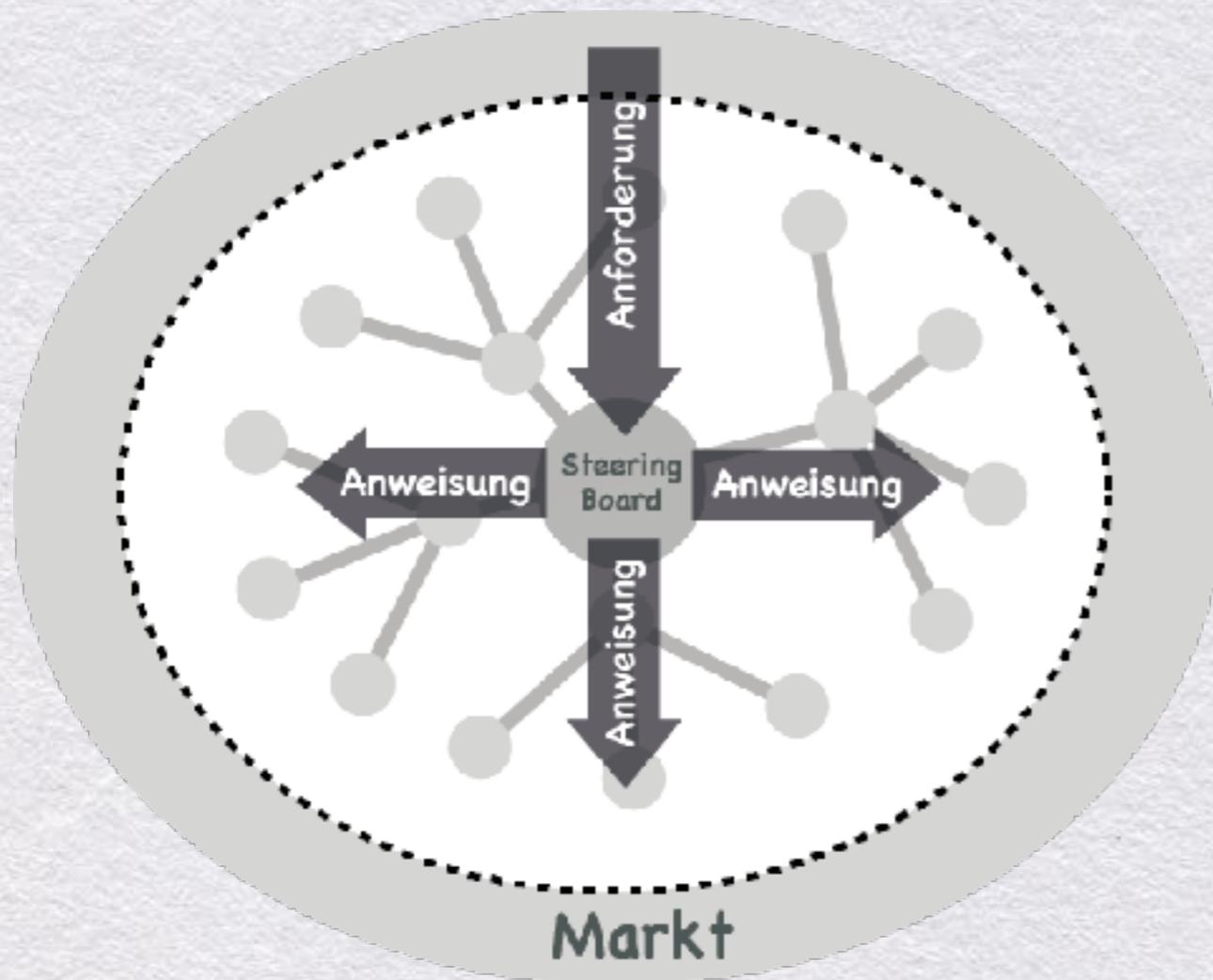
- hoch skalierbare Organisationsstruktur
- Potentiale voll ausschöpfen
- wenig Abhängigkeiten
- dynamik-robuste Teams
- mehr Selbstorganisation
- mehr Spaß beim der Arbeit



# Organisationskomplexität

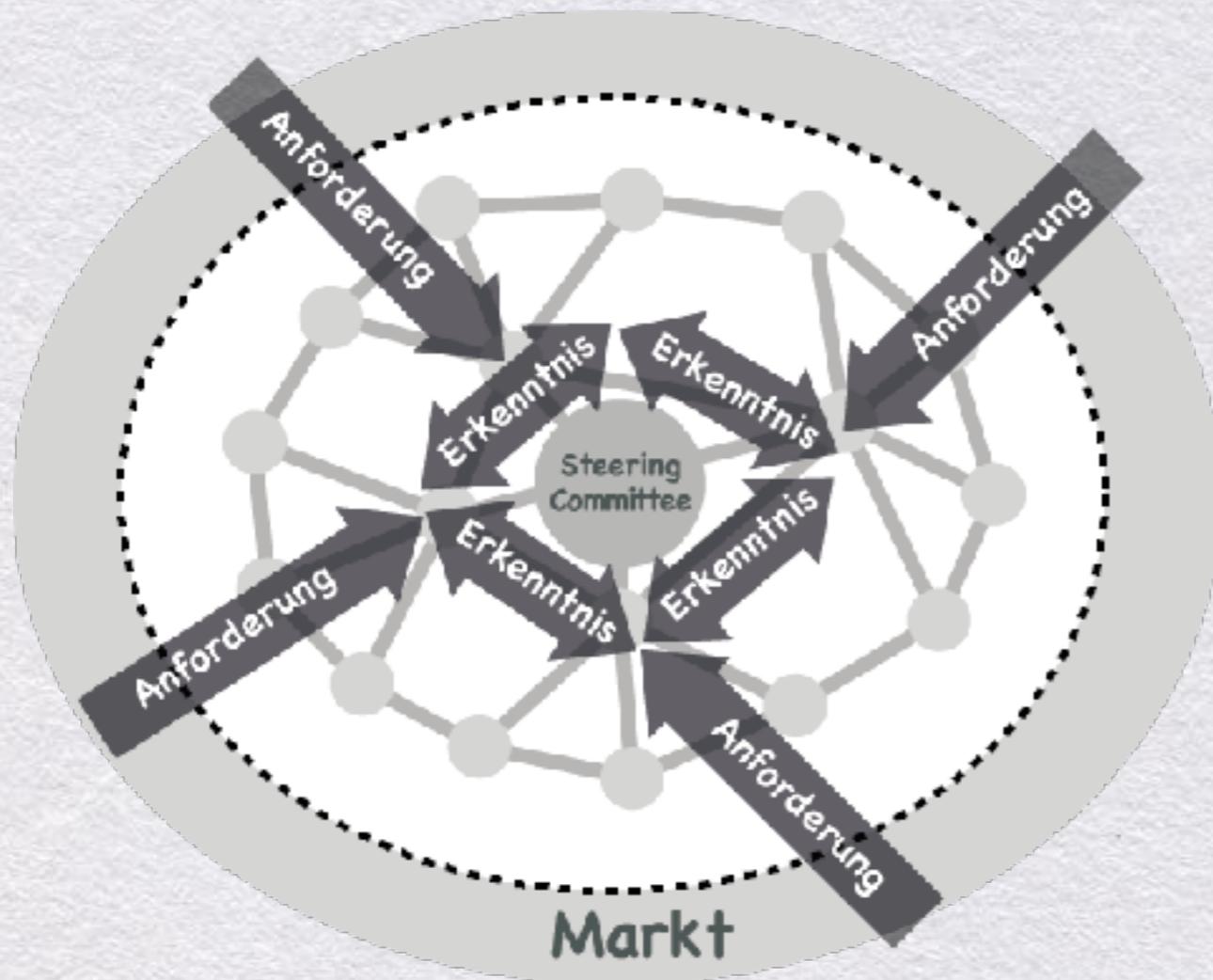


# Klassische Organisation



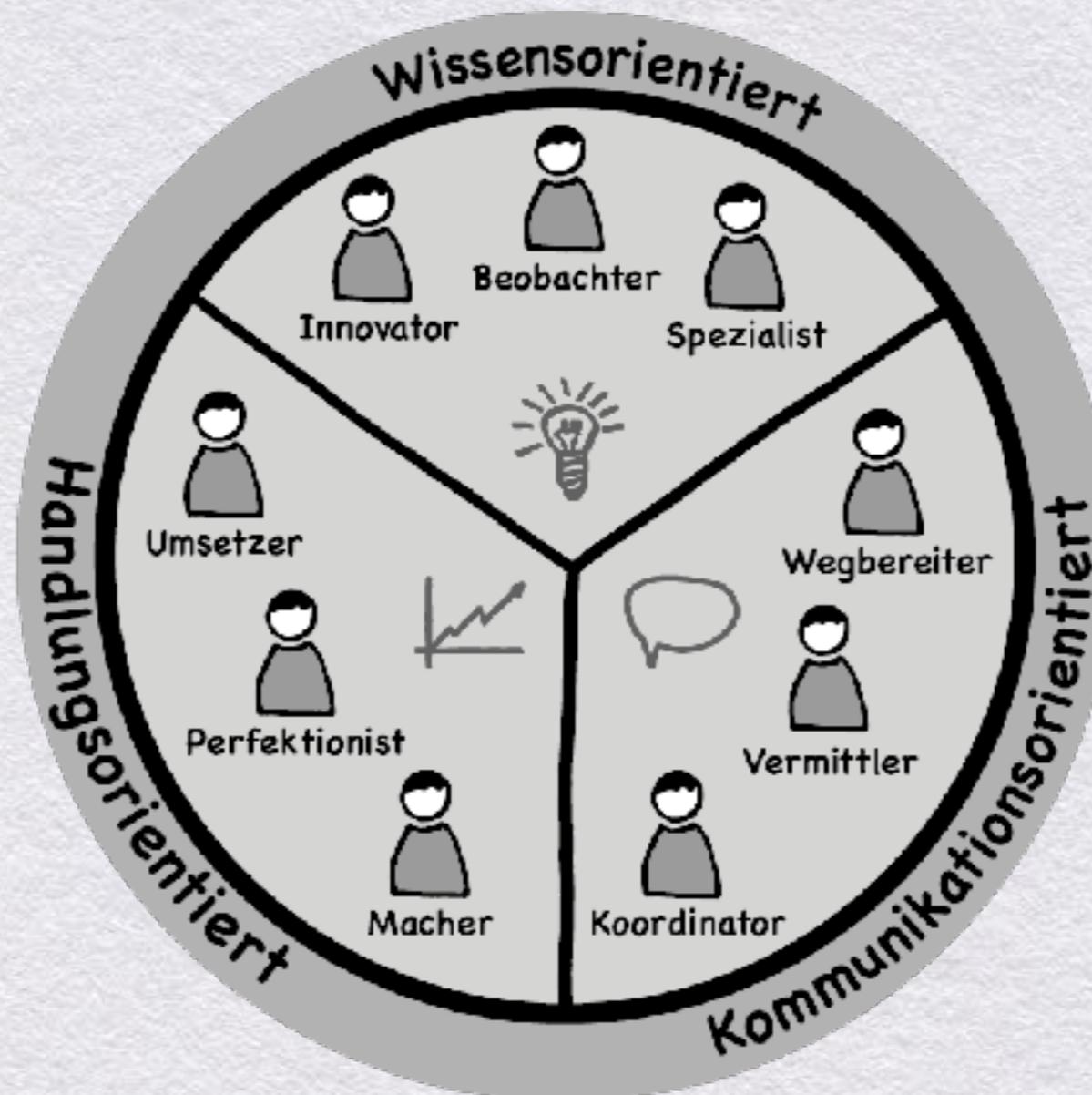
- + einfacher Steuerungsprozess
- + hohe Qualifikation und unternehmerisches Denken nur auf Führungsebene notwendig
- wenig Innovation
- träger Lernprozess
- Wissensinseln & Engpässe in der Organisation
- fehlende Anpassungsfähigkeit

# Lernende Organisation



- + hohes Potential für Innovation
- + gute Lern- und Anpassungsfähigkeit
- + weniger Handlungsengpässe
- + verteiltes Wissen
- benötigt engagierte und unternehmerisch Denkende Mitarbeiter
- mehr Fehler die durch Lernen & Experimentieren entstehen
- mehr Aufwände für Kommunikation, Lernen und Mitarbeiterentwicklung

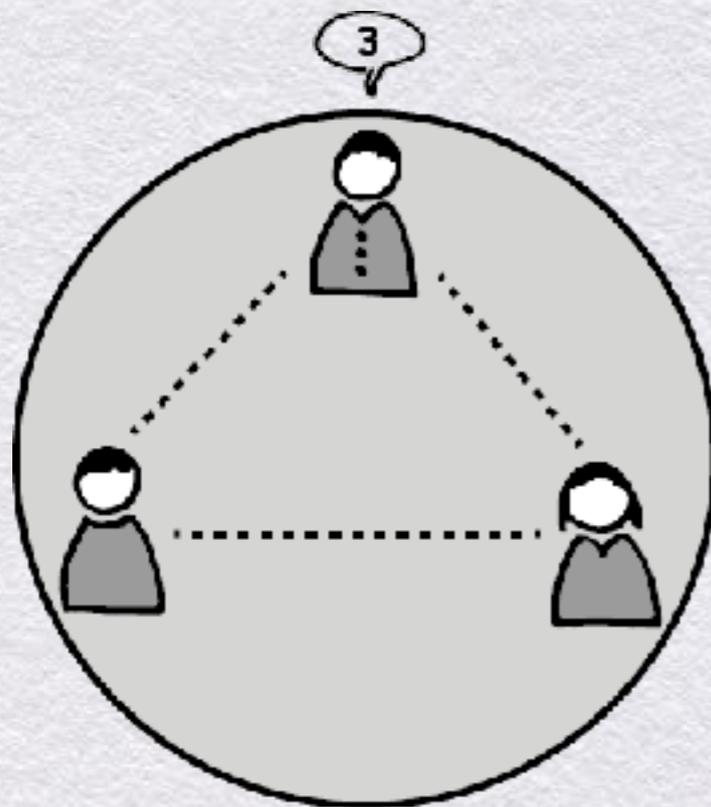
# Team Diversität



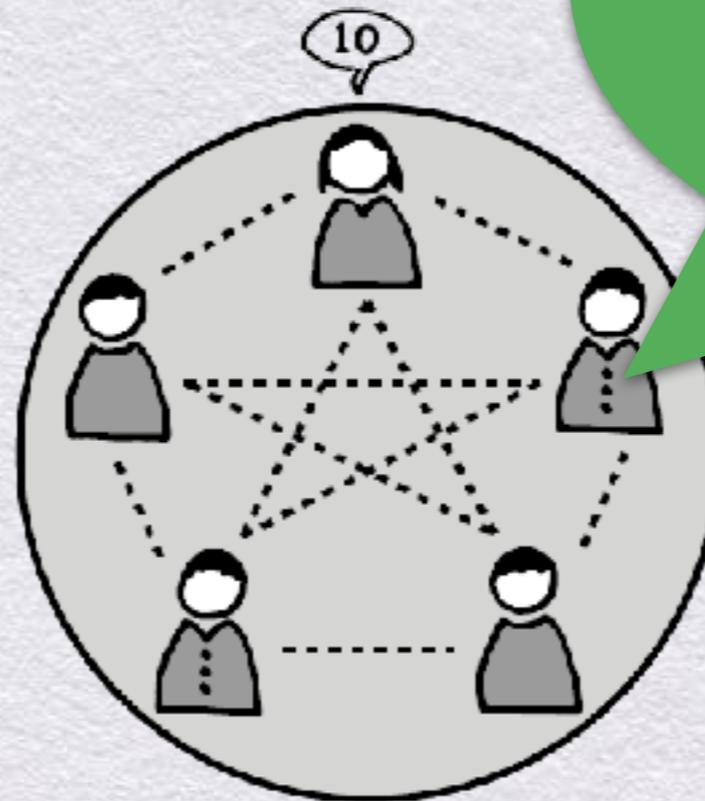
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Ideale Charaktereigenschaften im Team nach dem Belbin Team Rollen Konzept

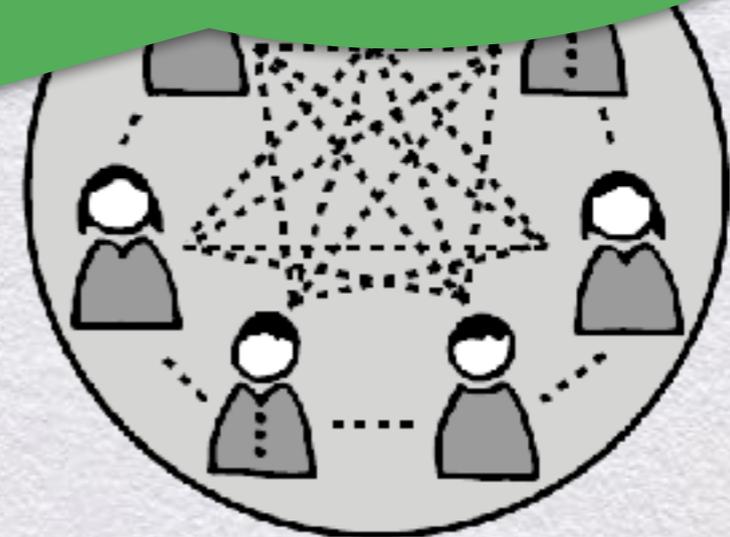
# Team Size



**3er Team**



**5er Team**



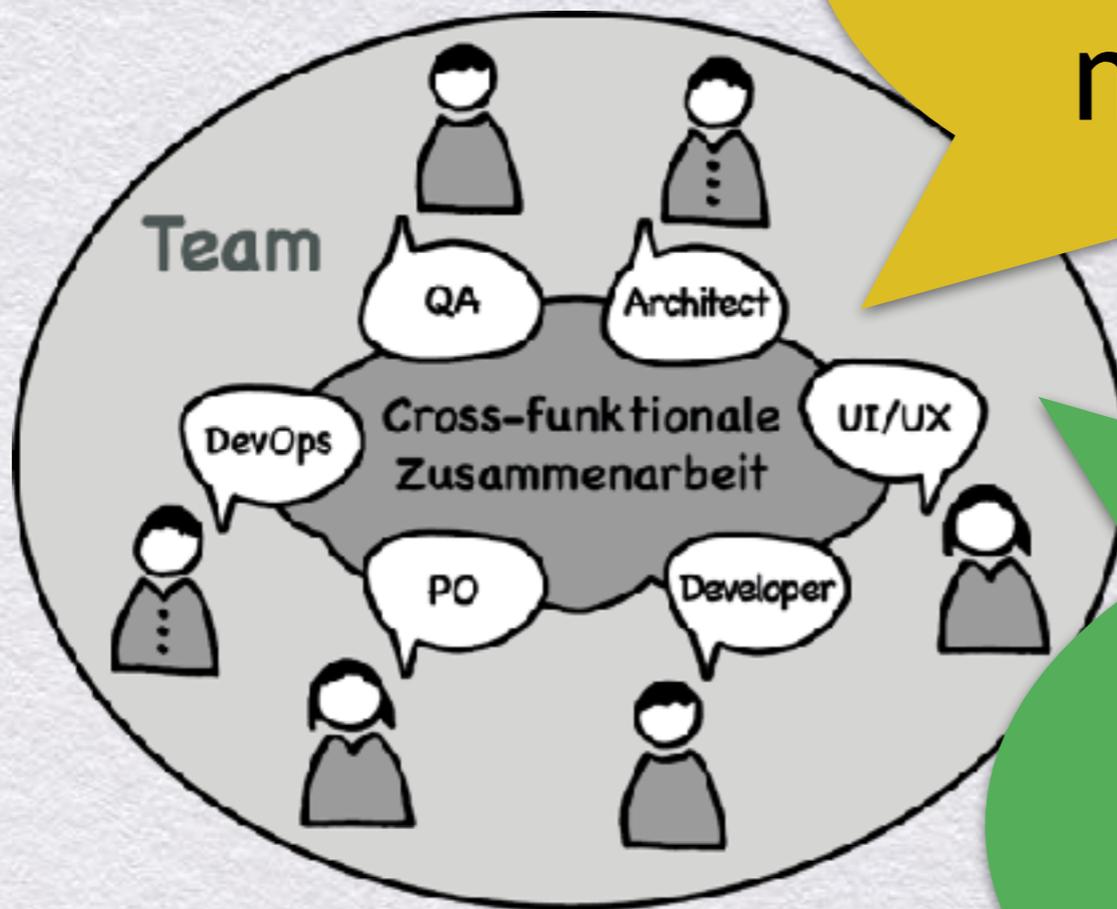
**7er Team**

$$(n * (n-1)) / 2$$

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# Cross-funktionale Teams

Nicht  
jeder kann alles  
machen!!!

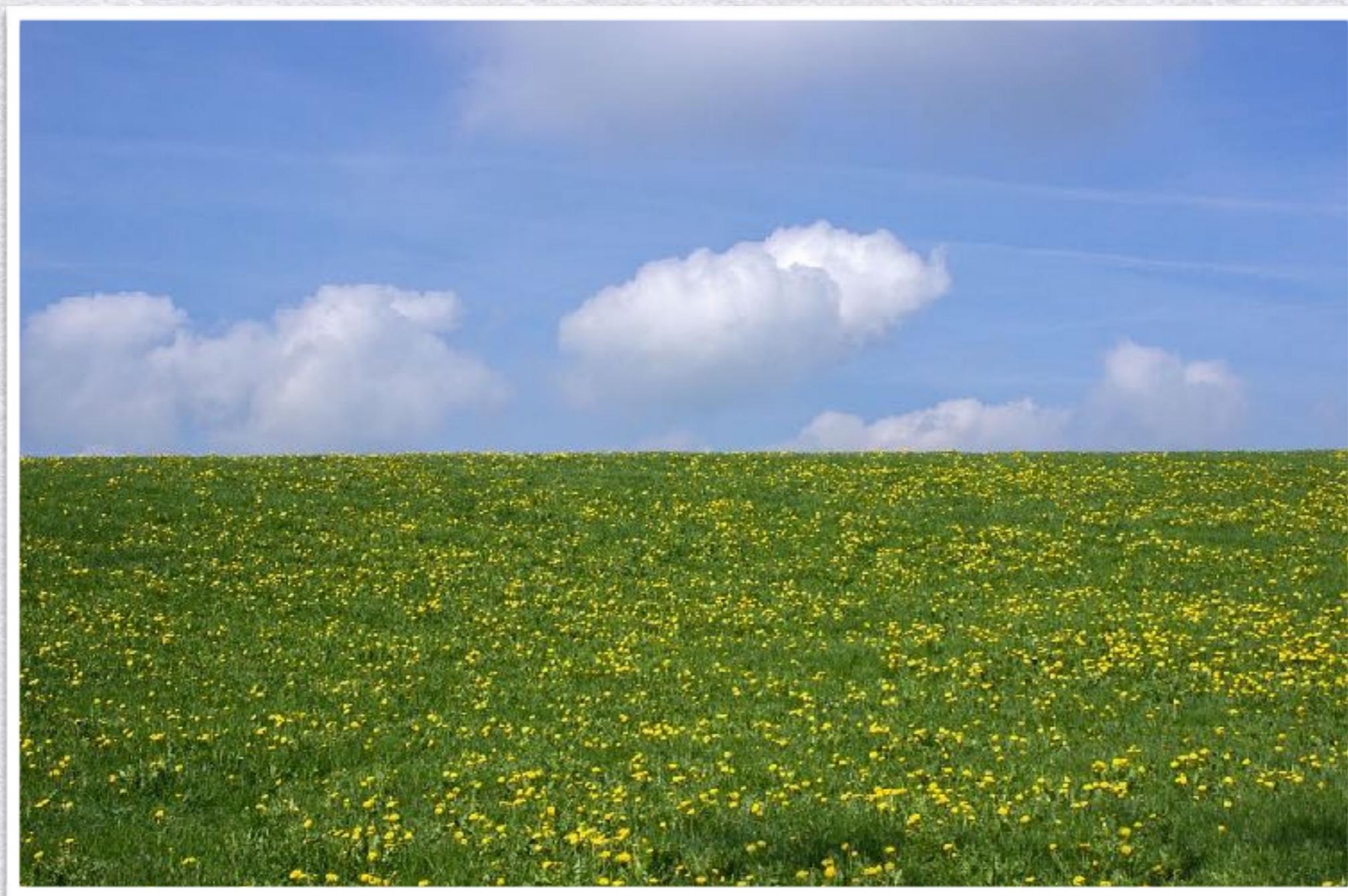


Aber jeder  
kann jeden  
Unterstützen!!!



**And now...?**

# Grüne Wiese



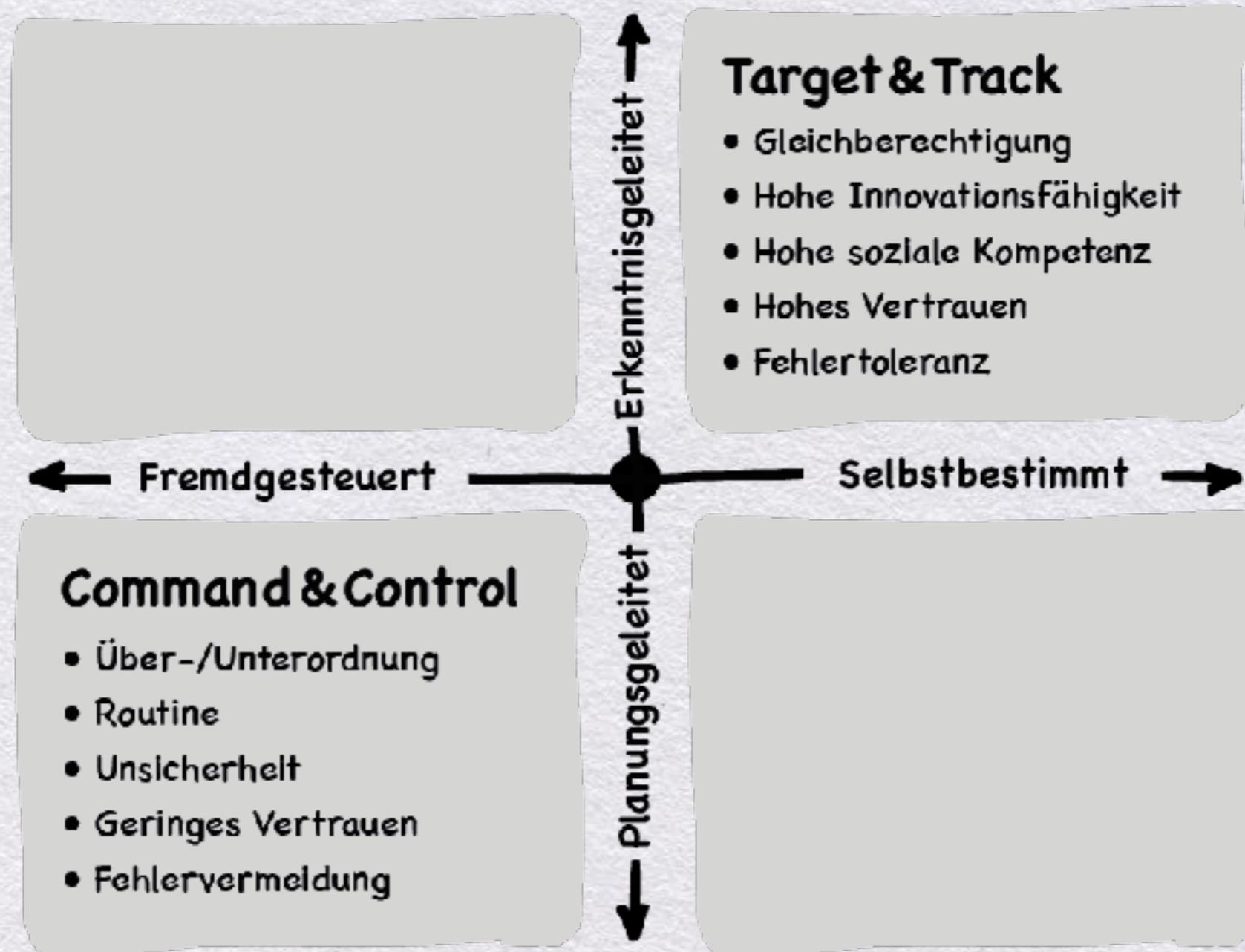
# Fragestellung

- Wer kennt die Bedürfnisse unserer Mitarbeiter am besten?  
Wer kann das besser wissen als unsere Mitarbeiter selbst?
- Wer weiß am besten wo und mit wem unsere Mitarbeiter zusammenarbeiten möchten?
- Wer weiß am besten was unsere Mitarbeiter anspornt und motiviert?

# Selbstorganisation

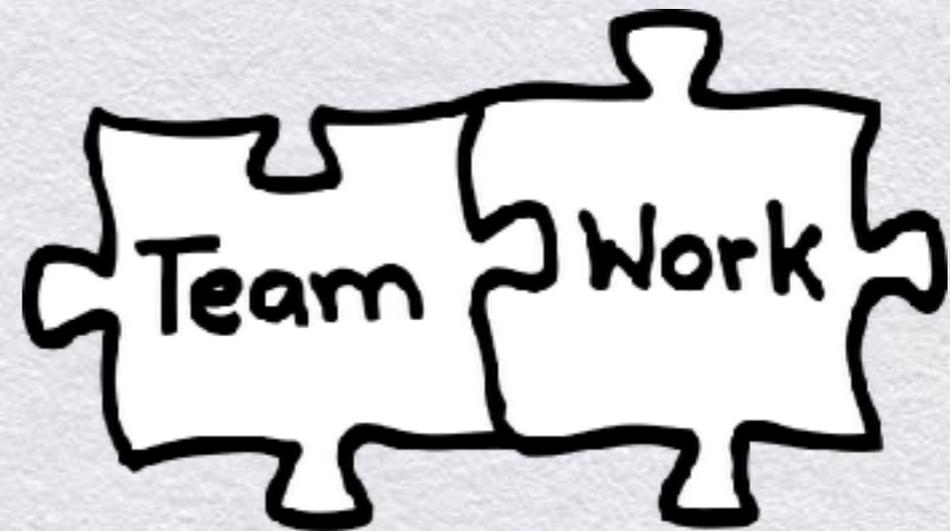


# Selbstorganisation

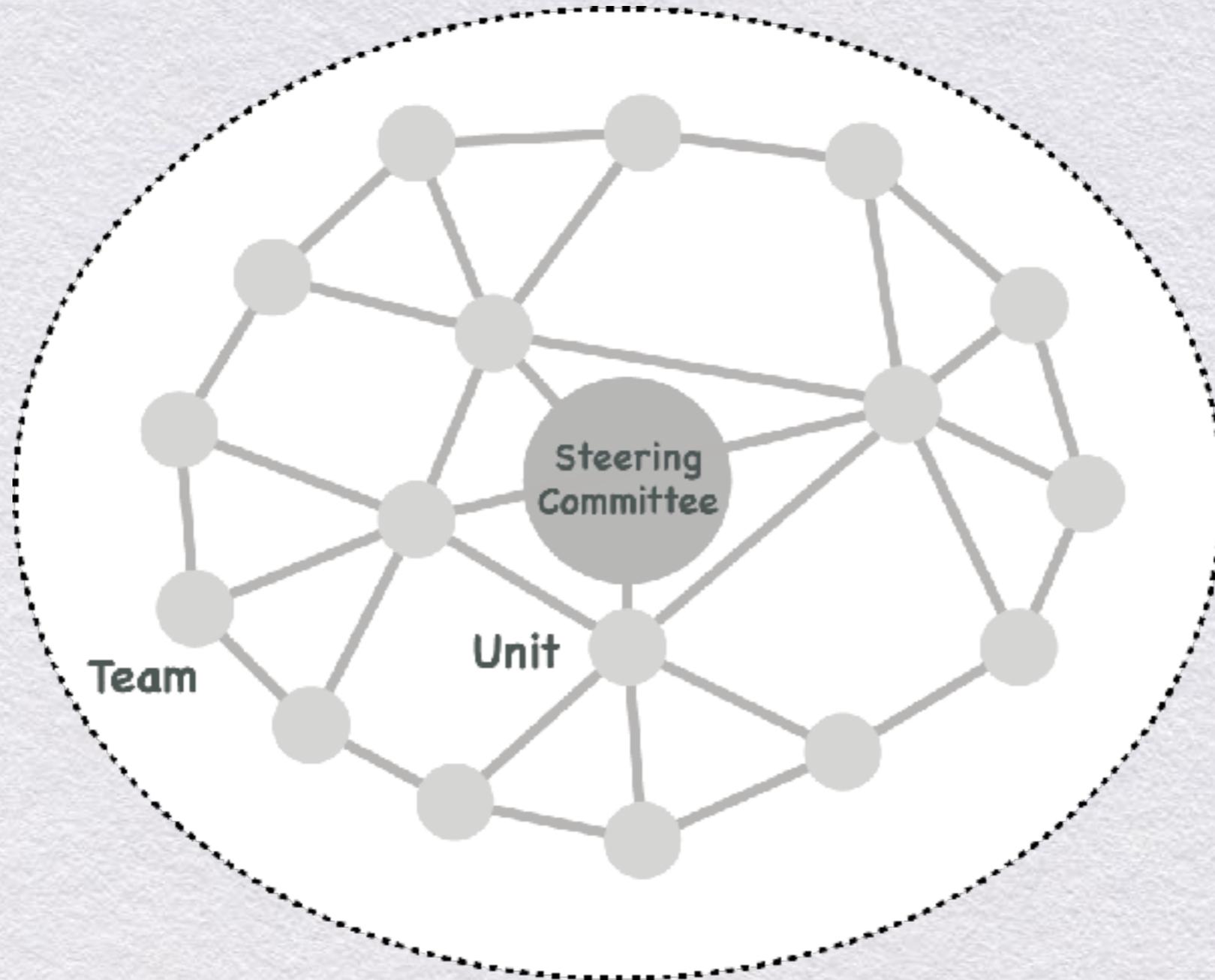


# Selbstorganisation

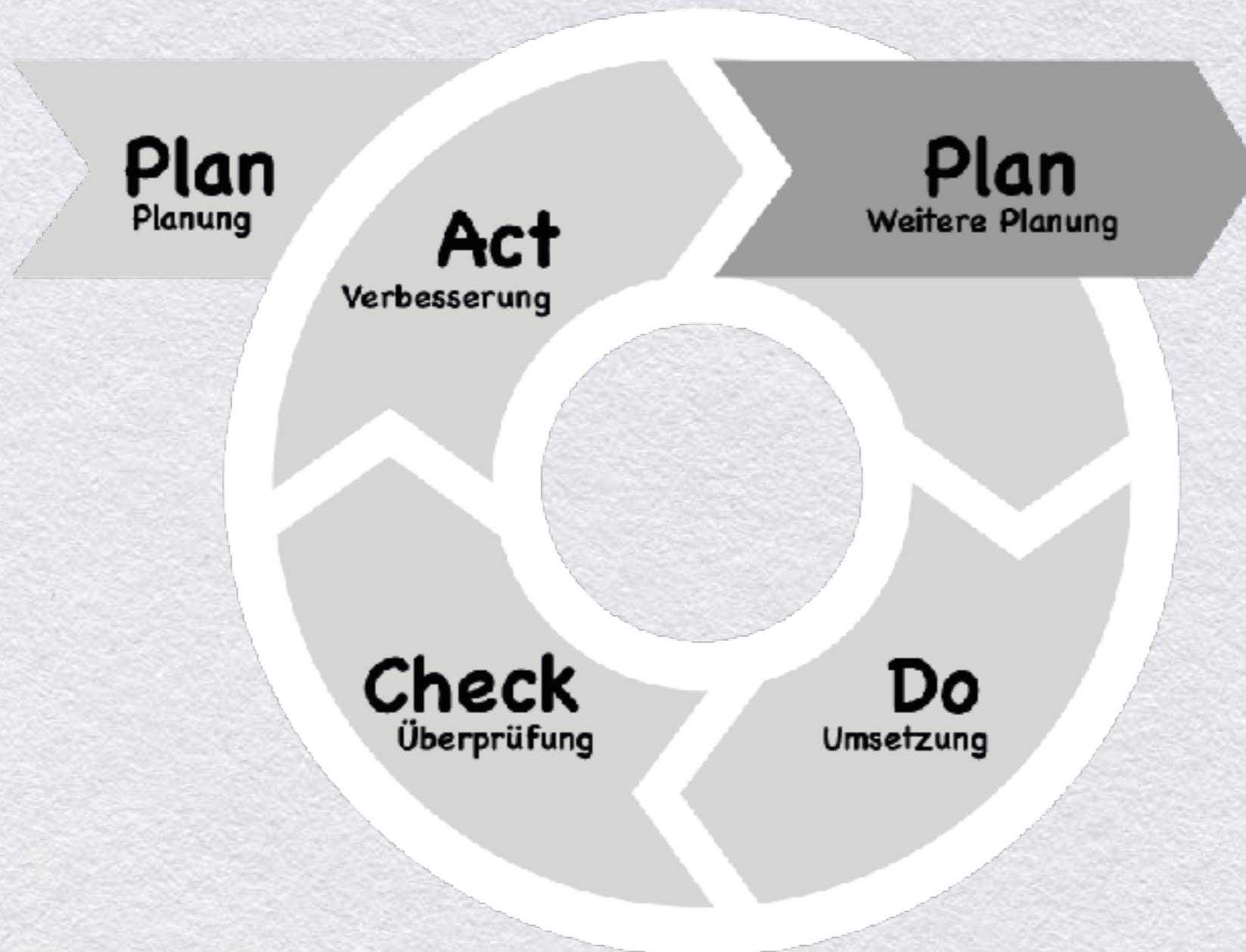
1. Klare Zieldefinition
2. Leitplanken
3. Moderation



# Komplexe Systeme



# Agiler PDCA Prozess



PDCA Prozess aus Kaizen 1950 eingeführt mit Lean Production bei Toyota in Japan



# The Preparation

# Sed Card (Work Profile)



Klaus  
Müller

## Technical skills

- UI/UX       DevOps       Frontend  
 Backend     Architektur     QA

## Soft skills

- Macher       Perfektionist  
 Wegbereiter     Vermittler  
 Innovator       Spezialist

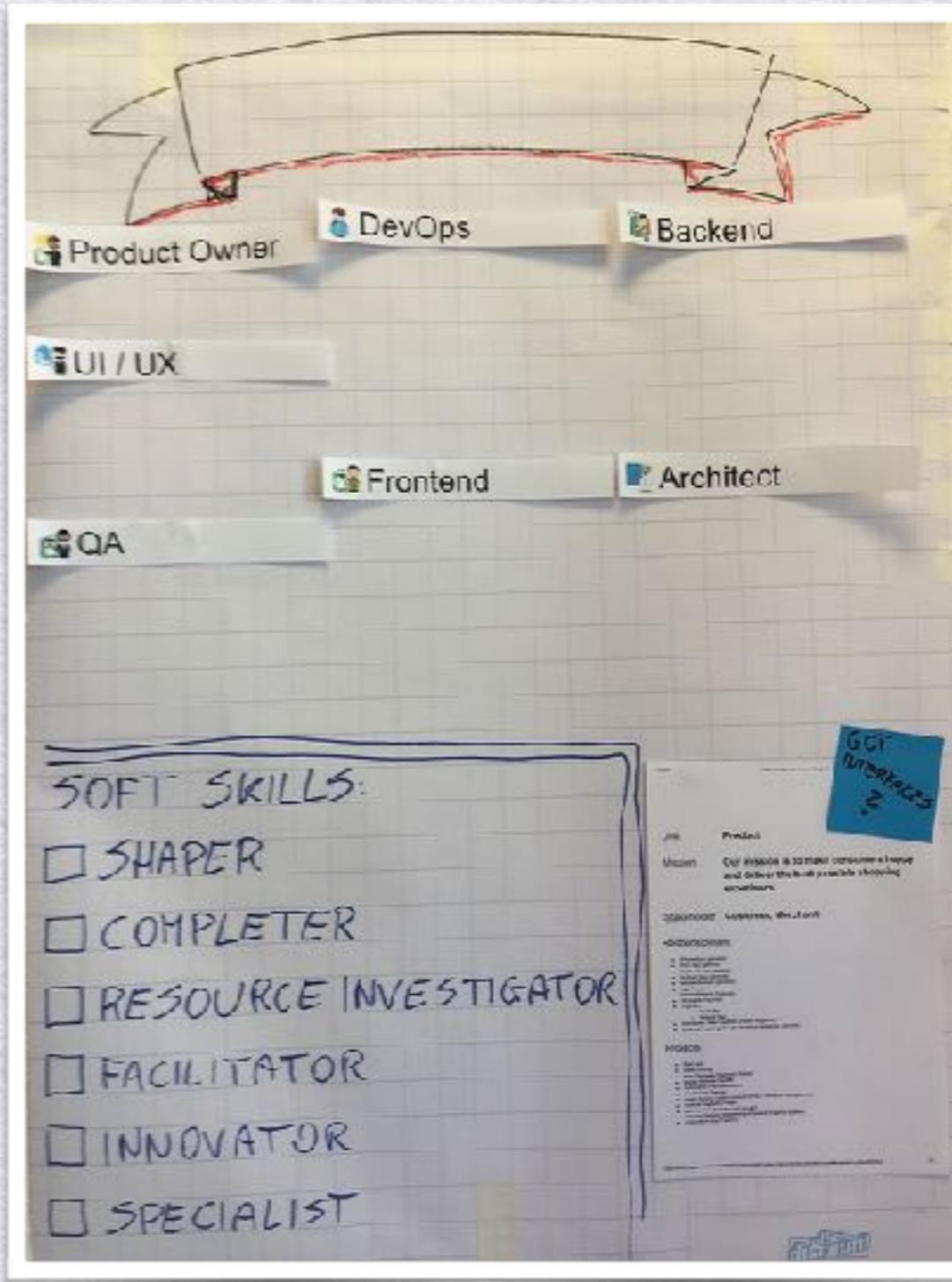
# Mission



OUR MISSION IS TO MAKE  
CONSUMERS HAPPY AND DELIVER  
THE BEST SHOPPING EXPERIENCE

THIS IS  
WHY WE DO IT

# Team Poster



# Perfect Team Setup (DoD)

- Well distributed technical skills
- Well distributed soft skills
- Skill completeness
- Max team size of 7
- Focus on talents & interests





# The Implementation



# TEAM SETUP PARTY

**WHO: DEVELOPMENT TEAMS**

**WHERE: SHOPGATE BUTZBACH**

**WHEN: 17 MARCH 11.00-18.00**

## AGENDA

- INTRODUCTION (10 MIN)
- PRESENT UNIT DOMAINS (30 MIN)
- FEEDBACK SESSION (45 MIN)
- BREAK (1 H)
- TEAM FORMING (3 H)
- NEXT STEPS SESSION (30 MIN)
- NETWORKING & BBO (OPEN END)



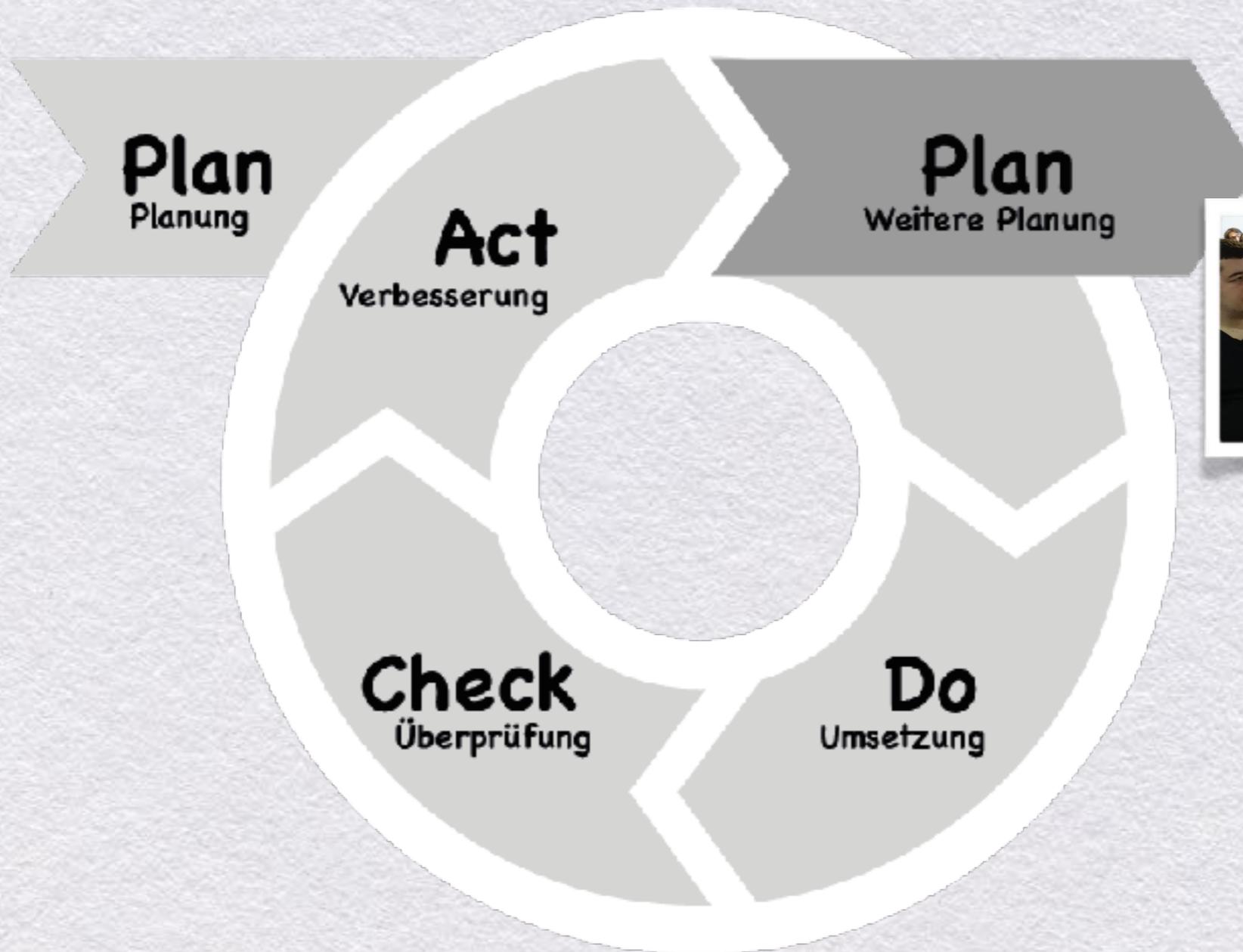
**PLEASE JOIN OUR BBO  
EVENING EVENT !!!**

 Shopgate

# Planning Workshop



# Team Setup Sprint



# Team Forming



Product Owner   DevOps   Backend

UI / UX

Frontend   Architect

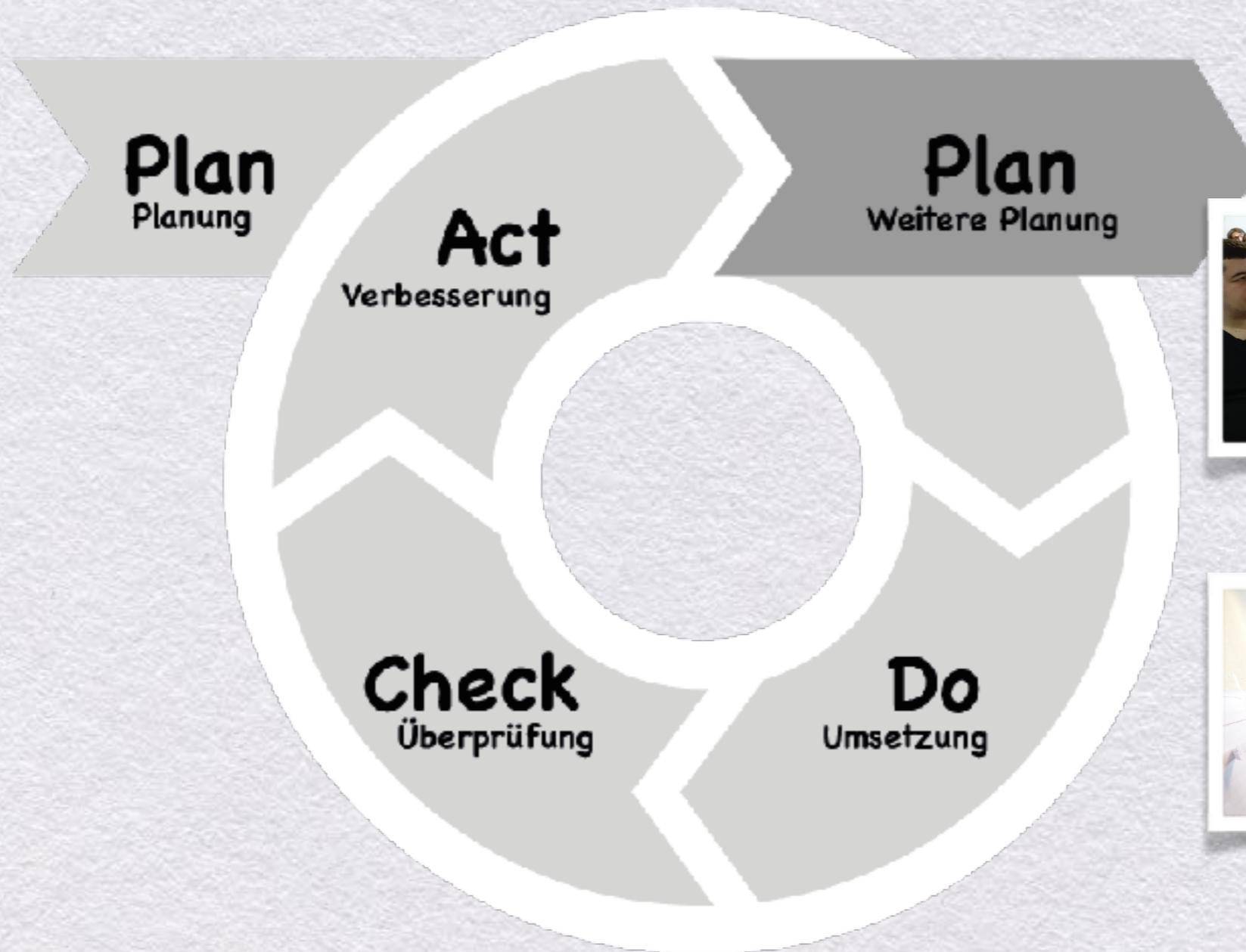
QA

**SOFT SKILLS:**

- SHAPER
- COMPLETER
- RESOURCE INVESTIGATOR
- FACILITATOR
- INNOVATOR
- SPECIALIST

*GCI? Investigate?*

# Team Setup Sprint



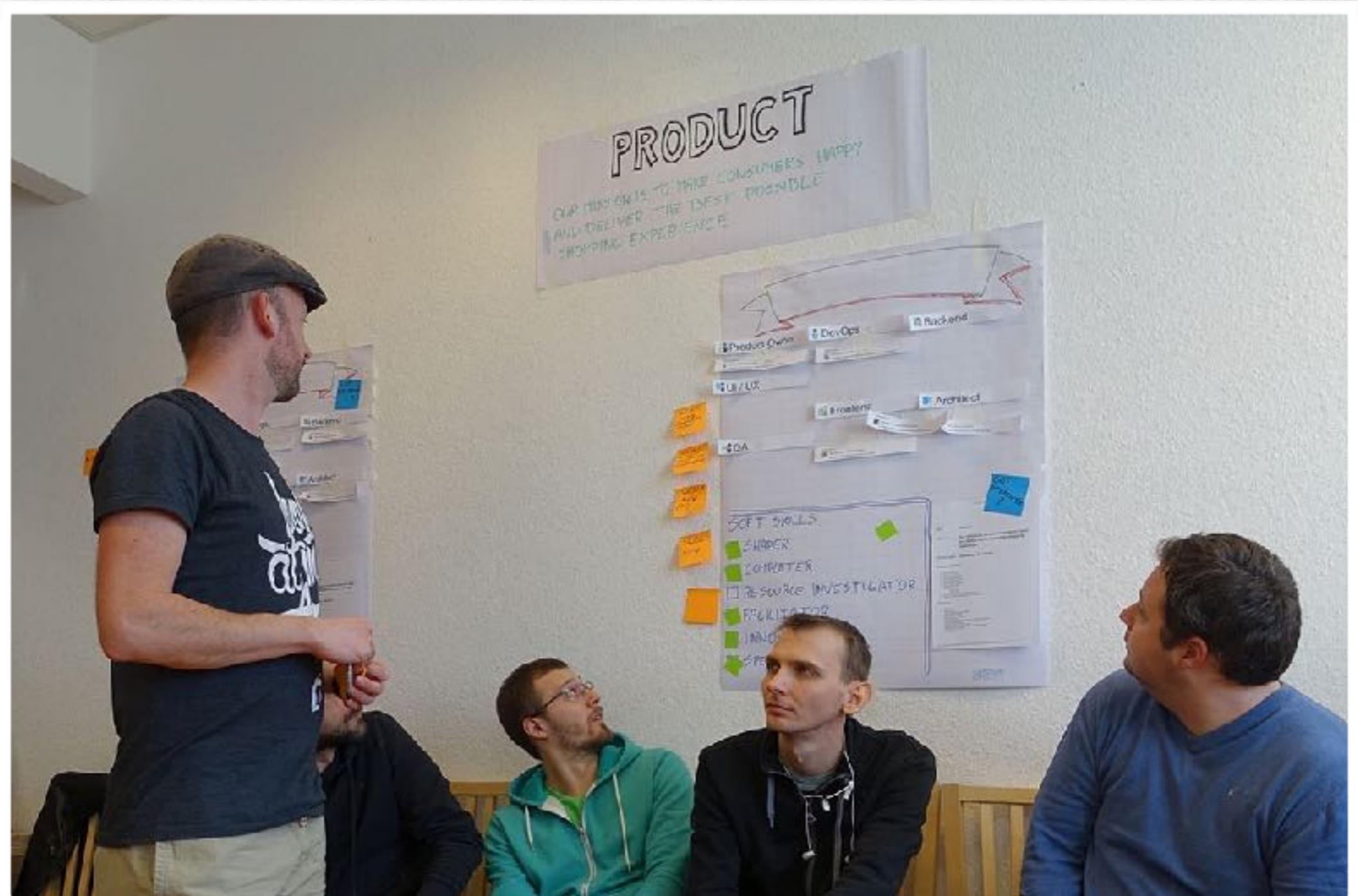
①



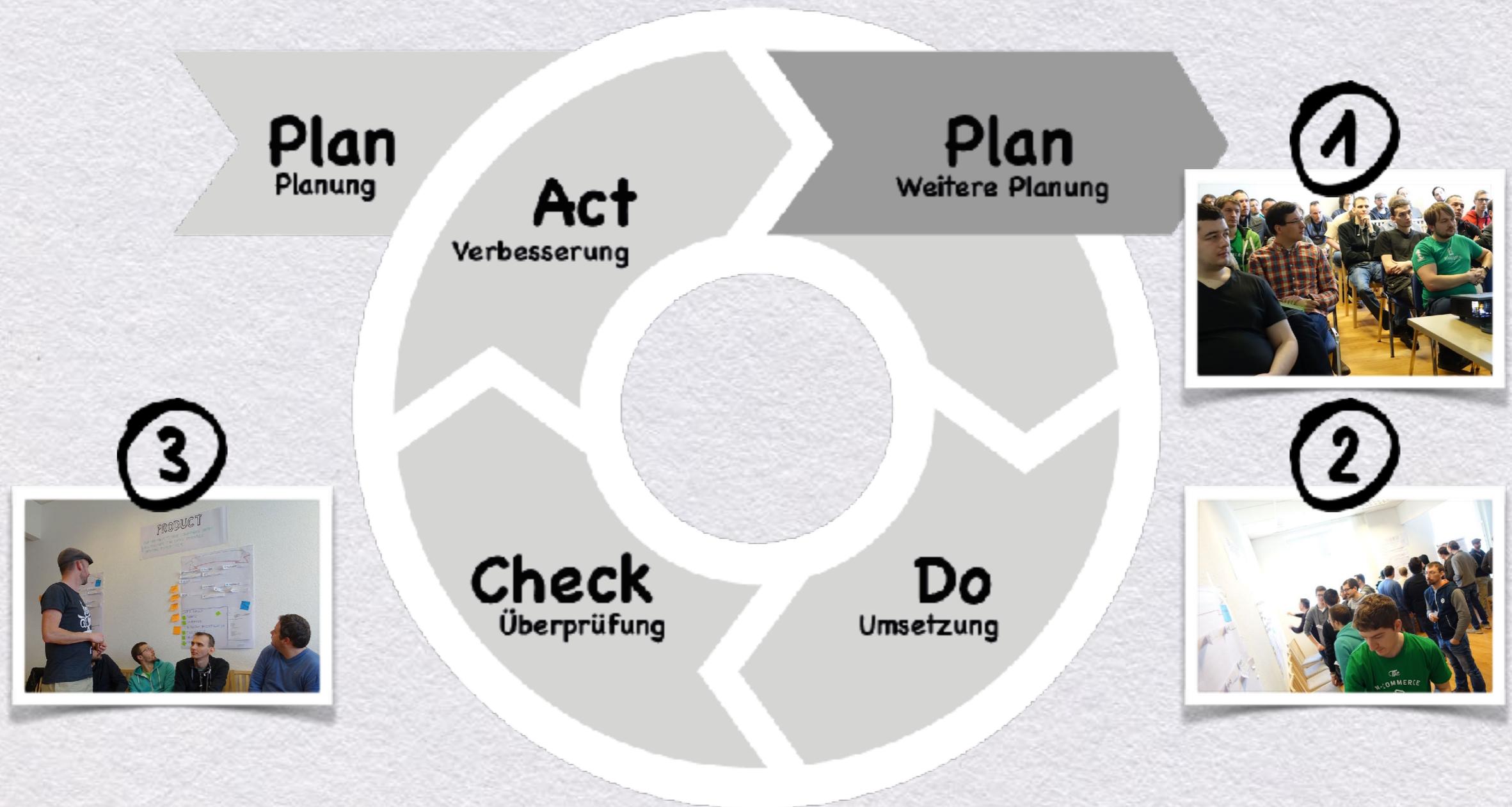
②



# Review



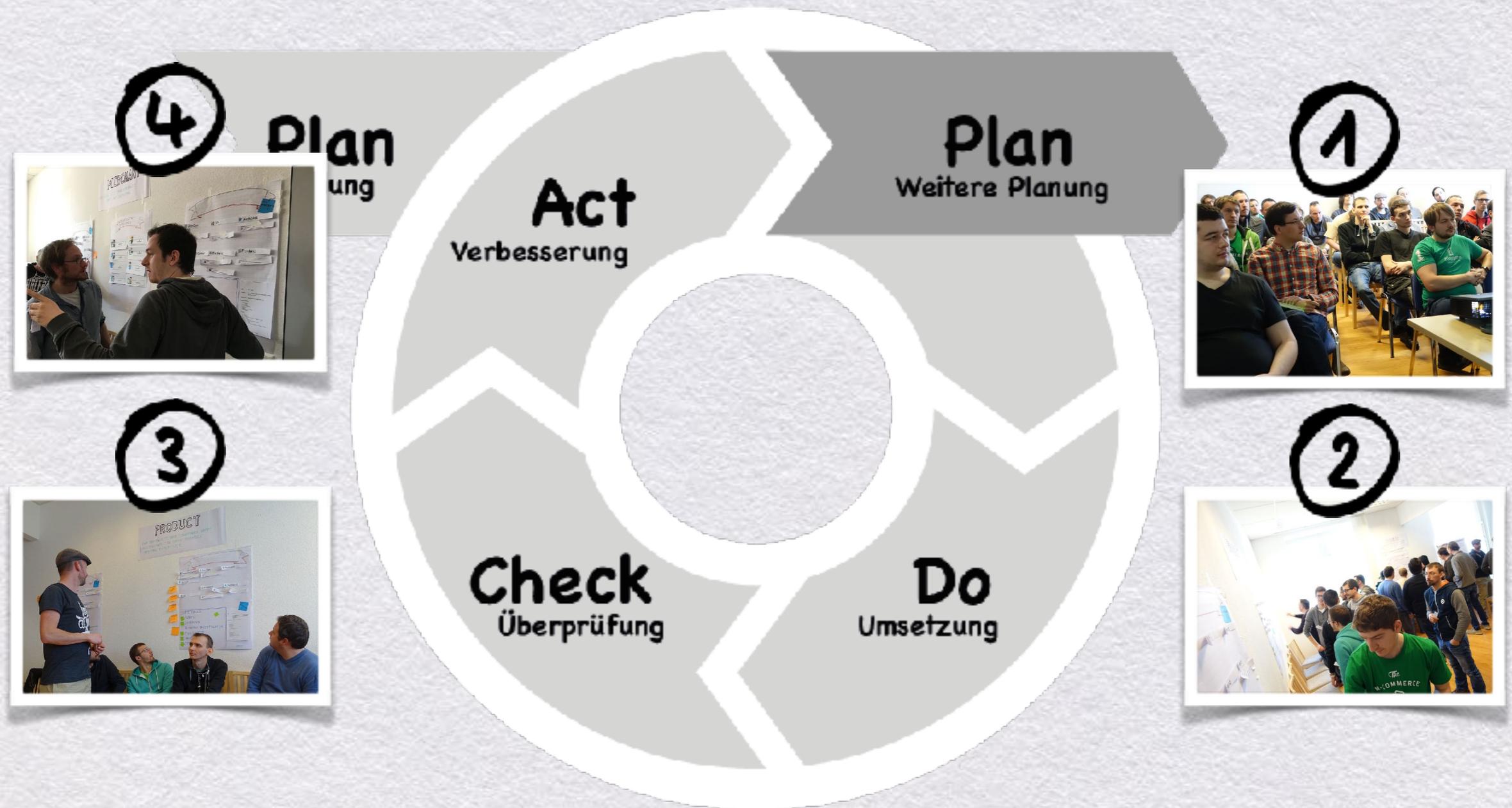
# Planning Workshop



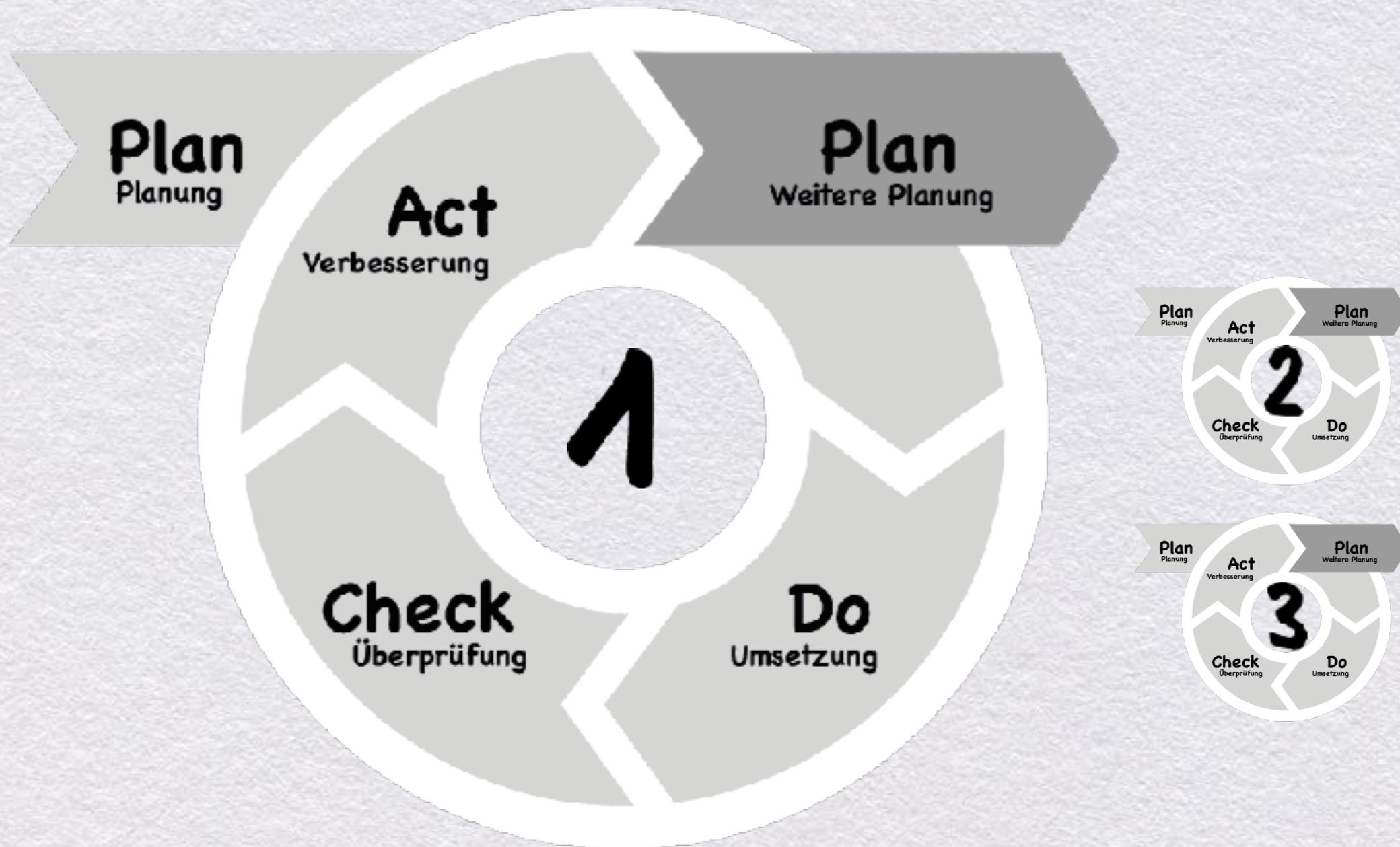
# Retrospektive



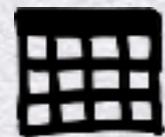
# Team Setup Sprint



# Sprint Iterationen

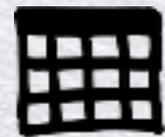


# Projektübersicht



Day1

- Team Workshop
- Team Forming (3 Sprints+Review&Retro)
- Define Team Names & CoP's



Day2

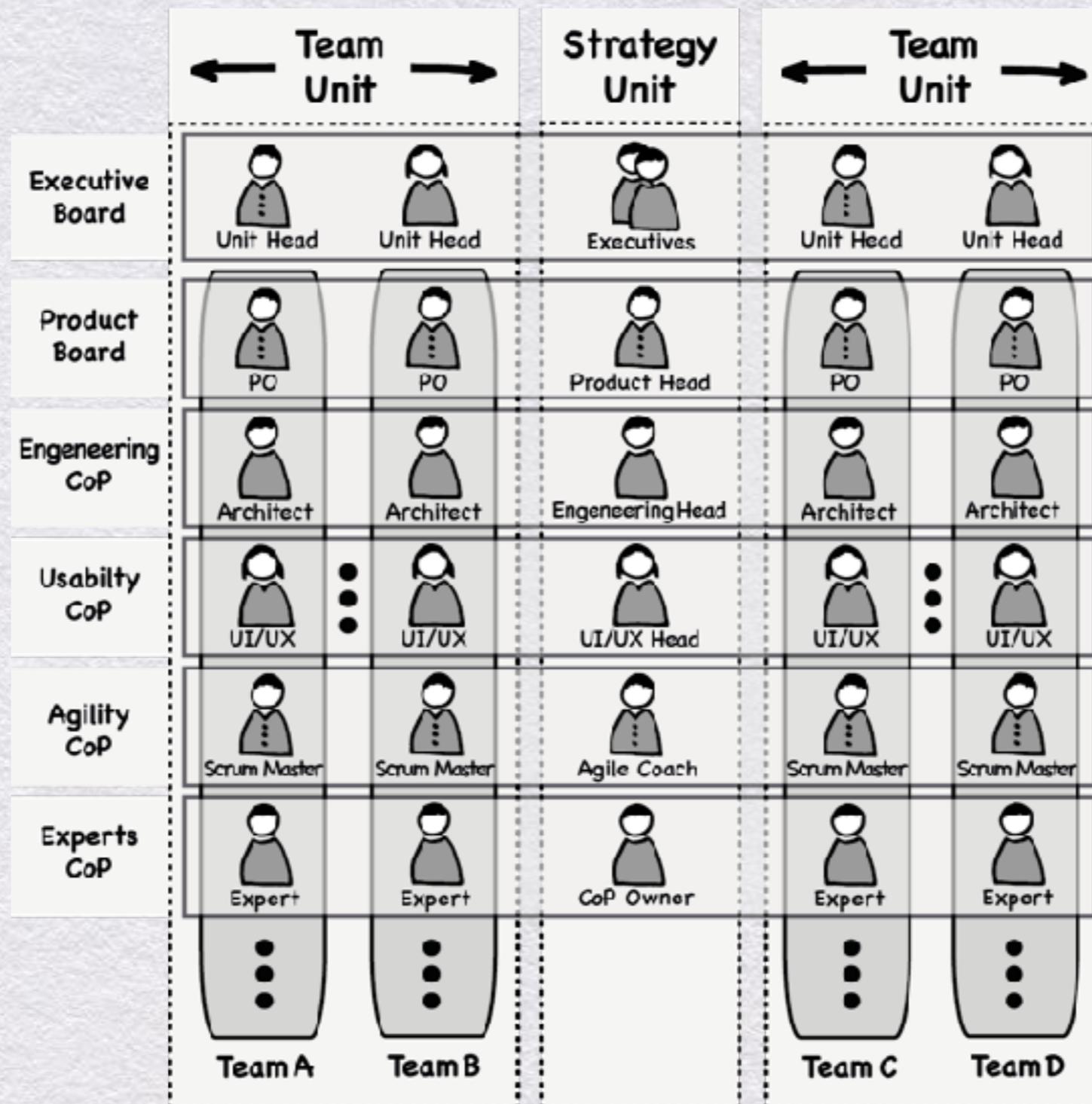
- Introduction & Relocation
- Team Building (Personal Maps)
- Team Values & Social Contract



Day3

- Backlog Presentation
- Define Process & Meetings
- Get in Touch with new Responsibilities

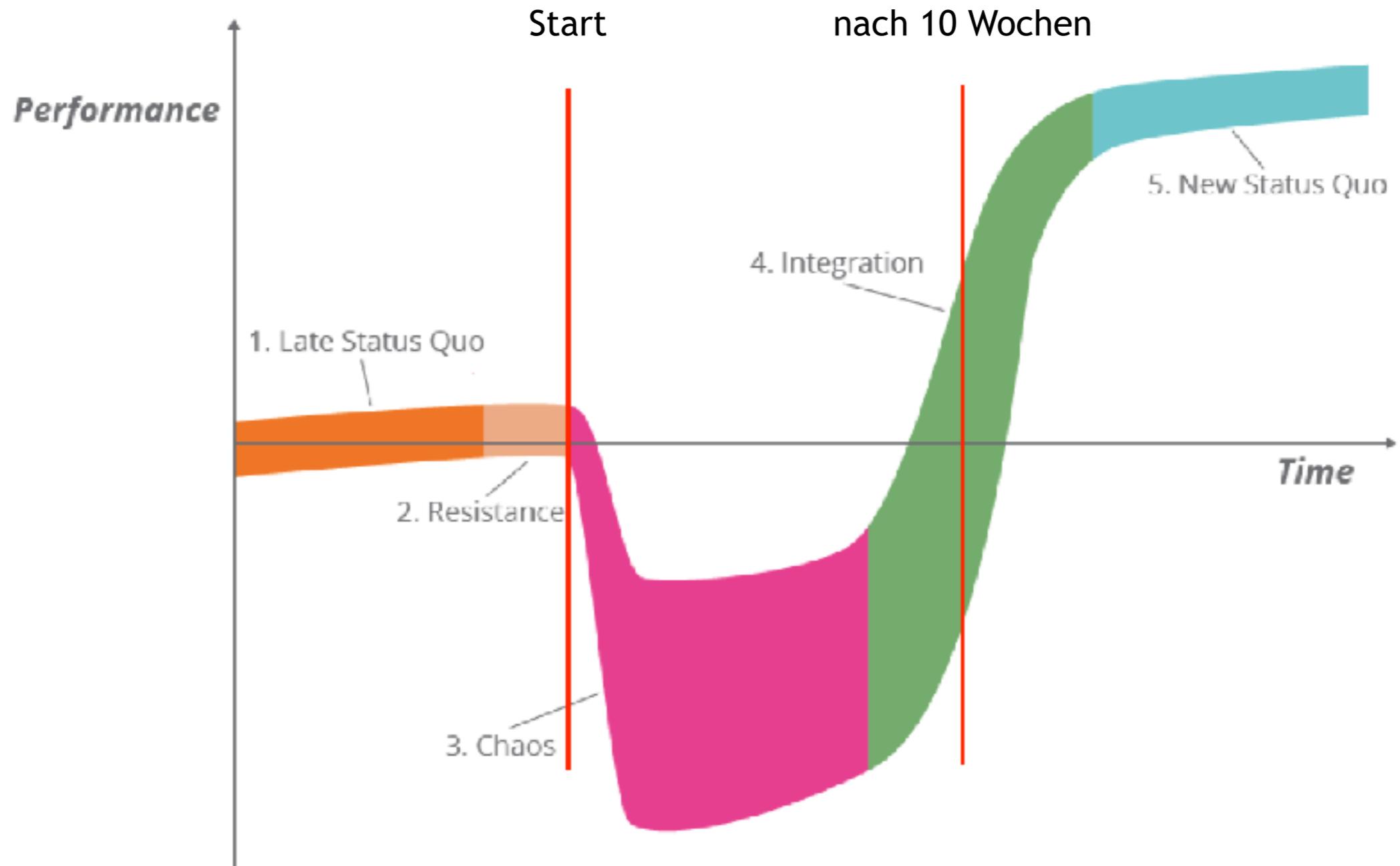
# Organisationsstruktur





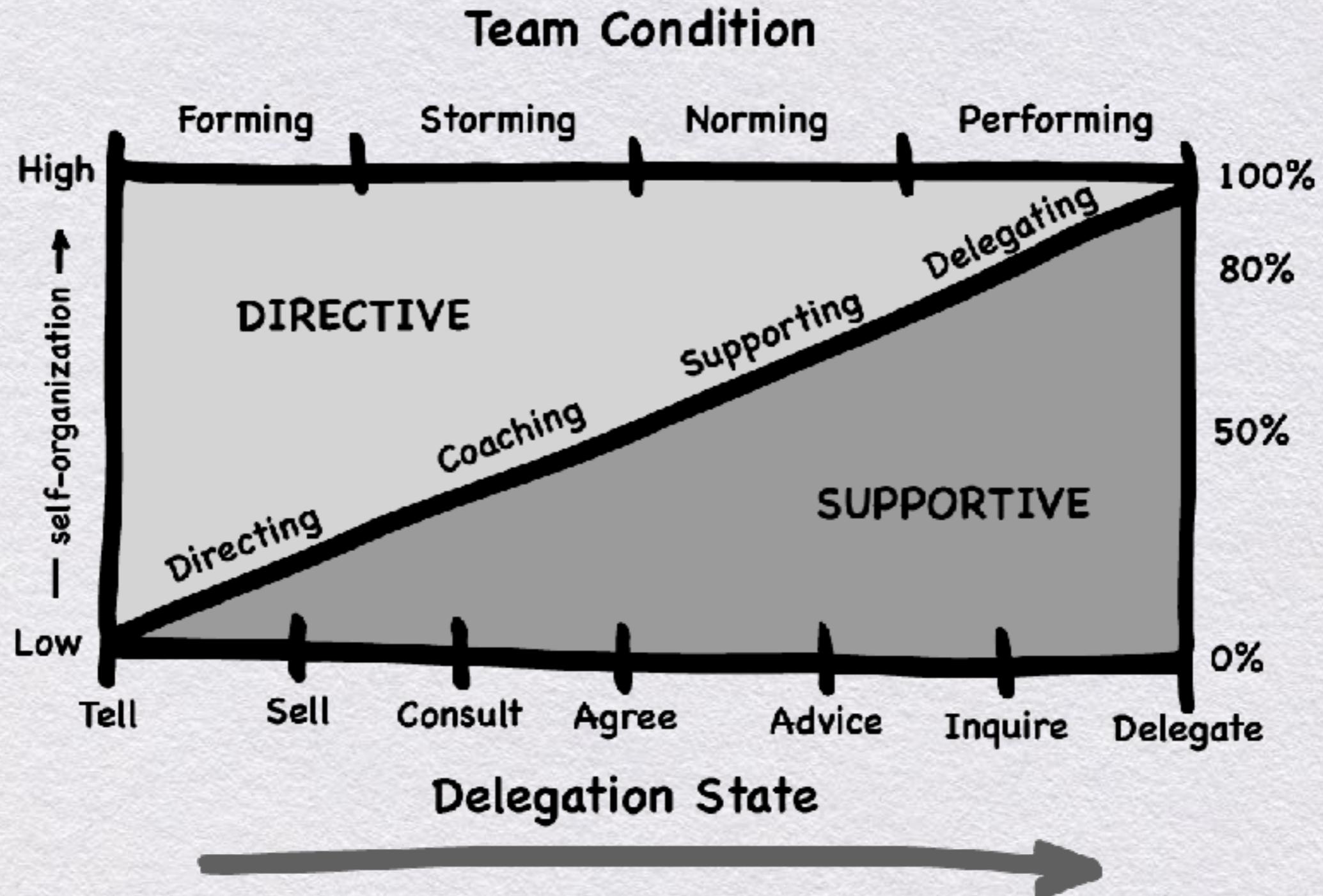
**The Learnings**  
three month later...

# Change Prozess



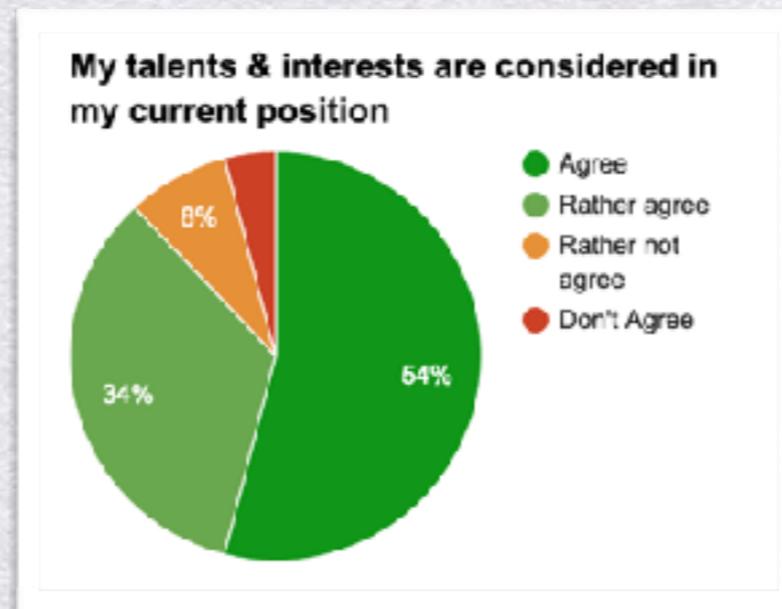
Satir Change Model

# Alignment vs. Self-Organization



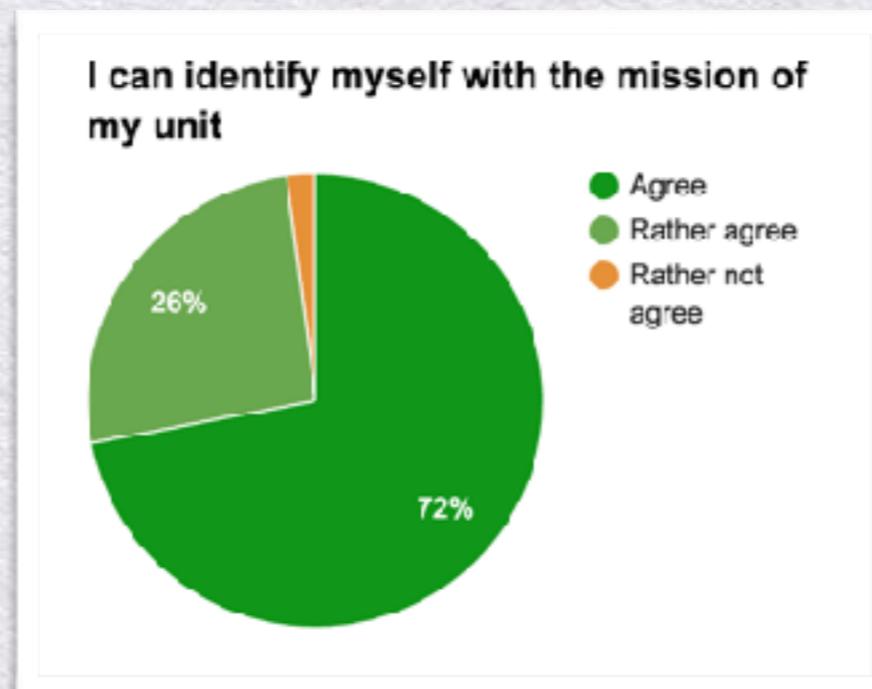
# Ergebnis Mitarbeiterumfrage

**88% der Mitarbeiter sind optimal nach Interessen und Talenten eingesetzt**



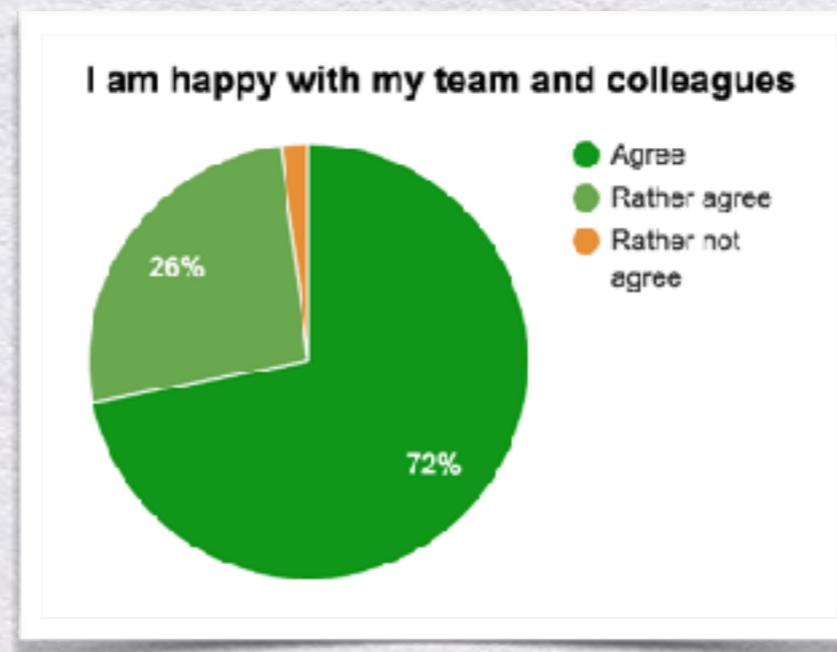
# Ergebnis Mitarbeiterumfrage

**98% können sich mit der neuen Mission identifizieren**



# Ergebnis Mitarbeiterumfrage

**98% der Mitarbeiter sind  
Glücklich mit Ihrem neuen Team**



# Noch Fragen ..?

```
<?php

/**
 * @author Shopgate GmbH, Schlossstrasse 10, 35510 Butzbach
 * @link http://www.shopgate.jobs
 * @see nextBigThing()
 */

$finder = new WebDeveloperFinder();
$you = $finder->getTalentByGender(microtime() % 2 ? FEMALE : MALE);

$hardSkills = $you->hasExperience('Development of complex Web Applications')
    && $you->knows(['PHP', 'JavaScript', 'nodeJs'])
    && $you->knowsMaybe(['AWS', 'eCommerce']);

$softSkills = $you->isMotivated() && $you->isTeamPlayer() && $you->lovesToCode();

if ($hardSkills && $softSkills) {
    try {
        $you->mailto('jobs@shopgate.com');
        $you->enjoy([COOL_TEAM, FUN, COFFEE]);
    } catch (NotHiredException $e) {
        $you->tryAgainLater();
    }
}
```

Twitter:

@rgies

@shopgate

@codetalkshh

[jobs@shopgate.com](mailto:jobs@shopgate.com)

**Vielen Dank für Ihre  
Aufmerksamkeit!**



Feedback über Twitter @rgies