

Team Design

Simulation Exercise

to expose implications of Organizational Design Team Dynamics

Note: *this exercise is based on the ideas of the following two simulation games:*

- [The LeSS Dynamics Game - Cesario Ramos](#)
- [Building Agile Structures - Tomek Wykowski](#)

The exercise is modified to fit a specific training setting, time-box and audience.

Exercise Purpose

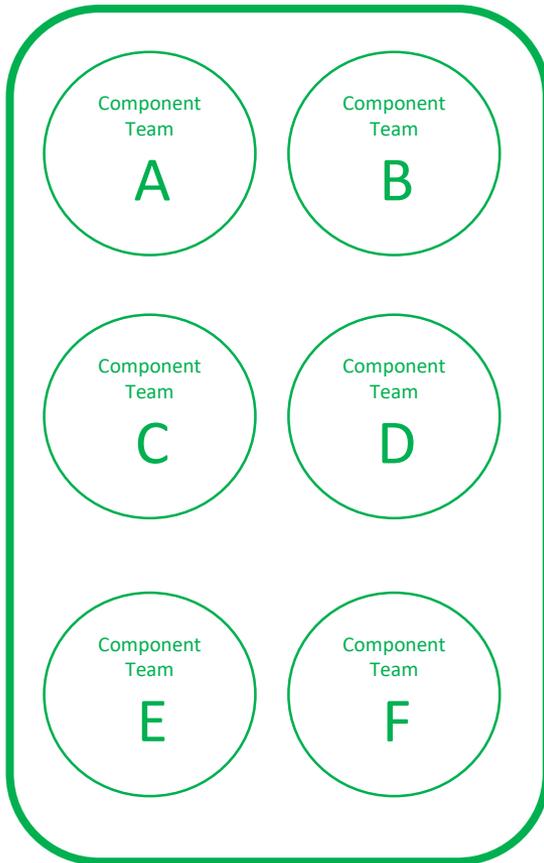
- To demonstrate organizational design implications, for development teams that are structured as:
 - Component Teams
 - Feature teams, composed of single-specialty people (I-shaped)
 - Feature teams, composed of multi-skilled people (T-shaped)

with regards to amount of hand-overs, required coordination between multiple teams and overall quality

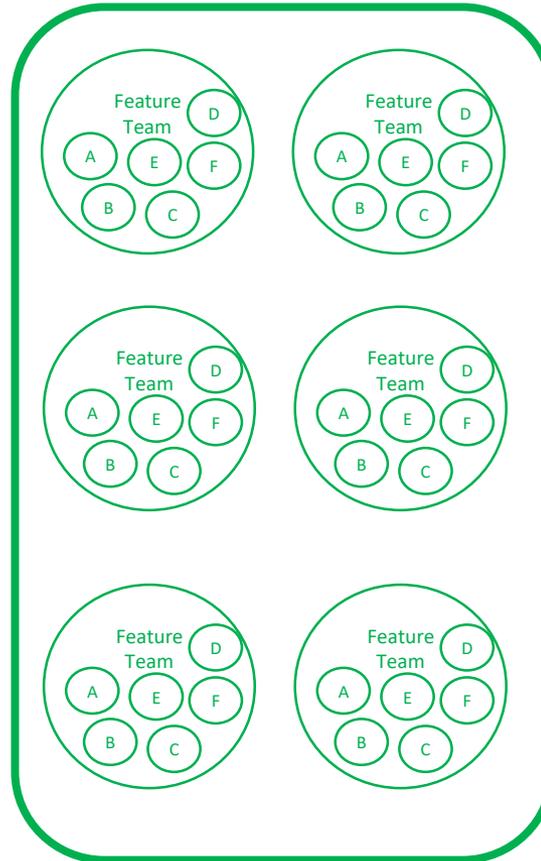
- To discuss learnings of discoveries in the light of:
 - Organizational Economics
 - Time-to-market (speed of value delivery)
 - Customer satisfaction
- To expose examples of Local Optimization and Waste

Examples of Organizational Design

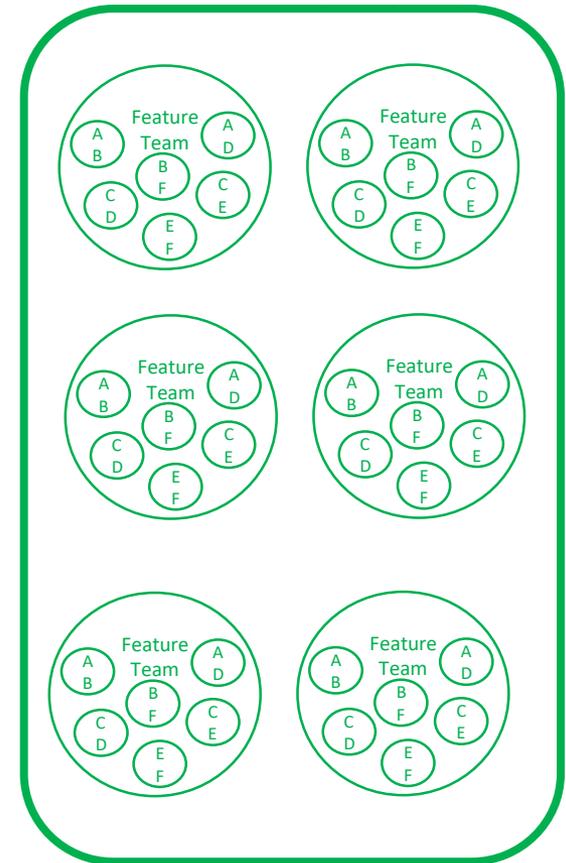
Organization by
Component Teams



Organization by
Feature Teams
(made of **I-shaped** people)



Organization by
Feature Teams
(made of **T-shaped** people)



“The Skeleton”

“Portfolio”

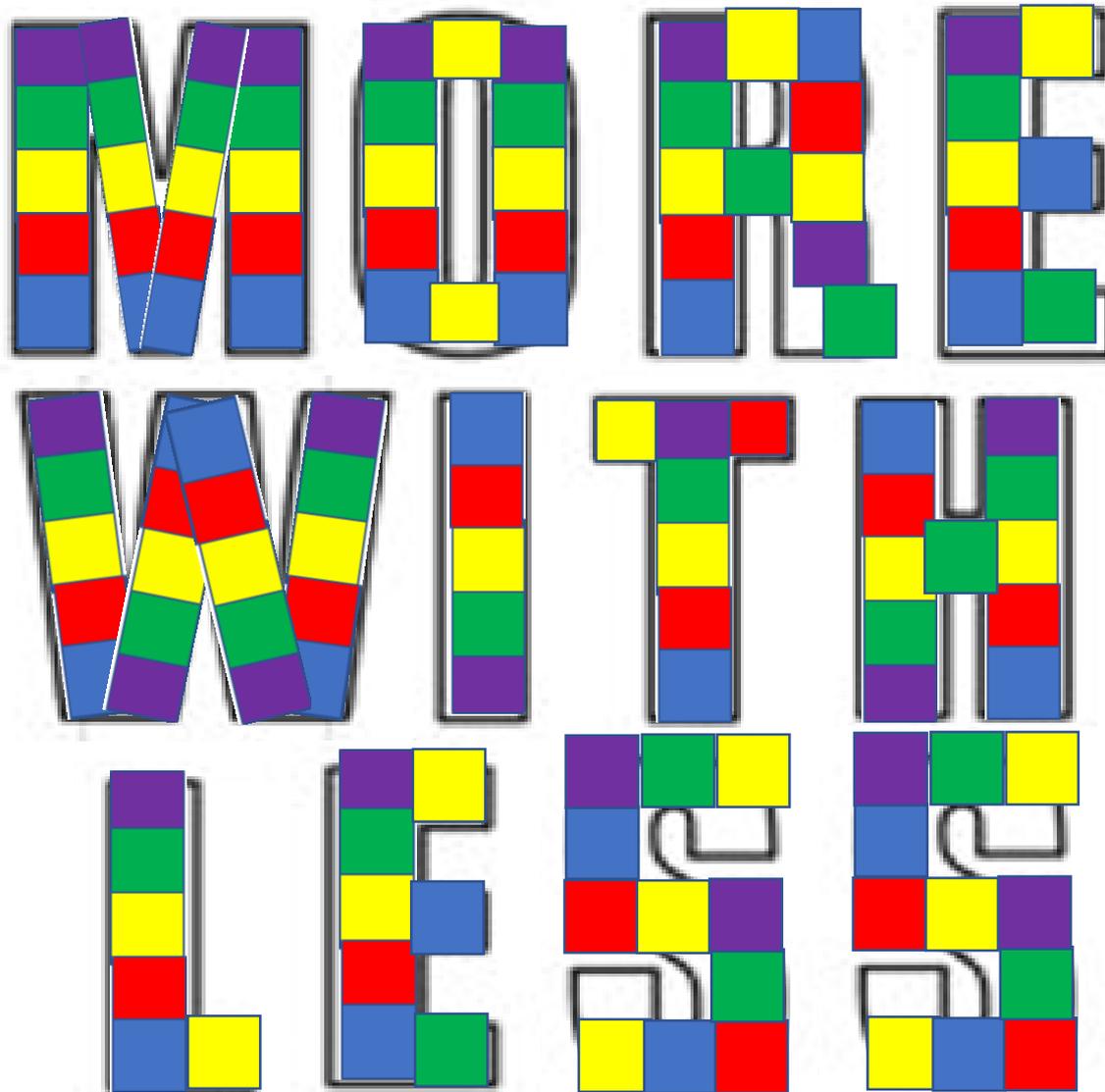


Building Blocks

- The following sequence (pattern) of colored post-it sticky notes (3 x 3 in or 3 x 5 in) should be followed by teams throughout the exercise
- Teams are asked to place post-it notes, in a single thread in a way that they are aligned neatly, edge-to-edge
- If there is an overlap between post-it notes, it must be consistent throughout



The Ultimate Goal

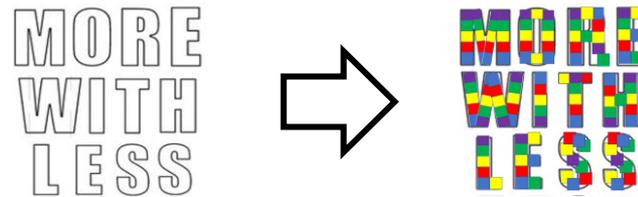


General Instructions

- This game is designed, ideally, is for up to 25 people, broken into five (5) people per team. Total of five (5) teams. If fewer people are available, each of five (5) teams will have fewer members. The number of different colors used can be adjusted to match the number of people per team.
- The game is conducted in three iterations of five (5) minutes each, with specific instructions, preceding each iteration and a short retrospective that follows. After each iteration, a board will be 'reset' to null (cleaned)
- All five (5) teams are be positioned next to each other, in front of a large white board (or canvas) that has "MORE WITH LESS" written on it. (each letter = "feature", each word ="program", and the whole phrase ="portfolio")



- For each iteration, each team will be requested to fill in the following "skeleton" with colored post-it notes in a way that matches the color pattern provided, but under specific conditions that define each team's structure and way of working, for each iteration:



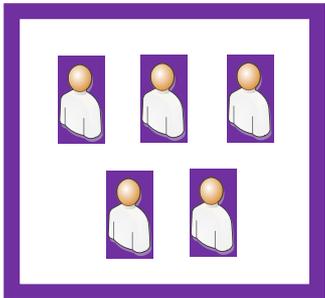
- Completeness and quality of final work will be examined by a facilitator. Neatness and precision, with which post-it notes have been placed on canvas, will be assessed

Iteration 1 (5 min)

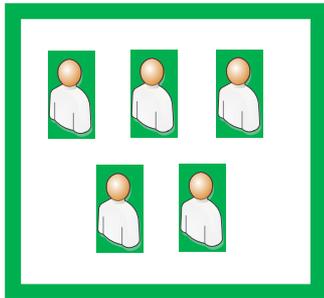
Component Teams (I-shaped people)

MORE
WITH
LESS

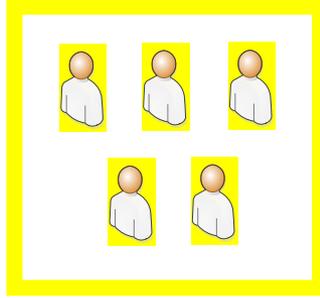
Component Team 1



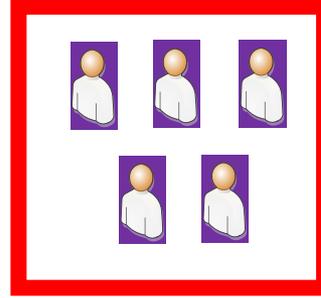
Component Team 2



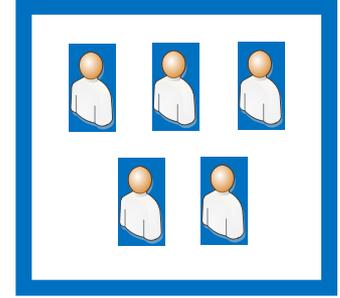
Component Team 3



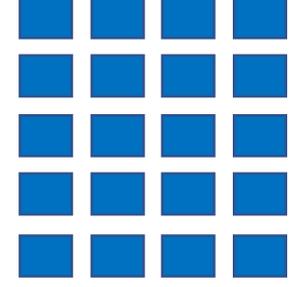
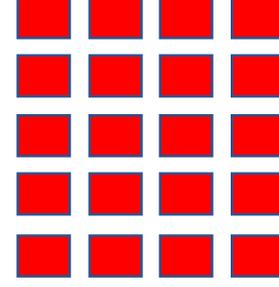
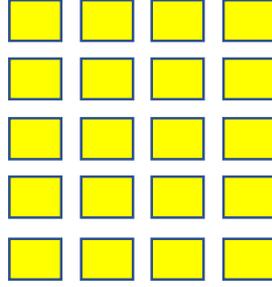
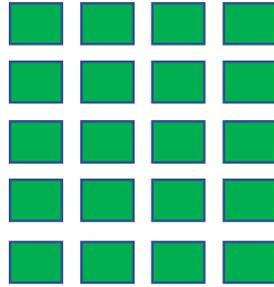
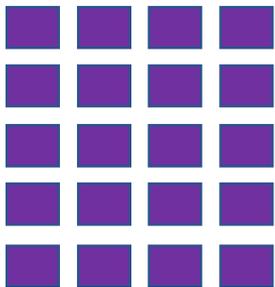
Component Team 4



Component Team 5



Materials (post-it notes) to be used by each team



Iteration 1

Specific Instructions for this iteration:

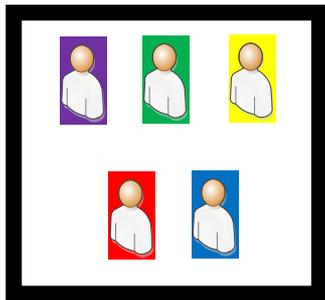
- Each component team is provided with **only one** color of post-it notes: purple or green or yellow or red or blue
- No component team can touch/have access to post-it notes of a different color.
- Once an iteration begins, each component team must self-organize (figure out its internal working dynamics) and, if needed, coordinate with other component team(s), but only verbally – to get work done. Post-it notes can be passed within each component team but cannot be exchanged or passed between component teams
- People from each/any team must step up to the canvas that has “MORE WITH LESS” written on it, and figure out how to place a colored post-it note in a way that contributes to everyone else’s effort
- Once an iteration is over, a facilitator assesses results for **completeness** (quantity) of work: at “feature” (letters”, “program” (words) and “portfolio (whole phase) level and **quality** (neatness and precision) – and briefly discusses them with all teams
- Then, the board is be ‘reset’ to null (cleaned)

Iteration 2 (5 min)

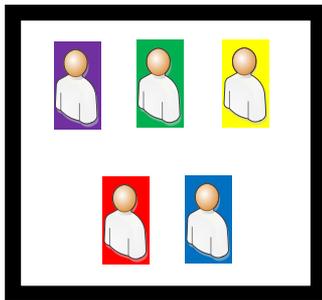
Feature Teams (I-shaped people)

MORE
WITH
LESS

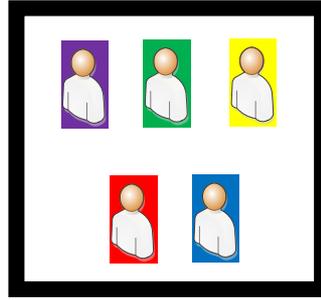
Feature Team 1



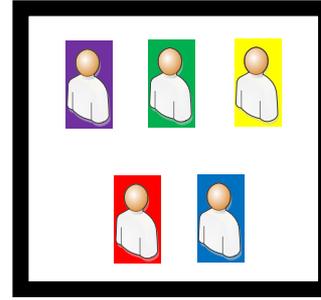
Feature Team 2



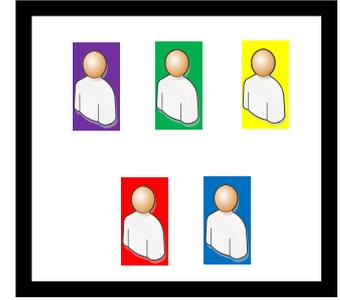
Feature Team 3



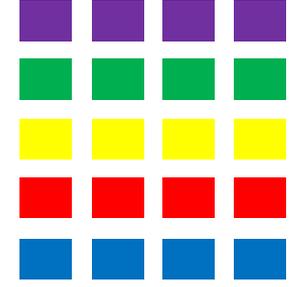
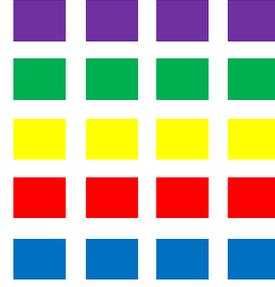
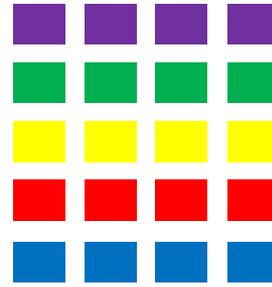
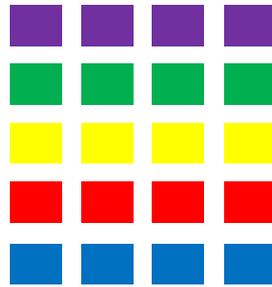
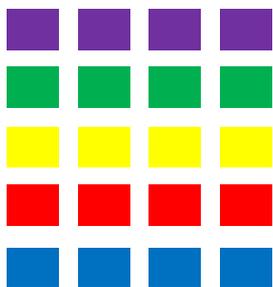
Feature Team 4



Feature Team 5



Materials (post-it notes) to be used



Iteration 2 (5 min)

Specific Instructions for this iteration:

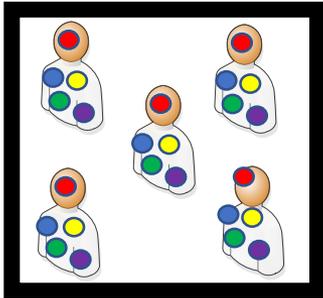
- Each feature team is provided with post-it notes of **all colors**: purple and green and yellow and red and blue
- Within each feature team, only people with “expertise” in that color can touch post-it notes of that color
- Once an iteration begins, each feature team must self-organize (figure out internal working dynamics) and, if needed, coordinate with other feature team(s). Post-it notes cannot be passed between people on the same feature team but can be exchanged or passed between feature teams, but only between people that have “expertise” in that color (e.g. red post-it note can be only passed between people that have “expertise” in red).
- People from each/any team must step up to the canvas that has “MORE WITH LESS” written on it, and figure out how to place a colored post-it note in a way that contributes to everyone else’s effort
- Once an iteration is over, a facilitator assesses results for **completeness** (quantity) of work: at “feature” (letters”, “program” (words) and “portfolio (whole phase) level and **quality** (neatness and precision) – and briefly discusses finding with all teams
- Then, the board is be ‘reset’ to null (cleaned)

Iteration 3 (5 min)

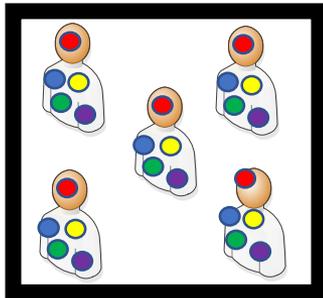
Feature Teams (T-shaped people)

MORE
WITH
LESS

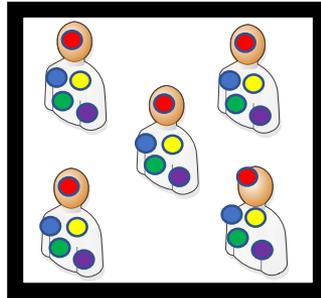
Feature Team 1



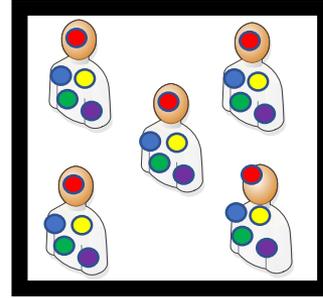
Feature Team 2



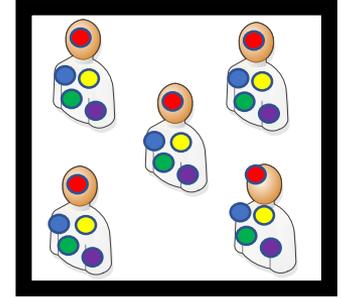
Feature Team 3



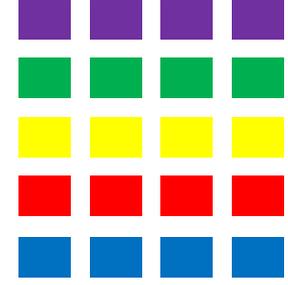
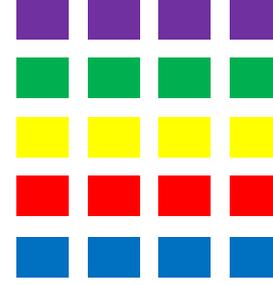
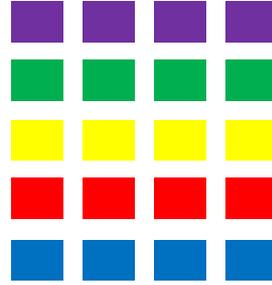
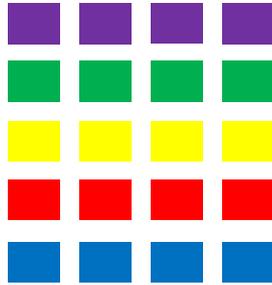
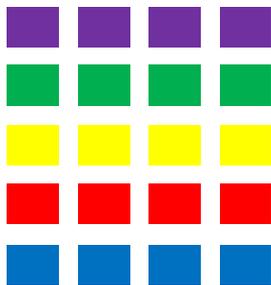
Feature Team 4



Feature Team 5



Materials (post-it notes) to be used



Iteration 3 (5 min)

Specific Instructions for this iteration:

- Each feature team is provided with post-it notes of **all colors**: purple and green and yellow and red and blue
- Within each feature team, any person can touch post-it notes of any color (since everyone has “expertise in all colors”)
- Once an iteration begins, each feature team must self-organize (figure out internal working dynamics) and, if needed, coordinate with other feature team(s). Post-it notes can be passed within each feature team, as well as exchanged or passed between teams, between all people, as they all have *expertise* in that color (e.g. red post-it note can be only passed between people that have *expertise* in red).
- People from each/any team must step up to the canvas with that has “MORE WITH LESS” written on it, and figure out how to place a colored post-it note in a way that contributes to everyone else’s effort
- Once an iteration is over, a facilitator assesses results for **completeness** (quantity) of work: at “feature” (letters”, “program” (words) and “portfolio (whole phase) level and **quality** (neatness and precision) – and briefly discusses them with all teams.
- Then, the board is be ‘reset’ to null (cleaned)

Assessment of Results (from all 3 iterations)

- Facilitator should compare & contrast results of all three teams, working together throughout an entire exercise – all three iterations.
- Facilitator should pay attention to:
 - Level of completeness per each letter = “feature”, each word = “program”, and for the whole phrase = “portfolio”
 - Quality of work (neatness, precision)
 - Degree of coordination that was required within each team and in-between teams to complete work. Has there been any indication of some people trying to manage activities of others?
- Facilitator should discuss with teams the topics of:
 - Organizational Economics
 - Time-to-market (of value delivery)
 - Customer satisfaction
 - Local Optimization