cross-functional teams @ Citrix GetGo

Klaus Krogmann, Daniel Roedler
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Where is the car?

NYC, easter parade 1900

Where is the horse?

NYC, easter parade 1913

Every industry is subject to disruption.

Forrester Research Inc., January 2014

Stay ahead of the game

- Historically, waves of technical innovation have swept away competitors unable to keep pace ~~with change~~

- Examples are iPho~~ne~~ ~~Bnb~~ & HomeAway, 3D printing, Spotify & iTu~~nes~~,

- Bottom line: Better stay competitive!

BUT HOW ?!
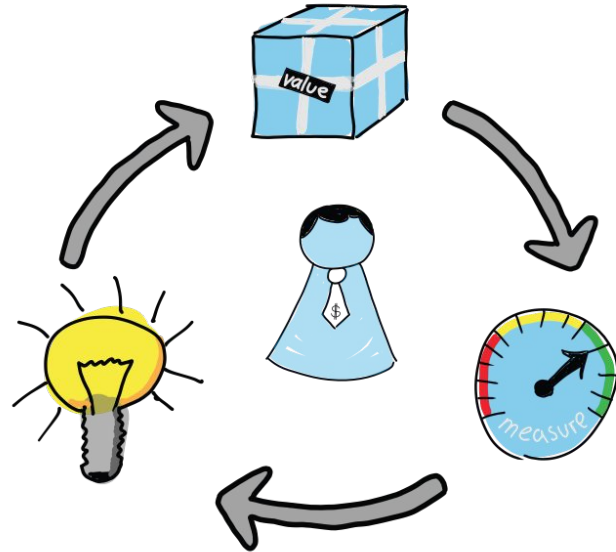
Every industry is subject to disruption.
Only a truly agile business is equipped to respond.

Since we are a software company for us this means to...

Implement lean principles to learn fast

- Build, measure, learn

- Frequent small incremental steps and early frequent feedback

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Since we are a software company for us this means to...

Implement continuous delivery as a competitive differentiator

- **Continuous**: at the cadence required by business, achieved through agility in all areas

- **Value**: small incremental changes to reduce complexity and risk vs. Big Bang

- **High quality**: based on rock solid test automation including automated regression, integration, load tests as well as tests in production

- **Goal:** increase velocity of the feedback loop between customers and companies that serve them

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Since we are a software company for us this means to...

Be truly agile in all activities involved into value delivery

How we organize

- Work in Progress Management (short Iterations, daily Scrums, use burn-up/down boards),
- Product Owner
- Scrum Master
- Early frequent feedback (feedback loop)
- Cross-functional teams
- Self-contained teams

How we work

- Test-driven development
- Code reviews
- Continuous integration
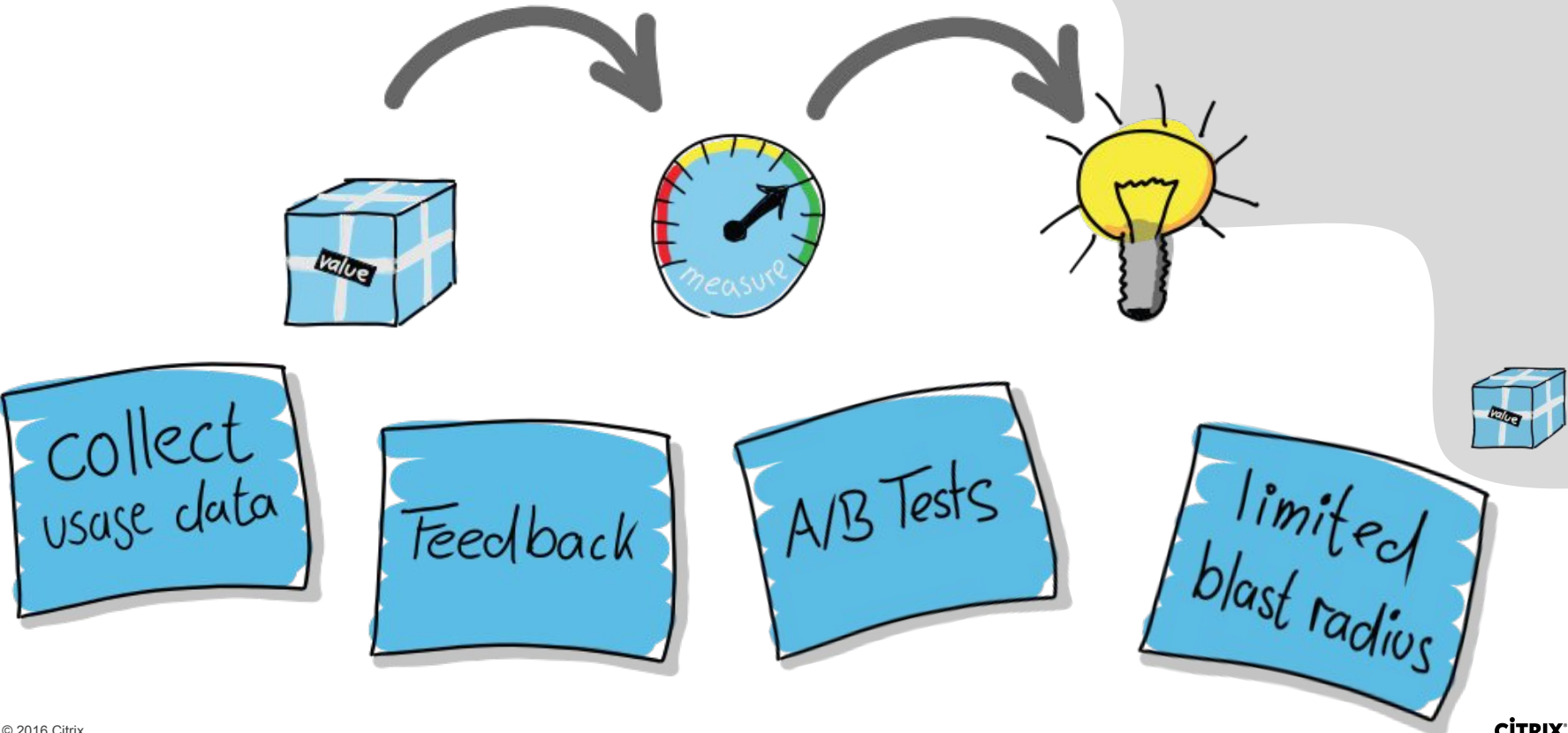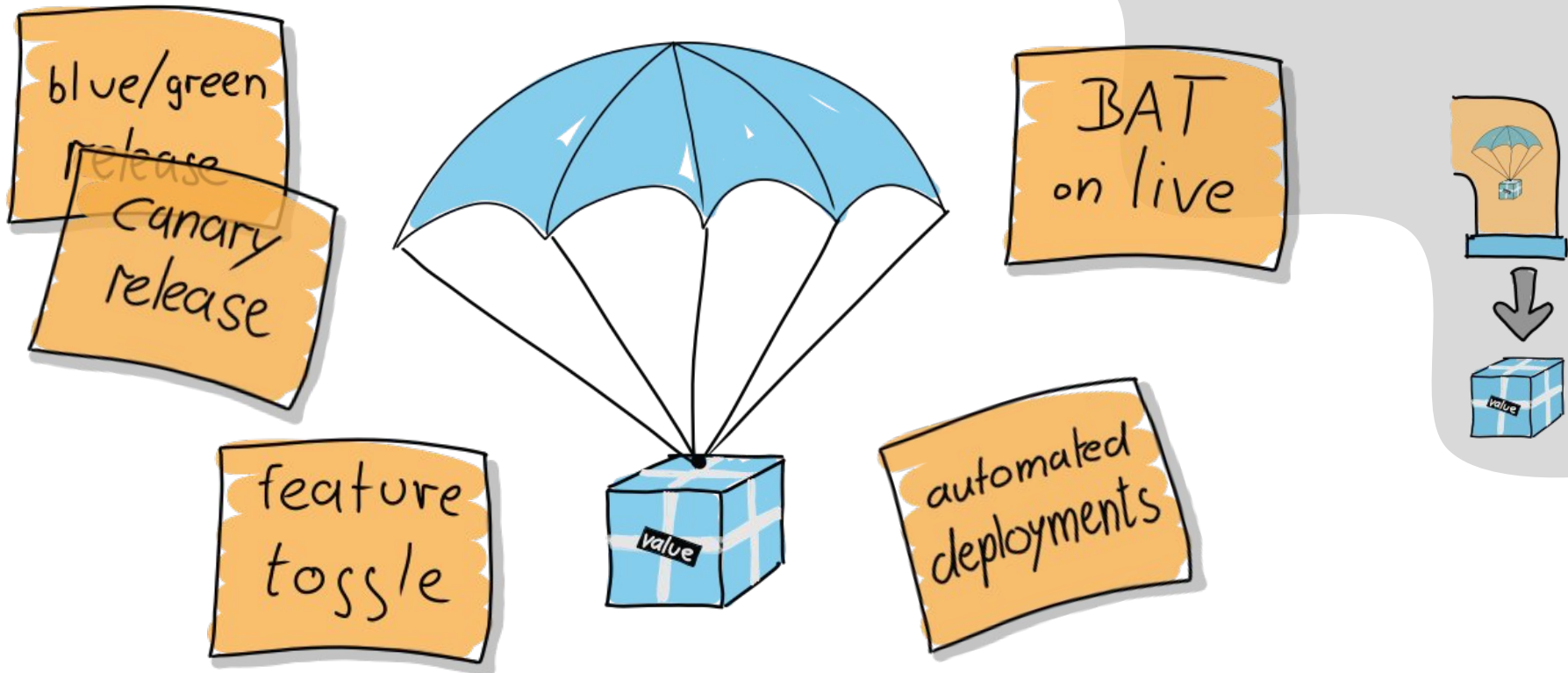- Continuous deployment
- Monitoring
- Collect usage data

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- ✓ Lean principles
- ✓ Truly agile
- ✓ Continuous delivery

Build, measure, learn: Learn fast!

Deploy Stage

blue/green release

canary release

feature toggle

value

BAT on live

automated deployments

value

Acceptance Stage

System Integration Tests

BAT

UI Automation Tests

Integration Tests

End-to-End Tests
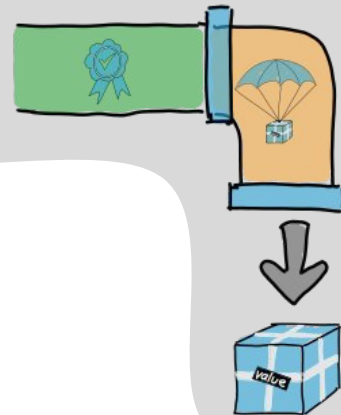
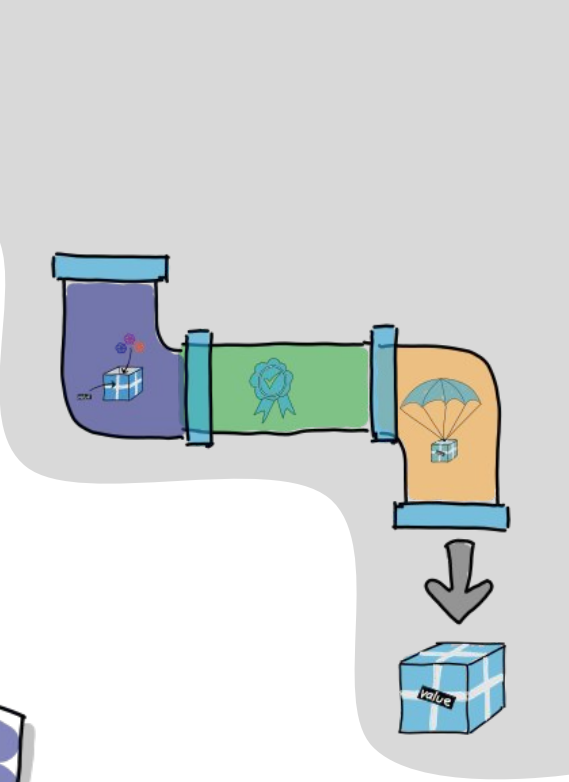# Commit Stage
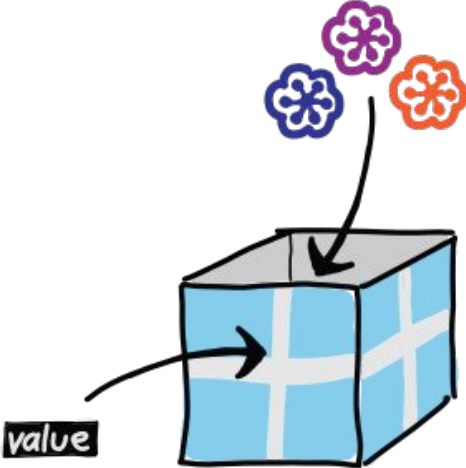
Compose Product

content

pipeline

code

help pages

UX

test concept

build script

telemetry

scripts
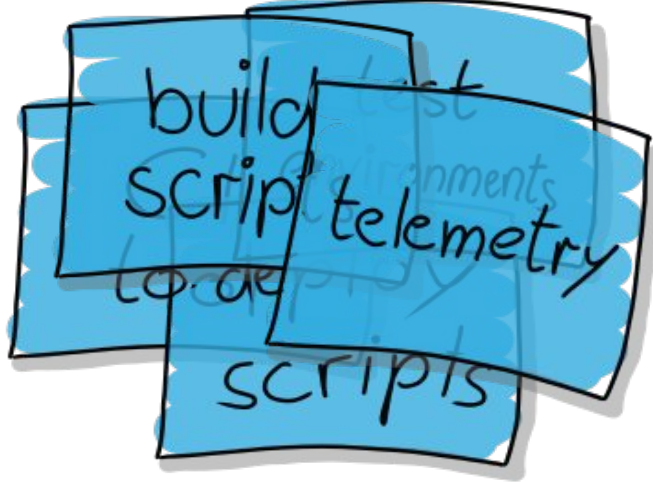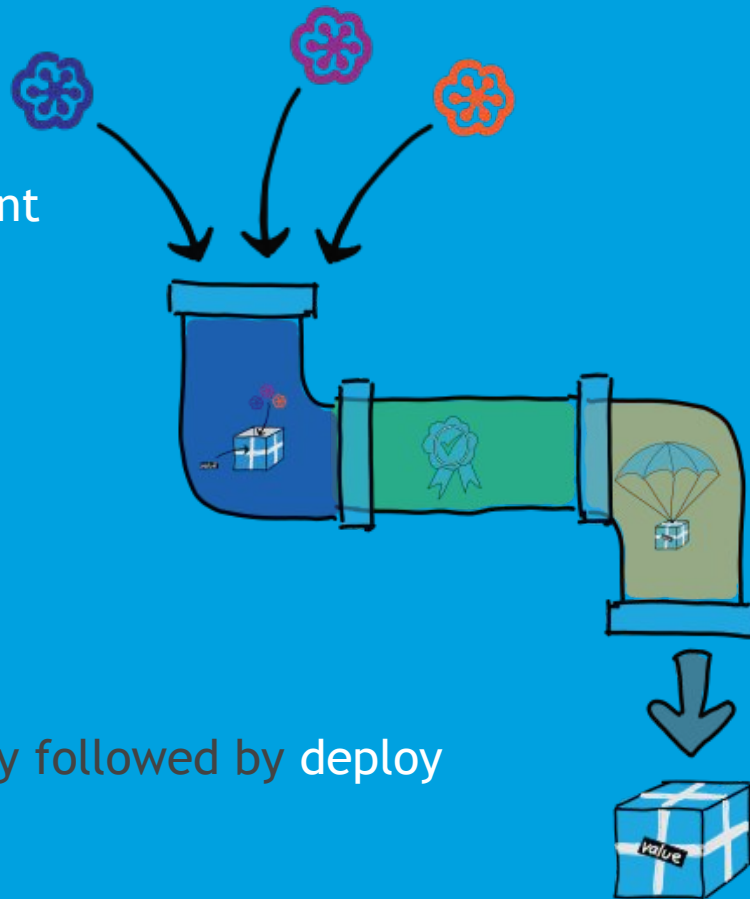
CITRIX
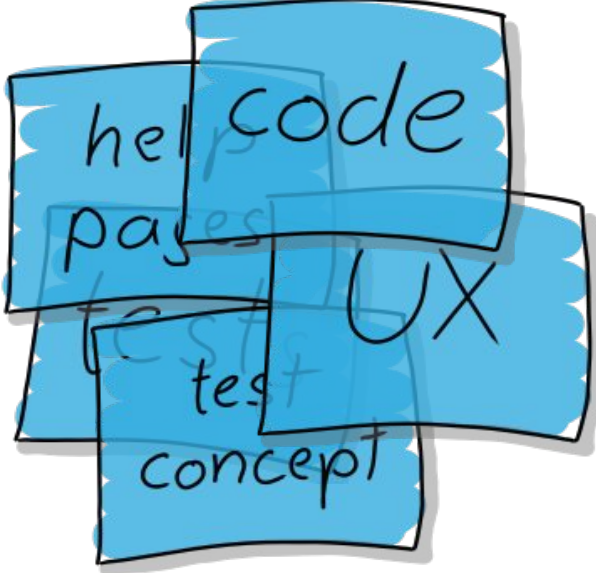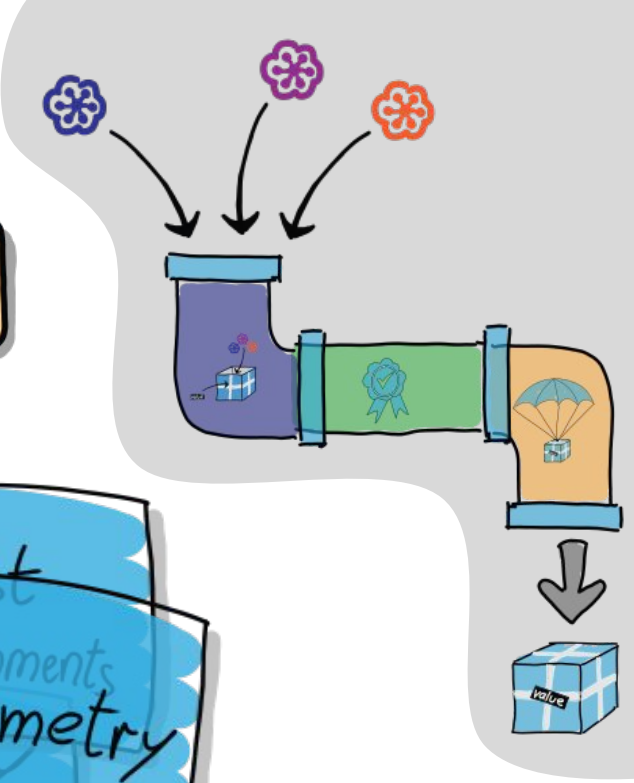
✓ Build pipeline upfront

✓ Rock solid test automation

✓ Write tests upfront

✓ Commit immediately followed by deploy

For demarcation: Organization of the past

ad hoc deployments

all work siloed in groups

semi annual or quarterly release cadence

rely on few smart people

just throw work over the wall

Devs

Devs

Testers

Testers
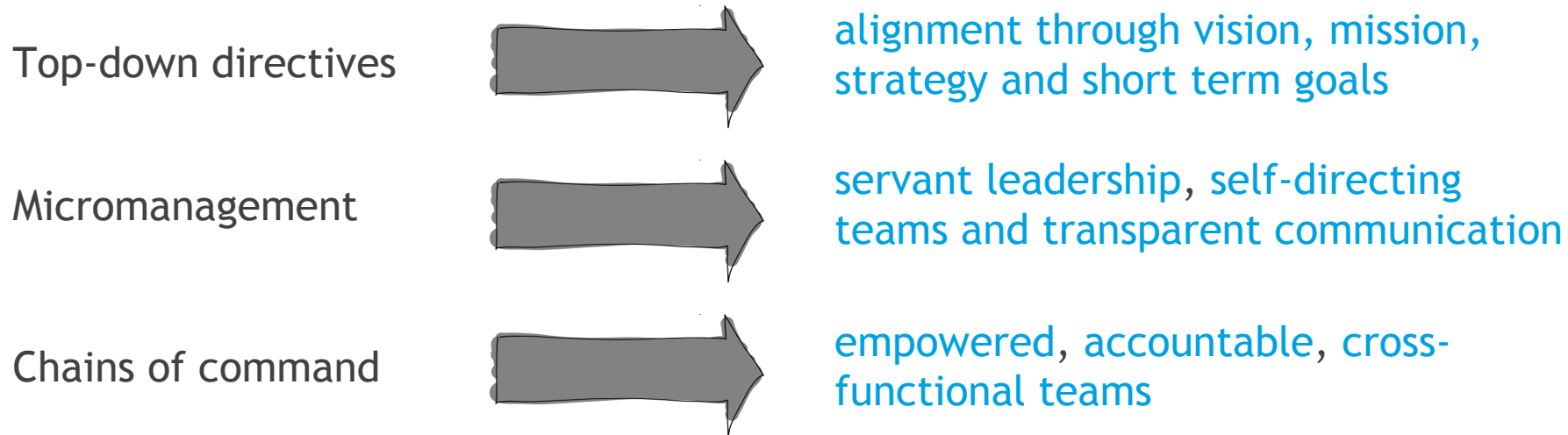
Operations

Operations

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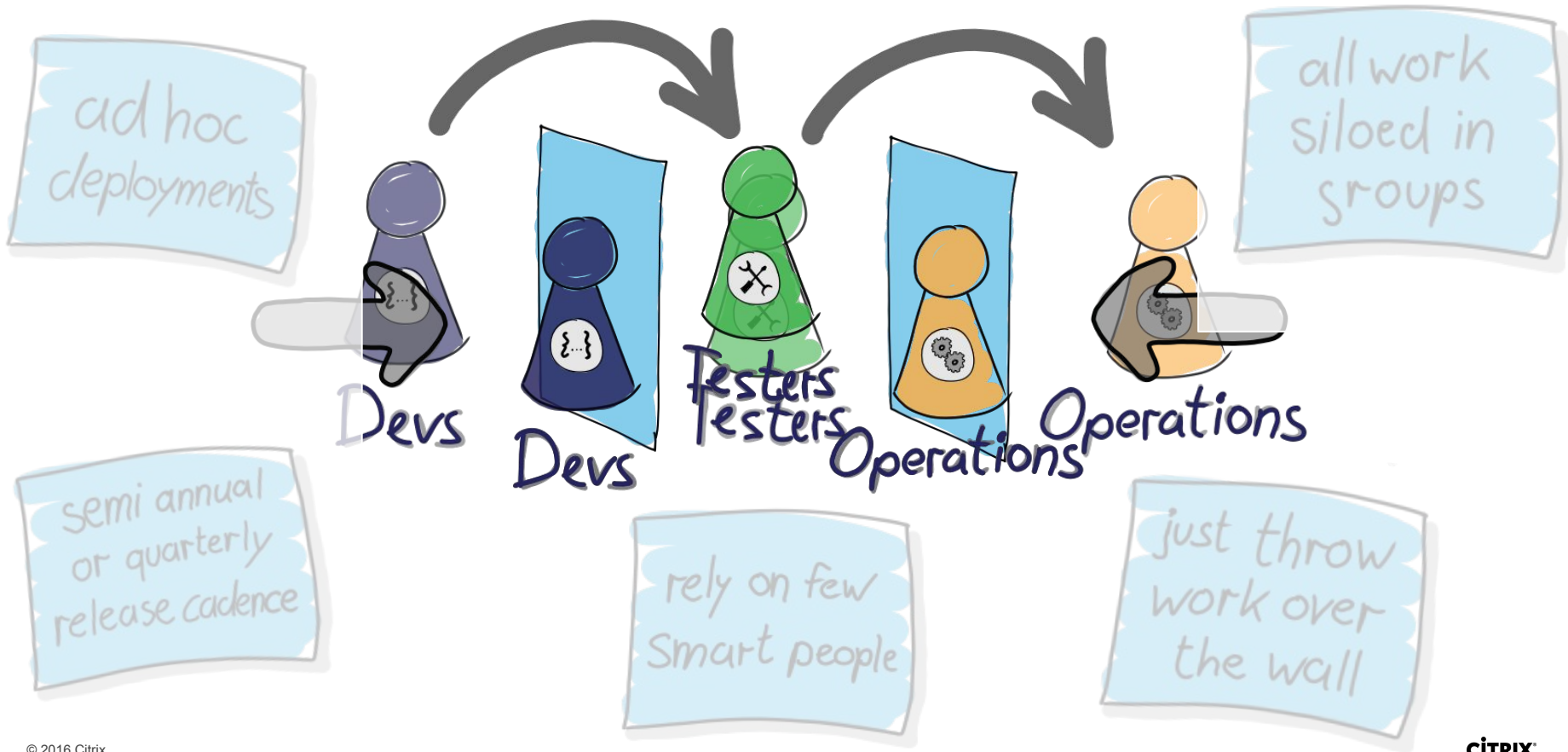
Organization of the Future

You can't succeed in the future with the organization of the past

The software development organization of the future is flat, lean and responsive.

Top-down directives ⟶ alignment through vision, mission, strategy and short term goals

Micromanagement ⟶ servant leadership, self-directing teams and transparent communication

Chains of command ⟶ empowered, accountable, cross-functional teams

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Cross-functional teams are indispensable
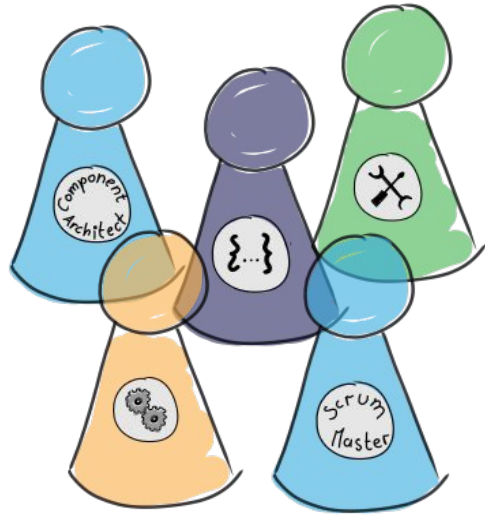to speed up value delivery through continuous delivery.

Definition: Cross-Functional Team
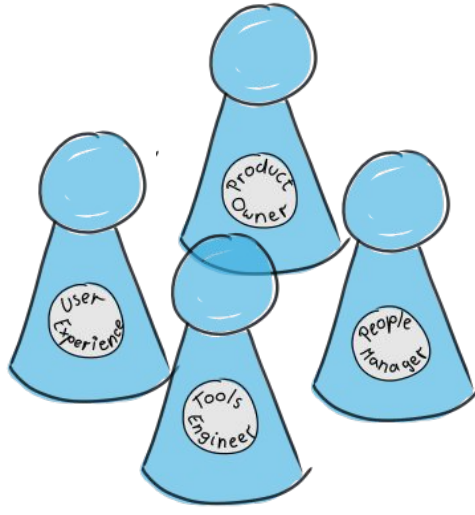
Varying individual background – joint goal
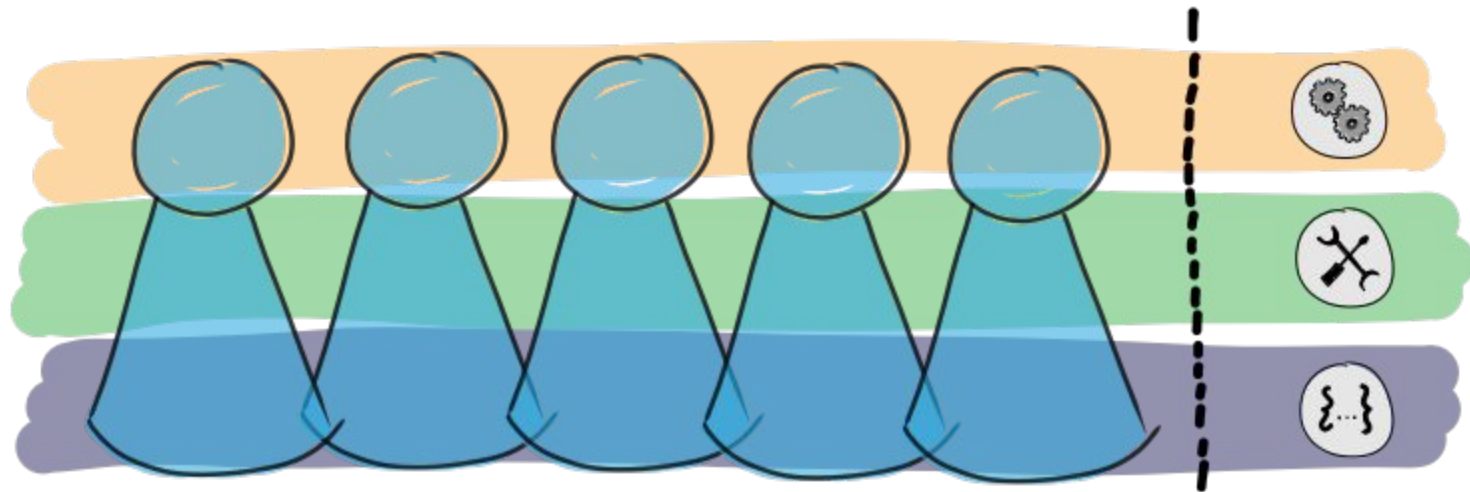
" A cross-functional team is a group of people with different functional expertise working toward a common goal. [1] **"**
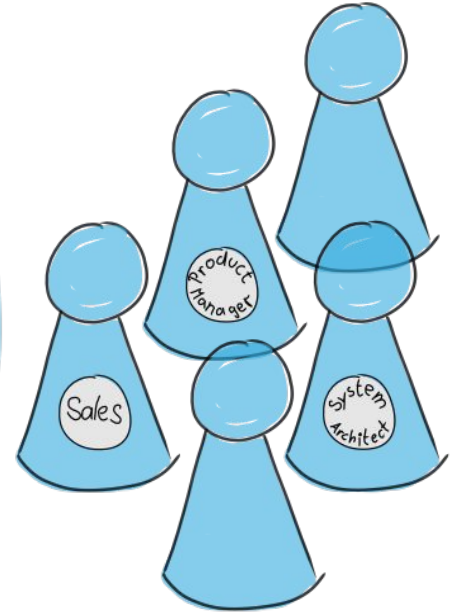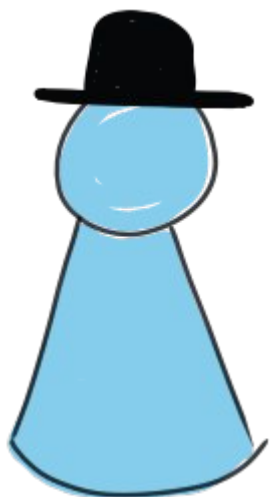
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Roles

team

inter-team

cross-team

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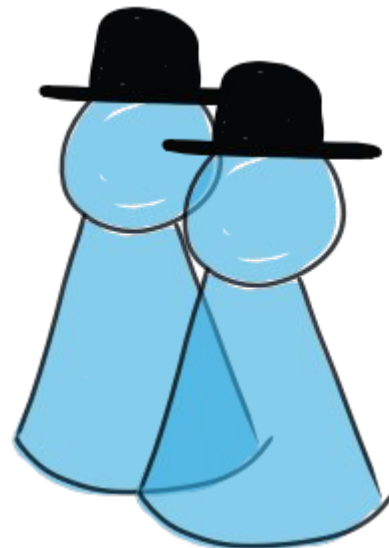
Team qualification

Cross-functional teams live from team capabilities and not just individuals

No single person responsible for a certain task

Team qualification

Cross-functional teams live from team capabilities and not just individuals

Quality as team sport

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Team qualification

Cross-functional teams live from team capabilities and not just individuals

Shared code ownership across team

- ✓ Self-contained teams

- ✓ No single person responsible for a certain task

- ✓ Quality as team sport / Quality left shift

- ✓ Shared code ownership across team

Achievements during transition
from classic to cross-functional teams

powerful

responsible

strong

self-confident

accountable

Identity

- **What we tried:** Empower and enable teams
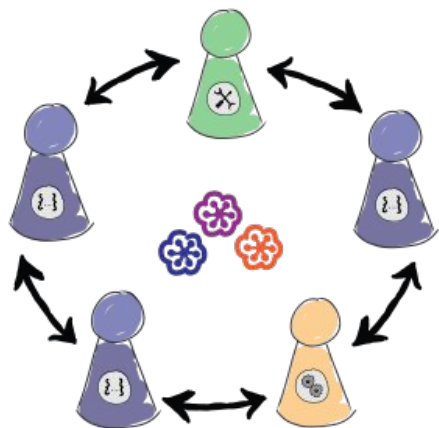- **Achieved:** Teams are able to act **self directed** upon most incoming requests

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Achievements during transition

from classic to cross-functional teams

"Can't take over all"

Quality ownership move

- **What we tried:** Whole team is held accountable for quality (not single people/org)
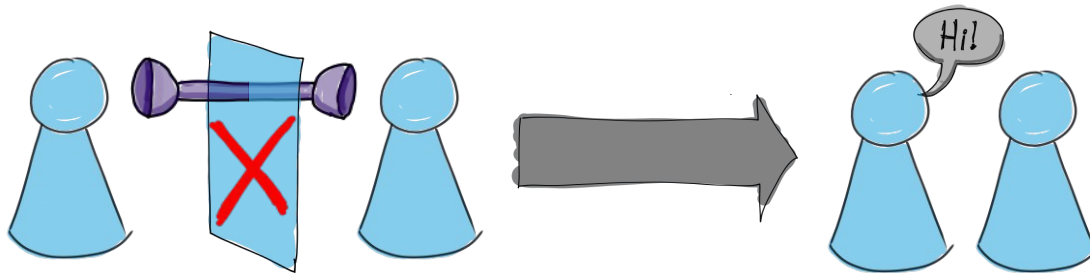- **Achieved:** "they (Tester)" and "us (Dev)" inside team → "**we do…**"

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Achievements during transition
from classic to cross-functional teams

talk to team member instead of "stranger" from other group

Effectivity

- **What we tried:** Have *direct* peer communication between team members
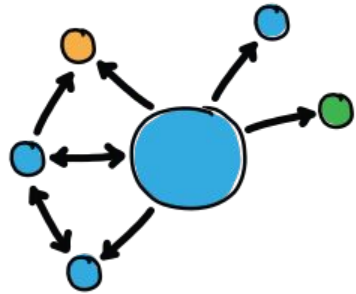- **Achieved:** (team-specific) most urgents roles present in-team; few days

Cross-functional teams are measured by sustainability of value and quality delivered to customers

instead of lines of code or number of automated test cases written
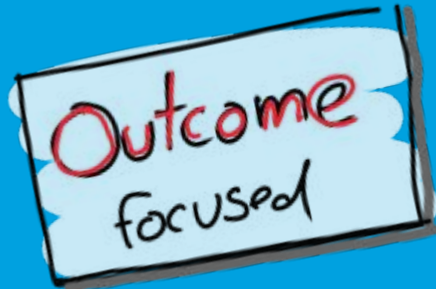
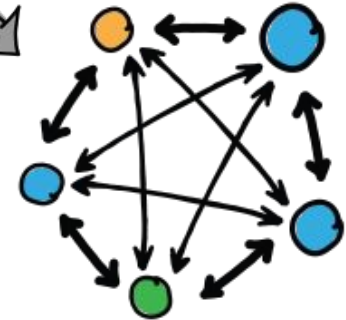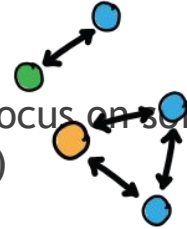# Key Finding: It's all about people!

Develop team members and their skills to fit their role

Hire talent with strong focus on soft skills (immersive interviewing)

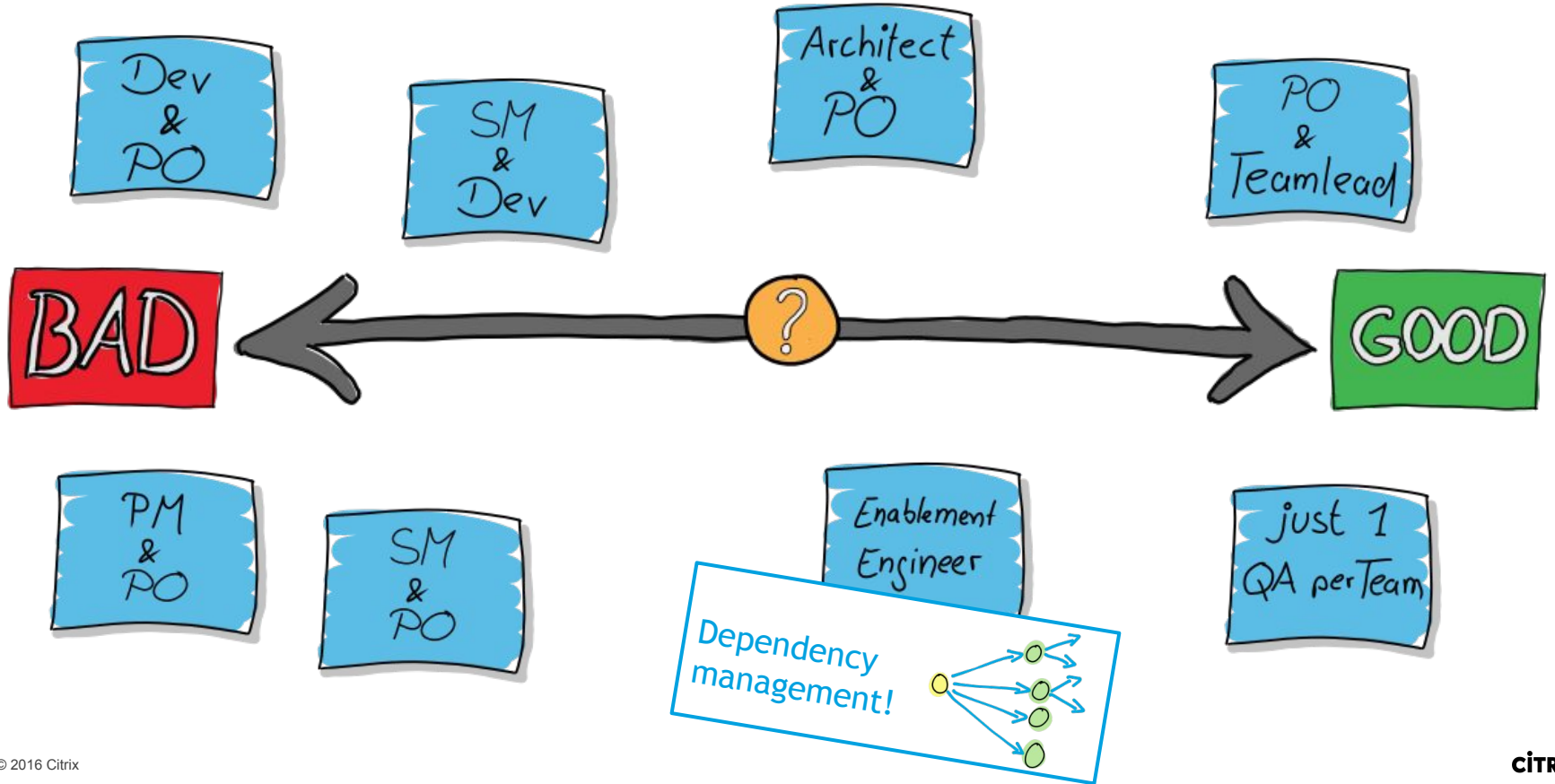Find new roles for people who have a hard time integrating into a team

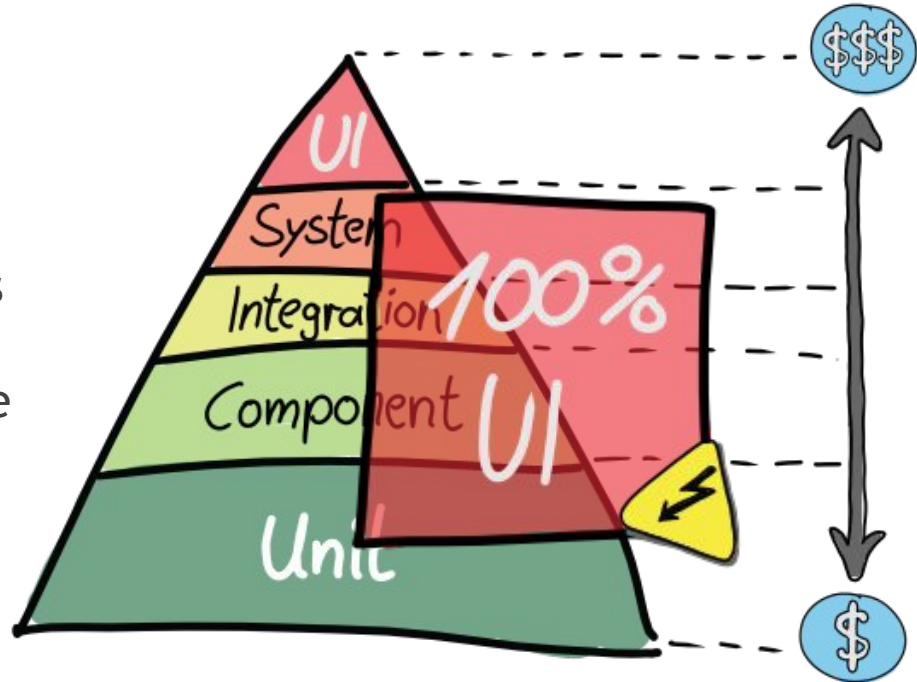Brave decisions

dominated

subgroups

balanced

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# Key Finding: Combinable roles

Key Finding: Understand test levels

Learn and understand all aspects of test levels and test automation as the wrong balance of test cases can substantially decrease team performance.

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Key Finding: Continuous improvement

Understand that you cannot
only drive one aspect

- agile practices
- build automation
- automated deployments
- cross-functional teams
- continuous integration
- internal & external quality
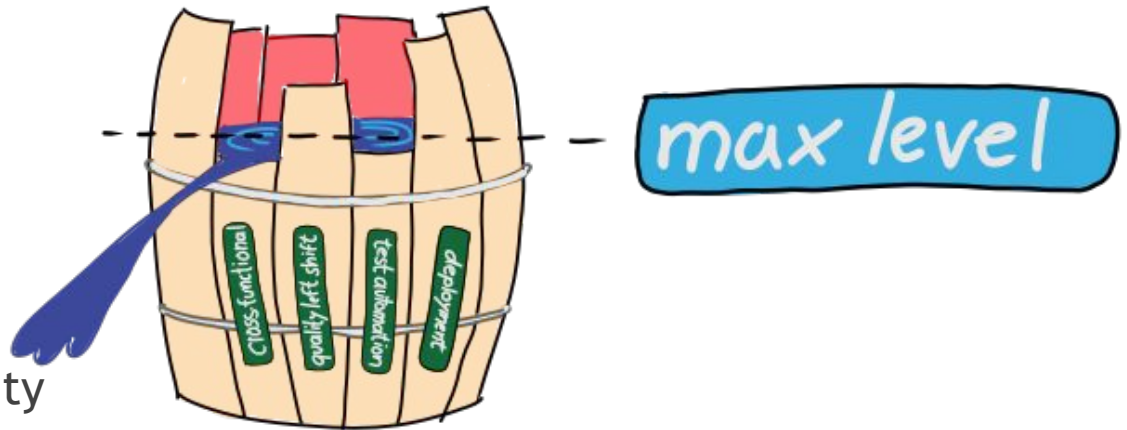
to perfection. Instead you have
to make incremental steps on
all aspects at the same time to
get closer to your goal.

max level

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Key Finding: Strong PO
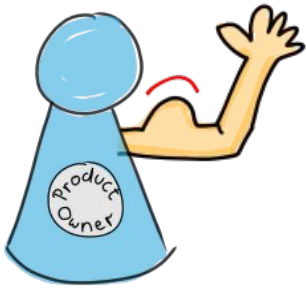
- Strong PO to balance all stakeholders of an agile process

- Only if you invest wisely you will stay quick

- Put enough time into continuous learning and improving

- Go slow to go fast!
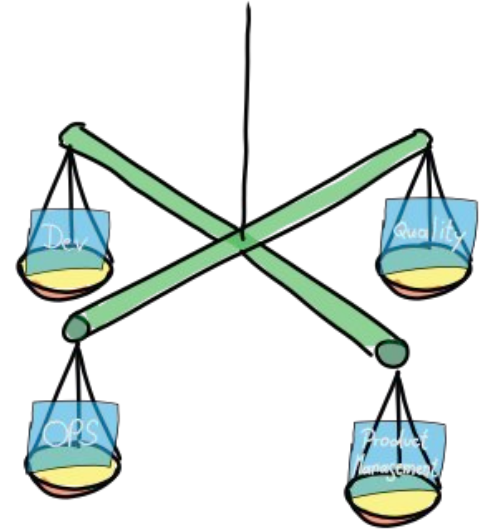
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- ✓ Strong PO!

- ✓ Understand Test Levels

- ✓ Some roles can be combined, others not

- ✓ Well balanced team: It is all about the people!

- ✓ Optimize all aspects of agility

Shiny Examples

Is it only Citrix GetGo striving for cross-functional teams?

Takeaways

💡 Companies that can't adapt rapidly will find themselves left behind

💡 To be able to keep the pace, companies need to transform into the organization of the future

💡 Well balanced cross-functional, self-organized teams are the most important element to achieve this goal

💡 It is all about the people!

💡 Citrix GetGo is on its journey to transform into this new type of organization

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