

Team Development @ LogMeIn

fire up the booster

Daniel Rödler, Klaus Krogmann



Why team development?

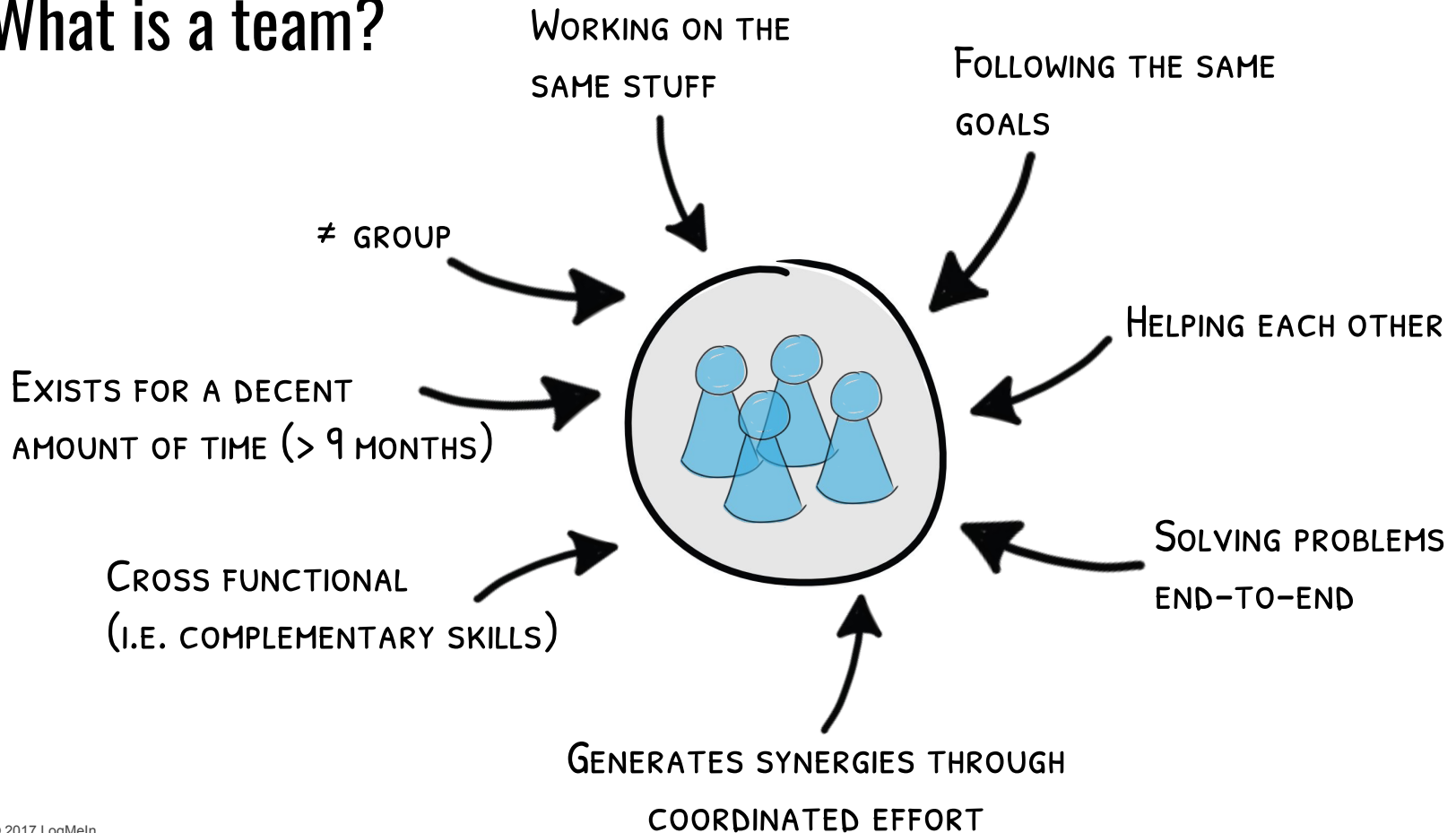


industry is innovating at speed of light

technical innovation comes as a huge opportunity for those who are prepared

innovation cycles are constantly getting shorter

What is a team?



Bruce Tuckman | 1965

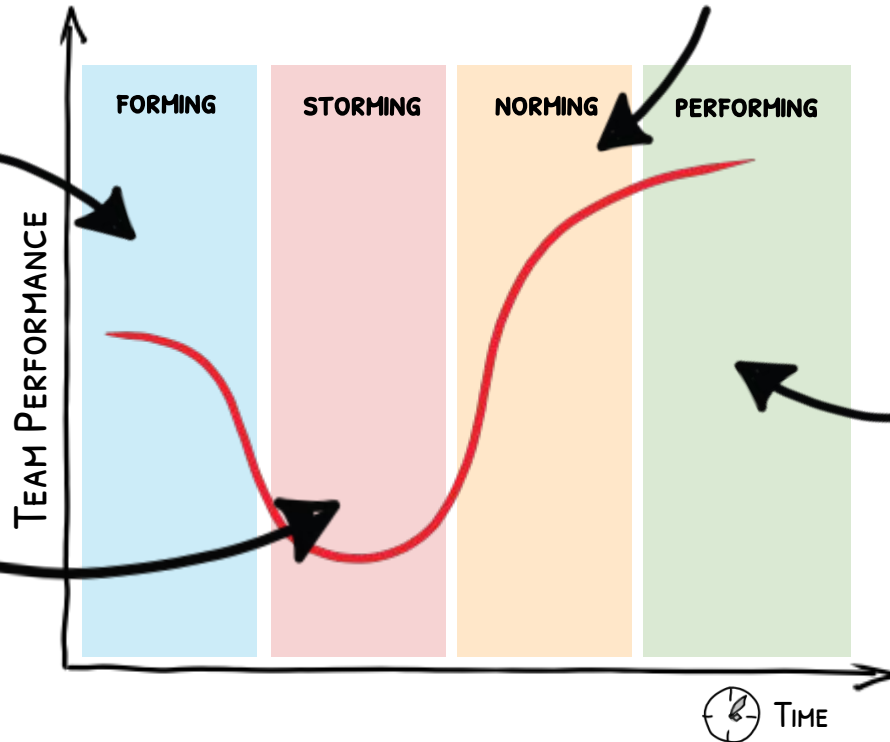
THERE IS A LEVEL OF **CONSENSUS AND AGREEMENT** IN THE TEAM.
THERE IS CLARITY ABOUT INDIVIDUAL ROLES. THE ROLE OF THE
LEADER IS IMPORTANT IN MANAGING THIS.



THE TEAM ACTS AS **INDIVIDUALS** AND
THERE IS A LACK OF CLARITY
AROUND PURPOSE
AND INDIVIDUAL ROLES.



CONFLICT ARISES AS PEOPLE
BEGIN TO ESTABLISH THEIR
PLACE IN THE TEAM.



THE TEAM HAS A CLEAR
STRATEGY AND SHARED VISION. IT
CAN **OPERATE AUTONOMOUSLY**
AND RESOLVE ISSUES POSITIVELY.



Forming

GET TO KNOW NEW COLLEAGUES

A LOT OF UNCERTAINTY

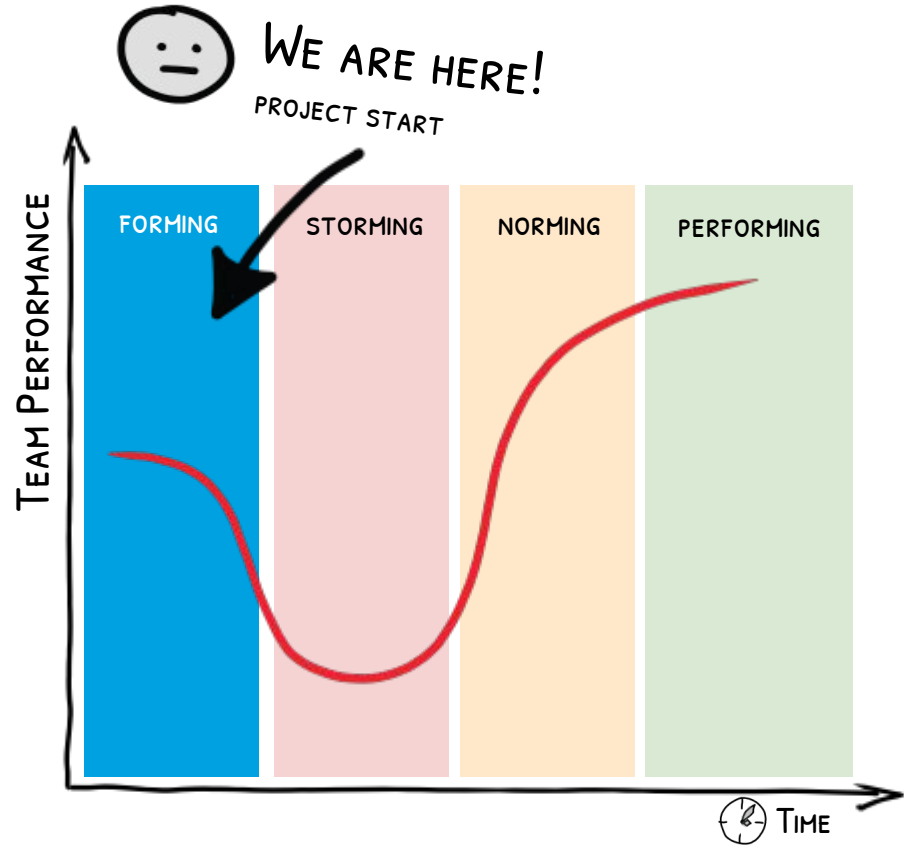
"WE NEED A LOT OF TIME TO LEARN"

DEFENSIVE BEHAVIOUR

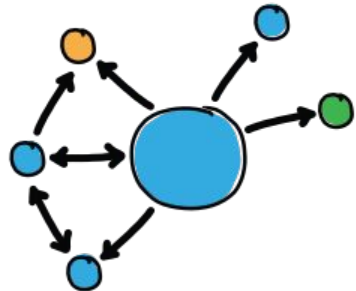
"WE WILL BE SLOW"

UNCOMFORTABLE WITH NEW TECHNOLOGIES

LEARN ABOUT THE PROJECT



Forming | Team Setup



DOMINATED

Develop team members and their skills to fit their role

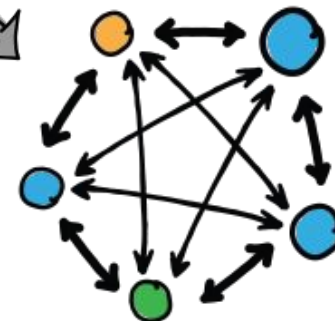
Hire talent with strong focus on soft skills (immersive interviewing)

Find new roles/tasks/teams for people who have a hard time integrating into a specific team

Brave decision making



SUBGROUPS



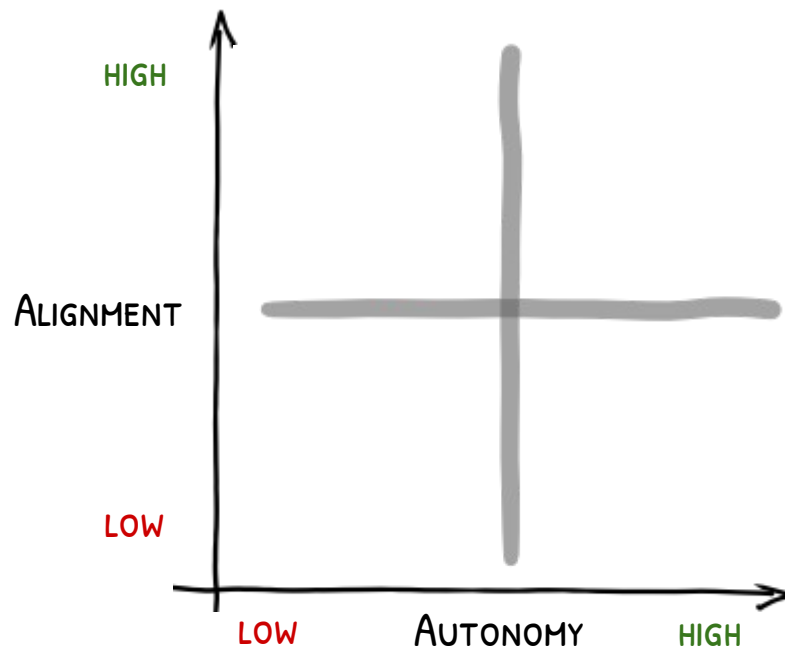
BALANCED

Forming | Alignment

Varying levels of certainty
(short term versus long term)

LISTEN → COMMUNICATE → ACT/CHANGE

Have mission & vision, strategy,
roadmap

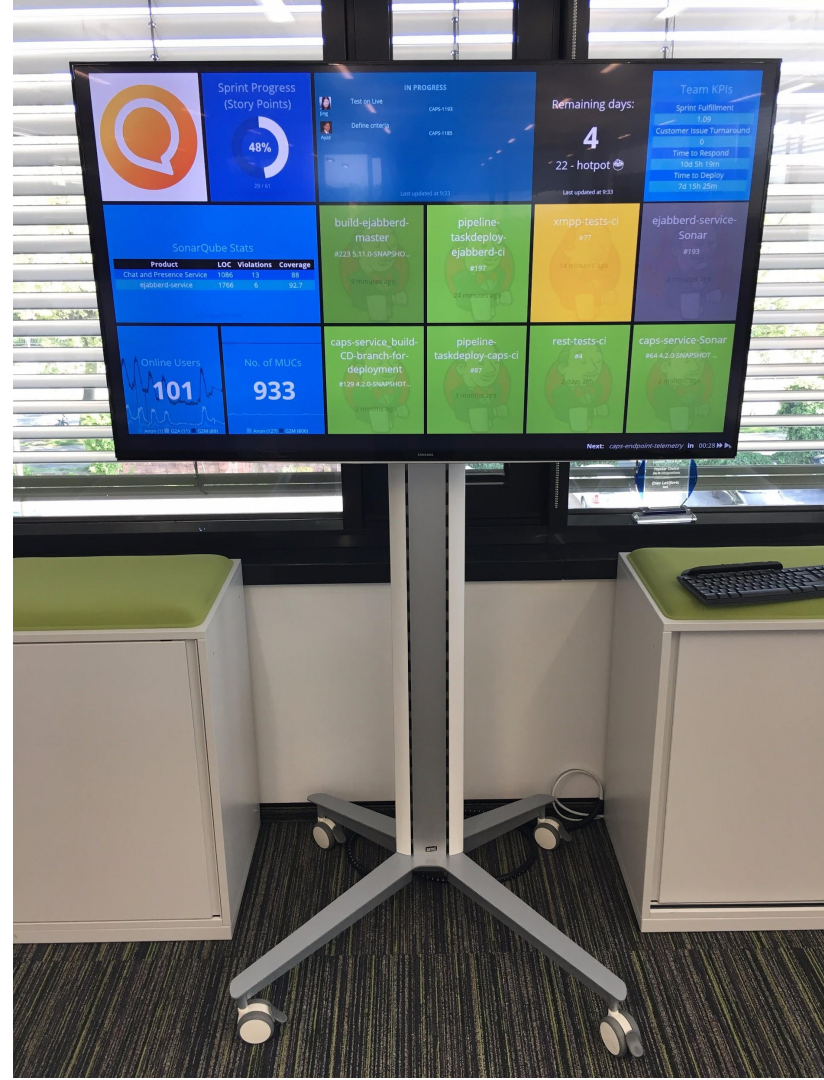


Forming | Dashboards

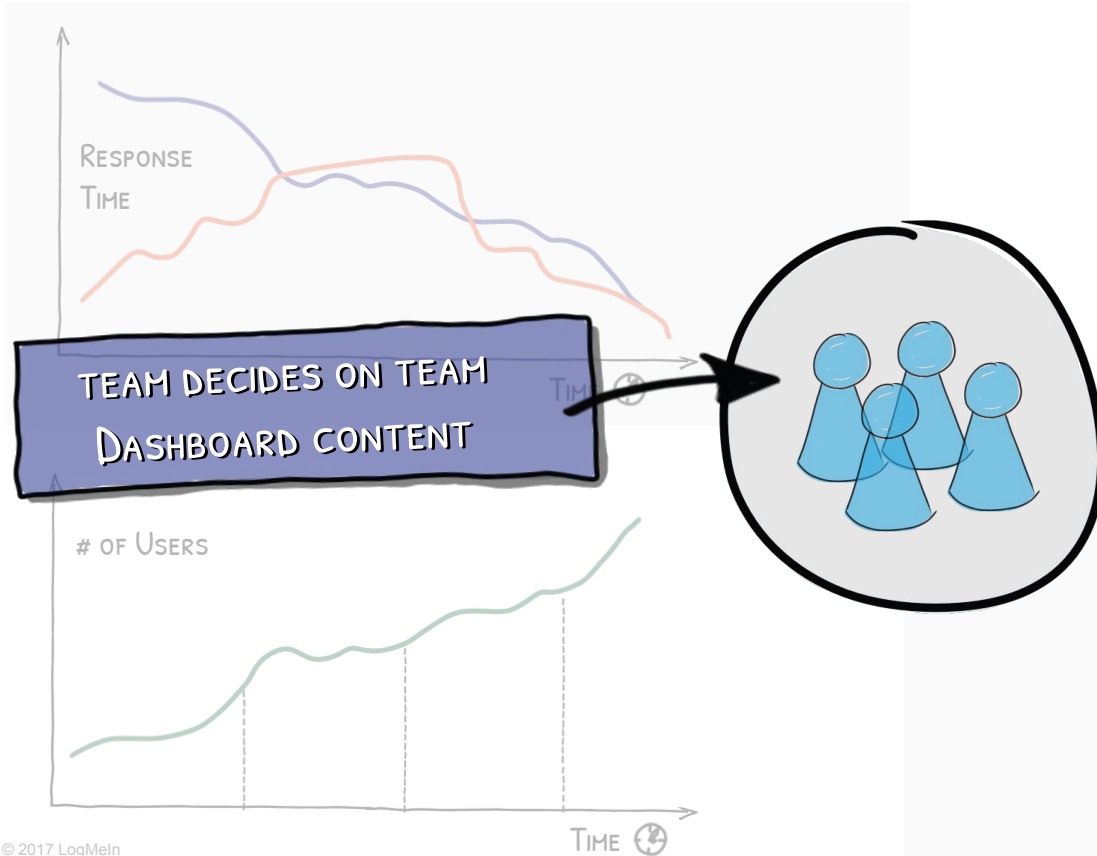
Transparency and immediate feedback

Get clarity on some goals

Tool for self-organisation



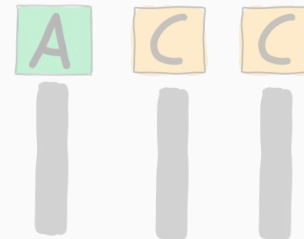
Forming | Dashboard Example Contents



HIGH-LEVEL GOALS



SONARQUBE RATING



Forming



Team Setup



Alignment



Team Dashboards

Storming

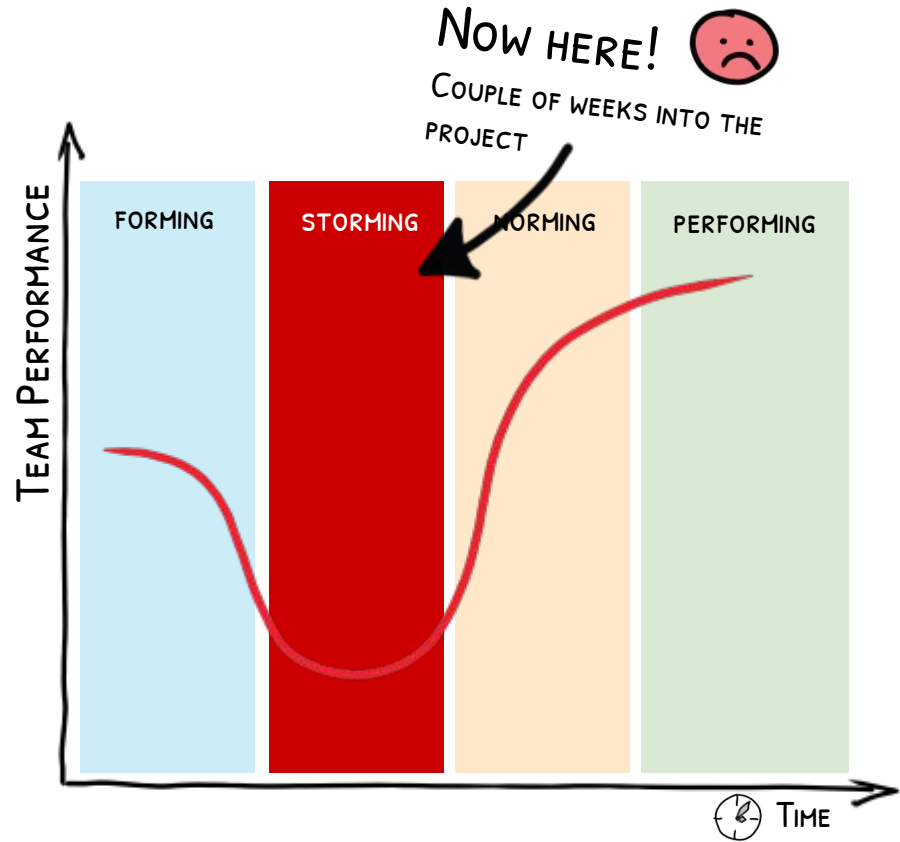
"I AM TOO SLOW FOR THE TEAM"

"UGH, I HAVE TO WORK IN A TEAM..." :S

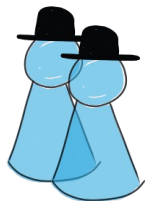
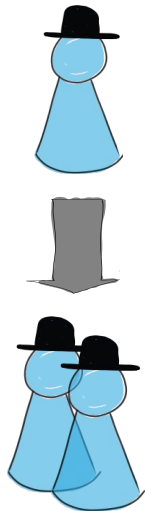
DIFFERENT WORKING STYLES CAUSE CONFLICTS

FIGHT FOR RESPONSIBILITIES

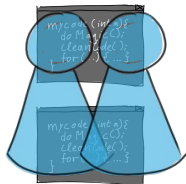
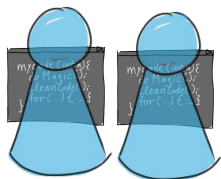
PUSH BOUNDARIES



Storming | Set Expectations



NO SPECIALISTS



SHARED CODE OWNERSHIP

ROLE \ TASK				
	R			
	A			C
		R	A	I
			R	I

RACI SCHEMA

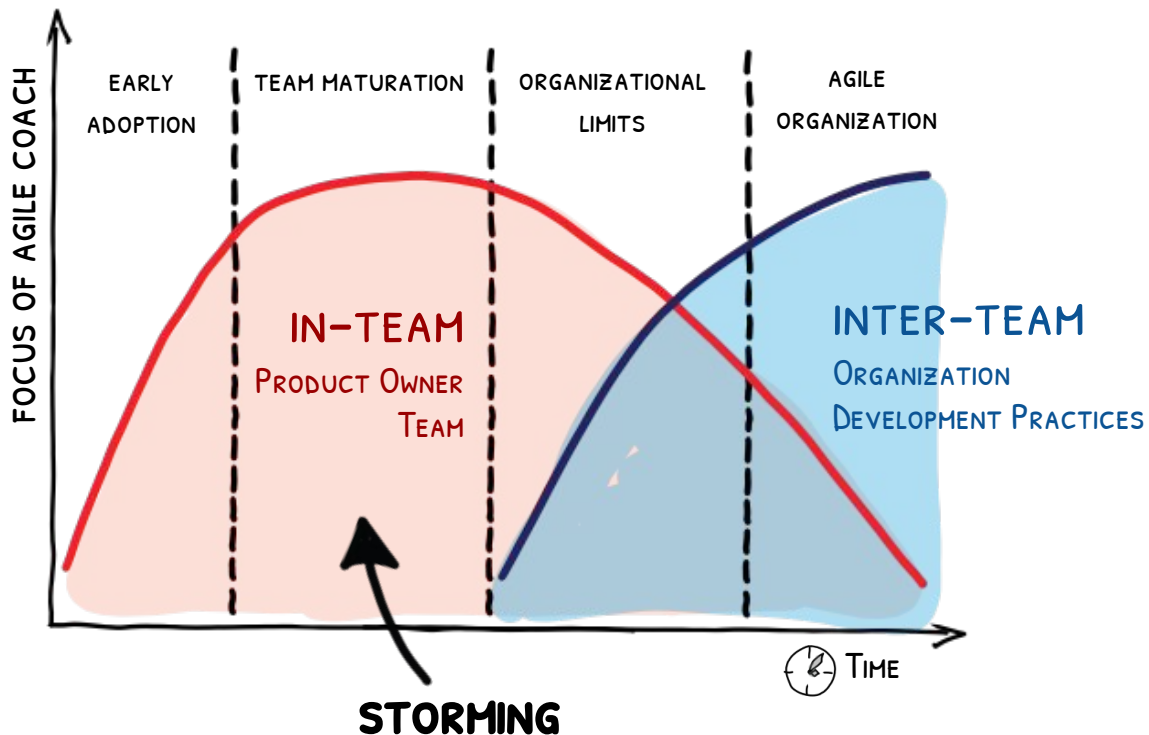
Storming | Agile Coach

Agile coach required

Retros with clear action items

Combine forces on all levels (people manager, product owner, agile coach)

Many teams fail in this stage



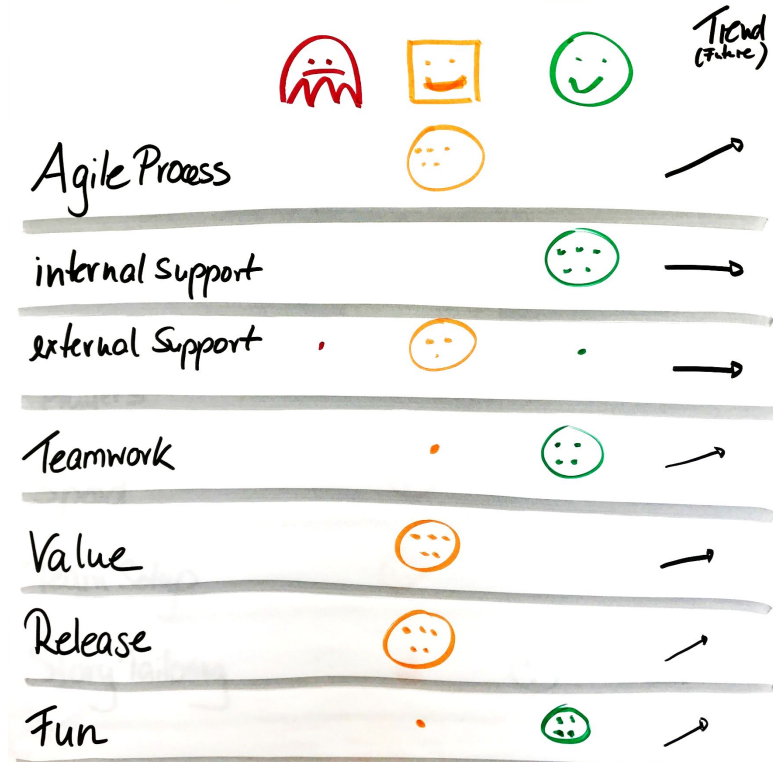
Storming | Squad Health Check

Identify areas where attention is needed

Repeat every 3 months

Derive action items to either keep high ratings or improve lower ratings

Do NOT compare teams to each other



Storming



Set Expectations



Agile Coach



Squad Health Check

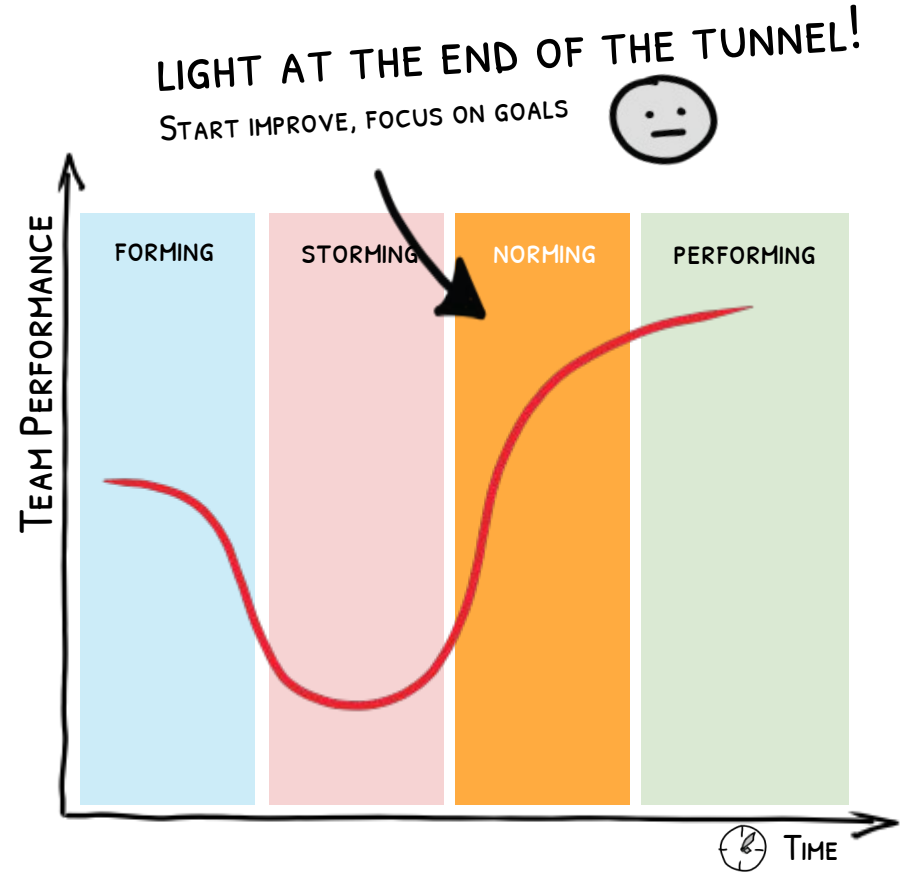
Norming

PEOPLE START TO RESOLVE THEIR DIFFERENCES

CONSTRUCTIVE FEEDBACK

STRONGER COMMITMENT TO THE TEAM GOAL

PEOPLE START ASK ONE ANOTHER FOR HELP



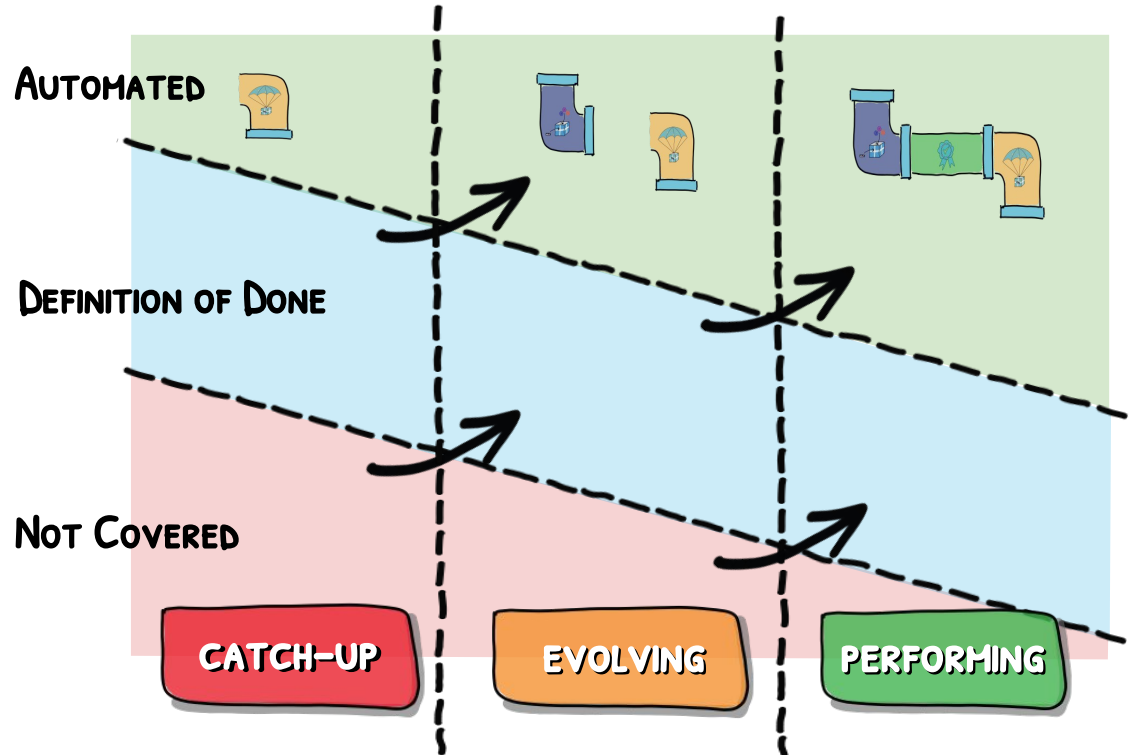
Norming | Definition of Done

Actively work with
Definition of Done

Include advanced stuff you
cannot fulfill right away

Constantly work on
fulfillment

Automate or die



Norming | Learning Day

In between sprints -
after demo and before
planning

No limitations on the
content

Learning can happen
within the team or
individually



LUNCH & LEARN

BROWN BAG SESSIONS

BOOK CLUB

CONFERENCES

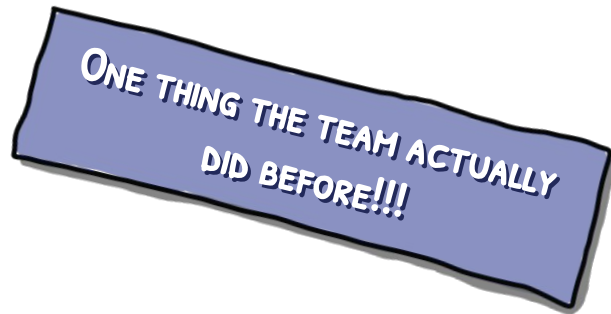
HACKWEEK

MOB PROGRAMMING

Norming | Kaizen Story 改善

Sprint Planning Acceptance Criteria

- One item to reduce technical debt
- One item to address security
- One item to improve deployments
- One thing the team never did before



Norming



Definition of Done



Learning Day



Kaizen Story

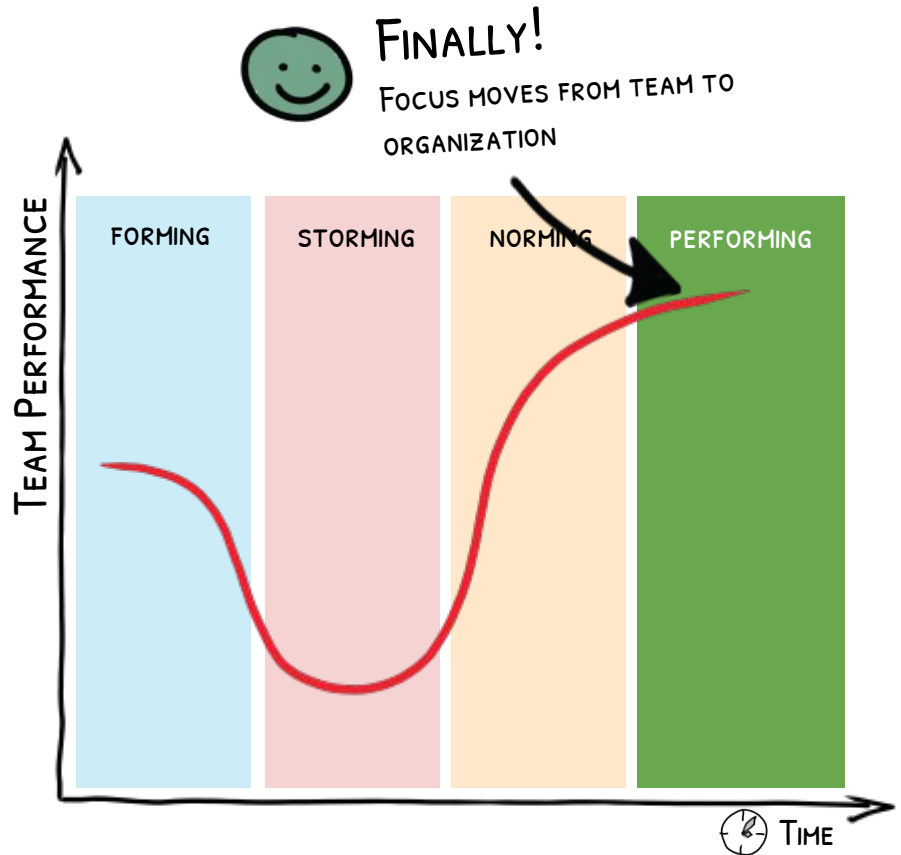
Performing

TEAM GOALS ARE ACHIEVED REGULARLY

HARD WORK AND PATIENCE PAYS OFF

TEAM IMPLEMENTS MORE ADVANCED DEV PRACTICES

FRICTION COMES FROM INTER-TEAM ORGANIZATION



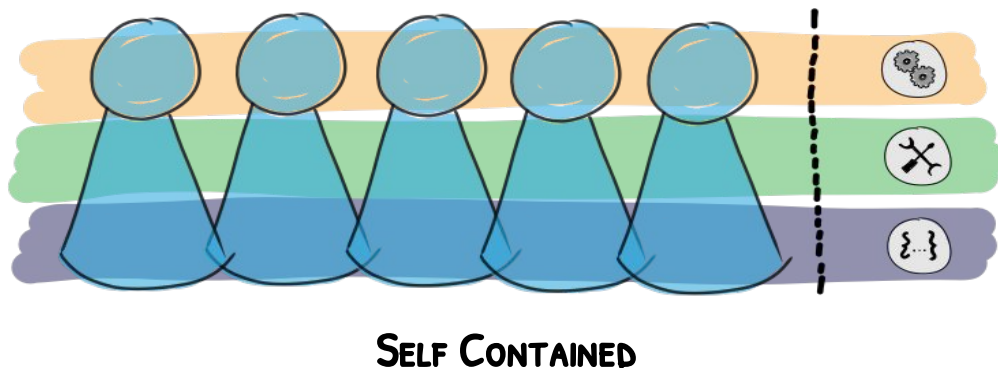
Performing | DevTestOps

Cross-functional team

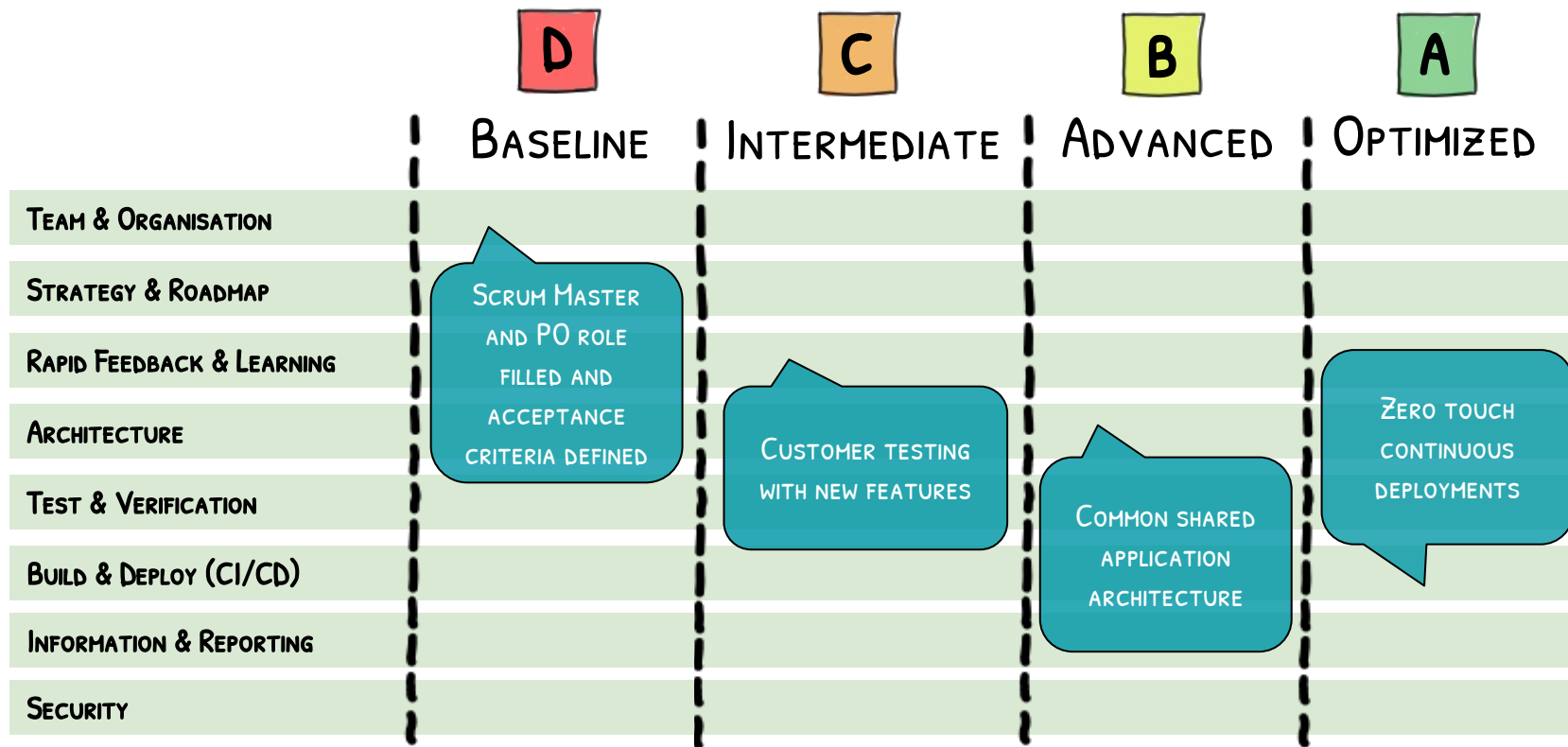
Move responsibilities into the team

Reduce dependencies between teams as much as possible

Try to go end-to-end as much as possible



Performing | Best practices per maturity level

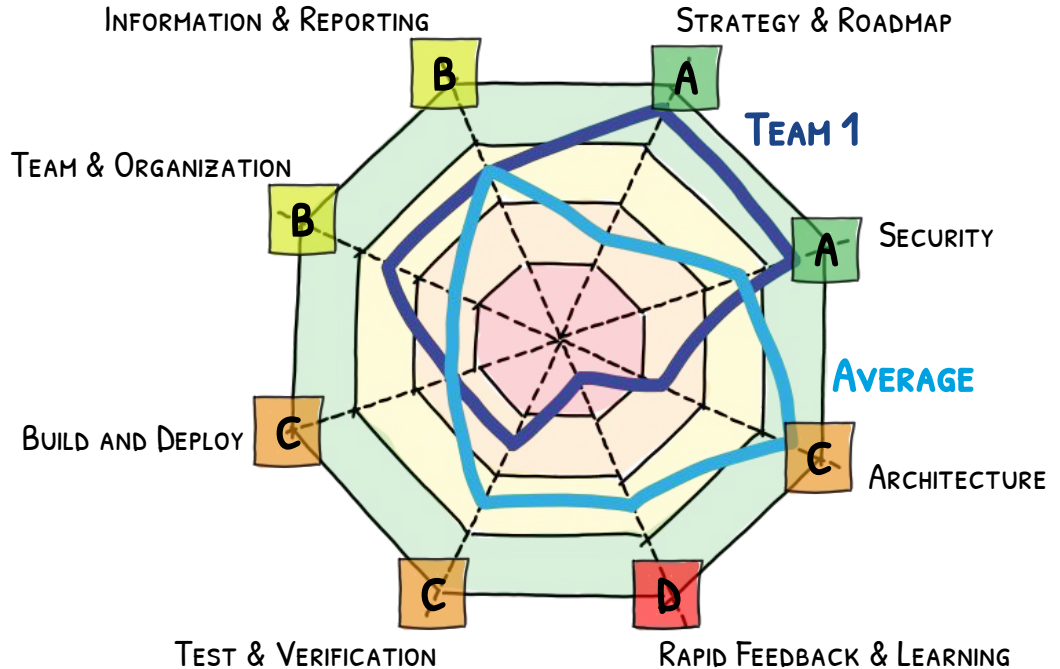


Performing | Team Maturity Levels

Define desired target condition per project/component

Provide team feedback

Work with the team until target condition is reached



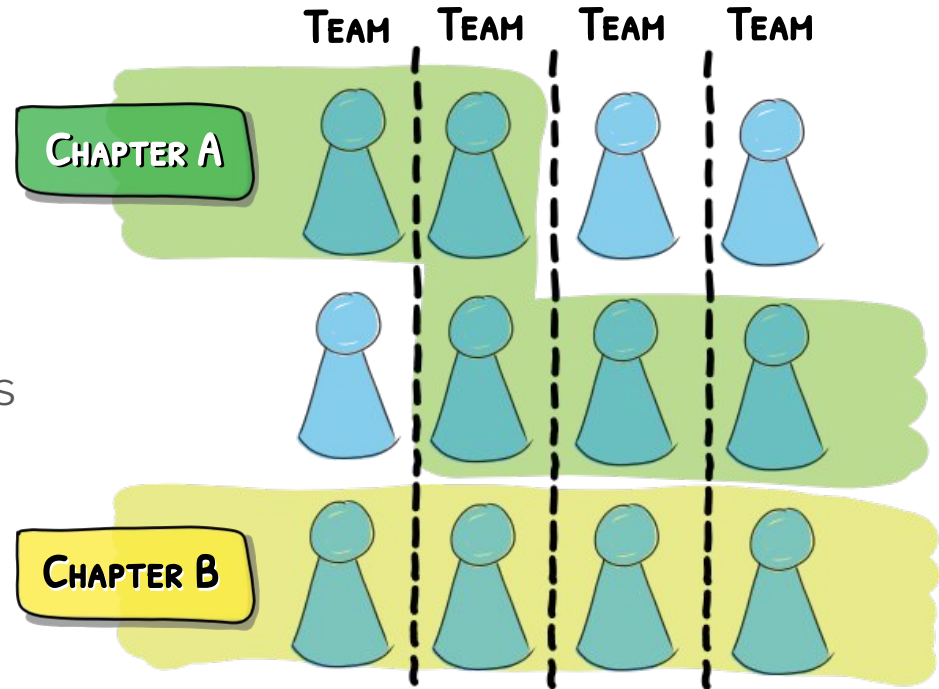
Performing | Chapters

Shift to inter-team development

Share knowledge

Work out actionable best practices

Fosters empowerment



Performing



DevTestOps >> cross-functional teams



Best practices per maturity level



Team Maturity Levels



Chapters to foster inter team communication

Takeaways

- 💡 Teams are the core of innovation and productivity
- 💡 Team development can be supported in all phases
- 💡 Listen > Communicate > Act/Change
- 💡 Provide feedback to team and foster learning
- 💡 Give space for learning
- 💡 Many tools are very easy to implement

START TODAY

LogMeIn

To do

In Progress

Done
😊

Work Environment

be part of scrum team

Global Player

Friendly Office

Great Equipment

Your job

Internship

Software Engineer

Amazon Cloud Services

Spring applications

work on highly available RTC Services

mentored by team

write production code

Maintain legacy code

Your skills

write maintainable code

design str for high load

make yourself familiar with latest technologies

eager to learn

get shit done

Love Java

www.logmein.com/careers

