

The hard exercise of slicing teams in large Car.OS developments

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The Golden Rule: DON'T SCALE!



But sometimes you simply have to...



But first: Get the *** basics right!



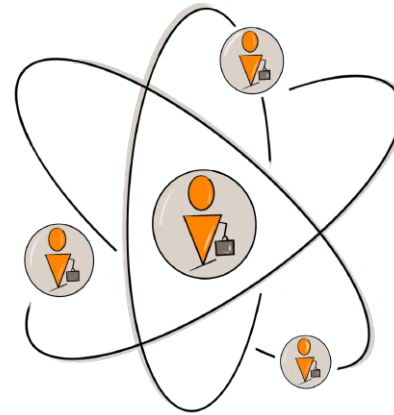
Focused teams



Proper agile way of working



Sound engineering
practices



Genuine partnerships
with external vendors



How to slice teams?
1 iceberg and 5 questions to consider!



Visible Layer



A photograph of a large iceberg floating in the ocean. The top part of the iceberg is white and jagged, representing the visible layer. The bottom part, which is submerged, is a deep blue color, representing the invisible layer. The water around the iceberg is a lighter blue, and the sky is overcast. The text "Visible Layer" is overlaid on the white part of the iceberg, and "Invisible Layer" is overlaid on the blue part of the water. A horizontal orange line separates the two text labels.

Visible Layer

Invisible Layer

1



COMPONENT TEAMS

VS.

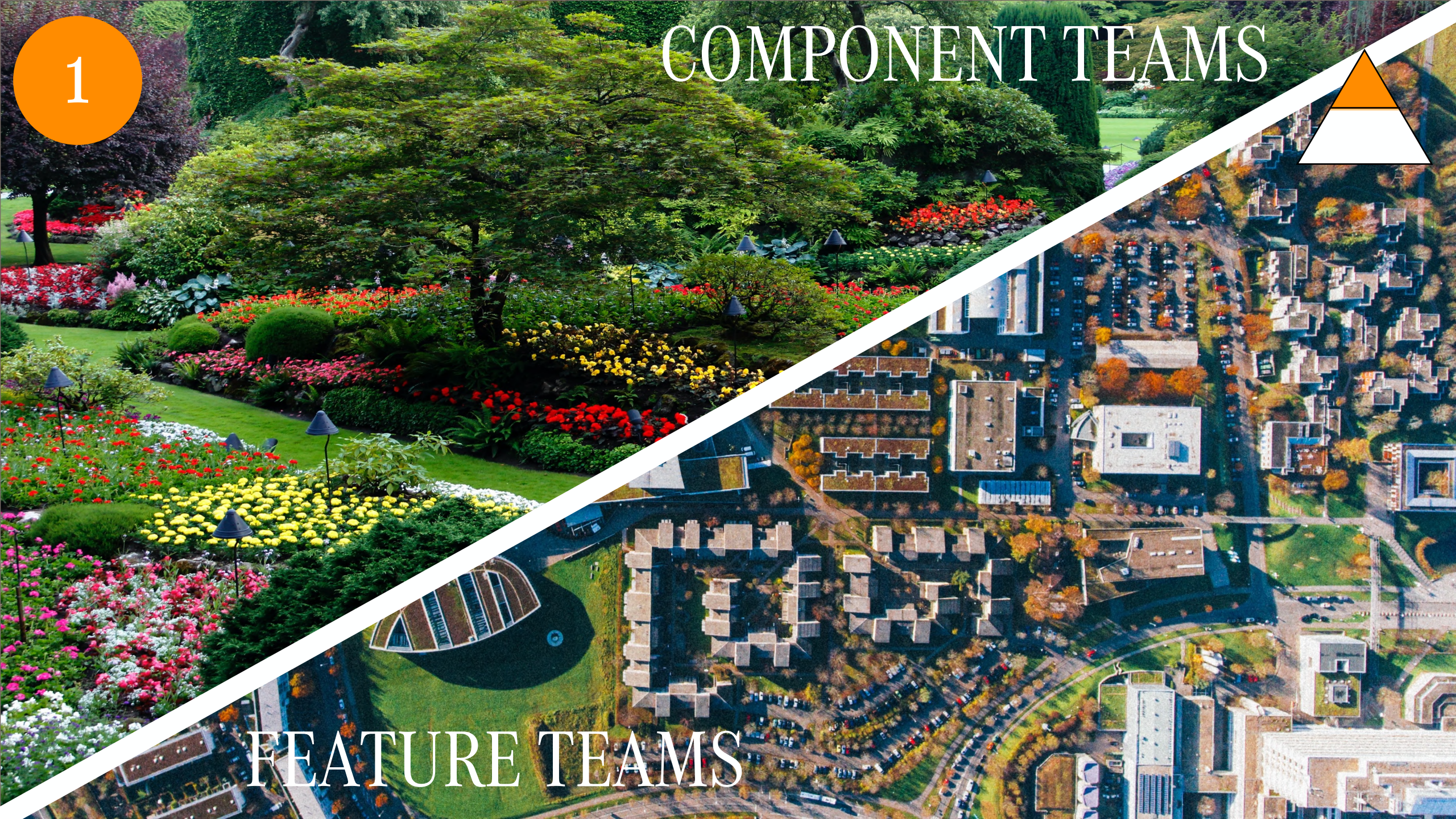
FEATURE TEAMS



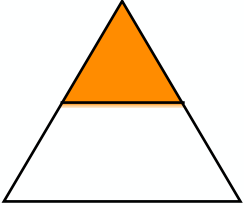
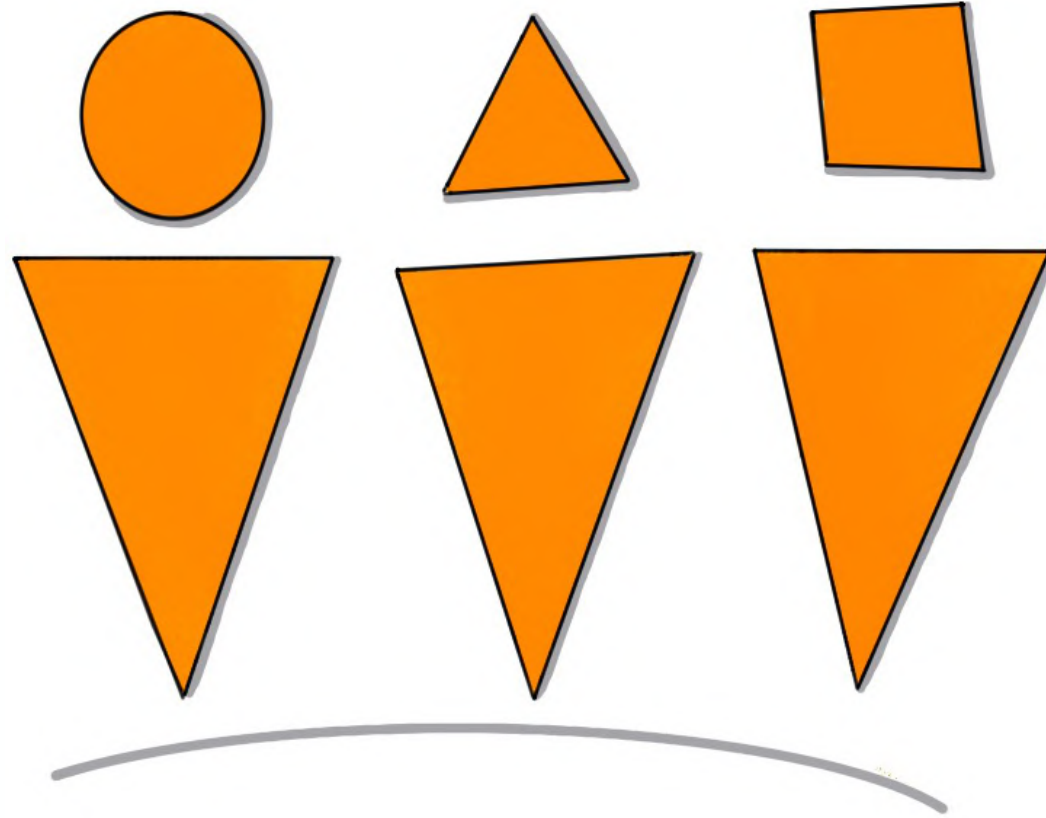
COMPONENT TEAMS

1

FEATURE TEAMS



1



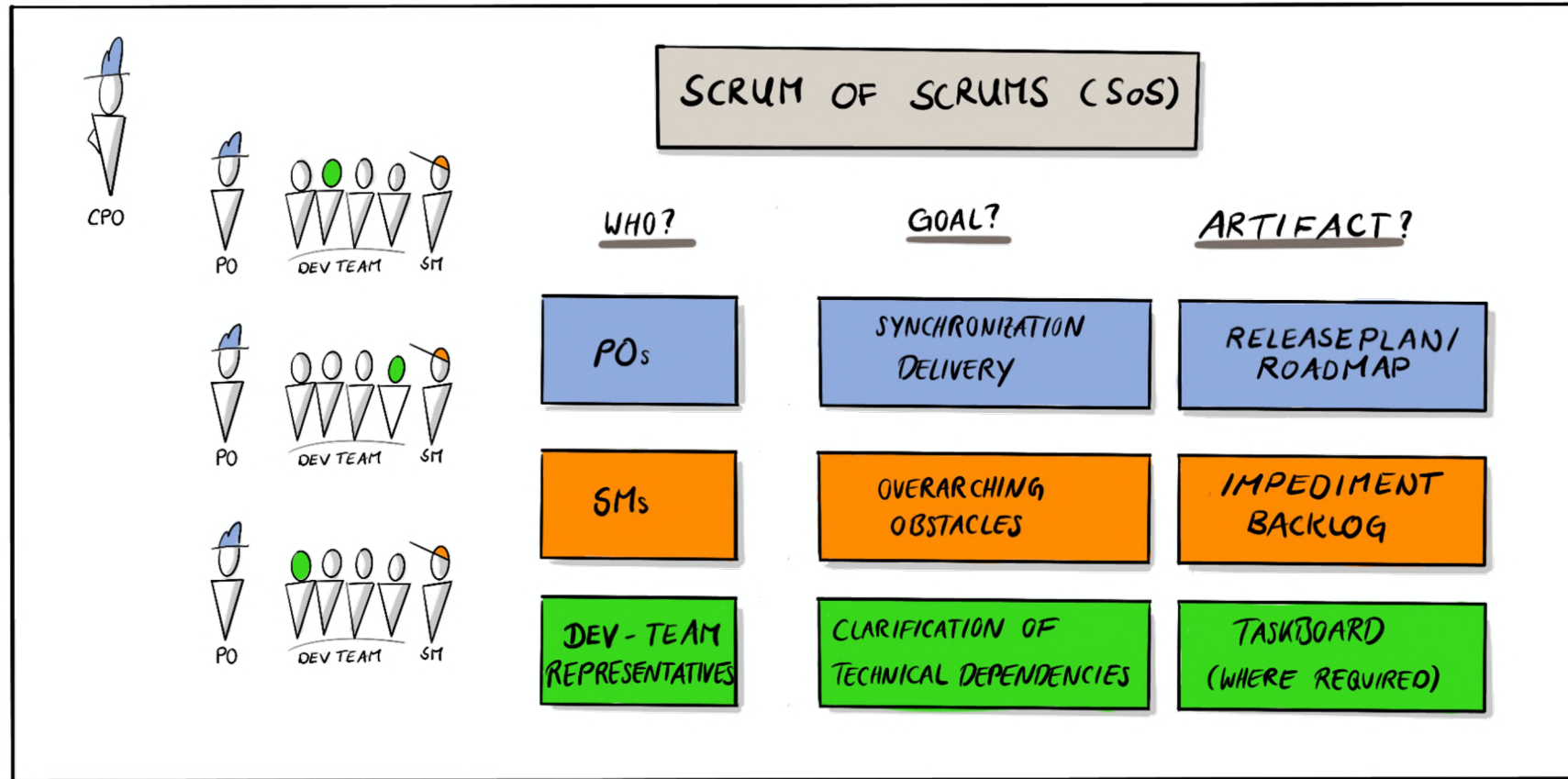
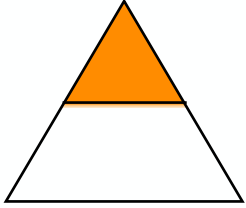
Staff as cross-functional as possible, but avoid cognitive overload

2



LEAN

Which levels of steering do we need above the teams?



... for example, by using the good old practices from Scrum of Scrums (SoS)

2



At portfolio level, we need a long-term view

3

TOP DOWN



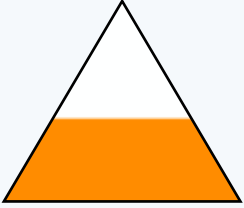
CENTRAL

DECENTRALIZED

BOTTOM UP

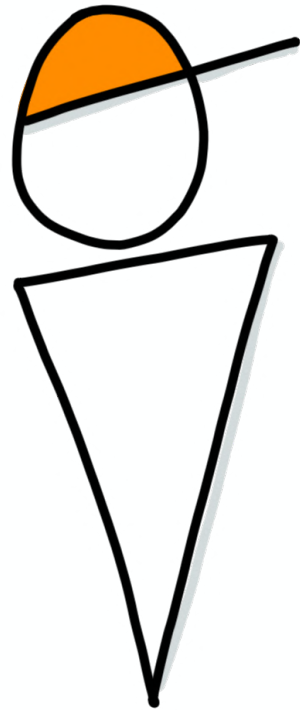
There is no right or wrong – it has to be a balance!

4

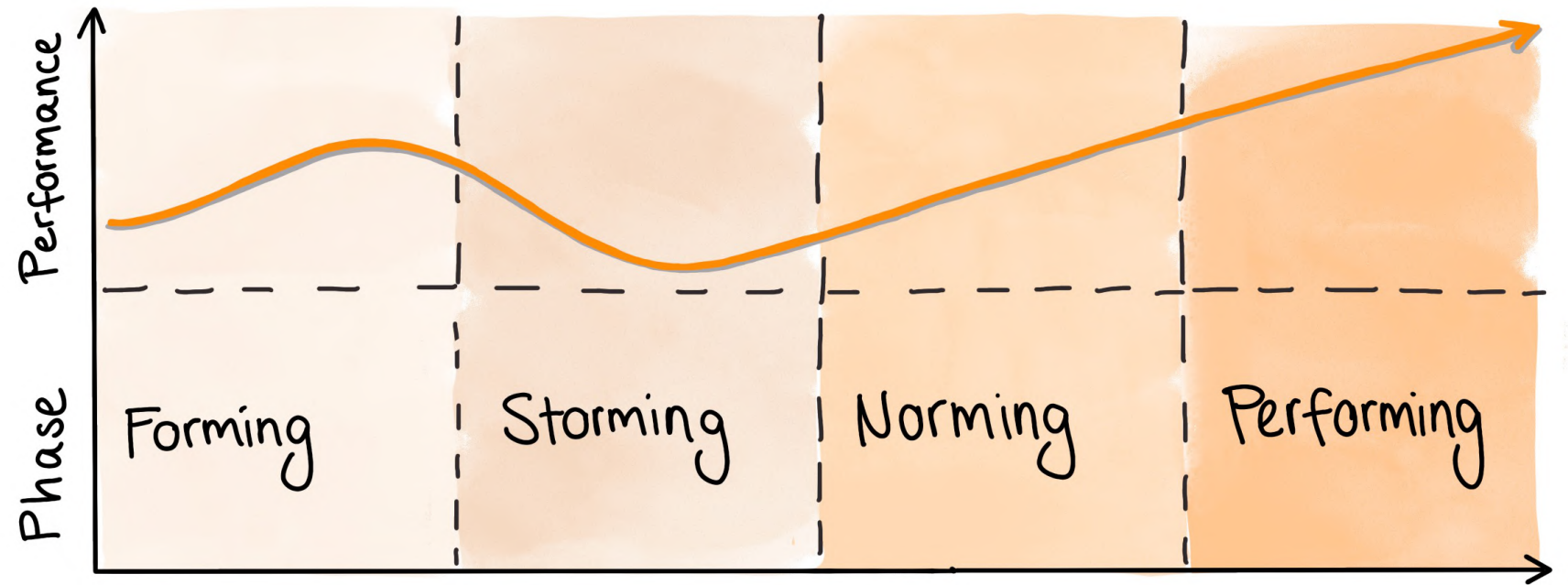
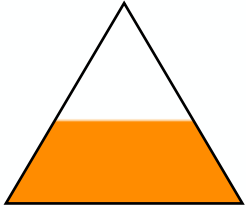


The system is made up of people and therefore comes with all its known shortcomings

4



Agile
Coach



Dedicated roles to address these challenges on Team of Teams level

5



Did we talk to the people affected or just to our trusted people?

1

Do we go for component or feature teams?

2

How do we steer the team of teams?

3

How much decentralization and autonomy is needed?

4

How do we ensure the performance of the whole system?

5

How do we involve all those affected to a sufficient extent?



Our five questions to consider!



Now you are aware of our 5 questions to address team slicing.
But guess what: you have to inspect & adapt



You have to allow fluidity. And as always: exceptions prove the rule.



Schedule a regular retrospective on the team setup, for example every 6 months.

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