

# Org Design with Team Topologies and unFIX

**INNOQ**



**MICHAEL PLÖD**  
FELLOW



# Michael Plöd

Fellow at INNOQ

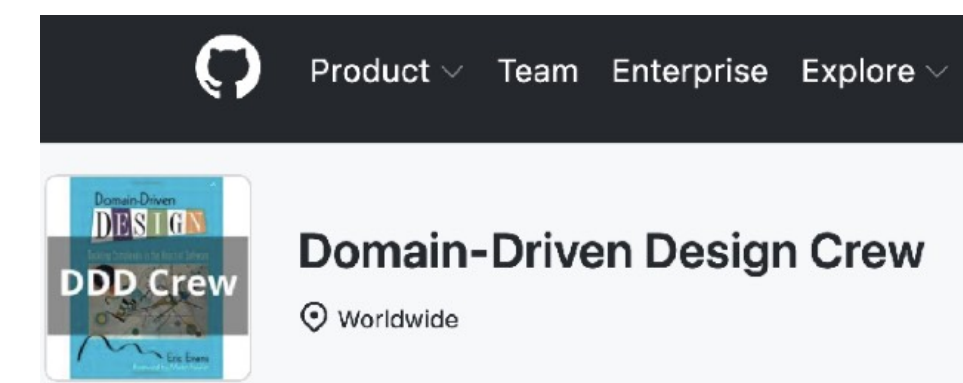
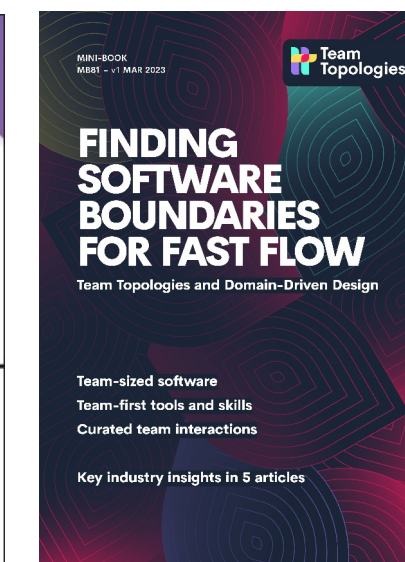
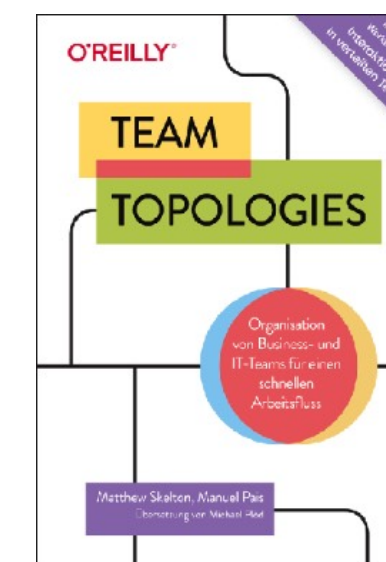
Socials: @bitboss (@mastodon.social / .bsky.social)

LinkedIn: <https://www.linkedin.com/in/michael-ploed/>

Current consulting topics:

- Domain-Driven Design
- Team Topologies
- Transformation from IT Delivery to digital product orgs

Regular speaker at (inter-)national conferences and author of books + various articles



**„Every company needs an organization that changes as quickly as its business does.**

**Otherwise it is falling behind.**

**If change is constant, why not design organizations to be constantly and quickly changeable?“**

**Jay R. Galbraith**

Author of „Designing Organizations“





TEAM

TOPOLOGIES

ORGANIZING  
BUSINESS AND  
TECHNOLOGY  
TEAMS FOR FAST  
FLOW

Foreword by  
RUTH  
MALAN

MATTHEW SKELTON  
*and* MANUEL PAIS

**"An architect should be thinking:**

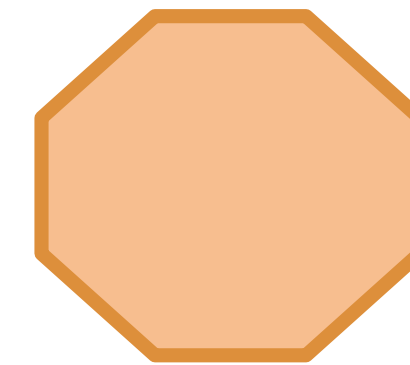
Which team interaction modes  
are appropriate for these two  
teams?

What kind of communication do  
we need between these two  
parts of the system, between  
these two teams?"

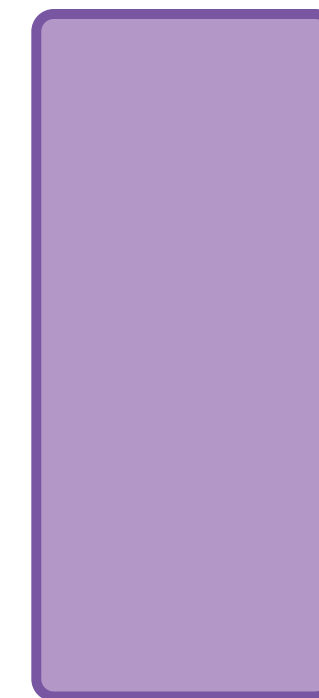




# Fundamental Team Topologies



Complicated Subsystem



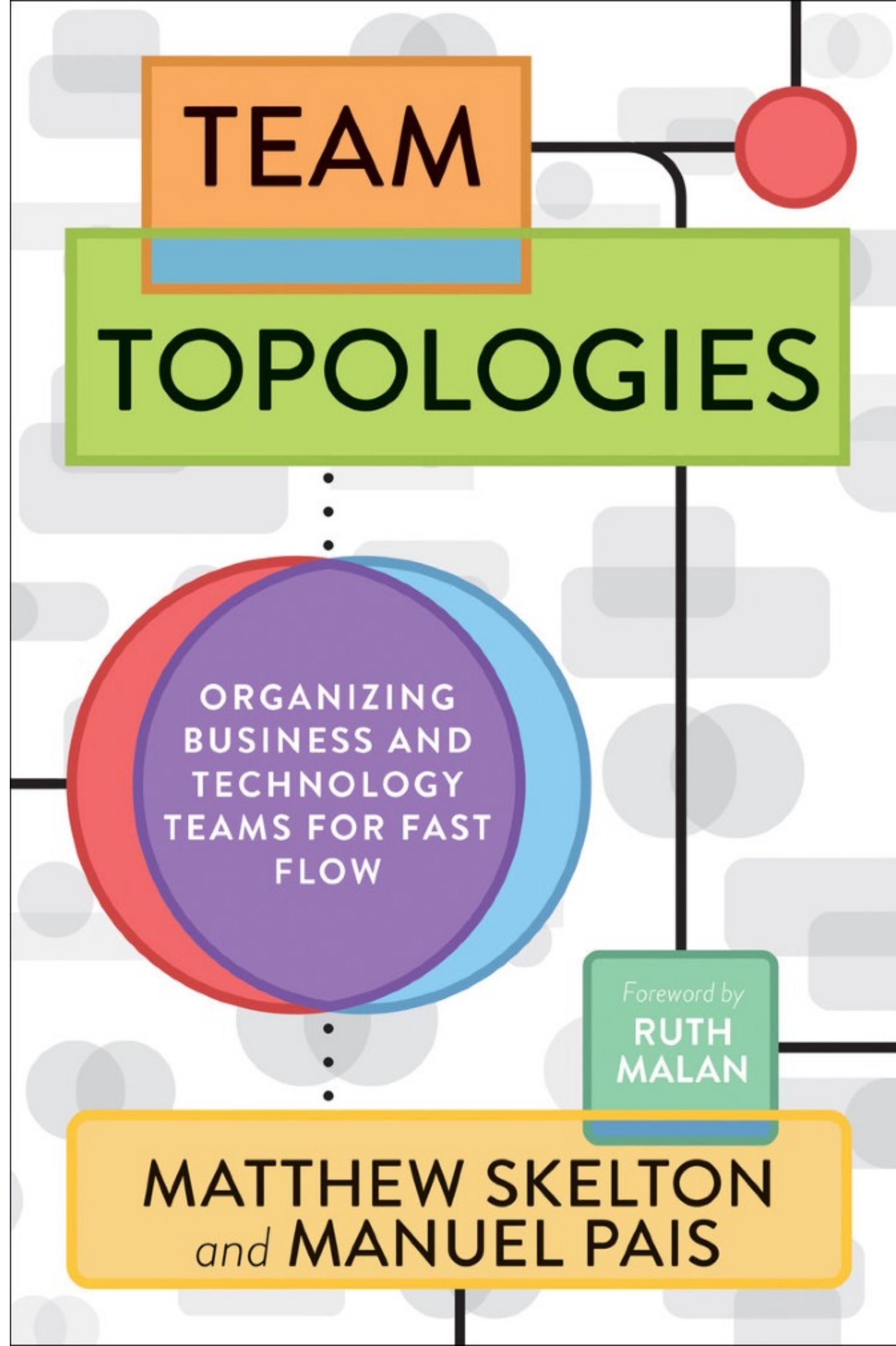
Enabling



Platform



Stream-aligned

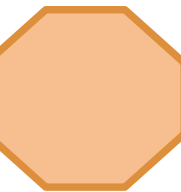


## Stream-aligned Team



- Tailored to a business area or organizational capability (Bounded Context)
- Is intended to create customer value quickly, safely and autonomously without having to delegate parts of the work to other teams.

## Complicated Subsystem Team



- Responsible for building and maintaining a part of the system that is highly dependent on specialist expertise
- Team manages the complexity of the subsystem using specific skills and expertise that are usually difficult to find or recruit.

## Platform Team



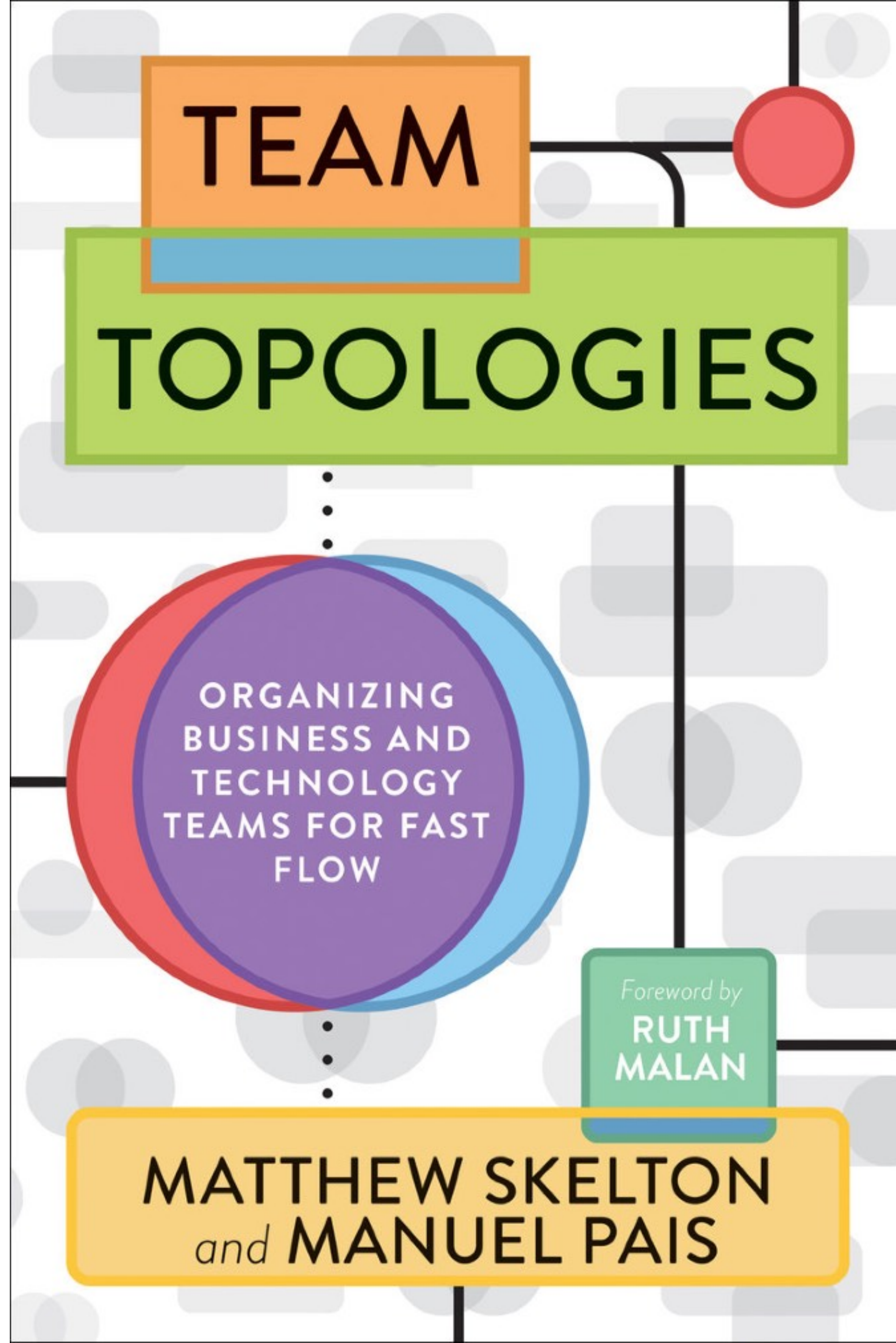
- Should give stream-aligned teams the possibility to do their work with a high degree of autonomy,
- Platform provides self-service APIs, tools and services as an internal product

## Enabling Team



- Work alongside the stream-aligned teams and support them in the area of knowledge building and empowerment.
- Have a strong collaborative nature and strive to understand the problems and shortcomings of the other teams
- Inhouse consulting team





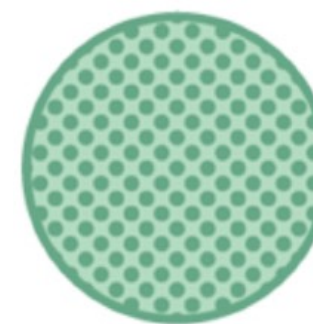
## Team Interaction Modes



Collaboration



X-as-a-Service



Facilitating

Image taken from the Team Topologies book



## Team Interaction Modes

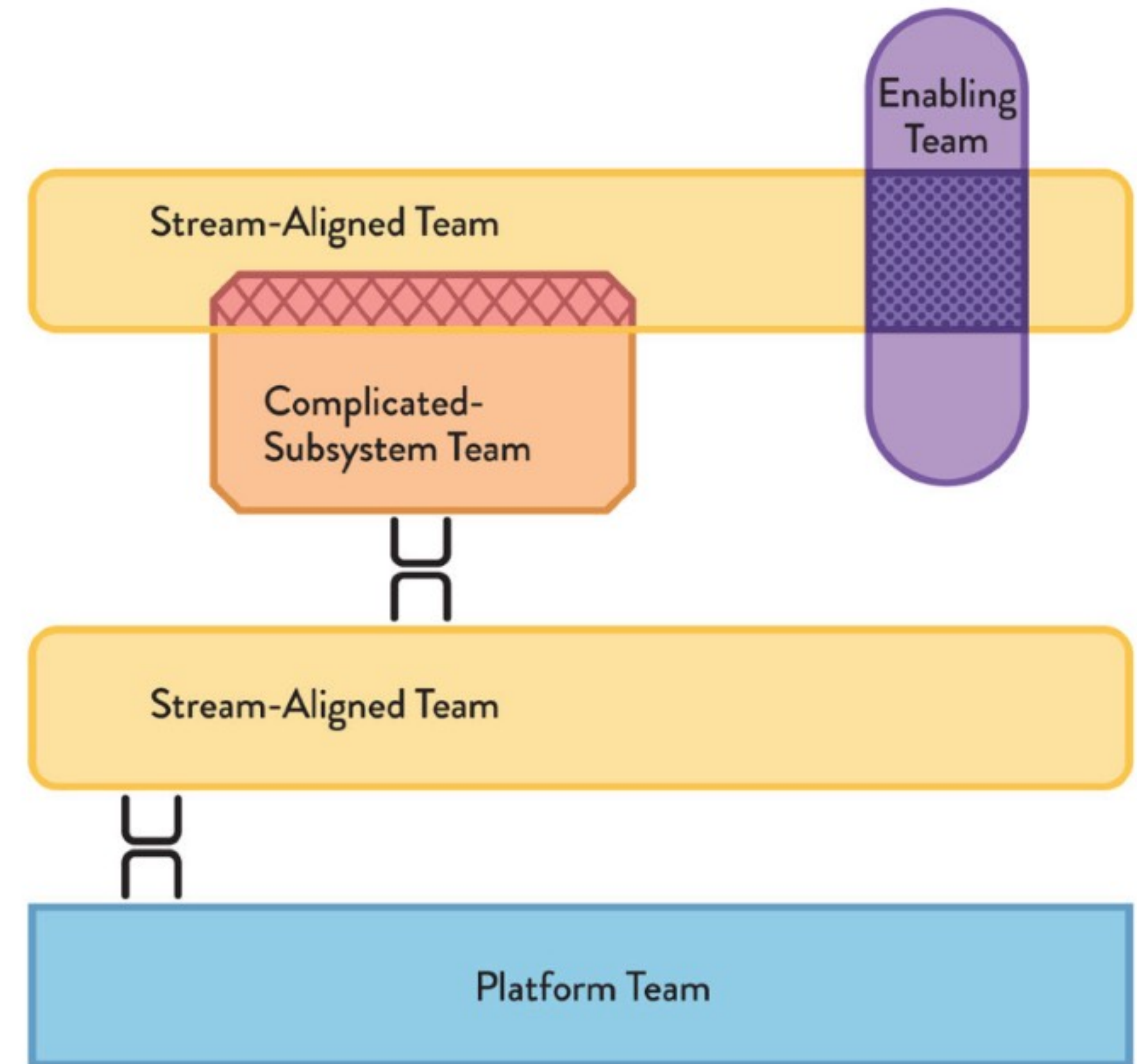
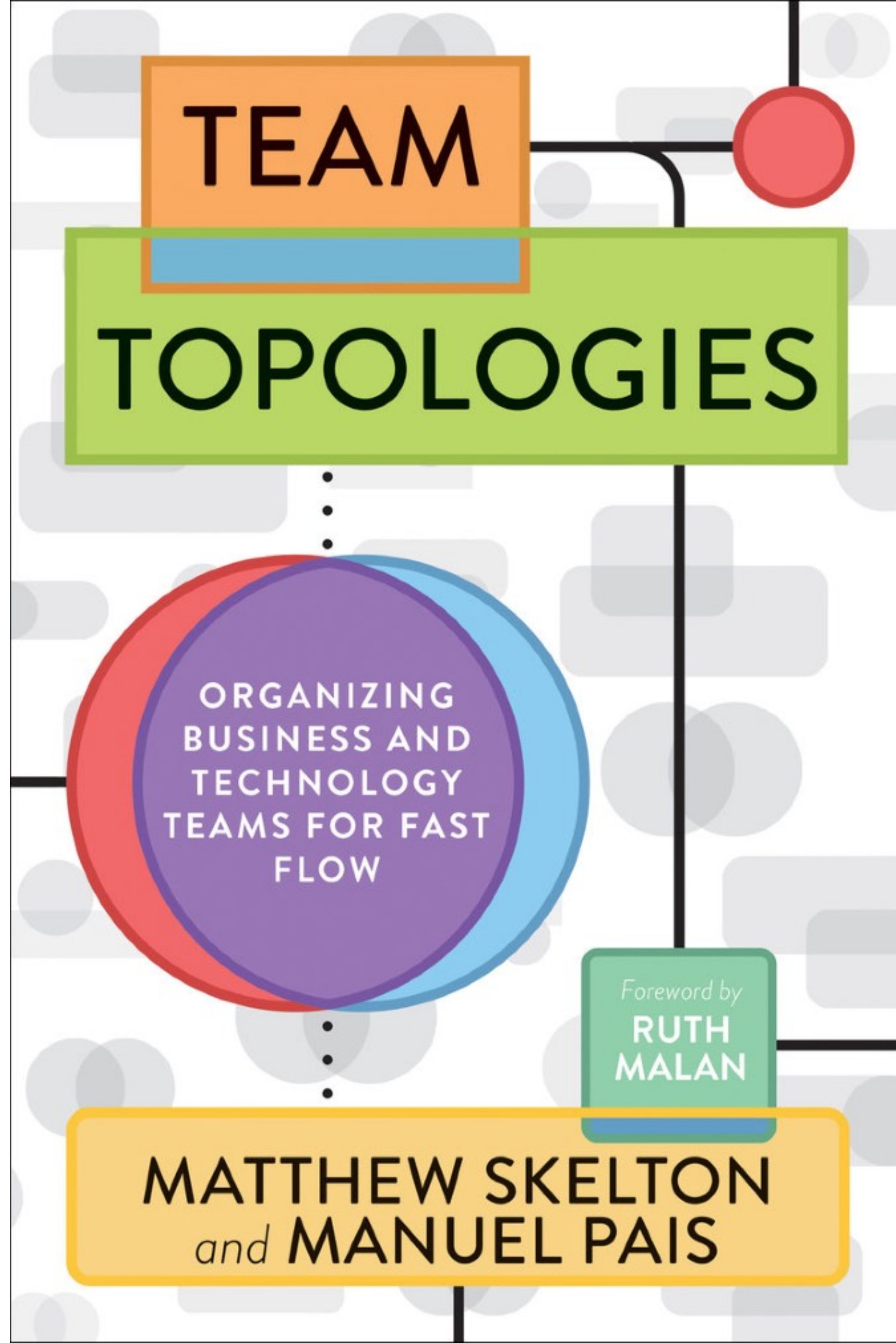


Image taken from the Team Topologies book



**We need boundaries for teams, how do we identify them?**

NEW YORK TIMES BESTSELLER

"Provocative and fascinating." —MALCOLM GLADWELL

Daniel H. Pink

author of *A Whole New Mind*

DRIVE

The Surprising Truth  
About What Motivates Us

# Autonomy

Teams are loosely coupled  
organizational wise and cross-team  
coordination is reduced

# Mastery

Members of a team can master and  
learn the complexity of their domain

# Purpose

Each domain of a team has a clear  
purpose which can be described and  
which has clear boundaries

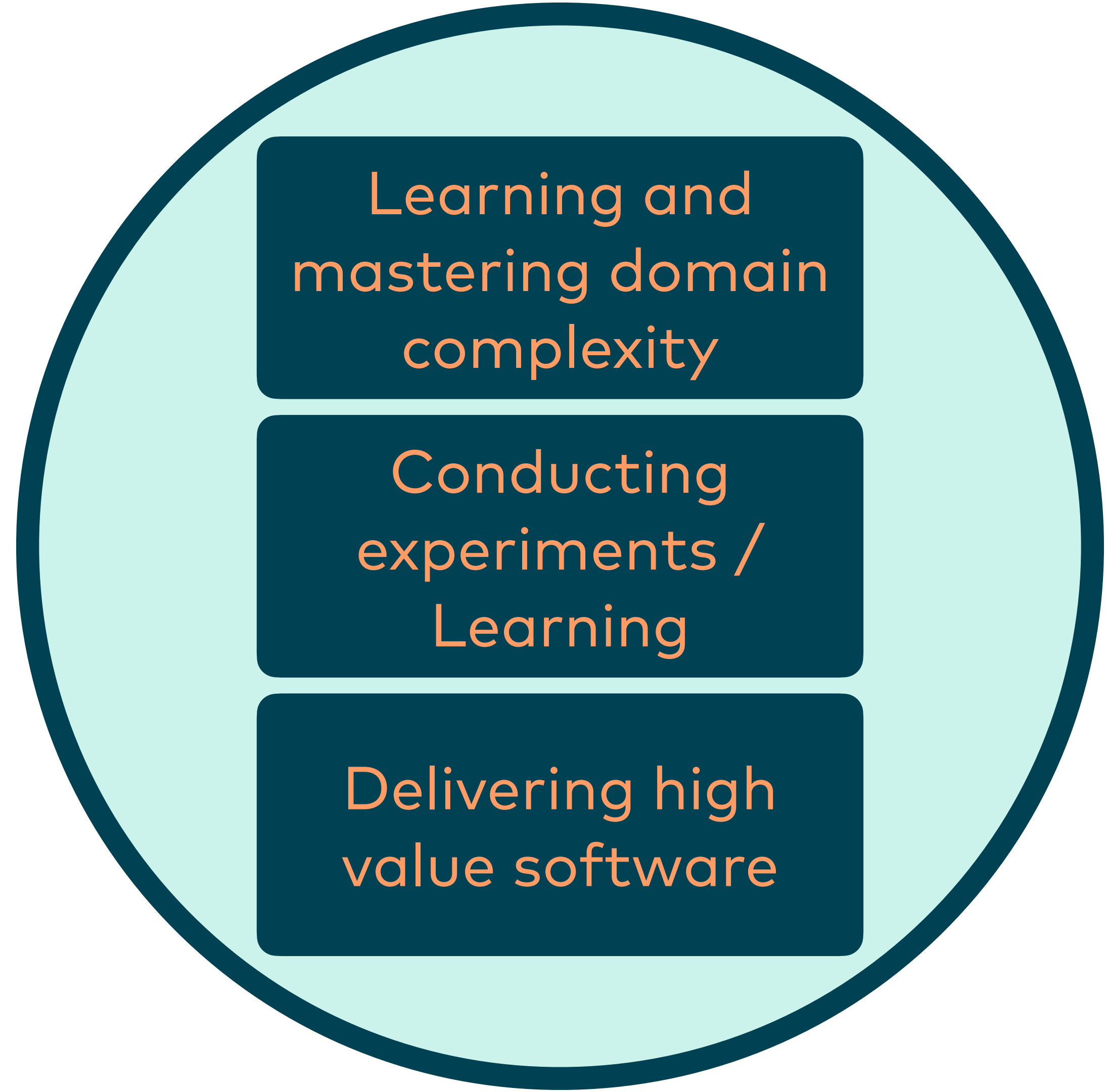


**We need good boundaries in which teams  
can achieve**

**Autonomy - Mastery - Purpose**

# Mind the **COGNITIVE LOAD**

of the teams.  
We need a  
boundary for  
this!





# Fracture Planes

Business Domain Bounded Context

Regulatory Compliance

Change Cadence

Team Location

Risk

Performance Isolation

Technology

User Personas

**Team  
Boundaries  
for  
fast flow**

# Fracture Planes

Business Domain Bounded Context

Regulatory Compliance

Change Cadence

Team Location

Risk

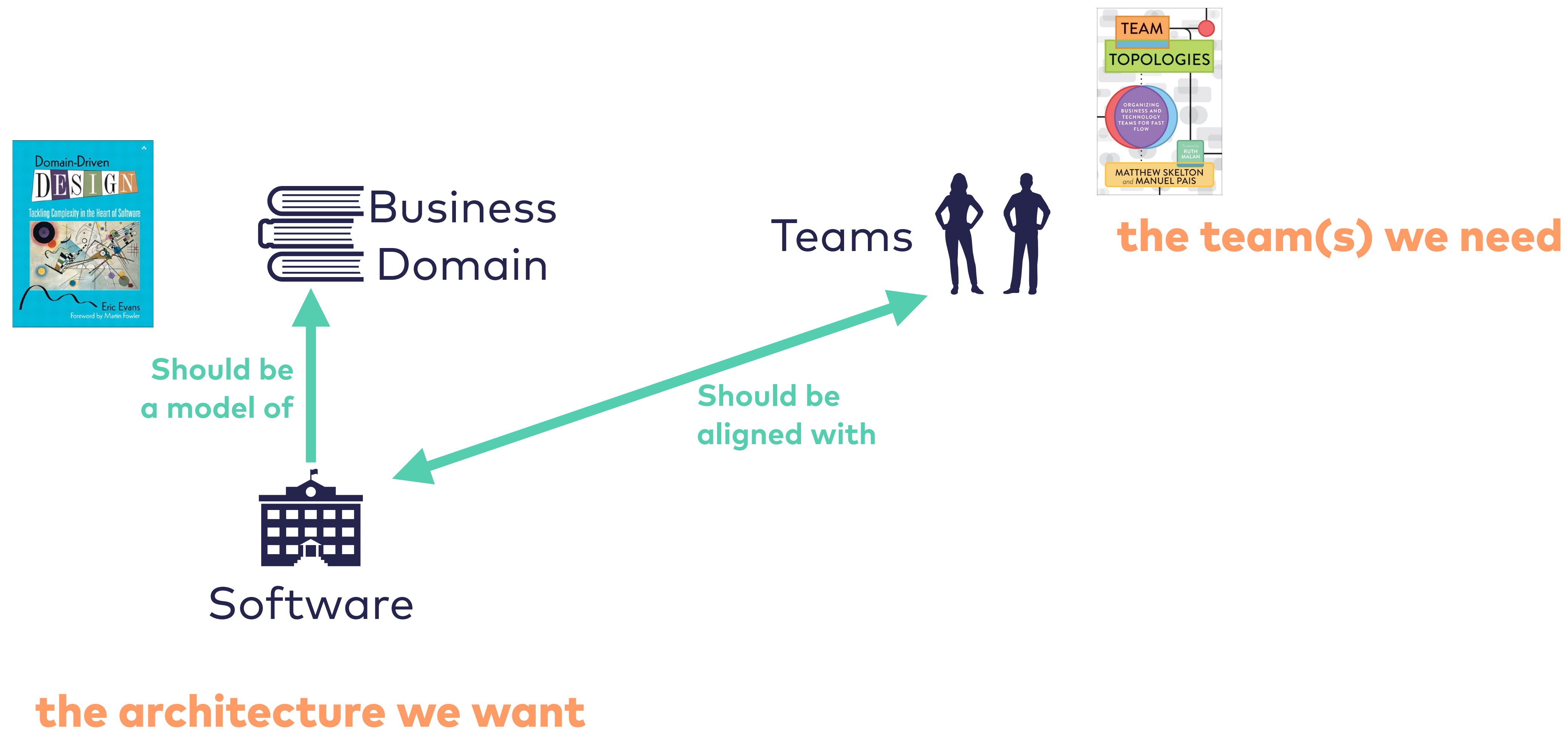
Performance Isolation

Technology

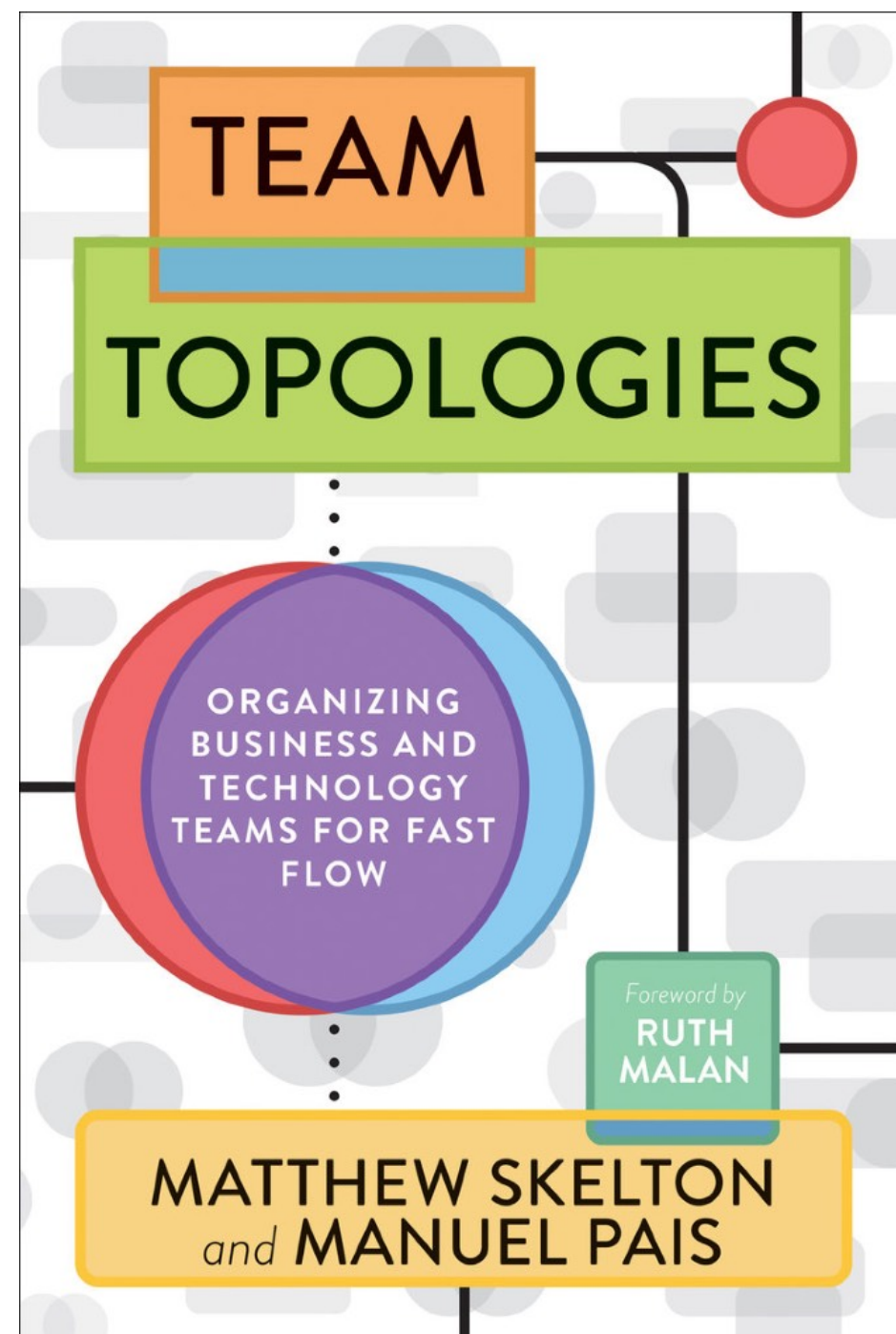
User Personas


**Team  
Boundaries  
for  
fast flow**

# The basic idea:












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 [TeamTopologies](#) / [Independent-Service-Heuristics](#) Public

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 1 branch

 0 tags

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 **emgsilva** and **matthewskelton** Fix typos and markdown syntax 4eec564 11 days ago 🕒 30 commits

 LICENCE.md	Add CC BY-SA licence so it shows up in the repo list	2 years ago
 README.md	Fix typos and markdown syntax	11 days ago

 README.md

## Independent Service Heuristics

The Independent Service Heuristics (ISH) are rules-of-thumb (clues) for identifying candidate value streams and domain boundaries by seeing if they could be run as a separate SaaS/cloud product. Based on some of the ideas in the book *Team Topologies* by Matthew Skelton [@matthewskelton](#) and Manuel Pais [@manupaisable](#).

See [teamtopologies.com](#) for more details about Team Topologies.

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### About

The Independent Service Heuristics (ISH) are rules-of-thumb (clues) for identifying candidate value streams and domain boundaries by seeing if they could be run as a separate SaaS/cloud product.

[teamtopologies.com/](#)

-  Readme
-  CC-BY-SA-4.0 license
-  197 stars
-  14 watching
-  17 forks

### Releases

No releases published

<https://github.com/TeamTopologies/Independent-Service-Heuristics>



# Independent Service Heuristics

Everyone in a  
workshop answers  
the questions with  
yes / no / maybe  
and we will discover  
patterns

Domain Candidate	1: Sense-check (Could it make any logical sense to offer this thing "as a service"?)	2: Brand (Could you imagine this thing branded as a public cloud service (like AvocadoOnline.com 🥑)?)	3: Revenue / Customers (Could this thing be managed as a viable cloud service in terms of revenue and customers?)	4: Cost tracking (Could the organisation currently track costs and investment in this thing separately from similar things?)	5: Data (Could this thing operate with minimal data (or well-defined data) from other sources?)	6: User Personas (Could this thing have a small/well-defined set of user types or customers (user personas)?)	7: Teams (Could a team or set of teams effectively build and operate a service based on this thing?)
Domain Candidate	Yes Yes No Yes Yes Yes Yes	No No No No No No	No No No No Yes No	Yes Yes Yes Yes Yes	Yes Yes Yes Yes	Yes Yes Yes Yes	Yes Yes Yes Yes
Domain Candidate	Yes Yes Yes Yes Yes	Yes Yes No No	No Yes Yes No	Yes Yes Yes Yes	Yes Yes Yes Yes	Yes Yes Yes Yes	Yes Yes Yes Yes
Domain Candidate	Yes Yes Yes Yes Maybe	Maybe No No Maybe	No Maybe Maybe Maybe Maybe	Yes No	Yes No Yes	Yes Yes Yes	Yes No No Yes No
Domain Candidate	Yes Maybe No Maybe Maybe	No No No No No	No No No No Yes	No Yes Yes Yes	No No Yes Yes	Maybe Yes Maybe	Maybe No Maybe Maybe
Domain Candidate	Yes Yes Yes Yes Yes	No No No No No	No Maybe No No No	No Yes Yes	Yes Yes Yes Yes	Yes Yes Yes Yes	Maybe No No Yes
Domain Candidate	Yes Yes Yes Yes Yes	Yes Yes Yes Yes Yes	Yes Yes Yes Yes Yes	Yes No Yes Maybe Yes	Maybe Maybe Yes Yes	Yes Yes Yes Yes	Yes Yes Yes Yes
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Domain Candidate	Yes Yes Yes Yes Yes	Yes Yes Yes Yes Yes	Yes Yes Yes Yes Yes	Yes No No No	Yes Yes No	Yes Yes Yes Yes	Yes Yes Yes Yes
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Domain Candidate	Yes Yes Yes Yes Yes	No No No No No	Yes No Yes Maybe	Maybe Yes No No	Yes Yes Yes Yes	Yes Yes Yes Yes	Yes Yes Yes Yes



# Team Topologies Mini-Book

This Mini-Book includes an article on the topic of this presentation written by me. Other authors are:

- Susanne Kaiser
- Alberto Brandolini
- Michael Plöd
- Nick Tune
- Rich Allen and Matthew Skelton



Link: <https://landing.teamtopologies.com/mini-book-ddd-tt>

MINI-BOOK  
MB81 – v1 MAR 2023



## FINDING SOFTWARE BOUNDARIES FOR FAST FLOW

Team Topologies and Domain-Driven Design

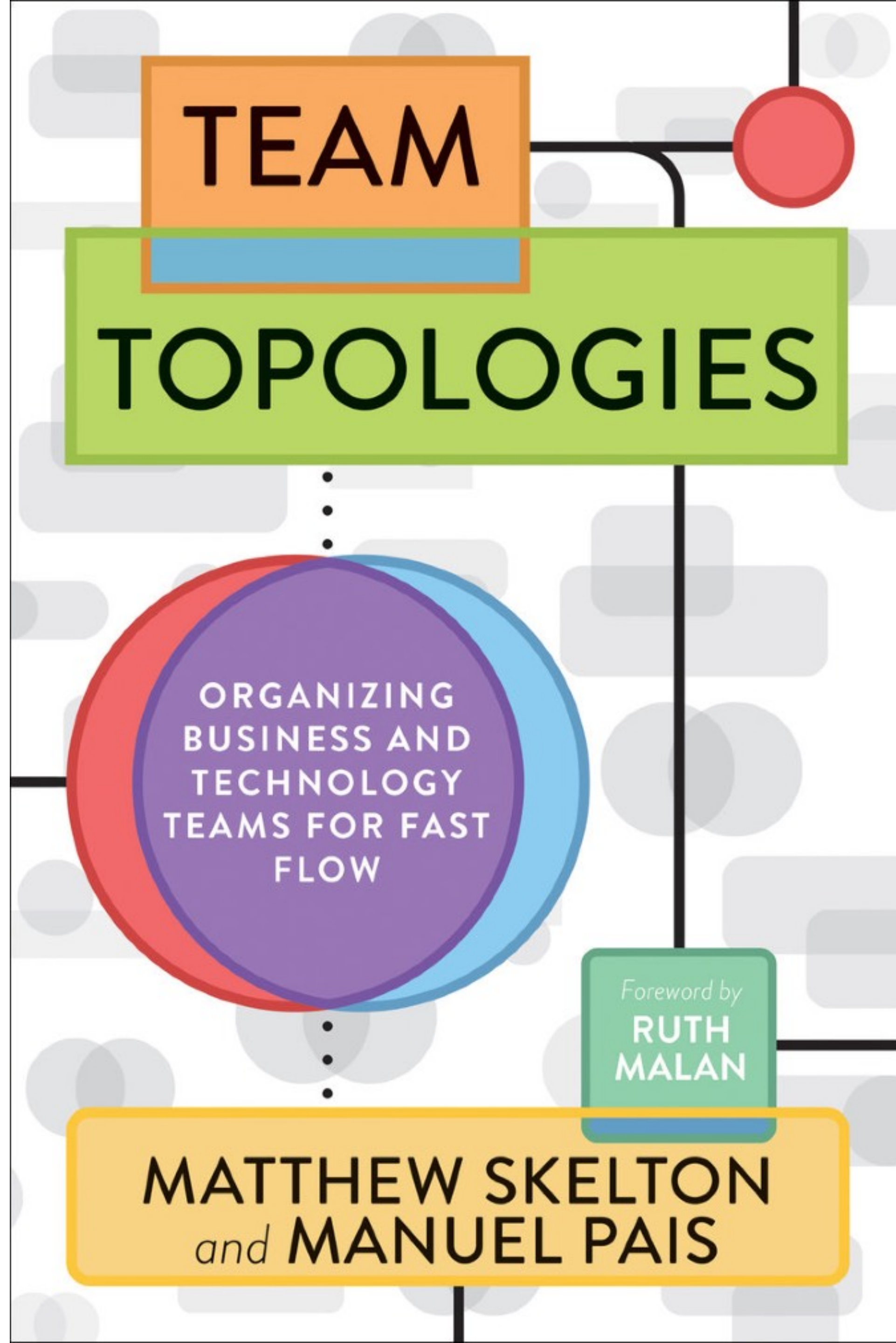
Team-sized software  
Team-first tools and skills  
Curated team interactions

Key industry insights in 5 articles



# IMPORTANT

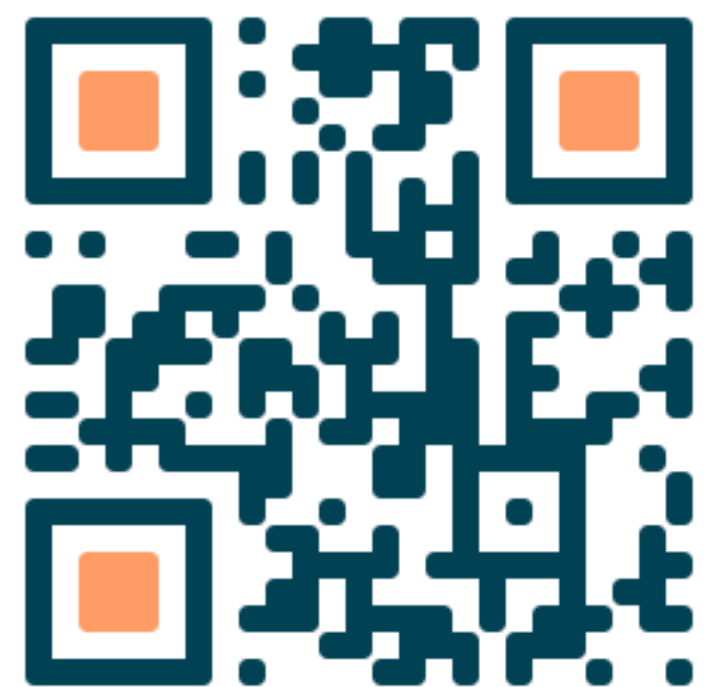
**Team Topologies is  
an evolutionary  
approach to org  
design**





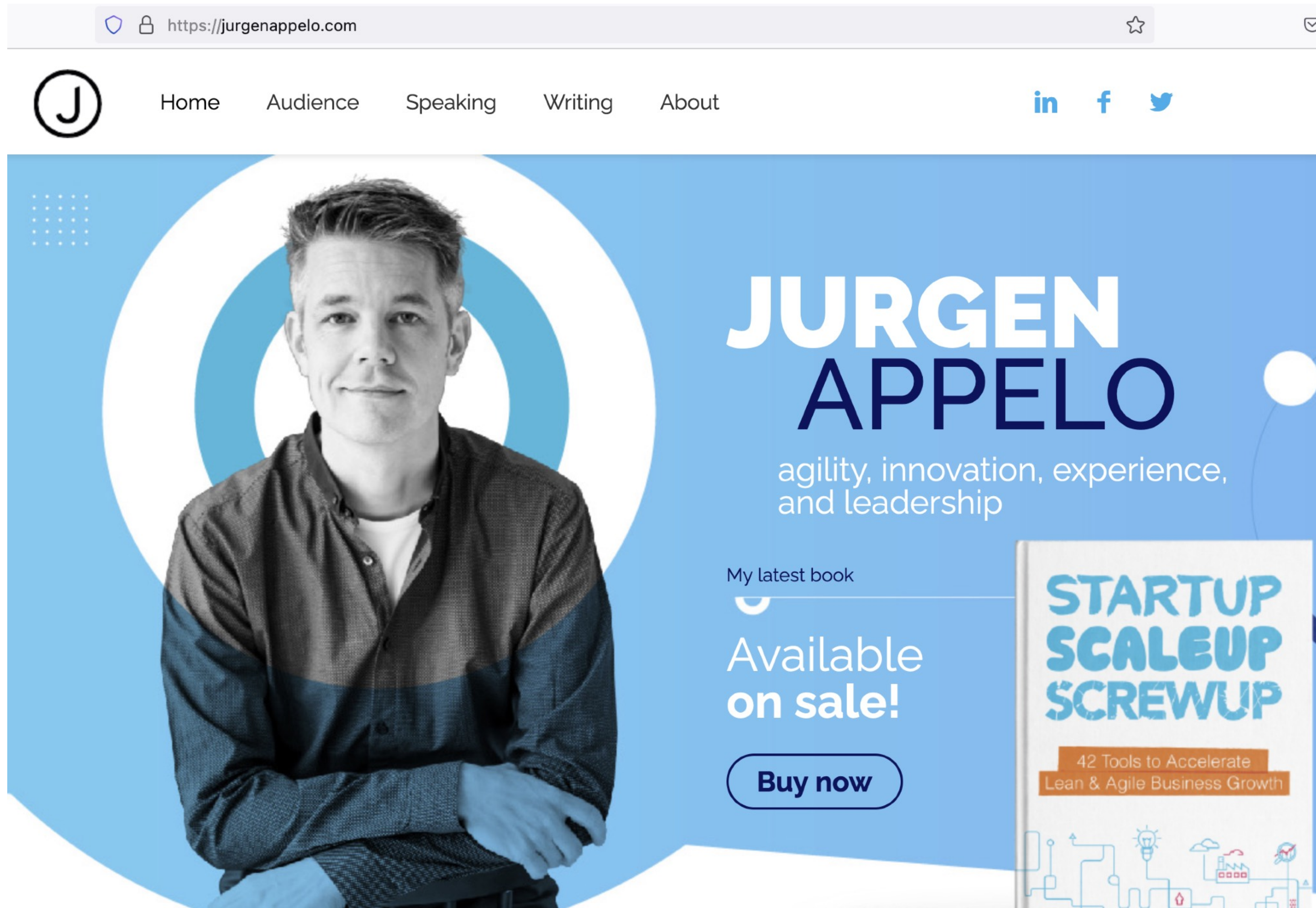
**A pattern and model collection for  
versatile organizational design**

<https://unfix.com>





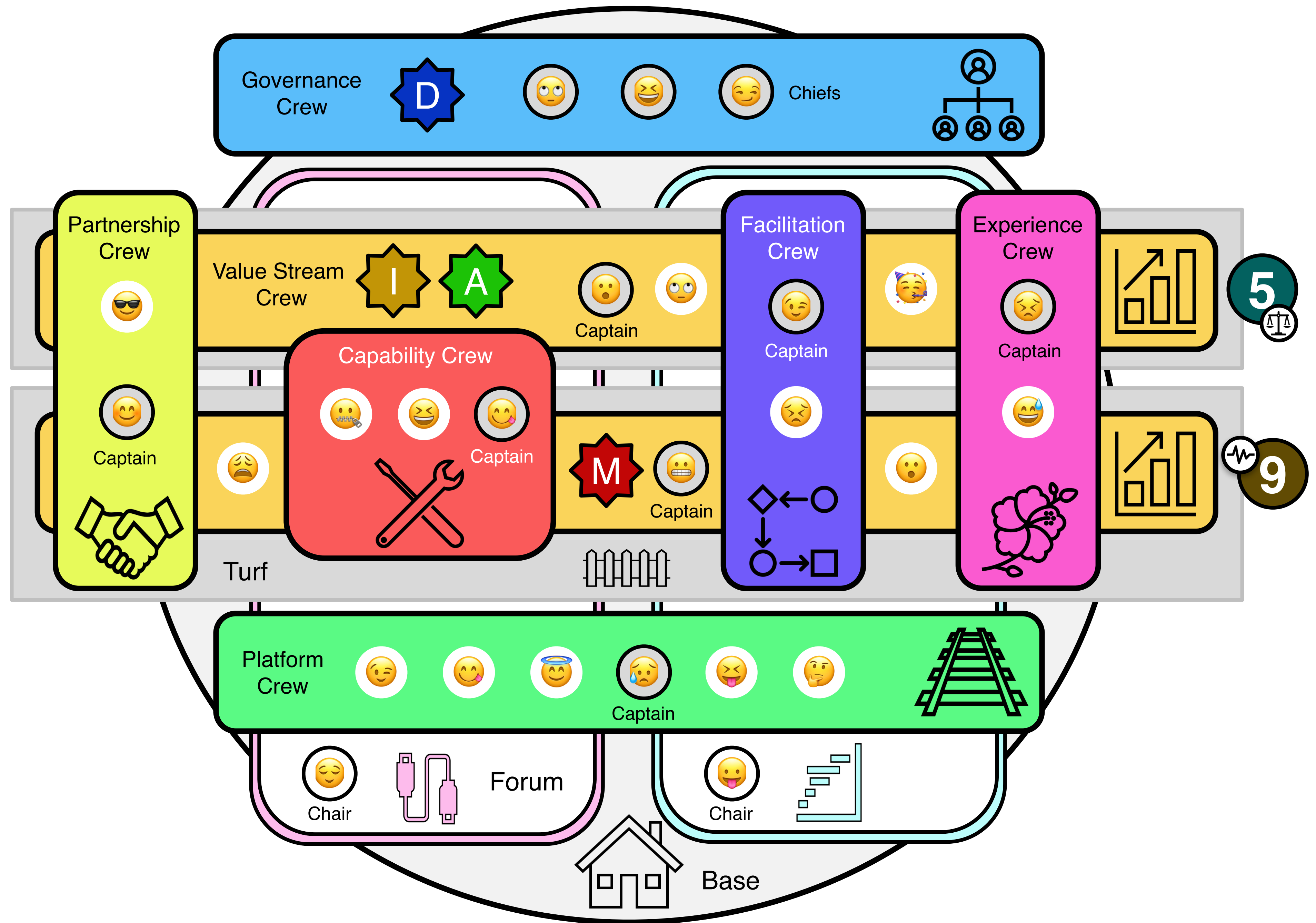
# Invented by Jurgen Appelo



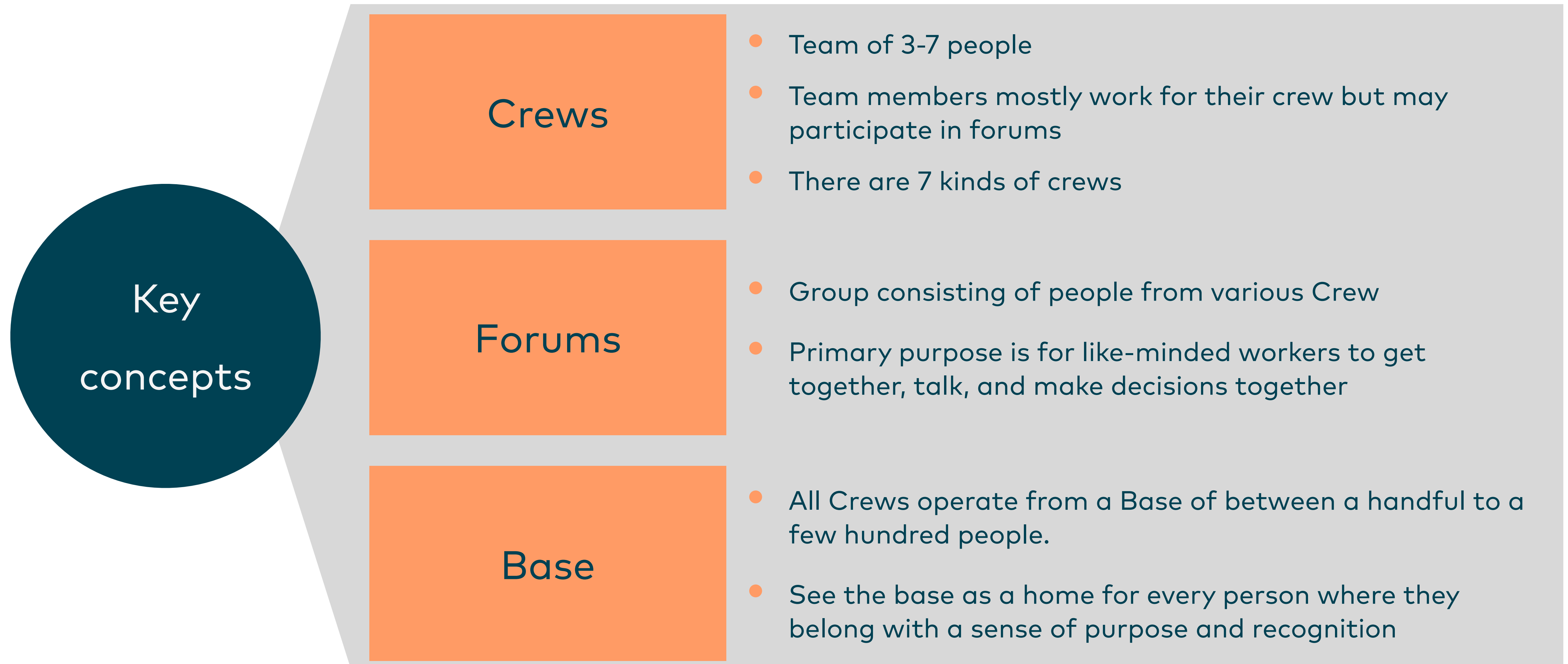
**In the following slides I will use  
visualizations from the unFIX website in  
order to maintain a visual cohesiveness**

**From here on:  
every slide is heavily quoting  
<https://unfix.com>**





# Key concepts in unFLIX are



# Base: home is where the heart is

Base is a home for people working in an organization

Core activity is a business model focused on value for customers

## IMPORTANT

Psychological Safety

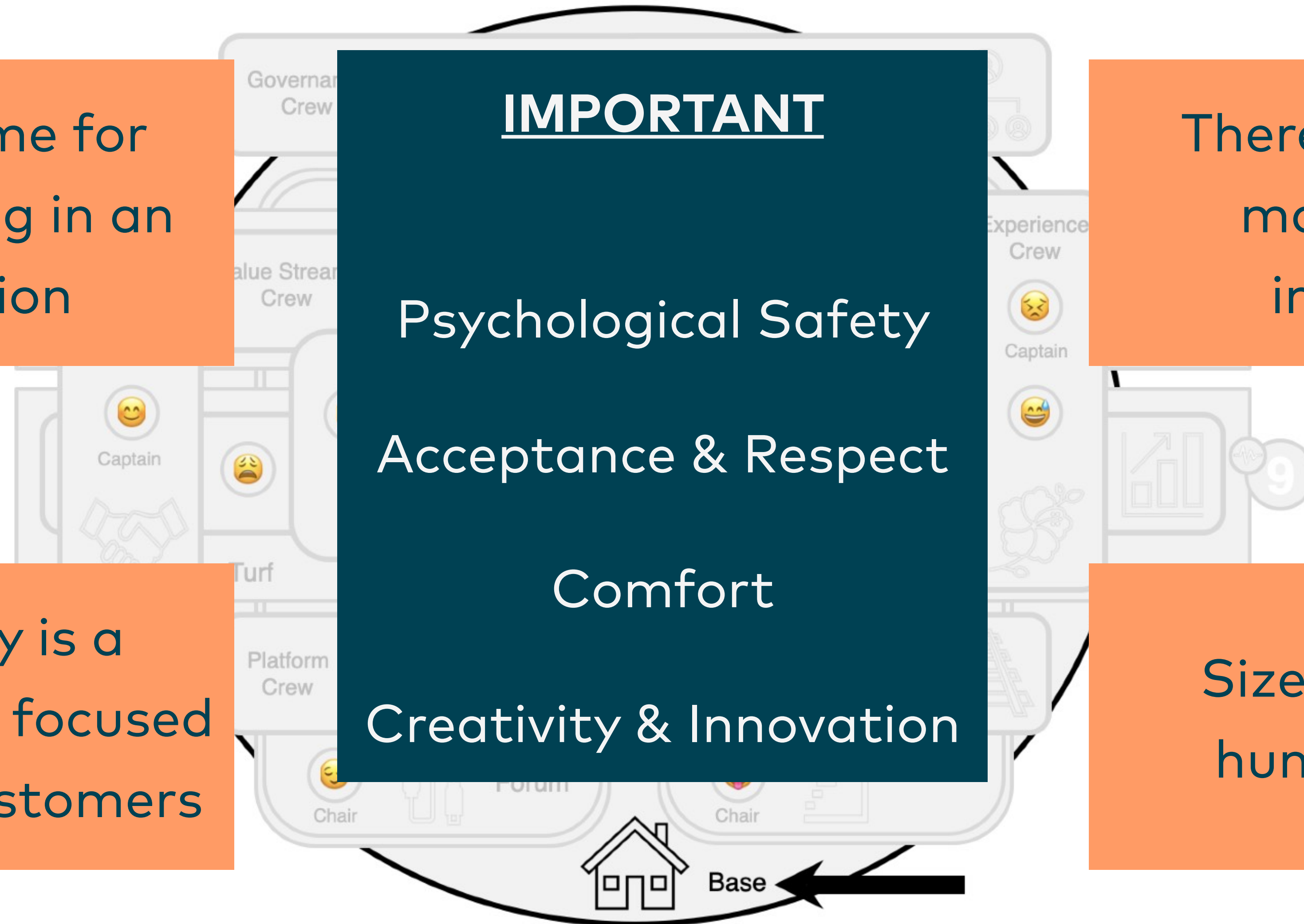
Acceptance & Respect

Comfort

Creativity & Innovation

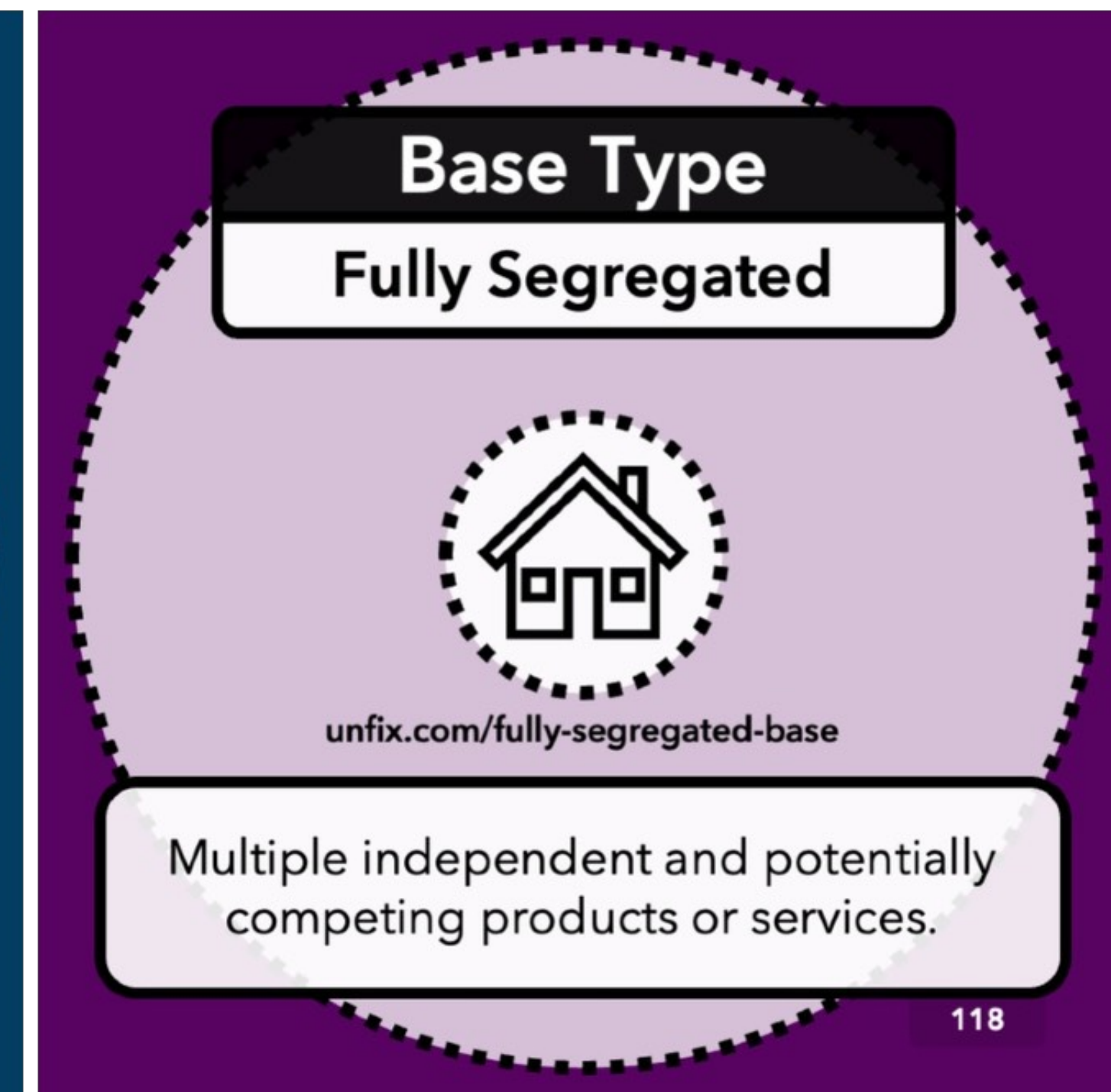
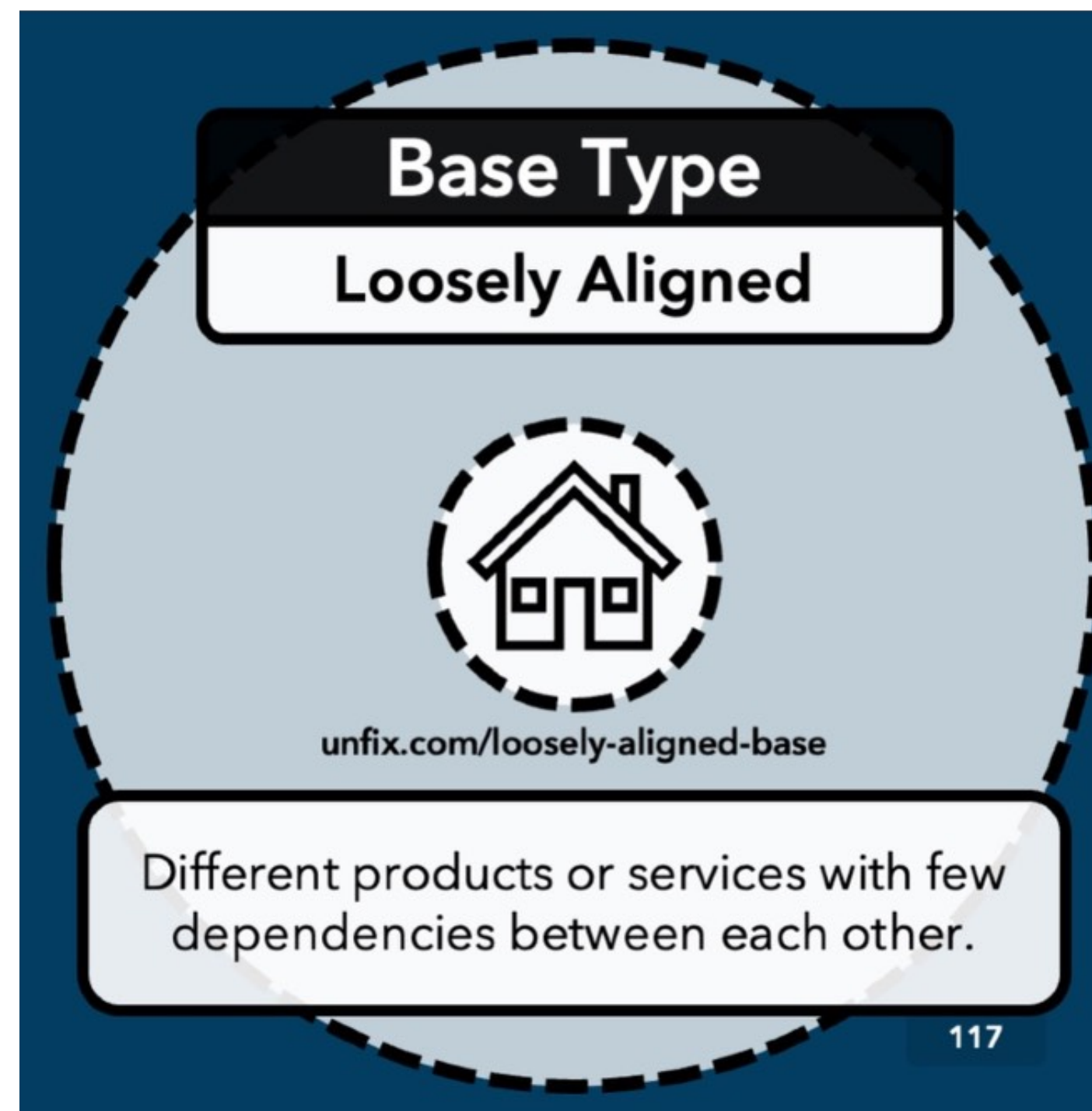
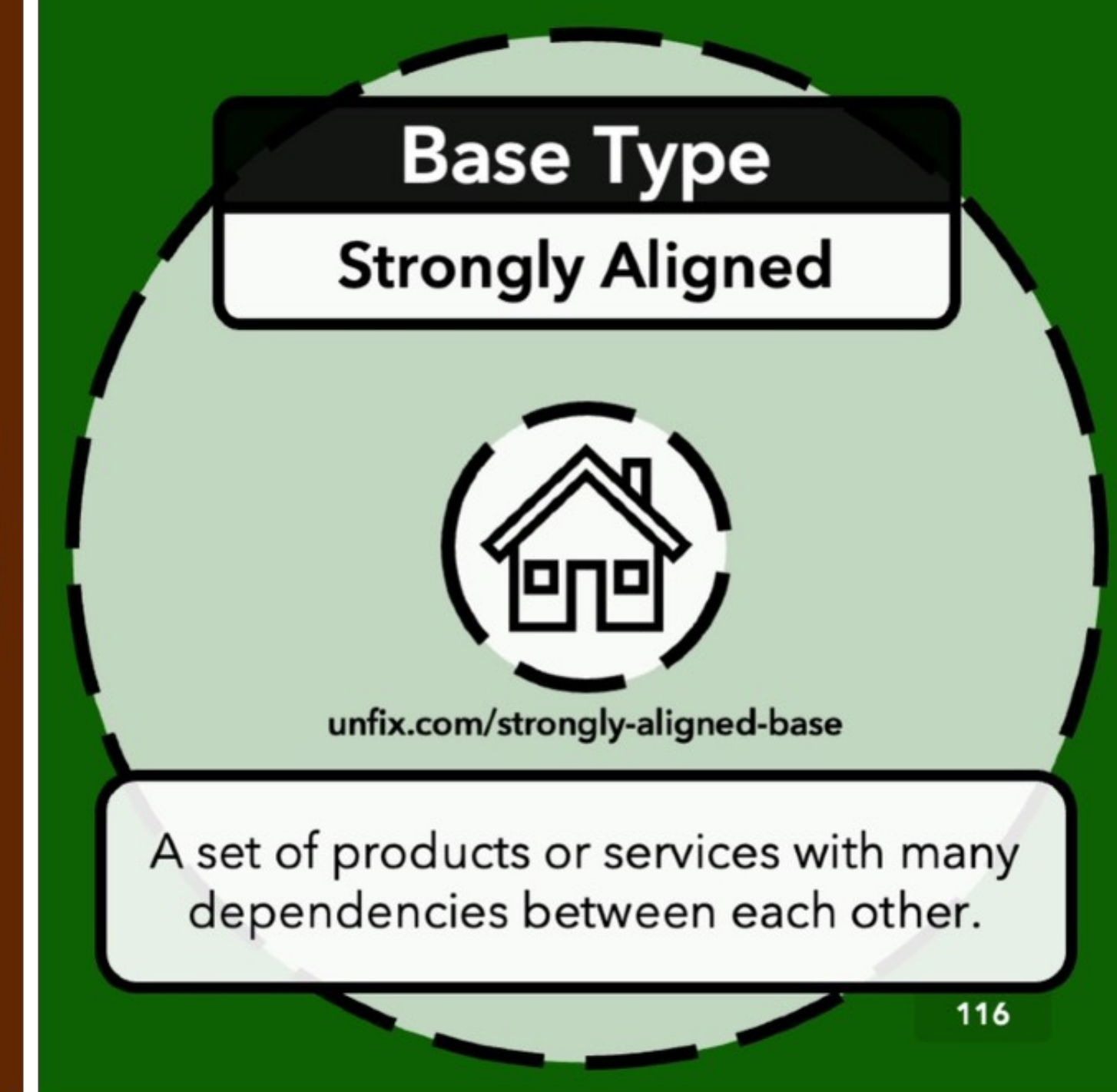
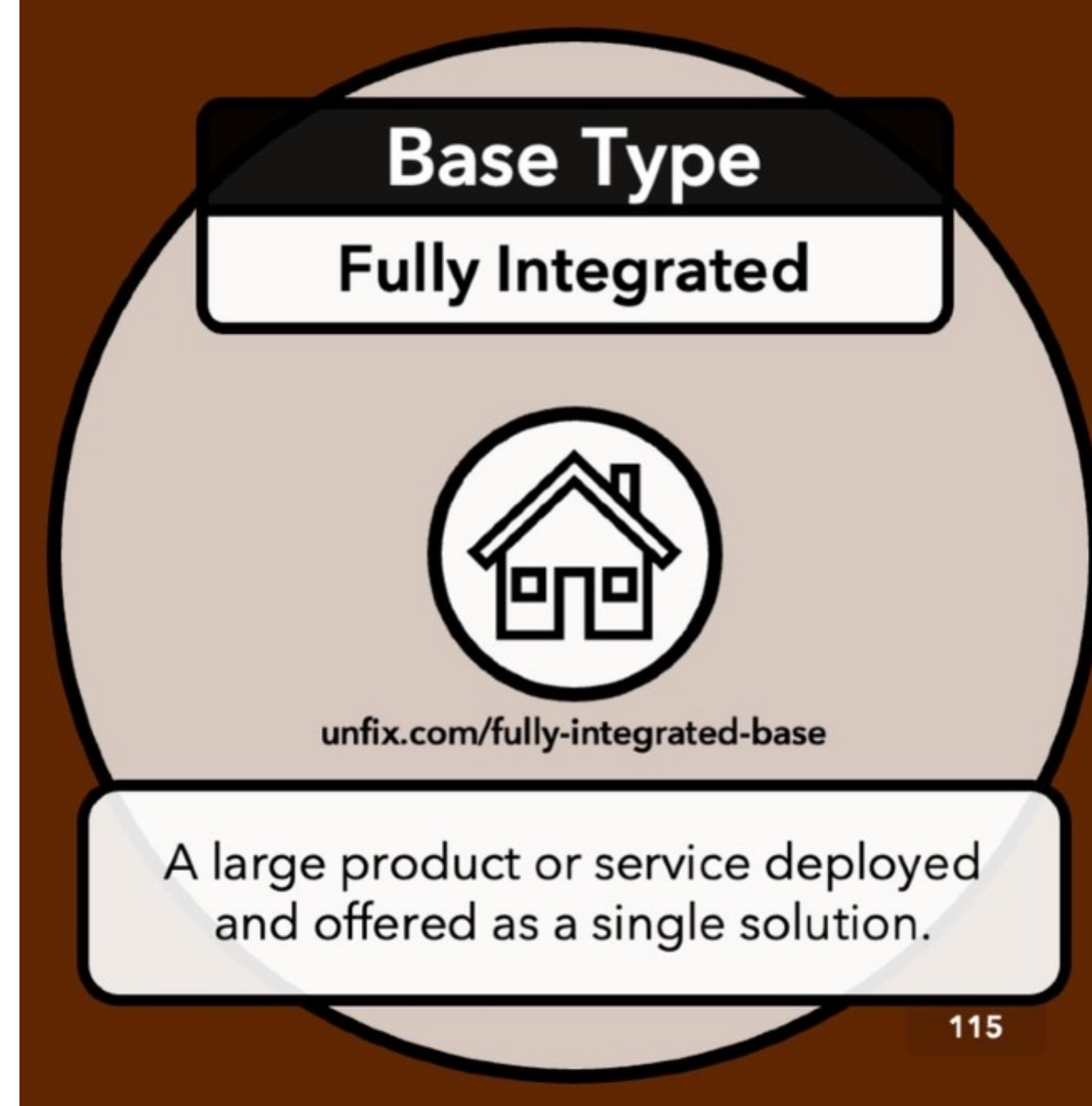
There is no middle management in the Base

Size: up to a few hundred people





# There are four Base Types





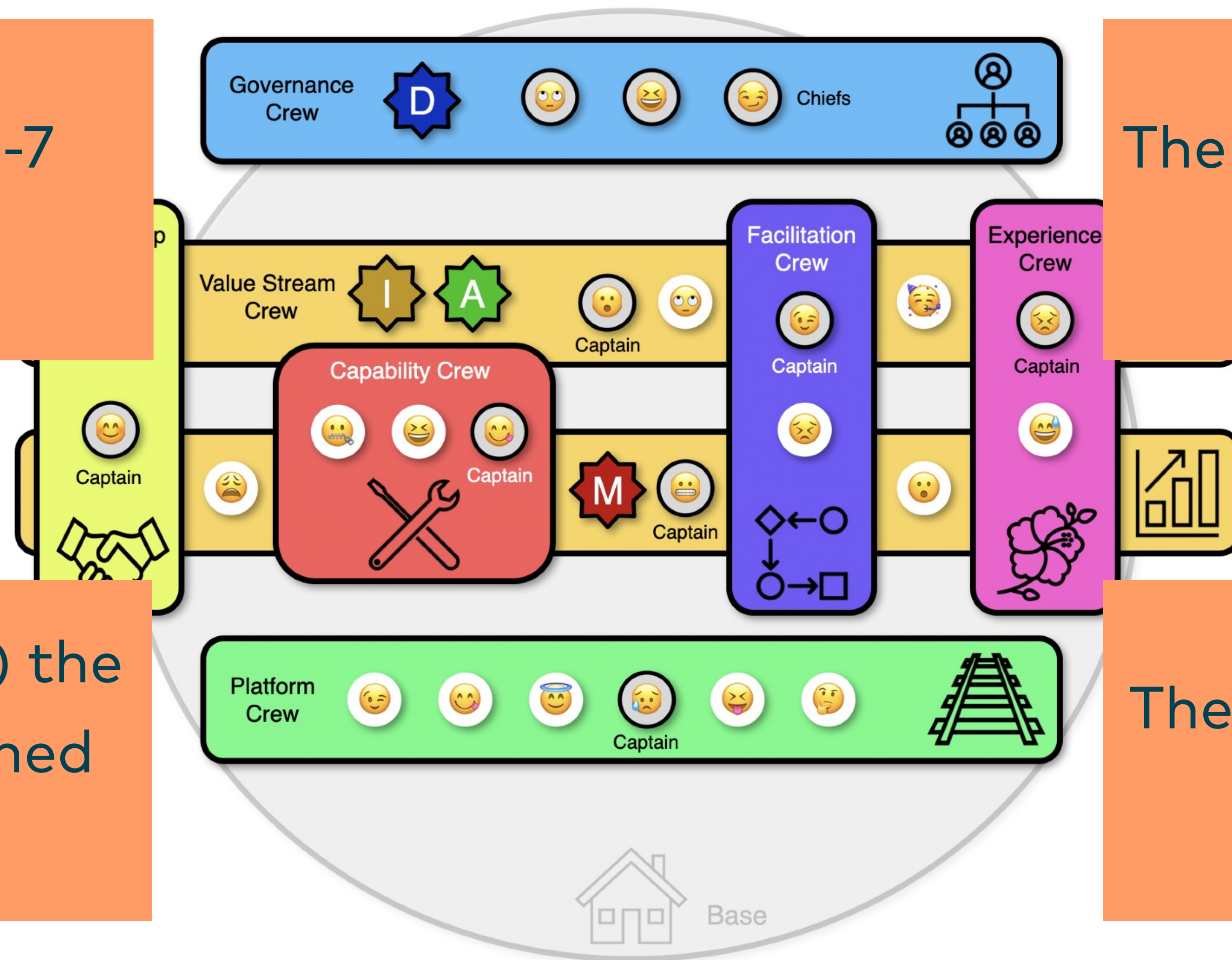
# Crews aka Team, Squad, Cell, Pod

Small group of 3-7 people

The Crew is mostly self-organizing

Exists for (at least) the duration of a defined mission

There is no manager on the Crew

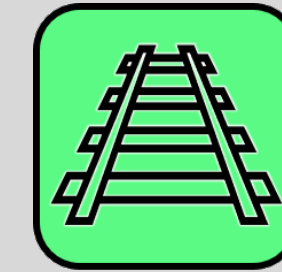


unFIX  
Crews

Value Stream Crew



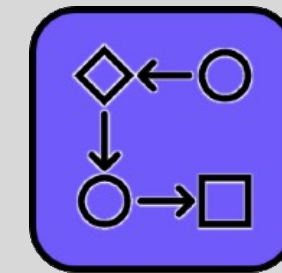
Platform Crew



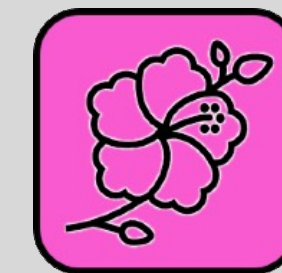
Capability Crew



Facilitation Crew



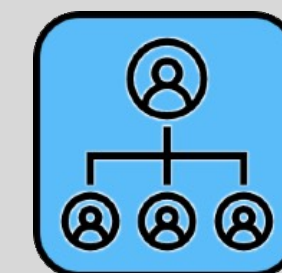
Experience Crew



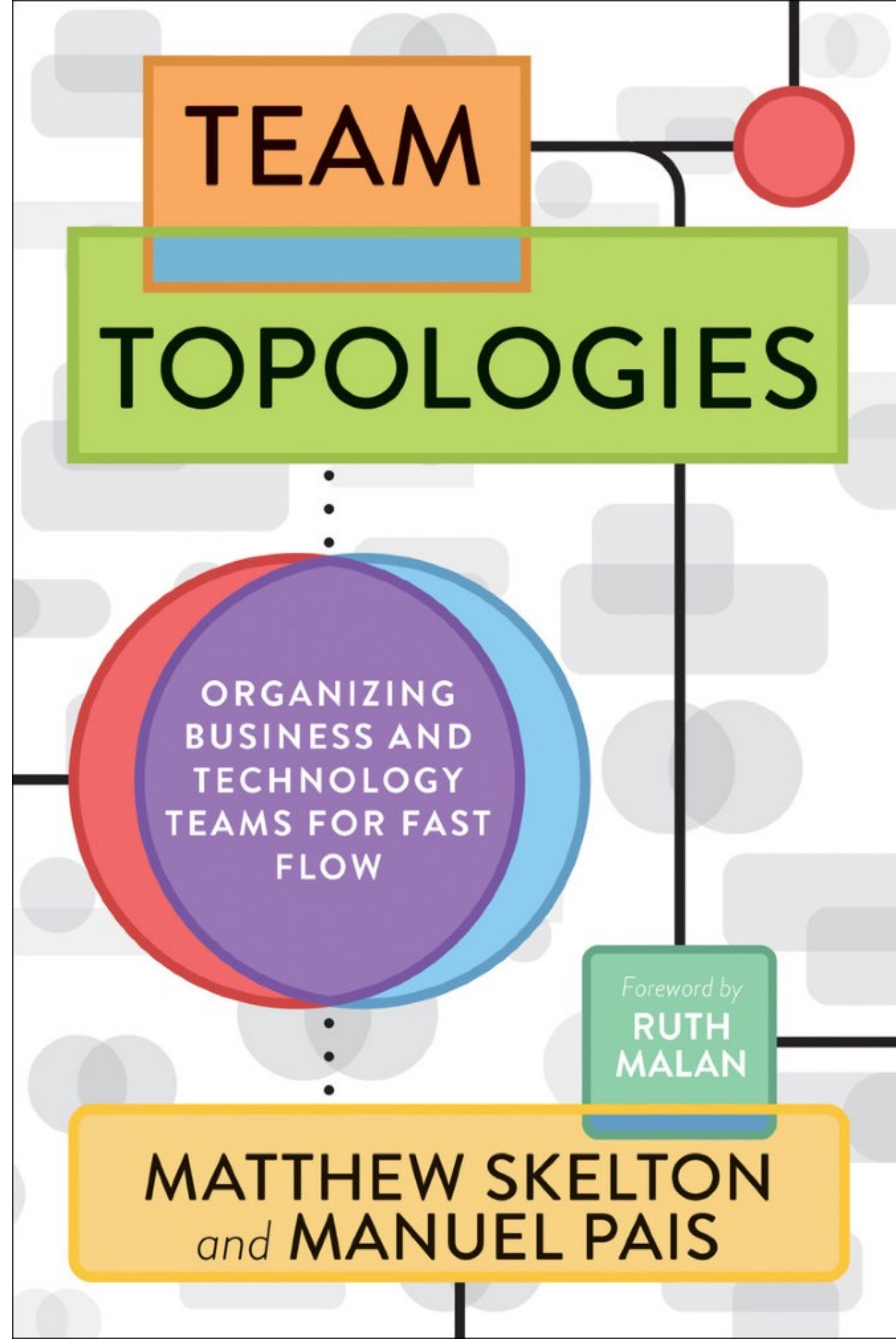
Partnership Crew



Governance Crew







Some Crew  
types are  
inspired by  
Team  
Topologies



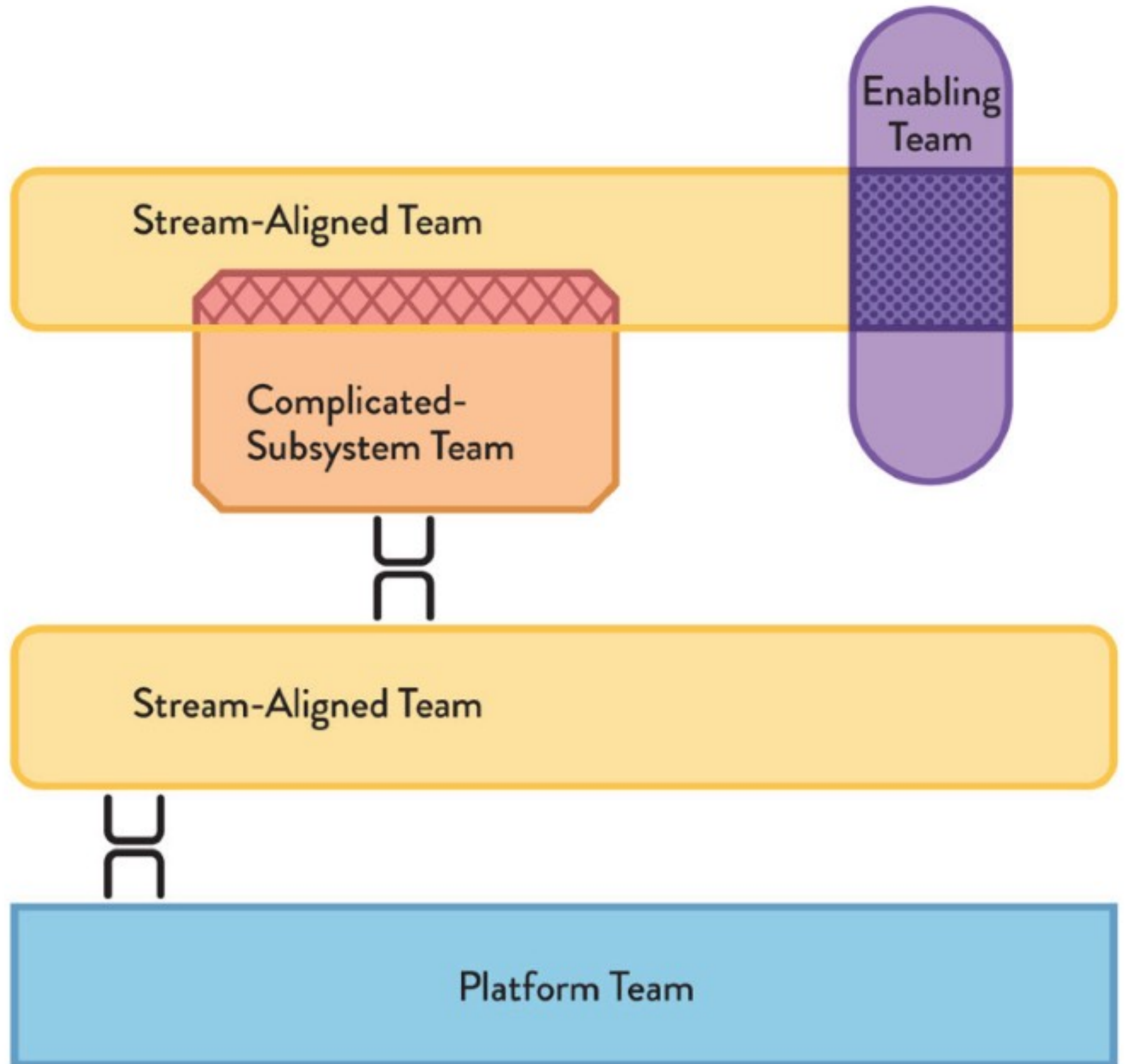
TEAM

# TOPOLOGIES

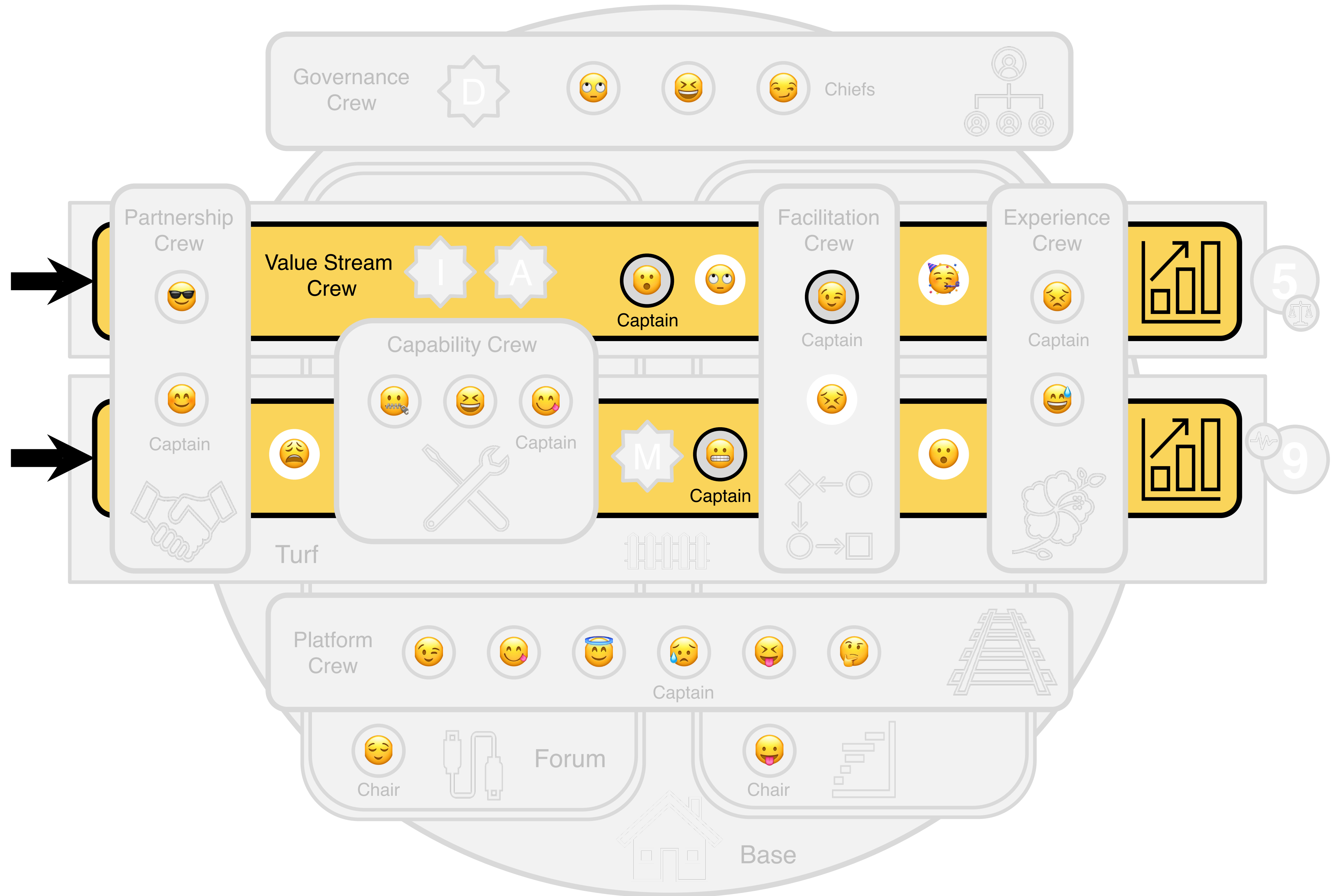
ORGANIZING  
BUSINESS AND  
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TEAMS FOR FAST  
FLOW

Foreword by  
**RUTH  
MALAN**

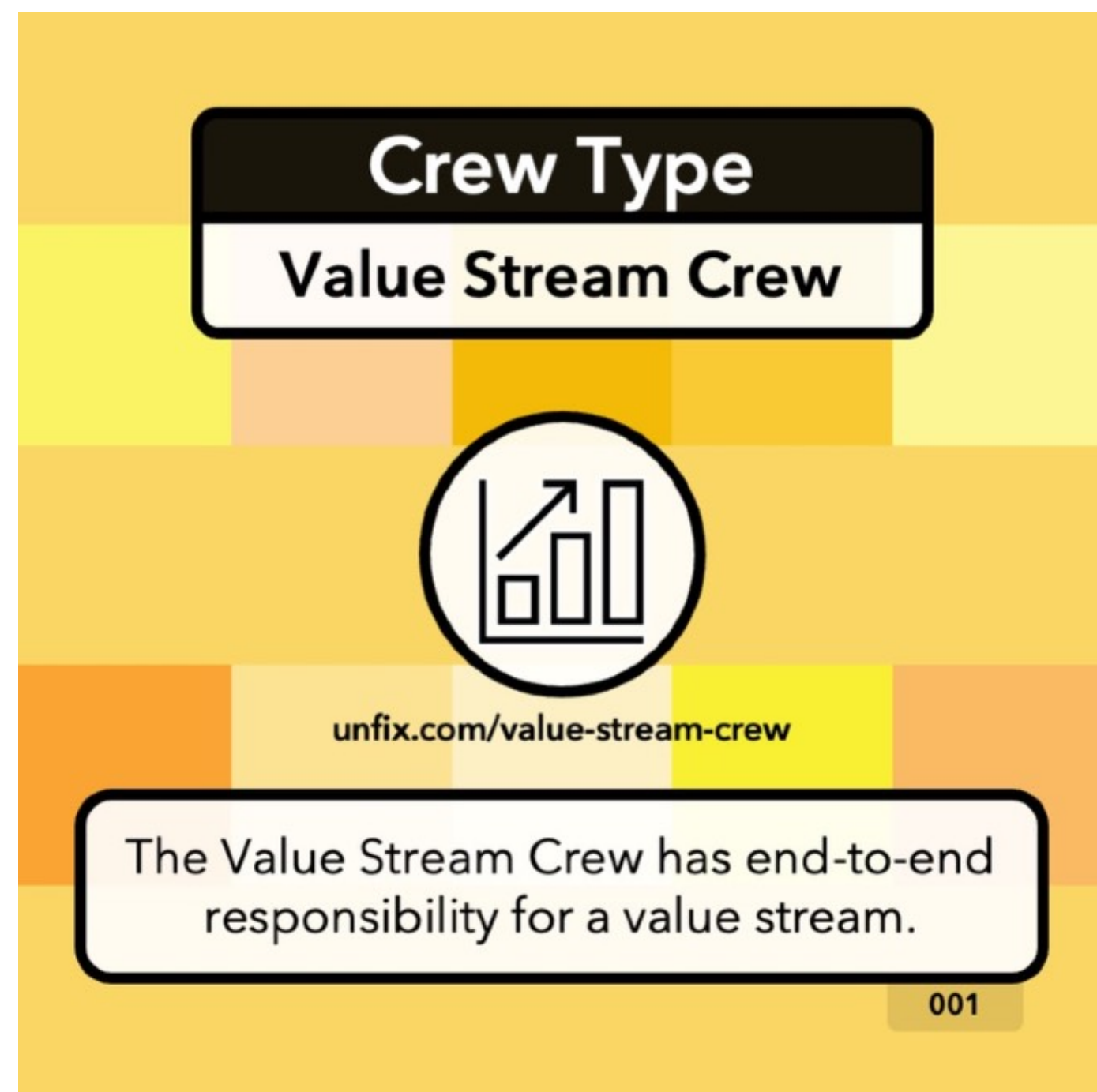
**MATTHEW SKELTON**  
*and* **MANUEL PAIS**



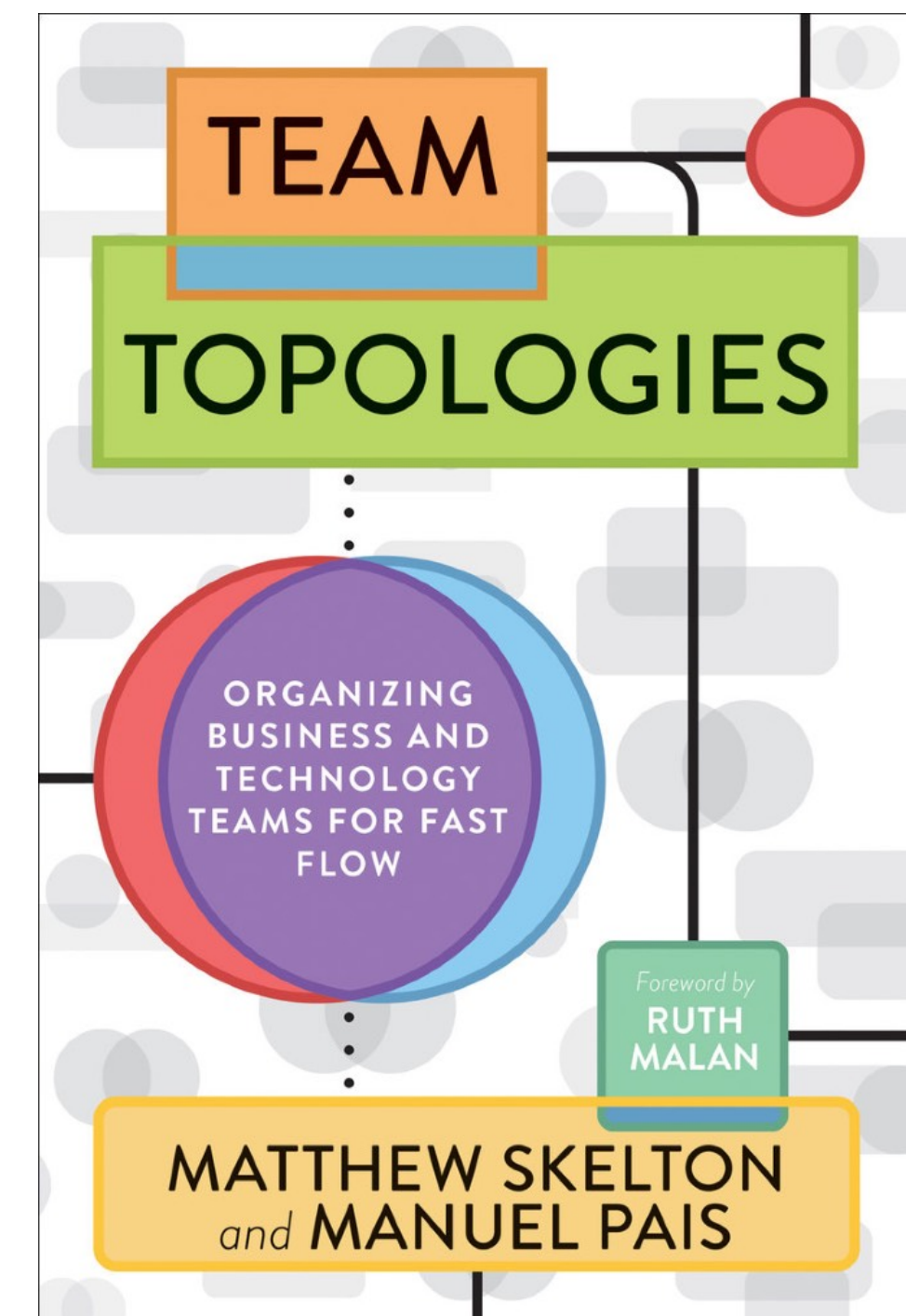




# The same as

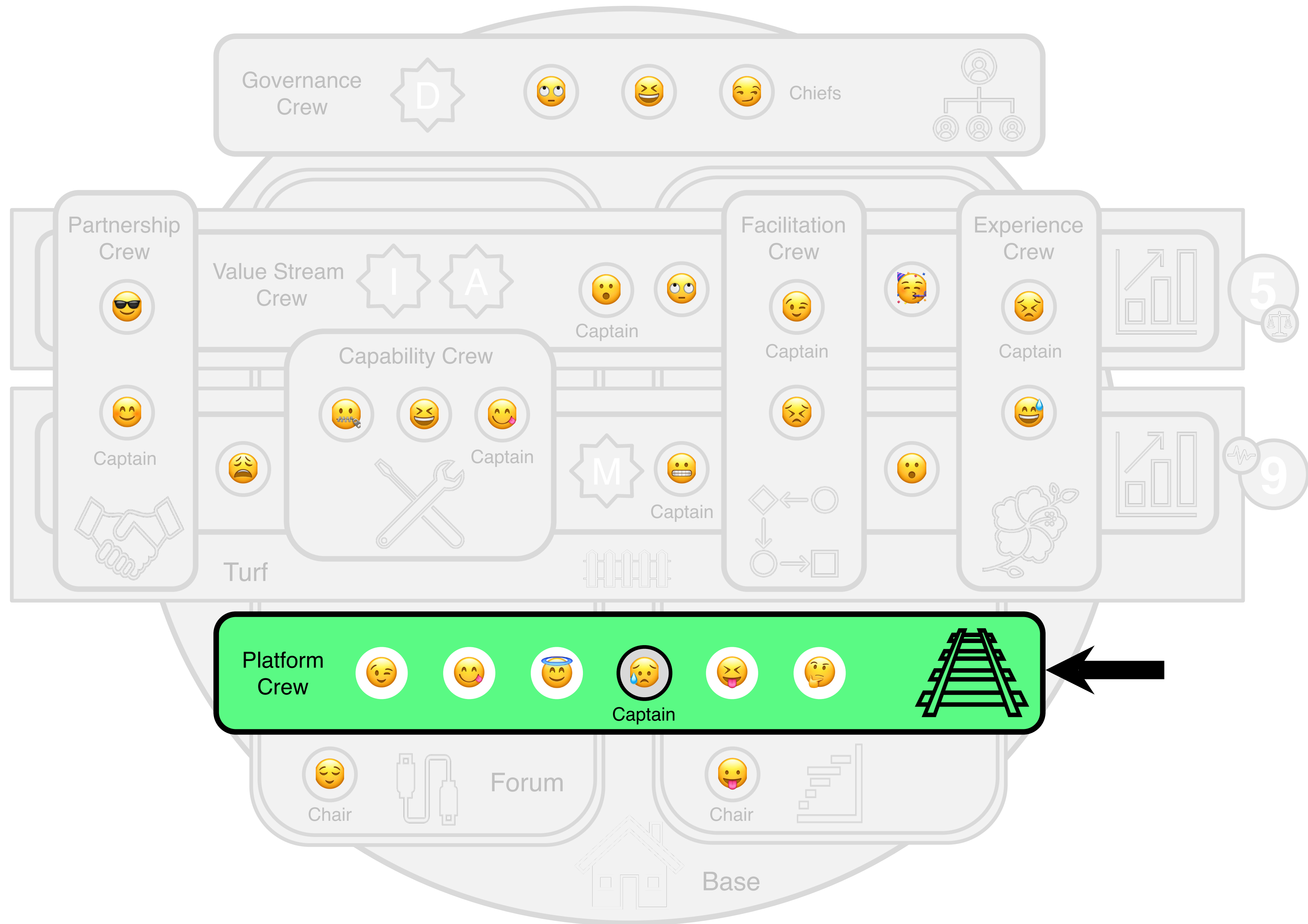


Value Stream Crew

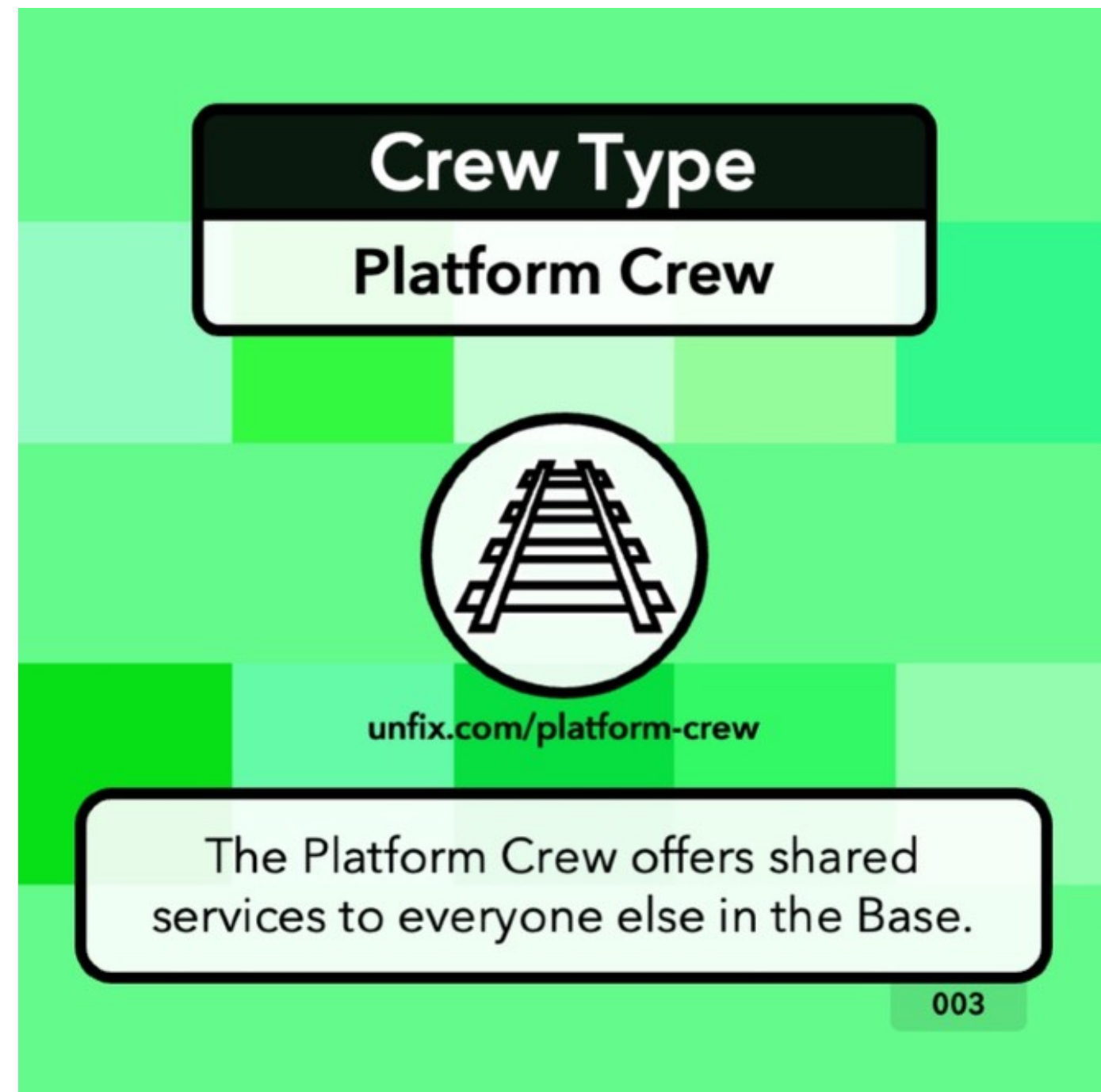


Stream-aligned Team

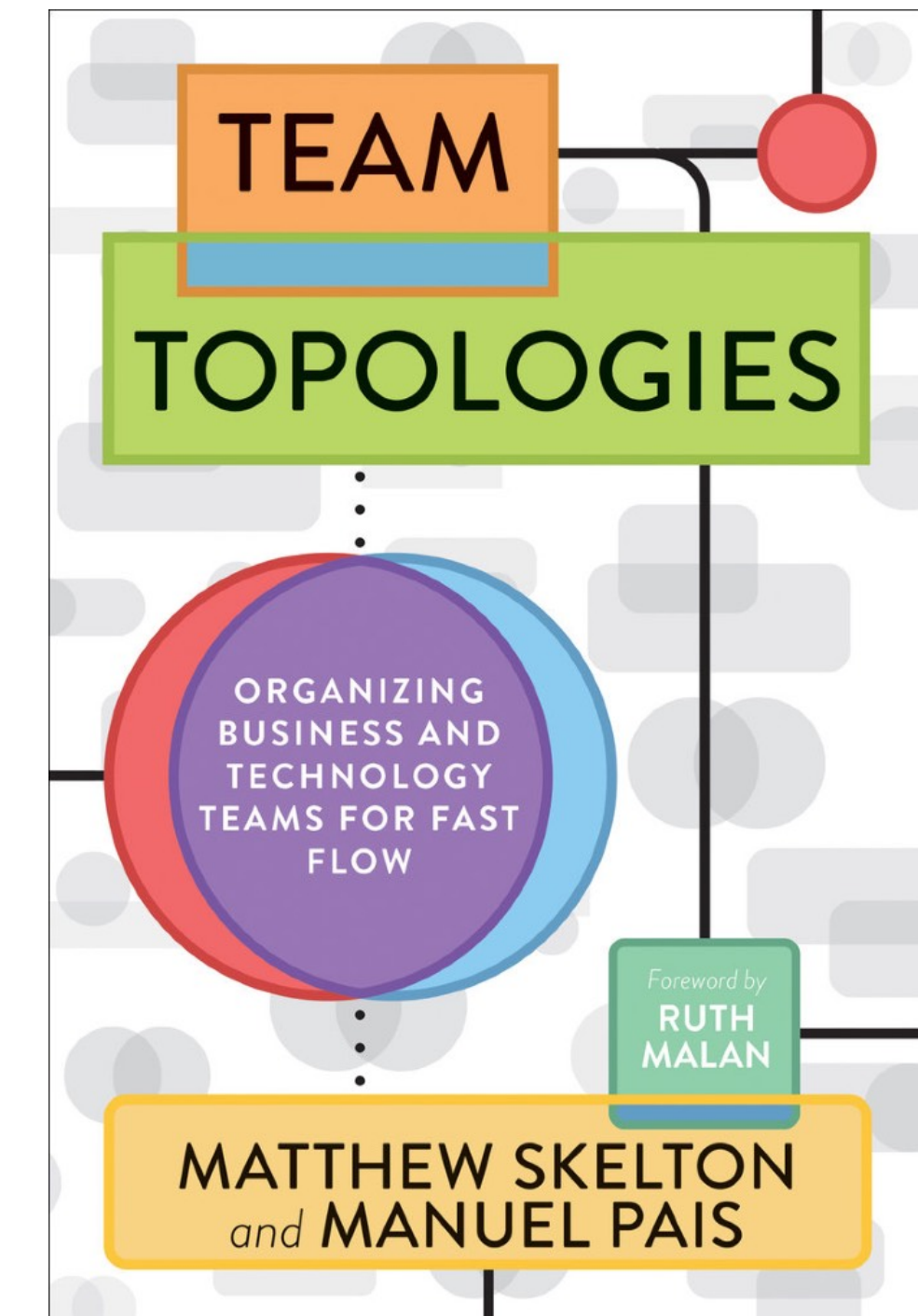




# Inspired by (but NOT the same as)

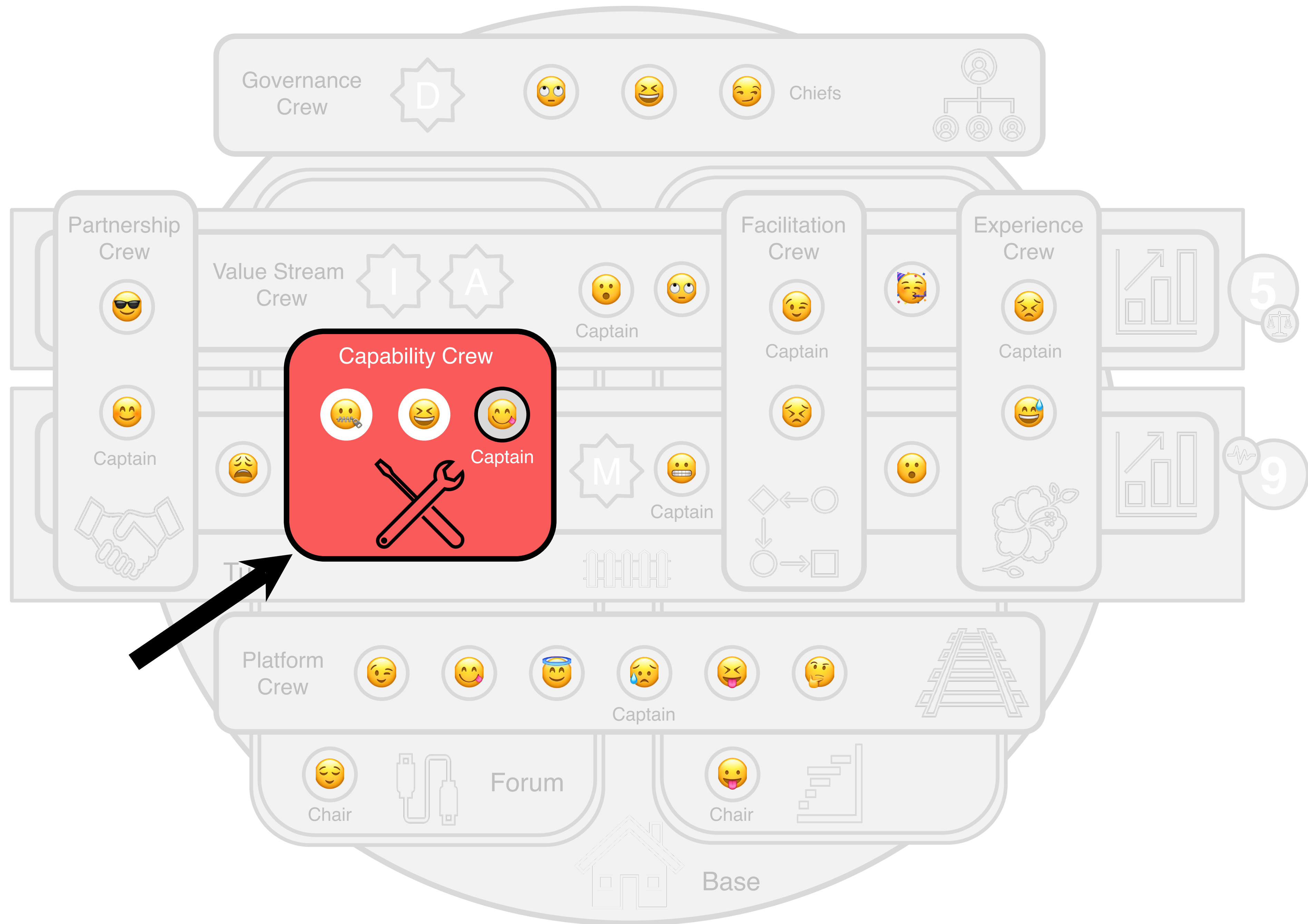


Platform Crew

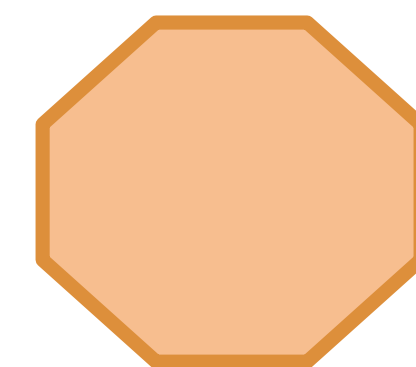
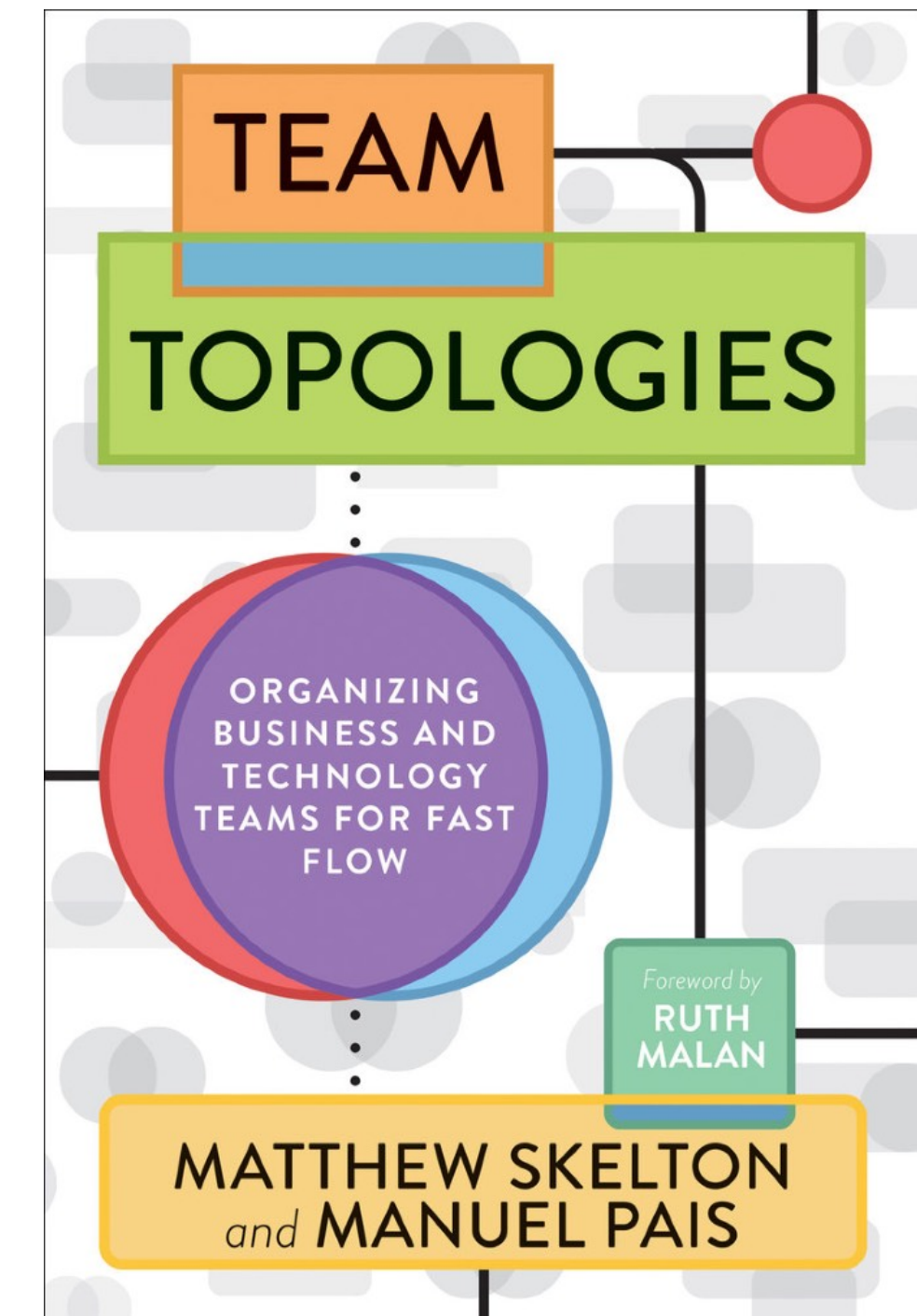


Platform Team



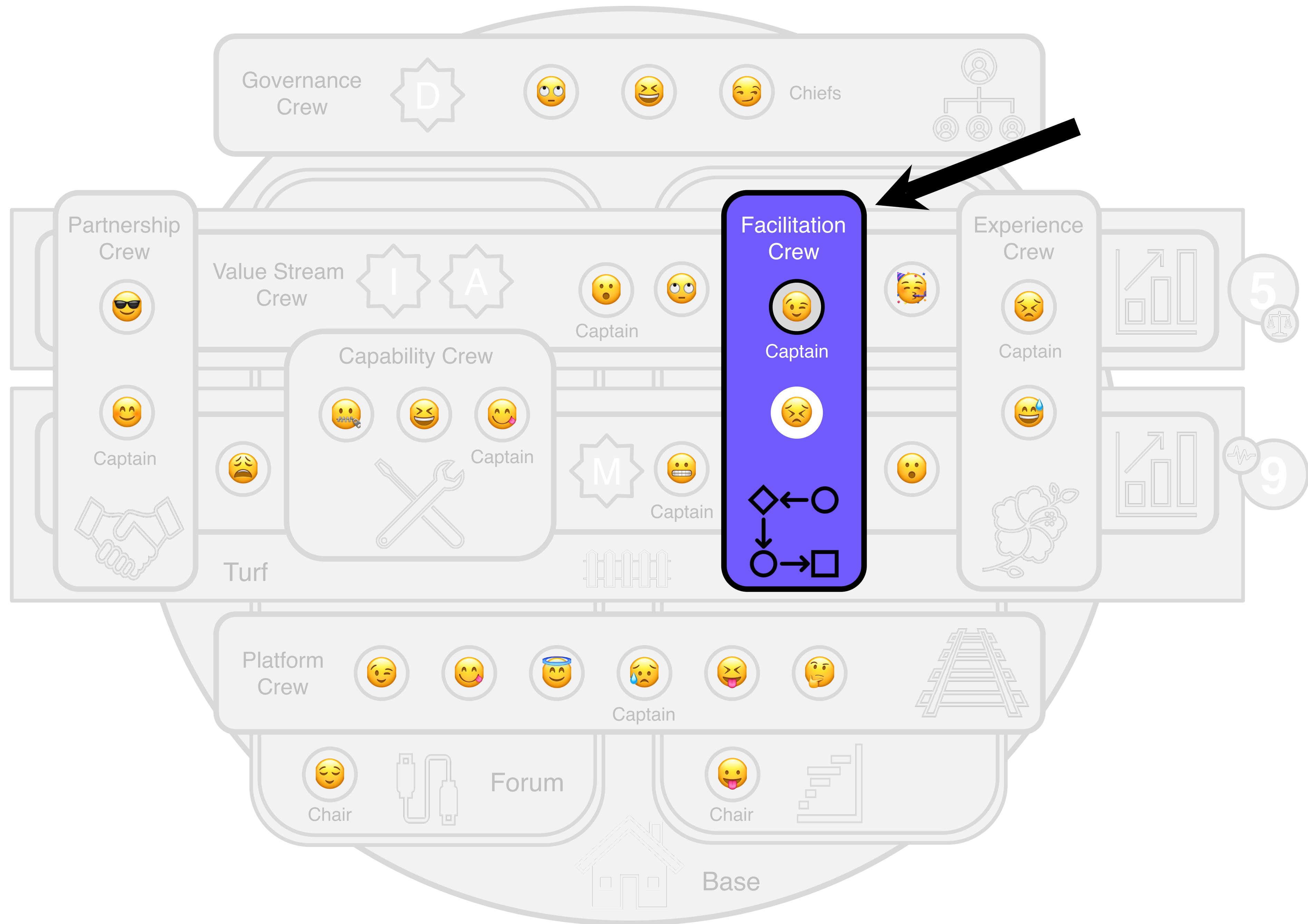


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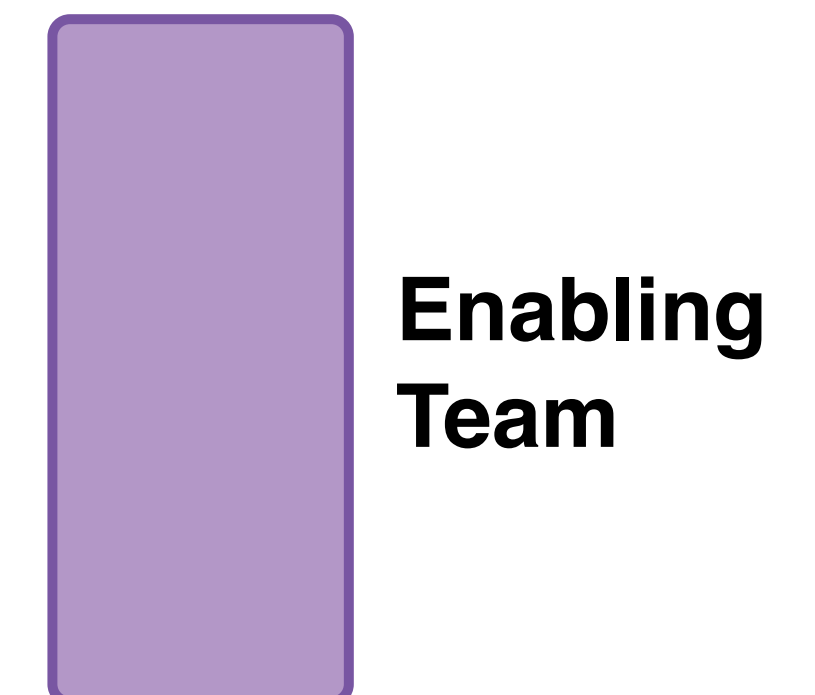
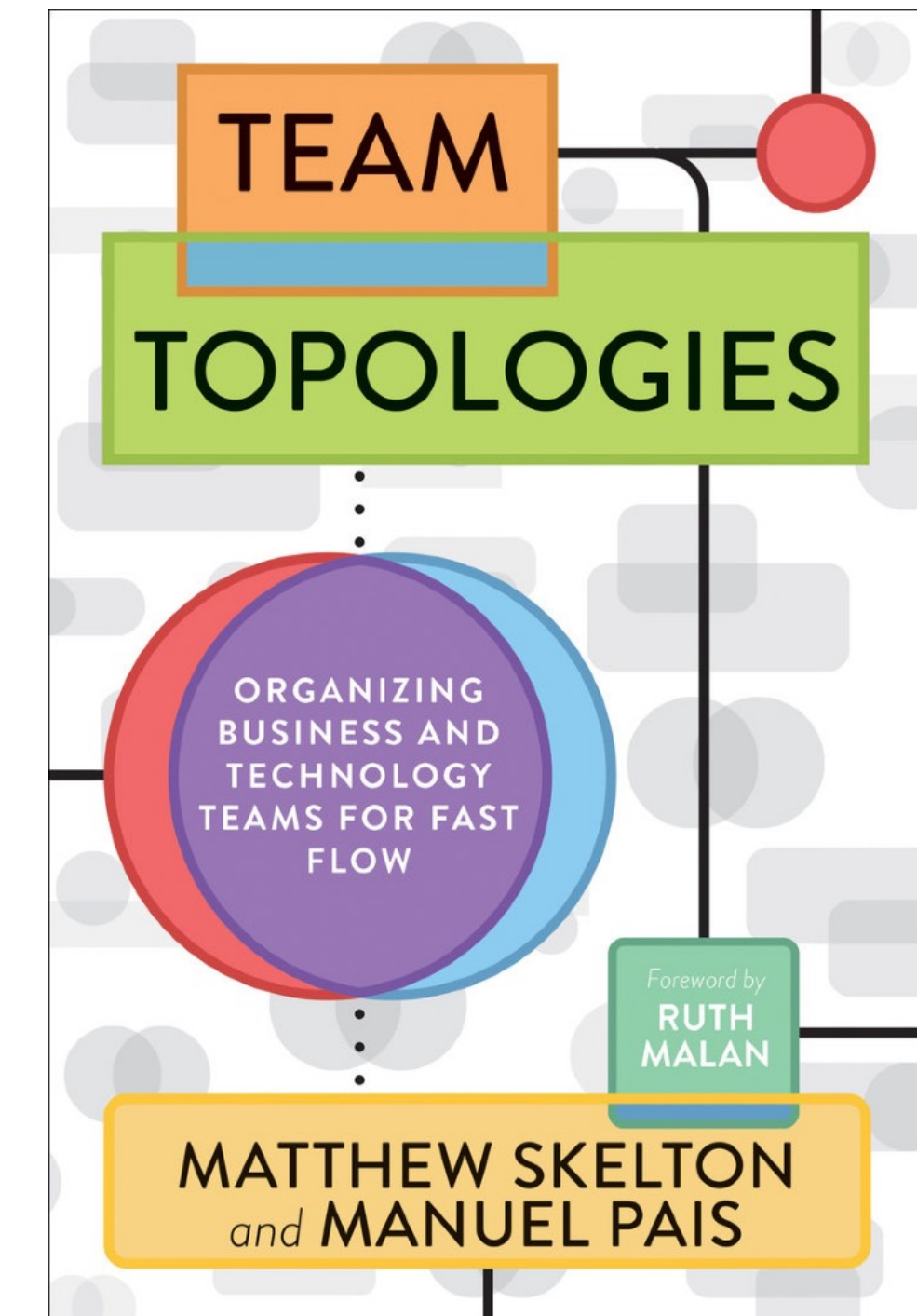
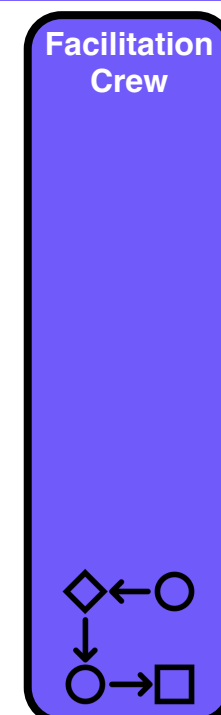
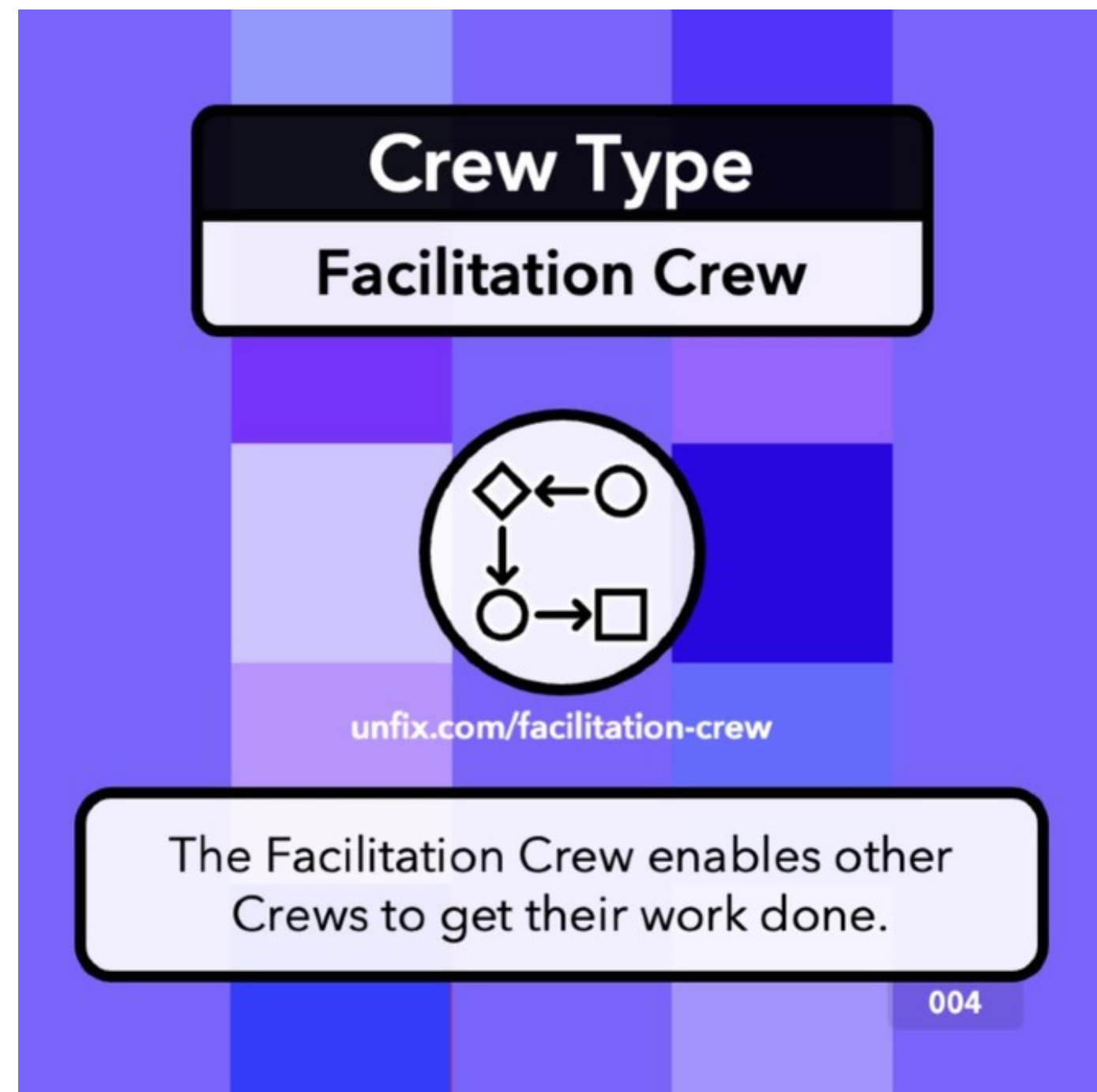


**Complicated Subsystem**





# Inspired by (but NOT the same as)

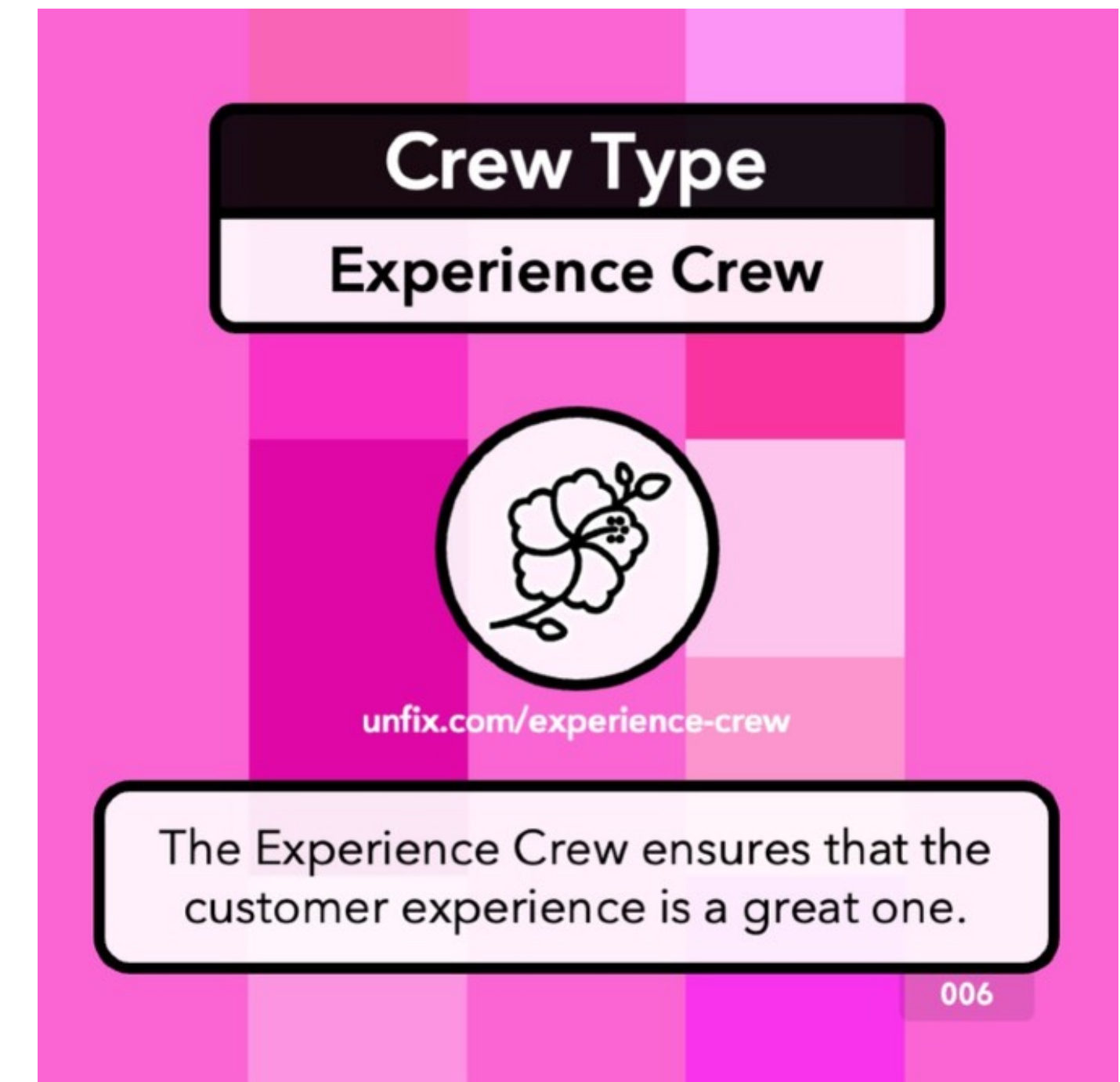


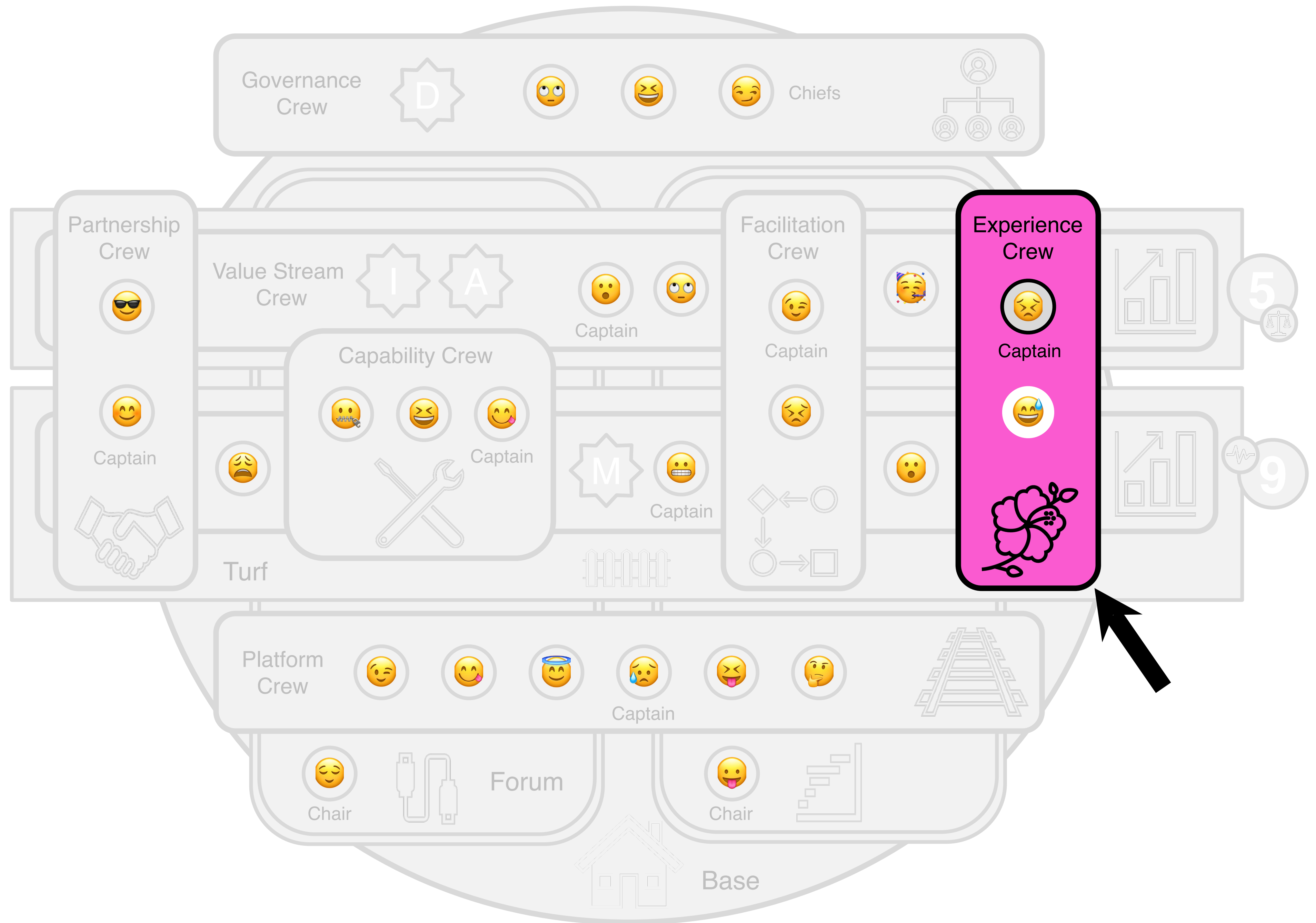


# Experience Crew

The goal of this Crew is to ensure that the customer's experience is a great one. The purpose of Experience Crews compared to the Facilitation Crew is to remind the other Crews that they shouldn't optimize for just their product or service

- The Experience Crew monitors the entire customer journey.
- The Experience Crew helps Value Stream Crews to optimize the whole rather than just their own parts.





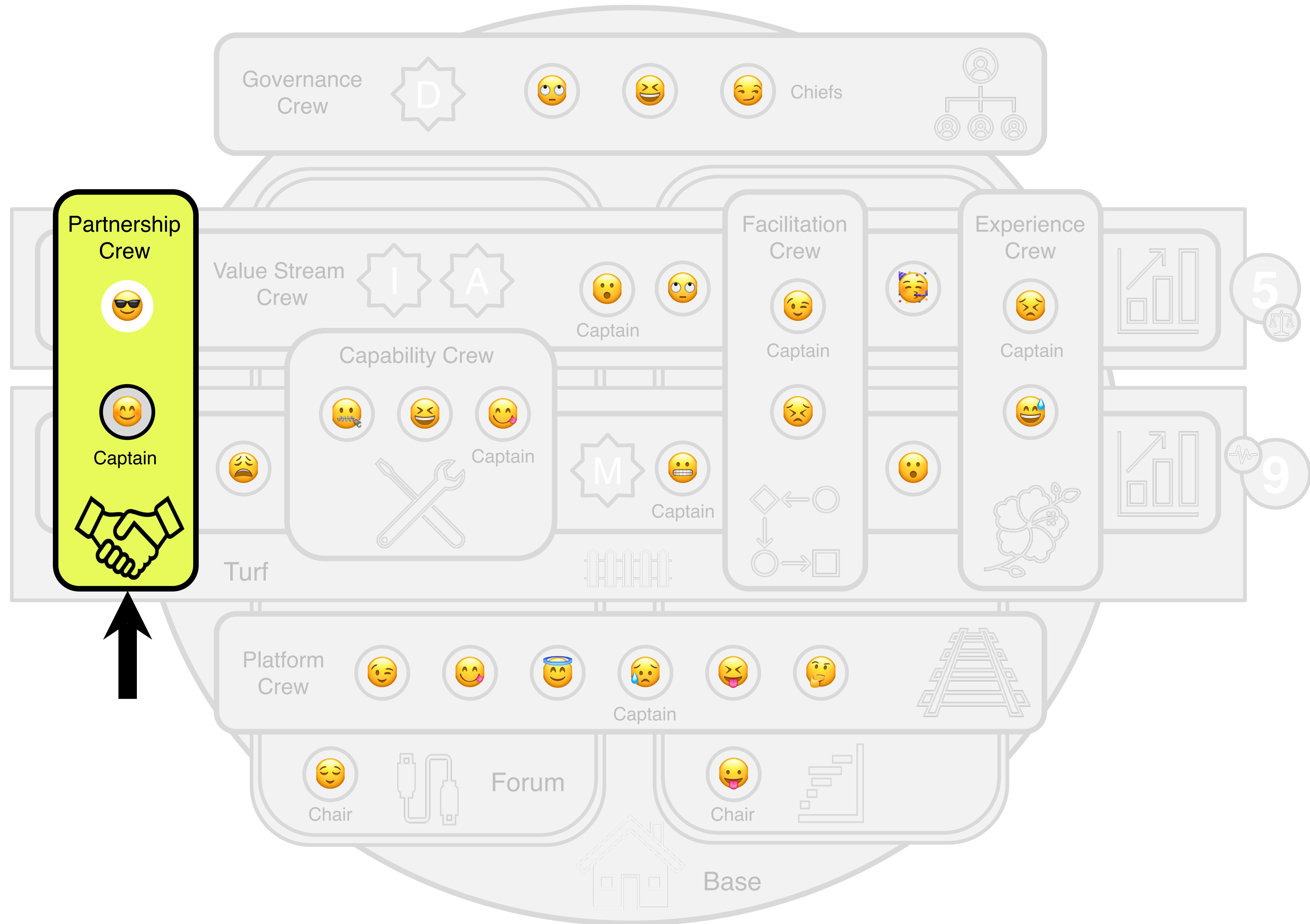


# Partnership Crew

The Partnership Crew has an almost identical role as the Experience Crew. While the Experience Crew focuses on customers and users, the Partnership Crew keeps its focus on vendors, partners, freelancers, employees, and gig workers.

- The Partnership Crew monitors the entire vendor journey.
- The Partnership Crew helps Value Stream Crews to optimize the whole rather than just their own parts.



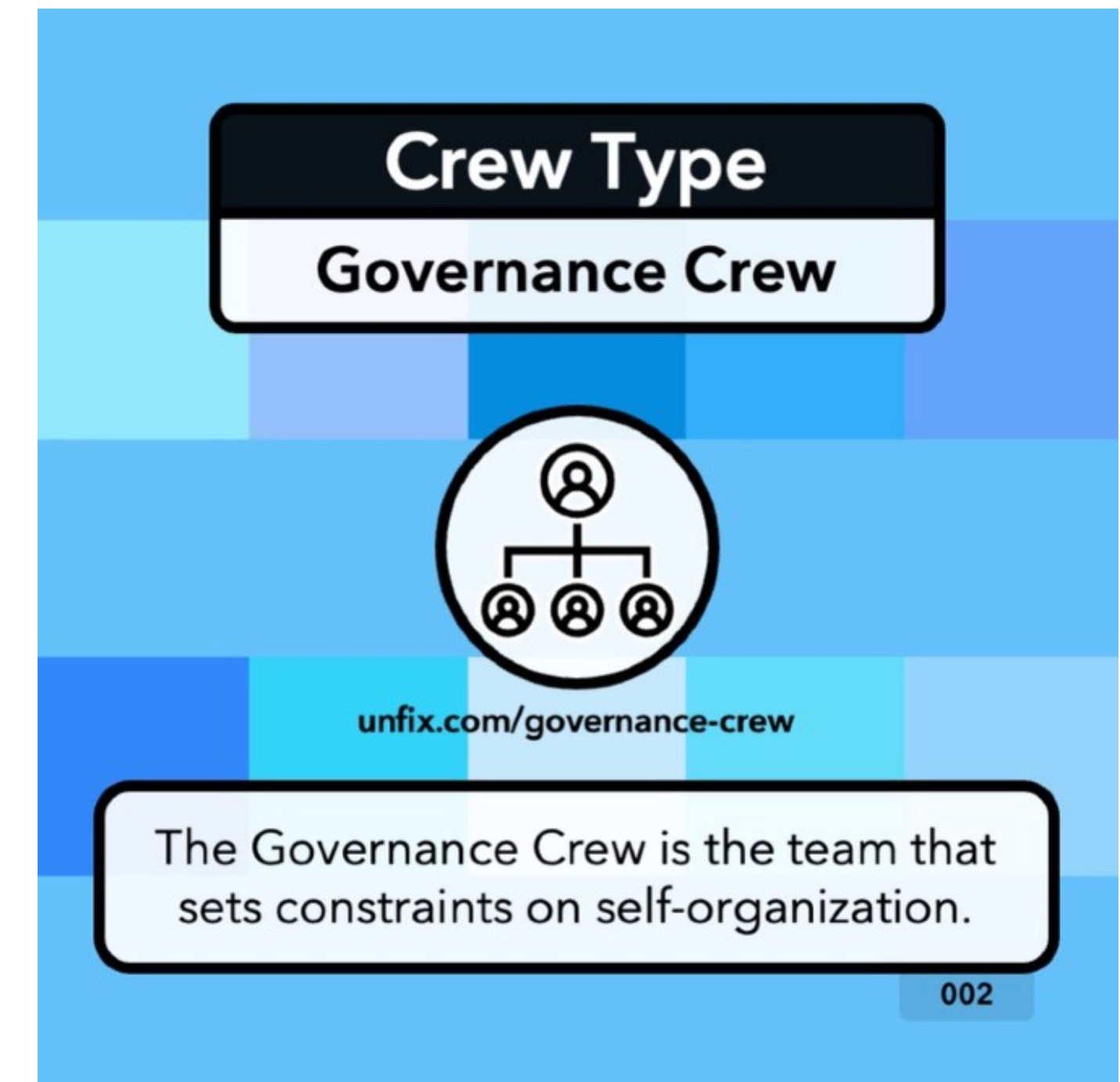


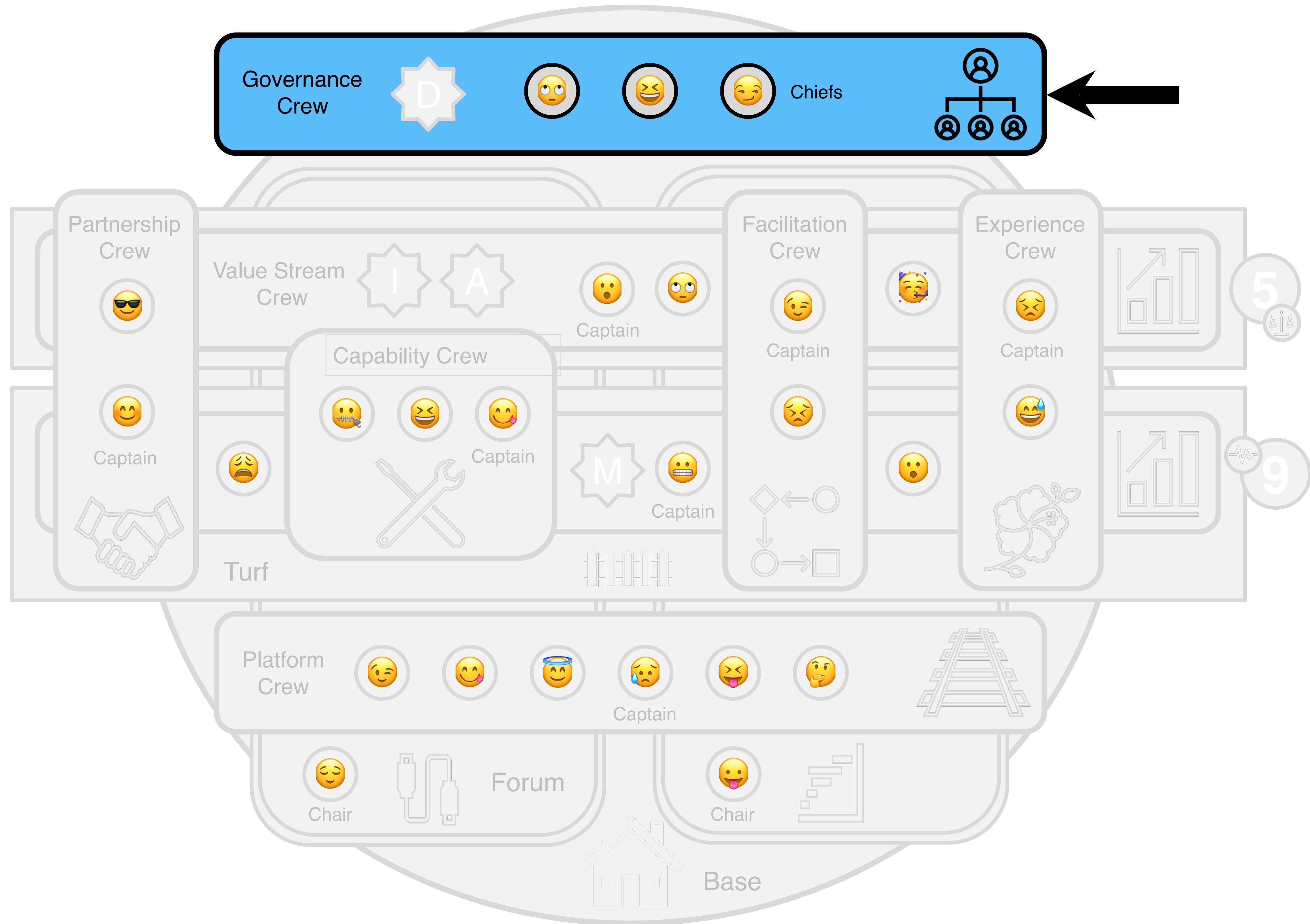


# Governance Crew

The Governance Crew is the management team. It consists of several Chiefs who are the managers of everyone in the Base. They set the vision and purpose for the Base.

- There is exactly one Governance Crew in a Base.
- Defines the purpose of the Base.
- The Governance Crew's job is to ensure the motivation of workers.
- The Governance Crew is accountable to external stakeholders.





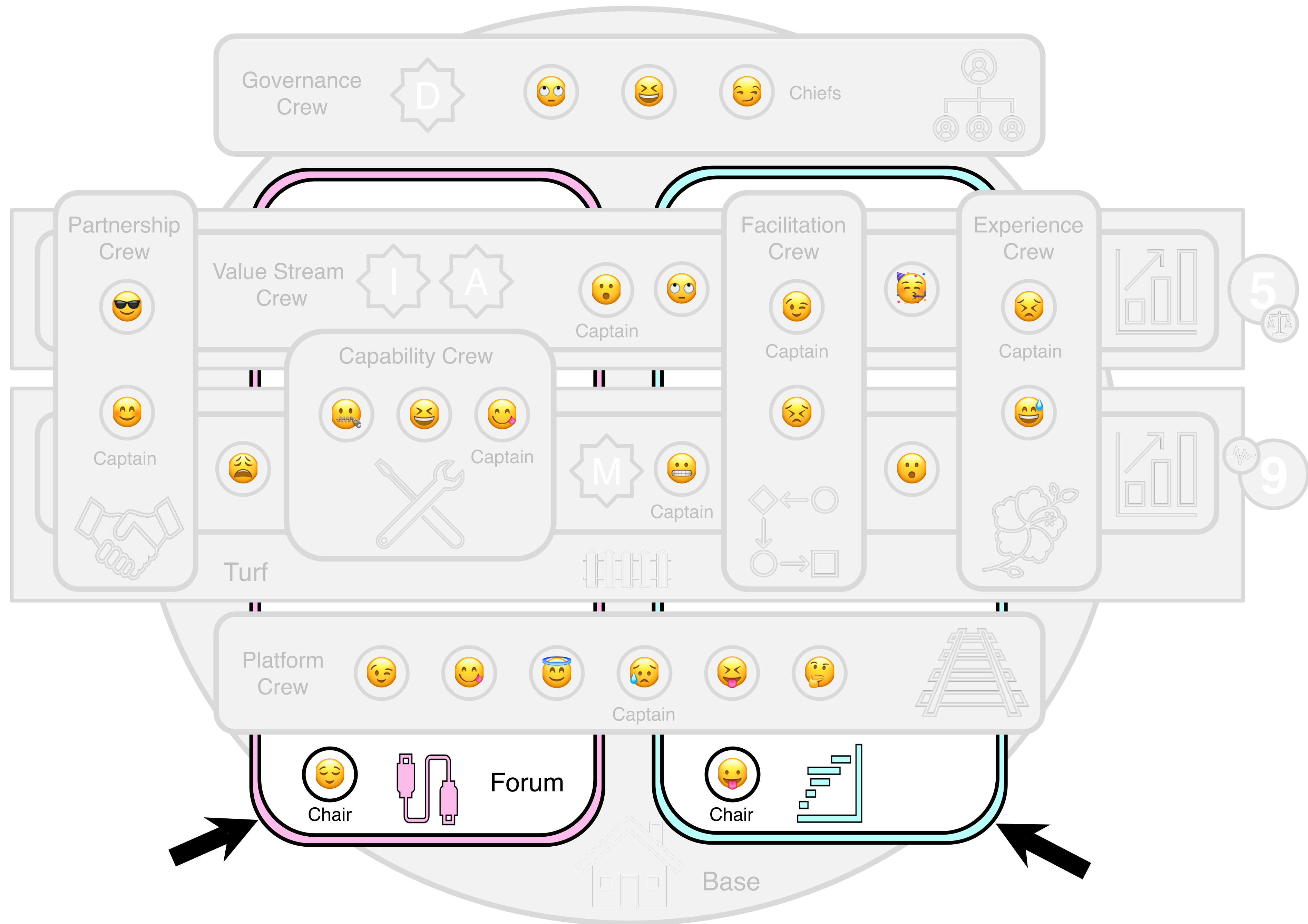


# Forums

A Forum is a place to talk and make important decisions. In Forums, people discuss knowledge, trade-offs, and opportunities that serve the greater good of the Base.

- The Forum exists only for discussions and decision-making.
- The Forum participants do most of their work on Crews, not on Forums.
- Nobody on a Forum is the manager of all Forum members







**There are many more Patterns and Models in unFLX**



# Role Attributes of People



# Investment Horizons

## Investment Horizon Maintenance



Update products and services to keep them from deteriorating.

[unfix.com/maintenance](https://unfix.com/maintenance)

107

## Investment Horizon Improvement



Improve products and services with minor changes and innovations.

[unfix.com/improvement](https://unfix.com/improvement)

108

## Investment Horizon Extension



Extend products and services with new capabilities and new customer groups.

[unfix.com/extension](https://unfix.com/extension)

109

## Investment Horizon Disruption



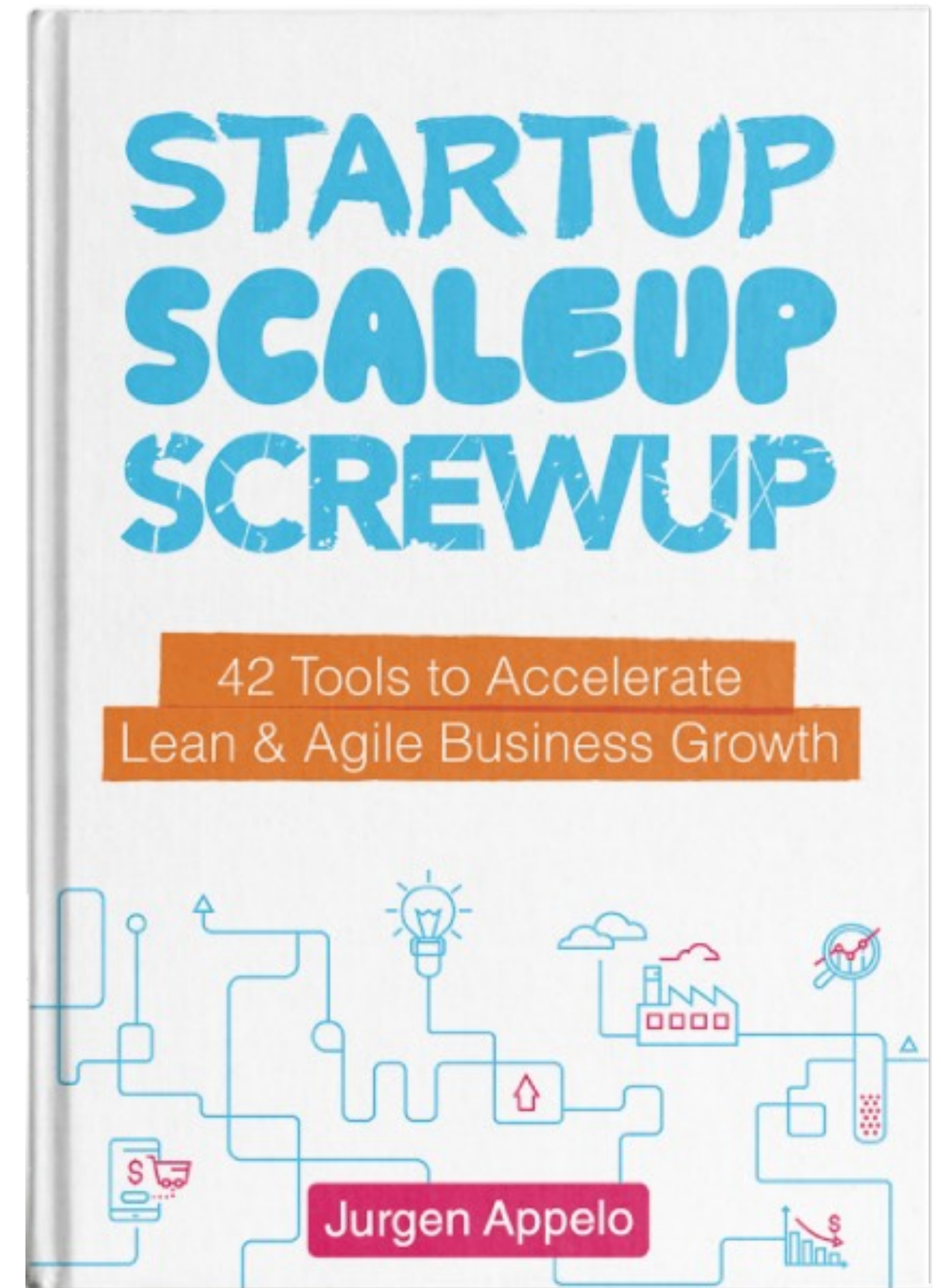
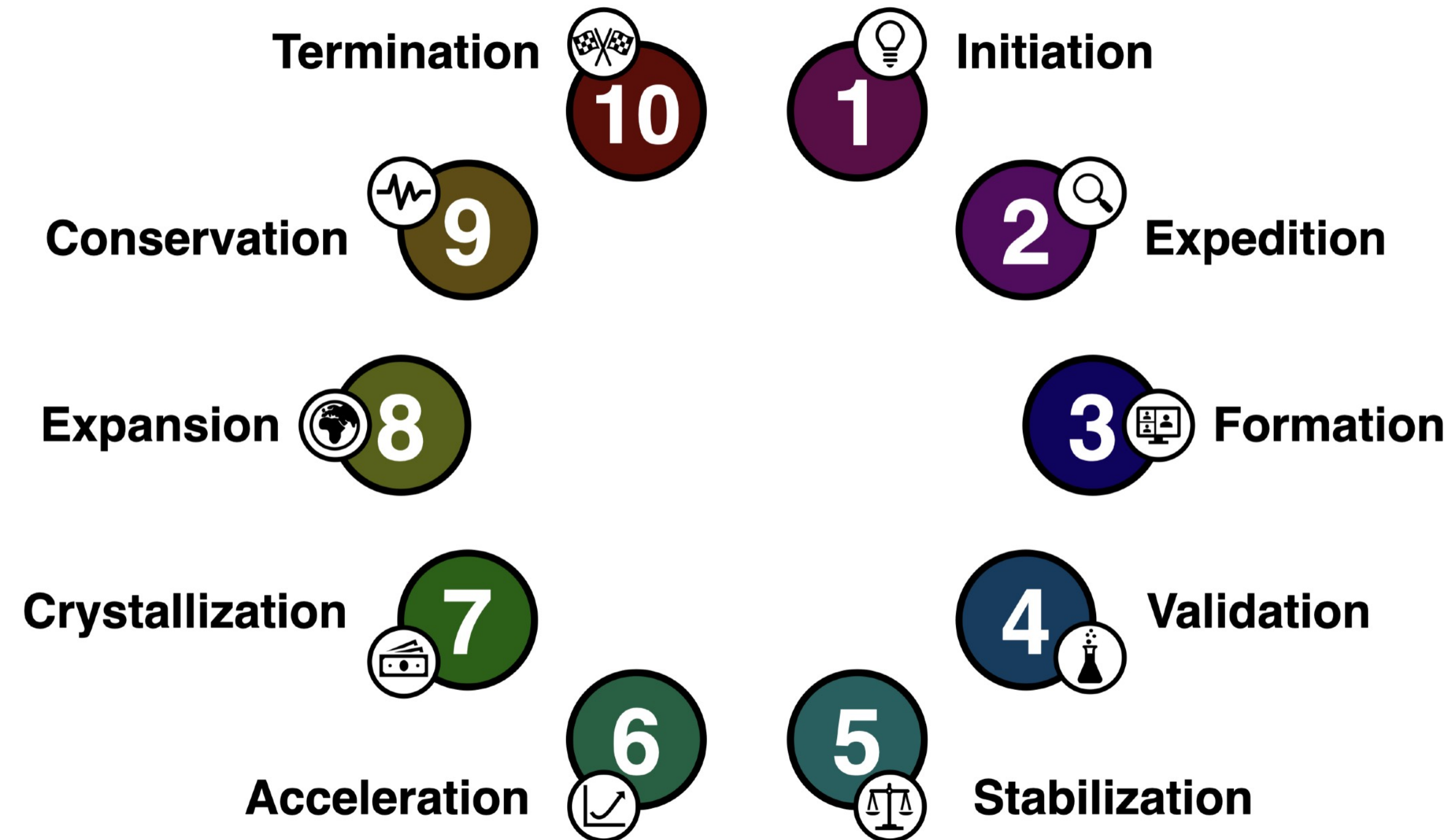
Replace products and services by reinventing the business itself.

[unfix.com/disruption](https://unfix.com/disruption)

110



# Business Lifecycle Stages



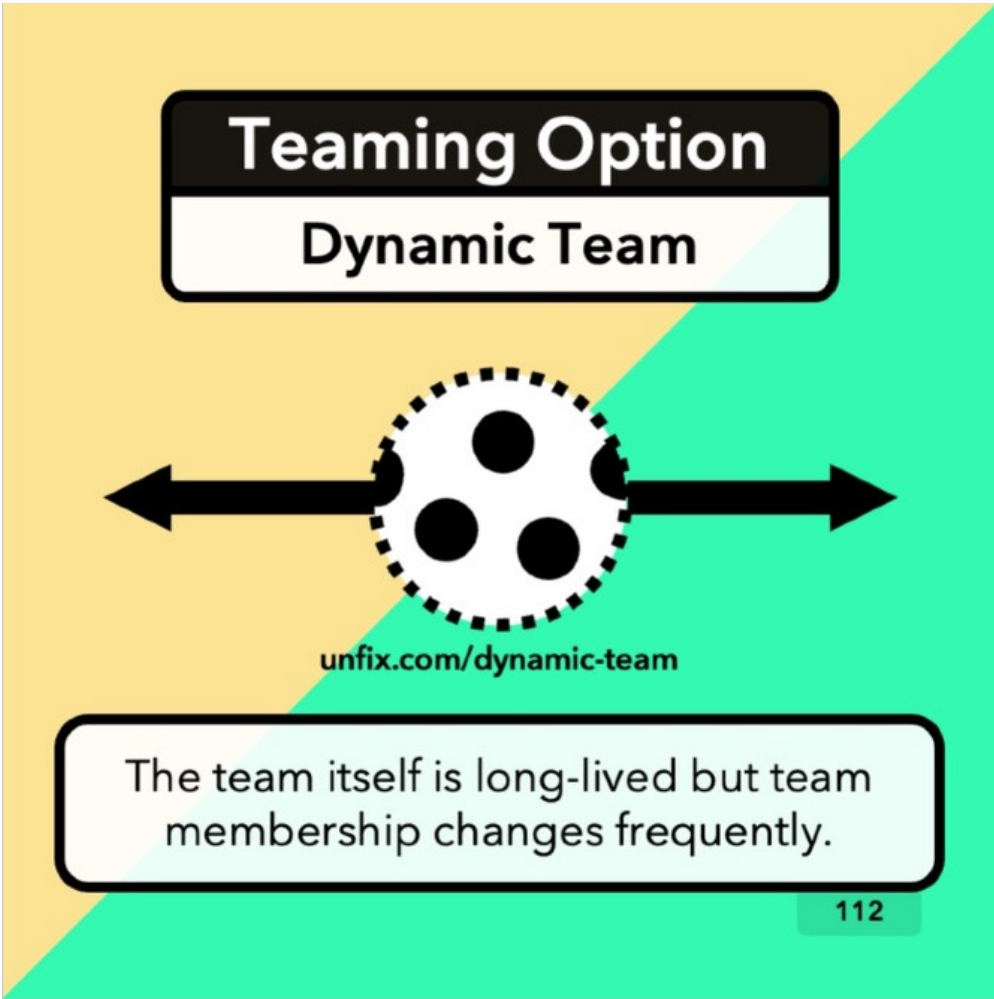


# Teaming Options

high permanence  
low permeability



high permanence  
high permeability



low permanence  
low permeability

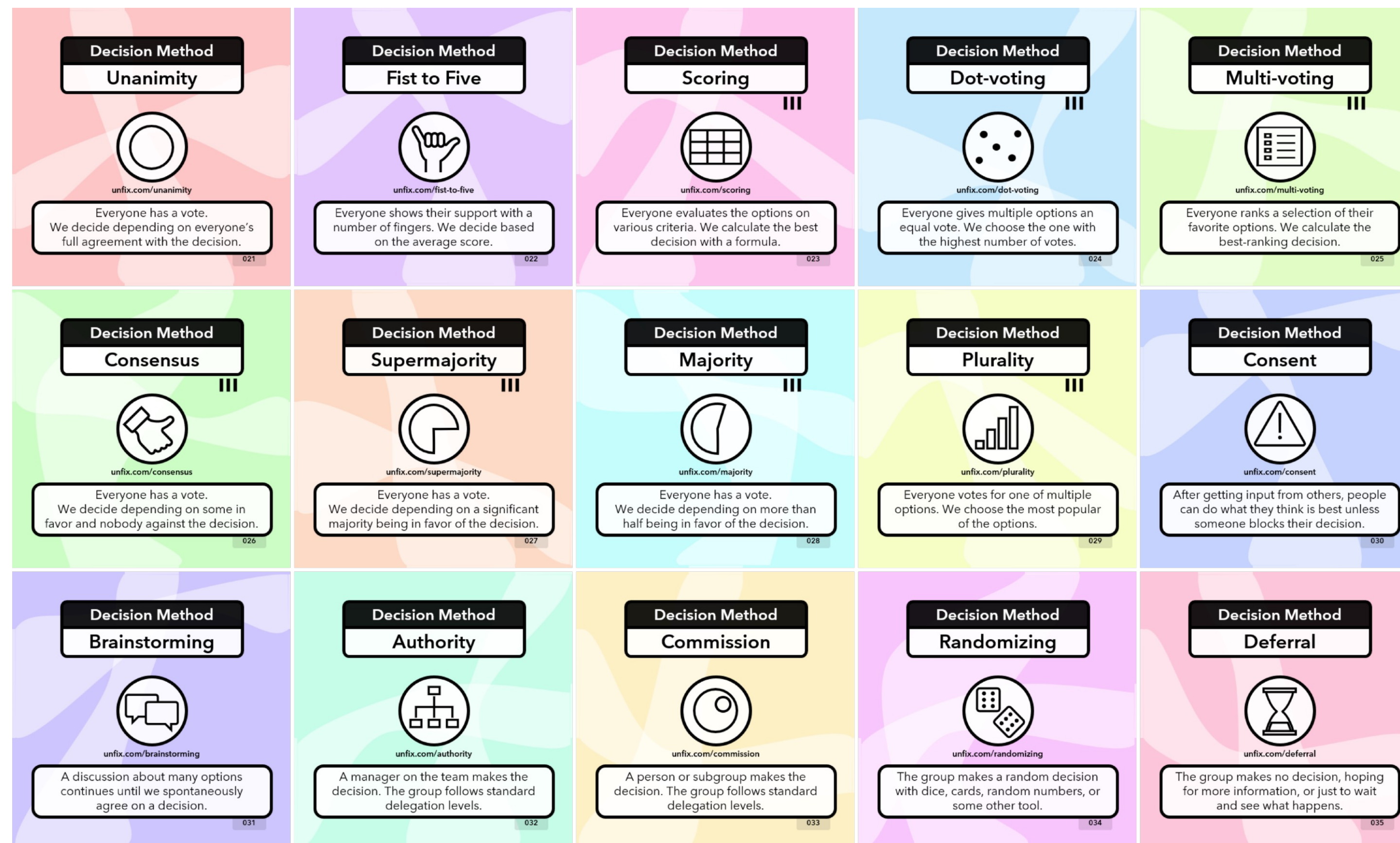


low permanence  
high permeability



# Decision Methods

How does a self-organizing team make decisions together?  
Should they just talk until they agree? Should everyone get a vote?





**unFLX also has resources that enable collaborative  
modelling for organizational design**





Source: <https://medium.com/@jorgenappelo/download-the-crew-type-cards-5945e73fbb26>





Humans



Chiefs, Captains, Chairs



Other roles



Value Stream Crew



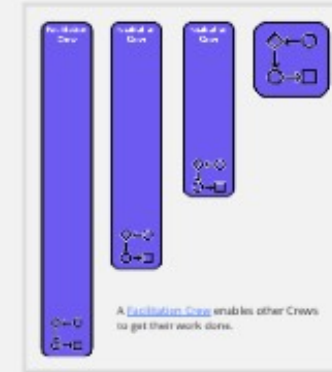
Governance Crew



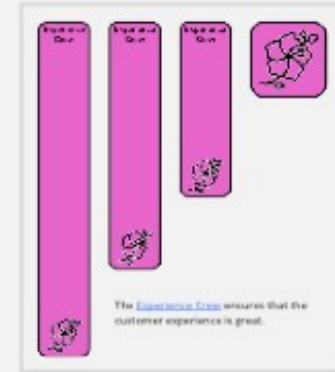
Platform Crew



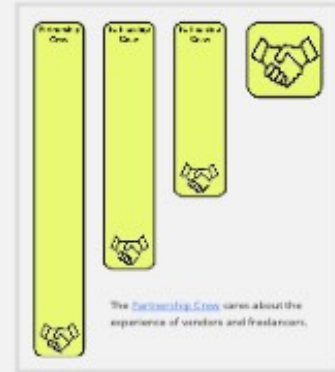
Facilitation ...



Experience ...



Partnership...



Turf



Turf

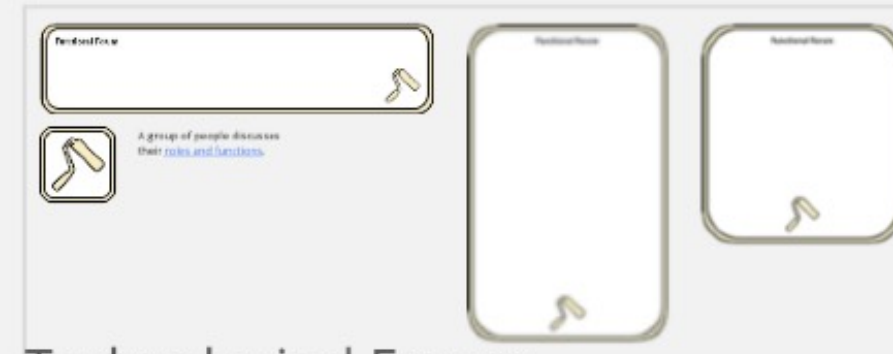


This Miro template contains the most common unFIX patterns and elements.  
For a complete set, check out the images and PowerPoint file provided separately  
in the [Downloads](#) section of the community.

Regional Forum



Functional Forum



Market Forum



Technological Forum



Fully Integrated Base



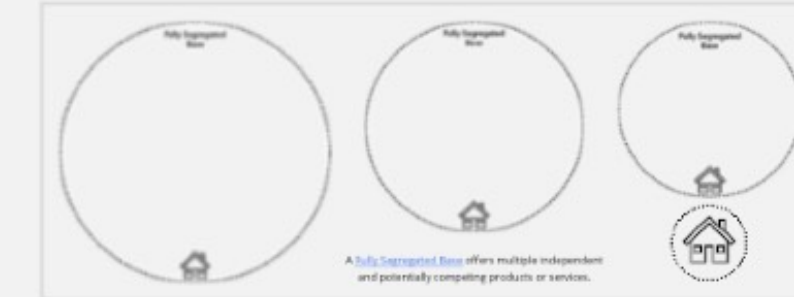
Strongly Aligned Base



Loosely Aligned Base



Fully Segregated Base



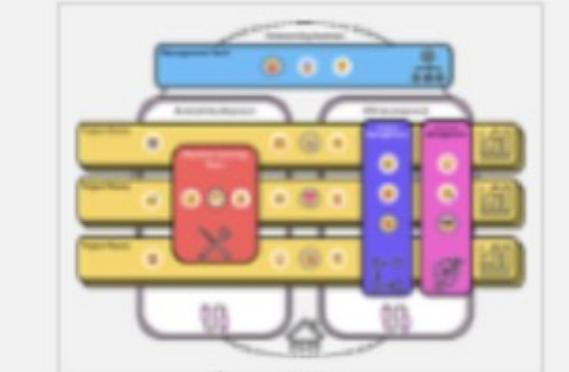
Example 1



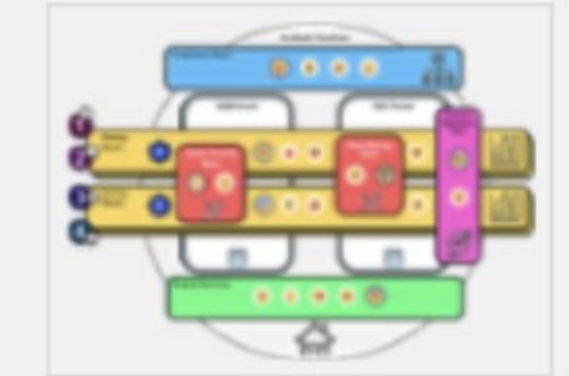
Example 2



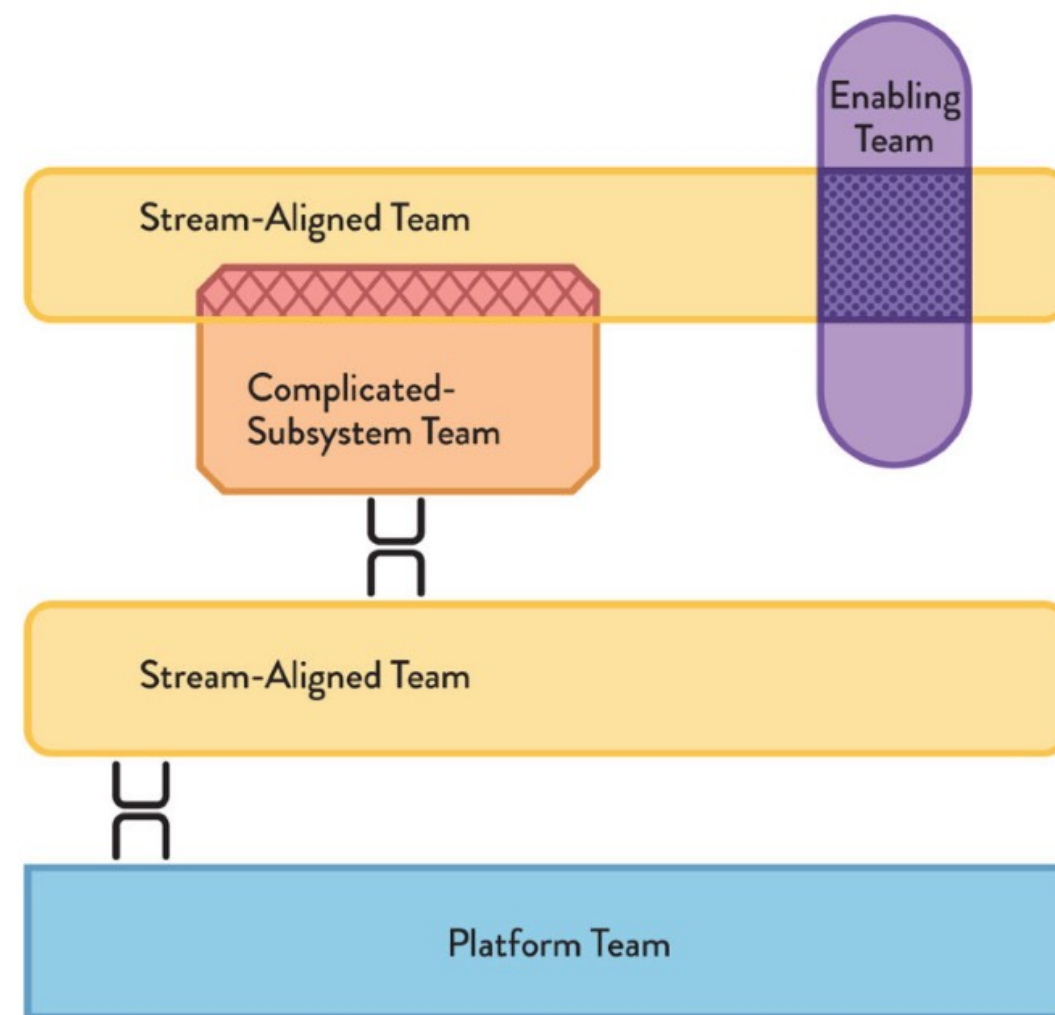
Example 3



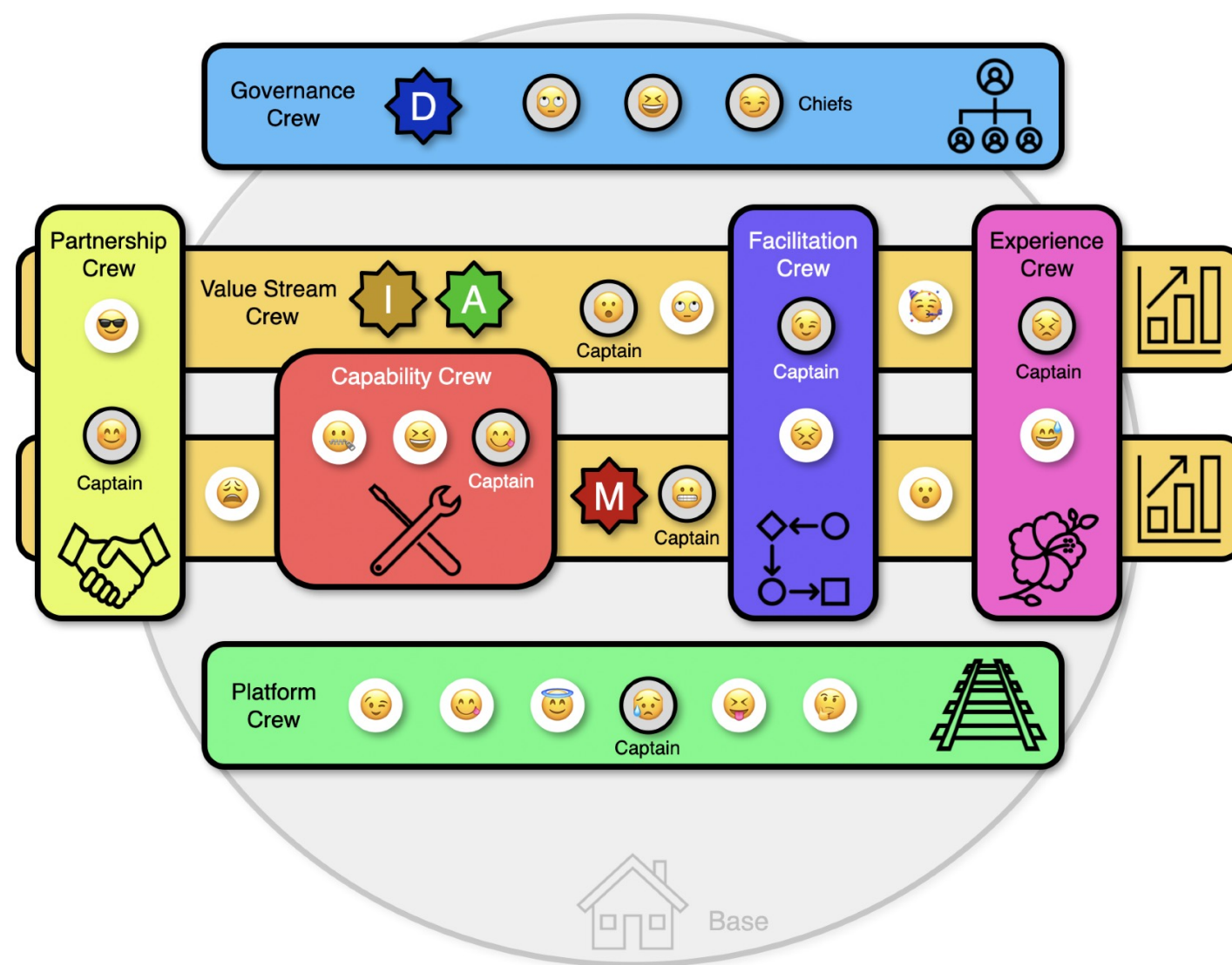
Example 4







- Evolutionary
- Simple
- Hints for identifying team boundaries
- Team Interaction Modes
- „Opinionated“ / Promotes best practices
- Talks about Platforms, and not just Platform teams



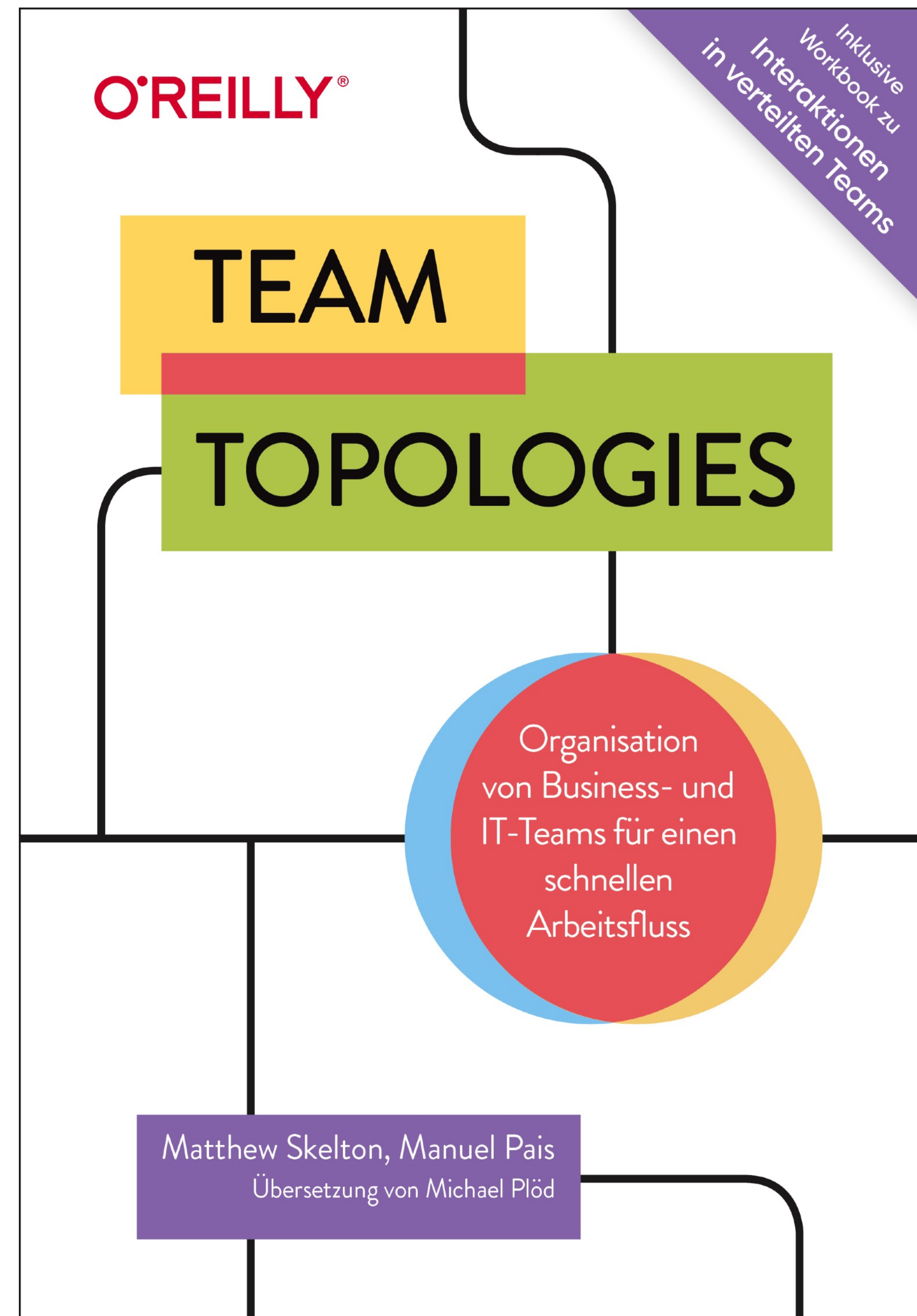
- Evolutionary
- Very flexible / adjustable
- More holistic for complete org design
- No Team Interaction Modes!
- Not so opinionated, promotes some good advices
- It's easy to get lost with all the options



**I usually start with plain Team Topologies and pitch in elements from unFLX when it helps me to address questions and concerns**

# German Version of Team Topologies translated by me

November 2023





# Thank you!

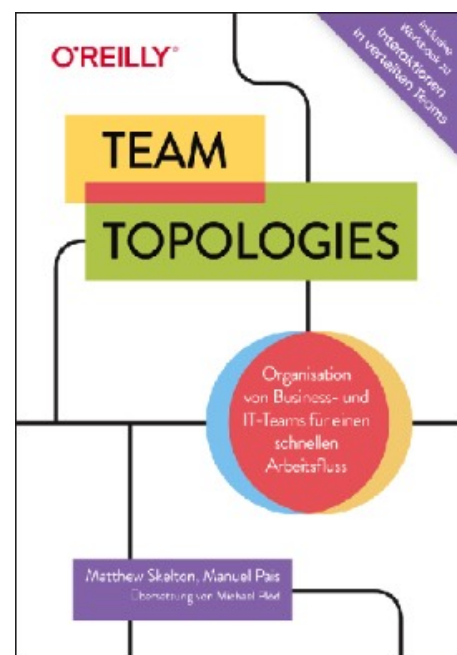


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German version of Team Topologies incl. the Remote Team Interactions Workbook  
Translated by me

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