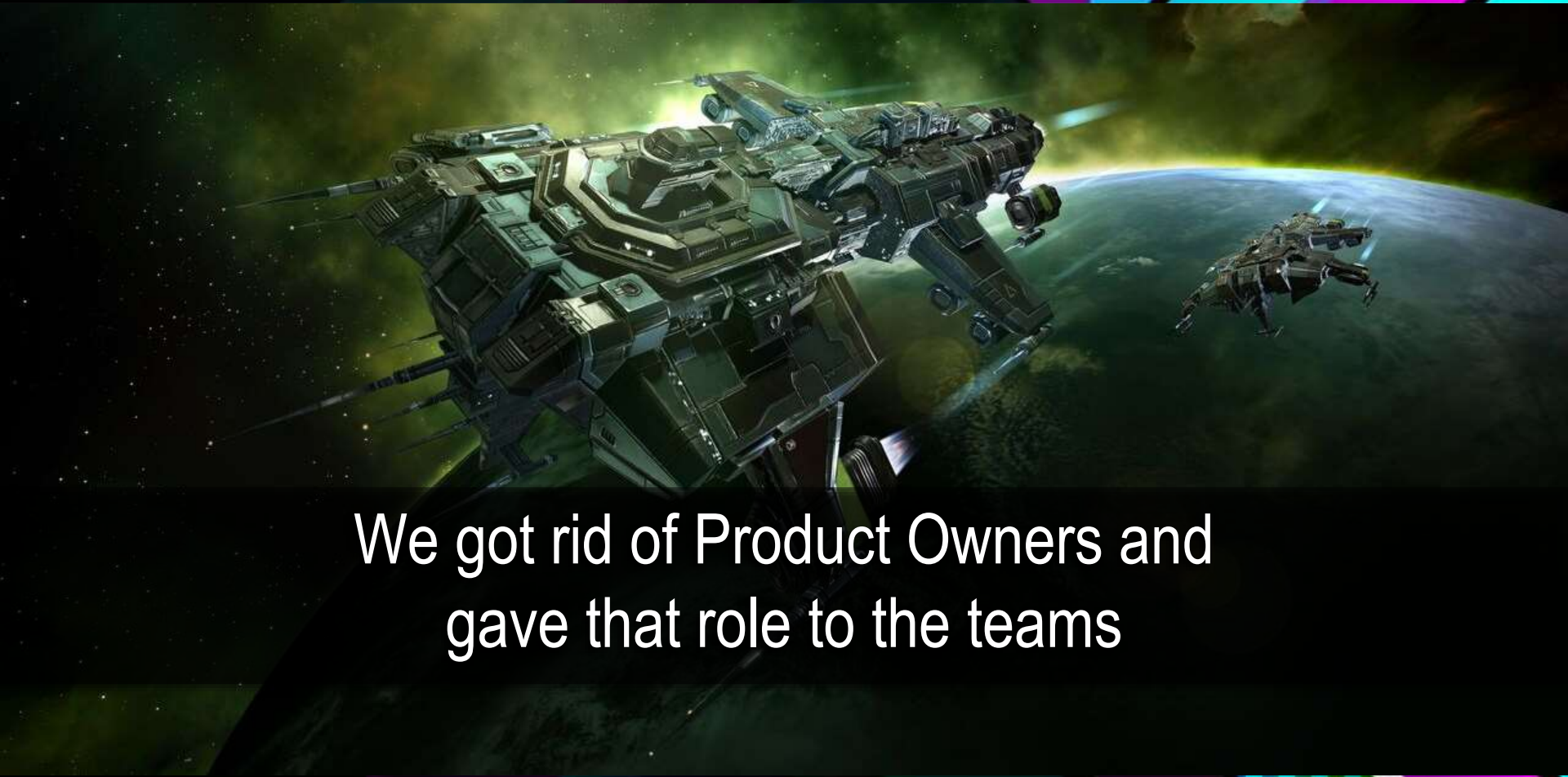
Putting the teams at the heart of development

Helga Bjarnadóttir
Development Manager, EVE Online
CCP Games



We got rid of Product Owners and gave that role to the teams

Put the teams at the heart of development

Today we have:

More frequent releases

Today we have:

More frequent releases
Removed the PO

Today we have:

More frequent releases
Removed the PO
Team based management

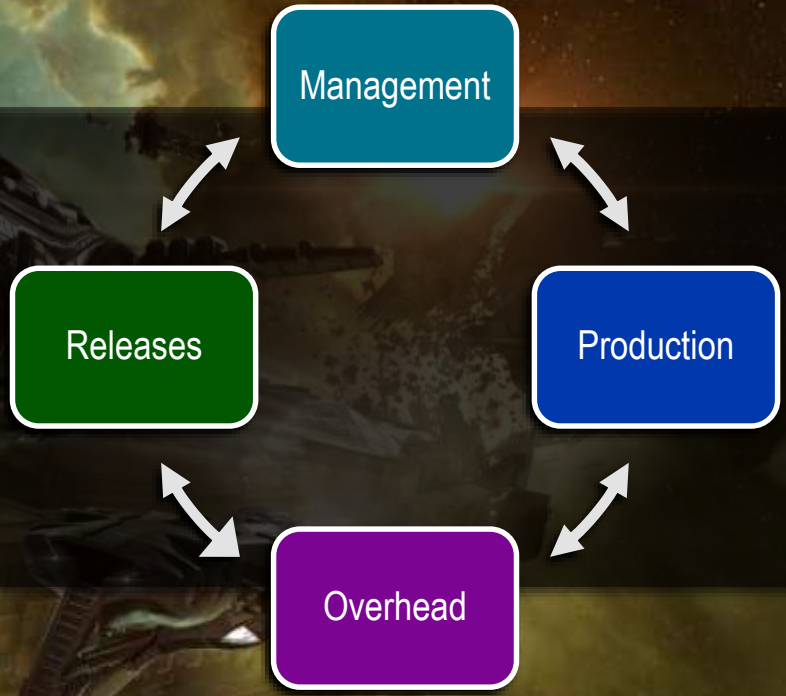
Today we have:

More frequent releases
Removed the PO
Team based management
Servant leadership

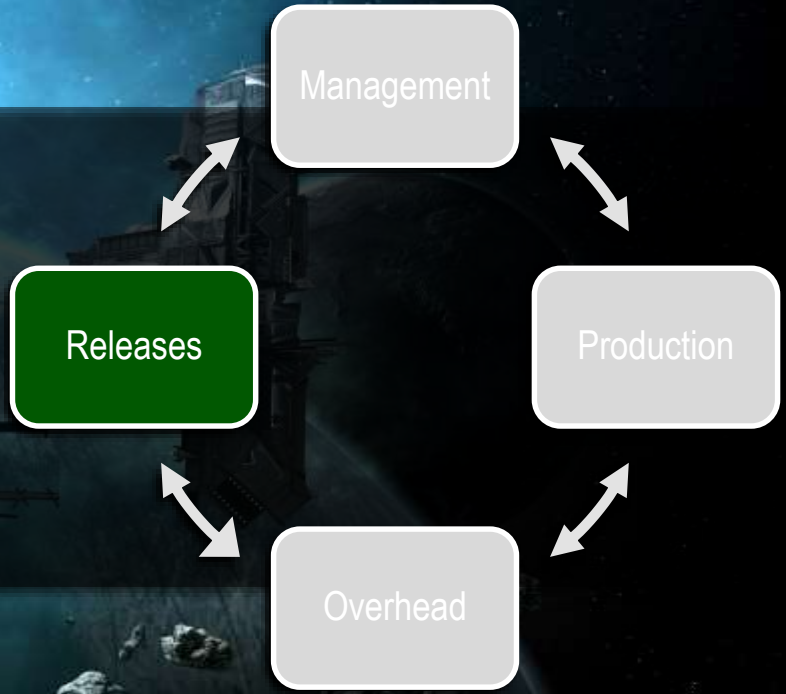
Today we have:

More frequent releases
Removed the PO
Team based management
Servant leadership
Reduced overhead

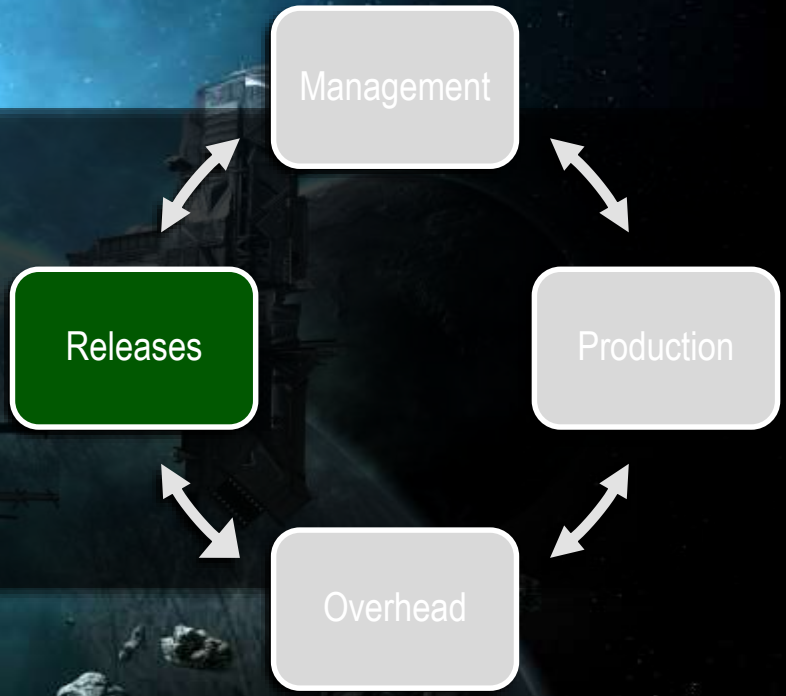
Problem Areas



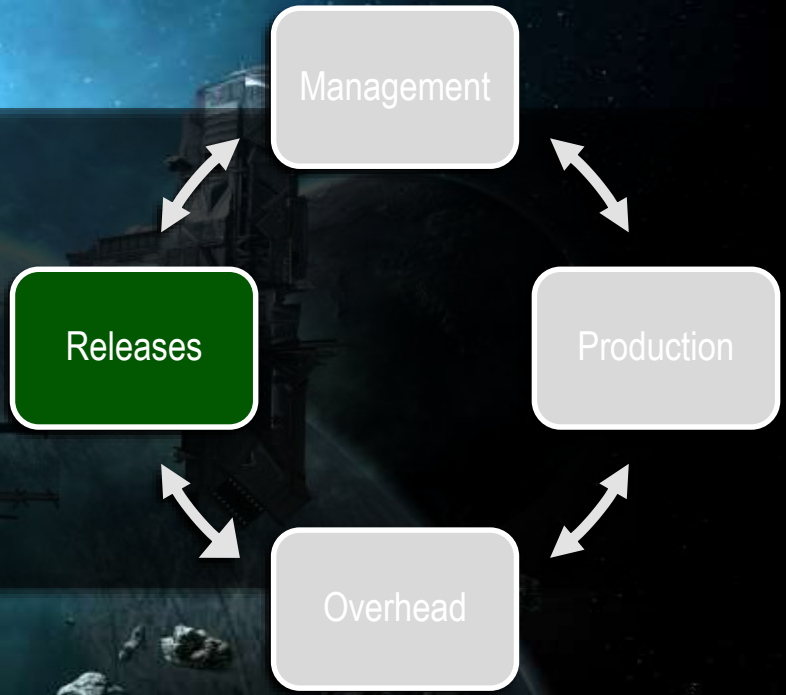
More Frequent Releases



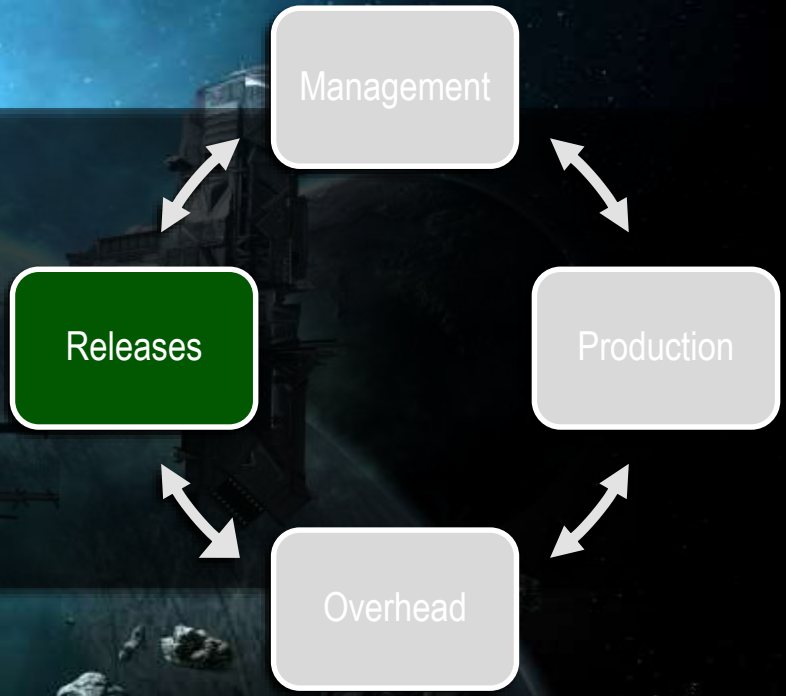
Release when ready



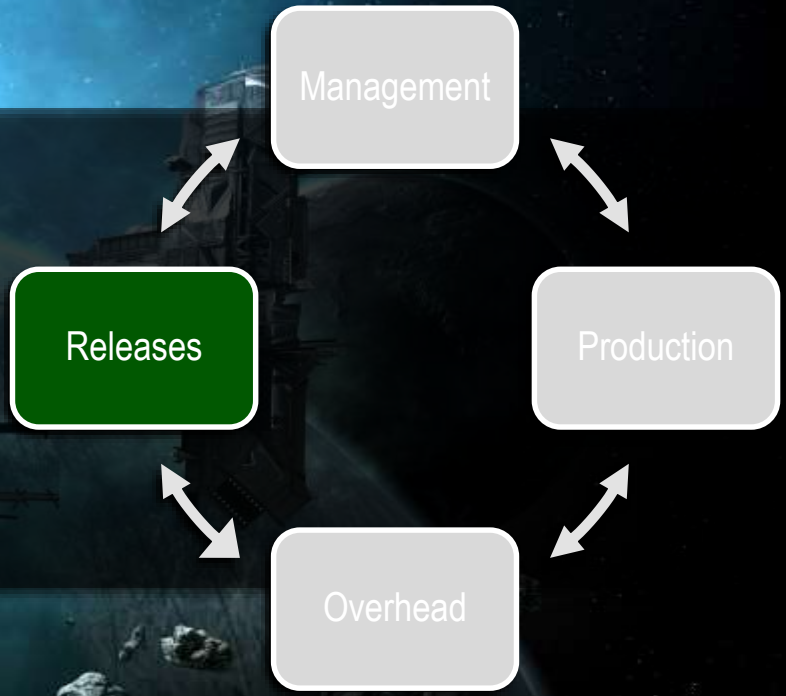
Release when ready
Flexible scope



Release fatique



Release fatique
Smaller marketing moments



A CITY MADE OF DREAMS IS BUILT IN HEAVEN
EVE
ONLINE
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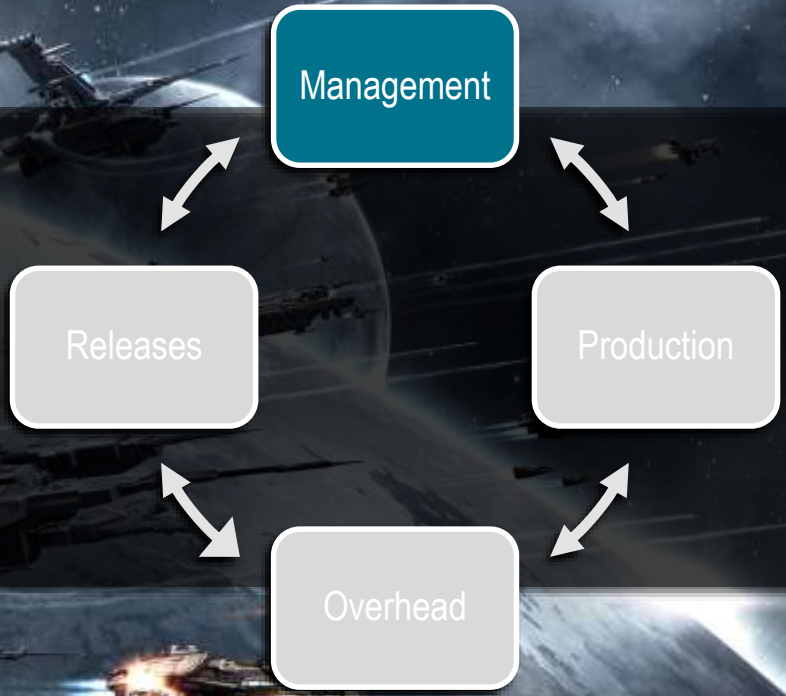
SPRING 2016

Team Based Management



2012: Too little focus on the individual

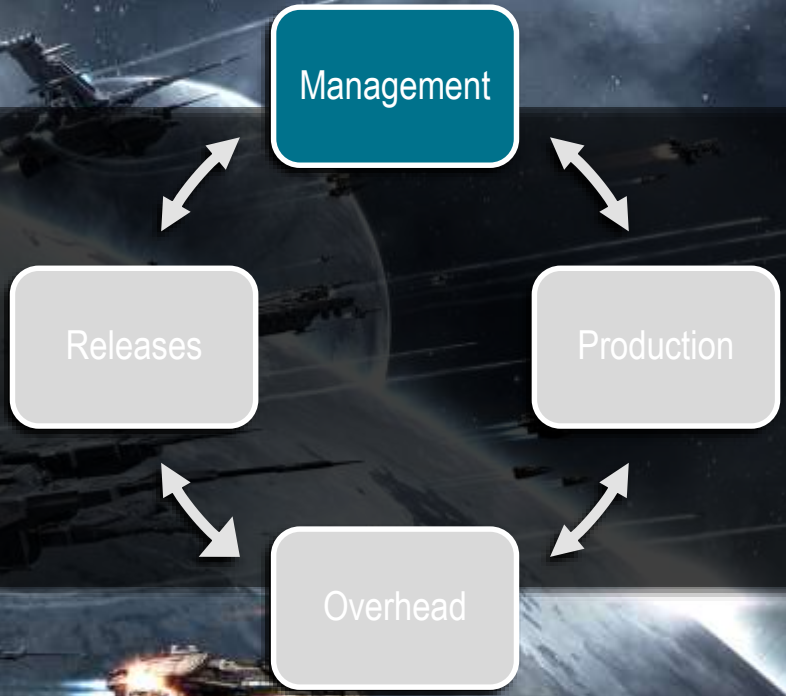
2012: Too little focus on the individual

Directors with focus on process

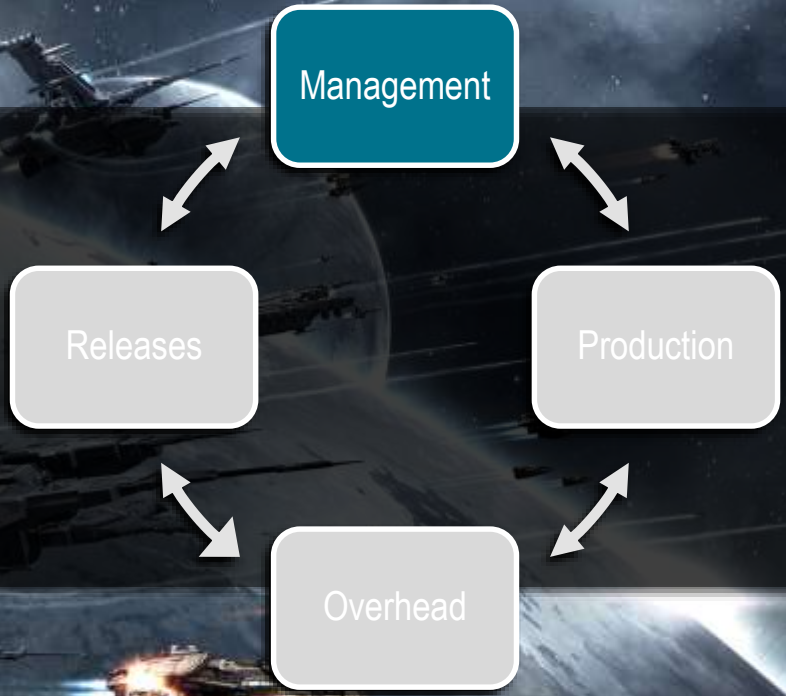
Managers with focus on people

Management
Production
Overhead
Releases

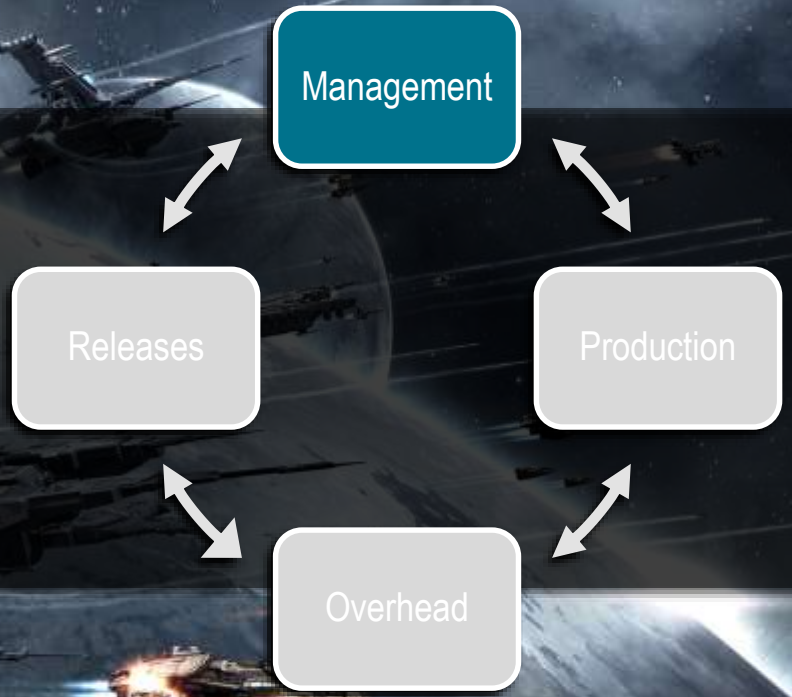
Managers Disconnected From Project



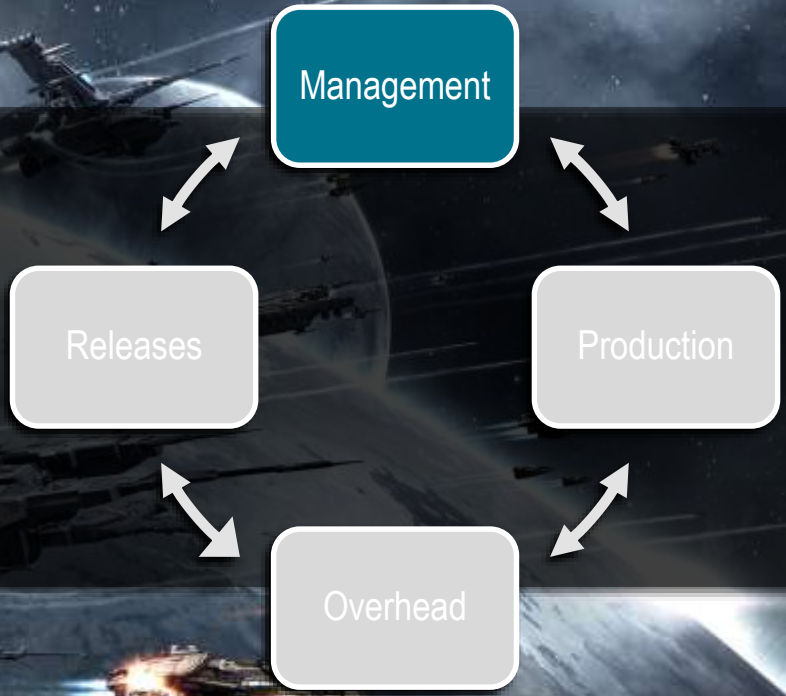
Second hand feedback
Too many teams



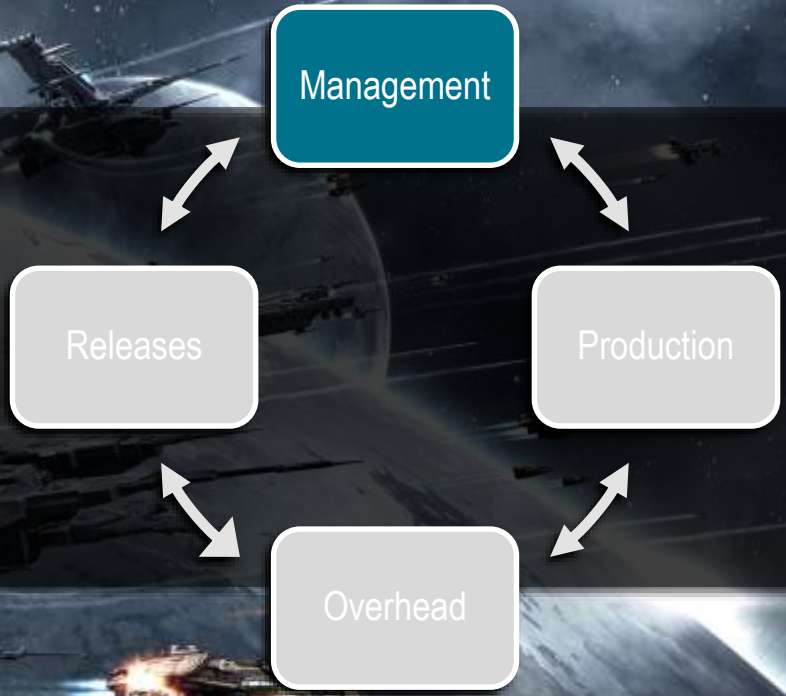
Discipline based management in cross-disciplinary teams



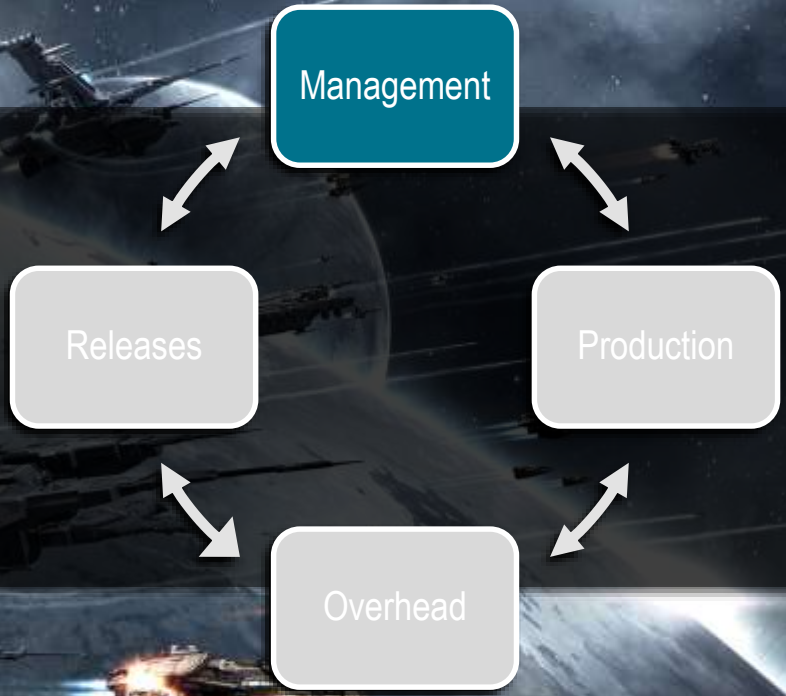
Game of Drones
Space Glitter
Super Friends
Pirate Unicorns
Shapeset
Muppet Shop
Gridlock


Management
Releases
Production
Overhead

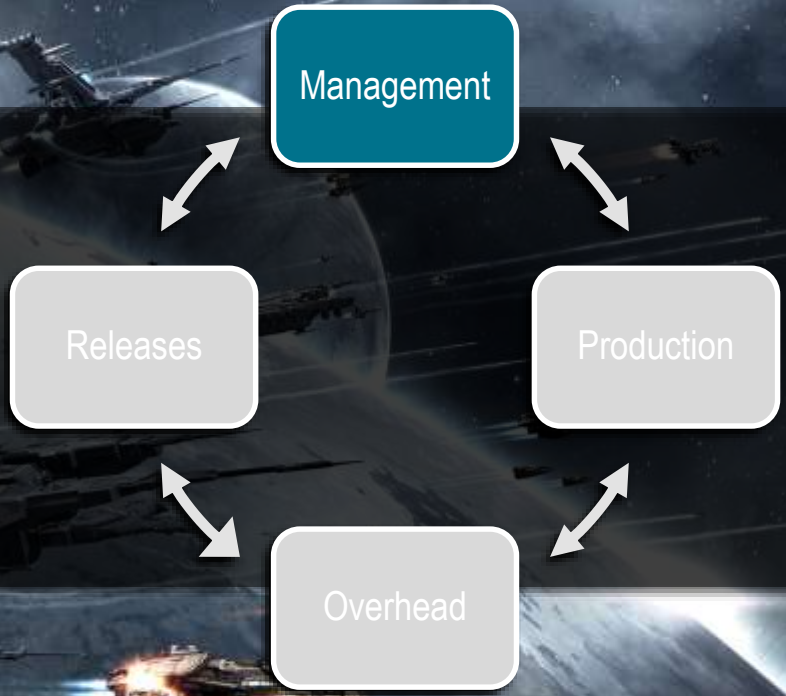
Focus on the Teams

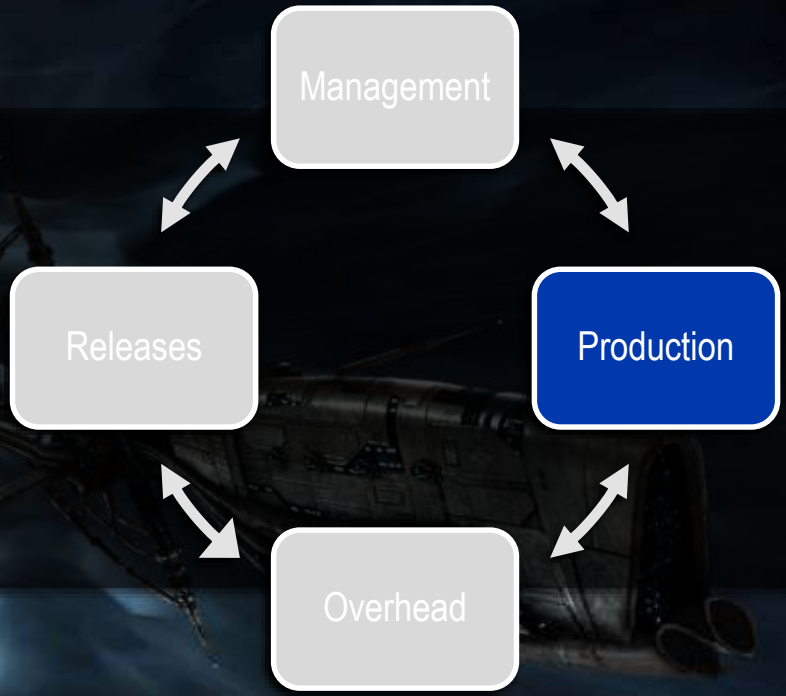


Improves problem solving

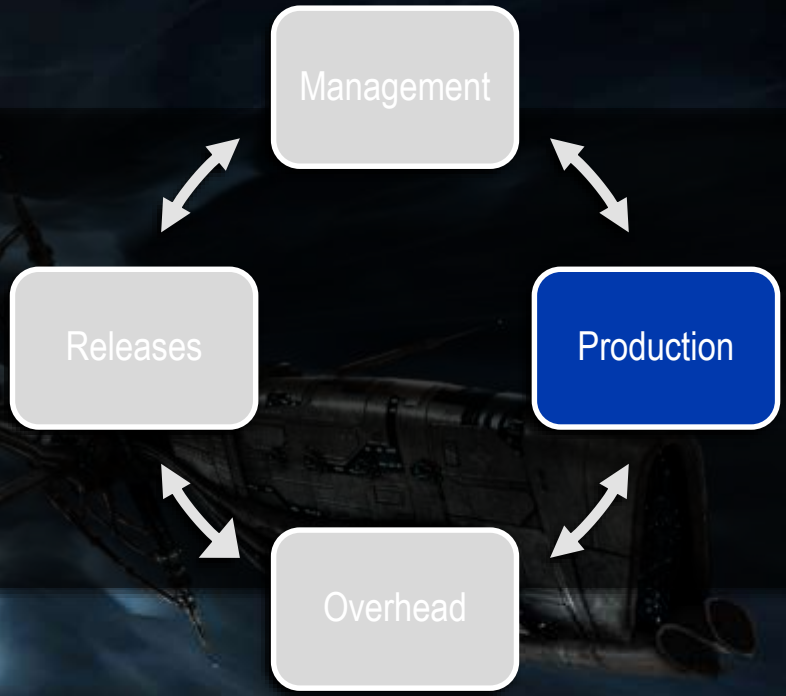


Improves problem solving
Managers and directors work closely together

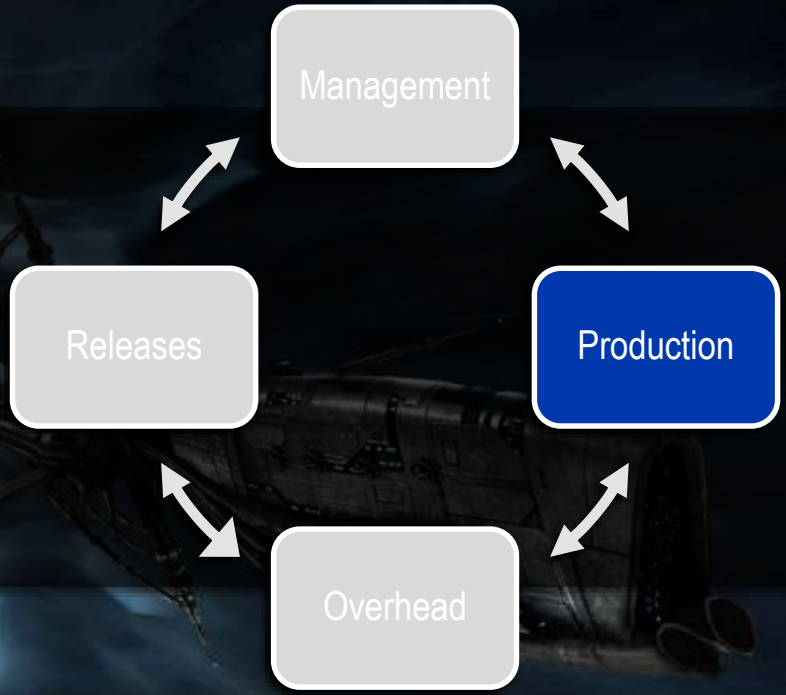


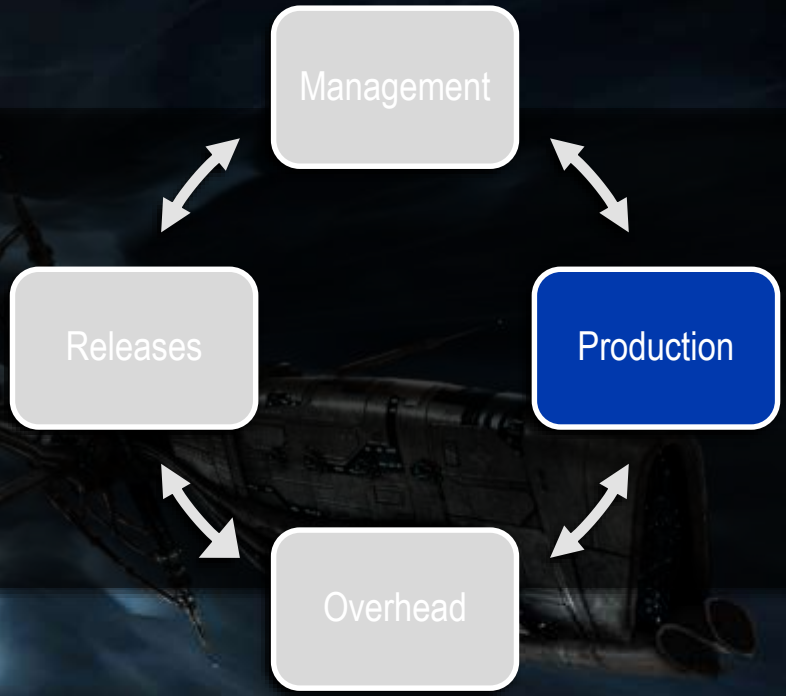

Management
Production
Overhead
Releases

Removing The Product Owner



Split focus




Management
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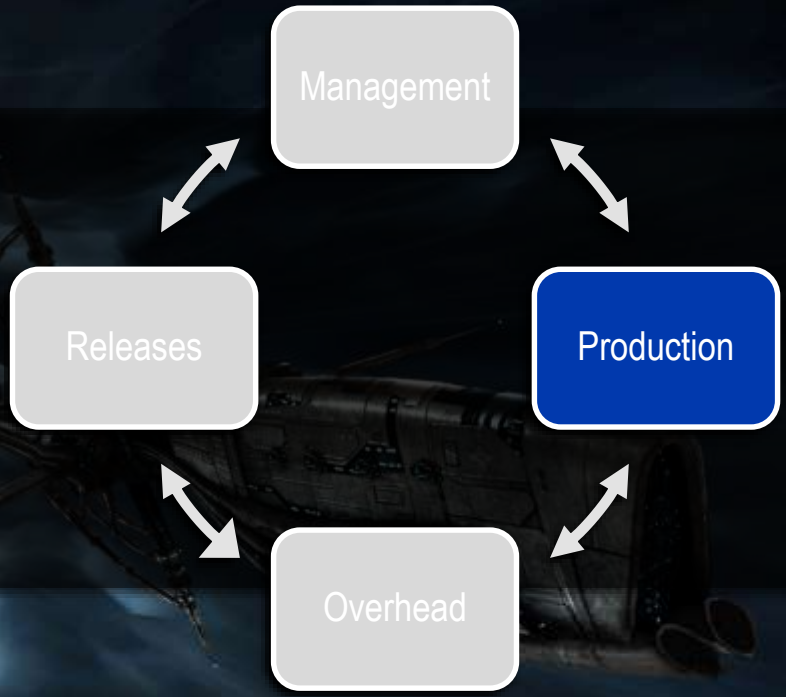
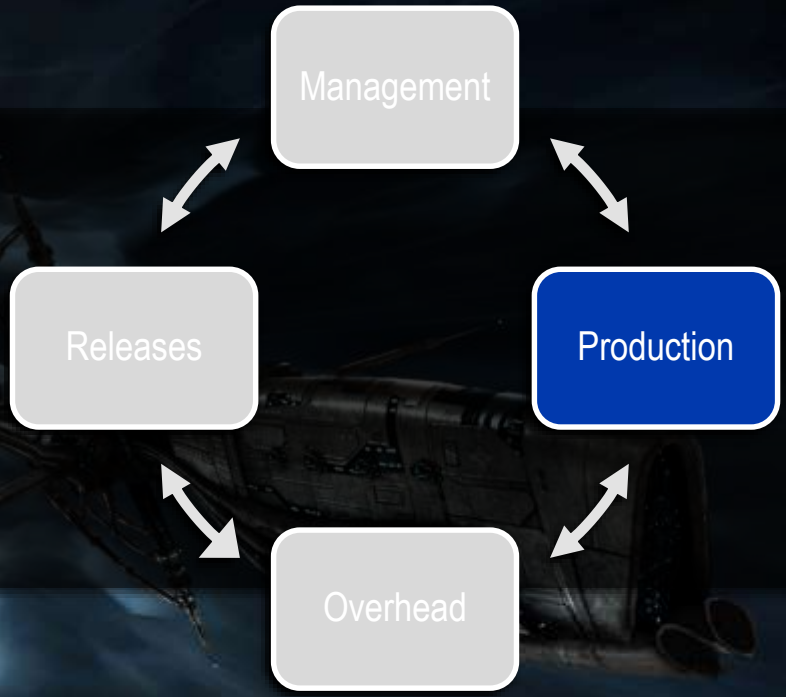
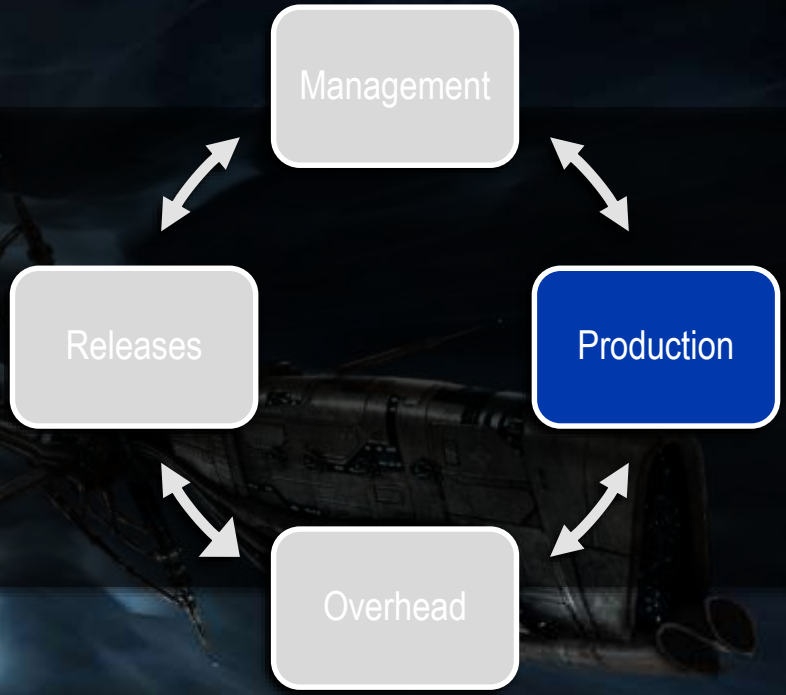
Limited knowledgement of the product

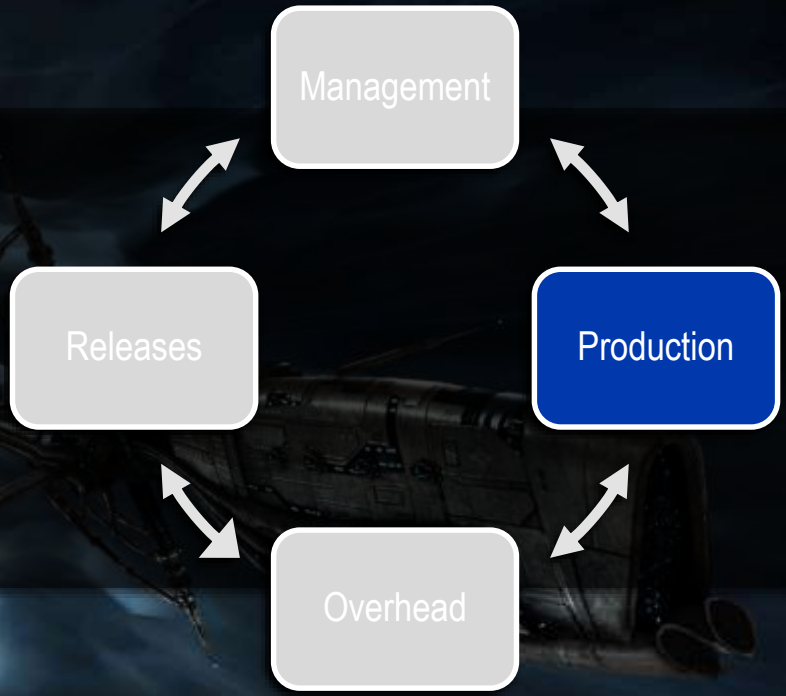


Lack of team ownership



Less team empowerment

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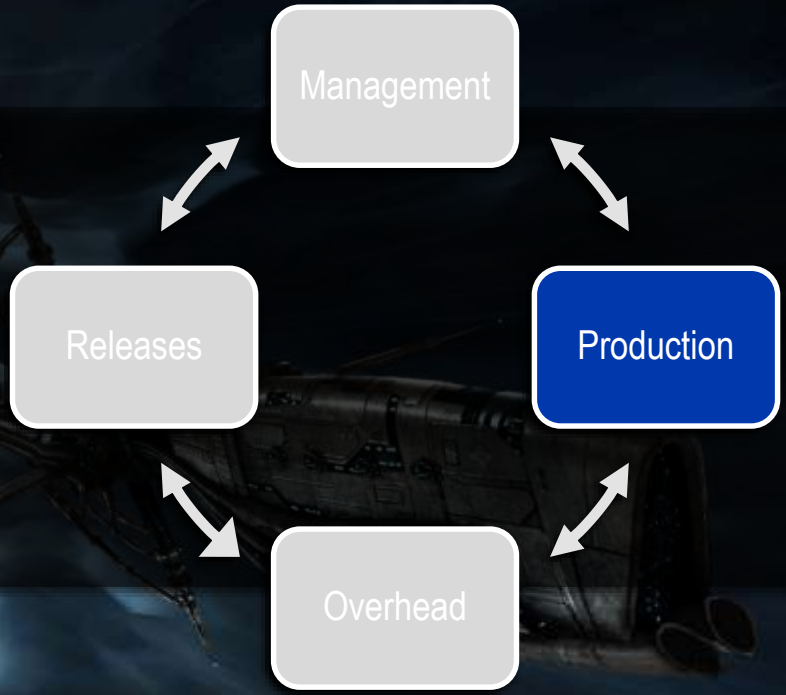
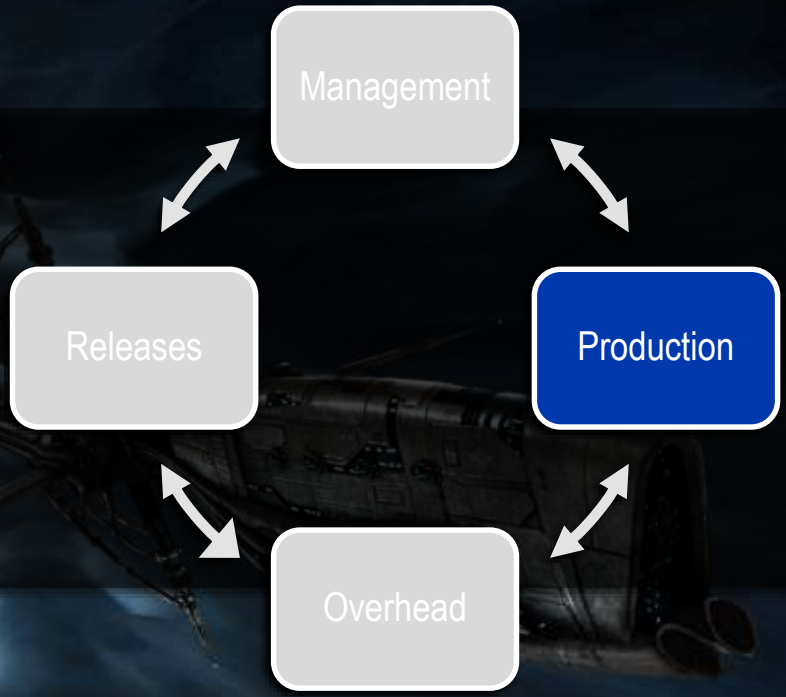
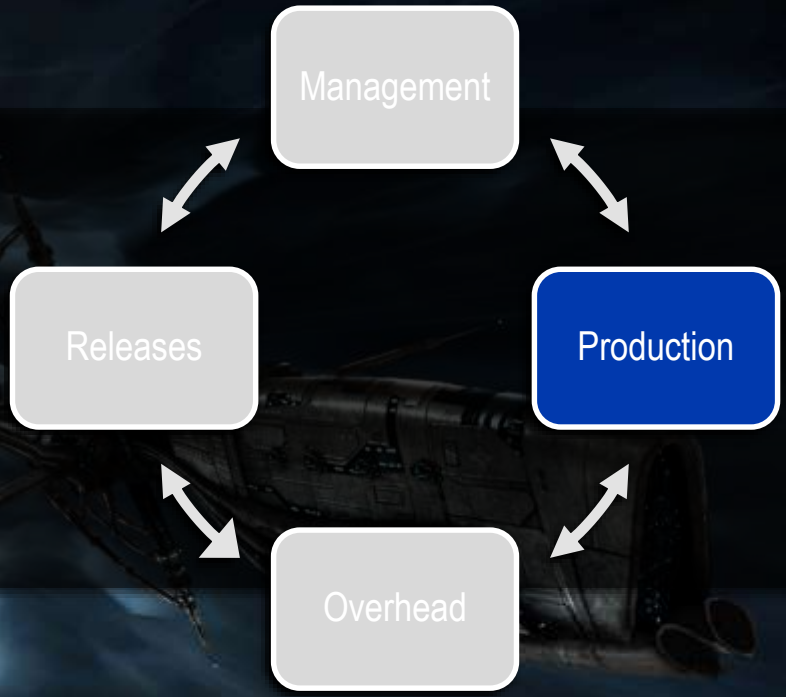
Utilize knowledge and skills of the specialists



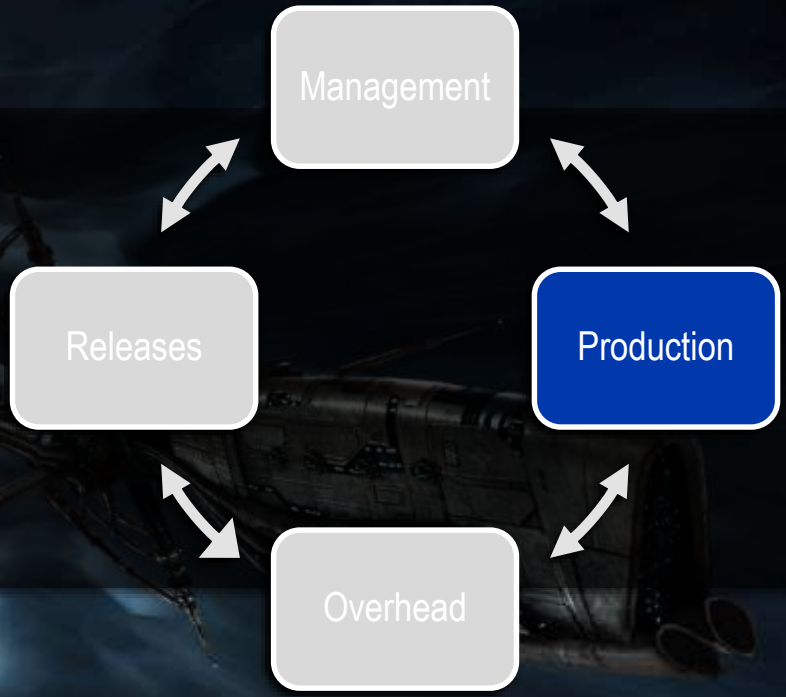
Teams are their own product owners



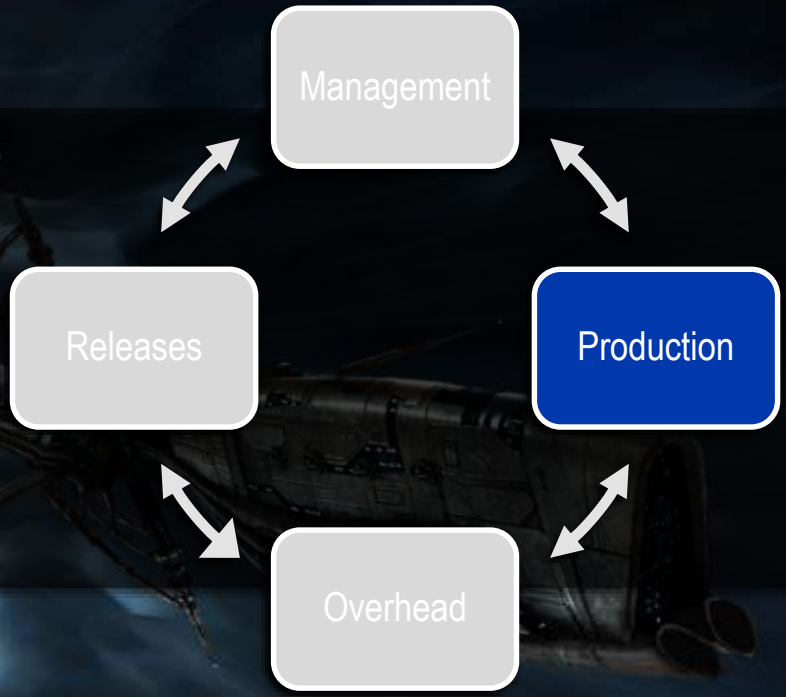
Trusted teams
Direction on demand



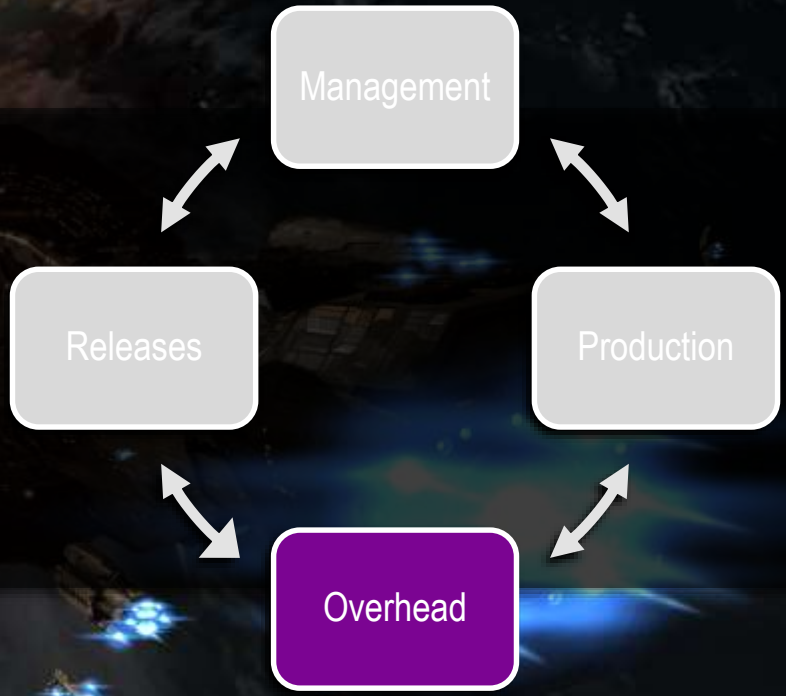
Development manager
Development producer



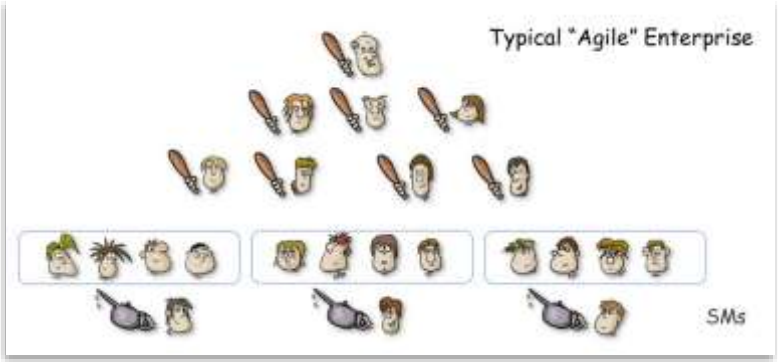
Optimization of processes
Communications hub
Help shape plans

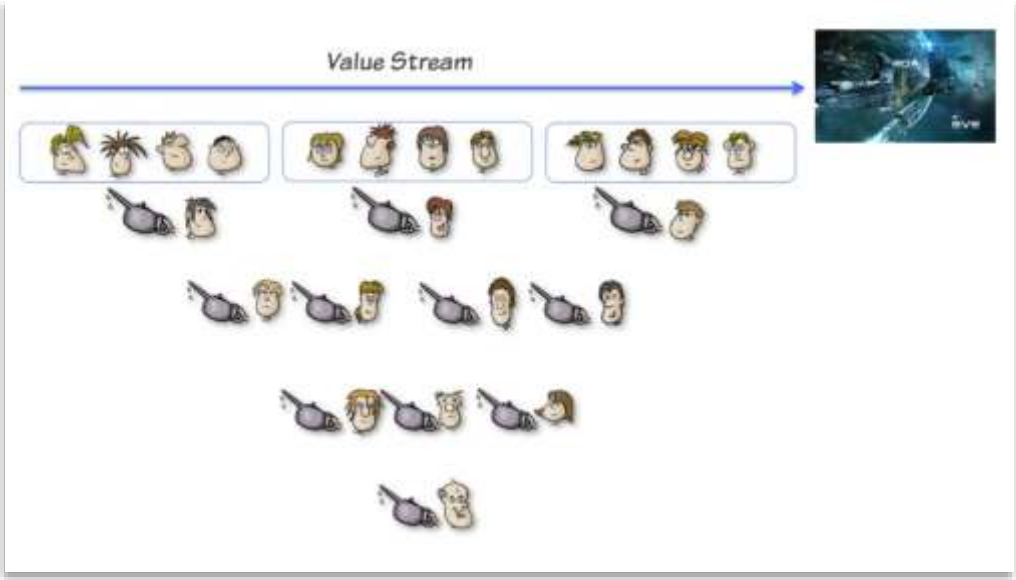


Less Overhead



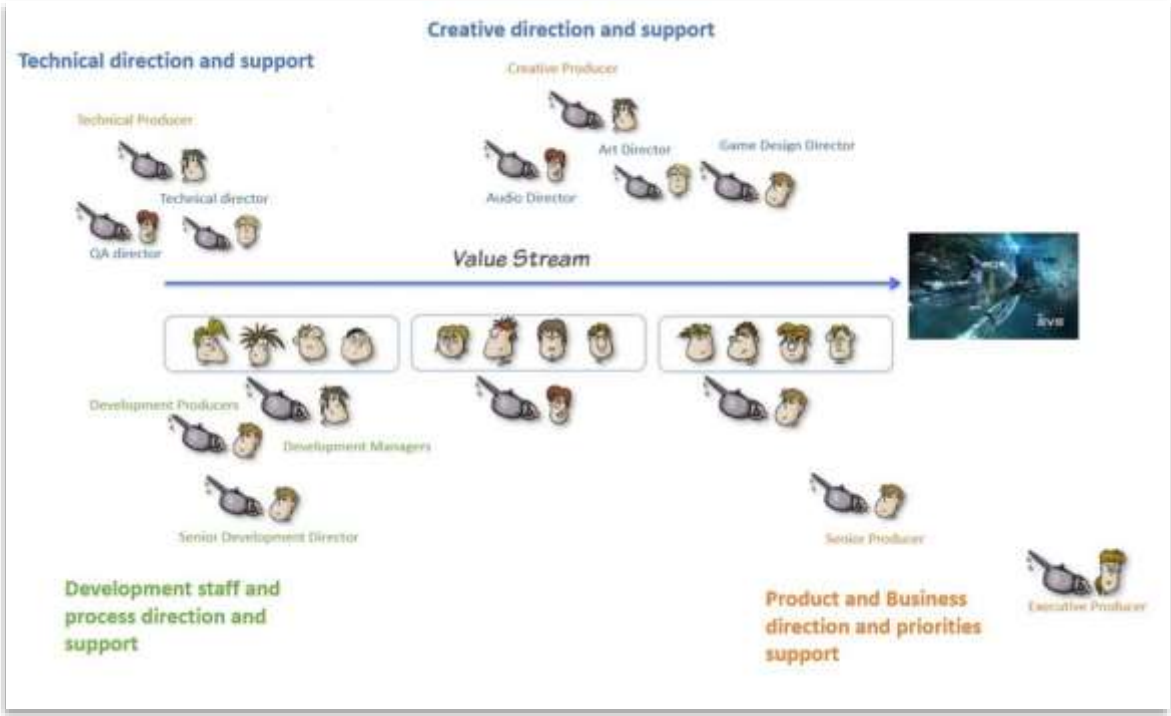
Servant leadership

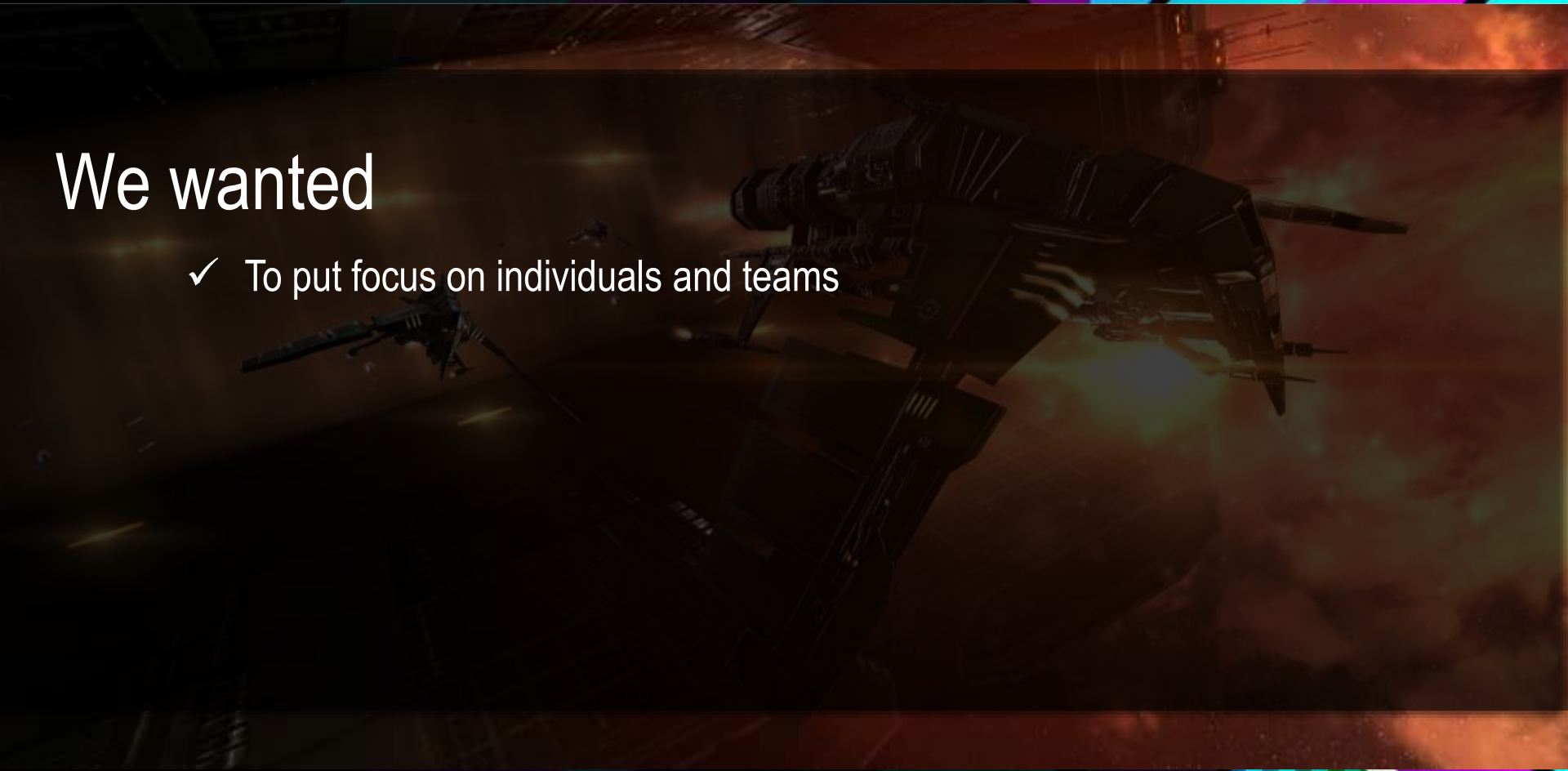




Images: Claudio Perrone

Current setup





We wanted

- ✓ To put focus on individuals and teams

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- ✓ To identify the developers as the experts of our product

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- ✓ To work on the right things with the right people

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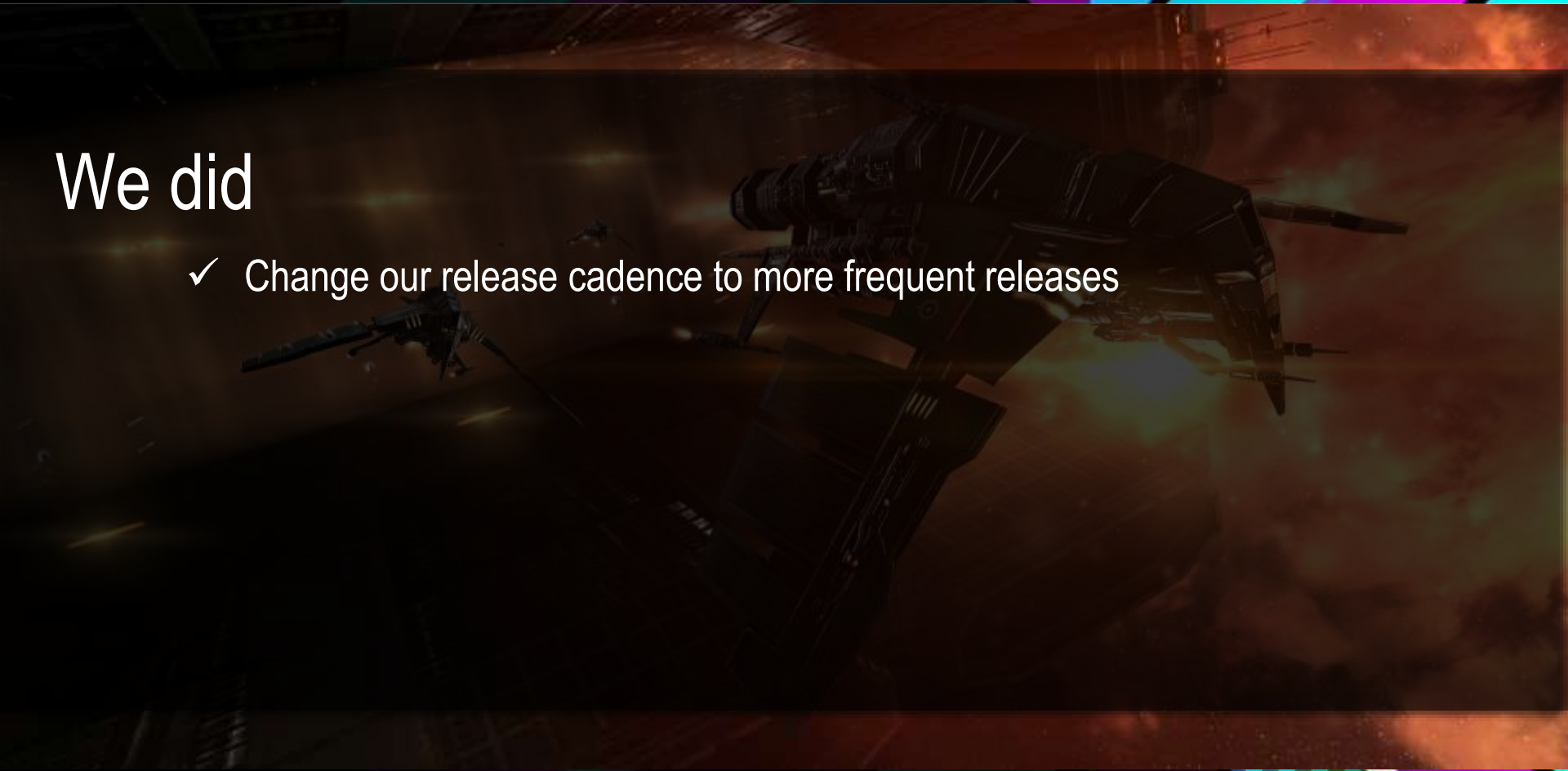
- ✓ To put focus on individuals and teams
- ✓ To identify the developers as the experts of our product
- ✓ To work on the right things with the right people
- ✓ Less overhead and more contributors
- ✓ To focus on value.



We did

- ✓ Change our release cadence to more frequent releases

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- ✓ Go from discipline based- to team-based management

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- ✓ Change our release cadence to more frequent releases
- ✓ Go from discipline based- to team-based management
- ✓ Implement servant leadership where everyone contributes to delivering value
- ✓ Give the PO role to the teams, putting our trust in the teams and the developers

We learned

- ✓ Releasing more frequently better allows for continuous improvement

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- ✓ Team-based management accross disciplines makes more sence in an Agile organization

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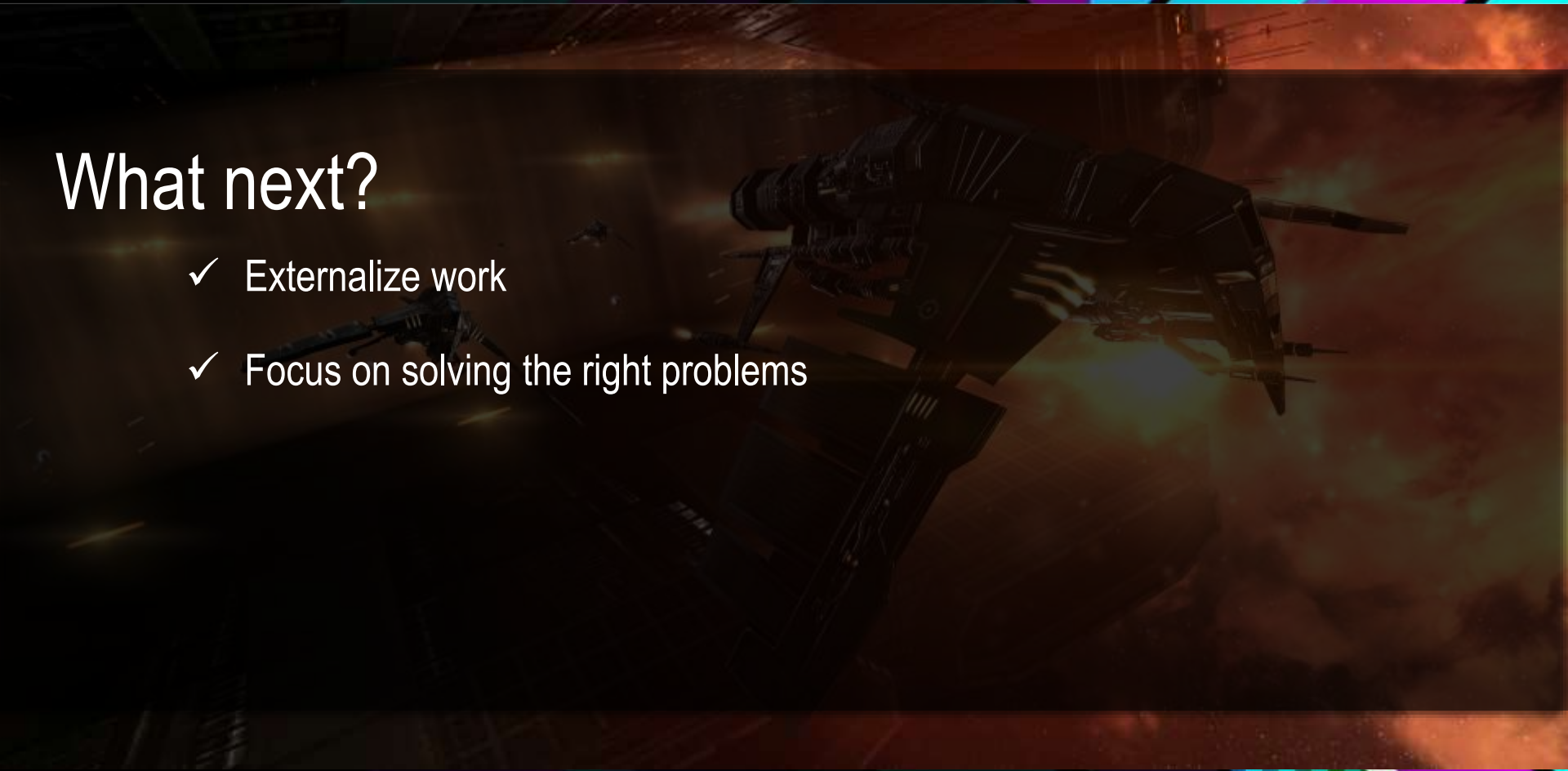
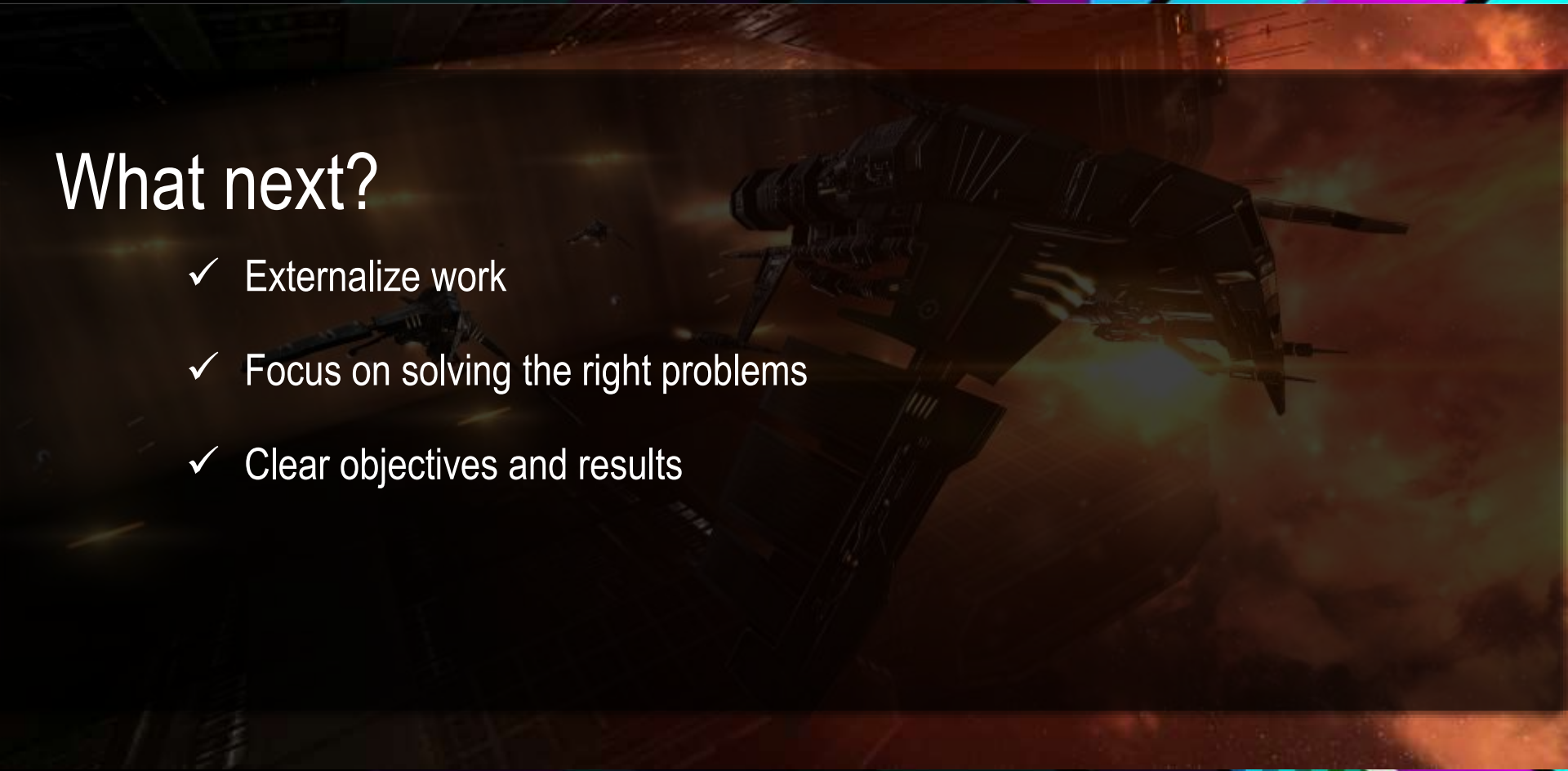
- ✓ Team-based management accross disciplines makes more sence in an Agile organization
- ✓ Servant leadership where everyone contributes delivers more value
- ✓ Giving teams autonomy creates ownership and increases job satisfaction

What next?



What next?

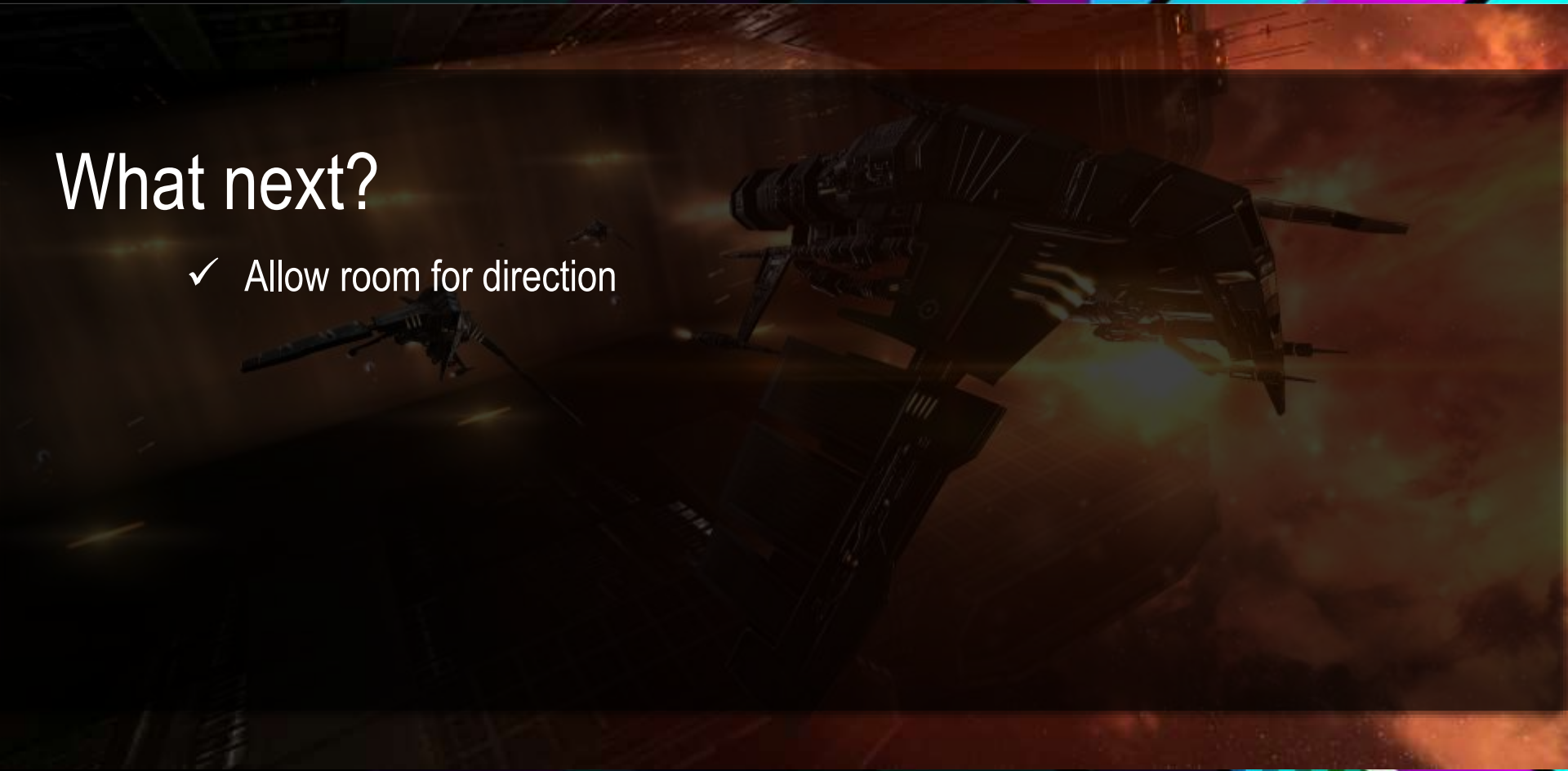
- ✓ Externalize work
- ✓ Focus on solving the right problems



What next?

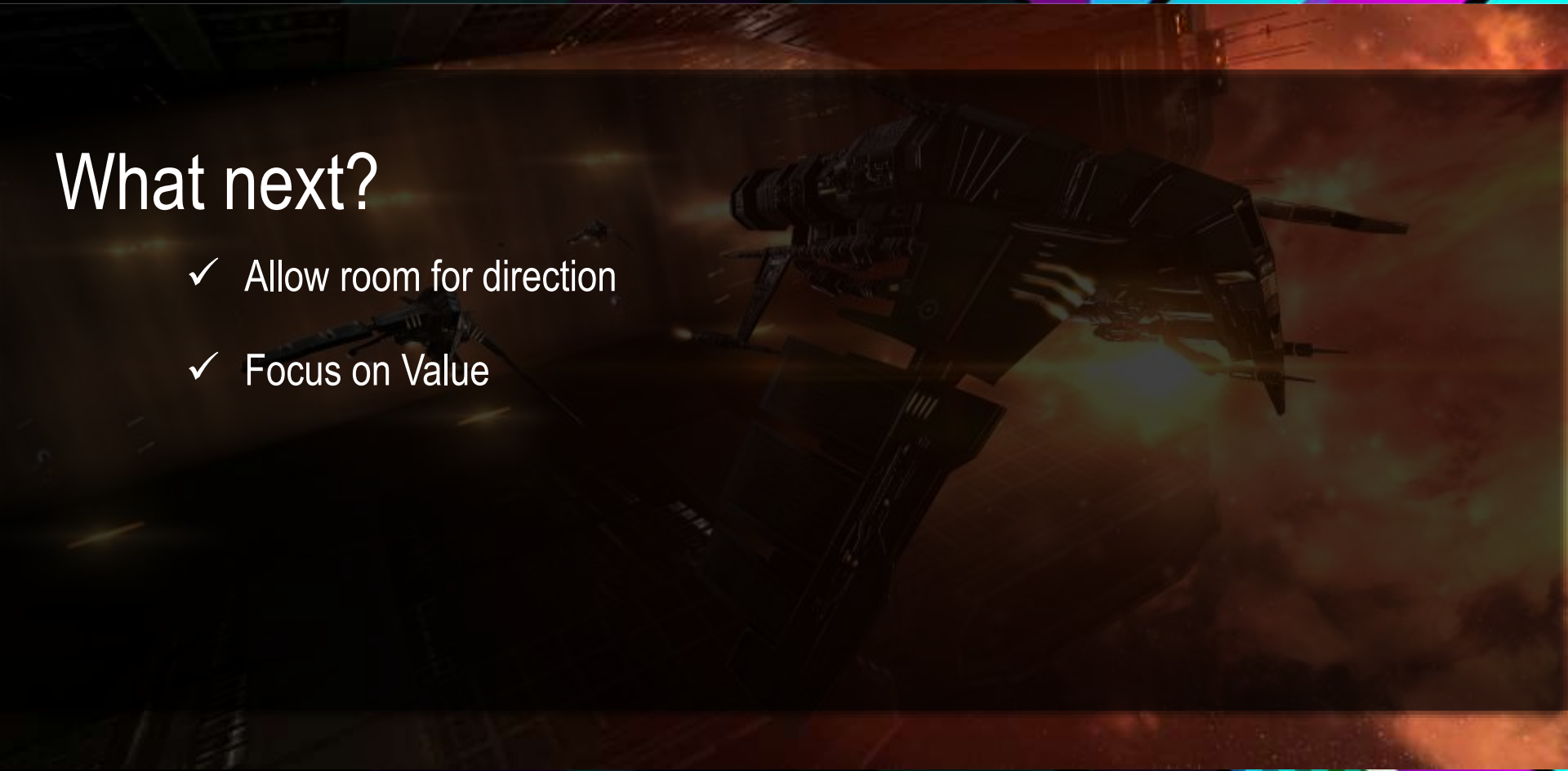
- ✓ Externalize work
- ✓ Focus on solving the right problems
- ✓ Clear objectives and results

What next?



What next?

- ✓ Allow room for direction

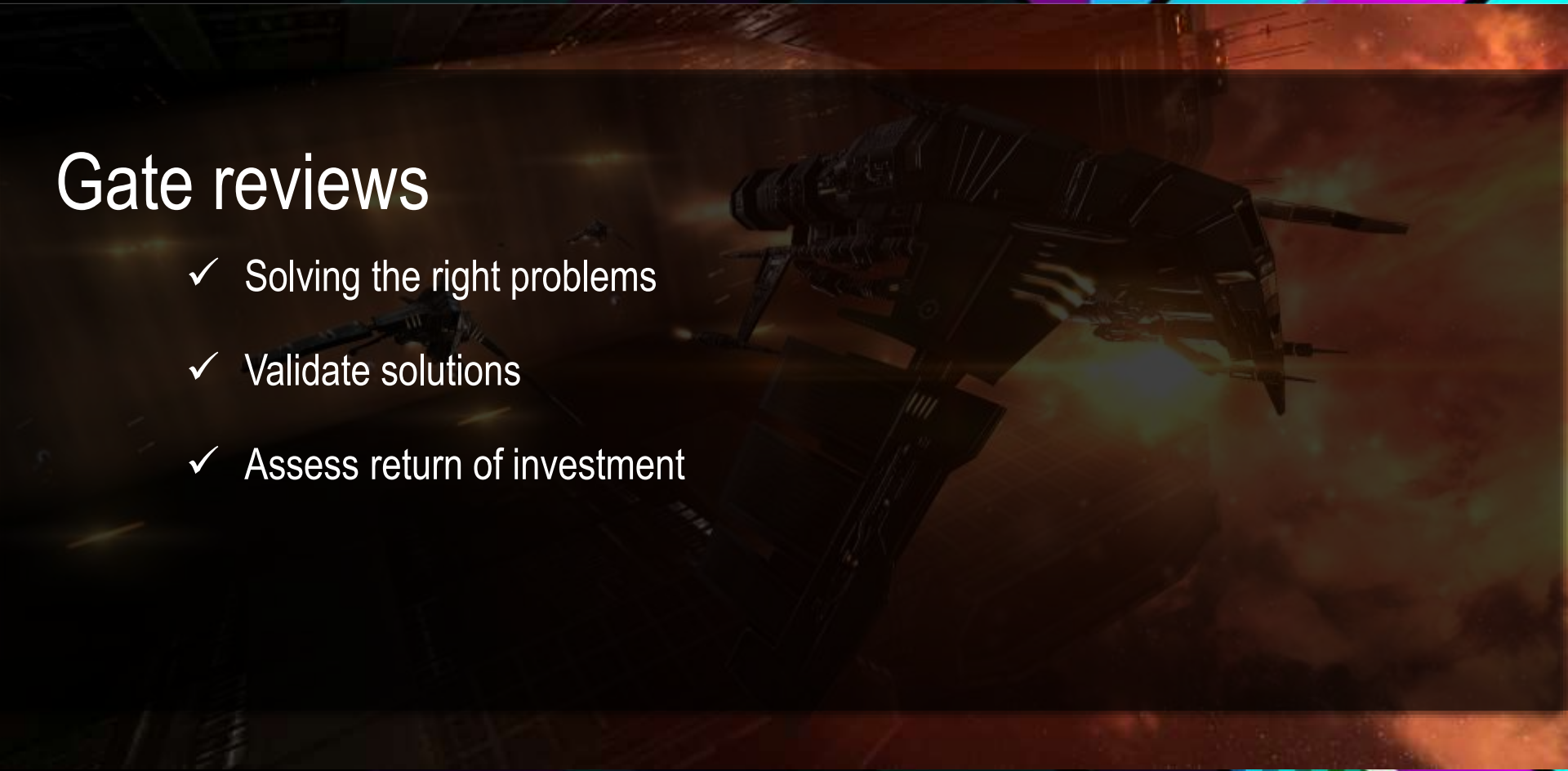


What next?

- ✓ Allow room for direction
- ✓ Focus on Value

What next?

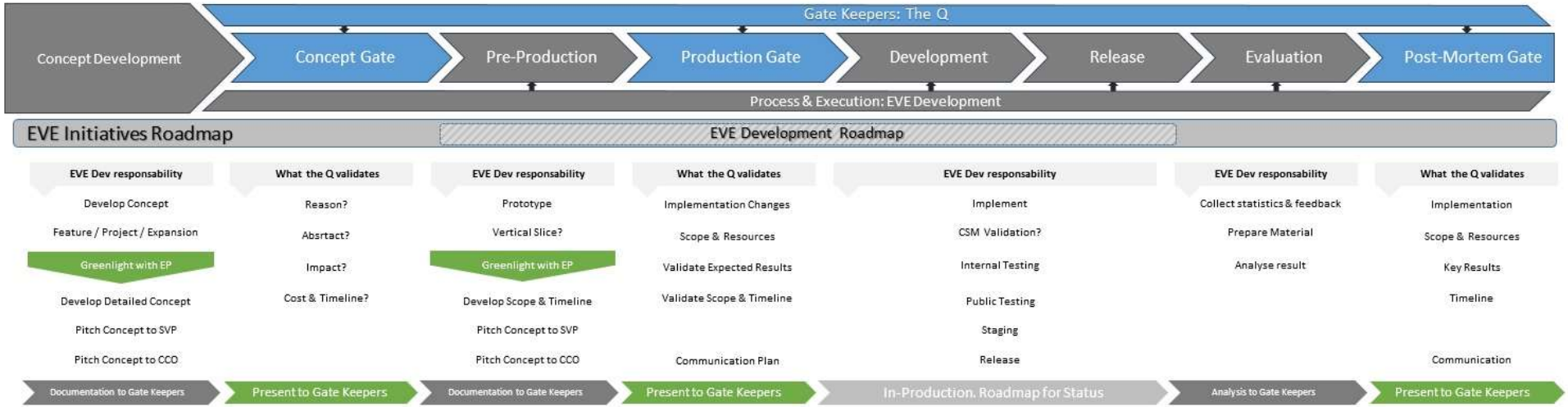
- ✓ Allow room for direction
- ✓ Focus on Value
- ✓ From Roadmap reviews Gate reviews.



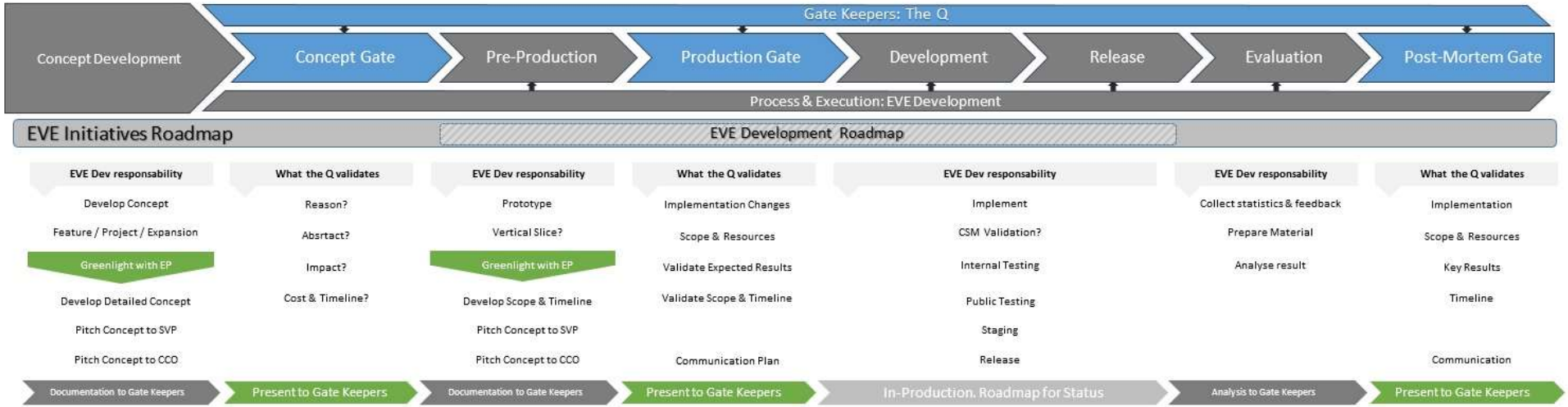
Gate reviews

- ✓ Solving the right problems
- ✓ Validate solutions
- ✓ Assess return of investment

Gate reviews



Gate reviews



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- ✓ Trusting the developers with product ownership is empowering and satisfying
- ✓ Servant leadership adds value to the organization and best utilizes the individual expertise of the developers
- ✓ Allow room for direction and predefine what results you are striving for

Questions?

Helga Bjarnadottir

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