Distributed Teams

FF through 20 years of out- & in-sourcing in software development

Dino Frese
Accenture Interactive
June 2020

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Let’s try something new for this talk / meeting MURAL

https://app.mural.co/t/1nteractiveasgxpp9495/m/1nteractiveasgxpp9495/1592293745361/72bb289b24b02f80984e8fd0d08e95d22a3f4c0d

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\\\ What usually happens when FF:

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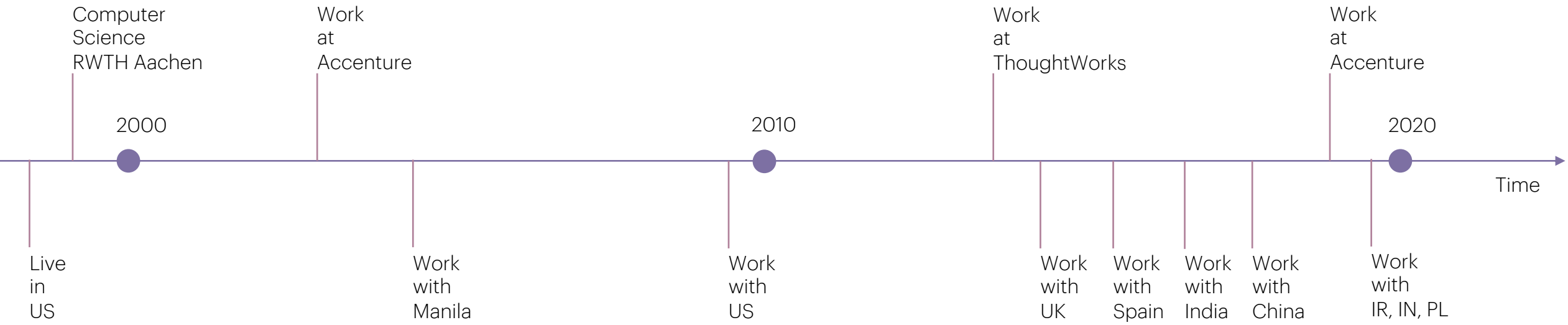
\\\ My “Bubbles”:

I am a husband and a father. I also love handball, music & cars.
I work at Accenture. I happily share stories around all of that.

https://www.linkedin.com/in/dino-frese-84b74084/

https://www.instagram.com/frese.dino/



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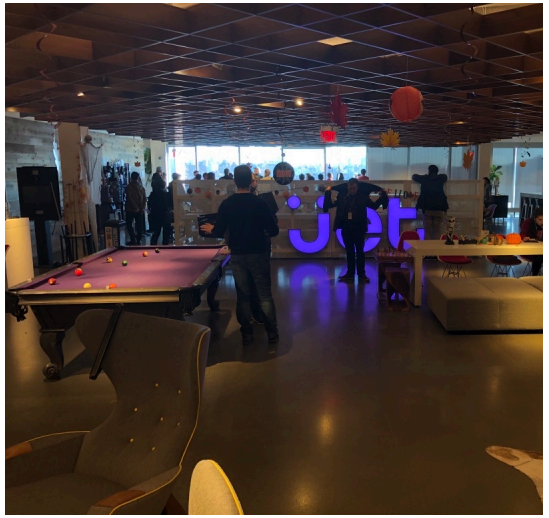
Personal impressions – Today:



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\\\ Personal impressions – A while ago:

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So much has happened in the last 20 years:

Amazon Echo launched in 2014

Tesla Model S launched in 2012

Uber launched in 2010

WhatsApp launched in 2009

iPhone launched in 2007

Netflix launches streaming in 2007

Amazon Web Services launched in 2006

2000 2010 2020

Time

- Essay: Law of accelerating returns (Ray Kurzweil)
- Agile Manifest signed
- Book: Agile software development with SCRUM (Ken Schwaber, Mike Beedle)
- Gartner: How to Approach Customer Experience Management (Ed Thompson, Esteban Kolsky)
- Book: Blue Ocean Strategy (Chan Kim, Renée Mauborgne)
- Book: Continuous Delivery (Jez Humble, David Farley)
- Concept: 6 Ds of tech disruption (Peter Diamandis)
- Book: Lean Startup (Eric Ries)

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I believe, distributed software development changed during the last 20 years:

- There are more distributed development teams
- The motivation for distributing teams changed from “cost-savings” towards “ability to scale”

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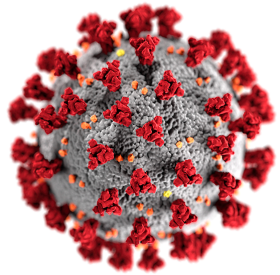
I believe, distributed software development changed during the last 20 years:

- There are more distributed development teams
- The motivation for distributing teams changed from “cost-savings” towards “ability to scale”

... and it was boosted during the last months



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Work in 2000s

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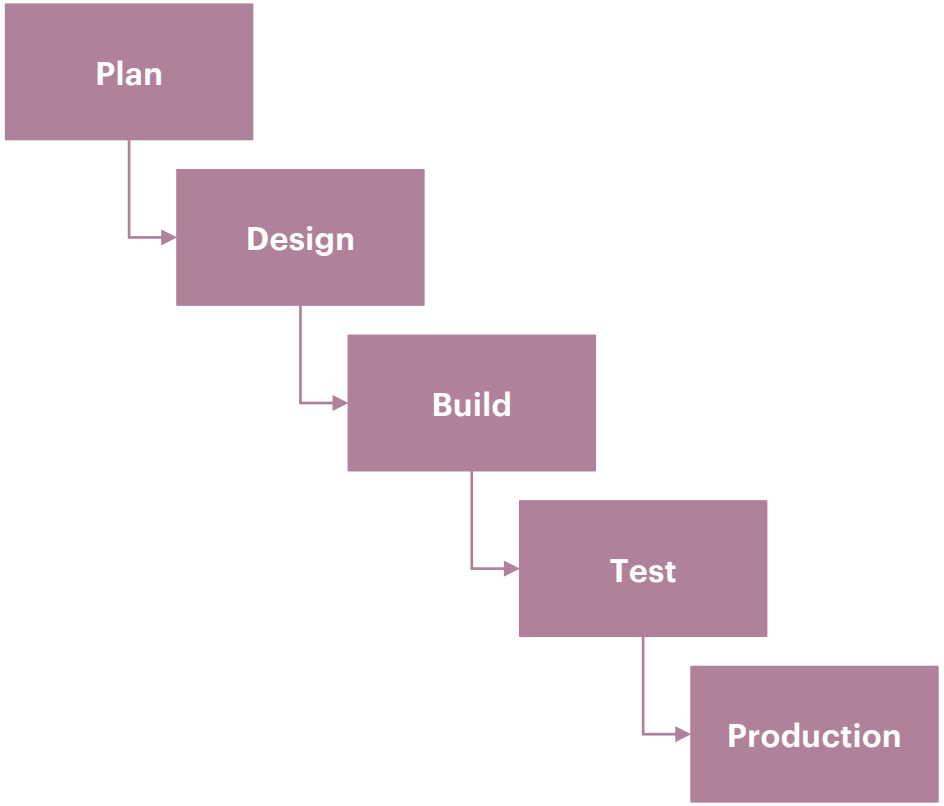
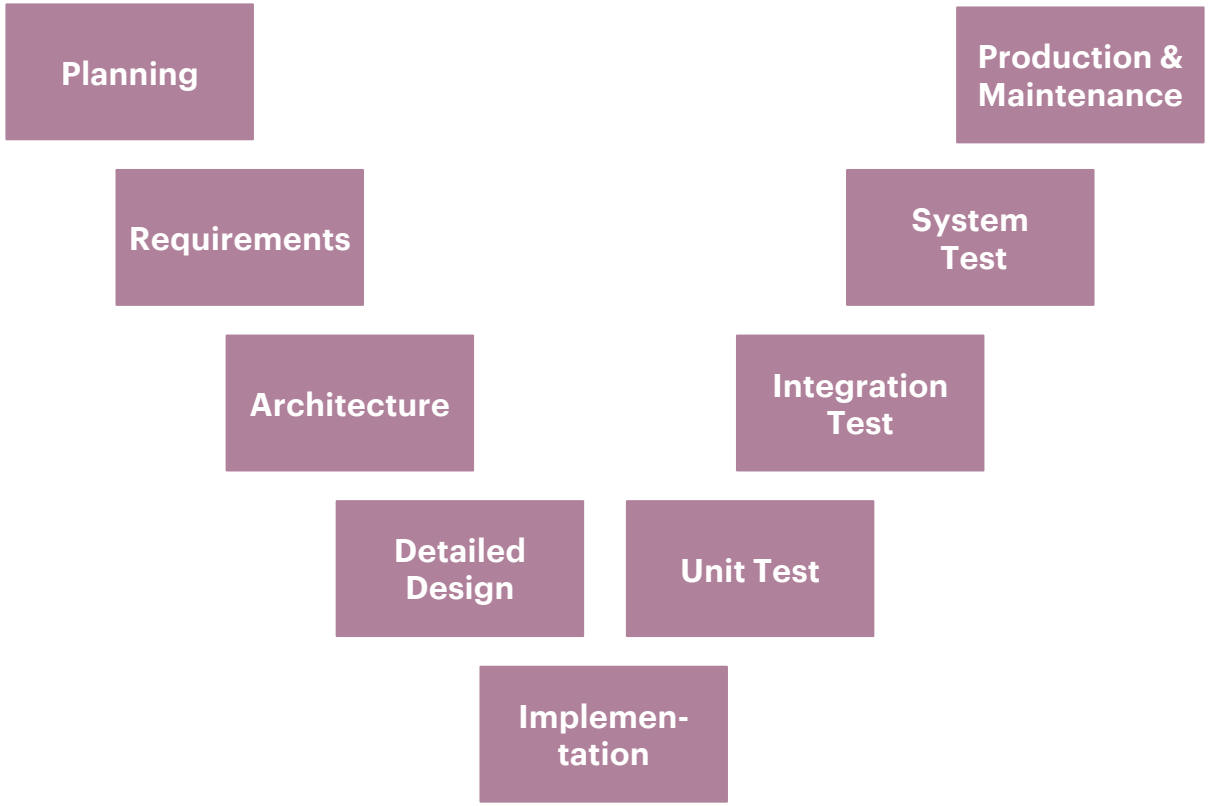
Waterfall:



V-Model:



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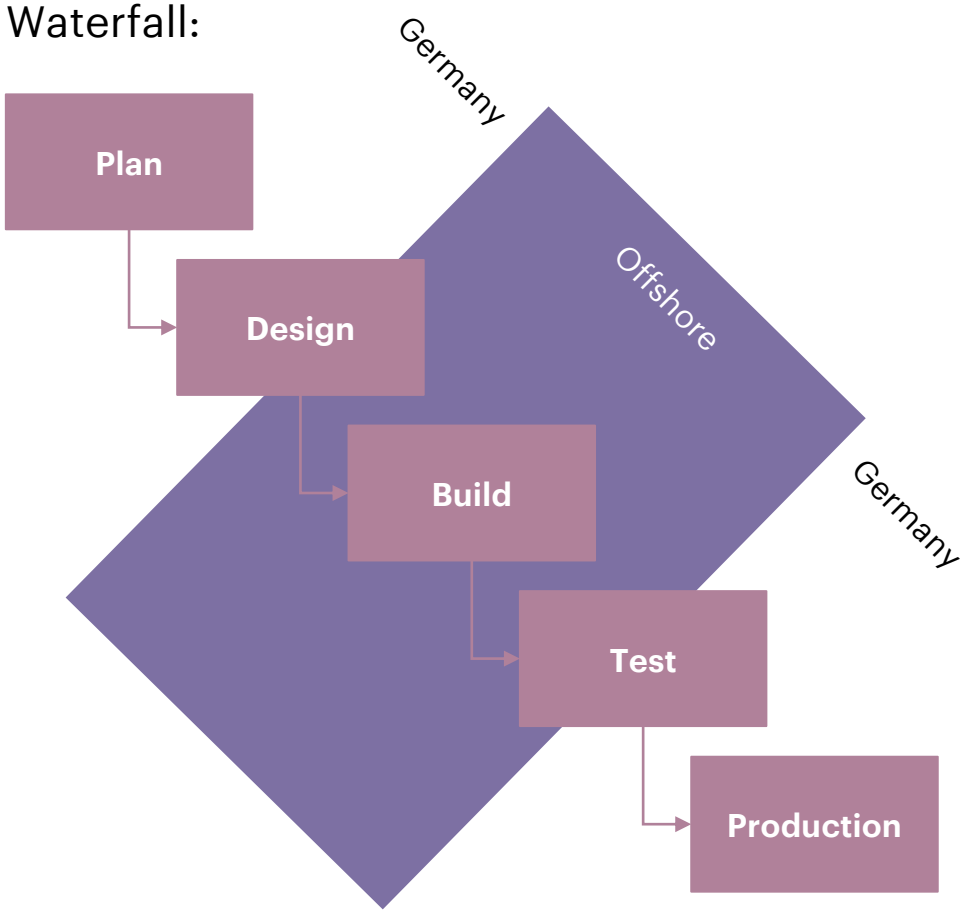
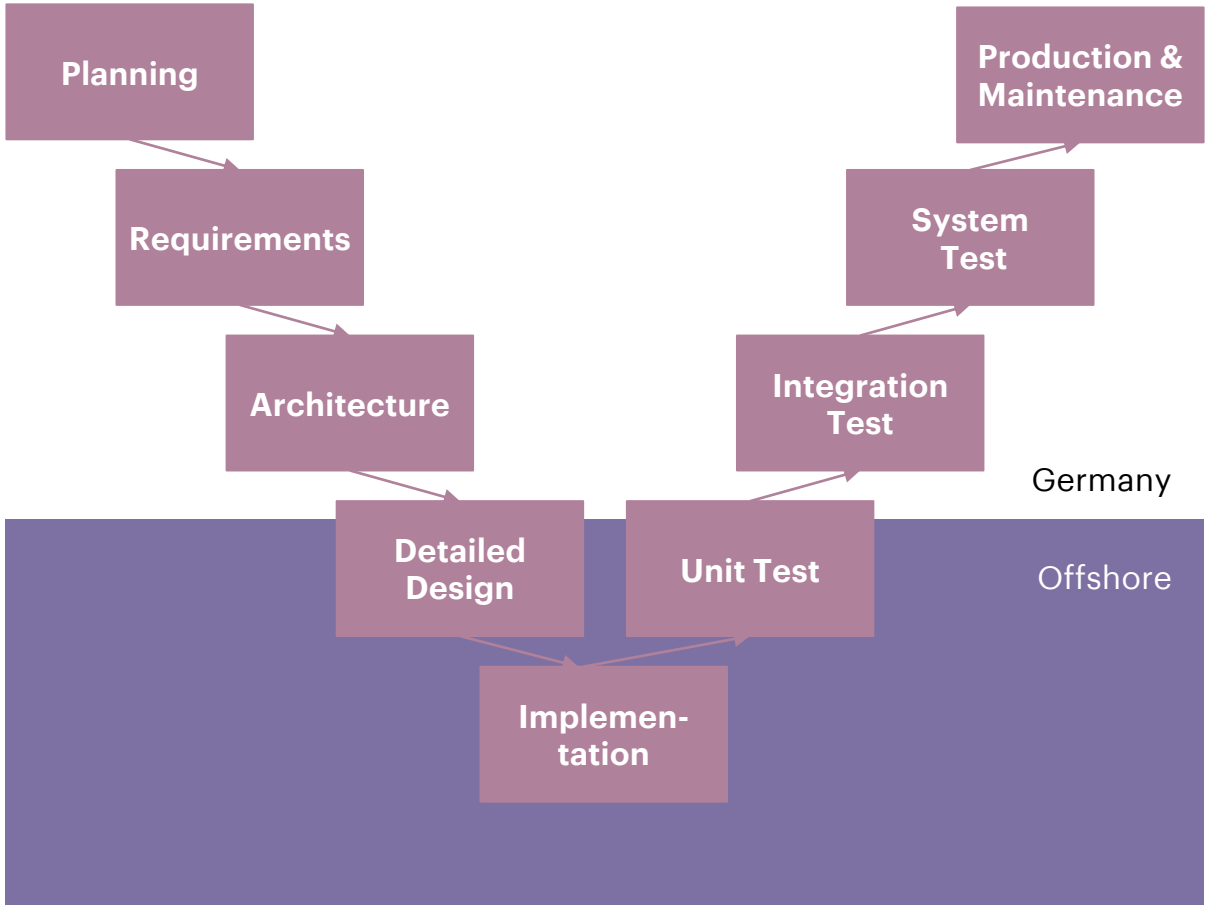
Waterfall:



V-Model:



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\\\ Barriers we hit:

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\\\ Bridging the gaps in 2006:

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\\\ Believes driving this approach:

- Factory
  - Development of IT systems can be standardized
  - Results are foreseeable and work is repeatable
- “Werkbank”
  - Distributing work across locations can be done “by process” step

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Data & Proof

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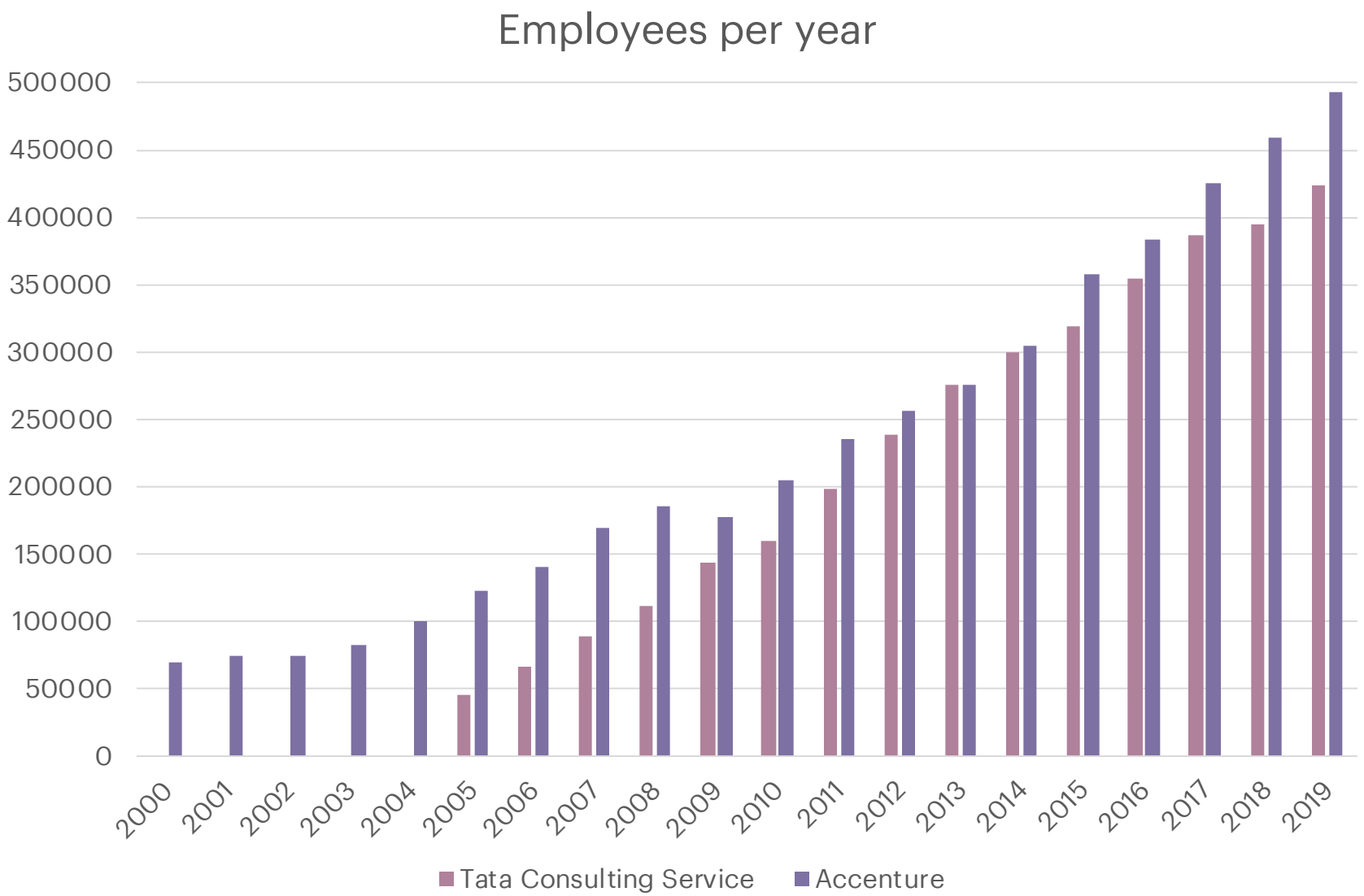
\\\ These methods and believes were a driver for businesses and growth:



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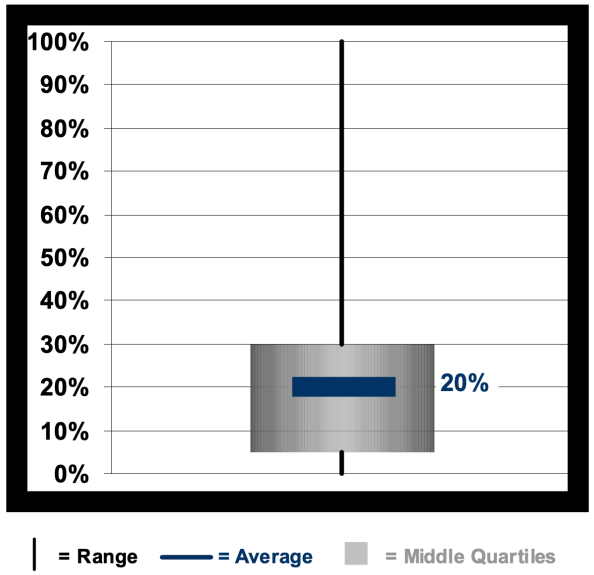
Gartner: IT Outsourcing Spend as Percent of Total Spend

2009: Average of 20%

Analysis

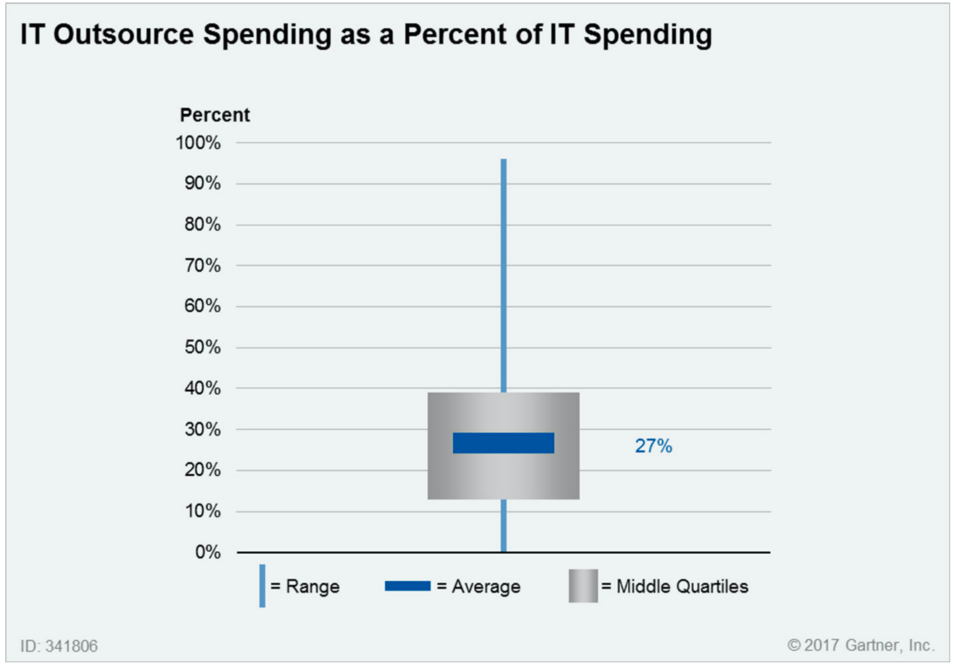
Figure 1. Outsourcing Spend as a Percent of Total Spend



Source: Gartner IT Key Metrics Data 2009

2017: Average of 27%

Figure 3. IT Outsource Spending as a Percent of IT Spending



Source: Gartner IT Key Metrics Data (December 2017)

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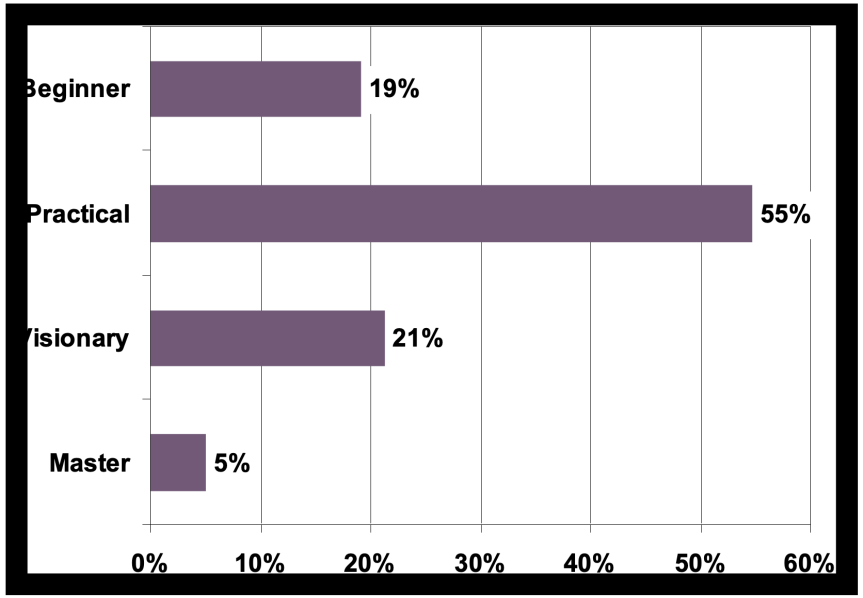
Gartner: Maturity of Approach to Outsourcing

2009: Beginner = 19%

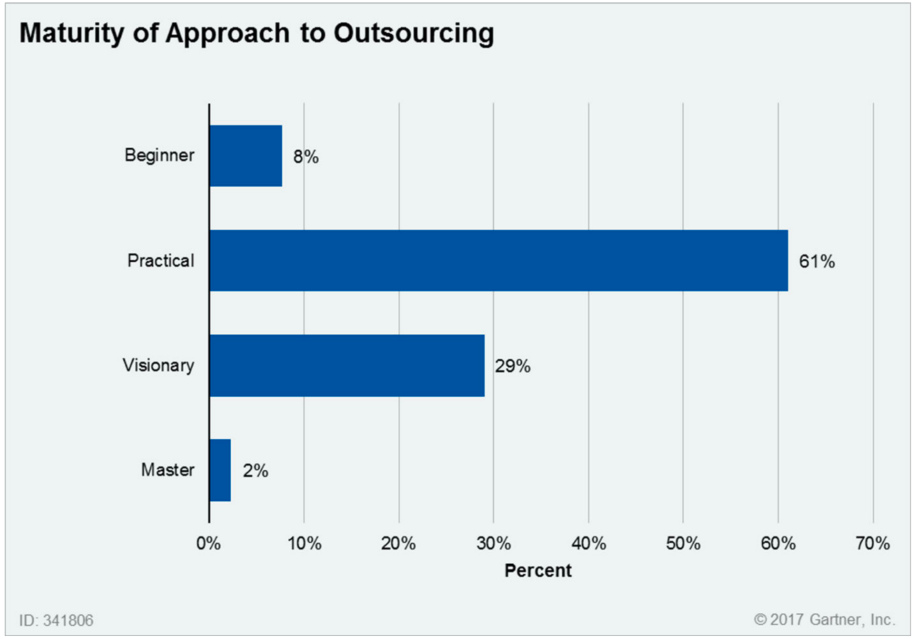
Figure 3. Maturity of Approach to Outsourcing



Source: Gartner IT Key Metrics Data 2009

2017: Beginner 8%

Figure 6. Maturity of Approach to Outsourcing



Source: Gartner IT Key Metrics Data (December 2017)

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Work in 2020s

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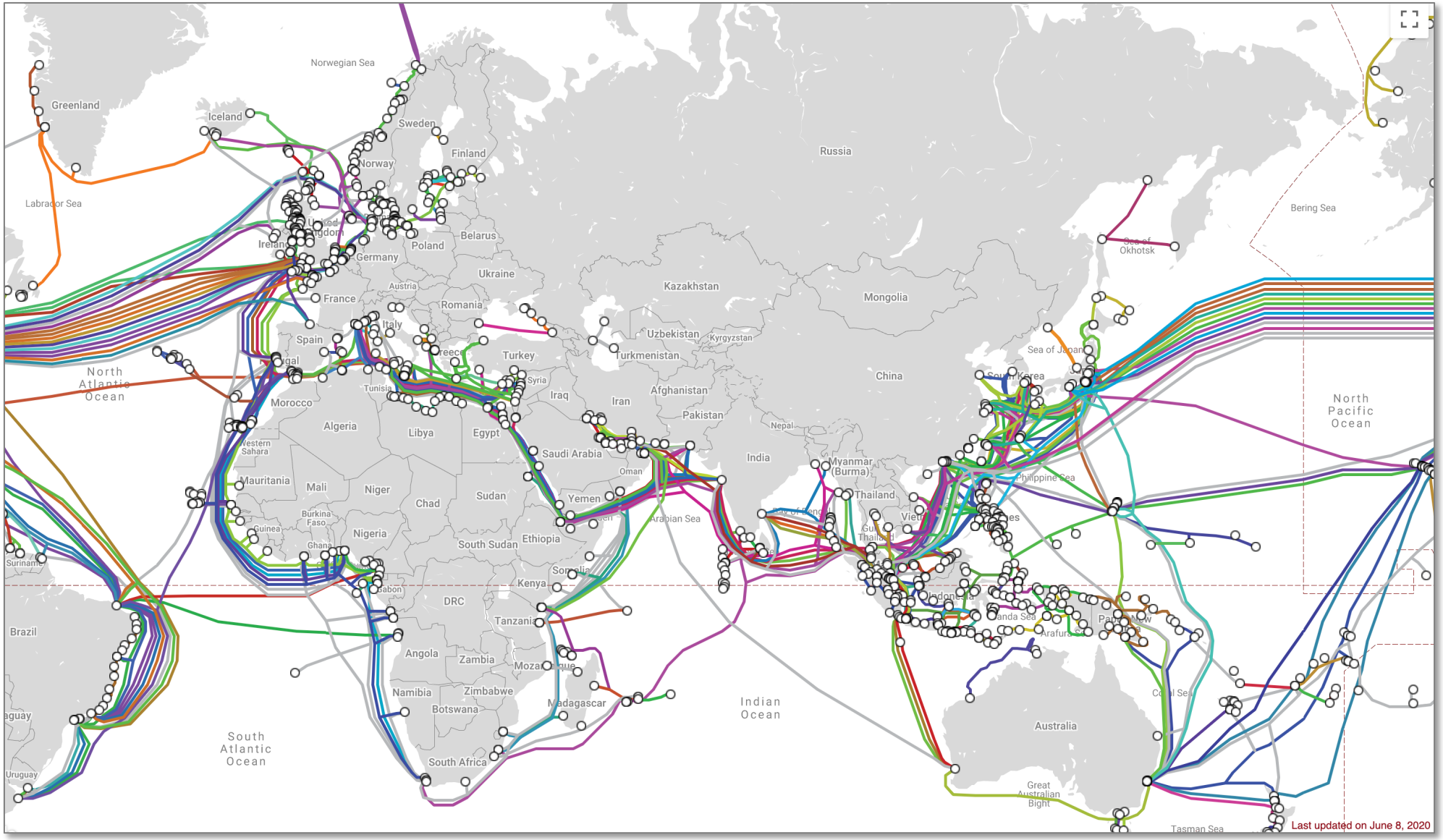
International Submarine Cables:



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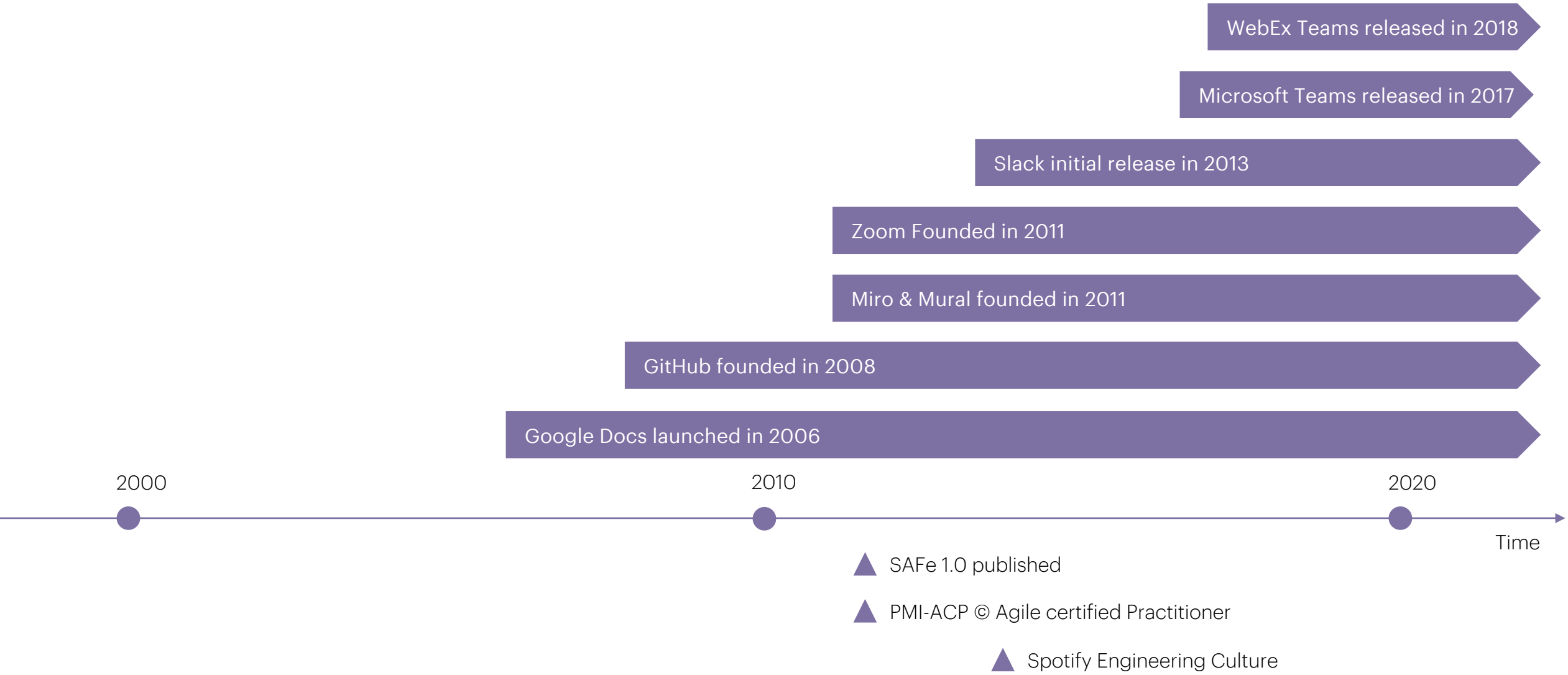
\\\ Tools:



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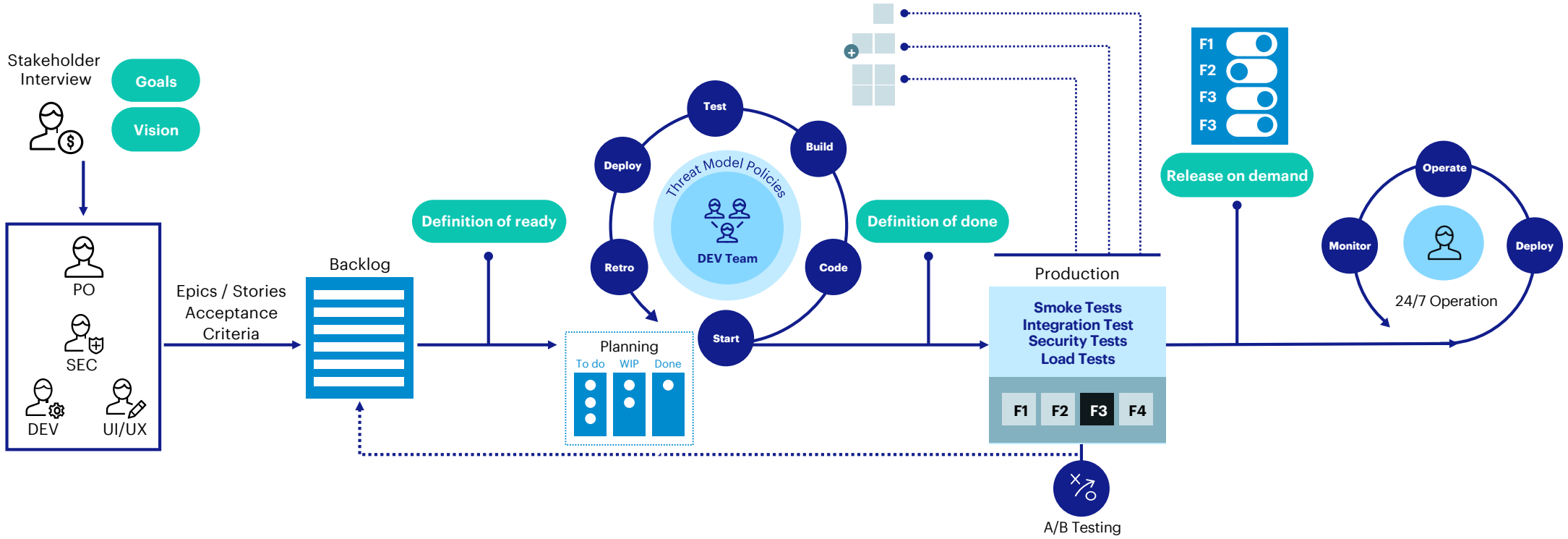
How “we” work today:



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How “we” work today:

- Agile
- Cross-Functional
- Autonomous

- Continuous Integration & Delivery
- Test Driven Development
- Decoupled

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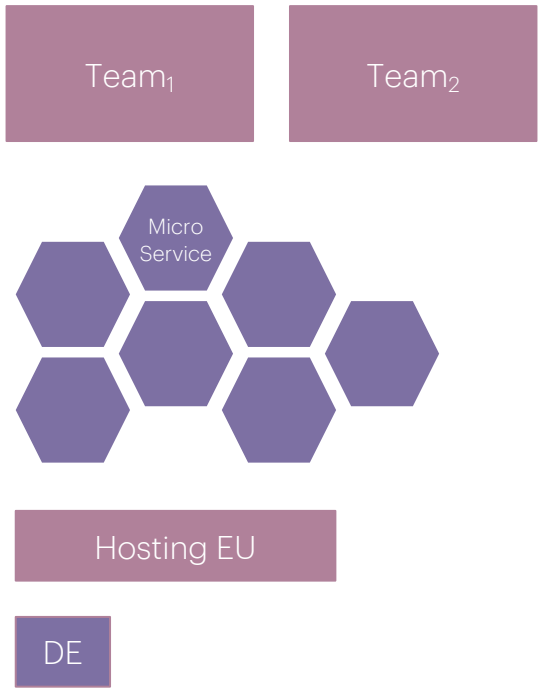
How “we” work today:



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- Decoupled

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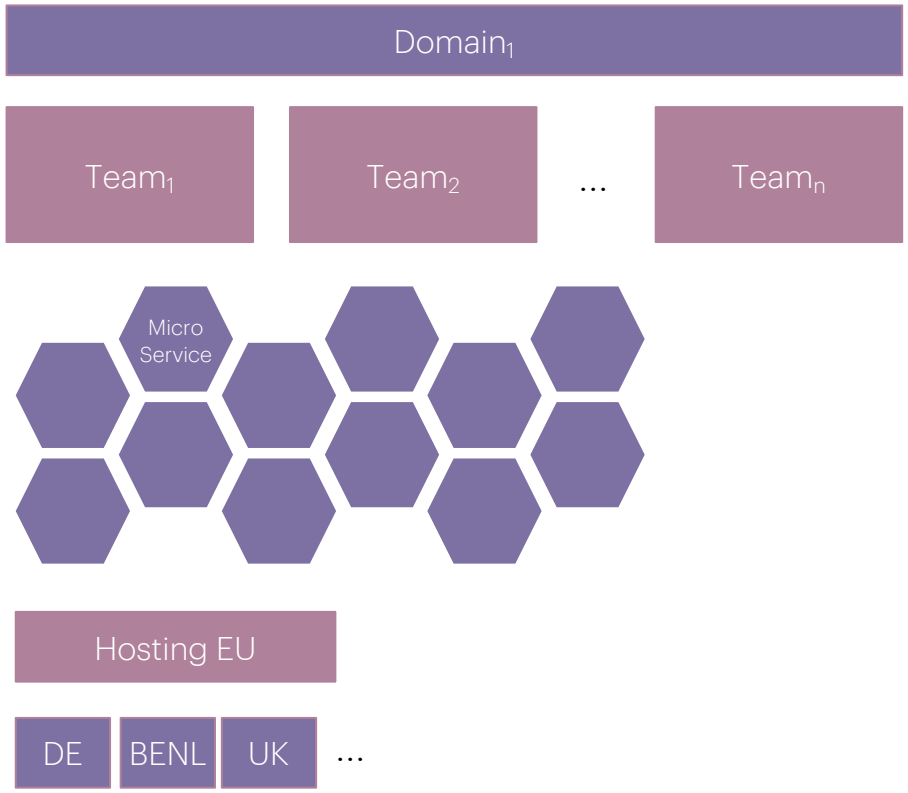
\\\ How “we” work today:



- Agile
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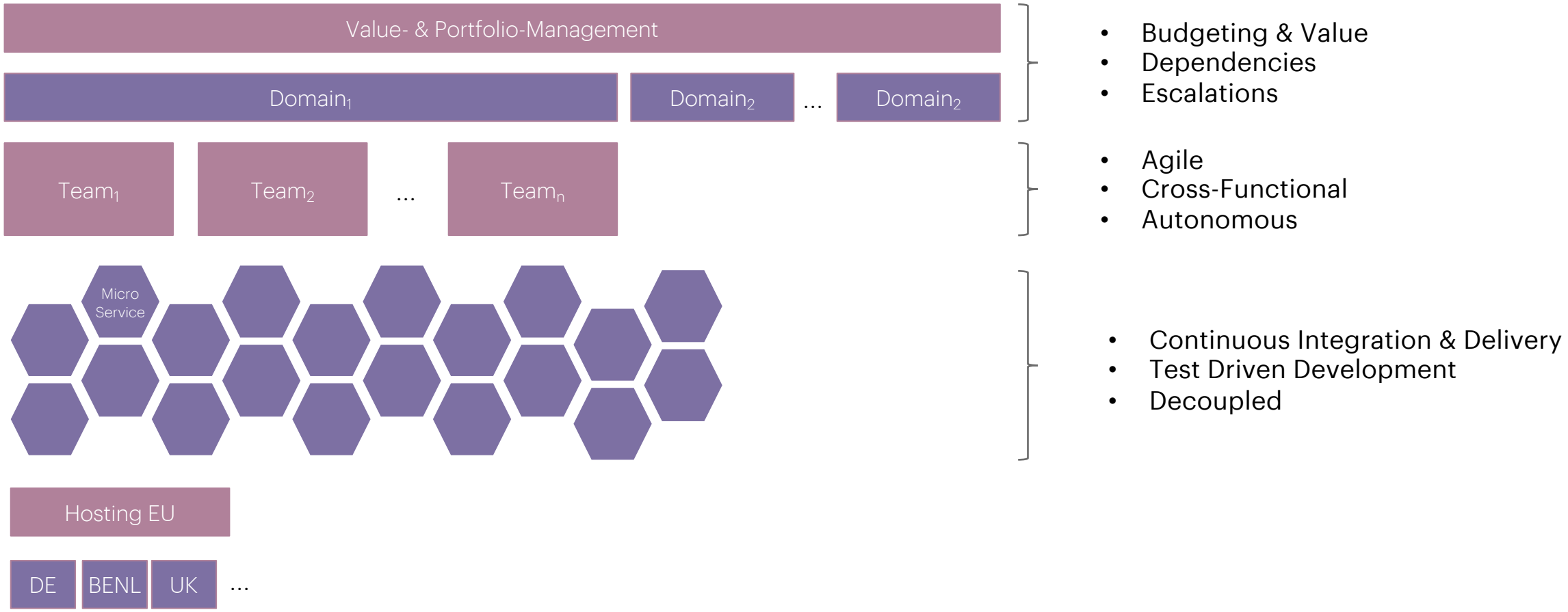
How “we” work today:



- Budgeting & Value
- Dependencies
- Escalations

- Agile
- Cross-Functional
- Autonomous

- Continuous Integration & Delivery
- Test Driven Development
- Decoupled

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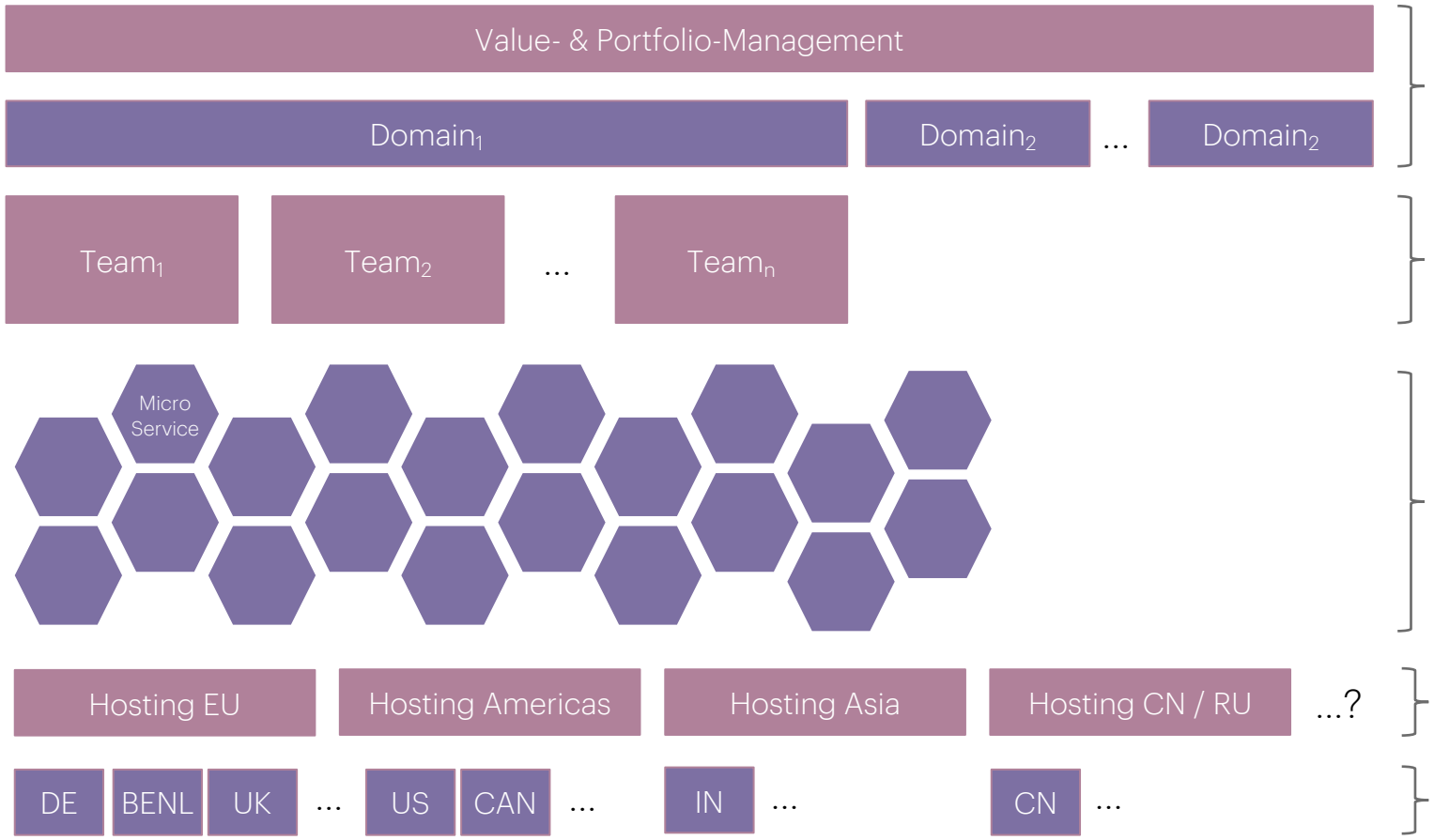
\\\ How “we” work today:



- Budgeting & Value
- Dependencies
- Escalations

- Agile
- Cross-Functional
- Autonomous

- Continuous Integration & Delivery
- Test Driven Development
- Decoupled

- Performance
- Redundancy

- Localization
- Cultural Fit

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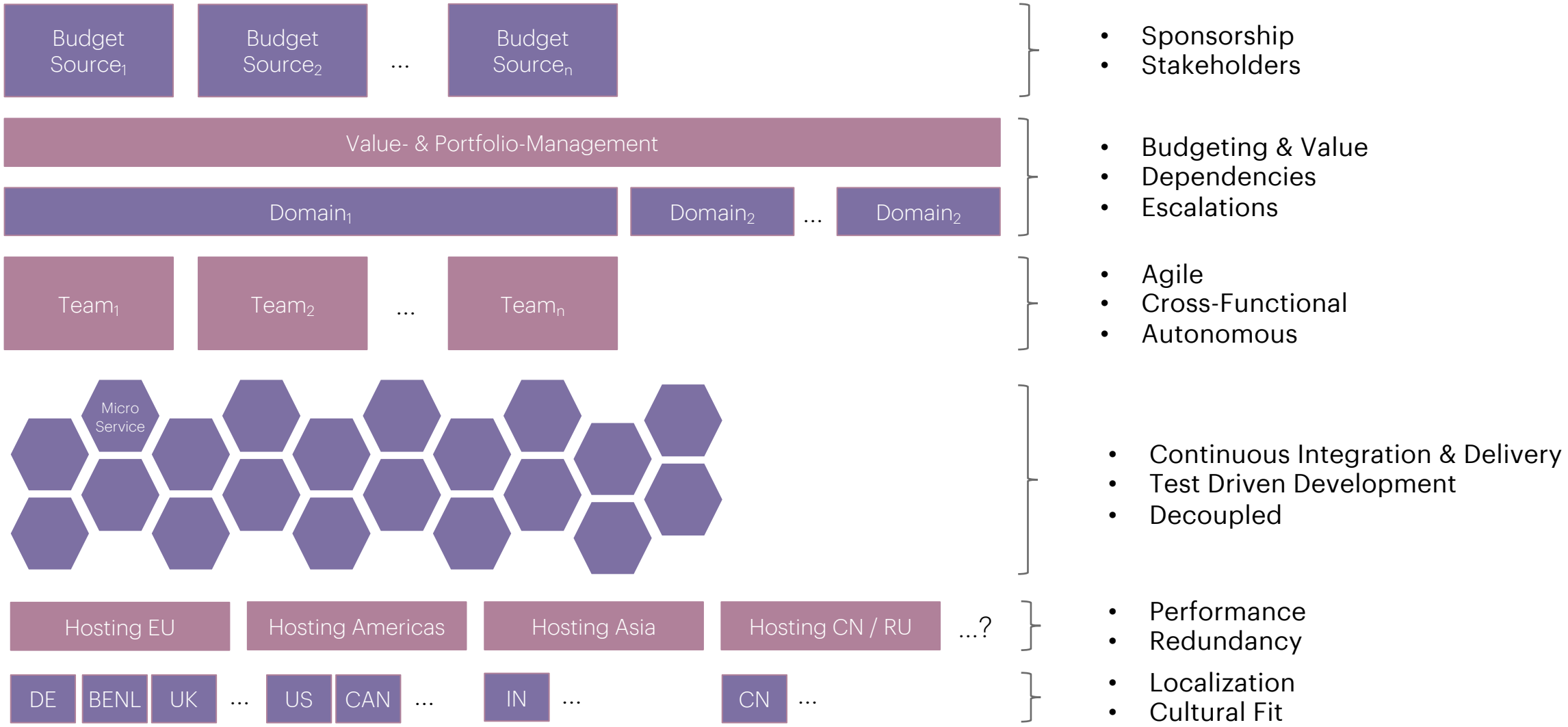
\\\ How “we” work today:



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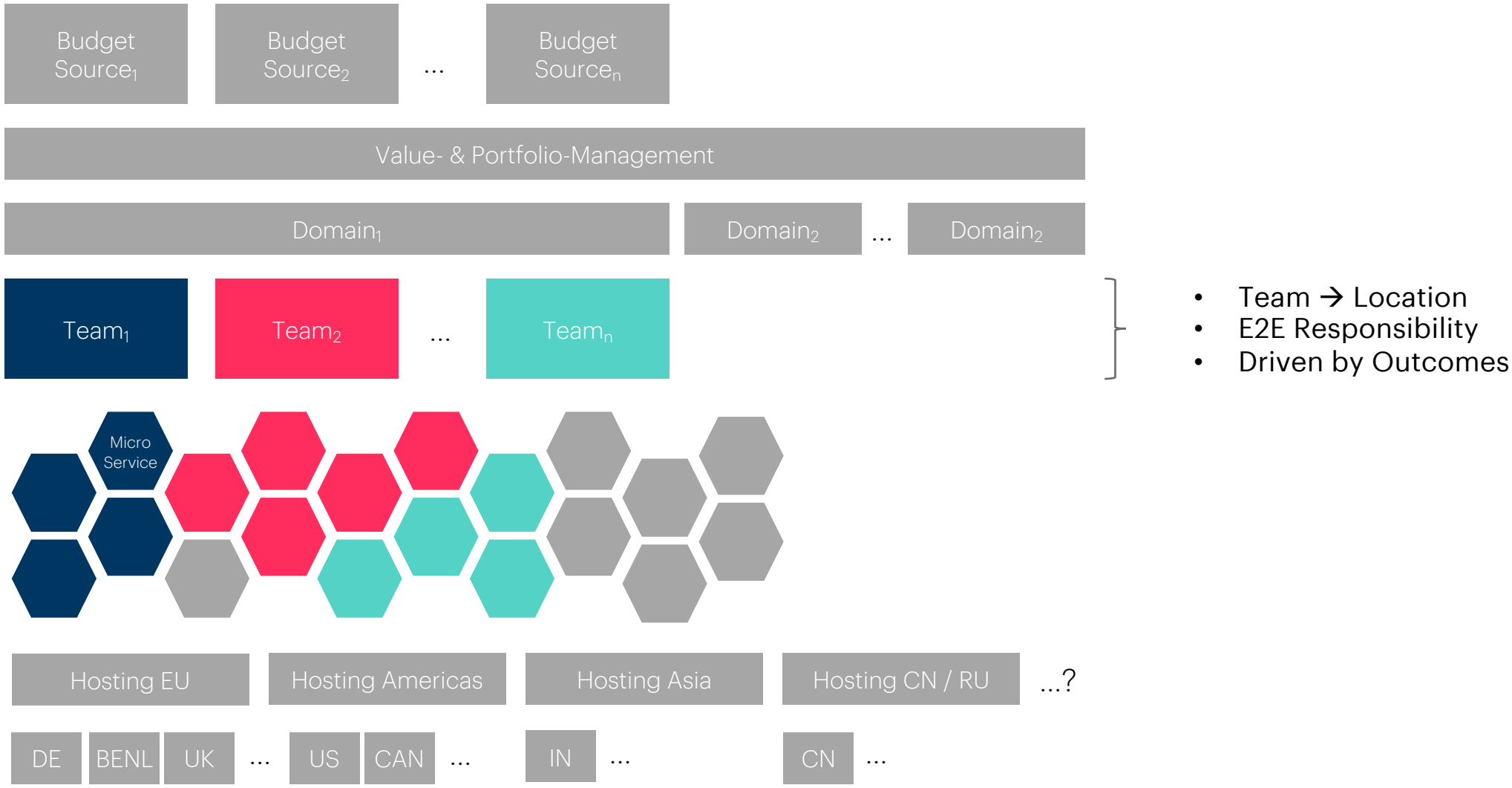
How “we” distribute & source today:



- Team → Location
- E2E Responsibility
- Driven by Outcomes

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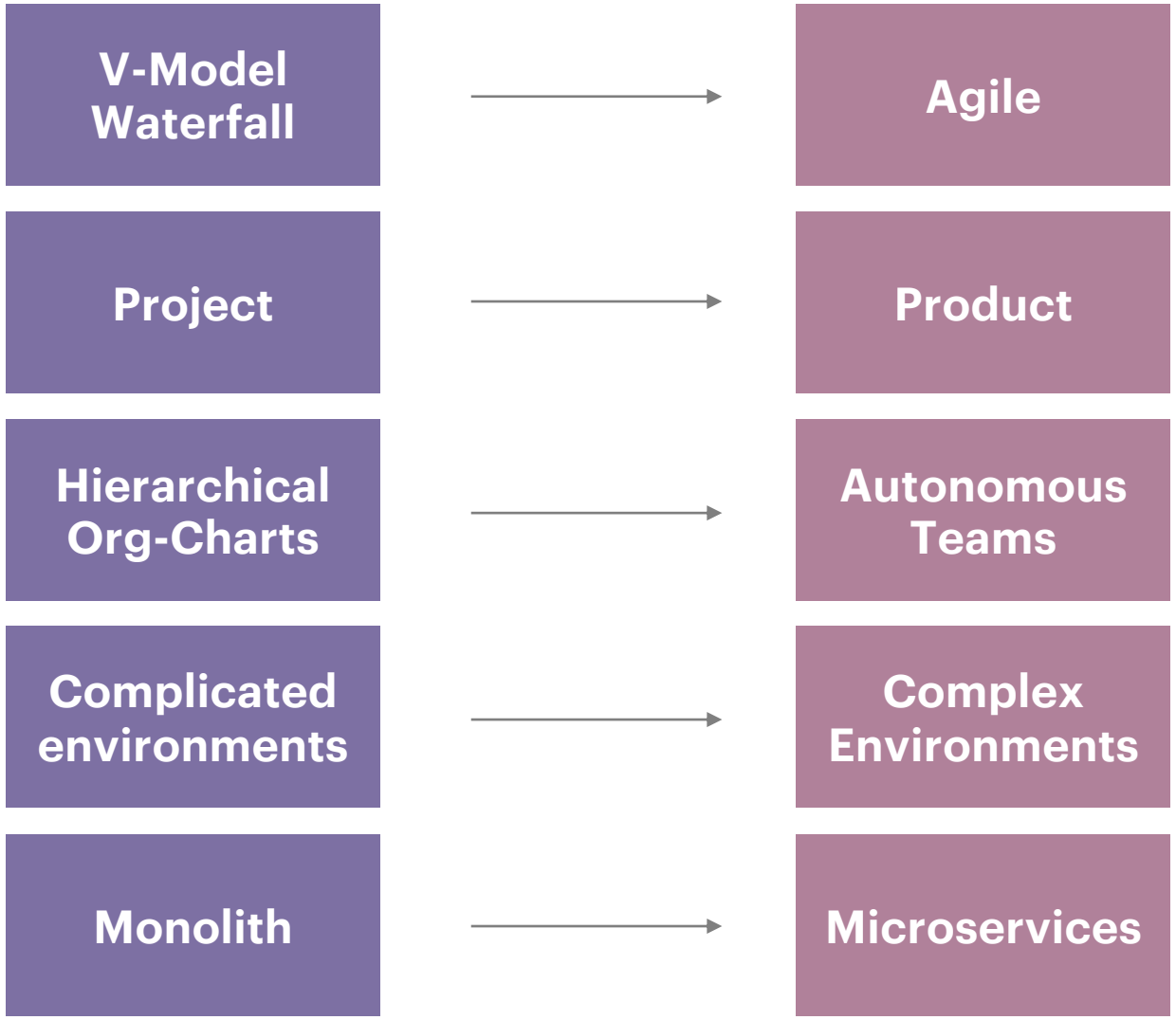
\\\ Shift in mindset & culture:



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"Im Rahmen der Partnerschaft wird Volkswagen ein neues **Entwicklungszentrum für die Automotive Cloud in Nordamerika gründen**", Press Release September 2018

"**Software** will account for 90 percent of future innovations in the car," Herbert Diess, March 2019

VW Group Strategy 2025: "**Software-Enabled Car Company**: Our brands have long set standards in technology, design and quality with their vehicles. They inspire customers and achieve economic success. That alone will not be enough in the future. Digitalization is fundamentally changing the car, the automobile is becoming a software product."

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References:

1300 team members – all remote

“The Remote Playbook”

“The Remote Work Report”

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COVID19

Boost

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#WorkFromHome

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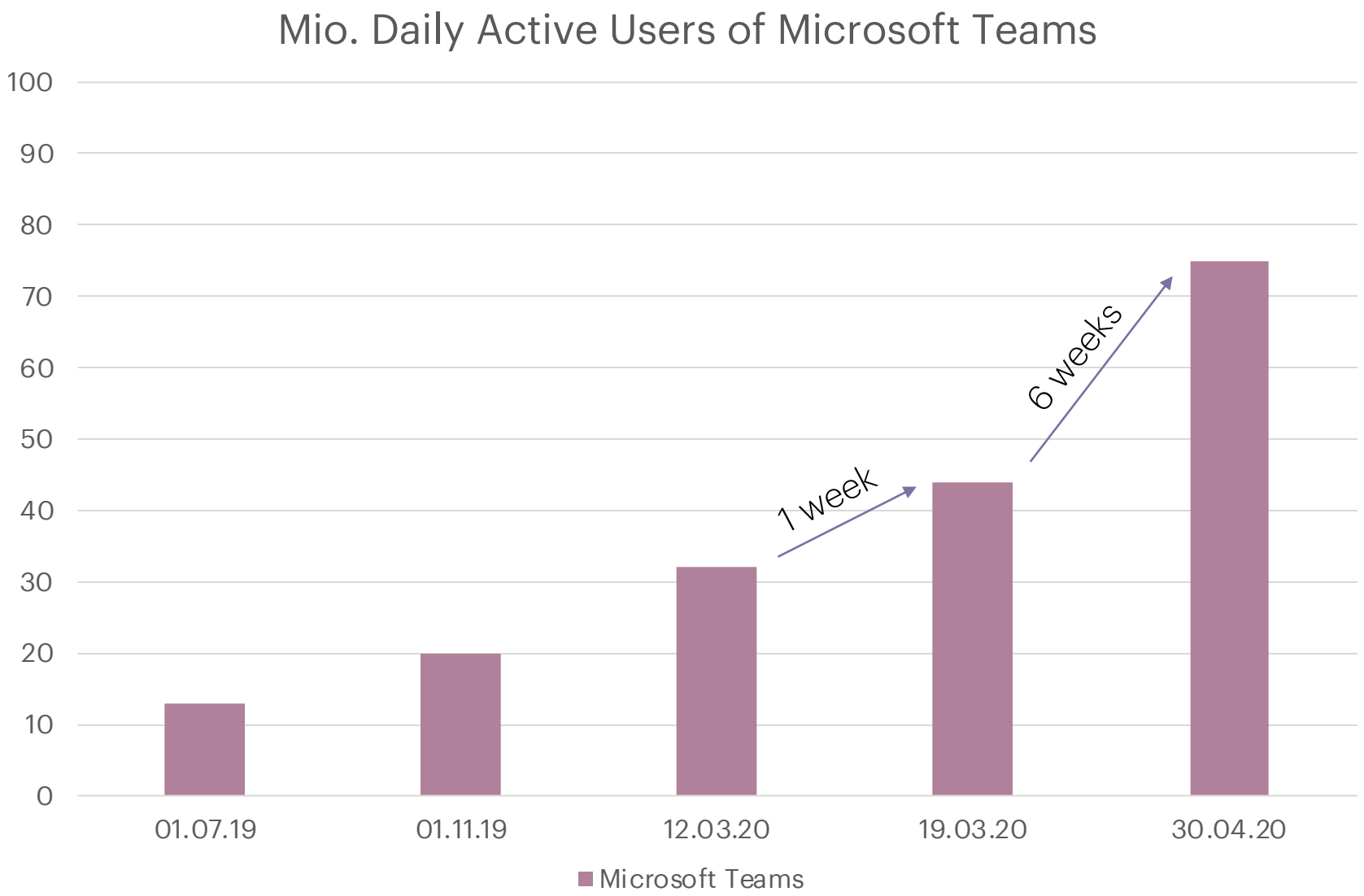
\\\ More intense Microsoft Teams usage:



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Outlook on Distribution

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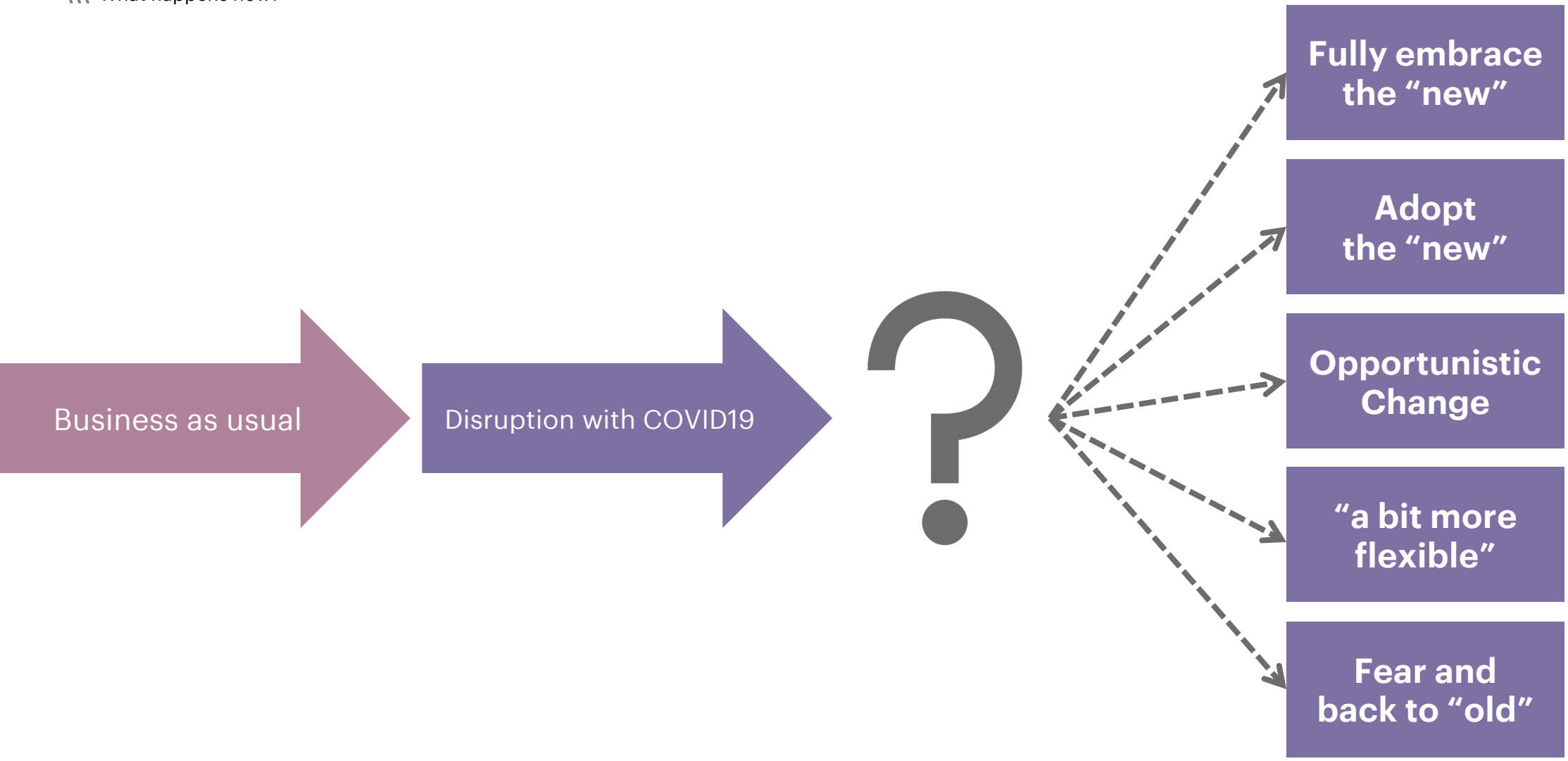

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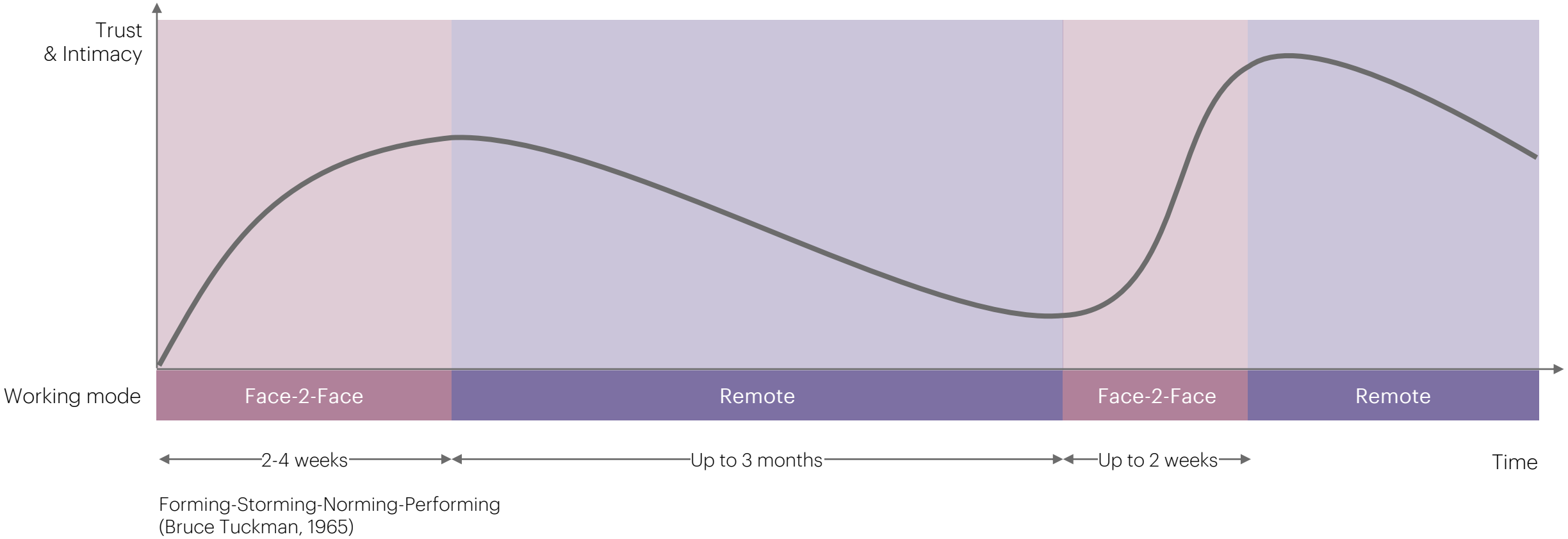
Trust vs. Time Trust (& Intimacy) vs. (remote) Time



Forming-Storming-Norming-Performing
(Bruce Tuckman, 1965)

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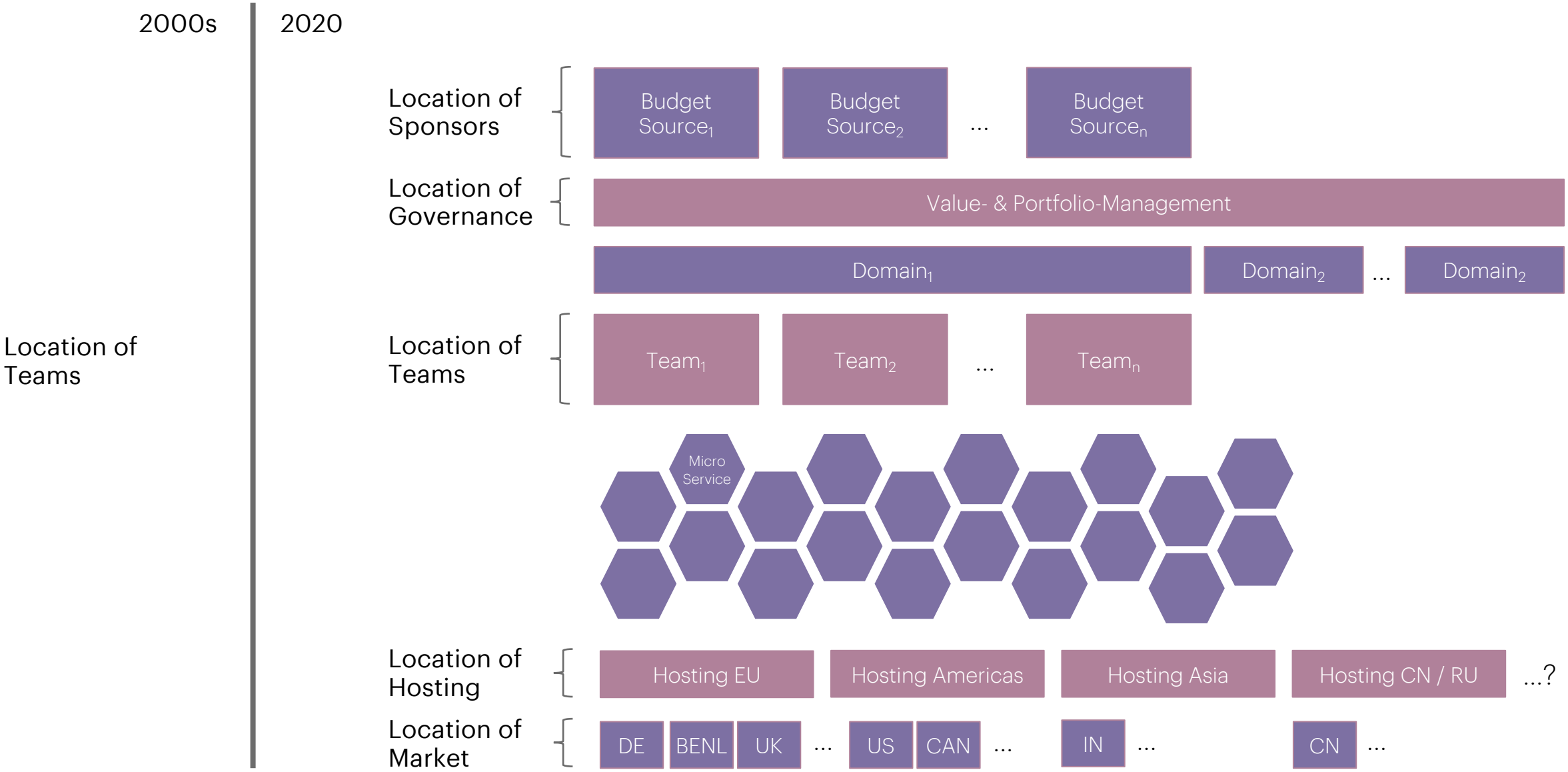
\\\ Shift in semantics for “Distributed”:



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Thank you

Feedback?

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