

MODELS FOR SUPPORT

From Mile High Agile 2014



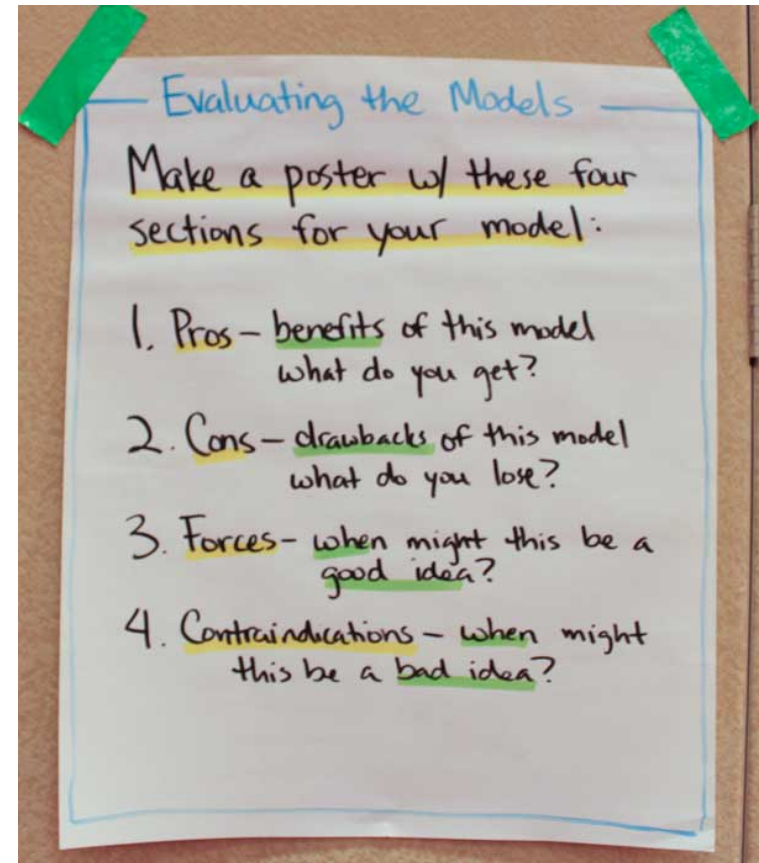
Richard Lawrence
Agile Trainer and Coach
Agile For All



SESSION STRUCTURE

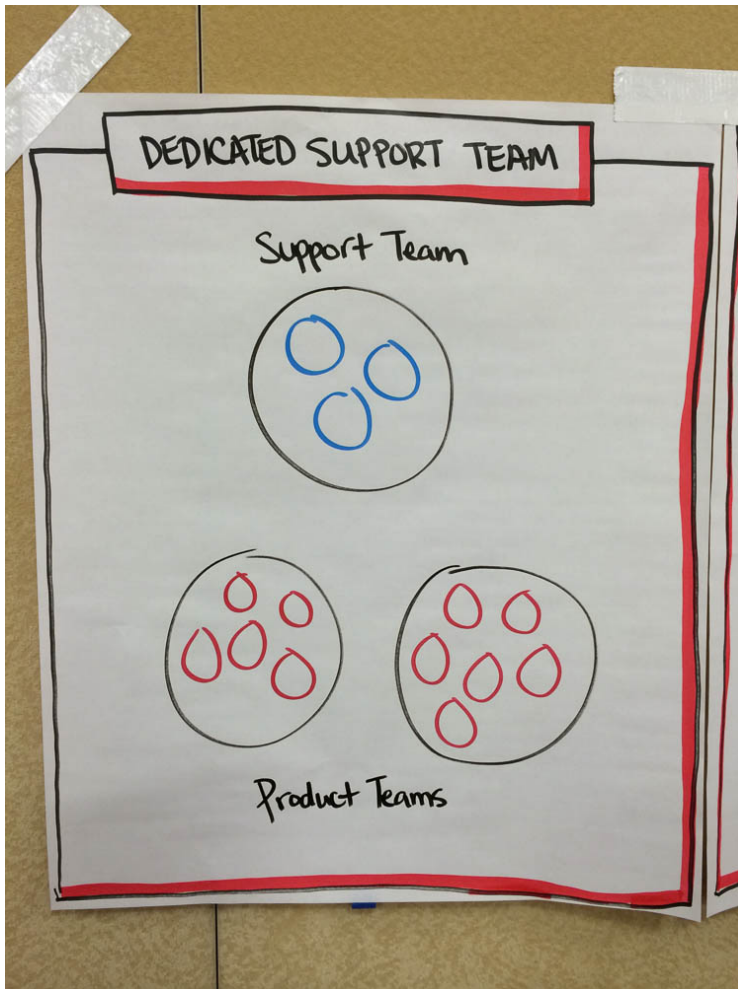
Richard introduced the four models. Then, participants broke into small groups to dig into one of the models (using the questions at the right) and report back to the rest of the room. Each group created a poster to capture their discussion.

This document includes a brief explanation of each model and the poster created by each group.



Model #1

DEDICATED SUPPORT TEAM



In this model, the support team is separate from the product teams and has people assigned full-time to support.

Model #1

DEDICATED SUPPORT TEAM

- Pro - Always available
- Familiarity w/ customer & code/app
 - Insulates Dev from ^{noisy} customers
 - Keeps support issues from impacting schedule.
 - Supports triage (L1/L2/L3)

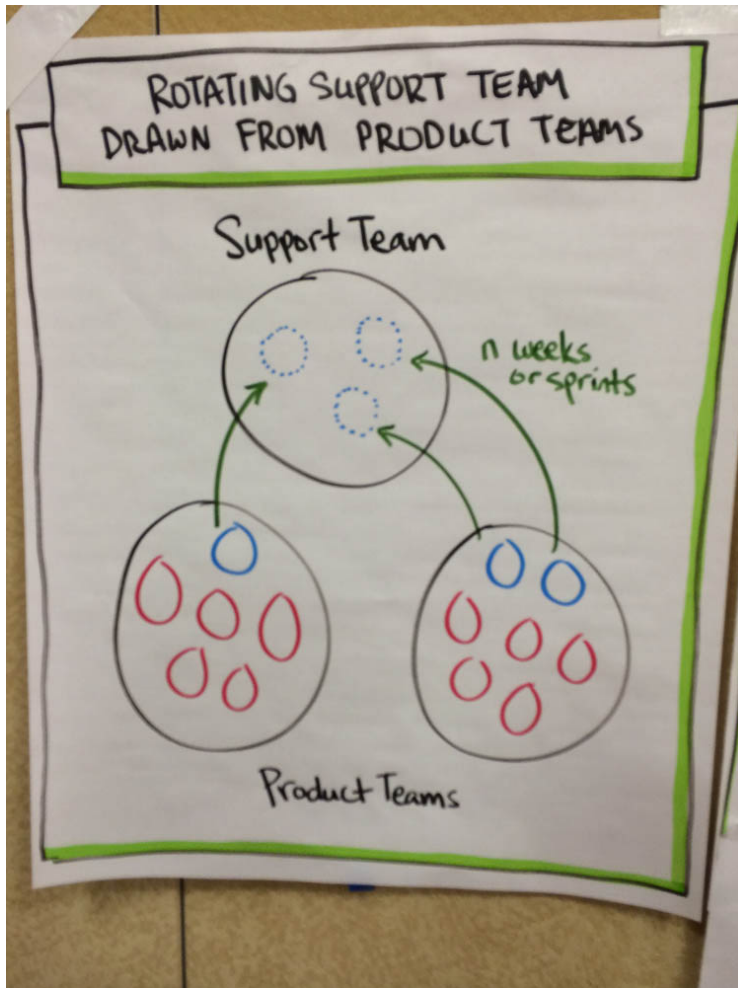
- Con - Burnout risk?
- Expertise may reside w/ developers.
 - Dev does not feel pain they cause.
 - Support is often Jr. skills.

- Forces - Good knowledge sharing
- People who like support
 - Support duties are different from dev.

- Contra - Support requires strong dev knowledge.
- New features not well documented / communicated

Model #2

ROTATING SUPPORT TEAM



In this model, the support team is made up of product team members who are rotated in for a period of time before rotating back into their product teams.

Model #2

ROTATING SUPPORT TEAM

PROS

- Low impact on P.T.
- ★ Knowledge-sharing
- ★ P.T. feels pain of support
- EXPERT SUPPORT

CONS

- PERCEPTION of S. → LOW
- P.T. loses EXPERTISE
- ★ S.T. members' team COMMITMENT LACKING

FORCES

- ★ Early Lifecycle of Features
- Knowledge TRANSFER
- ALLOW P.T. TO FOCUS ON P.
- ★ ENOUGH PEOPLE

CONTRAINDICATIONS

- ★ /

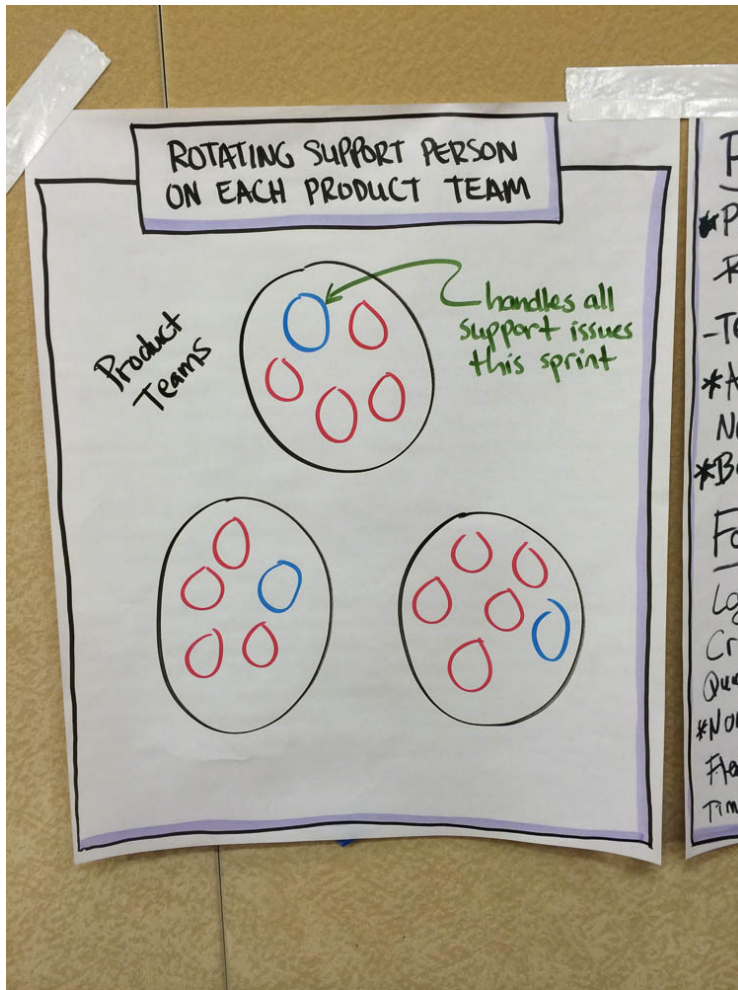
- ★ ENOUGH PEOPLE

CONTRAINDICATIONS

- ★ LACK OF DEV. EXPERTISE
- LACK OF PEOPLE
- LACK OF SUPPORT-MINDED PEOPLE
- ★ MATURE PRODUCT
- LACK OF TEAM MOTIVATION

Model #3

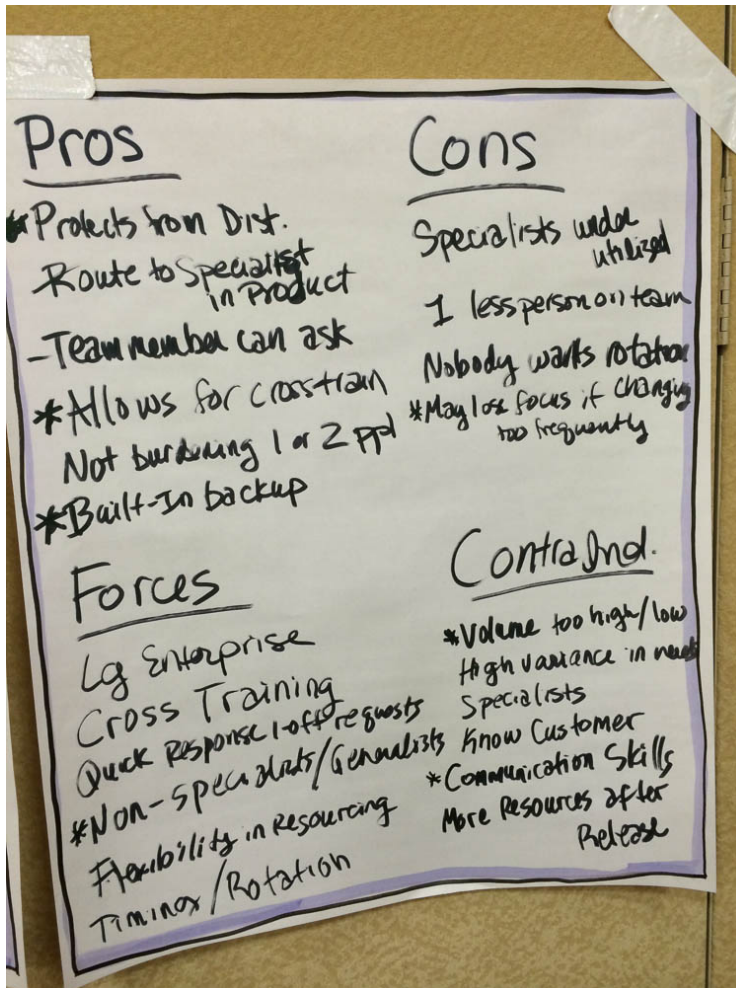
ROTATING SUPPORT PERSON



In this model, product team members stay on their teams, but they take turns being the designated support person for some period of time.

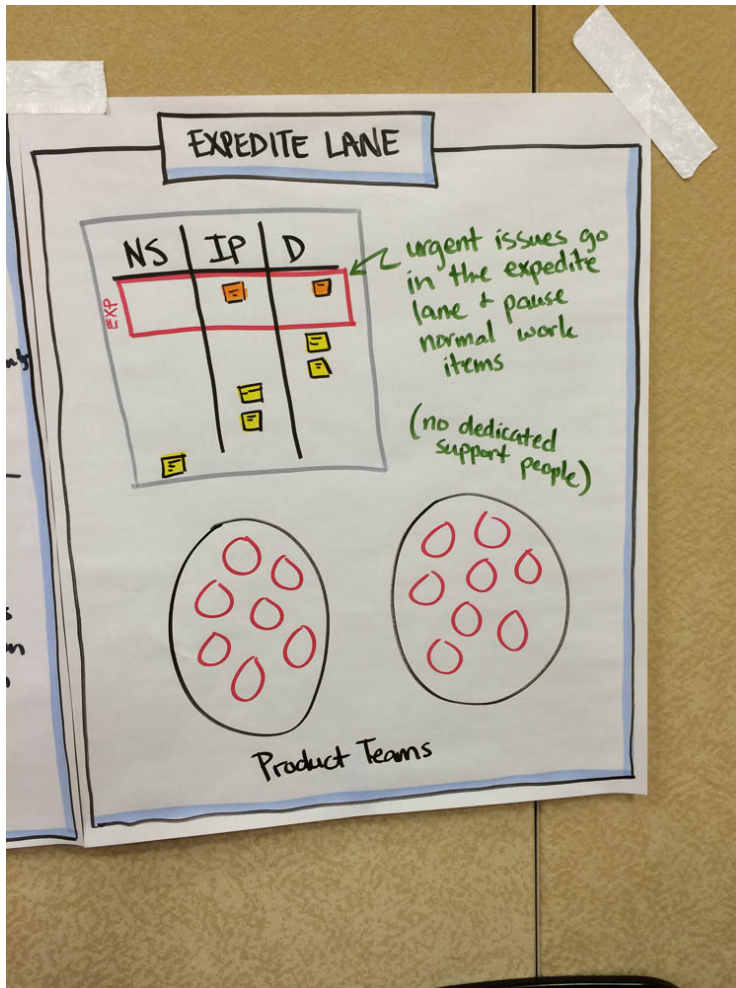
Model #3

ROTATING SUPPORT PERSON



Model #4

EXPEDITE LANE



In this model, product teams take responsibility for support, giving urgent items a different class of service from normal work items. Work on normal items pauses as necessary to allow the team to focus on expedited items.

Model #4

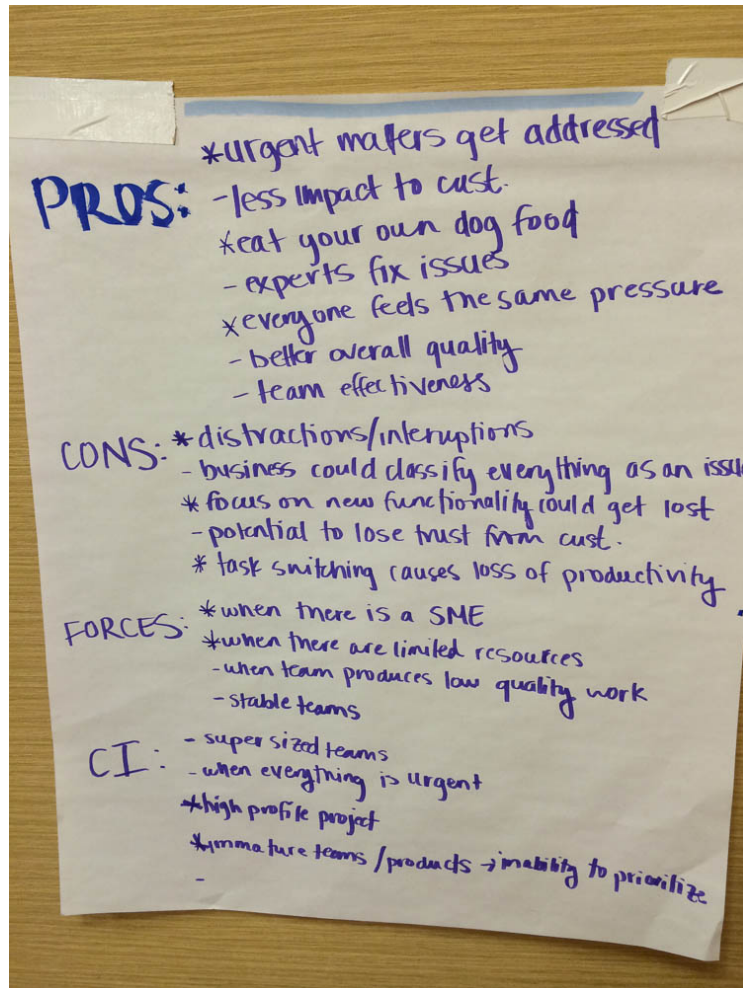
EXPEDITE LANE

<p><u>Pros</u></p> <ul style="list-style-type: none"> Experts working on both No delays * Flexibility More effective/efficient for customer issues * Build team expertise Understand dependencies of product (pain points) * Creates better solution (rather than hack solution) provides opportunity for X-training <p><u>Forces</u></p> <ul style="list-style-type: none"> * Limited resources * Schedule pressure Expertise QA * Prod issues different than dev issues 	<p><u>Cons</u></p> <ul style="list-style-type: none"> Can pull critical resources for prod issues always * Context switching in team Excuses * Unpredictable Velocity (capacity planning) Prod issues not solved Can't impact commitment to schedule Developer dependencies <p><u>Contraindications</u></p> <ul style="list-style-type: none"> Unclear Velocity Bursty product issues Product work dominates Developer dissatisfaction " specialization (undesired)
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<p><u>Pros</u></p> <ul style="list-style-type: none"> match skill to issue original coder can handle team can work together Bring in more resources if needed * makes prios clear * makes individuals more accountable <p><u>Forces</u></p> <ul style="list-style-type: none"> * Business focus on support Deadlines not hard, OK to focus on support Resource management/lack of resources 	<p><u>Cons</u></p> <ul style="list-style-type: none"> * can't predict/commit reliably * interrupt workflow/focus rehearses * some people don't fix well <p><u>Contraindications</u></p> <ul style="list-style-type: none"> PO prios don't align with business prios * Hard deadlines on non-support work
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Model #4

EXPEDITE LANE



CONTACT RICHARD:

@rslawrence

richard.lawrence@agileforall.com

www.richardlawrence.info