

Flow is an integral part of achieving business agility. To achieve flow requires reducing handoffs, delays in workflows, interruptions, delays in feedback, delays in getting information and using it and increasing visibility of the work across teams. Seeing how teams are interdependent upon each other helps untangle the value streams that they are mostly part of. This document is intended to show the relationship between the different parts of an organization.

It has the following parts:

- The relationship between business groups and development groups
- Composition of development groups
- Dependencies across teams
- Dependencies on Teams Outside of Group

Exact information is not required but the more the better to enable decisions. The key information is to get a good sense of the geographies of the teams and their composition at each geography. Being off by one or two in a team's composition is not critical.

## Relationship Between Business and Development Groups

Business Groups	Development groups
1. _____ Feed dev group ___; ___; ___;	1. _____ Fed by biz group ___; ___; ___;
2. _____ Feed dev group ___; ___; ___;	2. _____ Fed by biz group ___; ___; ___;
3. _____ Feed dev group ___; ___; ___;	3. _____ Fed by biz group ___; ___; ___;
4. _____ Feed dev group ___; ___; ___;	4. _____ Fed by biz group ___; ___; ___;
5. _____ Feed dev group ___; ___; ___;	5. _____ Fed by biz group ___; ___; ___;
6. _____ Feed dev group ___; ___; ___;	6. _____ Fed by biz group ___; ___; ___;
7. _____ Feed dev group ___; ___; ___;	7. _____ Fed by biz group ___; ___; ___;
8. _____ Feed dev group ___; ___; ___;	8. _____ Fed by biz group ___; ___; ___;
9. _____ Feed dev group ___; ___; ___;	9. _____ Fed by biz group ___; ___; ___;
10. _____ Feed dev group ___; ___; ___;	10. _____ Fed by biz group ___; ___; ___;
For each group, put in name. Next, for the “ <b>Feed dev group</b> ” put the largest dev group it makes requests of and the % of the work it gets done by the largest group. Do same for next largest group and third largest group. Examples. <b>Feed dev group 3: 50; 2 50</b> means Dev Groups 3 and 2 do 50% each for the biz group; <b>4 100</b> ; means Dev Group 4 does all of the biz group’s work.	For each group put in its name. Next, for the “ <b>Fed by biz group</b> ” put in the largest biz group that feeds it and the % of work that comes from them. Do the same for the next two. Examples. <b>Fed by biz group 3 100</b> means Biz Group 3 gives it all of its work. <b>Fed by biz group 2 60; 5 40</b> means Biz Group 2 gives it 60% and Biz Group 5 gives it 40%.

# Composition of Development Groups

For each development group on page 1

<b>Dev Group Name</b> <hr/>	<b>Location 1</b> <hr/>	<b>Location 2</b> <hr/>	<b>Location 3</b> <hr/>	<b>Other</b> <hr/>
<b>Skill level in Scrum/Kanban</b> <hr/>	# PrdMs ____ # POs ____ # Devs _____ # Testers _____ # Dev/Testers _____	# PrdMs ____ # POs ____ # Devs _____ # Testers _____ # Dev/Testers _____	# PrdMs ____ # POs ____ # Devs _____ # Testers _____ # Dev/Testers _____	# PrdMs ____ # POs ____ # Devs _____ # Testers _____ # Dev/Testers _____
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## Where

- **Skill level in Scrum/Kanban:** From 0 to 5
- **“Dev/Testers”** is when devs do testing as well.
- **“Other:”** List all locations with totals for all

Composition of Development Groups (continued)

Dev Group Name _____	Location 1 _____	Location 2 _____	Location 3 _____	Other _____
Skill level in Scrum/Kanban _____	# PrdMs ____ # POs ____ # Devs _____ # Testers _____ # Dev/Testers _____	# PrdMs ____ # POs ____ # Devs _____ # Testers _____ # Dev/Testers _____	# PrdMs ____ # POs ____ # Devs _____ # Testers _____ # Dev/Testers _____	# PrdMs ____ # POs ____ # Devs _____ # Testers _____ # Dev/Testers _____
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## Identifying dependencies

There are several types of dependencies between teams but here are two most important ones.

- **Technical dependencies.** Dependencies where one feature or story won't even work without another. For example, updating a customer record requires that somewhere a customer record can be created.
- **Business dependencies.** Dependencies where the system will function, but where a business rule in one part of the system requires functionality in another. For example, a new type of client may be added but the controlling software is never given the functionality to take advantage of it even though it will run.

### Technical dependencies

Specify which teams have *technical* dependencies between them. Use as many groupings as needed; one team may be in more than one grouping.


### Business dependencies

Specify which teams have *business* dependencies between them. Use as many groupings as needed; one team may be in more than one grouping.


### Dependencies on teams outside of group

Specify which teams have dependencies or do work for teams outside of the group. Specify if it is a dependency on or something being supplied to the external group. Also, indicate the generic process the outside group is following (e.g., Waterfall, Scrum, generic Agile, SAFe, ...)
