



Collaboration of Development Teams – Where Project Management and Systems Engineering meet!

SWISSED23 – Team of Teams. System of Systems

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Project WTF: internal status meeting - Scope

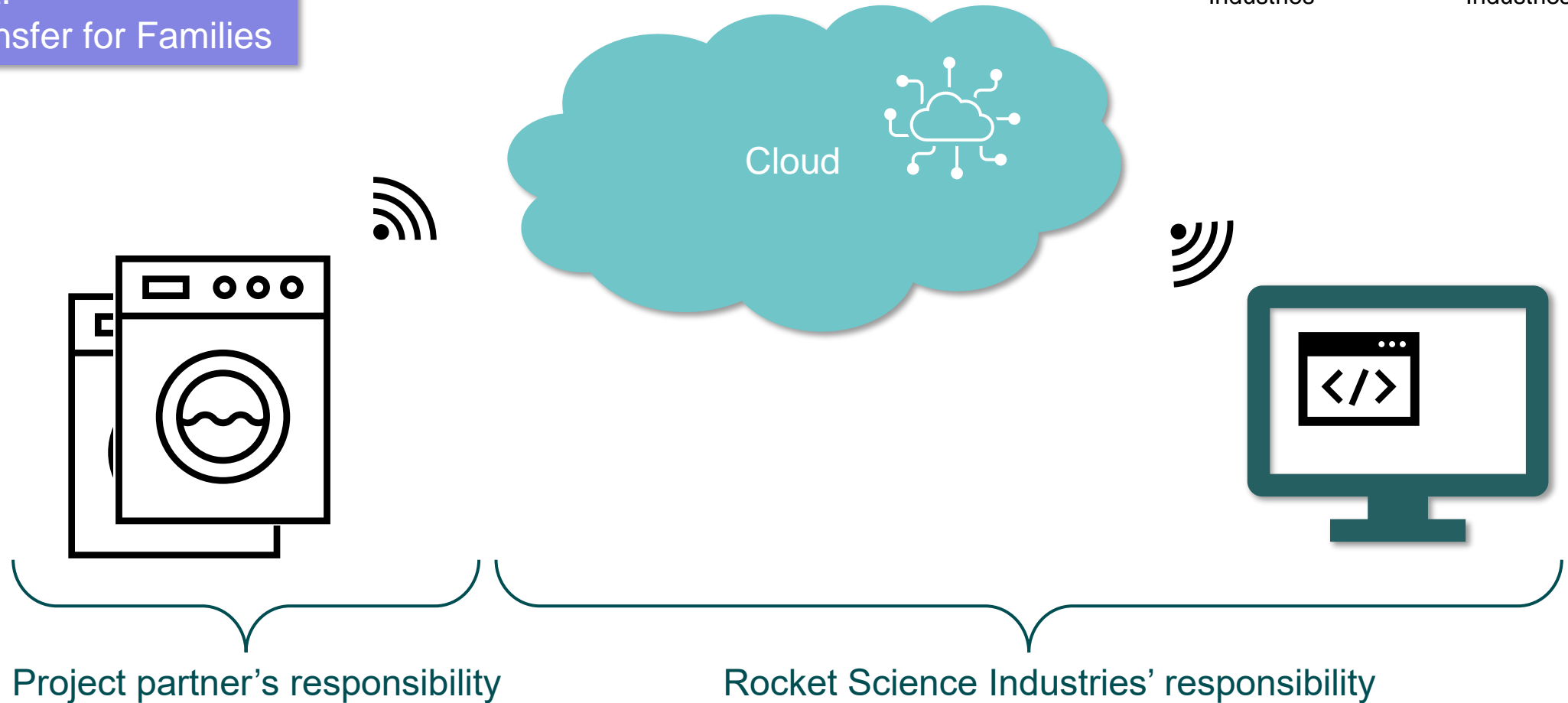
Client project:
Wireless Transfer for Families



Peter – Project Mgr
Rocket Science
Industries



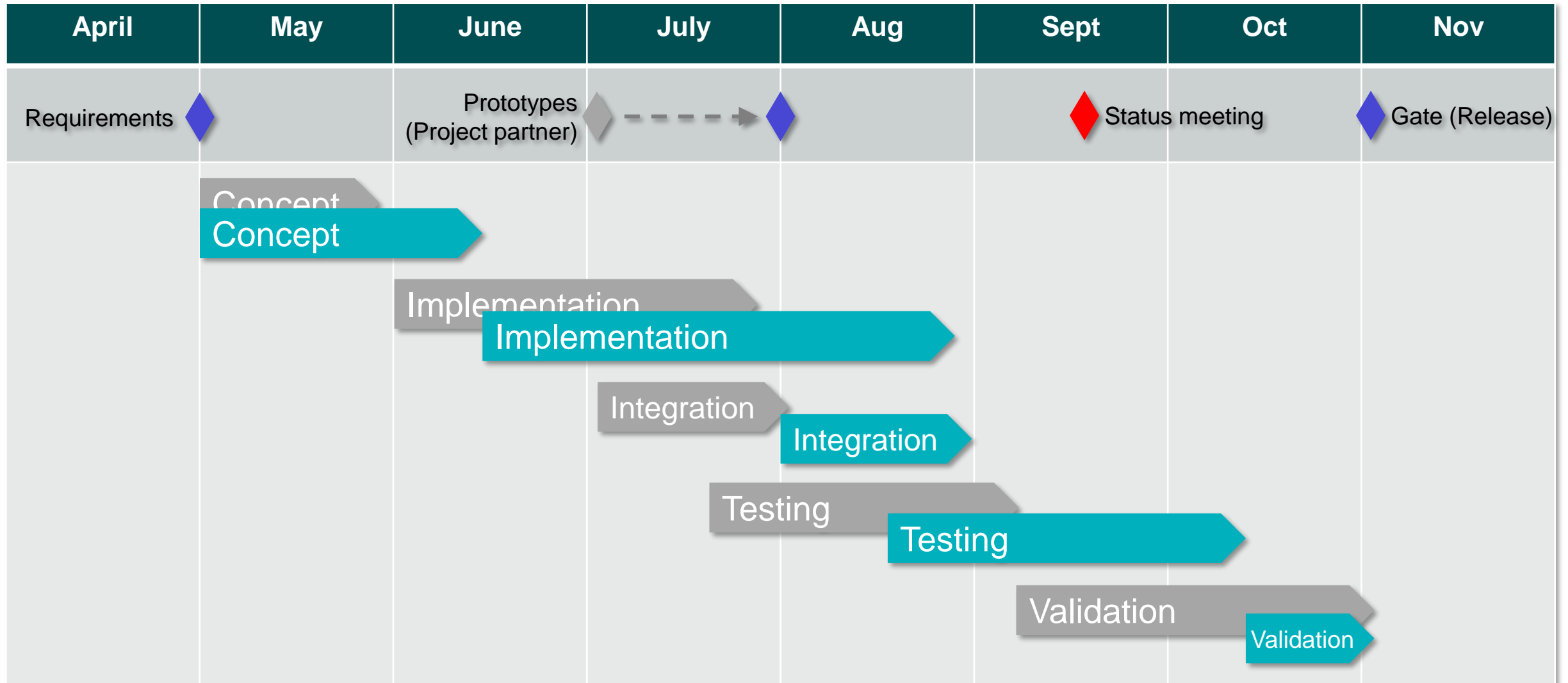
Dick – Head of IT
Rocket Science
Industries



Original schedule

Current schedule

Project WTF: internal status meeting - Schedule



What are actual issues on the professional level? (1)

Taking unspoken features for granted

- Scope drift and extension
- Satisfaction: Expectation vs. what is delivered
- Example:
Scope: Windows App should print !
Drift: App should handle printer errors as well



Immature conclusions

- People are visual
- Root causes vs. fast conclusions
- Example: IoT device talks to mobile phone → Any communication error is a mobile app flaw

Potential solution approach

- Walk stakeholders through all steps (no matter how long it takes); Understand each other.
- List of features of what will be done AND list of what will NOT be done



Potential solution approach

- Overarching technical systems lead as communicator
- Integration sessions (War room)

What are actual issues on the professional level? (2)

Nobody can provide answers

- Σ (scope of sub-systems) \neq scope of entire system
- Example: BLE communication protocol vs behavior of devices (state machine)



Feedback to questions takes forever

- Organizational structure might not be suitable for projects
- Example: Review and approval of design documents

Priorities of project partner are not aligned, jeopardizing overall timeline

Potential solution approach

- Overarching technical systems lead
- Overarching agile approach (sprints)



Potential solution approach

- Dedicated project team (organization)
- Empowerment of people and teams
- Culture of dealing with failures

Unfortunately, addressing the professional level alone might not be enough

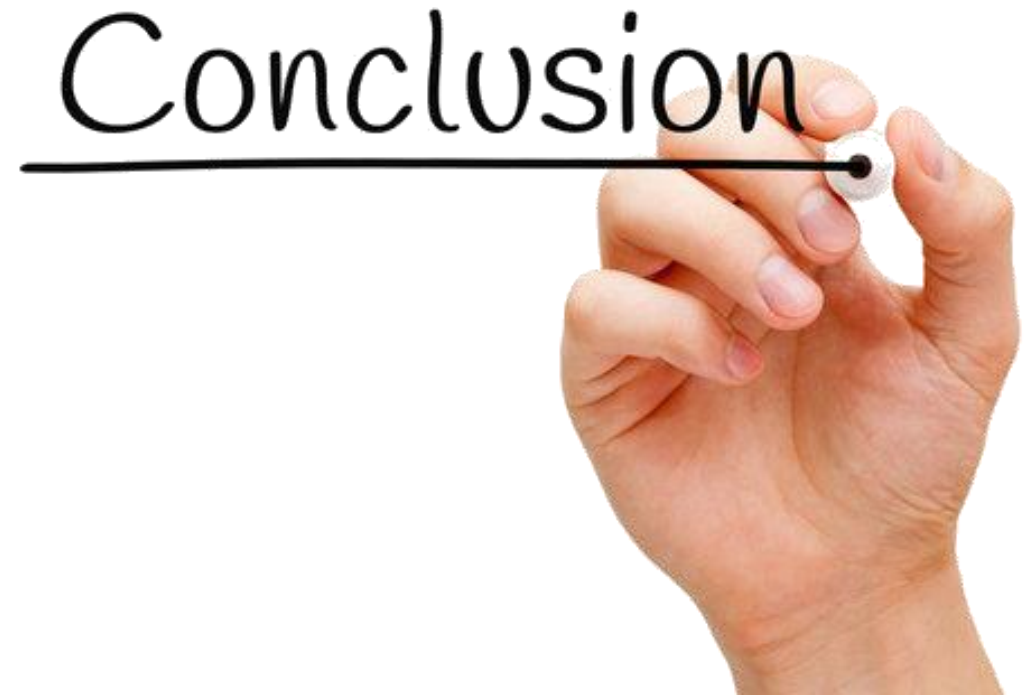
High Performing Team

Dysfunctional Team



Unfortunately, addressing the professional level might not help...





Technical challenges

- All teams need to understand the entire product to some extent
- Lead systems engineer orchestrates / Overarching agile setup
- Overarching planning, what can be planned
- Common priorities and overall risk management

Psychological challenges

- Regular exchange between the teams and client, maintaining good personal relationships
- E.g. agile setup with dailies (or weeklies), demos. Focusing on TEAM results = TRUST!
 - Meet face-to-face → Stimulates interactivity
- Systematically improve empowerment and learning culture with suitable methods = Psychological Safety
- HOW is as important as WHAT!

Remark: the project example in this presentation is purely fictive.

Please visit us at the booth outside



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