

The Way We Are

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Organisational Designer

Agile, Lean and DevOps

Self-managing organisations



Agile at team level

Lean

DevOps

Enterprise & business agility

Beyond Budgeting

Kanban

Scrum

Less

DAD

Nexus

SAFe



Cross-functional teams

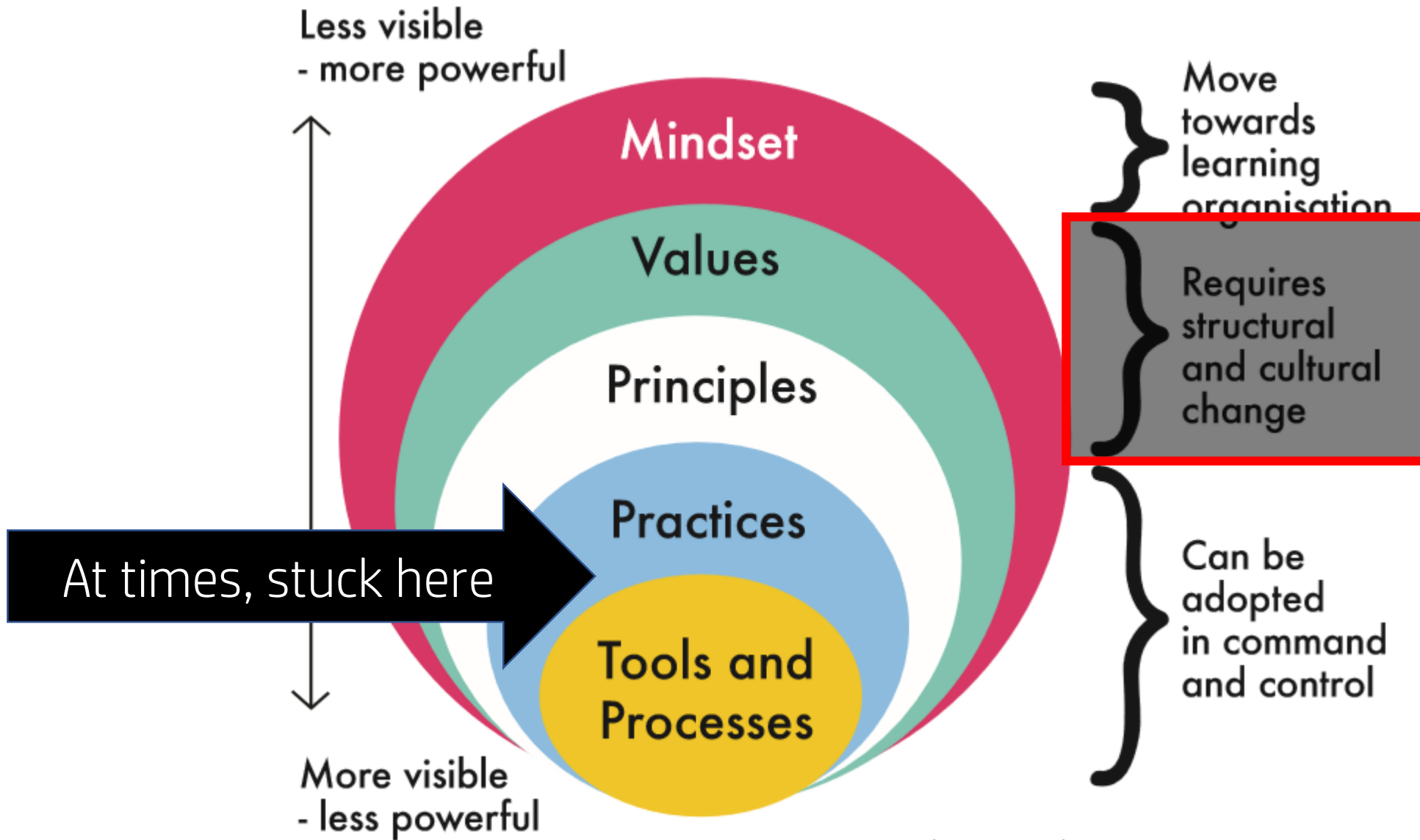
Both build and run

Greater personal autonomy

Outcome connected

Product, service or value stream

Less project and resource Tetris





Stuck in the tool age

Sticking only at local level

Forces maintaining the status quo

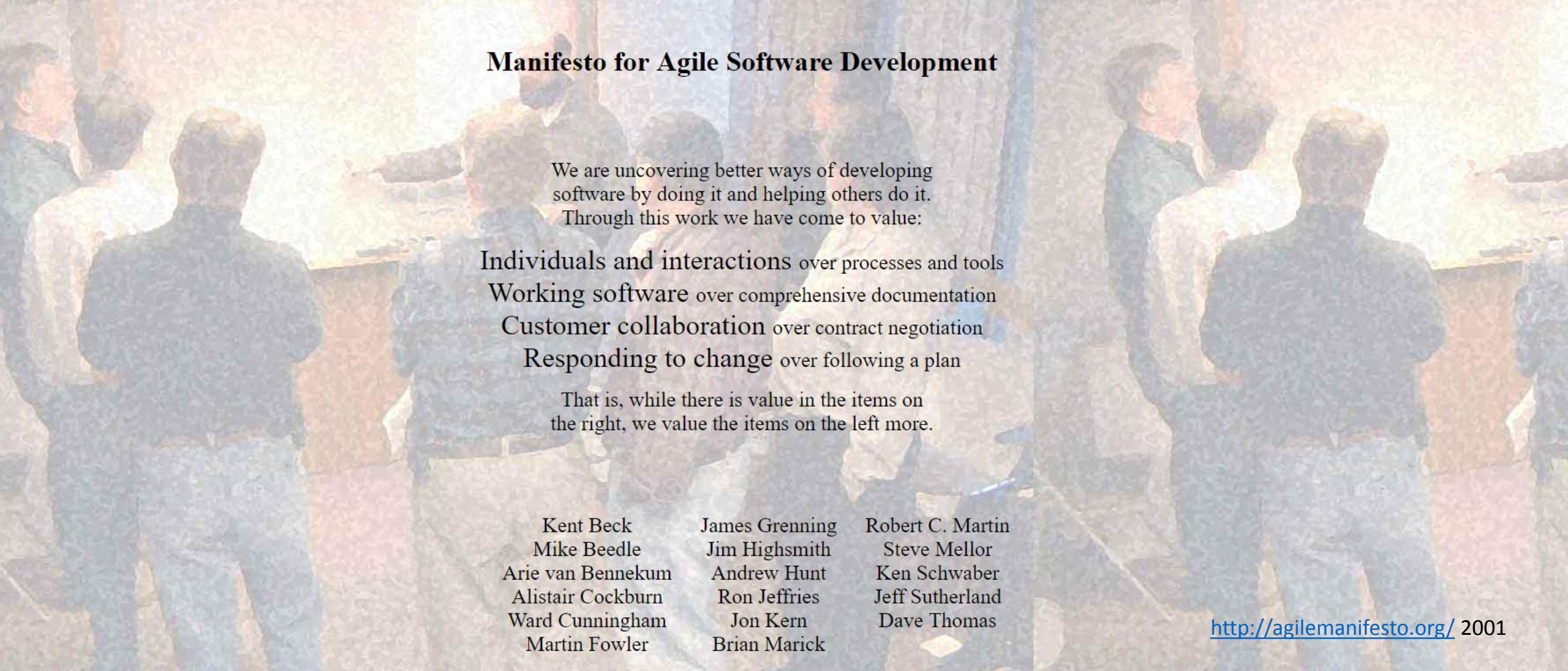
Only part play ball, waterscrumfall

Keep spending model

Cost vs benefits

People can do better, but withhold  
(engagement problem)

People want to do better, but cannot  
(environment problem)



## Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.  
Through this work we have come to value:

Individuals and interactions over processes and tools  
Working software over comprehensive documentation  
Customer collaboration over contract negotiation  
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Kent Beck	James Grenning	Robert C. Martin
Mike Beedle	Jim Highsmith	Steve Mellor
Arie van Bennekum	Andrew Hunt	Ken Schwaber
Alistair Cockburn	Ron Jeffries	Jeff Sutherland
Ward Cunningham	Jon Kern	Dave Thomas
Martin Fowler	Brian Marick	

<http://agilemanifesto.org/> 2001

Responding to - and designed for dealing with -  
Hierarchical and Functional organisations

## Uncomfortable truth #1

Whether we like it or not, the large proportion of our organisations remain the same despite agile, lean, DevOps and breakout areas

These organisations are based on 100yr old management theory; man is a machine.



**Our organisations are optimised for individuals to climb the corporate hierarchy, to the sweet-spot.**

*The sweet spot is a big part of the*

*It encourages people to move from adding activities to the non-value bureaucracy.*

*This is not in the best interest of the organisation or its customers.*

**Decision making is centralised & not distributed.**

**Bureaucracy is the centre of the company.**

**Siloed, competing & tribal.**

*Structured on verbs/things rather than nouns/actions: sales, production, marketing, PMO, HR, finance.*

**£££\$\$\$ cost to the organisation.**

*e.g. 8 levels of management.*

**Huge staff engagement problem.**

## Good News!

The agile drive to Value Stream, Product or Service  
*(maybe capability, platform or application)*

- from cost accounting to throughput accounting -

starts to align the organisation around the value.

## Uncomfortable truth #2

Yes, I know we've come a long way...

BUT at worst it feels like we have a treatment  
not a **cure**.



The zebra-painted donkey cart waiting for tourists on Avenida Revolucion, Tijuana | © Glen Scarborough / Flickr





A young boy posing with the Tijuana "zonkey" in 1949 | © Cesar Bojorquez / Flickr

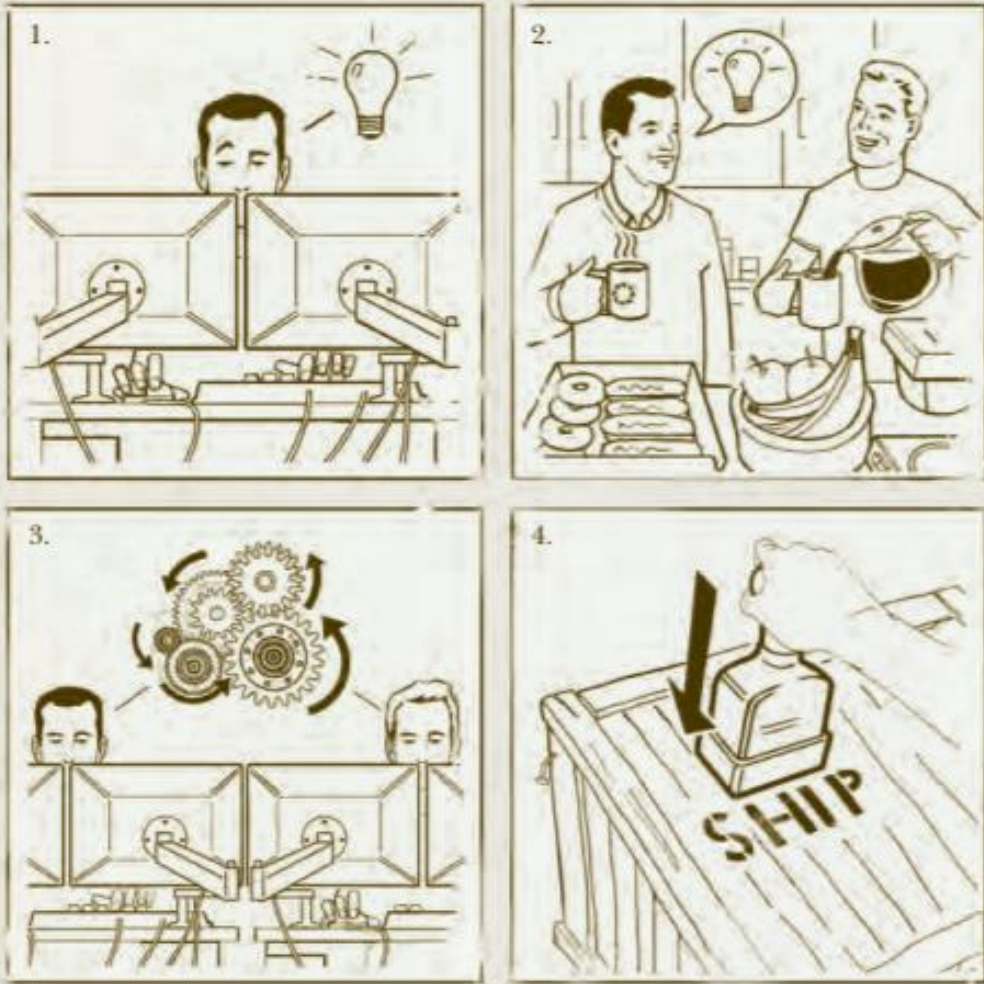


Valve was founded in 1996. By 2012, Valve employed around 250 people and was reportedly worth over US\$3 billion, making it the most profitable company per employee in the United States.

Source: Wikipedia

We've all heard about companies where people allocate a percentage of their time to self-directed projects. At Valve, that percentage is 100.

Fig. 3-1 Method to working without a boss



- step 1. Come up with a bright idea
- step 2. Tell a coworker about it
- step 3. Work on it together
- step 4. Ship it!

Source: Valve employee handbook

How many of you would like to work this way?

Why is that?

What's stopping it?

Looks easy, but clearly needs the environment to support it



Dutch health care provider.

Best Dutch Employer (4 out of the last 5 years).

Client satisfaction rates highest of any health care organisation in the world.

EY documented savings of around 40% to the Dutch health care system if all care was provided this way.



[Listen now](#)

## Companies without Managers

Who's your boss? Peter Day explores how three different companies, in three different countries, do business without managers. Who hires and fires? And how do you get a pay rise? He asks how these radical organisations emerged, and whether other companies may follow their lead.

Available now

🕒 30 minutes



“That will save some money, but would never work!”



IT HAS BEEN DONE

IT WORKS

THE RESULTS ARE ASTONISHING

Customer perception from poor to outstanding

Productivity up 500%

Profits up 10%

On-time and in full delivery greater than 96%

Pay up 300%

High employee engagement

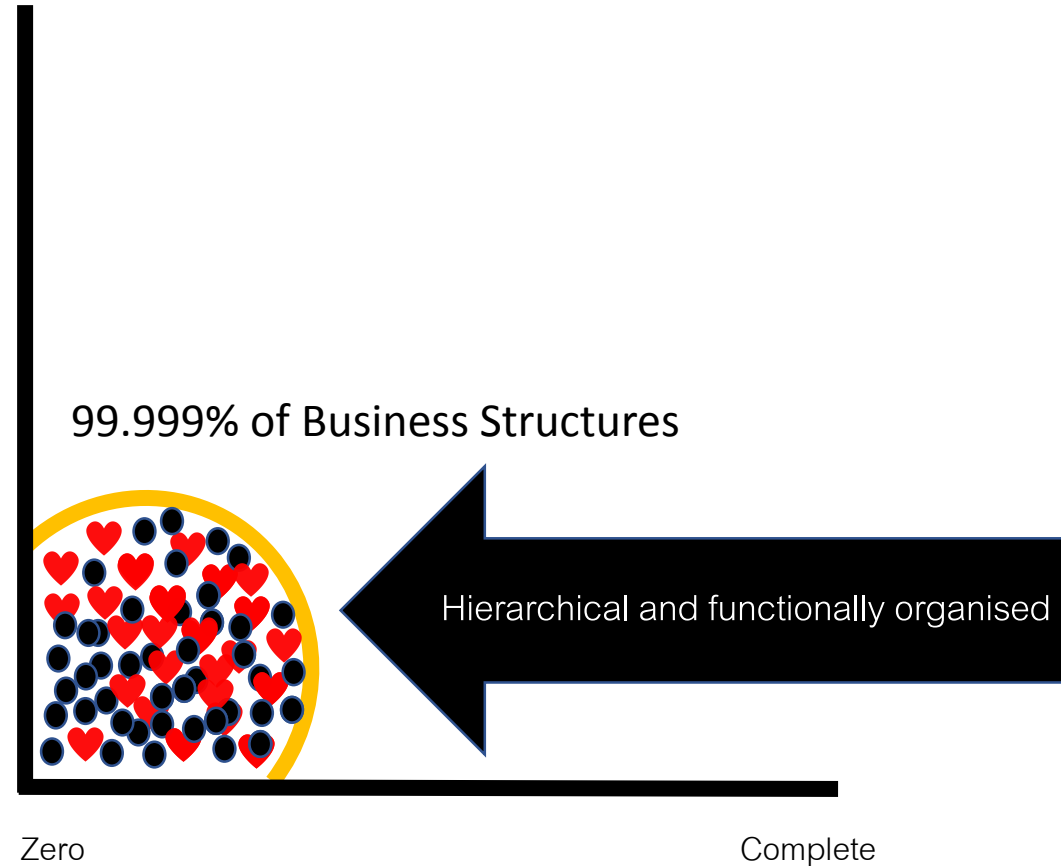
Highly innovative, flexible and scalable

# Business Structures

**Decentralisation**  
(stewardship of the resources)

Complete

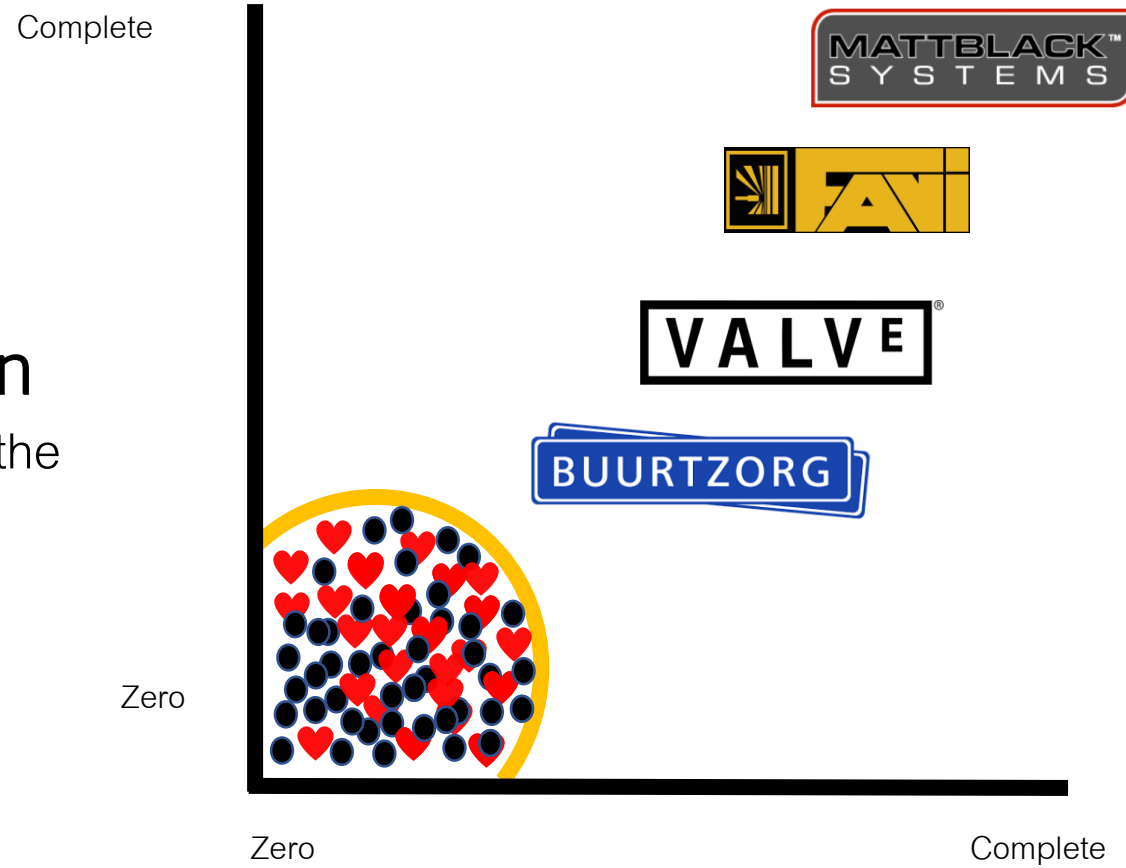
Zero



**Self-determination**  
(stewardship of the activities)

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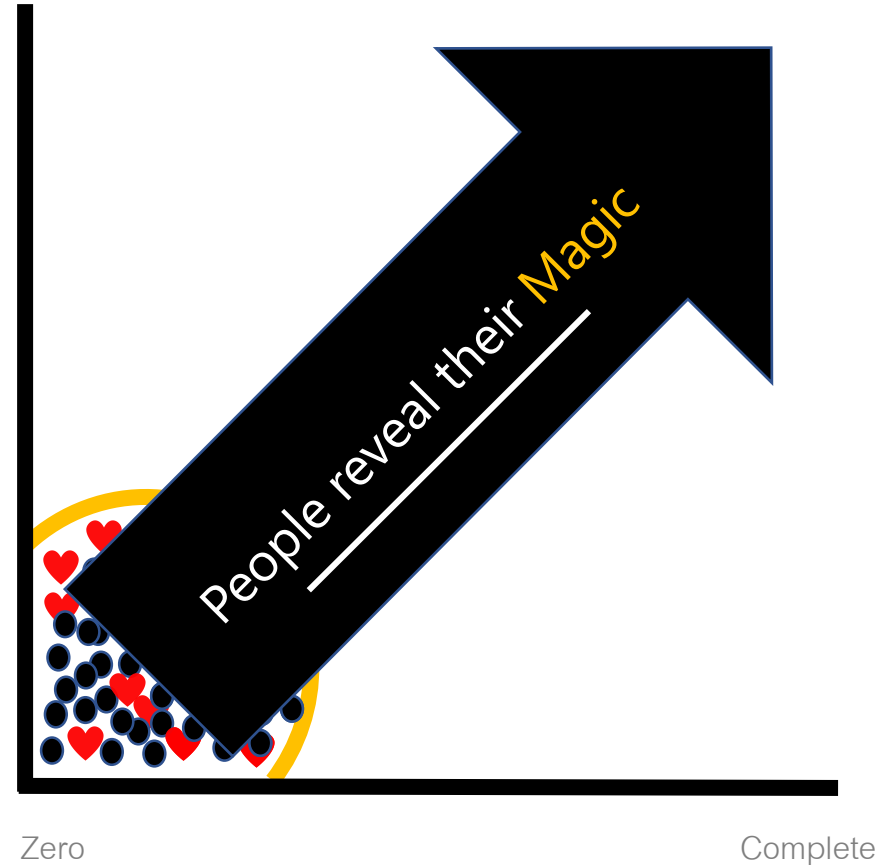
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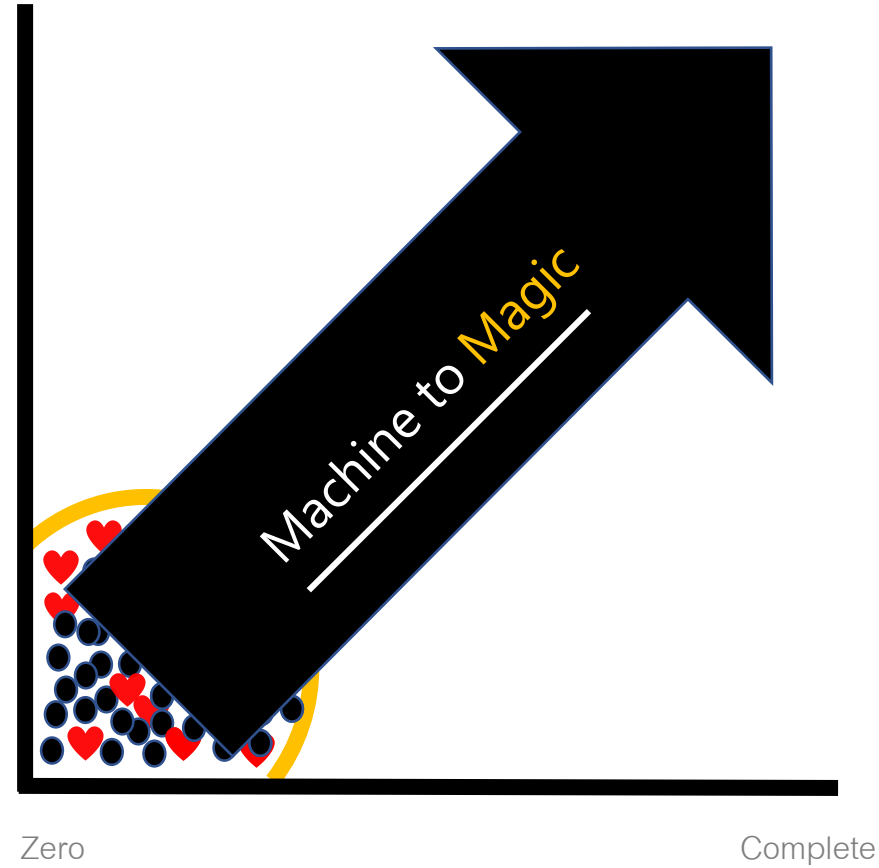
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How do we design organisations that are people-centric?

So people bring their magic to work?

Firstly, we need to understand humans

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