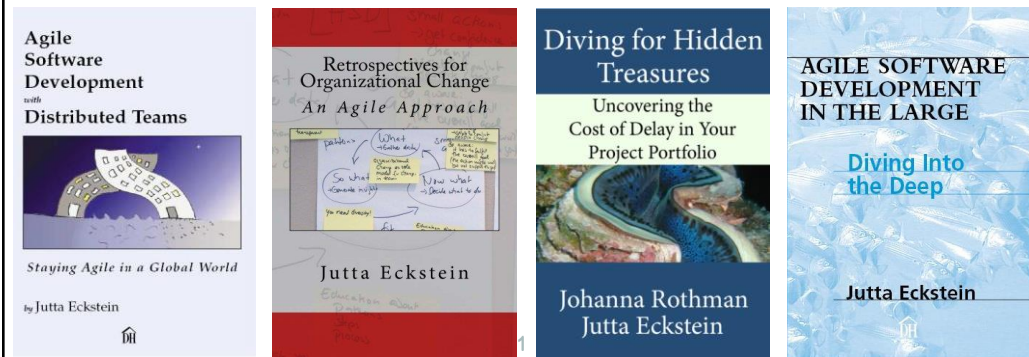


Agile within the Company: Toward Self-Organization

Jutta Eckstein
Jutta@JEckstein.com
www.JEckstein.com



Agenda

- Context
- Working in Teams
- Making Decisions
- Roles „Assignment“
- Agile Hierarchies
- Summary

Introduce Yourself

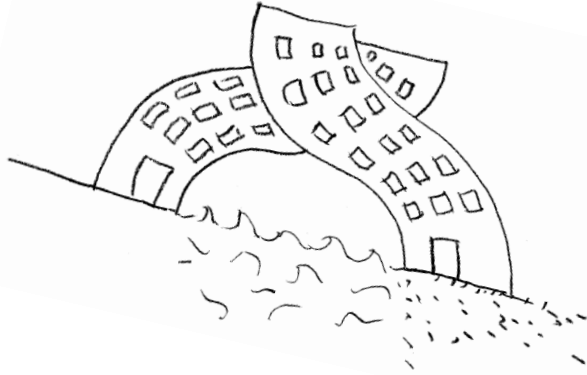


- Person who lives closest to the hotel facilitates.
- Facilitator leads a round to introduce yourselves at your table. Begin by asking someone to start.
- When it's your turn, please share:
 - Your name,
 - Your organization, and
 - Your experience with self-organization and decision-making in relationship to agile.

CONTEXT

Why Companies start such a Change?

- State-of-the-art
- Failure
- Time to market
- War for talents
- Increased Complexity



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Cause and Effect

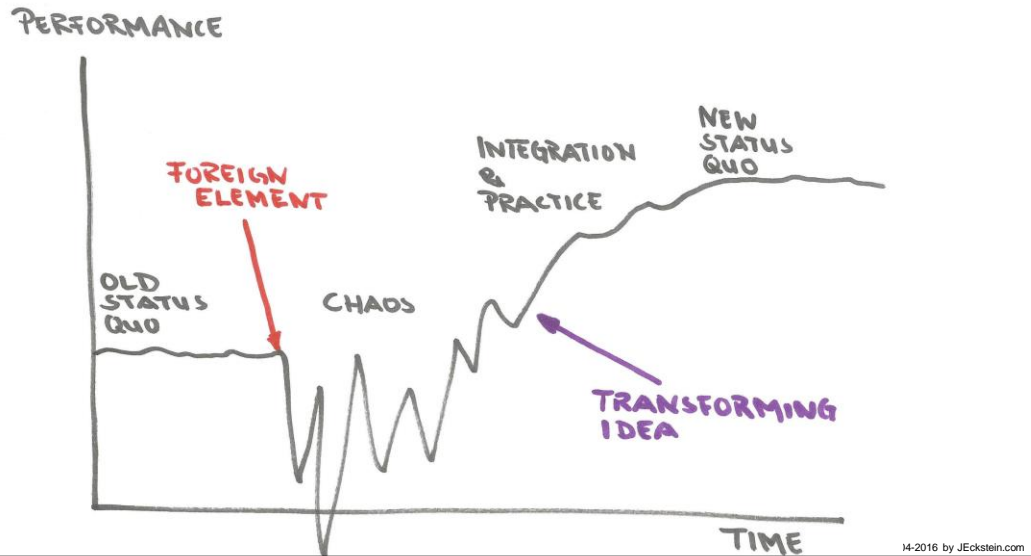


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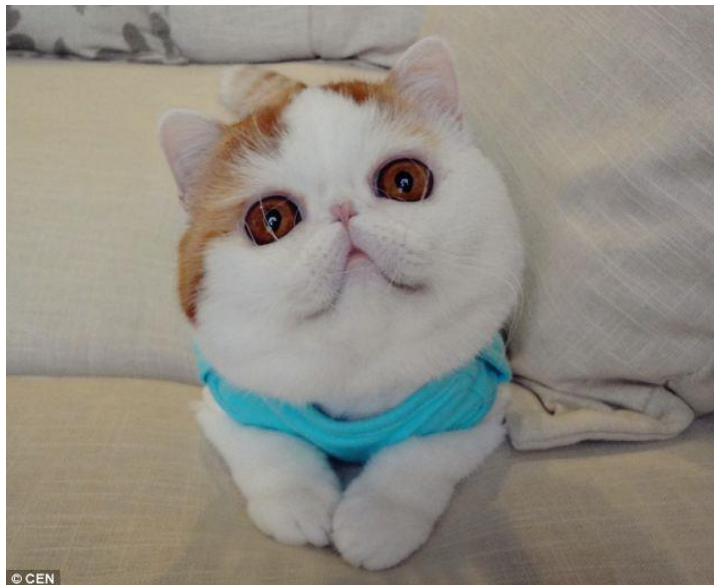
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Change (Kübler-Ross & Satir)

Denial → Anger → Bargaining → Depression → Acceptance



Resistance to Change



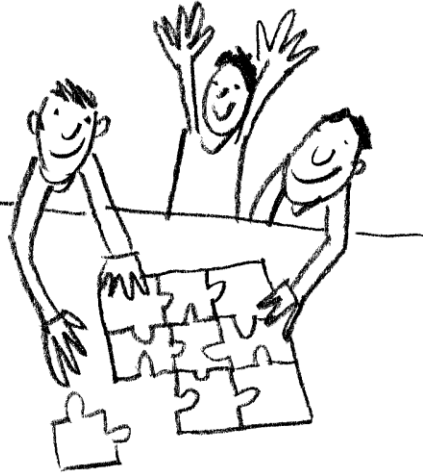
Observed Struggles of Self-Organization

- Teams don't pull together
- Lack of full buy-in for decisions
- Decisions are often not transparent
- Hierarchy seems to prevent self-organization

WORKING IN TEAMS

Ingredients for Self-Organization

- Cross-functional
- Organizes itself and its work
- Integration instead of separation

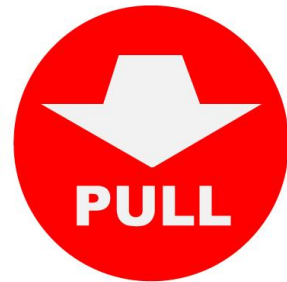
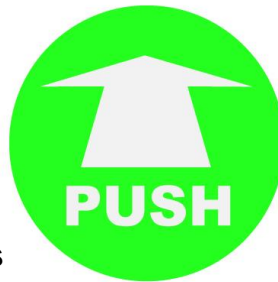


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Self-Responsibility

- Pull vs. Push
- Knowledge transfer
- Role doesn't limit responsibility
- Learning and leading is required by everyone



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Failures are Learning Opportunities

But failures are malfunctions if:

- Goal: Doing things right the first time
- Bad news are bad news
- Thus, everyone should regard failure as learning possibilities



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Transparency & Trust



“Trust always goes ahead.”
Tom DeMarco



- Trust can only be given!
- Transparency needs trust otherwise it's control

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MAKING DECISIONS

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Lack of Full Buy-in for Decisions

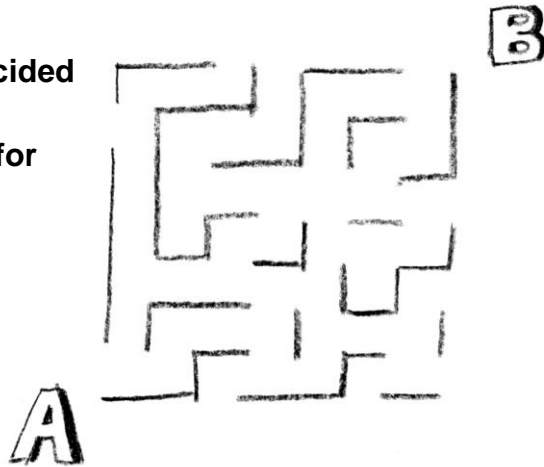
- On team level, but also cross-teams and hierarchies
- Some people feel like their voice never gets heard
- In meetings – always the same (talkatives) people talk
- How decisions are made is not transparent

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Making Decisions

- Not every topic can be decided with same approach
- Some things aren't ready for decisions

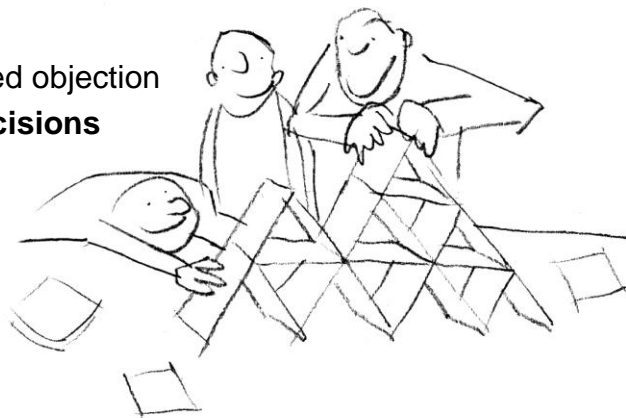


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Deciding by Consent

- Team or group decisions
 - Going round
 - No paramount argued objection
- Consent governs decisions



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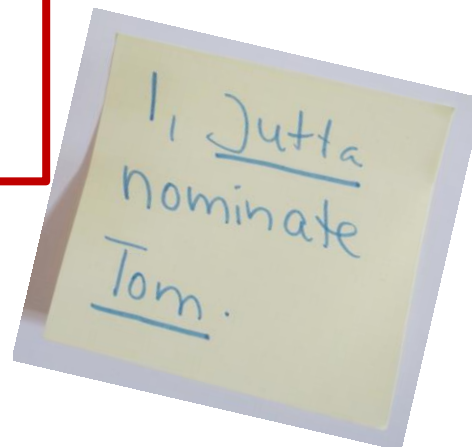
ROLES „ASSIGNMENT“

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Example: Election For Facilitator

I, [your name],
nominate
[name of person nominated]



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Approach: Electing People to Functions & Tasks

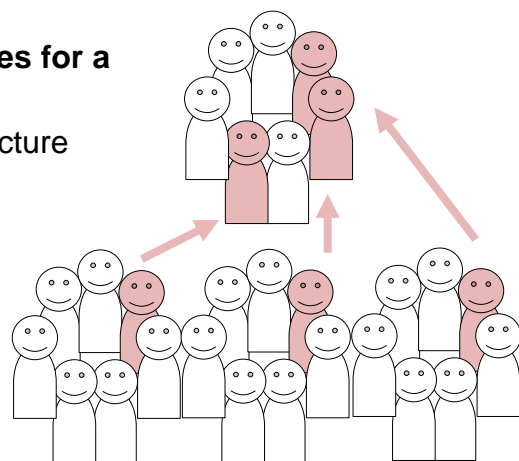
- Clarification of functions and tasks
- Proposal round – in writing
- Proposals are collected by facilitator and read out loud
- Rationale round
- Change round
- Summary of remaining suggestions and proposal
- Consent round
- Celebrate

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Application of electing people to Functions & Tasks

- Especially for representatives for a team or hierarchy level
 - E.g. enterprise-wide architecture team
- Any kind of function
 - E.g. Scrum Master...



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AGILE HIERARCHIES

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Scrum Master Service to the Organization

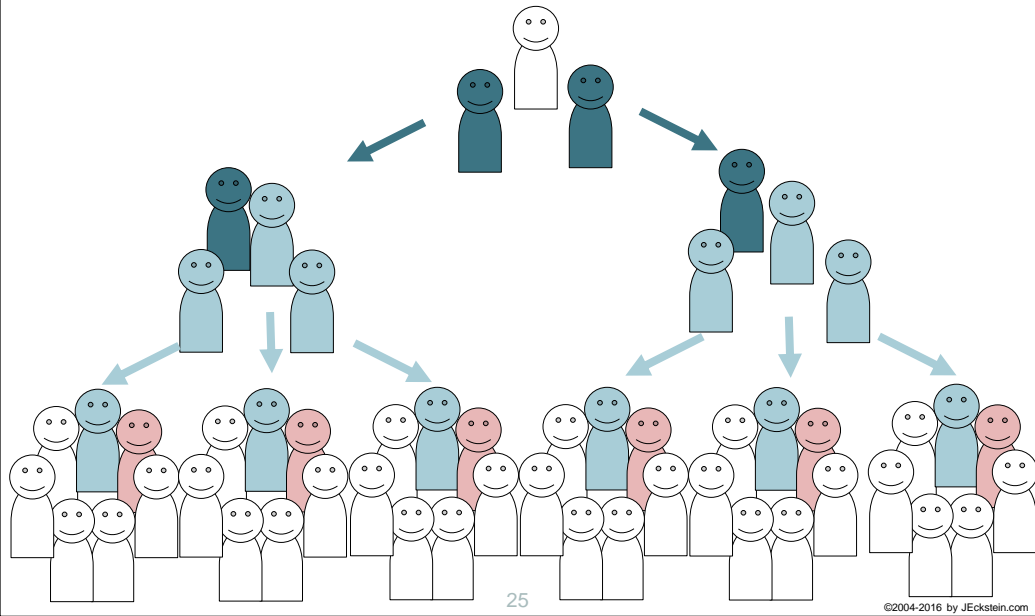
- Leading and coaching the organization in its Scrum adoption;
- Planning Scrum implementations within the organization;
- Helping employees and stakeholders understand and enact Scrum and empirical product development;
- ...

- Source: <http://www.scrumguides.org/>

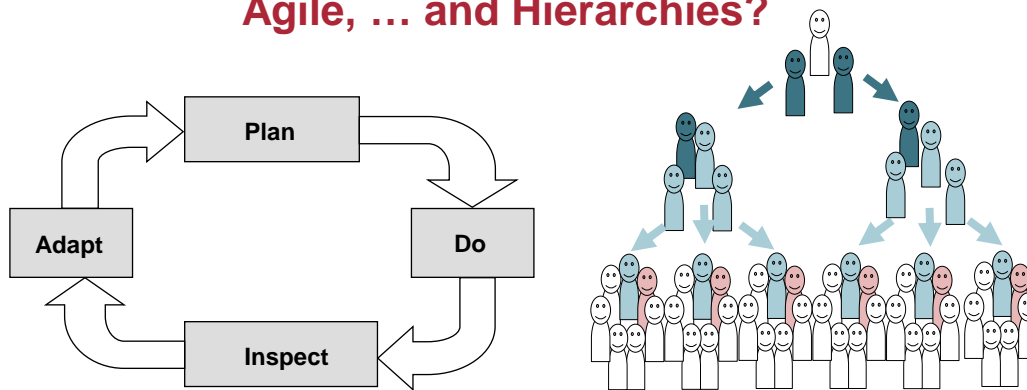
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Hierarchies...

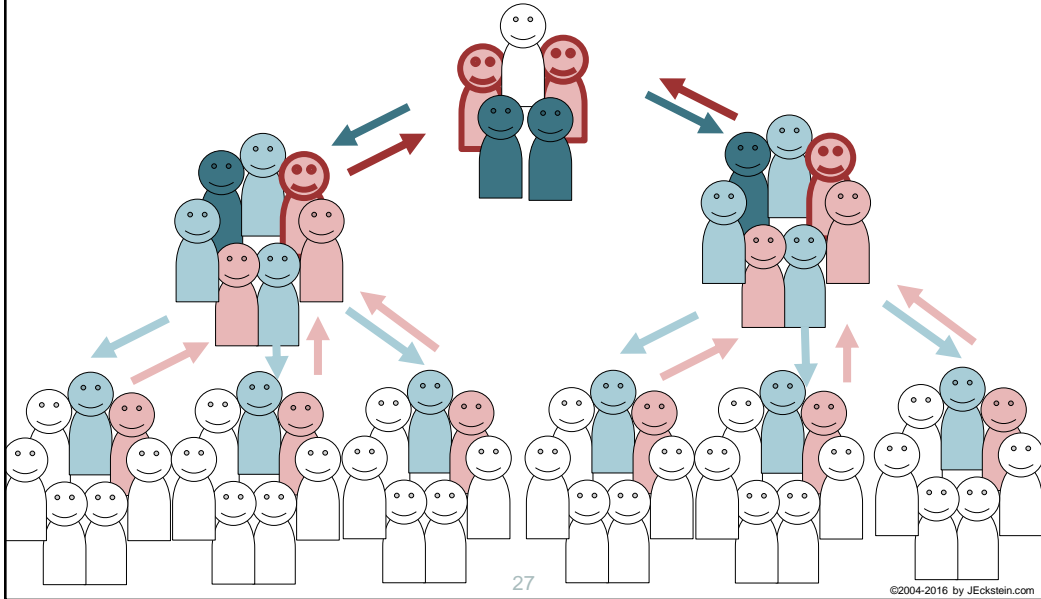


Agile, ... and Hierarchies?



Feedback!

Double Linking



SUMMARY



It's the structure that enables or hinders self-organization, not the people.

**Pieter van der Meché
The Sociocracy Group**

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Final Thought

**The change to self-organization
is a journey –
not a goal...**



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Special Thanks to:

Katja Gloggengießer



Jana Friedrich



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Many Thanks!

Jutta Eckstein
Jutta@JEckstein.com
www.JEckstein.com

Agile
Software
Development
with
Distributed Teams

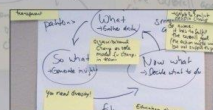


Staying Agile in a Global World

by Jutta Eckstein



Retrospectives for
Organizational Change
An Agile Approach



Jutta Eckstein

Education and

Diving for Hidden
Treasures

Uncovering the
Cost of Delay in Your
Project Portfolio



Johanna Rothman
Jutta Eckstein

AGILE SOFTWARE
DEVELOPMENT
IN THE LARGE

Diving Into
the Deep

Jutta Eckstein

