

Descaling Gini to Agile

autonomous bossless teams that own their whole value chains

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Manuel
Küblböck

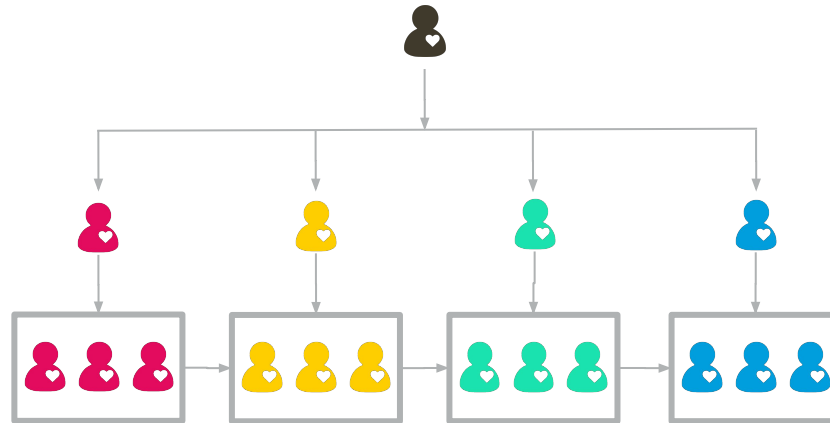








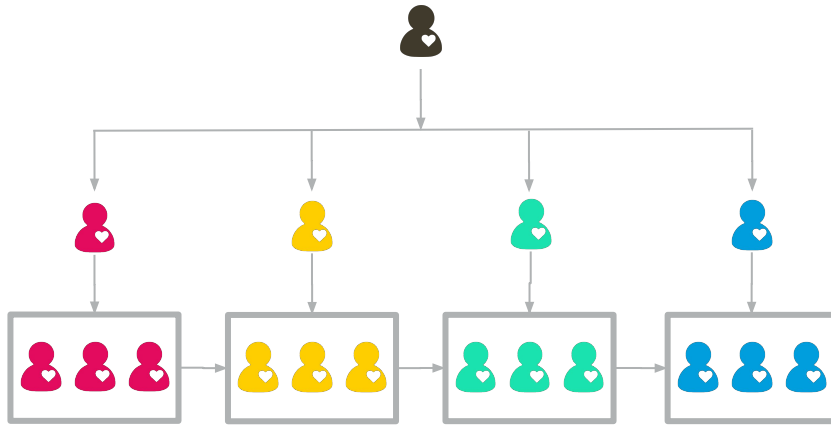
Structure - trade-offs



→
Functional division
causes expensive
handovers
that lead to **loss in time**
and **information**

↓
Hierarchical division
between thinkers and
doers causes **delays in**
decision-making and
erosion of dialog and
relationships

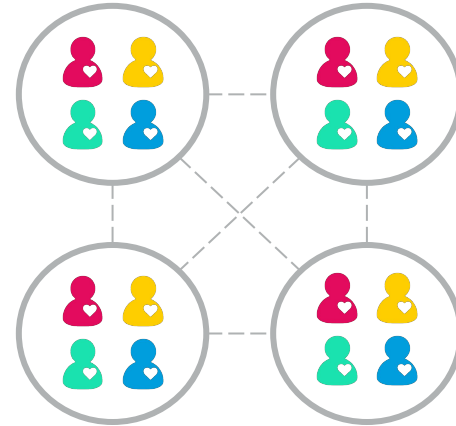
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Optimize for efficiency



○
High sense of **purpose**
and **autonomy** through
end-to-end ownership
leads to high **motivation**

Raised communication
overhead and demand
for self-direction

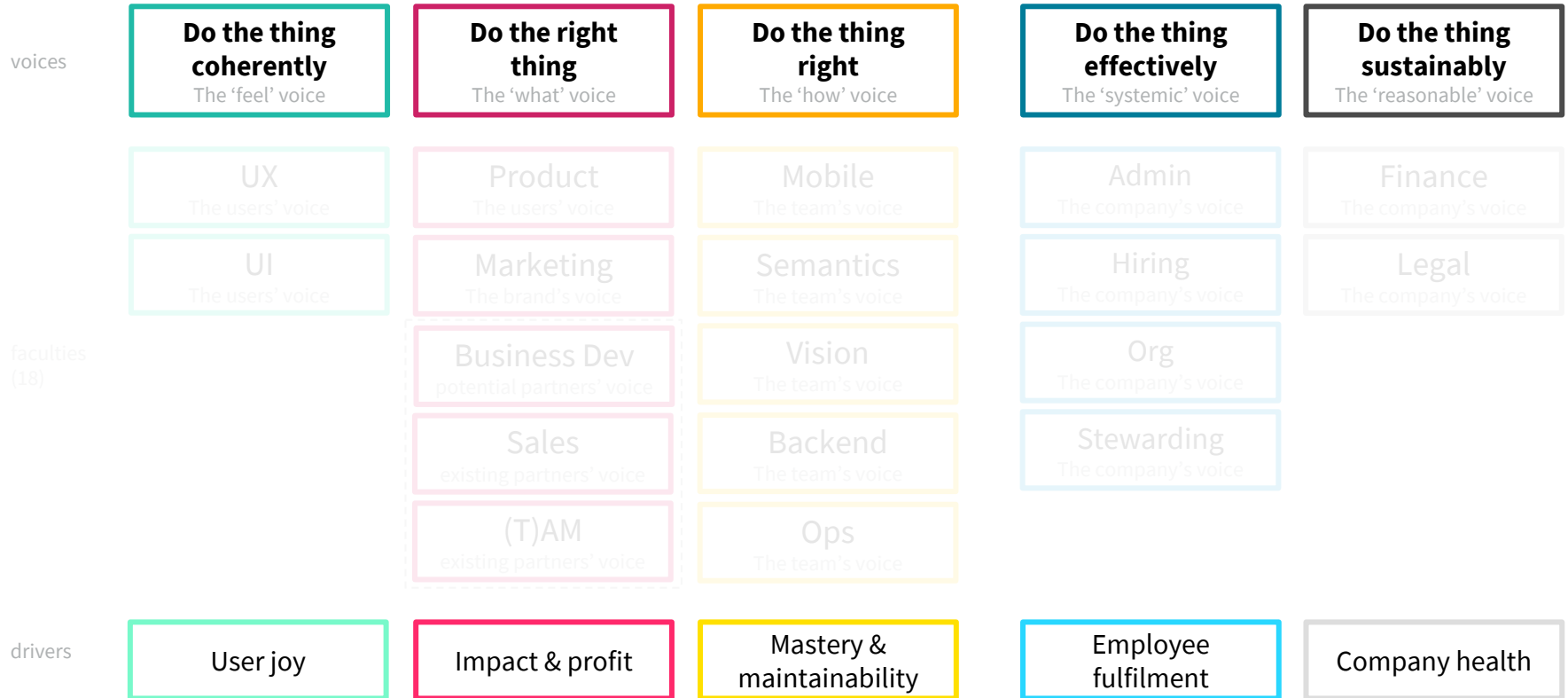
Optimize for adaptability

How we are structured

Challenges

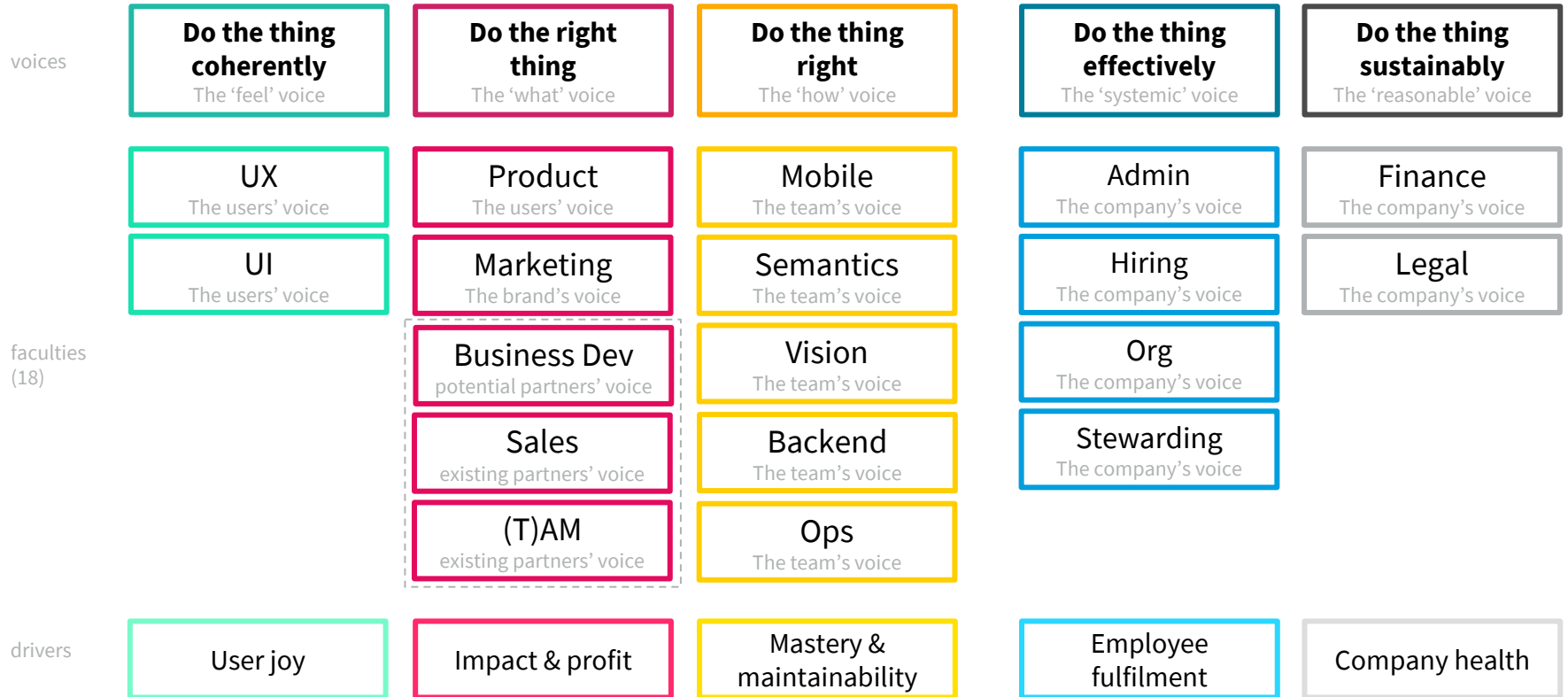
Experiment

Faculties - the ingredients to create value



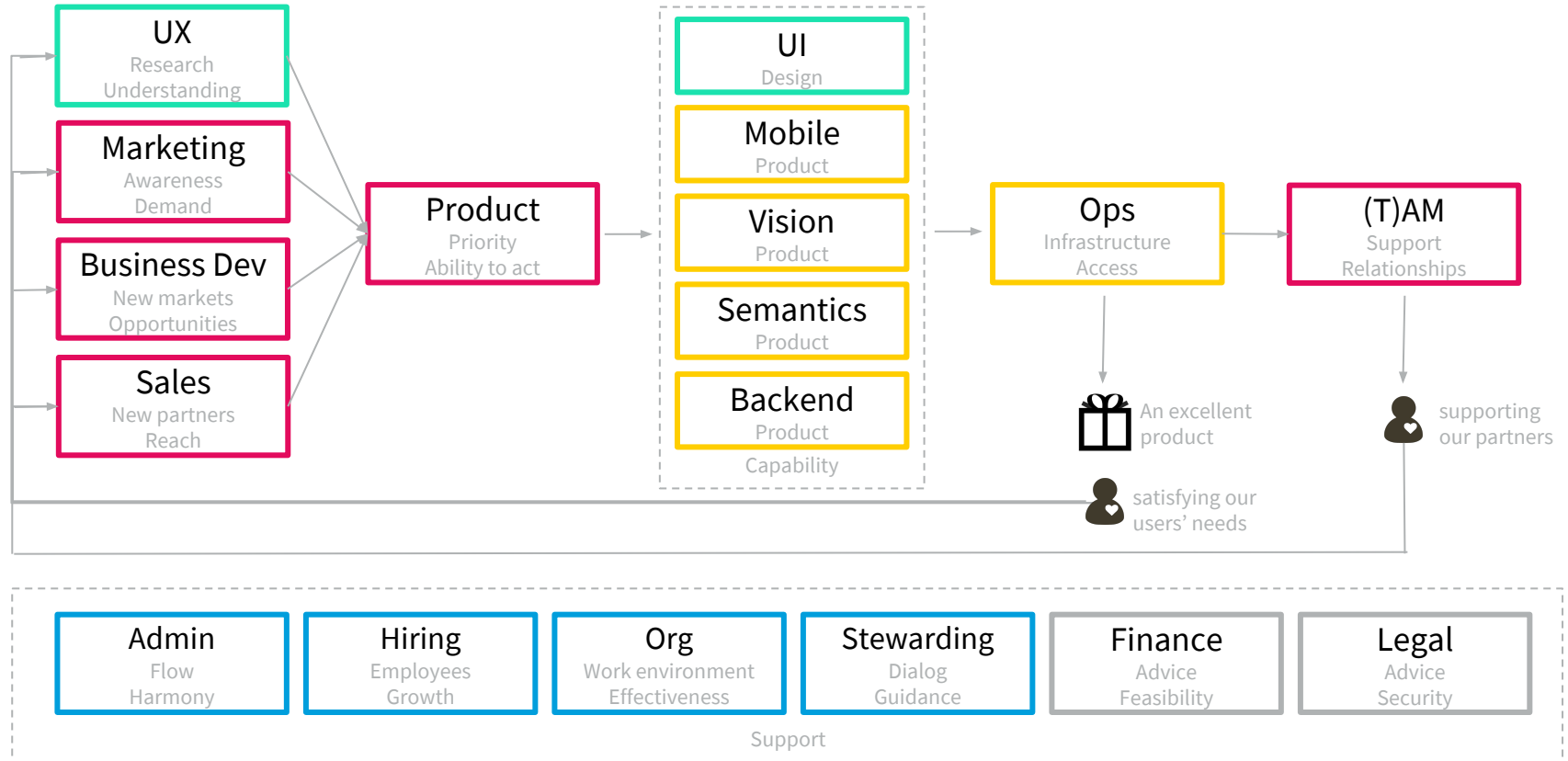
Healthy tensions between these voices creates an environment for the innovation of valuable products. Faculties are not necessarily the same as positions. Several faculties may be carried out by the same person.

Faculties - the ingredients to create value

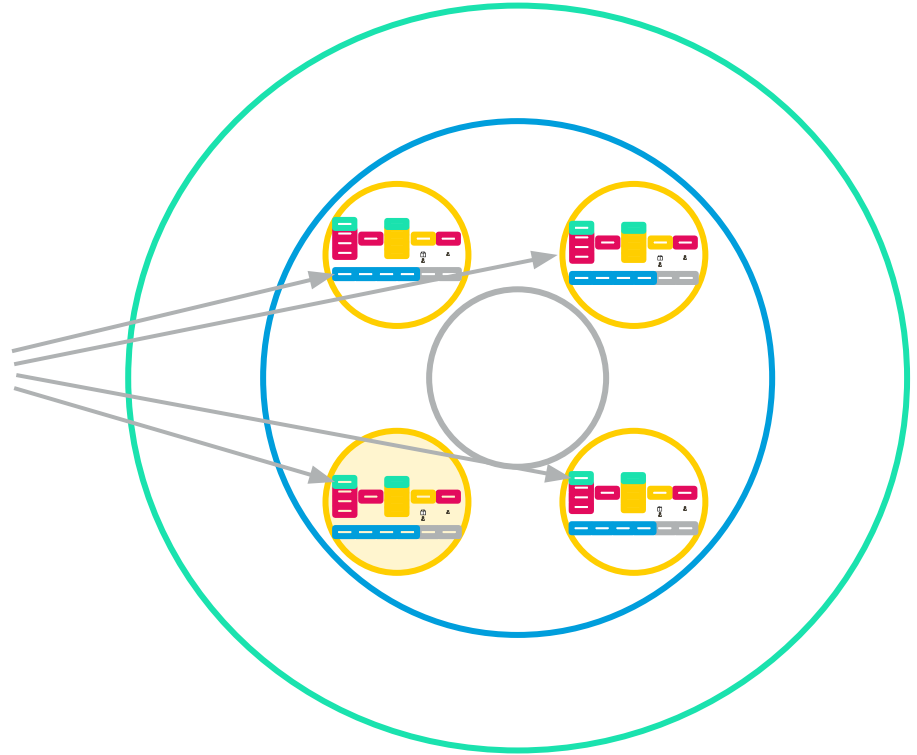
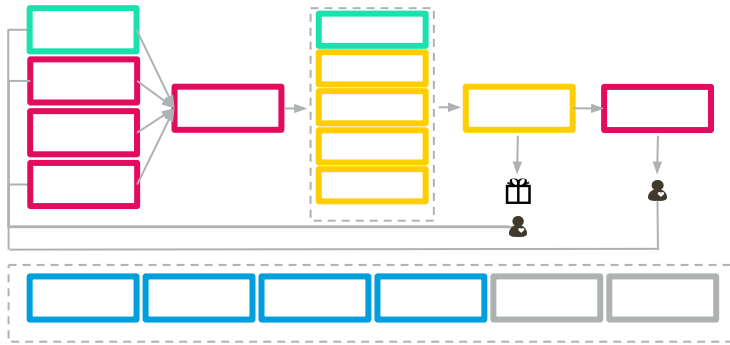


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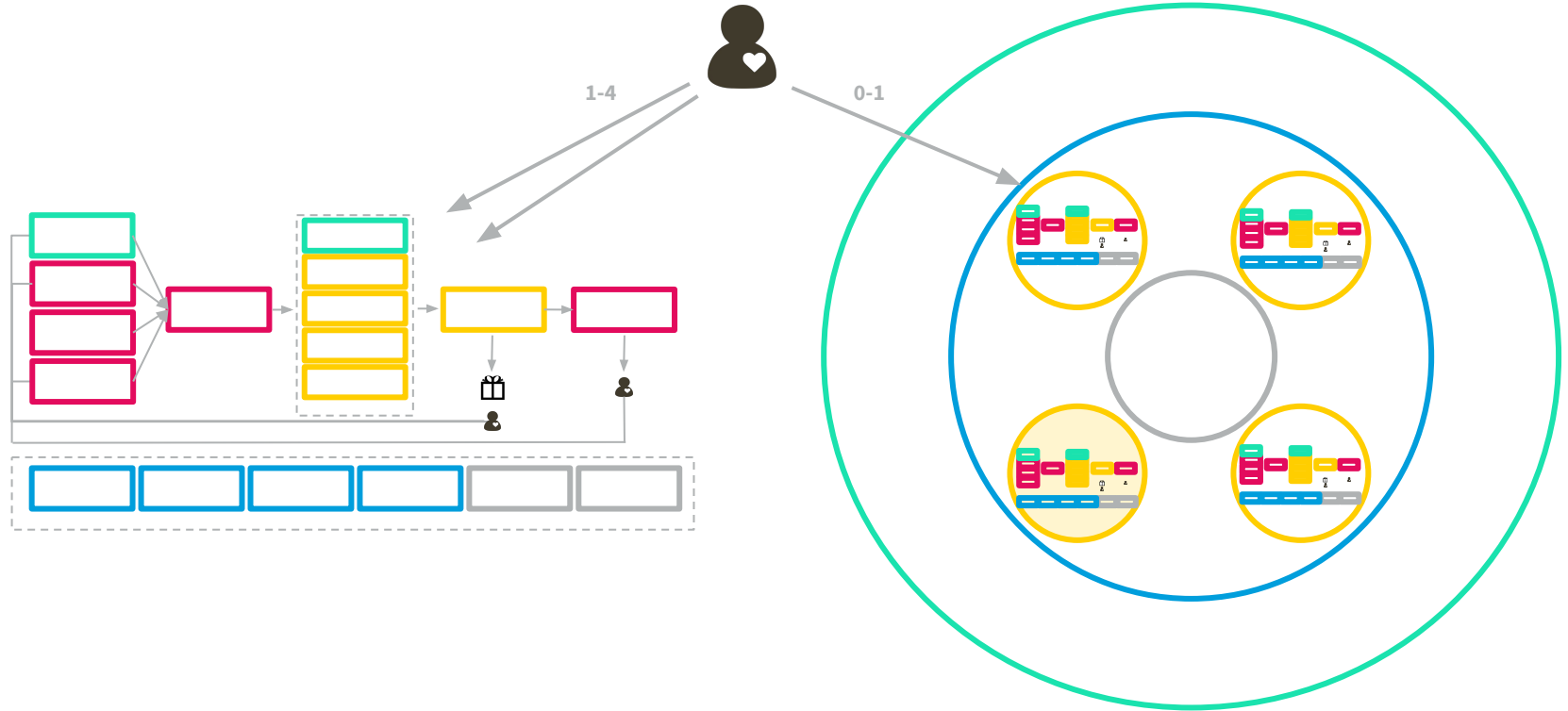
Value Chains - the recipe to create value



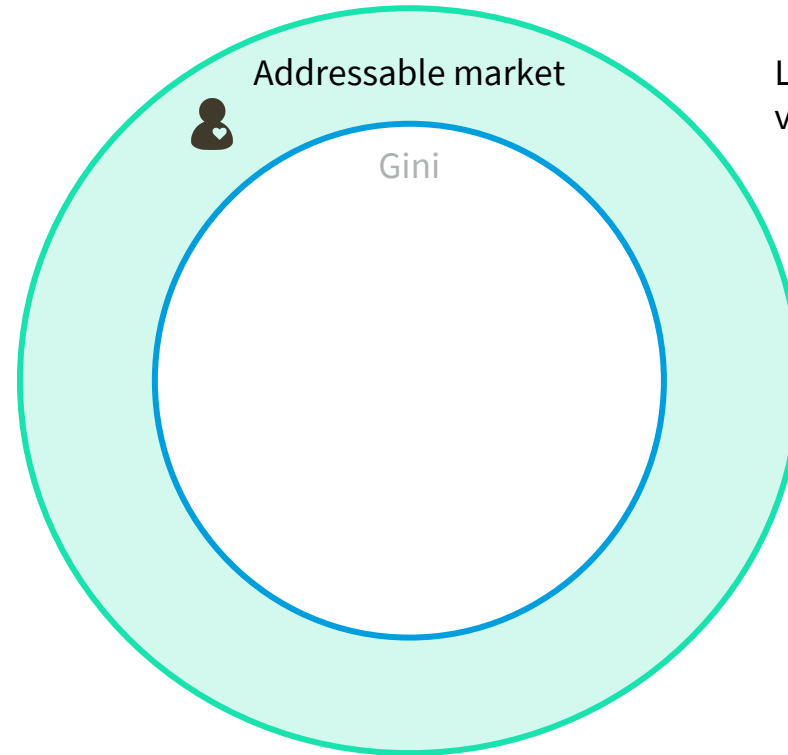
Academies - places of value creation



Ginis - value creators



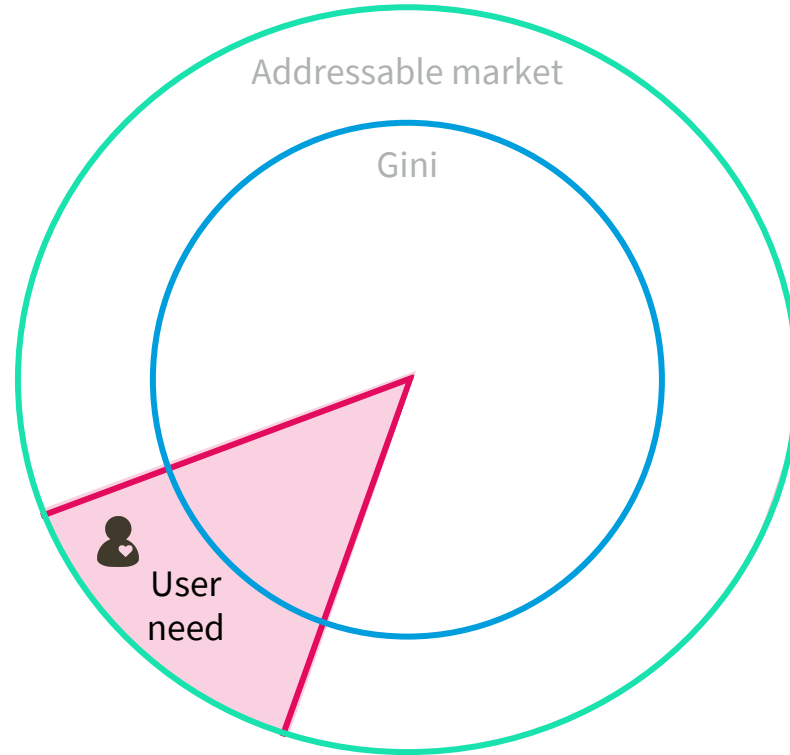
Markets - who we want to address



Limited by Gini's
vision and values

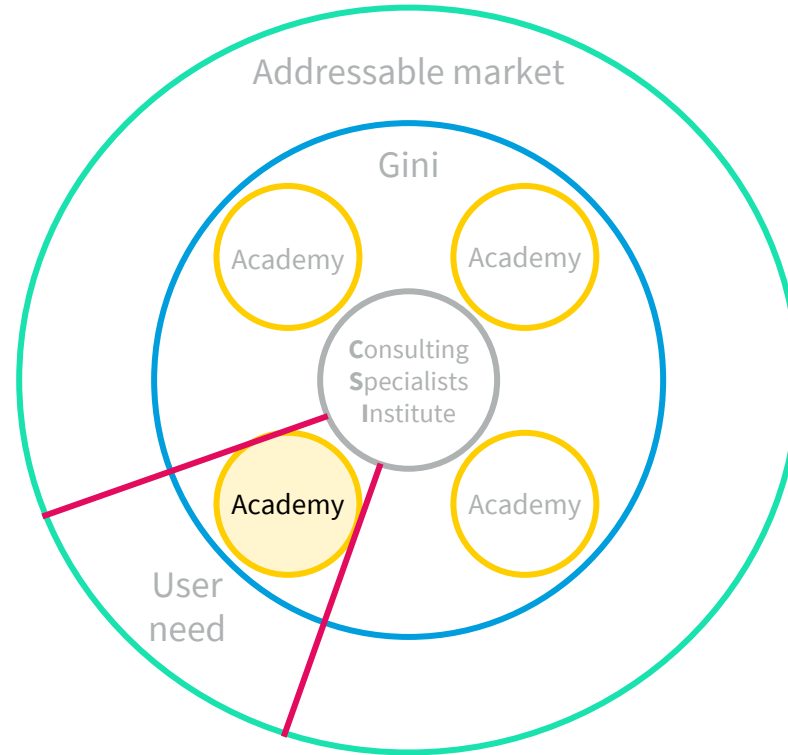


Markets - how we segment our market



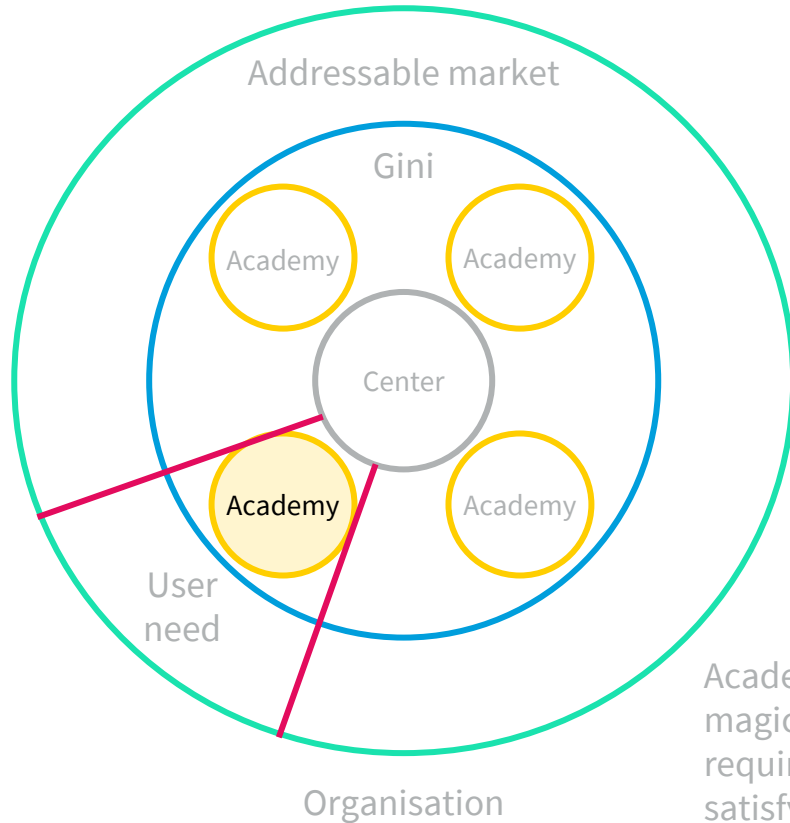
Which user need are we trying to fulfil?

Market - who addresses a segment

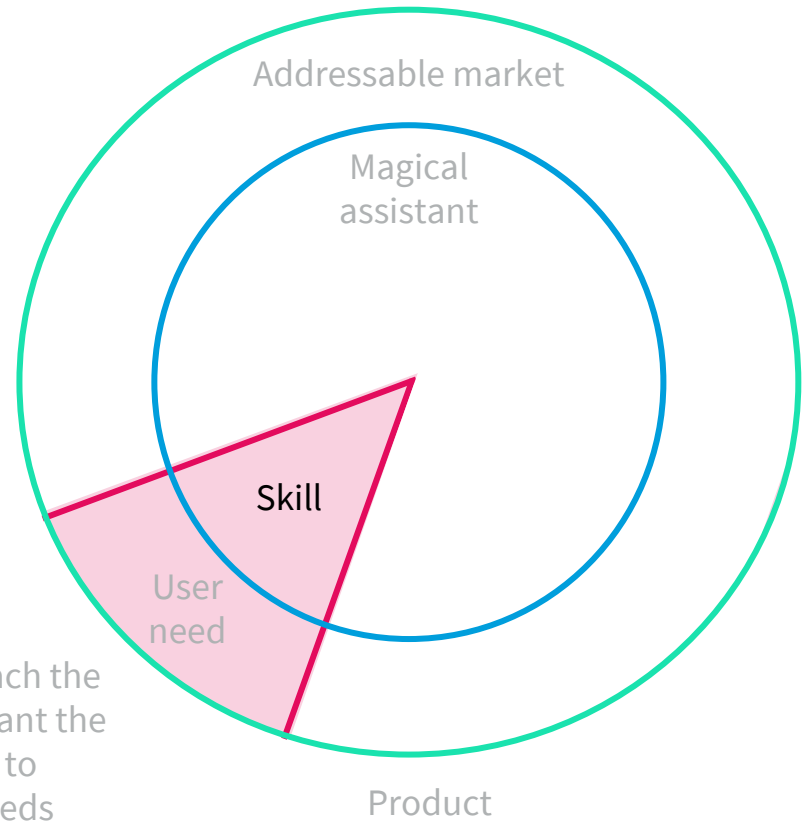


e.g. a consumer's personal assistant for invoice handling

Market - academies address a user need



Academies teach the magical assistant the required skills to satisfy user needs

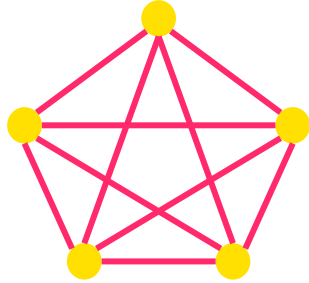


How we are structured

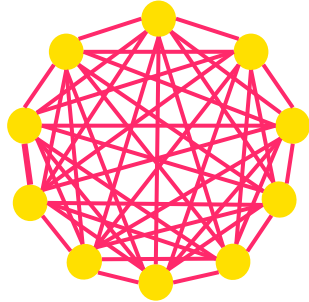
Challenges

Experiment

Challenge #1 - team composition

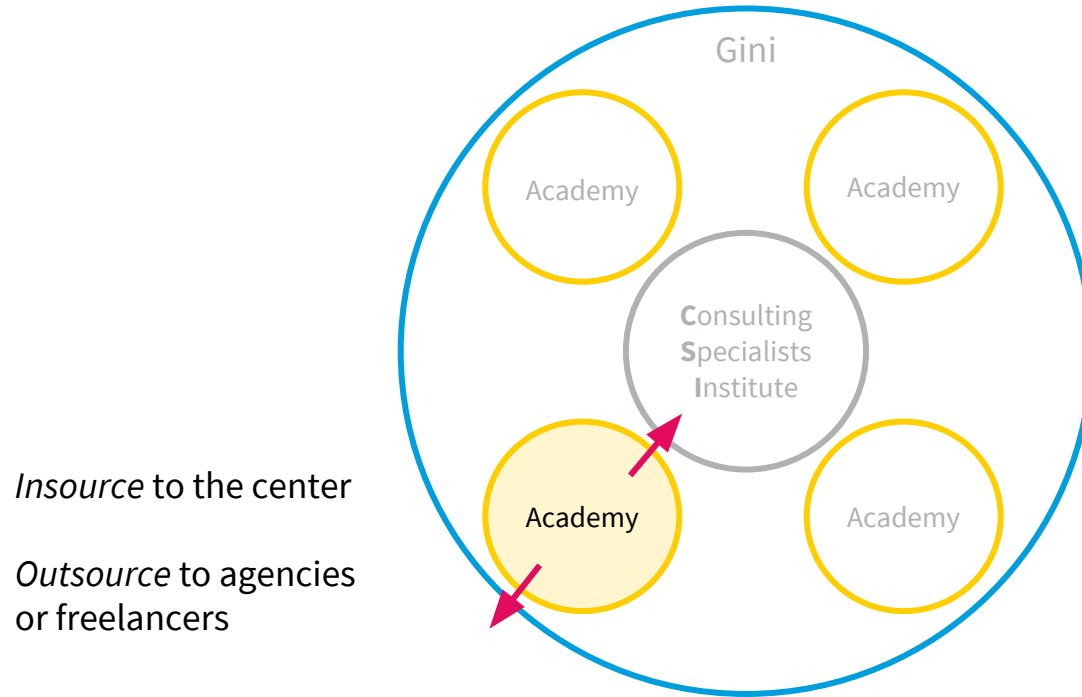


5 team members
10 connections



10 team members
45 connections

Misconception - ownership equals doing



Insource to the center

Outsource to agencies
or freelancers

Challenge #2 - decision making

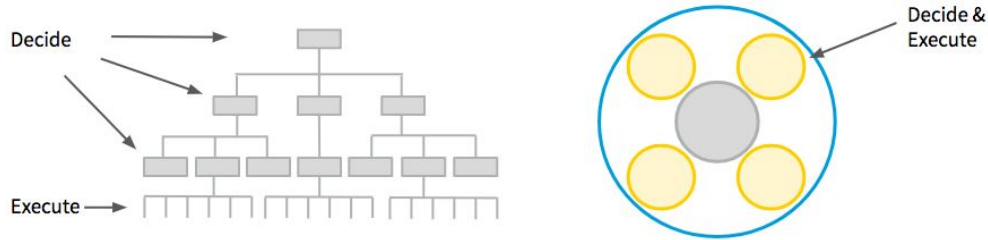
(1) Tell	!	I will decide and tell you the result. No discussions.	Me
(2) Sell	! → ?	I will decide and explain to you why I decided the way I did.	
(3) Consult	? → !	I will consult you and consider your advice before deciding.	
(4) Agree	(? !)	We will find agreement as a group.	We
(5) Advise	? → !	I will advise you, but then you decide.	You
(6) Inquire	! → ?	I will ask you after you decided to understand your decision.	
(7) Delegate	!	I don't want to hear about this again. Up to you.	

Challenge #2 - decision making

(1) Tell

!

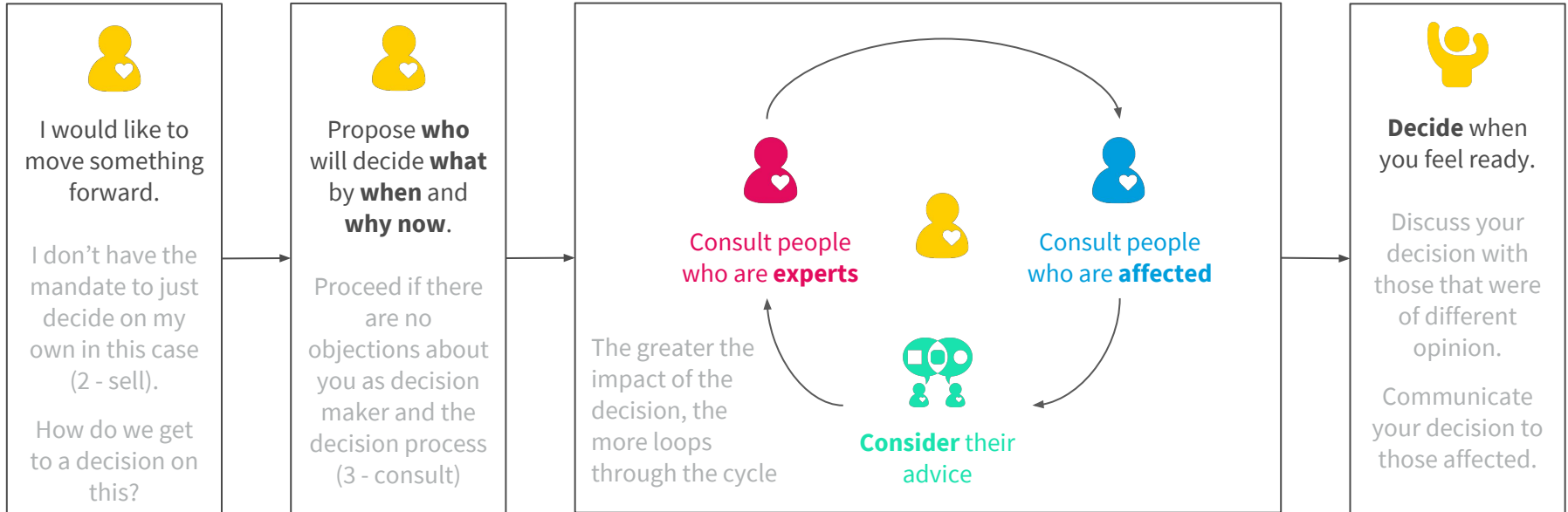
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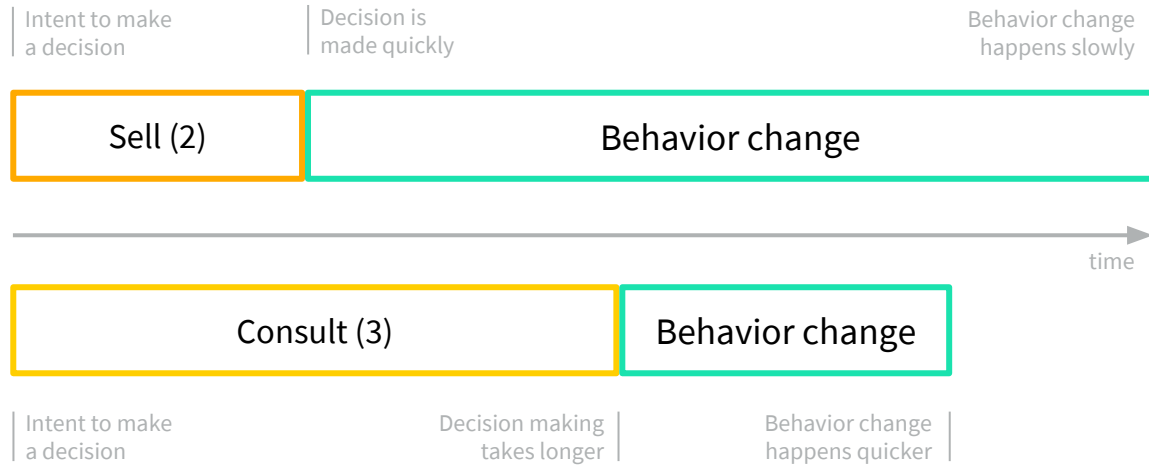
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Challenge #2 - decision making



Challenge #2 - decision making



Challenge #3 - shared accountability

Let people identify with a small group.

Autonomous market-oriented full-value-chain teams

Give them shared responsibility for shared goals.

Market segmentation, clear shared vision, self-set OKRs

Make all information open and transparent to the team.

Company strategy, financials, everything

Make performance information comparable across teams.

Accountability via team exchange and stock exchange

social
pressure

How we are structured

Challenges

Experiment

Experiment - try this at home

1. Decide on a **market segmentation**
2. Define one **market segment**
3. Map the **value chain** to satisfy that market
4. Create a **team** around that market
5. Enable **shared accountability**
6. Let them self-set their **goals**
7. **Retrospect** after three months

1-2-all

What are you most sceptic about?

What prevents you from doing this?

Thank you

If you want to find out more,
come talk to me afterwards.

Thank you

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No, really, come talk to me!

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