Descaling Gini to Agile

autonomous bossless teams that own their whole value chains

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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.
**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

**Optimize for efficiency**

**Optimize for adaptability**

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

**Raised communication overhead and demand for self-direction**
How we are structured

Challenges

Experiment
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.
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.
Value Chains - the recipe to create value

UX
- Research
- Understanding

Marketing
- Awareness
- Demand

Business Dev
- New markets
- Opportunities

Sales
- New partners
- Reach

Product
- Priority
- Ability to act

UI
- Design

Mobile
- Product

Vision
- Product

Semantics
- Product

Backend
- Product
- Capability

Ops
- Infrastructure
- Access

(T)AM
- Support
- Relationships

An excellent product
satisfying our users’ needs

supporting our partners

Admin
- Flow
- Harmony

Hiring
- Employees
- Growth

Org
- Work environment
- Effectiveness

Stewarding
- Dialog
- Guidance

Finance
- Advice
- Feasibility

Legal
- Advice
- Security
Academies - places of value creation
Ginis - value creators
Markets - who we want to address

Addressable market

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

Academies satisfy this user need

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.
Challenges

How we are structured

Experiment
Challenge #1 - team composition

- 5 team members
  10 connections

- 10 team members
  45 connections
Misconception - ownership equals doing

Insourcing to the center
Outsourcing to agencies or freelancers
## Challenge #2 - Decision Making

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

Source: Management 3.0
Challenge #2 - decision making

(1) Tell ! I will decide and tell you the result. No discussions.
Challenge #2 - decision making

**Mandate**
1. Tell
   - I will decide and tell you the result. No discussions.
2. Sell
   - I will decide and explain to you why I decided the way I did.

**Advice process**
3. Consult
   - I will consult you and consider your advice before deciding.
4. Agree
   - We will find agreement as a group.

**Consent**
5. Advise
   - I will advise you, but then you decide.
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.

---

Me

You

We

more details on how we make decisions
I would like to move something forward.
I don’t have the mandate to just decide on my own in this case (2 - sell).
How do we get to a decision on this?

Propose **who** will decide **what** by **when and why now**.
Proceed if there are no objections about you as decision maker and the decision process (3 - consult)

 Decide when you feel ready.
Discuss your decision with those that were of different opinion.
Communicate your decision to those affected.

Consult people who are **experts**
Consult people who are **affected**

The greater the impact of the decision, the more loops through the cycle

Consider their advice

Challenge #2 - decision making

more details on how we make decisions
Challenge #2 - decision making

- Intent to make a decision
  - Sell (2)
  - Consult (3)
  - Decision making takes longer
  - Behavior change happens quicker

- Decision is made quickly
- Behavior change happens slowly

- Behavior change
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

source: BetaCodex
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

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

No, really, come talk to me!
Thank you

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

No, really, come talk to me! Please.

Manuel Küblböck

We are hiring!