



DRIVEN HANDBOOK

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We are constantly testing our thinking, and trying out our ideas. This handbook also evolves, reflecting our own learning and growth. If the version you are reading is older than a few months, the chances are there is a newer version. You can get the latest one from anyone in Driven.

Handbook Purpose

The Driven Handbook is an attempt to capture who we are as a company. It provides everyone in the Driven system with a sense of where the safe boundaries are as we collaborate and find opportunities to grow. It also shows those outside Driven who we are, what we stand for, and whether or not they would belong here.

Some sections start with one or more heuristics. These are rules of thumb that you can use to measure whether or not what you are doing aligns to the rest of the organisation.

Driven's Ethos

1. Cultivate Mastery
2. Take it Personally
3. Travel Together

We put mastery at the centre of all we do. Our goal is to *cultivate mastery* for ourselves, our clients and community. Part of joining Driven is accepting that you are going on, and owning, your own journey of acquiring knowledge and growth.

Whatever happens in Driven, we find out how we can have an impact and *take it personally*. Each of us takes personal responsibility for all aspects of what we do, so we have no need for reporting hierarchies and heavy people management structures. We can focus on mastery.

Everyone here is at various points of their journeys to mastery. We find mentors in those who have travelled the current path we are on, and provide mentorship to those travelling paths with which we are familiar. At all times, we *travel together*.

Driven's Vision

We build Driven as an example of what is possible when humans are enabled to bring their full potential to work.

Our work is worth doing because we create systems designed for humans, rather than expecting humans to operate as compliant resources in a mechanistic world.

We help organisations to make this paradigm shift from putting the organisational machine at the center, with the people in service of the machine, to putting the people at the center and the machines in their service.

We also uplift our community by teaching and encouraging young people to learn how to teach themselves, through the vehicle of software development.

Driven's Strategy

1. Be Human
2. Be Emergent
3. Be Independent
4. Grow The Ecosystem

By *being human*, focusing on meeting people's needs first and subordinating the work system to the people in it, we've evolved a far healthier and high-functioning system than if we were to treat people as parts of a machine.

We move and grow *emergently* through short experiments with courageous feedback. Ideas grow, becoming things that adapt and sometimes that die. We become stronger, evolving and adapting, through the process.

We are optimised for providing the best possible *independent* advice, guidance and hands-on assistance to our clients. We guard this reputation fiercely. We are not commercially aligned to any other service provider, we don't resell 3rd party licenses and we don't take on any outsourced delivery.

We *grow the ecosystem* by harnessing network effects - by actively growing ourselves and the networks of people around us, we raise ourselves up. We uplift our whole community, and ultimately our whole country, continent and world.

Driven's Tactics

Driven currently has four key tactical focus areas in which we focus our attention.

drivenSystems – organisational mastery

1. Understand how mental labour works
2. Be a trusted advisor
3. Focus on the whole

We help people to understand and optimise *how mental labour works*. We help them see how this work, and ultimately value, flows through their organisations, teams and individuals so that they can improve it.

To do this we must be *trusted advisors* to those who can influence change in the system. We should be politically aware, but unaligned to any specific factions.

To be fully effective we need to optimise the whole value stream, not specific silos in it. If we are caught up in details and delivery of actual work we are less able to *focus on the whole*.

drivenSoftware – software development mastery

1. Be a part of the team
2. Get into the work delivery stream
3. Model how to operate to support a healthy work system

We provide craftsman that can not only advise but also roll their sleeves up and *be part of the team* by assisting in understanding business problems and developing software intensive solutions. By *modelling* the appropriate skills and behaviours we influence those around us to do be more effective.

drivenStudio – product development mastery

1. Explore cutting edge technology
2. Build products with partners
3. Get real world feedback

We incubate new product ideas and partner with strategic clients to co-create products.

drivenSpark – inspiring the journey to mastery

1. Spark, incubate and support communities
2. Teach non-coders to code, to teach themselves and each other
3. Inspire career developers to take more steps on their journey

We sponsor, host and organise local business and software developer community initiatives that aim to inspire people to proceed on their own journeys to mastery.

Effectiveness

1. Do the most important thing until either it ships or is no longer the most important thing

At all times we *do the most important thing* for each of us to do, within the context of the Driven ecosystem. When we are unsure what the most important thing is, figuring that out may be the most important thing.

What we measure

1. Impact not effort

We measure and optimise for *impact, not effort*. The kind of impact expected of you will depend where you are in your journey, roughly according to the craftsman guild model described below.

How we are structured

We do not have a formally entrenched hierarchy. We all have different journeys that brought us to Driven. We all joined at different times in the life of the company. We are all at different stages of mastery in different skills. With this in mind, there will be contexts in which you have a lot of influence and there will be those in which you have less. The way you gain more influence is by growing your expertise in a that context and actively participating over time.

At a skill level we follow a craftsman guild model. There are various defined stages in how we model Driven journey. Your overall journey may be as a software craftsman, or it may be in one of the other areas of the business, but the principles are the same.

Note that this is a *per-skill model* not a per-person one, meaning that someone may have mastered skills in one area, but be a student in another *at the same time*...

Stage	Characteristics	Autonomy
Student	You are just starting out, and your focus is simply on learning as much as possible and exploring paths you may like to go down in the future. You will need rules and plans to proceed.	Needs close supervision and step by step instruction.
Apprentice	You have decided which paths you would like to go down, and they are paths someone in Driven can and would like to assist you on.	Needs supervision and instruction.
Professional	You have and are able to provide this skill to Driven and our clients.	Able to achieve most tasks using own judgement.
Journeyman	You are triangulating your experience in different environments, whilst actively coaching and guiding as part of your role.	Able to take full responsibility for own work, and coach others.
Master	You have a vision of what is possible and are actively supporting a collection of Students, Professionals and Journeyman who rely on	Grasp of situations & decision making is intuitive. Able to take responsibility for going beyond existing standards and creating own interpretations.

	you for maintaining a healthy environment for them to progress in this skill.	
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What is it ok to do X in Driven?

It is ok to...

- Say I don't know
- Ask for more clarity
- Stay at home when you feel ill
- Say you don't understand
- Ask what acronyms stand for
- Forget things
- Introduce yourself
- Depend on the rest of Driven
- Ask for help
- Not know everything
- Have quiet days
- Have loud days, to talk, to joke and laugh
- Put your headphones on
- Say "no" when you're too busy
- Make mistakes
- Sing
- Sigh
- Not check your email after hours
- Not check your email constantly during hours
- Ask someone face to face
- Go somewhere else to concentrate
- Offer feedback on other people's work
- Challenge things you're not comfortable with
- Say yes when anyone does a coffee run
- Prefer tea
- Snack
- Have a messy desk
- Have tidy desk
- Learn in the way you like to learn
- Ask for it to be fixed
- Have off-days
- Have days of

How do I do X in Driven?

If a part of our work is repetitive we look for ways of putting a standard process into place so we don't have to reinvent it every time. If X feels like a repetitive thing, then there is probably a process for it already, or there should be one. For specific operational information, please get the latest copy of the **Driven Operational Handbook**.

In the spirit of "*Taking it Personally*", you are responsible for following the processes that are in place, and for collaboratively changing them when they are no longer fit for purpose.