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SECURITY PS
STRATEGIC INFORMATION SECURITY

proKarma



Software Without Managers

Yes, really.



Who Am I and Why Am I Talking About This?

- Geoff Vandegrift, Mylo Associate
- First job in software: Summer 1994
- Journey that got me here...

Are You Frustrated by Management?

A boss that doesn't understand/appreciate what you do

Efforts to prove value: staff meetings, status reports ...

Ever changing directions and priorities

Territorialism and self-preservation

Arbitrary deadlines

Micro-management/Lack of trust

Information hoarding

Arbitrary policies and rules

Bogus Annual Reviews

Decision makers miles removed from the problems/work

Poor understanding of productivity: "look busy"

What else?

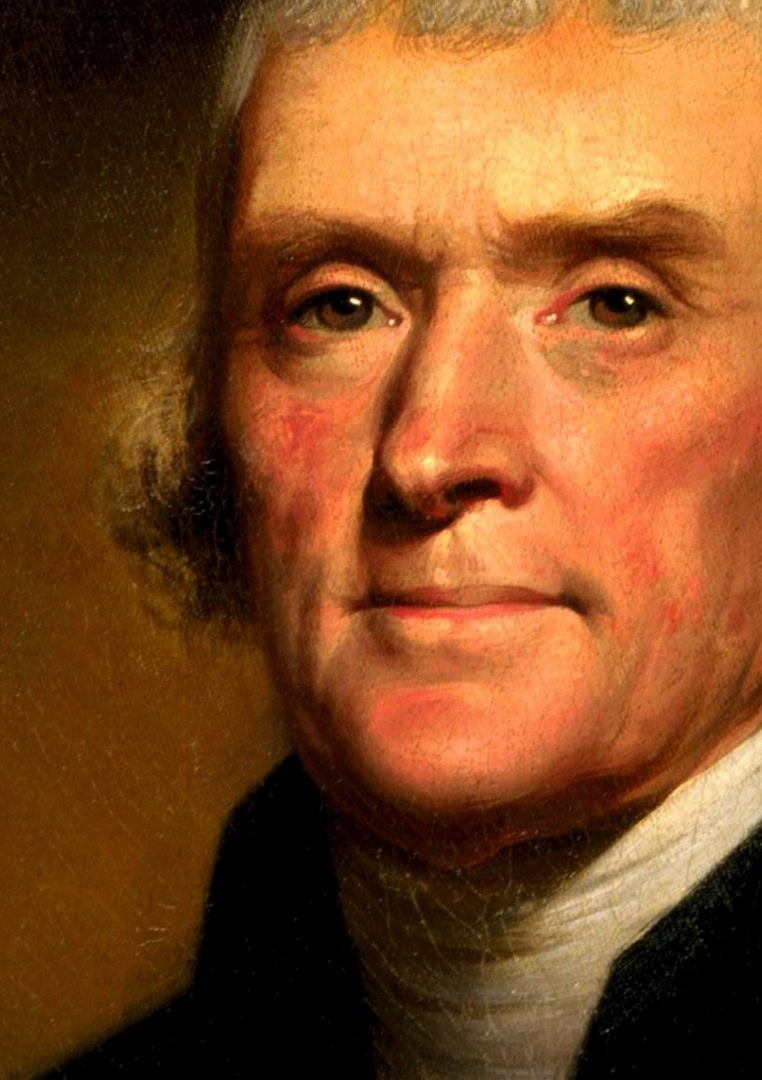
Good management exists, but
the deck is stacked against it.

It's an imperfect system, but
we have to deal with it.

Right?

Every man, and every body of men on earth,
possesses the right of self-government.

Thomas Jefferson



More Than Just Rebelling...

Why do cities exhibit “economies of scale”?



...but companies exhibit “diseconomies of scale”?

A (not so) New Idea



W.L. Gore & Associates, 1958

The Morning Star Company, 1990



Why Holacracy?



- Open
 - Founded by Brian Robertson
- Supported
 - HolacracyOne:

End the utility of the management hierarchy; reveal a new way of organizing that is so exquisite, so comprehensive, and so effective, that it evolves humanity's relationship to power.

- Preliminarily successful
 - Zappos
 - ~200 self-identified implementations

Disclaimer

- I am *not* an official representative of HolacracyOne, nor am I a licensed provider of services.
- I *am* a “Certified Holacracy Practitioner” and self-proclaimed zealot!

Why at Mylo?

- A more efficient company than our competitors because...
 - Holacracy is an “Economy of Scale”
 - Clarity of accountability
 - Non-consensus
 - We attract and retain top talent due to...
 - Empowerment
 - Autonomy
 - Purpose

What Holacracy Is *NOT*

- A new project management or software development technique/framework
- Democracy for the workplace (formalization of consensus)



Holacracy Nuts and Bolts



Everything Flows From...

CONSTITUTION ADOPTION DECLARATION

The Ratifier(s) signed below hereby adopt the attached Holacracy Constitution as the governance and operating system for Mylo, Leachology, Ben Adams, Contact Center, Shreeg (the "Organization"). The Ratifiers cede their authority to govern the Organization or direct its Partners, and agree not to do so except through authority granted to them under the Constitution's rules and processes.

The Ratifier(s) appoint the following representatives to the Organization's Anchor Circle:

☒ As a Lead Link (e.g. for an Anchor Circle governing an operating team):

• David Embury

or

☐ As a Lead Link (e.g. for an Anchor Circle governing an operating team):

• **Cross Link Role #1:**
From Entity/Group (the "Linked Entity"): _____
Role Purpose: _____
Role Filled By: _____

• **Cross Link Role #2:**
From Entity/Group (the "Linked Entity"): _____
Role Purpose: _____
Role Filled By: _____

Attached additional pages as-needed for further Cross Links

The Organization hereby adopts the Constitution this 5th day of May, 2017.

Ratifier(s) Signatures

X _____
Name: David W. Embury
Title: President

X _____
Name: _____
Title: _____

X _____
Name: _____
Title: _____

X _____
Name: _____
Title: _____

THE RATIFIER(S) SIGNED BELOW HEREBY ADOPT THE
HOLACRACY CONSTITUTION, ATTACHED HERETO AND
INCORPORATED BY REFERENCE (THE "CONSTITUTION"),
AS THE GOVERNANCE AND OPERATING SYSTEM WITHIN
_____ (THE
"ORGANIZATION"), AND THEREBY CEDE THEIR
AUTHORITY INTO THE CONSTITUTION'S PROCESSES AND
ENDOW THE DUE RESULTS THEREFROM WITH THE WEIGHT
AND AUTHORITY OTHERWISE CARRIED BY THE
RATIFIER(S), AS FURTHER DETAILED IN SECTION 5.1
THEREOF.

Two things:

Rules of structure
and

How to change it

Roles

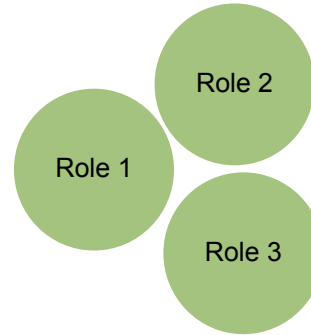
Authority is distributed throughout the organization

People decide what to do based on a clearly stated purpose

Structure based on **Roles**--not people

Roles have

- *A purpose* to achieve
- *Accountabilities* to enact
- *Domains* to control



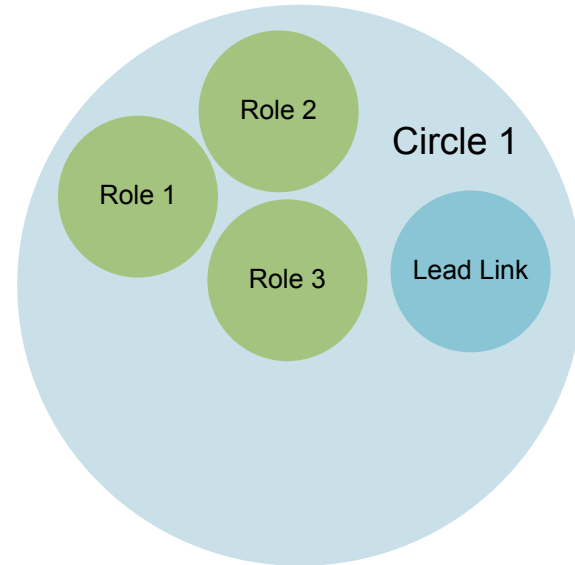
Organization of Roles

Circles are **Roles** that contain other Roles

Circles have a **Lead Link**

Governance is the organizational structure (all the Roles and Circles)

Governance is dynamic!



Example Role: Holacracy Trainer

Purpose

Easy access to experiential Holacracy training for both existing and new associates.

Domains

- Holacracy training materials

Accountabilities

- Training existing and new employees in Holacracy
- Interfacing with PO onboarding role

Example Role: Security Sheriff

Purpose

Sales systems that are secure and compliant

Accountabilities

- Meeting with security professionals
- Performing quarterly reviews of user access privileges
- Maintaining documentation of the security and legal compliance requirements our sales systems abide by
- Responding to questions on if/how our systems comply with vendor contract and customer RFP demands
- Working with Lockton IT on security related issues, requests, and tasks

Changing the Structure: Governance Meeting

- Formal meeting based on “Integral Type” (Linda Berens) designed to leverage the knowledge of everyone in the system
- Anyone can propose a change to the structure
- Biased to change (evolutionary algorithm) allowing the system to find its optimal solution
- Avoids consensus



Governance Meeting Steps



Present Proposal



Clarifying Questions



Reaction Round



Amend & Clarify



Objections



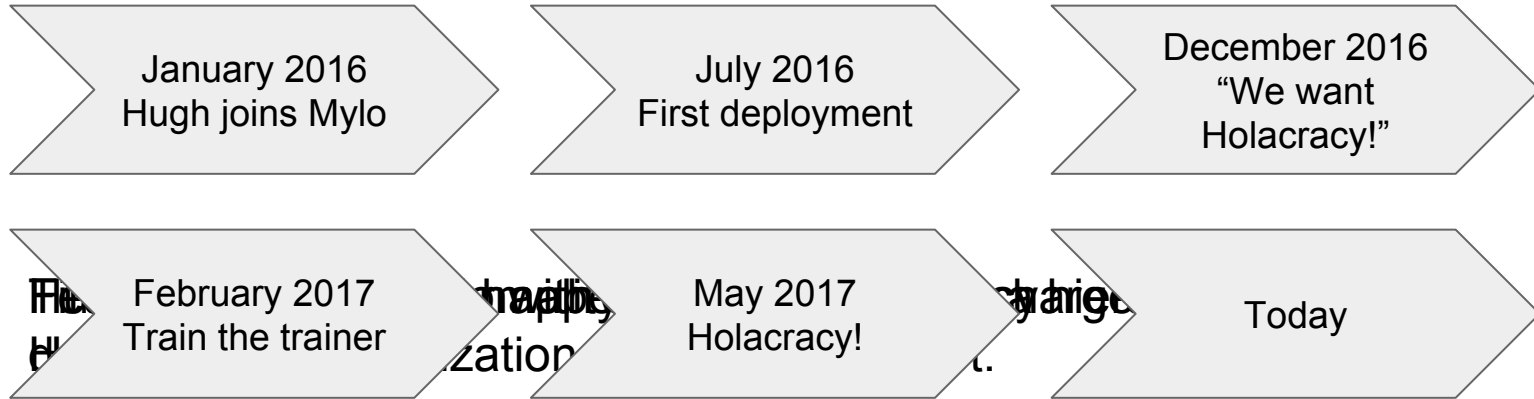


Much We Can't Cover...



What about the tough
questions?

Our Evolution



Holacracy One “discovery” session with executives. Declaration and start
signed Staff the organization Holacracy started.

Further Learning

- Brian's Book: *Holacracy: The New Management System for a Rapidly Changing World*
- Google: "holacracy comic book"
- "Resources" section of holacracy.org (constitution, videos, blog posts, ...)
- Come to Mylo's open house on August 15
- Talk to me...

Q&A

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