

Org Refactoring & Culture Hacking

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**"Hacking teams
is almost as
much fun as
hacking code"**

Me posting on Facebook, sometime in 2014



Goldratt Books

@GoldrattBooks

Following

“Features have no value until they are in the hands of a user and being used for a productive effort. So any activity not spent getting the next most valuable feature into the hands of a user quickly is just waste.”

bit.ly/2k8qSyi #tocot

Source: <https://twitter.com/GoldrattBooks/status/1038473316565217280>

**Who is to
blame!?!?**



Source: <https://mikemagnot.files.wordpress.com/2013/04/frankenstein.jpg>

**"[P]laced in the same
system, people,
however different,
tend to produce
similar results"**

Peter M. Senge, *The 5th Discipline: The Art and Practice
of the Learning Organisation*, pp. 42

**How do
we fix it?**



A still from the 1956 movie "The Ten Commandments" showing Moses, played by Charlton Heston, with a long white beard and wearing a red and green robe, pointing his right hand towards the stone tablets. The tablets are inscribed with the Ten Commandments in Hebrew. The background is a rocky, desert-like landscape.

“Traditional” Re-Orgs & Transformations

Source: <https://jpnicka.files.wordpress.com/2015/11/ten-commandments-movie.jpg>

**We can do
a better job**

Three Postulates:

1. Your organisation's structure is best served by being in a constant state of (incremental) change.

2. The best people to drive these changes are those closest to the action - us, the makers.

3. Our existing maker skills are ideally suited for this work.

Refactoring and Hacking

- I. Map the Human Architecture**
- II. Read the Dynamic System**
- III. Make the Right Change**
- IV. Kill Consensus**
- V. Beyond Delegation**

I. Map the Human Architecture

**Once
upon a
time...**

DV: 50%+ protects own ARVE.
 !! don't take on small groups
 \$3k per/ or 2 weeks mini
 budget: Tom to top?

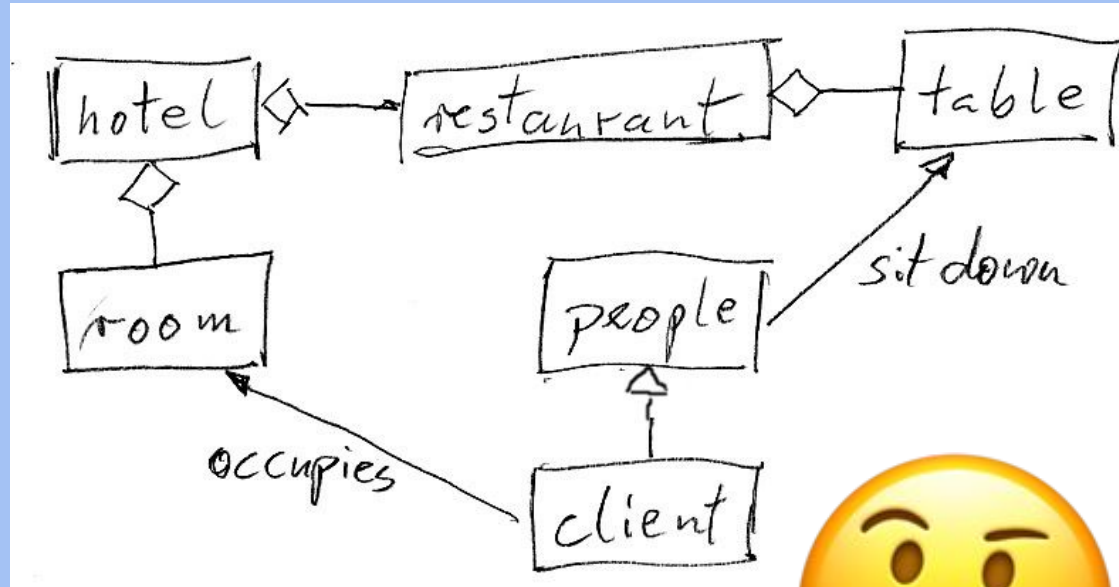
But don't add new suppliers - (prunks)
 Become OTH exp approx
 omonika
 as how you're in control
 freedom & rest
 Set objectives
 empower M. Perry
 socialize pipeline w. whole team
 priority list to prevent Cxtt Snapping
 try & get an absolute Mge-in (10%) @ mid-year
 get on new bond.

speaking
 spread out.
 Kevin
 + visibility of teams
 (Brain Trust)
 to sign off.
 don't ask permission.
 I'd v. Add. to 22une

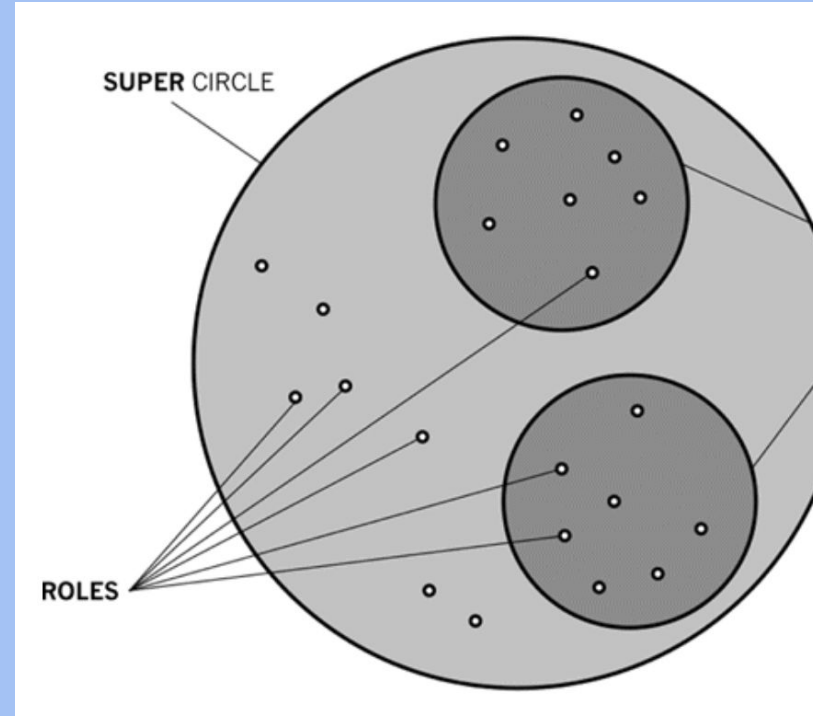
"PROR" - not paid for work yet
 advance warning of what of A
 omonika
 sign-on bonus? !!!
 sponsor e.g. LTC, CTO, old idea
 - where been?
 - how long now?
 - skills / training need?
 - tie to big picture
 - socialize plan w. Richard. "in line w. K. King"
 - get back to management

a

Draw it out



Circles & Roles



DV: 50%+ protects own ARV.
 !! don't take on small groups
 1st prp/ or w/ team
 budget: Trm top? own!!
 But don't add new suppliers - negotiate discounts (prings)
 • Become OTX w/ opponer
 • make
 • how many mys
 • as how you're in control
 freedom & rest
 Set objectives
 empower m/fory
 • protect stuff
 • get money
 • Folclongh
 Socialize pipeline w. whole team
 priority list to prevent lost shopping
 try to get on obstacle
 Done-in (10%)
 @ mid-year
 get on new bond.
 grow/retain.
 you can't be out of road
 Enroll in pipeline? (influence is?)
 • koin
 • + vis. bility of • koinis
 teams • stuff (brain trans)
 • make
 → advance winning of what off kin has
 Id who needs office
 Ask to raise. (Trm?)
 22me: "Ang" → Paul H.
 all to be gr of a com
 reports → cancel training (once)
 pace HA's
 → cross-team road map
 or, else
 offer. g.p. grade & home.
 relate to what was doing & pipeline
 "hire for it"
 skill back to own core skill set.
 confidence
 sponsor
 of, etc. to, involved them.
 for own
 - where been?
 - how long run?
 - skills / training need?
 → tie to big picture road map.
 → socialize p/m w. Richard. "m line w. M. K. m"
 → set like to maintain a - name → confidence

Uncover the Circles & Roles



Refactor- ing Tips

- **Don't overestimate existing understanding of how the org works**
- **It's a map of existing power and influence**
- **Openness builds trust**
- **You don't need to be in charge to do this**
- **You'll learn loads**
- **What you can see you can change**

**Your
next
hit...**

HOLACRACY

THE REVOLUTIONARY
MANAGEMENT SYSTEM
THAT ABOLISHES
~~HIERARCHY~~

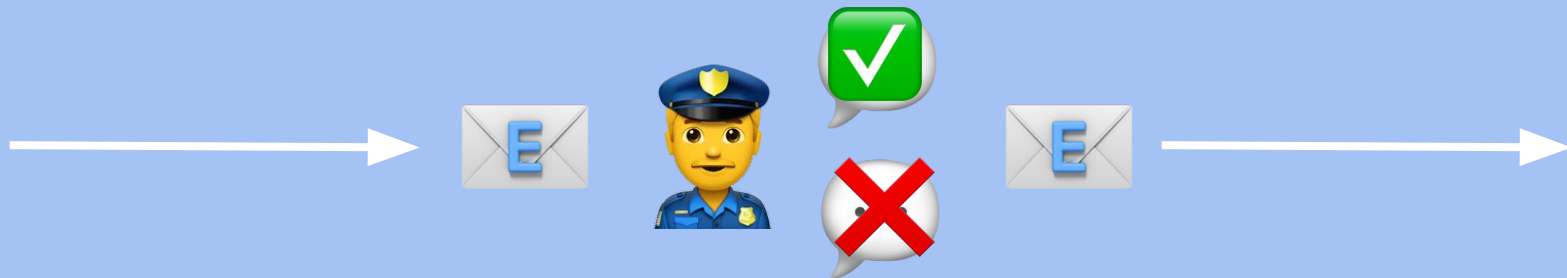
Brian J. Robertson

Foreword by David Allen, author of *Getting Things Done*

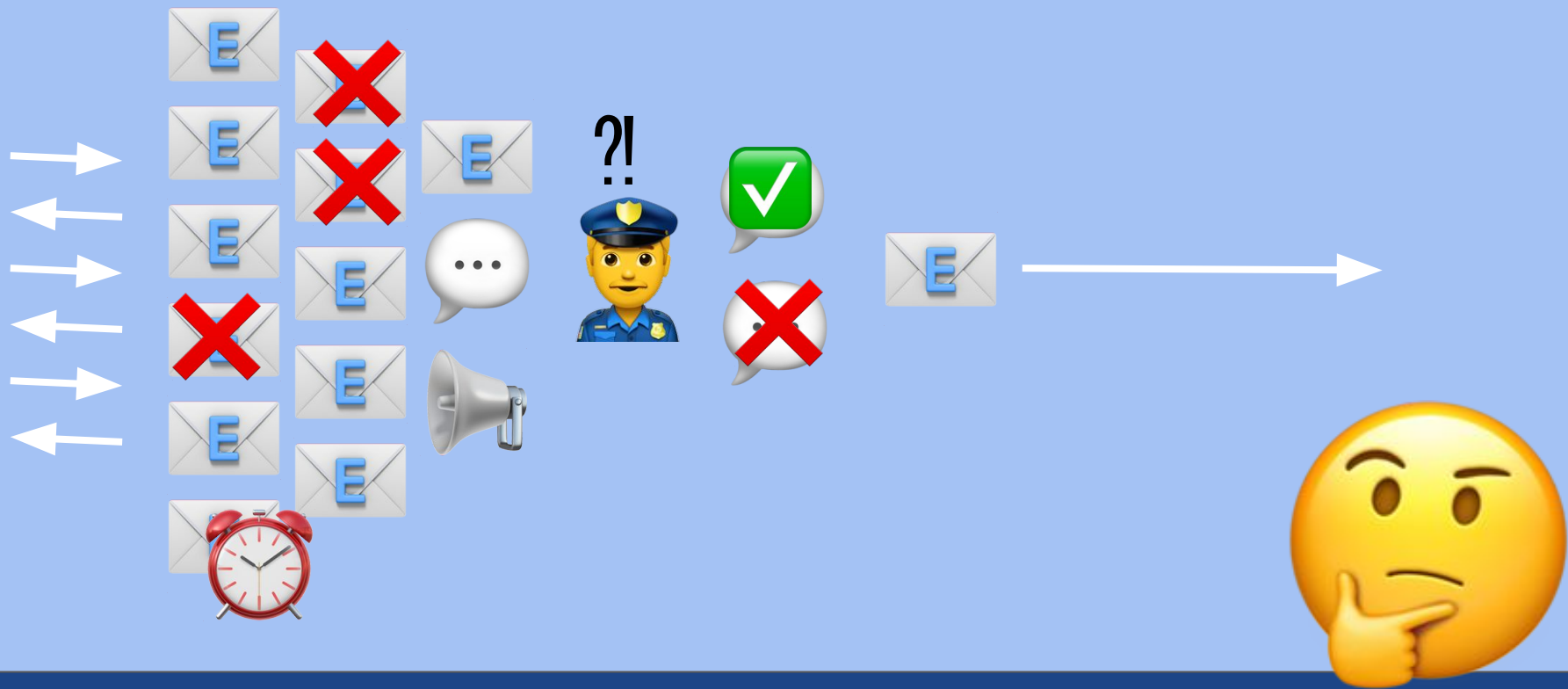
II. Read the Dynamic System

Once upon a time...







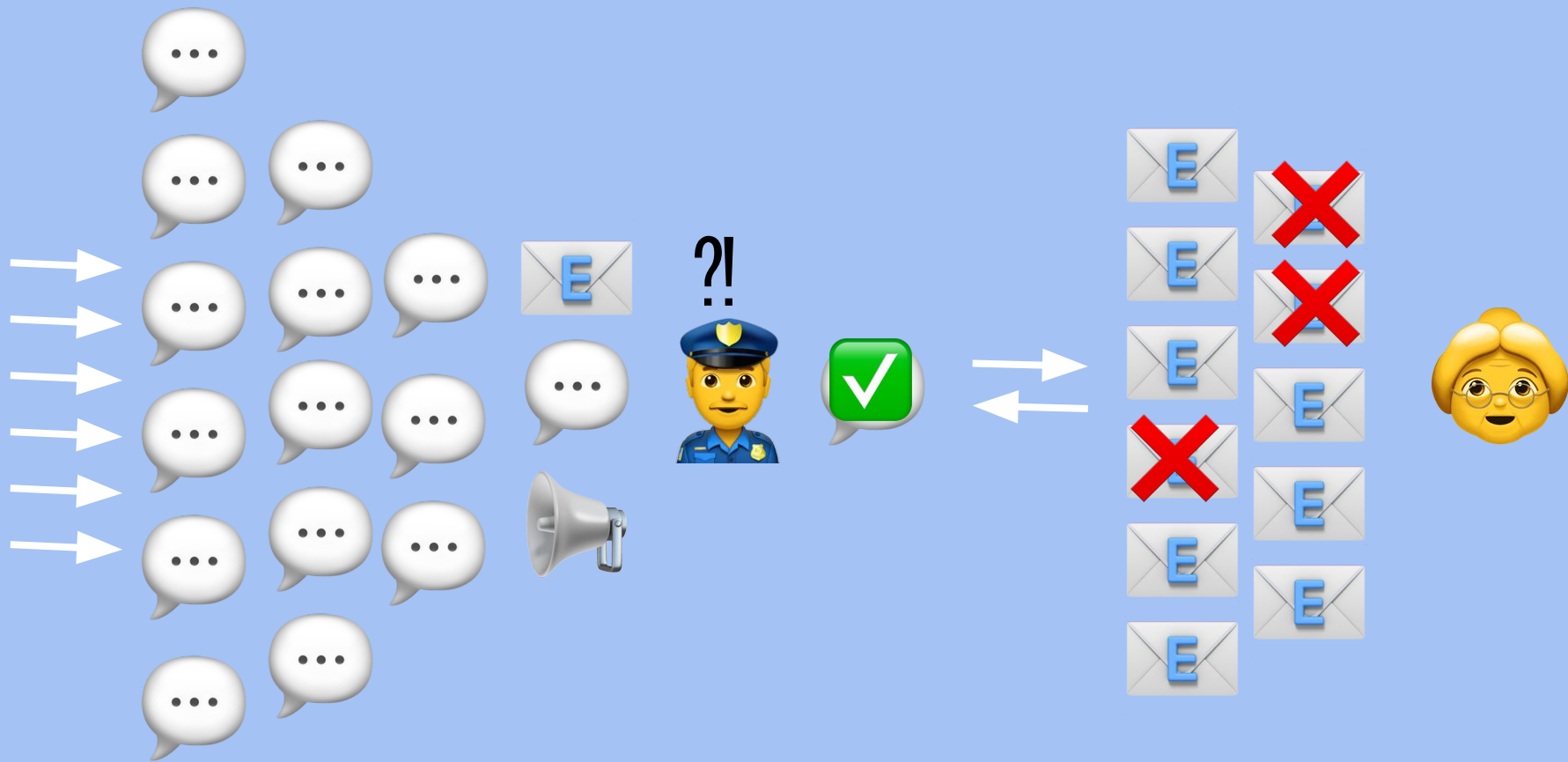


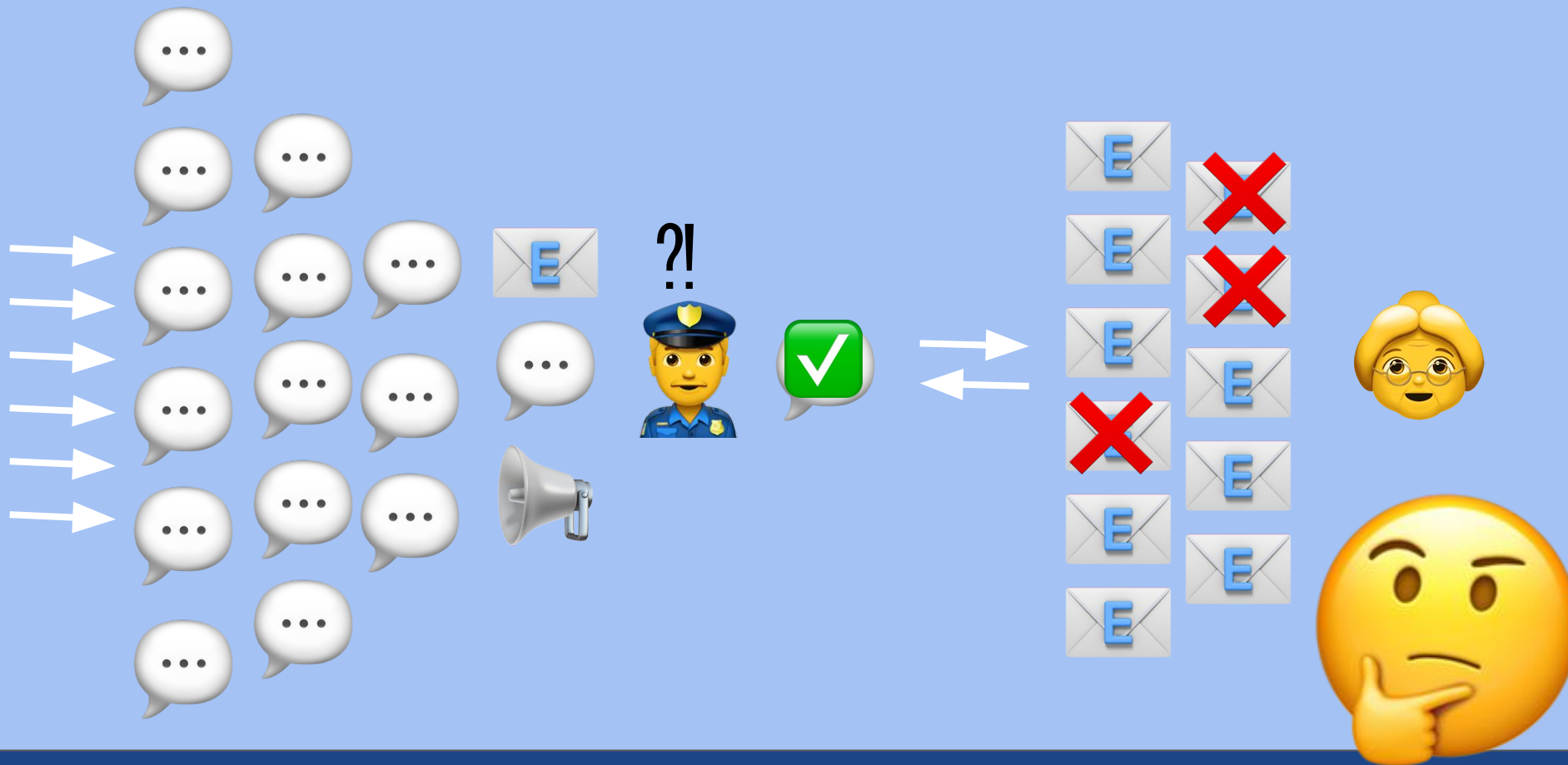
#orgrefacculthack

@a194781

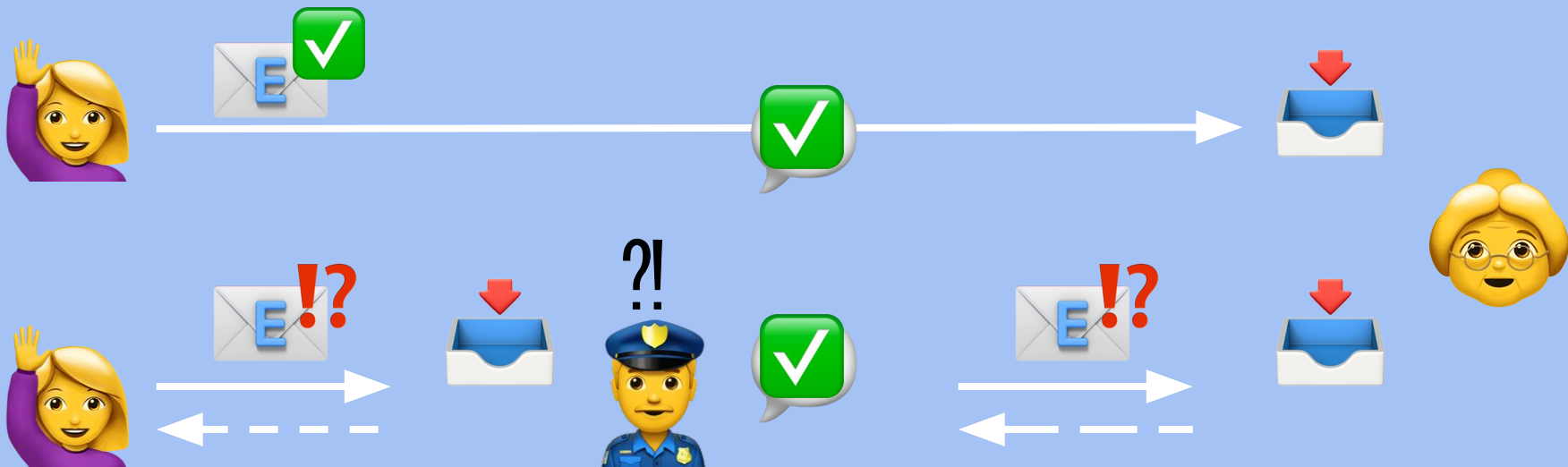


III. Make the Right Change





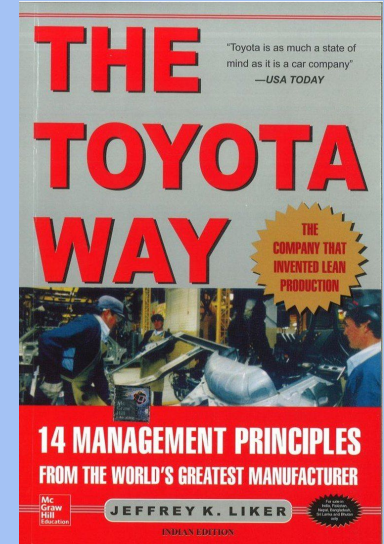
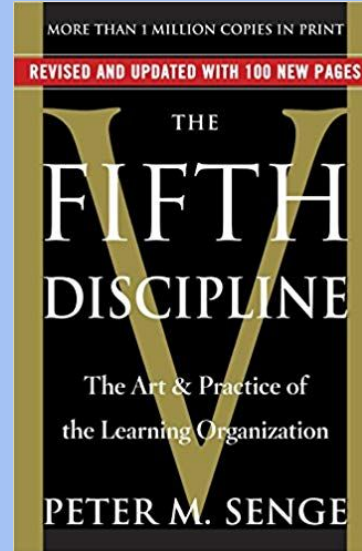
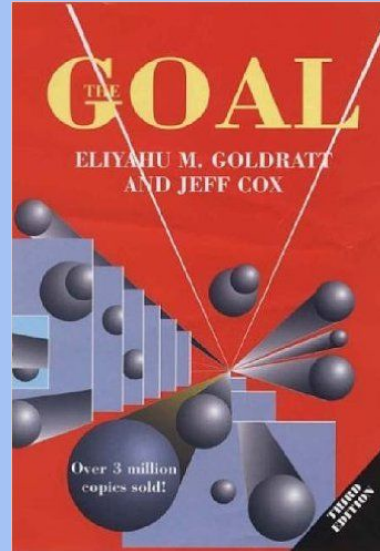
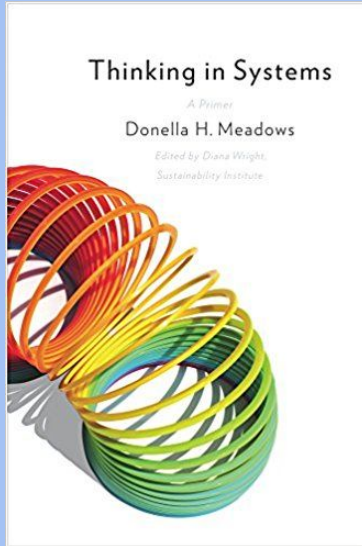




Refactor- ing Tips

- See the power of a *small change*
- But the *right change*
- And *given time* to manifest
- Observe the whole dynamic system
- Observe impact on the goal not local optima
- Maintain quality
- Watch out for feedback

Your next hits...



IV. Kill

Consensus

Roadblock

ENDLESSLY ECHOING CONFERENCE CALL

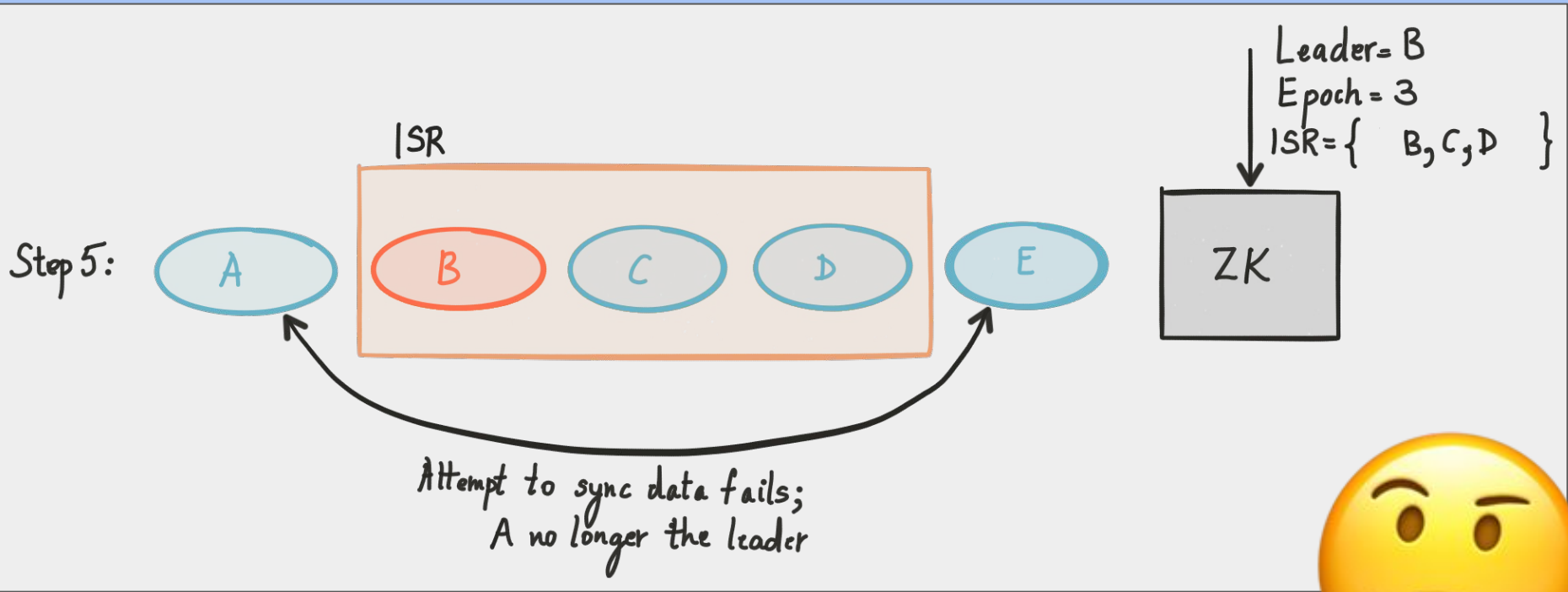
THE AGENDALESS SPRAWL

STAND-UP SOLILOQUIES

THE PRE-MEETING MEETING

THE PRE PRE-MEETING MEETING

THE FIVE LEVELS OF MEETING HELL



The Advice Process:

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***Anyone can make
any decision,***

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***after seeking advice
from everyone who
will be *meaningfully*
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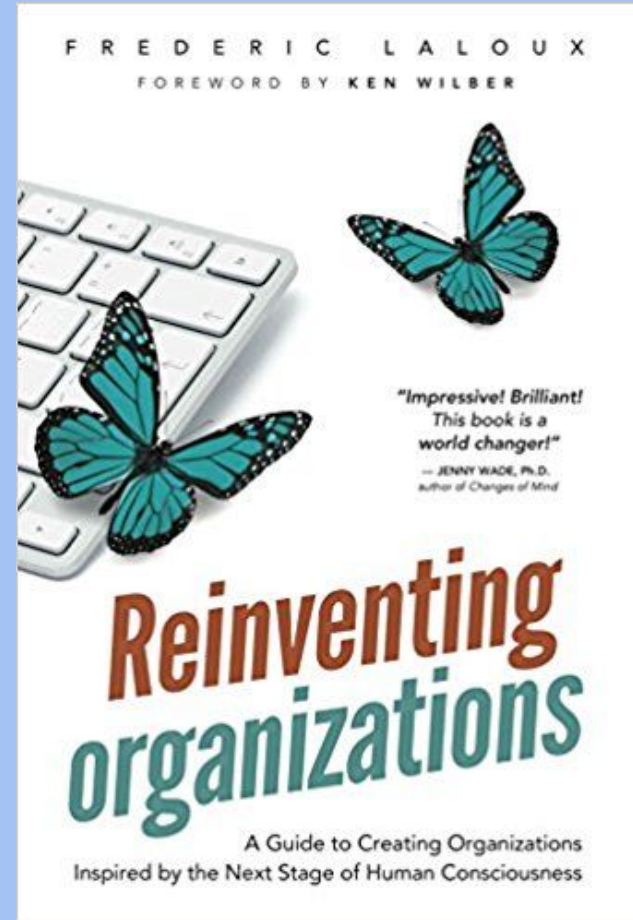
***after seeking advice
from everyone who
will be *meaningfully*
affected,***

***and those with
expertise.***

Refactor- ing Tips

- **Experiment: try it with ADRs**
- **Better decisions**
- **You'll also see more ownership, speed and transparency**

Your next hit...



V. Beyond Delegation

CULTURE :

"The pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with it's problems of external adaptation or internal integration"

Edgar Schein
quoted in The Toyota Way, pp. 299

2 (b) . the best way to help us
is for others to make
transparent as many processes
& open up as many data stores
as possible & then trust us to
get on with improving things.

**It's about
POWER**

Devolution

Beats

Delegation

Advice

Process++

- **Power will be initially held by managers / leaders**
- **Role-models will be required**
- **It's a safe way to transfer power (and a gateway drug)**

Right changes in end-to-end dynamic systems++

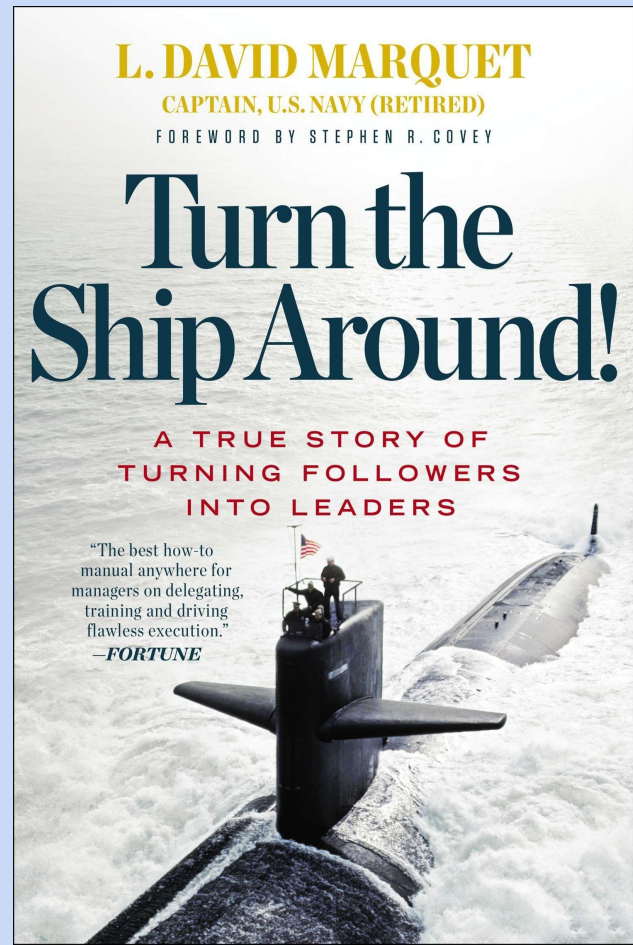
- **Makes the whole system visible to all**
- **Teach others to read systems**
- **Combine with the Advice Process to move towards Kaizen**

Circles and Roles++

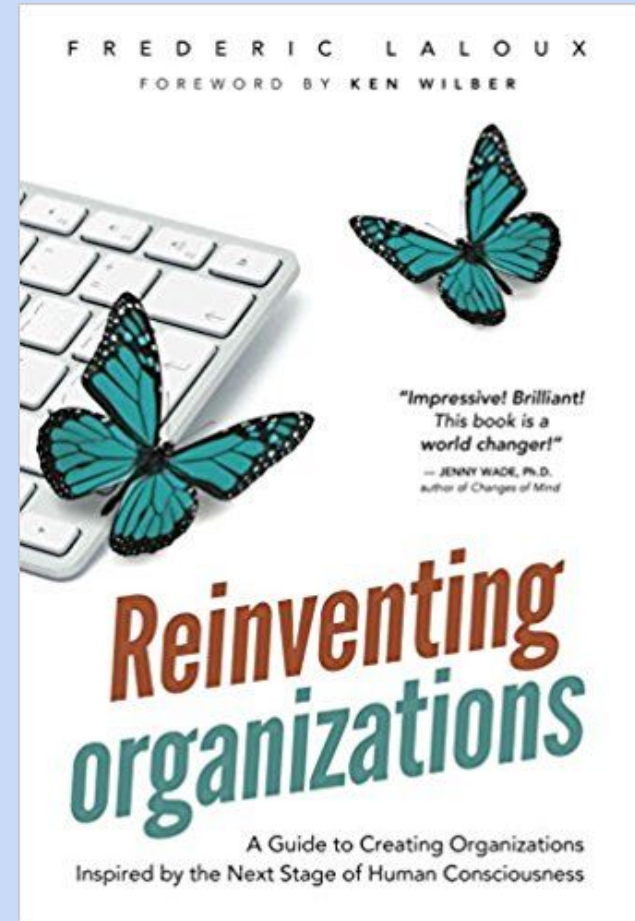
- Invite co-owners - start with holiday cover
- Invite new owners
- Make / encourage changes
- Let hierarchy emerge as, where and when required

Refactoring or Hack?

Your next hits...



Your next hits...



**What's
next?**

**"Hacking teams is
~~almost~~ as much
fun as hacking
code"**

Me not posting on Facebook, sometime in 2018
(#DeleteYourAccount)

**What
questions
have you got?**

#orgrefacculthack

@a194781

Thankyou

#orgrefacculthack

@a194781