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://mikemaginot.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?

“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...

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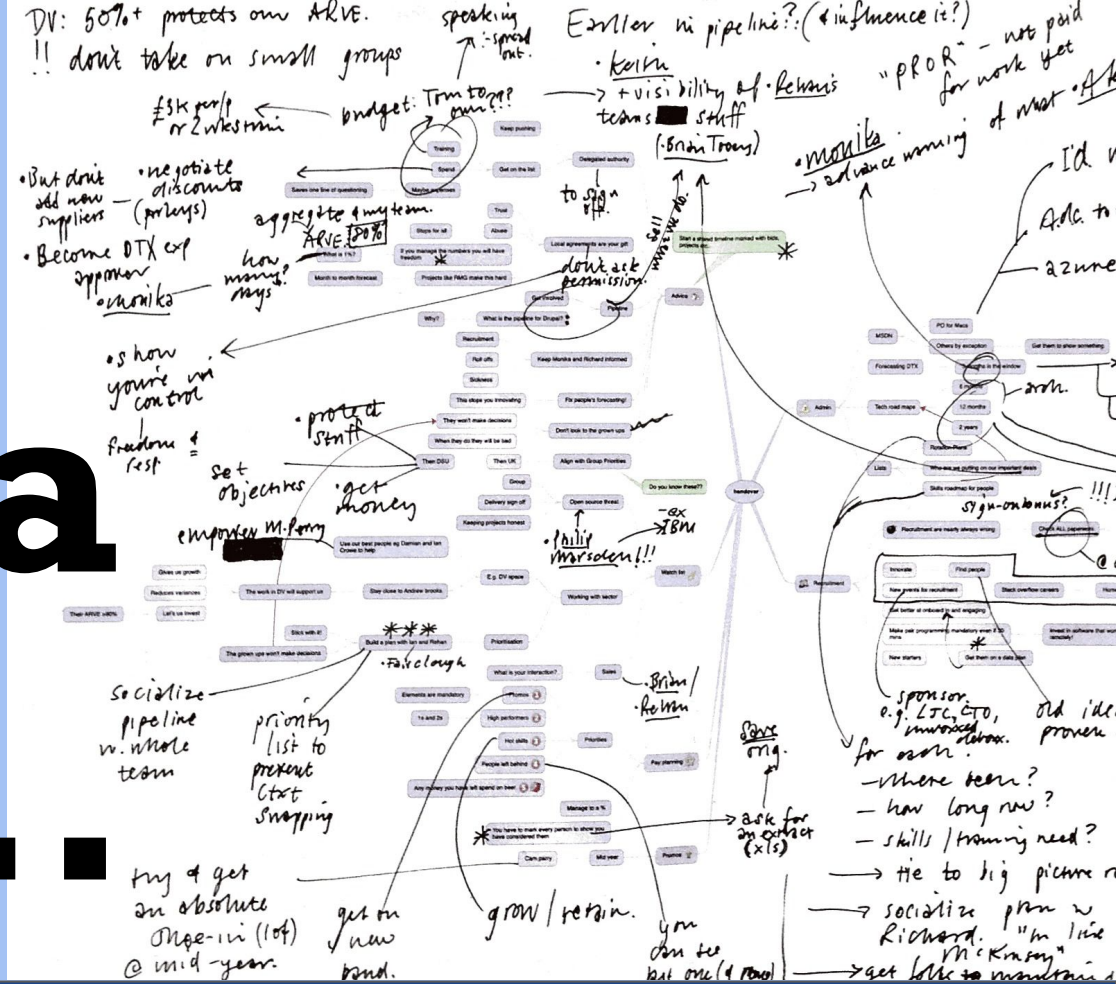
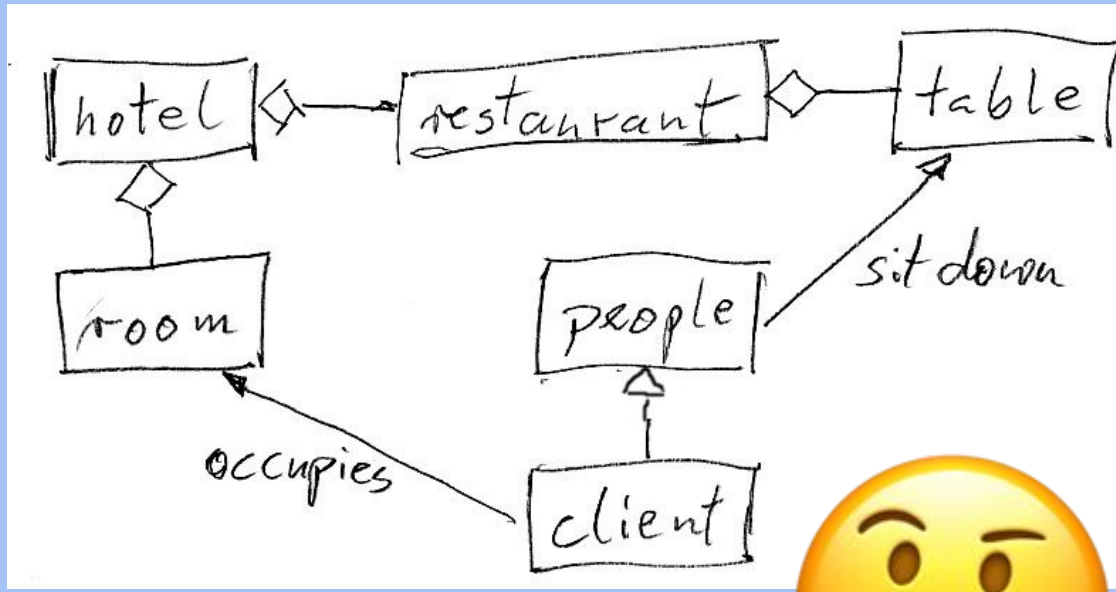
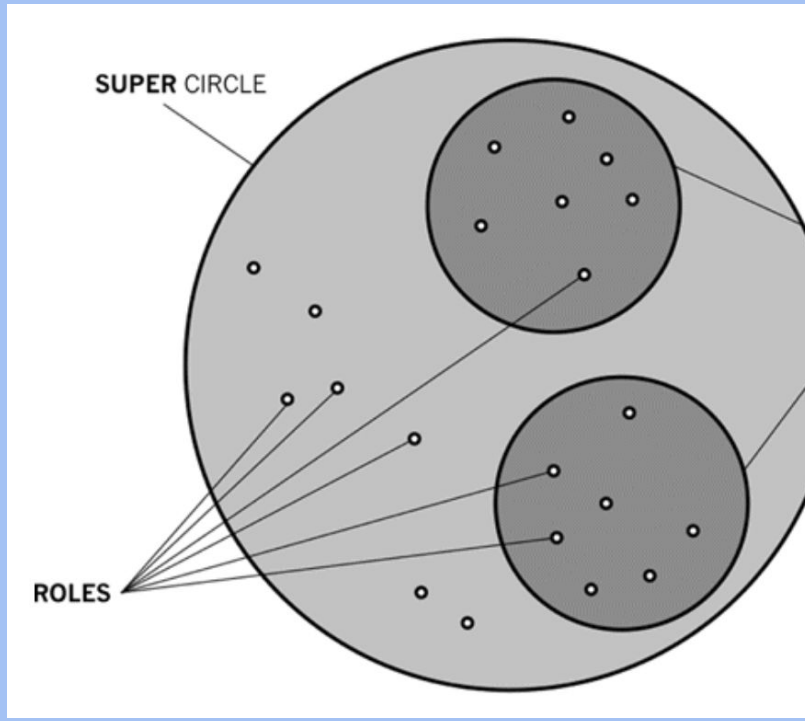


Draw it out



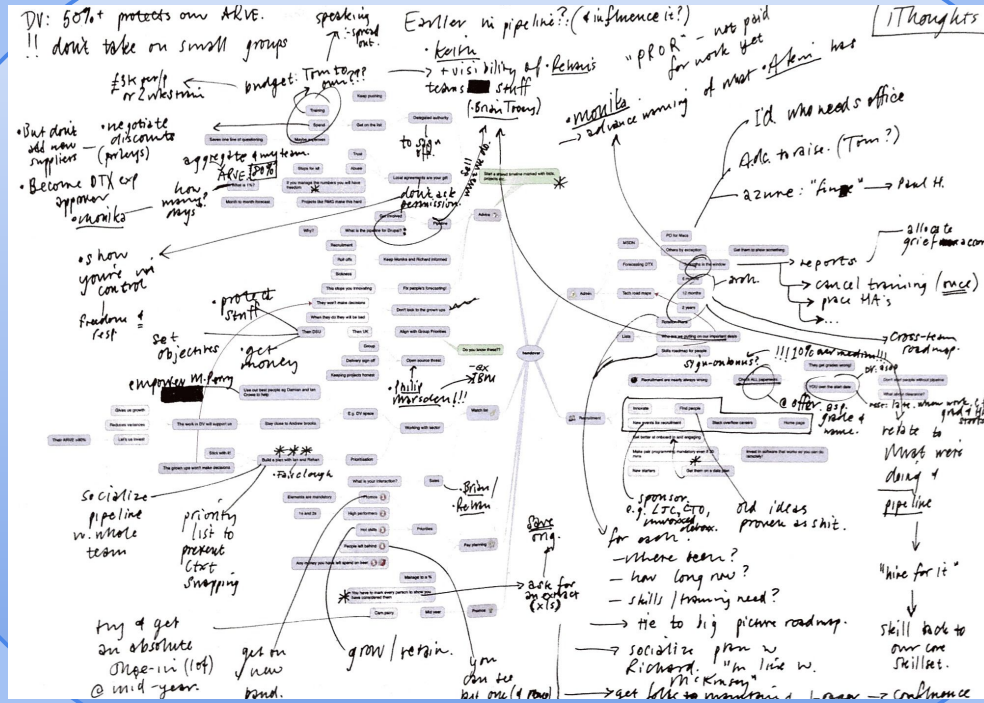
Source: http://www.site.uottawa.ca/~bochmann/SEG-2106-2506/Notes/M1-2-StateMachines/example-hotel/index.html

Circles & Roles



Source: Holacracy, the Revolutionary Management System That Abolishes Hierarchy by Brian J. Robertson

Uncover the Circles & Roles

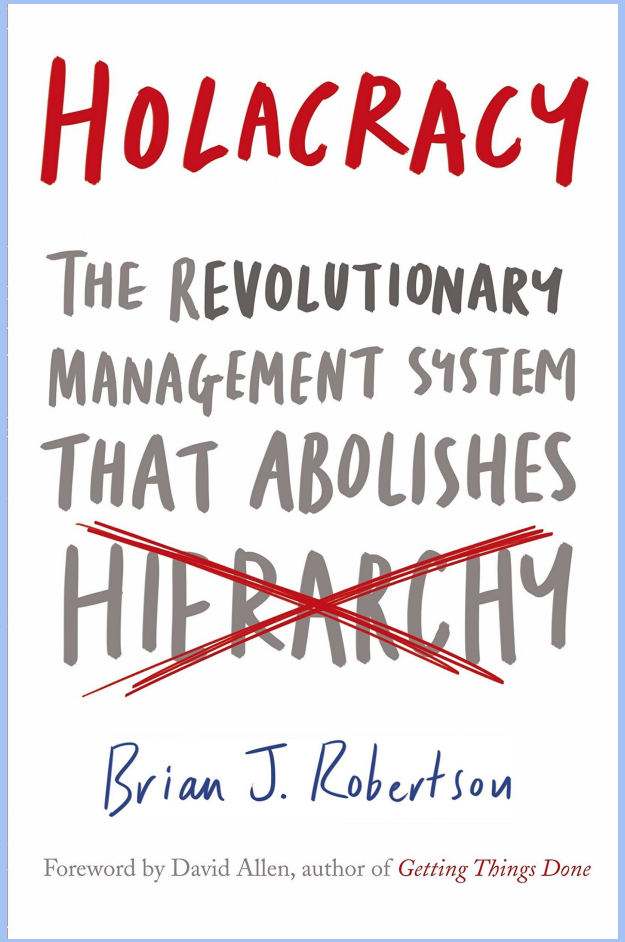


Uncover the Circles & Roles

Refactor-ing Tips

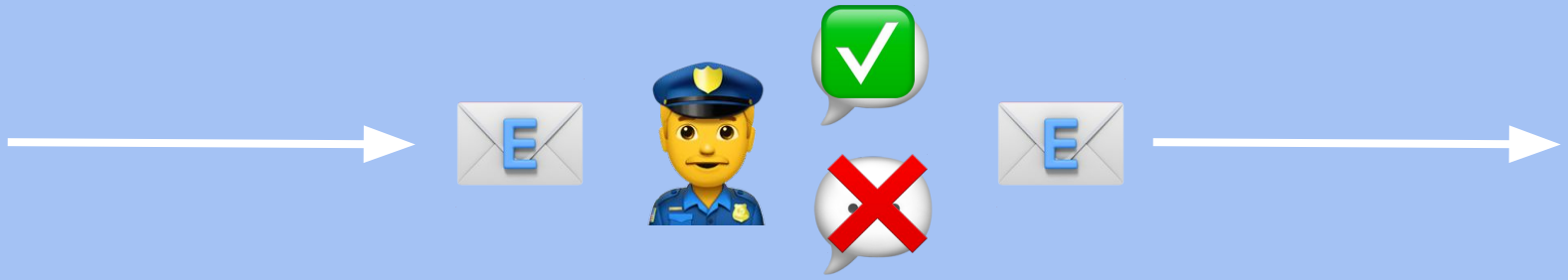
- Don’t overestimate existing understanding of how the org works
- It’s a map of existing power and influence
- Openness builds trust
- You don’t need to be in charge to do this
- You’ll learn loads
- What you can see you can change

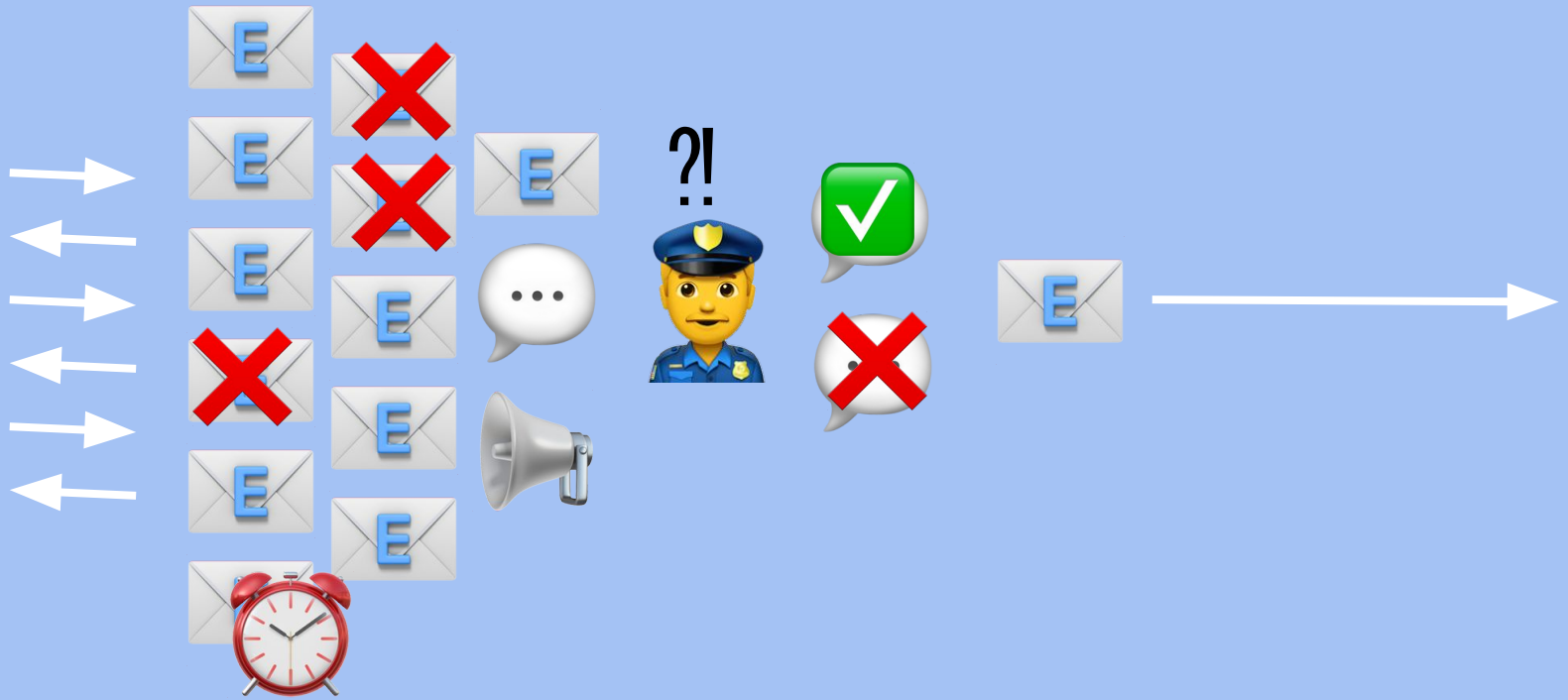
Your next hit...

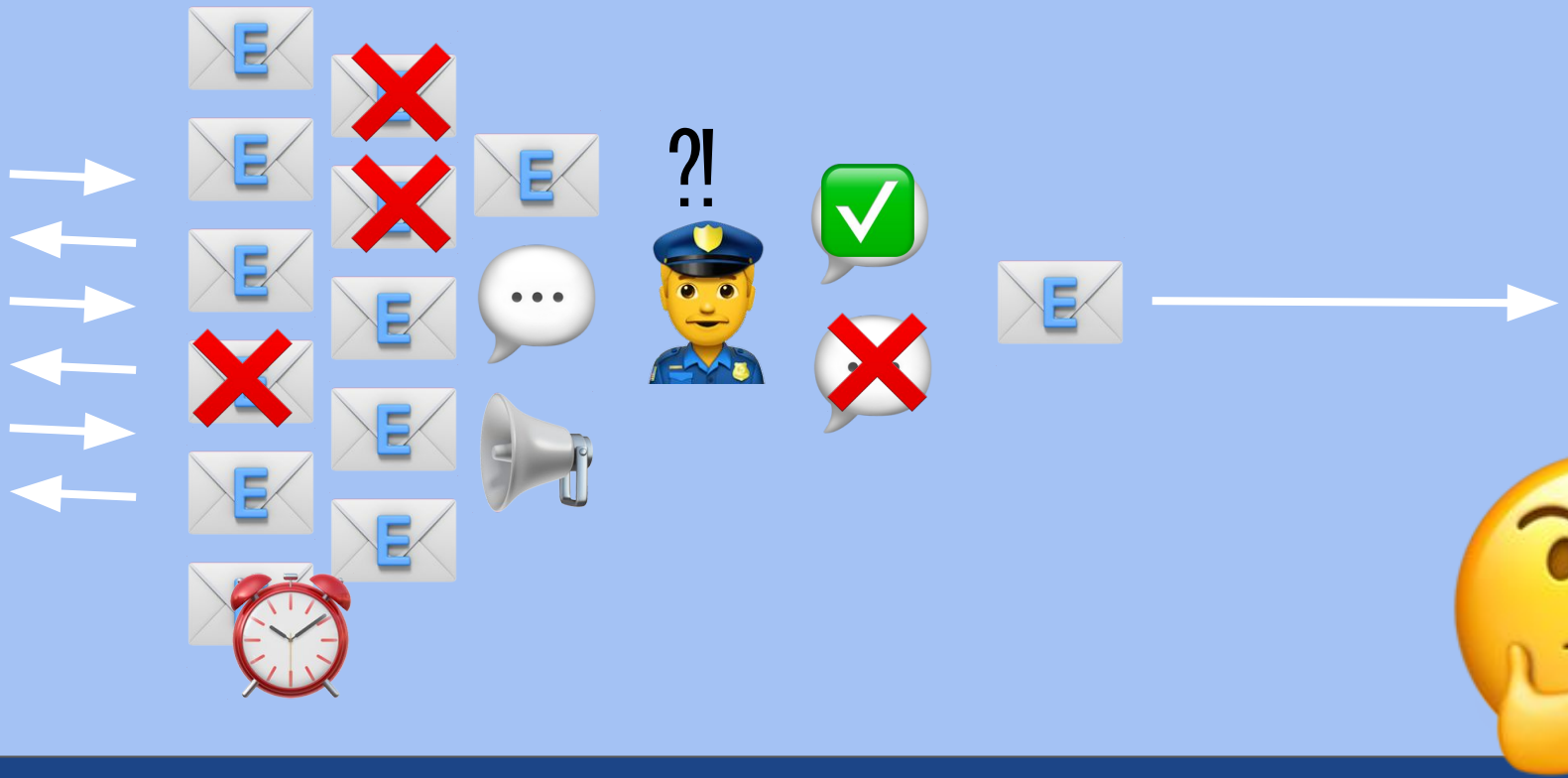


II. Read the Dynamic System

Once upon a time...







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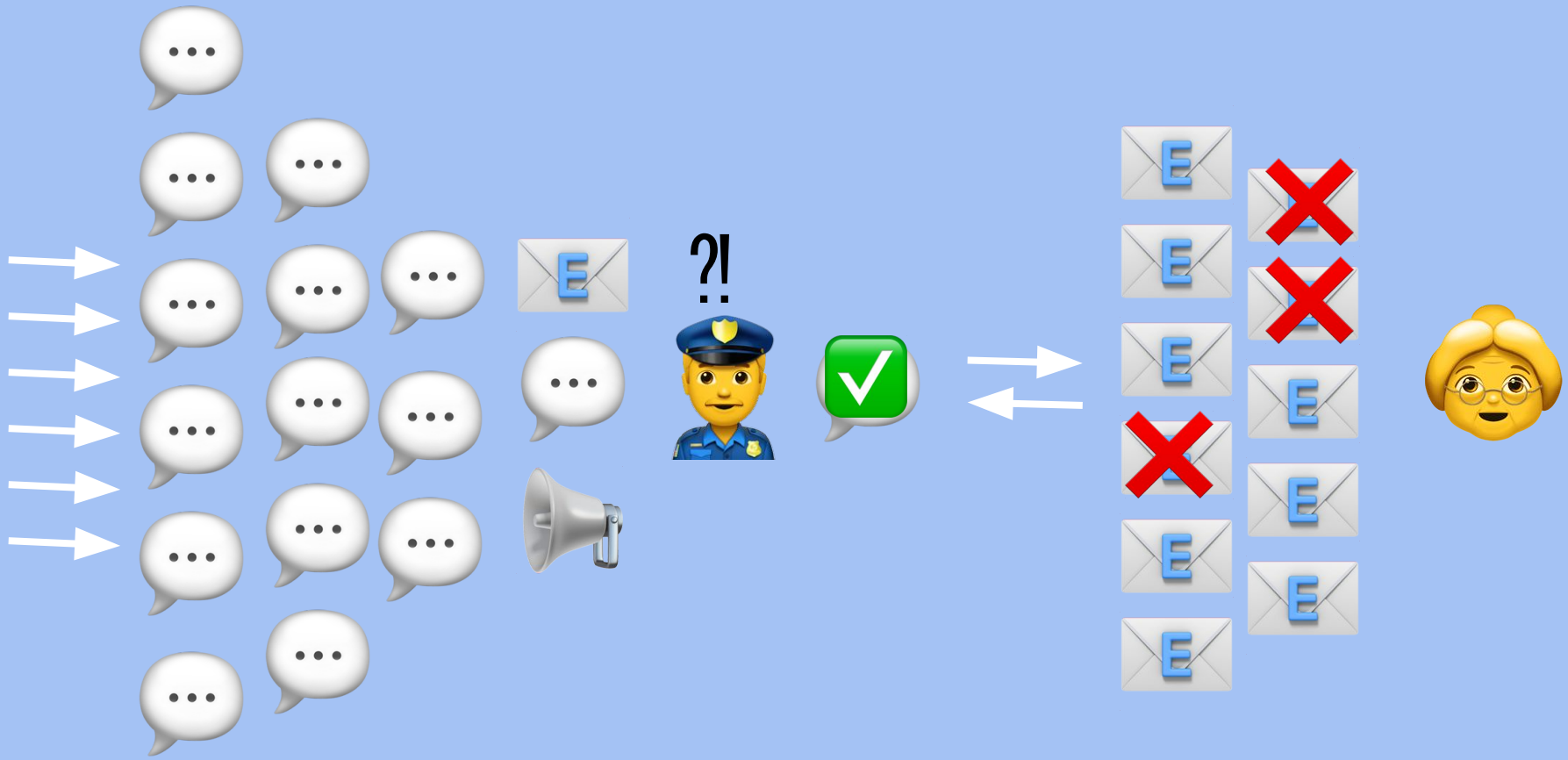
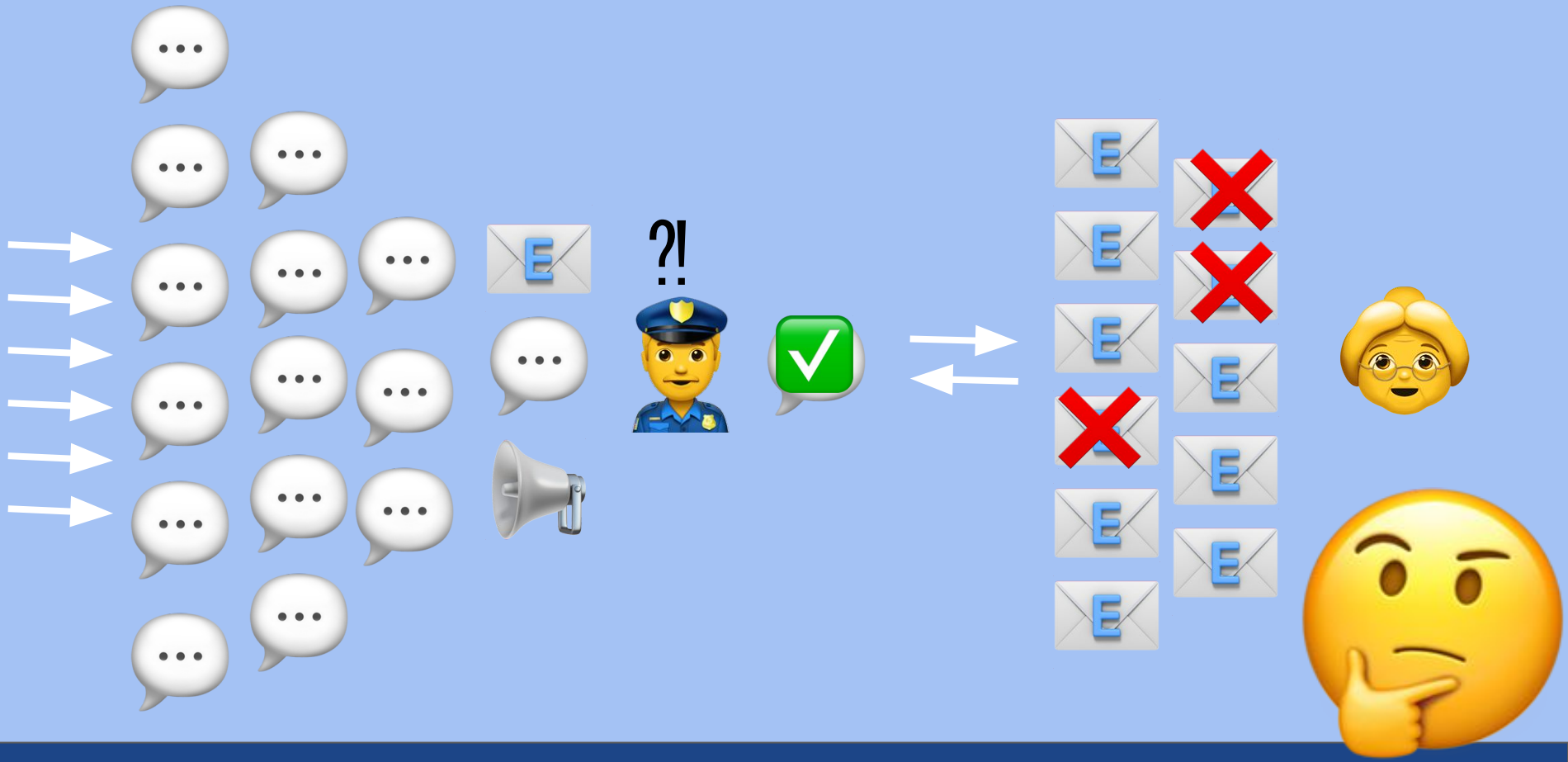
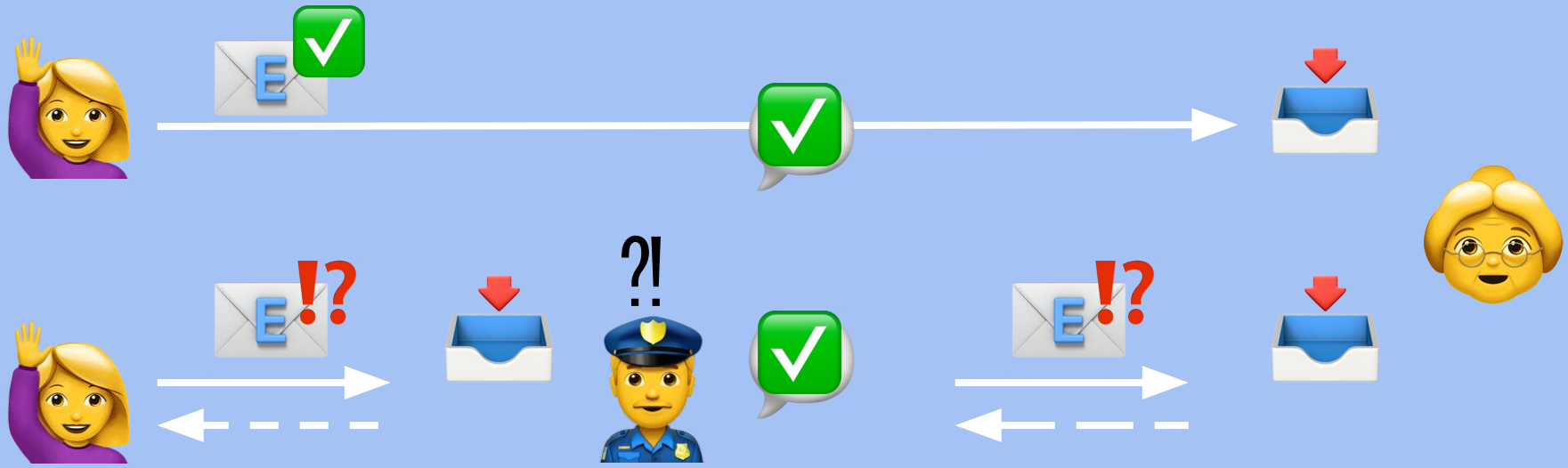
III. Make the Right Change



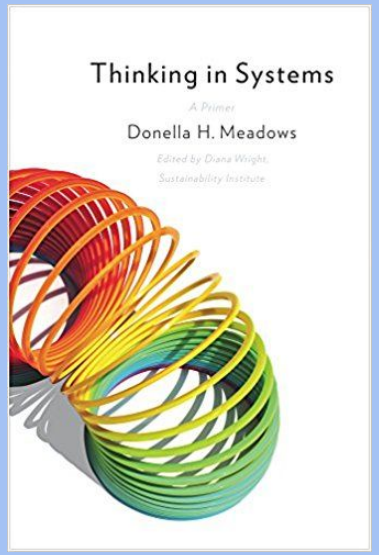


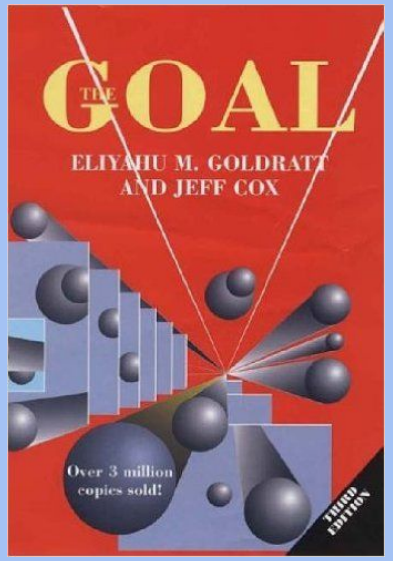


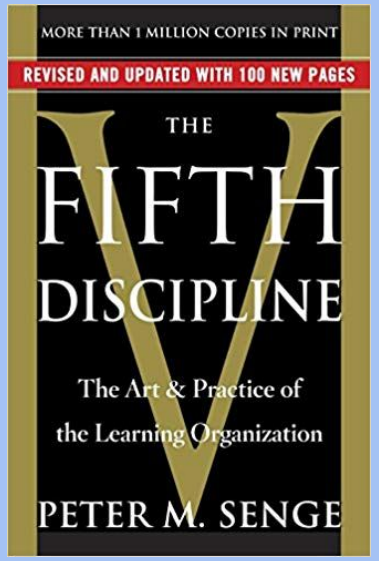
Refactor-ing Tips

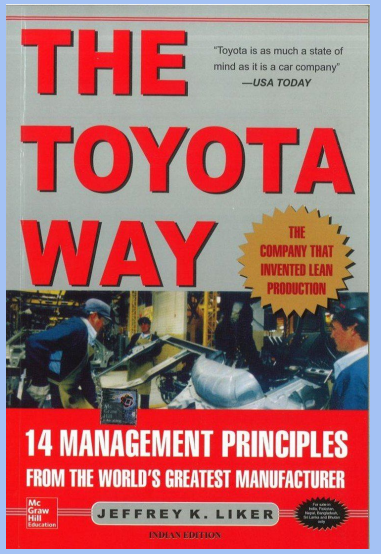
- See the power of a *small change*
- But the *right change*
- And *given time* to manifest
- Observe the whole dynamic system
- Observe impact on the goal not local optima
- Maintain quality
- Watch out for feedback

Your next hits…

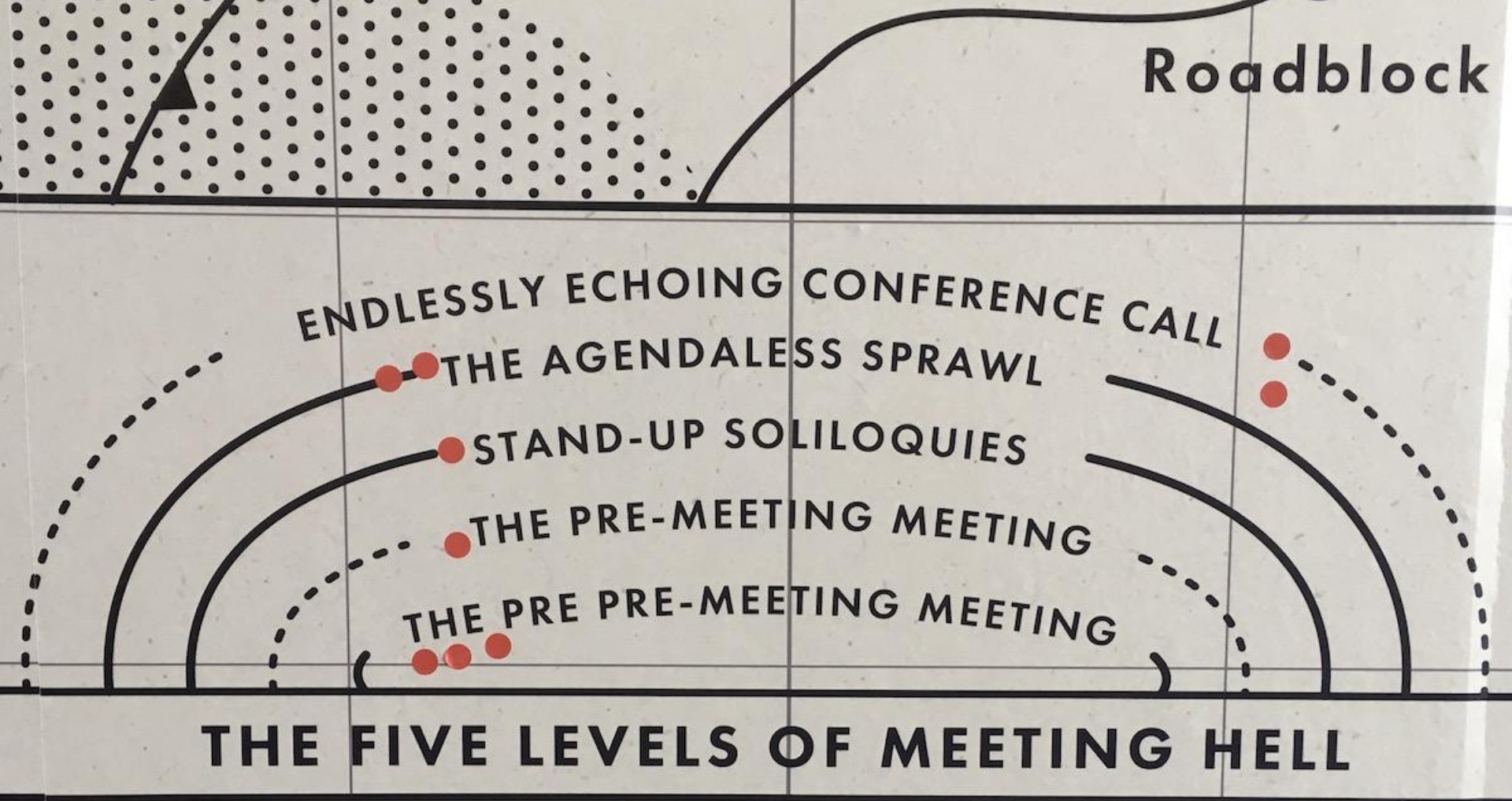




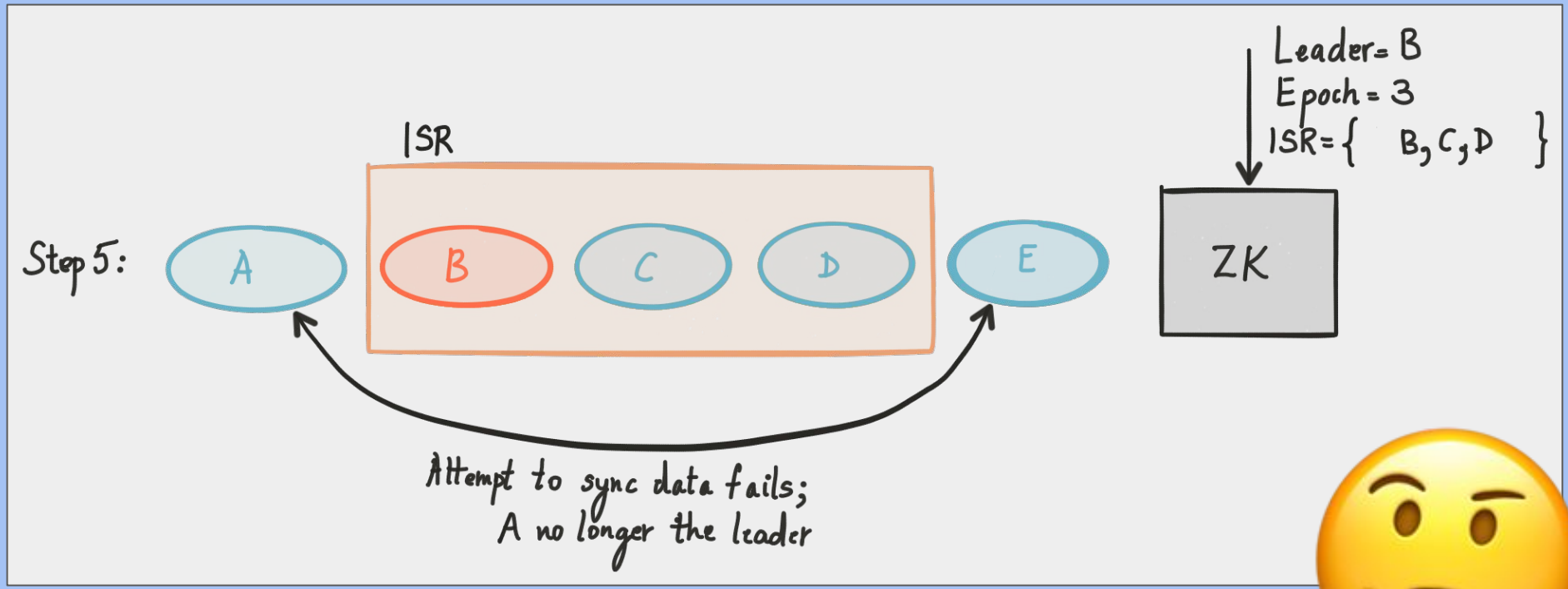




IV. Kill Consensus



Source: https://www.confluent.io/blog/distributed-consensus-reloaded-apache-zookeeper-and-replication-in-kafka/



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

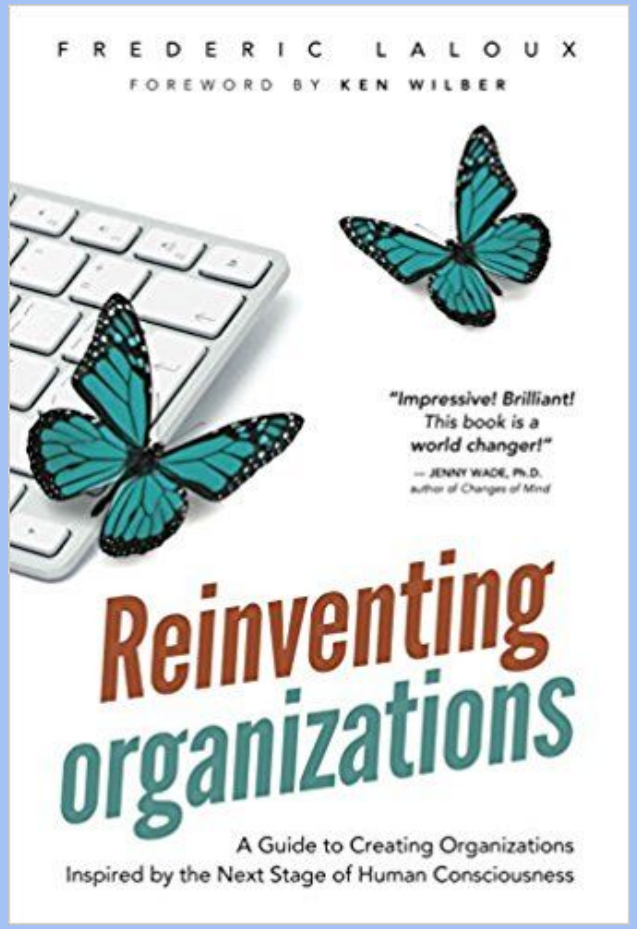
after **seeking advice from everyone who will be** ***meaningfully affected*****,**

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++

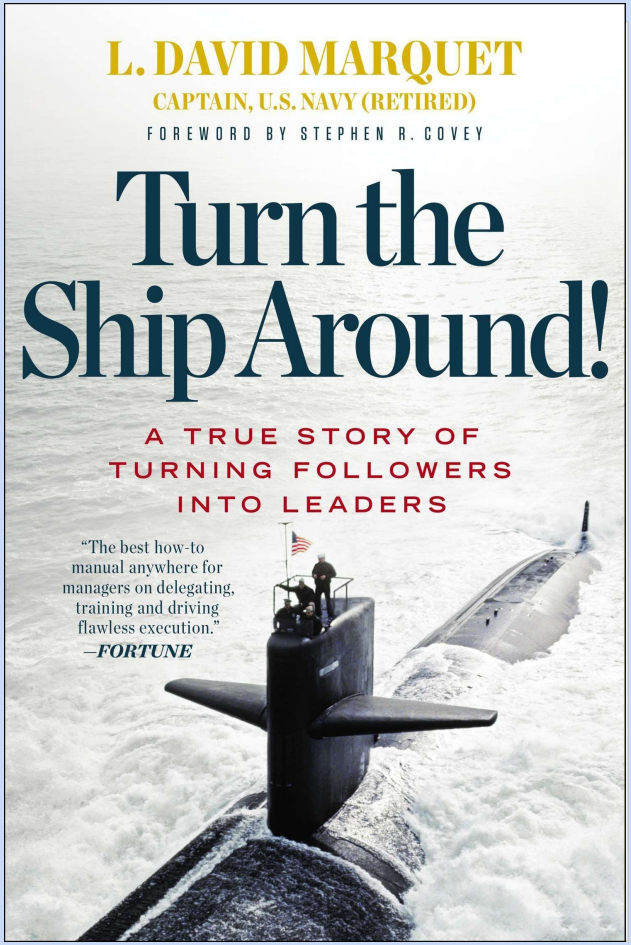
- Makes the whole system visible to all
- Teach others to read systems
- Combine with the Advice Process to move towards Kaizen

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...



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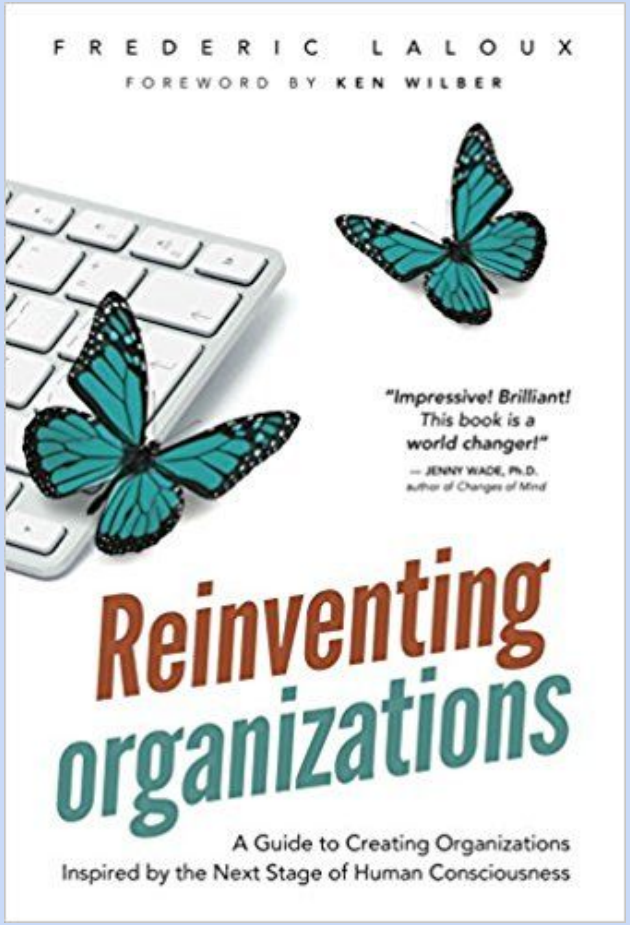

What's next?

“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

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@al94781