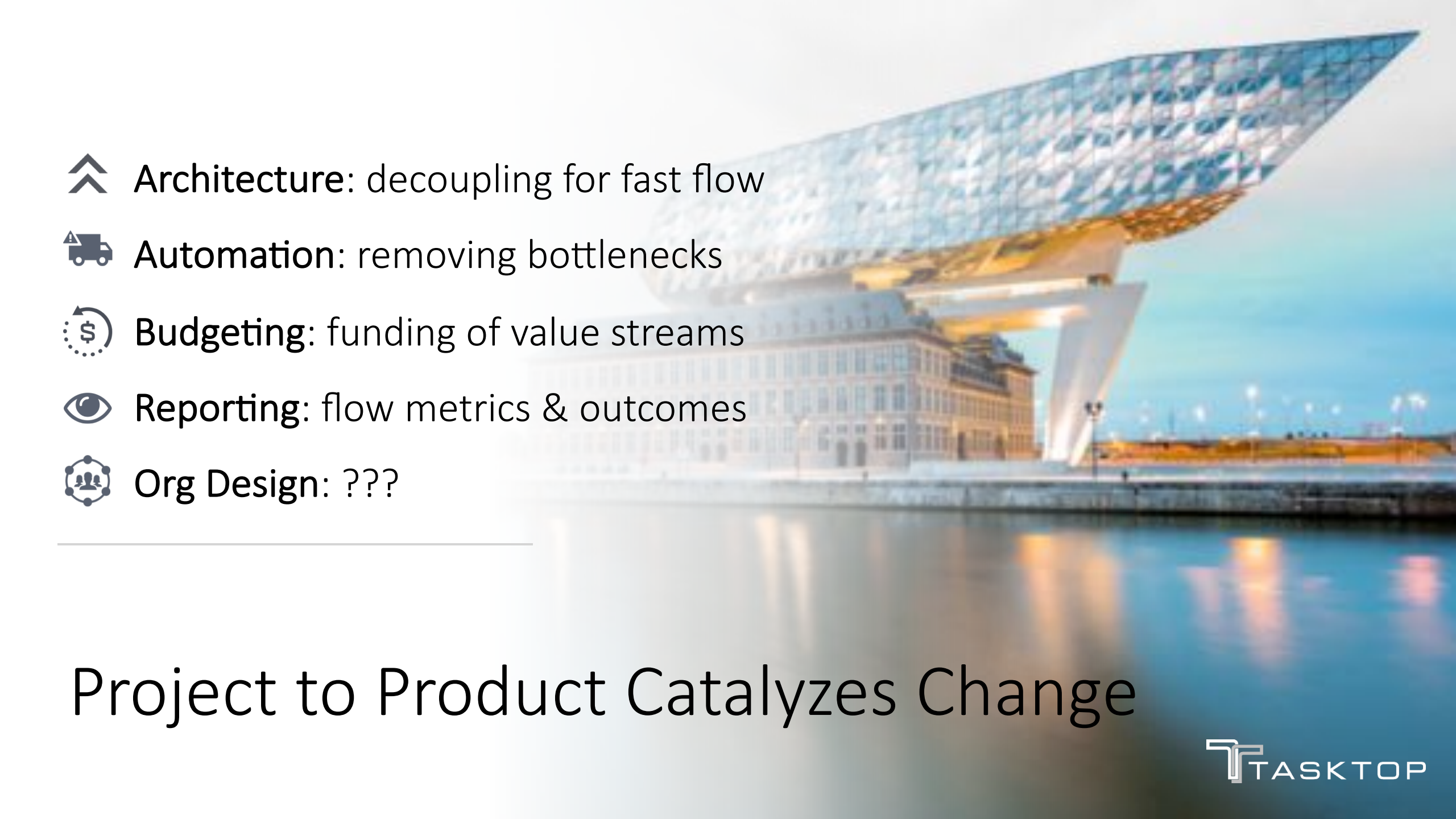


Product Org Design: Flow Follows Form

Dr. Mik Kersten
CEO, Tasktop

Author, Project to Product

- 
- ⤴ Architecture: decoupling for fast flow
 - 🚚 Automation: removing bottlenecks
 - 💰 Budgeting: funding of value streams
 - 👁 Reporting: flow metrics & outcomes
 - 👥 Org Design: ???
-

Project to Product Catalyzes Change

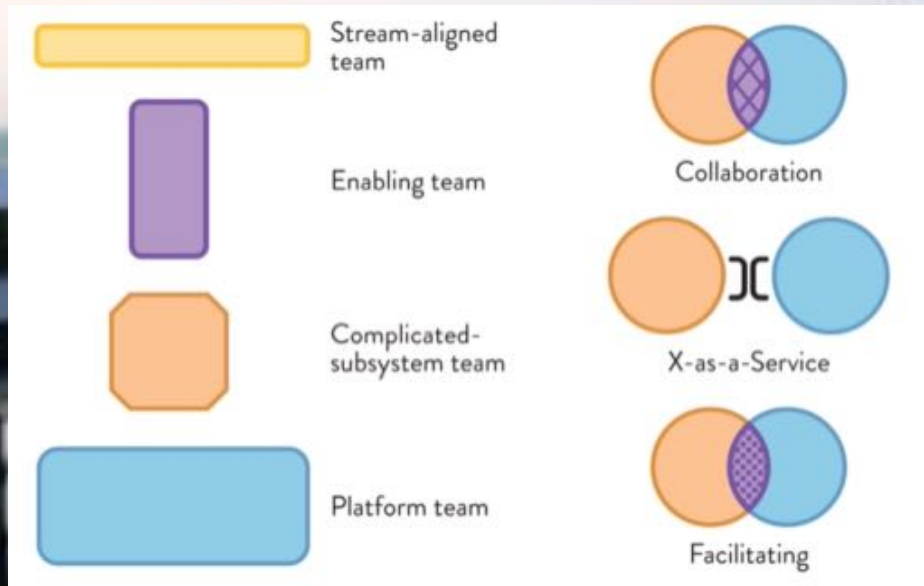


The Messy Matrix

	Job	Toolkit	Principles
Configure	Design organization	Pattern language	Structure
Run	Assess organization	Flow Framework [®]	Dynamics

Role of Leadership

Design



Team Topologies

SAFe®, Scrum, Spotify, STO, ...

Assess



Flow Framework®

Tasktop Reorg Story

Hypothesis

- Merging Product & Engineering org hierarchies will accelerate flow

Expected outcomes

- More customer focus
- Less “us” vs “them”
- Decision making lower in org
- Platforms as products

Image Source: BMW Group

Assessment

Measurement via Flow Framework

- **Value:** ~200% Tasktop Viz ARR YoY growth
- **Cost:** ~2x YoY cost & headcount growth
- **Flow Velocity:** trending to flat
- **Happiness:** slow decline

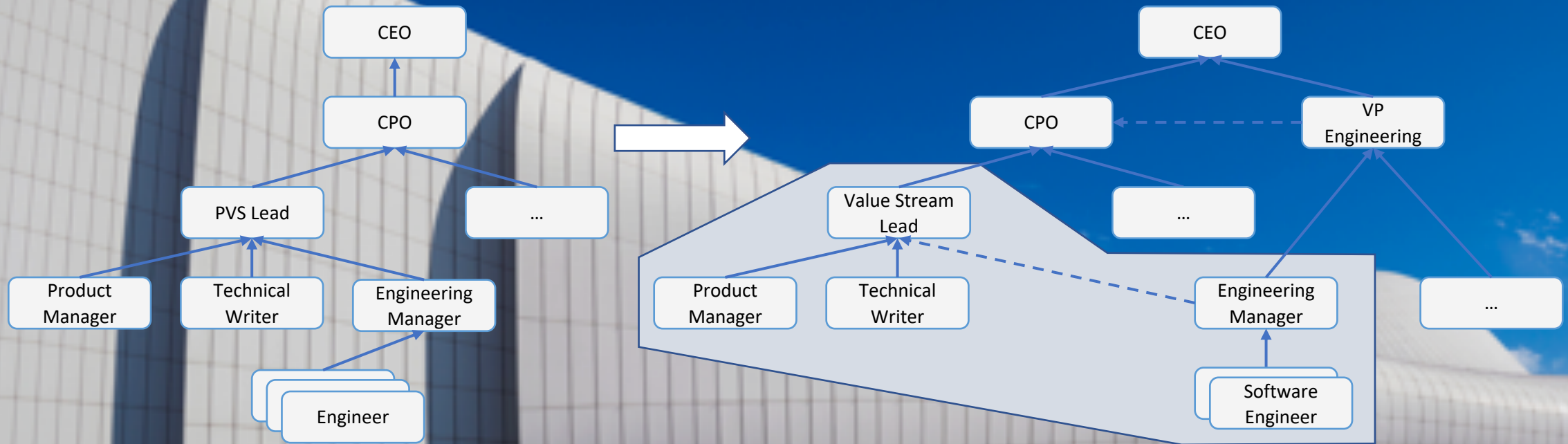
Diagnosis

- **Platforms:** cognitive overload
- **Architecture:** increasing coupling
- **Culture:** code jams & events atrophied

There was no single person accountable for the engineering team's delivery or who could negotiate prioritization of work at an equivalent level of responsibility.

Failed #SquadGoals by Jeremiah Lee

(Re)configuration



We found instead that two-pizza teams could also operate successfully in a matrix organization model... ultimately became the most common structure.

Working Backwards by Colin Bryar and Bill Carr

Conclusion

Design: via org pattern languages

Assess: via Flow Framework

Continually improve: structure & dynamics

Learn More

- Podcasts: projecttopproduct.org by Jean-Michel Lemieux, Manuel Pais & Geordie Henderson
- Books: Team Topologies, Working Backwards, Ask Your Developer

Help I'm looking for

- Share your org designs with the Flow Framework Community: flowframework.org

