#NoManagement - Change in Self-organizing Organization

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VINCIT

FIN
IPO-16
www.teslamotors.com

VINCIT

Founded	Employees	Managers	Finished projects
2007	180	2	300+

100 % SATISFACTION GUARANTEED

Company of the year 2013
OP-POHJOLA & KAUPPALEHTI

Best place to work
2014 & 2015
GREAT PLACE TO WORK

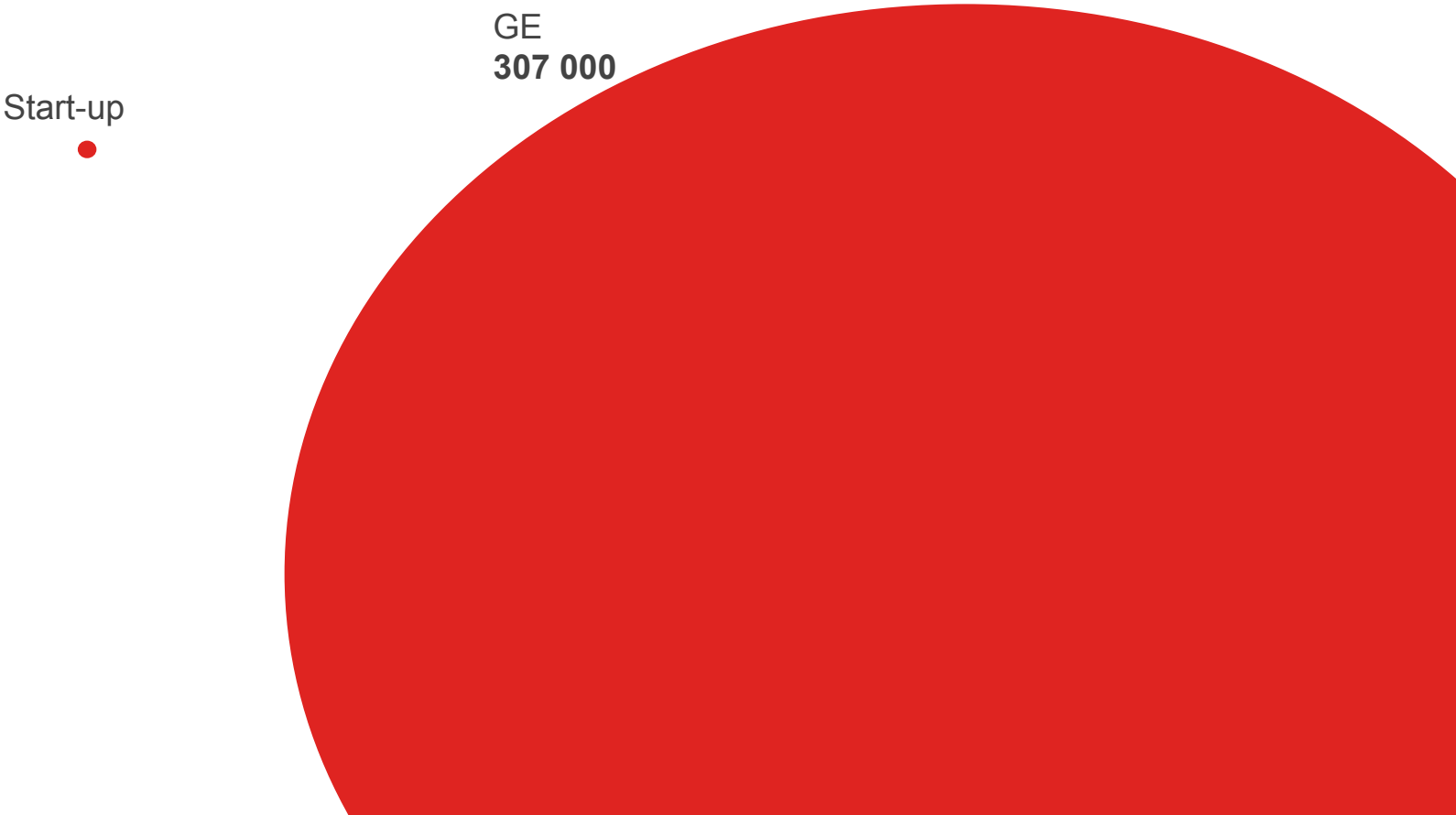
3rd Best European place to work
2015
GREAT PLACE TO WORK

Ruban d'Honneur 2011
EUROPEAN BUSINESS AWARDS

Contents

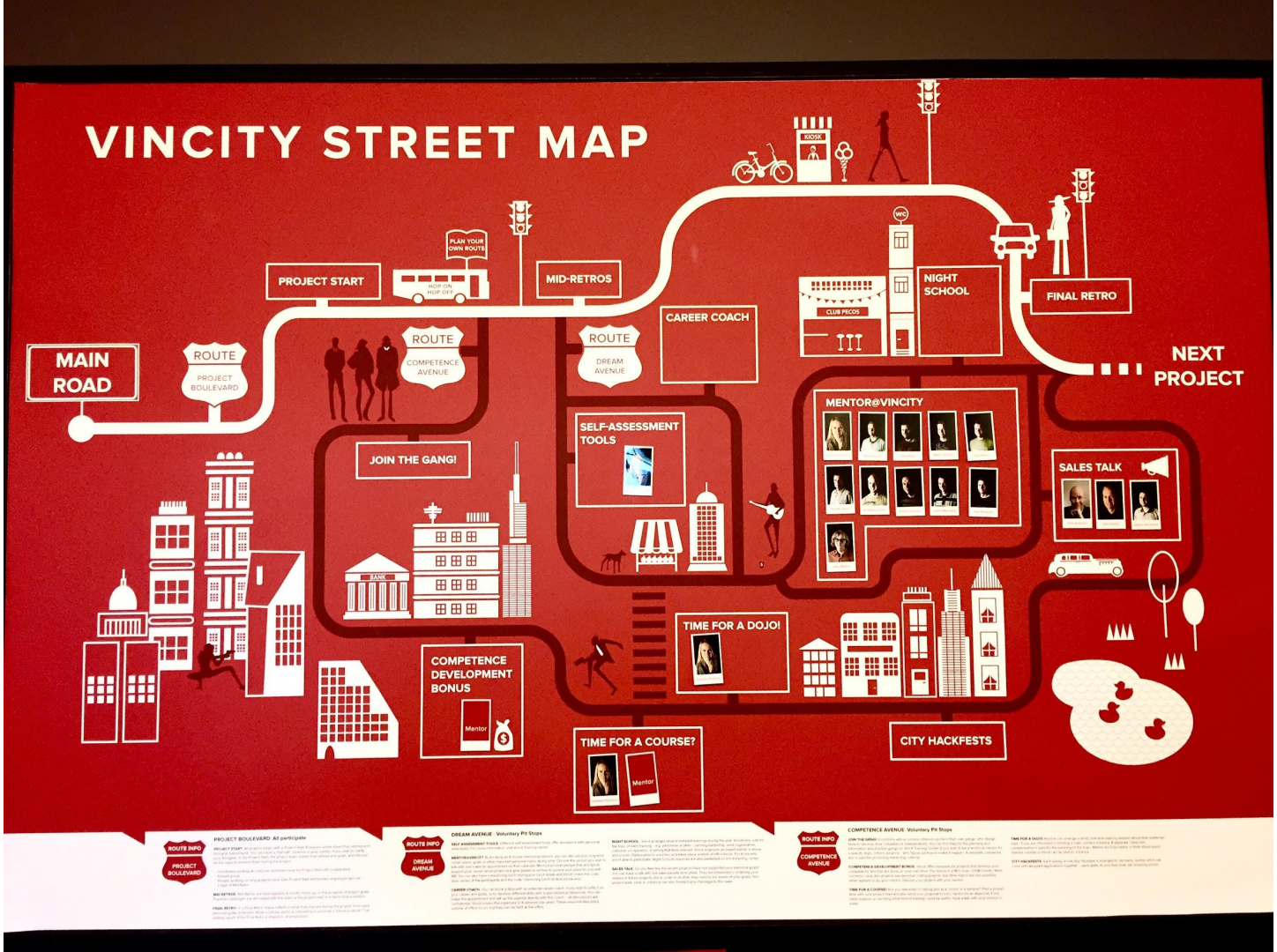
- How do we self-organize at Vincit?
- Change in self-organizing organization
- Can you lead change in self-organizing organization?
- Few words about retrospectives at Vincit

Vincit customers



Vincit relies on self-organization

- Tens of projects running in parallel
- Freedom to choose tools and methods you would like to use
- No management work (or managers)
- You can get support, mentoring and coaching

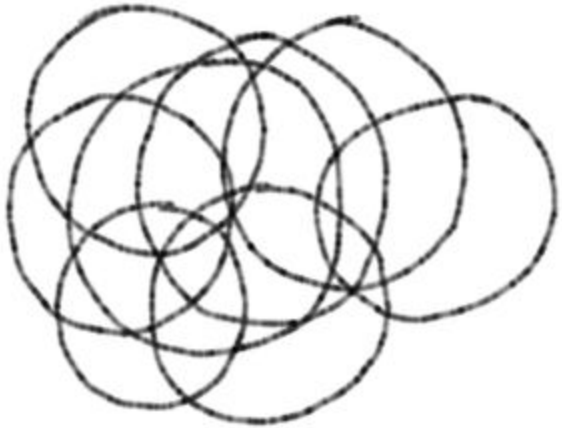

VINCITY STREET MAP
KIOSK
PLAN YOUR OWN ROUTE
HOP ON HOP OFF
PROJECT START
MID-RETROS
NIGHT SCHOOL
FINAL RETRO
CAREER COACH
CLUB PECOS
MAIN ROAD
ROUTE
PROJECT BOULEVARD
ROUTE
COMPETENCE AVENUE
ROUTE
DREAM AVENUE
NEXT PROJECT
MENTOR@VINCITY
SELF-ASSESSMENT TOOLS
JOIN THE GANG!
SALES TALK
BANK
TIME FOR A DOJO!
COMPETENCE DEVELOPMENT BONUS
Mentor
TIME FOR A COURSE?
Mentor
CITY HACKFESTS
ROUTE INFO
PROJECT BOULEVARD
PROJECT BOULEVARD: All participate
ROUTE INFO
DREAM AVENUE
DREAM AVENUE : Voluntary Pit Stops
ROUTE INFO
COMPETENCE AVENUE
COMPETENCE AVENUE: Voluntary Pit Stops

One dream

“Tomorrow we will have happier employees and customers than today.”

How self-organization takes place?

- People are different
  - Amount of self-organization varies a lot
  - Not a significant factor



CULTURE

CULT

How self-organization takes place?

- People are different
  - Amount of self-organization varies a lot
  - Not a significant factor

Strongest factors

Environment
Work practices

Culture

Schein’s organizational culture model

Assumptions > Values > Artifacts

EXERCISE

Think about which factors in your company/team/project guide to self-organization and which not?

What is the smallest thing you could change?

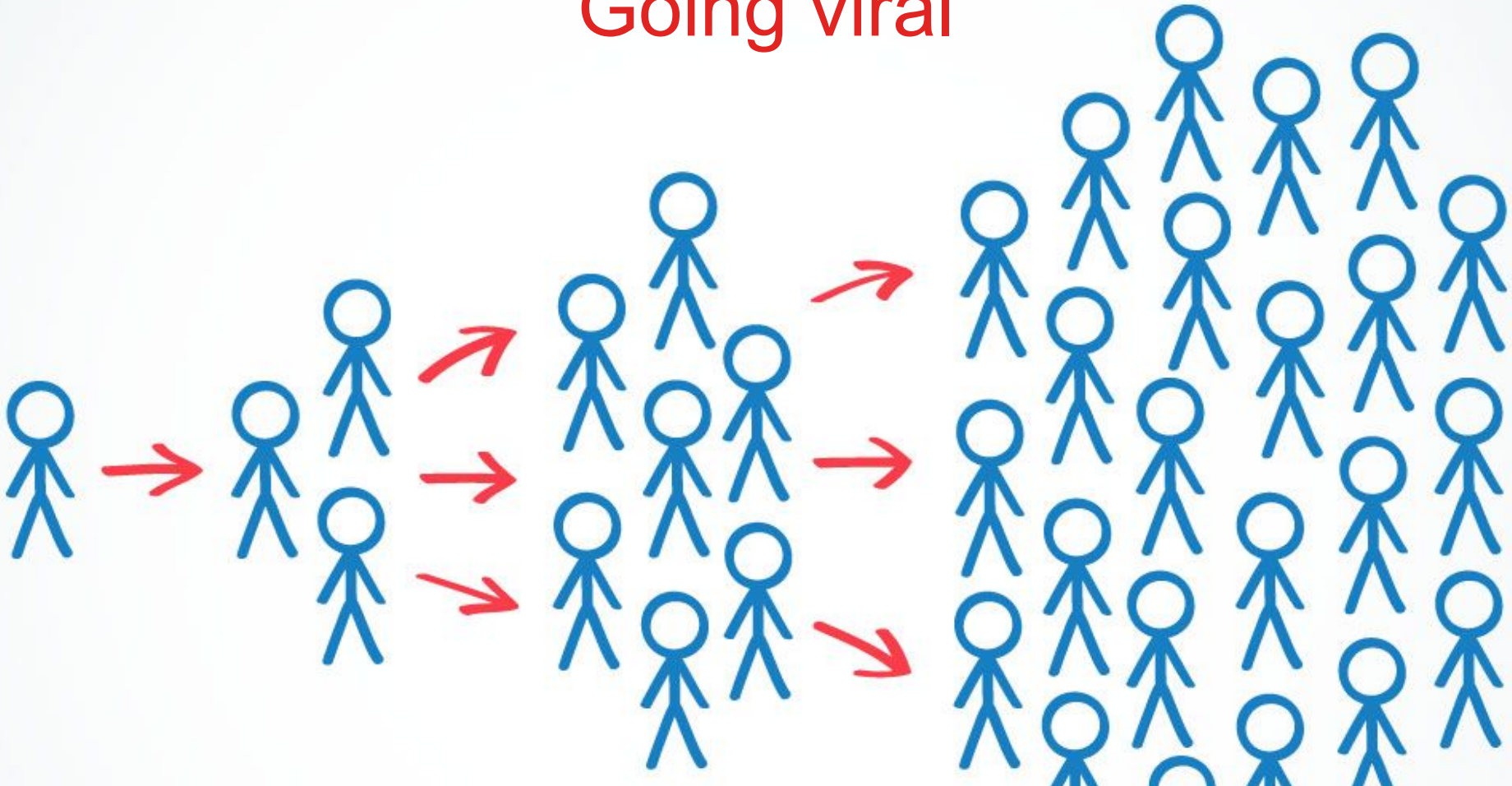
Self-organizing organization changes itself

Case: Code reviews

Dawn of Gerrit code reviews

- Code reviews useful but often hard to conduct and time consuming
- In one GE project, a developer wanted try out Gerrit for faster code reviews
- **Result:** understandability of code and code quality increased
- Soon Gerrit was taken in use in other GE projects too

Going viral



Change comes from within

- Good ideas will go viral
- **Environment** makes it more likely that new ideas emerge and spread
  - Internal instant messaging
  - Common coffee rooms / breaks
- **Work practices**
  - Low barrier to try out new things
- Others can help new ideas to spread

Driving change in self-organizing organization

Case: Retrospectives

Retrospectives

- Goal is to learn to work in a better way
- Effective tool when properly facilitated
- Previously used only at the end of projects
- **Idea:** We should use them also during the project

VINCIT JANUARY 2015

~130 employees
> 40 projects

CHALLENGE

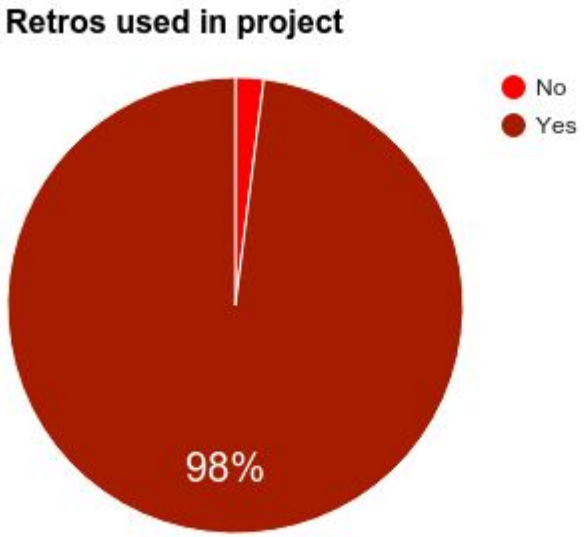
How to get 40 to 50 self-organizing project teams to realize the benefits of retrospectives?

Traditional way

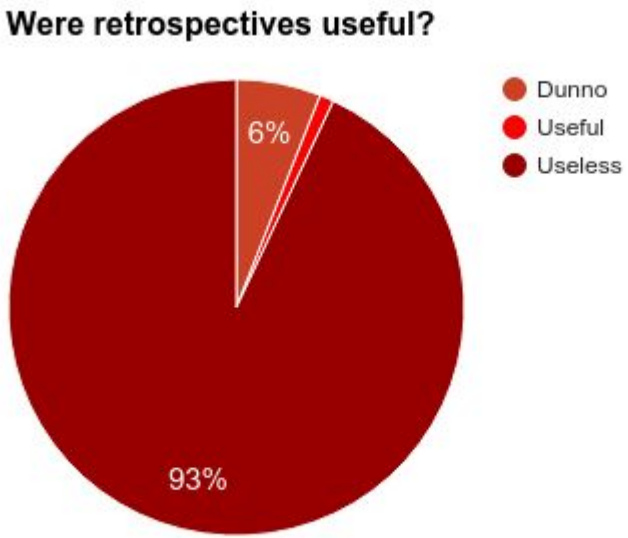
- Manager decides to include retrospectives as part of process
- Goal and metrics: 90 % of projects have retrospectives
- Quick training for project managers
- Retros become part of process, frequency is measured and possibly holding them becomes part of the rewarding model

STEP 1 : RETROSPECTIVES
STEP 2 : ???
STEP 3: PROFIT!!
memegenerator.net

Probable outcome



Probable outcome (cont)



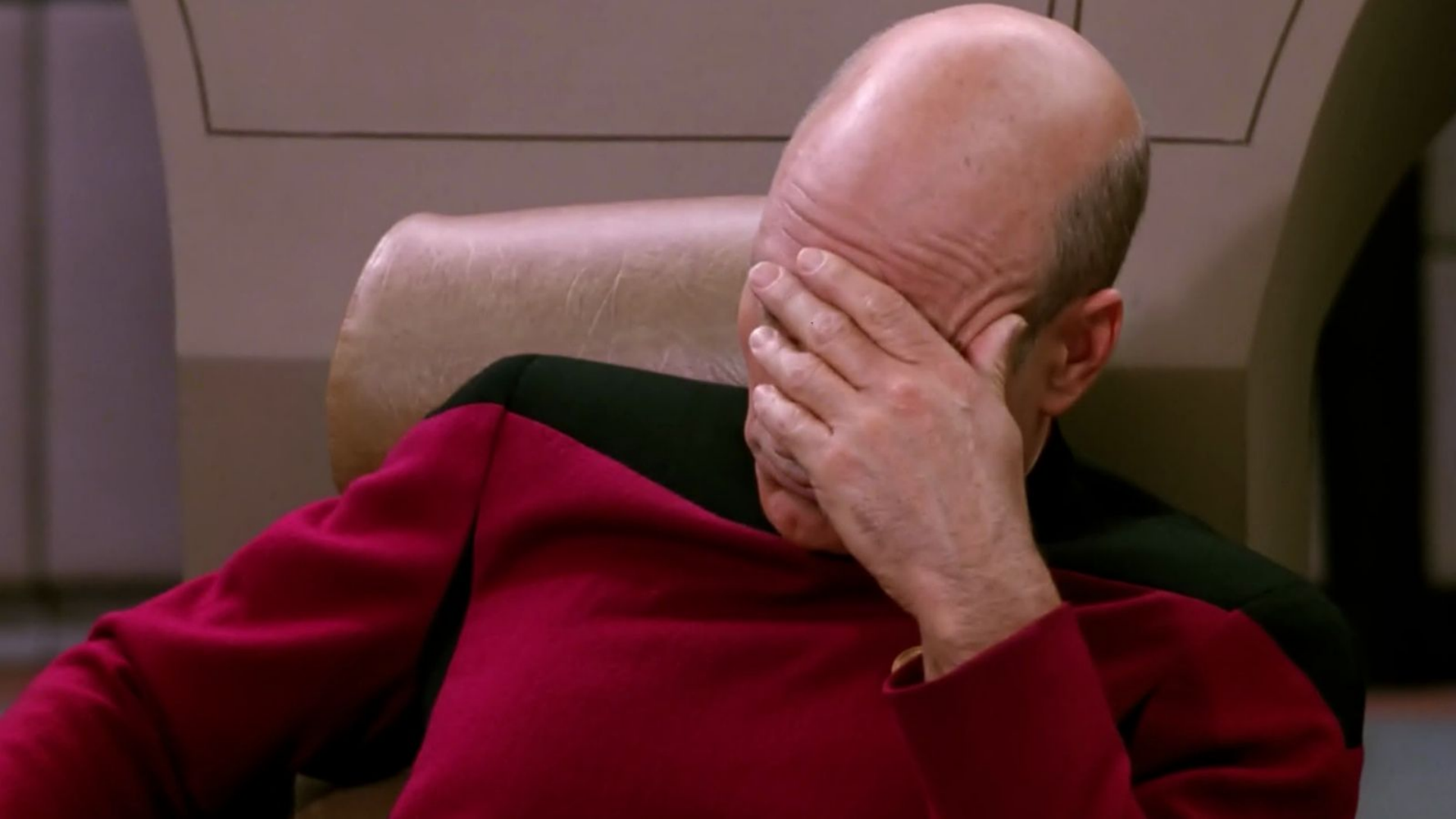
- What went well?

- What went well?

- ...

- What went well?
- …
- What did go wrong?

- What went well?
- …
- What did go wrong?
- …
- Anything you would like to change?
- …
- Good, let’s move on to next topic



Goal and metrics

- More retrospectives or get most out of retros?
- Our goal was to improve the quality of retrospectives and facilitation skills
- Metric: Survey after 6 months
- If people get results from retros, the number of retros will also go up

“You get what you measure”

Promote change from within

- Forget hierarchy and organization structure
- Top-down is not a way to go
  - If you want to retain self-organization
- Imitate the process, how ideas spread naturally in organization

Experiment

- Retrospectives were experimented internally at Vincit
  - Feedback and learning
  - Which methods work and which not?

- Experimenting with customer
  - Encouraging feedback
    => Proceed

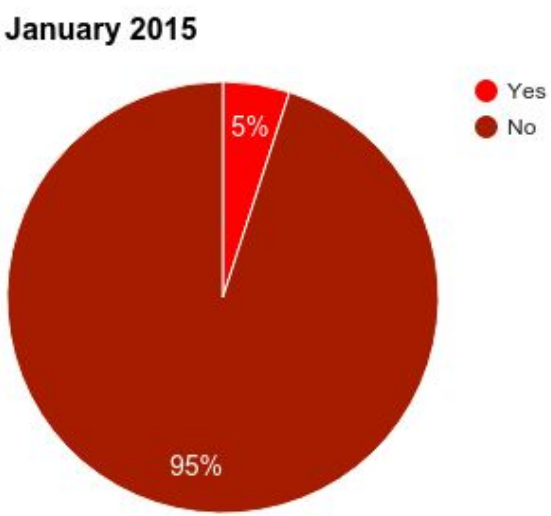
From experiment to practice

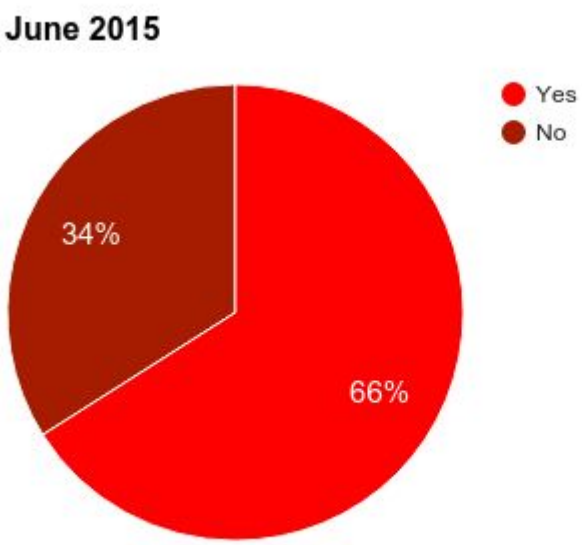
- Share the results of the experiments
- Offer yourself to run retros for other teams
- Engage enthusiasts
- Feedback

DID WE SUCCEED?

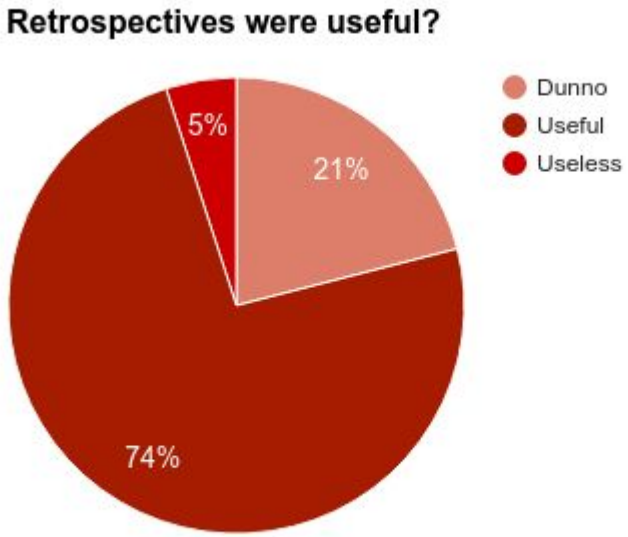
From January 2015 to June 2015

Vincit retrospectives





June 2015

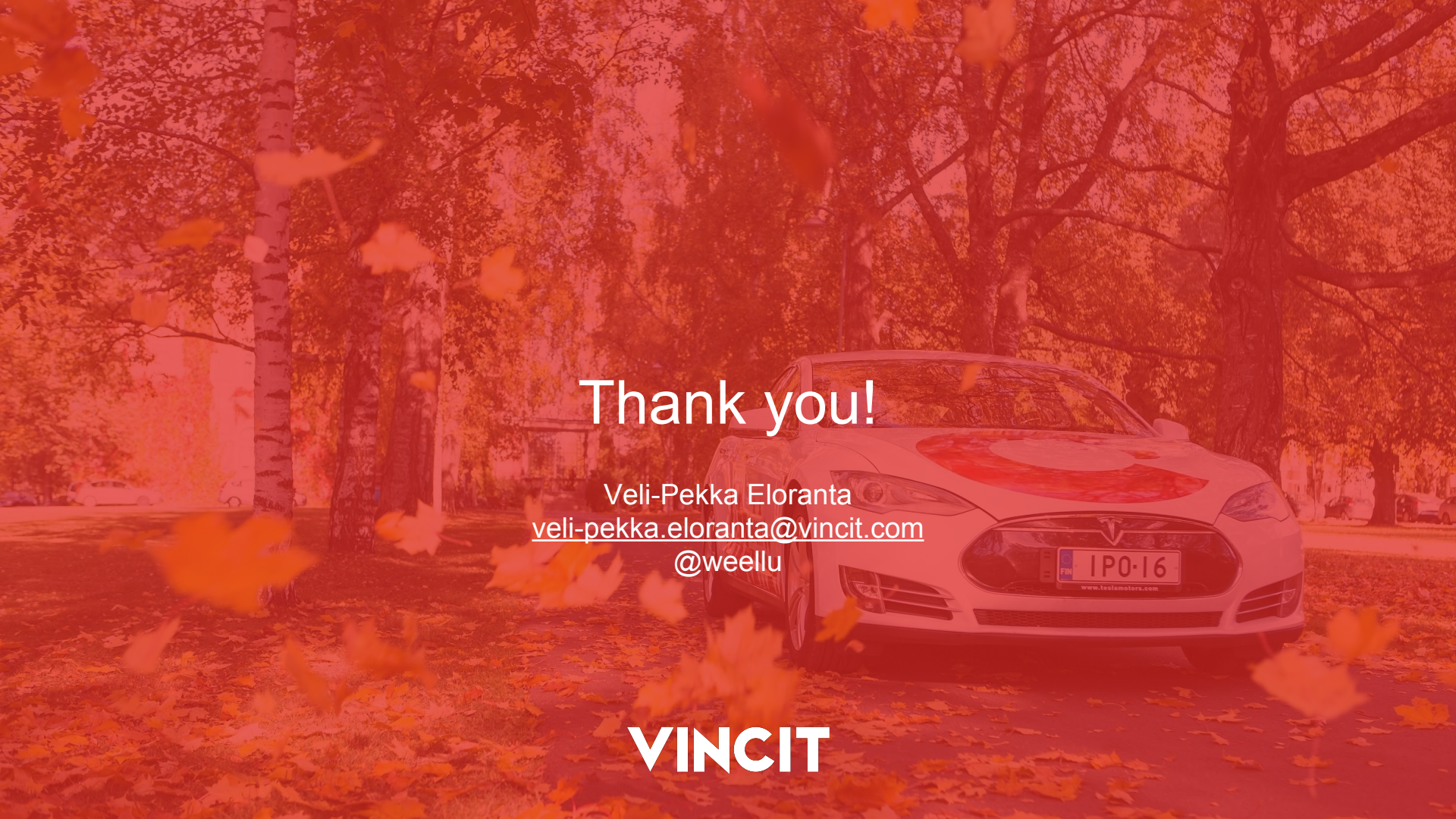


Lessons learned

- Retros: Use facilitator who is not from the team
- Think how to spread information about retros
  - Email to everybody how retro went?
  - Coffee room discussions, instant messaging..
- Sales and design teams use retros, too
  - Even executive board
- Can be applied outside software projects, too

Summary

- Increase self-organization by changing environment and practices
  - On team level
  - On project level
  - On company level
- Self-organizing organization improves itself
- When driving a change, follow the natural model how ideas spread in the company



Thank you!

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