L//P

Agile Web Development
Liip.ch

SELF MANAGING ORGANIZATIONS, TEAL AND HOLACRACY IN PRACTICE

One year later

Dublin 28.9.2016

L//P

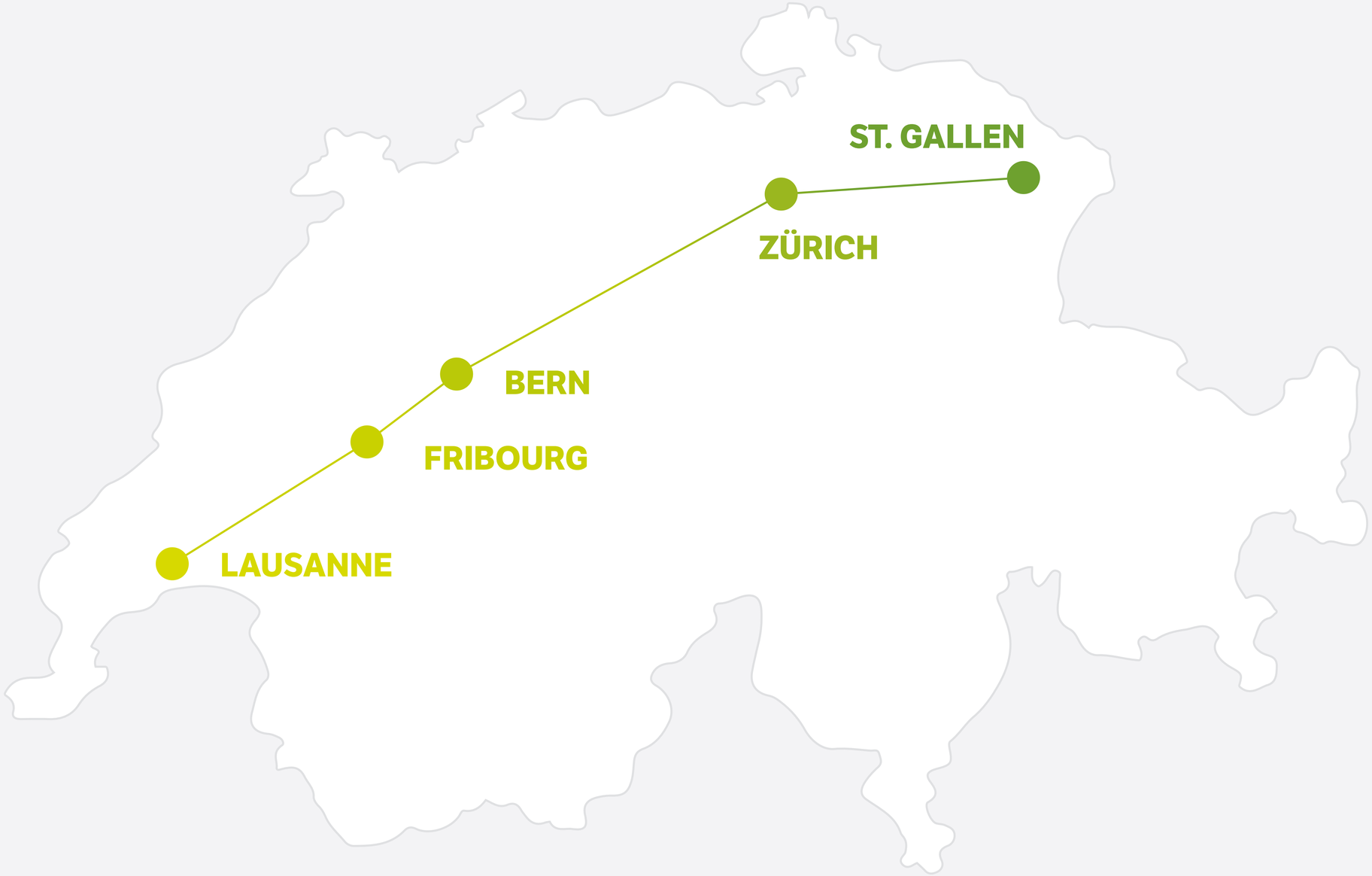
Agile Web Development
Liip.ch

TONIO ZEMP

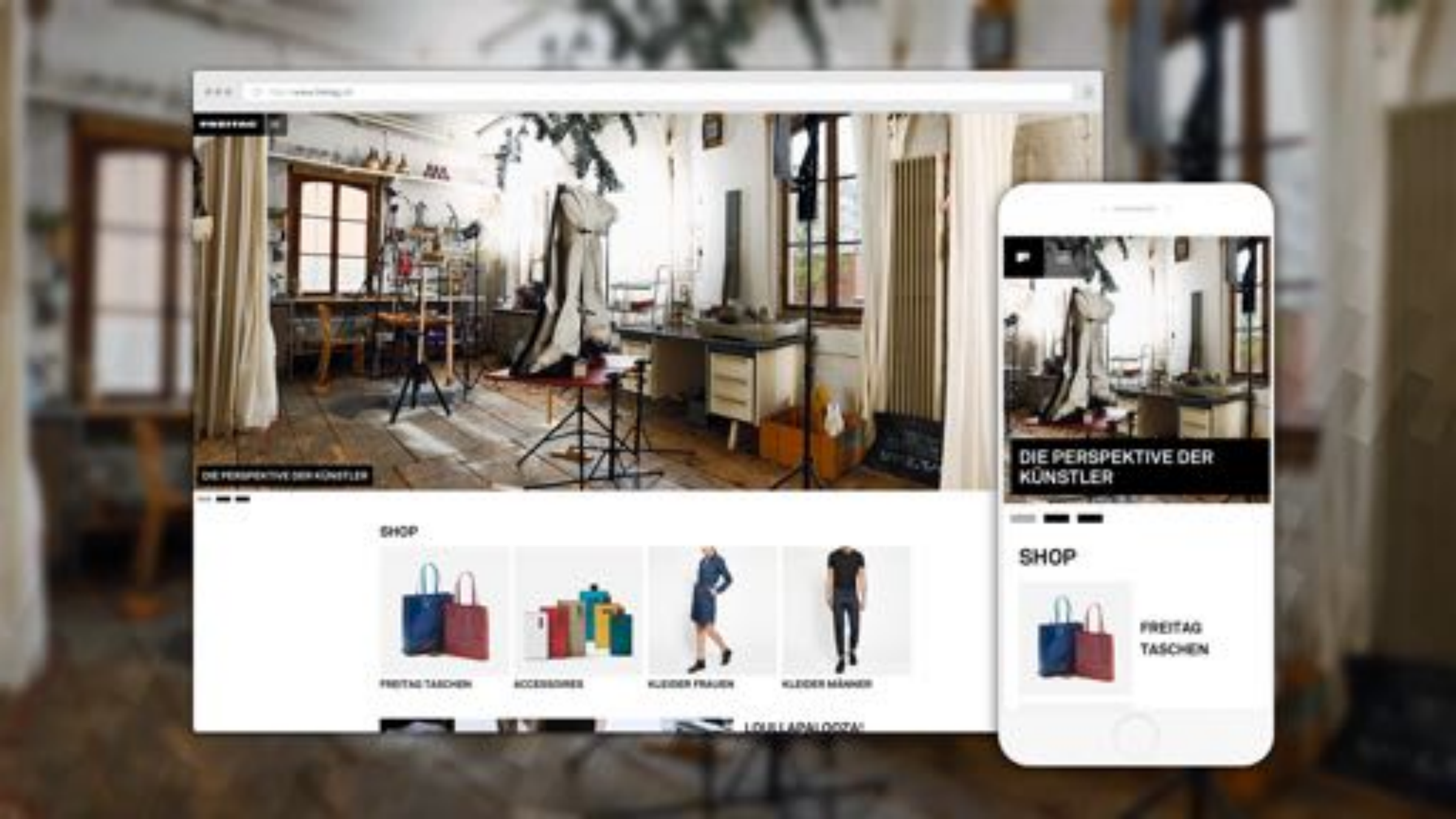
Former member of the former management board

Dublin 28.9.2016

LIIP?

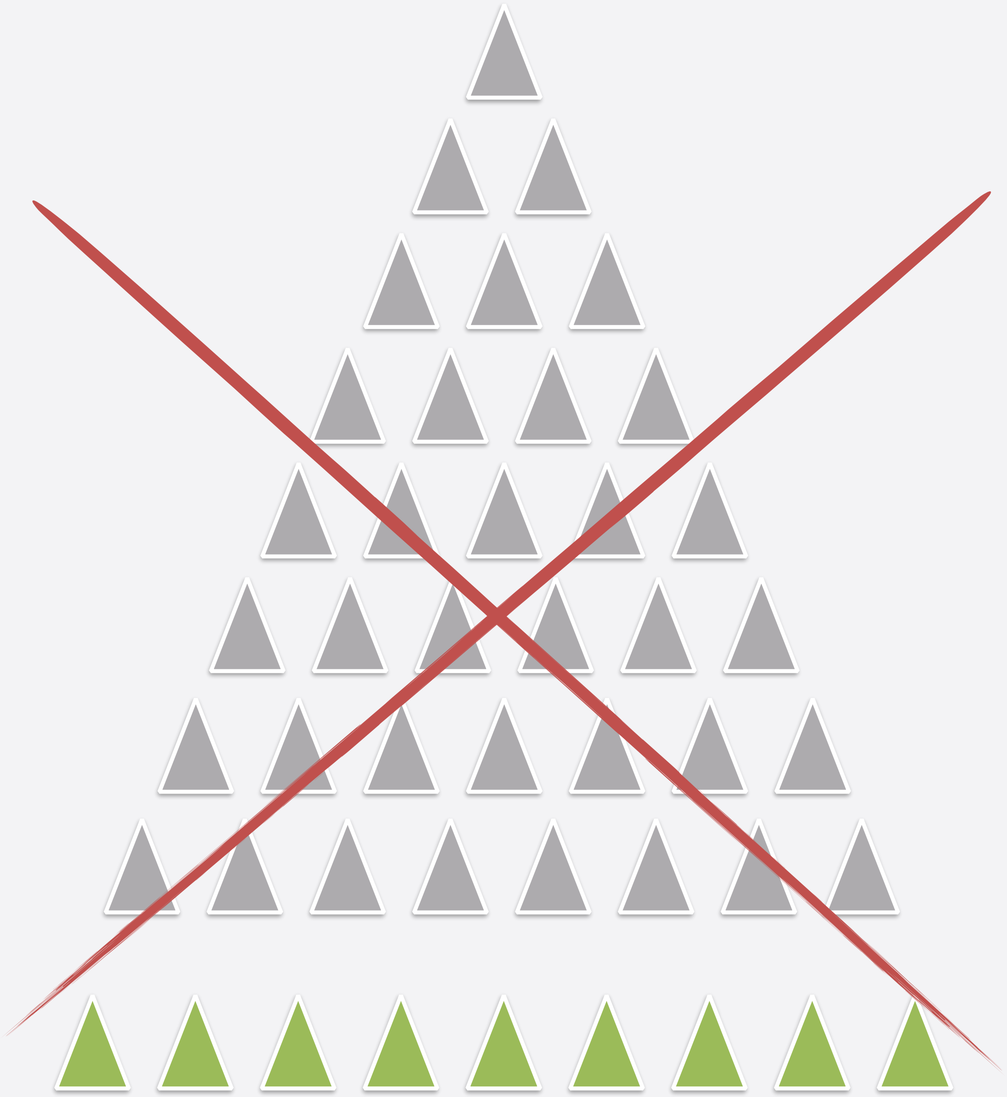

ST. GALLEN
ZÜRICH
BERN
FRIBOURG
LAUSANNE

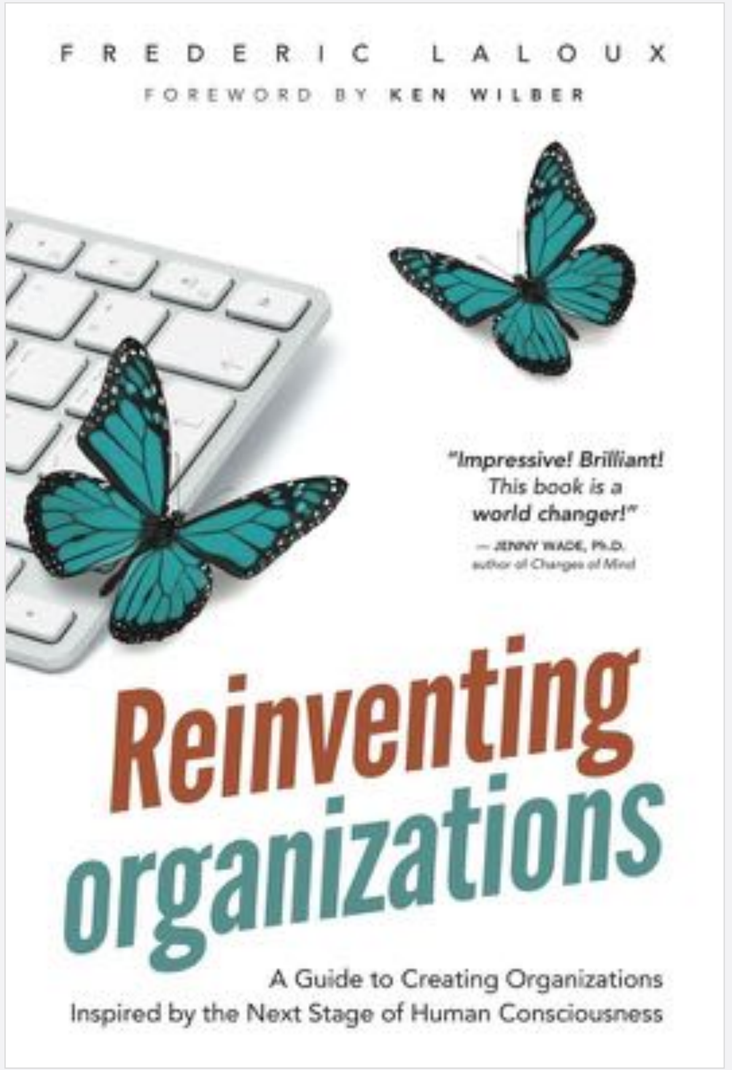
5 Locations in Switzerland
160 Liipers
2 Drupal Teams
23 Issues fixed in the past 3 months


DIE PERSPEKTIVE DER KÜNSTLER
SHOP
FREITAG TASCHEN
ACCESSOIRES
KLEIDER FRAUEN
KLEIDER MÄNNER
DIE PERSPEKTIVE DER KÜNSTLER
SHOP
FREITAG
TASCHEN

TODAY

PREVIOUSLY...





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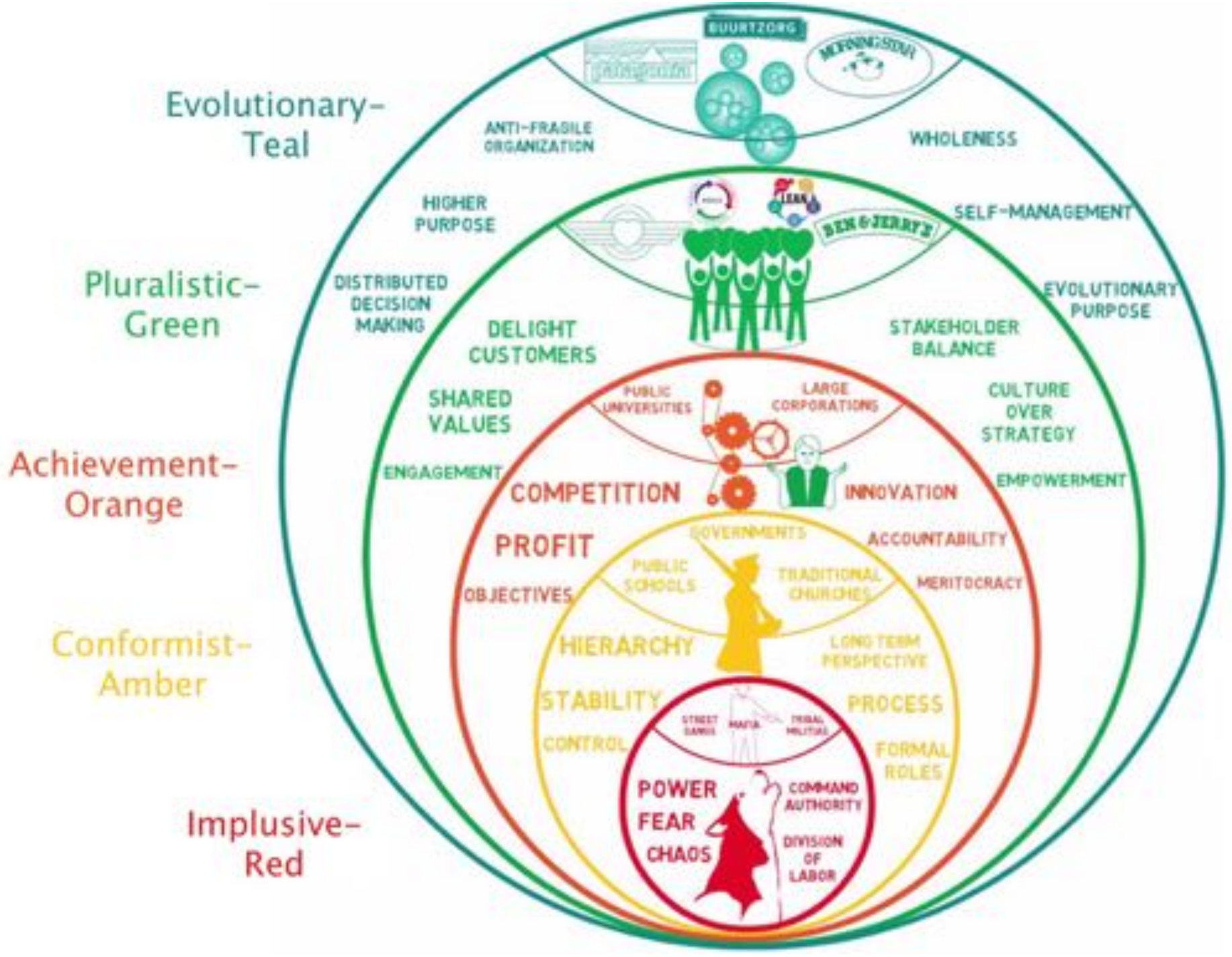
Evolutionary-
Teal
ANTI-FRAGILE
ORGANIZATION
WHOLENESS
BUURTZORG
HIGHER
PURPOSE
SELF-MANAGEMENT
Pluralistic-
Green
DISTRIBUTED
DECISION
MAKING
EVOLUTIONARY
PURPOSE
DELIGHT
CUSTOMERS
STAKEHOLDER
BALANCE
SHARED
VALUES
CULTURE
OVER
STRATEGY
Achievement-
Orange
PUBLIC
UNIVERSITIES
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INNOVATION
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PROFIT
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PUBLIC
SCHOOLS
TRADITIONAL
CHURCHES
OBJECTIVES
MERITOCRACY
Conformist-
Amber
HIERARCHY
LONG TERM
PERSPECTIVE
STABILITY
PROCESS
CONTROL
FORMAL
ROLES
MAFIA
Implusive-
Red
POWER
FEAR
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LET’S DO THIS!

WHY?

WHY?

- „Because it’s **cool**!“
- „That’s the **future**“
- „That’s **how we always wanted to be**“
- „**No boss** anymore, awesome!“
- „**No painful decisions** anymore!“

WHY?

- „We’re **very close** to that“

WHY? (IN THEORY)

WHY? (IN THEORY)

- **Efficiency**
  - Empowered individuals, more value creation
  - Reduced overhead
  - Faster decisions, more agility
- **Stability**
  - Distributed decisions, no single point of failure
- **Satisfaction**
  - Wholeness, purpose

HOW?

BUURTZORG
ANTI-FRAGILE ORGANIZATION
WHOLENESS
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HOW TO GET SELF-ORGANIZED

- Continuously **customize**?
- Switch to a known **standard**?

AFTER DRUPALCON BARCELONA...

THE DECISION

THE DECISION

- 10% went to **Holacracy trainings**
- Equal **pros and cons**
- **Safe enough to try**
- **Holacracy** took of **January 1st 2016**

HOLACRACY

WHERE TO PUT IT

Agile Manifesto

I

Agile Development

I

Scrum

Agile Manifesto

|

Agile Development

|

Scrum

Teal Organization

|

Self Organization

|

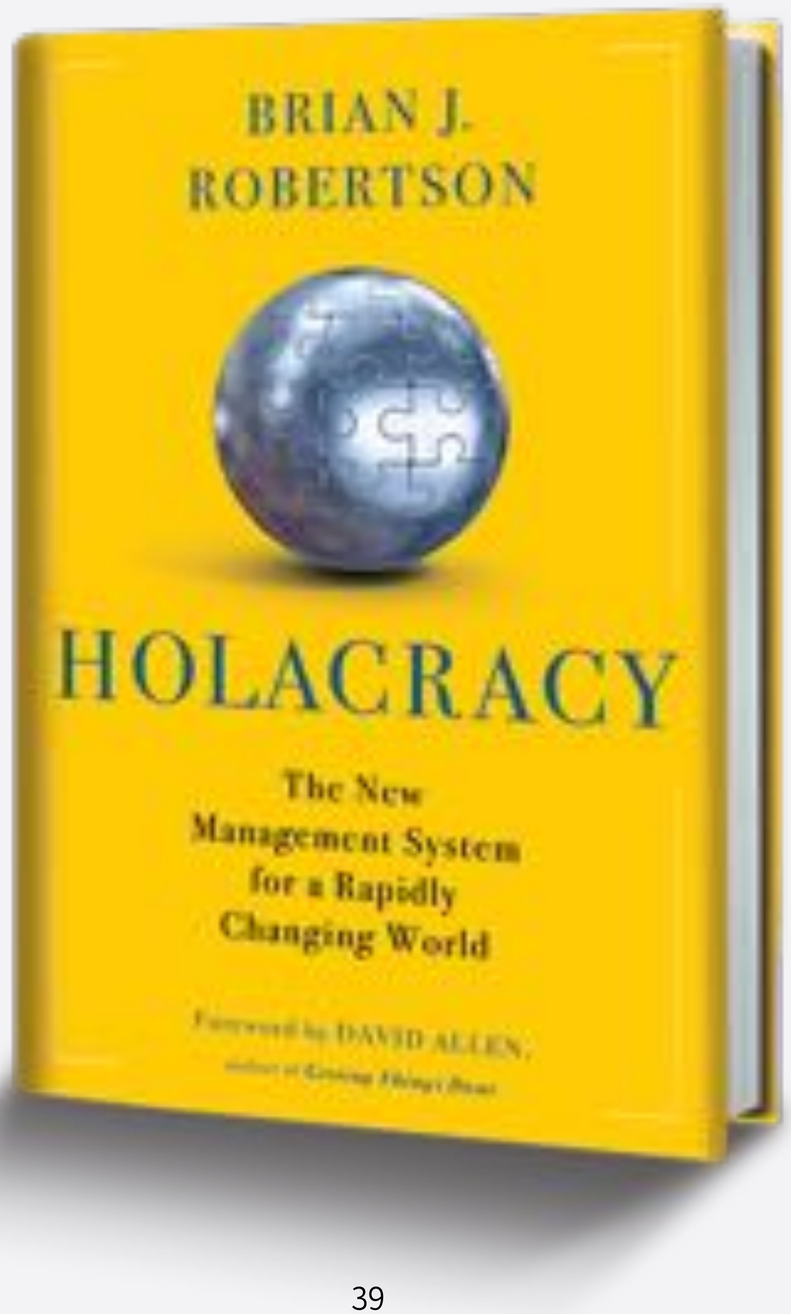
Holacracy

WHERE IT IS FROM

Holacracy

- Brian J. Robertson
- Former Developer

- Developed Holacracy while he was CEO of a rapidly growing software company



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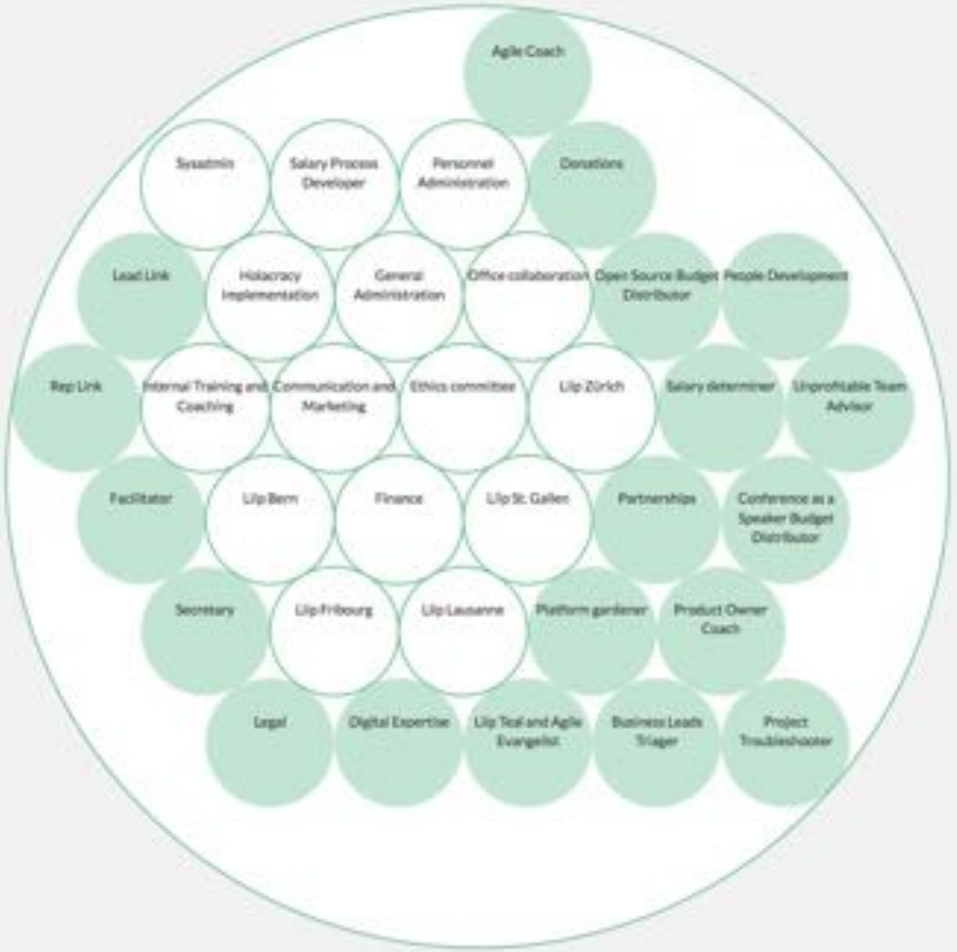
HOW IT WORKS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Sysadmin
Salary Process Developer
Personnel Administration
Donations
Lead Link
Holacracy Implementation
General Administration
Office collaboration
Open Source Budget Distributor
People Development
Rep Link
Internal Training and Coaching
Communication and Marketing
Ethics committee
Lilp Zürich
Salary determiner
Unprofitable Team Advisor
Facilitator
Lilp Bern
Finance
Lilp St. Gallen
Partnerships
Conference as a Speaker Budget Distributor
Secretary
Lilp Fribourg
Lilp Lausanne
Platform gardener
Product Owner Coach
Legal
Digital Expertise
Lilp Teal and Agile Evangelist
Business Leads Triager
Project Troubleshooter

Holacracy® Constitution
Desk Reference

Role

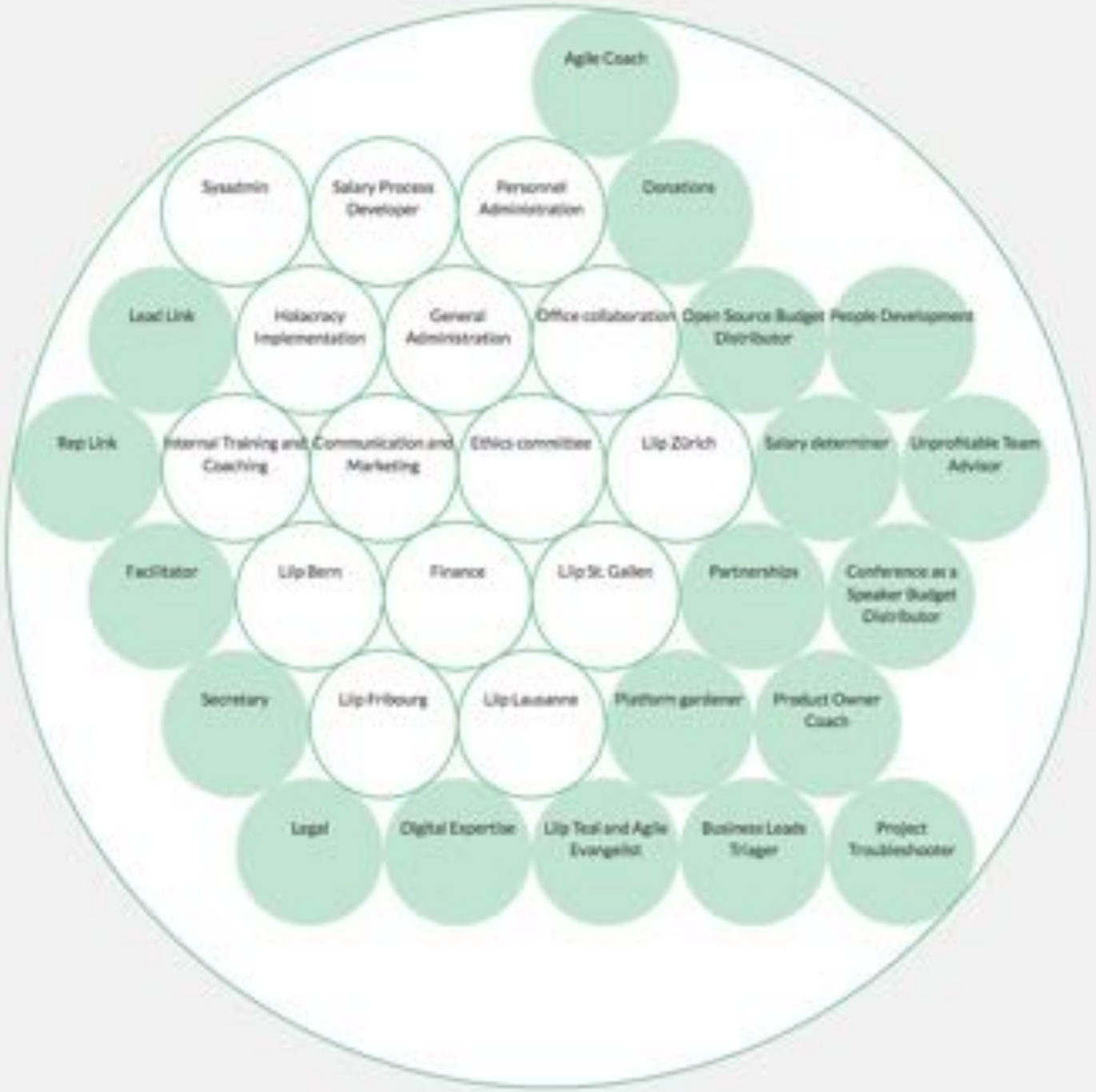
- Role has a **Purpose** and n **Accountabilities**
- Can have **Domains** with **Policies**
- Roles can be grouped into **Circles**
- Roles can request **Actions** and **Projects** from other Roles (**Tactical** Level)
- Roles can raise **Tensions and** provide **Proposals** to change the structure (**Governance** Level)
- Strict **Tactical** and **Governance Meeting** protocols

HOW WE TOOK OFF

HOW WE TOOK OFF

- **10% educated**, some advanced
- **Greenfield** development, empty role structure
- A workshop with **consultants**
  - **Copy** current **structure** and **evolve**
  - **Internal trainings**
  - **Holacracy implementation circle**

OUR HOLARCHY TODAY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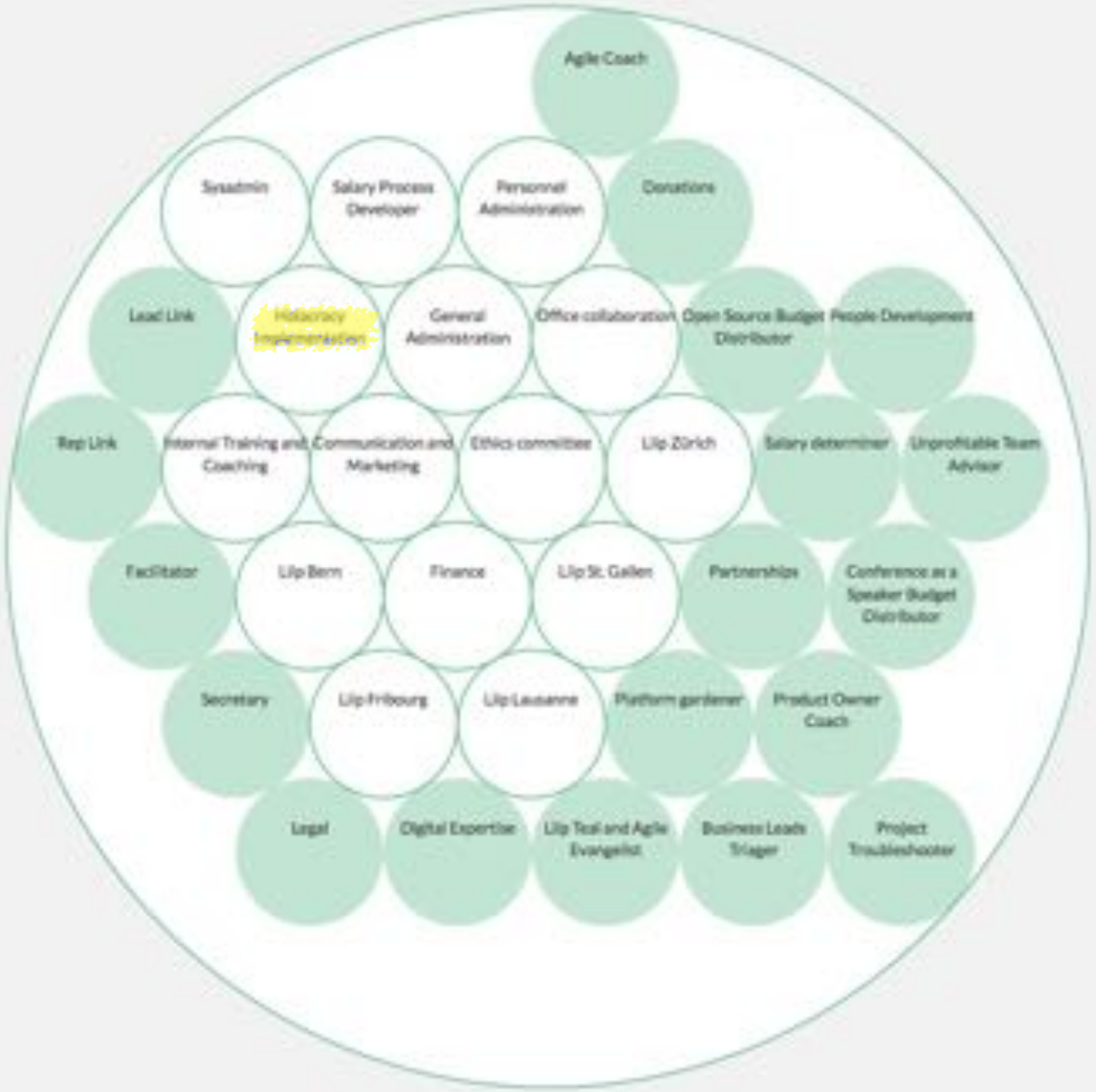
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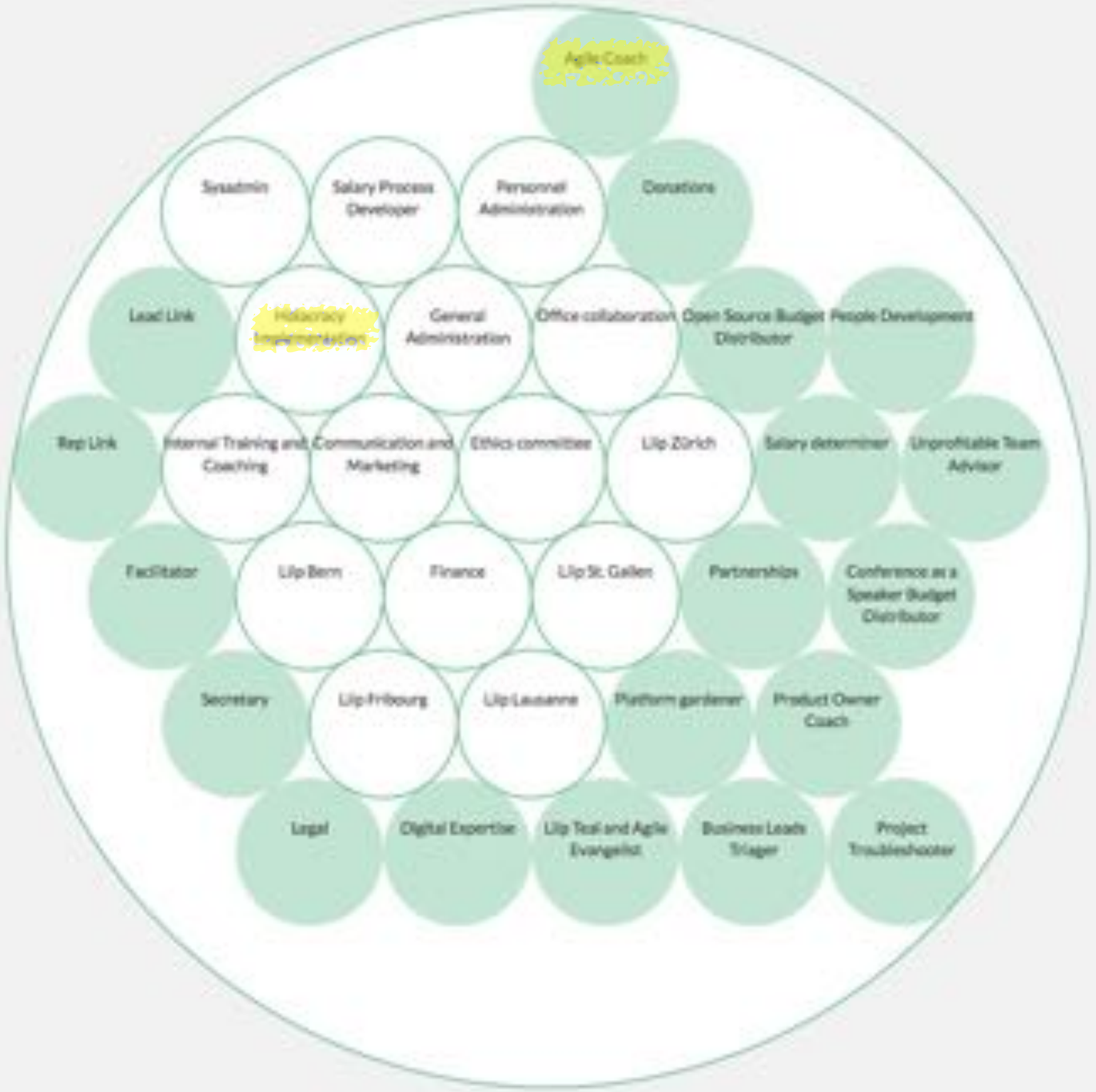
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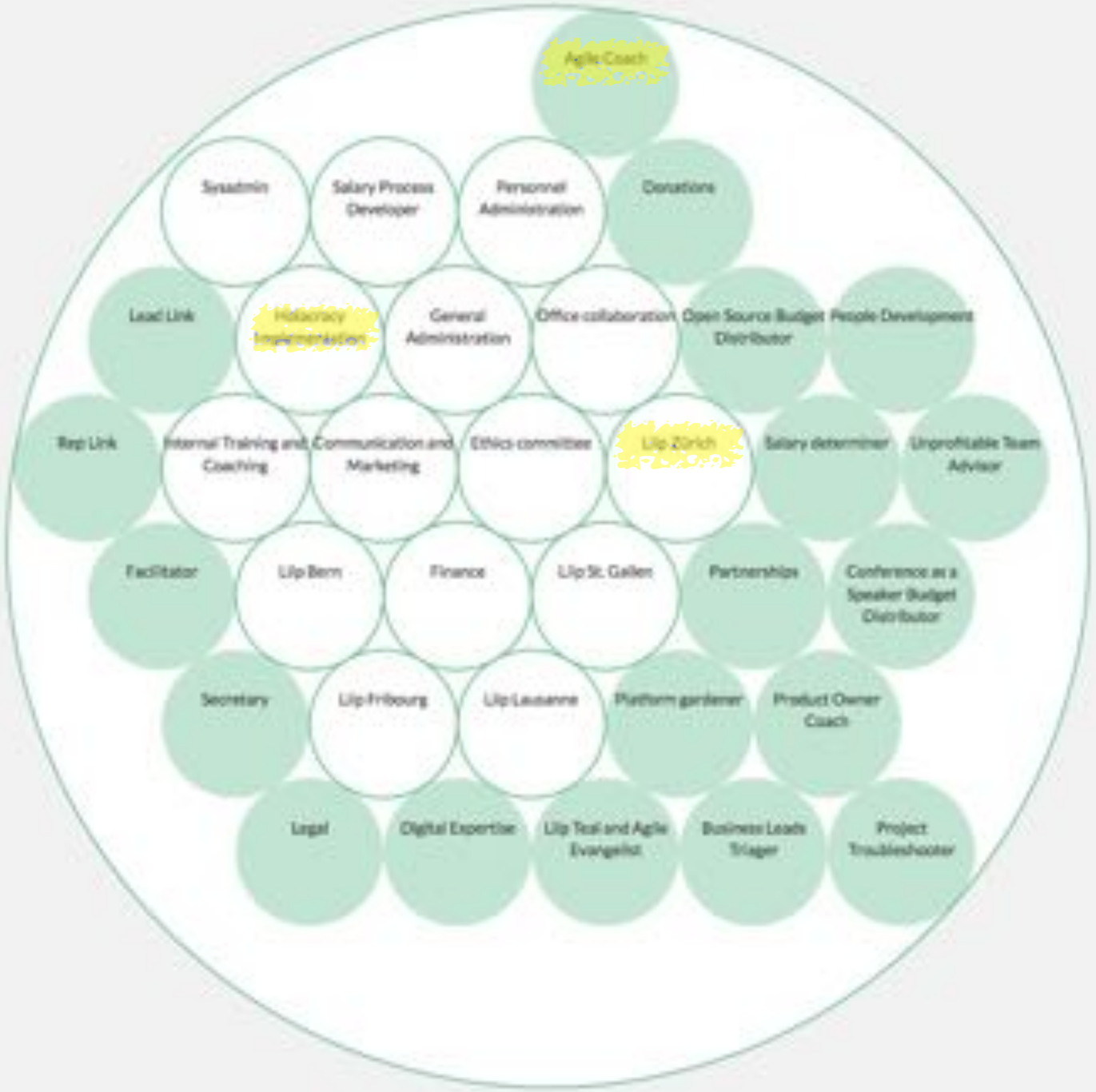
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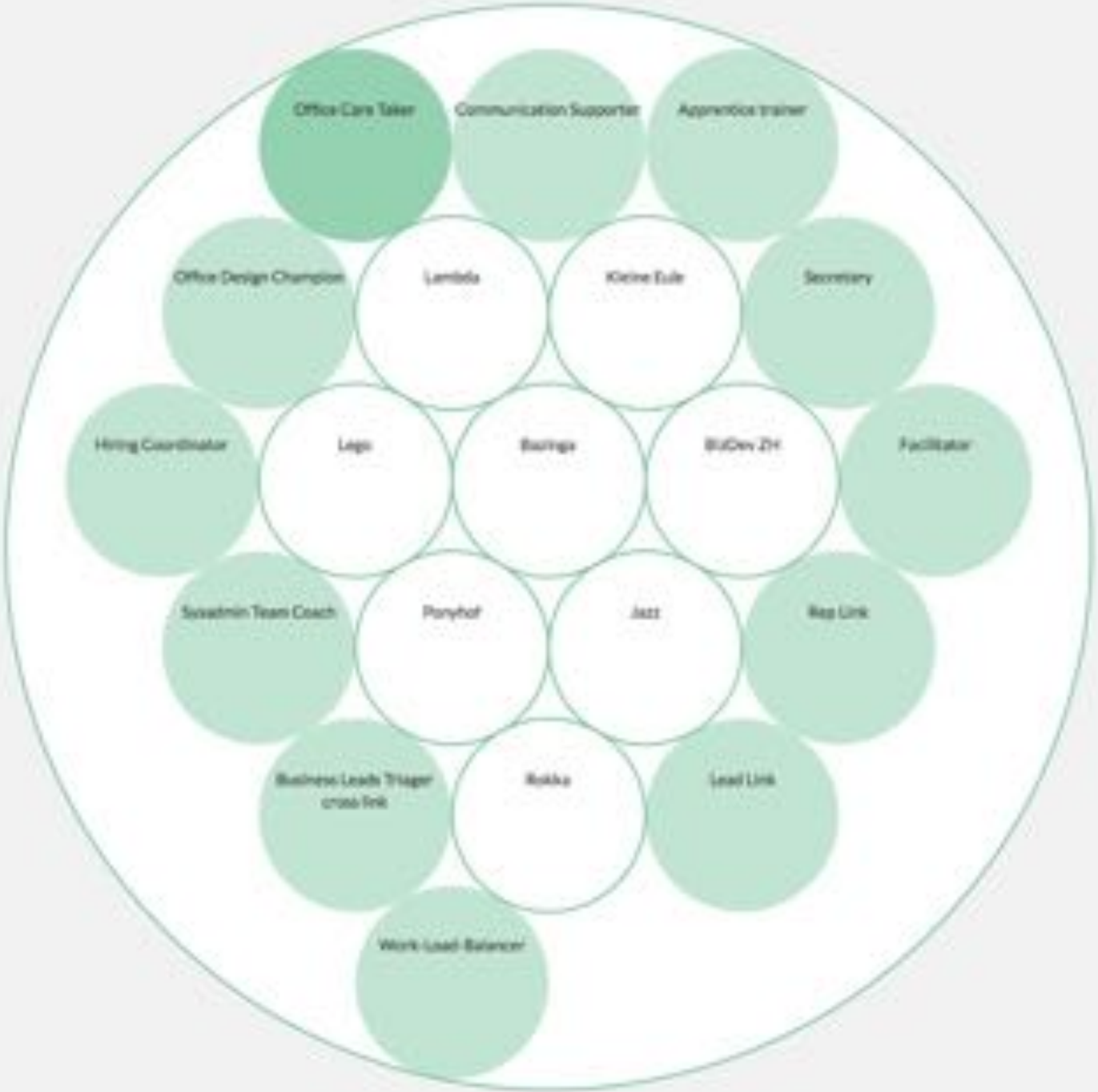
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Apprentice trainer
Office Design Champion
Lambda
Kleine Eule
Secretary
Hiring Coordinator
Lego
Barings
BizDev ZH
Facilitator
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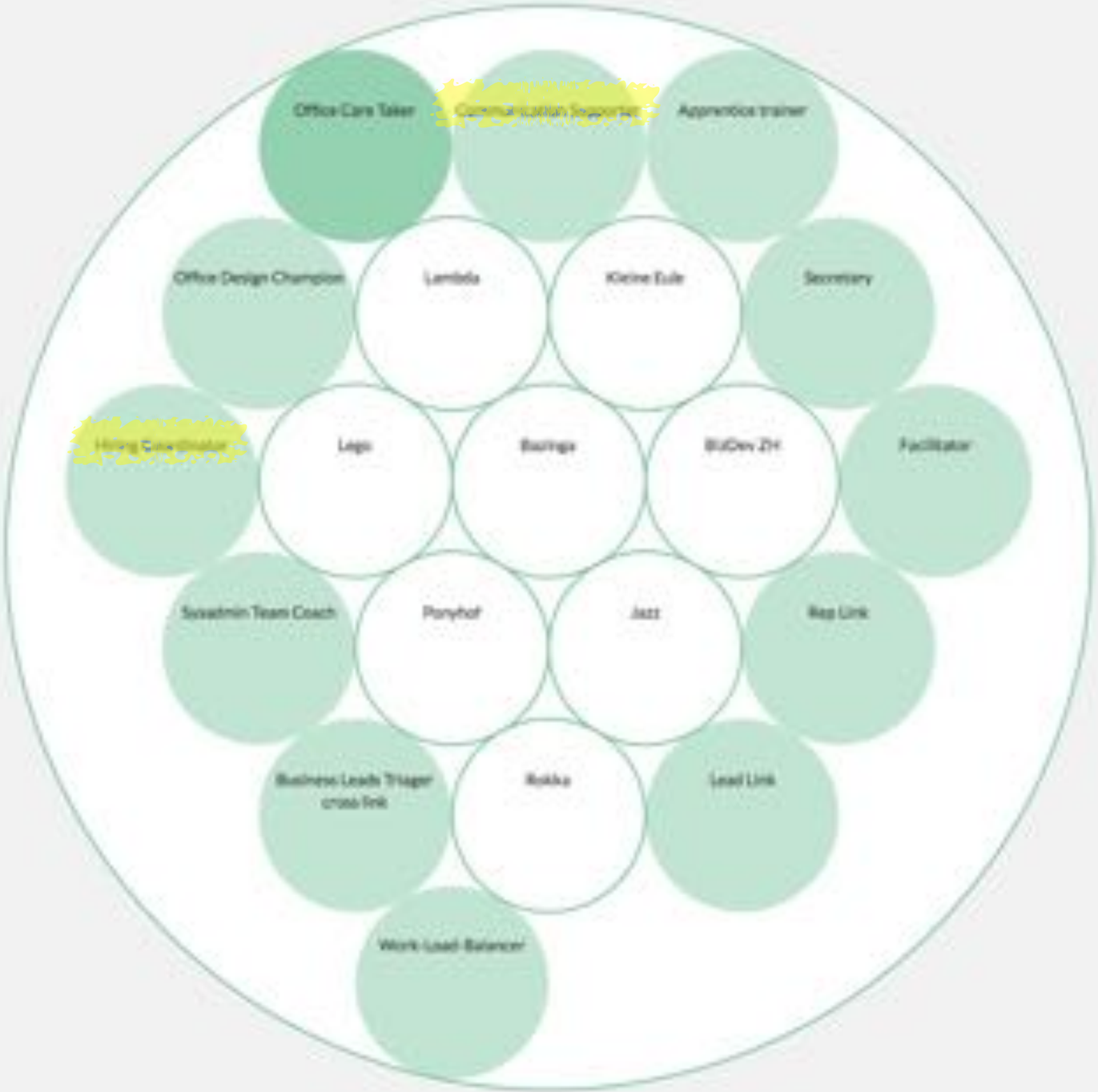
Ponyhof
Jazz
Rep Link
Business Leads Trigger cross link
Rokka
Lead Link
Work Load Balancer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Role

Communication Supporter

Liip Zürich

Purpose

Improved communication from Liipers to the world

Accountabilities

Supporting Liipers with communication on all channels about projects and their work

Interacting with local media

Coordinating public events on office level

Communicating office related topics

Identifying needs of communication for whole office

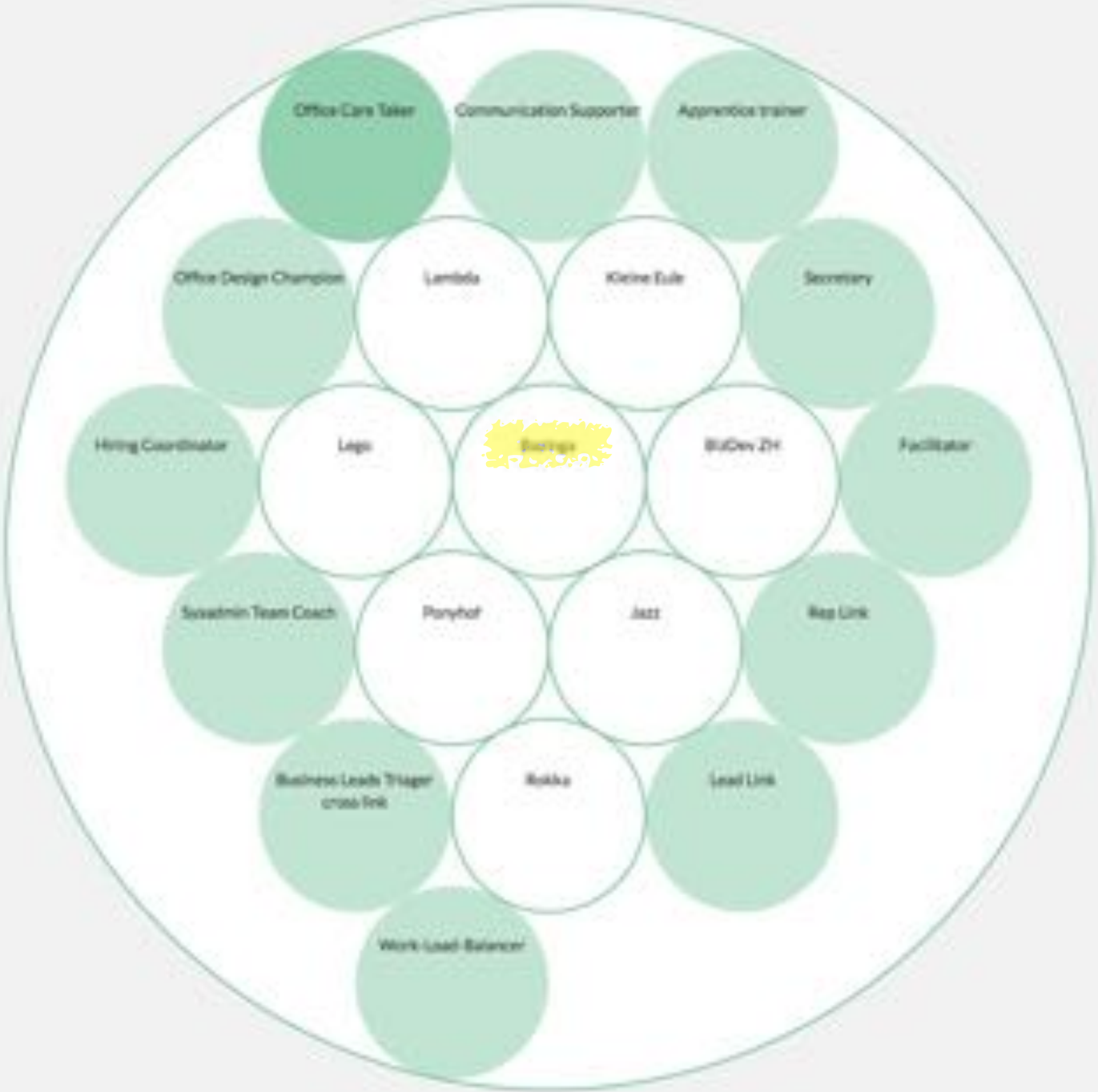
Role

Hiring Coordinator

Liip Zürich

Purpose

Keep an overview of hiring activities of the Zurich team circles.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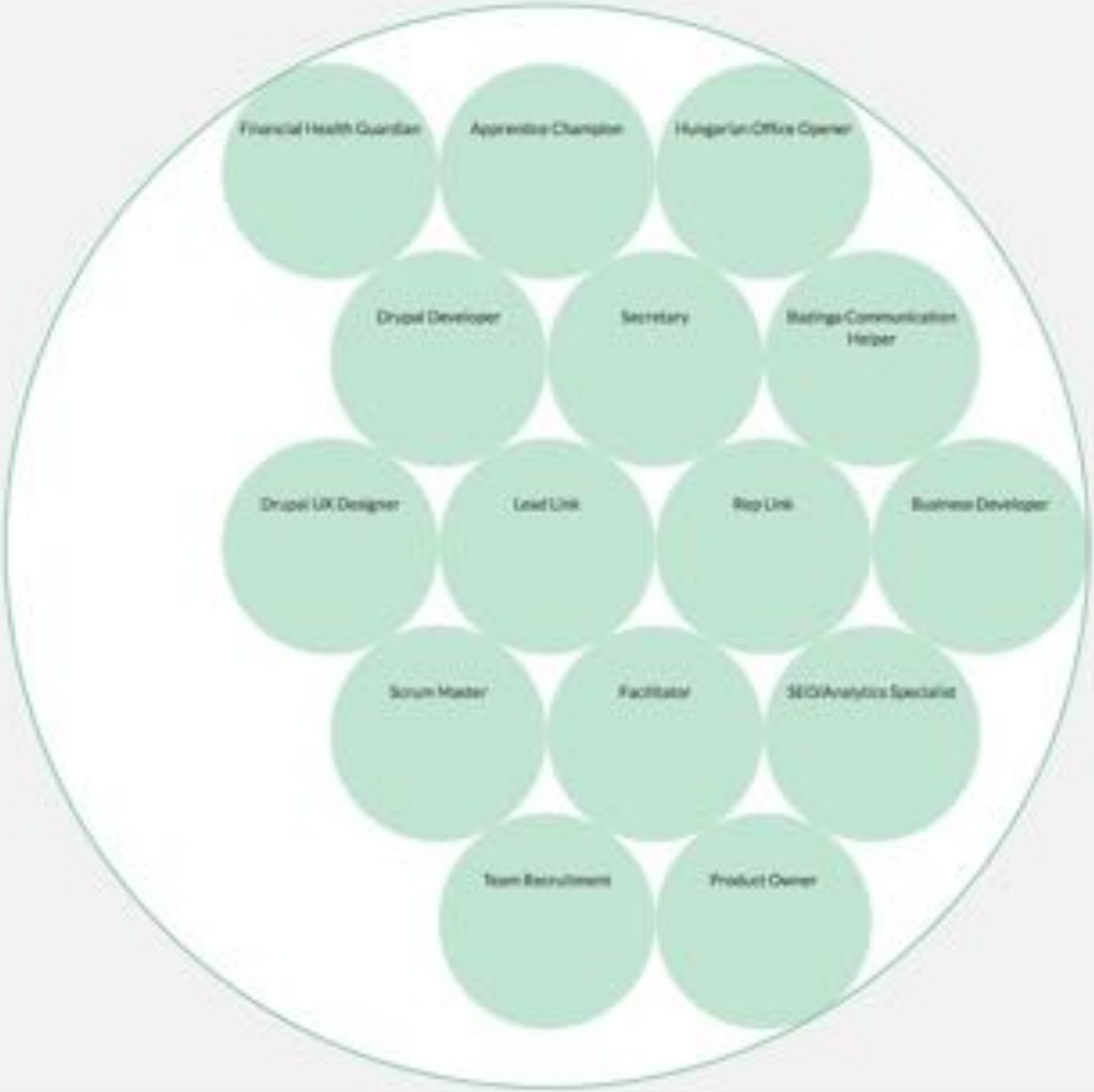
Financial Health Guardian
Apprentice Champion
Hungarian Office Opener
Drupal Developer
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Drupal UX Designer
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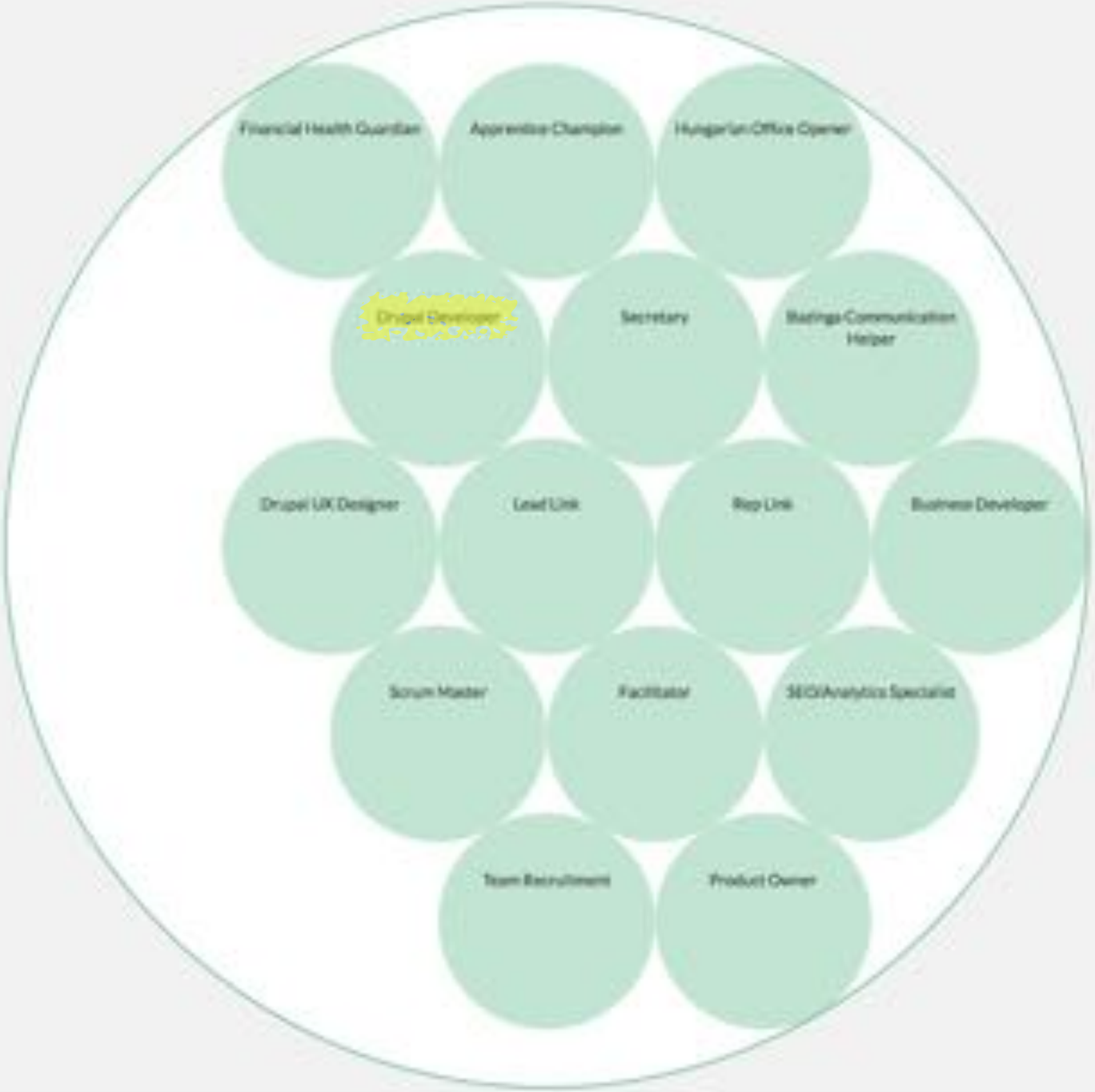
Scrum Master
Facilitator
SEO/Analytics Specialist
Team Recruitment
Product Owner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Product Owner

ACHIEVEMENTS

Achievements

- **It works!**
- Scrum for client projects, Holacracy for internal organization
- **Transparent role structure**
- **Nasty stuff** gets **tackled** also by others than former managers
- **Responsibility** increase
- **Agility** in structure
- **Few Domains** and Policies

Spending money

Outside edu- (https://wiki.liip.ch/x/XqUYIg), hardware-budget (https://wiki.liip.ch/x/1wYPAQ), travel expenses (https://app.holaspirit.com/circle/567950b5e89c9597518b458d), Platform gardening (https://app.holaspirit.com/circle/567950b5e89c9597518b458d/role/56ea and the expense flat-rates, money can be spent by ALL Liipers. The following rules have to be respected:

* The item you need to buy has to serve the purpose of the role you fill
* Use our standard suppliers (use #ask-admin to get more info about them)
* What you buy should if possible be bought in CH and if possible locally within your town
* Rule of thumb: Quality is more important than costs
* Rule of thumb: Fairtrade/organic/etc. is more important than costs
* Invoice has to state Liip as purchaser and has to be VAT-conform
* If money was spent on own account, valid receipt (up to 400CHF accepted also just as a photo) has to be provided to finance@liip.ch
* Spending without receipt will not be reimbursed by Liip

CHALLENGES

Challenges

- **Change Management**, the first time
- Holacracy **interpretation**
- **Cultural change**
- What to do with the **Team, social entity**
- **Economical understanding** of the individual
- **Role/Soul** separation

MY ROLES

- **General Company Circle**
  - Facilitator
  - Project Troubleshooter
  - Salary Determiner
  - Unprofitable Team Advisor
  - **Liip Zürich**
    - Lead Link
    - **Bazinga**
      - Business Developer
      - Facilitator
      - Financial Health Guardian
      - Product Owner
    - **BizDev ZH**
      - BizDev Coach
      - Networker / Pro-Actor
      - Pitcher
      - Sales
  - **Holacracy Implementation**
    - Holacracy helper
  - **Internal Coaching and Training**
    - Business Development Coach

MY ROLES (I)

- **General Company Circle**
  - Facilitator
  - Project Troubleshooter
  - Salary Determiner
  - Unprofitable Team Advisor
  - **Liip Zürich**
    - Lead Link
    - **Bazinga**
      - Business Developer
      - Facilitator
      - Financial Health Guardian
      - Product Owner

MY ROLES (II)

- **General Company Circle**
  - **Office Zürich**
    - **BizDev ZH**
      - BizDev Coach
      - Networker / Pro-Actor
      - Pitcher
      - Sales
    - **Holacracy Implementation**
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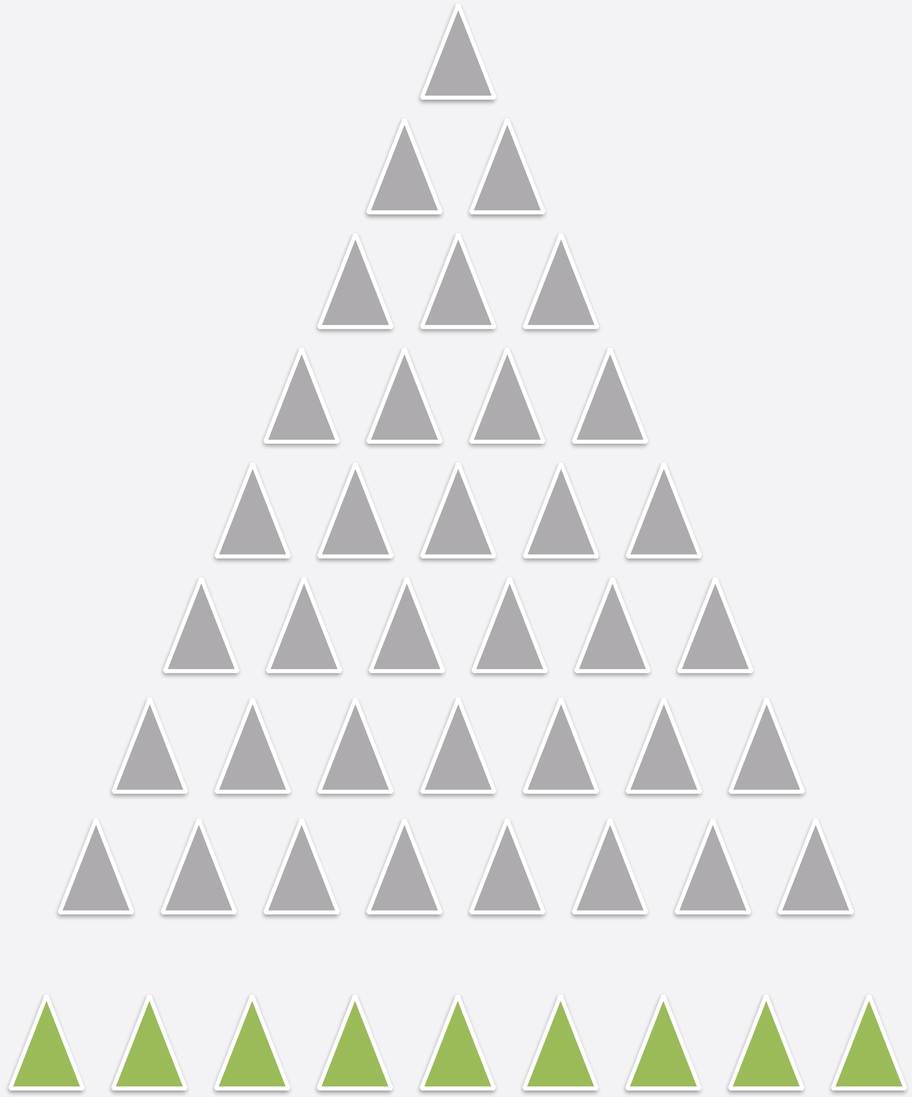
THE BIG CHALLENGE

RESPONSIBILITY FOR ROUGH DECISIONS



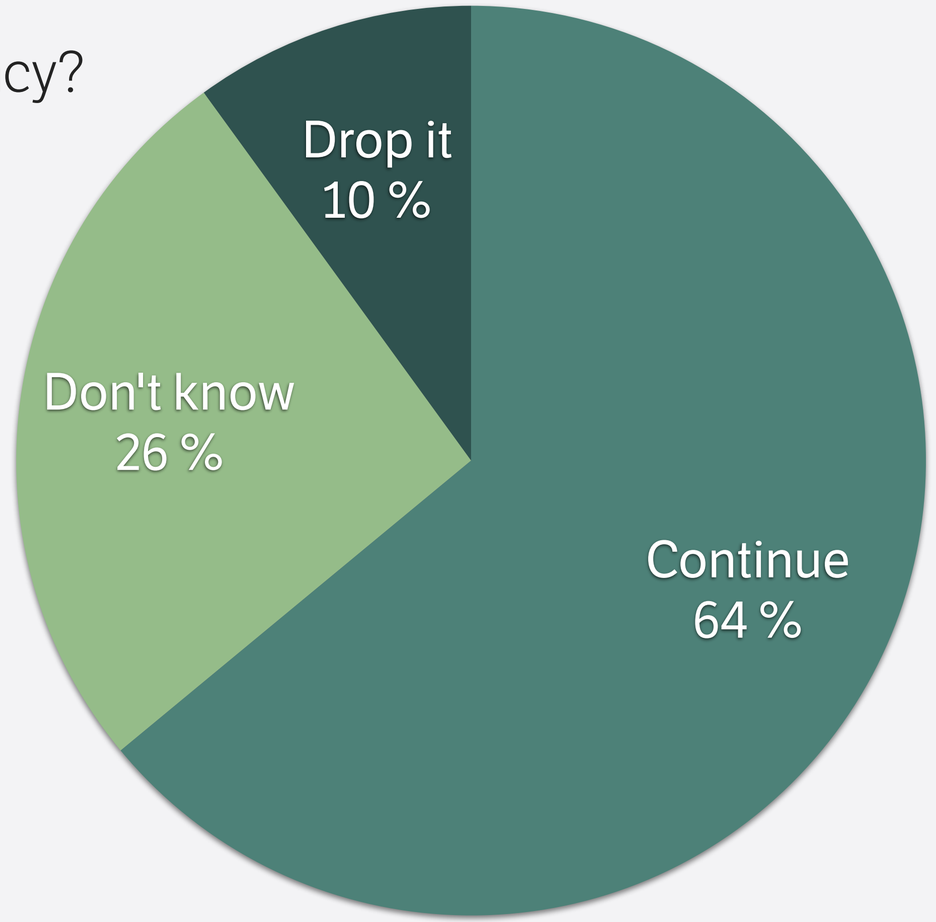
WHAT DOES AN INDIVIDUAL NEED TO MAKE SUCH A DECISION

THE BIG CHALLENGE

- Self-esteem
- Fail-acceptance-culture
- **Painful economical and social transparency**

Survey June 2016

- Would you like to continue with Holacracy?



NEXT ACTIONS

- **Individual metrics and transparency**
- **Social space**: What is the next „Team“
- **Role/Soul**

FINAL THOUGHT

FUTURE HUMAN SKILL-SET

CODING - THE NEW MUST-HAVE TOOL

- Speech
- Read and write
- Code

LIVE AND ORGANIZE WITHOUT BOSS

- If there is a **command**, there is most likely a following **robot**
- **Skills needed in a self-organization today are skills needed in the future live**

START TODAY

Agile Web Development
Liip.ch

THANK YOU

Questions?

Tonio Zemp
Partner
tonio.zemp@liip.ch

Dublin 28.9.2016

DUBLIN
DRUPALCON

JOIN US FOR CONTRIBUTION SPRINTS

First Time Sprinter Workshop - 9:00-12:00 - Room Wicklow2A

Mentored Core Sprint - 9:00-18:00 - Wicklow Hall 2B

General Sprints - 9:00 - 18:00 - Wicklow Hall 2A

DUBLIN
DRUPALCON
WHAT DID YOU THINK?
Evaluate This Session
events.drupal.org/dublin2016/schedule
THANK YOU!