

# The Magic Organization of Self-organizing Teams

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SIMPLICITY  
DAY

**Simple**sense.

# Zombie Daily Scrum



## Harvard Business Review

ECONOMICS

# Excess Management Is Costing the U.S. \$3 Trillion Per Year

by Gary Hamel and Michele Zanini

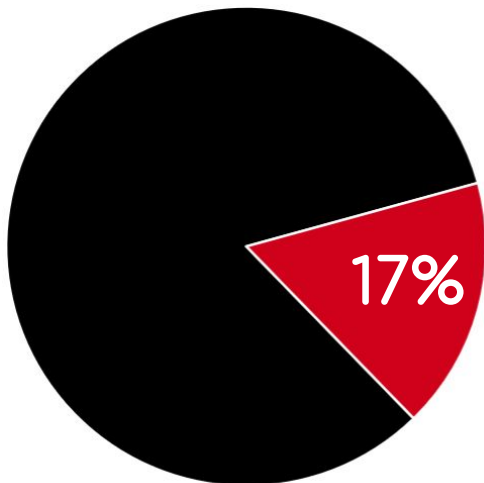
September 05, 2016

# SIMPLICITY DAY

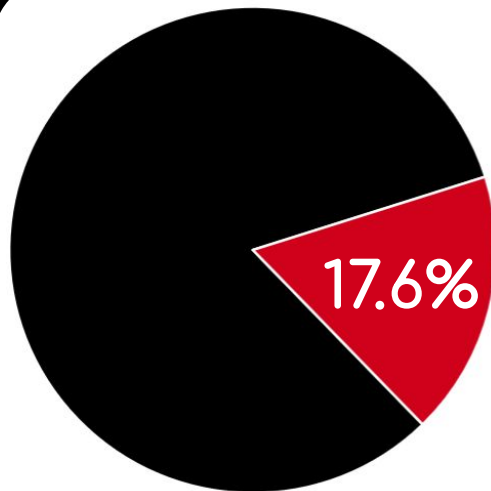


**managers to employees**

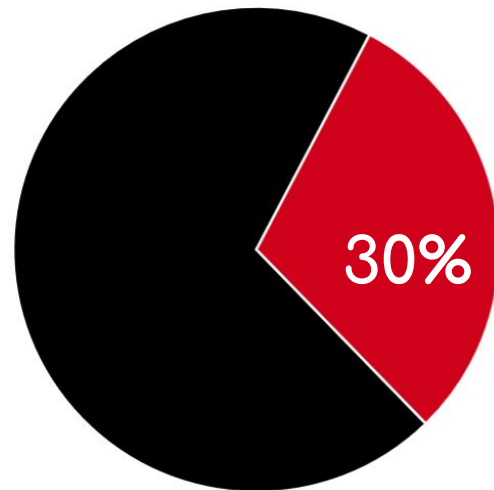
**1 to 5.7**



**\$3 Trillion is about  
17% of US GDP**



**Made up 17.6% of  
the U.S. workforce**



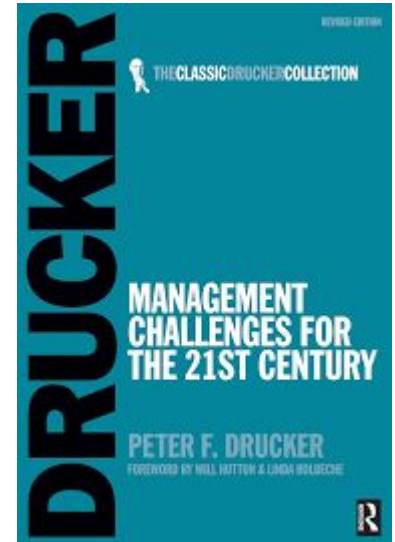
**Nearly 30% of total  
compensation**

The best architectures,  
requirements, and designs  
emerge from self-organizing  
teams.

Agile Manifesto,  
2001

Knowledge workers have to manage themselves.  
They have to have autonomy

Peter Drucker,  
1999







Суть корабля в моей страсти к морю...

Если все они проникнутся моей верой,  
мне не придется вмешиваться  
и поучать, как ковать гвозди  
и строгать доски.

Не мое это дело.

Антуан де Сент-Экзюпери  
“Цитадель”  
1948



There has been such a thing as letting mankind alone.

There has never been such a thing as governing mankind with success.

Zhuangzi,  
369–286 BCE



# SIMPLICITY DAY

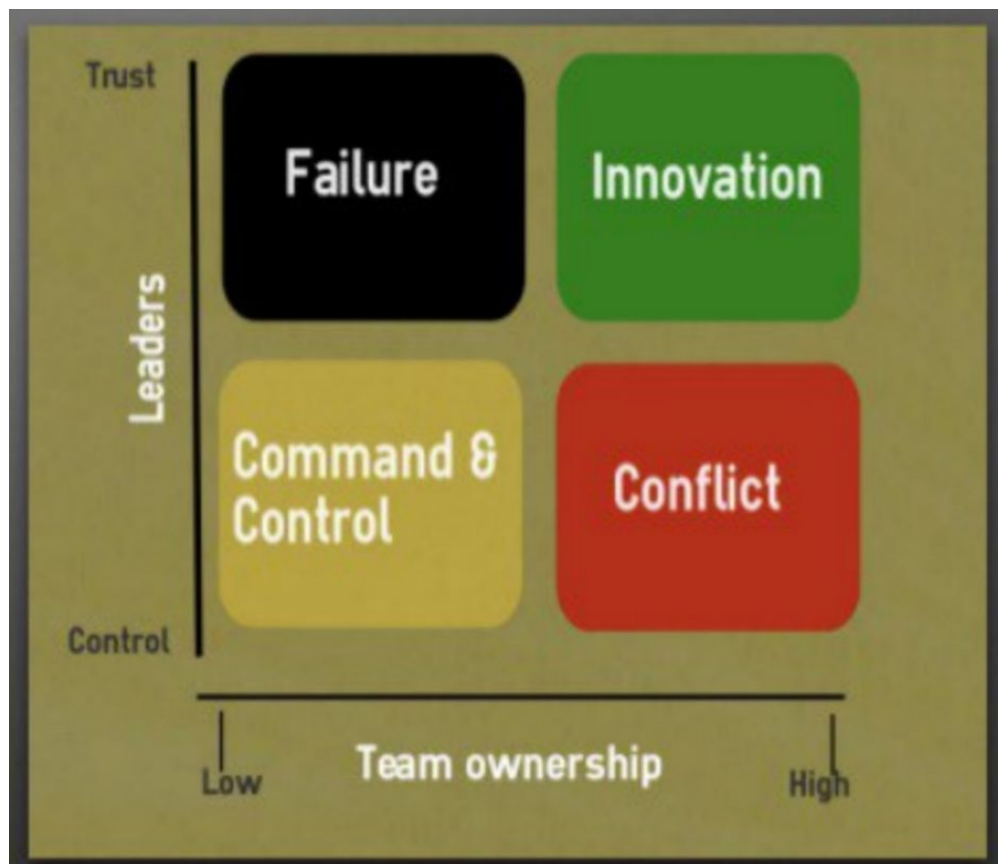
Setting Overall Direction	Management Responsibilities			
Designing the Team and Its Context				
Monitoring and Managing Work Processes		Team Responsibilities		
Executing the Task				
	Manager-Led Team	Self-Managing (Self-Organizing) Team	Self-Designing Team	Self-Governing Team

## 4 levels of allocating authority to teams

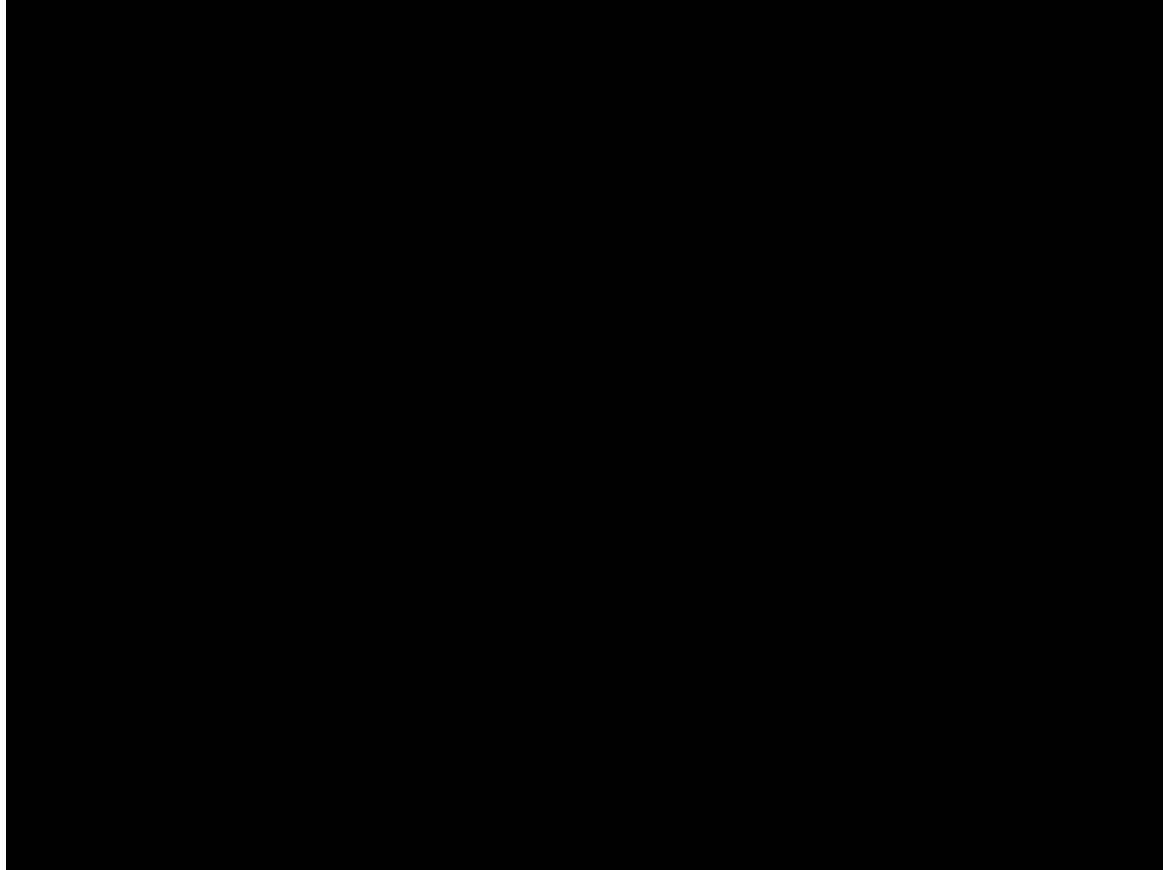
1. Manager-led teams
2. Self-managing teams
3. Self-designing teams
4. Self-governing team

Richard Hackman,  
a Harvard University professor

# SIMPLICITY DAY

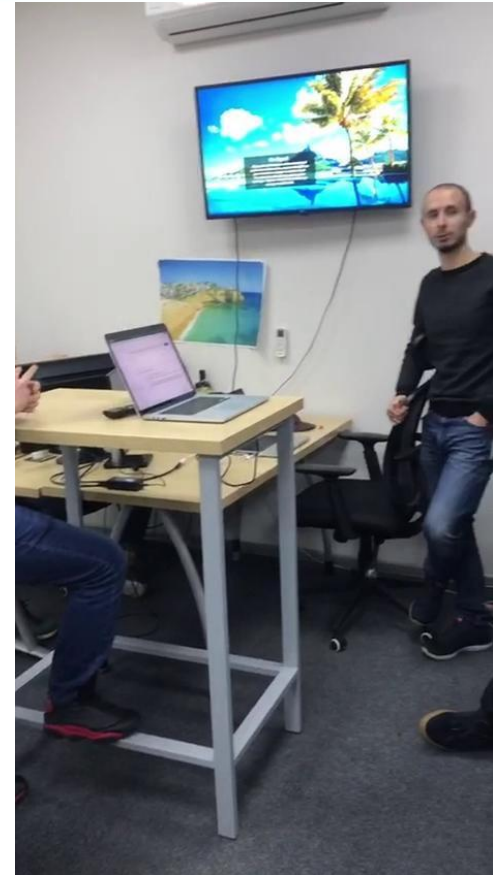


SIMPLICITY  
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# SIMPLICITY DAY



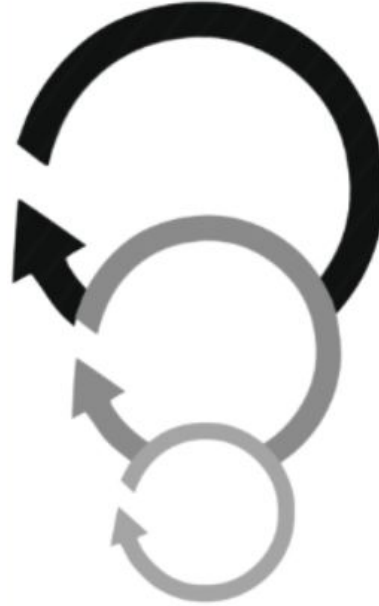


# NESTED CADENCES

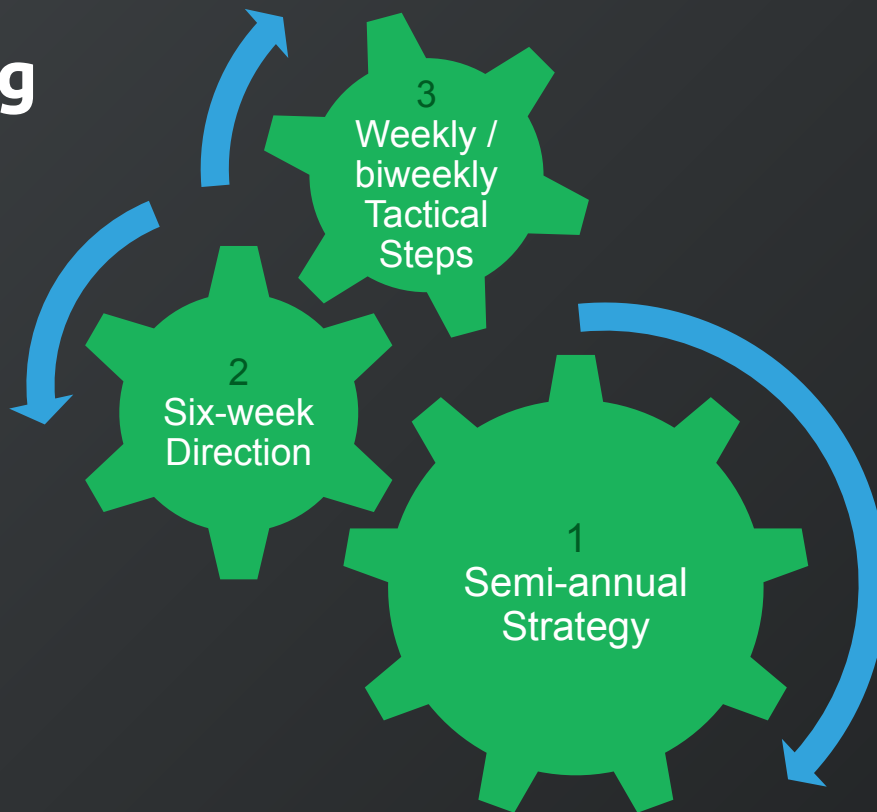
**6 months strategic OKRs for the company**

**6-week Tactical OKRs for the teams**

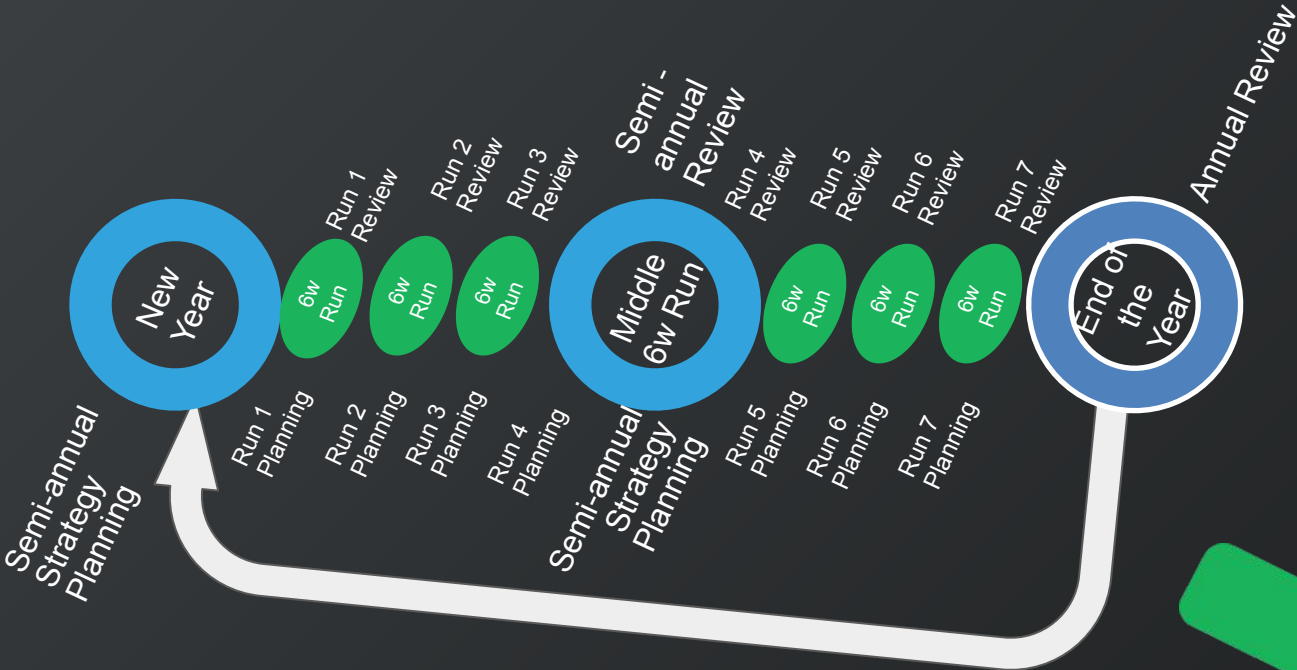
**Weekly check-ins for tracking results**



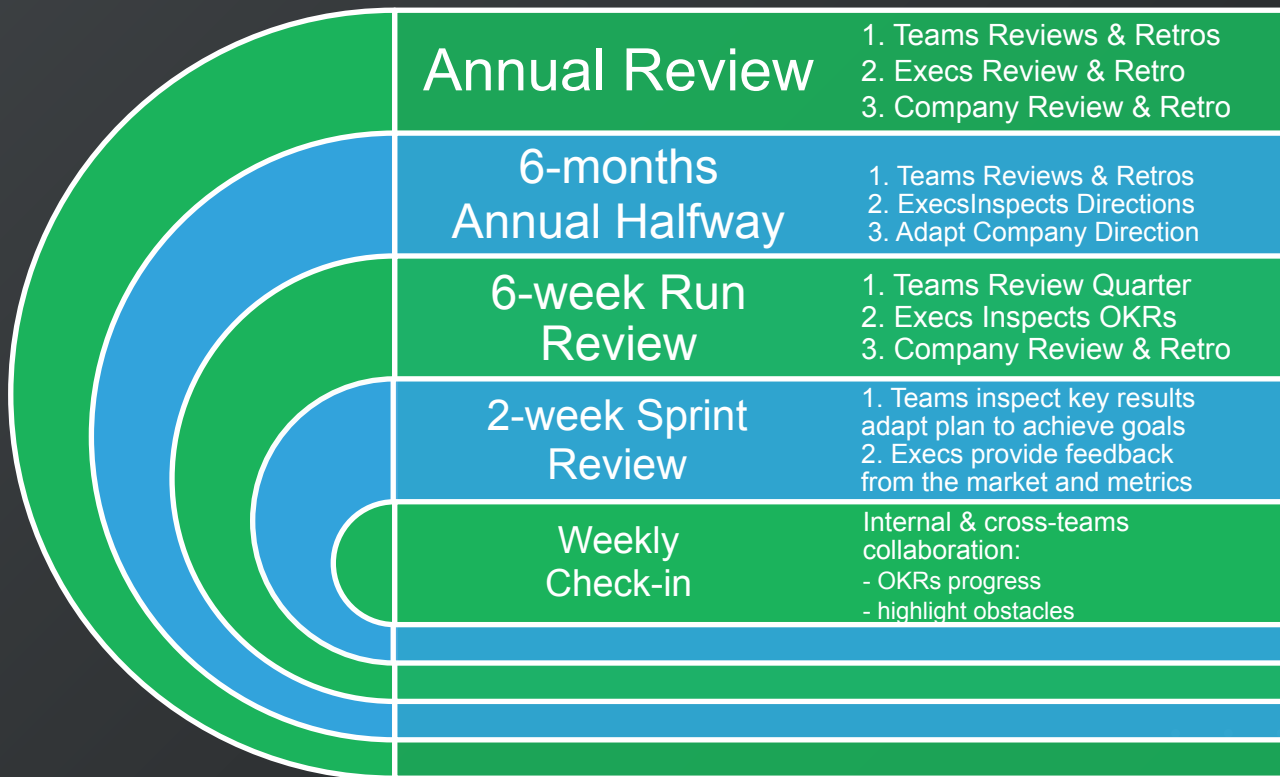
# OKRs Planning



# OKRs Timeline



# OKRs Feedback Loops & Transparency



# OKRs Feedback Loops & Transparency: 1-Month Partway Inspection

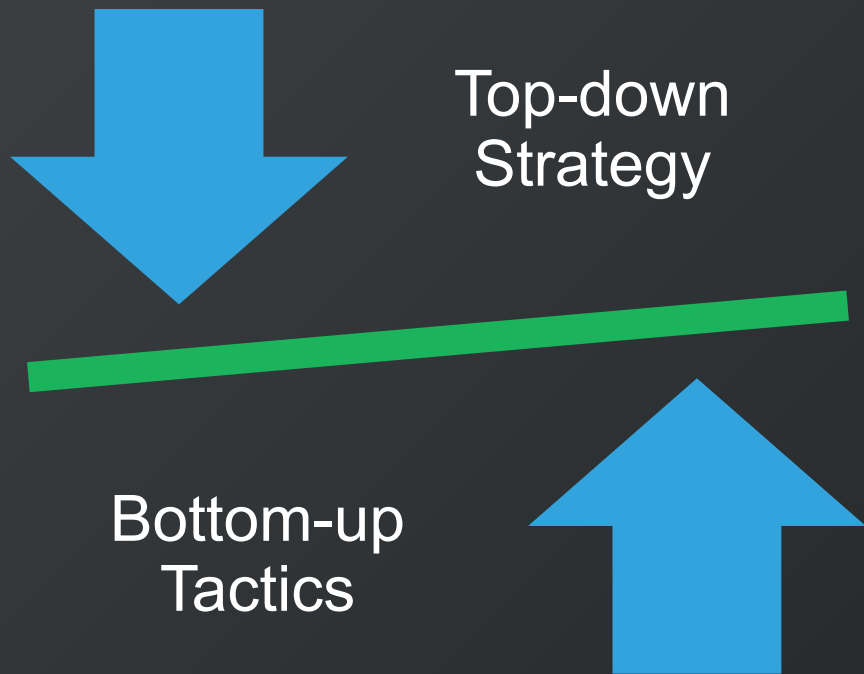
Confidence Level		Description
		We expect to reach it.
		There is a risk we will not reach it, but we believe we can do it.
		We do not believe we will reach it unless we take a new approach.

Divide every month inspection into 2 parts:

- Track progress and measure what we already have achieved
- Confidence level: what's your forecast about reaching the goals



# OKRs Planning Approach



- Strategy Board defines strategy
  - Vision & mission
  - Overall direction
- Strategy Board crafts Company OKRs
- Team leaders spread the strategy on teams
- Teams crafts tactical OKRs
- Teams map their OKRs to the company ones (how do our goals contribute to the company ones)





# OKRs Continuous Inspection and Adoption



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• • • • •

# OKRs Tips & Tricks

- **OKRs should be Value-based**

- Such an approach nurture a results-focused culture, and not one focused on tasks
- If a team did all its tasks and nothing improved, that is not success

- **Objective should have a binded metrics**

- Success is improving something: customers are more satisfied, sales are higher, costs have been reduced. To understand if something has an impact, we should use metrics binded to the objective

- **An action plan is just a series of hypotheses**

- When setting objectives, focus on the destination, not on the means to get there
- We consider key results as hypotheses
- Asses if getting to a checkpoint hits the main metrics
- Asses if a metric set for an objective affects one or more main metrics
- Criticize and hypothesize again if needed - that is a learning loop
- Initiatives are just bets and have to change if the numbers aren't improving



MARKET

Strat  
Guild

Marketing

Sales

Account

Customer  
Success

Integration

CPO  
/  
HoP

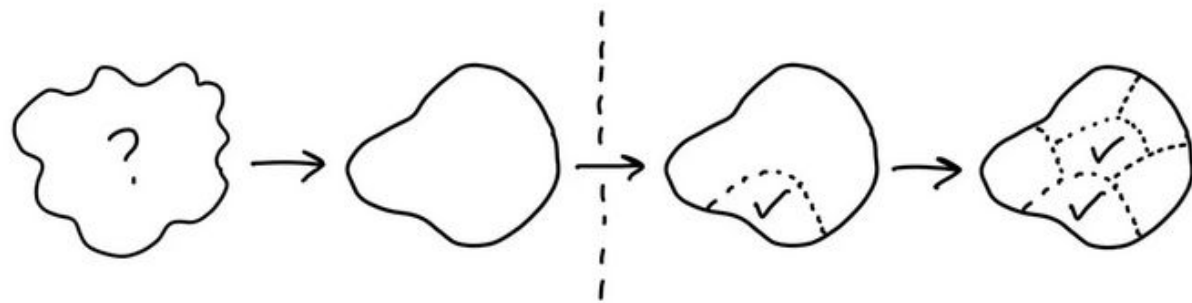
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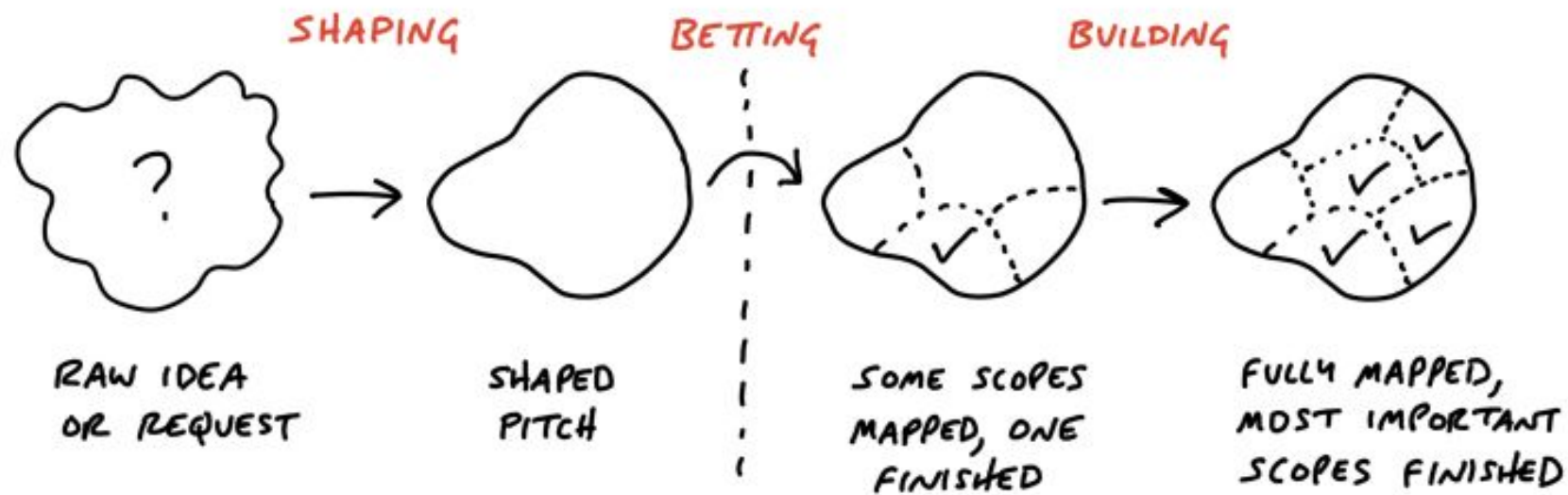


# Shape Up<sub>v 1.1</sub>

Stop Running in Circles and  
Ship Work that Matters

*by Ryan Singer*

# SIMPLICITY DAY







**Problem** - "the best problem definition consists of a single specific story that shows why the status quo doesn't work"

**Appetite** - do we want to spend 2 weeks or 6 weeks building a solution for this problem?

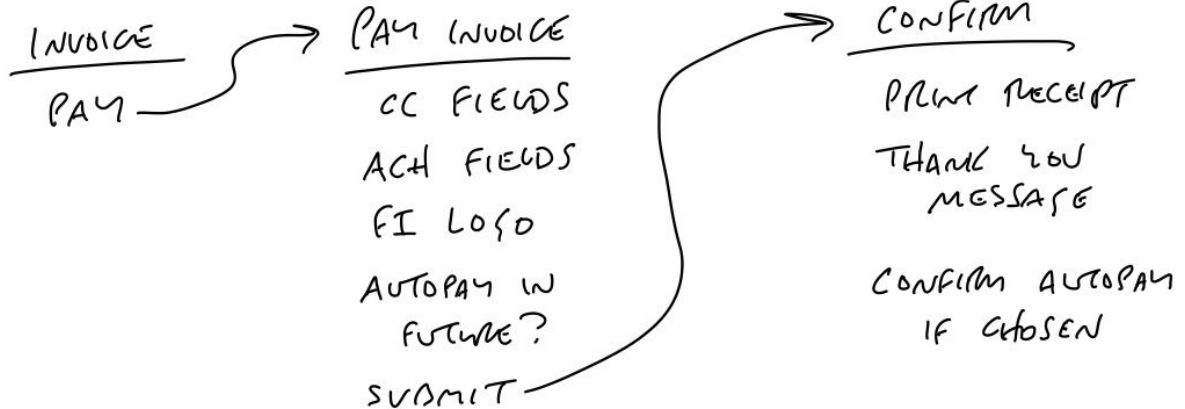
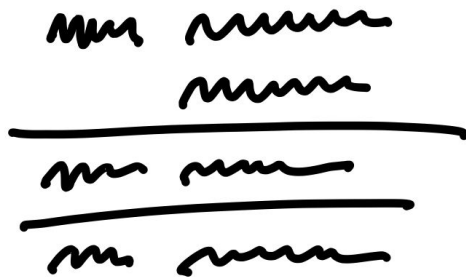
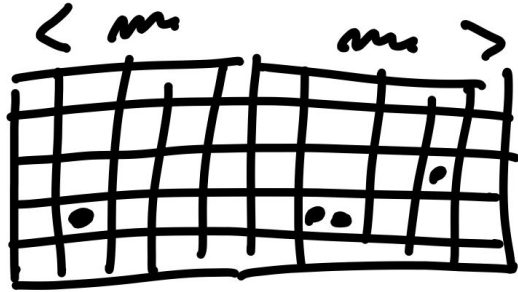
**Solution** - 2 techniques of communicating a solution that make them specific enough to understand the scope but not so specific that there's no creative freedom for the designers / engineers who take on the project.

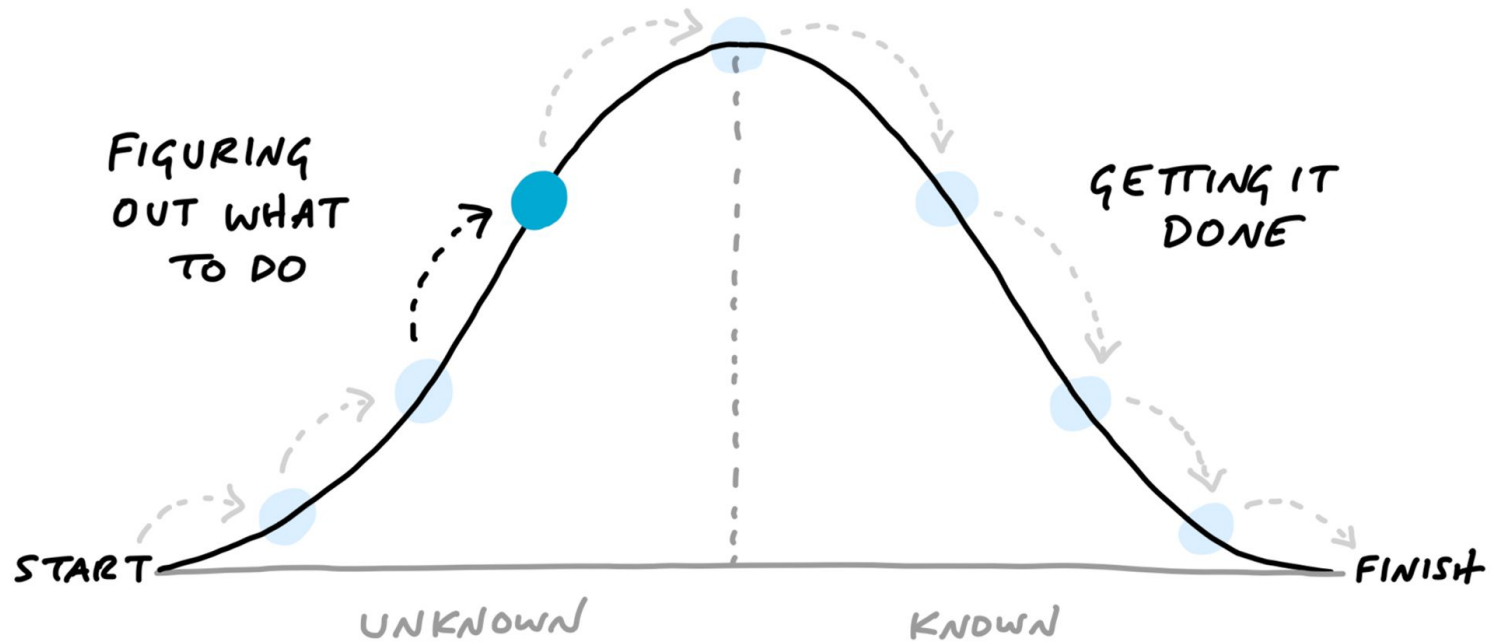
- fat-marker sketches that convey a UI but with very limited real estate.
- breadboards that replace wireframes by showing elements of a page and clicks that navigate between pages as a list of words and nothing else.

**Rabbit Holes** - pre-defined solutions to minimize risk of not being able to ship in 6 weeks (e.g. ways to resolve any time-consuming UX issues the team might run into while building)

**No Gos** - anything that's out of scope for the project

# FAT MARKER SKETCH, BREADBOARD





# Questions?



Yaroslav  
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