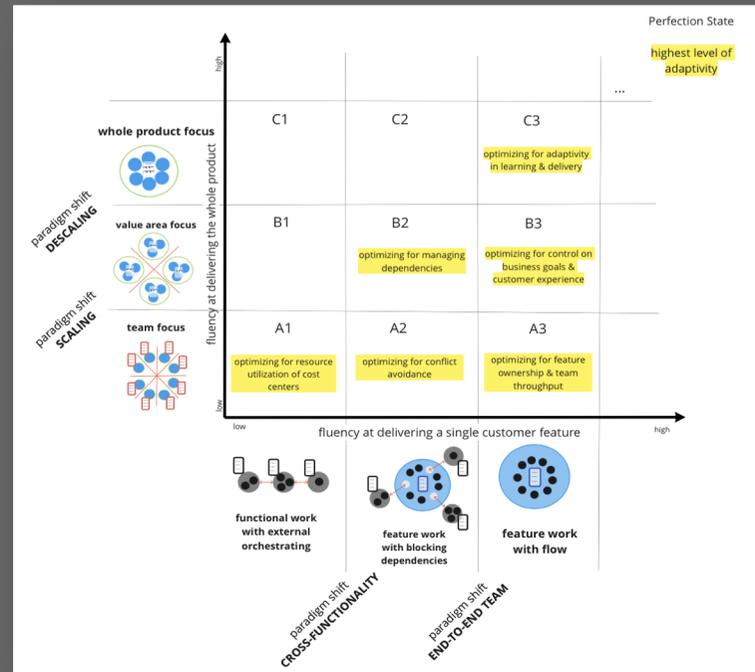


Organizational Topologies

a roadmap towards a resilient and adaptive product development organization

featuring
Adaptivity Map :
a map to guide
your agile
transformation



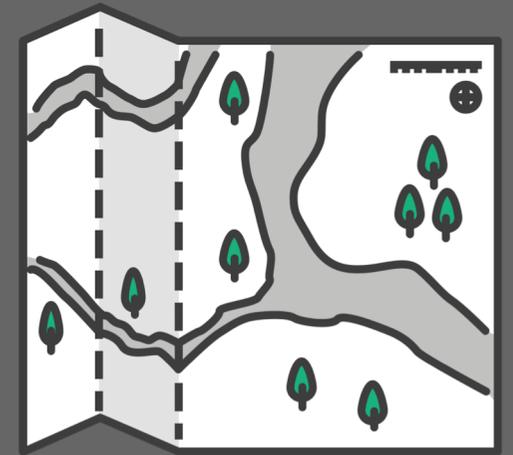
orgtopologies.com

Where are you in your agile transformation?

1. Who is about to start?
2. Who is in the middle of it?
3. Who is finished?



An agile transformation is
a never-ending journey
towards perfection.



Perfection State:

The ability of an organization to choose to work

on **whatever** is important.

Whenever they want it.

At **no extra costs**.



Adaptive (Agile) Development

efficient Sprints
& incremental flow

low
transaction
costs

most info &
coaching



efficient change
& adaptive

low
switching
costs

least info &
coaching



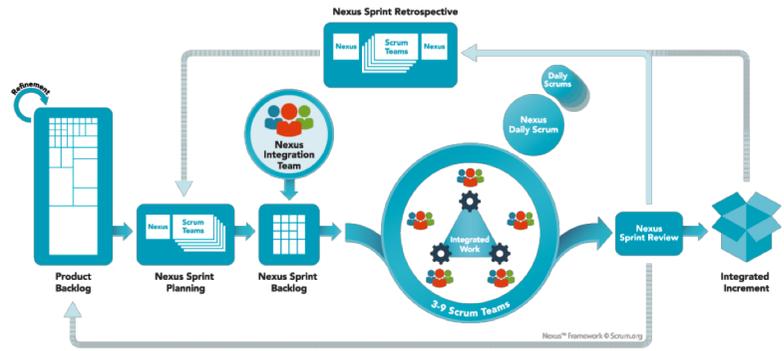
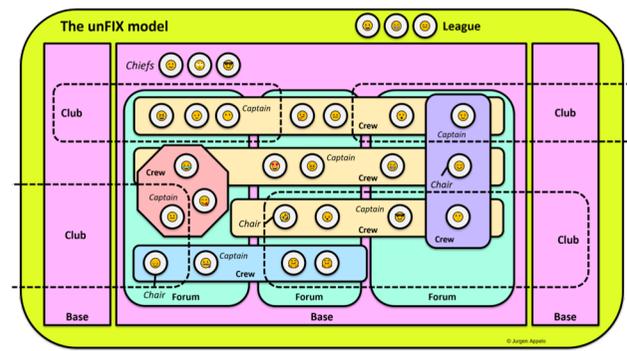
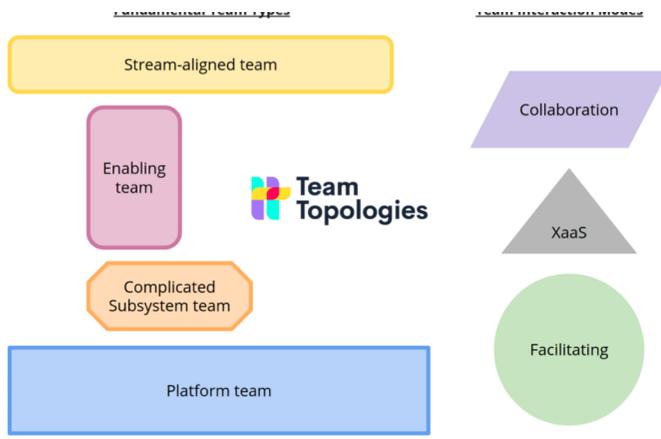
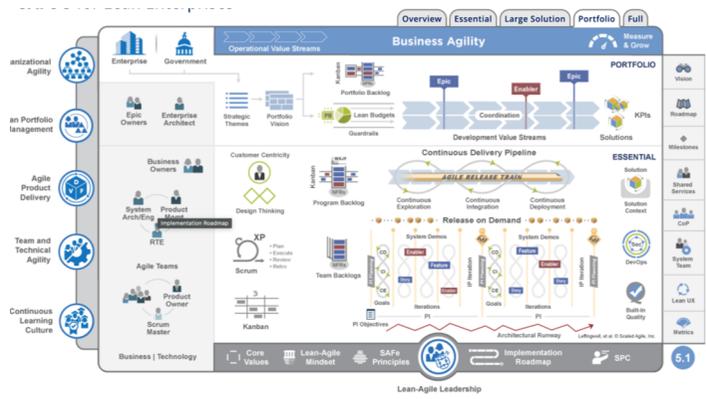
Adaptivity

as the perfection state.

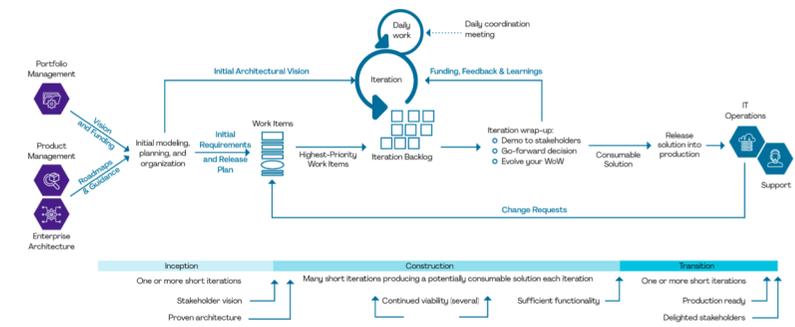
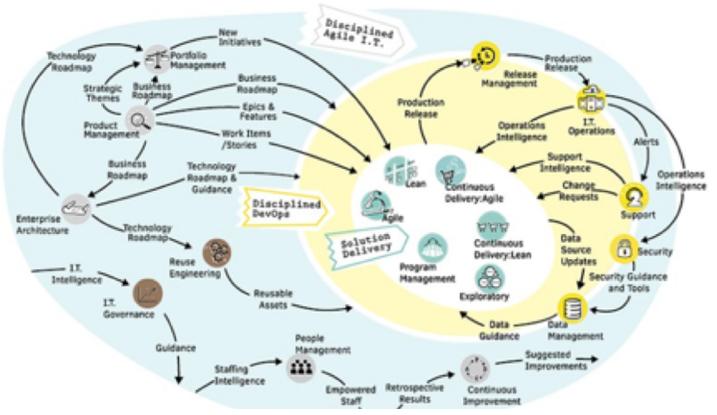
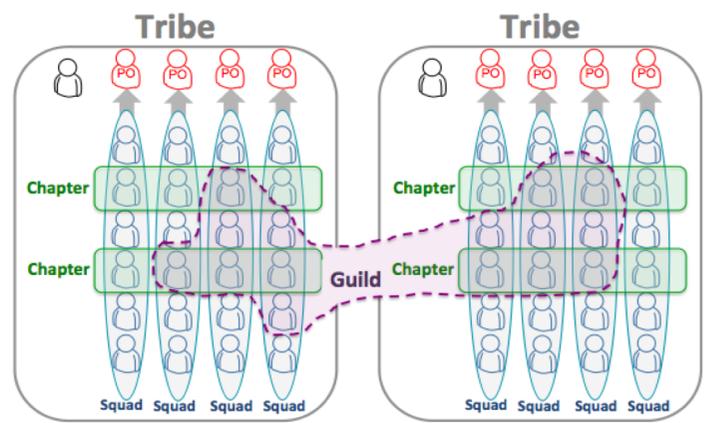


That's us:





Frameworks, frameworks everywhere



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We've learned,
implementation of a
framework can distract you
from the transformation
journey.



own vs rent: craig

- > bottom-up-only deep change rarely works; **senior management needs to own** (not just learn) the change ideas
- > C level: new 4-hour "**OD & SM for Executives**" workshop

So instead, we find it valuable
to talk about:

1. Goal
2. Current state
3. Options

That is what **maps** offer





We started to use
organizational **archetypes**
to map transformation
journeys



<https://youtu.be/5wY4lZliuOU>



A1

low

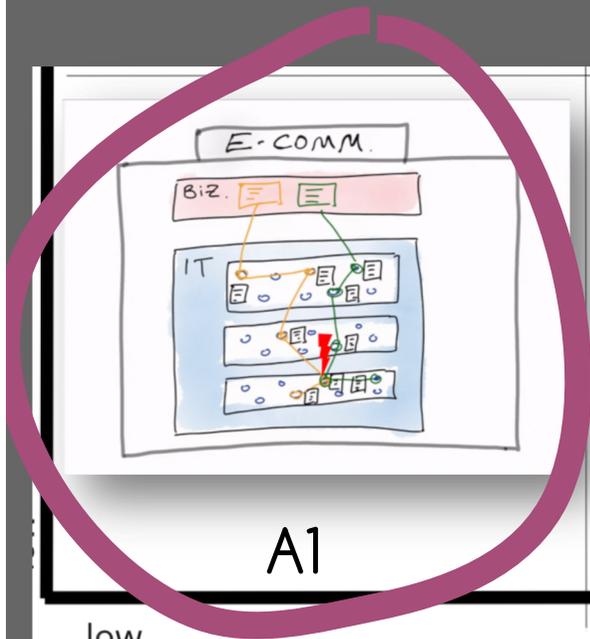
high



Goal of A1



Optimizing for resource
utilization of cost centers
(not agile)

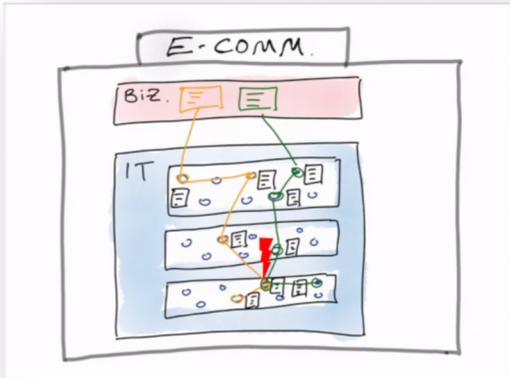


A1

low

high





A1

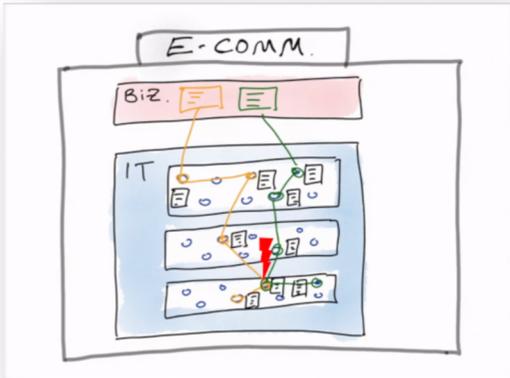
A2

low

high

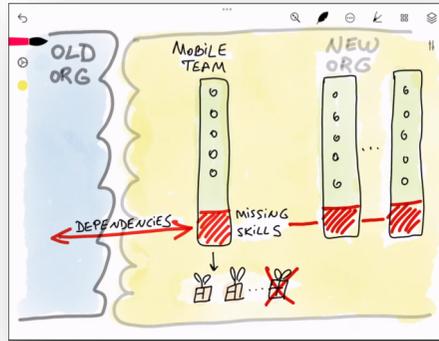
<https://youtu.be/jA0R-r967ws>





A1

low



A2

high

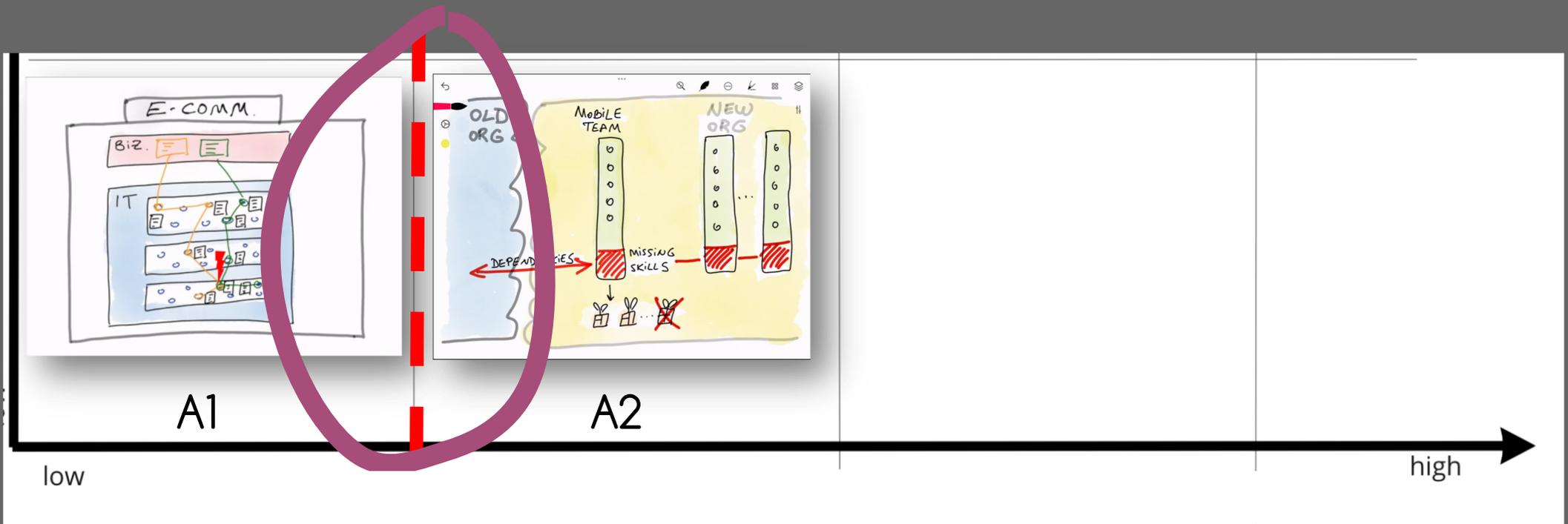


Goal of A2



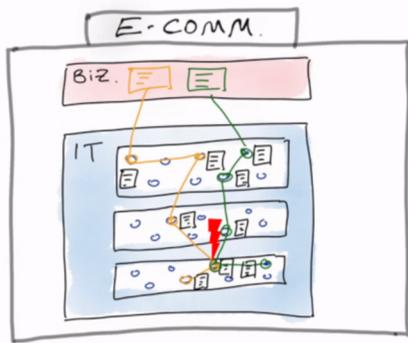
Optimizing for quick wins &
conflict avoidance

A1 -> A2 paradigm shift:

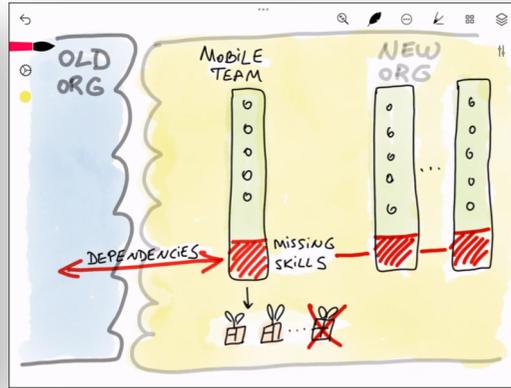


A1 -> A2 paradigm shift:

“Stable cross-functional teams are a building block of the organization”



A1

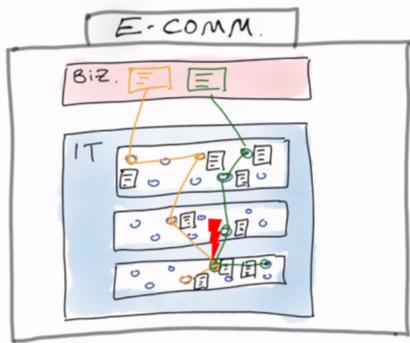


A2

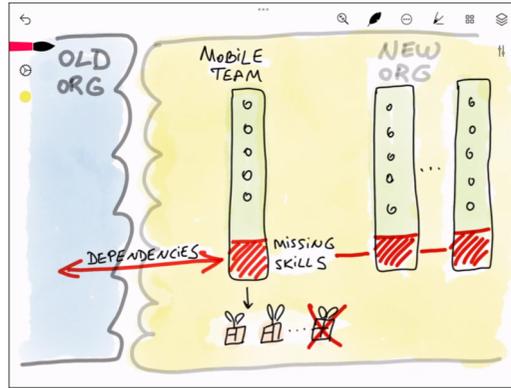
low

fluency at delivering single customer feature

high



A1



A2



low

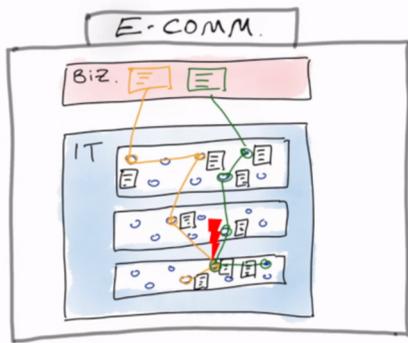
fluency at delivering single customer feature

high

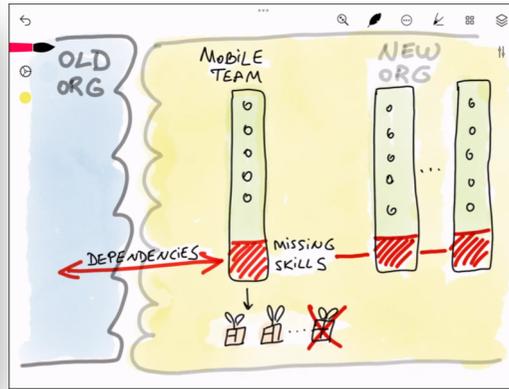


<https://youtu.be/zQNzyM7cDb8> watch first 20 seconds for now

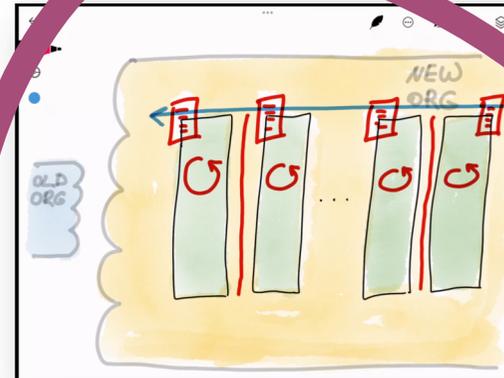




A1



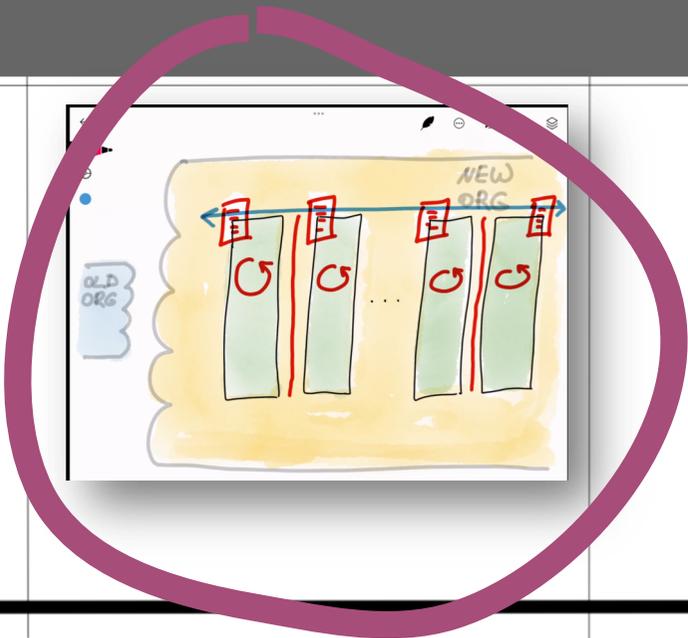
A2



low

fluency at delivering single customer feature

high

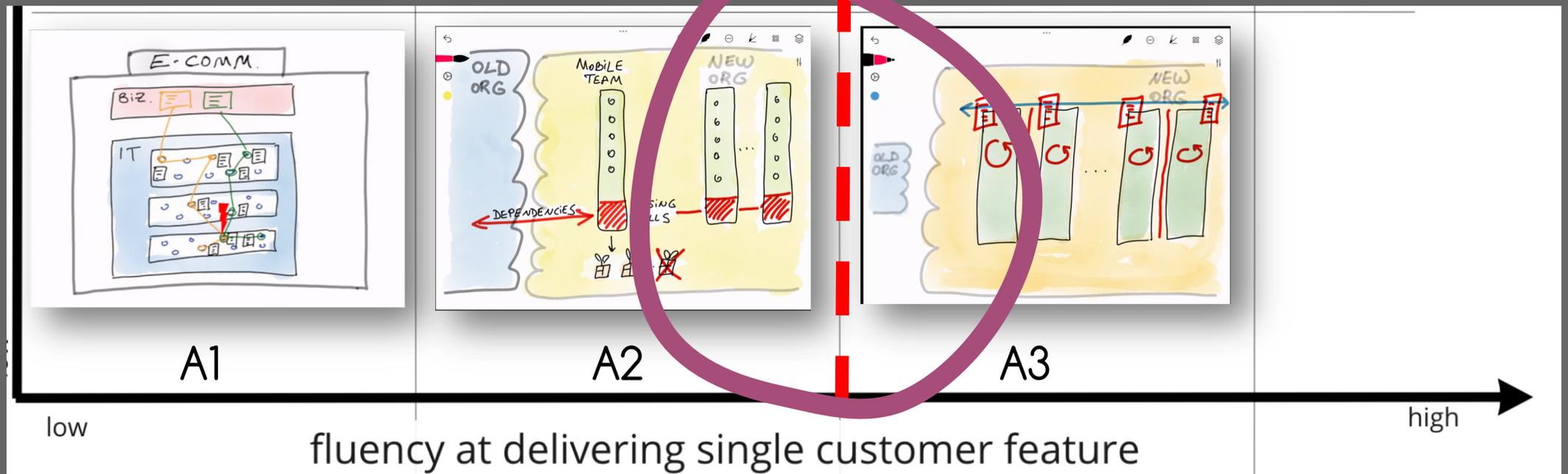


Goal of A3



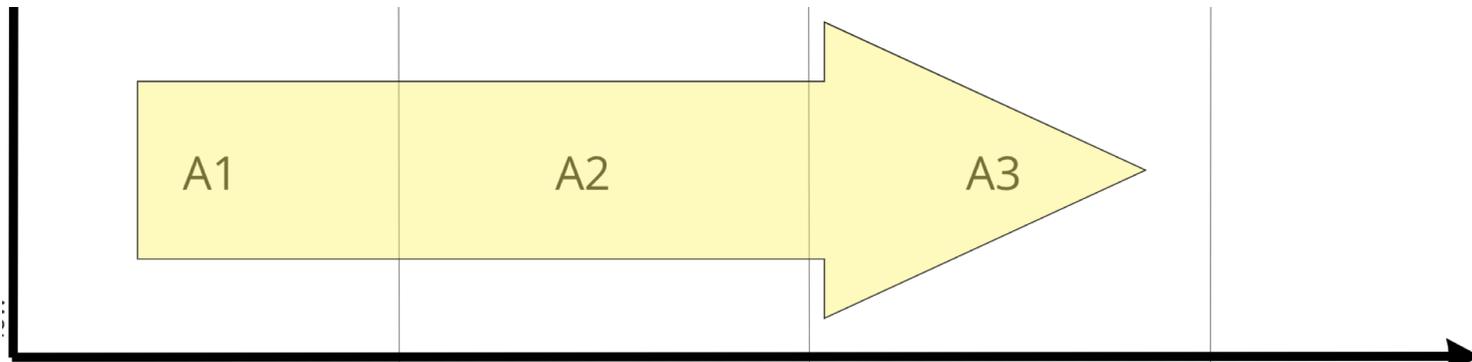
Optimizing the flow of feature delivery

A2 -> A3 paradigm shift:



A2 -> A3 paradigm shift:

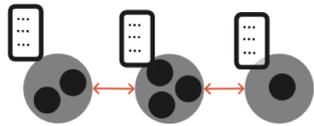
“Teams need to be
end-to-end”
(100% Definition of Done)



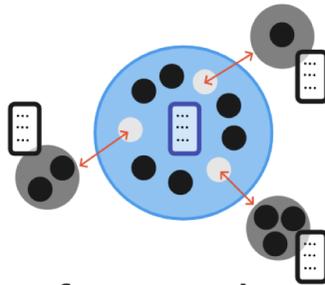
low

fluency at delivering single customer feature

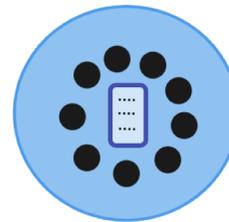
high



**functional work
with external
orchestrating**



**feature work
with blocking
dependencies**



**feature work
with flow**

paradigm shift
CROSS-FUNCTIONALITY

paradigm shift
END-TO-END TEAM

Are we done?

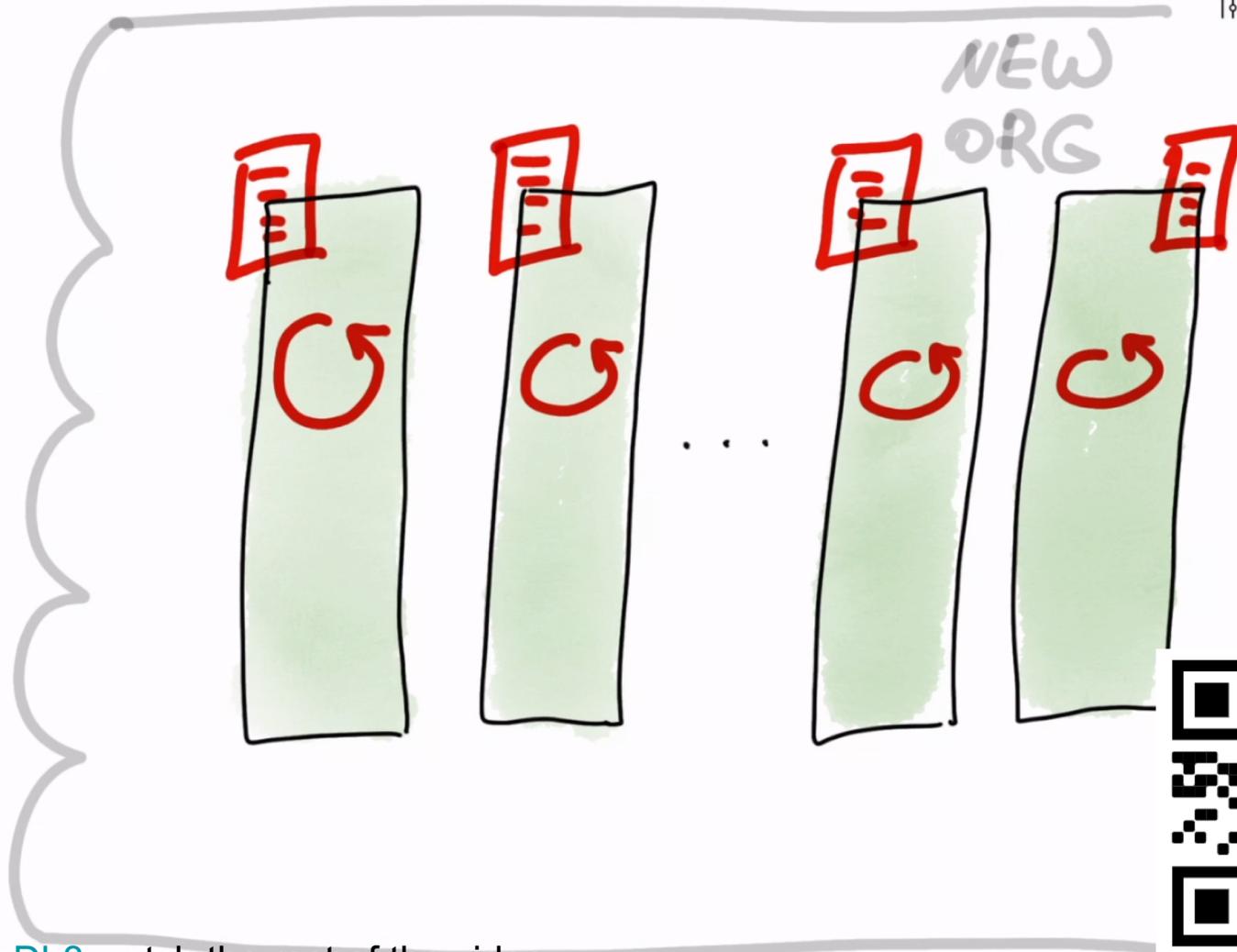
So is the agile transformation done?



Is the organization fully
Adaptive?



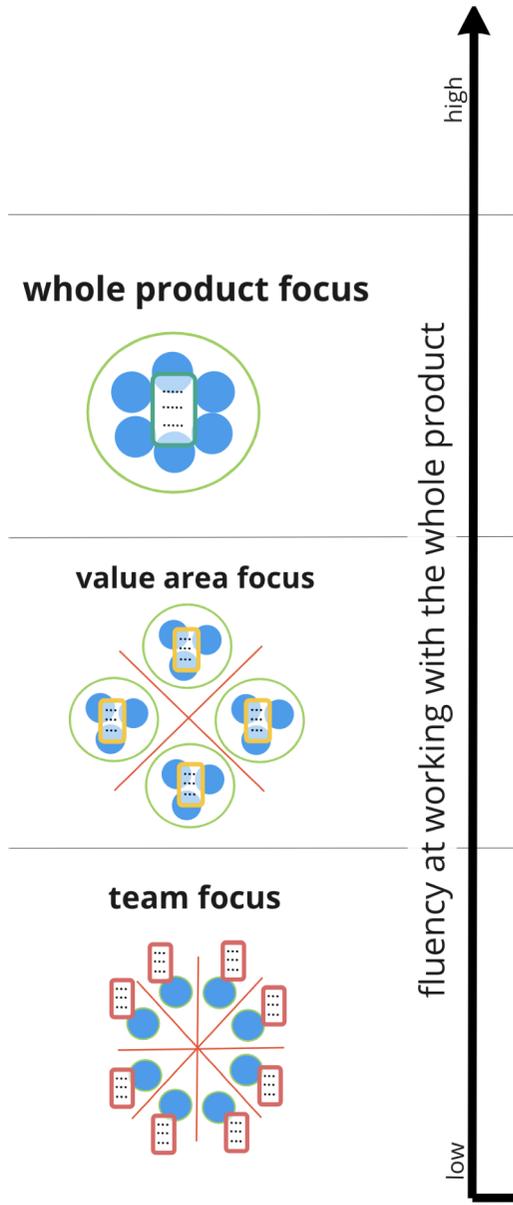
OLD
ORG



NEW
ORG

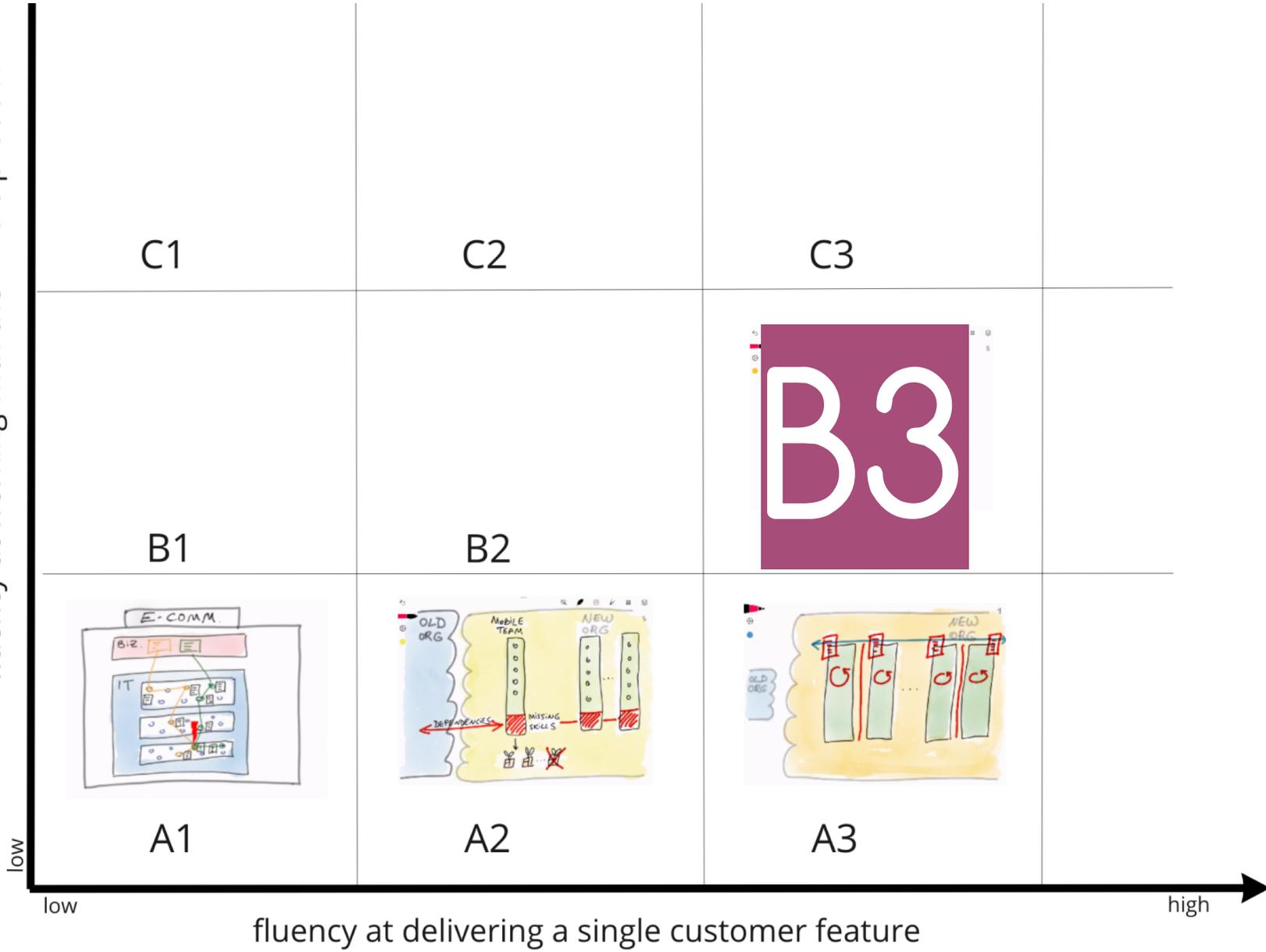


<https://youtu.be/zQNzyM7cDb8> watch the rest of the video



Fluency at
working on the
whole product

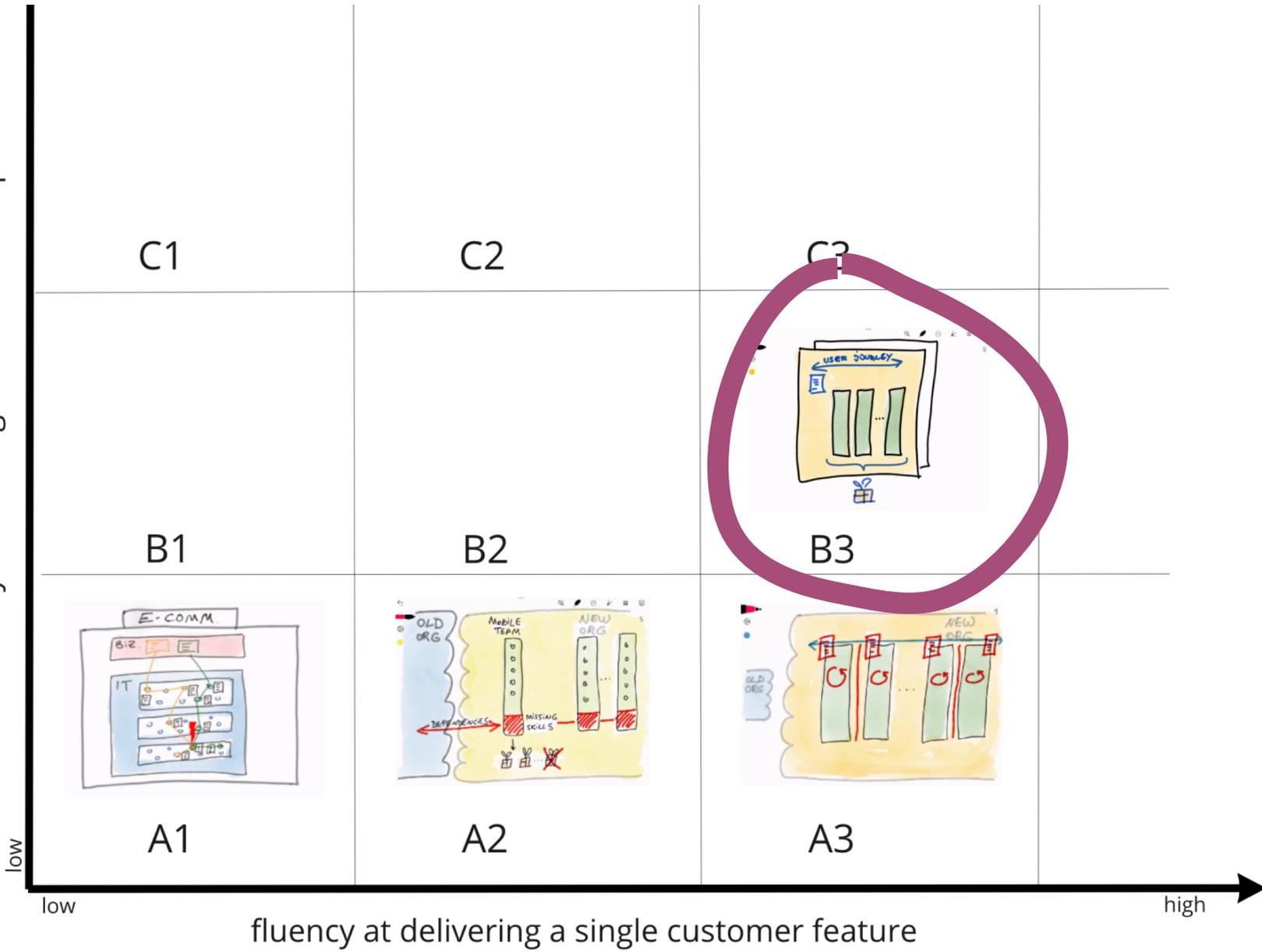
fluency at working with the whole product



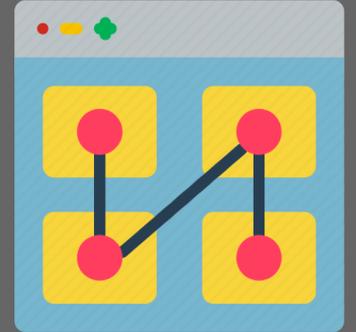


<https://youtu.be/UU6kTZYYmVM>

fluency at working with the whole product

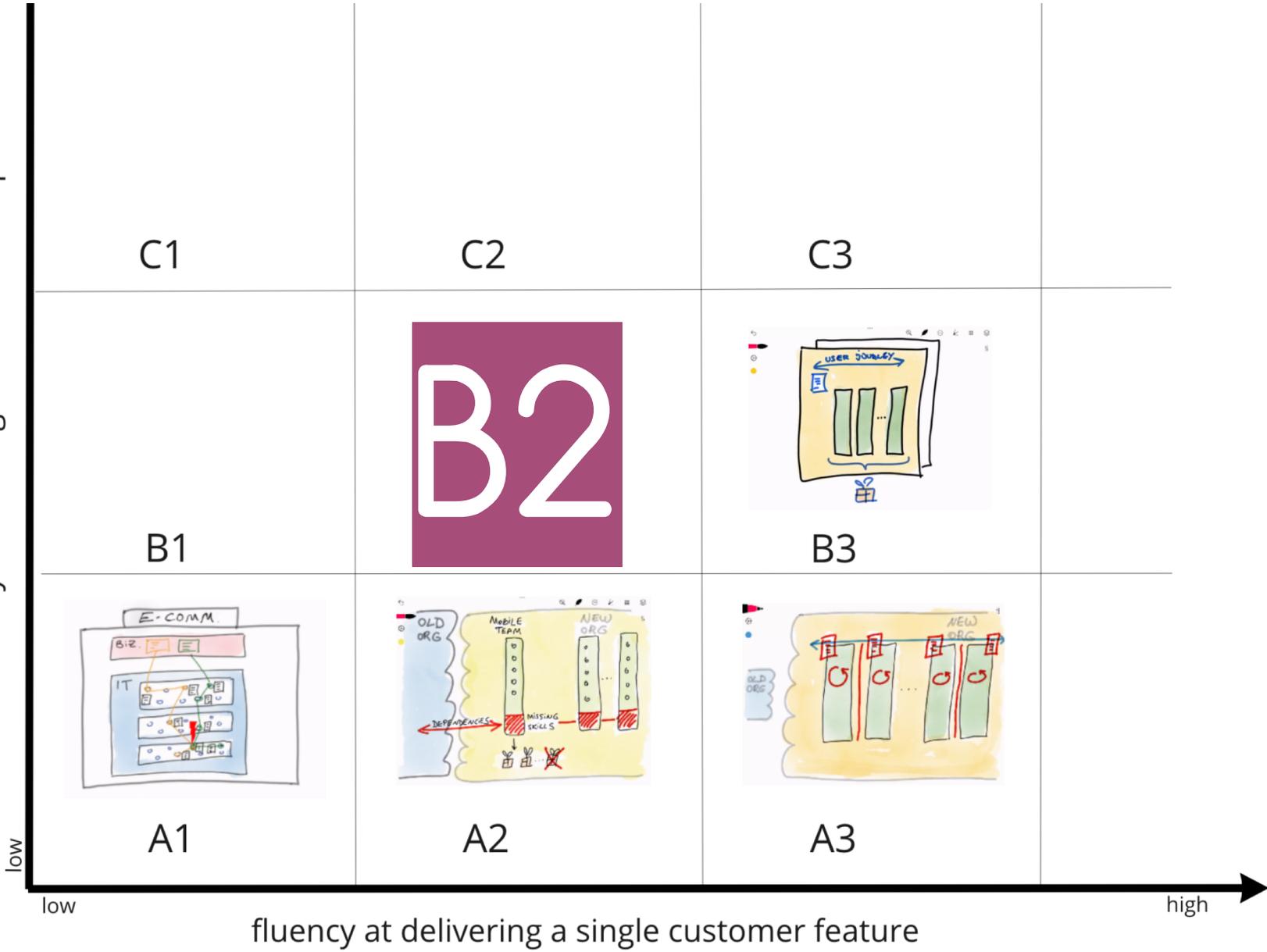


Goal of B3

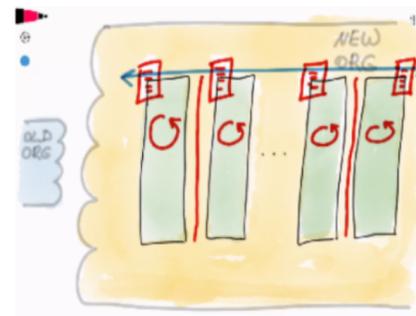
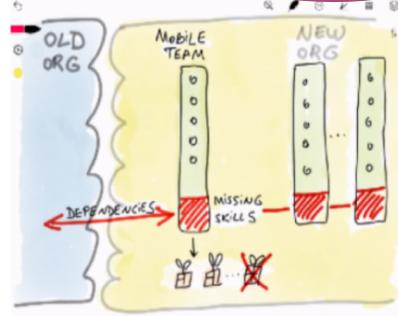
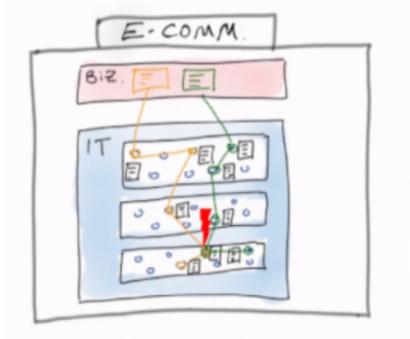


Optimizing for control on
business goals & customer
experience

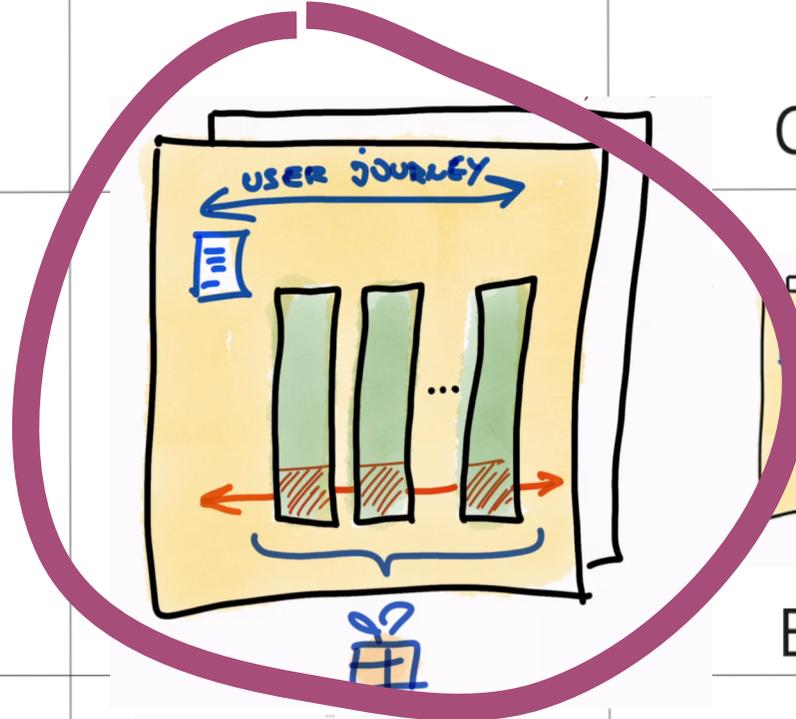
fluency at working with the whole product



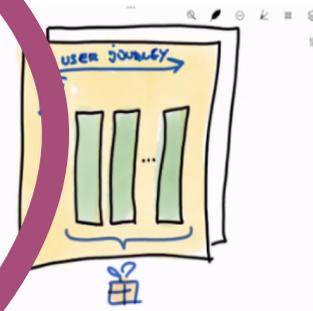
fluency at working with the whole produc



C1



C3

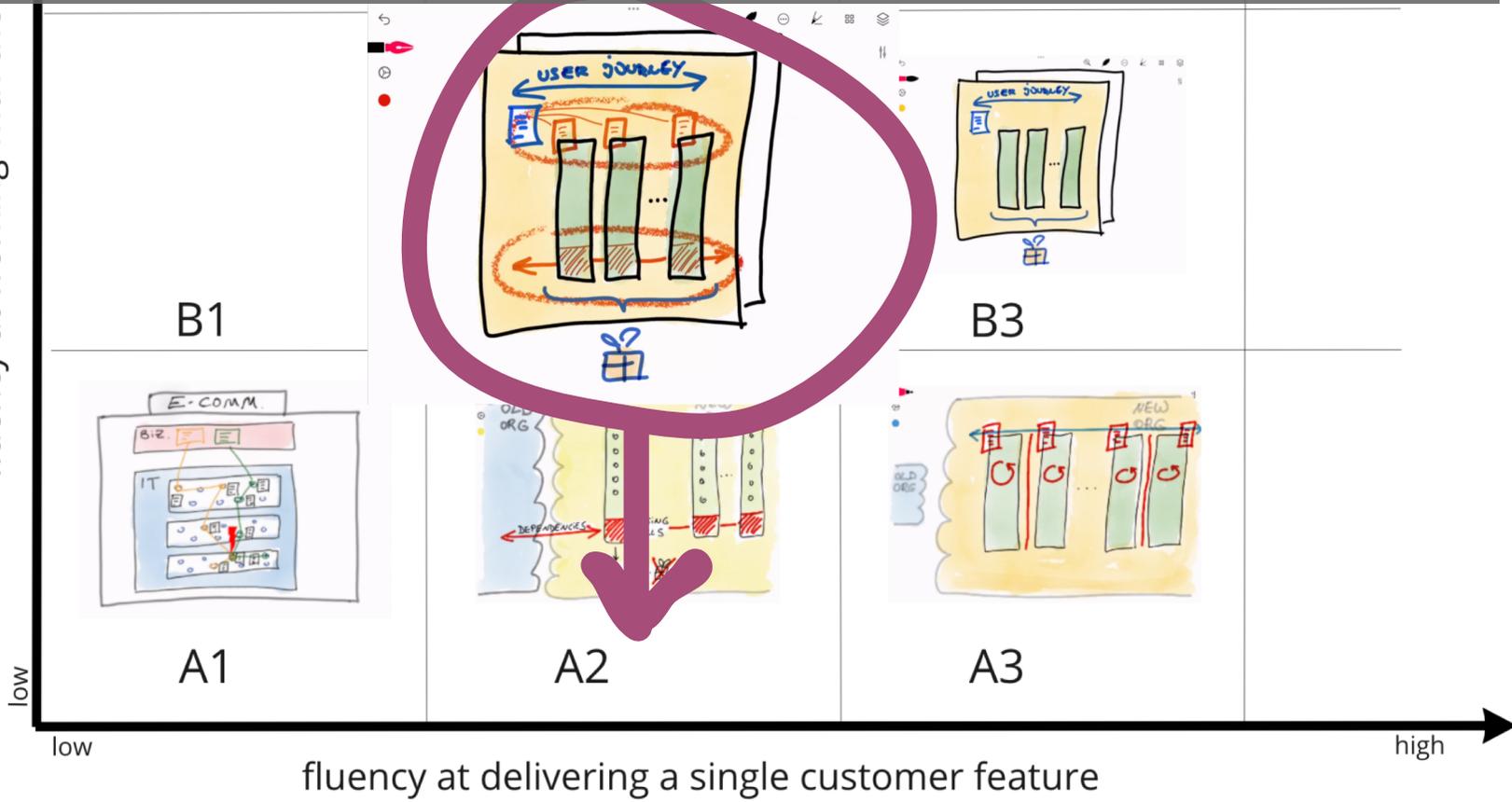


<https://youtu.be/eah35BQ-NYQ>



If you have a backlog per team (after an 'agile transformation') then you're de facto at A2.

fluency at working with the whole product



low

low

high

fluency at delivering a single customer feature

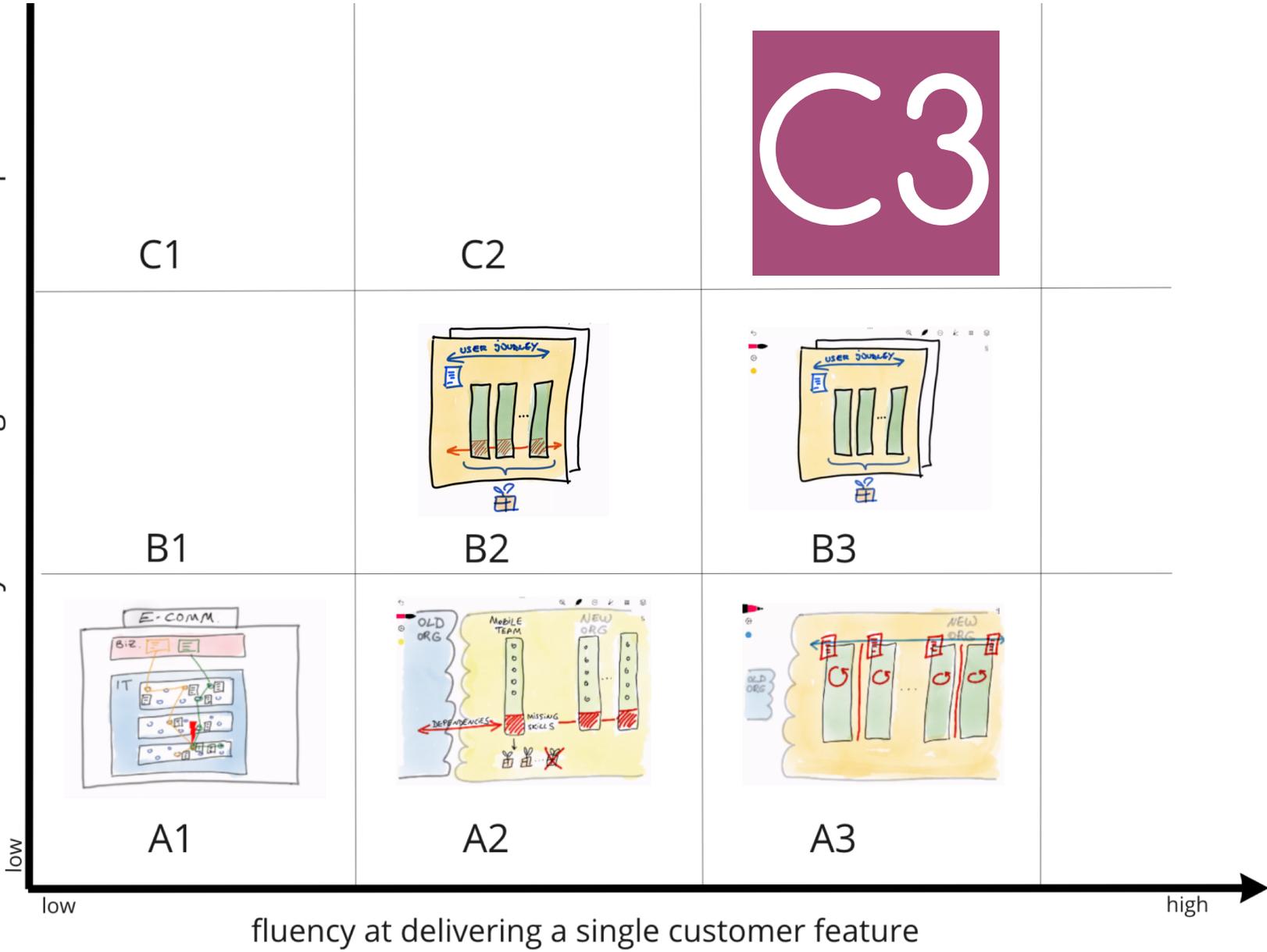
Using **modern terminology** and
paying for industry standard
consulting sometimes isn't
enough



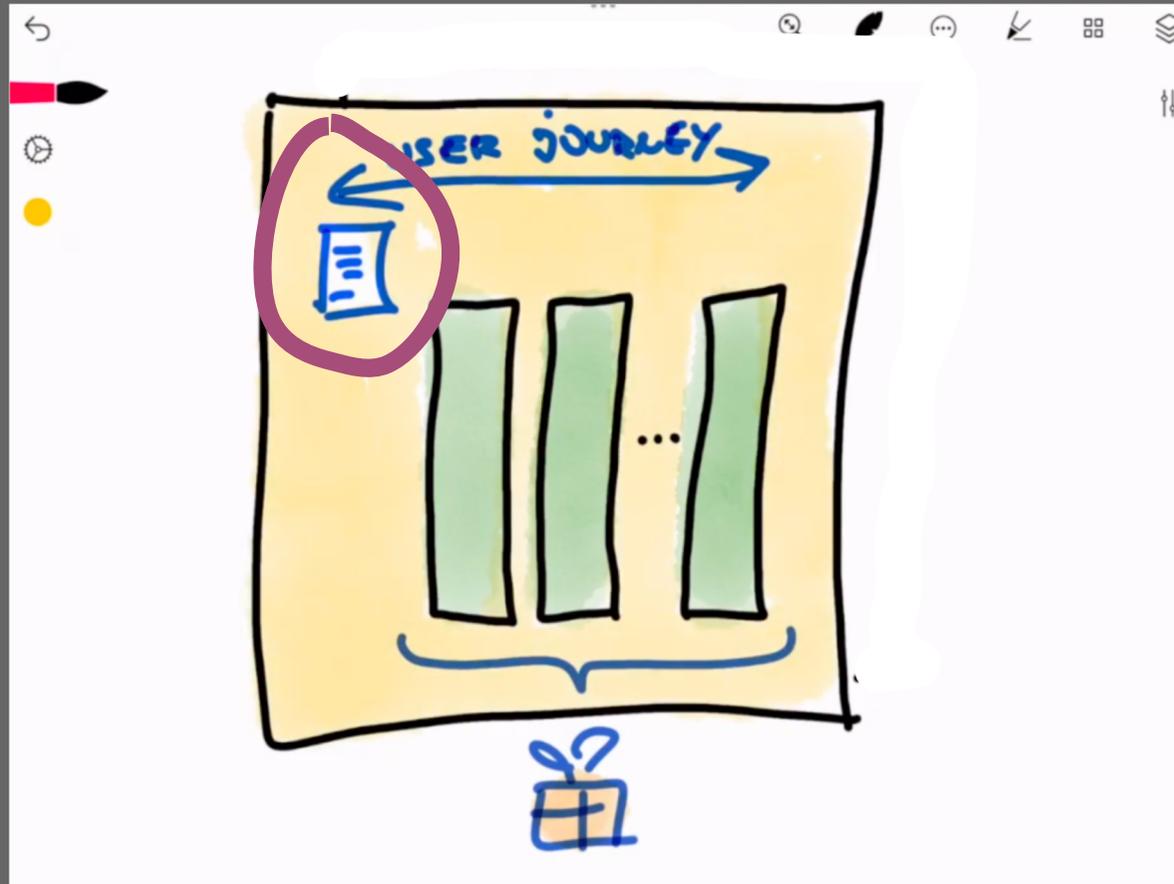


We are sorry.

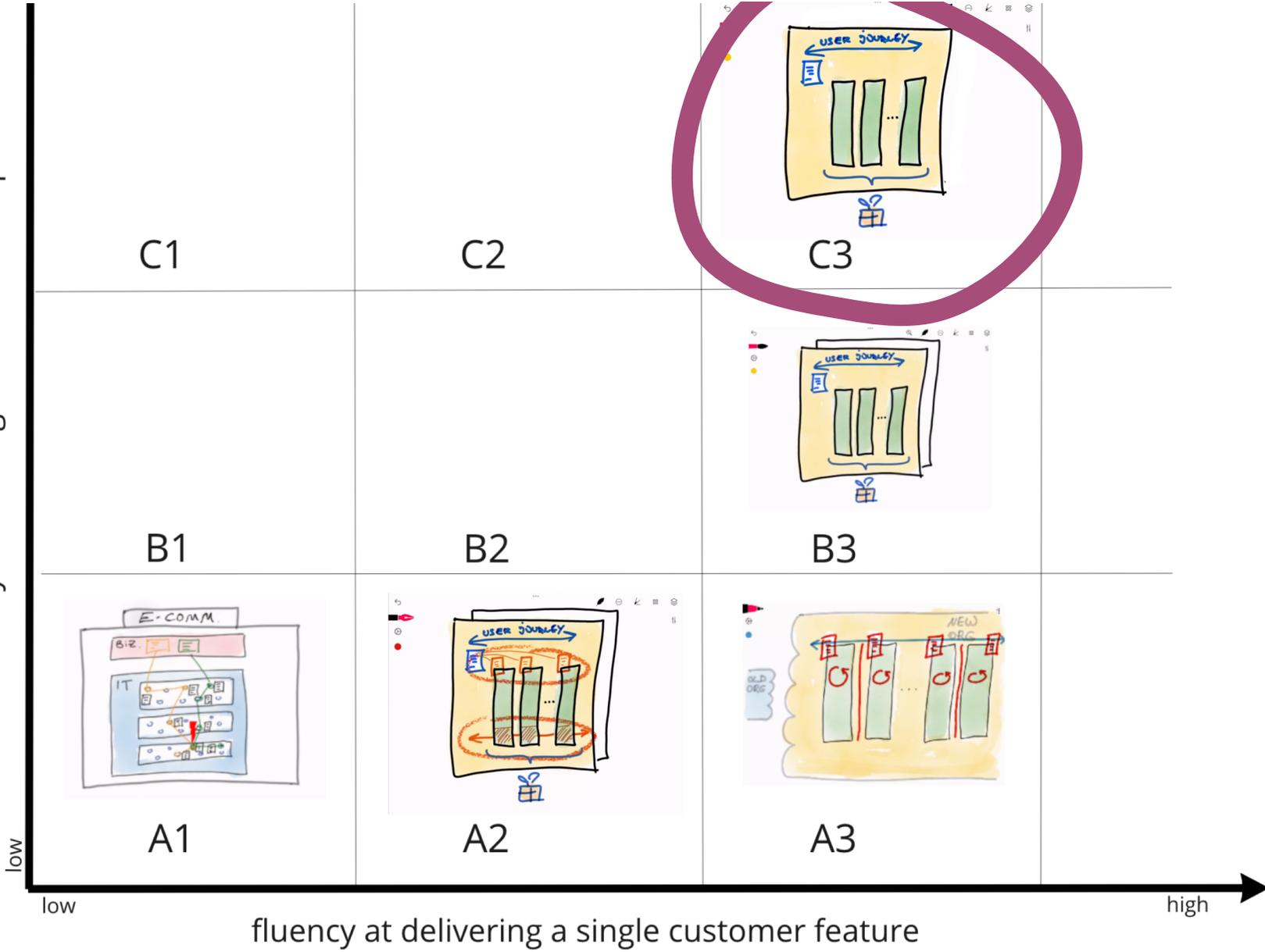
fluency at working with the whole product



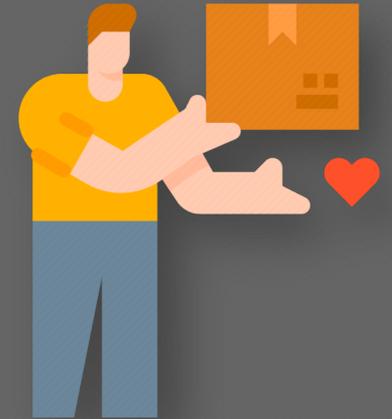
Consider how **adaptive** this org is



fluency at working with the whole product

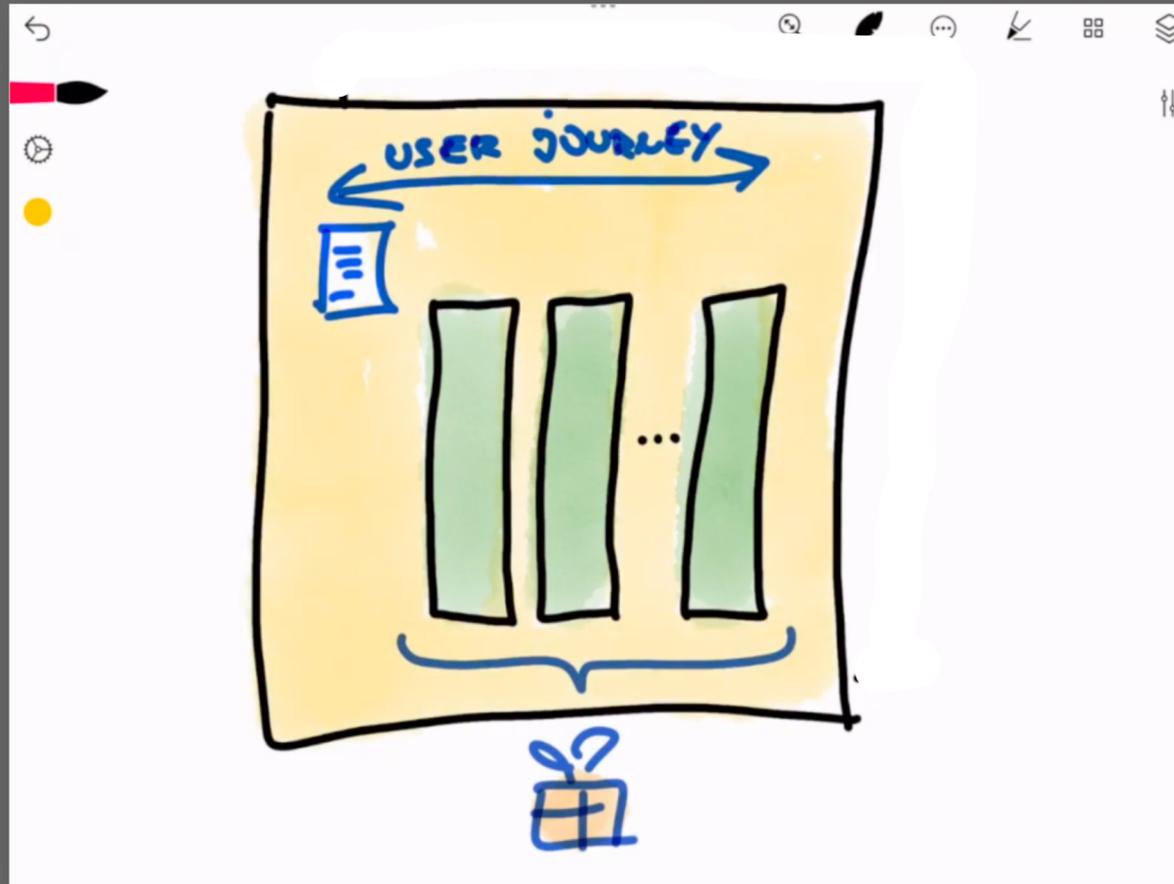


Goal of C3



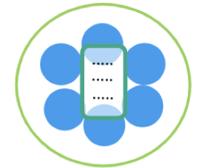
“Optimizing for value delivery
on the whole product”

This one looks like a very **simple** org

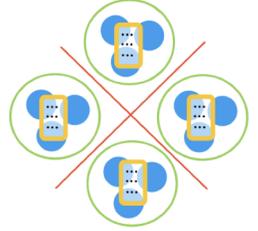




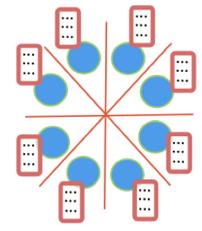
whole product focus



value area focus

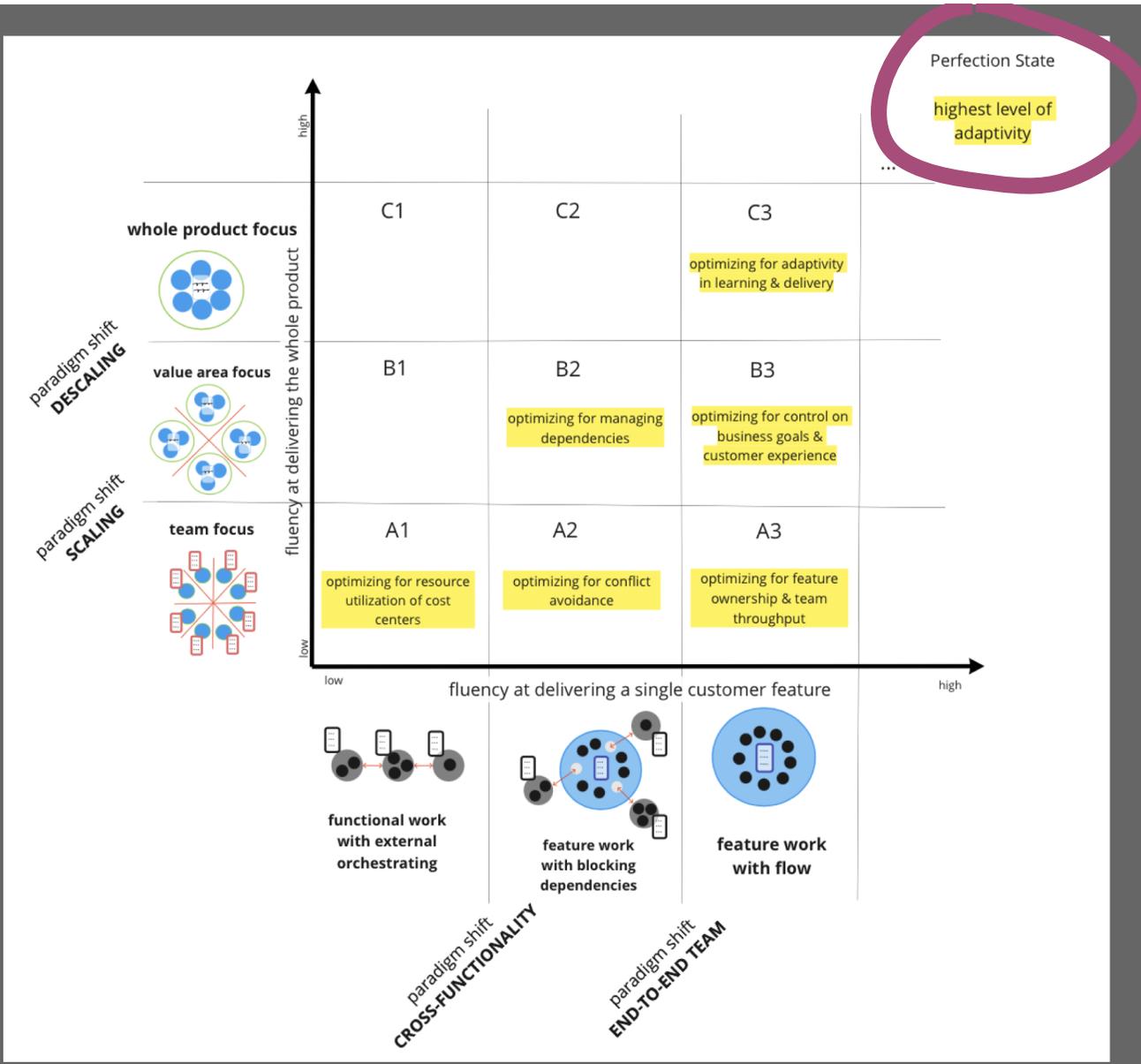


team focus



A -> B -> C

paradigm shifts



Conclusions...



Implementing an
“agile framework” can’t be
a transformational goal

An organization needs to
transform along two axes:

Team and **Product**

For LeSS-minded people:

This is not an incremental approach to adopt LeSS (Large-Scale Scrum).

This is an incremental approach to
explain / understand LeSS

You don't have to follow each box on
the journey to perfection.
You can jump levels.

A typical good transformation for a
product group of around 50 people
is a **one-time jump** from A2 to C3.

Progressing on the map is
hard as it requires realizing
paradigm shifts

And a paradigm shift requires
structural changes.

Because:

culture follows structure.

Thank you!

Download the latest version of the map and
these slides at

orgtopologies.com

