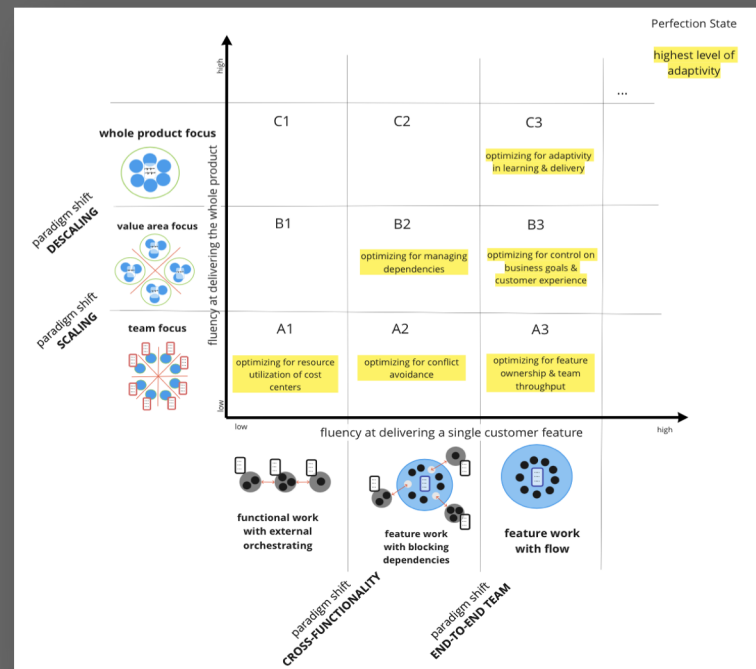


Organizational Topologies

a roadmap towards a resilient and adaptive product development organization

featuring
Adaptivity Map :
a map to guide
your agile
transformation



orgtopologies.com

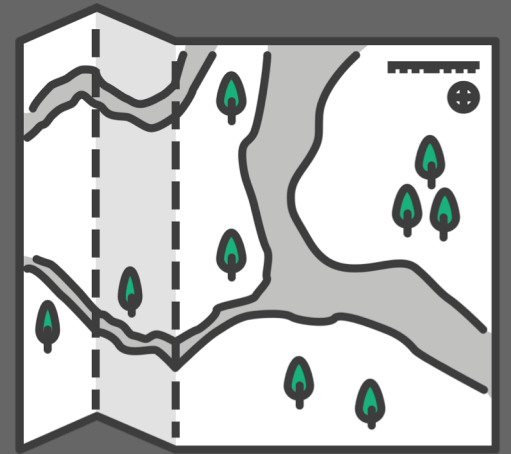
© 2021-2022 Roland Flemm, Alexey Krivitsky

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**.

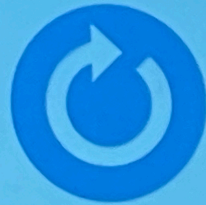


Adaptive (Agile) Development

efficient Sprints
& incremental flow

low
transaction
costs

most info &
coaching



efficient change
& adaptive

low
switching
costs

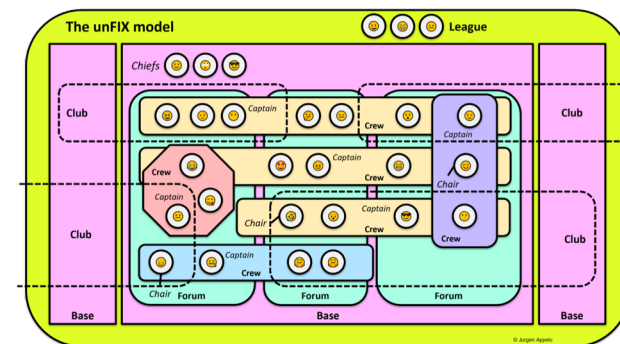
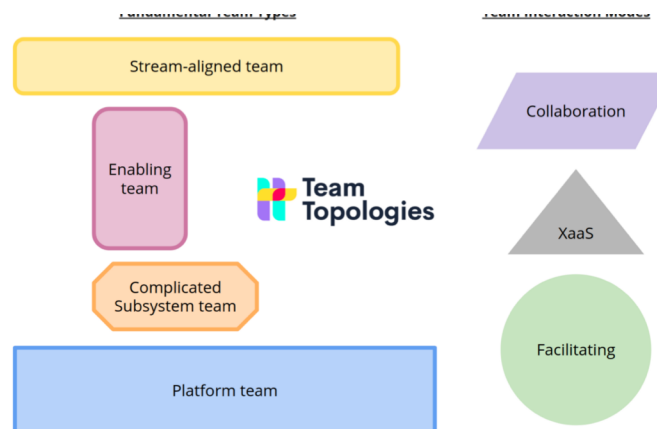
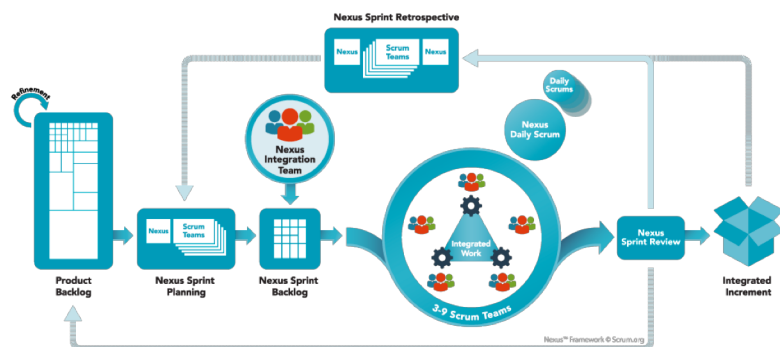
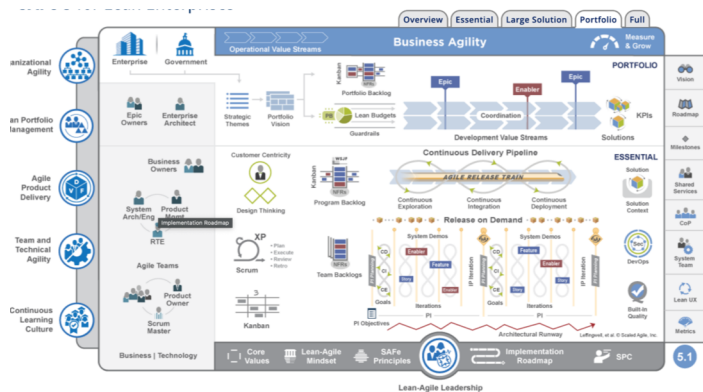
least info &
coaching

Adaptivity
as the perfection state.

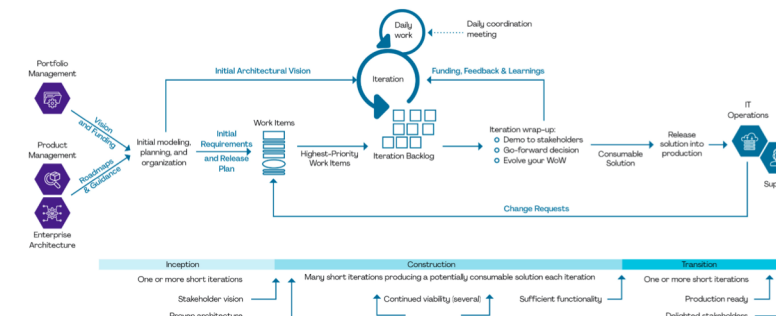
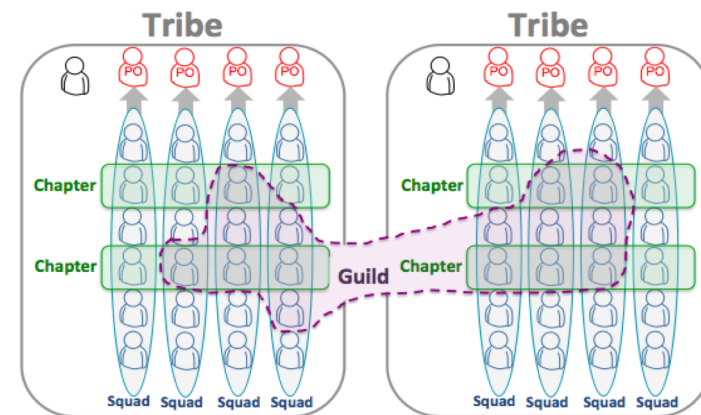


That's us:





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:

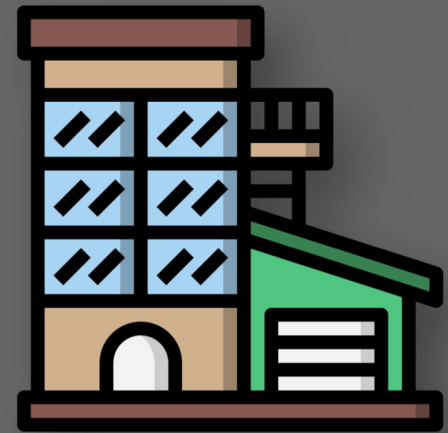
1. Goal
2. Current state
3. Options

That is what **maps** offer





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



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



A1

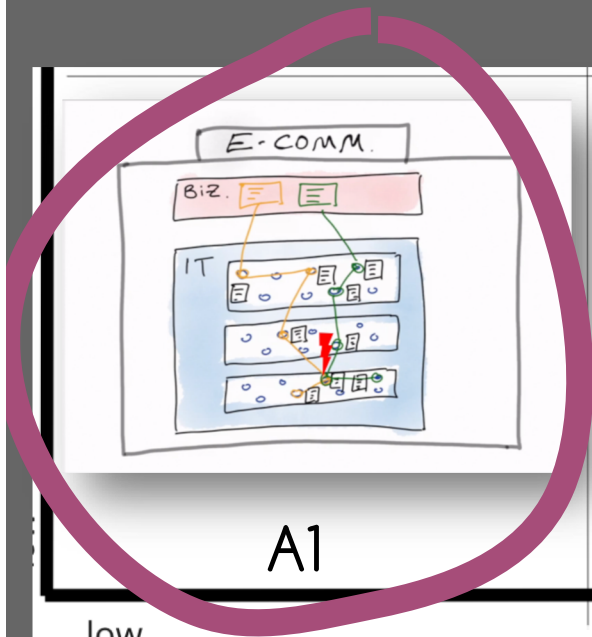
low

high

Goal of A1



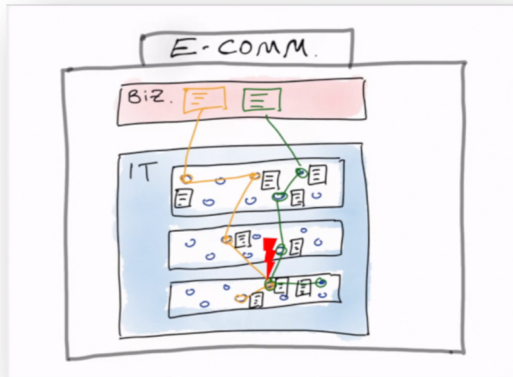
Optimizing for resource
utilization of cost centers
(not agile)



A1

low

high



A1

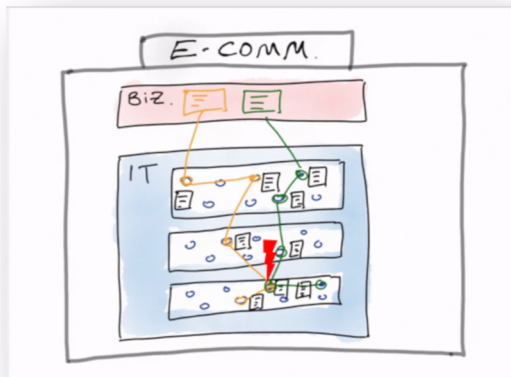
A2

low

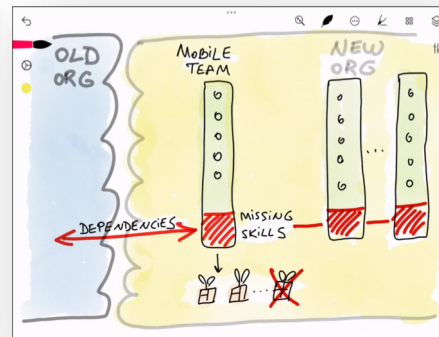
high

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





A1



A2

low

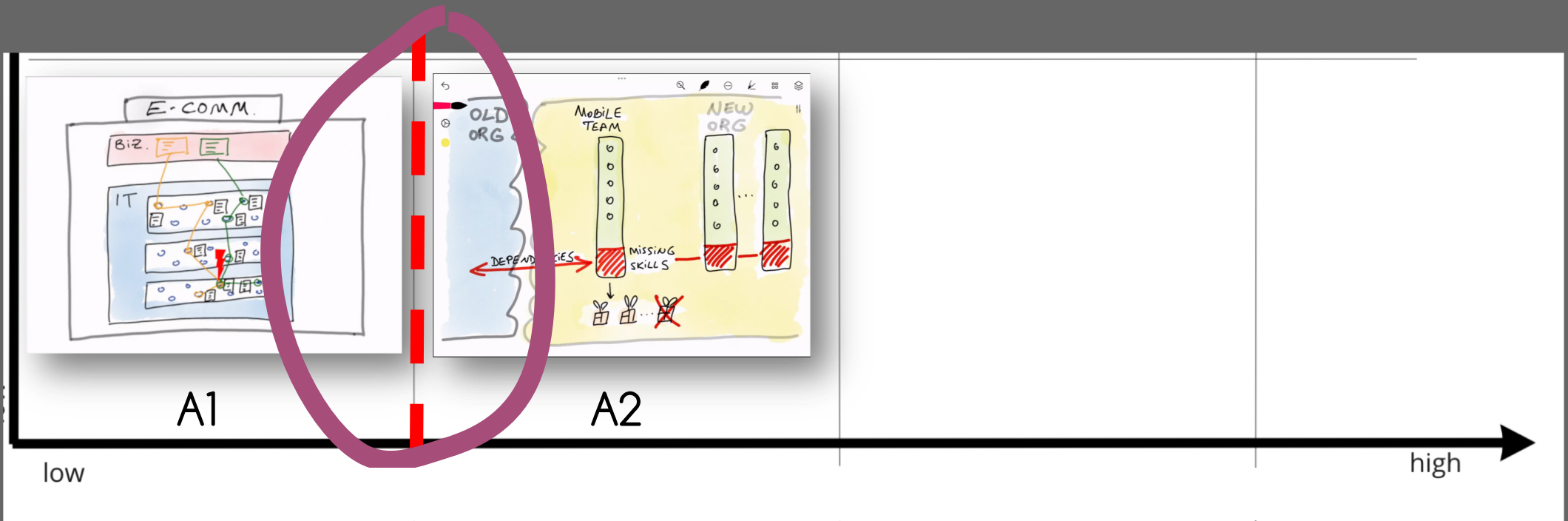
high

Goal of A2



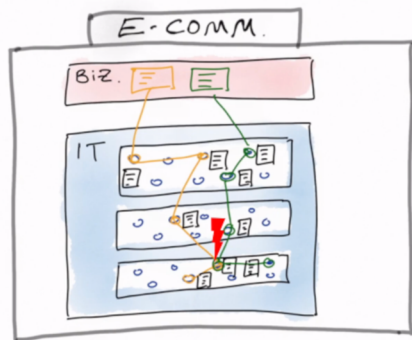
Optimizing for quick wins &
conflict avoidance

A1 -> A2 paradigm shift:

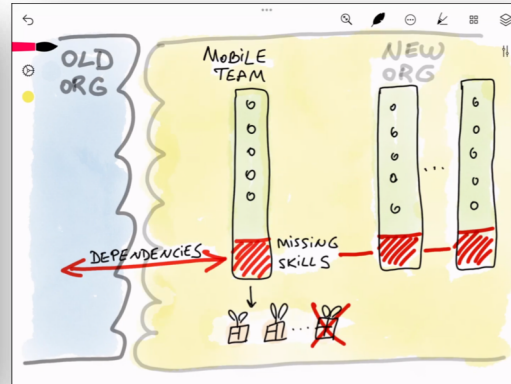


A1 -> A2 paradigm shift:

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



A1

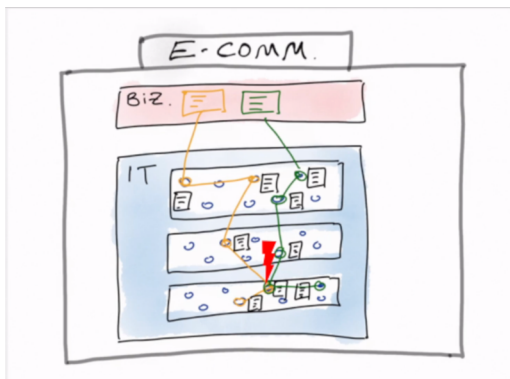


A2

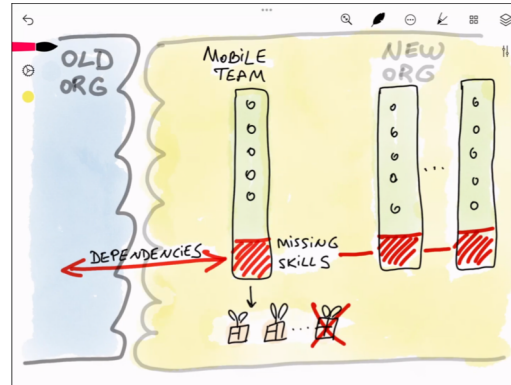
low

high

fluency at delivering single customer feature



A1



A2

A3

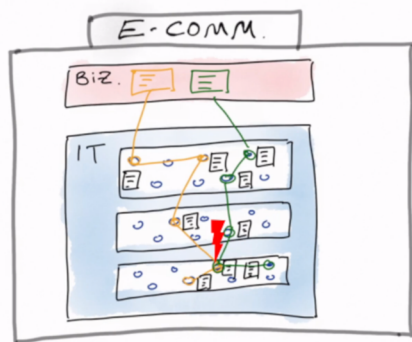
low

fluency at delivering single customer feature

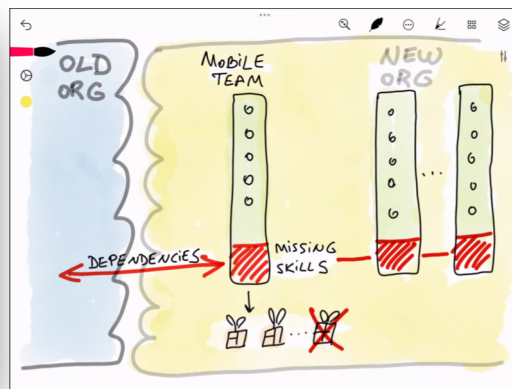
high

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

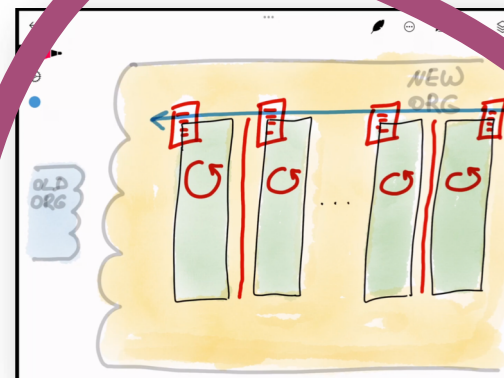




A1



A2



low

fluency at delivering single customer feature

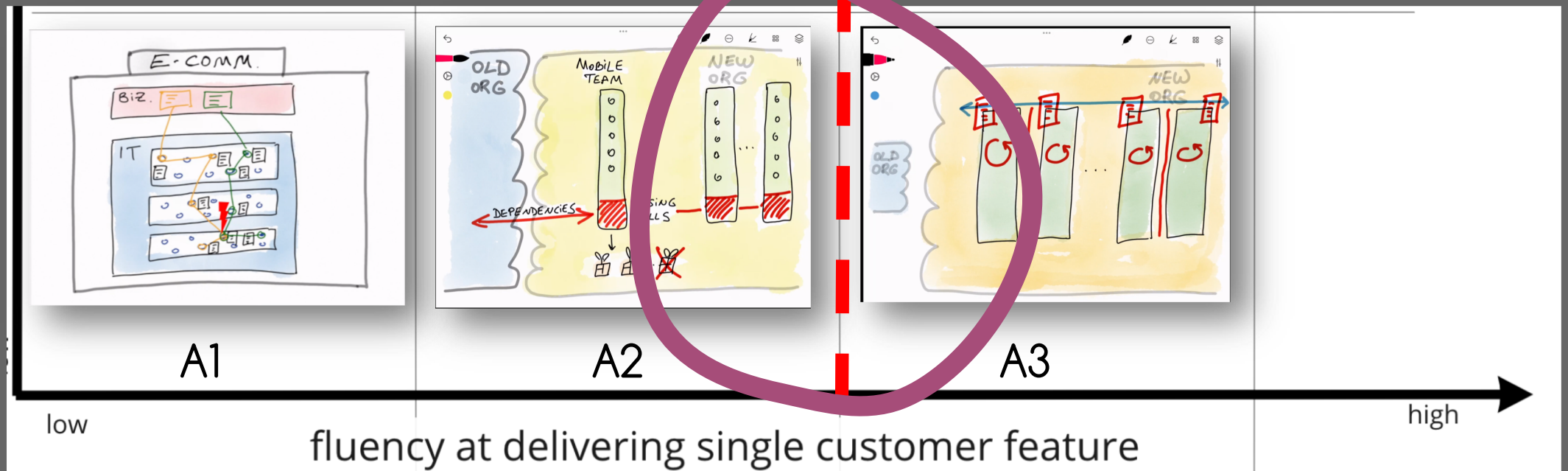
high

Goal of A3



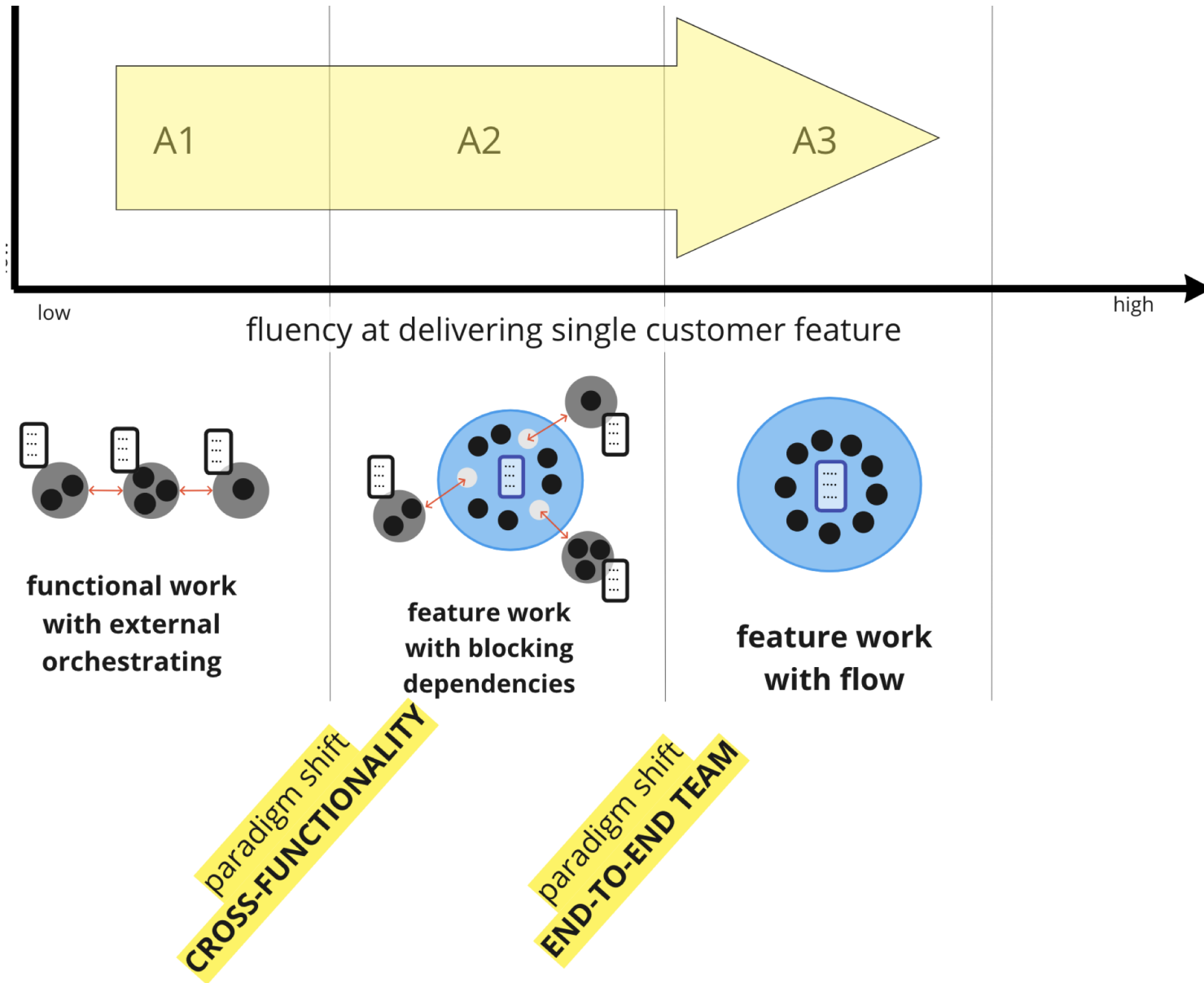
Optimizing the flow of feature delivery

A2 -> A3 paradigm shift:



A2 -> A3 paradigm shift:

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



Are we done?

So is the agile transformation done?



Is the organization fully
Adaptive?



OLD
ORG



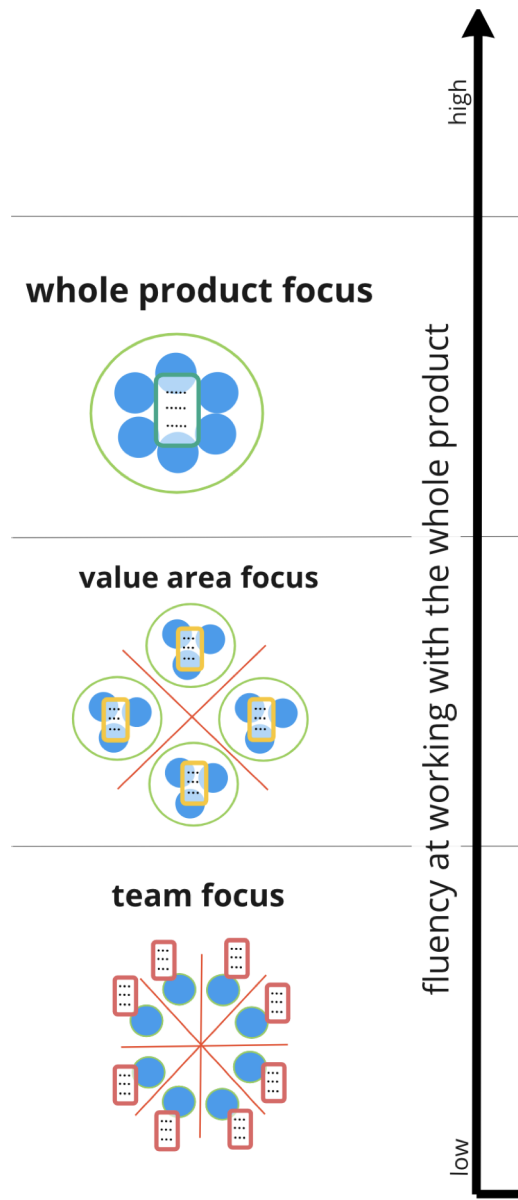
...



NEW
ORG

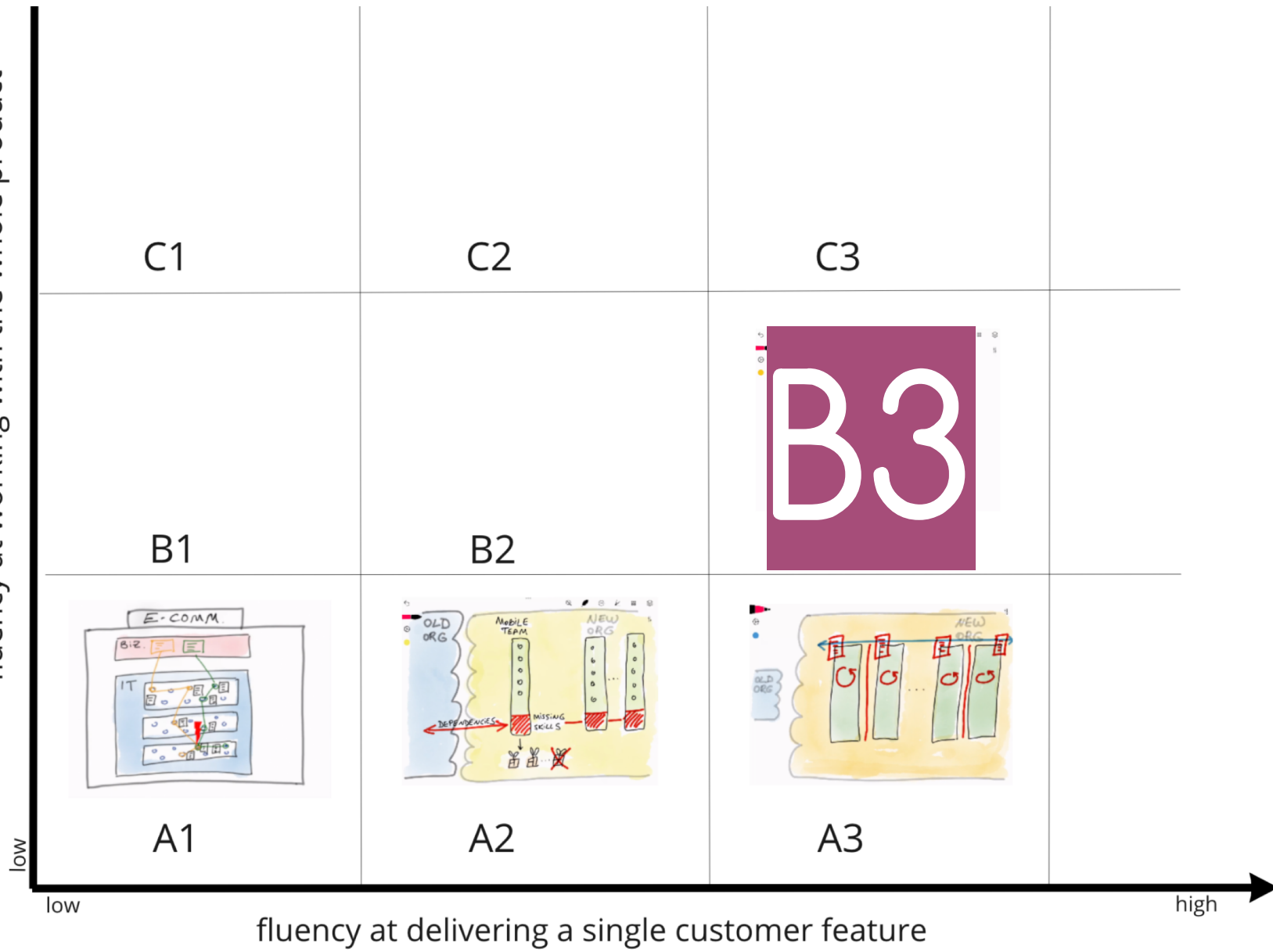


<https://youtu.be/zQNzyM7cDb8> watch the rest of the video



Fluency at
working on the
whole product

fluency at working with the whole product

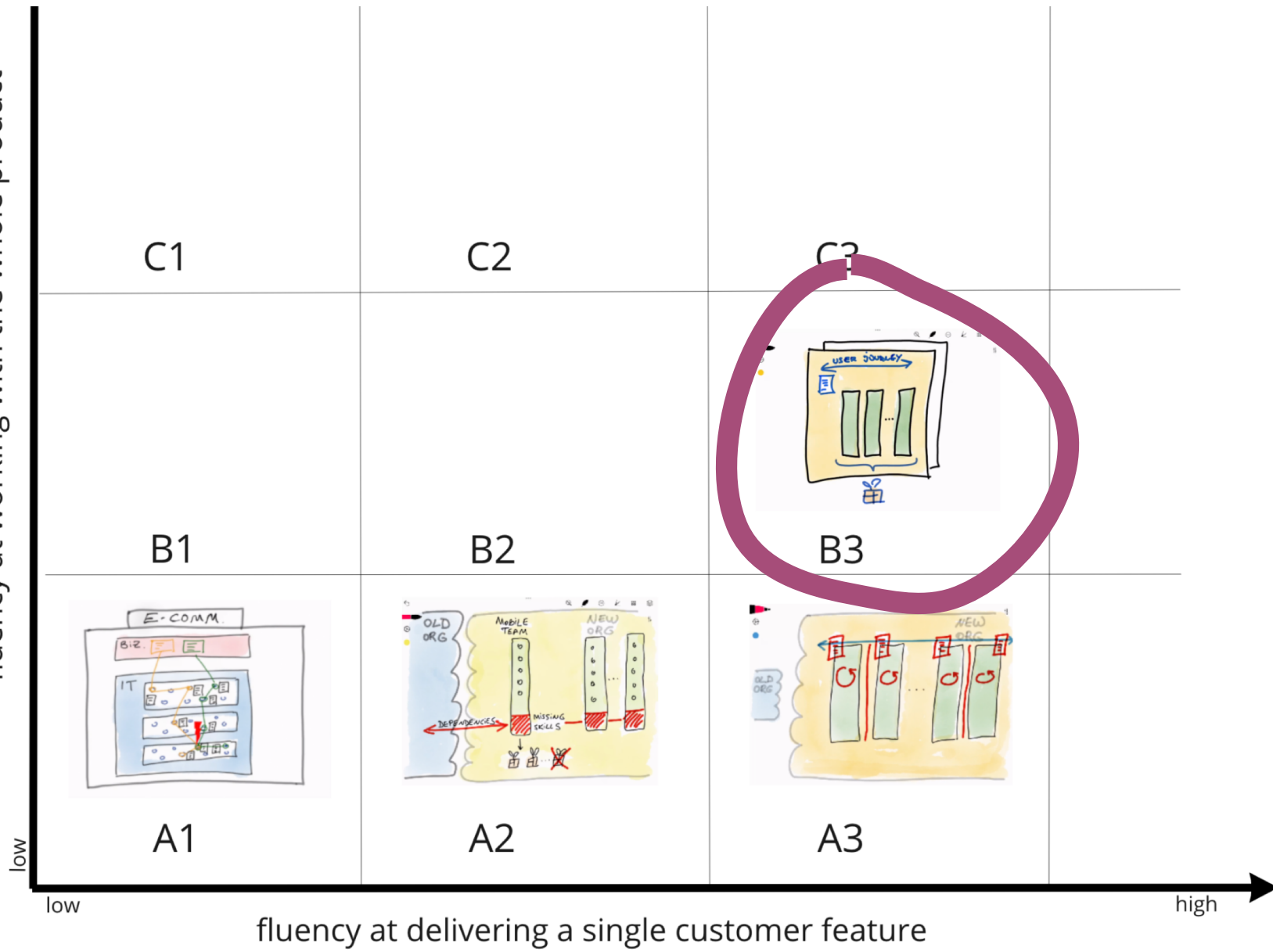




<https://youtu.be/UU6kTZYYmVM>



fluency at working with the whole product

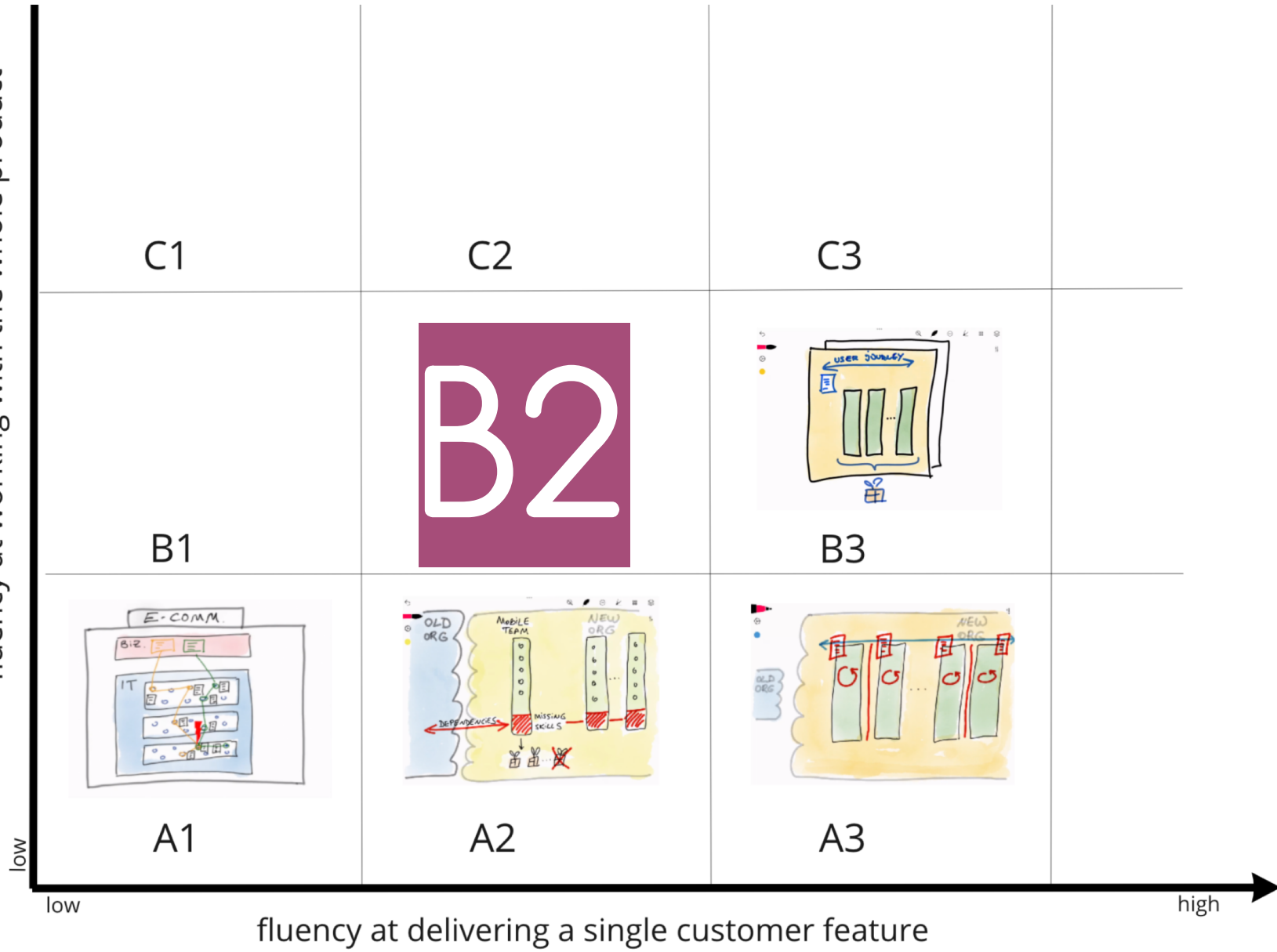


Goal of B3

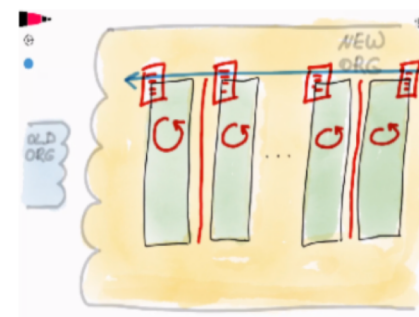
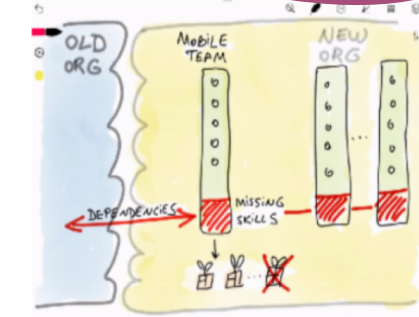
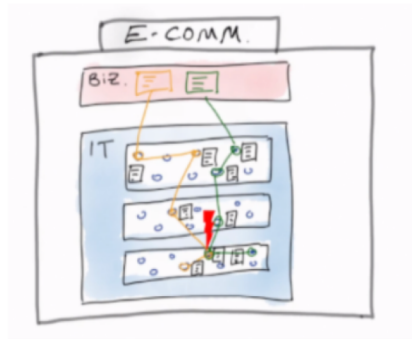


Optimizing for control on
business goals & customer
experience

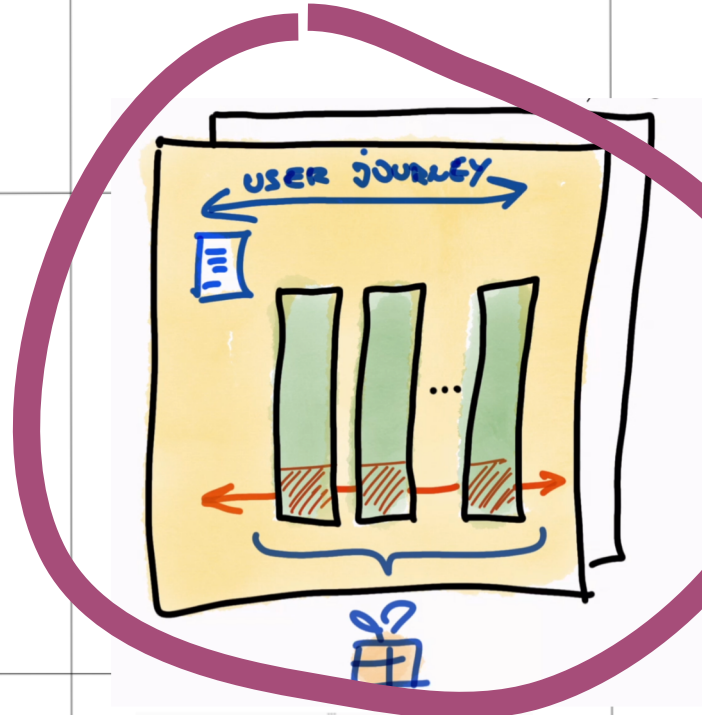
fluency at working with the whole product



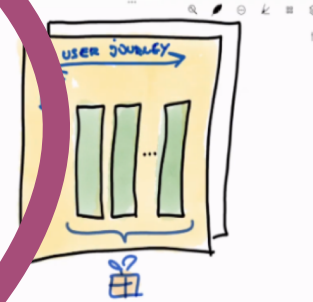
fluency at working with the whole produc



C1



C3

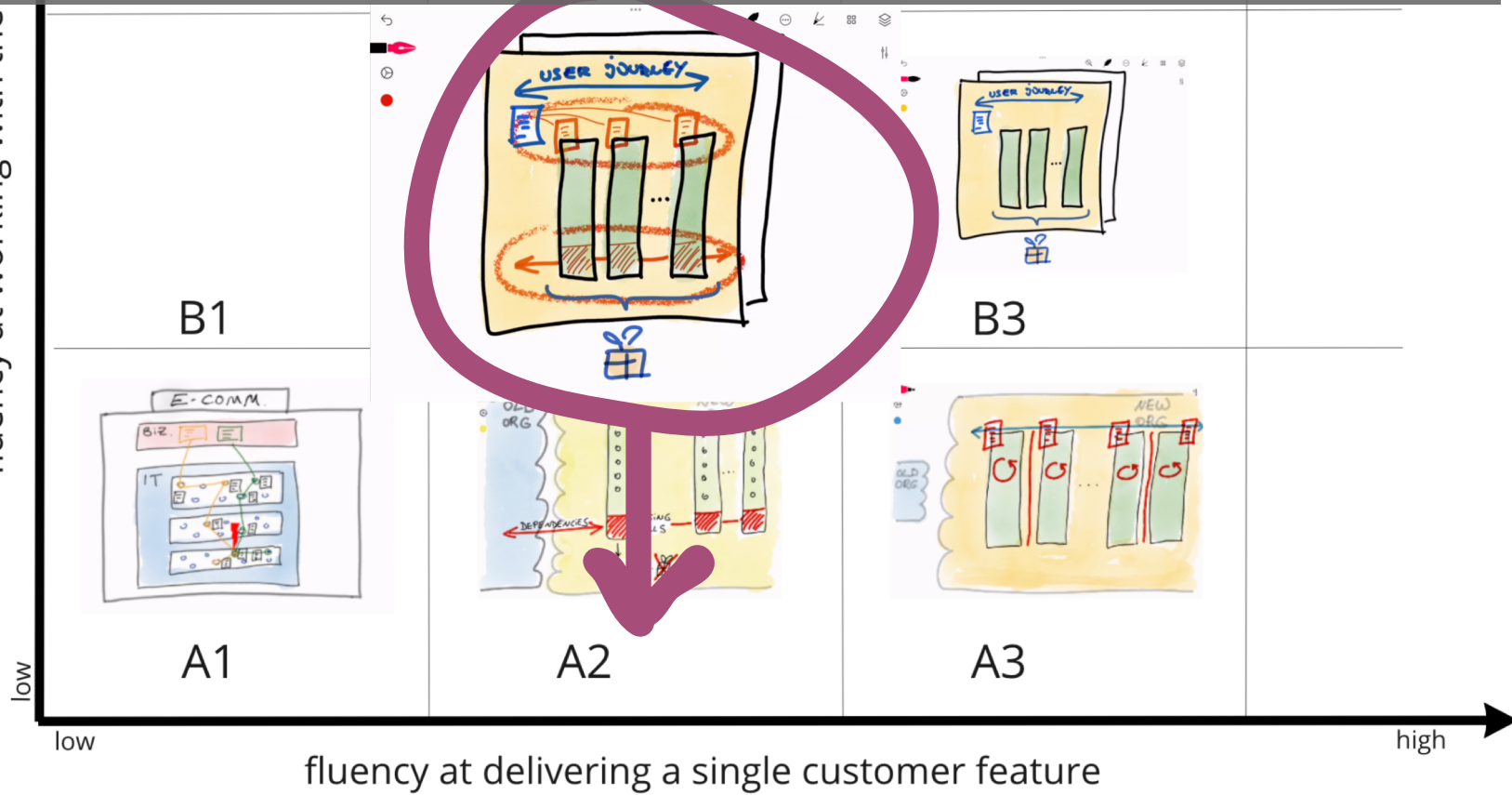


<https://youtu.be/eah35BQ-NYQ>



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



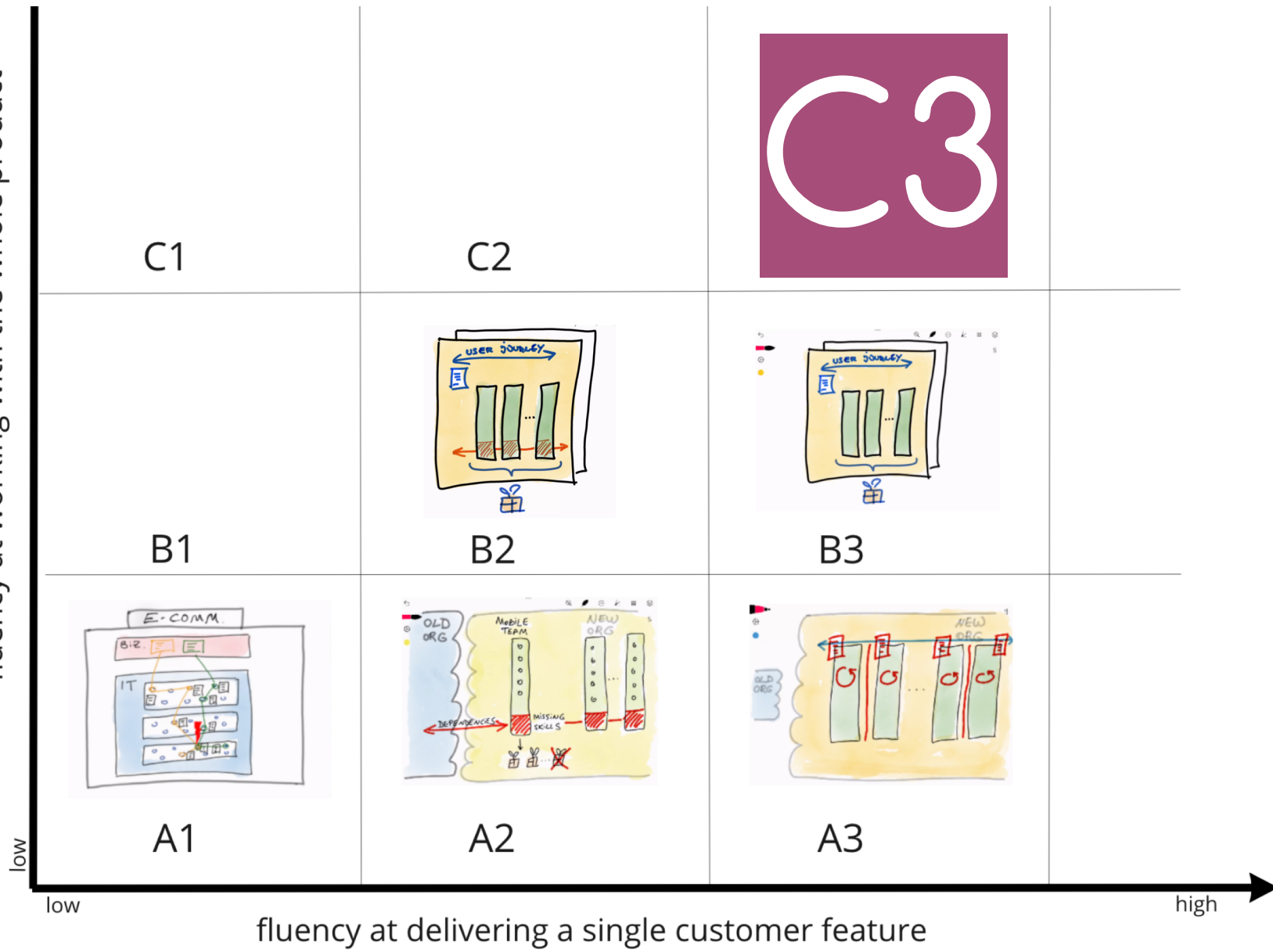
Using **modern terminology** and
paying for industry standard
consulting sometimes isn't
enough



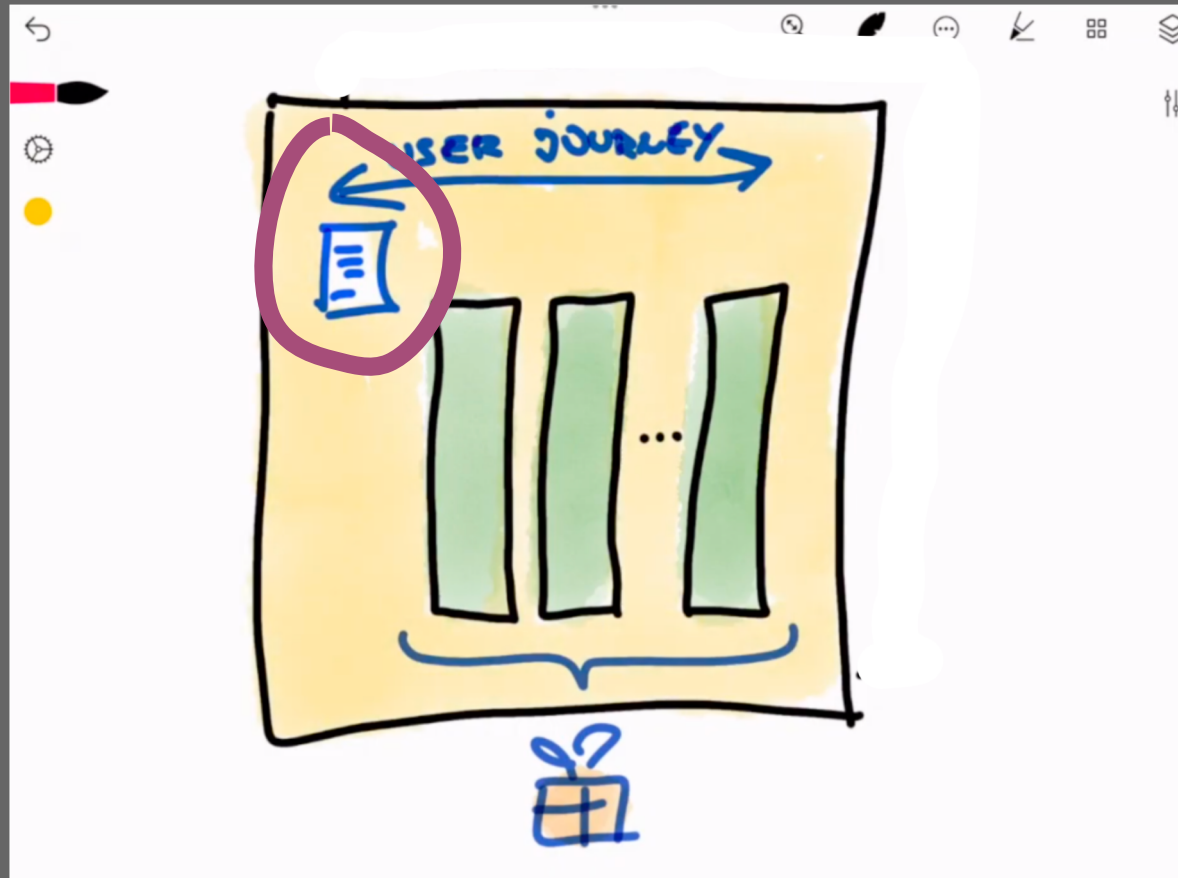


We are sorry.

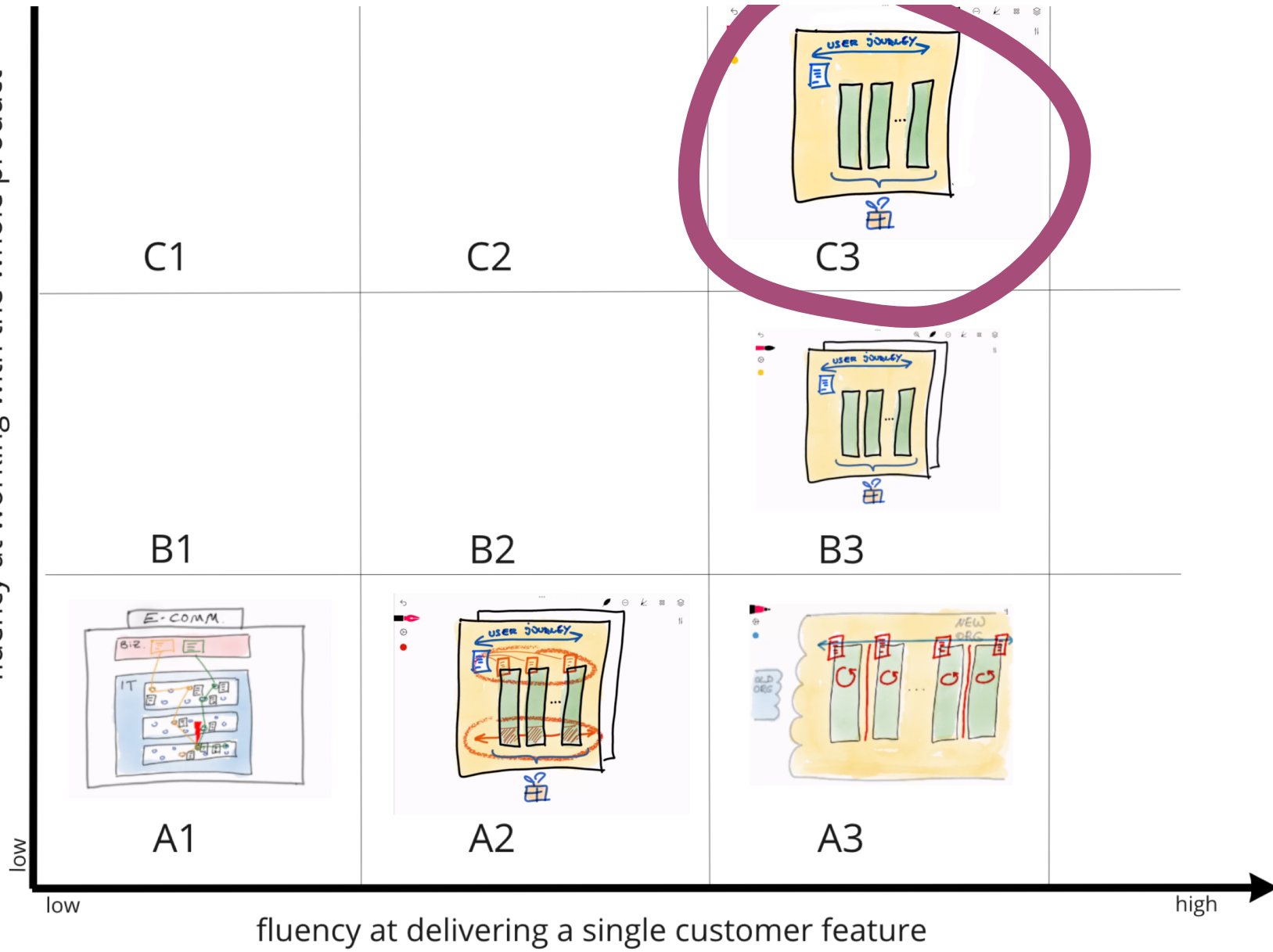
fluency at working with the whole product



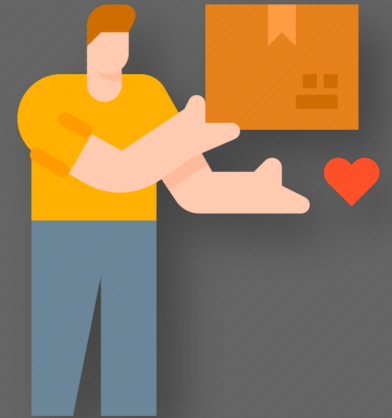
Consider how **adaptive** this org is



fluency at working with the whole product

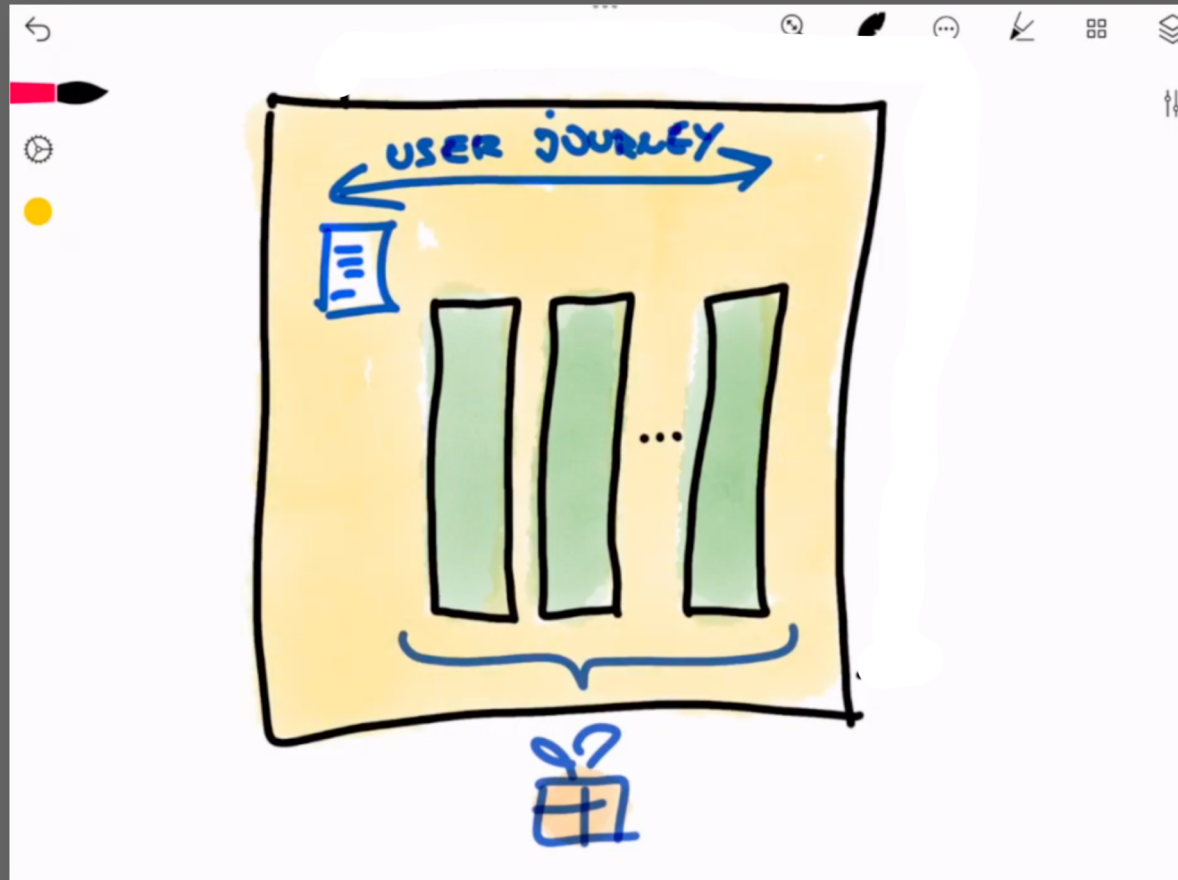


Goal of C3



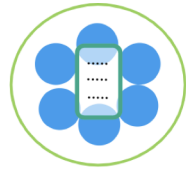
“Optimizing for value delivery
on the whole product”

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

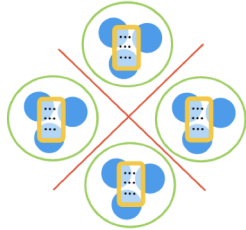




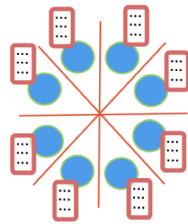
whole product focus



value area focus



team focus



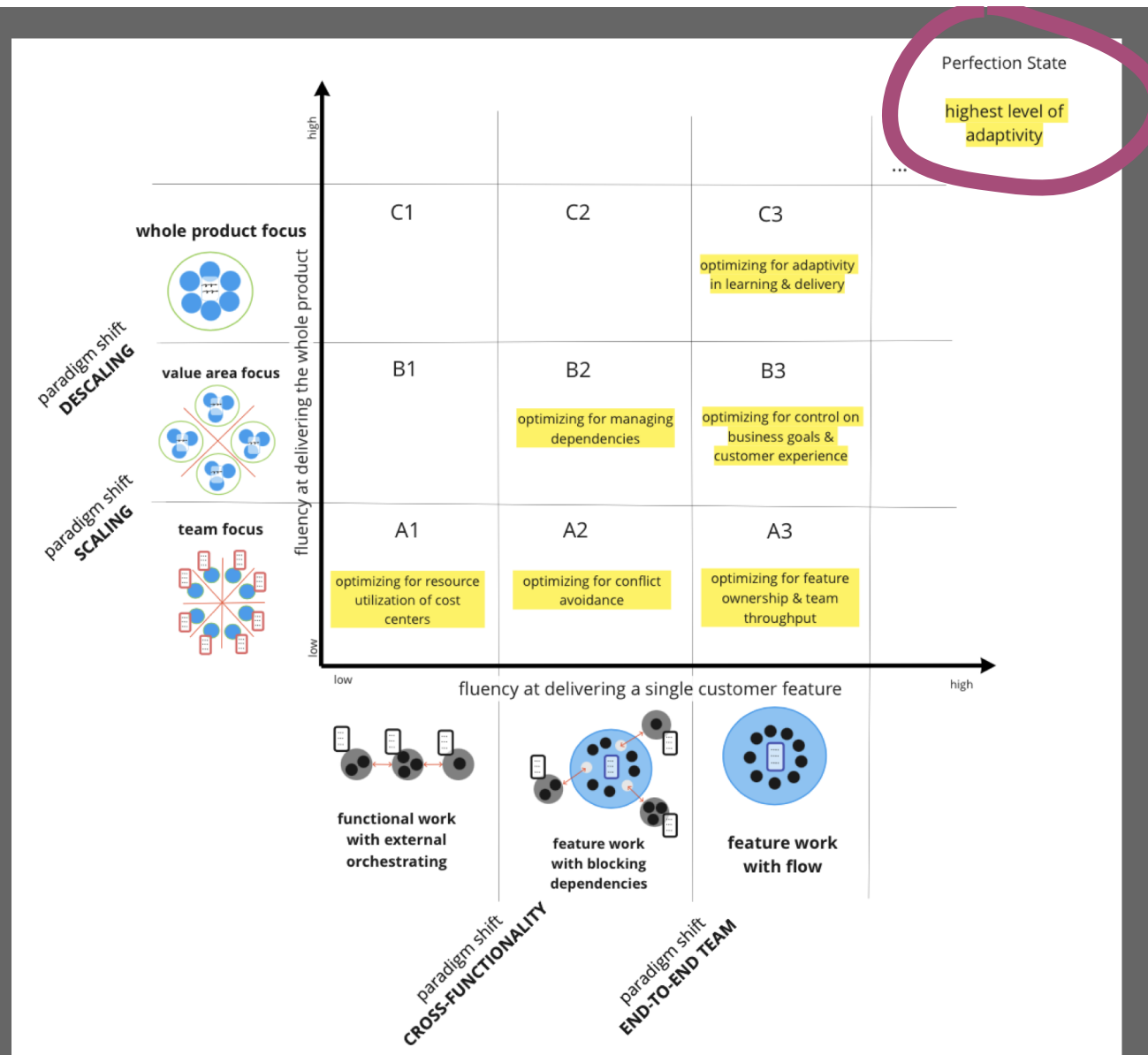
fluency at working with the whole product

high
low

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

