

Byrokraatti vai aikaansaaja

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Projektipäivät 2015

GOSEI

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Ari Tikka



1990 Embedded real time C

1997 Large scale cultural change,
program management, workplace
counseling, organizational learning,
leadership, Agile & Lean adoption

NOKIA 1994-2008

Gosei Ltd 2012 ->





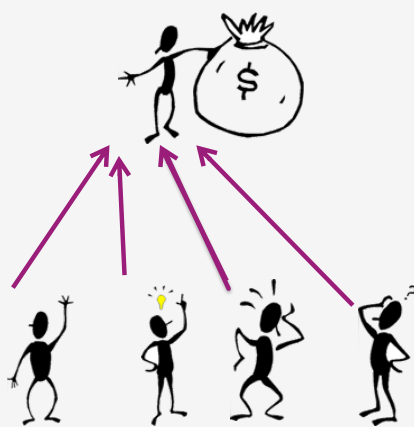
Lesson 0:
Continuous integration
Test automation
Continuous deployment
First, build the factory.

How do you end up slow and wasteful?

Easily.

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In the beginning



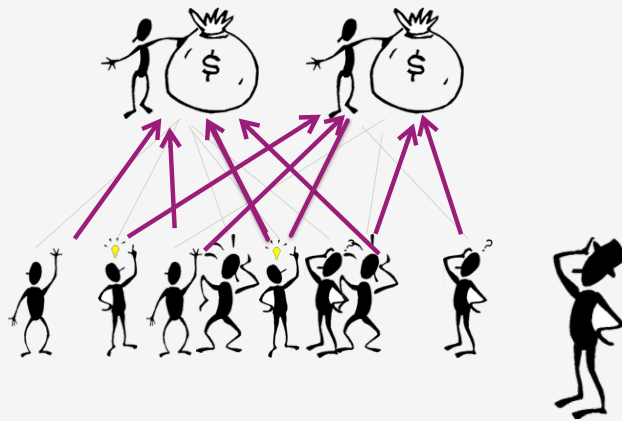
“Hey, We have business! And it is growing!”

“People just find their roles.”

“Specialists are irreplaceable. We need to optimize their individual performance.”



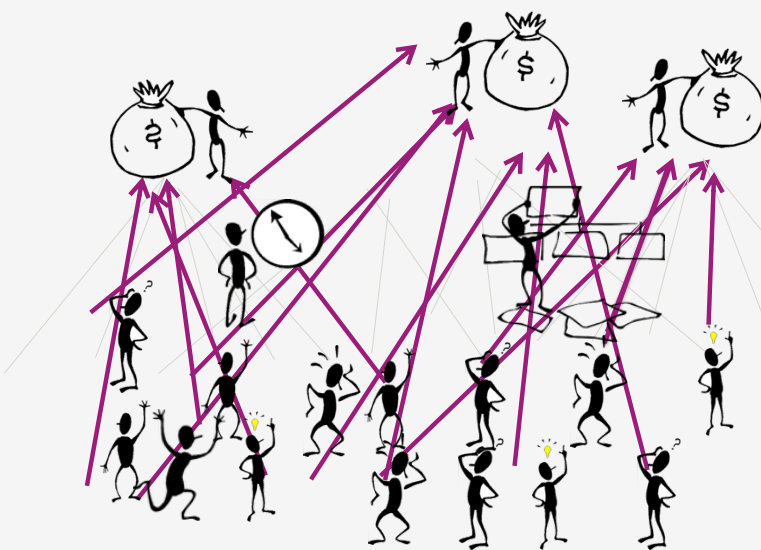
Growing the using common sense



"It starts to get messy. We need someone to look after things."

"Let's hire a coordination specialist - the project manager."

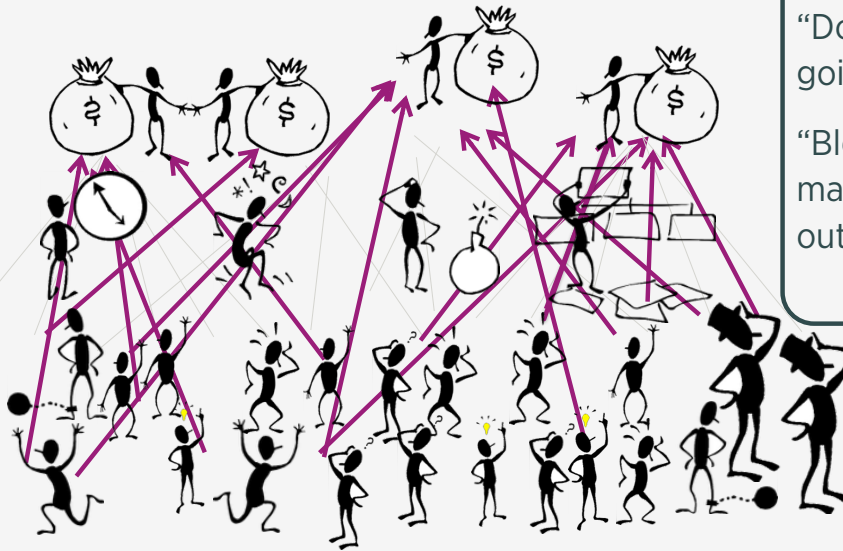
Growth continues



"The project managers really do their job."

"Obviously it is best to give responsibilities to the specialized people."

The coordinators become the heroes



"Do You understand what is really going on?"

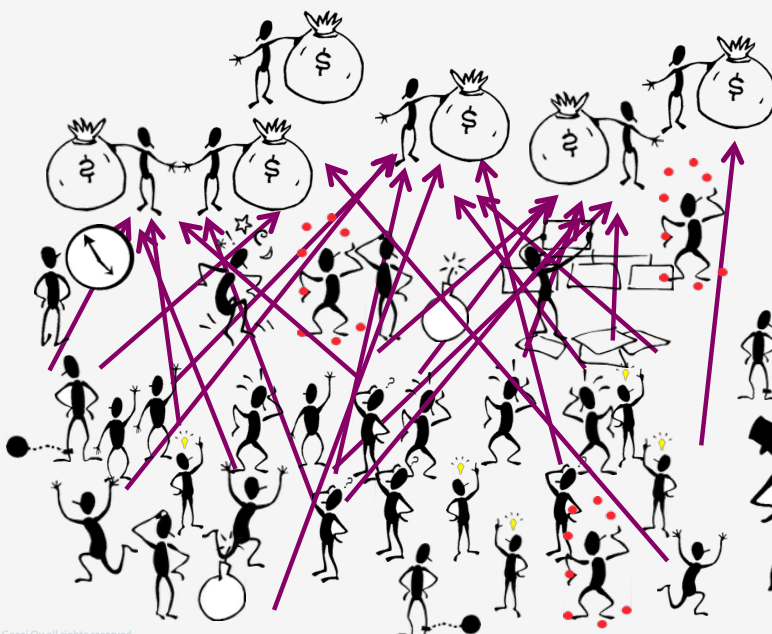
"Blessed the are project managers. They get something out of this mess."



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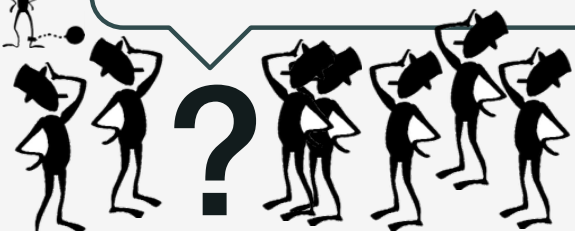
But... too much to be coordinated



"We are slow and expensive. Why are projects no more productive?"

"~~People~~ Resources are either idling or overloaded."

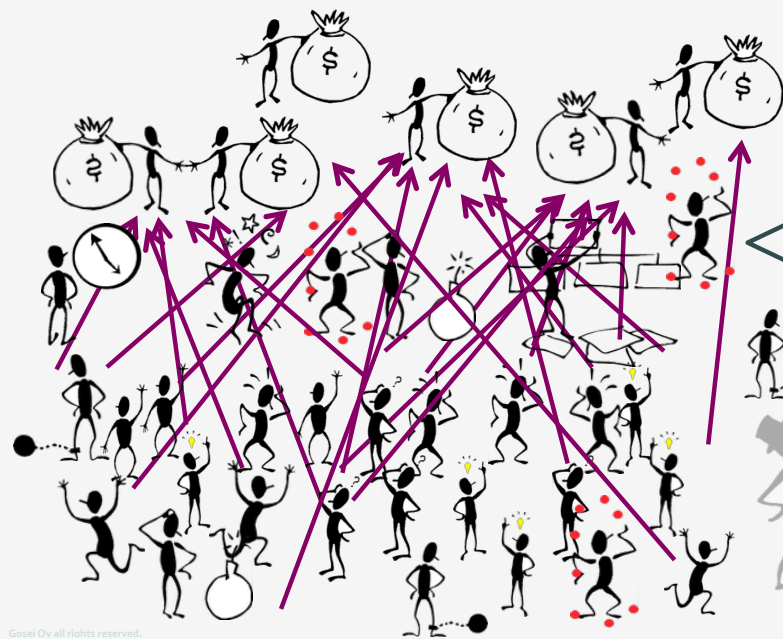
"The portfolio does not obey. Dependencies and maintenance dominate."



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Symptoms of fragmented organization



Wasting. Waiting. Scatter. Handovers.
Loss of knowledge. Hunting for
resources. Bad quality. Quick fix.
Distress. Reorgs. Cost management.
Gaps between roles. Nonproductive
feedback. Misleading measures.
Unclear. Bad atmosphere. No time for
learning.

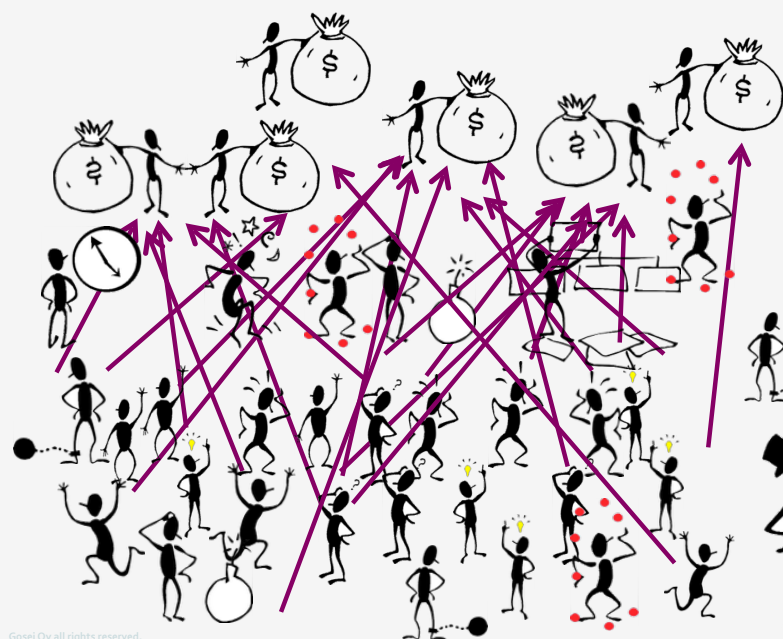
Knowledge and power is always
elsewhere!



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No change in thinking



"We still need to have parallel
projects to keep the over-
specialized people working."

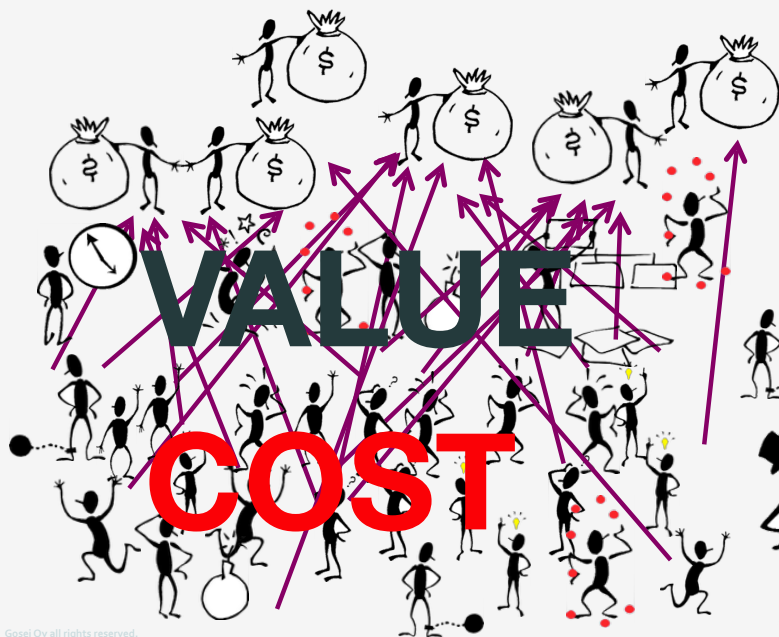
"We still need to keep the
specialists doing their own work so
that we get something done."



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Last hope



"We still have the customers. And the middle layer coordinates the value flow."

"The development is too expensive and is difficult to manage."

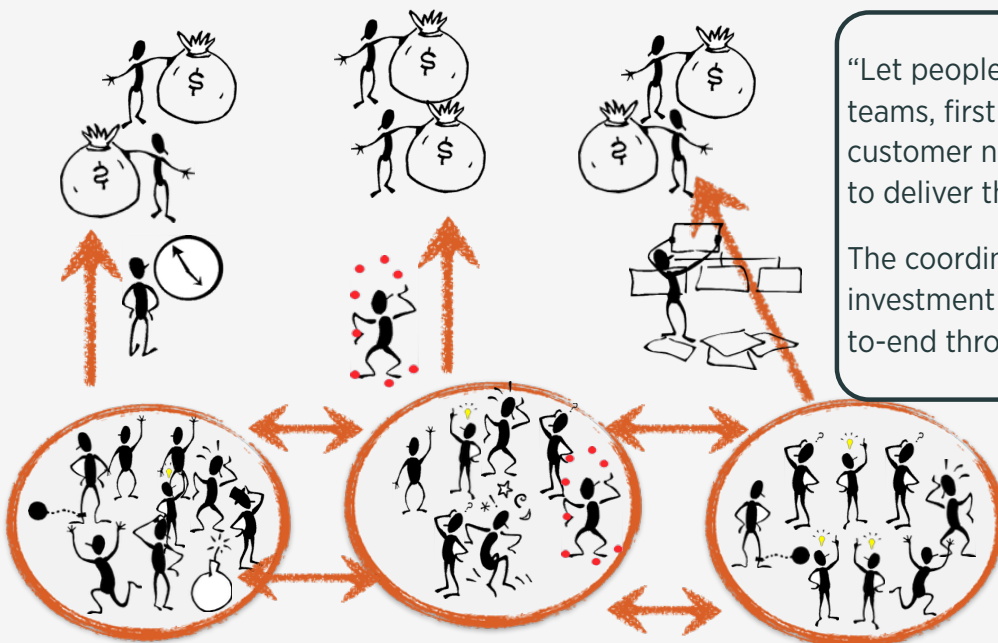
"But we can outsource the difficulty to an affordable provider, which we then can control through the agreement."



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Or fundamental change in thinking



"Let people work in customer-oriented teams, first learning intimately what the customer needs, and then learning how to deliver that."

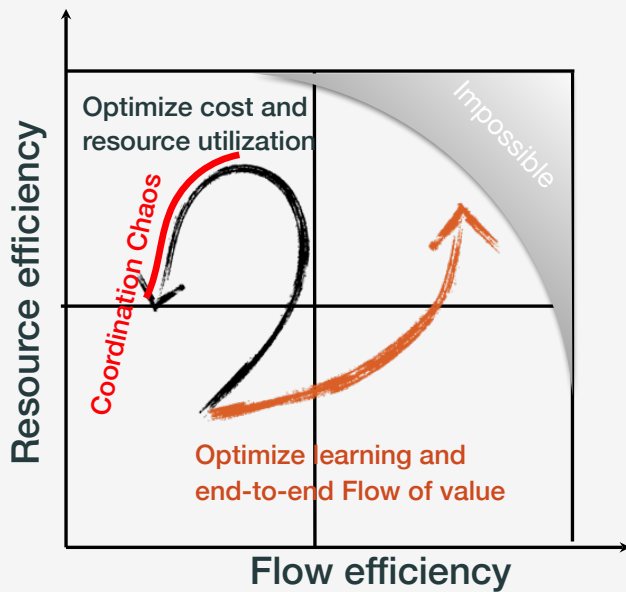
The coordination cost becomes investment in learning. Actually the end-to-end throughput will improve."



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Flow vs resource efficiency



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Resource efficiency

- Optimal with simple tasks in stable environment
- Specialization is locally economical, but makes the whole system fragile

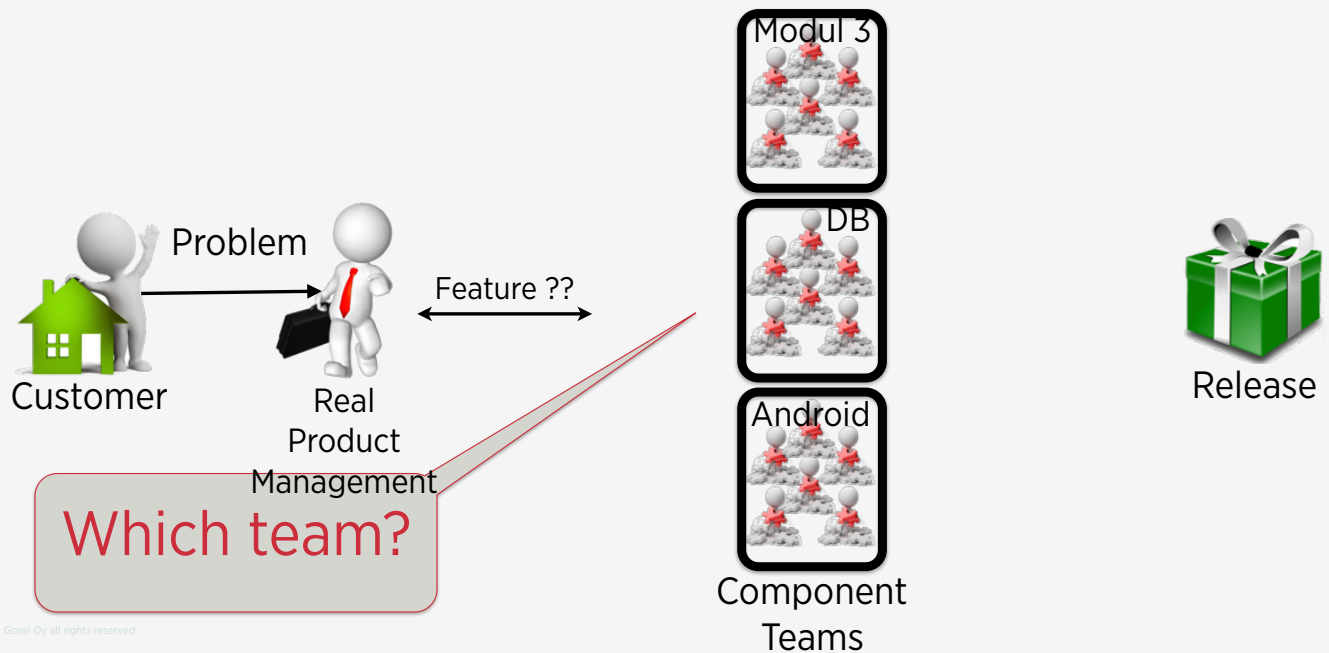
Flow efficiency

- Better for all knowledge work
- Optimizes the whole

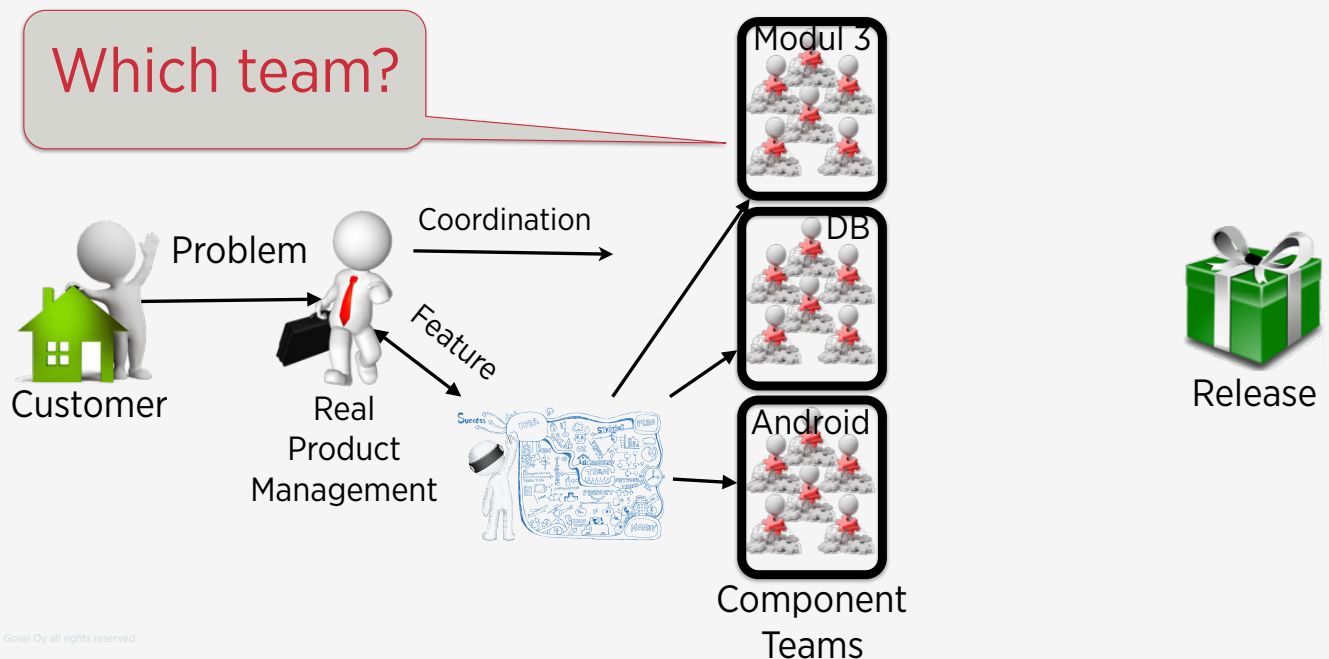
Specialization hell

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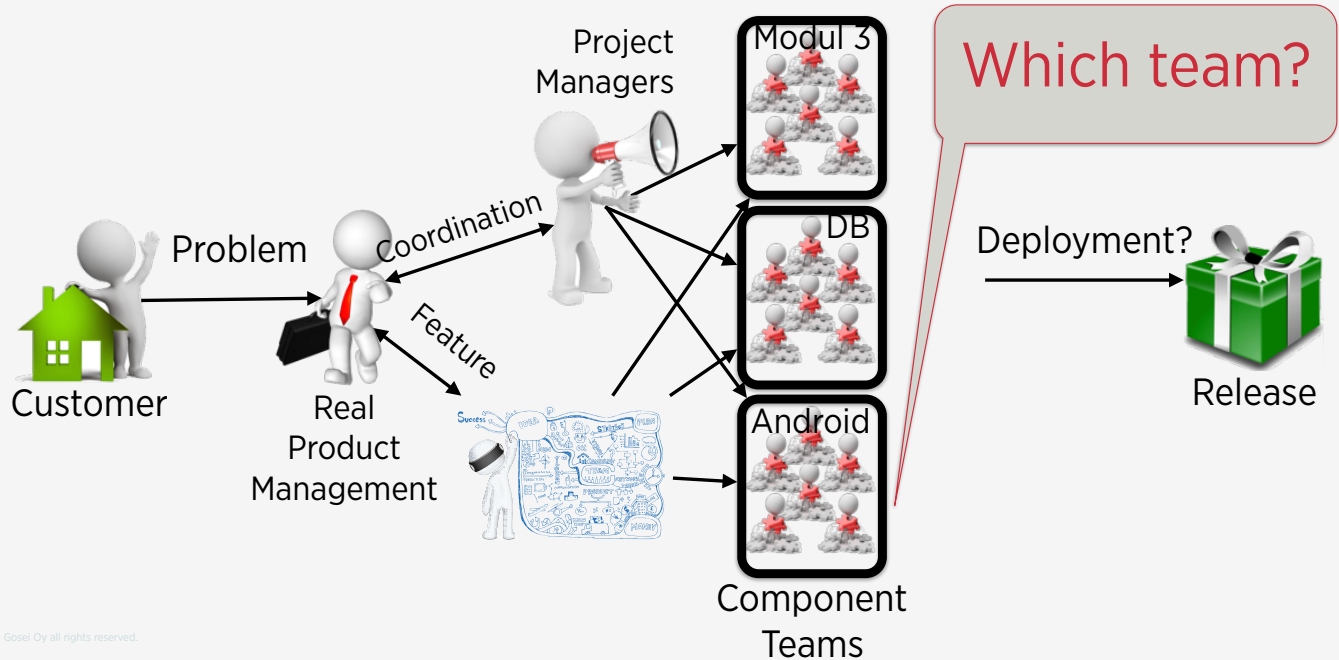
Technology/task/role-specialization



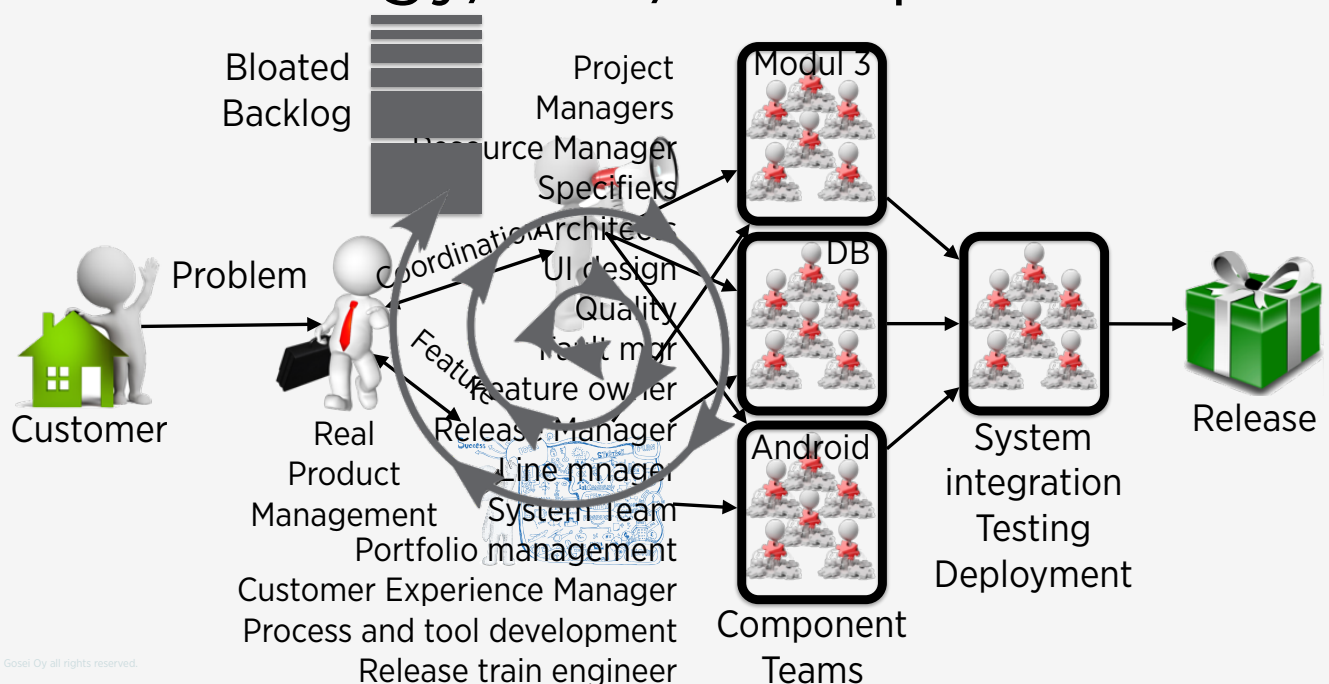
Technology/task/role-specialization



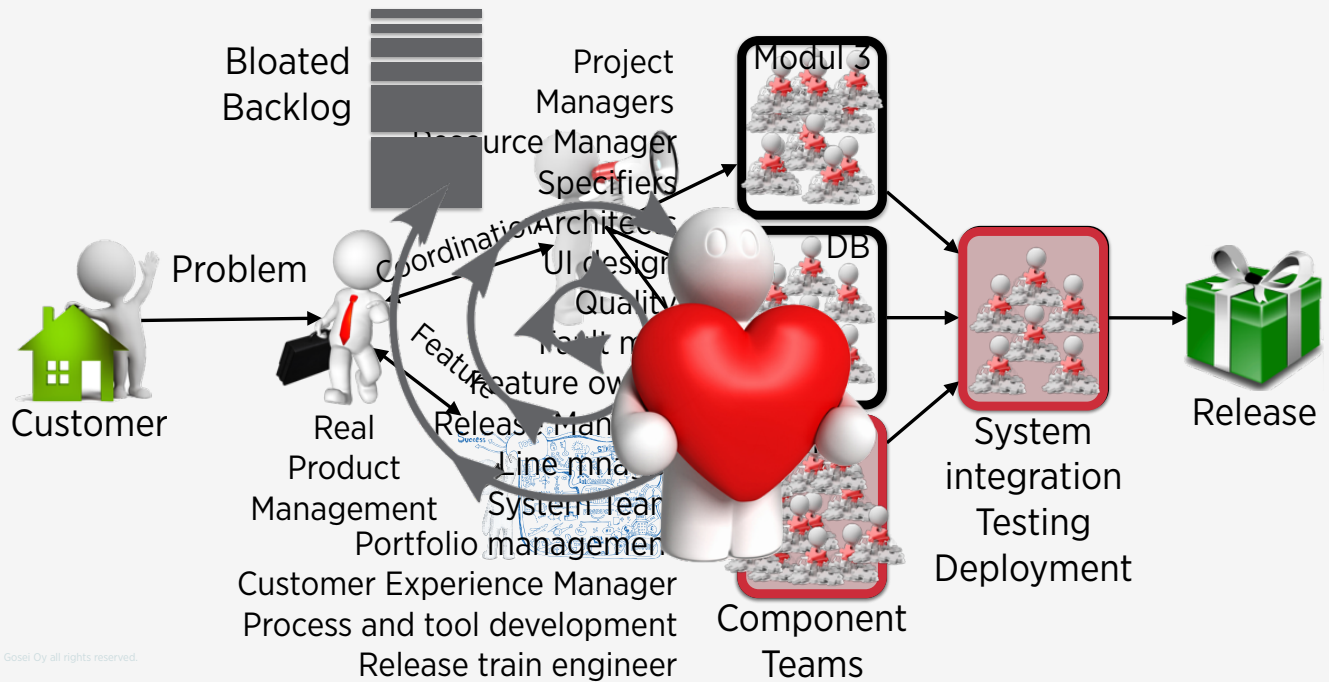
Technology/task/role-specialization



Technology/task/role-specialization

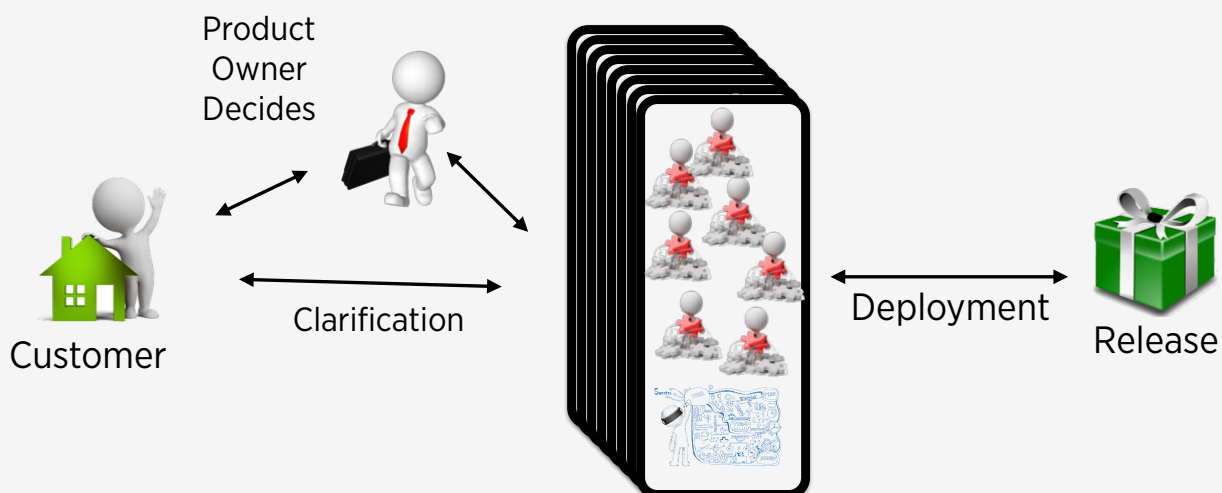


Technology/task/role-specialization



Scalable Organizational Architecture

Customer Specialization / Feature Teams



<http://www.featureteams.org>

Lesson 1:
Task/role specialization sucks.
Do Customer oriented learning.

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Roles and subcultures

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Three stakeholders

Owners, Investors

- Where we **invest** time and money

Coordinators

- How to run **the system**

Customers

Users

- Choose best service
- What is **valuable**

Developers

- Invest effort and learning
- Choose best **technical solution**

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Different worlds

Owners, Investors

- Where we **invest** time and money

Coordinators

- How to run **the system**

Customers

Users

- Choose best service
- What is **valuable**

Developers

- Invest effort and learning
- Choose best **technical solution**

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World of
Business
Opportunities

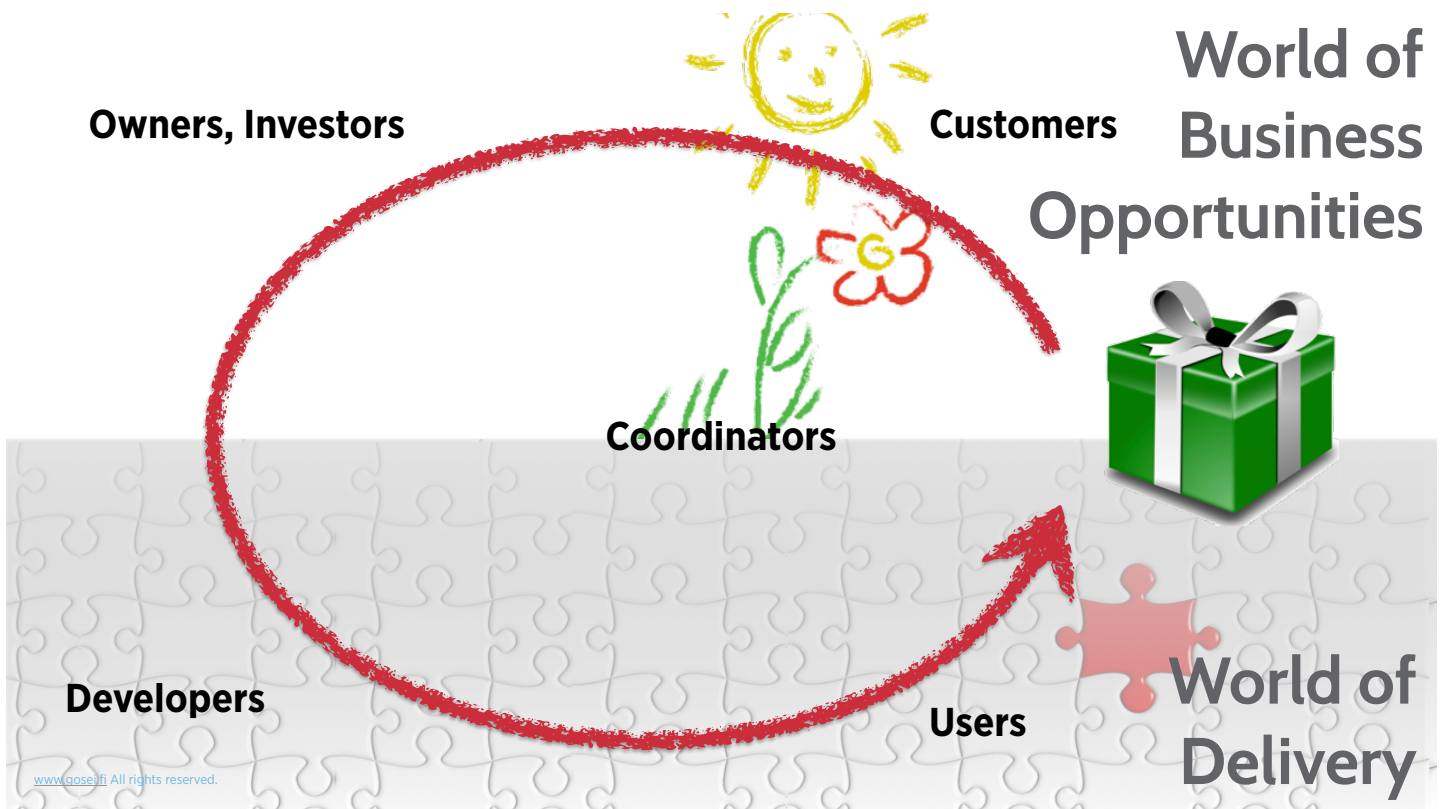
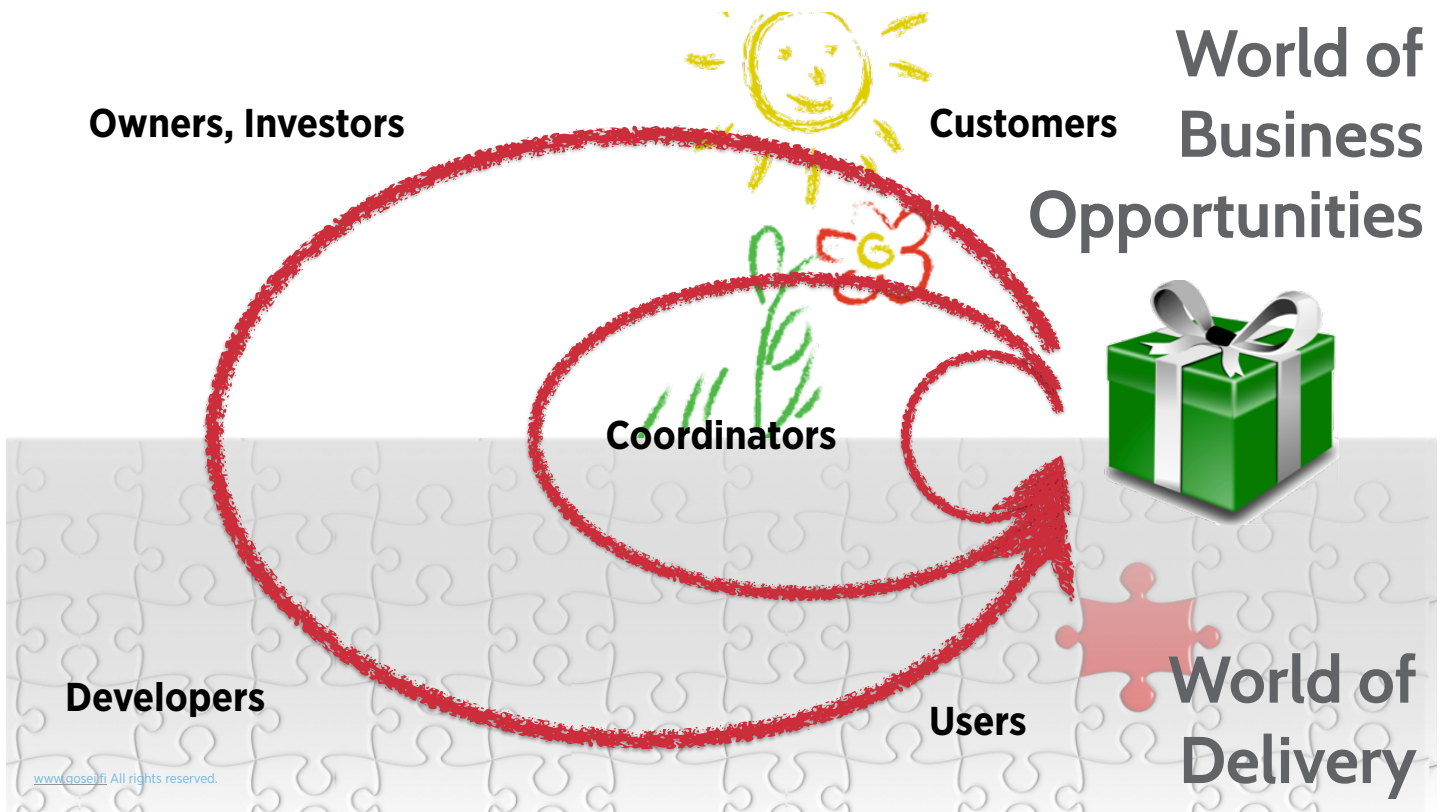
World of
Delivery

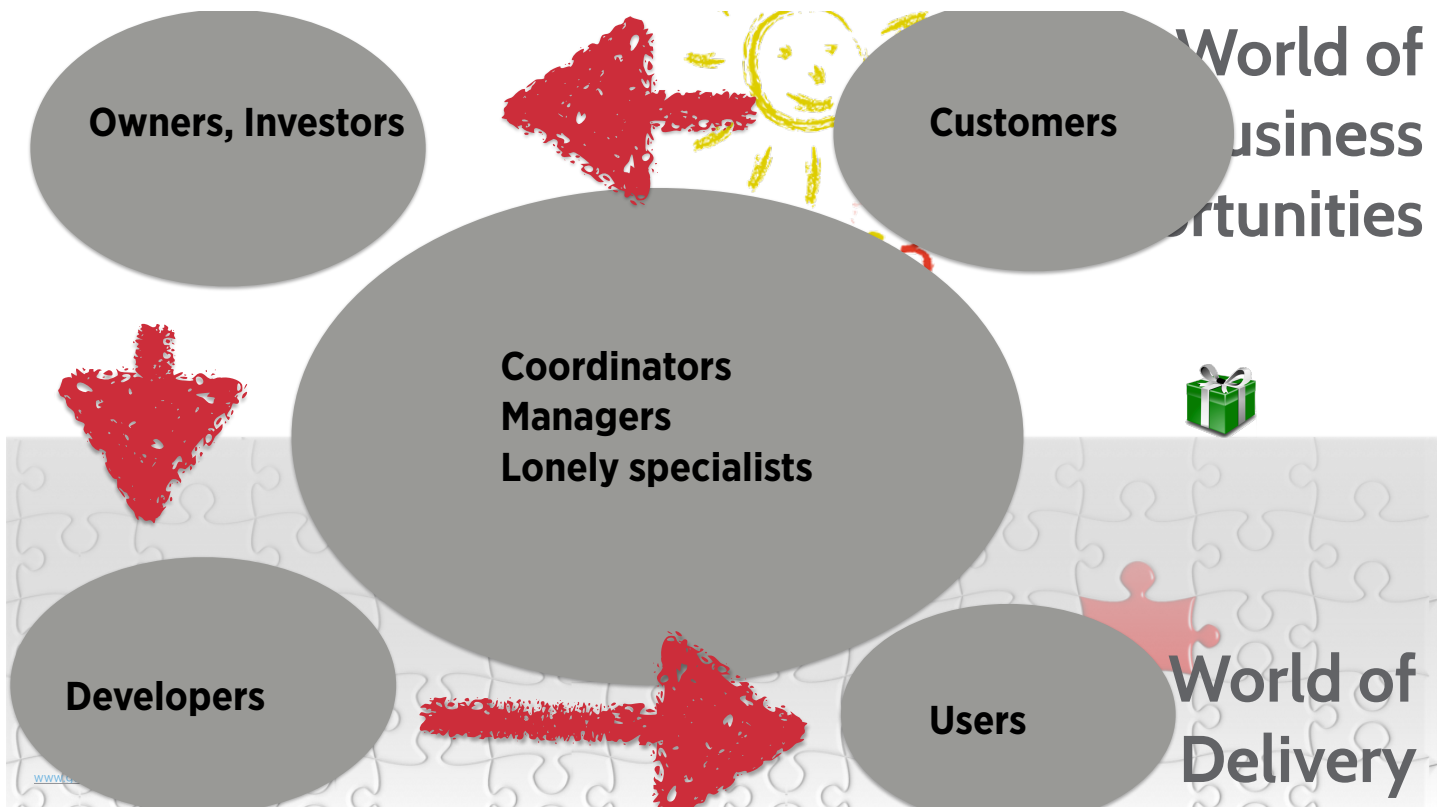
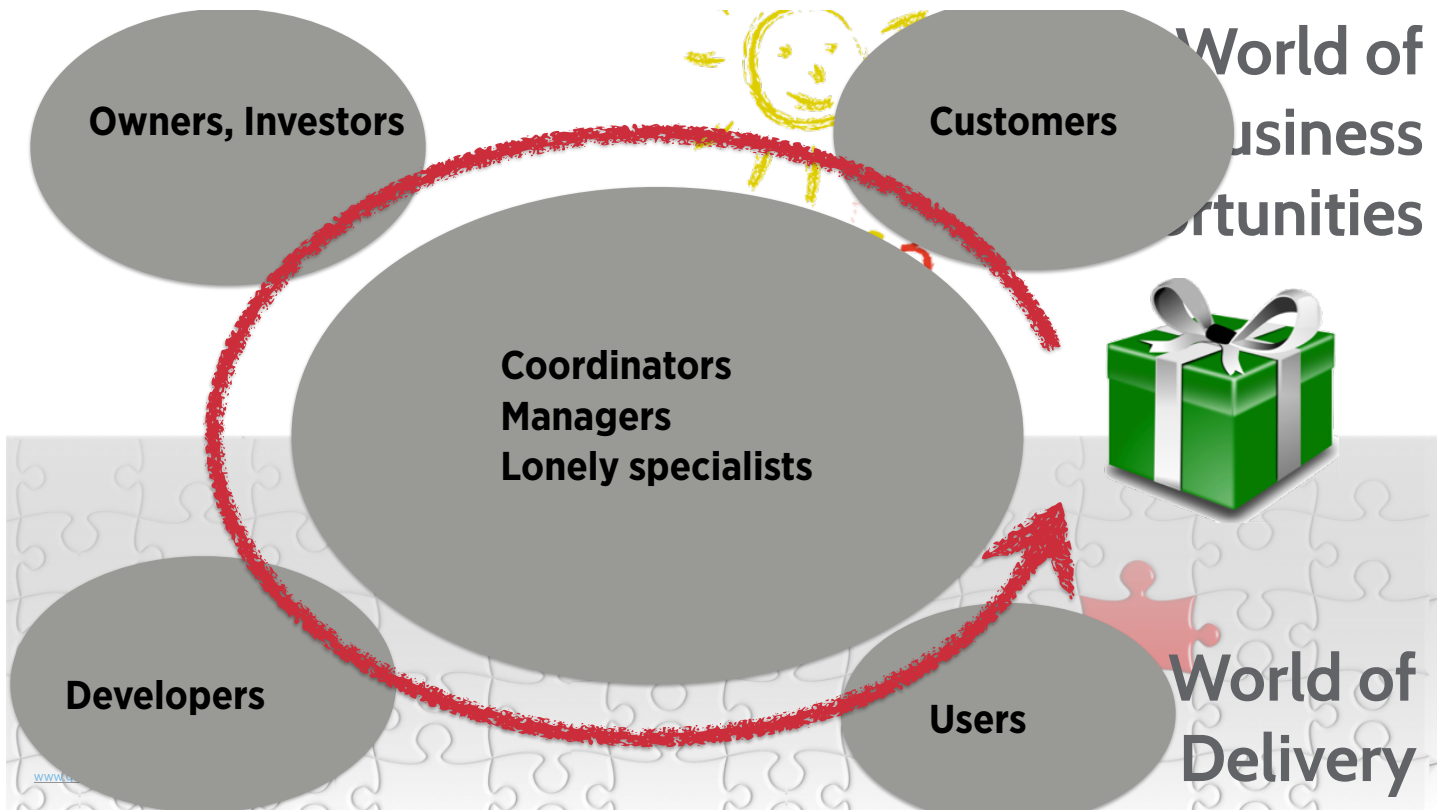
Surviving at everyday work shapes
the culture, language and meaning.

Subcultures evolve from
different work realities.

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Lesson 2:
Fragmentation sucks.
Requirement management is a
learning process.
Create and retain knowledge
by continuous flow of
value and feedback.

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Control:
Market
Bureaucratic
Clan

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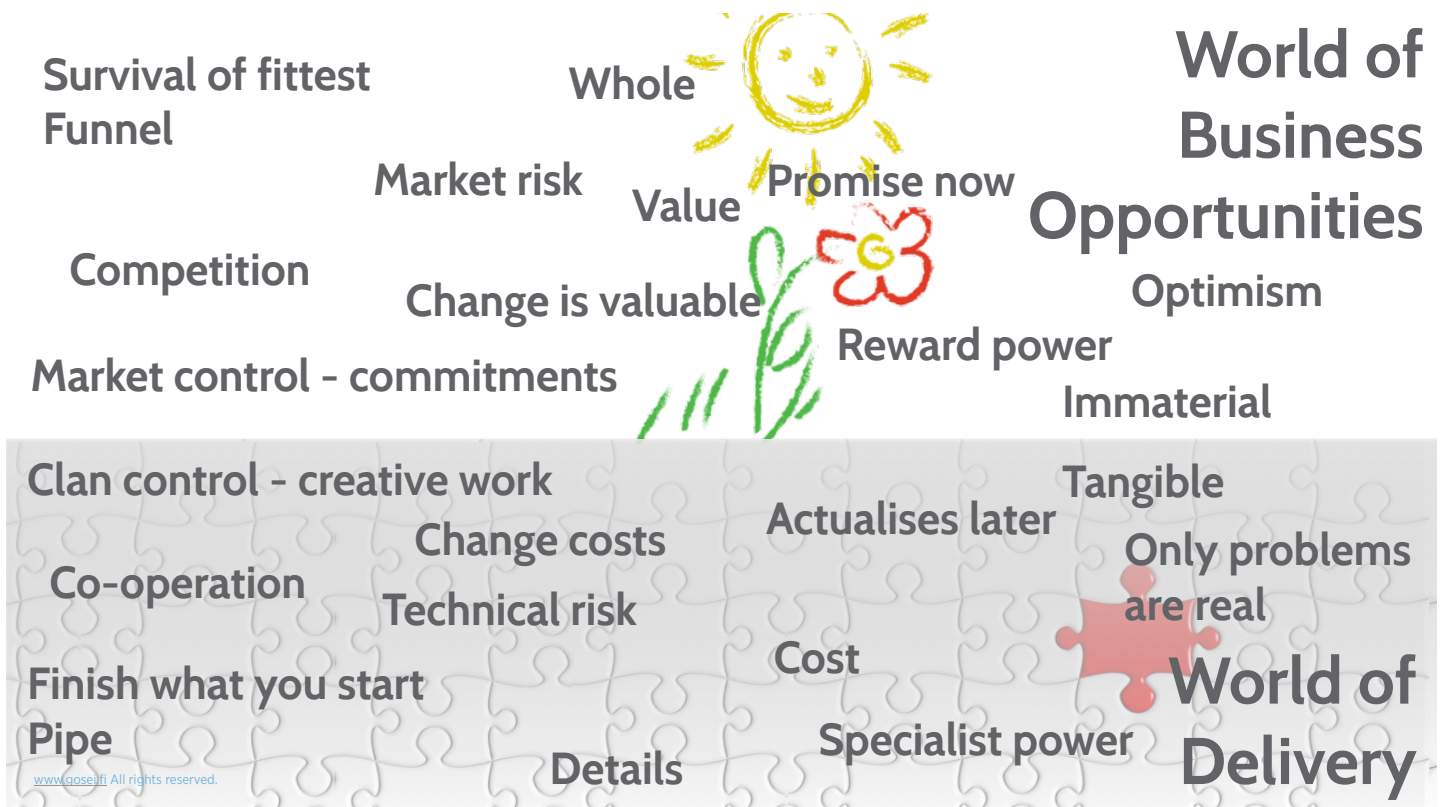
William G. Ouchi

Identified management control mechanisms

Inventor of motivation Theory Z

- Addition to well know Theory X and Y

Influenced by Japanese management style



Survival of fittest
Funnel

Whole

Market risk

Value

Promise now

World of
Business

Opportunities

Competition

Change is valuable

Optimism

Market control - commitments

Reward power

Immaterial



Survival of fittest
Funnel

Whole

Market risk

Value

Promise now

World of
Business

Opportunities

Competition

Change is valuable

Optimism

Market control - commitments

Reward power

Immaterial



Big Program
Cost cutting



Big Program Cost cutting



Clan control - creative work
Co-operation
Finish what you start
Pipe
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Change costs
Technical risk
Details

Actualises later
Cost
Specialist power

Tangible
Only problems are real
World of Delivery

Big Program Cost cutting



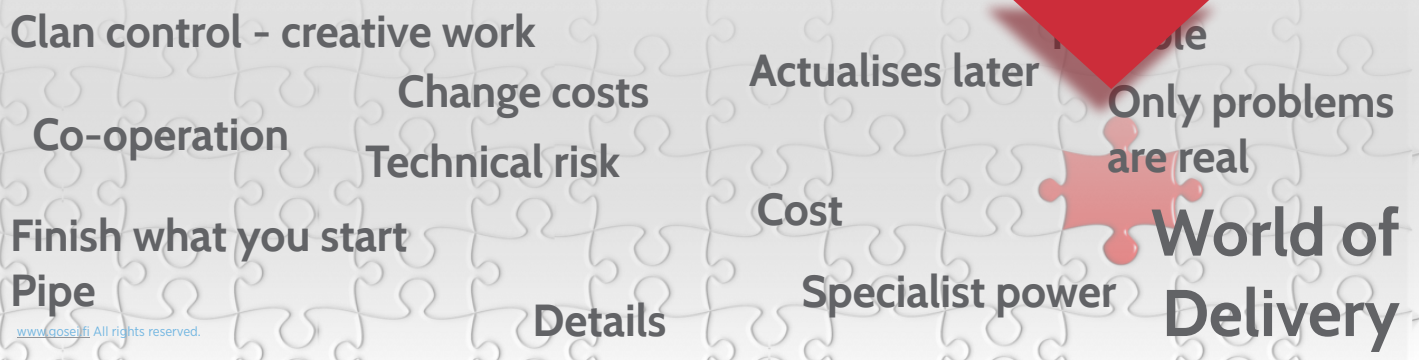
Clan control - creative work
Co-operation
Finish what you start
Pipe
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Change costs
Technical risk
Details

Actualises later
Cost
Specialist power

Tangible
Only problems are real
World of Delivery

Big Program Cost cutting



Control Systems in organizations by William G. Ouchi

Market system

Measure Input (€) and Output (€). Contractual between parties. Exact contract!

Bureaucratic system

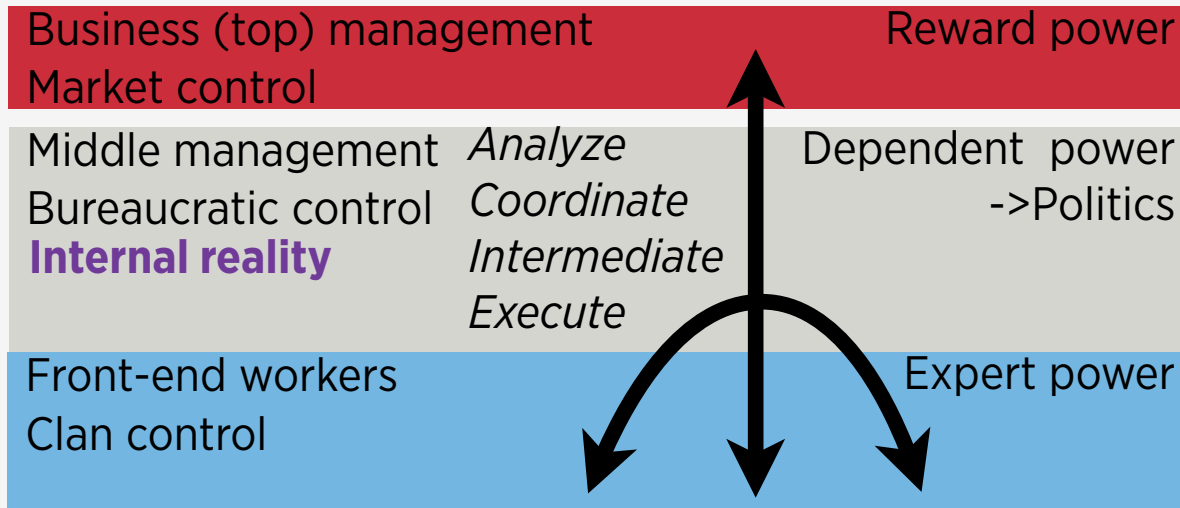
Written rules and processes. E.g. Employment agreement and supervision.

Clan system

Informal value based rules that allow innovation and collaboration. Only this works for unique, interdependent or ambiguous task. E.g. SW Development

Three Layers in (large) Organizations

Economical reality

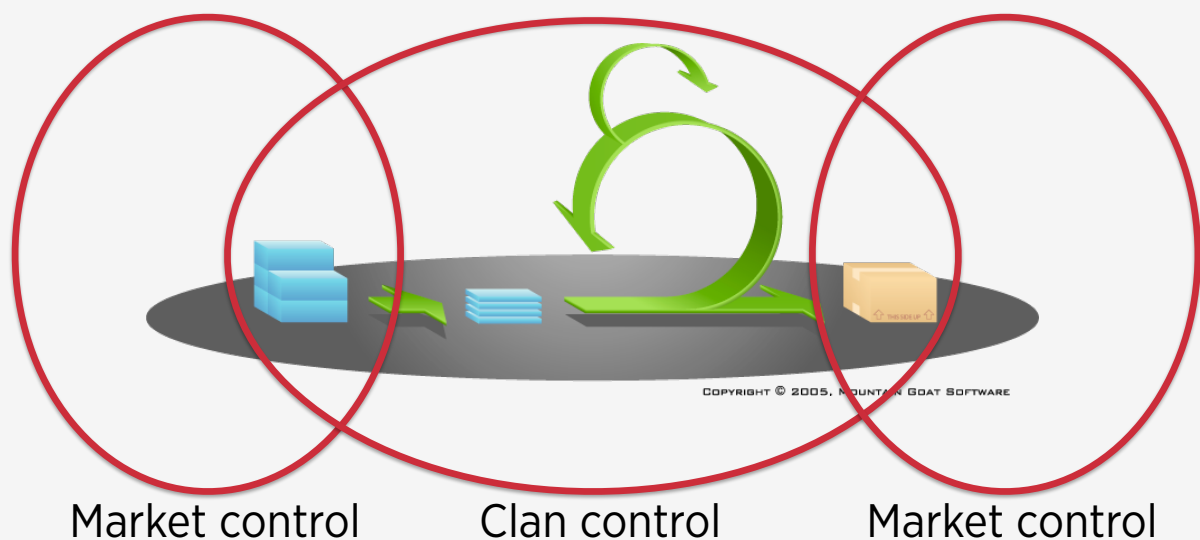


Technical reality

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Contrast with Scrum



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Lesson 3:

Minimal bureaucracy to create dialogue between realities.

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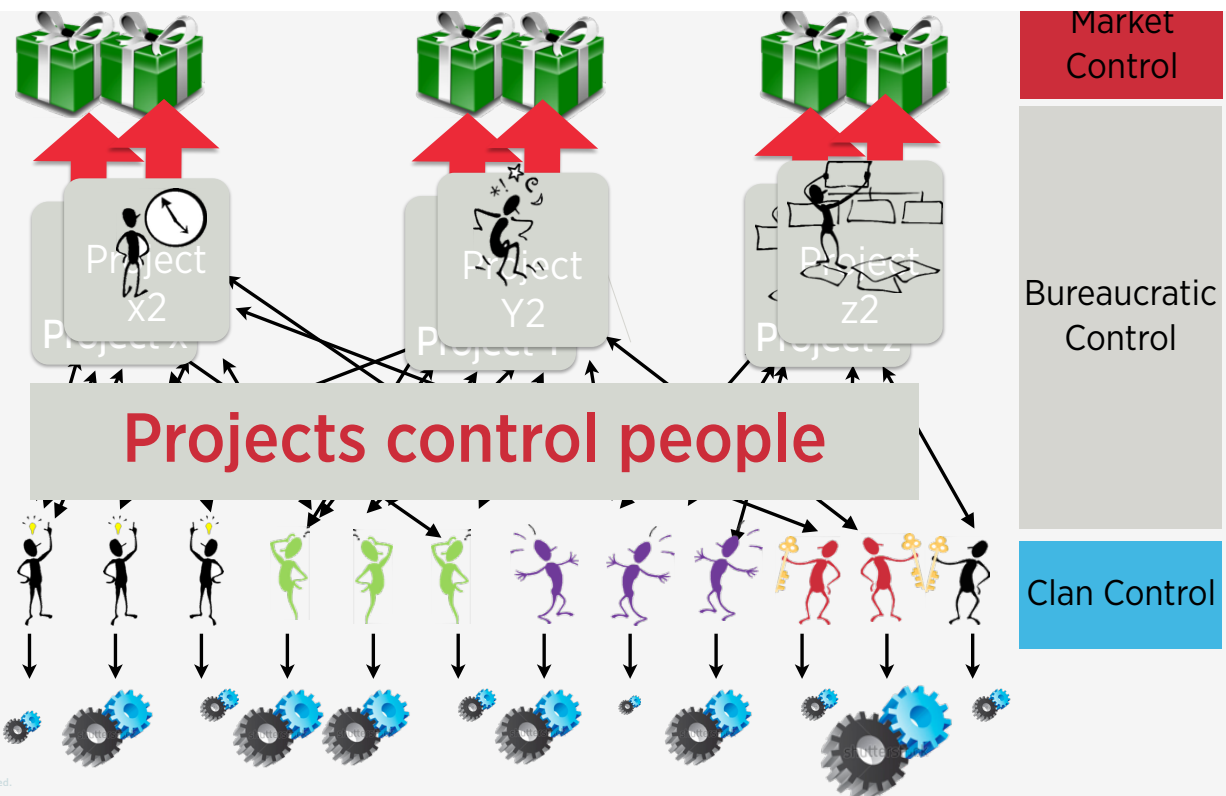
Dependencies and planning

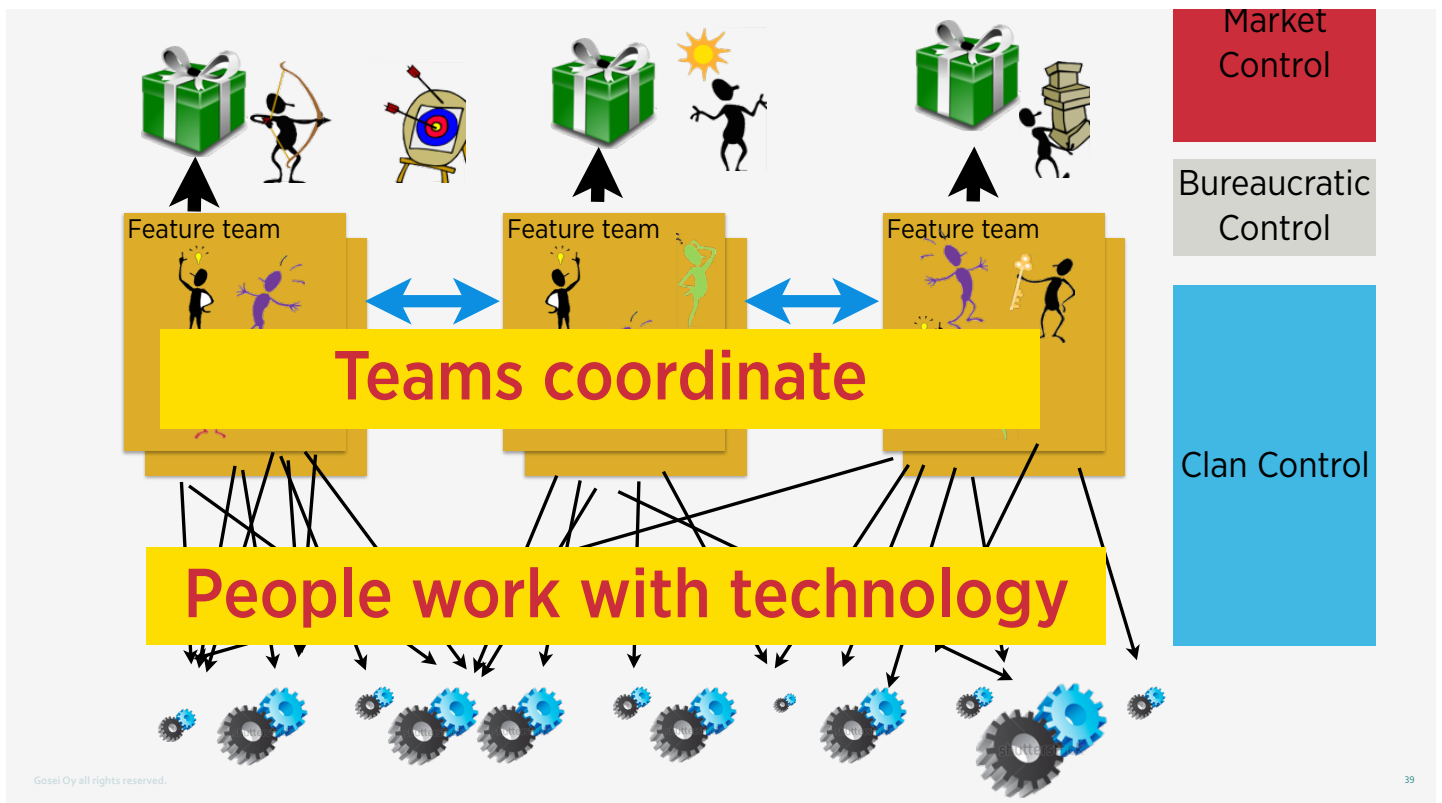
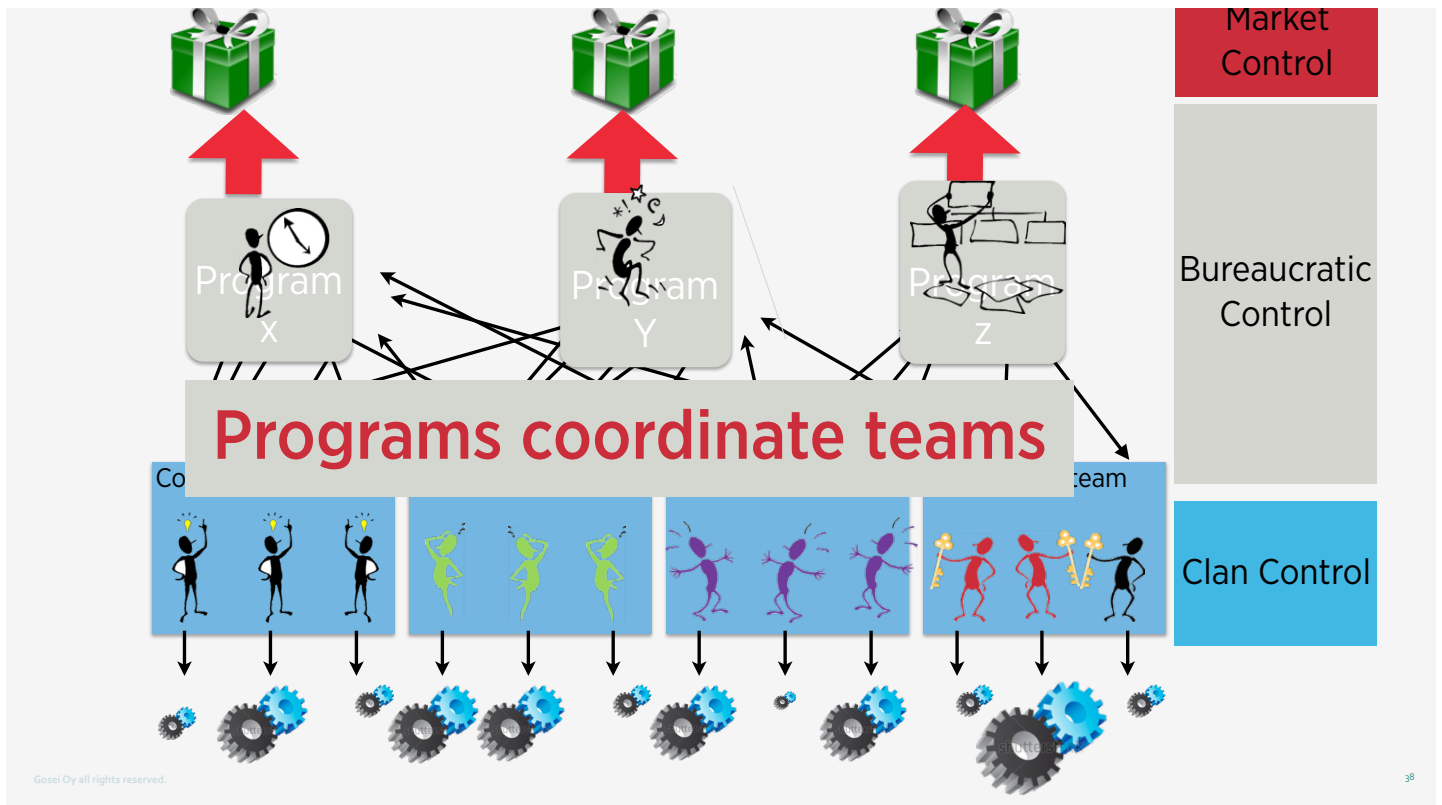
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Fundamental formula

Reach (length) of the plan = Utilization x Specialization

When coordinating the work,
the more technology-specialized the organization is
and the more you want to optimize resources (people) utilization,
the further into the future you need to plan.







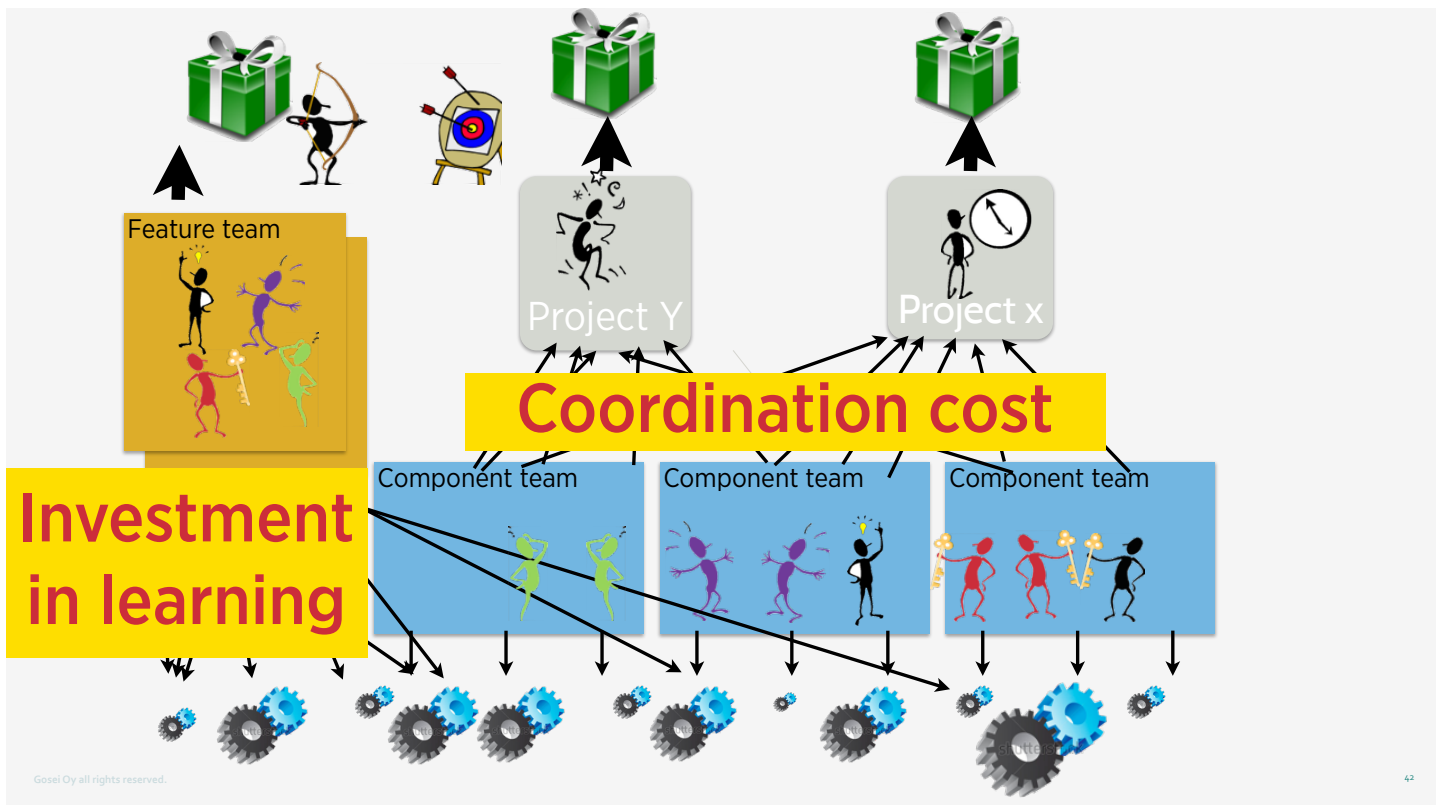
Noooooooooo!
We can not
change
everything.

Your Fear is Just

Changing “everything” in one product is the ONLY way to real change.

- Experiment and learn with limited risk
- Resources for enough support
- Moore’s chasm

Deep and narrow



It is simple and not easy

Leadership, learning, structure and workflow need to change at the same time.

New technology, competence, identities, interaction - **culture**.

Learning causes anxiety. Only survival anxiety is greater. (E. Schein)

- Takes time, like any real change.
- There will be worry and resistance.

Leadership challenge

Lesson 4:

Manage dependencies by customer-oriented feature teams working with technology.

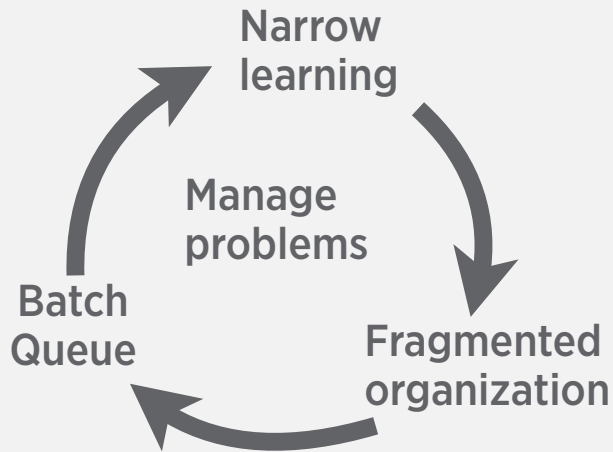
<http://www.featureteams.org>

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What to DO?

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Everyday experience



“More predictability and efficiency.”

“Pressure. Must. Should.”

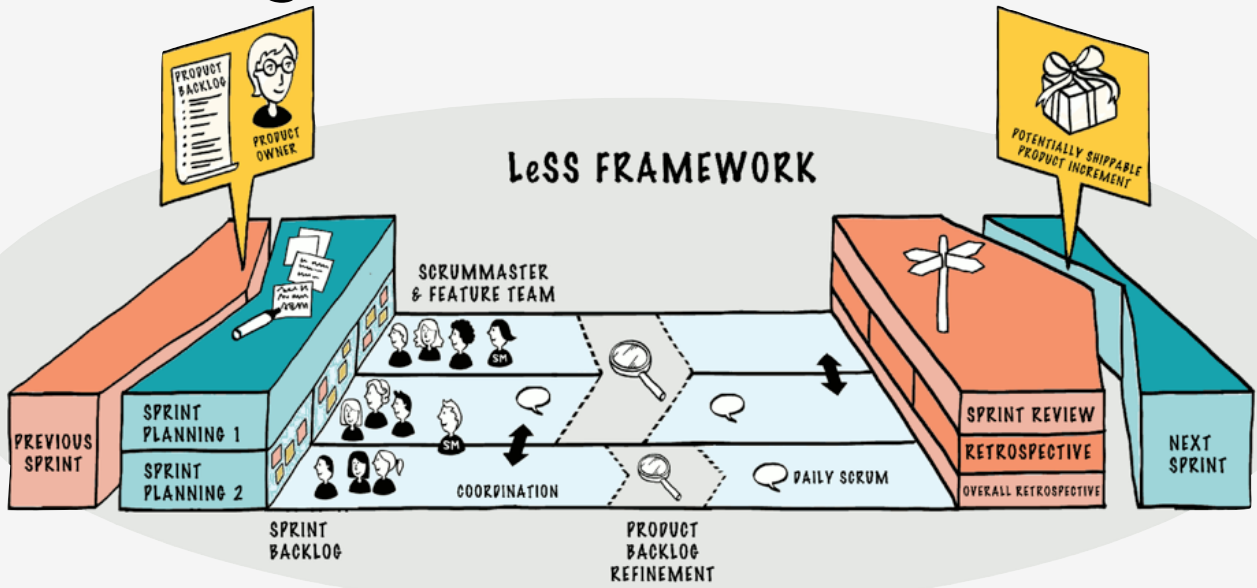
“No time to jump on the bike.”

“Power and wisdom are always elsewhere.”

Scrum works for one team



Large-Scale Scrum is Scrum



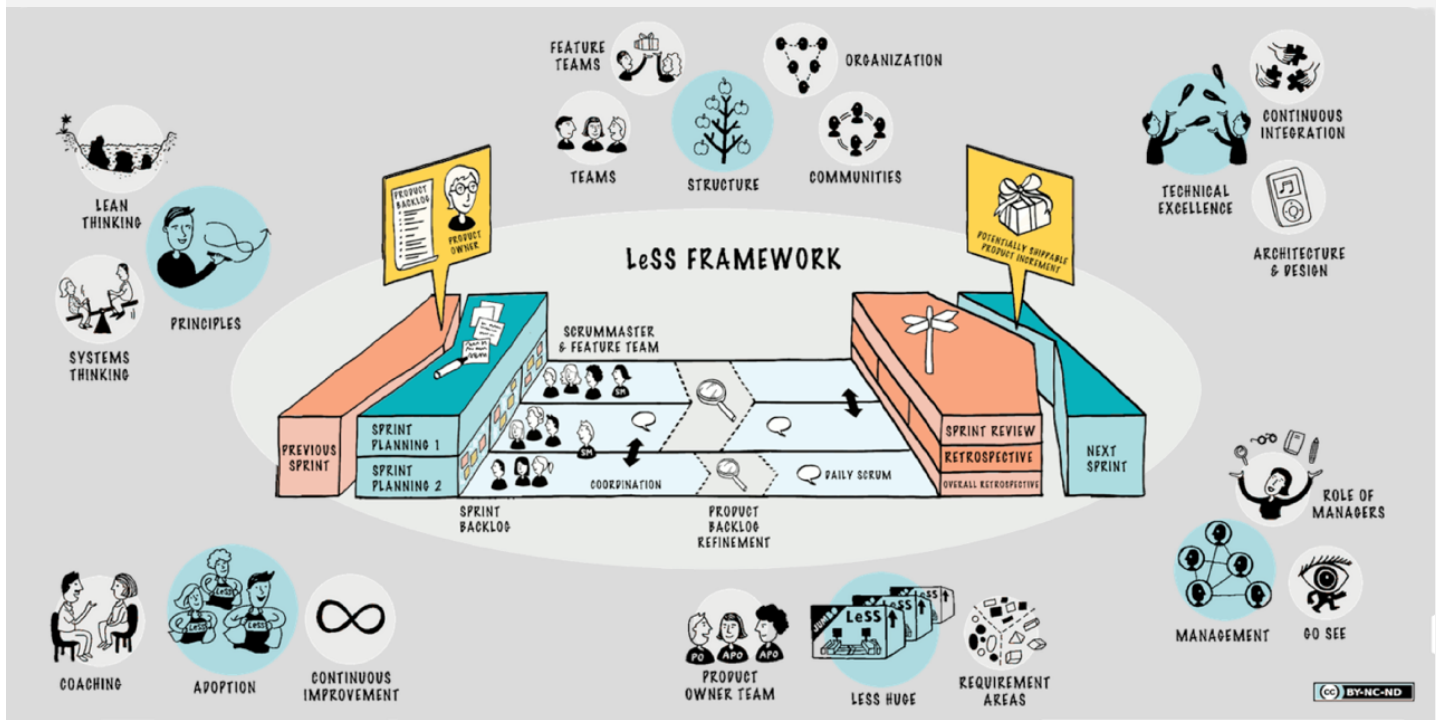
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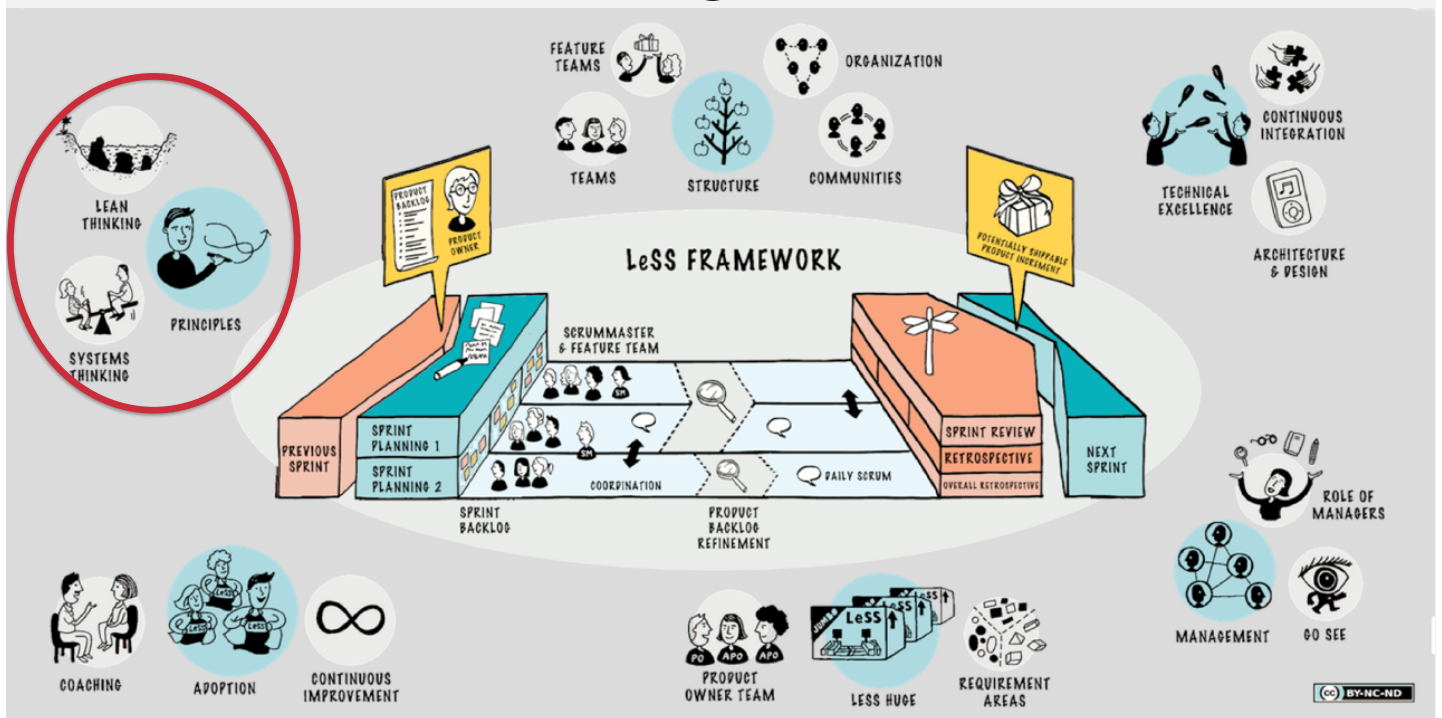
Enabling Scrum

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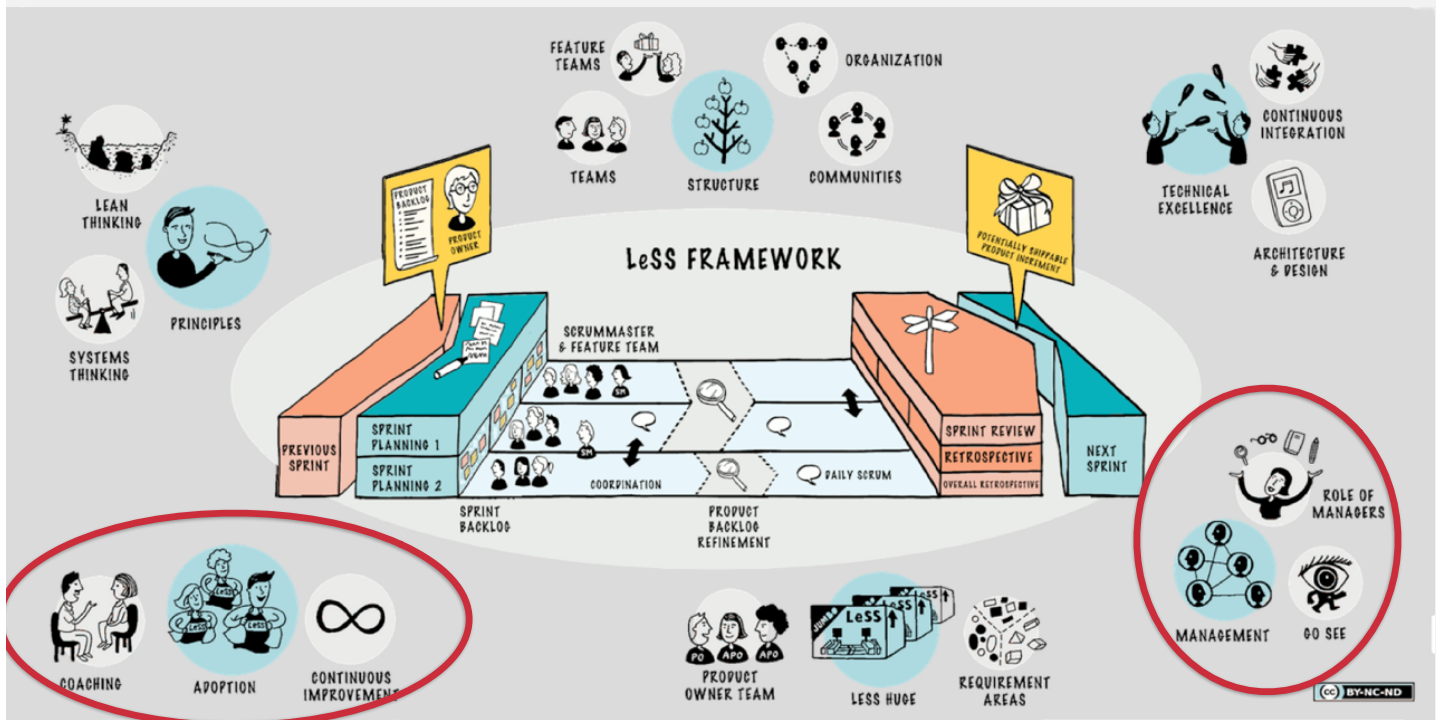
Enabling Scrum



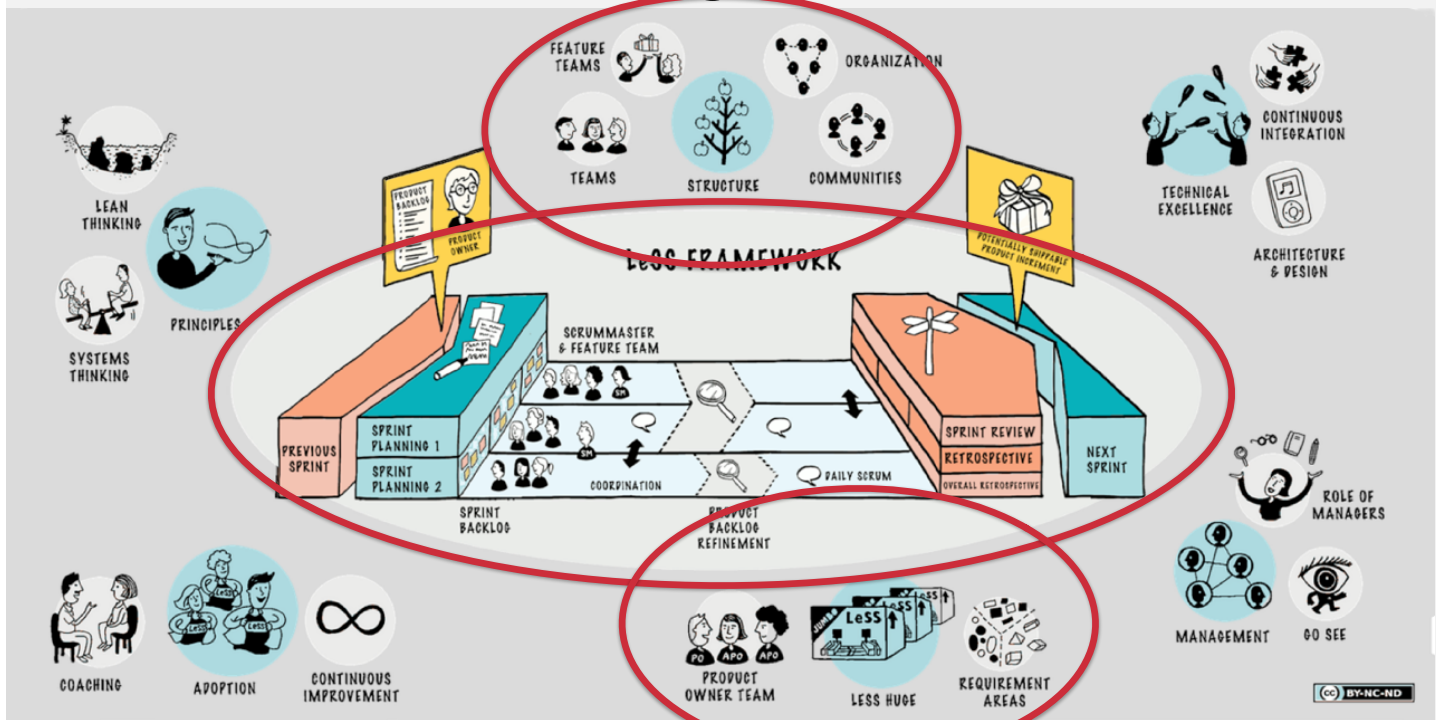
Enabling Scrum



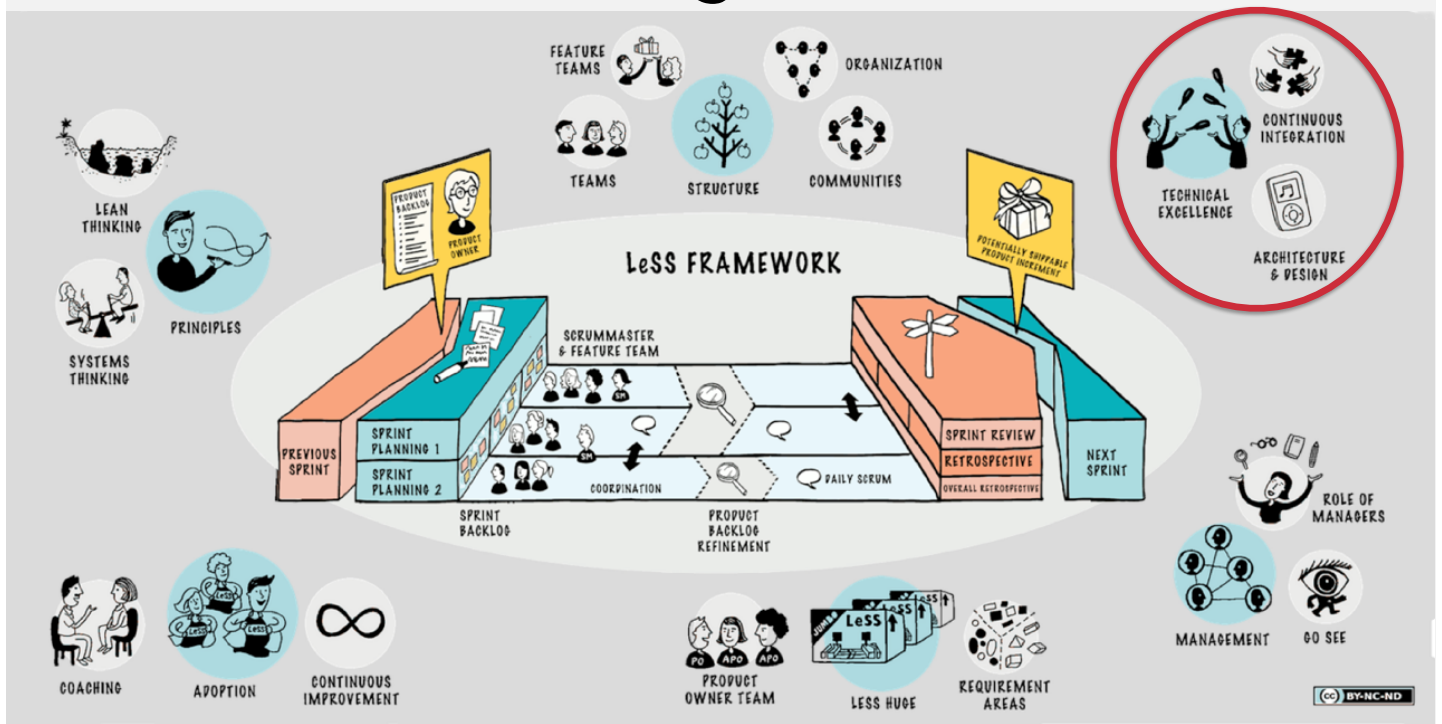
Enabling Scrum



Enabling Scrum



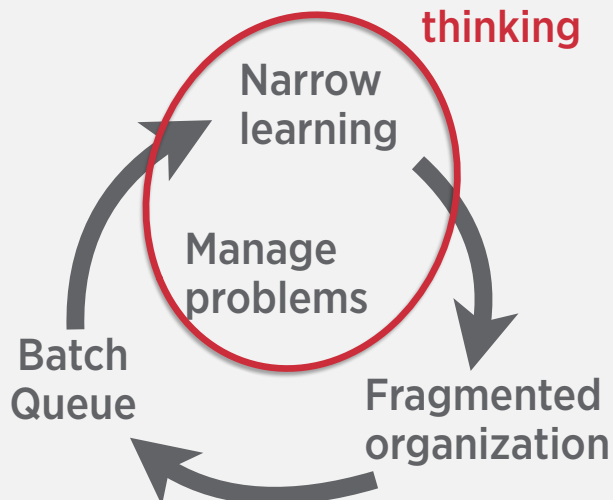
Enabling Scrum



Adoption path

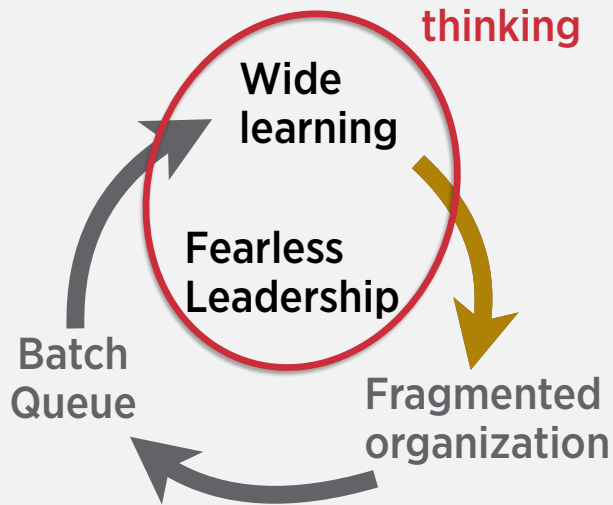
1. Change thinking

1. Change thinking



Adoption path

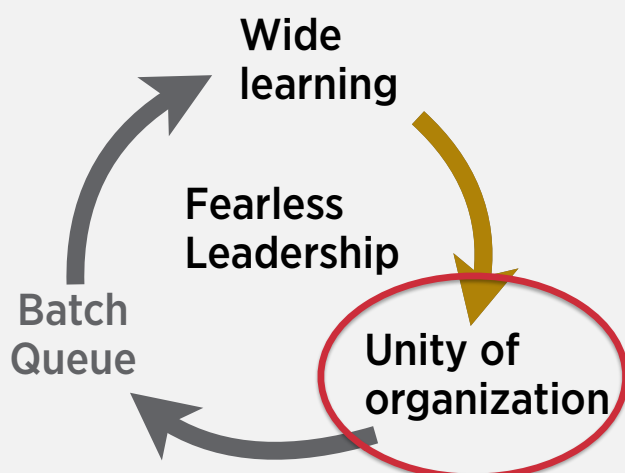
1. Change thinking



1. Change thinking

Adoption path

1. Change thinking 2. Organize for customer-centric learning



2. Organize for customer-centric learning

Adoption path



1. Change thinking
2. Organize for customer-centric learning
3. Start working

Adoption path

4. Learn forever



1. Change thinking
2. Organize for customer-centric learning
3. Start working
4. Learn forever

Cases

<https://gosei.fi/blog/network-gateway-case-study-at-infoq/>

- A new network gateway was developed from clean table in half the time. The work started with two teams and in the end there were over 20 distributed teams. LeSS principles were used all the time.

<http://less.works/case-studies/>

- About 20 large and long-term cases

More information

Koulutus 25-27.11. Helsingissä

- <https://gosei.fi/training/certified-less-practitioner-principles-to-practices/>

Web resources

- <http://less.works/>