

Org Refactoring & Culture Hacking

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**"Hacking teams
is almost as
much fun as
hacking code"**

Me posting on Facebook, sometime in 2014



Goldratt Books

@GoldrattBooks

Following

“Features have no value until they are in the hands of a user and being used for a productive effort. So any activity not spent getting the next most valuable feature into the hands of a user quickly is just waste.”

bit.ly/2k8qSyi #tocot

Source: <https://twitter.com/GoldrattBooks/status/1038473316565217280>

**Who is to
blame!?!**



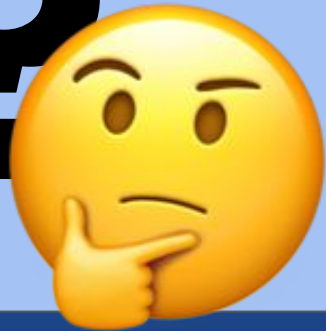
Source: <https://mikemagnot.files.wordpress.com/2013/04/frankenstein.jpg>



**" [P]laced in the same
system, people [...] tend to produce
similar results"**

Peter M. Senge, *The 5th Discipline: The Art and Practice of the Learning Organisation*, pp. 42

**How do
we fix it?**



**We can do
a better job**

Three

Statements:

1. Organisation
structure is best
served by being in a
constant state of
(incremental) change.

2. The best people to drive these changes are those closest to the action - us, the makers.

3. Our existing maker skills are ideally suited for this work.

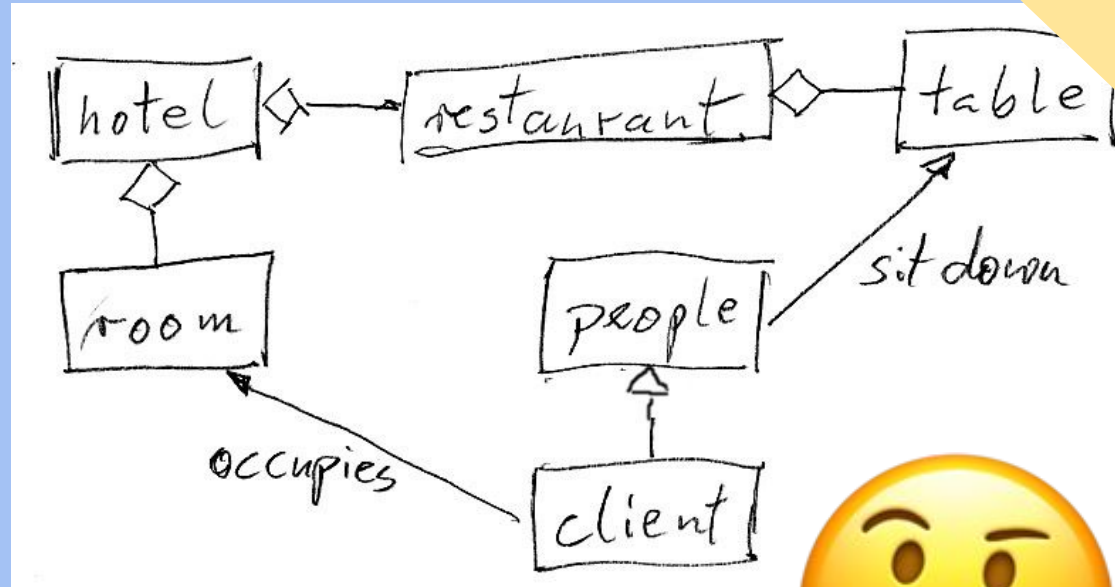
Refactoring and Hacking

- I. Map the Human Architecture**
- II. Read the Dynamic System**
- III. Make the Right Change**
- IV. Kill Consensus**
- V. Beyond Delegation**

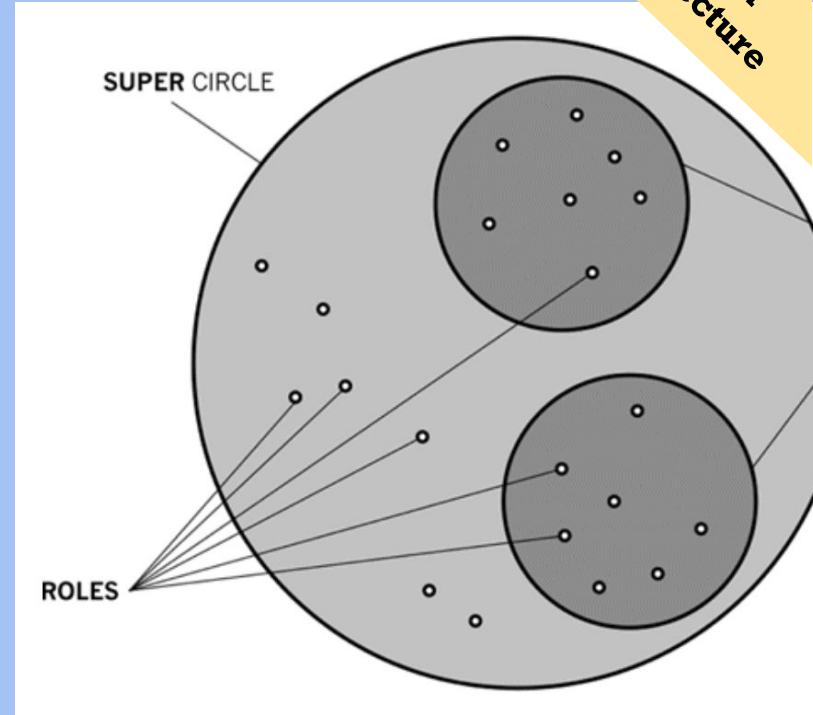
I. Map the Human Architecture

**Once
upon a
time...**

Draw it out

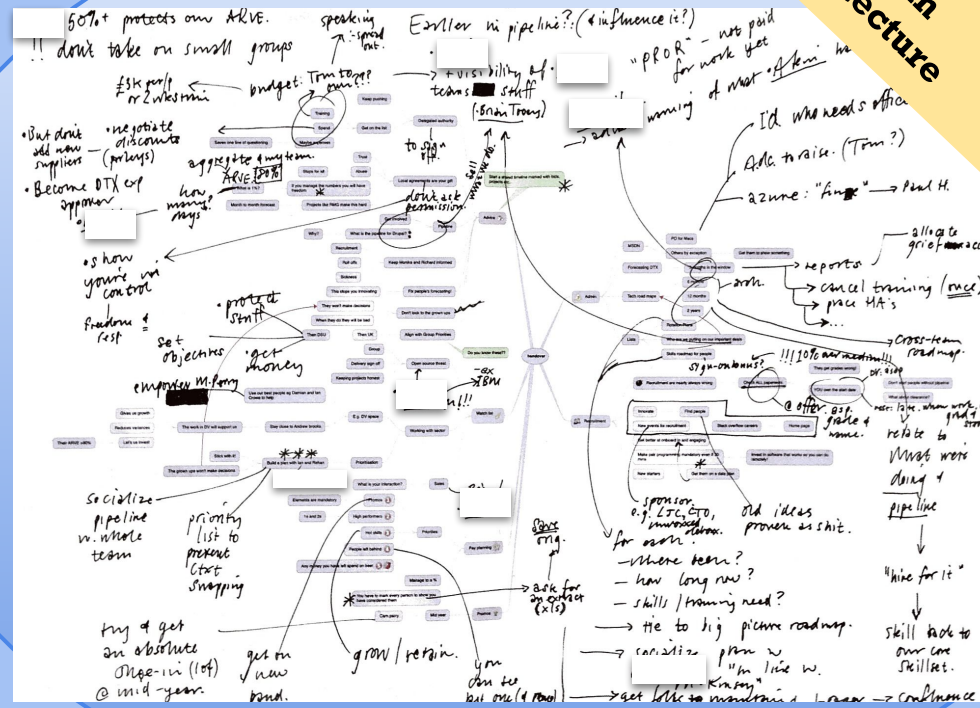


Circles & Roles



Uncover the Circles & Roles

Map the Human Architecture



Uncover the Circles & Roles



Tips

- **Don't overestimate existing understanding of how the org works**
- **It's a map of existing power and influence**
- **Openness builds trust**
- **You don't need to be in charge to do this**
- **You'll learn loads**
- **What you can see you can change**

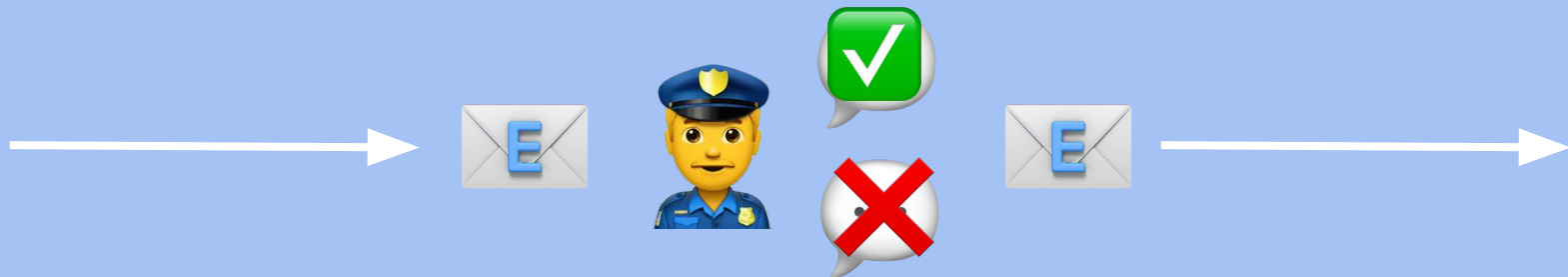
Map the
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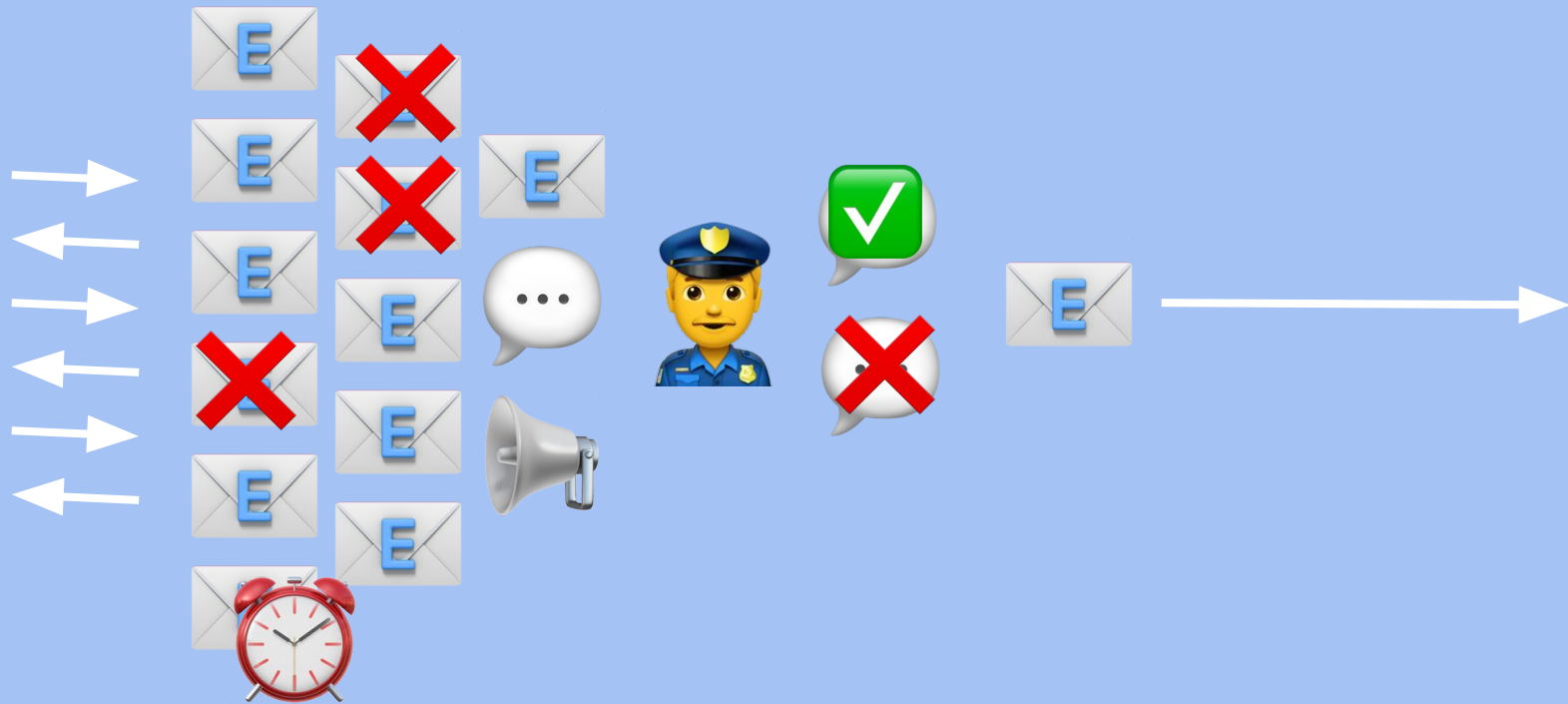
II. Read the Dynamic System

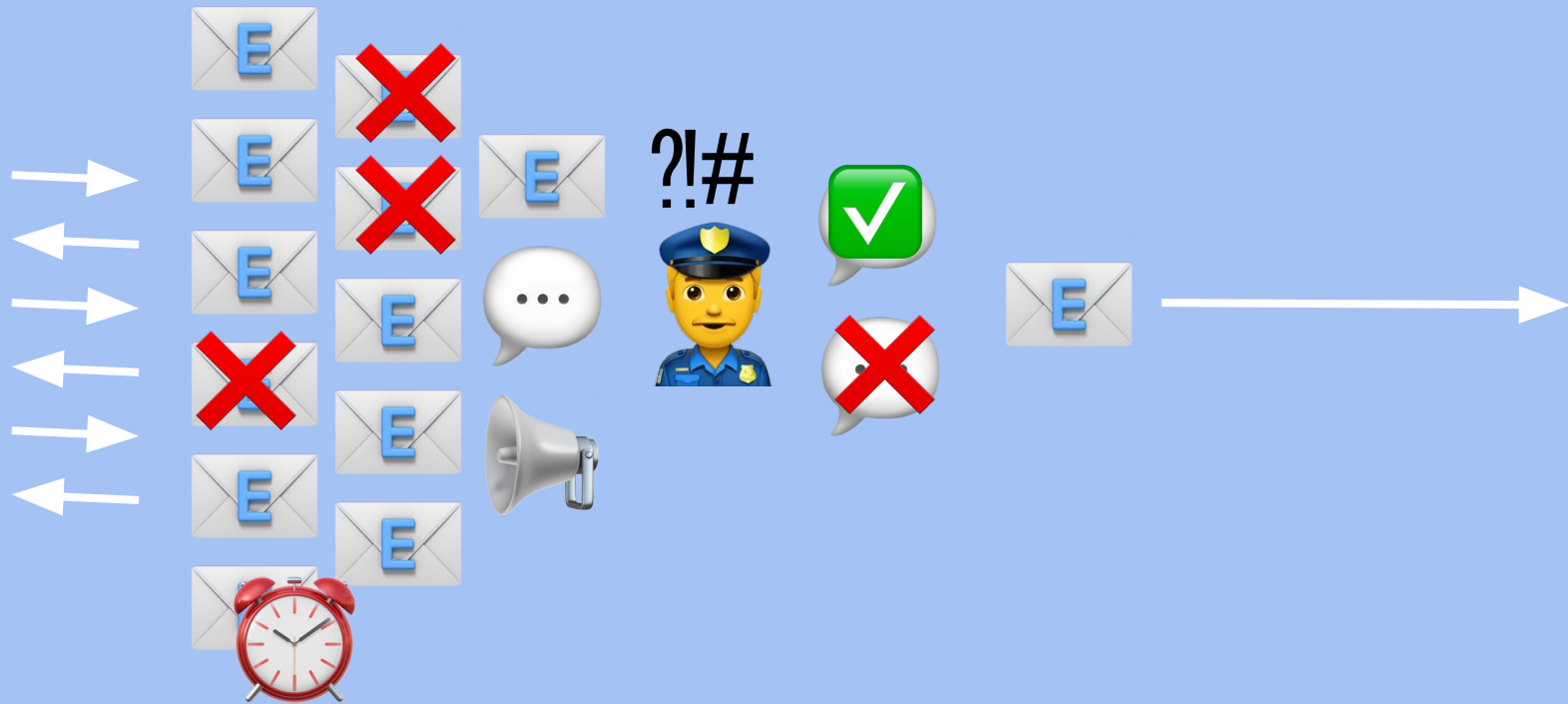
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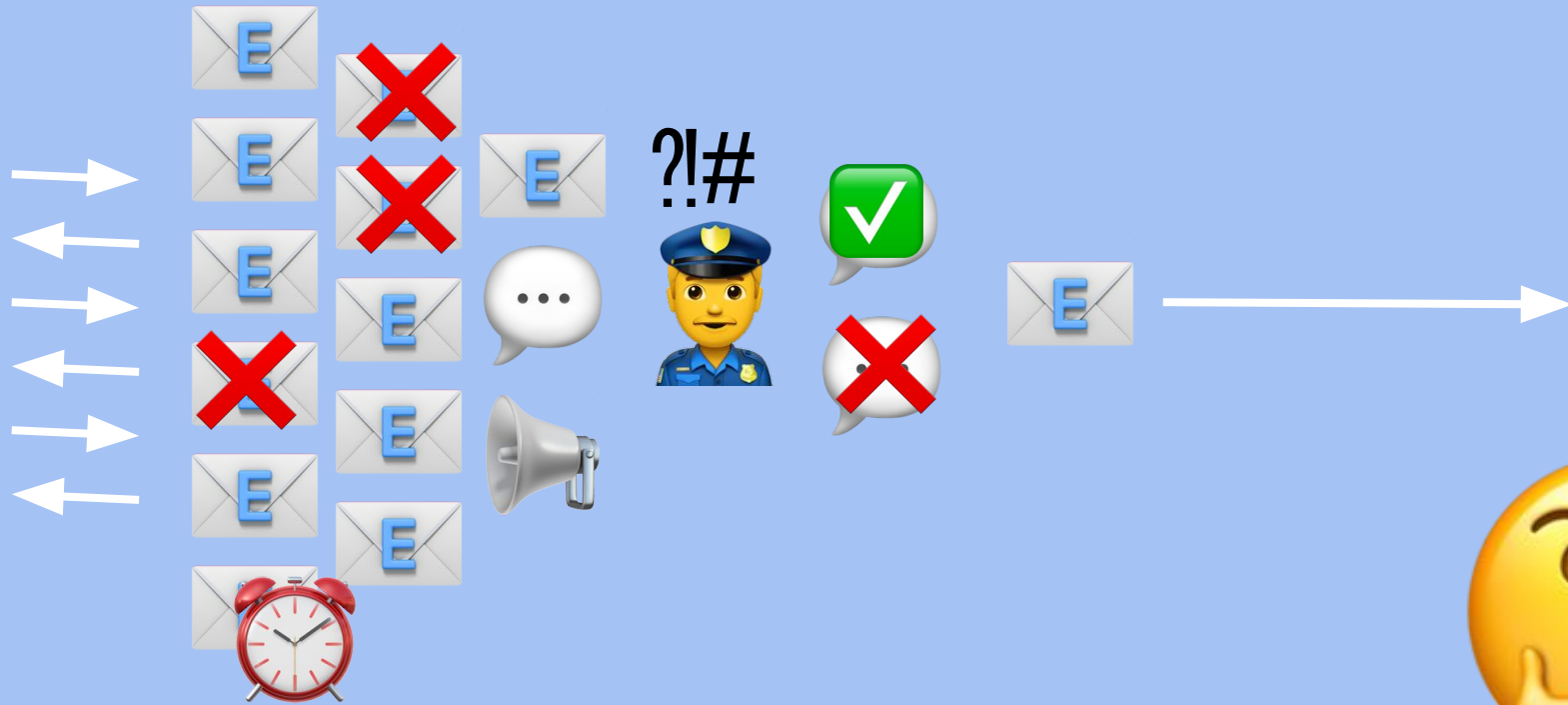


Read
The Dynamic
System





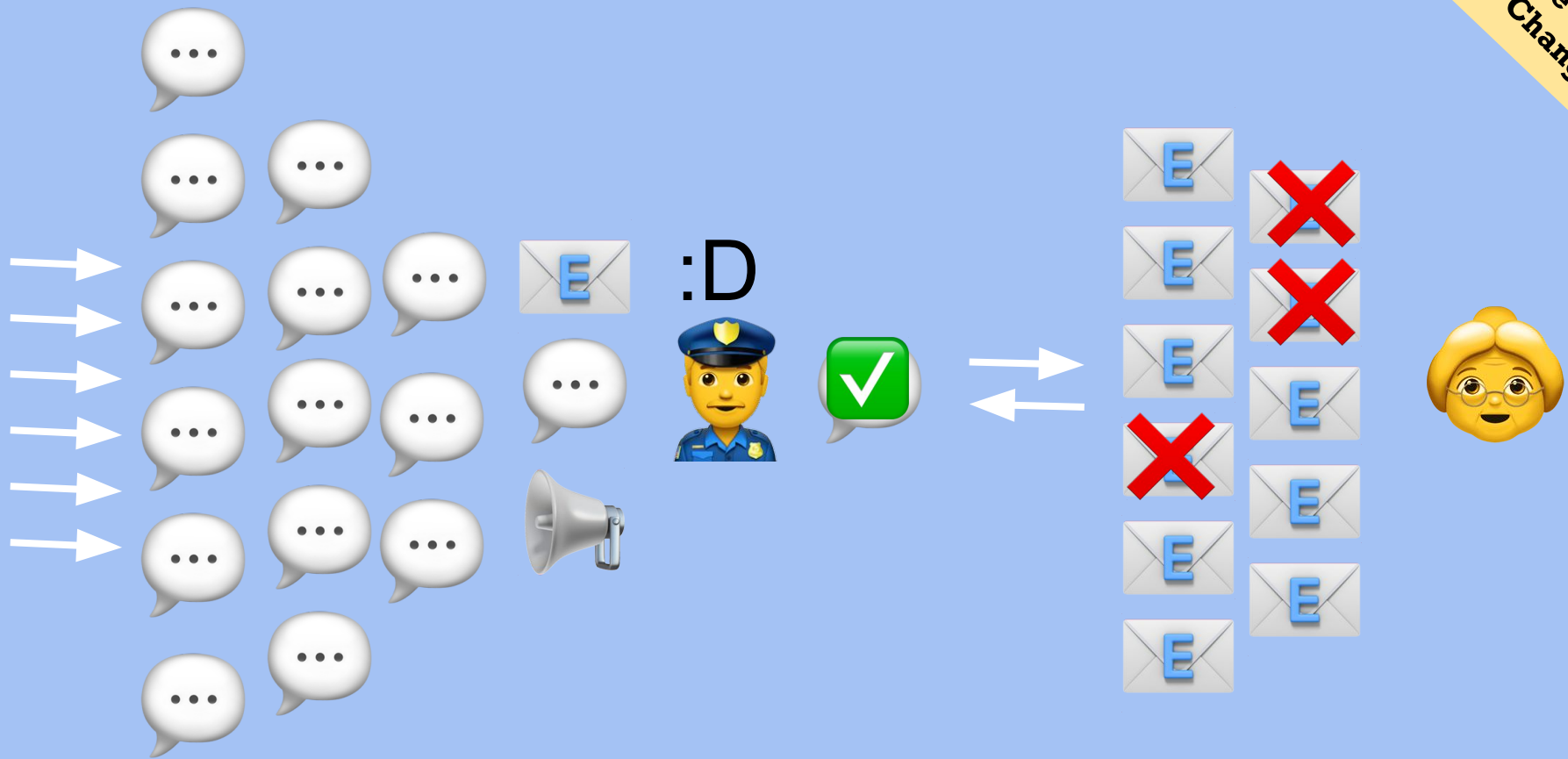




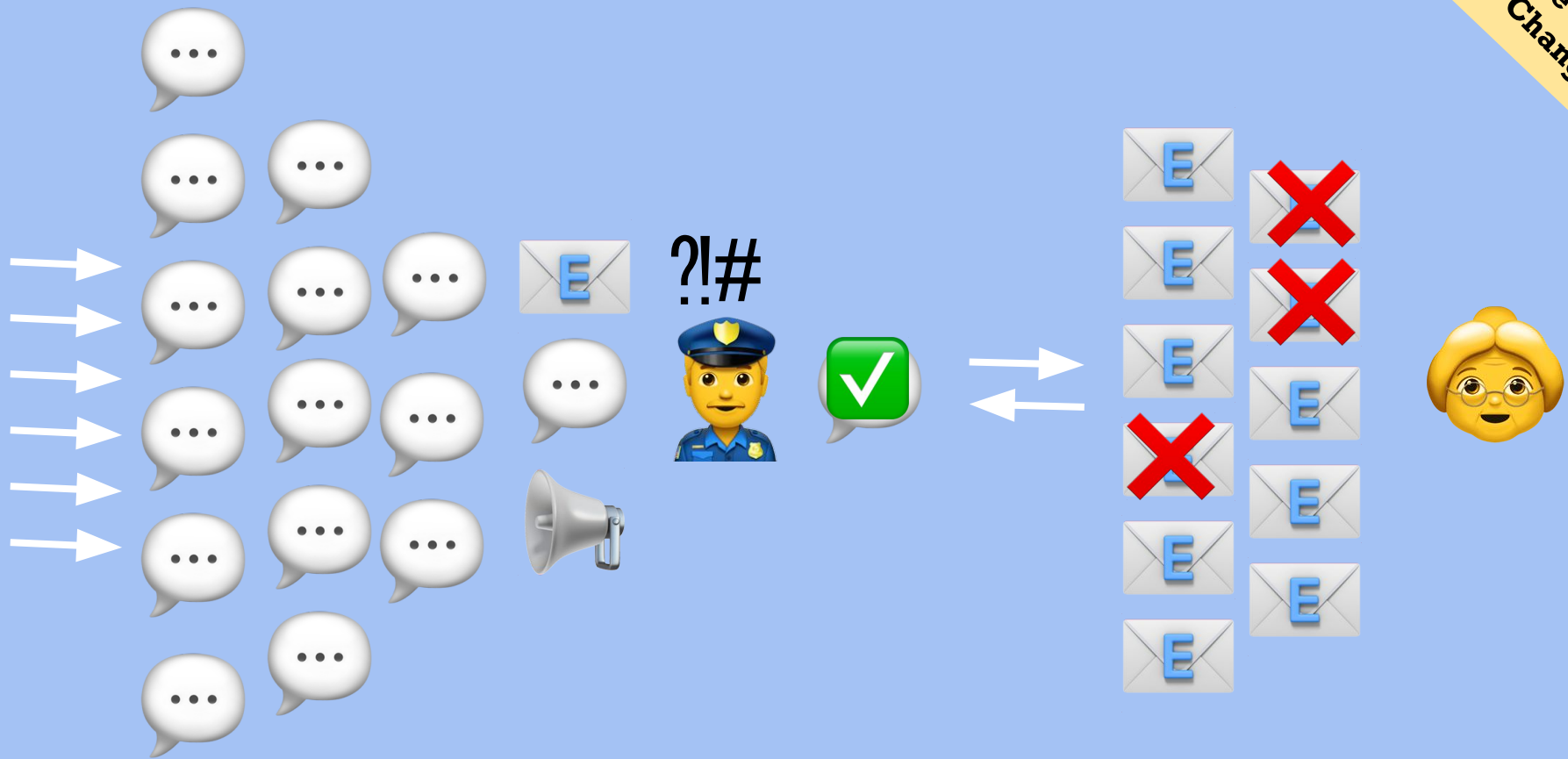


III. Make the Right Change

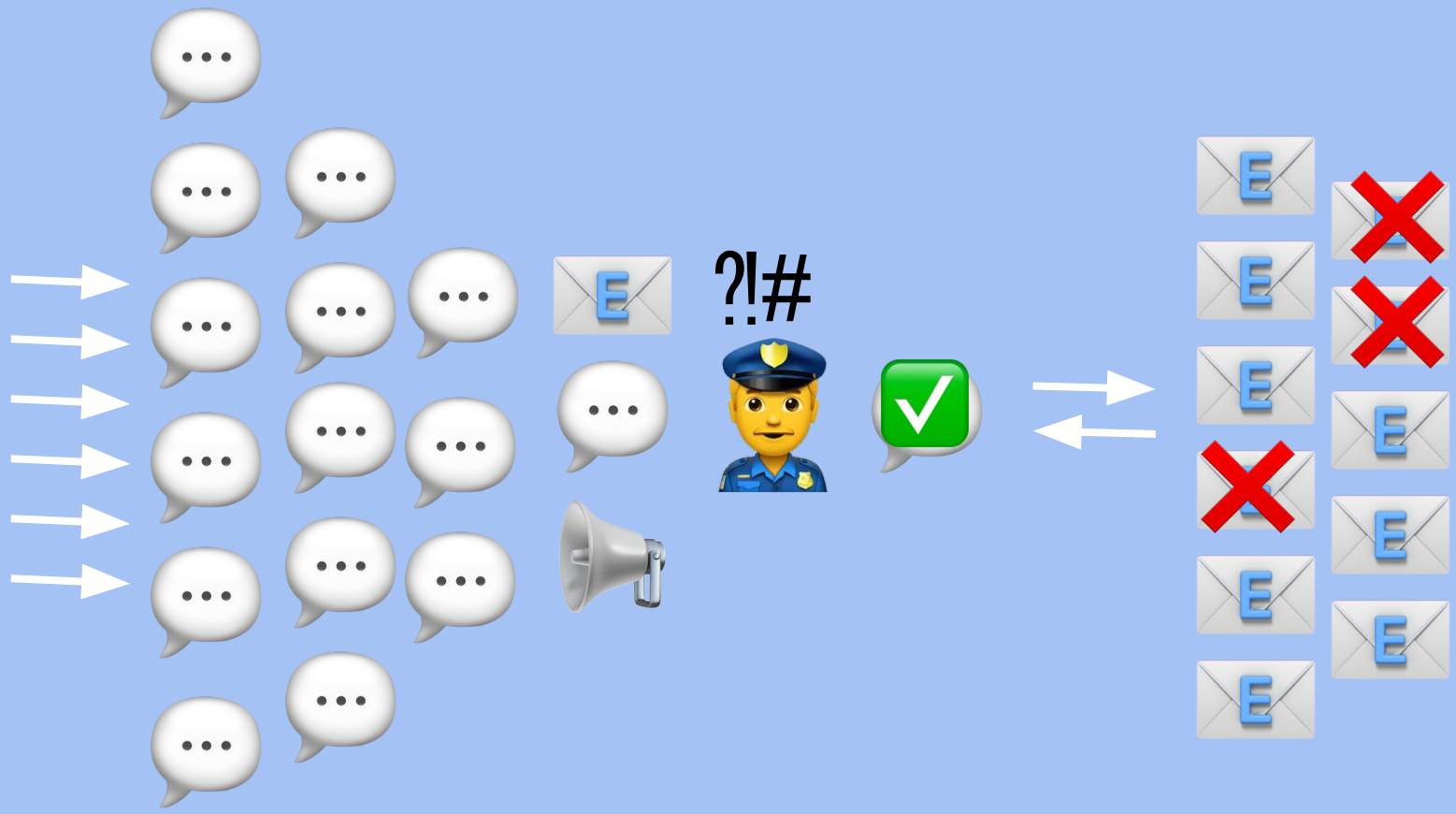
Make
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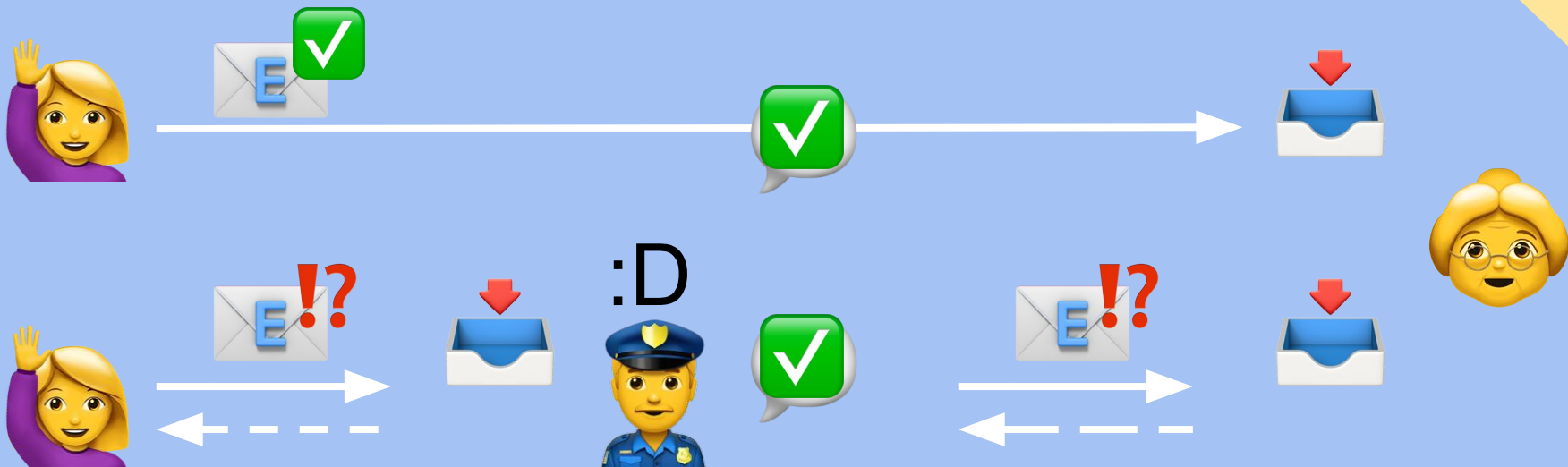
Make
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Make
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Make
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Tips

- See the power of a *small change*
- But the *right change*
- And *given time* to manifest
- Observe the whole dynamic system
- Observe impact on the goal not local optima
- Maintain quality
- Watch out for feedback

Make
The Right
Change

IV. Kill

Consensus

**Kill
Consensus**

Road

ENDLESSLY ECHOING CONFERENCE CALL

THE AGENDALESS SPRAWL

STAND-UP SOLILOQUIES

THE PRE-MEETING MEETING

THE PRE PRE-MEETING MEETING

THE FIVE LEVELS OF MEETING HELL

Step 5:



Leader = B
Epoch = 3
ISR = { B, C, D }



Attempt to sync data fails;
A no longer the leader



The Advice Process:

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*Anyone can make
any decision,*

**Kill
Consensus**

The Advice Process:

*Anyone can make
any decision,
after seeking advice
from everyone who
will be *meaningfully*
affected,*

Kill
Consensus

The Advice Process:

*Anyone can make
any decision,
after seeking advice
from everyone who
will be *meaningfully*
affected,
and those with
*expertise.**

Kill
Consensus

Tips

- **Experiment: try it with ADRs**
- **Better decisions**
- **You'll also see more ownership, speed and transparency**

V. Beyond Delegation

CULTURE :

"The pattern of basic assumptions [...] a given group has [...] to cope with it's problems."

Edgar Schein
quoted in The Toyota Way, pp. 299

2 (b) . the best way to help us
is for others to make
transparent as many processes
& open up as many data stores
as possible & then trust us to
get on with improving things.

It's about **POWER**

**Beyond
Delegation**

Devolution Beats Delegation

Advice

Process++

- **Power will be initially held by managers / leaders**
- **Role-models will be required**
- **It's a safe way to transfer power (and a gateway drug)**

Beyond
Delegation
+ Kill Consensus

Right changes in end-to-end dynamic systems++

- Makes the whole system visible to all
- Teach others to read systems
- Combine with the Advice Process to move towards Kaizen

Beyond
Delegation
+ Right Changes in
Dynamic System

Circles

and Roles++

- Invite co-owners - start with holiday cover
- Invite new owners
- Make / encourage changes
- Let hierarchy emerge as, where and when required

Beyond
Delegation
+ Map the Human
Architecture

Refactoring or Hack?

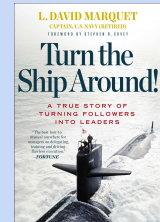
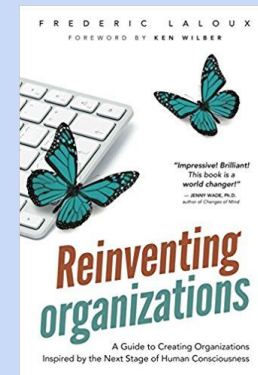
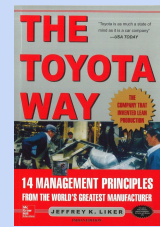
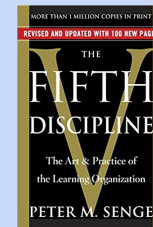
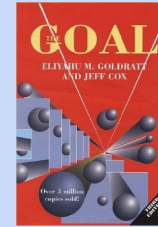
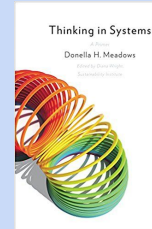
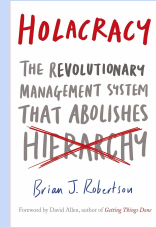
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Me not posting on Facebook, sometime in 2019
(#DeleteYourAccount)

**What questions do
you have?**

(tweet me @a194781)

Thankyou

#orgrefacculthack

@a194781