

Letzte Woche auf LinkedIn:

2020 MANAGEMENT BULLSHIT BINGO

AGILE	TEAL	GROWTH MINDSET	PIVOT
PLATFORMS	DIGITAL TRANSFORMATION	EMPLOYEE EXPERIENCE	SAFE
ECO SYSTEMS	VUCA	DISRUPTIVE	EMPOWERED

CORPORATE
REBELS

Jargon

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Netceterianer (mig)**

Netcetera



Strukturen, Wachstum netc.

Das Thema

Strukturen

Grundlage

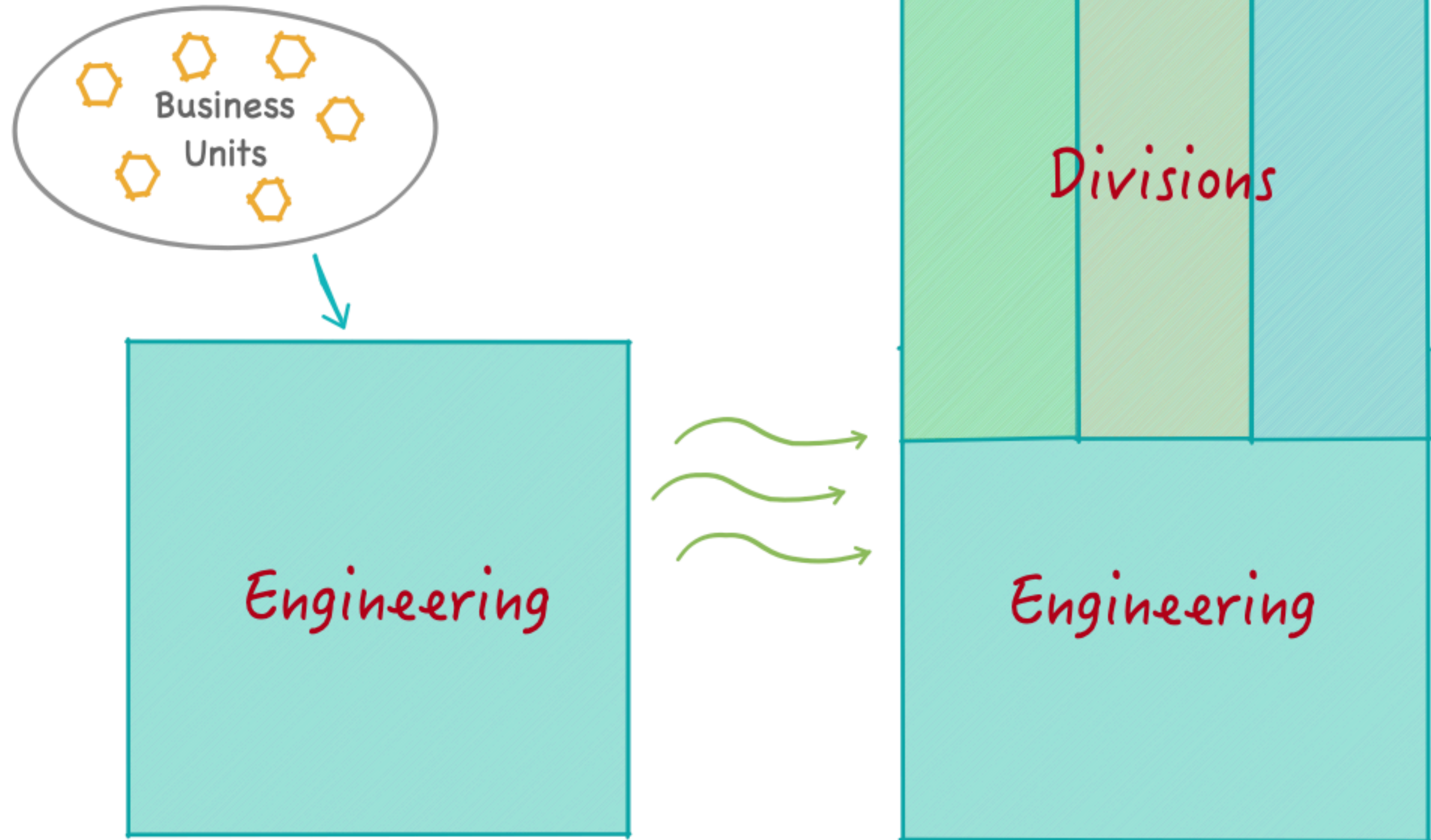
Wachstum



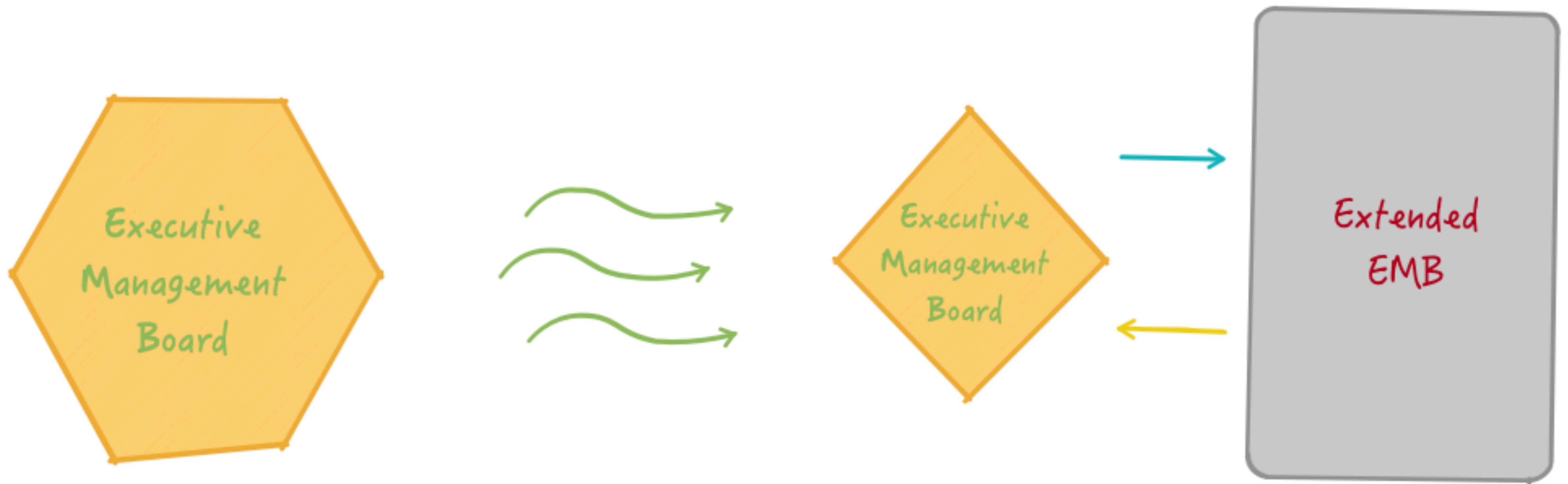
Was wir gemacht haben

Zwei Beispiele

Divisionalisierung

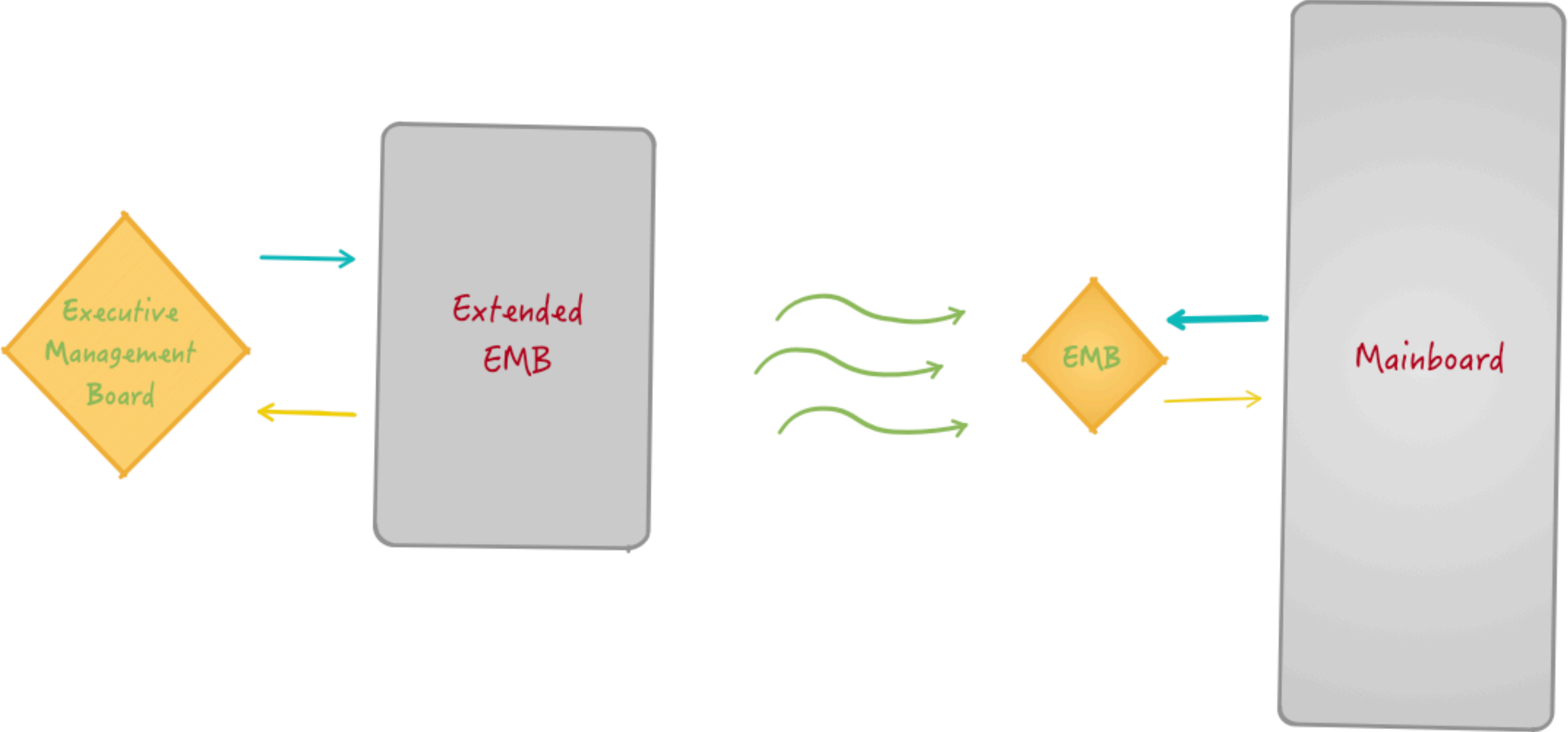


Extended EMB



Neulich und gerade jetzt

Mainboard



Mainboard: Absicht

Our two-level approach of management boards (EMB, xEMB) was one critical element for the past few years that allowed us to implement ref:act in a timely and positive manner. But we are at a different point in our enterprise development now. We identified for quite some time that **acceleration is king** - and this is what we want to achieve by implementing **a new style of management model**. Our "main board" will become a broader community that is meeting frequently. Our EMB will be gradually transformed into a **TEO - a top-escalations-only body** taking care only of questions and topics that could not be resolved by the main board.

The "main board" is not primarily a decision making entity but more a team of people that are:

- Exchanging information
- Addressing escalations
- Securing alignment
- Identifying relevant stakeholders for topics on the table who then will be assigned decision authority.

Steady Teams

“Bring work to People.”

 This is work in progress. While the thoughts here can serve as a base for discussions (feel free!) the existence of this page does in no way imply that the proposed measures will be implemented at any time or in the way they are currently perceived. Please comment at will. Highly appreciated!

Steady Teams

We are on the brink of moving towards more steady teams. Our activities in the product sector, along with the introduction of SAFe, is putting this goal on the map. Other reasons for introducing steady teams are:

- Steady Teams have the chance to establish their own culture, improve productivity and fun, be in charge of their own practices, and be more confident in taking informed decisions.
- Steady Teams reduce *planning-complexity*.
- Steady Teams are a prerequisite for self-organisation.
- By moving away from "Project"-Thinking towards "Value Stream"-Thinking it turns obvious that keeping teams alive after "end of project" is in the interest of both Netcetera and the customer.

Why didn't we do it some years ago already?

- Steady teams increase *capability-complexity*.
- "Project"-Thinking used to be very convenient in the past and was understood to give a clear message to developers that their domain of action was limited to the project.
- Introducing steady teams comes with a (transition-)price. We create uncertainty and might face some challenges we are currently not aware of.

So how does it work?

- A steady team will often deal with more than one endeavour in parallel, maintaining a portfolio of value streams.
- The team size is typically 10-15 Netceterians, but there is no strict rule.
- No multi-team membership for developers.
- A team can configure itself in sub-teams.
- We expect the existence of one Teamlead. The responsibilities of the Lead will further evolve.
- Nonetheless the Lead is always in charge of guiding and mentoring the team.

PPL refocus

PPL will no longer deal with "staffing a project team"

- deal with exceptions (person > team)
 - transform into TPL (team > project)
 - in an assignment
 - drive, > manage
- ... will evaluate best-match (whatever this means) endeavours ("projects") for teams, resulting in a team lead.

... all of us enabled to fulfil a servant role when it comes to the development of all of us. The current system is very often placing "team leads" based on the very approach and short-livingness of our teams. By creating steady teams we:

- ...son between teamlead and team members
- ...and reflection direct, rich and fast
- ...a prerequisite for abolishing heavy-weight years-end MBO (this is a separate initiative currently being developed driven by the people circle)

...but what is a team lead?

There are many definitions for such a role. While staying absent from a firm definition for now, we can say that within the Netcetera culture a team lead should never be confused with "middle management" as can be found in some books. That is, team leads are always part of the team, most probably senior, experienced, and equipped with leadership potential.

Enable continuous capability growth

Fostering steady teams implies that a team is NOT crafted for a specific endeavour in terms of available/existing capabilities, creating *capability-complexity* (see above).

It must be our goal to design a way for establishing capabilities-in-demand within a given team in a timely, efficient and systematic manner.

Provocative thought: Could it be that the fitness of the individual for a given job could be overridden by the ability of a team to acquire specific capabilities based on a team spirit that enforces continuous learning and trust?

Recenter Divisions, liberate Engineering

Current assumption is that a given team will belong to a specific (business) division. While this is not necessary true (a team could serve endeavours from more than one division), the main message is:

No longer a developer "belongs" to a division OR to engineering - he/she is part of a steady team. And this team is part of Netcetera.

What does this imply with regards to Engineering? ENG, liberated from tedious tasks such as PPL and rebalancing individuals on a daily base, can better focus on *creating assets, production innovation, and continuous capability growth* (see above).

As we know Engineering is key when it comes to recruiting new development personell. There is no intention to change this setup.

Partnerschaft

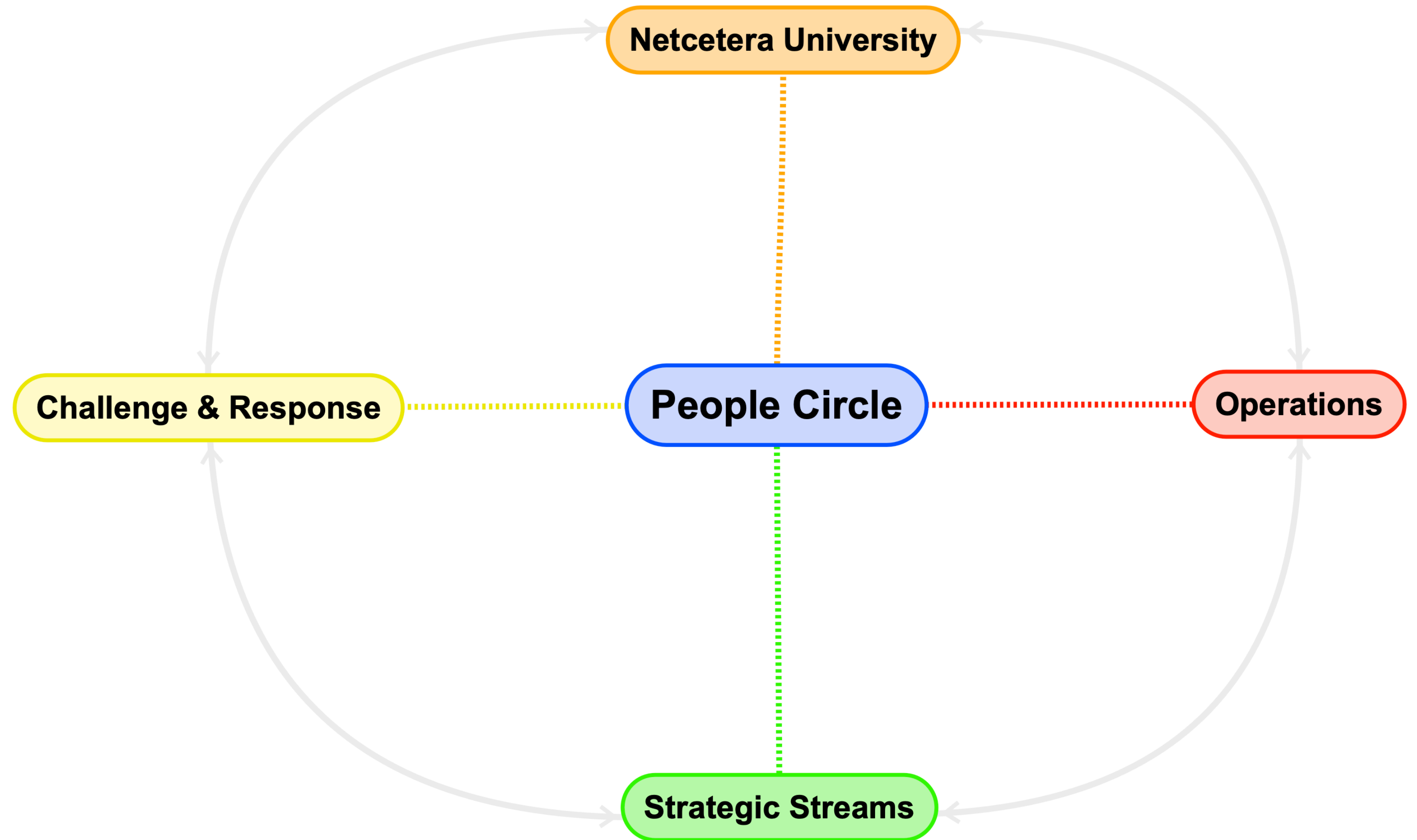
Giesecke+Devrient



Menschen

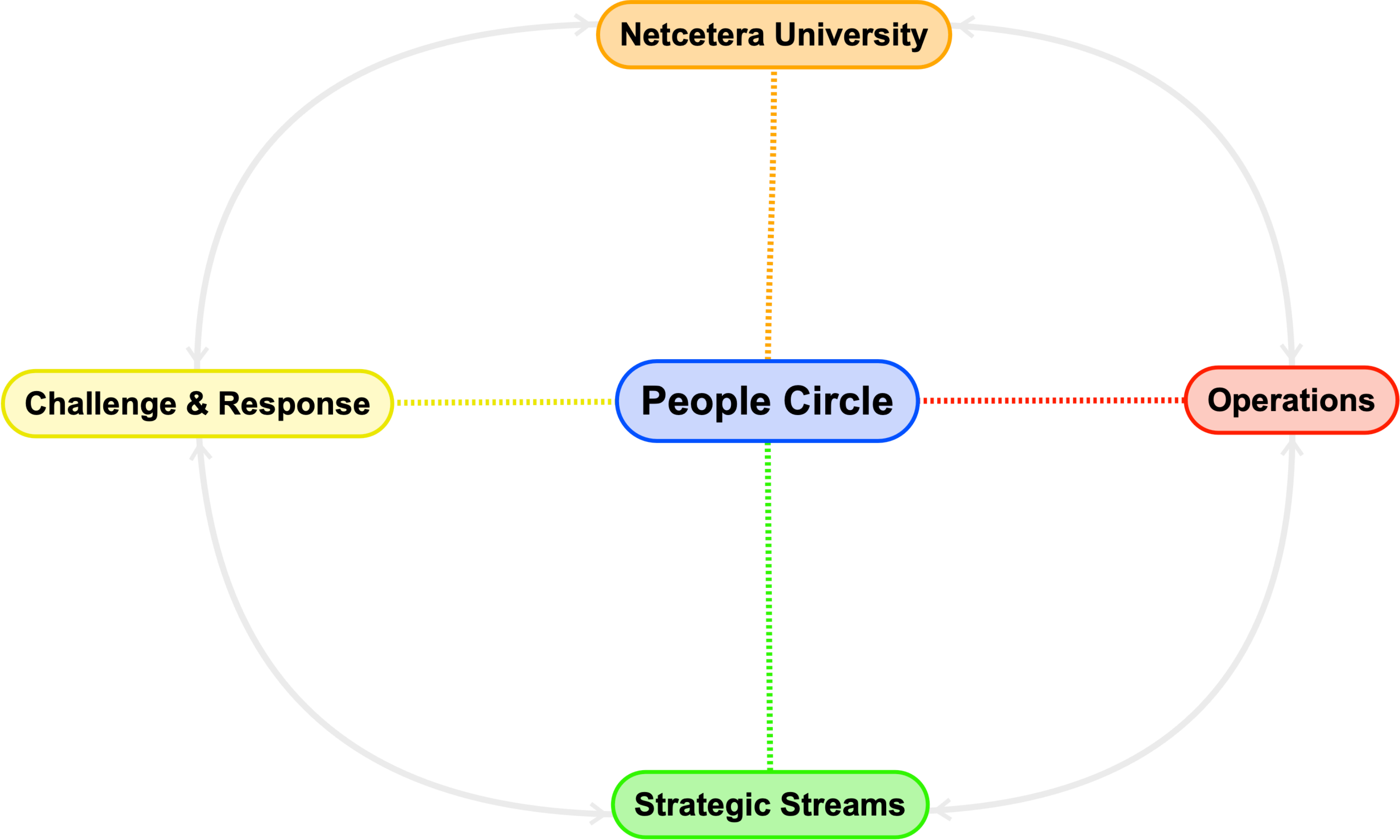
People Circle

Serve, Think, Drive



People Circle

Serve, Think, Drive



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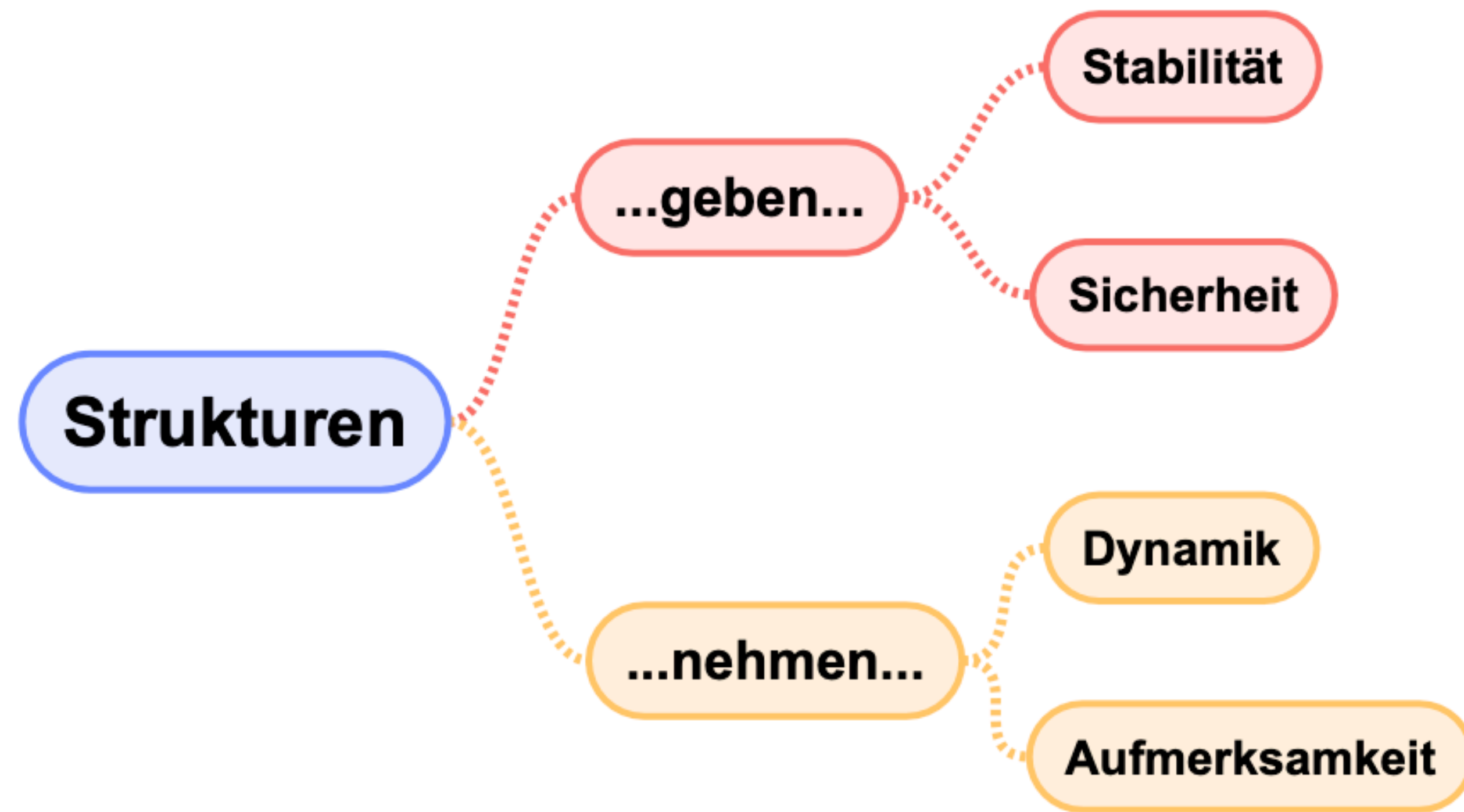
CORPORATE REBELS

Zurück zum Jargon

“Wachstum”

- Grow **beyond the usual** - in terms of revenue, market share and people, but also in terms of **personal growth** and **growing together** as a company with common goals and purpose.
- Be **modern, attractive and fast**: Let's have the courage to identify and address obstacles hindering us thereof.

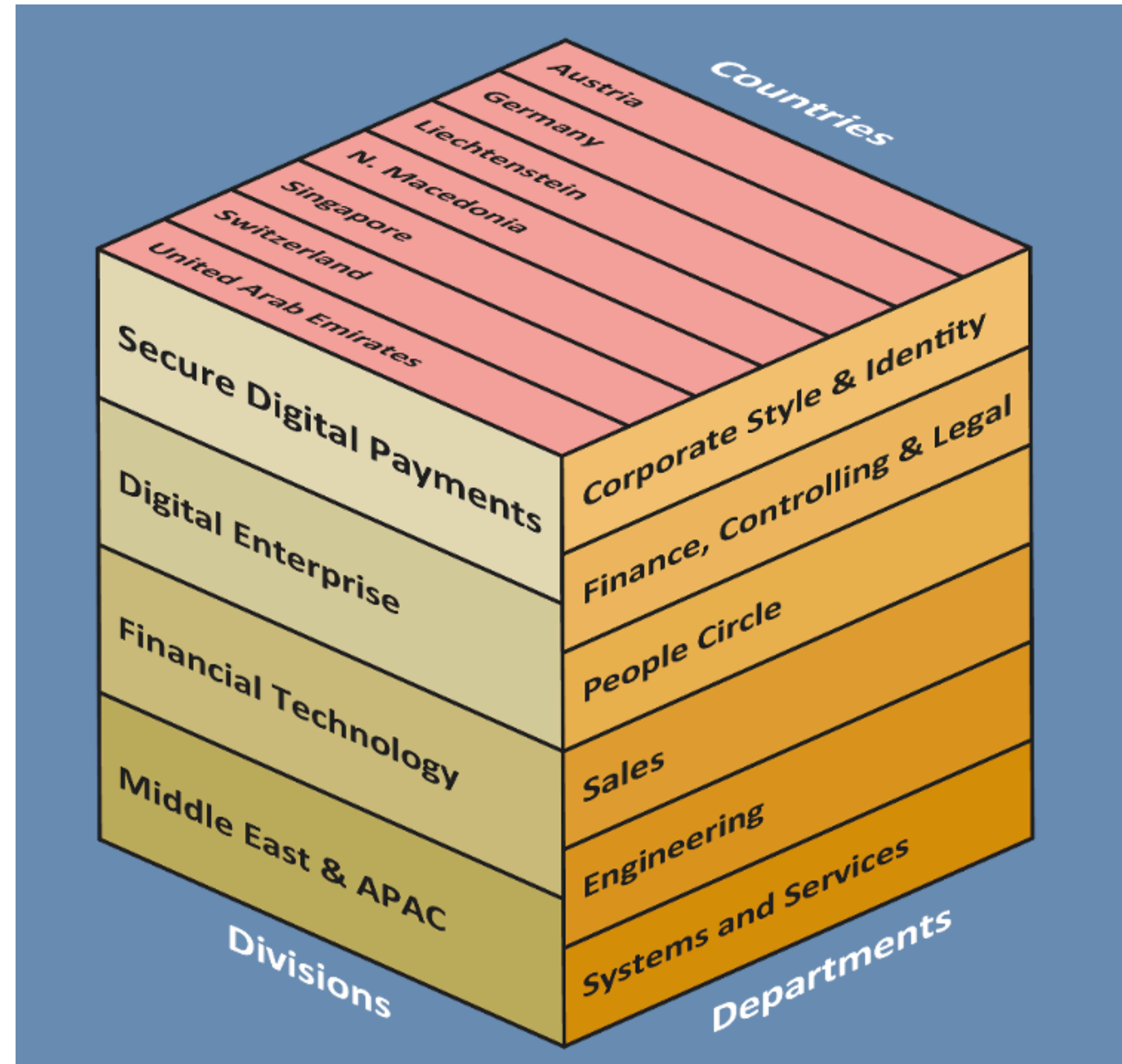
“Strukturen”



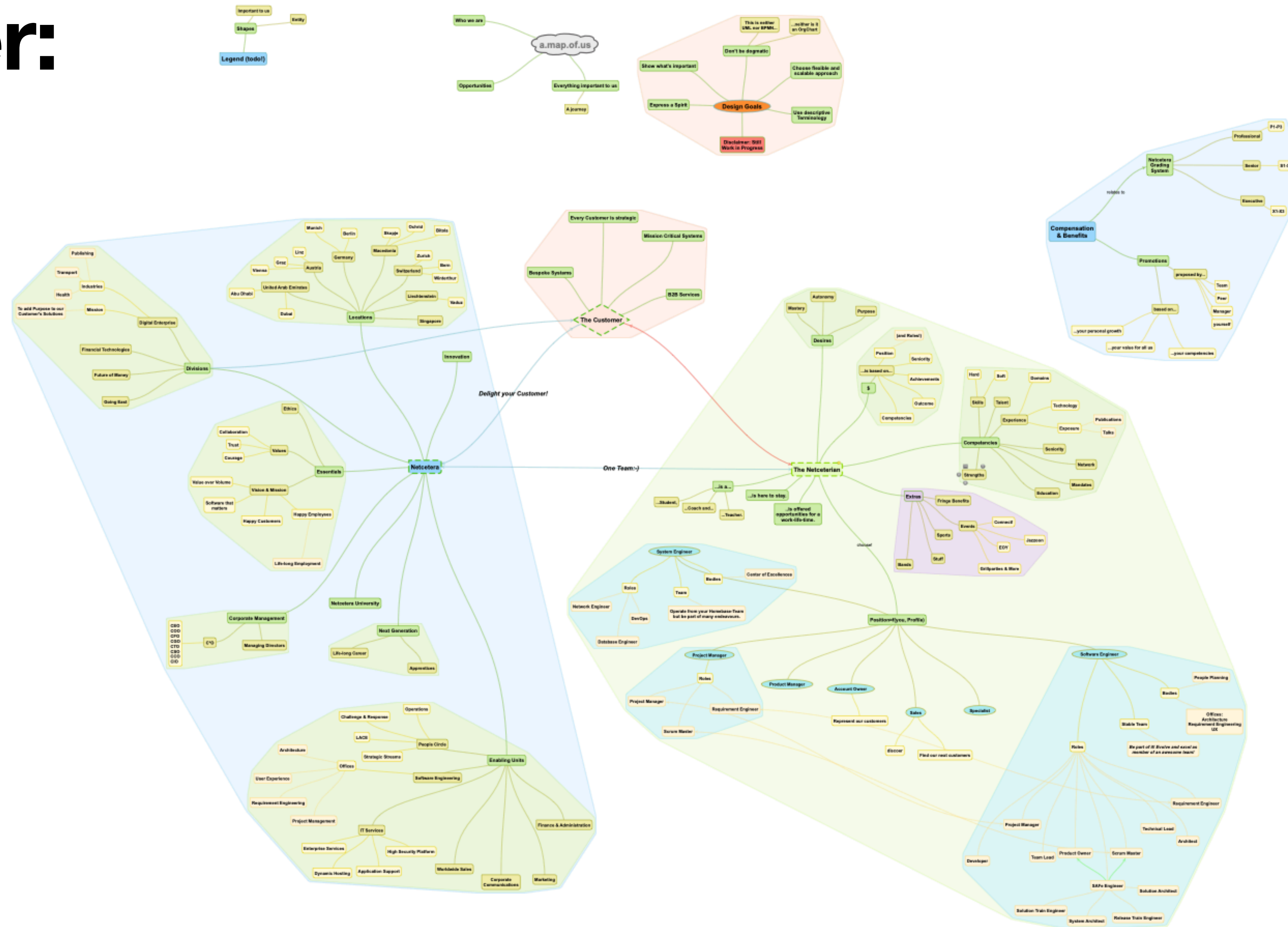
**“Wir suchen Stabilität in unseren Werten,
Stärken und Prinzipien.”**

A Netceterian

Unser aktuelles Organigramm



...oder:



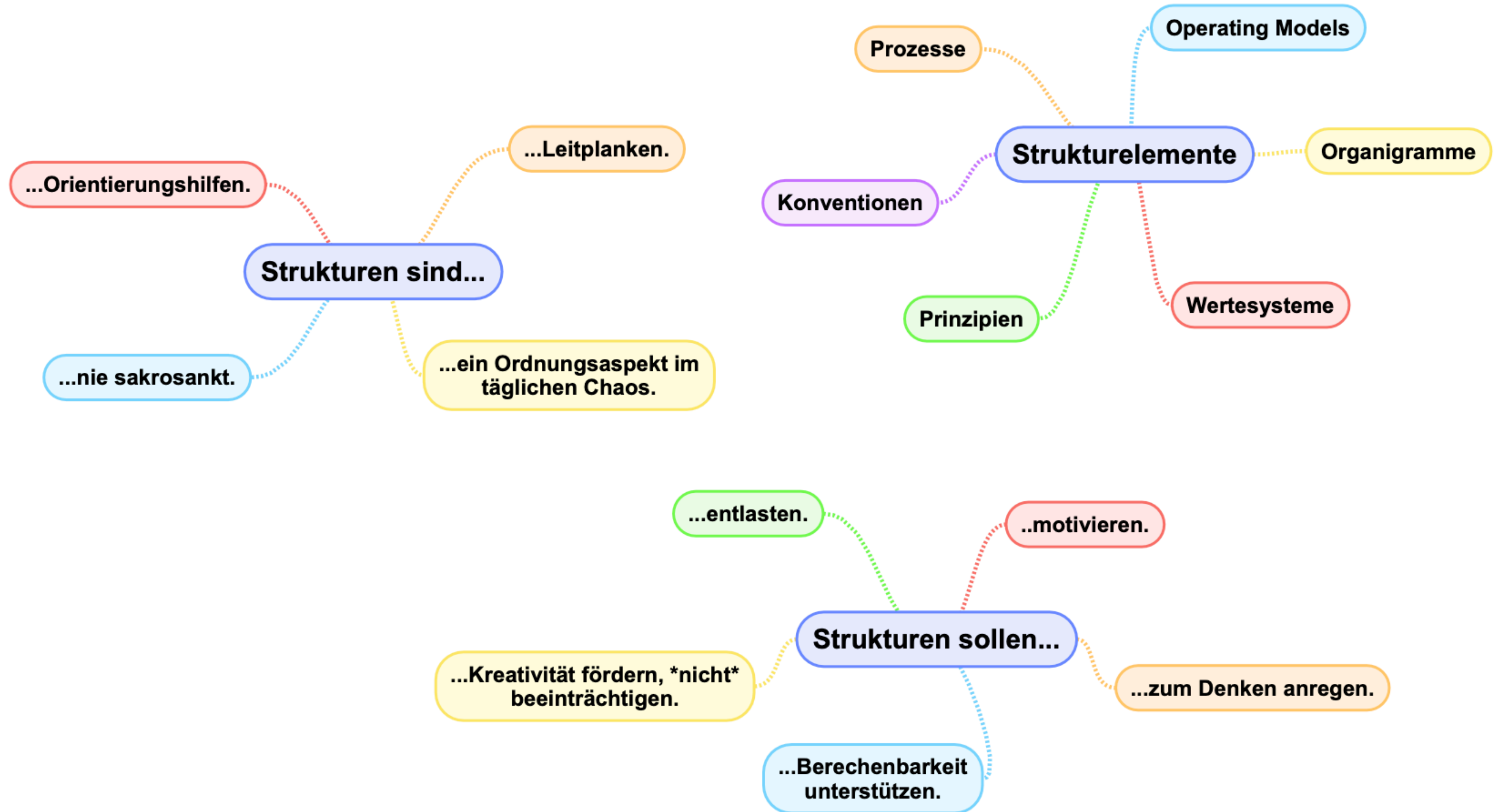
...oder so:

1 *The Problem with Org Charts*

Organizations should be viewed as complex and adaptive organisms rather than mechanistic and linear systems.

—**Naomi Stanford**, Guide to Organisation Design

Strukturen



**Strukturen sind Multi-Perspektiv.
Mechanistisch ist nicht gut.
Linear ist zu einfach.**

Apropos Prinzipien:

#1 Take an economic view

#2 Apply systems thinking

#3 Assume variability; preserve options

#4 Build incrementally with fast, integrated learning cycles

#5 Base milestones on objective evaluation of working systems

#6 Visualize and limit WIP, reduce batch sizes, and manage queue lengths

#7 Apply cadence, synchronize with cross-domain planning

#8 Unlock the intrinsic motivation of knowledge workers

#9 Decentralize decision-making

#10 Organize around value

Das Richtige tun.

People over Process.

**“Auf uncharted Territory gibt es keinen
Chart.**

Auch keinen OrgChart.”

Andrej Vckovski, CEO Netcetera

Herzlichen Dank!

