Agile Organisation

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Abstract
Process attributes

**Purpose**  What is to be achieved and why

**Structure**  How will the goal be achieved

**Rationale**  What is the reasoning behind this process

**Roles**  Which roles are present, which responsibilities are associated, which incentives are present, what are the criteria for these roles

**Ordering**  Which phasing or sequence is applied
Process abstraction hierarchy

principle —– drives —– process —– elaborated in —– procedure —– supported by —– tool
formalism

abstract —– specific and executable

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SAPabstractionHierarchy
From process to organisation

process description

process execution

organization

example

PCP

TV family PCP

55 cm TV PCP

generic TV board PCP

names of program manager, architect, marketing manager
lists of documents, meetings, ...

names of project leaders, architects, product managers
lists of documents, meetings, ...
Organisation attributes

- Which functions are needed
- Who is responsible for this function
- What is the hierarchical relation between the functions
- Which meeting structure is required
Process rhythms

Customer Oriented Process

Policy and Planning Process

Product Creation Process

People and Technology Management Process

Customer Roadmap

Business Drivers

Customer Roadmap

Product Creation Process

Technology, Process and People roadmaps

Budgets

Low

High

Low

High

Low

Customer

Information

Order

Product

Product Requirements and feedback

Technical Product Documentation

Product related processes

Requirements and Feedback

Support

material

sales

logistics

production

service

Presales

Product

Support

Low

High

Low

High

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Operational hierarchy

- **entire portfolio**: operational manager
- **product family**: family operational manager
- **single product**: (single product) project leader
- **subsystem**: subsystem project leader
- **module**: developers

**Technical hierarchy**

- **entire portfolio**: portfolio architect
- **product family**: family architect
- **single product**: product architect
- **subsystem**: subsystem architect

**Commercial hierarchy**

- **entire portfolio**: portfolio marketing manager
- **product family**: family marketing manager
- **single product**: product manager

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Agile Organisation

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Teams are (must be) dynamic

- Operational teams
  - Spec team
  - Design team
  - Integration team
  - Ad hoc teams

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AOteamDynamics
Critical success factors

- focus on objectives
- shared vision
- ownership
- motivation
- natural communication
Towards agility

shared objectives

- focus

shared principles

- fit process to people and context

accept the world as is

- cope with the facts

but dare to dream

- vision
Some common principles

- decomposition, hierarchy and delegation
- feedback
- phasing
- ownership