Agile Organisation

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Abstract

Distribution

This article or presentation is written as part of the Gaudí project. The Gaudí project philosophy is to improve by obtaining frequent feedback. Frequent feedback is pursued by an open creation process. This document is published as intermediate or nearly mature version to get feedback. Further distribution is allowed as long as the document remains complete and unchanged.

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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
- Is elaborated in
- Procedure
- Is supported by
- Formalism
- Tool
- Template

Abstract: specific and executable
From process to organisation

**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

Material
Sales
Logistics
Production
Service
Presales

Product Creation Process

Presales
Sales
Logistics
Production
Service

Policy and Planning Process

Low

Business Drivers
Customer Roadmap

Product Requirements and feedback

Information
Order
Product
Support

Customer

High

Product related processes
Requirements and Feedback
Technical Product Documentation

Technical and People roadmaps
Budgets

People and Technology Management Process

Low

People Technology Process

Low

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version: 0.2
September 6, 2020
Process Decomposition Rhythms
Operational hierarchy

- **Entire Portfolio**
  - Portfolio Operational Manager
  - Portfolio Architect
  - Portfolio Marketing Manager

- **Product Family**
  - Family Operational Manager
  - Family Architect
  - Family Marketing Manager

- **Single Product**
  - (Single Product) Project Leader
  - Product Architect
  - Product Manager

- **Subsystem**
  - Subsystem Project Leader
  - Subsystem Architect

- **Module**
  - Developers
Operational teams

- Operational Leader (project leader)
- Operational Support (project manager)
- Marketing or Product Manager
- Application Manager
- Requirements Analyst
- Test Engineer
- Quality Assurance
- Subsystem Operational Leaders
- Subsystem Specific Architects
- Technology-Specific Architects
- Architect
- Development support
- Manufacturing
- Sales Manager
- Logistics
Teams are (must be) dynamic

- spec team
- design team
- integration team
- operational teams
- ad hoc teams

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version: 0.2
September 6, 2020
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