



boris**gloger** consulting GmbH

From random-chosen to **business-centered teams**

Business Agility Conference Vienna, 21th of May 2019

Christoph Schmiedinger



@cschmiedinger

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The Cast of the Story



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Christoph

- Product Owner
- Science Background
- Travels a lot

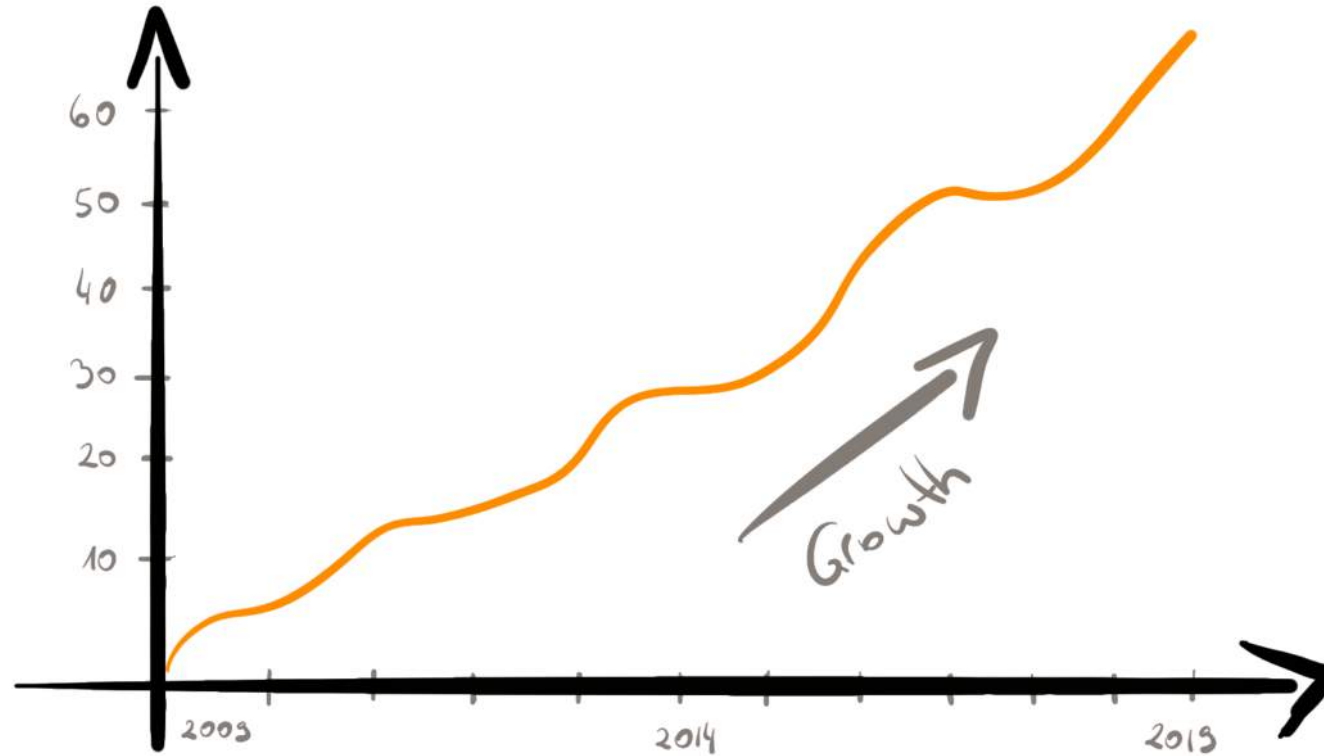
Company

- Fokus on Agility
- Project - driven
- Growth - oriented

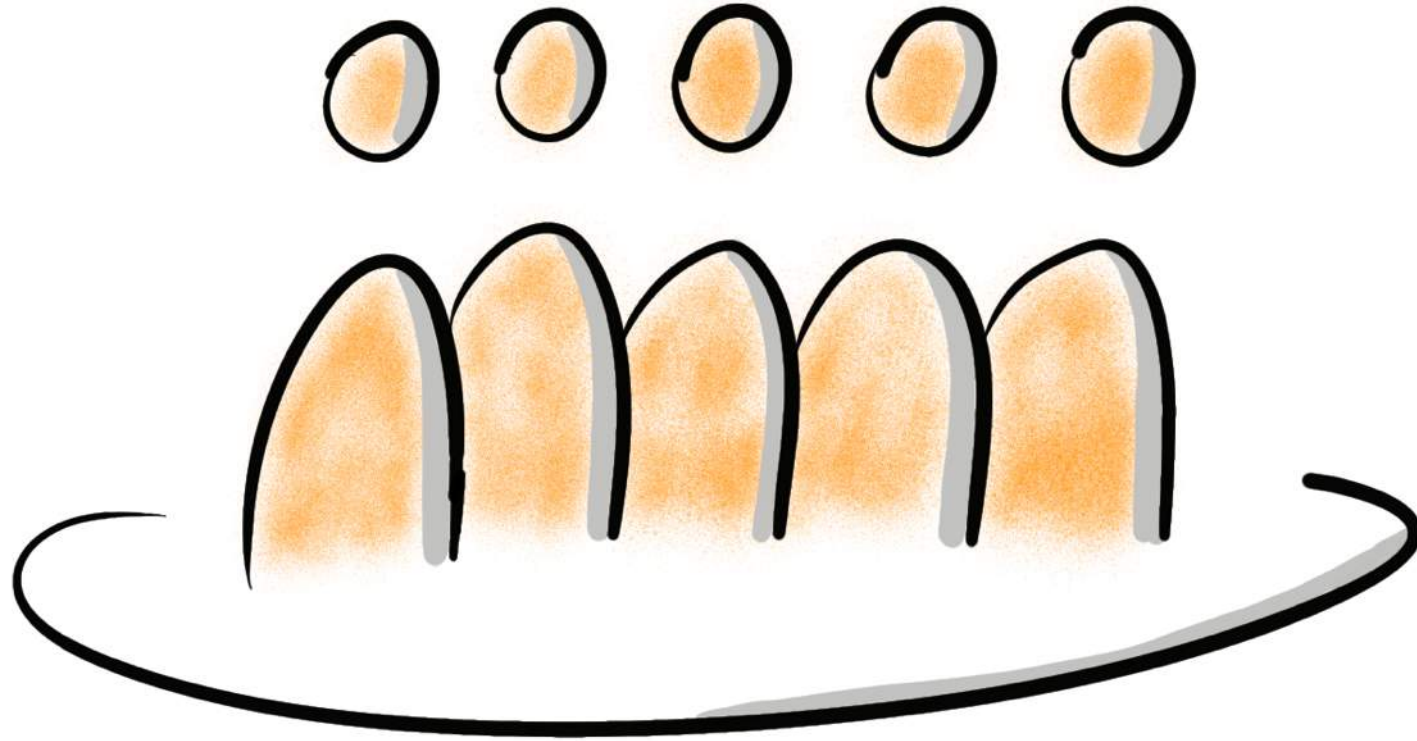
Colleagues

- Diversity
- AT, DE & CH
- Change Agents

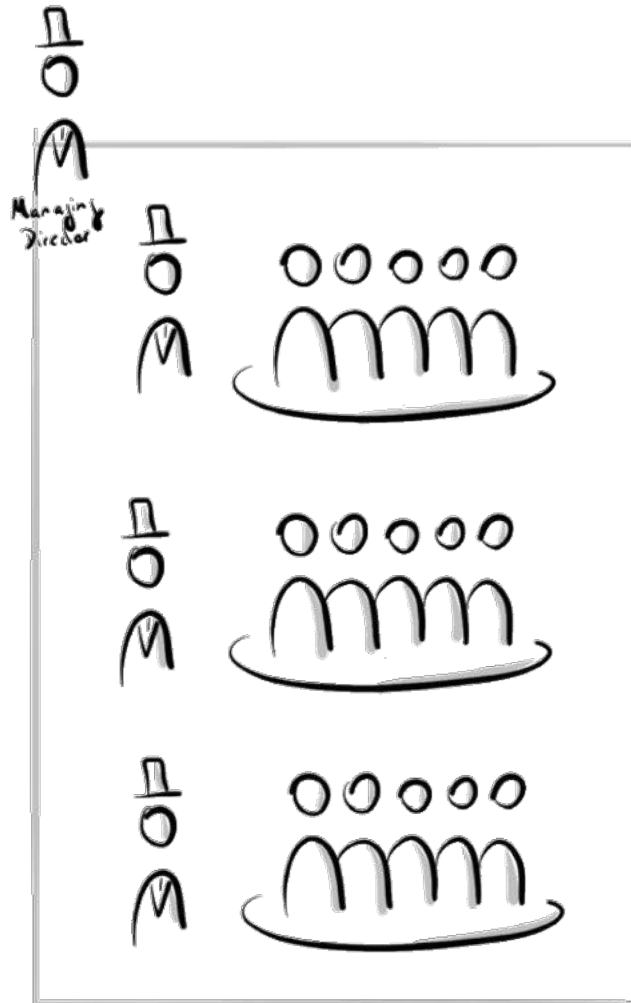
Our growth journey and it's implications...



Reorganization is the Norm



≤ 10 colleagues - managing director is sufficient

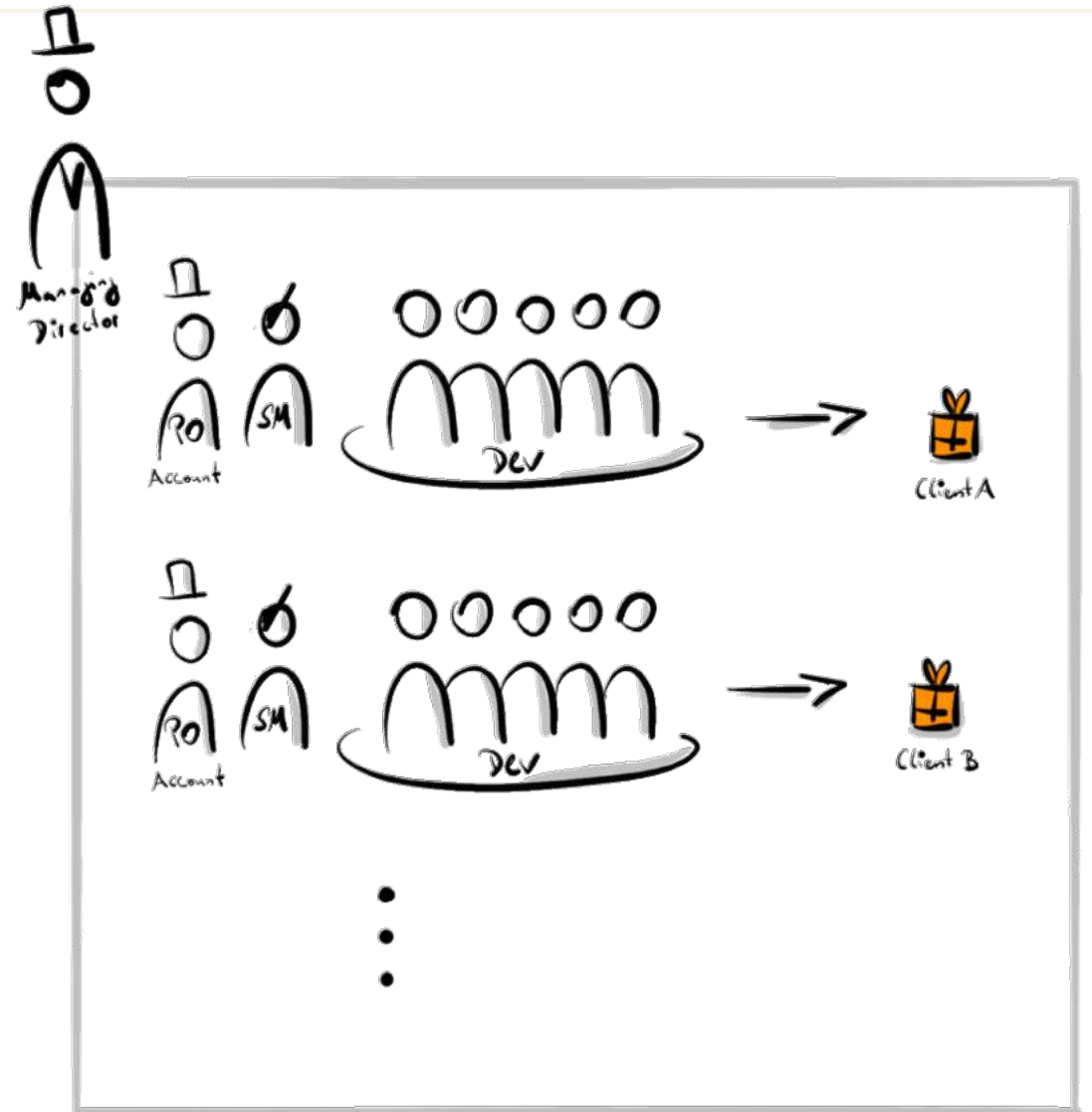


Disciplinary Leadership

it somehow
feels wrong...

What about doing Scrum?

Move to project teams
& lateral leadership



Marketplace

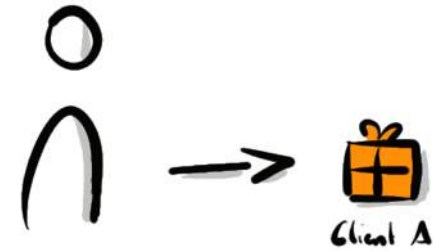


@glowonconcept@123rf.com

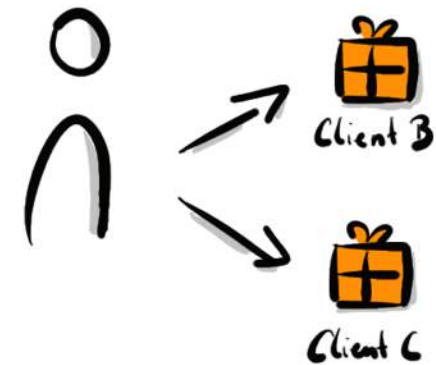
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Learnings

1 One is not a team...



2 Colleagues working for two clients



3 Teams are frequently changing...



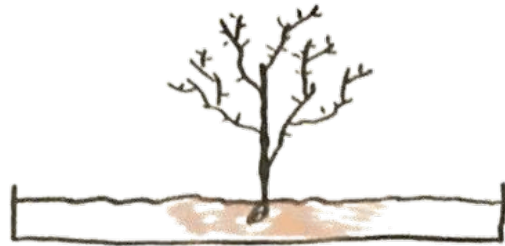


we start up giants going digital!

> incubating the spirit to be top of the peer group <



1) Input for Incubators

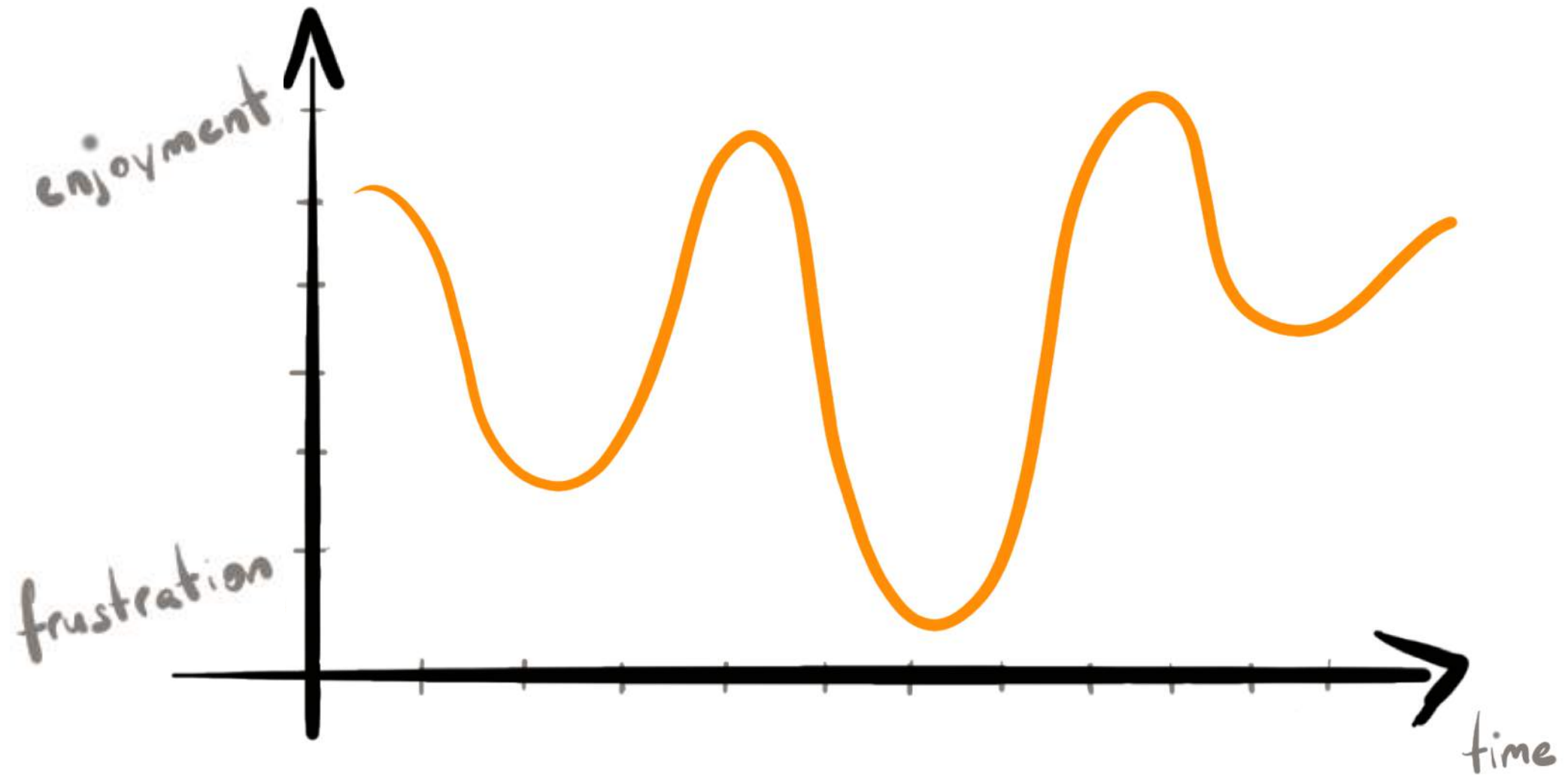


2) growing prototypes
inside the incubator



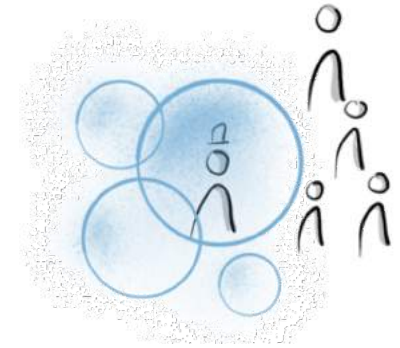
3) transfer prototypes to
business & operations

Rollercoaster of Emotions

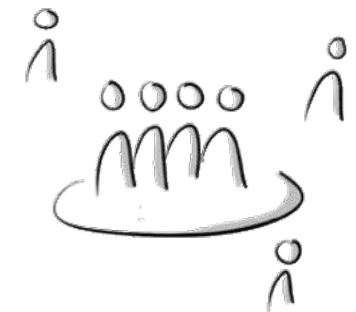


Learnings

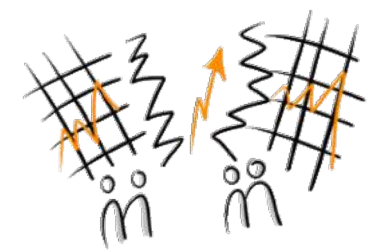
① POs that couldn't attract team members



② People that didn't joined a team



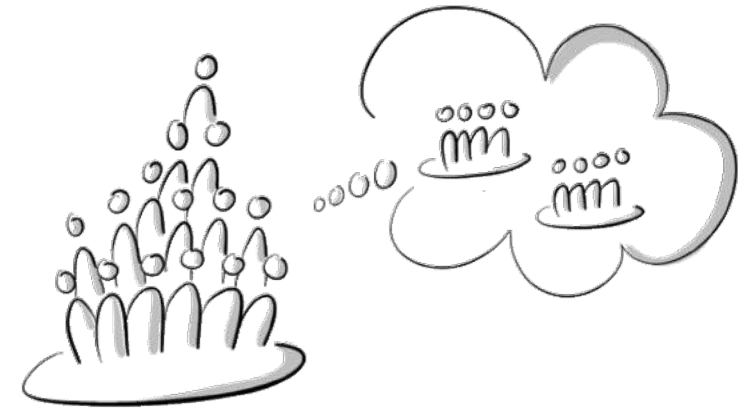
③ Teams that weren't able to generate business
↳ one team got even dissolved quite quickly



Even more learnings...

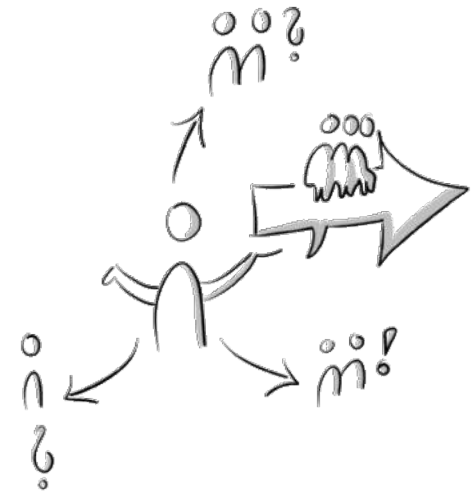
4

One team grew larger and larger
and didn't want to split up
→ split after having 16 colleagues



5

Leadership challenge, when you know that
team members can leave your team
& actually do!



Guidelines

- first client contracted
- sponsorship of senior colleague
- max. of 10 people
- minimum commitment of 6 months
- joint guarantee among teams

Gains, Gains and Gains!

⇒ Way better operating system
people are naturally motivated
by voluntarily choosing their focus



but it's challenging
even for Agile Coaches



Gains, Gains and Gains!

More Autonomy!

- marketing
- sales
- HR/recruiting

Growing by hiring!

instead of "stealing" colleagues
from other teams



Current Improvement Initiatives

Alignment among teams

OKR



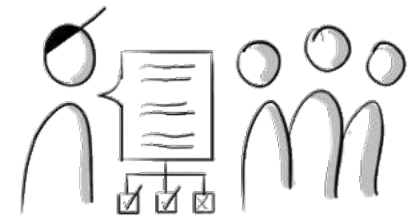
Managing Supply & Demand
for smaller units
(losing advantages of being large)

Joint Guarantees
Helping out each other



Product Owner [≙]
Sole Responsible

Enhancement ScrumMaster Role
Guilds for decision-making



Thanks for joining
my session
!



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