



borisgloger consulting GmbH

From random-chosen to business-centered teams

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SELBST SICHER ZUM ERFOLG 

The Cast of the Story



Christoph

- Product Owner
- Science Background
- Travels a lot



Company

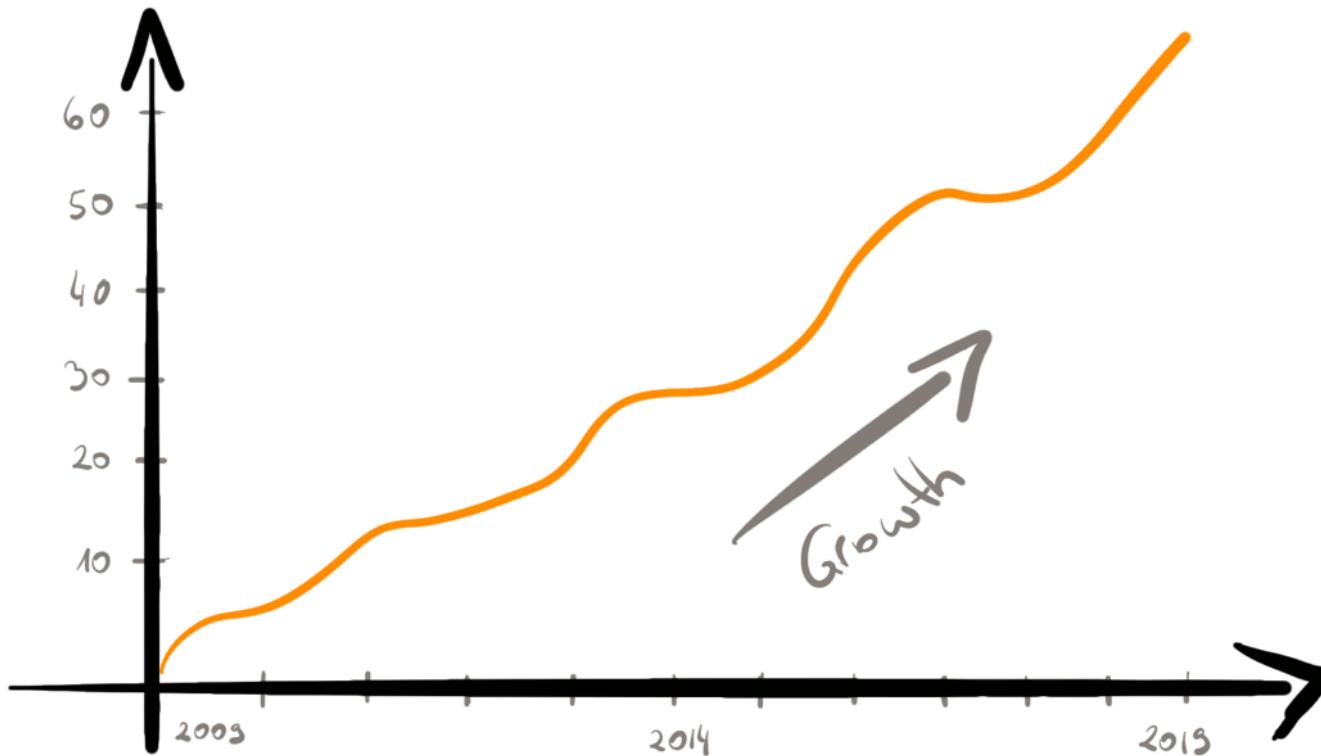
- Focus on Agility
- Project - driven
- Growth - oriented



Colleagues

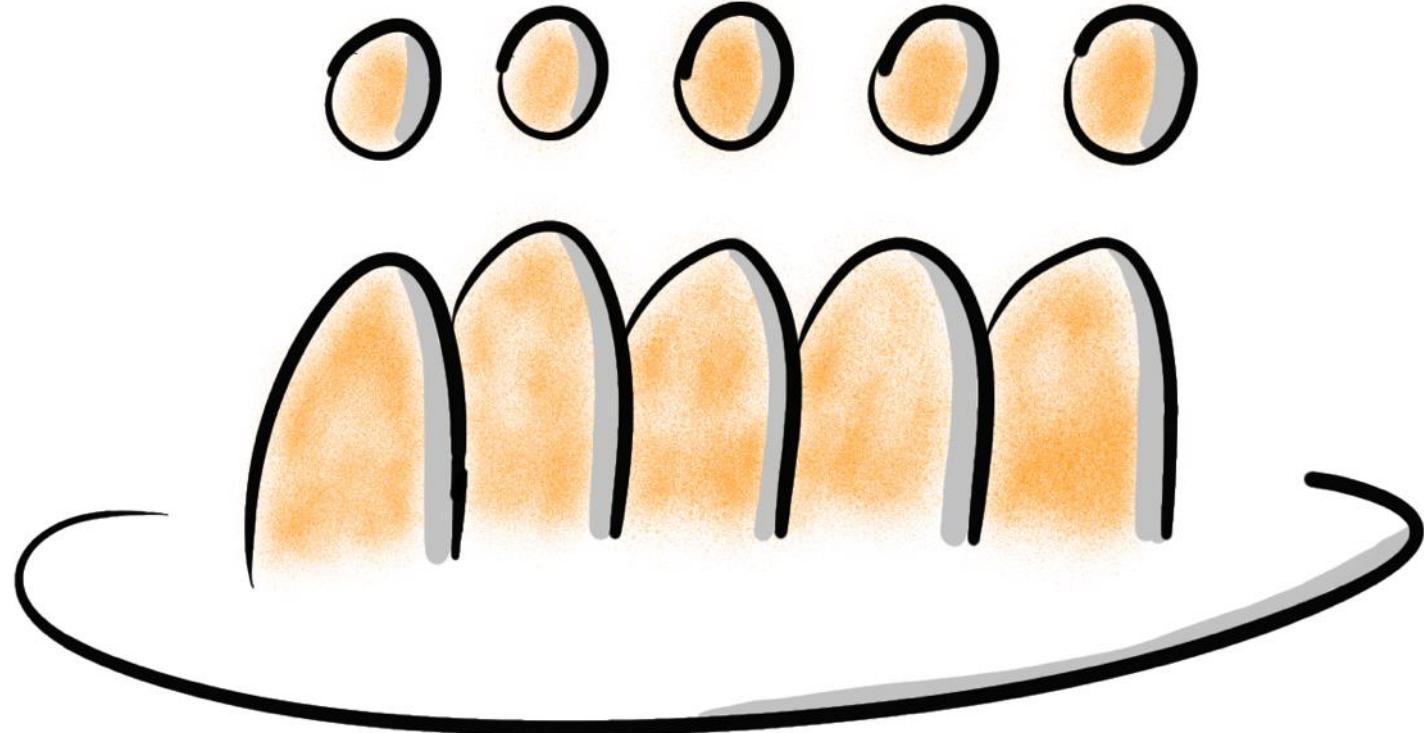
- Diversity
- AT, DE & CH
- Change Agents

Our growth journey and it's implications...

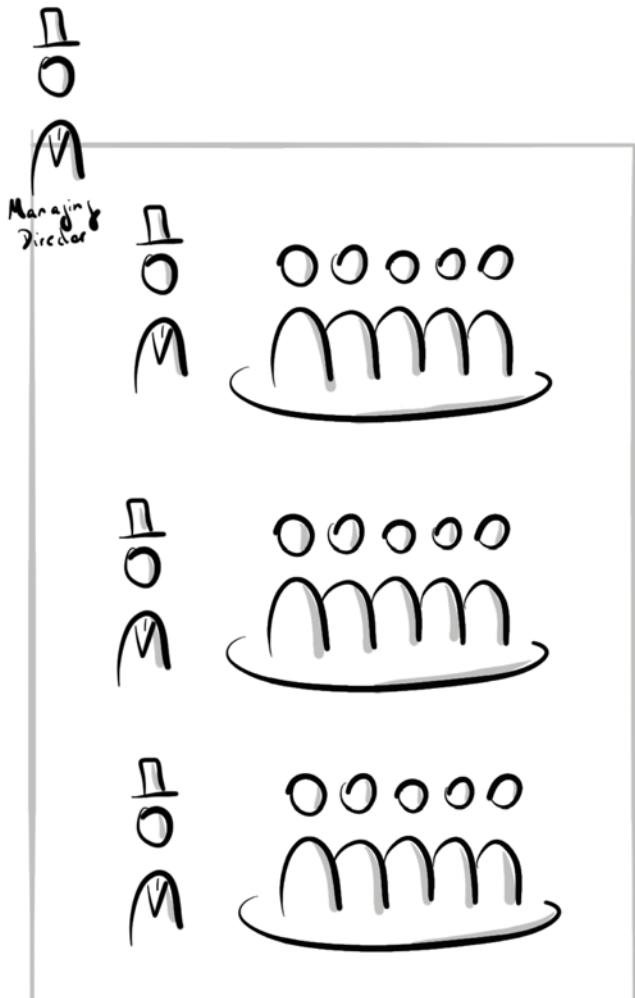


Reorganization is the Norm

Before 2013



≤ 10 colleagues - managing director is sufficient



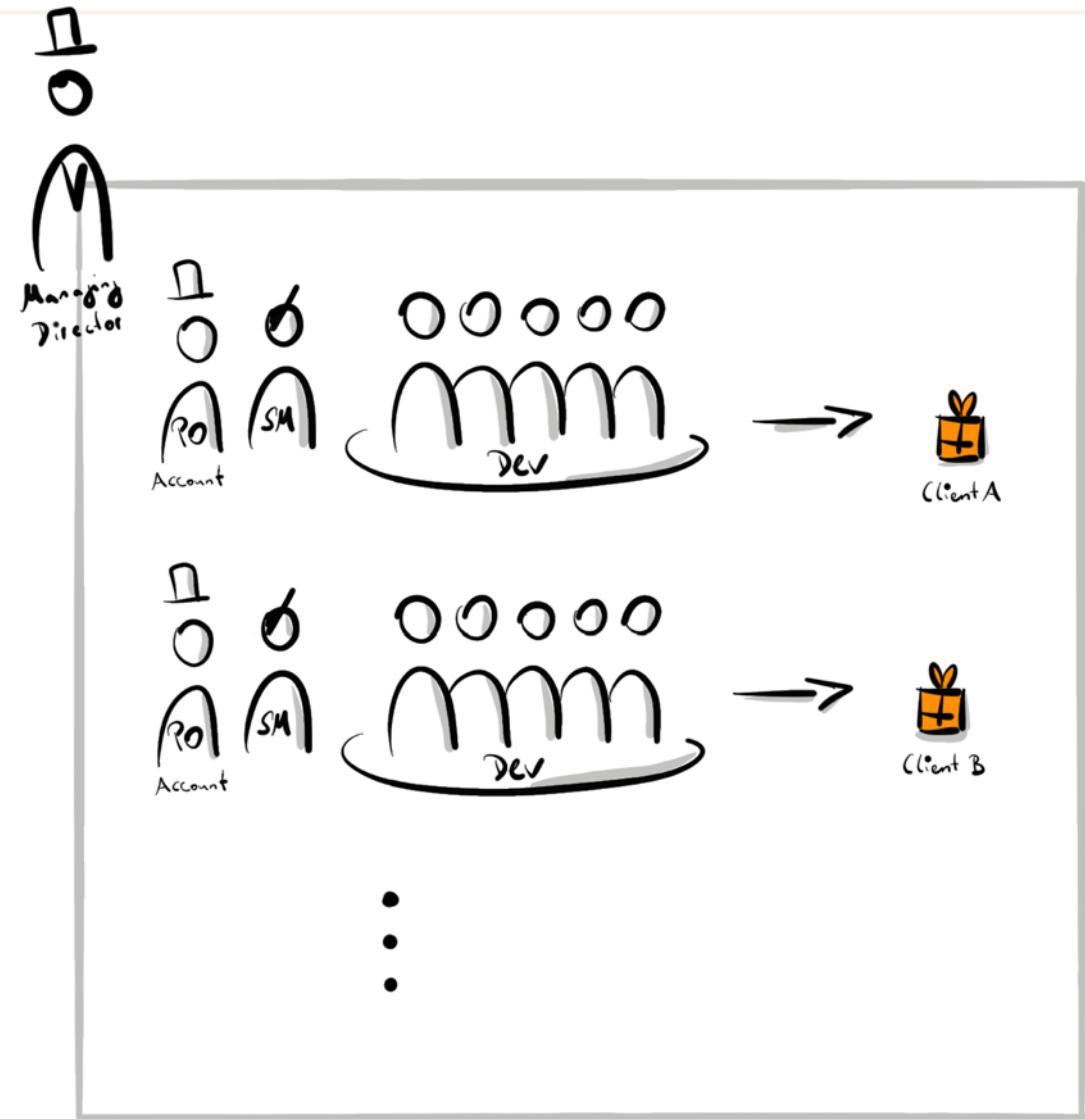
Disciplinary Leadership

it somehow
feels wrong ...

Sometime in late 2014

What about doing Scrum?

Move to project teams
& lateral leadership



Marketplace



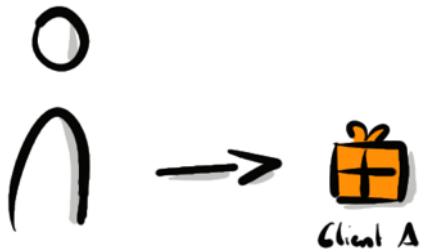
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Learnings

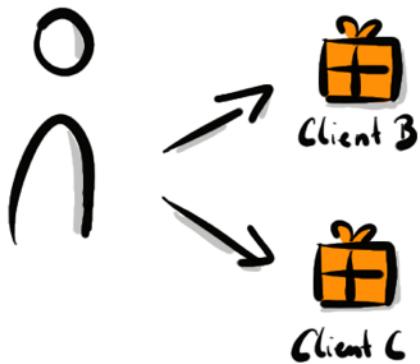
1

One is not a team...



2

Colleagues working for two clients

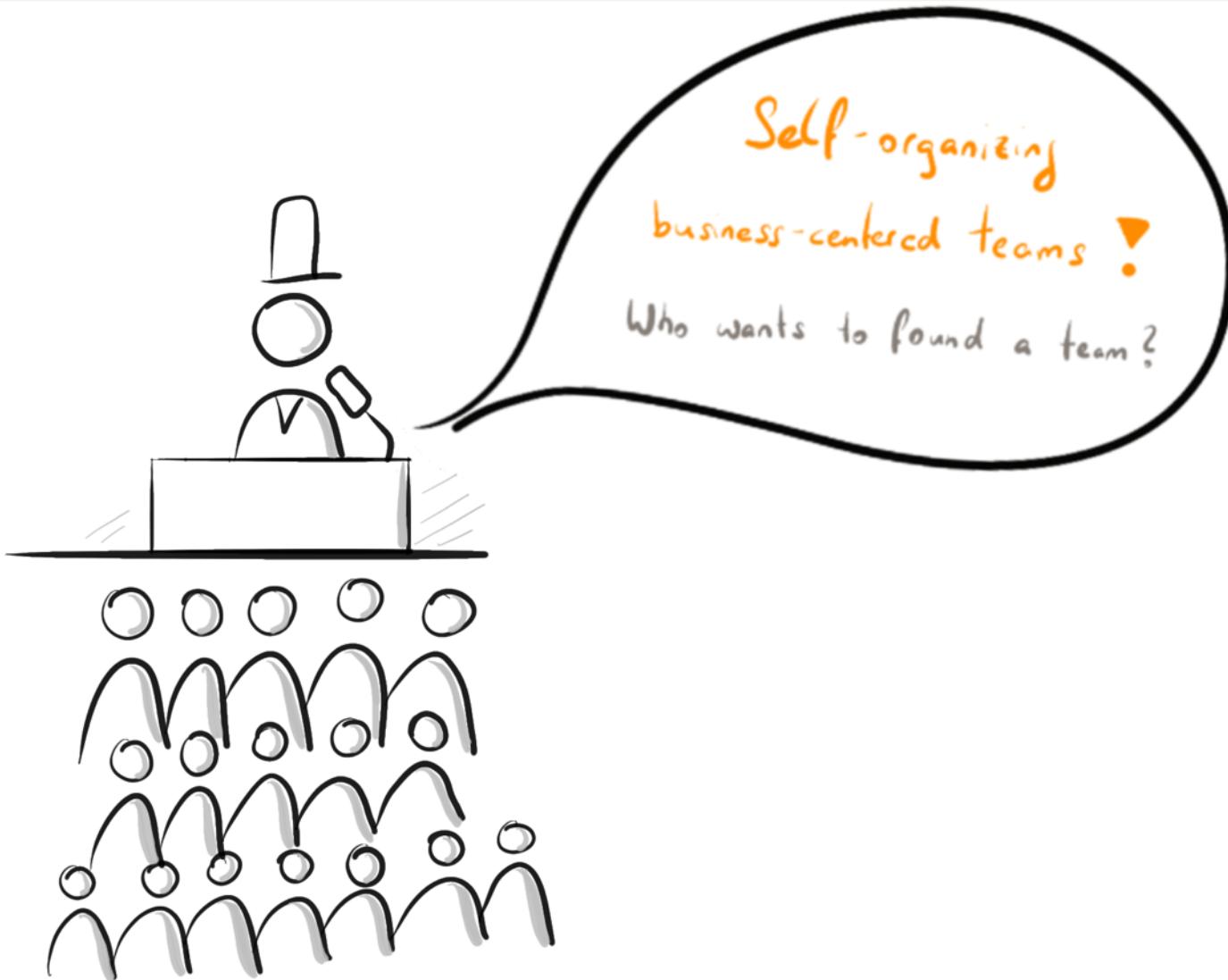


3

Teams are frequently changing ...



Townhall in April 2016

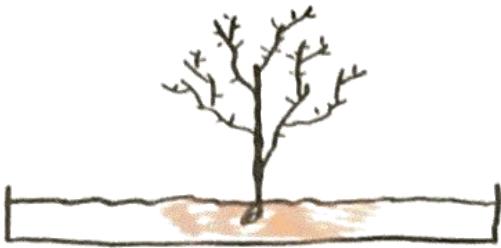


we start up giants going digital !

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



1) Input for Incubators

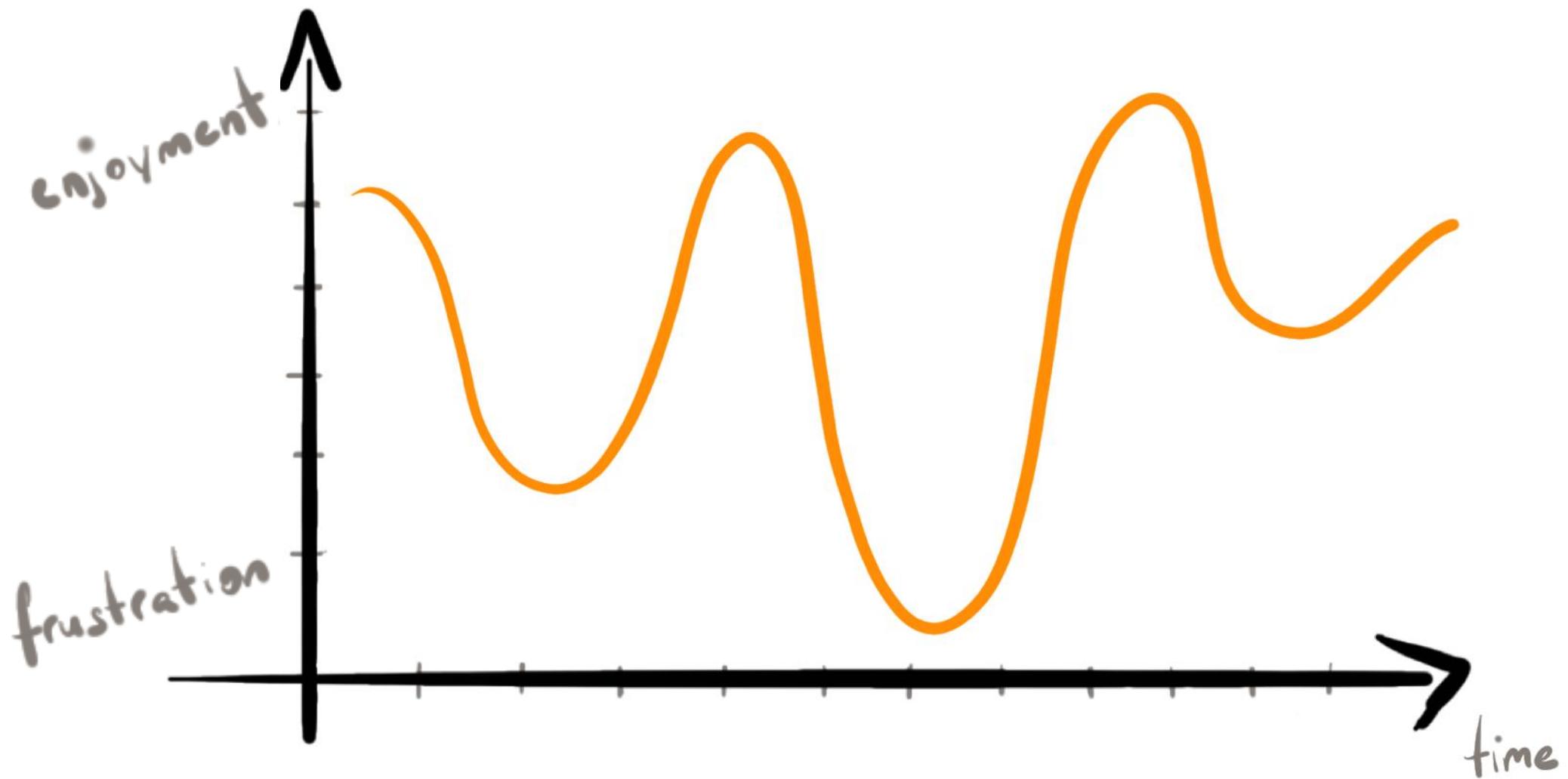


2) growing prototypes
inside the incubator



3) transfer prototypes to
business & operations

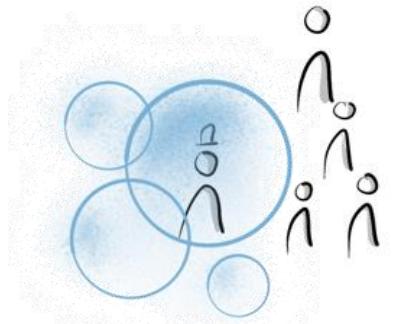
Rollercoaster of Emotions



Learnings

1

POs that couldn't attract team members



2

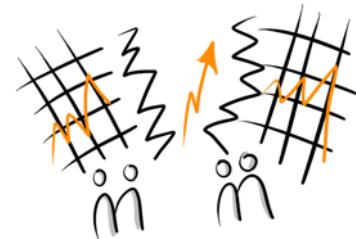
People that didn't join a team



3

Teams that weren't able to generate business

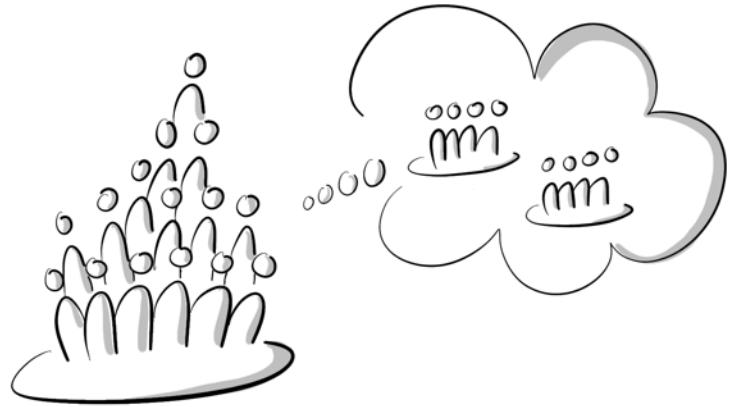
↳ one team got even dissolved quite quickly



Even more learnings...

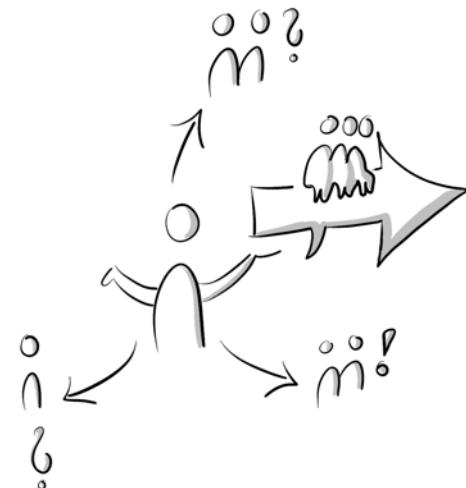
4

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 !



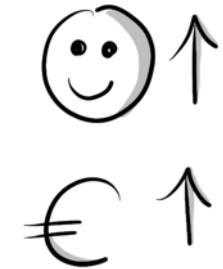
But how to react...?

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
(loosing 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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