

How **Reinventing** to stay relevant lead to being an **Agile** Great Place to Work



Tze Chin Tang

Founder @ Future Work Asia /

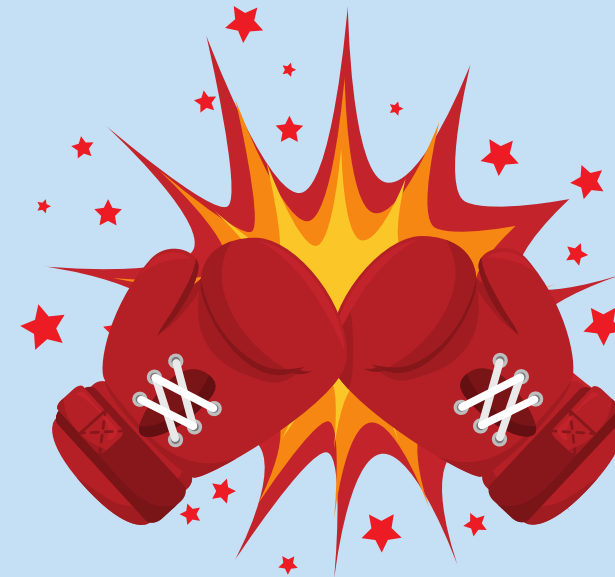
Former Head of Agile Delivery at Seek Asia

Business Agility Global Conference 2021



In the beginning...

JobStreet.com



jobsDB.com

Online jobs marketplace pioneers

Seven countries: Hong Kong, Malaysia, Singapore, Philippines, Thailand, Vietnam & Indonesia

Tens of millions of jobseekers

OG of the Asian tech boom

In 2016...



A new organization was formed through the merger of two competitors...

... and with it, came new leadership...

...with the goal of reinventing ourselves to meet greater challenges and threats.

The organization that was

Two cultures, two systems, two of everything!

1+

Deployment of new value
to production per month

25%

Issues to not meet SLA

~30%

Staff turnover

< 20%

Employee Engagement



Making the leap

To reorganize or not reorganize?
That is not the question, but rather

HOW?



Traditional Reorganizations

Looks good on paper

Project managed
Time, Cost, Scoped planned out
Fixed activities



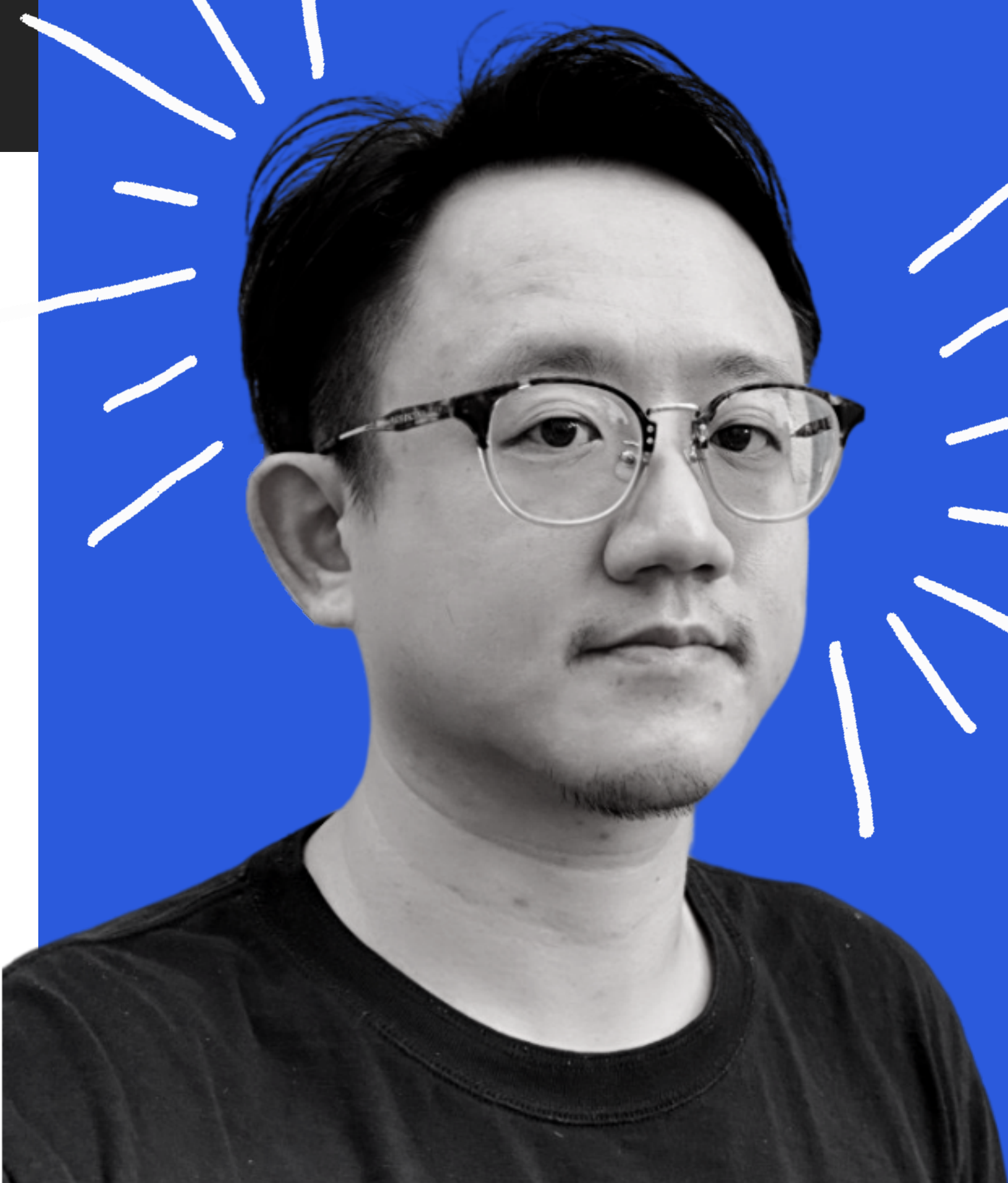
Did you know?

3 in 4

Reorganizations

FAIL





Tze Chin Tang

(in 2016)

Agile + Product Guy

Techie

15+ years building tech products

Agile Team Coach

Learner

Experimenter

(notice there's nothing about transformation?)

North Star Values

GUIDING OUR TRANSFORMATION

Customer over profits

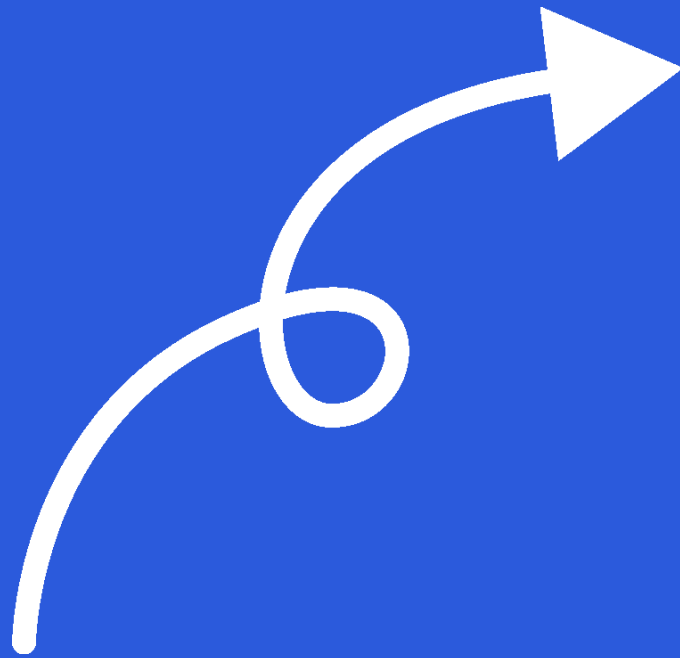
One organization

Inspect and adapt

People first!



REORGANIZATION: THE AGILE WAY



Design the organization



Customer oriented
Reflects our marketplace
Able to grow with our business

Deliver iteratively



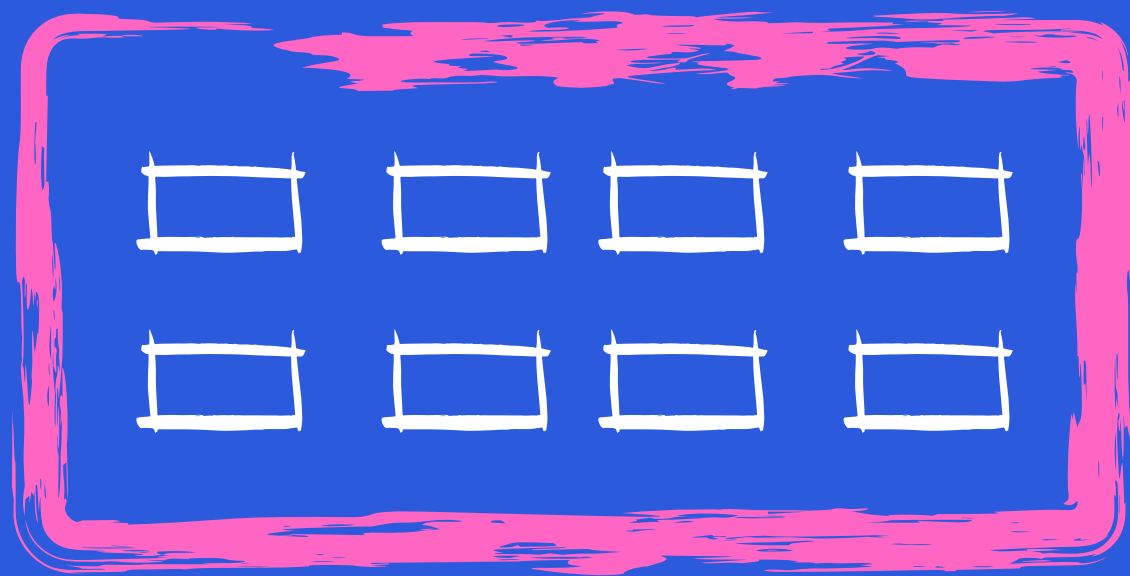
If we can deliver products iteratively,
why not an organization?

Self-Organize



Mastery
Autonomy
Purpose

Design the Organization around the customer



Candidate Domain

to represent the jobseekers



Hirer Domain

to represent the employers

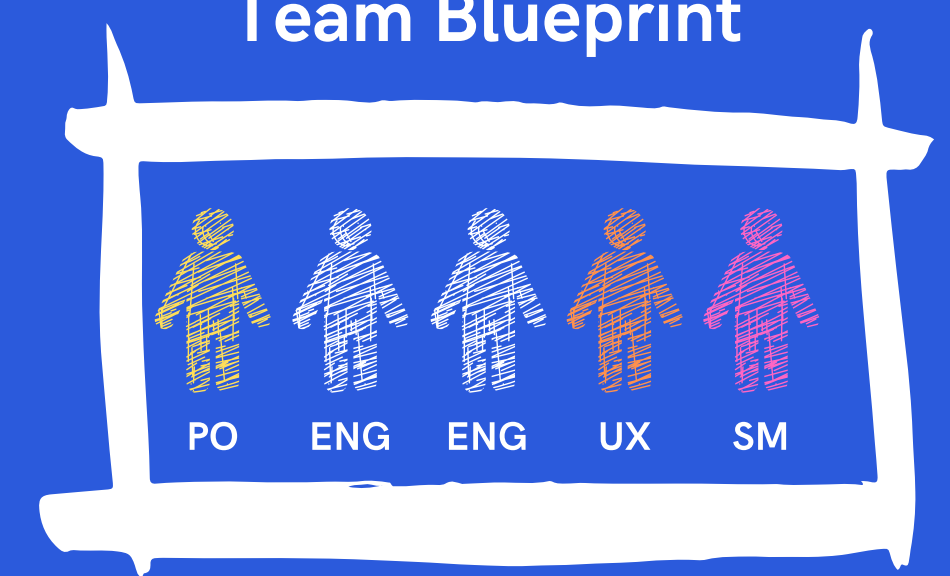
Promote **undesireable** attributes:

- Short line of sight to customer
- Architecture reflects the business
- Flat, power is distributed
- Clear goals and outcomes
- One org

Avoid **undesirable** attributes:

- Slow decision making
- Duplicated functions
- Us vs them culture

Team Blueprint

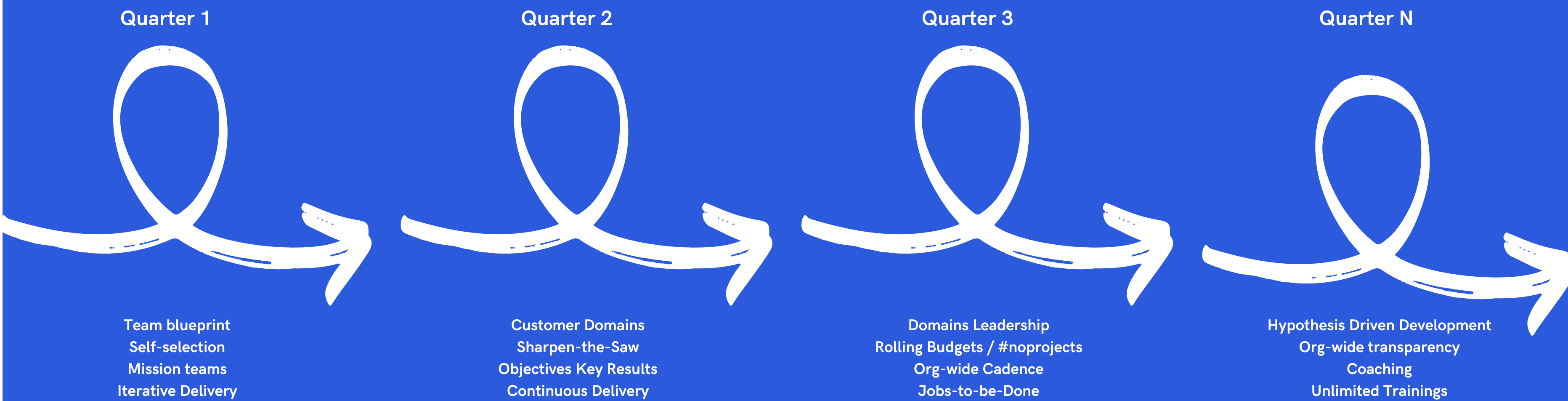


The team as a basic unit of the organization

- ✓ Empowered
- ✓ Stable
- ✓ Basic budgeting unit
- ✓ Shared mission
- ✗ People as resource

Deliver Iteratively to learn quickly

- No big bangs
- Organizational backlog
- Inspect and adapt
- Change-limit
- Develop capability for change

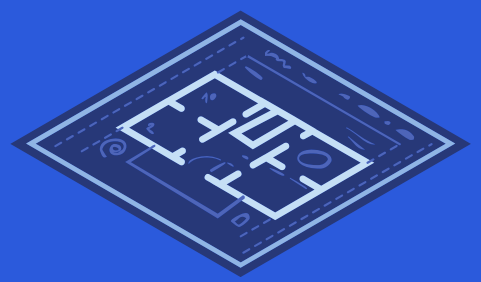


Inspect and Adapt Constantly!

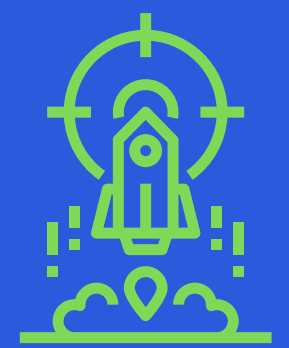
Self organize to change the culture



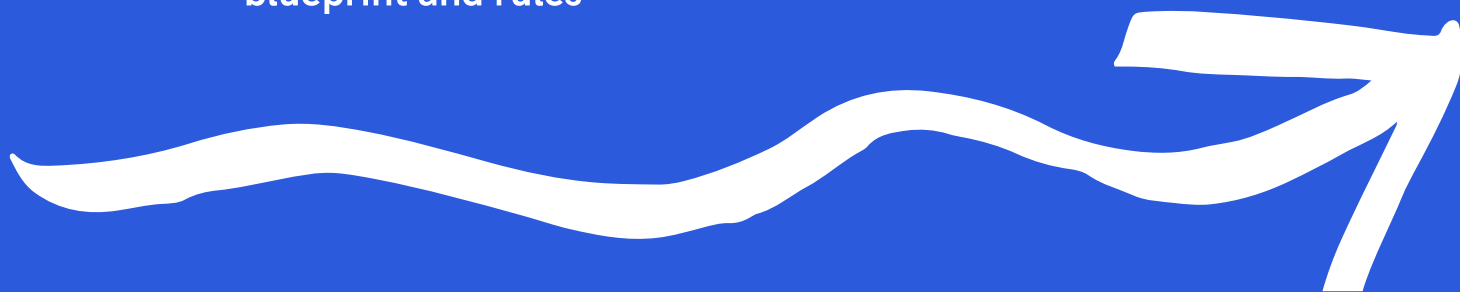
01
Rules of the Game &
Mission Pitches



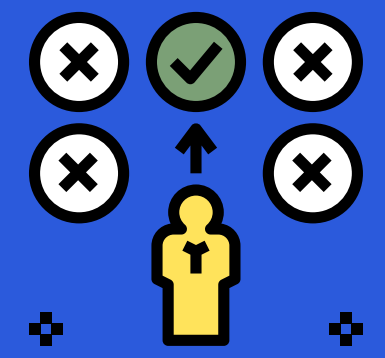
03
Check against
blueprint and rules



05
Team Liftoff!



02
Select a team / player



04
Transition



06
Training & Coaching



Let **people** shape
the culture!

if you can
DREAM it,
you can
DO it.

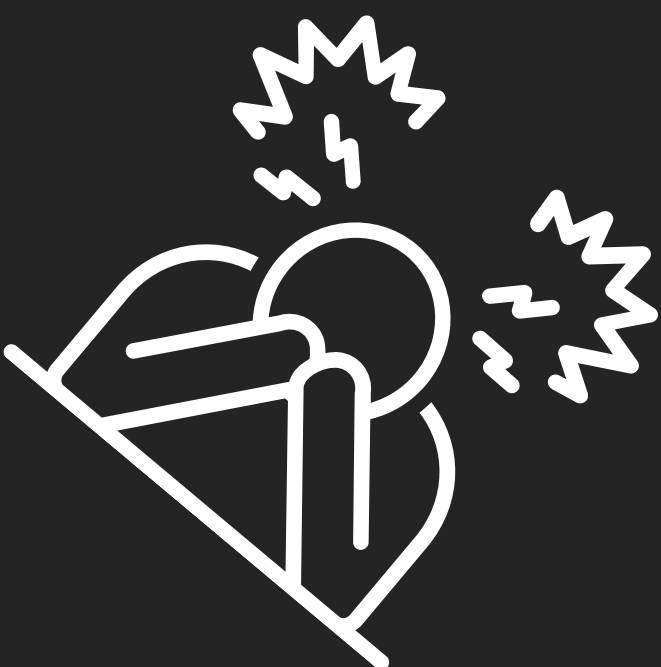
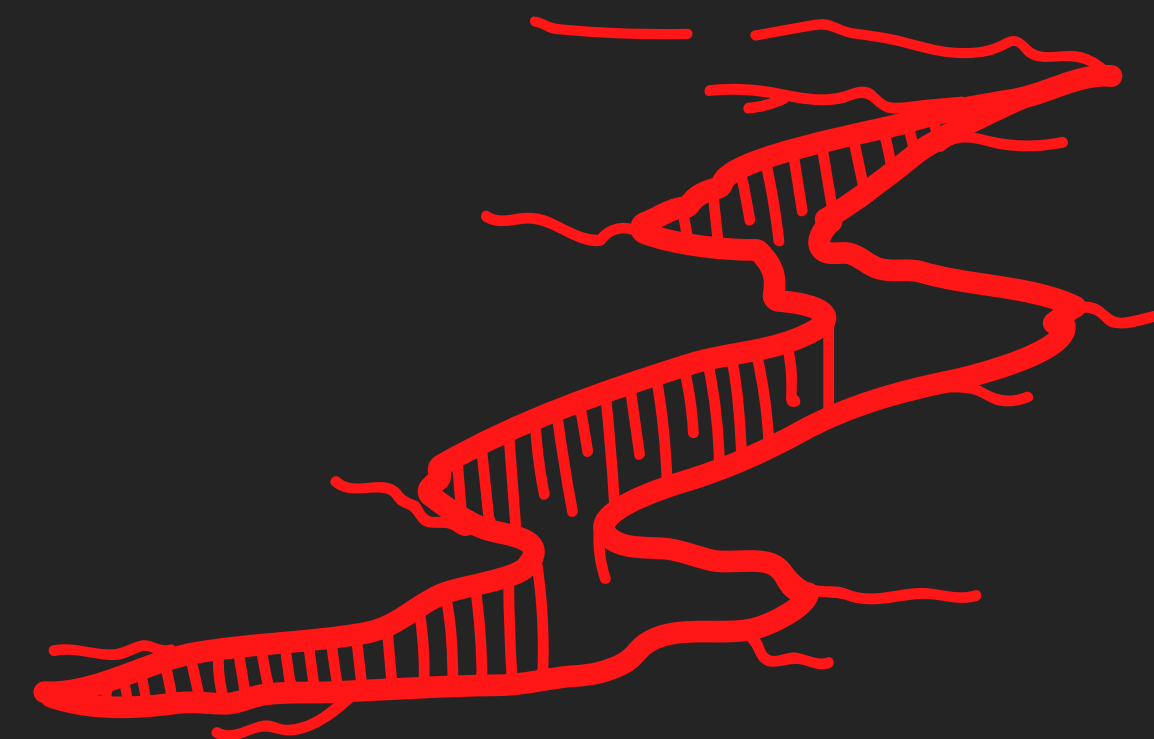
Pit of Despair

WILL THIS WORK?

All sorts of issues

I felt like I was in the pit of despair

I was helping everyone but who is
helping me?

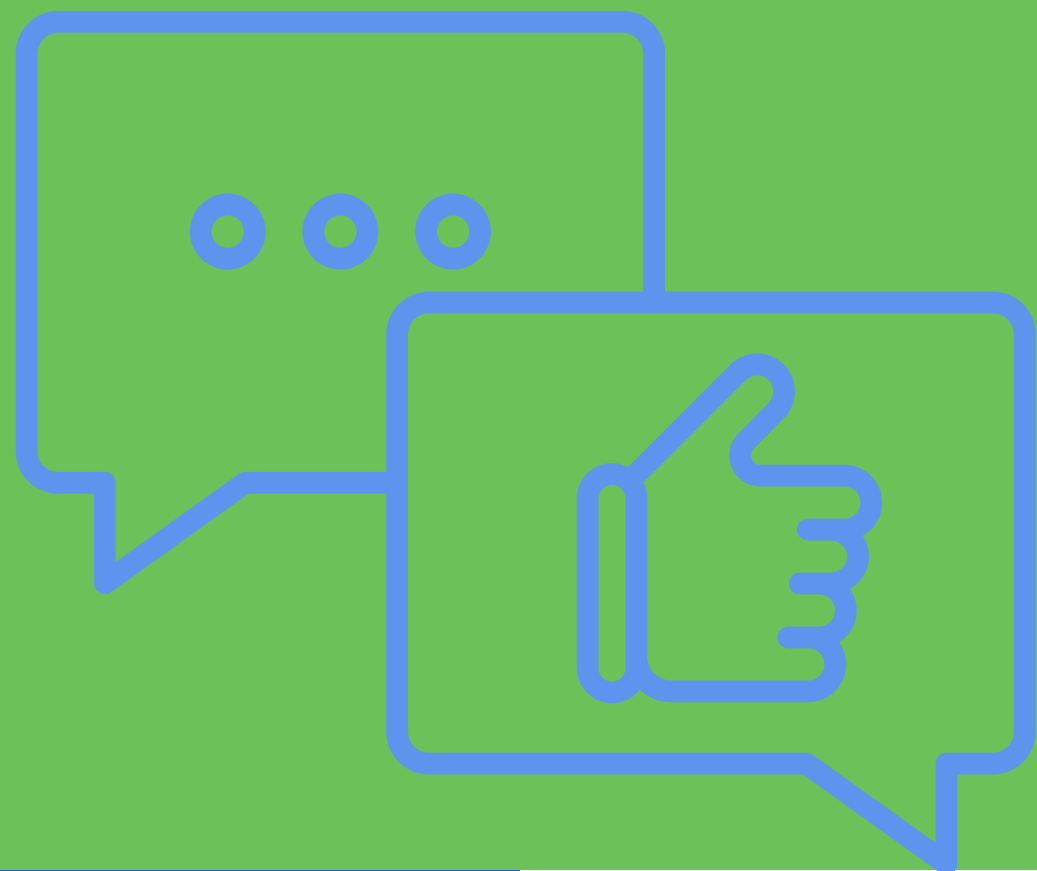
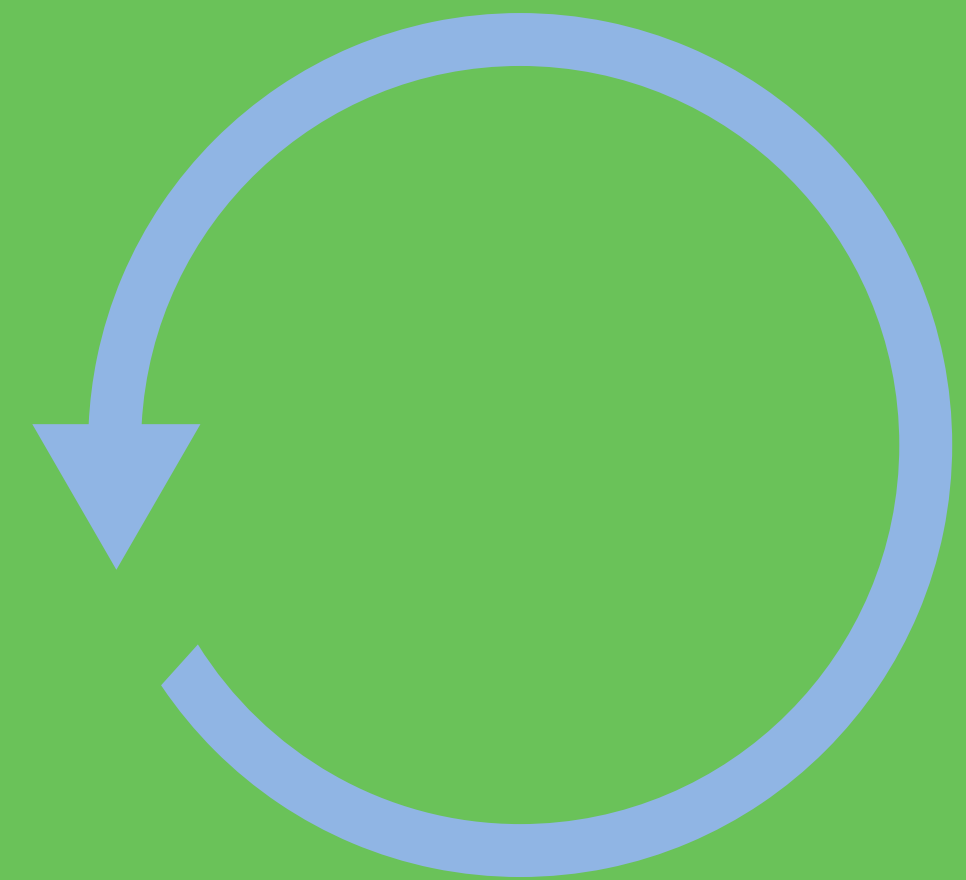


Formed a leadership support group
Coaching as a leadership style



Feedback Loops & Support Networks

EVERY PRODUCT HAS ITS AILMENTS,
FEEDBACK IS THE REMEDY



An organization reborn!



Tipping Point

Employees were owning the change!

Engagement Up!

We were keeping and attracting talent!

Empowered

Decisions made at team level

18 months

For it to feel like we're going to be successful!

The organization that it became

One organization, one system*, single culture!

> 1000

Deployments to
production per month

>95%

Mean-Time-to-Resolution

-50%

Turnover cut by half

>70%

Employee Engagement



Three Key Learnings



01/03

Key Learnings

The Organization is the Product

A background image showing four LEGO minifigures of various colors and outfits working together to build a large, colorful structure made of many interlocking LEGO bricks. The minifigures are positioned around the structure, some holding bricks, suggesting a collaborative building process. The overall scene is dimly lit, with the minifigures and bricks standing out against a dark background.

02/03

Key Learnings

Let the Agile Values and Principles guide the transformation

03/03

Key Learnings



Constantly Inspect and Adapt

Bonus!

Key Learnings

The story is crucial!



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Founder, Coach, Trainer @



www.futurework.asia

