Holacracy & Scrum in WaTech

Introduction: Paul Takken

Agile Consultant @ Xebia

Current Roles: Agile Coach, Coach of Coaches, Agile Trainer, Mindset Engineer, Agile Innovator, Hardware Scrum Coach & Trainer

- ING BANK
- TOMTOM INTERNATIONAL
- WASHINGTON STATE
- DELFT UNIVERSITY OF TECHNOLOGY
- PARTNERING: EDUSCRUM, WIKISPEED, WASHINGTON STATE
- PORT OF ROTTERDAM
- ROYAL DUTCH TELECOM

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Imagine a world..

Students working together in an energetic, targeted way delivering the world’s advanced machines in less than 6 months?
Imagine a world..

10,000+ employee companies delivering the best imaginable services and products with not a single manager?
Imagine a world..

Corporate financials would reshape themselves in more than 750 autonomous squads?
Imagine a world.

Governmental agencies were able to reduce bureaucracy with more than 80%?
Guess what?

It's already happening!
Their secret

• Organic (self) organization based on **Trust**
• Agile in Heart & Soul
• No Bureaucracy and Politics
• Pleasure, Energy and Fun
• Passion & Purpose
• “Crazy” Inspirational Leaders
The “Crazy” Ones

- Jos de Blok
- Wubbo Ockels† (1/n)
- Roel Popping (1/13)
- Michael DeAngelo
- Joe Justice
Introduction: Michael DeAngelo

Current Roles: Agile Advocate, Cloud Advocate, Employer of Choice Thinker, Holacracy Advocate, Business Strategy, Commercial Product Engineer, Space Ace, Pencil Whip...

- Washington Technology Solutions
- Office of the CIO
- Department of Fish and Wildlife
- Health Care Authority
- Walt Disney Internet Group
- US Department of the Interior

🌐 https://egov.watech.wa.gov
✉️ michael.deangelo@watech.wa.gov
🐦 @egovwatech, @MichaelDeAnge19
The story of today: WaTech

- Tech company
- ~600 employees
- Shared service
- Serve ~100 companies
- In multiple sectors
  - Healthcare
  - Public safety
  - Natural resources
  - Human services
  - Transportation
Why did we start this journey?
Why did we start this journey?

- $40M projects
Why did we start this Journey?

**IT Turnover**

- **30%** Higher than statewide average
- **36%** Higher than national average

*exit interview data and BLS data*

**Intending to leave**

- **14%** of WaTech employees are actively looking for a new job
- **17%** of WaTech employees intend to leave within the next 6 months

*HBS Research data*

**Compensation**

- **40%** Lower than our competitors

*exit interview data of declining*
Agile applications
Agile business systems

Our Agile Procurement Manifesto

- Our highest priority is to satisfy the customer through early and continuous delivery of valuable procurements.
- Welcome changing requirements, even late in development. Agile processes harness change for our customer’s competitive advantage.
- Deliver working procurement documents frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescales.
- Business people and procurement professionals must work together throughout the project.
- Build procurement projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
- The most efficient and effective method of conveying information to and within a procurement team is face-to-face conversation.
- Working procurements are the primary measure of progress.
- Agile procurements promote sustainable development. The sponsors, procurement professionals, and customers should be able to maintain a constant pace indefinitely.
- Continuous attention to technical excellence and good design enhances agility.
- Simplicity—the art of maximizing the amount of work not done—is essential.
- The best procurement strategies, requirements, and designs emerge from self-organizing teams.
- At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.
Agile culture
Hire for values

- 75% score = values
- 25% score = skills
## Agile Space (before)

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# Agile Space (after)

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Diagram: Teaming workspace and Individual workspace.
Agile Organizations
What is Self-Management?

- Next step in organizational paradigms
- Replaces the Hierarchy system of organizing
- Focuses on organizing the work instead of organizing people
What is Self-Management?

- Been occurring for the past 40 years
- Companies feel pressure to adapt more quickly
- Want to better leverage the knowledge worker talent
Why Self-Management?

• Maximize the talent and passion for service through greater autonomy
• Increase employee engagement, retention and attraction through a culture of empowerment
• Make empowerment systemic rather than personality driven
• Increase the agility and adaptability of government
• Increase resilience during crisis (anti-fragile)
e-gov example

**e-gov purpose:** Transform the citizen’s experience

**1080 purpose:** Advocate and experiment with transformative capabilities for government

**BizHub purpose:** Transform the business owner’s experience with government by making our interactions easy and straightforward

**Web and UX purpose:** Transform the citizen’s experience by providing mobile, modern, accessible, and usable websites and applications
Roles that serve the work of the circle.
**Role definition**

### Drupal Developer

**Purpose** that serve the work of the circle.

**People** filling the role

**Accountabilities** that clarifies what others can reasonably expect from the role

**Role Accountabilities**

- Creating clean Drupal websites to customer specifications
- Adding functionality in response to customer requests
- Configuring CMS for ease of customer maintenance
- Supporting customers on an on-going basis
Holacracy in WA timeline

- Examine Holacracy Jan 2015
- Launch Blog Mar 2015
- 1st Data Published Aug 2015
- Experiment Launch April 2016
- Initial Findings TBD June 2017

- Launch Learning Experience Feb 2015
- Meet to discuss HR and Union Policy Apr 2015
- Experiment Planning Begins Jan 2016

We are here
Results so far

“Since I’ve been here certain problems weren’t getting solved and there was no forum to do so. Now there is.”

“It gave me a place to create transparency on an issue that I needed resolved.”

“Holacracy has improved our Scrum discipline.”

“We are having project success because of Holacracy. There is now a system for addressing systemic issues.”

“Holacracy has ruined me. I no longer want to work in an organization that practices hierarchy.”
Online Interview with WaTech members
Where could you start tomorrow?

Start discovering “the crazy one” in you by:

• Experimenting with some Holacracy principles like consent, role- and tension based thinking and trusting the process and people again
• Exploring what really adds value to your life and your environment
• Dare to dream and have fun. We’re living in an era of incredible possibilities
Discussion/Questions