Amanda Geary & Bob Payne

Teal Enough: Tales from a small company trying to grow, retain culture and be agile
About Me (Amanda Geary)

I joined LS in 2012 to test Sensei, our retrospective tool

• And then I began…
  • Helping with Finance
  • Coordinating LitheSpeed events in 2014
  • Leading Operations team in 2016
  • Co-leading the training practice in 2017
  • Thinking about People Operations in 2018

• On my days off I lead a school garden curriculum program
About Me (Bob Payne)

Bob Payne

• Change Agent
• Experience: 25 years industry, 18+ years of Agile/Lean
• Specialties: Agile, Lean, Innovation
• Practitioner, consultant, trainer, author, speaker and community organizer
• Host AgileToolkit Podcast
• AgileDC
To make people’s work more productive, valued and fulfilling.
Teal, Laloux and Reinventing Organizations
(Or....How it all Started)
### Laloux’s Organizational Levels

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<th>Model</th>
<th>Key Breakthroughs</th>
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<td><strong>TEAL</strong></td>
<td>Self Management, Wholeness, Evolutionary Purpose</td>
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<td>Evolutionary</td>
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<td><strong>GREEN</strong></td>
<td>Empowerment, Value Driven Culture, Stakeholder Model</td>
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<td>Culture Driven Organizations</td>
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<td><strong>ORANGE</strong></td>
<td>Innovation, Accountability, Meritocracy</td>
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<td>Large Corporations, Charter Schools</td>
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<td><strong>AMBER</strong></td>
<td>Formal Roles, Hierarchies, Processes</td>
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<td><strong>RED</strong></td>
<td>Division of Labor, Command Authority</td>
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<tr>
<td>Gangs, Mafias, Mercenaries</td>
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</table>
Your system is perfectly designed to give you the results you’re getting.

W.E. Deming
We are changing the system
Employees Want...

To be appreciated
Opportunities to grow
A workplace that has integrity
Trust and respect
Freedom (not micromanagement)

Easy right? We thought so.....
Because of our culture...

We have:

• Open workspace
• Flexible work hours
• Flexible vacation
• Autonomy in consulting style with clients (with transparency)
• Profit share / Founder’s bonus
• Widespread decision making
• Ability to grow our own personal brand and abilities
But with teal comes responsibility (Or...it isn’t all about you...its about ‘us’)

Increase Brand Recognition
• Attend meetups
• Speak at conferences
• Create podcasts
• Write articles and present webinars

Grow Knowledge Base
• Stay abreast of relevant trends
• Grow and maintain thought leadership
• Share knowledge, tools and experience with others
• Mentor colleagues and clients
Contribute to Company Culture
• Display professionalism in our interactions
• Be helpful and respectful to each other
• Contribute across the entire value chain from sales, to delivery, to operational support

Financial Contribution
• Maintain personal billability through training, consulting and/or coaching delivery
• Provide sales leadership, making client contacts, following through and closing sales
• Expand client footprint at client sites
Self Management: What does it mean? (Or.... Partners not Employees)
As members of a small **Teal** organization without strong job boundaries it is critical that individuals collaborate in good faith and take on responsibilities and work that may be outside of their comfort zone.

This is a difficult transition since it requires people to take responsibility for aspects of the work that have usually been someone else's responsibility.

“WeAutonomy without accountability is just vacation.”

- Kent Beck
Wholeness: Yes we are individuals, but we are also part of a larger community. Need to integrate both the needs of the self and the needs of the group.

Distributed Decision Making: Decisions do not come from the top, but they aren’t made by individuals in isolation either. We need multiple inputs into our decisions (advice process).

Fiscal responsibility: Work on providing slack and flexible off time with billability in mind.
We are moving to transparent financials across the company.

• Open Books

• Open Billability

• Open Profit

• Open Profit Share

• Open Salary Ranges (Sort of)
Everyone isn’t always on the same page…

“That’s not teal!”

“You distrust me when I am not in the office…”

“I’m a lone wolf, no community for me!”
We want individuals.

Opinions, emotions, expectations and disagreements get messy.

One-size-fits-all solutions are the antithesis of agility.
People Operation (or....Culture, Feedback, Hiring/Firing, Advancement and Organizational Structure)
People Ops is not HR.

What is the appropriate balance between leadership, management and individual autonomy at LS?

How do we create a healthy company culture?
Culture

Office Fridays
Blue boxes
Gratitude every hour

All hands celebrations
• Friendsgiving
• Birthdays
• Chinese new year
Feedback (or...It's not that we do not like Sunshine and Rainbows)
Recognition

We are expected to seek/give rapid feedback

• Recognized@LitheSpeed.com

• People can give recognition at any time
  • We excel at this...
  • But we struggle to get anything other than sunshine and rainbows

• Acts as a micro-bonus when we have profit share
Constructive Feedback

Personal Feedback Radar
Great until participation dropoff/anonymous answers

OfficeVibe
Quick & easy but anonymous
Quarterly Goals

Personal
Professional
Team led

Goals/progress are reviewed at monthly team meetings (tied to CLOU)
It's hard to improve without candid, constructive feedback.

Anonymous employee - 06/05/2019
We are not your parents: **work it out or ask for help.**

We have an internal policy of asking people to give direct feedback and not channeling through the founders or **People Operations.**
Hiring and Firing (or...Hello and Goodbye)
We believe that **Hiring** is the most important thing we can do.

_The right people will do great things, while bad fits will kill morale, cause drama and cost money._

Employees do the hiring

- Founders are involved
- We need to go to founders for salary
- Process: Interview, Skills Demonstration
Peer Onboarding

RESOURCES
- 2018 LithoSpeed Handbook
- Onboarding Checklists - Documents Attached

ONBOARDING
Prior to Day 1
- TShirts
- Introduction
- Review of Communications expectations
- Review of Adainment Process
- Swin/Corporate rates Introduction
- Prepare to Present Lightning Talk in All Hands

Week 1
- Week 1: Mentor to vet co-training with client and schedule (How many days are ideal?)
- Hubspot Tutorial and Setup
- Week 1: Solicit feedback from new hire around onboarding process - how are
- Consulting/Training
- Target Bility
- Pick a Book to Read for Knowledge Development (2018 LithoSpeed Handbook)

Week 2
- Got Overview of Sales/Marketing Pipeline
- Review Sales Material
- Review Marketing Materials and Channels

Week 3
- Work
- Meet Missing Air
- Review Training

DOING NOW
Onboarding
- Day 1: Review 2018 LithoSpeed Handbook - This is your onboarding guide!
- MENTOR DOES THS. Start Generating A CLOU

DOING ONGOING
Onboarding
- Prior to Day 1: Set up Accounts
- Prior to Day 1: Schedule meeting with LithoSpeed Account Manager

RECENTLY FINISHED
Onboarding
- Day 1: Smashwords upload docs and send to Account Solve Kelsey
- Day 1 Give Kelsey Key to FTP

ADD LEBULBS
- LithoSpeed: Formatted Resume
- Joe Orders Week 1 Business Cards
- Amanda calling to order 5/18 Order Credit Card
- Prior to Day 1: Did the Champion...
- Bob is More to Day 1: As Monitor
- Attend Meetings with LithoSpeeders
- Day 1: Nine Gifts
Let’s get on the same page (thank you Menlo Innovations)

New hires and consultants on the bench pair in training & consulting as well as marketing, scheduling, sales and financial analysis.
Focus on raising capabilities and understanding desired growth trajectory.

Work with mentors on ways of advancing in career.

Raises and promotions are still driven by leadership.

Decouple feedback from advancement.

Advancement

Low Riser
- Radical Candor
- Mentor
- Part Ways

Super Star
- Radical Candor
- Promote
- Challenge
- Recognize
- Partner

Rock Star
- Radical Candor
- Recognize With Tenure Raises
- Let them train others
- Partner

Low Grounded
- Radical Candor
- Mentor
- Part Ways

Low Grounded
- Radical Candor
- Mentor
- Part Ways

Low Riser
- Radical Candor
- Mentor
- Part Ways

Super Star
- Radical Candor
- Promote
- Challenge
- Recognize
- Partner

Low Performance
- Growth Desired

High Performance
- Stability Desired

Improve or Part Ways

Raise the Middle
Improvement plans when needed

Hire slowly, fire quickly

Part Ways (Us and Them)

• Subcontractor conversion

• Package Out

• Fire when Needed
Organizational Structure (Or...Who wants to be on my team?)
Take 1: Self Organizing Tribes

Tribes were a mix of delivery and operations.

Collaboration between tribes was needed to get things done.

Minimum 3 people per tribe.
Our latest experiment is focused around aligning our organizational structure around Customer Experiences and Practices. This has simplified communication and decision making.
Governance

- Each Tribe, Practice or Experience decide how to run internally.

Two Feet

- Fluidity in practice participation is the norm

Learned: Leadership

- Now Leadership is usually nominated by Founders and supported by teams
Lessons learned (Or I wish I had known)
So much time!
  - This is a full time job

Constant change!
  - Teams make decisions, as our teams change, so does the needs of the group

We need help!
  - Collaboration is key.....
    - Some of my best ideas are from Menlo Innovations, ScrumAlliance and Linda Rising
    - If you have suggestions, ideas, stories....let us know
Resources


TedX, Beyond empowerment - are we ready for the self-managed organization? Doug Kirkpatrick at TEDxChico: https://www.youtube.com/watch?v=Ej4n3w4kMa4

The Future of Management is Teal: https://www.strategy-business.com/article/00344?gko=10921

Work Rules: Laszlo Bock

Radical Candor: Kim Scott

This is How Effective Leaders Move Beyond Blame: http://firstround.com/review/this-is-how-effective-leaders-move-beyond-blame/