How I tried Holacracy and lived to tell the tale
Ticketing Made Easy

Modern ticketing to deliver happy passengers.
We want to collaborate better!
“Every time the size of a city doubles, innovation and productivity increase by 15%. When companies get bigger, innovation and productivity go down.”

— Tony Hsieh, CEO Zappos
Responsible adults

move authority to where the information is
What is Holacracy?
A method of decentralised management and organisational governance in which authority and decision-making are distributed throughout autonomous, self-organising teams.
Holacracy is a method for creating a truly self-organising organisation.
“Scientology meets agile meets paleo meets crossfit.”

—Miki Szikszai, CEO, Snapper
Let’s try this!
Key concepts

1. Autonomous circles
2. Roles
3. Tensions & consent
1. Autonomous Circles
This is Pippa...
International circle

**Purpose**
Create new customers & develop services for existing customers

**Accountabilities**
- Create demand for Snapper’s services
- Deliver a pipeline of customers
- Customer satisfaction
- Operational management/service life cycle
International circle

On the go
Snapper General Circle
“Make transport ticketing more attractive”

Wellington

International
On the go

On the go

iOS

Android
A hierarchy of purpose
- not people
2. Roles
My job description

Refund issuer
Board Report Writer

What I really do

Customer insights
Audit coordinator

Keep moving ahead
nomad8.com
Job crafting

- split work into smaller roles
- develop new skills
- dynamic allocation
Employment law
Defining roles

- tedious but paid off
- helped focus on the important parts
Roles today

- roles are part of people’s daily lives
- check-up every 3 months
3. Tensions & consent
Tensions

The gap between what is and what could be
decision making by consent
Look outs

• meeting formats didn’t work for us

• don’t wait for a meeting to act
3 years in...
• Holacracy across the entire business
• Things no longer fall through the cracks
• Snapper can grow and remain agile
“Things were definitely difficult in the beginning. The rigid rules felt at odds with the organisational culture.

However, we didn’t give up, tried everything for ourselves and things have worked out well.”

— Anthony, Business Analyst
“This is everything I ever wished for.

But it’s really hard because I sometimes feel overwhelmed. And I miss my friends in finance.”

— Kathryn, Finance
Keen to try it for yourself?
live with the strange language
I will follow the rules
I will follow the rules
I will follow the rules
I will follow the rules
... to start with
follow the principles - not the rules
What I think about Holacracy now
Holacracy will amplify the culture that's already in place.
It won’t change or improve it!
Holacracy, Agile and common sense will make a big difference
It’s not about doing Holacracy but about being holacratic!
Creating Great Teams
How Self-Selection Lets People Excel

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