

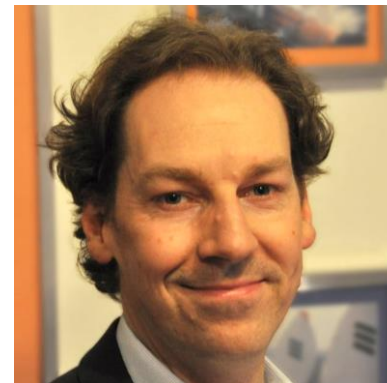
Mastering self-organization



A model helping us to think how we enable people's autonomous action without screwing up



Munich, July 2018



Hendrik Esser



@HendrikEsser



Special Projects & Operations



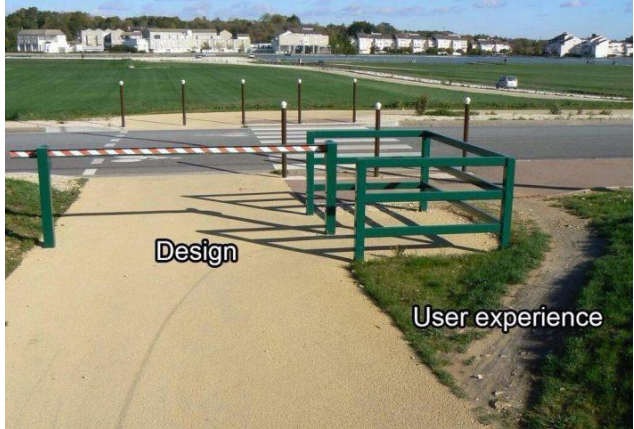
Program Director
Supporting Agile Adoption

“All organizations are perfectly designed to get the results they get.”



David P. Hanna,
Designing High Performing Organizations

Could self-organization help?



Opportunity:
unleash the force of optimization



Self-Organization in companies?



70% of American employees feel disengaged at work.

Too high management overhead!

We don't need managers!

People aren't listened to.

Hierarchies don't work.

We need networks of people.

The future of organization is "Teal"!

Self-organized

Emergent purpose.

People setting their own salaries.

Buurtzorg, Morningstar and others are doing it!

Happy people is one thing. But what about profitability?

Too few & very special cases where self-organization works.

Many who try it are struggling.

Managers are needed!

Hierarchies work. But no organization is perfect.

Not everybody is a leader

We end in chaos if people self-organize.

Self-organization doesn't work in large organizations.



Who is right?

Is there any “right”?



What was the problem again, that we wanted to solve?

General purpose of an organization



The purpose of business is to create and keep a customer.

(Peter F. Drucker)

The purpose of an organization is, to continuously create customer value in a profitable way

Can self-organization help?



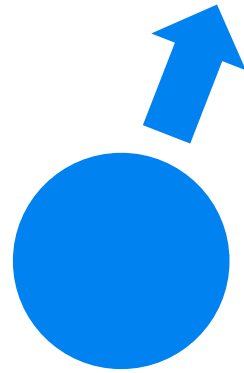
The world is VUCA.
(Volatile, Uncertain, Complex, Ambiguous)

The world is very competitive.

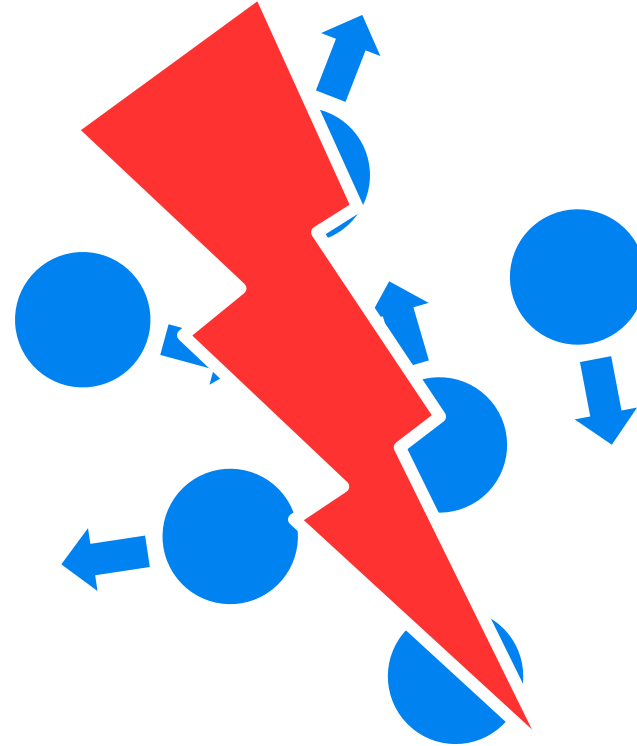
To succeed,
we need to make use of the
full human potential
in our organizations.

continuously create customer value in a profitable way

Do we get the full human potential when we allow autonomy?



Individual



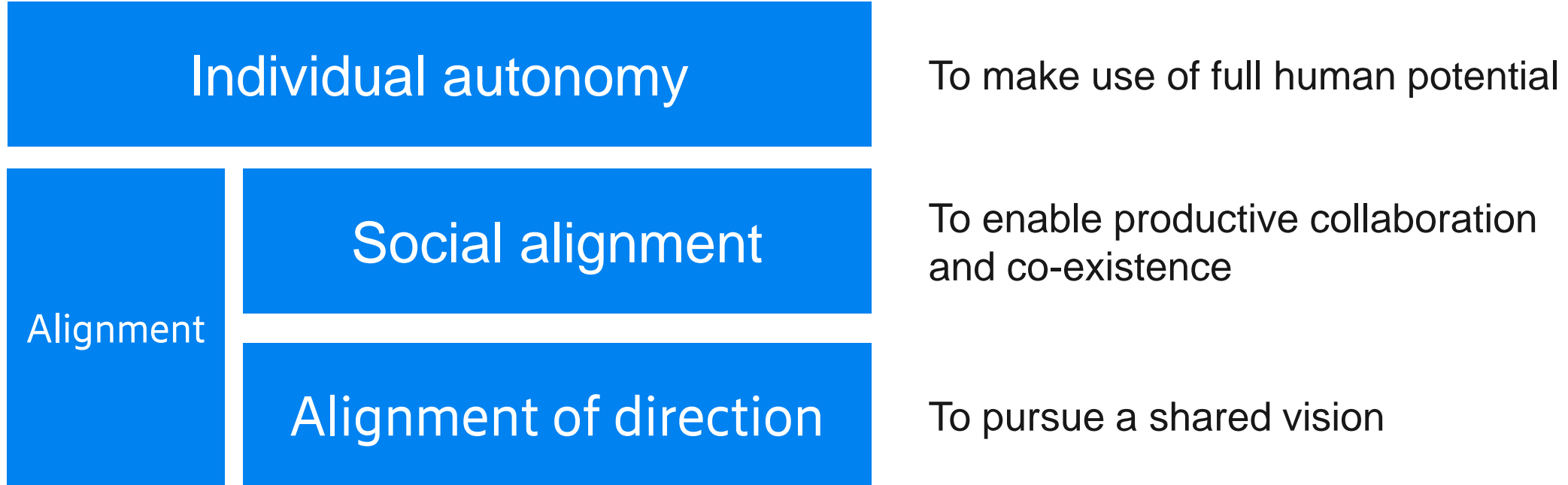
Collective

Organizations



A collective of people, who together continuously create customer value in a profitable way.

Organizations



A collective of people, who together continuously create customer value in a profitable way.

How to get to alignment?



Who is involved in creating the alignment?

(Shared direction, shared rules)

Participation

Too little participation → people are not buying into the direction and shared rules.

The self-organization eco-system



Just-enough alignment

(On common direction, common rules/culture)

Maximum autonomy

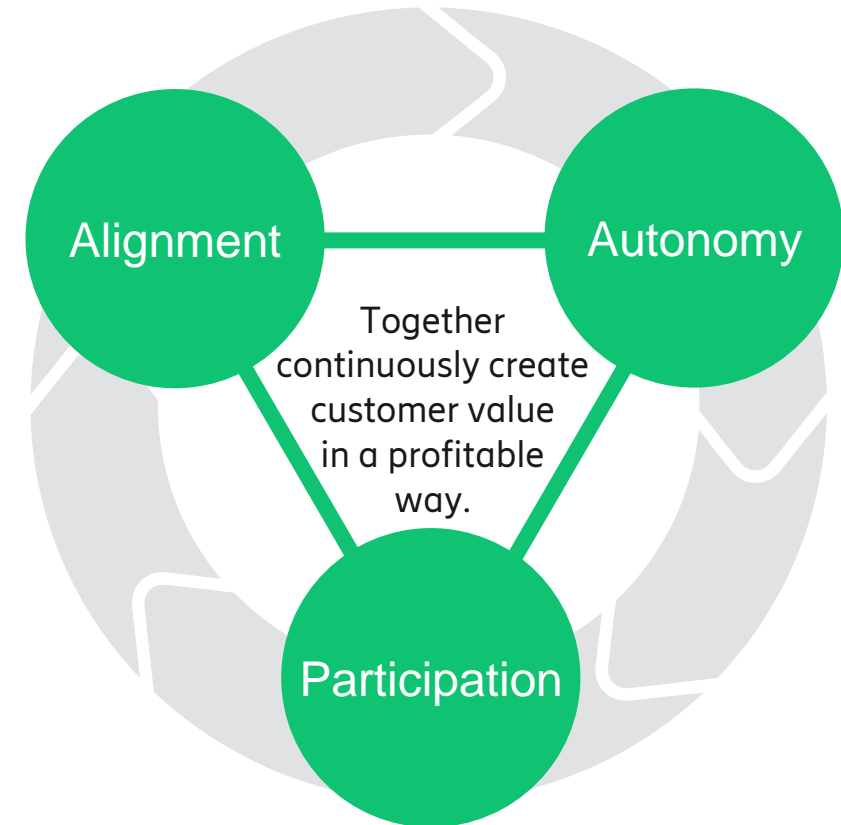
(In executing in line with the common direction)

Optimal participation

(People involvement)

Continuous re-balancing

(Embrace change)

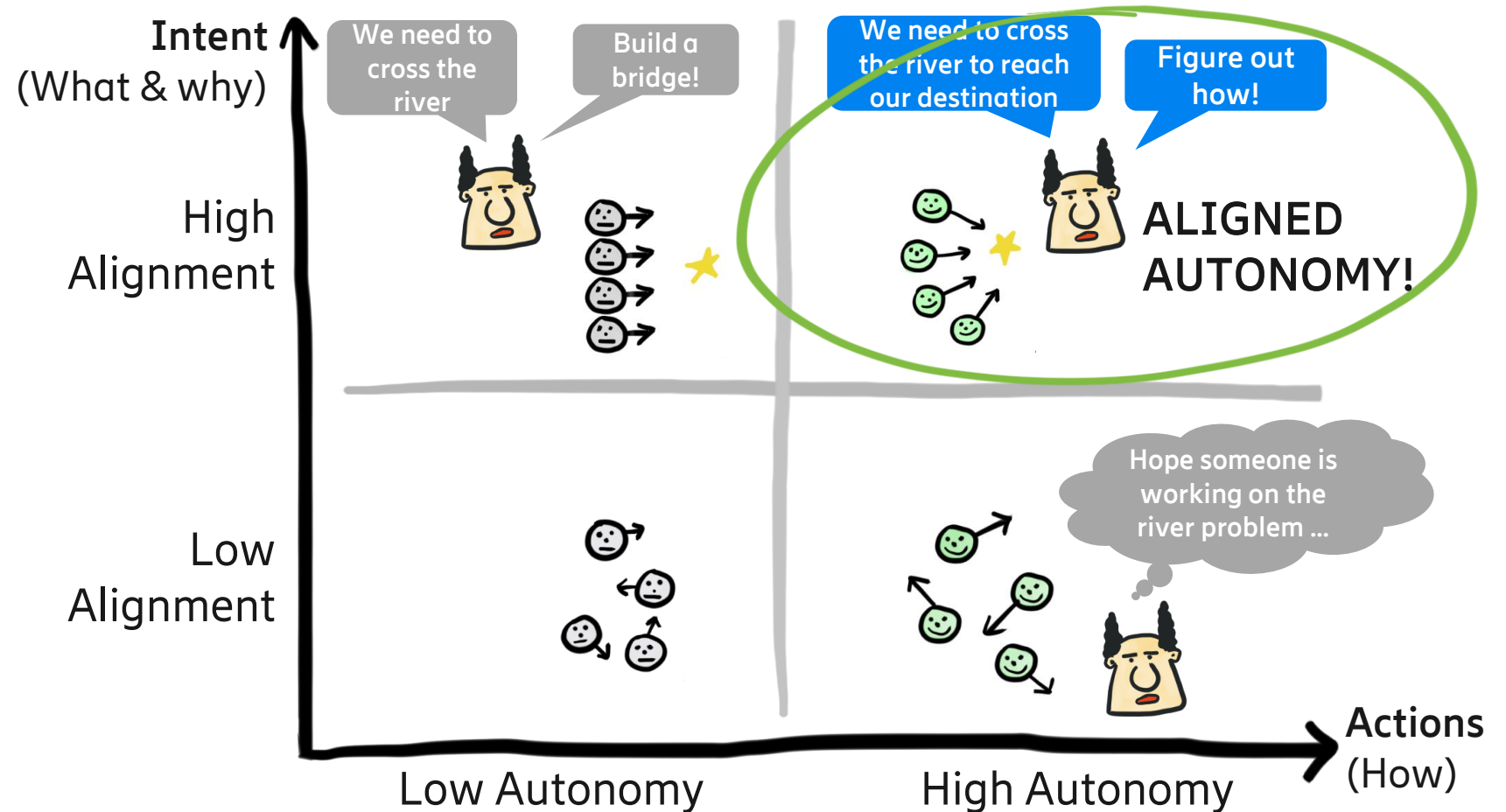


Self-organization in a company is about continuously optimizing the balance between alignment, autonomy and participation.



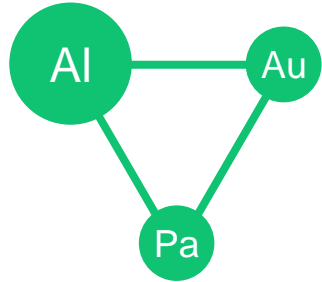
Let's play some scenarios

Small scale: Alignment for autonomy. Participation is simple due to small size.

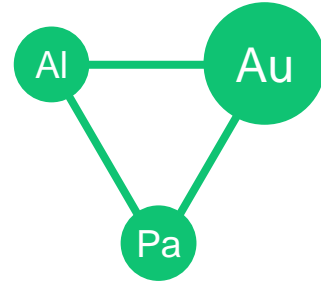


Stephen Bungay: "The Art of Action" (2010)
@henrikkniberg

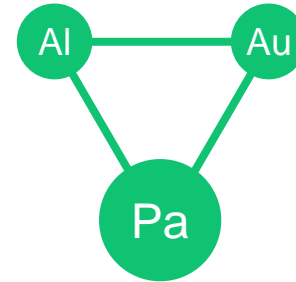
Large scale: Balance between all three: alignment, autonomy, participation.



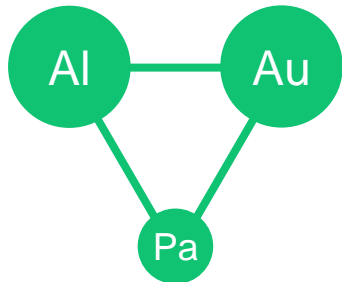
Dictatorship



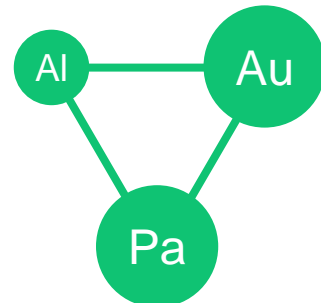
Chaos / wild west



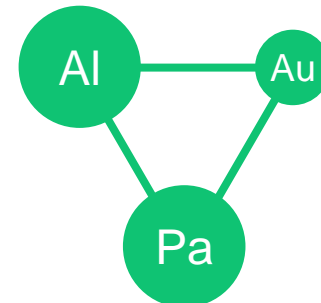
Lots of discussion,
intolerance, nobody dares



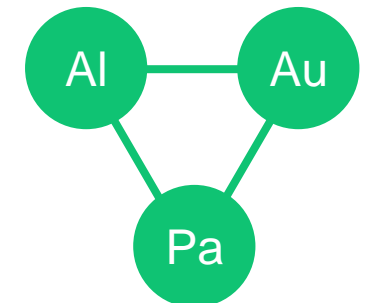
Illusion of alignment: no
real buy-in



Lots of discussion,
tolerance



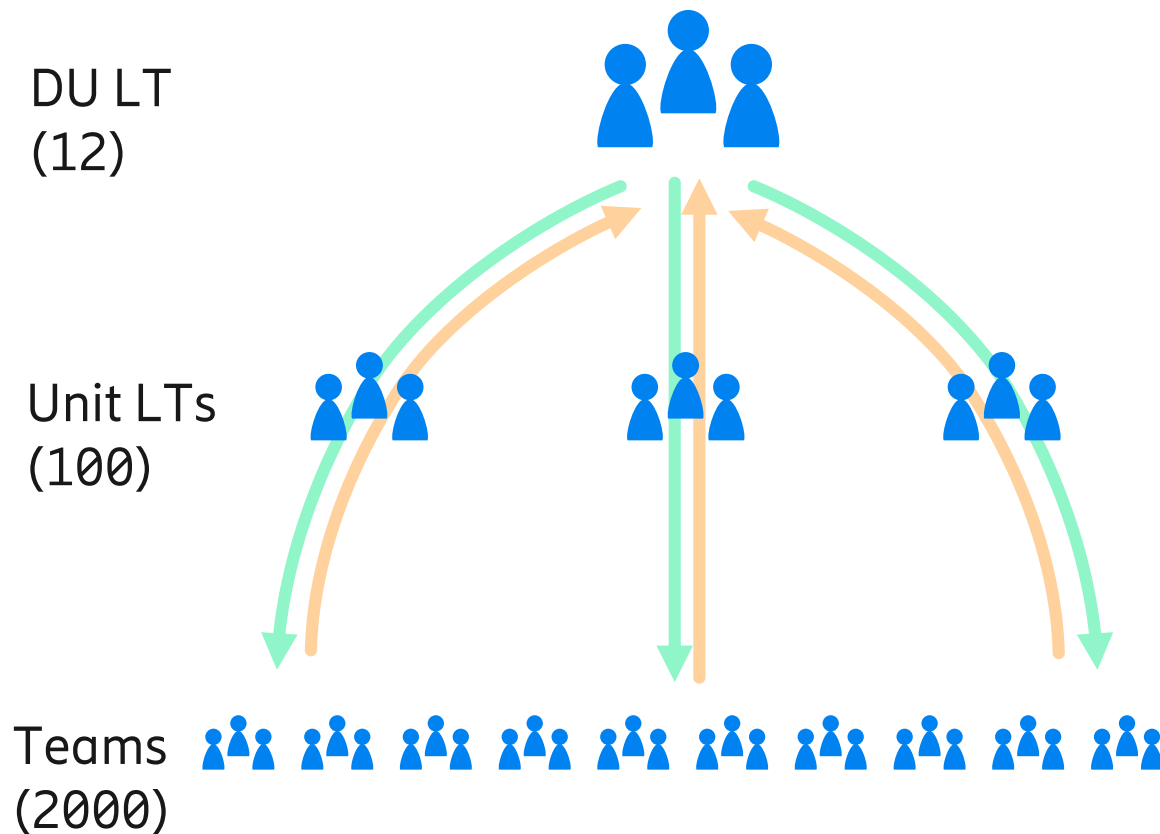
Self-chosen imprisonment;
mistrust?



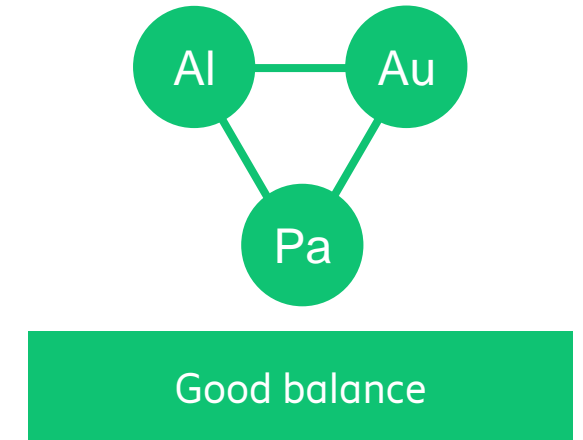
Good balance

Examples

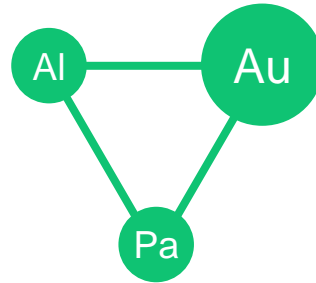
Example: Strategy for Product Development Unit A in 2013



- DU Leadership team announces strategy work in an AEM
- Sub-unit leadership teams prepare for the strategy WS with their teams
- DU Leadership team performs strategy workshop
 - Input from „above“ (Ericsson level, Business unit level)
 - Input from „below“ (Sub-units)
 - Focus areas for the year / next 3-6 months
- Local-sub-unit workshops to discuss strategy:
 - Why, what → collect feedback
- DU leadership team uses feedback to refine the strategy + key activities
- Final strategy communication to all.
- Definition of local actions for strategy execution
- Follow-up of strategy and status every 3 months.



Example: Roadmap & project planning in product X

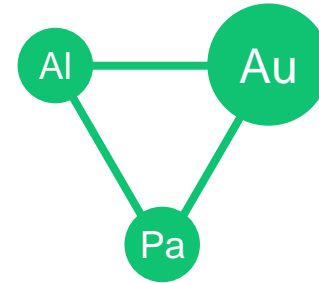


Chaos / wild west

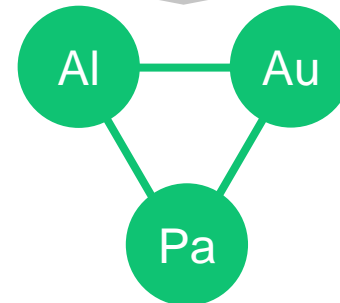
Learning:

- When using rough guesses to make commitments: plan to have a surprise!
- Planning to be surprised means: continuous, transparent communication of learnings and joint mitigation.

Example: New product development



Chaos / wild west



Good balance

Going a bit deeper

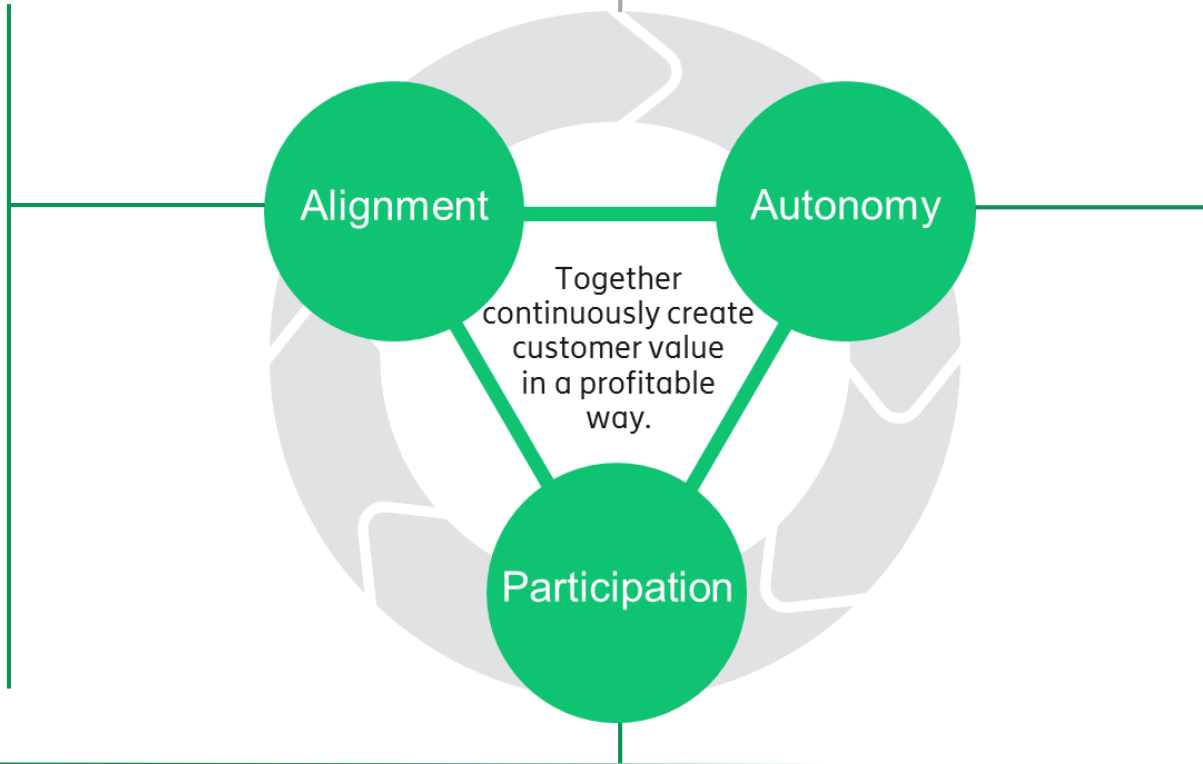
Aspects & Capabilities

Practices & Structures



Social
Operational
Vision and Intent
Strategy
Helpful behaviors
Creating vision, wanted position
Consent decision making
Communication

Feedback loops
Organizational retrospectives



Ownership
Mastery
Trust
Transparency
Social control
Temporary, situational leader
Communicative leadership

Inclusion	Openness	E2e perspective/ who is affected?	Communication structure	Double linking	Organizational design
Safety	Diversity				

