

Fine line between structure & chaos

# Radical Transformation

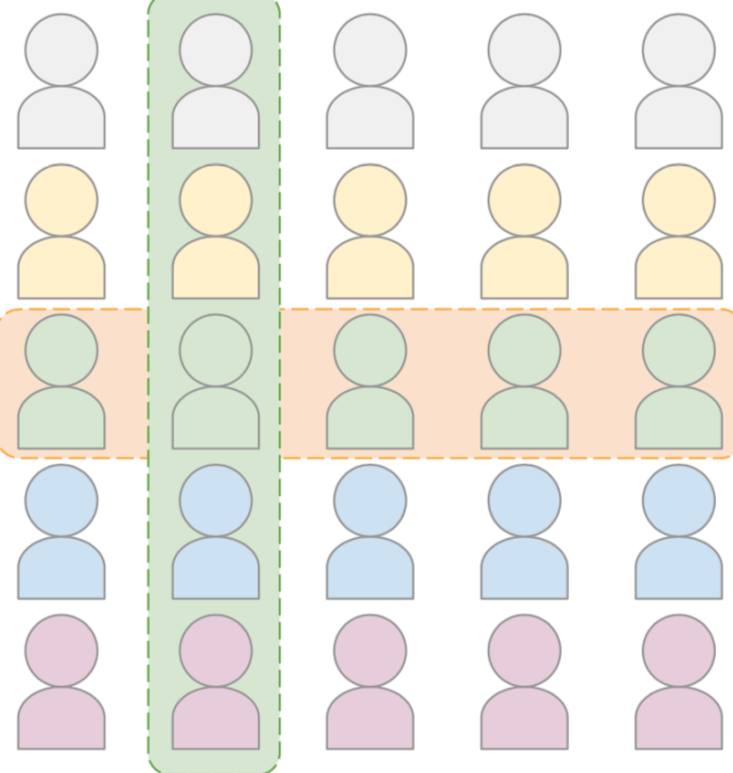
How to kickstart a self-learning organisation in 3 days

Localsearch – the „google“ of Switzerland



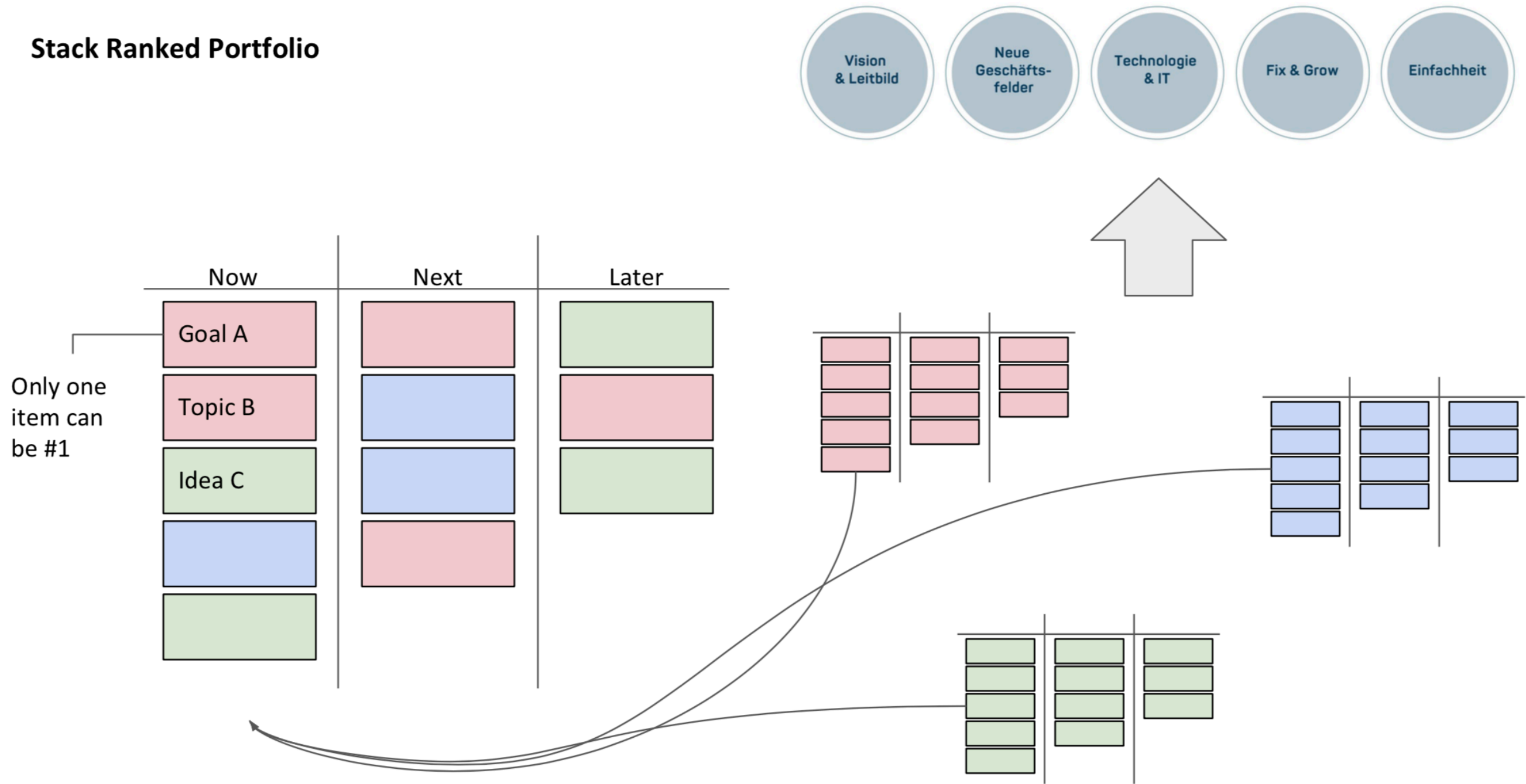
# Can we scale a successful model?-YES, we can!

- Saga:**
- knows **What** to build next and for whom
  - releases Software frequently
  - owns all competences to create E2E Mission
  - has low dependencies to other Sagas
  - as stable as possible
  - manageable size of 5-7 people
  - sit together
  - has a product owner and a backlog
  - takes Decisions
  - has a Focus
  - accountable for the results



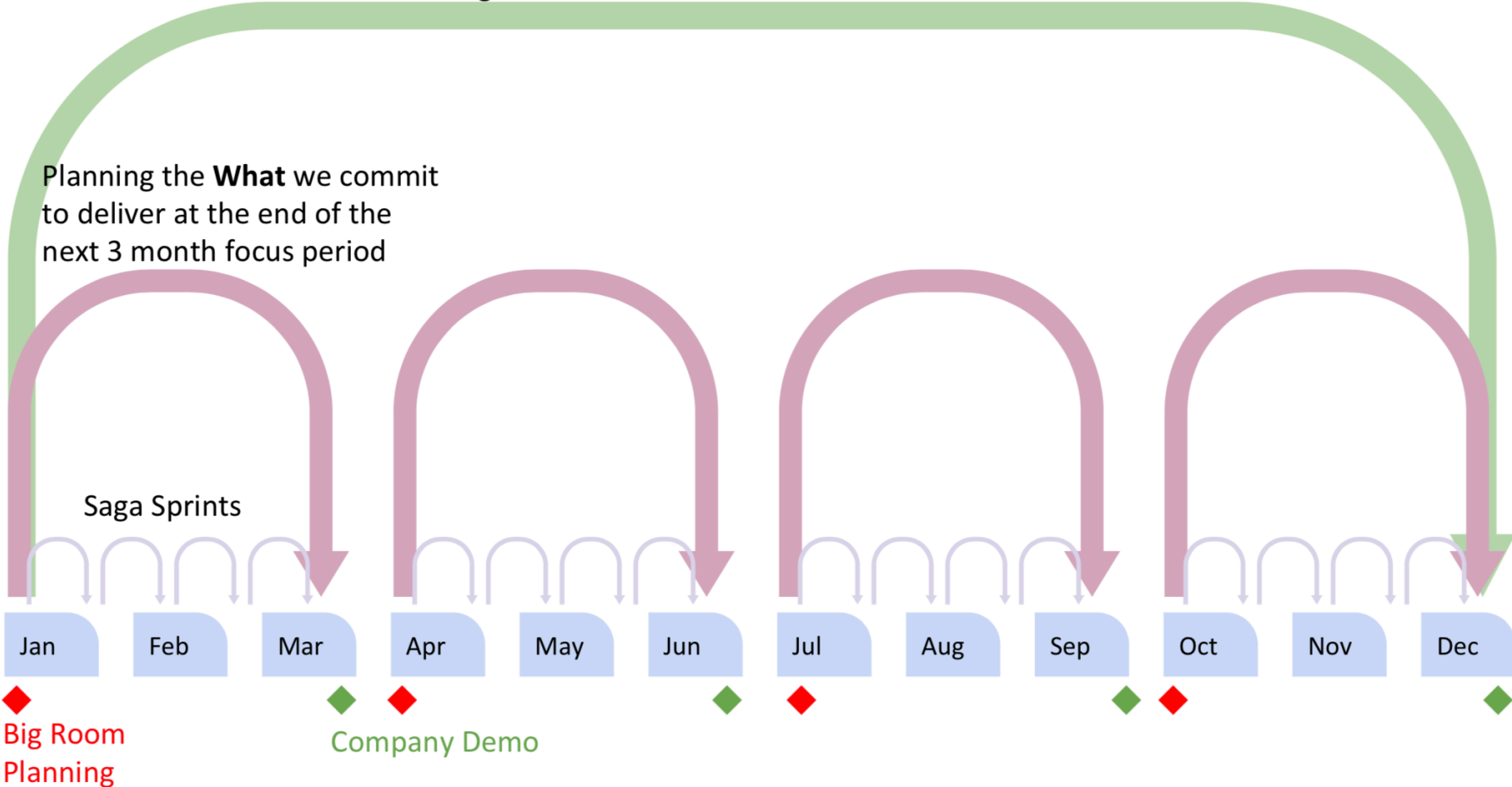
- Guild:**
- **How** to build it well
  - Team of Specialists with synergy across Sagas
  - Enable Sagas
  - Sharing a technical Vision
  - owns technical decisions

## Stack Ranked Portfolio



Only one item can be #1

the 5 localsearch goals





# Day 1: Joint Challenging the Model



## Step 2: Self/Group-Learning

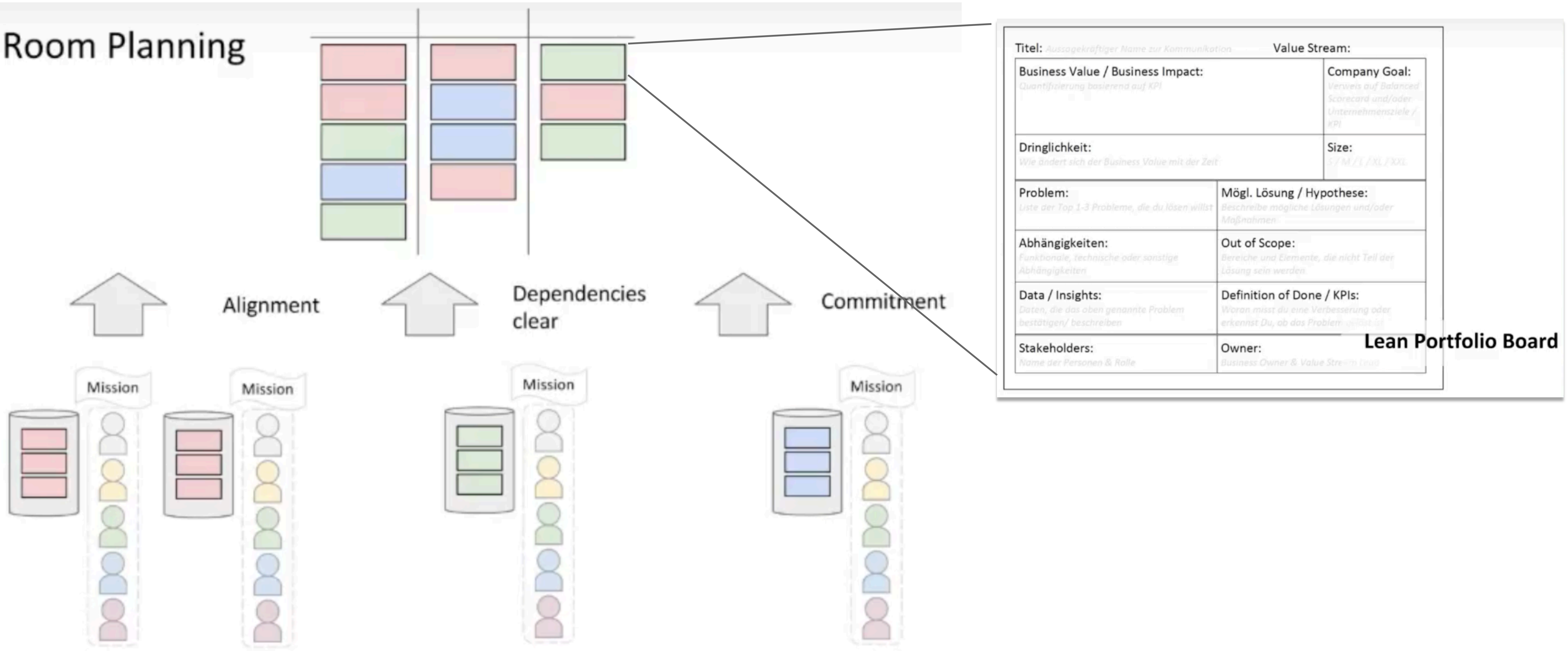


# Day 2: Self-Selection from Guild's (Silo) to Saga's (x-functional)



# Day 3: Big Room Planning (Pull)

## Big Room Planning





# Day 3: Big Room Planning (Pull)



Breaking down the Topics in the teams



Quarterly Rhythm Board



# Outcomes

- ~ 100 Employees re-organised **themselves** within “no” time and where **productive** right afterwards
- **Sustainable alignment** established via agile portfolio management/-board (similar to an “EMS”) and iterative big room planning events
- Maximized involvement and **increased happiness** because of collaborative approach and **freedom in framework**
- Continuous **value delivery**, in time!
- Guild’s foster **self-learning**

# Learnings

- **Time-boxing** by top-management released energies to achieve it
- **Management buy-in** & a **cross-functional transformation team** full of leaders (similar to an "EAT", not necessarily managers) were essential

We'd have been better in..

- Invest in a monitoring of the transformation e.g. **satisfaction**, maturity, etc.
- Insist in **strict separation** of line organisation discussions and solve personal issues later
- **Trust** more in self-selection skills through the organisation
- Don't underestimate a joint **understanding** of the roles/leadership