Shaped by Demand

The power of fluid teams

Daniel Terhorst-North

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What is the goal of organization design?

to build the best structure we can
to do the best work we can

…for now

What is the best work?

Delivery
- *new features*
- *enhancements*

Discovery
- *learning*
- *reducing risk*

Kaizen
- *process change*
- *tech improvements*
- *L&D*

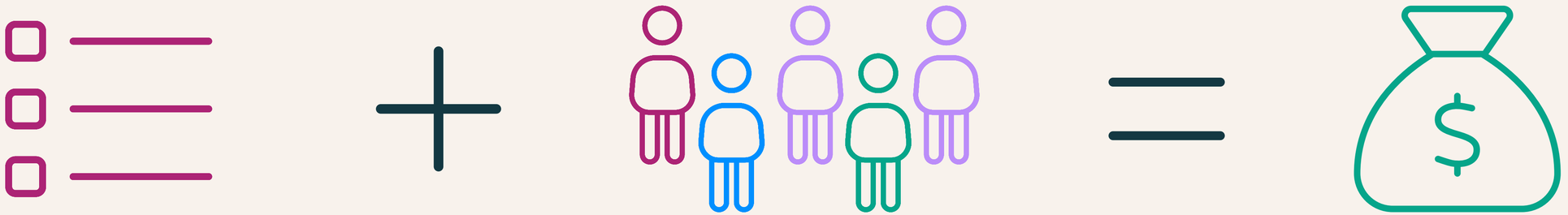
discretionary

BAU
- *Day-to-day RTB*
- *Controls*

Failure Demand
- *incidents*
- *follow-up*

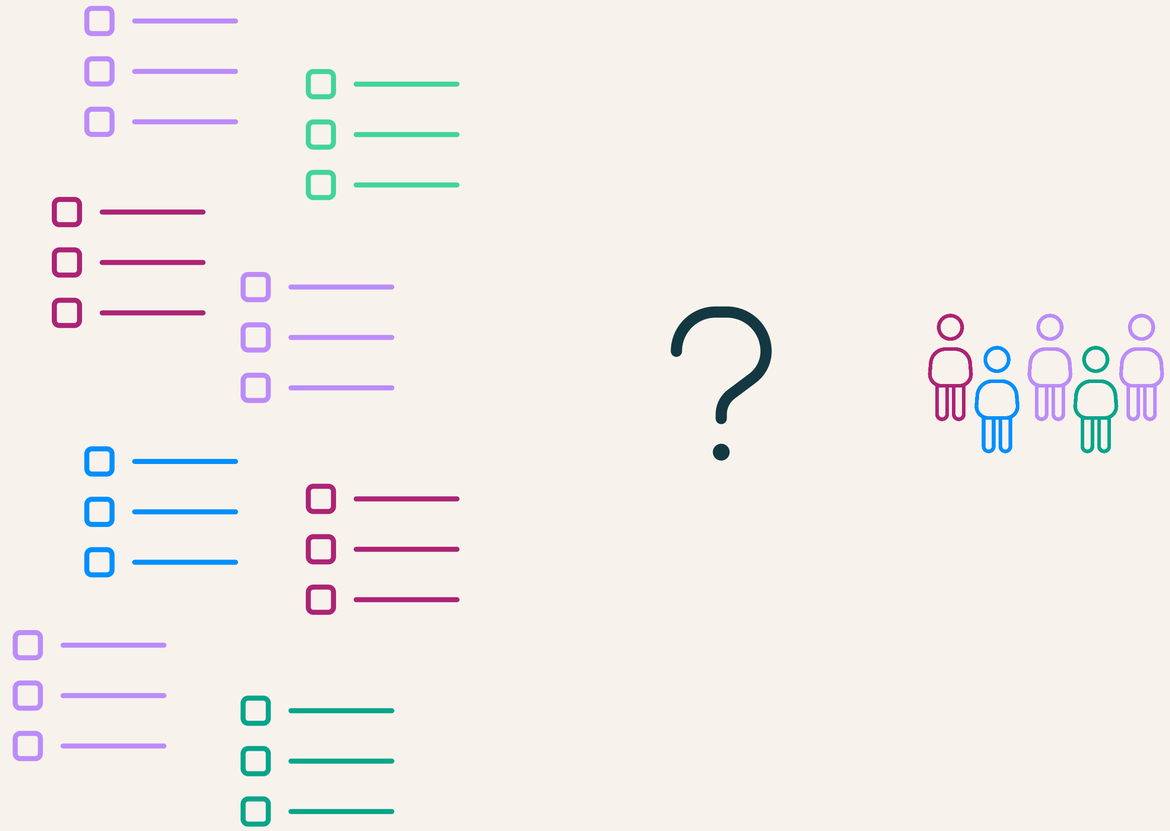
mandatory

What is the best structure?



Little demand + Little team = Profit!

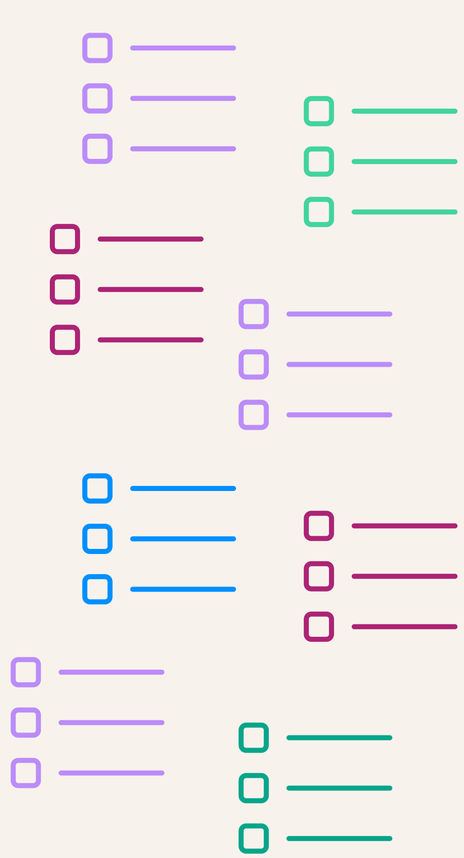
What is the best structure?



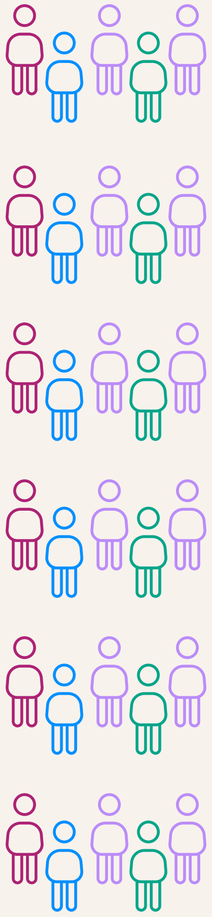
?

Lots of demand!

What is the best structure?



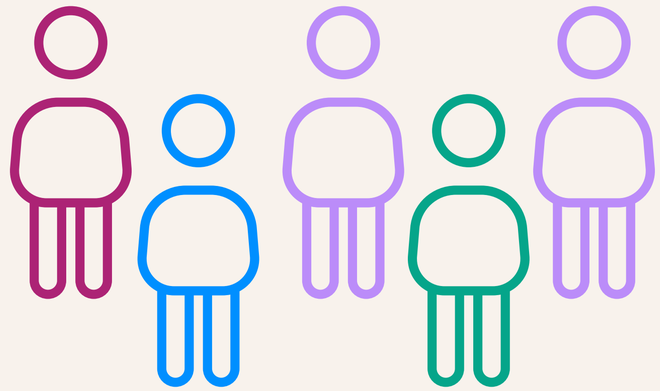
Lots of demand!



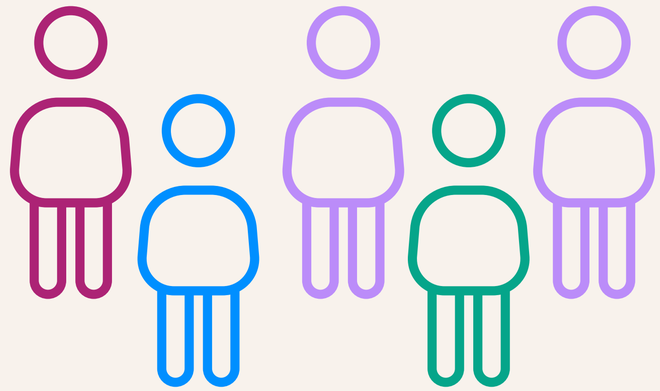
Lots of (identical) teams

‘Challenges’

We shape the demand to fit the stable long-lived feature teams

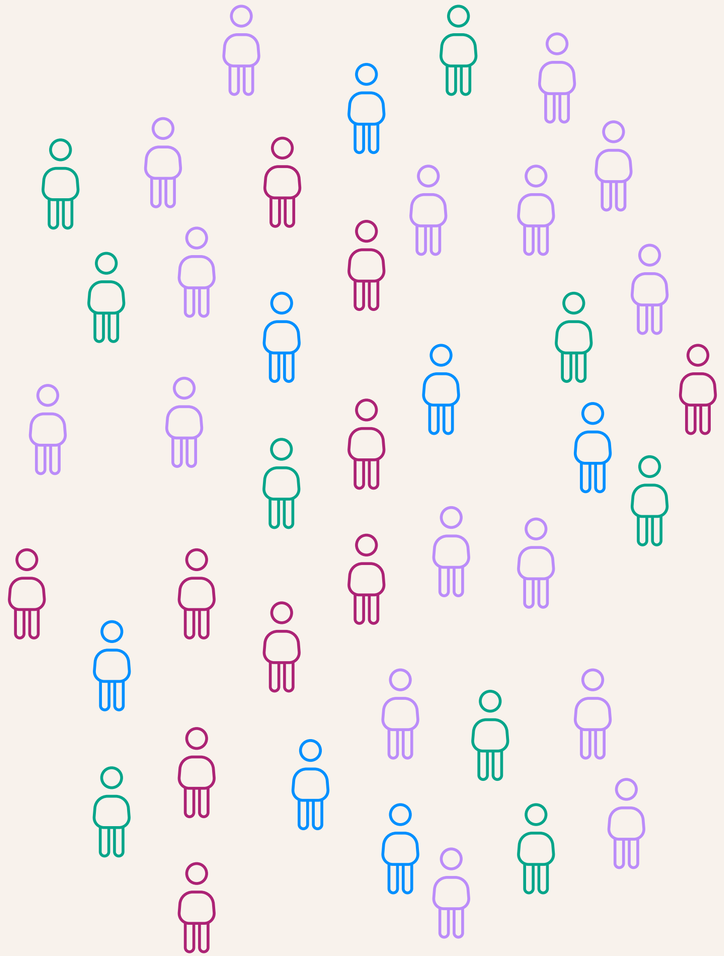


We shape the demand to fit the teams

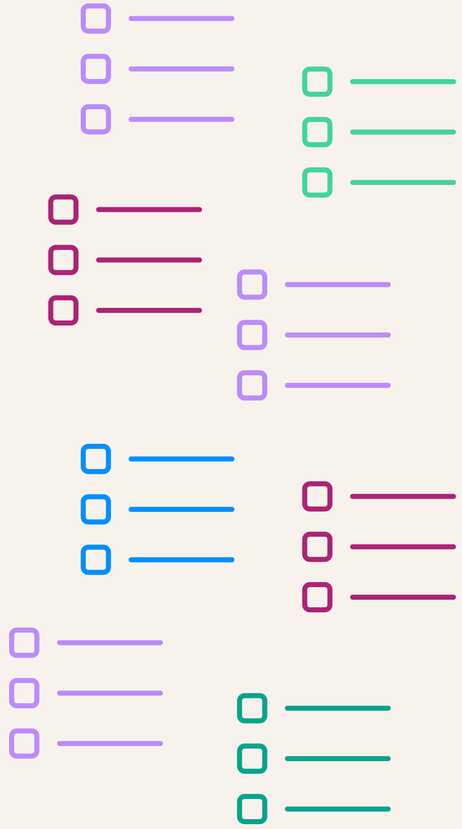


What if we rethink the question?

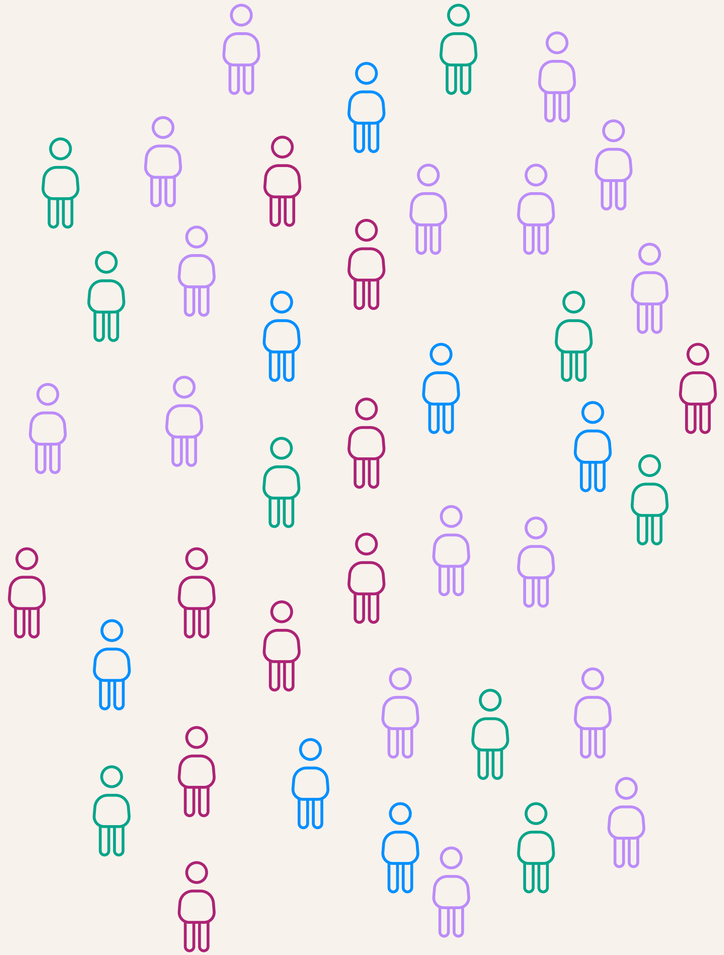
We shape the teams to fit demand

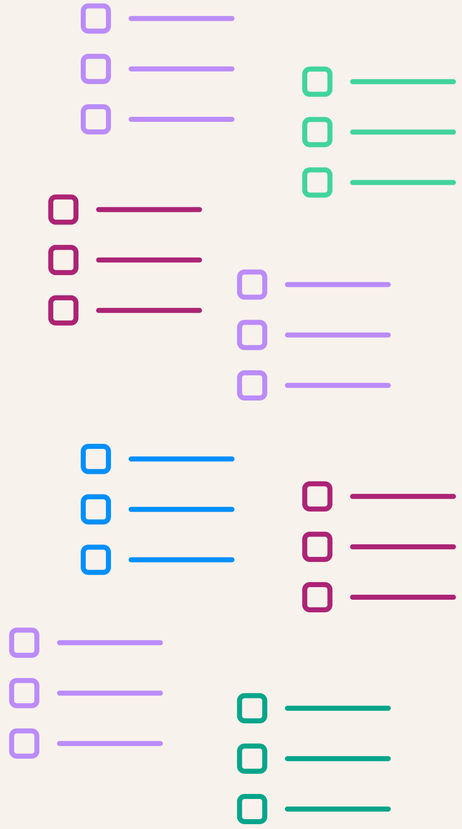


?



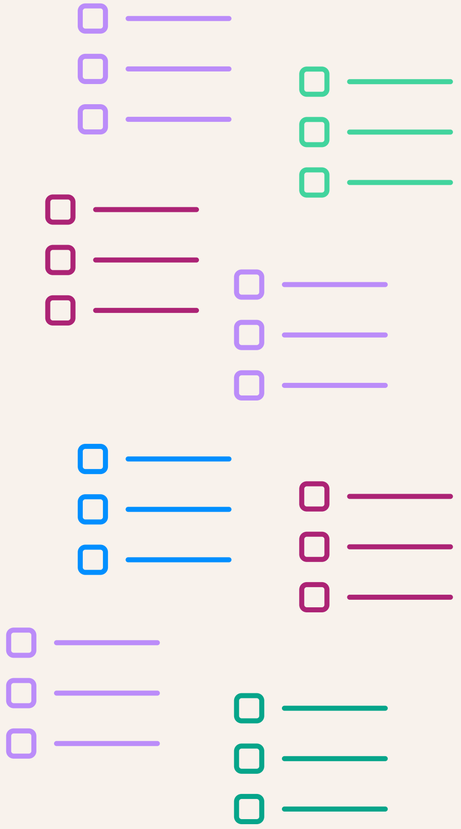
Introducing demand-led planning



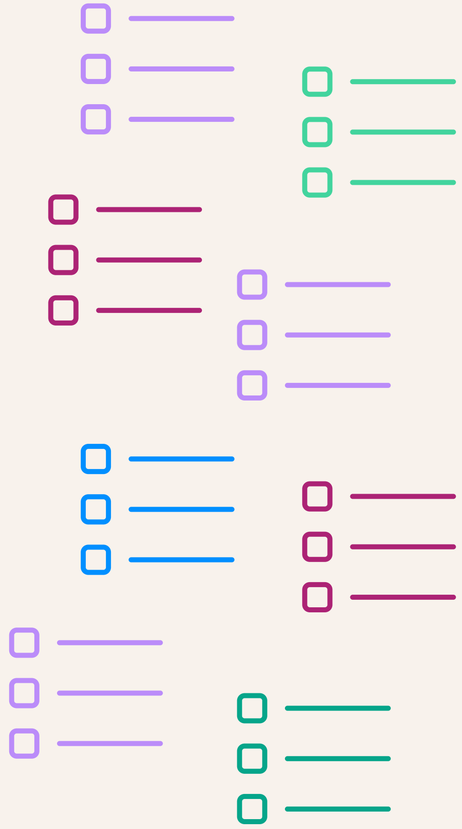


Step 1: Identify the demand

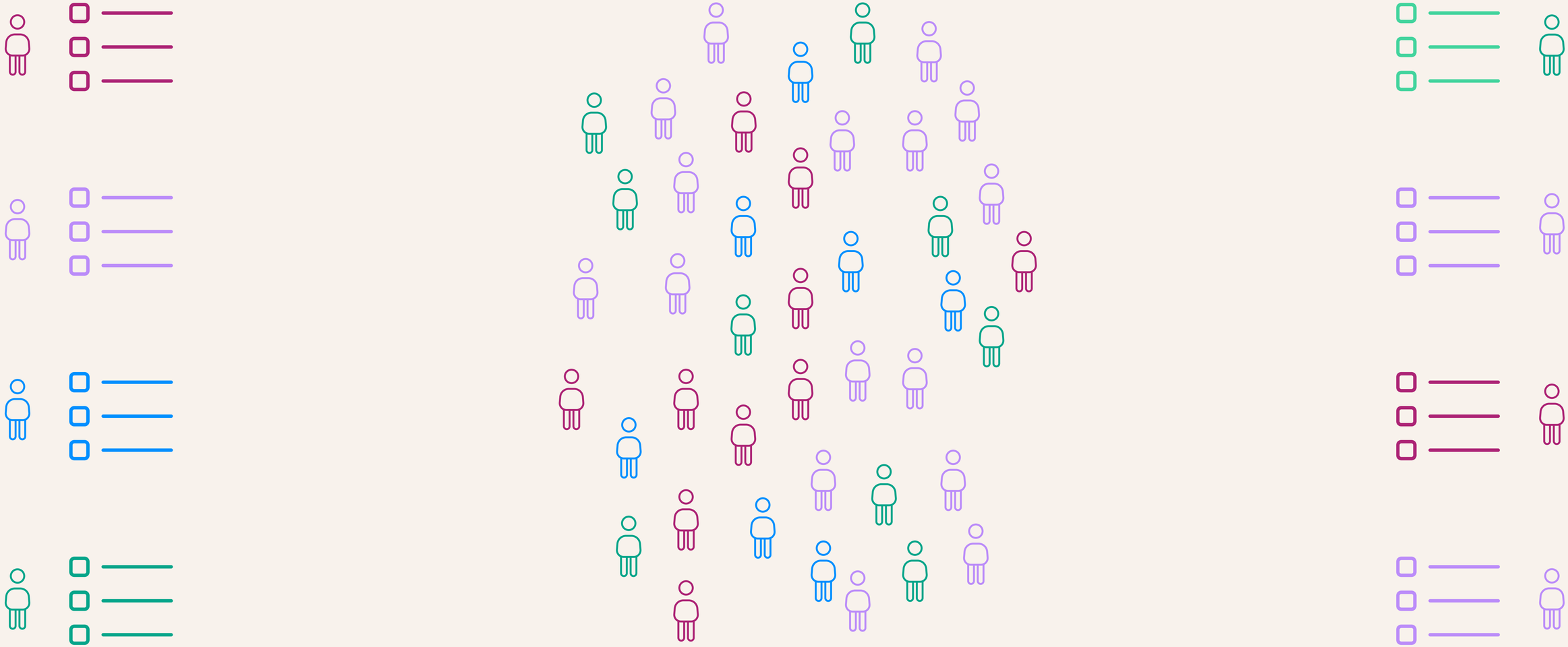
all the demand!



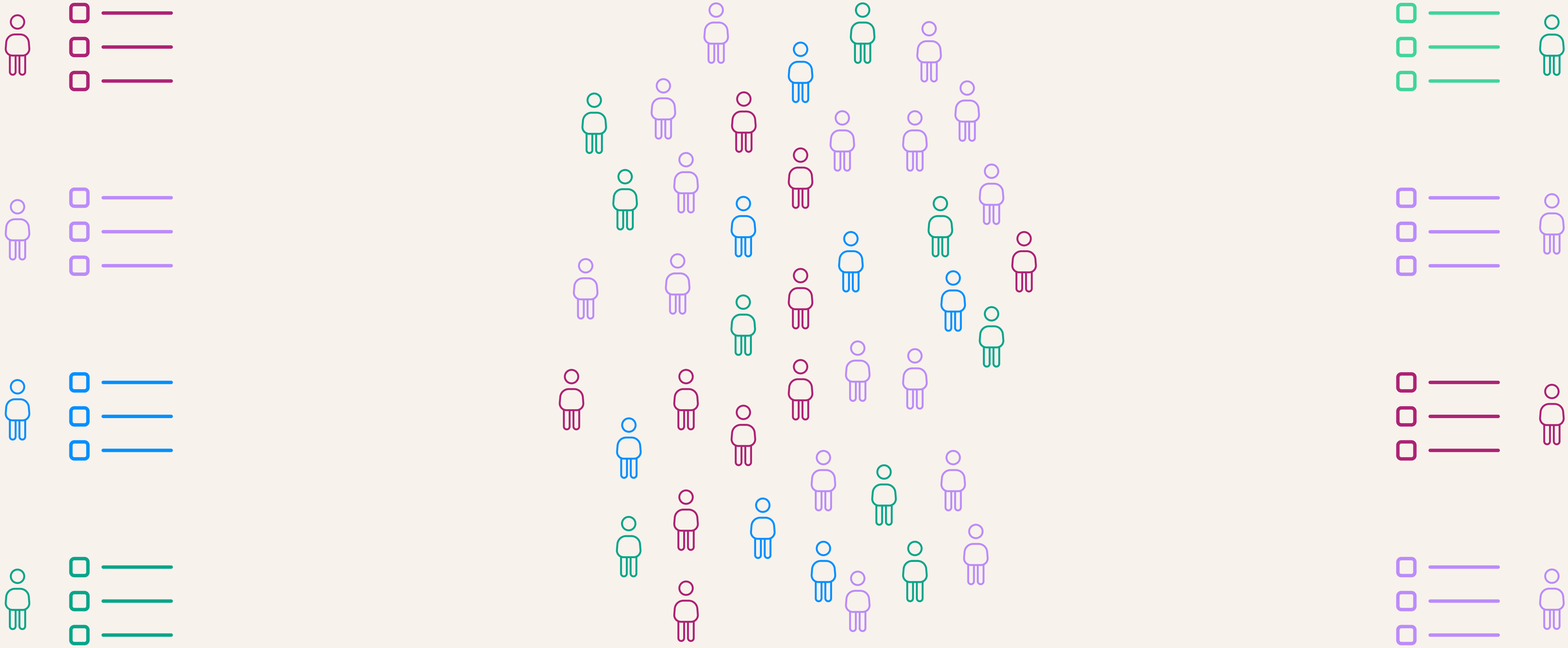
Step 2: Allocate discretionary spend



Step 3: Pitch the demand



Step 4: Introduce the constraints



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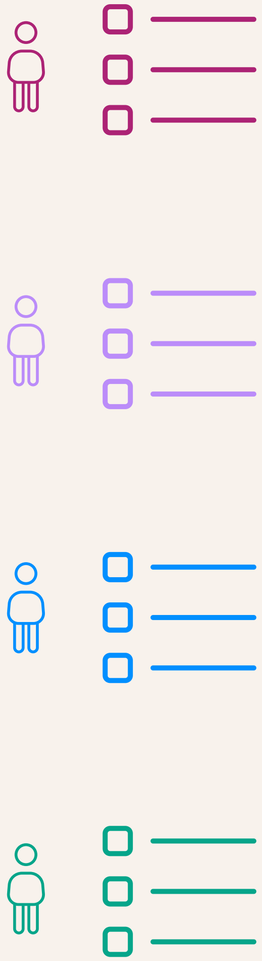
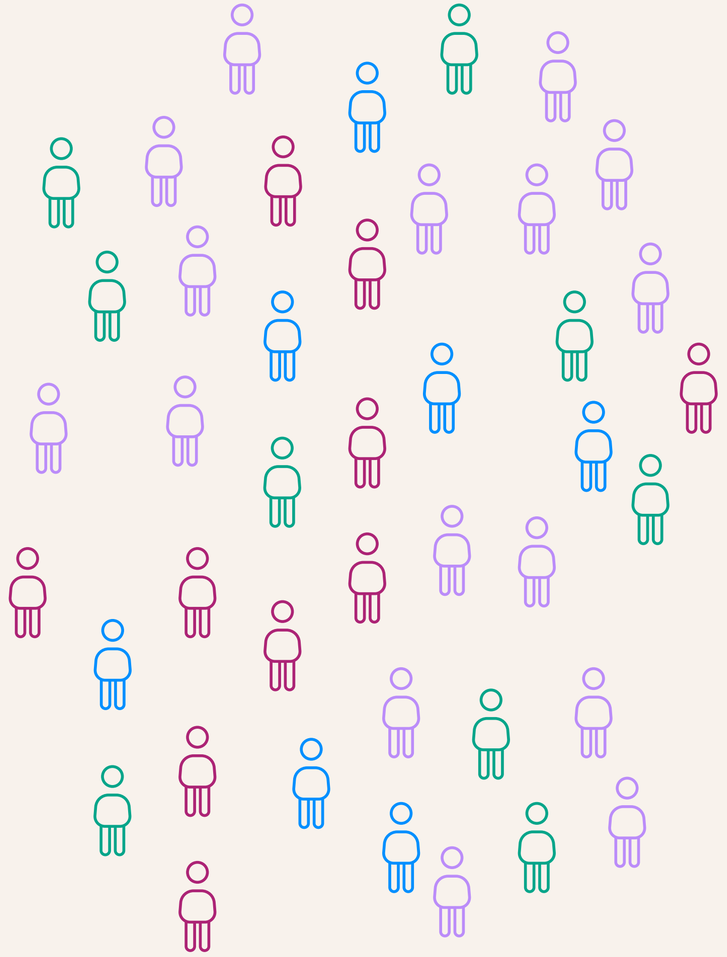
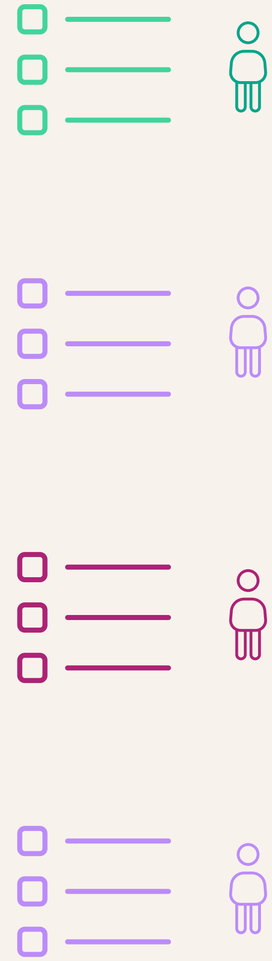


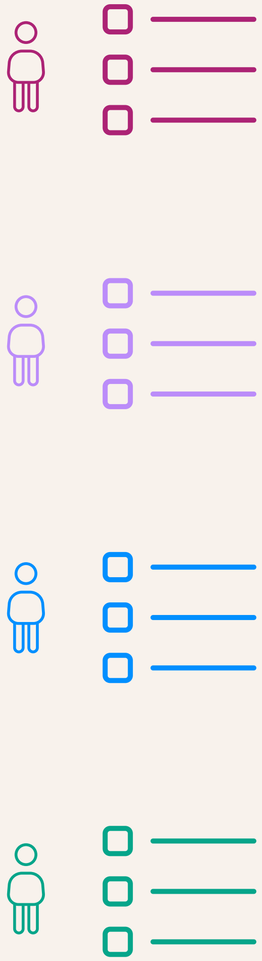
- ✓ 3-10 people
- ✓ fully autonomous*
- ✓ no work unstaffed
- ✓ bumble bees



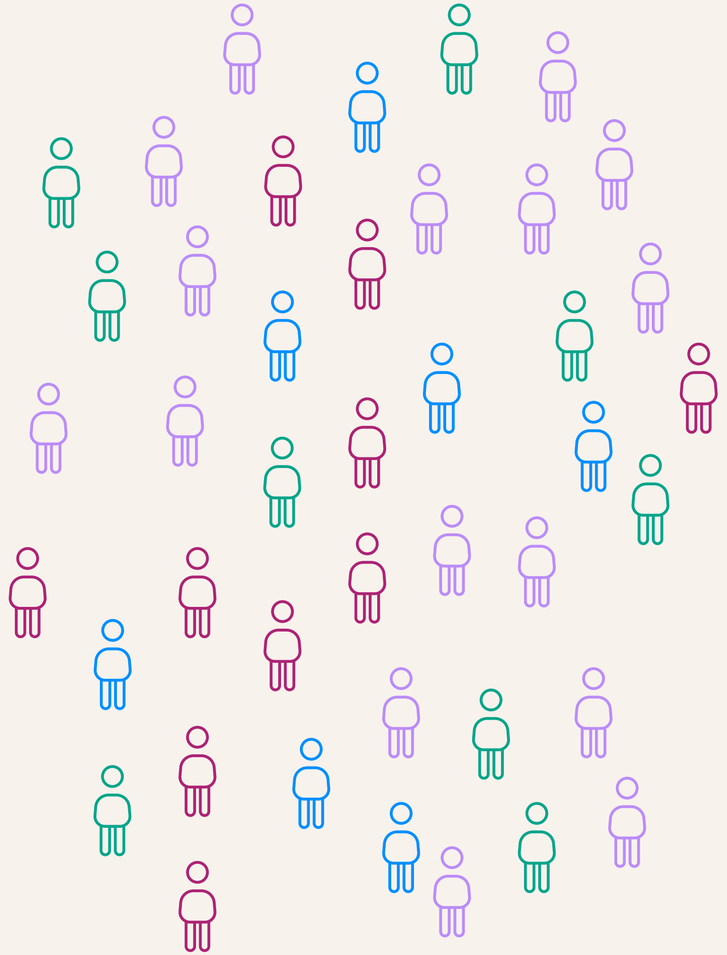


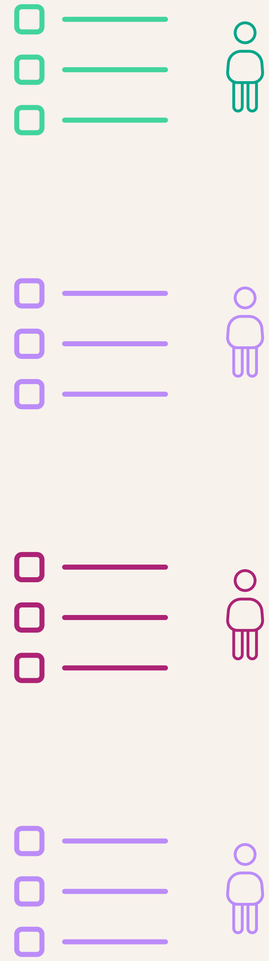
* skills, knowledge, experience, authority, resources

Step 4: Introduce the constraints



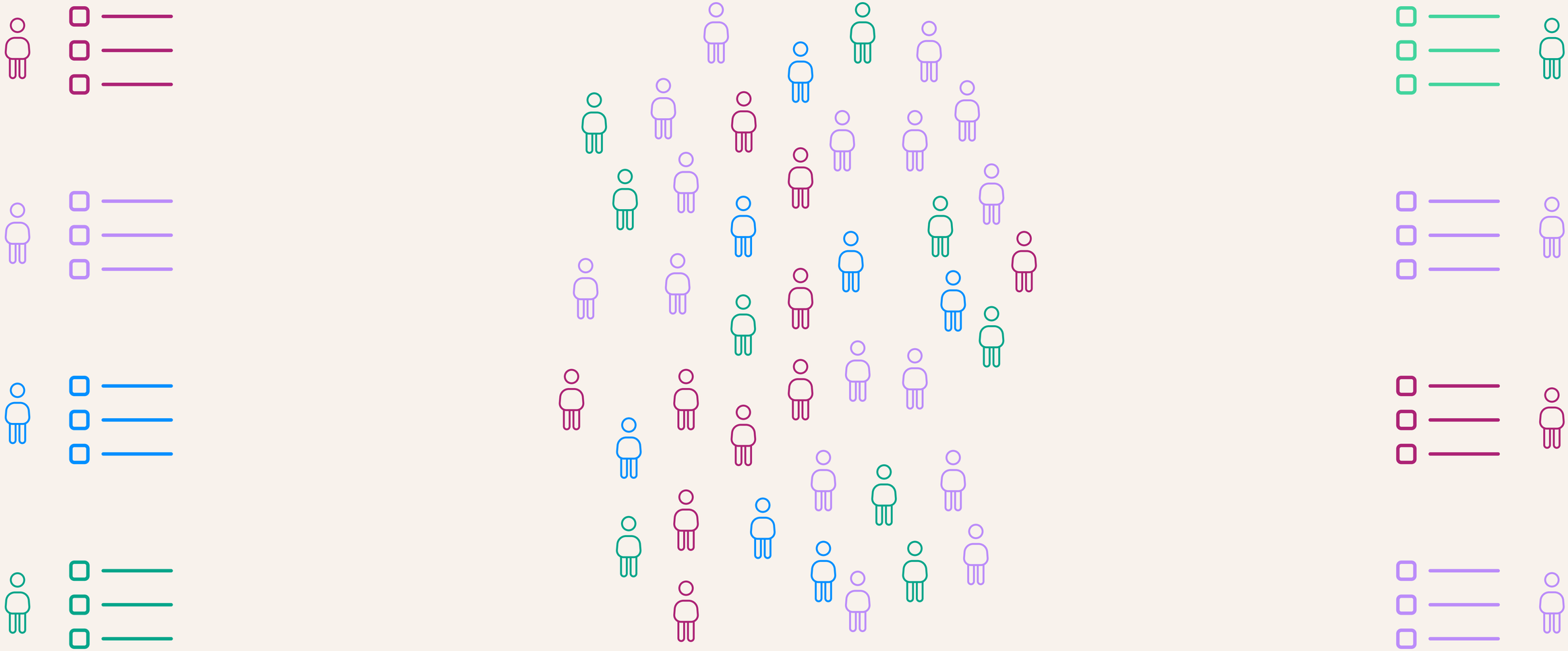
- ✓ 3-10 people
- ✓ fully autonomous*
- ✓ no work unstaffed
- ✓ bumble bees
- ? min/max movers
- ? min/max duration



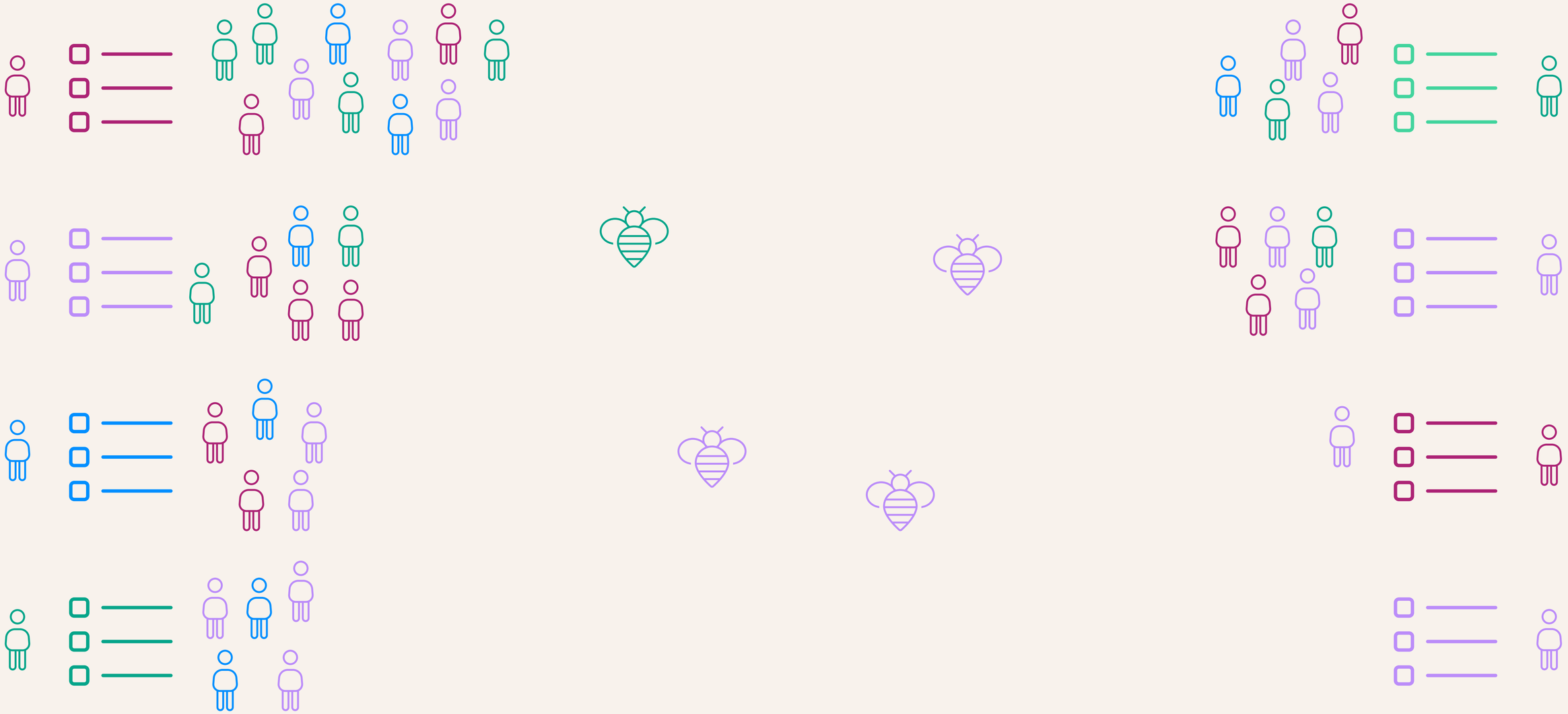


* skills, knowledge, experience, authority, resources

Step 5: Run around!

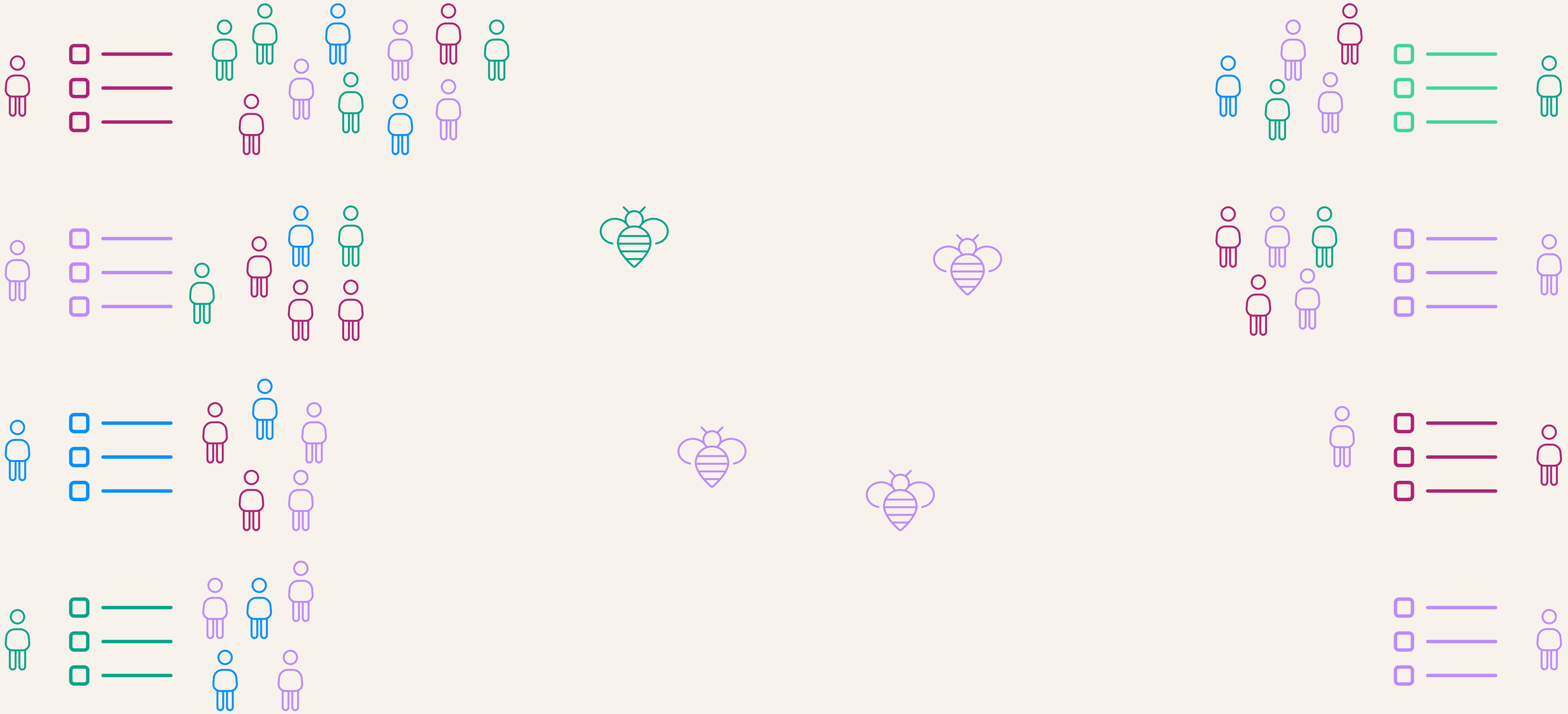


Step 5: Run around!



goalwards

Step 6: Test and iterate



goalwards

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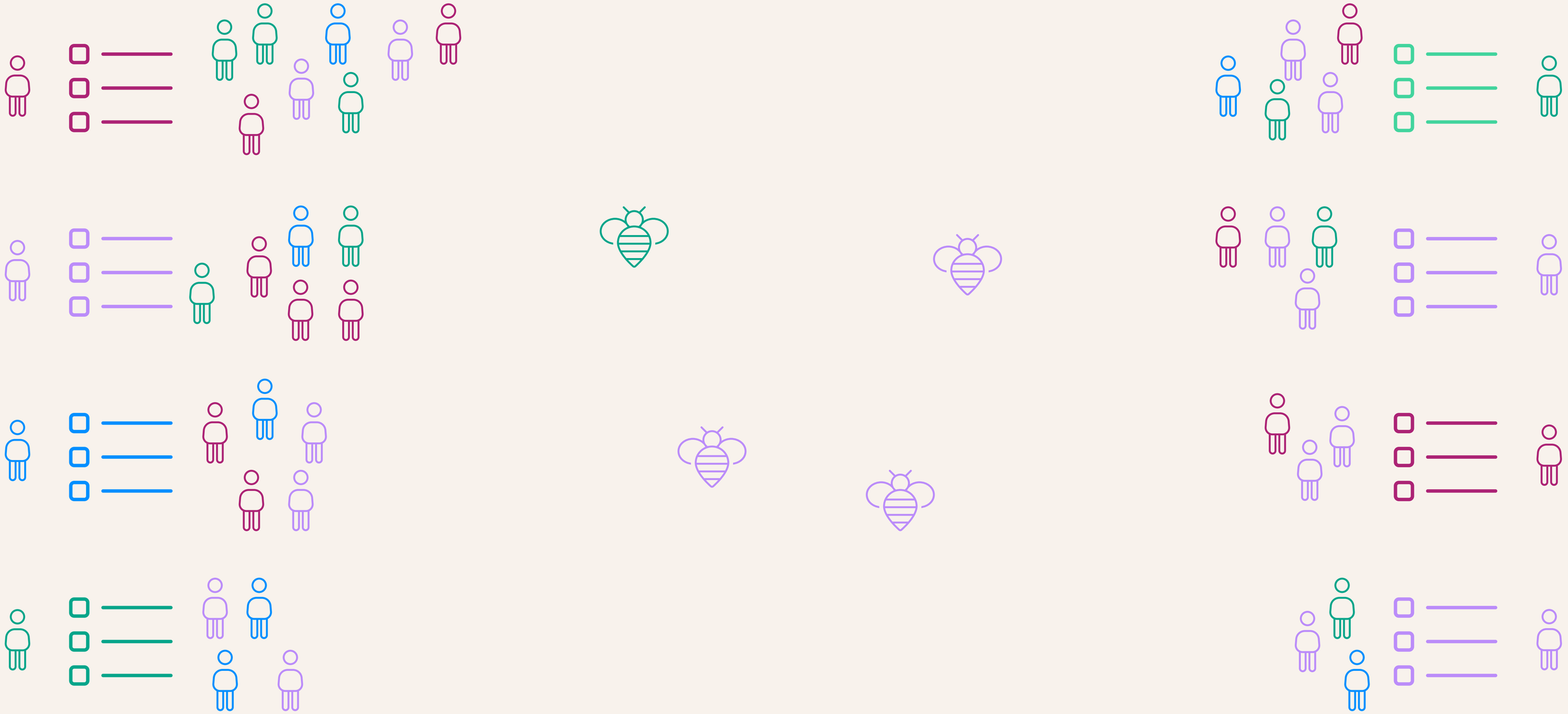
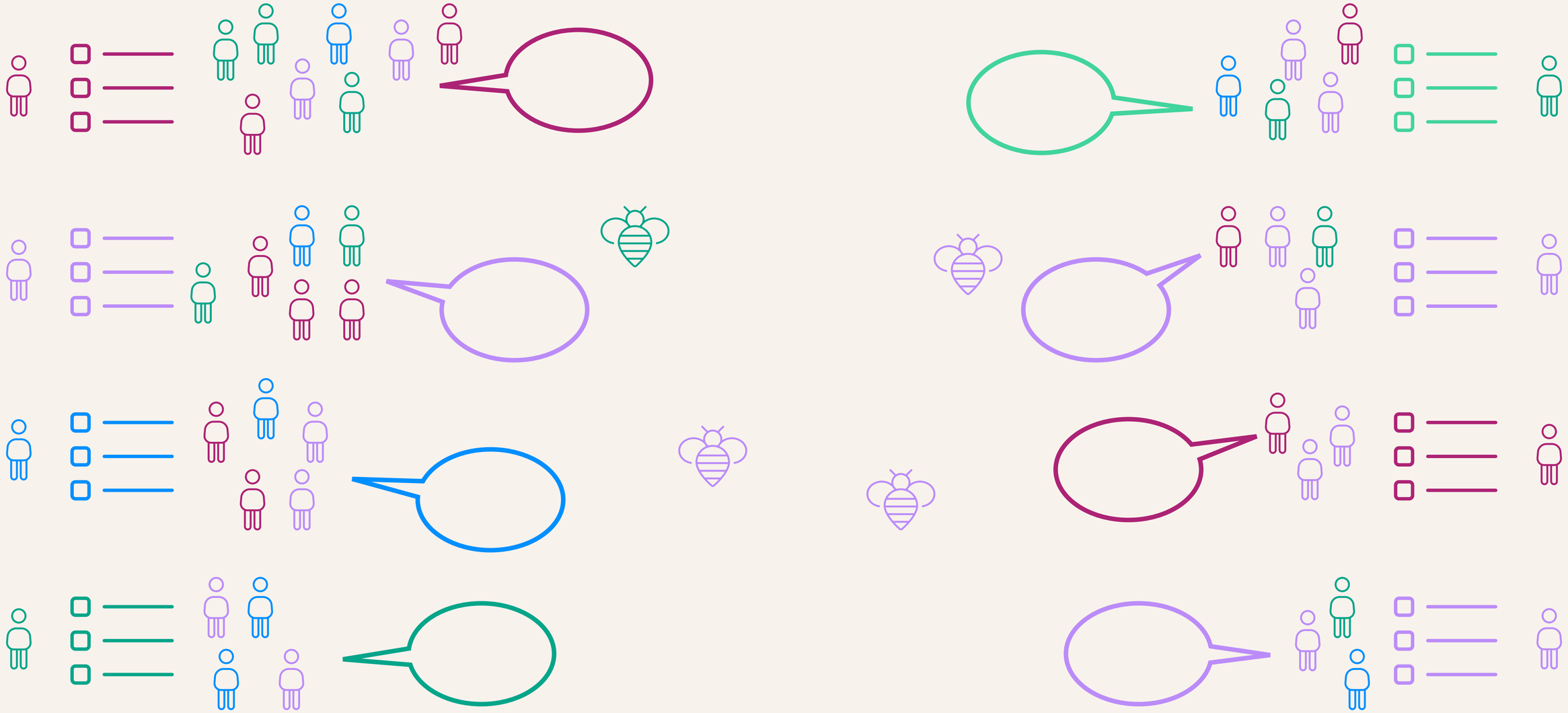
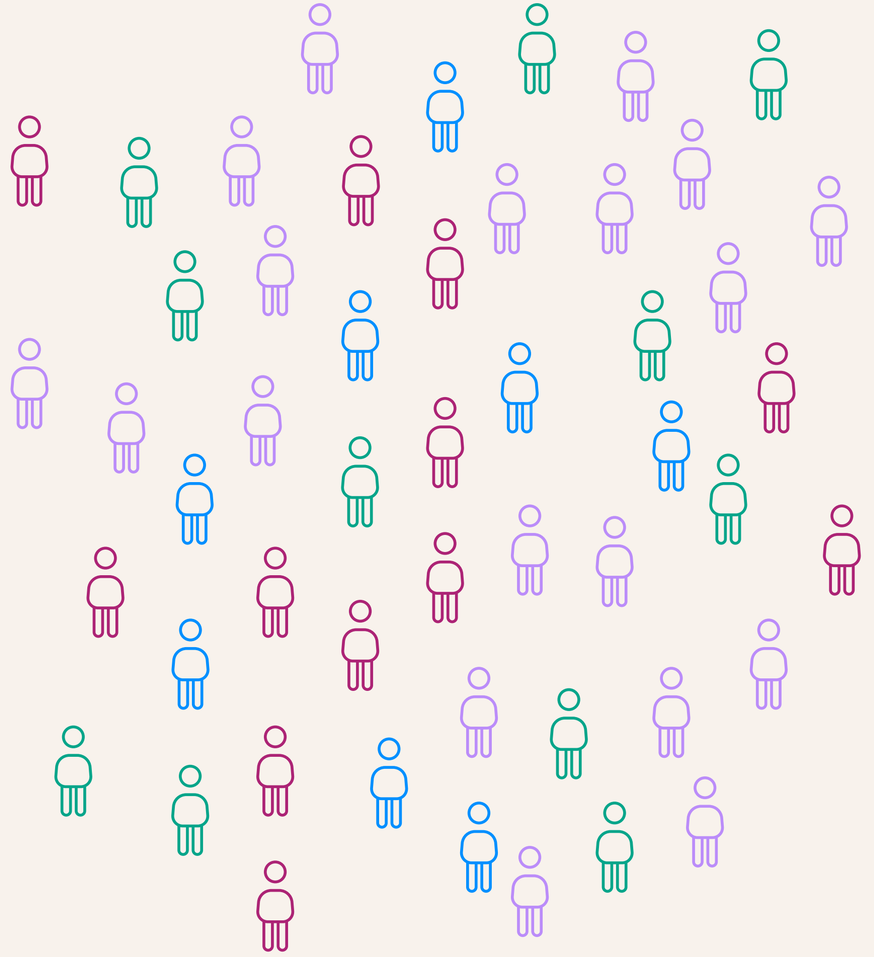


goalwards

Step 7: Declare a BHAG!



Step 8: ‘Break bread’



Considerations

Before, during, after

Summary: Demand-led planning

1. Identify the demand
2. Allocate discretionary spend
3. Pitch the demand
4. Introduce the constraints
5. Run around!
6. Test and iterate
7. Declare a BHAG!
8. ‘Break bread’

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