Scrum Meets Org. Design

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Helps organizations to design more adaptable ecosystems that delivers high value to its customers and employees.

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Scrum

Origin: 1986

Pillars:
- Transparency
- Inspection
- Adaptation

From Empiricism

Elements:
3 Accountability
5 Events
3 Artifacts
5 Values

Product Owner

Product Backlog

Planning:
Why
What
How

Sprint

Commitment

Commitment Goal

Scrum Team

Retrospective

Scrum Master

Review

Definition of Done

Increment

Daily Scrum

Daily Inspection & Adaptation

15 Minute Event
Same Time and Place

Sprint Backlog

Commitment Sprint Goal

Daily Scrum

Commitment Definition of Done

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ORGANIZATIONAL DESIGN ≠ STRUCTURE
Organizational design is a systematic and holistic approach to aligning and fitting together all parts of an organization to achieve its defined strategic intents.”

- EODF
3 ELEMENTS
3 ELEMENTS

¿WHY?
STRATEGY
3 ELEMENTS

¿WHAT?

PARTS OF AN ORGANIZATION
3 ELEMENTS

¿HOW?
APPROACH
3 ELEMENTS

¿WHY? STRATEGY

¿WHAT? PARTS OF AN ORGANIZATION

¿HOW? APPROACH
Organizational design is a systematic and holistic approach to aligning and fitting together all parts of an organization to achieve its defined strategic intents.

- EODF
The Star Model framework for organization design is the foundation on which a company bases its design choices. It consists of five design categories that represent the elements of an organization on which we will typically intervene when (re)designing and organization.
Strategy is the company’s formula for winning.
STAR MODEL™

STRATEGY

DESIGN CRITERIA
The structure of the organization determines the placement of power and authority in the organization.
STAR MODEL™

- STRATEGY
- DESIGN CRITERIA
- STRUCTURE
If structure is thought of as the anatomy of the organization, processes are its physiology or functioning.
STAR MODEL™

- Strategy
- Design Criteria
- Structure
- Process
The purpose of the reward system is to align the goals of the employee with the goals of the organization. It provides motivation and incentive for the completion of the strategic direction.
STAR MODEL™

- Strategy
- Design Criteria
- Structure
- Process
- Rewards
People practices are the organization's collective HR systems and policies that help build organizational capabilities to execute the strategy.
STAR MODEL™

- STRATEGY
- DESIGN CRITERIA
- STRUCTURE
- PROCESS
- REWARDS
- PEOPLE
STAR MODEL™

- STRATEGY
- DESIGN CRITERIA
- PEOPLE
- STRUCTURE
- REWARDS
- PROCESS
STAR MODEL™

- STRATEGY
- DESIGN CRITERIA
- PEOPLE
- STRUCTURE
- REWARDS
- PROCESS
- BEHAVIORS
STAR MODEL™

- STRATEGY
- DESIGN CRITERIA
- STRUCTURE
- PEOPLE
- REWARDS
- PROCESS
- BEHAVIORS
- PERFORMANCE
- CULTURE
STRUCTURE

PROCESS

REWARDS

PEOPLE

PERFORMANCE METRICS

COMPENSATION

RECOGNITION
Scrum

(1) Scrum Team
(2) Developers
(3) Scrum Master
(4) Product Owner
(5) Sprint
(6) Daily Scrum
(7) Sprint Planning
(8) Sprint Review
(9) Sprint Retrospective
(10) DoD
(11) Refinement
(12) Sprint Goal
(13) Product Goal
(14) Product Backlog
(15) Sprint Backlog
(16) Increment
(17) Scrum Values
(18) Scrum Principles
¡PRACTICE TIME!

In 15 MINUTES

In groups of 3 or 4 review the list of the components of Scrum that is on the left.

Assign each component to some sub-category of the Star Model, using the corresponding number.

Discuss within the group but make sure to fill your own handout.
¡PRACTICE TIME!

In 15 MINUTES

In groups of 3 or 4 review the list of the components of Scrum that is on the left.

Assign each component to some sub-category of the Star Model, using the corresponding number.

Discuss within the group but make sure to fill your own handout.
¡PRACTICE TIME!

In 10 MINUTES

Individually analyze your agile adoption in your organization.

Identify which practices, frameworks, methods has been adopted and list them on the left side below “Your Organization”

Similar to the last exercise, map those components to the sub-categories of the Star Model.

Finally mark the blank circle of the sub-categories that are left blank.
Your Organization

1. Structure
   - Formal Structure
   - Organizational Roles
   - Leadership Roles

2. Process
   - Horizontal Processes
   - Coordination & Integration
   - Vertical Processes

3. Rewards
   - Performance Metrics
   - Compensation
   - Recognition

4. People
   - Talent Strategy
   - Learning & Development
   - Performance Management

Idea for the future

10. Desired Values and Behaviors

11. "Virtual" Teams

12. Ideas for the future
¡PRACTICE TIME!

In 10 MINUTES

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¡PRACTICE TIME!

In 5 MINUTES

Within your same group, choose one organization.

Discuss which practices aligned with agility could be incorporated to the empty sub-categories.

Write them down on the left side bellow “Ideas for the future”. 
Think about your Agile Journey and reflect around which organizational parts are not aligned yet that could enhance your journey.
RESOURCES TO DEEP DIVE

Designing Organisations
Why it matters and ways to do it well
Naomi Stanford

DESIGNING DYNAMIC ORGANIZATIONS
Jay Galbraith, Diane Disumey, Amy Knies

MANAGEMENT 3.0
Leading Agile Developers, Developing Agile Leaders
Jurgen Appelko

PIA-MARIA THOREN

Reinventing organizations
A Guide to Creating Organizations
Frederic Laloux

CORPORATE REBELS
MAKE WORK MORE FUN
Jordi Borràs, PaïsChere

This Is Beyond Budgeting
A Guide to More Adaptive and Human Organizations
Bjarne Bojgraves

Scrum Organico

ScrumOrganico"Agile meets Org. Design" series at
ScrumOrganico.com (in Spanish)

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THANKS!

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