

# Agile Organisation

by *Gerrit Muller* University of South-Eastern Norway-NISE

e-mail: `gaudisite@gmail.com`

`www.gaudisite.nl`

## Abstract

### Distribution

This article or presentation is written as part of the Gaudí project. The Gaudí project philosophy is to improve by obtaining frequent feedback. Frequent feedback is pursued by an open creation process. This document is published as intermediate or nearly mature version to get feedback. Further distribution is allowed as long as the document remains complete and unchanged.

September 9, 2018  
status: planned  
version: 0.2

logo  
TBD

# Process attributes

---

**Purpose** What is to be achieved and why

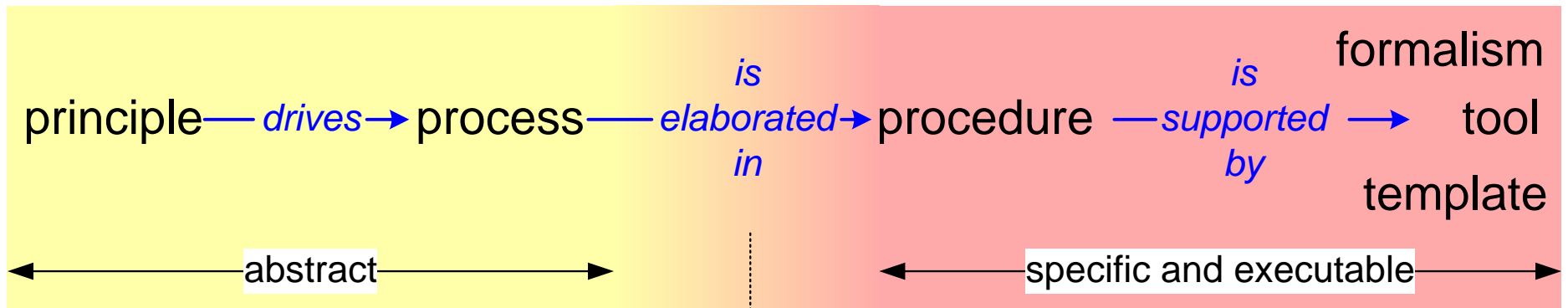
**Structure** How will the goal be achieved

**Rationale** What is the reasoning behind this process

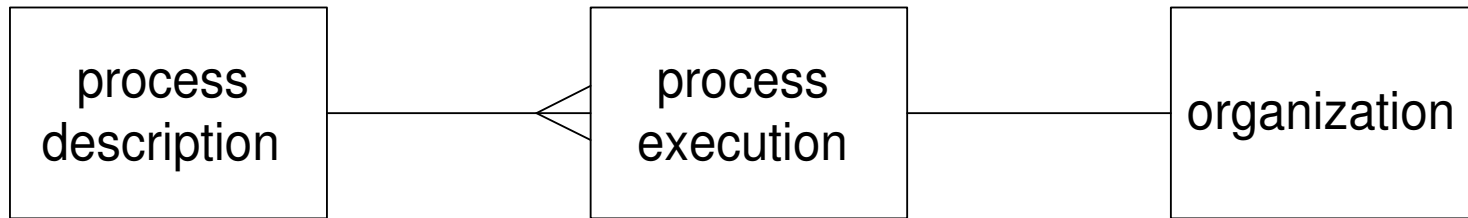
**Roles** Which roles are present, which responsibilities are associated, which incentives are present, what are the criteria for these roles

**Ordering** Which phasing or sequence is applied

# Process abstraction hierarchy



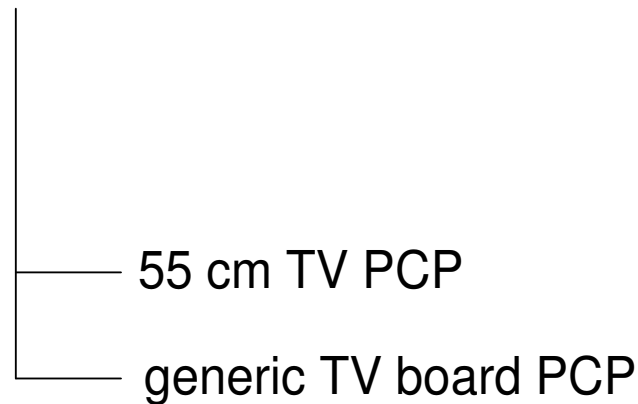
# From process to organisation



*example*

TV family PCP

PCP



names of program manager,  
architect, marketing manager  
lists of documents, meetings, ...

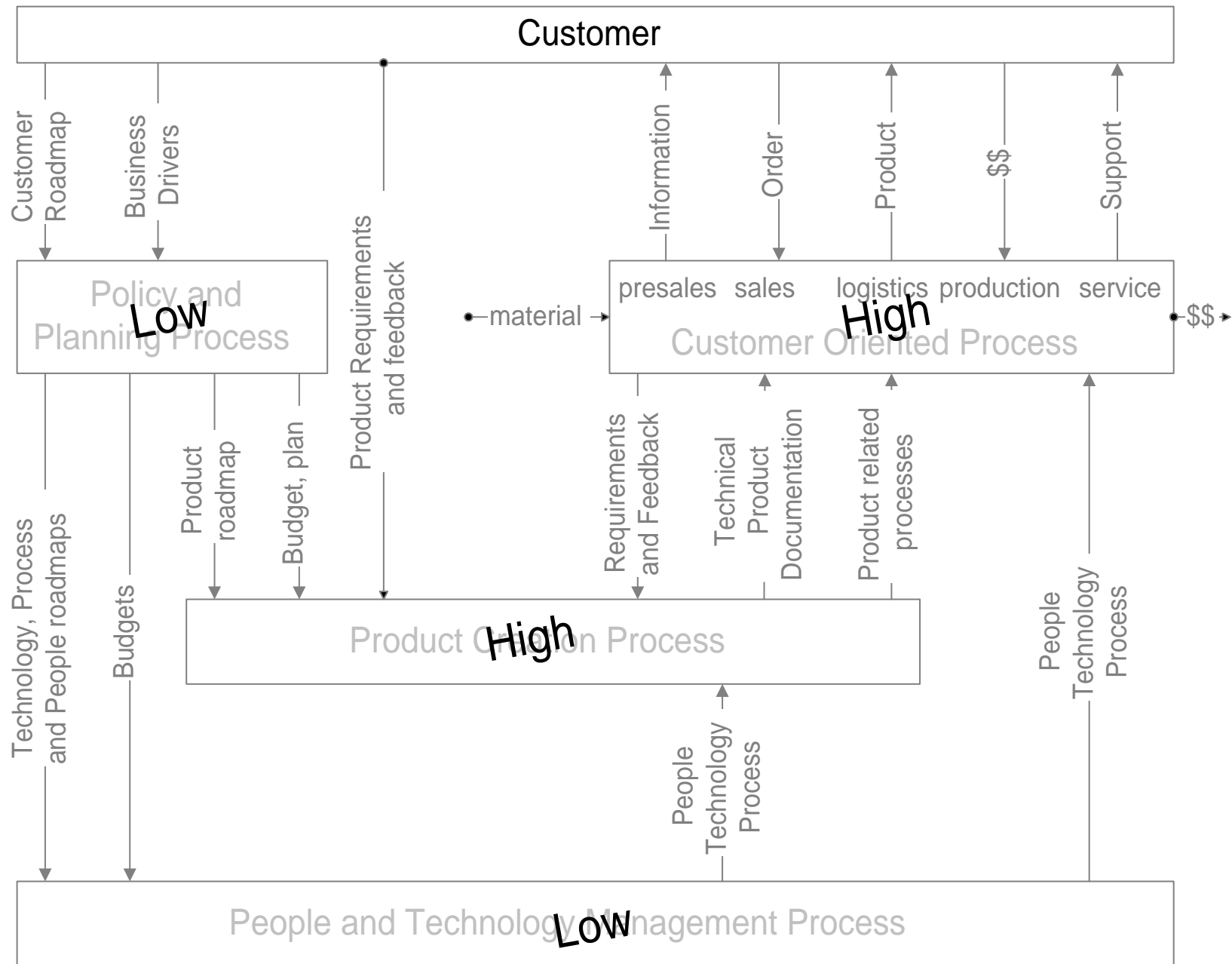
names of project leaders,  
architects, product managers  
lists of documents, meetings, ...

# Organisation attributes

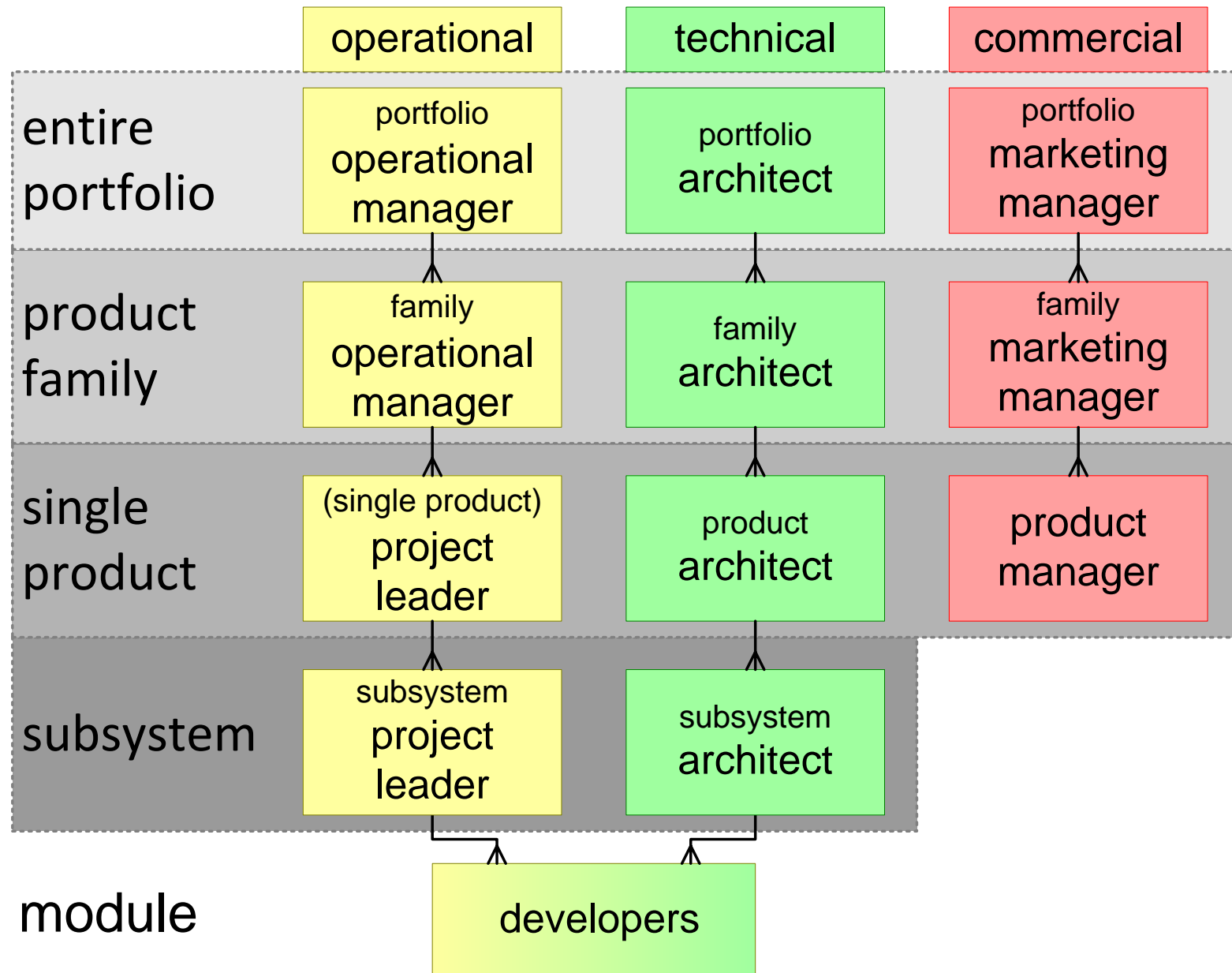
---

- Which functions are needed
- Who is responsible for this function
- What is the hierarchical relation between the functions
- Which meeting structure is required

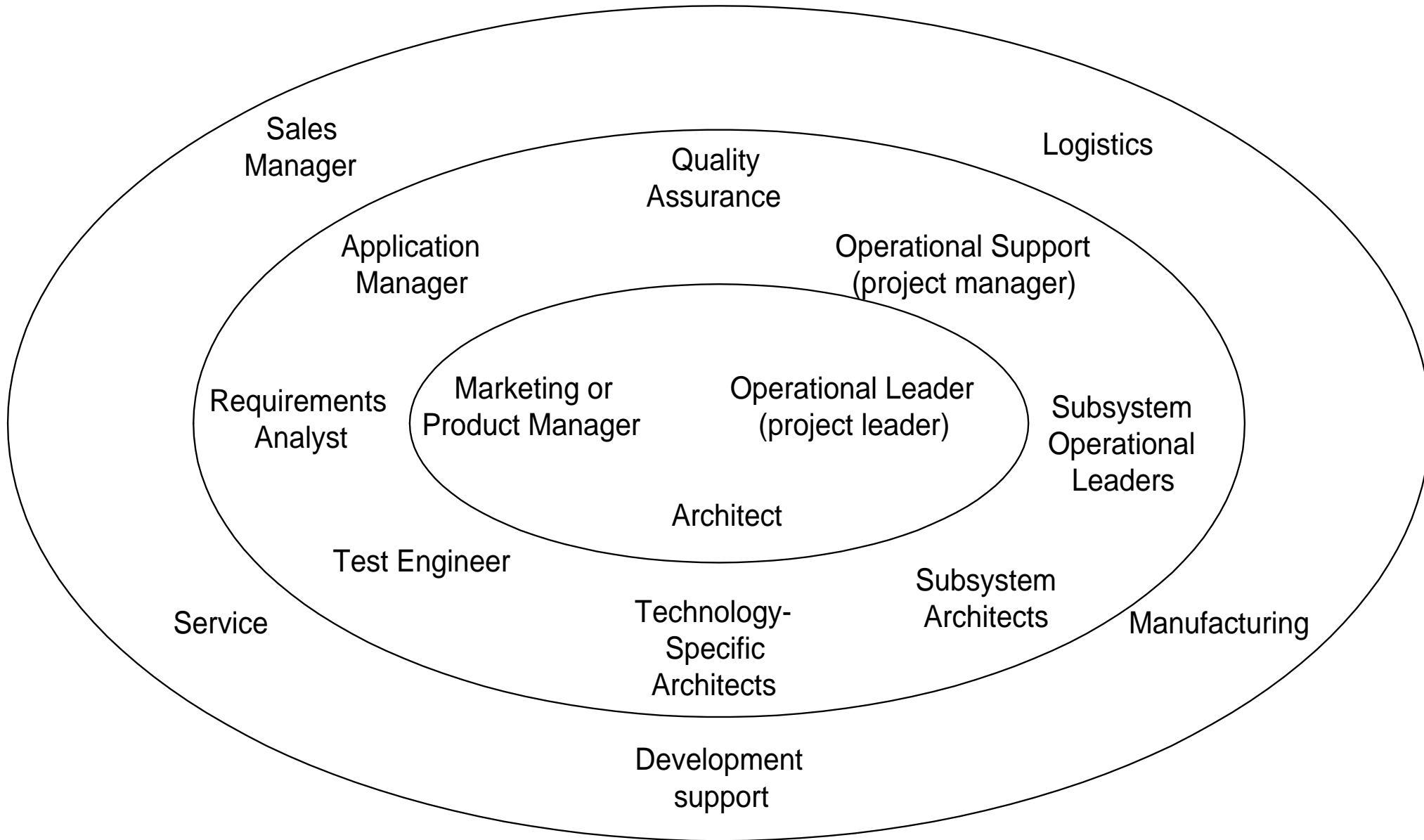
# Process rhythms



# Operational hierarchy

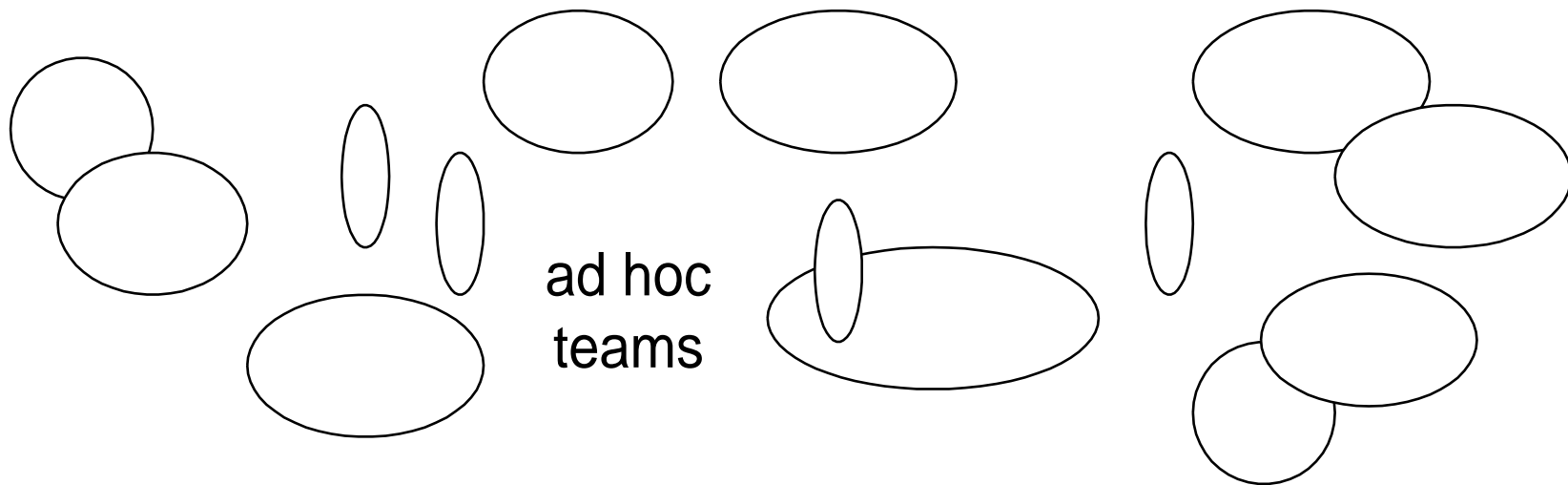
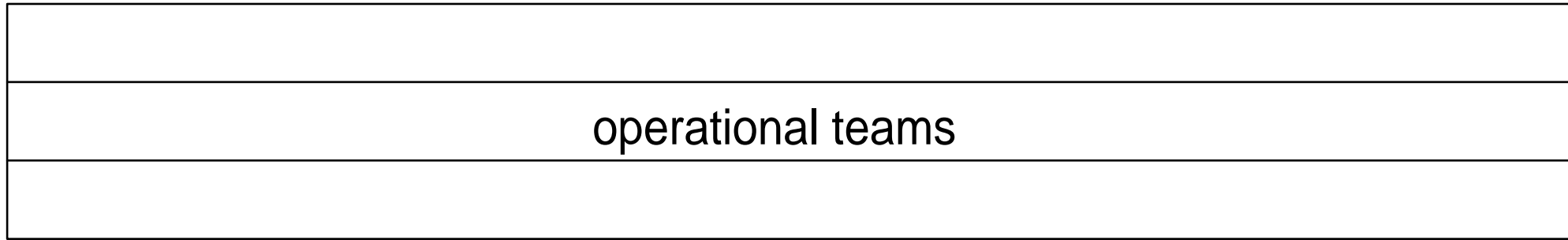


# Operational teams





# Teams are (must be) dynamic



# Critical success factors

---

- focus on objectives
- shared vision
- ownership
- motivation
- natural communication

# Towards agility

---

shared objectives

→ focus

shared principles

→ fit process to people and context

accept the world as is

→ cope with the facts

but dare to dream

→ vision

# Some common principles

---

- decomposition, hierarchy and delegation
- feedback
- phasing
- ownership