

Agile ORLANDO

JULY 24-28

2023

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#AGILE2023

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Scrum Meets Org. Design

Hiro Hiromoto



Andrés Joaquín





 @hhiroshi

@andrescjoaquin

HIRO HIROMOTO

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

Nikkei ◉ Peruvian ◉ Part-time traveler ◉ 12yr in Agile



ANDRÉS JOAQUÍN

Systems Engineer. Helps organization and teams as a consultant in Kleer. Collaborates with Argentine public education as a professor at UTN University.

Rosarino ◉ Argentine ◉ 16yr in Agile





 @hhiroshi

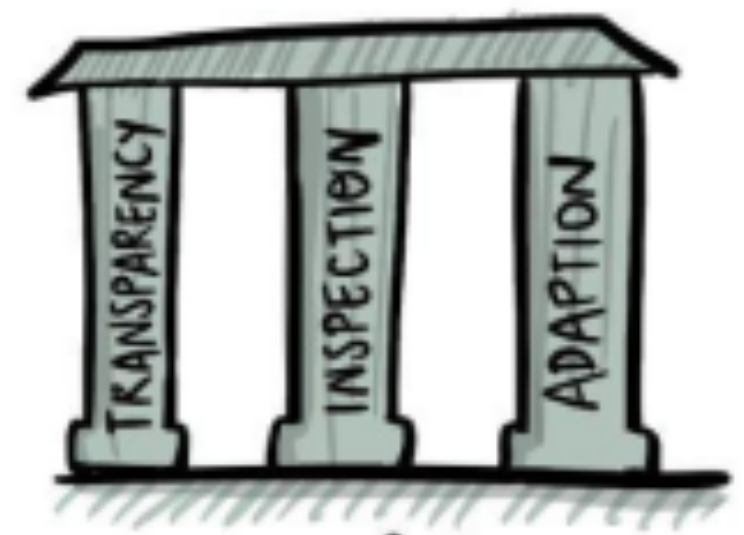
@andrescjoaquin

SCRUM

1986
ORIGIN → NONAKA TAKEUCHI
HBR

KEN SHWABEN
JEFF SUTHERLAND

@juli.visual



PILLARS
• FROM EMPIRICISM •

elements

- 3 ACCOUNTABILITIES → [SCRUM TEAM]
- 5 EVENTS
- 3 ARTIFACTS
- 5 VALUES



PRODUCT OWNER



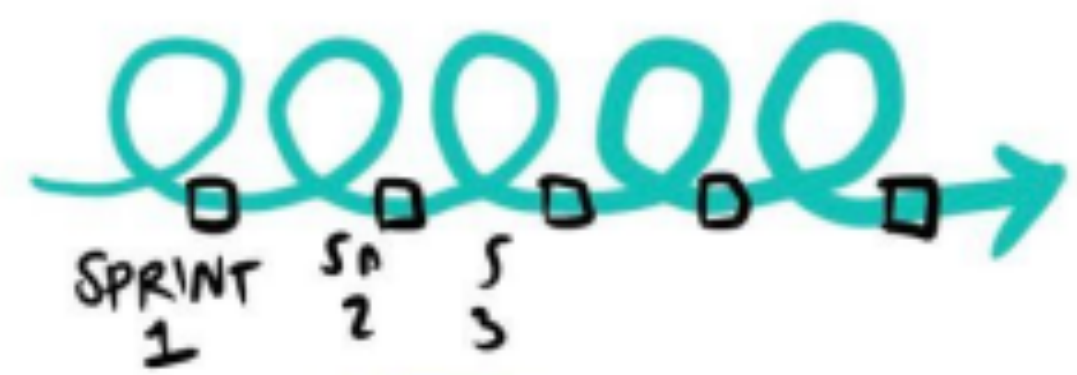
PRODUCT BACKLOG

COMMITMENT PRODUCT GOAL



Sprint

COMMITMENT-FOCUS-OPENNES-RESPECT-COURAGE



SCRUM MASTER

SCRUM TEAM INSPECTS LAST SPRINT



INCREMENT

COMMITMENT DEFINITION OF DONE



DEVELOPERS

Illustrated by Juliana Betancur @juli.visual



**ORGANIZATIONAL
DESIGN**

≠

STRUCTURE



ORGANIZATIONAL DESIGN

“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

“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™

The Star Model framework for organization design is the foundation on which a company bases its design choices.

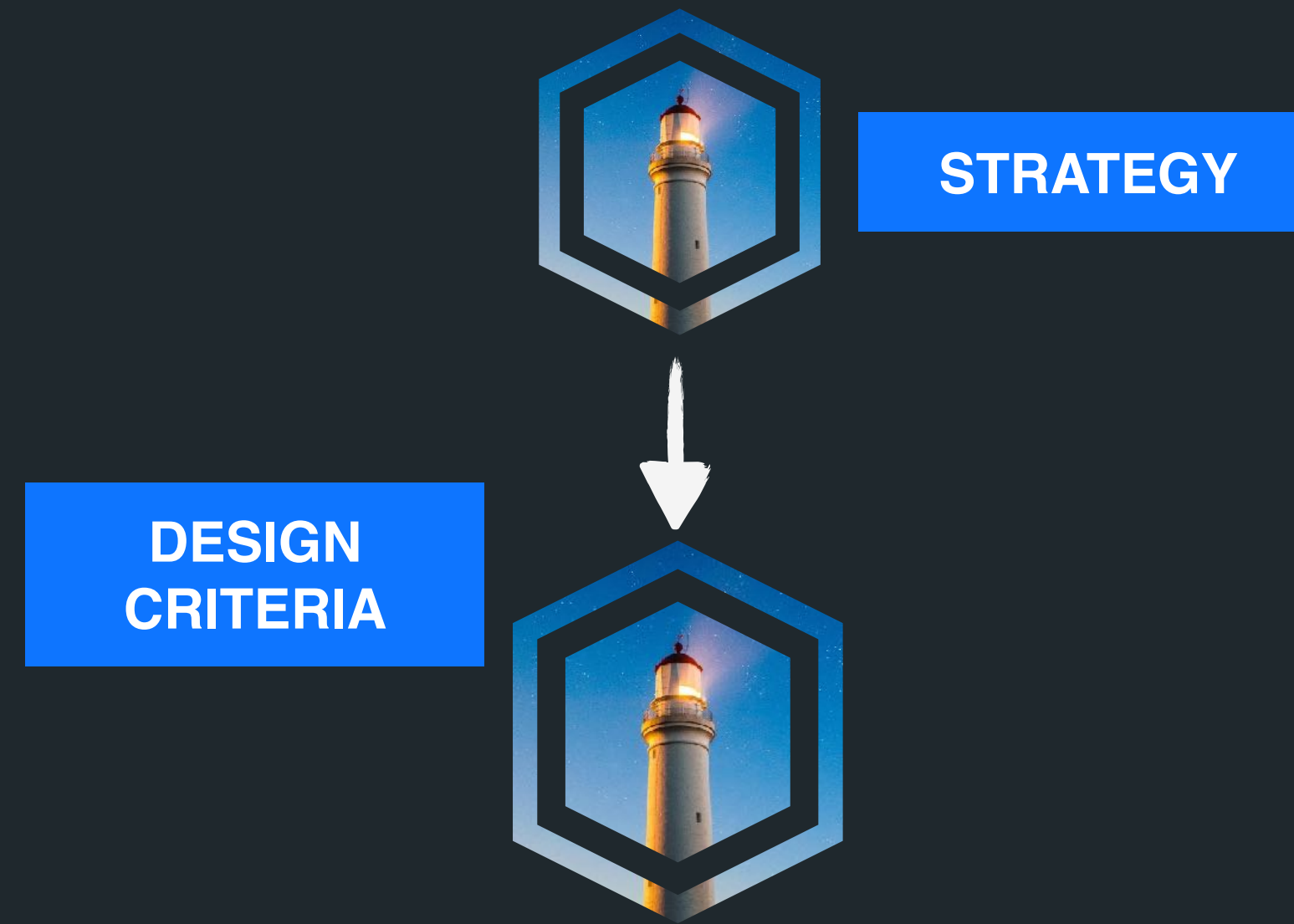
It consists on five design categories that represents the elements of an organization on which we will typically intervene when (re)designing and organization.

STAR MODEL™

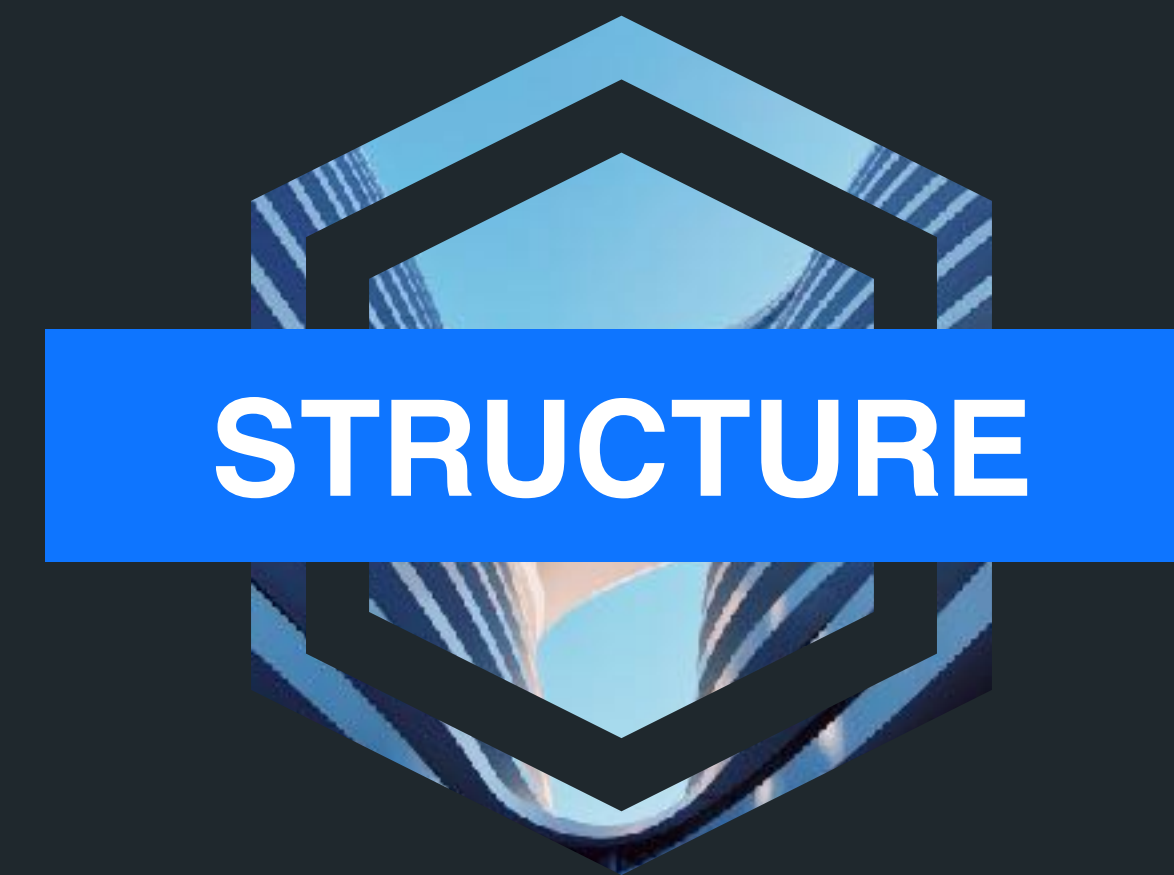


Strategy is the company's formula for winning.

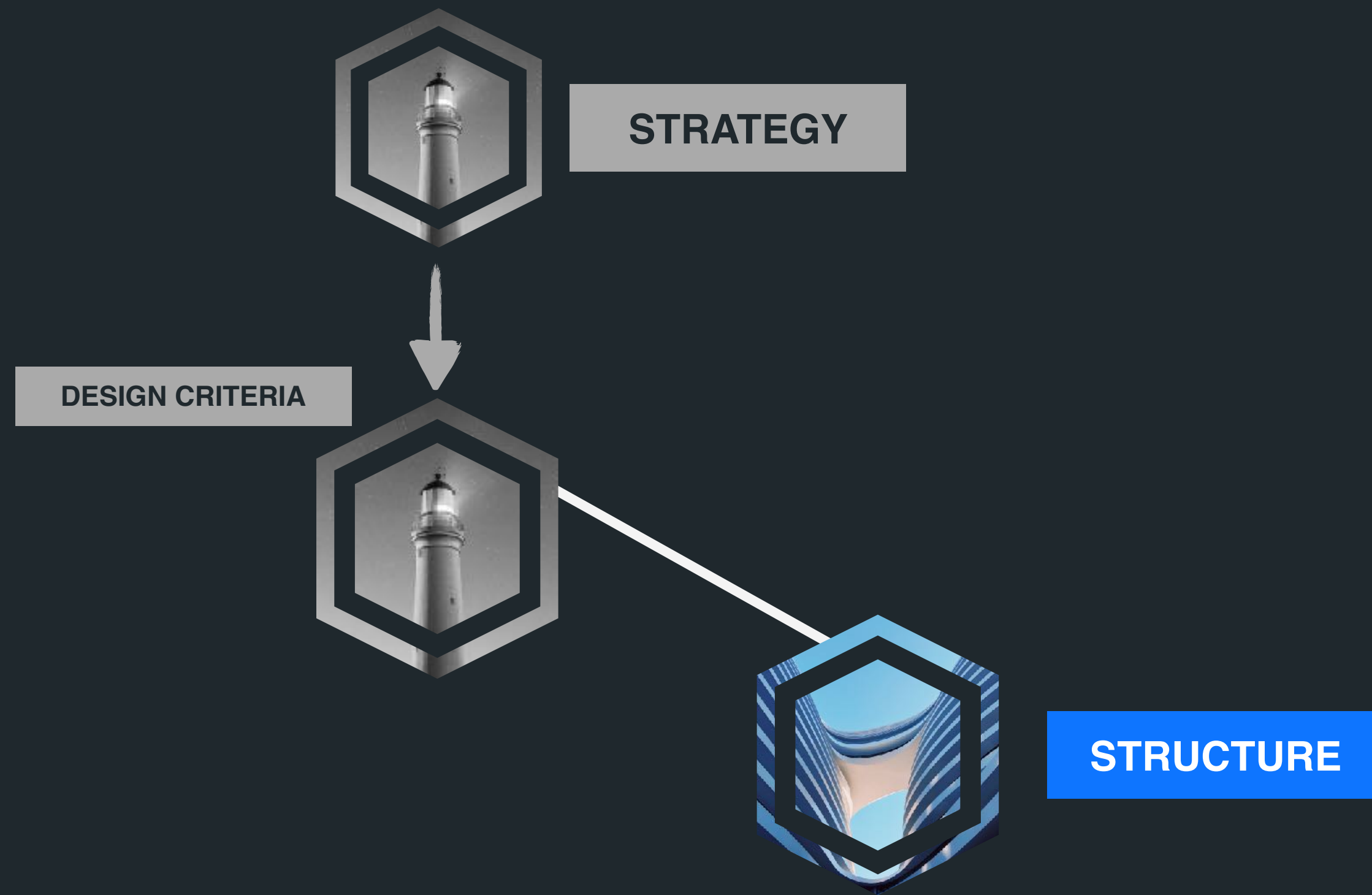
STAR MODEL™



The structure of the organization determines the placement of power and authority in the organization .



STAR MODEL™



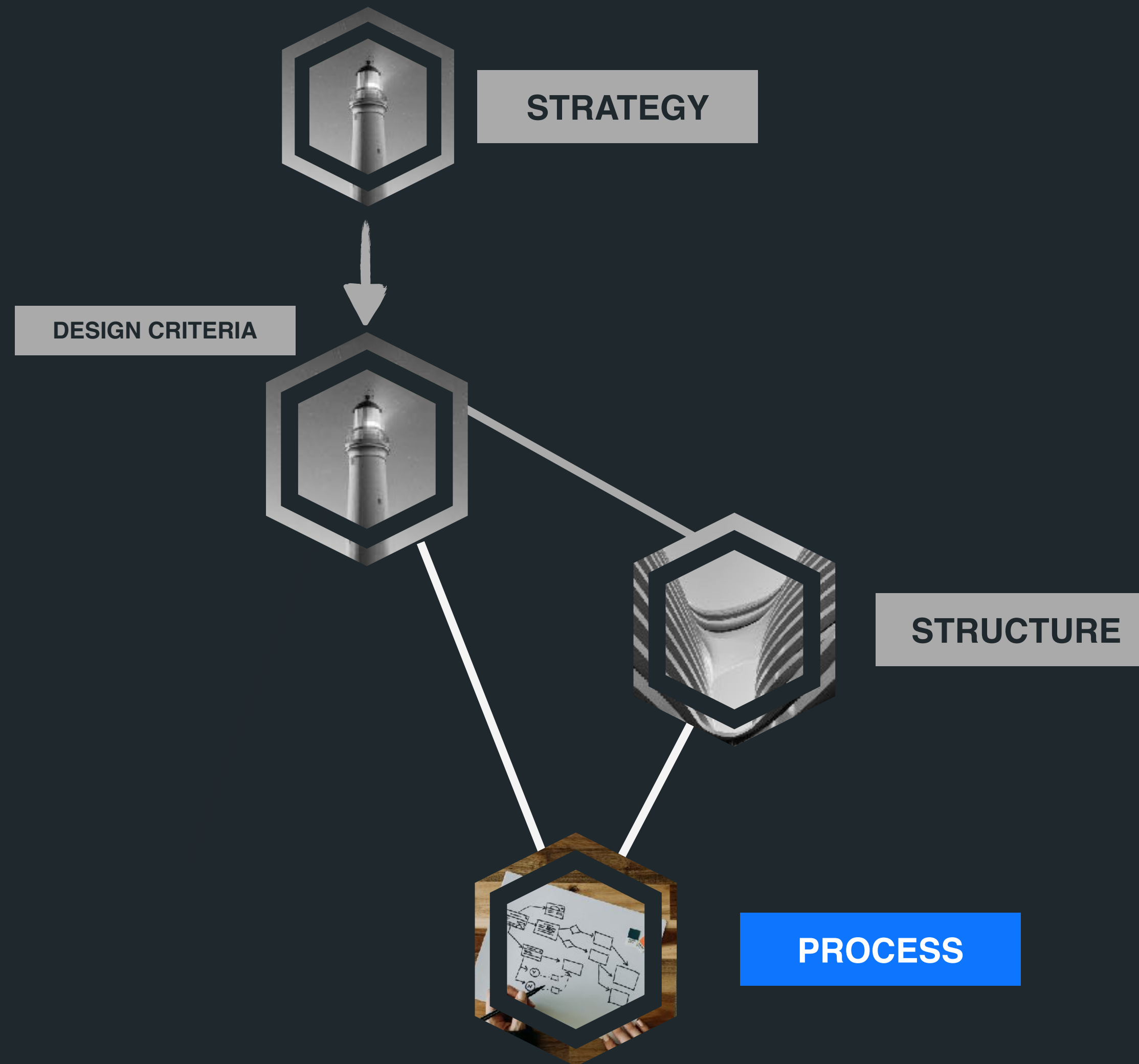
STAR MODEL™

If structure is thought of as the anatomy of the organization, processes are its physiology or functioning.



PROCESS

STAR MODEL™

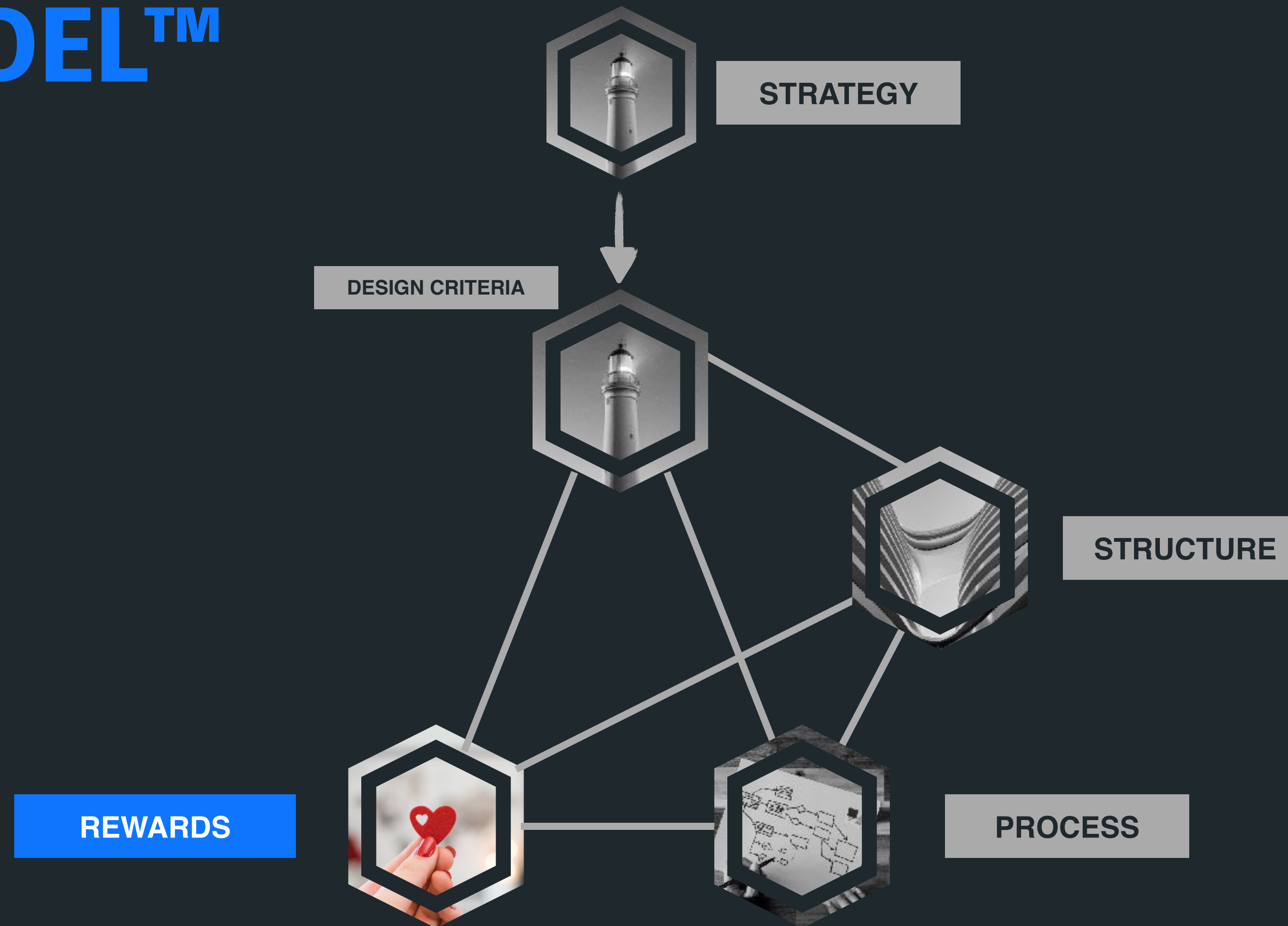


STAR MODEL™



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™

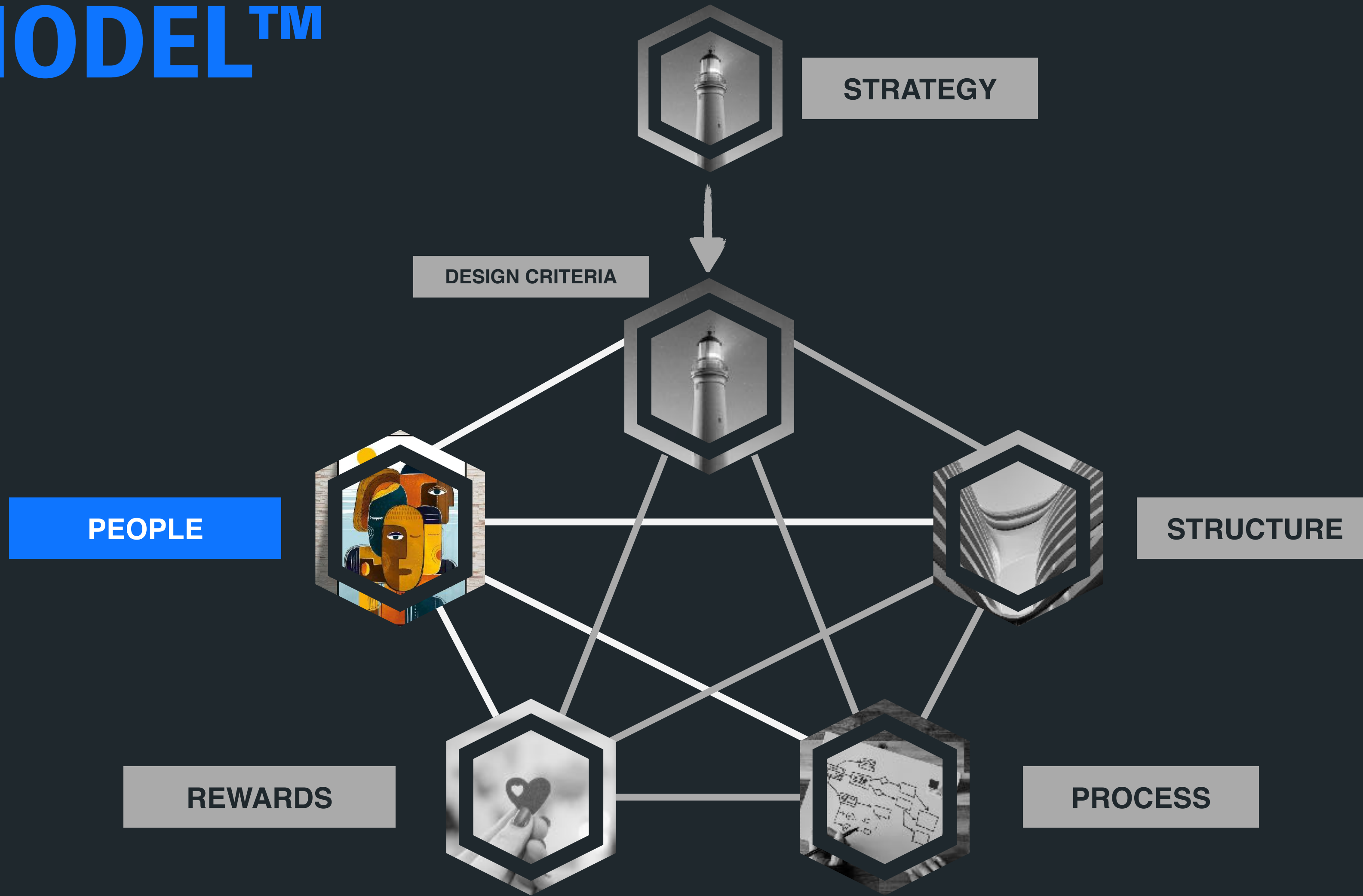


STAR MODEL™

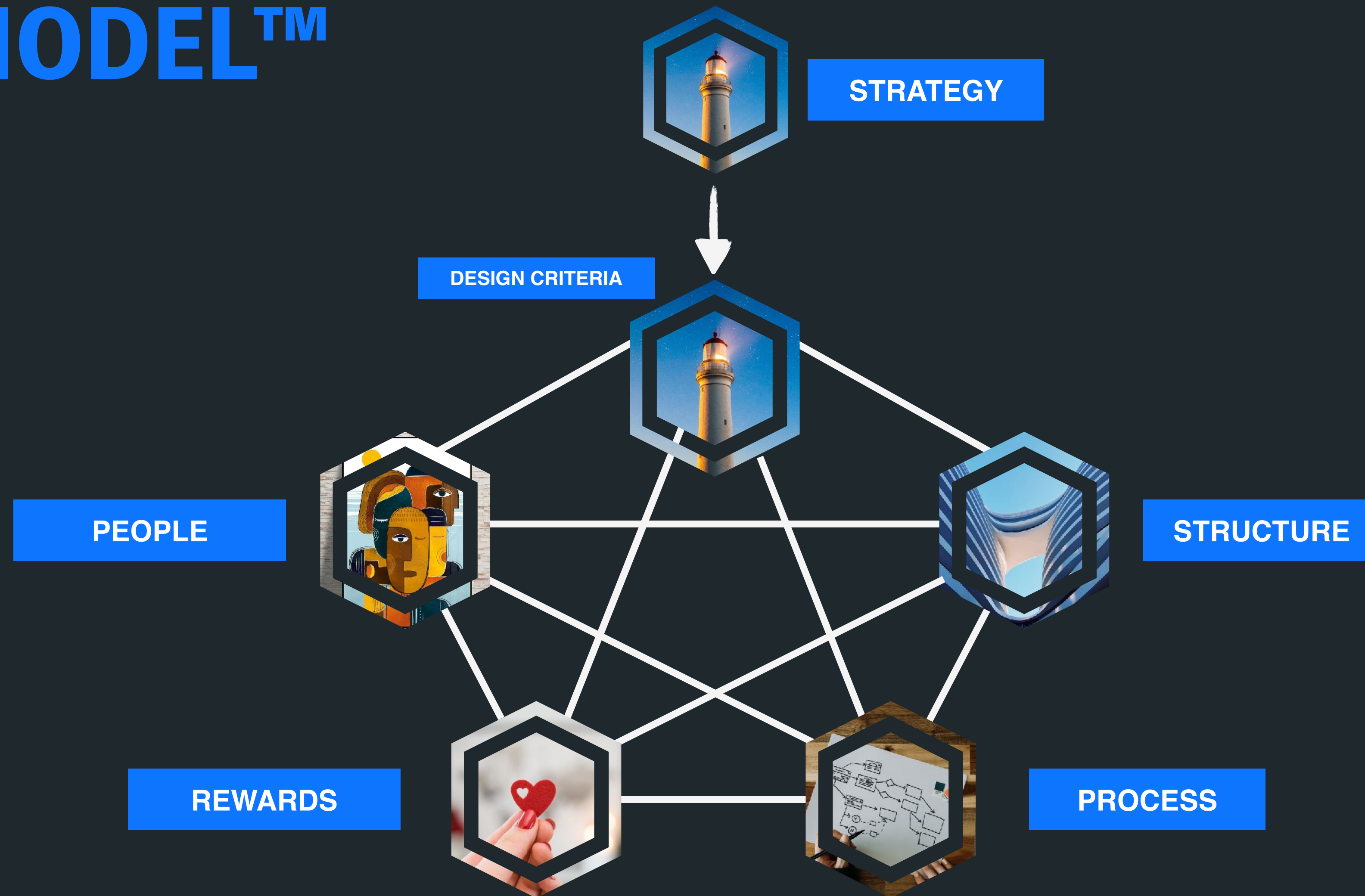


People practices are the organization's collective HR systems and policies that help build organizational capabilities to execute the strategy.

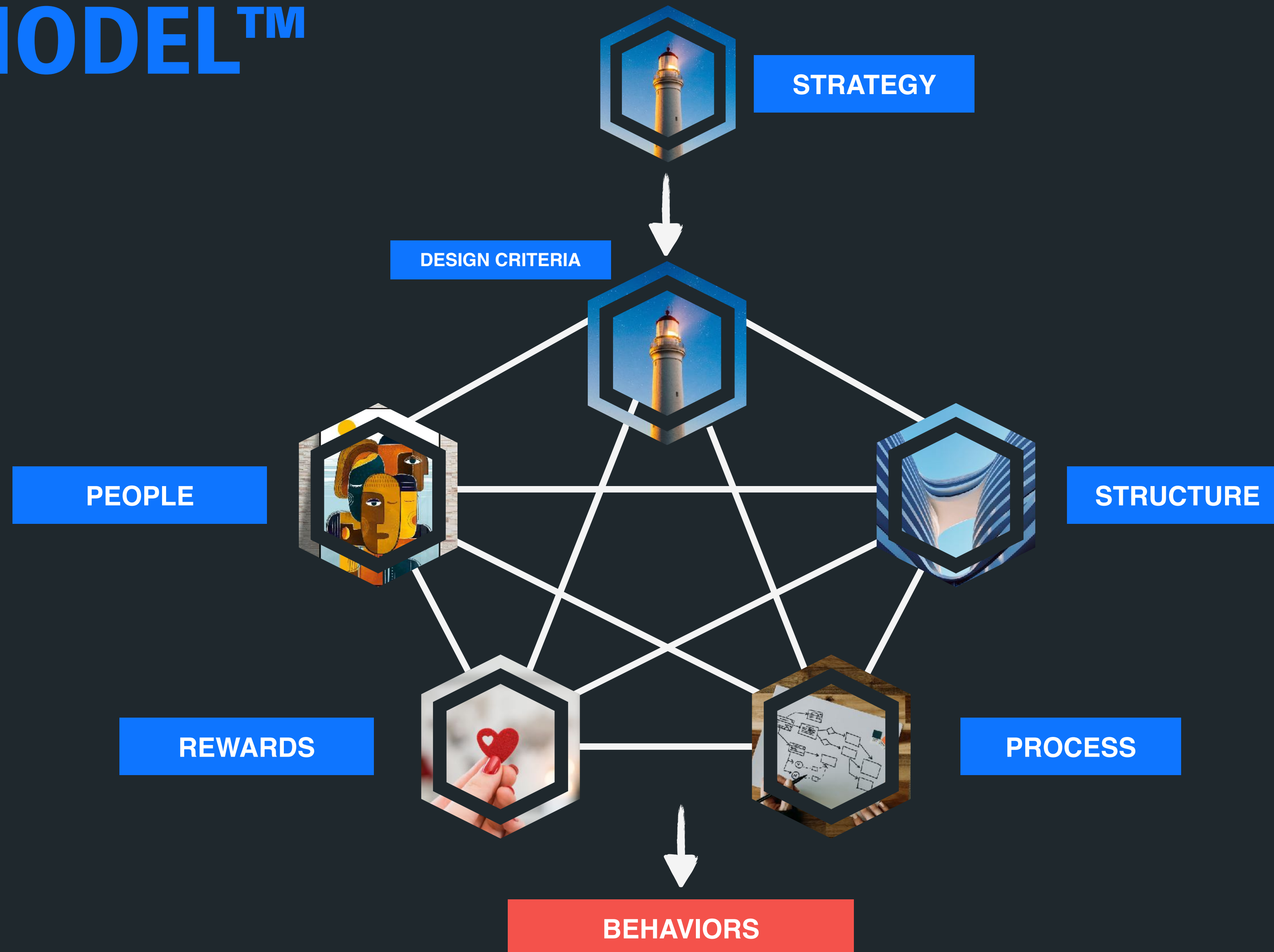
STAR MODEL™



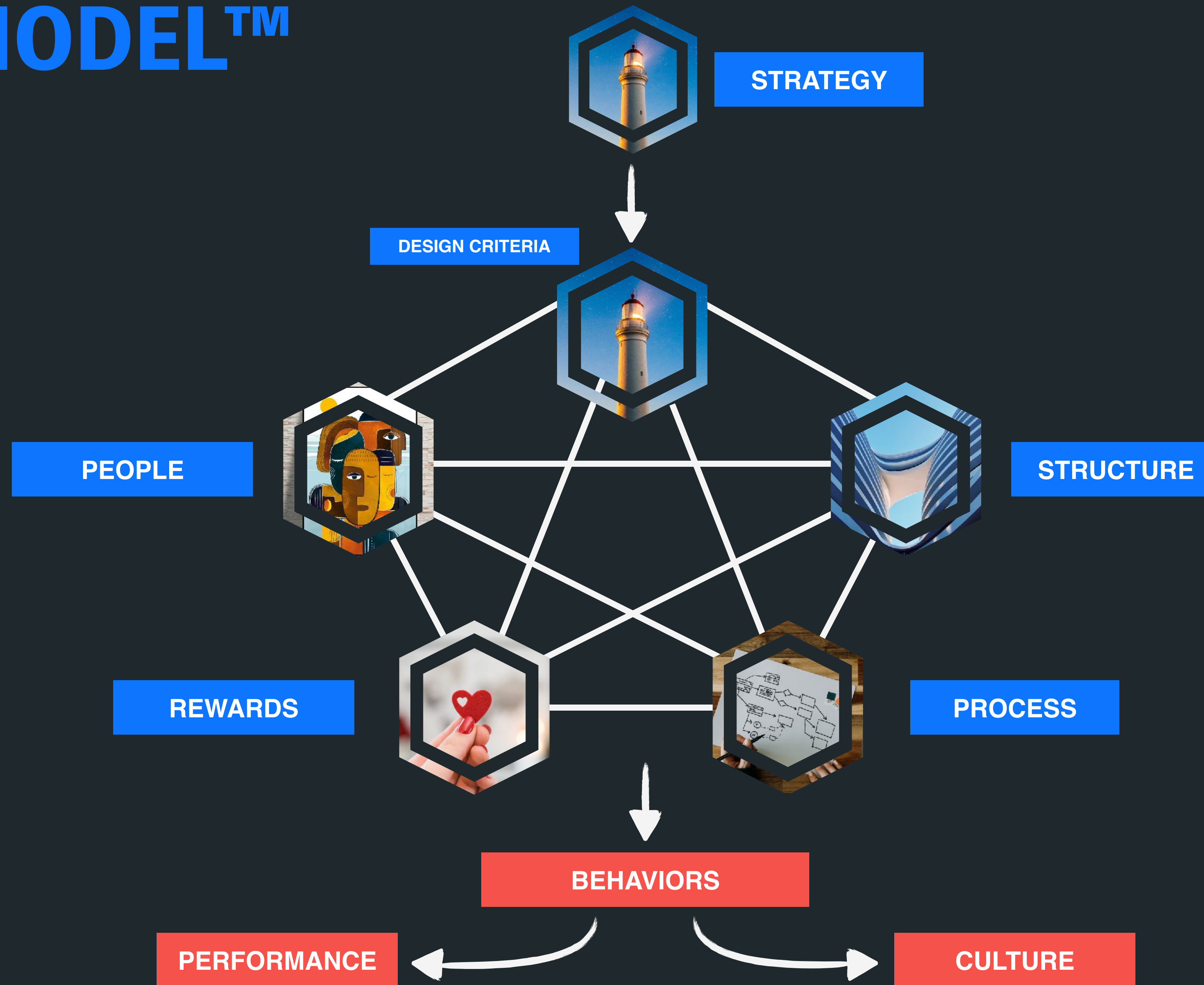
STAR MODEL™



STAR MODEL™



STAR MODEL™



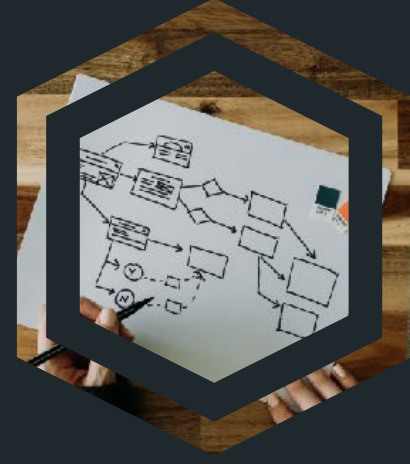




PEOPLE



REWARDS



PROCESS



STRUCTURE

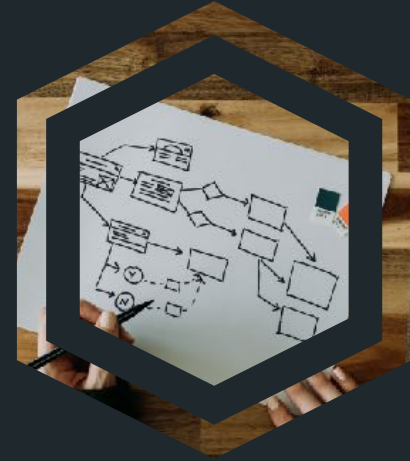


STRUCTURE

FORMAL
STRUCTURE

ORGANIZATIONAL
ROLES

LEADERSHIP
ROLES



PROCESS



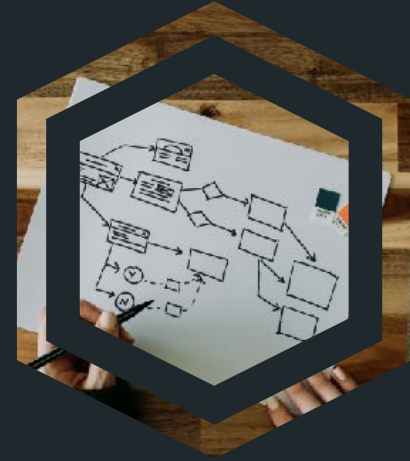
REWARDS



PEOPLE



STRUCTURE



PROCESS



REWARDS



PEOPLE

HORIZONTAL
PROCESSES

COORDINATION
& INTEGRATION

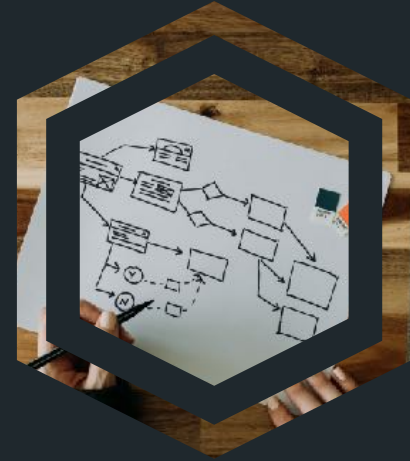
VERTICAL
PROCESSES

INFORMAL
NETWORKS

“VIRTUAL”
TEAMS



STRUCTURE



PROCESS



REWARDS



PEOPLE

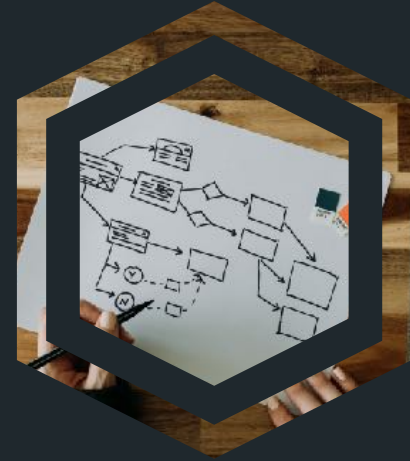
PERFORMANCE
METRICS

COMPENSATION

RECOGNITION



STRUCTURE



PROCESS



REWARDS



PEOPLE

TALENT
STRATEGY

LEARNING &
DEVELOPMENT

PERFORMANCE
MANAGEMENT

DESIRED
VALUES AND
BEHAVIORS

Scrum

(1) Scrum Team

(11) Refinement

(2) Developers

**(12) Sprint
Goal**

**(3) Scrum
Master**

**(13) Product
Goal**

**(4) Product
Owner**

**(14) Product
Backlog**

(5) Sprint

**(15) Sprint
Backlog**

(6) Daily Scrum

**(7) Sprint
Planning**

(16) Increment

**(8) Sprint
Review**

**(17) Scrum
Values**

**(9) Sprint
Retrospective**

**(18) Scrum
Principles**

(10) DoD

Scrum

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(18) Scrum Principles

(10) DoD

STRUCTURE

FORMAL STRUCTURE

ORGANIZATIONAL ROLES

LEADERSHIP ROLES

PROCESS

HORIZONTAL PROCESSES

COORDINATION & INTEGRATION

VERTICAL PROCESSES

INFORMAL NETWORKS

“VIRTUAL” TEAMS

REWARDS

PERFORMANCE METRICS

COMPENSATION

RECOGNITION

PEOPLE

TALENT STRATEGY

LEARNING & DEVELOPMENT

PERFORMANCE MANAGEMENT

DESIRED VALUES AND BEHAVIORS

¡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.



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

STRUCTURE

FORMAL
STRUCTURE

ORGANIZATIONAL
ROLES

LEADERSHIP
ROLES

PROCESS

HORIZONTAL
PROCESSES

COORDINATION
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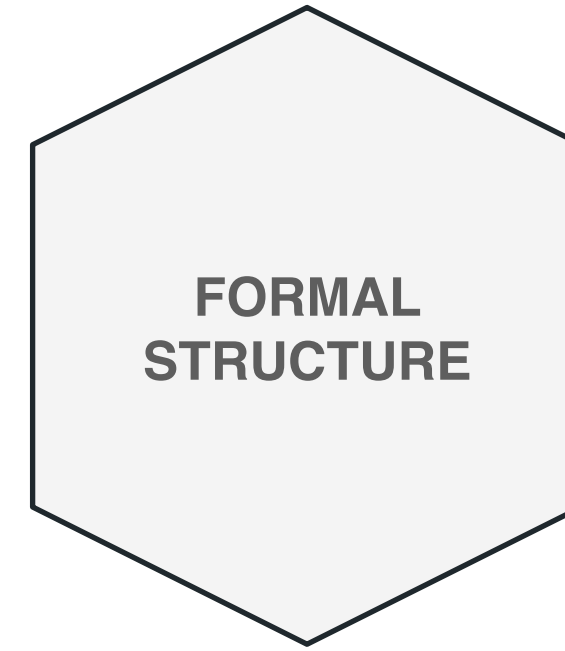
PERFORMANCE
MANAGEMENT

DESIRED
VALUES AND
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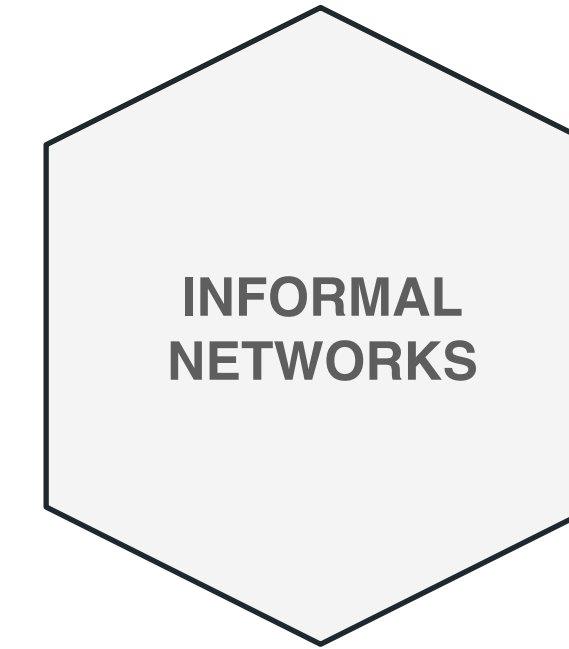
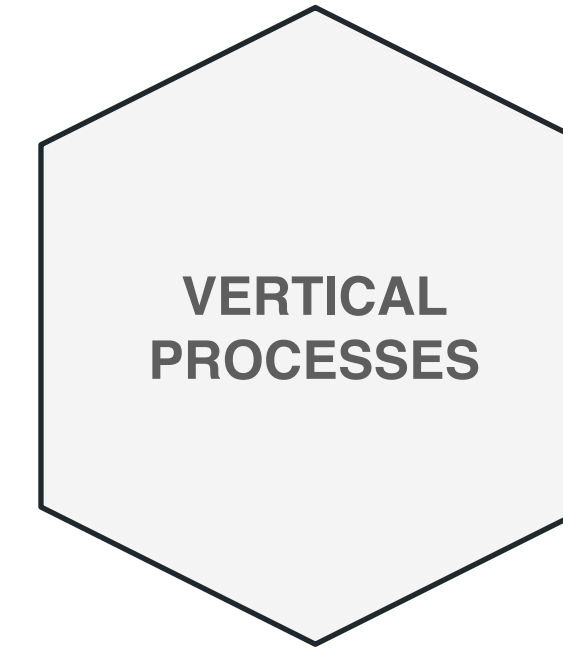
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- (15) Sprint Backlog
- (16) Increment
- (17) Scrum Values
- (18) Scrum Principles
- (19) Example

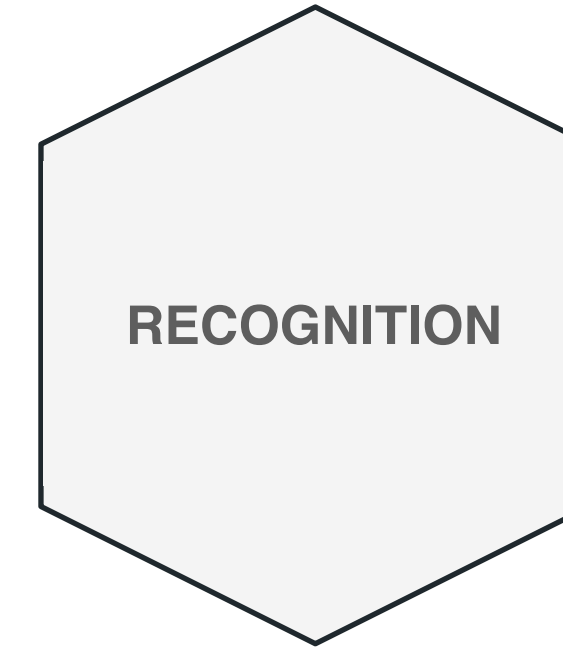
STRUCTURE



PROCESS



REWARDS



PEOPLE



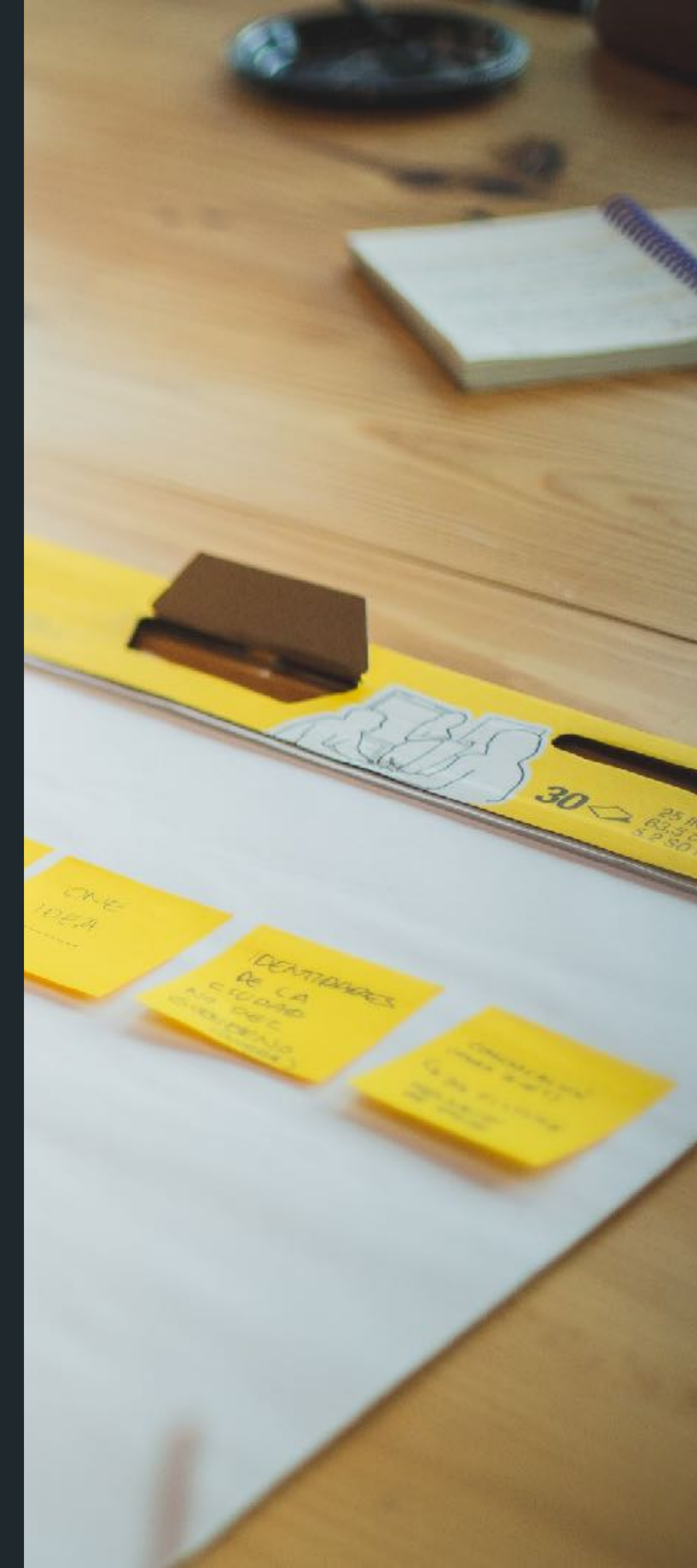
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(10) DoD

STRUCTURE

1

FORMAL STRUCTURE

2

ORGANIZATIONAL ROLES

3, 4

LEADERSHIP ROLES

PROCESS

5, 6, 7, 8, 9

HORIZONTAL PROCESSES

10, 11, 12, 13

14, 15, 16

COORDINATION & INTEGRATION

VERTICAL PROCESSES

INFORMAL NETWORKS

“VIRTUAL” TEAMS

REWARDS

PERFORMANCE METRICS

COMPENSATION

RECOGNITION

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LEARNING & DEVELOPMENT

PERFORMANCE MANAGEMENT

17, 18

DESIRED VALUES AND BEHAVIORS

STRUCTURE

1
FORMAL
STRUCTURE

2
ORGANIZATIONAL
ROLES

3, 4
LEADERSHIP
ROLES

PROCESS

5, 6, 7, 8, 9
HORIZONTAL
PROCESSES
10, 11, 12, 13
14, 15, 16

COORDINATION
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COORDINATION
& INTEGRATION
**LeSS /
SAFe**

VERTICAL
PROCESSES
OKRs

INFORMAL
NETWORKS

“VIRTUAL”
TEAMS

REWARDS

PERFORMANCE
METRICS

COMPENSATION

RECOGNITION
M3.0

PEOPLE

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STRATEGY

LEARNING &
DEVELOPMENT
Agile People

PERFORMANCE
MANAGEMENT

17, 18
DESIRED
VALUES AND
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¡PRACTICE TIME!

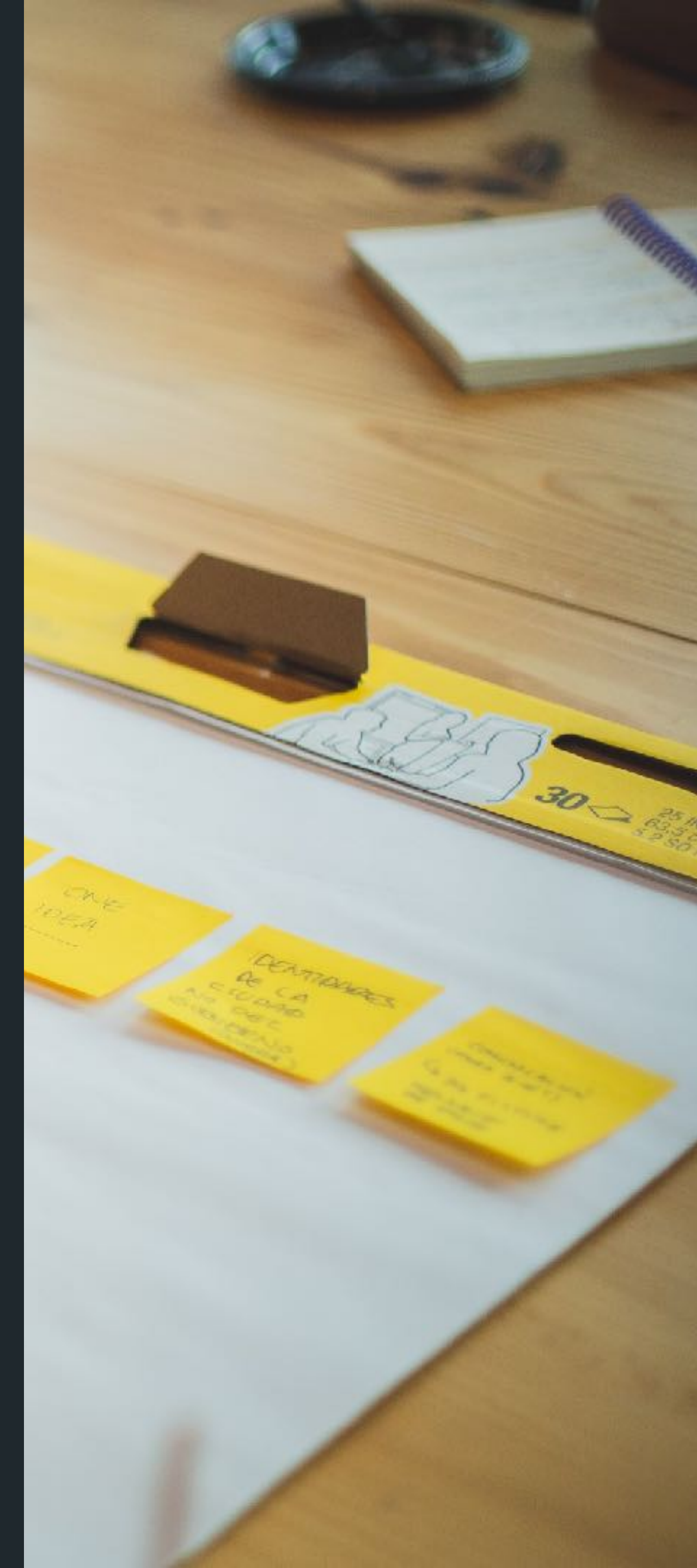
In 10 MINUTES

Individually analyze your agile adoption in your organization.

Identify which practices, frameworks, methods has been adopted and list them on the left side bellow “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)

(2)

(3)

(4)

(5)

(6)

(7)

(8)

(9)

Ideas for the future

(10)

(11)

(12)

STRUCTURE

FORMAL
STRUCTURE

ORGANIZATIONAL
ROLES

LEADERSHIP
ROLES

PROCESS

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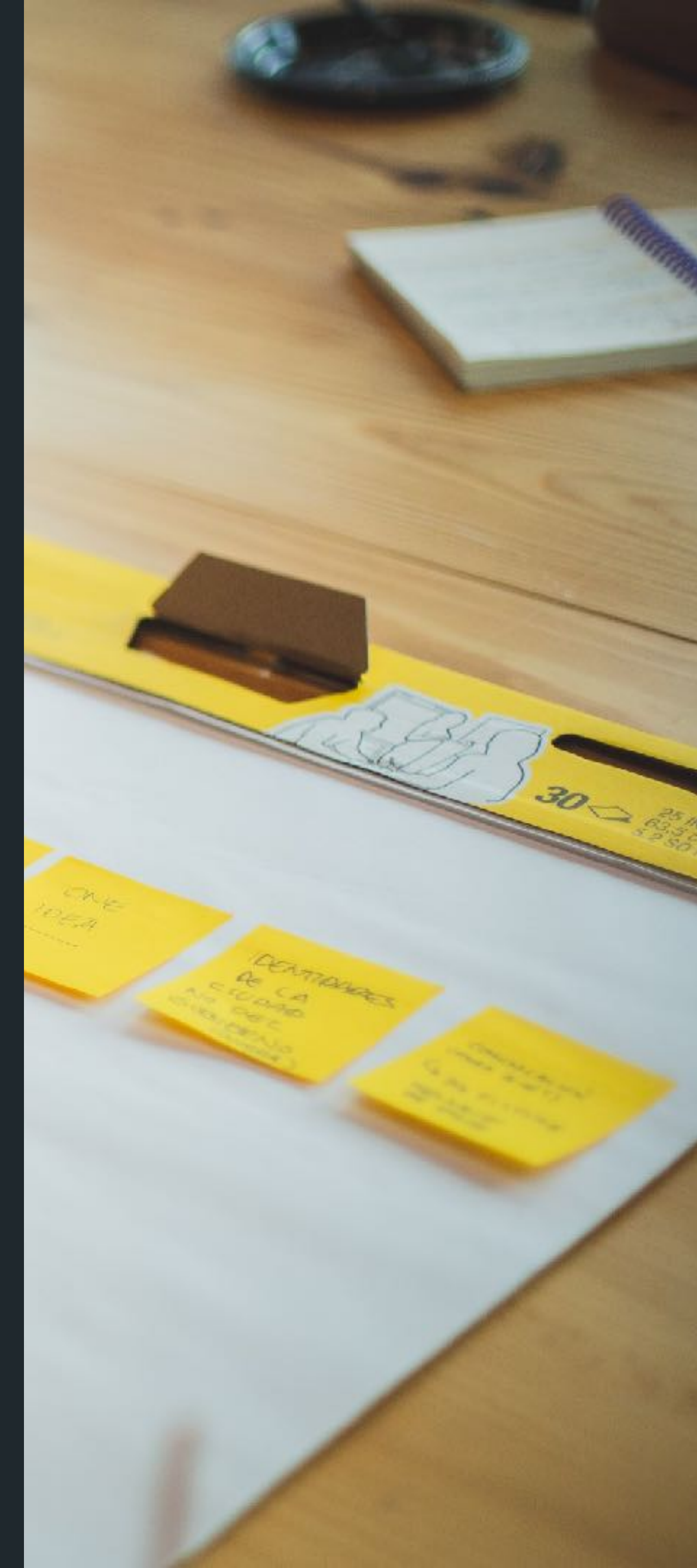
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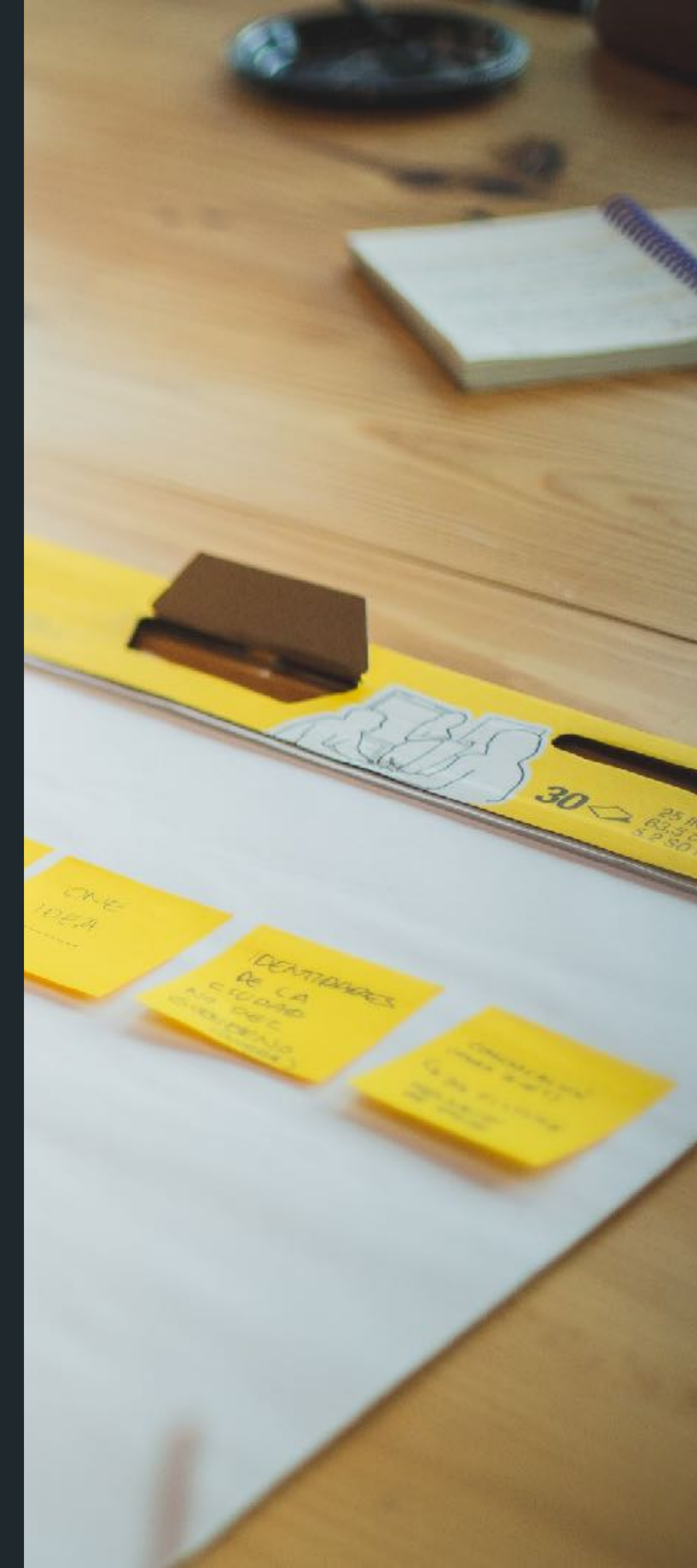
¡PRACTICE TIME!

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”.

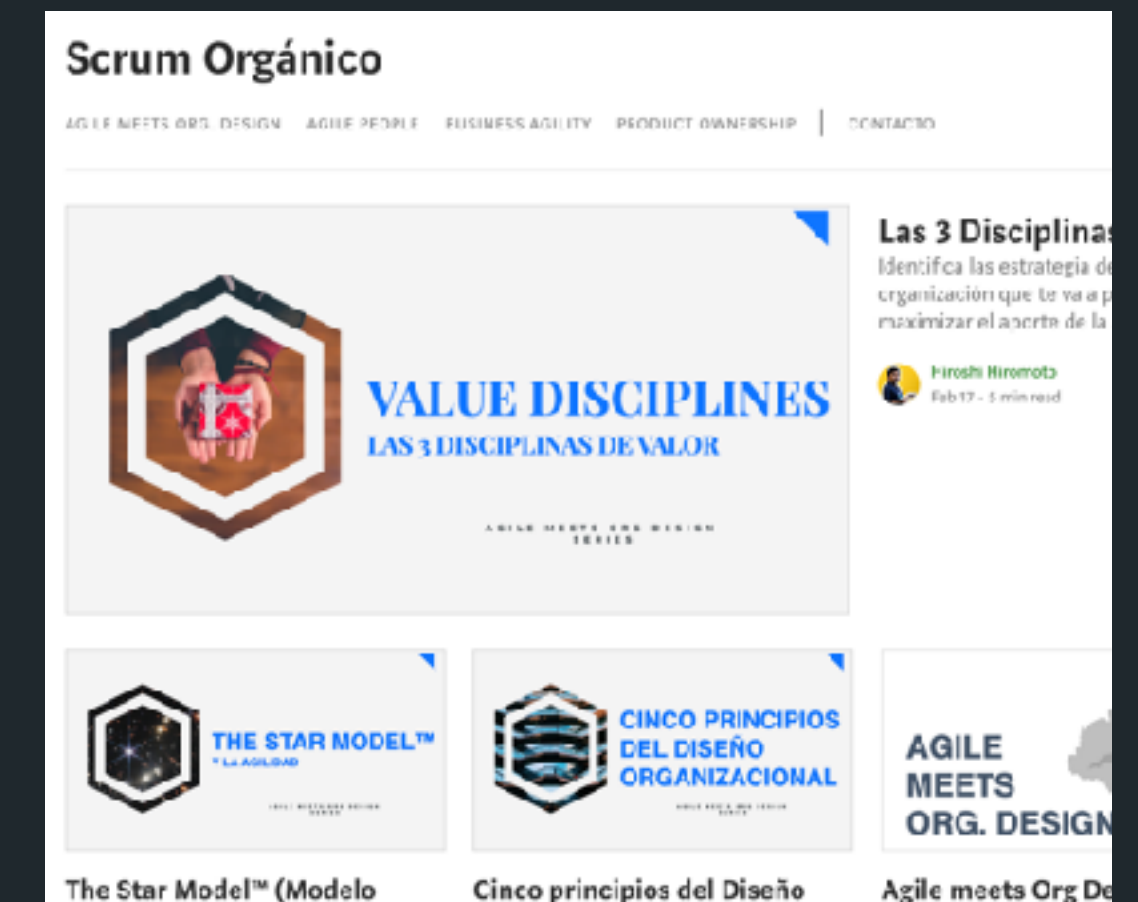
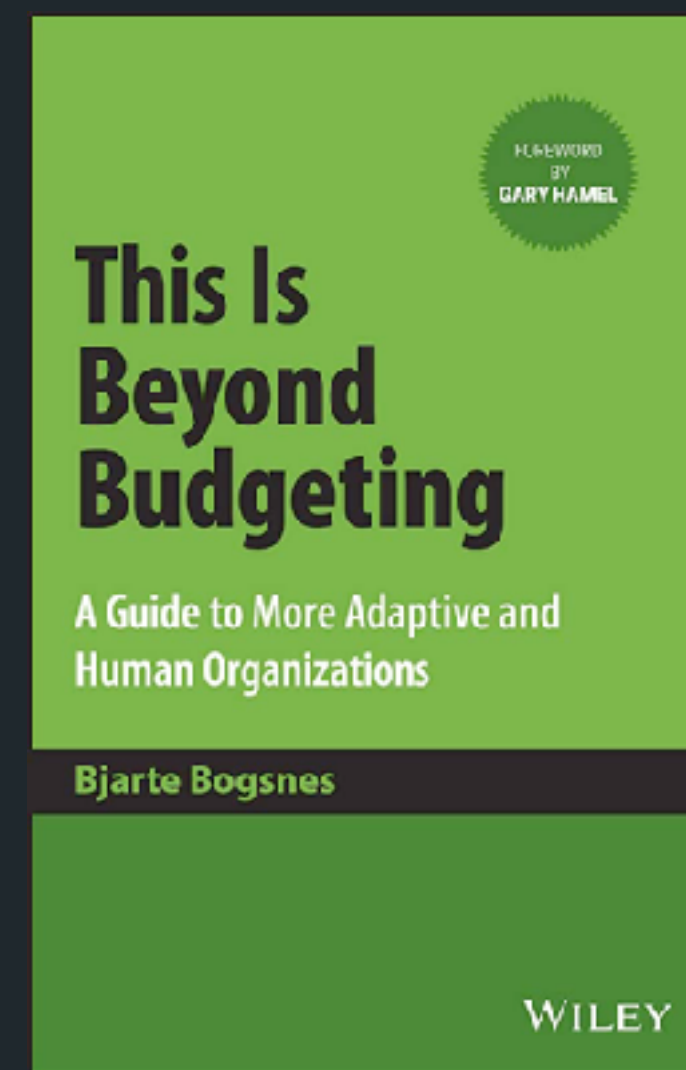
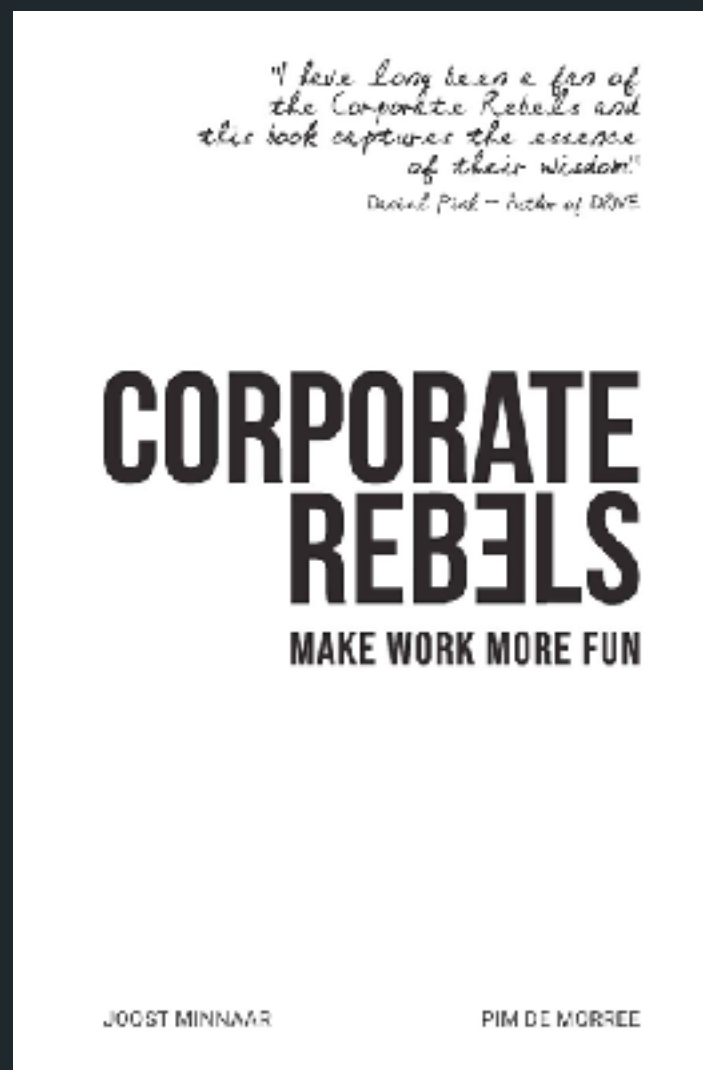
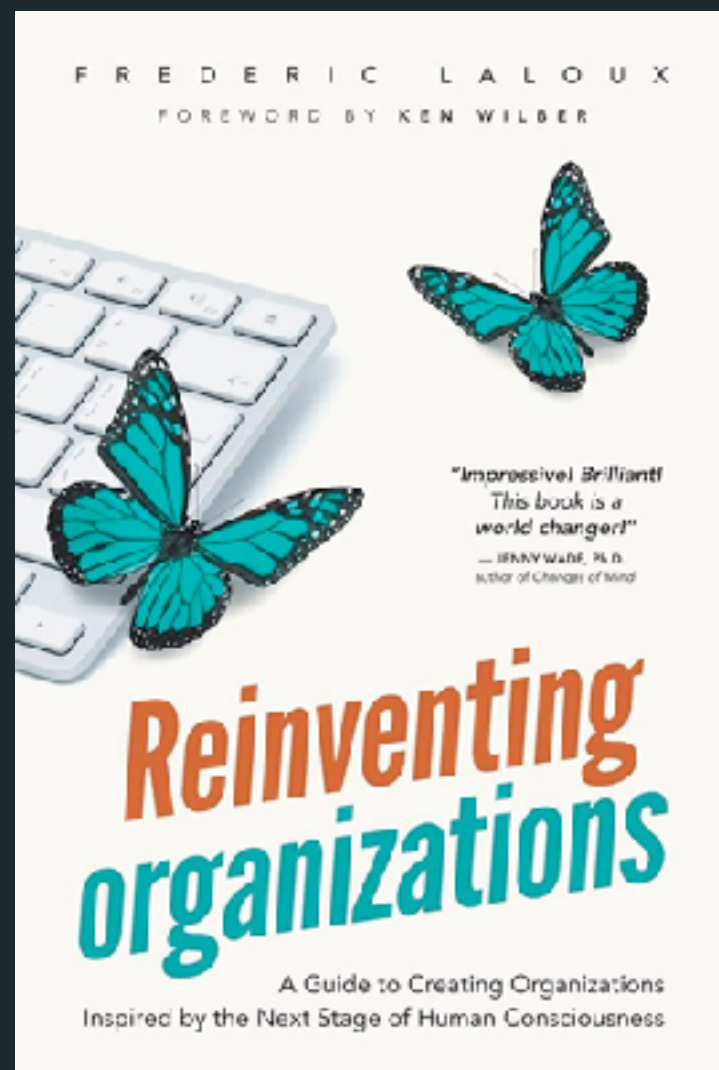
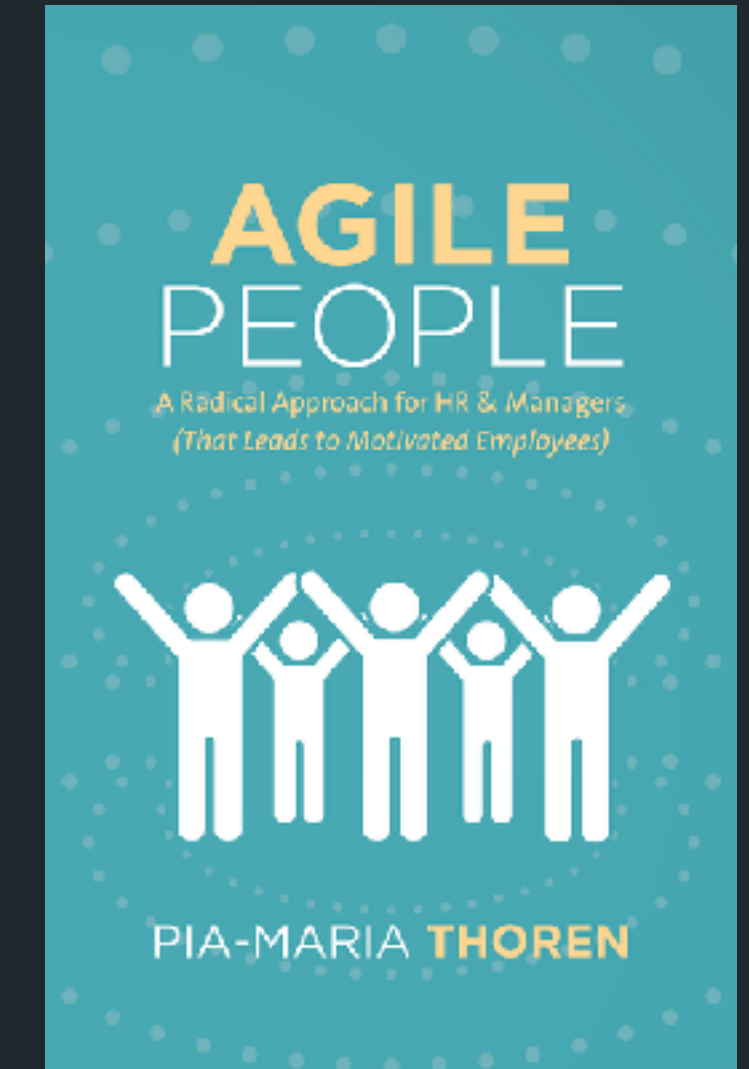
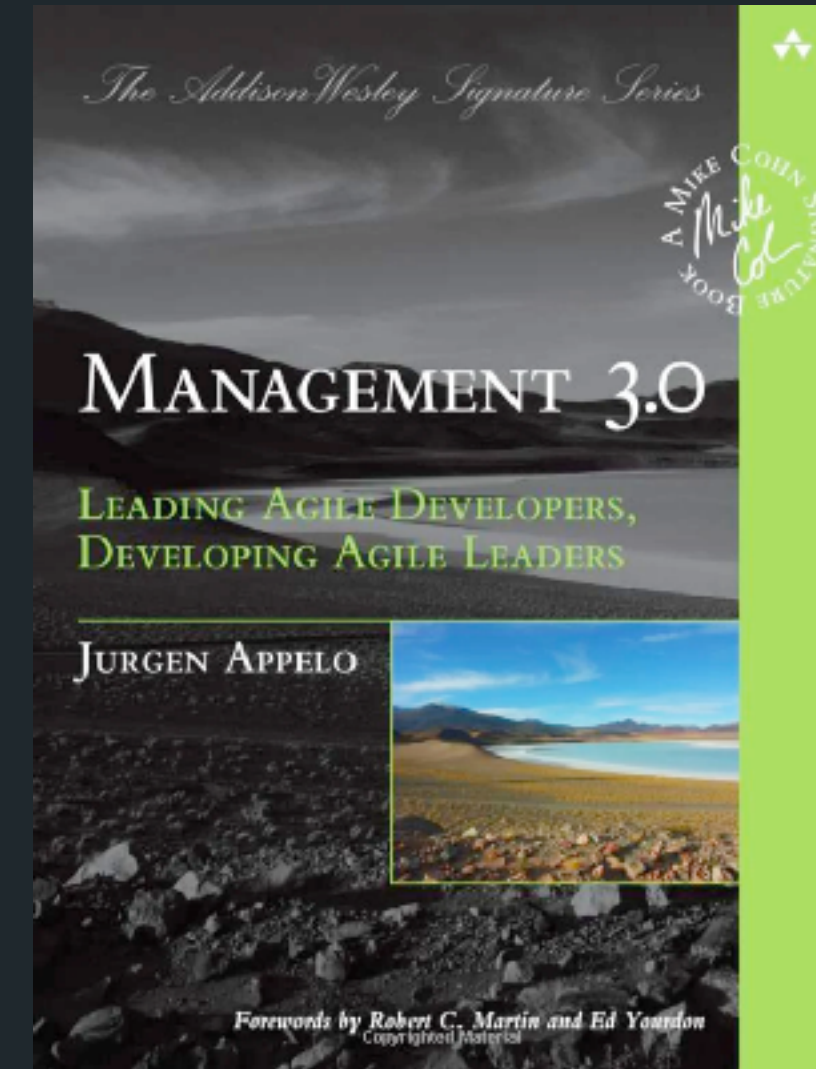
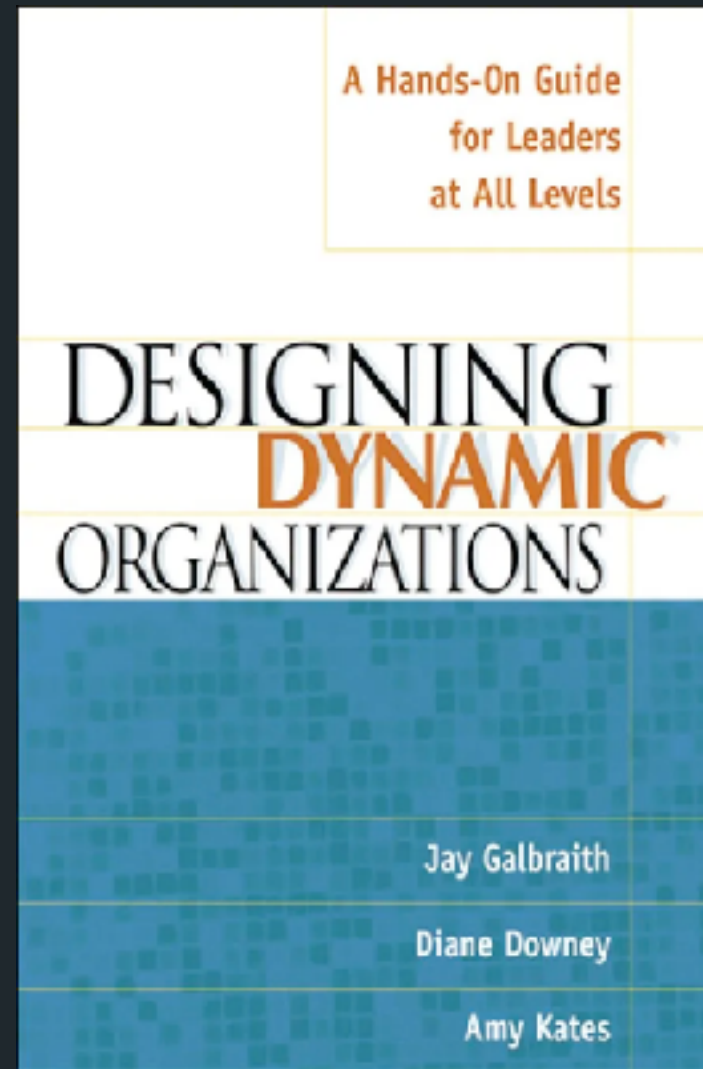




AN INVITATION

“Think about your Agile Journey and reflect around which organizational parts are not aligned yet that could enhance your journey.”

RESOURCES TO DEEP DIVE



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

THANKS!



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Agile ORLANDO 2023

JULY 24-28

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