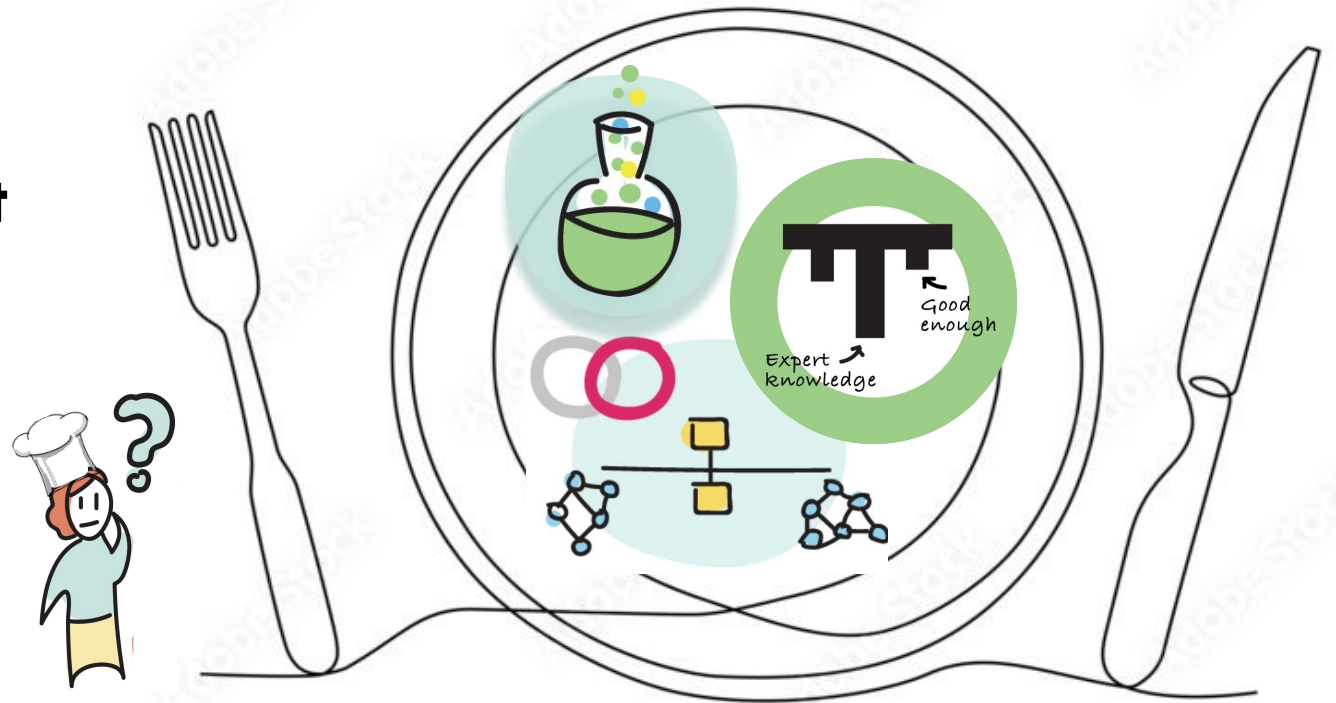


You get what you're organised for

What does a restaurant teach us about how to learn and deliver faster?



1 metaphor - 2 restaurants - 3 key principles - & 3 tools to take with you

Kari Kelly - AC

I am...



*Thank you
so much
for tuning
in!*

B/S/H/  

 **Alkermes**
Patient inspired™

 **IEQT**

What I've noticed:

Just like with restaurants,

**Organizations
today** are
under pressure
to **organize in
a way that....**

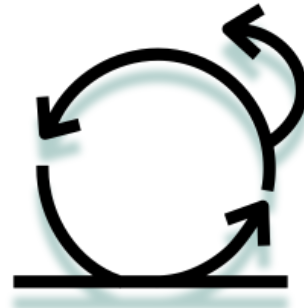
Shortens time
to deliver



Accelerates
innovation

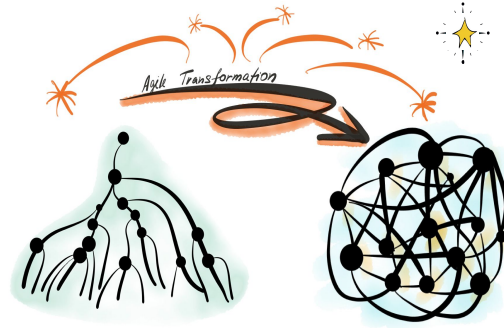


Lowers development
costs



Increases operational
efficiency

3 AGILE Design Principles



HOW DO THEY DO IT?

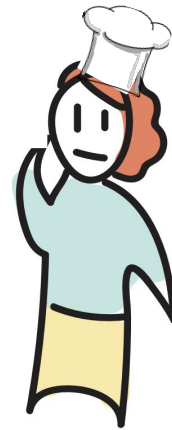
Many organizations (and teams!) have benefited by using these 3 critical AGILE design principles that we will introduce to you today!

Today's Agenda

- 3 Agile design principles
- Metaphor
- Debrief / Q&A (save Q's to end)

Appendix in your PDF copy:

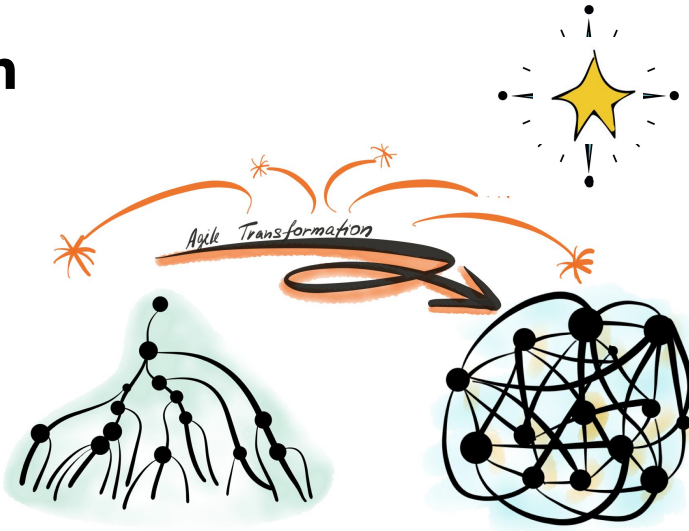
- More info around the tools
- Free Dandy resources!



AGILE

Design Principles

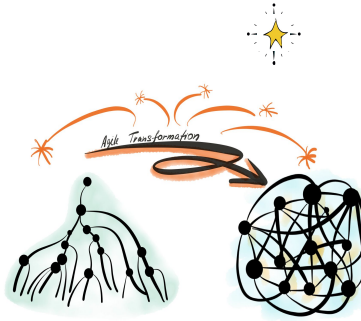
Agile Design Principles



AGILE DESIGN PRINCIPLES are **guidelines** that can provide a systematic approach for organizing a company's structure so that **decision-making power is pushed into and throughout the organization.**

The flow of decision-making becomes more like a web (or a "Network") instead of a top-down hierarchy! Like the picture!

3 Critical Agile Design Principles

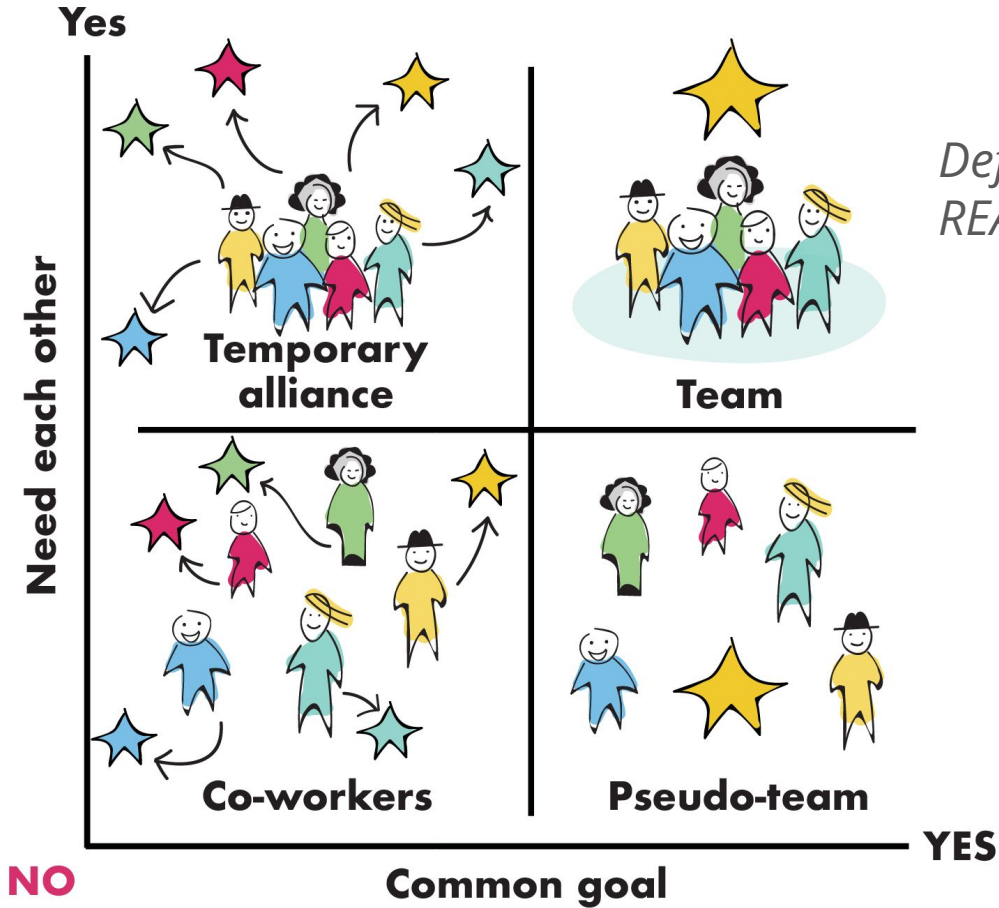


1. Organize for CROSS-FUNCTIONALITY and LEARNING, not functional specialization
 - Teams have the required cross-skilling, autonomy, and independence needed for delivering value even if one person leaves the team or bottlenecks occur!
 - Teams have the structure, time, and mandate to learn how to learn together as a team and not just as a group of individuals so the team can deliver as a whole (not sum of parts)

3 Critical Agile Design Principles



1. Organize for **CROSS-FUNCTIONALITY** and **LEARNING**, not functional specialization
2. Form **REAL TEAMS** and bring decisions to these teams (which is where the work is!)
 - REAL TEAMS need to be empowered to make decisions with **REAL-TIME DATA** from the front lines!



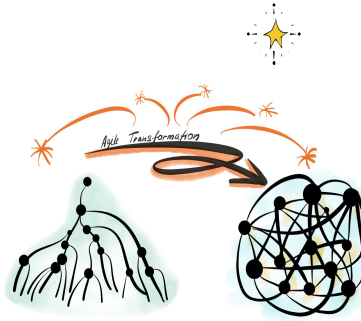
*Definition of a
REAL TEAM!*

3 Critical Agile Design Principles



1. Organize for CROSS-FUNCTIONALITY and LEARNING, not functional specialization
2. Form REAL TEAMS and bring decisions to these teams (which is where the work is!)
3. CONTINUOUSLY evolve structures and processes to optimize value and minimize waste - *Wait times! Handoffs! Defects! etc.*

3 Critical Agile Design Principles

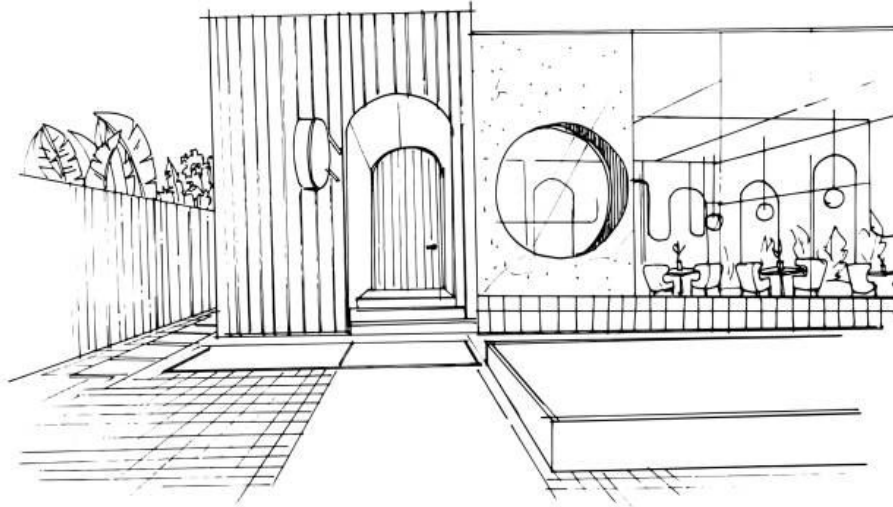


*** meant to be **principles** for **guiding your thinking**, not rules

*** they are **context dependent** (e.g., not every organization can support “real teams”, in which case some tradeoffs are needed, etc.)

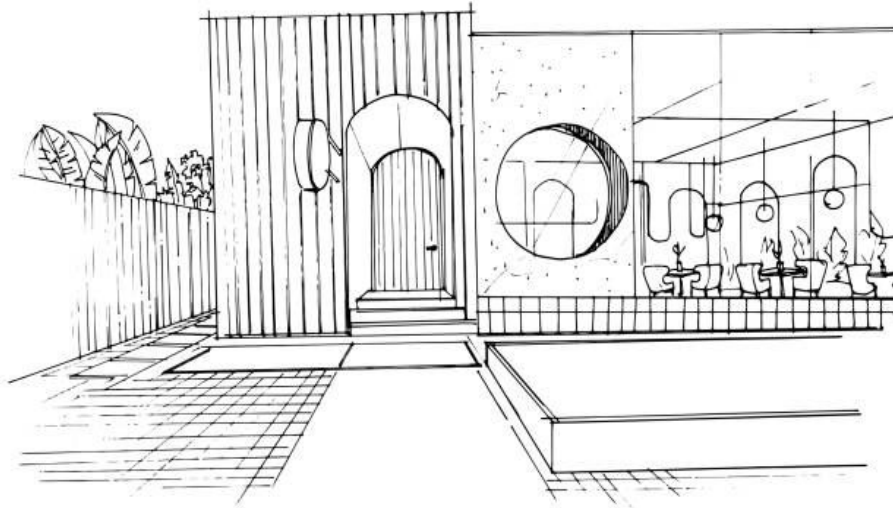
As you’ll see, WHEN USED TOGETHER, these principles REALLY CAN provide a **powerful approach** to building an AGILE organization (OR TEAM!) that continually innovates, evolves, and operates in an agile manner, *EVEN WHEN tradeoffs need to happen!!*

We're going out to dinner!



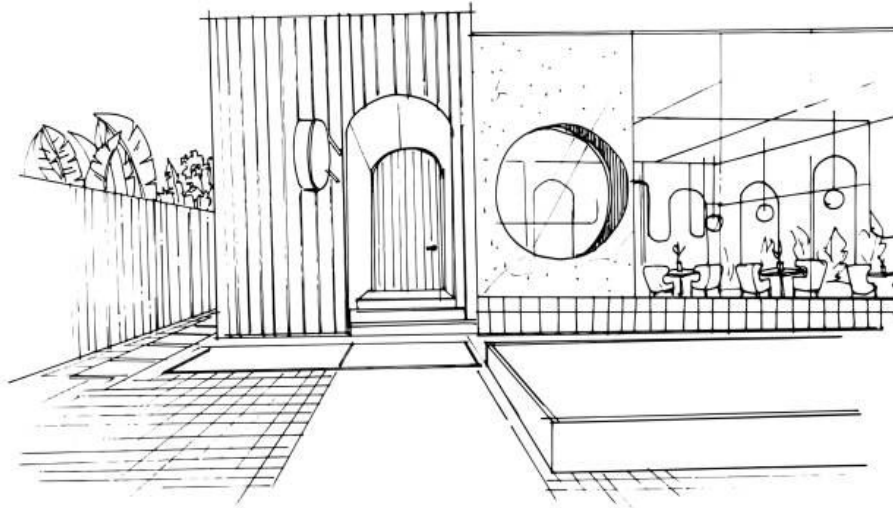
**Relatable to
anyone on any
team in any
function or
industry!**

Restaurant Metaphor



Just like your org or team, **a restaurant needs to stay relevant and adaptive to thrive** in today's fast-paced world of CHANGE!

Restaurant Metaphor



- **CONSTANTLY**
revamp what they
have to offer
- **QUICKLY RESPOND**
to customer feedback
- **CONTINUOUSLY**
evolve their processes

Restaurant Metaphor



RESTAURANT A:
Not built on our 3 Agile principles

RESTAURANT B:
Built on our 3 Agile principles

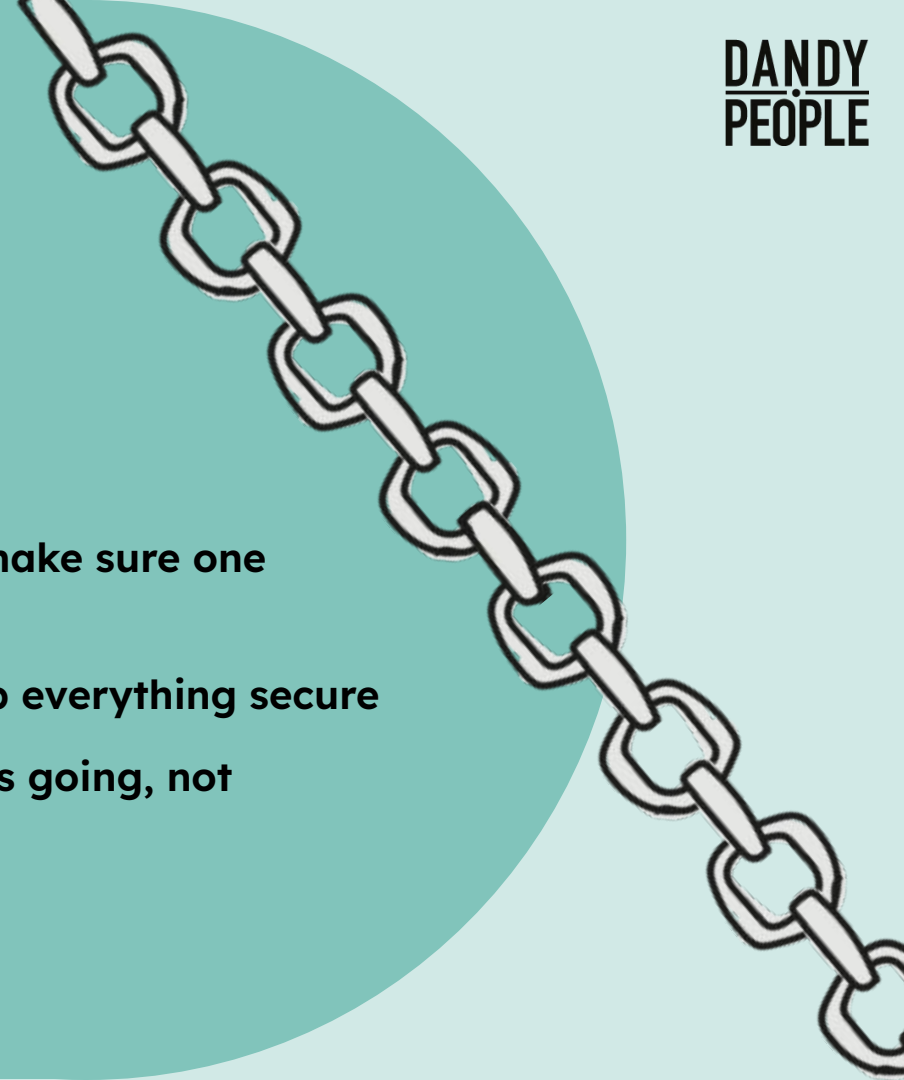
Meet Restaurant “A”

Meet

Restaurant “A”

Restaurant A uses THE OPPOSITE principles

1. Organize for functional specialization, to make sure one person performs a role best
2. Bring all decisions to management, to keep everything secure
3. Organize to keep pre-determined processes going, not risking to adapt in the moment



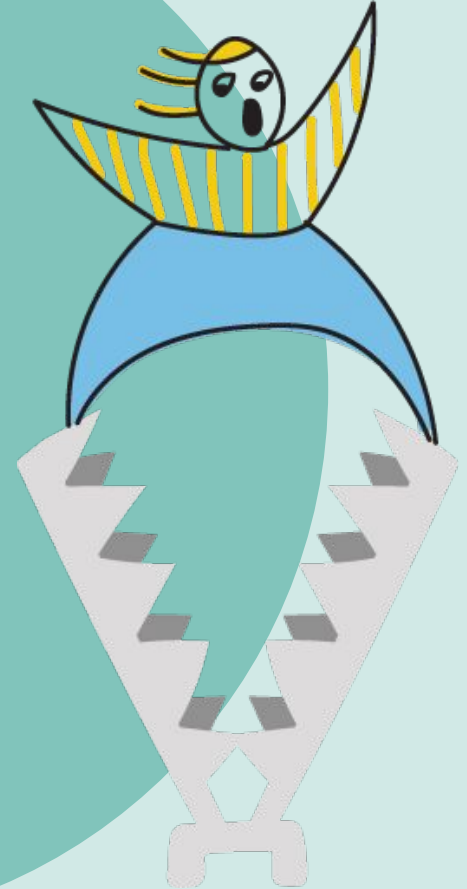
Meet

Restaurant “A”

Current state

- 1. People cannot cross-train OR flex to help in other roles**
- 2. Most decisions require manager approval**
- 3. Have to follow a process with strict sequencing that the Manager determined before restaurant opened**
- 4. Team is not working as though they’re a team because they’re stuck in a rigid process *and* role**






Let’s use a few tools to help us visualize this current state!



Competency Matrix

Restaurant “A”

Restaurant "A" responsibilities (*lots of specialists!*)

	Seat guests	Take drink orders	Prepare drinks	Take food orders	Clean tables	Prepare food	Deliver food	Take €€	Prepares schedule	
 Cecilia	Expert	Beginner	Beginner	Beginner	Beginner	Beginner	Beginner	Beginner	Beginner	Beginner
 Karin	Beginner	Expert	Beginner	Expert	Beginner	Beginner	Beginner	Expert	Beginner	Intermediate
 Björn	Beginner	Beginner	Expert	Beginner	Beginner	Beginner	Beginner	Beginner	Beginner	Beginner
 Robin	Beginner	Beginner	Beginner	Beginner	Beginner	Expert	Beginner	Beginner	Beginner	Expert
 Sofia	Beginner	Beginner	Beginner	Beginner	Expert	Beginner	Expert	Beginner	Beginner	Beginner

Restaurant “A” responsibilities (*lots of specialists!*)

Seat guests	Take drink orders	Prepare drinks	Take food orders	Clean tables	Prepare food	Deliver food	Take €€	Prepares schedule
-------------	-------------------	----------------	------------------	--------------	--------------	--------------	---------	-------------------



Cecilia

Notice the lack of **yellow!**



Karin

No one has knowledge of anyone else's role AND they're not given time to learn nor practice this knowledge!

- This has interesting implications for when there is a sudden rush of customers OR if someone is sick!
- *Catastrophic, right!?*



Björn



Robin

This is actually how many team competency matrices look, including software development teams!



Sofia



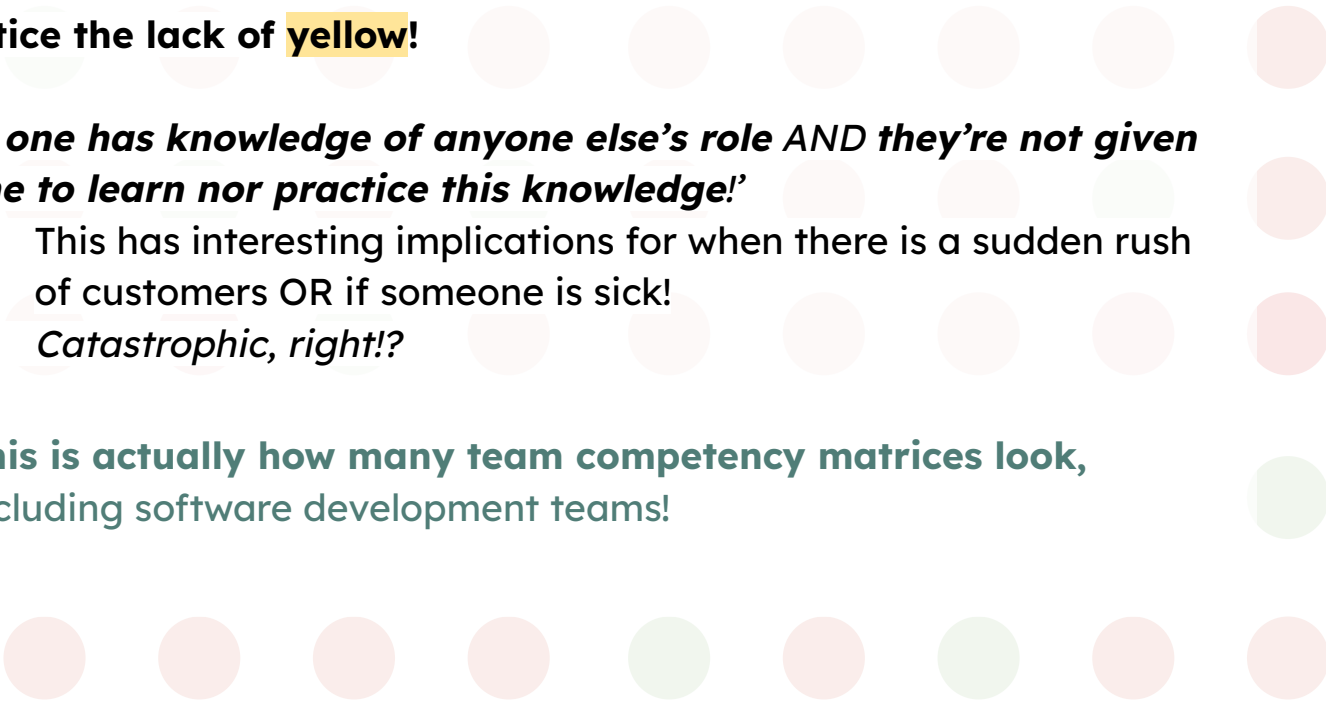
Beginner



Intermediate



Expert



Delegation Matrix

Restaurant “A”

Restaurant “A” management decisions



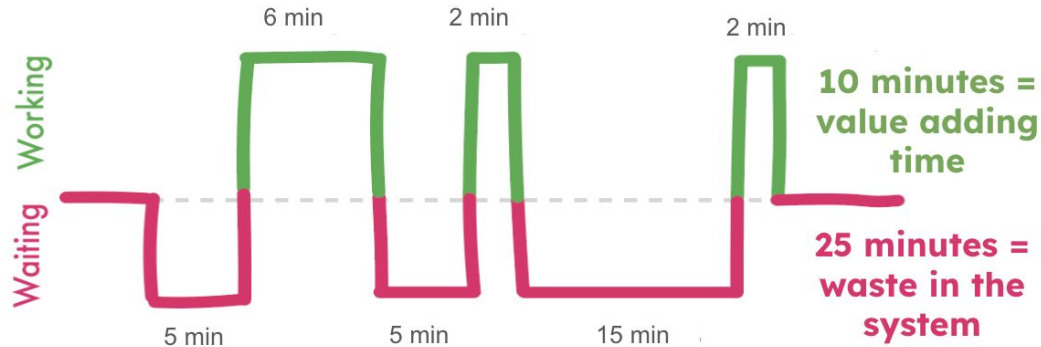
- Who to hire
- Menu changes
- Schedule swaps
- FOH workflow
- Kitchen workflow



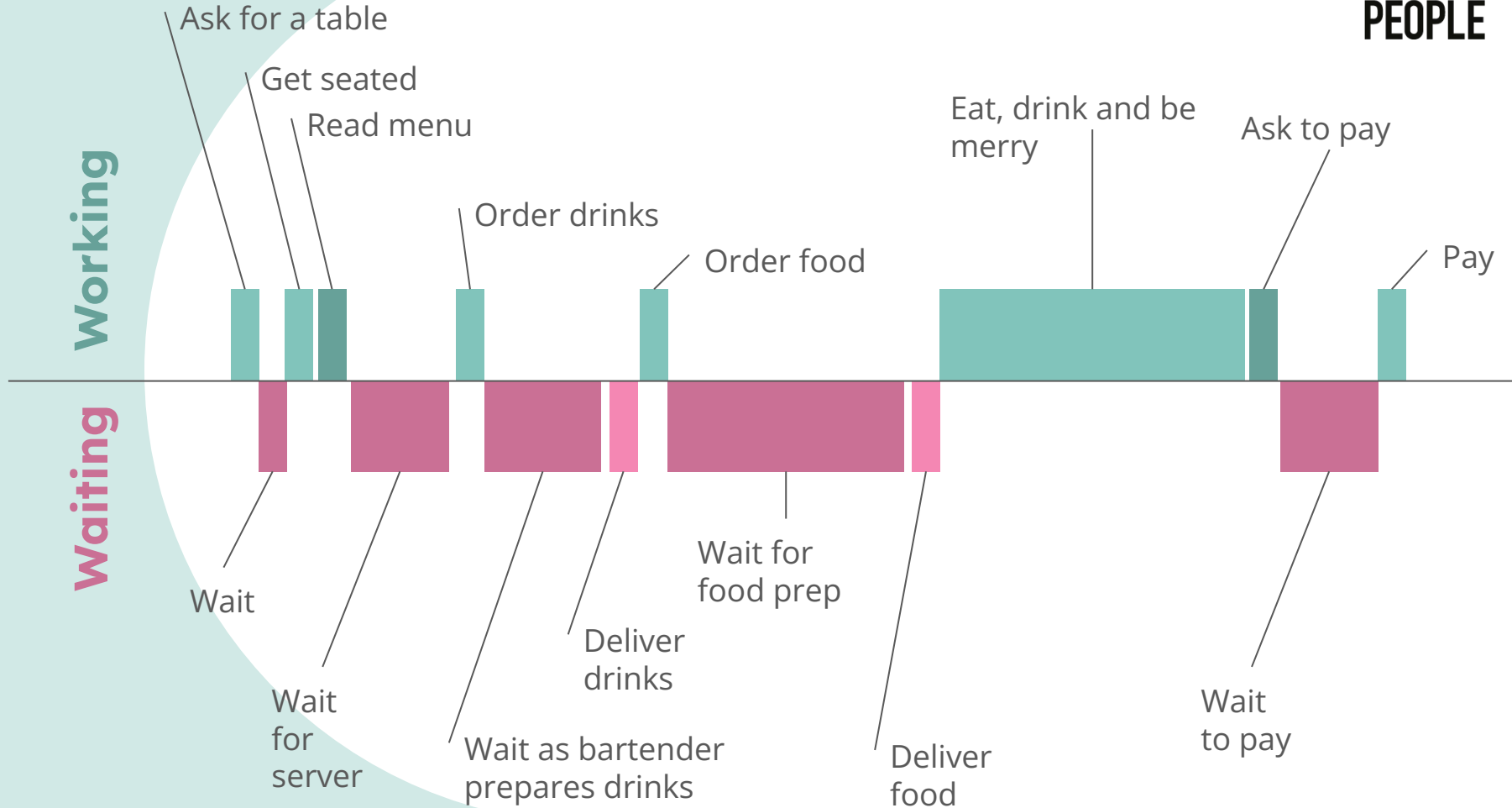
Value Stream Map

Restaurant “A”

VALUE STREAM MAP: A diagramming of the step involved in the material and information flow of a process, from order to delivery.



GOAL: Look at your workflow from a perspective that can lead to **POWERFUL QUESTIONS** regarding the **WHY** behind the waiting!



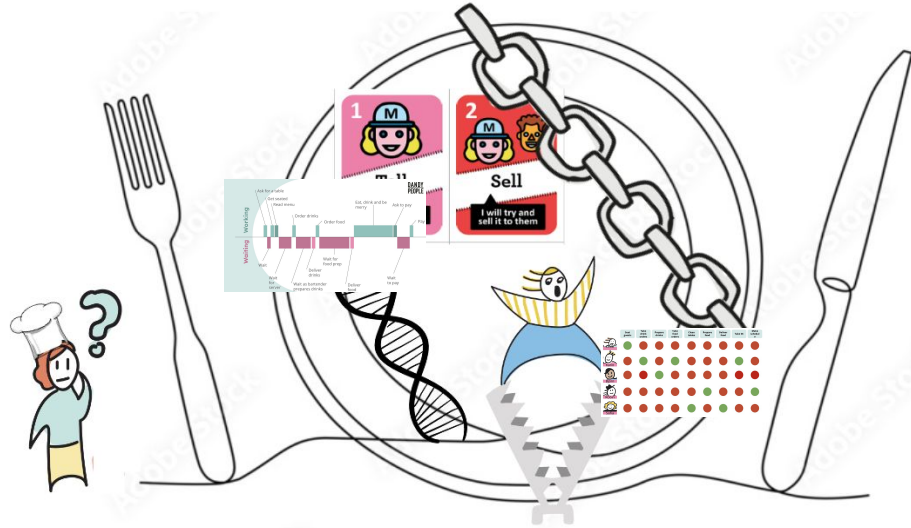
Reflection

That was a lot of info!

What would your experience be like?

Think about what
you saw.

What do you think
your customer
experience would
be like?



What would your experience be like?

- **MANY HANDOFFS:** You'd be met by a host and then handed off to a drinks order-taker, then a server, etc.
- **HIGHER WAIT TIMES:** Staff would be sticking to roles so customers would have to wait for the right person to free up
- **DIMINISHED QUALITY:** There are lots of handovers so higher odds of lost information (like allergy info) and diminished quality of service

Any of this relatable to YOUR team experience?

Fun fact... We have a name for this situation you're seeing in Restaurant "A"!



Mini-Waterfall

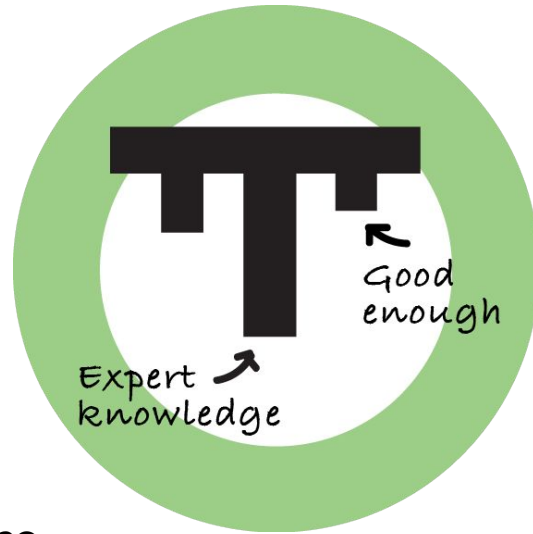
Mini-Waterfall is a common ANTI-PATTERN that happens when there are handoffs and knowledge silos within the teams

A team can be a “Real Team”, but when they’re set up like Restaurant “A”, they turn into a Mini-Waterfall team!

Meet Restaurant “B”

Meet

Restaurant “B”



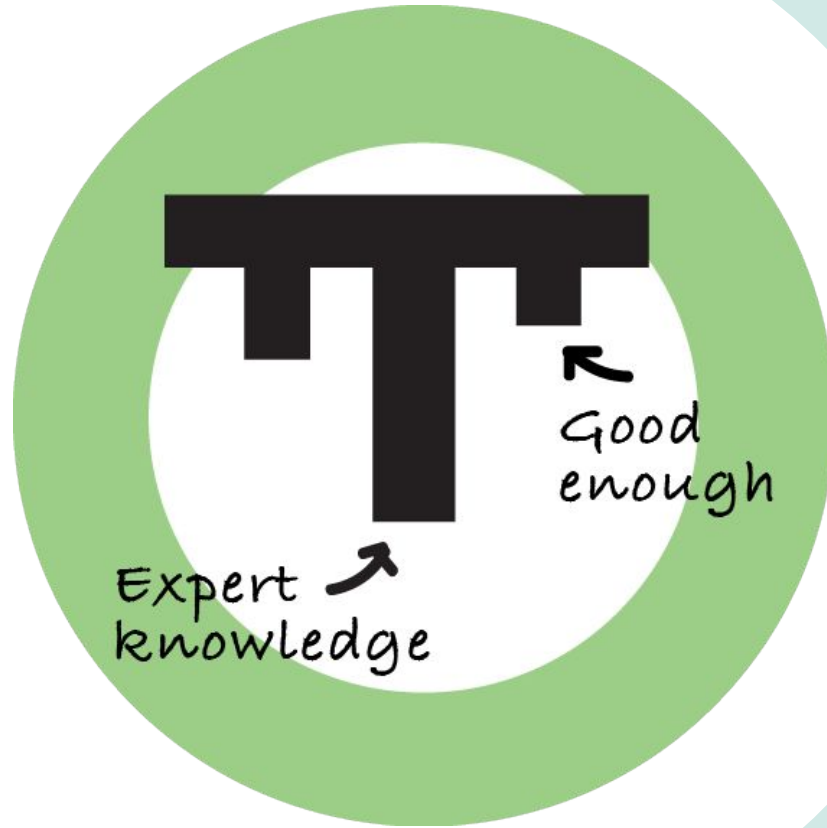
Restaurant B uses our principles

1. Organizes for cross-functionality and learning, not specialization
2. Bring decisions to where the work is (empowered teams!)
3. Continuously evolve structures and processes to optimize value and minimize waste

Meet

Restaurant “B”

NOTE: T-Shaped teams have people who possess a **strong primary skill**, often referred to as their “vertical” skill, along with a **broader knowledge of other domains** within their area of work



Meet

Restaurant “B”

Current state

- People start in a predetermined role but can learn other roles during downtime to become T-shaped... *they're not “in a box”!*
- High level of delegation
- There're a “real team” with the autonomy to evolve their processes as conditions change within predetermined parameters
- People can pair up or swarm on an issue at the same time without needing to follow strict sequencing or “gates” to do something






Let's use a few tools to help us visualize this current state!



Competency Matrix

Restaurant “B”

Restaurant “B” responsibilities

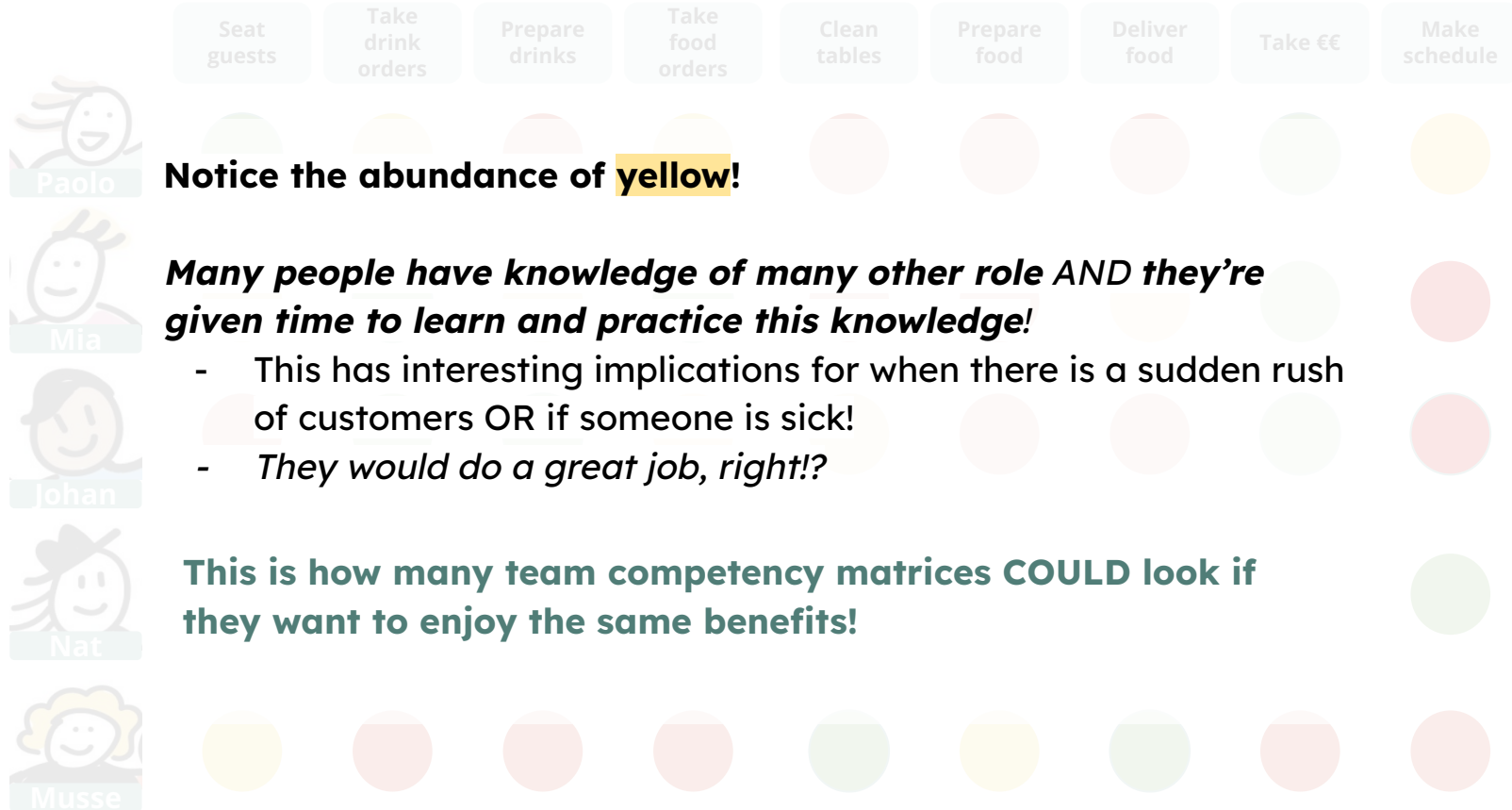
	Seat guests	Take drink orders	Prepare drinks	Take food orders	Clean tables	Prepare food	Deliver food	Take €€	Make schedule	
 Paolo	Expert	Intermediate	Beginner	Intermediate	Beginner	Beginner	Beginner	Expert	Intermediate	Beginner
 Mia	Intermediate	Expert	Intermediate	Expert	Beginner	Beginner	Intermediate	Expert	Beginner	Beginner
 Johan	Beginner	Expert	Expert	Intermediate	Intermediate	Beginner	Beginner	Expert	Beginner	Beginner
 Nat	Beginner	Beginner	Beginner	Beginner	Beginner	Expert	Beginner	Beginner	Expert	Beginner
 Musse	Intermediate	Beginner	Beginner	Beginner	Expert	Intermediate	Expert	Beginner	Beginner	Beginner




Beginner

Intermediate

Expert

Restaurant “B” responsibilities



 Beginner
 Intermediate
 Expert

Notice the abundance of **yellow!**

Many people have knowledge of many other role AND they're given time to learn and practice this knowledge!

- This has interesting implications for when there is a sudden rush of customers OR if someone is sick!
- *They would do a great job, right!?*

This is how many team competency matrices COULD look if they want to enjoy the same benefits!

Delegation Matrix

Restaurant “B”

Restaurant “B” management decisions



Who to hire



Menu changes



Schedule swaps



FOH workflow



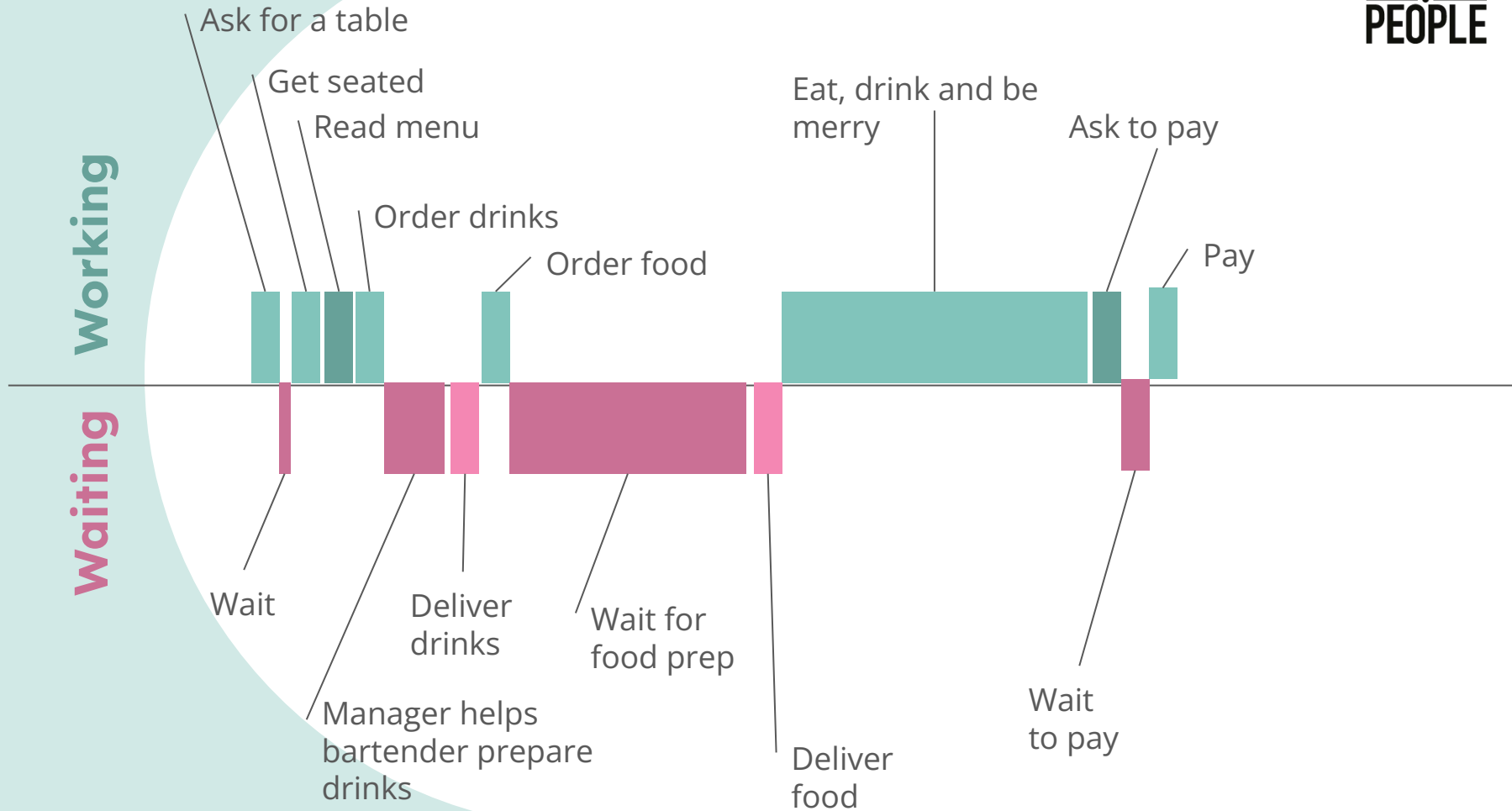
Kitchen workflow



Value Stream Map

Restaurant “B”

Restaurant "B"

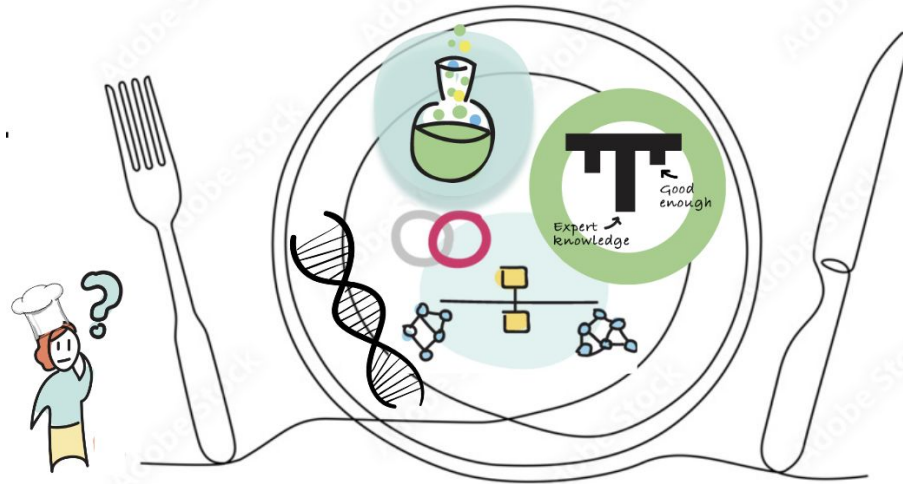


Reflection

What would your experience be like?

Think about what
you saw.

What do you think
your customer
experience would
be like?



What would your experience be like?

- **FEWER HANDOFFS:** You'd be met by a host who could pivot to take your order and even assist you by taking payment if needed.
- **LOWER WAIT TIMES:** Staff could pivot so customers didn't waste any time for the right person to "free up"
- **HIGHER QUALITY:** Since there are fewer handovers, there are lower odds of lost information and improved quality of service

Any of this relatable to YOUR team experience?

**Who
would
win?**



Type “A” or
“B” in the
chat



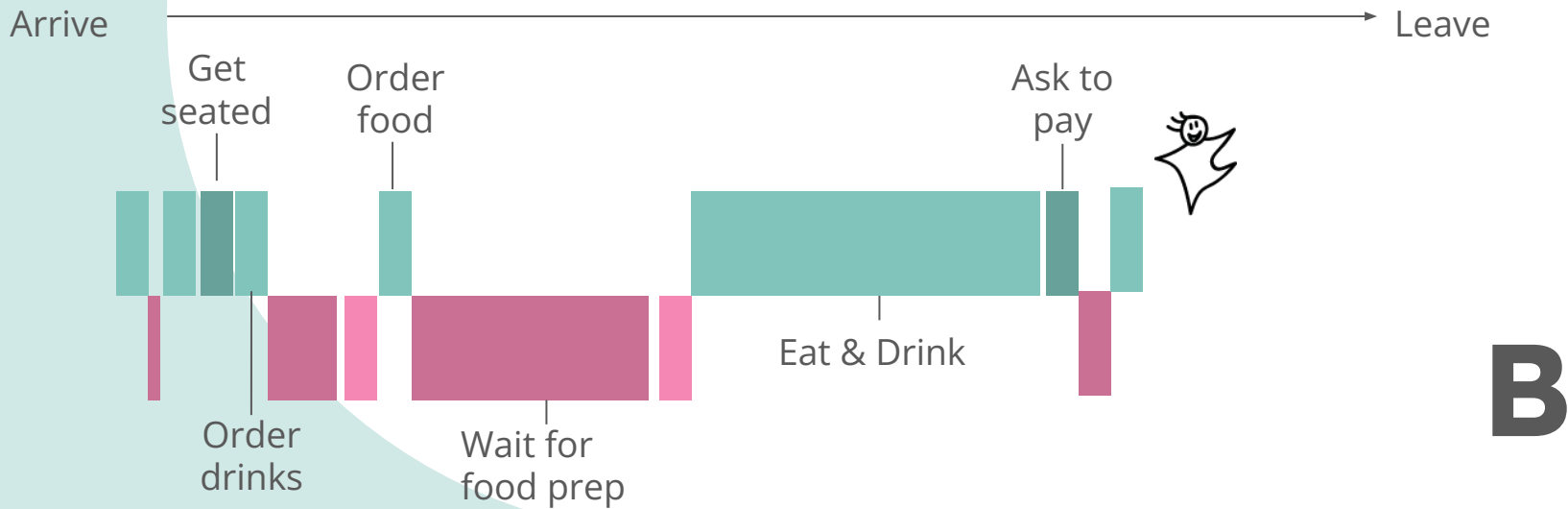
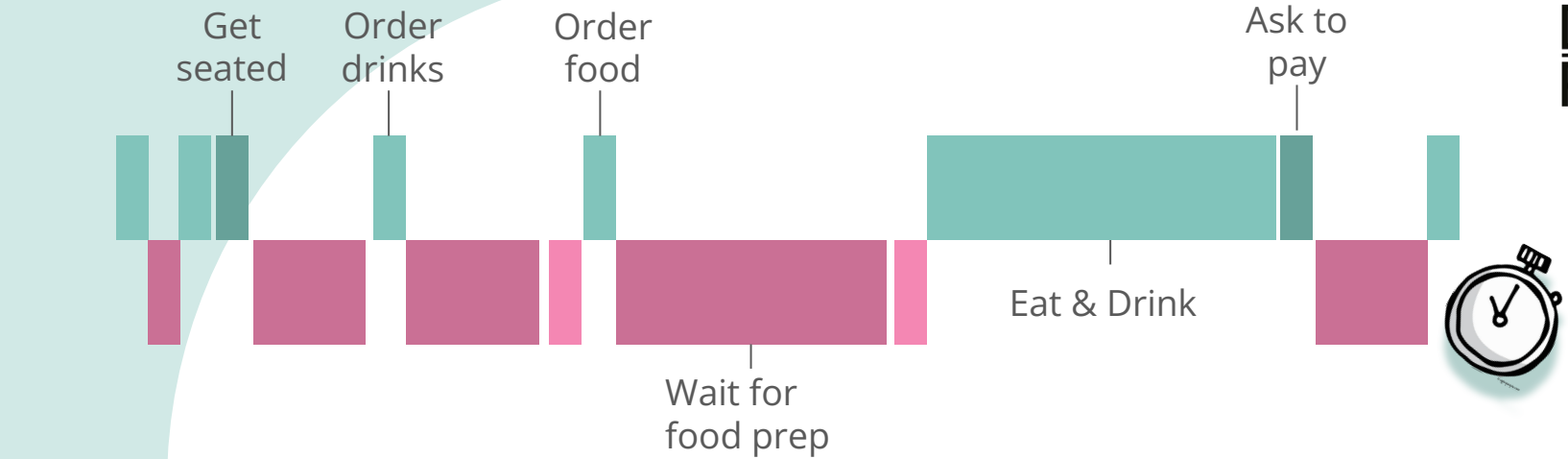
Who would win?

**Which restaurant would have
happier customers when it comes
to ALL THREE?**



- Time to be seated
- Time to order drinks & food
- Time to receive drinks & food

A or B?

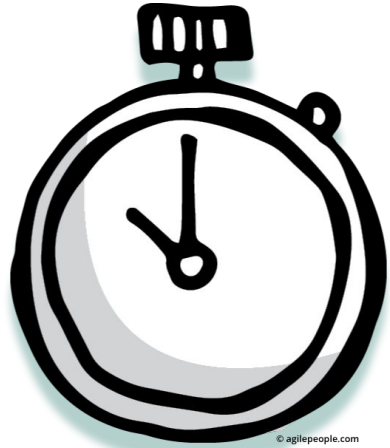


B!

Who would win?

Customers want to order as soon as they sit down because they know what they want already. **Who would take orders the fastest?**

A or B?



“A”

Take
food
orders



“B”

Take
food
orders



B!

Who would win?

There's a dramatic change in customer tastes. **Who would pivot fastest?**



A or B?



Menu changes

X

“A”

X

“B”

B!

Who would win?

There's an unexpected EXTRA busy season. **Who is best positioned to keep up with demand?**



A or B?

	Seat guests	Take drink orders	Prepare drinks	Take food orders	Clean tables	Prepare food	Deliver food	Take €€	Make schedule
Paolo	Green	Yellow	Red	Yellow	Red	Red	Red	Green	Yellow
Mia	Yellow	Green	Yellow	Green	Red	Red	Yellow	Green	Red
Iohan	Red	Green	Green	Yellow	Yellow	Red	Red	Green	Red
Nat	Red	Red	Red	Red	Red	Green	Red	Red	Green
Musse	Yellow	Red	Red	Red	Green	Yellow	Green	Red	Red



Who to hire		X			
Menu changes				X	X
Schedule swaps					X
FOH workflow			X		
Kitchen workflow				X	

Because of their
T-Shaped team
AND ability to
adapt as needs
arise, **Restaurant
B is the clear
winner!**

B!

Reflection

How might this apply to you?

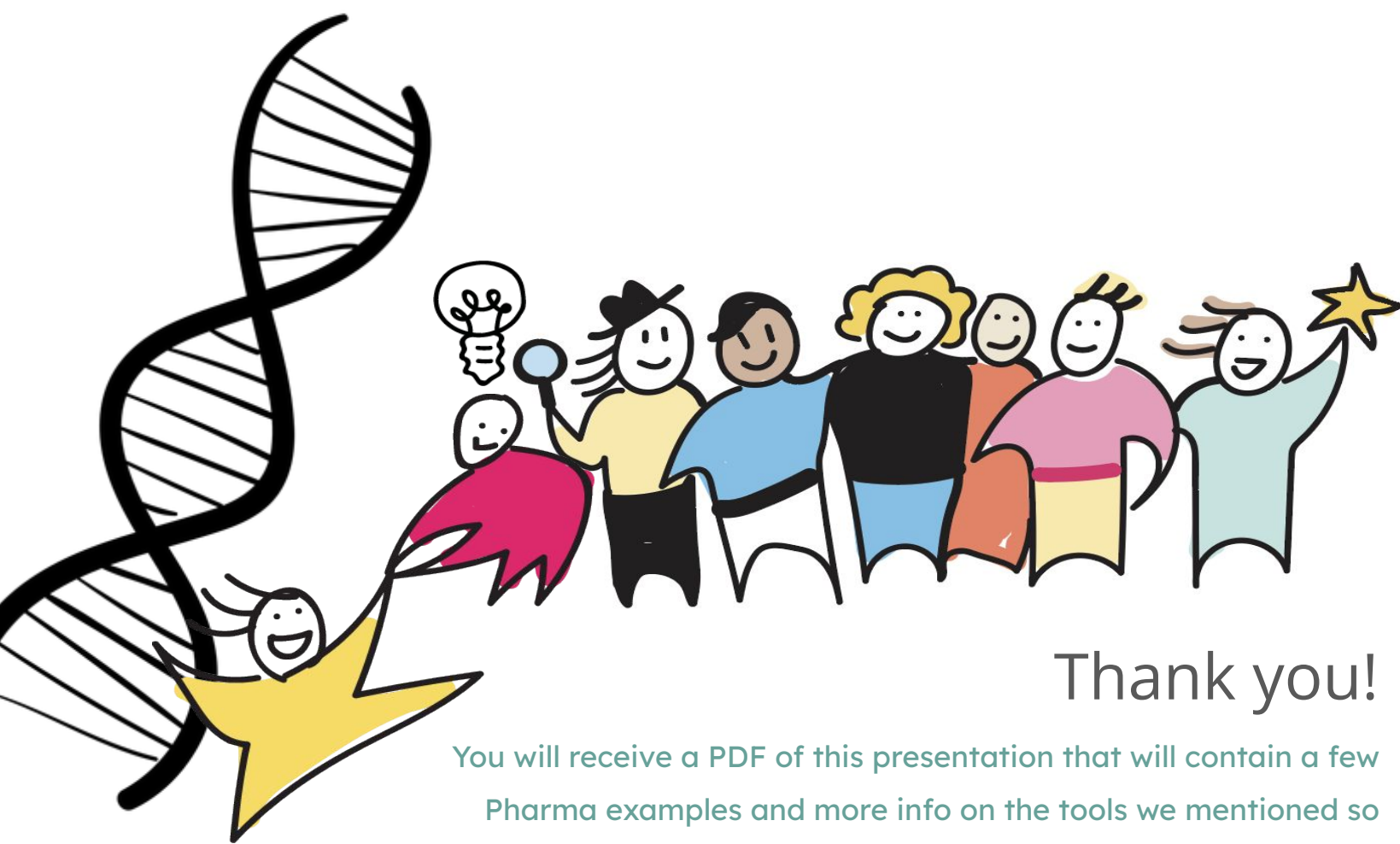
Reflect...

Is your team more like A or B?

If you're a manager, are you more like manager A or B?

To shift your team toward the principles of B, what would you change first? Second?



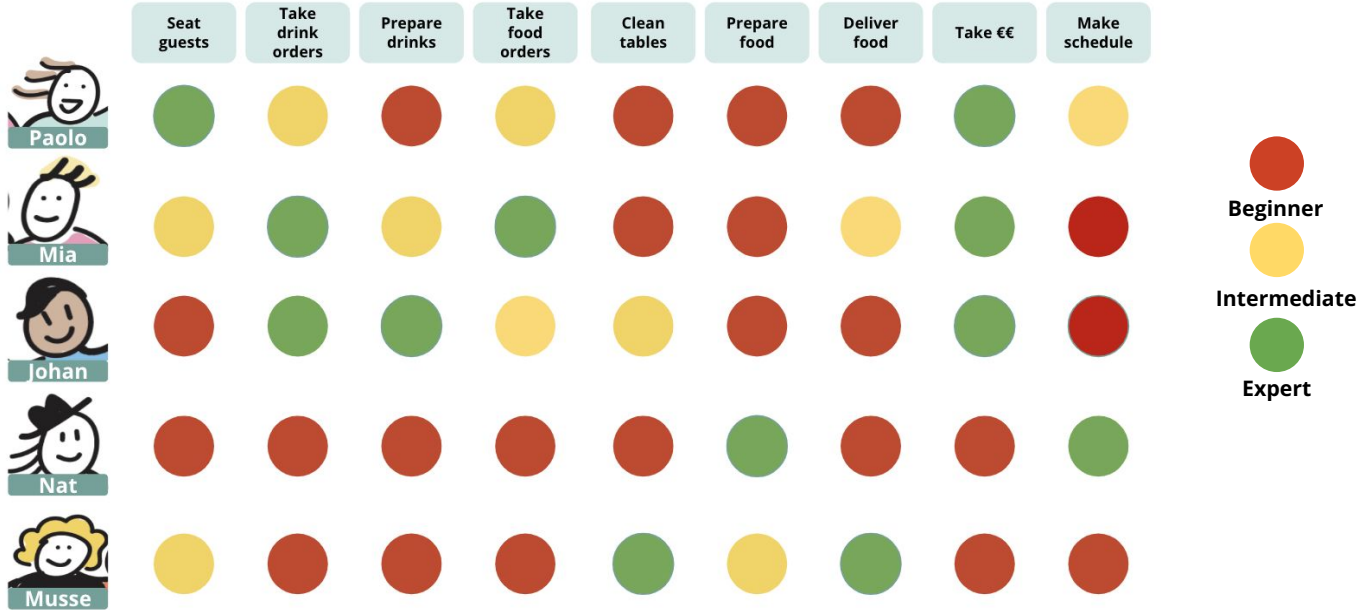


Thank you!

You will receive a PDF of this presentation that will contain a few
Pharma examples and more info on the tools we mentioned so
you can start applying these ideas today!

TOOLS **for getting started**

Competency (Skill) Matrix



The key benefits of a skill matrix are:

- **Identifies skill gaps:** You can determine exactly what kind of skills is required and decide actions to improve skills in your teams.
- **Incentivizes development:** Seeing where they stand compared to peers encourages individuals to work hard and improve themselves.
- **Fosters collaboration:** By understanding one another's abilities it makes it easier for team members to work together efficiently.
- **Improves hiring quality:** By knowing which skill is missing in your team, you can better target the required employee profiles and evaluate them during an interview.

	Design	coding	Social media	Finance	Legal
Mia					
Jennie					
Mathias					
Michael					

Love it!

Ok

Hate it

Expert

Intermediate

Beginner

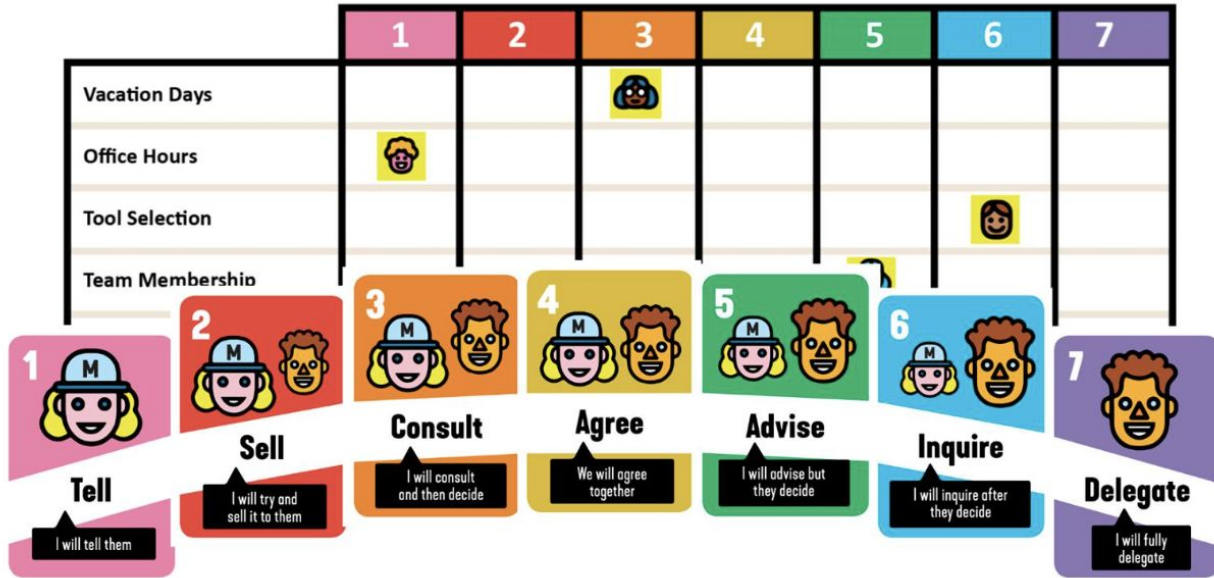
SOFTWARE DEVELOPMENT TEAM COMPETENCY MATRIX EXAMPLE

skills \ name	expectation	John	Robert	Eric	Julien	Edouard
PHP	●●●	●	●	●	●	●
Mysql	●●●	●	●	●	●	●
ReactJs	●●	●	●	●	●	●
Elastic	●●	●	●	●	●	●
Rabbit MQ	●●	●	●	●	●	●

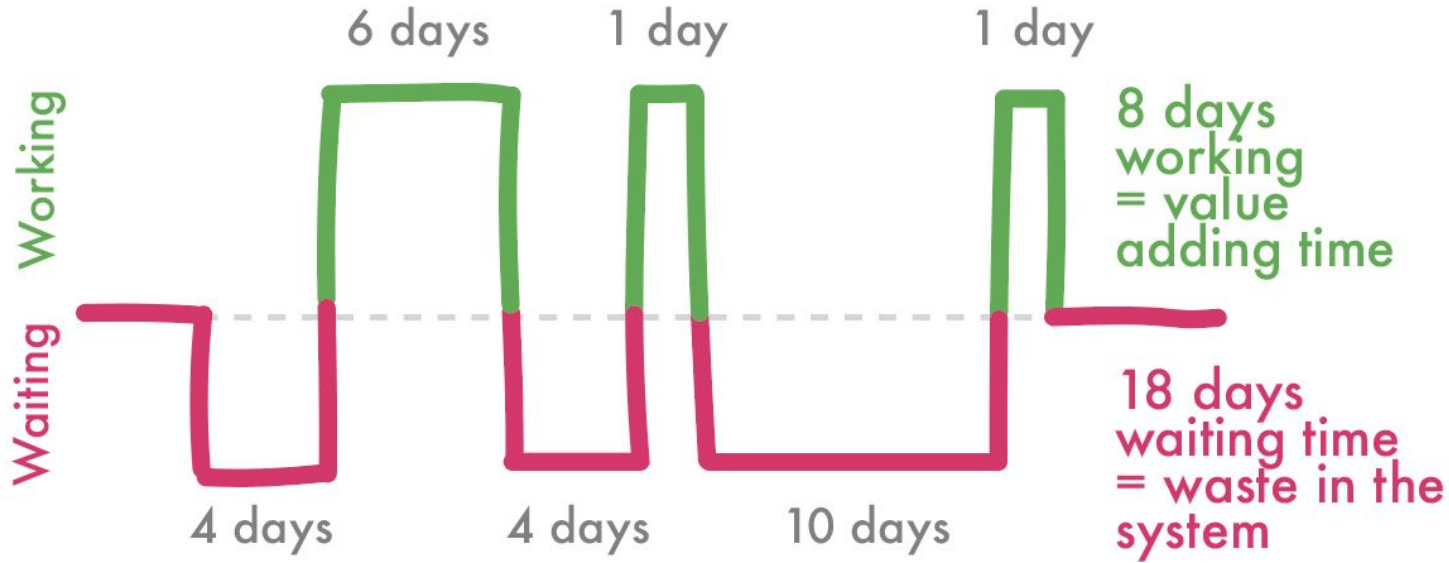
● Expert: I can teach it.
 ● Practitioner: I can do it.
 ● Novice: What is it?

Delegation Matrix

A delegation matrix enables management to clarify delegation and foster empowerment for both management and coworkers!



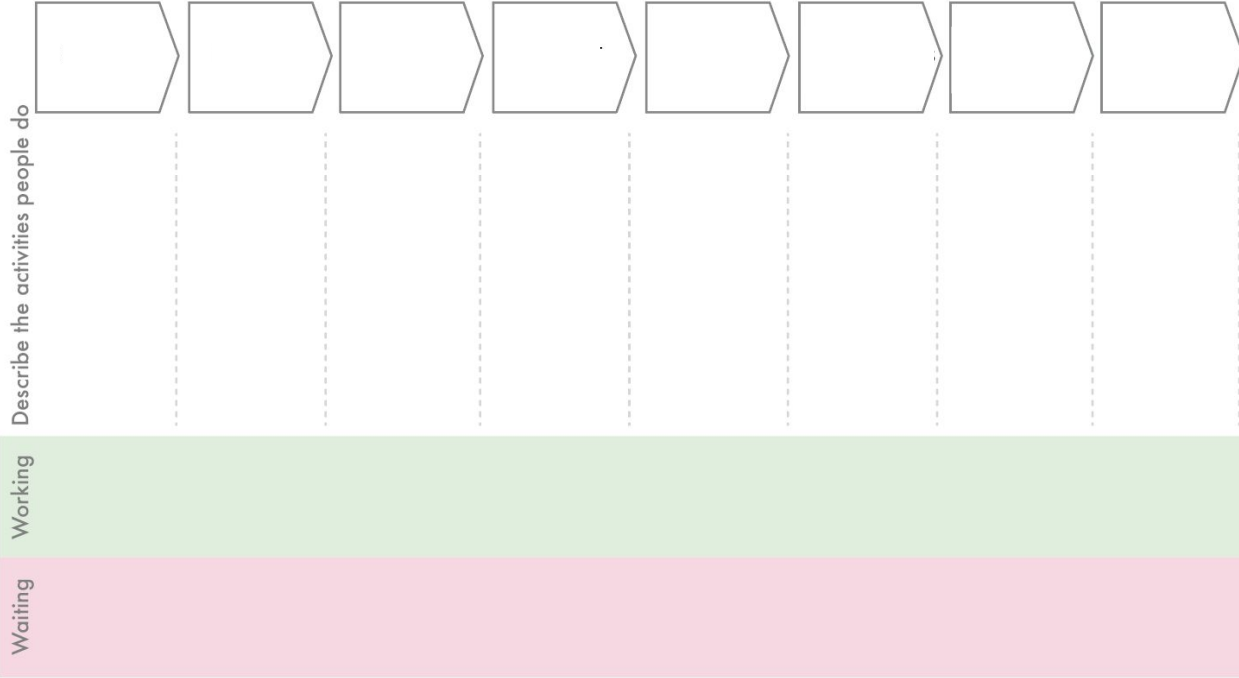
Value Stream Mapping



Value stream analysis

Follow work that flows through the system (organization) to see how much time is spent doing actual work, and how long time the work is waiting for work to get started again. This is visualized above by adding days working and waiting throughout the over all value stream. Take one or more cases of actual work and follow it through.

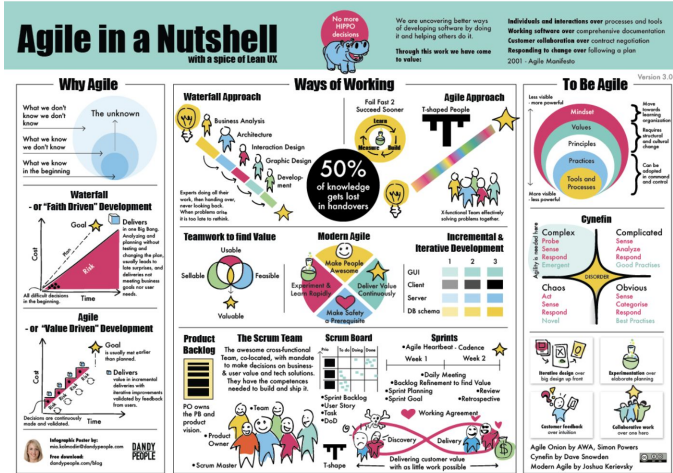
Steps in our over all value stream



FREE

Resources!

Take the online Agile in a Nutshell training for free on our digital learning platform!



Free Agile in a Nutshell training:

<https://www.agileonlinetrainings.com/agile-online-training>

Dandy People Agile Team poster:

<https://media.dandypeople.com/2019/12/agile-team-in-a-nutshell-12.pdf>



Thank you!