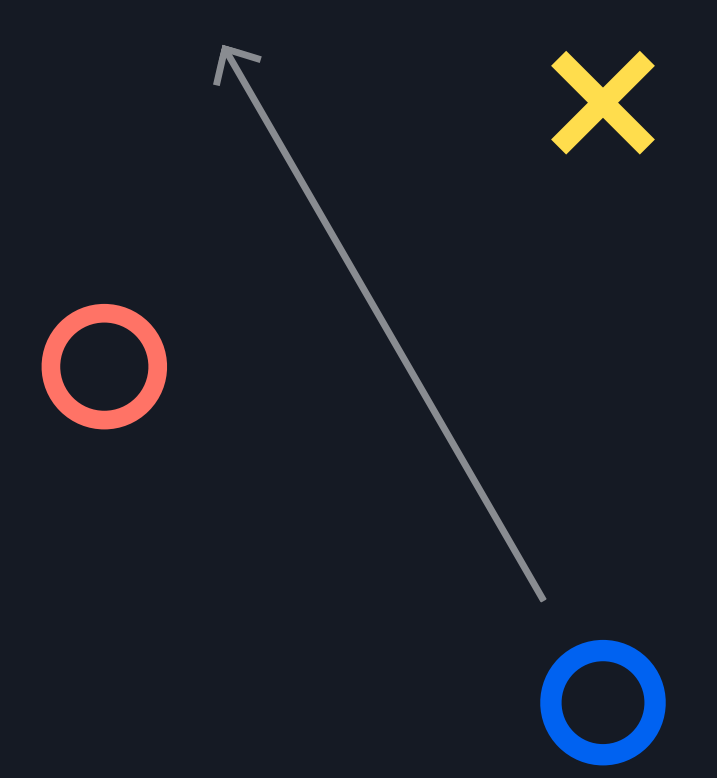
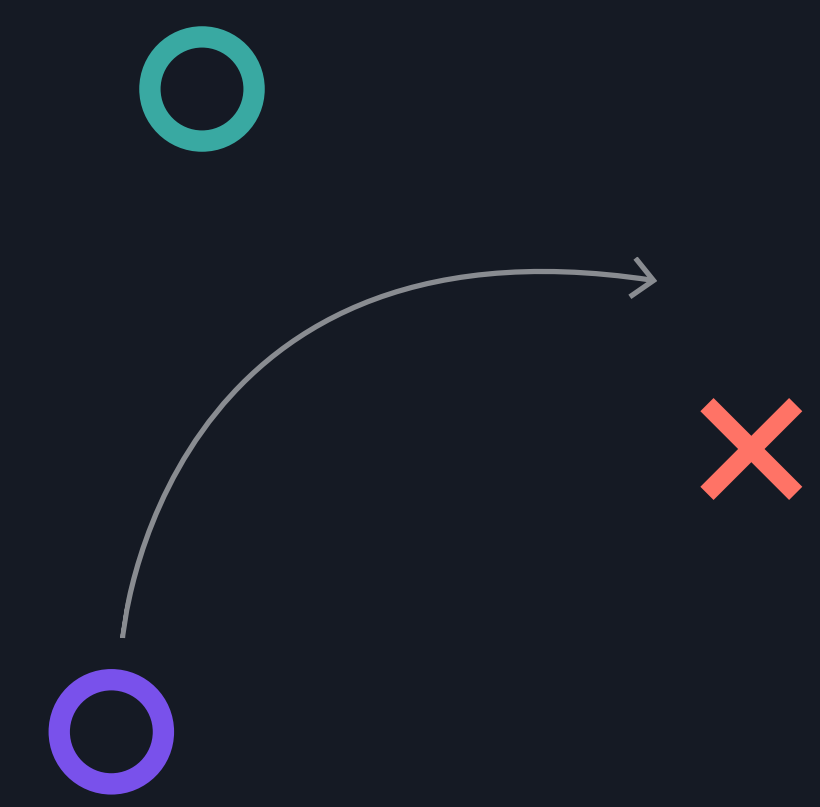




Scaling Product Organisation for Growth



Herry Wiputra
Chief Product and Technology Officer



Two different perspectives on management

System of work

Self organising team

Lessons learnt in scaling product teams

Two different perspectives on management

System of work

Self organising team

Lessons learnt in scaling product teams

“

**The man in the planning room,
whose specialty is planning
ahead, invariably finds that the
work can be done more
economically by subdivision of
the labour; each act of each
mechanic, for example, should be
preceded by various preparatory
acts done by other men**

Frederick W Taylor

Father of Scientific Management

1856-1915



“

Break down barriers between departments. People in research, design, sales, and production must work as a team, to foresee problems of production and use that may be encountered with the product or service.

W Edwards Deming

Total Quality Management

1900-1993



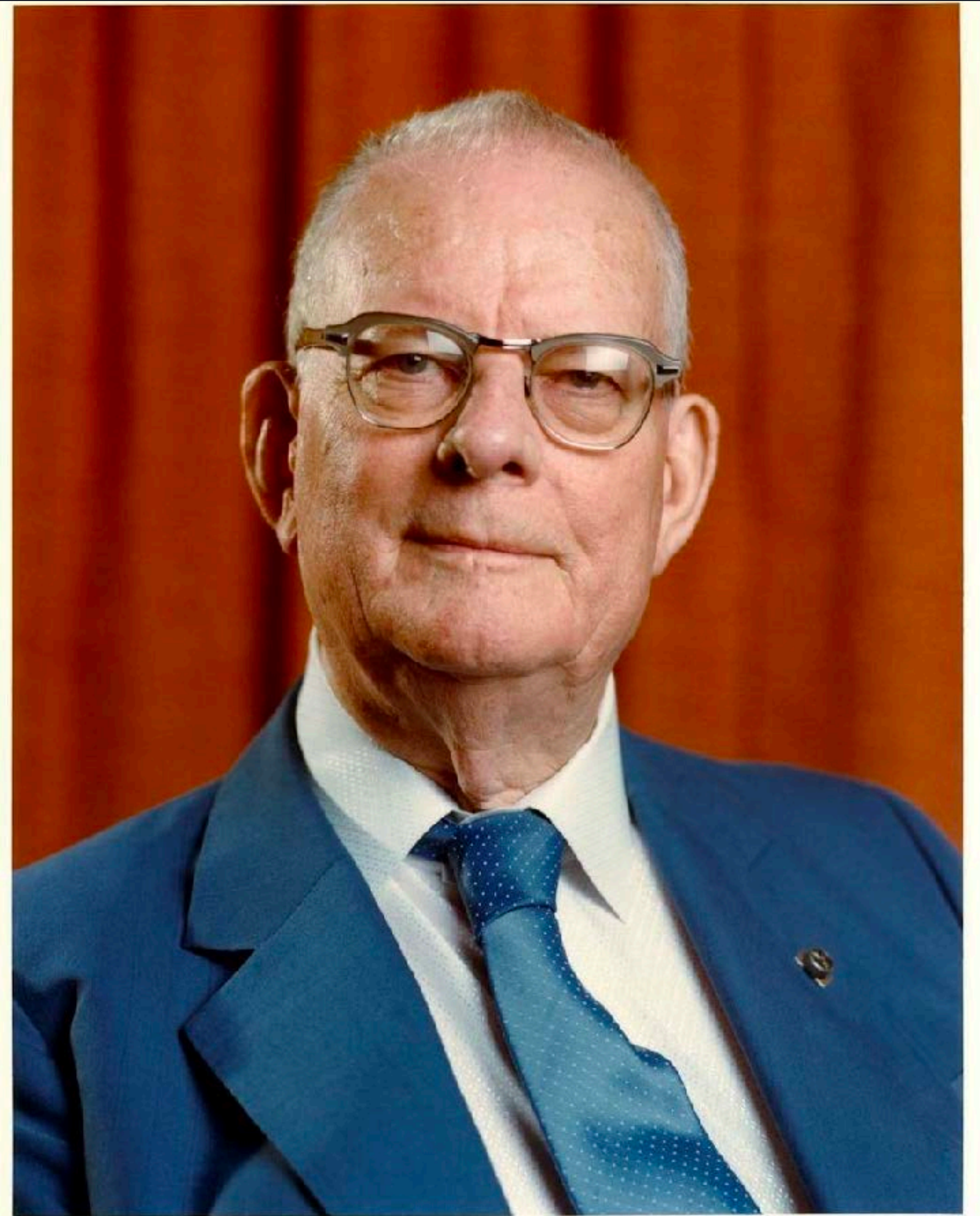
“

Institute leadership — the aim of supervision should be to help people and machines and gadgets to do a better job. Supervision of management is in need of overhaul, as well as supervision of production workers.

W Edwards Deming

Total Quality Management

1900-1993



Taylor

- **Specialisation**
- **Output focused**
- **Efficiency**
- **Low variation**

Deming

- **End to end**
- **Build quality in**
- **Effectiveness**
- **High variation**

Two different perspectives on management

System of work

Self organising team

Lessons learnt in scaling product teams

“

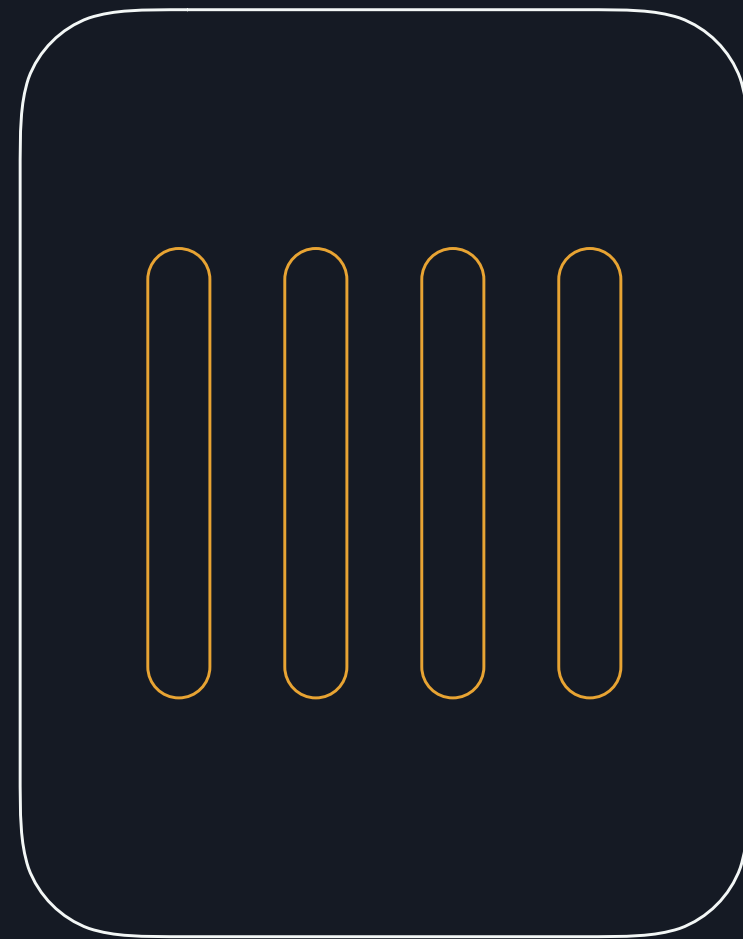
**It is not the strongest of the species that survives,
nor the most intelligent, but the one most
responsive to change**

Charles Darwin

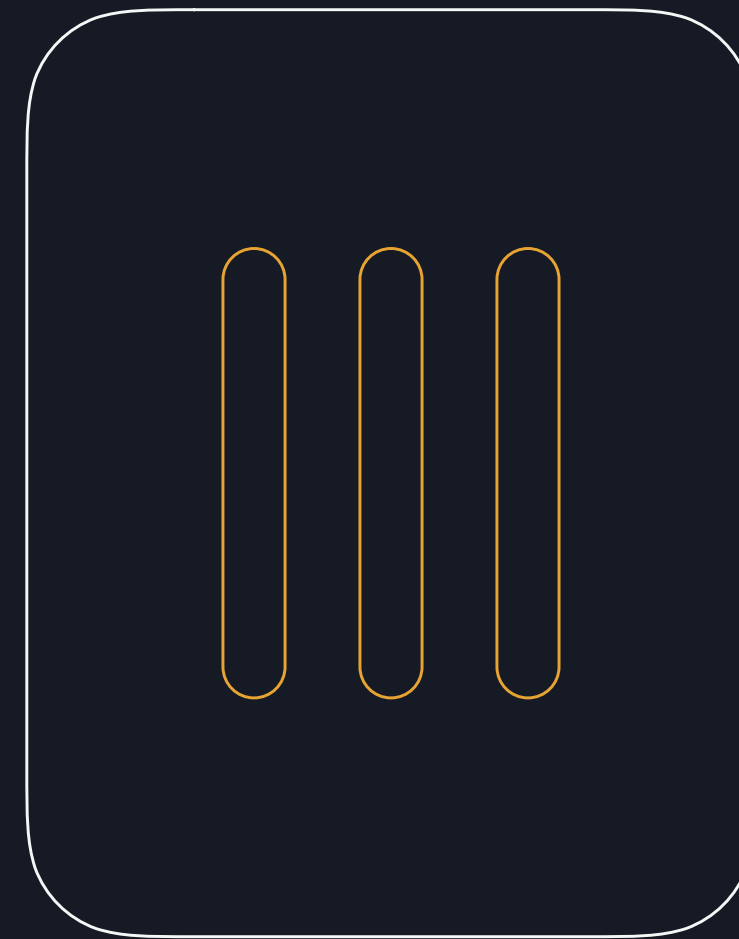


Company A

capability based teams, operating in silo



“Agent Systems”



“Business Systems”

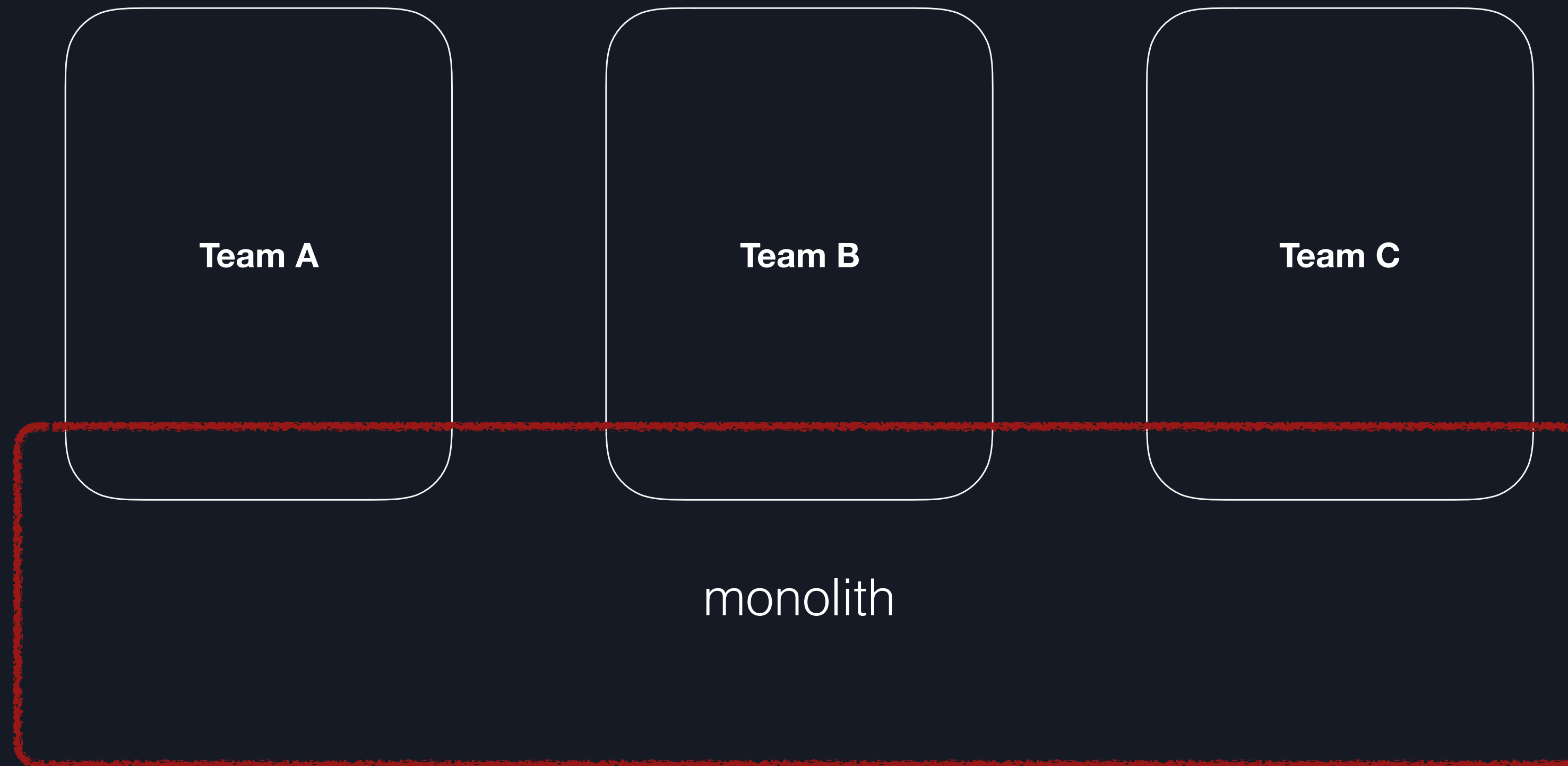


“Reporting”

it took nine months to create a new package

that team is so not agile

monolithic code base

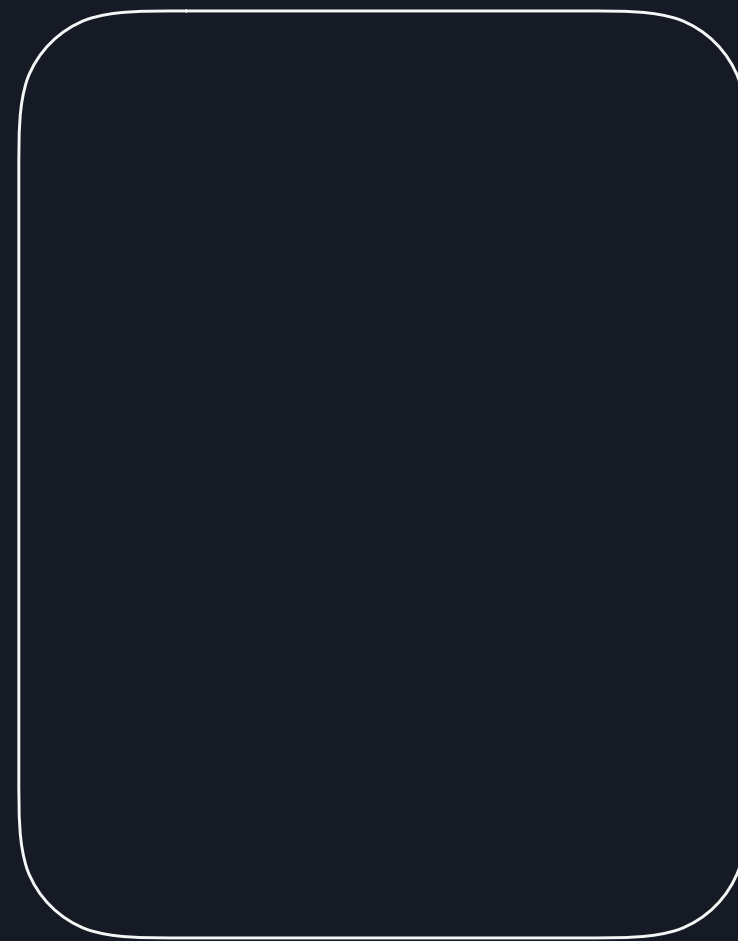


ping pong all day

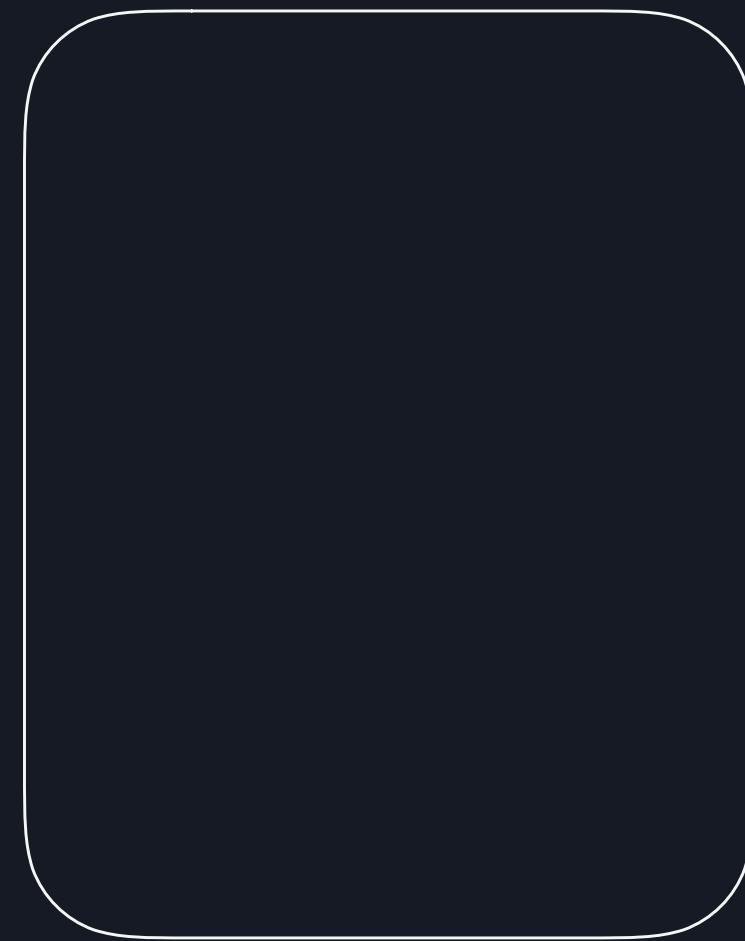
we can't deploy everyday, we will waste 2 hours everyday

Company C

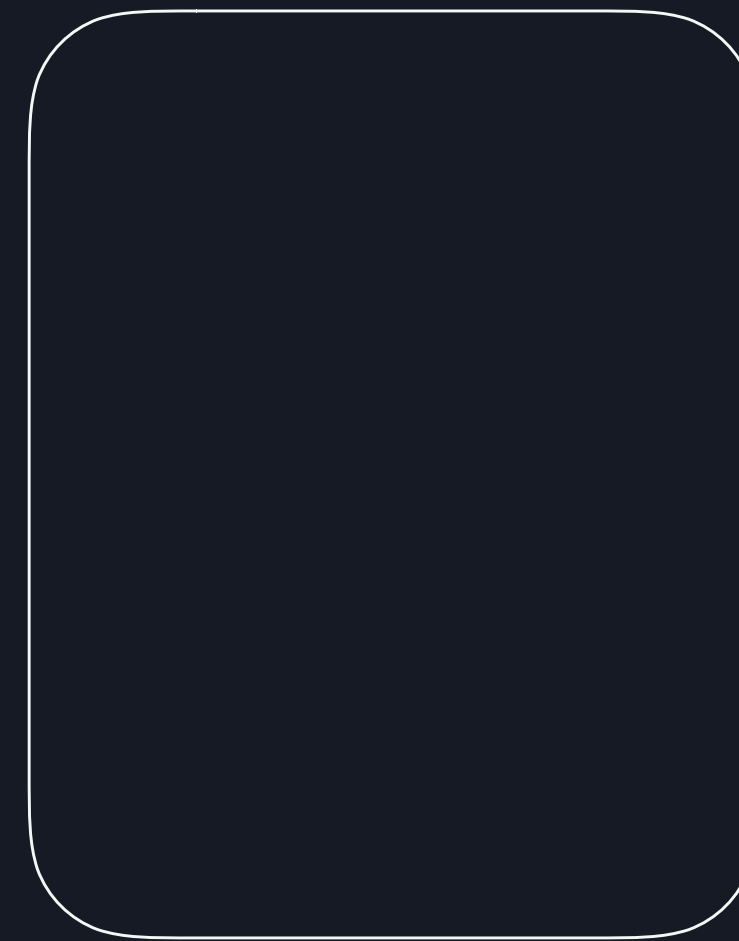
disciplined based team, operating in silo



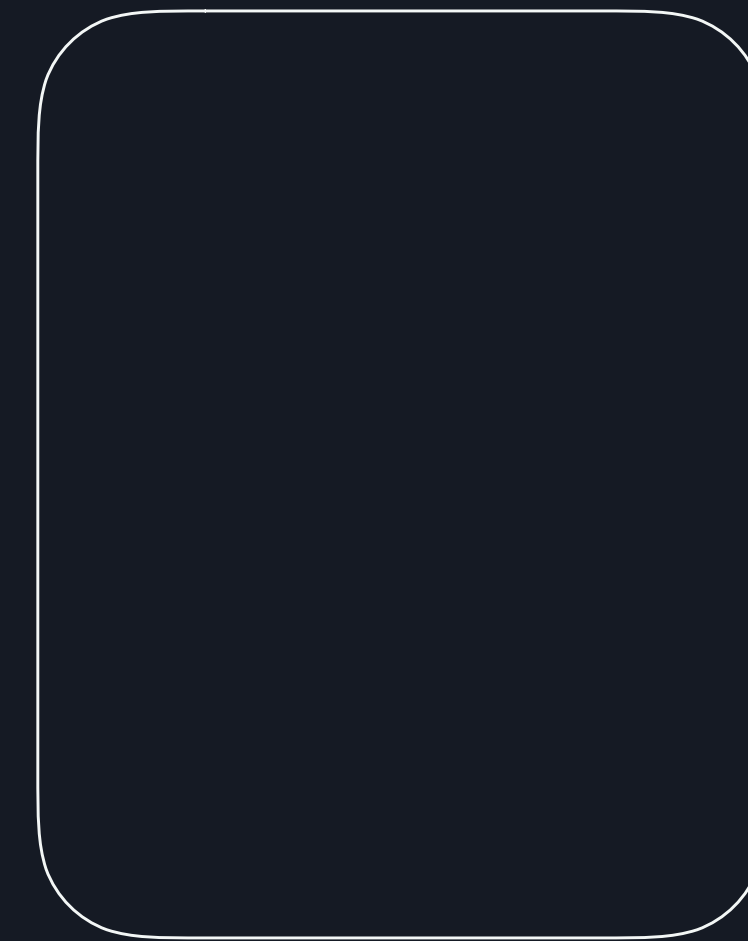
“Designer”



“Mobile”



“Engineering”



“Marketing”

what is the value that the design team bring?

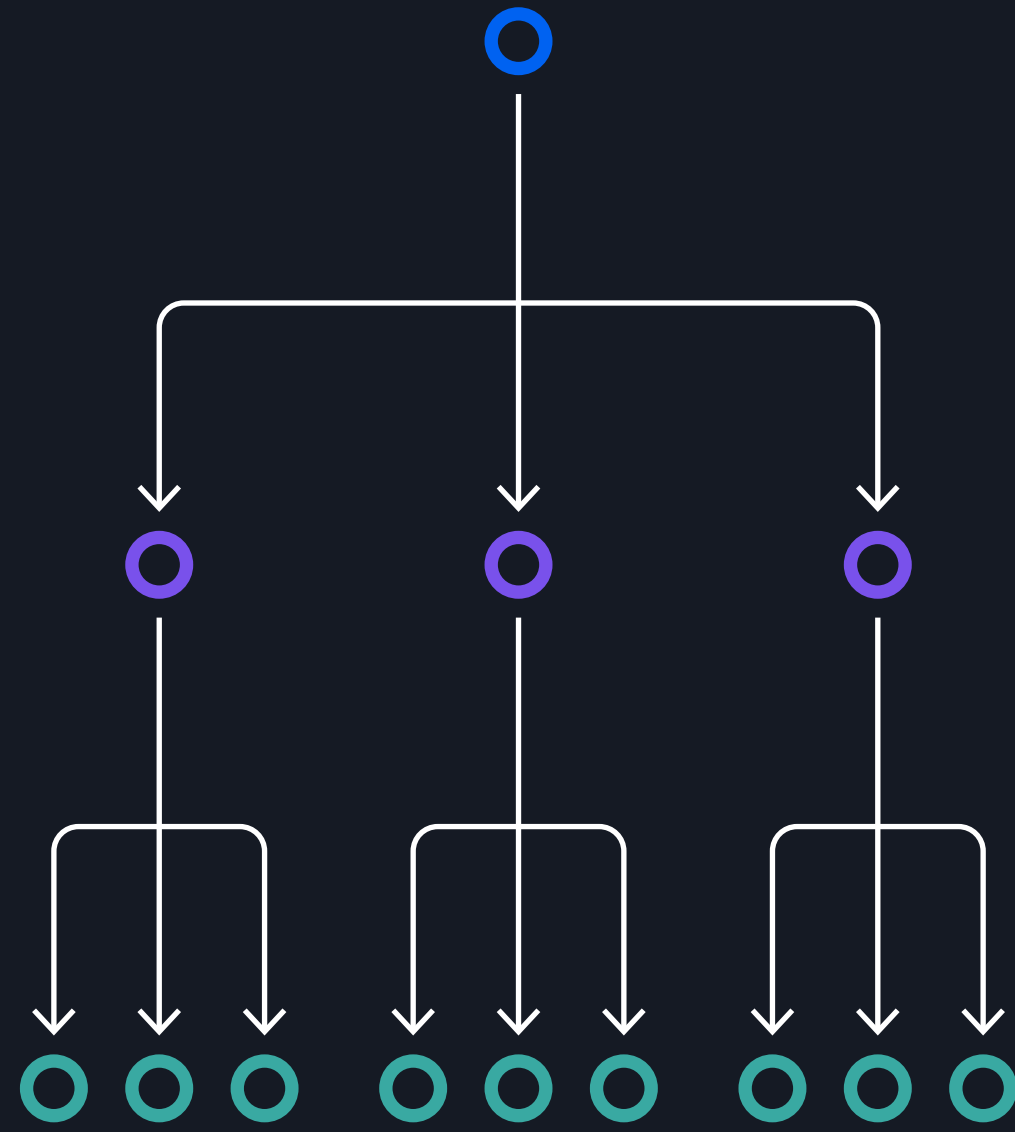
are they sweating it?

PTSD

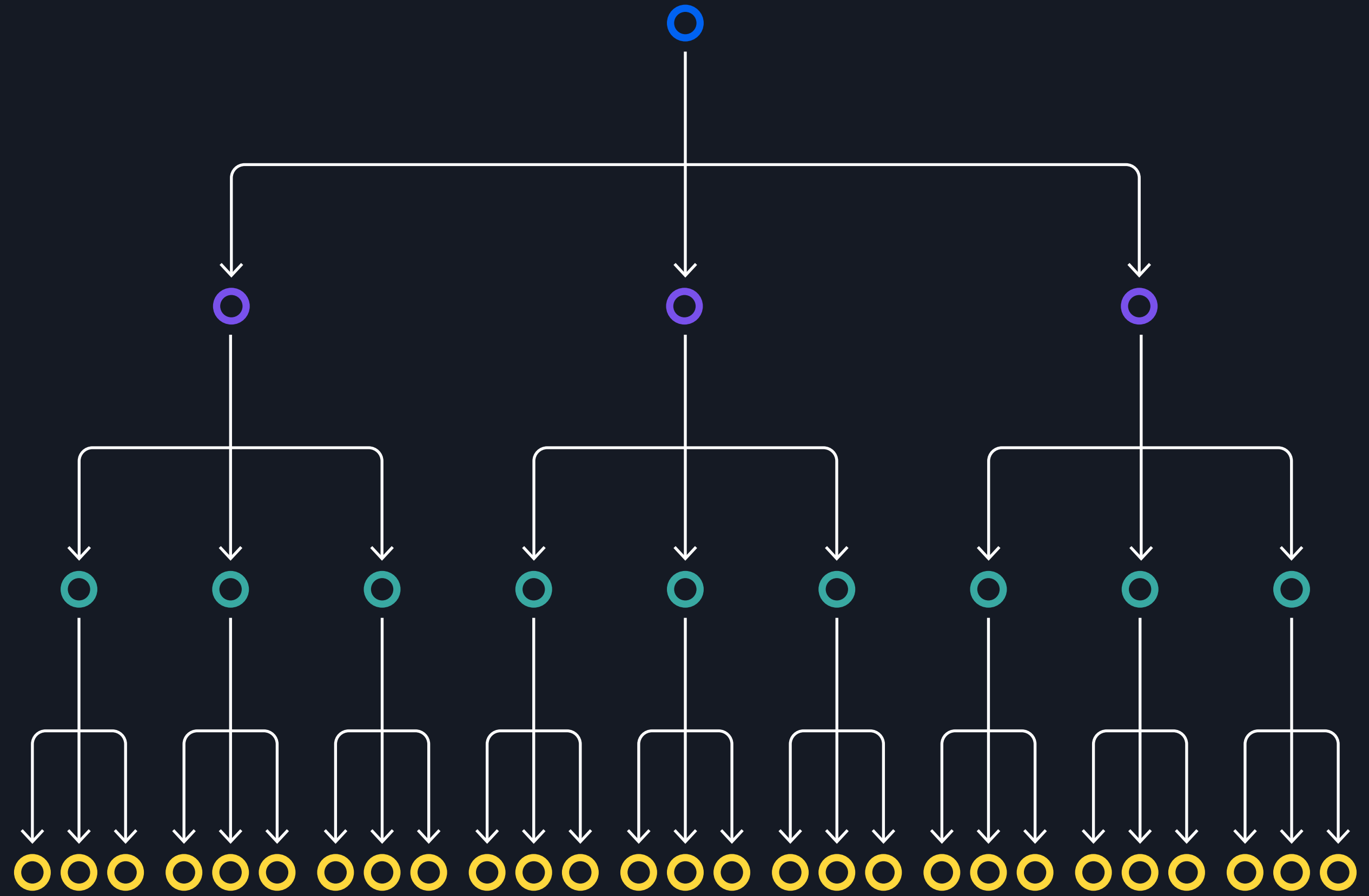
“

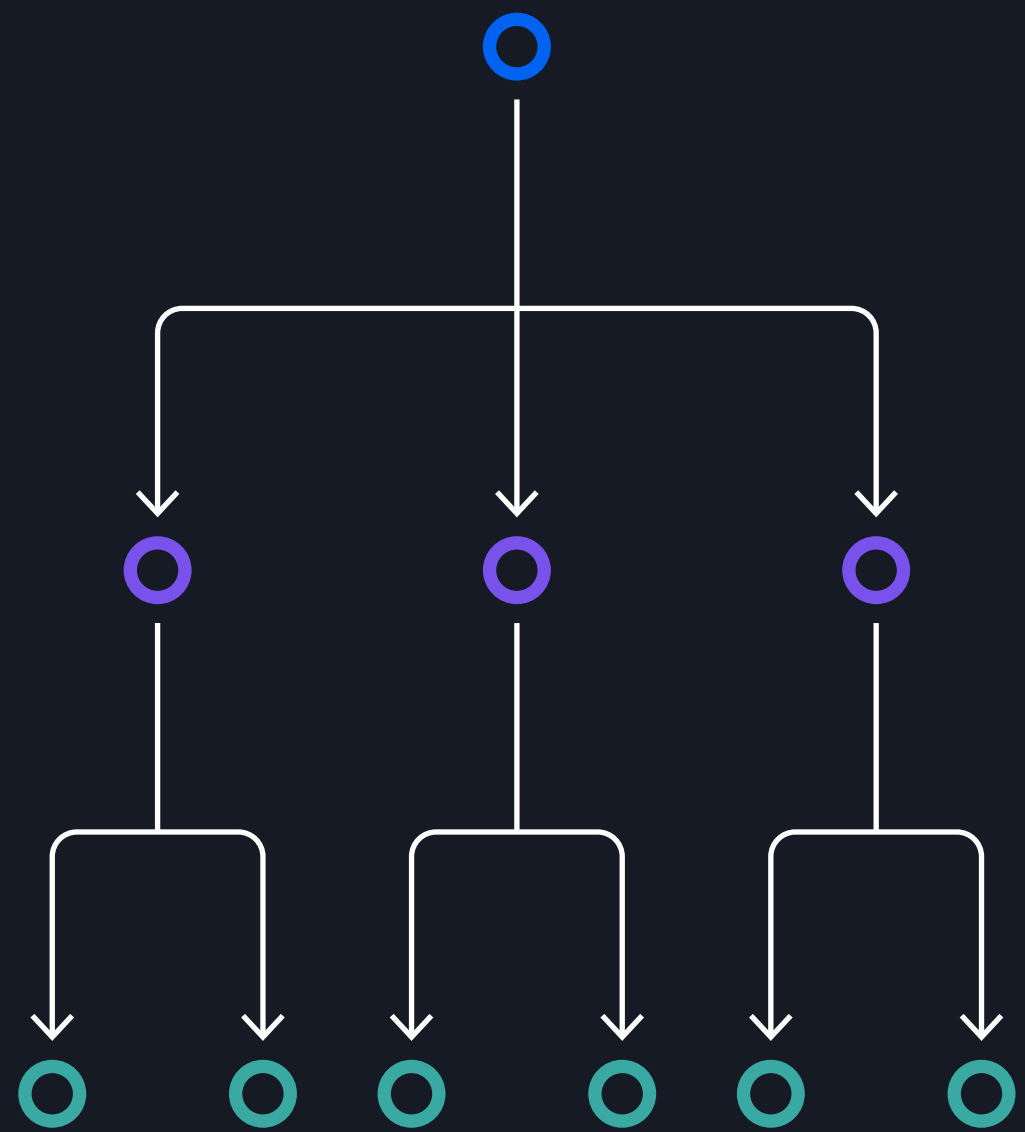
94% of the problems are caused by the system

W. Edwards Deming

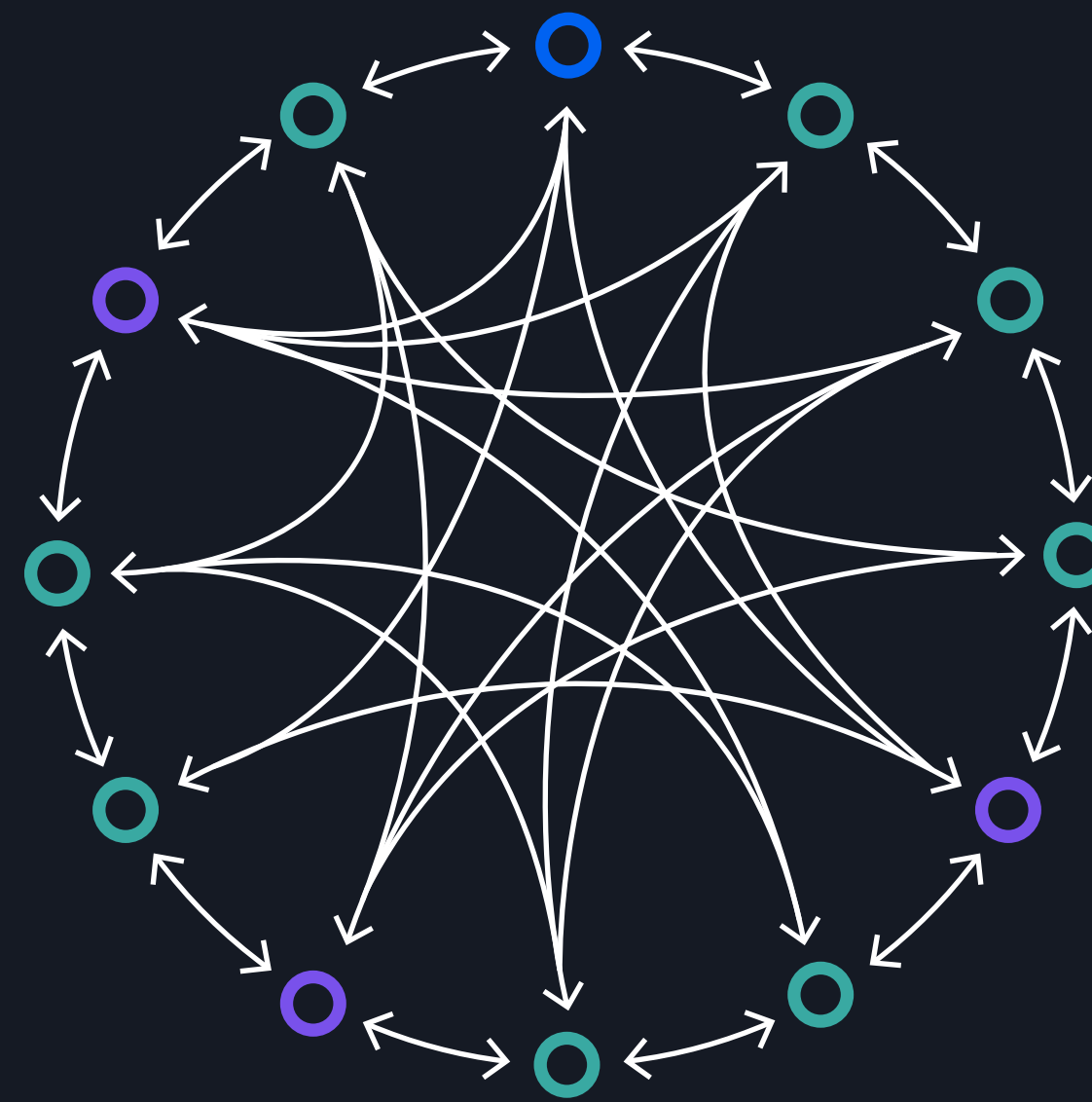


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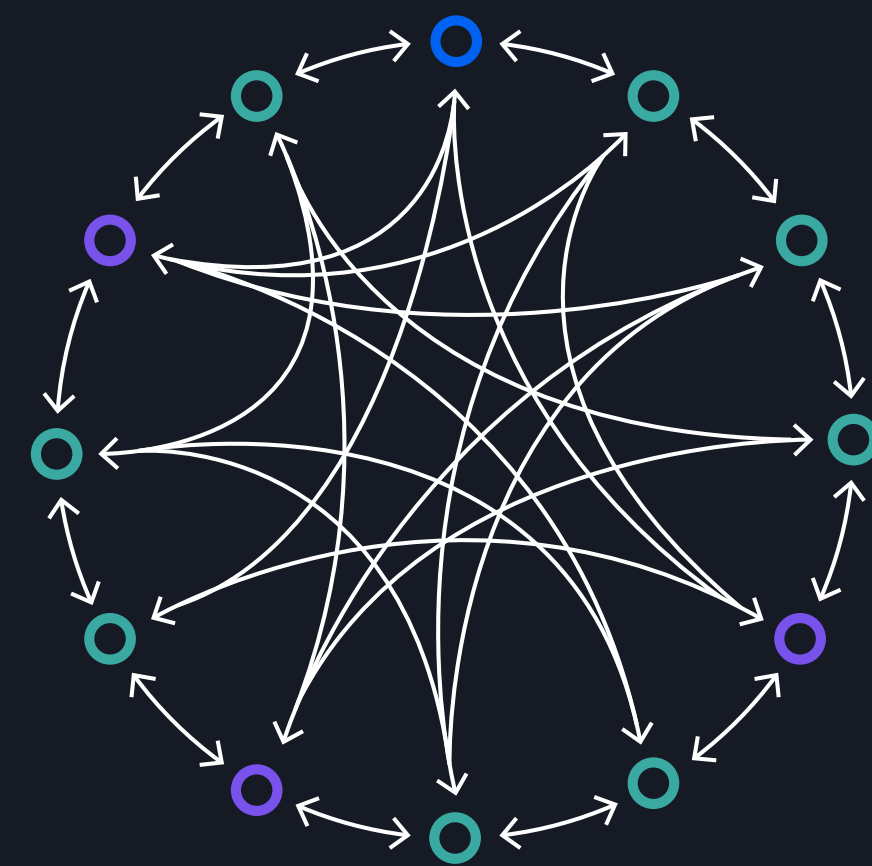
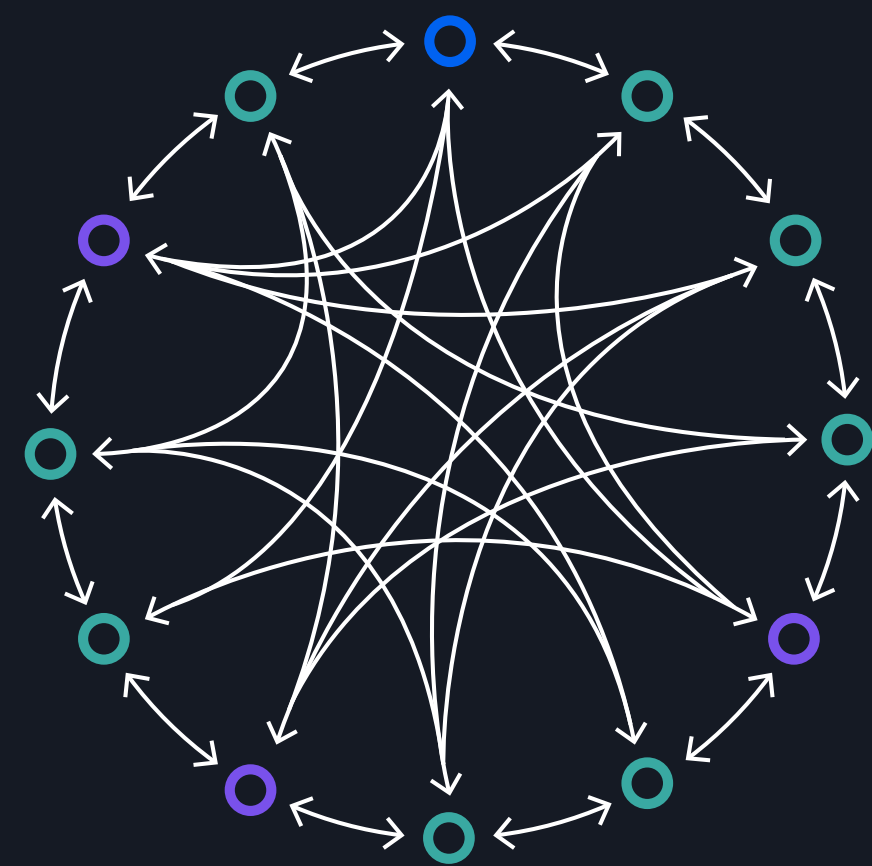
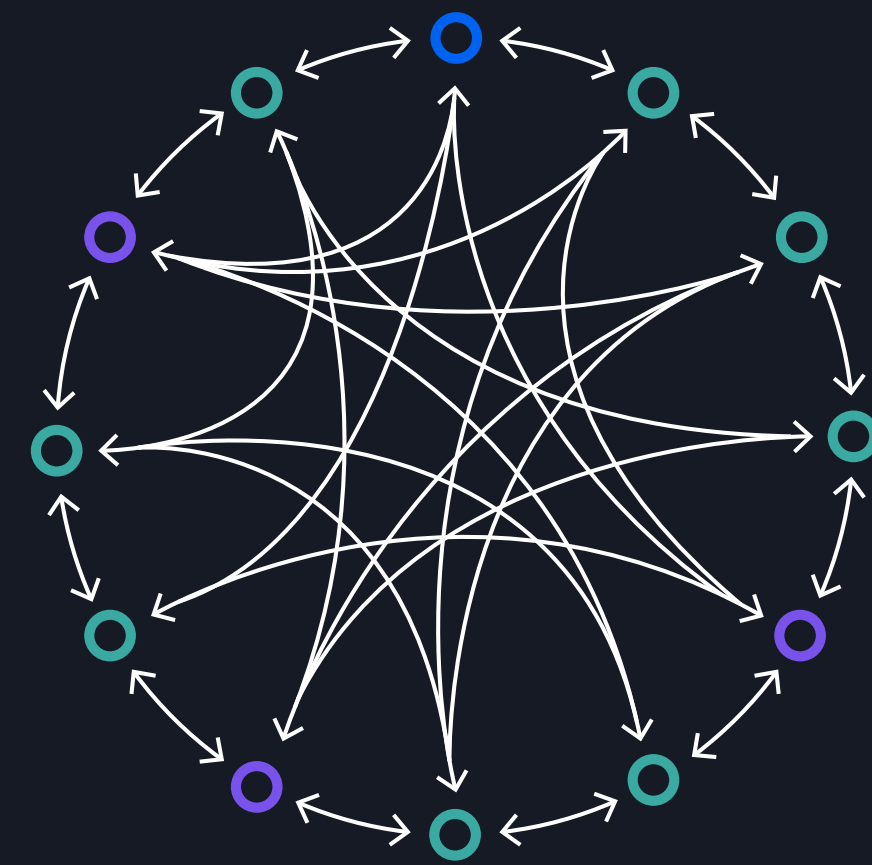
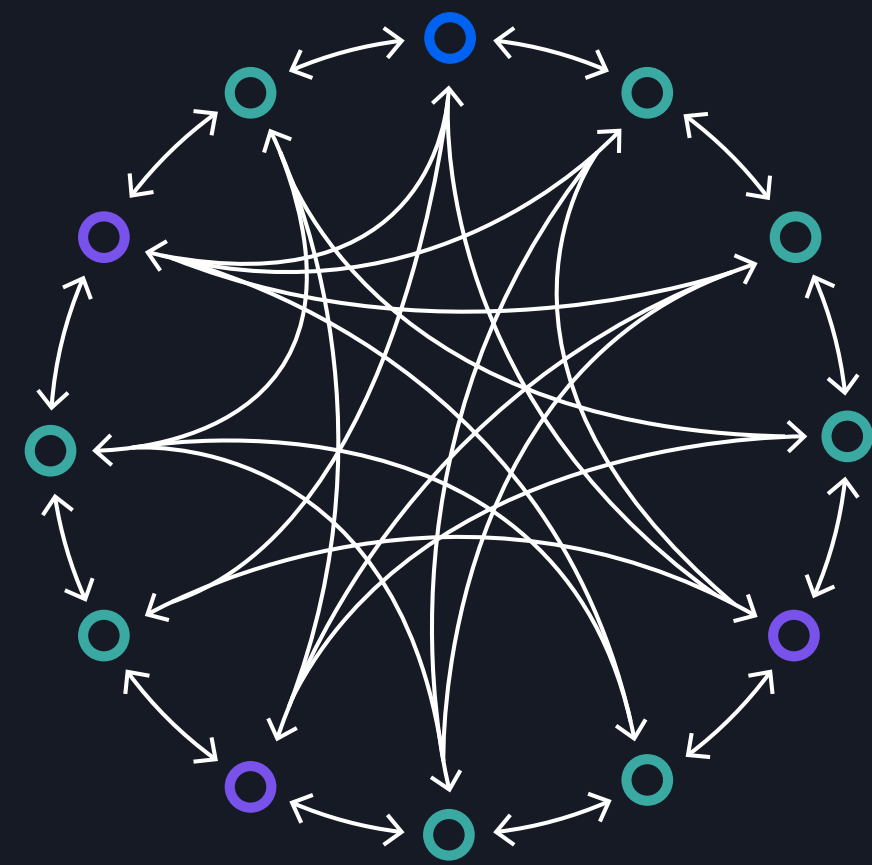




“Hierarchical Structure”



“Value Structure”



A large flock of birds, likely geese, is captured in flight against a grey, overcast sky. The birds are arranged in a classic V-formation, with the lead bird at the top and the rest following in a line. The flock is dense and occupies most of the frame, creating a sense of movement and direction. The text "Self organising teams" is overlaid in the center of the image.

Self organising teams

Culture

People

Structure

Process

Architecture

Culture

“

The leader's job is to drive out fear

W. Edwards Deming

Culture

People

Structure

Process

Architecture

“

**Stop being a company with its face
towards the CEO and ass towards the
customer**

Jack Welch

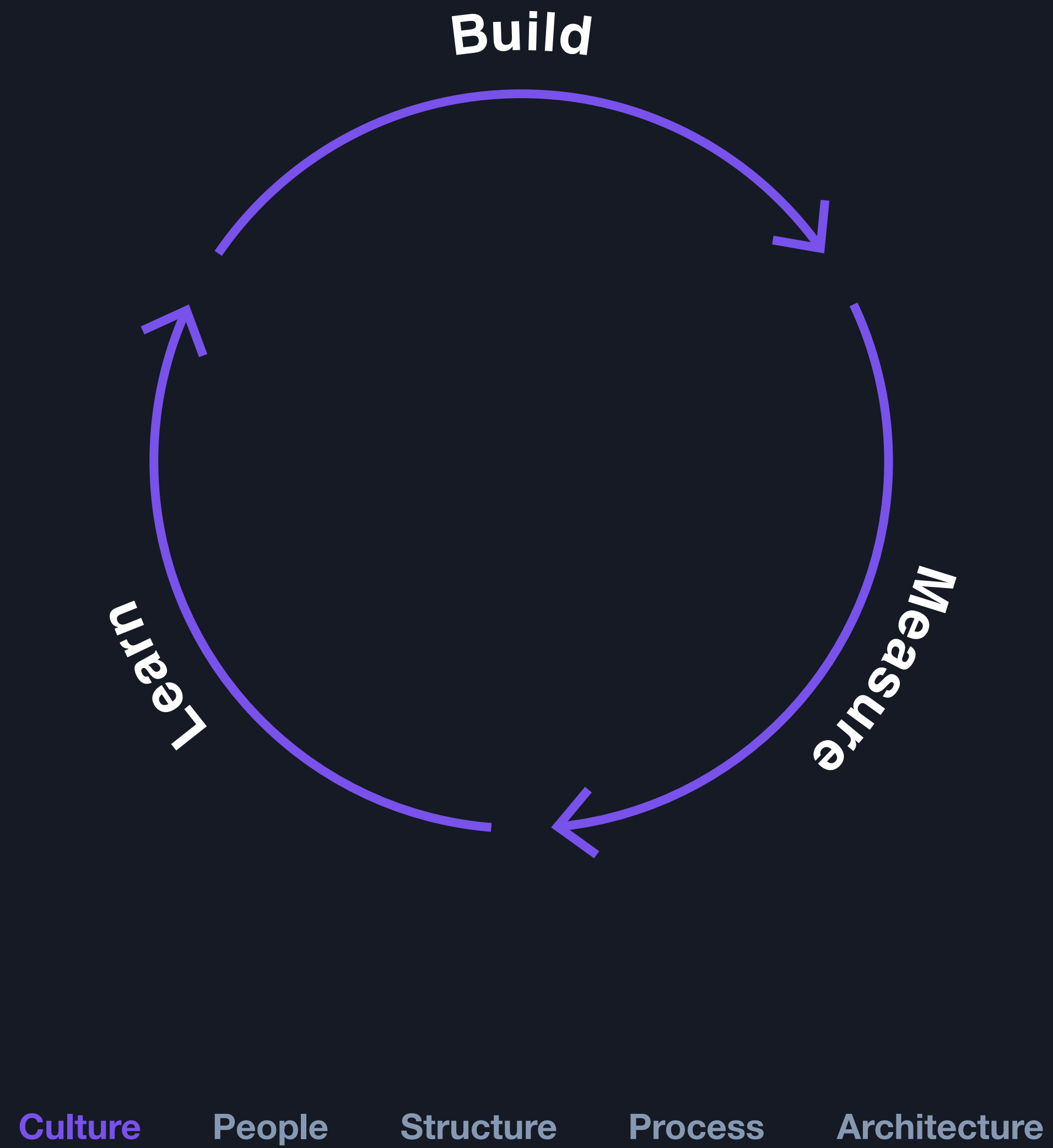
Culture

People

Structure

Process

Architecture



“

Before cars, make people

Eiji Toyoda

Culture

People

Structure

Process

Architecture

“

**If your actions inspire others to
dream more, learn more, do more,
and become more, you are a leader**

John Quincy Adams

Culture

People

Structure

Process

Architecture

People



**Attitude, not aptitude,
determines altitude**

Zig Ziglar

Culture

People

Structure

Process

Architecture

Boundary crossing competencies

Depth in at least one system or discipline

Culture

People

Structure

Process

Architecture

Structure



**A bad system will beat a good
person every time**

W. Edwards Deming

Culture

People

Structure

Process

Architecture



Culture People **Structure** Process Architecture

Process

align with company goals

Objective

Increase our repeat users

Key Results

1. Increase adoption of function A by $x\%$
2. Increase registered users by $y\%$
3. Reduce churn by $z\%$

Culture

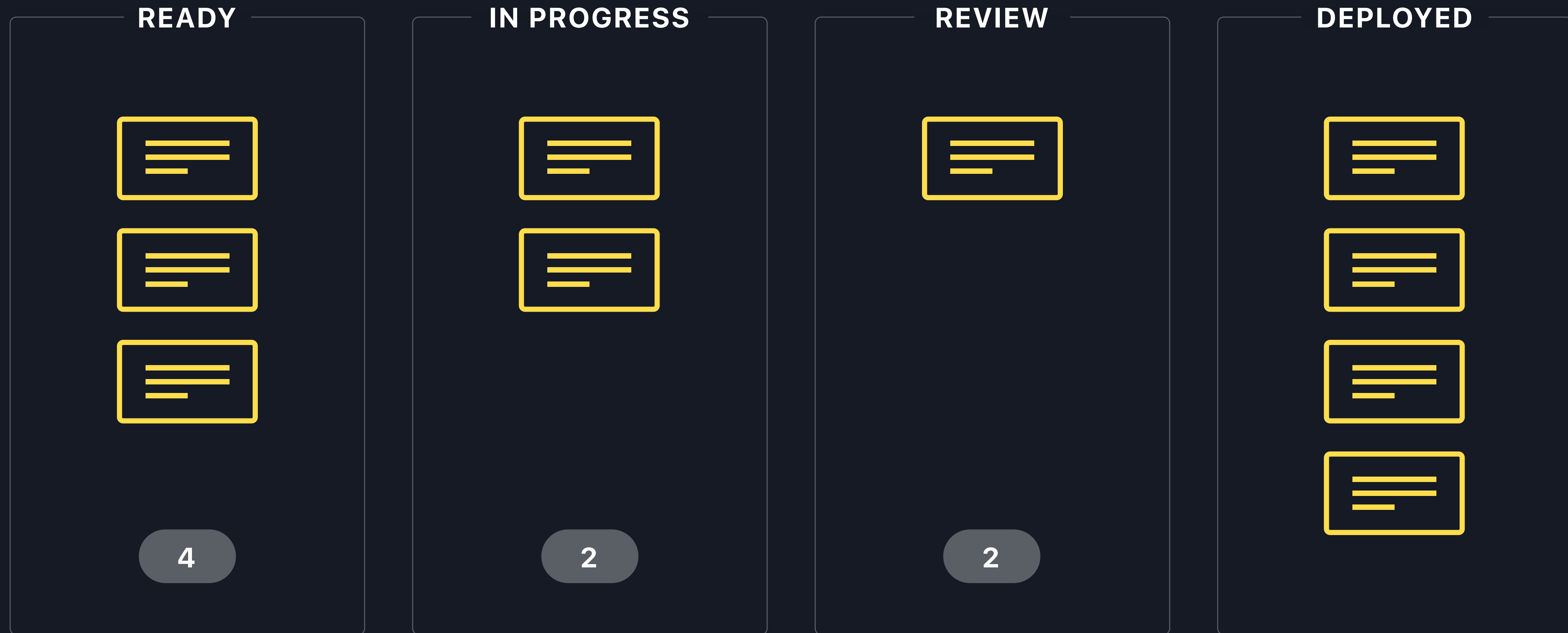
People

Structure

Process

Architecture

make the work visible



Culture People Structure **Process** Architecture

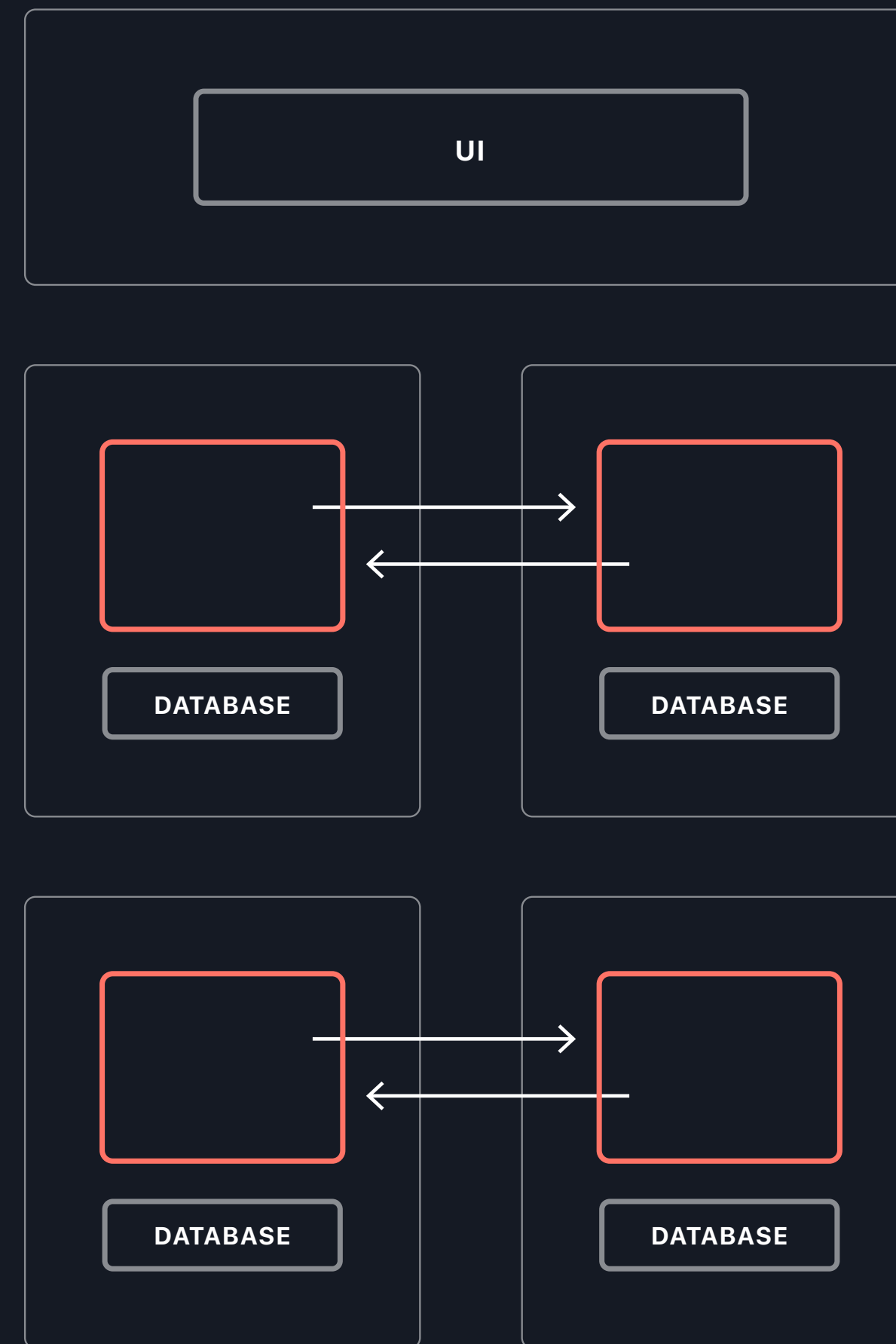
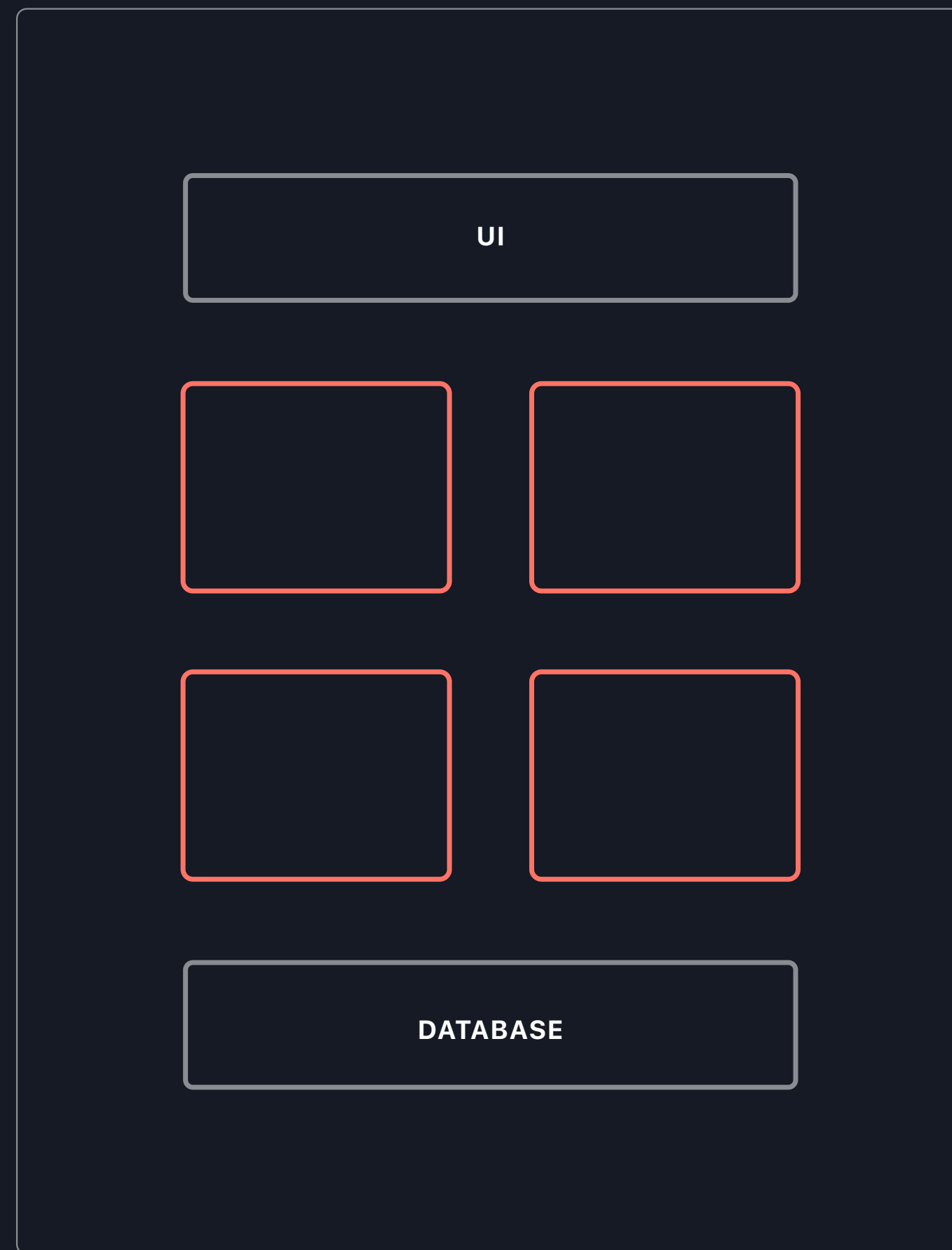
Architecture



Any organisation that designs a system will inevitably produce a design whose structure is a copy of the organisation's communication structure

Conway's Law

Culture People Structure Process **Architecture**



Culture

People

Structure

Process

Architecture

A self organising team is...

a **cross-functional** team with **t-shaped** members who have a **get things done attitude** and a **desire to learn**, are motivated by a strong **purpose** that is **aligned** to the company's goals, has the **autonomy** to reach those, has full **ownership** of its environment and are coached and supported by **servant leaders**.

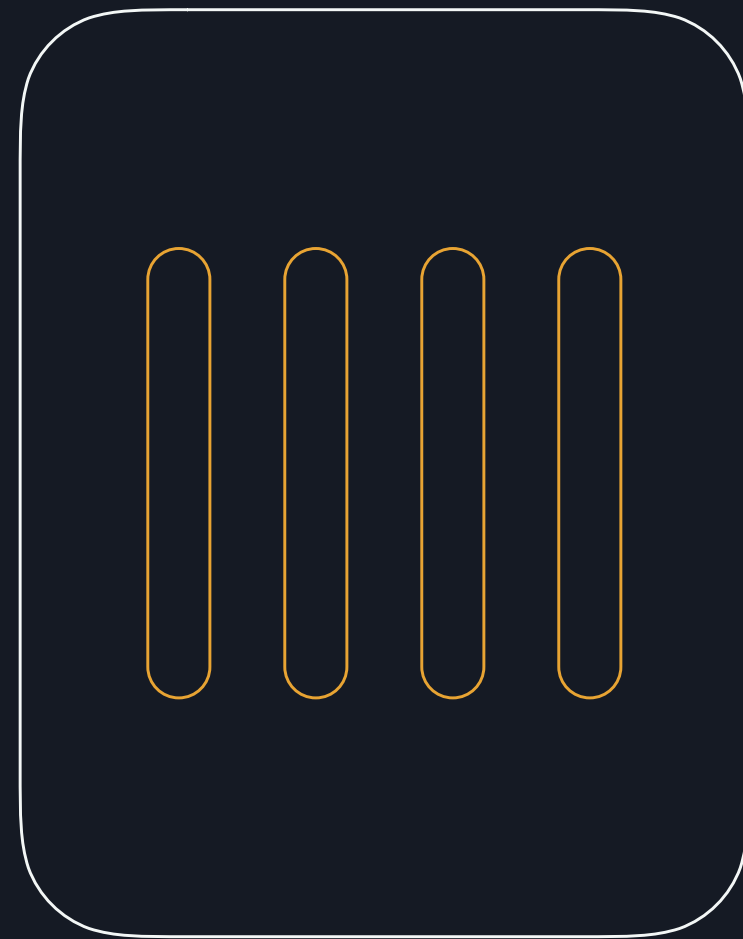
Two different perspectives on management

System of work

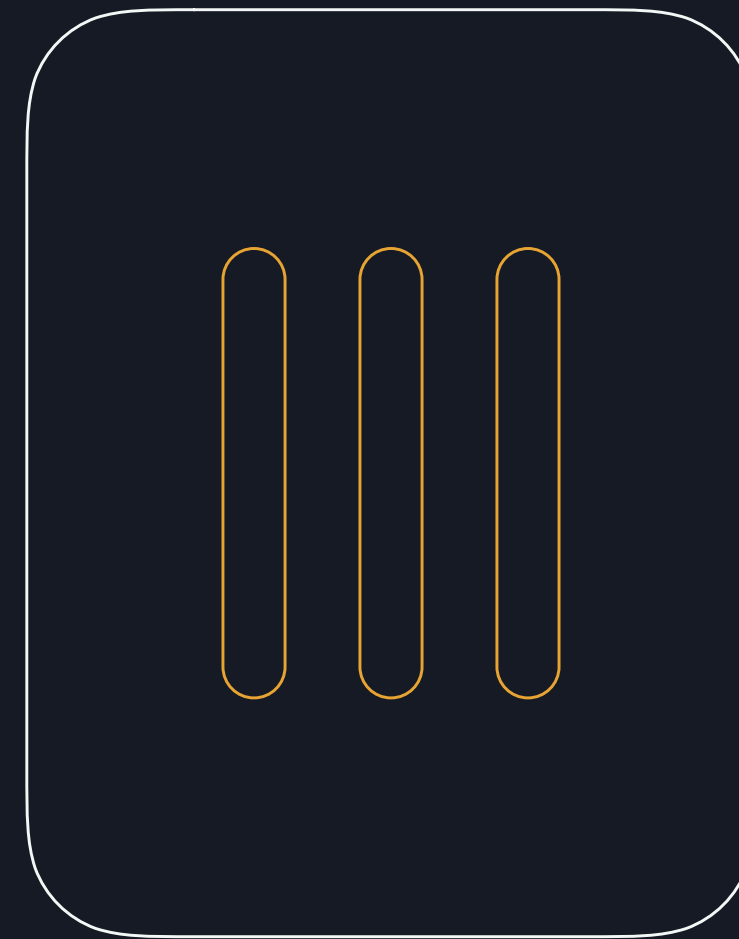
Self organising team

Lessons learnt in scaling product teams

capability based teams, operating in silo



“Agent Desktop”

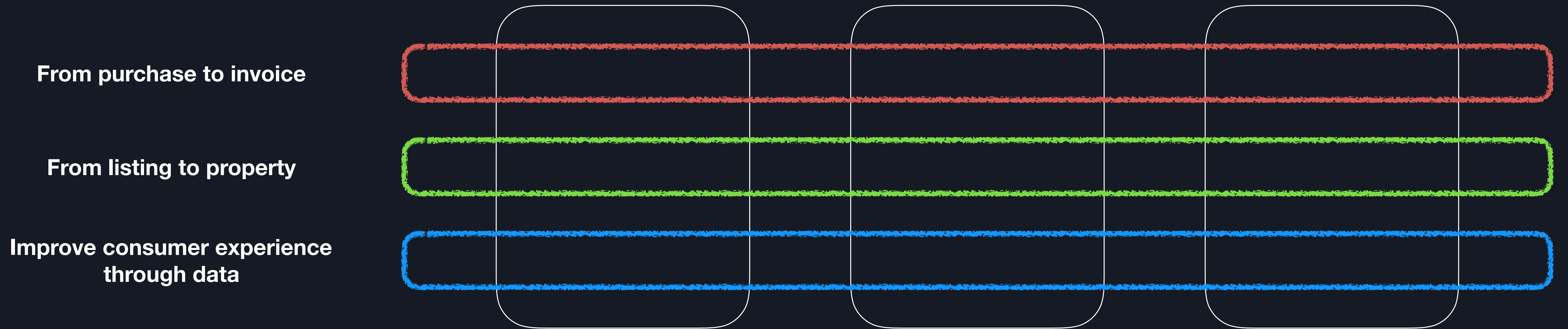


“Business Systems”



“Reporting”

Company A



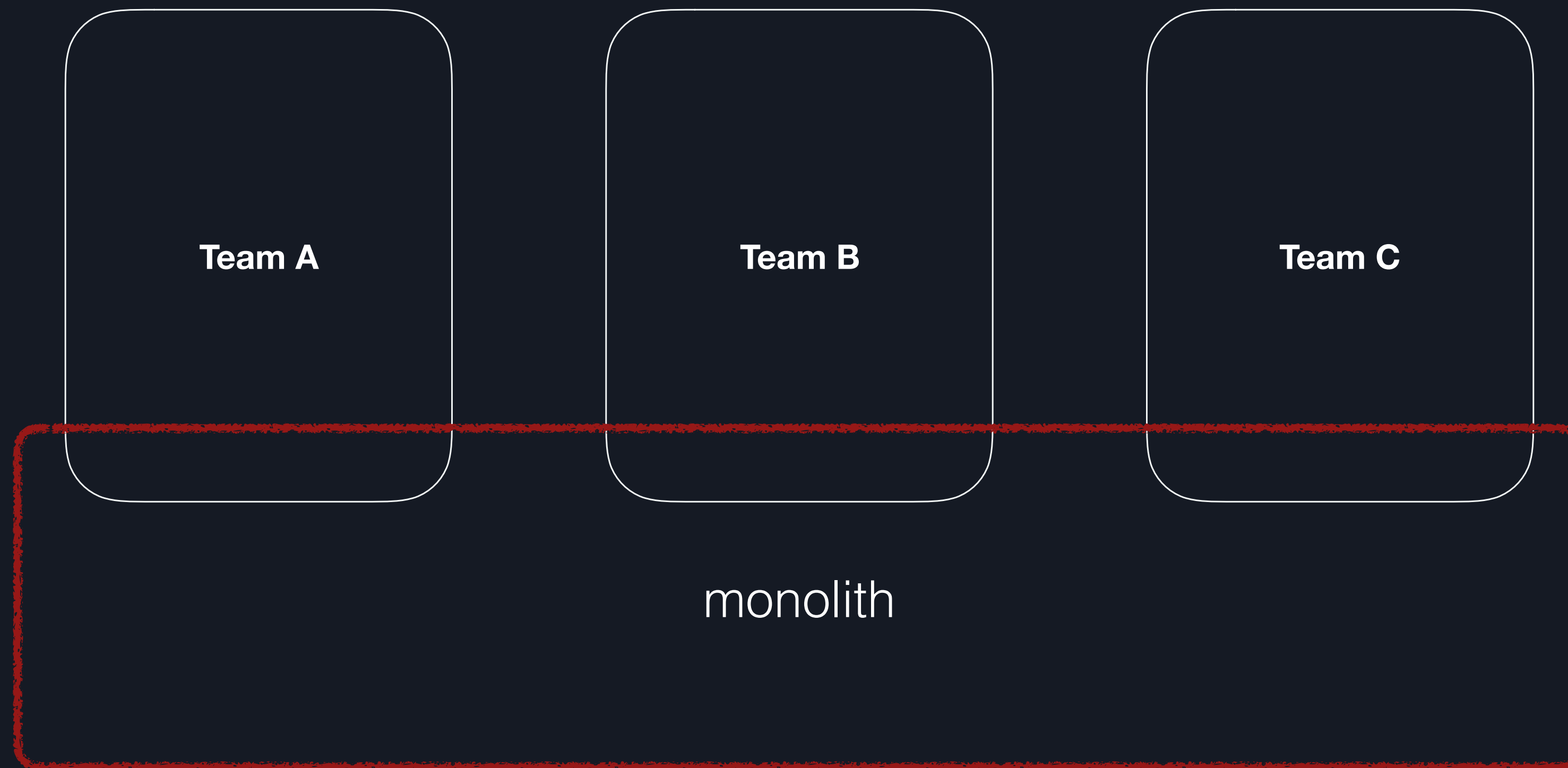
start with the structure

grow the people

overcommunicate

this is not for me

monolithic code base



Company B

Team A



Team B



Team C



Team D



Team E



Team F



open your kimono

if it hurts, do it more

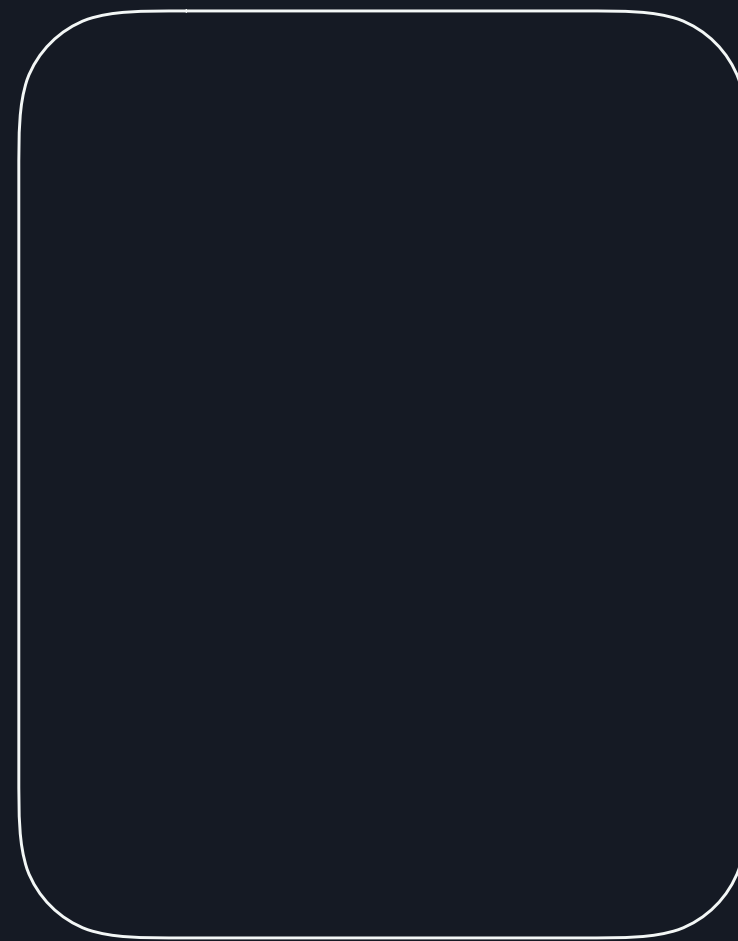
science project

overcommunicate

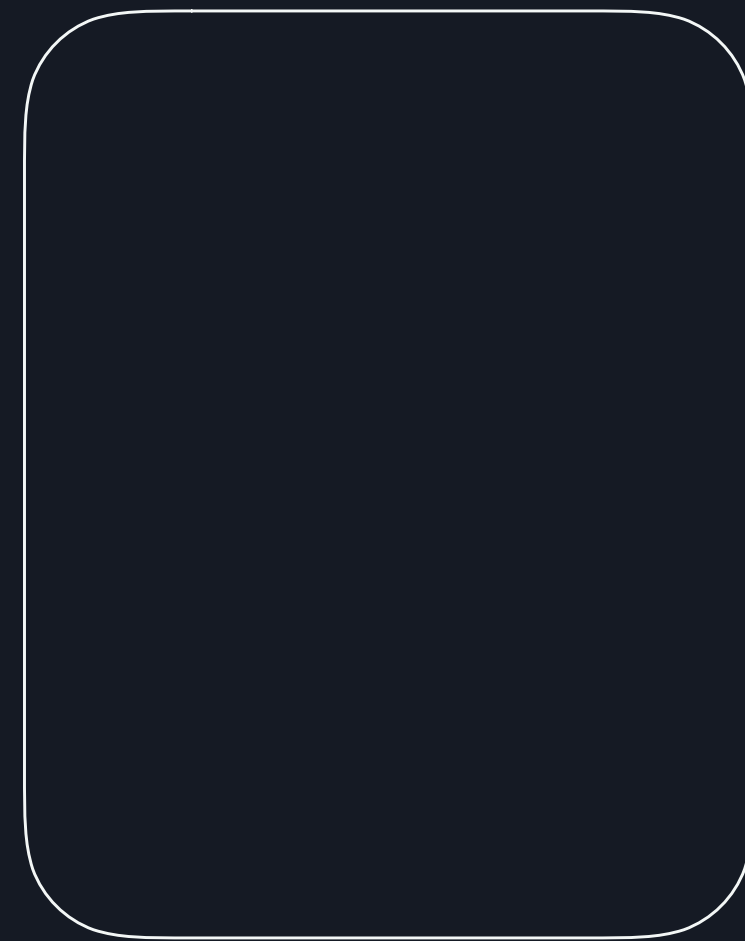
this is not for me

Company C

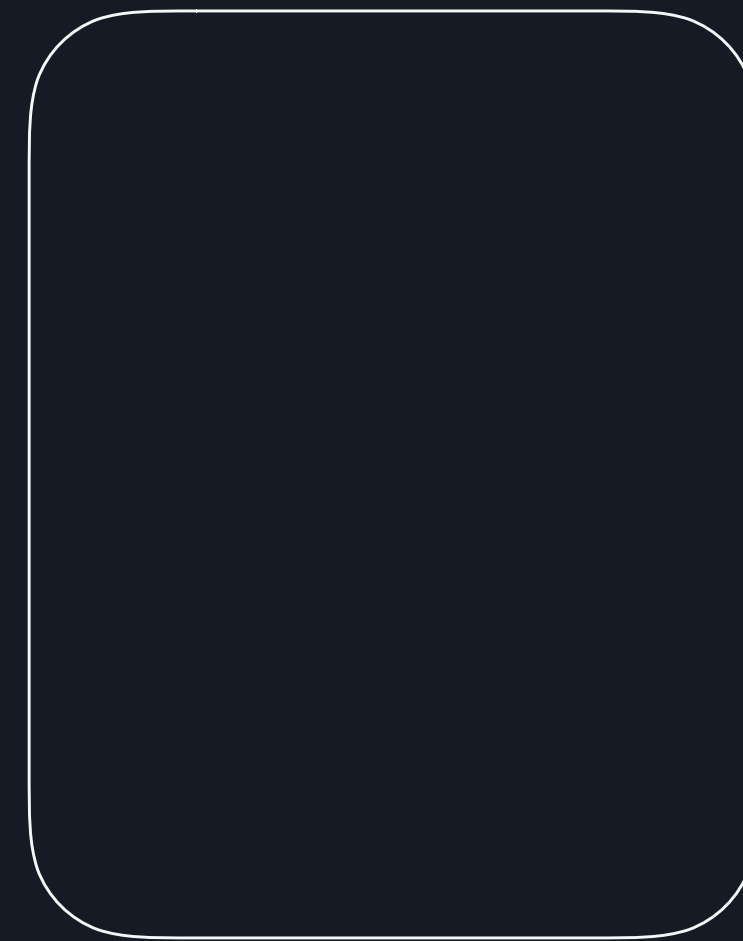
disciplined based team, operating in silo



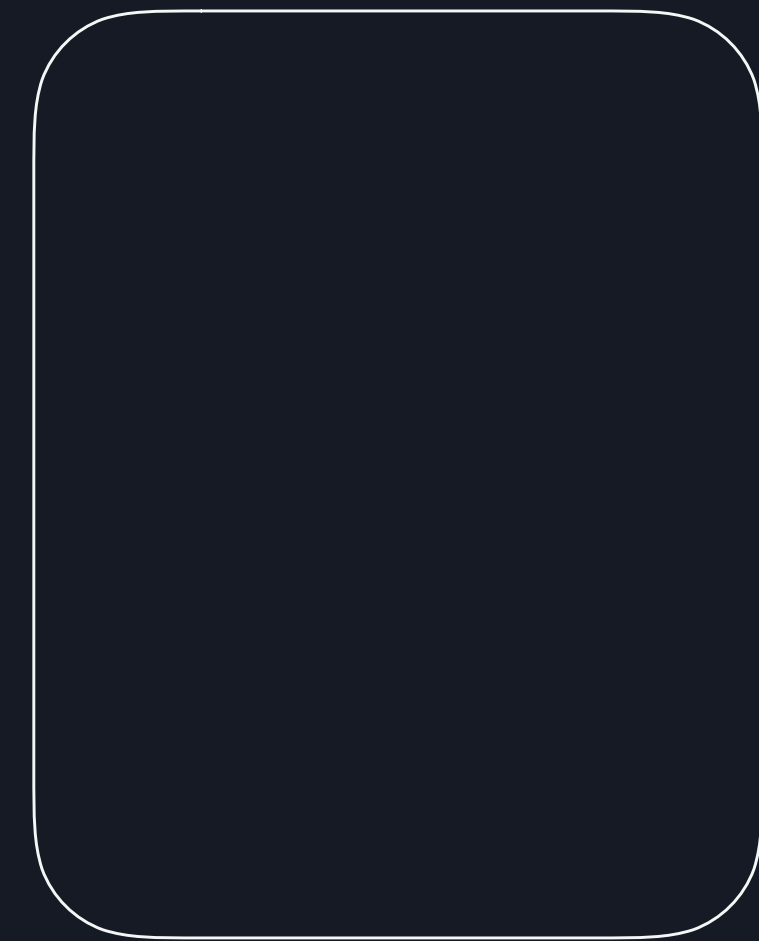
“Designer”



“Mobile”

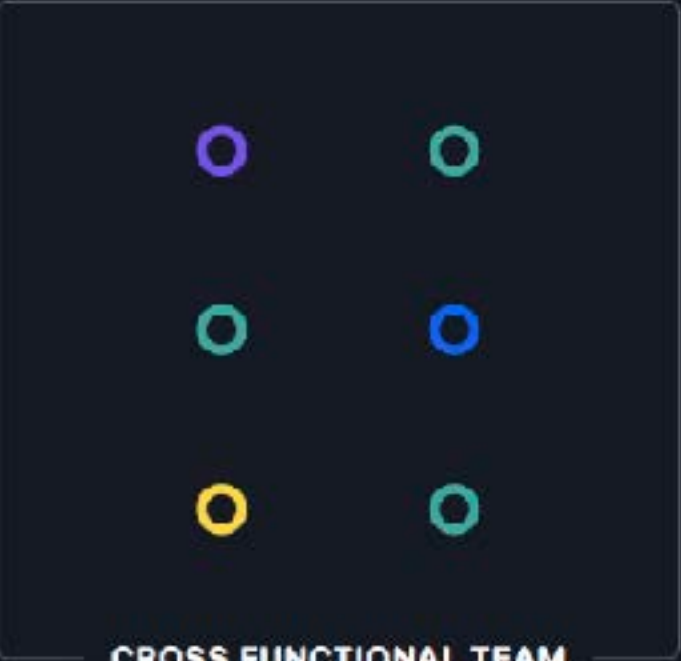


“Engineering”

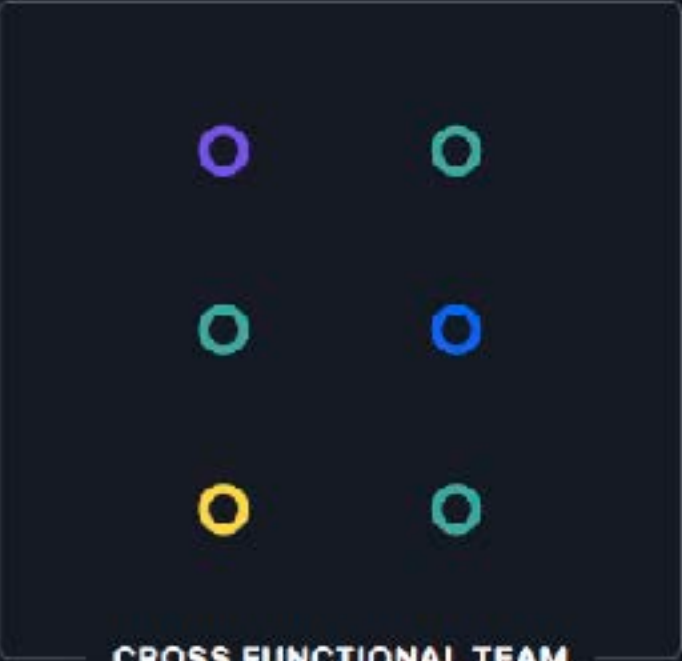


“Marketing”

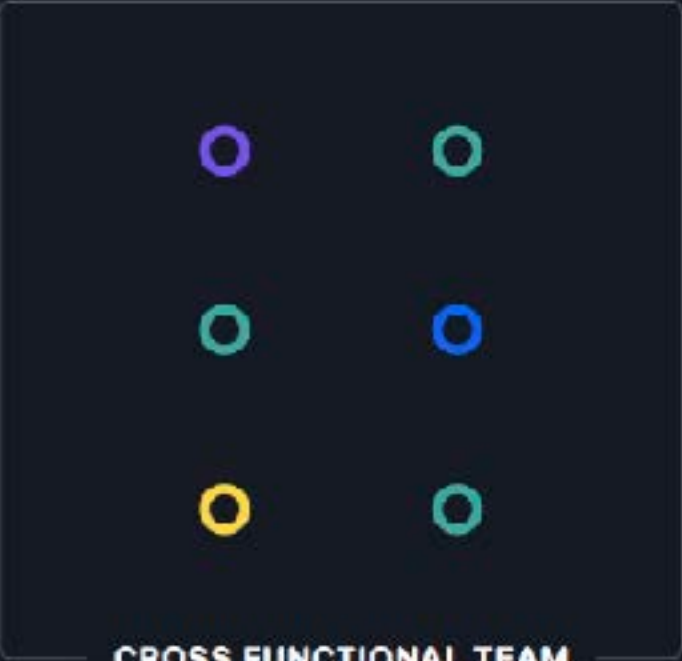
Company C



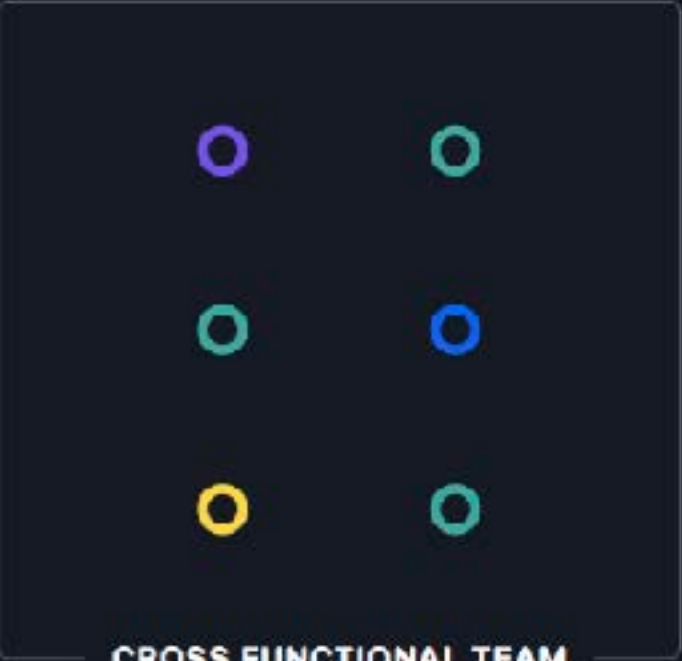
CROSS FUNCTIONAL TEAM



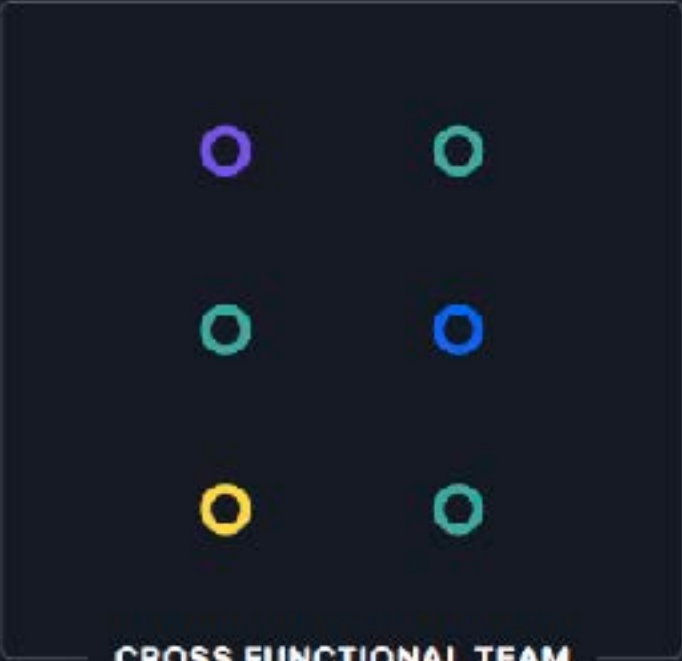
CROSS FUNCTIONAL TEAM



CROSS FUNCTIONAL TEAM



CROSS FUNCTIONAL TEAM



CROSS FUNCTIONAL TEAM

3 questions

break walls and build bridges

overcommunicate

this is not for me

Two different perspectives on management

System of work

Self organising team

Lessons learnt in scaling product teams

be bold, take risk



You are successful unless I tell you otherwise

Richard Durnall

thank you

