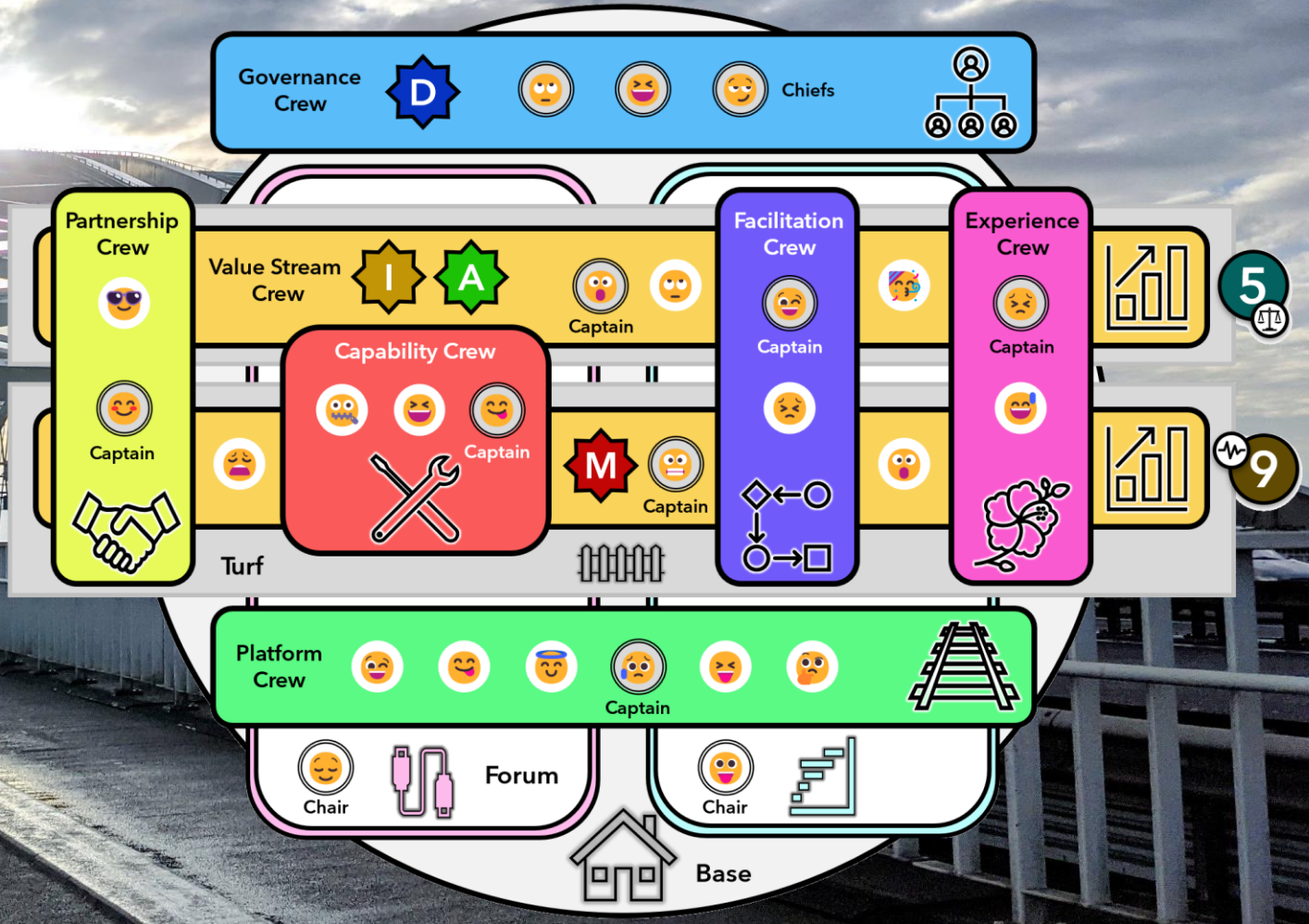
The unFIX Model
for Versatile Organization Design



Jurgen Appelo

@jurgenappelo

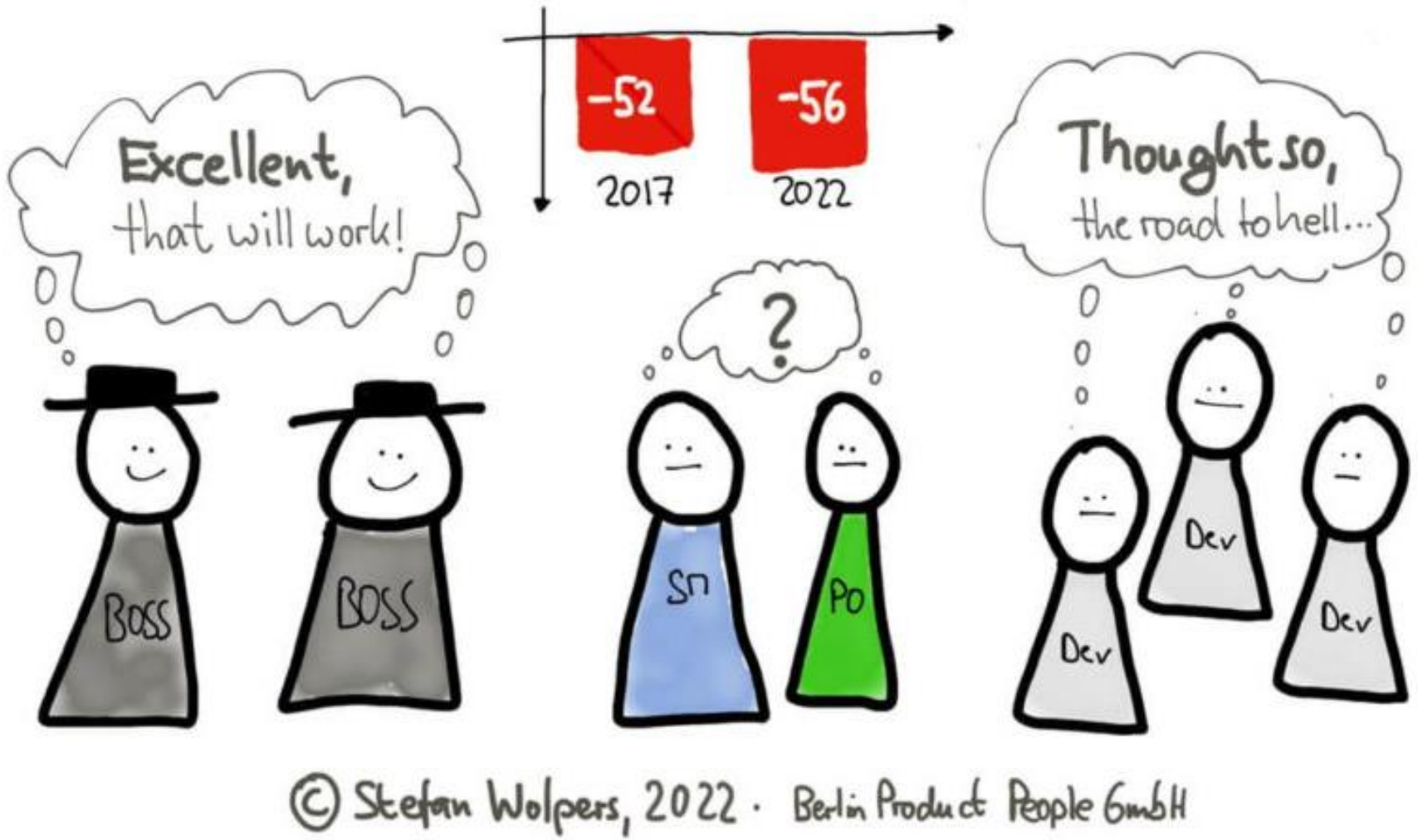
https://unfix.work

Photo by Weiye Tan on Unsplash

Not so good! 😣

SAFe®'s NPS® Score Is -56

ACCORDING TO THE 2022 SURVEY



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Scott Middleton

Jul 14, 2021 · 4 min read

link

Agile is Dead, McKinsey Just Killed It

Radar / Radar Column

The death of Agile?

link

In this edition of the Radar column, we examine the big picture around Agile, and look at what it means and what it doesn't.

Agile software development is dead. Deal with it

link

ANALYSIS BY JASON BLOOMBERG

Not dead, misunderstood

Is the Agile Manifesto dead?

Jaikumar Vijayan

Freelance writer

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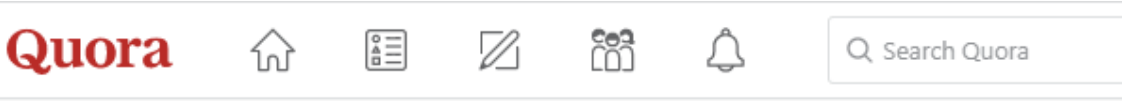
The Death of Agile and Beyond

R.I.P Agile

link



Agile Project Management | Agile Software Development | Software Engineering

Is Agile dead?

Answer Follow · 6 Request

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3

Jul 16, 2019, 09:30am EDT | 48,981 views

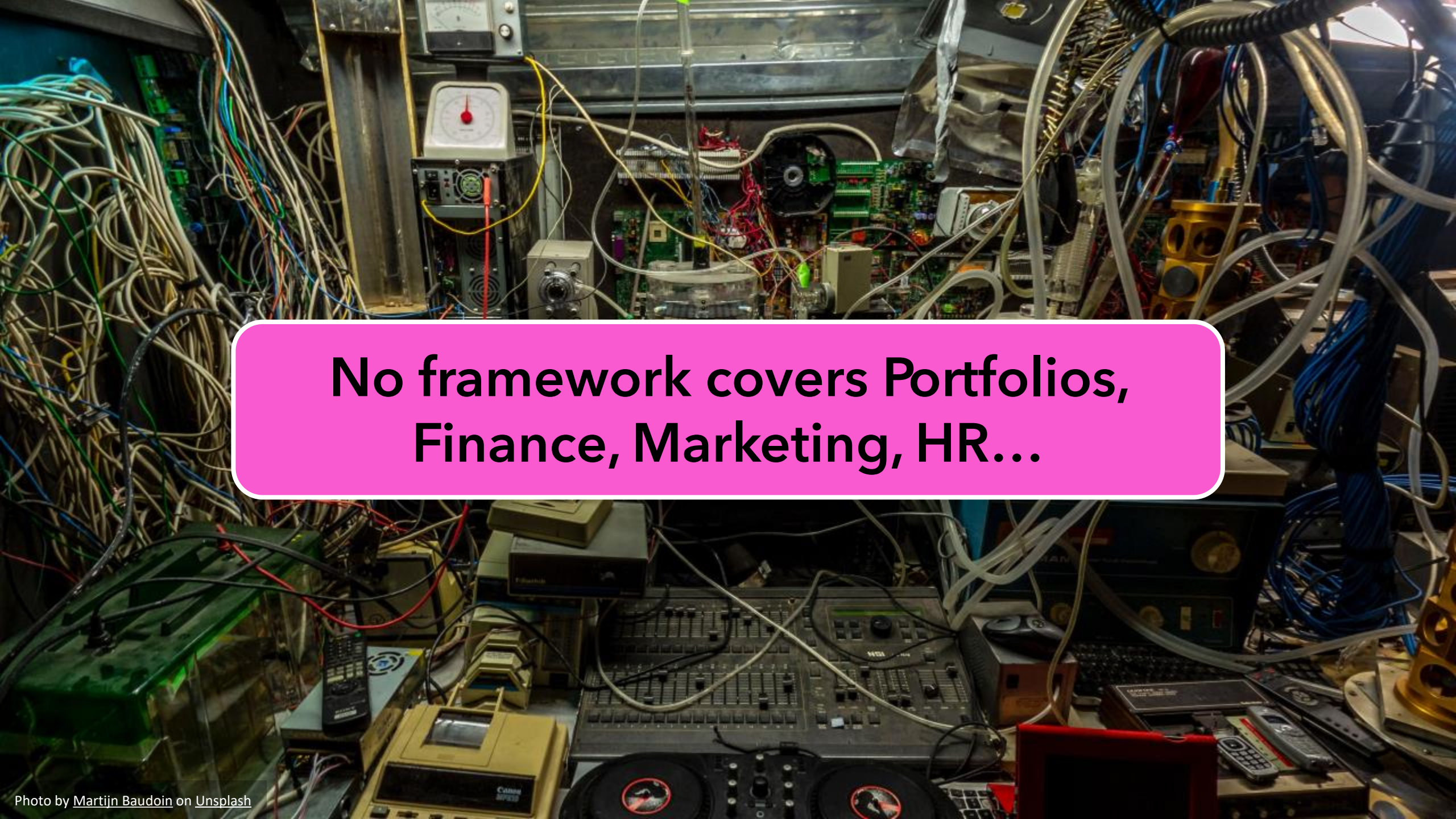
Agile Might Be Dead, But Agility Isn't

Eryk Warren Forbes Councils Member

Forbes Technology Council COUNCIL POST | Membership (Fee-Based)

Innovation

link



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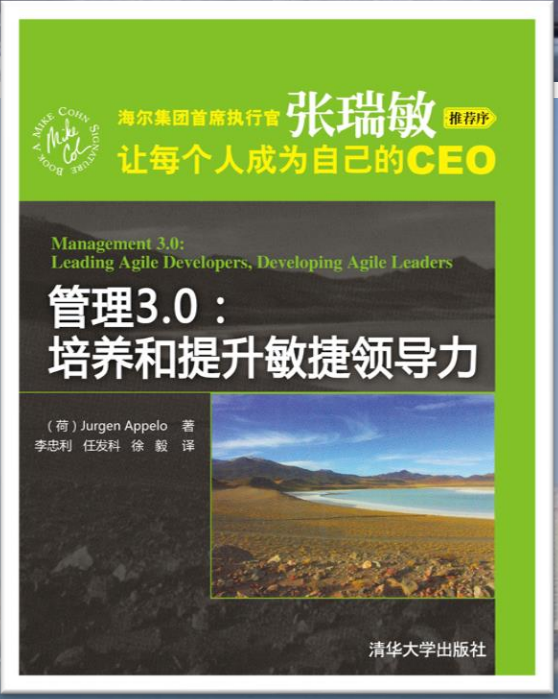
Welcome Jurgen Appelo to Haier for Acdamic Exchanges



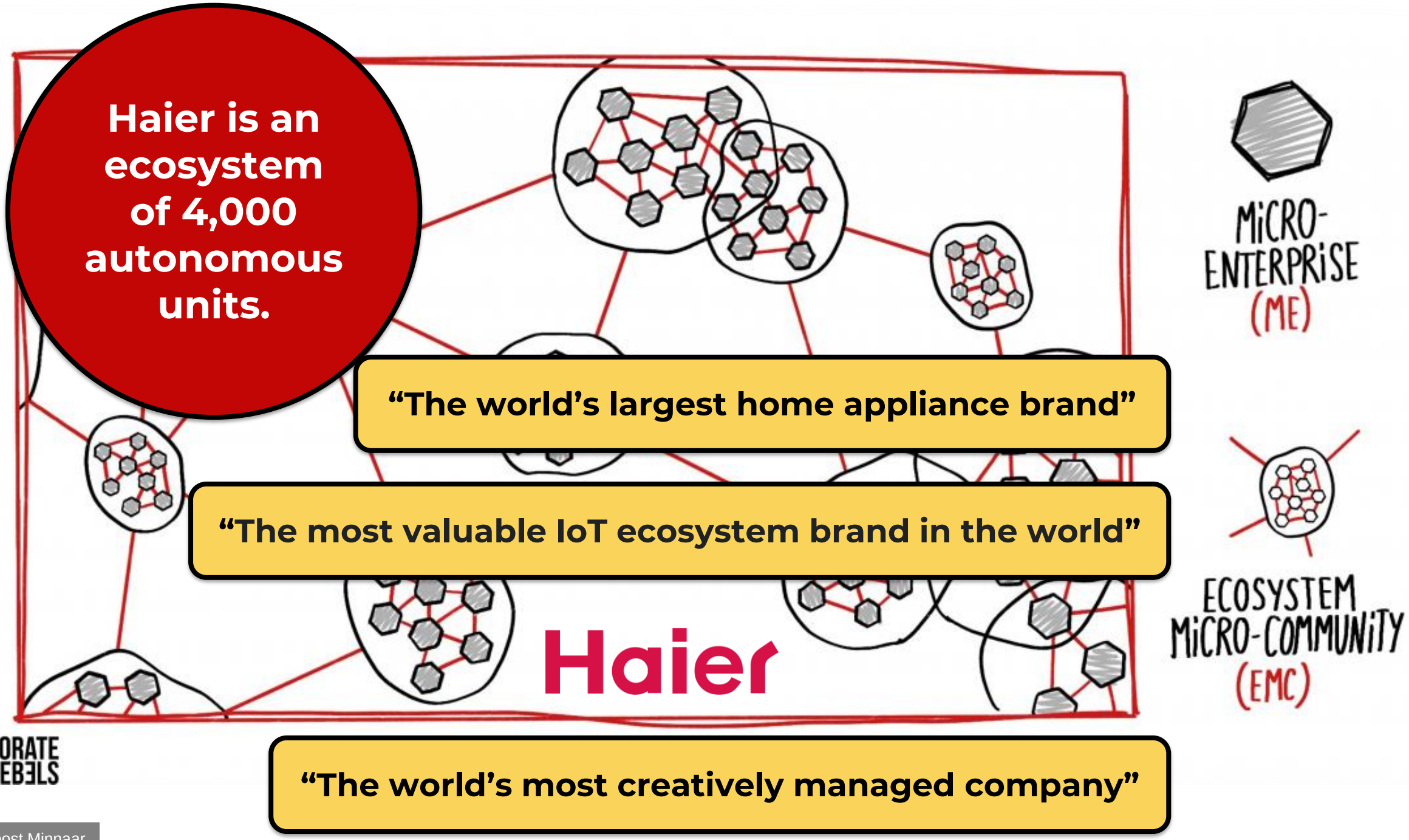


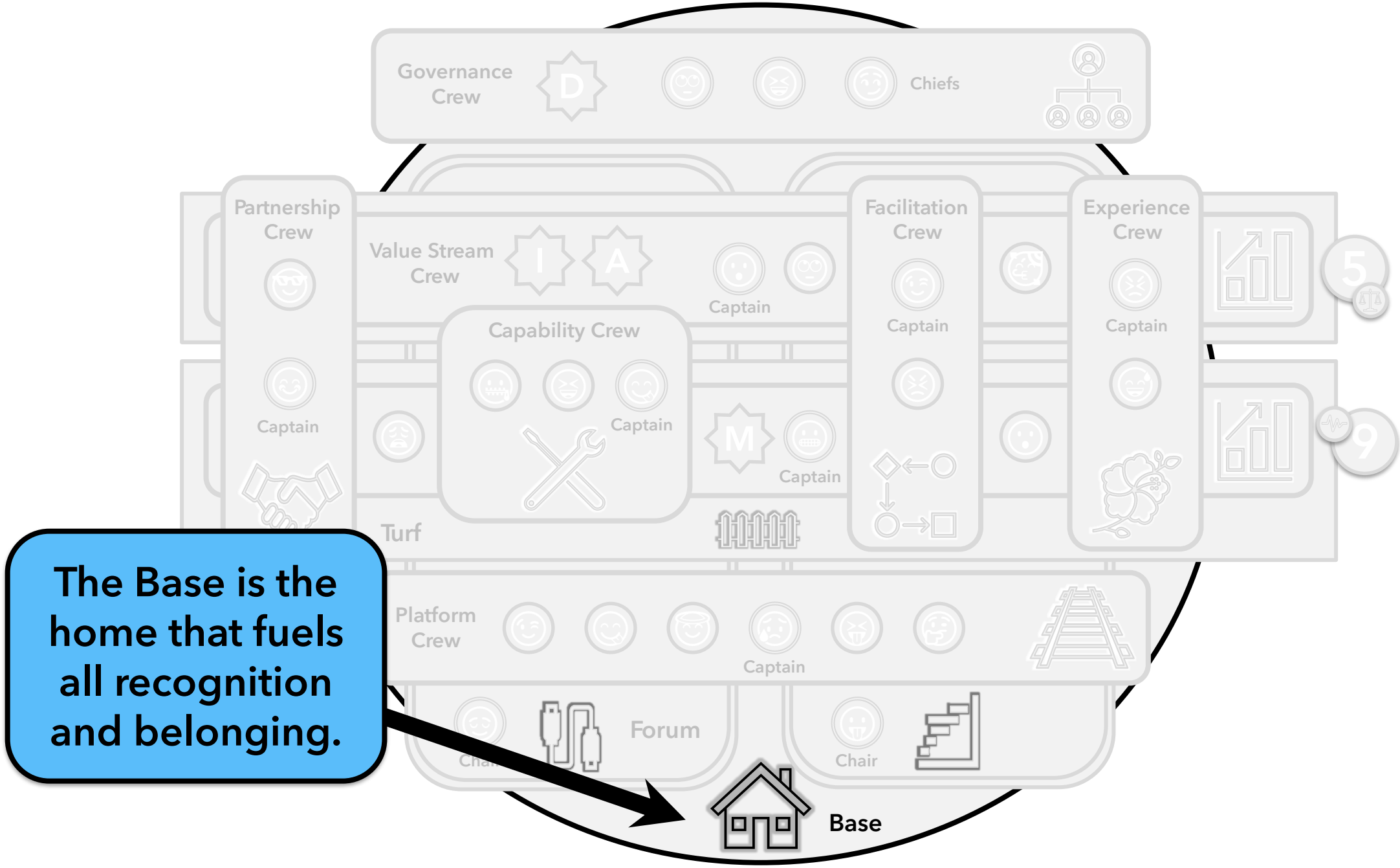
Image by Joost Minnaar

Photo by Universal Eye on Unsplash

The Base is the group where people feel safe and at home.

Also called a tribe, clan, or business unit

Photo by Omar Lopez on Unsplash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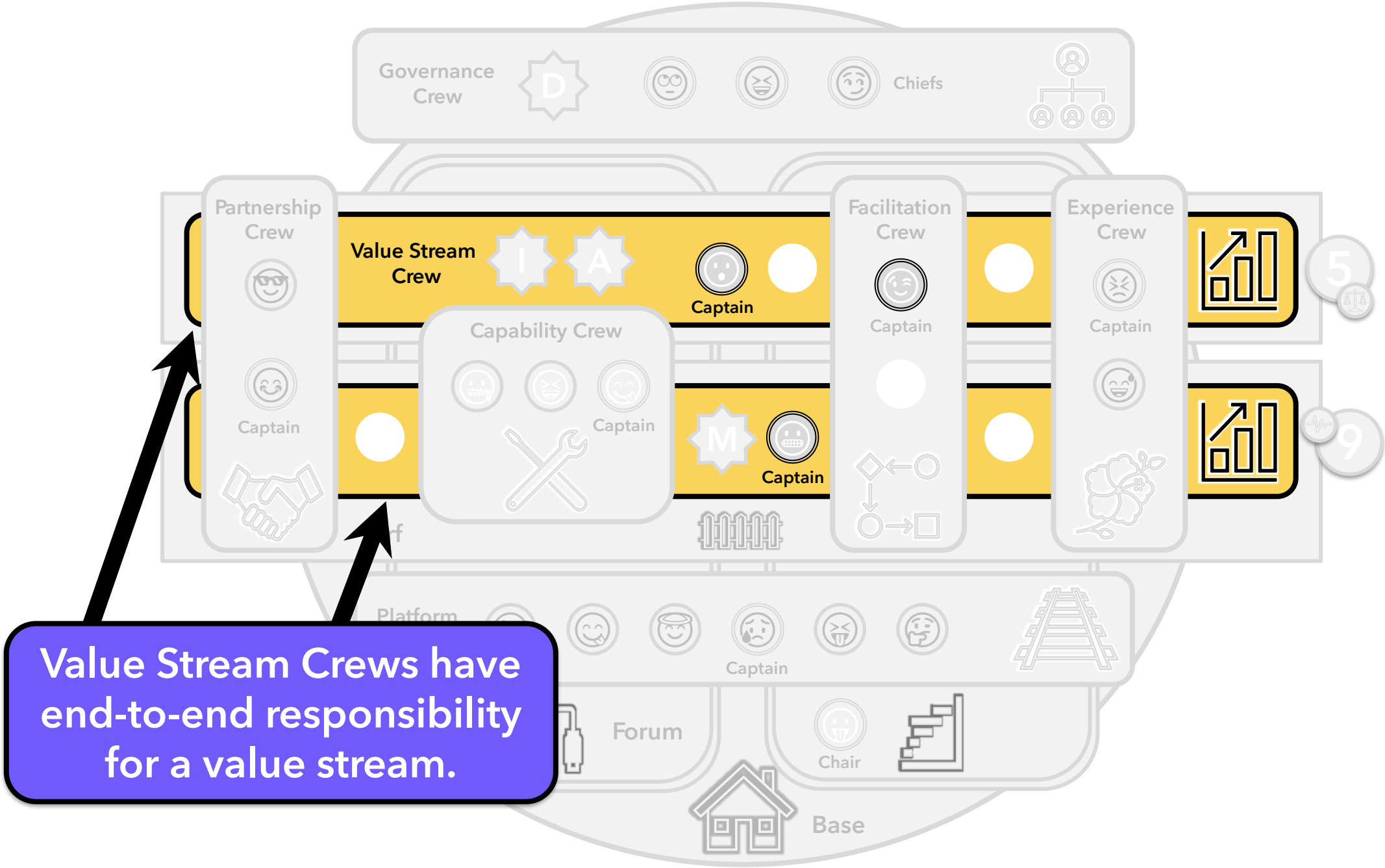
Forum
Chair
Chair
Base
The Base is the home that fuels all recognition and belonging.

Photo by Richard Gatley on Unsplash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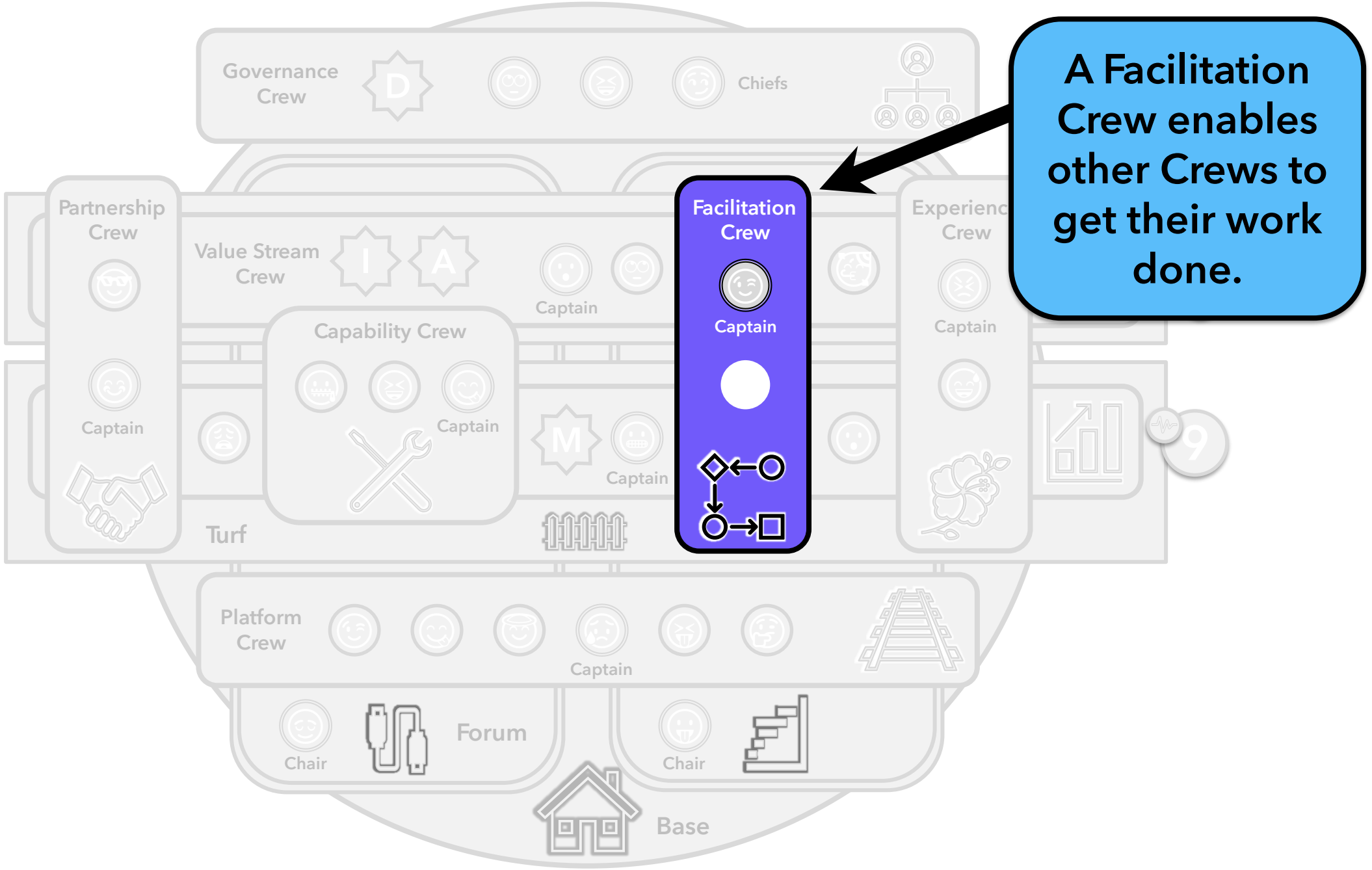
Value Stream Crews have end-to-end responsibility for a value stream.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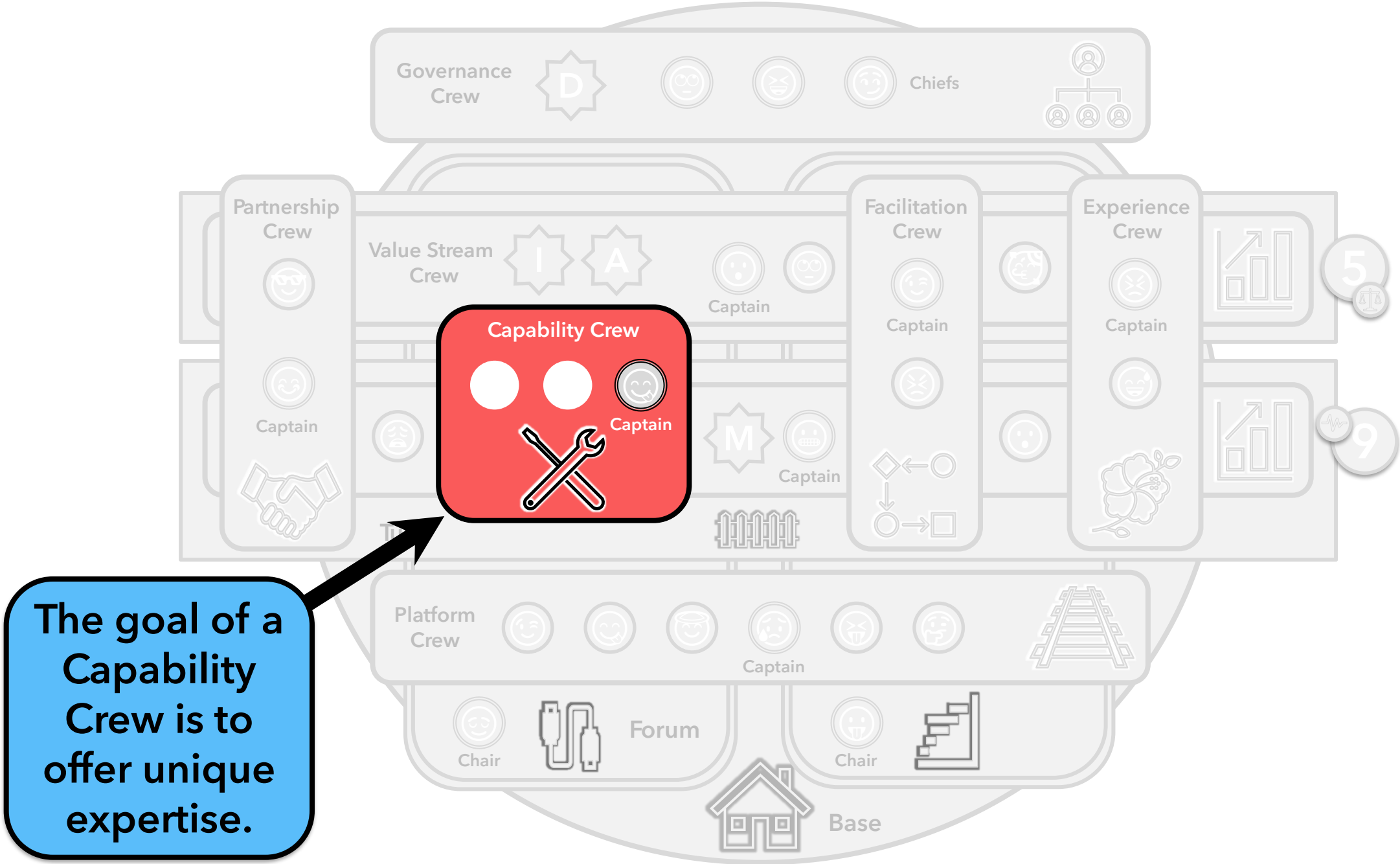
A Facilitation Crew enables other Crews to get their work done.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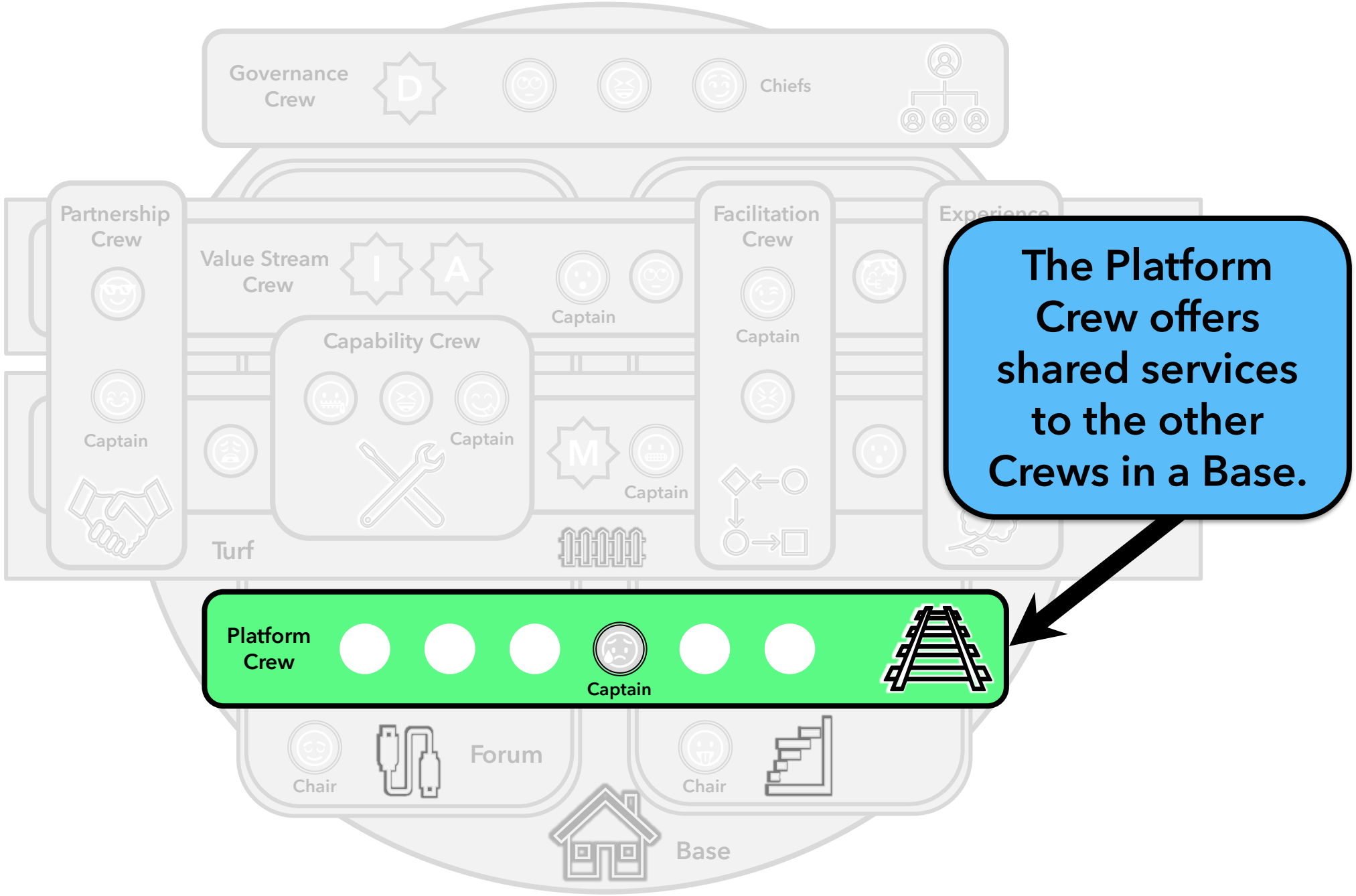
The goal of a Capability Crew is to offer unique expertise.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The Platform Crew offers shared services to the other Crews in a Base.

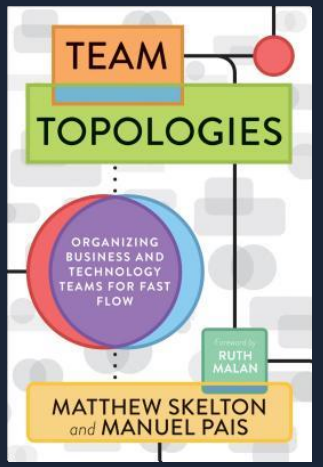
4 fundamental topologies

Stream-aligned team

Enabling team

Complicated Subsystem team

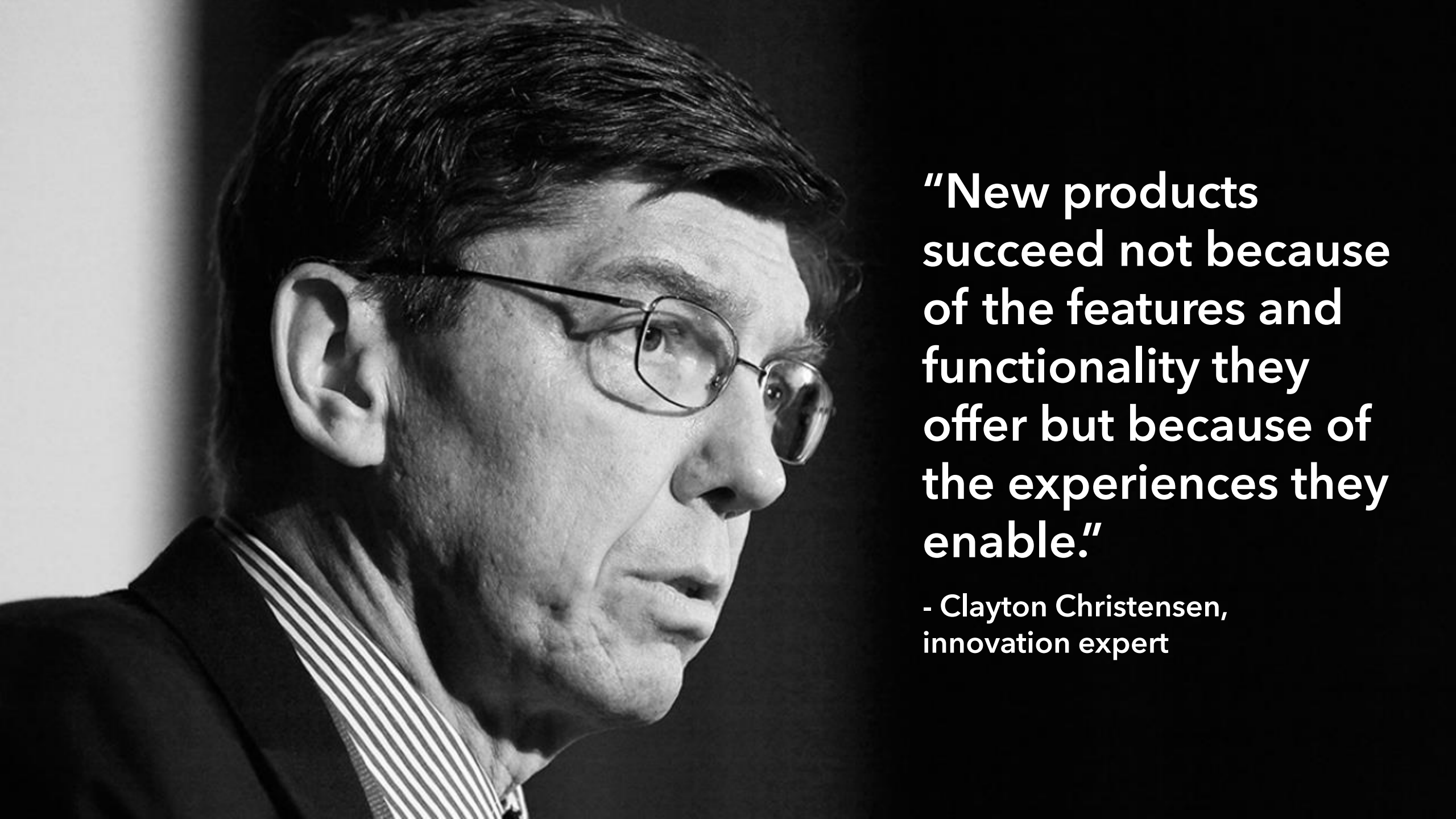
Platform team



Different words, same concepts

Team Topologies

Photo by Ryan Franco on Unsplash



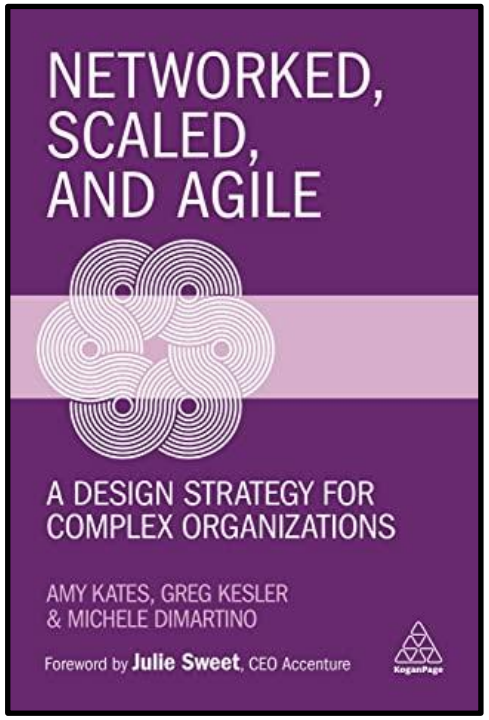
"New products succeed not because of the features and functionality they offer but because of the experiences they enable."

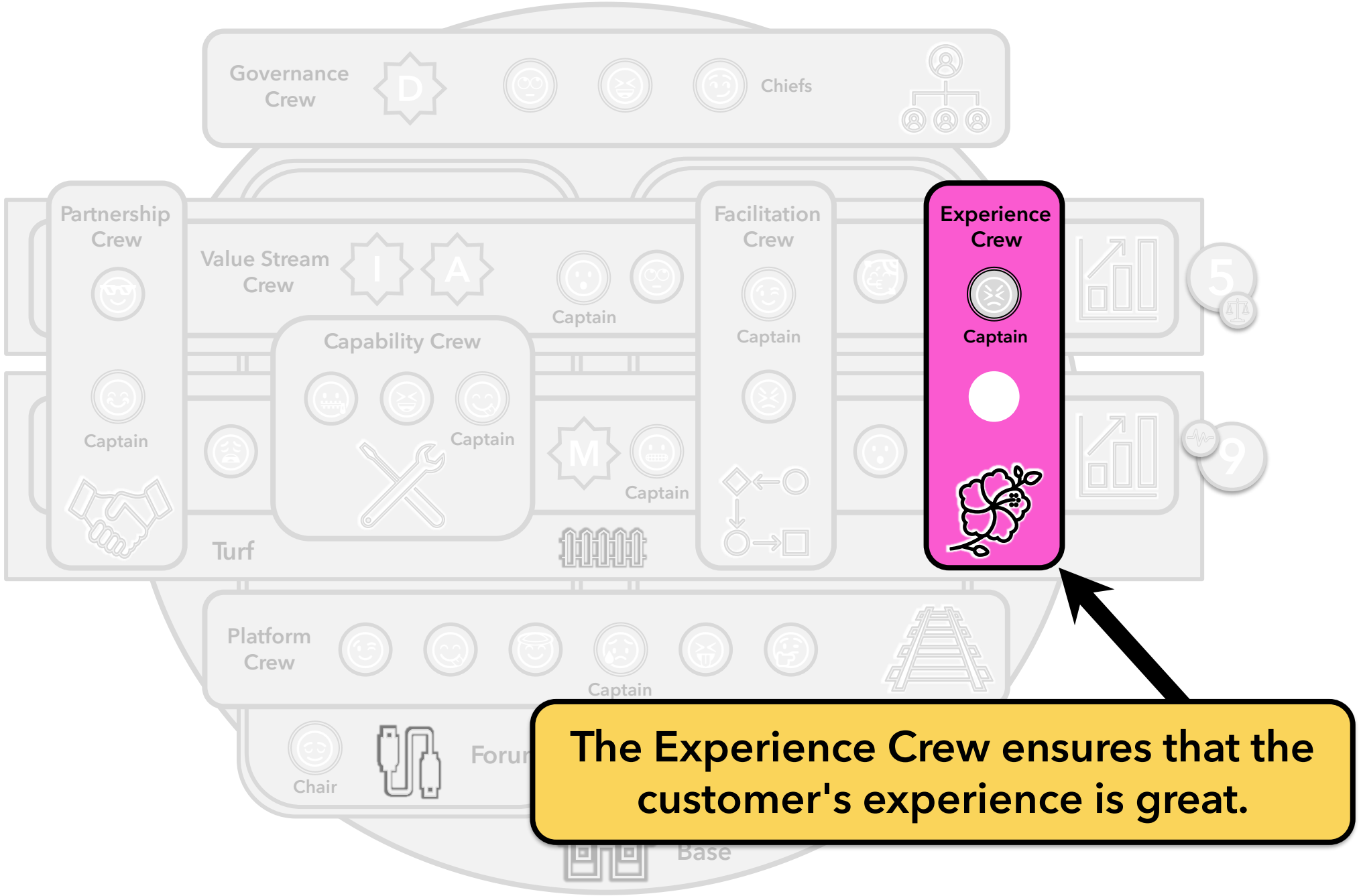
- Clayton Christensen, innovation expert

“The secret to building great products is not creating awesome features; it's creating awesome users.”
- Kathy Sierra, game designer

“ Examples abound of the crippling effects of “agile business units” that cannot work together to deliver a complete customer experience at the enterprise level. ”

Amy Kates, Greg Kesler, Michele DiMartino, and Julie Sweet
Networked, Scaled, and Agile: A Design Strategy for Complex Organizations

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The Experience Crew ensures that the customer's experience is great.

No purple crocodiles!

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Treat your partners with respect.

Independent Contractor Agreement
ICA Statement of Work
Code of Conduct
MNDA
Security Awareness Guidelines
W-9 Form

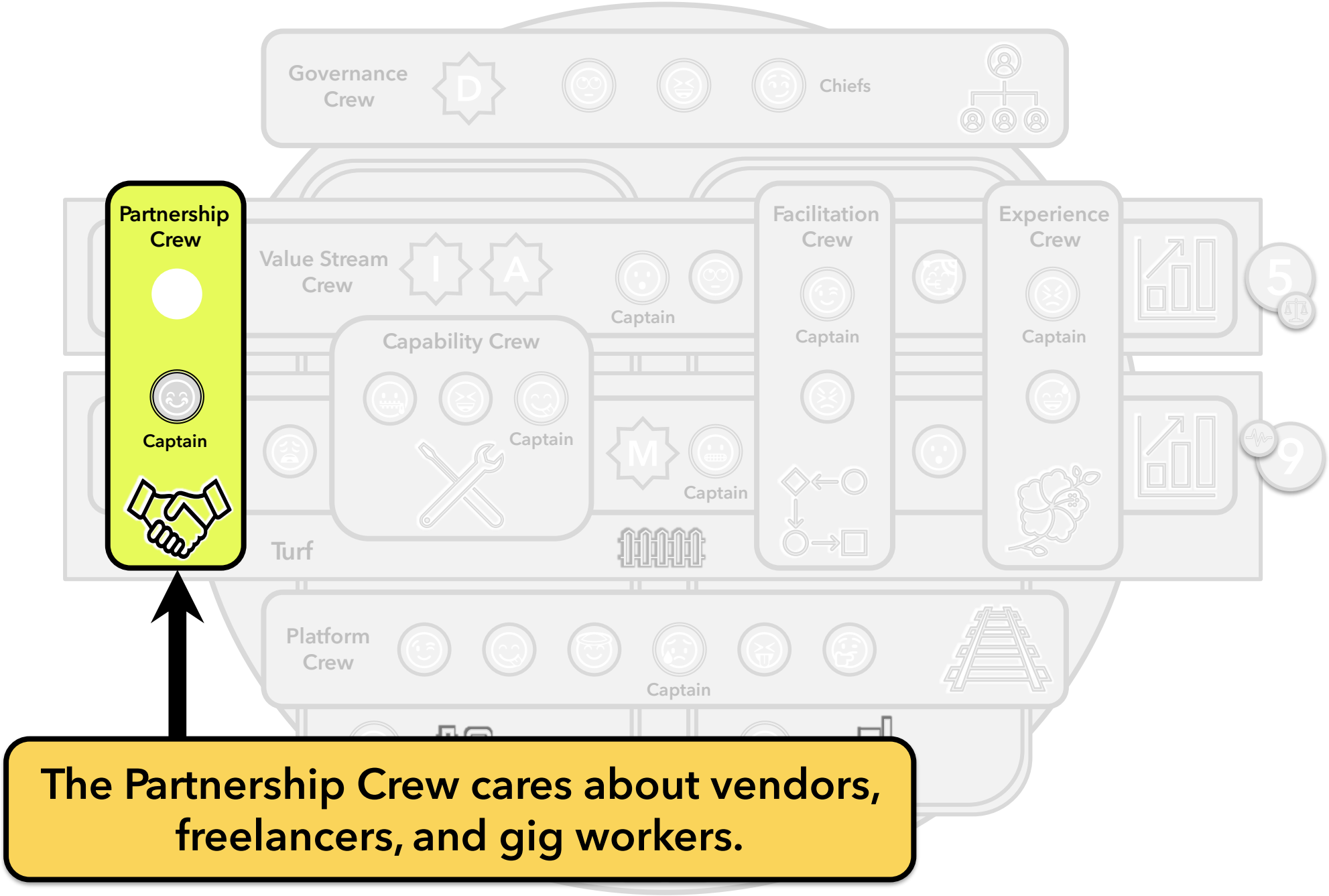
Chamber of Commerce registration
VAT registration
Social Insurance registration
Certificate of good conduct
Copy of last Tax Return
Any Business or Trade Licence
Proof of business insurances
Copy of passport or ID Card
Supplier Contact Sheet
PRO Affidavit
Direct Deposit form
Client NDA and Laptop policy
BVA form

Hell, NO!

Photo by Fred Zelders CC BY 2.0

The experience economy coincides with the gig economy.

Photo by Kai Pilger on Unsplash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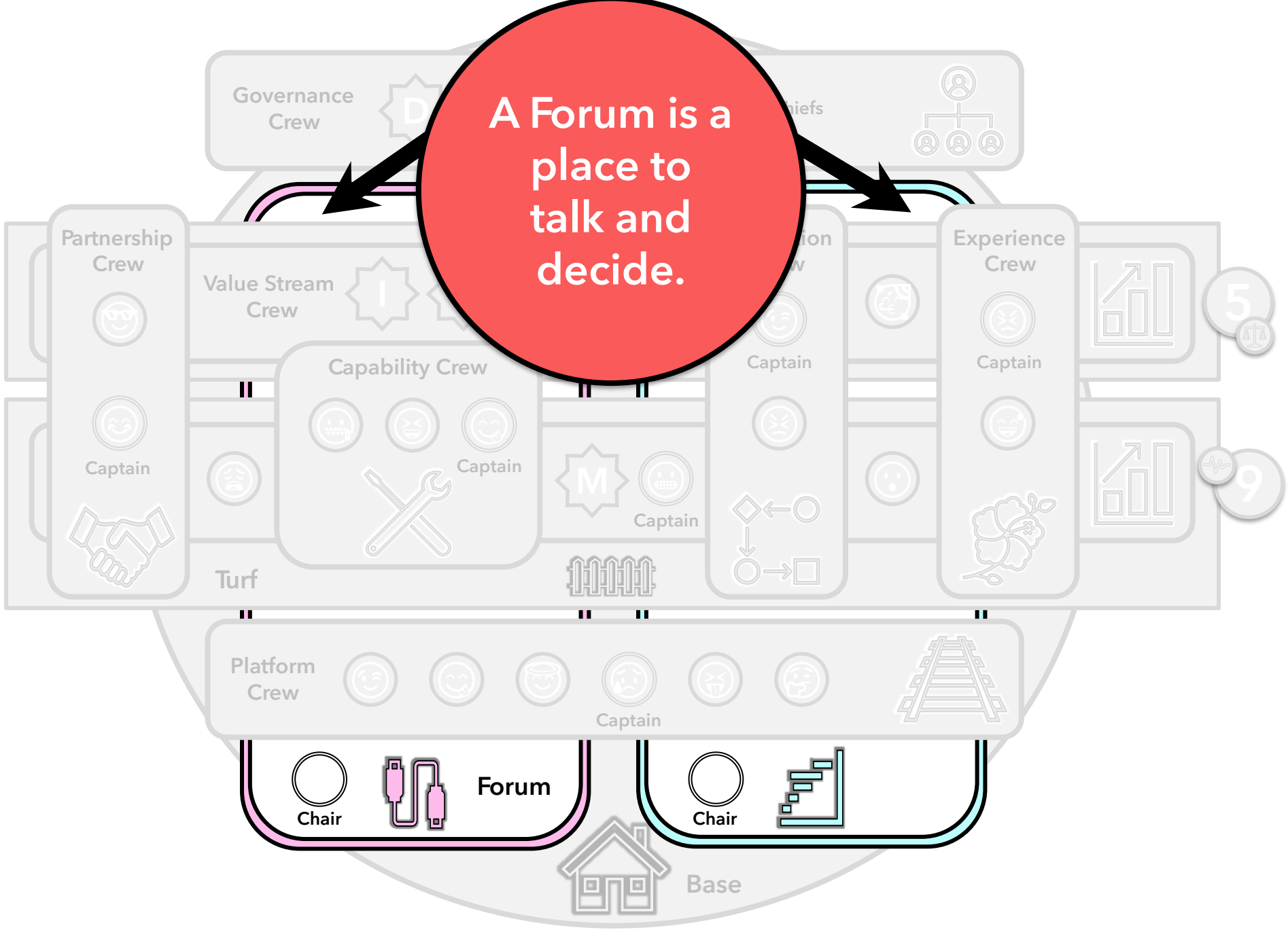
Platform Crew
Captain
The Partnership Crew cares about vendors, freelancers, and gig workers.

The Forum is a place to talk and make important decisions.

Also called a chapter, guild, council, or CoP

Photo by Aditya Joshi on Unsplash


A Forum is a place to talk and decide.
Governance Crew
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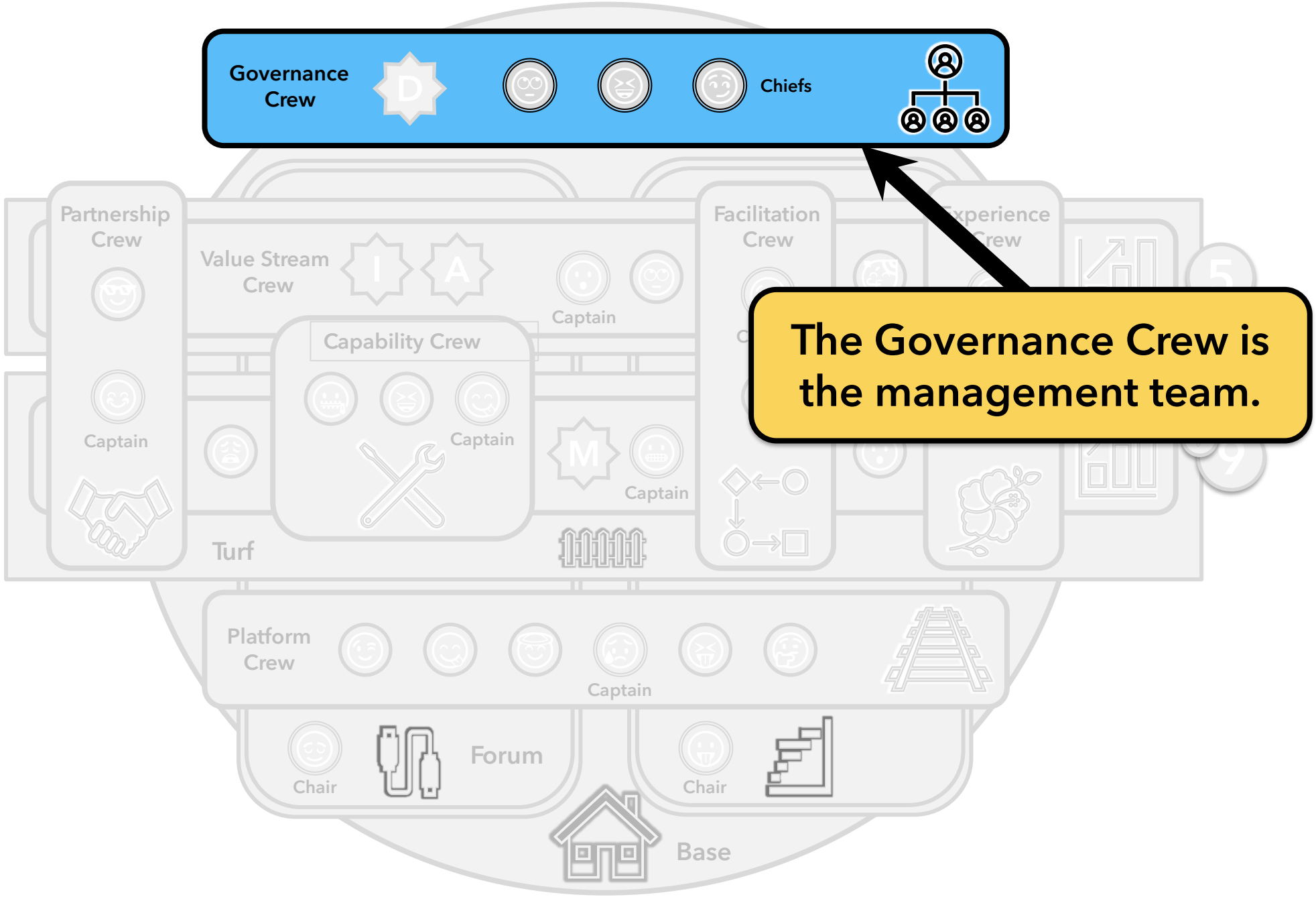
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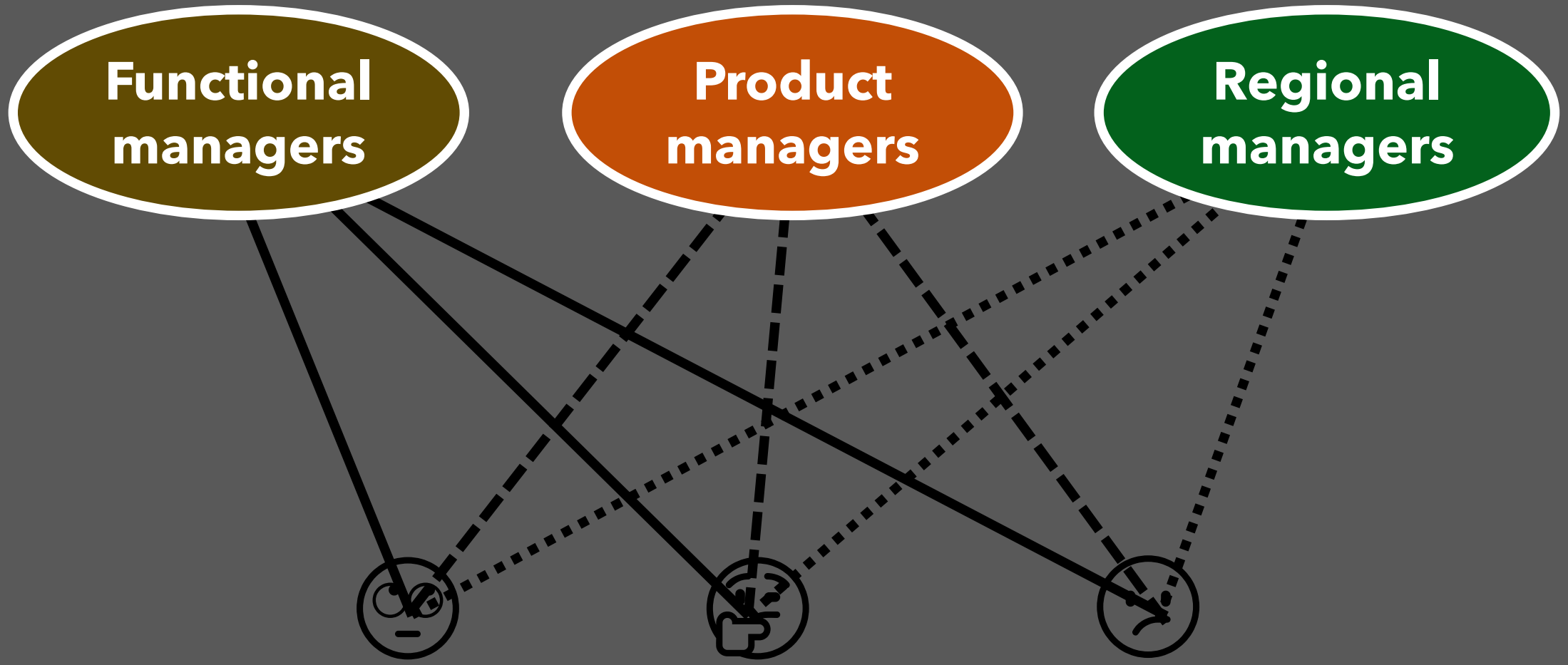
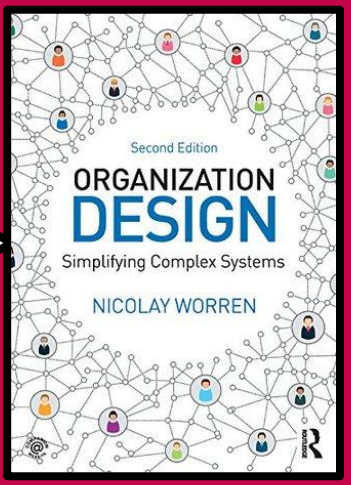
Forum
Chair
Base
The Governance Crew is the management team.

The popular/infamous **matrix structure**: alignment in two (or more) dimensions with parallel management lines



"One key finding from organizations with matrix structures is indeed that higher-level managers become overloaded because lower-level managers are unable to resolve conflicts and therefore refer conflicts to the executives. In other words, **an unintended consequence of a matrix structure is actually to make the organization more centralized** and to remove accountability from lower-level managers."

Nicolay Worren, *Organization Design: Simplifying Complex Systems (2018)*



The unFIX model

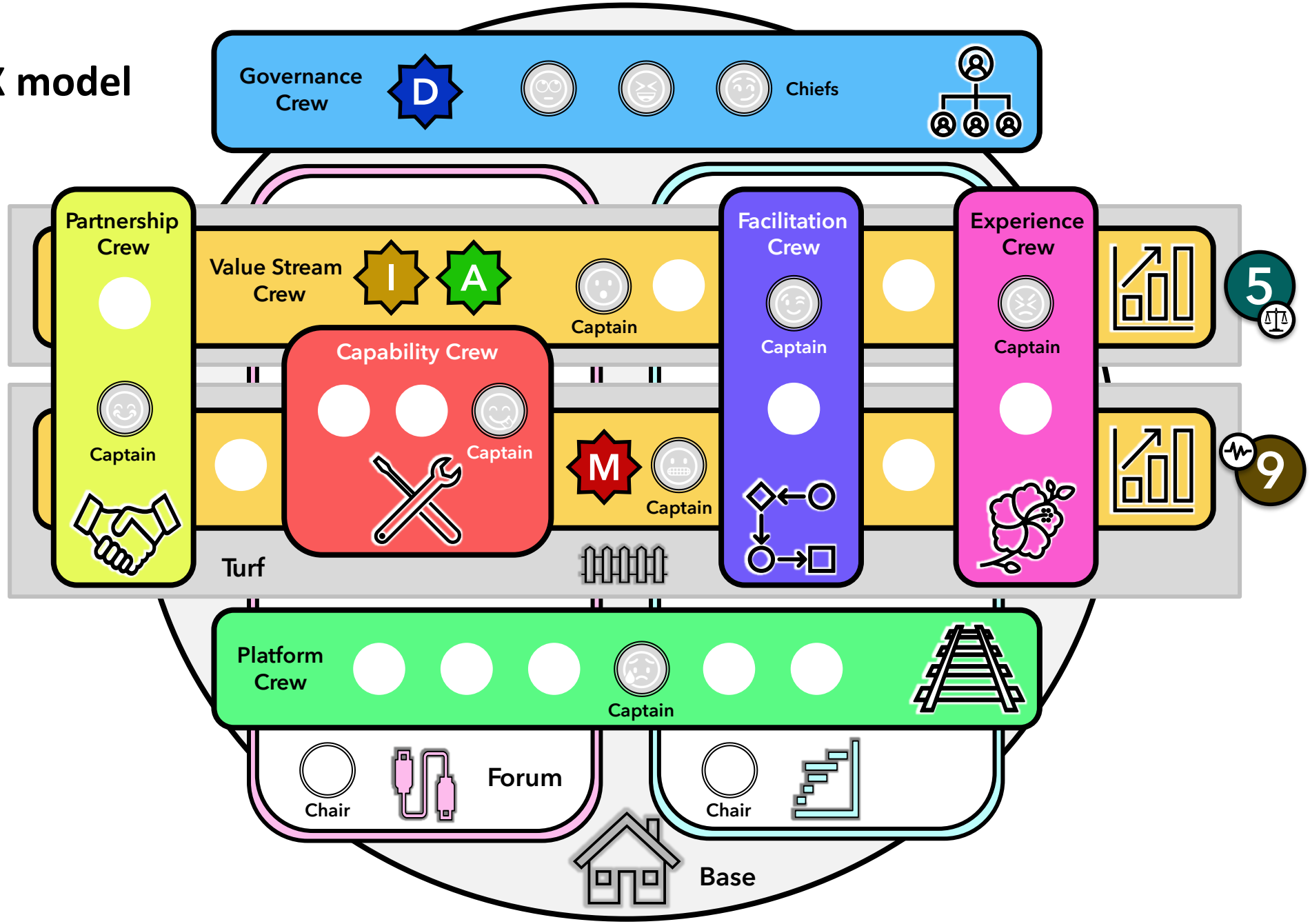
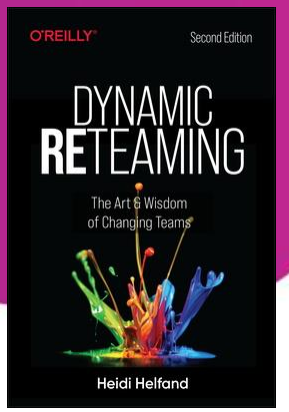


Photo by Gordon Cowie on Unsplash

Photo by Garreth Paul on Unsplash

Static teams are not agile because...

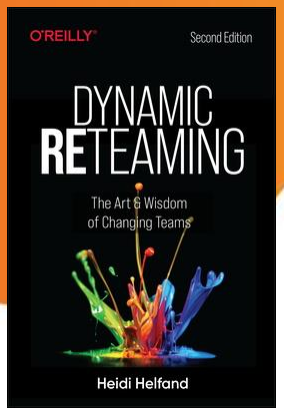
Photo by Issy Bailey on Unsplash



The increased pace of change and having one crisis after the other requires an ability to form new teams more rapidly.

Static teams are not agile because...

Photo by Benigno Hoyuela on Unsplash



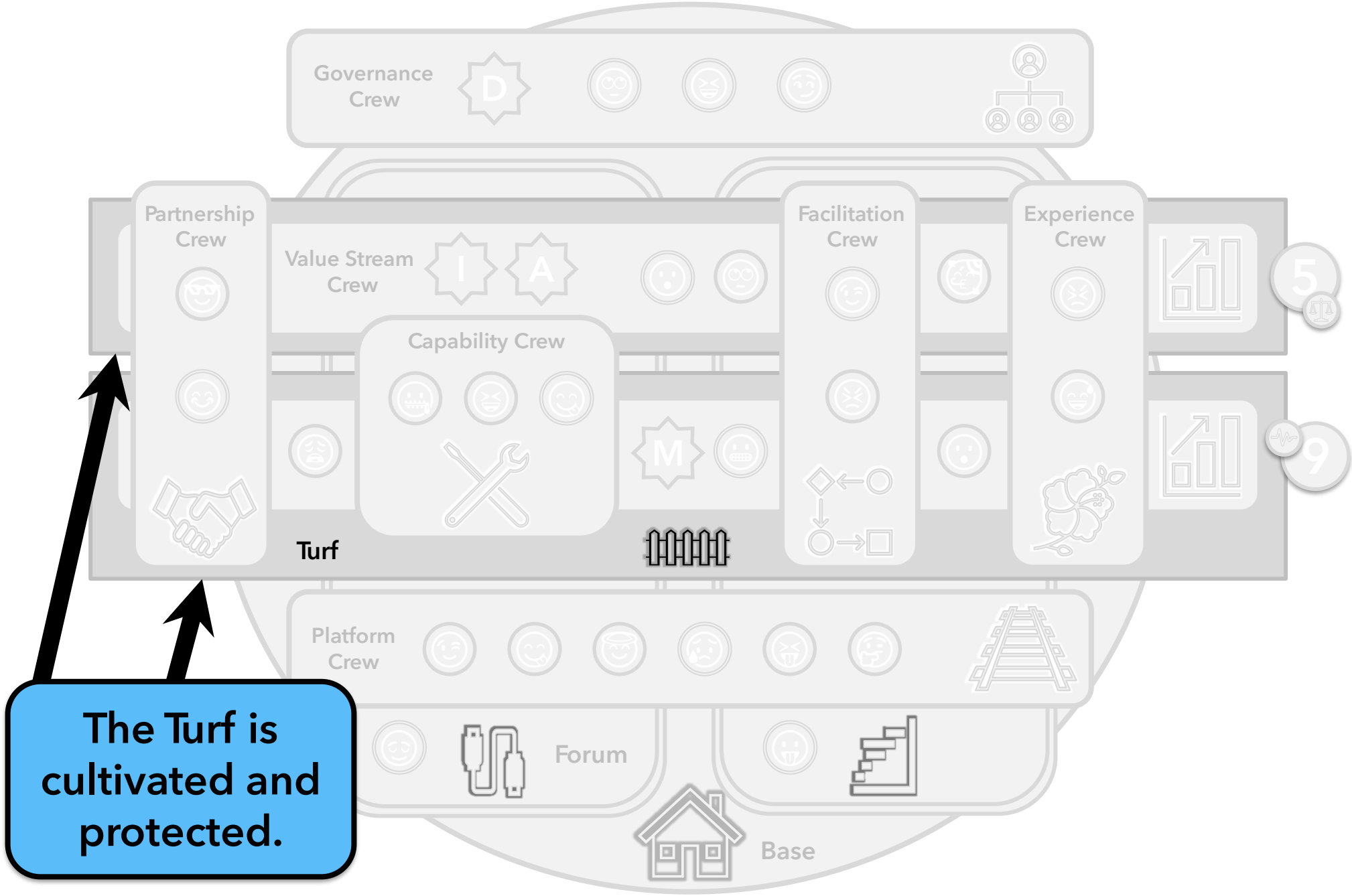
A great employee experience (EX) includes personal development and career growth beyond just one team.

By Webysther Nunes - Own work, CC BY-SA 4.0

The Turf is an area cultivated and protected by the same people.

Also called a domain, area, or territory

Photo by Randy Fath on Unsplash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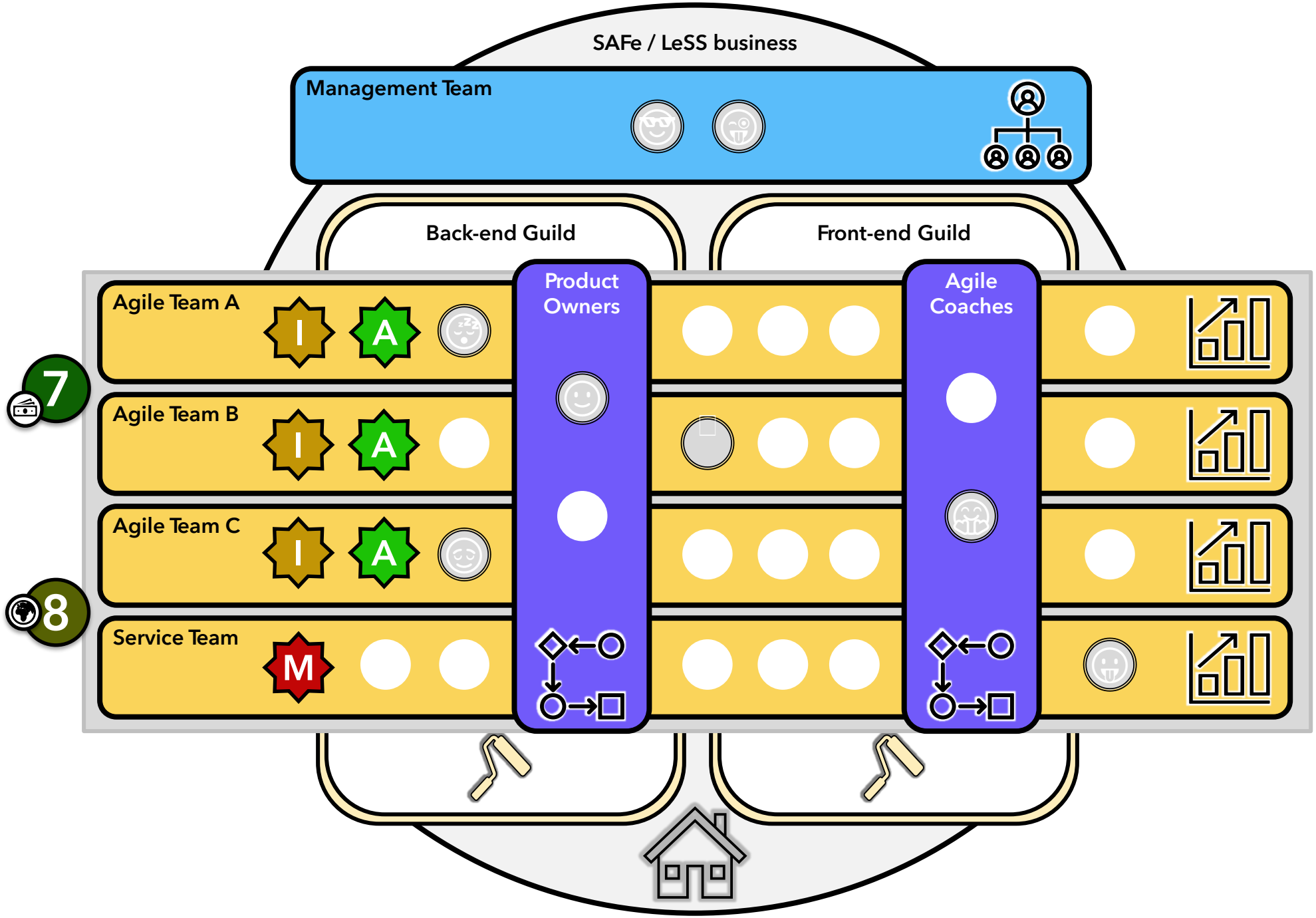
Platform Crew
Forum
Base
The Turf is cultivated and protected.


SAFe / LeSS business
Management Team
Back-end Guild
Front-end Guild
Agile Team A
Agile Team B
Agile Team C
Service Team
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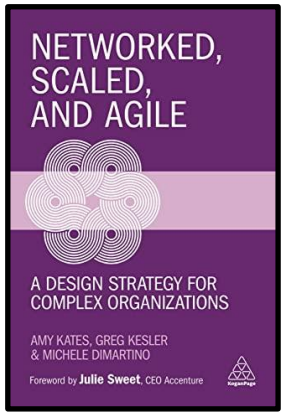
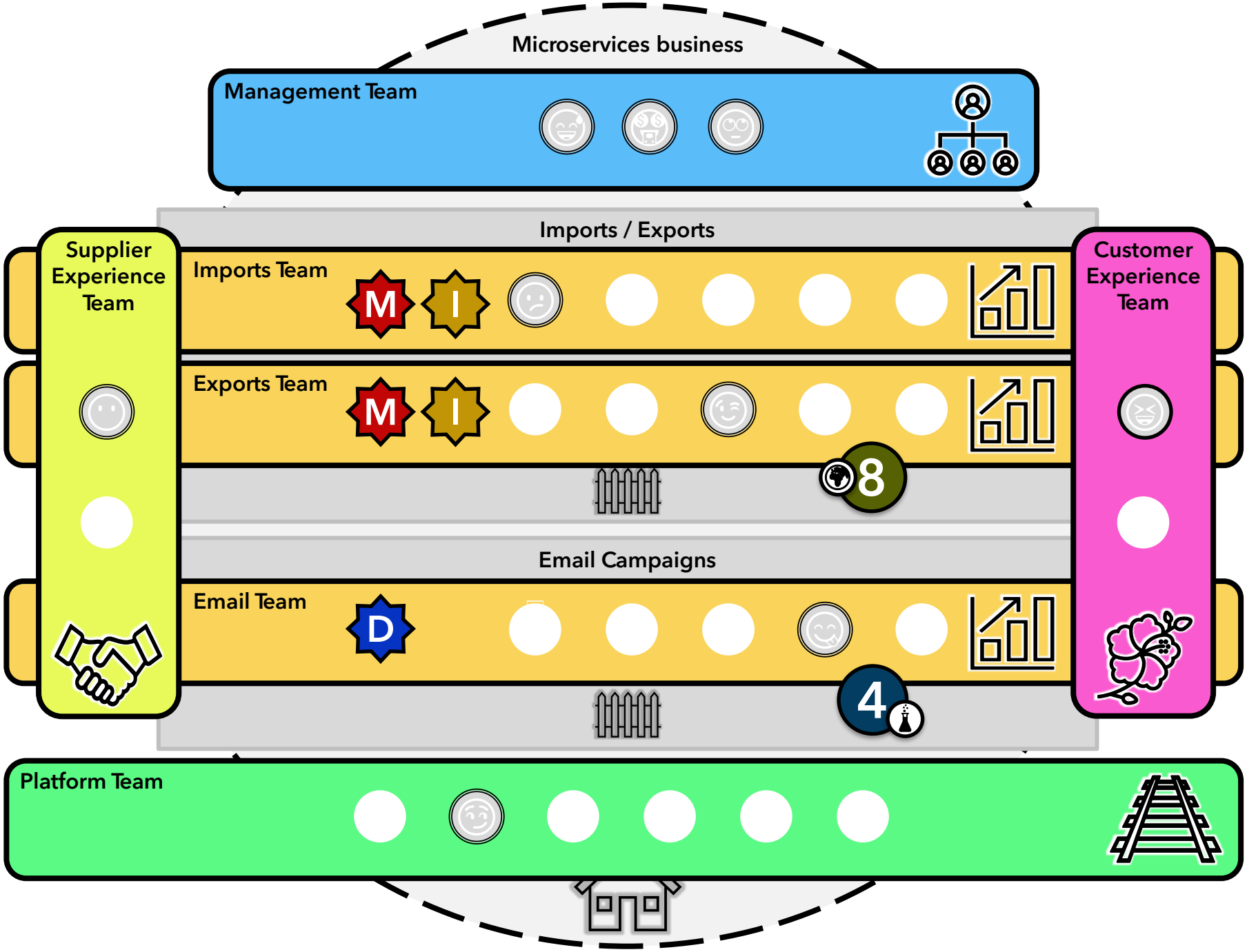
Product Owners
Agile Coaches
7
8


NETWORKED, SCALED, AND AGILE
A DESIGN STRATEGY FOR COMPLEX ORGANIZATIONS
AMY KATES, GREG KESLER & MICHELE DIMARTINO
Foreword by Julie Sweet, CEO Accenture


Microservices business
Management Team
Imports / Exports
Supplier Experience Team
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Customer Experience Team
Email Campaigns
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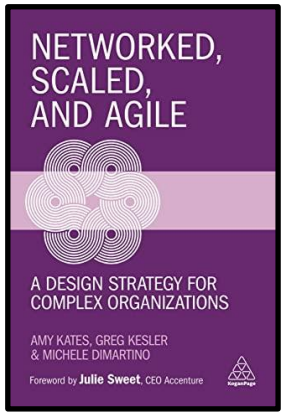
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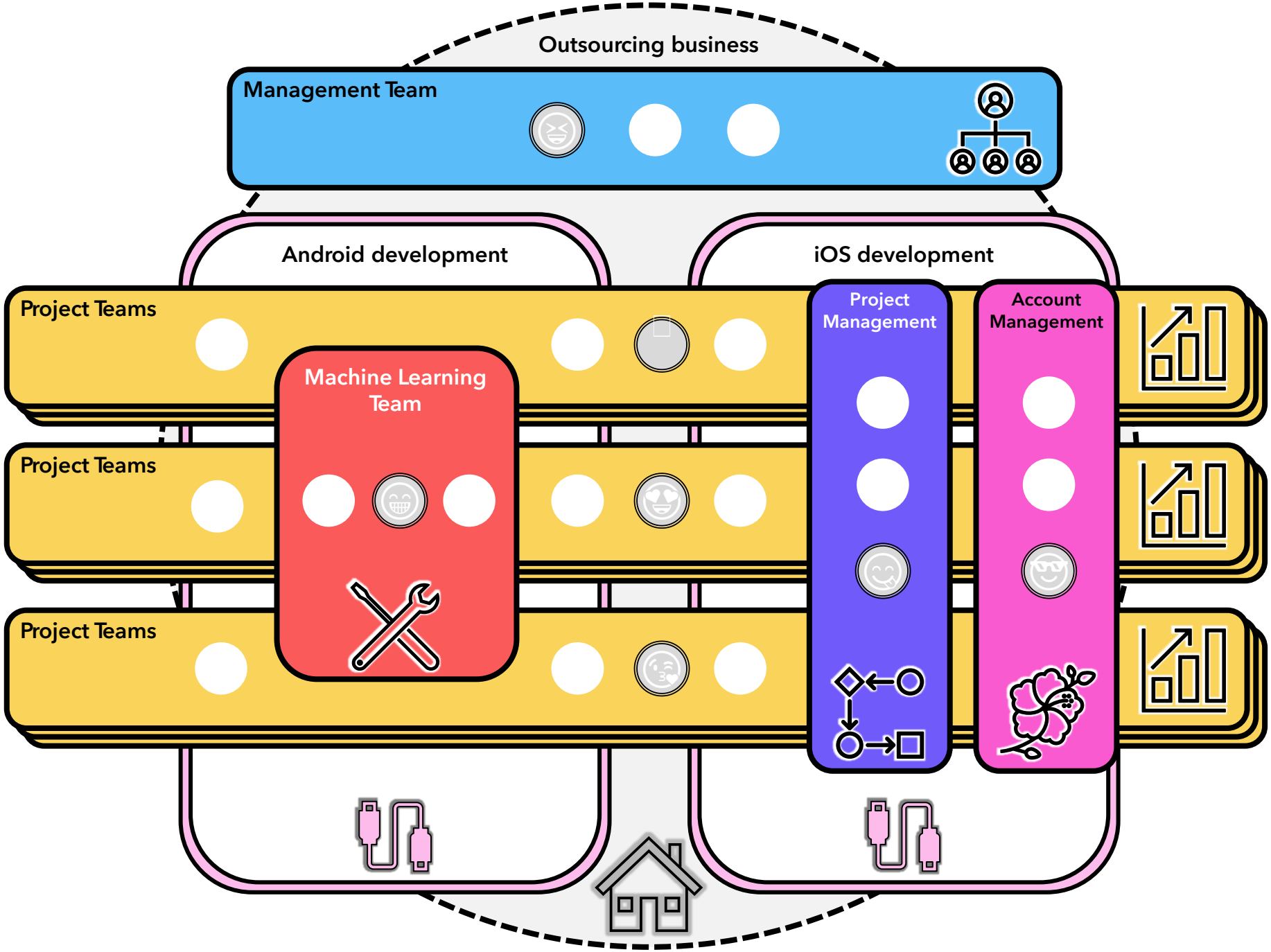
Outsourcing business
Management Team
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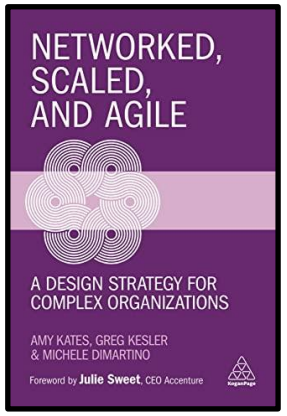
iOS development
Project Teams
Project Teams
Project Teams
Machine Learning Team
Project Management
Account Management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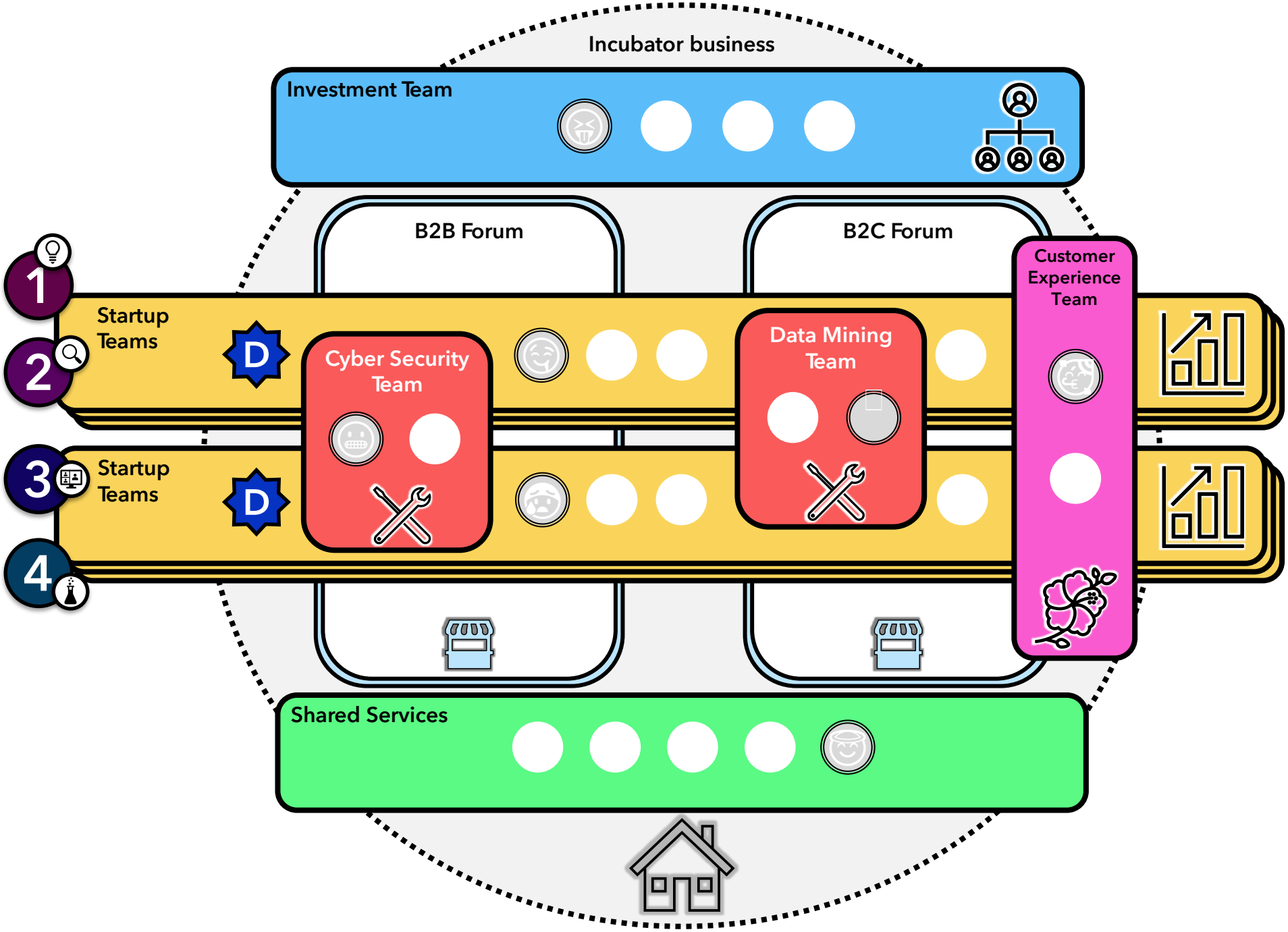
Incubator business
Investment Team
B2B Forum
B2C Forum
Customer Experience Team
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Startup Teams
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Cyber Security Team
Data Mining Team
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Startup Teams
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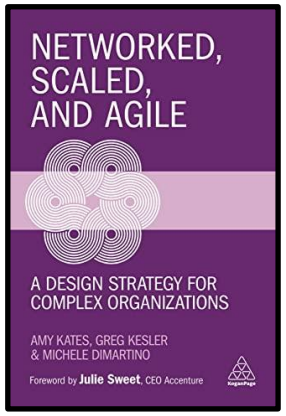
Shared Services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Foreword by Julie Sweet, CEO Accenture

Bases

A Base is a community of people working together with trust, psychological safety, and a sense of belonging.

Fully Integrated Base

In a Fully Integrated Base, the Crews work on the same product in a synchronized manner.

Strongly Aligned Base

In a Strongly Aligned Base, the Crews work on the same product but in an asynchronous way.

Fully Segregated Base

In a Fully Segregated Base, the Crews work on different products that could potentially be competitors.

Loosely Aligned Base

In a Loosely Aligned Base, the Crews work on different products that could potentially be one solution.

Crews

A Crew is a team on a mission.

Governance Crew

The Governance Crew is the management team of the Base.

Value Stream Crew

A Value Stream Crew has end-to-end responsibility for a value stream.

Platform Crew

A Platform Crew offers shared services to the other Crews in the Base.

Capability Crew

A Capability Crew offers unique expertise to the other Crews in the Base.

Acquisition Crew

The Acquisition Crew cares about the experience of vendors, freelancers, and gig workers.

Facilitation Crew

A Facilitation Crew enables other Crews to get their work done.

Experience Crew

The Experience Crew cares about the experience of users and customers.

People

Chiefs

The Chiefs are the only managers in the Base.

Captains

The Captains are the representatives of the Crews.

Chairs

The Chairs are the moderators of the Forums.

Forums

A Forum is a place to talk and decide.

Functional Forum

In a Functional Forum, people discuss their functions and roles.

Technical Forum

In a Technical Forum, people discuss tools and technologies.

Geographic Forum

In a Geographic Forum, people discuss localization and geographical regions.

Market Forum

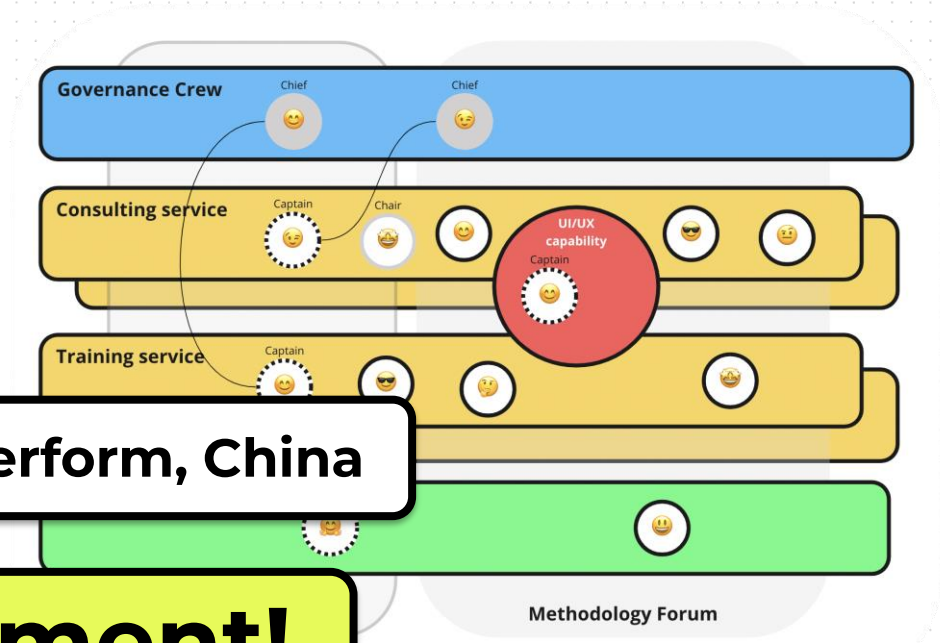
unfix.work

Miro template

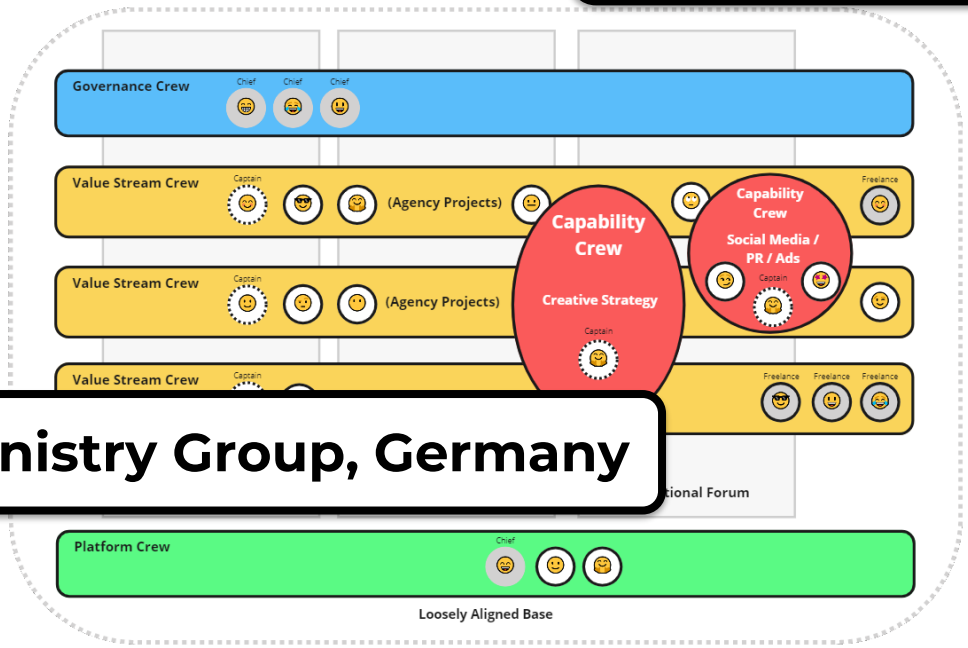
Let’s experiment!

Conexão Talento, Brazil

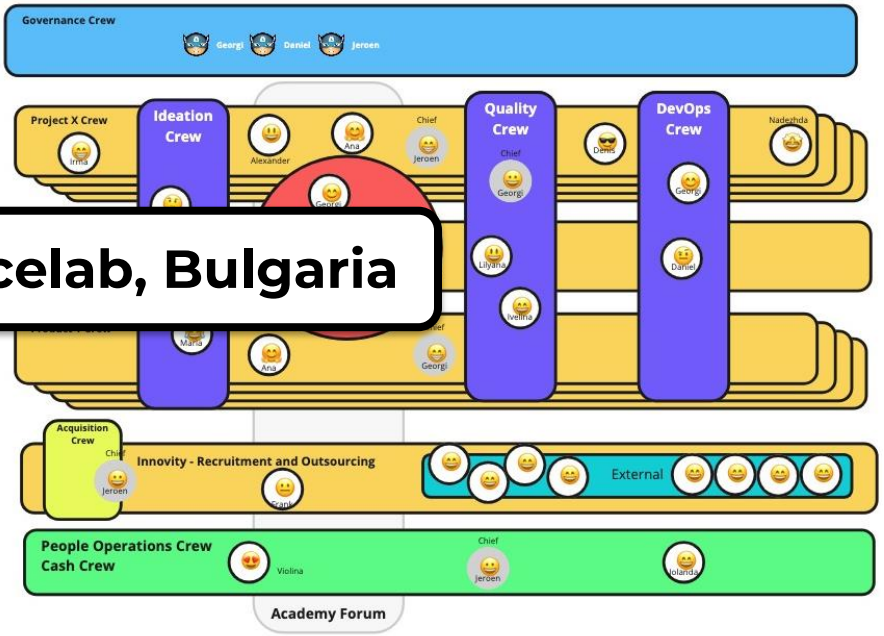
UPerform, China



Ministry Group, Germany



Sourcelab, Bulgaria



Sourcelab

Photo by Xavi Cabrera on Unsplash

Photo by Dan Counsell on Unsplash

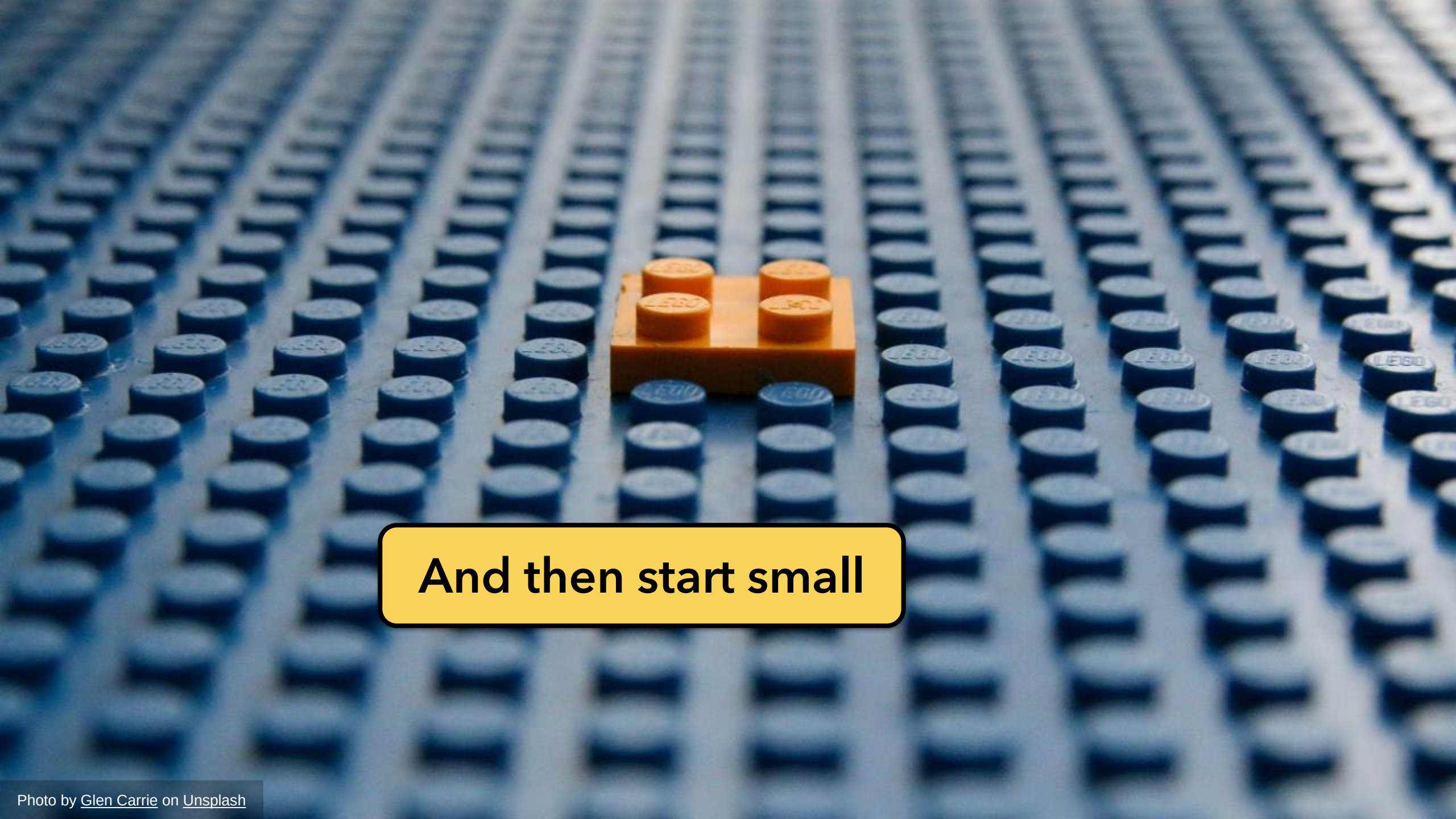
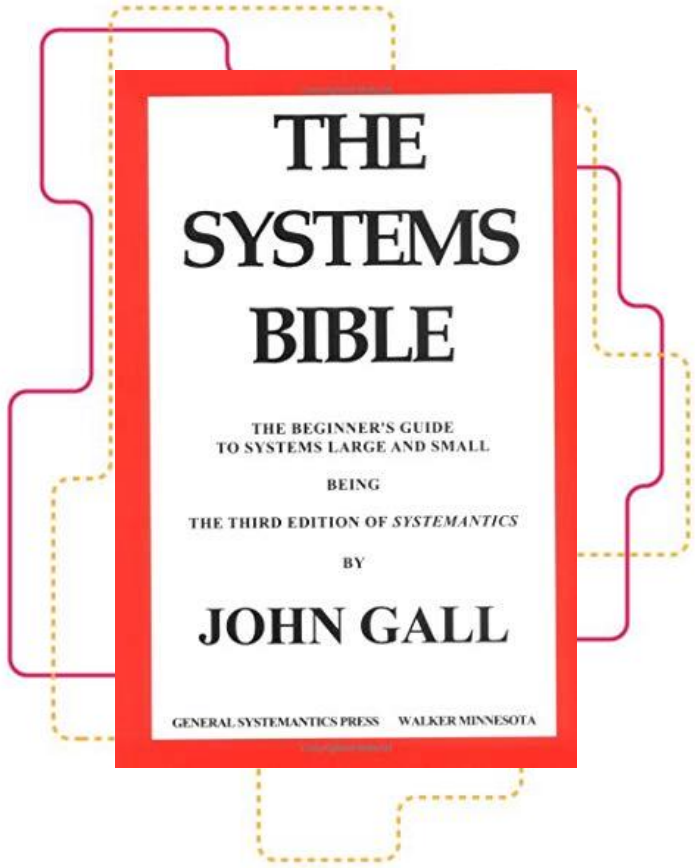


Photo by Glen Carrie on Unsplash

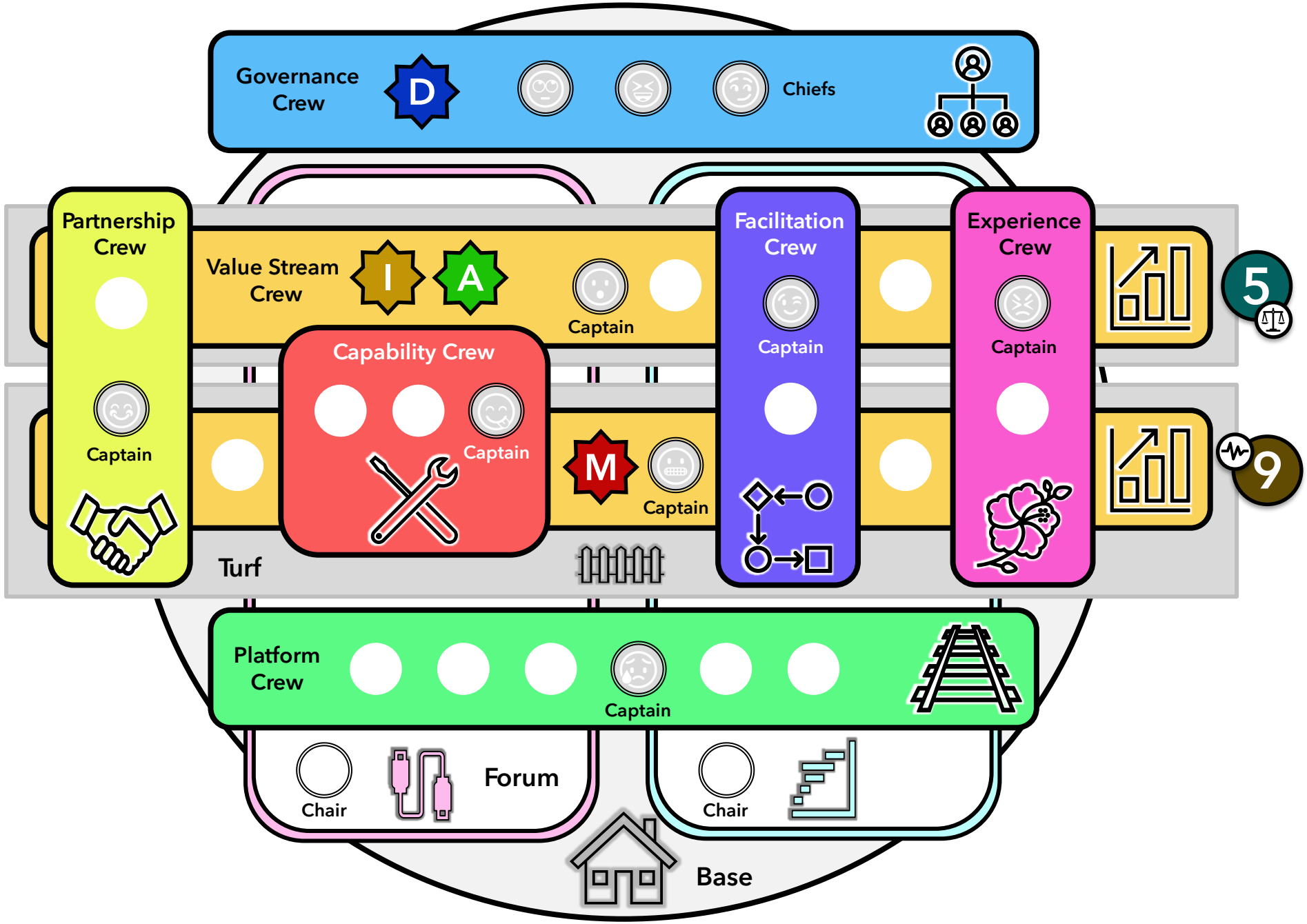
Start small, grow big



John Gall

"A complex system that works is invariably found to have evolved from a simple system that worked. A complex system designed from scratch never works and cannot be patched up to make it work. You have to start over with a working simple system."

https://www.goodreads.com/book/show/583785.The_Systems_Bible


Governance Crew
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Captain
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Facilitation Crew
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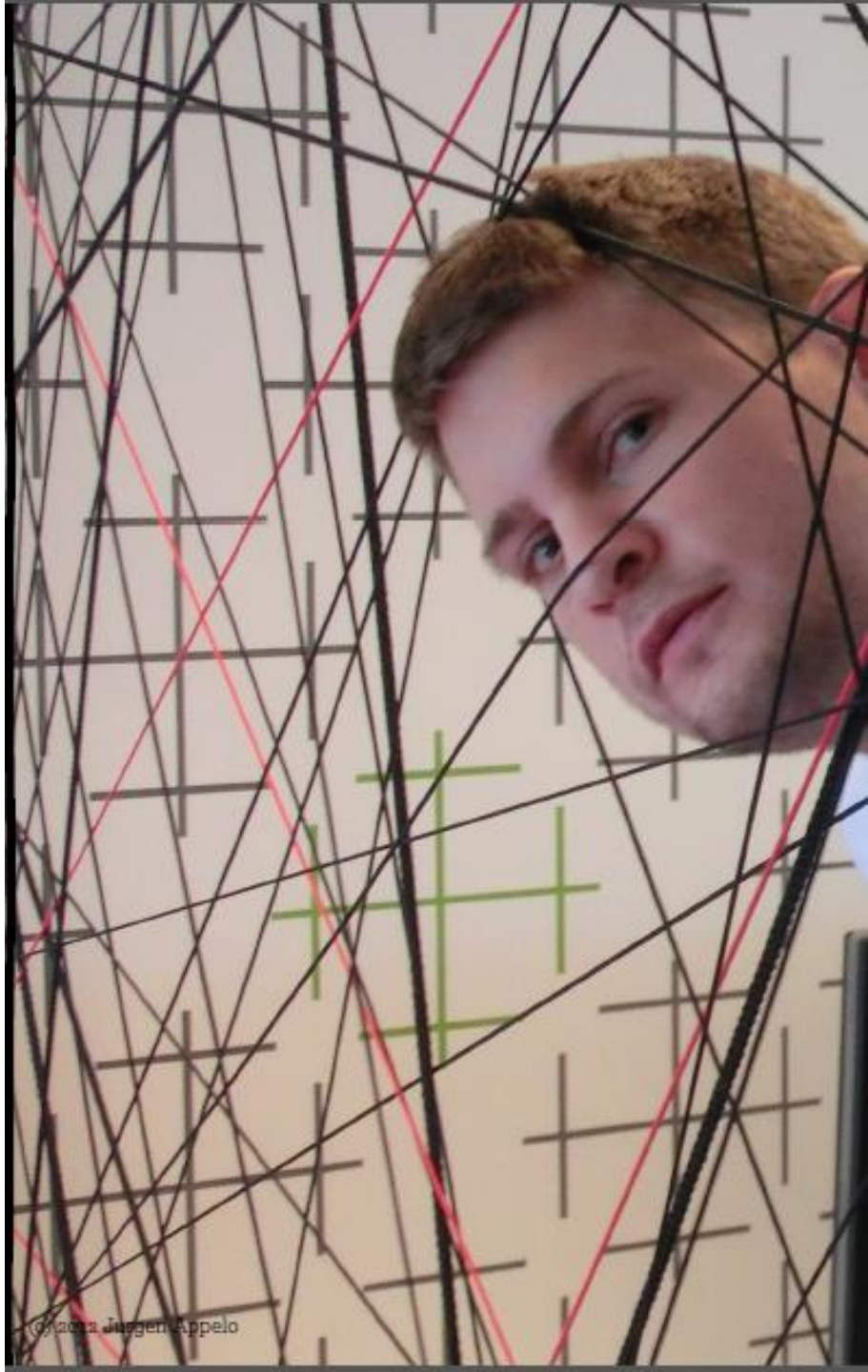
Experience Crew
Captain
5
9
Turf
Platform Crew
Captain
Chair
Forum
Chair
Base

“ The unFIX model pinpoints many of the problems we saw (and mostly fixed) at Spotify. Specifically, this provides more flexibility to fit different organizations, and more clear guidance on how to scale beyond a few hundred people. ”

Anders Ivarsson
co-author of "the Spotify model"



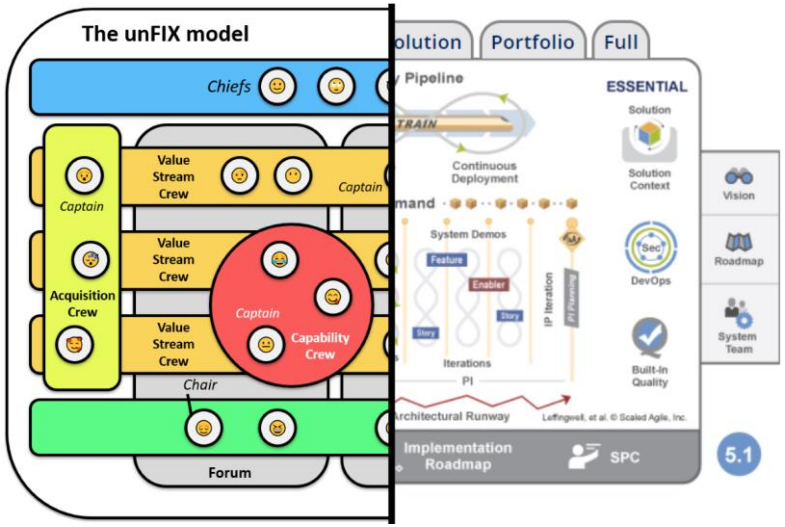
The way forward

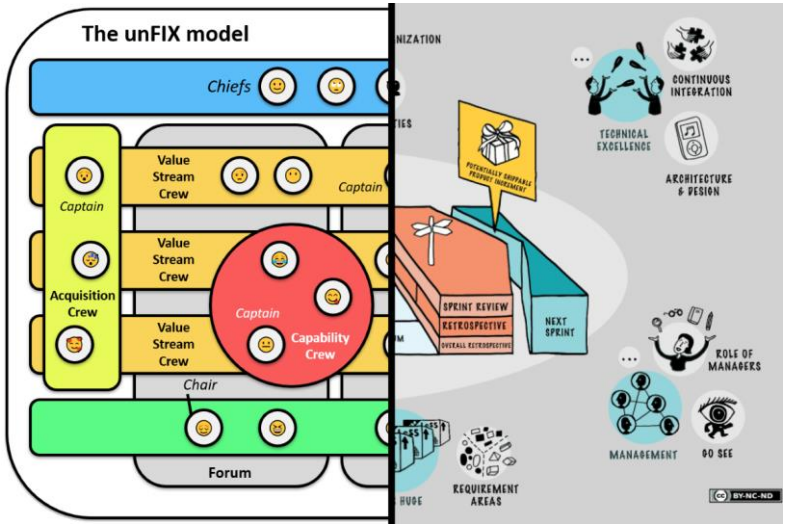
More case studies

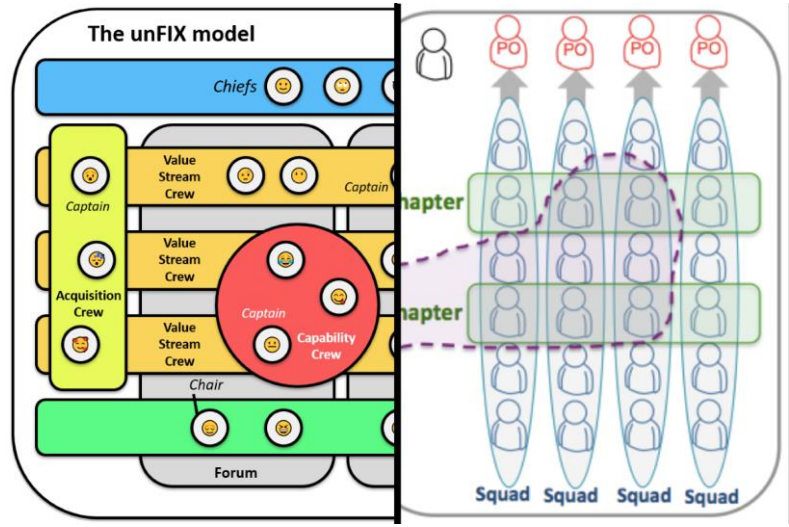
SAFe Unfixed, LeSS Unfixed, etc.

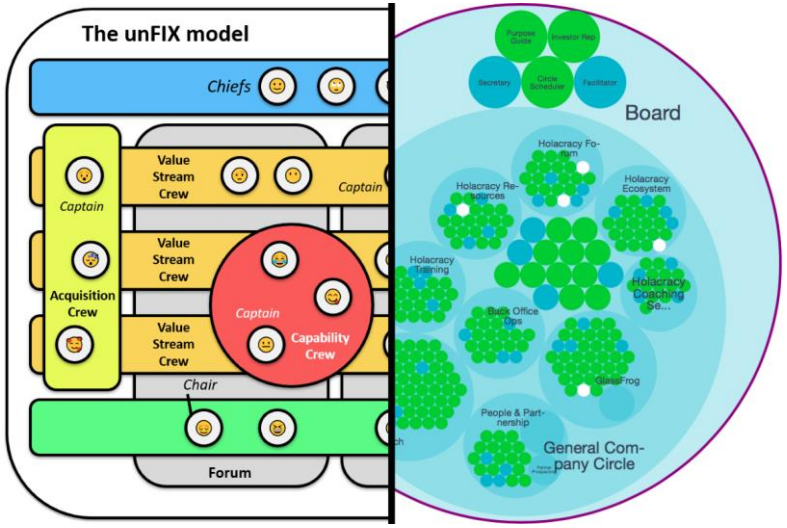
Portfolios, Finance, Marketing, HR

Photo by Frederik Löwer on Unsplash

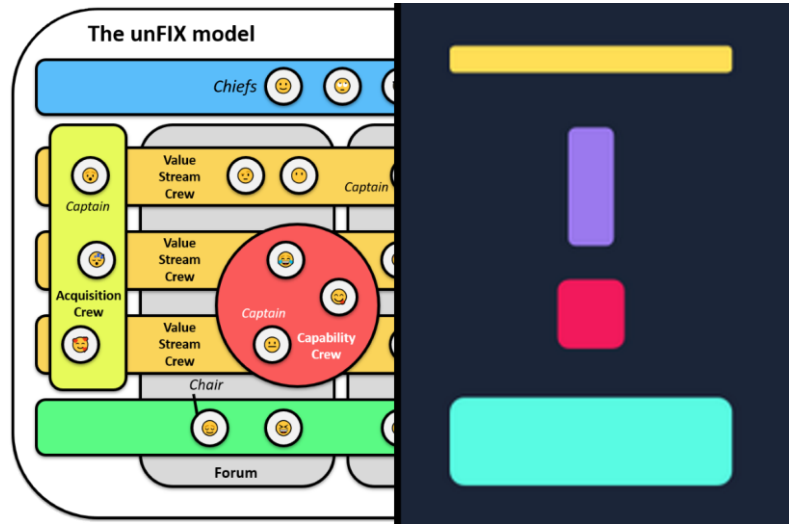








unfix.work/blog



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Welcome to the unFIX circle!

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Jurgen Appelo ADMIN 2 days ago
Author, Speaker, Entrepreneur

I invite you to use this place to discuss the unFIX model: what you like about it, how you plan to use it, and how we can make it better (together with you)....
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