Holacracy

{ Self-organization for businesses and teams

- From the greek 'holon' *(whole)* – something that is simultaneously the whole and a part
- Created by Brian Robertson over 10 years
- Adopted by Zappos in early 2014
- A hierarchy of roles, not a hierarchy of people
- Roles (aka circles) are both the whole system, and part of the system

What is holacracy?

- Research for "Succeeding with Agile Teams"
- Certified Holacracy Practitioner (CHP) training with Brian Roberston

How I got here
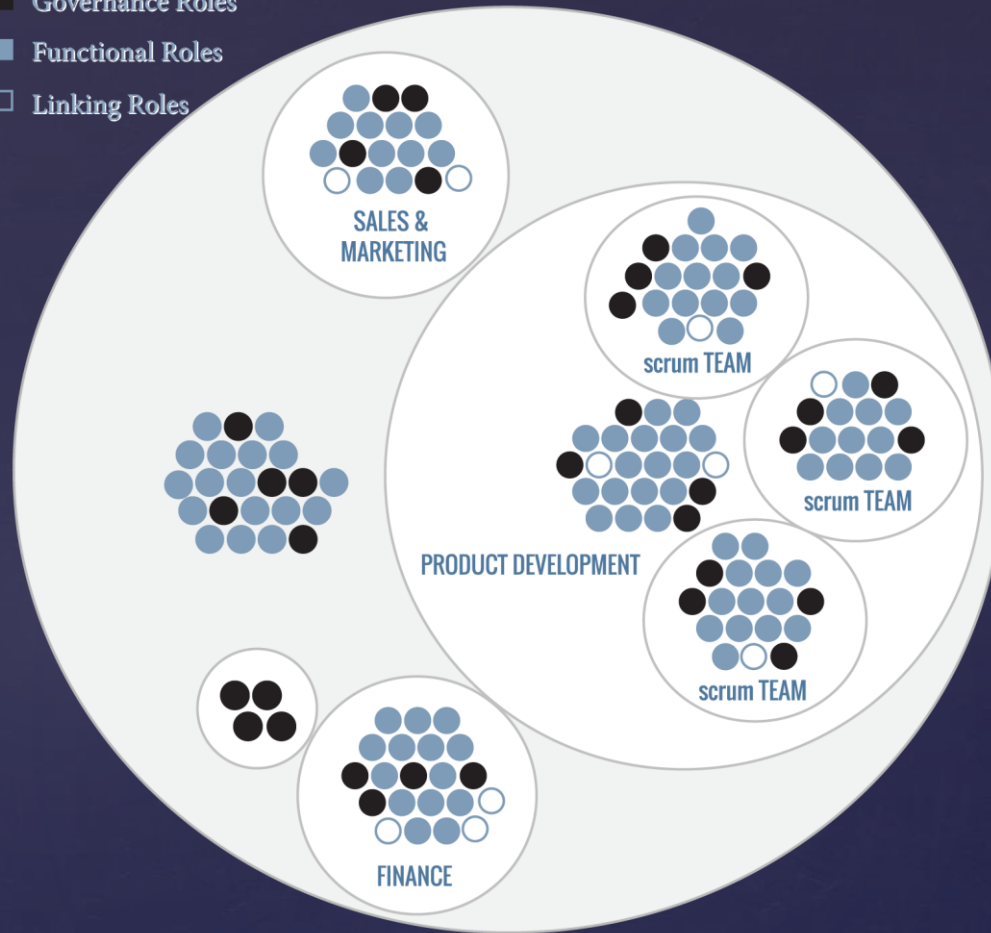
- Teams cease to continually improve
- Alienation of disenfranchised managers
- Individual rewards and status within the team
- Team productivity becomes mediocre

Problems of Agile teams

- Taylor and the separation of the work
- Deming and the separation of the system
- Agile and self-organization
- Holacracy

A history of management

Circles and Roles

- Organic system
- Evolution through mutation
- Anti-fragile
- Tension-driven

Evolutionary Organization

- Operating System
- Applications
- Agile as an App

Working _on_ vs. working _in_

- Build Agenda
- Present Proposals
- Clarifying Questions
- Reaction Round
- Amend & Clarify
- Objection Round
- Integration

Governance Meeting

An objection if valid if the proposal ….

- would degrade the Circle's capacity
- if adopted would introduce a new Tension
- Is either based on presently known data, or is necessarily predictive because we can't adapt later
- Would be a valid Tension for your Role to process
- breaks the rules of the Holacracy Constitution

Testing Objections

- Divide Scrum Master and Product Owner into constituent roles
- Create roles within the team for specific duties
- Elect, rotate, or assign roles to team members
- Use the form of the Governance Meeting to drive continuous improvement

Agile team management

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QUESTIONS & ANSWERS