SCRUM AND ALTERNATIVE GOVERNANCE MODELS FOR CHARITIES AND SOCIAL ENTERPRISE

Experiments and Evidence

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@opentogrow

AGILE, SCRUM, HOLACRACY AND GOVERNANCE

VERBS

***not* NOUNS**

AGILE, SCRUM, HOLACRACY AND GOVERNANCE

SCAFFOLDING

not FRAMEWORKS

SHOCK AND AWE
MY CITY WAS GONE

https://www.youtube.com/watch?v=alC7JpUuDMI

AGILE IS A NATURAL ORGANIZING IMPULSE

No Electricity

No Phones

No Refrigeration

No Sanitation

What manifest:

Self Organization and Self Selecting Teams

Daily ‘stand ups’

Help from non co-located teams

Creative solutions

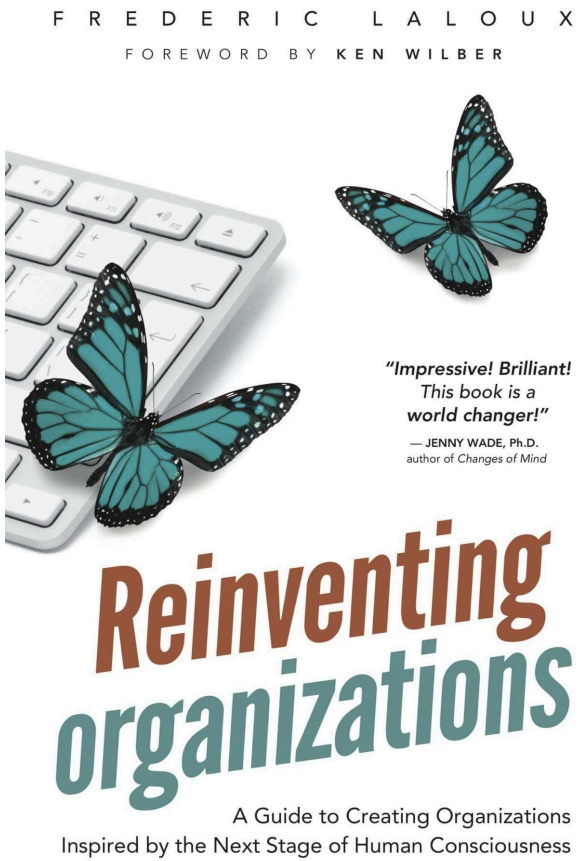
EVERYTHING CHANGED

- My focus – from me to us
- My purpose – from one to many
- My work – from internal to external
- My challenges – from fixed to random
- OUR opportunities….

MY JOURNEY

- I had always been an ‘Intrapreneur’
- Thought my personal development and my professional development were separate
- Tired of making incremental internal change
- Read these two books:

REINVENTING ORGANIZATIONS BY FREDERIC LALOUX



THE THREE TEAL BREAKTHROUGHS

- **SELF MANAGEMENT**

  a system based on peer relationships, without the need for either hierarchy or consensus.

- **WHOLENESS**

  bring all of who we are to work, not just the narrow “professional” self

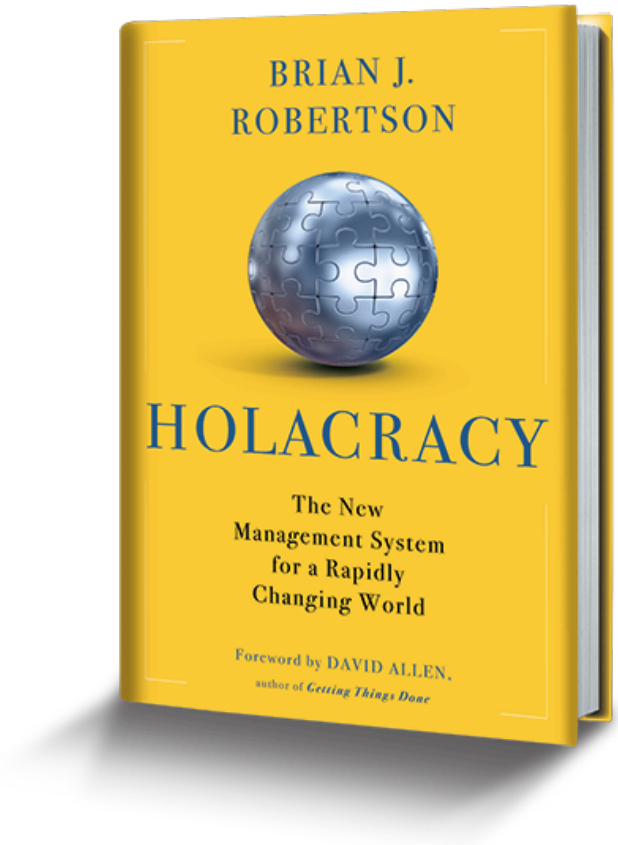
- **EVOLUTIONARY PURPOSE**

  Organizations have a life and a sense of direction of their own.

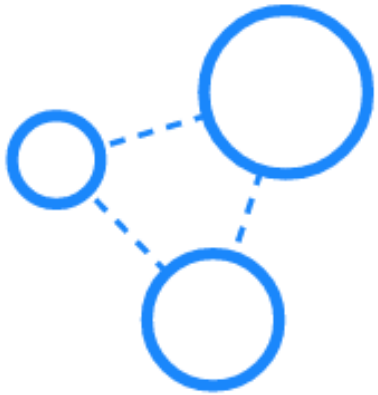
SELF MANAGEMENT

- self organizing teams
- coaches w/o P&L responsibility
- radically simplified project management, minimum plans & budgets
- fluid and granular roles
- decision making fully decentralized (advice process)
- transparent real time information sharing including financials
- anybody can spend any amount of money provided advice process is respected
- focus on Team performance

HOLACRACY
BY BRIAN ROBERTSON



STRUCTURE



Flexible organizational structure

With clear roles and accountabilities

MEETINGS

Efficient meeting formats

Geared toward action and eliminating over-analysis

AGENCY AND AUTONOMY

More autonomy to teams and individuals

Individuals solve issues directly without bureaucracy

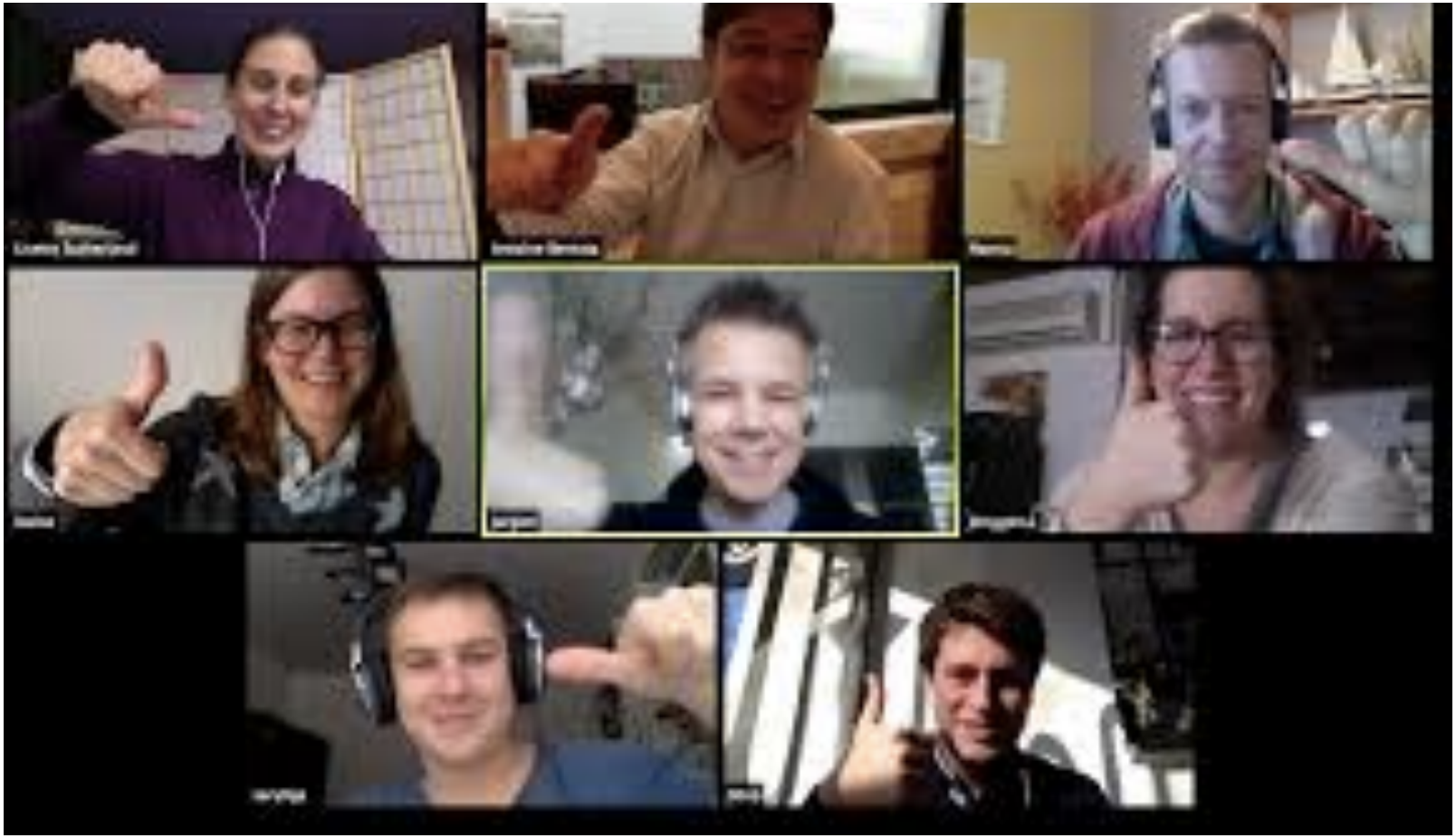
MAKING DECISIONS

Unique decision-making process

To continuously evolve the organization's structure.

REMOTE HOLACRATIC FACILITATION

REMOTE FACILITATION USING ZOOM



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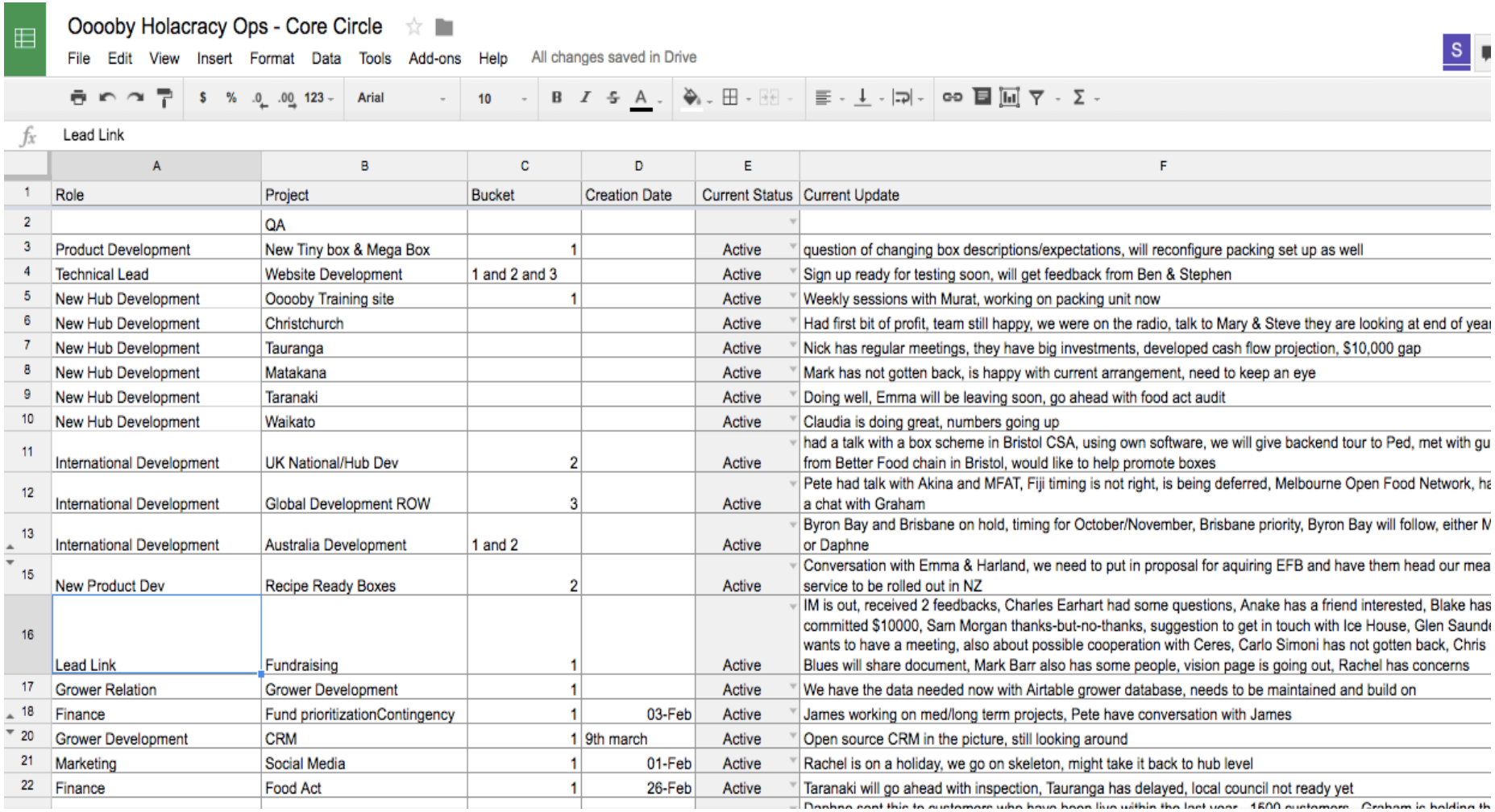

Ooooby Holacracy Ops - Core Circle

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Lead Link

	A	B	C	D	E	F
1	Role	Project	Bucket	Creation Date	Current Status	Current Update
2		QA				
3	Product Development	New Tiny box & Mega Box	1		Active	question of changing box descriptions/expectations, will reconfigure packing set up as well
4	Technical Lead	Website Development	1 and 2 and 3		Active	Sign up ready for testing soon, will get feedback from Ben & Stephen
5	New Hub Development	Ooooby Training site	1		Active	Weekly sessions with Murat, working on packing unit now
6	New Hub Development	Christchurch			Active	Had first bit of profit, team still happy, we were on the radio, talk to Mary & Steve they are looking at end of yea
7	New Hub Development	Tauranga			Active	Nick has regular meetings, they have big investments, developed cash flow projection, $10,000 gap
8	New Hub Development	Matakana			Active	Mark has not gotten back, is happy with current arrangement, need to keep an eye
9	New Hub Development	Taranaki			Active	Doing well, Emma will be leaving soon, go ahead with food act audit
10	New Hub Development	Waikato			Active	Claudia is doing great, numbers going up
11	International Development	UK National/Hub Dev	2		Active	had a talk with a box scheme in Bristol CSA, using own software, we will give backend tour to Ped, met with gu from Better Food chain in Bristol, would like to help promote boxes
12	International Development	Global Development ROW	3		Active	Pete had talk with Akina and MFAT, Fiji timing is not right, is being deferred, Melbourne Open Food Network, ha a chat with Graham
13	International Development	Australia Development	1 and 2		Active	Byron Bay and Brisbane on hold, timing for October/November, Brisbane priority, Byron Bay will follow, either M or Daphne
15	New Product Dev	Recipe Ready Boxes	2		Active	Conversation with Emma & Harland, we need to put in proposal for aquiring EFB and have them head our mea service to be rolled out in NZ
16	Lead Link	Fundraising	1		Active	IM is out, received 2 feedbacks, Charles Earhart had some questions, Anake has a friend interested, Blake has committed $10000, Sam Morgan thanks-but-no-thanks, suggestion to get in touch with Ice House, Glen Saund wants to have a meeting, also about possible cooperation with Ceres, Carlo Simoni has not gotten back, Chris Blues will share document, Mark Barr also has some people, vision page is going out, Rachel has concerns
17	Grower Relation	Grower Development	1		Active	We have the data needed now with Airtable grower database, needs to be maintained and build on
18	Finance	Fund prioritizationContingency	1	03-Feb	Active	James working on med/long term projects, Pete have conversation with James
20	Grower Development	CRM	1	9th march	Active	Open source CRM in the picture, still looking around
21	Marketing	Social Media	1	01-Feb	Active	Rachel is on a holiday, we go on skeleton, might take it back to hub level
22	Finance	Food Act	1	26-Feb	Active	Taranaki will go ahead with inspection, Tauranga has delayed, local council not ready yet

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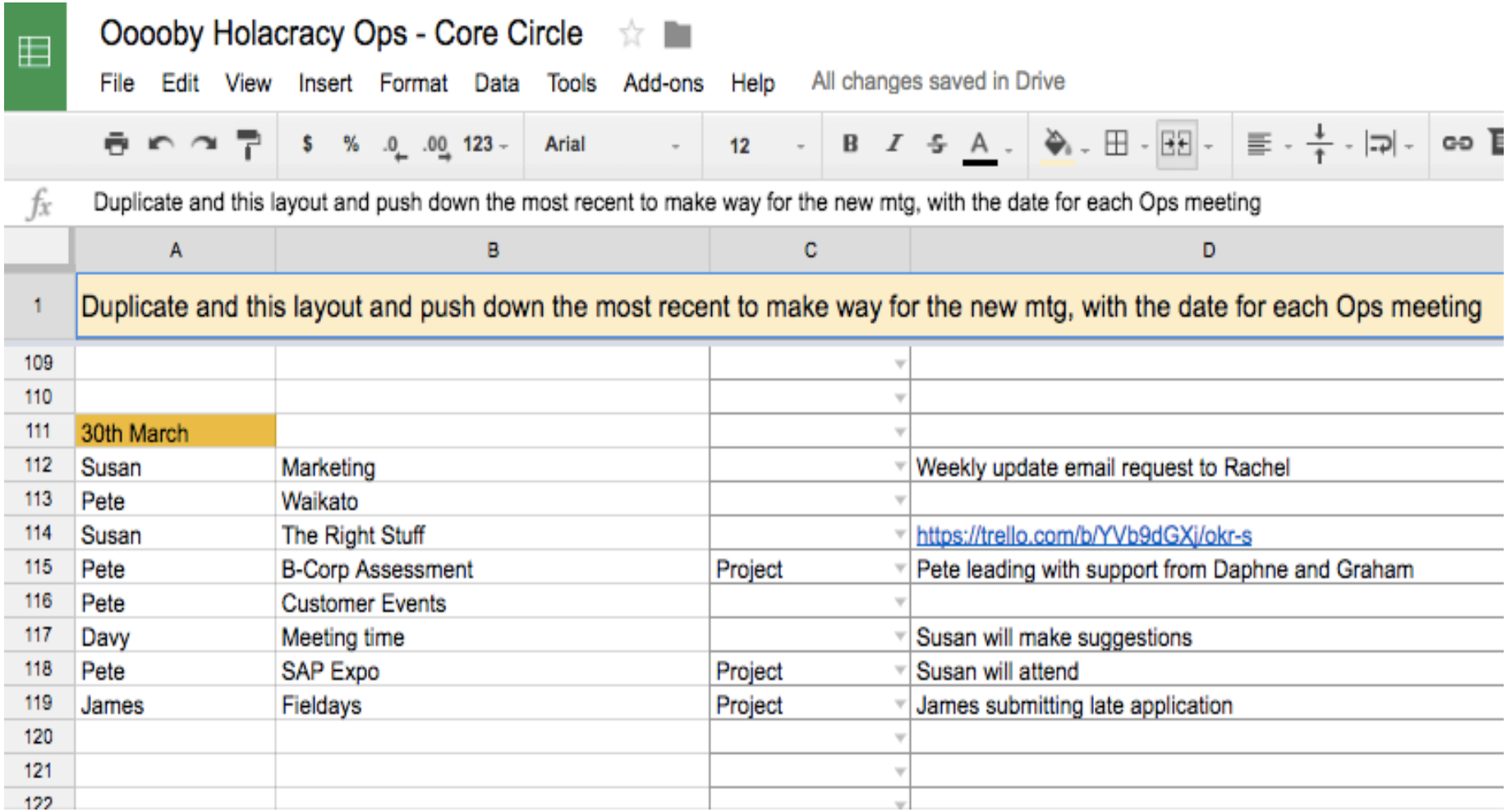

Ooooby Holacracy Ops - Core Circle

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Arial 12

Duplicate and this layout and push down the most recent to make way for the new mtg, with the date for each Ops meeting

	A	B	C	D
1	Duplicate and this layout and push down the most recent to make way for the new mtg, with the date for each Ops meeting			
109				
110				
111	30th March			
112	Susan	Marketing		Weekly update email request to Rachel
113	Pete	Waikato		
114	Susan	The Right Stuff		https://trello.com/b/YVb9dGXj/okr-s
115	Pete	B-Corp Assessment	Project	Pete leading with support from Daphne and Graham
116	Pete	Customer Events		
117	Davy	Meeting time		Susan will make suggestions
118	Pete	SAP Expo	Project	Susan will attend
119	James	Fieldays	Project	James submitting late application
120				
121				
122				

PURPOSE DRIVEN GROWTH

THE LIFETIME HEALTH DIARY (LHD) BOOK OF CULTURE

Feb 1, 2016 Version 10.6a

REMOTE SELF-MANAGEMENT & CULTURE COACHING

WE, THE DIARY

We believe in the evolution of innovation, liberation, and self-reliance.
We believe in providing versatile products that meet the needs of the people.
We believe care is the primary motive underlying our products and services.
We believe in privacy; our customers own and have complete control of their data.
We believe in the whole picture, not fragmented, trivial data.
We believe in meaningful actionable data that can be shared in real-time.
We believe in self-management and empowered decision making.
We believe that collaboration fosters creative ideas and inspired solutions.
We believe in acknowledging the unique and valuable skills of each person.
We believe in radical transparency.
And frankly, we won't settle for anything less.

ROLES, NOT JOB TITLES

Dilbert's World:
Every job has a job title and job description.

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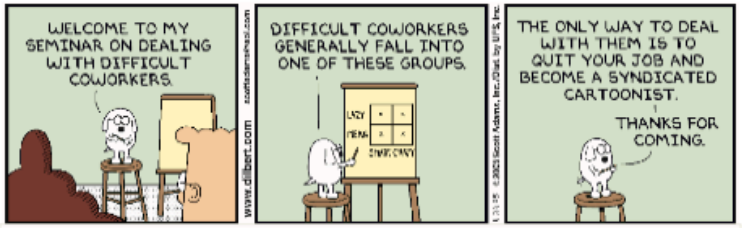
JOB TITLES & JOB DESCRIPTIONS

- There are none.
  - Well, not completely true, but close. Generally a CEO is still needed to deal with the outside world, hold final responsibility for the well being of LHD, and also act as the final mediator in any unresolved conflict resolution. Sometimes you may also need to create an ad hoc, temporary title in order to deal with an organization that requires one so they can work with you.

    In these special cases call yourself whatever seems effective and reasonable in the situation.
- We have fluid and granular roles instead of fixed job descriptions.
  - Often many roles and hats are worn by one person.
  - We find within ourselves meaning for our roles, and fill our roles to be true to our personal identity.

SOME EXPLICIT PROCESSES TO AVOID TYRANNY OF STRUCTURELESSNESS

Dilbert's World:
Conflict often glossed over, no conflict resolution practices. "The Boss" usually steps in arbitrarily with final decision.



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CONFLICT RESOLUTION

- Regular time is devoted to bring to light and address conflicts.
- Everyone is trained in conflict management.
- The LHD culture restricts conflict to the conflicting parties and mediators; outsiders are not dragged in.
- A mediator/panel is not a jury giving a verdict. The mediator attempts to find a workable solution.

Our four-step conflict resolution process:

1. First and foremost, conflicting parties sit together and try to sort it out themselves.
2. If they cannot agree on an outcome, another colleague (often a fellow team member, but maybe a Coach) is called in as mediator.
3. If necessary, a panel of colleagues is asked to mediate.
4. As a last resort, the CEO joins the panel.

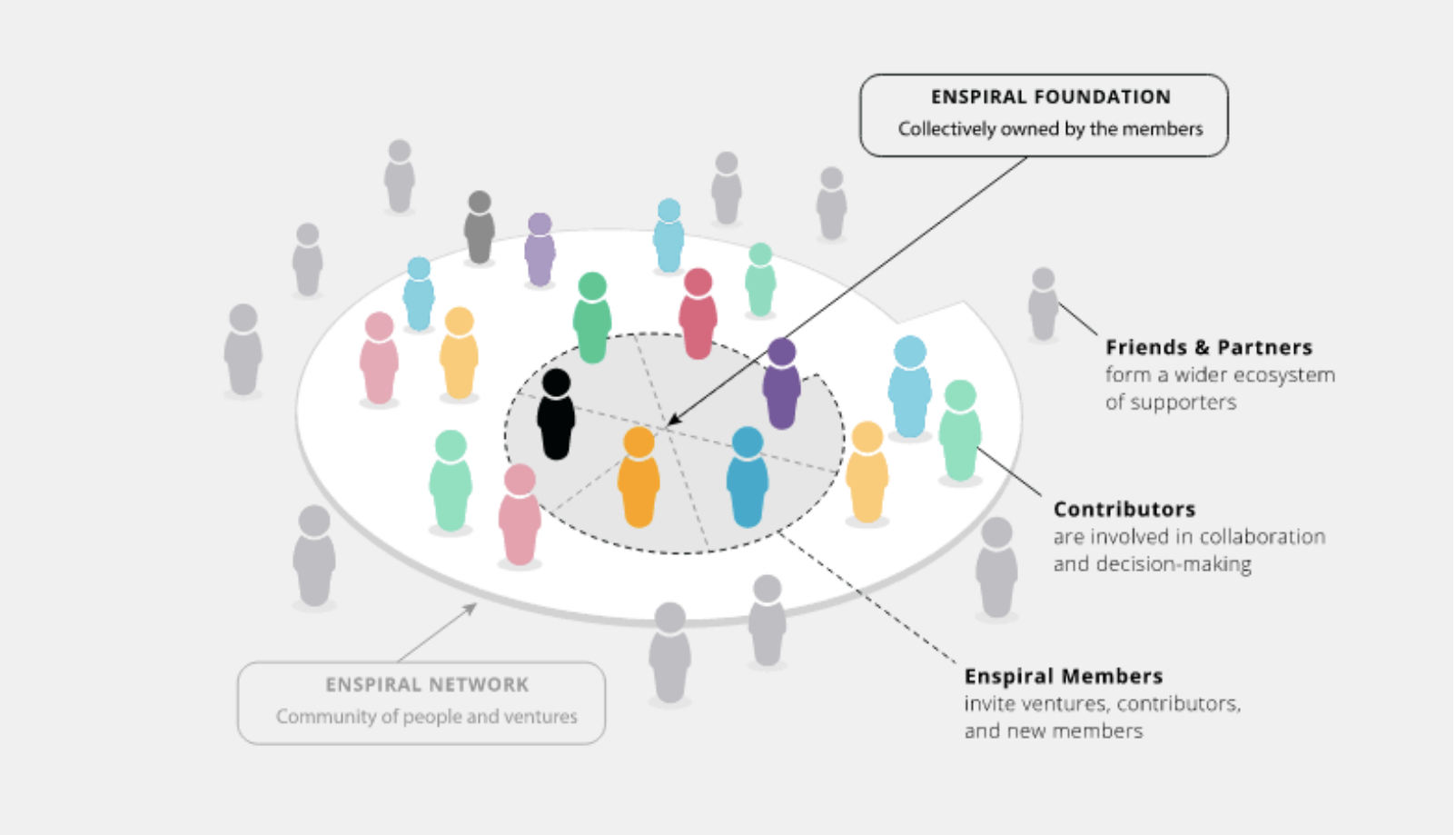
Conflict is defined as anything that blocks you from doing your work, and/or being happy at work

WHAT IS ENSPIRAL?

The Enspiral Network

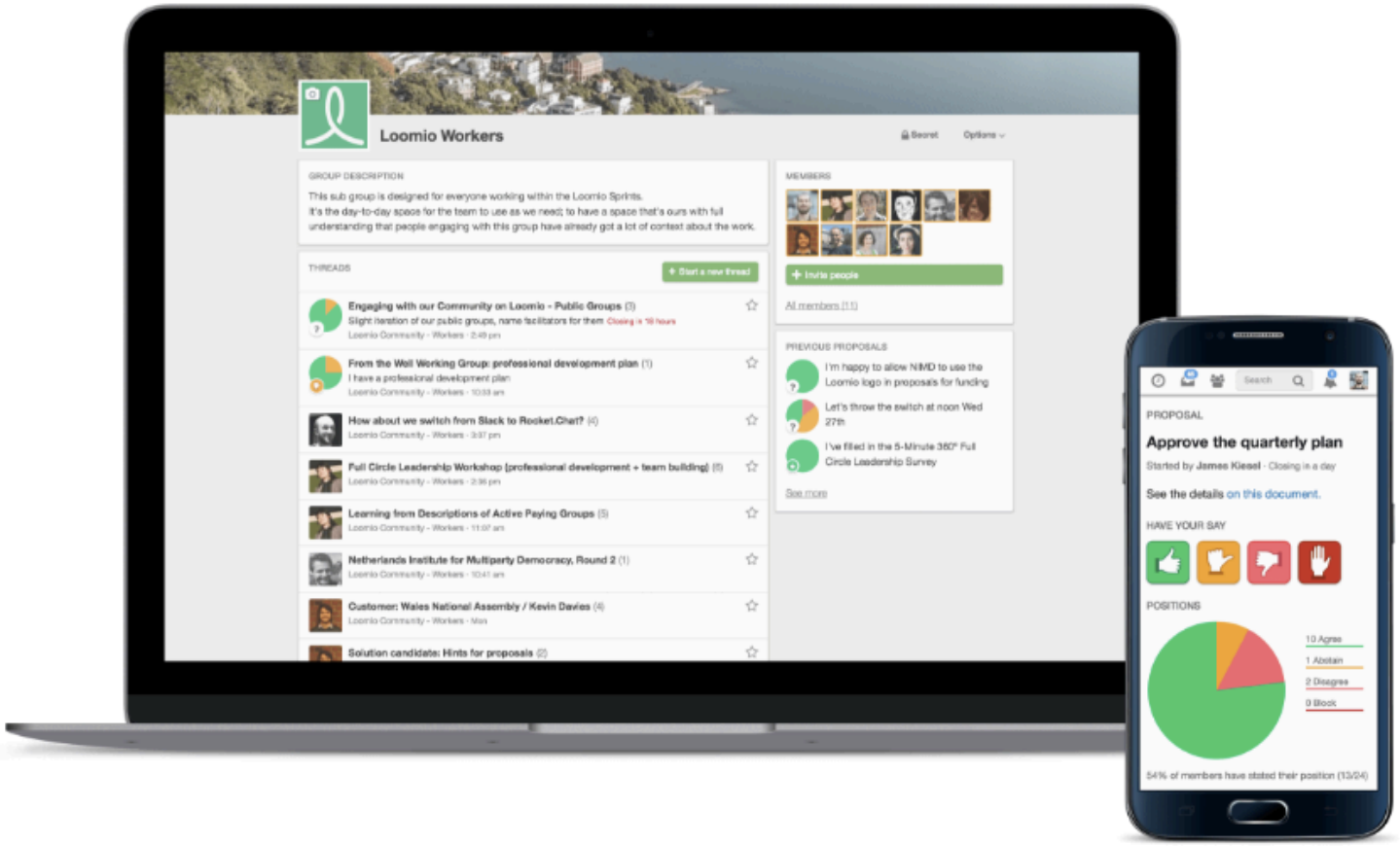
Social enterprise ventures and social entrepreneurs working together with shared vision and values

LEVELS OF PARTICIPATION

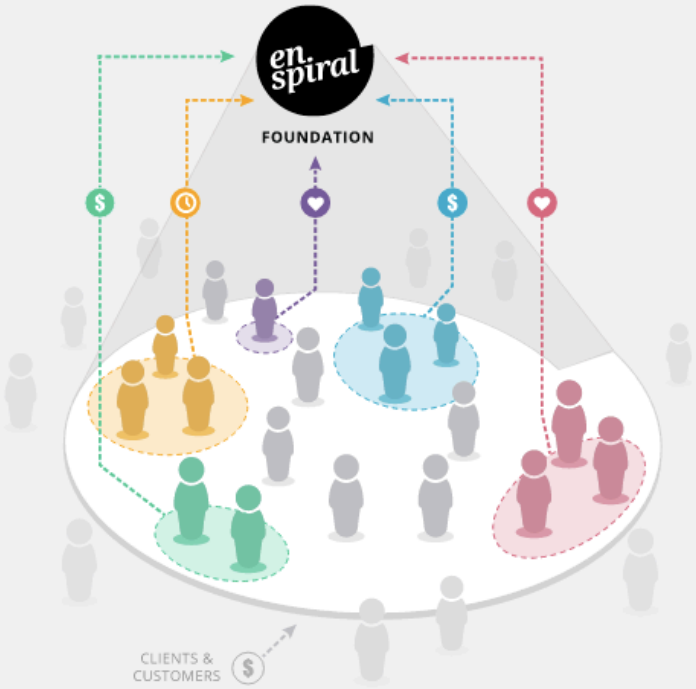


COLLABORATIVE DECISION MAKING

COLLABORATIVE DECISION MAKING



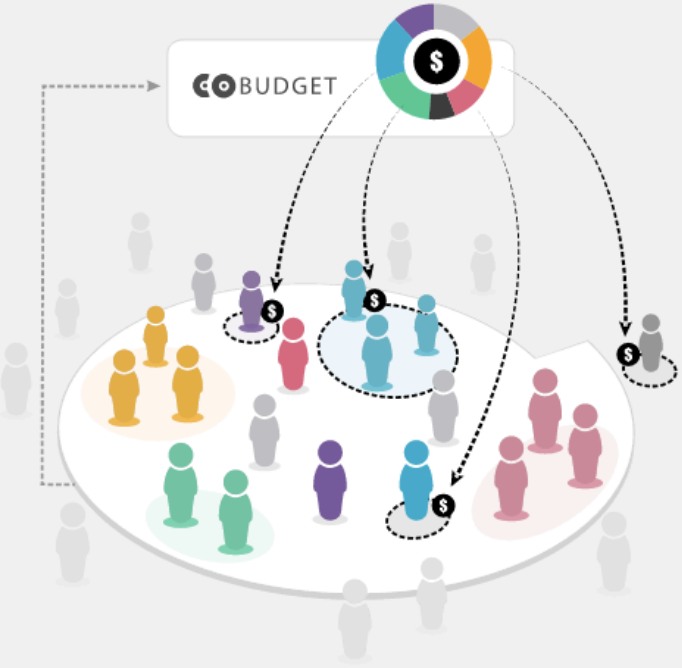
VOLUNTARY CONTRIBUTIONS



Voluntary Contributions

Enspiral Ventures contribute money, time, and skills to the Enspiral Foundation, which become shared resources

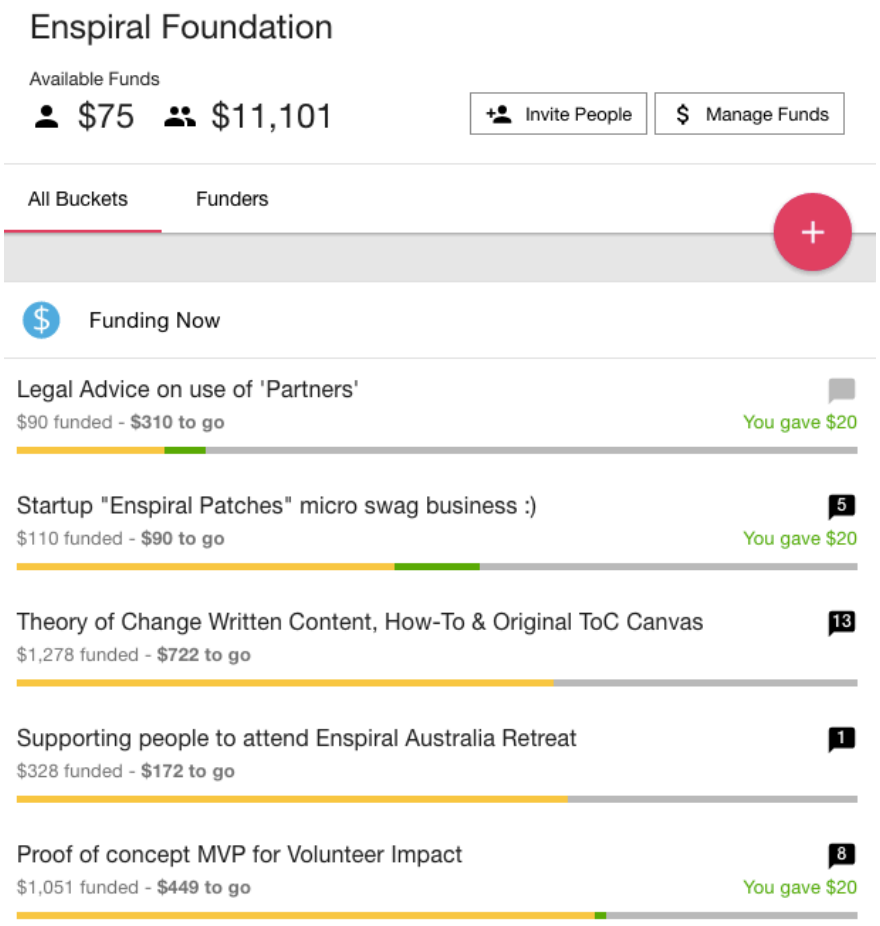
COLLABORATIVE FUNDING



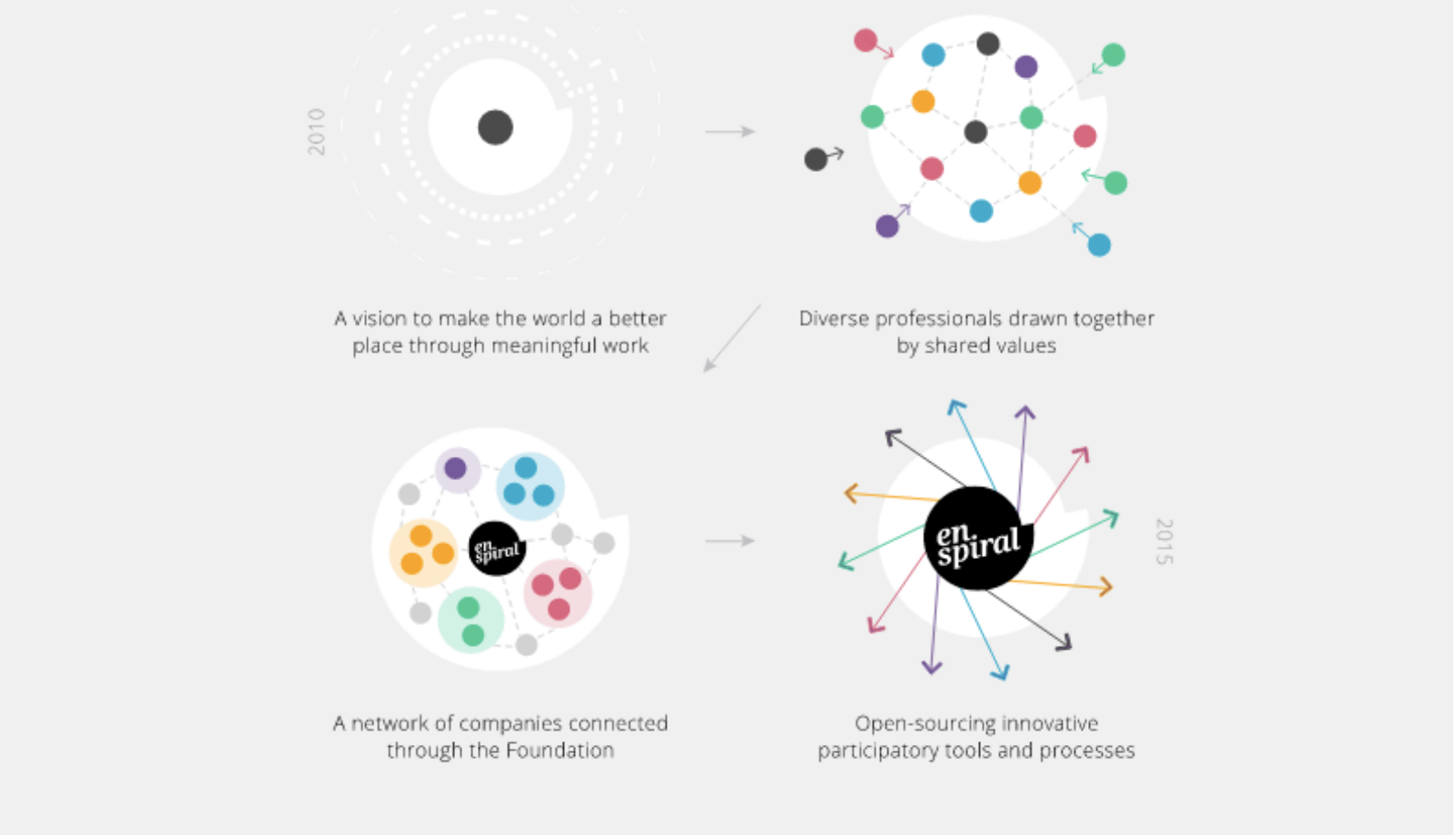
Collaborative Funding

Projects to support the network and its vision are funded using a transparent participatory budgeting process

COLLABORATIVE FUNDING



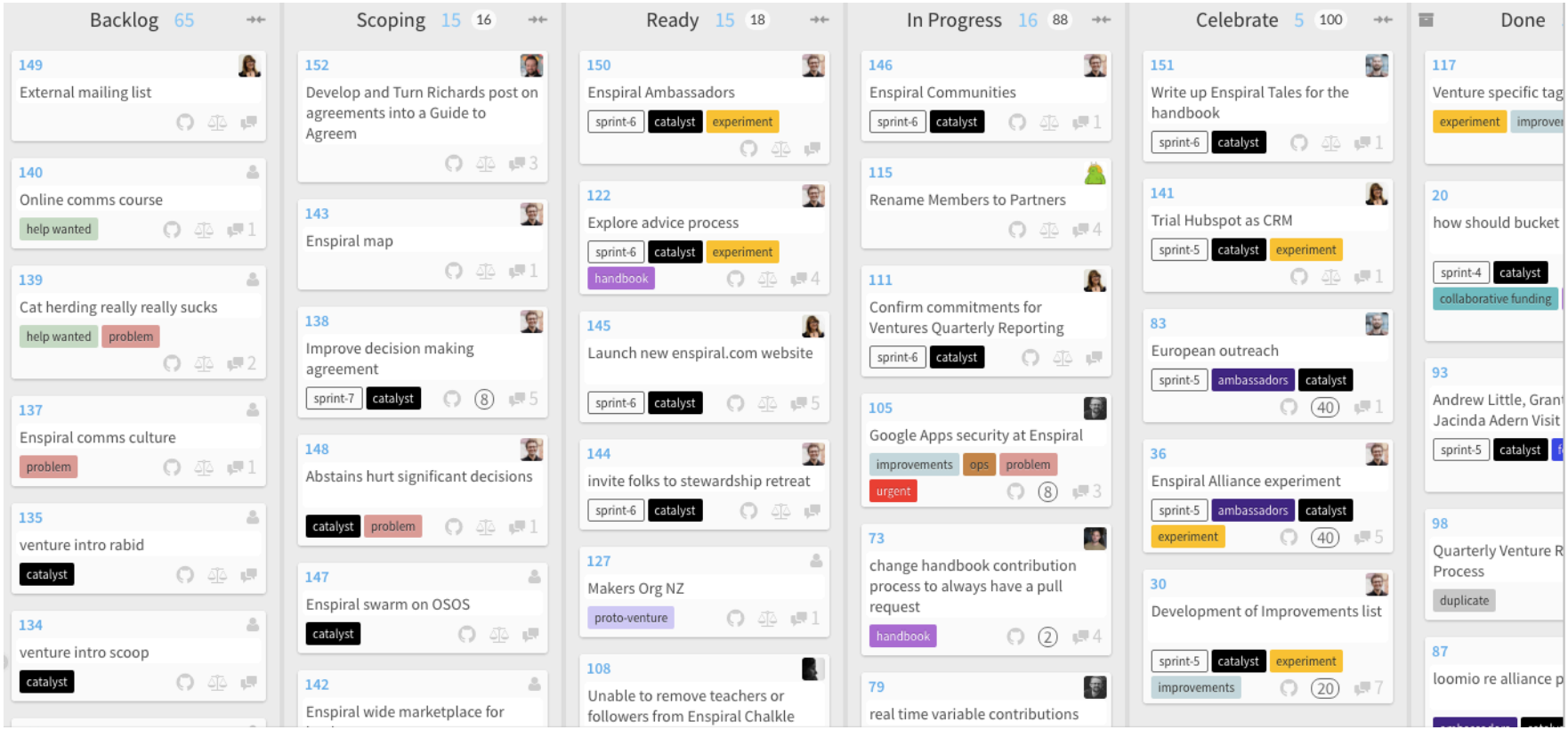
OPEN SOURCE TRANS-NATIONAL COLLECTIVE



A DIFFERENT KIND OF LEADERSHIP

- **Foundation Catalysts**
- **Stewards**
- **Total Opt-in Participation**
- **Catalysts don’t tell the network what work needs to be done**

CATALYST BACKLOG AND SPRINTS



https://waffle.io/enspiral/improvements

WE HAVE ALL THE TOOLS WE NEED TO

- ALL Participate – Open Participatory Organisations
- Not need to be co-located
- Use principles not frameworks
- EXPERIMENT
- FAIL
- ITERATE

  and
- CHANGE the world of work

LET'S PLAY

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Catalyst, Coach, Consultant & Convenor

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