

What Organisations Can and Need to Learn From Software Development

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In a nutshell

1. What is wrong with the world (our organizations)
2. Why it is wrong
3. Inspiring list of examples of how to do it better

Disclaimers

Beware! Generalizations and simplifications ahead!

Do not use anything you hear from me today!

...without understanding your context and your problem

#noblueprints

Results (9,001)*

Sort by: Relevance



Category



PC Cables & Connectors
15 products



HDMI Cables
3,797 products



USB Hubs
70 products

Other Categories

Price



<input type="checkbox"/>	Under £40	8,700
<input type="checkbox"/>	£40 - £80	845
<input type="checkbox"/>	£80 - £280	475



InLine USB Typ-C to HDMI (silver)(64101S)
Display Adapter

1 Offer

£ 33.47 – £ 33.47



Artwizz Artwizz USB-C High-Speed Adapter to HDMI & USB-A
Display Adapter, Interface U ...more

1 Offer

£ 69.59 – £ 69.59



InLine HDMI Mini Kabel (St A / mini St C) 0,5m
HDMI Cable, Connection Type A HDMI Male (Type A), Coni ...more

2 Offers

£ 10.35 – £ 11.01



Hama 4 Port USB-C 3.1 HDMI Gigabit Ethernet Hub (00135731)
USB 3.1 Hub, Number of Po ...more

2 Offers

£ 64.65 – £ 78.59



2020 USB 3.1 USB-C to HDMI



USB-C to 4K HDMI Converter



Surface USB-C to HDMI Ad



StarTech USB-C to 4K HDMI Dock

Return **One-way**

Berlin (TXL, SXF) / BER



London (LCY, LGW, LHR, LTN, STN ...)

Sat 26/10/19



1 pers., Economy



Search

☐ Direct flights

idealo Products > Compare cheap flights > Flights to United Kingdom > Flights to London > Berlin - London > **Flight Search** > 848 of 849 offers

Baggage

☐ incl. hold luggage

Direct flights / Stopovers

☐ Direct flights

☒ All Flights

☒ Berlin

☒ London

outbound flight

6:00 - 24:00

☒ departs ☐ arrives

Transfer airports

Travel time

1h 00m - 18h 30m

Airline

☒ all ☐ none

☒ Deutsche Lufthansa

☒ ...

Payment method

Please wait, searching...

95% complete

[Stop Search](#)

Sort by: Depart Total flight duration Total price



09:10
Berlin Tegel

8h 15min
1 stop (DUS)

→ **16:25**
London Heath...

£9

Select



[Flight details](#)

[2 Offers](#)



09:50
Berlin Tegel

7h 35min
1 stop (DUS)

→ **16:25**
London Heath...

£9

Select



[Flight details](#)

[2 Offers](#)



11:35
Berlin Tegel

5h 50min
1 stop (DUS)

→ **16:25**
London Heath...

£9

Select



[Flight details](#)

[7 Offers](#)



09:35
Berlin Tegel

6h 35min
1 stop (HEL)

→ **15:10**
London Heath...

£98

Select



[Flight details](#)

[11 Offers](#)



19:15
Berlin Tegel

15h 55min
1 stop (HEL)

→ **09:10**
London Heath...

£98

Select



[Flight details](#)

[5 Offers](#)

09:35
Berlin Tegel

8h 35min
1 stop (HEL)

→ **17:10**
London Heath...

£105

[Flight details](#)

[2 Offers](#)

18:25
Berlin Tegel

25h 45min
1 stop (WAW)

→ **18:10**
London City

£123

[Flight details](#)

[5 Offers](#)

07:00

2h 10min

→ **08:10**

£124

Select



Results (4,112)*

Sort by: Relevance

Category



Cat Supplies
4 products



Bike Tyres
1 product



Hubcaps
2 products

Other Categories

Price

<input type="checkbox"/>	Under £45	1,419
<input type="checkbox"/>	£45 - £100	573
<input type="checkbox"/>	£100 - £550	878
<input type="checkbox"/>	£550 - £1,000	604
<input type="checkbox"/>	from £1,000	786



Yinew Tire-Shaped Pet Chew
Biting Toy Funny Balls with
Sound for Dogs Puppy Cats



Yinew

Usually dispatched within 1-2
business days

Delivery is free of charge

£ 1.63

Details



LEotIE SINCE 2004 Dog Tag
Garage Tire Shop Print Gas Sta-
tions Vintage



leotie-de, Preise inkl. Mwst.

Usually dispatched within 1-2
business days

Shipping starts from £3.90

£ 10.99

Details



Vredestein Spotted Cat
MTB Tyre, 26 Inch, Folding Tyre

Average score 80% ★★★★★

8 Offers

£ 25.21 – £ 32.45



GPR SC. CAT. 138. FUNE Kymco
Dink Classic 200 2004/ 06 Ho-
mologated Full Exhaust System
With Catalyst

2 Offers

£ 322.95 – £ 759.29



idealo

- 6 European Markets
- In Germany alone
 - Around 18 Million visitors per month
 - 50000 partner shops
 - Offer imports: up to 60000 /s
- 35 Dev Teams in 10 units
- 900 people in Kreuzberg

Who are you?



Dealing with complexity is an
iterative game, best played by
a team of experts.

A complex system

- Large number of interacting systems
- Non-linear interactions; minor changes can produce large consequences
- Is dynamic
- Has a history
- And hindsight doesn't lead to foresight as circumstances and systems change

Cynefin framework - Prof. Snowden



The work of Prof Kruse (1)

- The need for collective intelligence
 - “We are in a situation where we create a degree of complexity and dynamic in the world that we can no longer manage it individually”
 - “[...] and now we realize that this development [towards self-centered information politics] brings us to the boundaries of our processing power. In this moment we discover something old, that is collective intelligence”

The work of Prof Kruse (2)

- Study on management in Germany (n = 400)
 - “More than three thirds of all Managers think that we need to redefine what “good management” means”
 - “The study suggests that managers tend to glorify management as an heroic act”

To sum up ...

- There are different domains for work and decisions
 - (obvious, complicated, complex, chaotic)
- Developing organisations is generally a complex task
- Choosing the wrong approach will cause developers to be frustrated
- Choosing the right approach means iterative work, done by teams of experts

Dealing with complexity is an
iterative game, best played by
a team of experts.

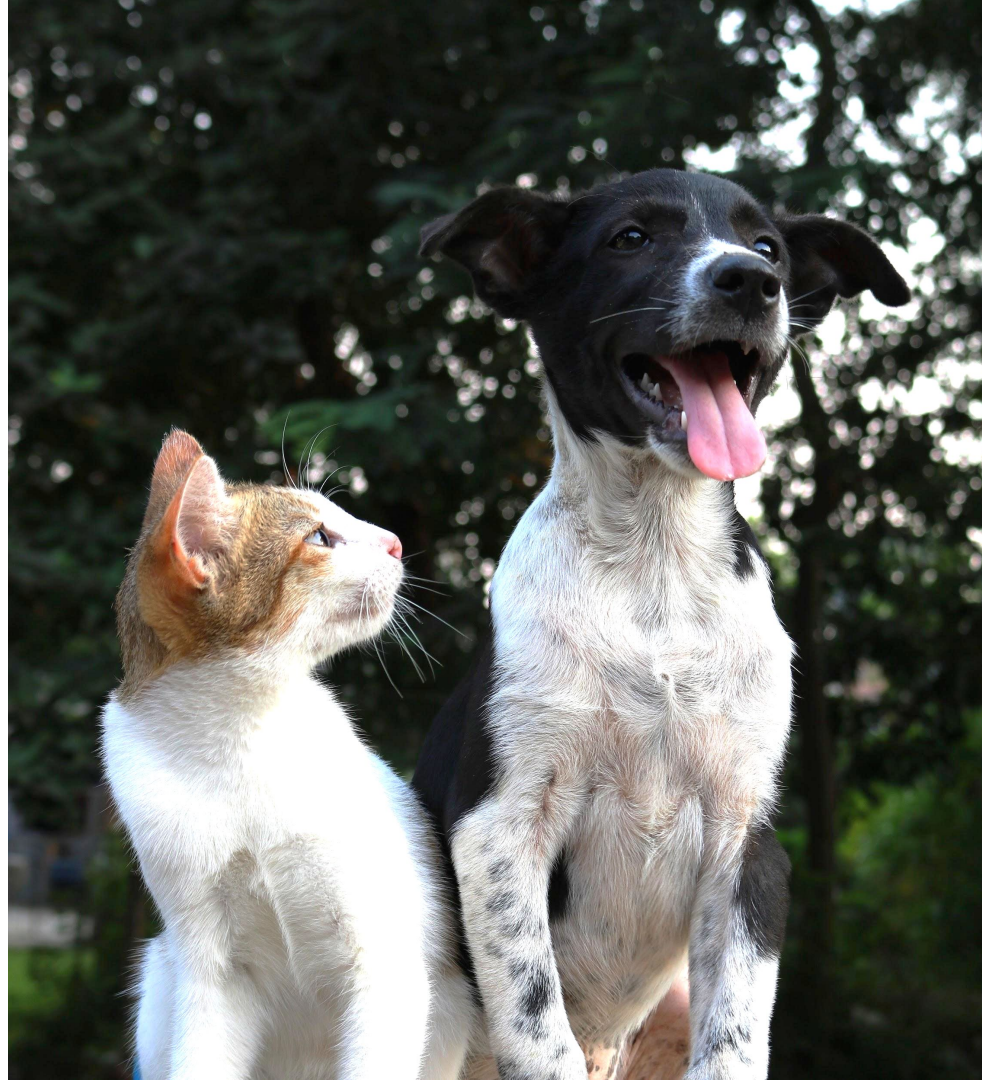
Forming teams of experts

What we do at idealo

- Pair Coaching
- Dual Leadership
- Leadership Boards

... Communities of Practice,
case consultations*

*(see e.g. [Troika Consulting](#) of the
Liberating Structures)



How to slice organisational development

(by example of a change project)

- Reduce size (teams)
- Reduce scope of change
(structure, roles, policies, ...)
- Limit investment (time)

Mindset: Evolution, not revolution

(also safe to fail: “no solution” was also acceptable)



Iterations and collaboration during the change

Change outcome (solution)

- All teams and managers involved
- Working in groups, across structure
- Status Quo, ideas, iterations

Iterating on the process

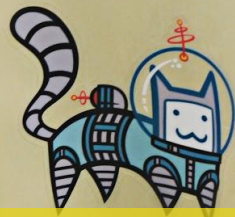
- Initial process design
- Frequent adaptations
- Testing of concepts



3 Take-Aways

- Don't despair!
- Find your own recipe (using iterative steps and collaboration of experts)
- Be patient with your organisations, managers and coaches

... but not too patient



Thank you

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Sources

- David J. Snowden, Mary E. Boone “A Leader’s Framework for Decision Making” <https://hbr.org/2007/11/a-leaders-framework-for-decision-making>

German sources (translations on the slides by the presenter)

- Peter Kruse “Führung und Arbeit im Wandel” - Talk at New Work Night 2014
<https://www.youtube.com/watch?v=dst1kDHJqAc>
- Peter Kruse “Von Schwarmintelligenz zu kollektiver Intelligenz”
<https://www.youtube.com/watch?v=ojqDYUJ8D4I>
- Forum Gute Führung “Monitor: Führungskultur im Wandel”
https://www.inqa.de/SharedDocs/PDFs/DE/Publikationen/fuehrungskultur-im-wandel-monitor.pdf?__blob=publicationFile

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