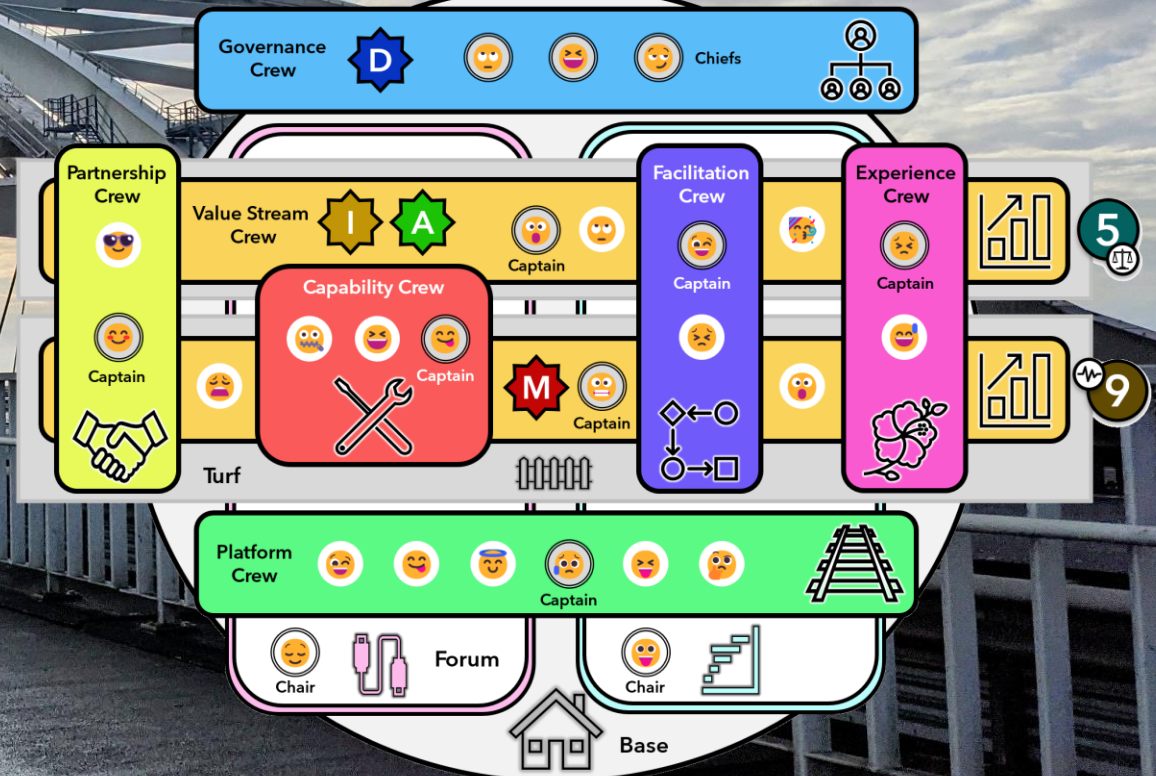


From Agile to Versatile Unfix Your Organization

The **un**FIX Model



Jurgen Appelo

@jurgenappelo

<https://unfix.work>

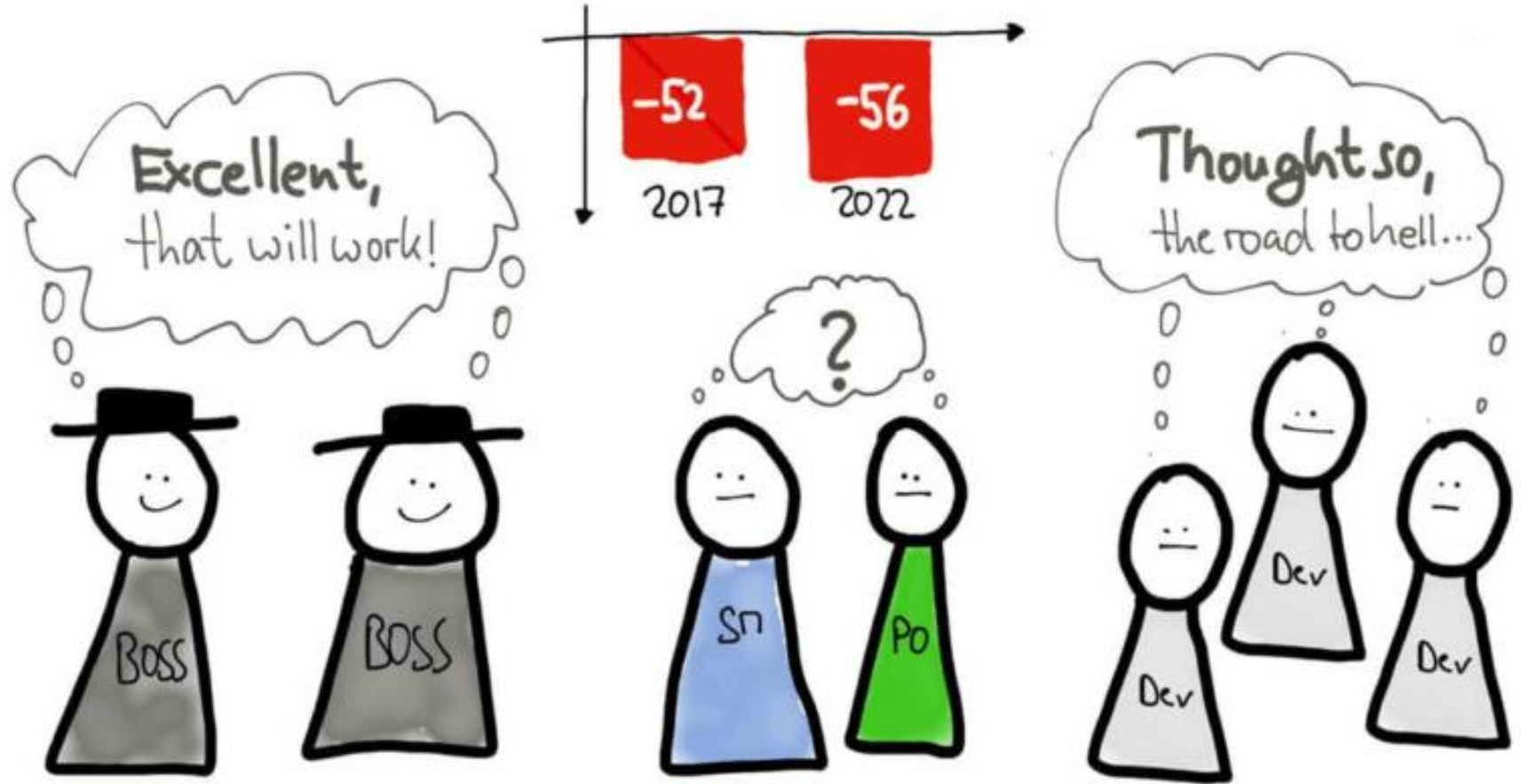
A large, chaotic pile of discarded school desks and chairs. The desks are made of light-colored wood and have black metal frames. The chairs are also made of wood with black metal frames. The pile is messy and disorganized, with many pieces of wood and metal scattered around. A blue speech bubble with white text is overlaid on the top left of the image. The background is a dense collection of these items, creating a sense of clutter and disarray.

**Our community is
in a bit of a mess**

Not so good!
☹️

SAFe®'s NPS® Score 15-56

ACCORDING TO THE 2022 SURVEY



© Stefan Wolpers, 2022 · Berlin Product People GmbH



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.

Not dead, misunderstood

Is the Agile Manifesto dead?



Jaikumar Vijayan
Freelance writer

[link](#)

InfoQ

2,374,328 Jan unique visitors

Development

Architecture & Design

[link](#)

The Death of Agile and Beyond

R.I.P Agile

[link](#)



Quora



Search Quora

Agile Project Management

Agile Software Development

Software Engineering



Is Agile dead?



Answer



Follow · 6



Request

[link](#)



3



APPS

Agile software development is dead. Deal with it

[link](#)



ANALYSIS BY JASON BLOOMBERG

Development

Architecture & Design

[link](#)

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](#)

A photograph of a server room filled with racks of equipment, a dense web of colorful cables, and various electronic components. A prominent pink rounded rectangle is centered over the image, containing text. The background shows server racks, power supplies, and a complex network of wires. In the foreground, there are some electronic devices, including what appears to be a DJ mixer and a turntable.

**No framework covers Portfolios,
Finance, Marketing, HR...**

A low-angle photograph looking up at a large tree. Sunlight filters through the dense canopy of green leaves, creating a dramatic effect of bright rays of light (crepuscular rays) that fan out from a central point where the sun is hidden. The sky is a pale, hazy blue. The overall mood is serene and hopeful.

**Fortunately, there are people
showing us the way**

Welcome Jurgen Appelo to Haier for Academic Exchanges

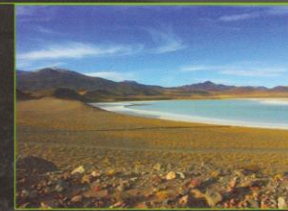


海尔集团首席执行官 **张瑞敏** 推荐序
让每个人成为自己的CEO

Management 3.0:
Leading Agile Developers, Developing Agile Leaders

**管理3.0：
培养和提升敏捷领导力**

(荷) Jurgen Appelo 著
李忠利 任发科 徐毅 译



清华大学出版社

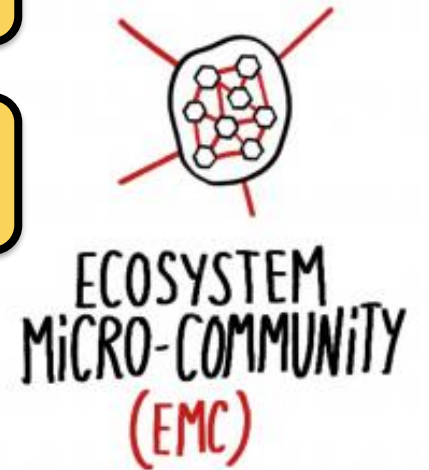
Haier is an ecosystem of 4,000 autonomous units.

“The world’s largest home appliance brand”

“The most valuable IoT ecosystem brand in the world”

Haier

“The world’s most creatively managed company”



Haier



4,000 micro-enterprises



How do we nail it?

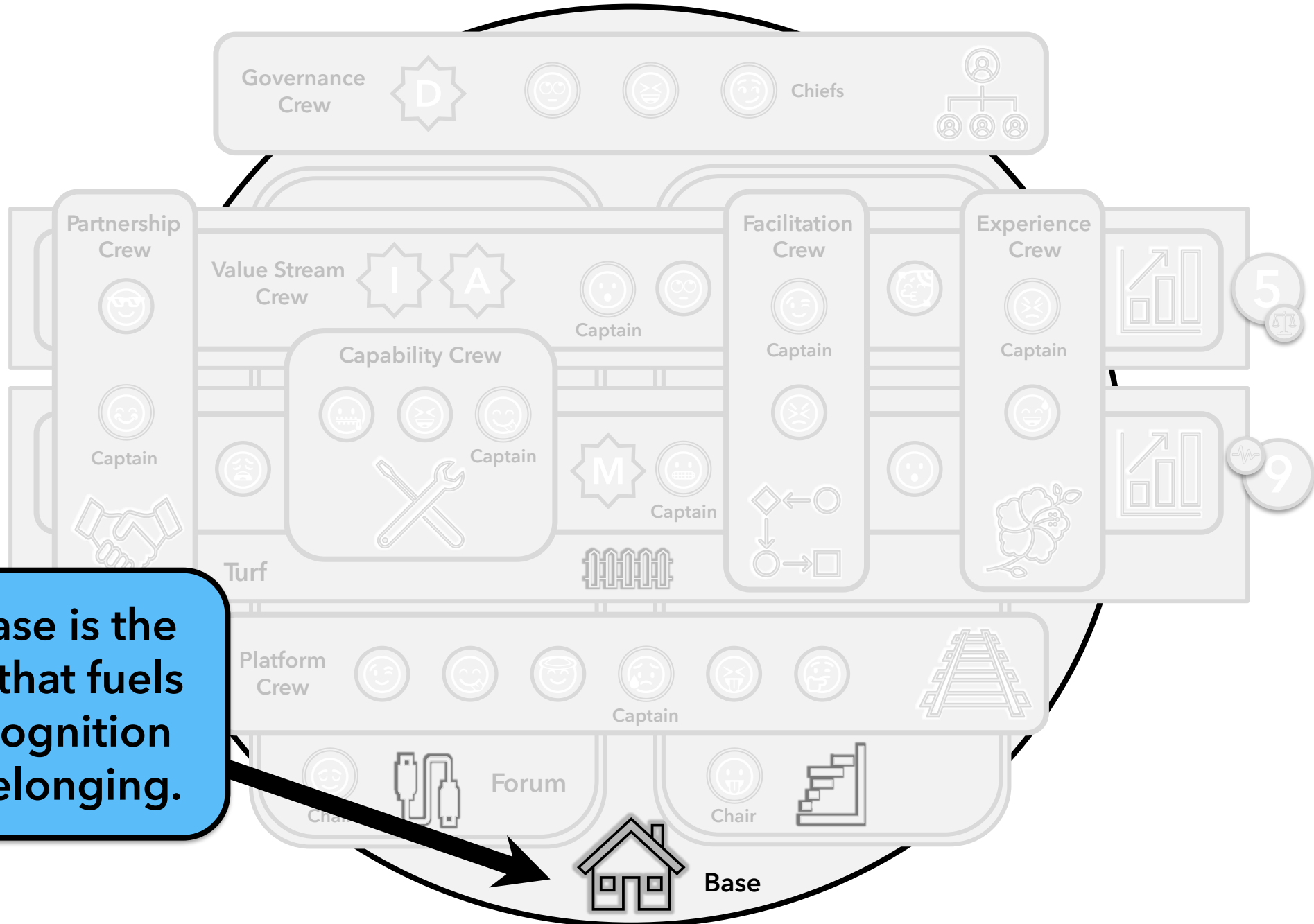
Every unit is different

How do we scale it?

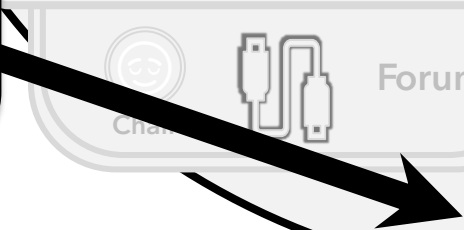


The Base is the group where people feel safe and at home.

Also called a tribe, clan, or business unit



The Base is the home that fuels all recognition and belonging.

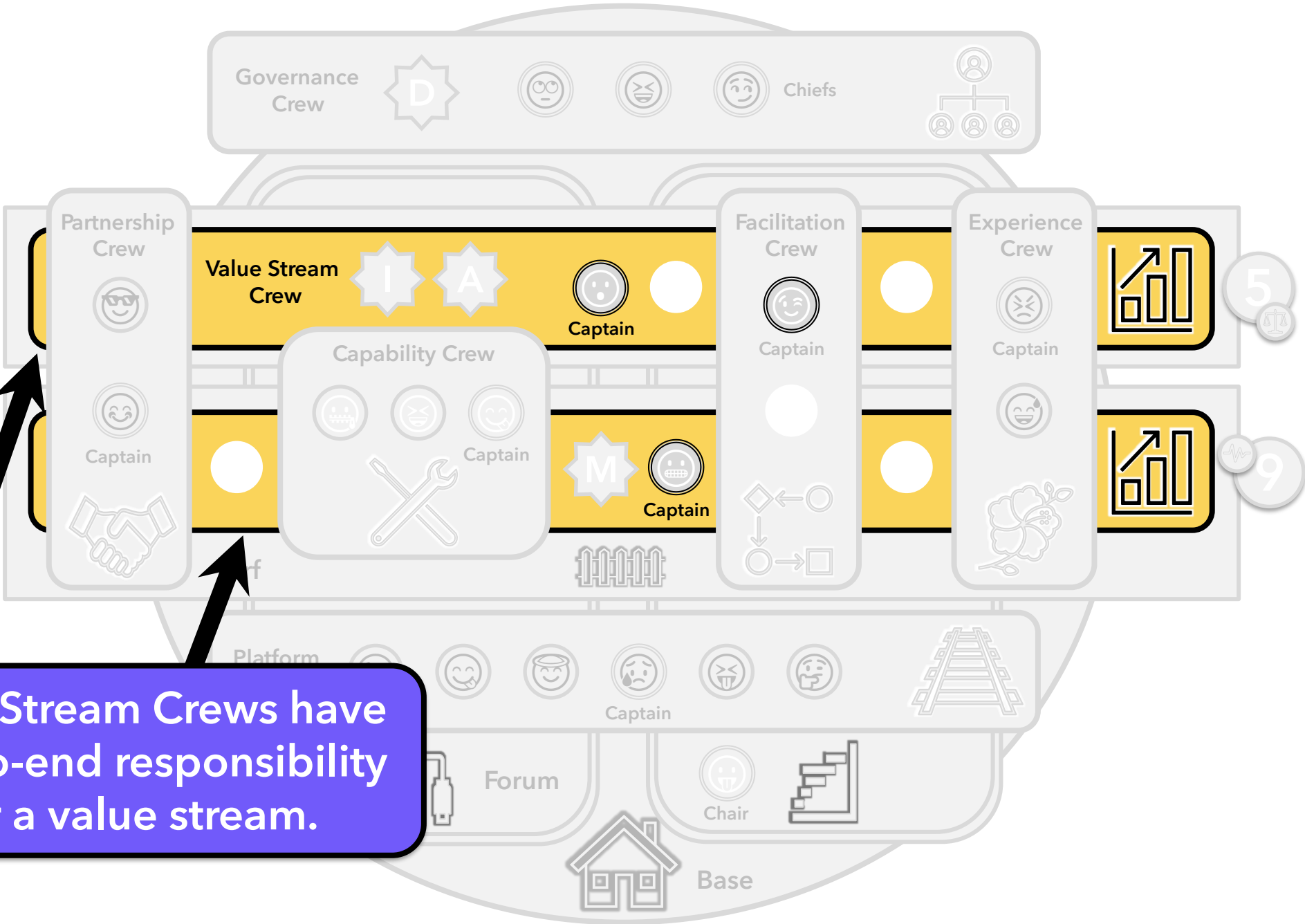


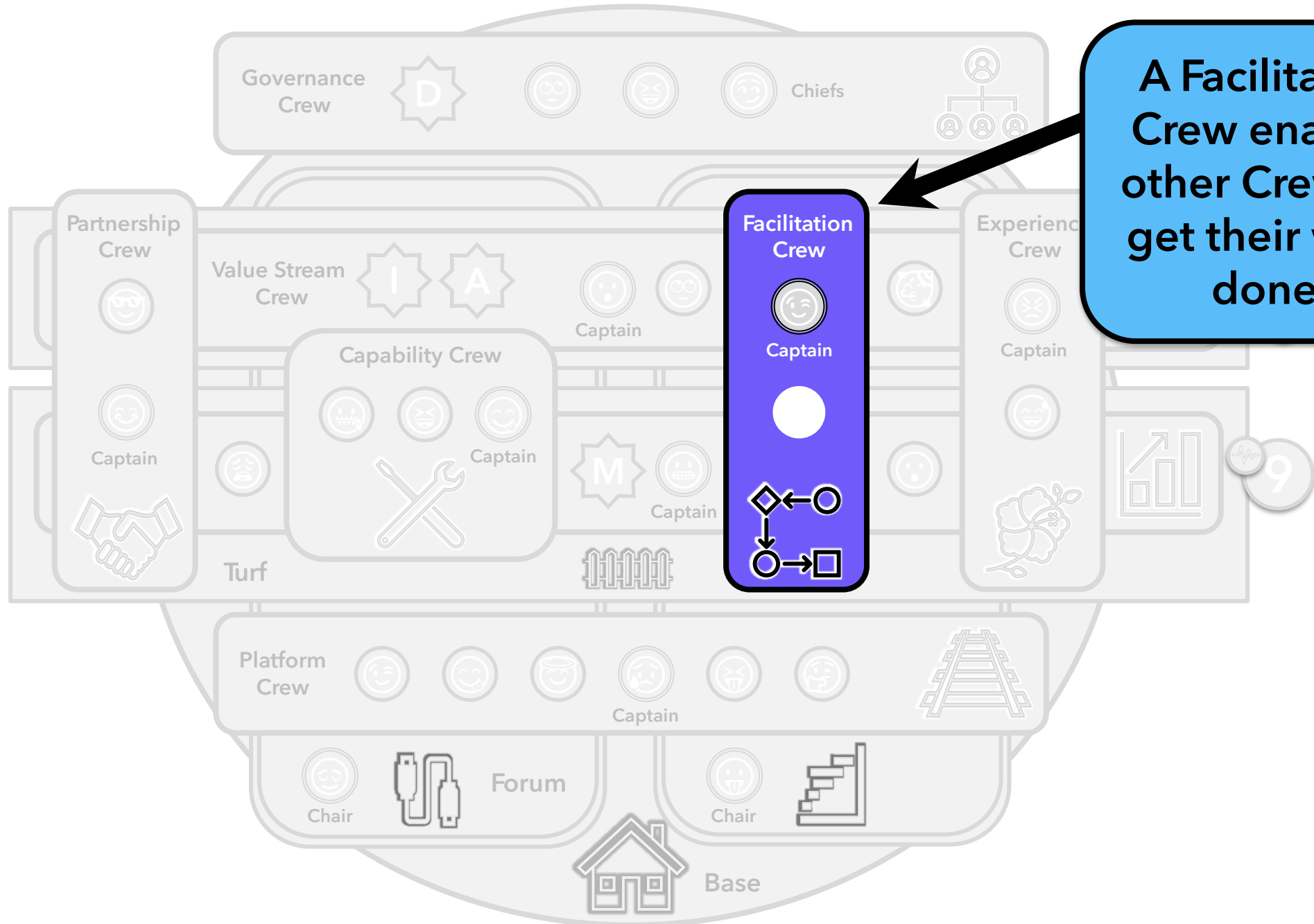


The Crew is a small team on a mission with a defined goal.

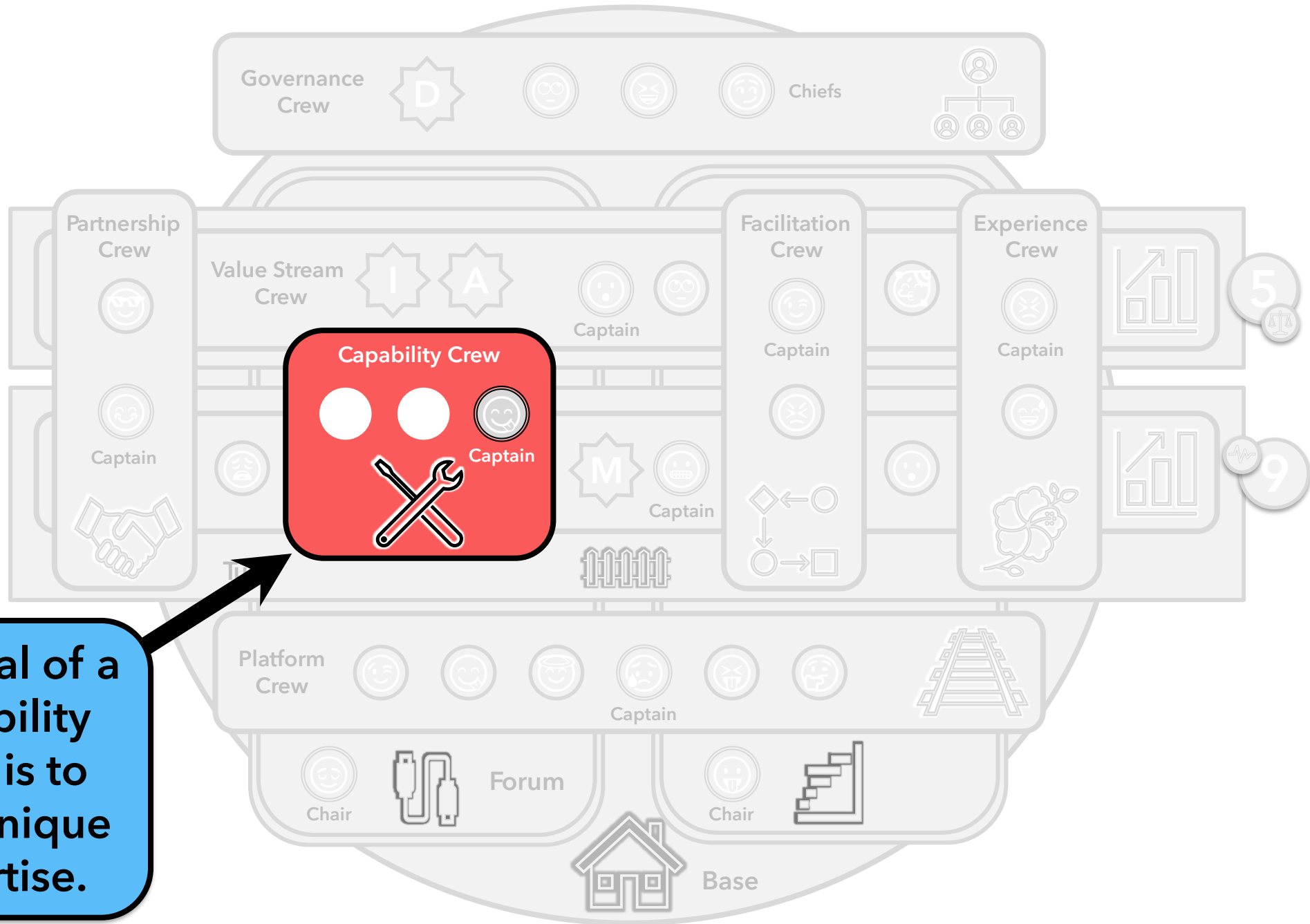
Also called a team, squad, pod, or cell

Value Stream Crews have end-to-end responsibility for a value stream.

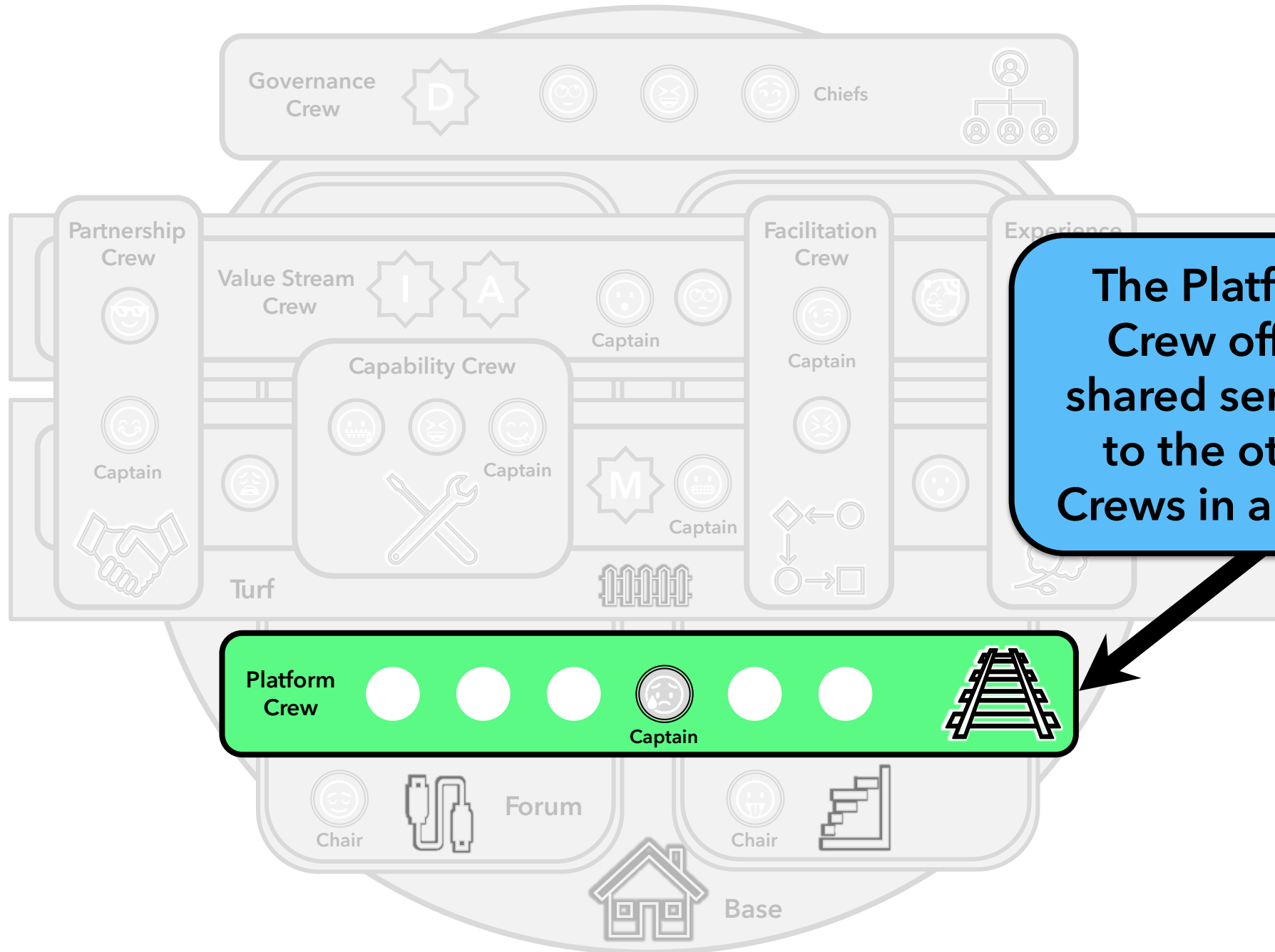




A Facilitation Crew enables other Crews to get their work done.



The goal of a Capability Crew is to offer unique expertise.



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



4 fundamental topologies



Stream-aligned team



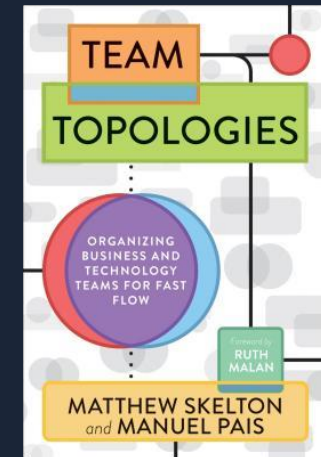
Enabling team



Complicated Subsystem team



Platform team



Different words,
same concepts

A baby with dark hair and eyes is sitting on a colorful plaid blanket in a grassy field. The baby is wearing a white short-sleeved shirt with a blue pocket and a blue button. The baby's expression is slightly grumpy or unimpressed. The background is a bright, sunny outdoor setting with green grass and trees.

**I don't care about your product.
I care about my experience.**



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

**- Clayton Christensen,
innovation expert**

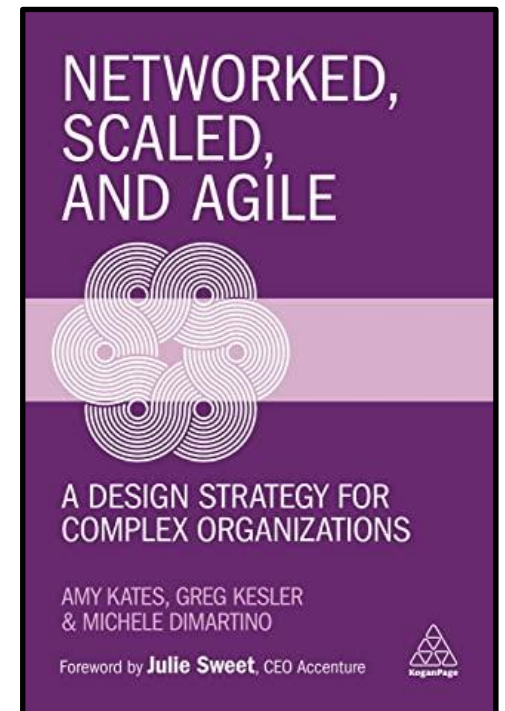
“The secret to building great products is not creating awesome features; it's creating awesome users.”

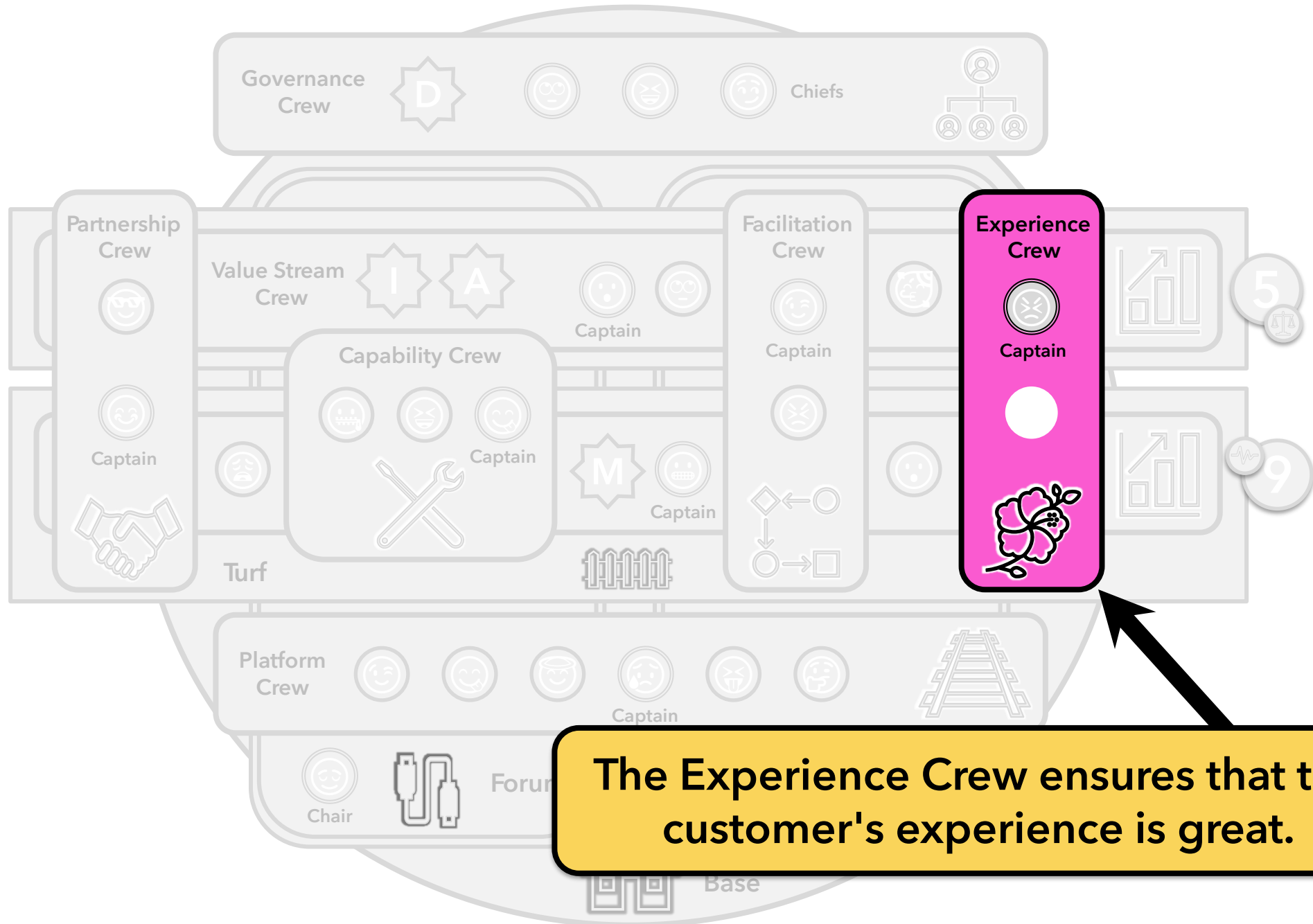
- Kathy Sierra, game designer



“ 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





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



No purple crocodiles!

Treat your partners with respect.



A purple inflatable tiger with black stripes is lying on its side on a dark asphalt surface. The tiger's mouth is open, and its eyes are closed. The background shows some green foliage on the left and dry grass on the right.

Treat your partners with respect.

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

***sigh* Seriously?**

Treat your partners with respect.

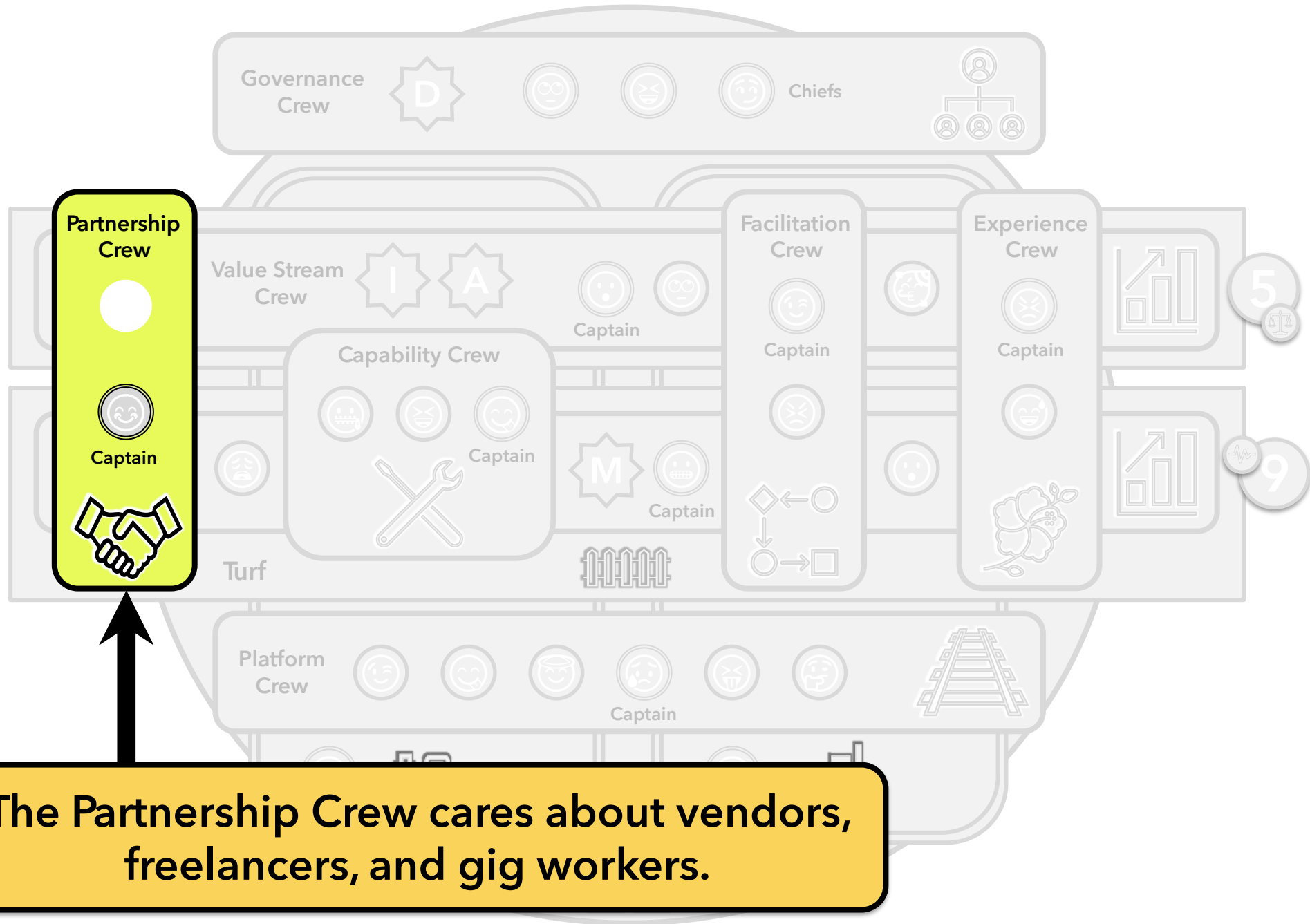
**Independent Contractor Agreement
ICA Statement of Work
Code of Conduct
MNDA
Security Awareness Guidelines
W-9 Form**

**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!

A delivery person wearing a bright red jacket is riding a bicycle down a narrow, cobblestone-paved city street. They are carrying a large white delivery box on their back, which features a red logo of a dome and a hand. The street is lined with buildings, and several cars are parked along the right side. In the background, other pedestrians and a white van are visible, suggesting a busy urban environment.

**The experience economy
coincides with the gig economy.**

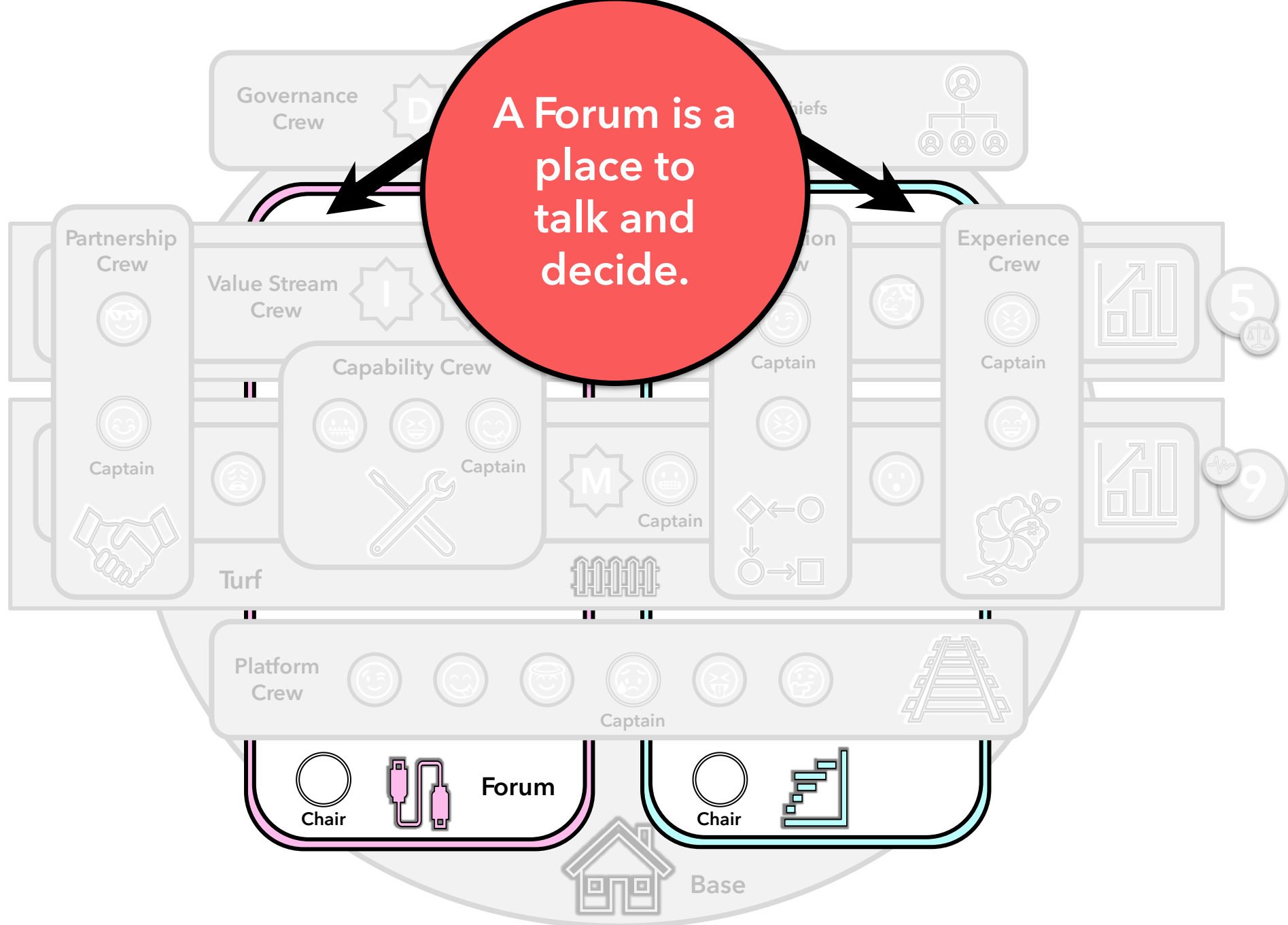


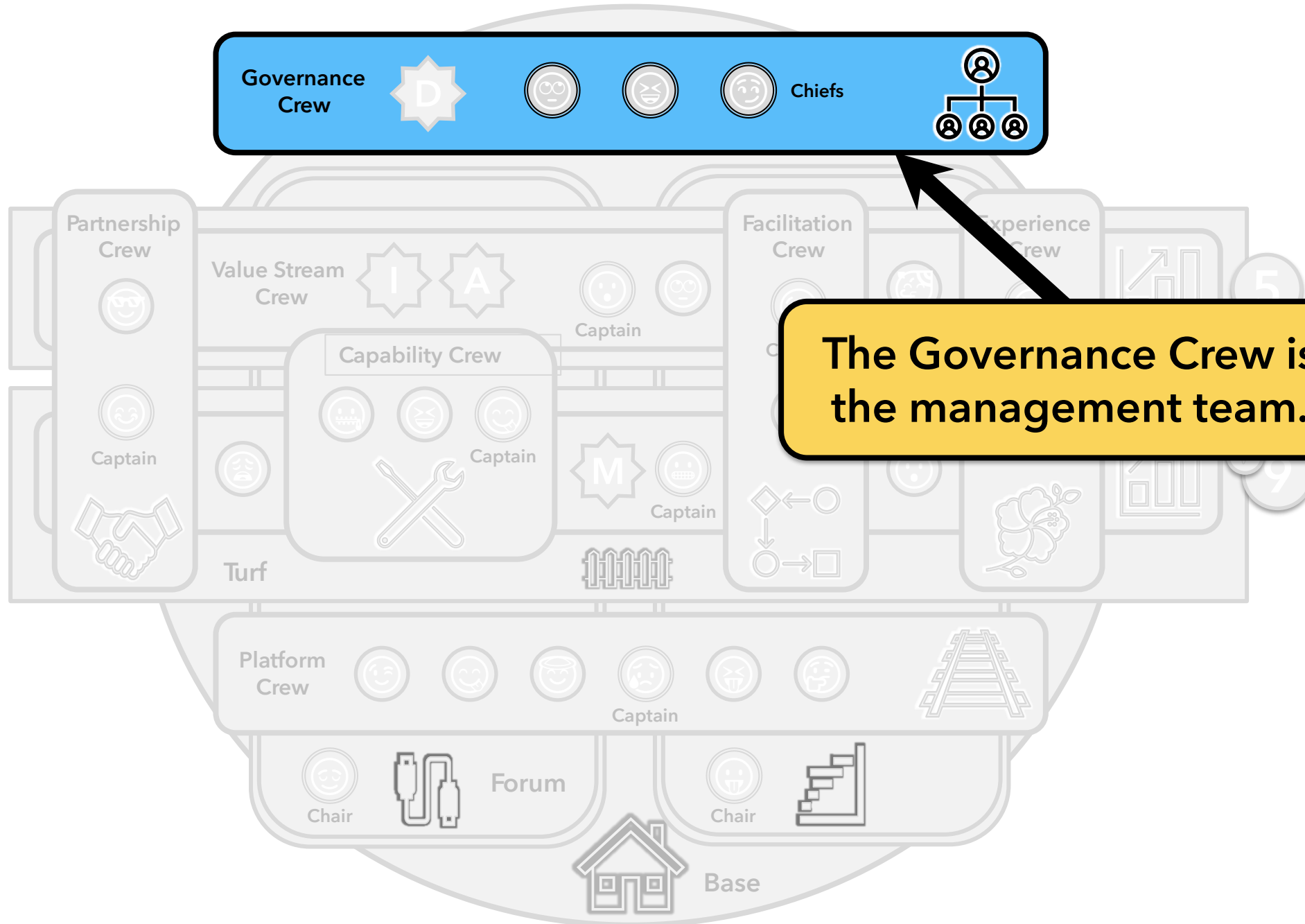
The Partnership Crew cares about vendors, freelancers, and gig workers.




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

Also called a chapter, guild, council, or CoP

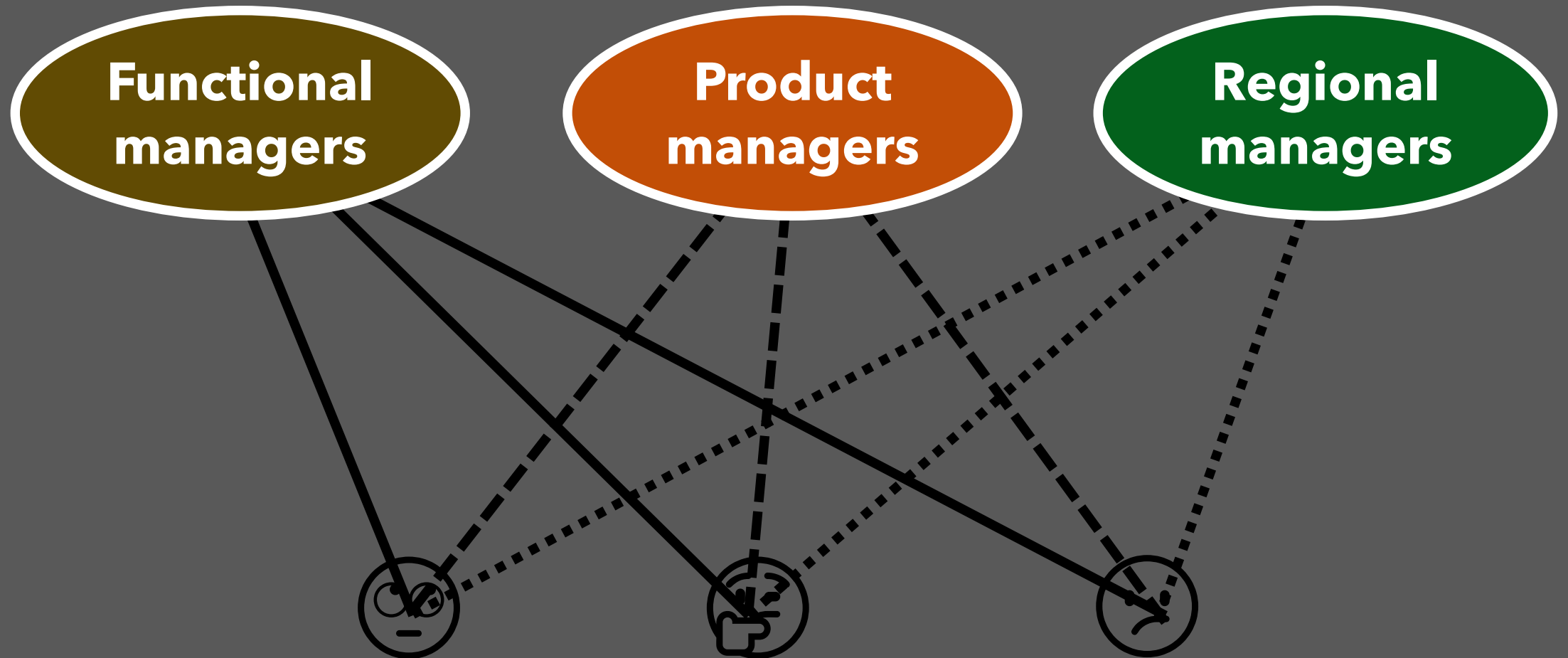




Governance Crew     **Chiefs** 

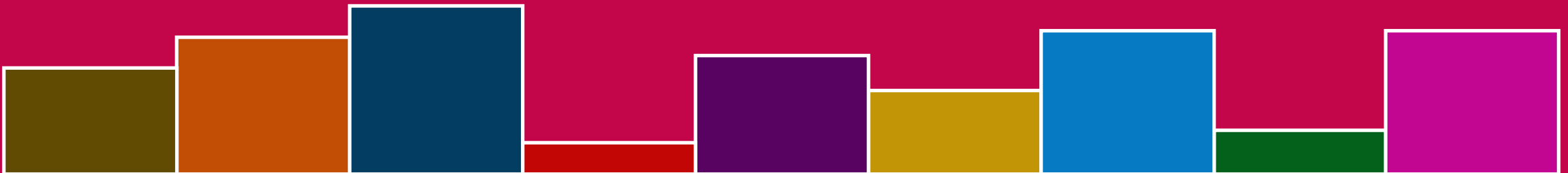
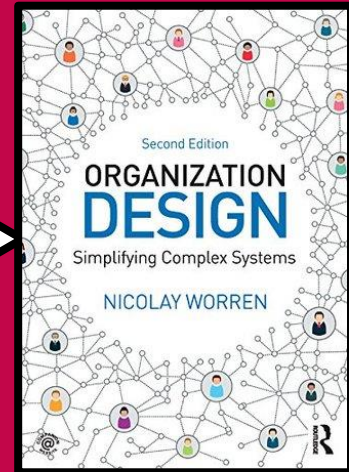
The Governance Crew is the management team.

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

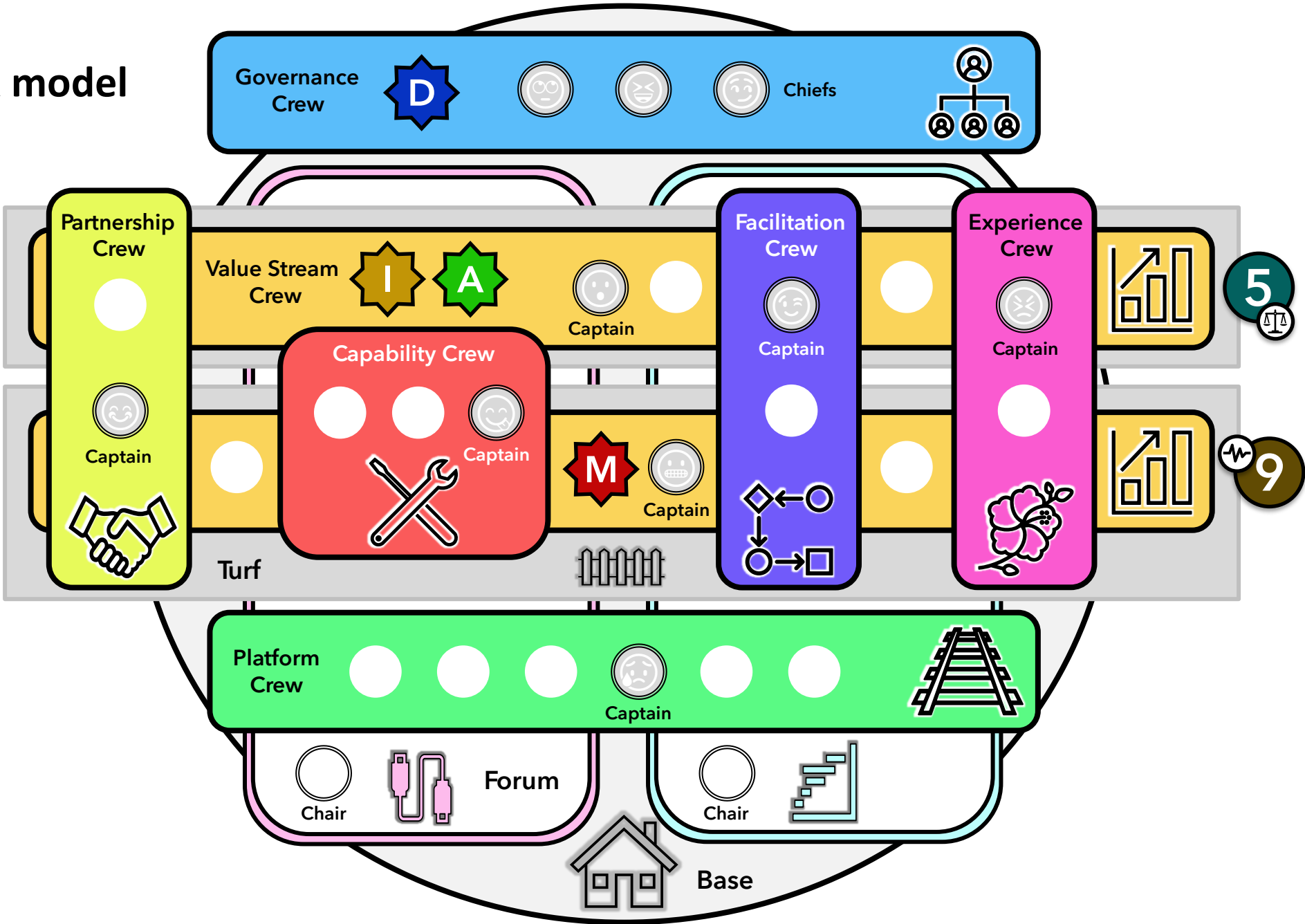


“One key finding from organizations with matrix structures is indeed that higher-level managers become overloaded because lower-level managers are unable to resolve conflicts and therefore refer conflicts to the executives. In other words, **an unintended consequence of a matrix structure is actually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



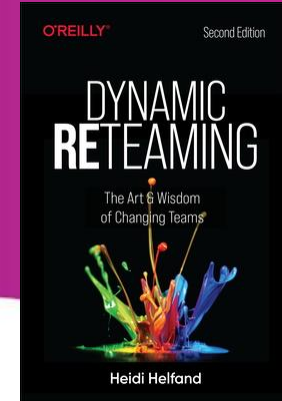
**Sometimes, a team
must be formed fast**



There's not always time for forming,
storming, norming, and performing



Static teams are not agile because...

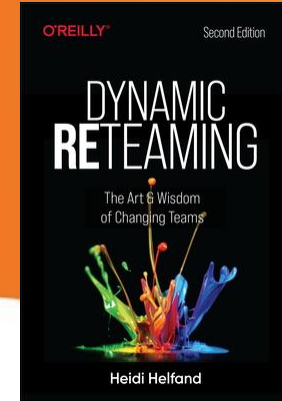


The increased pace of change and having one crisis after the other requires an ability to form new teams more rapidly.



Photo by [Issy Bailey](#) on [Unsplash](#)


Static teams are not agile because...



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

Photo by [Benigno Hoyuela](#) on [Unsplash](#)

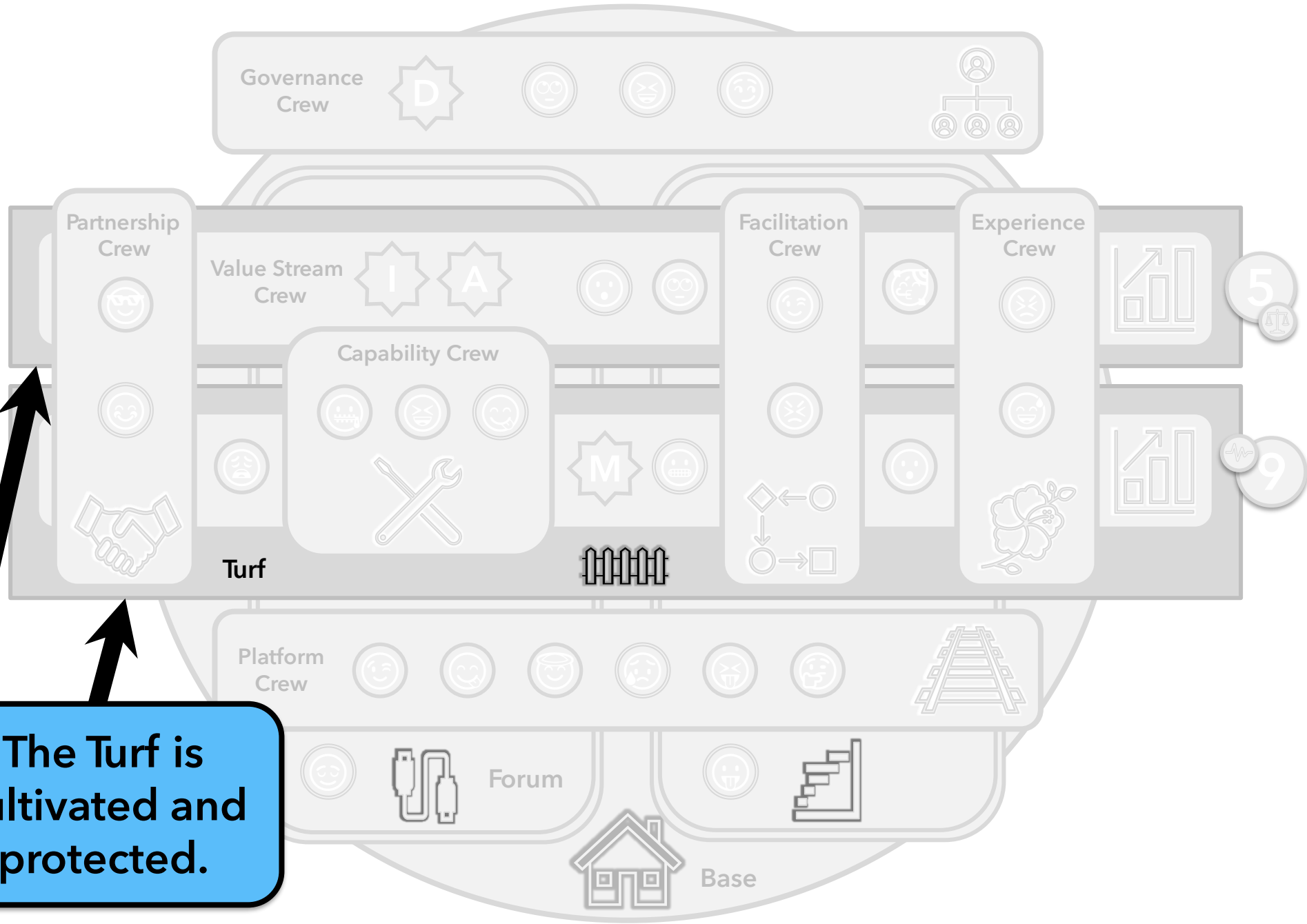
"If it hurts, do it more often."

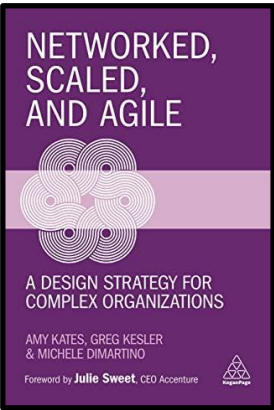
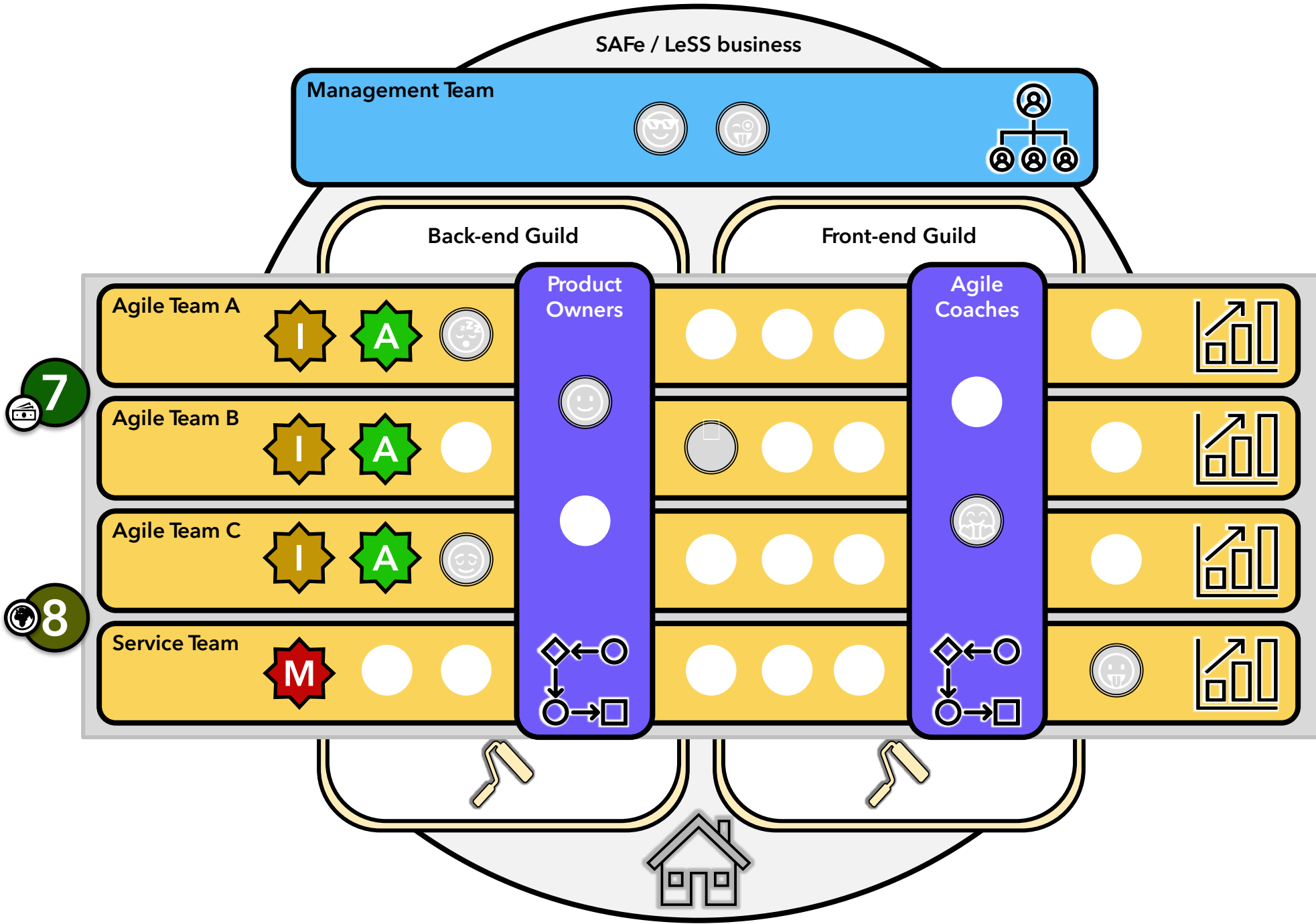
A white picket fence runs across the foreground, with several purple flowers growing through the slats. The background is a blurred green field.

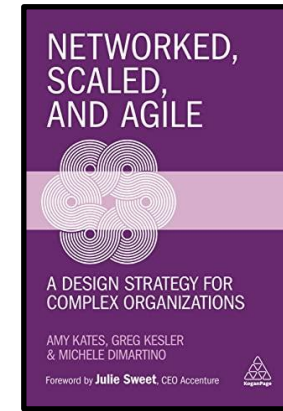
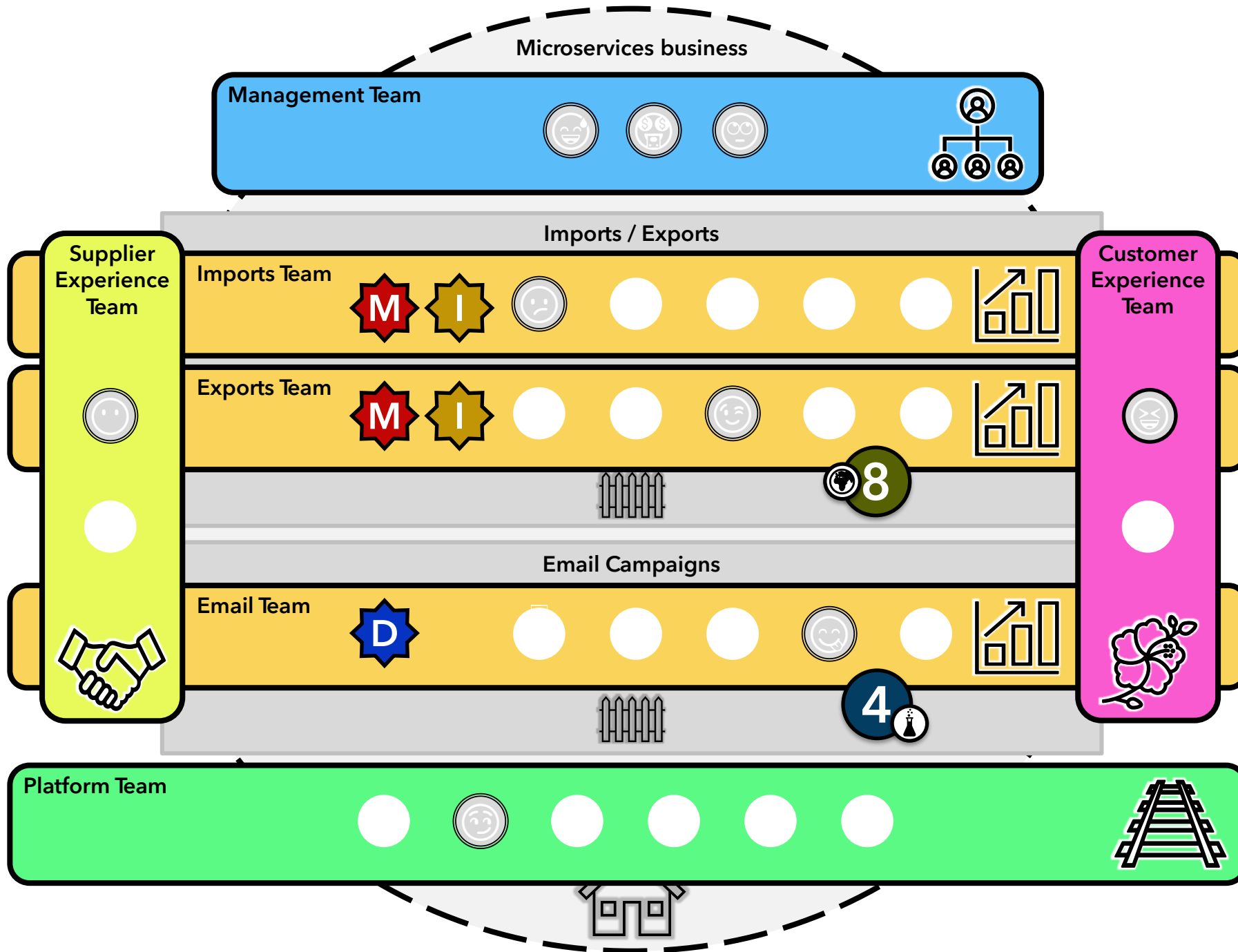
The Turf is an area cultivated and protected by the same people.

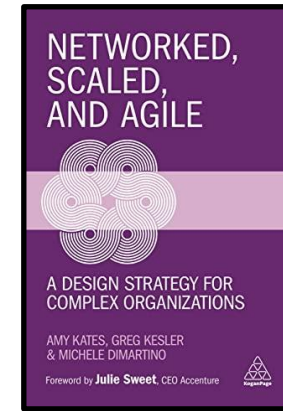
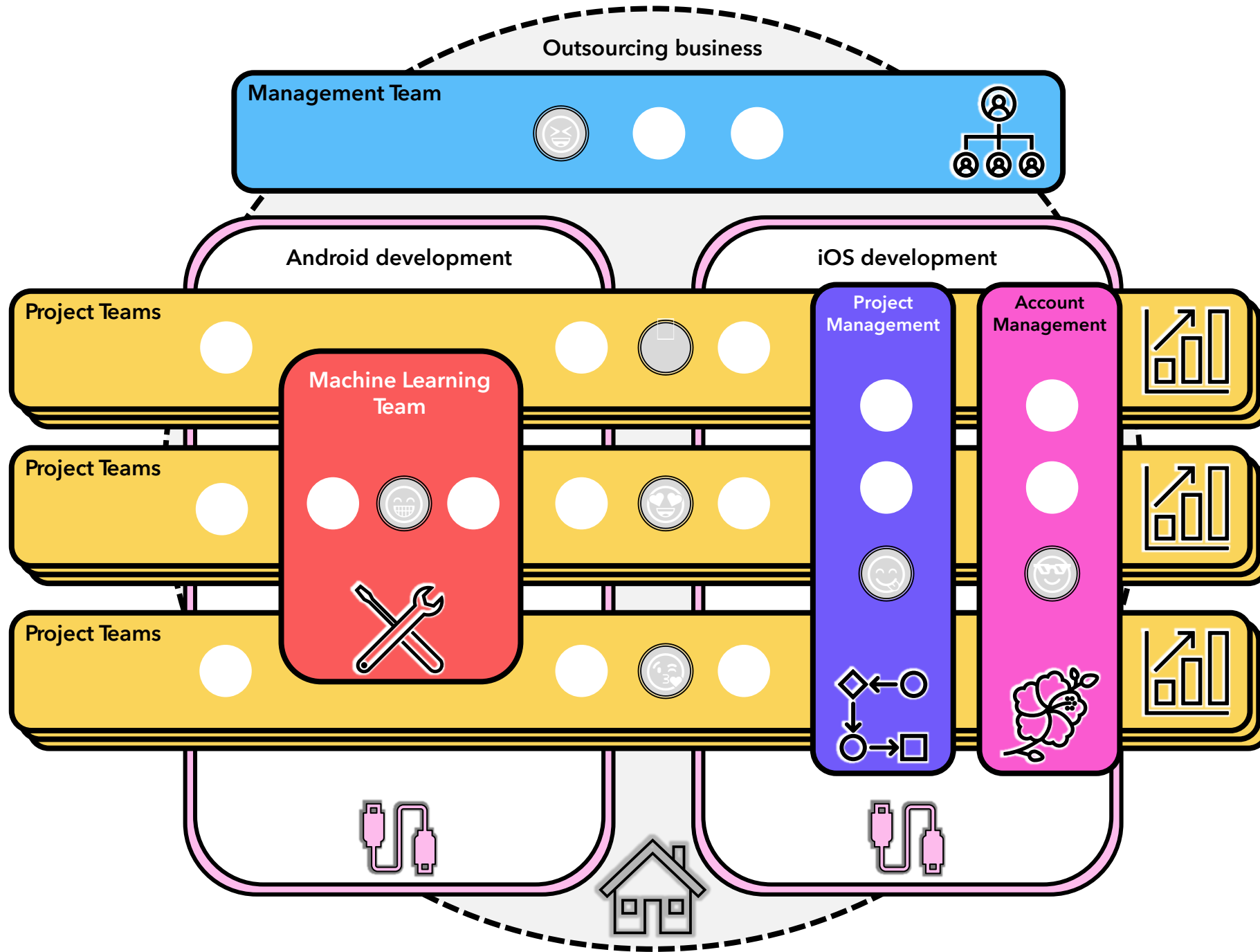
Also called a domain, area, or territory

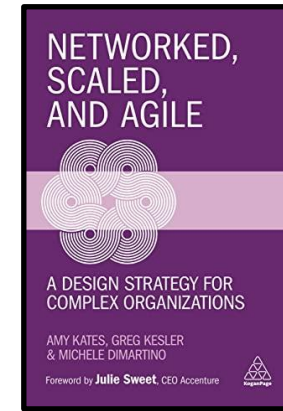
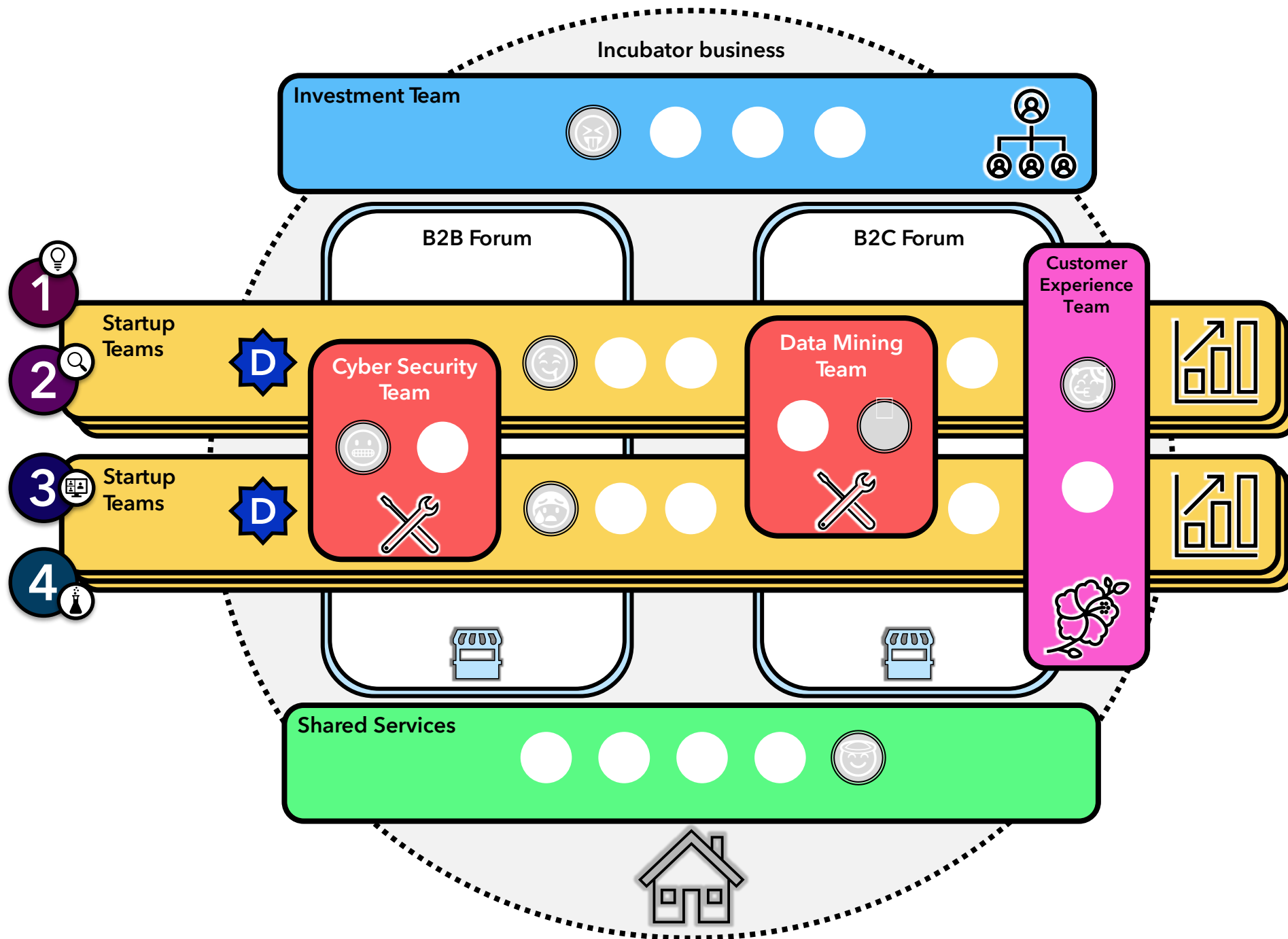
The Turf is cultivated and protected.





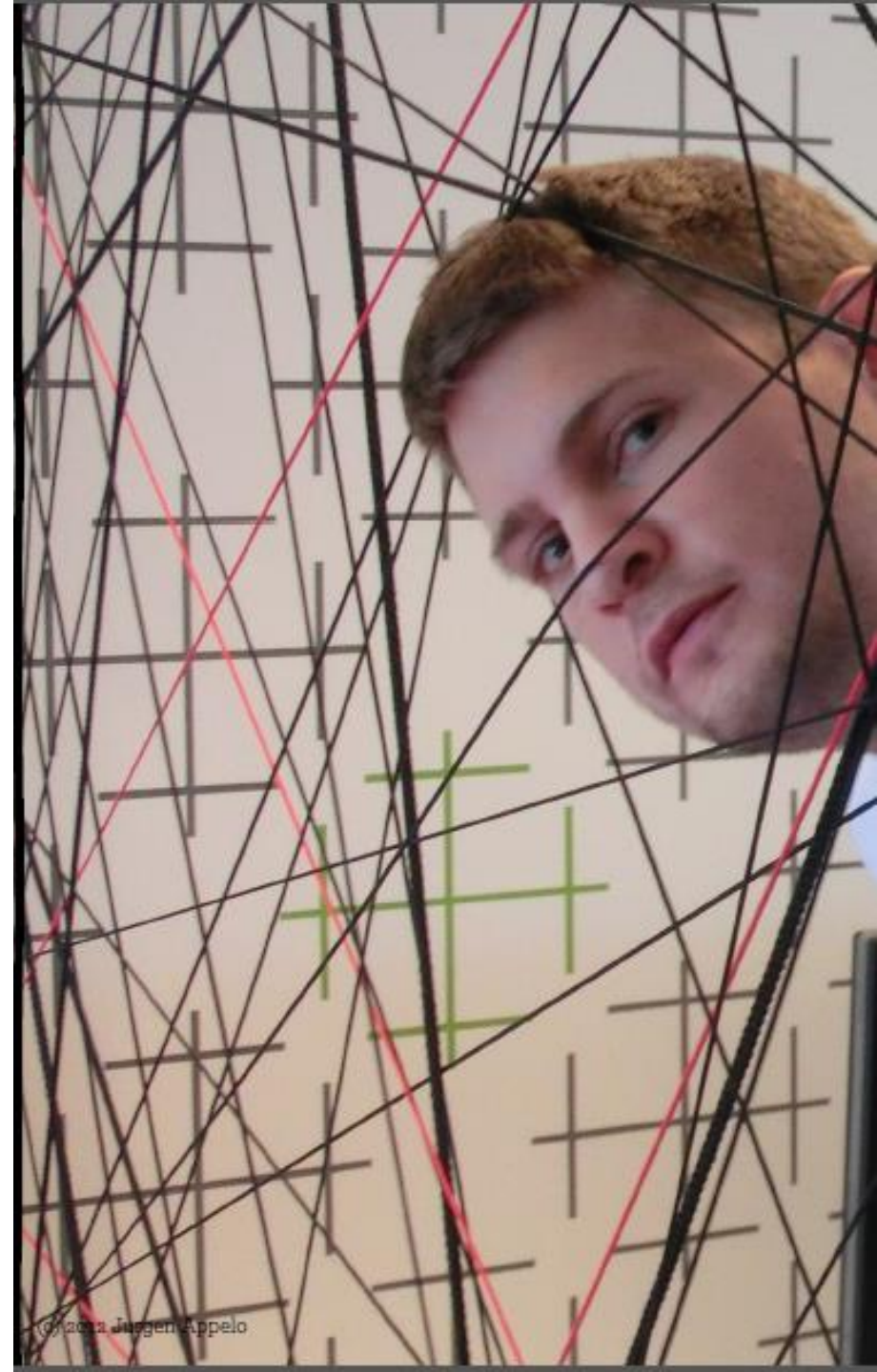






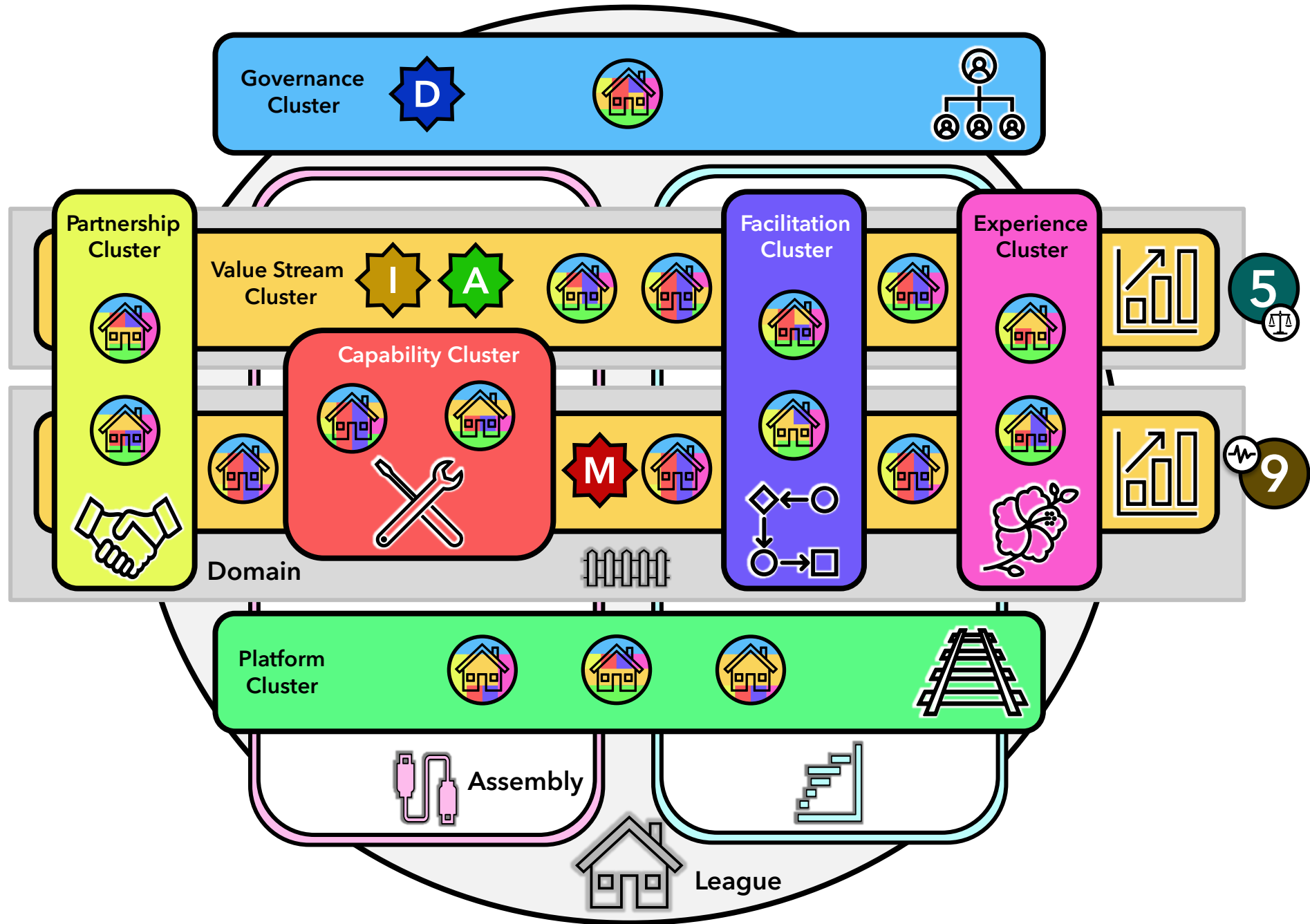
“ The unFIX model pinpoints many of the problems we saw (and mostly fixed) at Spotify. Specifically, this provides more flexibility to fit different organizations, and more clear guidance on how to scale beyond a few hundred people. ”

Anders Ivarsson
co-author of "the Spotify model"

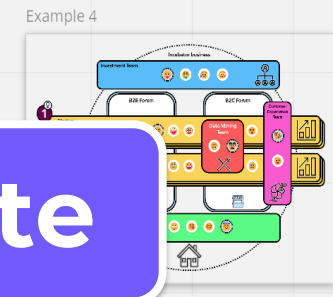
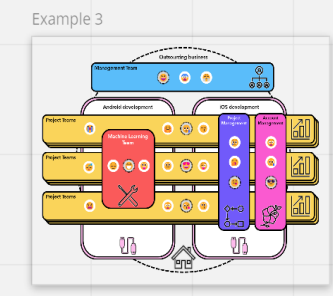
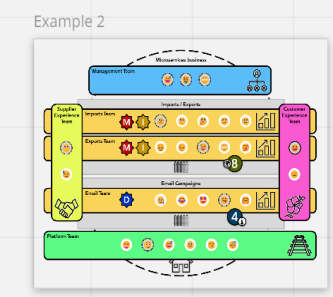
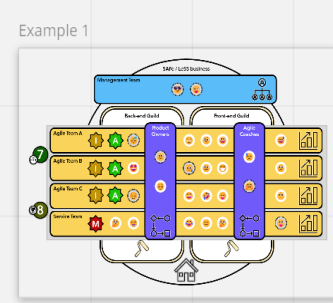
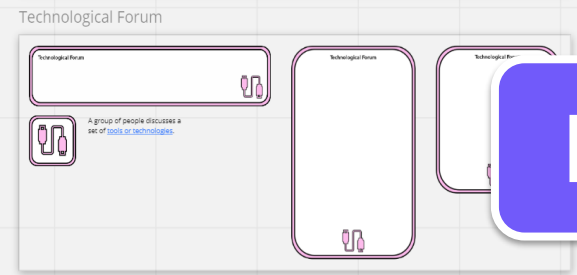
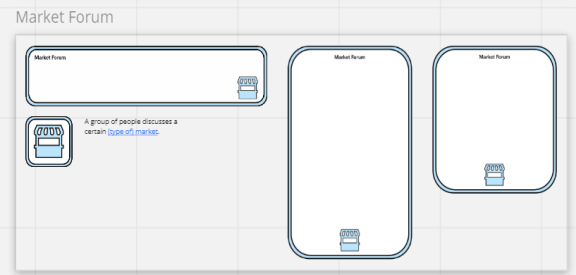
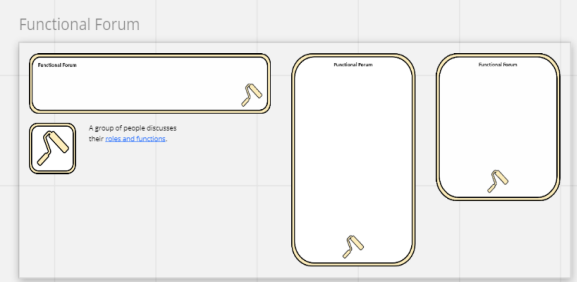
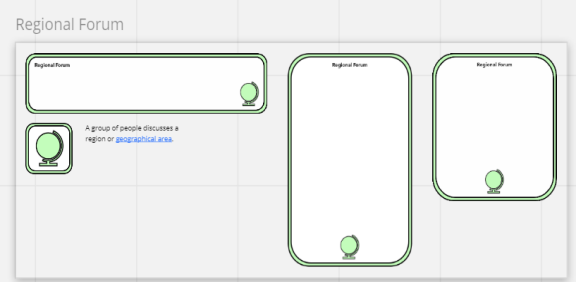
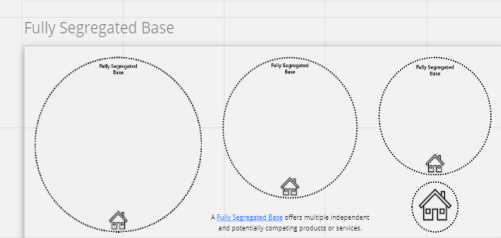
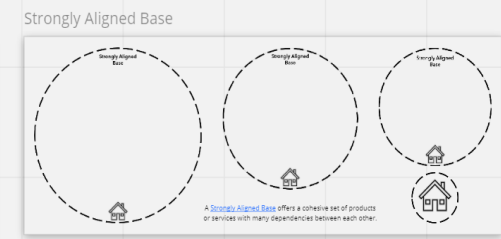
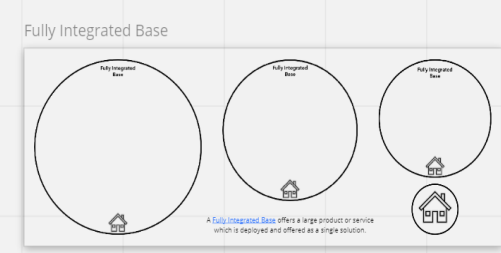
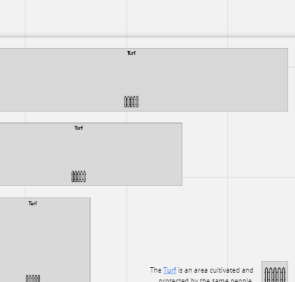
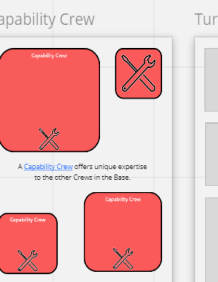
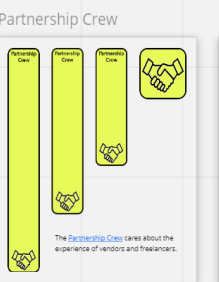
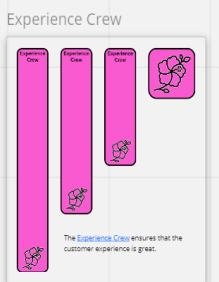
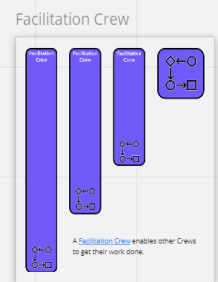
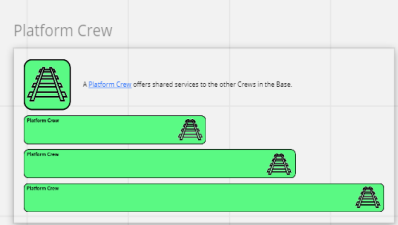
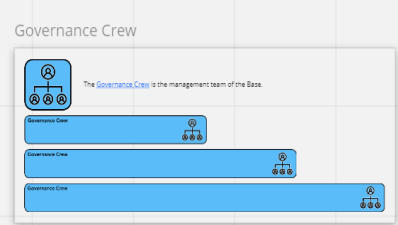
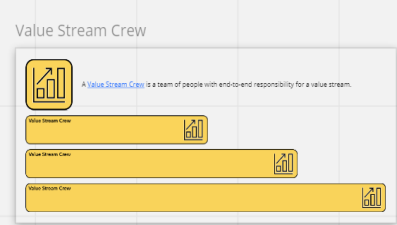
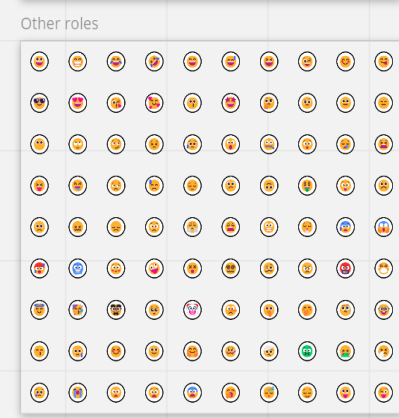
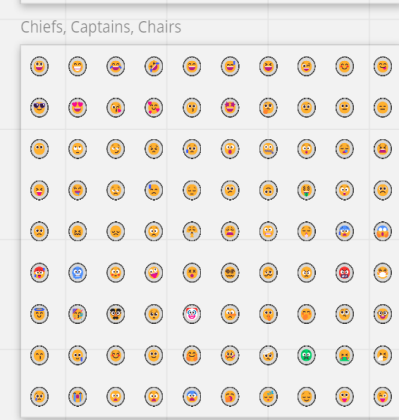
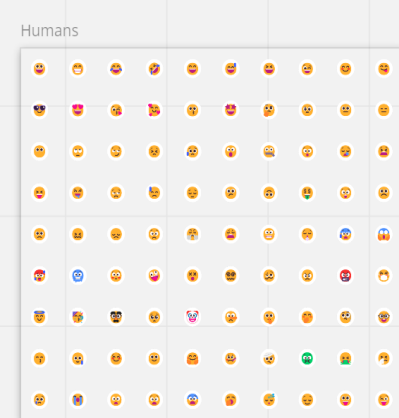




**OK, so we nailed it.
Now, how do we scale it?**

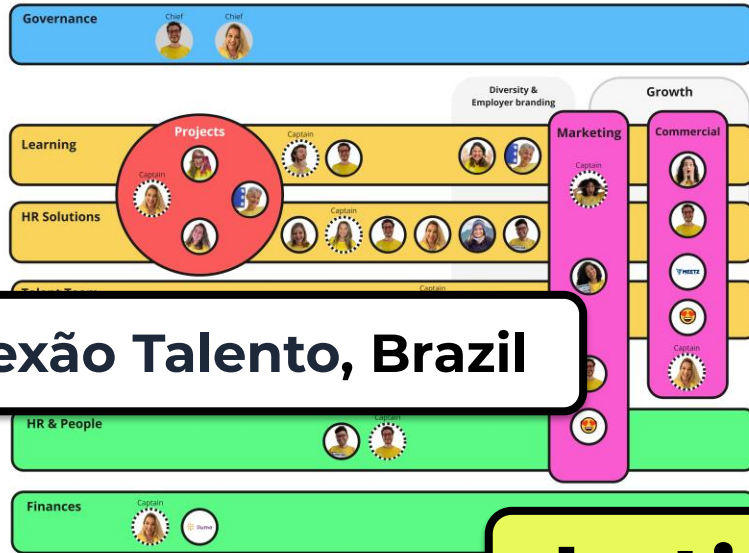




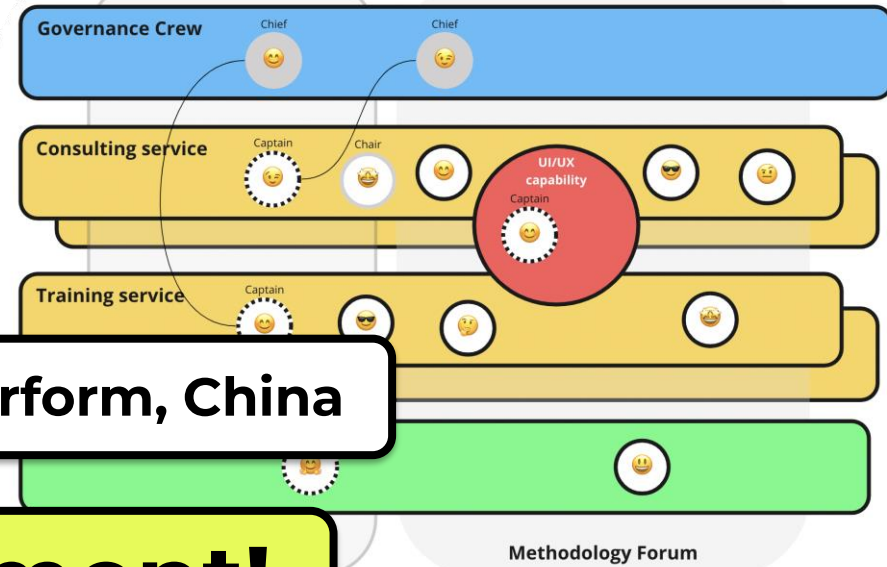


Miro template

Conexão Talento, Brazil

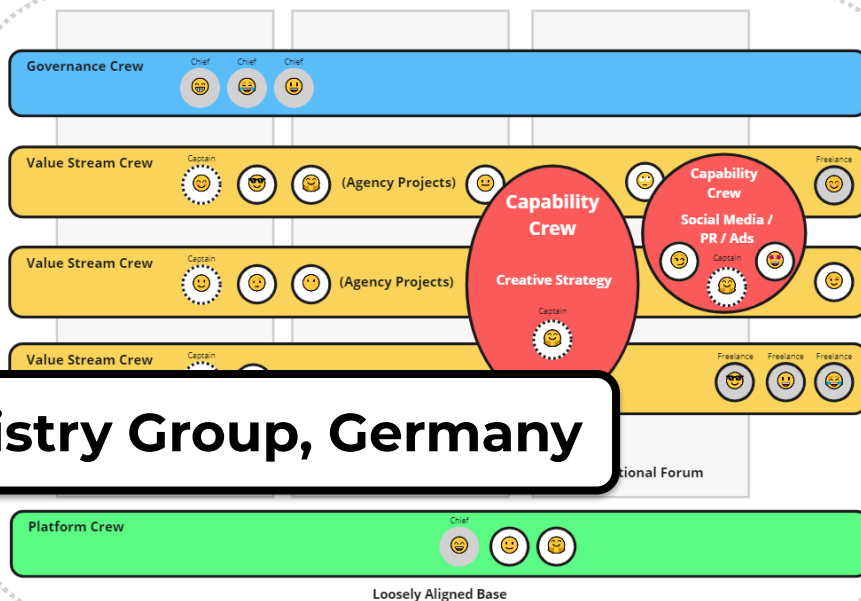


UPerform, China

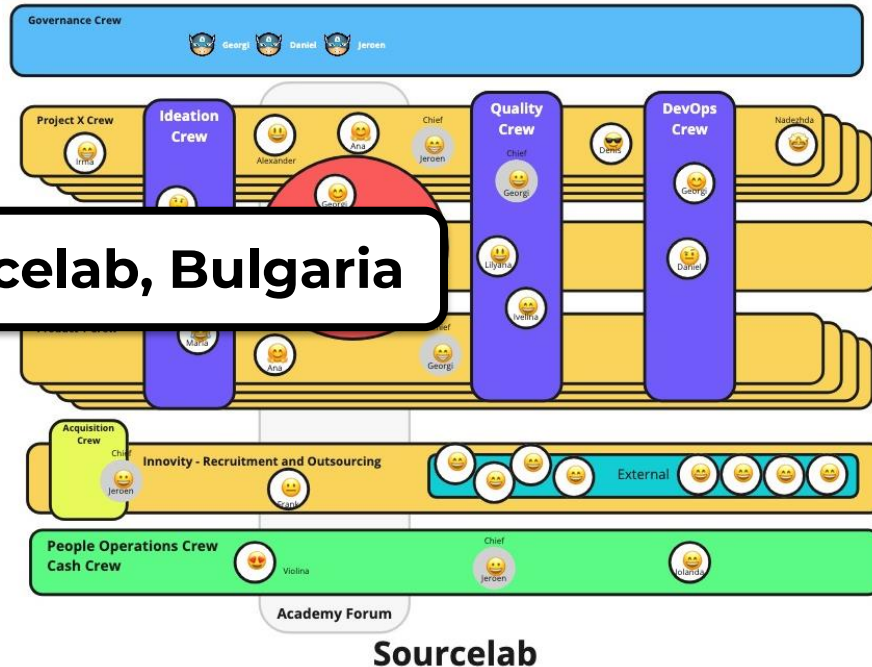



Let's experiment!

Ministry Group, Germany



Sourcelab, Bulgaria



A large, dense pile of unsorted LEGO bricks in various colors including red, yellow, blue, white, green, purple, and grey. The bricks are scattered and overlapping, creating a chaotic and colorful background. A blue rounded rectangle with a black border is overlaid on the right side of the image, containing the text.

**Organization
design should
be like this.**

Not like this



- Home
- Members

Public

general

meetups

Members Only

announcements

introductions

questions

cafe

downloads

Partners Only

updates

discussion

Links

general



New Post

Posts 1 Members 209

Latest



Welcome to the unFIX circle!

Share

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)...

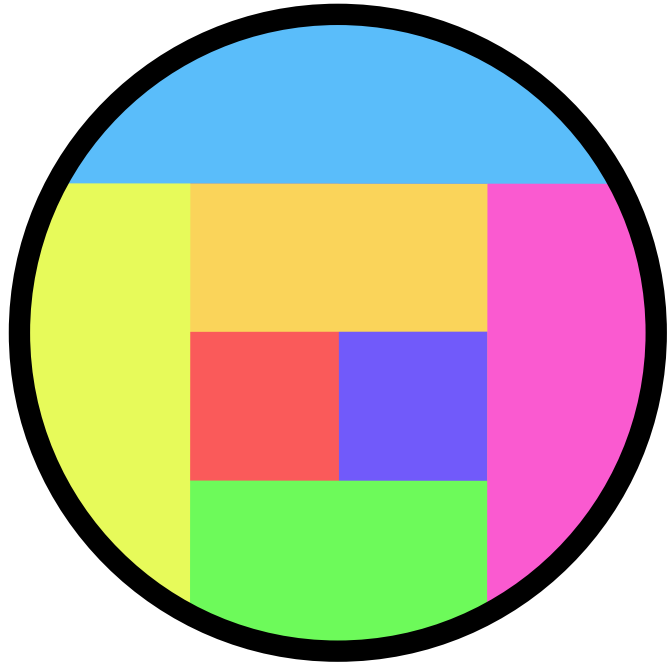
See more

Liked by Rastislav and 1 other

Members

- Thomas Larsson
- Juergen Dittmar
- Jorge Fernando Mejia
- Rastislav Duriš
- Uwe Malinowski
- Thiago Brant

See all



unFIX