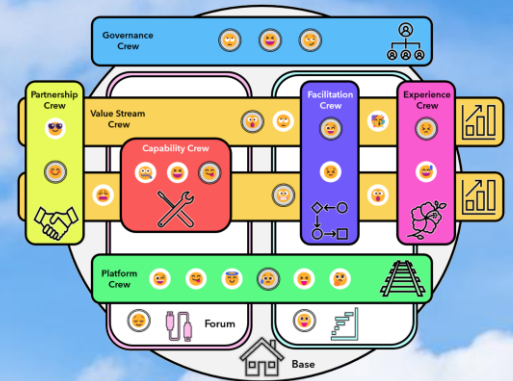
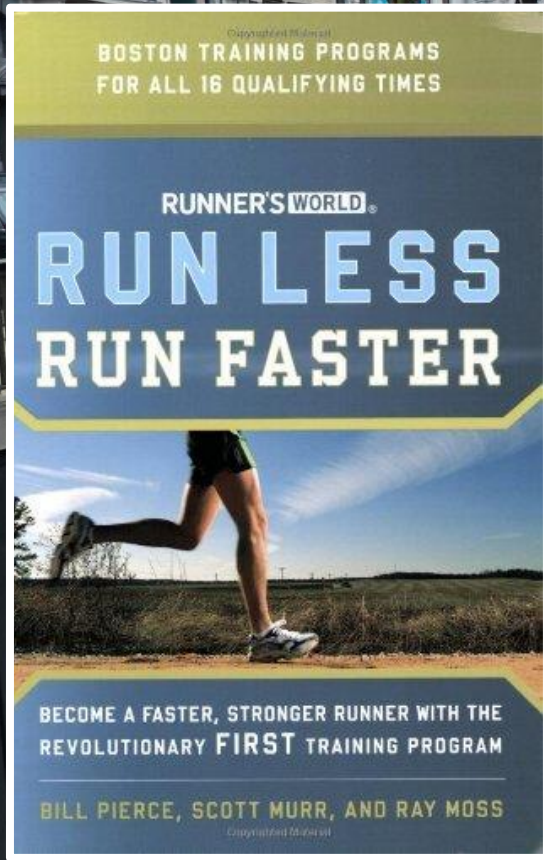


Versatile Organization Design with the **unFIX** Model

Jurgen Appelo





[https://www.goodreads.com/book/show/705694.Runner s World Run Less Run Faster](https://www.goodreads.com/book/show/705694.Runner_s_World_Run_Less_Run_Faster)

Three days of running,
two days of cross-training

A RENEGADE PATH TO YOUR FASTEST MARATHON

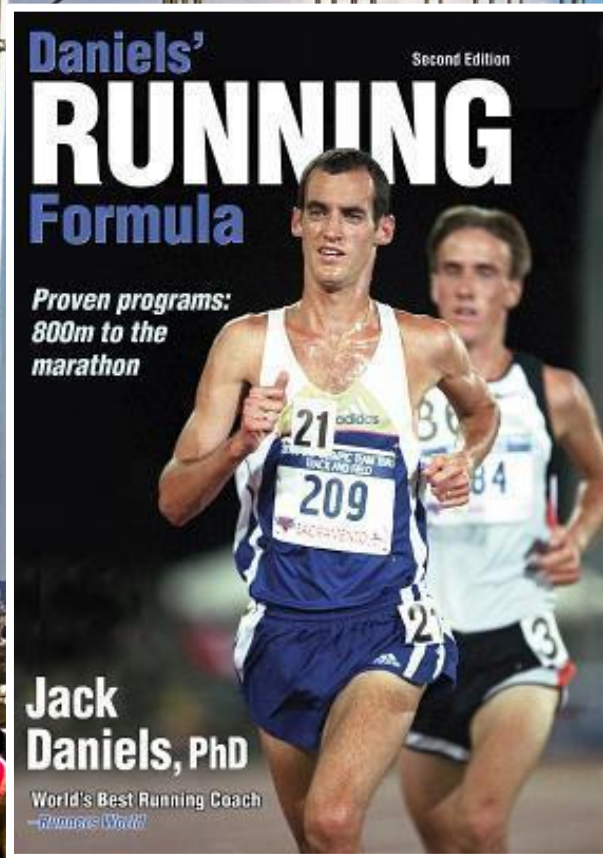
HANSONS MARATHON METHOD



LUKE HUMPHREY WITH KEITH & KEVIN HANSON

<https://www.goodreads.com/book/show/13592481-hansons-marathon-method>

The longest run in this program is 26 kilometers



https://www.goodreads.com/book/show/112152.Daniels_Running_Formula

Complicated formula and track running





INEOS

FINISH

01:59:39

FINISH

INEOS



01:59:39

01:59:39

#NOHUMANLIMITED

1:59

#NOHUMANLIMITED

1:59






Eliud Kipchoge's "marathon method"

- Easy runs, fast runs, long runs, fartlek
- Three to seven months preparation
- Bread, fruit, veggies
- Ugali (African maize/flour porridge)
- Strength and mobility exercises
- One-hour naps
- 200-220 km per week
- Reflection with a daily notebook
- Listen to the body, not to a plan

<https://www.outsideonline.com/health/running/eliud-kipchoge-marathon-workout-training-principles/>

A photograph of a runner in mid-stride on a paved path. The runner is wearing a white tank top, dark shorts, and colorful running shoes. The background features a city skyline across a body of water under a cloudy sky with a bright sun flare.

Professionals don't *follow* methods; they *make* them.

Method emerges from retrospective, not the other way around.




method

a particular way, procedure, or technique of doing or accomplishing something

framework

a supporting or skeletal frame or structure around which to build something

A man with a blonde wig and a white fur coat is in a kitchen. He is looking down and to the right. In the background, there is a white cabinet with a green bottle on the counter. The text "Let's move on to something that really matters" is overlaid on the bottom of the image.

*Let's move on to something
that really matters*

Welcome Jurgen Appelo to Haier for Academic Exchanges

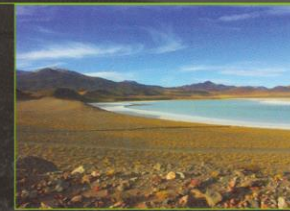


海尔集团首席执行官 **张瑞敏** 推荐序
让每个人成为自己的CEO

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

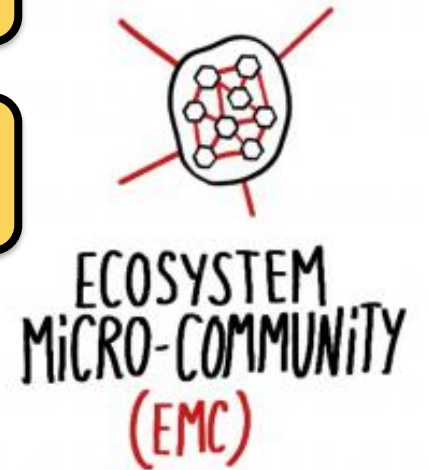
Haier is an ecosystem of 4,000 autonomous units.

“The world’s largest home appliance brand”

“The most valuable IoT ecosystem brand in the world”

Haier

“The world’s most creatively managed company”





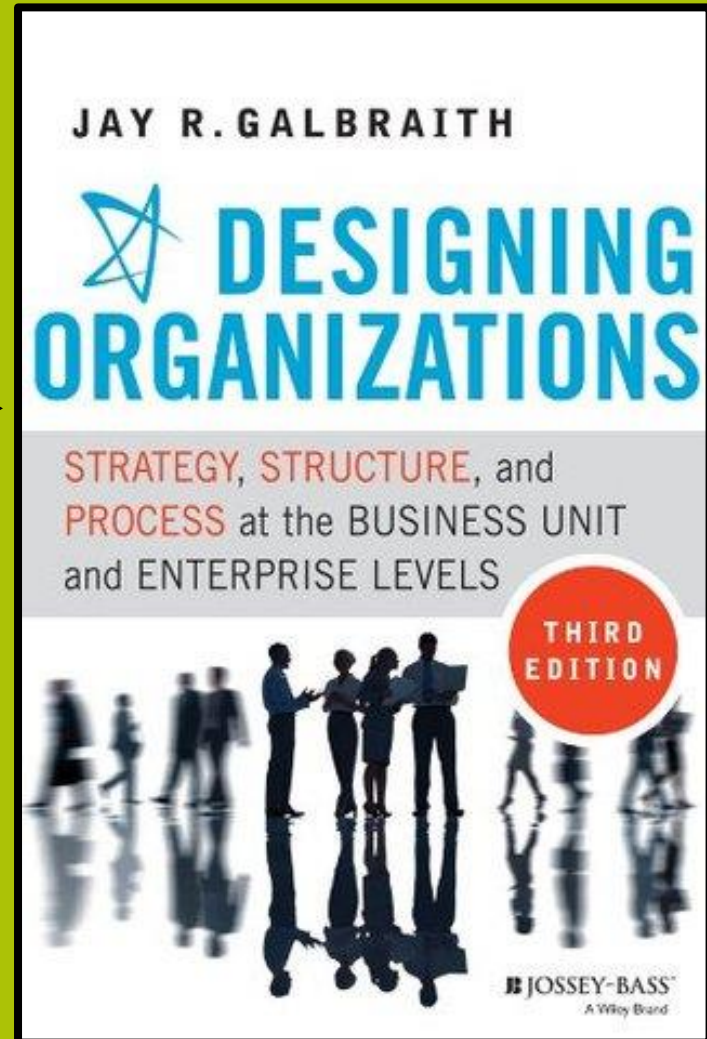
Haier

4,000 micro-enterprises

“Every company needs an organization that changes as quickly as its business does. Otherwise it is falling behind. [...] If change is constant, **why not design organizations to be constantly and quickly changeable?**”

Jay R. Galbraith

[*Designing Organizations: Strategy, Structure, and Process at the Business Unit and Enterprise levels*](#) (2014)



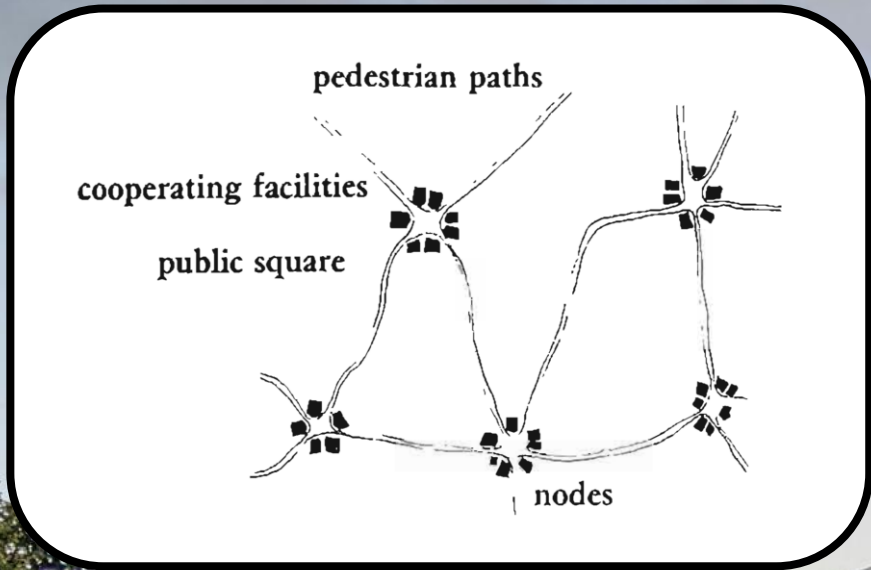
A Pattern Language

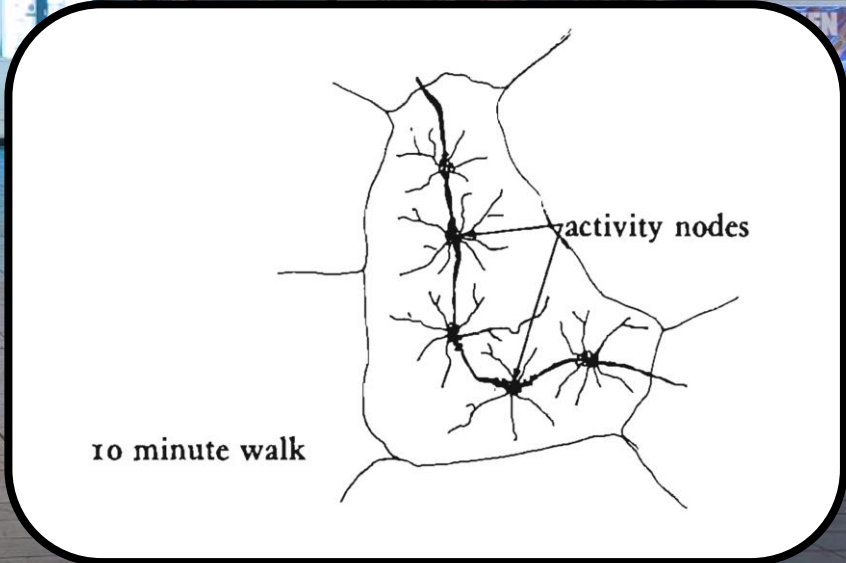
Towns · Buildings · Construction

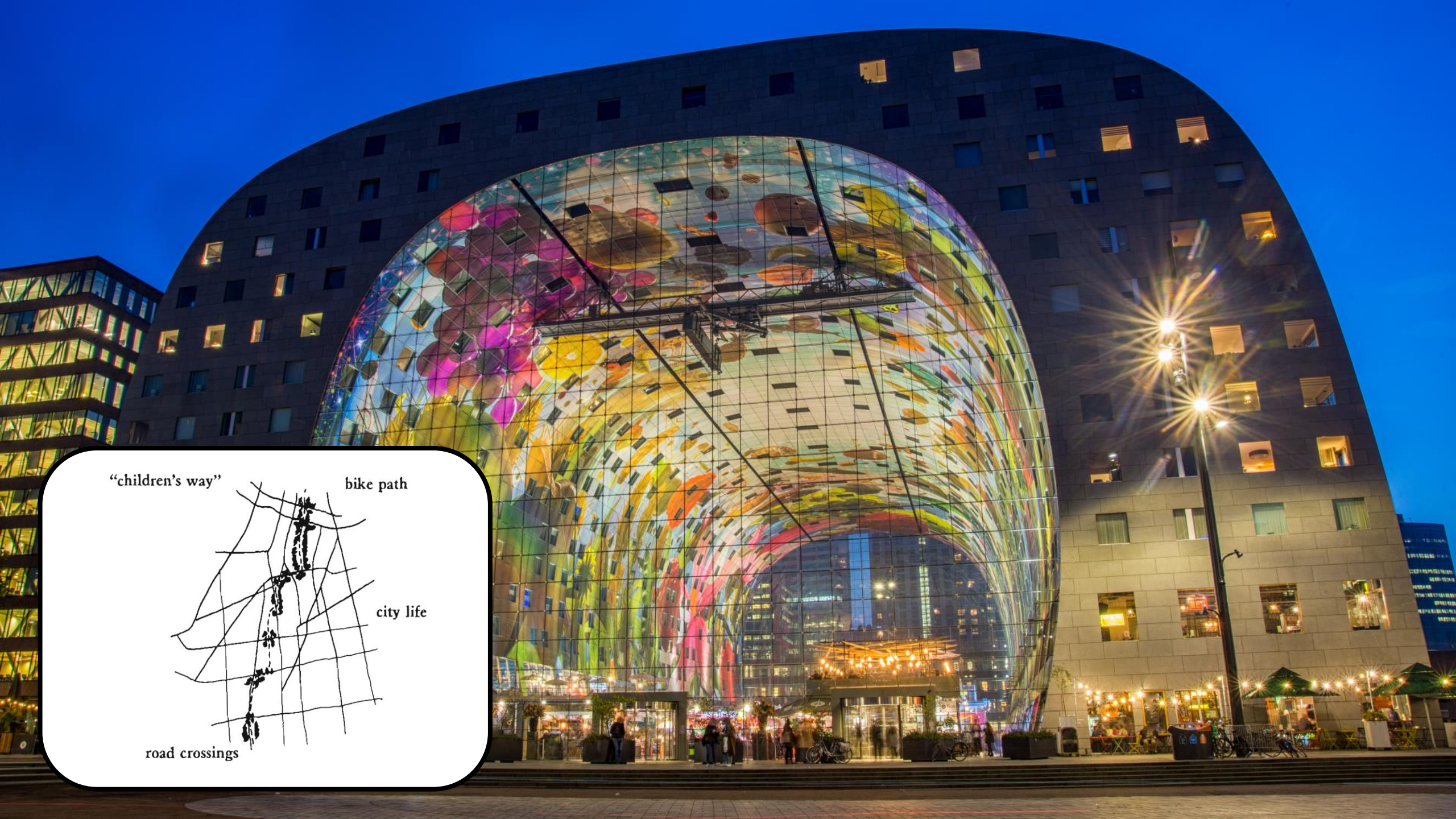


Christopher Alexander
Sara Ishikawa · Murray Silverstein
WITH
Max Jacobson · Ingrid Fiksdahl-King
Shlomo Angel

https://www.goodreads.com/book/show/79766.A_Pattern_Language

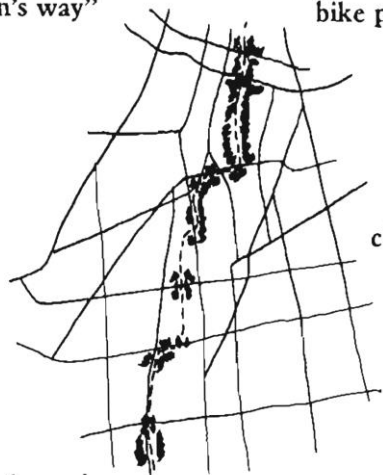






“children’s way”

bike path



city life

road crossings



TLC



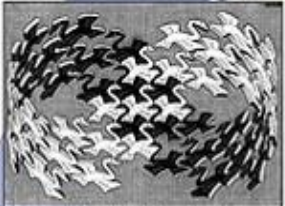
pattern language

a coherent set of micro-solutions that can be used in many ways depending on context

Design Patterns

Elements of Reusable
Object-Oriented Software

Erich Gamma
Richard Helm
Ralph Johnson
John Vlissides



Foreword by Grady Booch

ADDISON-WESLEY PROFESSIONAL COMPUTING SERIES



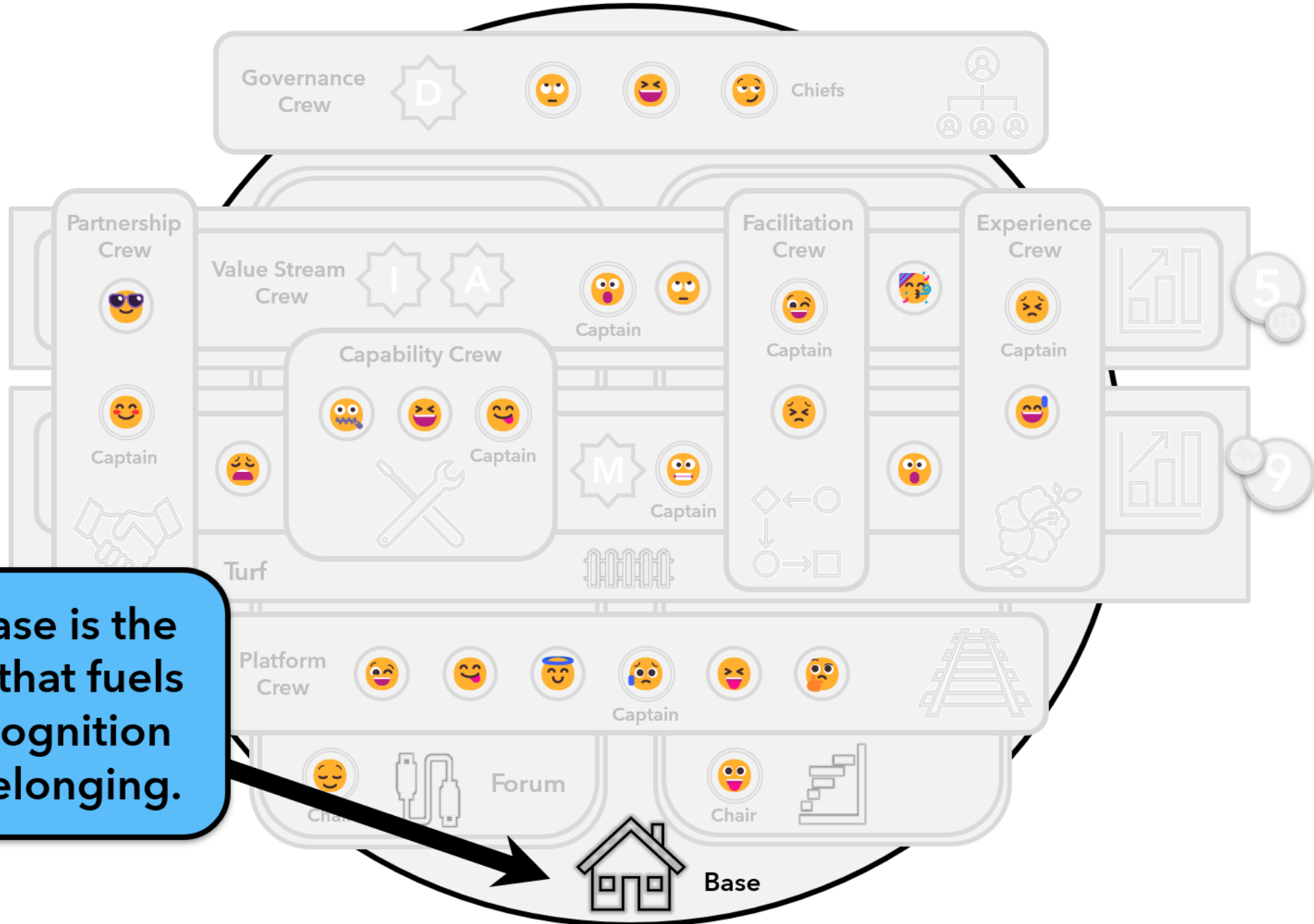
https://www.goodreads.com/book/show/85009.Design_Patterns

```
37 patin
38 self.file = open(os.path.join
39 self.file.seek(0)
40 self.fingerprints.update(e.refs)
41
42 mod
43 settings(cls, settings):
44     = settings.getbool("SUPERFILTER_JUNK")
45     in cls(job_dir(settings), debug)
46
47     est_seen(self, request):
48         self.request_fingerprint(request)
49
50         if fp in self.fingerprints:
51             return True
52         self.fingerprints.add(fp)
53         if self.file:
54             self.file.write(fp + os.linesep)
55
56         print(self, request):
```




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

4 fundamental topologies

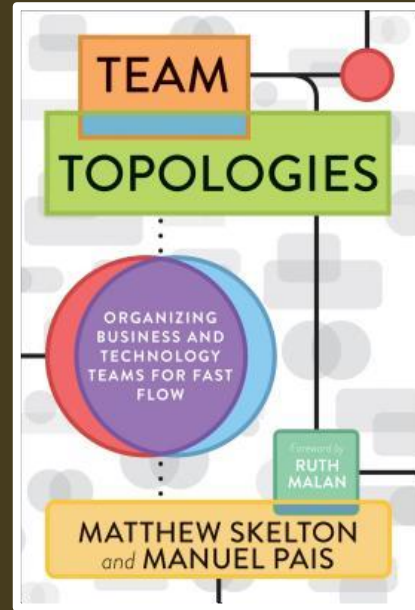
 Stream-aligned team

 Enabling team

 Complicated Subsystem team

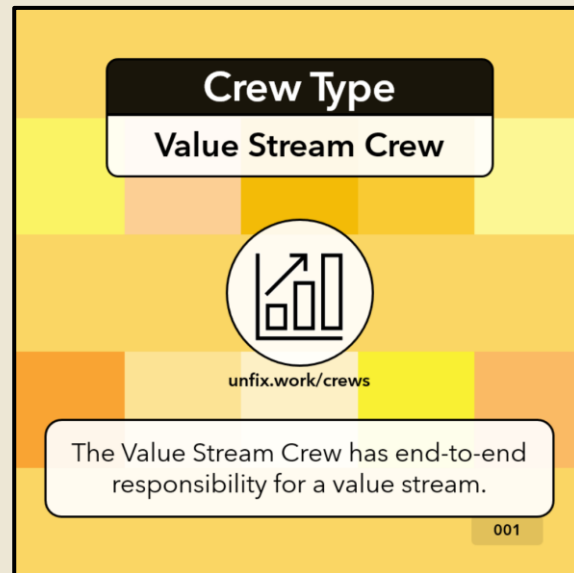
 Platform team

Stream-aligned team



“A stream-aligned team is a team aligned to a single, valuable stream of work; this might be a single product or service, a single set of features, a single user journey, or a single user persona.”

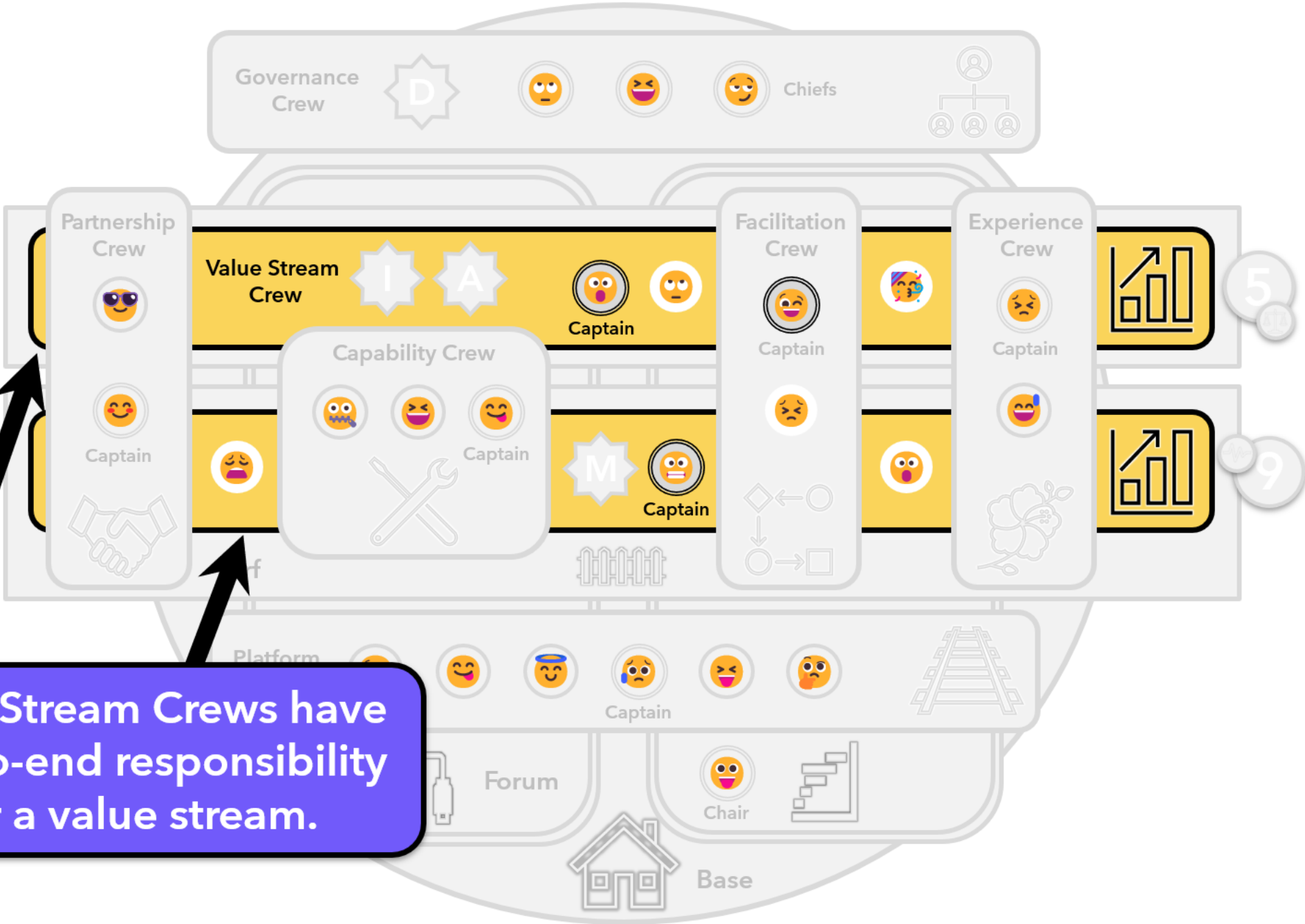
Value Stream Crew



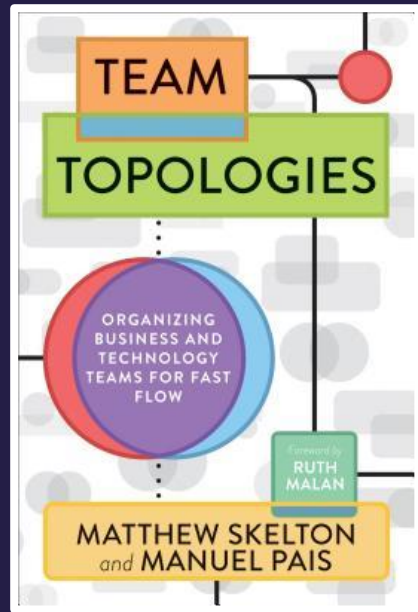
“The team is empowered to build and deliver customer or user value as quickly, safely, and independently as possible, without requiring hand-offs to other teams to perform parts of the work.”

- *Team Topologies*, Matthew Skelton, Manuel Pais

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



Enabling Team

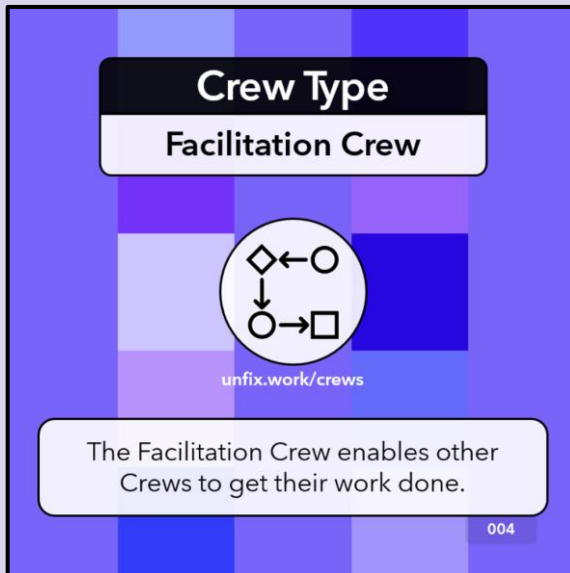
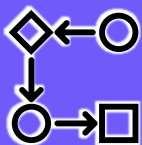


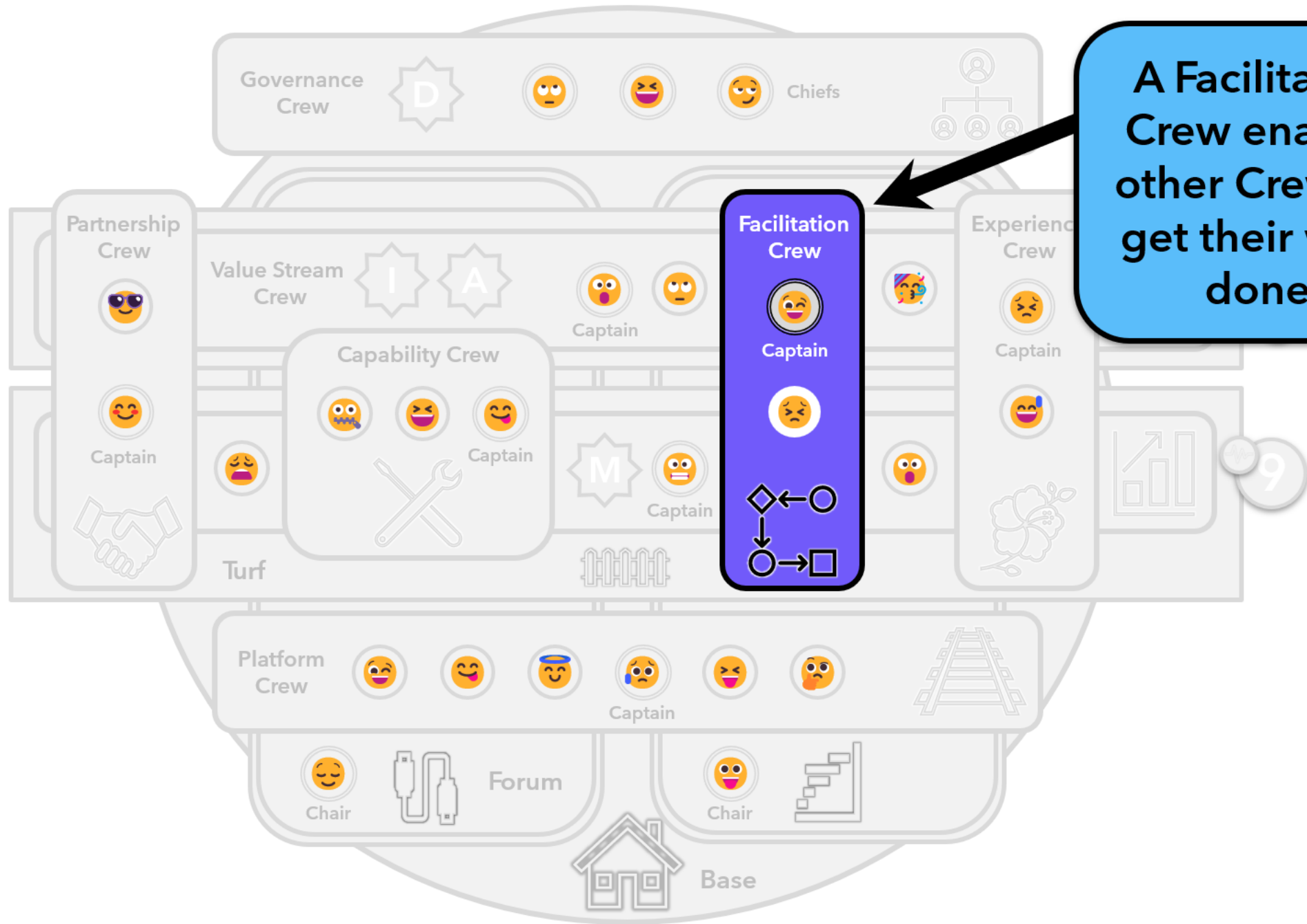
“Enabling teams have a strongly collaborative nature; they thrive to understand the problems and shortcomings of stream-aligned teams in order to provide effective guidance.”

“The end goal of an enabling team is to increase the autonomy of stream-aligned teams by growing their capabilities with a focus on their problems first, not the solutions per se. [...] There should not be a permanent dependency on an enabling team.”

- *Team Topologies*, Matthew Skelton, Manuel Pais

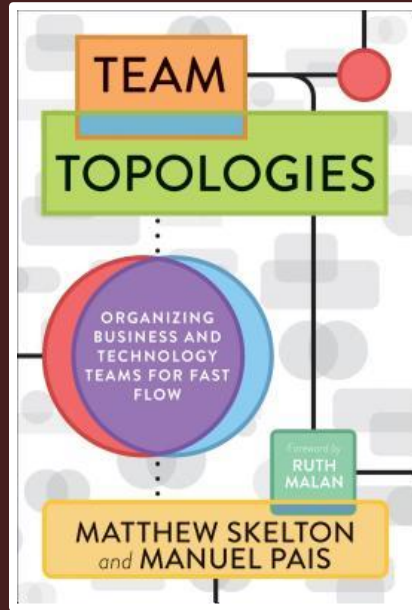
Facilitation Crew





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

Complicated
subsystem
Team



“A complicated-subsystem team is responsible for building and maintaining a part of the system that depends heavily on specialist knowledge.”

“The goal of this team is to reduce the cognitive load of stream-aligned teams working on systems that include or use the complicated subsystem. [...] We expect to have only a few complicated-subsystem teams.”

- *Team Topologies*, Matthew Skelton, Manuel Pais

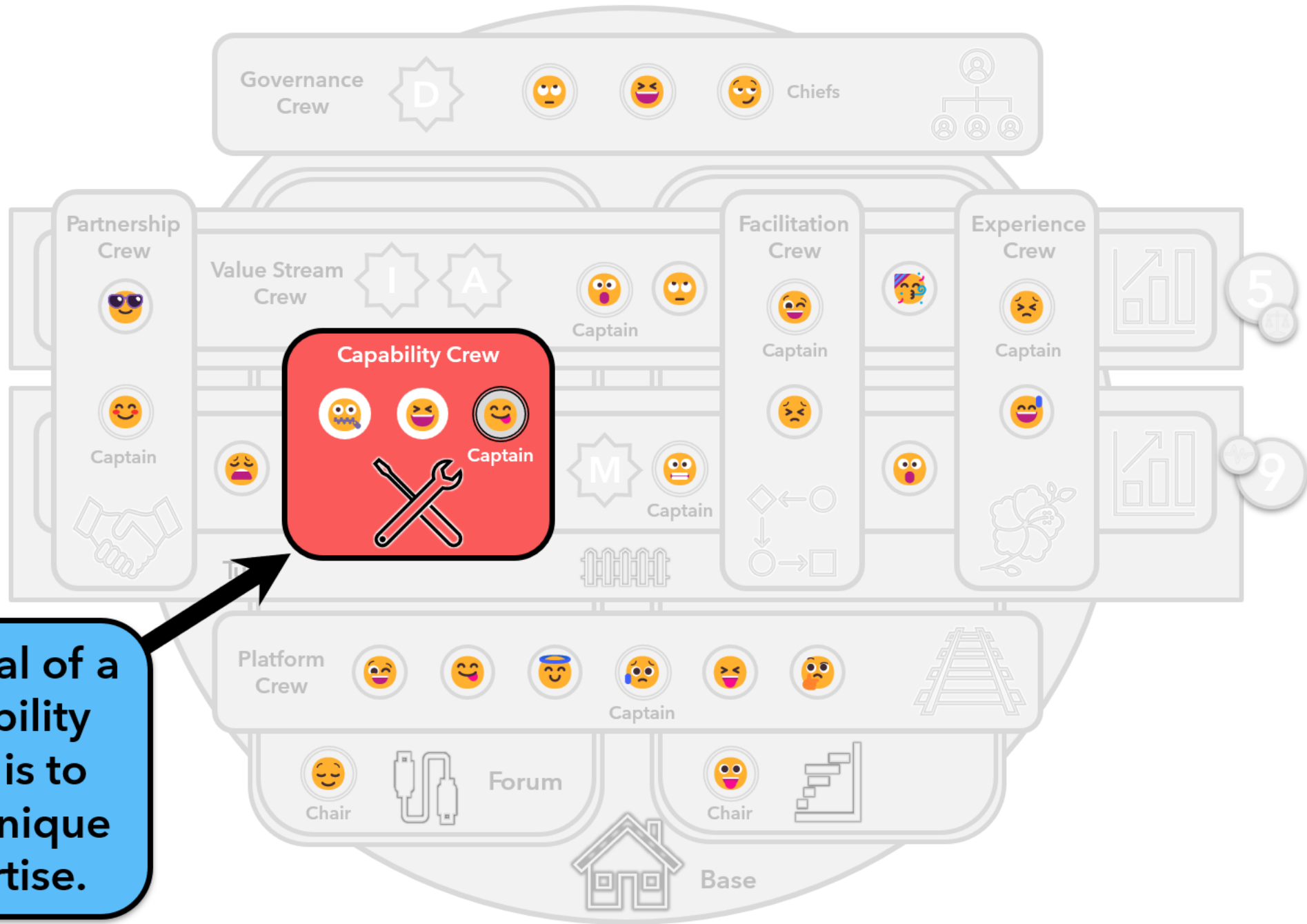


Crew Type
Capability Crew

unfix.work/crews

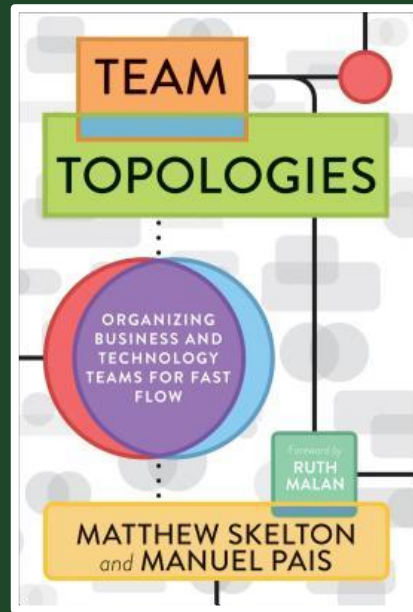
The Capability Crew offers unique expertise to everyone in the Base.

007




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

Platform team



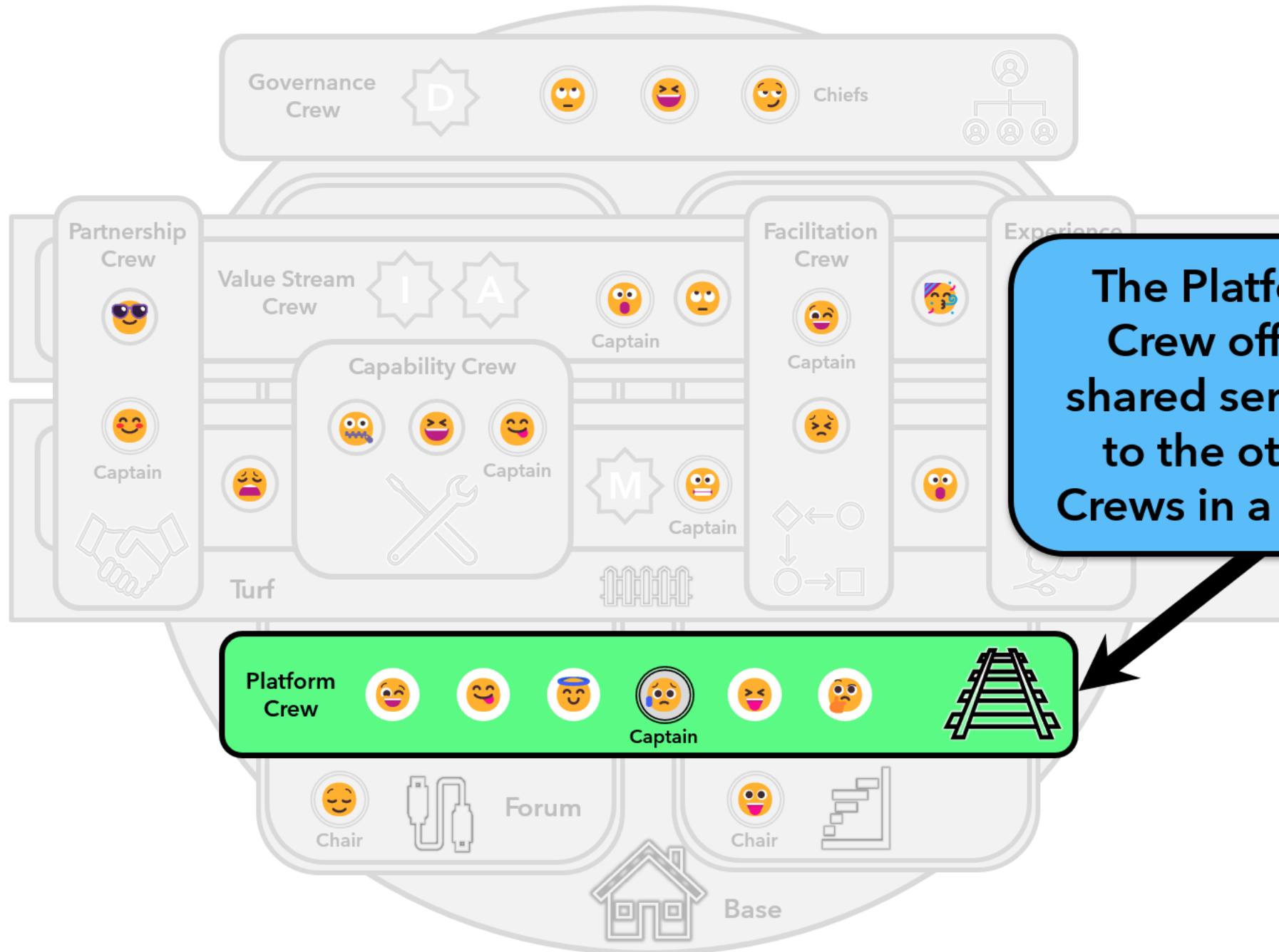
“The platform team provides internal services to reduce the cognitive load that would be required from stream-aligned teams to develop these underlying services.”

Platform Crew 

The slide features a green and white checkered background. At the top, a black box contains the text 'Crew Type' and 'Platform Crew'. Below this is a circular icon of a ladder with the URL 'unfix.work/crews' underneath. At the bottom, a white box contains the text 'The Platform Crew offers shared services to everyone else in the Base.' and the number '003' in the bottom right corner.

“The platform team’s knowledge is best made available via self-service capabilities [...] that the stream-aligned teams can easily consume.”

- *Team Topologies*, Matthew Skelton, Manuel Pais

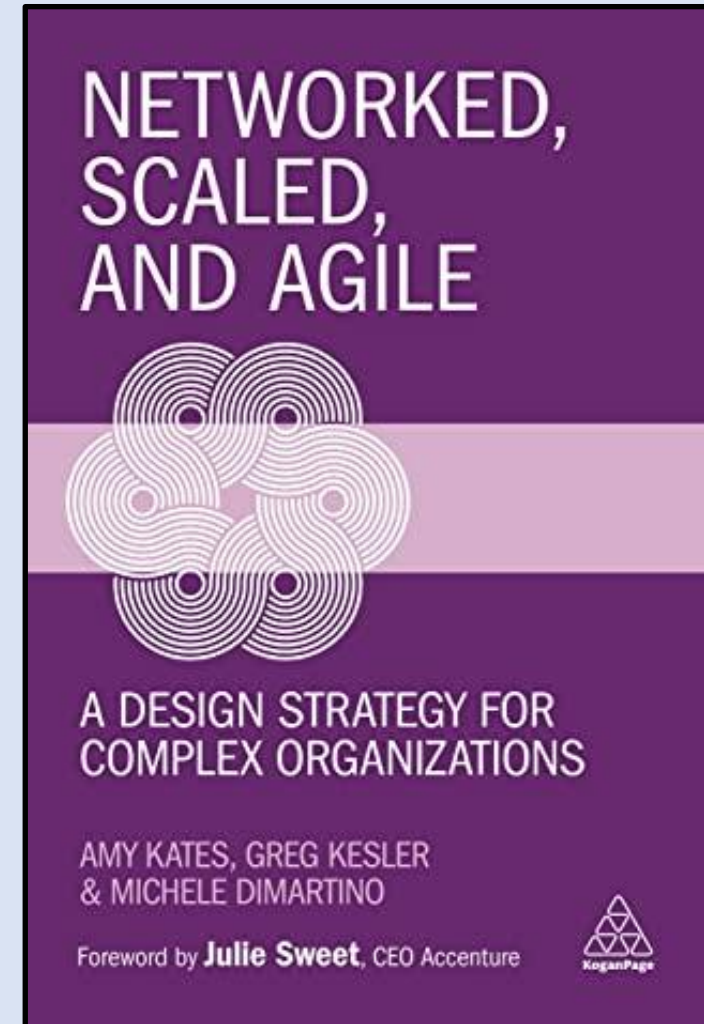


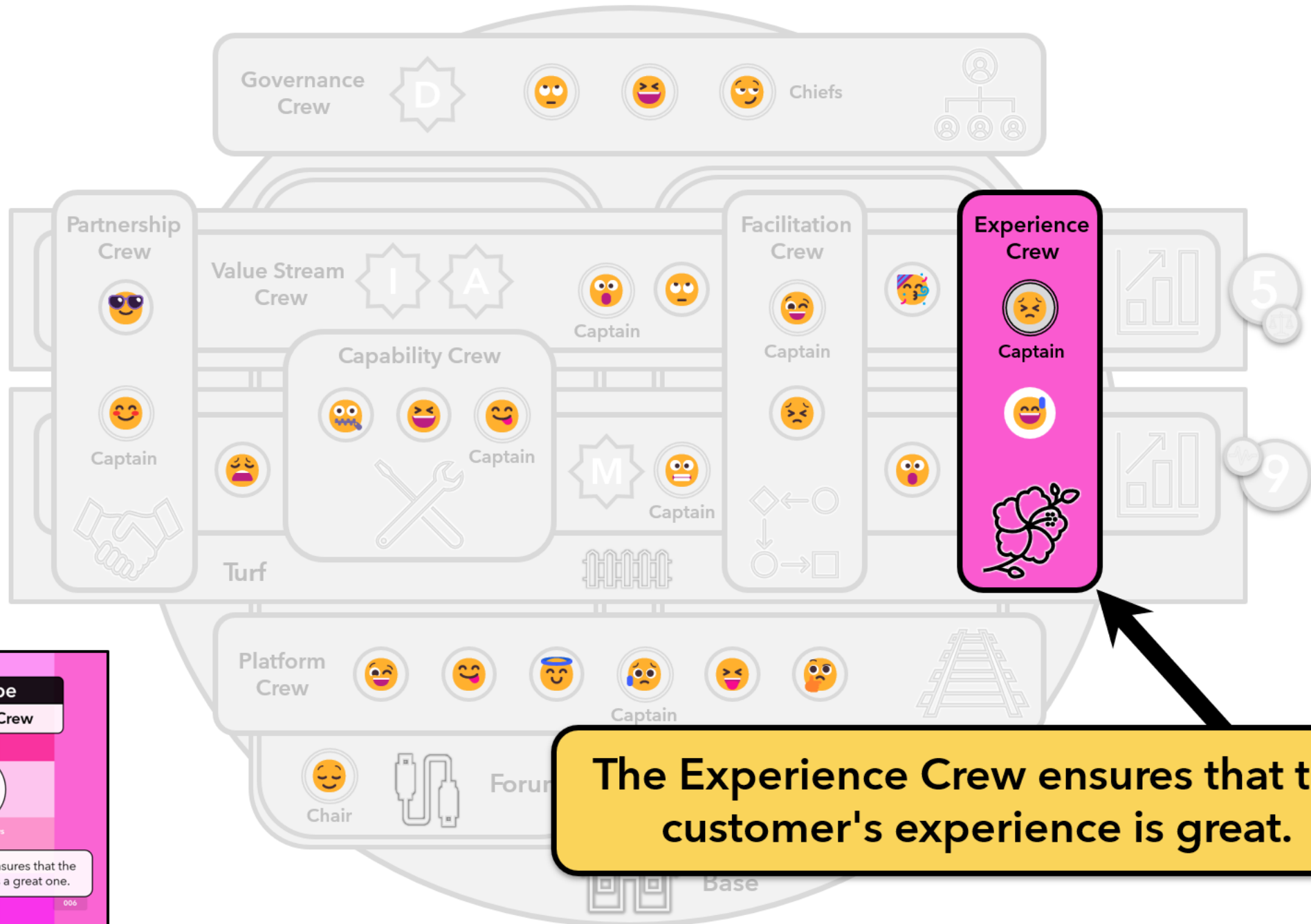
The Platform Crew offers shared services to the other Crews in a Base.



“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.

Crew Type
Experience Crew



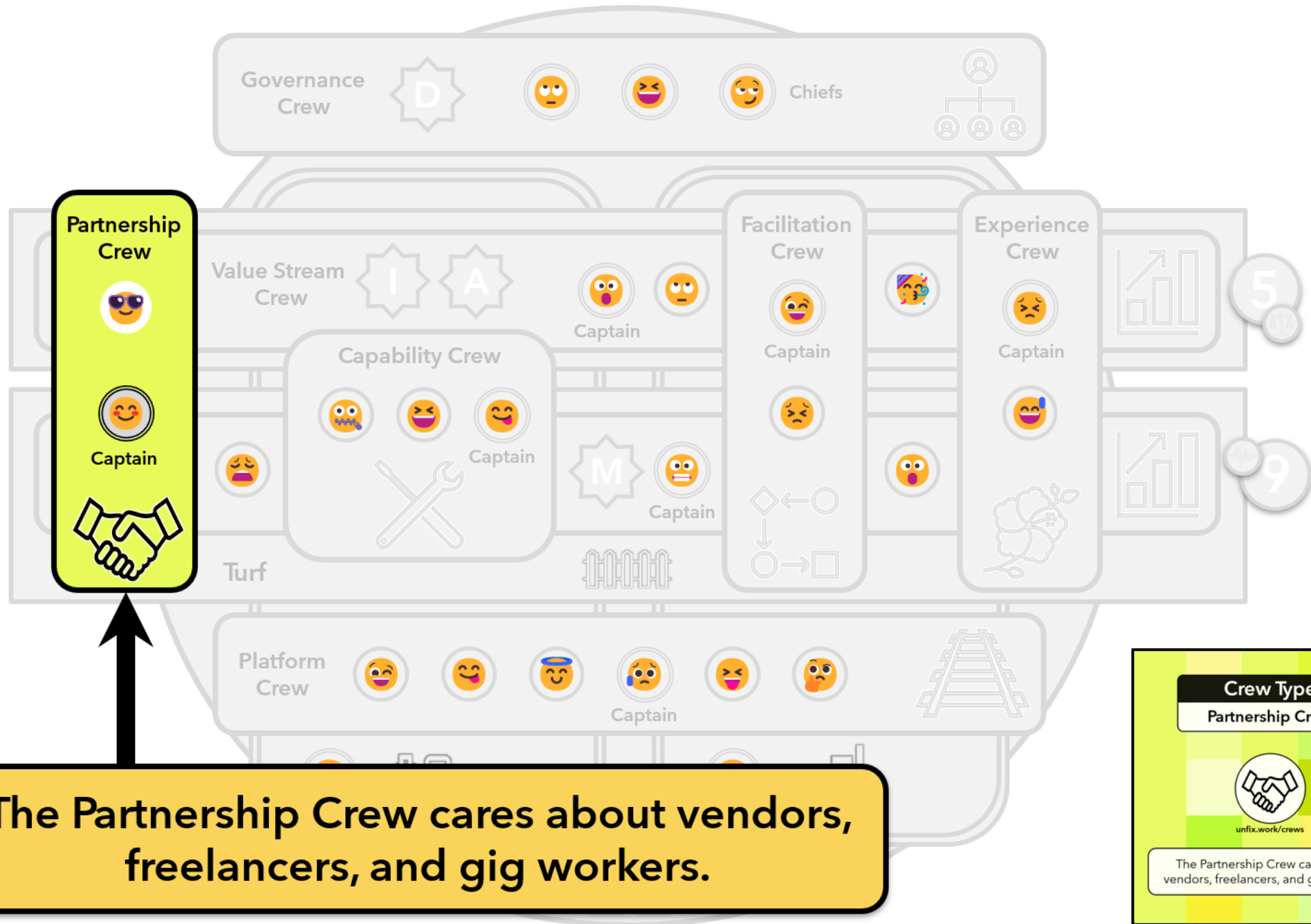
unfix.work/crews

The Experience Crew ensures that the customer experience is a great one.

006




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



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

Crew Type
Partnership Crew



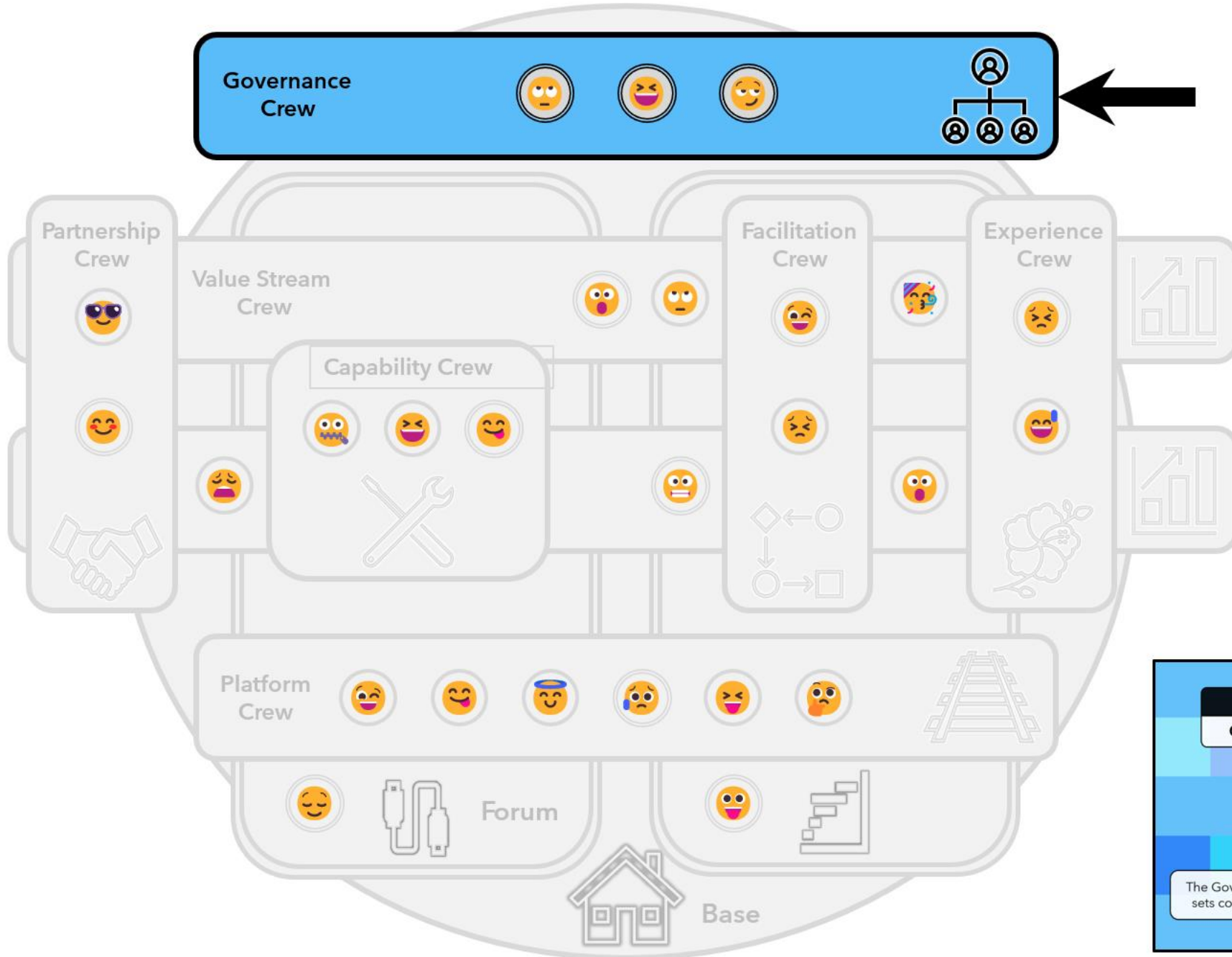
unfix.work/crews

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

005

**Who will manage the system
and its stakeholders?**



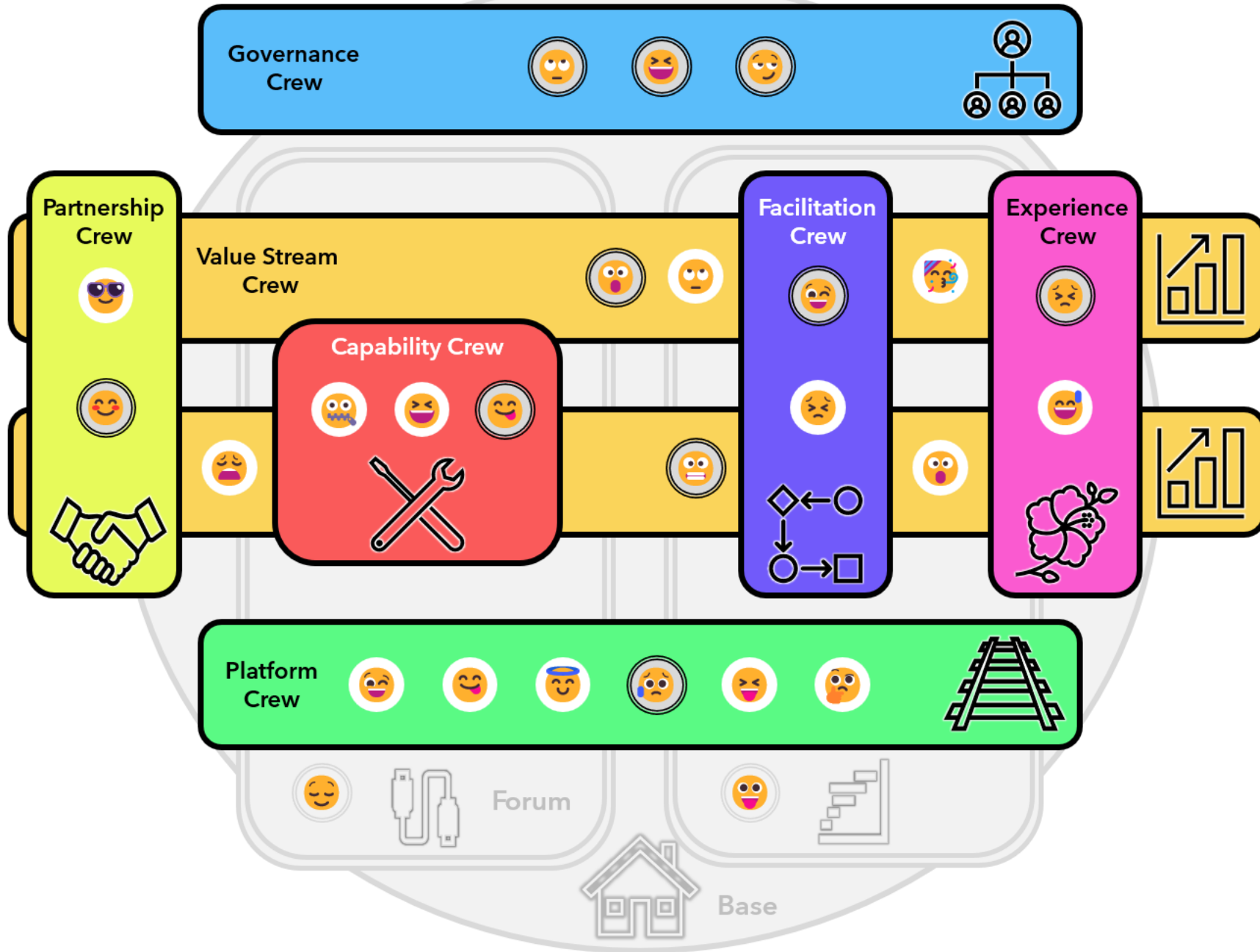


Crew Type
Governance Crew

unfix.work/crews

The Governance Crew is the team that sets constraints on self-organization.

002



Forums

Alignment



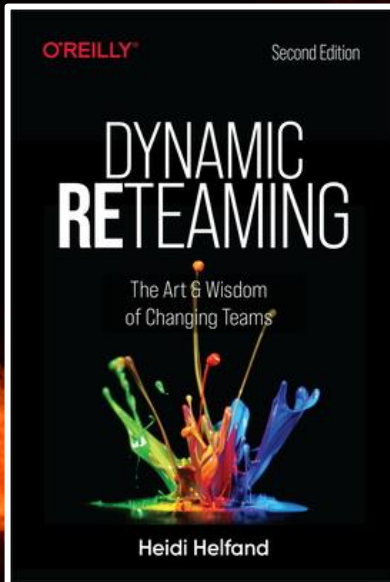
**Sometimes, a team
must be formed fast**



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



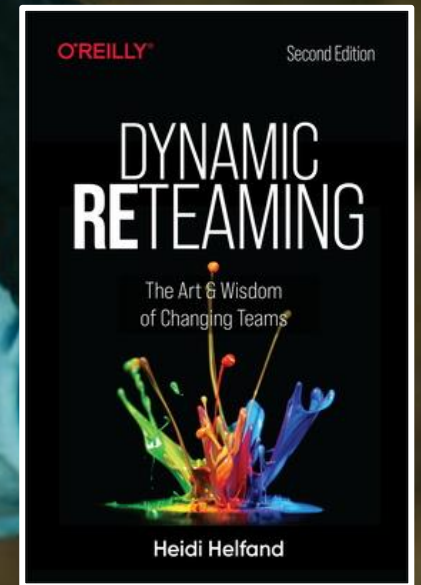
Static teams are not agile because...



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

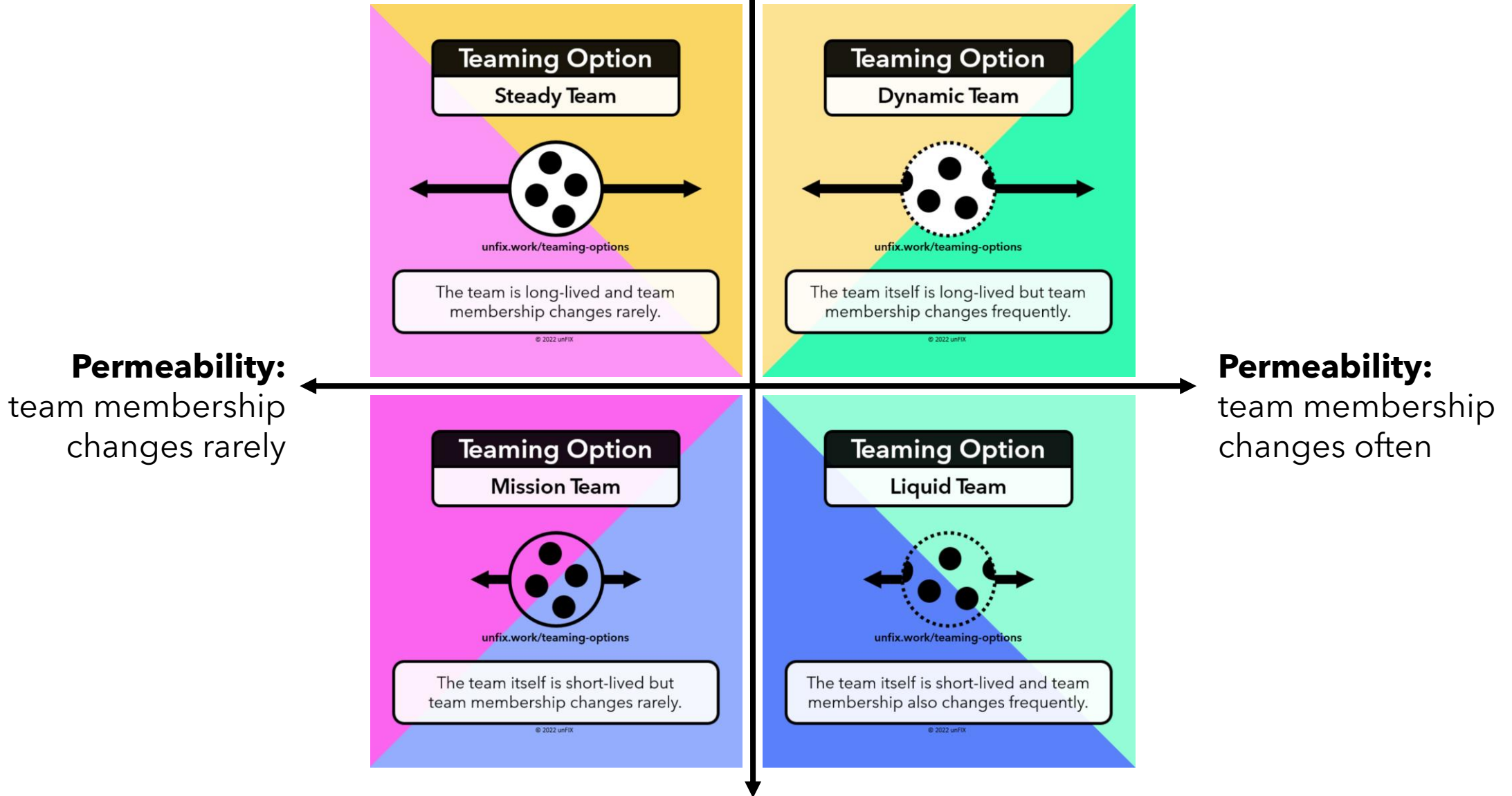
**Static teams
are not agile
because...**

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



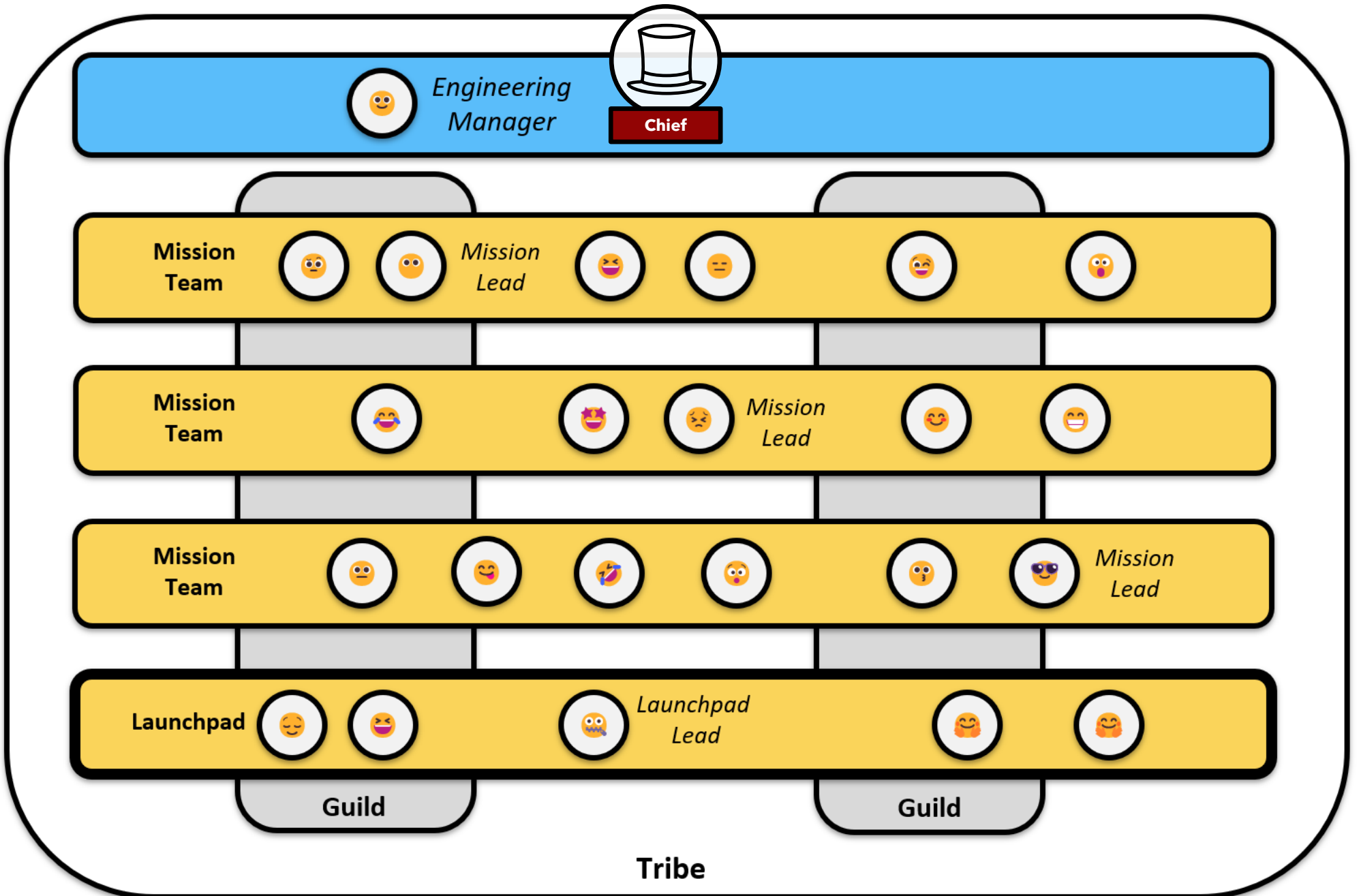
"If it hurts, do it more often."

Permanence: long-lived teams

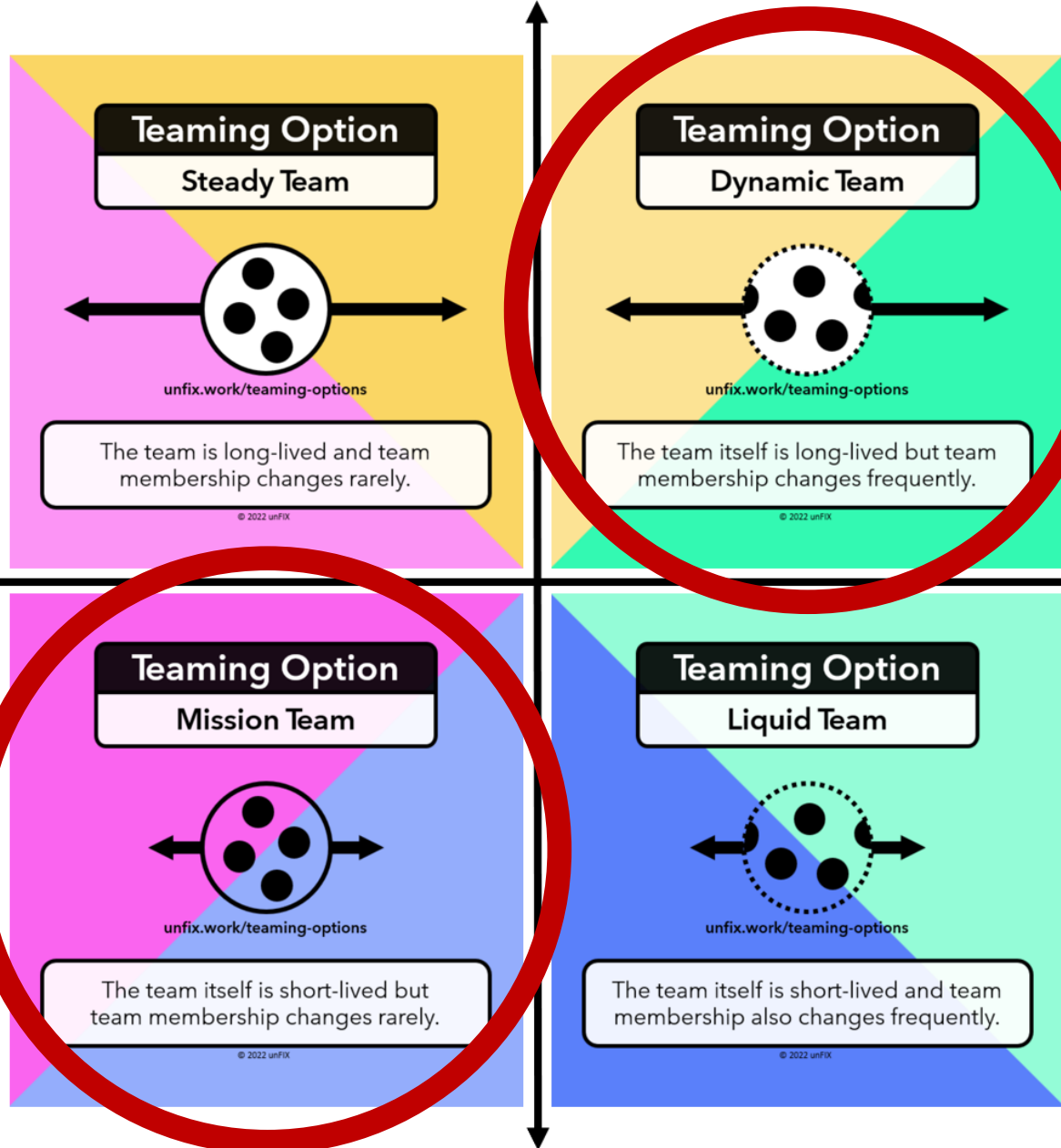
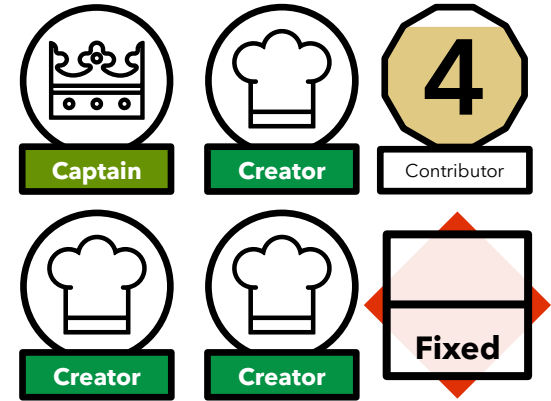


Permanence: short-lived teams

pipe drive



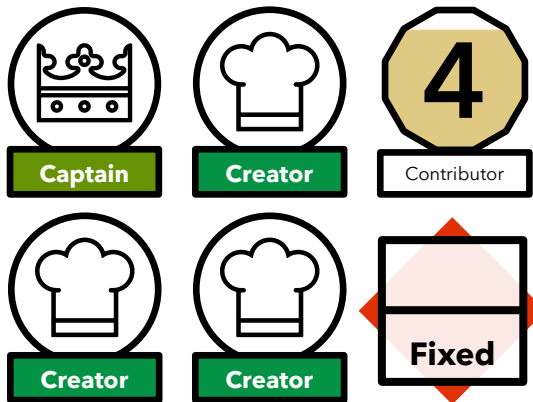
Permanence: long-lived teams




Permeability:
team membership
changes rarely

Permeability:
team membership
changes often

Permanence: short-lived teams



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 light blue rounded rectangular box with a black border is positioned in the upper right quadrant, containing the text.

**Organization
design should
be like this.**

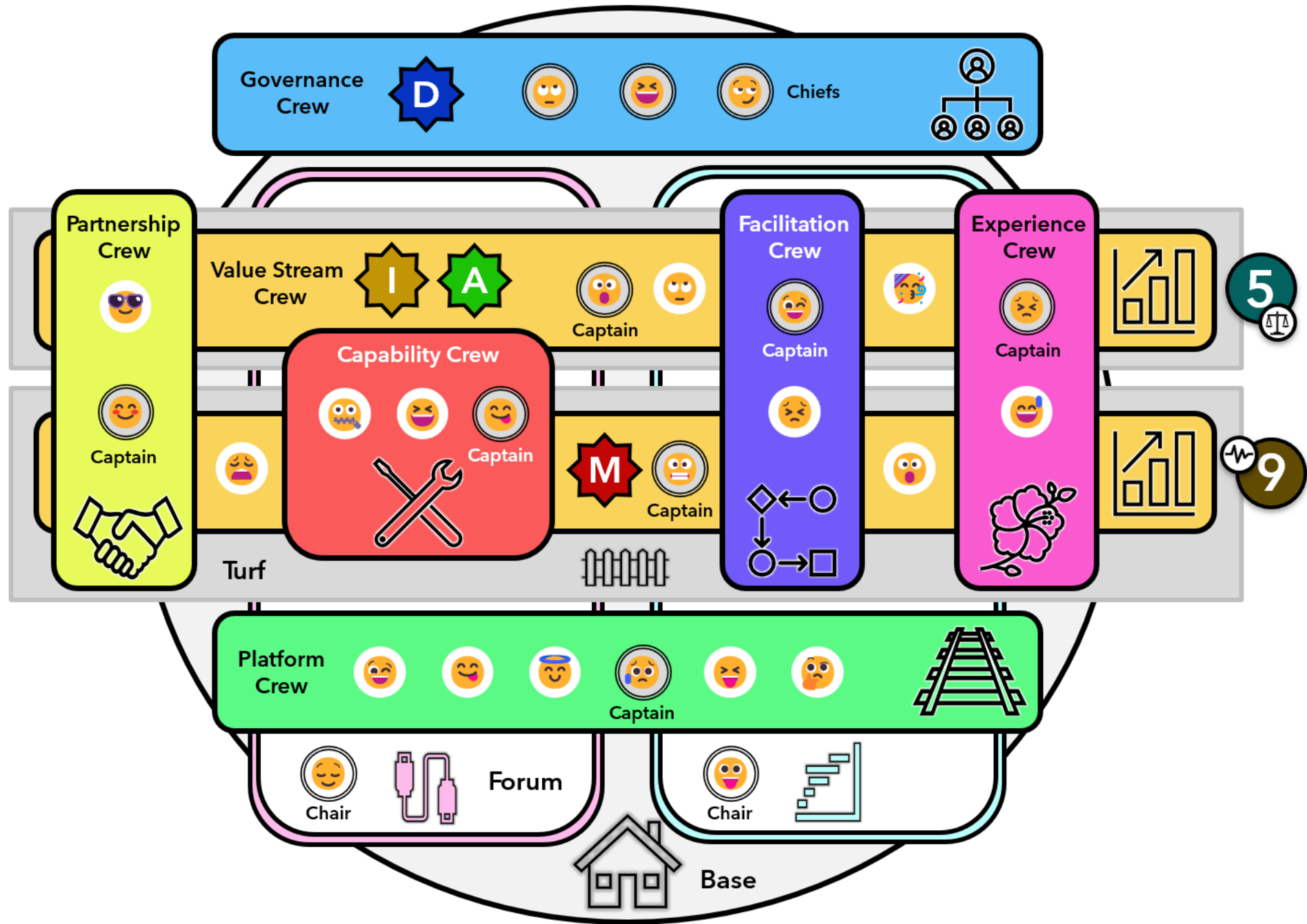
Not like this







A pattern language is an options list, not a shopping list.





REGAL

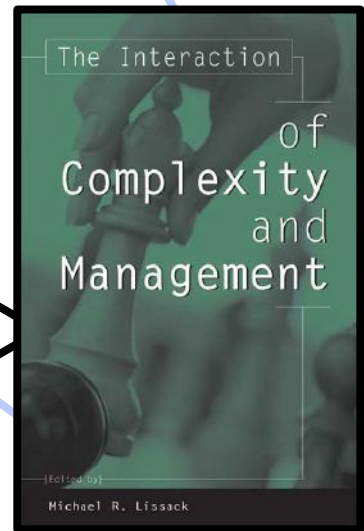
Is simplicity a goal?



“The complexity of a system must be adequate to the complexity of the environment that it finds itself in.”

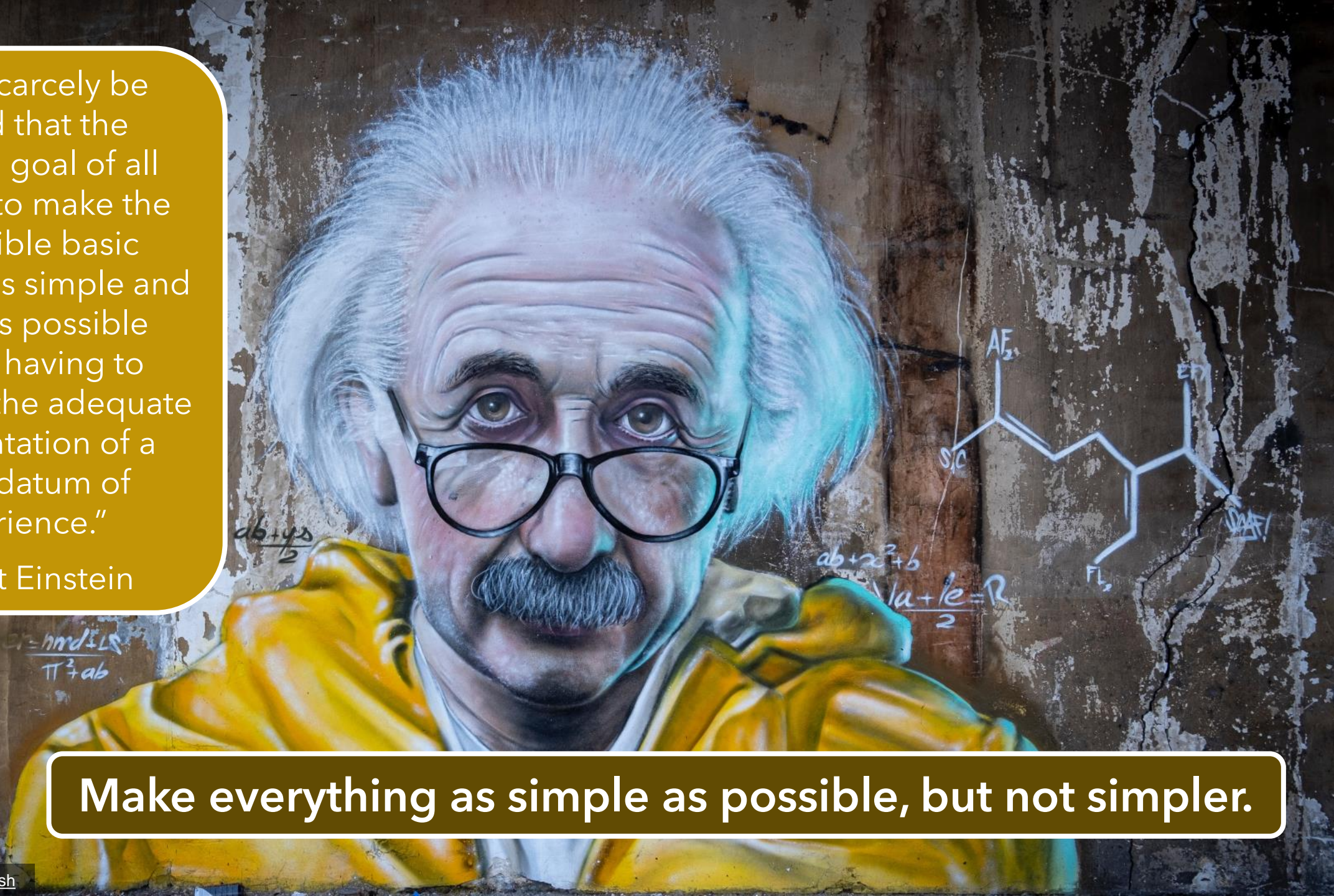
Michael Lissack, Max Boisot

[*The Interaction of Complexity and Management* \(2002\)](#)

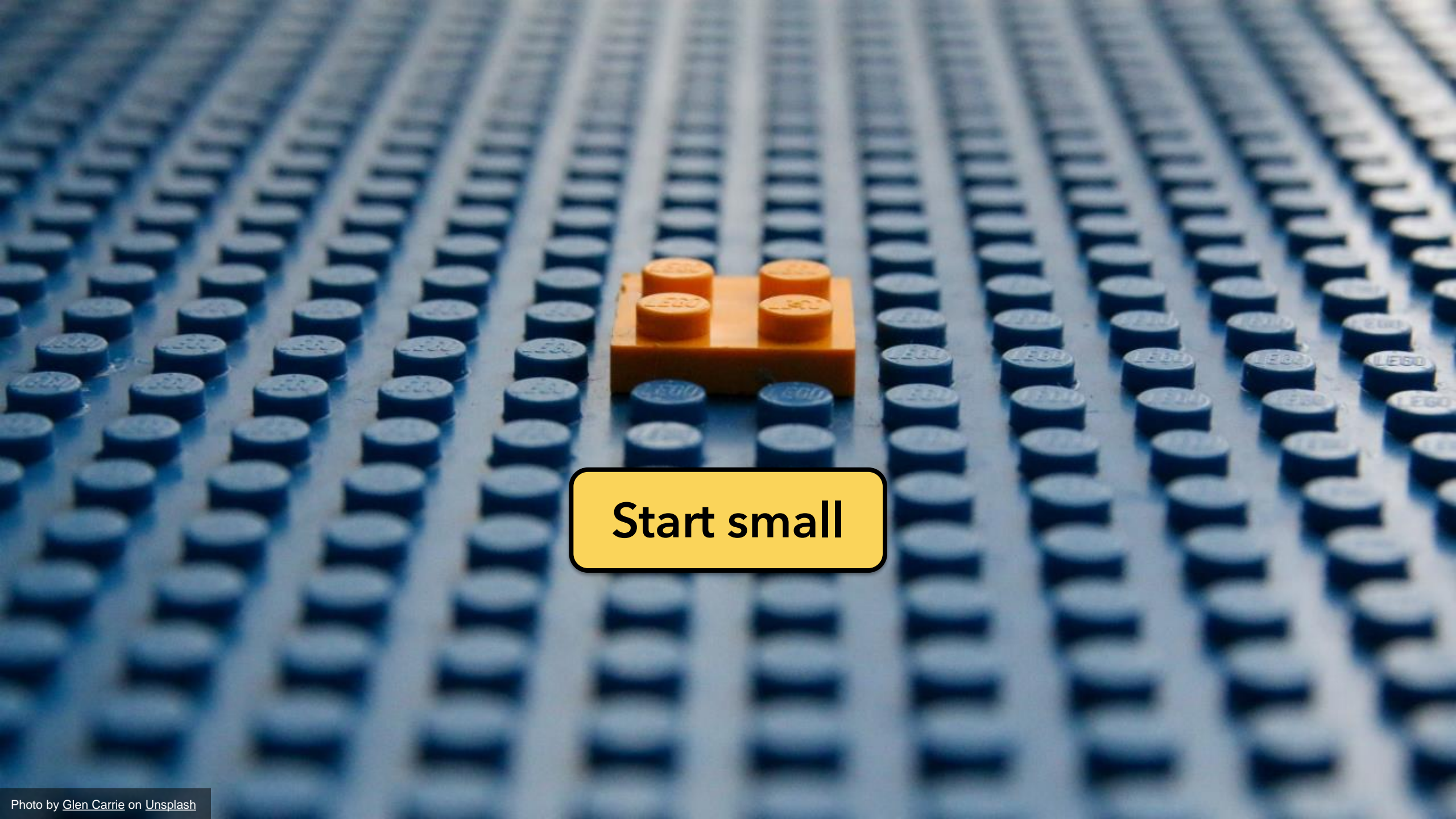


"It can scarcely be denied that the supreme goal of all theory is to make the irreducible basic elements as simple and as few as possible without having to surrender the adequate representation of a single datum of experience."

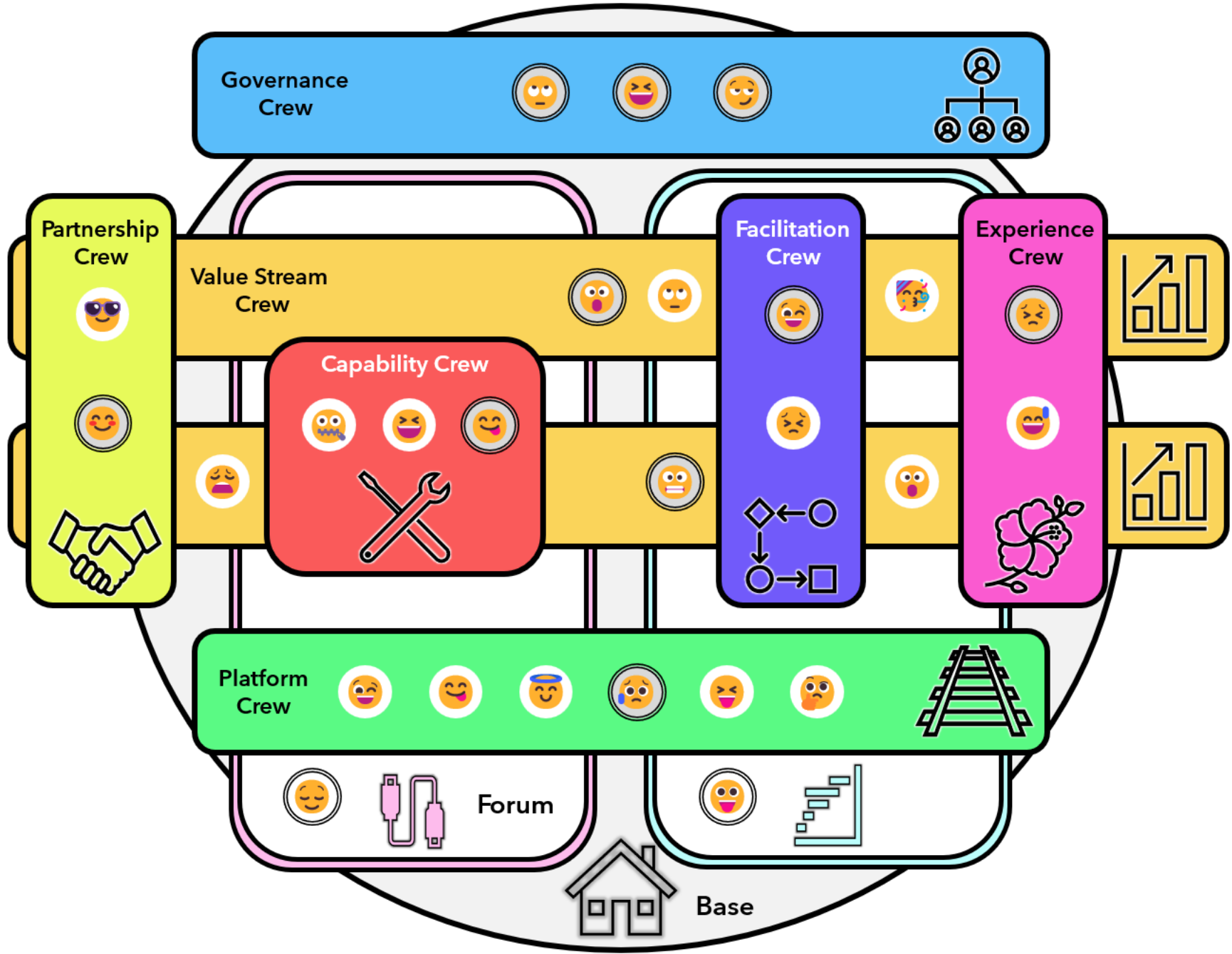
- Albert Einstein



Make everything as simple as possible, but not simpler.



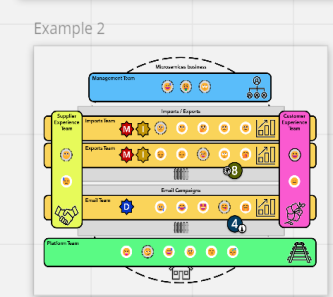
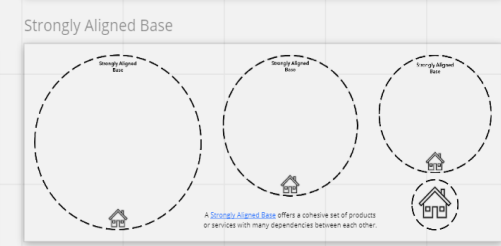
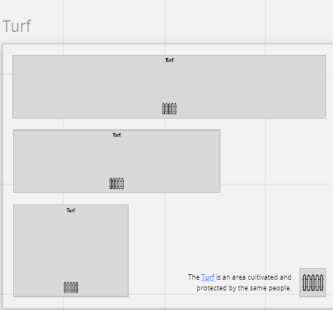
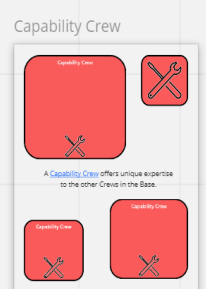
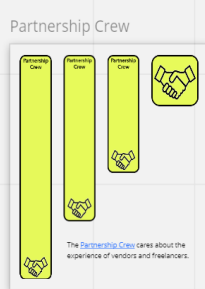
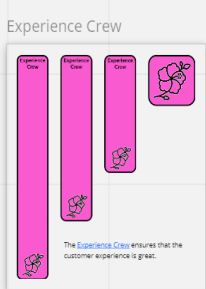
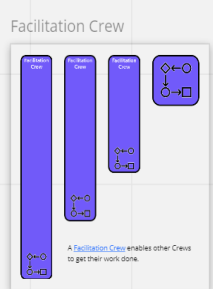
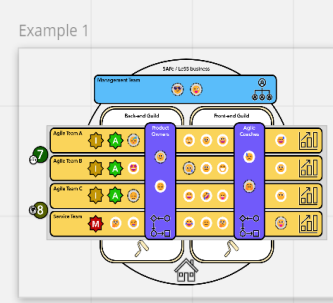
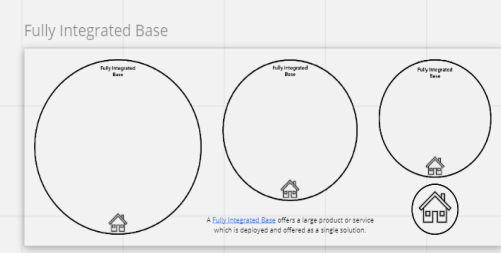
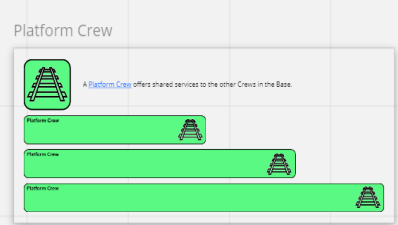
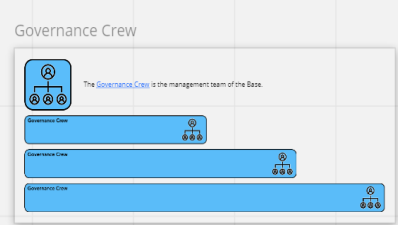
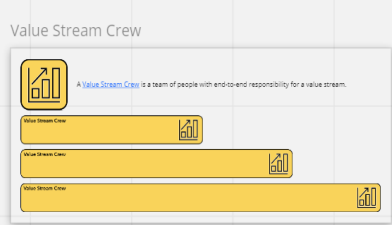
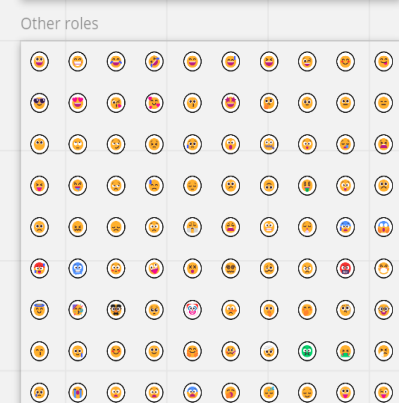
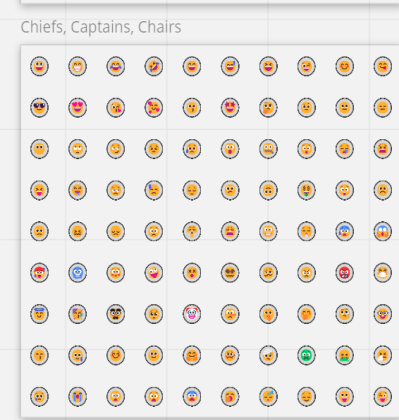
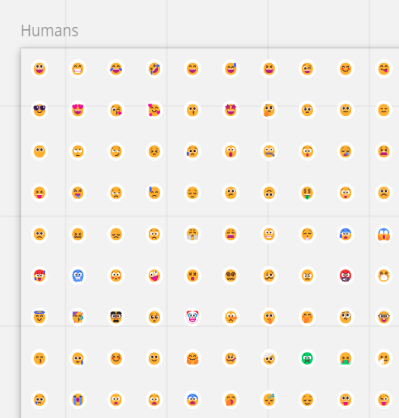
Start small



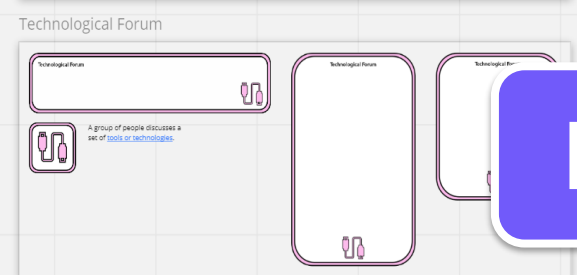
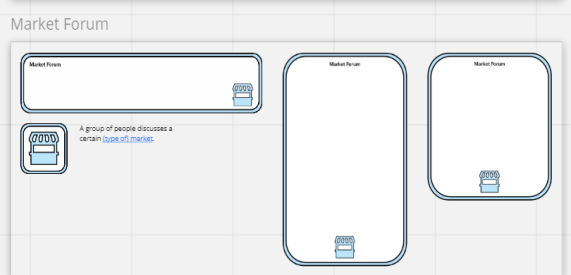
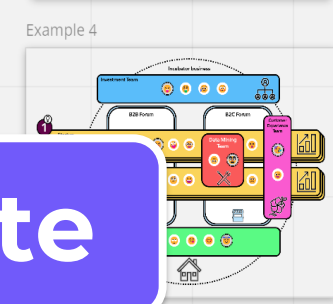
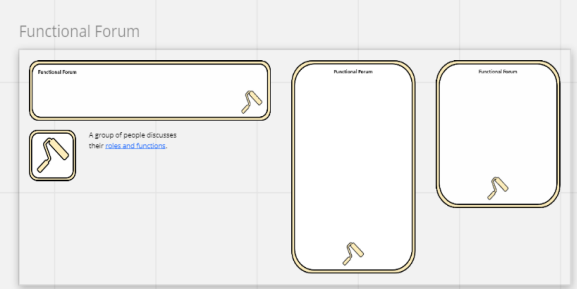
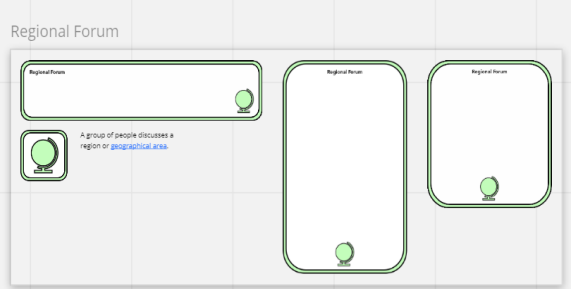
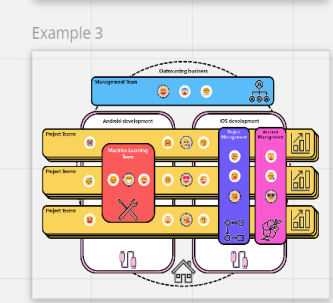
A close-up photograph of a man with a frustrated expression, biting his fingers. He has a furrowed brow and wide, intense eyes. His hands are pressed against his mouth, with his fingers clenched together. The background is a plain, light-colored wall.

"Where is this implemented?"





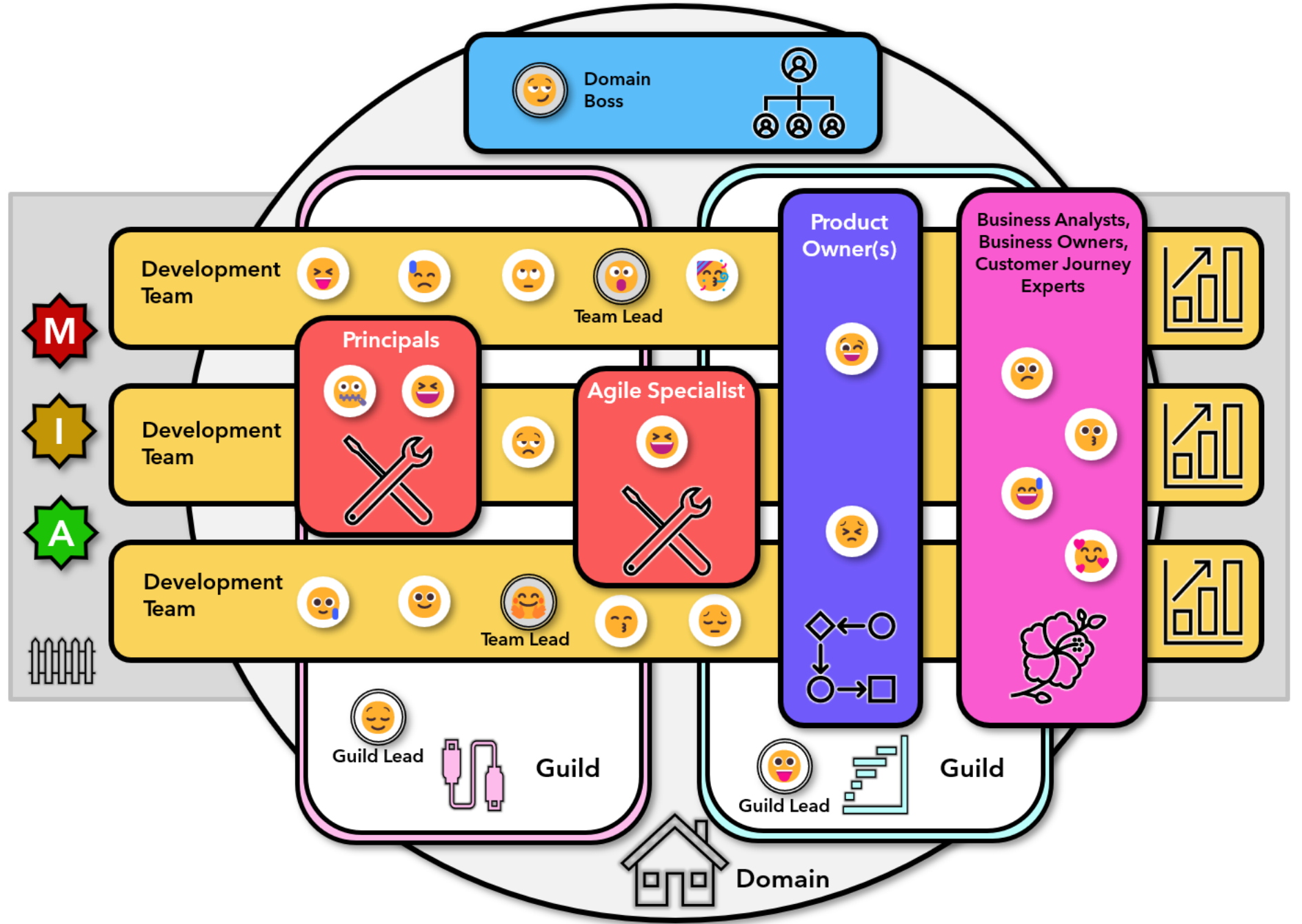
This Miro template contains the most common unFIX patterns and elements. For a complete set, check out the images and PowerPoint file provided separately in the [Downloads](#) section of the community.



Miro template



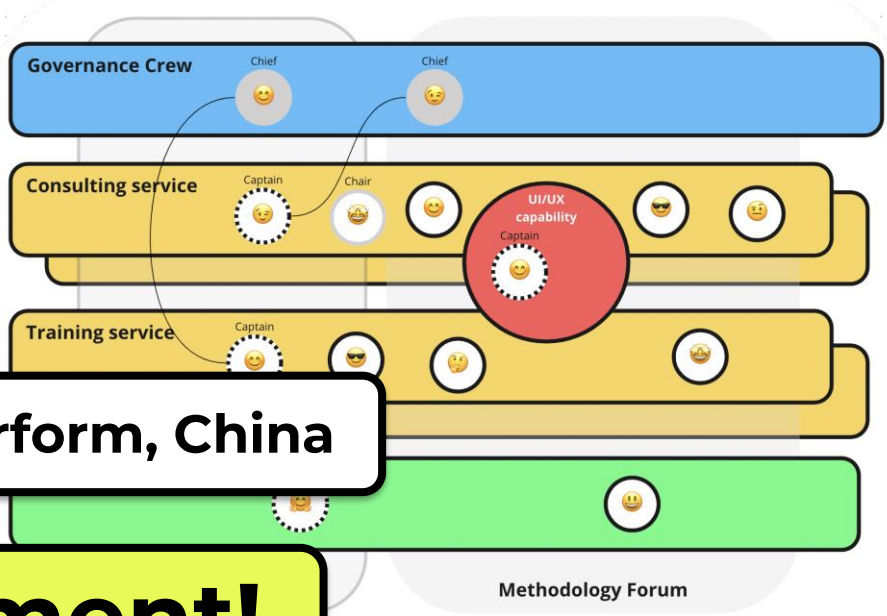
alles voor een glimlach®



Conexão Talento, Brazil

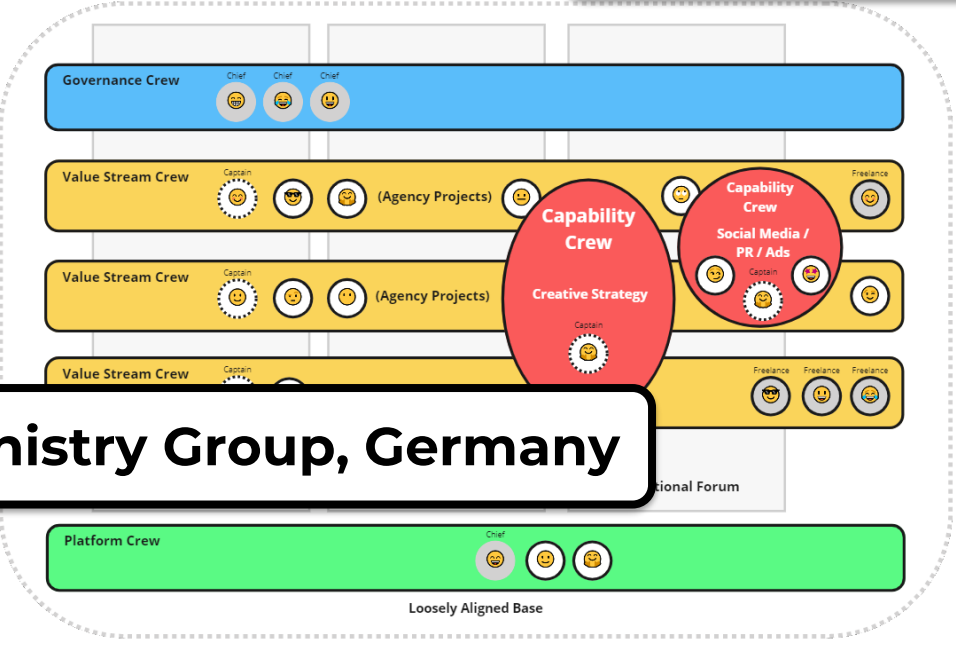


UPerform, China

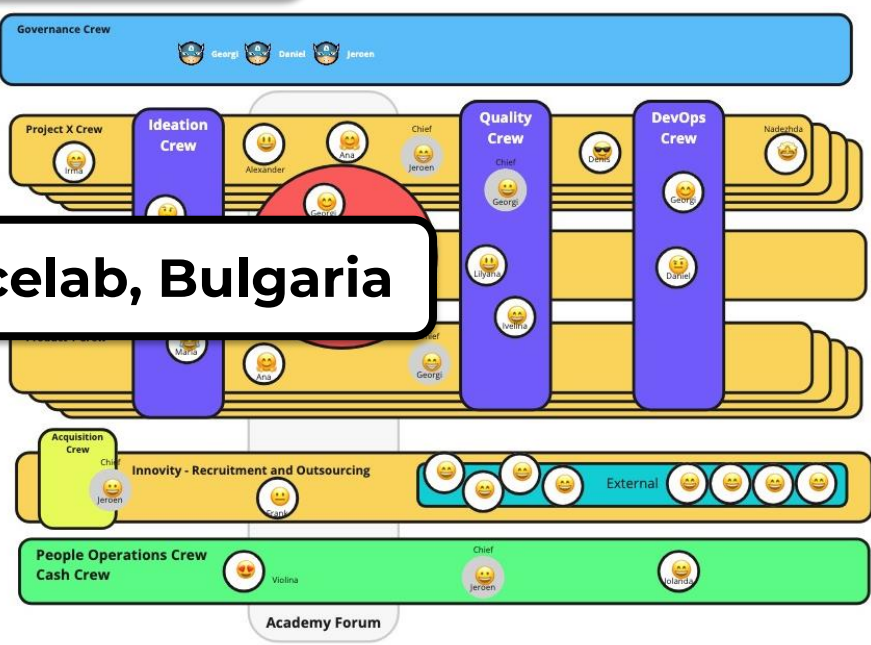


Let's experiment!

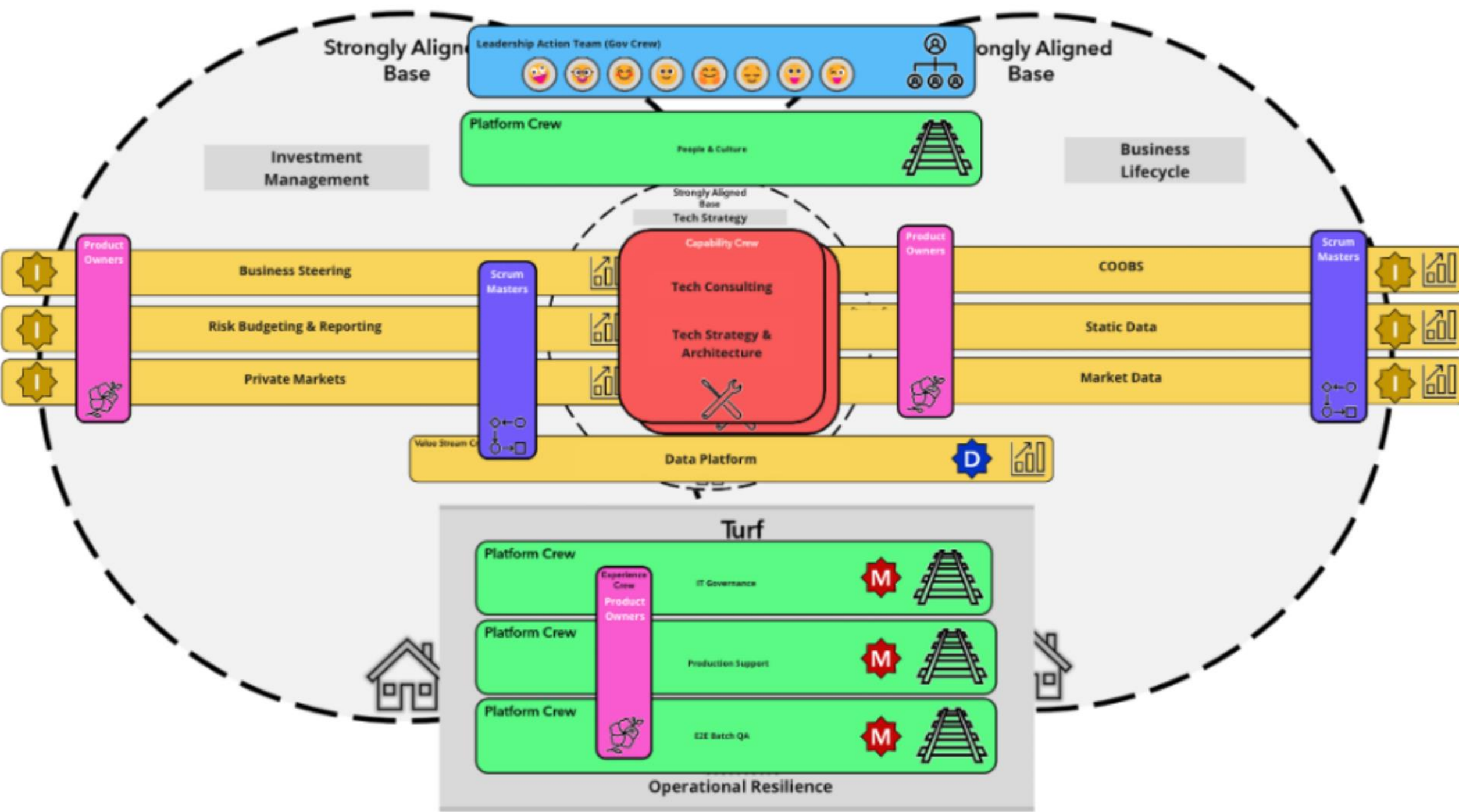
Ministry Group, Germany

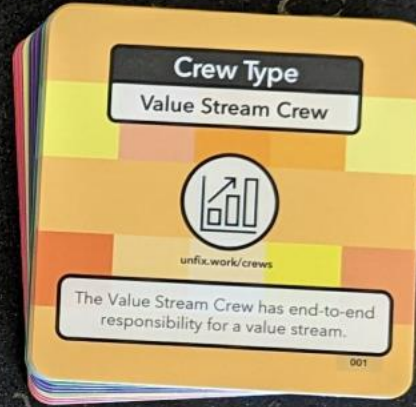
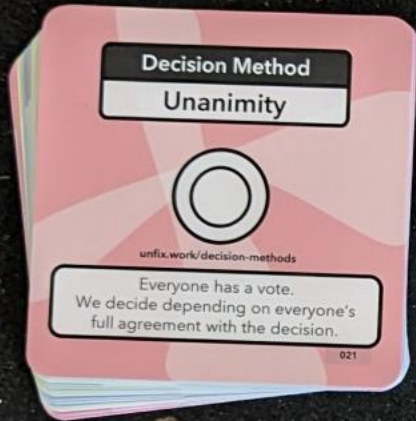


Sourcelab, Bulgaria



Sourcelab






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My Bases



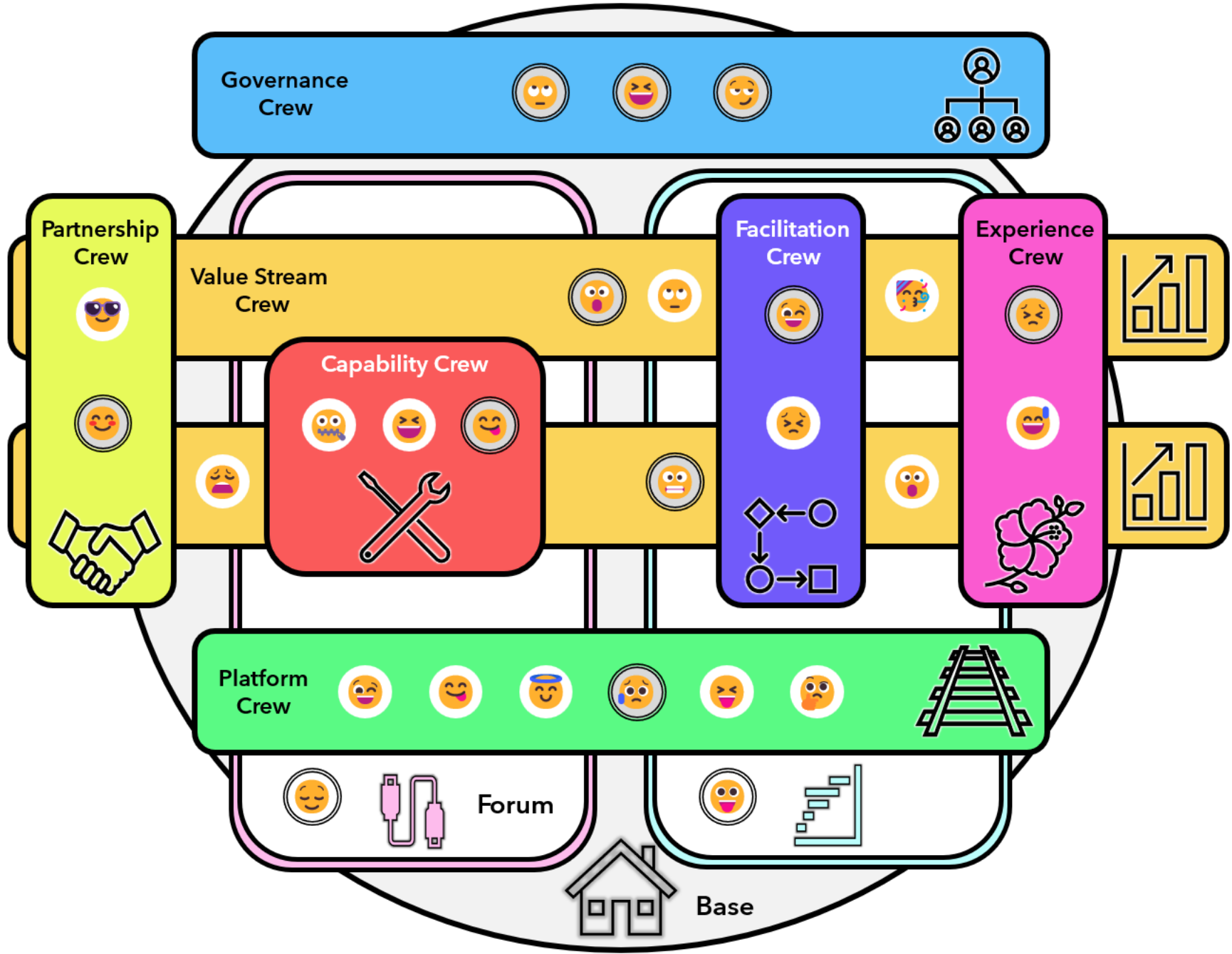
Add Base

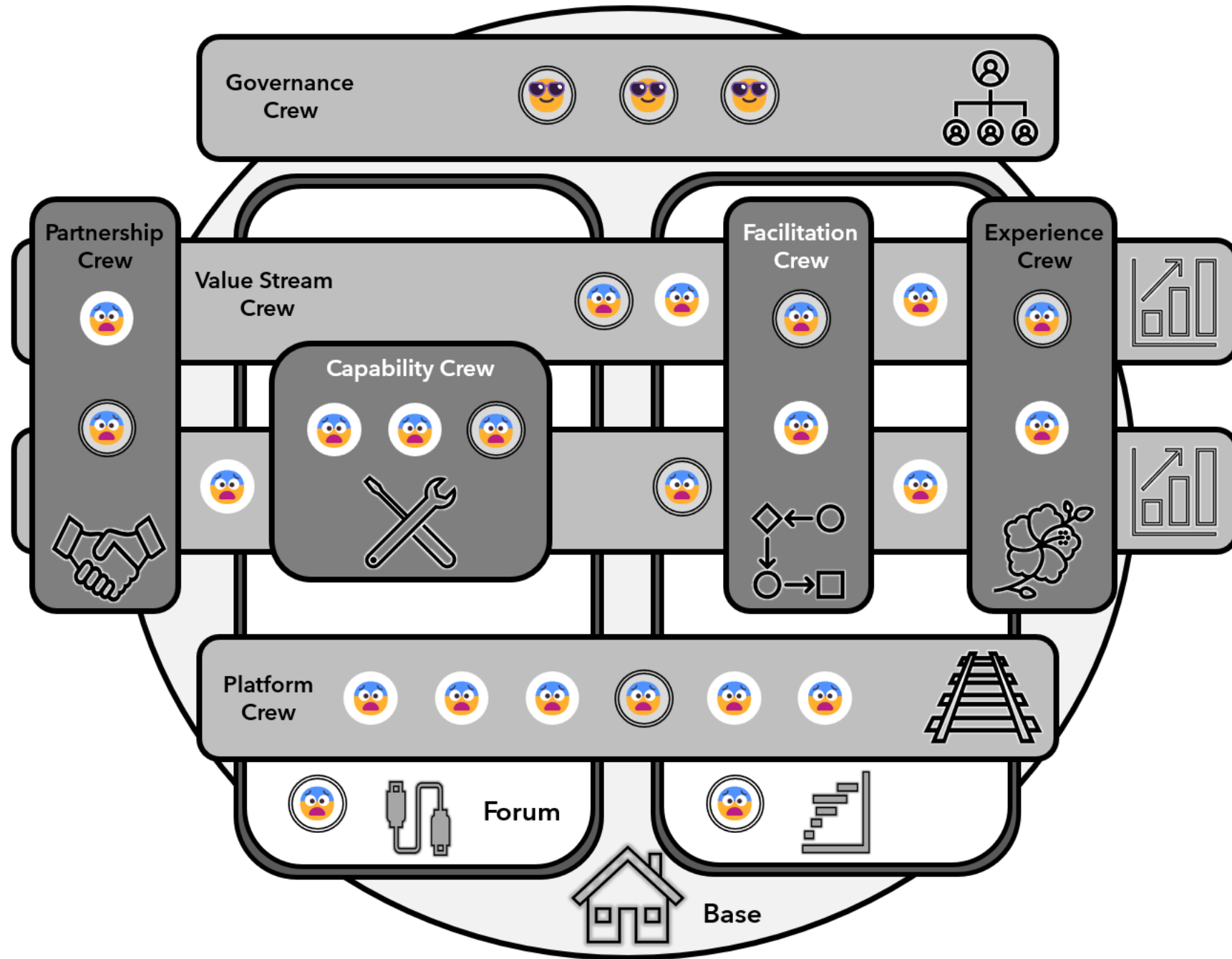


Another Base



ACME Software Agency







UNFIX

MAKE YOUR OWN METHOD

