

DRUPAL MOUNTAIN CAMP

Holacracy at Unic – A newcomer's perspective

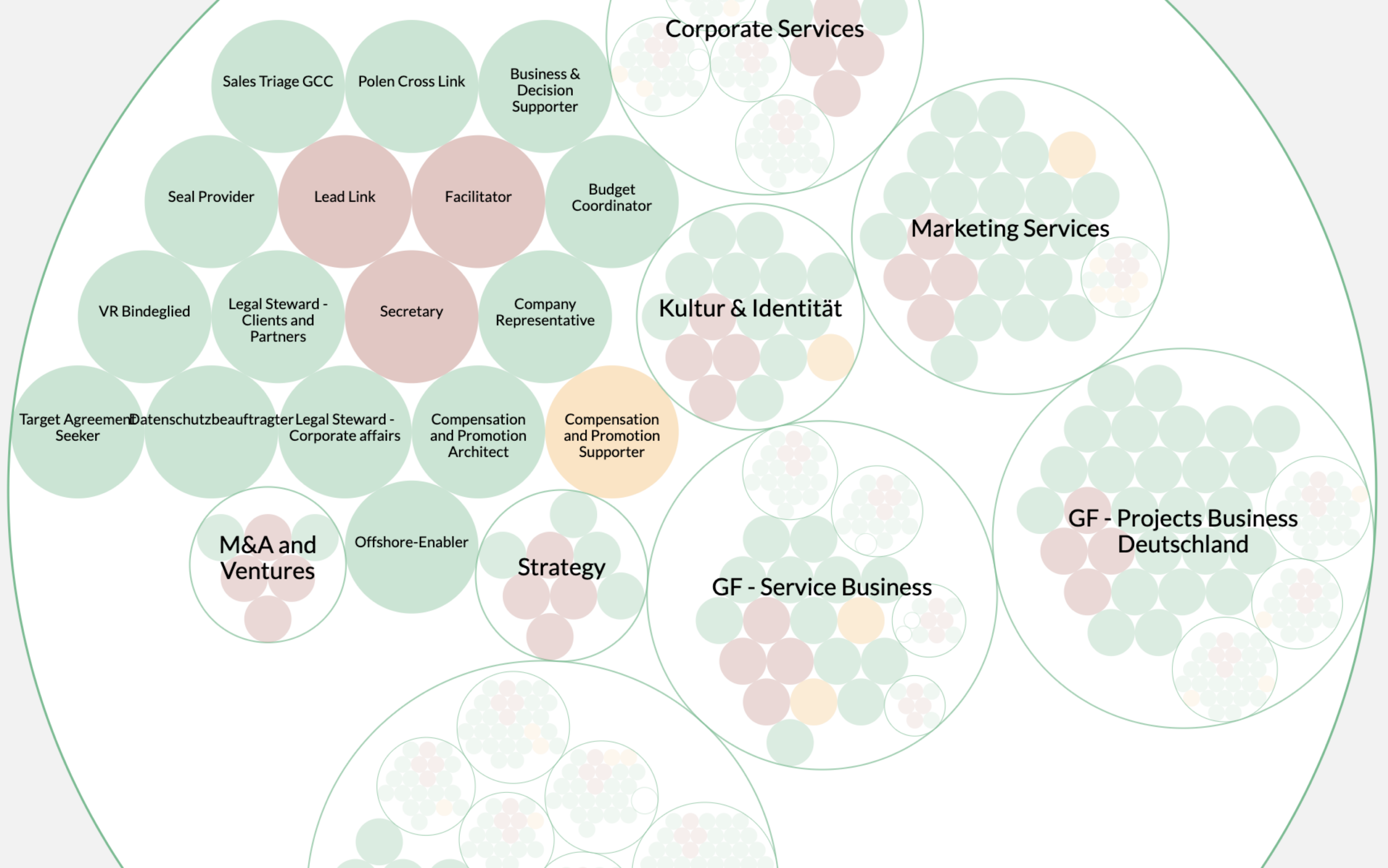
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Agenda

- Why I joined a holocratic company?
- What were my first impressions?
- What worked well?
- What can be improved?
- How can you get started with Holacracy?

Holacracy & you.



Why I joined a
holacratic company?

Why did I join a holacracy organization & what were my expectations?

- My journey
 - Previously, I went from Individual contributor -> Manager -> Consultant
- Agile mindset on org level
 - Strict hierarchies didn't feel right to me. I wanted to see the Agile mindset (i.e. Scrum) be applied throughout the organisation and not just on the team level
- Many interests
 - When it comes to work, I have a broad spectrum of interests from technology to marketing to leadership and diversity

Why did I join a holacracy organization & what were my expectations?

- Contribute on different levels
 - I wanted to be able to contribute at different levels regardless of my position and that others in the organisation can do the same
- Holacracy felt like a system that supports my vision

**What were my first
impressions?**

What were my first impressions?

- Nobody tells you what to do
 - After I started at Unic, I realized: nobody tells me what to do! There's a lot of freedom but a common purpose and certain rules drive the self-organisation.
- Holacracy is quite technical
 - Initially, you have to unlearn old things & learn new things
- You act from within different roles
 - i.e. I am a Consultant, Requirements Engineer, Community Link & Technology Strategist but this can also change

What were my first impressions?

- Not everything agile
 - An agile organisation doesn't imply agility everywhere. For example the way our projects are implemented isn't always agile.
- Little global standards
 - Agility means people can do things differently without too many global standards. I think this is a good thing according to "Crosspollination > standardization". We hear people ask global standards though

What were my first impressions?

- Not everything is documented
 - Our meetings make sure important topics get processed but results don't necessarily get documented

What worked well?

What worked well?

- Transparency
 - structure, policies, meeting reports, everything is available in our tool holaspirt. It helps visualise & process important team initiatives via projects
- Meetings are very efficient
 - We speak about what's important but don't spend too much time. Consent > Consens make decision making better in most cases

What worked well?

- Creating new roles
 - I was able to create new, additional roles through the Holacracy Governance process. I was worried in the first place, but it worked really well
- Self-organization
 - Most decision can be taken by whoever wants to take the decision. Roles have accountabilities, but that doesn't mean its their responsibility, anyone else can do that

What worked well?

- Its nice to be able to take on roles across different circles in the organisation
- Roles get added & removed
 - The organisation seems to be fluid

What can
be improved?

What can be improved?

- Communication
 - Holacracy doesn't account for “classic” team communication practices such as daily standup, slack, ... You have to ask for feedback
- Budgeting is very centrally steered
 - I think better self-organisation could happen when the circles also have their own budgets (hire, education, ...)

What can be improved?

- Salaries
 - Holacracy doesn't define how to deal with them. Our implementation is not transparent (the good thing is that for the roles I know, salaries are pretty well defined, no need to negotiate)
- Silos
 - Some circles are pretty cross-functional but lot of circles are specific to their discipline. I would prefer circles to be more customer oriented.

How can I
get started with
Holacracy?

How can I get started with Holacracy?

- Holacracy is a complete system
 - I think it makes sense to start with good coaching or in an environment that already masters it
- To bootstrap
 - I would pick certain tools I.e. from Sociocracy like Consent > Consens

How can I get started with Holacracy?

- Holacracy.org
 - Provides training materials and also the <https://www.holacracy.org/constitution>
- Unic service, website
 - We provide presentations, consulting, coaching, trainings: <https://www.unic.com/en/competencies/unic/responsive-organization>

Thank you.



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