EP05

PREVIOUSLY
in 180 sec

FINISH

hybrid work
management
OKR
CULTURE

Culture Digitale

Startup, SiliconValley are a state of mind

sans forgetica

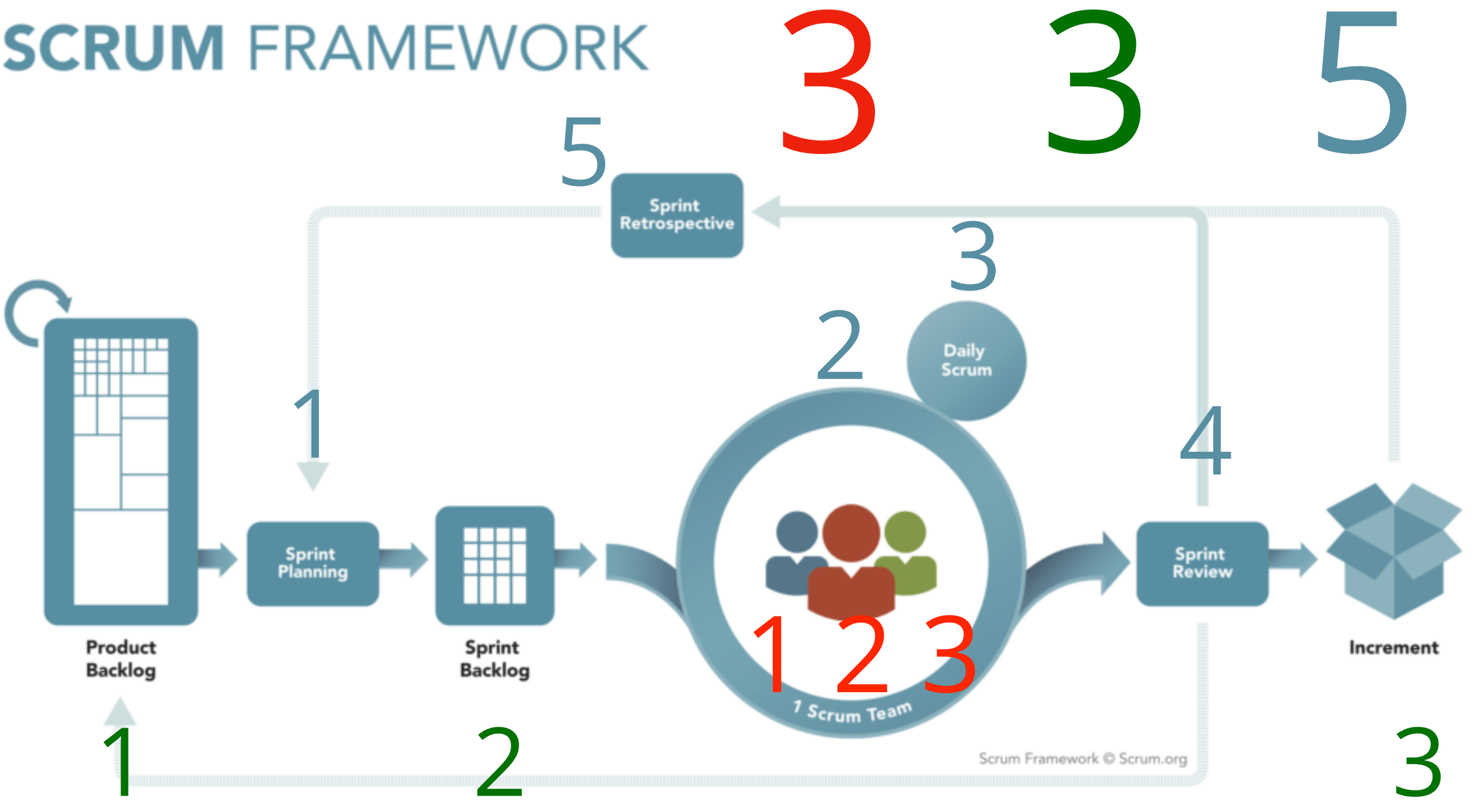
SCRUM = 3 3 5

3 ROLES

3 ARTIFACTS

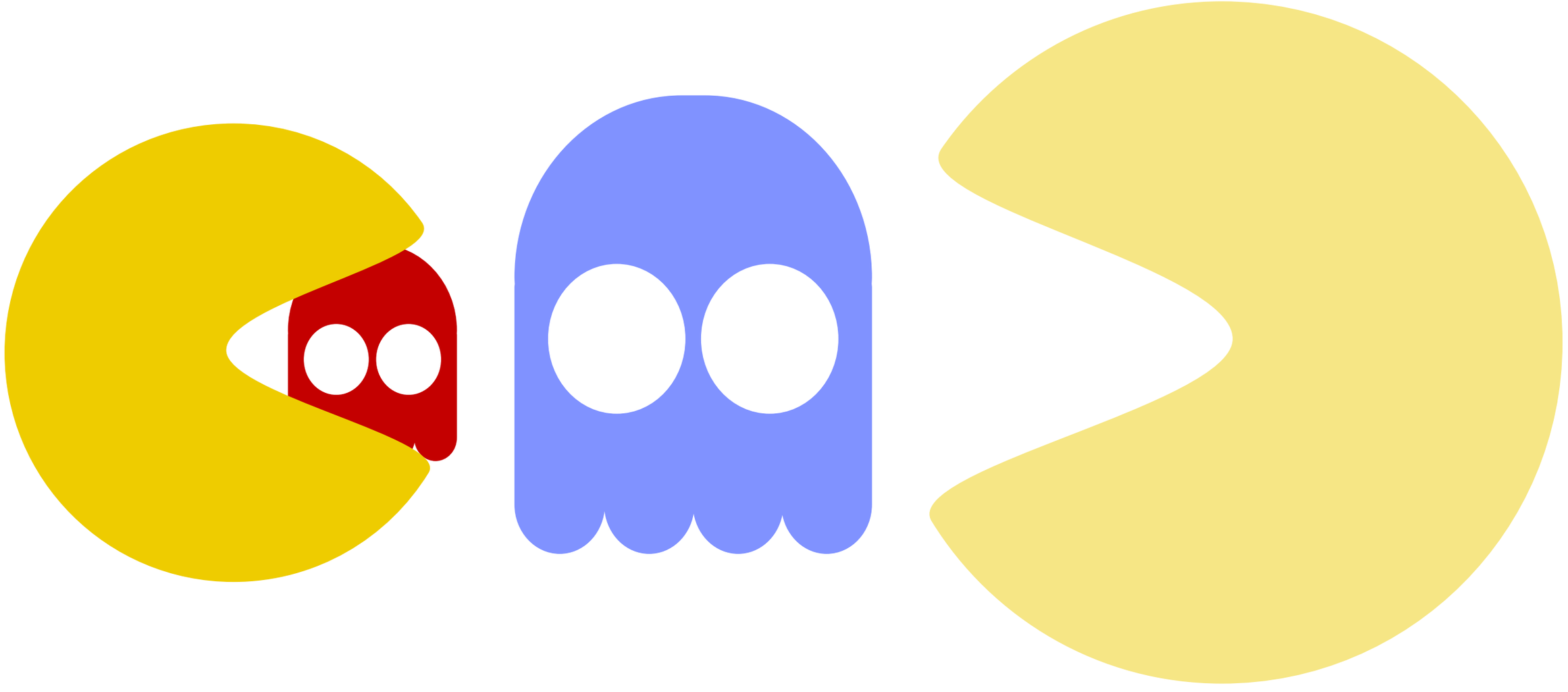
5 EVENTS

SCRUM FRAMEWORK



Scrum :
PUSH System
or
PULL System

« Culture eats strategy »



Cargo Cult

https://fr.wikipedia.org/wiki/Culte_du_cargo

Cargo cult

From Wikipedia, the free encyclopedia

For other uses, see Cargo cult (disambiguation).

A **cargo cult** is a millenarian belief system in which adherents perform rituals which they believe will cause a more technologically advanced society to deliver goods. These cults were first described in Melanesia in the wake of contact with allied military forces during the Second World War.

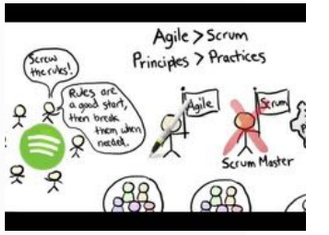
Ceremonial cross of John Frum cargo cult, Tanna island, New Hebrides (now Vanuatu), 1967

Spotify Engineering Culture

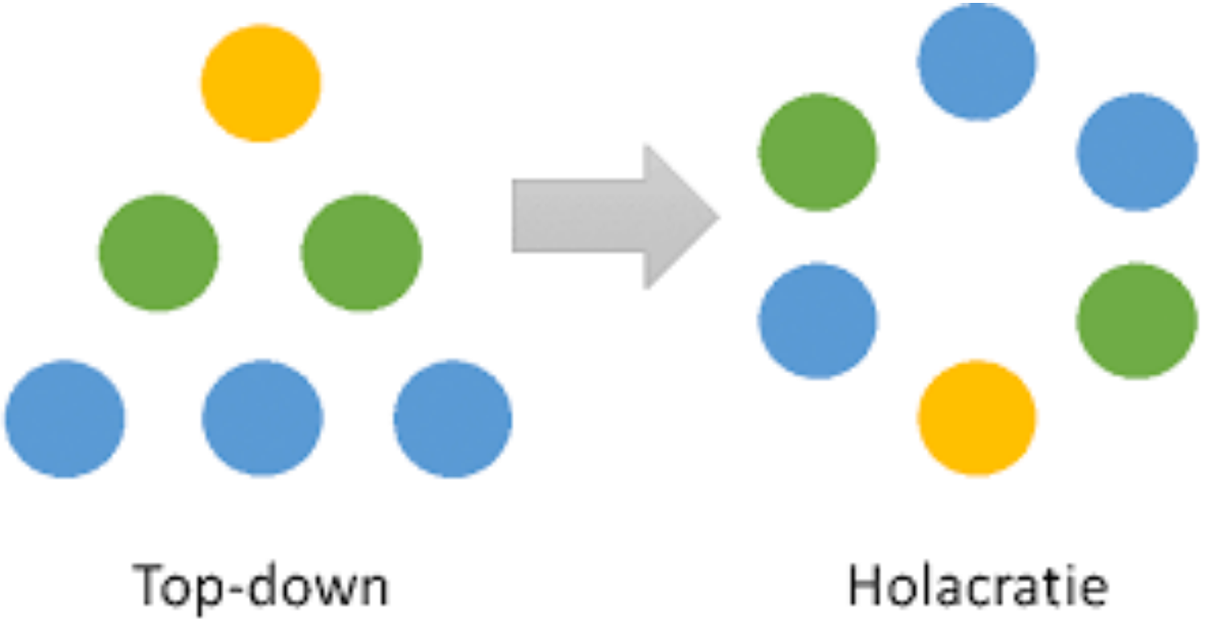
Part 1 of 2

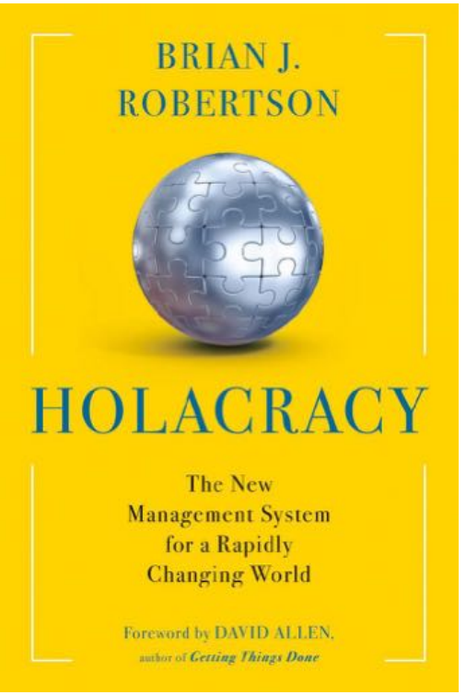
Henrik Kniberg

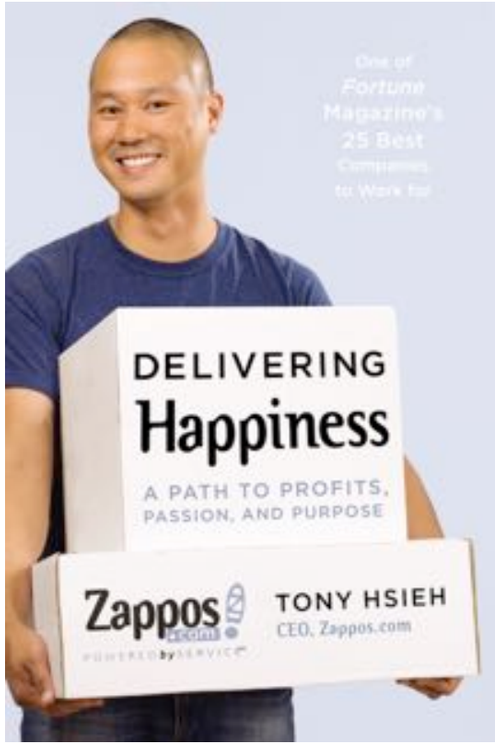
Jan 2014



HOLACRACY


Top-down
Holacratie


BRIAN J.
ROBERTSON
HOLACRACY
The New
Management System
for a Rapidly
Changing World
Foreword by DAVID ALLEN,
author of Getting Things Done


DELIVERING
Happiness
A PATH TO PROFITS,
PASSION, AND PURPOSE
Zappos
TONY HSIEH
CEO, Zappos.com

Développement Durable

B CORP, on en est où ?

← ACTUALITÉS

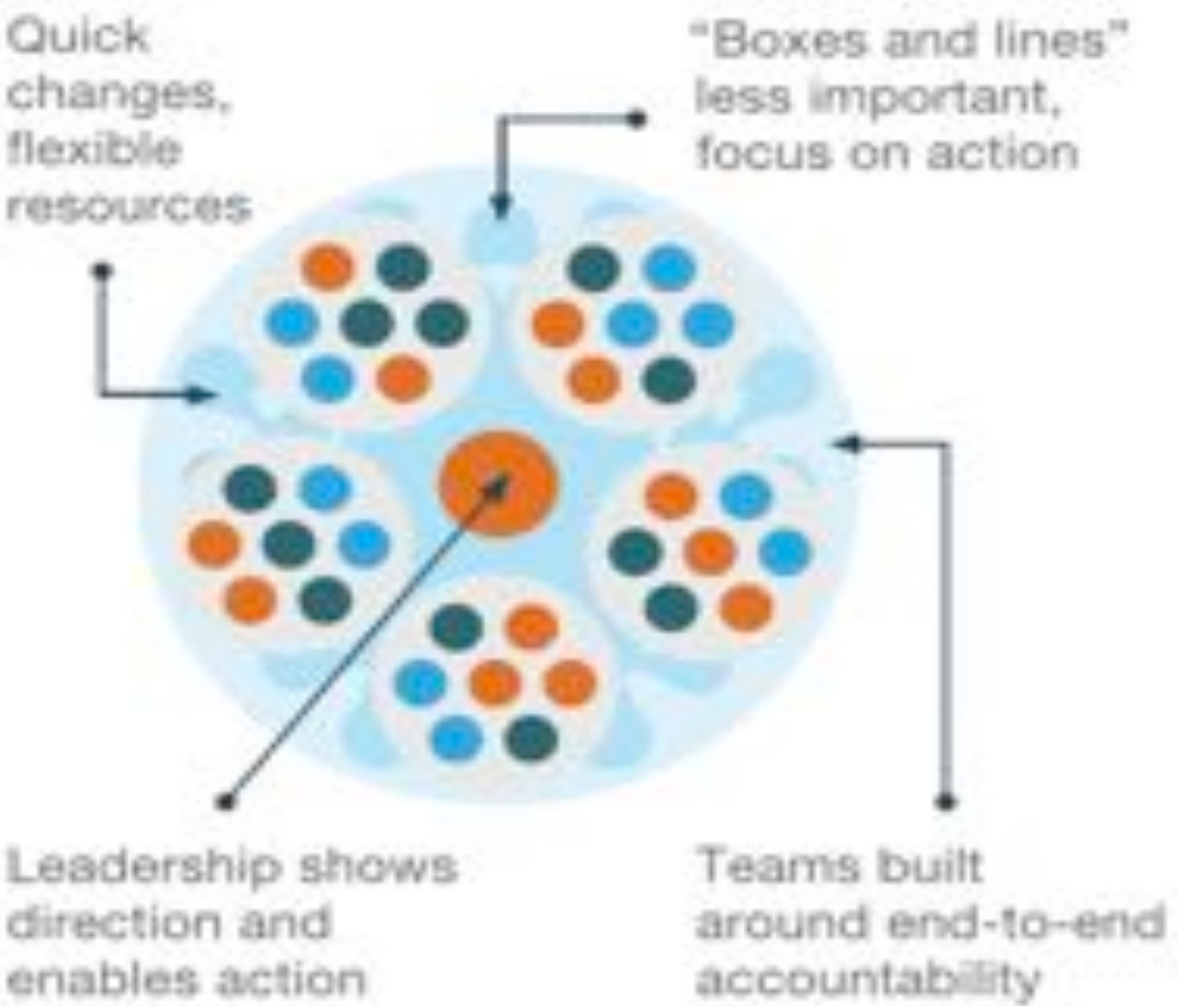
DATE :
29 MARS 2023

En 2019 nous avons obtenu la certification B CORP, plus haute distinction pour les entreprises engagées qui placent les aspects environnementaux et sociaux comme primordiaux dans leurs activités.

Rather than organization as machine, the agile organization is a living organism

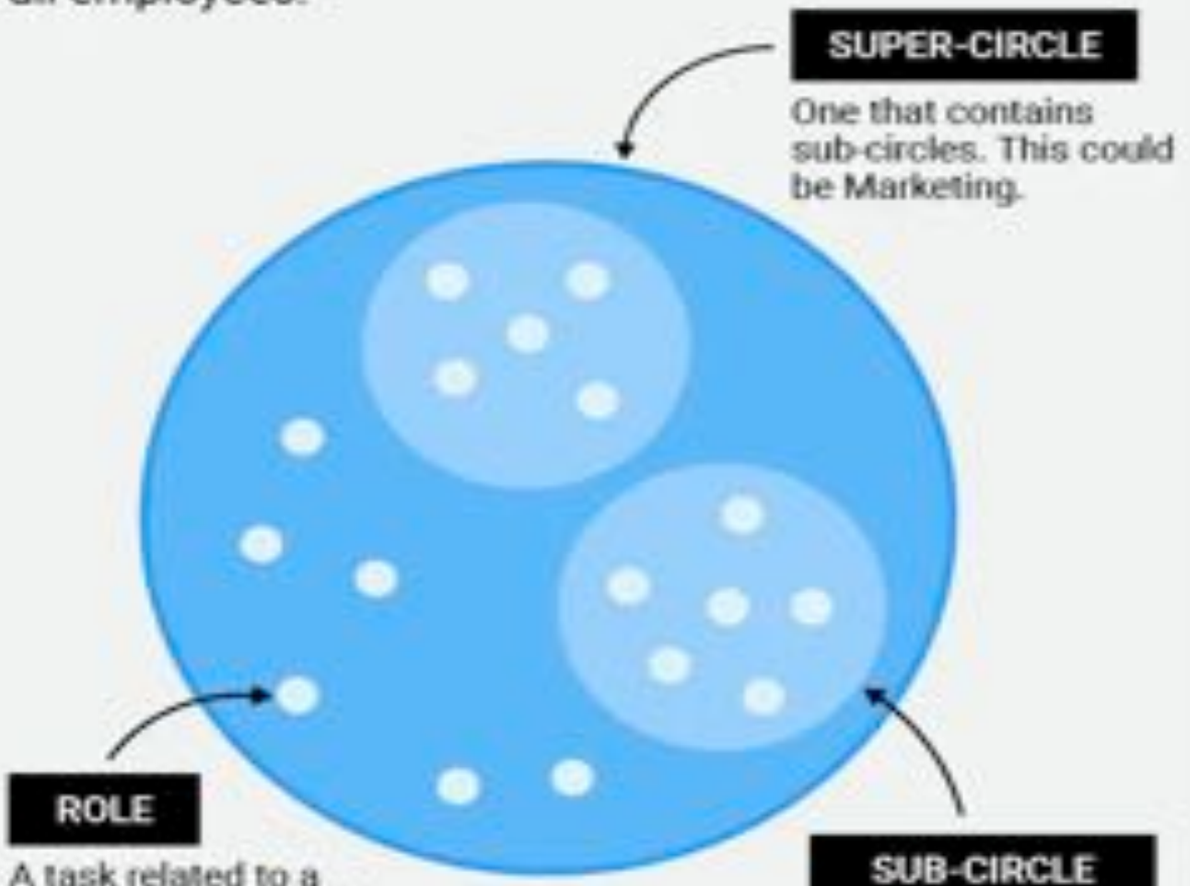
From organizations as "machines" ...

... to organizations as "organisms"



HOLACRACY VS. HIERARCHY

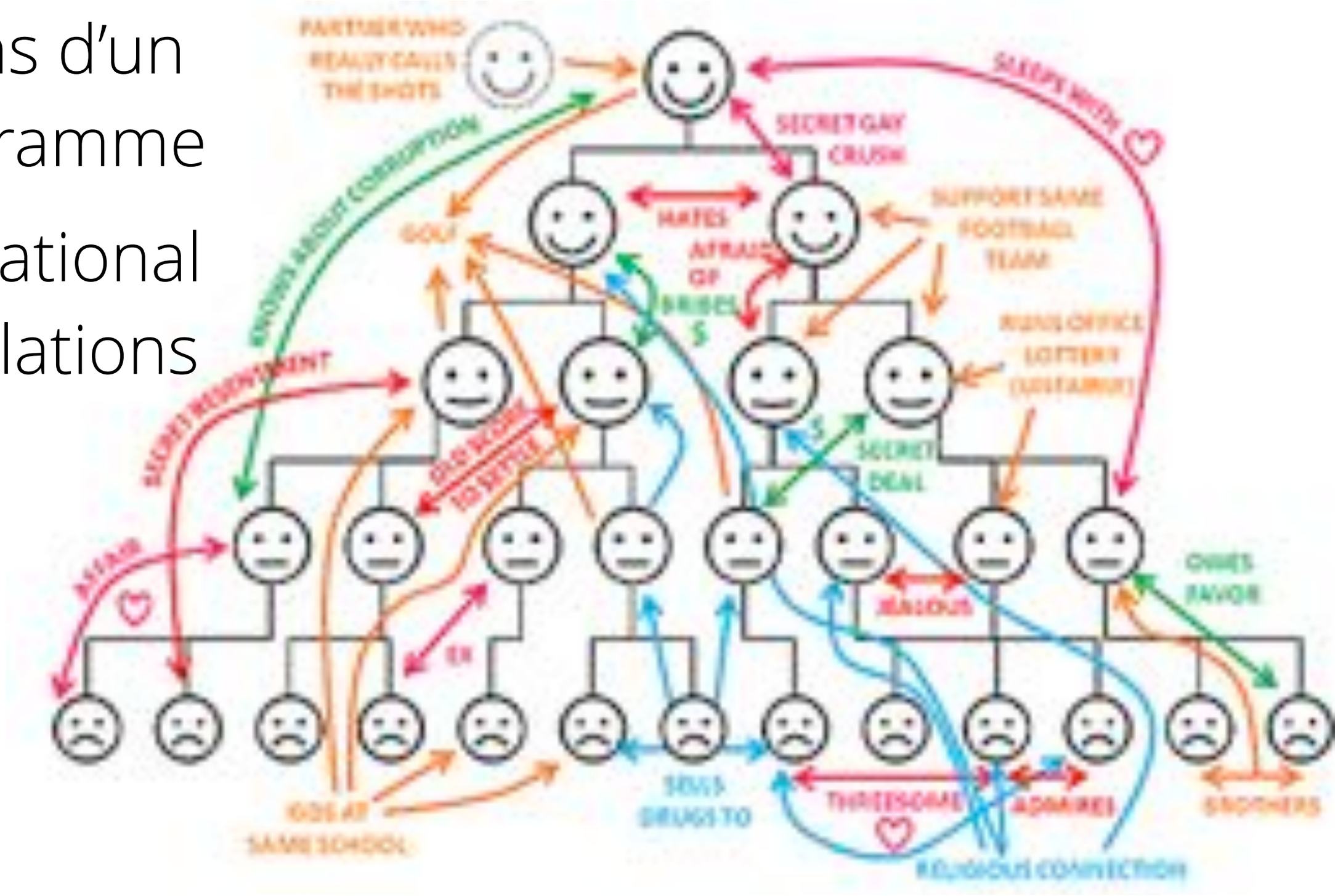
Holacracy takes powers traditionally reserved for executives and managers and spreads them across all employees.



In a **traditional hierarchy**, layers of management establish how products are approved and monitored.

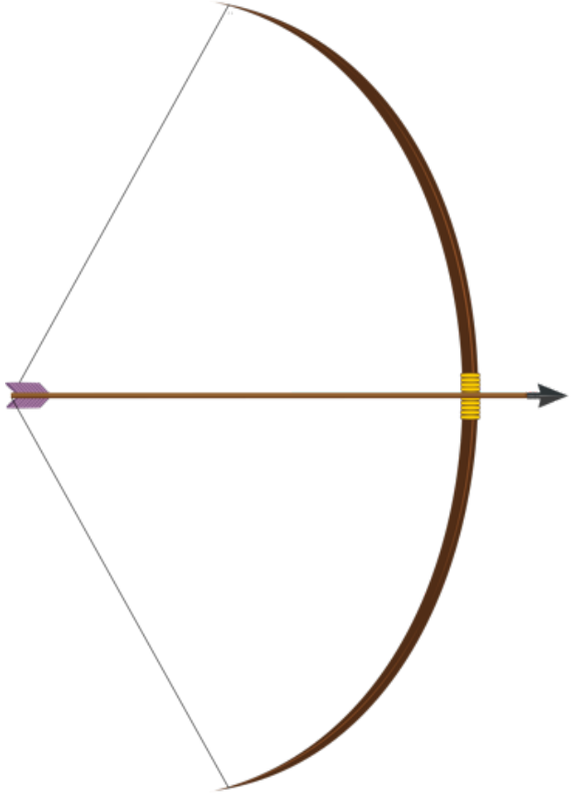
Relations d’un organigramme

Organizational chart relations

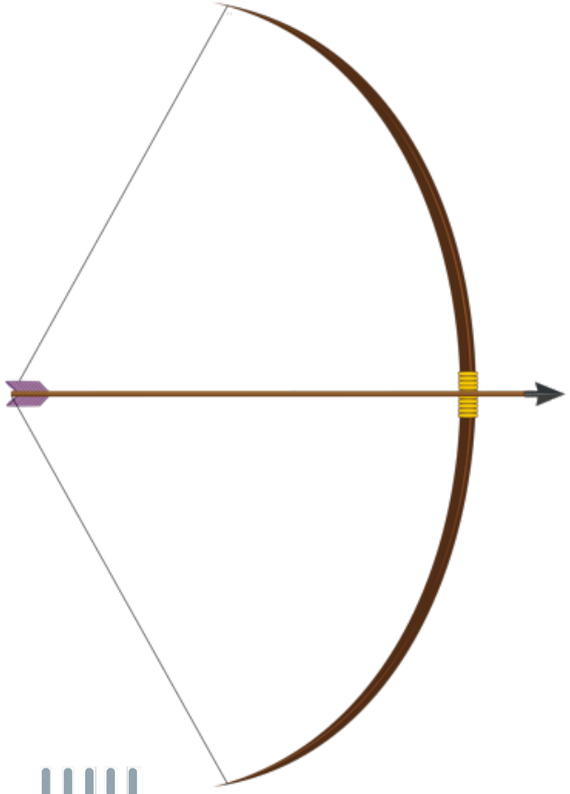


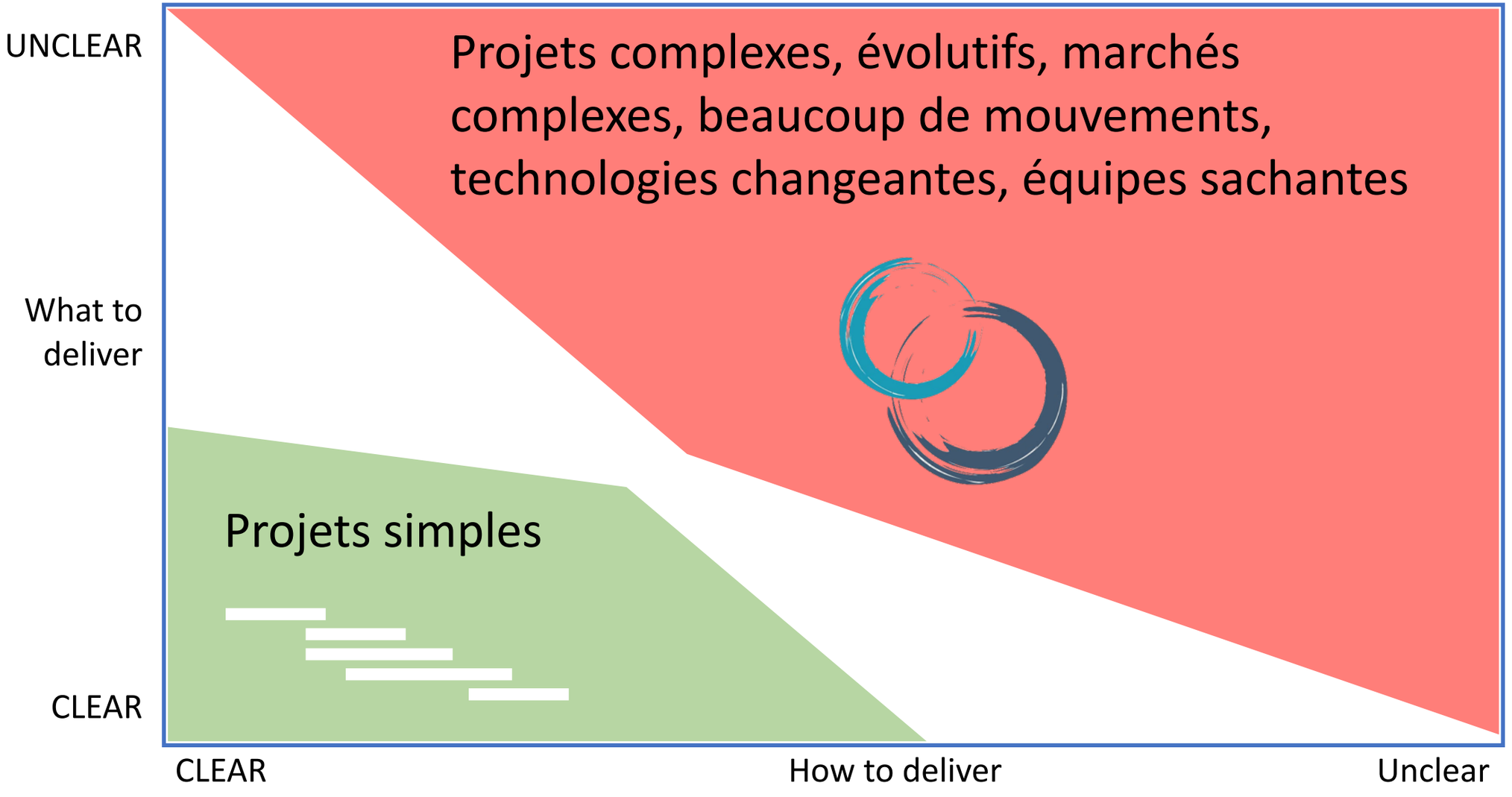
0

slack

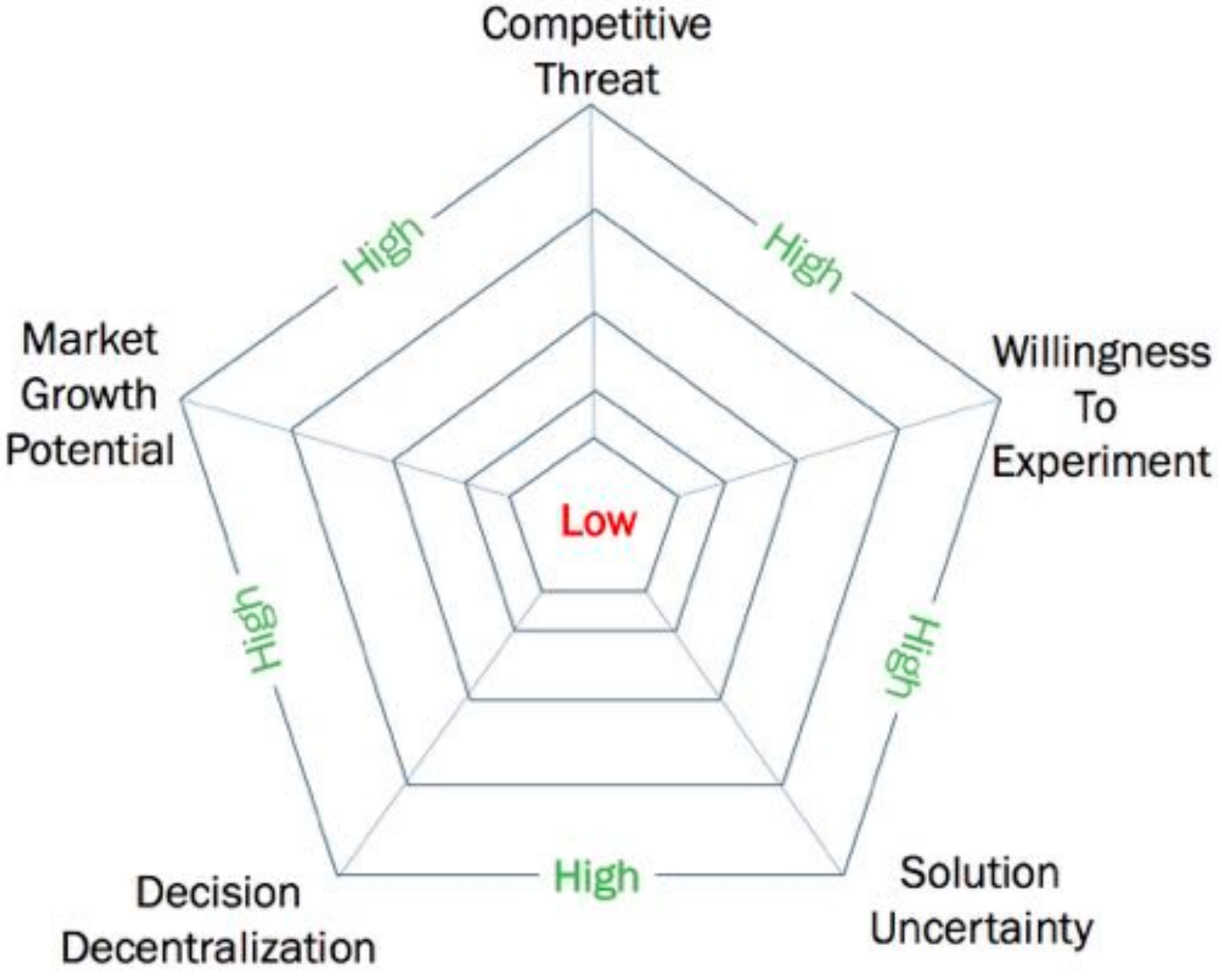


Agilité : matrice de choix





Agilité : matrice de choix


Competitive Threat
High
High
Willingness To Experiment
High
Solution Uncertainty
High
Decision Decentralization
High
Market Growth Potential
Low

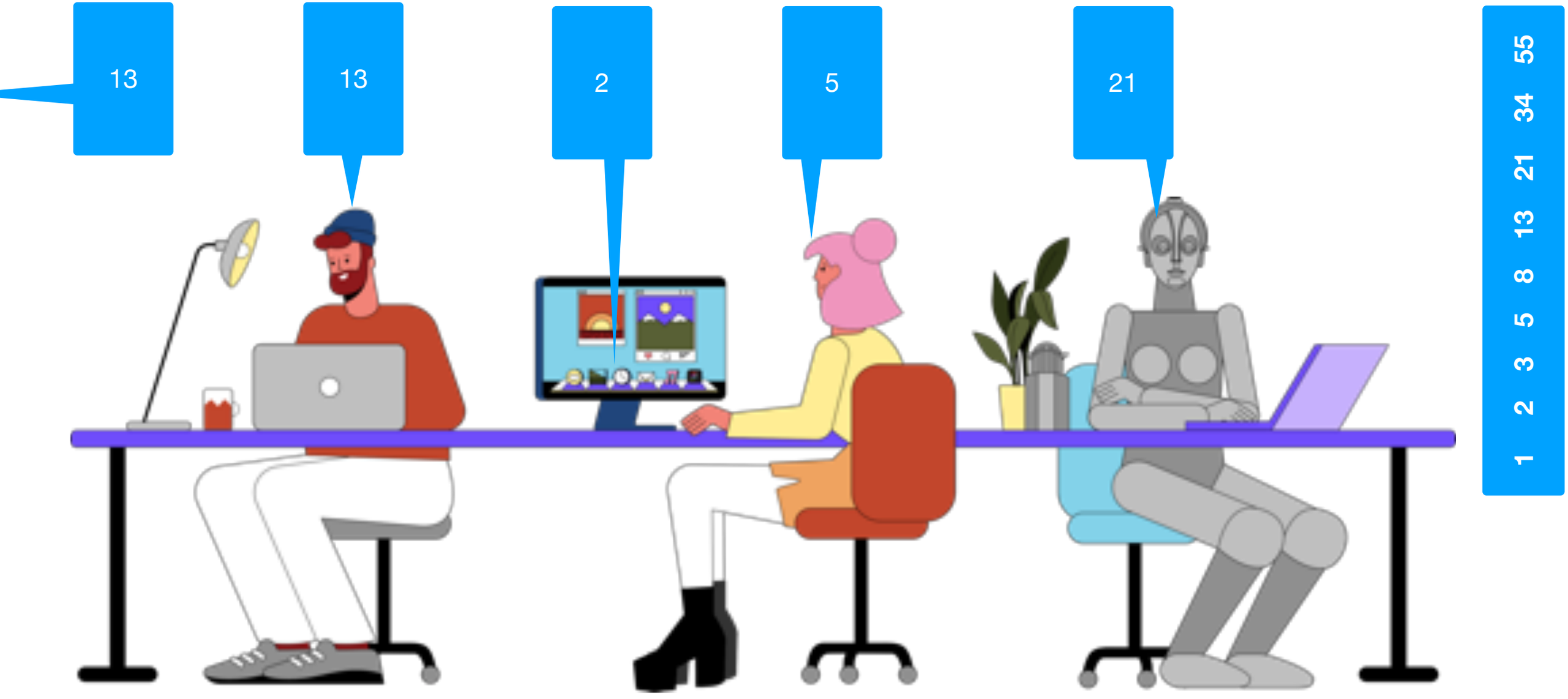
NON

Competitive Threat
High
High
Willingness To Experiment
High
Solution Uncertainty
High
Decision Decentralization
High
Market Growth Potential

OUI

Competitive Threat
High
High
Willingness To Experiment
High
Solution Uncertainty
High
Decision Decentralization
High
Market Growth Potential

POKER



Agile at scale ?

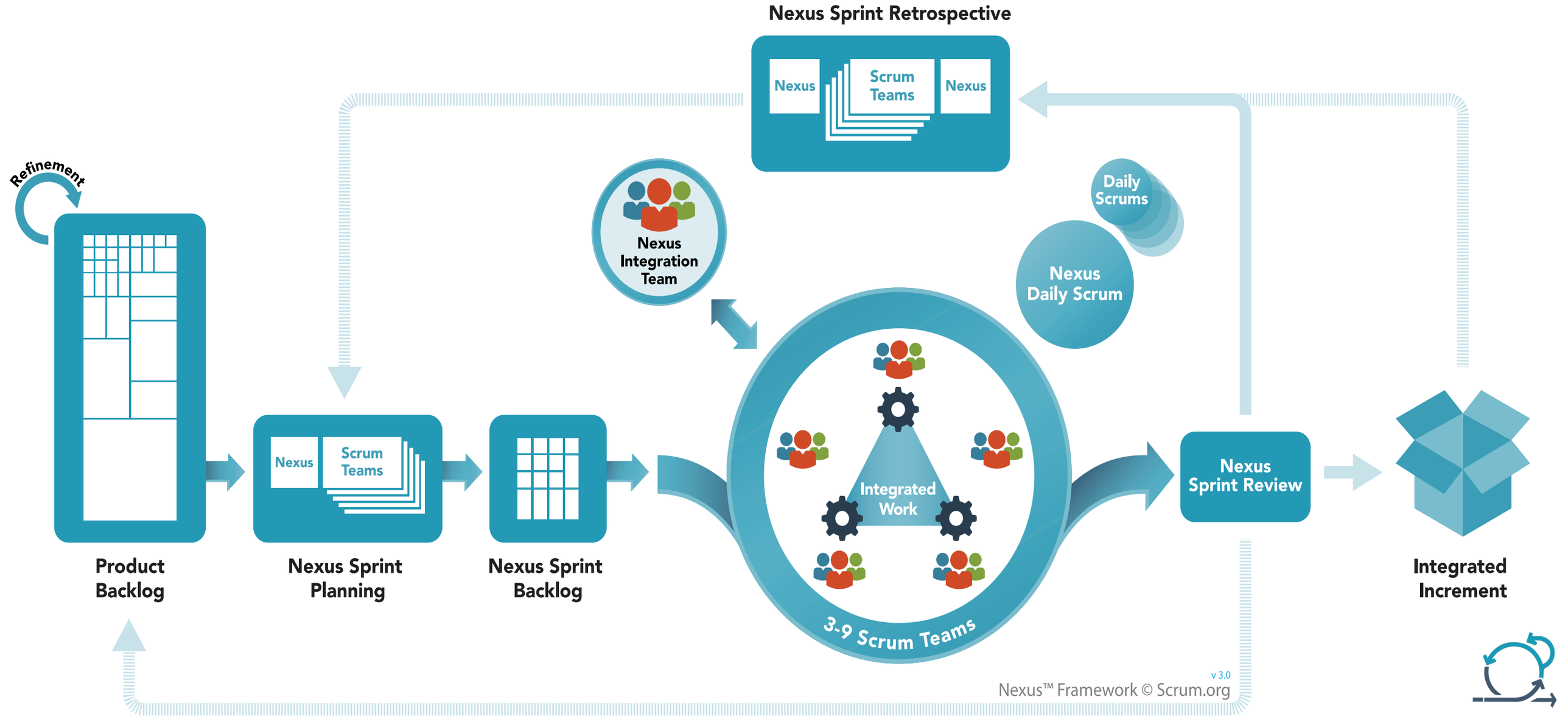
Réponse de consultants :

SAFe

scaled agile framework

https://www.scaledagileframework.com/

NEXUS™ FRAMEWORK



v 3.0
Nexus™ Framework © Scrum.org

SCALED AGILE
Provider of SAFe

FAQs | Partner Programs | About | Resources | SAFe Website | Member Login

SAFe Courses | Find Training | Certification | Find a Partner | Enterprise Solutions | Community

Find a Course

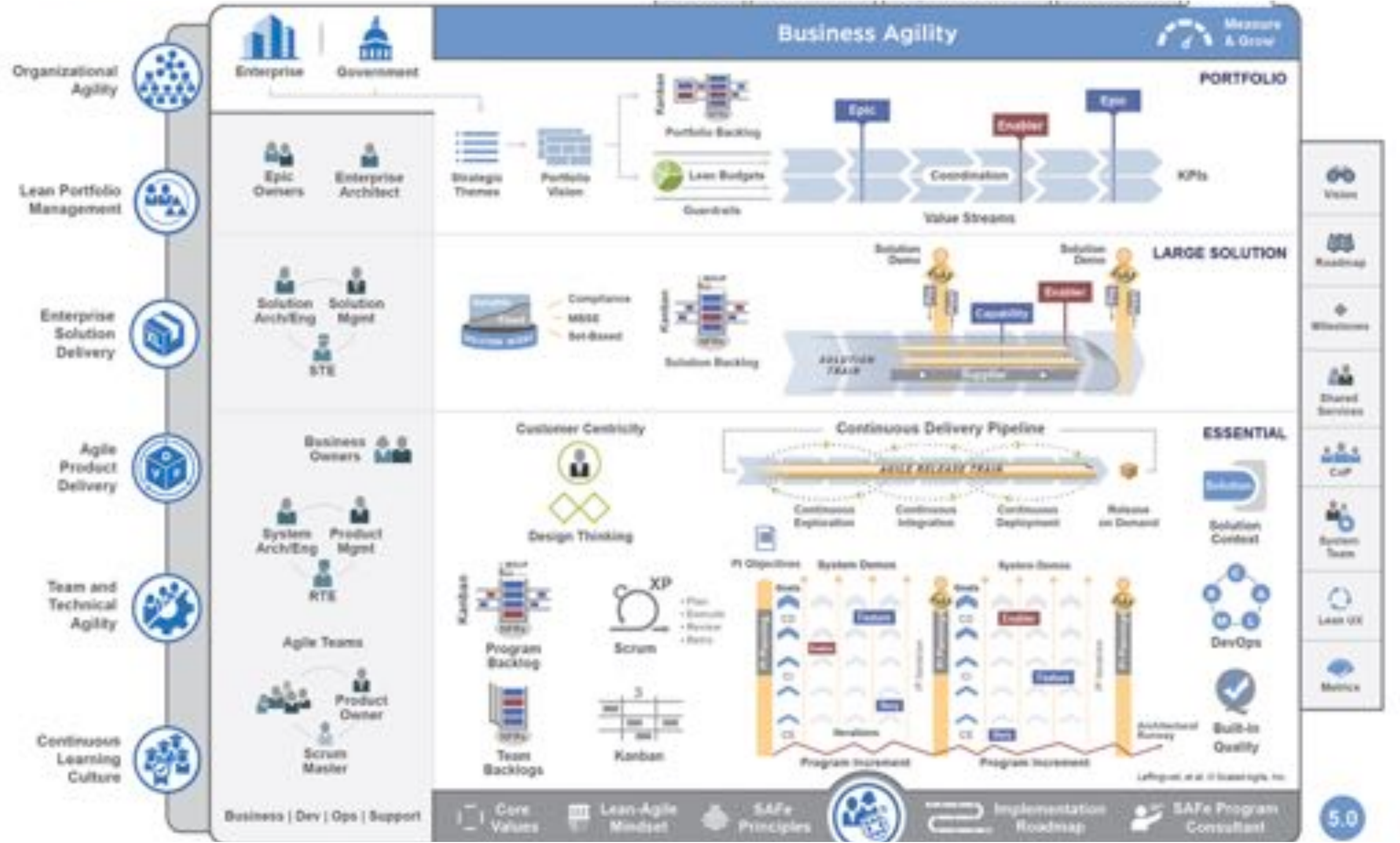
Course | Country | Month | Go

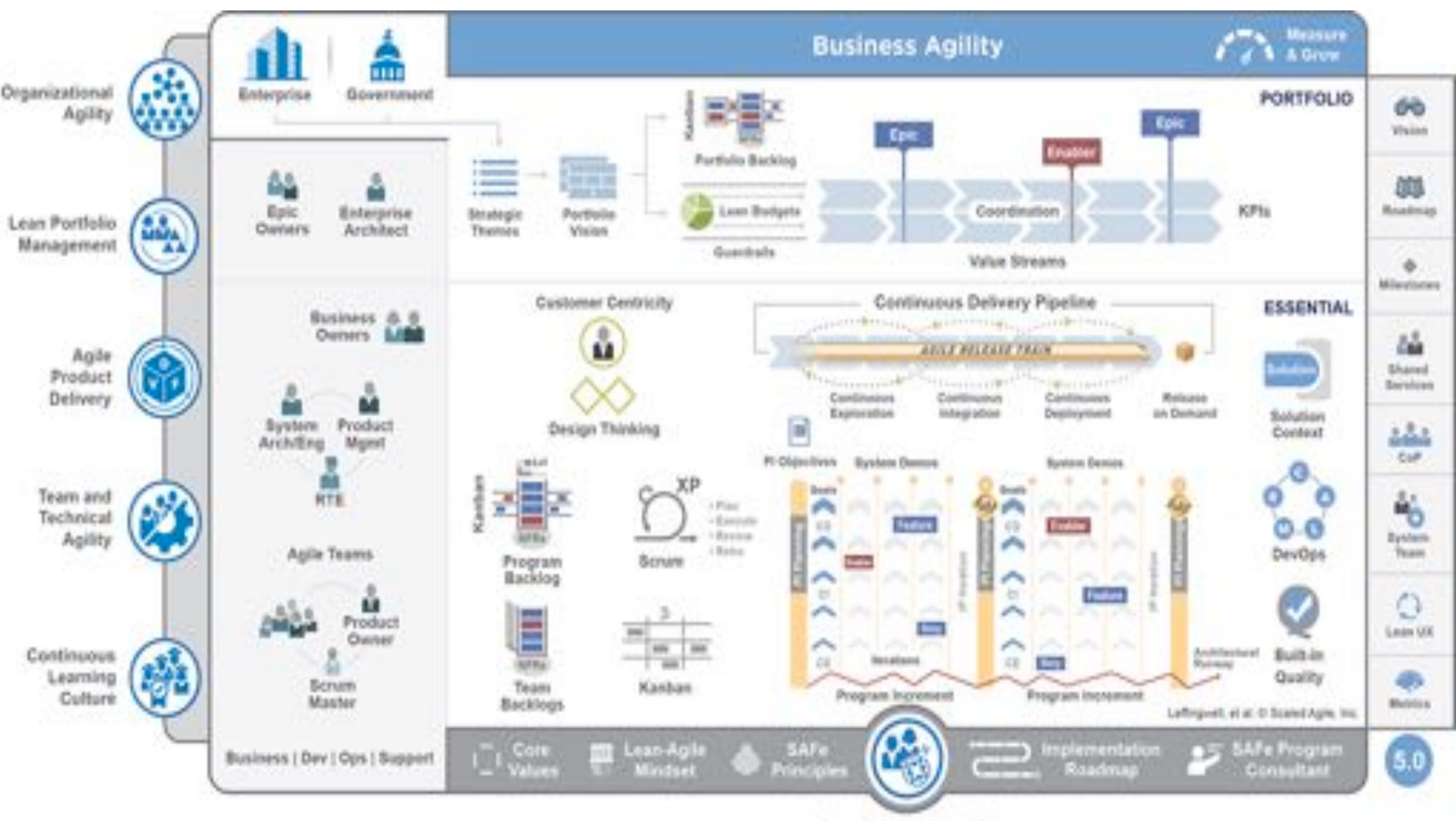
Remote–Enabled SAFe

Tools to respond to change

- Remote SAFe Training
- Distributed PI Planning
- SAFe Summits and Events

Learn More


Organizational Agility
Lean Portfolio Management
Enterprise Solution Delivery
Agile Product Delivery
Team and Technical Agility
Continuous Learning Culture
Enterprise
Government
Business Agility
Measure & Grow
PORTFOLIO
Epic Owners
Enterprise Architect
Strategic Themes
Portfolio Vision
Portfolio Backlog
Lean Budgets
Guardrails
Epic
Enabler
Coordination
KPIs
Value Streams
LARGE SOLUTION
Solution Arch/Eng
Solution Mgmt
STE
Compliance
MBSE
Set-Based
Solution Backlog
Capability
Enabler
ESSENTIAL
Business Owners
System Arch/Eng
Product Mgmt
RTE
Agile Teams
Product Owner
Scrum Master
Customer Centricity
Design Thinking
Continuous Delivery Pipeline
Continuous Exploration
Continuous Integration
Continuous Deployment
Release on Demand
Solution Context
DevOps
Built-in Quality
Program Backlog
Scrum
Team Backlogs
Kanban
PI Objectives
System Demos
Iterations
Program Increment
Architectural Runway
Business | Dev | Ops | Support
Core Values
Lean-Agile Mindset
SAFe Principles
Implementation Roadmap
SAFe Program Consultant
Vision
Roadmap
Milestones
Shared Services
CoP
System Teams
Lean UX
Metrics
5.0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Guardrails
Epic
Enabler
Epic
Coordination
KPIs
Value Streams
Business Owners
System Arch/Eng
Product Mgmt
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PI Objectives
System Demos
Feature
Iterations
Program Increment
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Core Values
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SAFe Principles
Implementation Roadmap
SAFe Program Consultant
Vision
Roadmap
Milestones
Shared Services
CoP
System Team
Lean UX
Metrics
5.0

Enterprise Solution Delivery

- Apply Lean system engineering to build really big systems
- Coordinate and align the full supply chain
- Continually evolve live systems

Lean System and Solution Engineering

Coordinating Trains and Suppliers

Continually Evolve Live Systems

Lean Portfolio Management

- Align strategy, funding, and execution
- Optimize operations across the portfolio
- Lightweight governance empowers decentralized decision-making

Agile Product Delivery

- The customer is the center of your product strategy
- Develop on cadence and release on demand
- Continuously explore, integrate, deploy, and innovate

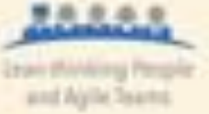
Customer Centricity & Design Thinking

Develop on Cadence Release on Demand

DevOps and the Continuous Delivery Pipeline

Organizational Agility

- Create an enterprise-wide, Lean-Agile mindset
- Lean out business operations
- Respond quickly to opportunities and threats



Lean-thinking People and Agile Teams

Lean Business Operations

Strategy Agility

Team And Technical Agility

- High-performing, cross-functional, Agile teams
- Business and technical teams build business solutions
- Quality business solutions delight customers

Agile Teams

Trains of Agile Teams

Built-in Quality

Lean-Agile Leadership

- Inspire others by modeling desired behaviors
- Align mindset, words, and actions to Lean-Agile values and principles
- Actively lead the change and guide others to the new way of working

Leading by Example

Mindset & Principles

Leading Change

Continuous Learning Culture

- Everyone in the organization learns and grows together
- Exploration and creativity are part of the organization's DNA
- Continuously improving solutions, services, and processes is everyone's responsibility

Learning Organization

Innovation Culture

Relentless Improvement

THE AGILE Manifesto

THE LEAN STARTUP
ERIC RIES

Do More With Less

Lean Management

Pizza team

POC (proof of concept)

MVP (minimum viable product)

MVB MVS ...

GRENOBLE ECOLE DE MANAGEMENT
TECHNOLOGY & INNOVATION
une école CCI GRENOBLE

PizzaTeam = 9 personnes

Traditionel

initiate

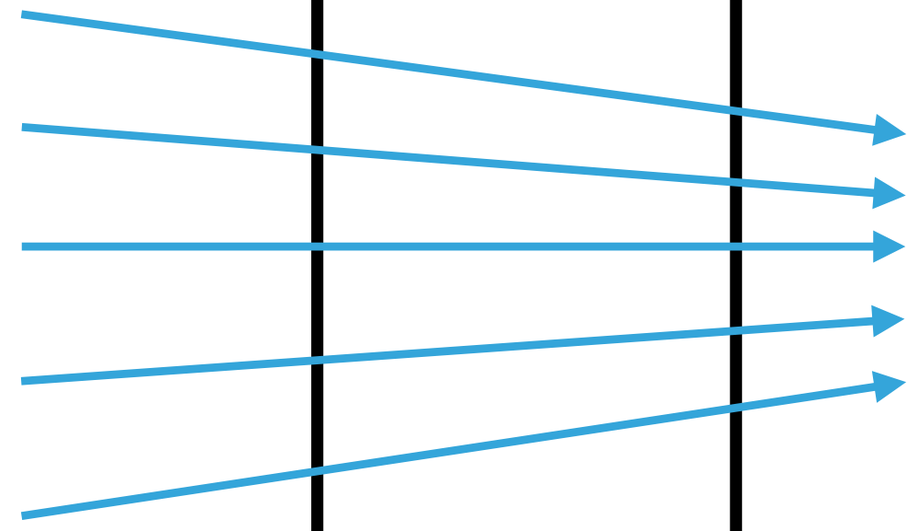
plan

execute

modify

close

en 18 mois



AGILE

backlog

TASK - ToDo

MVP

sprint

scrum

X18

Voix/écriture

Key TakeAways

ce qu'il faut retenir

1. culture
2. culture
3. culture
4. culture
5. culture