

Formula X – How to reach extreme acceleration



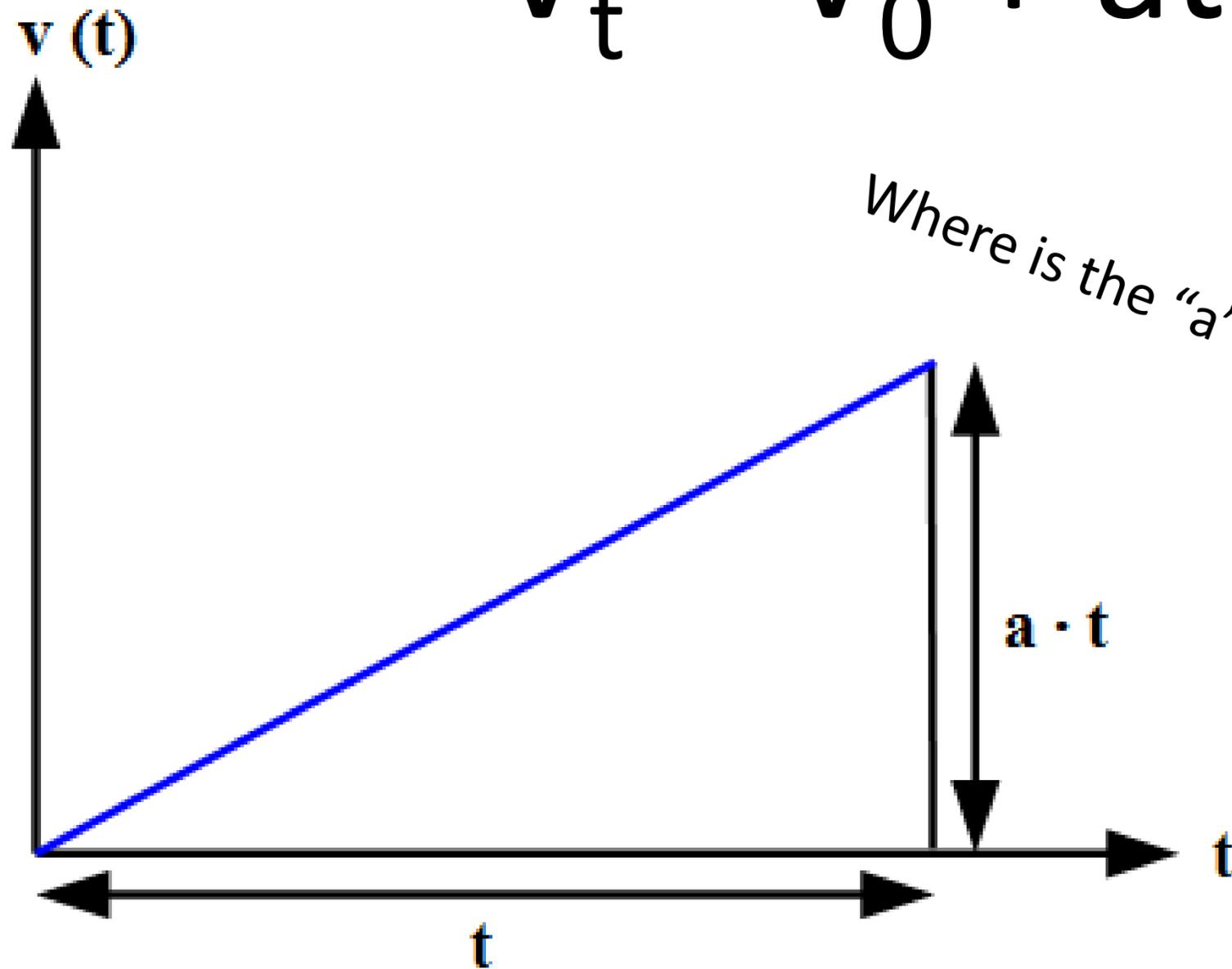
AGENDA

1. Focus and clarity
2. Accelerate
3. Simplify
4. Team engagement
5. Elementary physics
6. Rhythmic learning

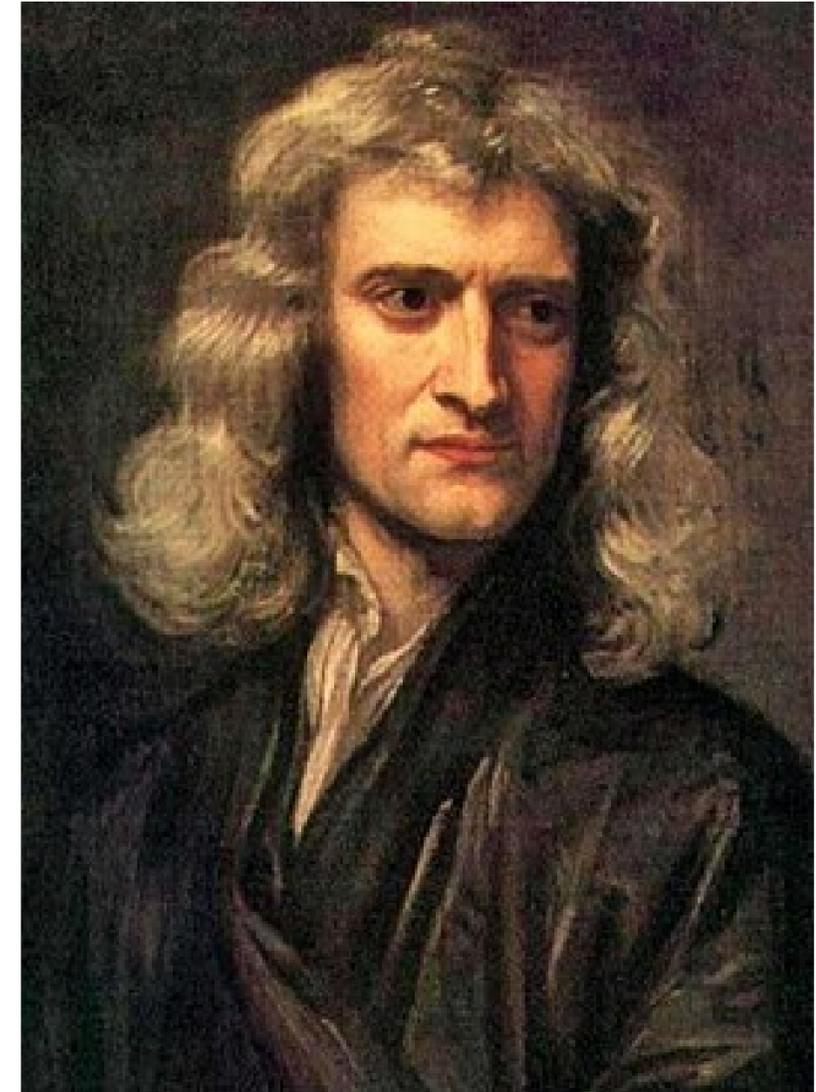


Speed..... What is the "Formula X" for speed?

$$V_t = V_0 + at$$

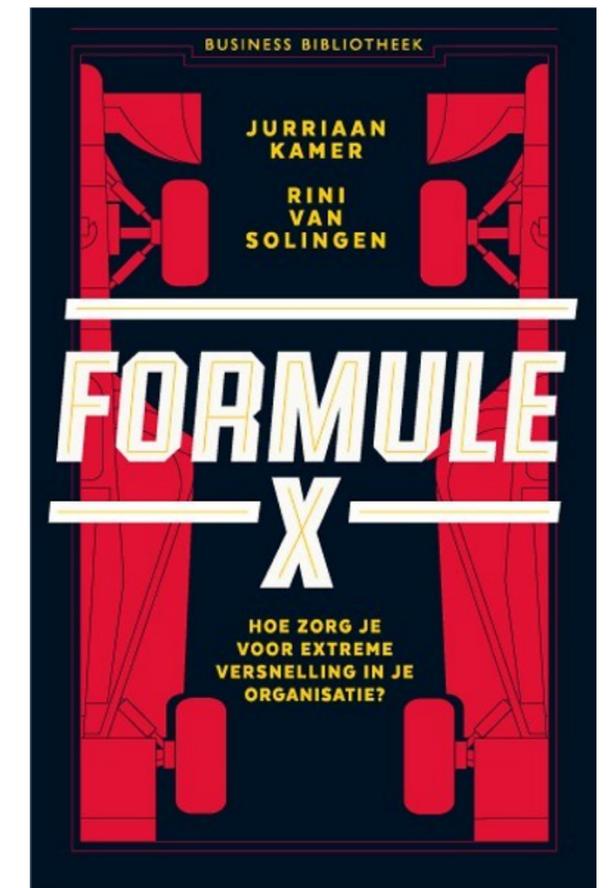


Where is the "a" in your organization?



Speed, acceleration and learning by doing

1. **Focus and clarity** - a clear and inspiring goal that works as a compass
2. **Accelerate decisions** - reversible decisions and distributed authority
3. **Simplify** - the art of omission and simplification
4. **Team engagement** - intrinsic motivation, autonomy, and ownership
5. **Elementary physics** - the age-old basic laws for speed and acceleration
6. **Rhythmic learning** - learn through a cadence of recurring interaction moments



1. Focus and Clarity – a clear and inspiring goal as compass

- 🔌 Inspiration from why, goal and being – why are you here?
- 🔌 An inspiring 'True-North' is crucial
- 🔌 *"Does it make the care faster?"*
- 🔌 What is the True-North of your organization/team? What is this one question you ask all the time?
- 🔌 Consistency between 'goal' and internal structures is required (or: inconsistency will impose itself fast and easy)
- 🔌 What is your teams Definition of Success?



Focus and Clarity – a clear and inspiring goal as compass

- 🔌 *“Does it make the car faster?”*
- 🔌 *“Which customer problem are we solving here?”*
- 🔌 *“To which extend will this give us more impact?”*
- 🔌 *“How will this increase the NPS?”*
- 🔌 *“How many casualties will this decrease per year?”*
- 🔌 *“Which customers will we serve better and faster with this proposal?”*
- 🔌 *“How many patients will we cure earlier doing this?”*
- 🔌 ...



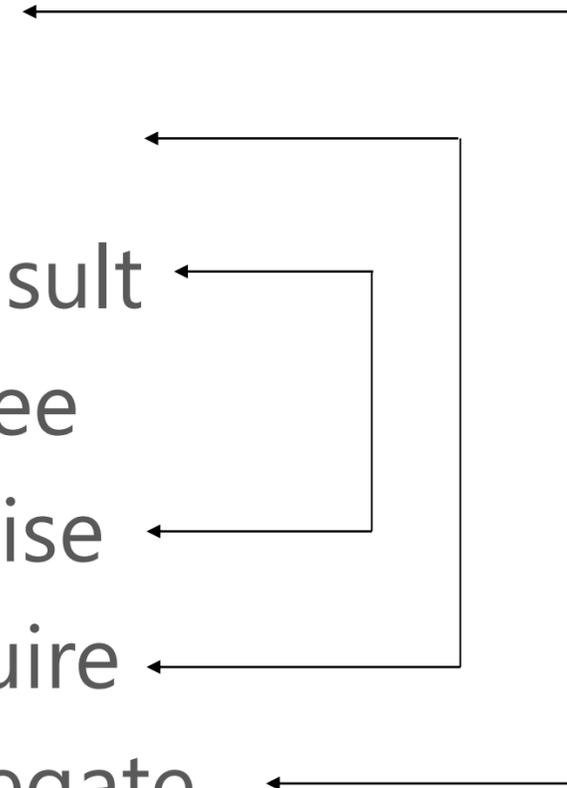
2. Accelerate decisions - reversible decisions and shared authority

- 🔌 Decision making close to operational reality and customers
- 🔌 Use the definition of success
- 🔌 Fast decision making and learning what works and what doesn't
- 🔌 Let the people that do the work decide
- 🔌 Most decisions are reversible, but we pretend they are irreversible
- 🔌 **Learning** has mostly more value than the decision itself



Technique to help: Delegation Poker

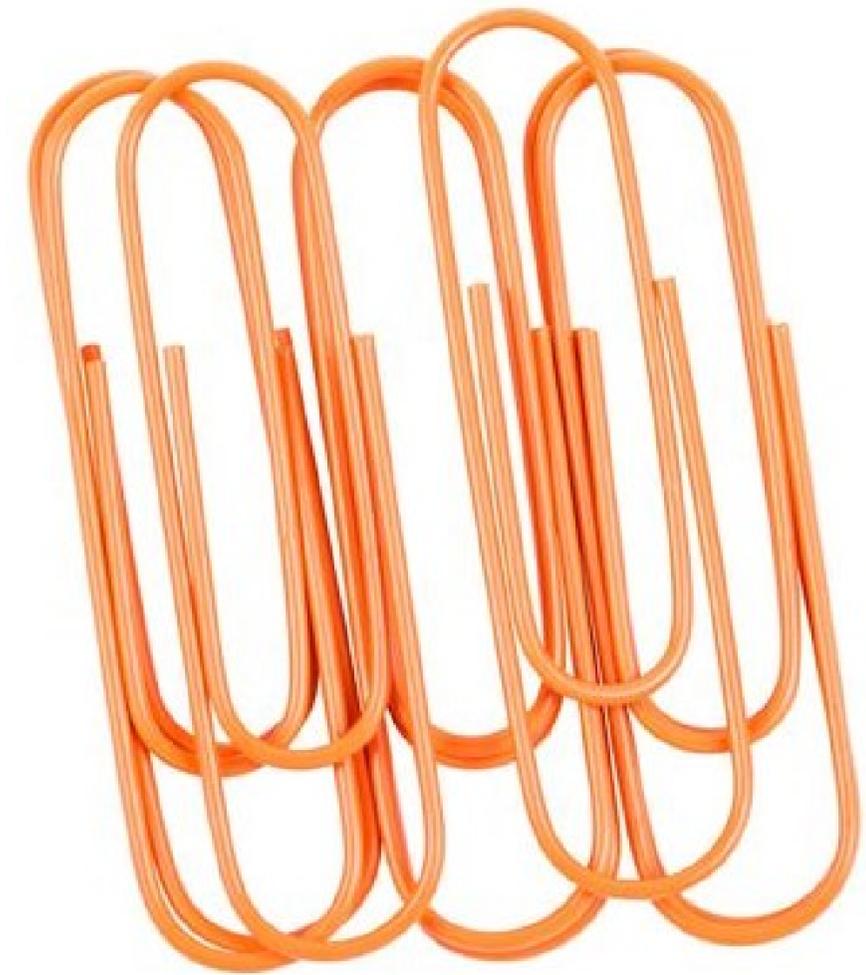
- 🔌 Make agreements on decision levels
- 🔌 Who will decide?
- 🔌 And with which level?:

- 1. Tell
 - 2. Sell
 - 3. Consult
 - 4. Agree
 - 5. Advise
 - 6. Inquire
 - 7. Delegate
- 



3. Simplify - the art of omission and simplification

- 🔌 Working complex solutions evolved from simple ones
- 🔌 If designed complex it mostly never works
- 🔌 Less is more: less gives focus – 80:20 (Pareto)
- 🔌 Small things and finishing stuff
- 🔌 When you add something, also delete something (or preferably two things)
- 🔌 Adding rules to prevent incidents increases the amount of rules – is it still feasible?
- 🔌 Gary Hamel's BMI – Bureaucracy Mass Index
- 🔌 "*Simplicity is the ultimate sophistication*" – Leonardo da Vinci



Team Wikispeed – Reduce cost of change



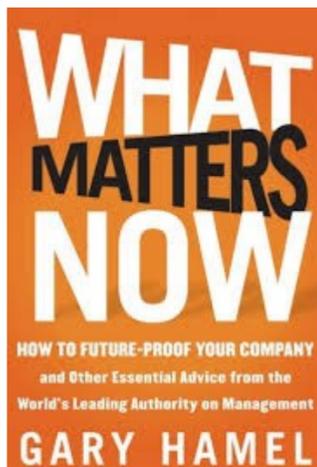
<https://www.youtube.com/watch?v=x8jdx-lf2Dw>



Gary Hamel's BMI (Bureaucratic Mass Index)

1. **Bloat:** too many managers, administrators, and management layers
2. **Friction:** too much busywork that slows down decision making
3. **Insularity:** too much time spent on internal issues
4. **Disempowerment:** too much-constrained autonomy
5. **Risk Aversion:** too many barriers to risk taking
6. **Inertia:** too many impediments to proactive change
7. **Politics:** too much energy devoted to gaining power and influence

Bron: Gary Hamel, Harvard Business Review, "Assessment: Do You Know How Bureaucratic Your Organization Is?", www.bit.ly/2rmU9rx



4. Team engagement - motivation, autonomy & ownership

- 🔌 Engaged teams through autonomy and ownership
- 🔌 Fixed multidisciplinary teams with clear focus and responsibility
- 🔌 Classic 'task-forces' are primary working entity and operation model
- 🔌 Expect uncertainty and deal with it
- 🔌 Self-planning, self-doing, self-learning
- 🔌 Build up ownership – balancing autonomy and capability (maturity)
- 🔌 Google: what makes teams high-performing?



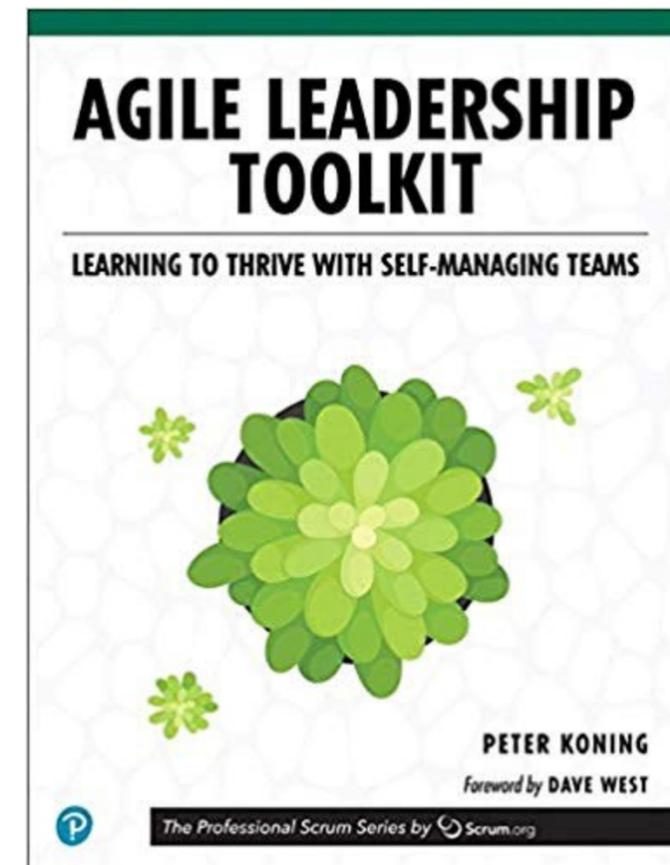
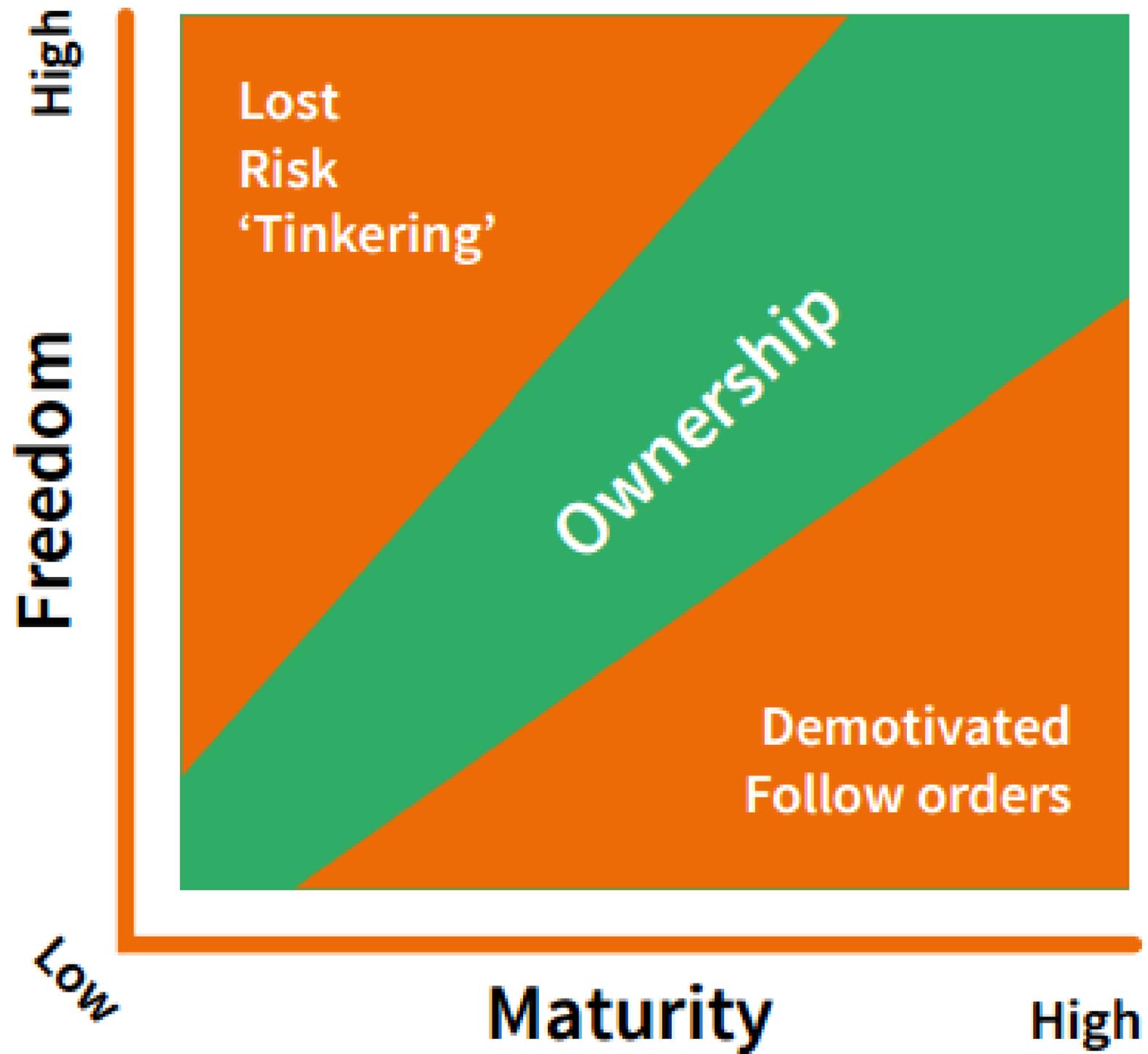
Dan Pink – Autonomy, Mastery and Purpose



<https://www.youtube.com/watch?v=u6XAPnuFjJc>

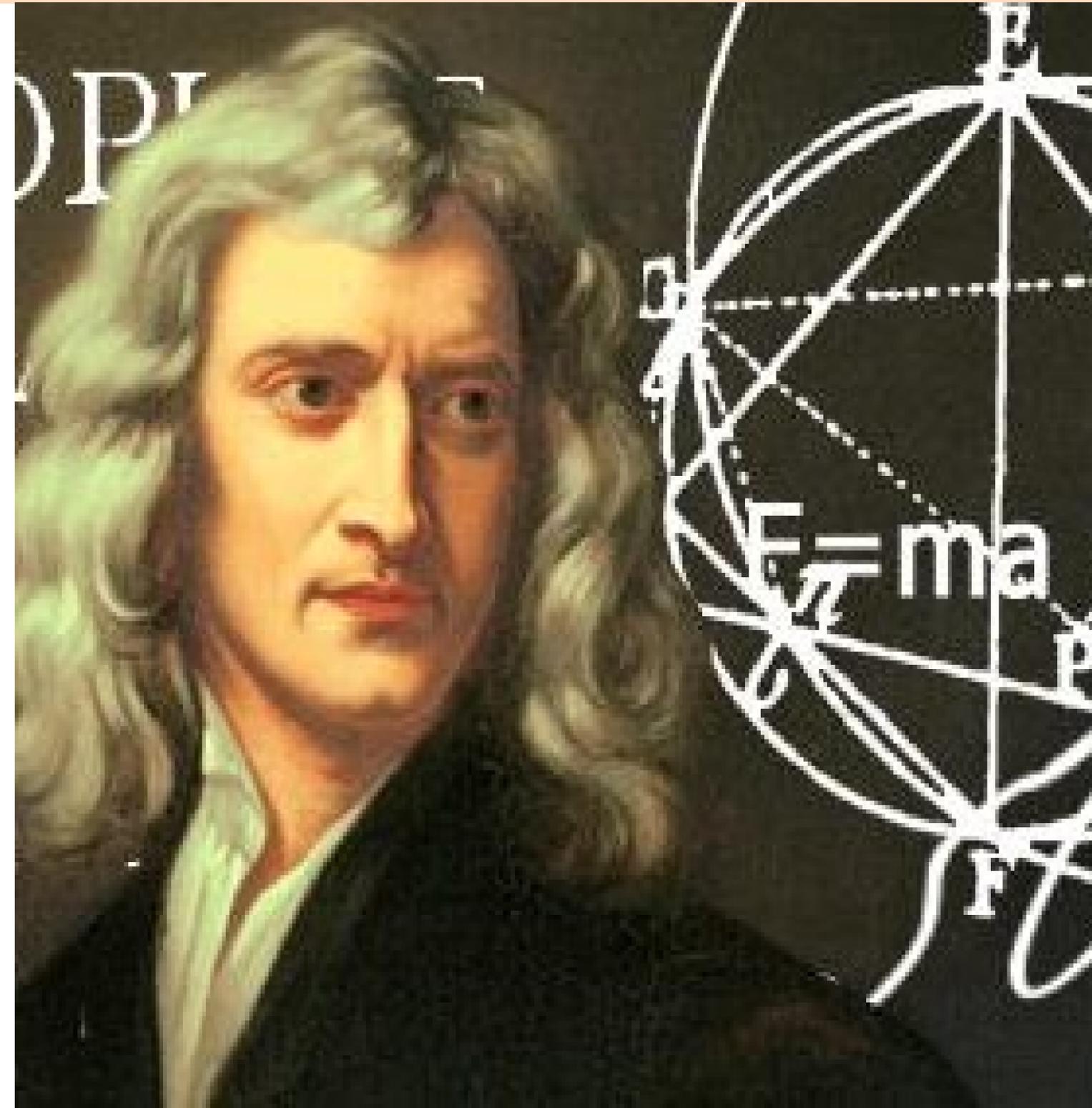


Freedom, maturity/capability and ownership of teams

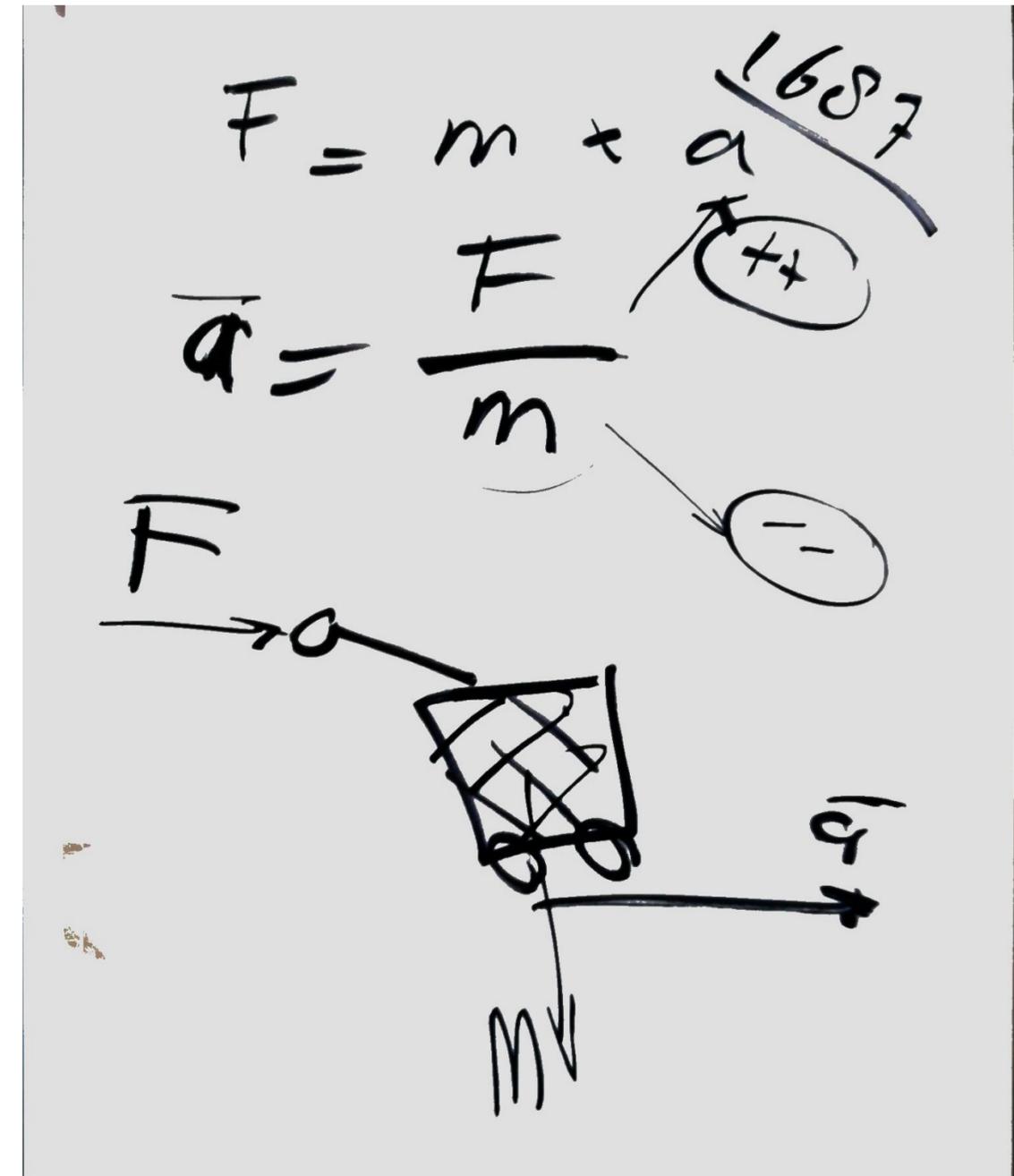
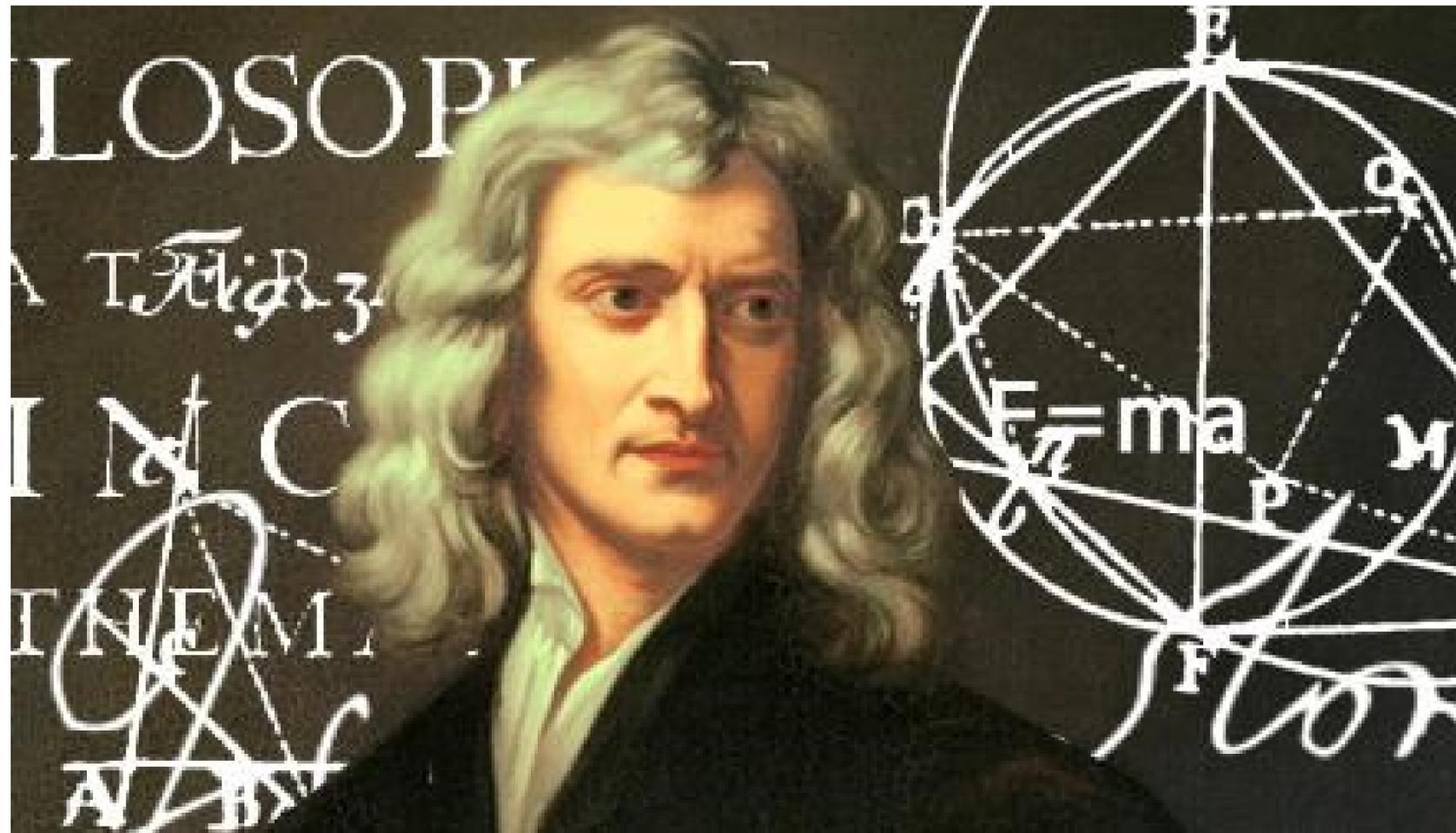


5. Elementary physics - the basic laws for speed & acceleration

- 🔌 Newton knew it already (1687)
 - 1. Speed is constant
 - 2. $F = m \times a$ (or: $a = F/m$)
 - 3. Action = reaction
- 🔌 Mass makes slow
- 🔌 With equal force, less mass increases acceleration
- 🔌 What if mass equals zero (software)?
- 🔌 Note: speed is relative.....



How to accelerate fundamentally? – Newton's 2nd Law



Decreasing mass is a fine strategy to increase acceleration



6. Rhythmic learning - learn through cadence

- 🔌 You learn more from doing than from thinking
- 🔌 Rhythm provides clarity, predictability and reduces complexity
- 🔌 Rhythm provides landing spot for unexpected issues and ideas
- 🔌 Speed requires new ways of working
- 🔌 Agility demands fast learning through discovery – see agile manifesto
- 🔌 Learning process even more valuable than the delivery itself



High-performing teams @Google



Harvard
Business
Review

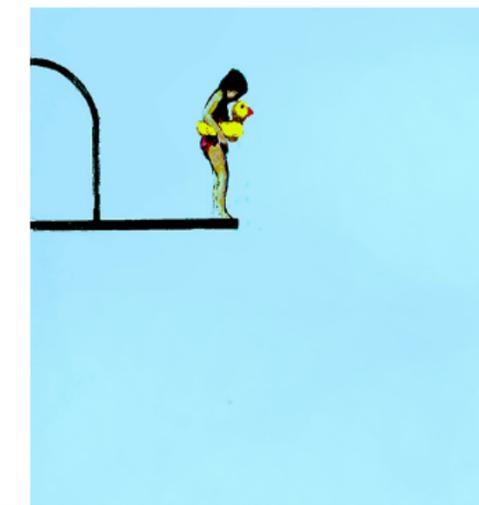
Talent Management | High-Performing Teams Need Psychological Safety. Here's How to Create It

High-Performing Teams Need Psychological Safety. Here's How to Create It

by [Laura Delizonna](#)

AUGUST 24, 2017

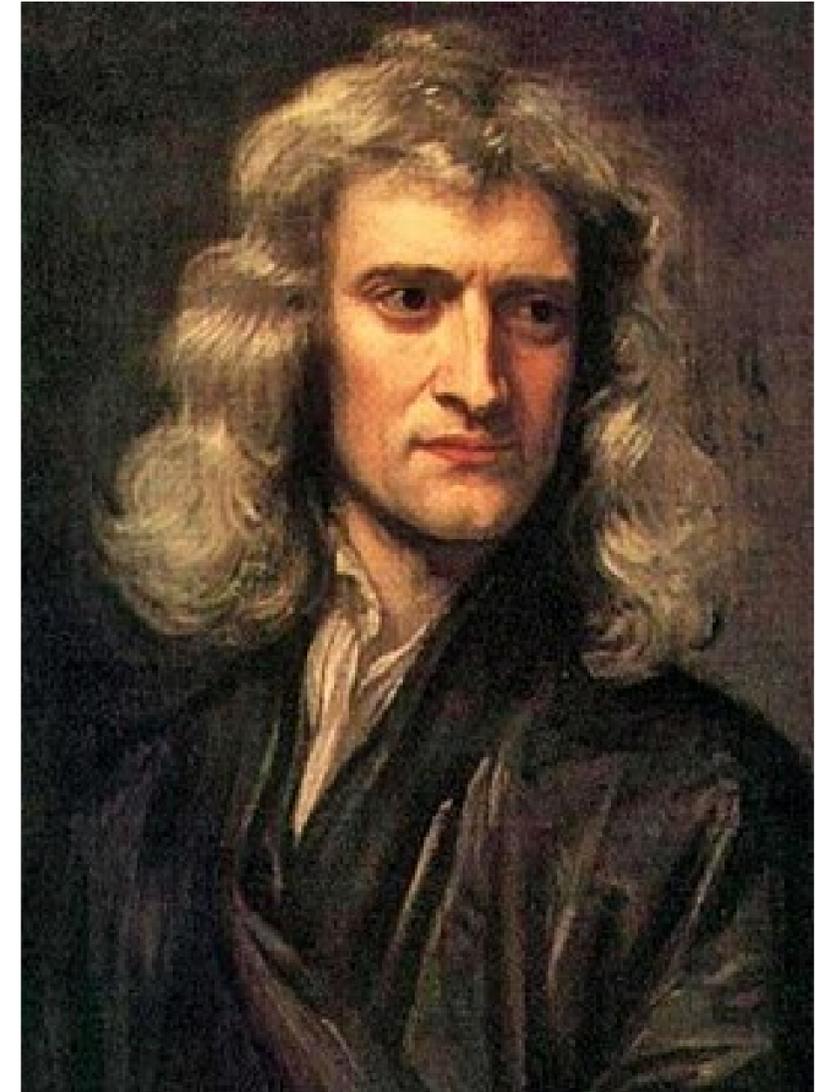
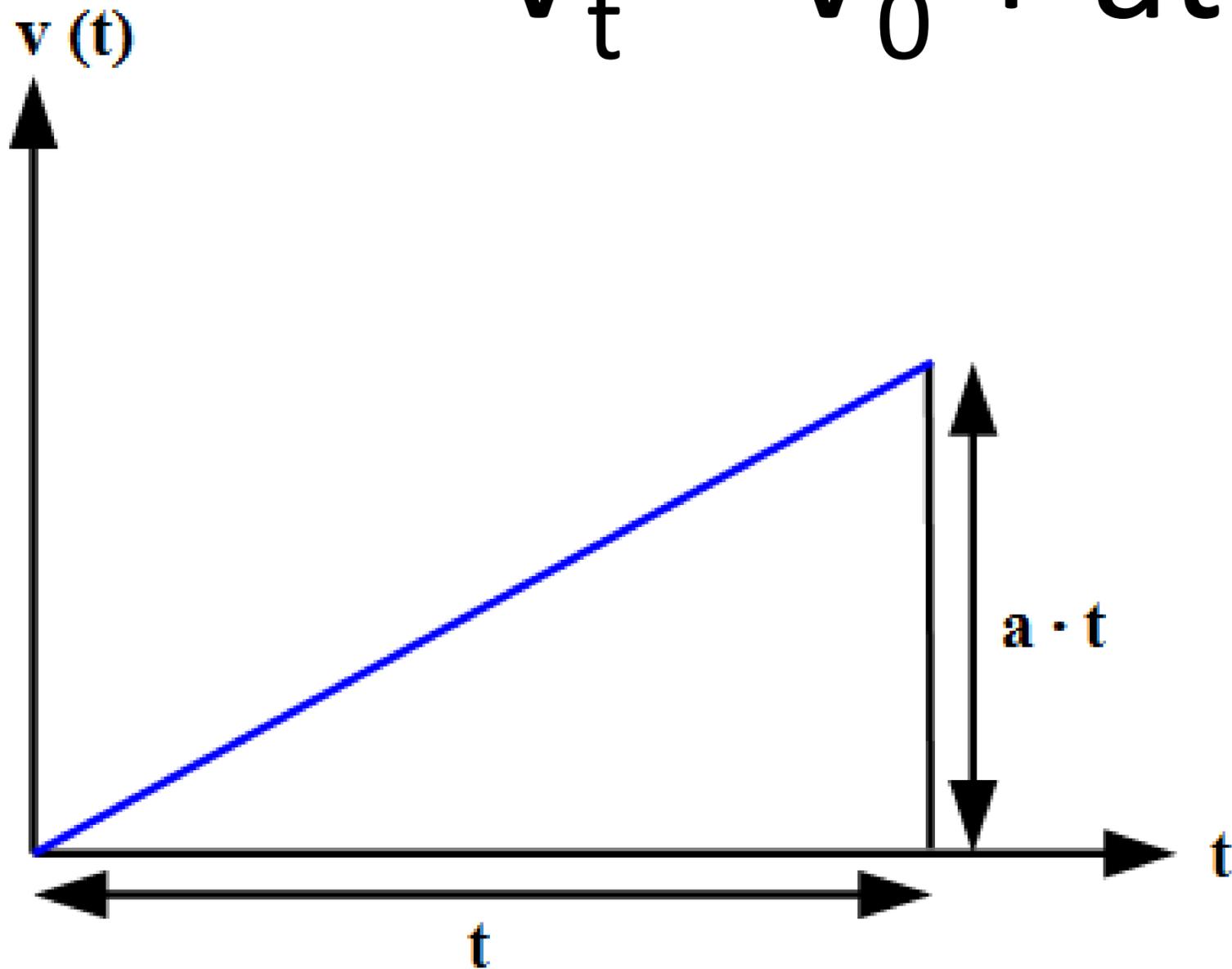
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“There’s no team without trust,” says Paul Santagata, Head of Industry at Google. He knows the results of the tech giant’s massive two-year [study on team performance](#), which revealed that the highest-performing teams have one thing in common: psychological safety, the belief that you won’t be punished when you make a mistake. [Studies](#) show that psychological safety allows for moderate risk-taking, speaking your mind, creativity, and sticking your neck out without fear

Speed does not change by itself – you need to accelerate!

$$V_t = V_0 + at$$

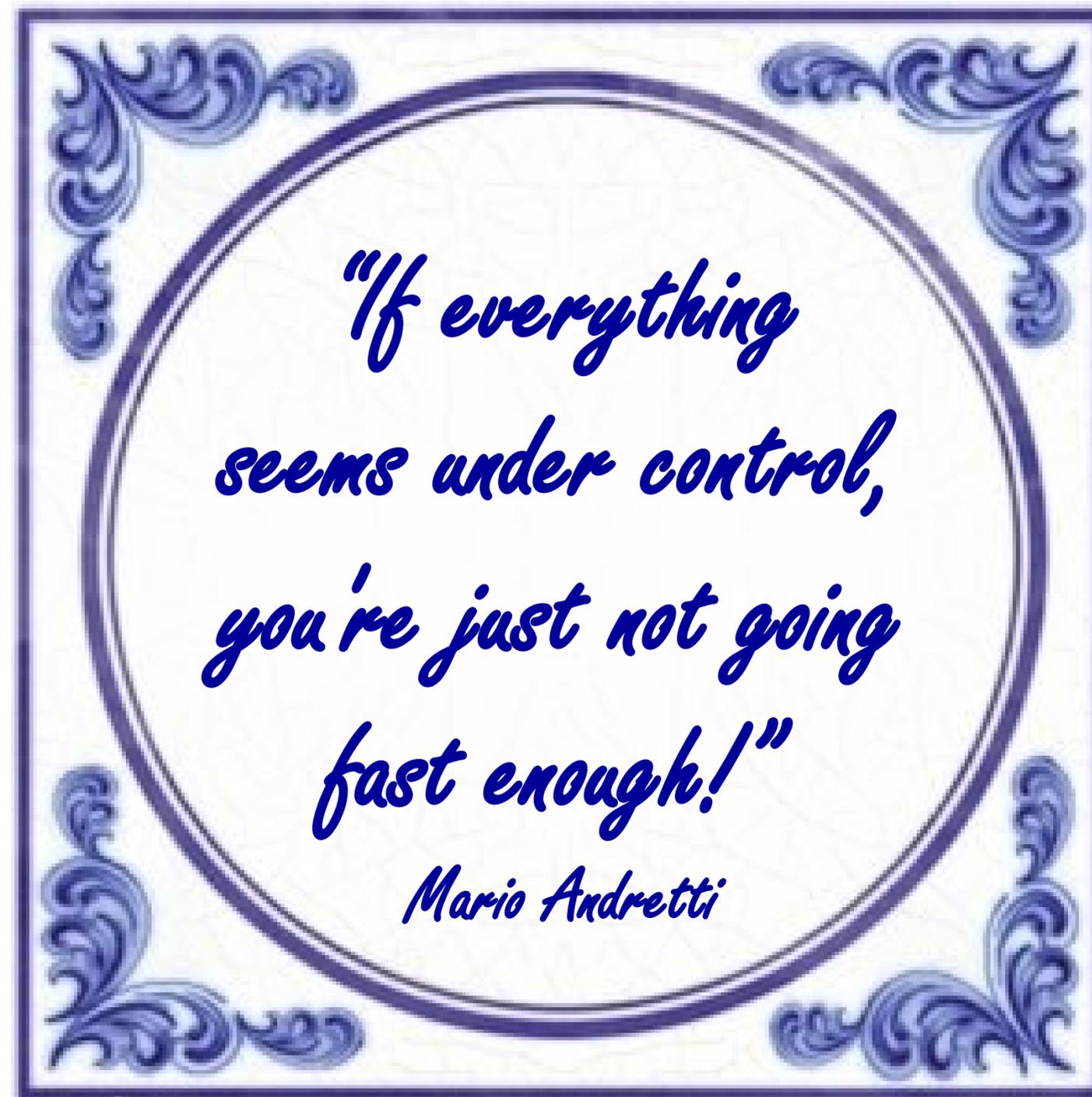


Speed, acceleration and learning by doing – go faster!

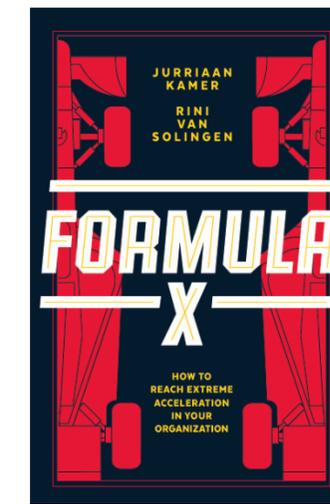
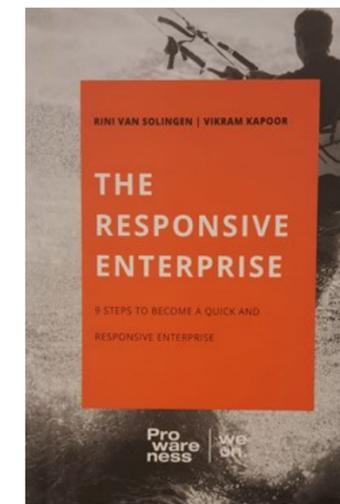
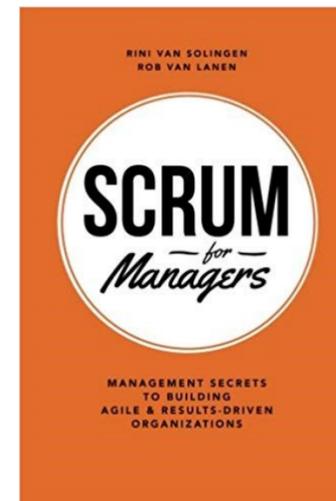
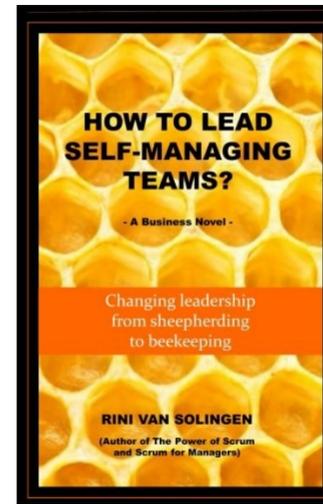
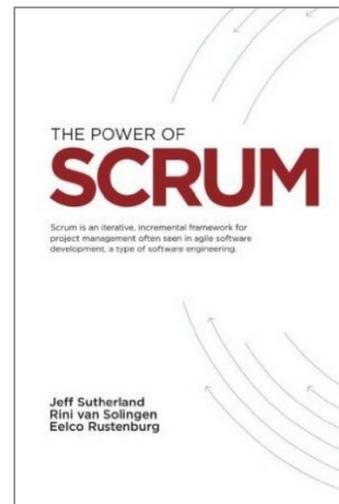
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Speed is never the problem, but rather the solution!



Thank you for your attention!!



www.rinivansolingen.com

Rini van Solingen is a part-time full professor at Delft University of Technology, and is CTO at Prowareness We-On. He also gives invited lectures at Nyenrode Business University in several master classes and MBAs.

Rini lives in Zoetermeer with his wife Patricia and their children Bo and Bas. Together with Patricia he is co-founder of [Logeerplezier](#) foundation. This foundation provides holiday accommodation and weekend stays for families with a disabled child. His hobbies are soccer, skiing, fitness, running and enjoying life.

Rini studied computer science at Delft University of Technology (graduated in 1995), holds a Ph.D. in Technology Management from Eindhoven University of Technology (PhD in 2000) and has been a part-time full professor in global software engineering at Delft University of Technology since 2010.

In his working life, Rini was a filling shift manager at Hoogvliet supermarket, night auditor at Baron Hotel Zoetermeer, senior quality engineer at Schlumberger / Tokheim, department manager at Fraunhofer IESE, principal consultant at CMG / LogicaCMG / CGI, and CTO at Mavim.

Since 2010 he is CTO at Prowareness We-On, strategic consultant at DEVON and professor at Delft University of Technology.



Agile offshoring, outsourcing and global delivery

Rini van Solingen

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Keynote ING 2017 – Distributed Software Engineering



In maart mocht ik op een intern event van ING een keynote presentatie verzorgen. De kwaliteit van het beeld is niet super, maar de presentatie zelf verliep prima. Vandaar dat ik m toch even wil delen. Het event was in de Johan Cruijf Arena en de opening werd verzorgd door niemand minder dan Dave Farley – auteur van het continuous delivery boek (samen met Jez Humble).

28 juli

Ga naar bericht

Global Software Engineering

- the good, the bad and the ugly -



Rini van Solingen – professor in global software engineering

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Speed as strategy



Onze maatschappij verandert en versnelt



<https://youtu.be/QoXgYWz2dcw>



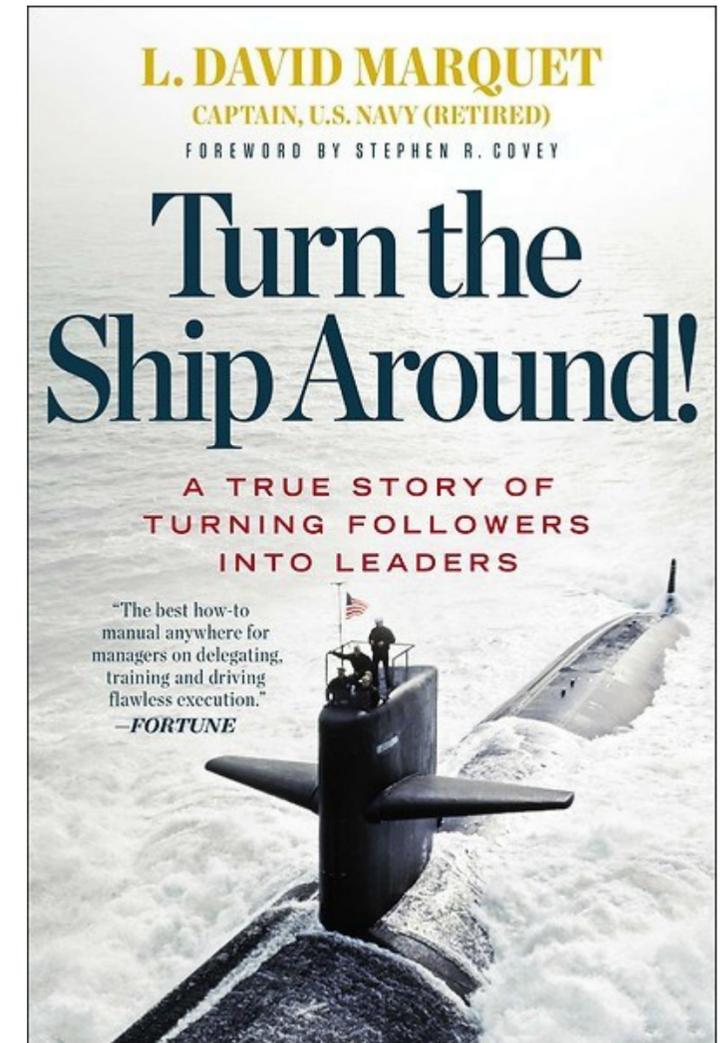
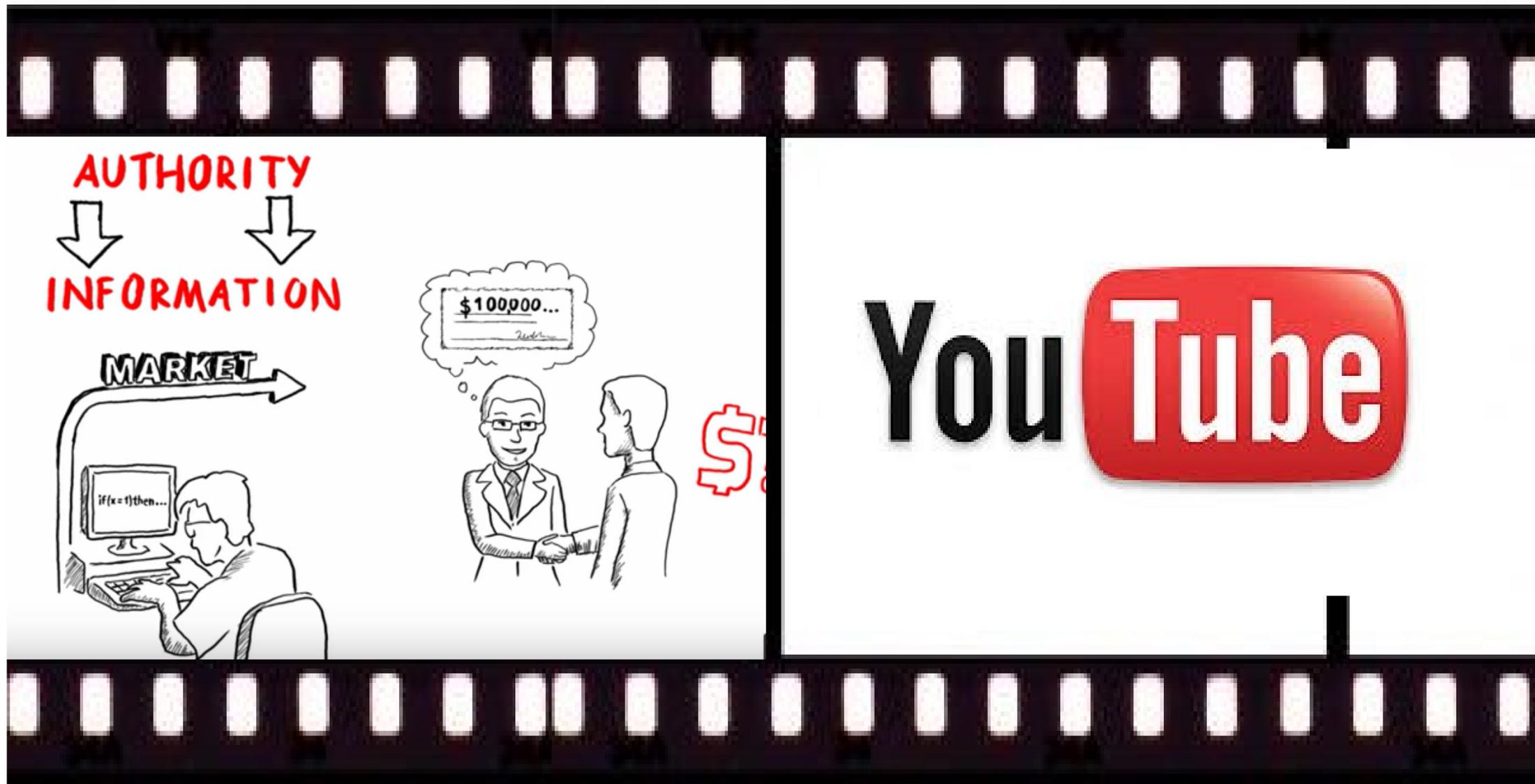
John Kotter - Accelerate



<https://www.youtube.com/watch?v=Pc7EVXnF2aI>



How to lead self-organization? David Marquet



https://www.youtube.com/watch?v=OqmdLcyES_Q



Book Rini for an event in your organization?

Rini van Solingen is a speaker, author, professor and entrepreneur.
His expertise is speed and agility of people and organizations.

Rini is an engaged speaker about speed and agility of people and organizations. His talent is to explain complex content in a simple and humorous way. He does this by using simple analogies and by telling concrete practical anecdotes. He also shares simple and powerful models in his presentations. And that doesn't always have to be completely serious; there may also be laughter.

Rini does not use PowerPoint slides. During his lectures, Rini uses two flipcharts: one for the central line of his story and the other one for the side paths and additional models. Also a handout is provided afterwards based on his talk and the flipcharts drawn.

Book Rini for a lecture? Please contact him at: rinivansolingen@gmail.com (or by phone: +31 618 689 189)



*“Darwinism for people and organizations:
only those that are most responsive to change will survive!!”*

