Controlled Anarchy

a Large Complex Organization goes DevOps

CONTROLLED ANARCHY | @martin_thalmann

Hi, I’m Martin!

@martin_thalmann

Swisscom

– leading Telco Provider in Switzerland
– a large complex organization

TRANSFORMATION

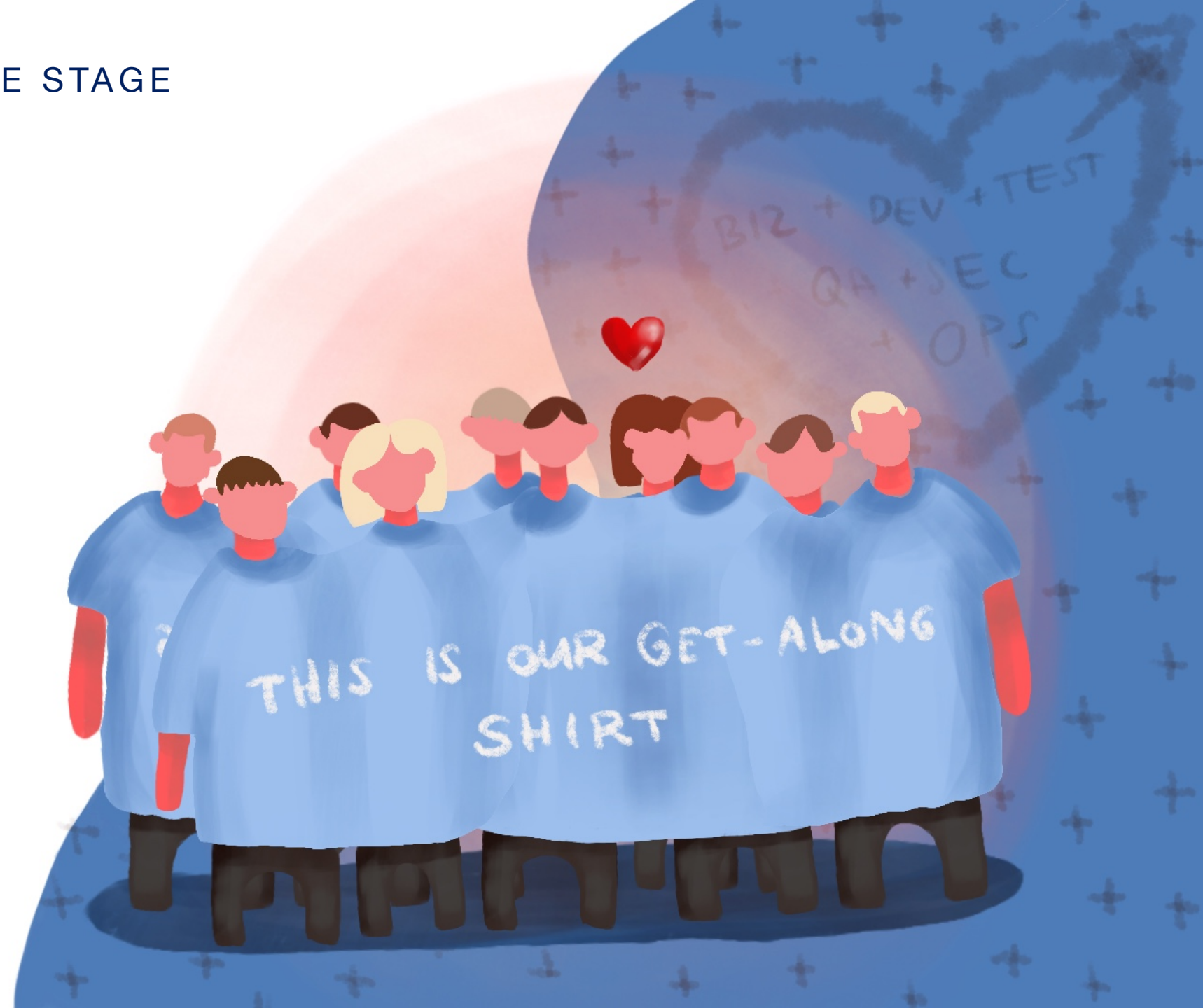
JOB ARCHITECTURE

SELF-ORGANISATION

PERFORMANCE MANAGEMENT

What I talk about when I talk about DevOps

BizUx
ArcDev
SecTest
GovOps



Silo organizations lead to conflicting targets

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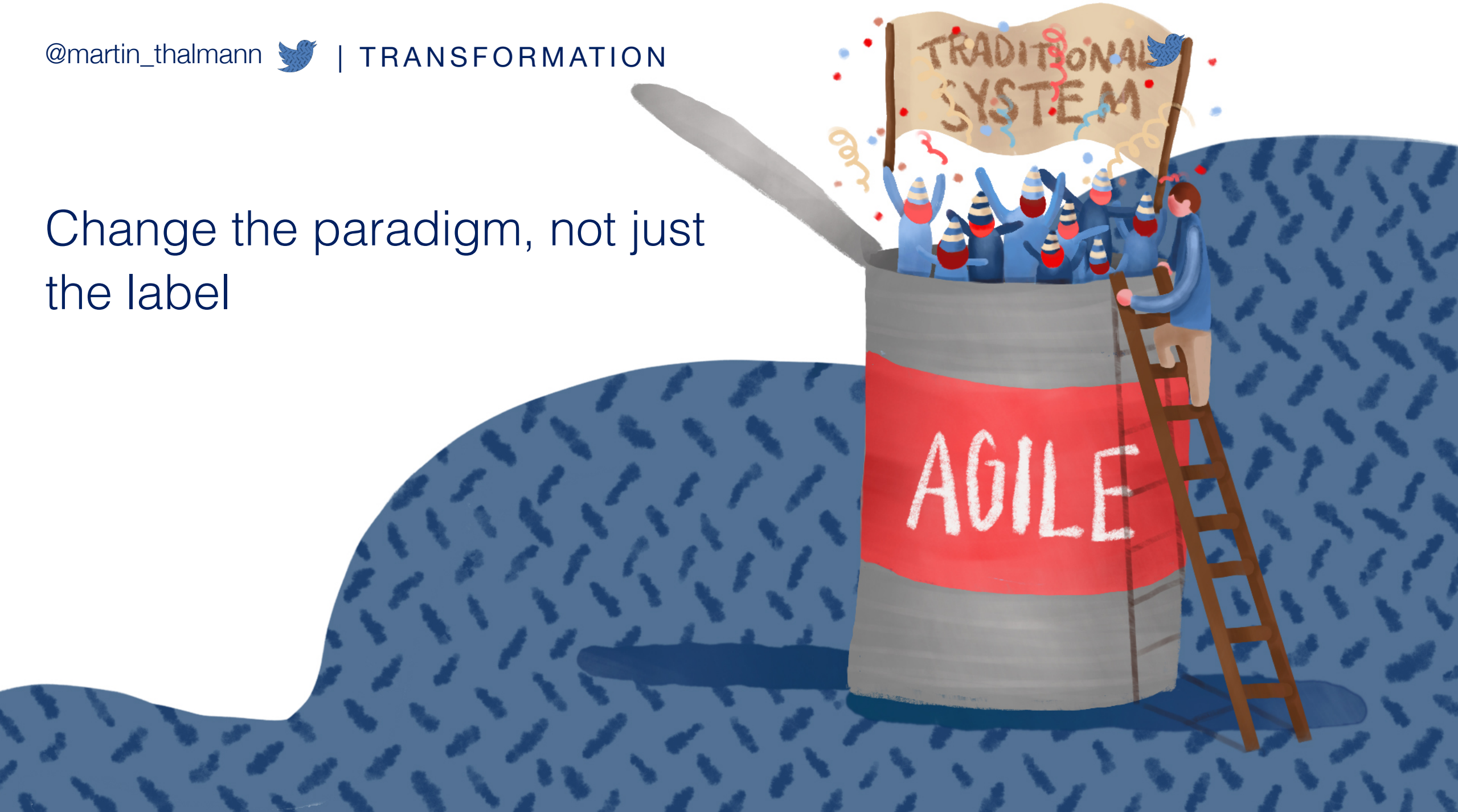
Project Management is the wrong way in a VUCA world

Start your DevOps Transformation with a Minimum Viable Product

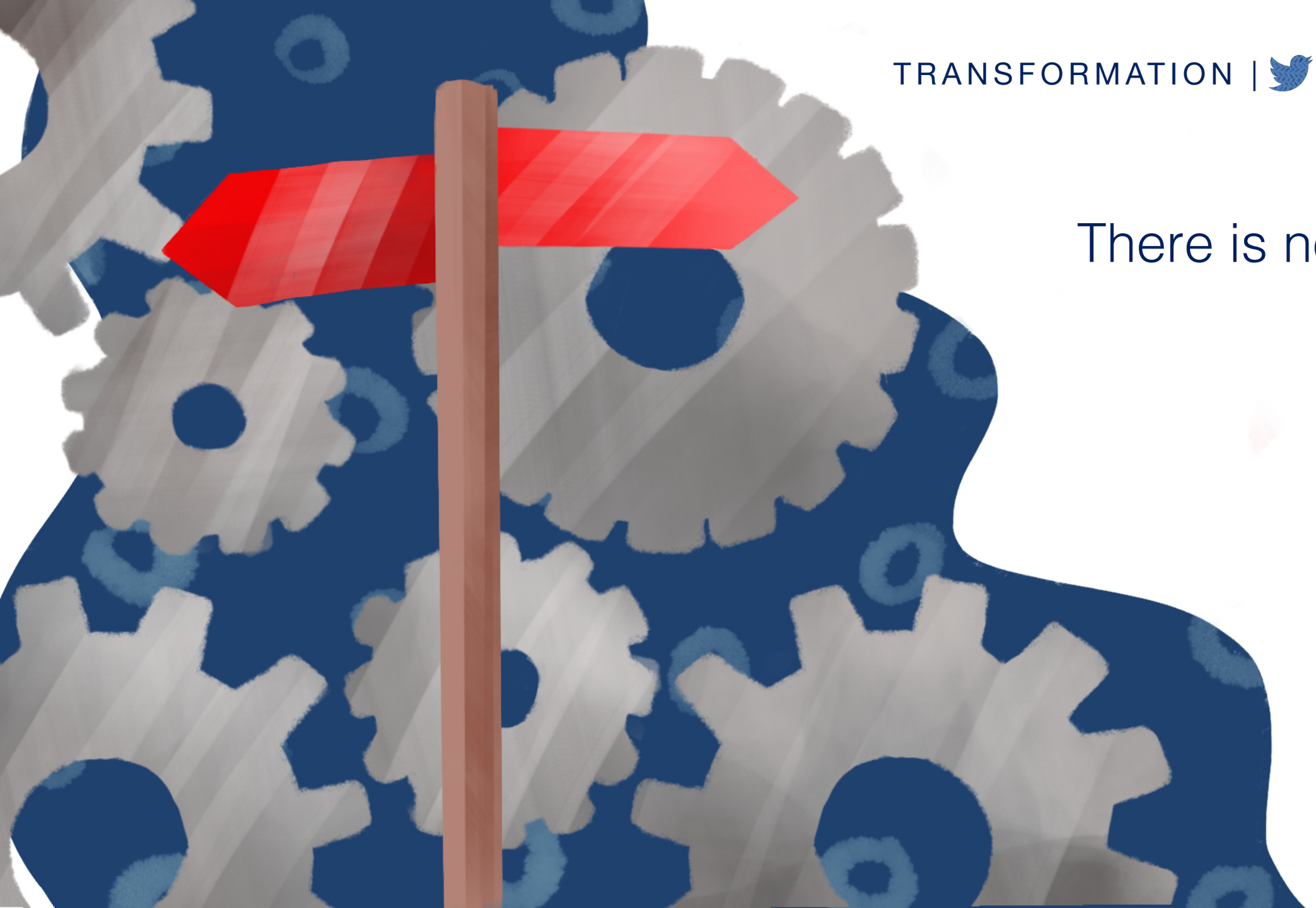
Community of Practice – networks are stronger than hierarchies

Change the paradigm, not just the label



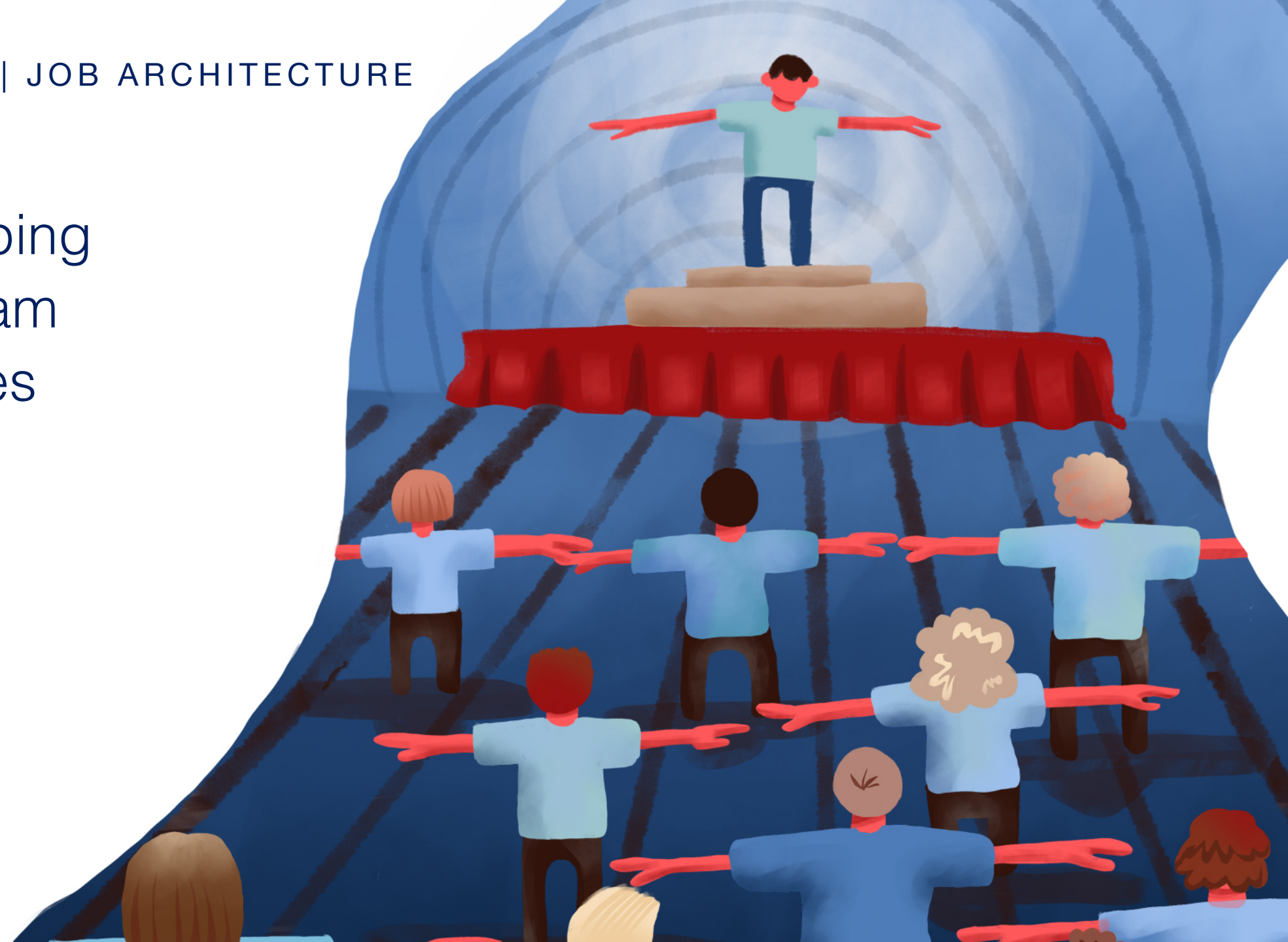
Dev + Ops - Truly share responsiblities

Controlled Anarchy – autonomy and alignment are crucial



There is no Business without IT

Foster T-Shaping to support team responsibilities



Existing Job Architecture in agile teams lead to frustration due to unfair grading

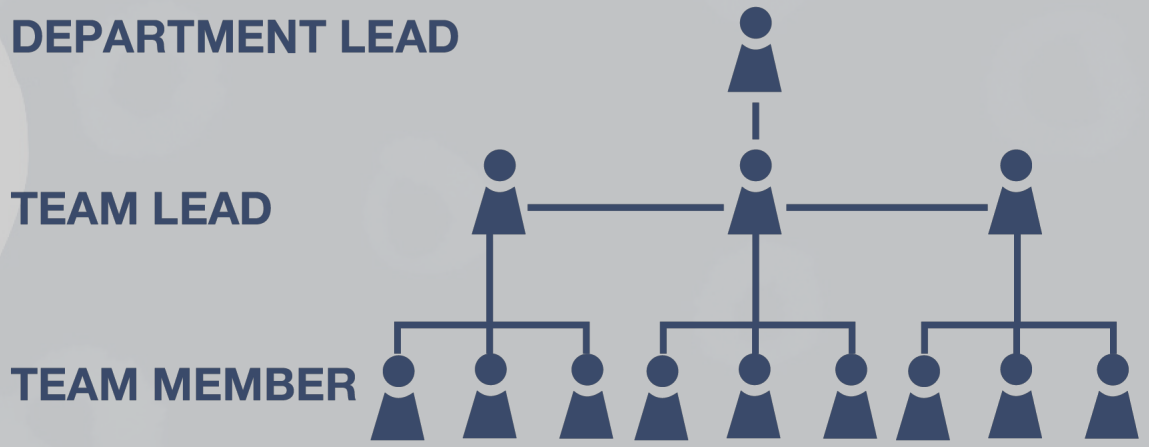
JOB ARCHITECTURE | @martin_thalmann

JOB DESCRIPTION / WAGE SCALE	DEVOPS ENGINEER	LEAN AGILE LEADERS 4 TEAMS	LEAN AGILE LEADERS 4 ORG.
A			
B	V		III
C	IV	III	II
D	III	II	I
E	II	I	
F	I		

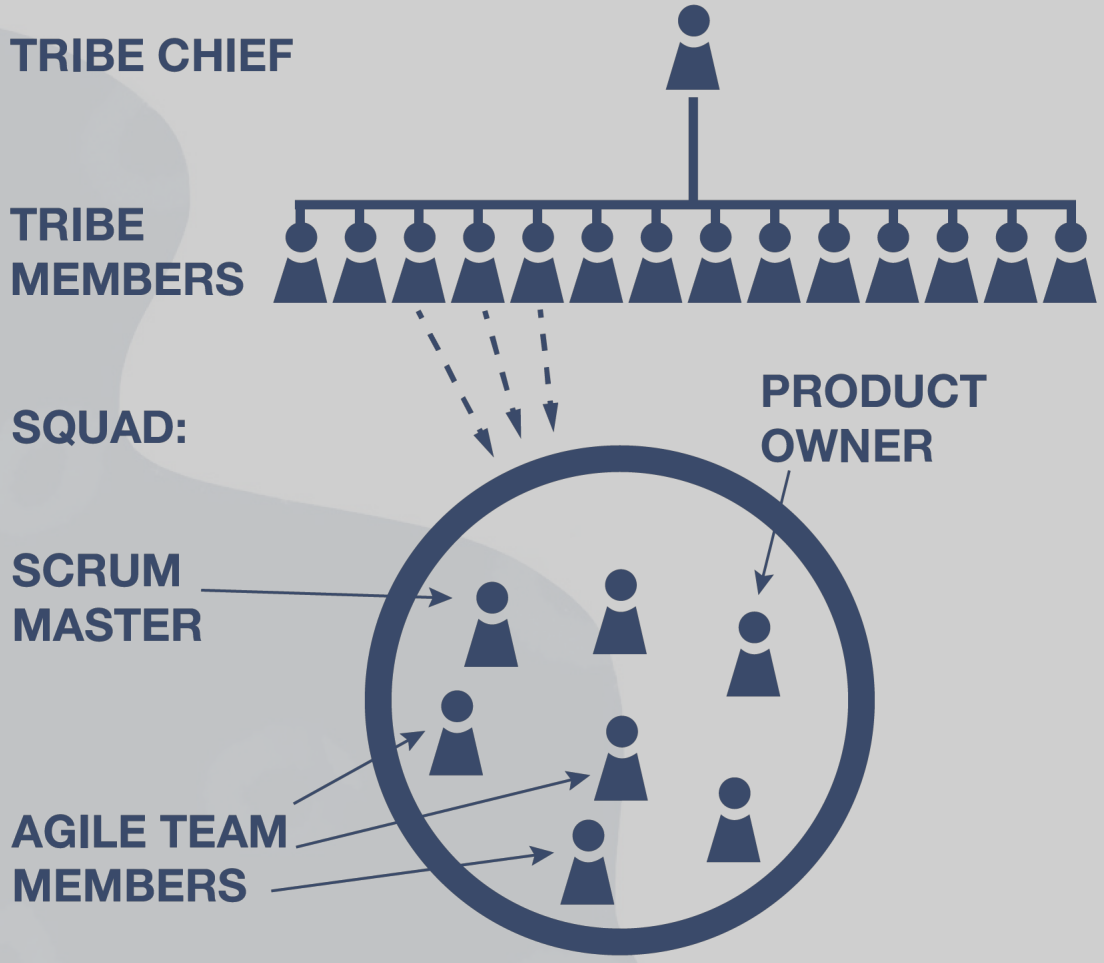
Job Architecture shows positiv results – and further room for growth

We trained our employees to work in a waterfall world

OLD


DEPARTMENT LEAD
TEAM LEAD
TEAM MEMBER

NEW


TRIBE CHIEF
TRIBE MEMBERS
SQUAD:
PRODUCT OWNER
SCRUM MASTER
AGILE TEAM MEMBERS

Team start to take responsibilites – the more support the clearer

PERFORMANCE MANAGEMENT | @martin_thalmann

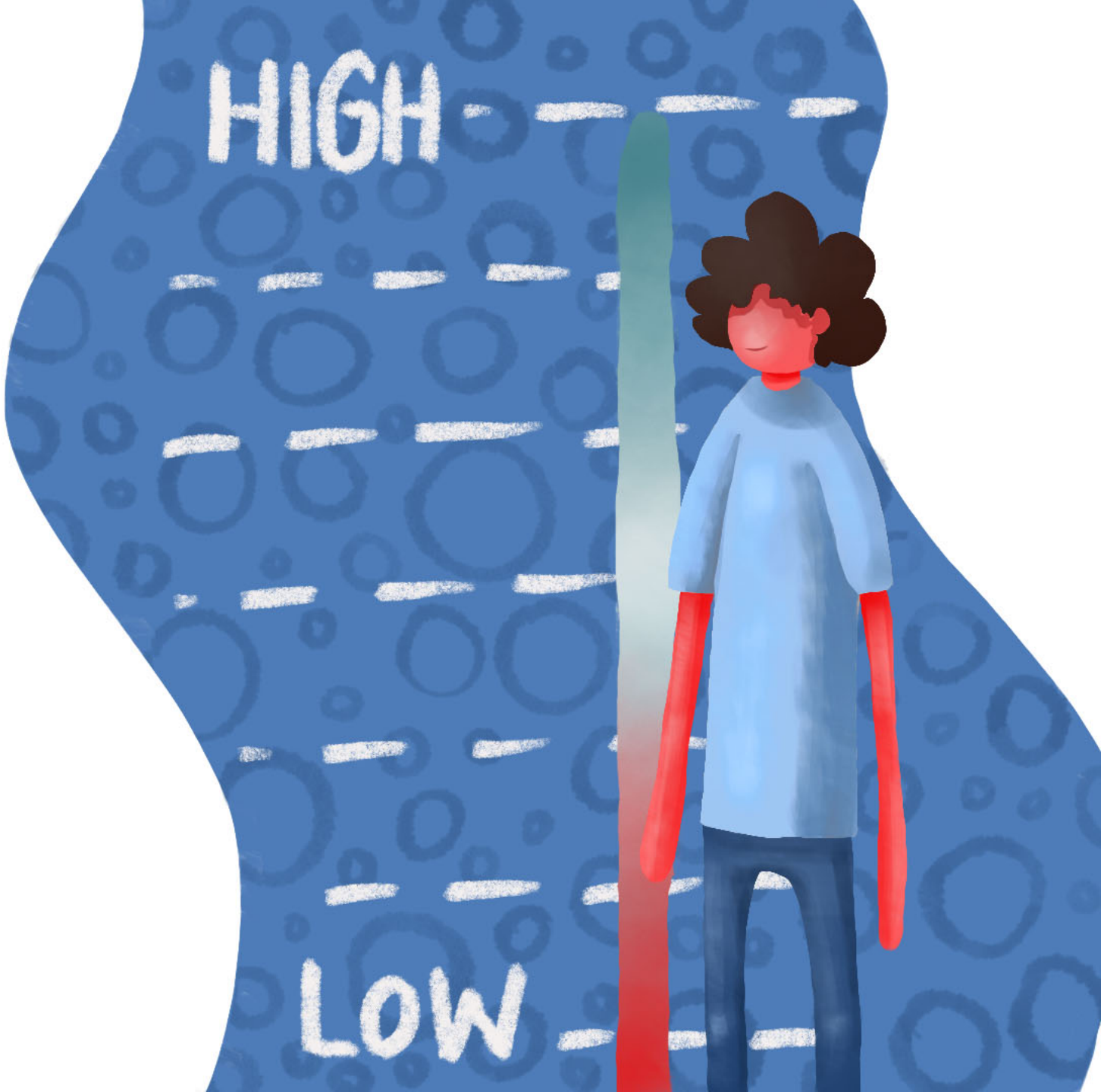
Is your boss really the best person to evaluate your performance?

@martin_thalmann

PERFORMANCE MANAGEMENT

Development, Performance & Feedback are most valuable when discussed in the team

Giving feedback must be learned



Manage your Transformation like an agile product

New Job Architecture helps agile teams

Foster self-organization

Bring everything possible to the team

THANK YOU!

Hope to see you at

@martin_thalmann

Martin Thalmann

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