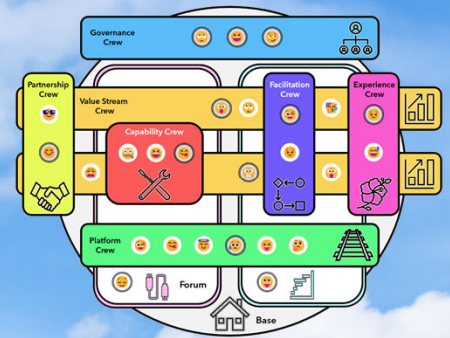
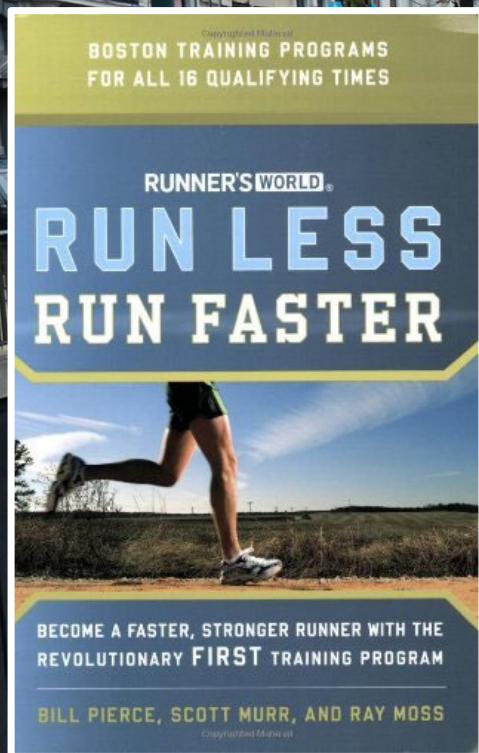


# Versatile Organization Design with the **unFIX** Model

Jurgen Appelo



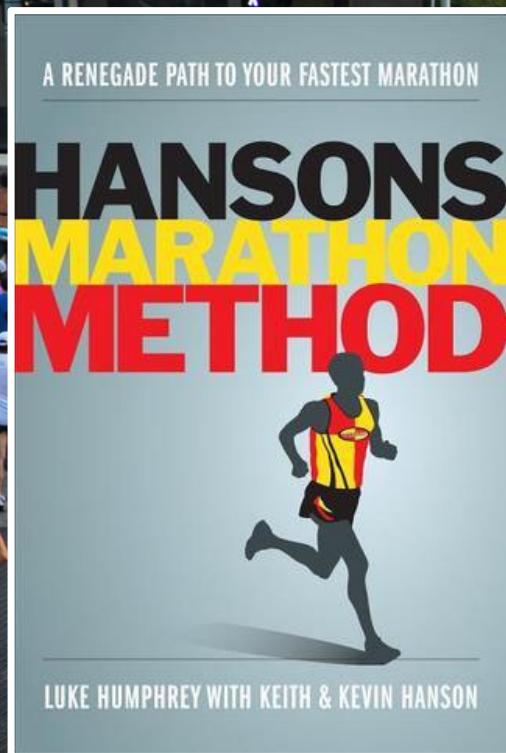




[https://www.goodreads.com/book/show/705694.Runner\\_s\\_World\\_Run\\_Less\\_Run\\_Faster](https://www.goodreads.com/book/show/705694.Runner_s_World_Run_Less_Run_Faster)

Three days of running,  
two days of cross-training

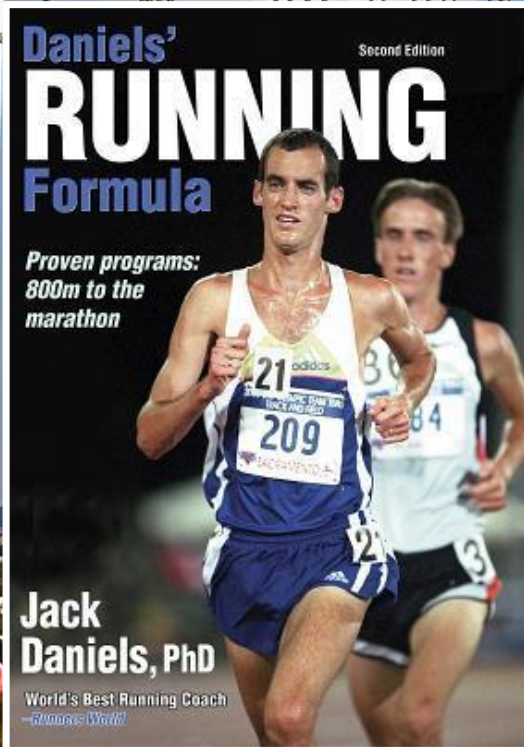




<https://www.goodreads.com/book/show/13592481-hansons-marathon-method>

The longest run in this program is 26 kilometers





[https://www.goodreads.com/book/show/112152.Daniels\\_Running\\_Formula](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

#NOHUMANISLIMITED

1:59



01:59:39

#NOHUMANISLIMITED

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 full-page background image showing a person running on a paved path. The runner is seen from behind, wearing a white tank top, dark shorts, and colorful sneakers. The path leads towards 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.

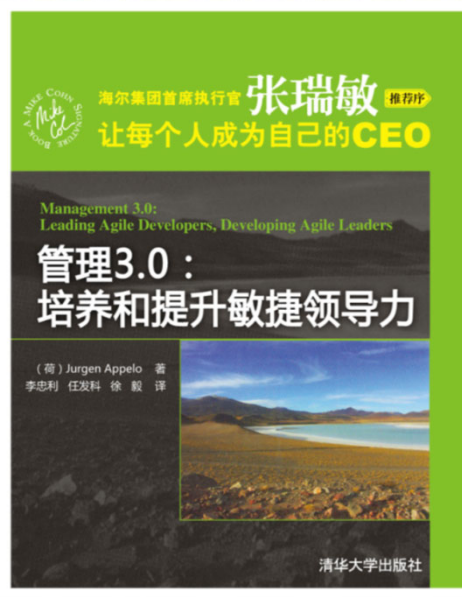


A man with light brown hair and a goatee, wearing a white fur hooded coat, is in a kitchen. He is holding a small, light-colored animal, possibly a cat or dog, in his arms. The background shows white kitchen cabinets and a green bottle on a shelf. The text "Let's move on to something that really matters" is overlaid at the bottom.

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



Welcome Jurgen Appelo to Haier for Academic Exchanges





**Haier is an ecosystem of 4,000 autonomous units.**

**“The world’s largest home appliance brand”**

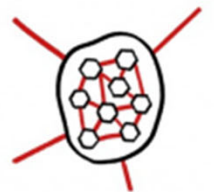
**“The most valuable IoT ecosystem brand in the world”**

**Haier**

**“The world’s most creatively managed company”**



**MICRO-  
ENTERPRISE  
(ME)**



**ECOSYSTEM  
MICRO-COMMUNITY  
(EMC)**

**CORPORATE  
REBELS**



# Haier

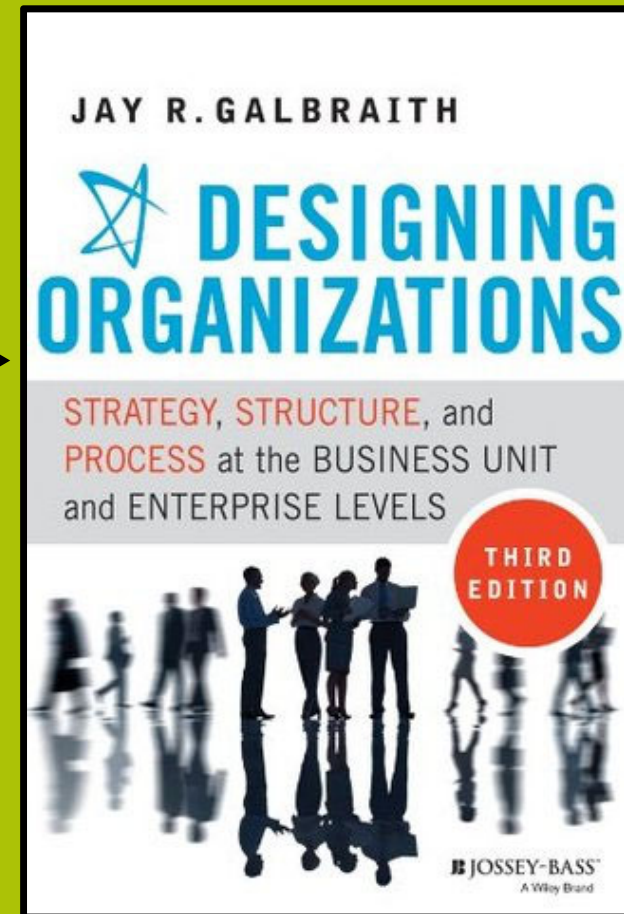
4,000 micro-enterprises



"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

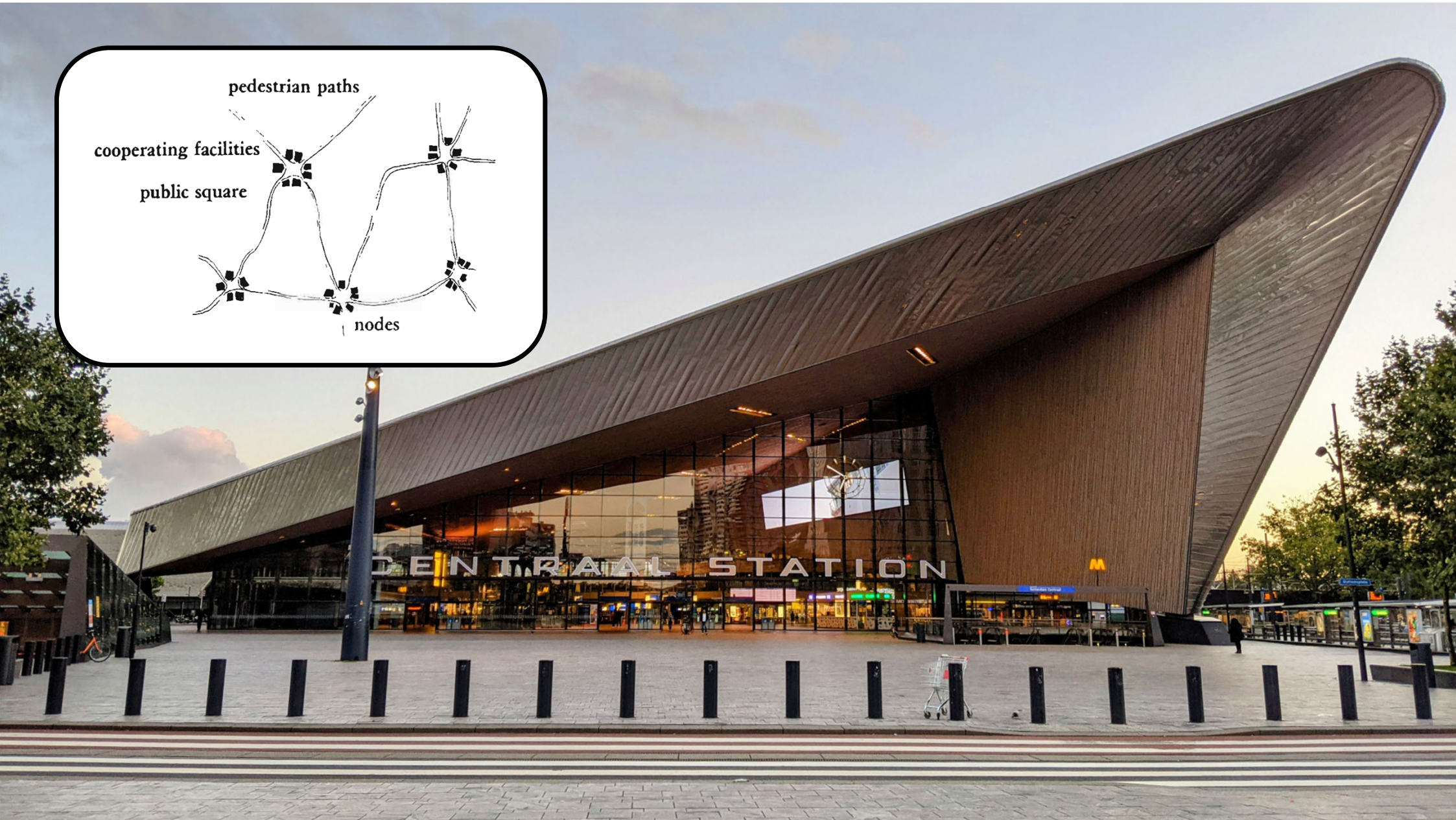
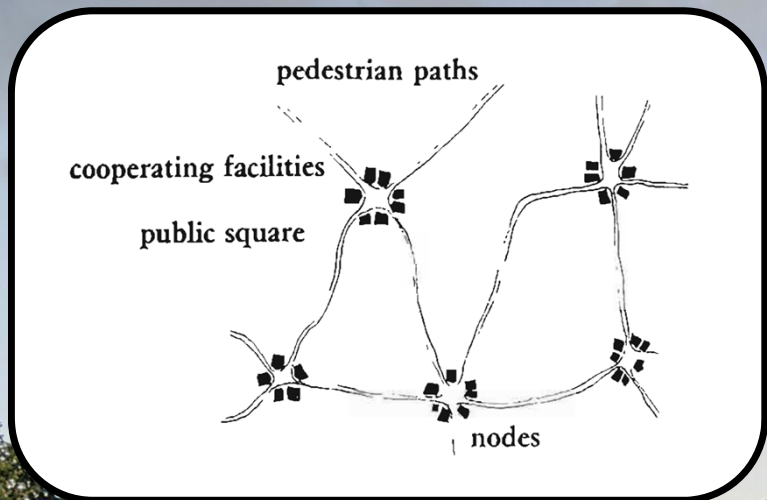


Christopher Alexander  
Sara Ishikawa · Murray Silverstein  
WITH  
Max Jacobson · Ingrid Fiksdahl-King  
Shlomo Angel

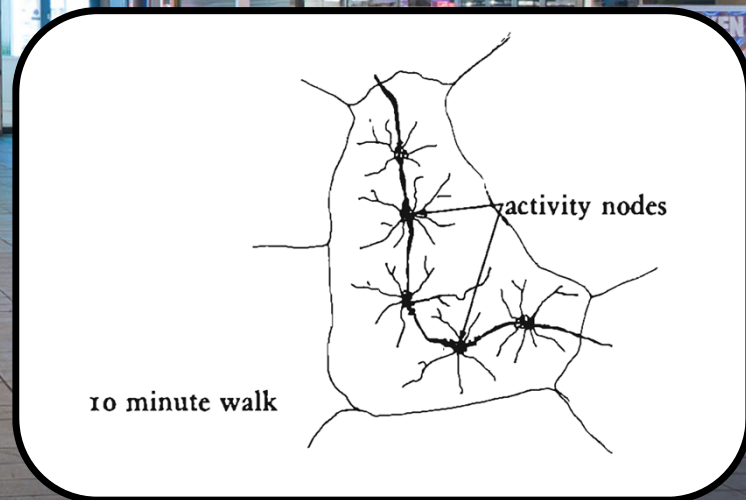
[https://www.goodreads.com/book/show/79766.A\\_Pattern\\_Language](https://www.goodreads.com/book/show/79766.A_Pattern_Language)

Photo by [Daniel Agudelo](#) on [Unsplash](#)

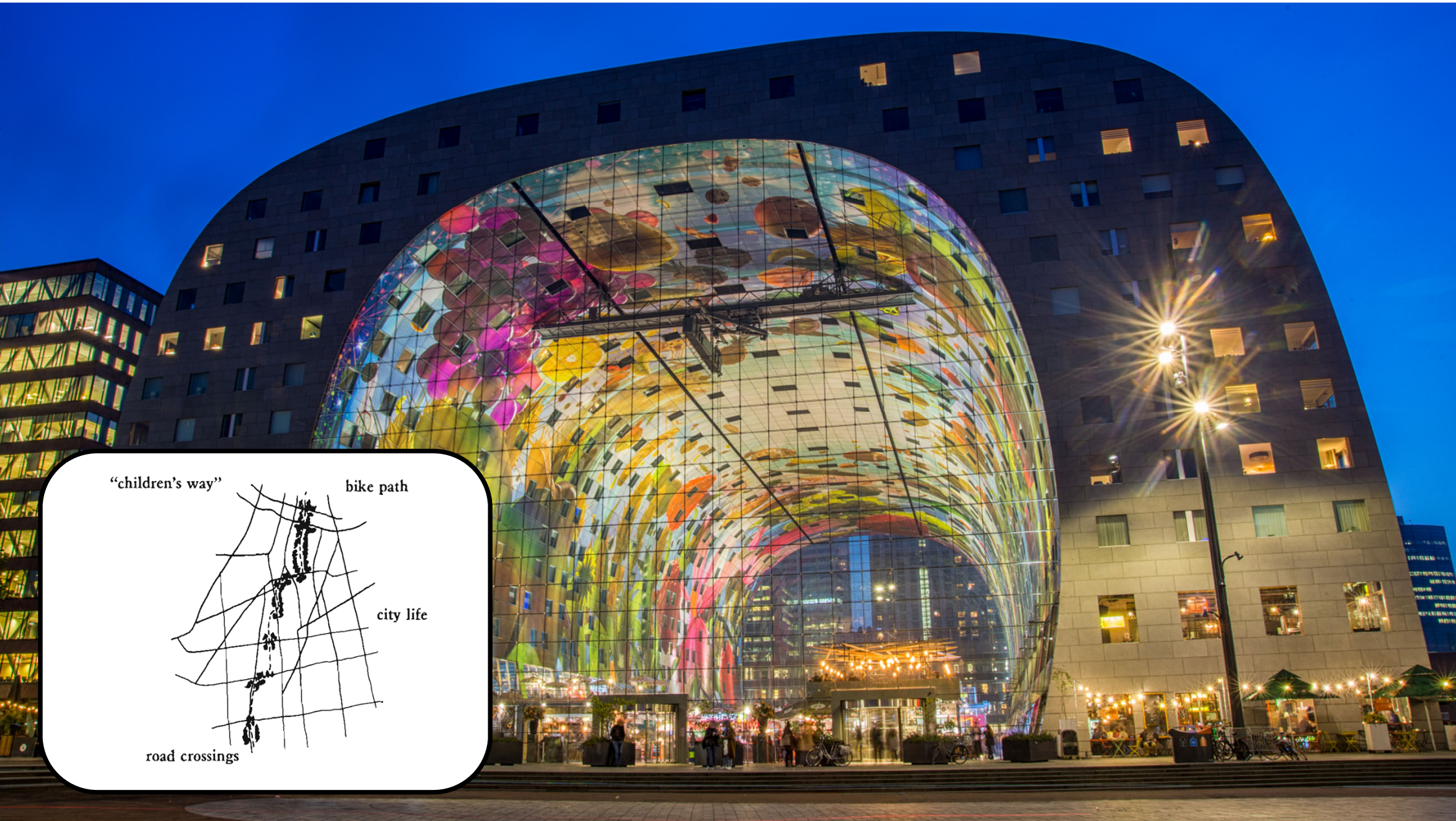










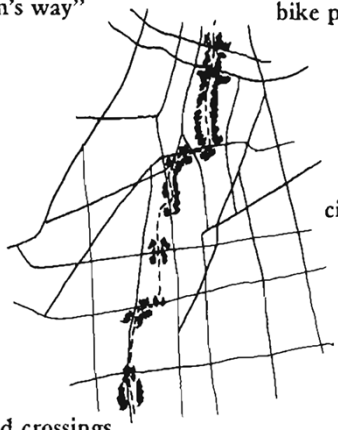


"children's way"

bike path

city life

road crossings







TLC

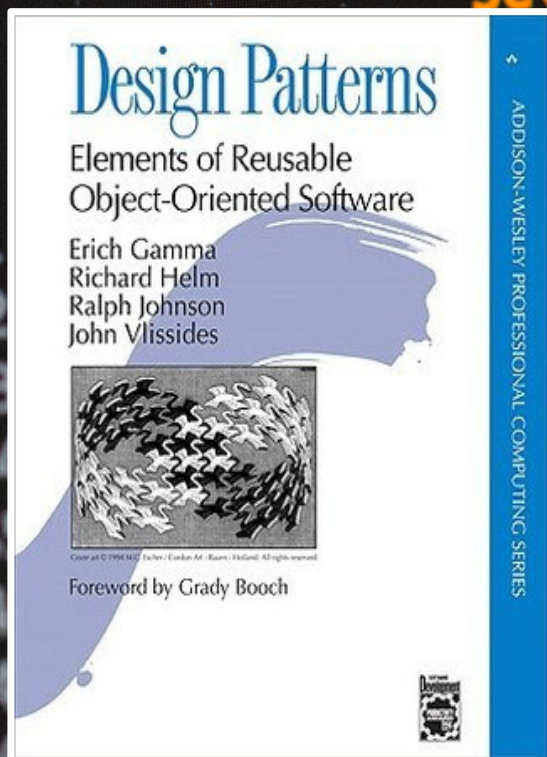




## pattern language

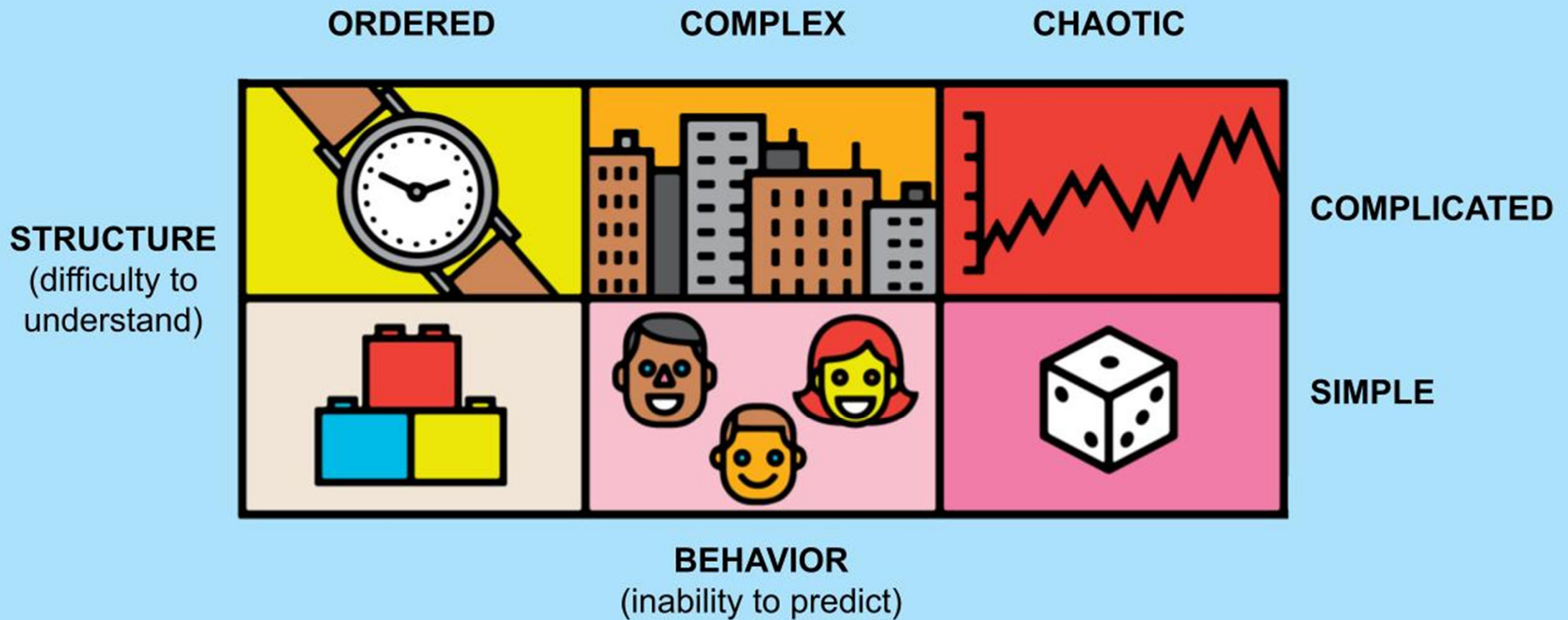
a coherent set of micro-solutions that can be used in many ways depending on context





[https://www.goodreads.com/book/show/85009.Design\\_Patterns](https://www.goodreads.com/book/show/85009.Design_Patterns)



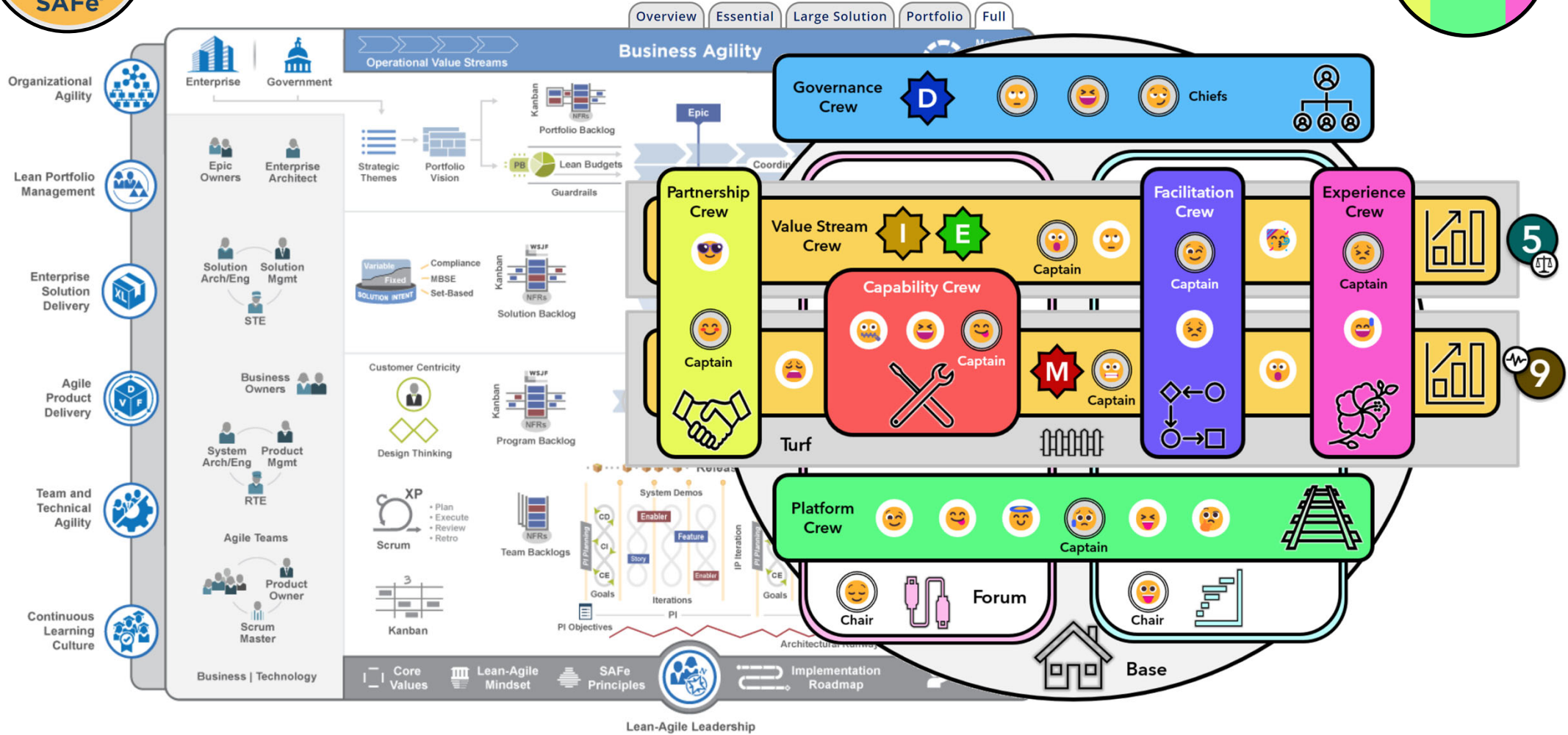


**methods & frameworks**

**patterns & practices**

**values & principles**









## Team Types

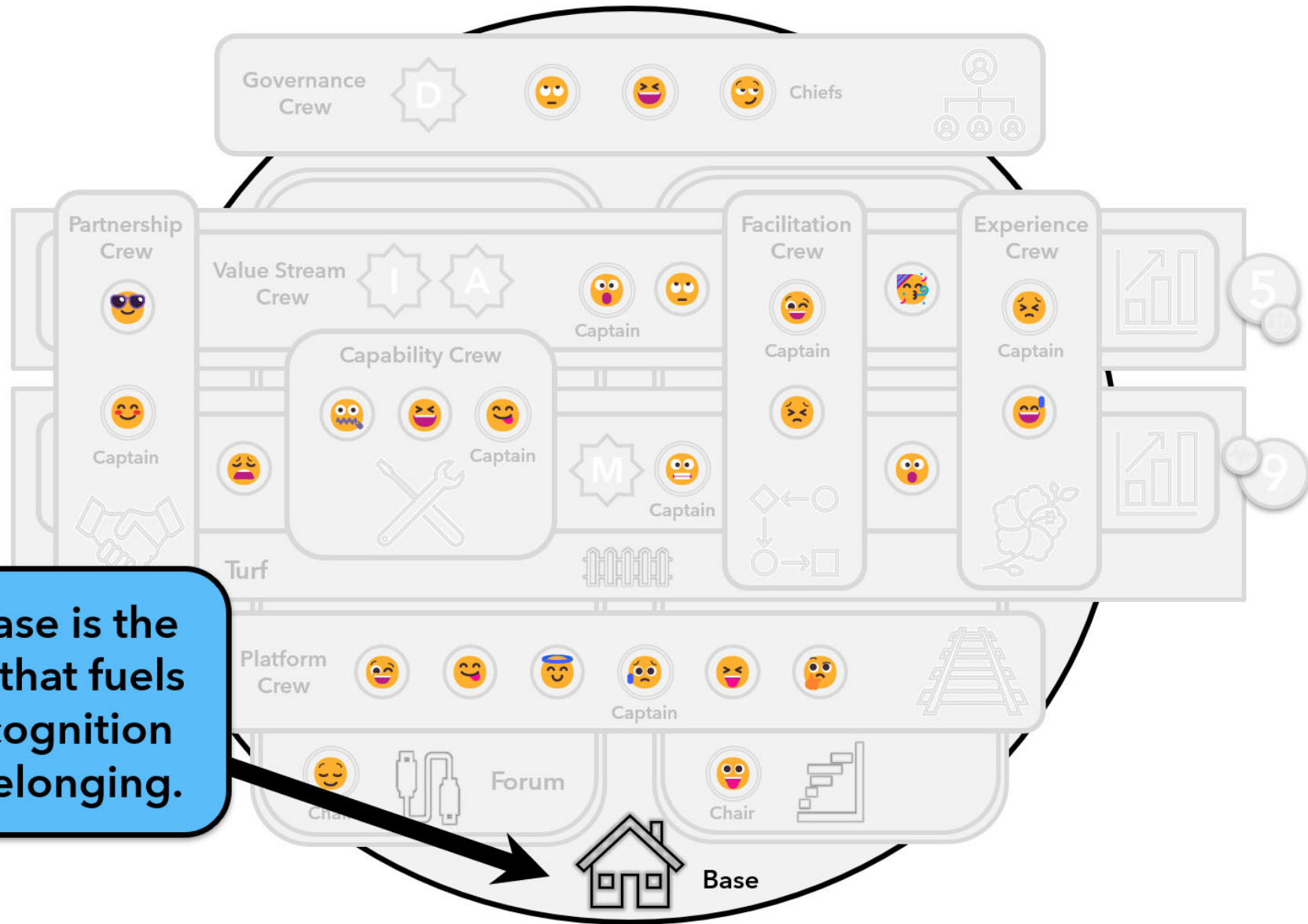


Agile Teams  
System Teams  
technical teams  
business teams  
stream-aligned teams  
enabling teams  
compl. subsystem teams  
platform teams

Value Stream Crews  
Facilitation Crews  
Capability Crews  
Platform Crews  
Experience Crews  
Partnership Crews  
Governance Crews

Status: Done





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

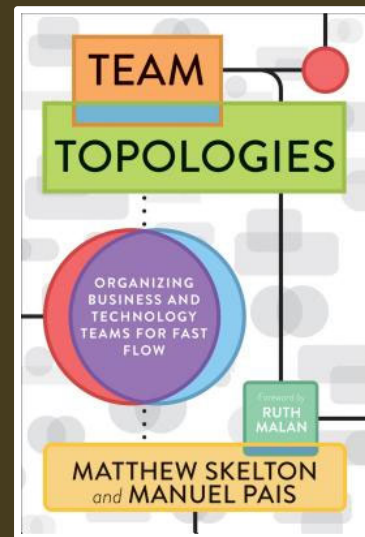


# 4 fundamental topologies

-  Stream-aligned team
-  Enabling team
-  Complicated Subsystem team
-  Platform team

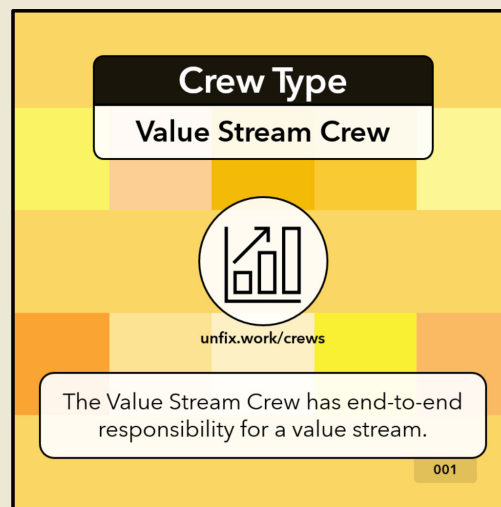


Stream-aligned team



**"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."**

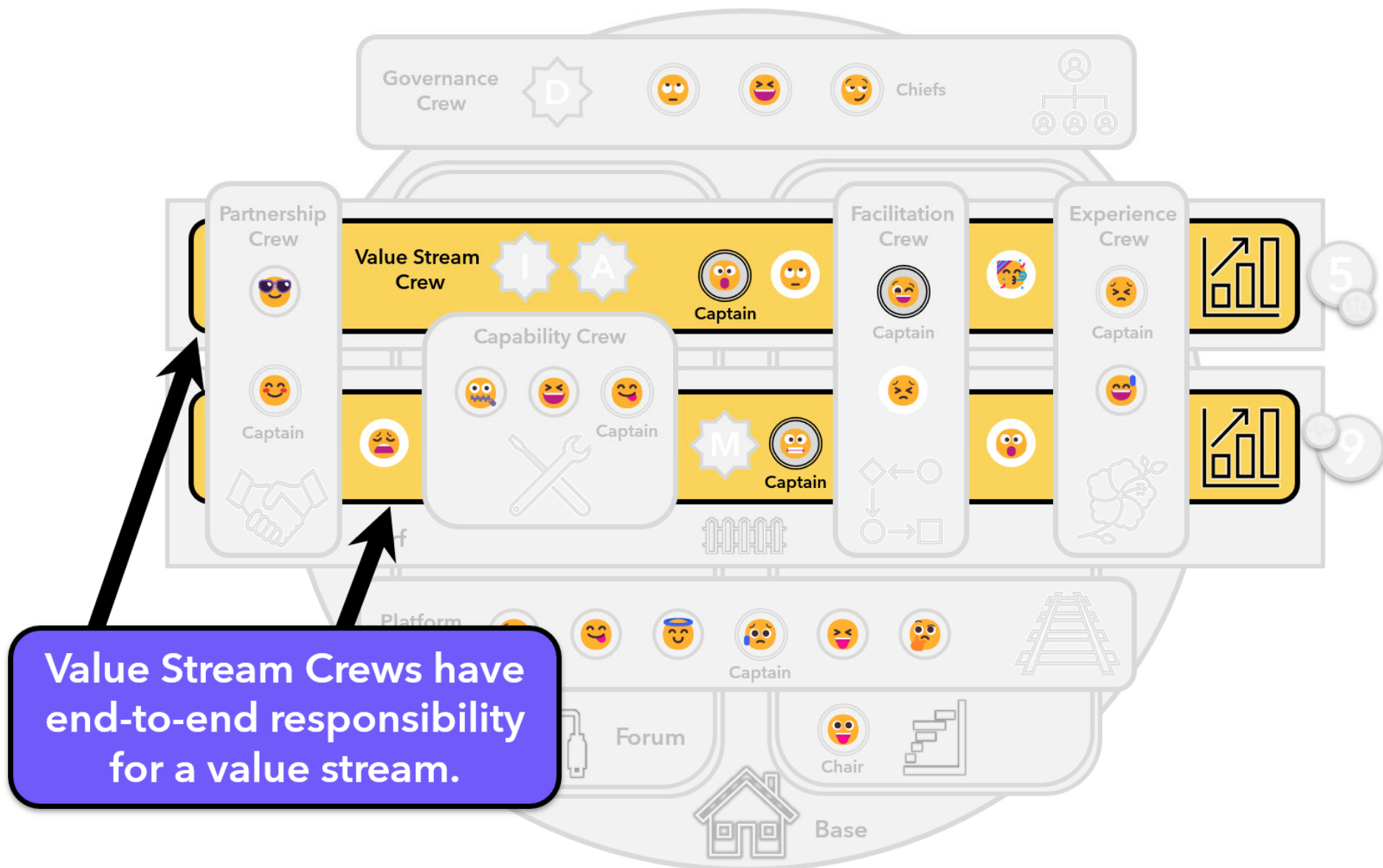
Value Stream Crew



"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."

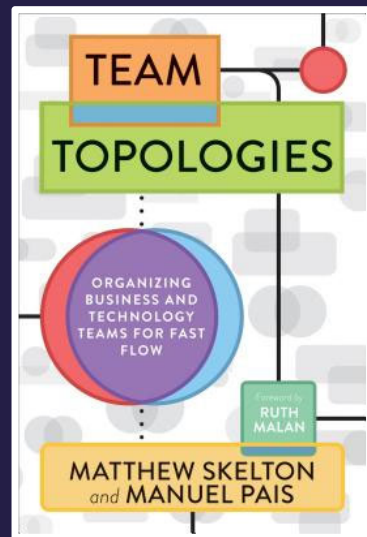
- Team Topologies, Matthew Skelton, Manuel Pais







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.”

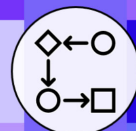
- *Team Topologies*, Matthew Skelton, Manuel Pais

Facilitation  
Crew



Crew Type

Facilitation Crew

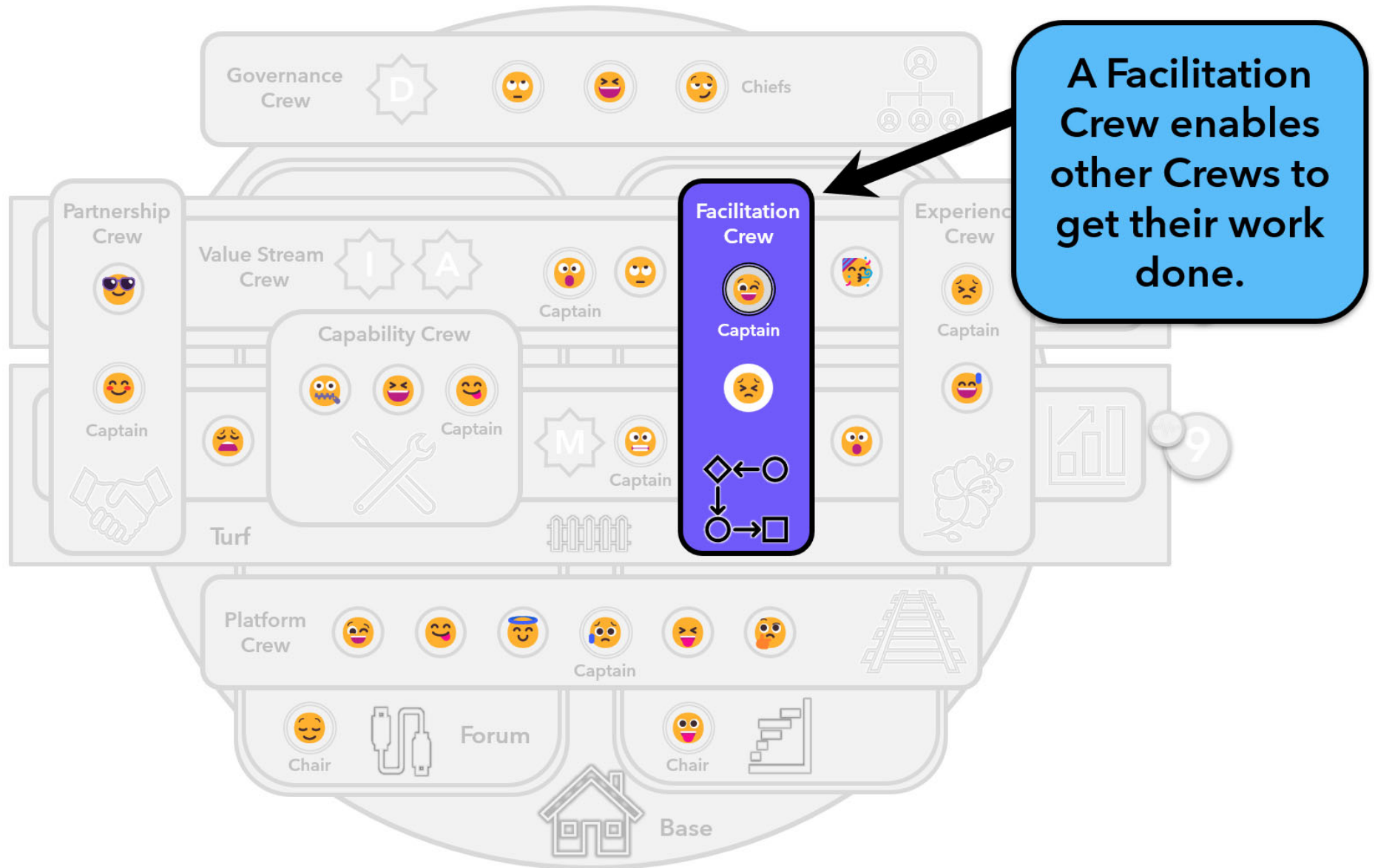


unfix.work/crews

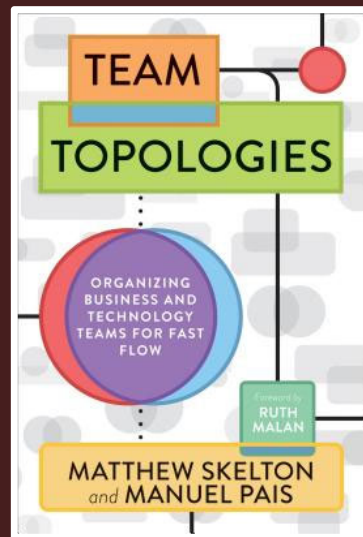
The Facilitation Crew enables other Crews to get their work done.

004





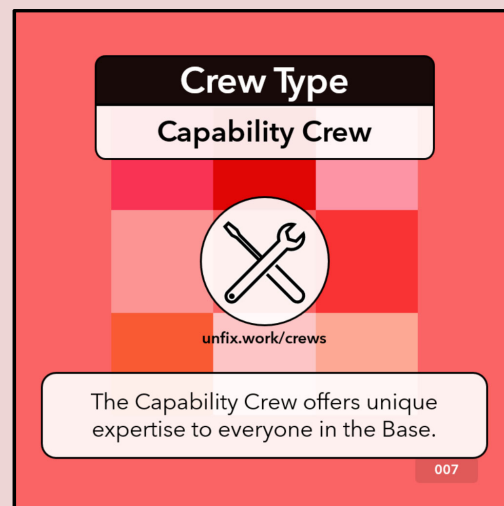




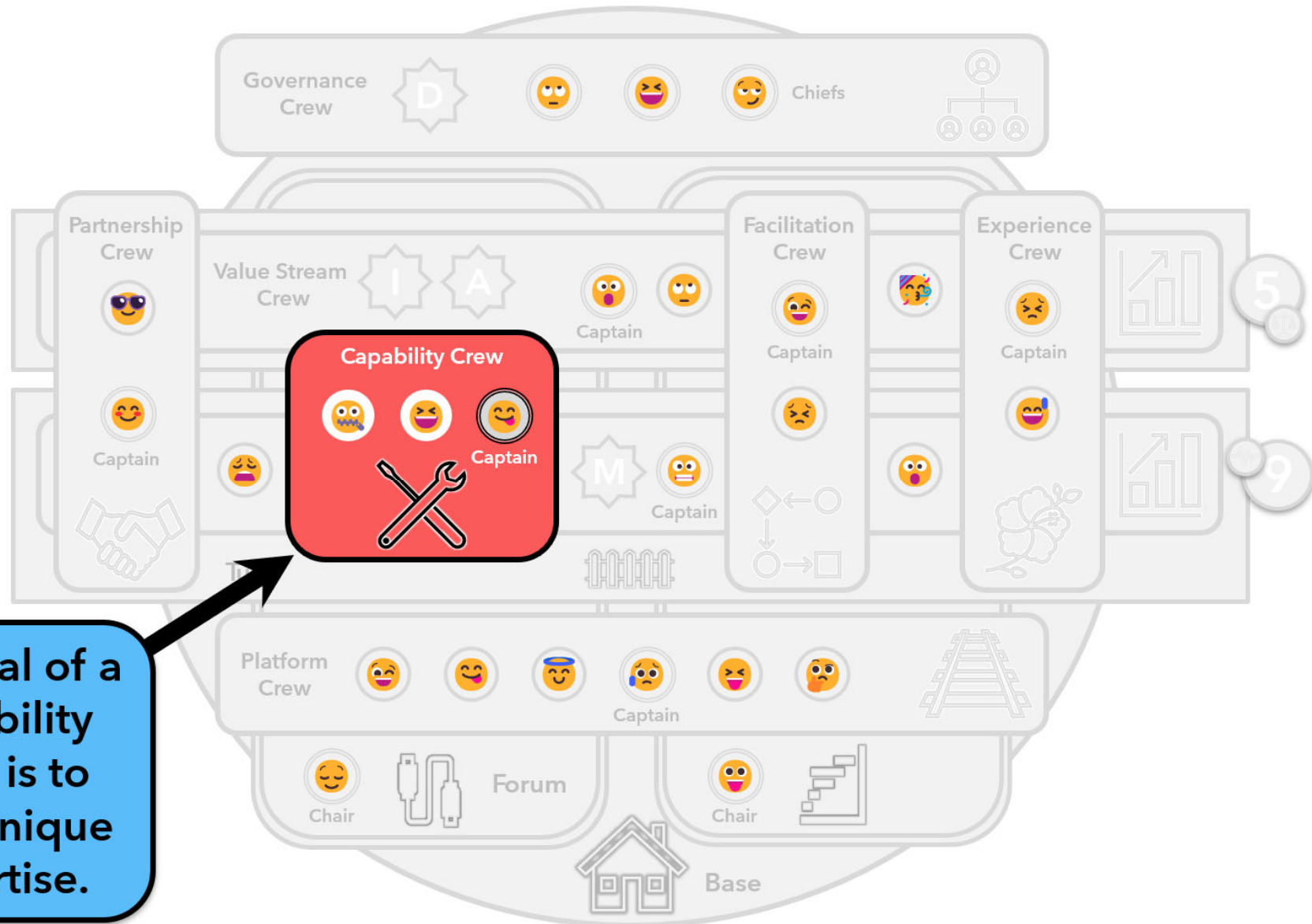
**"A complicated-subsystem team is responsible for building and maintaining a part of the system that depends heavily on specialist knowledge."**

"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

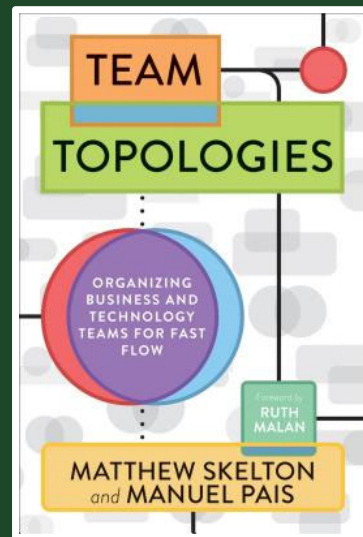






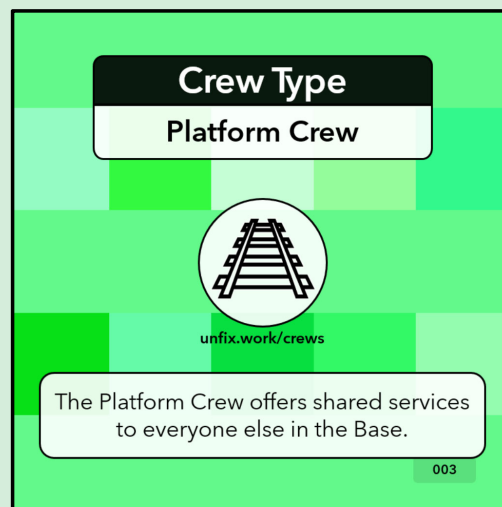
The goal of a  
Capability  
Crew is to  
offer unique  
expertise.

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."**

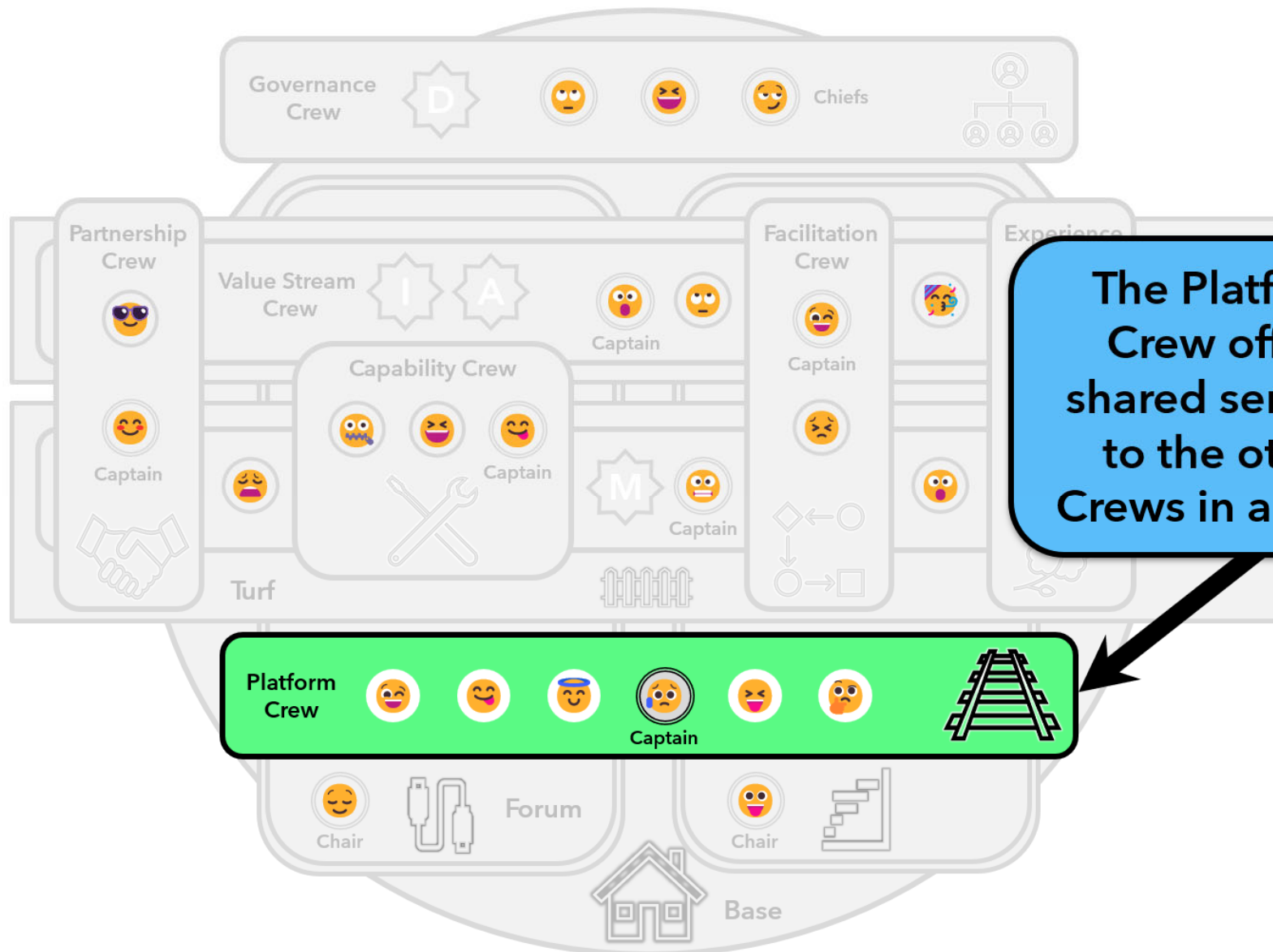
Platform Crew



"The 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

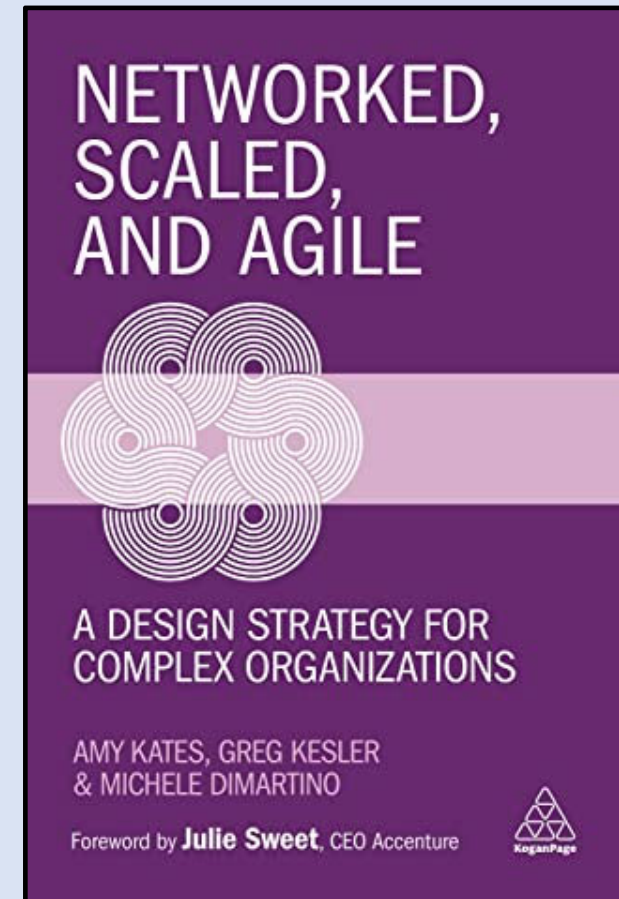




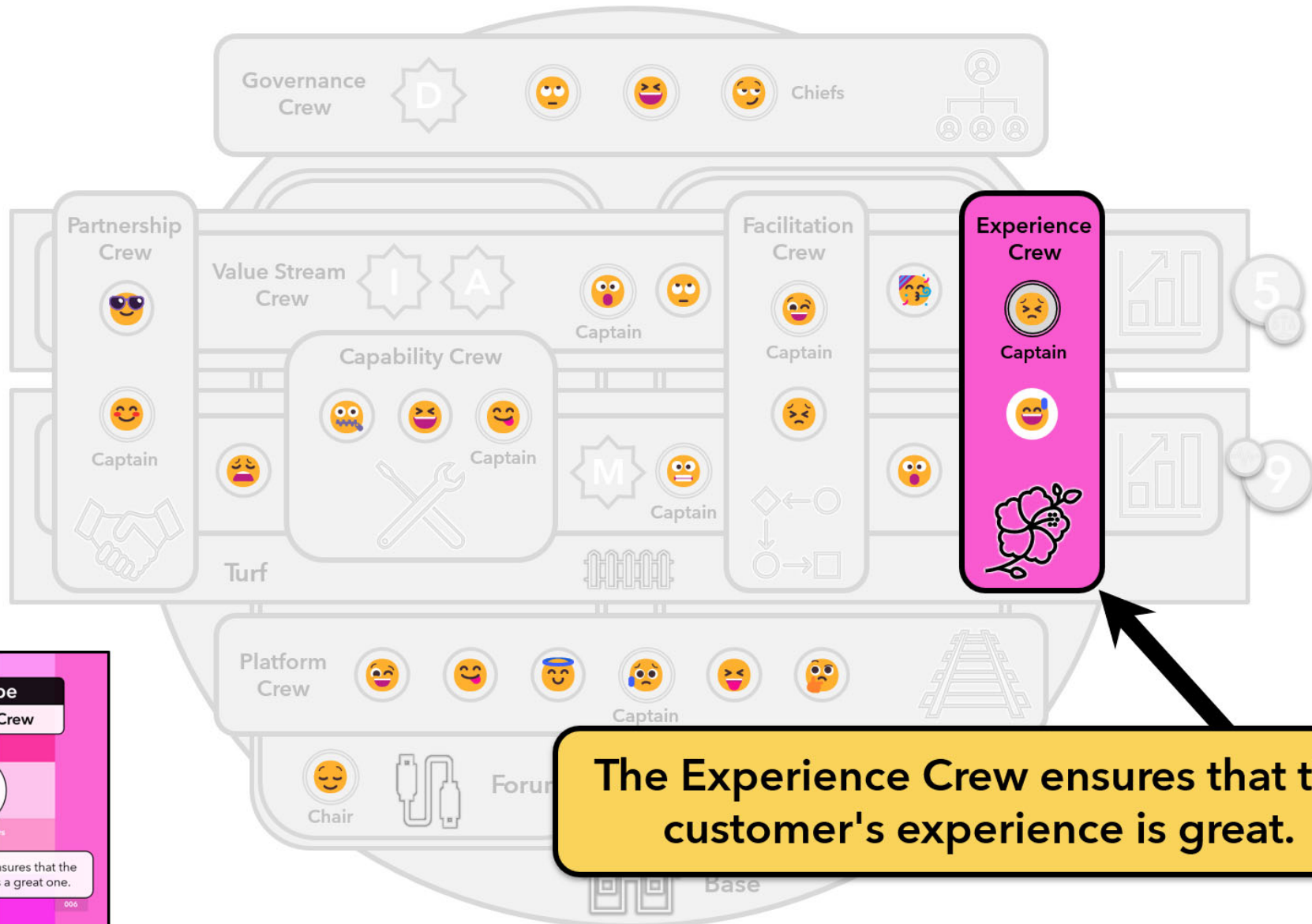
The Platform Crew offers shared services to the other Crews in a Base.

**"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*







**Crew Type**  
Experience Crew



unfix.work/crews

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

006

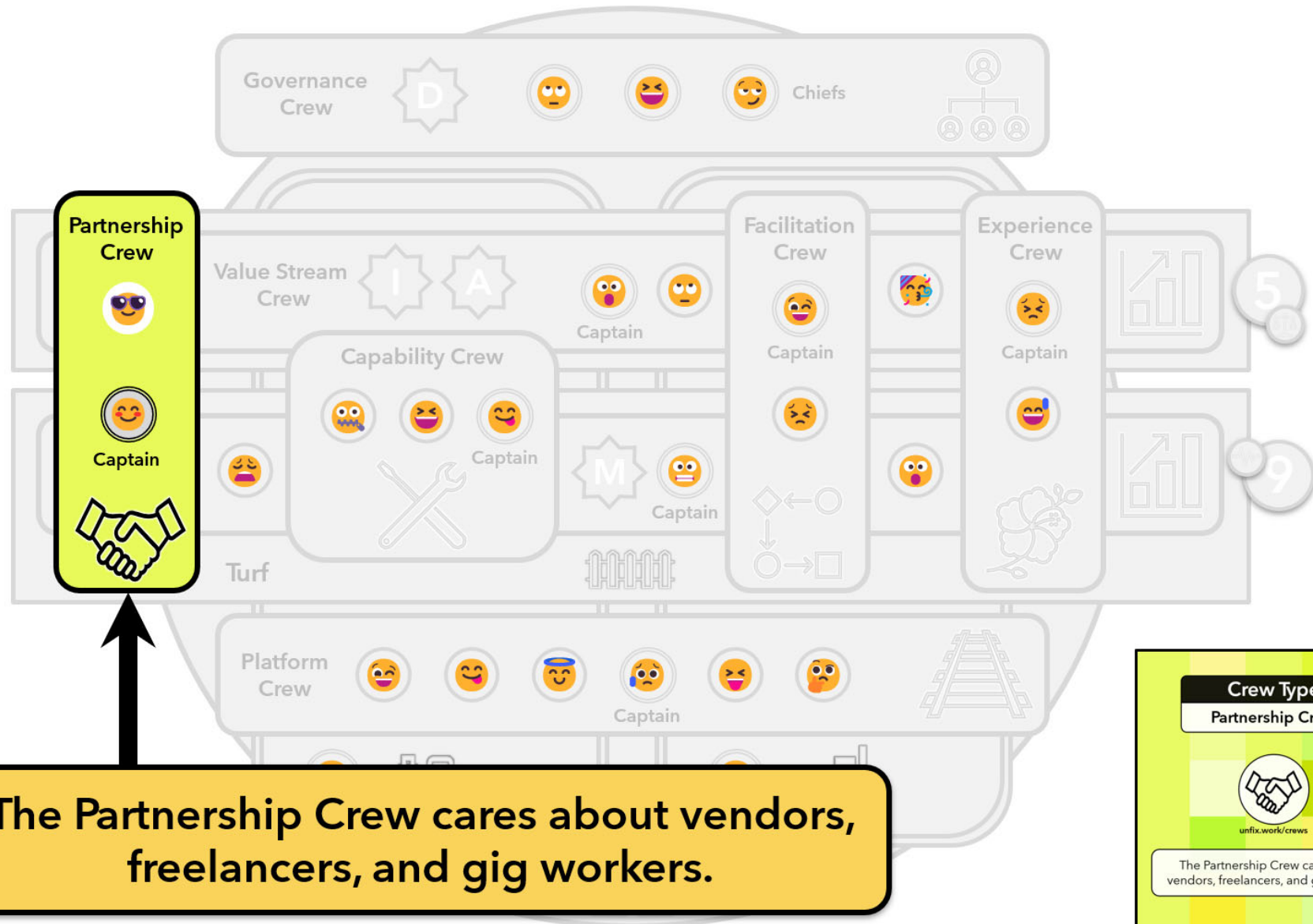
The Experience Crew ensures that the customer's experience is great.

A delivery person is seen from behind, riding a bicycle down a narrow, cobblestone-paved city street. They are wearing a bright red jacket and carrying a large white delivery box on their back. The box features a red logo that resembles a stylized dome or a hand holding a bowl. The street is lined with tall, light-colored buildings. Several cars are parked along the right side of the street, including a white car in the foreground and a blue car further back. Other pedestrians are visible in the distance. The scene is captured in a cinematic style with soft lighting.

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

Photo by [Kai Pilger](#) on [Unsplash](#)

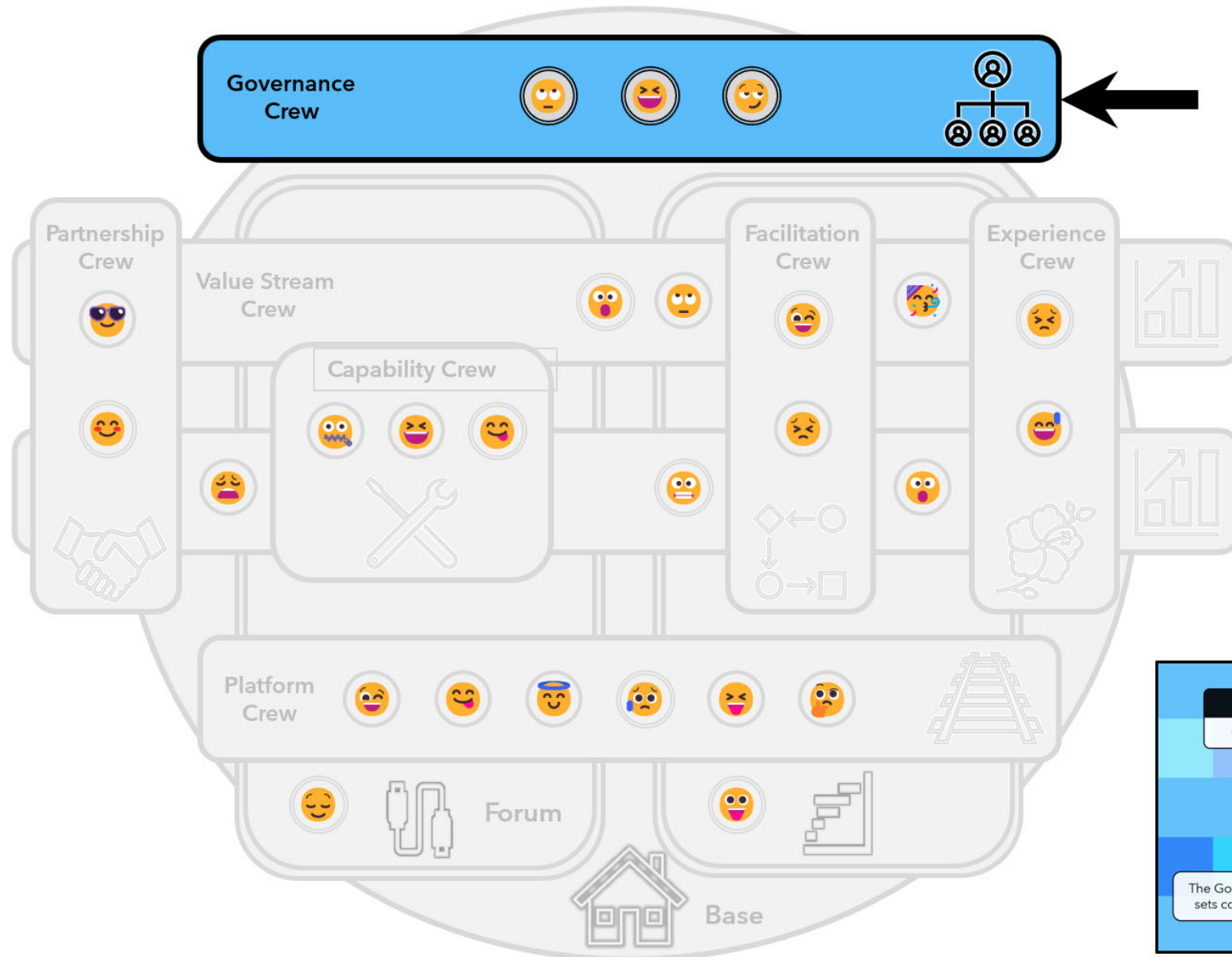




**Who will manage the system  
*and* its stakeholders?**








**Crew Type**

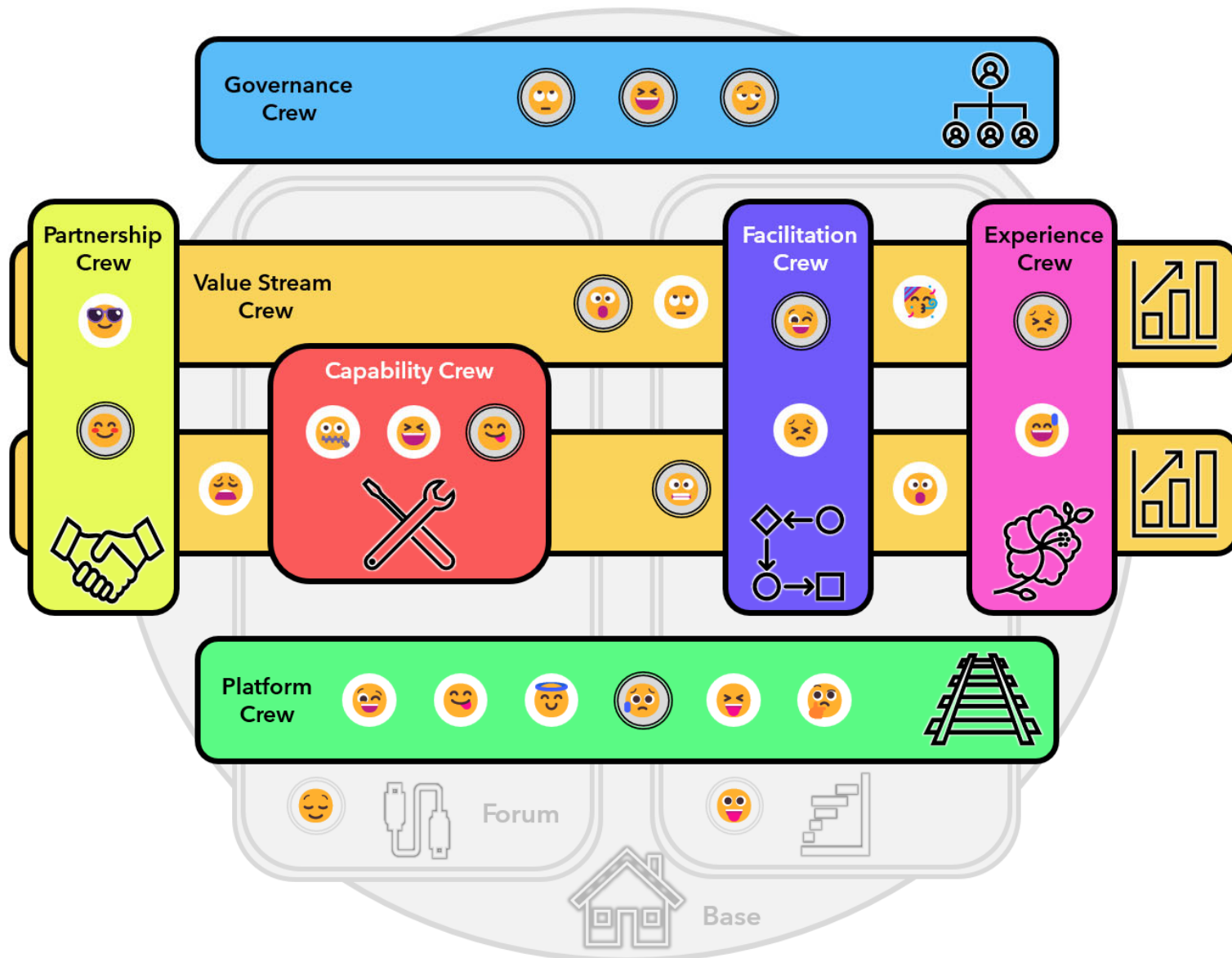
**Governance Crew**



unfix.work/crews

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

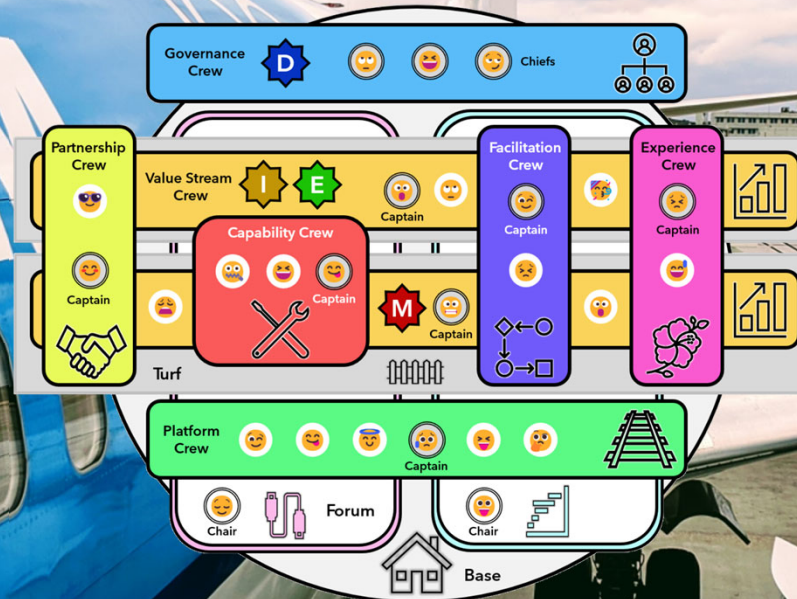
002







# Team of Teams



Status: Prototype

Agile Release Train

Long-lived, stable

"A long-lived team of teams developing and delivering one or more solutions."

Turf

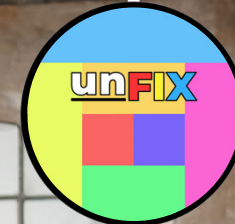
Facilitates reteaming

"An area of responsibilities cultivated and protected by the same people."





Home

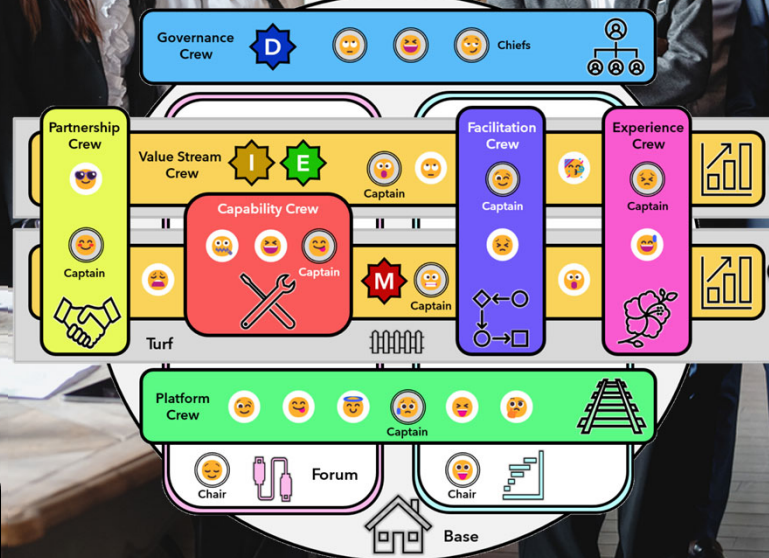


Status: Done

Fully Integrated Base  
Strongly Aligned Base  
Loosely Aligned Base  
Fully Segregated Base

Autonomy

"The group where people feel safe and at home, operating as an independent unit."



?

?

?





# Value Streams



"Value Streams represent the series of steps that an organization uses to implement Solutions that provide a continuous flow of value to a customer."

**Value Stream => Solution**

"Sales, marketing, purchasing, legal, finance, and manufacturing engineering are not themselves value streams."

**Status: Idea**

**Value Stream => Experience**

"Value streams exist at all levels of abstraction, from the highest organization level to the lowest team level."

**DISAGREE!**





# Roles



- Product Owner
- Product Management
- Solution Management
- Scrum Master
- RTE
- STE
- System Arch/Engineering
- Solution Arch/Engineering
- Enterprise Architect
- Business Owners
- Epic Owners

- Chief
- Captain
- Chair
- Producer
- Director
- Coach
- Coordinator
- Representative
- Creator
- Performer
- Specialist
- Examiner
- Custodian
- Adviser
- (...)

Status: In Progress

Role qualifiers

Enable combinations

Fractal, not hierarchical

Egalitarian, no "specialty" roles





# Networking



Community of Practice

Guilds

"Share information, improve skills, and actively work on advancing the general knowledge of the domain."



- Functional Forum
- Market Forum
- Customer Journey Forum
- Channel Forum
- Seasonal Forum
- Regional Forum
- Business Model Forum
- Technological Forum
- Product Forum

"weak ties"

"A place to talk (across boundaries) and make important decisions."

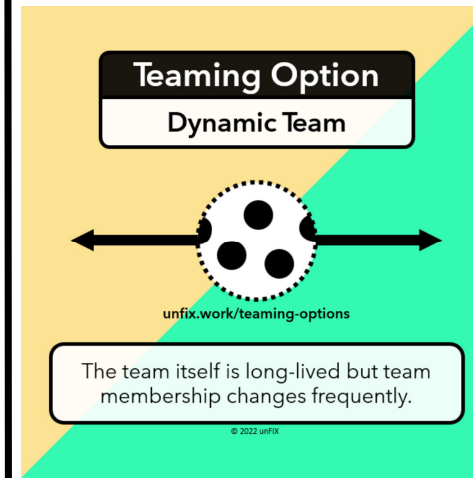
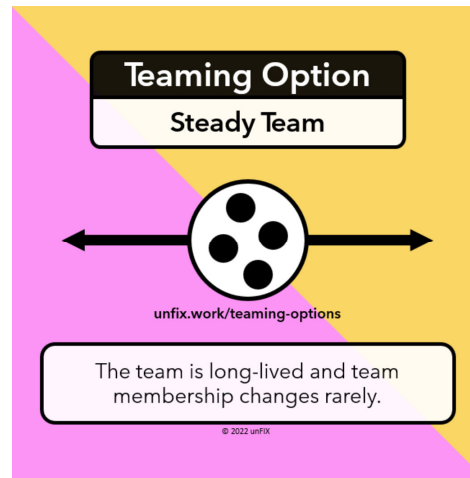
Status: Done



"bringing work to the team instead of bringing people to the work"



**Permanence:** long-lived teams

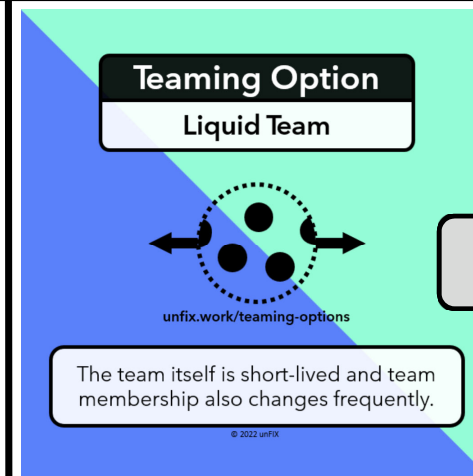
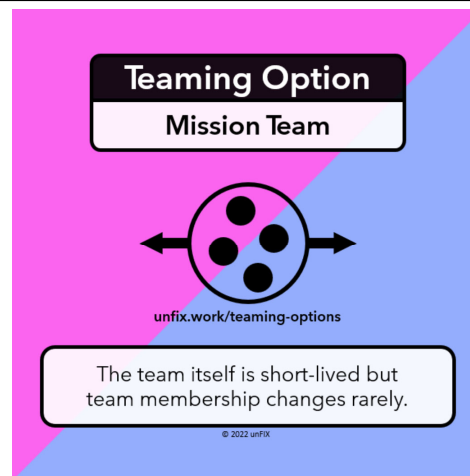


**Permeability:**  
team membership  
changes rarely

**Permeability:**  
team membership  
changes often

**Reteaming**

Applies to Crews  
and Forums!

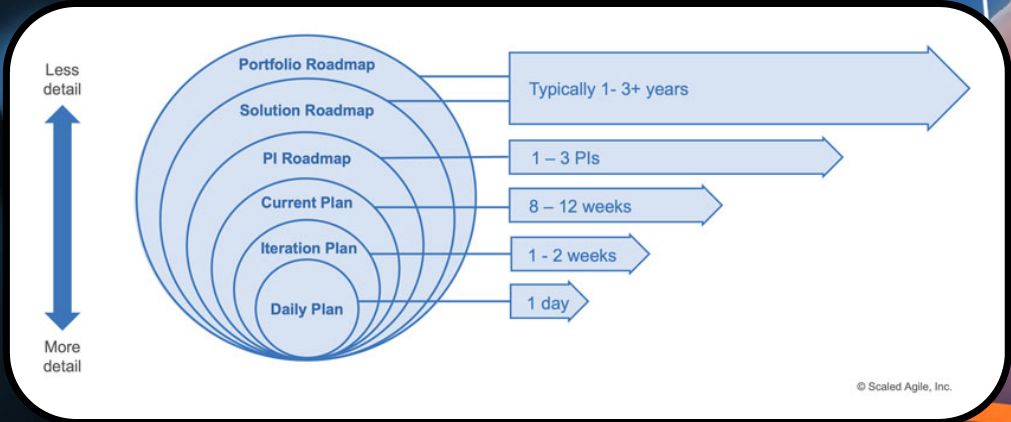


**Status: Done**

**Permanence:** short-lived teams



# Planning



Status: Idea

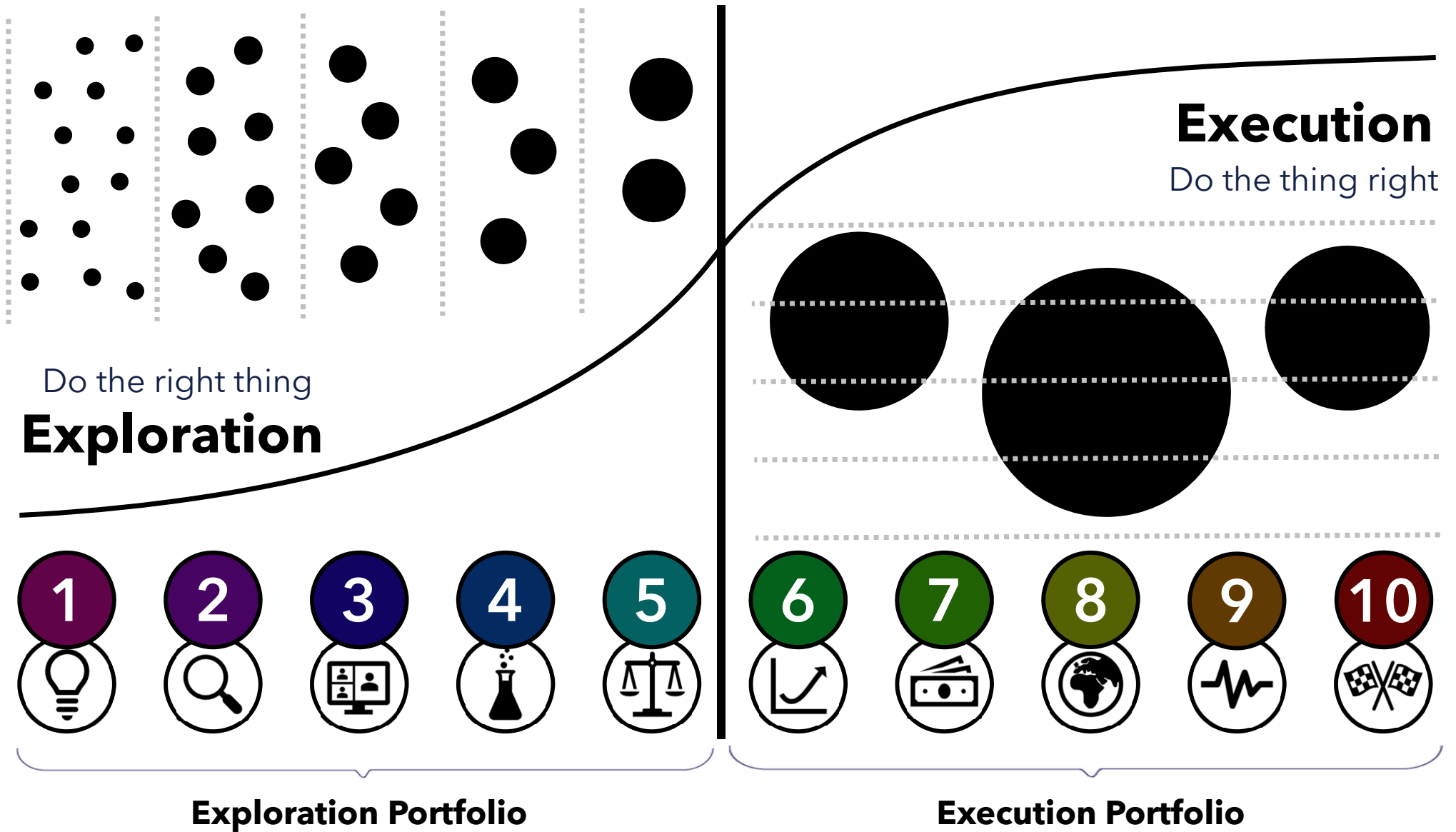
High-level Budgeting  
Low-level Estimating

Budgeting (when complex)  
Estimating (when simple)

"Management wants to understand the cost of a story point and the cost of features or epics."



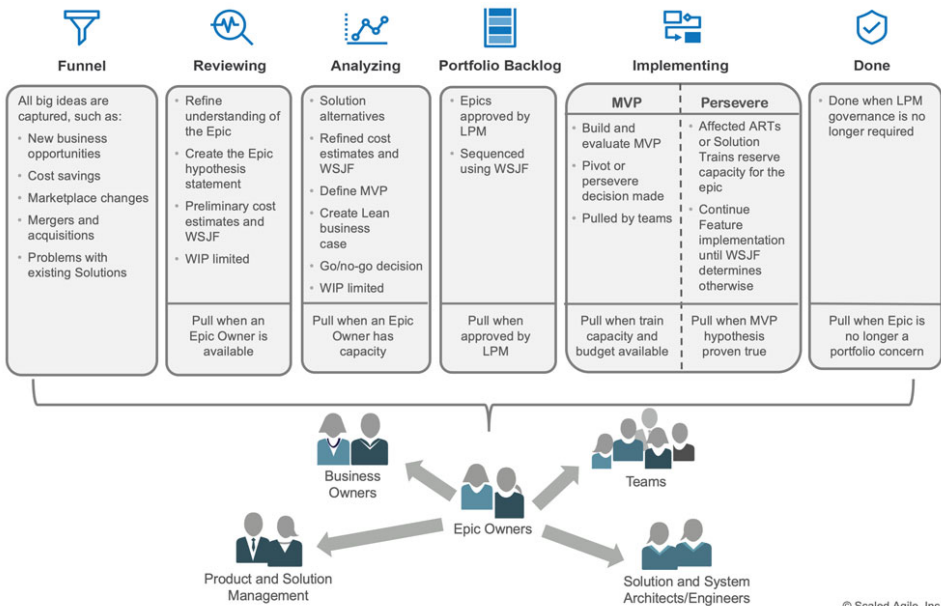
"At all levels, we make budgets for arts and crafts; we make estimates for predictable work."





"Phase gates don't measure real progress and thereby don't mitigate risk."

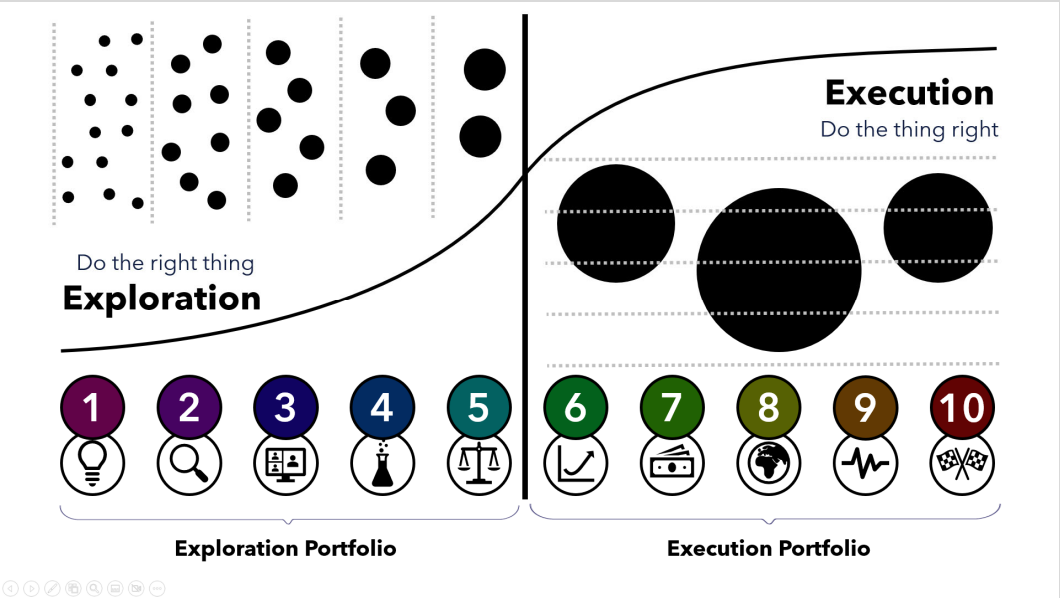
Mixed Portfolios




Portfolios



Exploration vs. Execution Portfolio



Status: Done

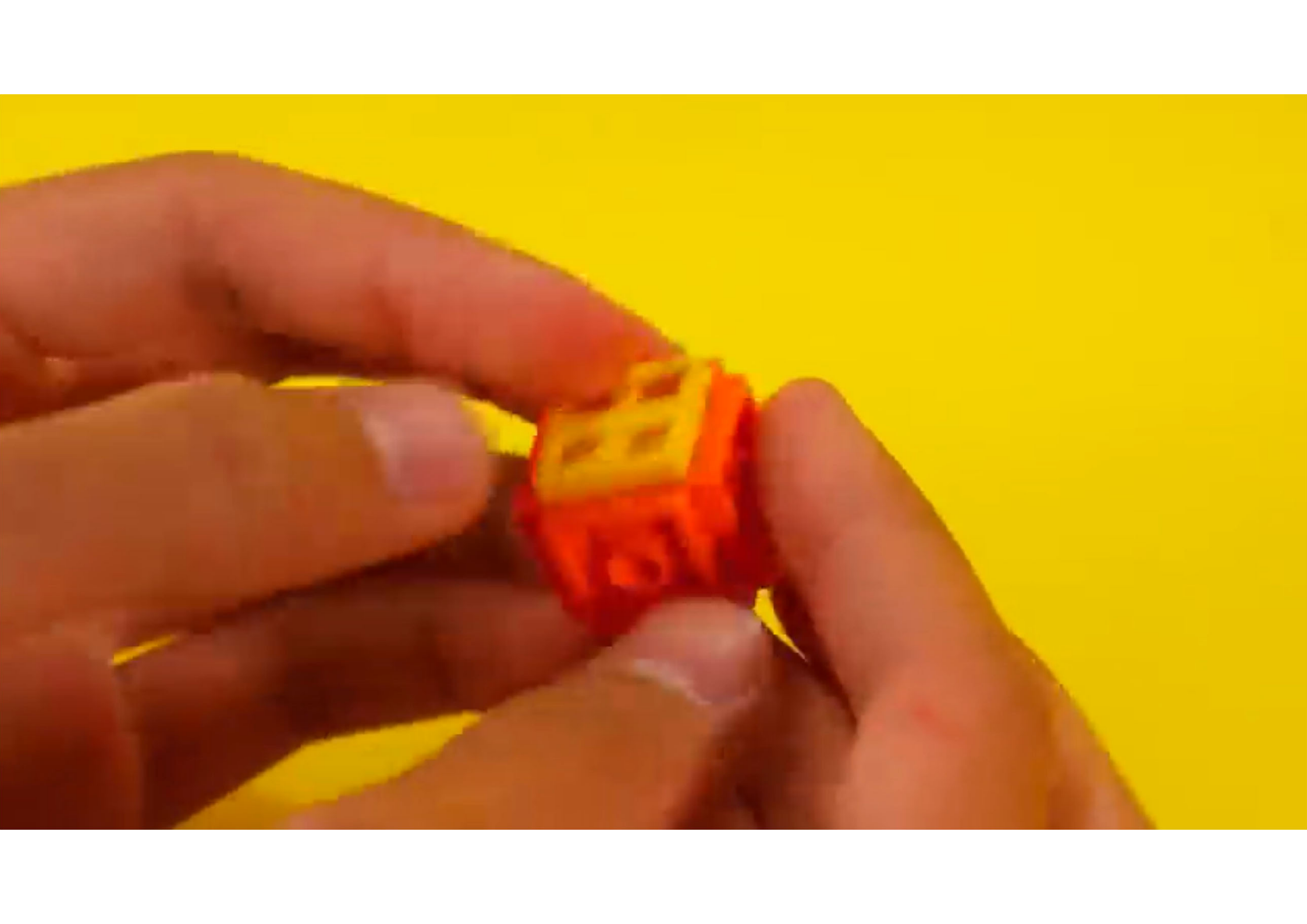
A large, dense pile of unsorted LEGO bricks in various colors including red, yellow, blue, white, green, purple, and grey. The bricks are of different shapes and sizes, creating a chaotic and colorful background.

Organization  
design should  
be like this.



Not like this









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





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

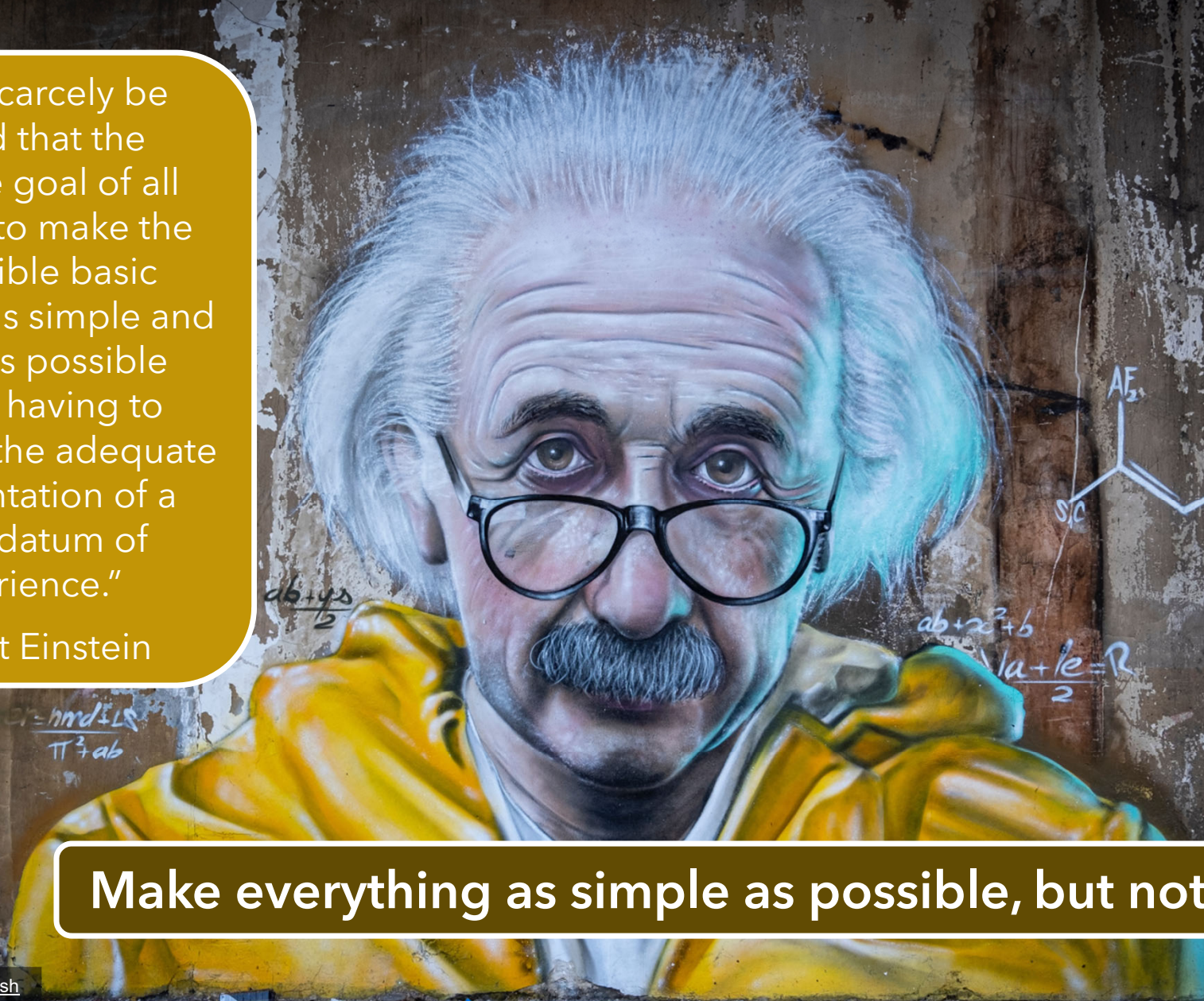
Michael Lissack, Max Boisot

[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.**



**ORDERED**

**COMPLEX**

**CHAOTIC**

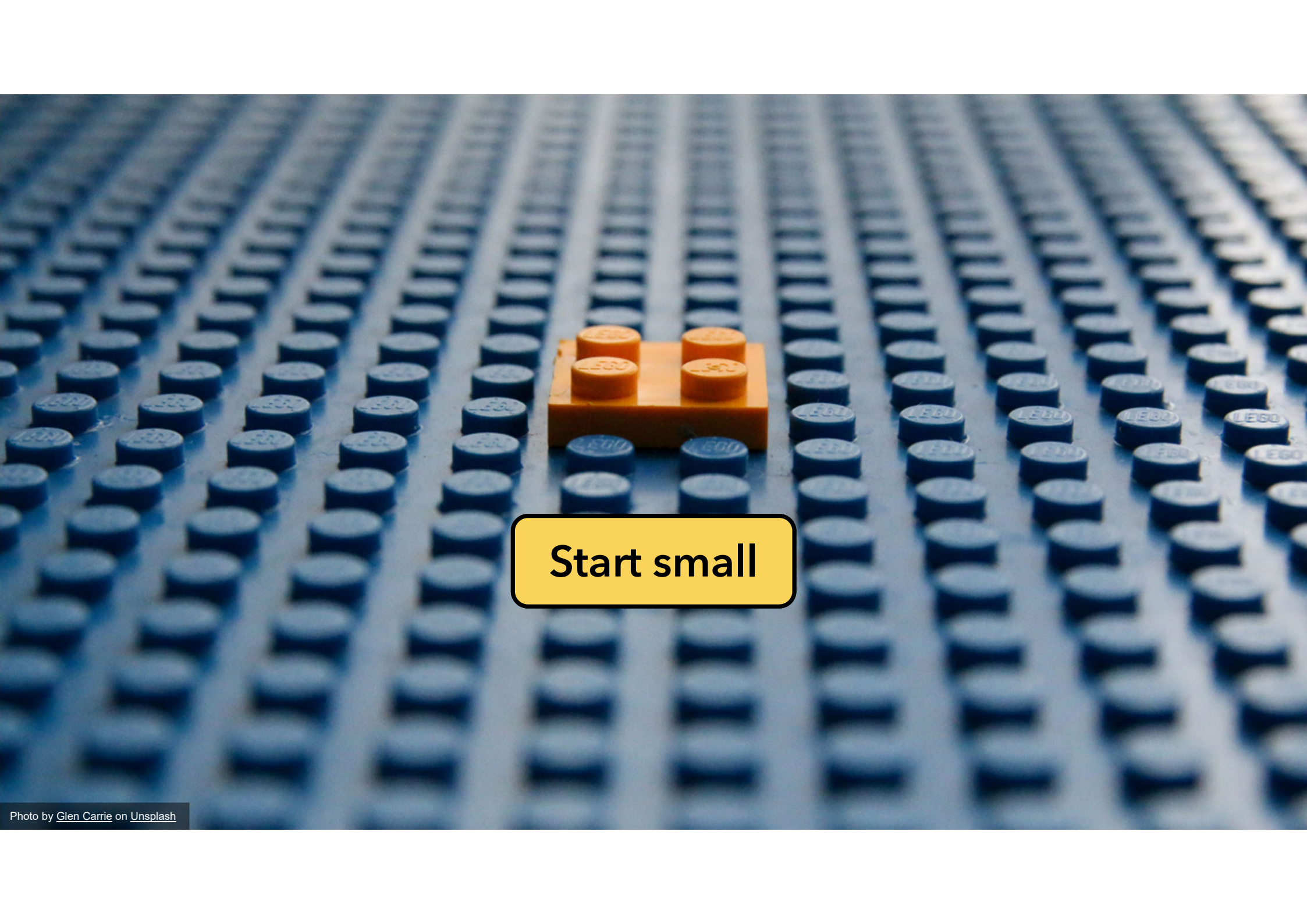
**STRUCTURE**  
(difficulty to understand)



**COMPLICATED**

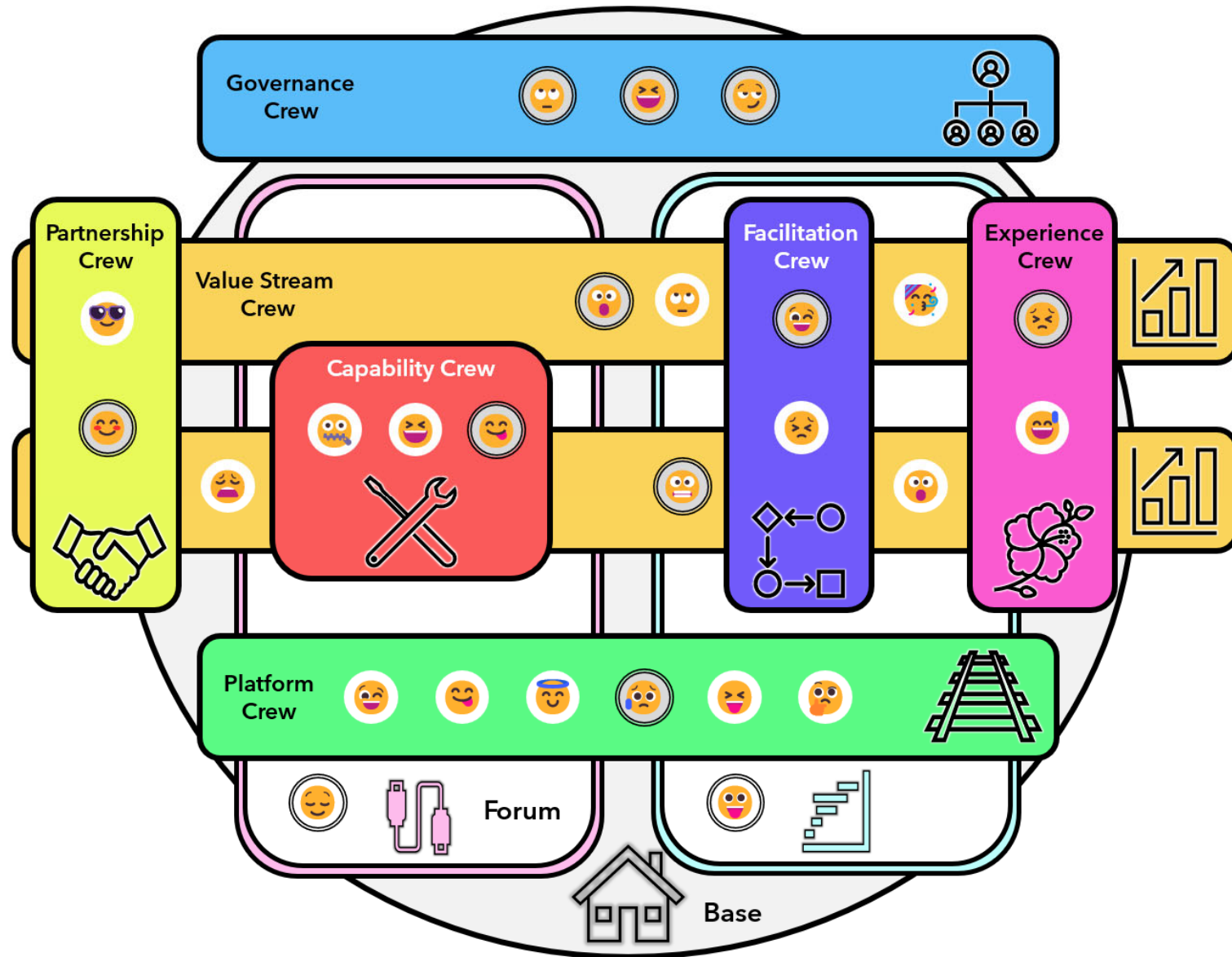
**SIMPLE**


**BEHAVIOR**  
(inability to predict)



**Start small**





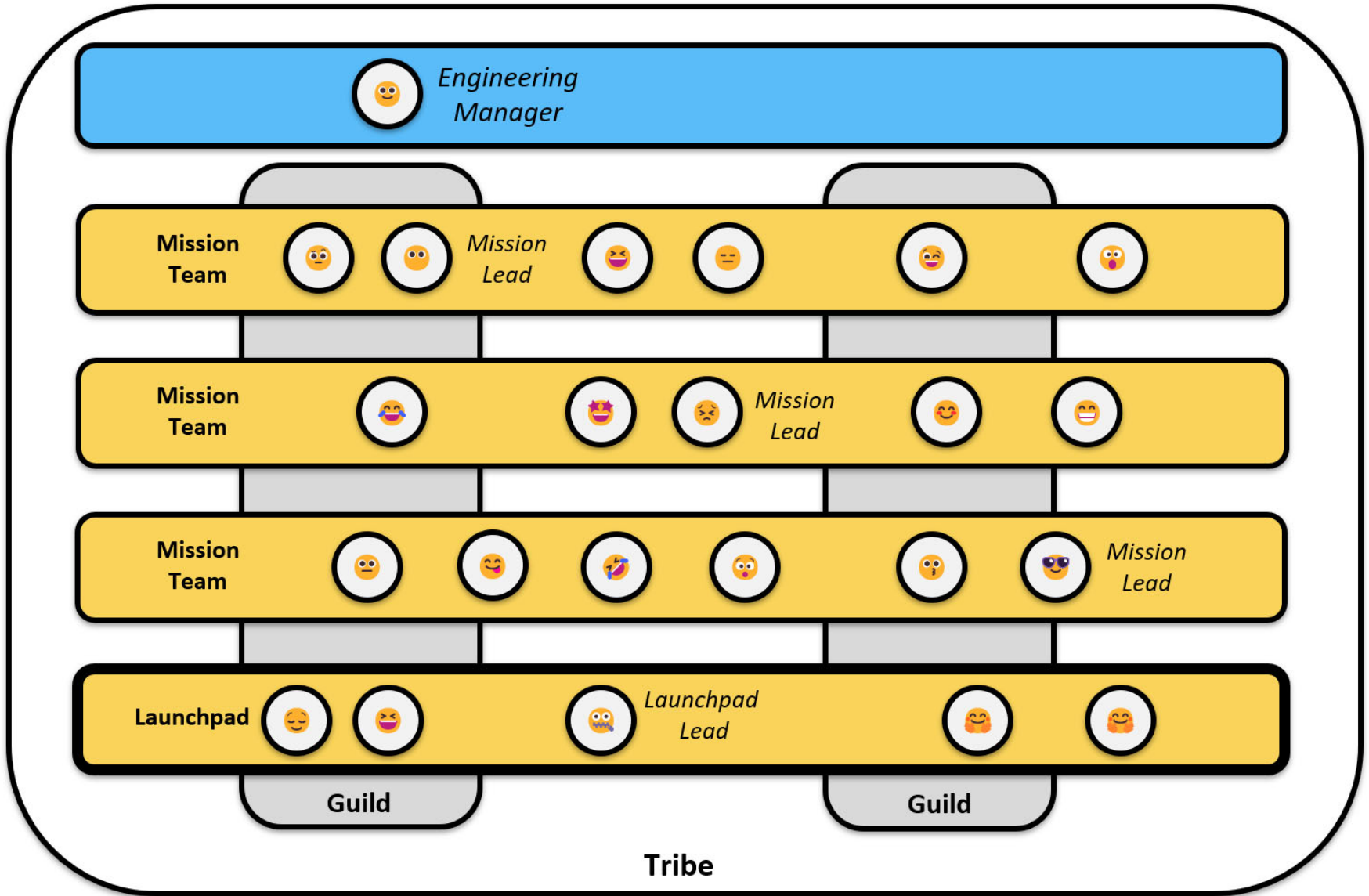
A close-up photograph of a man with light brown hair and blue eyes. He has a frustrated or confused expression, with his eyebrows furrowed and his mouth open, showing his teeth. He is biting his fingers, which are held up to his mouth. The background is a plain, light gray.

**"Where is this  
implemented?"**





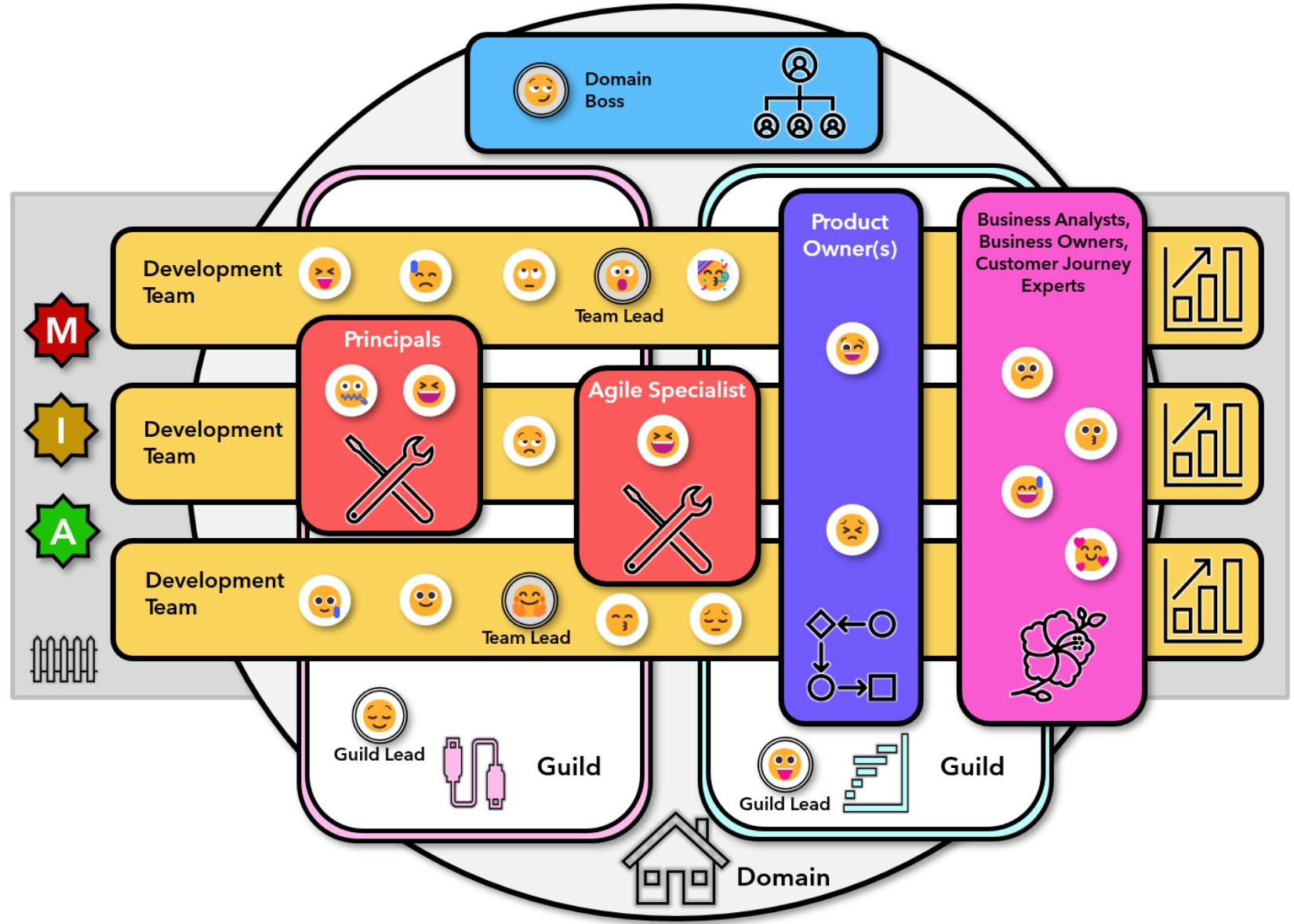
# pipe drive



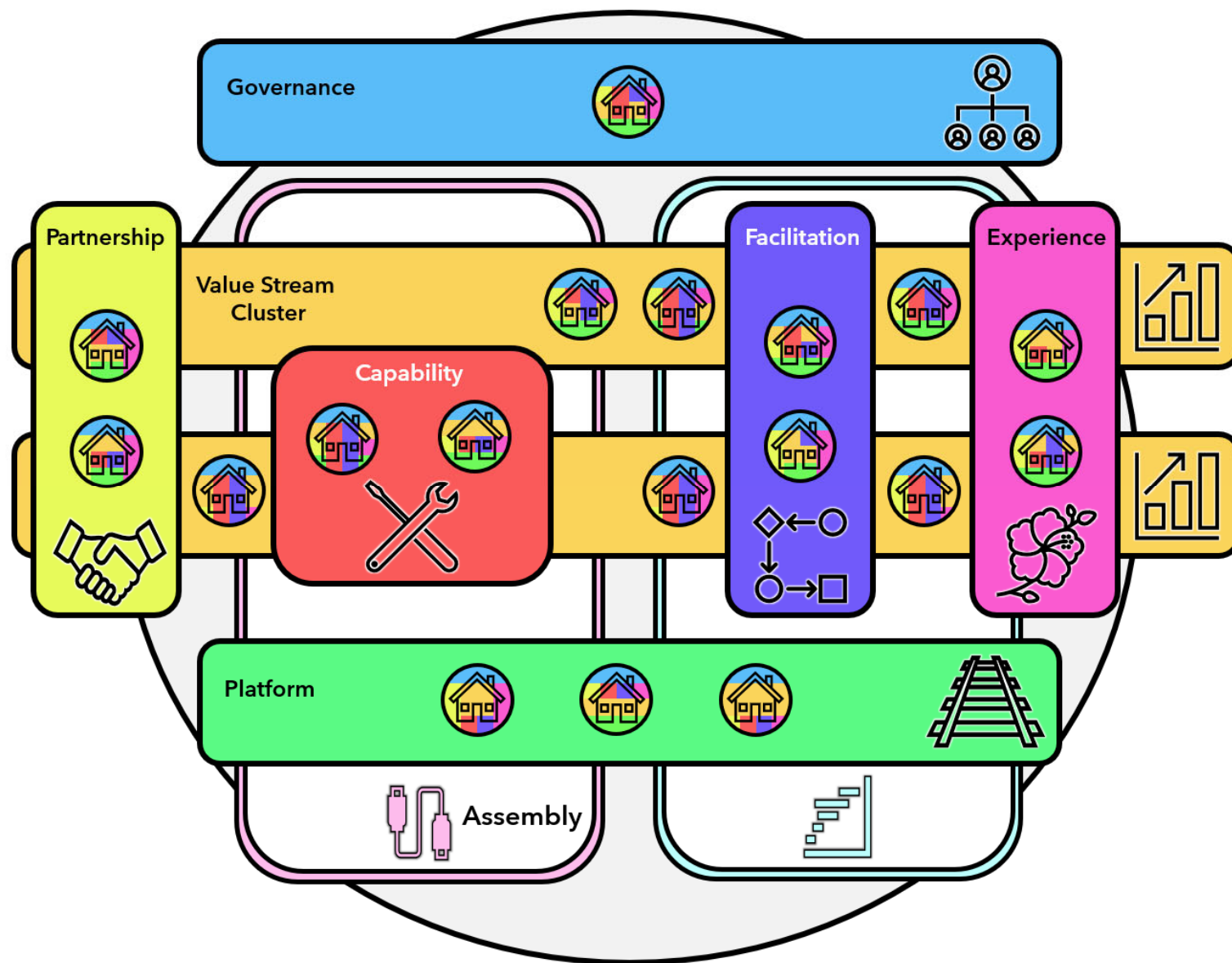


cool  
blue

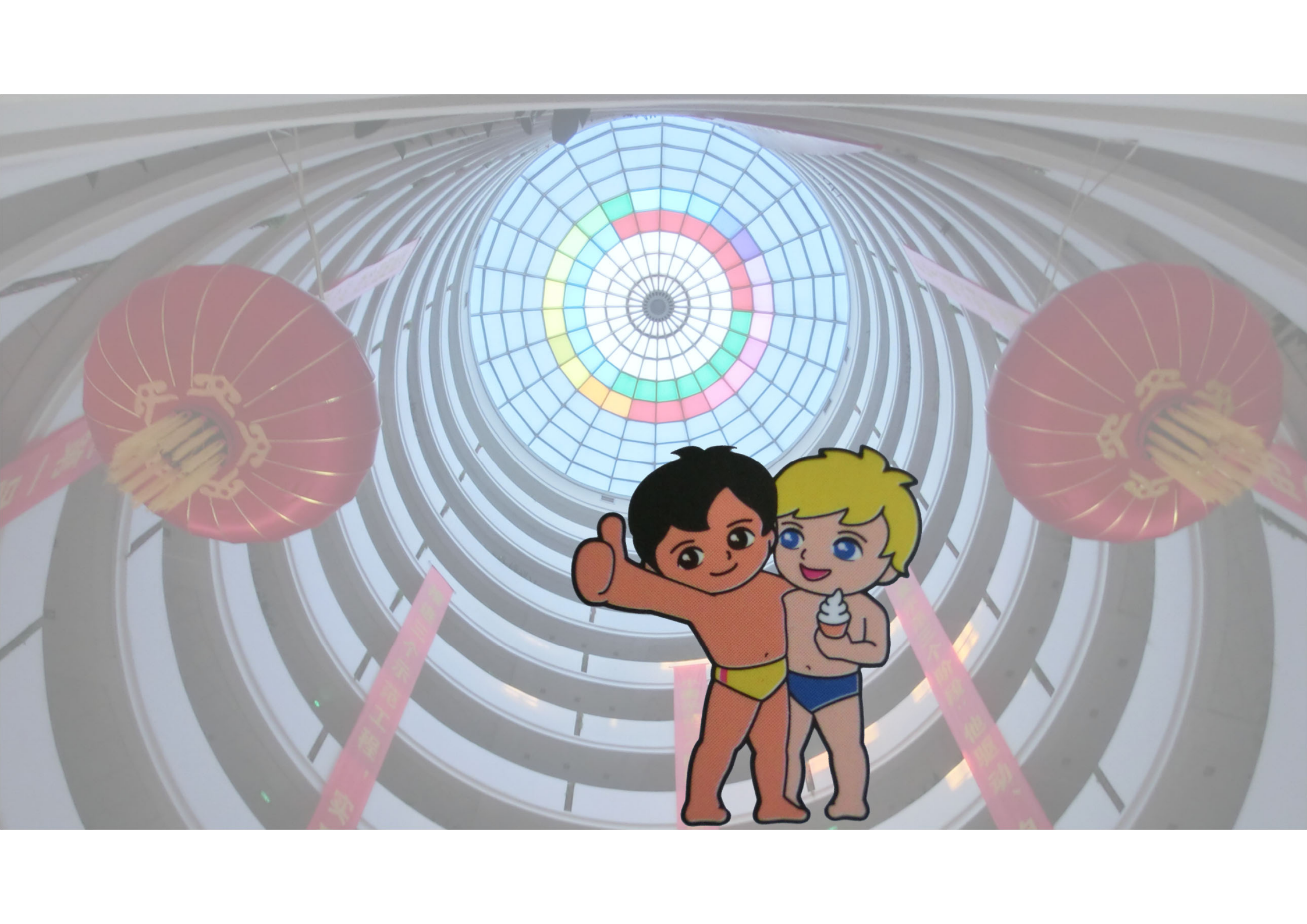
alles voor een glimlach®

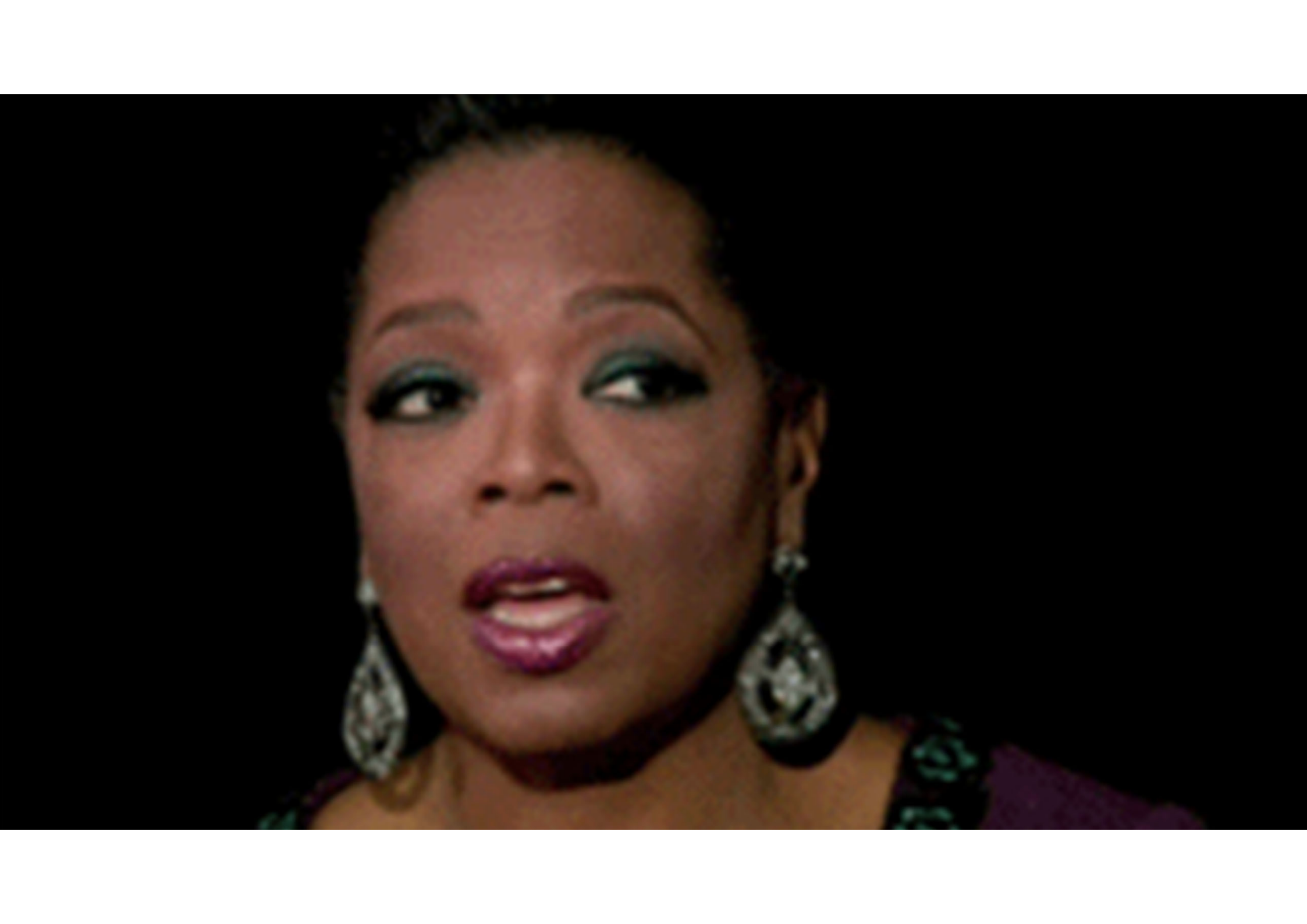


# U-VEI

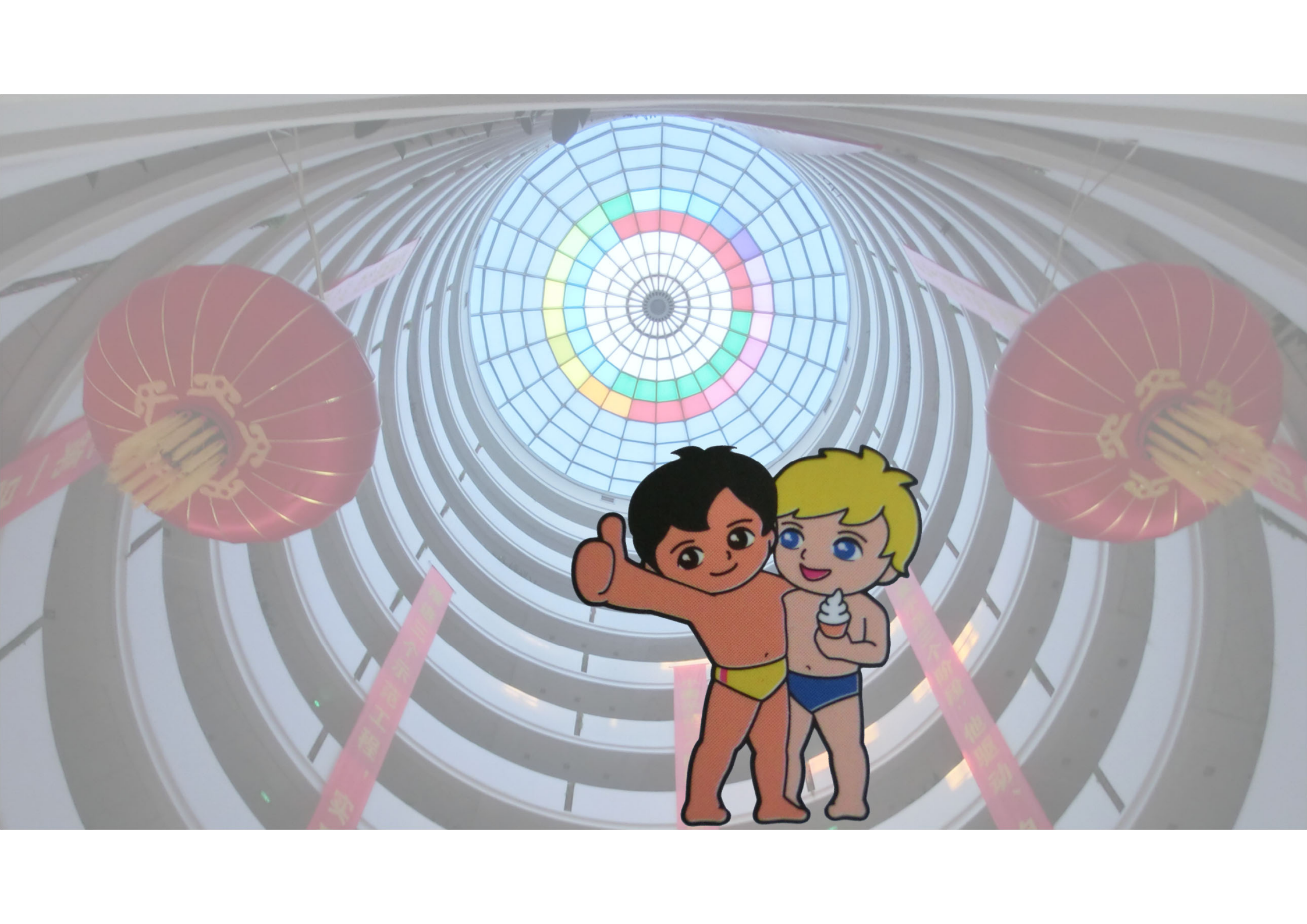






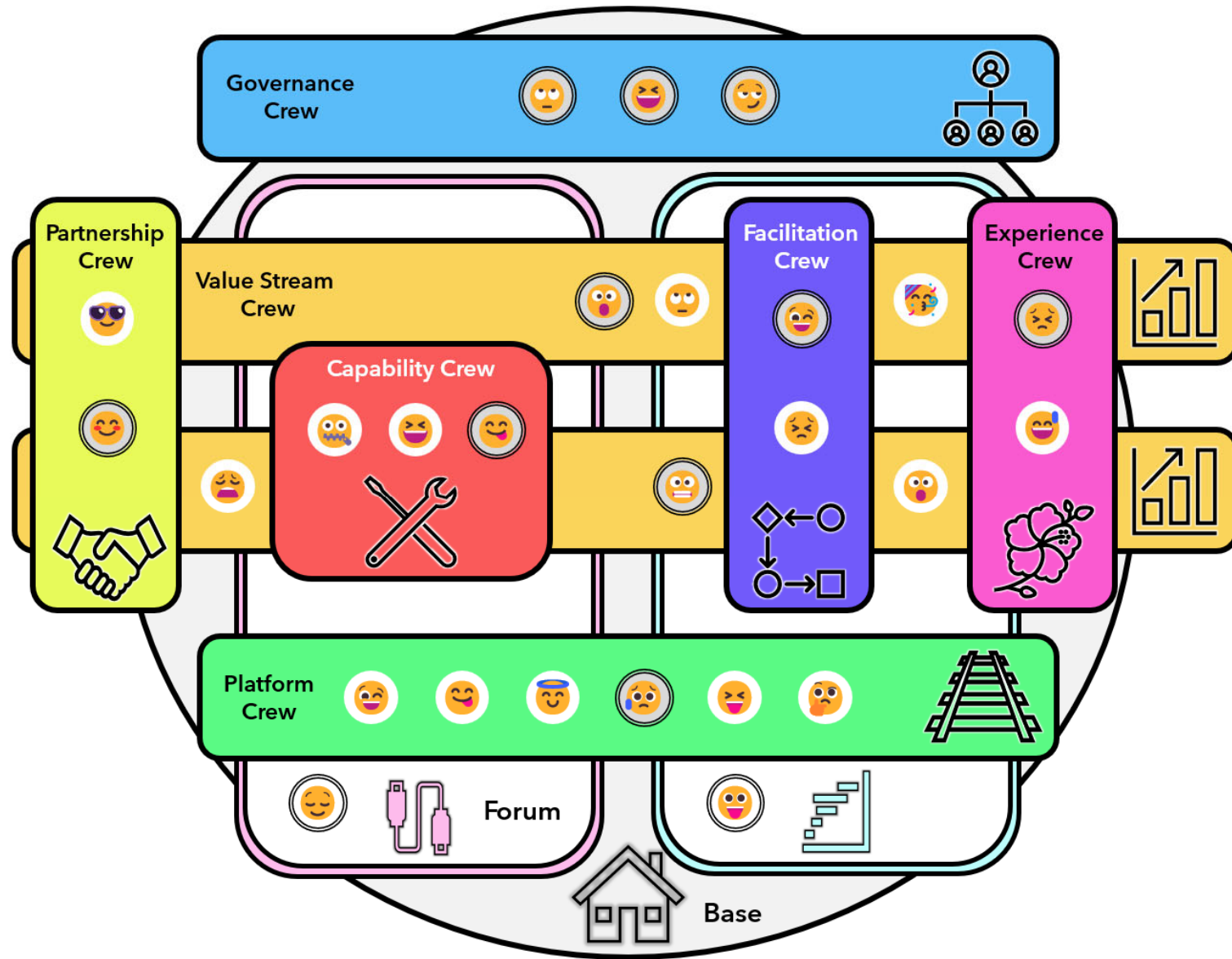


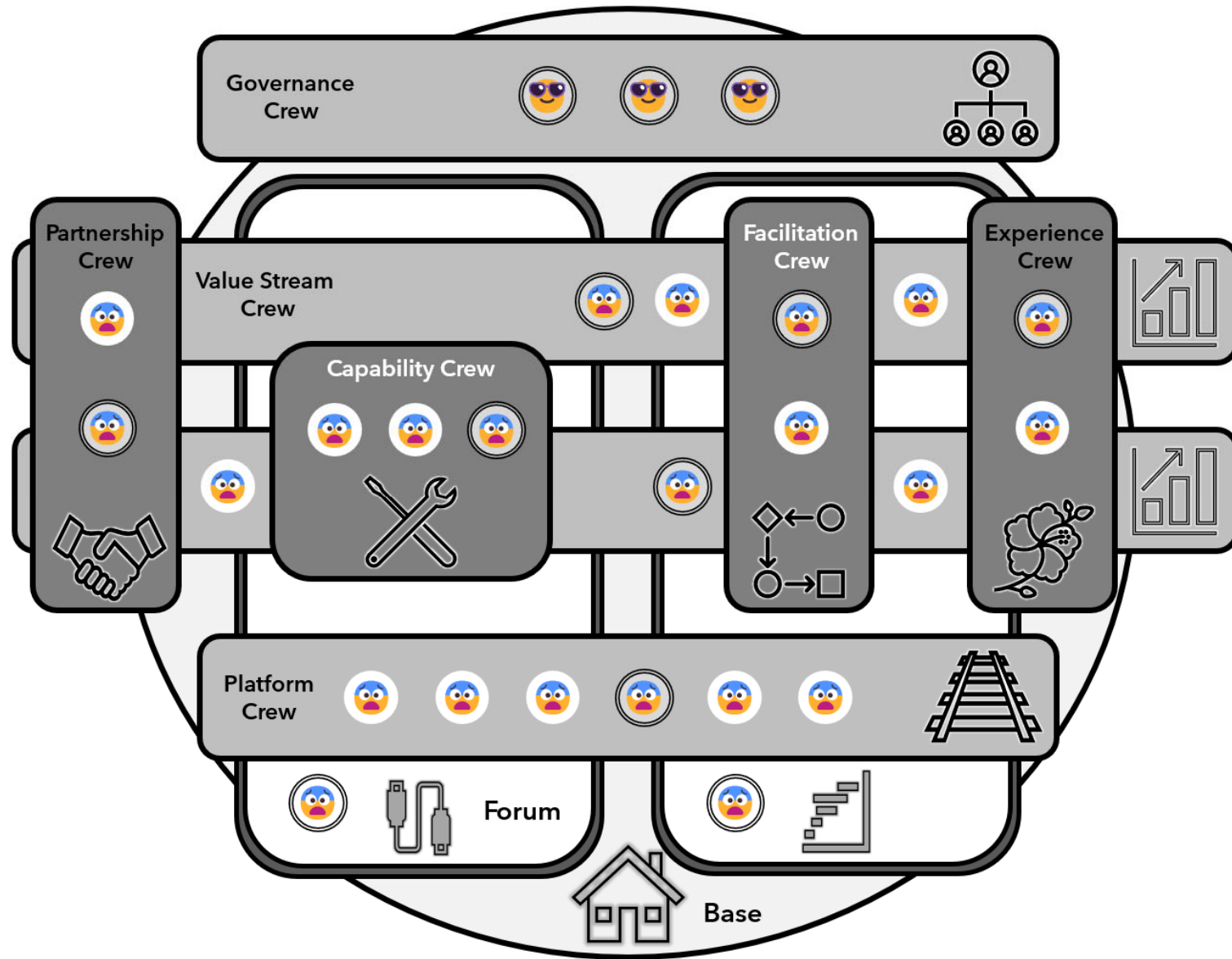














# START-UP FACTORY

Haier's RenDanHeYi model and  
the end of management as we know it



Joost Minnaar & Pim de Morree  
with Bram van der Lecq



Amsterdam  
18+19 January

**DONE**

Hamburg  
30+31 January

**DONE**



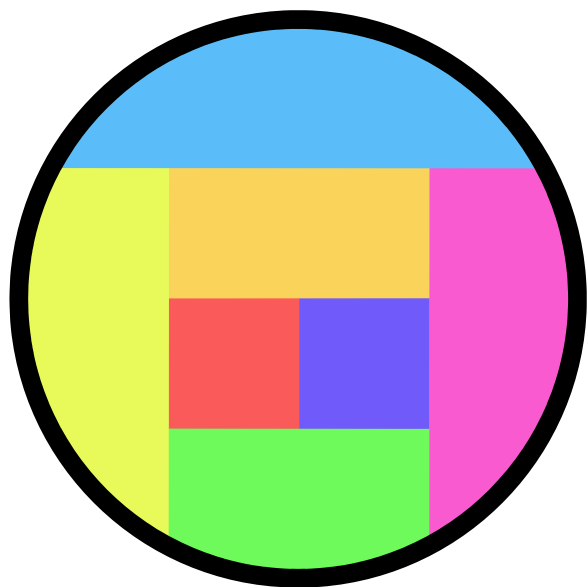
un**FIX**

# Foundation

Stockholm  
22+23 March

Milan  
20+21 April





# UNIFIX

MAKE YOUR OWN METHOD

