

STEFAN RUDNITZKI

 @STEFZKI

WHO IS THE ONE?

WORK HARDER






WORK HARDER





SERIOUSLY?

PASSION LED US HERE



- ▶ co-organizer MongoDB usergroup Berlin  @mugberlin
- ▶ co-organizer Async Cat Herding Berlin  @achneeberlin
- ▶ co-founder of FOSS Backstage 2018  @fossbckstg

- ▶ lead developer at Europace (B2B2C platform, mortgage, loans)

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EUROPACE - 3YRS AGO

- ▶ hierarchies
- ▶ steering boards
- ▶ executive managers
- ▶ roles like head-architects



EUROPACE - 3YRS AGO

▶ salaries



EUROPACE - TODAY

- ▶ 4 units
- ▶ holacracy, sociocracy, teal
- ▶ custom flavors of self-organization

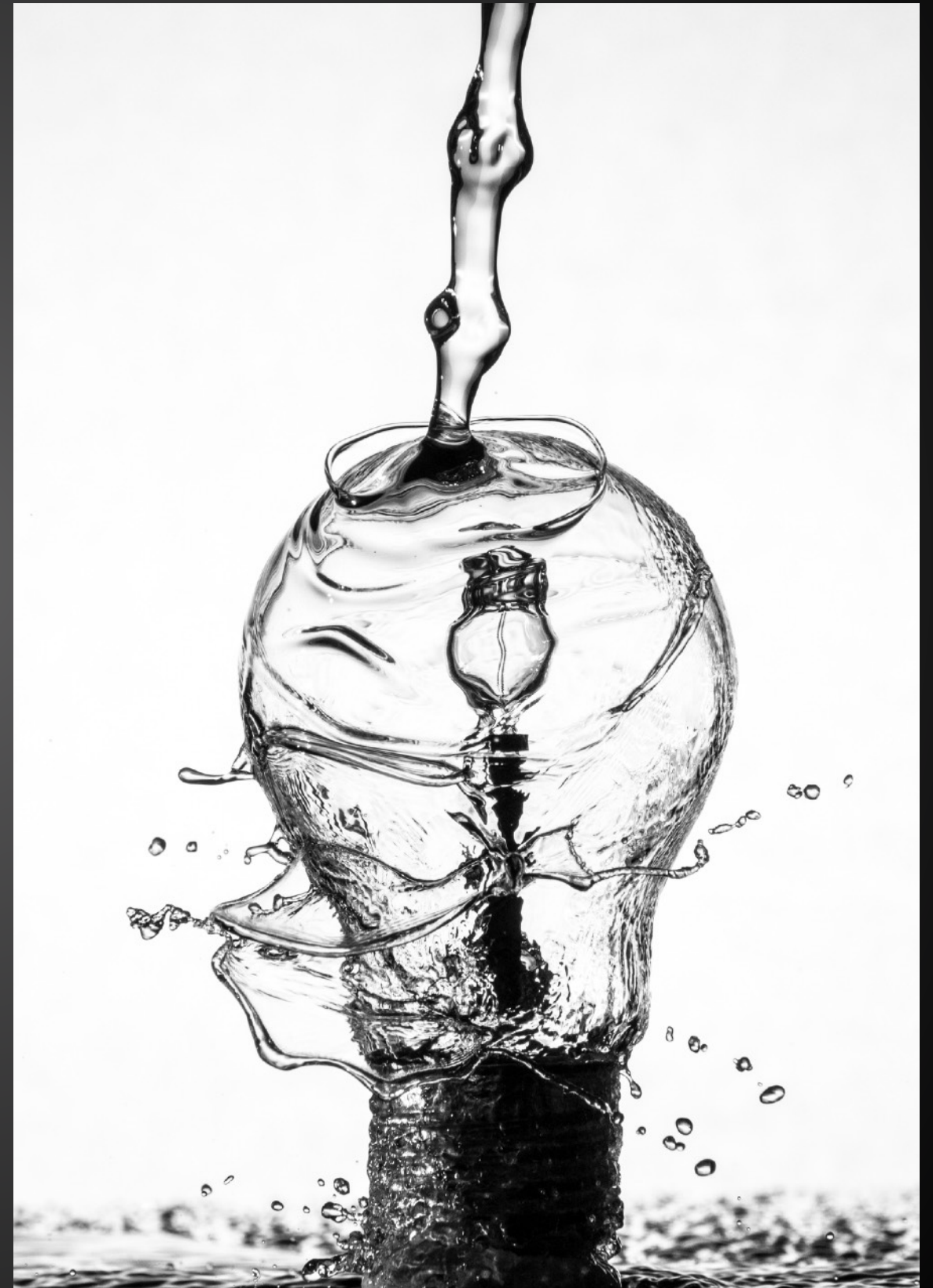
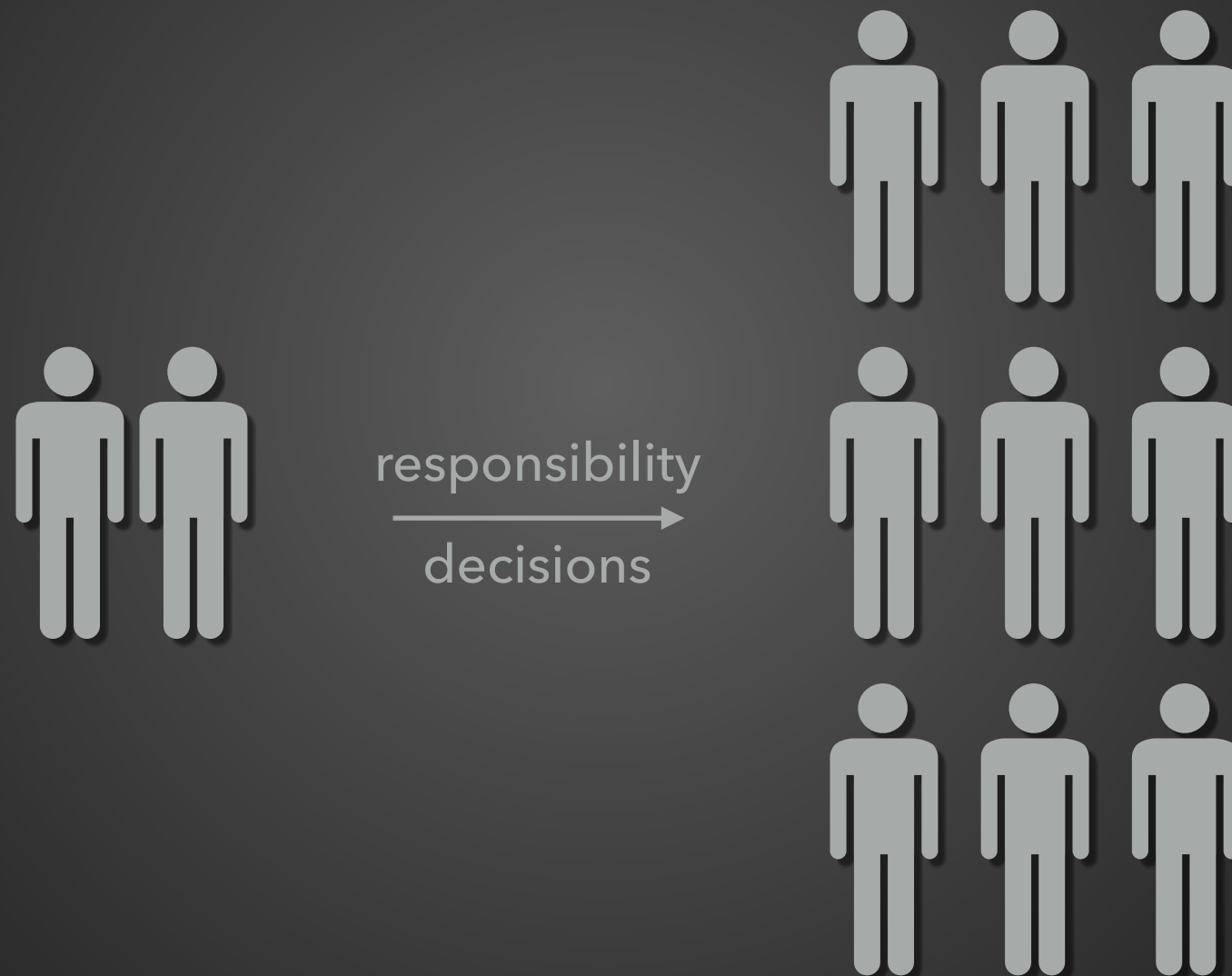


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EUROPACE - TODAY



EUROPACE - CIRCLES

- ▶ people that feel responsible for something
- ▶ people that feel the outcome
- ▶ circle decides
- ▶ accountability
- ▶ consent vs consensus



EUROPACE - CIRCLES

- ▶ lead link



EUROPACE - CIRCLES

- ▶ systemic structure



GROWTH & RECRUITING

- ▶ first: „naive“ approach



GROWTH & RECRUITING

- ▶ recruiting can be challenging
- ▶ get support by good hr people and learn
- ▶ integration of the team helps a lot



TWO SIDES OF RESPONSIBILITY

- ▶ I can decide!



TWO SIDES OF RESPONSIBILITY

- ▶ Who is accountable?
- ▶ What about „uncomfortable“ decisions?
- ▶ Who has the skills?



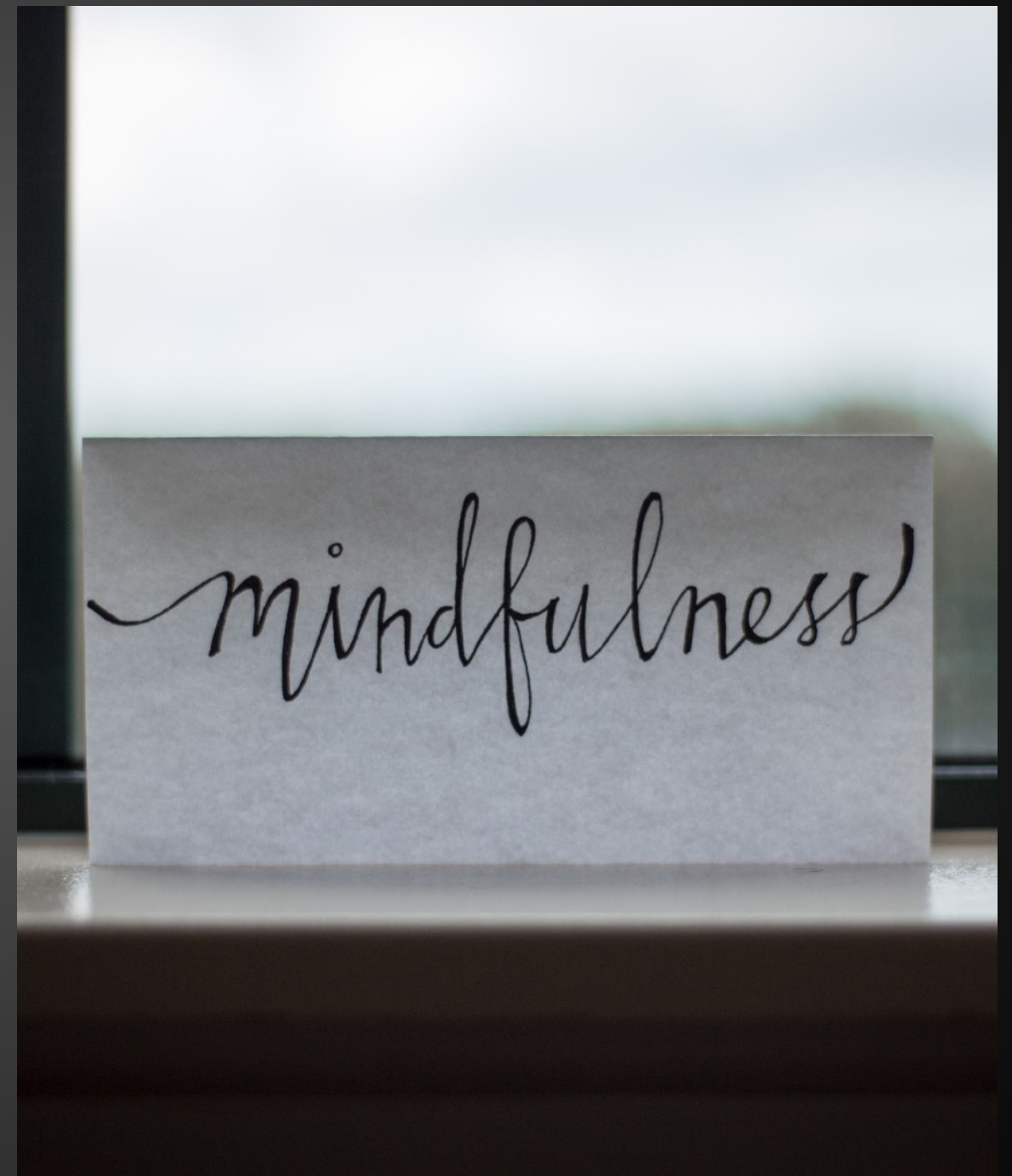
GROUP DYNAMICS

- ▶ Is the whole team accountable for its decisions?
- ▶ one observes sth. vs. many don't
- ▶ Who decides when everybody is affected?
- ▶ Most/all need to decide!
- ▶ observed fallback: consensus



FEEDBACK

- ▶ feedback rules
- ▶ strengthen strengths
- ▶ peer feedbacks
- ▶ 360° feedbacks
- ▶ „gossiping in the presence of the person concerned“



THAT WAS THE TEAM
STUFF - HOW DO YOU
„MANAGE“ PRECISELY?

DECISIONS

- ▶ circles
- ▶ hierarchy of circles
- ▶ Integrative Decision Making
- ▶ Consent Decision Making



LEADERSHIP FACETS

- ▶ disciplinary leadership
- ▶ confidant
- ▶ coaching
- ▶ technical and functional leadership



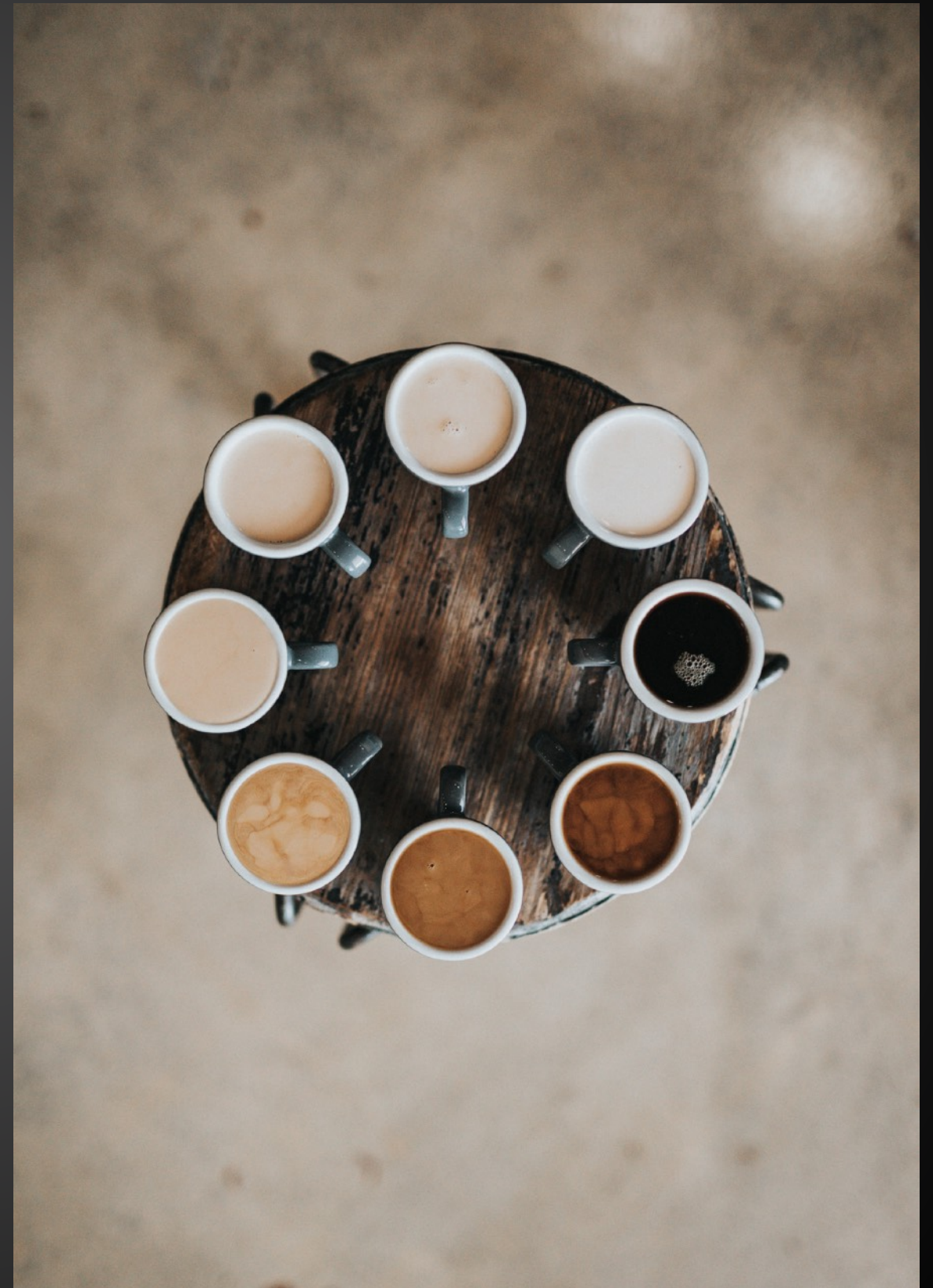
DISCIPLINARY LEADERSHIP

- ▶ circle
- ▶ focuses on contract topics
- ▶ you choose a person you trust
- ▶ consent of the team (salary transparency)
- ▶ your representative in the circle
- ▶ can change



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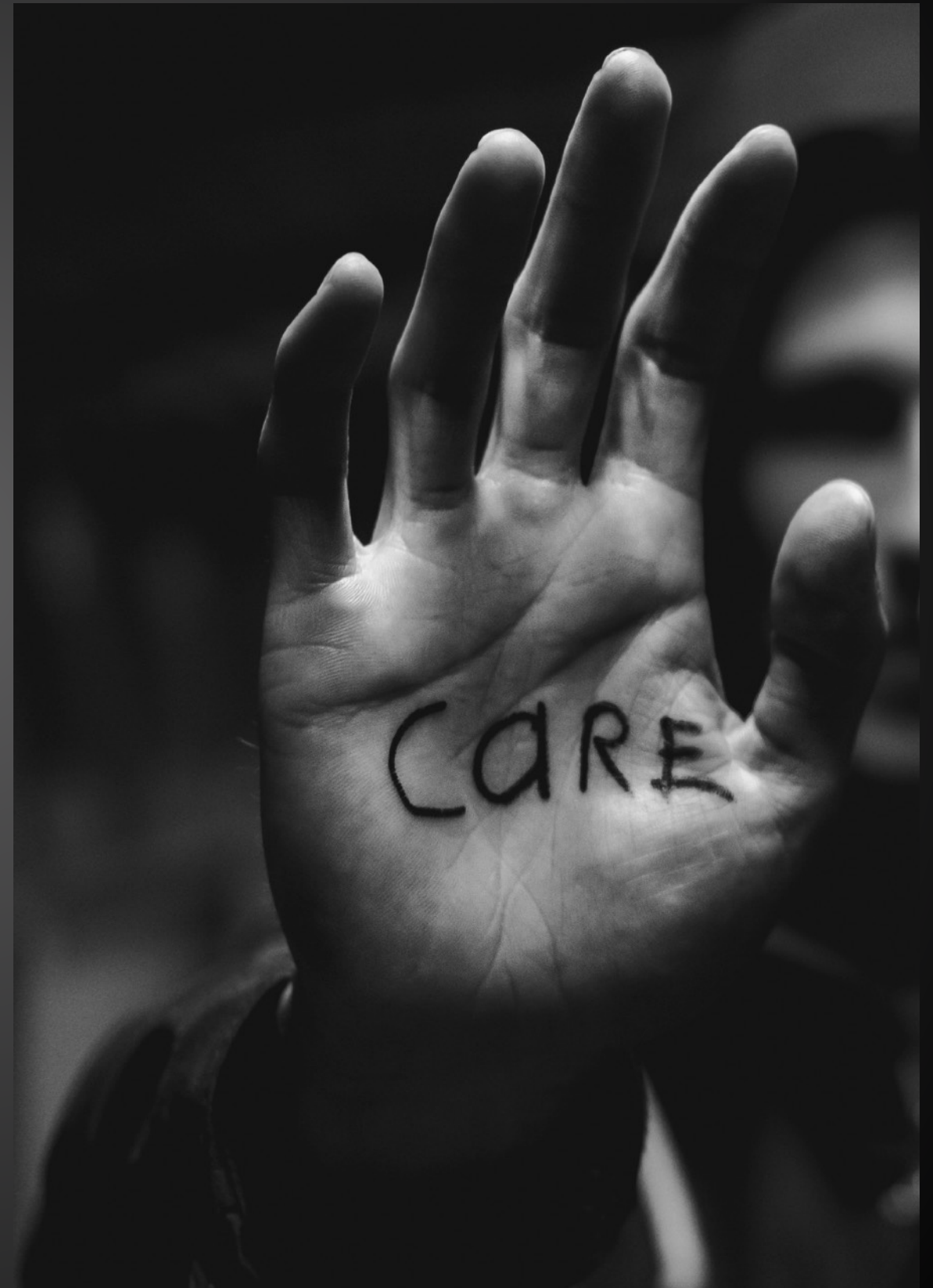


DISCIPLINARY LEADERSHIP - PRINCIPLES

1. fair to the inside
2. fair to the outside
3. disclosable at any time

CONFIDANT

- ▶ circle
- ▶ focuses on the people
- ▶ you choose at least one person you trust
- ▶ bilateral agreement
- ▶ can change



CONFIDANT - MISSION

1. take care
2. listen
3. feedback

COACHING

- ▶ based on demand
- ▶ personality development
- ▶ external



TECHNICAL AND FUNCTIONAL LEADERSHIP

- ▶ everybody in the team
- ▶ pitch your ideas
- ▶ get challenged and improve
- ▶ do it



WHAT IS THE MOST
VALUABLE LEARNING?

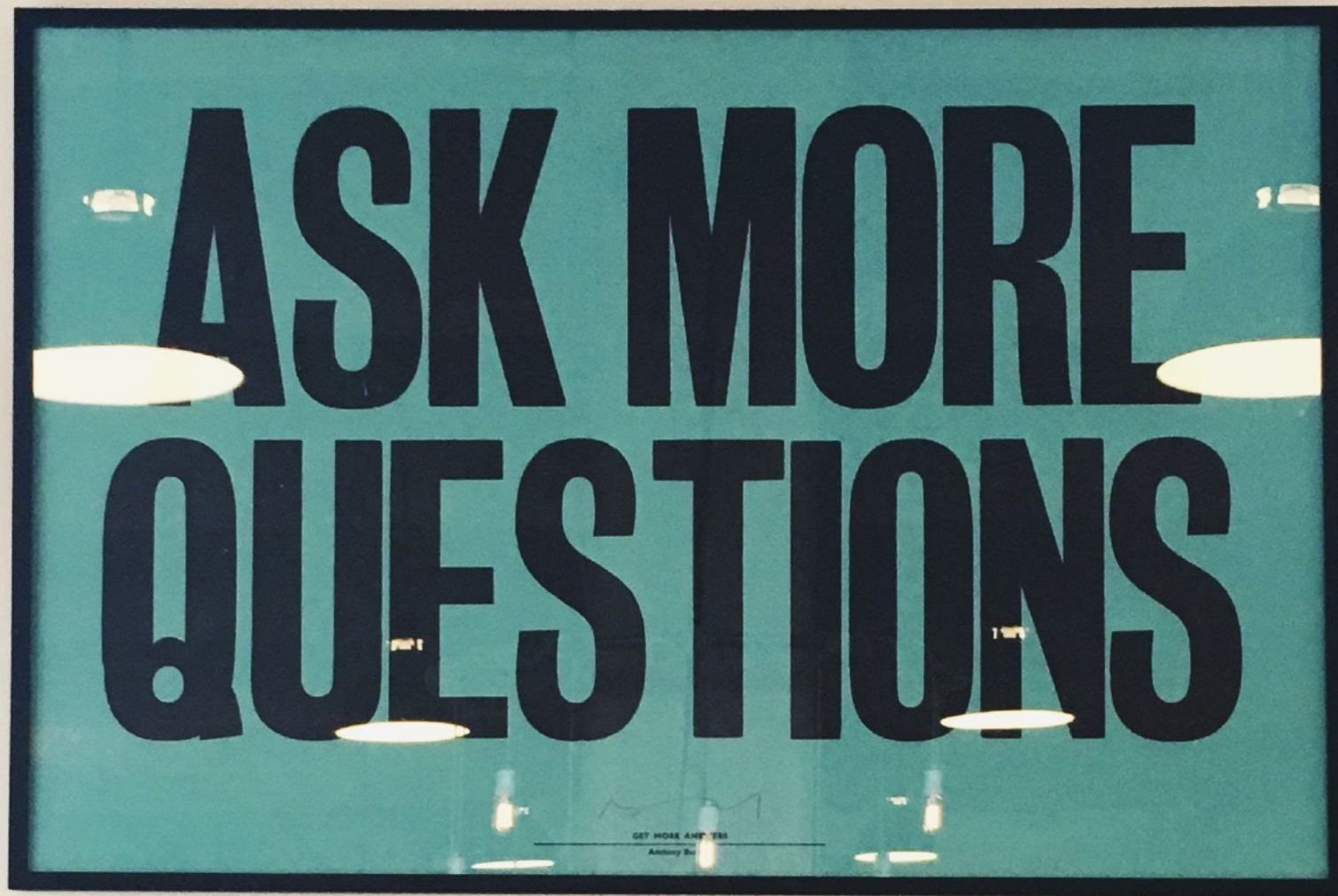


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LOTS OF THEM!

**ASK MORE
QUESTIONS**



Photo by [Jonathan Simcoe](#) on [Unsplash](#)

LOTS OF THEM!

**ASK MORE
QUESTIONS**

AND LISTEN!

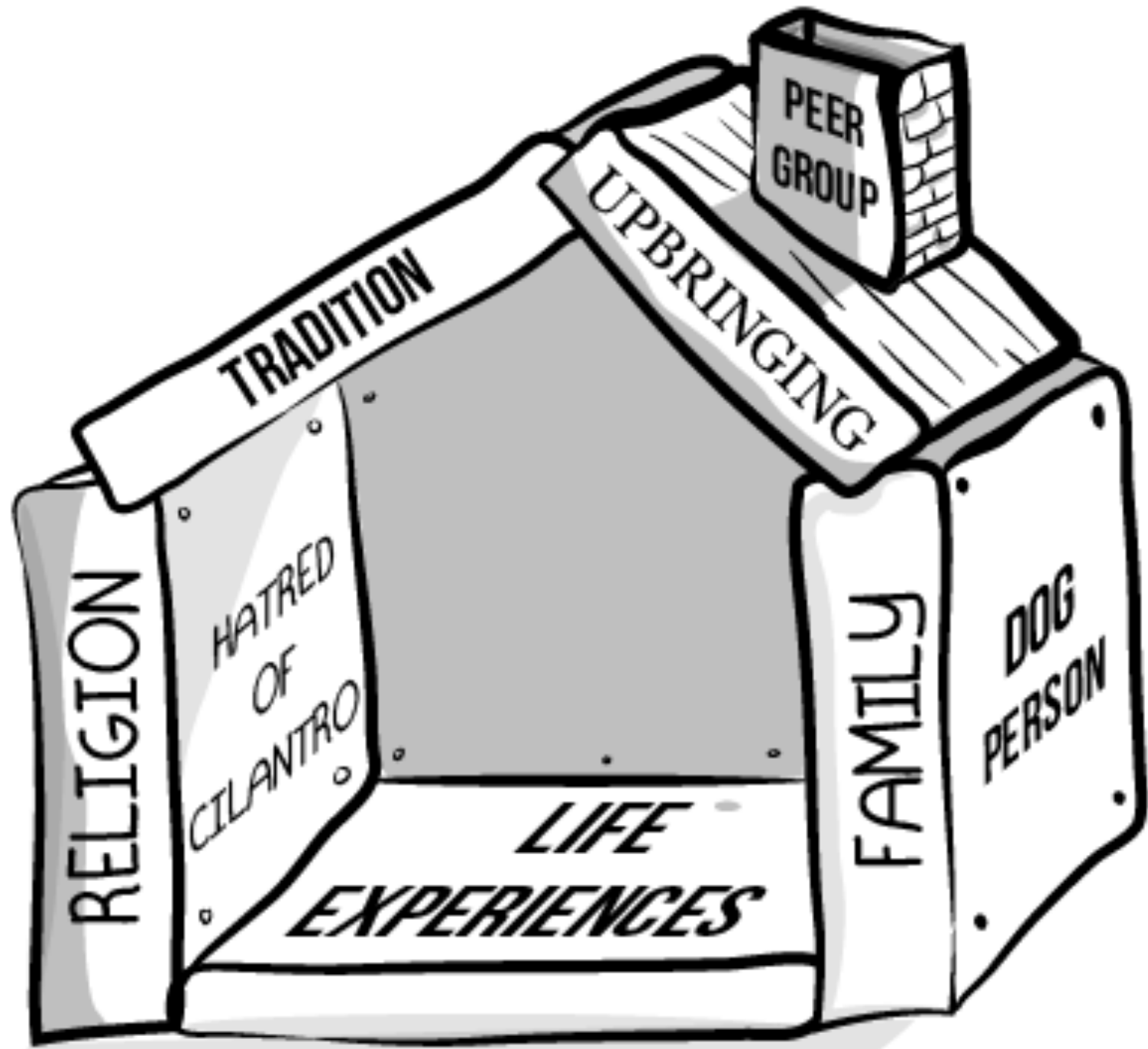
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WHAT IS THE
GREATEST ISSUE YOU
ENCOUNTERED?

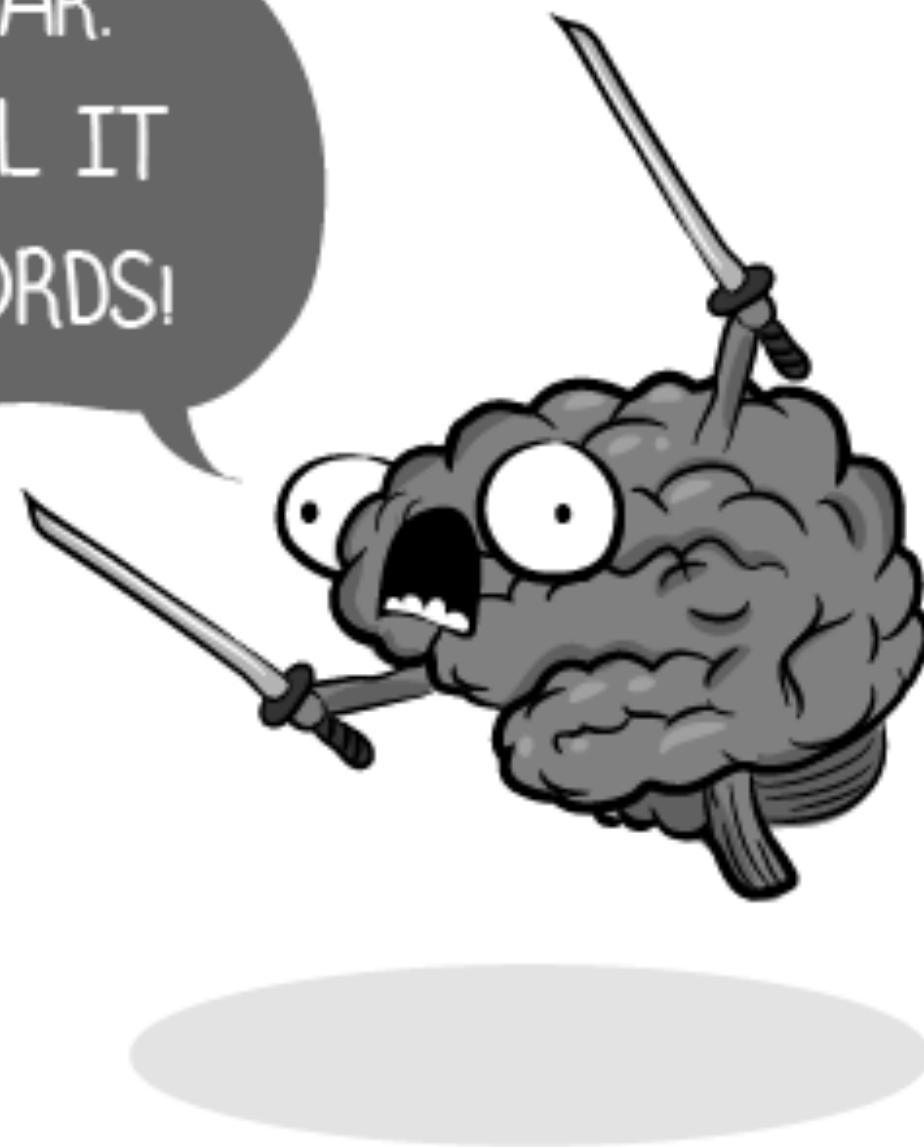
CHANGE!

The Oatmeal - Believe





HAVE NO FEAR.
I WILL KILL IT
WITH SWORDS!

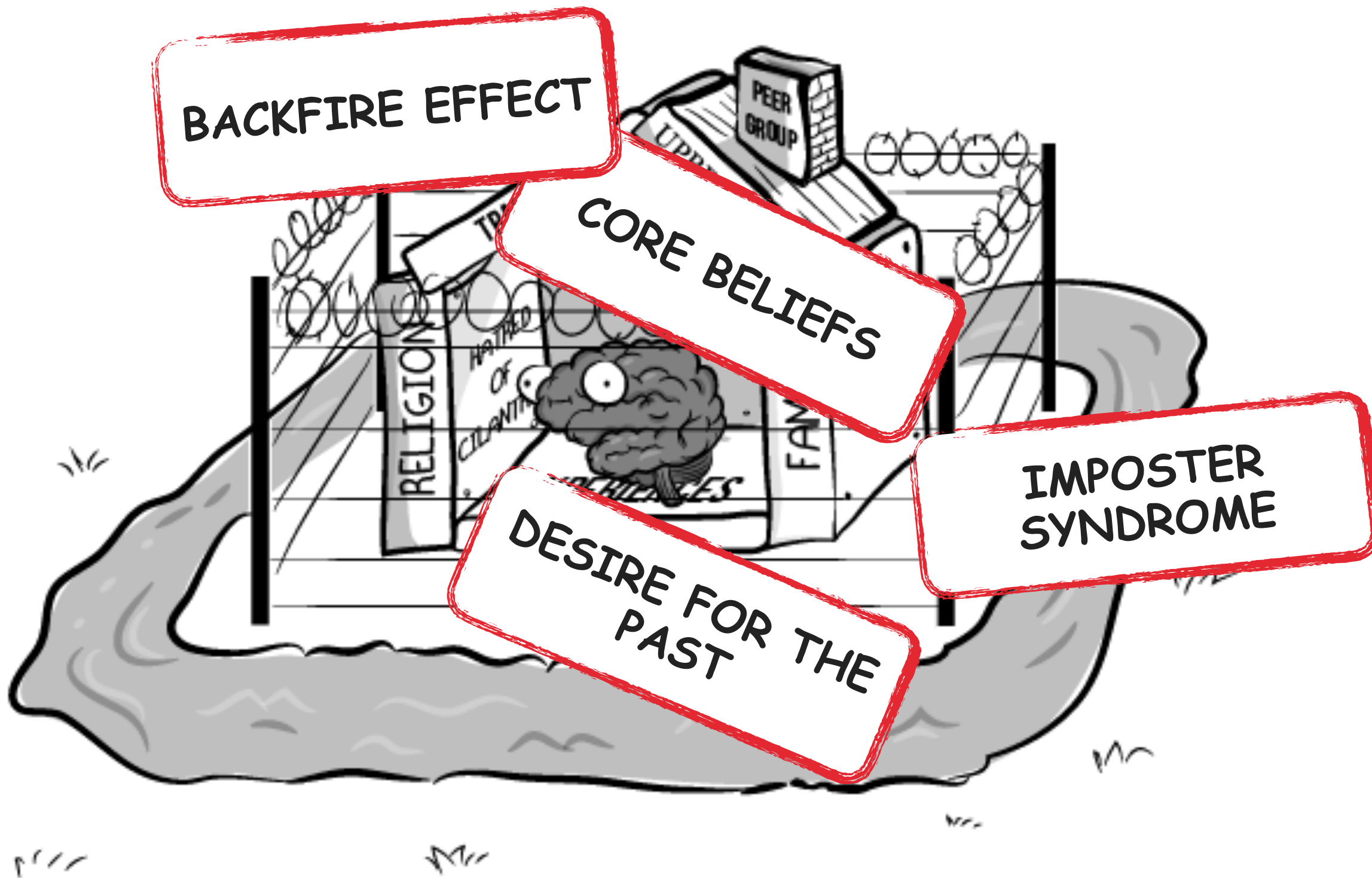


BACKFIRE EFFECT

CORE BELIEFS

IMPOSTER SYNDROME

DESIRE FOR THE PAST



BACKFIRE EFFECT

**IMPLICIT
EXPECTATIONS**

**EXPLICIT
EXPECTATIONS**

CORE BELIEFS

ASSUMPTIONS

**DESIRE FOR THE
PAST**

**IMPOSTER
SYNDROME**

BACKFIRE EFFECT

IMPLICIT
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TEAM CULTURE

CORE BELIEFS

ASSUMPTIONS

DESIRE FOR THE
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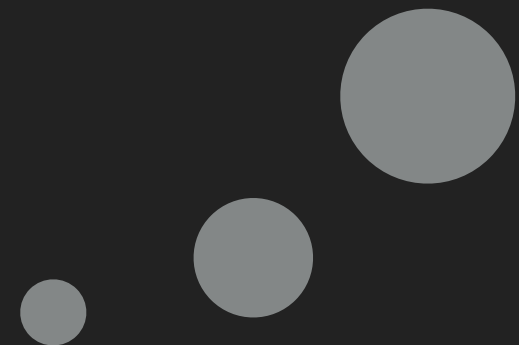
ORGANIZATION
CULTURE

THEORY X-Y

TRUST



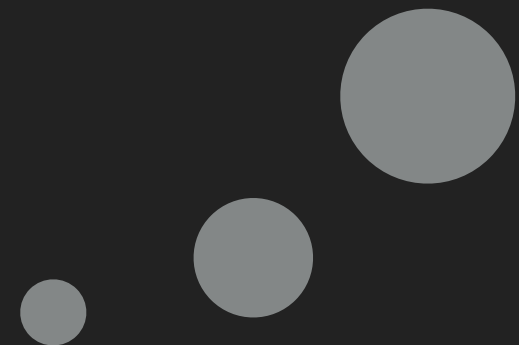
TRANSPARENCY



EXPECT MISTAKES,
FOCUS ON INSPECT
AND ADAPT



CLEAR VISION AND MISSION OF SELF- ORGANIZATION



ASK FOR SUPPORT
IF YOU STRUGGLE



WHY SHOULD YOU
DO IT?

FOCUSES ON THE
PEOPLE

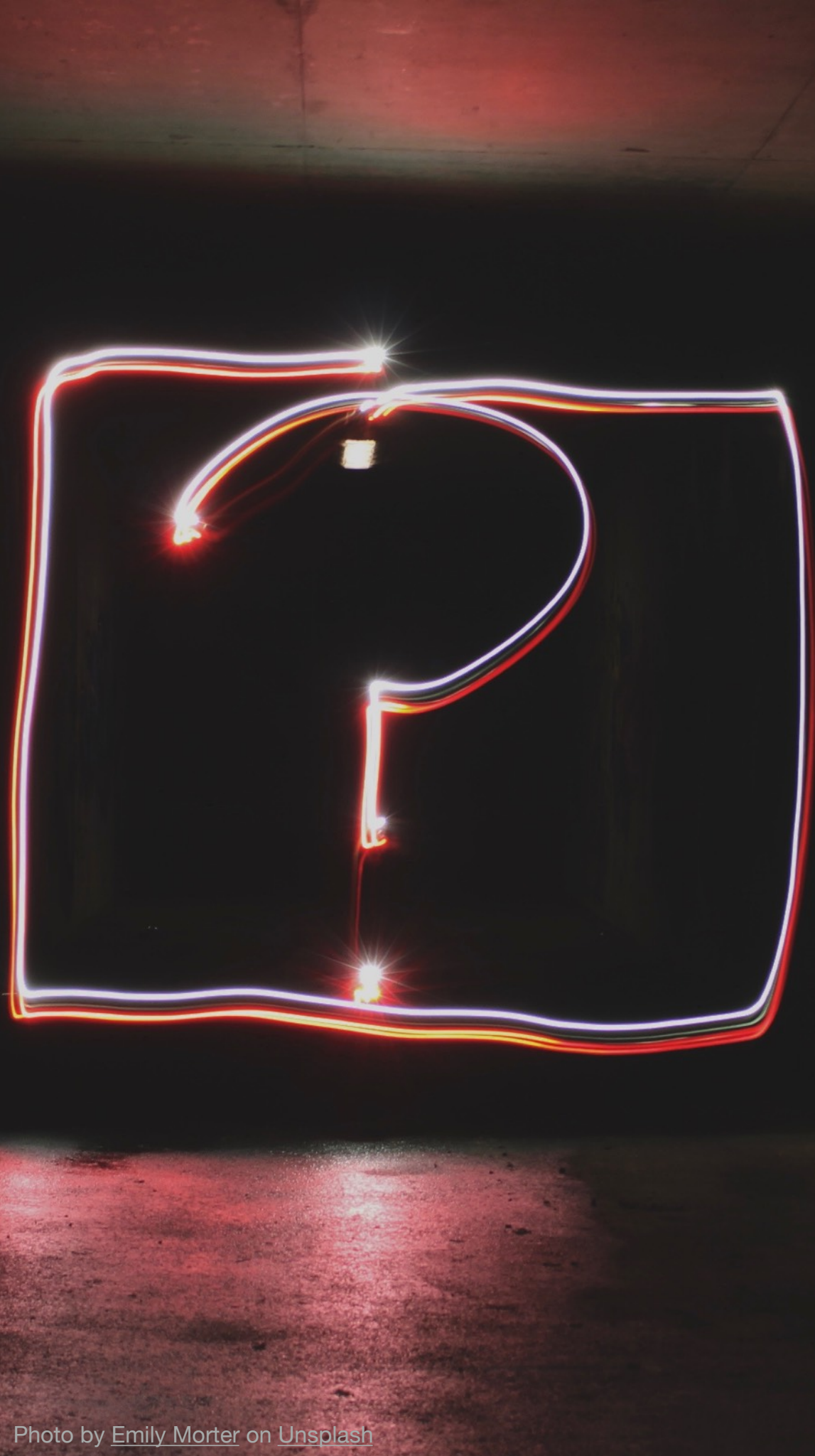
Who is the one?



This is a story about four people named Everybody, Somebody, Anybody, and Nobody.

There was an important job to be done and Everybody was asked to do it. Everybody was sure Somebody would do it. Anybody could have done it, but Nobody did it. Somebody got angry about that, because it was Everybody's job. Everybody thought Anybody could do it but Nobody realized that Everybody wouldn't do it.

It ended up that Everybody blamed Somebody when Nobody did what Anybody could have done.



QUESTIONS?

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further information

<http://tech.europace.de/soziokratie-zur-staerkung-der-selbstorganisation-und-autonomie-ein-erfahrungsbericht/>

<http://www.self-managementinstitute.org/misperceptions-of-self-management>

Reinventing Organization - Frederic Laloux (<http://www.reinventingorganizations.com>)

Organisation für Komplexität: Wie Arbeit wieder lebendig wird - und Höchstleistung entsteht - Niels Pfläging

The Impostor Syndrome - Gitte Klitgaard (<https://www.youtube.com/watch?v=vLpqq0ljawE>)