



Drupal Europe
Darmstadt, Germany
10 - 14 September 2018

Herding cats – How to build and run a large distributed team of experts

Joonas Kiminki

 @joonaski

How does this work?

- There's two parts: this session and a BoF @ 16:00, room 2.05 Palladium
- During the session, just ask or tweet @joonaski
- Any remotely related discussions welcome at the BoF

Contents

1. Context
2. Leadership & culture
3. Communications



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Joonas Kiminki

Advisor, ex-CEO of Wunder

 @joonaski



1980



Ex-coder, Agile practitioner & trainer



M.Sc. (econ), 2005



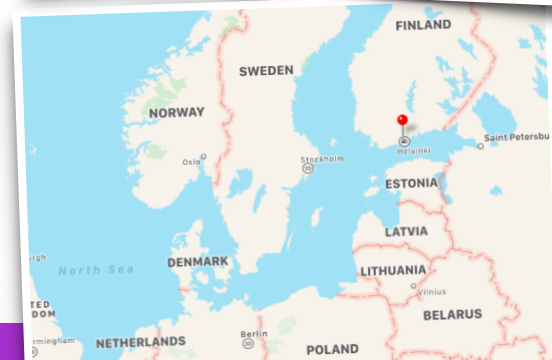
Uusi Suomi, 2007



Wunder, 2009



Rebound Business Ltd, 2018



Super simplified history of Wunder



Founded in 2009 to create an international, Agile, high quality Drupal services provider



Finland and Latvia 2010-2012



Sweden, Benelux, UK, Germany through an alliance in 2012



Focus on Wunder as FI, EE, LV, UK, DE from 2016 onwards



Eight years of profitable growth, ending for my part in 8M of revenue and 135 staff in Feb 2018



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Background: Belief systems

Theory X and Theory Y



Theory X and Theory Y

How do humans function? Management and motivation



External motivation



Supervision



Individual carrots & sticks



Work for money



Drive and internal motivation



Self esteem and fulfilment



Cooperation



Personal and individual



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Be brave, be different

Following convention is a safe way to mediocrity

Go your own way

✓ There is no one right way to run a business, although there are a thousand wrong ones.

⚙ Don't reinvent wheels where it can be avoided.
Copy, steal, experiment, improve, adapt.

📣 Companies should stand up for what they believe in.

🔧 All businesses are broken. **It's ok.**



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Make change a normal state

It's never going to finish anyway

Everything changed in less than a decade

This is how things were in 2009



Drupal 5 was mainstream



90%+ of the web was desktop



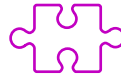
There was no iPad



Responsive Web Design didn't exist



Agile was anything but mainstream



Open Source was perceived a non-credible choice



CSS was hand-written,
JavaScript was not a profession



Websites ran on physical servers,
which took weeks to order and install



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What about 2023?

What about 2023?



What is Drupal used for, what fades out?

What competencies are needed for building a web app?



What's the interface between a human and the web?



Is most development done in companies or freelancer networks?



What's *your* core competency, why is *your company* still alive and kicking?

**Stop trying to control
your company.**

Steer, support, lead

Replacing control mechanisms



The problem with control: it makes people leave their brains at home and act dumb.



Control can be achieved without policies and rulebooks using transparency.



Transparency increases trust, which in turn decreases need for control.



How would a corporation work with no travel policy? What if you gave **everyone** a credit card?



How can everybody lead?



In order to make smart decisions, one needs authority, knowledge and ethics



Ethics (values, norms) you hire, train and retain



Authority can be given and practiced



Knowledge is the laborious part



THIS TOOK US A WHILE:

Data != Knowledge; investment needs to be made to increase knowledge in everybody



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Invest in increasing knowledge



When everybody makes decisions, everybody needs knowledge regarding the business.



People cannot be expected to draw knowledge from data. That's also very inefficient.



One of the most important jobs for the leadership in a self-directing organisation is **increasing knowledge in others**

Setting goals and aligning with them



In order to answer the questions mentioned before, the common goals need to be simple and explicit



What is the goal (vision)?



How should it be reached (and how not)?



What's my role in all of this?

My answer: V2MOM



A powerful vision and alignment tool for organisations and individuals in it. Simple, intuitive, effective.



Same template works for company, teams and individuals.



Innovated at salesforce.com, a ton of easy-to-follow resources found online.



V2MOM

Vision, **V**alues, **M**ethods, **O**bstacles, **M**easures



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Communication

Bear with me a little while longer

Crises and catastrophes



They happen. Deal with them first and learn when the storm settles.



Always provides a **moment of truth** for the organisation



Trust-based organisation is in many ways more vulnerable to abuse than control-based.

It's a feature.

Communications is hard



An international organisation sets some extra challenges: no common native language, different cultures, no possibility to physically meet.



Perceived proximity: culture, language, sex, age, interests

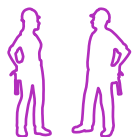


Things get bad **really easily** with communications methods that lack richness, because blanks get filled by bad stuff.



Hierarchy of mediums

The gaps between mediums are often wider than we realise



In-person meetings



Videoconferencing



MUCH UNDERUSED



Audio calls



One-way video messaging



Instant messaging



Homing pigeons



Smoke signals

WAAAAAY OVERUSED



Email



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Thank you.

Discussion at 16:00, room 2.05 Palladium

 @joonaski