



Feedback for the session!

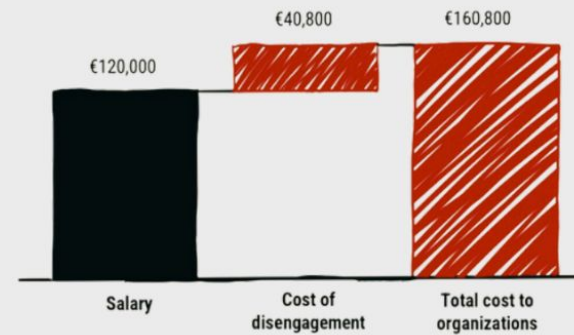


unFIX

Manage the Change

THE WAY WE WORK IS BROKEN...

It is painfully obvious: the system in which many people still work was created for a stable, slow and predictable world that no longer exists. The results?



Wanna become a rebel? Click [here](#).

**CORPORATE
REBELS**

...~~BADLY BROKEN!~~

77% of employees are not engaged

37% believe their job makes no useful contribution to society

40% left their job due to burnout

41% of employees are considering leaving their jobs

34% of an annual salary is the cost of disengagement

COMMON FRUSTRATIONS

✂ &!#%

- ✂ Every idea needs five signatures
- ✂ Back-to-back meetings, all day long
- ✂ More rules, less reasoning
- ✂ Trapped under the micromanager's magnifying glass
- ✂ Feedback goes into a black hole
- ✂ I'm drowning in a sea of emails
- ✂ We can't attract new talent
- ✂ Decisions held hostage by hierarchy

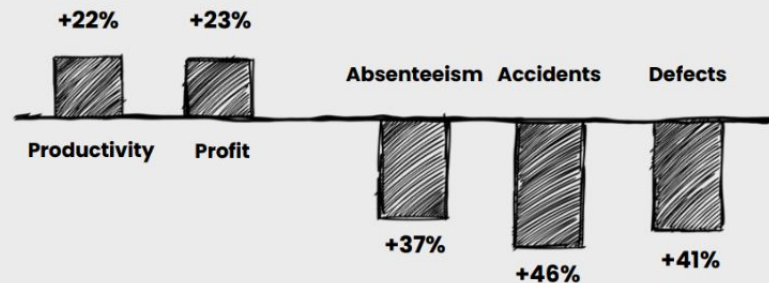
Wanna become a rebel? Click [here](#).

CORPORATE
REBELS

REINVENTING WORK PAYS OFF. BIG TIME.

BETTER PERFORMANCE, LESS ACCIDENTS

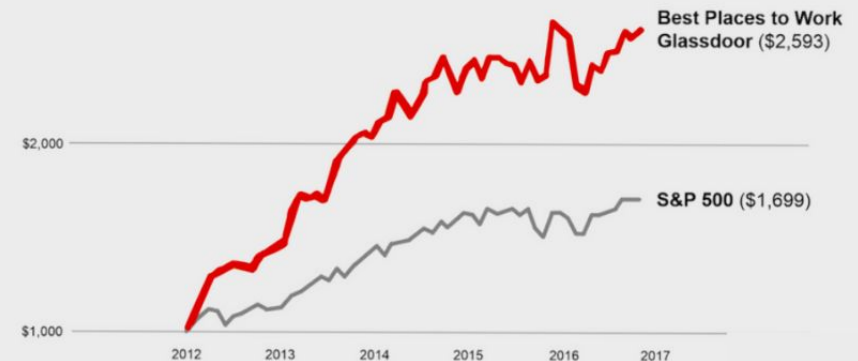
Employee engagement and business success go hand in hand. Organizations with higher levels of engagement benefit from 37% lower absenteeism, 41% less defects and 48% less accidents. On top of that, they enjoy 23% higher profitability and 22% higher productivity.



Wanna become a rebel? Click [here](#).

INCREASED FINANCIAL RETURNS

Reinventing the way you work pays off for everyone. Companies ranked as best places to work outperform others on the stock market. Happy employees, happy customers, happy shareholders. What's not to like?

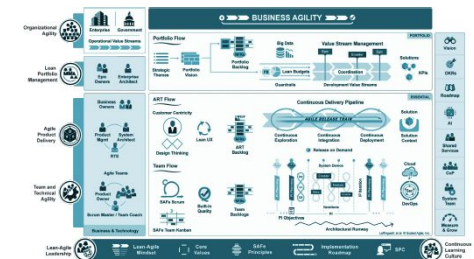
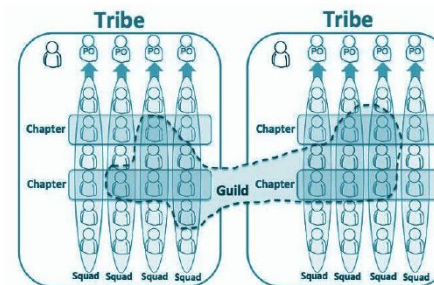
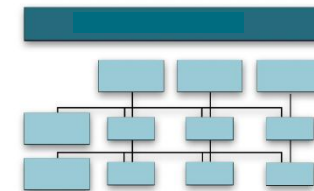
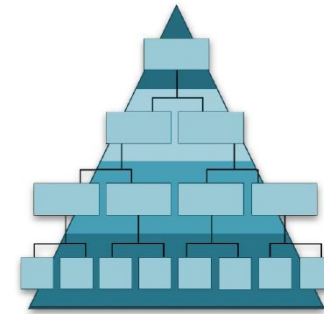


**CORPORATE
REBELS**

Existing Frameworks



Popular models tend to be rigid (fixed) and force us to work in a certain way.

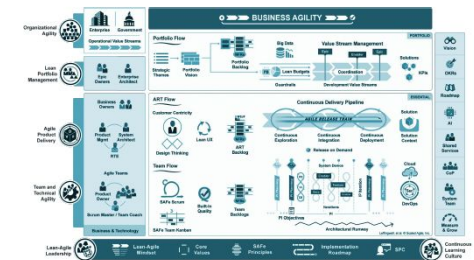
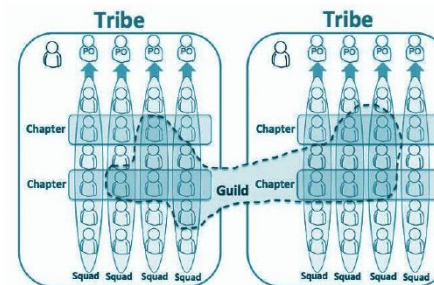
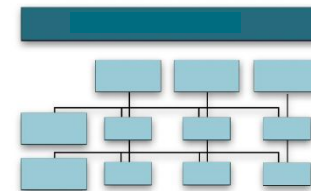
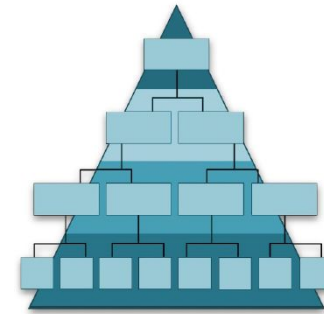


The Challenge



The world, economy, and customer requirements are changing faster, and faster.

Need for Adaption



Opportunity



List of options

Power of choice

Teaming Options

unfix.com/teaming-options

The permanence and permeability of boundaries offer different possibilities.

The graphic features a central gear icon with a dashed border, set against a background of colorful, abstract shapes in yellow, purple, and blue.

Teaming Option
Steady Team

unfix.com/steady-team

The team is long-lived and team membership changes rarely.

The icon shows a central gear with two horizontal arrows pointing outwards, representing a stable, long-term team structure.

Teaming Option
Dynamic Team

unfix.com/dynamic-team

The team itself is long-lived but team membership changes frequently.

The icon shows a central gear with a dashed border and two horizontal arrows pointing outwards, representing a team that evolves over time.

Teaming Option
Mission Team

unfix.com/mission-team

The team itself is short-lived but team membership changes rarely.

The icon shows a central gear with two horizontal arrows pointing outwards, representing a team formed for a specific purpose.

Teaming Option
Liquid Team

unfix.com/liquid-team

The team itself is short-lived and team membership also changes frequently.

The icon shows a central gear with a dashed border and two horizontal arrows pointing outwards, representing a highly flexible and transient team structure.

Intro: unFIX Model

“unFIX is organizational design for continuous innovation & better human experience.

It's not another scaling framework!
It's like LEGO - you can design your own (agile) methods & frameworks using the unFIX pattern library.”

- Jurgen Appelo, founder unFIX company -



Kadri Pirn



“The unFIX model enables teams to mix and match patterns for their own best solutions. It brings variety, options and transparency for organisations”

unFIX
MAKE YOUR OWN METHOD

unFIX
DIAMOND
PARTNER



Applied
Improvisation
Network

unFIX
CORE TEAM



pipedriven



elisa

History

2021

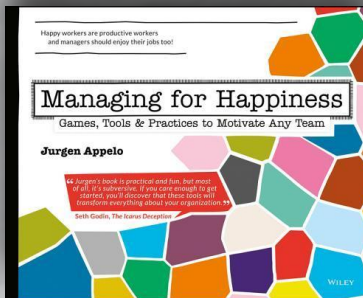
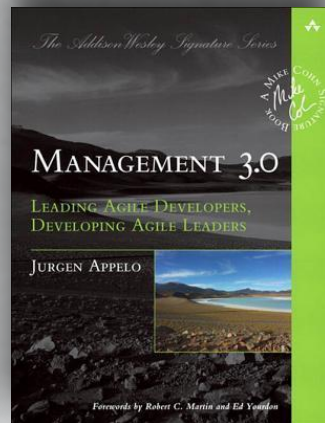
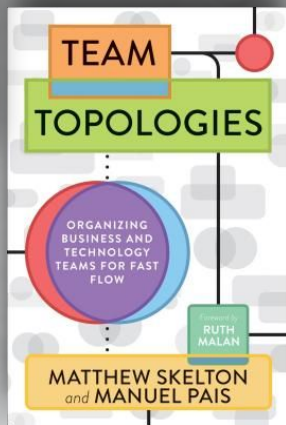
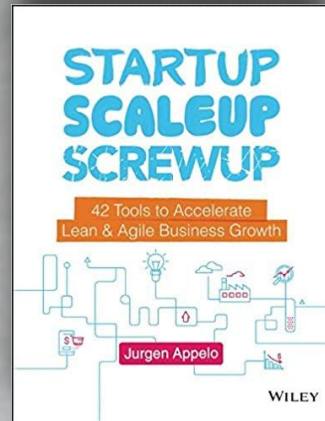
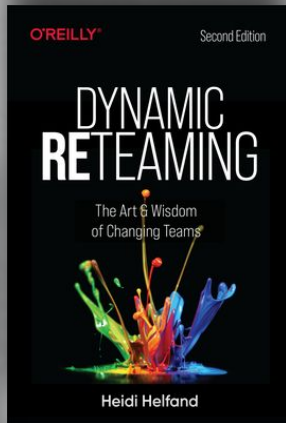
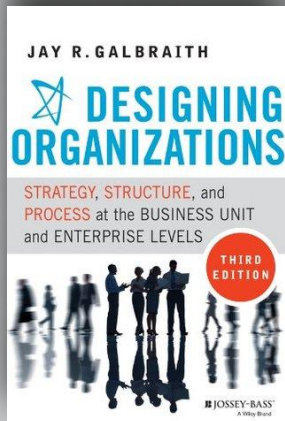
unFIX idea was born

2022

unFIX model published
& founding of
The unFIX Company

2023

joint ventures and local
rep established

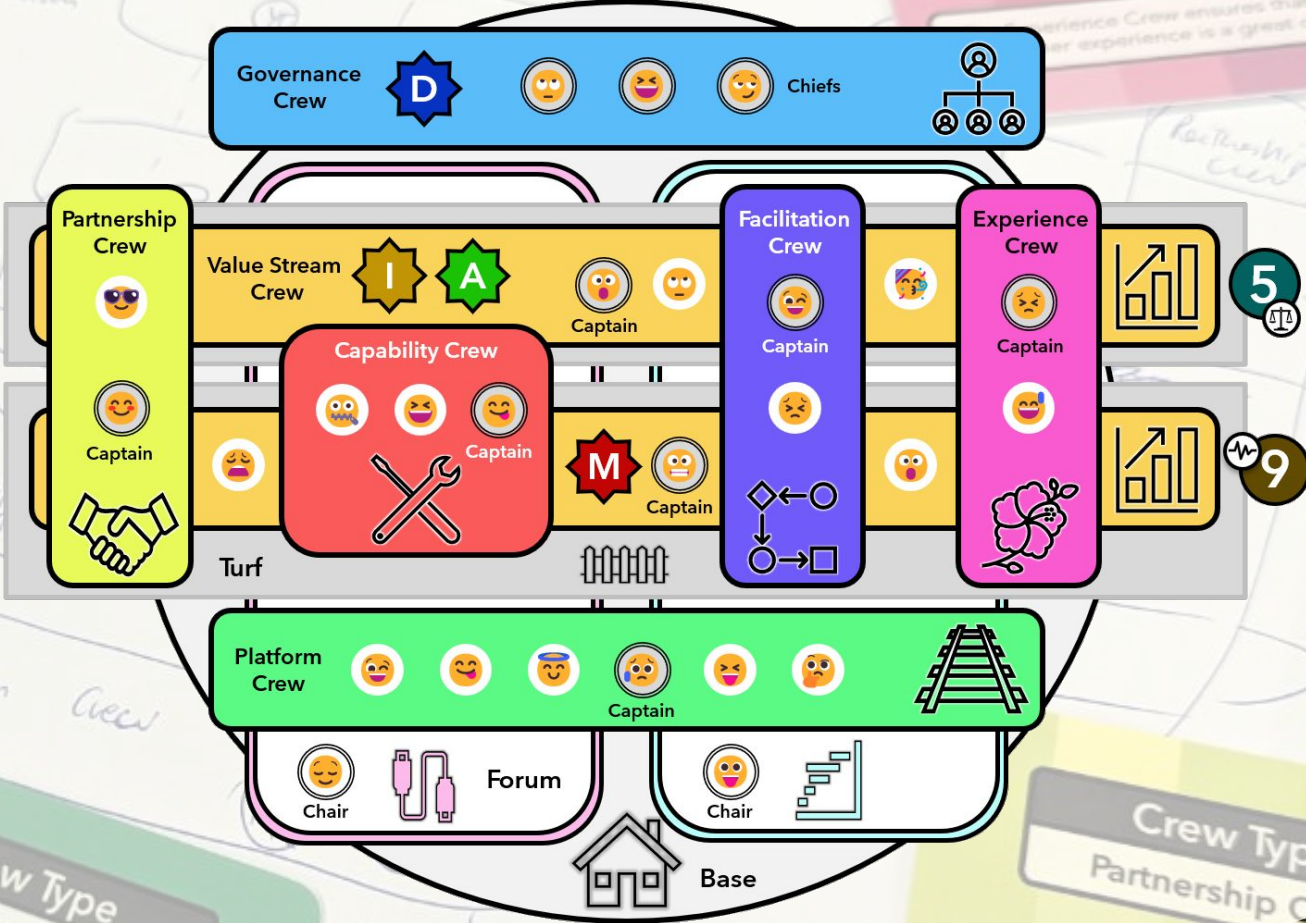


The unFIX model ...



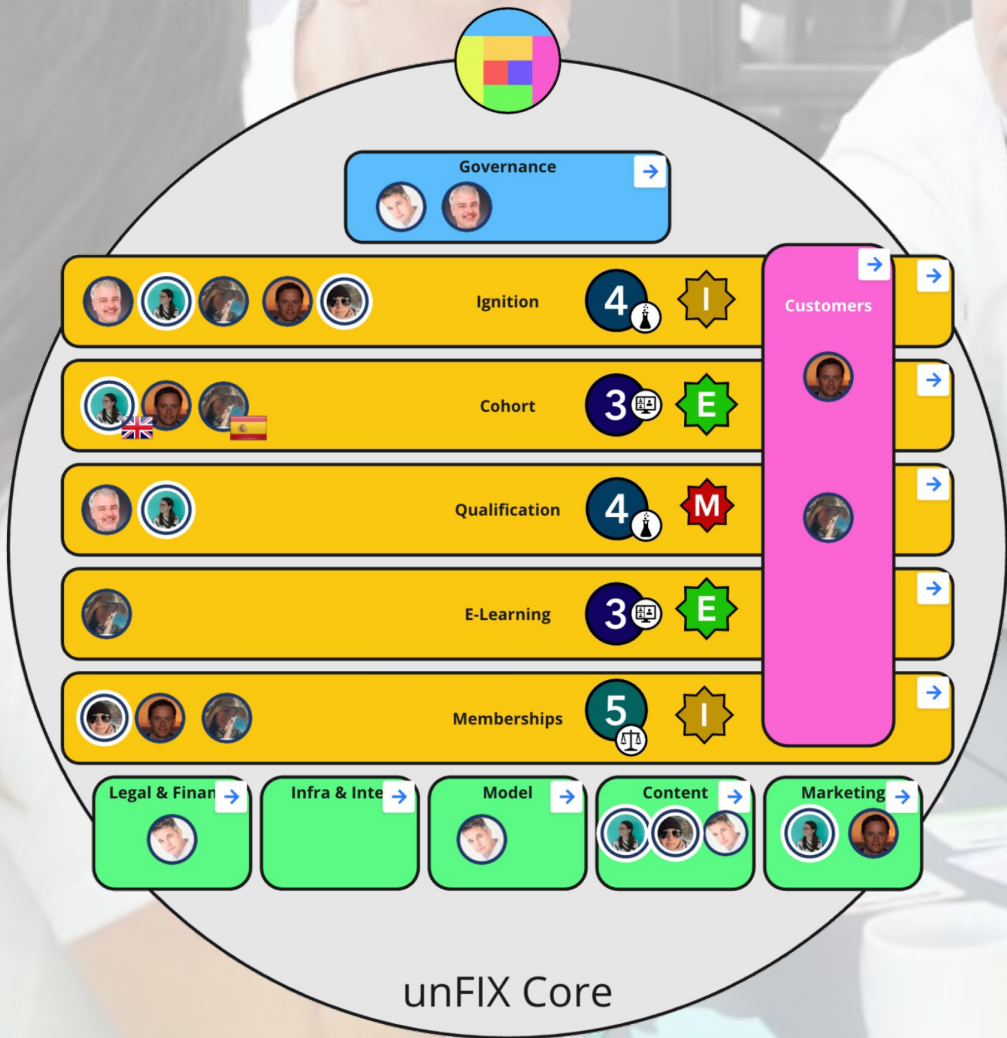
... provides patterns to describe a versatile and flexible organization.

It helps to visualize existing communication and value streams ...



... and offers a common language to talk about necessary changes.

Patterns come with options



Crew Types
unfix.com/crew-types
A Crew is a small team on a mission with a defined goal.

- Value Stream Crew**: The Value Stream Crew has end-to-end responsibility for a value stream.
- Facilitation Crew**: The Facilitation Crew enables other Crews to get their work done.
- Capability Crew**: The Capability Crew offers unique expertise to everyone in the Base.
- Platform Crew**: The Platform Crew offers shared services to everyone else in the Base.
- Experience Crew**: The Experience Crew ensures that the customer experience is a great one.
- Partnership Crew**: The Partnership Crew cares about vendors, freelancers, and gig workers.
- Governance Crew**: The Governance Crew is the team that sets constraints on self-organization.



For each pattern unFIX Cards exists

Available

Free download
community.unfix.com

Physical cards
shop.unfix.com

Virtual cards
miro.com/marketplace/unfix-cards/

Plotter app
<https://plotter.unfix.com/>

Usage

- in workshops and meetings
- personal pattern library
- discussions
- transparency
- ideations
- improvements in processes



unFIX is for ...



Organisation Design
Restructure and Re-Teaming
Strategic Goal-Setting
Transparency
Enhancing Team Collaboration
Product Innovation
Decision Making Processes
Enhance User Experience
(& more to be explored!)

Existing unFIX Case Studies



Organisation Design
Restructure and Re-Teaming
Strategic Goal-Setting
Product Innovation
Decision Making Processes
Enhance User Experience
(& more to be explored!)

Click the icons to read more.



PROXCORA



For simple things

Participation Levels

unfix.com/participation-levels

Team members need clarity on levels of commitment in Crews and Forums.

Participation Level
Stranger

0

unfix.com/stranger

A person who is neither involved nor interested in the work and has no role in decision-making.

Participation Level
Visitor

1

unfix.com/visitor

A person who is only occasionally involved or interested in the work and without any role in decision-making.

Participation Level
Regular

2

unfix.com/regular

A regular who is involved or interested in the work but without an active role in decision-making.

Participation Level
Attendee

3

unfix.com/attendee

A person who participates in some of the work with a minor (or sometimes optional) role in decision-making.

Participation Level
Contributor

4

unfix.com/contributor

A person who fully participates in the work with an active and essential role in decision-making.

Participation Level
Leader

5

unfix.com/leader

A person who actively takes the lead in the work with a major (and sometimes decisive) role in decision-making.

If no Leader? Or double?

If a Visitor?
Why you are there?

Teaming Patterns



Crew Types
 unfix.com/crew-types
 A Crew is a small team on a mission with a defined goal.

Teaming Options
 unfix.com/teaming-options
 The permanence and permeability of boundaries offer different possibilities.

Value Streams
 unfix.com/value-streams
 Value streams represent the series of processes or steps that create value.

Lifecycle Stages
 unfix.com/lifecycle-stages
 Awareness of the business lifecycle helps you anticipate future challenges.

Investment Horizons
 unfix.com/investment-horizons
 To survive and thrive, an organization must invest across all horizons.

Participation Levels
 unfix.com/participation-levels
 Team members need clarity on levels of commitment in Crews and Forums.

Time Commitments
 unfix.com/time-commitments
 Be explicit about the time commitment people can expect from each other.

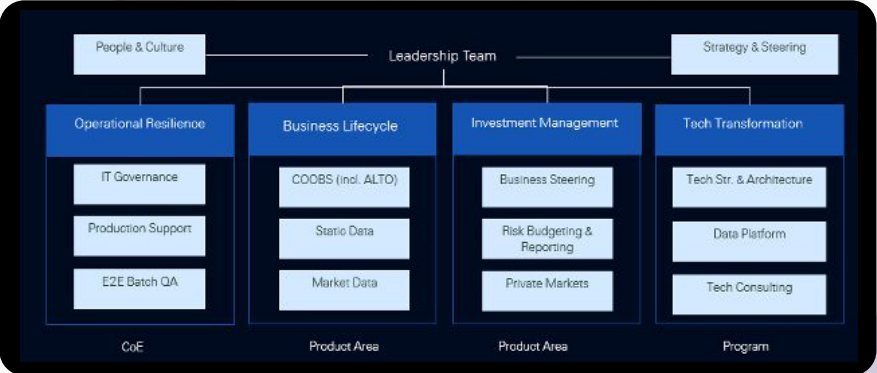
Role Attributes
 unfix.com/role-attributes
 People usually have different roles on the Crews and Forums they work in.

Membership

<p>Crew Type Value Stream Crew</p> <p>The Value Stream Crew has end-to-end responsibility for a value stream.</p>	<p>Lifecycle Stage Stabilization</p> <p>Seeking business/market fit, preparing to scale up the value stream.</p>	<p>Teaming Option Steady Team</p> <p>The team is long-lived and team membership changes rarely.</p>	<p>Investment Horizon Improvement</p> <p>Improve products and services with minor changes and innovations.</p>	<p>Job to be Done: Enable the community & partners to learn, teach and use unFIX <i>(by offering and administering communication channels and facilitating different meetups and defining the pricing of membership)</i></p>		
	<p>Participation Level Leader</p> <p>A person who actively takes the lead in the work with a major (and sometimes) decisive role in decision-making.</p>	<p>Time Commitment Flexible</p> <p>A long-term commitment to the Crew or Forum but with a variable amount of time dedicated to it, depending on circumstances.</p>	<p>Role Attribute Captain</p> <p>The Captain is responsible for the success of the job that needs to be done by a Crew from the perspective of its stakeholders.</p>	<p>Role Attribute Enabler</p> <p>The Enabler gets things organized for a Crew or Forum that have members who focus on value rather than logistics.</p>	<p>Role Attribute Envoy</p> <p>The Envoy acts like a representative or ambassador of a Crew or Forum while participating in another Crew or Forum.</p>	<p>Role Attribute Custodian</p> <p>The Custodian is a guardian, keeper, or steward aiming to protect quality and value by setting standards for the team.</p>
	<p>Participation Level Contributor</p> <p>A person who fully participates in the work with an active and essential role in decision-making.</p>	<p>Time Commitment Flexible</p> <p>A long-term commitment to the Crew or Forum but with a variable amount of time dedicated to it, depending on circumstances.</p>	<p>Role Attribute Envoy</p> <p>The Envoy acts like a representative or ambassador of a Crew or Forum while participating in another Crew or Forum.</p>	<p>Role Attribute Performer</p> <p>The Performer is a player, actor, or doer who aims to offer their time doing some valuable activity for their users and customers.</p>		
	<p>Participation Level Contributor</p> <p>A person who fully participates in the work with an active and essential role in decision-making.</p>	<p>Time Commitment Flexible</p> <p>A long-term commitment to the Crew or Forum but with a variable amount of time dedicated to it, depending on circumstances.</p>	<p>Role Attribute Envoy</p> <p>The Envoy acts like a representative or ambassador of a Crew or Forum while participating in another Crew or Forum.</p>	<p>Role Attribute Performer</p> <p>The Performer is a player, actor, or doer who aims to offer their time doing some valuable activity for their users and customers.</p>		

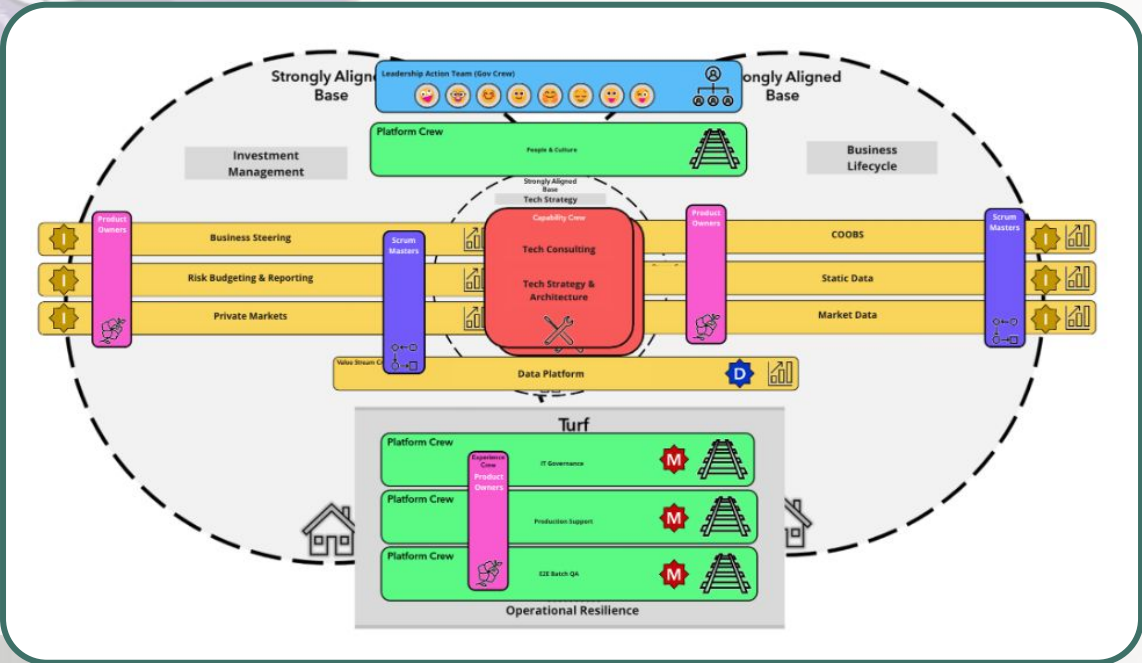
A Crew described with different patterns

...to re-organise the whole Company



From a traditional ...

... to a flexible org.



unFIXing a Swiss insurance company

Case Studies
Jun 12



Author: Jan-Paul Ouwerkerk

Sometimes agile transformations need a little luck to get their first spark. In 2008 **Matthias Gebhardt** was offered an extensive 8-day systemic organization training by his manager. It was about people coaching, theory U, systems thinking, and more. It gave him a deep understanding of how (organizational) systems work, and it sparked the journey that we will try to grasp in this case study, the agile transformation within Swiss Re Asset Management IT (AMIT). And, of course, we will tell you how they ended up using unFIX.

unfix.com/blog/swissre

Pattern Library



Structural Patterns

Base Types
unfix.com/base-types
The Base is the group where people feel safe and at home.

Forum Types
unfix.com/forum-types
A Forum is a place to talk and make important decisions.

Turf Types
unfix.com/turf-types
A Turf is an area cultivated and protected by the same people.

Crew Types
unfix.com/crew-types
A Crew is a small team on a mission with a defined goal.

Self-Similar Scaling
unfix.com/self-similar-scaling
The unFIX model is a fractal model. It is self-similar across scale.

Dependency Breakers
unfix.com/dependency-breakers
A dependency is a crucial relationship between things in our work.

Teaming Patterns

Teaming Options
unfix.com/teaming-options
The permanence and permeability of boundaries offer different possibilities.

Role Assignment
unfix.com/role-assignment
There are various ways that people can get a role or position on a team.

Time Commitments
unfix.com/time-commitments
Be explicit about the time commitment people can expect from each other.

Participation Levels
unfix.com/participation-levels
Team members need clarity on levels of commitment in Crews and Forums.

Role Attributes
unfix.com/role-attributes
People usually have different roles on the Crews and Forums they work in.

Decision Patterns

Delegation Levels
unfix.com/delegation-levels
There are seven steps to delegate responsibility to other people.

Collaboration Moments
unfix.com/collaboration-moments
People working together need collaboration with different purposes.

Decision Methods
unfix.com/decision-methods
There are many ways for teams to make decisions together.

Voting Options
unfix.com/voting-options
As a team member, sometimes you need to vote. These are your options.

Goal-Setting Patterns

Strategic Dimensions
unfix.com/strategic-dimensions
Business strategy is a multi-dimensional exercise with many topics to consider.

Meaning and Purpose
unfix.com/meaning-and-purpose
Ikigai literally means "the reason for being".

Bets and Objectives
unfix.com/bets-and-objectives
Objectives are a way for teams and organizations to realize the Strategy.

Initiatives and Work Items
unfix.com/initiatives-and-work-items
Initiatives and Work Items are also called Backlog Items.

Behavioral Values
unfix.com/behavioral-values
Behavioral Values are intended to act as constraints on human behavior.

Vision of Experience
unfix.com/vision-of-experience
A vision is an image of a positive future for a company, product, or team.

Habit-Forming Triggers
unfix.com/habit-forming-triggers
Organizations only change when people change the way they behave.

Measures and Metrics
unfix.com/measures-and-metrics
We need metrics to know where we are and where we're going.

Goal-Setting Aspects
unfix.com/goal-setting-aspects
Goal-setting usually only happens when there is a dedicated process.

Process & Growth Patterns

Innovation Vortex
unfix.com/innovation-vortex
The Innovation Vortex is a mash-up of Design Thinking and Lean Startup.

Planning Constraints
unfix.com/planning-constraints
The planning constraints are based on the project management triangle.

Human Drives
unfix.com/human-drives
What drives you or others in certain situations and decisions?

Investment Horizons
unfix.com/investment-horizons
To survive and thrive, an organization must invest across all horizons.

Value Streams
unfix.com/value-streams
Value streams represent the series of processes or steps that create value.

Queues and Backlogs
unfix.com/queues-and-backlogs
A queue or backlog is a temporary container for tasks, features or projects.

Funding Options
unfix.com/funding-options
There are different ways of funding teams and paying for resources.

Lifecycle Stages
unfix.com/lifecycle-stages
Awareness of the business lifecycle helps you anticipate future challenges.

32

sets

70+

partners

5595

community members

8

joint ventures

272

patterns

850

participants

89

blog posts

3

apps

3

core team
members

10+

Starter kit

175+

events/workshops

17

case studies

5

As of 20.01

The unFIX Model enables

- High adaptability of structures and teams
- Start from where you are, using only what you need
- Options for different challenges
- Language to have discussions
- Simple overview and transparency
- More self-organization and interdisciplinary work

What next?

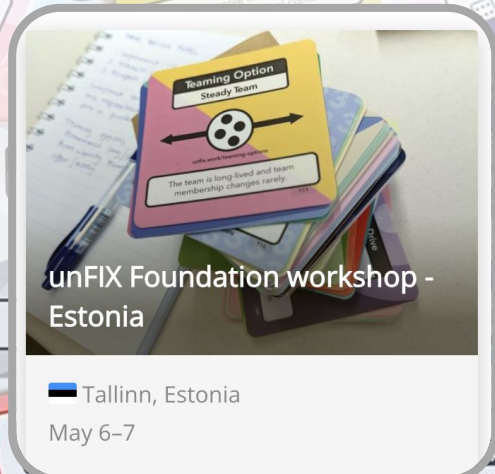
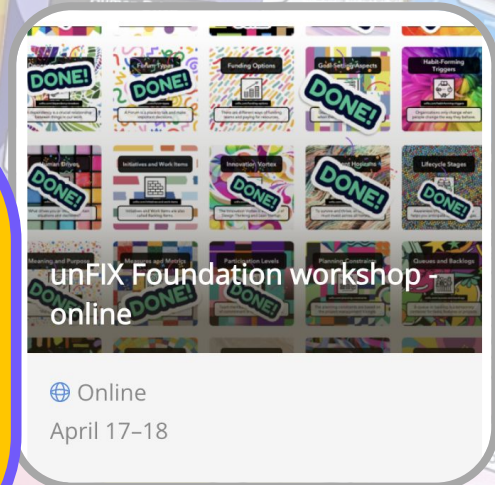
SAT20 gives 20% off Kadri's workshops

unfix.com/marketplace/unfix-cards/

Plotter app
<https://plotter.unfix.com/>

Events
<https://unfix.com/events>

- it's free
- Want more?
- Meetups
- Workshops





Scope of this initiative



Initiative Starting Decision Board

Initiative Name / Description

Reasonable outcome of the my contribution to this initiative

Decision Methods

There are many ways for teams to make decisions together.

What is my time commitment?

Time Commitments

Be explicit about the time commitment people can expect from each other.

What is my main driver to do it?

Human Drives

What drives you or others in certain situations and decisions?

How does this initiative touches your Ikigai?

Meaning and Purpose

Ikigai literally means "the reason for being".

What role would I like to take there?

Role Attributes

People usually have different roles on the Cross and Forums they work in.

Your decision

Voting Options

As a team member, sometimes you need to vote. These are your options.

Is this decision mine?

Delegation Levels

There are seven steps to delegate responsibility to other people.

What is my commitment level?

Participation Levels

Team members need clarity on levels of commitment in Cross and Forums.

What type of commitment it is?

Teaming Options

The permanence and decommissibility of boundaries offer different possibilities.

What type of work is it?

Initiatives and Work Items

Initiative and Work Items are also called backlog items.

Who will I be dependent on? How to manage them?

Dependency Breakers

A dependency is a crucial relationship between things in our work.

What is your objective on participating in it? What kind of bet it is?

Bets and Objectives

Objectives are a way for teams and organizations to realize the strategy.

The unFIX Model

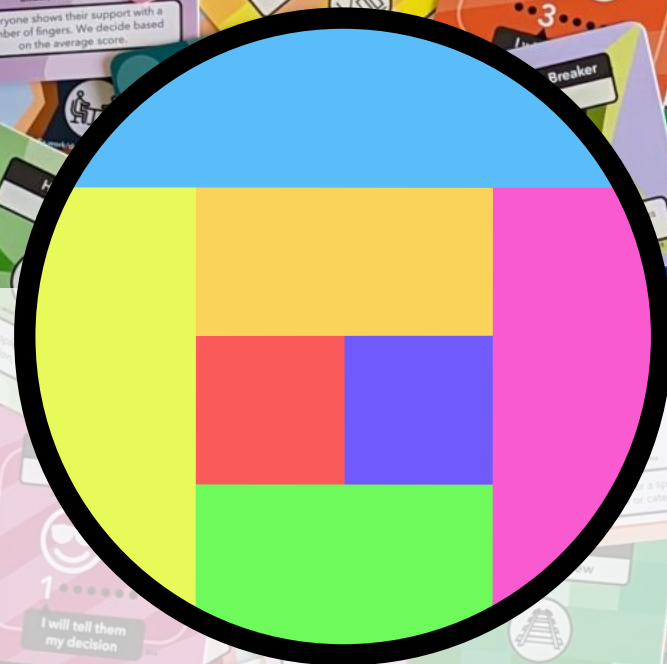
“It’s not another scaling framework! It’s like LEGO - you can design your own (agile) methods & frameworks using the unFIX pattern library.”

unFIX
MAKE YOUR OWN METHOD





Feedback for the session!



www.unfix.com

Let's start & unFIX the (agile) world together.

My LinkedIn





Collaborate on Values and Purpose

Let the Product Serve the Experience

Accelerate the Speed of Innovation

Increase Simplicity, Embrace Variety

Balance Optimization with Coordination

Manage the System, Lead the People

Take Small Steps from Where You Are

Decision Patterns



Delegation Levels

unfix.com/delegation-levels

There are seven steps to delegate responsibility to other people.

Collaboration Moments

unfix.com/collaboration-moments

People working together need collaboration with different purposes.

Decision Methods

unfix.com/decision-methods

There are many ways for teams to make decisions together.

Voting Options

unfix.com/voting-options

As a team member, sometimes you need to vote. These are your options.

Delegation Board	Mitteilen 1	Verkaufen 2	Konsultieren 3	Übereinkommen 4	Beraten 5	Anfragen 6	Delegieren 7
Ziel & Zweck der Firma <i>BIU</i>	x	👉					
Team-Auswahl			x	x	🏠		
Zielsetzung <small>Objectives, strategische Ziele</small>				👉			
Prozessmanagement				x	👉	x	
Prozessmonitoring						👉	👉
Aufgabenzuweisung <small>konkrete Aufgabenstellung</small>							👉
Gehalt & Benefits		👉		x			
Aufwandsschätzung					>50K	?	<50K
Budgetziele		👉					
Arbeitszeit							👉
Urlaubseinteilung	↩️						👉
Content für Marketing <small>Blog etc.</small>		💰					

Voting Options - Emojis (for Slack, GoogleChat, and others)

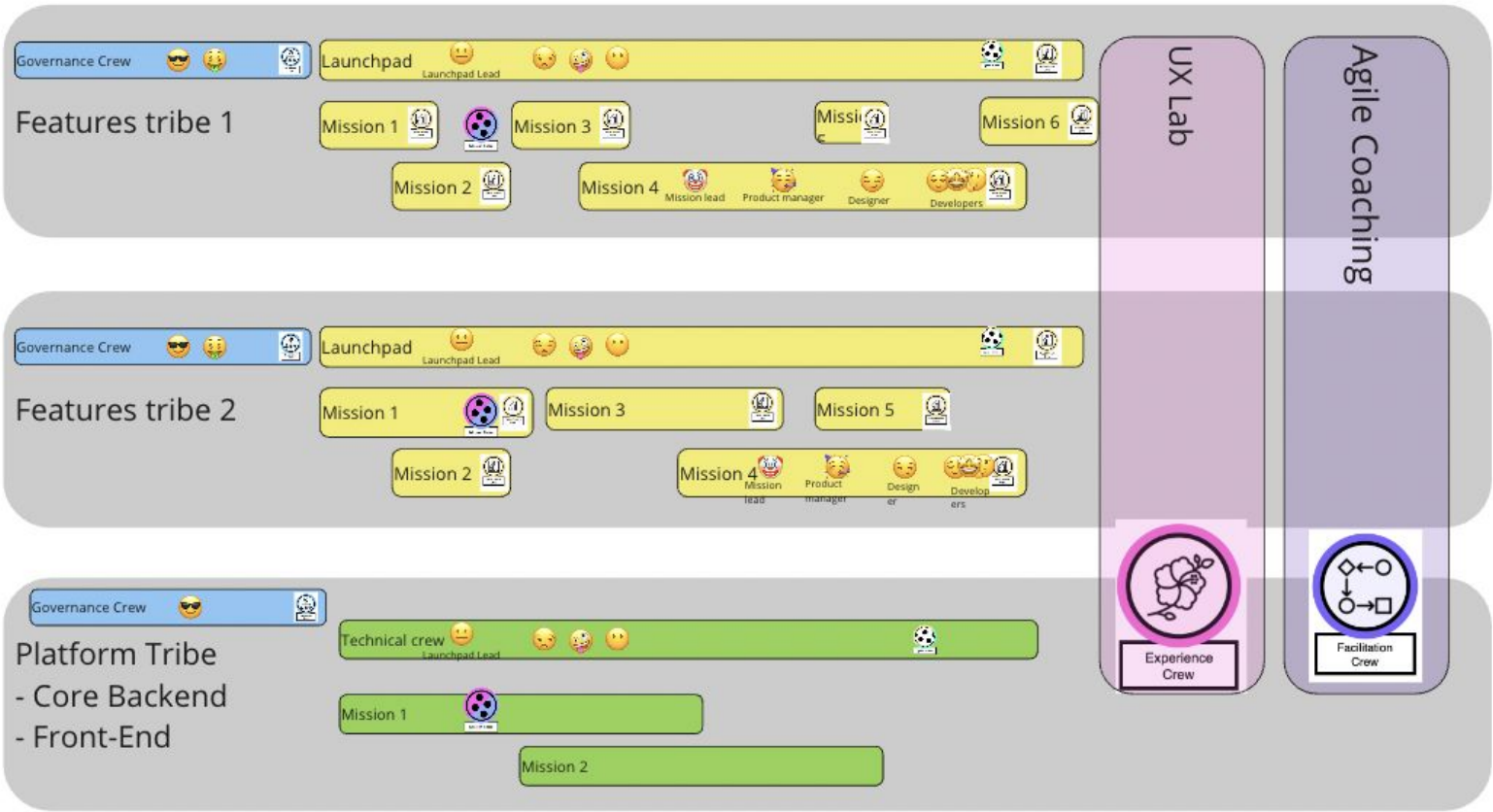
Jens Thiemann ADMIN CORE TEAM 18 days ago

- 👉 voting-bravo-hell-yes
- 👍 voting-aye-yes
- ❓ voting-dont-know
- 🚫 voting-wont-fight
- 👎 voting-nay-no
- 🚫 voting-veto-heavens-no

👉 1 👍 1 ❓ 1 🚫 1 👎 1 🚫 1

Proven practice for "daily use"

Product Engineering Leadership



Infra



DevOps Tooling



Security



BBVA
Advice hub
150 ppl

Data Bank Teams

Insights Scrum



Personalization Scrum



Movements Scrum



Business Bank Teams

Proactivity Scrum



Personalization Scrum



KPIs and Metrics Scrum



PFM Scrum



Tools Scrum



Live Events Scrum



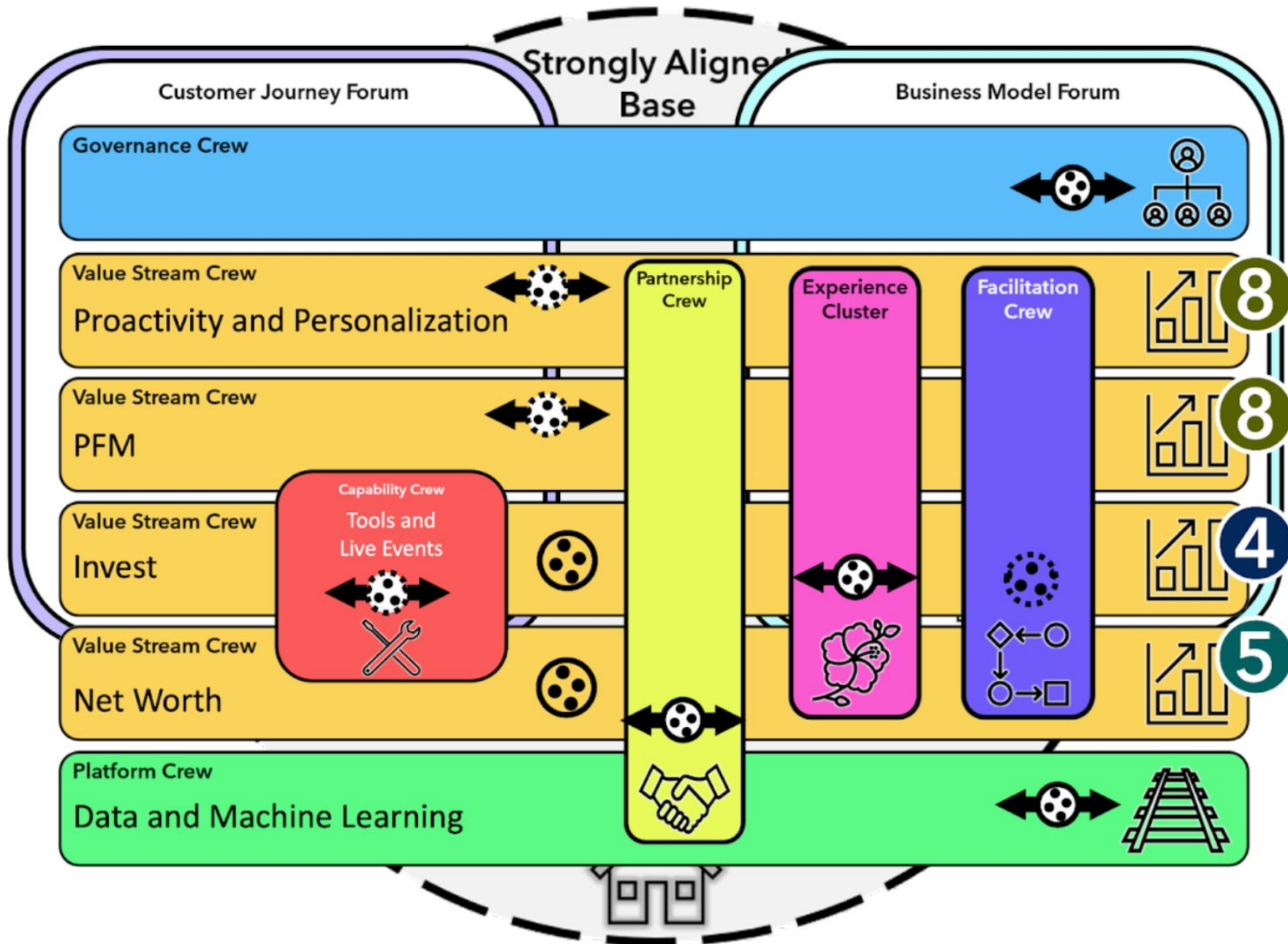
Invest Scrum



Net Worth Scrum



Image: The old structure when I arrived at the HUB.



Strongly Aligned Base

Customer Journey Forum

Business Model Forum

Governance Crew

Value Stream Crew

Proactivity and Personalization

Partnership Crew

Experience Cluster

Facilitation Crew

Value Stream Crew

PFM

Capability Crew
Tools and Live Events

Value Stream Crew

Invest

Value Stream Crew

Net Worth

Platform Crew





Data and Machine Learning

8

8

4

5

-  Steady Team
-  Dynamic Team
-  Mission Team
-  Liquid Team

Offerings

Community

- Discussion Forum and Regular Meetings
- First hand info about new patterns
- Free download of basic material
- Qualification Profile (instead of certificates)

Partnership

- Become an unFIX trainer or consultant
- All unFIX materials (slides, exercises, videos)
- Learn from us & the community in exclusive monthly meet-ups

Foundation

- Learn about the fundamental unFIX Patterns
- Workshop offered by Jurgen Appelo, and many partners world-wide.

Ignition

- Get to know unFIX with your own company
- Bring a case study to apply the patterns
- In-house two day training for 6-12 participants
- By unFIX Company (or with partners)

"Very knowledgeable and into the topic. Always trying (and almost always able) to understand the problems and answer our questions."

★ Evaluation 10 / 10

– Julian, Business Process Excellence Coach