Radical innovation: The six week Open Space experiment

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Scrum Gathering Barcelona 2012
#sgbcn

NOKIA
Connecting People

Agenda

- **Who are we?**
- **Goals**
- Why do something radical?
- What did we do?
- What was the result?
- What's next?
- Summary
- Evaluation

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Who are we?

- Me: Richard Kasperowski

- You?

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Goals

- Make at least 1 new friend

- Share my story of the 6 week Open Space experiment

- Prepare you to host your own Open Space at work

- What else?

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Who are we?

Me
- I do great things with great people.
- Agile coach-manager

GreatProduct
- Web-based APIs and UIs for authentication and identity
- 100million op's per day front-end, x10 back-end
- 100millions users
- 100thousands LOC
- 100 man-years

The team
- Finland (exiting)
- Boston (new)

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Who are we?

Draw a picture of your team's biggest challenge.
Give your picture a title.

Make a friend, and
- Introduce yourself
- Describe your team and what they do
- Discuss your team's biggest challenge

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Why do something radical?

- Big complex problem, urgent need
- Contrast to normal transition solution
- No obvious usual way to address the challenge, but need to succeed nonetheless
- Why not?

- Vision: *We are the GreatProduct team.*

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Why do something radical?

Make another friend, and

- Introduce yourself

- Discuss your vision for addressing your challenge

  - *We are the GreatProduct team.*

  - *A world full of Open Space*

  - *The company wins because of Agile innovation*

  - *A great shave for $1 a month*

- ~2 minutes each

Vision concepts from McCarthy Technologies BootCamp manual v2.3.8

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What did we do?

- Open Space Technology

- 6 weeks

- Co-located participants

- Wiki

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What did we do?

- Open Space Technology (OST)
- A simple way to run productive meetings, for 5 to 2000+ people, and a powerful way to lead any kind of organization, in everyday practice and and extraordinary change

- Sources
  - Harrison Owen, Open Space Technology: A User's Guide
  - OpenSpaceWorld: http://www.openspaceworld.org/
  - Open Space Technology: http://en.wikipedia.org/wiki/Open-space_technology

OPEN SPACE TECHNOLOGY

A User's Guide

Second Edition

HARRISON OWEN

Originator of Open Space Technology

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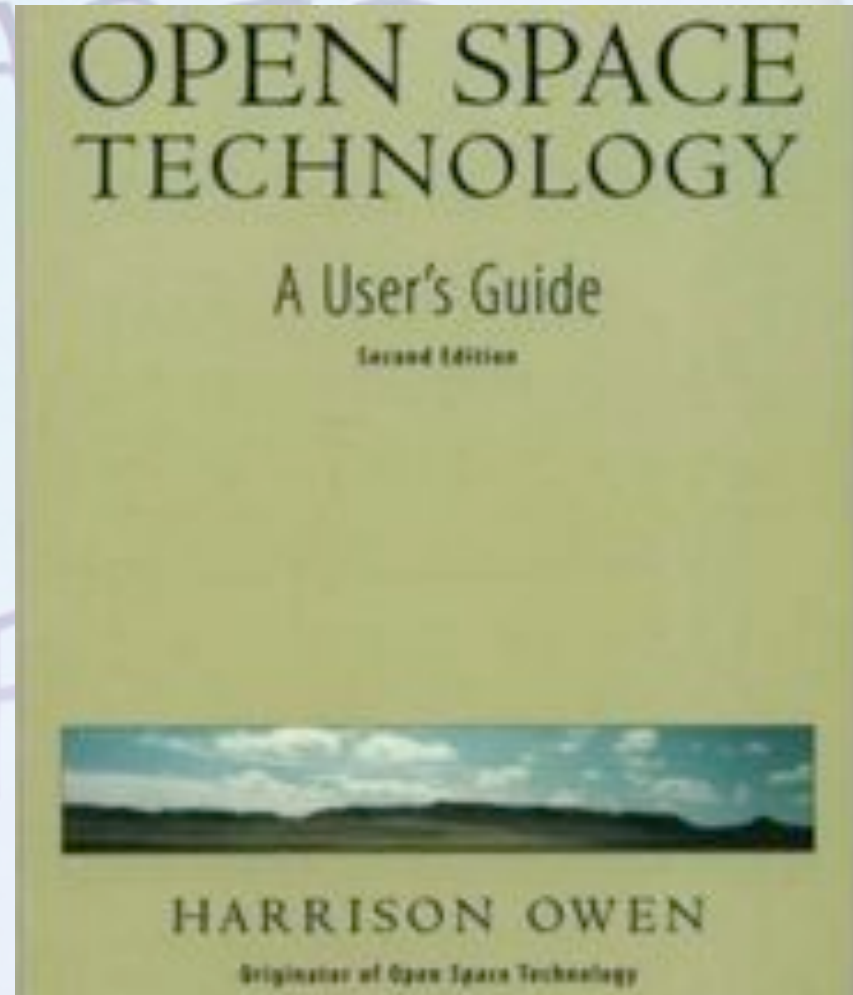
What did we do?

6 weeks of Open Space

- 6 one-week Open Spaces
- Open on Monday morning, close on Friday afternoon
- Emphasize how special this is
- Co-location: fly legacy team members to new team location
- Wiki: as Open Space proceedings, archive for the present and future
- Transparency
- Courage

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What did we do?

OST: opening the space
- Welcome, create space
- State the theme
- How does this work?
- Principles
    - Whoever comes are the right people
    - Whatever happens is the only thing that could have
    - Whenever it starts is the right time
    - When it's over, it's over
    - Law of two feet
    - Be prepared to be surprised
- Do it

- Outline from http://www.openspaceworld.org/tmnfiles/describe.htm

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What did we do?

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What did we do?

In groups of 4:
- You are actors cold-reading a script.
- 1 OST facilitator
  - Cold-read the script. Energize! Inspire!
- 3 OST participant
  - Make eye contact, play Perfection Game
- Switch roles

- ~2 minutes each

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What was the result?

Overall good result

- New team became the vision: We are the GreatProduct team
- Exiting team felt good about their baby's new caregivers
- Managers observed positive knowledge transfer, felt comfortable

Try: We are authorized to do it right

- Repeated theme: You are authorized! You have authority! Don't ask for permission—you have it!
- Keep the participants energized
- Get the best knowledge transfer result

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What was the result?

Try: The Law of Two Feet

- You are responsible for the best outcome for yourself and the group. You are authorized and have authority.
- Two people exercised it by quitting
- (Be prepared to be surprised!)

Try: Repeat yourself

- Send an invitation every time
- Don't skip the opening/closing ceremony

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What was the result?

Avoid/try: Self doubt
- Was it working? Should we drop it and go to command-style? Will I get fired?

Avoid: Learn by lecture; Try: Learn by doing
- Inspect & adapt

Try: Don't do it alone
- Ask for volunteers to help you

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What was the result?

Try: Daily news; Avoid: Daily stand-up

- What's new, what changed; not a diary of your day

Avoid: Skimp on detail

- Free-form session "grid" with no obvious day/time/space boxes

Avoid: One session per timeslot; Try: Bazaar

- Initial sessions organized sequentially because learners afraid to miss anything

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What was the result?

In groups of 4, discuss:
- If you held Open Space for your biggest challenge, what would happen?
- Your dream outcome?
- Your biggest fear?

- 10 minutes

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What's next?

- More Open Space in my workplace

- Prepared you to hold your own Open Space?

- Open Space here, this afternoon and tomorrow

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What's next?

In groups of 4, discuss:
- Are you ready to facilitate? What else do you need to be ready?
- What is your next action?

- ~5 minutes

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Summary

- Make at least 1 new friend
- Share my story of the 6 week Open Space experiment
- Prepare you to host your own Open Space

- Open Space today and tomorrow: see you there!

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Evaluation

Give me feedback:
- Face to face
- Email: r@kasperowski.com

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Thank you!

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