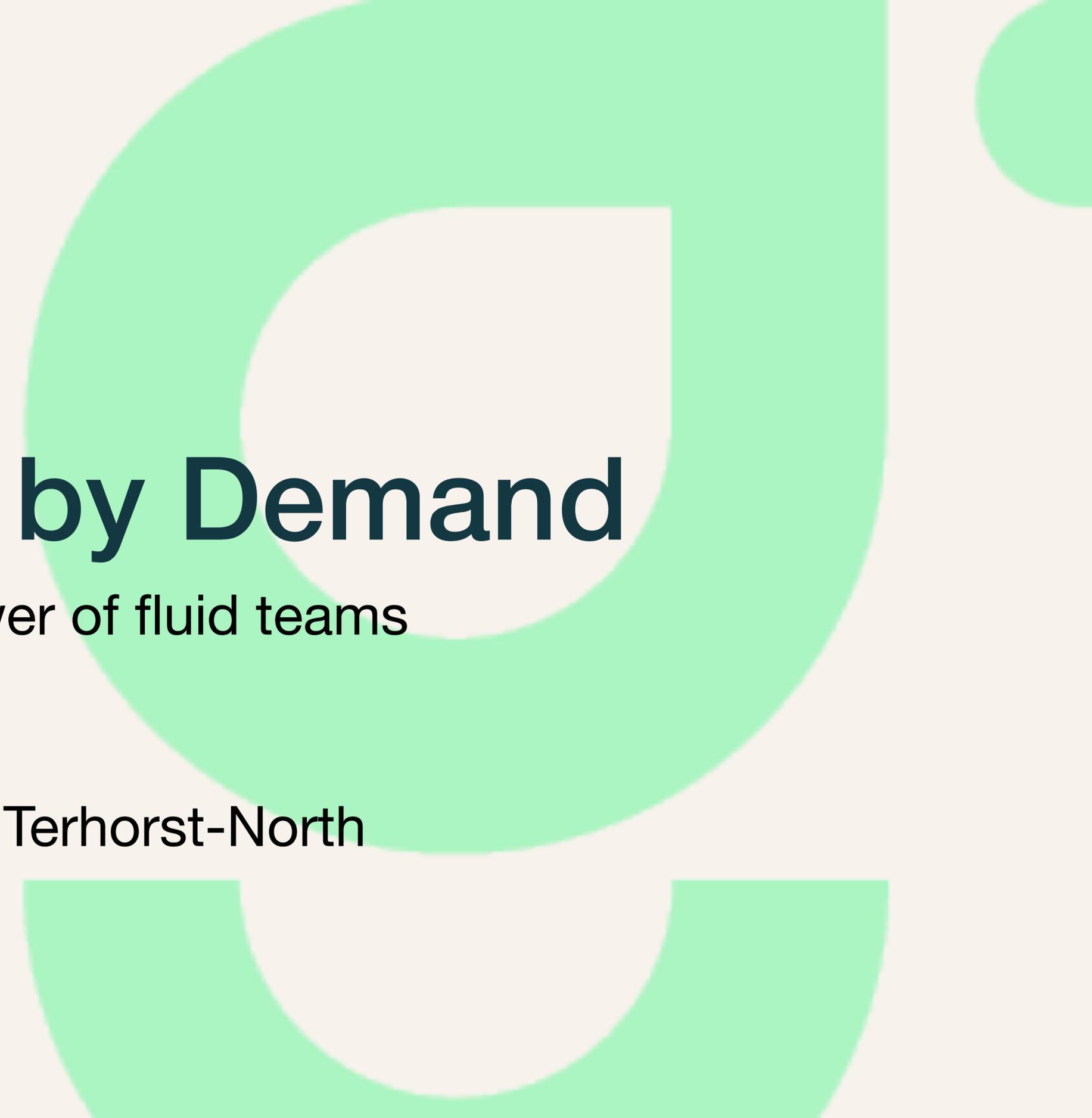
A large, light green abstract graphic consisting of several overlapping, rounded shapes that form a stylized, circular pattern. The shapes are semi-transparent and overlap each other, creating a sense of depth and movement. The overall effect is a modern, clean, and organic design.

# Shaped by Demand

The power of fluid teams

Daniel Terhorst-North

A large, light green abstract graphic consisting of several overlapping, rounded shapes that resemble the letters 'C' and 'U'. The shapes are positioned in the background, with one large 'C' shape on the right side and another 'C' shape at the bottom. The overall effect is a modern, minimalist design.

# Shaped by Demand

The power of fluid teams

Daniel Terhorst-North

What is the goal of **organization design**?

to build **the best structure** we can  
to do **the best work** we can

...for **now**

# What is the best work?

## Delivery

- *new features*
- *enhancements*

## Discovery

- *learning*
- *reducing risk*

## Kaizen

- *process change*
- *tech improvements*
- *L&D*

*discretionary*

## BAU

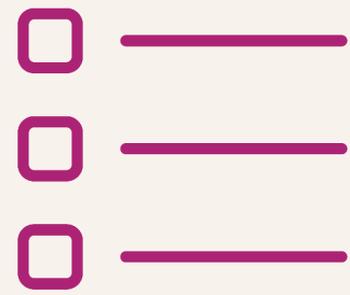
- *Day-to-day RTB*
- *Controls*

## Failure Demand

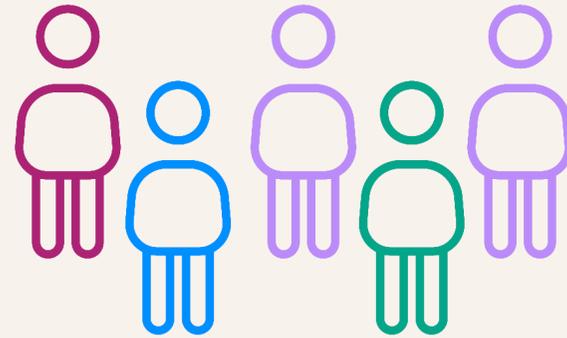
- *incidents*
- *follow-up*

*mandatory*

# What is the best structure?



Little demand

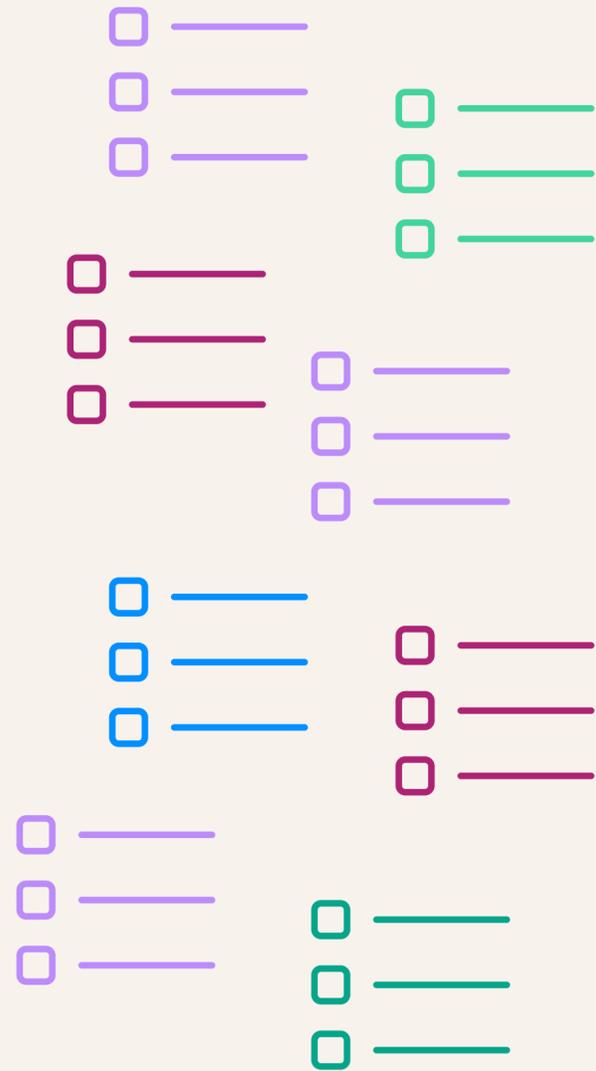


Little team



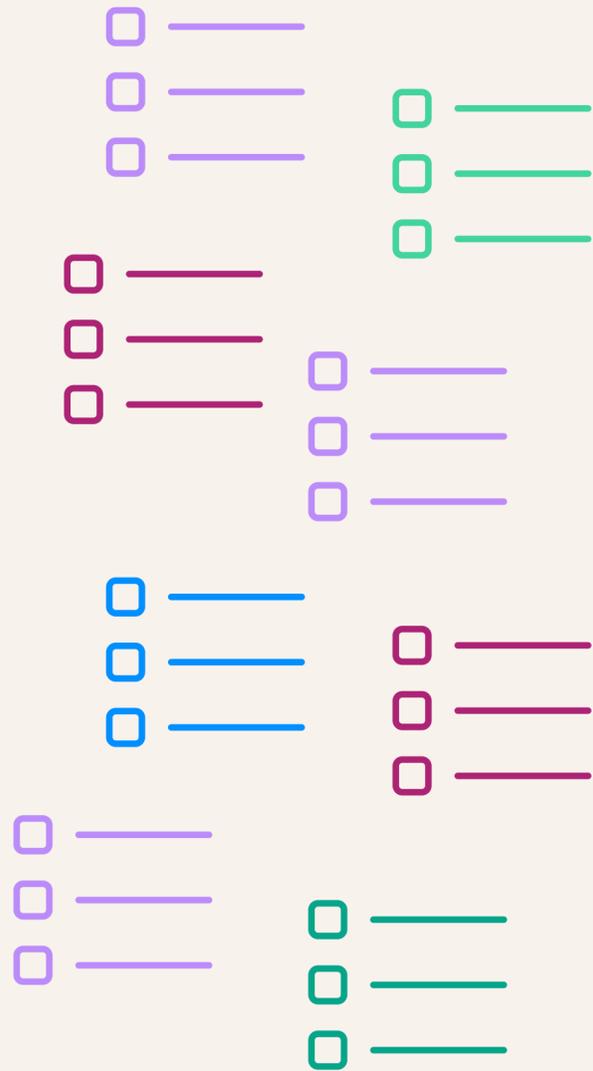
Profit!

# What is the best structure?



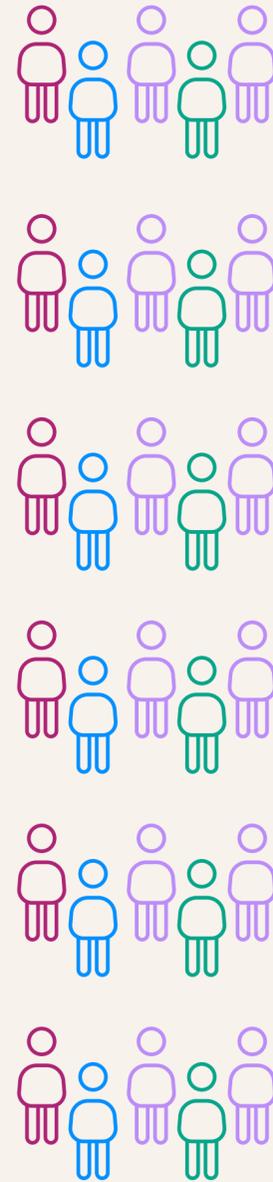
Lots of demand!

# What is the best structure?



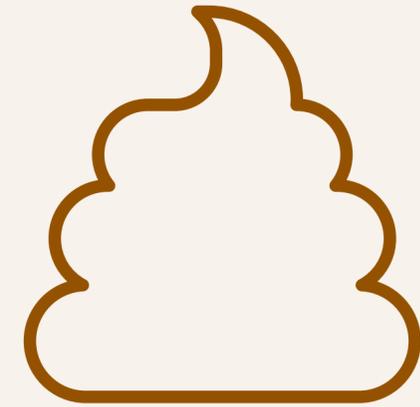
Lots of demand!

+



Lots of (identical) teams

=



'Challenges'

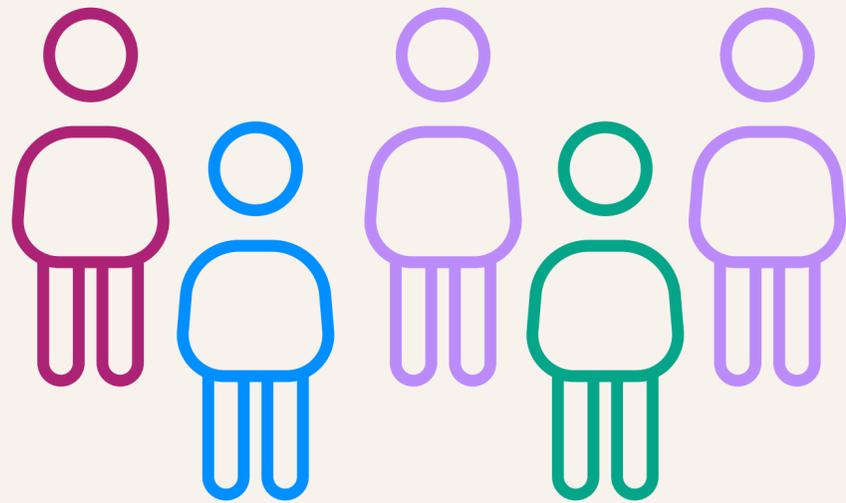
# We shape the demand to fit the

stable

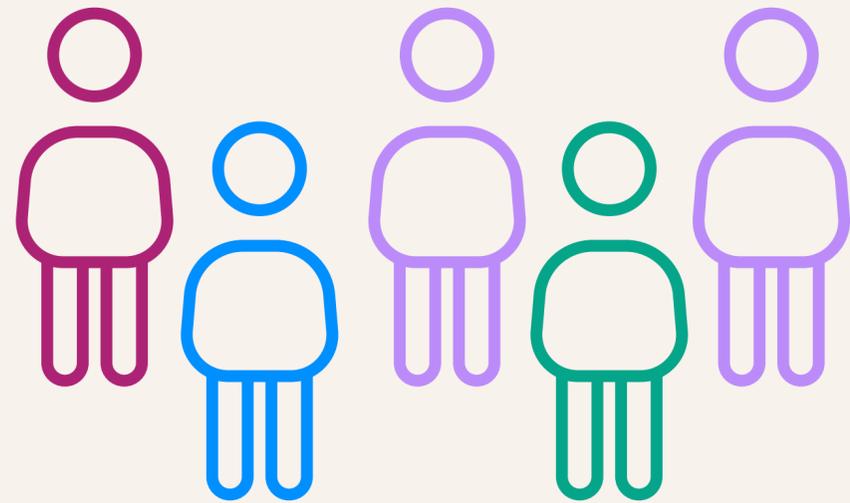
long-lived

feature

teams

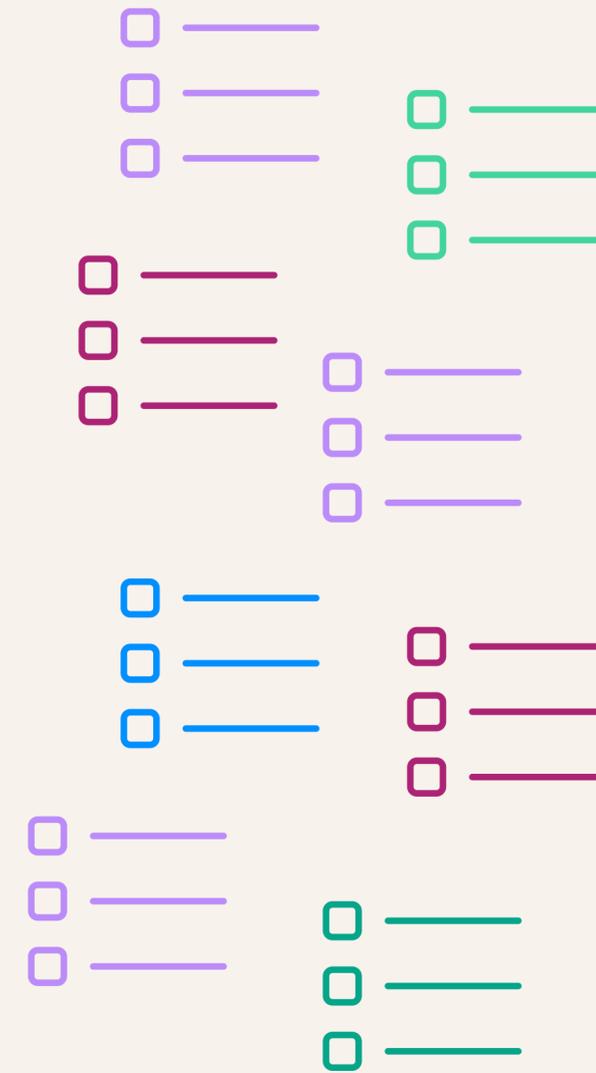
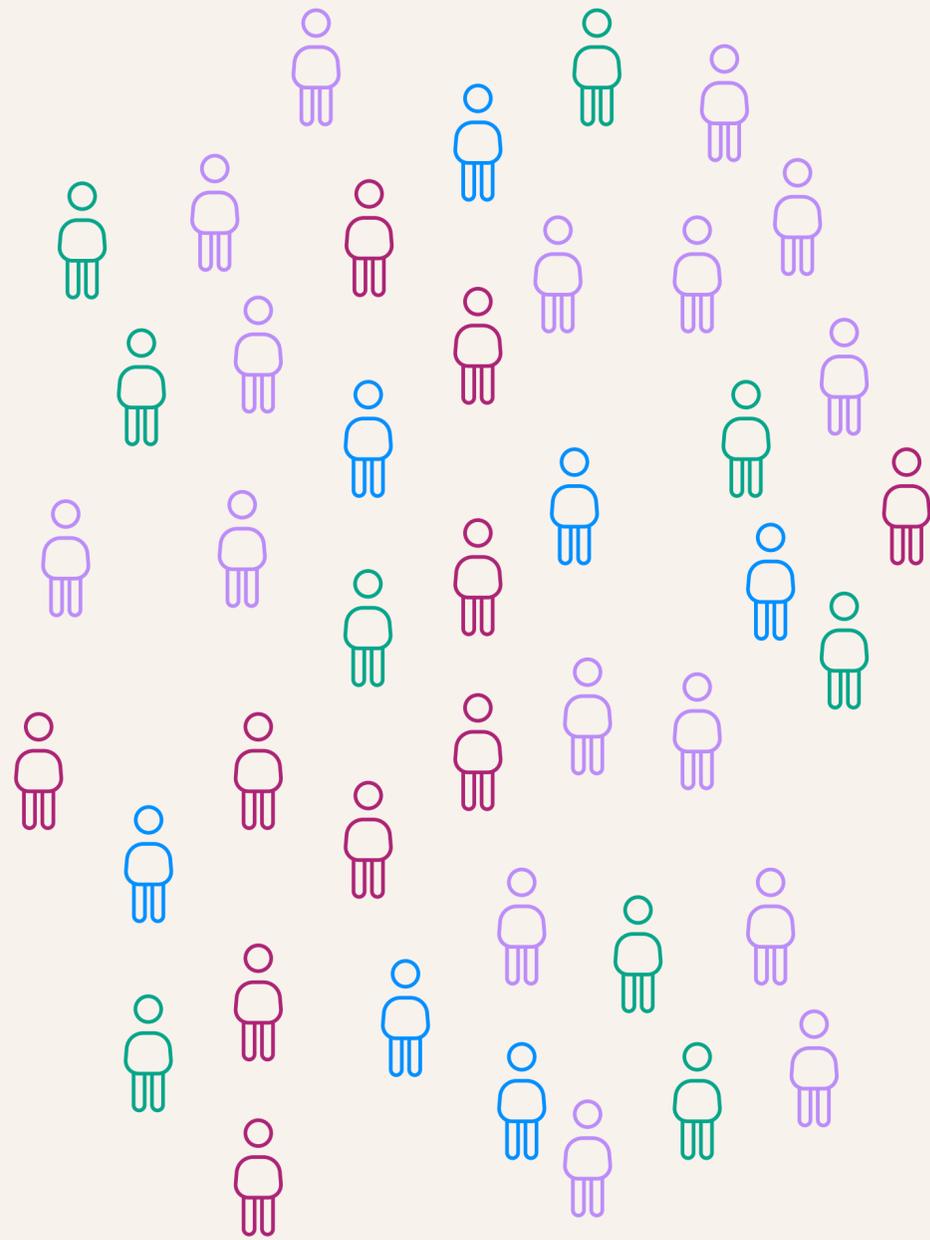


# We shape the demand to fit the teams

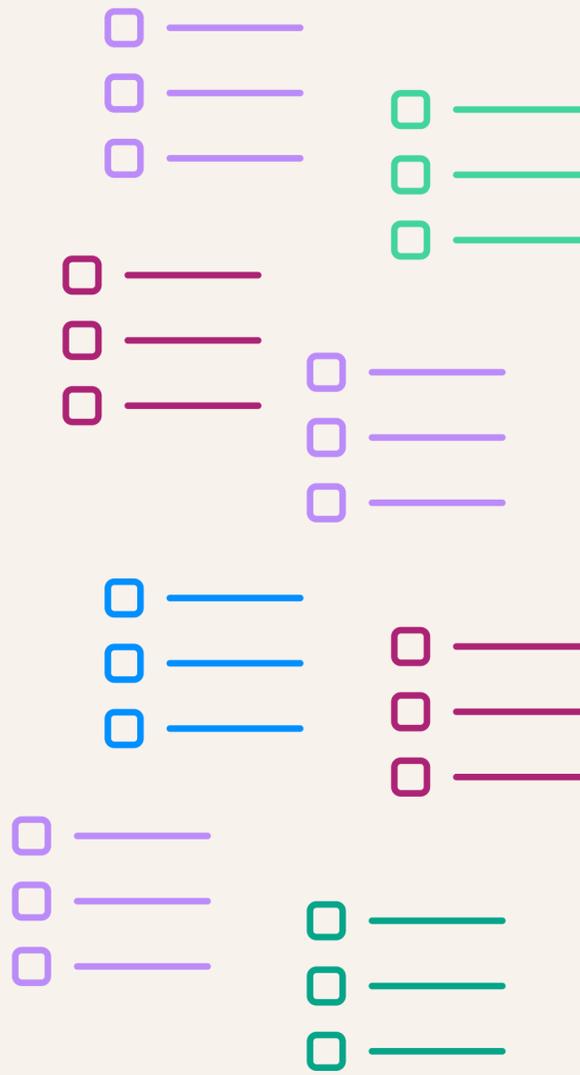
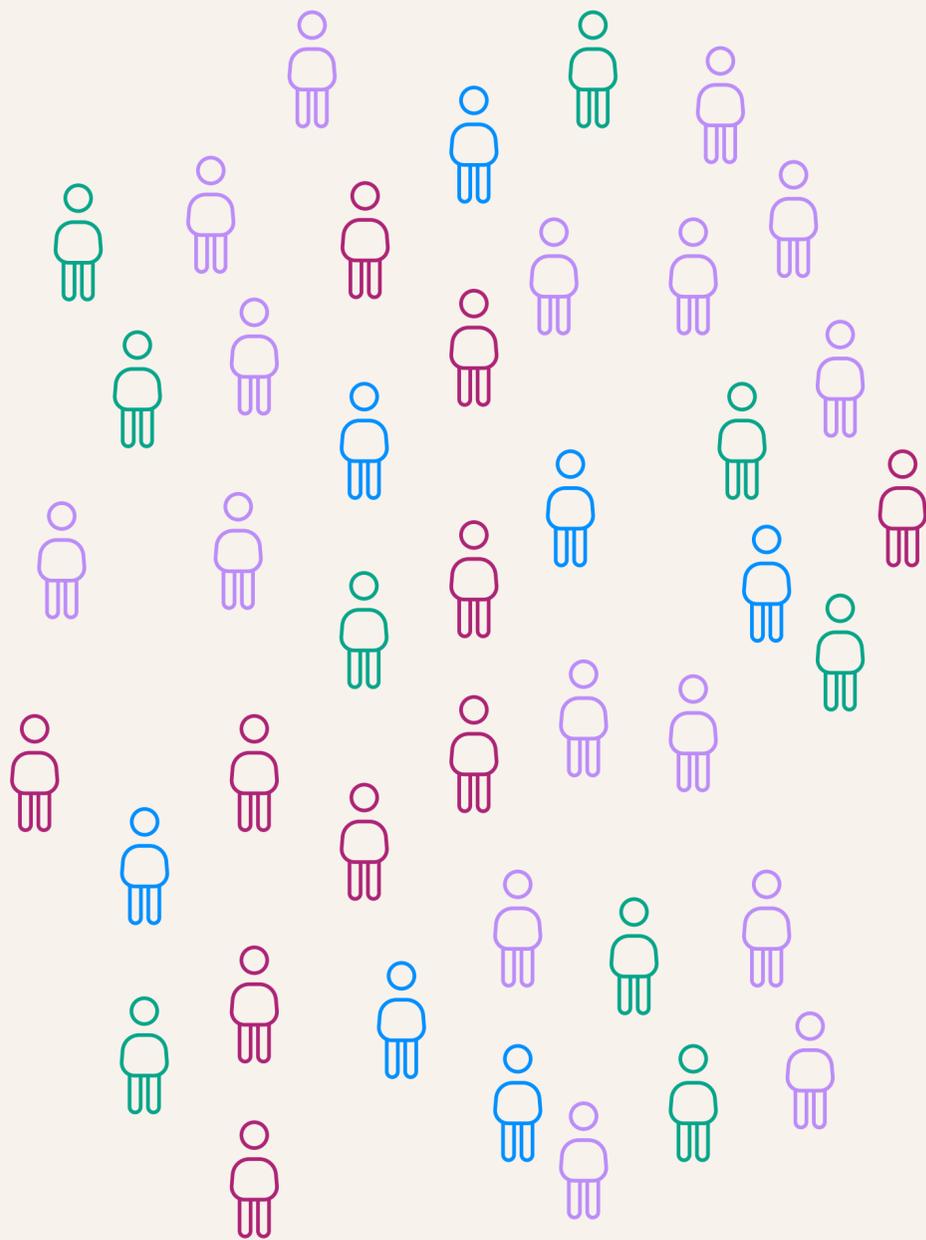


What if we rethink the **question**?

# We shape the teams to fit demand

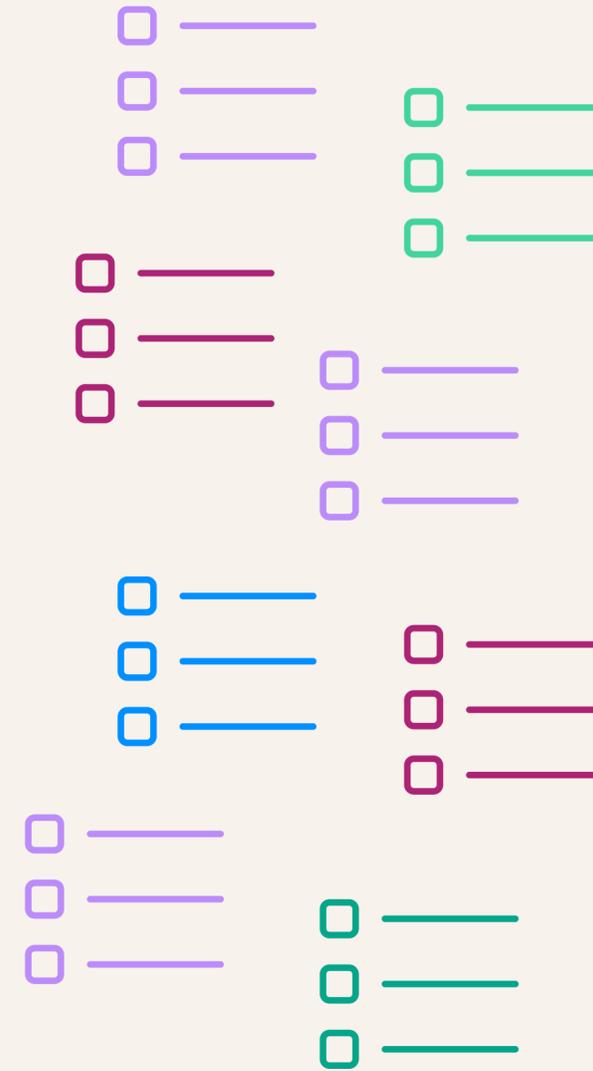


# Introducing demand-led planning

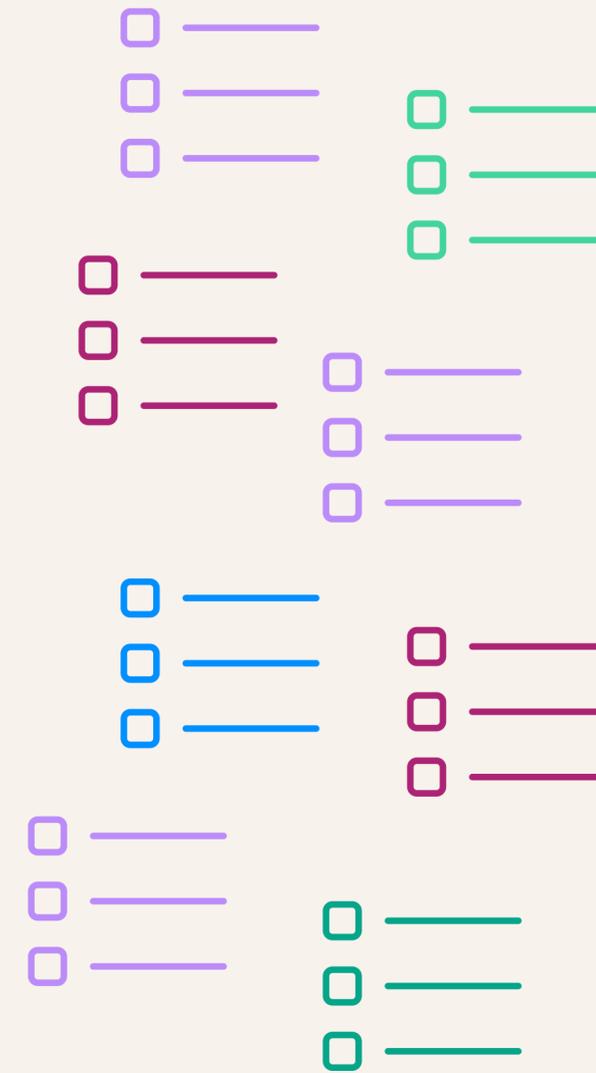


# Step 1: Identify the demand

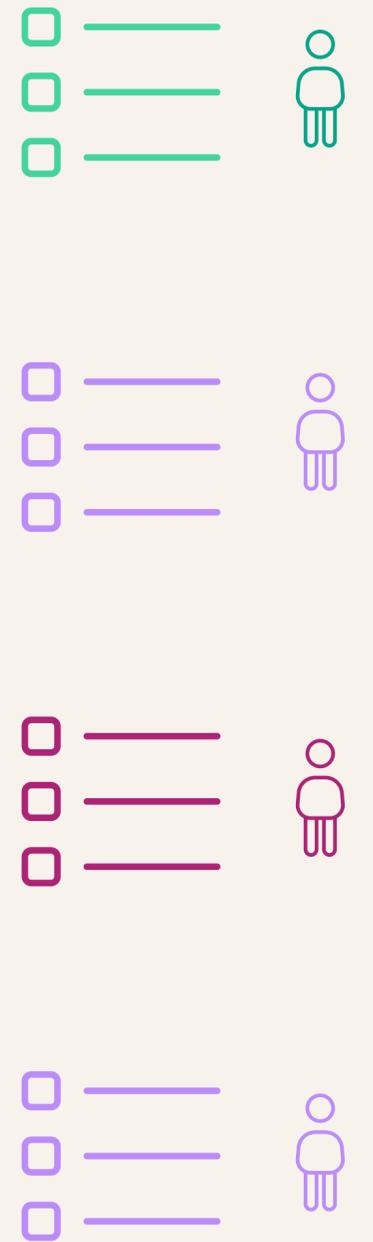
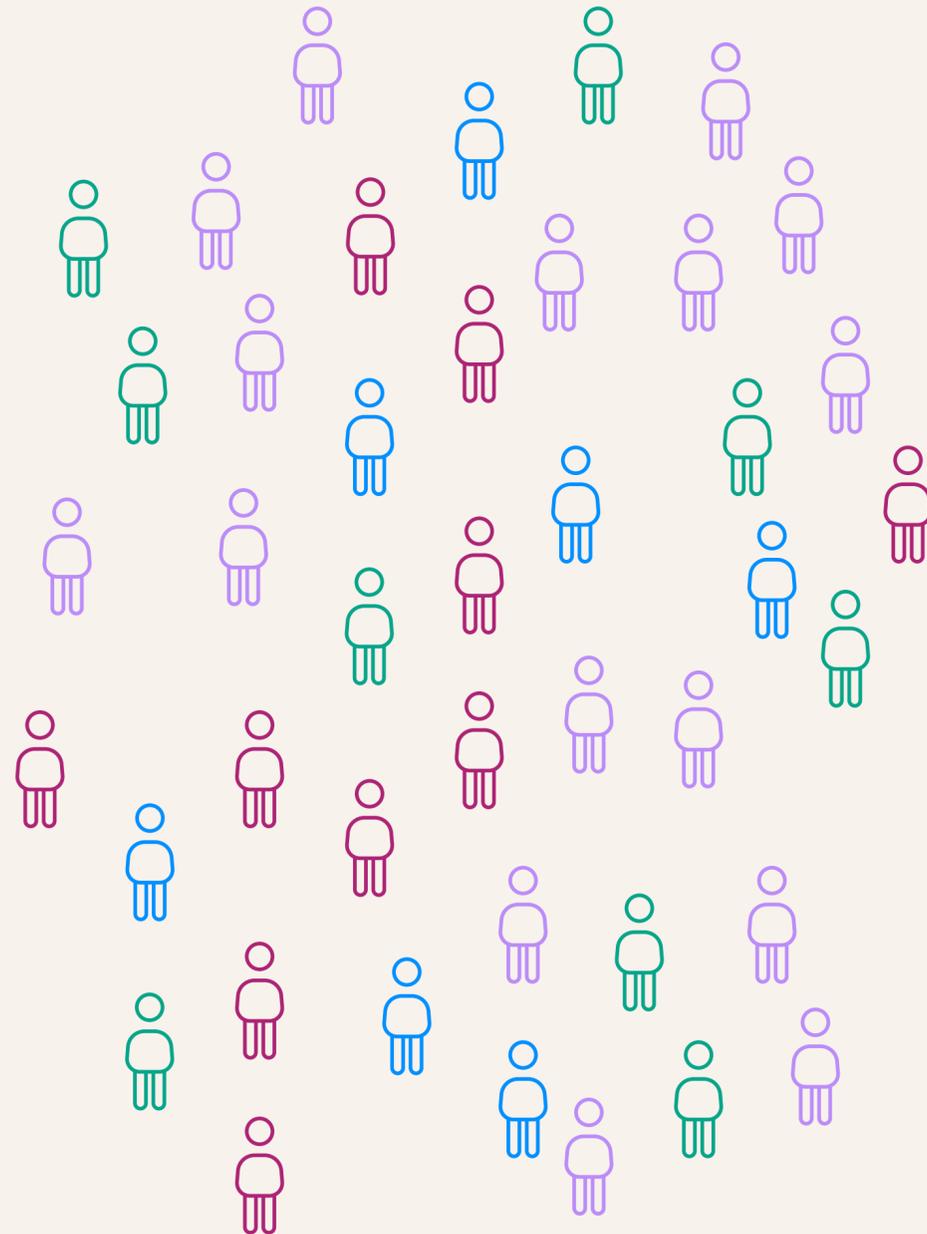
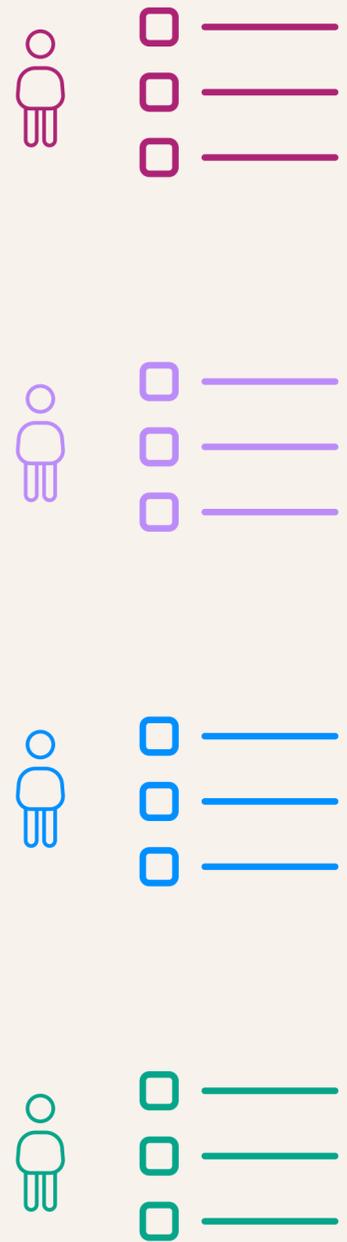
all the demand!



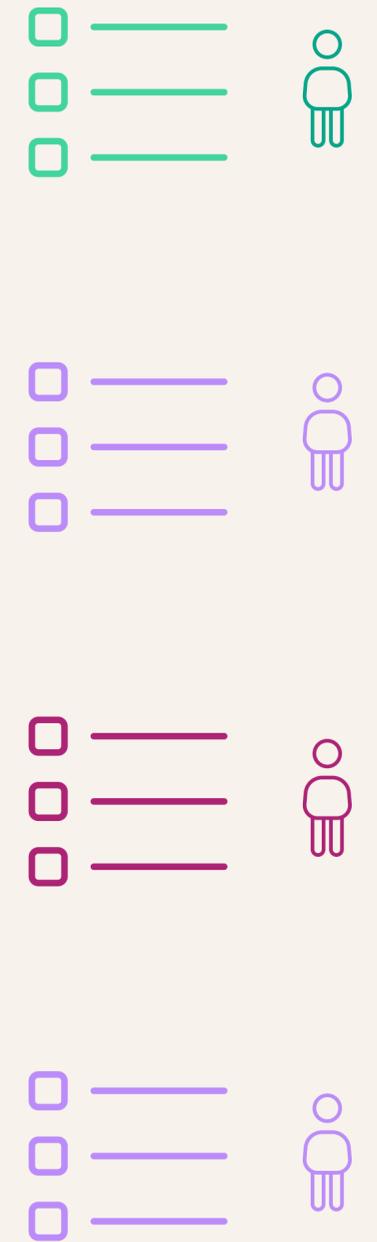
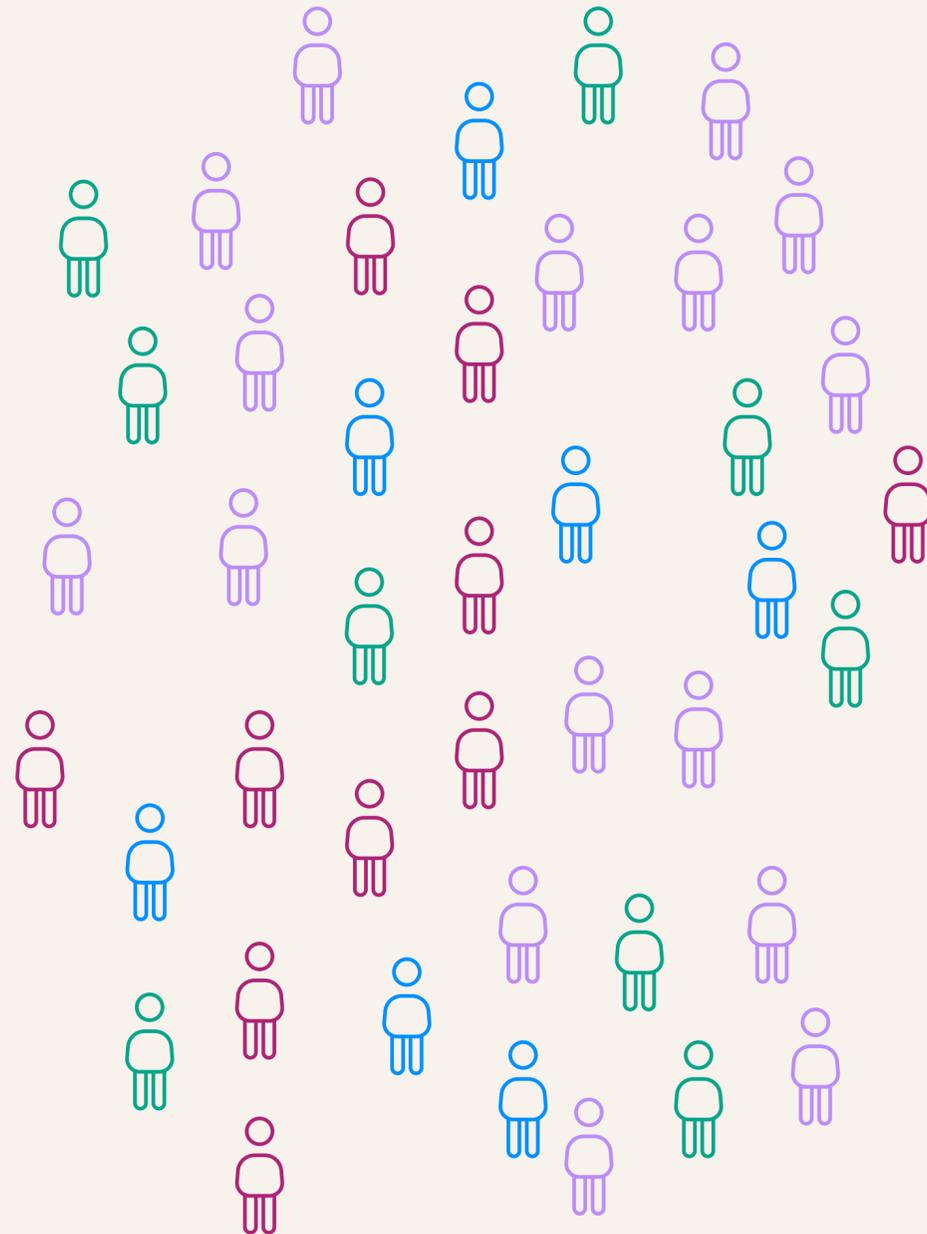
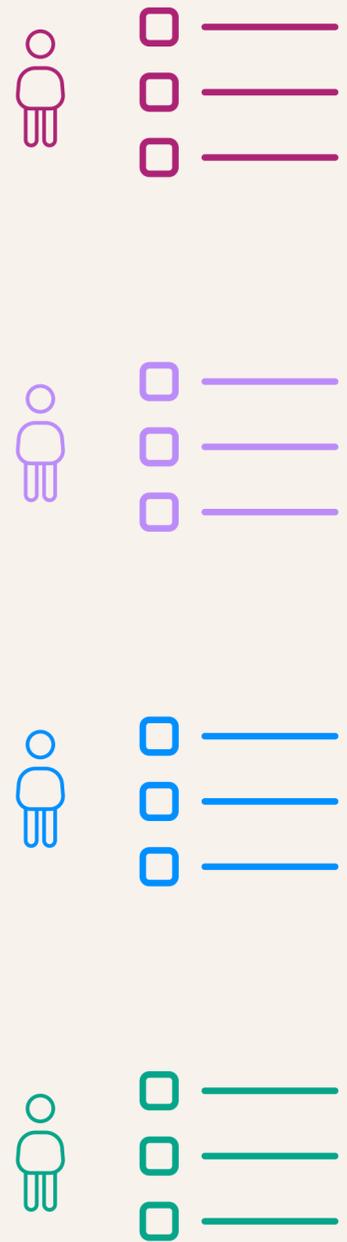
# Step 2: Allocate discretionary spend



# Step 3: Pitch the demand



# Step 4: Introduce the constraints



# Step 4: Introduce the constraints

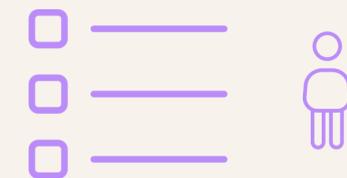
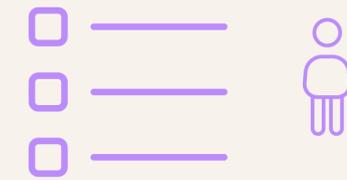
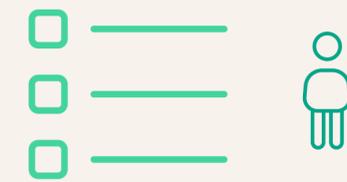
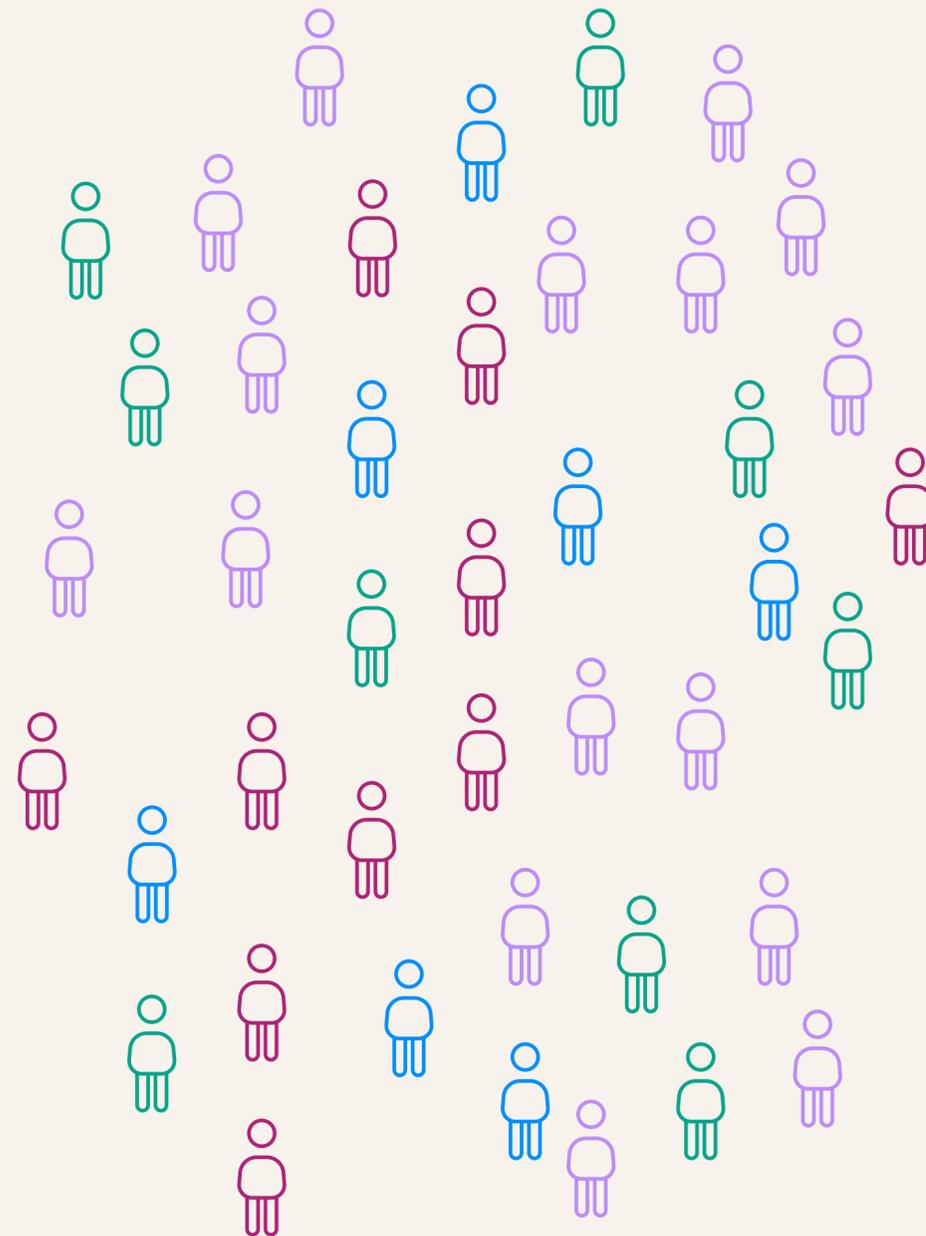


✓ 3-10 people

✓ fully autonomous\*

✓ no work unstaffed

✓ bumble bees



\* skills, knowledge, experience, authority, resources

# Step 4: Introduce the constraints



✓ 3-10 people

✓ fully autonomous\*



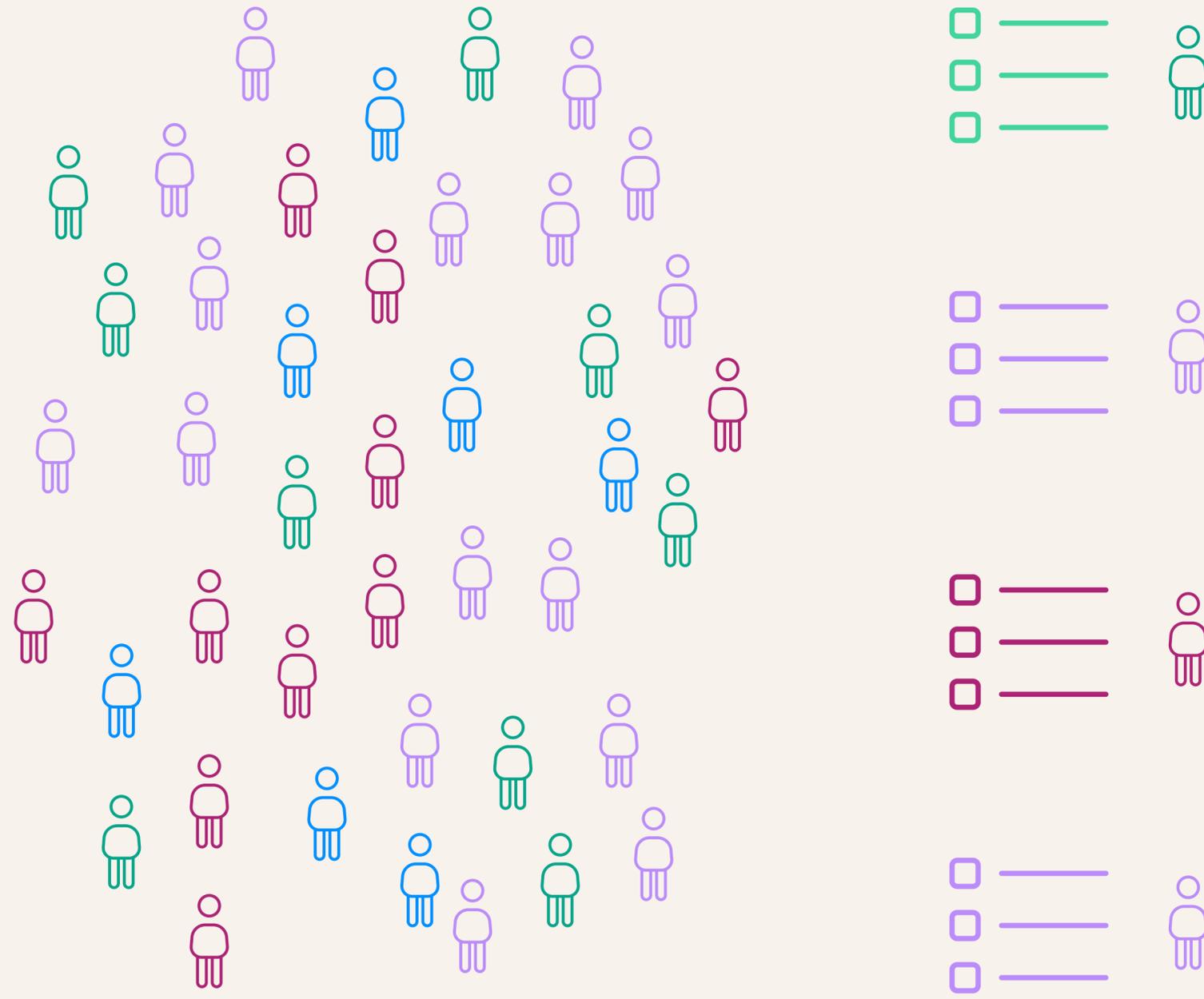
✓ no work unstaffed

✓ bumble bees



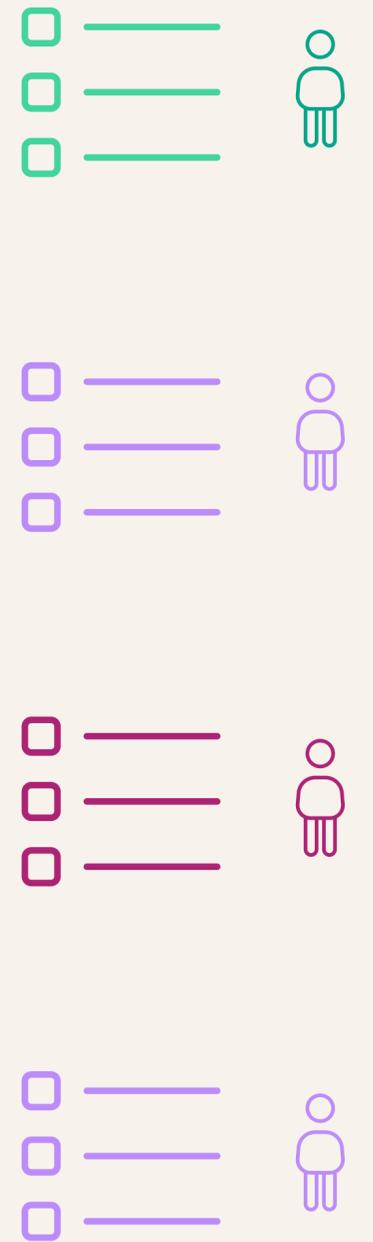
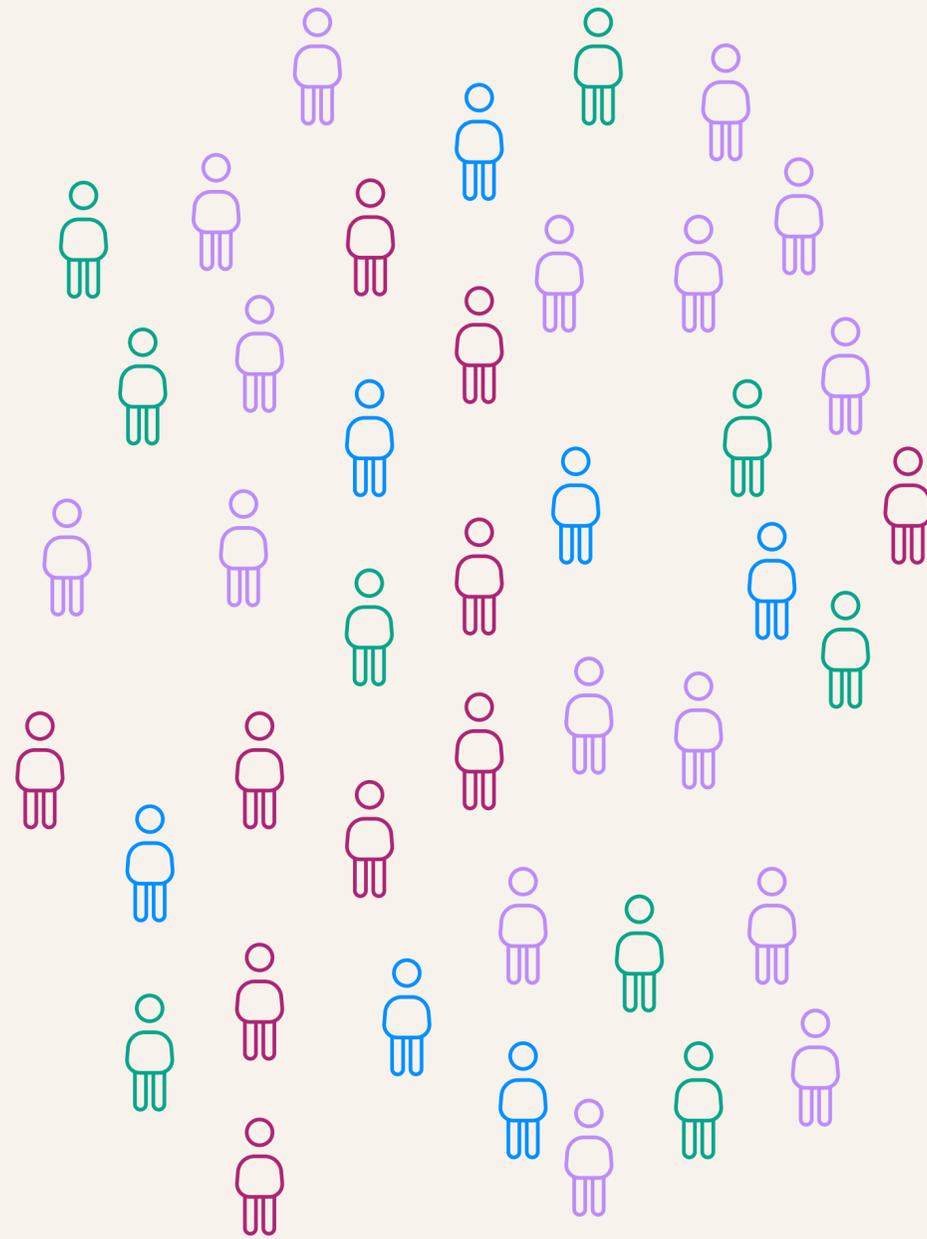
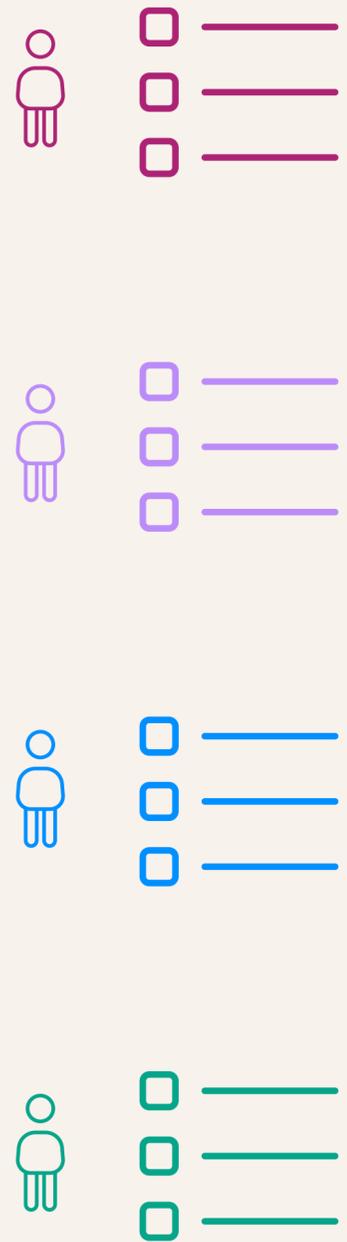
? min/max movers

? min/max duration



\* skills, knowledge, experience, authority, resources

# Step 5: Run around!



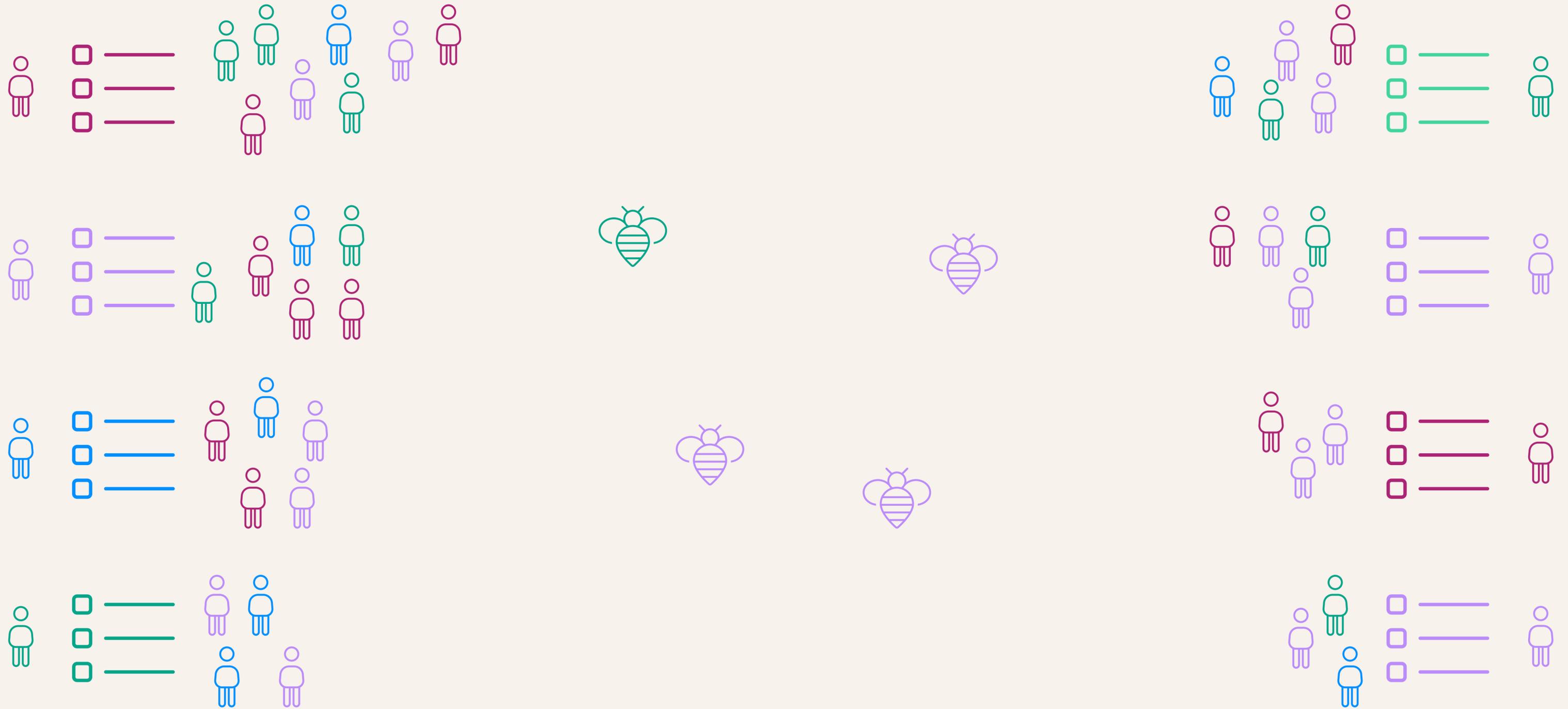
# Step 5: Run around!



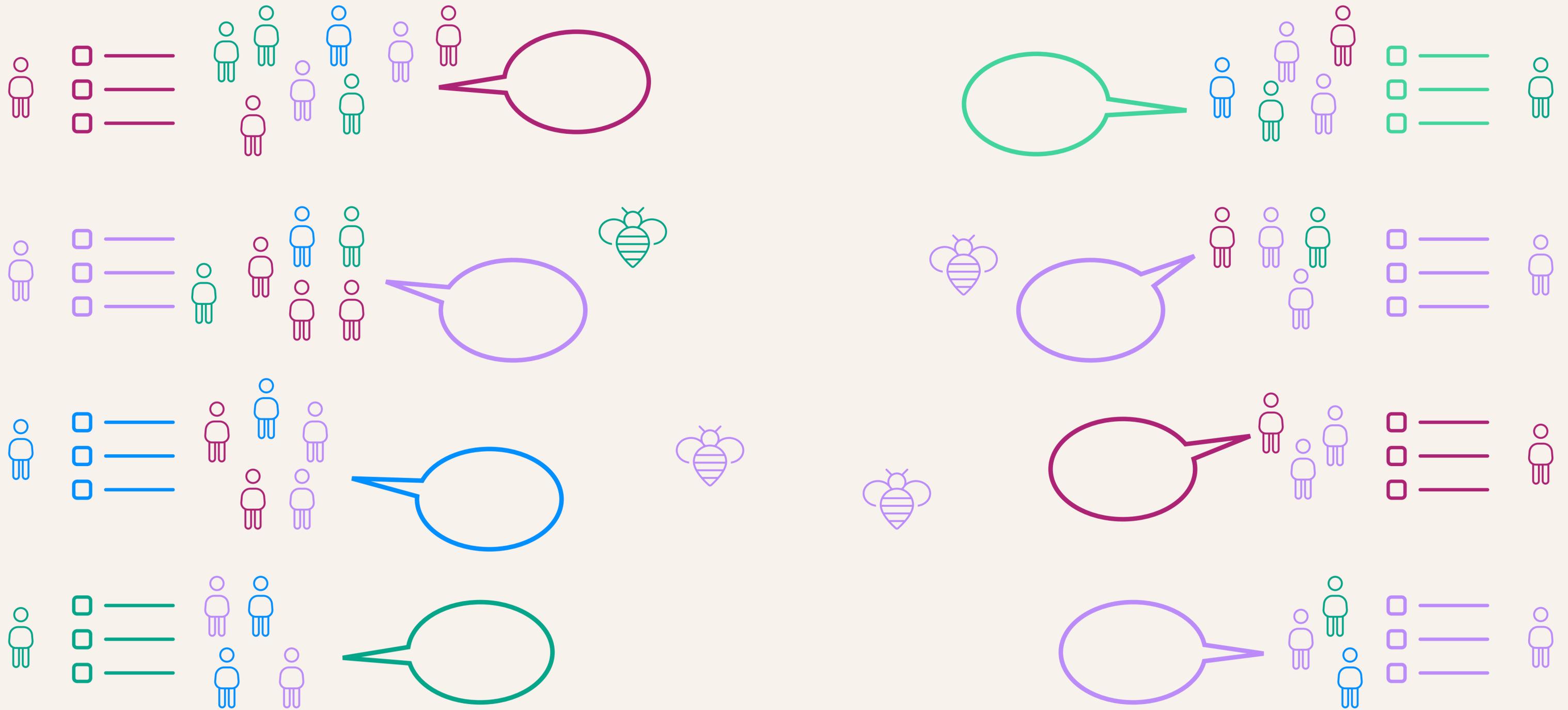
# Step 6: Test and iterate



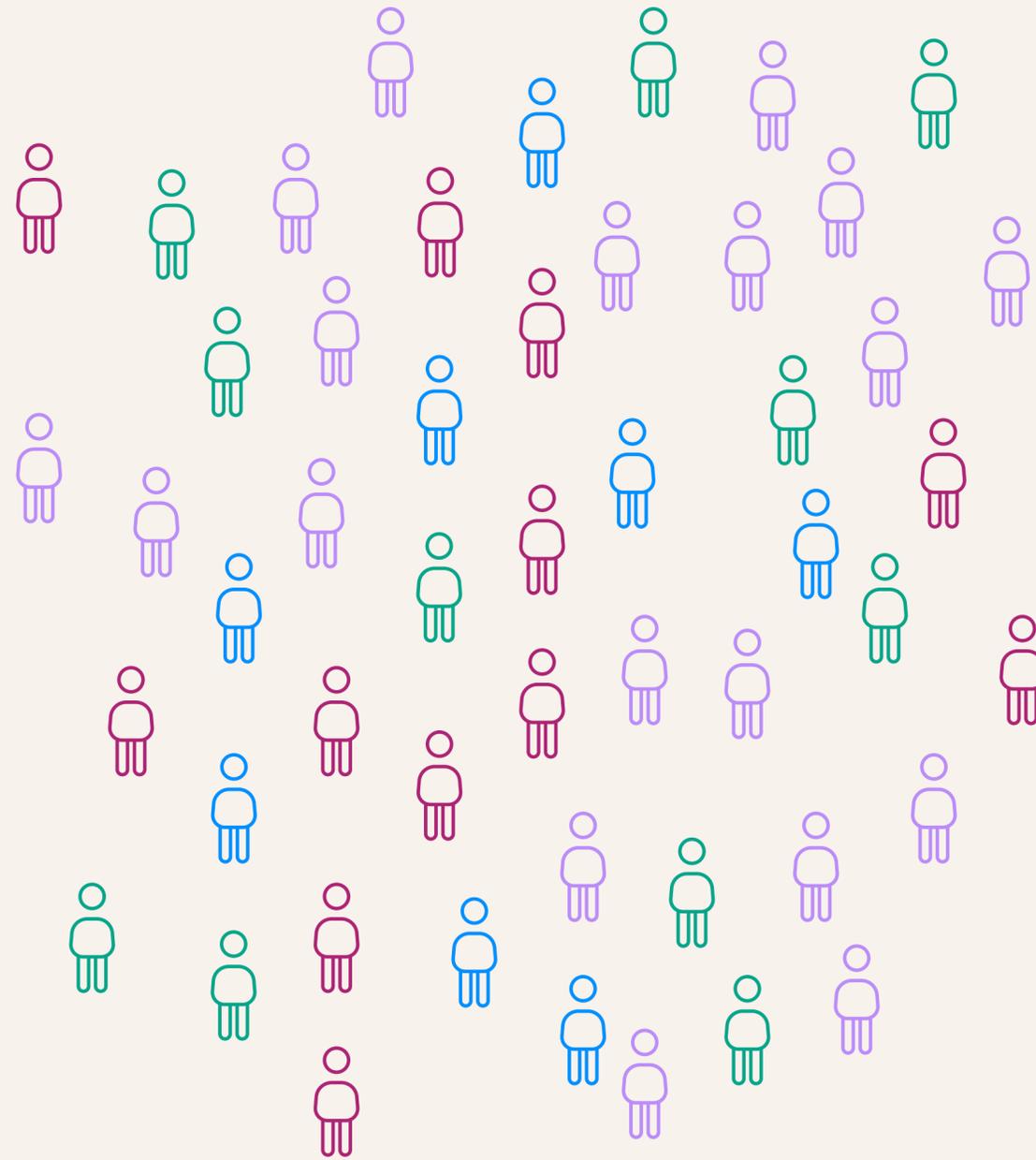
# Step 6: Test and iterate



# Step 7: Declare a BHAG!



# Step 8: 'Break bread'



# Considerations

**Before, during, after**

# Summary: Demand-led planning

1. Identify the demand
2. Allocate discretionary spend
3. Pitch the demand
4. Introduce the constraints
5. Run around!
6. Test and iterate
7. Declare a BHAG!
8. 'Break bread'



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