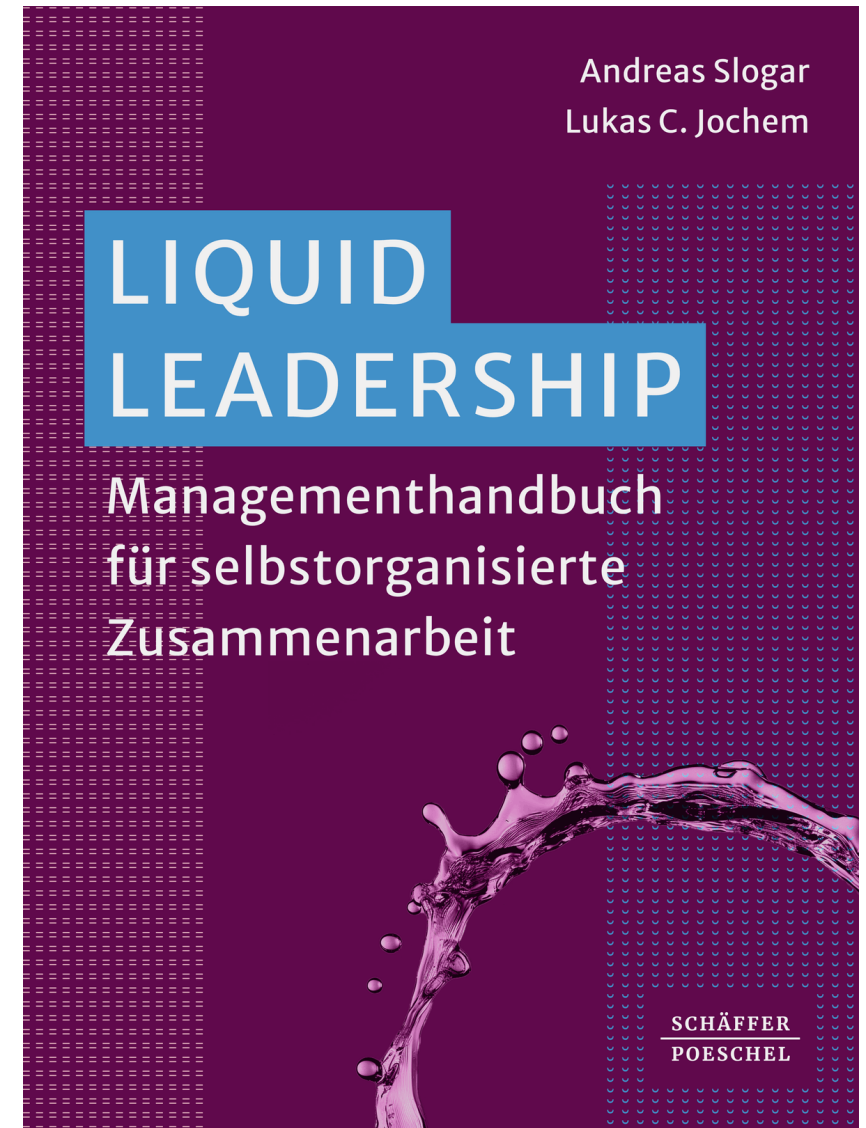


Profiles of Elemental Roles

LACOCA Notebook
The language of self-organization

Kontakt: LiquidLeadership.de | info@LiquidLeadership.de



Elementary Roles	Description
Operation 	<ul style="list-style-type: none"> Performing a specific specialist function (e.g. corporate client advisor, agile transformation expert, data protection expert, etc.) Providing operational services as an expert, as a team or as an organization as a whole
Governance 	<ul style="list-style-type: none"> Ensuring the purpose, intention and identity of the team(s) and organisation Agreement and compliance with rules of cooperation (incl. legislator & regulator)
Development 	<ul style="list-style-type: none"> Identifying and analysing future developments, requirements and influences (e.g. customer requirements, competition, regulation, etc.) Definition of necessary future functions, services or products at company, team, employee, product or service level, including employee expertise
Management 	<ul style="list-style-type: none"> Ensuring organisational and operational framework conditions (e.g. budget, infrastructure, employee capacities, etc.) Provision of necessary resources and capacities for the provision of operational team services
Monitoring 	<ul style="list-style-type: none"> Continuous analysis and monitoring of the operational performance of teams and the entire organisation Support for the self-organised derivation of action measures to achieve the necessary performance, quality or productivity level
Coordination 	<ul style="list-style-type: none"> Ensuring and further developing cooperation and communication within and between teams Ensuring that the form, scope, quality and traceability of information between (elementary) roles and teams and with their environment are transparent and connectable

Elemental role profile : Operations

Areas of responsibility/decision-making authority	Expertise/Competences
<p>General segment - company-wide</p> <ul style="list-style-type: none">• Provision of operational, specialised, value-adding, productive activities• Development of the role's individual technical, methodological and tool expertise• Interdisciplinary transfer of technical expertise and operational experience to members of the entire organisation <p>Specific segment - within the team</p> <ul style="list-style-type: none">• ... <p>Note <i>The Elementary Role Operations O represents the multitude of specialist roles of the company's experts who contribute to the respective team, are networked across disciplines, cooperate in a self-organised/self-functional manner and ensure the company's value creation.</i></p> <p><i>Examples of operational roles: Corporate account manager, analysis consultant, controller, actuary, software developer, technical architect, UX designer, release manager, etc.</i></p>	<p>Subject matter expertise</p> <ul style="list-style-type: none">• Expertise in the business skill(s) required in the context of a task <p>Methodological expertise</p> <ul style="list-style-type: none">• Co-operation model of the company• Methods of the respective area of responsibility <p>(IT) Tool expertise</p> <ul style="list-style-type: none">• IT applications of the respective functional area of responsibility <p>Social competence/skills</p> <ul style="list-style-type: none">• Ability to work in a team & willingness to co-operate• Personal responsibility, self-organisation (time management), communication skills• Solution-orientation, self-discipline, self-motivation• Decision-making skills within the scope of individual responsibility
Intention/Contribution	
<ul style="list-style-type: none">• Provision, development and transfer of professional expertise for the implementation and sustainable safeguarding of the business capabilities of recursion* and companies	

*Recursion: An agile and self-organised company organisation consists of a large number of teams that build on each other and cooperate with each other. In this way, a team can integrate several teams organisationally, as these form a technical unit. This form of structuring is called recursion, which always follows the same organisational principles. Recursions consist of source recursions that contain subsequent recursions, which in turn represent a source recursion for the subsequent recursions they contain.

Elemental role profile : Development

Areas of responsibility/decision-making authority	Expertise/Competences
<p>General segment - company-wide</p> <ul style="list-style-type: none">• Continuous provision of a strategy for the development of products, services and business functions of the recursion• Synchronisation of the strategic development with the adjacent recursions and the environment.• Developing and ensuring measures (e.g. projects, initiatives, "next actions", etc.) to further develop the recursion's products, services and business capabilities• Ensuring the basis for the individual development of the skills and knowledge of the members of the recursion <p>Specific segment - within the team</p> <ul style="list-style-type: none">• ...	<p>Subject matter expertise</p> <ul style="list-style-type: none">• Development and implementation of development strategies for (industry) products and the organisation's business capabilities <p>Methodological expertise</p> <ul style="list-style-type: none">• Cooperation model, specific methods for each context, key figure models• Methods for strategic development e.g. design thinking, business model canvas etc.• Methods and models used within the organisation for strategy development <p>(IT) Tool expertise</p> <ul style="list-style-type: none">• Company IT solutions to support coordination and communication tasks (e.g. JIRA, Confluence etc.) <p>Social competence/skills</p> <ul style="list-style-type: none">• Ability to work in a team & willingness to co-operate• Personal responsibility, self-organisation• Self-discipline, self-motivation• Communication skills• Solution / goal-orientation• Sense of reality / feasibility thinking
Intention/Contribution	
<ul style="list-style-type: none">• Ensuring and developing strategy and planning for the continuous development of the business functions and services (e.g. products) of Recursion	

Elemental role profile : Monitoring

Areas of responsibility/decision-making authority	Expertise/Competences
<p>General segment - company-wide</p> <ul style="list-style-type: none">• Developing demand-driven and appropriate metrics models in the context of recursion and directly and interdisciplinary cooperating recursions and units, which belong to the classical line organization and the environment (parties such as customers, suppliers, external companies, etc.).• Defining metrics for the recursion.• Providing metrics for directly and interdisciplinary cooperating recursions and parties, as long as these can be captured emergently and do not need to be explicitly collected or generated.• Providing a view of the adaptability of the recursion, including reports on metrics or checklist points that have been transferred to the entire subsequent recursion.• Interdisciplinary further development of metrics models in cooperation with other M* role representatives in a Community of Practice. <p>Specific segment - within the team</p> <ul style="list-style-type: none">• ...	<p>Subject matter expertise</p> <ul style="list-style-type: none">• Development of Metrics Models and Collection of Emergent and Explicit Metrics. <p>Methodological expertise</p> <ul style="list-style-type: none">• Methods of the respective area of responsibility• Metrics models (e.g., Burn-down, Burn-up, OKR, VI, etc.) <p>(IT) Tool expertise</p> <ul style="list-style-type: none">• IT solutions provided by the company to support coordination and communication tasks.• IT applications for data analysis (e.g., Excel). <p>Social competence/skills</p> <ul style="list-style-type: none">• Personal responsibility, self-organization• Self-discipline, self-motivation• Solution-/goal-orientation• Analytical/cognitive abilities

Intention/Contribution
<ul style="list-style-type: none">• Ensuring and developing metric models and collecting and providing metrics to support self-organization and self-management of a recursion by its members.

Elemental role profile : Governance

Areas of responsibility/decision-making authority	Expertise/Competences
<p>General segment - company-wide</p> <ul style="list-style-type: none">• Moderating governance meetings as required by the team's (recursion's) playbook.• Ensuring the applicability of governance provisions as documented in the playbook.• Resolving bottlenecks caused by inappropriate guidance.• Advancing governance in line with the overall development of the recursion's tasks and responsibilities.• Interpreting governance and playbook upon request and in case of ambiguity or contradictions.• Structuring recursion governance to realize the tasks and responsibilities of the recursion.• Serving as an escalation point for process failures of subsequent recursions that disregard the playbook's regulations.• Reviewing meetings and records of subsequent recursions as needed and identifying process failures if there is repeated violation of playbook regulations. <p>Specific segment - within the team</p> <ul style="list-style-type: none">• ...	<p>Subject matter expertise</p> <ul style="list-style-type: none">• Applications of corporate governance, legal, and regulatory (e.g., BaFin) requirements. <p>Methodological expertise</p> <ul style="list-style-type: none">• Organization's cooperation model.• Metrics models for respective areas of responsibility. <p>(IT) Tool expertise</p> <ul style="list-style-type: none">• The company's IT solutions to support coordination and communication tasks (e.g., JIRA, Confluence, etc.). <p>Social competence/skills</p> <ul style="list-style-type: none">• Communication/moderation skills• Solution orientation• Decision-making skills• Conflict/compromise ability• Ability to handle criticism
Intention/Contribution	
<ul style="list-style-type: none">• Ensuring the governance of a recursion (also understood as a team) in alignment with the playbook.	

Elemental role profile : Management

Areas of responsibility/decision-making authority	Expertise/Competences
<p>General segment - company-wide</p> <ul style="list-style-type: none">• Assigning members to roles within the recursion; monitoring fit between roles and members; offering feedback to further develop fit; and reassigning roles to other members when appropriate to improve fit.• Allocating needed resources of the recursion to the teams and/or roles organized within it.• Removing constraints or bottlenecks within the recursion vis-à-vis the source recursion to realize tasks and responsibilities.• Addressing constraints within the source recursions of the organization that lead to bottlenecks in one's own recursion.• Seeking to understand bottlenecks identified by members of subsequent recursions and identifying suitable members within one's own recursion for addressing them.... <p>Specific segment - within the team</p> <ul style="list-style-type: none">• ...	<p>Subject matter expertise</p> <ul style="list-style-type: none">• Management expertise to support self-management of teams and employees. <p>Methodological expertise</p> <ul style="list-style-type: none">• Company's cooperation model.• Metrics models for respective areas of responsibility. <p>(IT) Tool expertise</p> <ul style="list-style-type: none">• The company's IT solutions to support coordination and communication tasks (e.g., JIRA, Confluence, etc.). <p>Social competence/skills</p> <ul style="list-style-type: none">• Decision-making / persuasion skills• Emotional intelligence / empathy (people skills)• Communication skills• Conflict / compromise ability• Ability to handle criticism• Solution / goal orientation

Intention/Contribution
<ul style="list-style-type: none">• Ensuring the provision of the framework conditions of a recursion and thereby its operational functionality.

Elemental role profile : Coordination

Areas of responsibility/decision-making authority	Expertise/Competences
<p>General segment - company-wide</p> <ul style="list-style-type: none">• Ensuring and enhancing collaboration, cooperation, and communication within the team and its environment (within and outside the value stream, recursion, etc.).• Ensuring the information needs of roles and teams are met internally and with their environment.• Planning the meetings necessary for the recursion and notifying all members of the scheduled times and locations.• Capturing and publishing the results of meetings defined for the recursion and managing a summarized view of current information, checklist items, and metrics of the recursion.• Analyzing and developing measures for the use and application of appropriate cooperation methods.• Analyzing and developing communication measures, tools, and channels of the recursion to ensure the availability and exchange of operationally and strategically required numbers, data, and facts (also referred to as information). <p>Specific segment - within the team</p> <ul style="list-style-type: none">• ...	<p>Subject matter expertise</p> <ul style="list-style-type: none">• Development and implementation of communication plans and concepts.• Development and introduction of cooperation models. <p>Methodological expertise</p> <ul style="list-style-type: none">• Organization's cooperation model.• Communication formats for respective areas of responsibility, such as Lean Coffee, Fish Bowl, Reverse Presentation, Feedback, Communication Calendar. <p>(IT) Tool expertise</p> <ul style="list-style-type: none">• The company's IT solutions to support coordination and communication tasks (e.g., JIRA, Confluence, etc.). <p>Social competence/skills (highly relevant)</p> <ul style="list-style-type: none">• Teamwork & willingness to cooperate• Communication / moderation skills• Rhetorical competence, presentation skills• Networking competence

Intention/Contribution
<ul style="list-style-type: none">• Supporting, developing, and stabilizing the communication and cooperation format of the recursion.