- A Leader's Voice -
Opening for Organisational Evolution

Listening to the voice of "Leader", addressing a complex product and organisational situation under heavy pressure.

The intention of this interview is to share the voice of a leader in an organisation of 500-ish SW and system developers. To share what has manifested from insights and experiences from bringing his case to the Organisational Evolution Program.

Hi Leader! Please share the essence of your story.
I work as a technical leader for an organisation of 500-ish people, developing a SW operating system for a complex consumer product. The organisation is under extreme pressure right now, due to upcoming, huge deliveries with tight schedules. And we are in serious trouble, if you ask people of their opinion.
The essence of this story is how we have enabled our organisation to shift from "lets run faster" to stopping, sensing what is hindering the flow, and start to act consciously.

So, where did you start?
For quite some time, I and a colleague have worked to open new perspectives in the management team and organisation. Aiming to see and get out of our own limiting constructs and assumptions. A month back I brought my organisational case to an "Organisational Evolution Program" session. From the outcome of the session I have focused on using the opening questions. Questions widening our perspectives. Bringing those with me, always. Asking them with my leadership team. Introducing them in various meetings and contexts. I can see how this have opened the leaders of the organisation for wider and new perspectives.

We had lost control, and many tried to solve this by running faster and pouring in more people. Everything was in constant motion. The deepened awareness among us leaders have enabled us to stop running. We took time off to create co-awareness of the top 3 issues hindering the flow in the organisation. We got so far that the most devoted achievers have shifted from "we need to run faster" to "lets pause all feature development if needed, to find the flow of the development". Now, we have a strategy to resolve the top 3 blockers, to restore flow.

And how do you create a common direction through this in such a large organisation?
We want to use the organisational structure we have shaped to support our work. To also enable a flow of communication and information across the organisation. We set a clear, common direction when every leader in our organisation talk about the same things in the same way.

And what is your attention going forward?
We hold three questions:
How do we listen to the organisation? Adjusting to what we hear.
How do we make the organisation see itself?
How can we question our basic or hidden assumptions?