REMOVING BARRIERS HADI HARIRI







WHAT THIS IS. WHAT THIS IS NOT.





FOUNDED IN CZECH REPUBLIC YEAR 2000

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WE'RE A LOT OF PEOPLE NOW...





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Not a traditional "hierarchy"







The CEO

EVERYONE HAS A VOICE, IRRELEVANT OF TITLE

You talkin' to me?



Not The CEO





TEAMS ARE SELF-ORGANIZED AND SELF-SUFFICIENT*

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ReSharper



Advocacy



RULES AND REGULATIONS

Adopted by the Local United States Food Administration for the season of 1918, pertaining to the harvest and threshing of grain.

RULE I.

That the local U.S. Food Administration deputize the man in charge of each threshing machine operating to act as their agent, to see that all ways and means be observed, so as to prevent the waste of grain in any manner.

RULE II.

It shall be in his power to direct all men who are working about the machine or on the job of threshing, and see that they give efficient service, and in any event any one is disloyal he shall be reported to the United States Food Administration and dealt with according to the rules laid down by the Government.

RULE III.

It shall be the imperative duty of every man in charge of a threshing machine to see that his machine is in perfect running order before he shall attempt to do any work at threshing and in case he is unable to correct the defects, he is allowed the privilege of seeking aid of the U.S. Food Administrator who will report his troubles to the manufacturer of his machine, and get his troubles adjusted.

RULE IV.

As it is an order to save grain, the man in charge of the machine and farmer are to arrange to have a man to attend to the cleaning up around the machine, and help where needed, to keep the machine running correctly, and not allow bundles to be run over by teams and wagon; also it is recommended that they shall arrange to have a sufficient number of racks to haul bundles on, which will be built with tight floor and a 2 x 4 around edge for the express purpose to save grain.

F. H. FAULKNER A. F. PADEN W. H. MACHIN Threshing Committee of the U.S. Food Administr'n for Knox Co.

It is also demanded of the managers of threshing machines to provide canvass, size not less than 10 x 14, to be put under the feeder of the machine and to avoid all leaks: and the men who are pitching to the machine must observe these rules:

- feeder.
- time.

It shall be the duty of the machine man to avoid all waste for the following reasons:

- ripe.)
- bent teeth.

RULE V.

1. That bundles must be pitched head first into the machine which is the correct way of feeding a machine. Also the bundles must be pitched at a uniform speed, and in no case pile them upon the

2. It is demanded by the Government that the fall wheat and rye shall be threshed first. Spring wheat to be threshed at time of threshing oats.

3. In regard to time for a day's work, we would recommend that as the Government asks us to save all the grain possible, we think it advisable to use all the day time that is available and it shall be expected that the people will be loyal and work the best hours of the day; owing to the morning's dampness and the difficulty in doing good work in the early morning, we would recommend that the hour of quitting shall not be before 7 p. m., new

RULE VI.

A. Threshing grain when it is tough (damp and un-

B. Loss from shattering in bundle wagons.

C. Carelessness in keeping threshing cylinder up to speed, and in adjustment of blower, etc., dull and

- D. Carelessness in feeding bundles or loose grain into the machine.
- E. Carelessness in allowing grain to leak on the ground around and under the machine and haste in cleaning up at close of operations.
- F. Improper adjustment of concaves and other parts of machine.

RULE VII.—Pertaining to Farmers.

It shall be the duty of the farmer to see that all wagon boxes are tight. Also to see that there is no waste at the bins due from scooping and at the machine while changing the conveyor from one wagon to another. We will also recommend that if it is impossible to rake the wheat field before the finish of the wheat threshing: it be raked after, and threshed on the return of the machine for the oats threshing, also to see that no grain is left by the man who pitches on the shocks; "Always scrape up after each shock and pick up all bundles lost or dropped from wagons by the wayside."

Every effort should be given with the object of getting the grain into proper channels of trade and not permit so great a percentage to be distributed upon the ground or into the straw pile to be fed later to the stock on the farm. The practice of overlooking the leaks with the excuse that the stock will get the benefit when turned in, should be discouraged this year, when no wheat should be fed to animals.

Suggestions and mention of instances where wastes during threshing has occurred in the past will be appreciated.

We are all soldiers of the Home Guard fighting to win the war, and the first duty of a soldier is to obey orders.





In essence



Work whenever you want



Work on what you want



Get stuff done!



So you're saying it's Paradise?





Not quite!



Some things work, others are harder



Breaking down the working hours barrier



Rules of engagement

* Be there for meetings

* If you're in Bavaria, can't go to office on Sunday's



Benefits

* Kid sick? No problem

* Need to do paperwork? No problem

* Can't work today for whatever reason? No problem



Does it work?





Talking about meetings...

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"Boring Meetings"

"Meetings Kill Souls"

"Meetings should die"

"9 Reasons Meetings Suck"

"Meetings are destroying your productivity"



Bad meetings suck



Meeting purpose



Coordination or Status Update?



Coordination

* Single Topic

* Action Items



Status Updates

* Should we do stand-ups?



Standups

* What exactly are they about?
* Is it about sharing updates?
* Is it about trust?

* Is it about communication?



Alternative to Stand-ups

* Using Tracking Tools

* Logging Standups



Breaking Barriers: Communications Fail













Challenges of growth



Who's who?



Who does what?



Ways to communicate






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Slack





Push vs Pull



Internal newsletter



Internal conference



Technical Wednesday's



Technical Wednesday's





Management









Management (or no management)

* No micro-management

* No micro-reporting

* No permissions required



Working with objectives

* Set a series of goals

* Provide guidance

* Remove obstacles



A lot of freedom



But freedom comes at a cost



What's needed

* Self-organisation

* Discipline

* Responsibility



A case study of "working on fun stuff"

Right now:

[X] It adds value

[X] I enjoy it

In the larger context: [] It adds value (you, team, product, company) [] It delays other things



What's needed

* Knowing how to prioritise

* Knowing how to say no

* Knowing how to control your passions



And questioning if what you're doing adds value



But freedom only works when there's trust



So if no "management", is there leadership?



What is leadership?

- * Not being a bottleneck
- * Learning to delegate
- * Providing guidance
- * Being candid
- * Knowing how to listen and be heard





Most of all - trusting and caring.



But trust and care is a two-way street





Keeping the Culture

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and the state

And I

Culture is infused. You lead by example.



Understand different cultures. Different people



What the British	What the British	What the rest of	
I hear what you're	I disagree and do	He accepts my	
With the greatest	I think you're	She's listening to	
That's not bad	That's bloody good	That's quite poor	
I would suggest	Do as I say	Think about the	
Oh by the way	This is the primary	This isn't all that	
l was a bit	l am very upset	It doesn't really	
Very interesting	l don't agree	They are	
We could consider	l don't like your	They've not yet	
I'm sure it's my fault	lt's your bloody	It was their fault	
That is an original	You must be crazy!	They like my	
You must come for	I'm just trying to be	I should probably	
You'll get there	You don't have a	Keep on trying.	
l almost agree	I completely	We're close to an	



"Never attribute to malice that which is adequately explained by stupidity"

-Hanlon's razor



"Never attribute to malice that which is adequately explained by ignorance"



Don't moan up the corporate ladder. Help fix it.



Emphasis on Feedback. Give it. Receive it.



Be the change. Don't sit back and expect it.



Protect the culture, but be open to change.



Trust in people. Care for people.

We'll do our best





Thank you.

