

From agile to lean

REA Group's decade of organisational discovery.



Nigel Dalton, Chief Inventor, REA Group



MUDA

無馬太





realestate.com.au

realestate.com.au
Home Loans

realcommercial.com.au

Flatmates.com.au

spacely

smartline
personal mortgage advisers

hometrack

PROPTIGER.COM

HOUSING.com

makaan

买房
myhouse.com

iProperty.com.my

iProperty.com.sg

squarefoot.com.hk

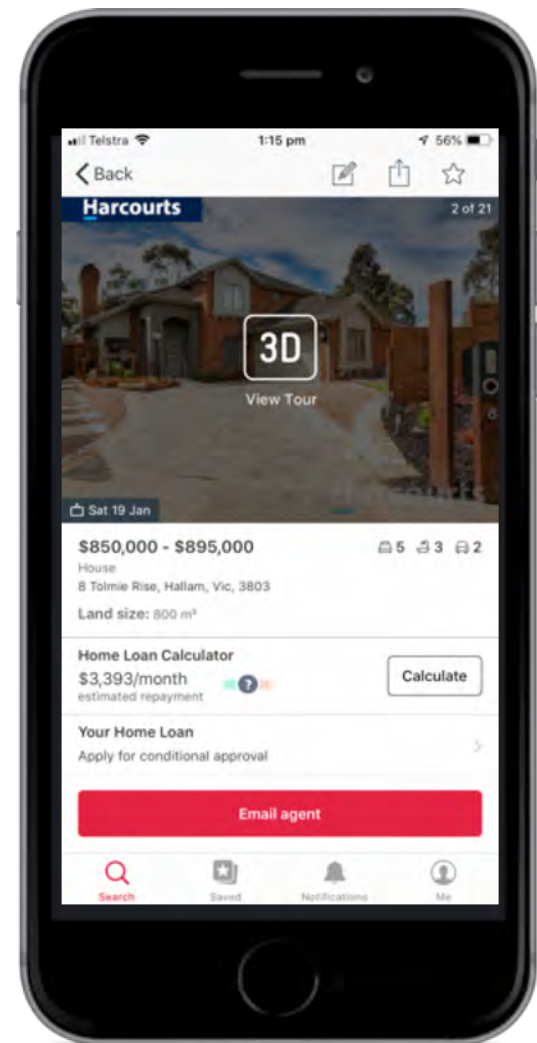
SMARTExpo
Investment & International Property Expo

rumah123.com
Situs Properti No.1 di Indonesia

thinkofliving.com

Prakard.com

realtor.com
move



Here's where I work – from property 'search' to 'match'



REDSTONE
INSIDE THE FAMILY FEUD

**WHO TO
BLAME FOR
COLLEGE
COSTS**

**\$60 OIL?
BELIEVE IT**

RETIREMENT GUIDE
REARRY OR SHACK UP?
DYING WITHOUT A WILL

NOVEMBER 12, 2009 | WWW.FORBES.COM

Forbes

Nokia

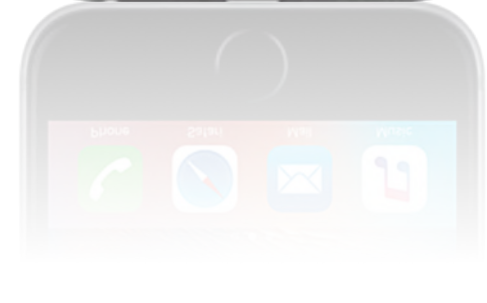
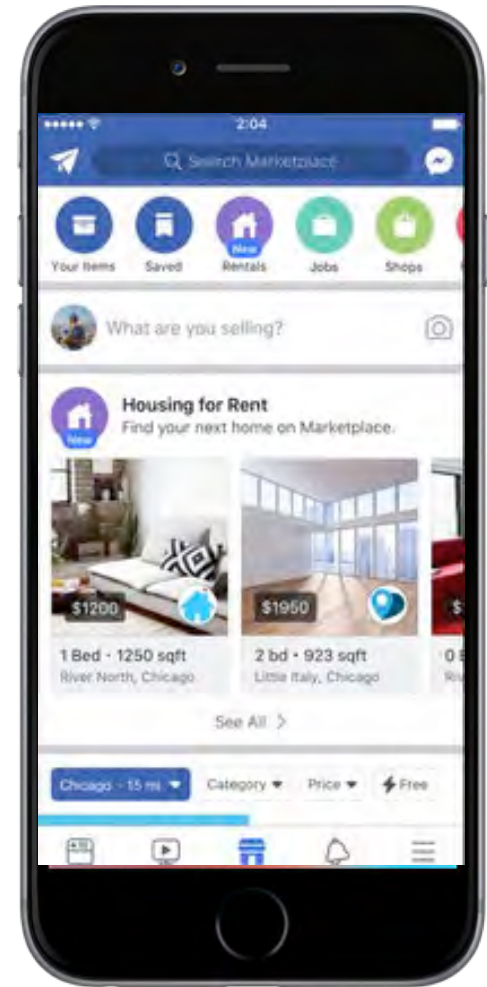
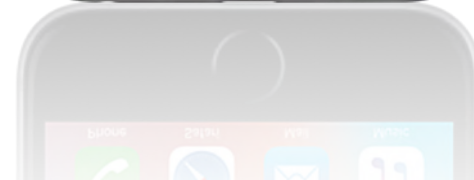
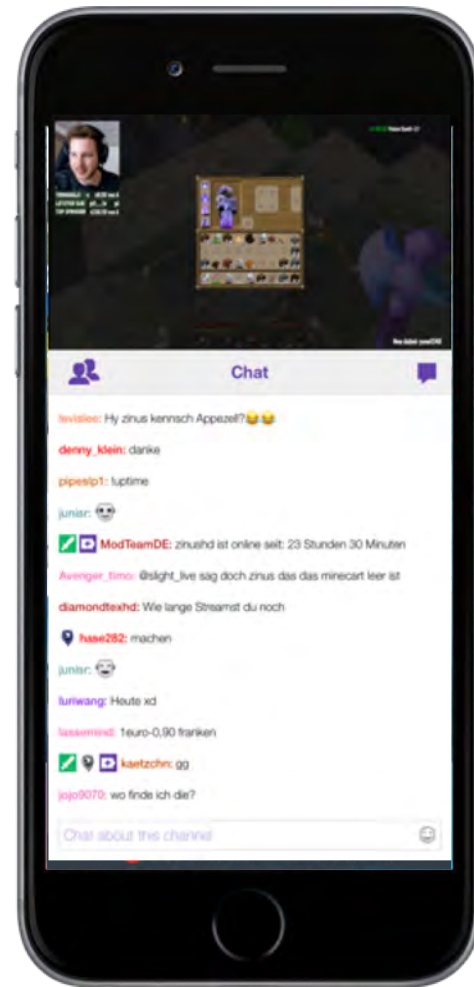
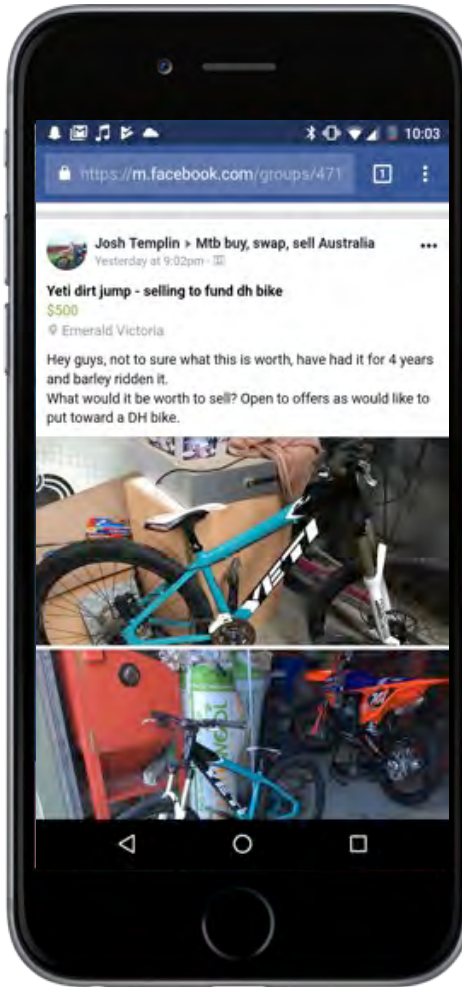
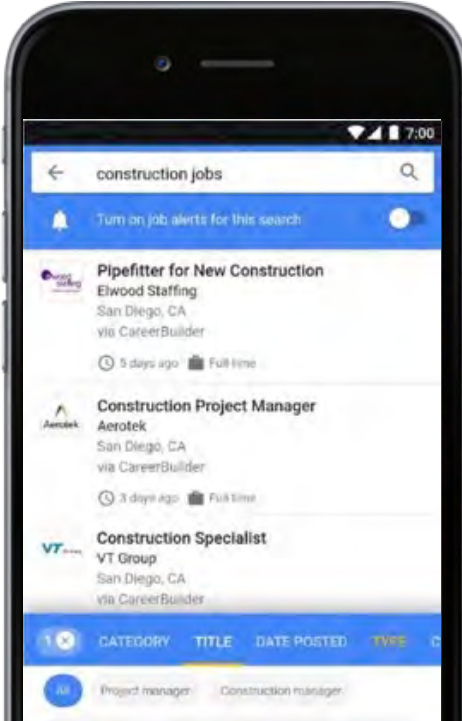
**ONE BILLION
CUSTOMERS—
CAN ANYONE
CATCH THE
CELL PHONE KING?**



**PLUS
11 GADGETS WE LOVE**

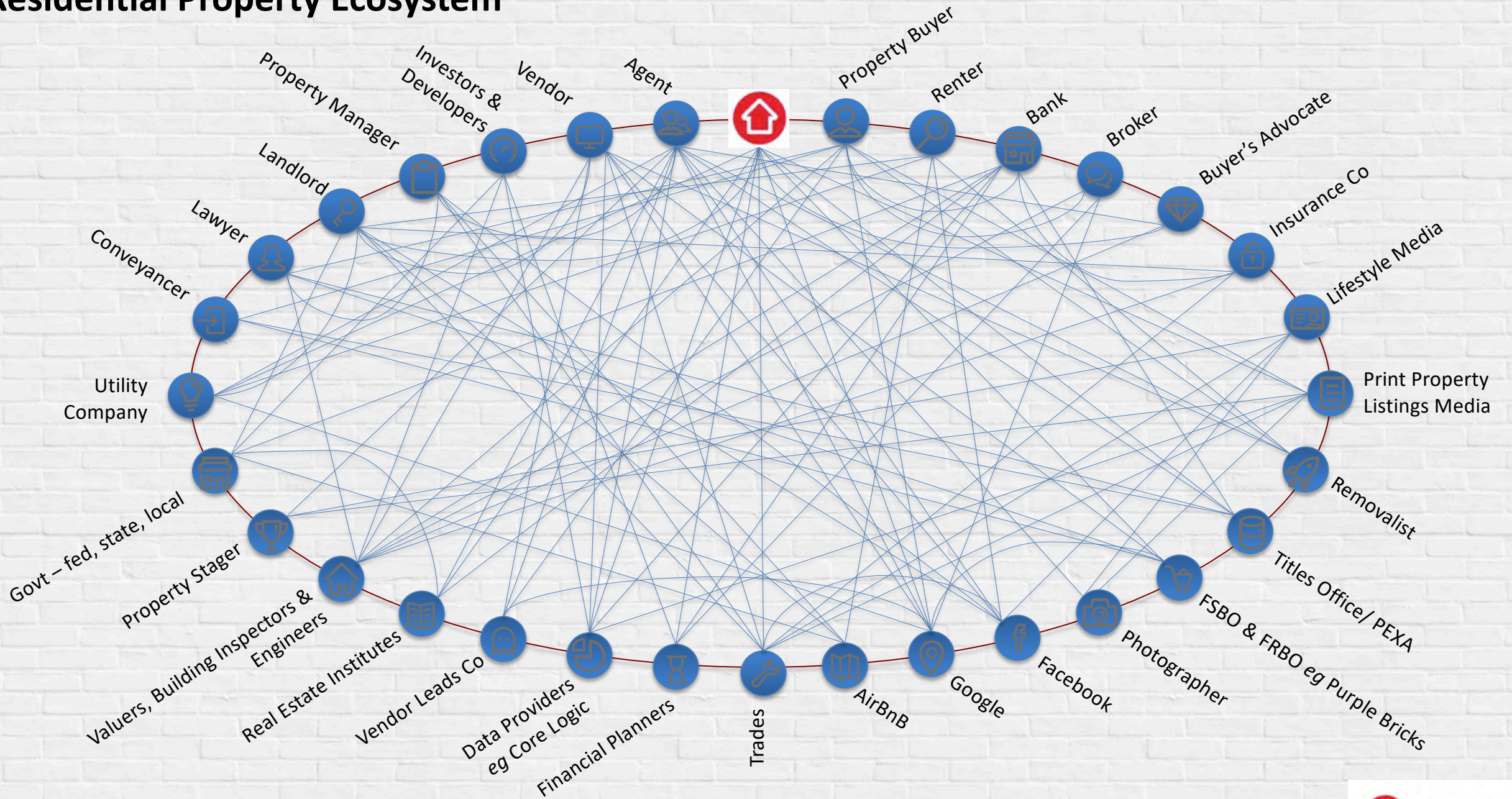
Olli-Pekka Kallastuo
Chief Executive







Residential Property Ecosystem





Systems thinking- value, flow & waste
 Continuous improvement
 5 Principles
 Customer focus (Gemba)
 Know your numbers; respond to change
 Test & Learn

Lean & Agile Operations



Ensure your ideas find a place to be owned and executed.

Causes growth, and the need to re-evaluate the management model...



Kaikaku thinking
 REALABS & network
 Innovate every day
 Diverse ideas & people

Invention

Makes it a safe environment for experimentation.



Loop of despair



Organisation health
 Productivity & growth
 Purpose & Strategy
 Structure & Culture
 Measurement
 Lean thinking

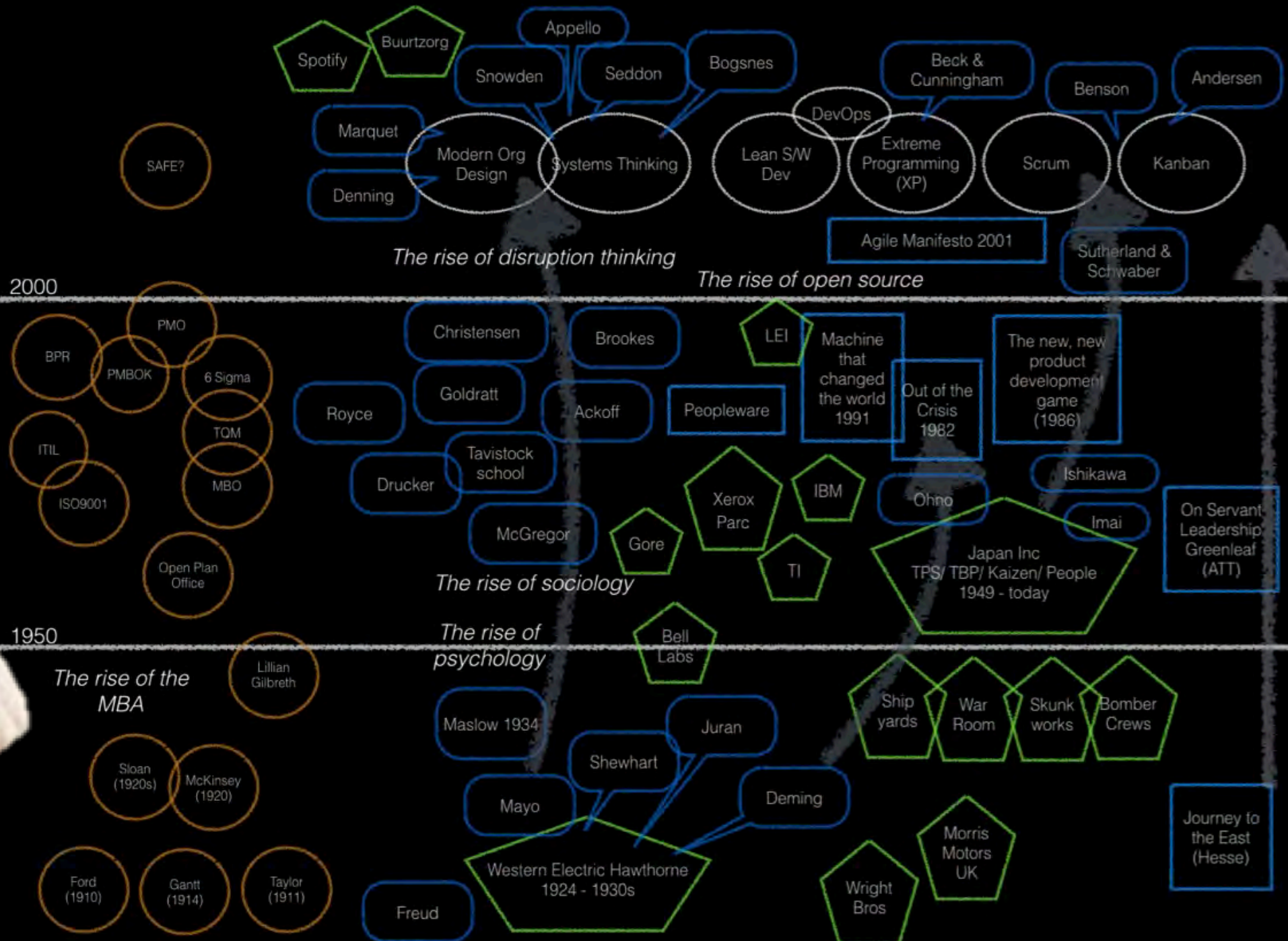
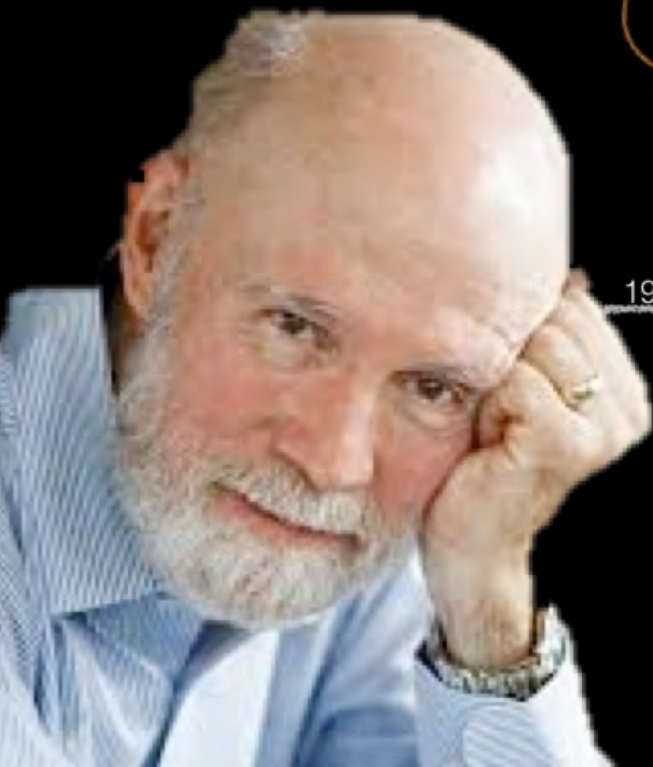
Management

Rolls up into broader organisational capability.



Resilience

Individual, team and organisation
 Bouncebackability & Recovery.
 Grit and Longevity
 People + System of Work + Place.



Principles behind the Agile Manifesto

We follow these principles:

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Business people and developers must work together daily throughout the project.

Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Working software is the primary measure of progress.

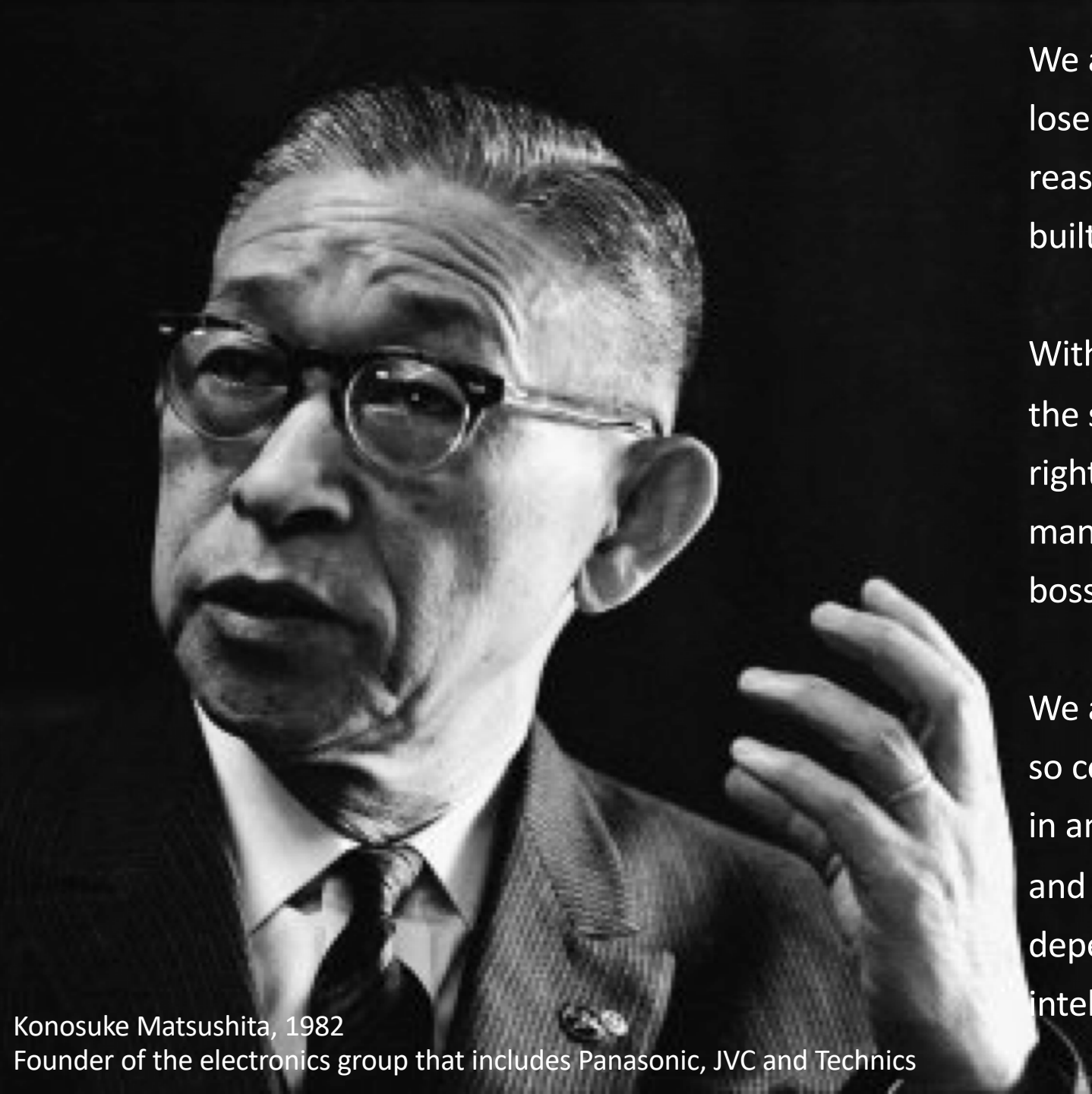
Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

Continuous attention to technical excellence and good design enhances agility.

Simplicity--the art of maximizing the amount of work not done--is essential.

The best architectures, requirements, and designs emerge from self-organizing teams.

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.



We are going to win, and the industrial West is going to lose - there's not much you can do about it, because the reasons for failure are within yourselves. Your firms are built on the Taylor model. Even worse, so are your heads.

With your bosses doing the thinking while workers wield the screwdrivers, you're convinced deep down that is the right way to run a business. For the essence of management is to get the ideas out of the heads of the bosses and into the hands of labour.

We are beyond your mindset. Business, we know, is now so complex and difficult, the survival of firms so hazardous in an environment increasingly unpredictable, competitive and fraught with danger that their continued existence depends on day-to-day mobilisation of every ounce of intelligence.

Konosuke Matsushita, 1982
Founder of the electronics group that includes Panasonic, JVC and Technics



All that we learn from history, is that we don't learn from history

(Sir John Bagot Glubb, 1970)



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1. Management

Loop of despair

2. Resilience

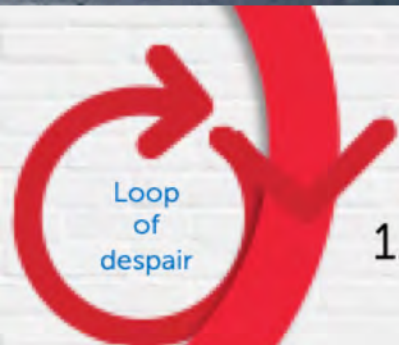


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Kiwi

Management

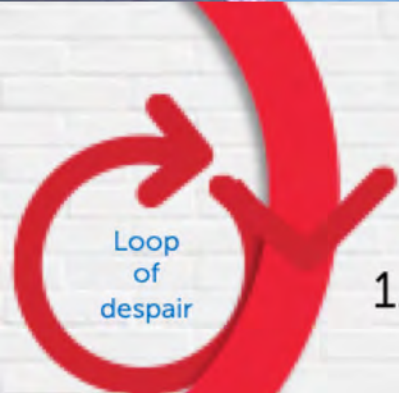


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Organisation health
Productivity & growth
Purpose & Strategy
Structure & Culture
Measurement
Lean thinking



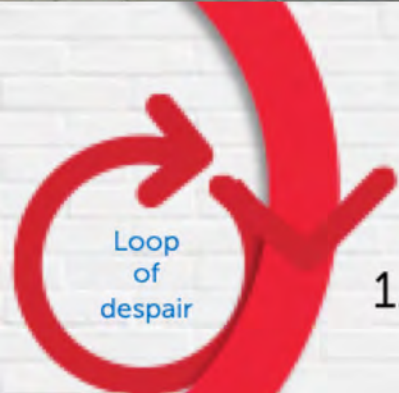
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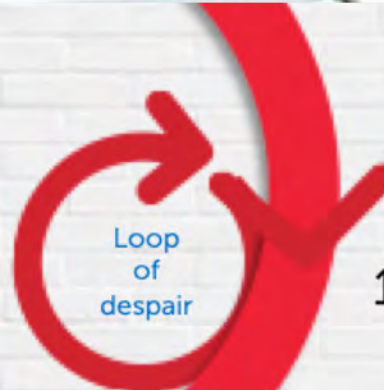
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My manager is

- my manager is **bullying me**
- my manager is **rude to me**
- my manager is **younger than me**
- my manager is **incompetent**

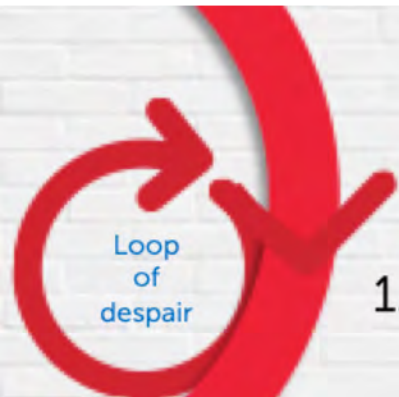
Google Search

I'm Feeling Lucky

Report inappropriate predictions

DALTON'S ASPIRATIONAL AXIOM

“Because I heard the managers were awesome”



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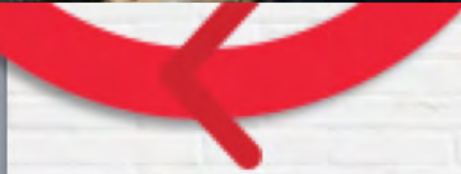




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Three elements to REA's tree root structure

People & culture

System of work

Workplaces

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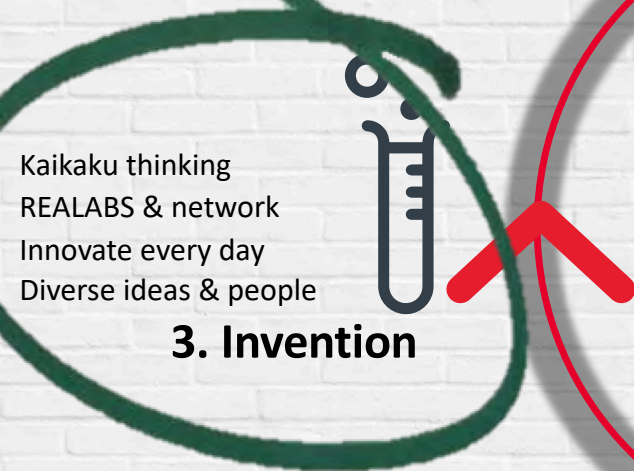


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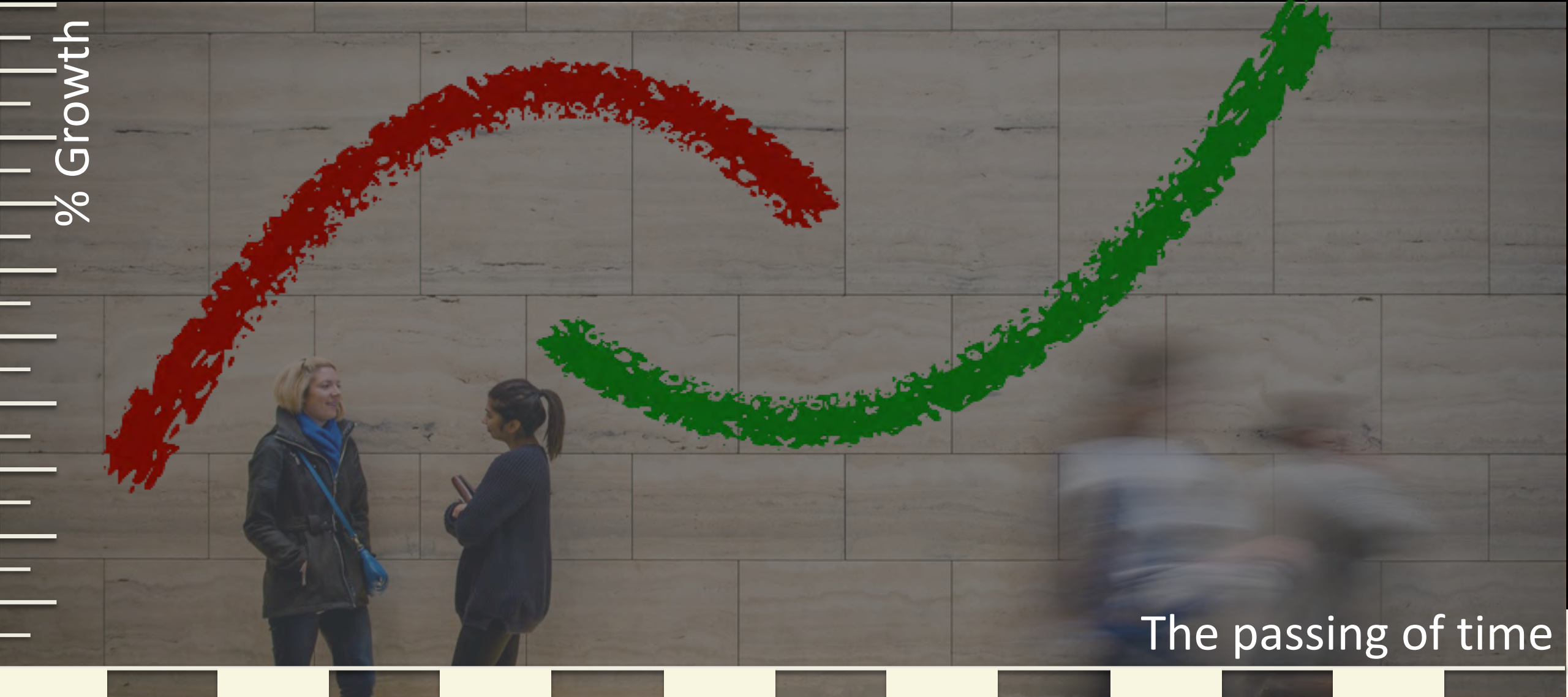
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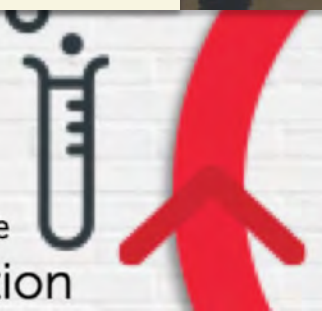




% Growth

The passing of time

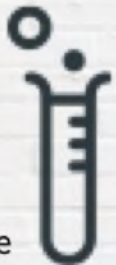
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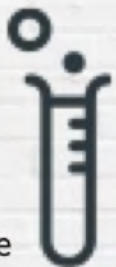
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```
$ curl -s people.rea.tech
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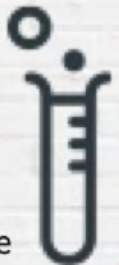


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Recognising the need to re-evaluate the management model...



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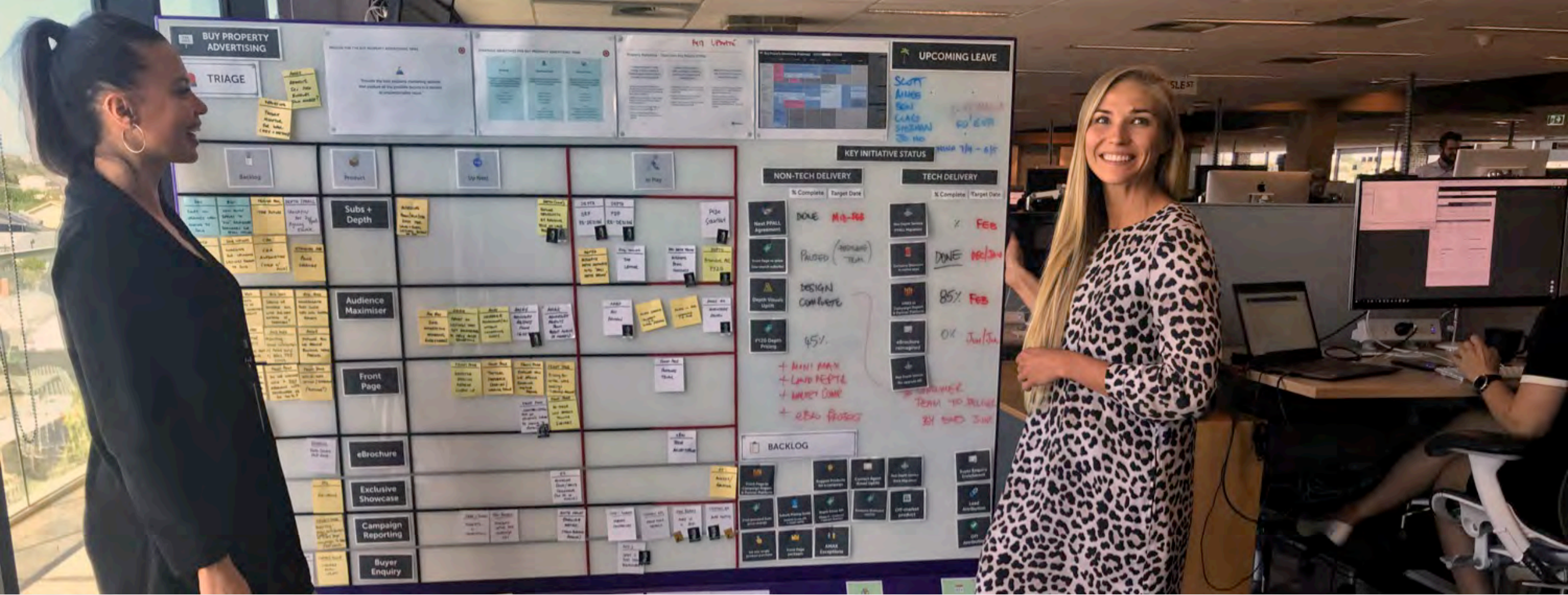


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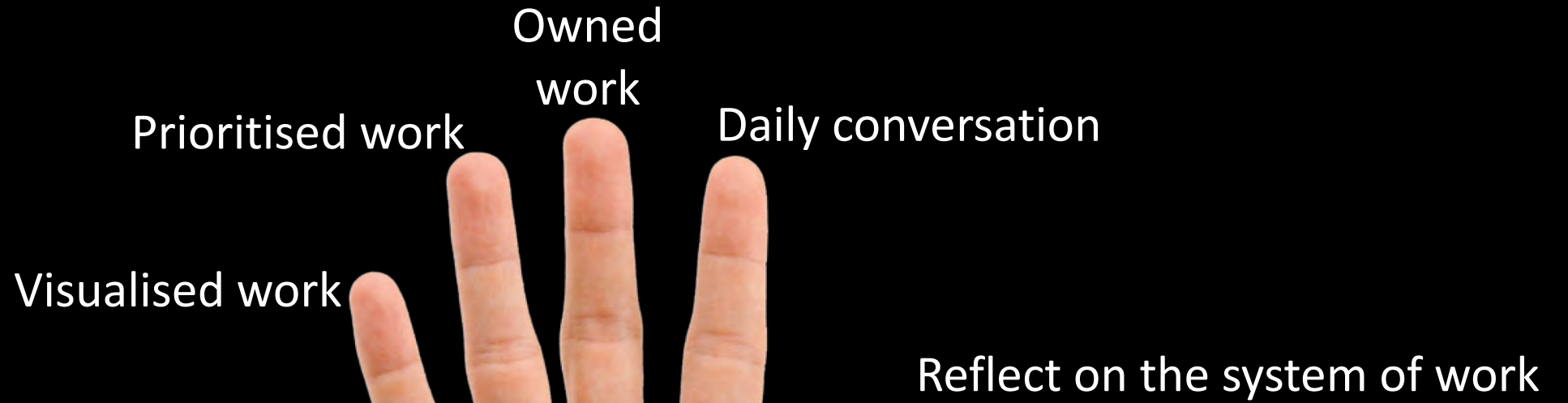




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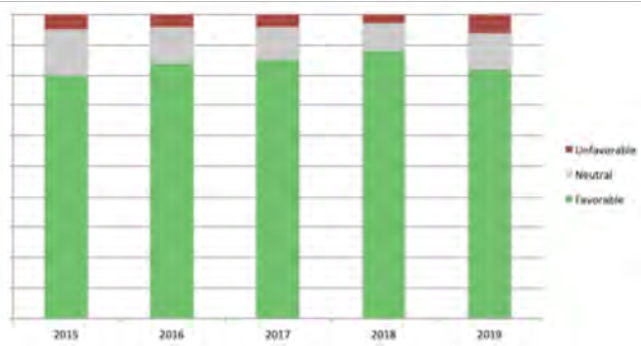
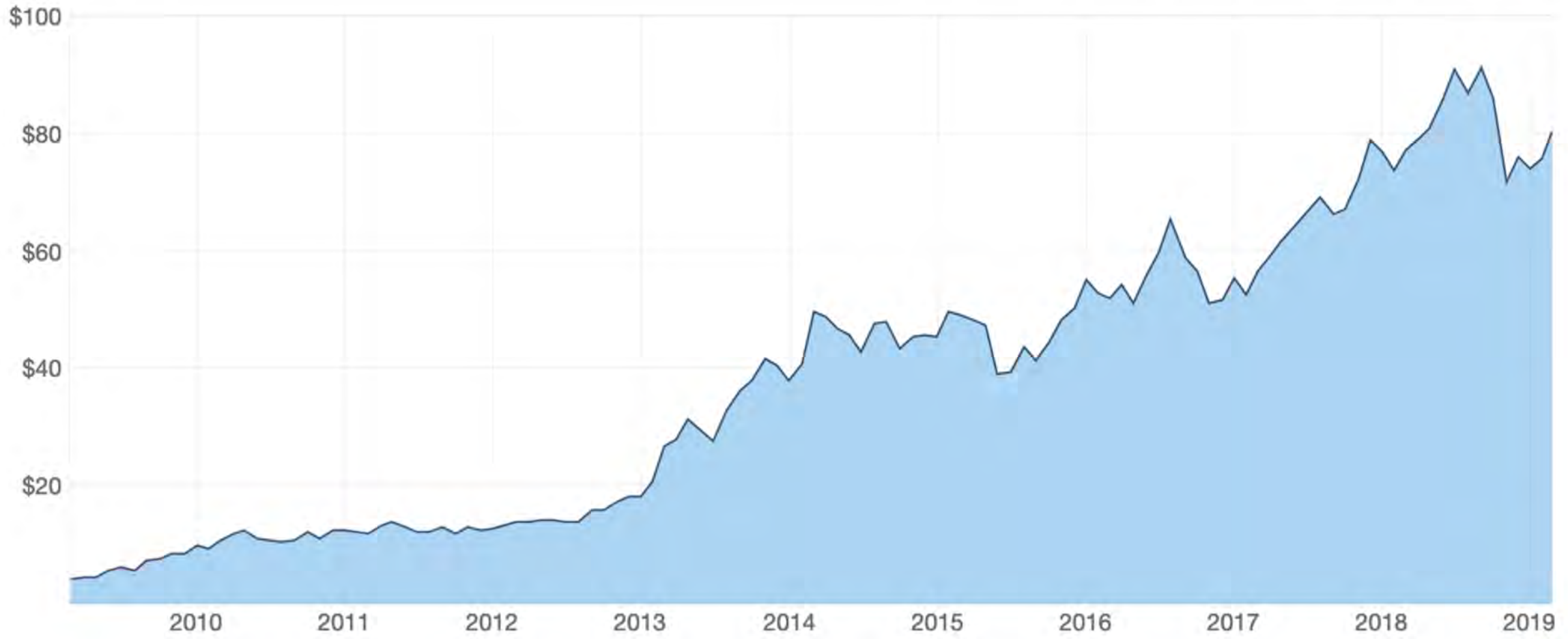


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REA Group Chart

Intraday 1m 3m 6m 1yr 5yr 10yr





REA's Project Womack

Take any card, from any team board, and ask someone within 10 metres of that card how that task serves the purpose of the company – in particular, a customer.

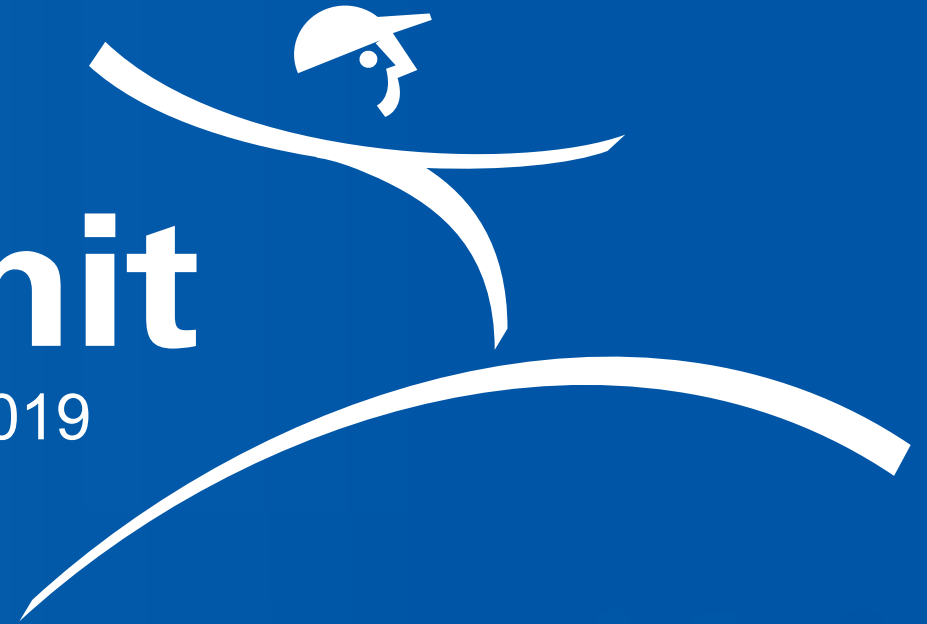
“The only thing
more difficult
than starting
something new in
an organisation,
is stopping
something old”



Russell Ackoff, Systems Thinker

Lean Summit

Houston | March 27 – 28, 2019



**Next Gen Learning and
the Challenge of Sustainability**