

<eSS



Implementing the 7 Organisational Design Principles in Wartsila Digital R&D

This is Wärtsilä

Shaping the decarbonisation of
marine and energy



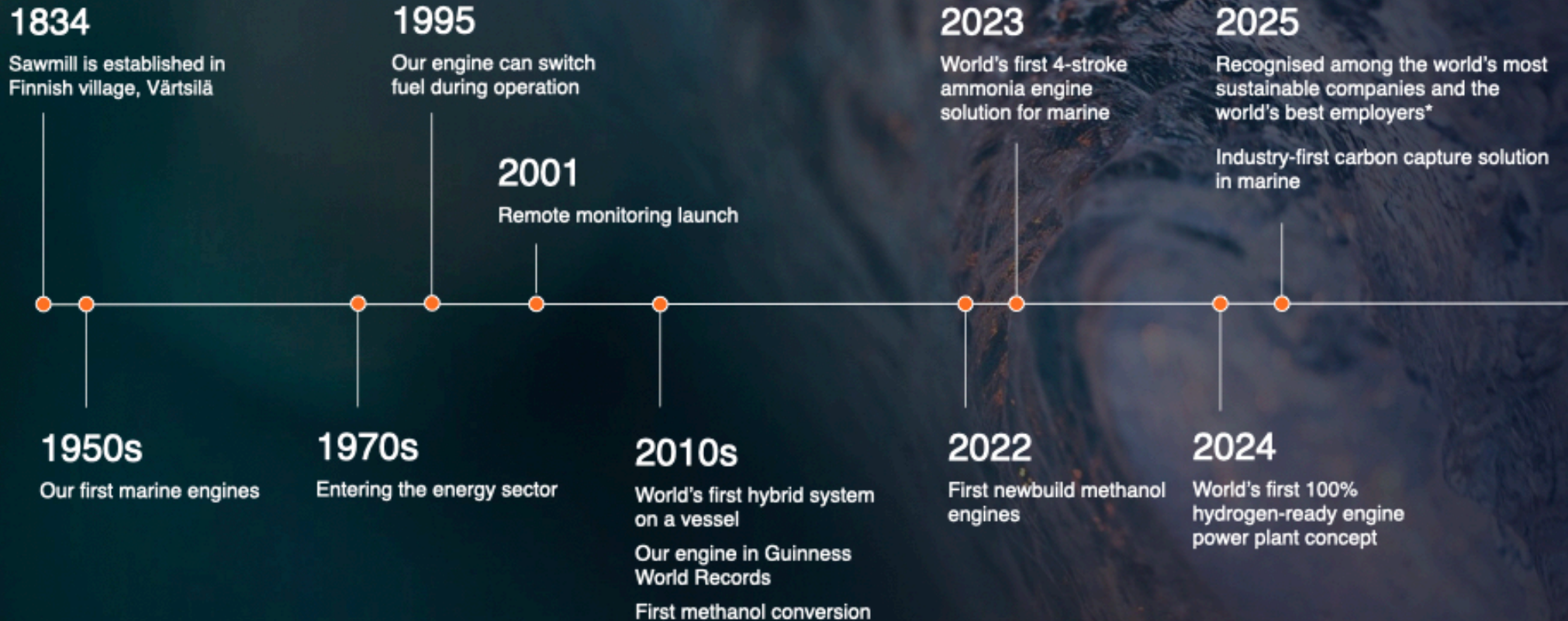
We are a global leader in technology and services

Serving our customers wherever they are in the world

Of the world's 110,000+ large vessels,
one in three carry Wärtsilä solutions on board

180 countries
where we have delivered energy installations

Two centuries of innovation



*TIME, Forbes, and Financial Times

A global team of experts fuelling change since 1834



52%
service sales
of total



6,219
net sales*, MEUR



17,900
people



199
locations



123
nationalities



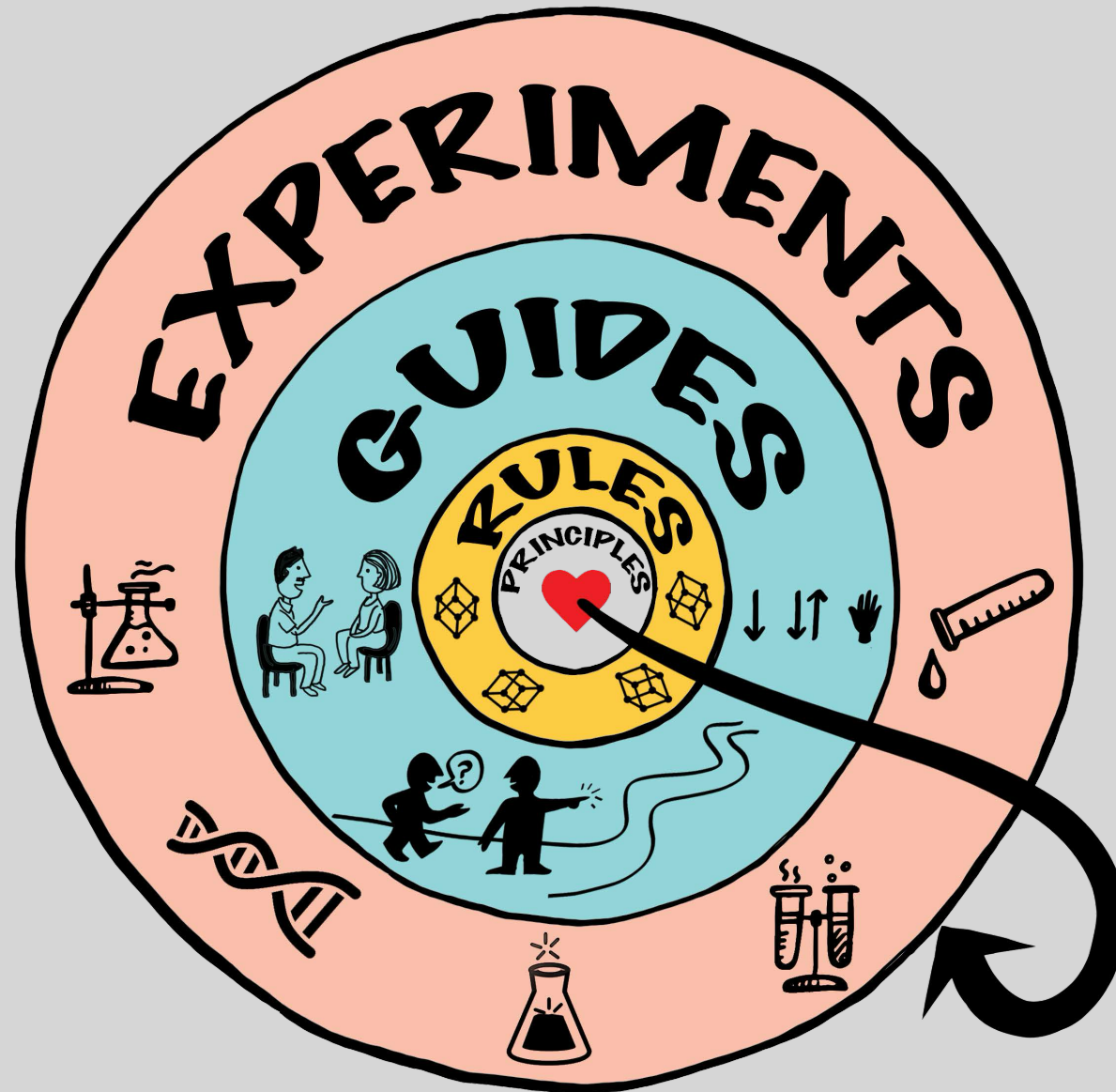
78
countries



Figures from 2025

*Following the classification of Energy Storage as assets held for sale and discontinued operations in June 2026 and its discontinuation as a reportable segment, comparative financial information for 2025 have been restated accordingly.

Large Scale Scrum



7 Organizational Design Principles

More with LeSS: Simplifying Organizations with 7 Design Principles

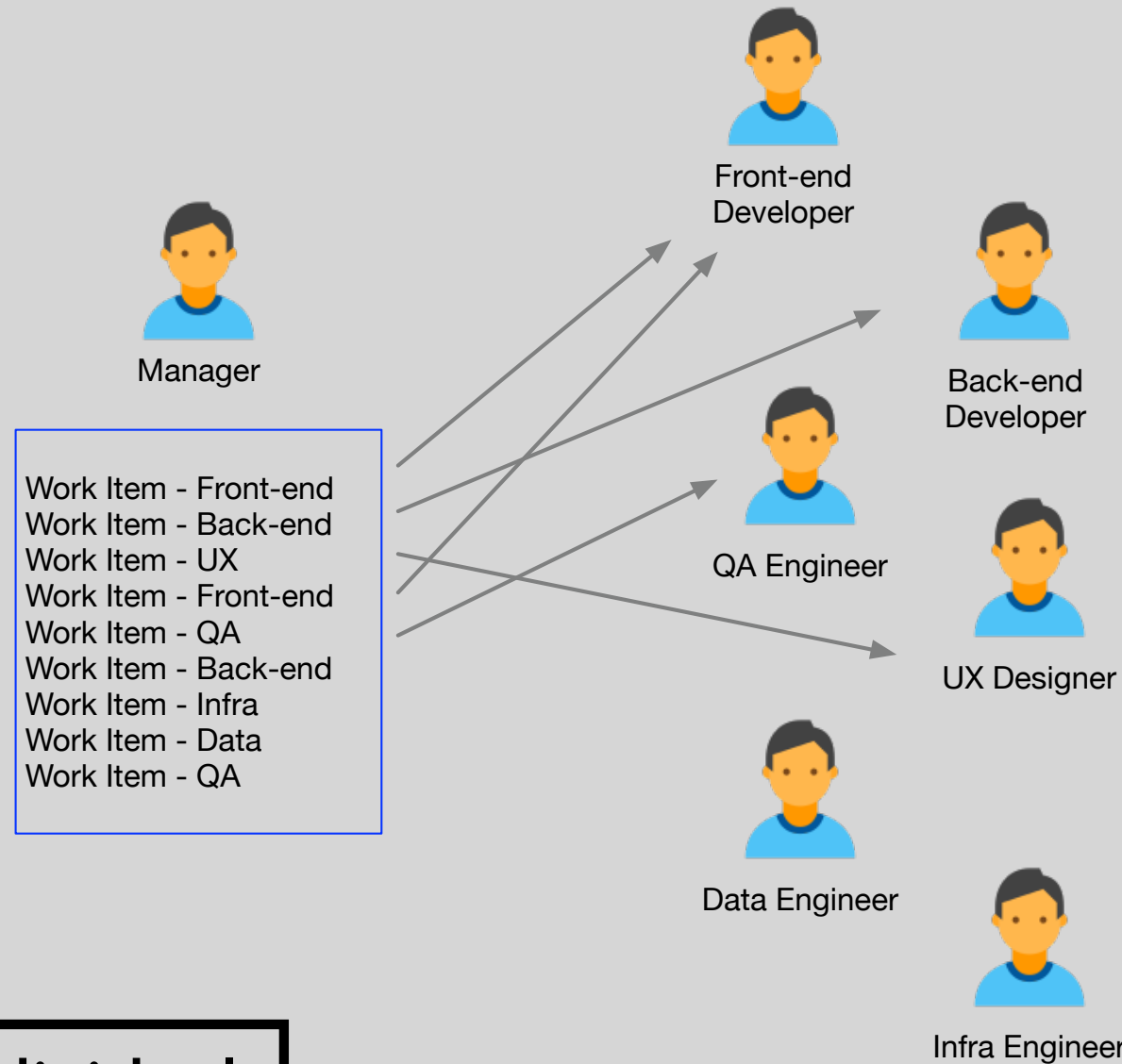
Why adopt agile or LeSS? Unfortunately, many organizations aim to increase individual or team productivity, activity, outputs, velocity, or resource utilization without realizing this usually leads to *lower* overall value delivery, longer cycle times for customer features, and less adaptiveness. LeSS does not focus on local optimizations such as increasing individual productivity, but on *optimizing an organization* for maximizing customer value delivery and organizational agility (adaptiveness)—the ease, speed with which an organization of people can *change* direction based on learning.



Principle one

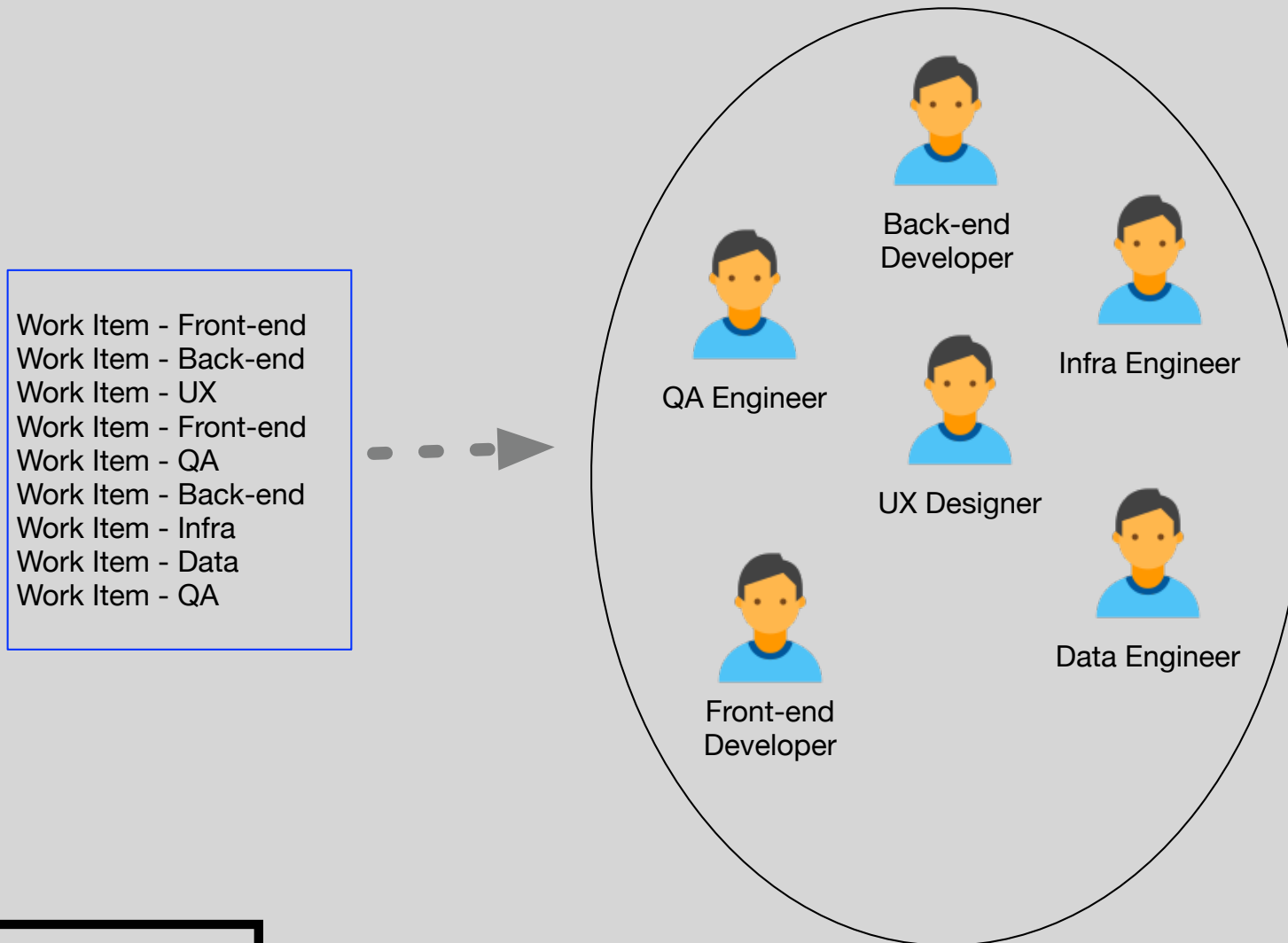
From Specialist Roles to Teams

Traditional Organisation



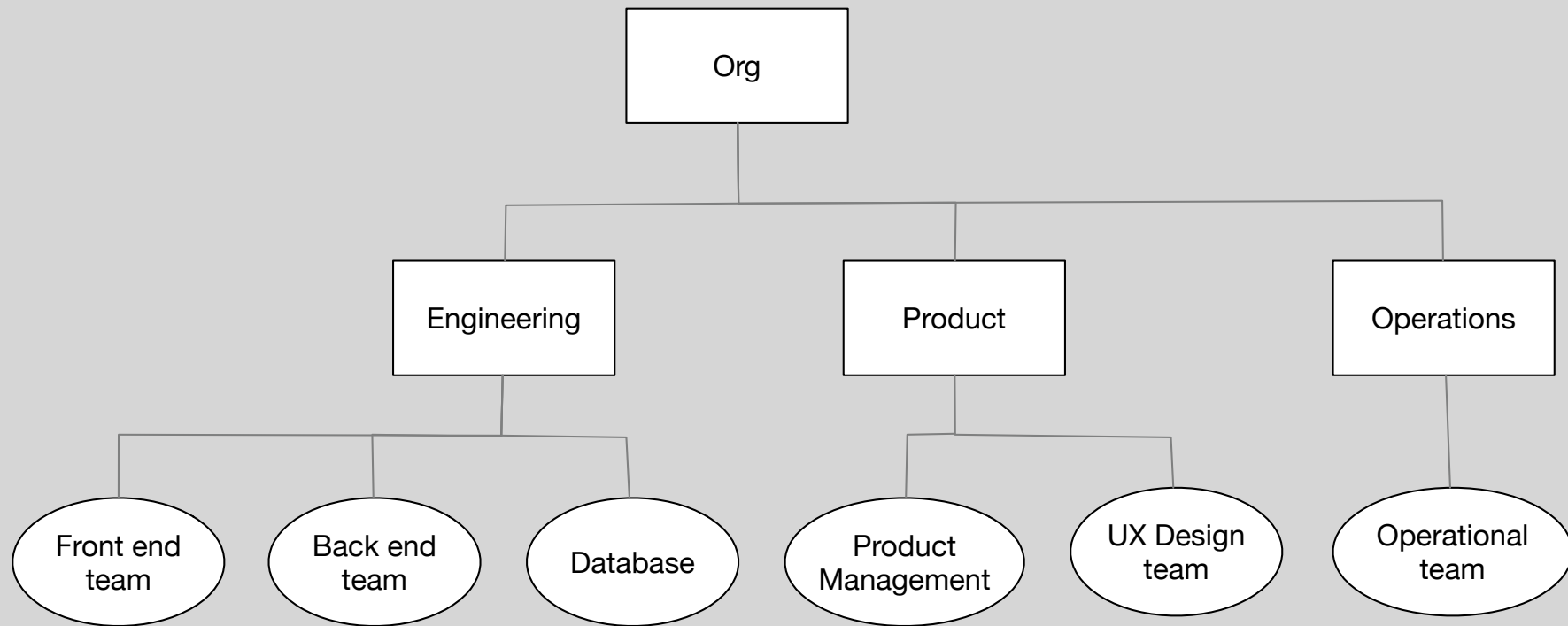
Work to individuals

Wartsila DRD

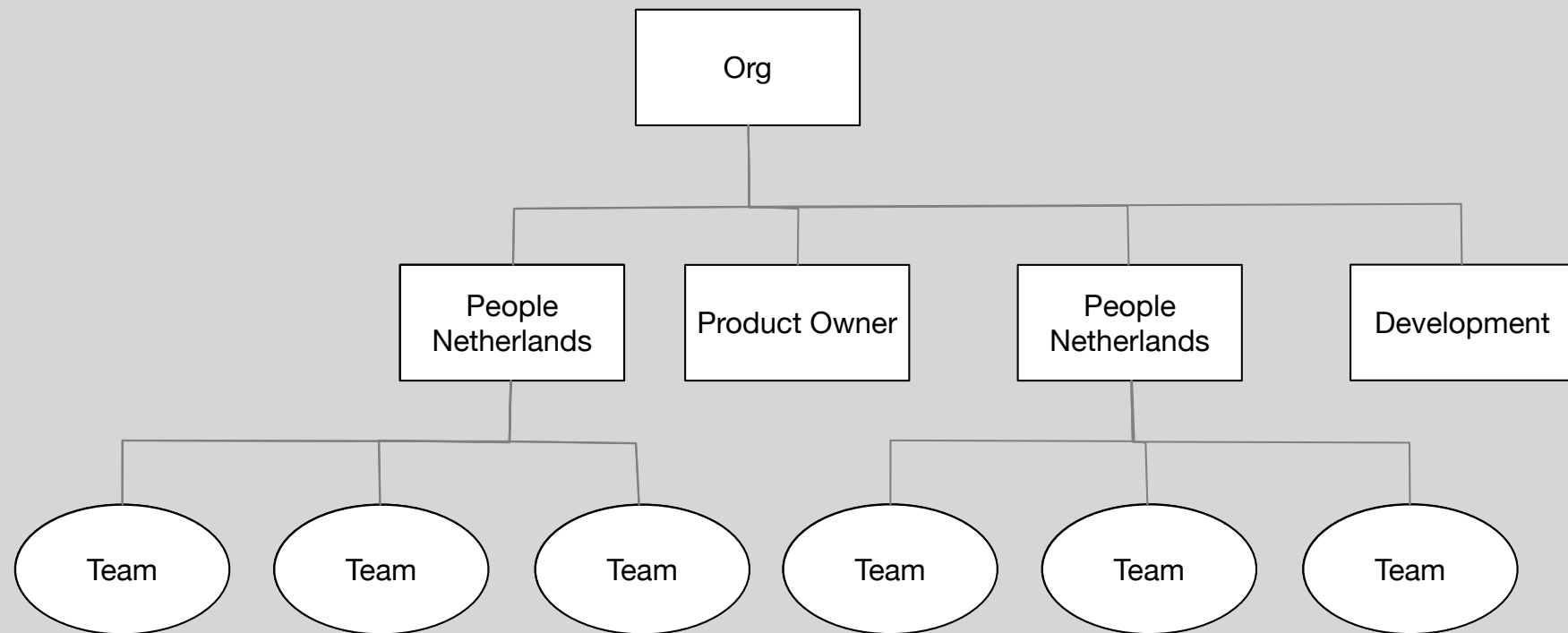


Work to teams

Traditional Organisation



Wartsila DRD



Summary

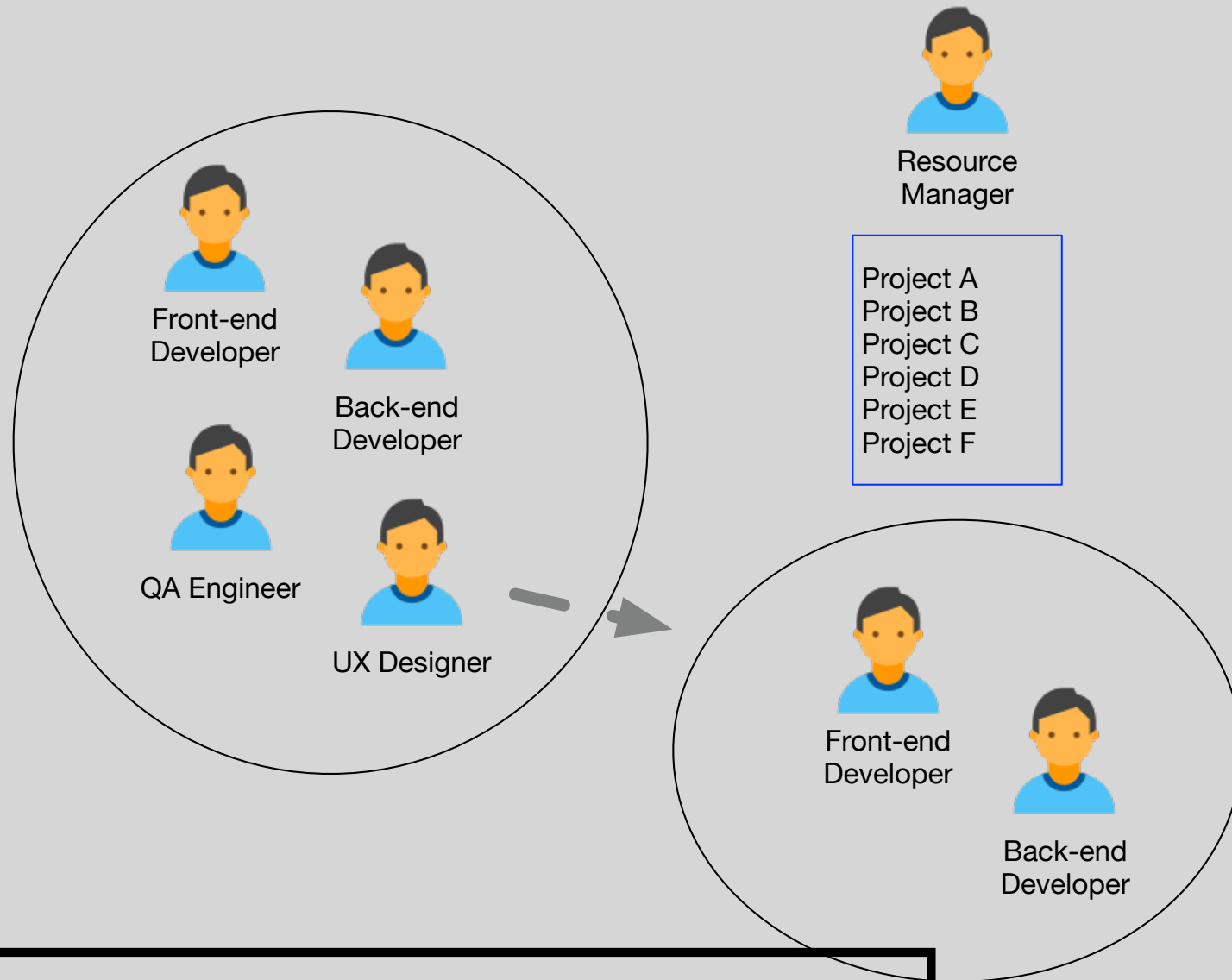
Traditional Organisation	Wartsila DRD
Work given to individual	Work given to team
Individual responsibility	Shared responsibility
Organised in functional departments	Organised in cross-functional teams



Principle two

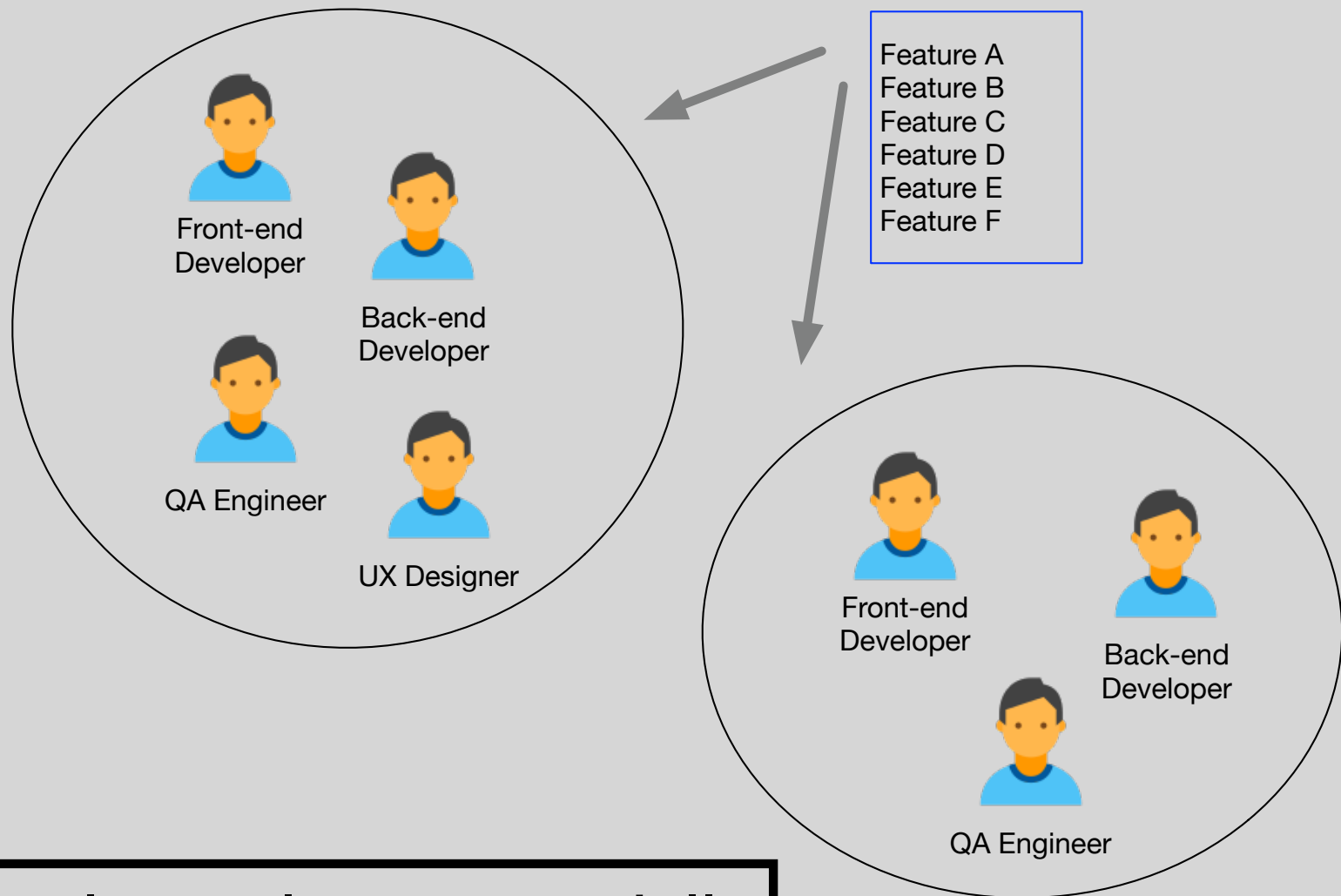
From Resource-Thinking to People-Thinking

Traditional Organisation



Allocate the right resources to projects

Wartsila DRD



Assume people can learn new skills

Traditional Organisation

Hiring focus on
existing skill

Senior Java Backend Developer

Oliver James · Amsterdam, North Holland, Netherlands (On-site)

Save

Apply 

About the job

Are you an experienced Java Developer who enjoys working on high-impact applications with complex financial environment? For a leading financial institution in the Netherlands, we are looking for a Senior Java Backend Developer to strengthen a multidisciplinary development

What you'll do

- Develop and maintain business-critical backend applications using Java and Spring Boot
- Design and implement REST APIs and event-driven integrations
- Work with technologies such as Kafka, Docker and Kubernetes
- Contribute to technical architecture and solution design
- Improve application performance, scalability and reliability
- Work closely with Product Owners, Architects and other engineers
- Contribute to CI/CD pipelines and automated testing
- Participate in code reviews and technical knowledge sharing

What we're looking for

- 5+ years of professional Java development experience
- Strong experience with Java and Spring Boot
- Experience with REST APIs and microservices
- Experience with Kafka or another event-streaming platform
- Experience with Docker and/or Kubernetes
- Experience working with CI/CD
- Comfortable working in an Agile environment
- Strong communication skills and a pragmatic mindset

Nice to have

... more

Wartsila DRD



Senior Product Developer

Wärtsilä • Helsinki, Uusimaa, Finland (Hybrid)

We are always on the lookout for a talent with a growth mindset – are you the one?

We are looking for a **Product Developer / Senior Product Developer** to help us in the creation of solutions that will be used by hundreds of experts who will provide insights to even more customer users who are operating vessels and power plants.

Digital Product Development (DPD) develops digital products for Wärtsilä business units in Marine and Energy. DPD uses a common technology stack to generate insight from operational data, to make for example predictive maintenance- or efficiency optimisation products such as Wärtsilä Expert Insight. To collect and process operational data DPD develops Edge solutions. We consist of more than 100 people and are organised into roughly 10 teams.

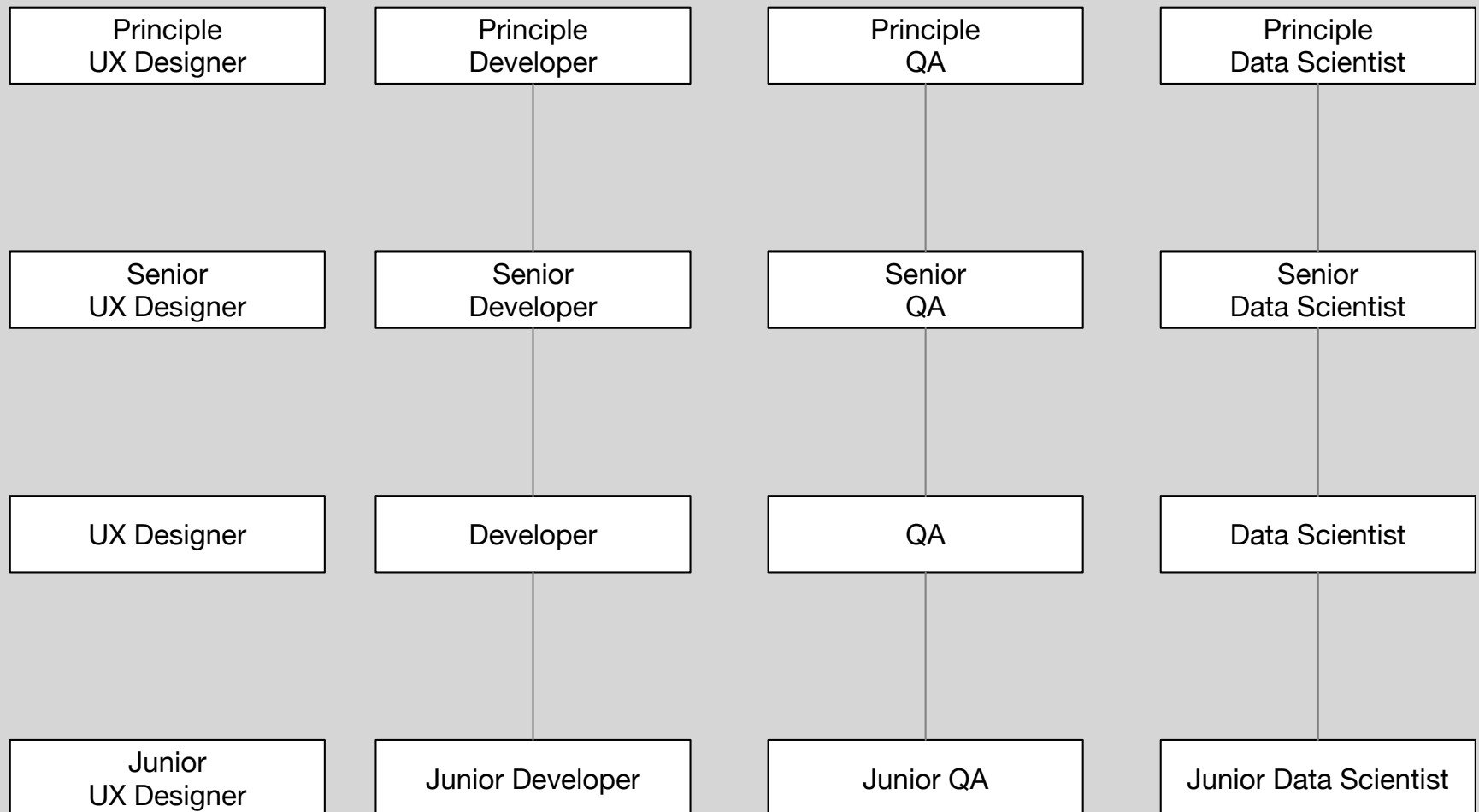
We operate with a scaled approach to agile development called LeSS; we work with one backlog of prioritised high-level epics for all self-managing teams. The teams are in close contact with stakeholders, take time to learn and are empowered to arrange their work content in collaboration with the product owner to ensure we can focus on delivering the most value to the product. Scrum Masters support the adoption and work with teams to develop practices to sustain an impactful and enjoyable way of working.

What do we expect from you?

- A bachelor's or master's degree in Computer Science or at least 3 years of relevant experience
- We are looking for cross-front-end/backend/DS/UX people
- Proficient in programming languages (Java, Python, TypeScript), with good knowledge of Kafka, Kubernetes, Docker AWS
- Solid experience with DevOps practices, Continuous Integration (CI), and Continuous Deployment (CD)
- Passion for a high-quality product, including (end-2-end) testing practices
- Demonstrated problem-solving capabilities and the creation of innovative solutions
- Thorough understanding of Agile and Scrum frameworks, effective teamwork, and cross-functional collaboration
- Deep knowledge of software architecture and design principles

Hiring focus
on learning

Traditional Organisation



Narrow skill based career paths

Wartsila DRD

Title	Improvement	Source of knowledge growth	Domain	Functional knowledge
Trainee				
Junior Product Developer			Loves to learn	One sub-functional area
Product Developer		Contributes ideas	Shows interest in why we build features and understands what an engine is	Exploring multiple sub-functional areas
Senior Product Developer	Consistent initiative to help team improve	Clear source of answers inside team	Comfortable talking to users / stakeholders and understands how engines work	Exploring multiple functional areas
Principal Product Developer	Deep understanding of perfection vision / direction	Clear source of answers across teams	Deep domain understanding and in depth understanding how engines work	Comfortable in multiple sub-functional areas and knowledgeable about multiple functional areas
Technical Mentor	Involvement and teaching in setting perfection vision/ direction	Default mentoring behaviour	Teaching domain knowledge	Expert and able to teach in multiple sub-functional areas and knowledgeable about most functional areas

Functional areas:
 (1) Infra/HW,
 (2) programming skills,
 (3) data and statistical knowledge,
 (4) UX and human interaction,
 (5) engine engineering

Sub-functional areas:
 Back-end, front-end, devops, etc

Broad skill and learning based career paths

Summary

Traditional Organisation	Wartsila DRD
Restructure to optimise existing skill usage	Stable structure and assume people can learn
Hire missing skill	Hire based on learning
Narrow skill career paths	Broad skill career paths

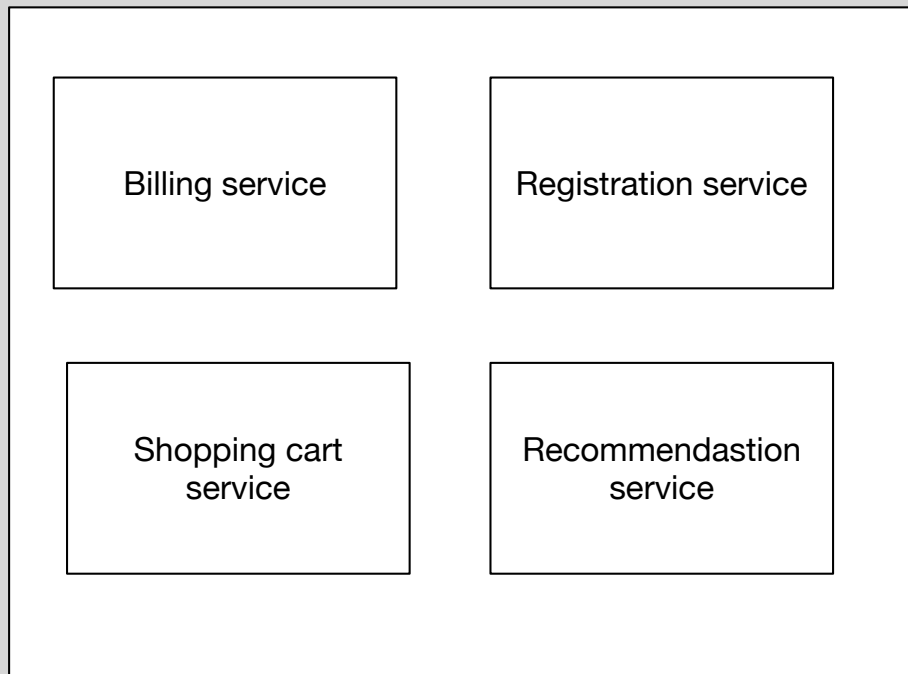


Principle three

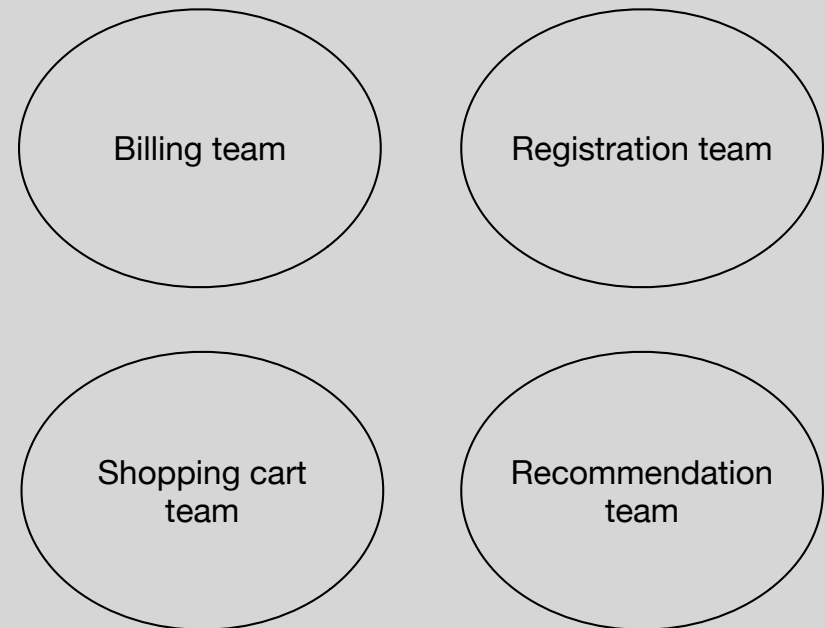
From Organising around Technology
to Organising around Customer Value

Traditional Organisation

Product Architecture



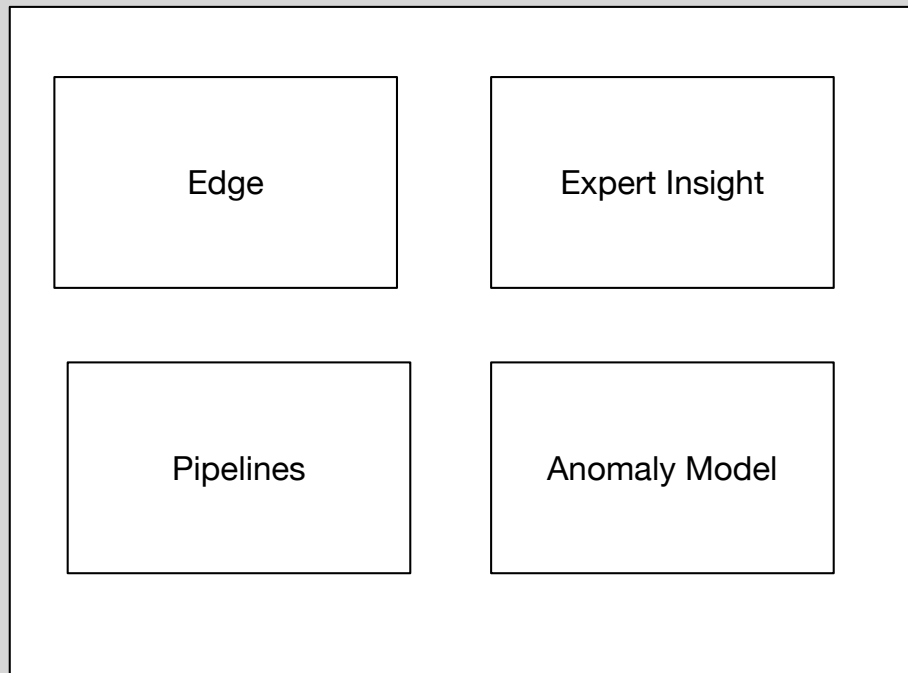
Organisation Structure



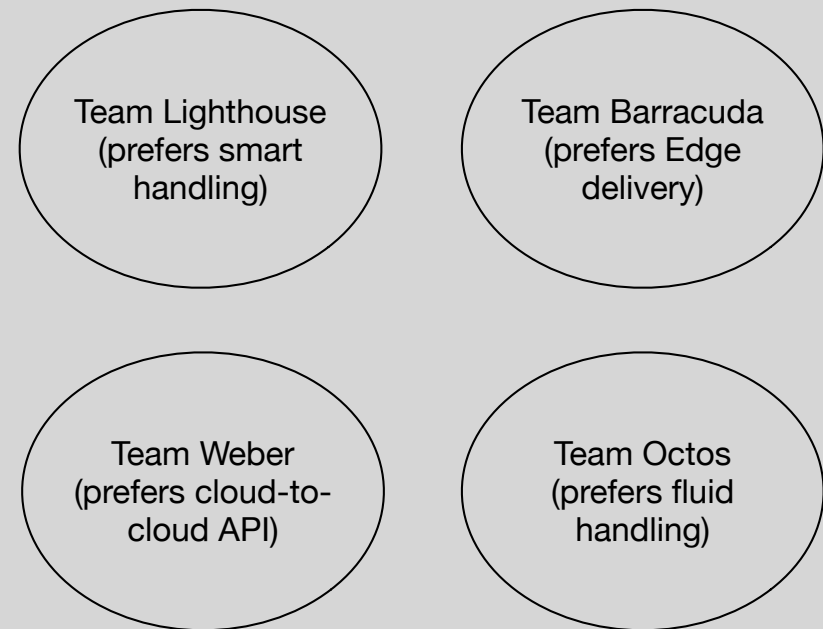
Organisation structure follows technology

Wartsila DRD

WHALE Product Architecture



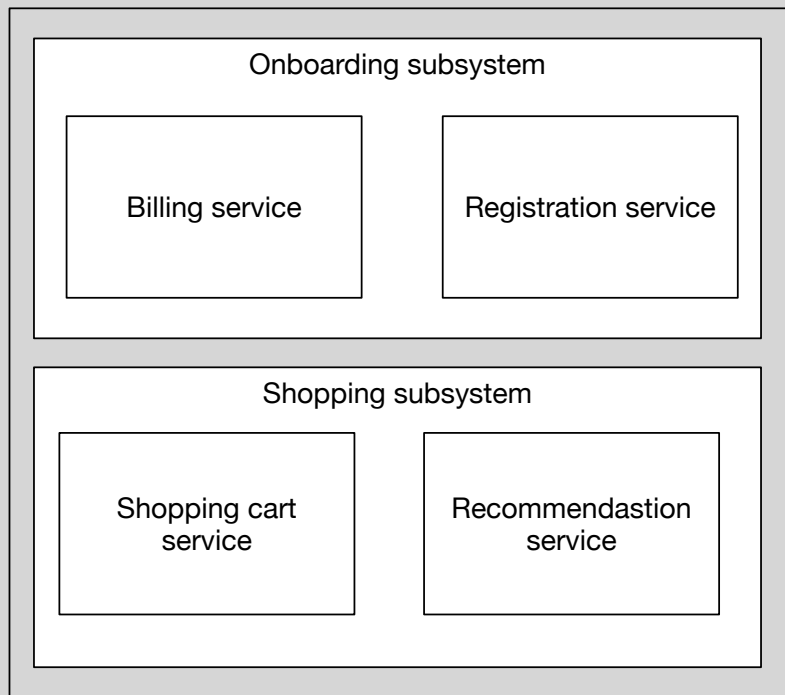
Organisation Structure



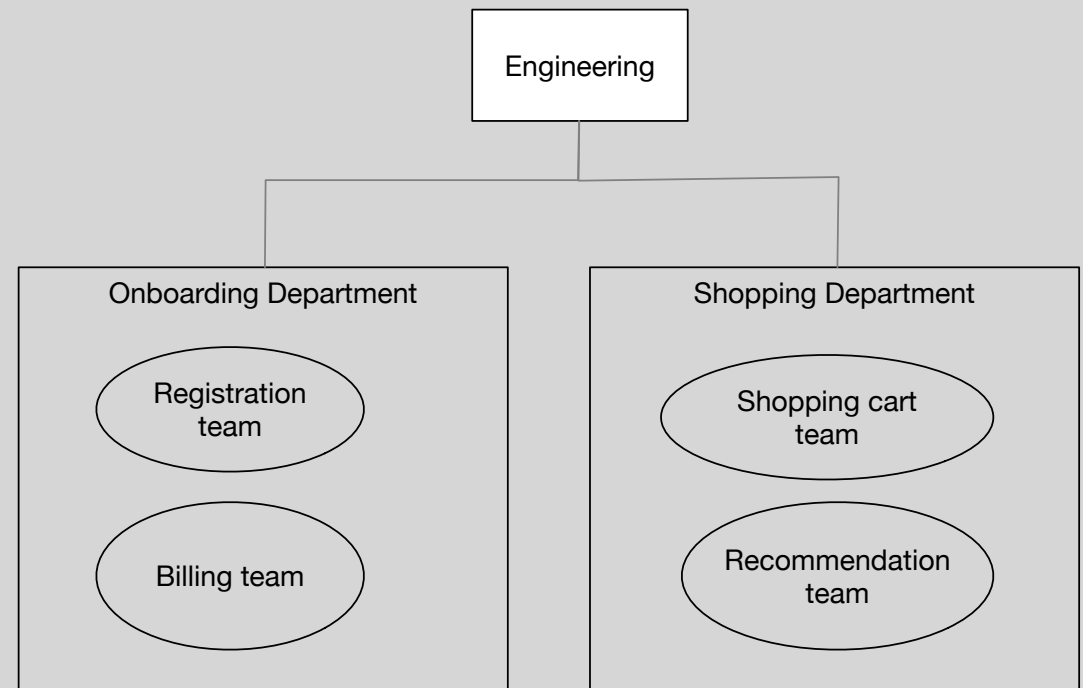
Teams with preferences of roadmap items

Traditional Organisation

Product Architecture



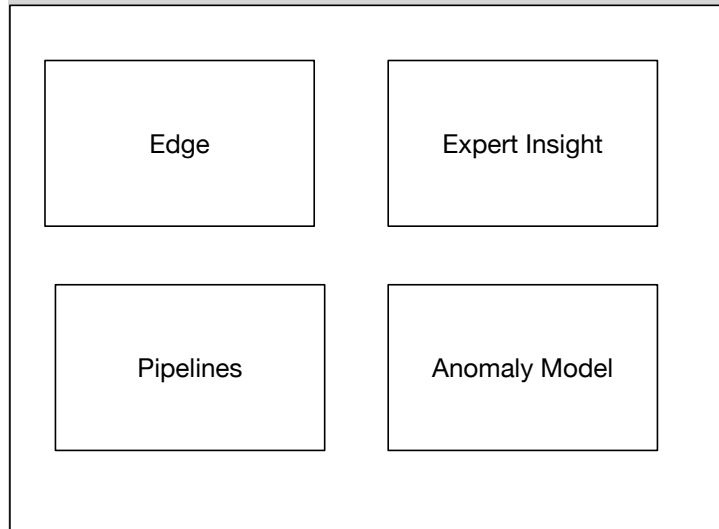
Organisation Structure



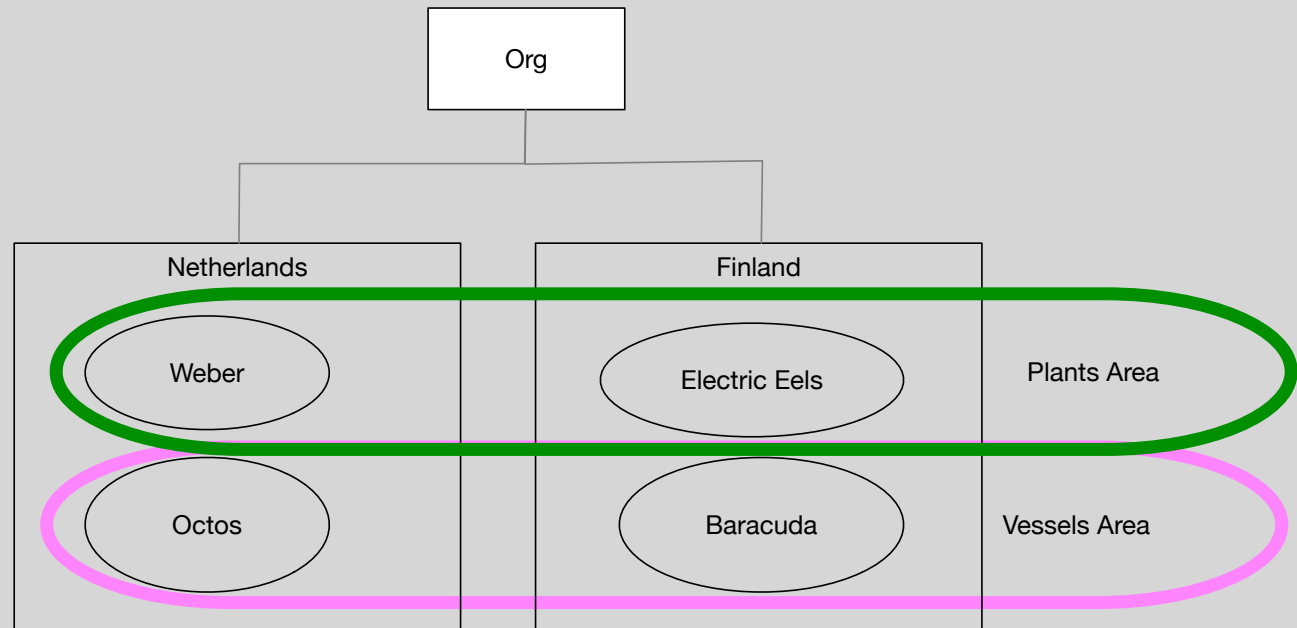
High-level organisation structure also follows technology

Wartsila DRD

WHALE Product Architecture



Organisation Structure



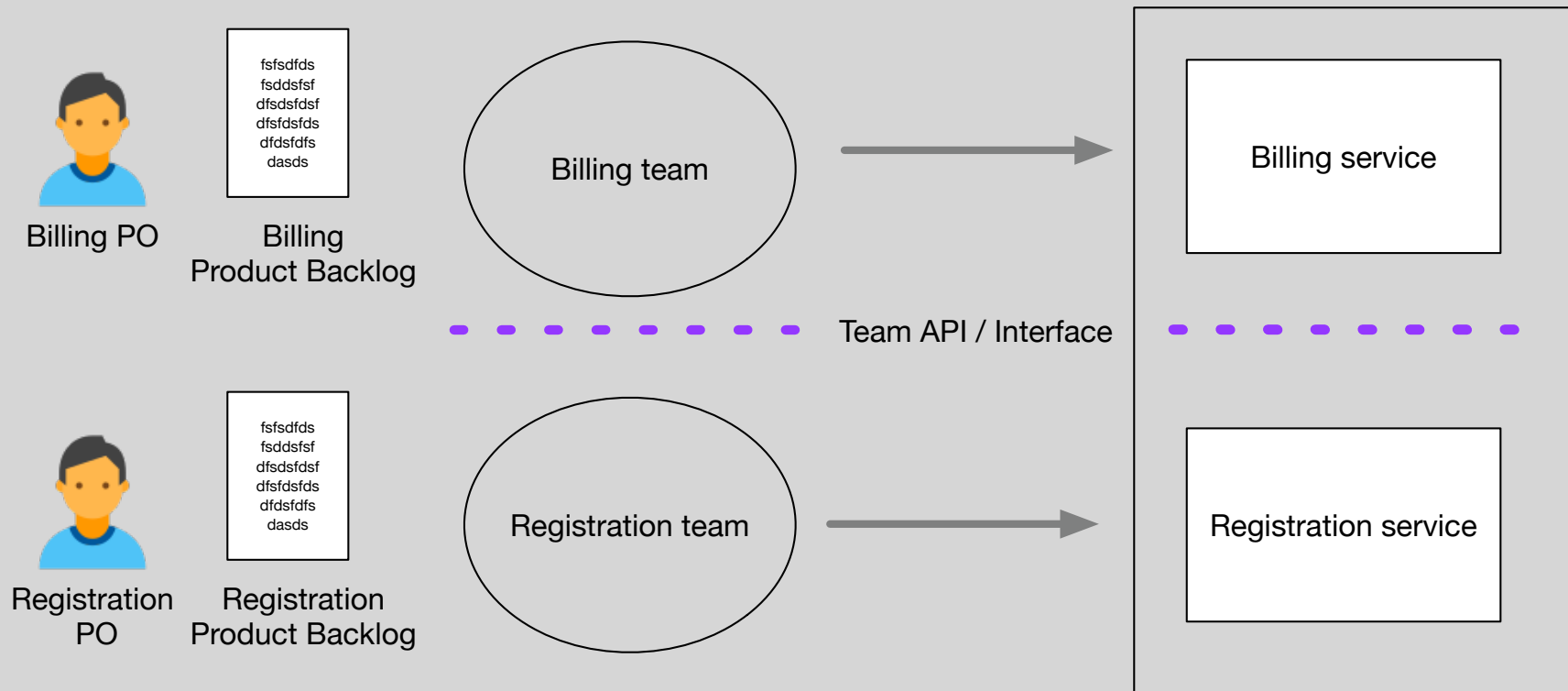
High-level informal organisation also follows customer²⁷



Principle four

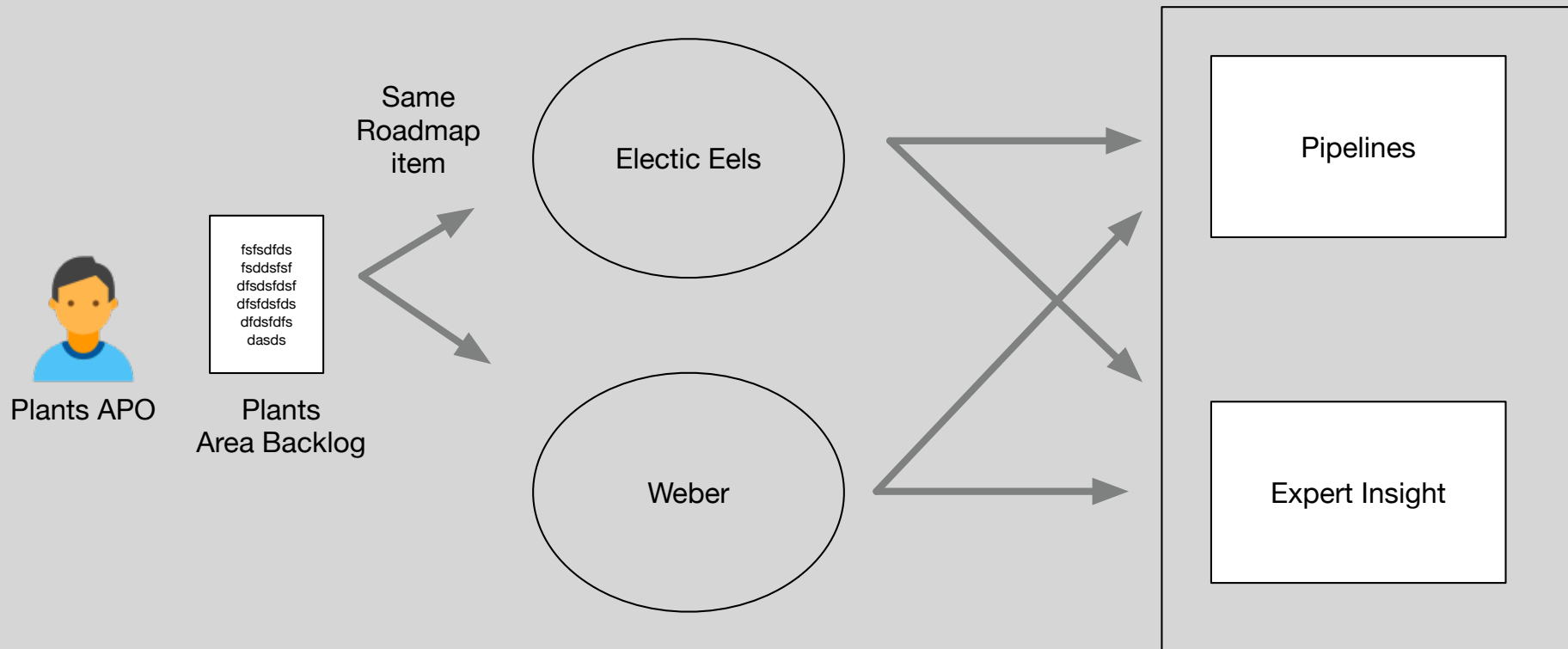
From Independent Teams to Continuous Cross-team Cooperation

Traditional Organisation



Teams work independently (isolated)

Wartsila DRD



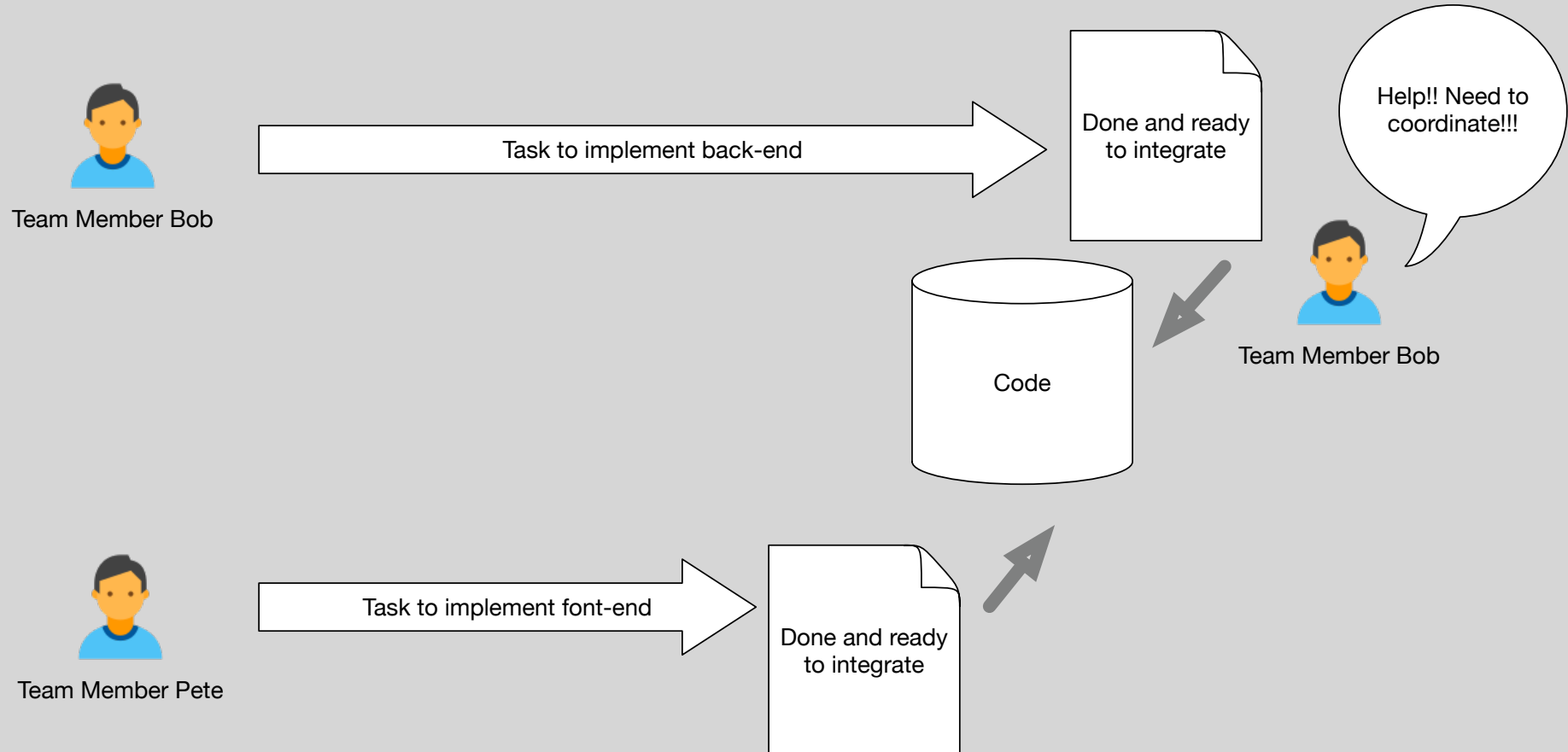
Teams work on same roadmap
item on same components



Principle five

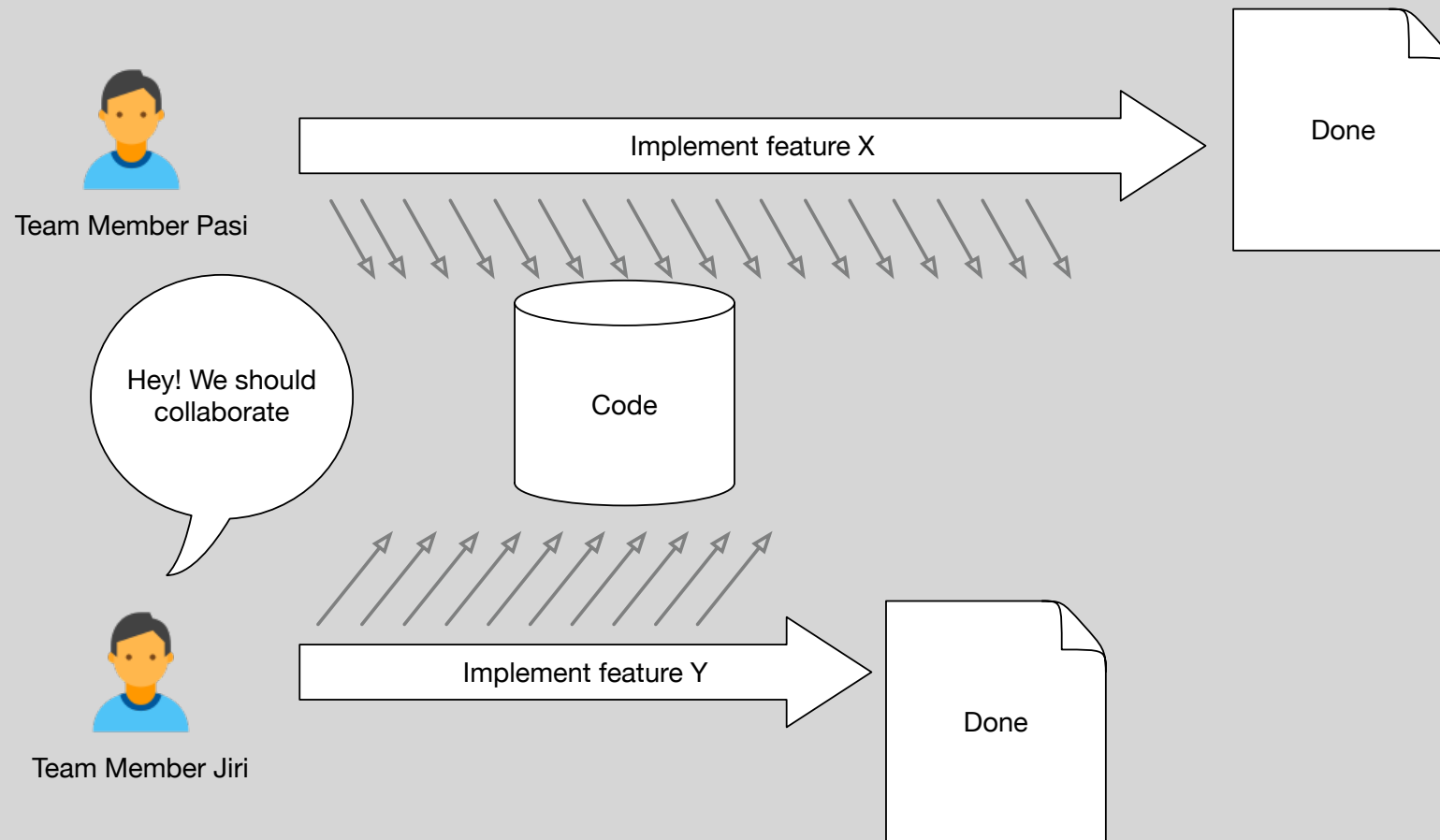
From Coordinate to Integrate to
Coordination through Integration

Traditional Organisation



Delayed big integration requires coordination

Wartsila DRD



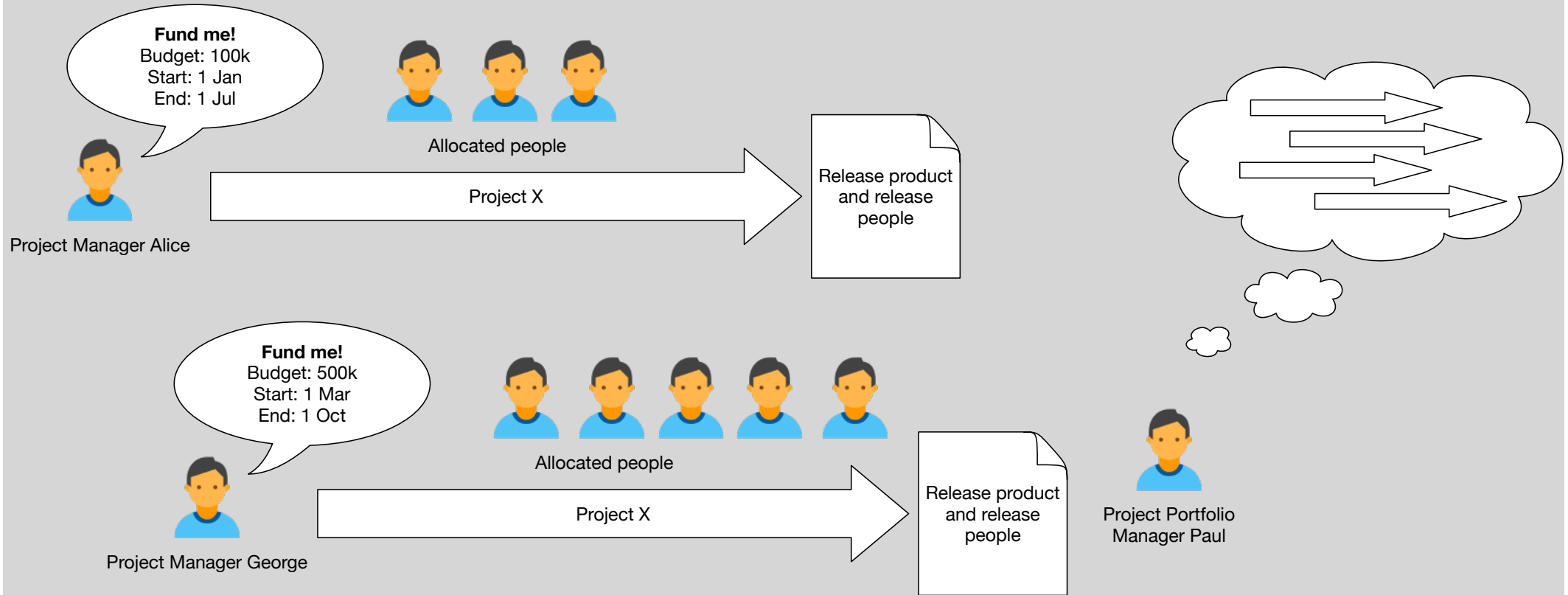
Continuous integration discovers collaboration



Principle six

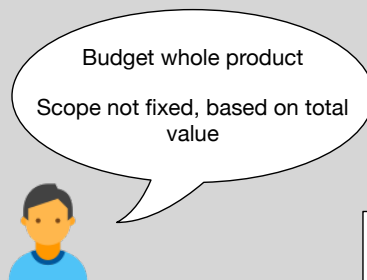
From Projects to Products

Traditional Organisation



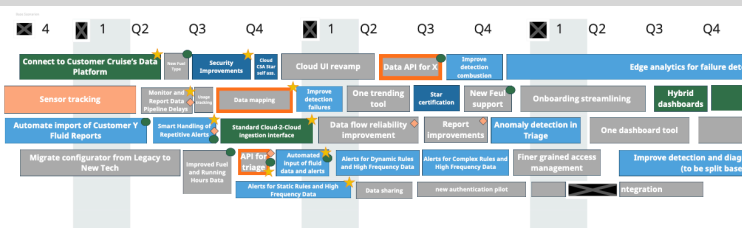
Projects to manage work

Wartsila DRD



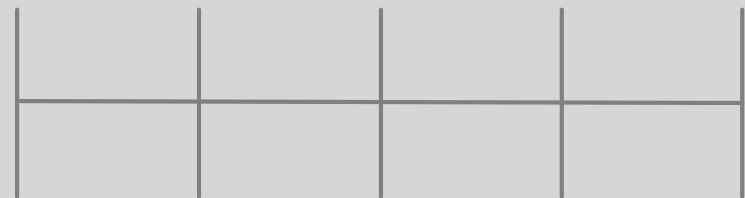
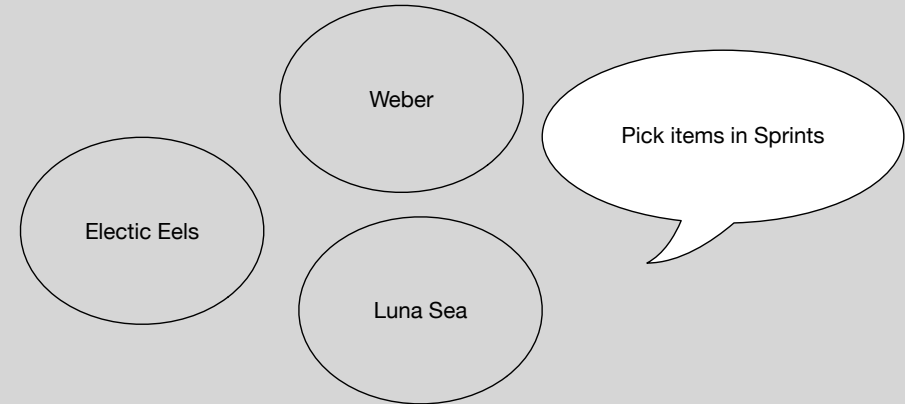
Product Roadmap

Product Owner John



Product Backlog

- Feature X
 - * item 1
 - * item 2
 - * item 3
- Feature Y:
 - * item 10
 - * item 11
 - * item 13



Release product all the time, never release people

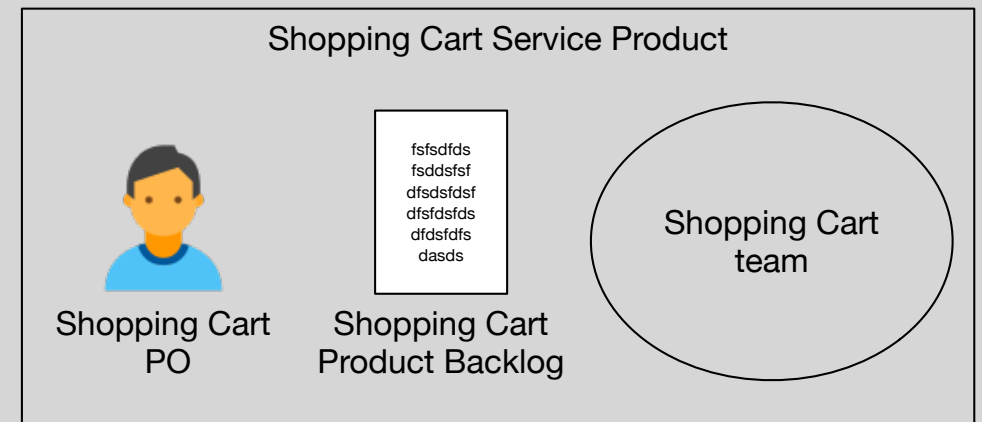
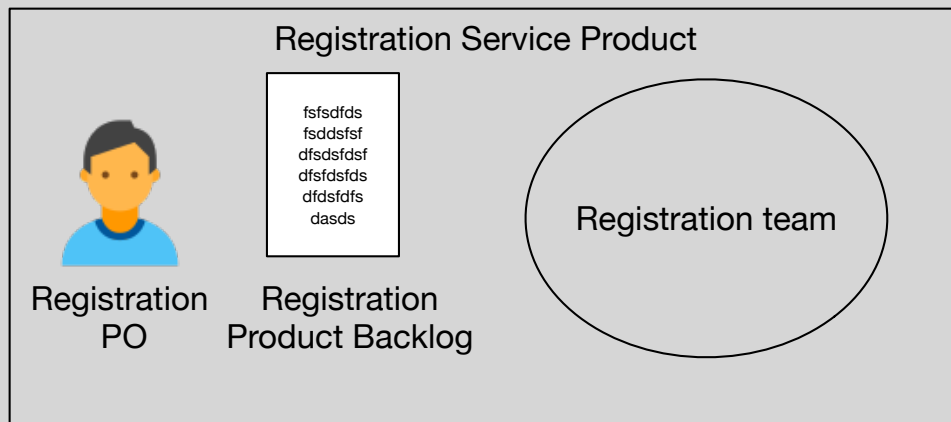
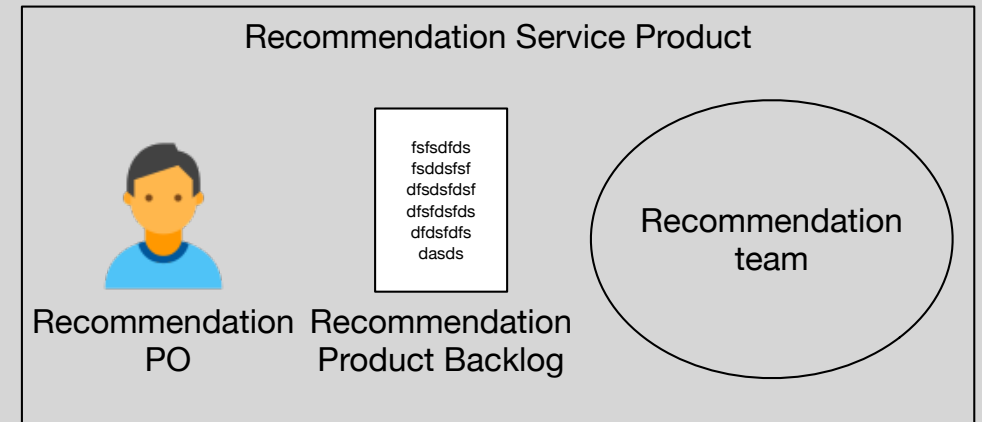
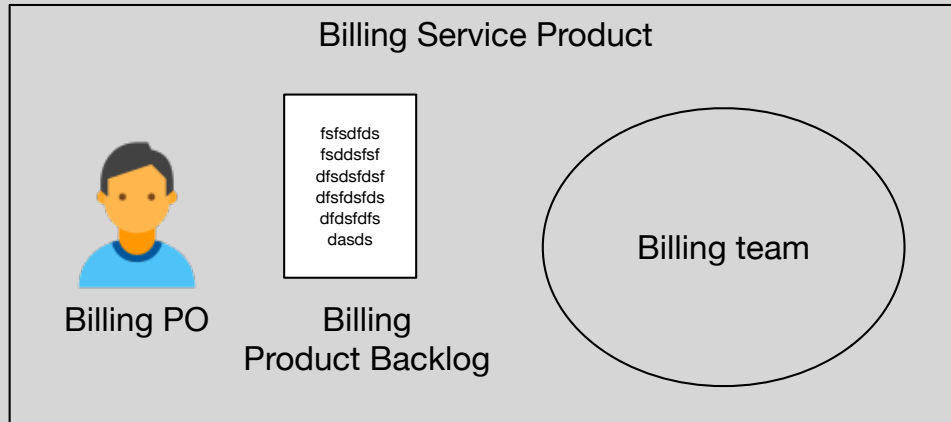
Manage whole product continuously



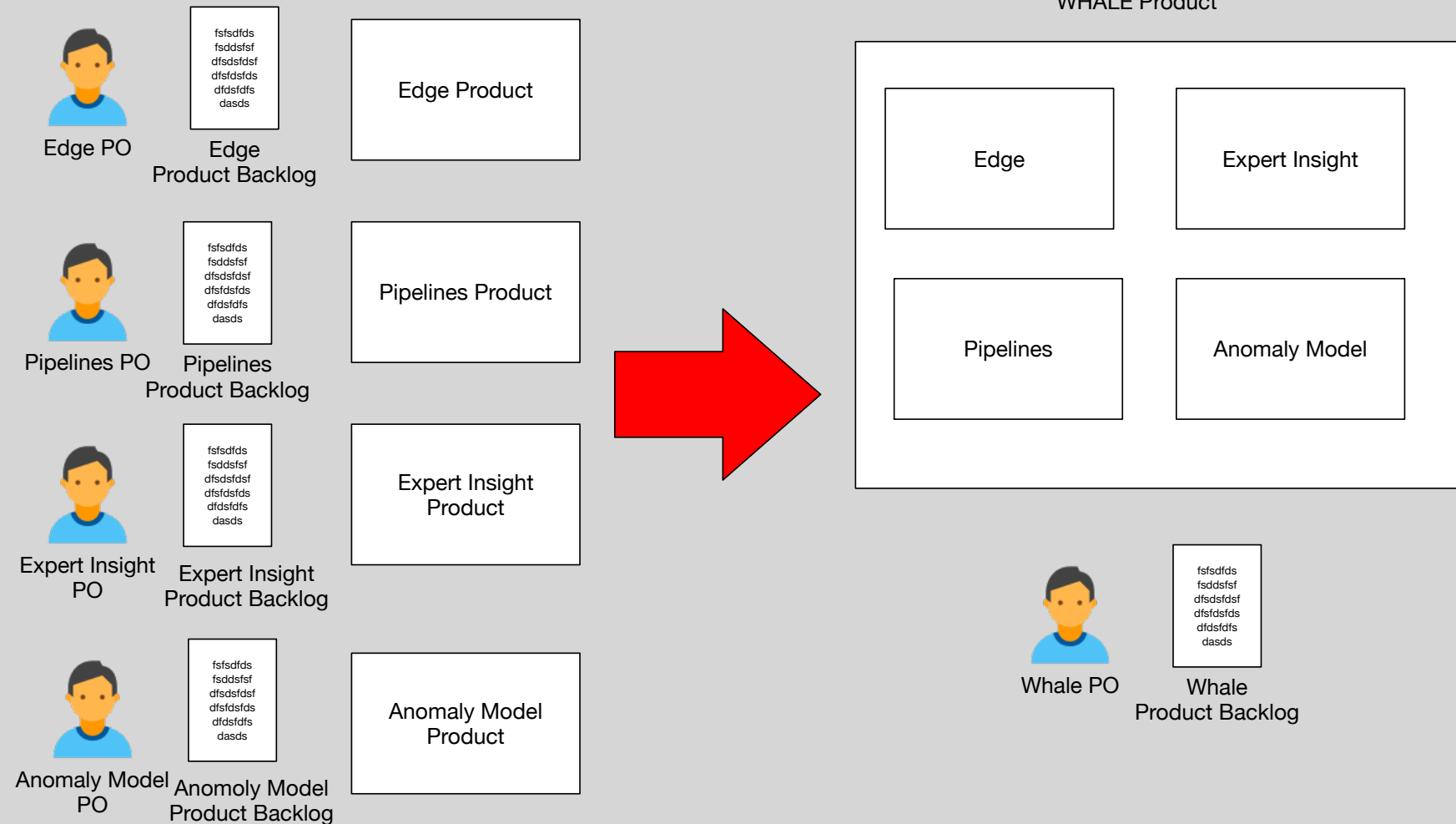
Principle seven

From Many Small Products to a
Few Broad Products

Traditional Organisation



Wartsila DRD



Broad Product Definition

Summary

1. From Specialist Roles to Teams
2. From Resource-Thinking to People-Thinking
3. From Organizing around Technology to Organizing around Customer Value
4. From Independent Teams to Continuous Cross-team Cooperation
5. From Coordinate to Integrate to Coordination through Integration
6. From Projects to Products
7. From Many Small Products to a Few Broad Products



2-4 November
<https://less.works/course-details/certified-less-practitioner-amsterdam-4380>