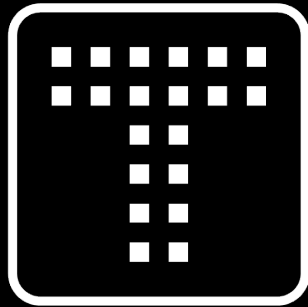


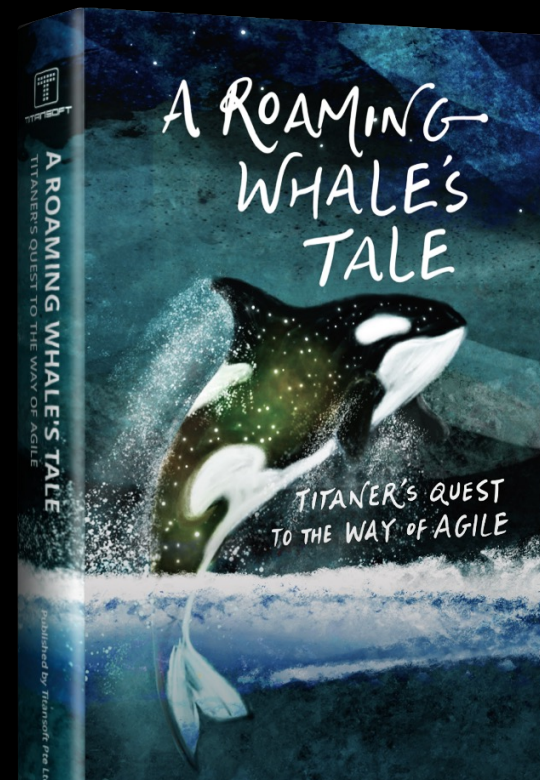
A Roaming Whale's Tale

Titansoft's Journey through Continuous Improvement



TITANSOFT

- Chen Chao



About me

- Chen Chao
- Organization Development Director
- 18 years @ Titansoft Pte Ltd

- CSM, CSPO
- PMP





TEAM TITANSOFT
(Singapore Headquarters)





BEST TECH
COMPANY TO
WORK FOR
AWARD 2017

WINNER

MID-SIZED ORGANISATION





Best Companies to Work for in Asia – Singapore & Taiwan 2018/2019/2022





Great Place to Work Singapore 2023 & 2024

However, our story did not start like that



Hero

2005-2008





SCREEN



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WALL

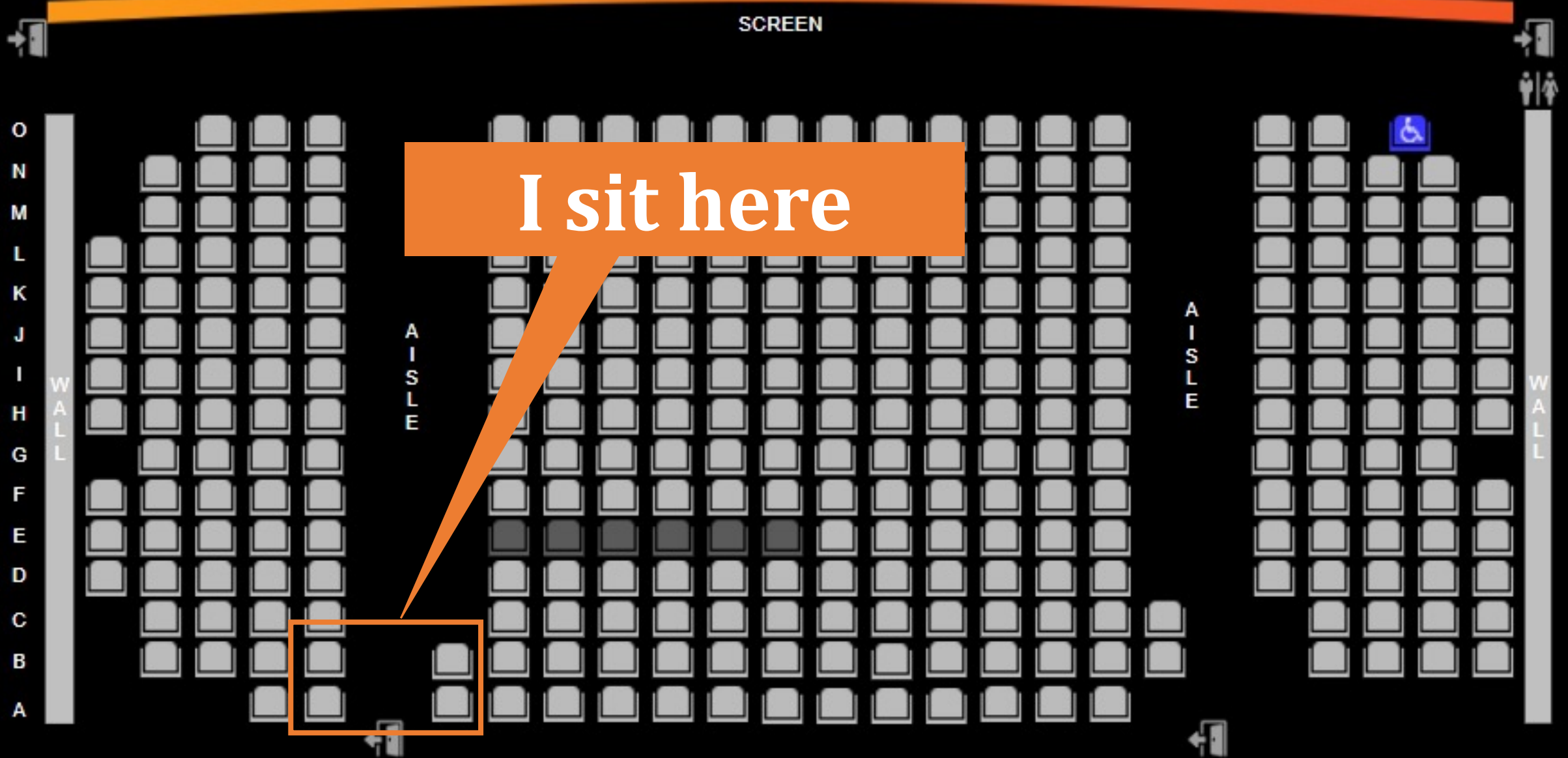
AISLE

AISLE

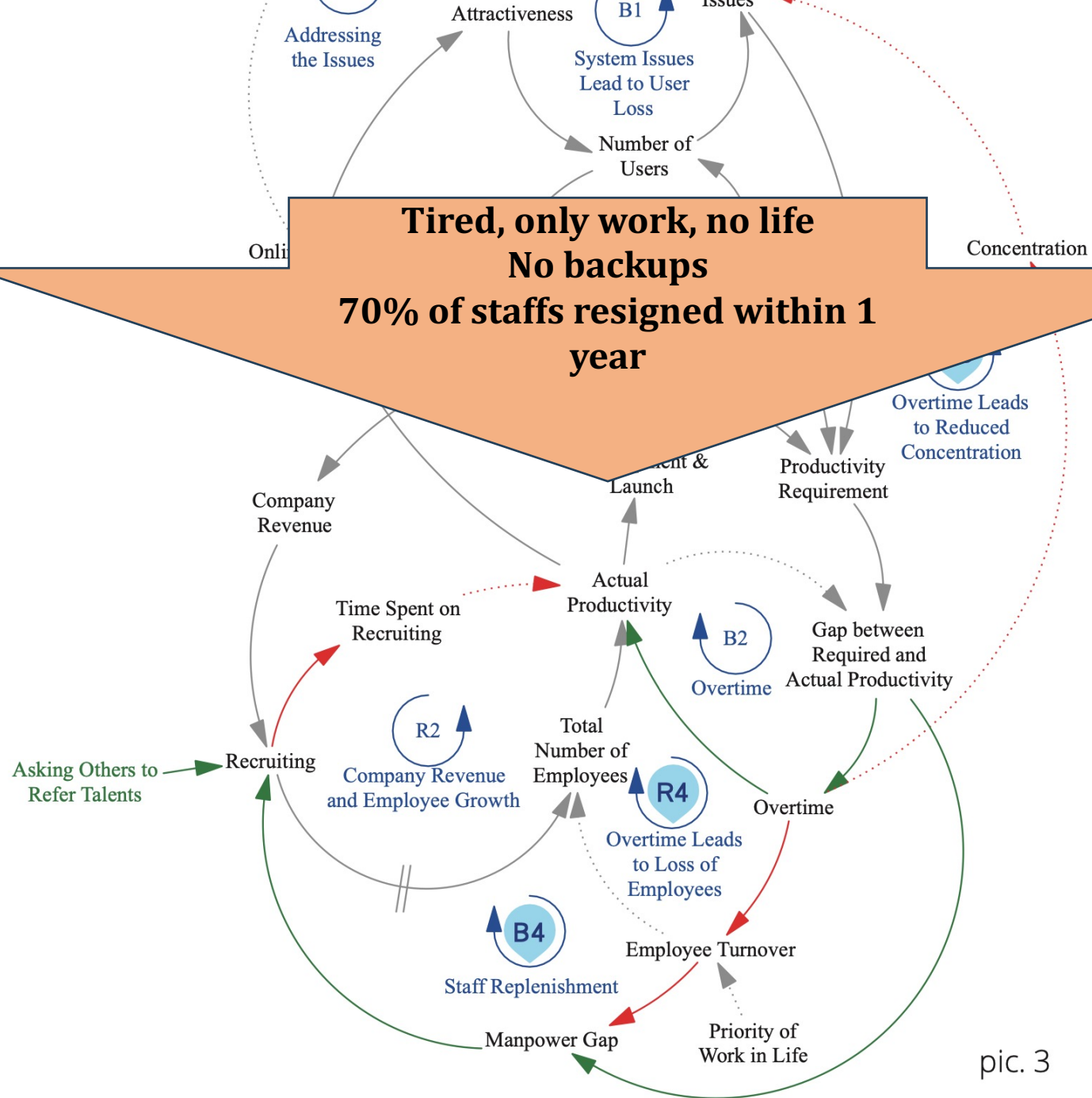
WALL



“Anything that can go wrong will go wrong.” - Murphy's law







pic. 3



Hero

2005 - 2008

2009-2011

Divide-and-Conquer

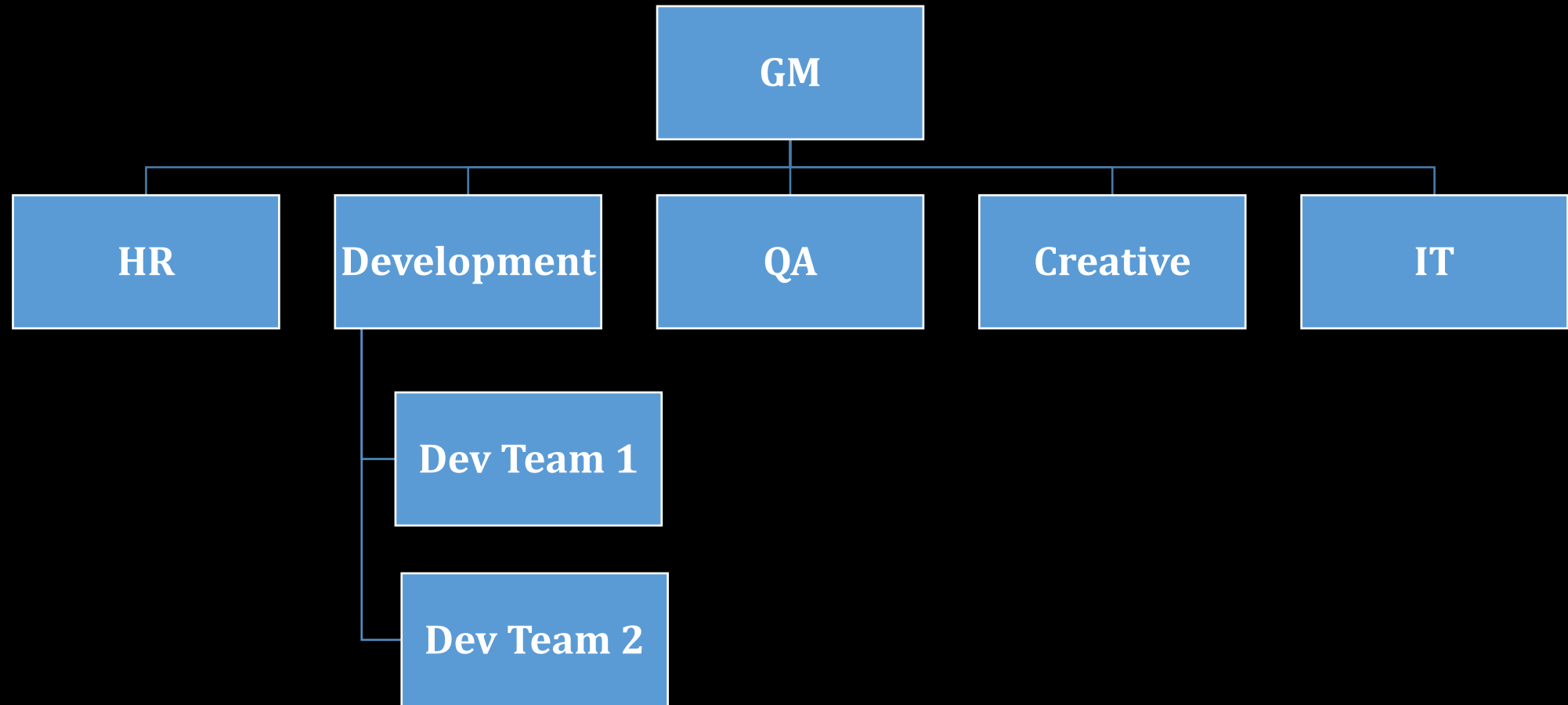
```
graph LR; Hero[Hero] --- P1[2005 - 2008]; P1 --> P2[2009-2011]; P2 --- DC[Divide-and-Conquer]
```

The diagram illustrates a timeline or process flow. It begins with a rectangular box labeled 'Hero'. A vertical line connects this box to a blue chevron-shaped box containing the text '2005 - 2008'. This blue box is followed by an orange chevron-shaped box containing the text '2009-2011'. A vertical line then connects the orange box to a rectangular box at the bottom labeled 'Divide-and-Conquer'.



Team over Individuals (Heros)

Now, we had an organizational chart



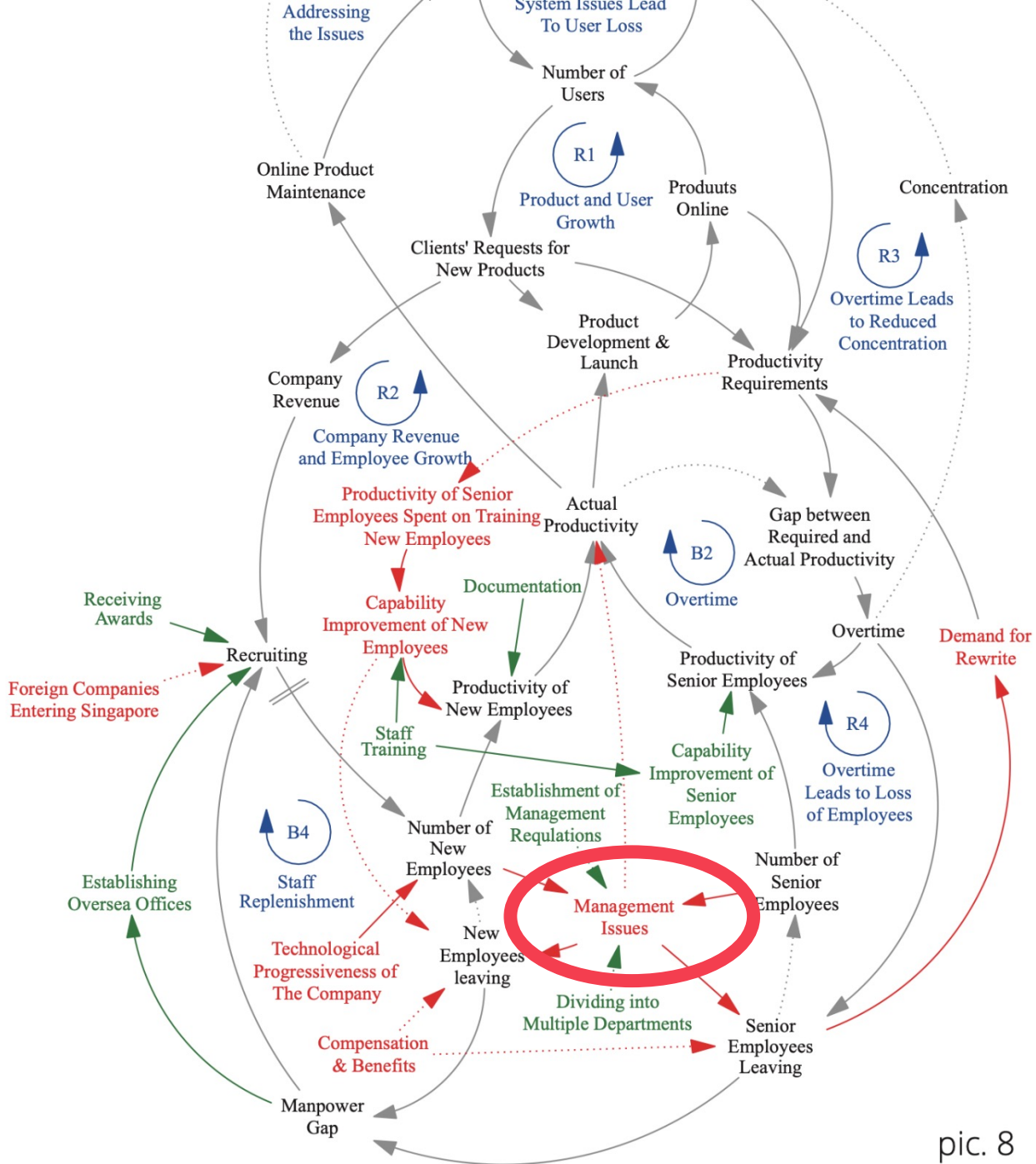
Titansoft 10 Working Agreements

Everyone is required to read
and signed

1. *Putting service first*
2. *Solving the problem at one go*
3. *Identifying time-consuming corrections*
4. *Understanding customer needs*
5. *Ensuring simplicity and consistency*
6. *Maintaining records at all times*
7. *Respecting rules*
8. *Prioritizing common goals*
9. *Safeguarding the integrity of the production environment*
10. *Using your best judgment*

Workplace Health Singapore



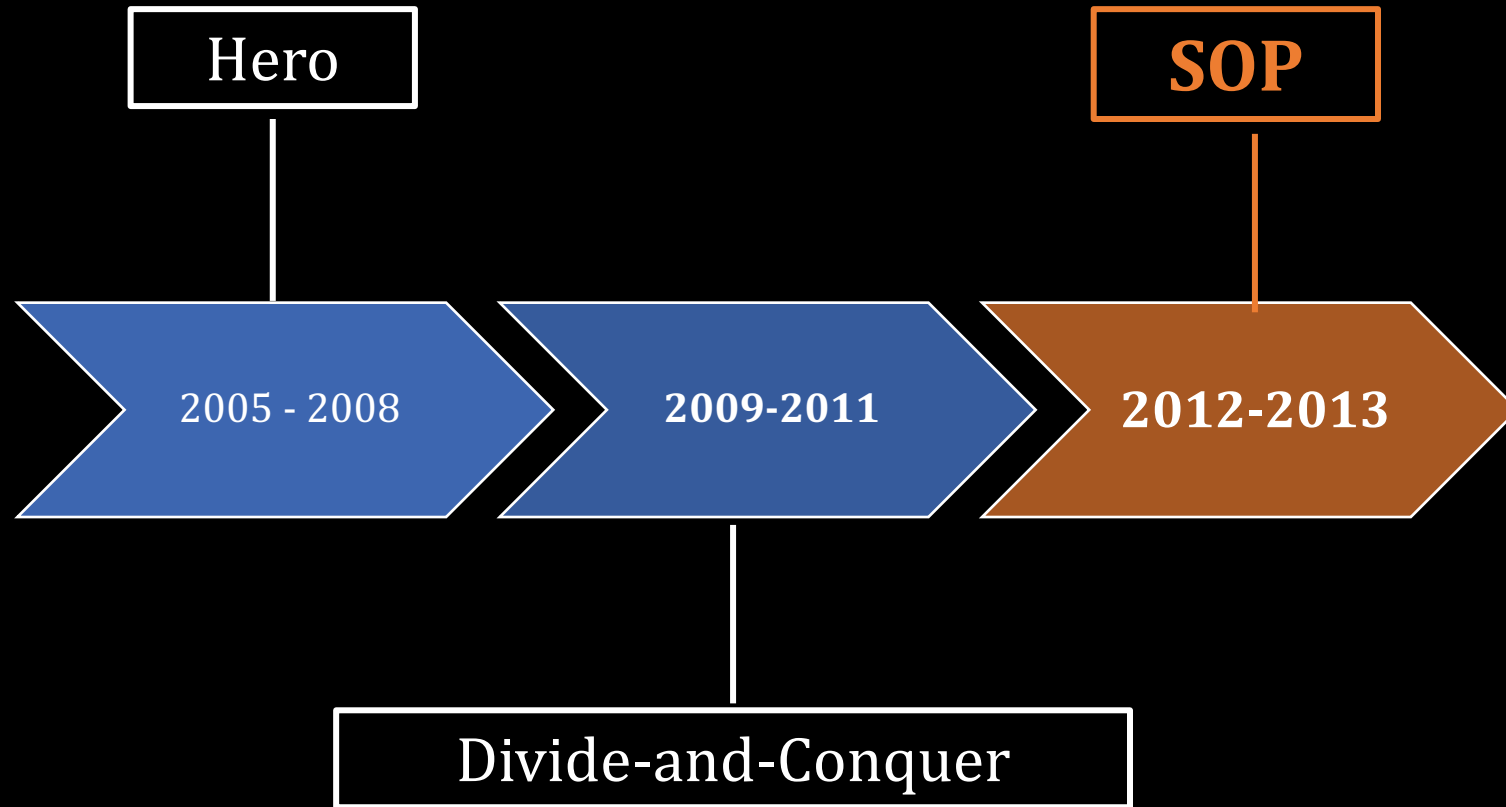


pic. 8

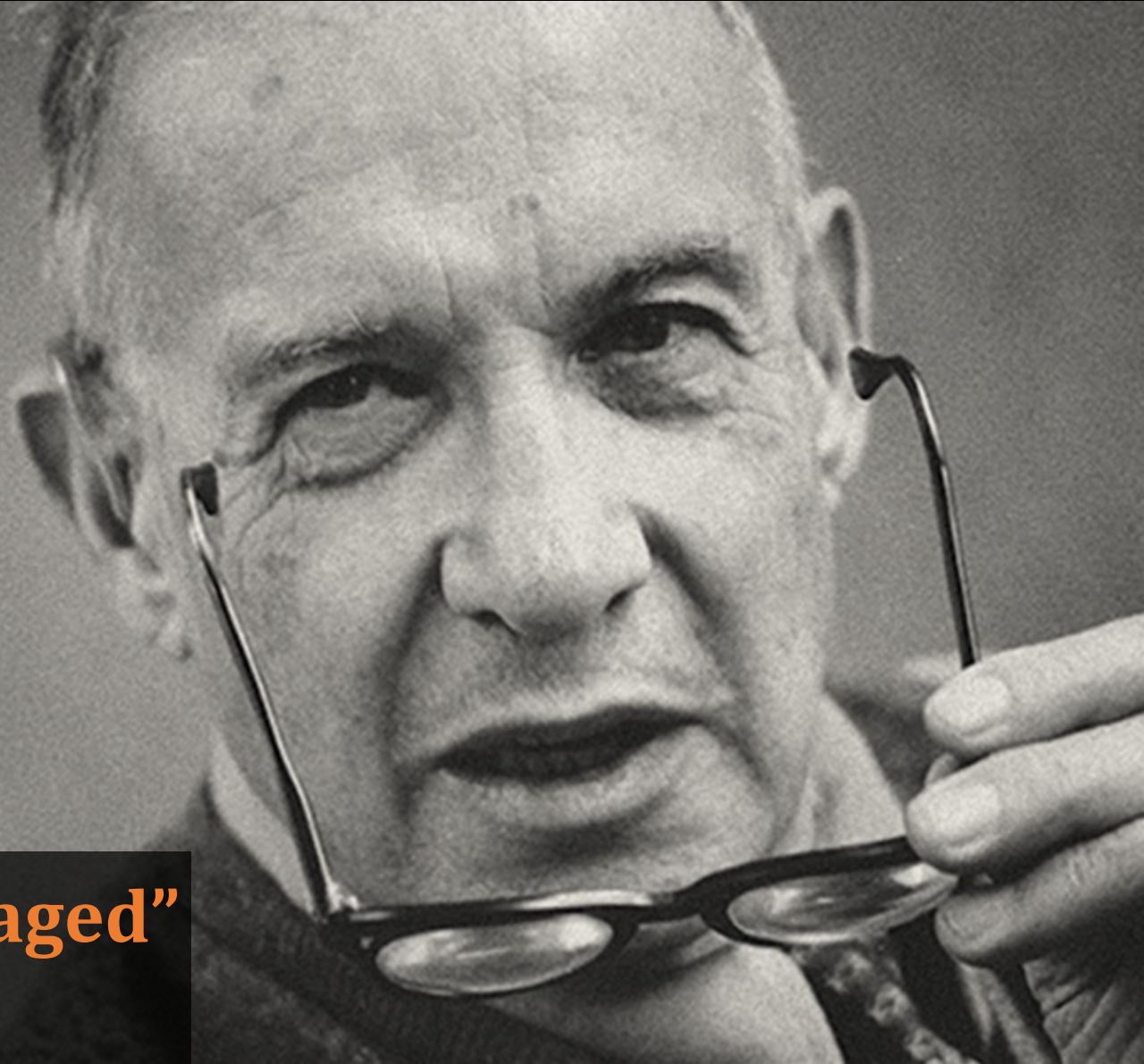
- Company expanded
- Business risk was reduced
- New comers' workload was reduced
- Existing staffs' lifestyle was improved



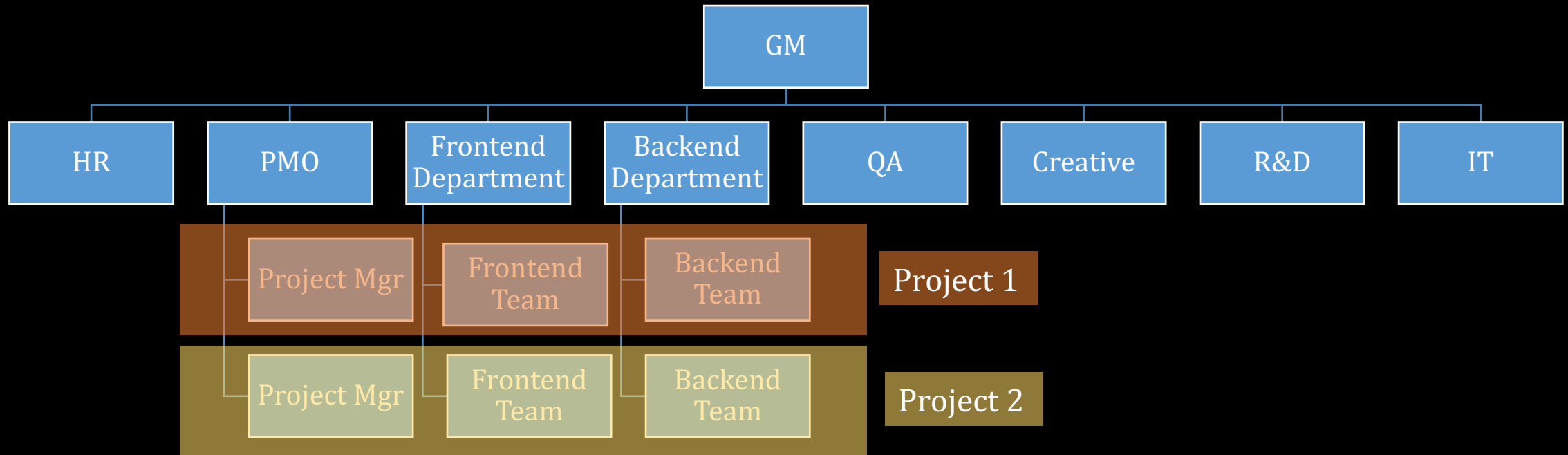
- Product delivery was slow down
- Product quality was dropping
- There was an urgently need of setting up management practices



“What gets measured gets managed”
-- Peter F. Drucker



Matrix organizational chart



Starting of scientific management

Recruitment	• Focus on fresh graduates • Probation training
Training	• On Job Training (OJT) / On Site Training (OST) • SOP / Work Instructions (WIs) • Skill & Knowledge Management (SKM)
Engagement	• Project Management Professional (PMP) • One page project management (OPPM) • RALL / STEPS report
Evaluation	• Department / Team KPI • Four disciplines of business execution (4DX) • Defined two tracks of career paths and job grades • Talent review
Retention	• Salary and benefit benchmarking • Outstanding Titaner Contribution (OTC)
General	• Budgeting • Annual planning (DOR/DOP) • Staff engagement survey



PROUD of TEAM TITANSOFT
35 Titaners 36 Legs game successfully completed



First Olympic Day in 2012 Sep

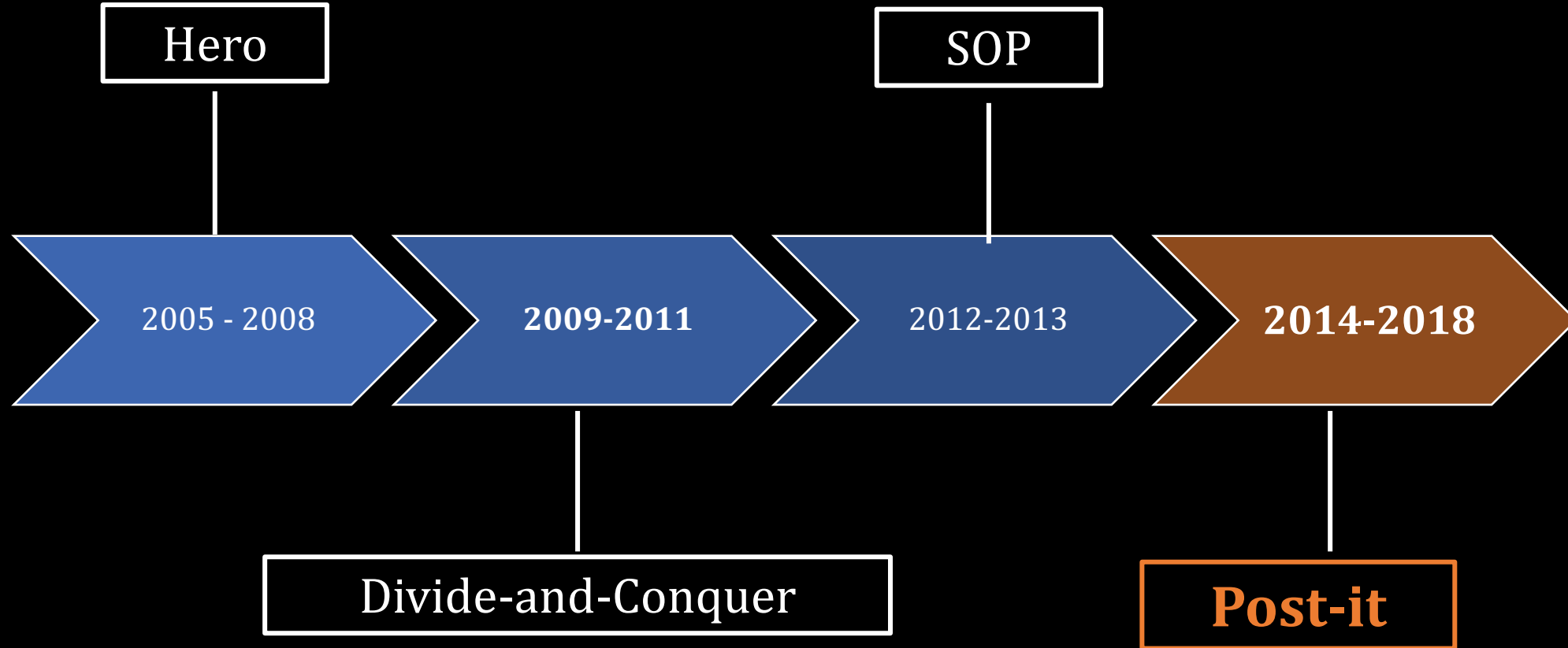


- Company was expanding with business growing
- Productivity was high as company were good at execution
- Quality was improved and stable

- Two bosses make staff confusion on work priority
- Heavy documentation due to frequent system updates
- Quality stable, however, hard to improve further









Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.
Through this work we have come to value:

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Kent Beck
Mike Beedle
Arie van Bennekum
Alistair Cockburn
Ward Cunningham

James Grenning
Jim Highsmith
Andrew Hunt
Ron Jeffries
Jon Kern

Robert C. Martin
Steve Mellor
Ken Schwaber
Jeff Sutherland
Dave Thomas



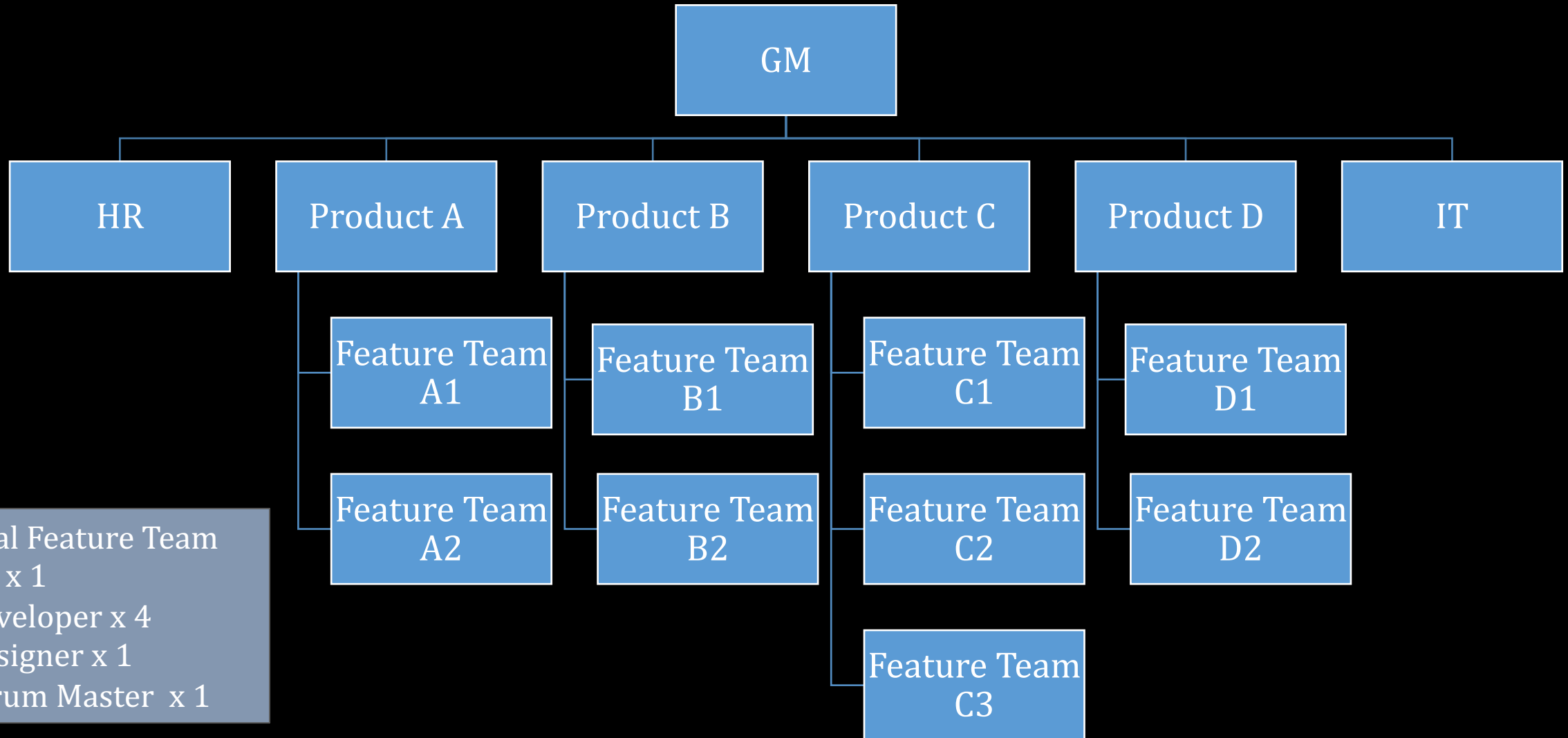
Agile Transformation

Frameworks	• Scrum • Kanban • LeSS
Mindset	• Theory Y • Lean thinking • Growth mindset • Outward mindset • Business mindset • The question behind the question (QBQ)
Organization Structure	• Restructure teams to feature team with 5-9 staffs • Restructure departments to product department • Dismiss QA department, help QA staff transferred to other roles
Software development	• Pair / MOB programming • Automation test / TDD • Continuous integration (CI)

Agile Transformation

Communication	• Transparent. Such as we open product revenue and staff salary. • We introduce facilitation into meetings • Sociocracy • Open space • Retrospective
Office	• Renovate office to more suitable for face to face communication
Procedures	• Self promotion • Bonus distribution by team • Growth and adaption program (GAP) • Flexible working hours
Roles	• Change Software Engineer to Product Developer (PD) • Introduce full time scrum master role

Organizational chart

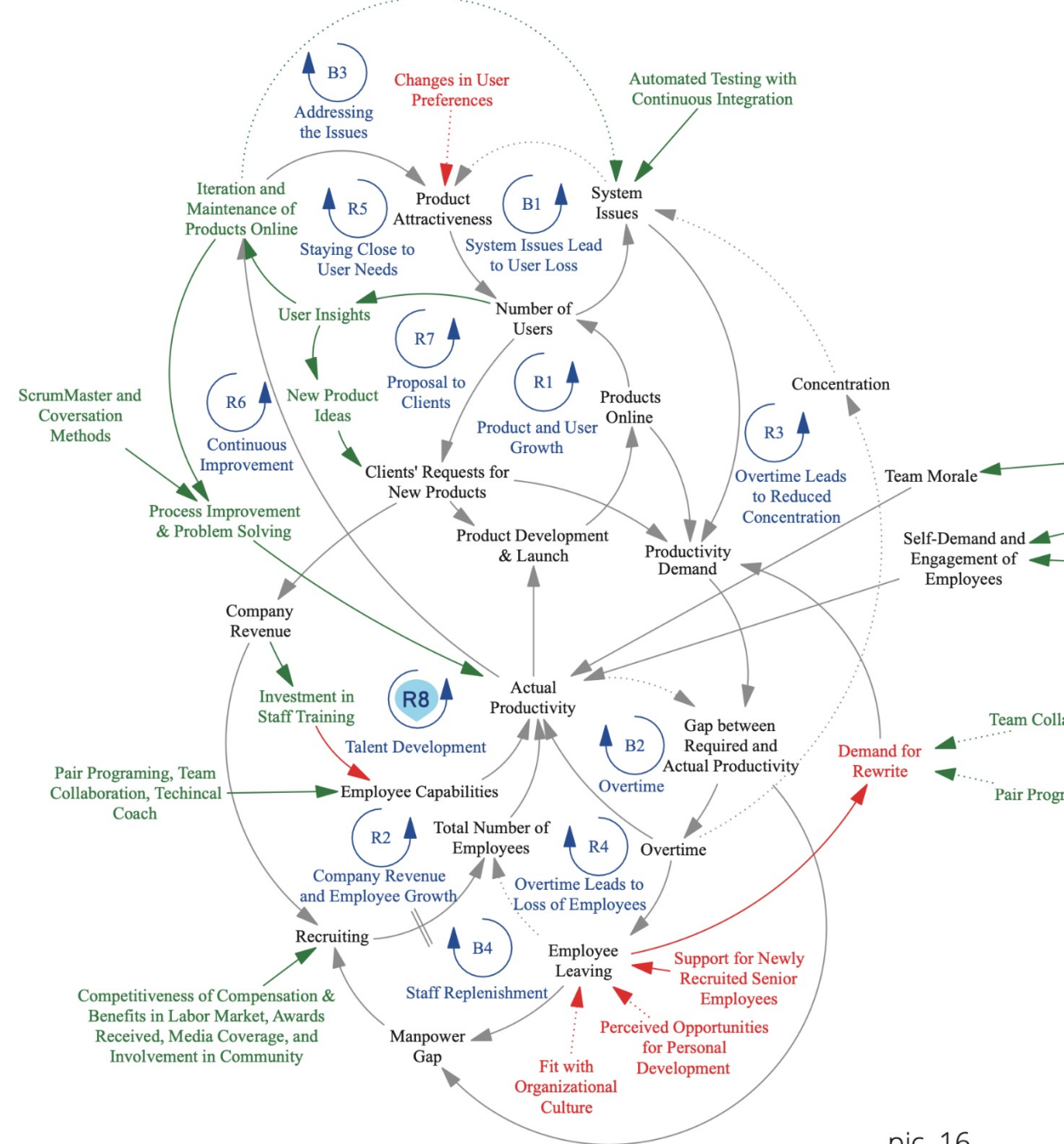


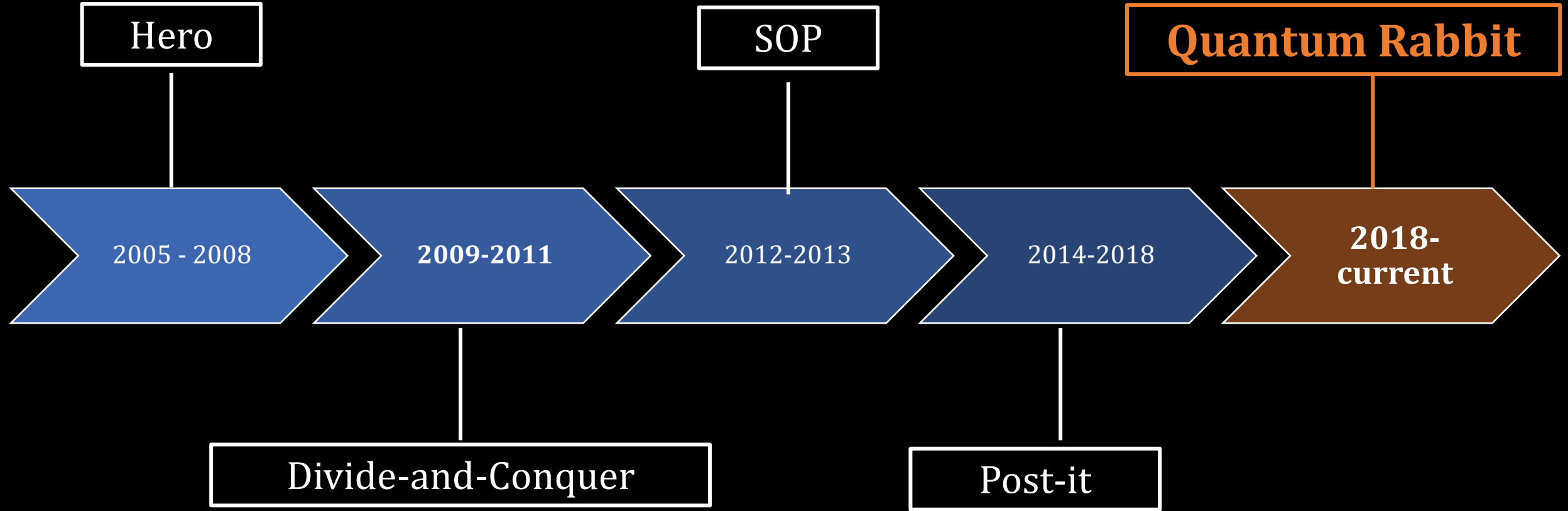




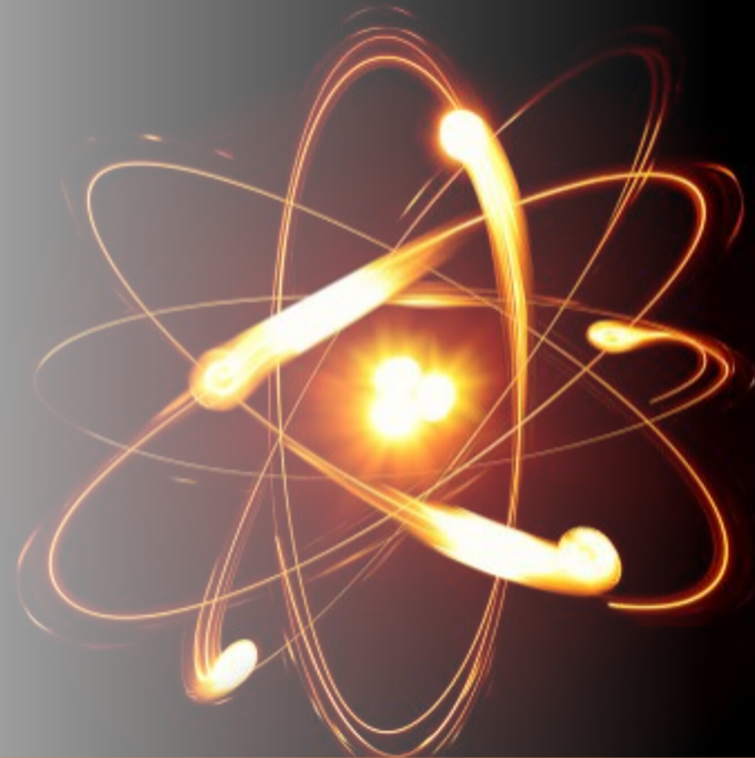
- Sustainable work & life
- Bus factor was high, shared responsibilities
- Retention rate was high
- Product ownership was high
- Closer to customers and empower customers' business more
- Management cost and effort were minimized

- Career development of expert staffs, especially for juniors of minor roles
- Management candidates
- Difficult to recruit certain roles, such as ScrumMaster
- Difficult for hiring senior staffs due to culture shock
- Technical debt





Quantum



Rabbit



A background image of a road stretching into the distance under a sunset sky. A large white arrow is painted on the road, pointing towards the horizon. The word 'SUCCESS' is painted in large, white, serif capital letters across the lower half of the road.

We are

transformed successfully with Agile,
not a successful agile transformation

The character '守' (Shu) is written in a bold, cursive calligraphic style. It features a large, sweeping top stroke that curves down and around, followed by a vertical stroke and a small hook at the bottom.

SHU

The character '破' (Ha) is written in a bold, cursive calligraphic style. It has a dynamic, flowing structure with multiple overlapping strokes, including a prominent horizontal stroke that extends to the right.

HA

The character '離' (Ri) is written in a bold, cursive calligraphic style. It consists of a complex arrangement of strokes, with a large, curved top stroke and a series of smaller, interconnected strokes below it.

RI

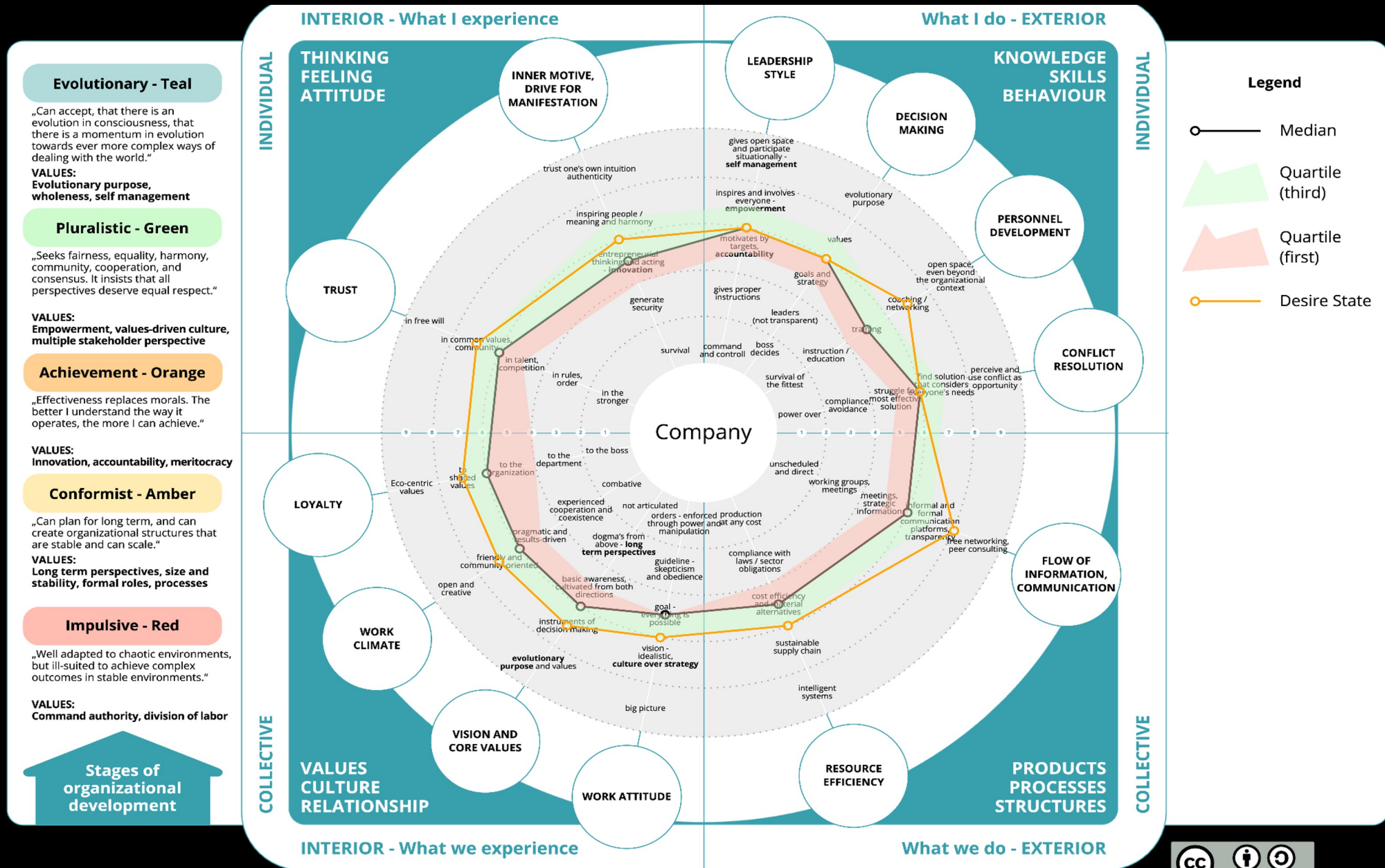
Continue experiment and transformation

Mindset	• System thinking • Polarity management • Beyond Budgeting
Organization Development	• Establish influence in community and industry • Change HR department to Organization Development (OD) • Build up another division layer above department • Have Lab57 to encourage innovation • Form functional team/department for staff's growth • Enforce succession planning • Organizational Vitality Scan (OVS) • Annual planning with important customers • Setup employee assistance program (EAP) • Alliance workshop
Software development	• DevOps • {Tech PO PD Writer SM} Day & Tech Radar • Balance among Minimal Viable Product (MVP) , Minimal Marketable Product (MMP) and Minimal Desired Product (MDP)

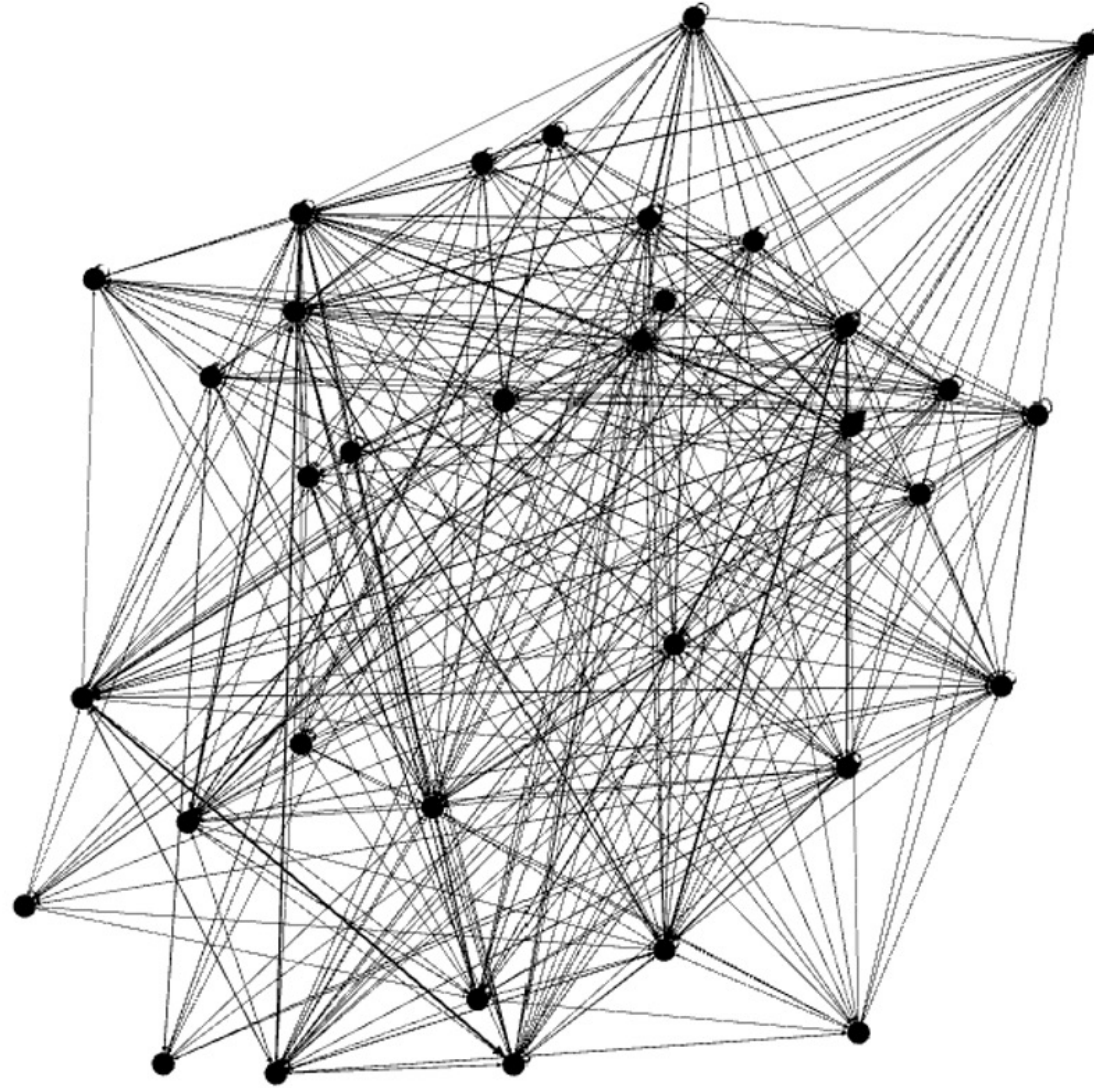
Continue experiment and transformation

People Development	• 7-Habits • Satir • NLP & Coach • Facilitation • Mindfulness • Strength Finder (Gallup) • Titansoft Academy
Communication	• Widely adopt facilitation in our meetings • Focus conversation - ORID • Dialog • Participatory Strategic Planning (PSP) • Introduce psychological safety • GROW model • Communication network analysis
Innovation	• 333 Program (3 staffs, 3 months, 30K SGD funding) • 鈦坦文創 (Creative Culture Titansoft)

Organization Vitality Scan - 2023



Communication network analysis - 2023



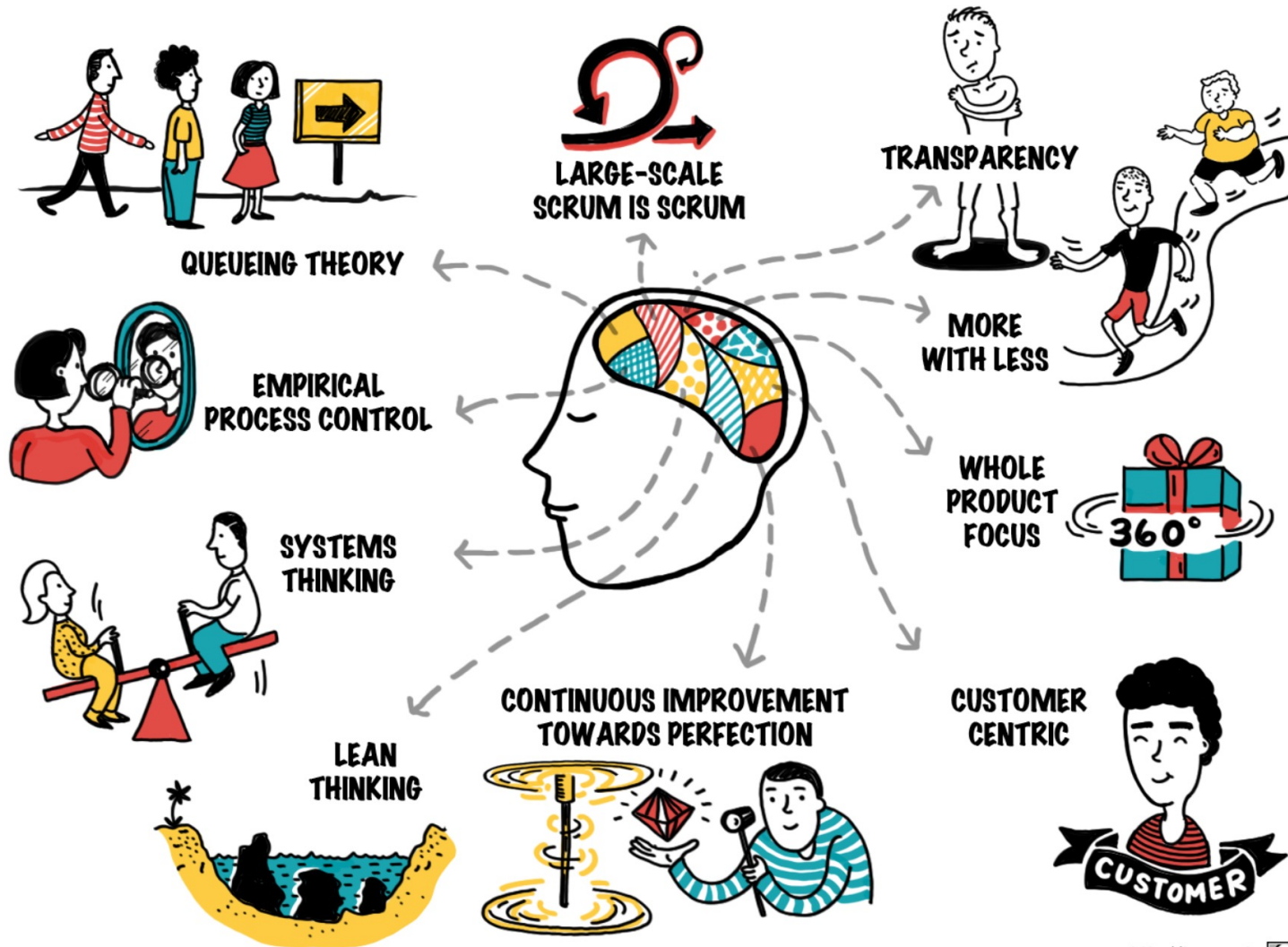
Tech Days



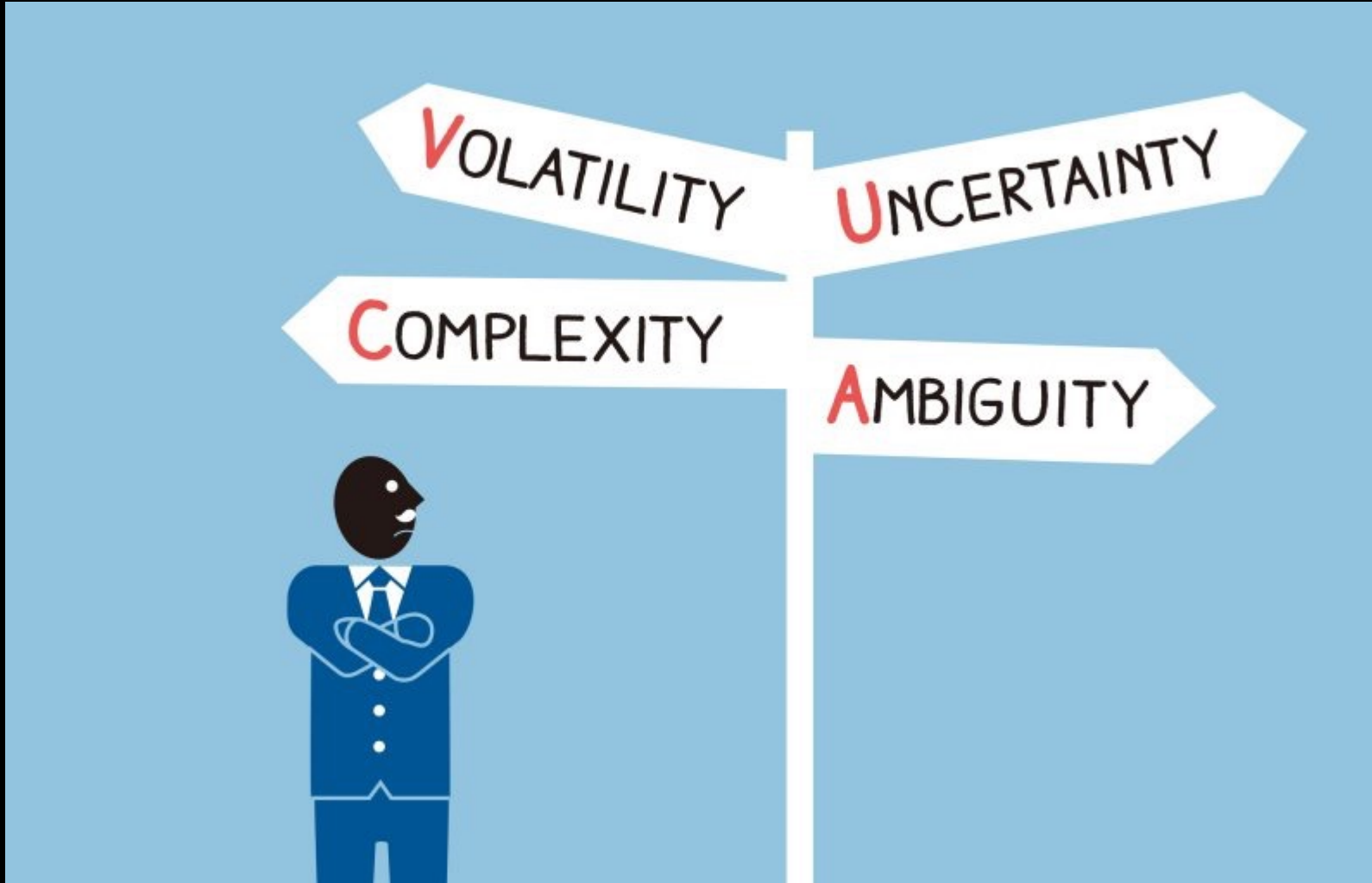
Creative Culture Titansoft



LeSS Principles



How do we define “success” in VUCA?



NEVER STOP
IMPROVING





Appreciation for my Titaners!



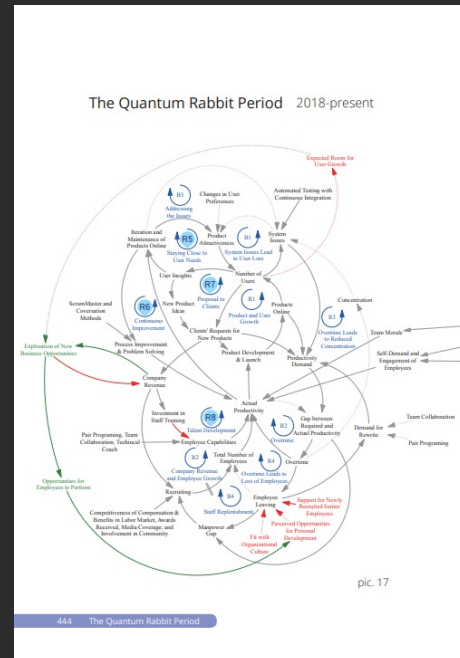
Scribing

Prolegomenon

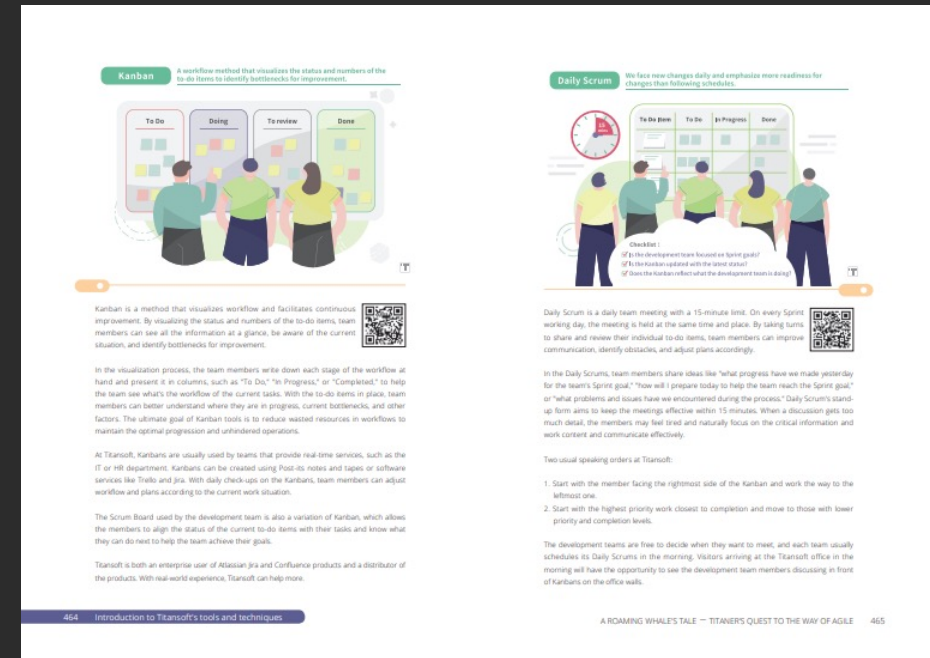
- 1-1. Cross-country eSports during office hours

As you enter the Titansoft office in Taiwan, you will be greeted by the joyful sounds of employees cheering. No, they are not celebrating a raise in salary; rather, they are participating in a cross-border eSports competition called the "Arena of Valor," involving the Singapore and Taiwan offices of Titansoft. Although it may seem hard to believe that employees could be engaging in an eSports competition during working hours, it is a common practice at Titansoft.

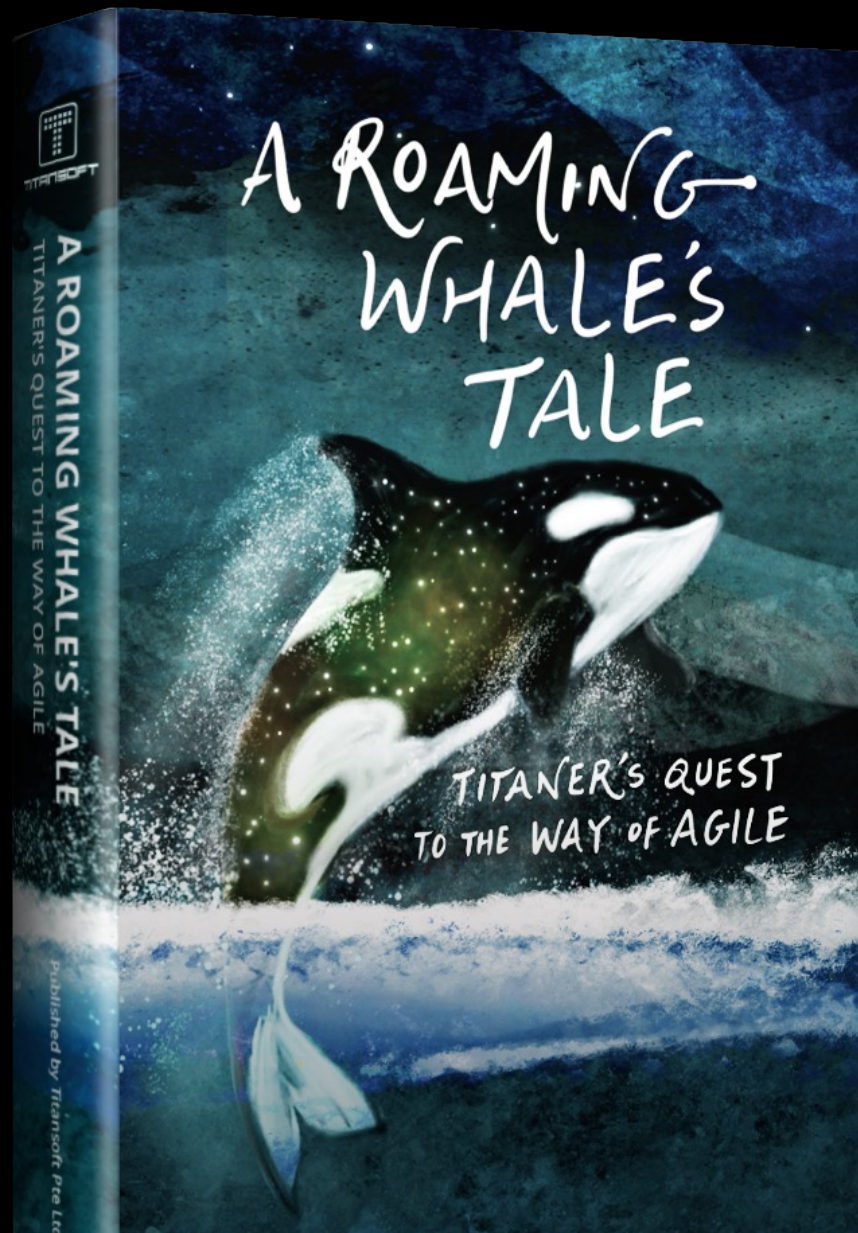
Founded in 2005 in Singapore, Titansoft is a B2B software company specializing in developing and maintaining online software platform. It currently has four global offices and over 300 employees with over 200 ongoing projects. In 2017, Titansoft, was recognized by the Singapore Computer Society – Singapore's largest organization of information technology professionals – as one of the 10 winners of the "Best Tech Companies to Work For," for the "Mid-Sized Category," alongside the likes of IBM, Red Hat, and Accenture. Moreover, it was selected as one of the four overall winners for its "implementation of



System Map



Tools



Get your own copy now!