

How to build a consultancy people enjoy working for

GOTO Berlin, 1 November 2018

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Sleep at home

Self-organization

No goal sheets

So Cool!

Employee heaven!

Company car

Free hardware
choice

20% time

Knowledge leader

Well, not really ...

This is the result of careful business considerations

Here is the story behind codecentric

It started with two founders and an idea ...

**Build a different *
successful company**

* relevant here: more employee and quality focus than most other IT consultancy companies

And they started a company ...

... worked hard, were successful ...

... and grew the company to ~30 employees *

* that's when I joined the company. Everything before this time I only know from hearsay ... ;)

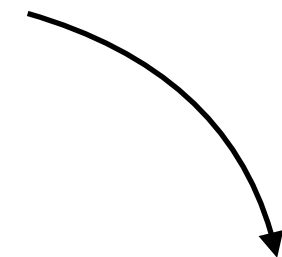
How to make sure everyone arrives
at the customer site without hassle? *

* Some colleagues missed important customer appointments because their private cars broke

**Build a different
successful company**

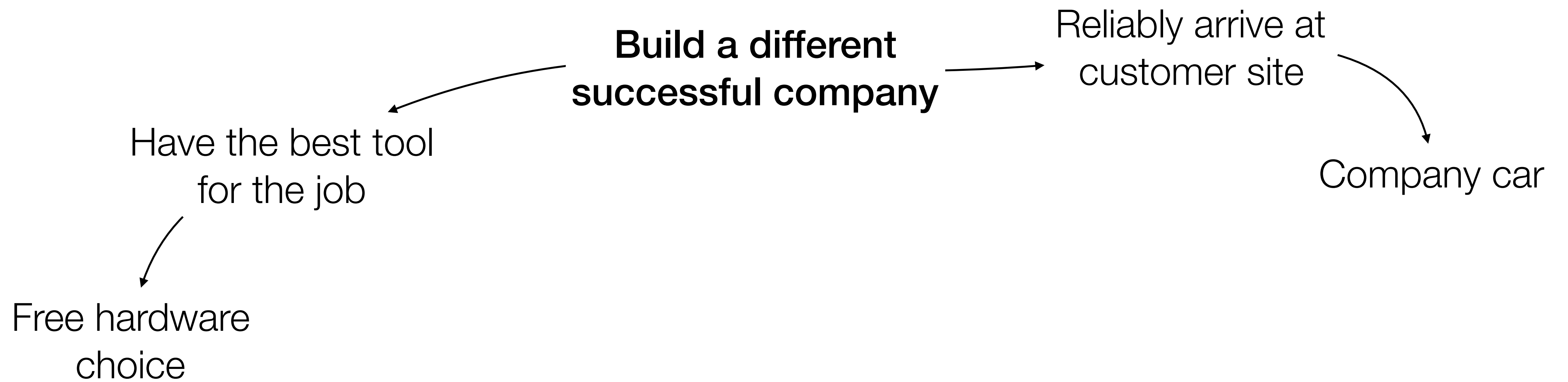


Reliably arrive at
customer site



Company car

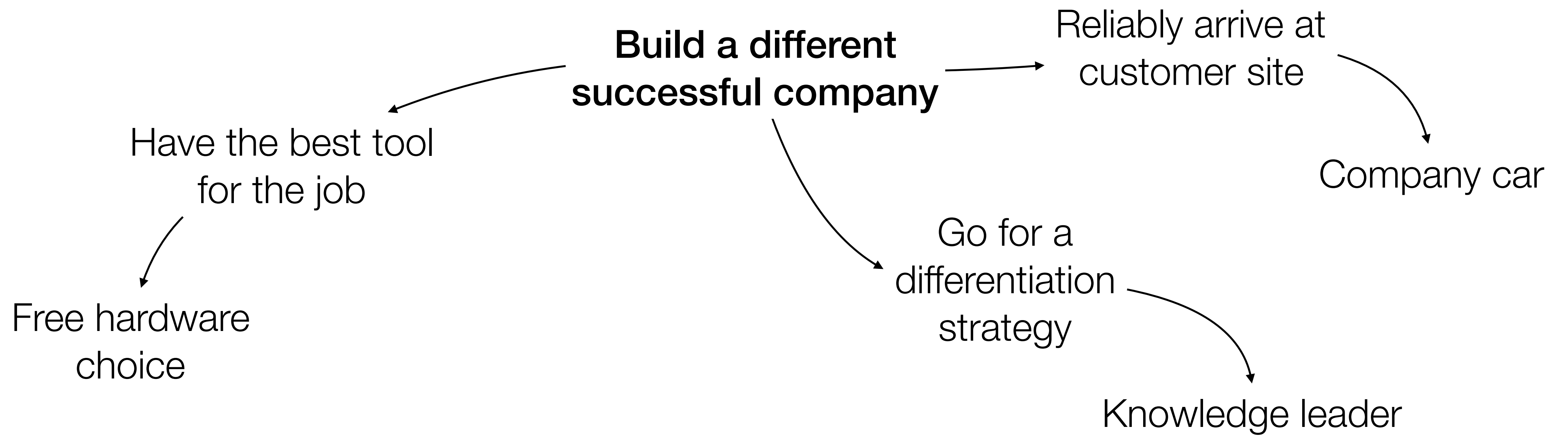
How to maximize the productivity
of the employees?



How to go on from here?

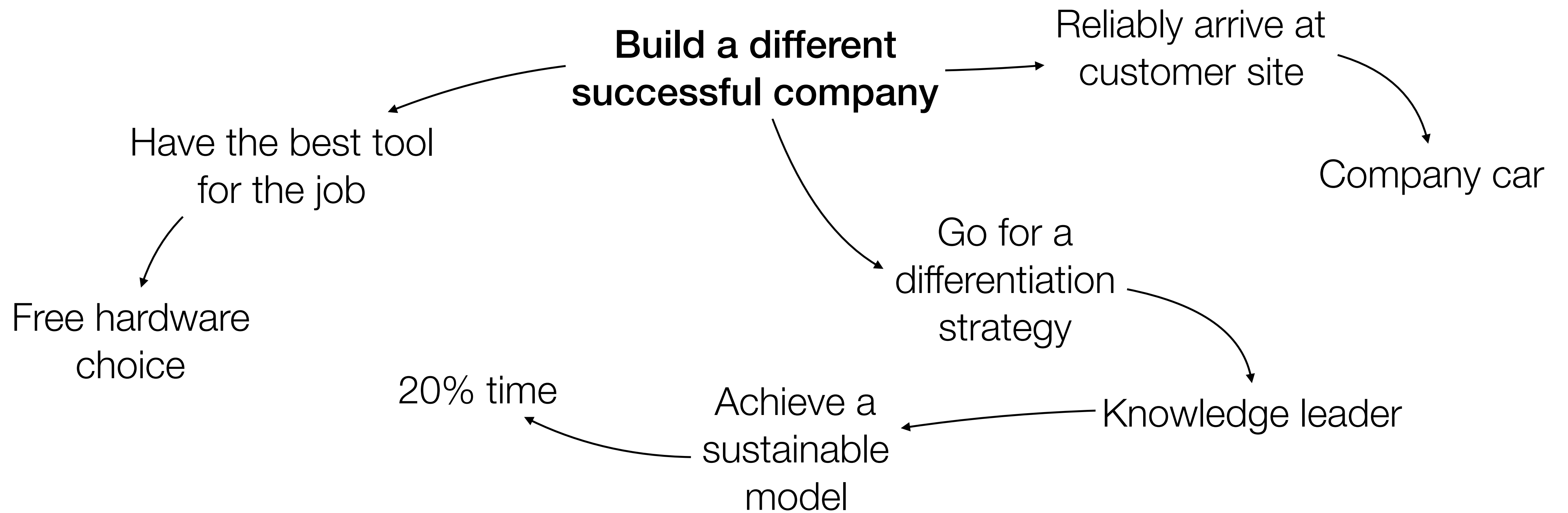
Let's not fall for Michael Porter's
„stuck in the middle“ trap

We chose a differentiation by
„knowledge leadership“ strategy



How to make this strategy sustainable? *

* We are consultants after all. All that defines us is a bunch of brains

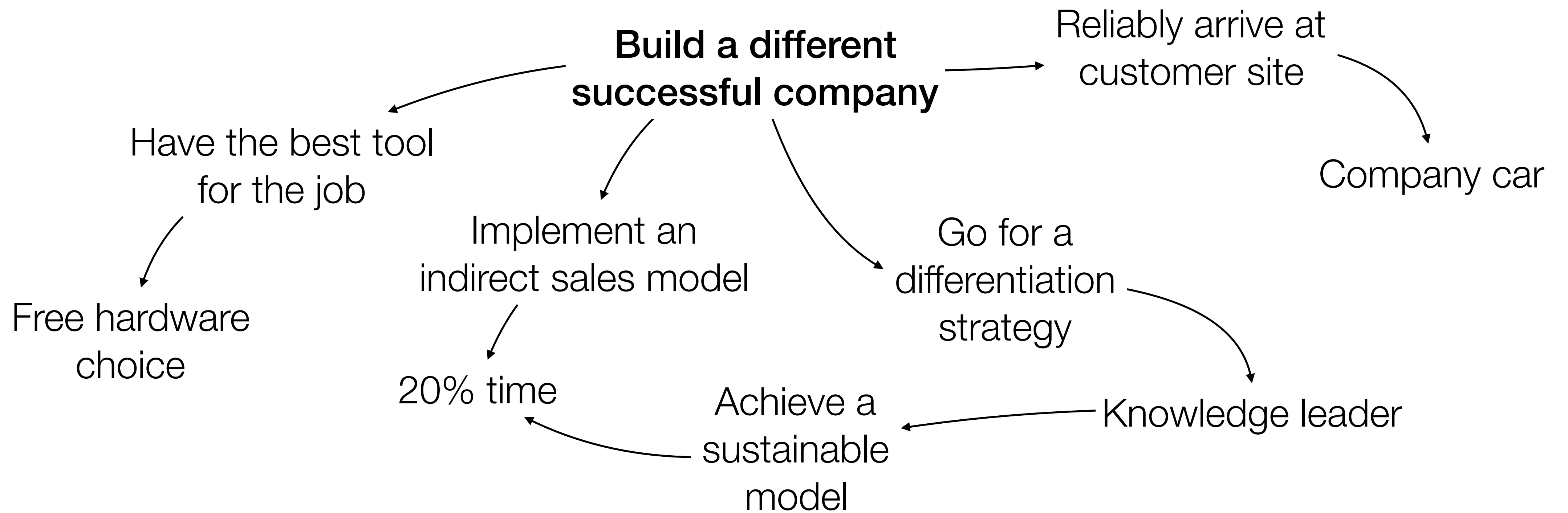


How to attract more customers? *

* without building a big sales organization

Let us implement an indirect sales model *

* Attract customers by showing competence via blog, articles, conference talks, videos, podcasts, ...

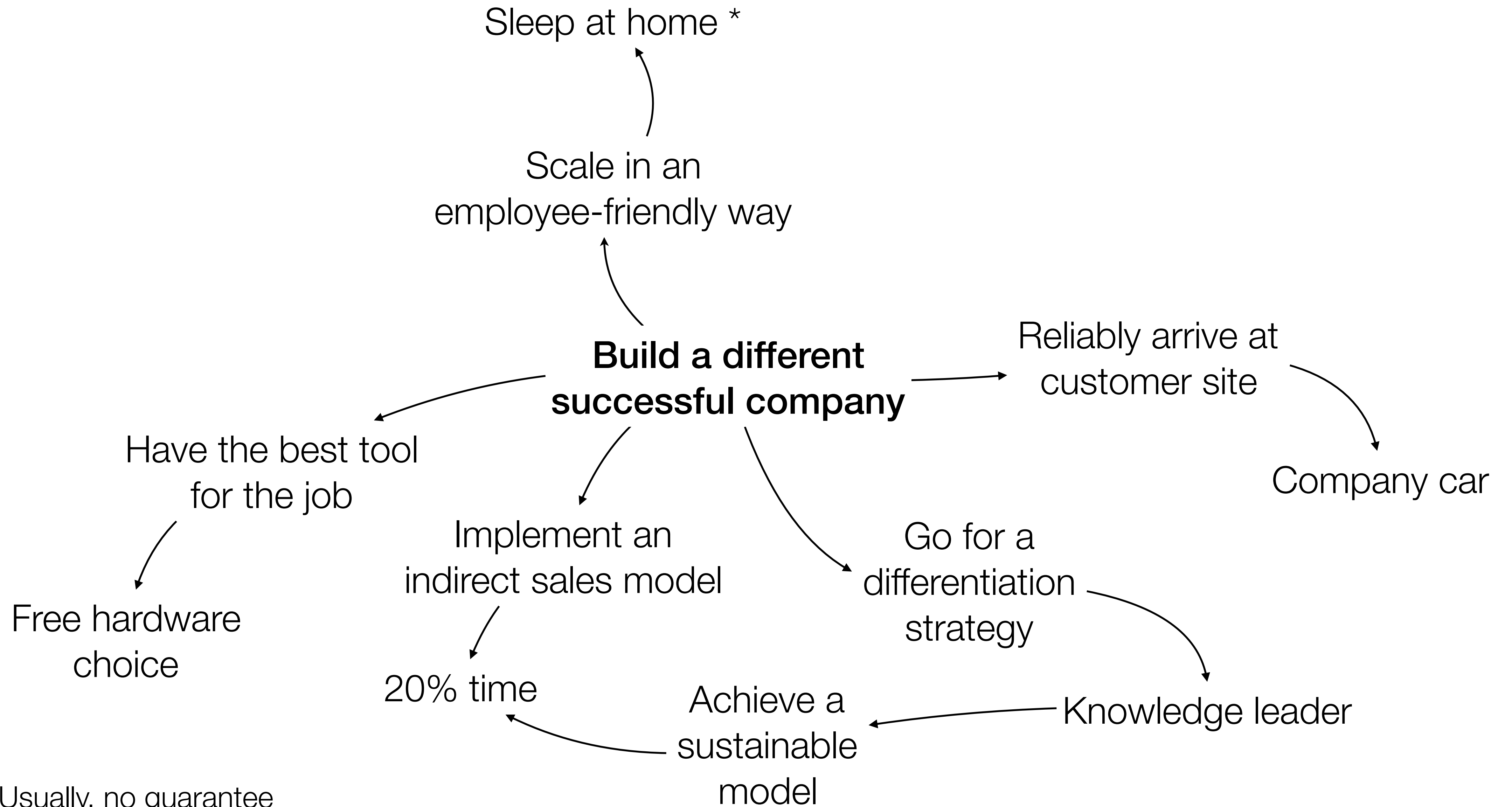


How to reach a growing customer base? *

* Become consultants on the road or create branch offices?

Let us go for branch offices *

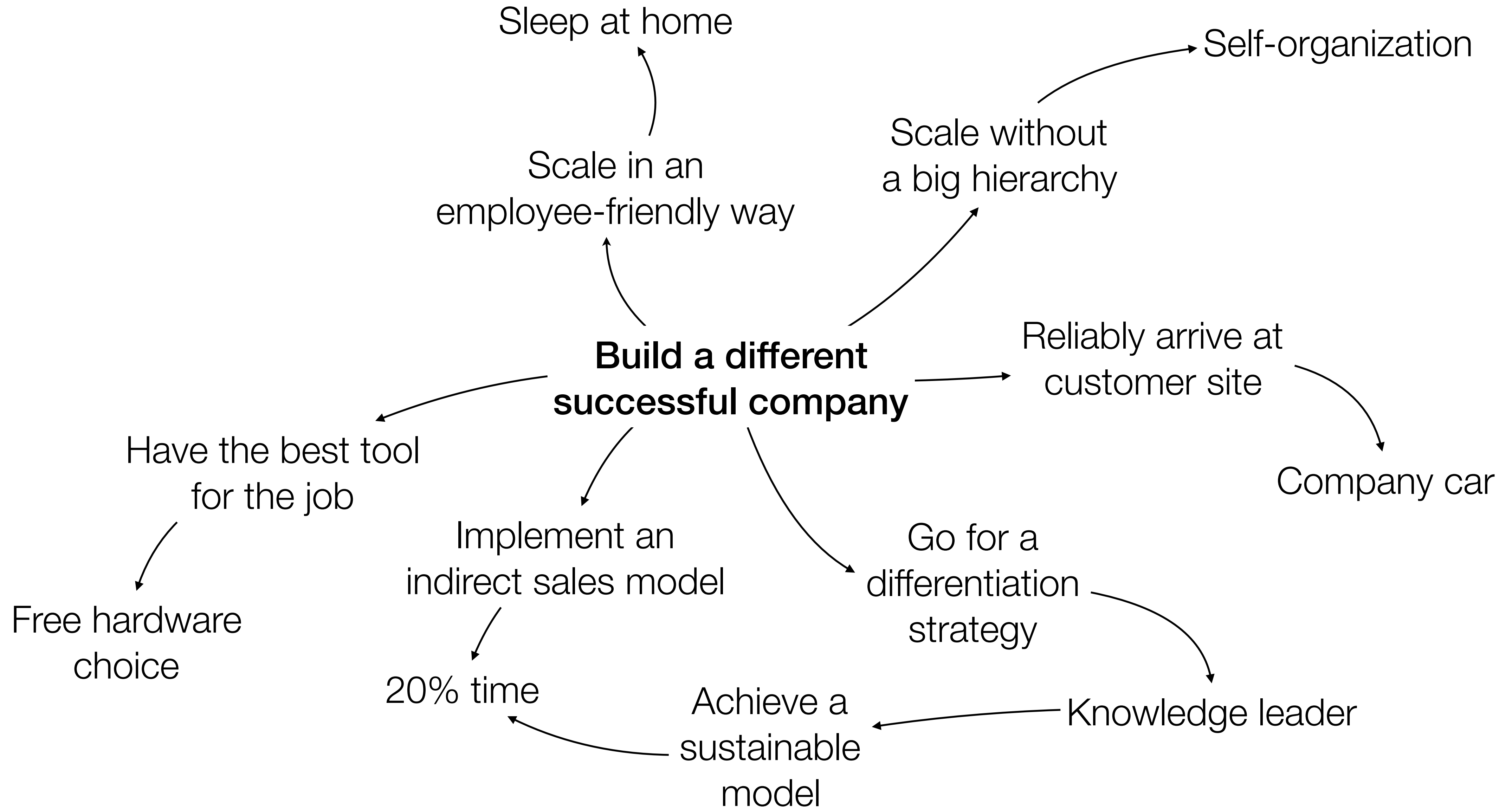
* This also makes it easier to attract and keep talents



* Usually, no guarantee

How to scale further in a safe way
without building a big hierarchy?

Let us adopt the ideas of agile
and self-organization

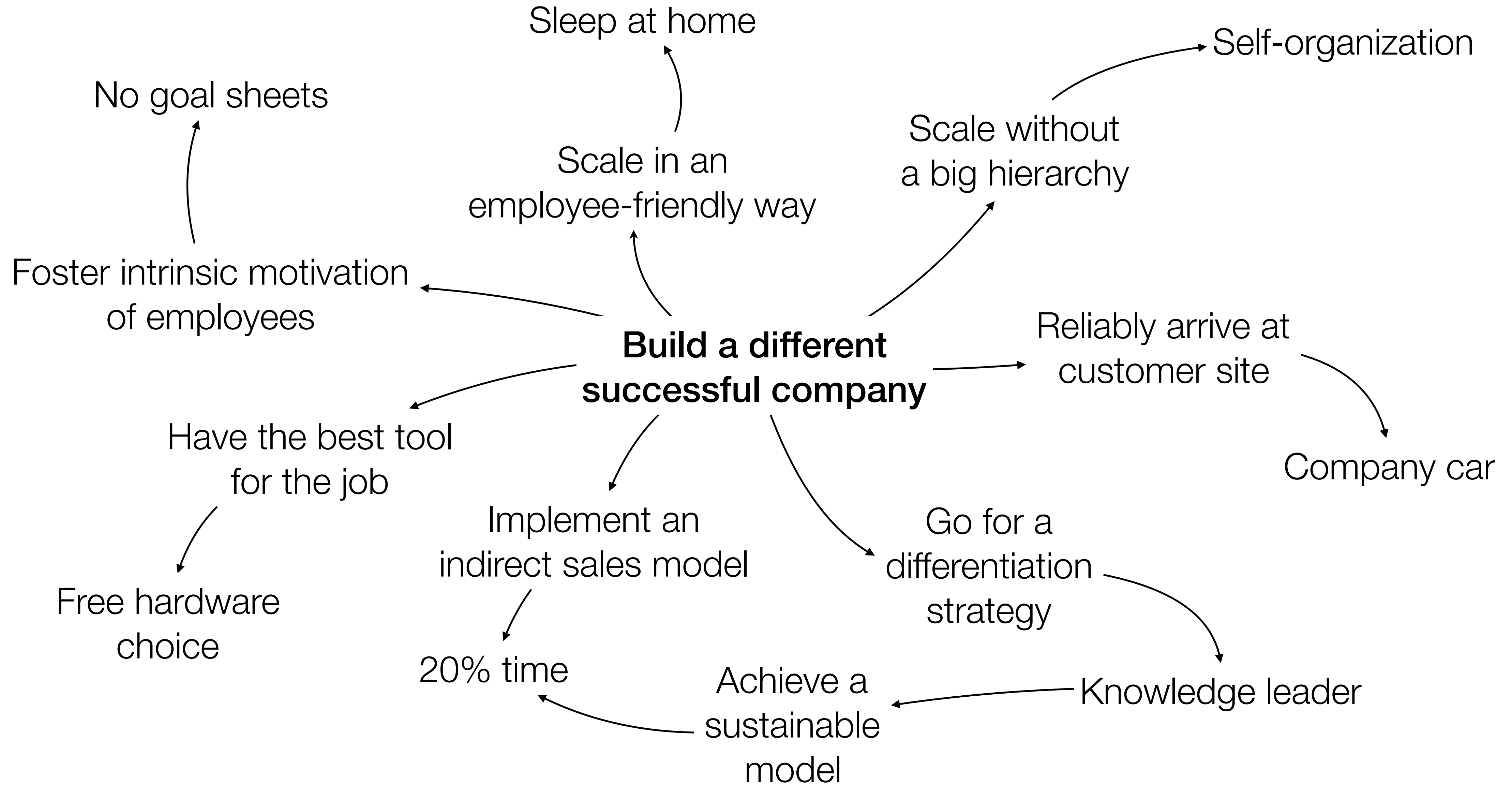


How to keep talents?

Let us foster their intrinsic motivation *

* Mastery (20% time), autonomy (self-organization) and purpose (open communication)

As a side effect no goal sheets and
no variable income for consultants



Sleep at home

Self-organization

No goal sheets

You see, not „employee heaven“

but still a consultancy people enjoy working for ... ;)

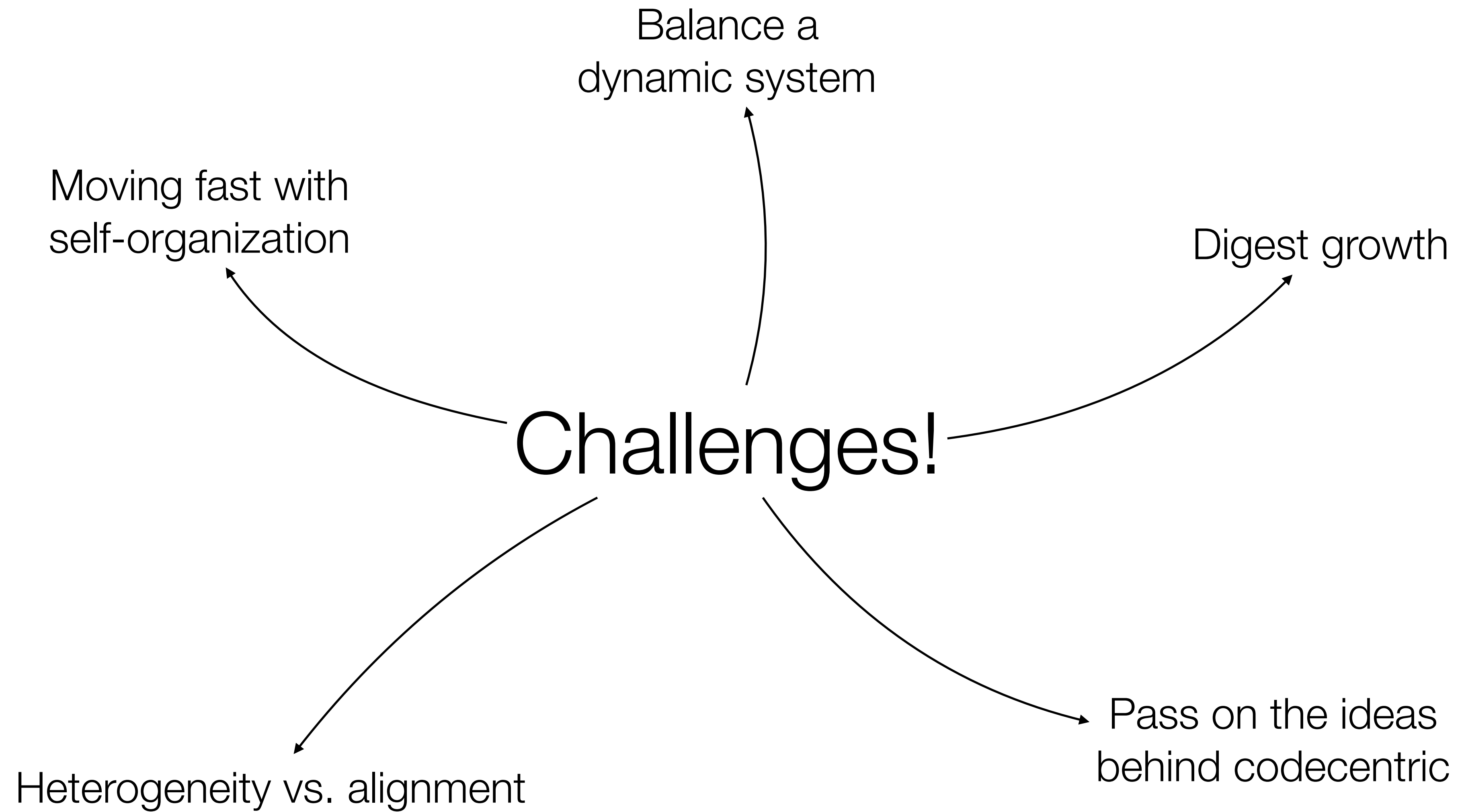
Company car

Free hardware
choice

20% time

Knowledge leader

Challenges?



And the future?

The future is wide open ...

... but we'll do our best to keep it an enjoyable place to work for ... ;)





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Employer advice

**Favor sustainable, long-term
relationships over short-term profit**

a.k.a.

Don't screw your business partners

Respect life beyond the job

Value families

Don't save on equipment

Don't save on education

**Let employees speak
for the company**

**Don't pay for
employee referrals**

Trust your people

Don't lie during interviews

Avoid gag orders

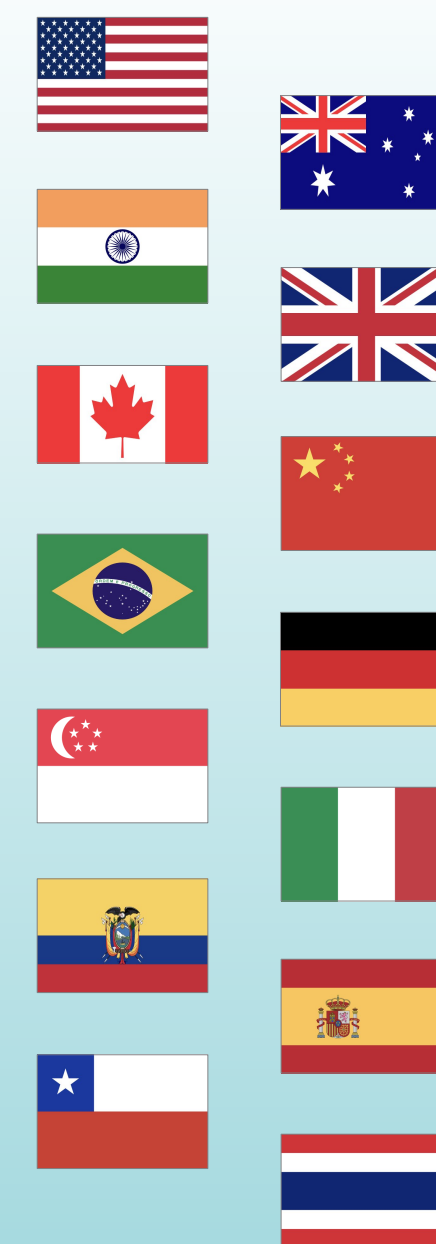
Respect leavers

Create a diverse workplace

Be authentic

CONSULTING IS A PEOPLE BUSINESS





Making art more accessible through tech



**Matheus Tait
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Bouguerra**

IoT

How NAO robots can help children understand emotion



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In support of Stonewall's position on the Gender Recognition Act



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Recognizing human facial expressions with machine learning



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Machine Learning & Artificial Intelligence

EmoPy: a machine learning toolkit for emotional expression



Angelica Perez

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Technology

100 Years of Computer Science



Chris Ford

Lead: Robin Doherty



Robin Doherty

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Technology

Unriddling Big Data file formats



Balaji Sivaraman and Nithish Sankaranarayanan

23 AUG 2018

Careers & Culture

25 and still counting



Patti Mandarino

High values alignment, loosely coupled

Servant leadership

Our people & culture

Wherever we are in the world, ThoughtWorkers share the same cultural characteristics and imperatives.

We come to work as ourselves. We enjoy each other's company. We value honesty and transparency.

Appearances and backgrounds aren't important to us; ideas and doing the right thing are.

We abhor and reject discrimination and inequality and promote diversity in all its forms. We proudly, passionately and actively strive to make both ThoughtWorks and our industry more reflective and inclusive of the society that we serve.

Do the right thing

Attitude, aptitude and integrity

Service to others and society over self

Solidarity over charity

Serve holistic goals over achieving targets

Personal and organizational transparency

Curiosity, creativity and passion

Fail fast and publish our mistakes

Intolerant of intolerance

No jerks

High values alignment, loosely coupled



x

▼



Revenue forecast

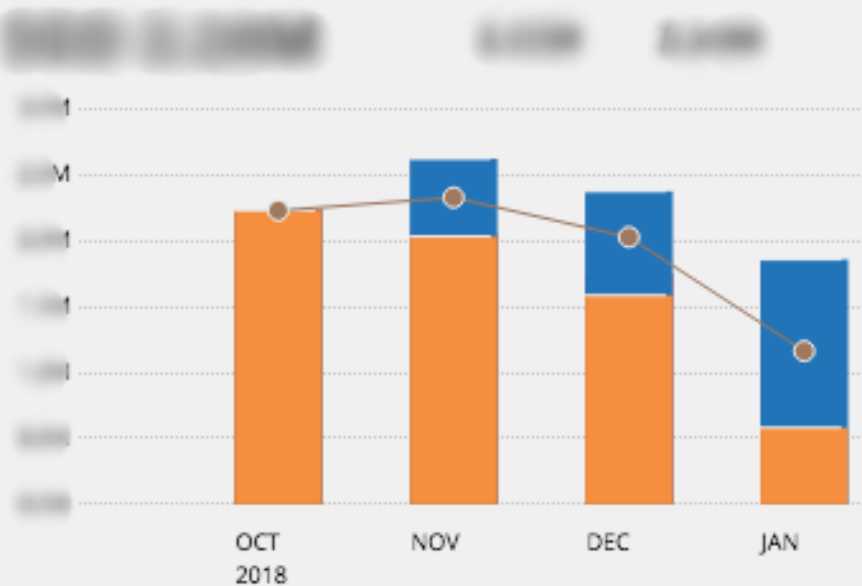
As at 30 Oct 09:54 GMT

For October 2018

Revenue Forecast

GDF

Plan



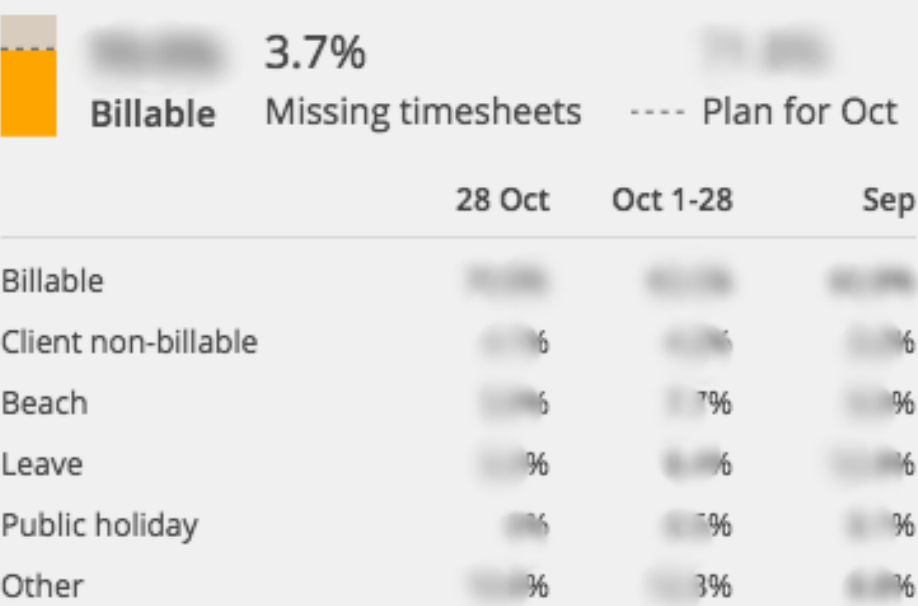
ATL BTL To find GDF



Utilisation - PS

As at 30 Oct 09:30 GMT

Week ending 28 Oct 2018



Utilisation summary for all countries



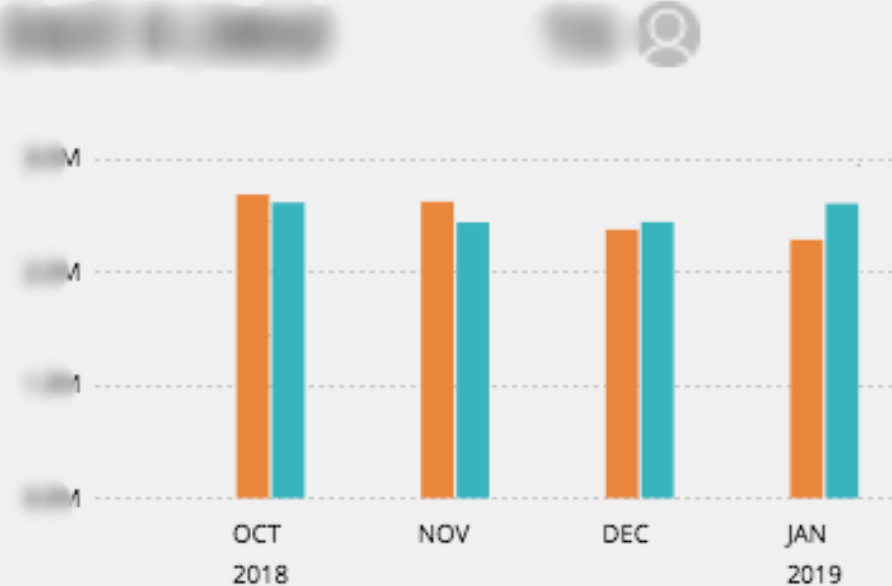
Demand vs Capacity

As at 30 Oct 10:09 GMT

For October 2018

Capacity surplus

HC surplus

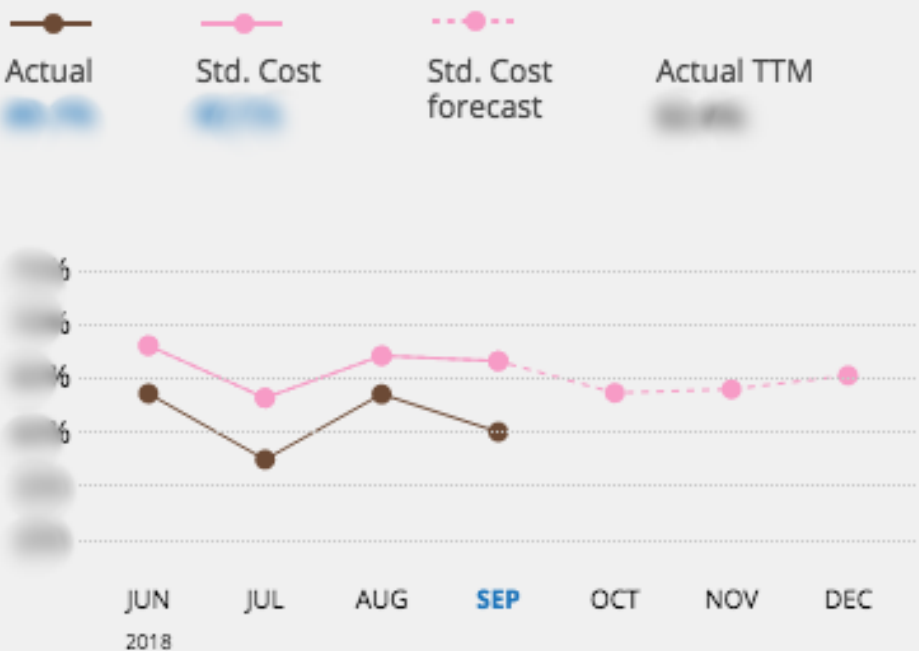


Demand forecast Capacity forecast



Client Gross Margin

As at 30 Oct 08:04 GMT



Headcount

As at 30 Oct 09:49 GMT

For October 2018



Headcount summary for all countries



Unpaid invoices

As at 30 Oct 10:01 GMT

Within terms
Overdue <= 30 days
Overdue 31-60 days
Overdue 61-90 days
Overdue 91+ days

Top 10 overdue accounts





The puzzle of motivation | Dan Pink

7,476,035 views

👍 50K 💬 1.4K ➦ SHARE ⚙️ SAVE ...



TED

Published on 25 Aug 2009

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<http://www.ted.com> Career analyst Dan Pink examines the puzzle of motivation, starting with a fact that social scientists know but most managers don't: Traditional rewards aren't always as effective as we think. Listen for illuminating stories – and maybe, a way forward.

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continuous integration toolkit

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 - results.jsp
 - getting started
 - config ref
 - faq
 - wiki
- contributing
 - developers
 - mailing lists
 - cvs repository

CruiseControl

CruiseControl is a framework to, plugins for email notification provided to view the details

What is Continuous Integration

[Continuous Integration](#) by

An important part of any software. Despite it's importance, fully automated and reproducible allows each developer to integrate

Related links

- [CruiseControl.NET](#): a Java configuration files
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The Practical Test Pyramid

The "Test Pyramid" is a metaphor that tells us to group software tests into buckets of different granularity. It also gives an idea of how many tests we should have in each of these groups. Although the concept of the Test Pyramid has been around for a while, teams still struggle to put it into practice properly. This article revisits the original concept of the Test Pyramid and shows how you can put this into practice. It shows which kinds of tests you should be looking for in the different levels of the pyramid and gives practical examples on how these can be implemented.

26 February 2018



Ham Vocke

Ham is a software developer and consultant at ThoughtWorks in Germany. Being tired of deploying software

manually at 3 a.m., he added continuous delivery and diligent automation to his toolbox and set out to help teams deliver high-quality software reliably and efficiently. He makes up for the time gained by annoying people with his antics.

Find similar articles at the tag: [testing](#)

Contents

- The Importance of (Test) Automation
- The Test Pyramid
- Tools and Libraries We'll Look at
- The Sample Application
 - Functionality
 - High-level Structure
 - Internal Architecture
- Unit tests
 - What's a Unit?
 - Sociable and Solitary
 - Mocking and Stubbing
 - What to Test?
 - Test Structure
 - Implementing a Unit Test
- Integration Tests
 - Database Integration
 - Integration With Separate Services
- Contract Tests
 - Consumer Test (our team)
 - Provider Test (the other team)
 - Provider Test (our team)
- UI Tests





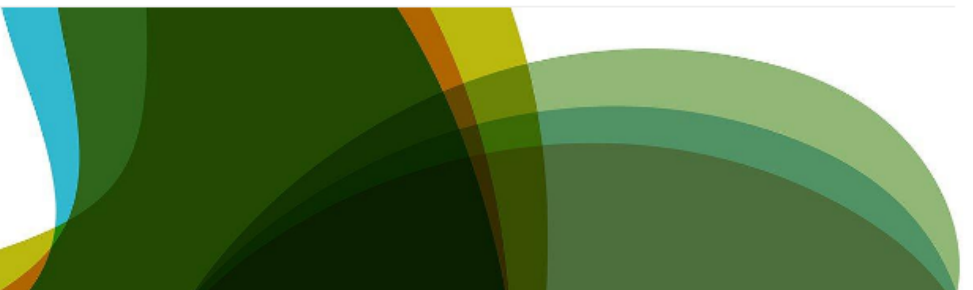
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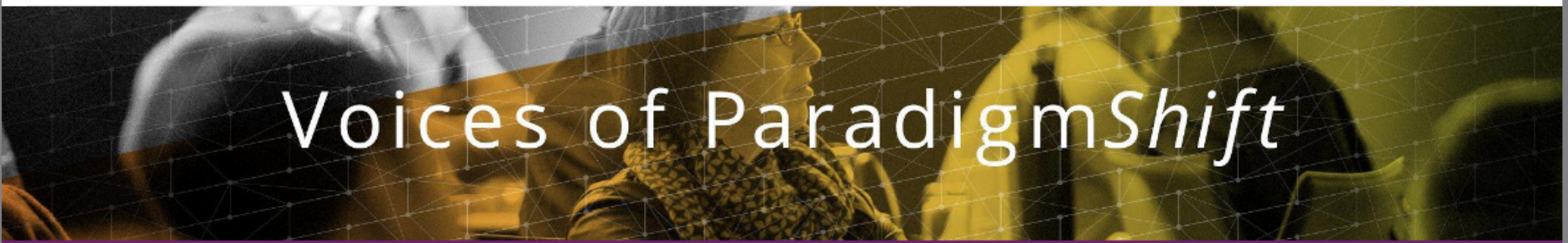
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WHAT WORKS FOR US

-  Culture / Values alignment
-  Transparency & Openness
-  Diversity & Growth
-  Being inventors and pioneers

Q&A

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