Building the Agile Organization

Orchestrating Agile Organization

Introduction

Michal Vallo

Experience

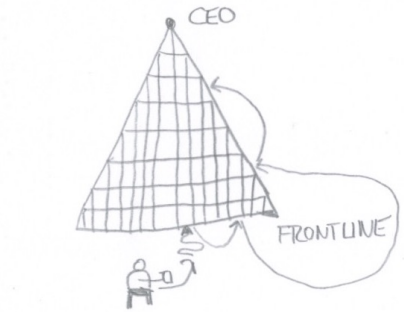
- Management – helping organizations with business performance

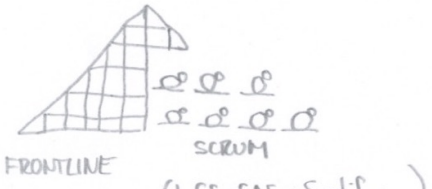
- 1st Scrum Master in Czech Republic, introducing Scrum to CZ & SK
- 1st Agile Transformation of company in CZ
- Founder Agilia agile community, Founder of **Agilia Conferences (Olomouc, Budapest, Prague)**
- Training experience: around 1000+ Scrum Masters, 500+ other professions
- **Passionate about Management Innovation**

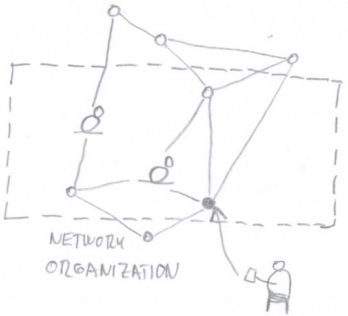
allegro ThermoFisher SCIENTIFIC KONICA MINOLTA NetDIRECT TB TATRA BANKA Delivery Hero onlio XAPT new frontier group

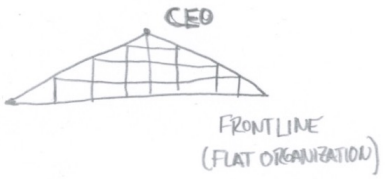
Agile Foundations – Changes in Business Environment

Industrial revolution → Knowledge economy → Creative economy

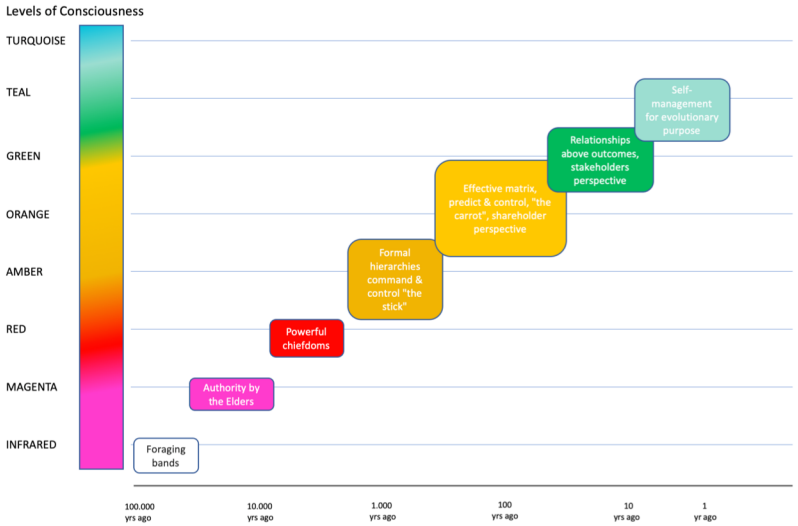








Bureaucracy
85% of people are "disengaged" at work!



Frederic Laloux
Reinventing organizations
& Spiral Theory

Agile Foundations – Evolution

Business & Leadership

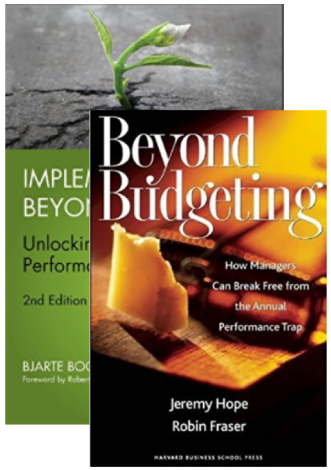
AGILE =
1991 Agile Manufacturing Enterprise Forum

Project Management

SCRUM =
Toyota Production System

Product Development

Software Development



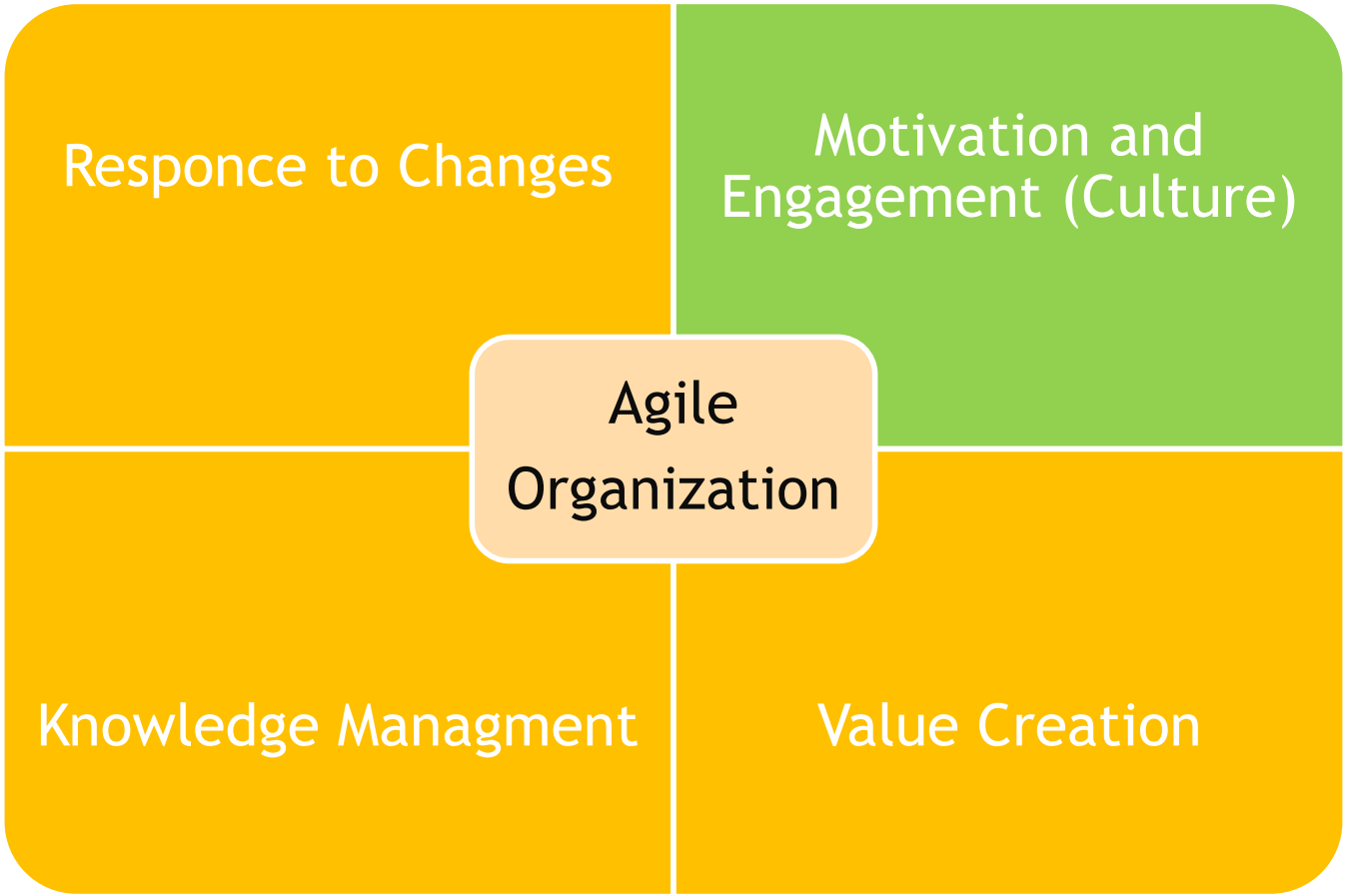
Finance & Budgeting

Something to improve

Business Performance

Agility = Cross-Company Activity

Story of Agile Journey



Aguarra Agile Improvement Framework V201905

Story of Agile Journey

Responce to Changes

Motivation and Engagement (Culture)

Agile Organization

The goal is shifting from vertical bureaucracy, command and control, siloed structure, prescriptive fixed targets, and budgetary obsessed management model/style toward lightweight, focused on value delivery, flexible, trust based, collaborative, creative and experimental management model, which builds around environment where people are intrinsically motivated to do the best they can.

(based on the work of Tom Gilb, Dave Snowden, Ed Schein, Frederick Laloux, Ricardo Semler, Taichi Ohno, Gary Hamel, Jeremy Hope and Knut Fahlén)

Examples of Values

- Agility
- Aesthetics
- Beauty
- Collaboration
- Cooperation
- Creativity
- Courage
- Diversity
- Endurance
- Engagement
- Enthusiasm
- Empathy
- Flexibility
- Focus
- Friendship
- Growth
- Honesty
- Humility
- Innovativeness
- Ingenuity
- Knowledge
- Leadership
- Mastery
- Optimism
- Originality
- Openness
- Passion
- Proactivity
- Perfection
- Pleasure
- Respect
- Scholarship
- Simplicity
- Skill
- Success
- Support
- Synergy
- Transparency
- Trust
- Usefulness

TRANSPARENCY

TRUST

Agile Organization Radically

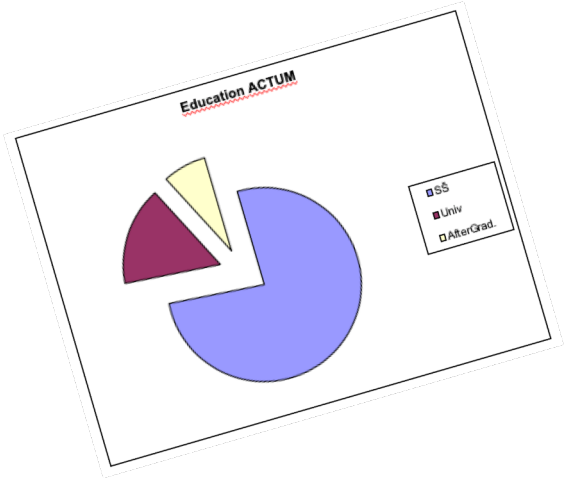
The Actum Story

Story of the Agile Journey

- Context
- 1996 – company founded
- 2008 – start of the journey
- 25 people, building web sites, campaigns, ppt, seo, ...
  (Internet Marketing Agency)

Story of the Agile Journey - Creation

- Situation - Assessment
  - No Vision nor Strategy
  - High fluctuation
  - No education
  - Poor financial performance
  - ....



Consensus
- How we want to run business
- Why are we running business
- What is our attitude toward risk

We value:
- Motivated People, Self-organization
- Trust
- Learning, Education, Innovation
- We build something bigger, not just ordinary agency
- Long term goals
- Good place to work at

Company based on values

- I want to be Trusted (Transparency, Integrity)
- Supporting management
- Collaborative work
- Purpose – results matter
- Wellbeing & Fulfilment
- Adaptability to change (self-organization)
- Learning, Innovation

courtesy: Agile Business Consortium

Story of the Agile Journey - Transition

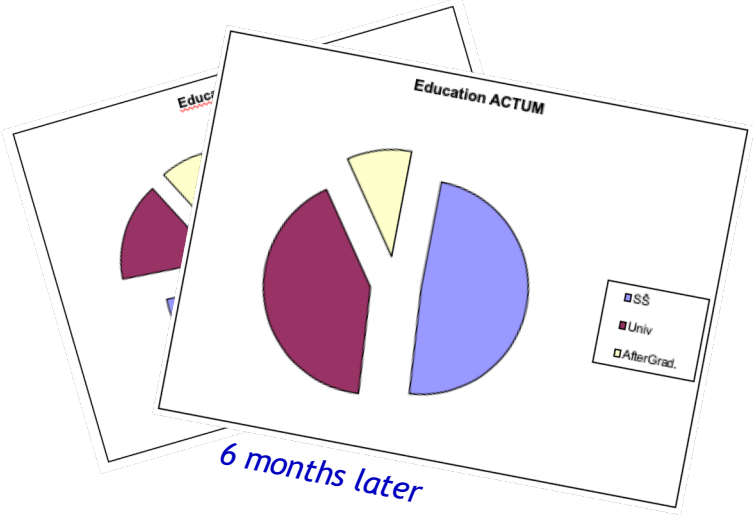
- Where to start
  - Finance and Stability?
  - People and relations?
  - Customer relations and customer satisfaction?
  - People development?
  - Technical Infrastructure?
  - Development performance?
  - Recruitment?
  - … ?

  or
  - Firefighting?

DEFINE AND CULTIVATE CULTURE
- Open up strategy for people

Story of the Agile Journey - Transition

- Early Success & Culture Change



It does not matter how you define your culture. Important is how people behave and how they speak with their friends in their own free time.

Story of the Agile Journey–Cultivation & Growth

- Empowerment / Mid MGMT structure
  - Mid managers + training + delegation
  - Create annual plan (budget)
  - Unifying vision + list of objectives + constraints
  - No Budget + No Deadlines* (Beyond Budgeting)

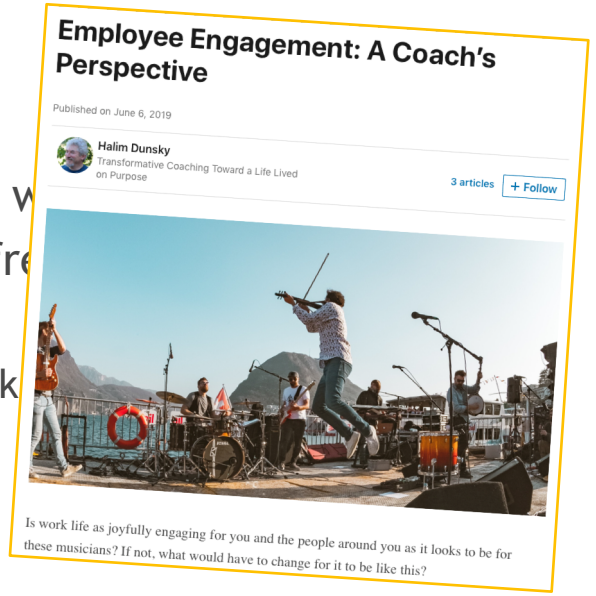
- Engagement / Accountability
  - Visit to ESA
  - Any decision is better than doing nothing
  - Organized chaos to support creativity
  - Define who we want as customers

- Education - Contract Change
  - People are most precious assets, so let them show
  - 1x per year, minimal external training, 2 languages
  - 2 universities for execs position (MBA)
  - Personal development plans
  - English as official language + Foreigners hire (diversity)

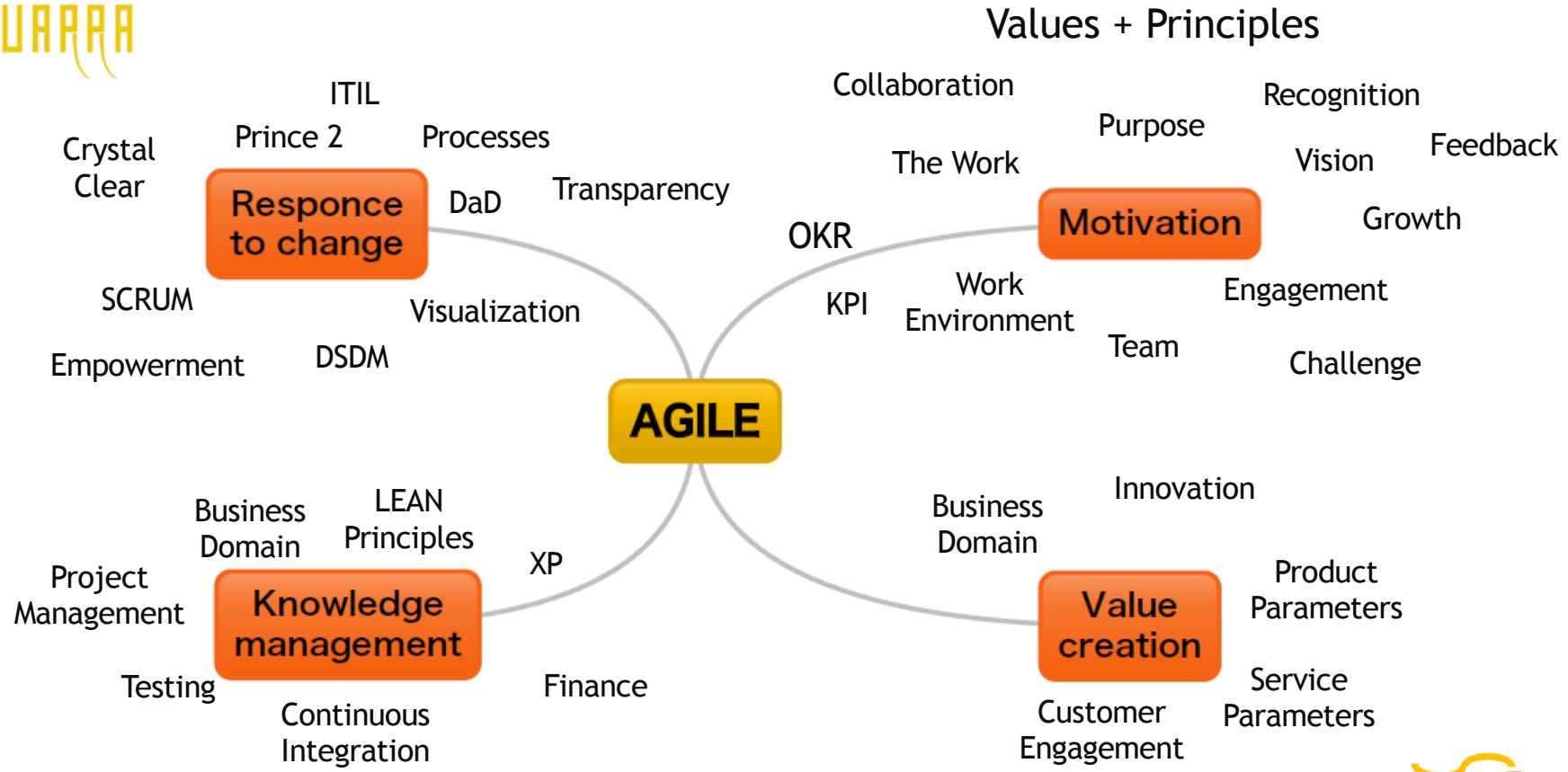
Story of the Agile Journey - Retrospection

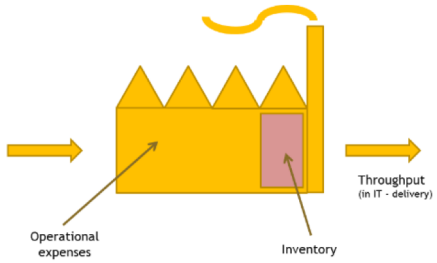
- LEARNING / RETROSPECT
  - Agile Organization is an Ecosystem – Culture is Essential
  - Culture takes longer to implement than expected, managers daily
  - Building organization is a team work
  - Changing people is hard, not all share the same values

- WHAT WOULD I DO DIFFERENTLY
  - It was experimental, not driven, we were learning w
  - Define stories to describe culture – communicate fr
  - Plan transition as a backlog
    (clear next steps, not falling to operations, we can think
  - Collaboration



Aguarra Agile Improvement Framework





TOC - Theory of Constraints:
Elliyahu M. Goldratt

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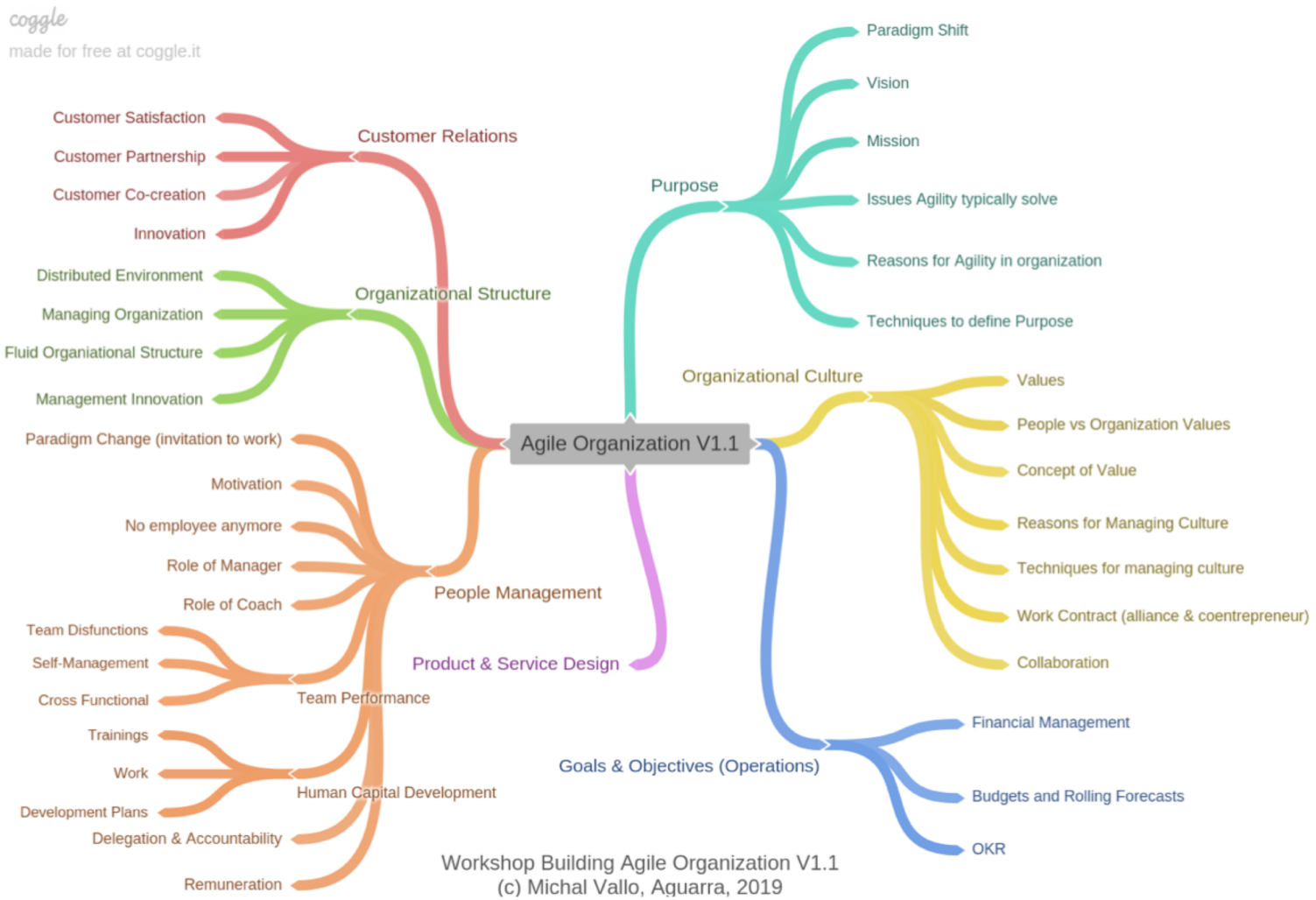
How to build organization of tomorrow



Exercise

Organizational challenge.

Contact

Thank you .....

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