

Gathering customer intelligence data *Collaboration* *Employee influence on products and services*

Respectful *How well we respond to customers* *Innovating ideas for customers*

Sharing Intelligence with the team *Employee influence on other functions* *Organisational Understanding*

Freedom and decision making *Trustworthiness* *Customer Purpose*

Challenging *Employee influence on managing practices* *Sharing Intelligence Across the function*

Courage *Performance Management And Measurement* *Sharing Intelligence with top/senior management*

Employee influence on end-to-end processes *Leadership*



BUSINESS **AGILITY** CONFERENCE

VIENNA

May 21st – 22nd 2019

From Make-and-Sell to Sense-and-Adapt:
*Shaping the Business and Work-Climate
towards Agility, Adaptiveness
and Differentiation.*



Stephen Parry Adaptive Business Designer

From Make and Sell to Sense and Adapt

- a) Business Agility: Embracing continuous change and continuous value creation, to differentiate and create long term profitability.
- b) What needs to change in the organisational infrastructure? How changing the Mind-set, Skill-set and Work-Climate are the new keys to unlock potential
- c) How a number of large organisations made the journey from traditional 'Make-and-Sell' approaches 'Sense-and-Adapt'



Adaptive Business

Becoming an Adaptive Business means managing a transformation from the old world to the new.

It means rethinking and reimagining how we need to work to achieve harmony with market evolution, no matter which way it turns. You can't control market evolution, but you can control your own.

Methods may come and go but the principles for engaging the willing contribution, ingenuity and commitment of others are timeless.



Does your work-climate help or hinder the human side of enterprise?

So how do we create willing contribution on purpose?

Performance is a matter of people having

Choice

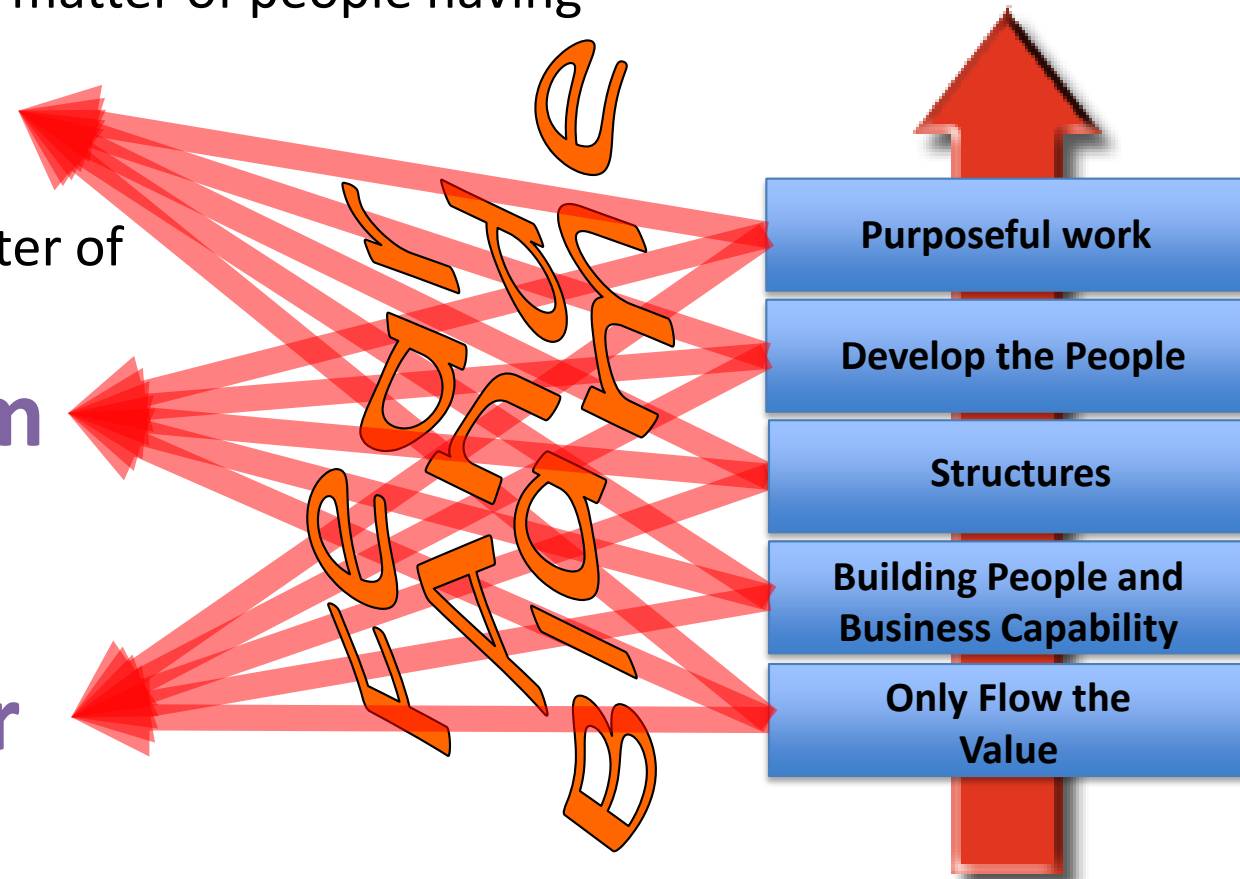
which is a matter of

Freedom

with the

Power

to do what matters to serve the customers purpose



Traditional Constraints to Overcome (Examples)

Work-Overburden

- Speed of growth forces us to overburden our system of work, leading to stress, blaming, frustration, less collaboration, and feeling powerless.
- Short-term, we often have no choice. Long-term, however, it destroys our ability to deliver and inhibits our creativity.
- Changing the way we work, while enhancing collaboration, will give us the space for creativity, better decision-making and a reduction in overburden.

Transparency

- We need to surface errors wherever they are and in whatever guise they might hide.
- We need to inspire confidence in our customers through visibility of our actions to support their goals.
- Transparency enables us to see when we each need help. It fuels honesty, collaboration and pride.
- We want to establish a blame-free culture and an organisation where we learn from our own errors and the errors of others.

Decision-making

- Enhancing the skills and insights of our staff allows for better and faster decisions, as going up and down the hierarchy tree is too slow.
- Designing roles to allow people to make decisions as close as possible to where a problem needs action is key.
- We need to shift back a great deal of autonomy, freedom and control to where the work really gets done and makes a difference for the customer.

*You get the behaviour you design for,
or fail to design for.
It's your choice.*

Make and Sell

Industrial Model

Traditional companies
define themselves by the
products and services
they provide,
and Push them Towards
the Customer

Sense and Adapt

Adaptive Model

Adaptive companies
define themselves by the
customer value they
create.

Leaving them free to
develop new and
innovative solutions.

Pull System

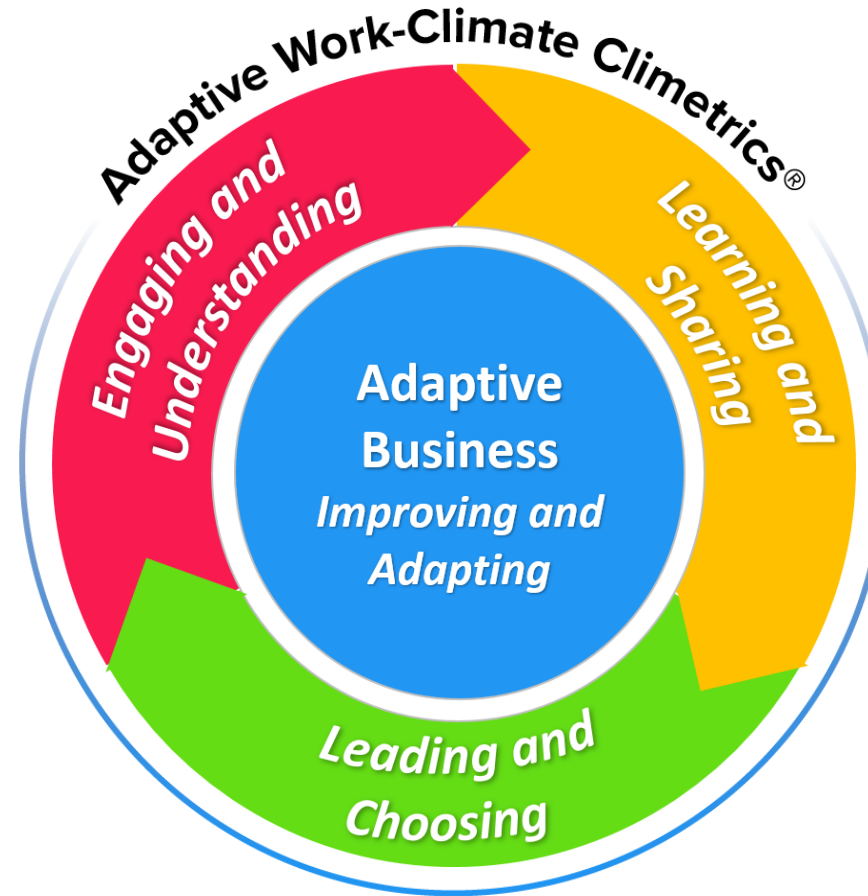
Engaging and Understanding

Use methods to deeply engage with customers to understand and quantify their needs. Identify the customer purpose.

Enable mid-managers and staff to improve, innovate and change day-to-day work activities to serve the customers purpose

Improving and Adapting

Sense and Adapt Model: Business Dynamics



Learning and Sharing

Use methods for collecting customer, market and delivery information.
Share between staff, managers, departments and leaders. Fit for purpose outcomes.

Enable mid-managers and staff to make decisions and choose which areas need to change to serve the customers purpose.

Leading and Choosing

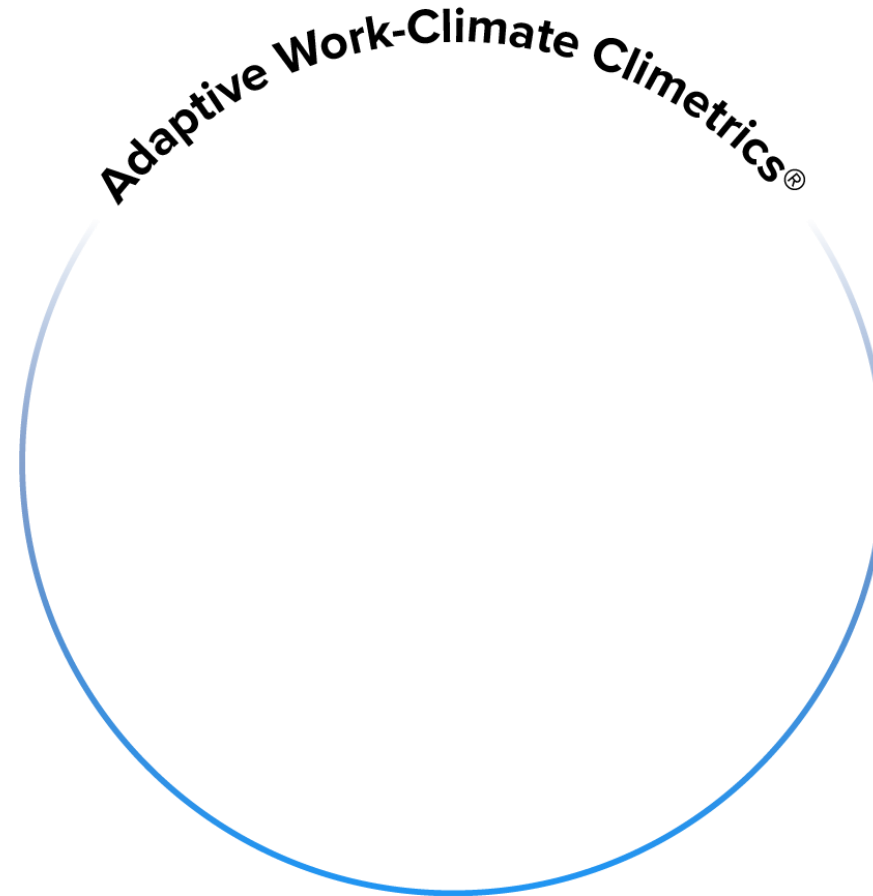
Engaging and Understanding

Use methods to deeply engage with customers to understand and quantify their needs. Identify the customer purpose.

Enable mid-managers and staff to improve, innovate and change day-to-day work activities to serve the customers purpose

Improving and Adapting

Sense and Adapt Model: Business Dynamics

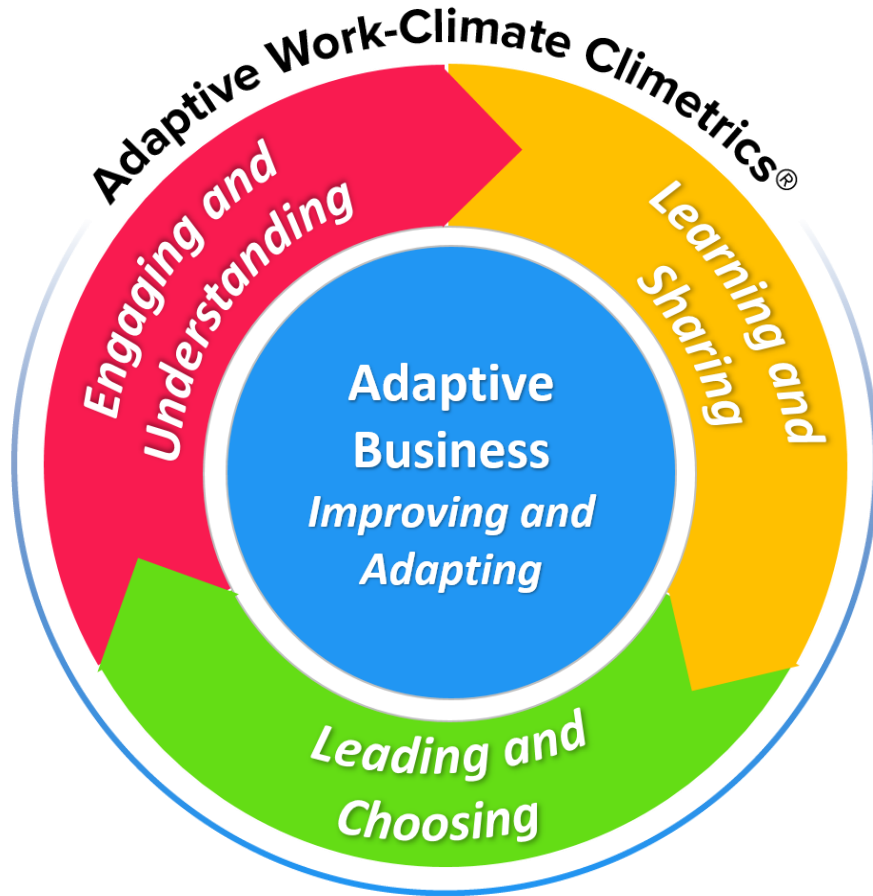


Learning and Sharing

Use methods for collecting customer, market and delivery information.
Share between staff, managers, departments and leaders. Fit for purpose outcomes.

Enable mid-managers and staff to make decisions and choose which areas need to change to serve the customers purpose.

Leading and Choosing



Work-Climates are the combined perceptions, feelings and thinking of a particular work group, department or whole organisation.

It is these perceptions and feelings that give rise to behaviour and performance.

Work-Climate is a predictor of positive or negative customer experiences.

Work-Climate is also a predictor of long term prosperity.

Work- Climate indicates how aligned the business is to:

Strategy

Structures

Delivery Capabilities

End to End Value Flows to Customers.

Work-Climate Indicates which business type you are and how adaptive you are to customers and the marketplace.

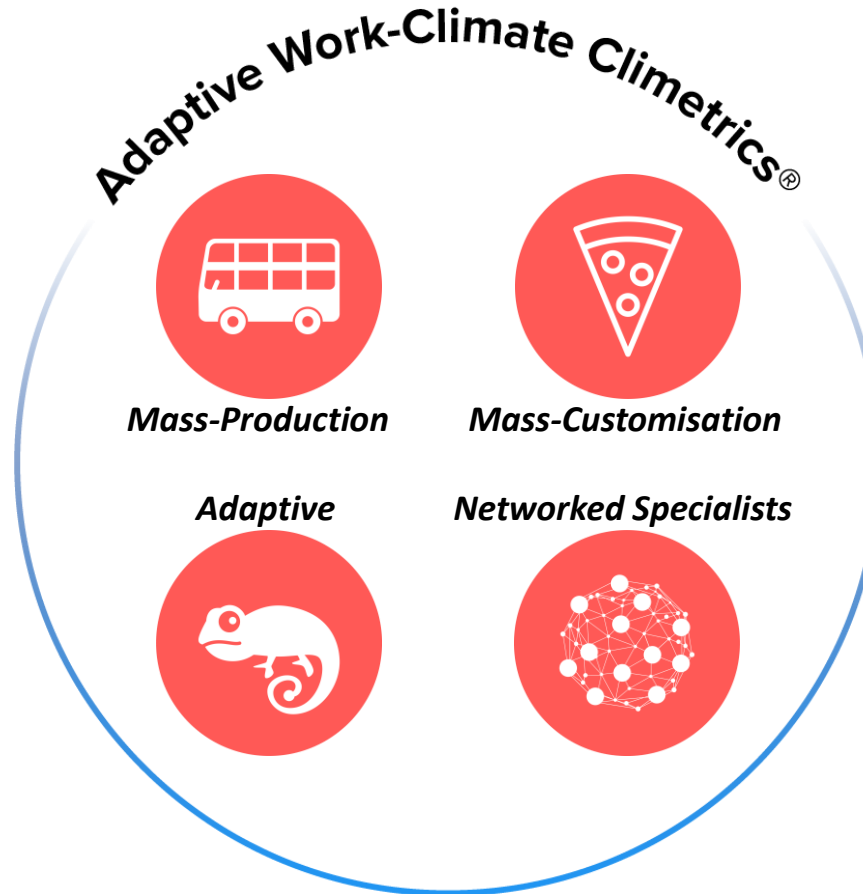
Engaging and Understanding

Use methods to deeply engage with customers to understand and quantify their needs. Identify the customer purpose.

Enable mid-managers and staff to improve, innovate and change day-to-day work activities to serve the customers purpose

Improving and Adapting

Sense and Adapt Model: Four Typical Business Types







Learning and Sharing

Use methods for collecting customer, market and delivery information.
Share between staff, managers, departments and leaders. Fit for purpose outcomes.

Enable mid-managers and staff to make decisions and choose which areas need to change to serve the customers purpose.

Leading and Choosing

How you wish to compete should determine your choice of operating mode. *Summary*

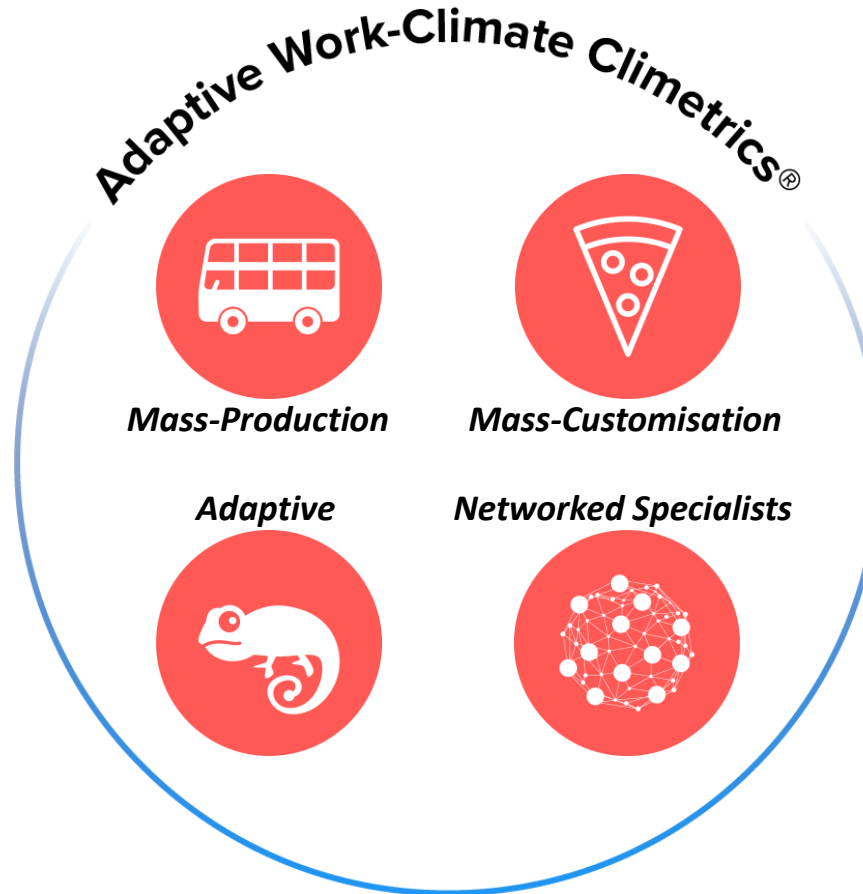
		Leadership Styles	Management Focus	Competitive Basis	
Adaptive		Listen and Adapt	New products Creativity Co-Creation of Value	Trusted Advisor Integration Customer Outcomes	Adaptive Work-Climates
Networked Specialism		Consultative	Staff knowledge Capture and Reuse Effectiveness	In-Depth Specialities Expert Networks Economies of Scope	
<hr/>					
Mass Customisation		Direct and Control	Cost Efficiency Variety Task intensification	Low Margins Value added Choices Low Cost	Industrial Work-Climates
Mass Production		Command and Control	Staff Utilisation Work Intensification Cost reduction	High Volume Low Margins Economies of Scale	

Engaging and Understanding

- ✓ *Freedom and decision making*
- ✓ *Customer -facing activity*
- ✓ *Customer -intelligence gathering*
- ✓ *Sharing intelligence with the team*
- ✓ *Employee influence on products and services*
- ✓ *Employee influence on managing practices*
- ✓ *Employee influence on other functions*
- ✓ *Employee influence on end-to-end processes*

Improving and Adapting

Sense and Adapt Model: Four Typical Business Types



Learning and Sharing

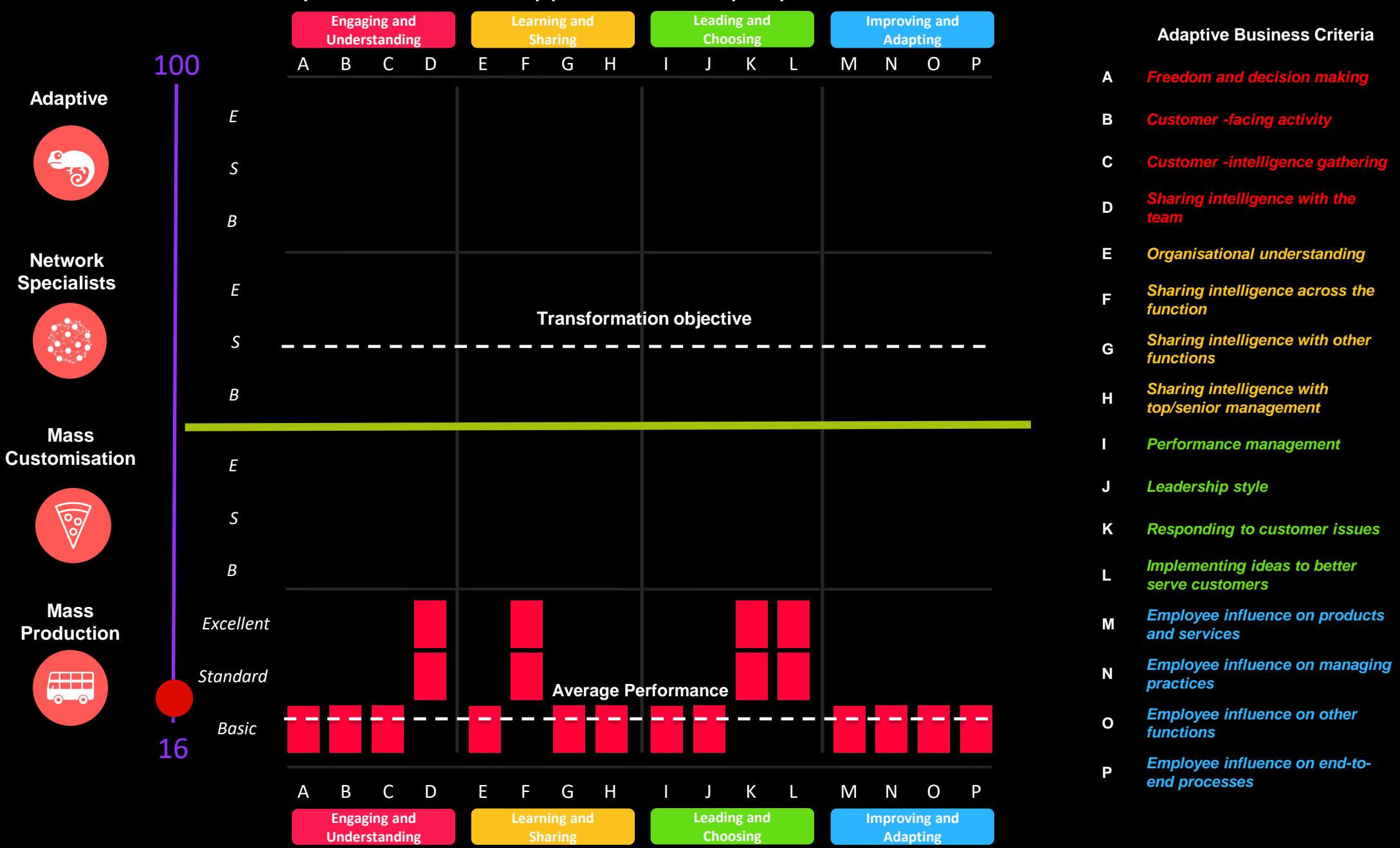
- ✓ *Organisational understanding*
- ✓ *Sharing intelligence across the function*
- ✓ *Sharing intelligence with other functions*
- ✓ *Sharing intelligence with top/senior management*
- ✓ *Performance management*
- ✓ *Leadership style*
- ✓ *Responding to customer issues*
- ✓ *Implementing ideas to better serve customers*

Leading and Choosing

Adaptive Work-Climates

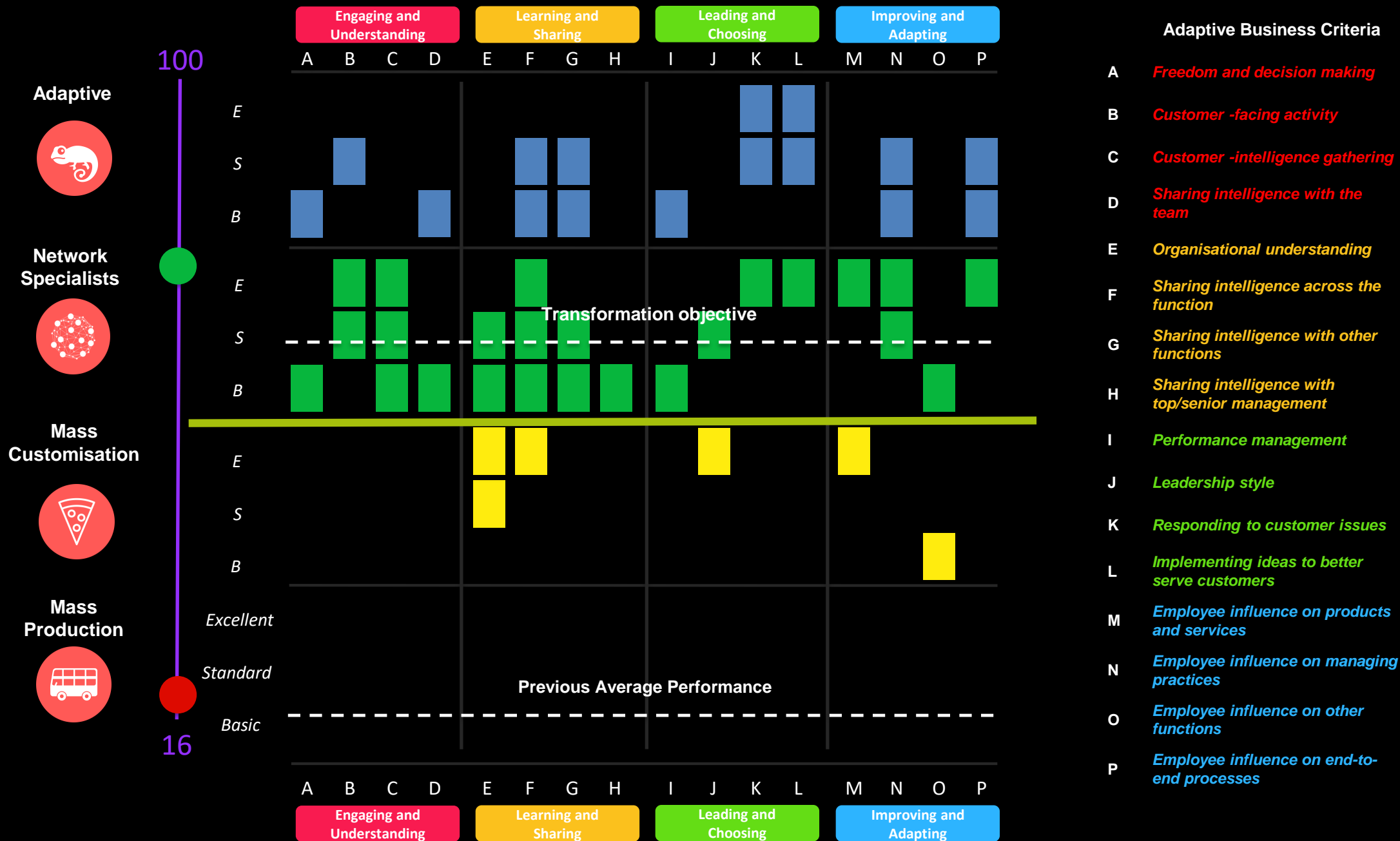
Industrial Work-Climates

Case Study: Global ICT and applications company: Before Transformation



Adaptive Work-Climates

Industrial Work-Climates



*Change leadership is the art of possibility
In the face of reality*

Sense and Adapt Model: Four Core Skills/Capabilities to Create an Adaptive Business



DESIGN **Change Architect**

Adaptive Business Architect learning how to DESIGN, create and develop Adaptive Businesses



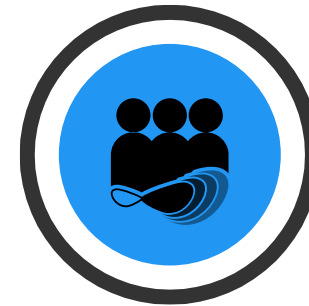
ENGAGE **Change Makers**

Change Leaders Learning how to ENGAGE the business leaders and stakeholders to create adaptive change.



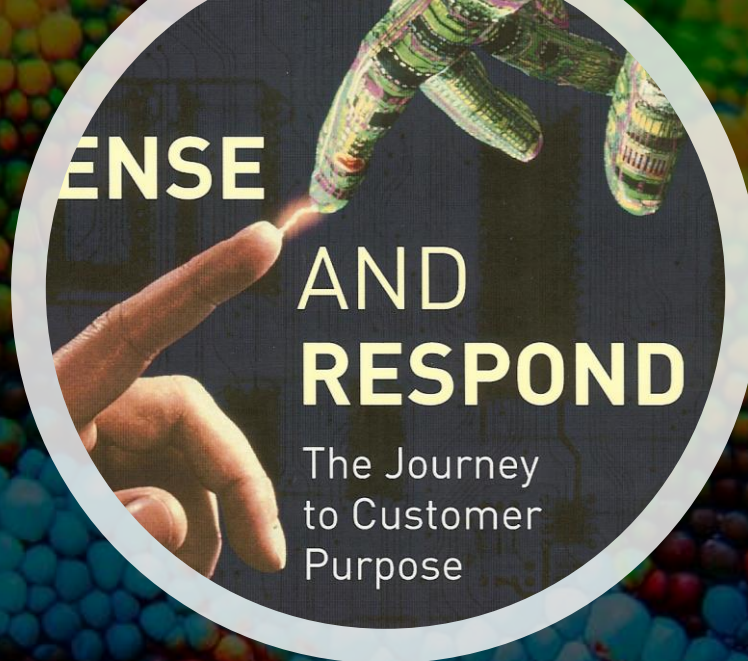
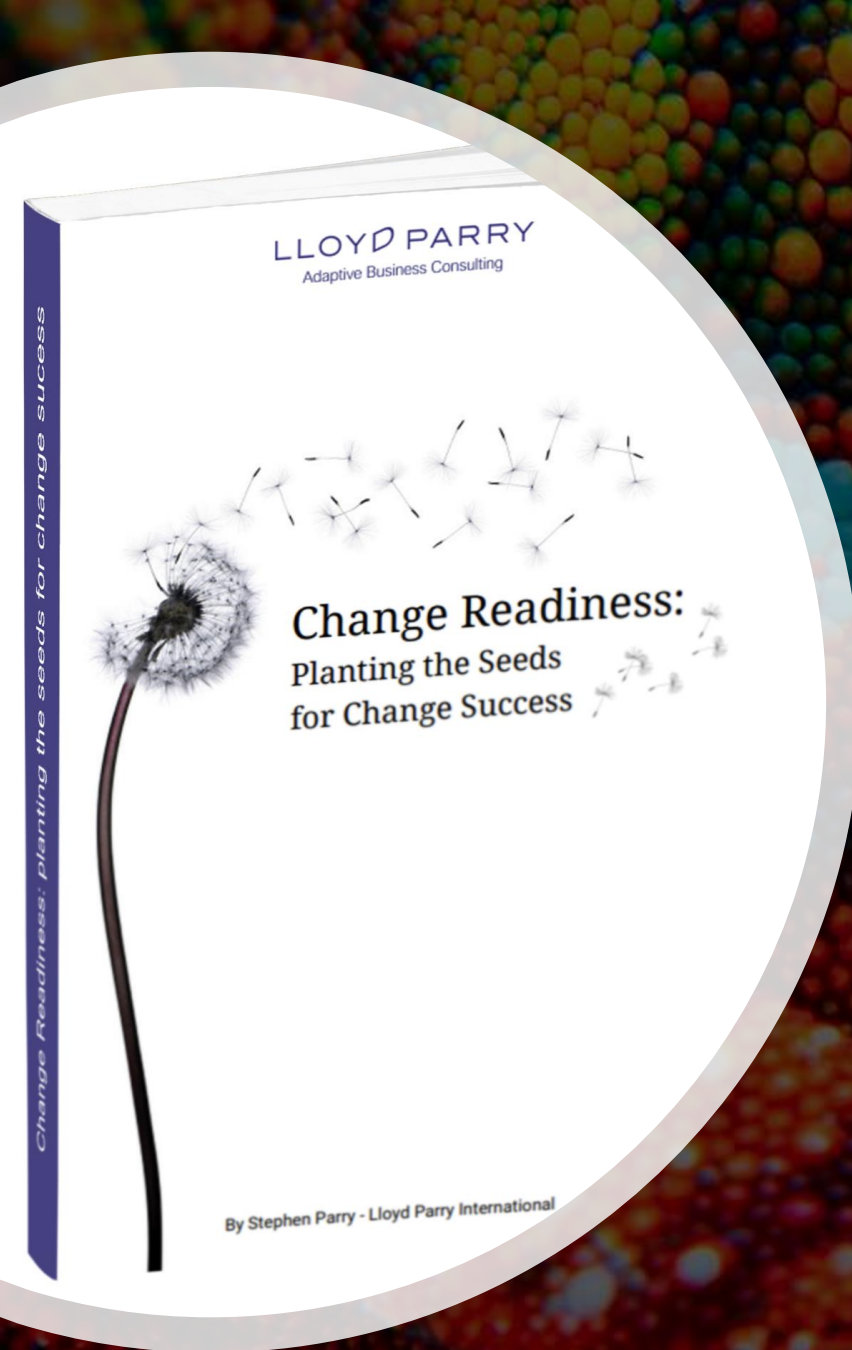
ADOPT **Change Agents**

Change Agents help staff and managers ADOPT new working practices by providing coaching and mentoring.



ADAPT **Managers**

Helping managers at all levels learn how to transition from Make and Sell Industrial Management styles to ADAPT Sense and Adapt Principles.



Publications and Blog
www.lloydparry.com

© 2019 Service Climate Management Ltd. A Lloyd Parry International Company.

All rights reserved

No part of this publication may be reproduced or transmitted in any form or for any purpose without the express permission of LloydParry International. The information contained herein may be changed without prior notice.

Service Climate Management[®] is a registered trade mark of Lloyd Parry International

Customer Value Enterprise[®] is a registered trade mark of Service Climate Management Ltd.

Climetrics[®] is a registered trade mark of Service Climate Management Ltd.

The Engaging, Learning, Leadings Improvement device is a TM of Service Climate Management.

CORE Demand Profile TM is a trademark of Service Climate Management Ltd.

All other product and service names mentioned are the trademarks of their respective companies. Data contained in this document serves informational purposes only.

The information in this document is proprietary to Service Climate Management Ltd. No part of this document may be reproduced, copied, or transmitted in any form or for any purpose without the express prior written permission of Service Climate Management Ltd.

This document is a preliminary version and not subject to your license agreement or any other agreement with Service Climate Management Ltd. This document contains only intended strategies, developments, models, methods and products and is not intended to be binding upon Service Climate Management to any particular course of business, product strategy, and/or development. Please note that this document is subject to change and may be changed by Service Climate Management Ltd. at any time without notice.

Service Climate Management assumes no responsibility for errors or omissions in this document. Service Climate Management Ltd. does not warrant the accuracy or completeness of the information, text, graphics, links, or other items contained within this material. This document is provided without a warranty of any kind, either express or implied, including but not limited to the implied warranties of merchantability, fitness for a particular purpose, or non-infringement.

Service Climate Management Ltd. shall have no liability for damages of any kind including without limitation direct, special, indirect, or consequential damages that may result from the use of these materials. This limitation shall not apply in cases of intent or gross negligence.

The statutory liability for personal injury and defective products is not affected. Service Climate Management Ltd. has no control over the information that you may access through the use of hot links contained in these materials and does not endorse your use of third-party Web pages nor provide any warranty whatsoever relating to third-party Web pages.