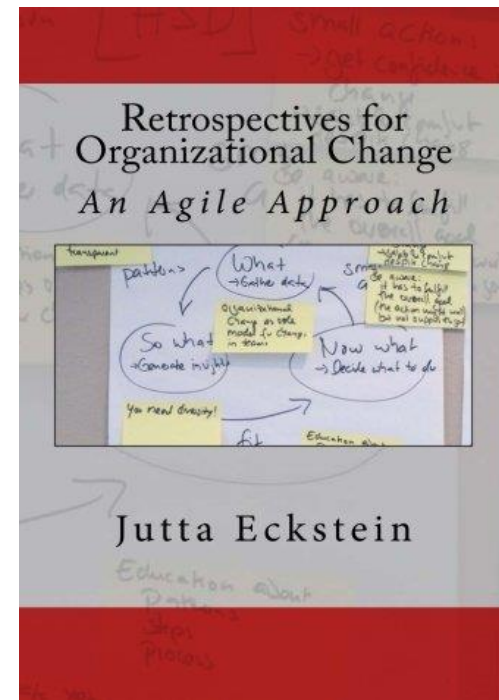
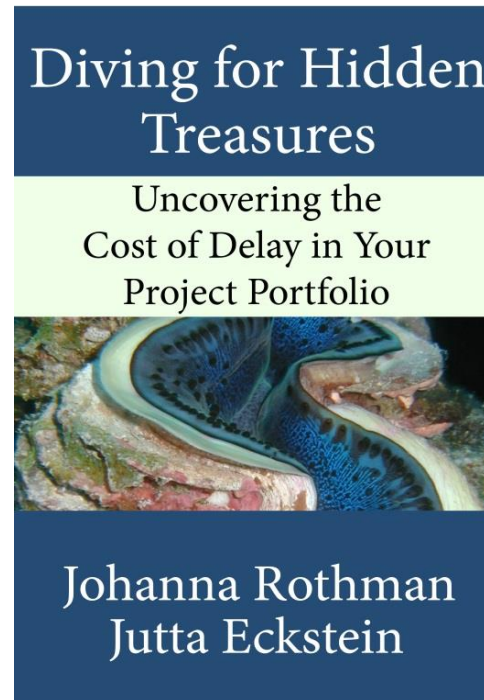
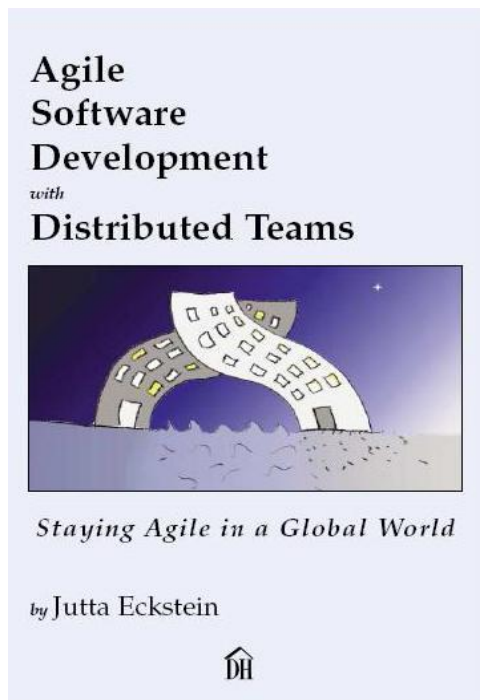
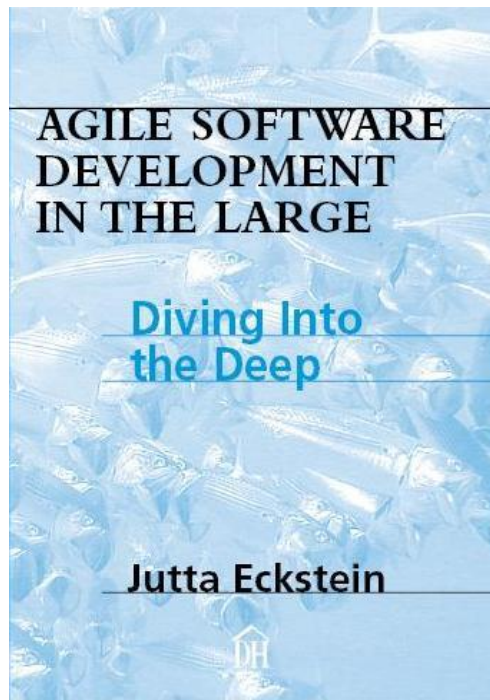




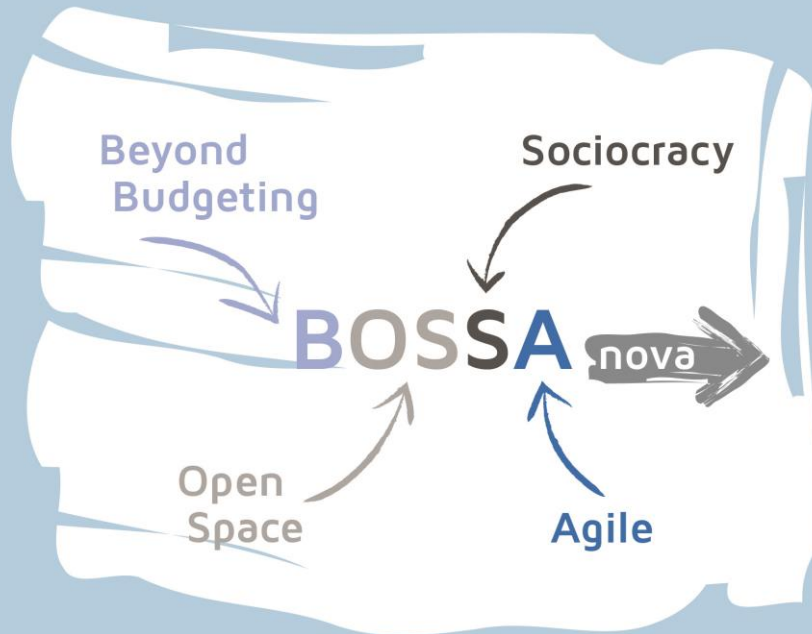
Company-wide Agility with Beyond Budgeting, Open Space & Sociocracy

Jutta Eckstein, @juttaeckstein 



Company-wide Agility with Beyond Budgeting, Open Space & Sociocracy

Survive & Thrive on Disruption



Jutta Eckstein

John Buck

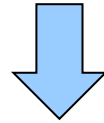
#agilebossanova 
<http://agilebossanova.org>



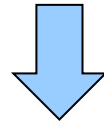
Volatility
Uncertainty
Complexity
Ambiguity

VALUES & PRINCIPLES

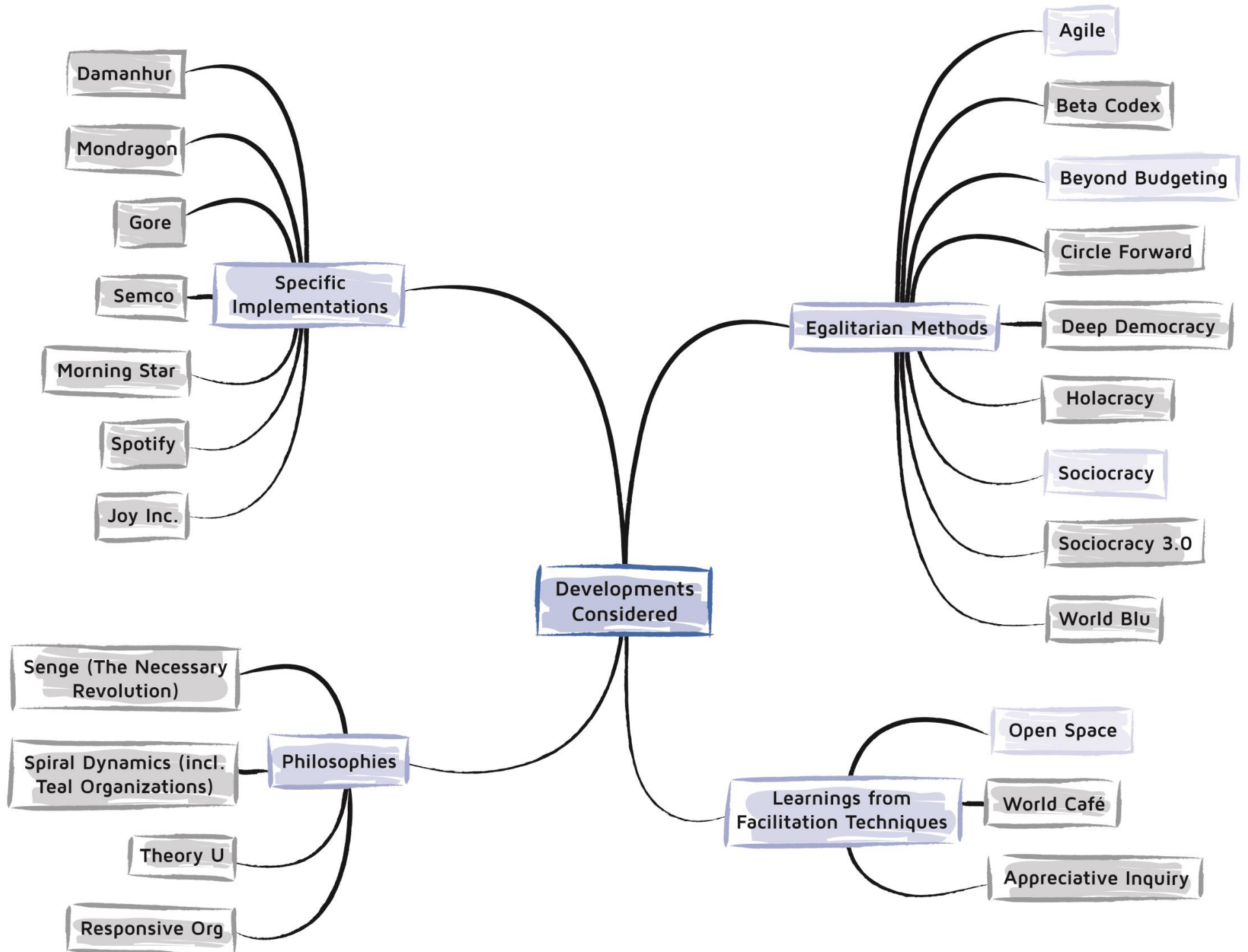
Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan



Values for Company-wide Agility?



Self-Organization
Transparency
Constant Customer Focus
Continuous Learning



Beyond
Budgeting

Sociocracy

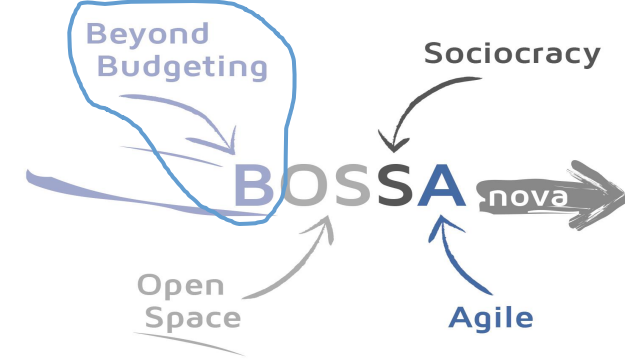
BOSSA nova

The diagram features the central text 'BOSSA nova' in a bold, sans-serif font. 'BOSSA' is in grey and blue, while 'nova' is in white on a dark grey arrow pointing right. Four curved arrows point towards this central text: a blue arrow from 'Beyond Budgeting' (top left), a dark grey arrow from 'Sociocracy' (top right), a blue arrow from 'Agile' (bottom right), and a dark grey arrow from 'Open Space' (bottom left). A large, thick blue arrow also points from the left towards the central text.

Open
Space

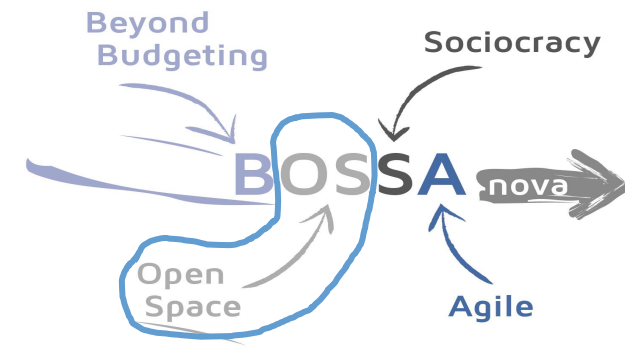
Agile

Beyond Budgeting



- **Beyond command & control**
 - Toward a management model that is more empowered and adaptive
- **Separate the 3 budget purposes**
 - (relative) targets
 - (rolling) forecast
 - (dynamic) resource allocation

Open Space



- **Self-organization**

- Everyone is invited to address critical issues

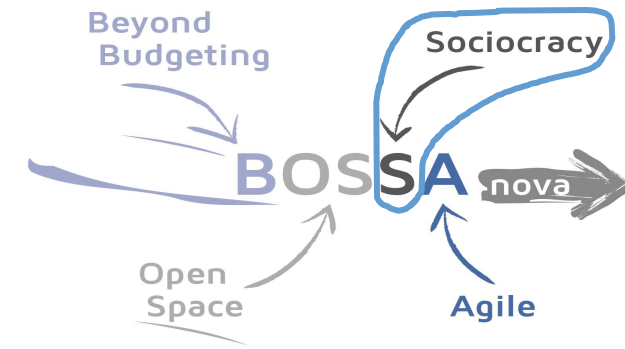
- **Passion bound by responsibility**

- Self-responsible for learning and helping others learn
- Passion follows the strategy

- **Empowerment**

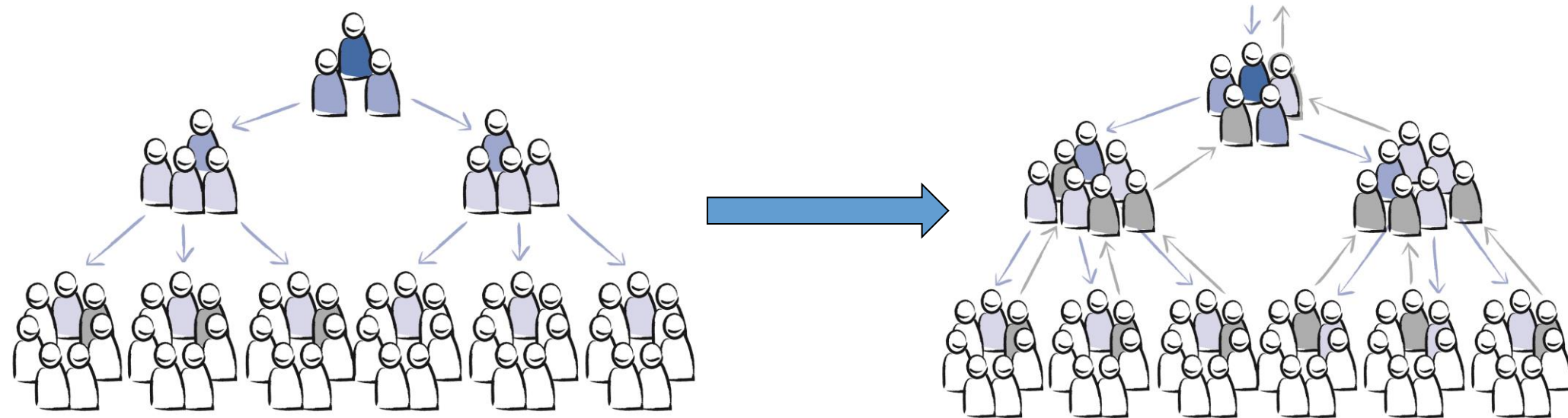
- Anything can happen inspired by anyone

Sociocracy

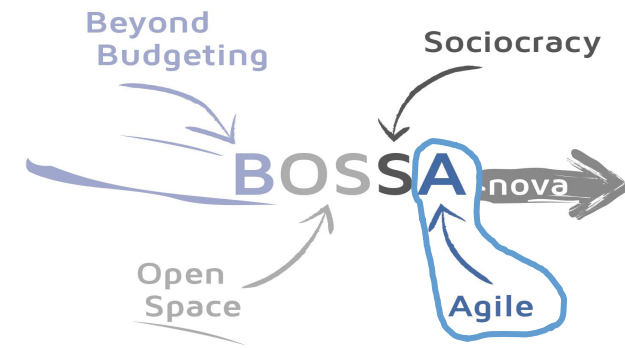


■ Equivalence

- Shared decision-making by **consent**
- Feedback embedded in the structure: **double linking**

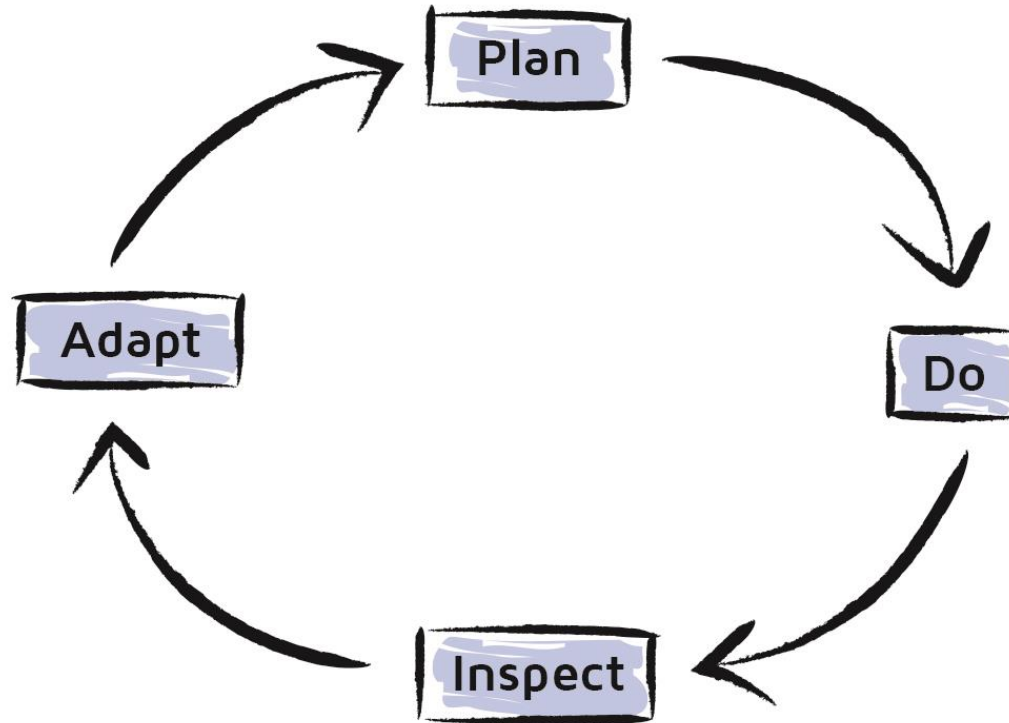


Agile



■ Continuous learning through feedback:

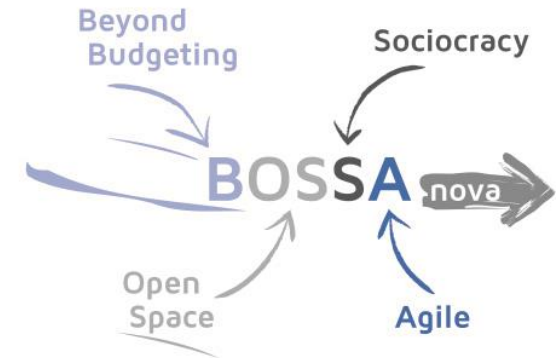
- Rapidly, regularly, and frequently
- On needs, product, technology, process, quality, ...





Transparency

Create transparency for all involved in two directions by providing information and lowering the barriers to those seeking information.



Self-organization

Use accountable cross-functional teams that select themselves and follow their passion with responsibility.

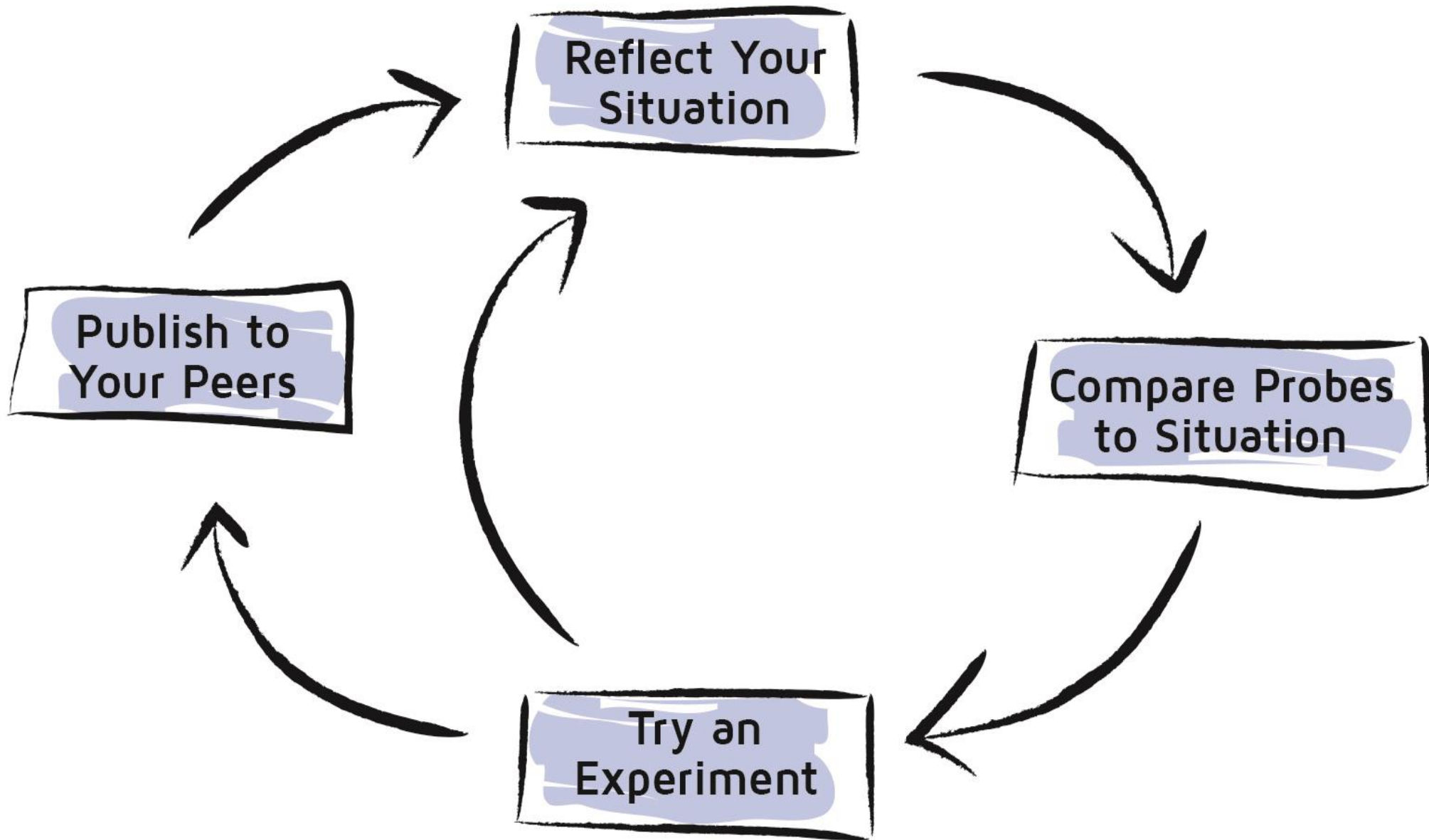
Continuous Learning

Always learn and contribute to others' learning, get feedback and adapt.

Constant Customer Focus

"Focus wide" on every aspect of the company: product & process, structure and strategy, and individual contributions and people.

INVITATION TO PROBE



Is Trust Cheaper?

■ **Background:**

- Traditional travel expense procedures are burdensome and assume people can't be trusted.

■ **Hypothesis:**

- Such procedures cost more than they save and are demoralizing.

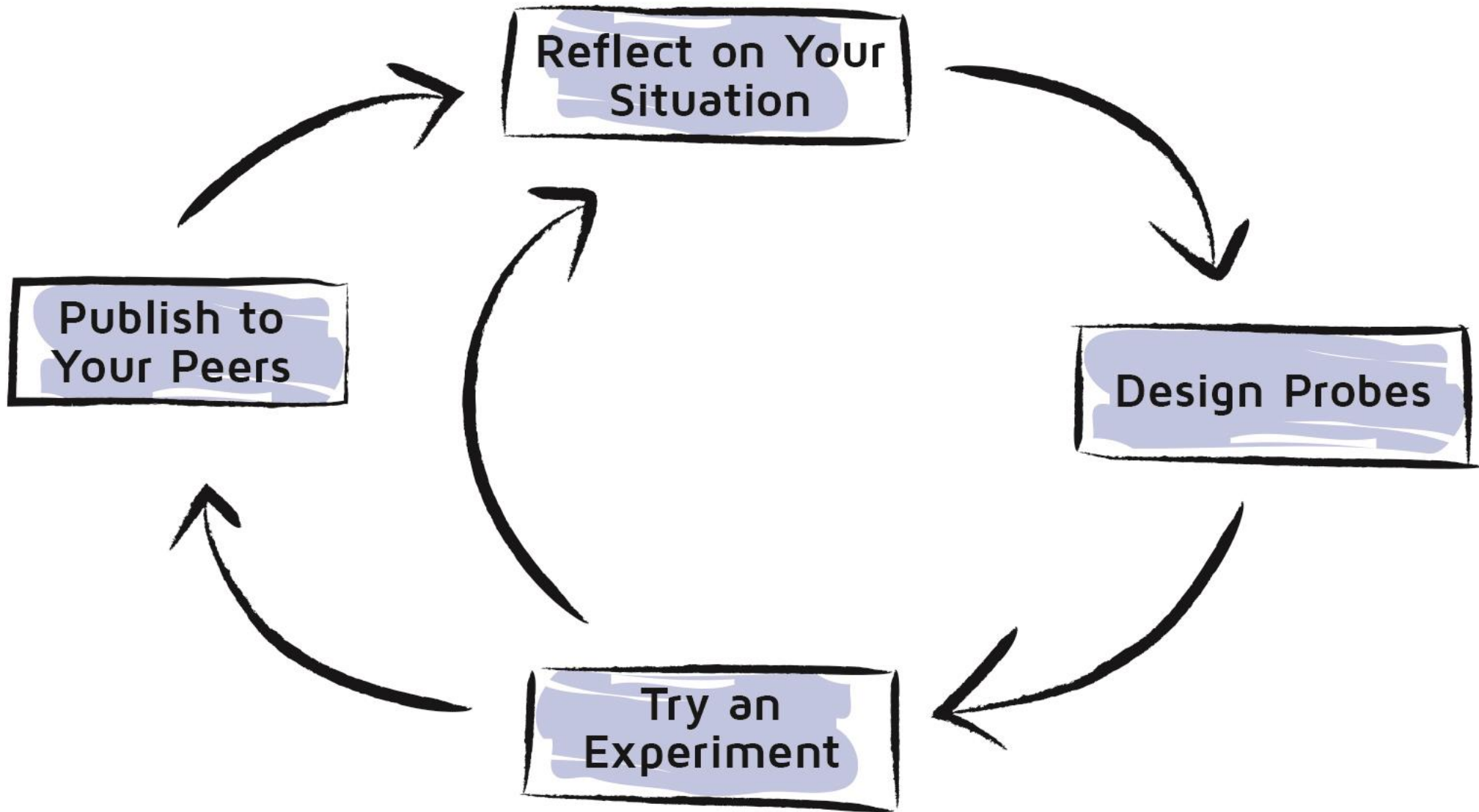
■ **Experiment:**

- Pre-survey and audit. Try for three months in a few units with other units as controls. Post-survey and audit.

Failures are Opportunities








BOSSA nova for Company-wide Agility

- Never stop...
 - ...trying
 - ...learning
 - ...changing

Many Thanks!

#agilebossanova 
<http://agilebossanova.org>

Jutta Eckstein, @JuttaEckstein 
Jutta@JEckstein.com
<http://JEckstein.com>



Pictures by Katja Gloggenießer