

# Probe your Organization!

## How Complexity Supports Implementing Business Agility

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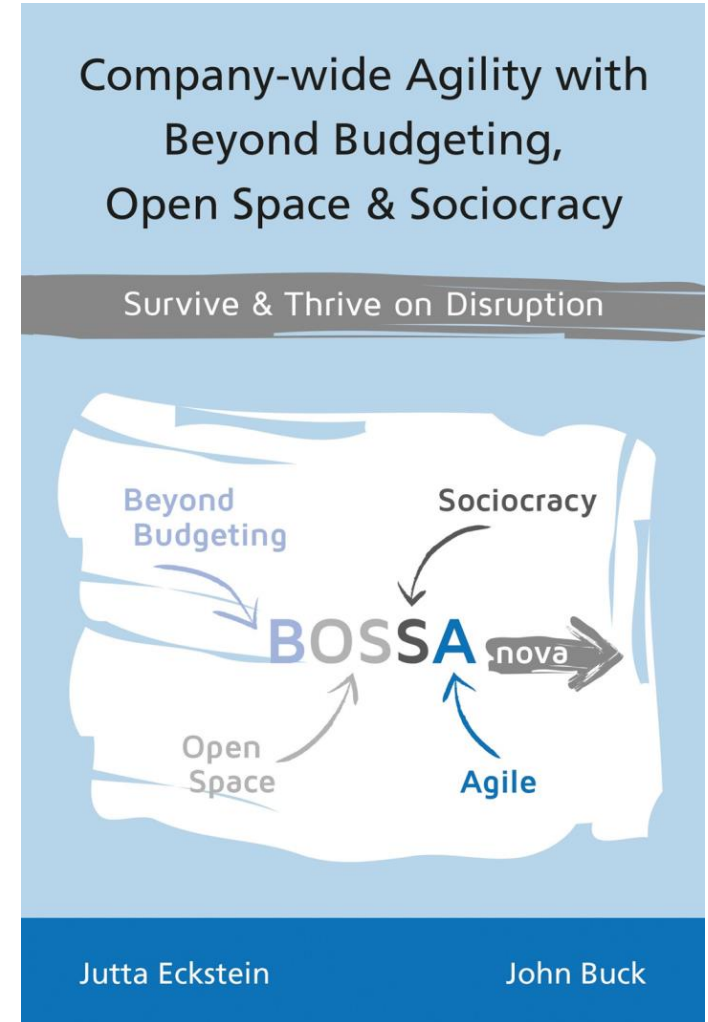
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Company-wide Agility with BOSSA nova

<http://tinyurl.com/AgileBossaNova>





**Volatility**  
**Uncertainty**  
**Complexity**  
**Ambiguity**

# Who or what takes the lead?

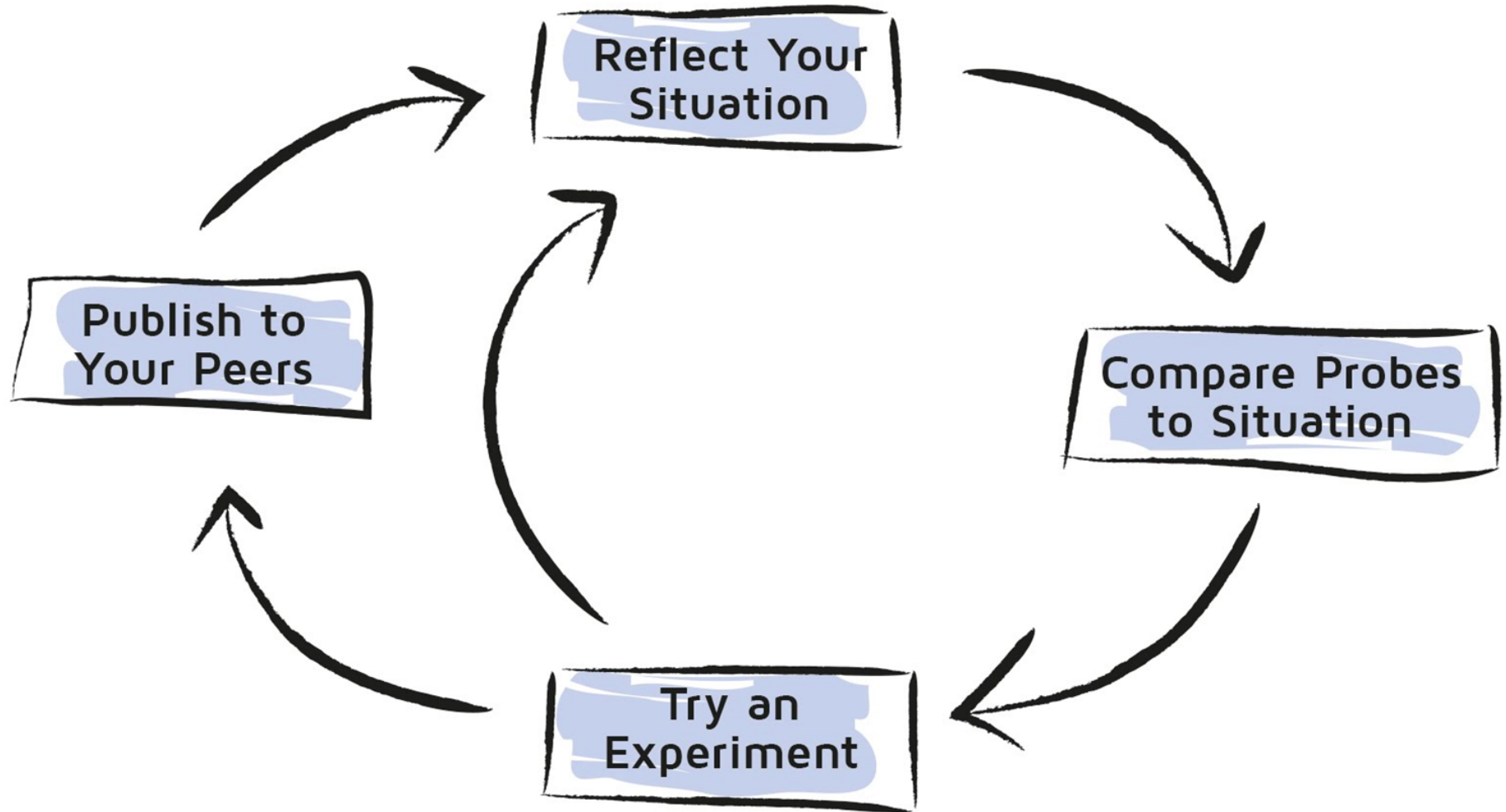
- **Structure follows strategy (Chandler 1962)**
  - Adapt the organization according to the strategy
  - *“Structure is a means for attaining the goals and objectives of an institution. Any work on structure must therefore start with objectives and strategy.” ~Peter Drucker*
- **Strategy follows structure (Hall & Saias 1980)**
  - Existing organizational structure determines strategic opportunities



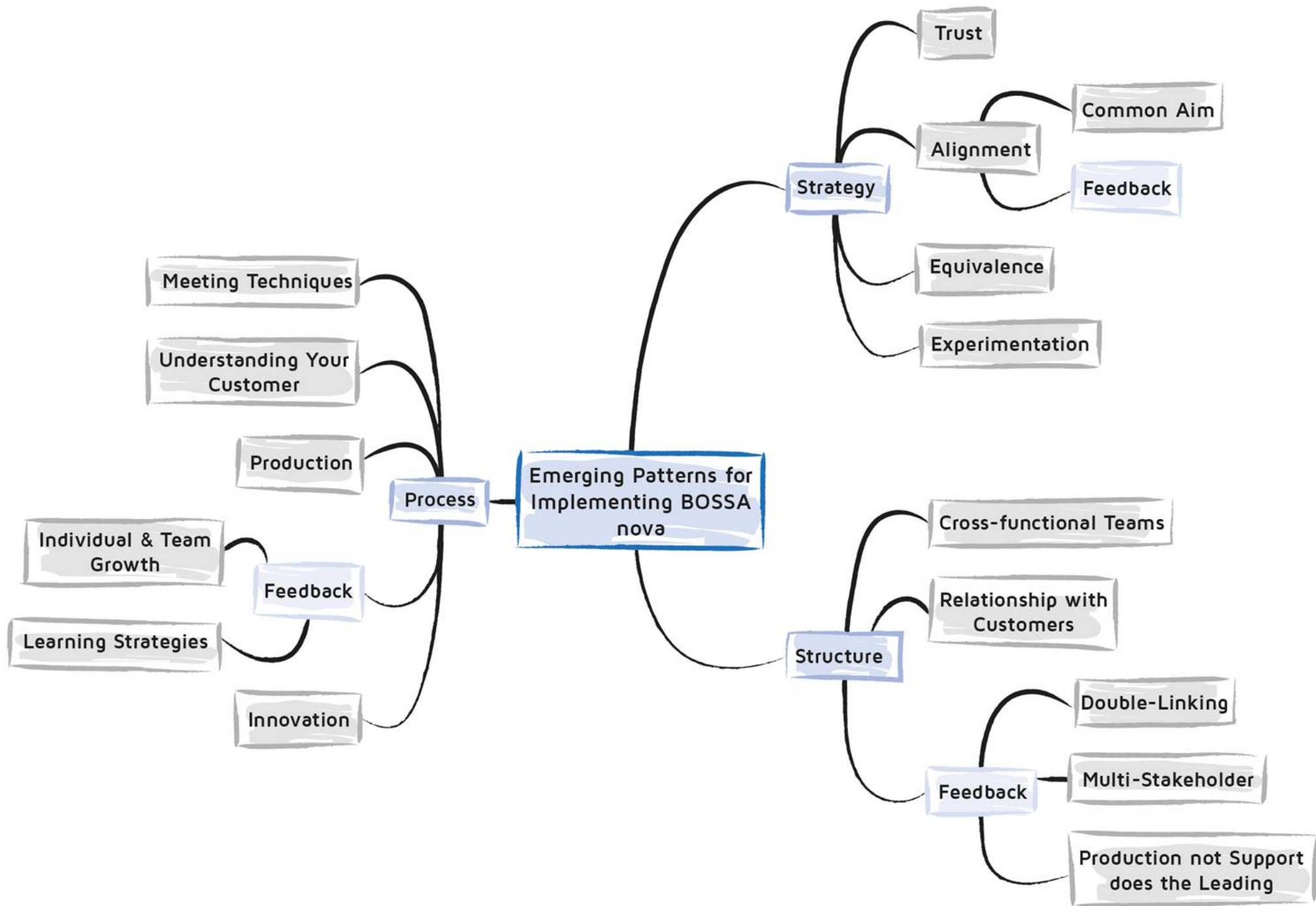
# VUCA World

- **Cause and effect aren't related**
  - we can explain the connection in hindsight
  - yet hindsight doesn't lead to foresight
  - we can only find emergent patterns
- **“Traditionally” we would start with a study / analysis**
  - yet ...
- **There is no logical entry point.**
- **Begin with reflection**
- **Leverage the complexity**

# Eager to Experiment







# 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.



# Probe: Are performance evaluations really reflecting customer focus?

- **Background:**

- Company values are often lip service, other values often rewarded.

- **Hypothesis:**

- If customer focus is the foundation for performance evaluation, customer satisfaction improves.

- **Experiment:**

- Invite an experimental unit to write own performance evaluation criteria related to their work & reflecting customer interests.

# Probe: Will aligned individual growth happen without motivation by a bonus?

## ■ **Background:**

- Often individual objectives are not revisited and if the market changes, the objectives might become out of date.

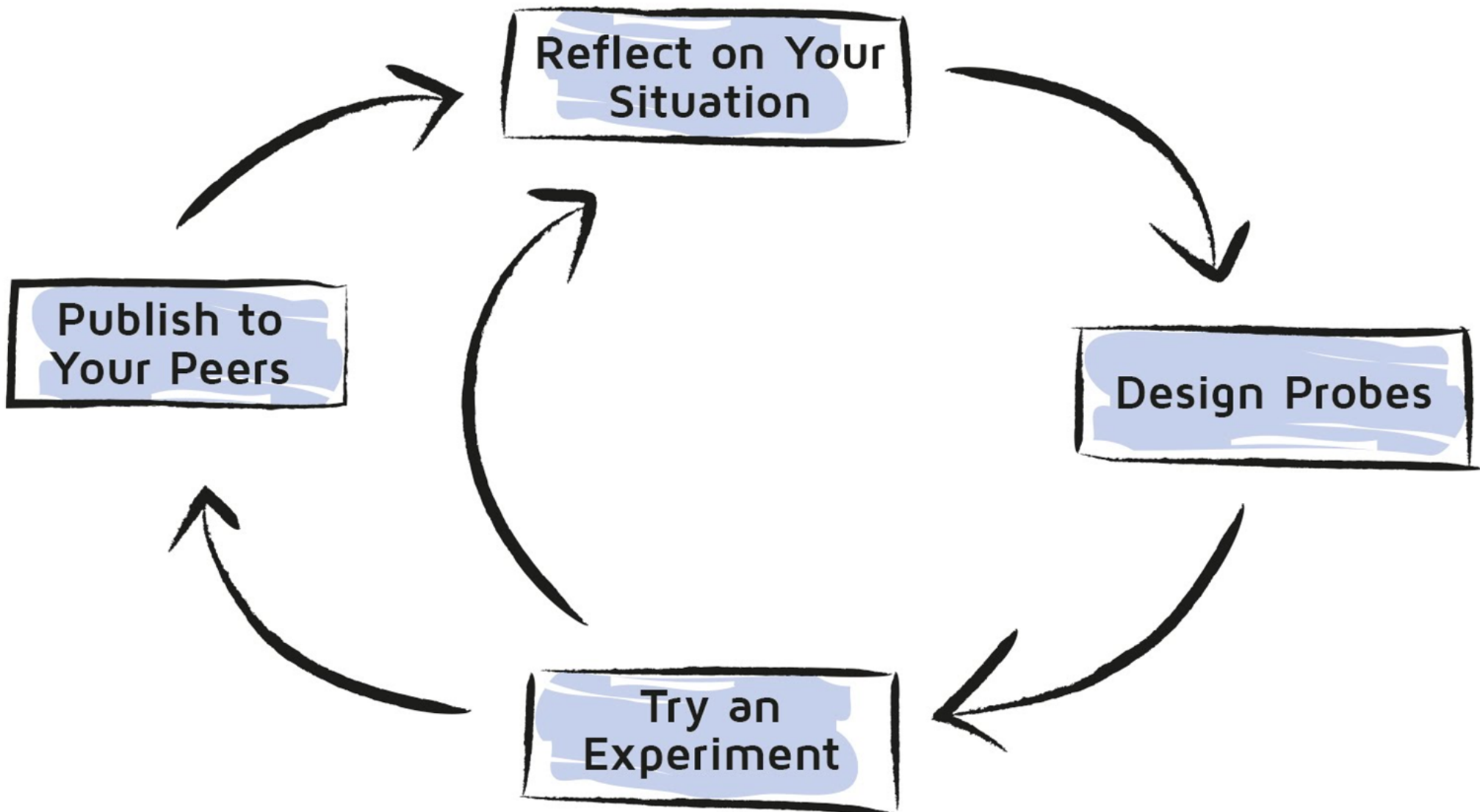
## ■ **Hypothesis:**

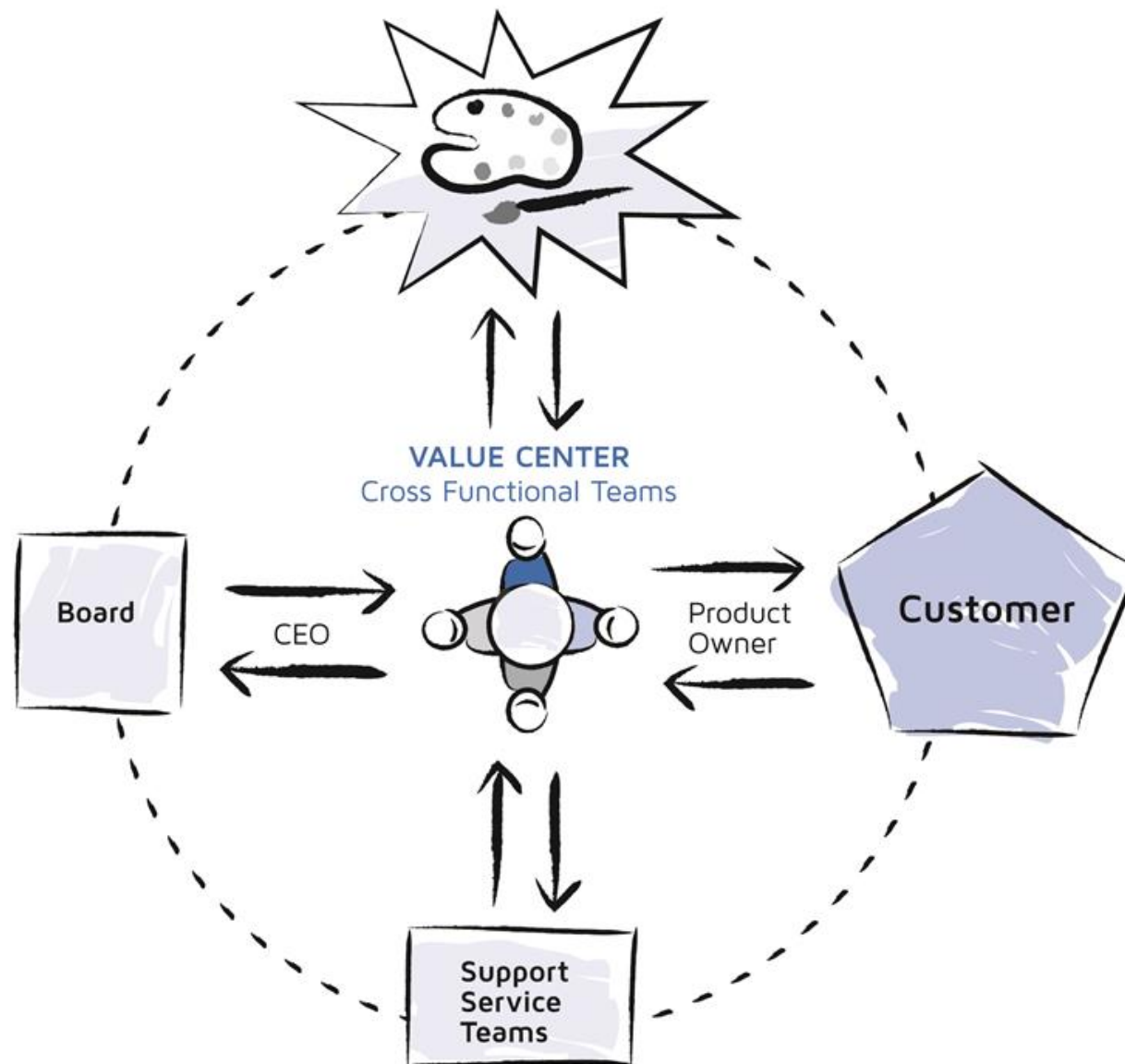
- If we separate bonus/incentive payments from the learning process, individual growth will happen in alignment with the company's strategy.

## ■ **Experiment:**

- If you have changing conditions, increase the frequency of performance evaluations weekly, monthly, quarterly.
- Use qualitative Objectives and quantitative Key Results (OKR).
  - The OKRs are defined bottom up rather and are always a contribution to the company's overall goal.

# Now Design Your Own





# BOSSA nova for Company-wide Agility

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

# Many Thanks and... Stay in Touch:

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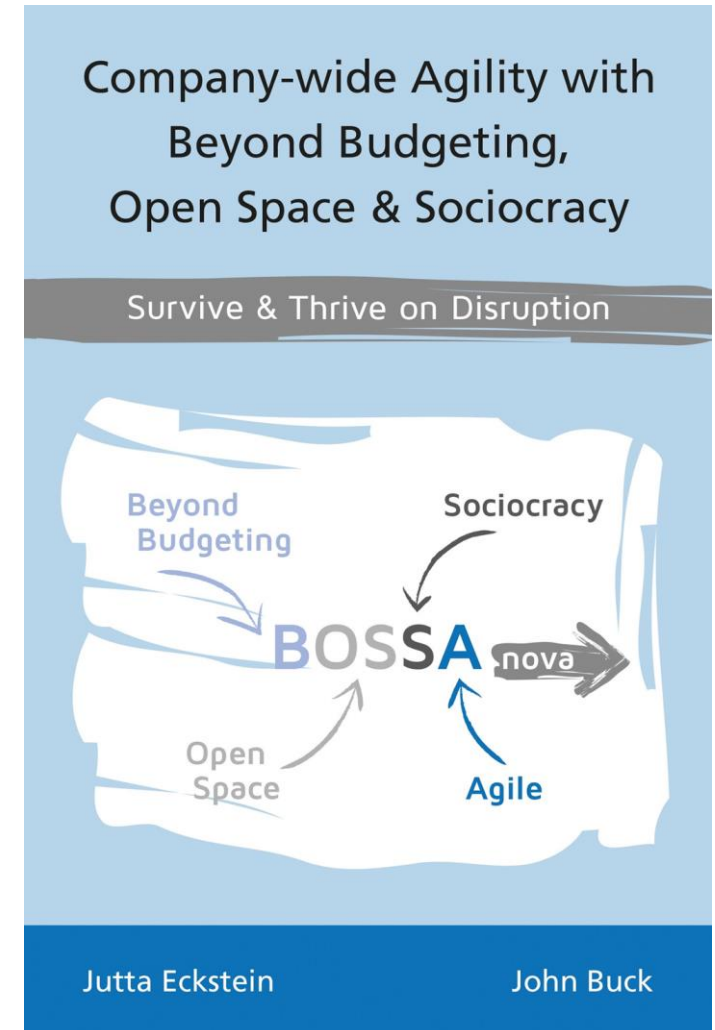
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Pictures by Katja Gloggenießer