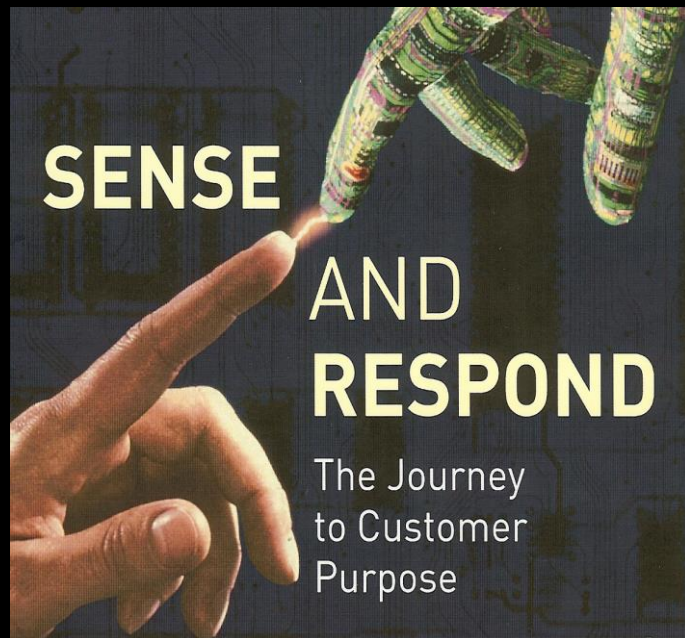


# Designing Adaptive Organisations for Everyone including Lean and Agile thinking People. *(The Science behind Adaptive Organisations)*



<http://leanvoices.com/bizagility17/>

**Stephen Parry**

Author of Sense and Respond  
CEO/Founder at Lloyd Parry International

Twitter @Leanvoices  
@Adaptivevoices  
[www.lloydparry.com](http://www.lloydparry.com)

[Stephen.Parry@LloydParry.com](mailto:Stephen.Parry@LloydParry.com)



## Stephen Parry

### Founder and CEO at Lloyd Parry International

*Author of **Sense and Respond The Journey to Customer Purpose.***

*'I promise to challenge your current organisational thinking and enable you to differentiate your business' Stephen Parry*



### Lloyd Parry International

Lloyd Parry delivers Adaptive transformation programs to large scale global organisations in many sectors including; Telecommunications, IT and Cloud Services, Software Development, Financial Services, Logistics, Outsourcing and Local Government.

As a result of adopting our approach to Adaptive Business a number of companies have won national industry awards for *Best Service Strategy, Best People Development Program and awards for Innovation and Creativity.*



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

*So why should you care?*

*Because the quality of the design is equal to the  
quality of your working life and the long term  
profitability of the business.*







Adaptive Business Characteristics



Organisational Landscape Types



Adaptive Work-Climate

Adaptive Business Transformation Cycle

Preparation for deep dive session on measurement

# Adaptive Business Characteristics

## The Adaptive Business



- **Engaging** and understanding customers
- **Learning** and sharing customer and business intelligence
- **Leading** and choosing new ways to serve customers
- **Improving** and changing the organisation to better serve customers

### Engaging Practice

- A Freedom and decision making
- B Customer facing activity
- C Customer intelligence gathering
- D Sharing intelligence with the team

### Learning Practice

- E Organisational understanding
- F Sharing intelligence across the function
- G Sharing intelligence with other functions
- H Sharing intelligence with top/senior management

### Leadership Practice

- I Performance management
- J Adaptive leadership
- K Responding to customer issues
- L Implementing ideas to better serve customers

### Improving Practice

- M Employee influence on products and services
- N Employee influence on managing practices
- O Employee influence on other functions
- P Employee influence on end-to-end processes

Robust continuous feedback loops



Adaptive Business Practices



Organisational Landscape Types



Adaptive Work-Climate

Adaptive Business Transformation Cycle

Preparation for deep dive session on measurement

# Organisational Landscapes

(Brief Summary)

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





# Adaptive Business Practices

Adaptability  
Score  
100

Organisational Landscapes

Engaging Practice

Learning Practice

Leadership Practice

Improving Practice



Creating a business  
adaptability  
profile





Adaptive Business Practices



Organisational Landscape Types



**Adaptive Work-Climate**

Adaptive Business Transformation Cycle

Preparation for deep dive session on measurement

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

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

*Climate is not the same as Culture.*



# Climate



# Landscape



LLOYD PARRY

OPEN BUSINESS

# Climate



# Landscape



# Climate

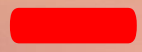


# Landscape



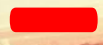
# Organisational System

*Purpose, strategy, structures, controls and measurement*



# Work Culture

*Behaviours*



# Organisational Landscapes



## *Performance and long-term profitability*

# Adaptive Business Practices

Adaptability  
Score  
100

Engaging Practice

Learning Practice

Leadership Practice

Improving Practice

Organisational Landscapes

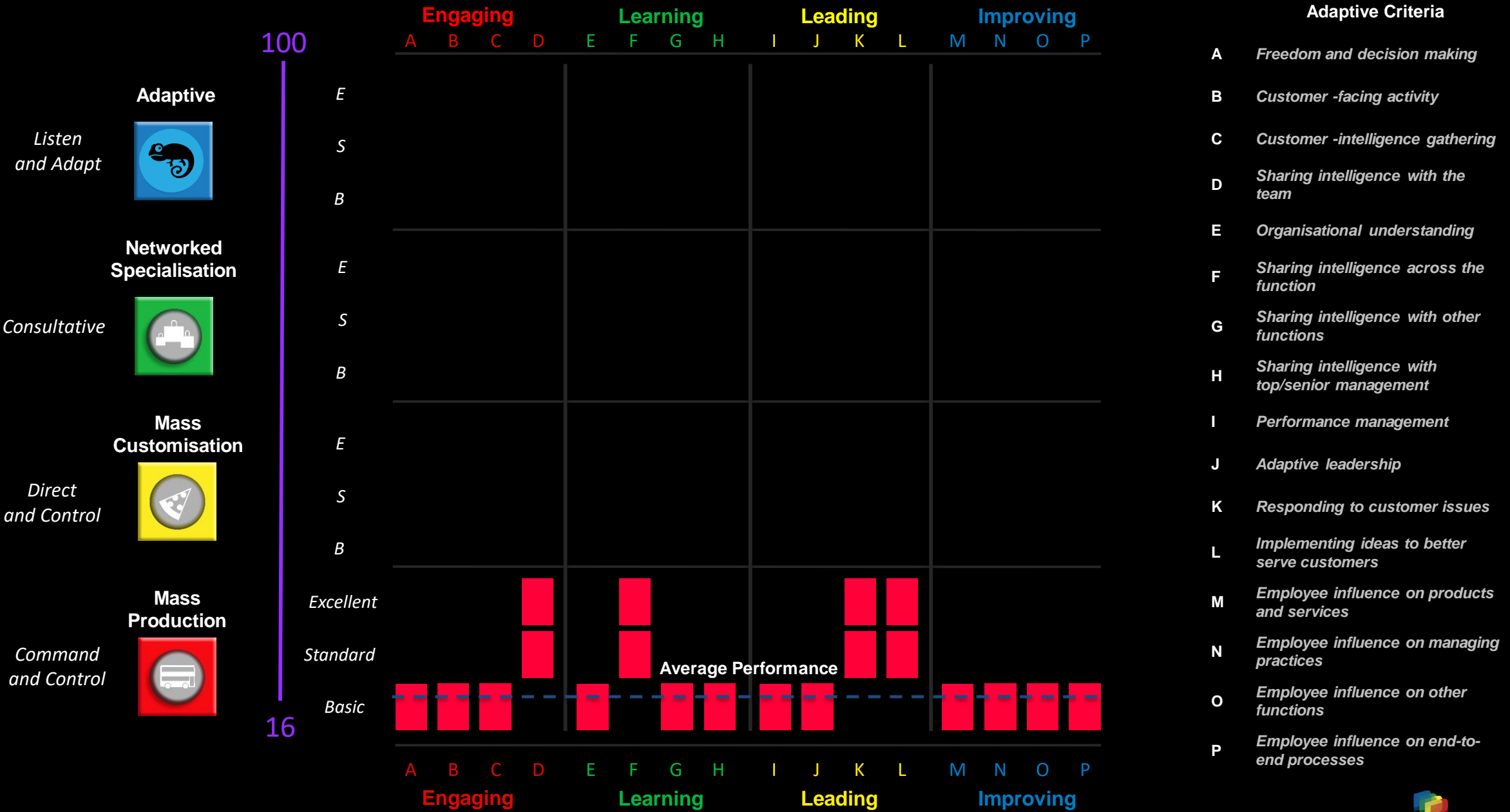


Creating a business  
adaptability  
profile

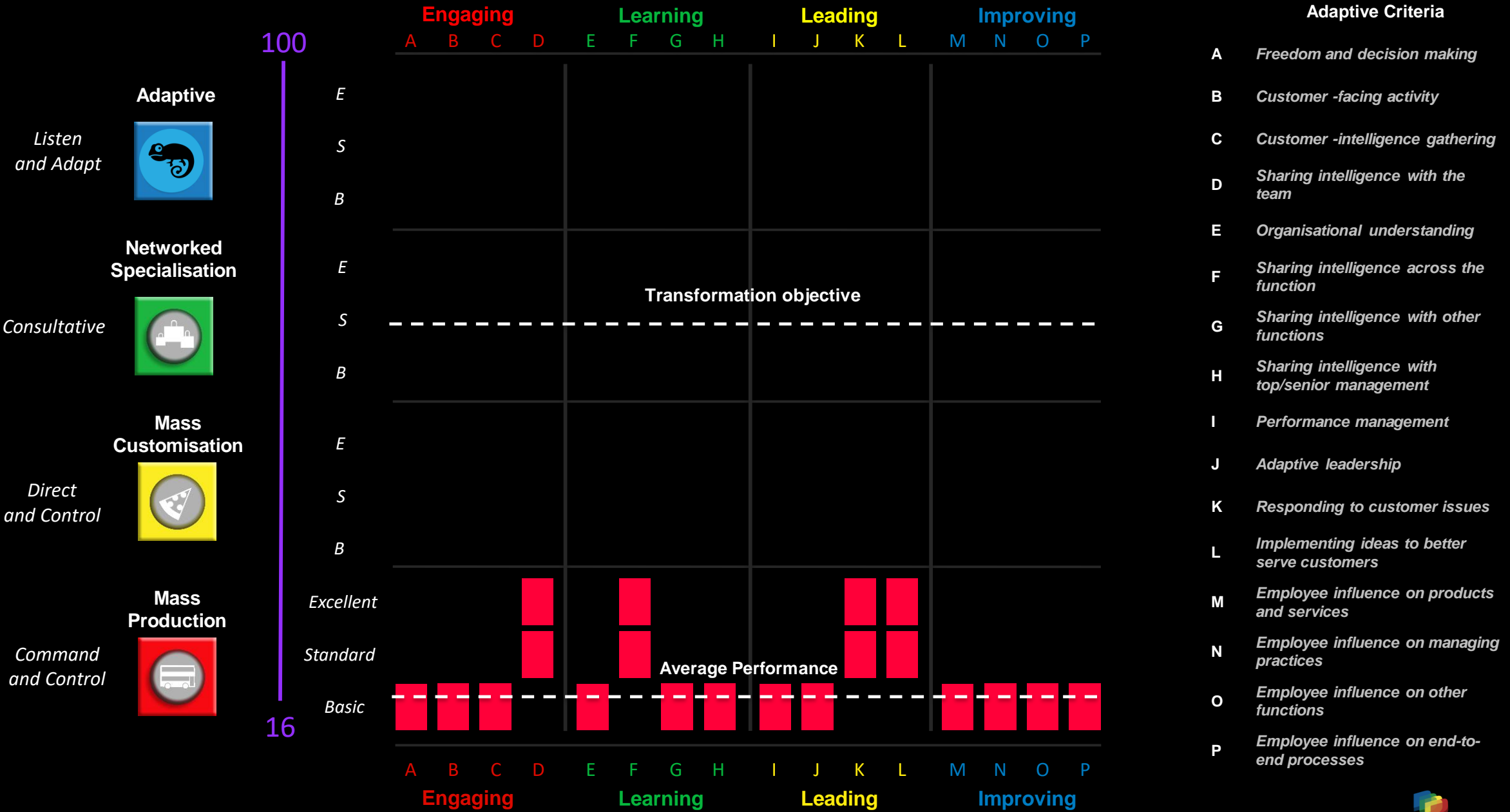




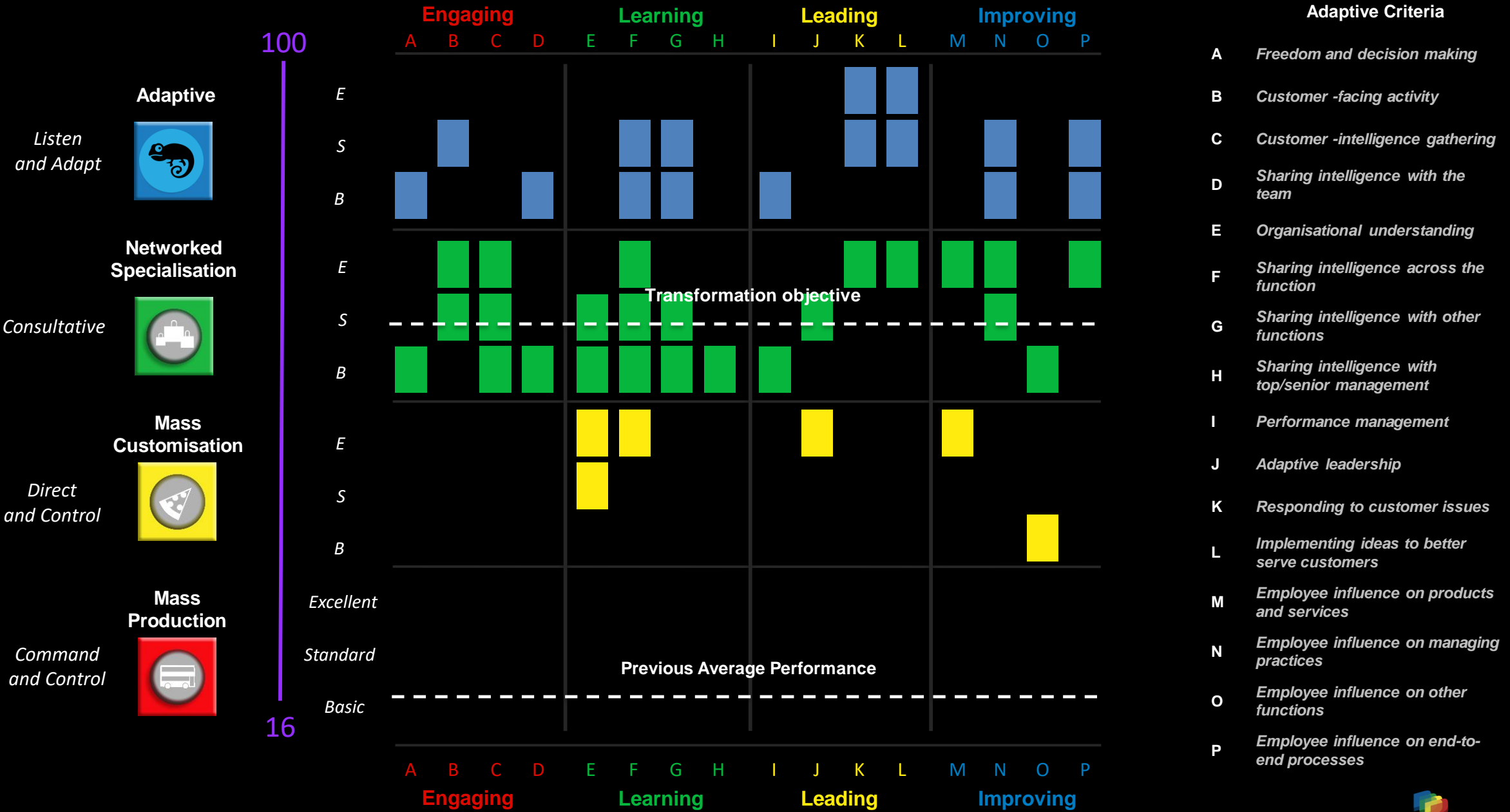
# Climetrics® Climatograph what sort of business are you and how adaptive are you?



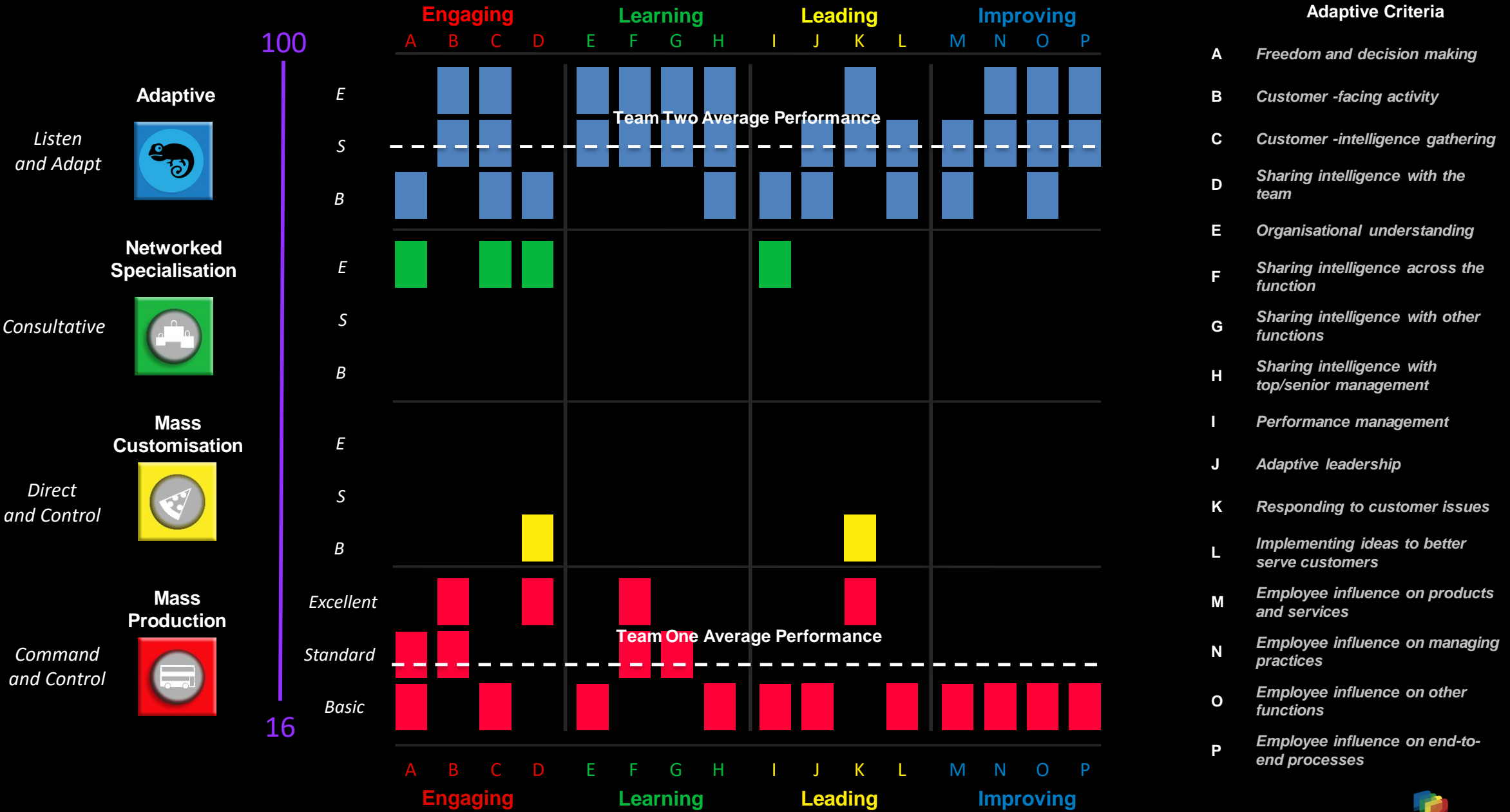
# Case Study: Global ICT and applications company: Before Transformation

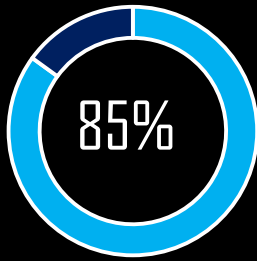


# Case Study: Global ICT and applications company: After Transformation

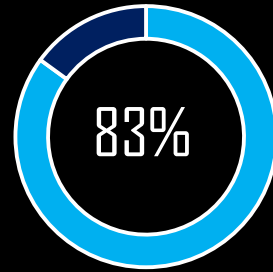


# Case Study: Two application development teams at the same company

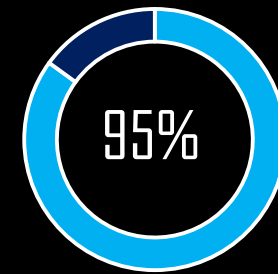




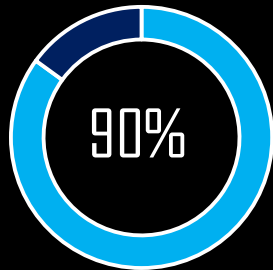
Feel improved working relations with other teams



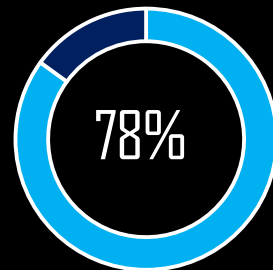
Understand other team's processes and their challenges better



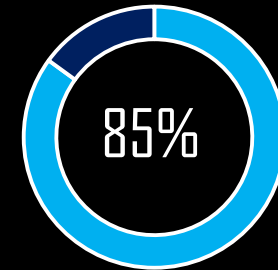
Have more transparency about other teams and hence increased willingness to support each other



Are able to openly discuss issues faced with other teams without the fear of conflict



Feel empowered to make the necessary and relevant changes to improve



Feel 'Adaptive' is helping them be more effective end-to-end across different countries



Adaptive Business Practices



Organisational Landscape Types



Adaptive Work-Climate

## Adaptive Business Transformation Cycle

Preparation for deep dive session on measurement



## Adaptive Business Design

- *Work-Climate diagnosis*
- *Organisational landscapes*
- *Re-Design*
- *Navigation*

*Executive and Senior Teams*



## Adaptive Business Engagement

- *Common purpose*
- *People dynamics*
- *System mechanics*
- *Change management*

*Change Makers and  
Program Team  
Education and prototypes*



## Adaptive Business Adoption

- *Visualise the work*
- *Measure the work*
- *Perfect the work*
- *Develop the work-force*

*Working with the whole  
business at all levels.*



## Adaptive Business

- *Engaging* and understanding customers
- *Learning* and sharing customer and business intelligence
- *Leading* and choosing new ways to serve customers
- *Improving* and changing the organisation to better serve customers

### Adaptive-Business-Framework™

*The transformation cycle  
Design, Engage, Adopt, Adapt.*

# Adaptive-Business-Framework™

The transformation cycle  
*Design, Engage, Adopt, Adapt.*

## Adaptive Business Engagement

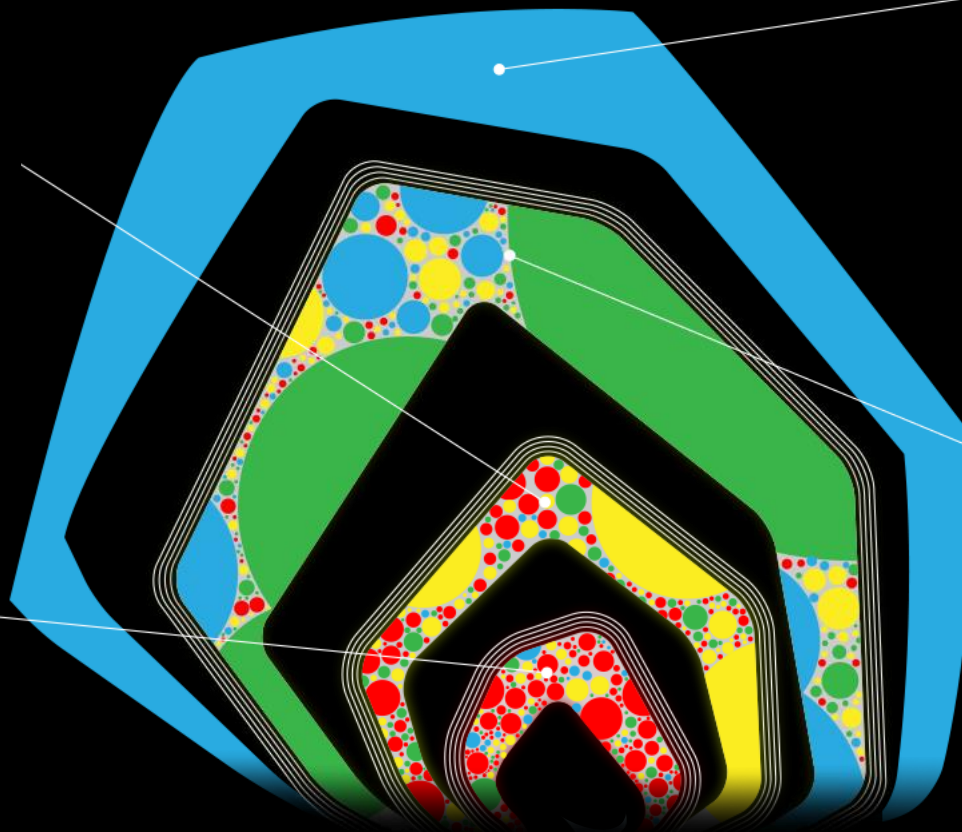


- Common purpose
- People dynamics
- System mechanics
- Change management

## Adaptive Business



- Engaging
- Learning
- Leading
- Improving



## Adaptive Business Design

- Work-Climate diagnosis
- Organisational landscapes
- Re-Design
- Navigation



## Adaptive Business Adoption

- Visualise the work
- Measure the work
- Perfect the work
- Develop the work-force





[http://www.amadeus.com/documents/lean-it/Amadeus\\_Lean\\_IT.pdf](http://www.amadeus.com/documents/lean-it/Amadeus_Lean_IT.pdf)



Adaptive Business Practices

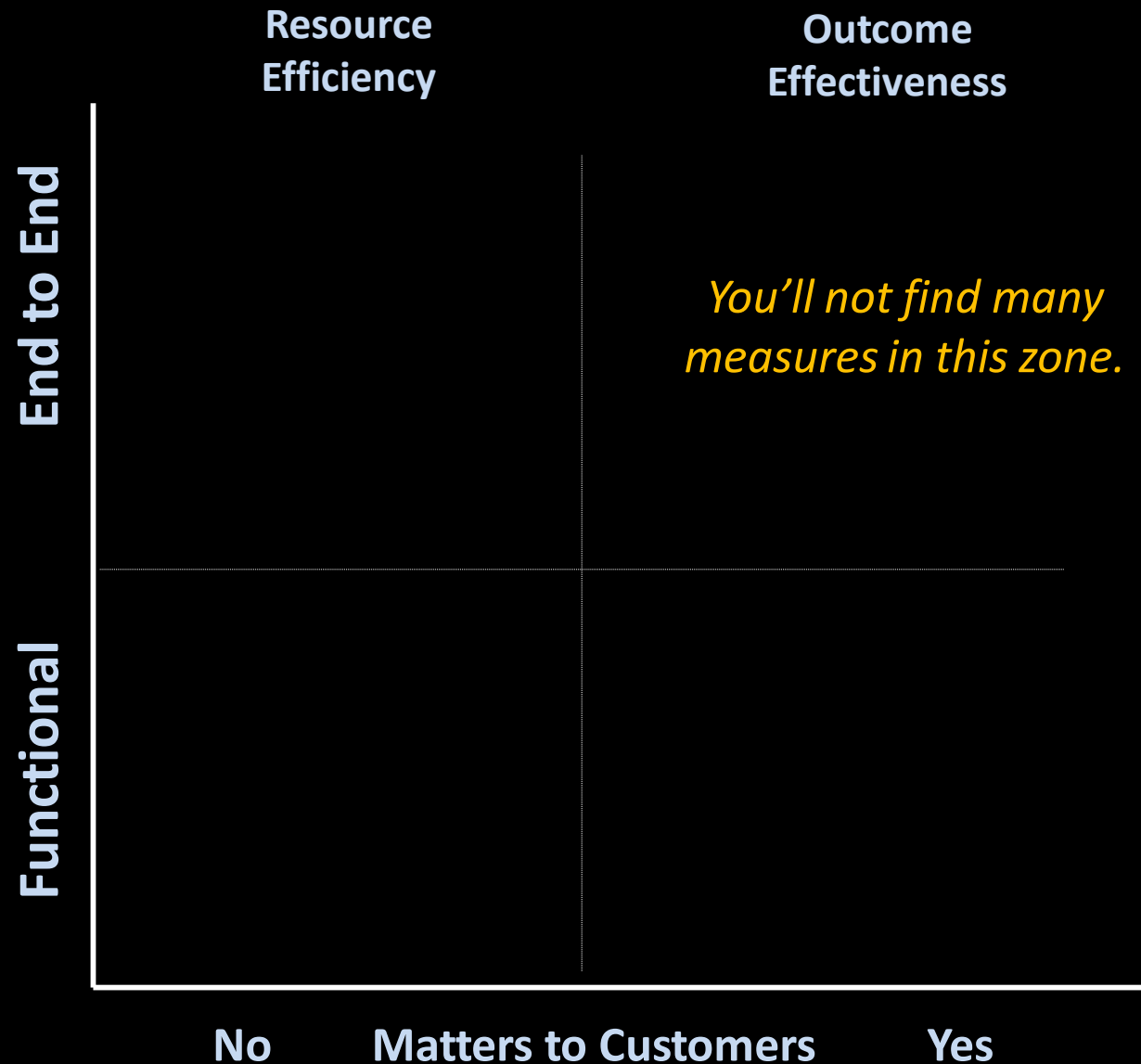
Organisational Landscape Types

Adaptive Work-Climate

Adaptive Business Transformation Cycle

Preparation for deep dive session on measurement

# Mapping Customer, People and Business Measures



***'If you measure your service using averages, you will deliver an average service.'***



# What we measure today...staff,

END-to-END

- REVENUE
- ARE PEOPLE HAPPY
- EBIT
- AUDIT RATINGS
- # OF TRADING CUSTOMERS
- NEW BUSINESS
- PROFITABILITY
- SUCCESS OF PROJECT OBJECTIVES
- COST OF NON-COMPLIANCE
- YEAR PLAN
- WEEKLY P/L
- ATMOSPHERE
- SERVICE QUALITY

- CUSTOMER SATISFACTION
- CLM
- CUSTOMER RETENTION
- CLM BENCHMARKING
- CO<sub>2</sub> REDUCTION
- (FUNCTIONAL) LIFECYCLE COMPLAINTS

CROSS-FUNCTIONAL MEETINGS

FUNCTIONAL

- SALES DASHBOARD
- VISITS, CALLS, PRODUCTIVITY
- OPS P/D PRODUCTIVITY
- COST PICK-UP PER CAN - DEDICATED
- COST OF WAREHOUSE PER CAN
- ADMIN KPI'S
- ACCOUNT REPORTS
- SIGNALS FROM SALES
- INCOMING QUERIES
- % NOT INDEXED AGAINST REVENUE
- QUERIES OPEN > 30, 60 DAYS
- 13 WEEK REPORT

- TEAM MEETINGS
- SR CASES CLOSED
- EMPLOYEE SATISFACTION / FUNCTION
- INDIVIDUAL CONSULTATION + GROUP CONSULTATION AUDITS
- PROACTIVE IDENTIFICATION
- KPI'S
- # OF STOPS → P/D
- HIT RATIO
- PROFITABILITY
- # OF STARTERS
- FTT'S
- ACTUAL V BUDGET
- # OF OFFERS
- CUSTOMER REPORTS
- BOSS

- FUNCTIONAL CLM RESULTS
- COMPLAINTS MAINT ISSUES

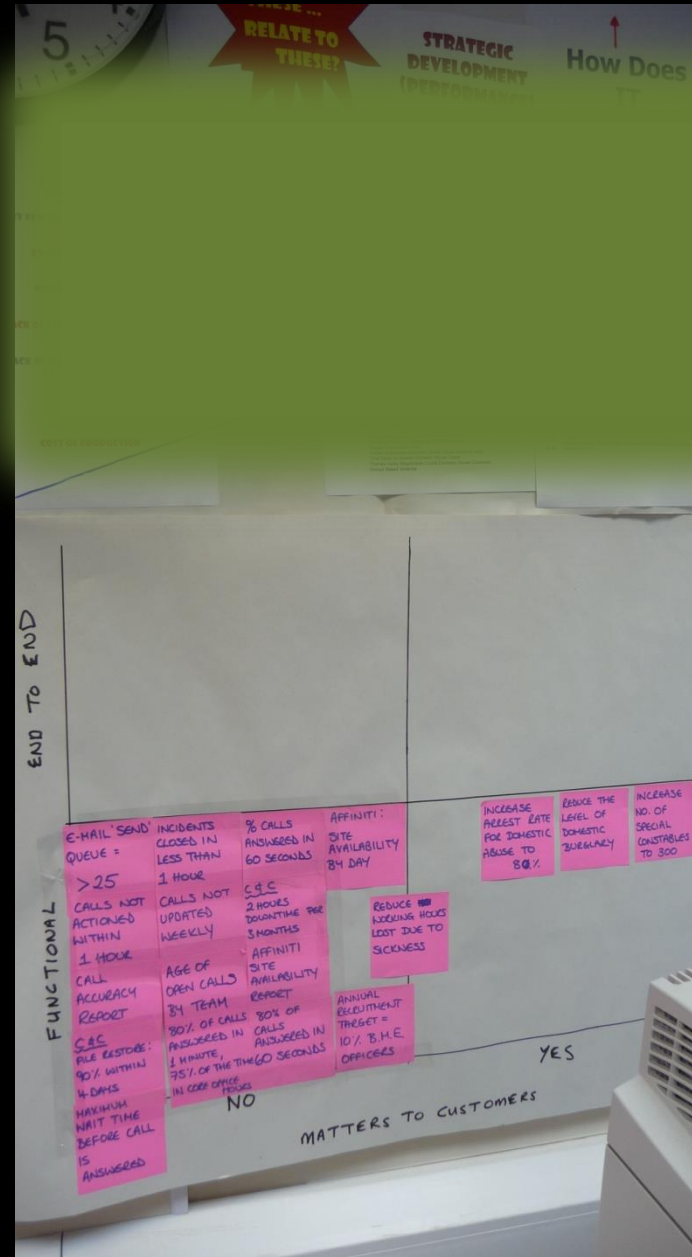
NO

YES

MATTERS TO  
CUSTOMER



# IT and application support staff Measurement before and after understanding users.





## References , influences and acknowledgements.

### **Book Sense and Respond: The Journey to Customer Purpose.**

*Parry, Barlow, Faulkner (Palgrave Macmillan 2005)*

### **The Human Side of Enterprise**

*Douglas McGregor Annotated and Updated by Joel Cutcher-Gershenfeld*

### **Beyond McGregor's Theory Y: Human Capital and Knowledge-Based Work in the 21st Century Organization** *Kochan, Orlikowski,*

*Cutcher-Gershenfeld* <http://mitsloan.mit.edu/50th/pdf/beyondtheorypaper.pdf>

### **Service Climate and Customer Intelligence Workers.**

*Parry and Fisher (2006)*

### **Reciprocity Definition**

[http://en.m.wikipedia.org/wiki/Reciprocity\\_\(social\\_psychology\)](http://en.m.wikipedia.org/wiki/Reciprocity_(social_psychology))

### **Reciprocity An Economics of Social Relations.**

*Kolm (Cambridge)*

### **Reciprocity in the UK Call Centre Workplace.**

*Gary Fisher PhD in Management Research (2008)*

### **Service Quality Research Perspectives.**

*Schneider, White (Sage)*

Landscape Pictures from Istock

Amadeus Lean Enterprise Case Study: Cleared for Take off [http://www.amadeus.com/documents/lean-it/Amadeus\\_Lean\\_IT.pdf](http://www.amadeus.com/documents/lean-it/Amadeus_Lean_IT.pdf)

Adaptive Business Framework™ Graphics by [eximiadesign.com](http://eximiadesign.com)

For extensive list of Stephen Parry personal acknowledgements, influences and references go to [www.leanvoices.com](http://www.leanvoices.com) and for Sense and Respond and blog go to [www.lloydparry.com](http://www.lloydparry.com)





LLOYD PARRY

OPEN BUSINESS

Achieving Change



LLOYD PARRY

OPEN BUSINESS



# © 2017 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<sup>®</sup> is a registered trade mark of Lloyd Parry International

Customer Value Enterprise<sup>®</sup> is a registered trade mark of Service Climate Management Ltd.

Climetrics<sup>®</sup> 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.