## Structuring for Business Agility

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## WORLD'S OKAYEST ROWER

COMPANY	MARKET VALUE 2006	MARKET VALUE 2016	% CHANGE
sears	\$27.8B	\$1.1B	<b>~</b> 96%
JCPenney	\$18.1B	\$2.6B	₩86%
NORDSTROM	\$12.4B	\$8.3B	<b>×</b> 33%
KOHĽS	\$24.2B	\$8.8B	₩64%
<b>★</b> macyś	\$24.2B	\$11.0B	₩ 55%
BEST	\$28.4B	\$13.2B	₩ 54%
<b>O</b> TARGET	\$51.3B	\$40.6B	₩21%
Walmart >	\$214.0B	\$212.4B	<b>×</b> 1%
amazon	\$17.5B	\$355.9B	<b>≁</b> 1,934%
Source: Yahoo Finance (peak	value in 2006), Google Finance (	values for Dec 30, 2016)	visualcapitalist.com (



## Structure

The Org

## Style

#### The Work

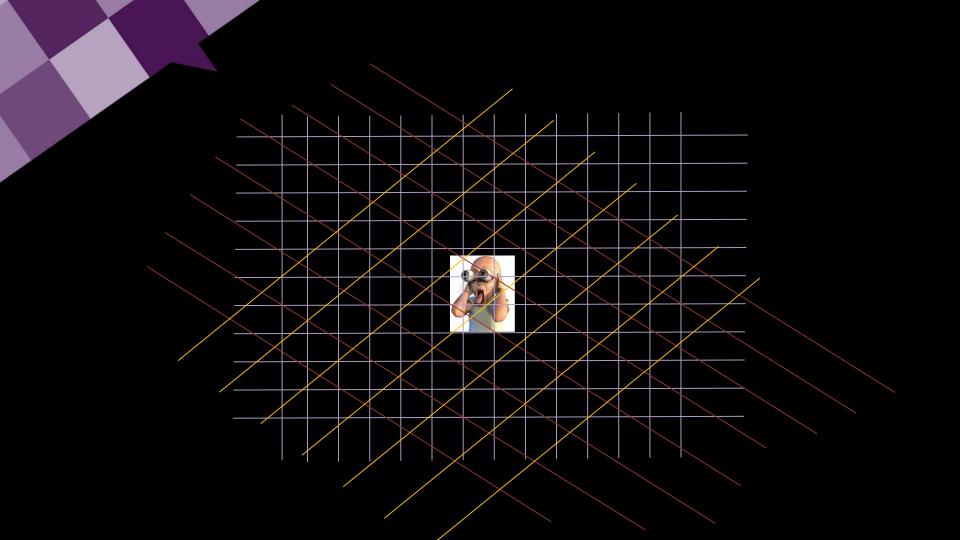






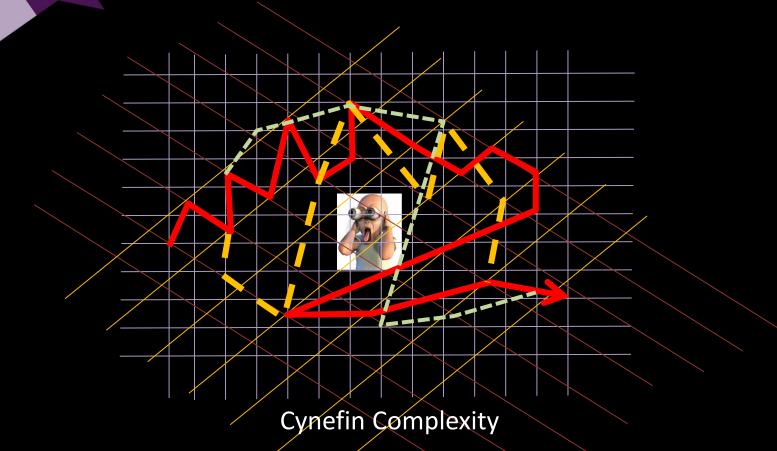
# The Maze &

## The Madness

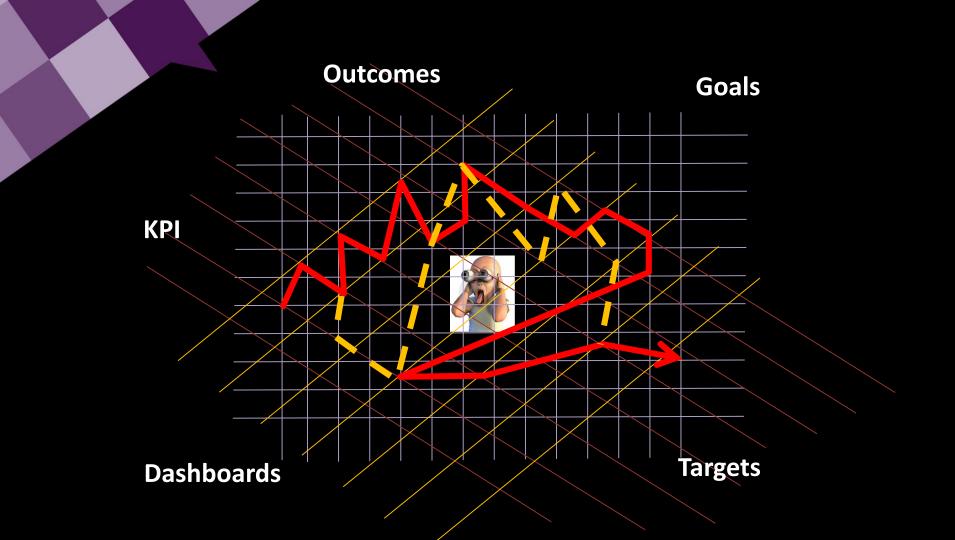


## The Madness

#### And then we automate madness

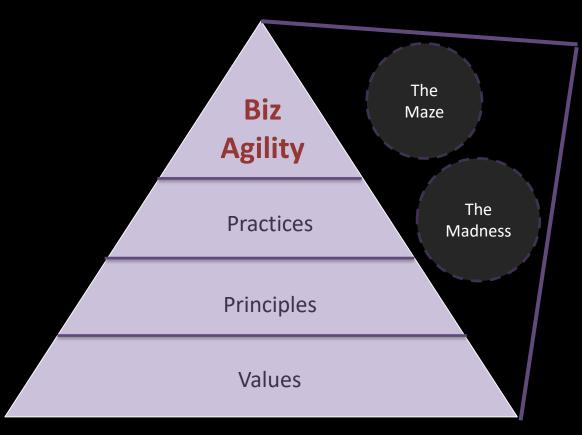




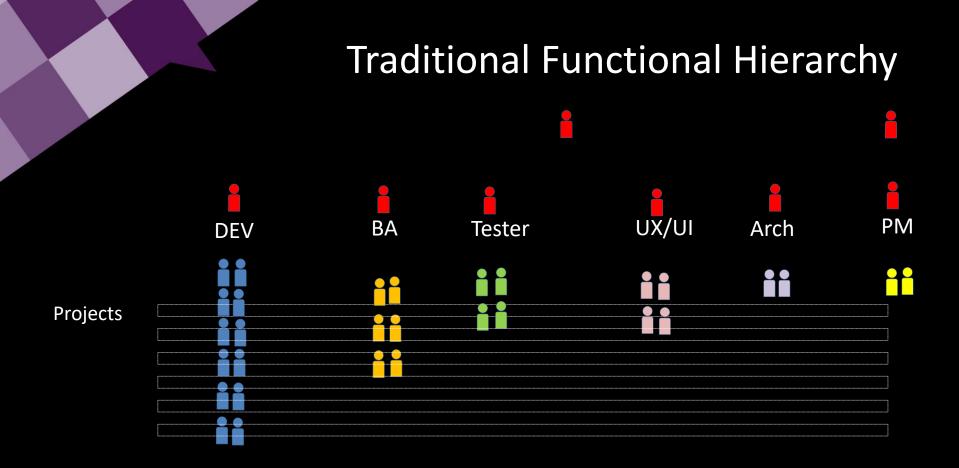


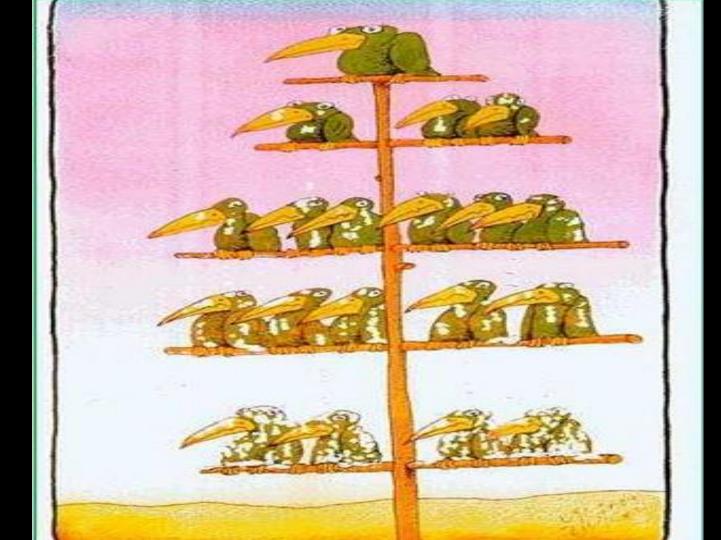


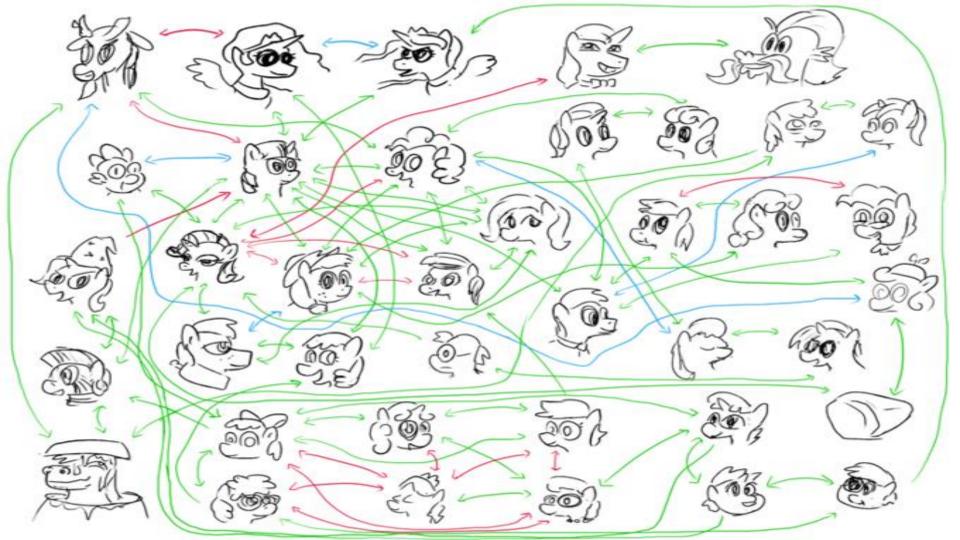
#### The dark dimension



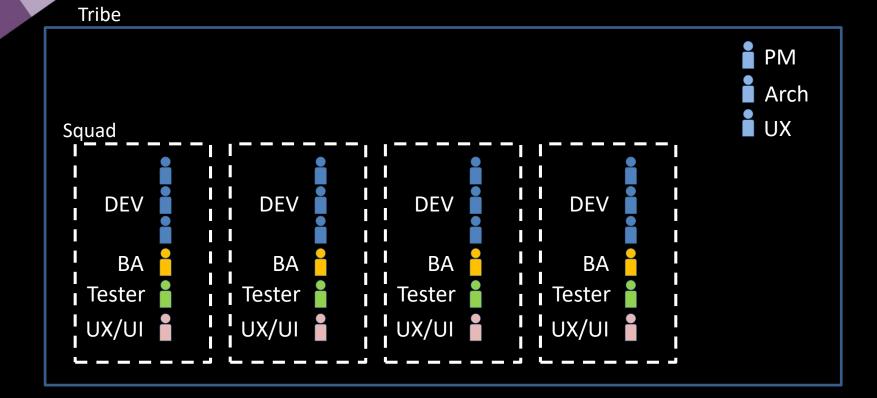
## Structure the Org



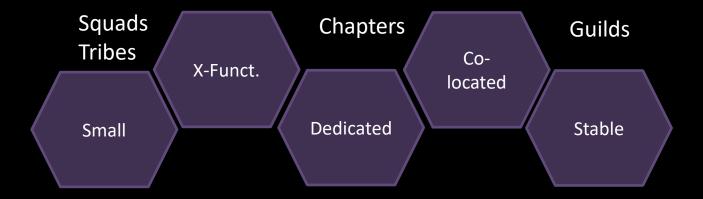


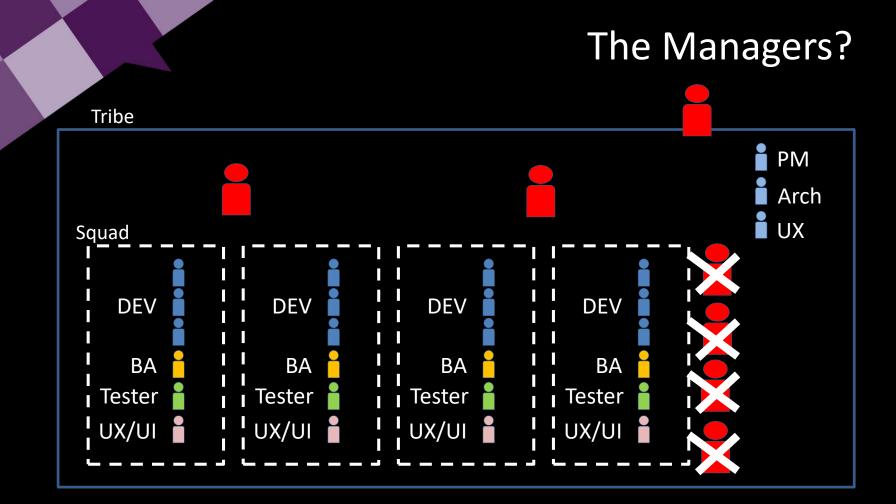


#### Small cross functional teams



Who is the Customer? What is the service? What are the skills needed?





#### Organisational BMI

Organization	BMI	
Awesome	<10%	
Great	10% - 15%	
Over weight	15% – 20%	
Obese	> 20%	

#### ENABLER : DOER %





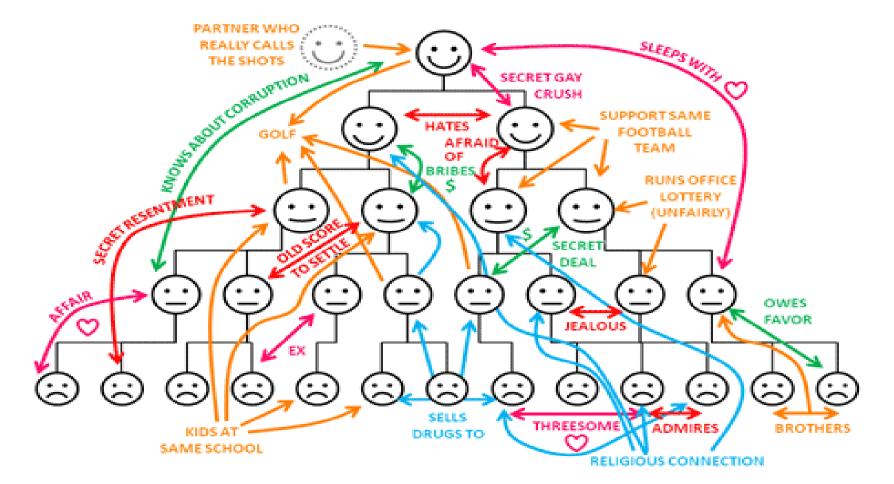
Department of 2000!

#### 10-12 SLMs to 1 **Domain Executive**

#### 10-12 FLMs to 1 Second Line Manager

#### 10-20 people / 2-3 squads per **First Line Manager**

#### REAL ORGANIZATION CHART



## Structure the Work

#### Hold the leaders are accountable!

## Ditch the PMO DOING THE RIGHT WORK



#### DOING THE WORK RIGHT



Distribute work

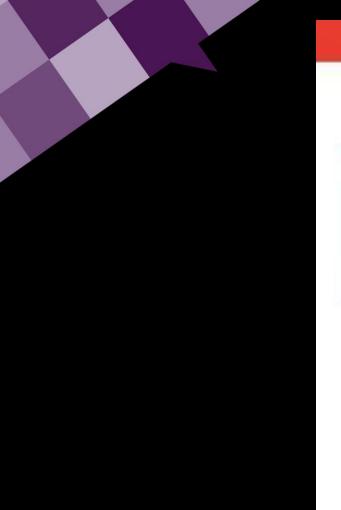
## Pull from a single, customer prioritised, funnel and work on one thing at a time



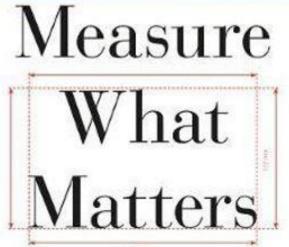
Are you struggling with prioritization? Are you drowning in work?

#### We have a clear strategy!





NEW YORK TIMES BESTSELLER

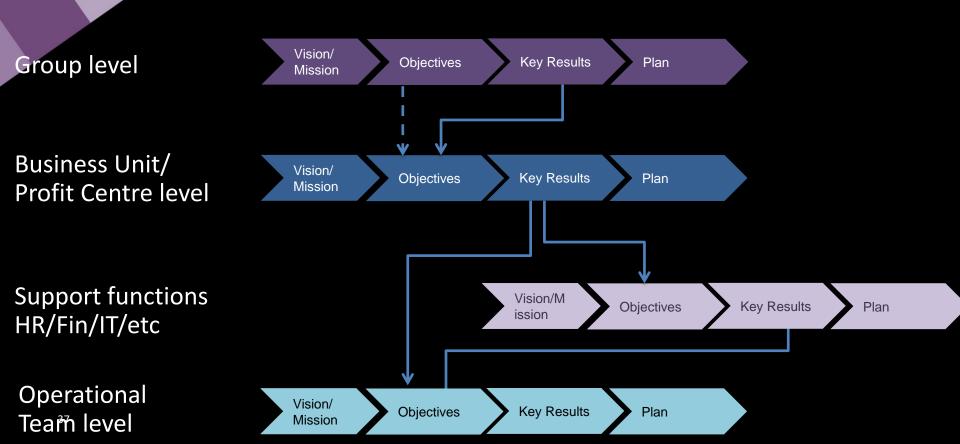


OKRs – The Simple Idea That Drives 10x Growth

John Doerr

'I'd recommend John's book for anyone interested in becoming a better manager' Bill Gates

#### Cascading OKRs



## **Stop Starting**

## Start Stopping!

#### STRUCTURE SMELLS





#### **Business Agility implementation tips**

Make it a strategic decision Hold Leaders Accountable Invest and insist on learning

### Org. BMI=10! Thank you!

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