Structuring for Business Agility

Phil Abernathy Purple candor

BA conference Sydney 24-Sep-18



WORLD'S OKAYEST ROWER

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



Structure

The Org

Style

The Work

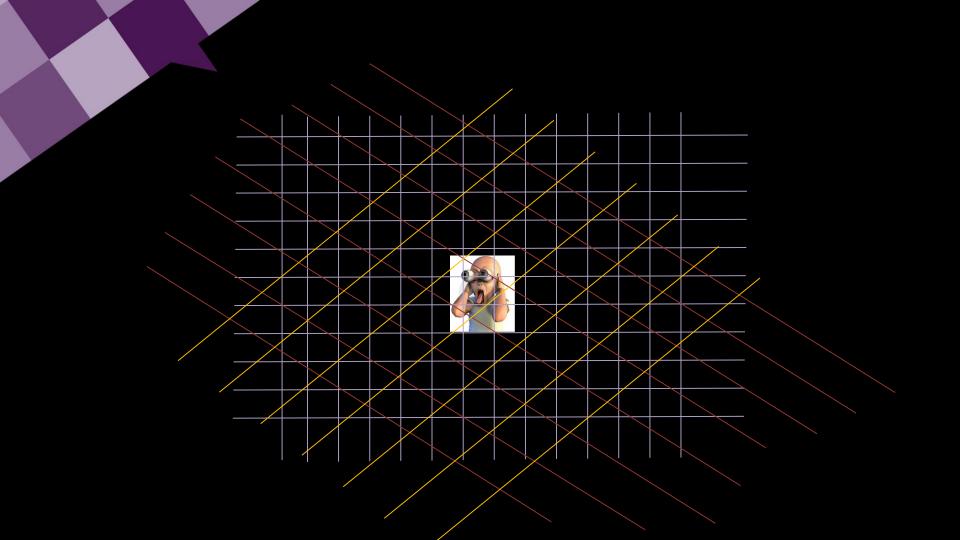






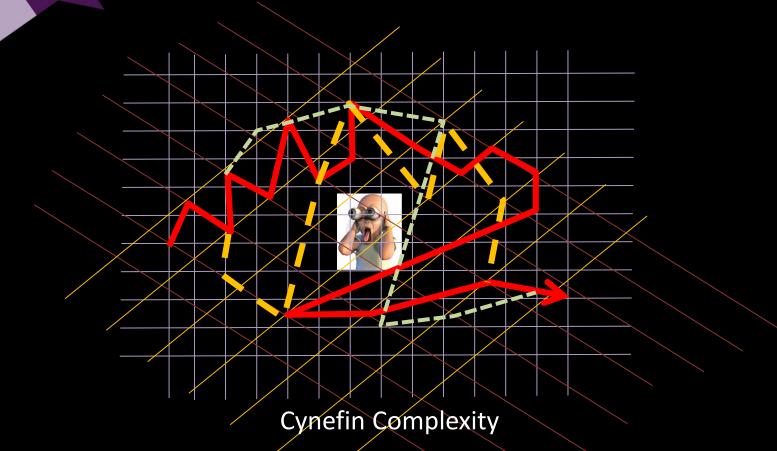
The Maze &

The Madness

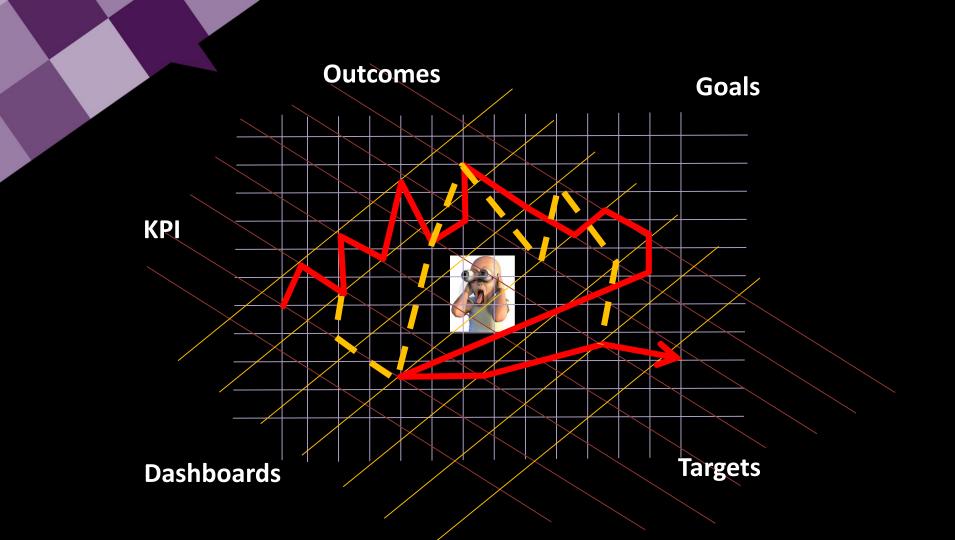


The Madness

And then we automate madness

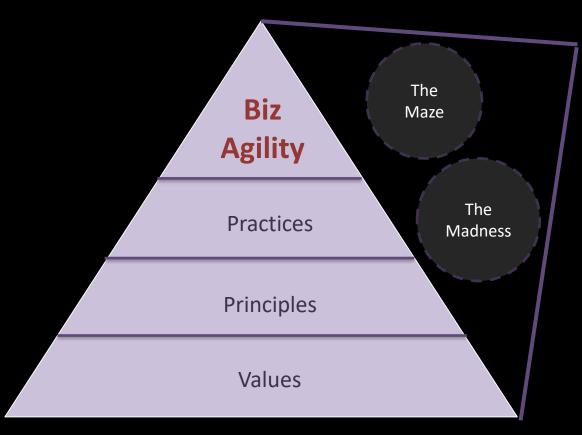




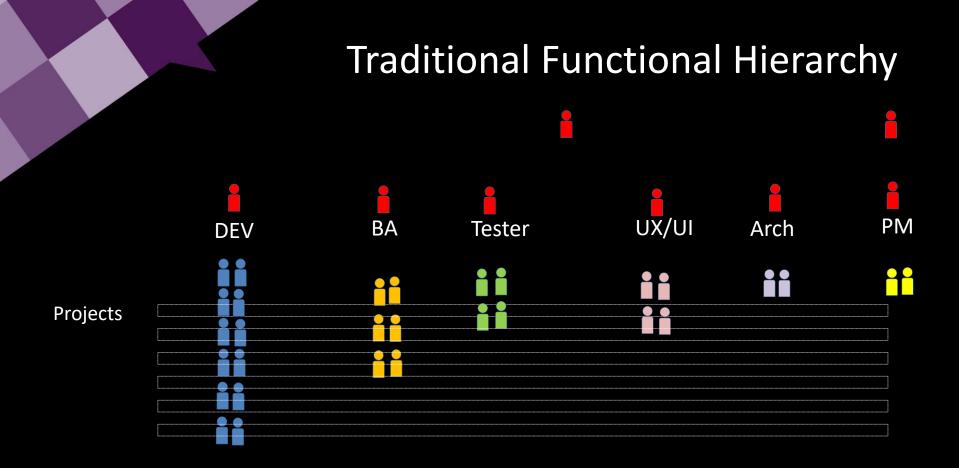


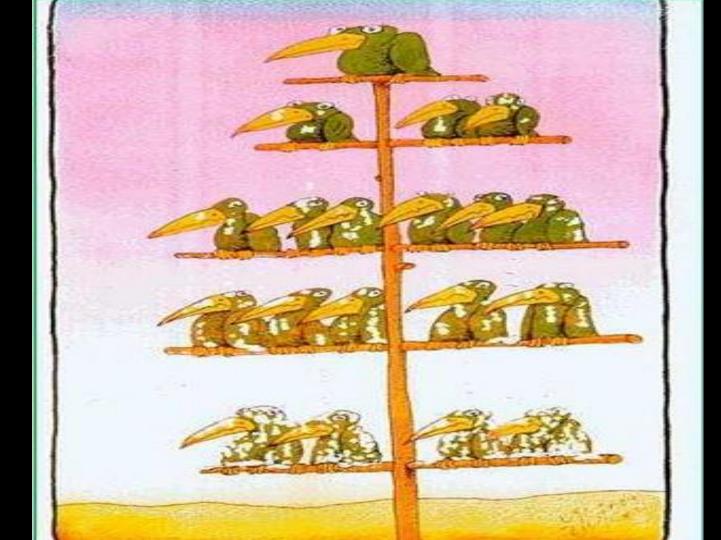


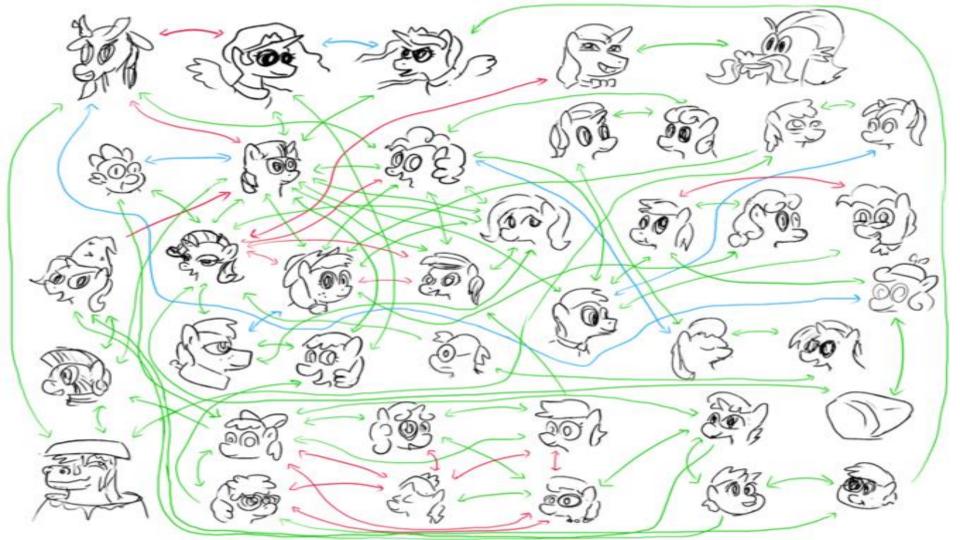
The dark dimension



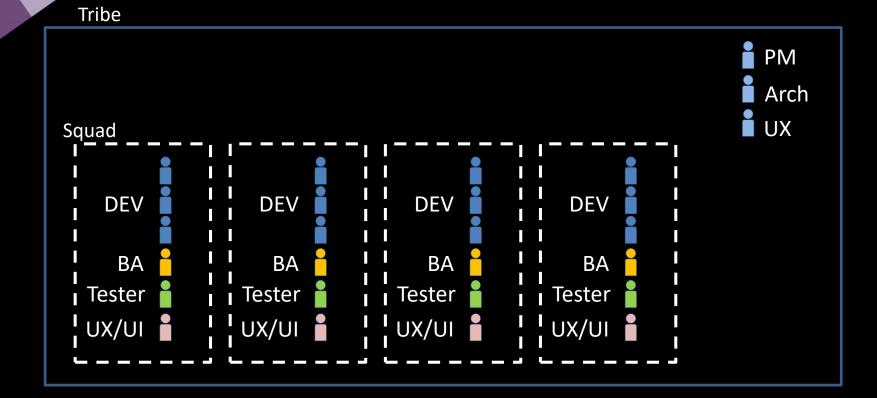
Structure the Org



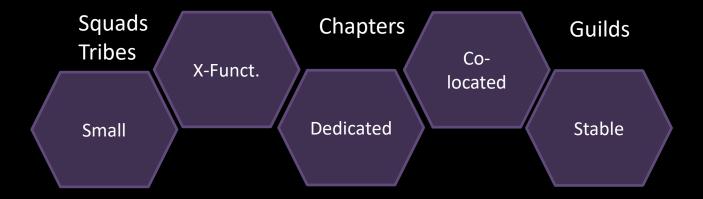


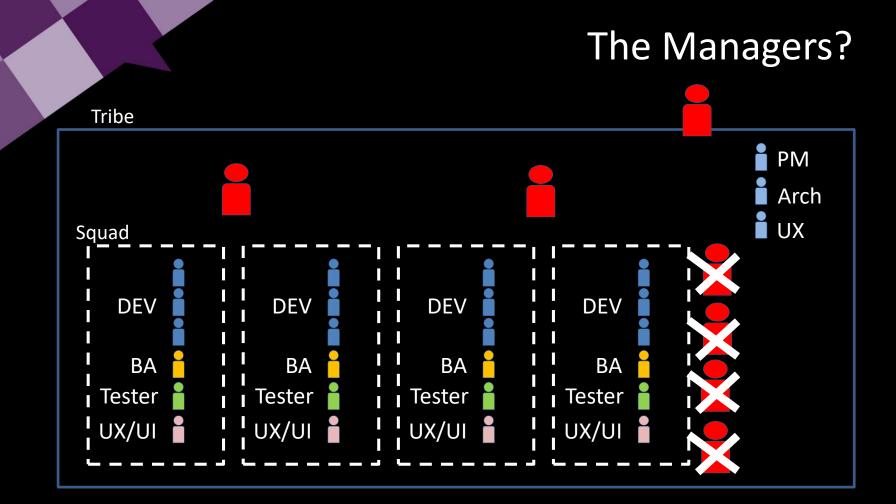


Small cross functional teams



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 %





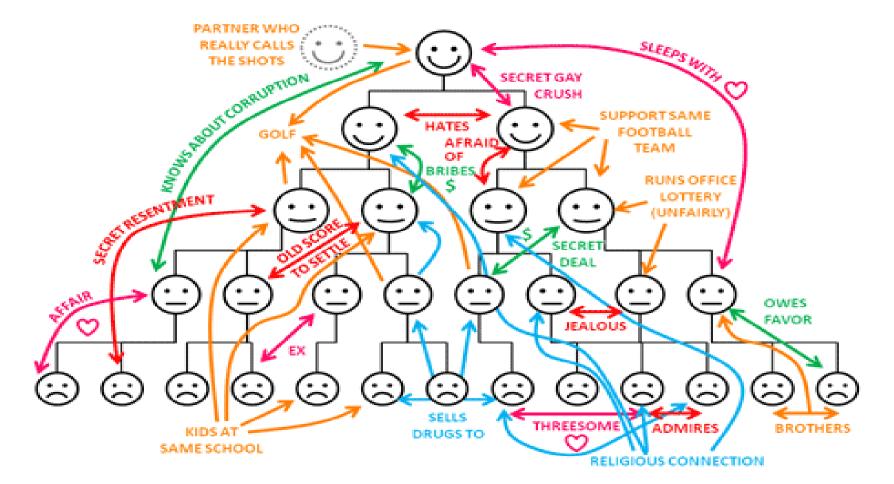
Department of 2000!

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

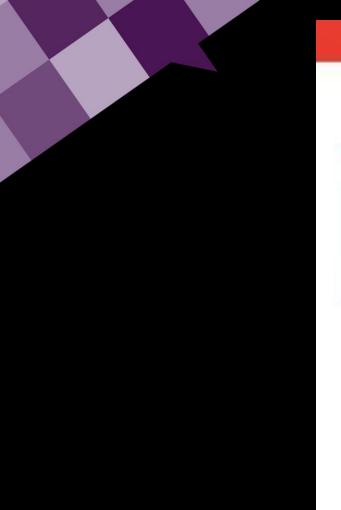
Pull from a single, customer prioritised, funnel and work on one thing at a time



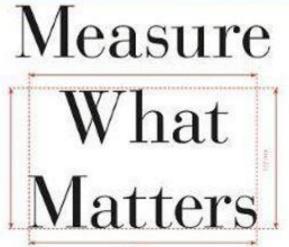
Are you struggling with prioritization? Are you drowning in work?

We have a clear strategy!





NEW YORK TIMES BESTSELLER

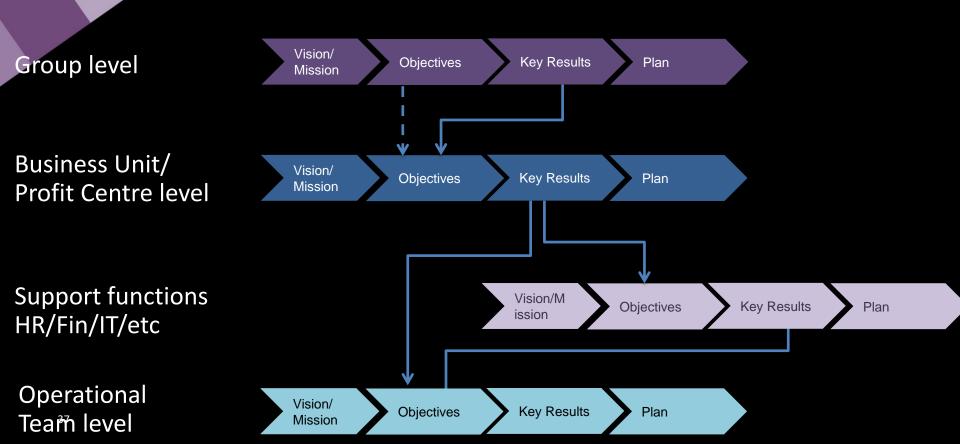


OKRs – The Simple Idea That Drives 10x Growth

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!

LinkedIn : philabernathy