Going Agile – Combining Organizational Designs

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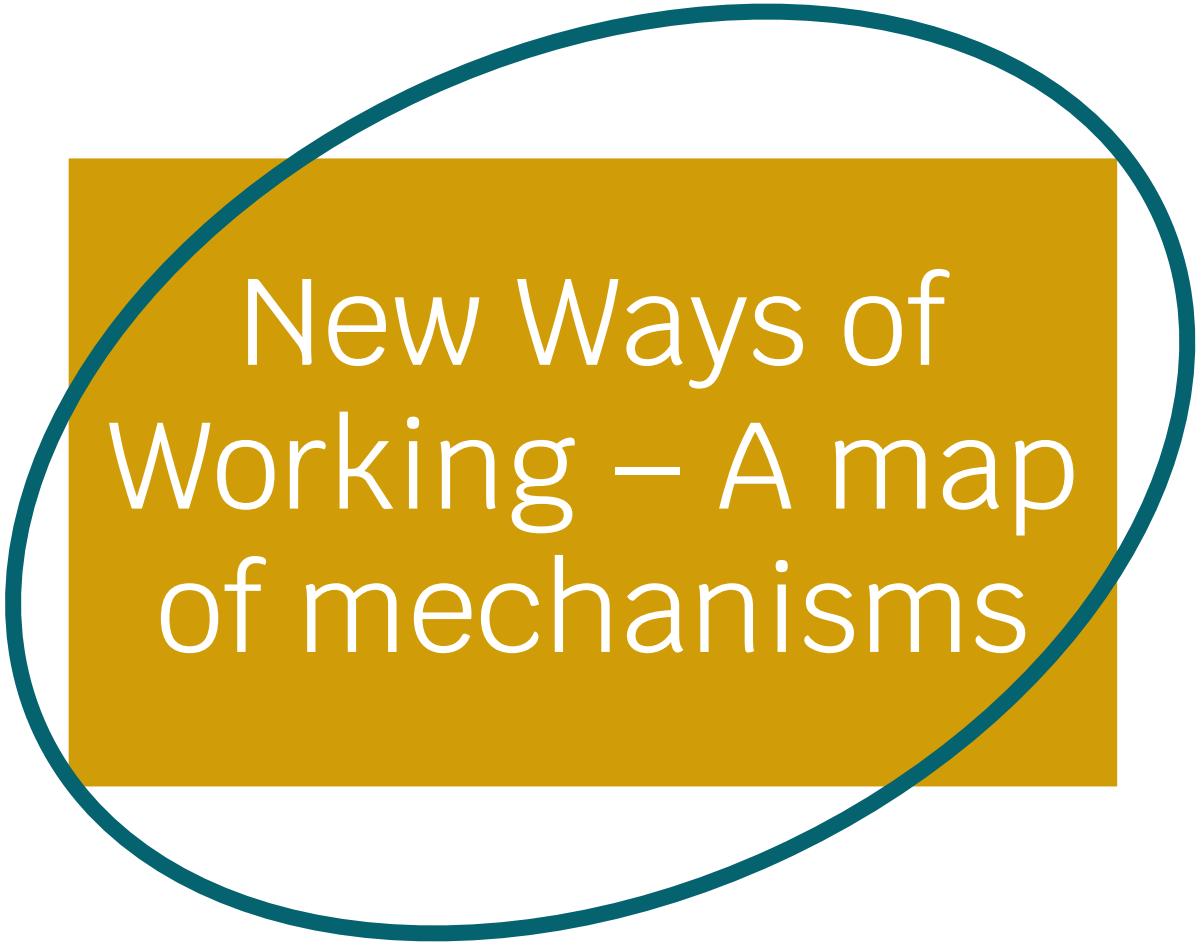
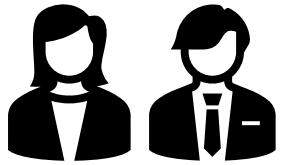
We have helped Bankdata, Danske Bank, Novo Nordisk, Novozymes, Pingala, Roche, Ørsted – and others too

Intention

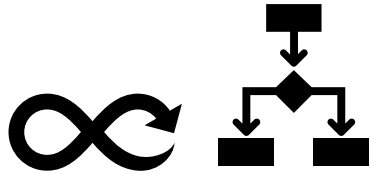


Leadership skills for the ecosystem

Current trends in the complex industries

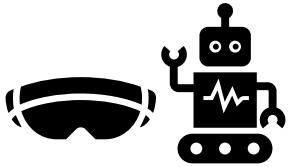


Personal and individual approach to work



Dynamic and very local organizational designs

Selfleadership and distributed decision making



Use of technology for collaboration, coordination, communication

The Future of Organizations has scalability issues

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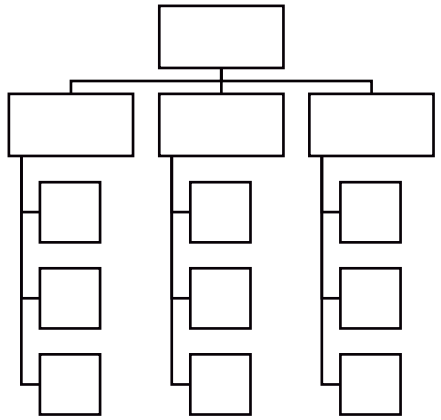
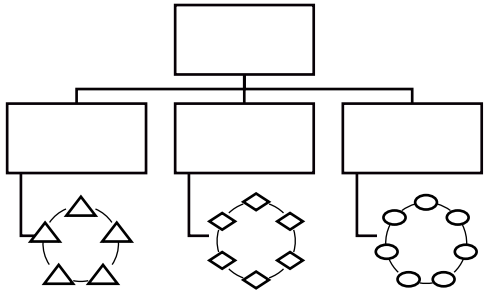
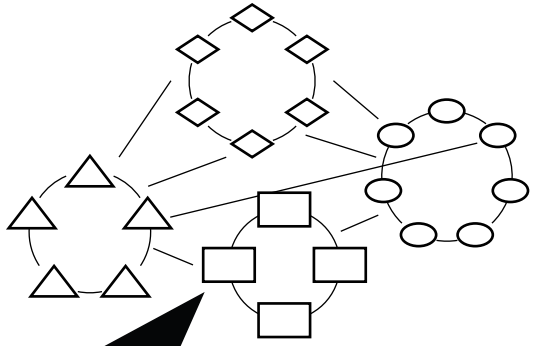
Command-and-control



Command-of-teams



~~Team~~ Network-of-teams



SALT:
Sociocracy/Holacracy
Agile
Lean startup
Teal

Sources: Deloitte 2017, 2018, 2019; McKinsey 2018

The principles of the New Ways of Working

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Principles	Practices
• Self-leadership and wholeness • Meaningfulness and Value-on-investment • Dialogue and involvement • Belonging • Curios, adaptive and experimental • Co-creation, co-thinking, co-ownership	• Fragmented • Small groups • Local culture and local operating models • Role based • Consent-based decision making • Partnership with stakeholders • Peer-to-peer sparring

New Ways of Working – A map of mechanisms

Focus on PRINCIPLES

Principles: Self-leadership and wholeness, Meaningfulness and Value-on-investment, Dialogue and involvement, Belonging, Curios, adaptive and experimental, Co-creation, co-thinking, co-ownership

Lean

TEAL

Agile

Lean start-up

Sociocracy

SCRUM

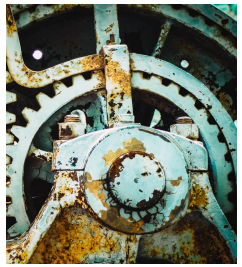
ORANGE

Holacracy

SAFe

Practices: Fragmented, Small groups, Local culture and local operating models, Role based, Consent-based decision making, Partnership with stakeholders, Peer-to-peer sparring

Focus on PREDICTABILITY



Focus on ADAPTABILITY

Focus on PROTOCOLS

So …

What do you think about that?

What questions does that create?

Intention

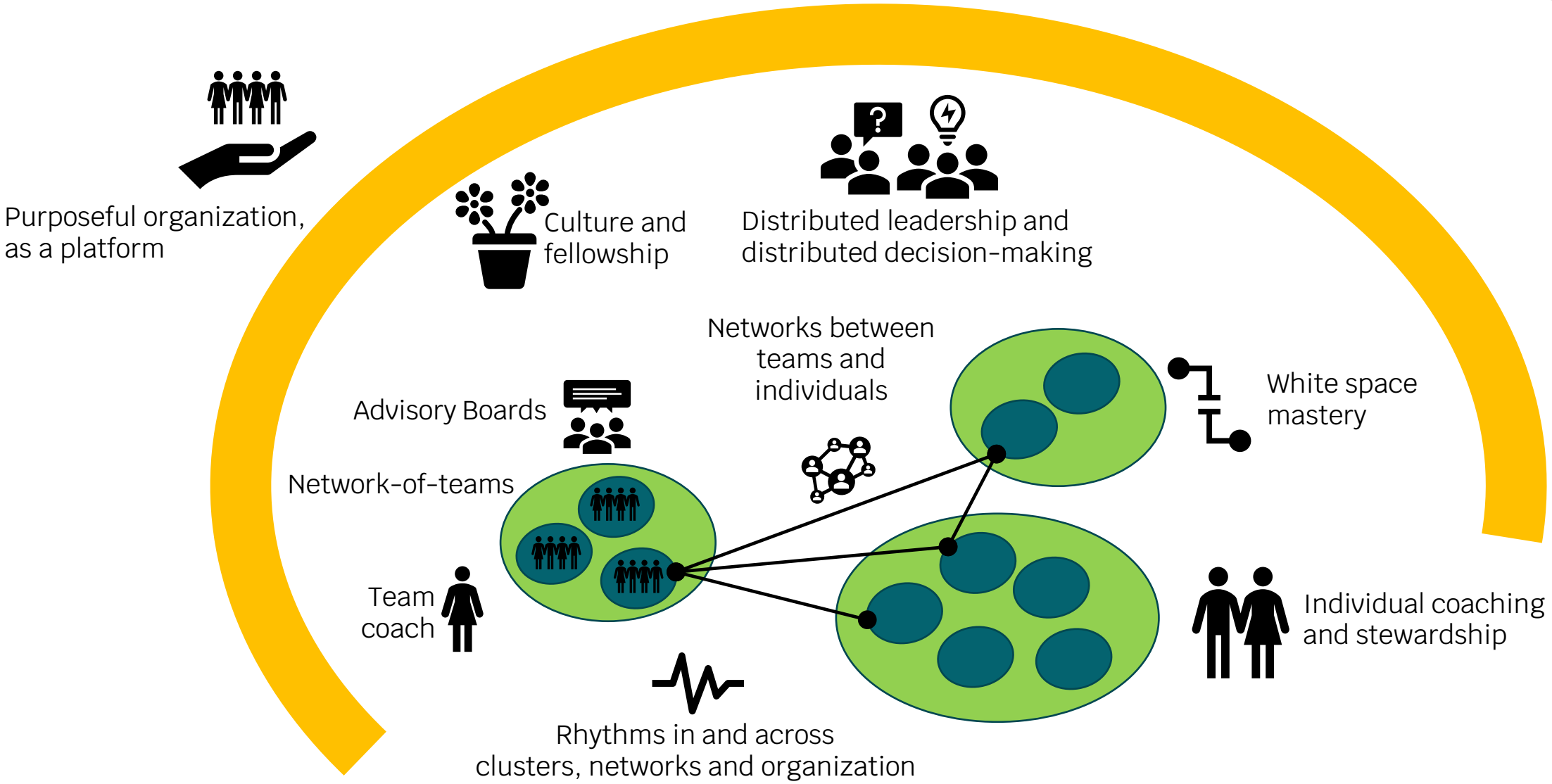
New Ways of Working – A map of mechanisms
Leadership skills for the ecosystem

Micro-communities in enterprises

- Gone are homogeneous cultures. Instead, we encourage heterogeneous cultures.
- Micro-communities in the companies which have “cultural dialects”, their own slang, their own ways of working, their own budget, and which could almost be an independent company.

- A PATCHWORK OF DIFFERENT STYLES

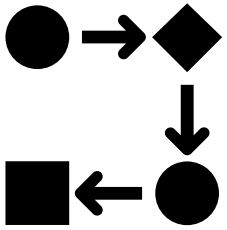
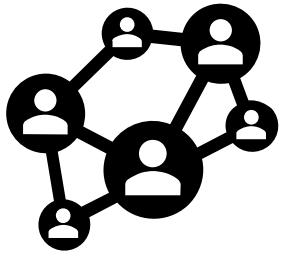
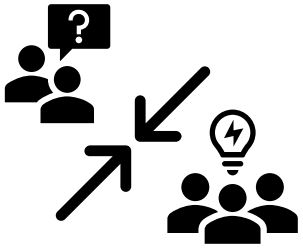
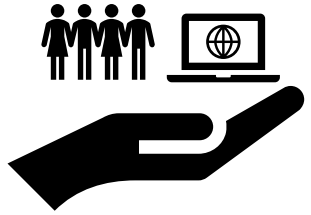
The ecosystem around micro-communities



CEO

Chief Ecosystem Officer

Leadership skills for the ecosystem

Leading flow:	Leading interactions:	Leading cross-boundary problem solving:	Leading organisms, mechanisms, and components:
Listening, transparency, dialogue, feedback loops	White Space mastery, rhythms, and networks	Facilitating cross-pollination of skills, domains, people, and technologies, also across the organizational perimeter	Situational leadership of teams, of intercompany mechanisms, and of highly personalized support for the individual employees
			

Source: ”Teal Dots in an Orange World”, Erik Korsvik Østergaard, 2019

So …

What do you think about that?

What questions does that create?

Designing and executing a transformation program

1 Inspiration

2 Business problem – and business case

3 Organisational involvement
Ambassadors, reference group

4 Strategy and plan
why – how – what

?!

5 Translation to context

6 Implementation, usage, adjustment, reinforcement

Working with elements like:
Leadership mind-set
Personal profile and leadership
Collaboration approach
Empowerment and mandate
Culture and values
Happiness at work
Social business
Motivation
Agile project approach
…

Plan
Do
Check
Act

7 Are we there yet?

8 Hand-over

Reinforce
Daily life
Regular follow-up
Adjustments