Enabling Business Agility
Human and flexible organizations for more value

Learn Rapidly
Advice on your Change Journey
- less powerful
More visible
- more powerful

Modern Agile
Make People Awesome
Experiment & Learn Rapidly
Deliver Value Continuously

Lewin’s Equation
Behavior (B) is a function (f) of the person (P) in their environment (E).
1936, Kurt Lewin

Embracing the Mindset
Less visible - more powerful
More visible - less powerful

Leadership Principles
Coherence between what we preach and what we practice

Management Processes
1. Purpose - Engage and inspire people around bold and noble causes; not around short-term financial targets
2. Values - Govern through shared values and sound judgement; not through detailed rules and regulations
3. Transparency - Make information open for self-regulation, innovation, learning and control; don’t restrict it
4. Organisation - Cultivate a strong sense of belonging and organise around accountable teams; avoid hierarchical control and bureaucracy
5. Autonomy - Trust people with freedom to act; don’t punish everyone if someone should abuse it
6. Customers - Connect everyone’s work with customer needs; avoid conflicts of interest

Business Performance Team
Finance, HR and Managers in collaboration to enable Business Agility. Removing impediments for the whole organization.

Business Perspective
Separate conflicting purposes into different processes and then improve each one

People Perspective
Theory X and Y

If we have an X view on people we believe they are lazy and don’t want to do a good job. They need to be managed and controlled to do their work and have very little creativity.

If we have an Y view on people we believe that under the right conditions people like to work and that they are creative. People are motivated when they take ownership and set their own goals.

Skill Development & Growth
Job descriptions are boxes to stand on, not living in. Use the full competence.

Advice on your Change Journey
- You can’t get rid of e-hamdon and controls through command and control
- Careful if starting with rolling forecasting
- Involve IT, Product, Marketing, Operations... all functions need to come together.
- Get help from someone who has an Agile Mindset and implementation experience

In a Nutshell

Agile Onion by AWA, Simon Powers

Modern Agile by Joshua Kerievsky
4 or G windows & Learning Zone by Pia-Maria Thorén
Aligning Processes and Leadership by Bjarte Bogsnes & Beyond Budgeting

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