# Exploring Agility and New Forms of Organization
July 2018
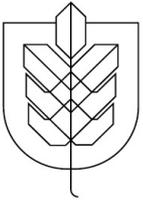
Current buzzwords

- **Agile**

- **Holacracy**

- **Adhocracy**

- **Teal**

- **Lean start up**

- **Democracy**

- **Self-management**

- **?**
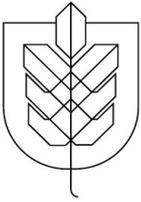
You need to know what you want

- **Faster change and innovation**

  ➢ **Agile**, innovation targets, people/culture

- **More customer "voice"**

  ➢ **Agile**, Lean start up, customer-focused structure, decentralization

- **More "voice" from the coal face**

  ➢ **Agile**, **Adhocracy**, **Holacracy**, decentralization, leadership

- **Fewer organisation dis-functions/politics**

  ➢ Leadership, clarity of roles (RACI), **Holacracy**
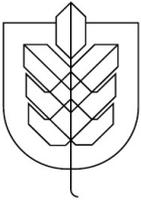
Comparing different methods

|	Agile	Holacracy/ Sociocracy	Self management
Way of organising	Squads Tribes Chapters	Roles Domains Circles	Normal hierarchy
Way of working	Mission Backlog Sprints Daily stand ups Product owner	Tensions Tactical meetings Goverance meetings	Boss "above" unit helps set and monitor outcome KPIs
Links to the past	Cross functional teams Scrum Adhocracy	Informal organisation	BUs SLAs Franchising
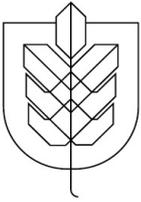
Which is suitable for which type of work

| Type of work	Agile	Holacracy/ Sociocracy	Self management
Routine operations	No	Yes	Yes
Innovation, design, develop	Yes	Yes	Yes
Support work (Fin, HR, IT)	Yes, for development work No, for routine	Yes	No, where SLAs are hard to write
Summary: good when	. Creative . Design . Multi-skills . Customer	.All	.Clear outcome KPIs possible
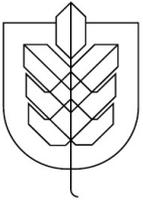
What is Agile – Some principles

- **Early and continuous delivery of improvements to the "customer" (sprints)**

- **Comfort with change in the brief, even late on**

- **Mixed skills working together (full time) with "product owner"**

- **Build round motivated people**

- **Face-to-face**

- **Self-organizing teams**

- **Self-reflective**
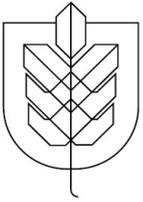
What is Agile – A Spotify Story

Spotify's video on Agile (13 mins)

https://www.youtube.com/watch?v=4GK1NDTWbkY
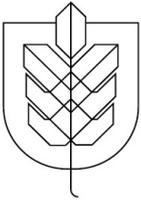
What is Holacracy – some principles

- **Roles and domains dynamically allocated**
- **Individual authority to execute roles**
- **Everyone can sense tensions**
- **Everyone can object**
- **Consent not consensus**
- **Continuous organizational adjustment**
- **Circles linked together not a hierarchy**
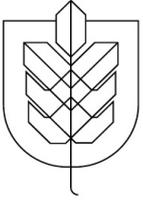
What is Holacracy – a Zappos story

Zappos video on Holacracy (4 mins)

https://www.youtube.com/watch?v=-DYigfNJQlg
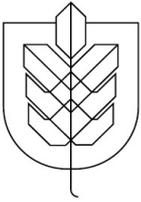
Exercise 1 – 20 mins

- **In groups of four**

- **Explain who you are and what experience you have had with new forms of organisation (3 mins each)**

- **Make a list of reasons why you (your organisation) are thinking of new forms**
  - In which parts of your organisation
  - What benefits are you hoping to get
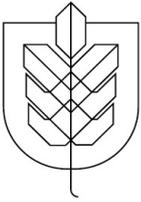
Guiding your experiments

- **If you need faster change and innovation**
  - ➤ Try **Agile**

- **If you need more customer voice**
  - ➤ Try restructuring around customer segments

- **If you need more voice from the coal face**
  - ➤ Try leadership changes and decentralization

- **If you want to attract and engage the top talent**
  - ➤ Try decentralization and some selected **Agile**

- **If you want to reduce organisation dis-functions**
  - ➤ Try clarification (RACI/RAPID) and leadership