



A NEW WAY OF WORKING

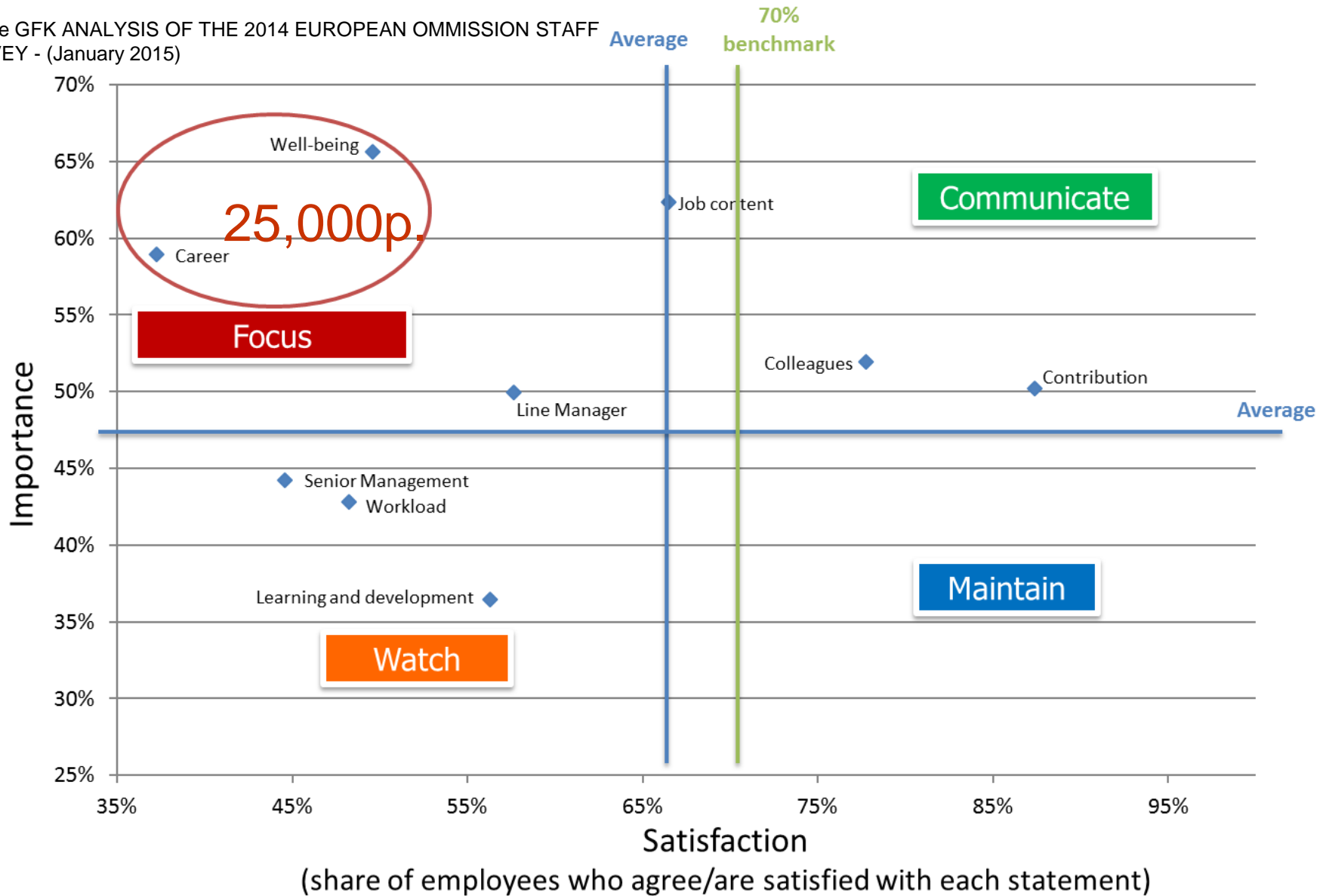
AGILITY

Renouveau & Démocratie Conference
June 8, 2015 Brussels

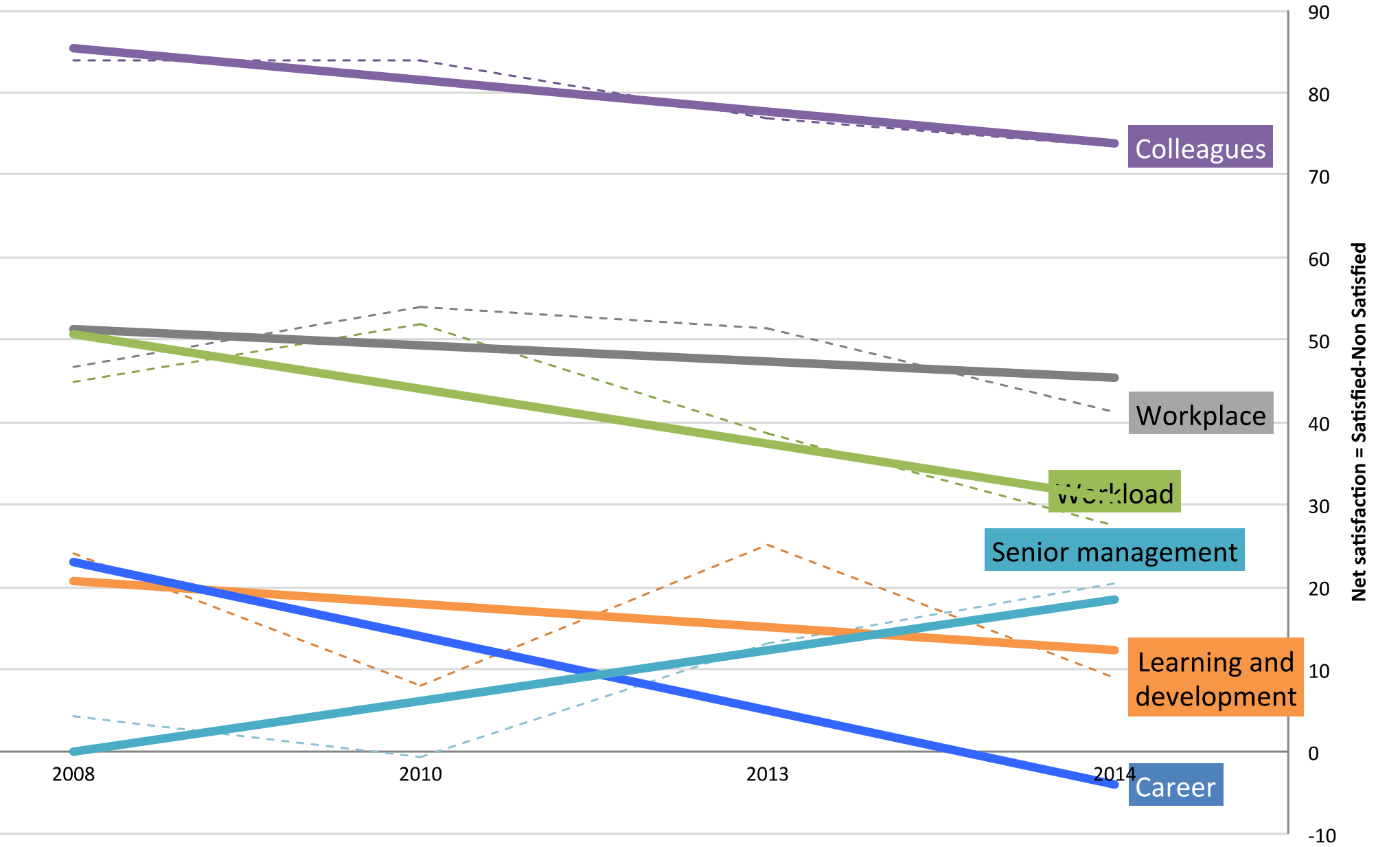
**How could you
do more,
with less
and be happier?**

Priority quadrant

Source GFK ANALYSIS OF THE 2014 EUROPEAN COMMISSION STAFF SURVEY - (January 2015)



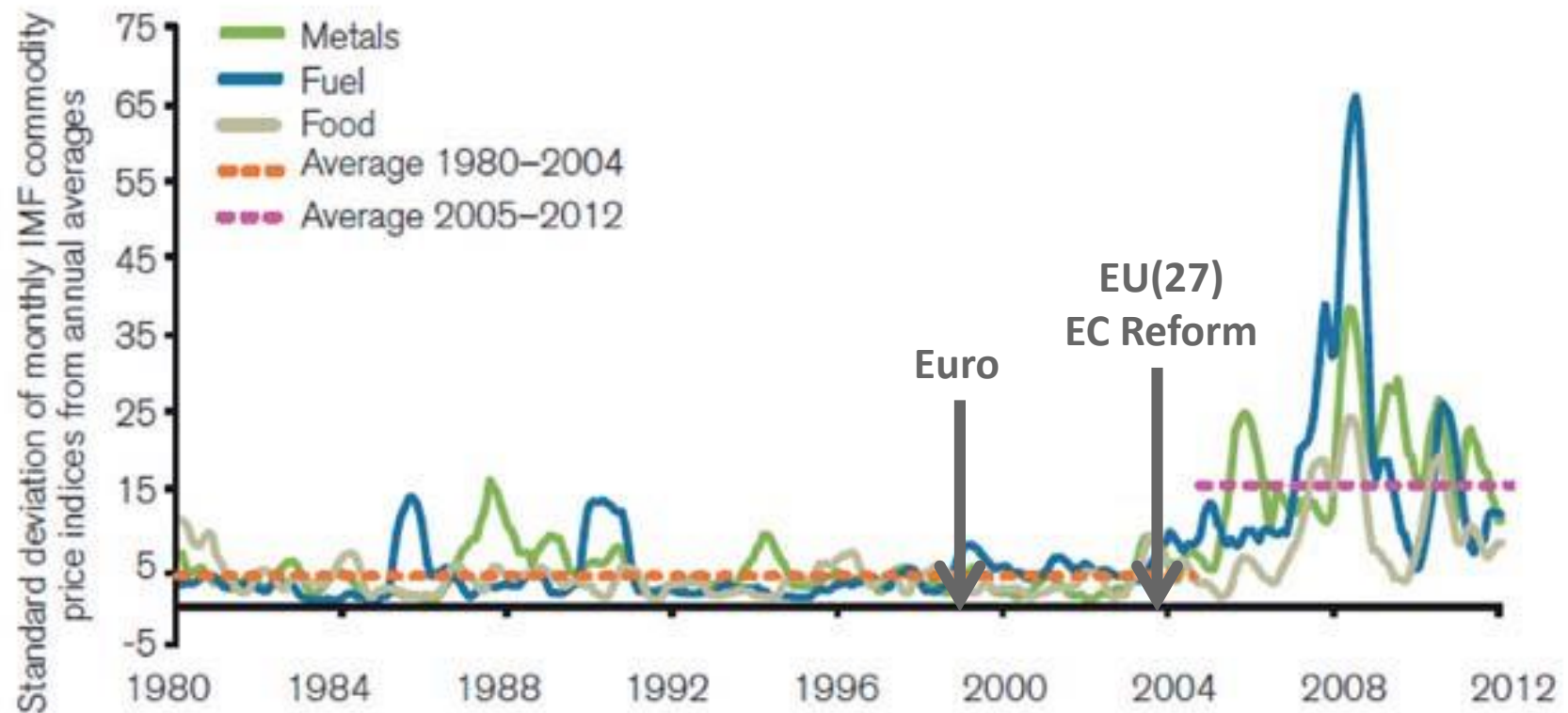
Employees Net Satisfaction Trends



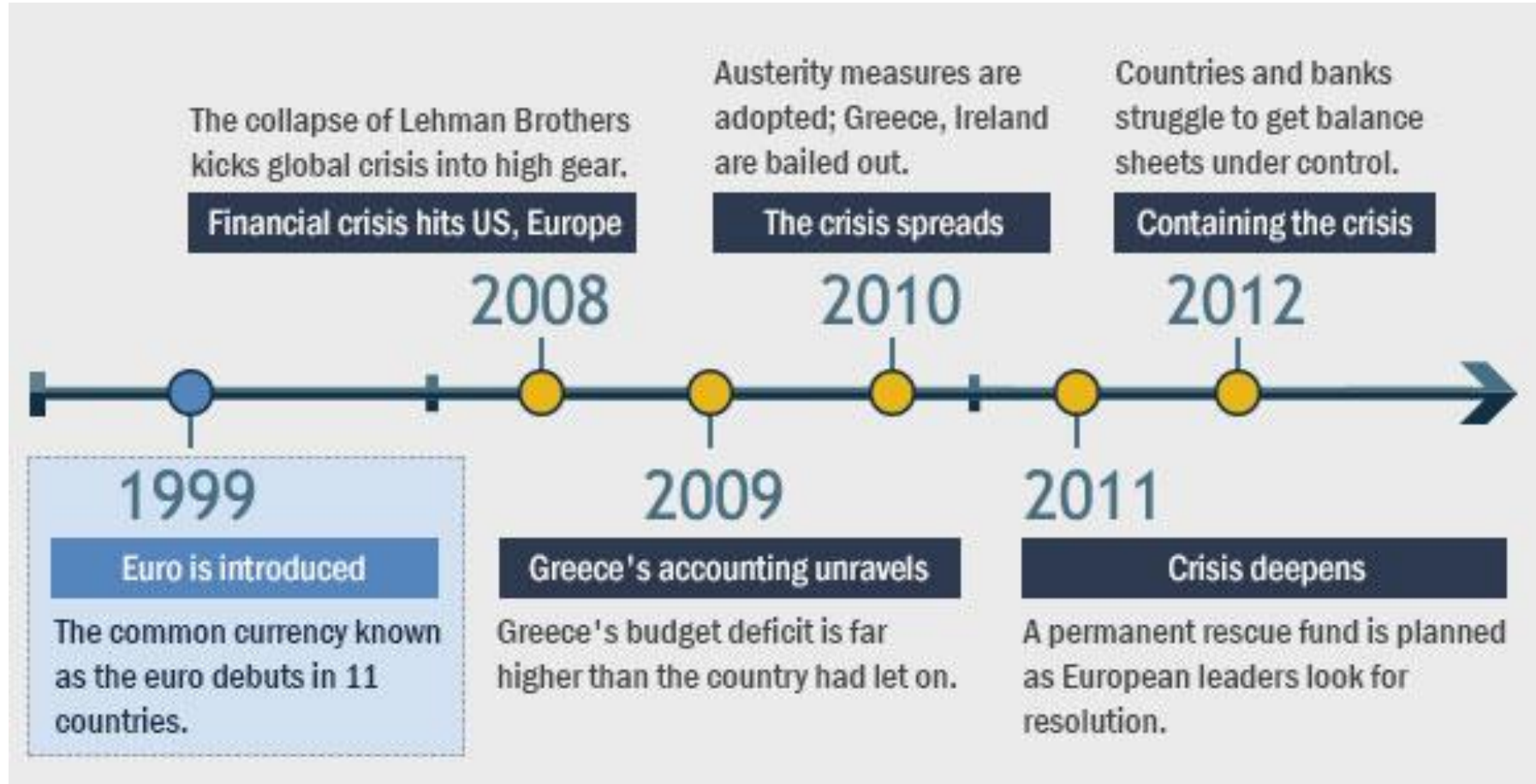
Global Volatility

Volatility in commodity markets (1980-2012)

Sources: Chatham House calculations based on IMF commodity price data



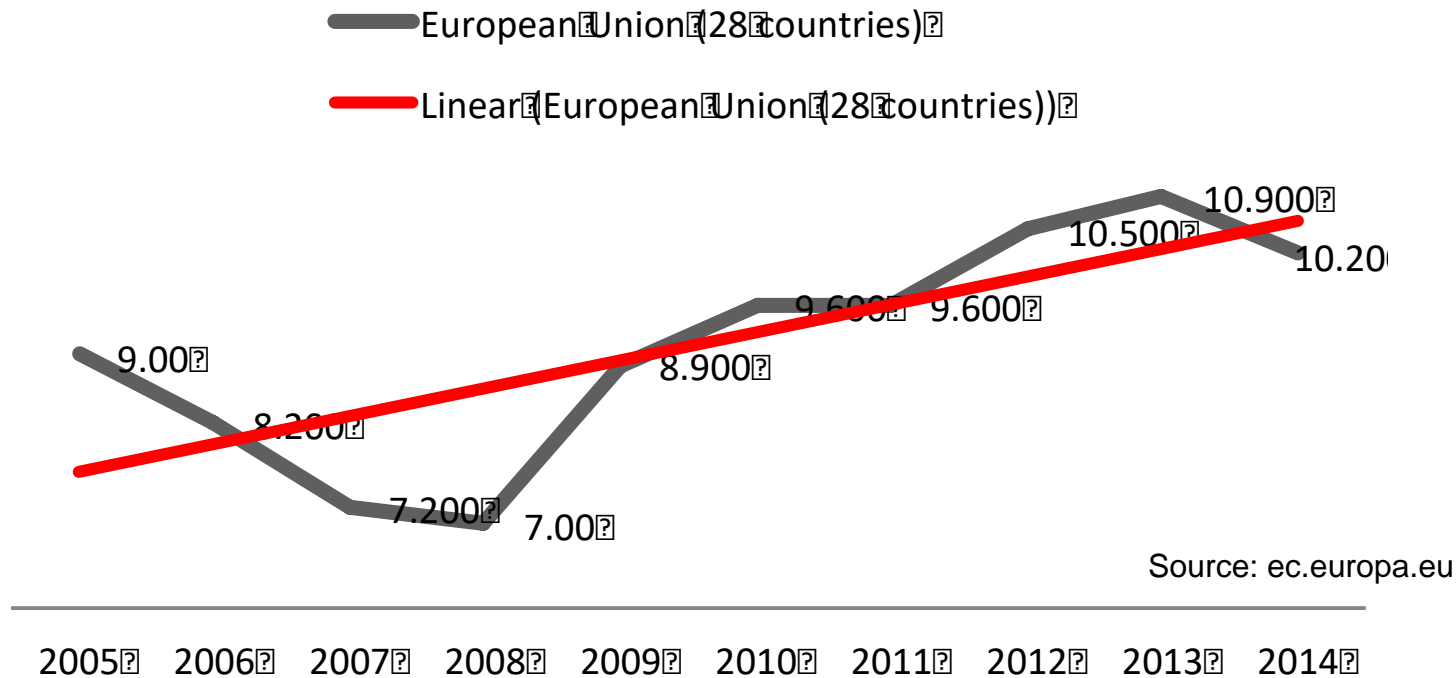
Volatile Uncertain Complex Ambiguous



Agile through Turbulences

The Imperative for Paradigm Shift

Unemployment Rate

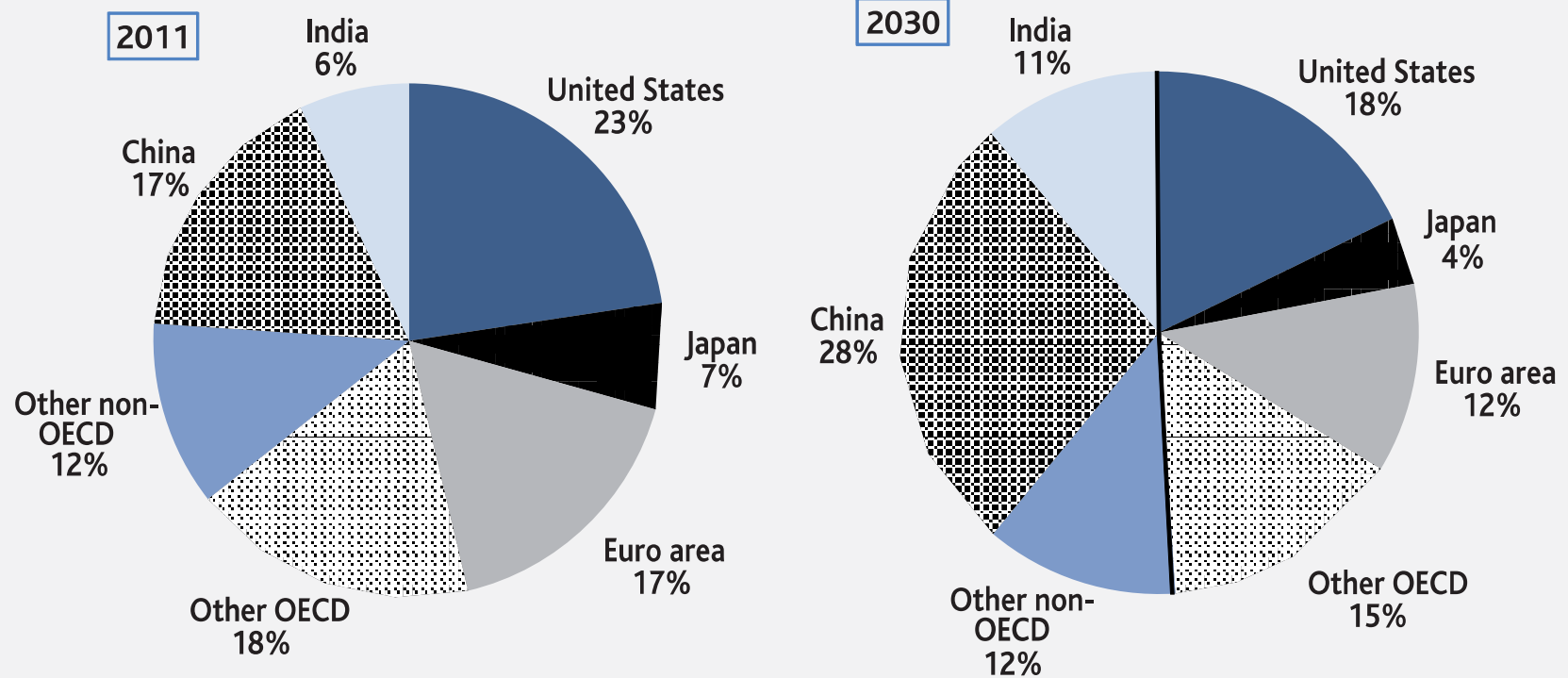


We believe that this raise of Unemployment has been driven by EU's inability to adapt to the long-term trends.

Future Global Shift

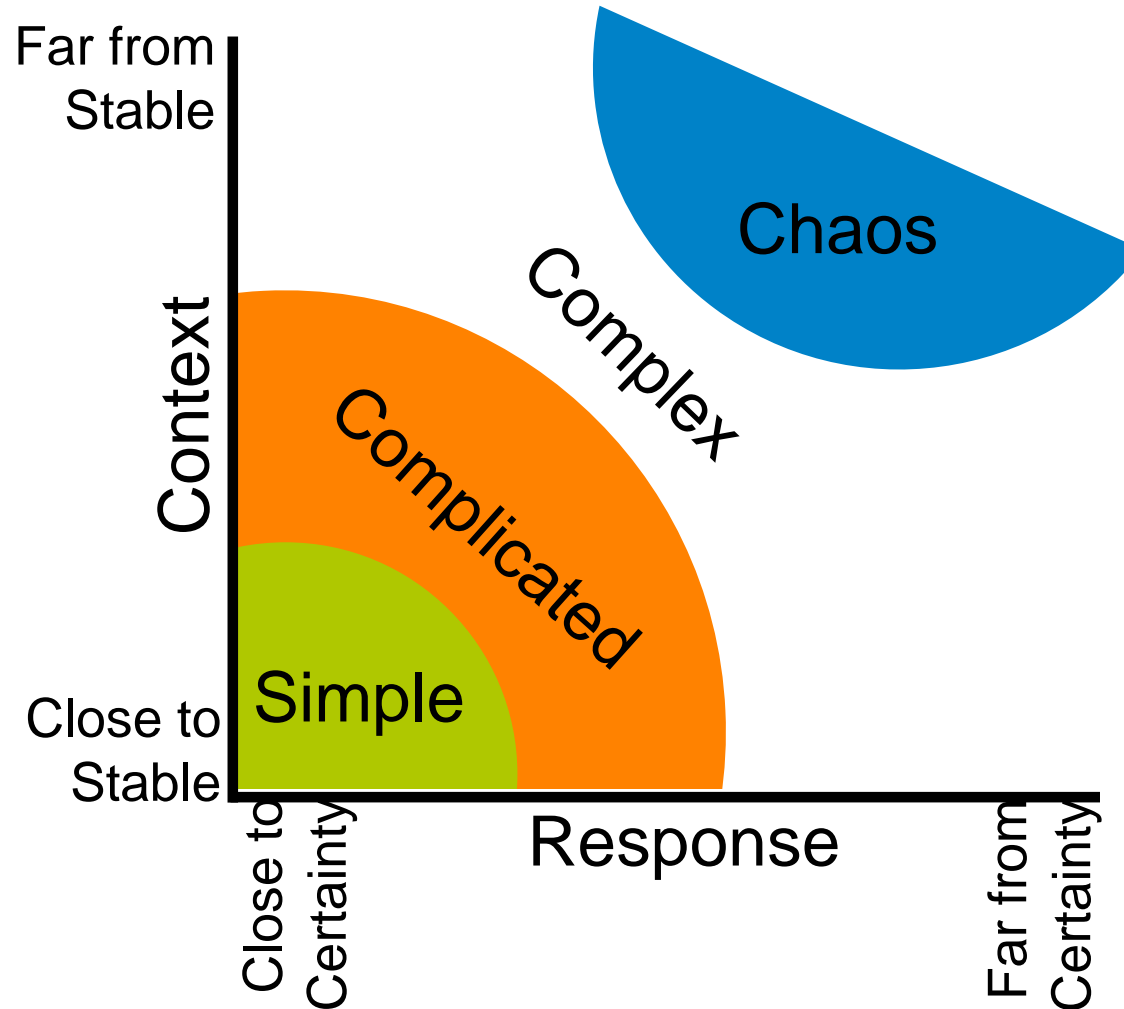
Shares of global GDP in 2011 and 2030 for selected major economies

Source: OECD, Looking to 2060



Source EPSAS : The Global Economy in 2030: Trends and Strategies for Europe

EU is a complex adaptive system



A New Start for Europe

A New Way of Working

Focus on Value Creation: Do More with Less

A New Boost
for Jobs,
Growth and
Investment

A Connected
Digital Single
Market

A Resilient
Energy Union
with Forward-
Looking
Climate Change
Policy

A Deeper and
Fairer Internal
Market with a
Strengthened
Industrial Base

A Deeper and
Fairer
Economic and
Monetary
Union

A Reasonable and
Balanced Free
Trade Agreement
with the U.S.

An Area of Justice
and Fundamental
Rights Based on
Mutual Trust

A New Policy on
Migration

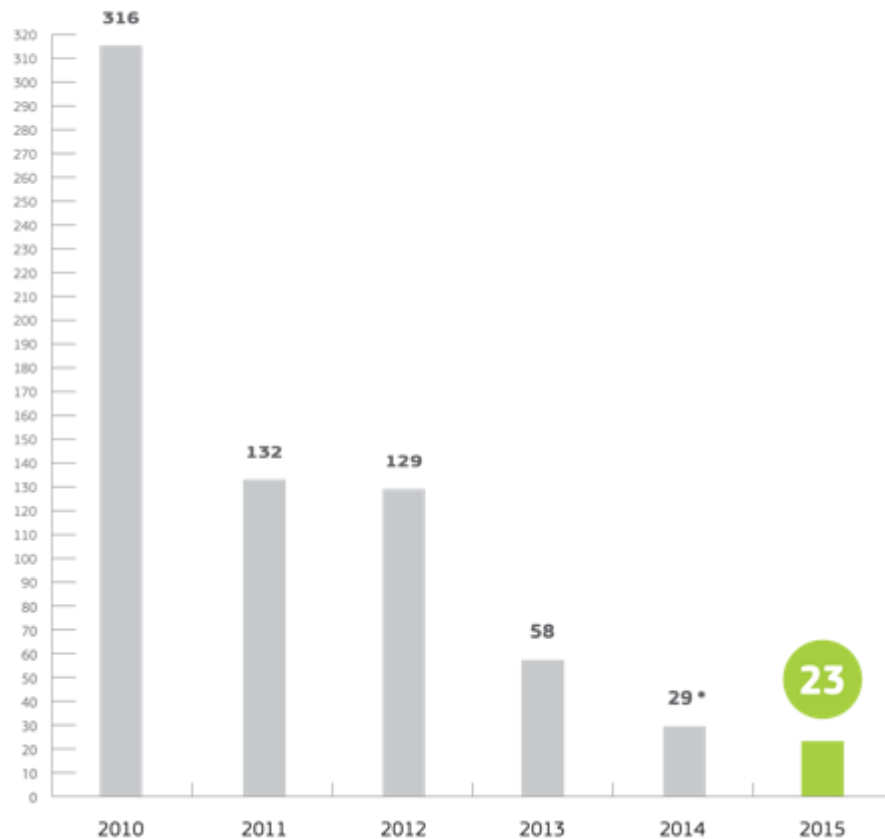
A Stronger Global
Actor

A Union of
Democratic
Change

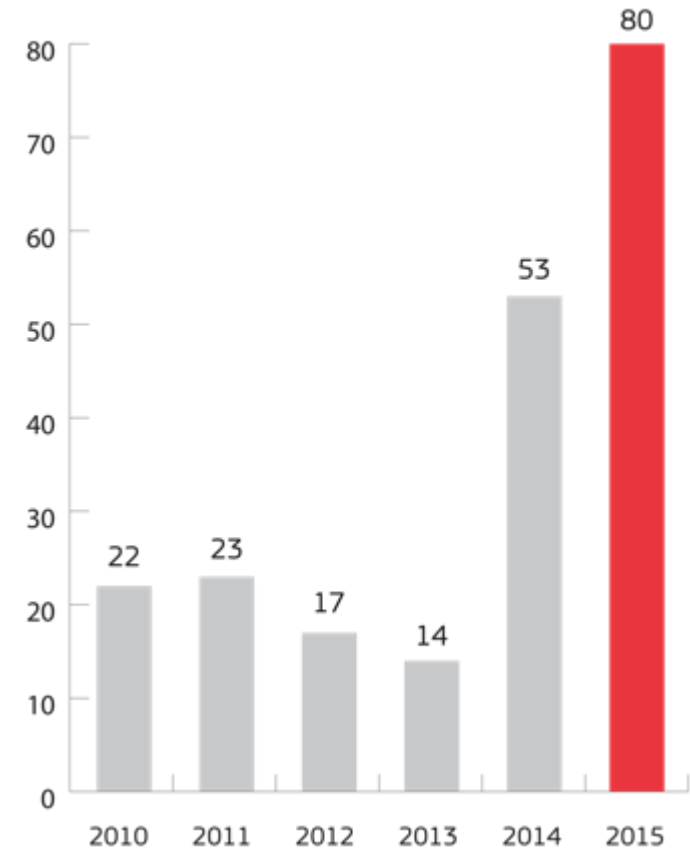
Reduce Waste: be Lean

Less is Better

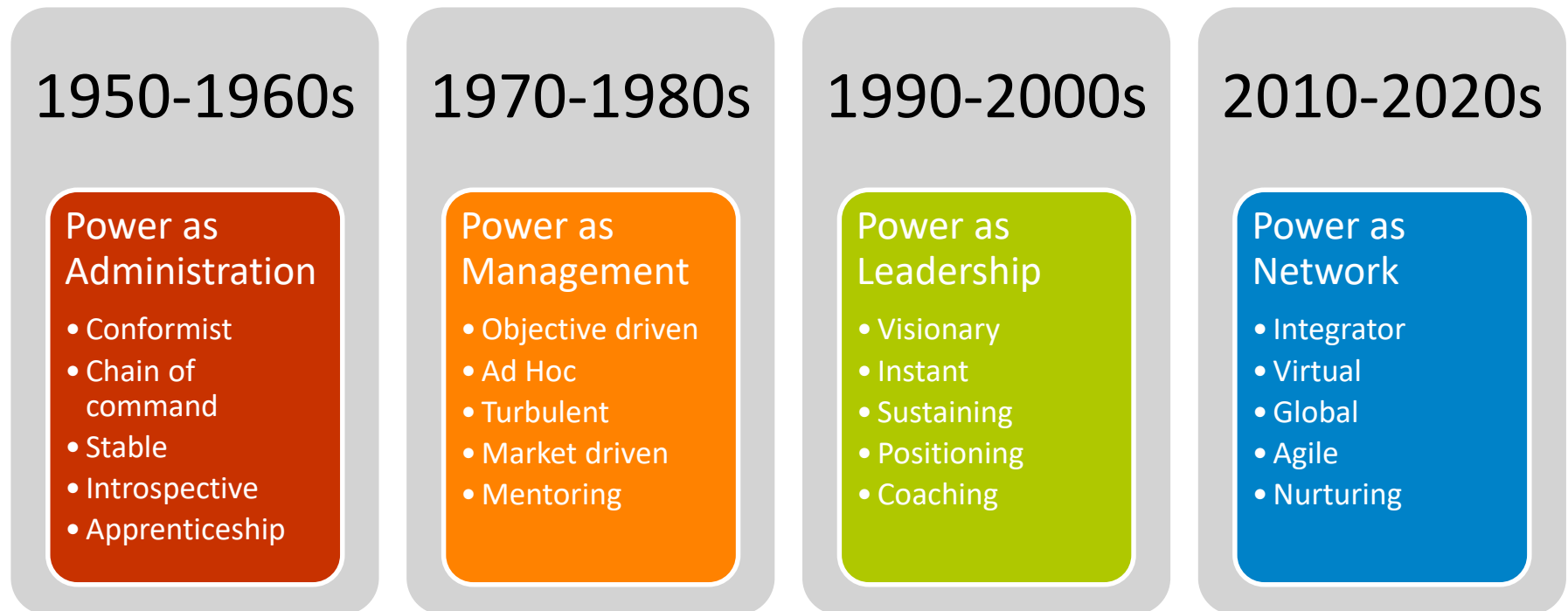
NEW INITIATIVES IN THE WORK PROGRAMME 2010-2015

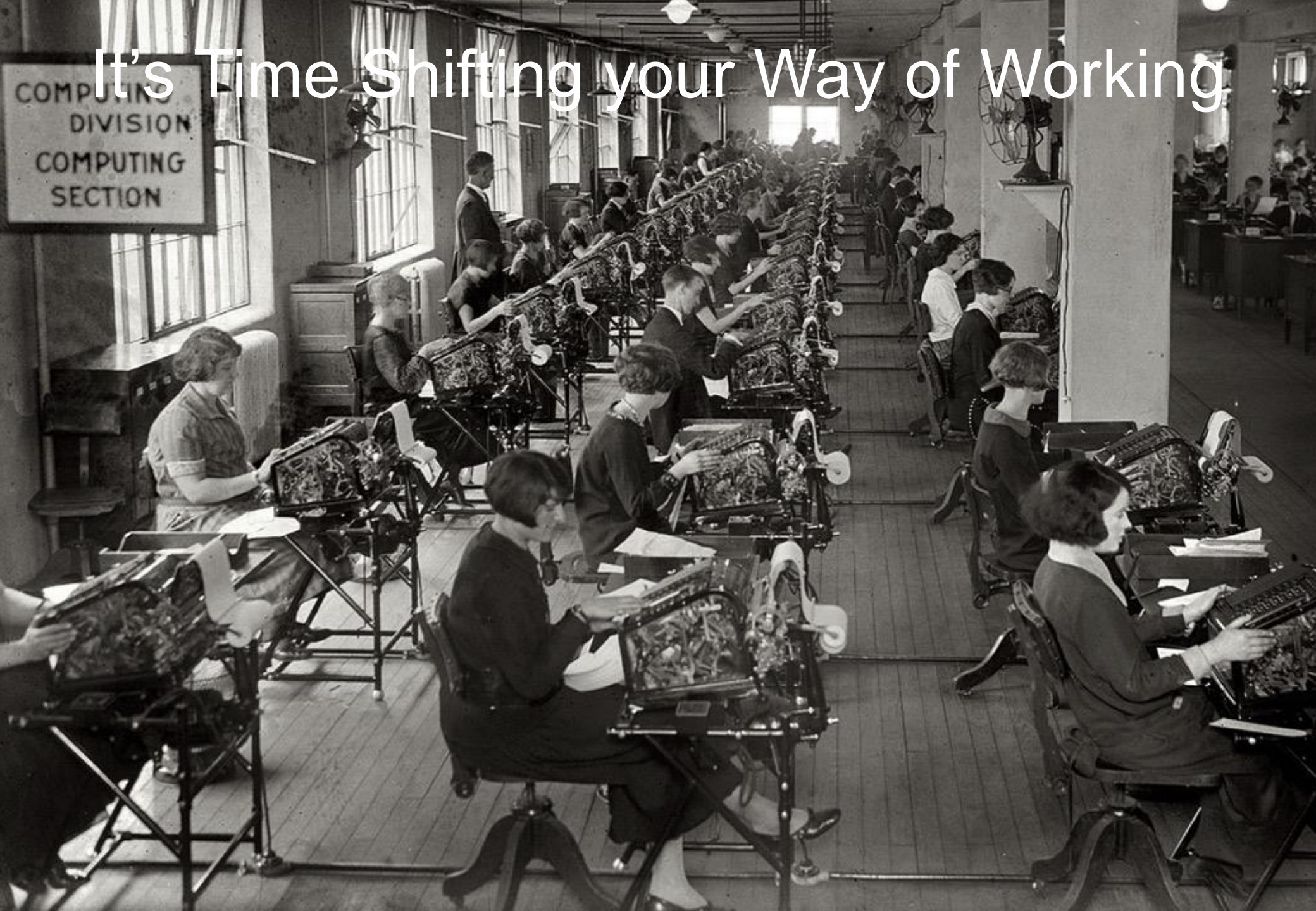


PROPOSALS FOR WITHDRAWAL 2010-2015



Which type of power is more effective for the 21th Century?





It's Time Shifting your Way of Working

COMPUTING
DIVISION
COMPUTING
SECTION

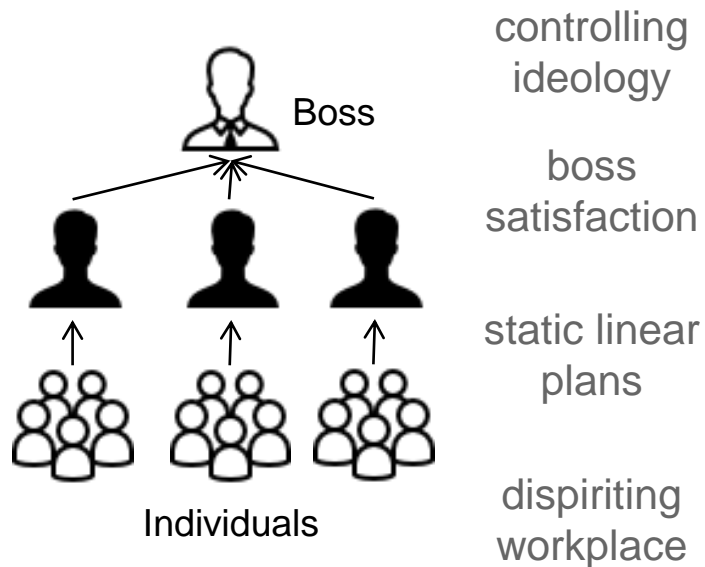
It's Time Shifting to Agility



Shifting your Way of Working From

The Vertical World of Hierarchy

operating vertically with a
hierarchical bureaucracy
people reporting upwards to
bosses



To

The Horizontal World of Agility

operating horizontally with a
focus on the customer

enabling self-organization

citizen
centricity

iterative plans,
continuous
change

inspiring
workplace

Collaborative
Networked Teams

Citizens

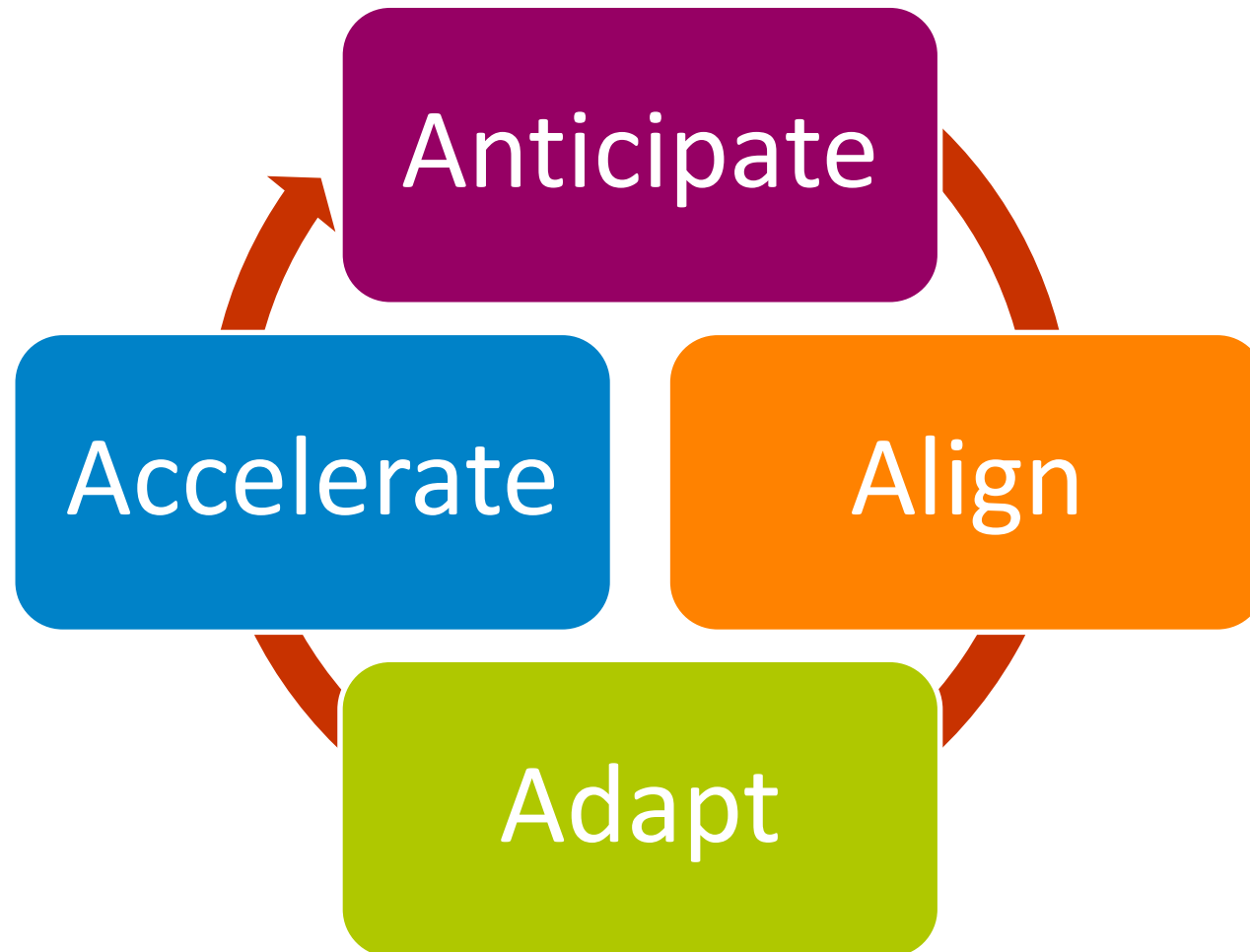


**Agility is
the dynamic capability
to anticipate and respond
better and faster at all
levels in the organization.**

A large flock of birds, possibly starlings, is captured in flight against a soft, hazy sky at sunset or sunrise. The birds are densely packed in the center, forming a large, dark, V-shaped silhouette that tapers towards the bottom right. The sky transitions from a pale blue at the top to a warm orange and pink near the horizon. The overall mood is serene and dynamic.

Simply Agile

Agility is a Mind-Set



We are Agile: Our Daily Iteration

My Personal Daily "Stand-up"



Private

Weekly To Do



Meet my team

Call doctor

Make a proposal

Meet my customer

Kids time

Design the presentation

Meet friends

Shop food

Book Diner

Parents time

Own time

Weekly Chores

Add a card...

Daily Doing



Morning Chores

Read/Write emails

Drive/Pickup kids

Evening Chores

Add a card...

Done Tuesday



Add a card...

Done Monday



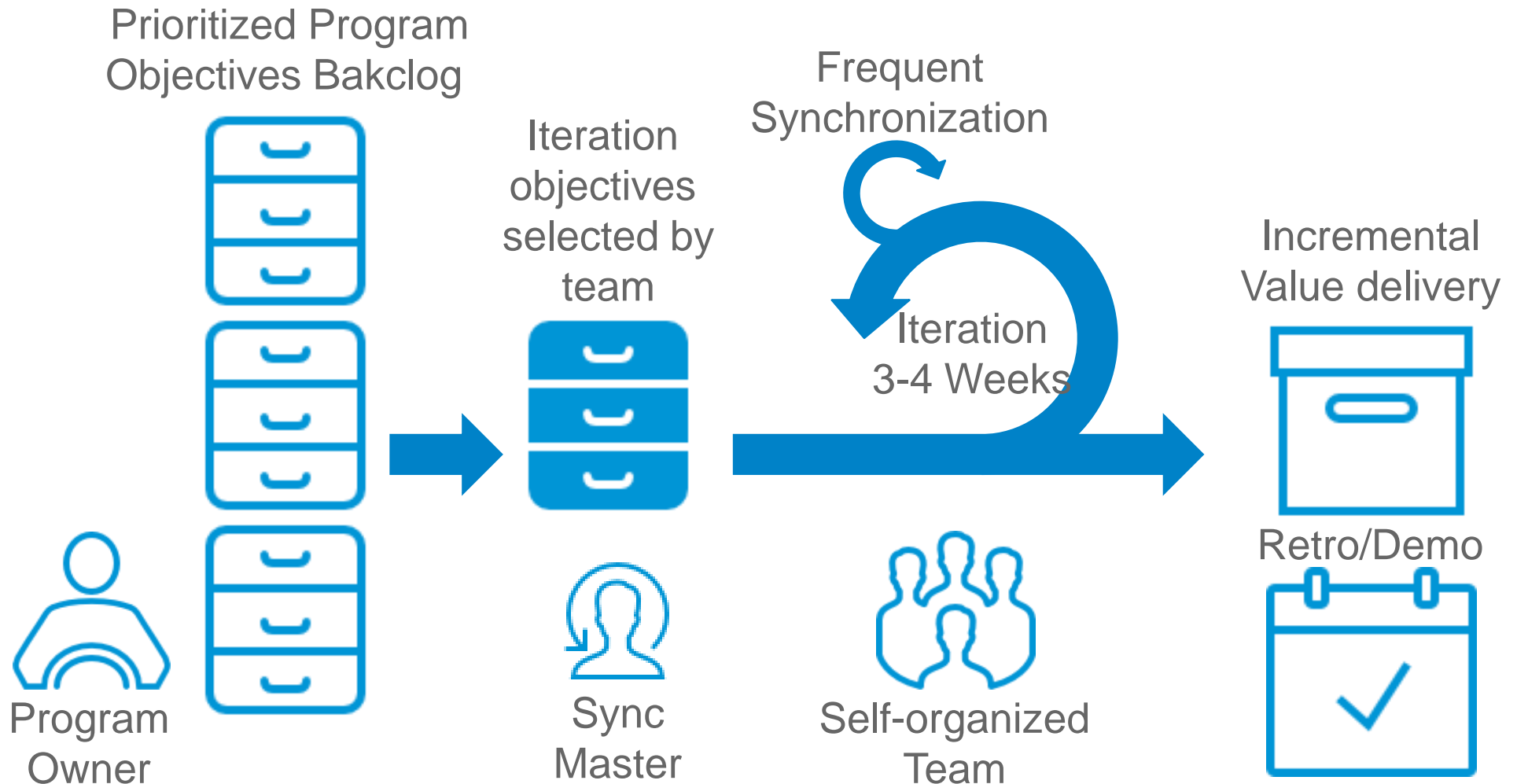
Do Laundry

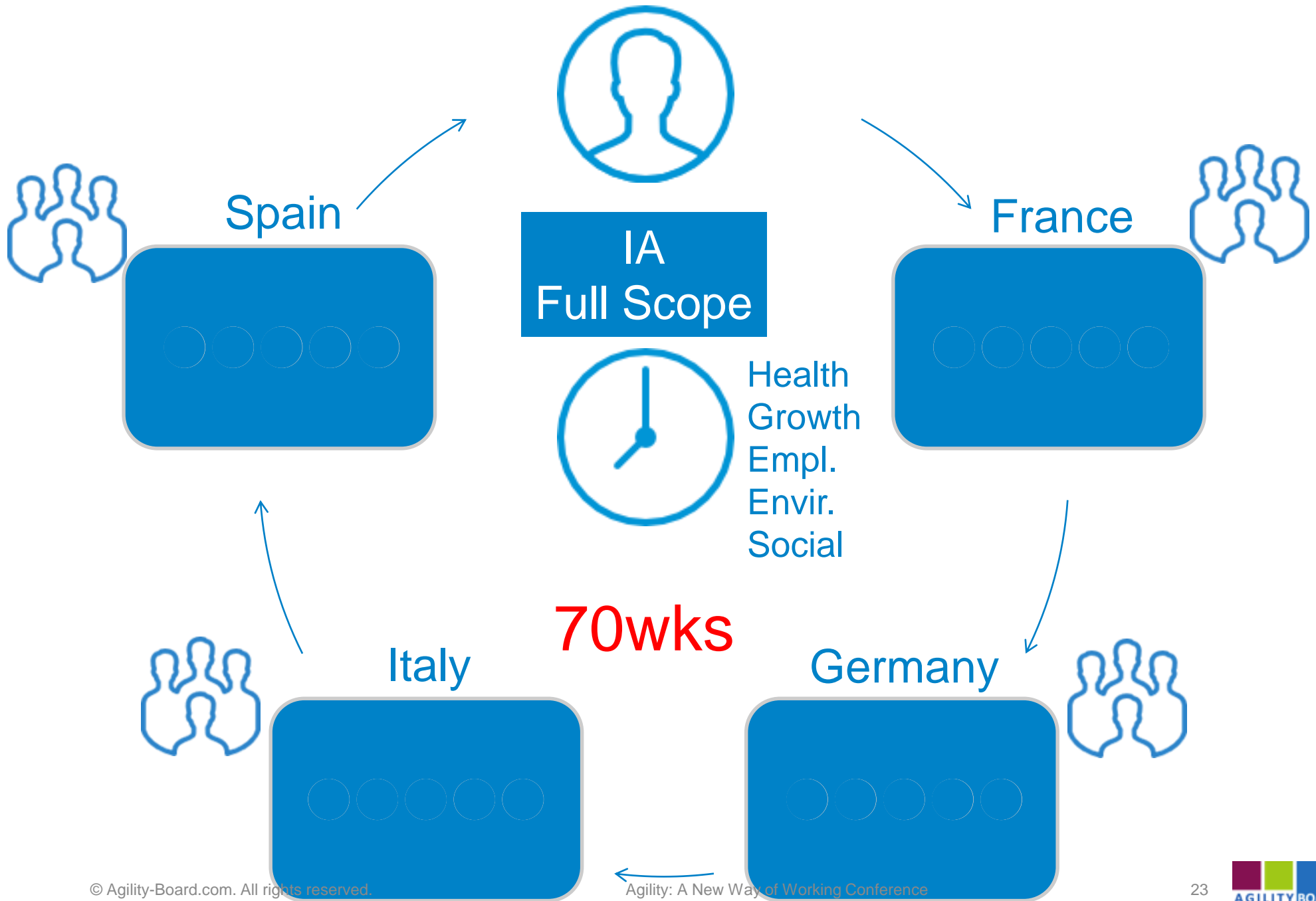
Pay bills

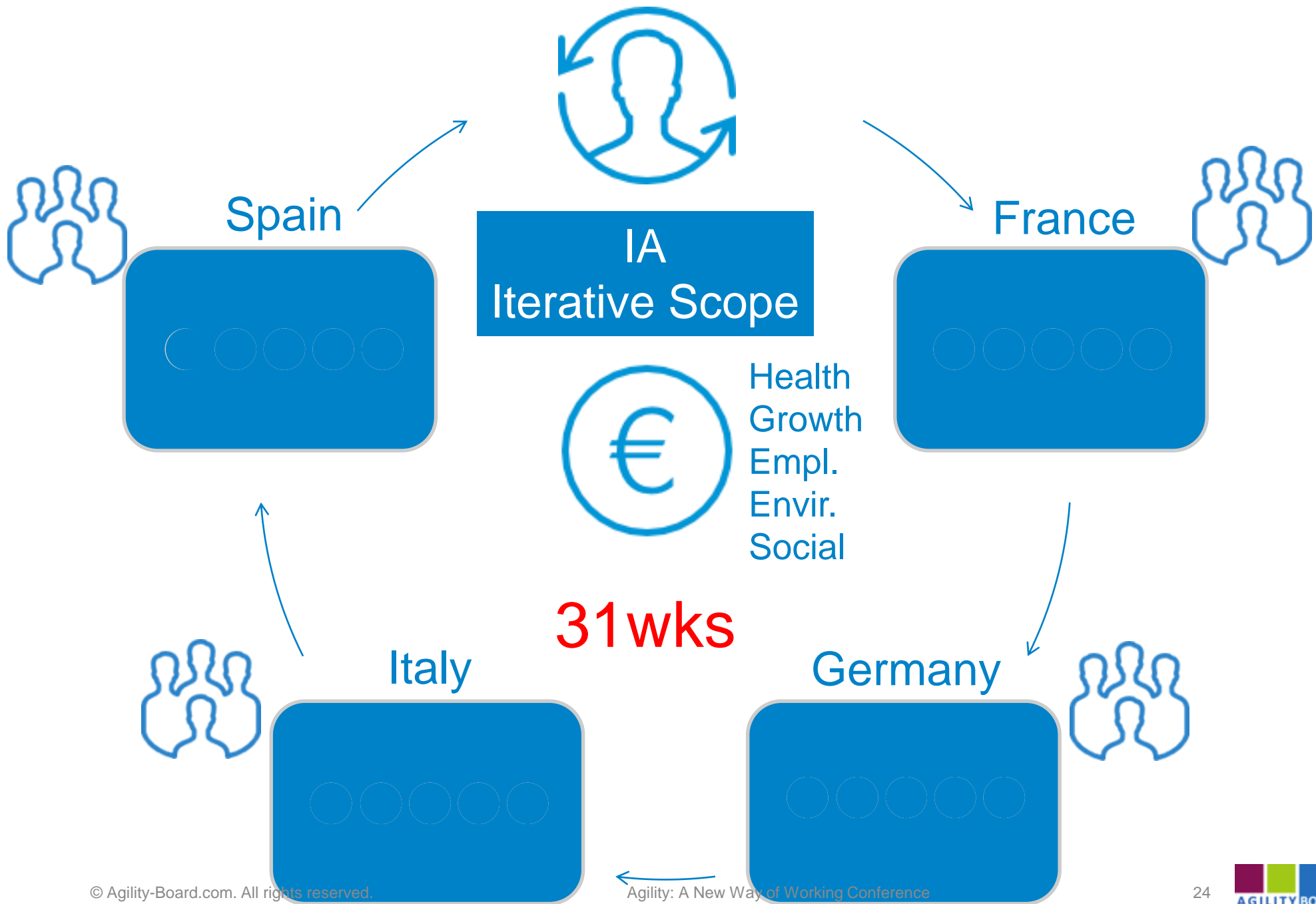
Call contractor

Add a card...

Agility is a set of Agile practices

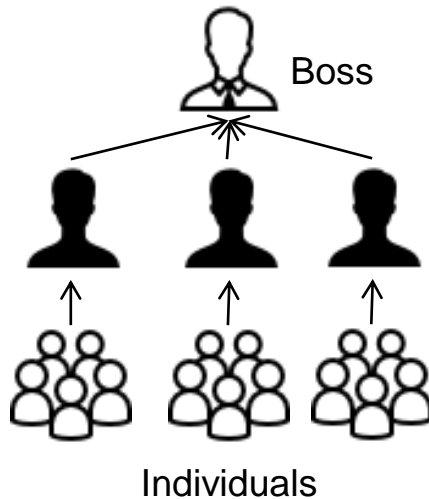






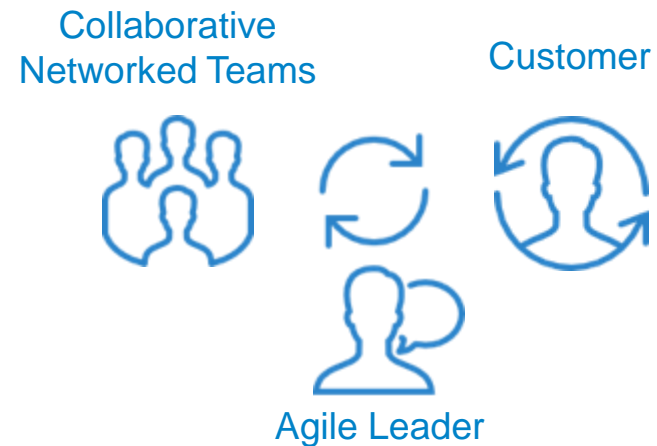
The Vertical World of Hierarchy

70wks



The Horizontal World of Agility

31wks



GRASP'C your happiness

Growth / Sense of progress

Relationship / Sense of collaboration

Autonomy / Sense of control

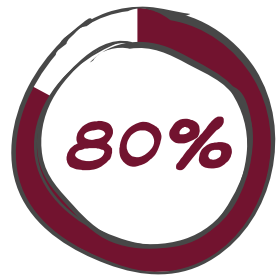
Security / Sense of fairness & equity

Personal resource / Sense of self-esteem

Contribution / Sense of value

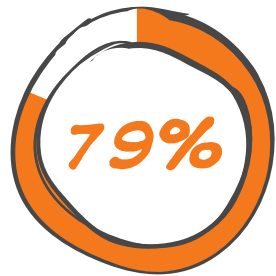
How Agile Improves Engagement?

Top 5 Agile Techniques



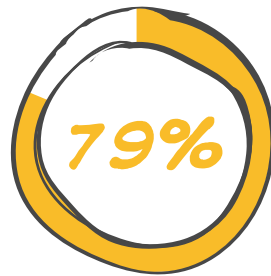
*Daily
standup*

Team
Connect &
Care



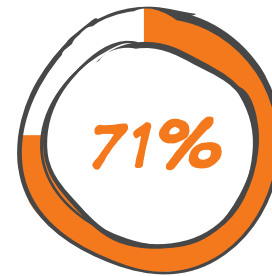
*Short
iterations*

Incremental
Deliveries
(time boxed
variable scope)



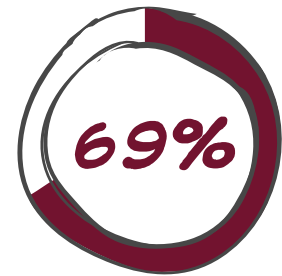
*Prioritized
backlogs*

Value &
Performance
focused



*Iteration
planning*

Team
Self-
organization

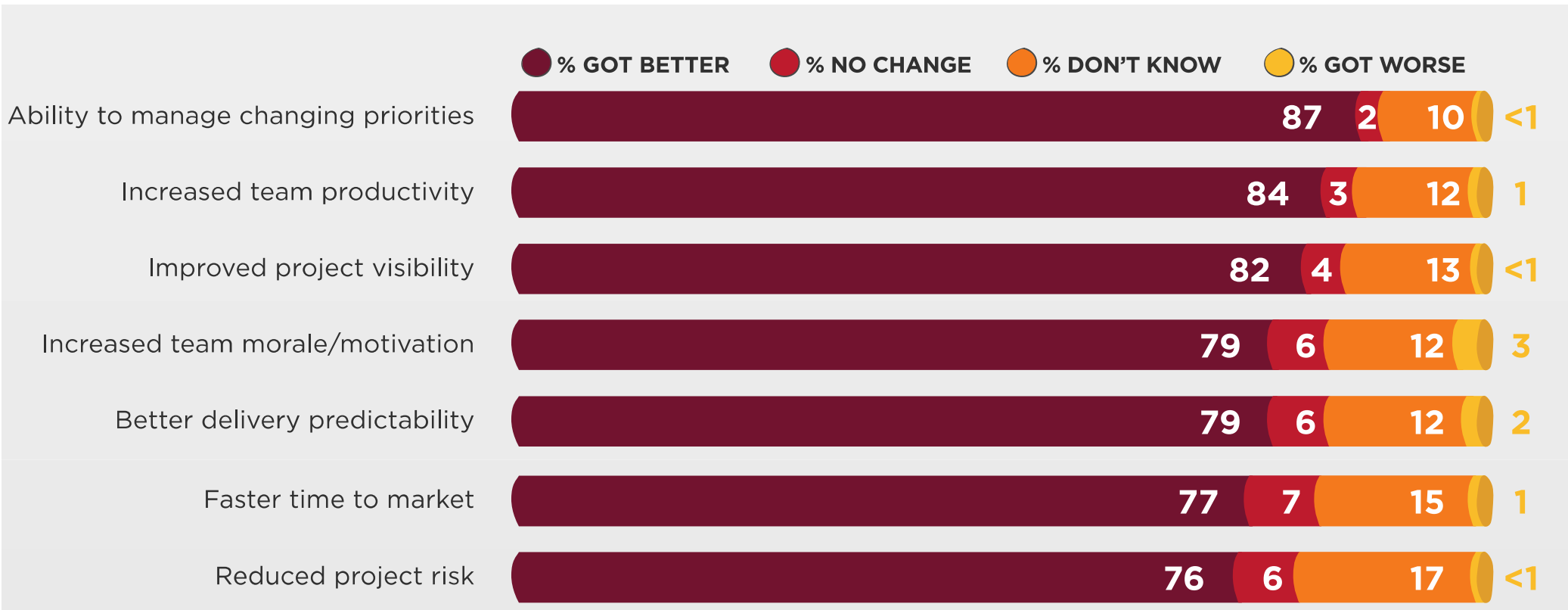


Retros

Continuous
Learning/Improve
ment
Happiness Index

Relationship **Security** **Personal Rscce** **Autonomy** **Growth**
Contribution

Improvements from Implementing Agile



Source 2015: VERSIONONE.COM (3500 companies survey; 1800 with more than 5000p.)

How Agile reduces Cost of Control & Absenteeism?

Managing with Agility reduce the need for control

Less Control =

10% x 40,000 Empl =

4,000 empl x 200d/yr =

800,000days/yr

Less Absenteeism =

4d/yr - 3d*/yr (market)=

1 d/yr x 40,000 empl

40,000 days /yr

Potential Resource to be re-allocated = 840,000days

What Agility Do You Need?

Pulling short term levers
to close performance
gap and get traction

- What Initiatives should we target?
- How can we measure performance to keep all stakeholders satisfied?

Enabling a
fundamentally different
performance

- What business model for the strategy?
- What targets should we set and reward to be agile?

Building an Agile
Organization platform
for the 21st Century

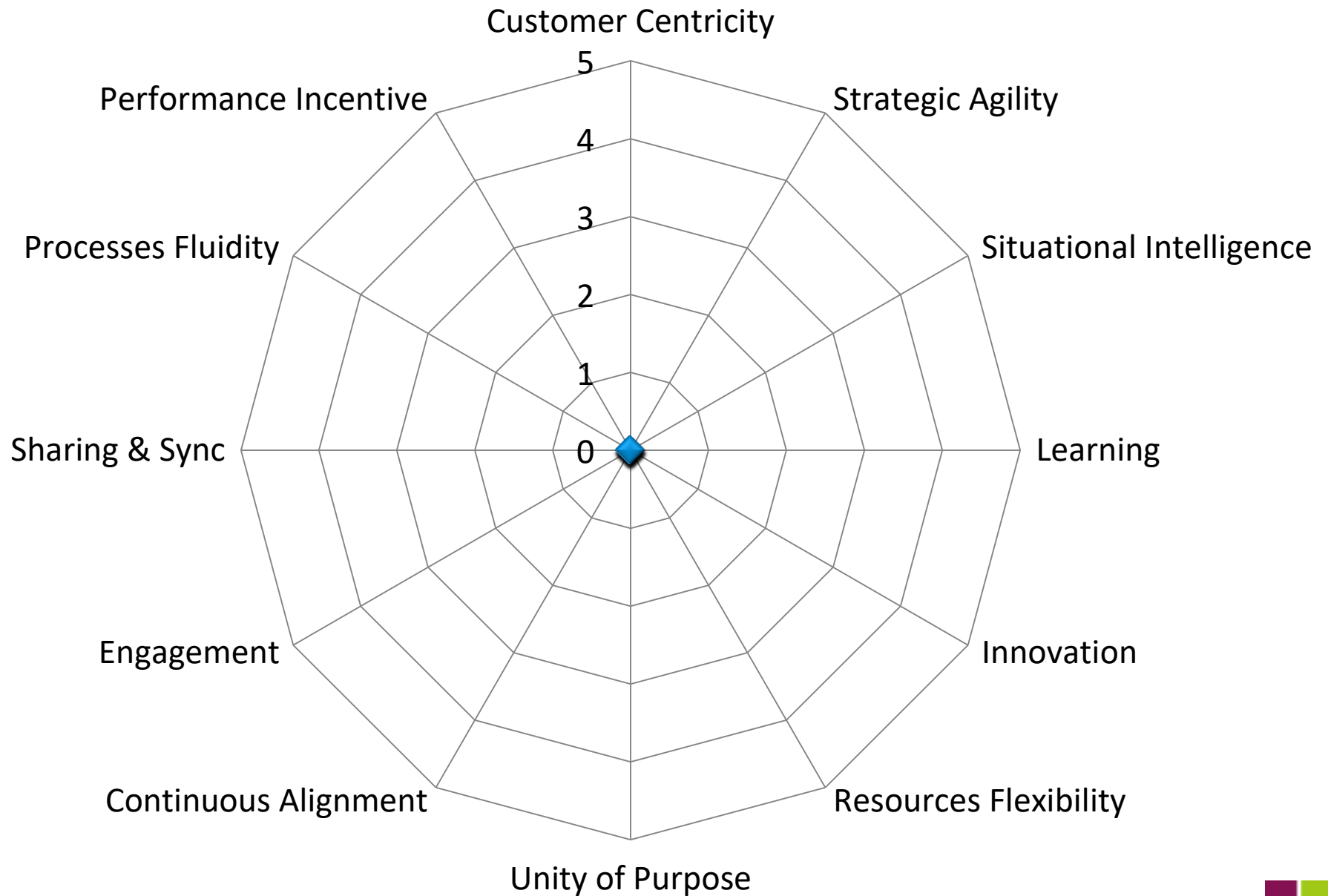
- Do we grow Agile Leaders?
- Is HR embedded Agility within the organization?



youtube.com : "From Fragile to Agile"
<http://youtu.be/aLCSRGWFqv4>

| Organizational Agility Factors | 0: This is not our “way of doing things”; 1: We rarely do thing that way; 2: We sometimes do things that Way; 3: Most of the time this is our “Way of Doing Things”; 4: We almost always " Do Things that Way” | score |
|------------------------------------|--|-------|
| Customer Centricity | All employees frequently interact and collaborate with customers, anticipating and responding to change rather than following a plan or contract. | |
| Strategic Agility | The strategy has options and can be adjusted on short notice to respond to change, distinguish from competition and adapt business model. | |
| Situational Intelligence | There are broad, direct and continuous connections with the environment to anticipate. The organization simulates, prototypes or tests the future. | |
| Learning | Experience with projects or initiatives is captured and shared across the organization to quickly renew and improve strategic capabilities. | |
| Innovation | Thinking of new ideas, new businesses and new ways of working is encourage in the organization. | |
| Resources Flexibility | Each resource is seen as a source of influence and expertise, that is can be freely re-allocate where and when needed; Resources are scalable and reconfigurable. | |
| Engagement | There are many ways of encouraging employee participation at all levels. There is a feeling of teamwork, trust, and a cooperative environment. | |
| Unity of Purpose | The organization’s purpose or mission is widely shared and the embedded values drive daily behavior. | |
| Continuous Alignment | The organization frequently communicates up, down and across the organization, leading to a focused and clear strategic line of sight. | |
| Sharing & Synchronizing | Information is easily found and widely shared in the Organization. Frequent synchronization mechanisms enable fast decision making at the right place. | |
| Processes Fluidity | Processes are continually simplified, streamlined. There is frequent interaction and synchronization between teams to eliminate process issues, reduce lead-time. | |
| Performance Incentive | Incentive systems reward both business agility and organizational agility. KPI’s are few and are applied across the organization. | |

Organizational Agility





Thank you!

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