



Agile and The Emerging Management Revolution

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- Q&A will be taken at the close of this presentation
- There will be time at the end of this presentation for you to take a few moments to complete the session survey. We value your feedback which allows us to improve this annual event.

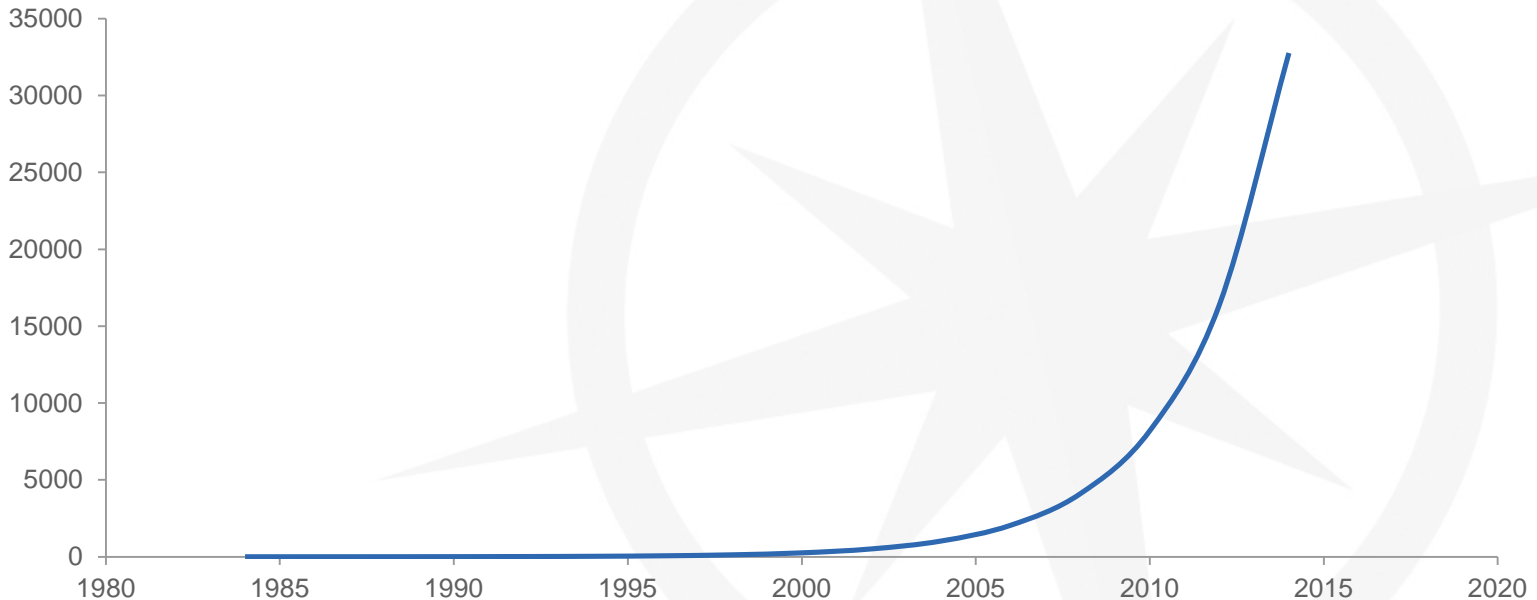
Agile and The Emerging Management Revolution






Today's business leaders face a difficult and unprecedented challenge: The world is changing much faster than their organizations.

Pace of Change



The Unprecedented Combination

- **Accelerating change:** The world is changing much faster than most organizations.
- **Escalating complexity:** The fundamental nature of business problems has shifted from issues of complication to issues of complexity.
- **Ubiquitous connectivity:** The locus of power has shifted from being in charge to being connected.

 *In times of accelerating change, it isn't the most controlled or the most efficient organizations that thrive, but those that are the most adaptable and resilient.*

20th Century

- Known-Unknowns
- Issues of
Complication
- Manage the Content
- The Right Answers
- Plan and Control

21st Century

- Unknown-Unknowns
- Issues of Complexity
- Manage the Context
- The Right Questions
- Iterate and Co-create

1958

“No one should have the authority to kill a good idea or to keep a bad idea alive.”

1998

“Nobody is smarter than everybody.”

1998

“There is nothing more powerful than getting the whole system in the room”

2001

“Networks are smarter and faster than hierarchies.”

2001

“We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

That is, while there is value in the items on the right,
we value the items on the left more.”

2012

“Reflecting on leadership in organizations today, we find ourselves in a bit of a mess
..... There has to be a better way.”

2015

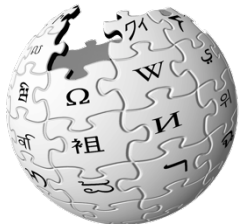
“A nineteenth century management model is unsustainable in a twenty-first century world.”

25/10

Crowdsourcing



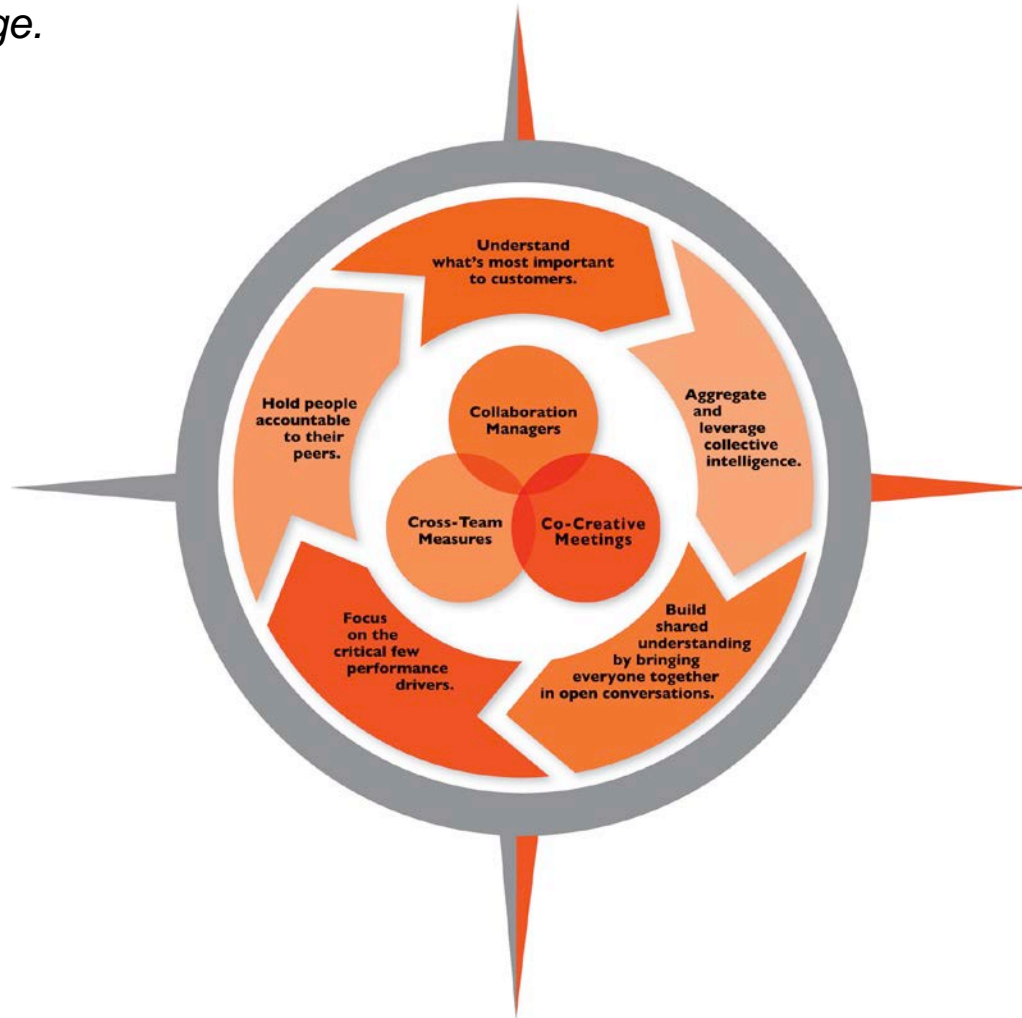
There is a small but growing group of vanguard companies that is thriving in this time of great change.



The Other Technology Revolution



It is unrealistic to believe that the technology of a century-old management model will somehow endure while the rest of the world is reshaped by the revolutionary technologies of the digital age.



1. Understand What's Most Important to Customers

- The purpose of a business is to create customer value.
- Build processes around what matters most to customers.
 - Think Outside-In
 - One and Done
 - Net Promoter Score

2. Aggregate and Leverage Collective Intelligence

- The most untapped resource in traditional organizations is the collective intelligence of its own people.
- Surowiecki's Four Conditions for *Wise Crowds*
 - Diversity of opinion
 - Independent thinking
 - Local knowledge
 - Aggregation mechanisms

3. Build Shared Understanding By Bringing Everyone Together in Open Conversations

- The best way to solve complex problems is to get the “whole system in the room.”
- Innovative collaboration processes
 - Open Space Meetings
 - Collaboration Work-Thrus
 - TGIF

4. Focus on the Critical Few Performance Drivers

- The most important numbers are leading indicators
- When it comes to numbers, less is more
 - Balanced Scorecard
 - Top Four Performance Drivers
 - The One Number

5. Hold People Accountable to Their Peers

- You get what you measure
- Measure for collaboration
 - 20 Key People
 - Upward Evaluations
 - Colleague Letters of Understanding

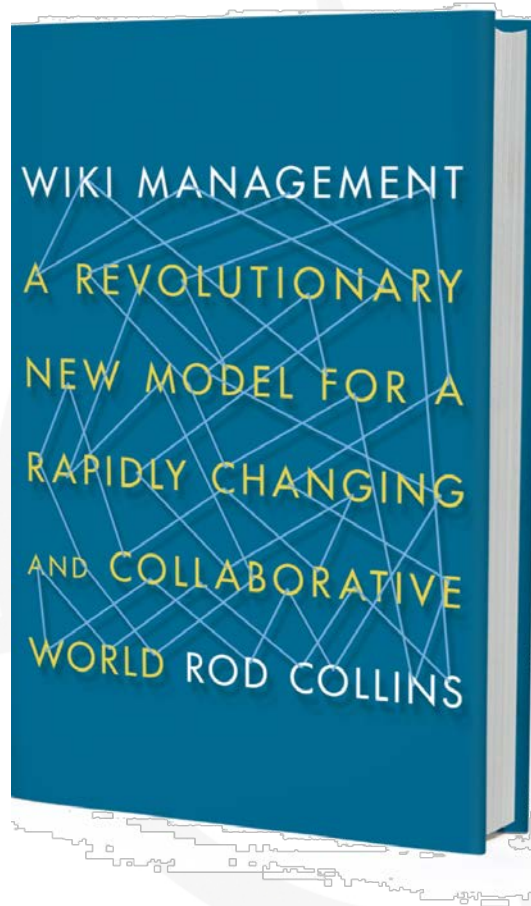
Great Work Cultures is a community dedicated to unleashing the power within human organizations.

We hold that the primary purpose of an organization is to create value for all the people it serves.

We believe in:

- **Collaboration** over control
- **Human experience** over bureaucratic rules
- **Networks** over hierarchies

While there is value in the items on the right, we value the items on the left more.



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Thank You