



#HRSav
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Designing the flexible organization

Nicolay Worren

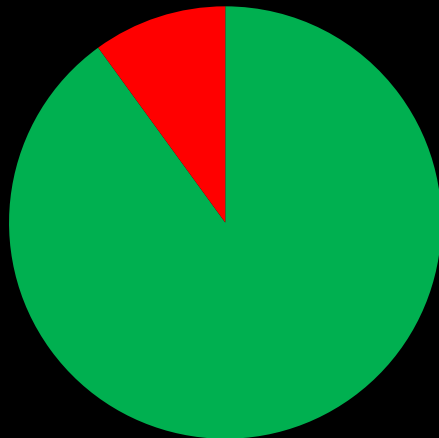
Associate Professor

School of Economics and Business

Norwegian University of Life Sciences

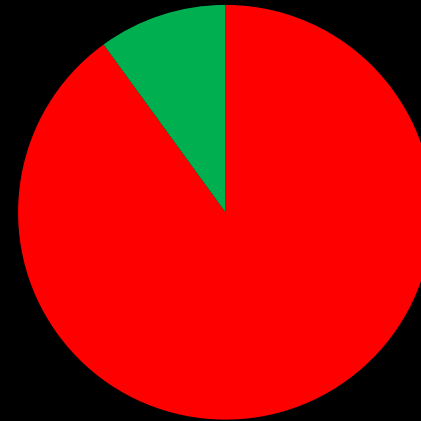
What business leaders say

Want to be agile



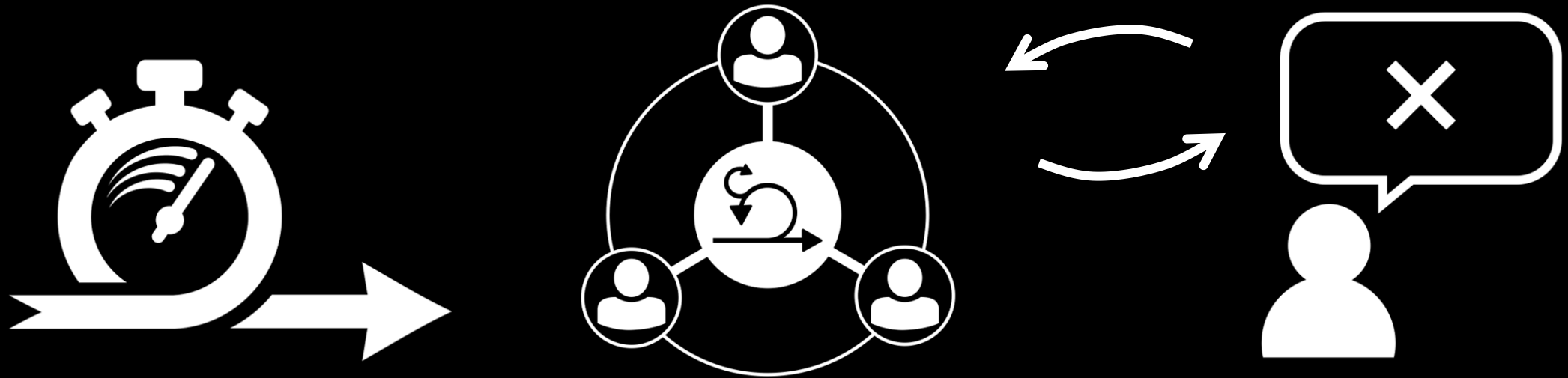
■ Yes ■ No

Currently see their firms as agile



■ Yes ■ No

The origin of agile is in software development: A faster, more practical approach



It's like using alpine climbing techniques...in Himalaya



1953 Mount Everest team



1978 Reinhold Messner

Question:

Can we «scale up» agile principles to design a flexible organization?

Assertion:

«Agile» is a source of inspiration – but incomplete

Challenge #1: It has become a fad – and it is unclear what it means



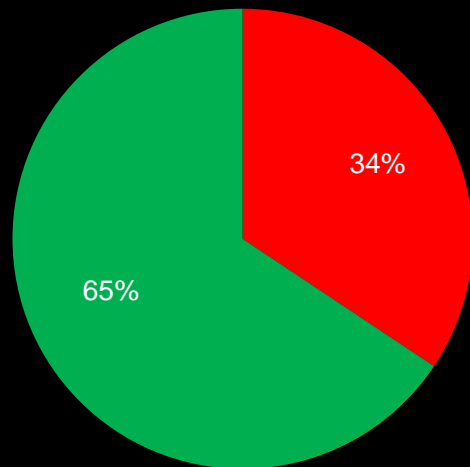
Bob Sutton  @work_matters · 13. sep.

I talked to 50+ leaders and consultants about what "agile" means. Read 10+ books. I agree with many principles and grasped it when it focused on software. I am now confused. It has become a huge tent with varied jargon monoxide. Consider this graphic via the brilliant [@stevedenning](#)

Challenge #2: Those who know agile the best – IT people – are starting to have doubts

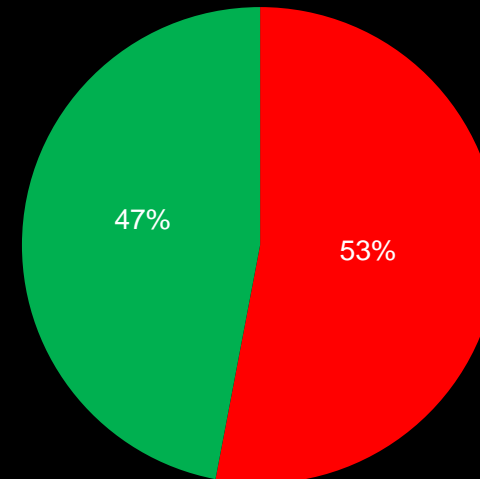
- Survey among 150 CIO in the UK and US -

Outcomes for Agile projects



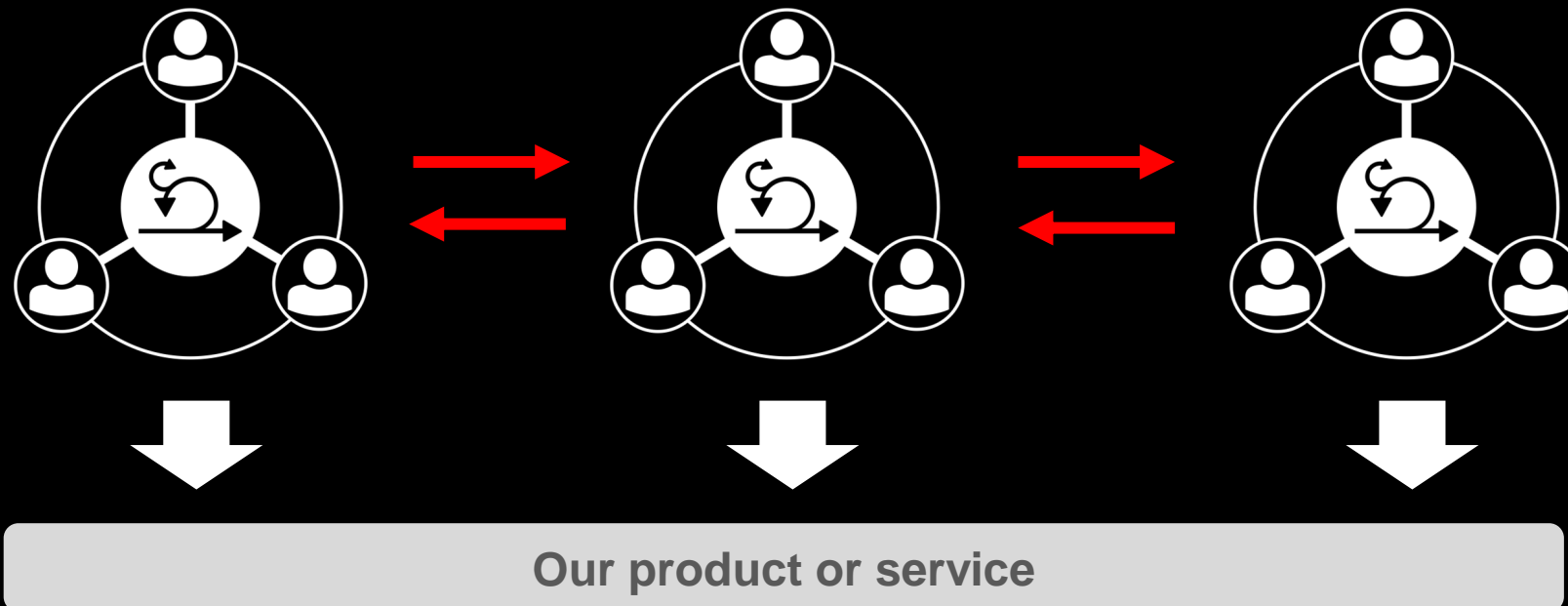
■ Fail ■ Succeed

"Agile is discredited"



■ Agree ■ Disagree

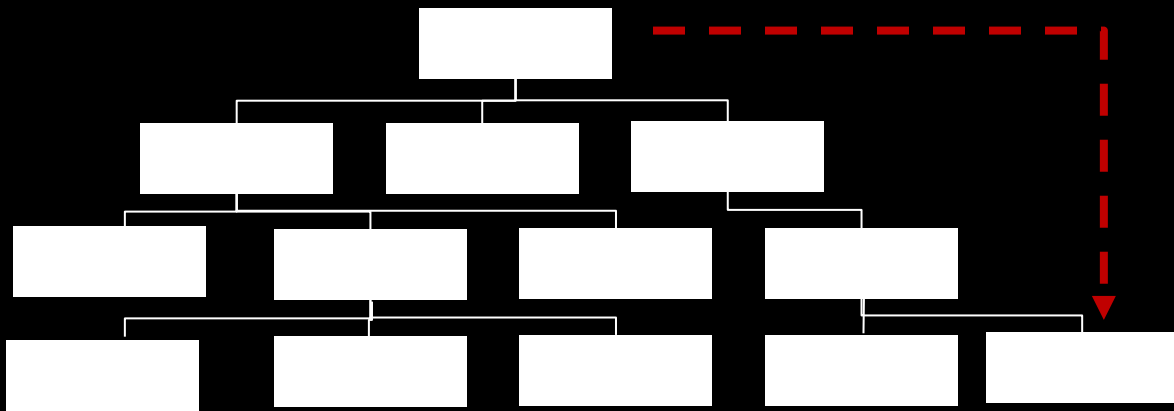
Fast teams and local adaptation does not necessarily lead to *organizational* level flexibility



Proposal #1: Don't start with an «agile» conviction; start with a diagnosis of your situation



Proposal #2: Decentralization can increase speed and flexibility...but must be balanced with (central) coordination in some areas



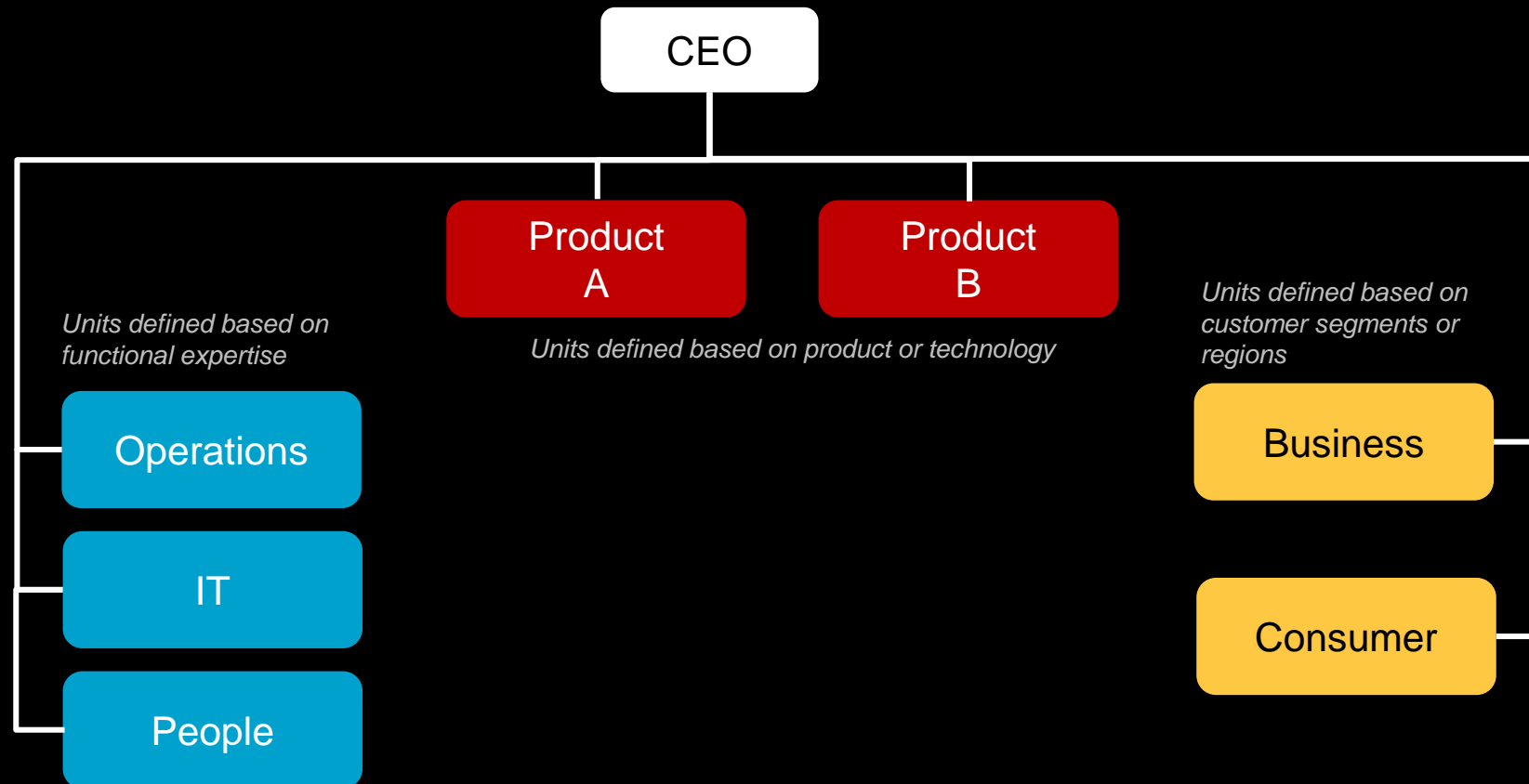
Delegation of authority to local units

- May reduce the time it takes to make a decision when local market is changing

Example: IT architect

- Handles decisions that affect multiple teams/products
- E.g., Common standards, methods, documentation

Proposal #3: To be flexible, we need an organizational structure that supports scalability and adaptability



Further information

Blog:

www.organizationdesign.net

Twitter:

<https://twitter.com/NicolayWorren>

Book:

<https://goo.gl/TfLdgZ>

Questions/comments?

nicolay@worren.com



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