ecx.io

Agile. Digital. Crafty.

Building an organization where people can thrive.

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Instead to try to deliver everything at once …
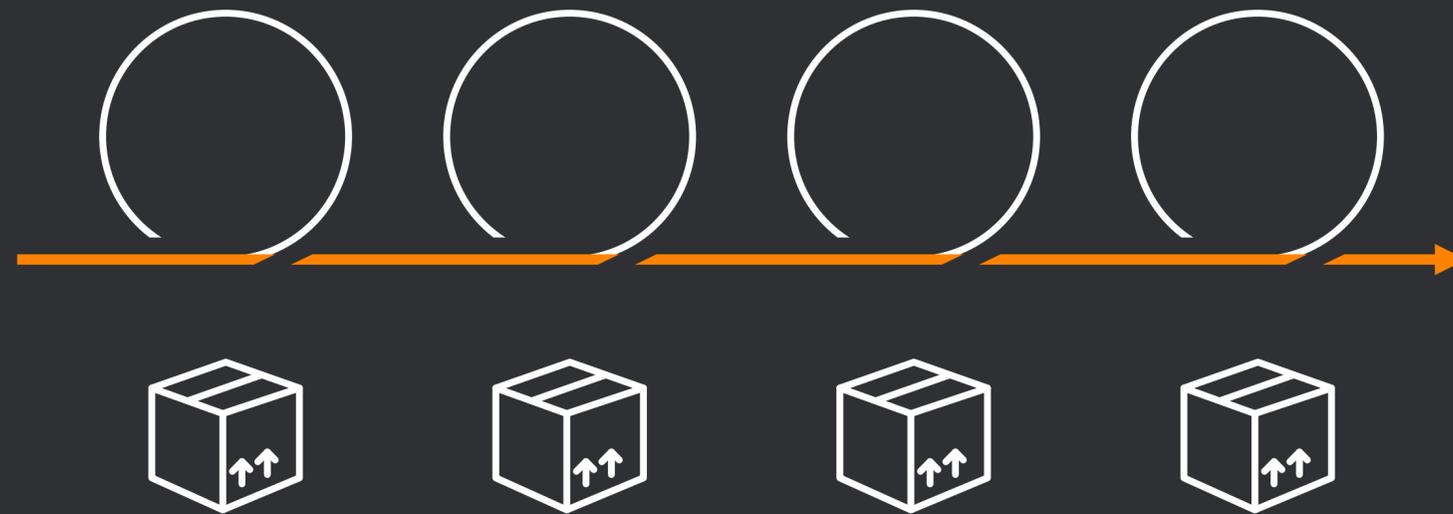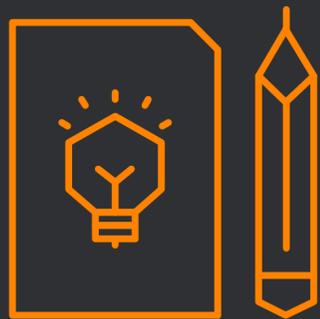
… Scrum is doing it in Iterations or Sprints, which generally only last for two weeks.

Agenda

Customer engagement

Team ownership & Servant leadership

Continuous learning & Discovery mindset

Agile roles & culture

Applying customer input and feedback toward customer value

Customer engagement

Understand your customers

Customer value

Build strong relationships with the client (face to face, get together, team spirit, trust, shared responsibility, everybody knows the big picture)

The further away your employee is from your customer, the less likely is that the employee understands what the customer considers valuable.

It's not "just another boring project". You want your teams to identify themselves with the product they are building.

When employees have ownership, they work with more passion

Team ownership

The values an agile organization and its teams need
to embrace

COMETS

Team ownership

Functional and committed team members should

- Share a team identity
- Share a common vision
- Identify with the product/service
- Acknowledge joint responsibility
- Adhere to collaborative rules and guidelines
- Appreciate a joint set of values

Instead of waiting around for approval, get the job done! Its better to ask for forgiveness then wait for permission.

Push the majority of decisions down to the frontline, to the team, where the actual work is done (empowerment)

Give motivated individuals the environment and support they need, trust them to get the job done

Agile culture

Transparency

Transparency is about sharing information regarding the company strategy, organization, division and ways of working so employees know what is going on.

Once trust is established, transparency becomes a two-way street.

Some things need to be kept confidential, but everything else should be transparent.
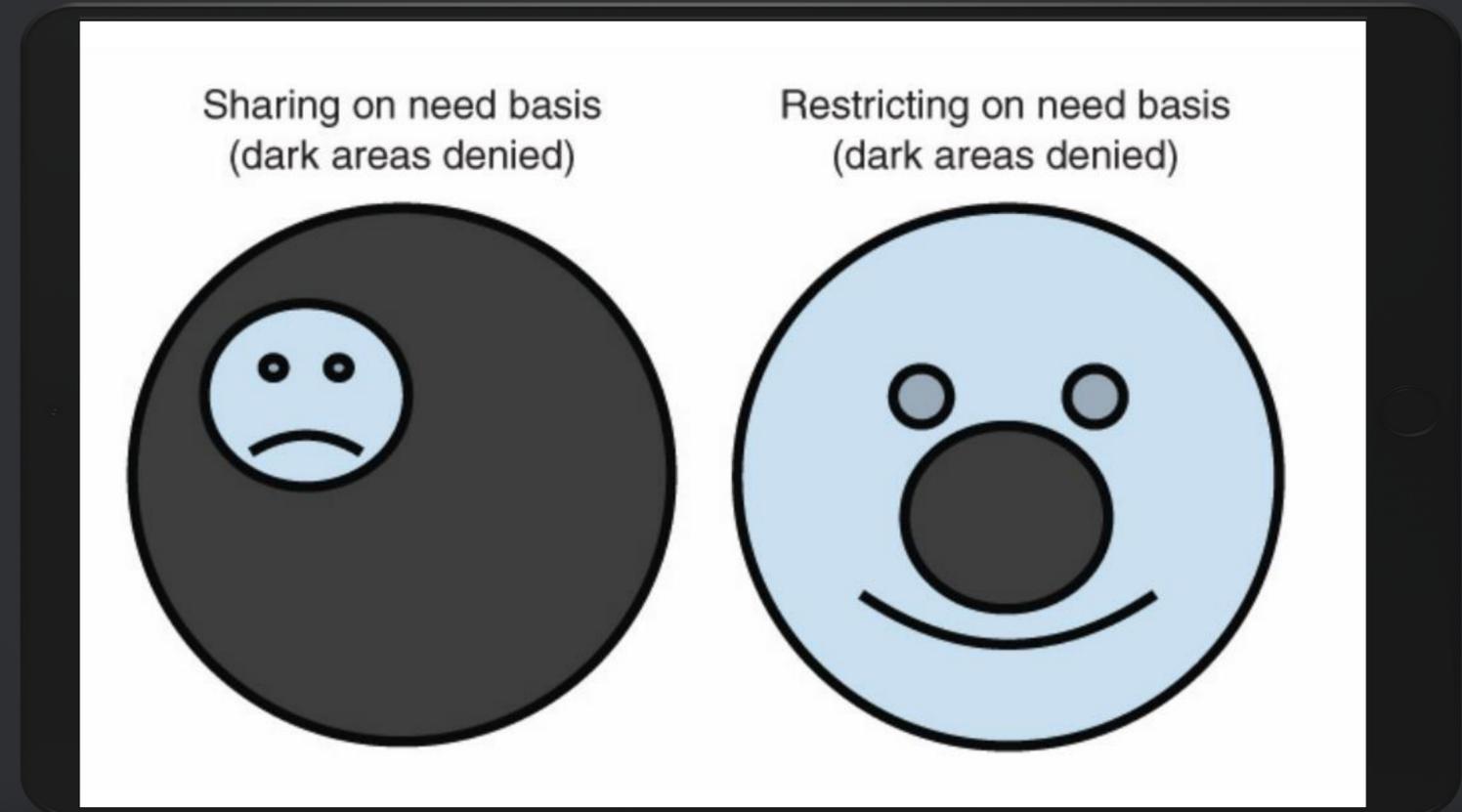
Image from Agile IT Organization Design by Sriram Narayan [4]

> **The way to succeed is to double your failure rate.**
>
> – Thomas J. Watson, IBM founder

Agile culture
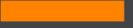
An agile organization requires employees who care and take care of each other

Job satisfaction, satisfaction with my colleagues and the leadership team is vital towards success

It's easy to offer benefits, the challenge is to create a social glue and strong sense of commitment

Agile organization

Some hierarchy is required. Informal structures of power are way worse than formal ones.

The work ethic of an organization is shaped by unwritten rules and codes of behavior. Leaders need to act like role models.

Making people clearly accountable for results and giving them the authority to go about it as they choose provides autonomy and purpose to teams and units.
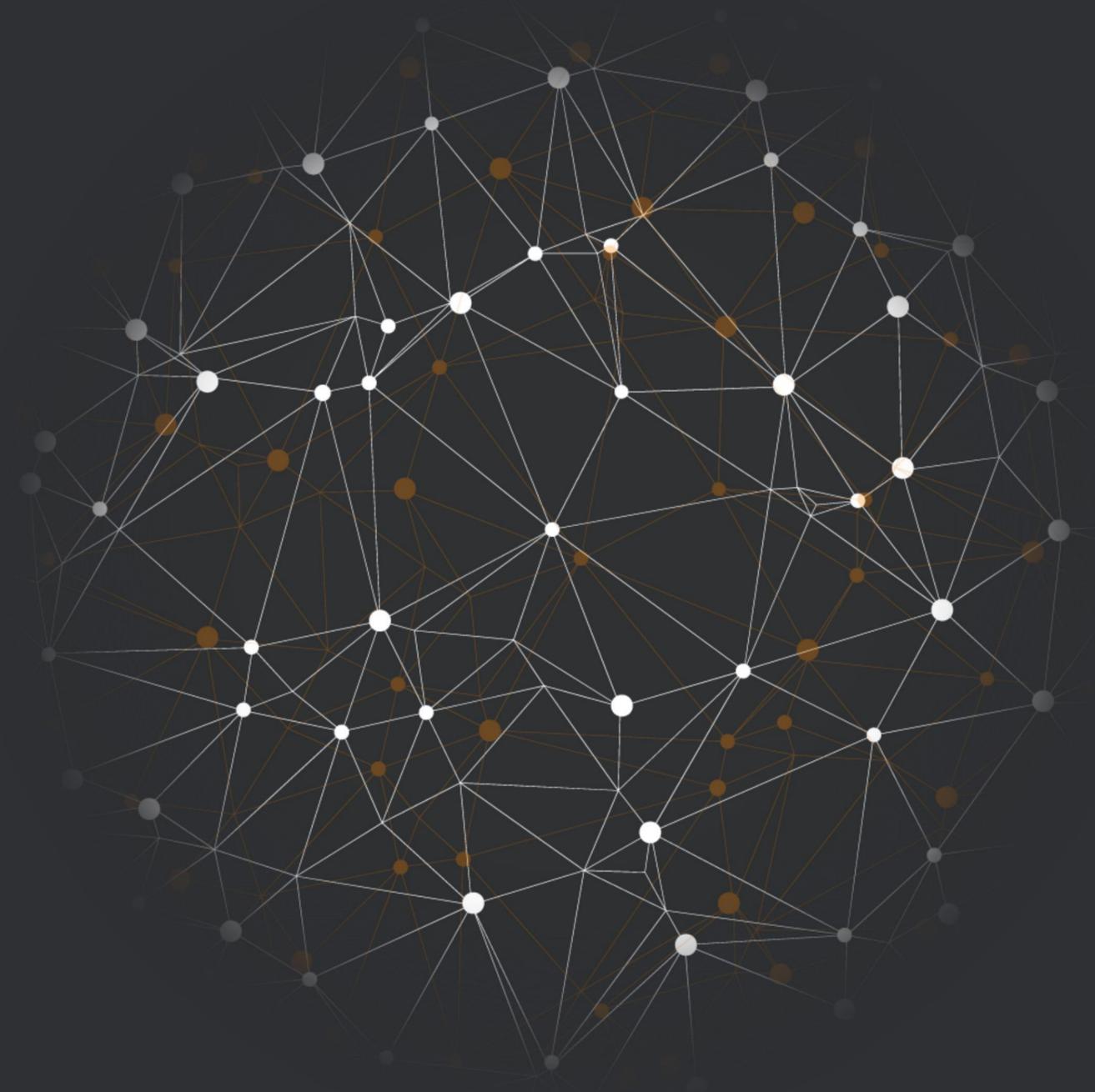
Titles and positions replaced with roles where one employee can fill multiple roles

Agile roles

Have roles, not jobs

Organizational roles

- Line manager
- Engagement lead
- Domain owner
- Advocate

Team roles

- Product owner
- Scrum master
- Technical architect
- Developer
- Quality engineer

Operational Structure
„Cluster Organisation"
„Ablauforganisation"

Domain Structure
„Expert Organisation"

Organisational Structure
„Line Organisation"
"Practises"

Agile Organisation Model
"Operating System"
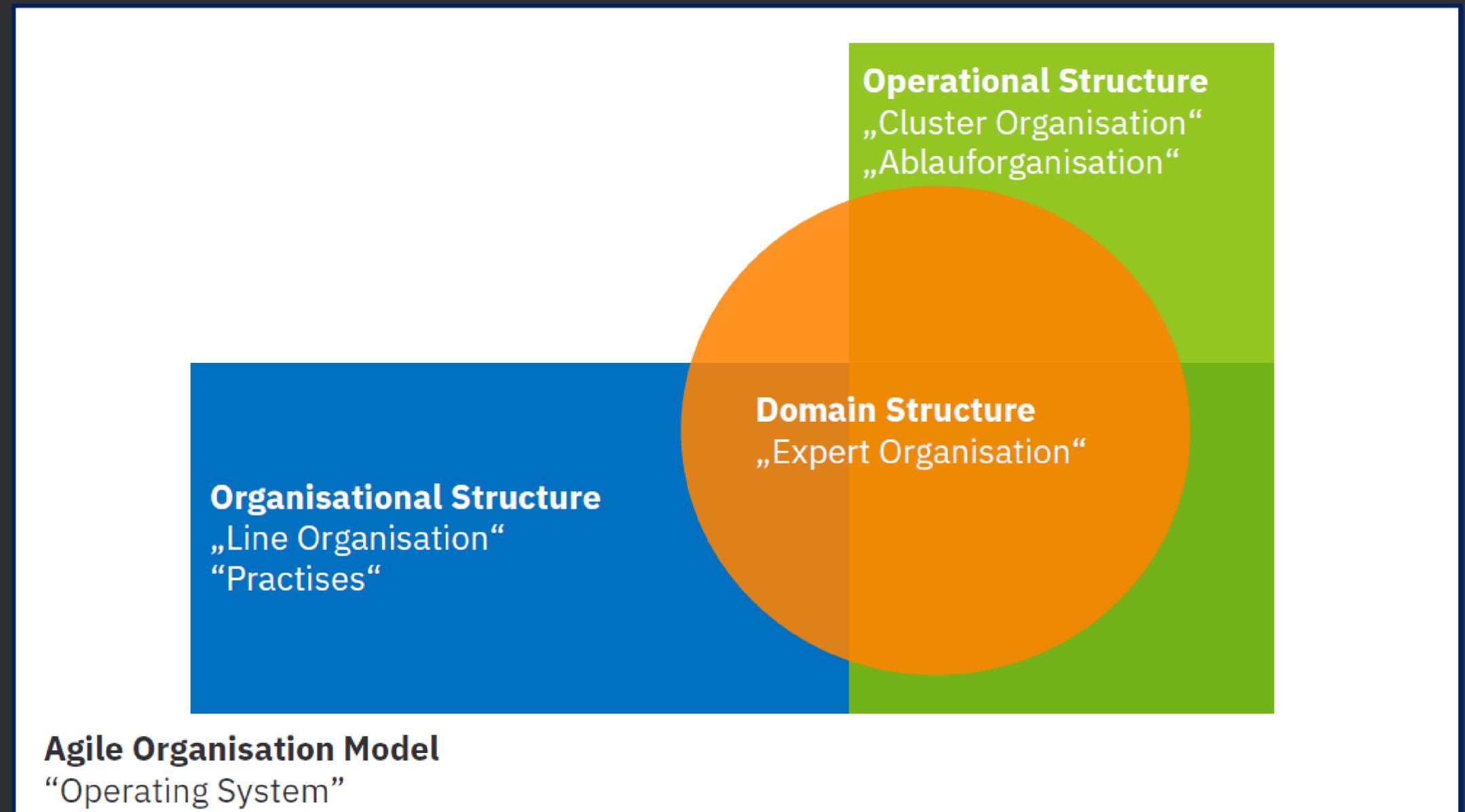
Role concept
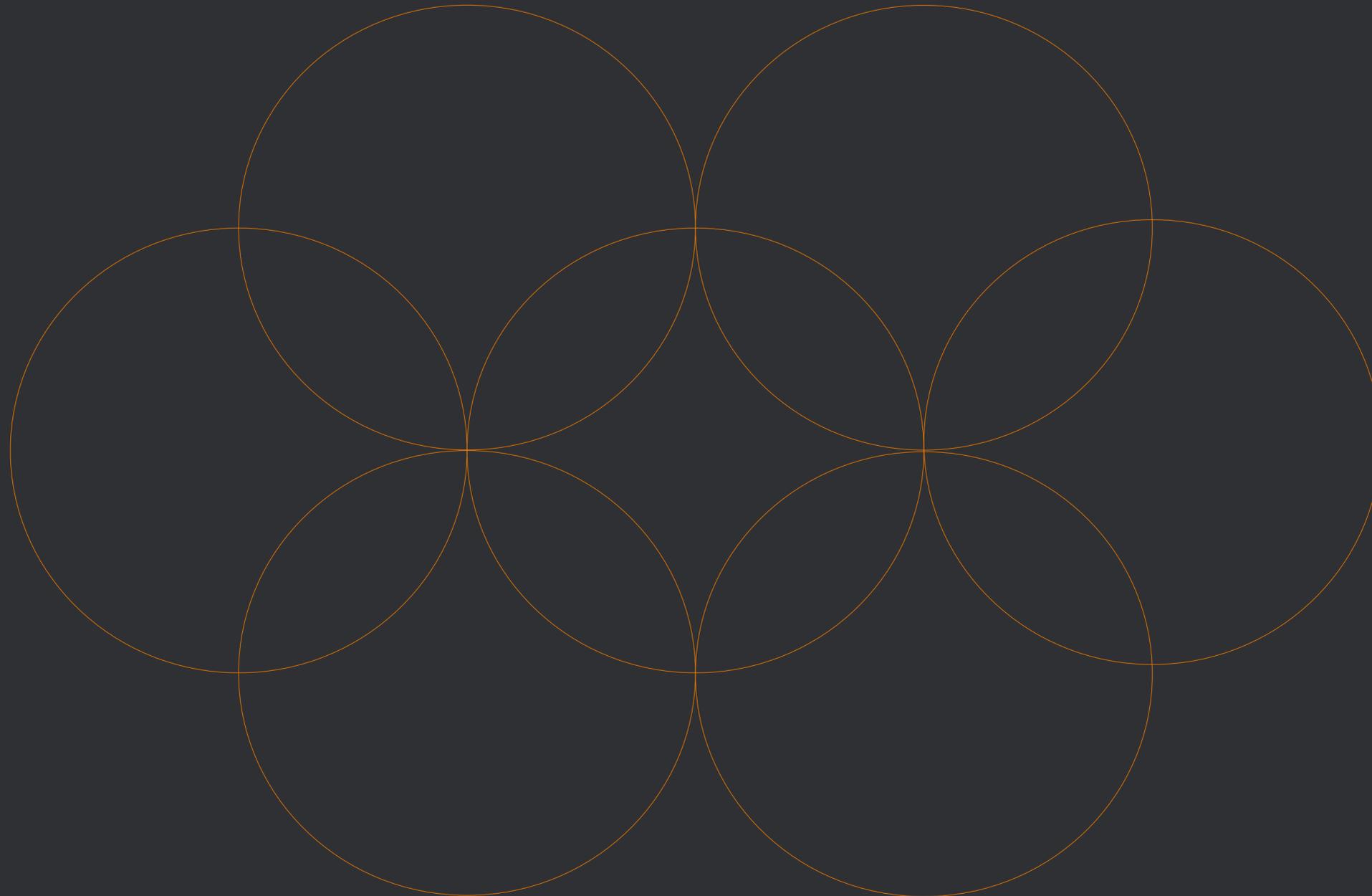
Make a stable foundation!

Leaders that listen to their employees, motivate them, empower them, and help them develop

Servant leadership

Leadership is not management

Trust

Integrity

Growth

Listening

Feedback

Career development

Acknowledge uncertainty and apply thinking approaches to continuously learn

Continuous learning

More than training

Continuous learning is more than event-driven training.

It is reading, coaching, mentoring, experiencing, experimenting and giving back to the company on a continuous basis.

Discovery mindset

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INNOVATION LIBRARY

The future brings countless new technological challenges.

We help shaping the future through our culture of innovations.

Hackathon / Showcase battle

| Asset A | Asset B | Asset C |
| Asset D | Asset E | Asset F |

Innovation Library

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ACADEMY

ecx.io Academy

Trainings in 2018

- 1600+ m/d of training
- 130+ new employees in onboarding
- 600+ days of training delivered by internally = 38%
- 390+ days of personal enablement training = 25%

Certifications in 2018

- 33 SAP
- 48 Adobe
- 16 Scrum

Culture eats strategy for breakfast, innovation for lunch, passion for dinner.

– Peter Drucker

Conclusion

Transforming an organization takes time, as it involves a mindset shift and new ways of working. Don't underestimate the effort.

Culture change is hard! Shifting from a control culture to a collaboration culture is a shift from impersonal process to people-driven process.

Every organization and work culture is different. What worked for us may not work for you...

That's all from us.

Questions?

Thank you!

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References

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