

From agile teams to agile organisation



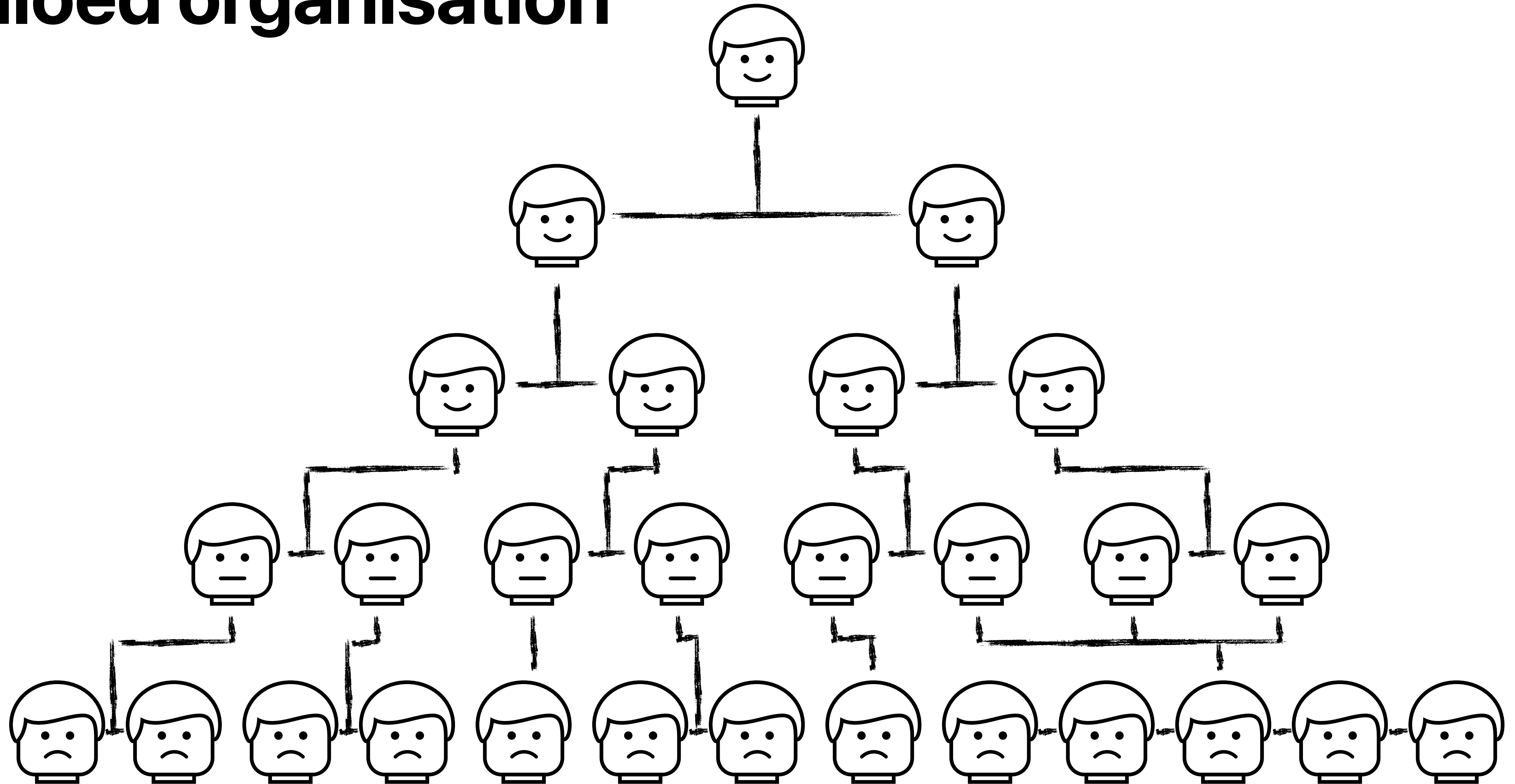
Jaka Kladnik, Nina Pozderek

[SWITCH TO ELEVEN](#)

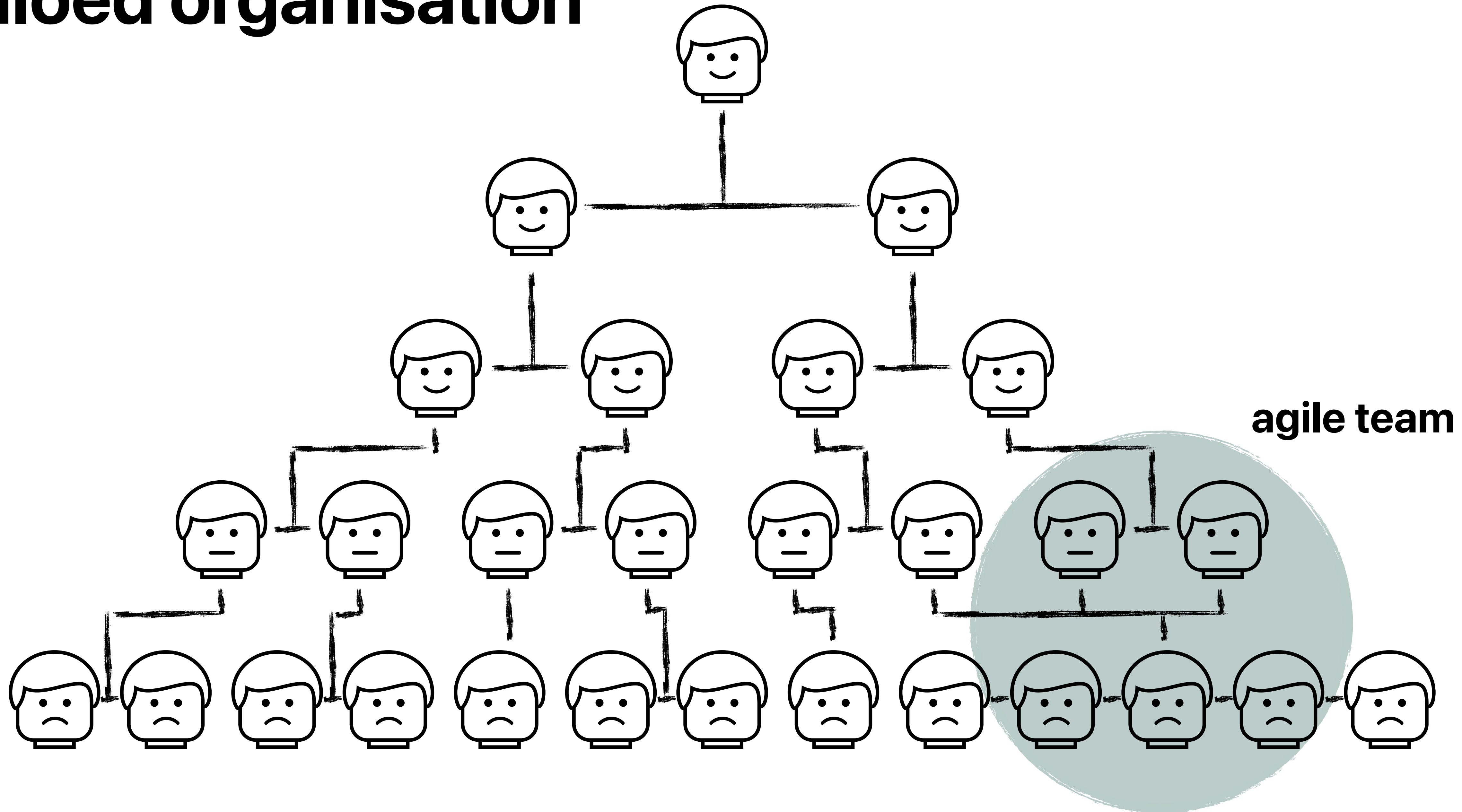


“agile doesn't work”

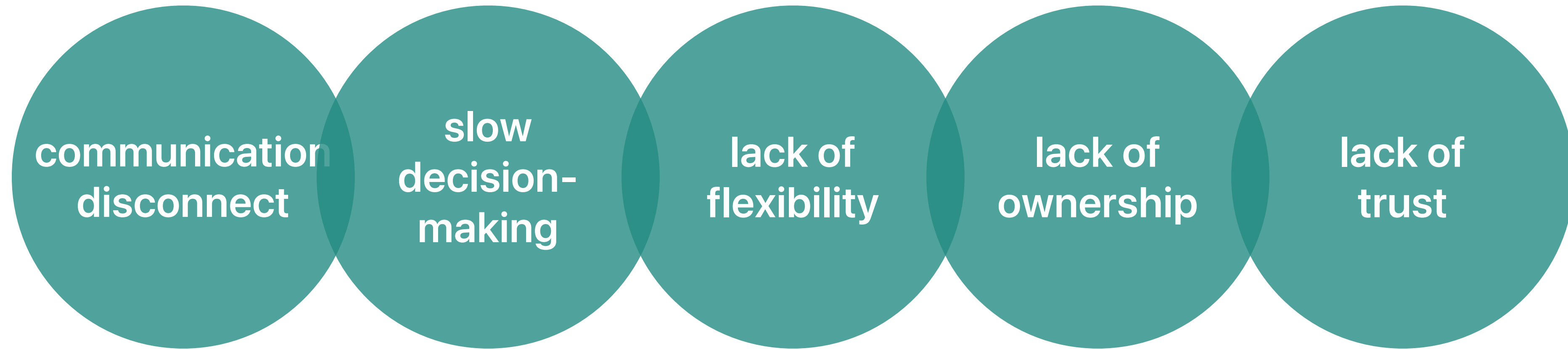
siloes organisation



siloes organisation



of course it doesn't work





**“it’s a situational
problem, not a
people problem”**

**consequences?
disengaged
employees**



change the system

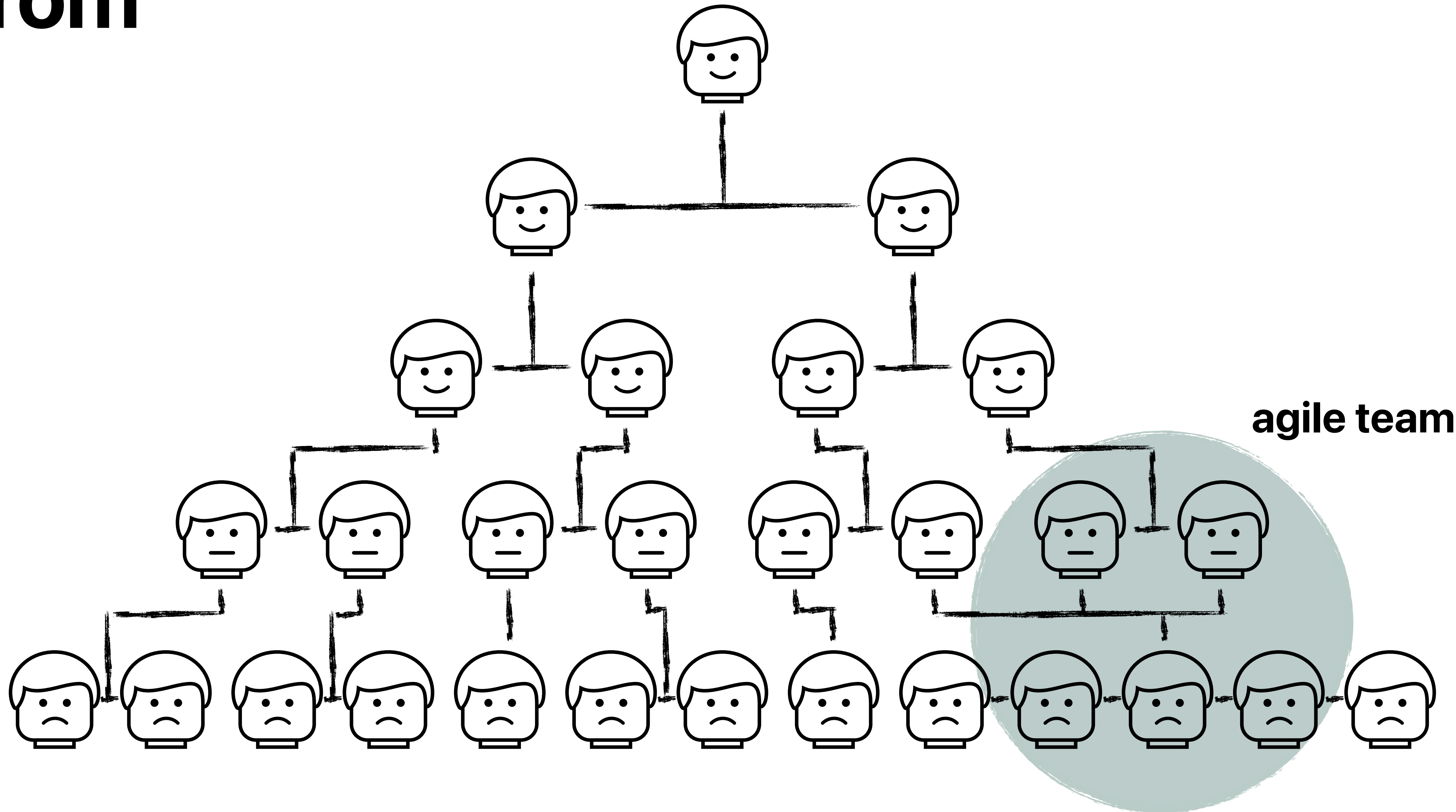
**different
system**



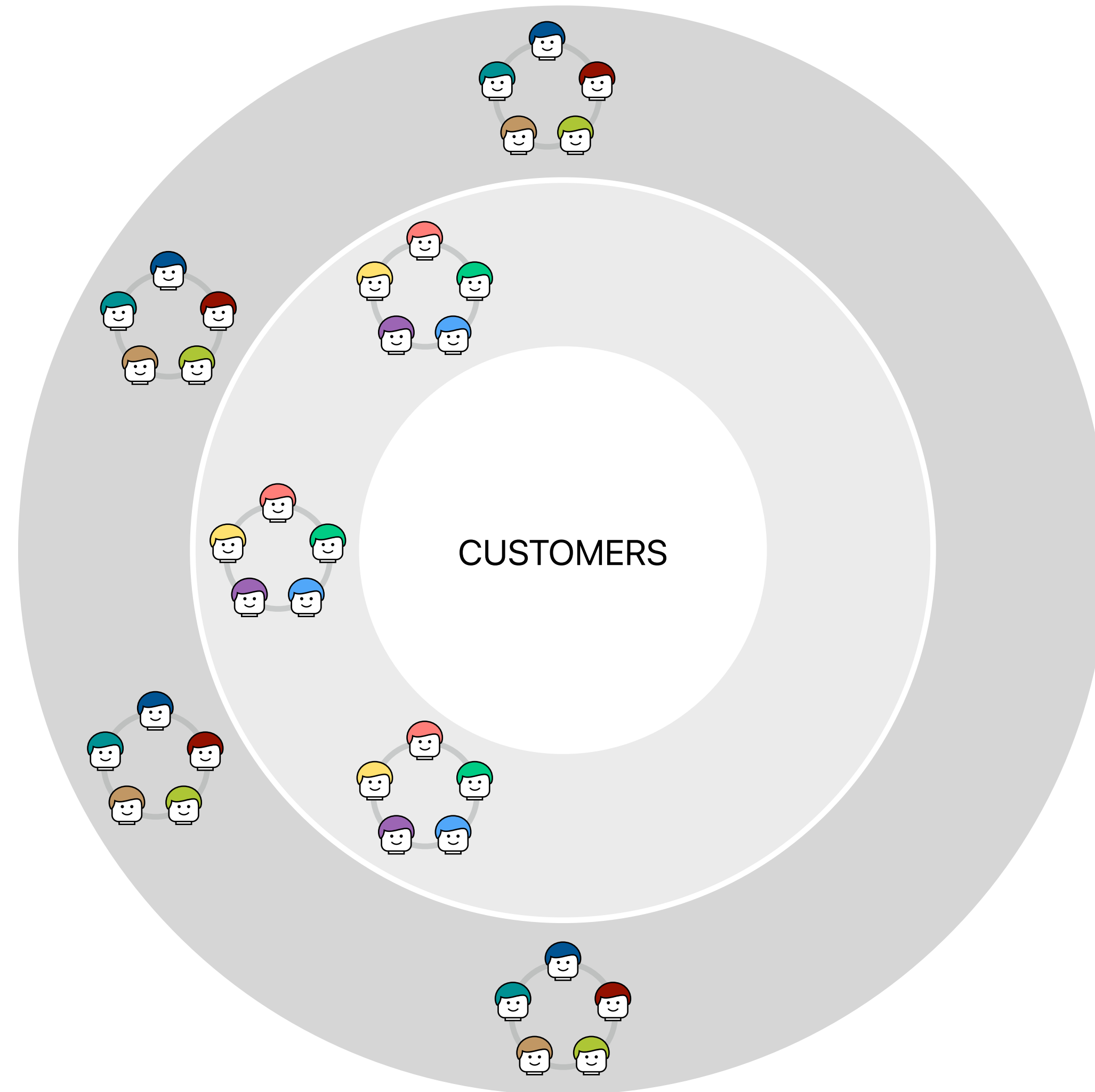
**different
system**



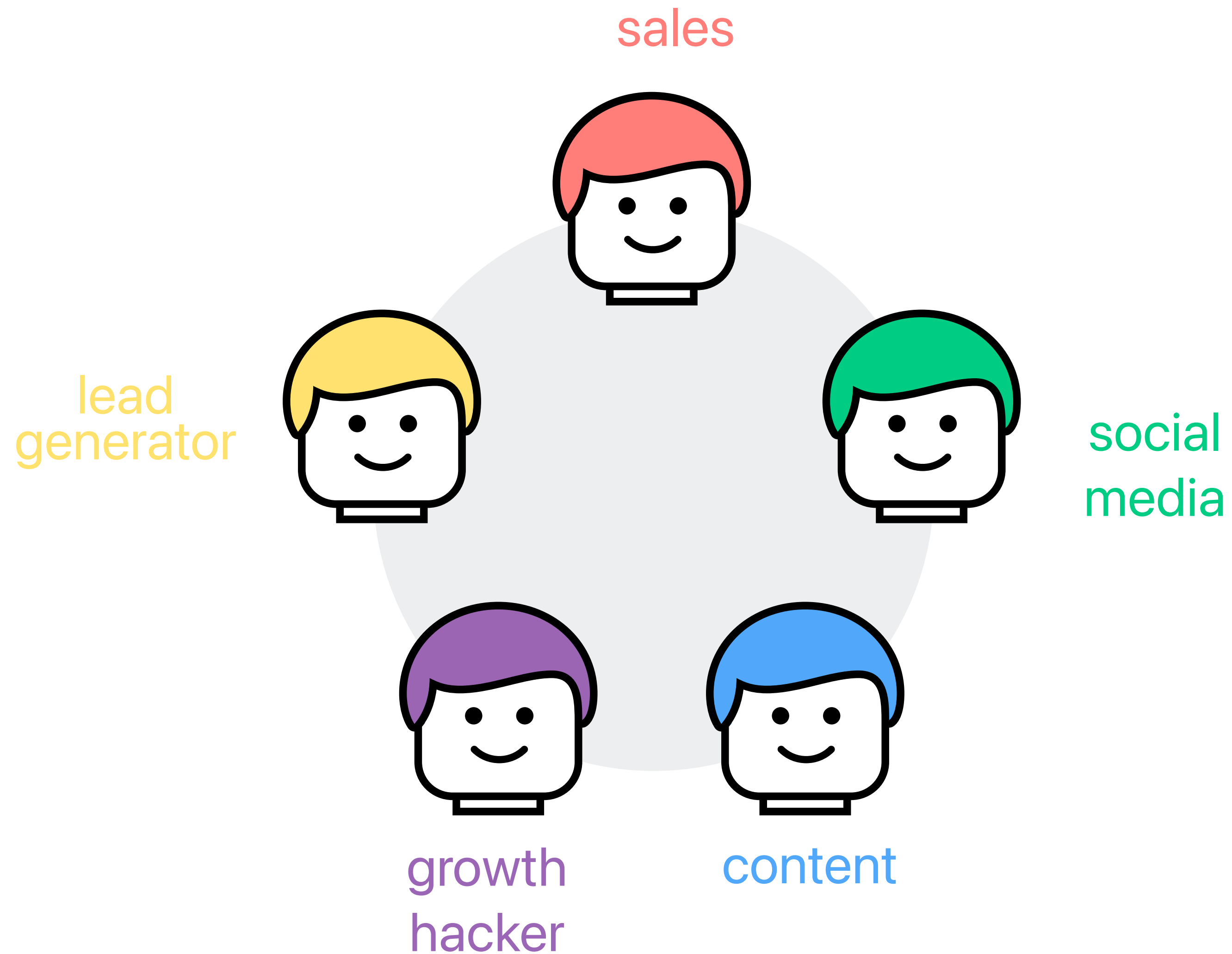
from



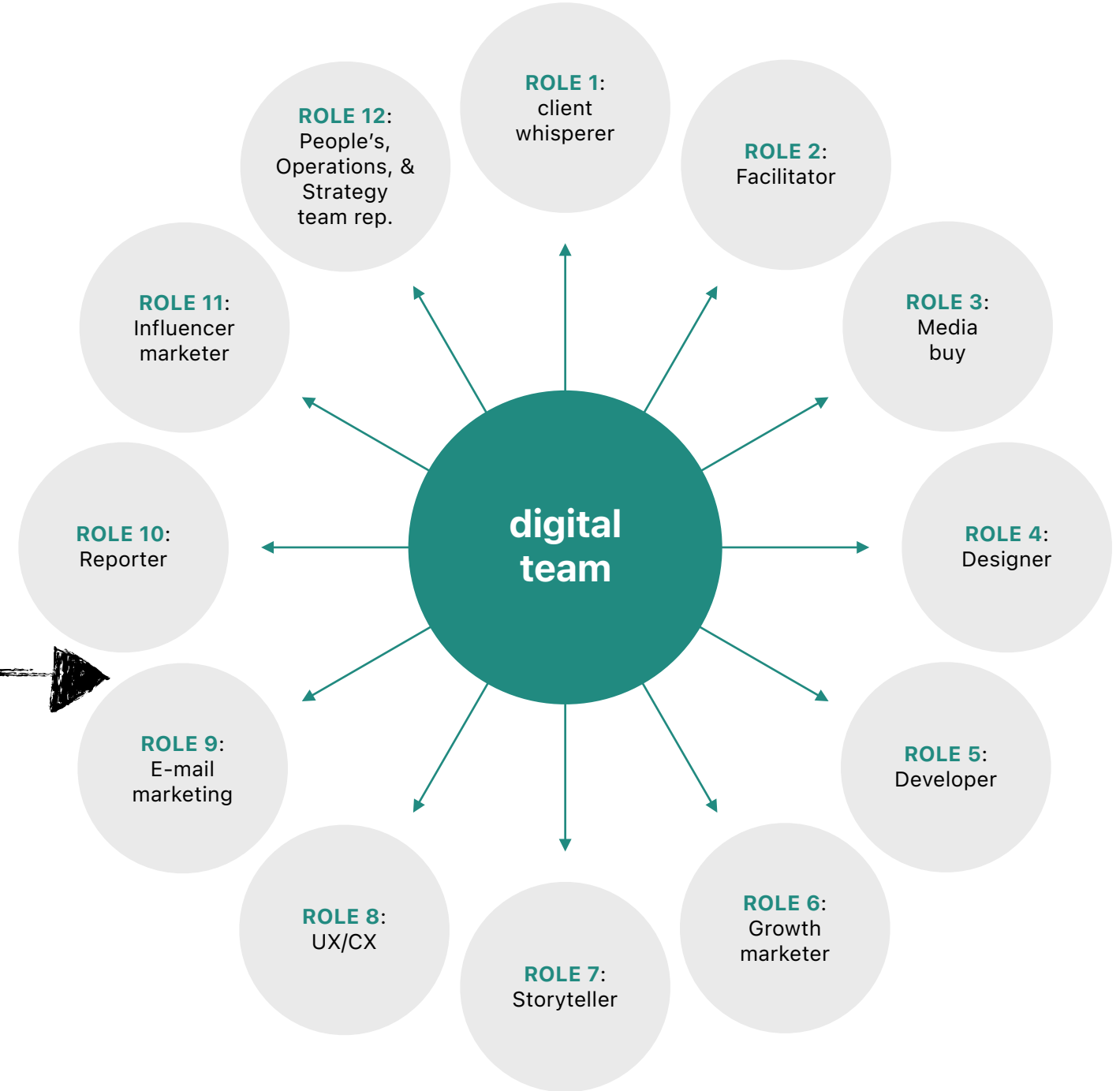
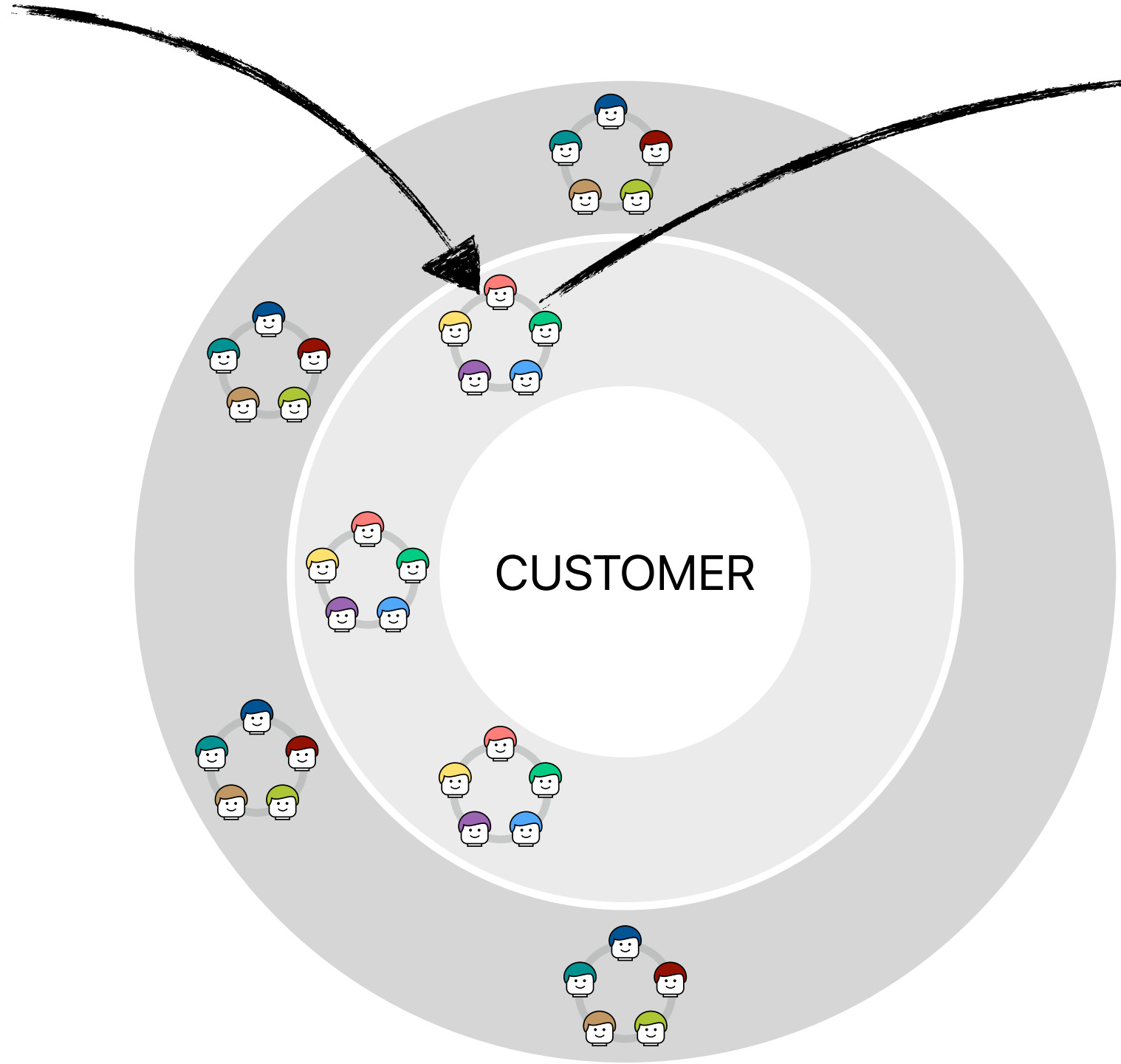
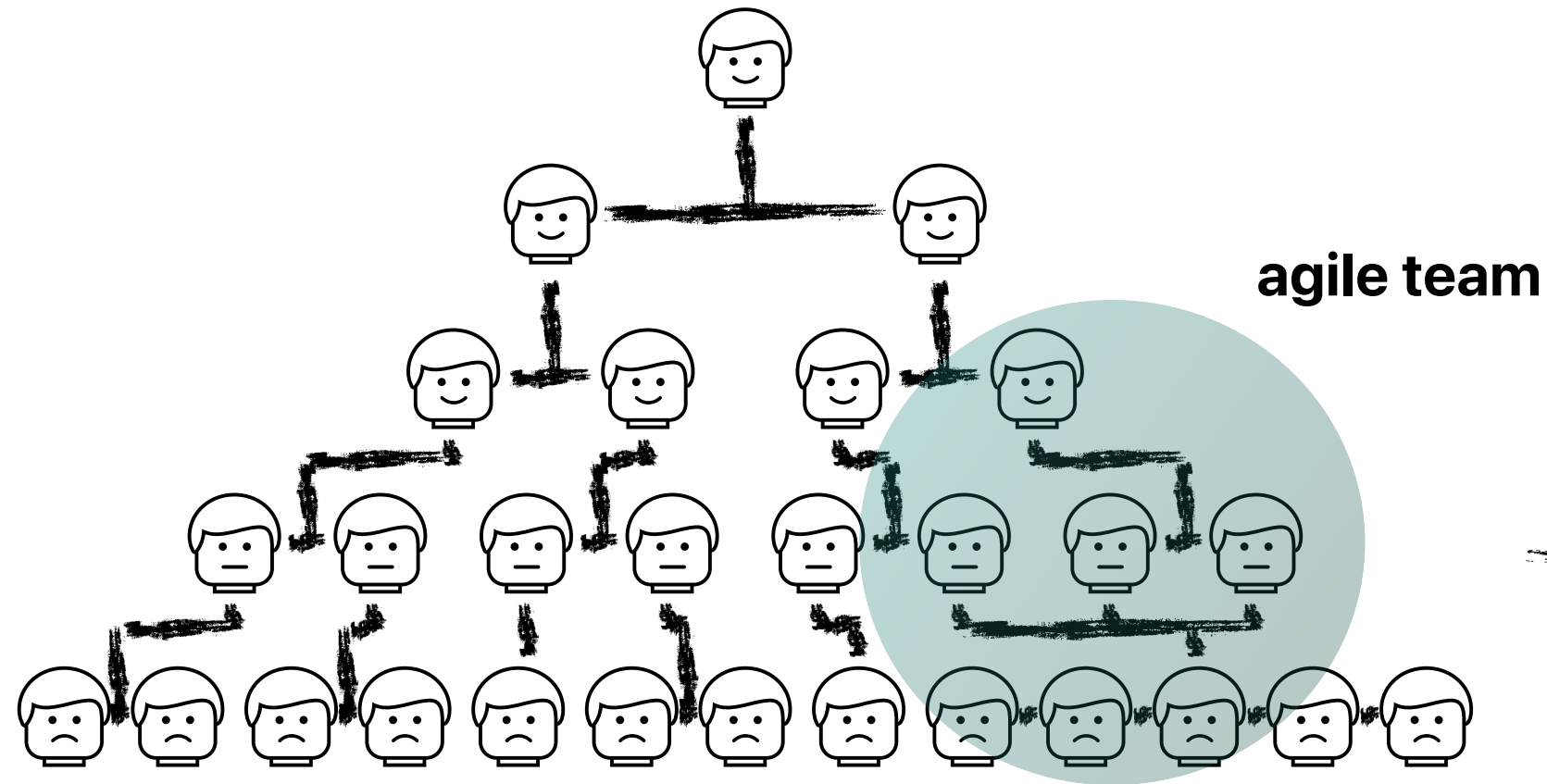
to customer-centric



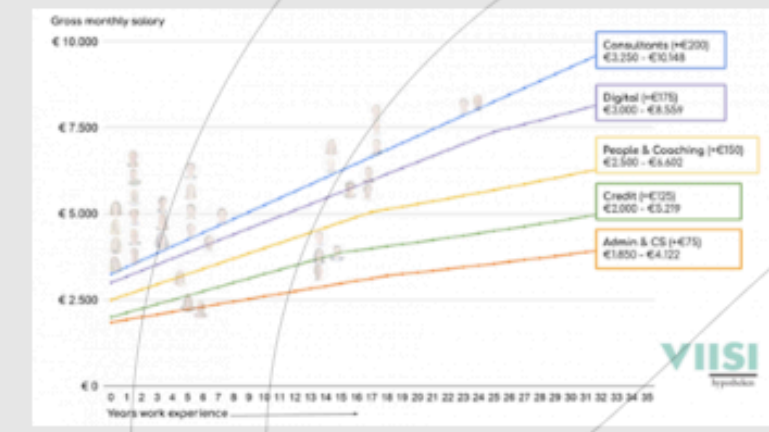
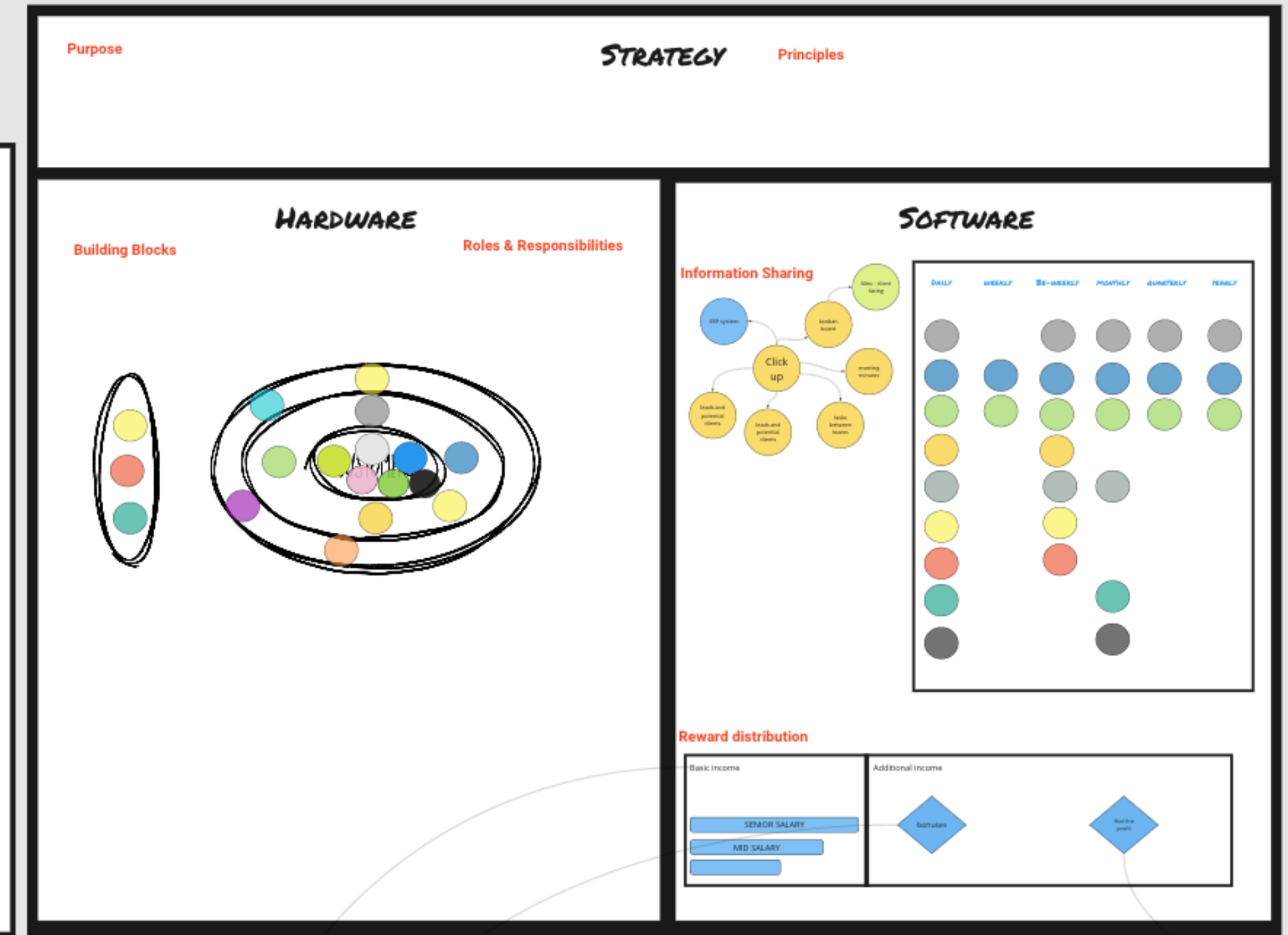
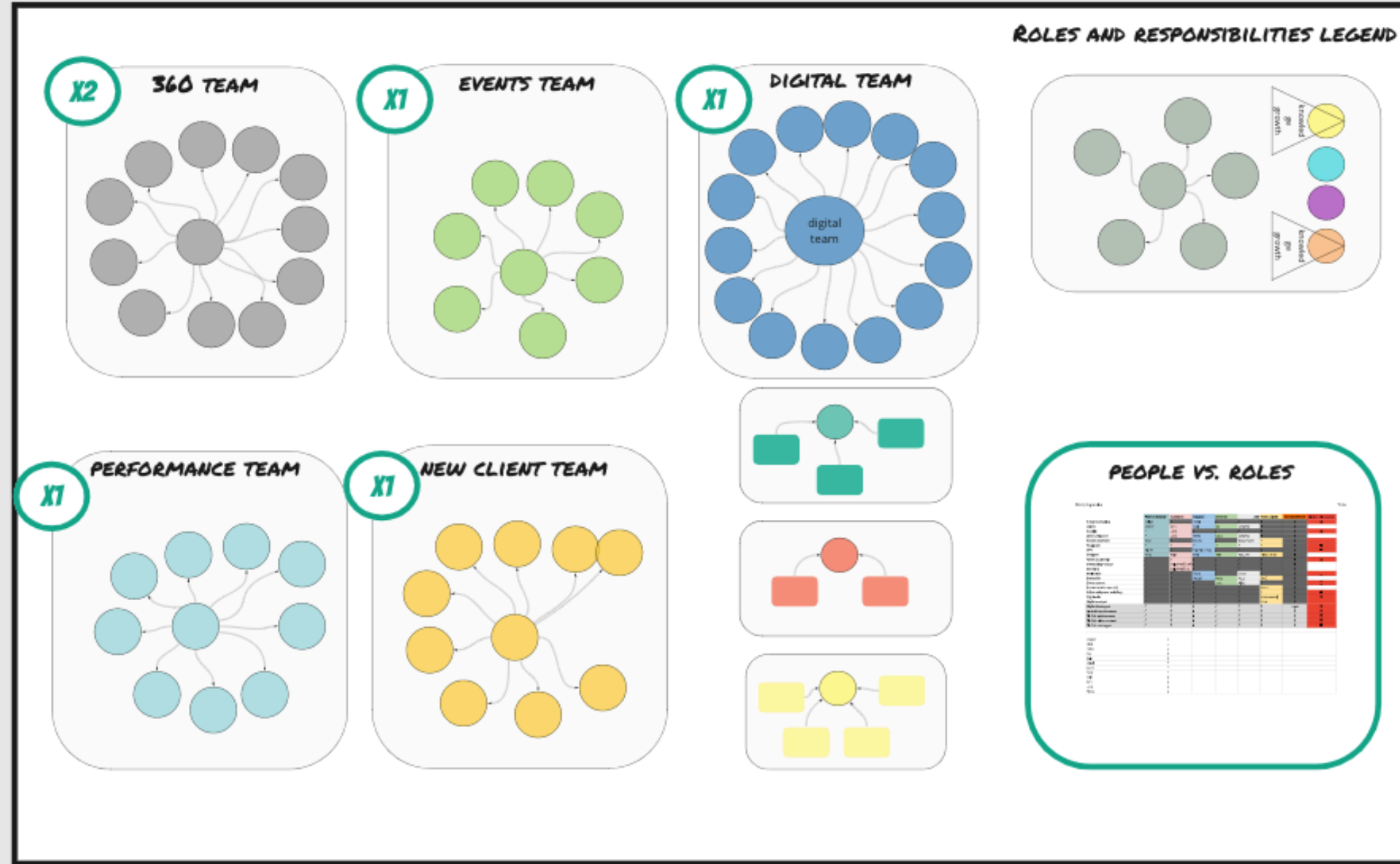
customer facing team



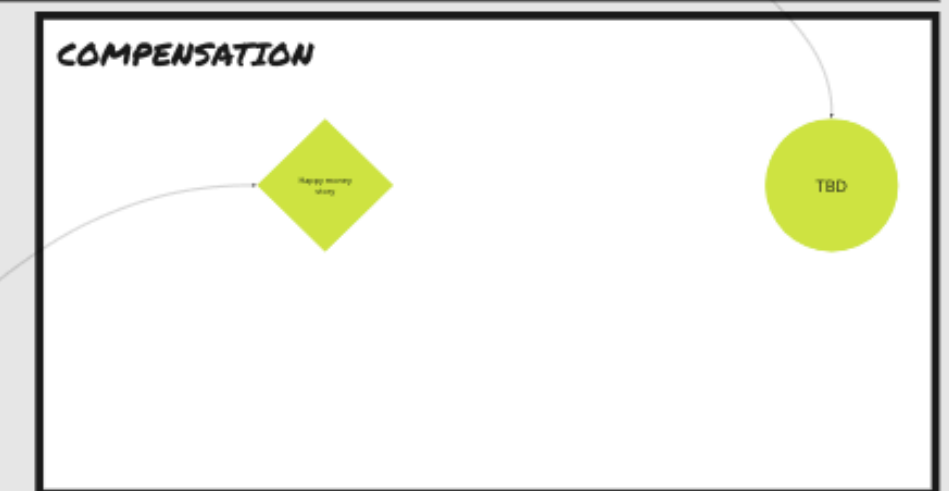
roles



IS THE OUTCOME OF THE DECISION THAT I TAKE GOING TO HURT?



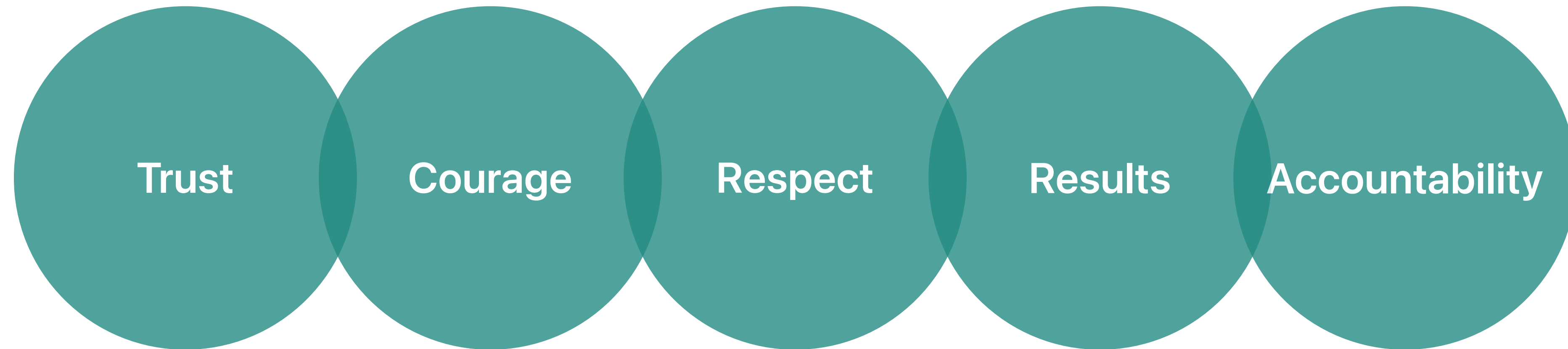
Top industry salaries
No individual bonuses only team bonuses



Company redesign | Organisation design canvas

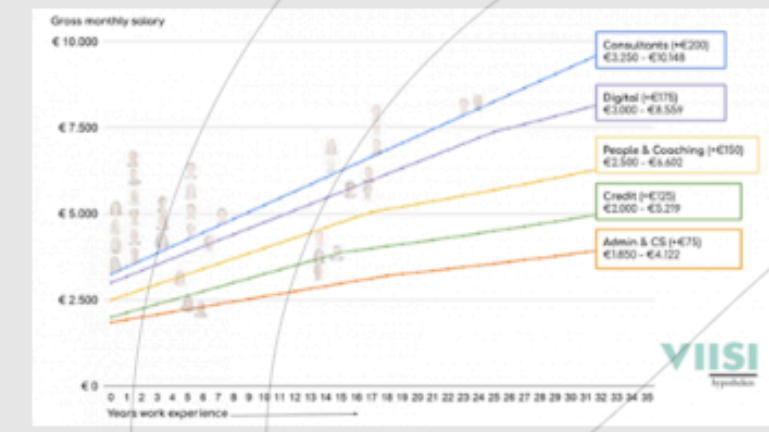
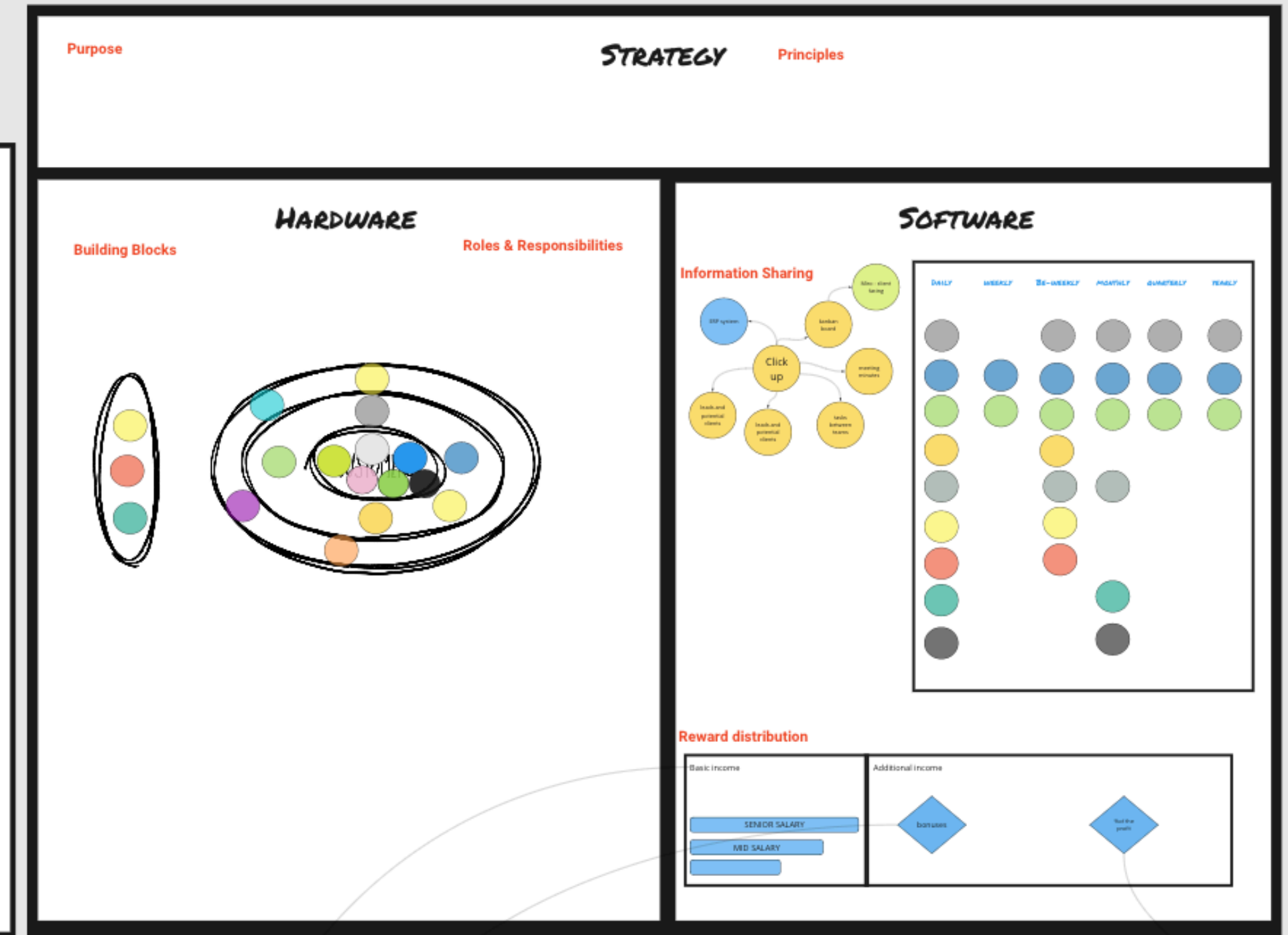
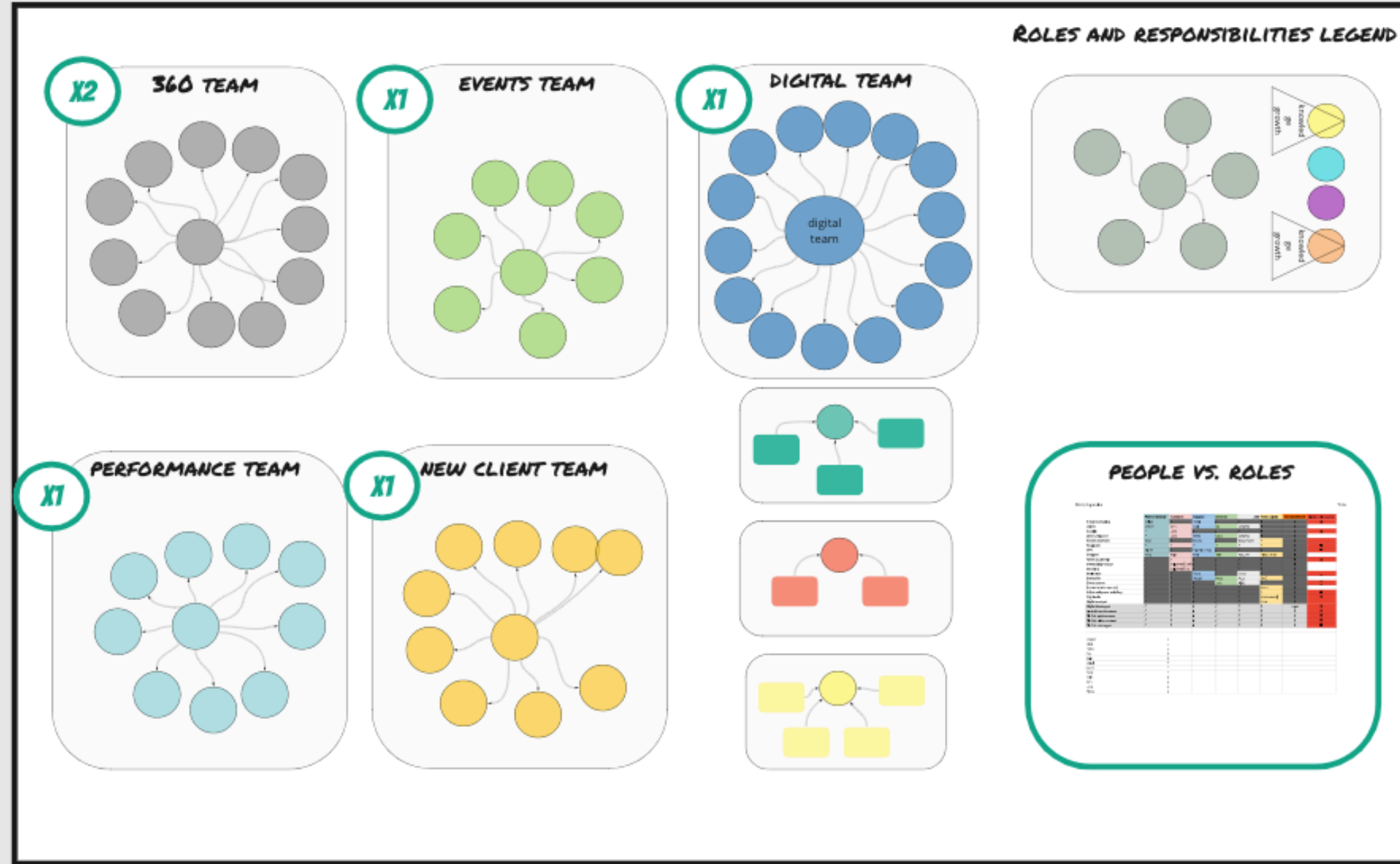
agile organisation

principles



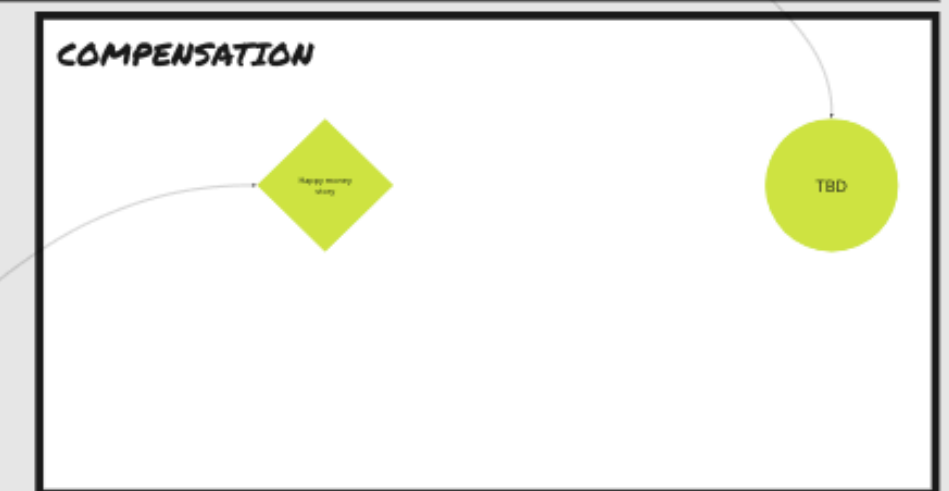
- We deliver value to our customers & offer them what they need.
- Our team is aligned around a common purpose - happy customers.
- We respect all departments and have autonomy.
- We all want to be accountable & grow on a daily basis.
- Our goal is to reach our target goals and have happy customers at the same time.
- We test our assumptions, rely on feedback and improve constantly.

IS THE OUTCOME OF THE DECISION THAT I TAKE GOING TO HURT?



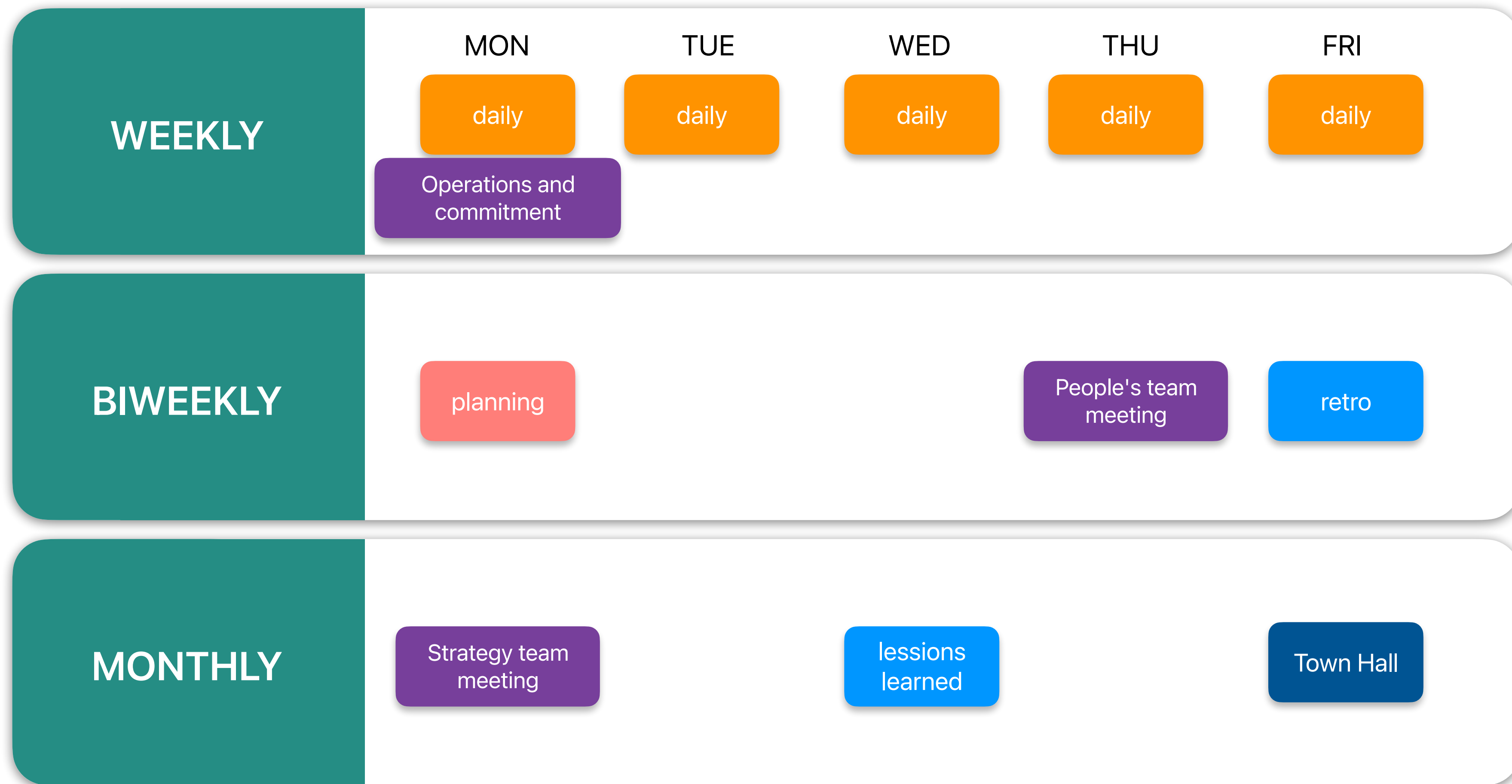
Top industry salaries

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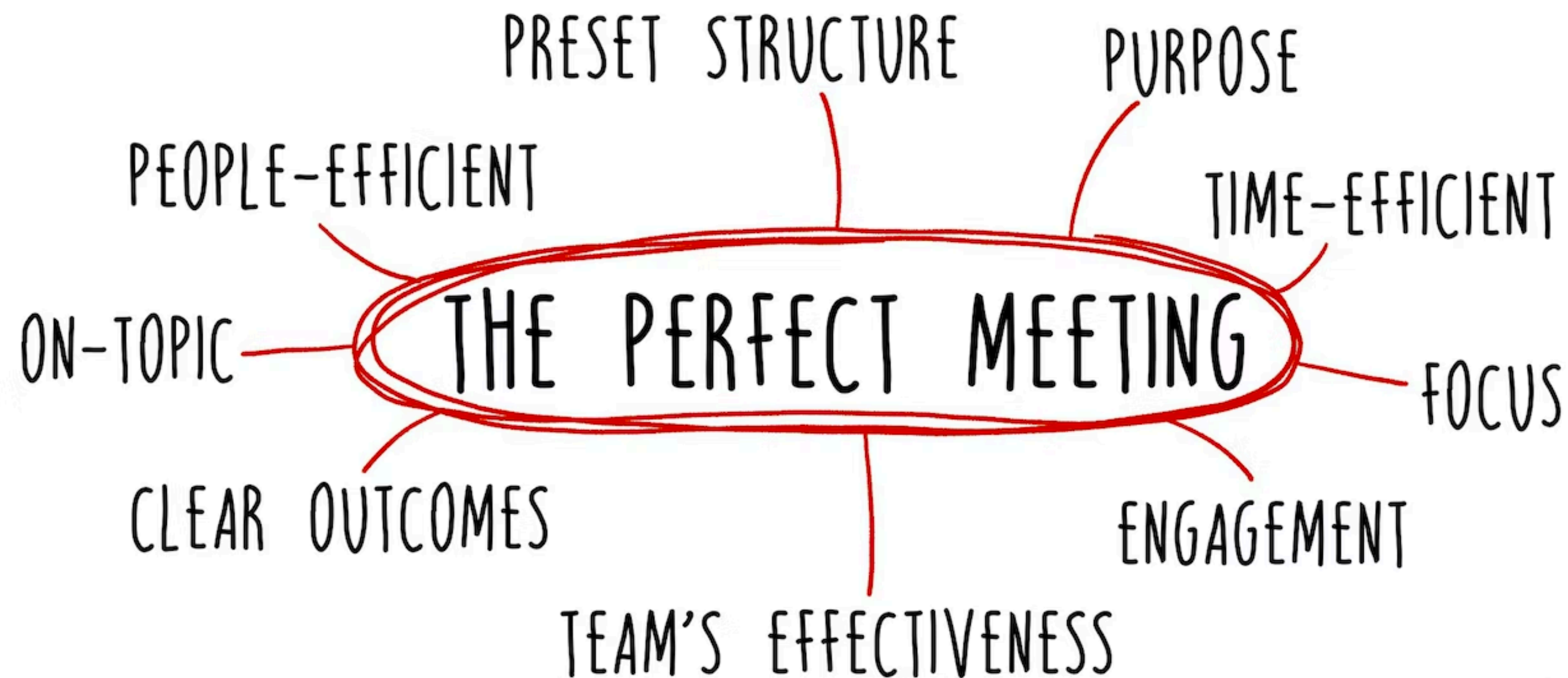


Company redesign | Organisation design canvas

business rhythm



meetings



**CORPORATE
REBELS**

So, to run an effective meeting, you should:

- First, ask yourself, "Is this meeting necessary?"
- Think about "why", "who", "when" and "where" – and be clear about it towards the attendees.
- Use a preset meeting structure.
- Think about who should facilitate the meeting and how to decide this.
- Think about how you can cultivate psychological safety.

decision making

Proposal of the decision & why we are taking it.
Q&A in order to reach clarity and what it affects.

Answers all questions
that team members have
after your proposal.

Quick check-up of teams' feelings
about the decision.

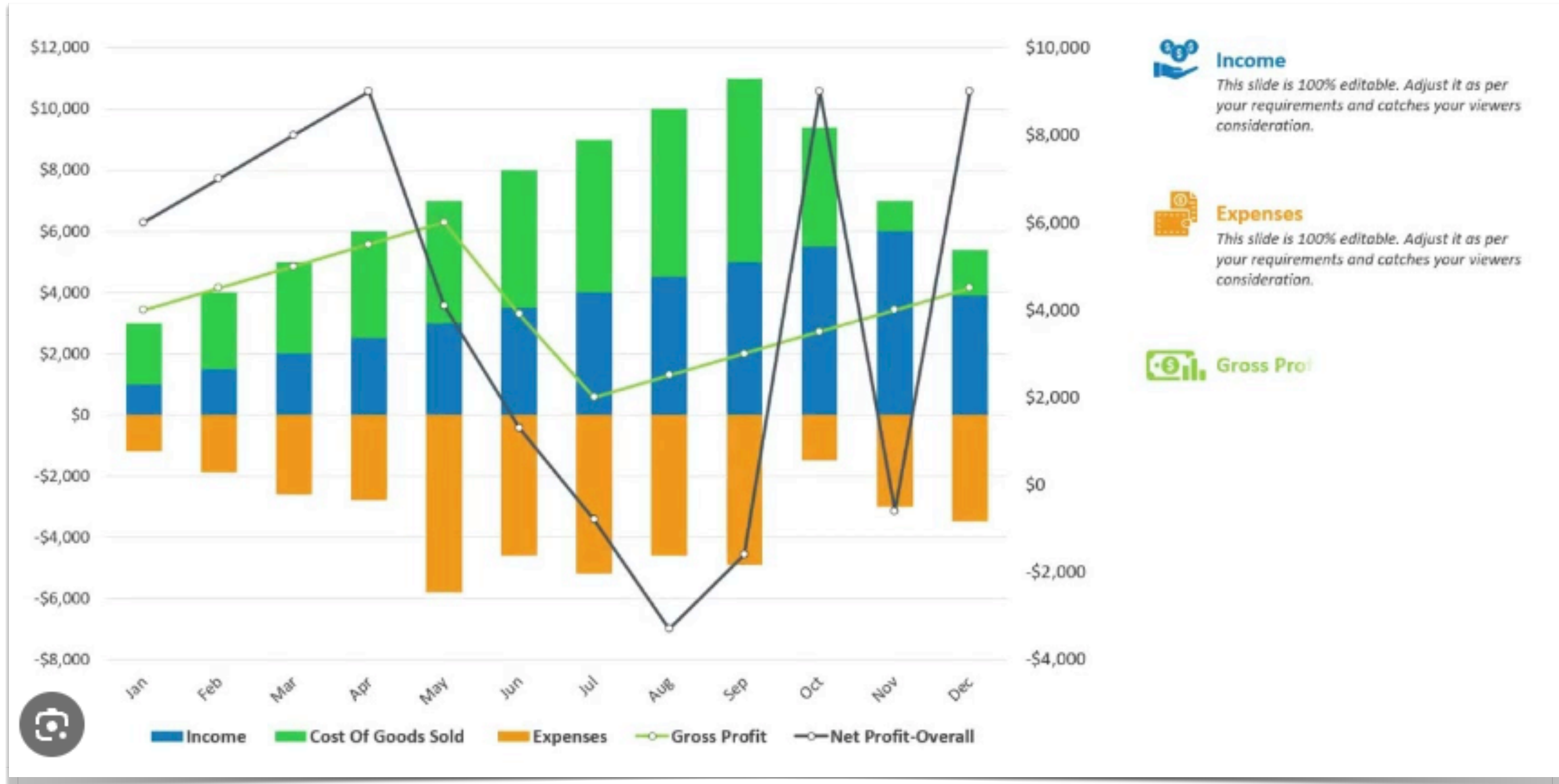
Each team member share
their reservations about the
decision, then you decide which
you will take into account.

Consent & integration of objectives
into the decision.

Accountability:

- after the decision is made the decision-maker follows through by communicating and measuring the results of the decision.

P&L



planning

CLIENT BRIEF X

PLANS, GOALS & WISHES

Clients plans and/or wishes

Grid of 32 yellow sticky notes (4 rows by 8 columns) for capturing client plans and wishes.

Target markets?

Row of 8 yellow sticky notes for identifying target markets.

TOP 3 most important goals/wishes?



When does the client wish to achieve these goals?

Row of 8 yellow sticky notes for noting when the client wishes to achieve their goals.

DECIDER(S) & BUDGET

Who is/are the decider/s?

Row of 5 yellow sticky notes for identifying the decision maker(s).

What is important for the decider?

Row of 8 yellow sticky notes for noting what is important for the decision maker.

What is the budget?

Row of 8 yellow sticky notes for noting the budget.

Is there something that we need to be aware of?

Row of 8 yellow sticky notes for noting any other relevant information.

Other notes:

Grid of 24 yellow sticky notes (3 rows by 8 columns) for additional notes.

TASK FORCE

DoD: 

Strategy	Design	Creative	Performance	Operator	Comms	Social	?

PRIORITY



MOST IMPORTANT TASKS:

KanBan



team dynamics

Team alignment workshop

Aligned team

An aligned team is a team that aspires to:

- achieve the same vision and purpose,
- understand each others roles and responsibilities,
- understand the goals and priorities,
- understand strengths and weaknesses,
- share the risks,
- approach problems and conflict in an open constructive manner.

Team members & roles

Person 1 - role
 Person 2 - role
 Person 3 - role
 Person 4 - role
 Person 5 - role
 Person 6 - role
 Person 7 - role

Instructions

You will need 30 minutes for this exercise - 5 minutes for each section. Apply 'together alone' rule and add voting or choose one facilitator and discuss it using circular meetings technique.

Before starting write down your names and roles in the Team members & roles section.

For each section put a timer for 5 minutes and simply try to answer the questions from the section.

Rules & expected behaviour:

- What behaviour do you expect from your team in order to achieve the team goal?
- Which rules do you have to follow in order to achieve the common goal?

Responsibilities & commitments:

- What activities does your team have to do in order to achieve the goal?
- What responsibilities do you have as a team?
- What can you commit to?

Performance & quality:

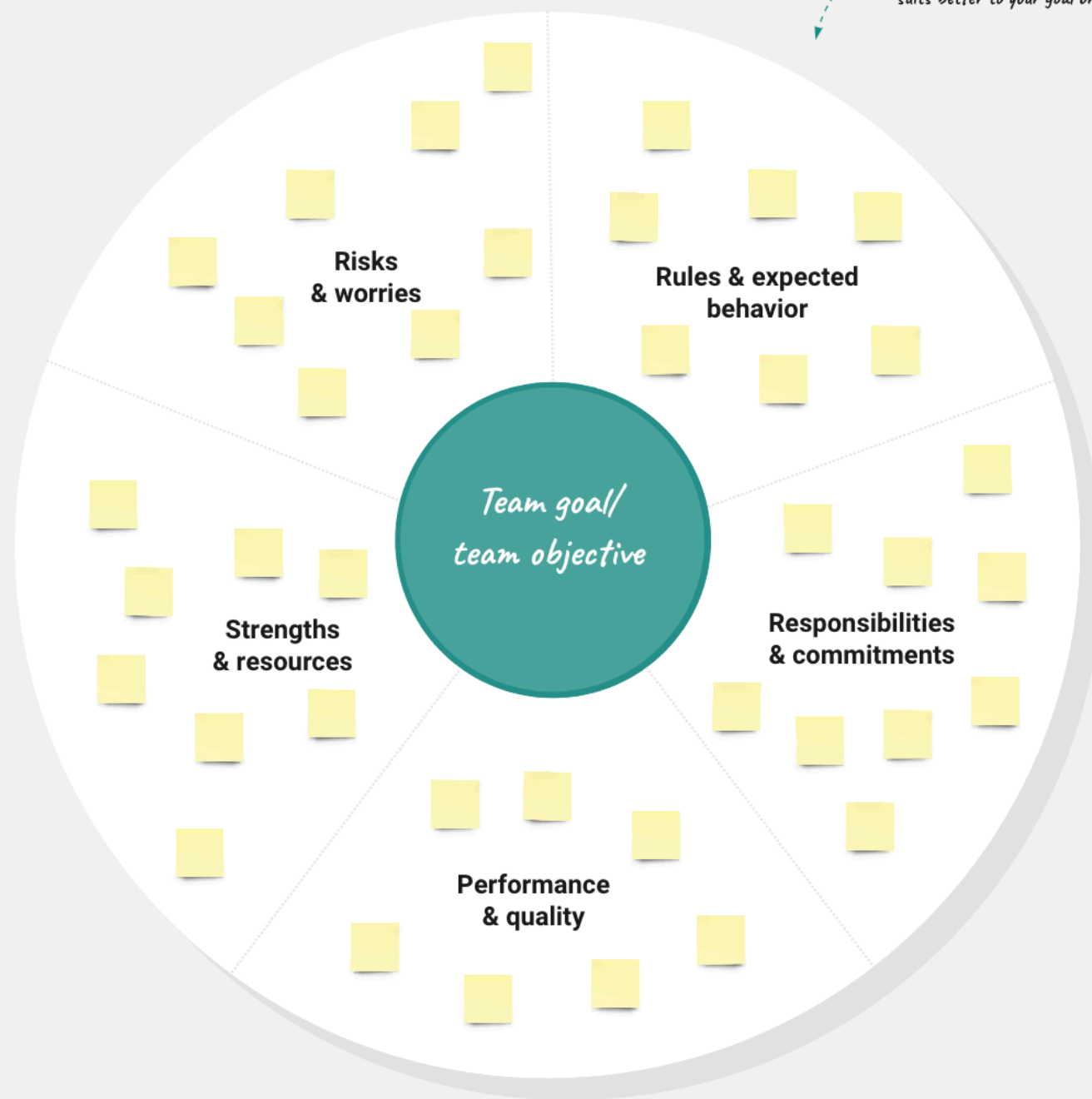
- How do you define quality?
- What kind of performance is needed in order to achieve this goal?

Strengths & resources:

- What kind of strengths, skills or resources do we have?
- What helps us in achieving our goal?

Risks & worries:

- What skills, resources do we lack?
- What worries us, where do we see possible problems?



**Hint!
 You can change the sections so that it suits better to your goal or the team!*

30 minutes

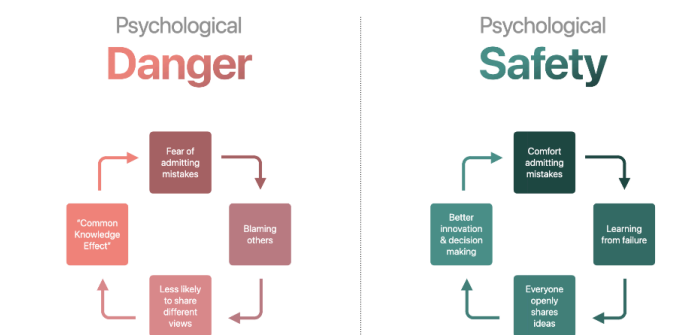
Team psychological safety workshop

What is psychological safety?

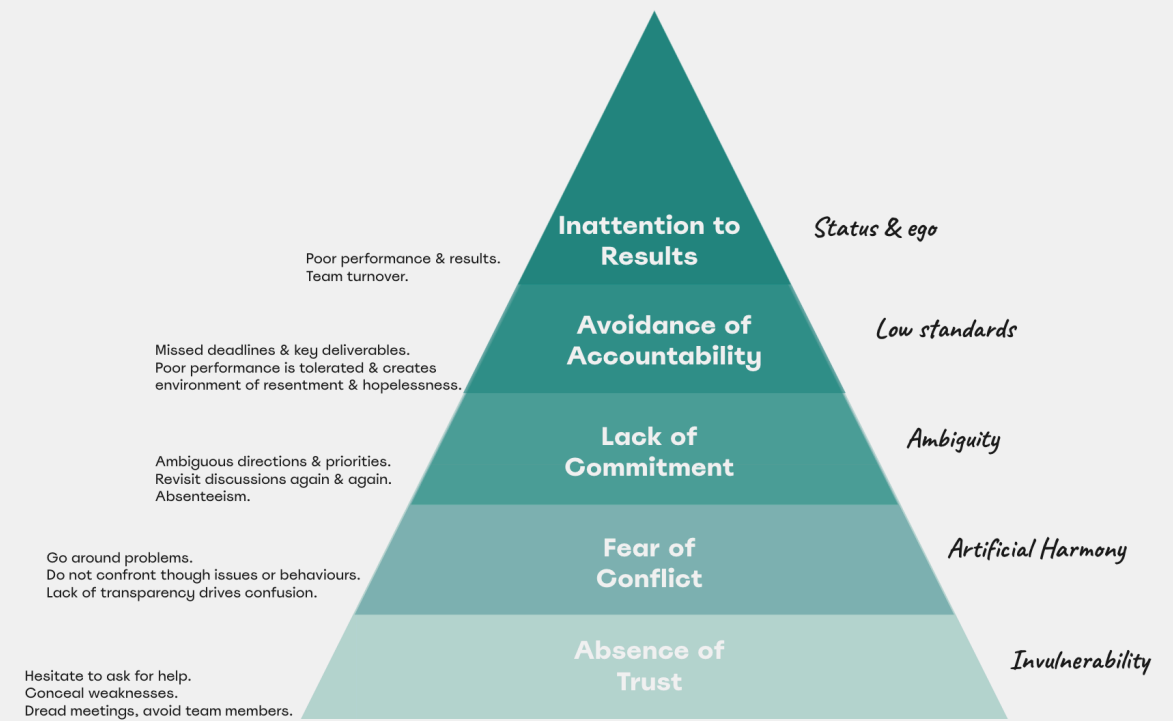
Psychological safety is a shared belief held by members of a team that the team is safe for interpersonal risk taking (A. Edmondson).

It means that team members can be authentic without the fear of negative social consequences.

Psychological safety is THE foundation for every high performing team!



5 dysfunctions of a team



people & culture

The image shows a Miro board titled "Onboarding Bold.group" with a toolbar on the left and top. The board contains several slides:

- Slide 1:** "Dobrodošel v ekipi, bold.group!" (Welcome to the team, bold.group!).
- Slide 2:** "Onboarding" and "Your buddy" (with a photo of a woman).
- Slide 3:** "3, 4, zdaj!" (3, 4, now!).
- Slide 4:** "Prvi koraki" (First steps).
- Slide 5:** "Nekaj besed o nas" (A few words about us).
- Slide 6:** "Toliko pravil ... da bi že nekaj spil" (Too many rules ... I'd like to play a game).
- Slide 7:** "Vizija agencije" (Agency vision).
- Slide 8:** "Vrednote" (Values) featuring a muscular man and terms: RADOVEDEN, KREATIVEN, VERODOSTOJEN, UČINKOVIT, DRZEN, FLEKSIBILEN.
- Slide 9:** "Meet the team" (with a bar chart), "O meni" (About me), "Tvoja ekipa" (Your team), "Tvoji projekti" (Your projects), "Strokovno razvojni načrt" (Professional development plan).
- Slide 10:** "Tvoje prve naloge" (Your first tasks), "Orodja za delo" (Tools for work), "Družbena omrežja Bold group" (Social networks Bold group), "Retrospektiva" (Retrospective), "plan za 2. teden" (Plan for 2 weeks), "Oceni naš Onboarding proces" (Rate our Onboarding process) with a star rating and a hand pointing.
- Slide 11:** "Life hacki na Boldu:" (Life hacks on Bold:) with sub-slides: "Jutranja kavica:" (Morning coffee:), "Ljubezen gre skozi želodec ..." (Love goes through the stomach ...), "Budget za pisarne" (Budget for the office).

A thought bubble in the bottom left contains the text: "Toliko govora o Agilnih metodah - kaj sploh je to?" (Too much talk about Agile methods - what is it really?) and a Miro logo.

Navigation icons at the bottom right show a zoom level of 5%.

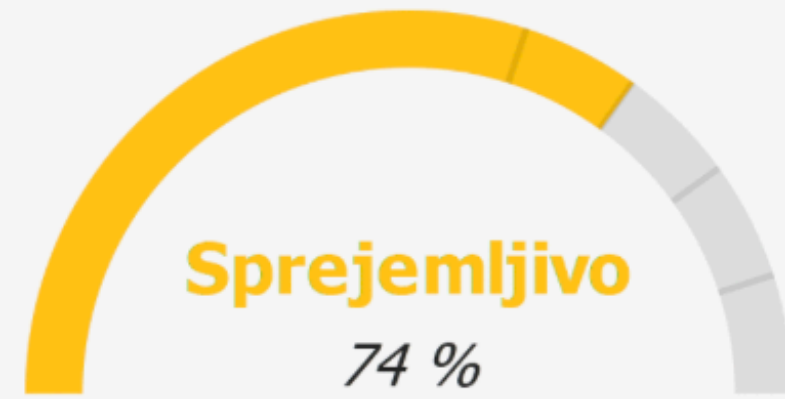
**crisis
situation**



where we start?

Company overview

Organisational culture



Kazalnik predstavlja splošno vzdušje v podjetju.

Social connectedness



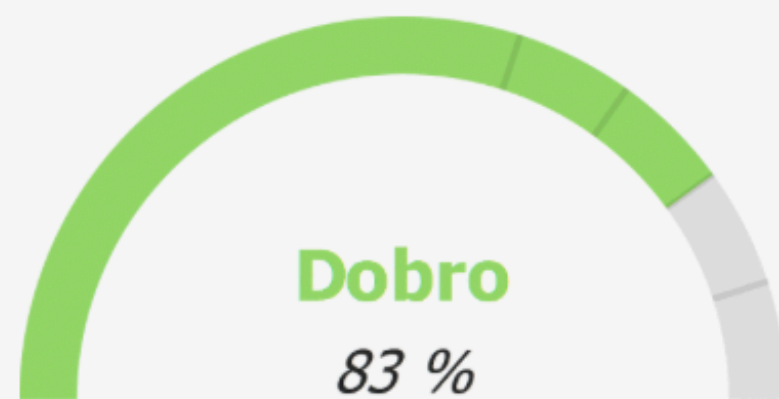
Kazalnik predstavlja formalni in neformalni vidik socialne povezanosti.

Motivational factors



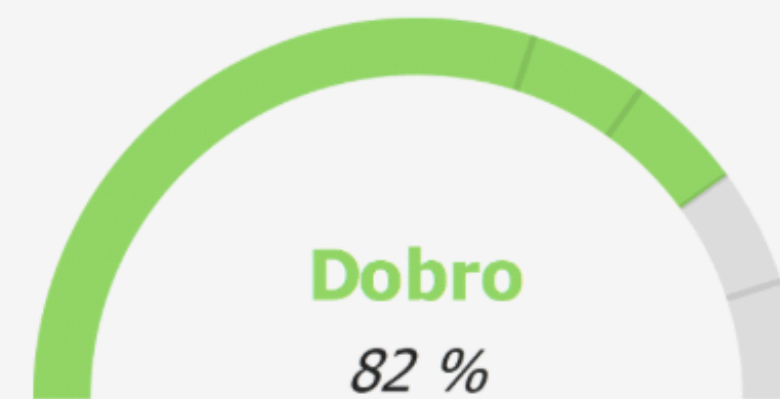
Kazalnik predstavlja skladnost s predvideno strukturo motivacijskih dejavnikov.

Autonomy



Kazalnik kaže svobodo, ki jo zaposleni občutijo pri delu.

Psychological safety



Kazalnik kaže možnost, da zaposleni izražajo svoj pristi j jaz brez negativnih posledic.

Diagnositics



transparency



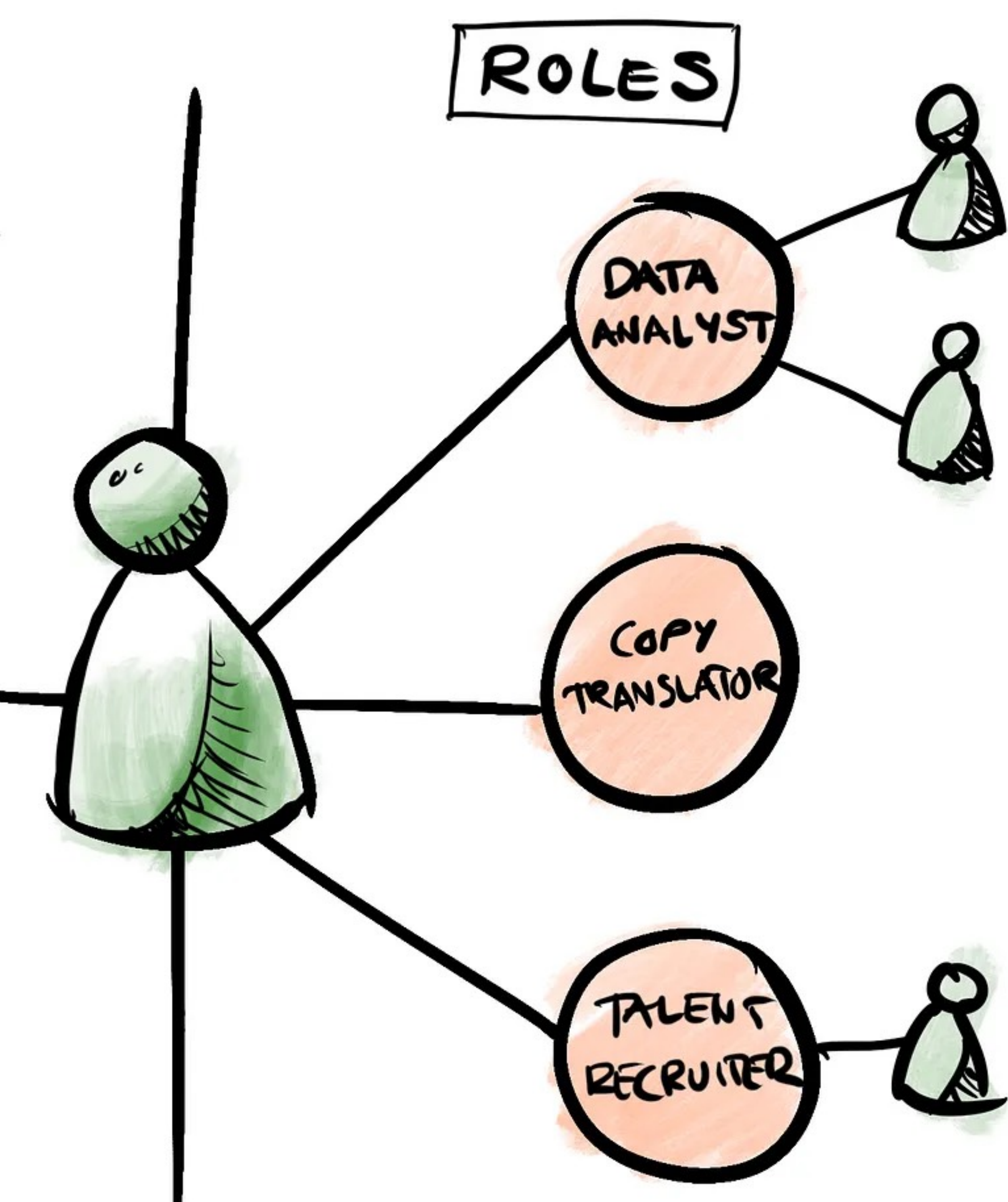
feedback & conflict resolutions



**measurable
goal**



volunteers



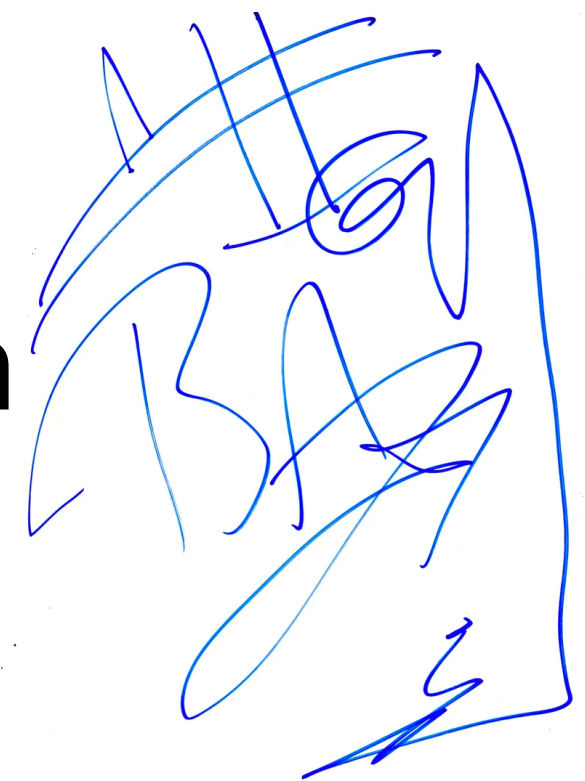
**role-based
leadership**



consistency

Don't waste your time on jealousy.
Sometimes you're ahead, sometimes
you're behind. The race is long, and in
the end, it's only with yourself

Baz Luhrmann

A handwritten signature in blue ink, appearing to be 'Baz Luhrmann', written in a stylized, cursive script.

Thanks.



Jaka Kladnik, Nina Pozderek

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