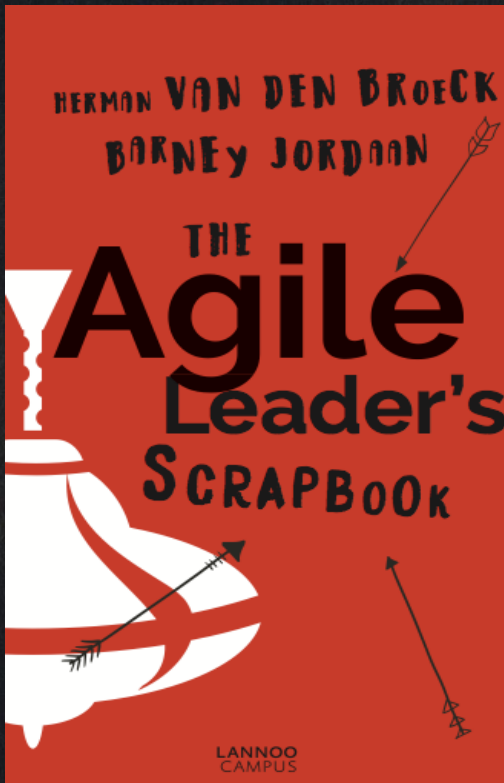
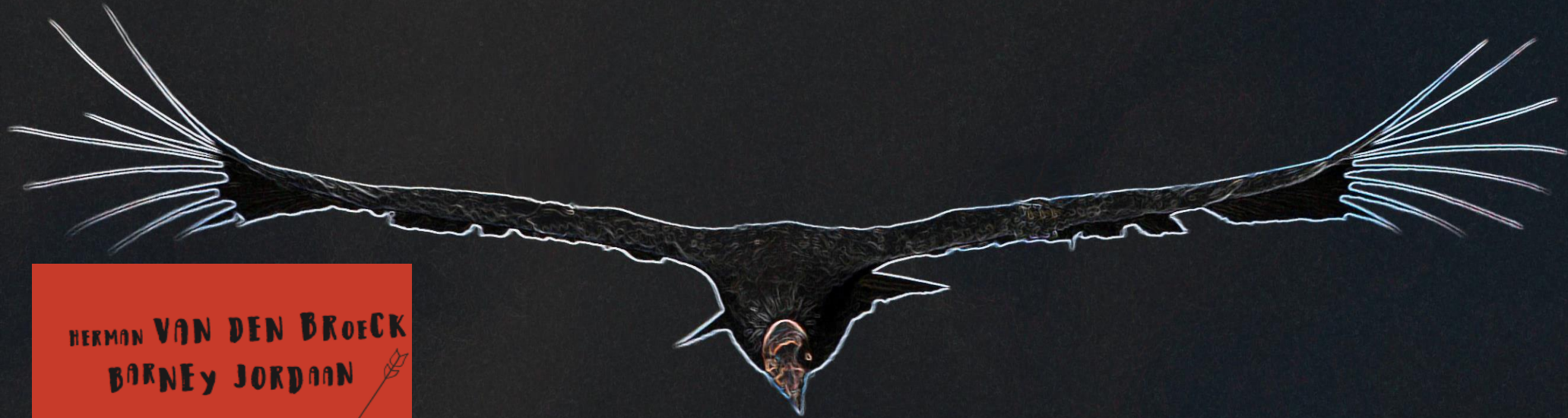


**The eight challenges of agile organisations.
*Are you up to it?***



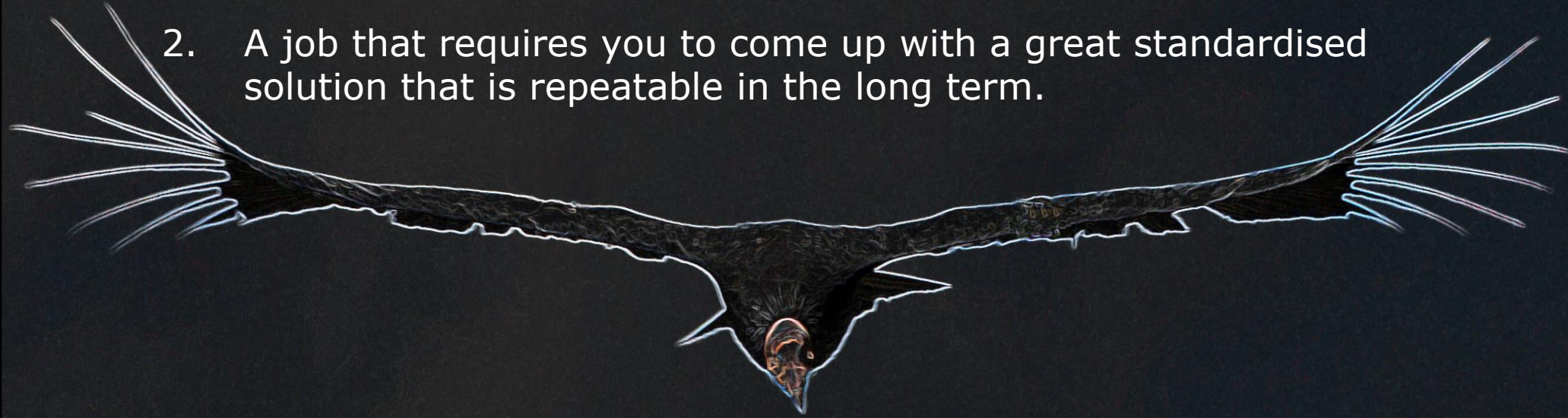
herman.vandenbroeck@vlerick.com

1. A role that requires you to search for innovative solutions that at the same time create a sustainable impact going beyond your project team, perhaps even beyond your organisation.

2. A job that requires you to come up with a great standardised solution that is repeatable in the long term.

3. A role challenging you to be disruptive and to give a creative answer to a unique opportunity, which can be the beginning of a great adventure.

4. A job that requires a sound solution based upon the key rules and practices of the organisation with a considerable profit and loss ratio strengthening your position?



Trying to ensure perfection 'straitjackets' creativity



SOARING



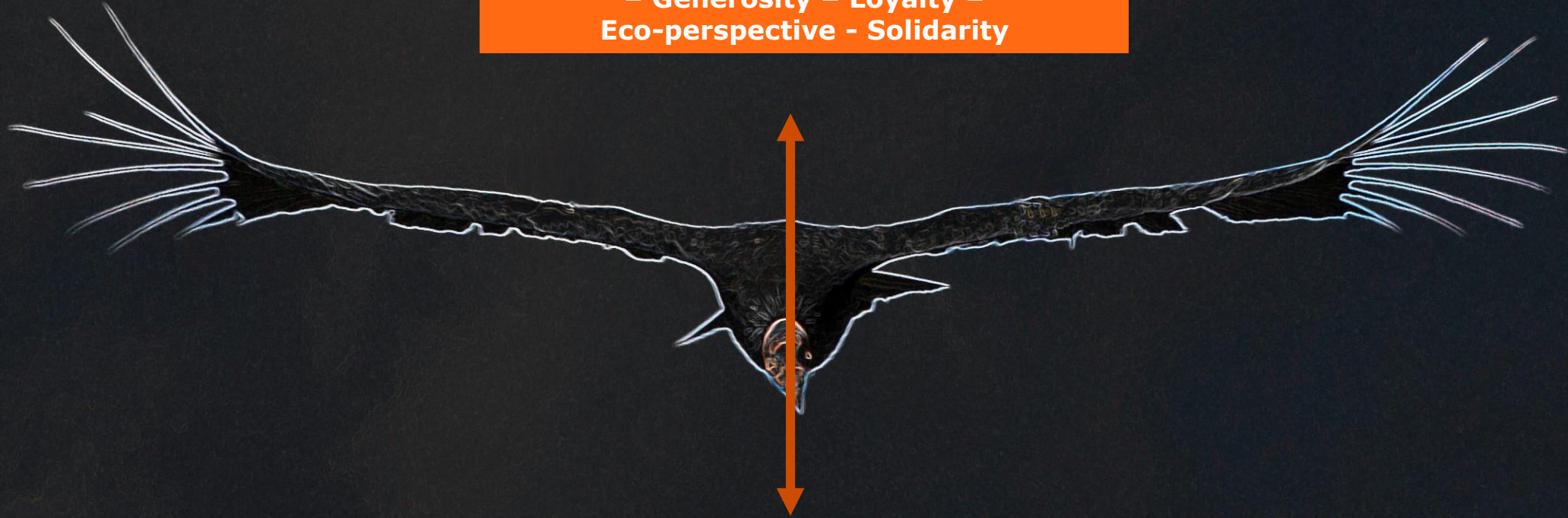
ROOTING

build for entrepreneurship –
exploration – innovation –
disruption – trial and error –
bravery – nimbleness

build for consistency –
continuity – stability –
realism – certainty –
standardisation – compliance

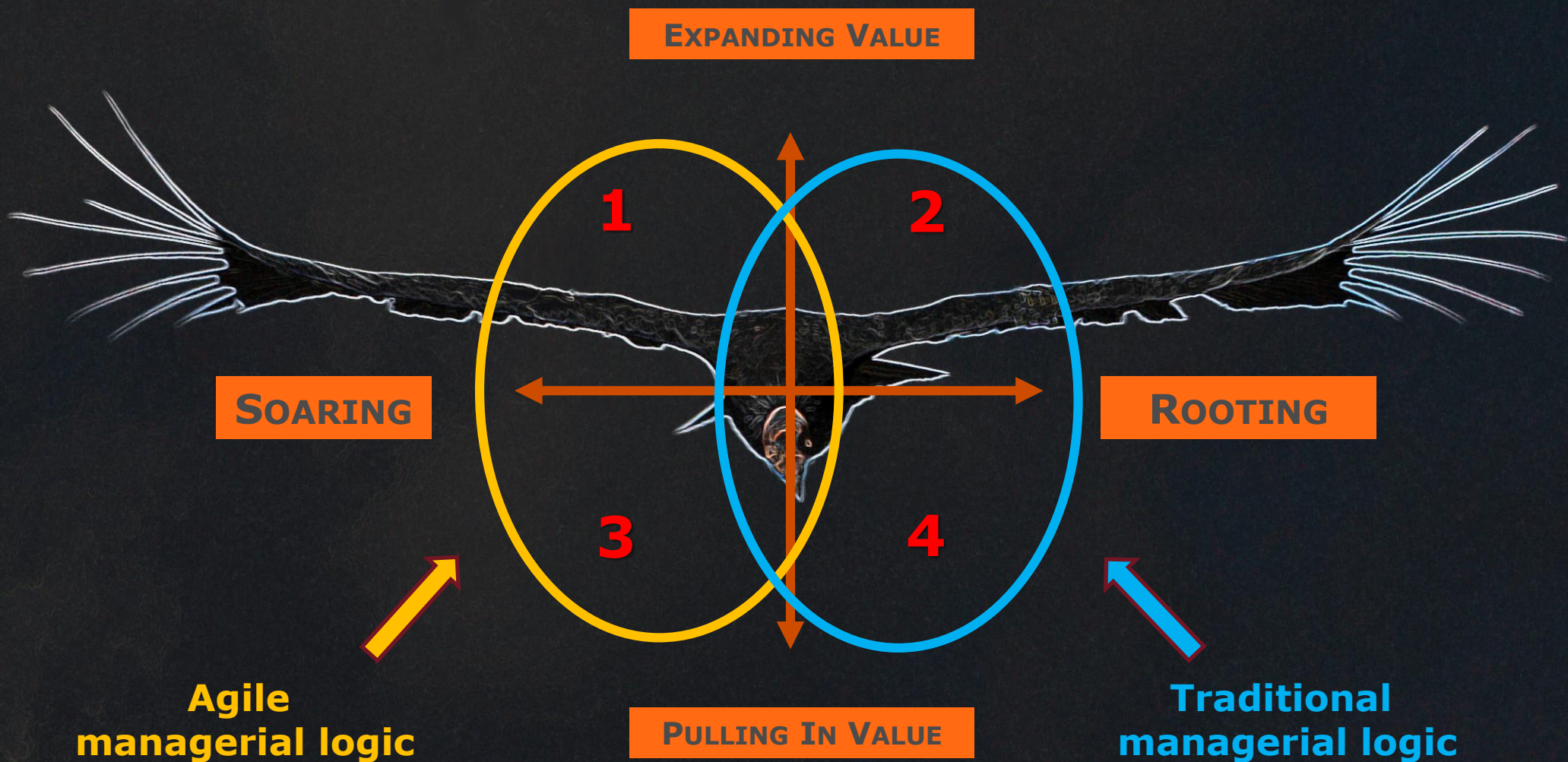
EXPANDING VALUE

**Holistic - Sustainable - System oriented
- Generosity - Loyalty -
Eco-perspective - Solidarity**



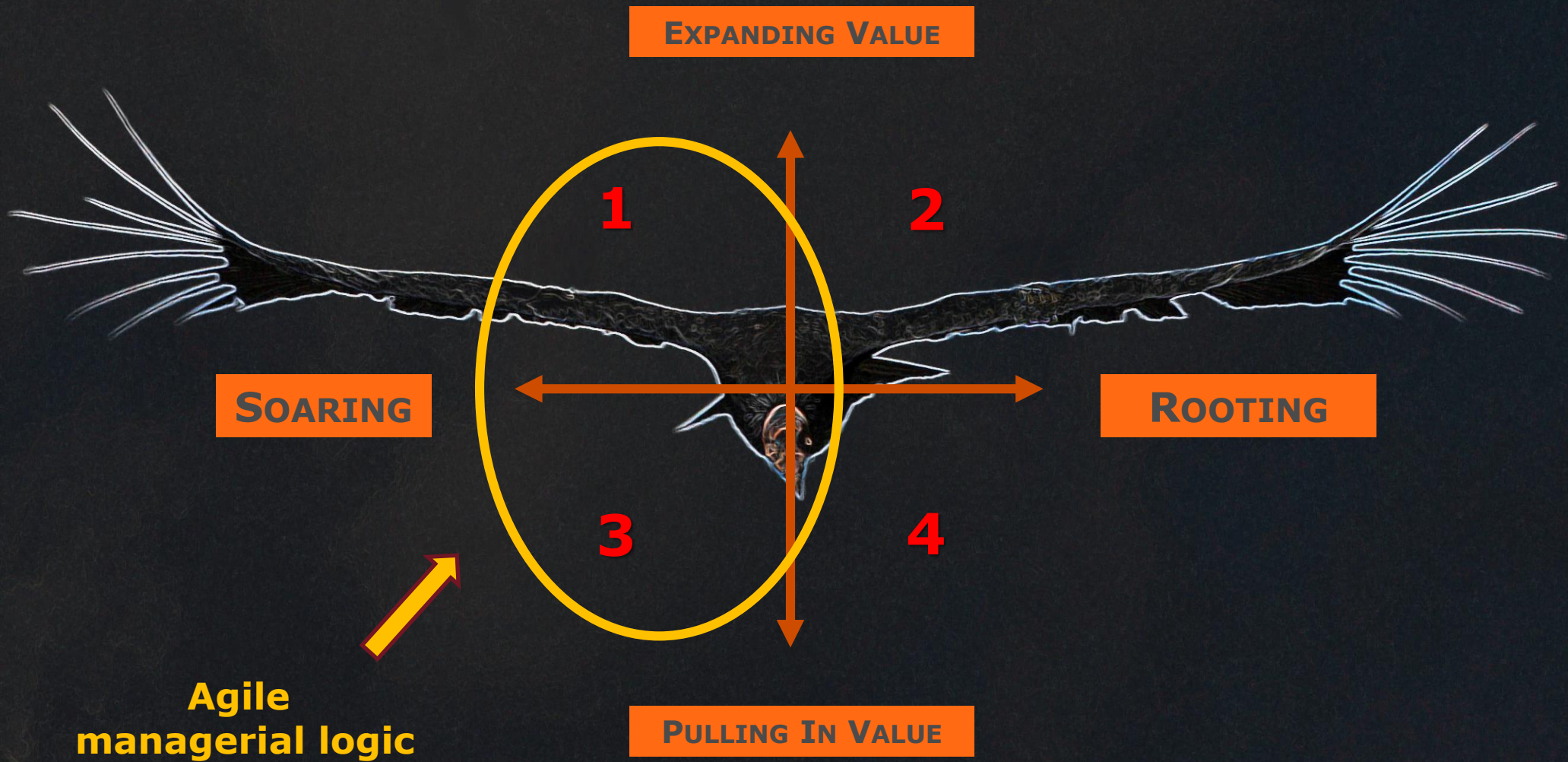
PULLING IN VALUE

**Greatest - Boldness - Being the best -
Challenge - Outperforming - Winning -
Individualistic**



Challenge 1 (CH1): do agree with your boss what you are paid for

CH2: Ban the words efficiency and effectiveness



CH3: What about your definition of fairness?

organisational

**Intensify the dream as the strange attractor
Hire for attitude & empower competence
Install a few agile decision making principles
Be the master of the ripple effect
Aggressively pursue co-creation**

When soaring we remind you

individual

**Experiment, fail wisely
Feel at ease leaving the well-trodden paths behind
Take the minority of one seriously: uniqueness is the new fair
Plan for fast adaptation, don't dwell on the possible risks
Create your own best practices**

CH4: dare to stop positional organising

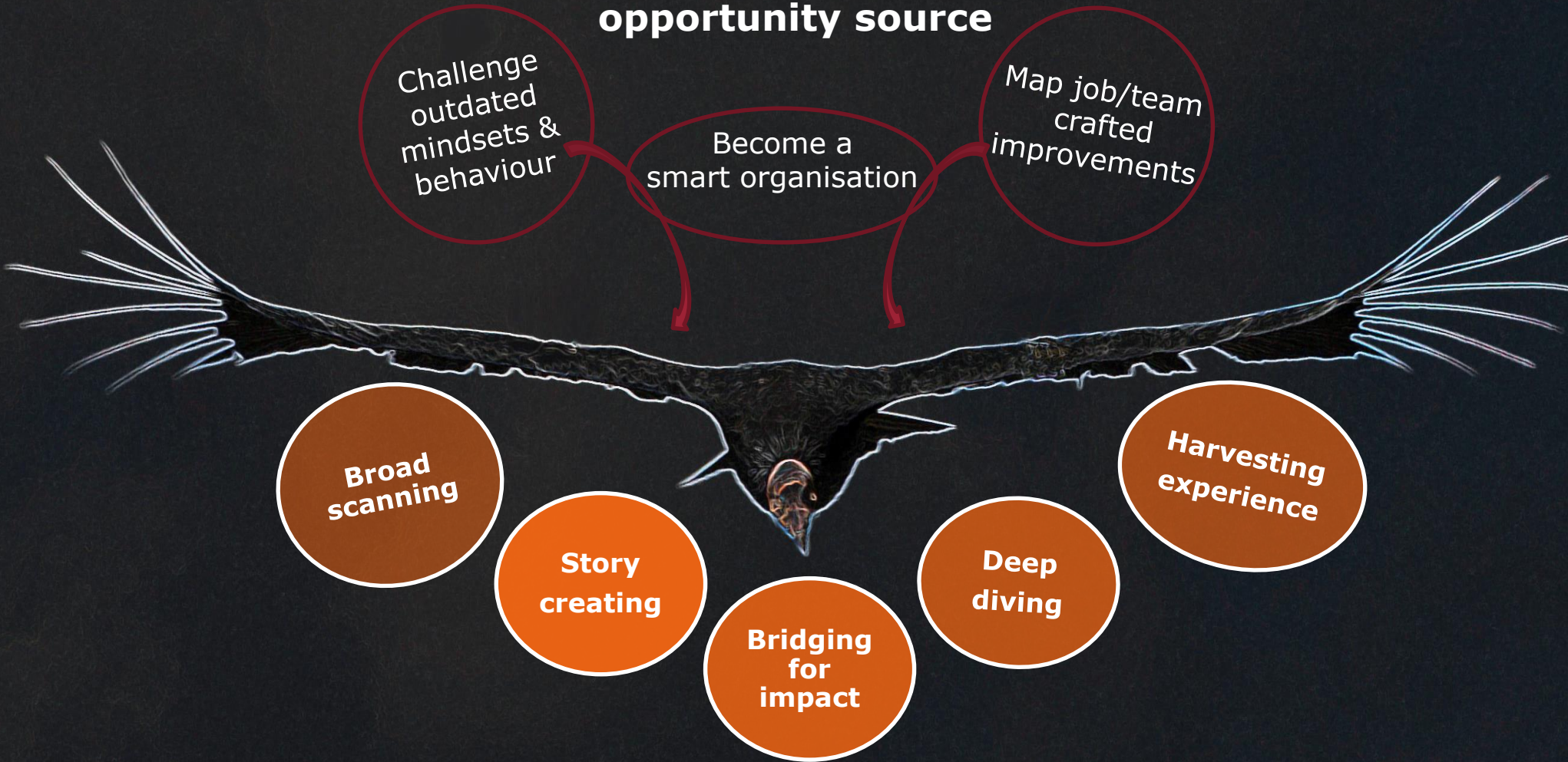
CH5: Hire a sniper to get rid of your murder boards



Effect based decision making is key

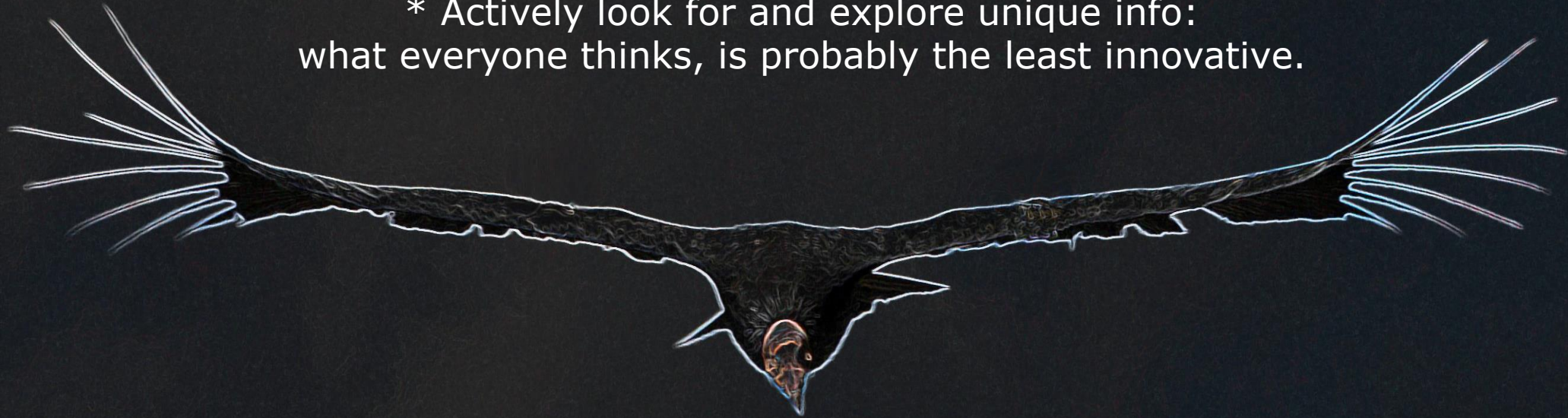
Provide integrated data bases

VUCA as an opportunity source



CH6: Get used to the real meaning of diversity

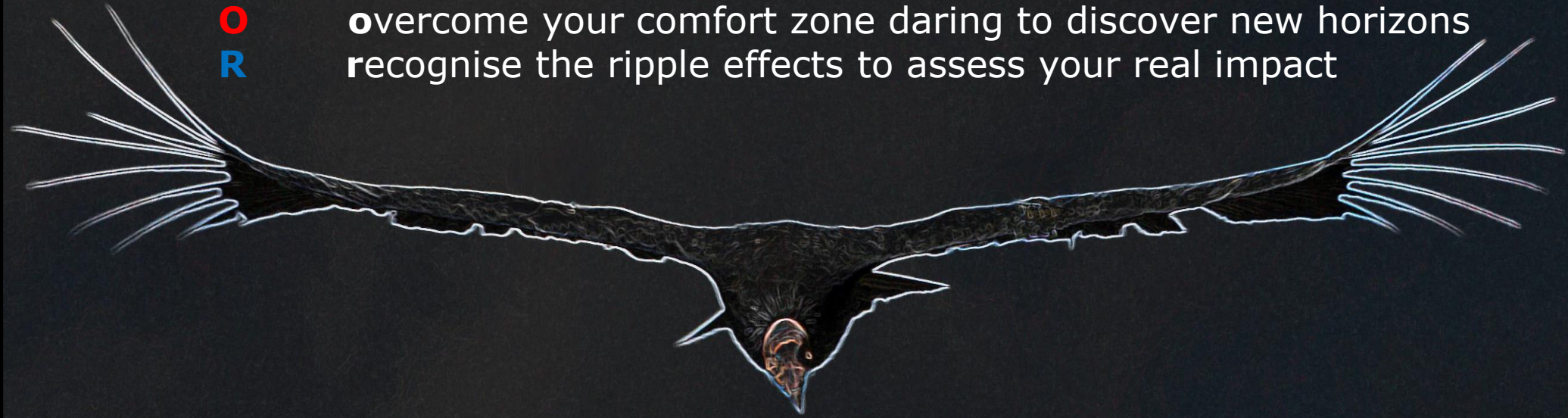
- * only one agenda point: create useful slack and focus
- * necessary competencies around the table, not representatives of silo's
- * 2 ground rules: (1) the yes – and technique (2) nobody owns any ideas
 - * Actively look for and explore unique info:
what everyone thinks, is probably the least innovative.



- * Always have your devil's advocates in
- * Work backwards from the defined impact you want to have
 - * Focus on optimising the whole
 - * Suspend your belief that 'there is no other way'
 - * Always create different scenario's

CH7: Install these limited number of decision making rules

C collaborative mindset to co-create
O open climate to speak the unspoken
N never 'yes but, always 'yes and' to find solutions
D dance with diversity to go beyond the status quo
O overcome your comfort zone daring to discover new horizons
R recognise the ripple effects to assess your real impact



CH8: forget about SMART, go for CONDOR