What's going on?

Digital disruptor will distroy 40% of the current companies over the next 5 years – DBT Center2017 Survey (IMD & Cisco Initiative)

What's going on?

In response, many companies focus their transformation effort on **IT and Business Processes**

What's going on?

They to often are negleting

PEOPLE

PEOPLE

BUSINESS AGILILY CAPABILITIES

Companies Must Build Digital Business Agility — Starting with Three Capabilities

Hyperawareness
A company's ability to detect and monitor changes in its business environment

Digital business agility enables companies to respond and react to digital disruption

Informed Decision-making
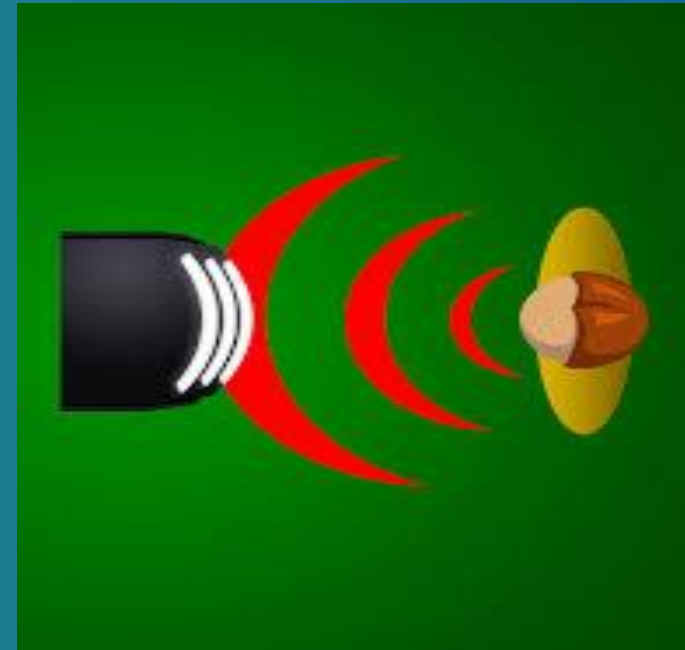A company's ability to make the best decision in a given situation

Fast Execution
A company's ability to carry out its plans quickly and effectively

Hyper-awareness

Informed Decision-Making

Digital Business Agility

Fast Execution

GLOBAL CENTER FOR DIGITAL BUSINESS TRANSFORMATION

HYPERAWARENESS

INSIGHT CAPTURE

WORK-PATTERN SENSING

FAST EXECUTION

AGILE TALENT PIPELINE

INTELLIGENT LABOUR ALLOCATION
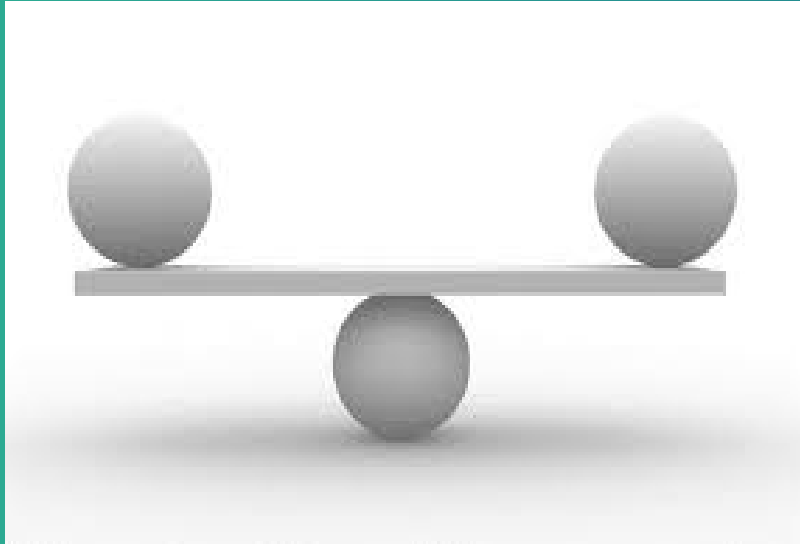
INFORMED DECISION MAKING

COLLECTIVE DECISION-MAKING

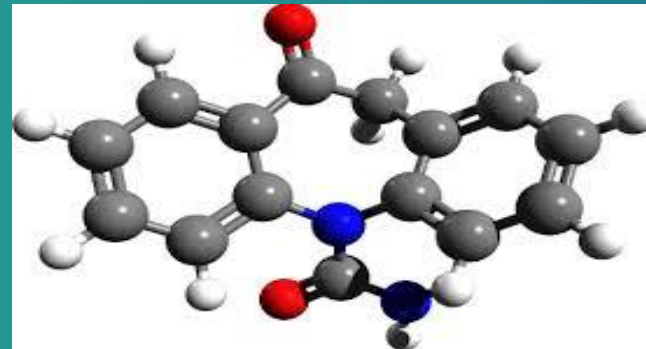**UBIQUITOUS ANALYTICS**

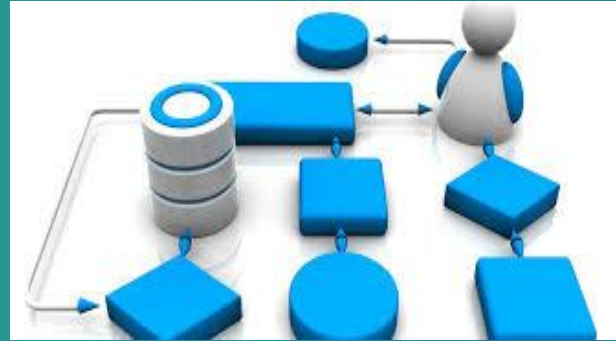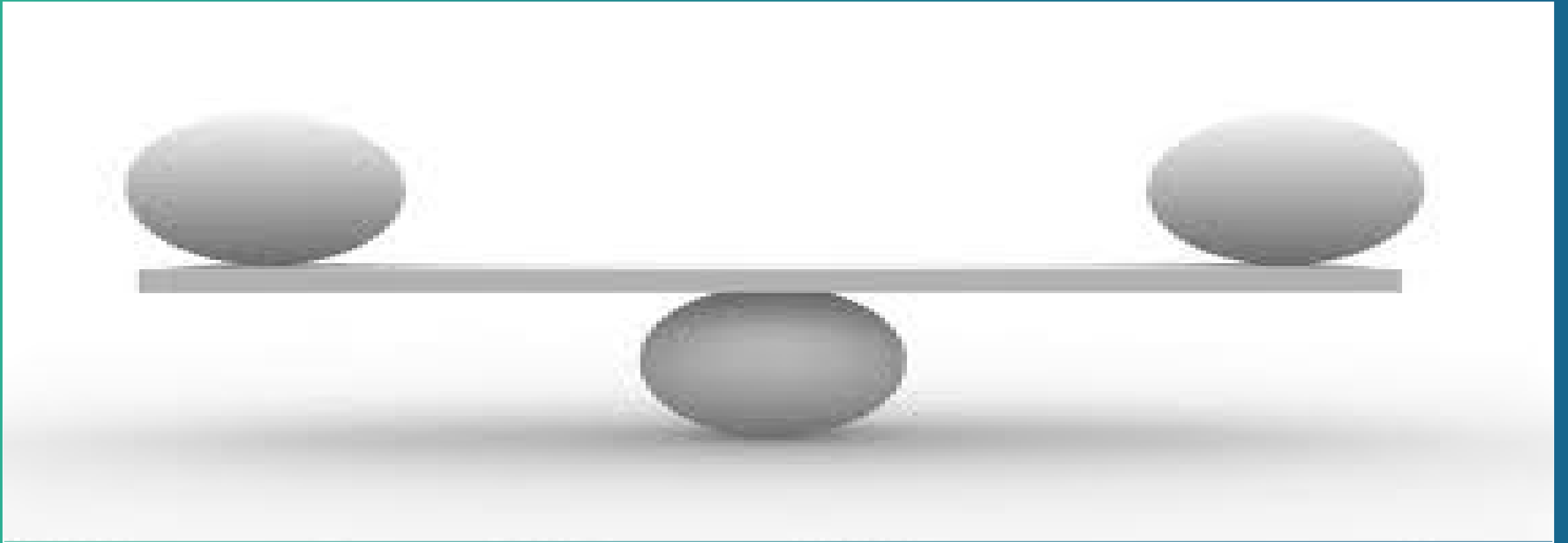NEXTEA

THE AGILE ORGANISATION

STABILITY

+

DINAMICITY

TYPE OF PRACTICES

STABLE PRACTICES

ACTIONABLE STRATEGIC GUIDANCE

➢ **Daily work is guided by concrete outcomes that advance the organisation strategy**

➢ **Leaders and peers provide frequent feedback and coaching that enables people to work aunomously**

SHARED VISION AND PURPOSE

➢ **People feel _personally_ and _emotionally_ invested in their work and they serve a _common purpose_**

➢ **Refining the strategic direction is a _collective_ effort that includes people who drive the work**

ENTREPRENEURIAL DRIVE

➤ **People proactively identify and pursue opportunities to develop new initiatives, knowledge and skills in they daily work**

➤ **People have an intrinsic passion for their work and aim to perform beyond expectations**

SHARED AND SERVANT LEADERSHIP

➤ **Leaders inspire people to act in team-oriented ways and be actively involved in strategy and organisation decisions that affect them and their work**

➤ **Leaders influence others through coaching and development rather then hierarchical authority**

NEXTEA

STANDARDIZED WAY OF WORKING

➢ **There are common ways of saying and doing things with the unit, which enable people to work seamlessly with colleagues of teams in other units**

➢ **People use they time efficiently, as a result of a standardized approach (i.e. meeting format, policies that enable quick execution)**

COHESIVE COMMUNITY

> **People across all levels and teams trust each other to act in the best interests of the organisation, its customers, and other key stakeholders**

> **The unit reinforces a common culture through fit-based recruitment and positive peer pressure, rather then through rules, procedures or hierarchy**

FIT FOR PURPOSE ACCOUNTABLE CELLS

➢ **People work in a small, self-managing teams that are accountable for the end to end work of a specific process or service**

➢ **Team form and dissolve as strategic priorities change**
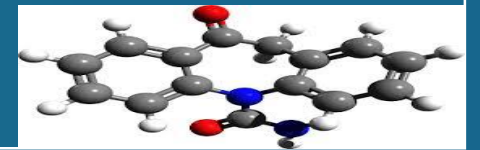
PERFORMANCE ORIENTATION

➢ **Individuals, teams, and units are evaluated and rewarded by cross-functional business metrics and targets**

➢ **Internally and externally people provide each others with continuous feedback, both formally and informally**

ACTION-ORIENTED DECISION ARCHITECTURE

➤ **Decision making process and norms are clear and widely followed**

➤ **People closest to where the work happens have the authority to make decisions that effect the day by day activities**

➤ **They can decide rapidly**
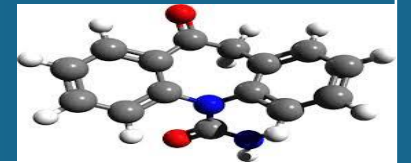
DYNAMIC PRACTICES

INFORMATION TRANSPARENCY

➢ **People across the unit have access to unfiltered data on products, customers and financial information**

➢ **People can easily shared ideas from and results of their work and find other in organization with relevant knowledge or similar interests**

RAPID ITERATION AND EXPERIMENTATION

➢ Innovation are iteratively developed through fast cycles of filed testing and learning from mistakes

➢ Products are delevoped by experimentation and propotyping using minimum viable products

CONTINUOS LEARING

➢ People spend dedicated time looking for ways to improve

➢ Structured processes and tools enable people to learn freely from others' knowledge, capabilities and on the jobs successes and failures

NEXTEA

FLEXIBLE RESOURCE ALLOCATION

➢ A quick, systematic process is in place to regulary evaluate the progress of business initiatives and decide wheter to **ramp them up of shut them down**

➢ Key resources are deployed and **redeployed** bewteen initiatives according to new priorities

NEXTEA

OPEN PHYSICAL AND VIRTUAL ENVIRONMENT

➢ The work environment was purposefully designed so people communicate and collaborate with each other in person of virtually even if they do not work on the same team and regulary interact in the day by day work
➢ The work environment was purposefully designed so people can do they jobs most effectively

SENSING AND SEIZING OPPORTUNITY

- ➢ People individually and proactively watch for and act upon changes in customers preferences and the external environment
- ➢ The organisation actively uses customer insights (formally and informally) to shape, pilot, launch, and iterate on new initiatives and business model

STRATEGY

NEXTEA

TECHNOLOGY, SYSTEMS AND TOOLS

- ➤ Cross functional teams of **business** and **technology** people collaborate with each other constanlty to achieve desired business outcomes
- ➤ Technology is seamlessy **integrated with key processes** and responsive to changing business needs

ROLE MOBILITY

➤ People move regularly (both vertically and horizontally) between roles and teams, based on their personnal development goals

➤ The organisation maintains an open talent marketplace where available role, tasks and projects are clearly communicated
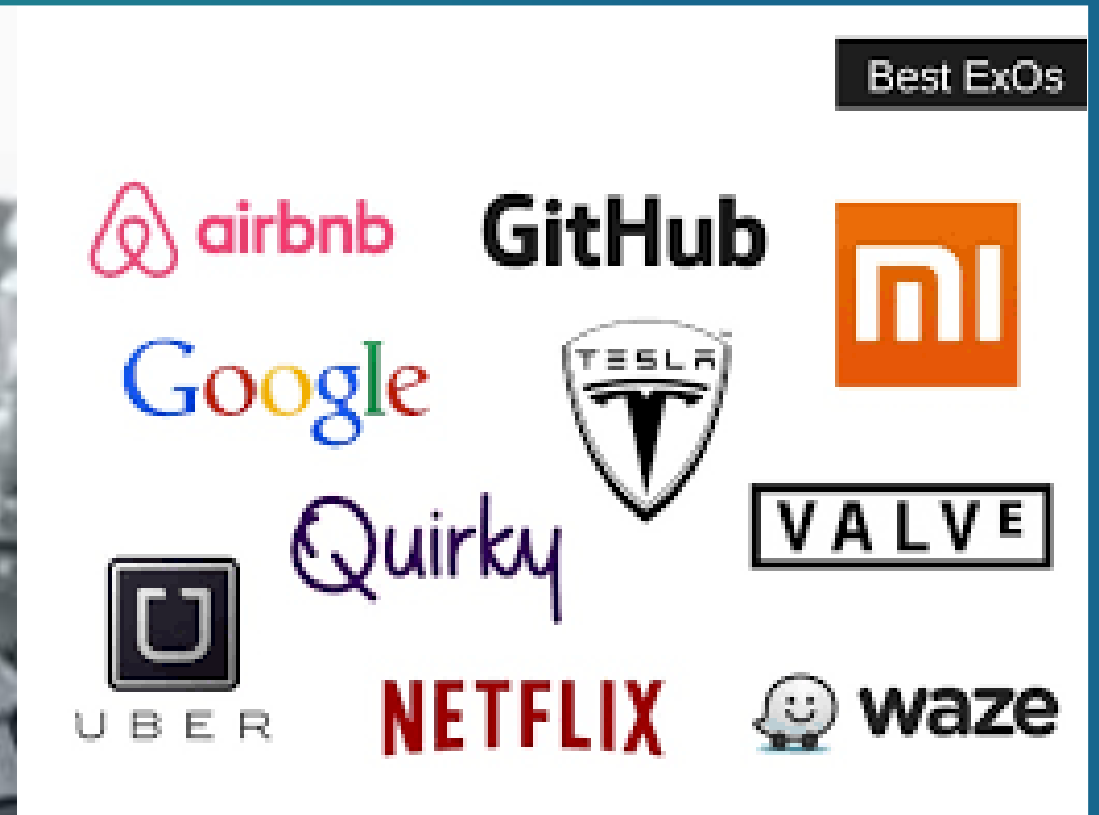
ACTIVE PARTNERSHIP AND ECOSYSEM

➤ People works hand hands-on and day to day with customers, vendors, and other partners to codevelop new products, services and solution to bring to the market
➤ Units maintain flexible model of partnership with external parties to attract agile talents

BOTTOM UP **vs**
Top Down

PULL **vs**
Push

COMPASS **vs Maps**
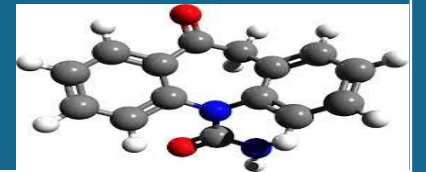
RISK vs
Security

9 PRINCIPLES TO BE EXPONENTIAL

DISOBEDIENCE vs
Conformity

PRACTICE vs
Theory

DIVERSITY **vs**
Capacity

Diversity is our advantage

RESILIENCE vs Power

SYSTEM **vs**

Object

FROM EMPLOYEES TO SELF GOVERNING ENTREPRENEURS

HAIER C.E.O. **Zhang Ruimin** is transforming manufacturing giant into a **platform for entrepreneurship** – and his employees into **self-governing entrepreneurs** whose compensation is based on the success of their product and services in the market

"According to traditional management philosophy there are managers and those to be managed. But in my opinion everyone is capable of leadership"

CULTURAL CHANGE IS THE KEY

Al cambiamento non importa se siamo pronti o meno.

Nel futuro che è già qui fare innovazione richiede un modo completamento diverso nuovo di pensare:
Un'evoluzione cognitiva di portata uguale a quella di un quadrupede che impara a stare il pieni sulle zampe posteriori

La chiave del successo non sono le regole e non è la stratega: è la cultura

Thank you for the attention