Formell oder informell – (Un-) Sinn von New Work

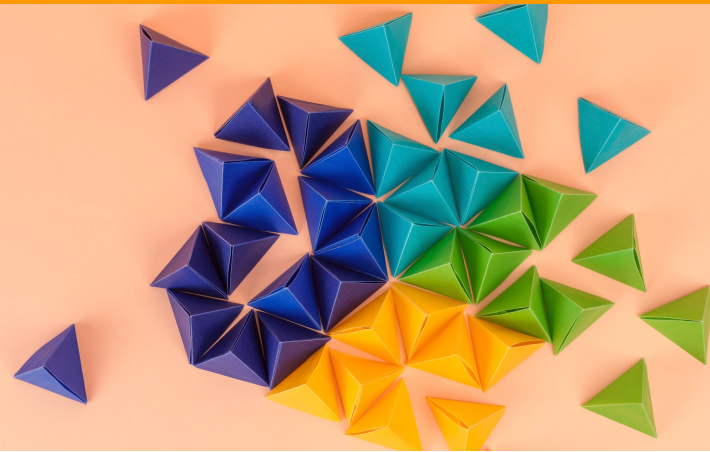# Agenda

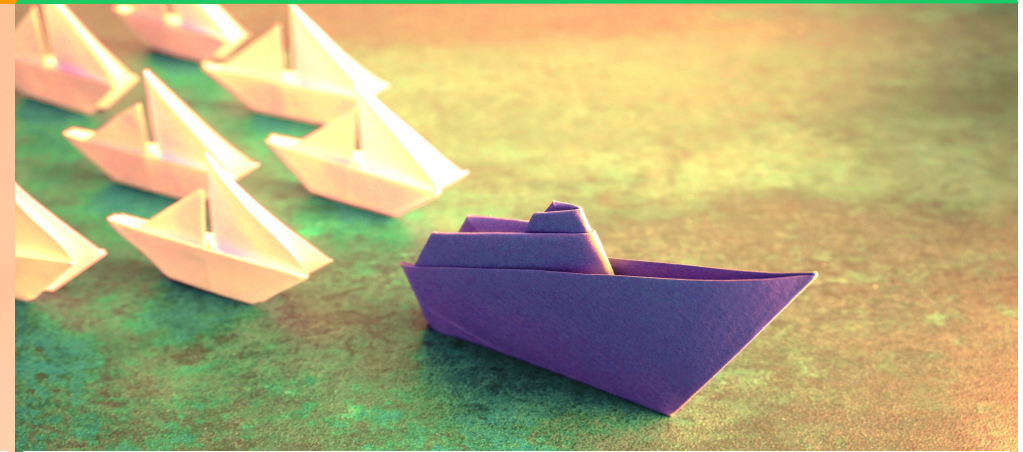**Why** (why matters)

What (is the problem?)

How (to reconnect)

Sinnstiftend in der VUCA-Welt

Unsinn: Wo bleibt der Sinn auf der Strecke?

Sinn- und wertorientierte Organisationen gestalten

Wir stellen uns kurz vor

Sebastian Bahner

- Business Consultant, Mentor & Coach

- SAFe Program Consultant & Portfolio Manager
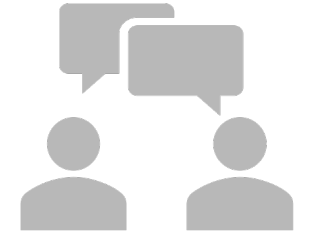
- SAC Tourenleiter, Papa & Partner

Stephan Krannich

- Agile Consultant & Trainer, begeistert aus Erfahrung

- SAFe Program Consultant

- Agile Entwicklung im regulierten Umfeld

Check-In Runde

Eine gemeinsame Ausgangslage herstellen

(1) Finde eine/n PartnerIn

(2) Stell Dich kurz vor ⧗ 3'

(3) Identifiziert miteinander drei Gemeinsamkeiten

(1) Wechsle den/die PartnerIn

(2) Stell Dich kurz vor ⧗ 3'

(3) Teilt miteinander zuvor identifizierte Gemeinsamkeiten & stellt weitere fest.
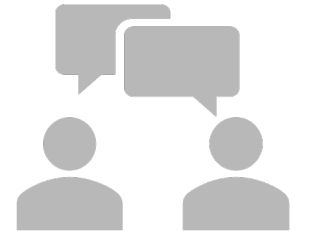
(1) Teilen der zuvor identifizierten Gemeinsamkeiten in der gesamten Gruppe ⧗ 3'
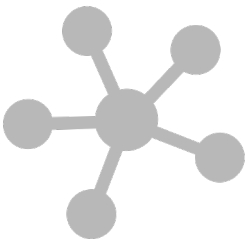
Why (why matters)
Sinnstiftend in der VUCA-Welt

New Work in der New World:
Es ist nicht mehr einfach nur kompliziert

VUCA Welt?

- **Volatility (Unbeständigkeit)**
  Die Situation ist selten stabil, sondern ändert sich manchmal sehr schnell, unregelmässig und heftig.

- **Uncertainty (Unsicherheit)**
  Es ist unsicher, wann was passieren wird und was die Folgen davon sein werden.
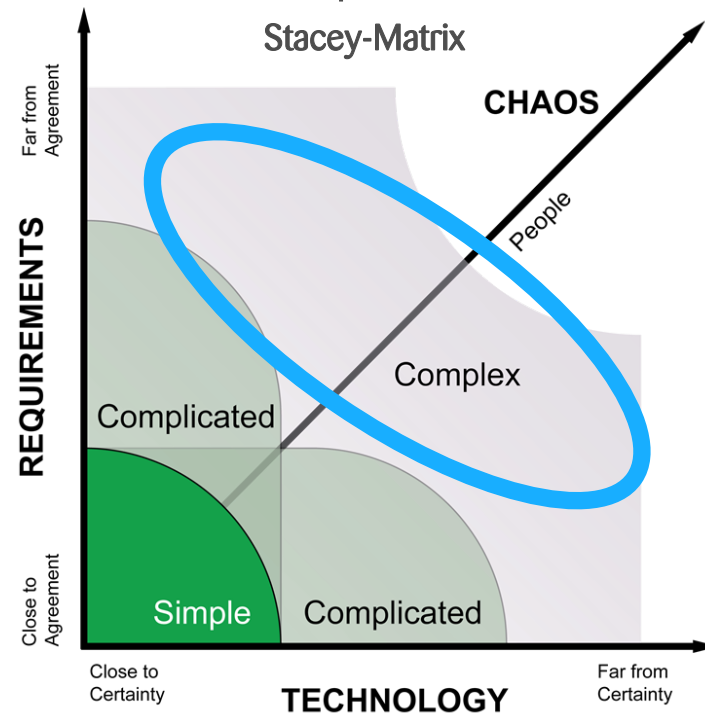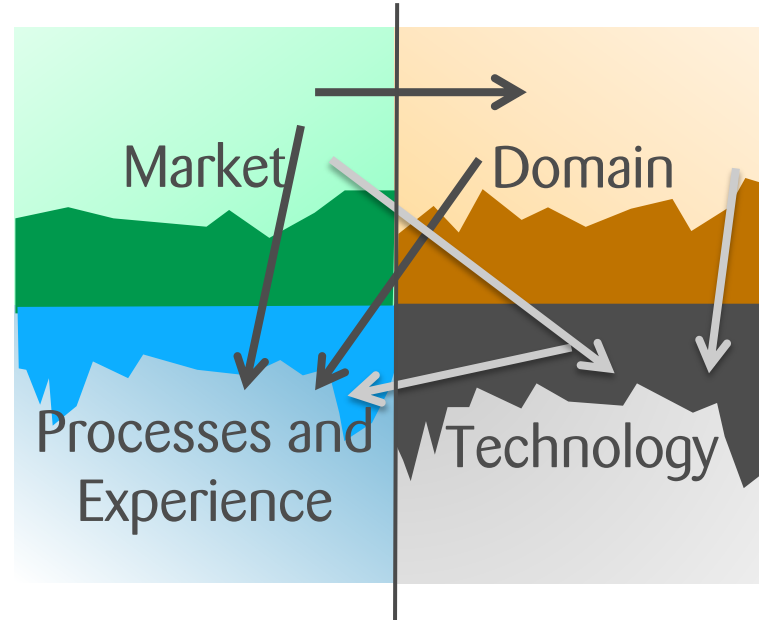
- **Complexity (Komplexität)**
  Die vielen Elemente und deren Vernetzung machen eine vollständige Übersicht schwierig.

- **Ambiguity (Mehrdeutigkeit)**
  Die Situation wird je nach Person und Sichtweise anders beschrieben und bewertet.

VUCA | MCM | Universität St.Gallen (unisg.ch)

Market   Domain

Processes and Experience   Technology

Stacey-Matrix

Far from Agreement

CHAOS

REQUIREMENTS

People

Complicated

Complex

Close to Agreement

Simple   Complicated

Close to Certainty   Far from Certainty

TECHNOLOGY

Interpretation of the work of Ralph Stacey, University of Hertfordshire

Cynefin

Complex
Enabling constraints
Loosely coupled
probe-sense-respond
Emergent Practice

Complicated
Governing constraints
Tightly coupled
sense-analyse-respond
Good Practice

Chaotic
Lacking constraint
De-coupled
act-sense-respond
Novel Practice

Obvious
Tightly constrained
No degrees of freedom
sense-categorise-respond
Best Practice
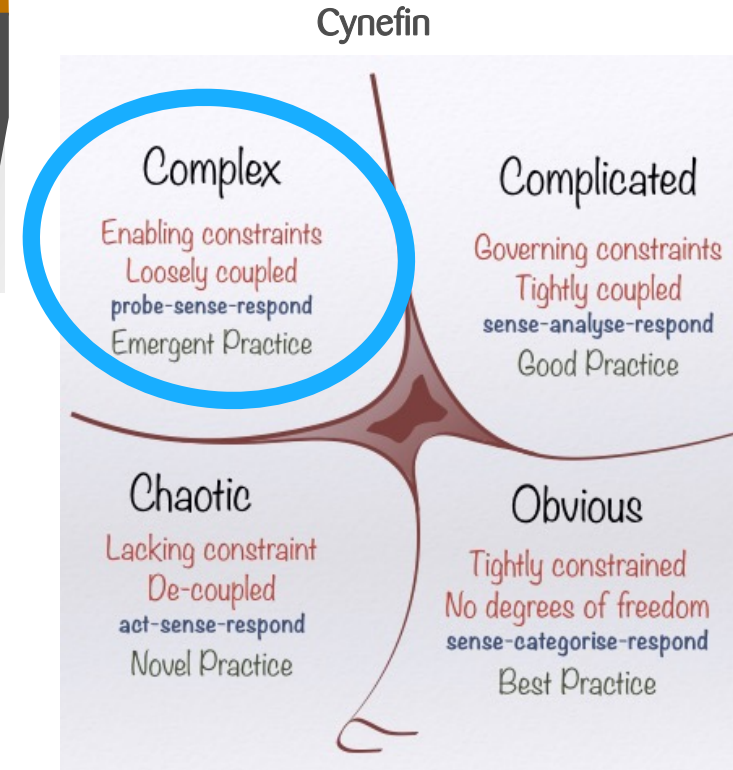
https://commons.wikimedia.org/wiki/File:Cynefin_as_of_1st_June_2014.png

Die drei Wiener Philosophieschulen

1. Freud: Der Mensch strebt nach Lust.

2. Adler: Der Mensch strebt nach Macht.

3. Frankl: Der Mensch strebt nach Sinn, Lust und Macht sind lediglich Substitute für
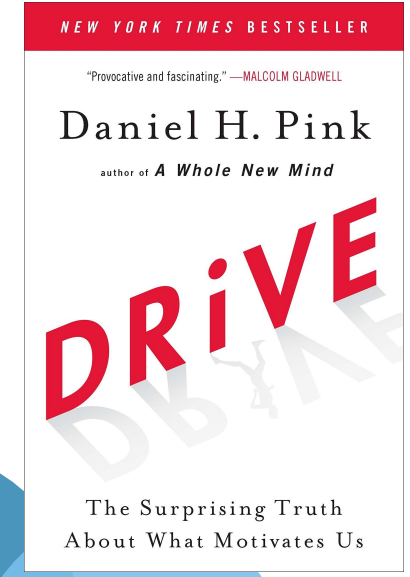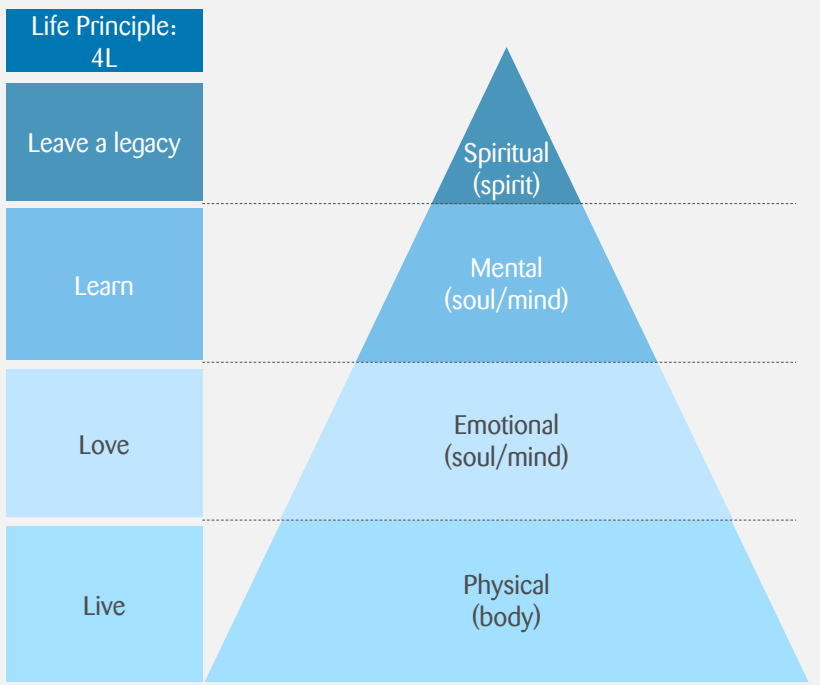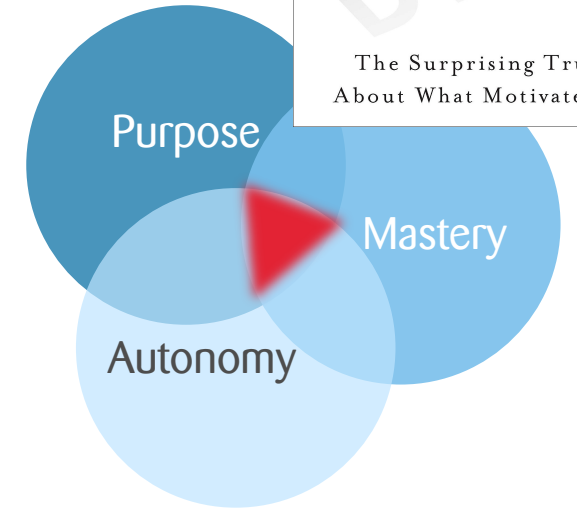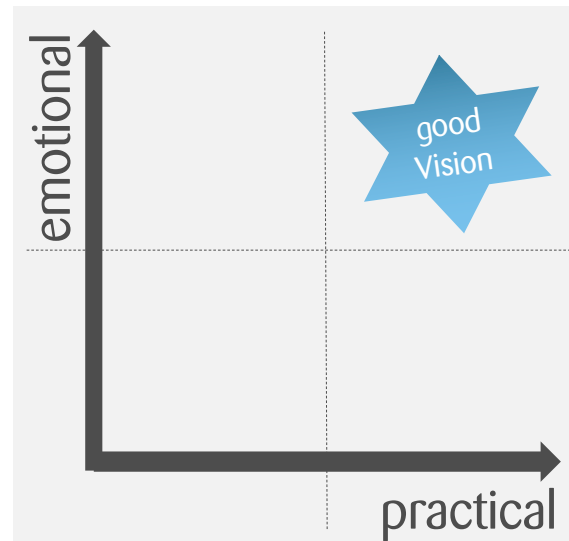   diejenigen, welche keinen Sinn finden.

Sinn des Sinns

Sustainable Motivation

Life Principle: 4L	
Leave a legacy	Spiritual (spirit)
Learn	Mental (soul/mind)
Love	Emotional (soul/mind)
Live	Physical (body)

Nach Philipp Johner / Universität St. Gallen

Sustainable Finance

Environment, Social, Governance

www.newbusiness.at — DAS MAGAZIN FÜR UNTERNEHMER

NEW BUSINESS

Schöne grüne Welt
Mehr Social Entrepreneurship, weniger Greenwashing: Wie sich soziale, ökologische und ethische Verantwortung auf den Unternehmenserfolg auswirken können

Top-Thema Wie Unternehmen CSR richtig implementieren

Generation Y & Z

TIME
YOUTHQUAKE
HOW THE WORLD WILL CHANGE WHEN A NEW GENERATION LEADS
by CHARLOTTE ALTER
PLUS
ADVICE FROM A 94-YEAR-OLD PRIME MINISTER
THE FIGHT FOR HONG KONG

Nachhaltig anlegen
Wie Sie ökologisch und sozial Gewinn machen
Test: Die besten Fonds, ETF und Banken

Stiftung Warentest Finanztest

NEW YORK TIMES BESTSELLER

"Provocative and fascinating." —MALCOLM GLADWELL

Daniel H. Pink
author of *A Whole New Mind*

DRiVE

The Surprising Truth About What Motivates Us

emotional

good Vision

practical

Purpose

Mastery

Autonomy

<< Businesses that only focus on profits without valuing purpose will end up with poor customer service and unhappy employees >>

Sinnstiftend – im Einklang mit dem Business Context

Strategy is about maximizing value added (≠ profit, as profit is just one dimension) per employee.
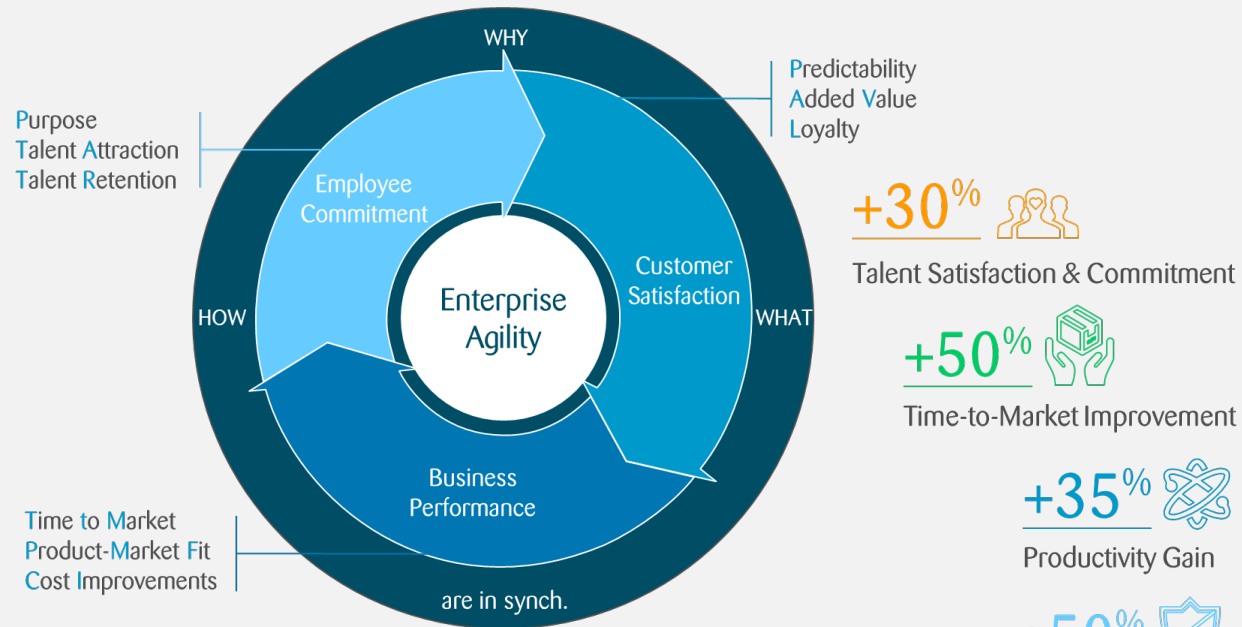
What's in it for you?

… based on the identification with an inspiring purpose and a deep sense of belonging

… due to increased autonomy and time for meaningful work

… from the appreciation for the direct outcome and indirect impact of one's activities

… derived from the added value generated for customers, the organization, and oneself

→ Satisfaction.

What will happen if you don't act now?

… digitalization will not happen with conventional leadership approaches and ways of working

… innovation will not occur based on lacking customer orientation and insight

… frustration will rise, and the best talent will resign

… performance will diminish and limit the leeway in decision-making

→ Idleness.

WHY

Purpose
Talent Attraction
Talent Retention

Employee Commitment

HOW

Enterprise Agility

Customer Satisfaction

WHAT

Business Performance

are in synch.

Predictability
Added Value
Loyalty

Time to Market
Product-Market Fit
Cost Improvements

+30% Talent Satisfaction & Commitment

+50% Time-to-Market Improvement

+35% Productivity Gain

+50% Defect Elimination

source: Scaled Agile, Inc; 03.2021

What (is the problem?)
Unsinn: Wo bleibt der Sinn auf der Strecke?

Some Vision (or Mission) statements

Dell (past): "To be the most successful computer company in the world at delivering the best customer experience in markets we serve."

IKEA: Create a better everyday life for the many people.

Google: Unsere Mission: Die Informationen dieser Welt organisieren und allgemein zugänglich und nutzbar machen.

Hershey (now): Innovating to Meet the Needs of Chocolate and Snack Lovers.
Helping to create meaningful moments in people's lives fuels our passion. A grandfather showing his granddaughter how to use a HERSHEY'S Milk Chocolate Bar to make s'mores over a campfire.

Disney (old): Make people happy.

Nike (1960s): Crush Adidas.

Zühlke: Empowering Ideas

Teach for America: one day all children in this nation will have the opportunity to attain an excellent education.

Facebook: Give people the power to build community and bring the world closer together.

Honda (1970s): We will destroy Yamaha.

Nike (now): BRING INSPIRATION AND INNOVATION TO EVERY ATHLETE* IN THE WORLD.
*IF YOU HAVE A BODY, YOU ARE AN ATHLETE.

Disney (now): to entertain, inform and inspire people around the globe through the power of unparalleled storytelling, reflecting the iconic brands, creative minds and innovative technologies that make ours the world's premier entertainment company.

Hershey (past): "Undisputed marketplace leadership."

Activity: Was behindert den Sinn?

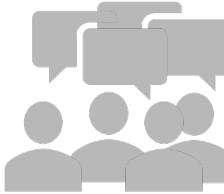## Gründe für un-sinnige Resultate trotz sinnstiftender Visionen

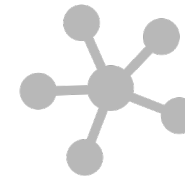1) Mache dir selber Gedanken (Notizen auf Post-ist) über mögliche Gründe ⧗1,5'

2) Teile deine Erkenntnisse mit jemand anderem, sammelt weitere Gründe ⧗3'

3) Schliesst euch mit einer anderen 2-er Gruppe zusammen und sammelt weitere Gründe ⧗5'

4) Wir sammeln die Ergebnisse aller Gruppen im Plenum ⧗5'

Gründe die wir oft finden

Fokus nur auf Methoden / Tools statt Änderung des Mindsets

Sponsorship statt Leadership

Zu späte oder fehlende Feedback-schleifen

Fehlende „Ownership"

Führung mittels „Wie" statt durch „Was"

Fehlende Leitplanken

Fehlende Prozessdurchgängigkeit verhindert „Flow"

Zu enge Leitplanken verhindern Flexibilität

Von Veränderung Betroffene nicht einbeziehen

Fehlende Kompetenzen / Skills

Fehlen einer klaren Vision und gemeinsamer Ziele

Wert wird nicht geliefert wenn der Kunde ihn braucht

Unpassendes Vorgehen für Domäne (z.B. Wasserfall im Komplexen)

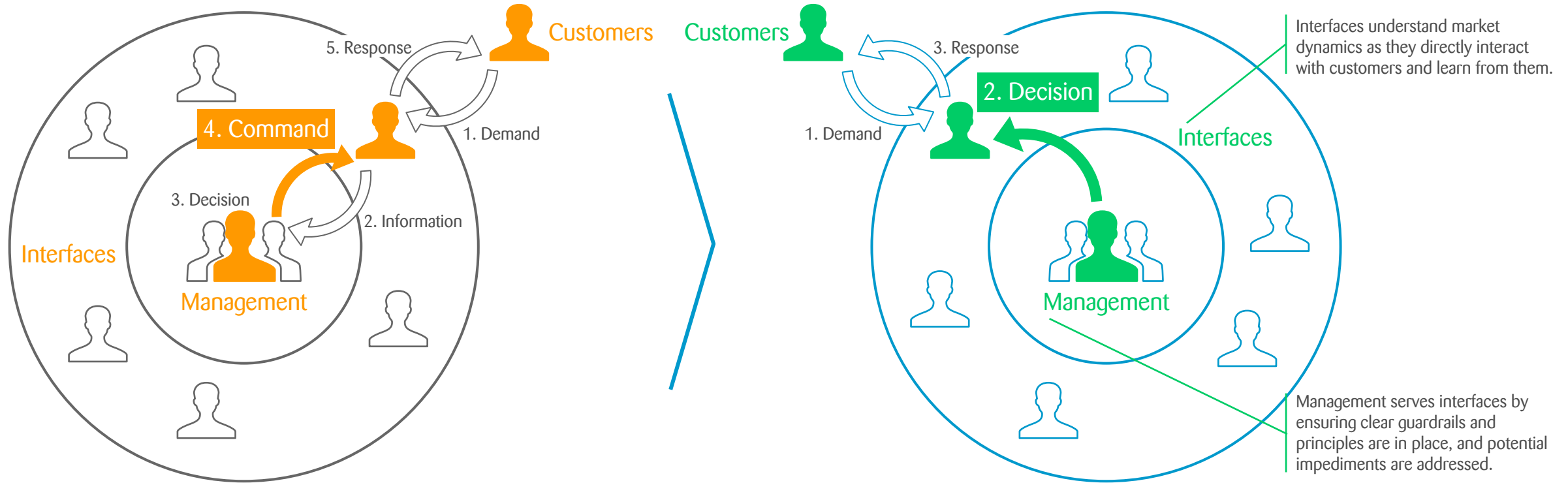## Operational Silos

Business

Hardware

Software

Testing / QA

Operations

...
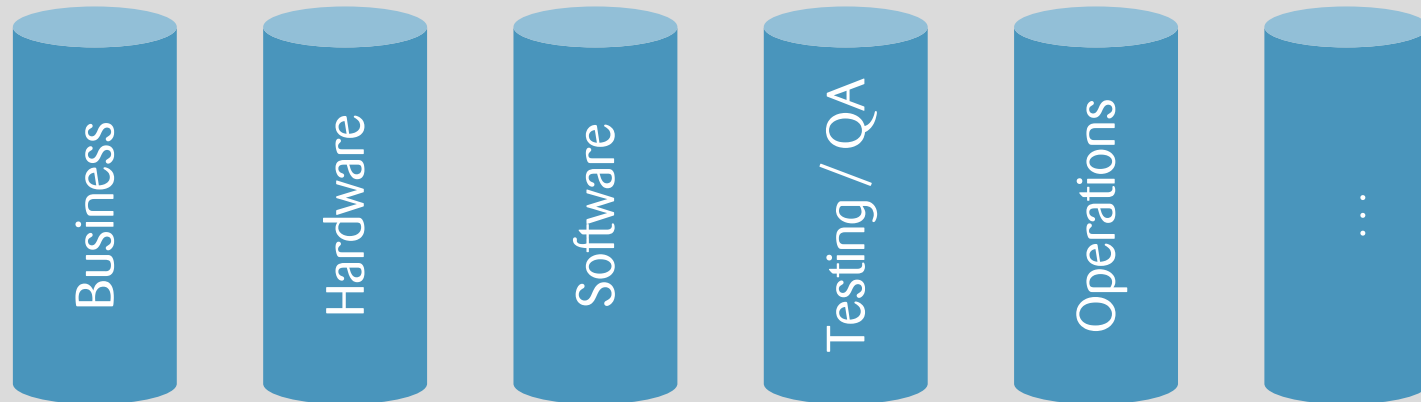
Einführung von Frameworks ohne Anpassung an spezifische Situation und Kontext

Starre Budgetierung verhindert Innovation und schnelle Reaktion (neue) auf Markt- & Kundenanforderungen

Customer focus is directly linked to the way information flows through, and decisions are made inside the system

Customers

5. Response

4. Command

1. Demand

3. Decision

2. Information

Interfaces

Management

Customers

3. Response

2. Decision

1. Demand

Interfaces

Management

Interfaces understand market dynamics as they directly interact with customers and learn from them.

Management serves interfaces by ensuring clear guardrails and principles are in place, and potential impediments are addressed.

Agility is the ability of individuals, teams, and organizations to operate customer-oriented, flexible and independent. Therefore, those closest to a topic and with the necessary skills take a decision, not those higher in the hierarchy.

adapted from Niels Pflaeging

«To deliver business value,
a transformation must address the formal
and the informal side of the organization.»
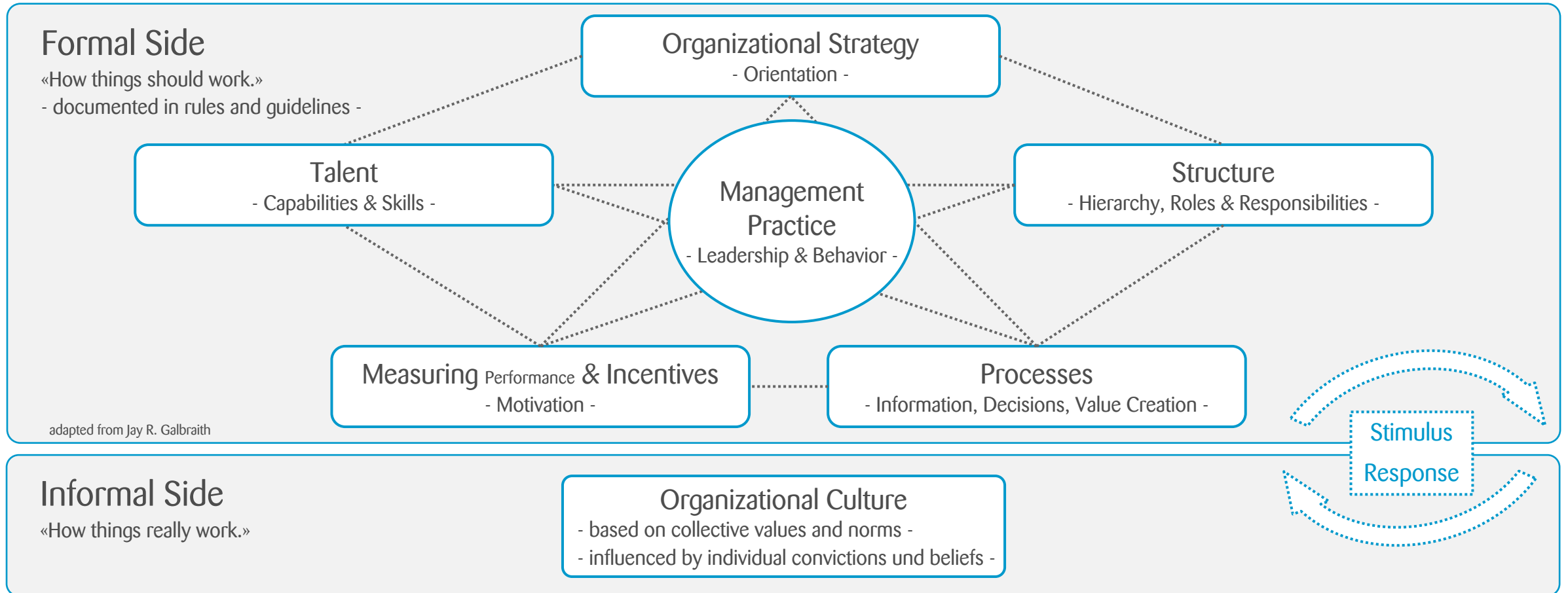
Formal Side
«How things should work.»

Stimulus
Response
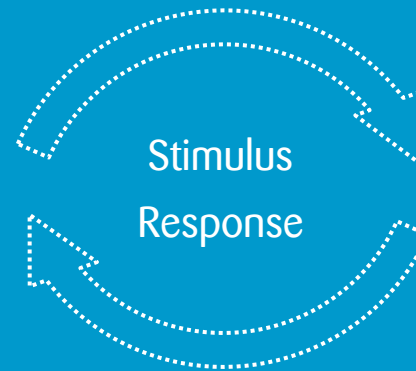
Informal Side
«How things really work.

Applying tough love[1], a growth mindset[2], and positive leadership[3]
will lead to a high-performing culture and, thus, business performance.

1 trust, affection, empathy, determination, consequence; 2 striving for innovation; 3 strengths- and interest-based people management

An organization is a complex interdependent system

Formal Side

«How things should work.»

- documented in rules and guidelines -

adapted from Jay R. Galbraith

Organizational Strategy
- Orientation -

Talent
- Capabilities & Skills -

Management Practice
- Leadership & Behavior -

Structure
- Hierarchy, Roles & Responsibilities -

Measuring Performance **& Incentives**
- Motivation -

Processes
- Information, Decisions, Value Creation -

Stimulus
Response

Informal Side

«How things really work.»

Organizational Culture
- based on collective values and norms -
- influenced by individual convictions und beliefs -

"Everyone is already doing their best; the problems are with the system …
… only management can change the system." –W. Edwards Deming

Ansätze zur Identifikation strategischer „Low hanging Fruits"

Formell
Strategische Risiken (Kill a stupid rule)

Informell
Strategische Opportunitäten (Desire Paths)

Formell: Kill a stupid rule

Plenum oder Gruppenarbeit

6'
Oder 8+5

Aufwand

Wirkung

Informell: Desire Paths

Was können wir von Abkürzungen lernen?

Source: https://commons.wikimedia.org/wiki/File:Desire_path_(19811581366).jpg

Austauschrunde

Welche Desire Paths kennen wir?

Kurze Pause

⏳ 10'
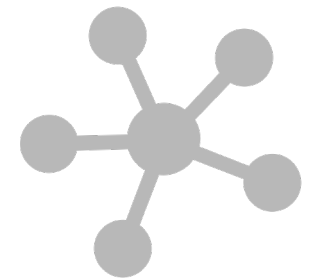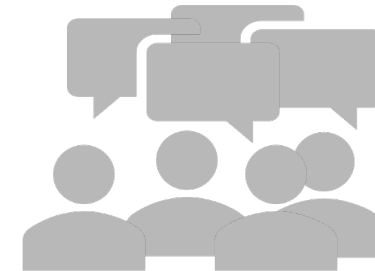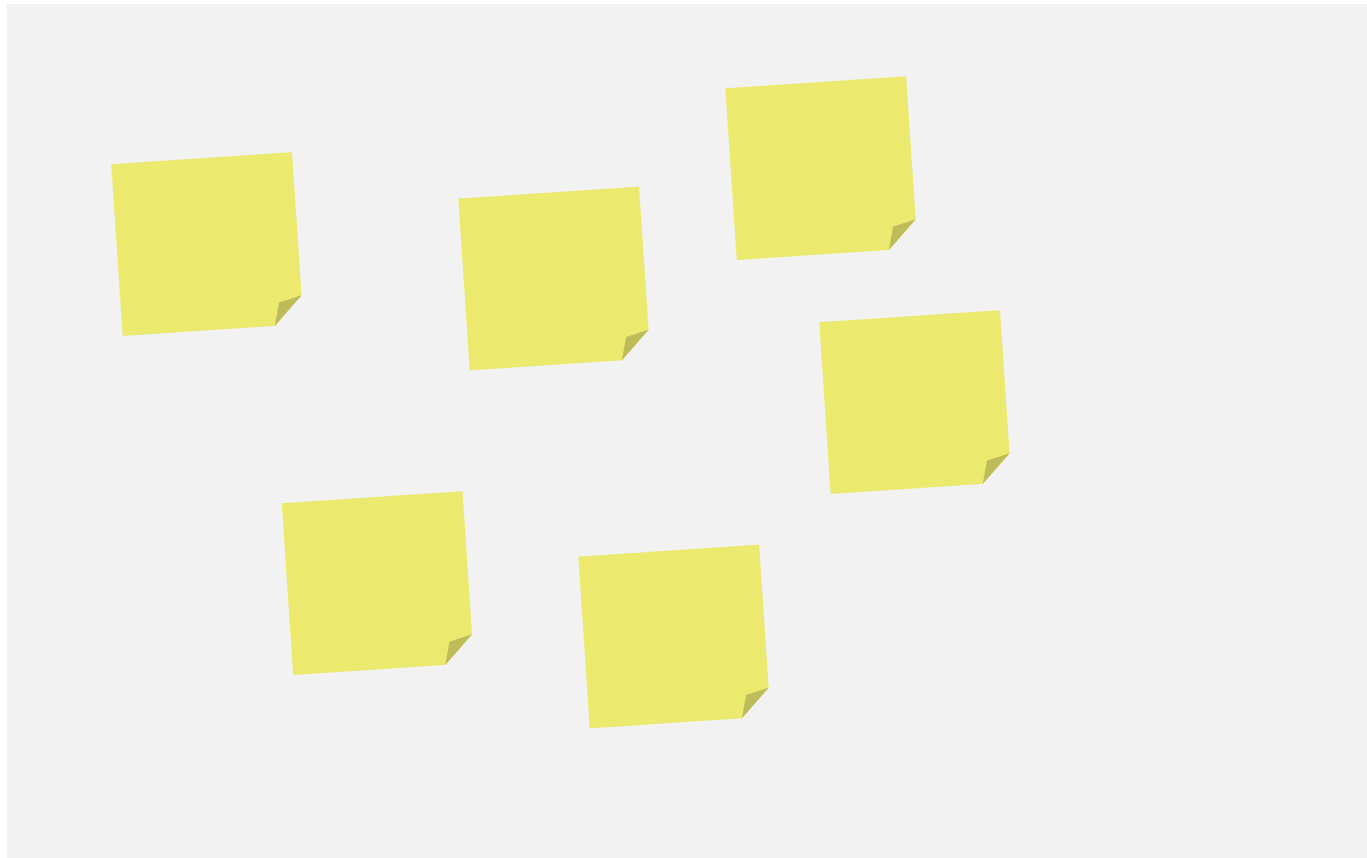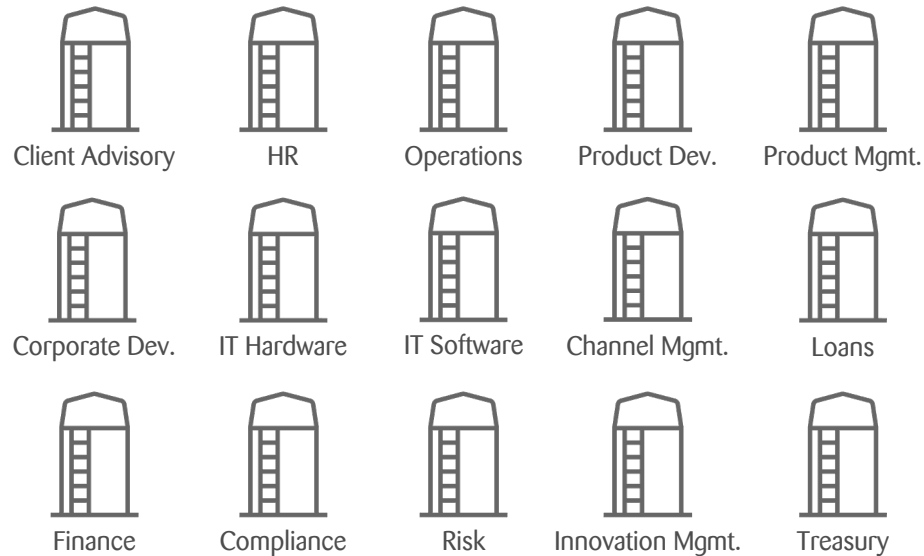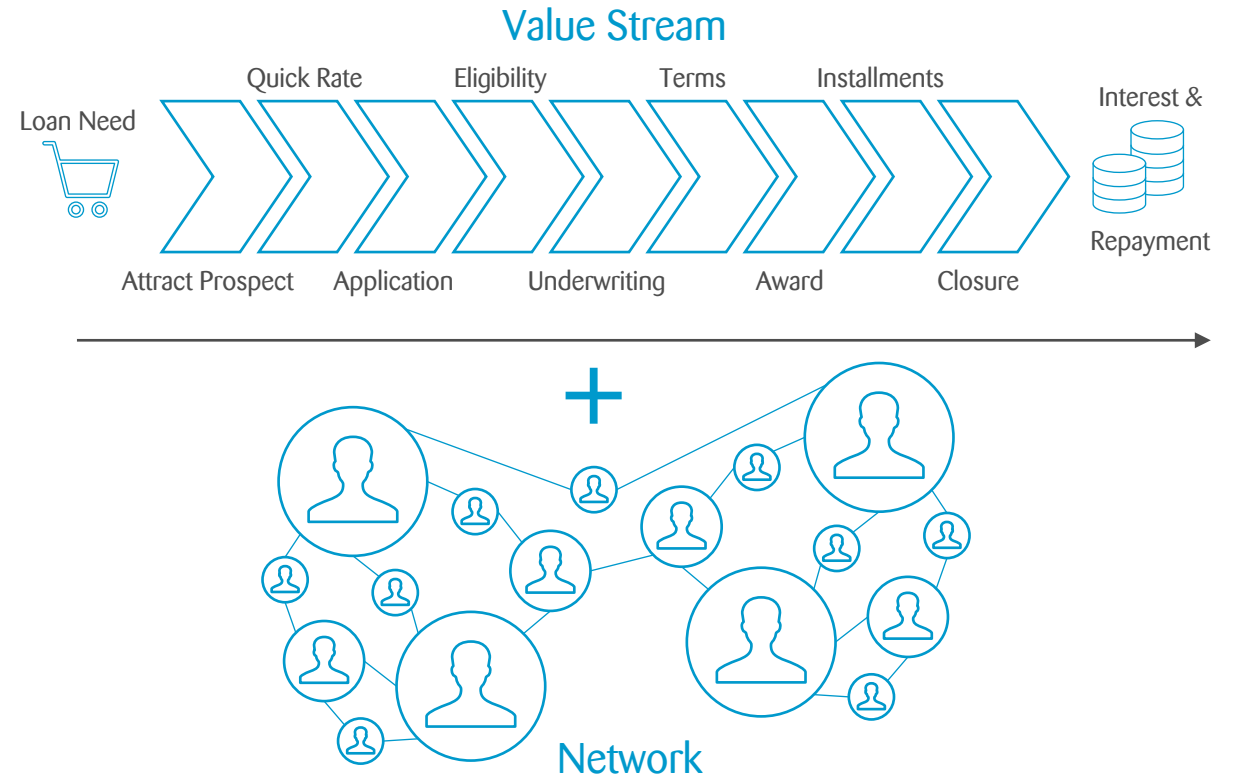
How (to reconnect)
Sinn- und wertorientierte Organisationen gestalten

Traditionally set up organizations impede the flow of value and slow down innovation

Value Stream

Loan Need

Quick Rate — Eligibility — Terms — Installments — Interest & Repayment

Attract Prospect — Application — Underwriting — Award — Closure

+

Network

Functional Silos and rigid Hierarchy

Client Advisory · HR · Operations · Product Dev. · Product Mgmt.

Corporate Dev. · IT Hardware · IT Software · Channel Mgmt. · Loans

Finance · Compliance · Risk · Innovation Mgmt. · Treasury

> Organizations set up as a set of networks and geared to value streams can act significantly more flexible, independent, and customer-oriented. Consequently, they generate superior value add in less time.

Examples of Operational Value Streams

Product Order
Gather configuration → Supply & Inventory Check → Ressource allocation → Assemblies → Final QA-Check → Billing → Shipping → **Physical Product**

Manufacturing Value Stream for physical product

Digital Service Order
Sales Process → Licensing → Ressource allocation → Customer Care → Billing Cycle → **Digital Service**

Digital Service Value Stream

Request for Bank Credit
Gather customer data → Credit Check → Terms and condition adjustments → Completion of Credit application → Credit aproval → Credit payout → Credit repayment → **Credit Loan**

Credit Loan Value Stream

Request for process audit
Determine process audit scope → Auditor engagement → Performing audit → Result evaluation → Process adaption → Audit release → **Audited process**

Supporting Value Stream for process audit

Executive management's steps towards enterprise agility
Why «being agile» is so hard to achieve and how to address common hurdles and pitfalls

Impediment

Delegation instead of Ownership

Sponsorship instead of Leadership

Leadership through **How** instead of What

Attempting to influence culture by introducing new **methods and tools** instead of changing the general mindset -> «A fool with a tool is still a fool.»

Lacking **process connectivity** between agile and traditional units, e.g. reporting and flow of information, budgeting and funding, hiring and development

Failed **scaling** of **agility** beyond pockets of the organization

Solution

Own the transformation, by prioritizing and delegating other activities that can be performed by others

Coaching and **training** of individuals and teams – starting at the top to **lead the way**

A **shared vision** and **transparent objectives** help establish **clear guardrails** and ensure **maximum leeway** within

Communicatively accompany the transformation and foster discourse through **Change Management**

Co-creation, supported by tailored patterns and best practices

Introduce one framework (e.g. SAFe, Nexus, LeSS) adapted to the specific situation and context

Impact of the journey towards enterprise agility

1. Elevated **autonomy** through **employees' increased maturity** with regards to the adoption of responsibilities and the expansion of skills, e.g. T-shaped profile, customer orientation, co-creation and collaboration.

2. **Management** is given the freedom to **work on strategic topics** as they are freed from operational and supervising tasks.

3. Processes and procedures change fundamentally as the **management approach** shifts from rules to **principles** and from command & control to **trust**.

4. Connectivity to the non-agile parts of the organization must be ensured as reporting standards are changing.

5. The organization becomes more resilient, innovative, and efficient.
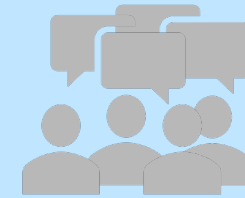
Balancing innovating AGILITY and stabilizing STANDARDIZATION is the key to business PERFORMANCE.

Dezentralisierung & Ownership
Führung (iterativ & inkrementell) abgeben

Freedom

high

Chaos

Ownership

Captive

low

Maturity on achieving goals
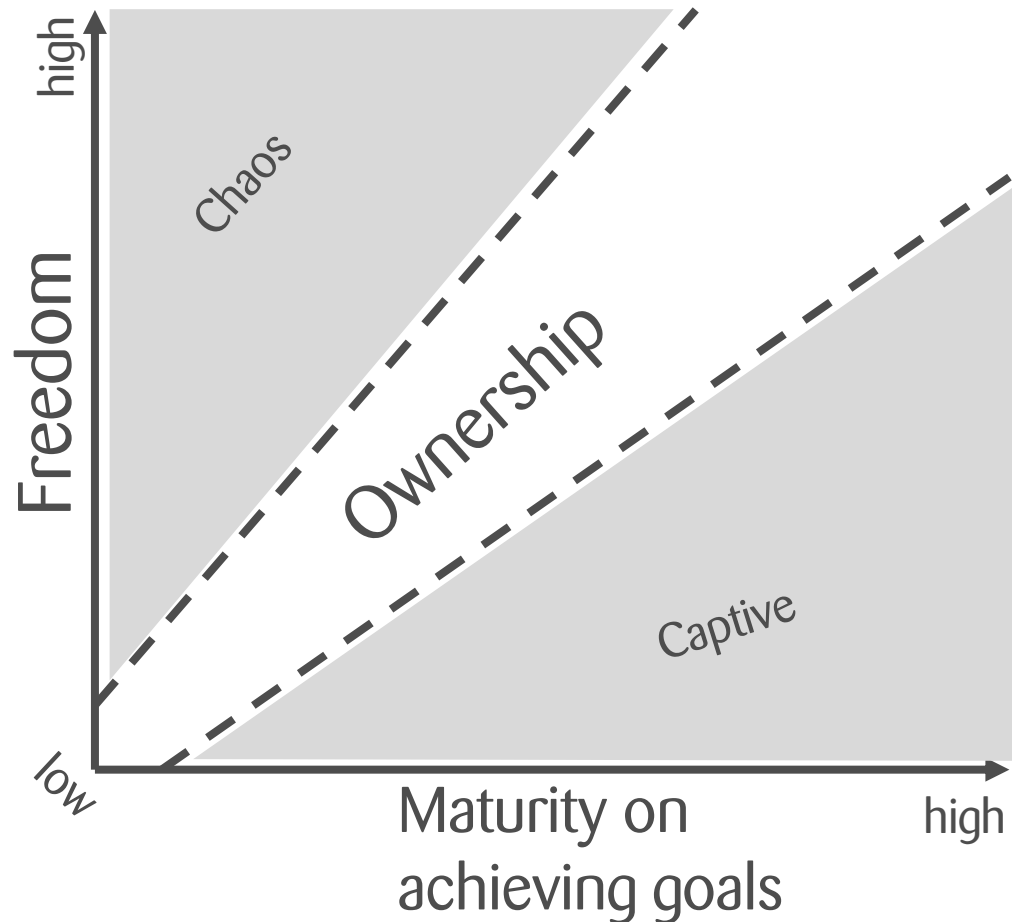
Diskussion im Plenum:

6'

Was passiert eurer Erfahrung nach in welchem Bereich?

Grösserer Wertbeitrag bei high freedom & high maturity
→ 3. Dimension

Zu erarbeiten z. B. mit Delegation Poker

Delegation Board

	Tell	Sell	Consult	Agree	Advise	Inquire	Delegate
Topic 1		🟢					
Topic 2	🟢						
Topic …					🟢		
Topic N						🟢	

source: https://management30.com/practice/delegation-poker/

Leadership needs a strong foundation

Nach Prof. Dr. Wolfgang Jenewein

Management

- Results
  - Planning
    - Optimization
      - Controlling
        - Methods
          - Organizing

Leadership

- Perspective / Vision
  - Development
    - Identification
      - Inspiration
        - Appreciation
          - Motivation

Die Vertrauensformel:

$$V = \frac{VW \times VH \times VK}{SO}$$

V	Vertrauen
VW	Vertrauenswürdigkeit
VH	Vertrautheit
VK	Verlässlichkeit
SO	Selbstorientierung

Fazit: Der Nenner ist immer stärker als der Zähler.

→ Self-reflect and control your ego.

Nach David Maister «The Trusted Advisor»

Leadership Styles

Laissez Faire	Transactional	Transformational

Konfusion

Outside-in
Wish

Inside-out
Will

Neither Ratio nor Emotio

- Desinterested
- No conflict solving
- Absent
- No goal orientation
- No feedback

→ Frustation, conflicts, performance deficits

Ratio

- Command & Control
- Leader = selling job
- Impedes autonomy & initiative
- Compliance mentality / in-role performance

→ Rational relationships

Ratio & Emotio

- Inspiration & Involvement
- High level of ability to implement
- Tenacity
- Extra performance

→ Emotional – people oriented

4 I`s of Transformational Leadership

Leadership by means of role modelling and empathy			
Idealized Influence	**Inspirational Motivation**	**Intellectual Stimulation**	**Individual Consideration**
▪ Spreading enthusiasm ▪ Acting as a role model ▪ Acting with integrity	▪ Communicating an attractive vision ▪ Emotionally inspiring ▪ Leveraging the meaning of goals and tasks	▪ Questioning old ways of doing things ▪ Imparting new perspectives ▪ Trust people	▪ Considering and developing each employee as an individual ▪ Fostering self-confidence
Identifying	**Inspiring**	**Intellectual**	**Individual**

Nach Prof. Dr. Wolfgang Jenewein

Challenge and Promotion – a winning mix
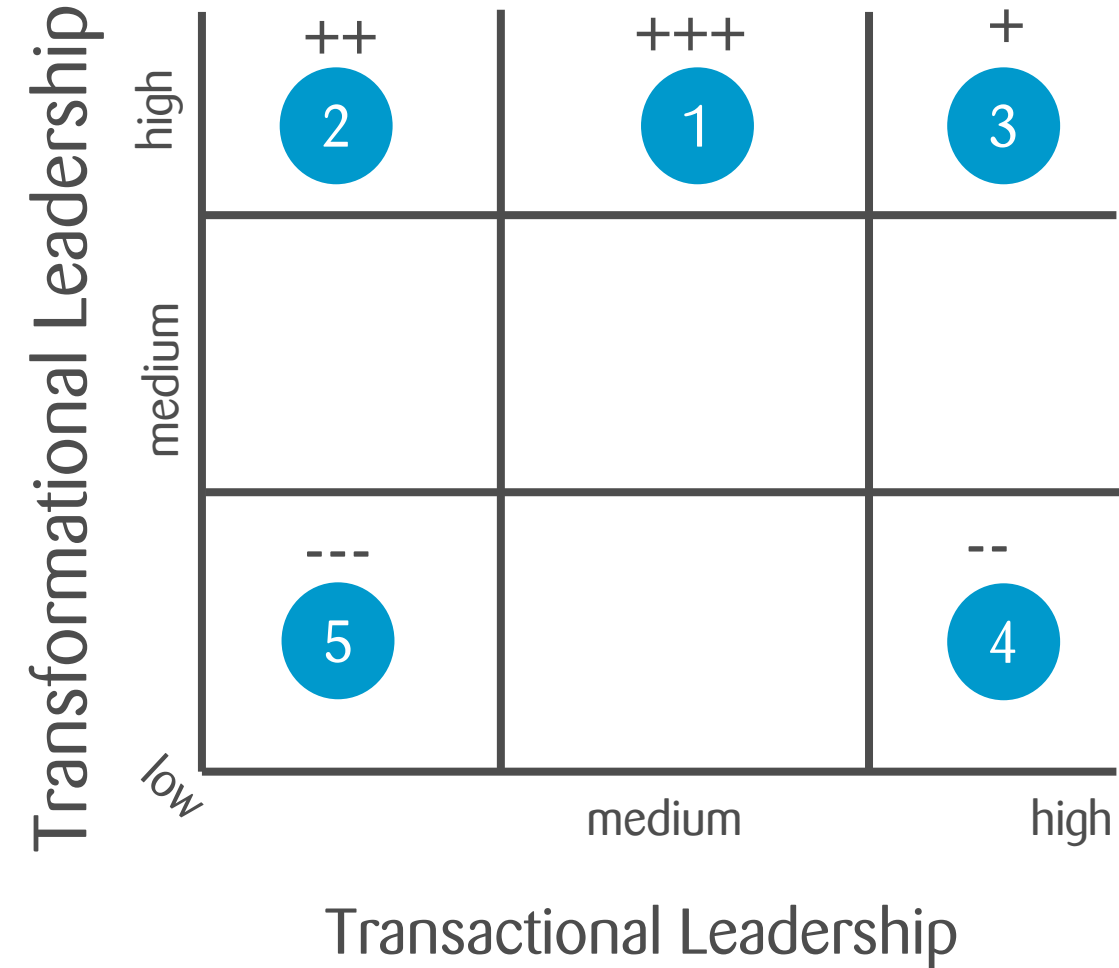
Nach Prof. Dr. Wolfgang Jenewein

Zusammenfassung
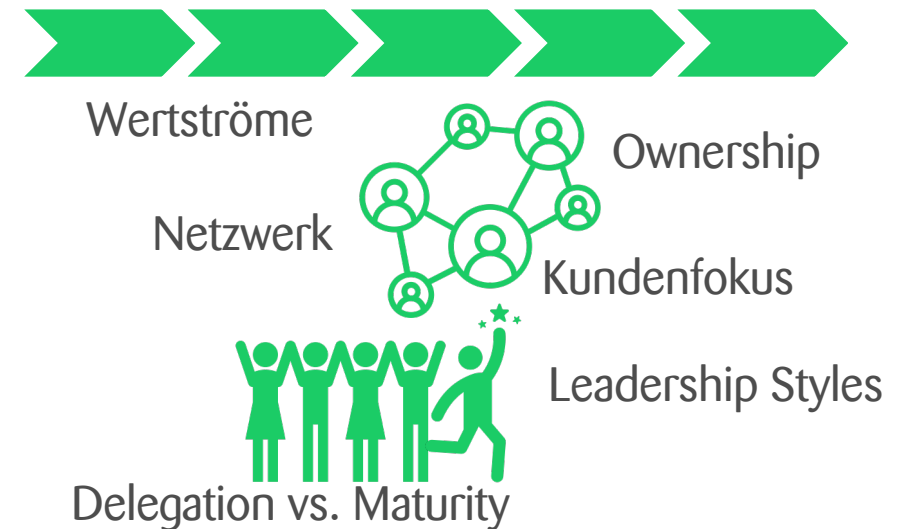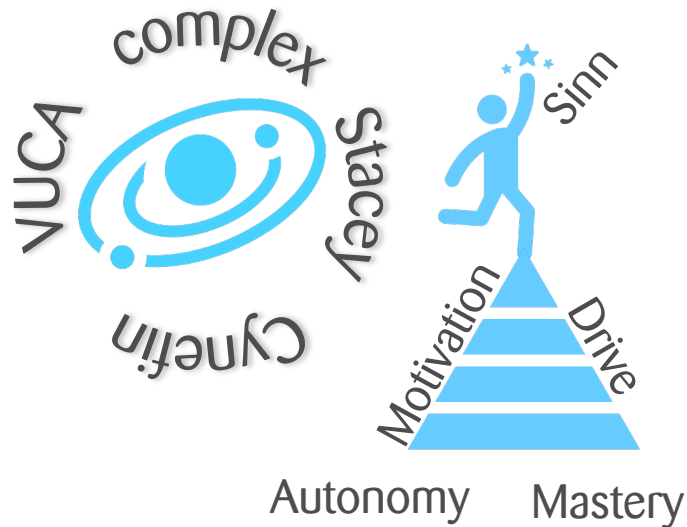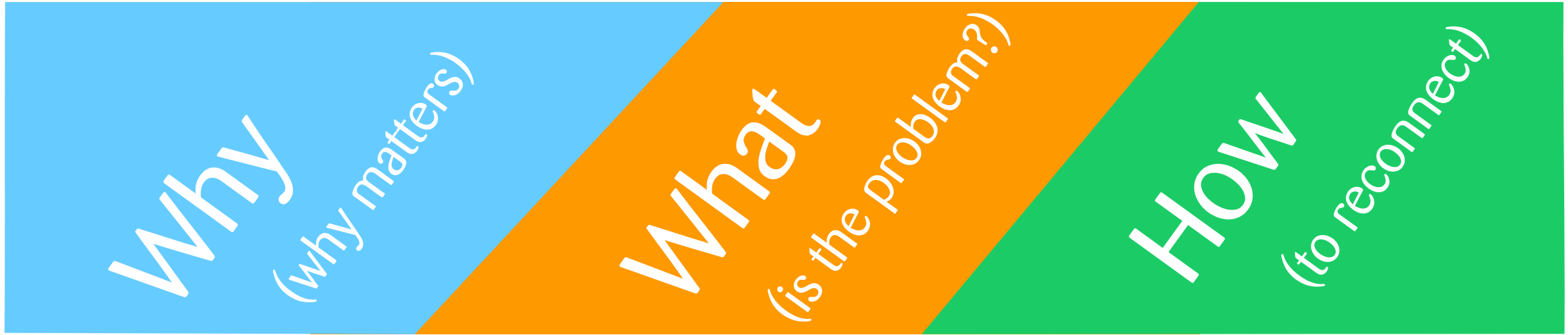
«Mit den Menschen am System arbeiten, in dem sie tätig sind, anstatt nur am System oder an den Menschen selbst.»

Beratung | Coaching | Training

Wir verstehen uns als Trusted Advisors, die systemisch vorgehen.
Betroffene werden zu Beteiligten, die Verantwortung miteinander teilen.
In der Folge stehen Engagement, Verlässlichkeit und Vertrauen.
Das Resultat ist nachhaltiger Umsetzungserfolg.

Contact us

Sebastian Bahner

Principal Business Consultant
Direkt +41 43 216 6570
sebastian.bahner@zuehlke.com
linkedin.com/sebastianbahner

Stephan Krannich

Agile Lead Consultant
Direkt +41 43 216 6823
stephan.krannich@zuehlke.com
linkedin.com/stephankrannich

zühlke
empowering ideas