Who's in the room?

- Coach: 26 participants
- Manager: 15 participants
- Consultant: 9 participants
- Software Engineer/Developer: 8 participants
- Product Owner: 8 participants
- Other: 8 participants
Beyond Agile: Thriving on Digitalization with Beyond Budgeting, Open Space & Sociocracy

Jutta Eckstein | @juttaeckstein
John Buck | @johnabuck

http://agilebossanova.org
@AgileBossaNova | #agilebossanova

Company-wide Agility with BOSSA nova
http://tinyurl.com/AgileBossaNova
What are the organizational challenges for digitalization in your organization?
Strengths & Limits of Agile

- What kind of stories, principles, and practices illustrate...
  - the strengths and
  - the limits
- ...of Agile for addressing organizational challenges of digitalization?
# G&A103-2 Travel and Miscellaneous Expense Report

**Purpose of Trip:**

**Dates and Details of Trip:**

## Travel Costs Table

<table>
<thead>
<tr>
<th>Date</th>
<th>No. of miles</th>
<th>Mileage Reimbursement</th>
<th>Parking</th>
<th>Air Travel</th>
<th>Ground (Car/Taxi)</th>
<th>Hotel</th>
<th>Telephone</th>
<th>No.</th>
<th>Amounts</th>
<th>Supplies (Describe Below)</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
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## Lodging Table

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## Meals Table

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</thead>
</table>

**Gross Amount**

**Less Advance**

**Approved by:**

**Date:**

**Less Advances**

**Received by:**

**Date:**

**Net Amount Due**

**Employee**

**Company (Attach Remittance)**

**Signature:**

**Date:**

**Gross Amount**

Locations:

- Name:

- Dates and Details of Trip:

- Purpose of Trip:

- Travel Costs Table:

- Lodging Table:

- Meals Table:

- Gross Amount

- Less Advance

- Approved by:

- Date:

- Less Advances

- Received by:

- Date:

- Net Amount Due

- Employee

- Company (Attach Remittance)
Transparency
Self-organization
Continuous Learning
Constant Customer Focus
**Transparency**
Create transparency for all involved in two directions by providing information and lowering the barriers to those seeking information.

**Self-organization**
Use accountable cross-functional teams that select themselves and follow their passion with responsibility.

**Continuous Learning**
Always learn and contribute to others’ learning, get feedback and adapt.

**Constant Customer Focus**
“Focus wide” on every aspect of the company: product & process, structure and strategy, and individual contributions and people.
VALUE CENTER
Cross Functional Teams

Board

CEO

Product Owner

Customer

Support Service Teams
Go to www.menti.com and use the code 957902

What's correct?

- Strategy follows Structure follows Process: 2%
- Structure follows Process follows Strategy: 24%
- Process follows Strategy follows Structure: 27%
- None of the above: 12%
- Somewhat all of the above: 35%
Is Trust Cheaper?

- **Background:**
  - Traditional travel expense procedures are burdensome and assume people can’t be trusted.

- **Hypothesis:**
  - Such procedures cost more than they save and are demoralizing.

- **Experiment:**
  - Pre-survey and audit. Try for three months in a few units with other units as controls. Post-survey and audit.
Are performance evaluations really reflecting customer focus?

- **Background:**
  - Company values are often lip service, other values often rewarded.

- **Hypothesis:**
  - If customer focus is the foundation for performance evaluation, customer satisfaction improves.

- **Experiment:**
  - Invite an experimental unit to write own performance evaluation criteria related to their work & reflecting customer interests.
Reflect on Your Situation

Publish to Your Peers

Try an Experiment

Design Probes
Application in Your Environment

- In triples discuss & note:
  - How can you use the BOSSA nova values & approach (probing) to address your challenges?
  - What could possibly be your next steps?
BOSSA nova for Thriving on Digitalization

- Transparency
  - Create transparency for all involved in two directions by providing information and lowering the barriers to those seeking information.

- Self-organization
  - Use accountable cross-functional teams that select themselves and follow their passion with responsibility.

- Continuous Learning
  - Always learn and contribute to others’ learning, get feedback and adapt.

- Constant Customer Focus
  - “Focus wide” on every aspect of the company: product & process, structure and strategy, and individual contributions and people.

Beyond Budgeting

Sociocracy

Open Space

Agile

Reflect on Your Situation
- Publish to Your Peers
- Design Probes
- Try an Experiment

STRATEGY
"Is an organization"
"Is being organized"
"Has an organization"

PROCESS

STRUCTURE

Customer

Support Service Teams

Product Owner

CEO

Board

_VALUE CENTER Cross Functional Teams_
What's the most important or surprising concept you learned today?
In Essence

- Digitalization requires Company-wide Agility
- ... so it requires BOSSA nova
- ... and this means: Never stop ...
  - ...trying
  - ...learning
  - ...changing
Many Thanks and... Stay in Touch:

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