

ACE!2023



Back to basics

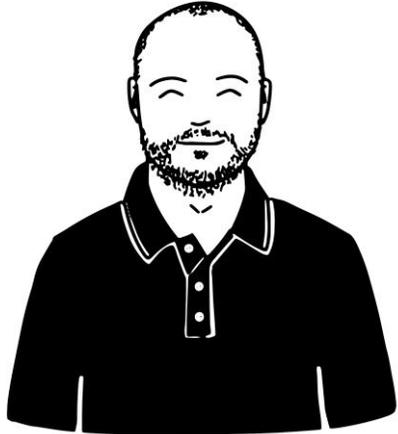


Designing Adaptive Organizations



Krakow, 19th May 2023

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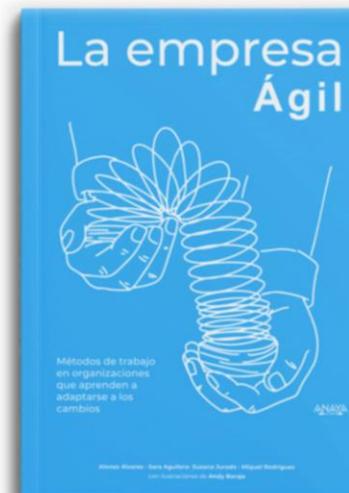
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Strategy made personal



Co-author of **La empresa Ágil**
(The Agile Company)
Anaya, 2019

available at
amazon



1

Adaptive Organizations

Why adapt? What are Adaptive Organizations?

2

How to Design Adaptive Organizations

Improving your adaptability

3

Journey to adaptability

How to do it? Call to action!



QR to download the slides & more

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Adaptive Organizations

Why adapt? What are Adaptive Organizations?

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How to Design Adaptive Organizations

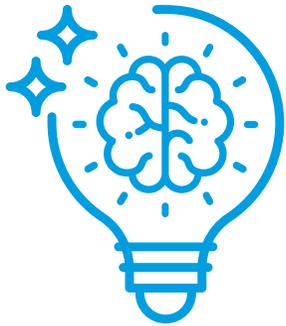
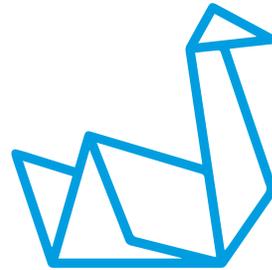
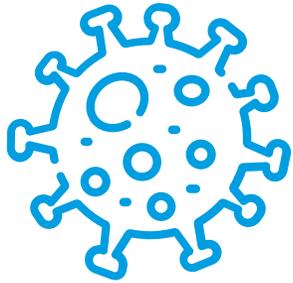
Improving your adaptability

3

Journey to adaptability

How to do it? Call to action!

Why?



Adaptive organizations are those that are designed to quickly adjust by **modifying their competencies, mindset, organizational structure and ways of working**, with the aim of **responding to new challenges** caused by changes in the market, emerging technologies, or new economic scenarios (or whatever).

Source: Netmind

What distinctive characteristics
have we observed in adaptive
organizations?

**Customer
centric**

**Continuous
prioritization
and delivery**

**Quick Aligned
Decision
Making**

Resilient

Continuous
conversation with
stakeholders

Active customer
listening

**Customer
centric**

Detecting market
changes and trends

Customer feedback
and data to inform
decision-making

Continuous
prioritization review

Know when to
pivot or discard

Continuous prioritization and delivery

Early value
delivery

Continuous flow of
value-added work

Organized around
Value streams



Flexible adjustment of capabilities to needs

Continuous learning and improvement

Coherent culture

Resilient

Experimentation and innovation friendly environment

Ability to reteaming

Customer centric

Continuous conversation with stakeholders

Active customer listening

Customer feedback and data to inform decision-making

Detecting market changes and trends

Empowerment and decentralization

Low bureaucracy

Quick Aligned Decision Making

Collaboration

Sincerity and honesty

Fluent, open, and transparent communication throughout the organization

Continuous prioritization and delivery

Continuous prioritization review

Know when to pivot or discard

Early value delivery

Continuous flow of value-added work

Organized around Value streams

Flexible adjustment of capabilities to needs

Continuous learning and improvement

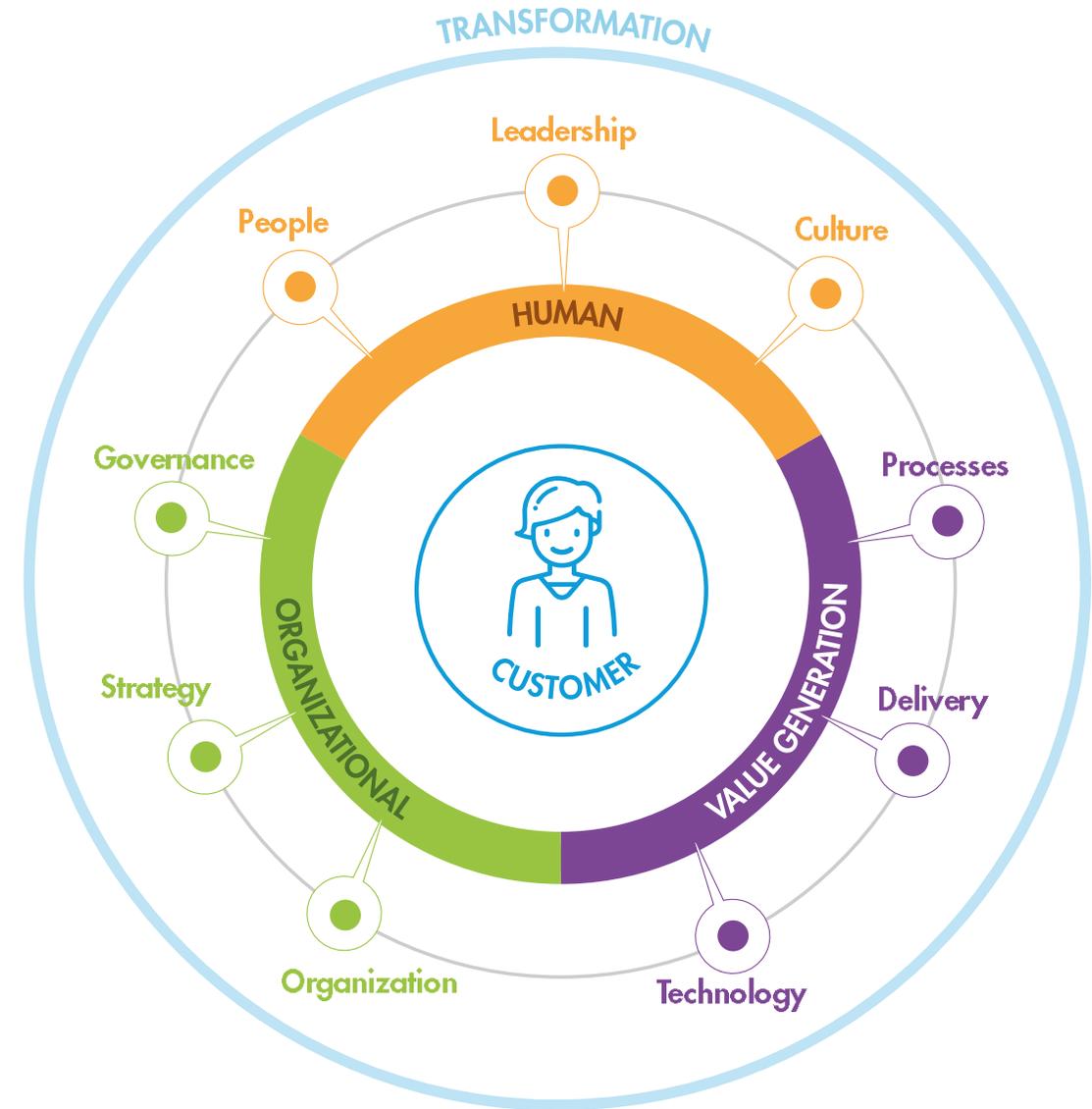
Resilient

Coherent culture

Experimentation and innovation friendly environment

Ability to reteaming

10 Dimensions of Business Agility for Adaptive Organizations



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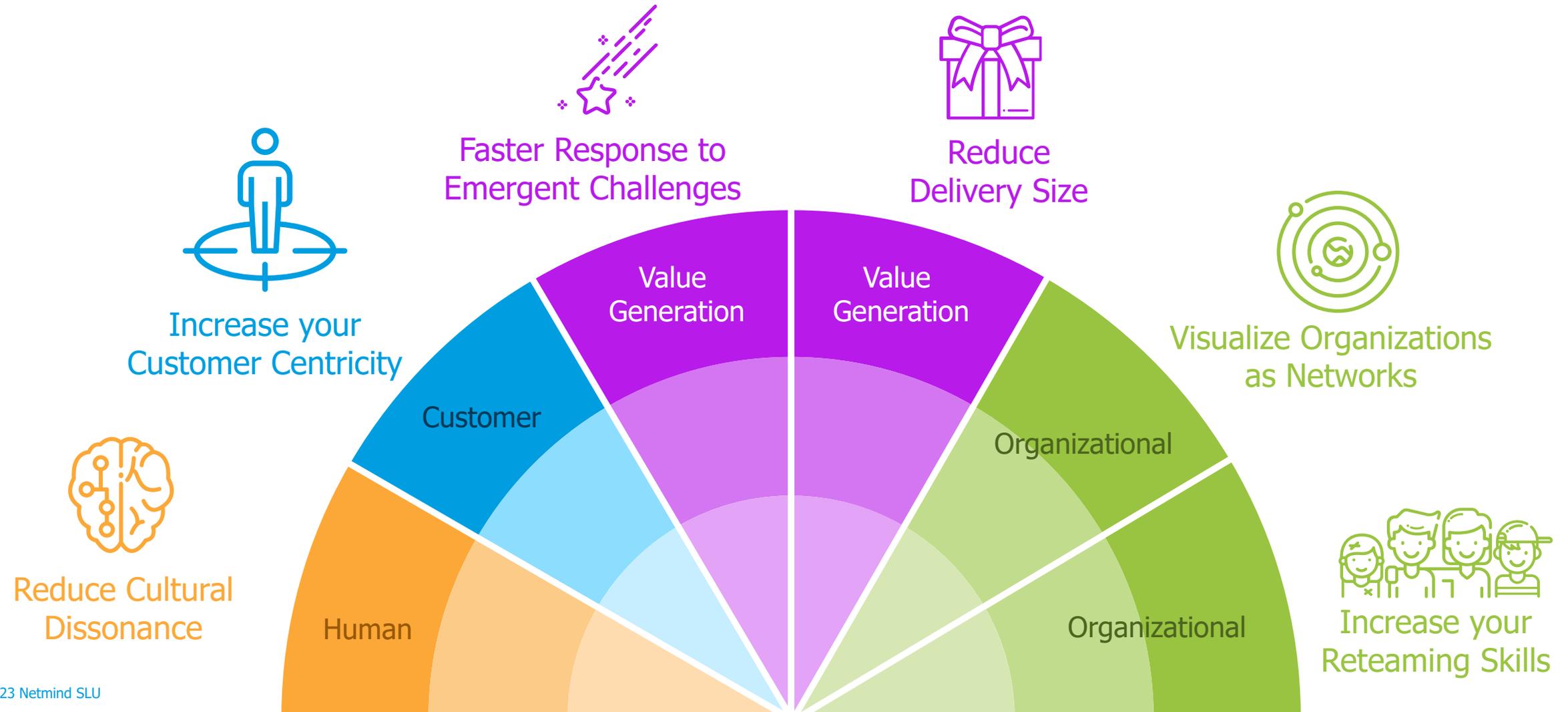
Journey to adaptability

How to do it? Call to action!

Adaptability is a Gradual Competence



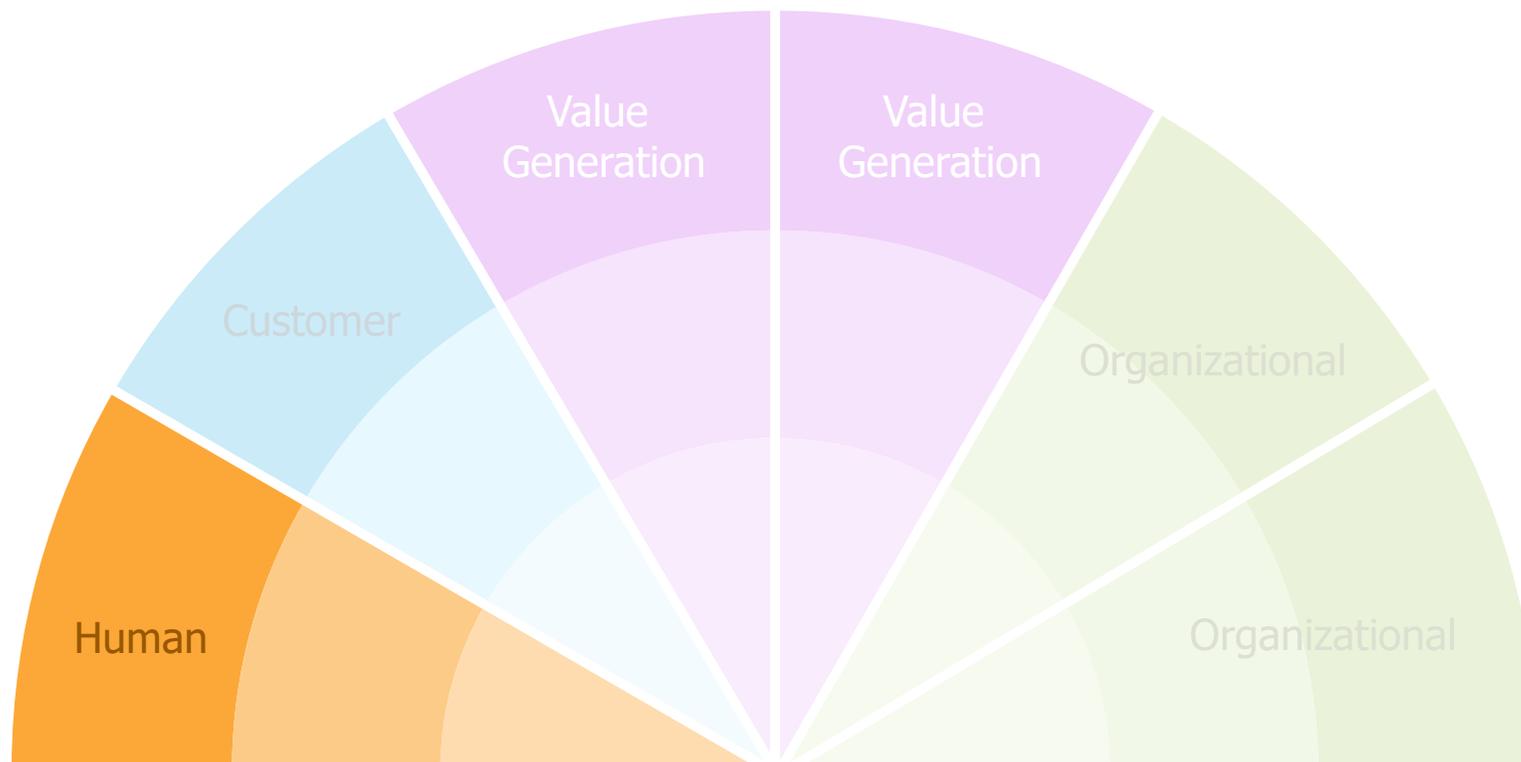
6 Things you can do to Increase your Adaptability



6 Things you can do to Increase your Adaptability



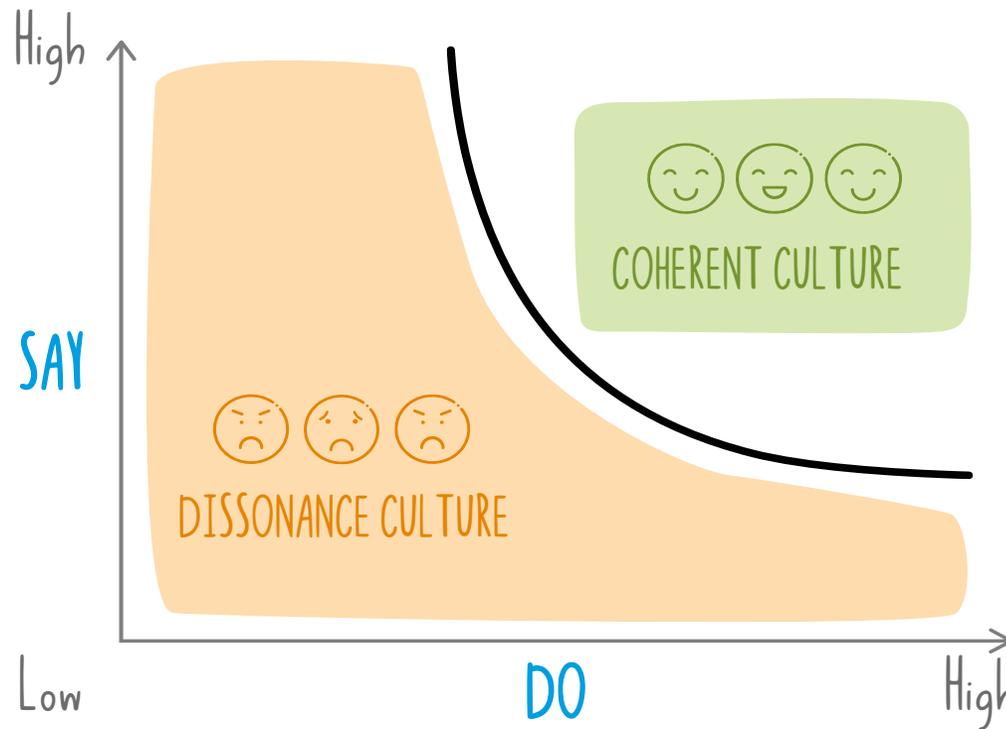
Reduce Cultural
Dissonance



6 TI



How to Reduce Cultural Dissonance



What we did

1. Review company values
2. Ask for expected behaviours
3. Design actions to reinforce expected behaviours
4. Encourage to disapprove dissonant situations

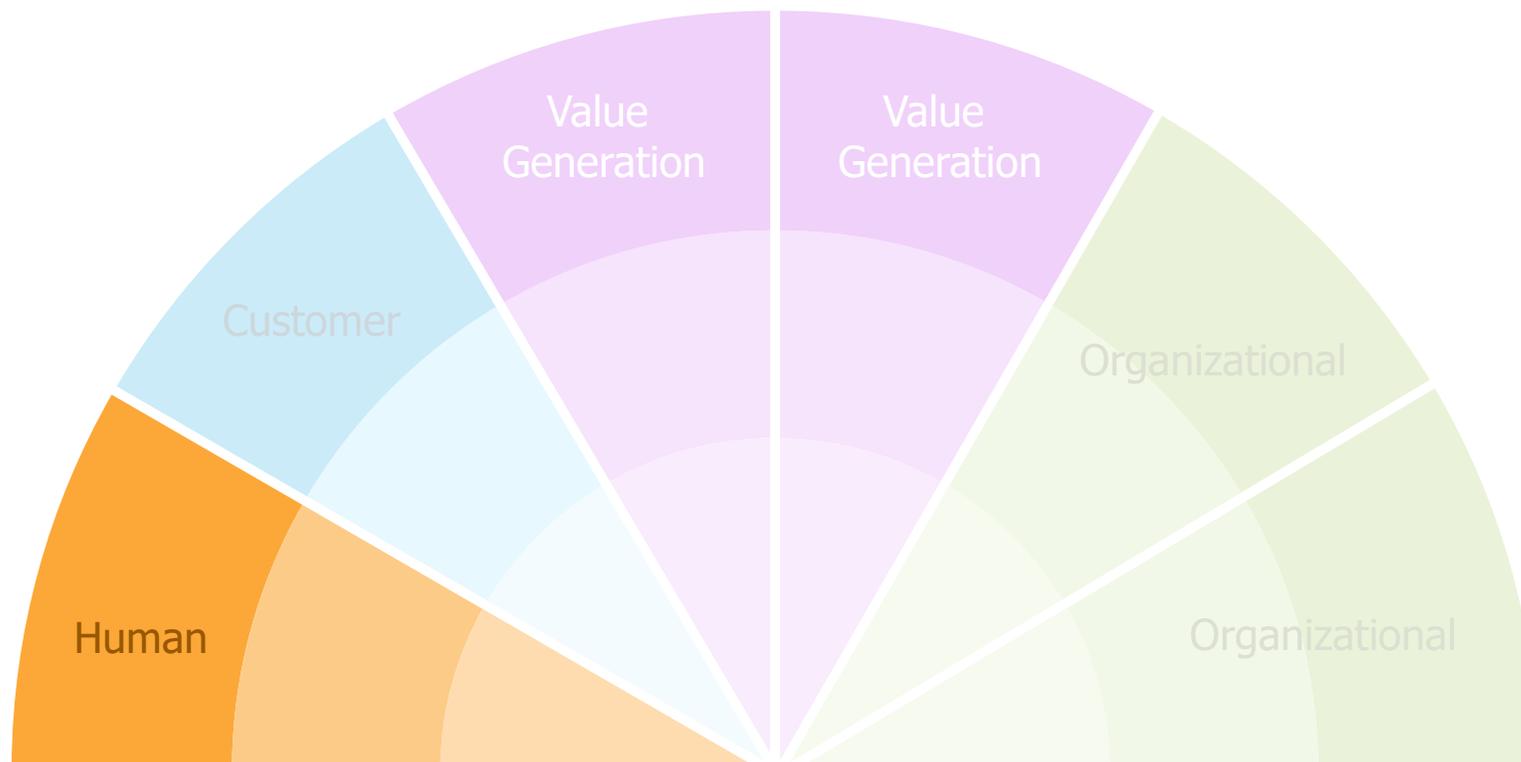
More info:
https://www.youtube.com/watch?v=YhAHSeUwaTw&ab_channel=netmindTV and <https://netmind.net/es/cultura-coherente-pablo-delgado>

Reduc
Diss

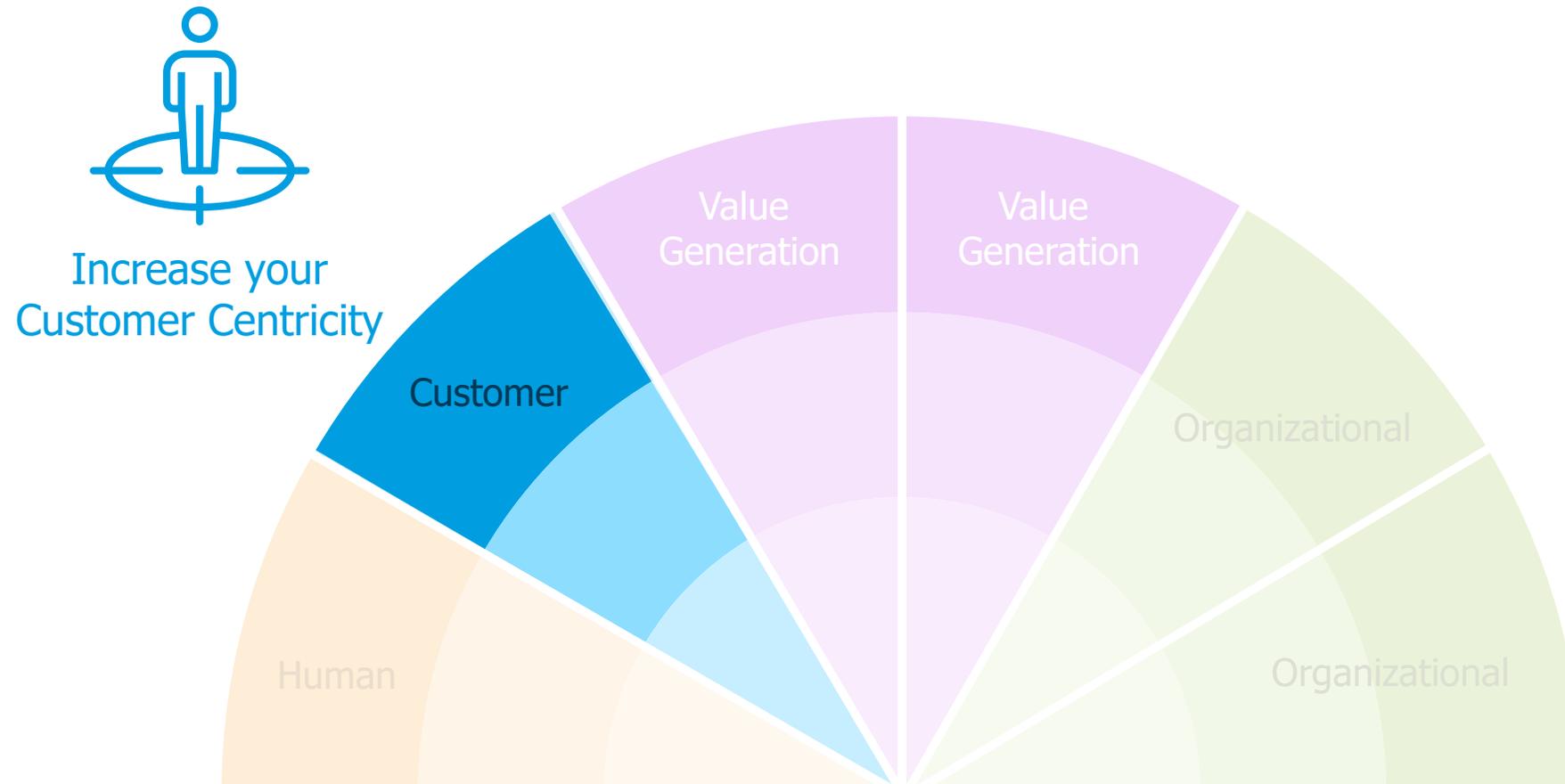
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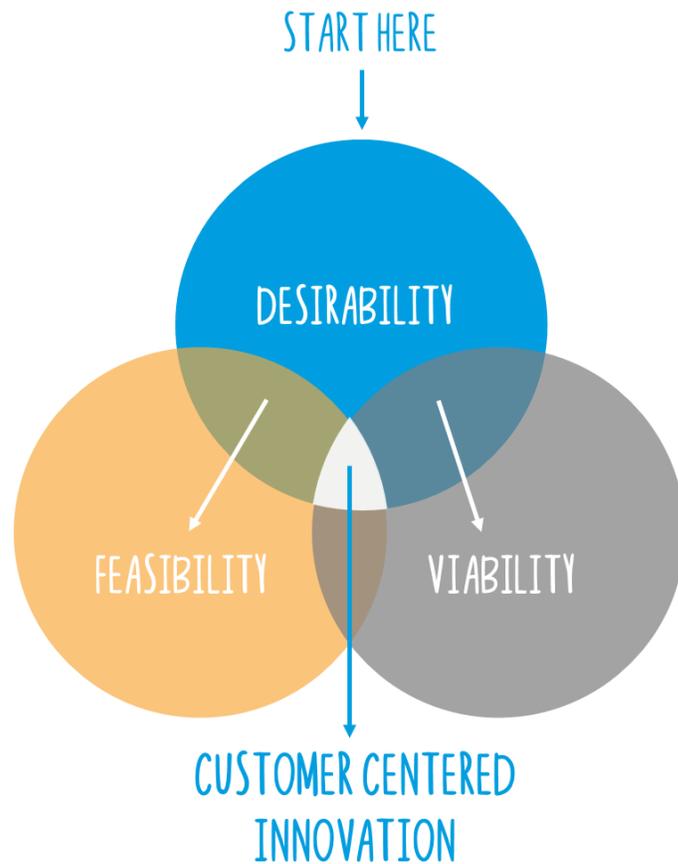
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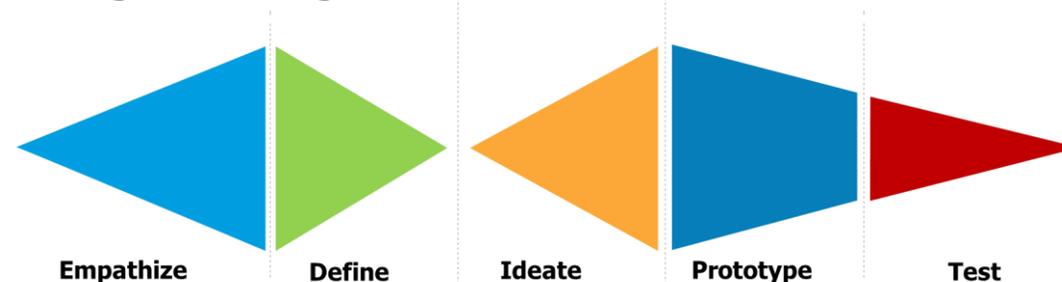
How to Increase your Customer Centricity



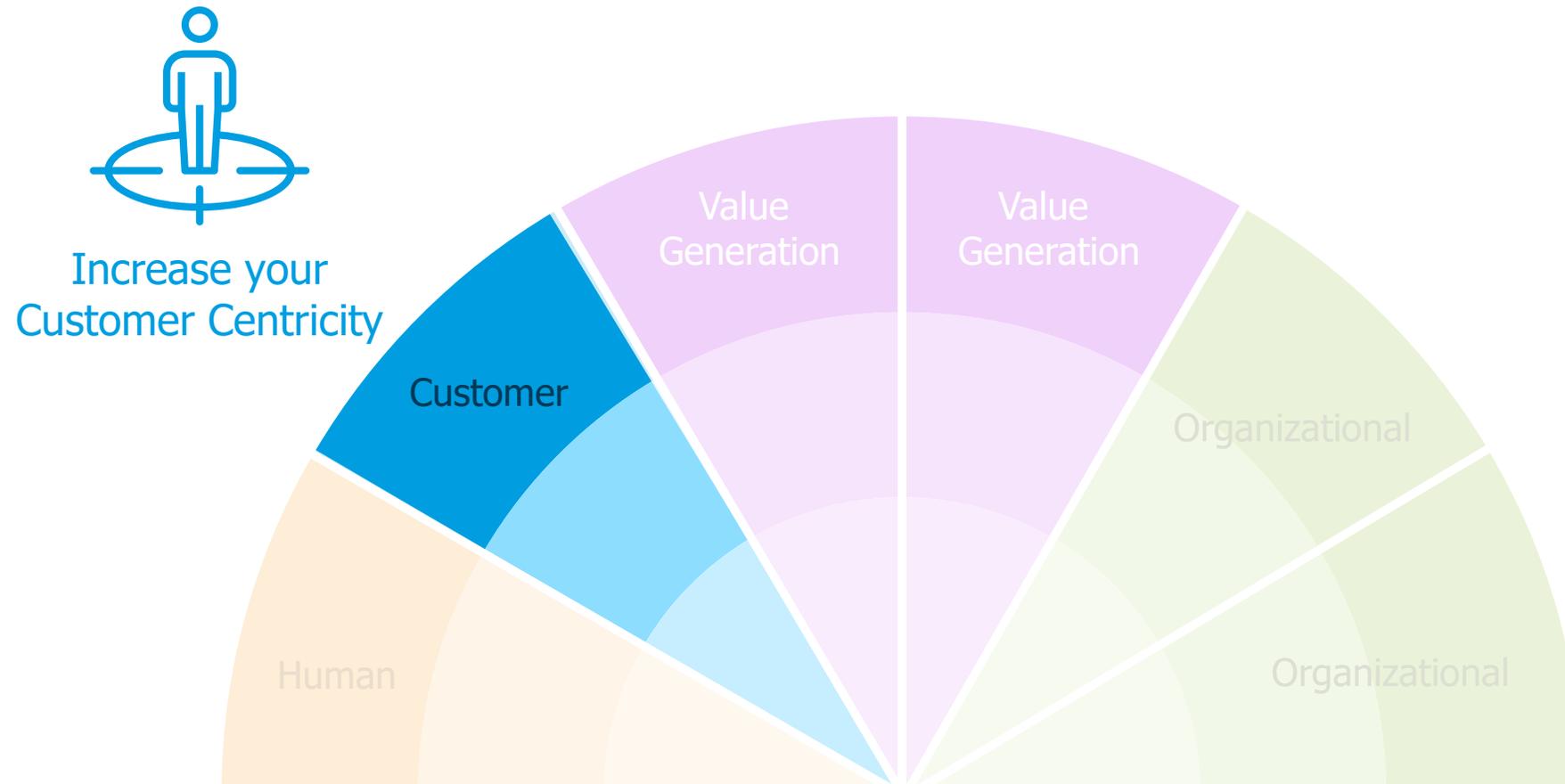
What we did

1. Interviewed HR customers about their needs & JTBD
2. Discovered hidden pains!!
3. Created & validated a Value Proposition Canvas
4. Launched an internal pilot to prototype solution
5. Delivered a training program based on tested approach

Design Thinking Process



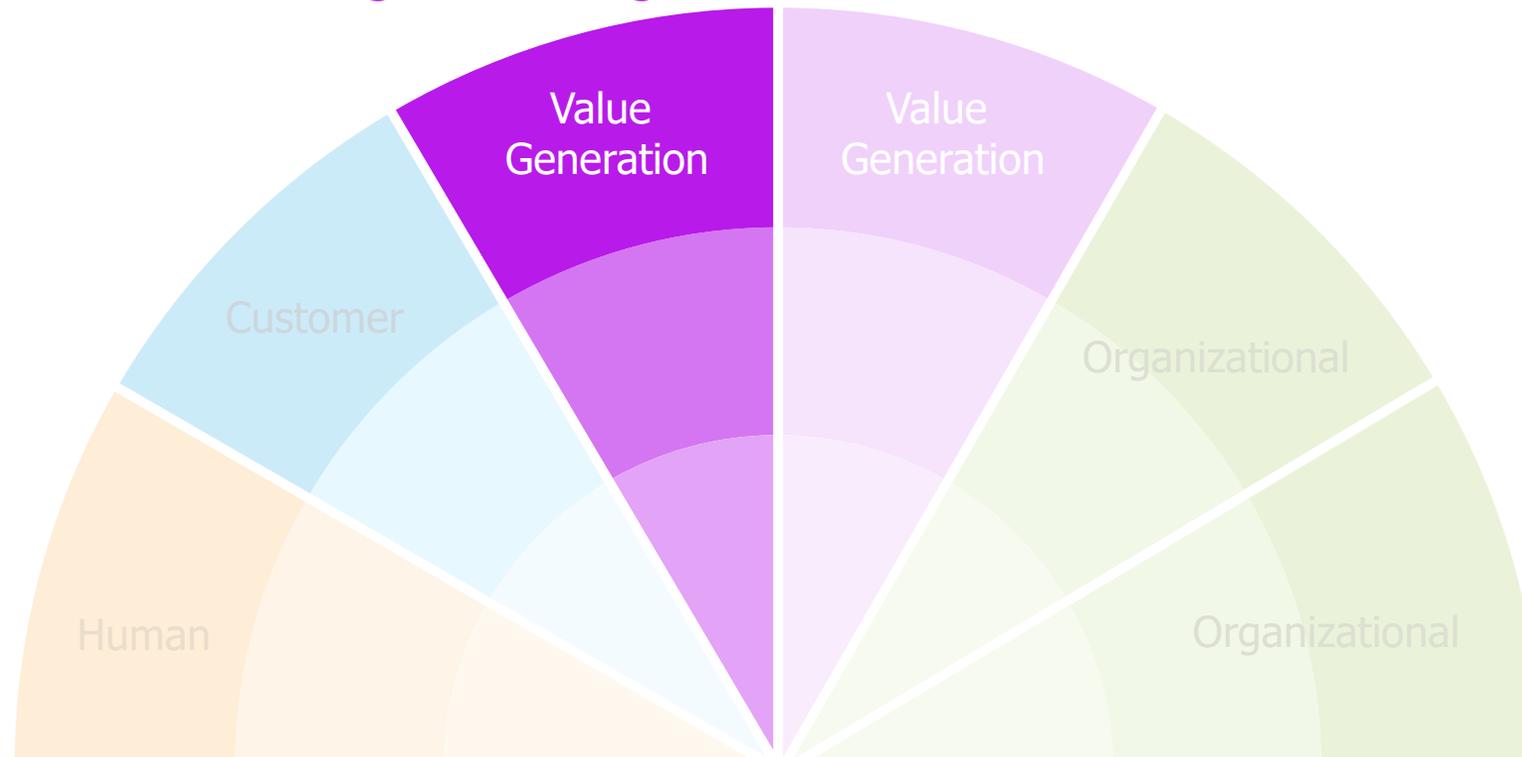
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Faster Response to Emergent Challenges



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How to Respond Faster to Emergent Challenges



Customers invitation form



“We are designing **4 new trainings** using ideas, materials and activities that **were already in our backlog.**”

“We would like **you to help us** in this initiative.”

What we did

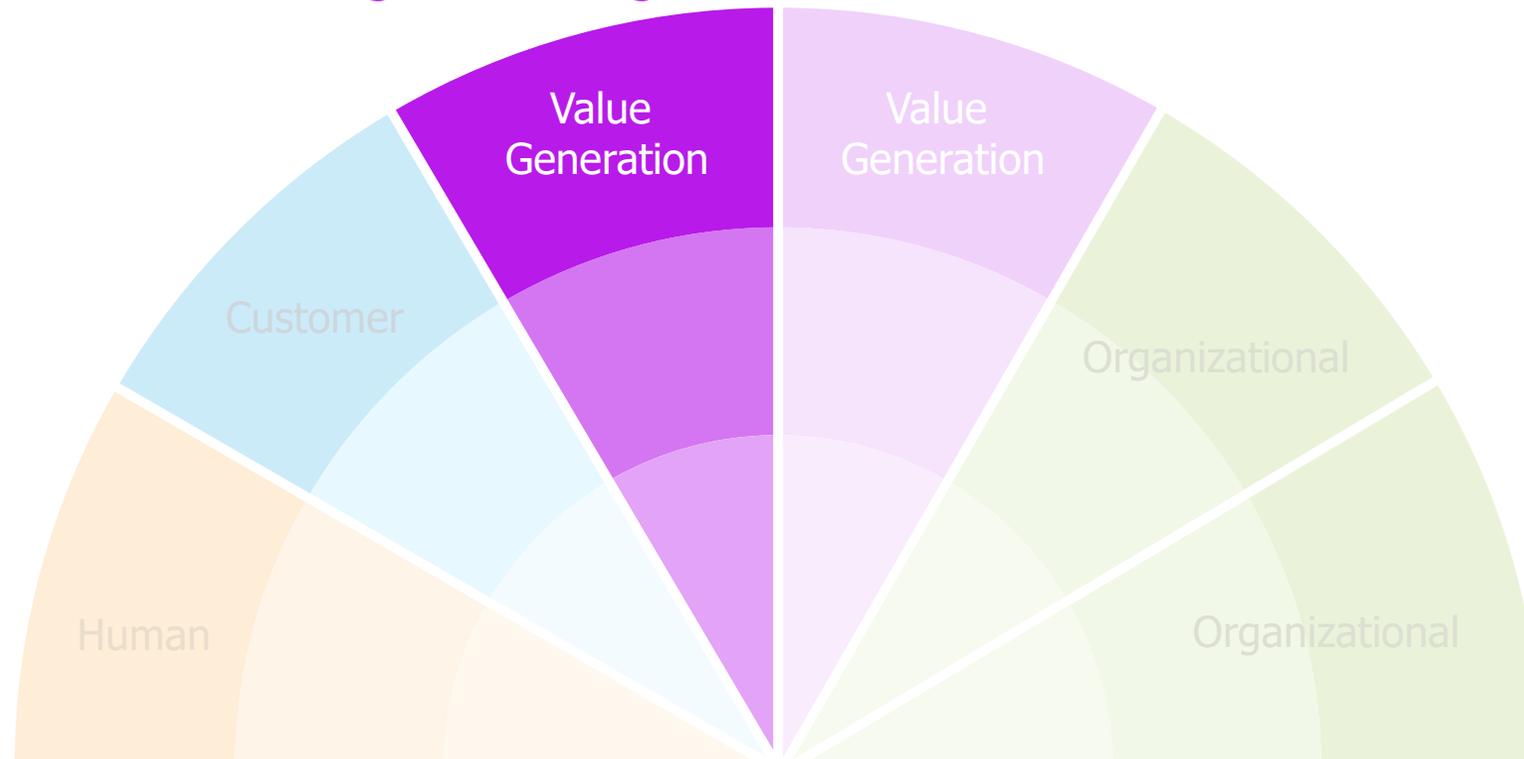
1. Created 4 small cross-functional teams
 2. Each team focused on 1 new solution
 3. In 10 days delivered a free pilot with invited customers (see invitation form)
 4. Collected feedback & updated solution
 5. First customer delivery in < 3 weeks
- Some competitors took +3 months

“You will **participate for free** in the pilot in exchange for your feedback and your experience to help us define the best training, facilitation and remote work courses.”

6 Things you can do to Increase your Adaptability



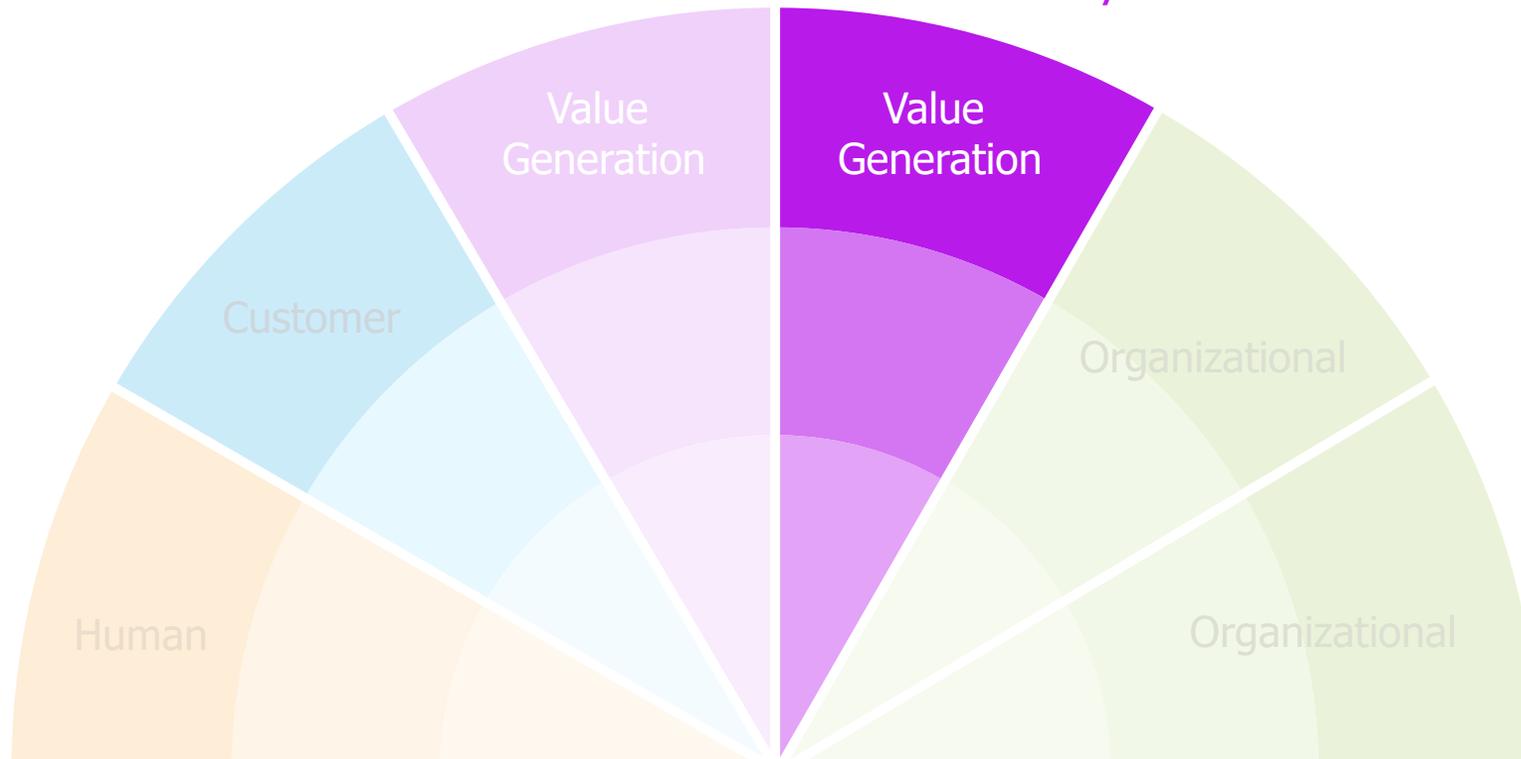
Faster Response to Emergent Challenges



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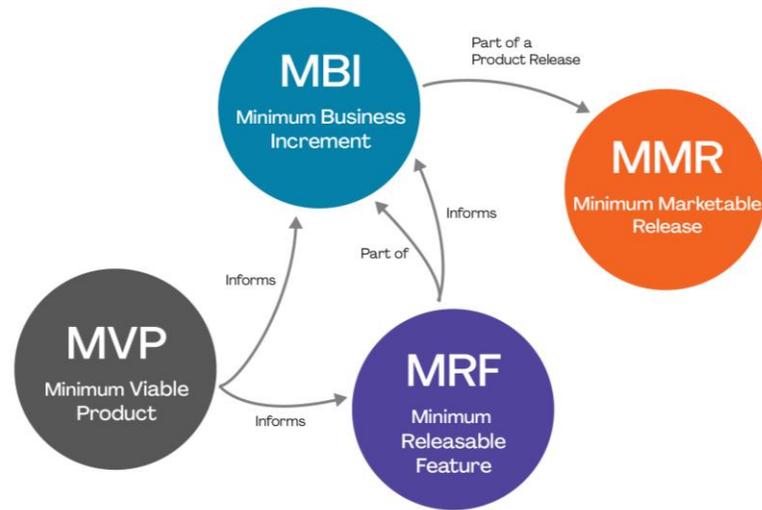
Reduce
Delivery Size



6 T



How to Reduce Delivery Size



Minimum Business Increment (MBI)

- The smallest, releasable chunk of value that makes sense from a business perspective
- Focused on the highest value, and quick realization of that value
- Targeted for a particular market segment
- Only artifact for which cost-of-delay makes sense

Minimum Marketable Release (MMR)

- A batch of one or more MBIs
- Sometimes called a Minimum Marketable Product (MMP)

Minimum Releasable Feature (MRF)

- The smallest feature that fits into an MBI or MVP
- A fully functional, single feature or function that provides real value to customers
- Could potentially be deployed on its own
- Sometimes called a Minimum Marketable Feature (MMF)

Minimum Viable Product (MVP)

- An investment in creating a new product or service
- Created to explore a hypothesis
- Often starts as a functional prototype where some functionality is simulated or performed manually
- Aim is to do just enough work to get something in front of potential customers to learn what they really want

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Source: <https://www.pmi.org/disciplined-agile/process/product-management/mvps-and-mbis>

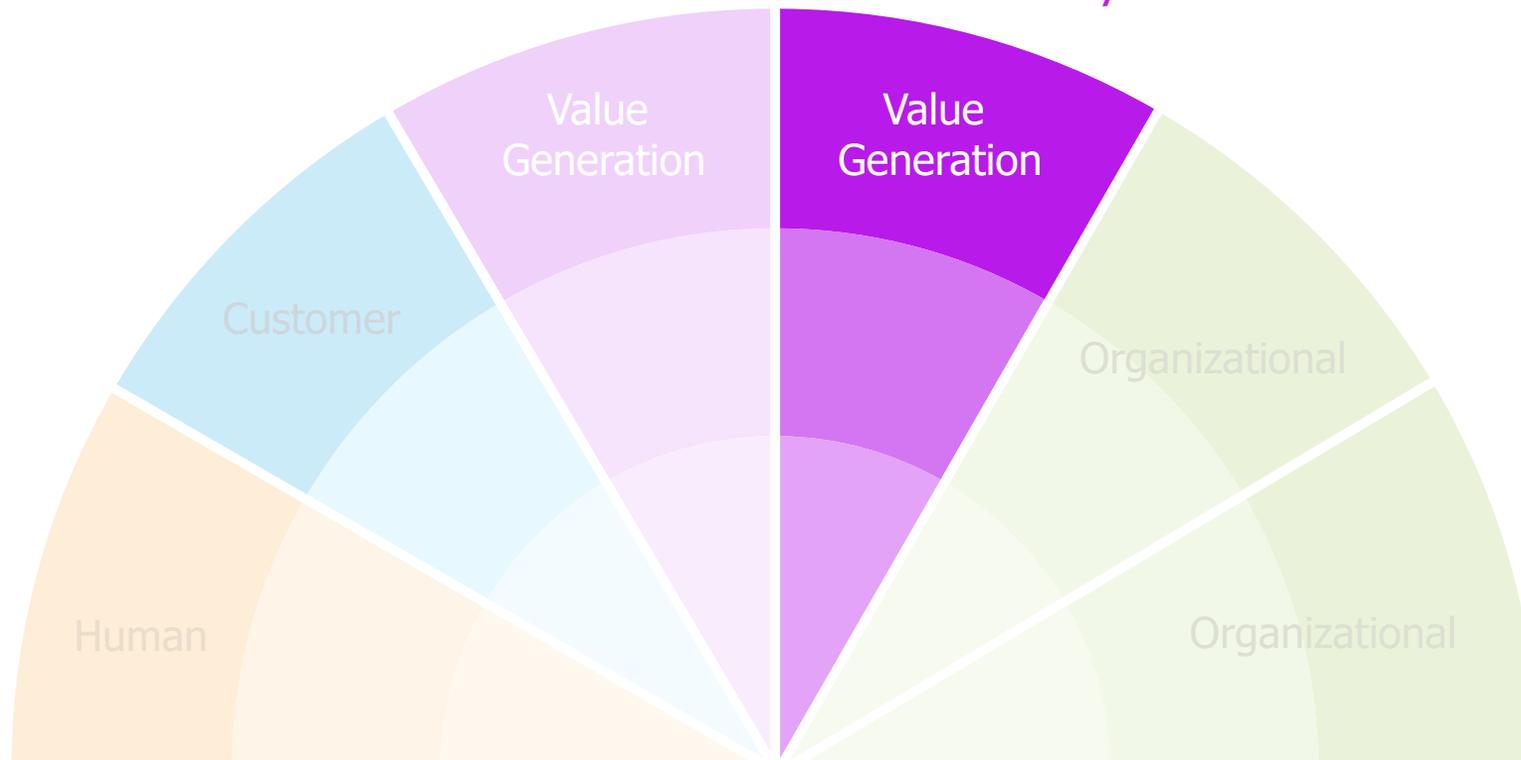
Things you may try (or at least have a look)

1. Distinguish between MBIs and MVPs when defining your work
2. Ask yourself how to get feedback earlier from real customers... and do it!
3. Invest in automation, this will low transaction cost, and therefore reduce batch size
4. Co-create with your customer, show them the progress of your work, ask "Is this something you may start using right now?"

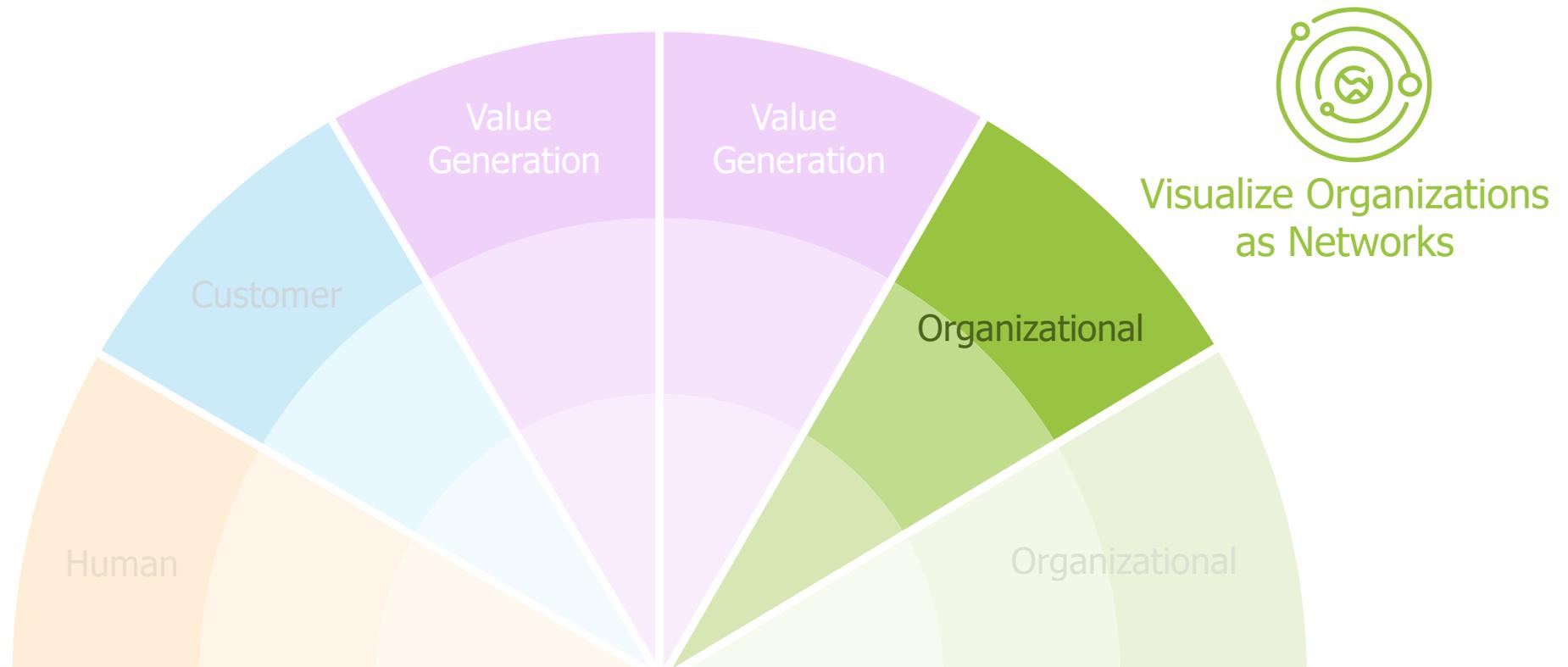
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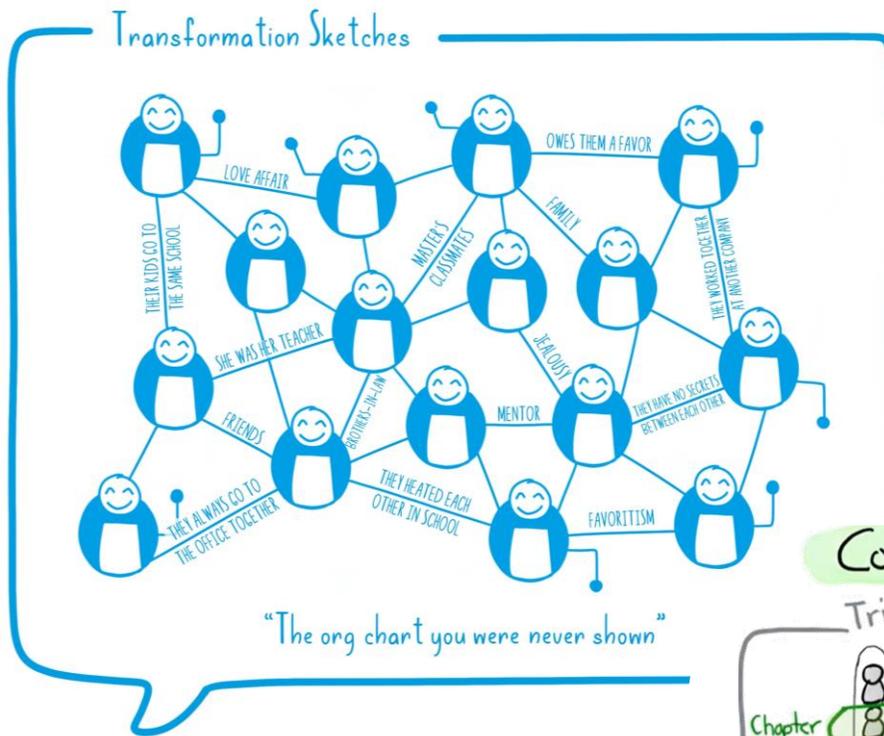
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How to Visualize Organizations as Networks

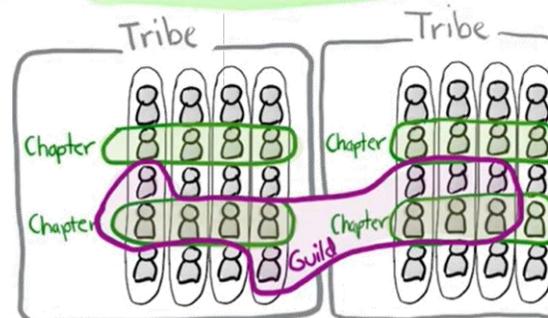


Source: <https://netmind.net/en/the-organization-chart-they-never-showed-you/>

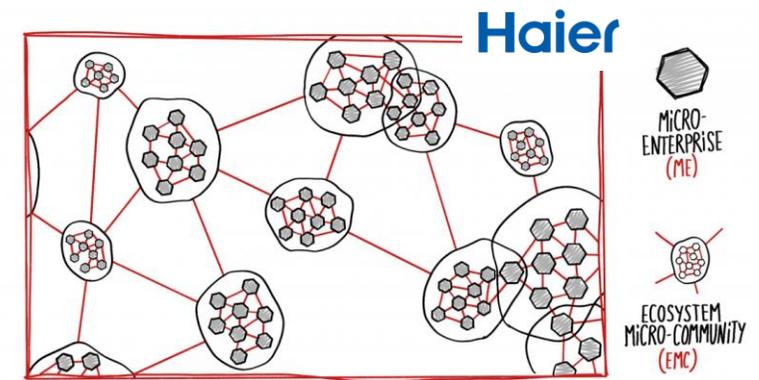
Things you may try (or at least have a look)

1. Create a network visualizing informal relationships
2. Spotify created a matrix organization AND its visualization was key to understanding & expand
3. Haier created its own management model based on entrepreneurial micro-enterprises (ME) and ecosystem micro-communities (EMC)

Community > Structure

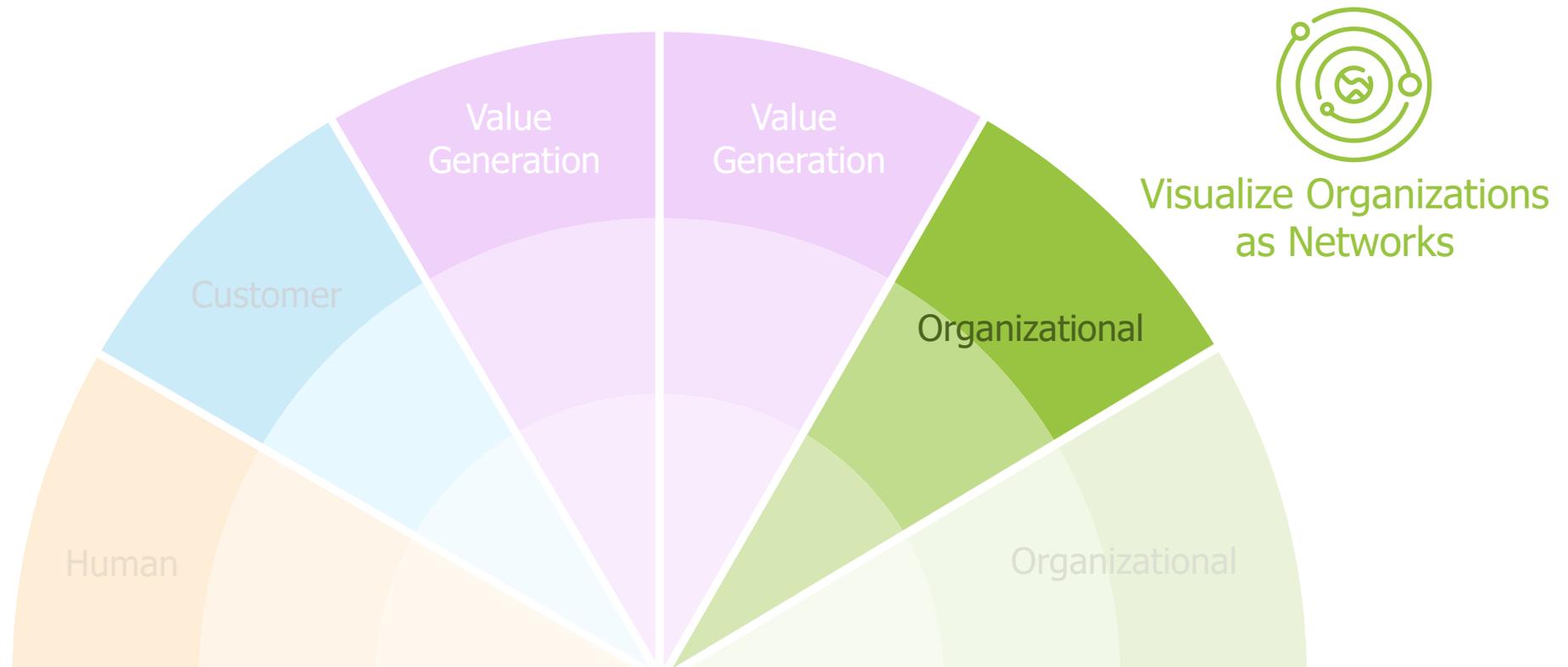


Source: <https://www.youtube.com/watch?v=Yvfz4HGtoPc>

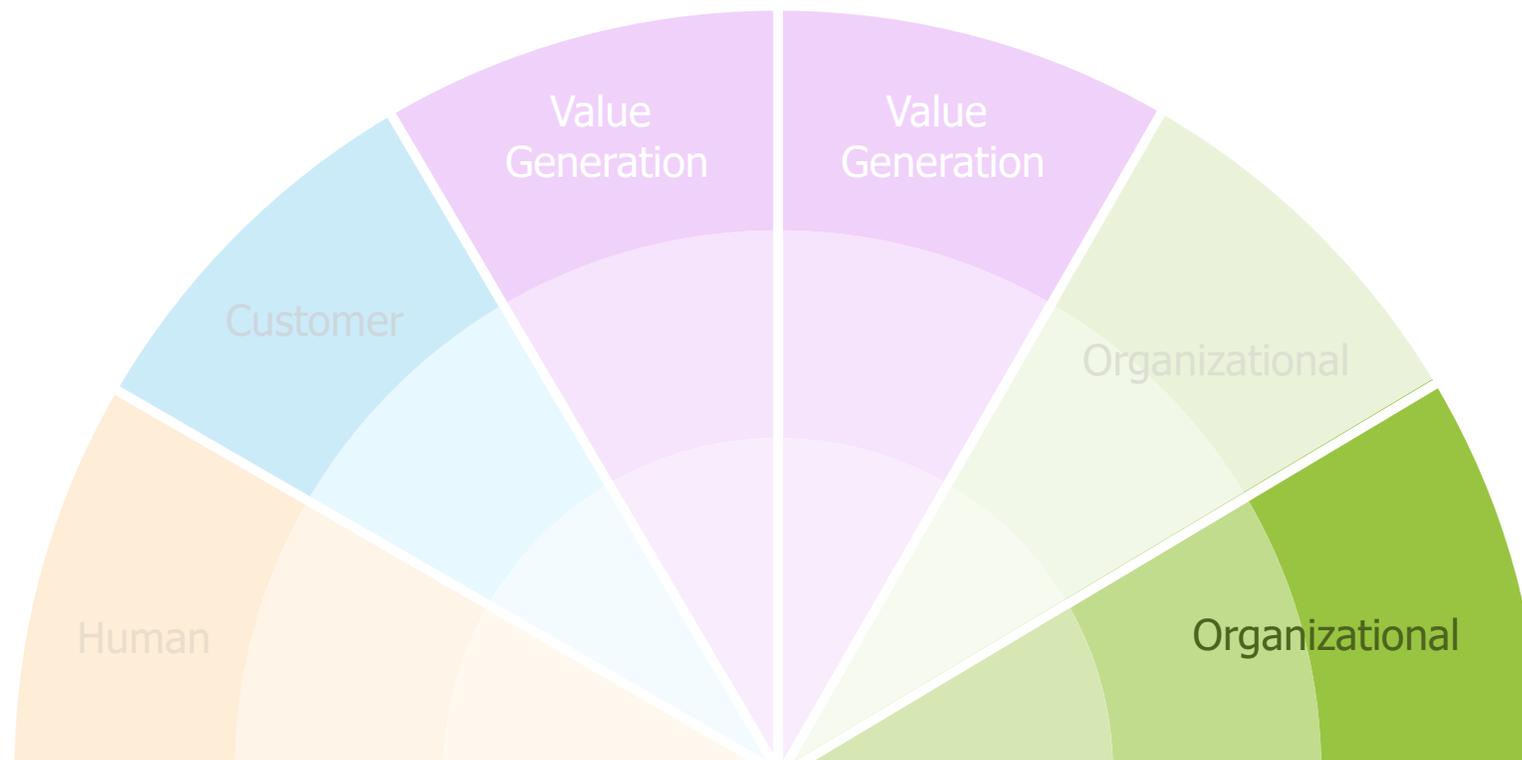


Source: <https://corporate-rebels.com/next-influential-management-model-of-the-world/>

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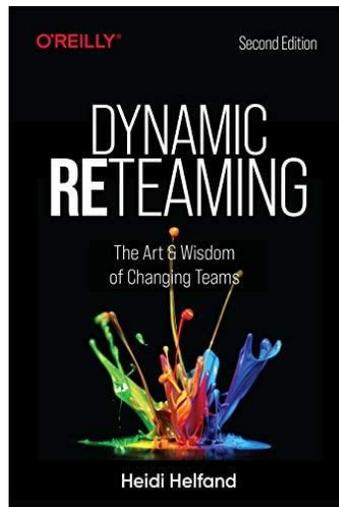
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How to Increase your Reteaming Skills



“Whether we like it or not, team change is inevitable, we might as well get good at it.”

Heidi Helfand

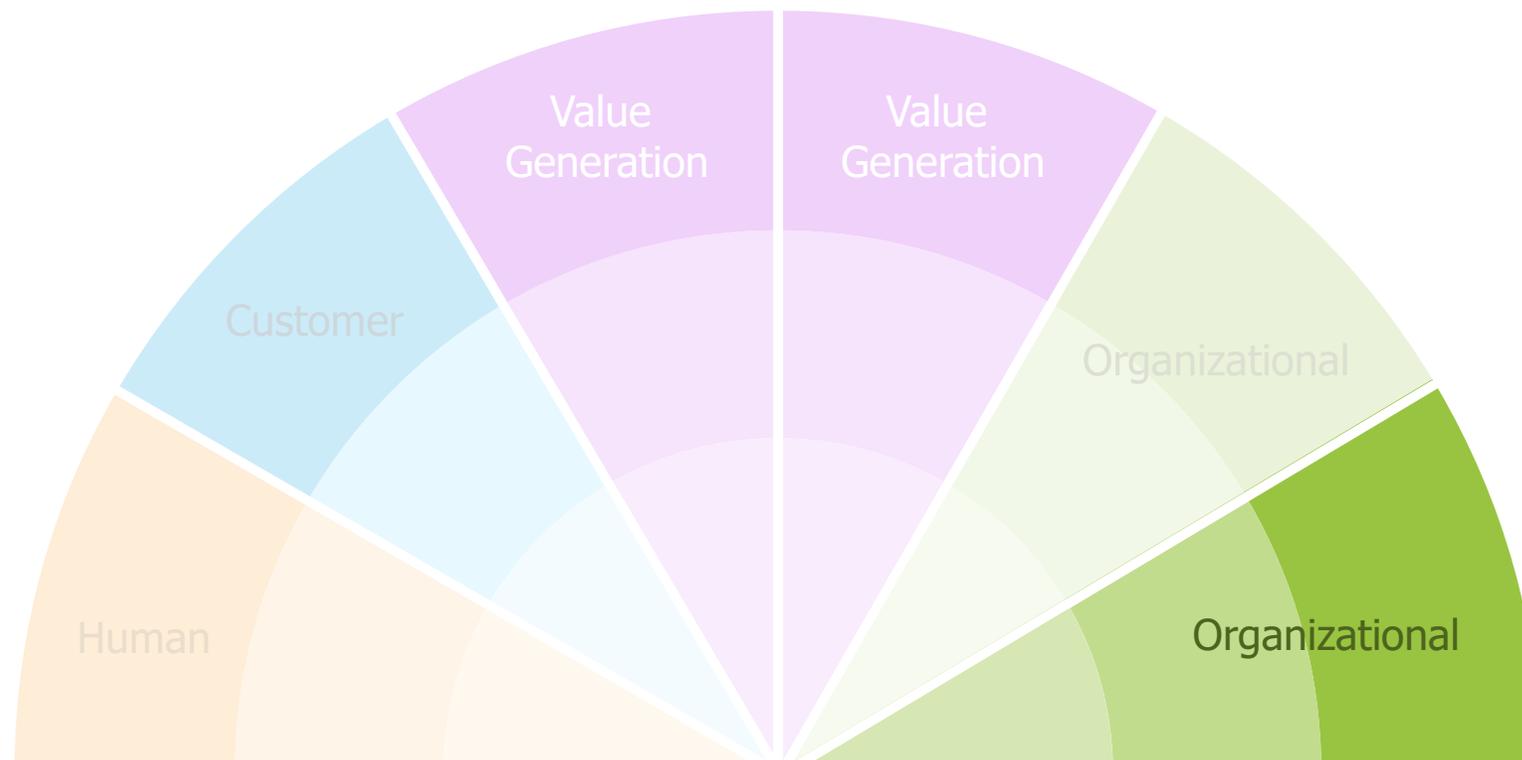


Things you may try (or at least have a look)

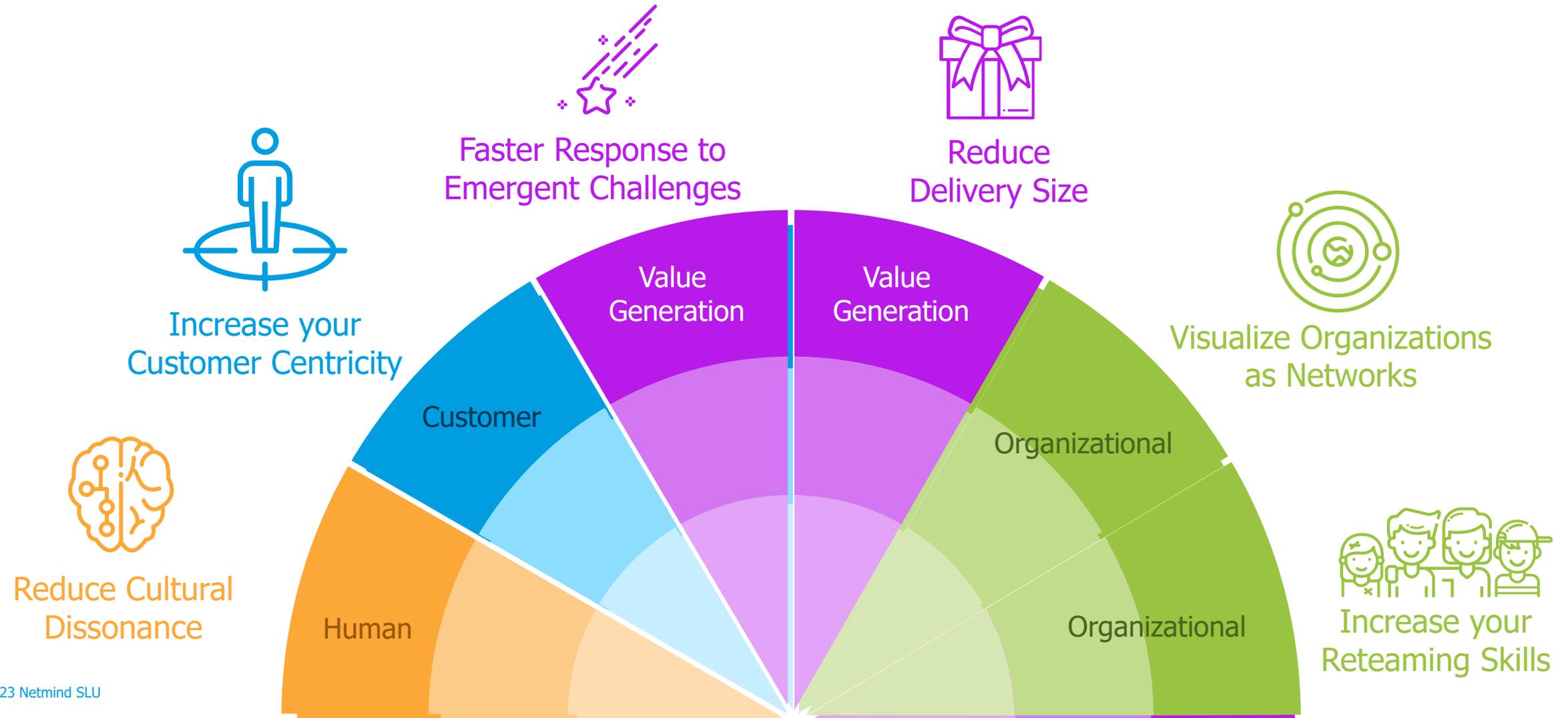
1. Run a hackaton with teams created on the fly that work intensively during a short period
2. Create an innovation program where people self-organize in teams based on informal relationships
3. Recognize reteaming patterns and respond to feedback loops in an organization's people, workflow and work.

Source: <https://twitter.com/heidi Helfand>

6 Things you can do to Increase your Adaptability



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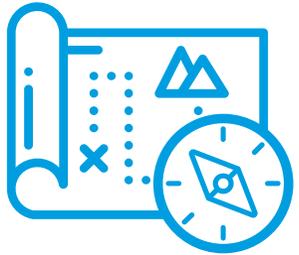
Improving your adaptability

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Journey to adaptability

How to do it? Call to action!

Ready... GO!! (steady??)



Do not overplan

Internal Leadership

Co-creation

Move forward without haste but without pause



Do not overplan
Internal Leadership
Co-creation



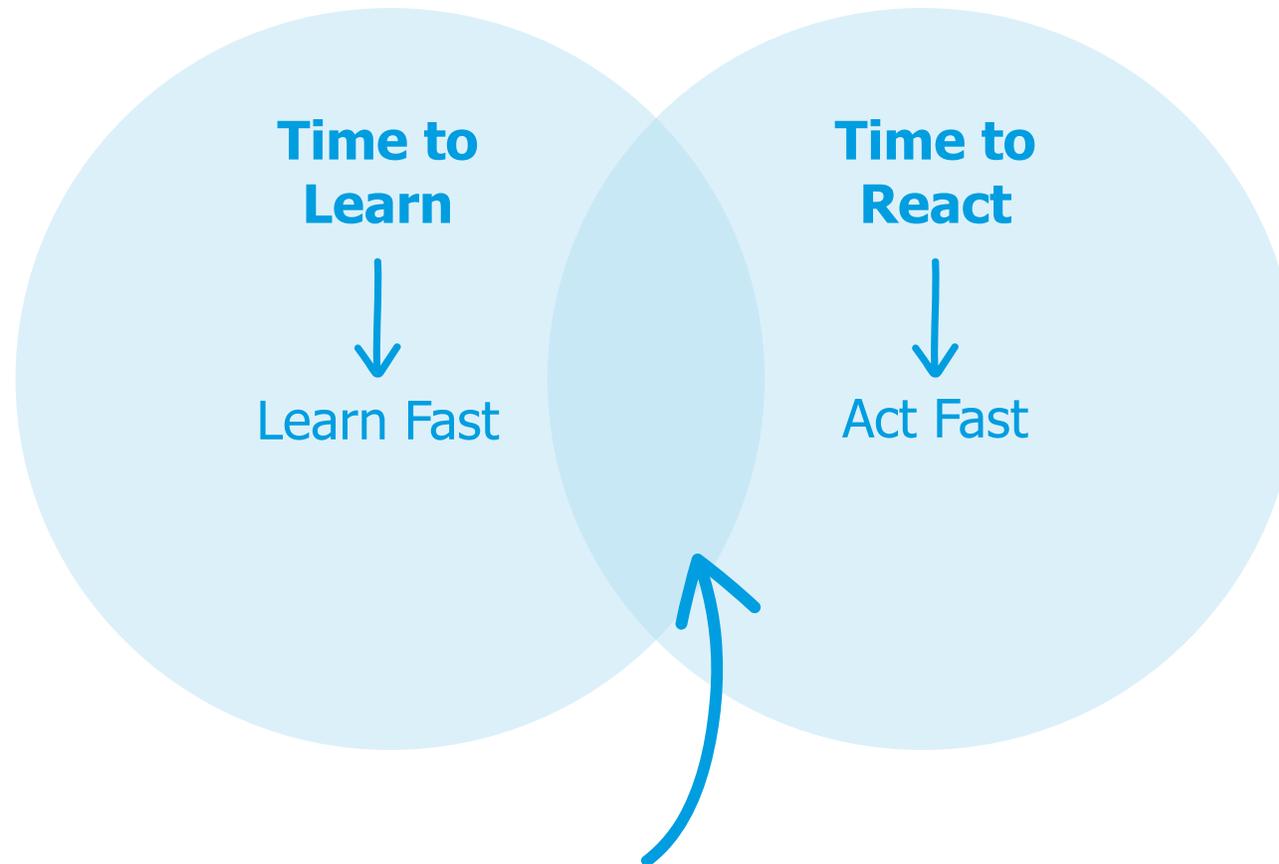
Experiment & Collaborate
Measure progress
Prioritize

Learn from your success & mistakes and pivot



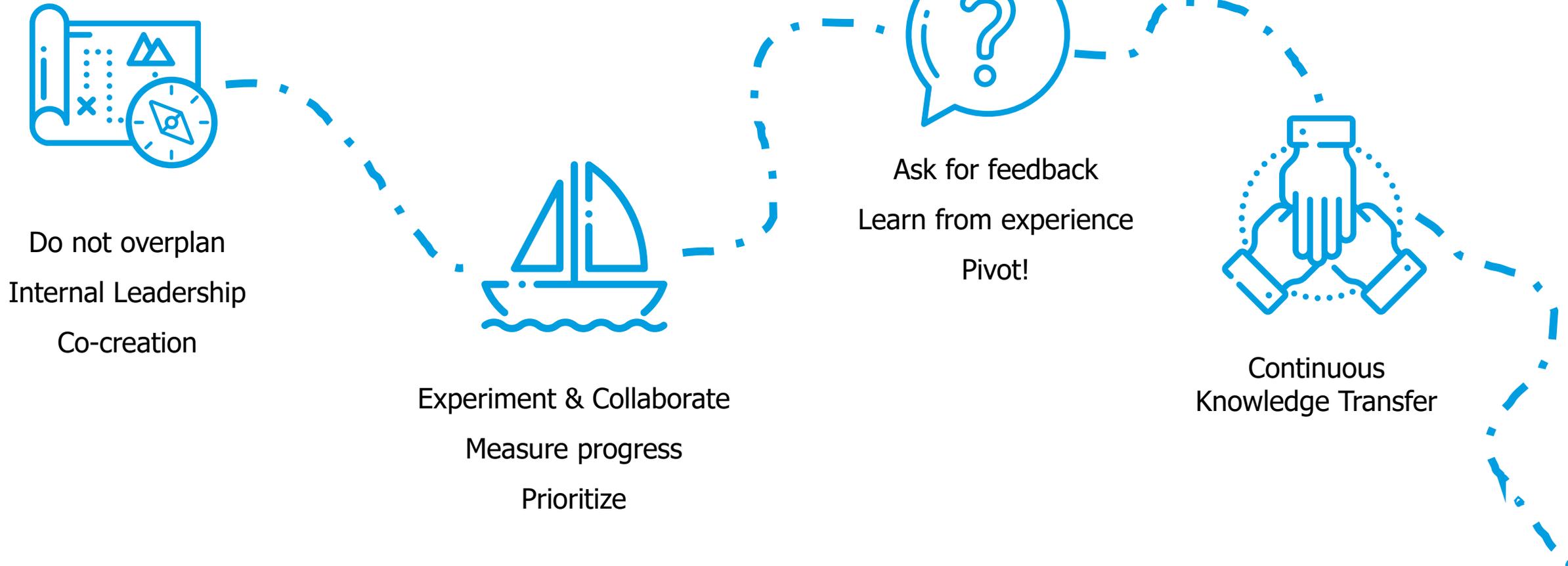
Organizational Learning



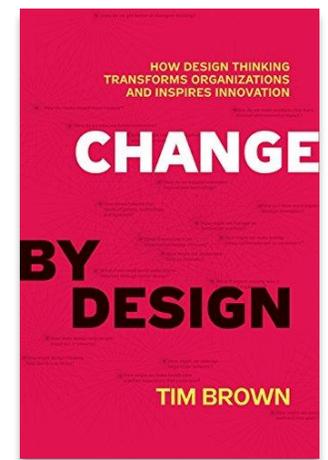
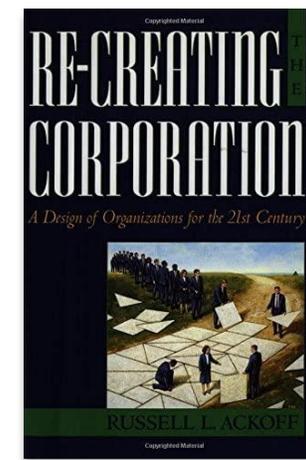
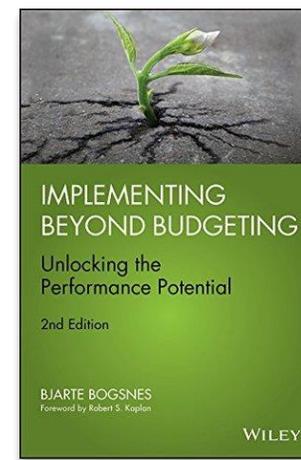
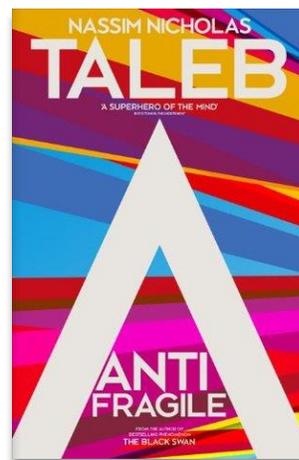
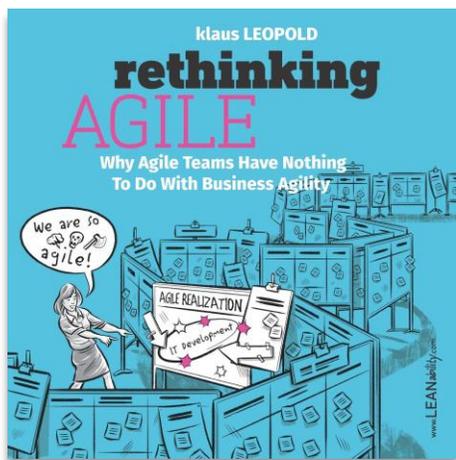
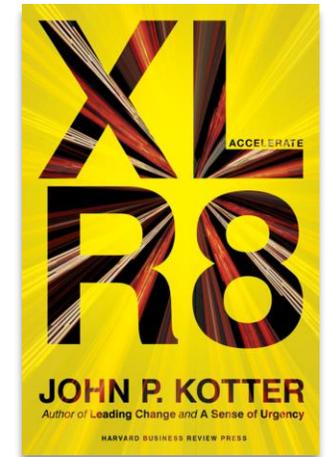
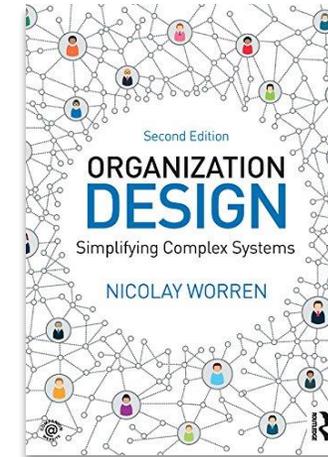
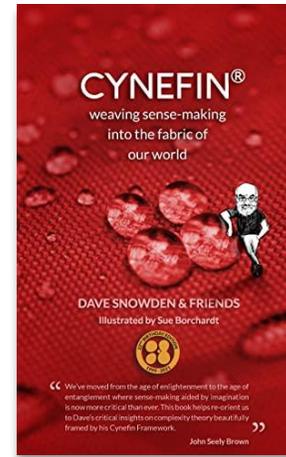
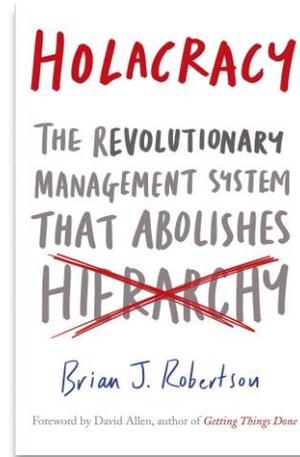
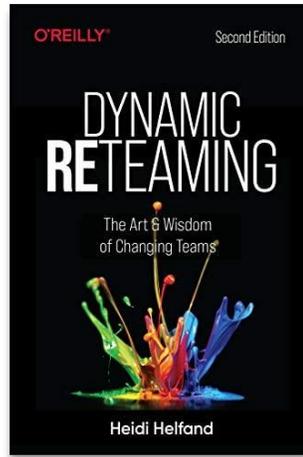
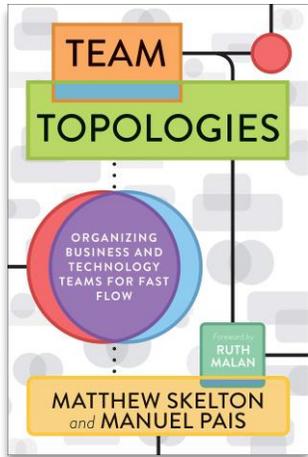


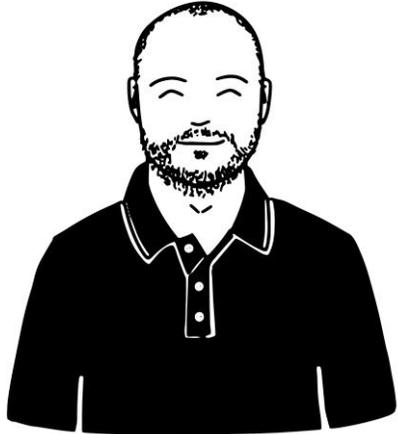
Adaptive Organizations requires the entire organization to learn fast and act fast

And the journey goes on...



#AlwaysLearning





Thank you!

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