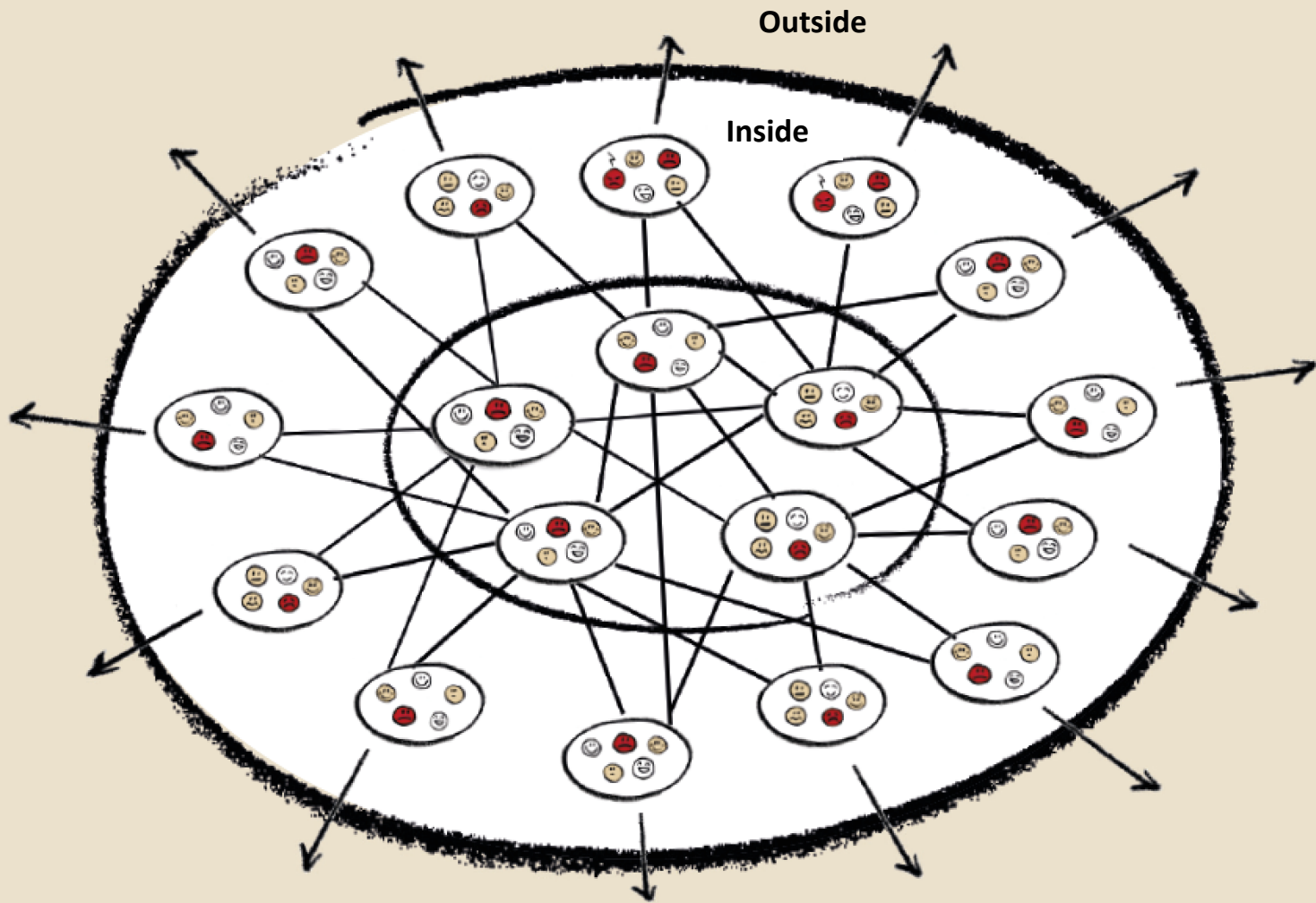


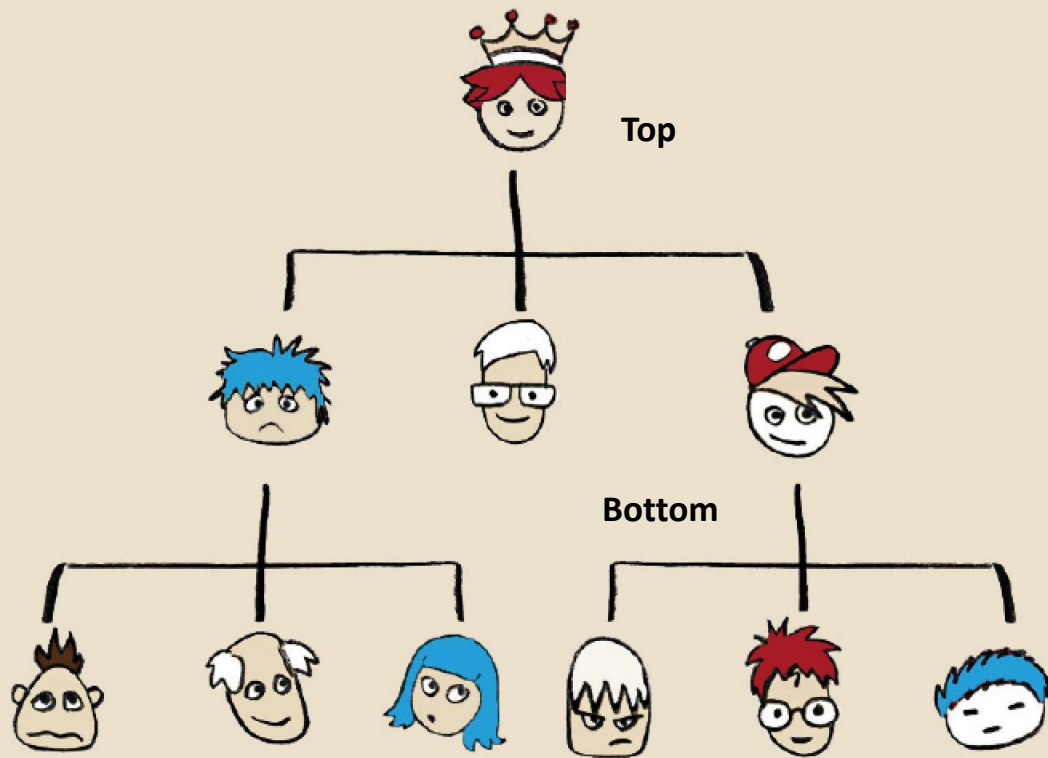
Enterprise Acceleration briefing 2019
Stockholm, 12.06.2019
@NielsPflaeging @RedForty2
#sogeti

Let's Organize for Complexity!

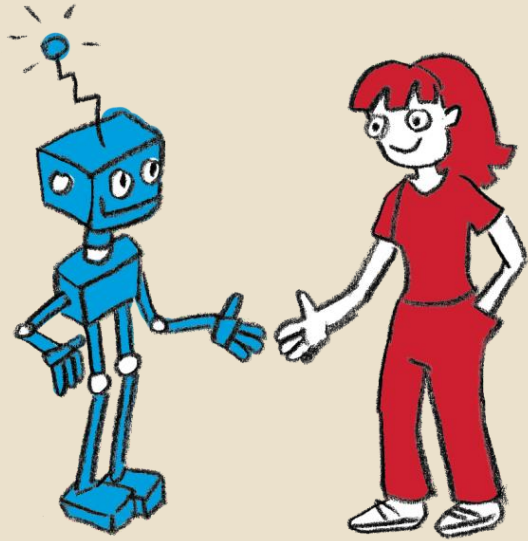
The Synthetic Organization:
Mastering business & IT, discipline & agility, digital & haptic,
complicated & complex - for high performance!











Dynamic
part of value
creation
Solution: Man

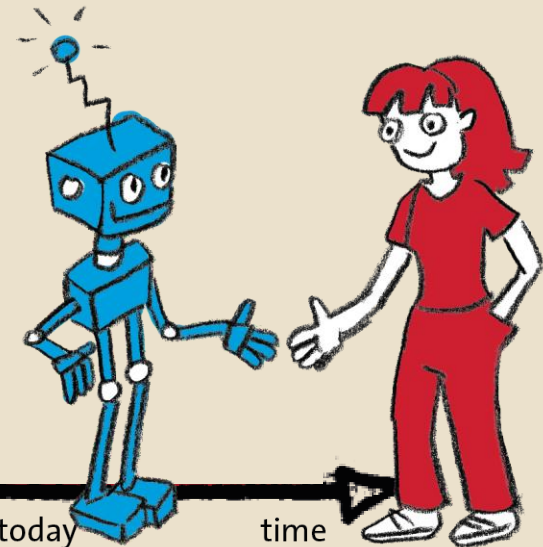


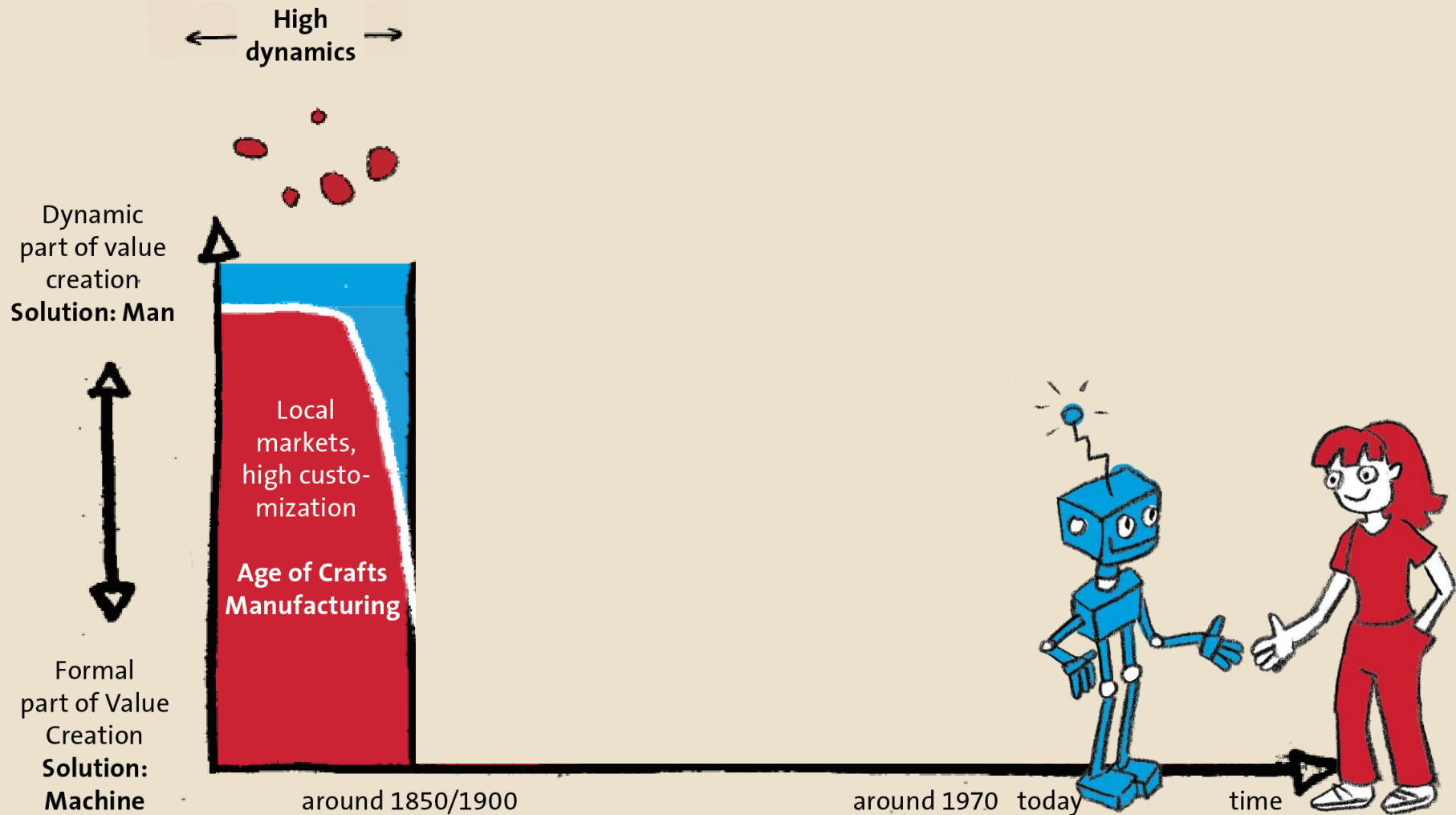
Formal
part of Value
Creation
**Solution:
Machine**

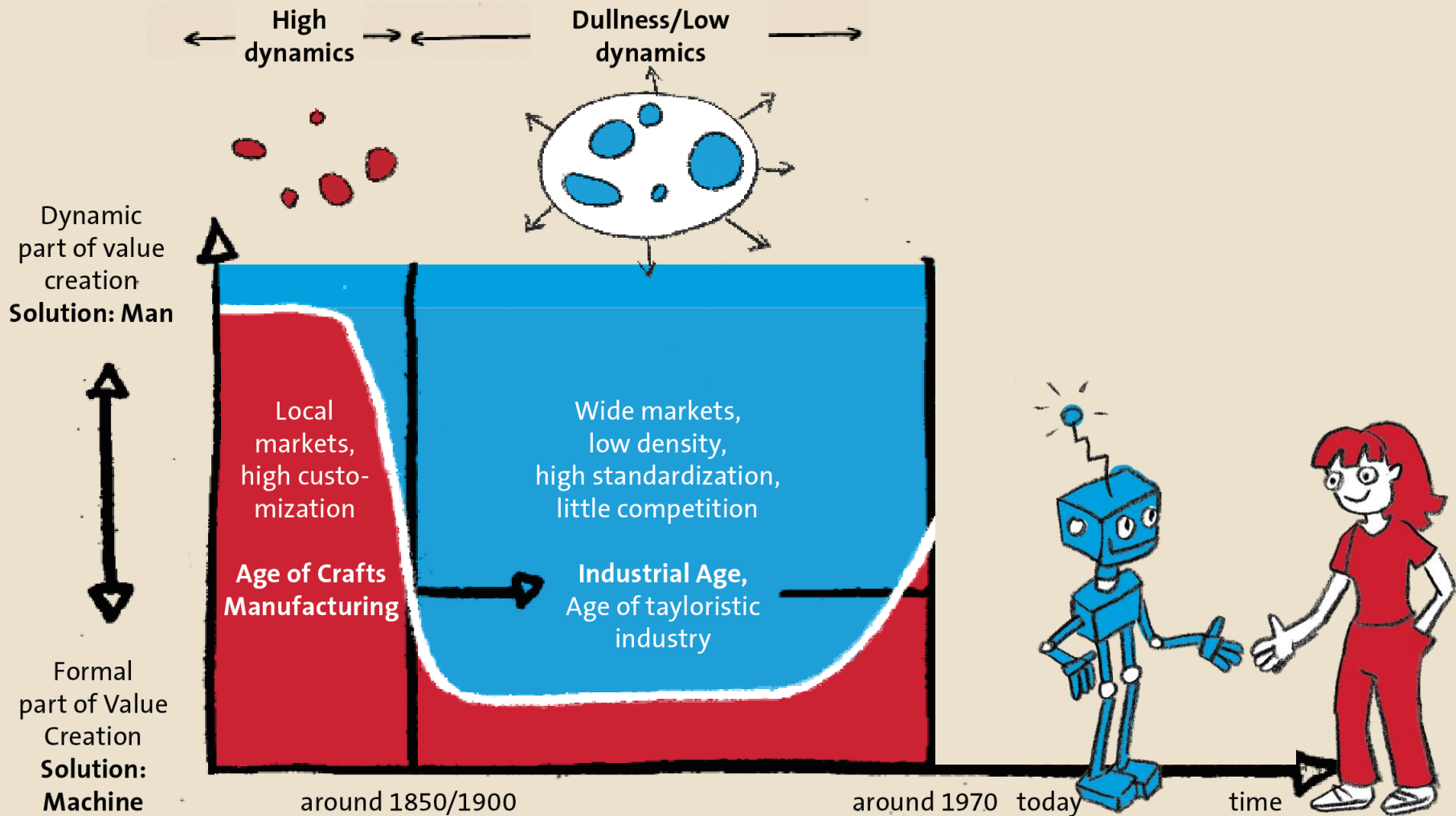
around 1850/1900

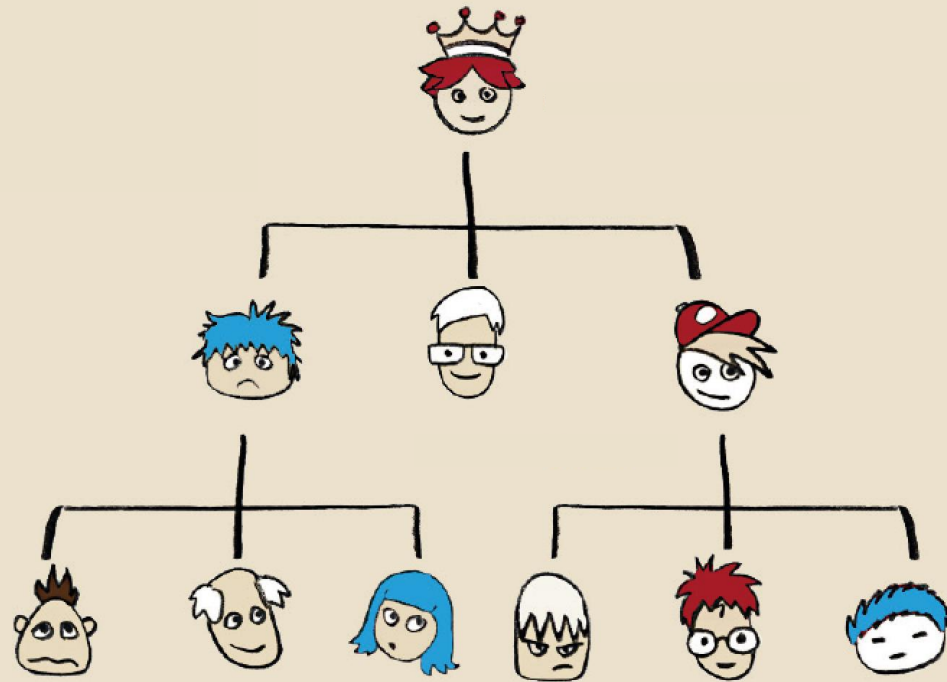
around 1970 today

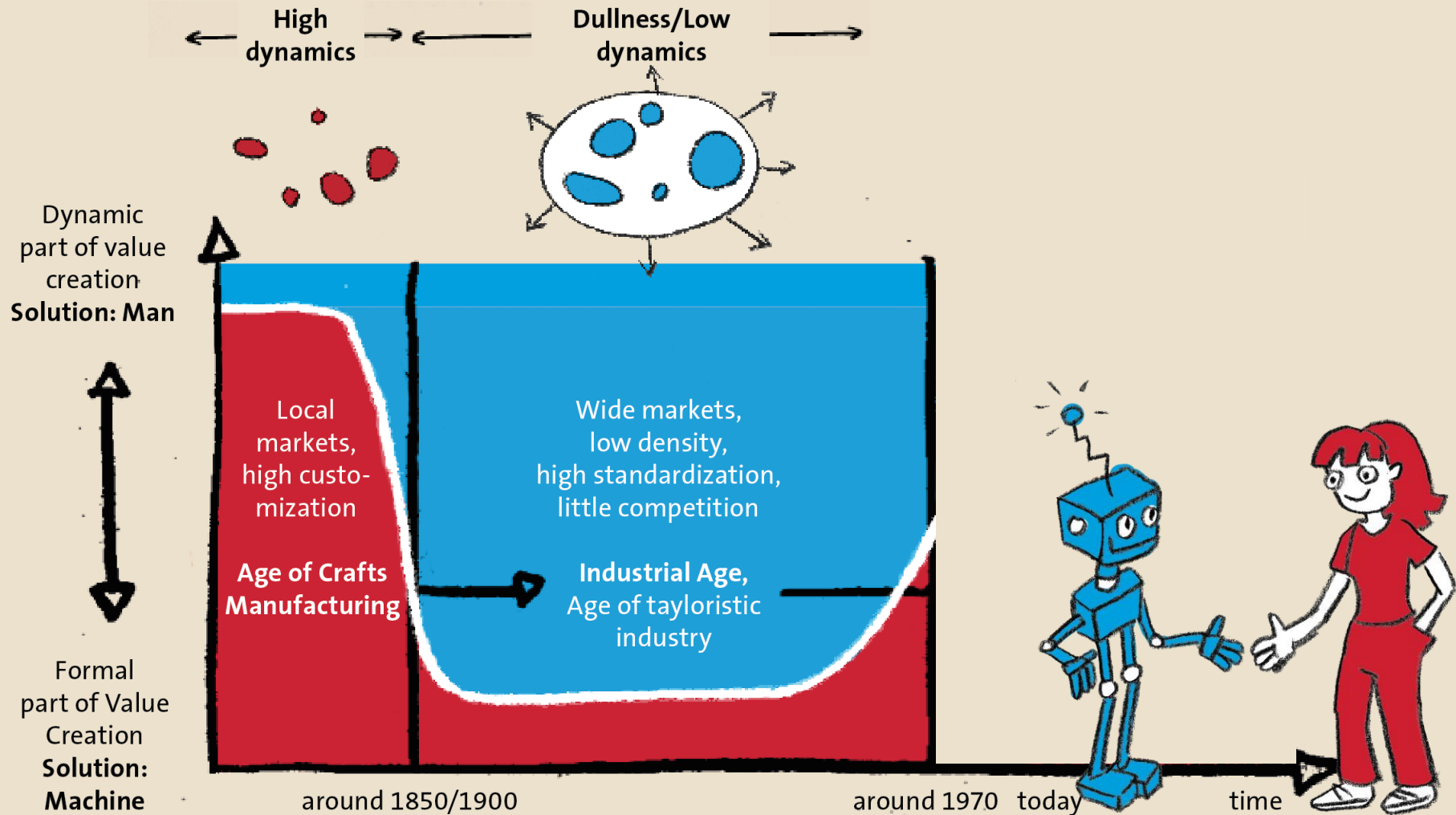
time

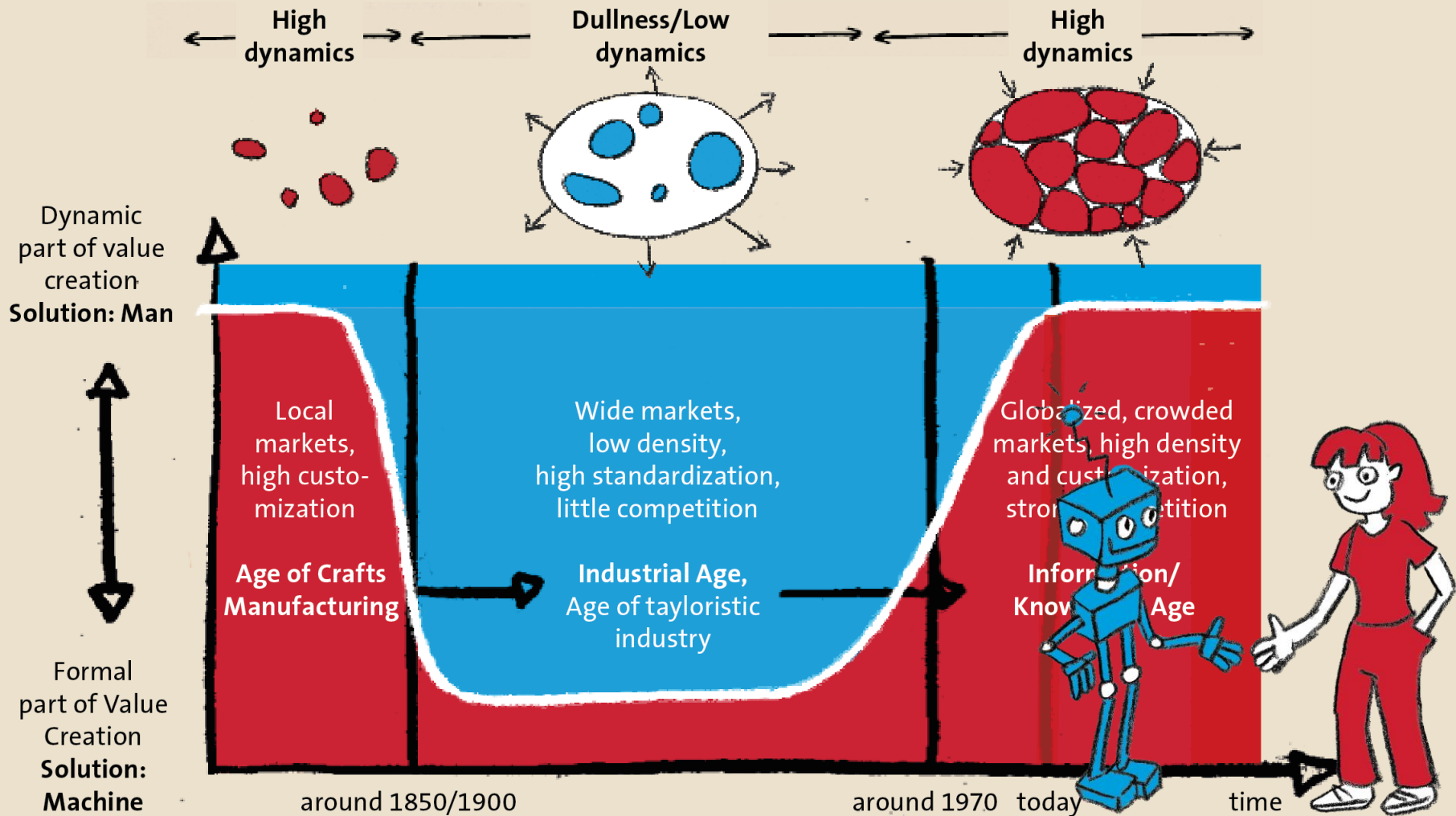




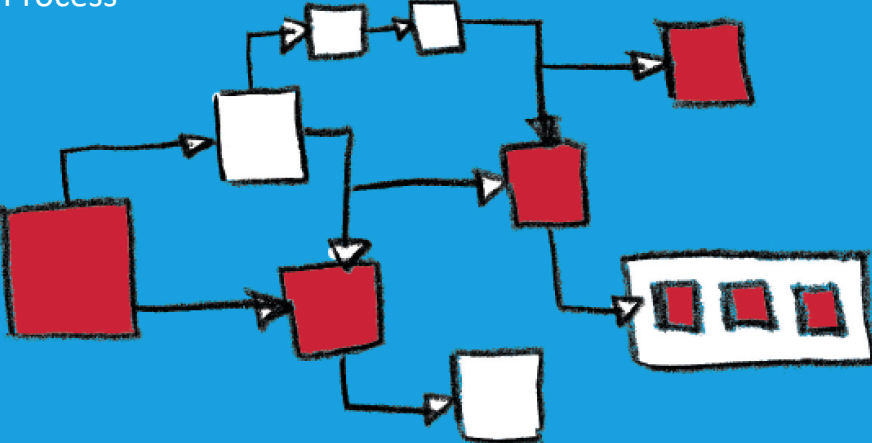






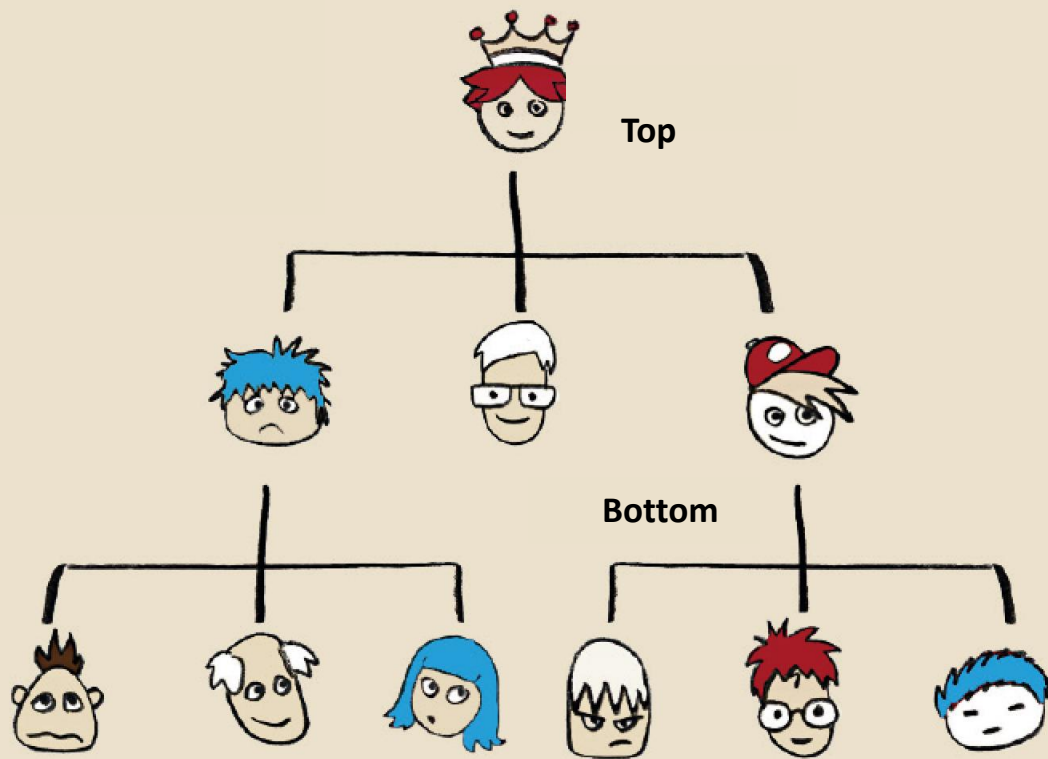


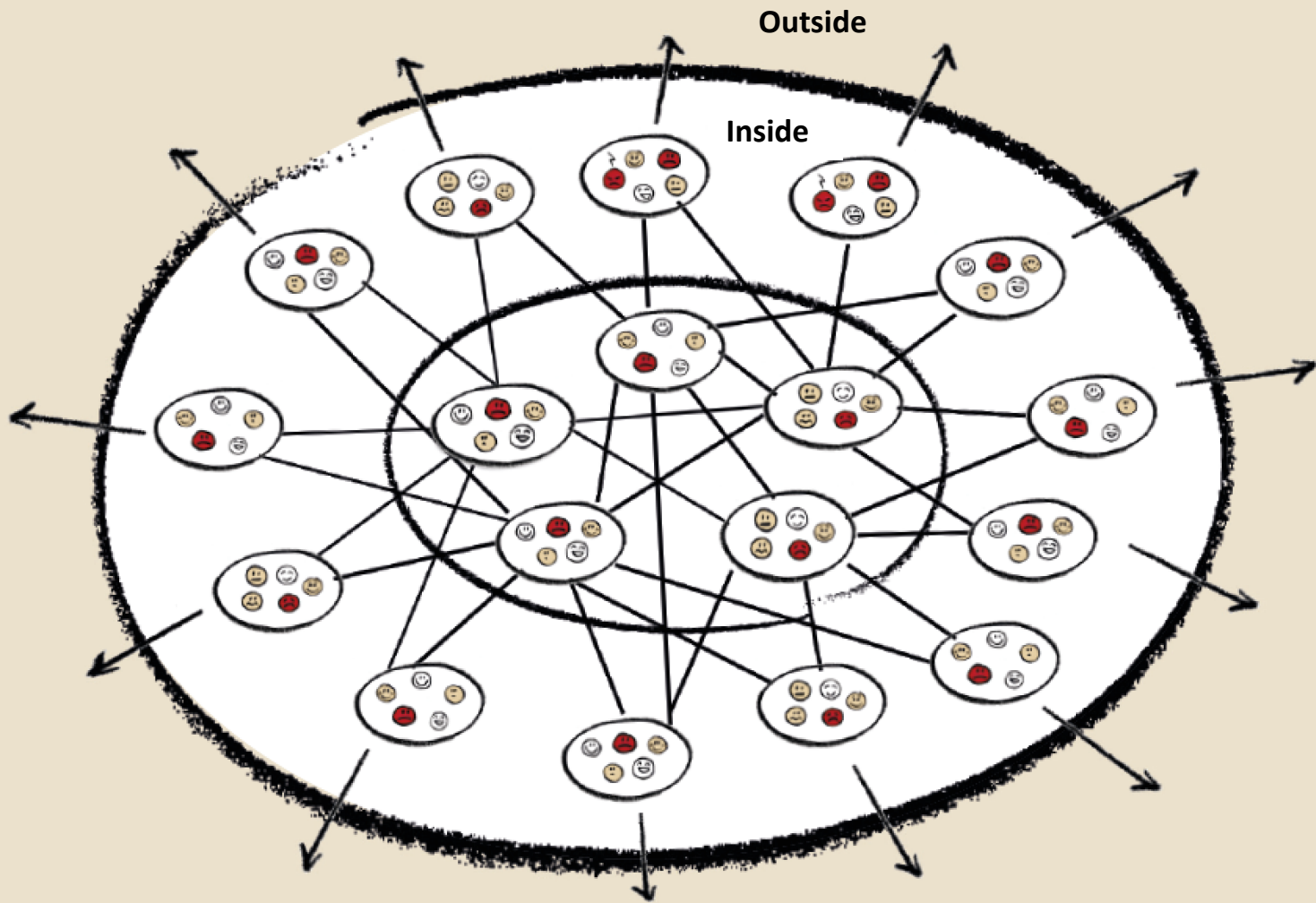
Process



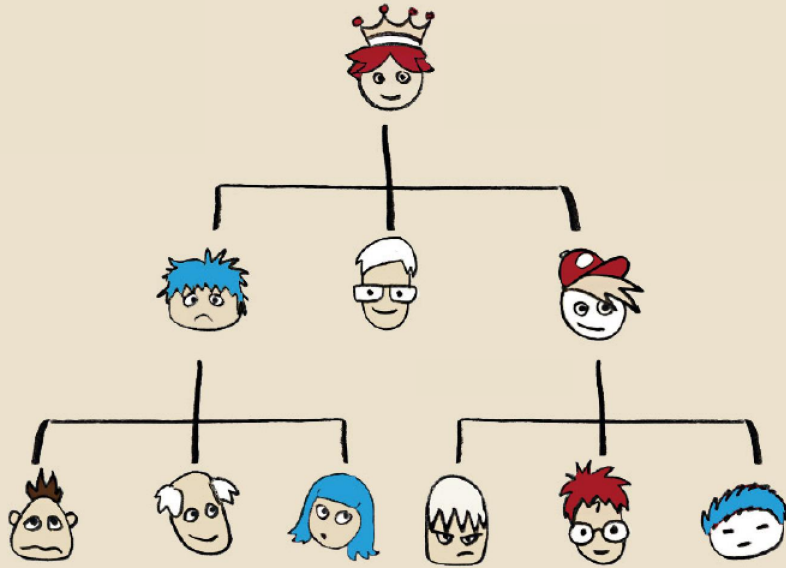
Project





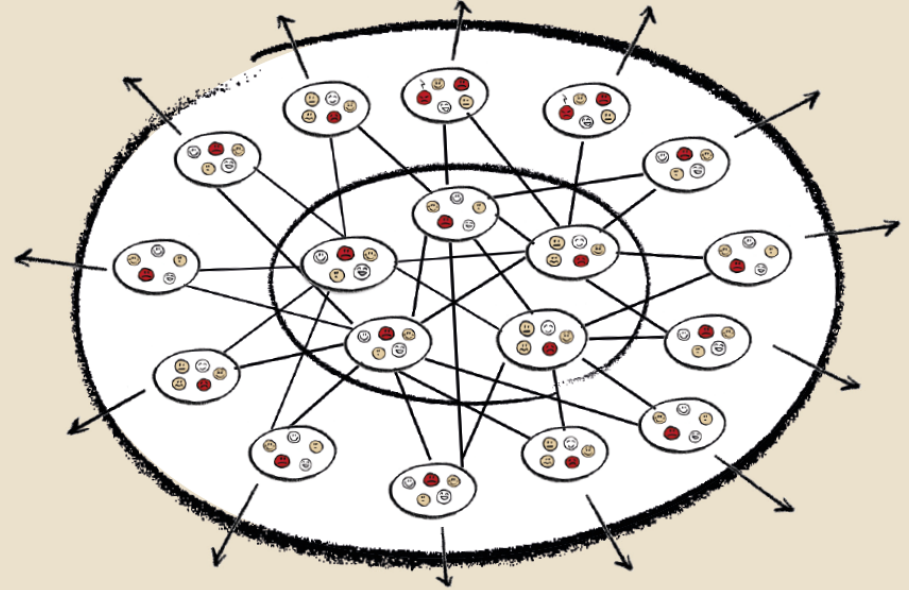


Industrial Age



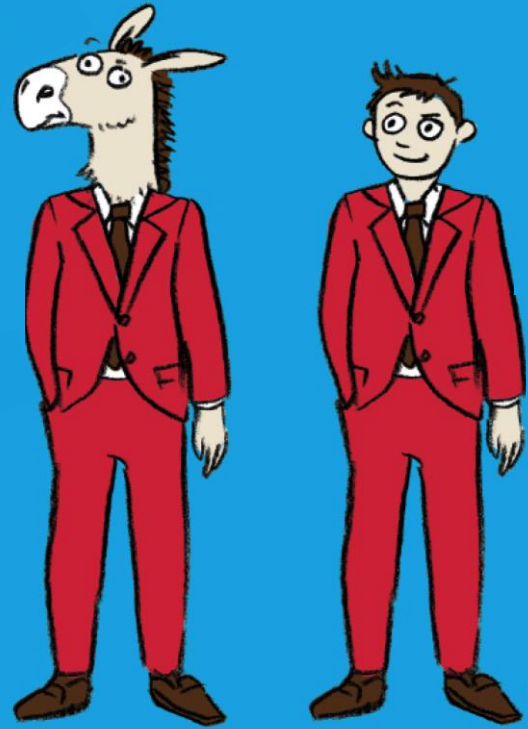
Mechanistic, dead, steering
Functionally divided, individualizing
Work the people!
Top-down, managed
In parallel, in line
Centralized, efficiency-oriented, stability-seeking
Monolithic & myopic

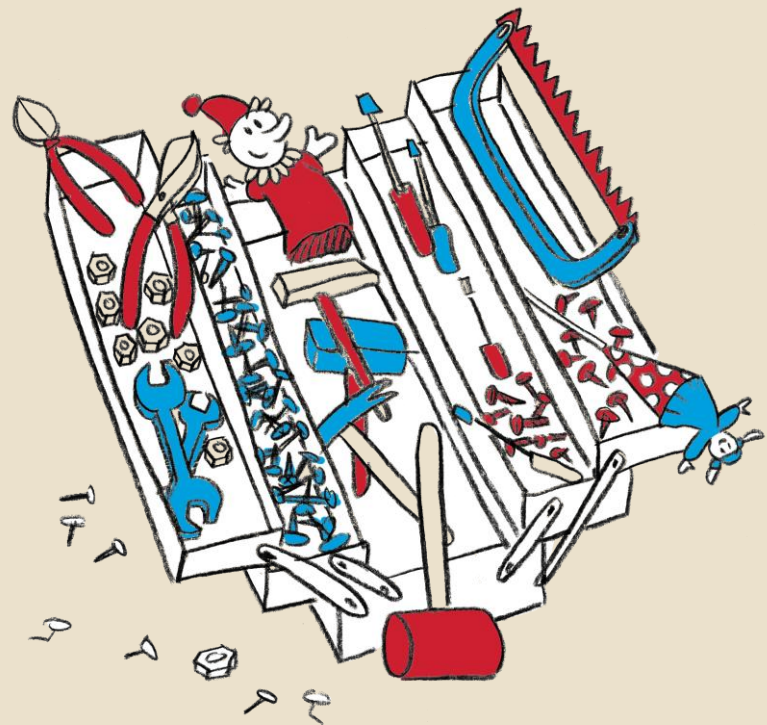
Knowledge Age



Systemic, alive, market-driven
Functionally integrated, team-based
Work the work!
Outside-in, led, socially dense
With-each-other-for-each-other
Decentralized, complexity-robust
Pluralistic & synthetic









Bonuses/Incentives Control of work hours Business Unites

Key Accounting Personnel Development Assessment Centers Forecasting

Dress Codes Performance Appraisal Cross-Selling Sales Meritocracy

Matrix structures Cost management Process management HR

Org charts Earnings guidance Milestones Development Centers Target negotiation

Budgeting Extra hours/Extra hour pay COO Allocations Personnel expenses

Core work hours Quotas Project management Executive parking lots

Pay for Performance Balanced Scorecards Job descriptions Strategic Planning

Management by Objectives Product management Employee surveys

Job titles Individual targets Competence management Training budgets

Plan-Actuals variances Decision-making in meetings Salary ranges

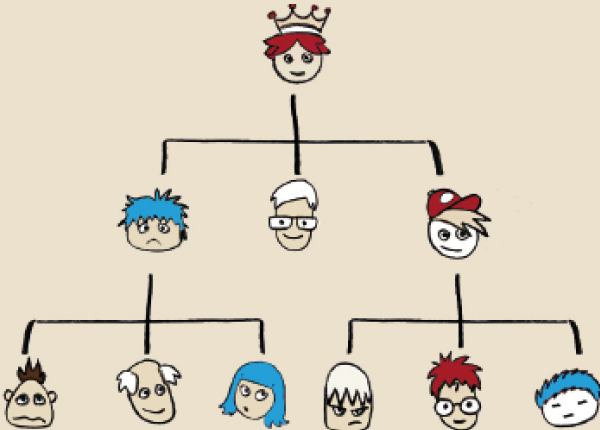
Knowledge management Travel policies Budgets Quality managers

Suggestion boxes Business Unites Project managers Shared Services

Business Partners Standard costing Board decisions ...

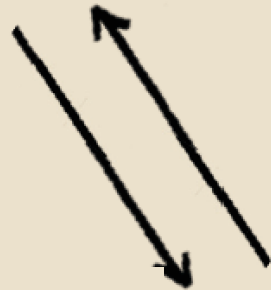
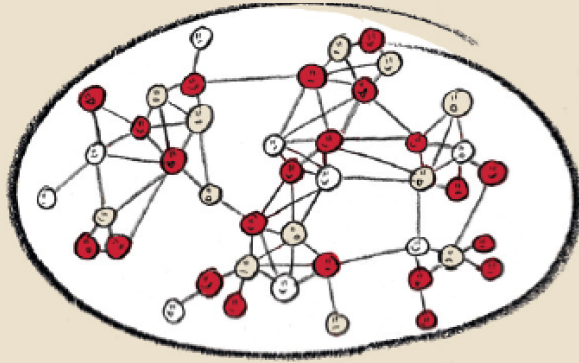
Formal Structure

Power: Hierarchy



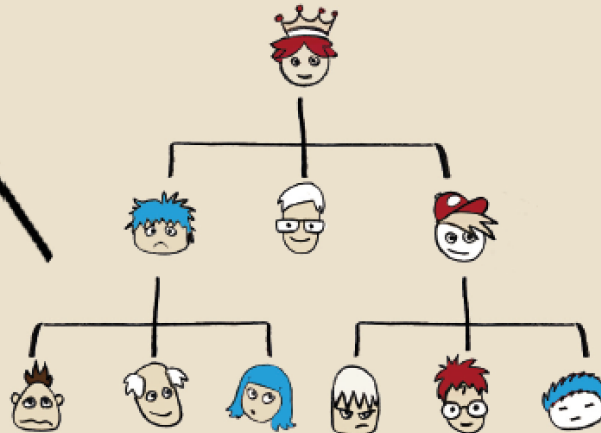
Informal Structure

Power: Influence



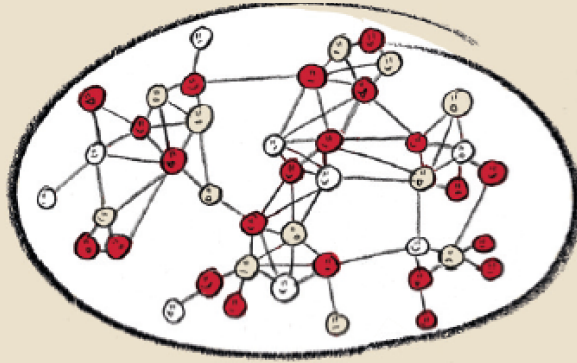
Formal Structure

Power: Hierarchy



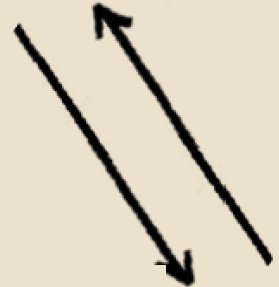
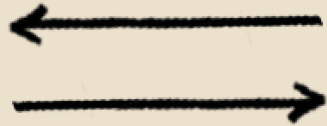
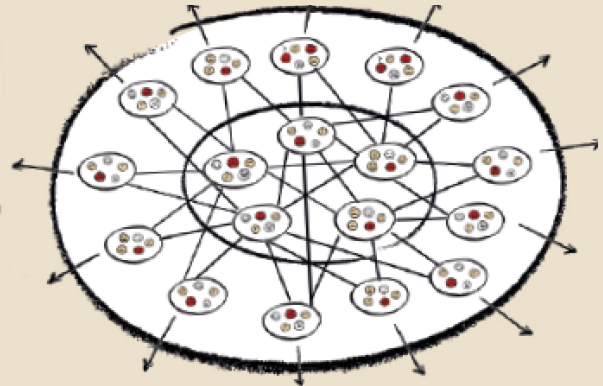
Informal Structure

Power: Influence



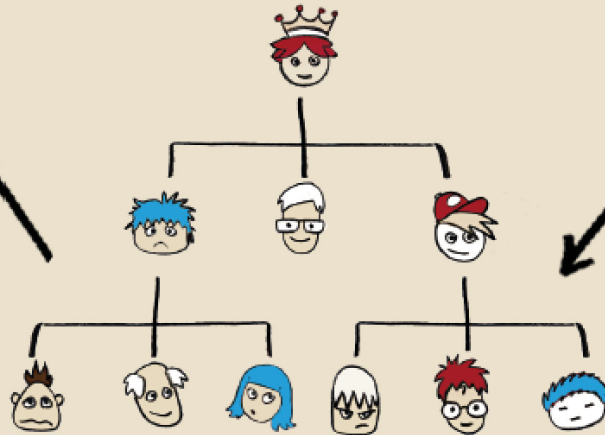
Value Creation Structure

Power: Reputation

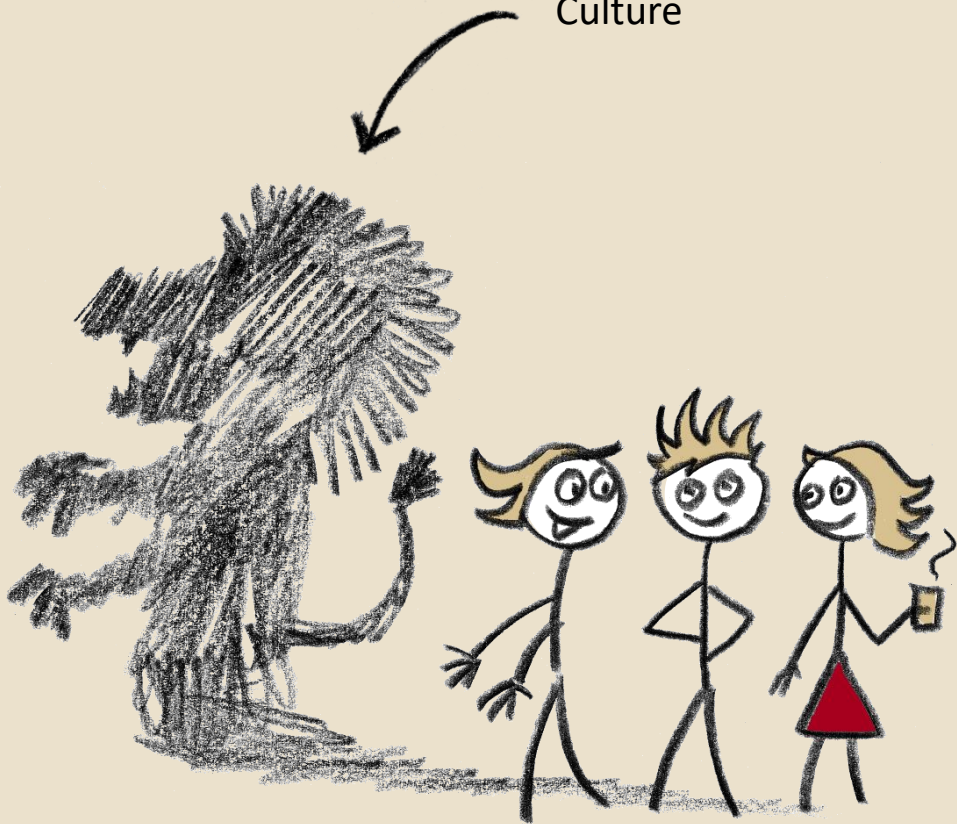


Formal Structure

Power: Hierarchy

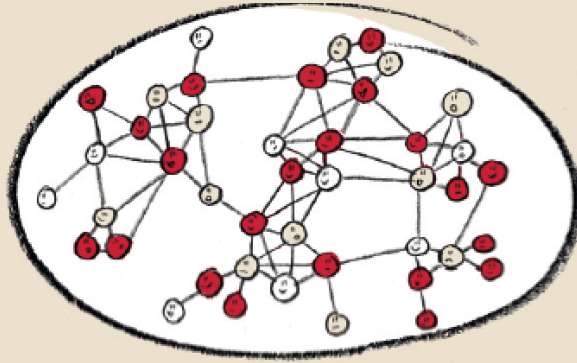


Culture



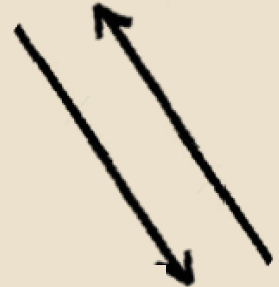
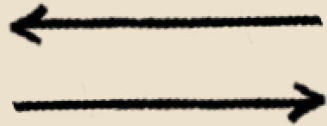
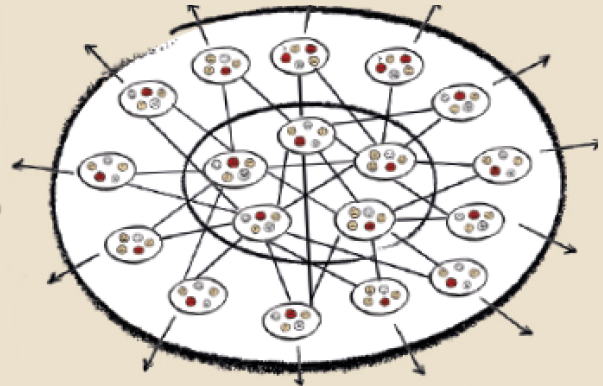
Informal Structure

Power: Influence



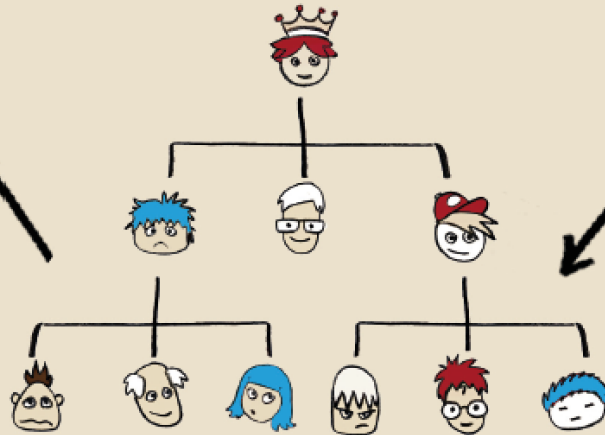
Value Creation Structure

Power: Reputation



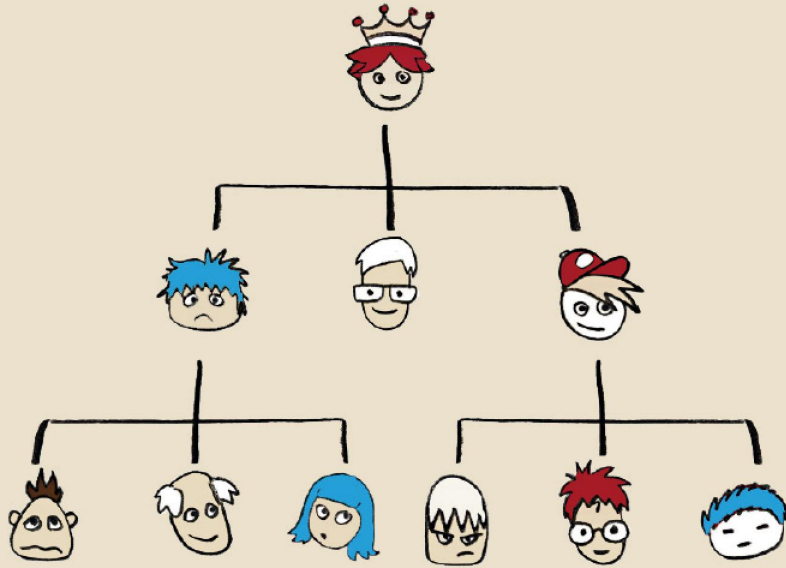
Formal Structure

Power: Hierarchy



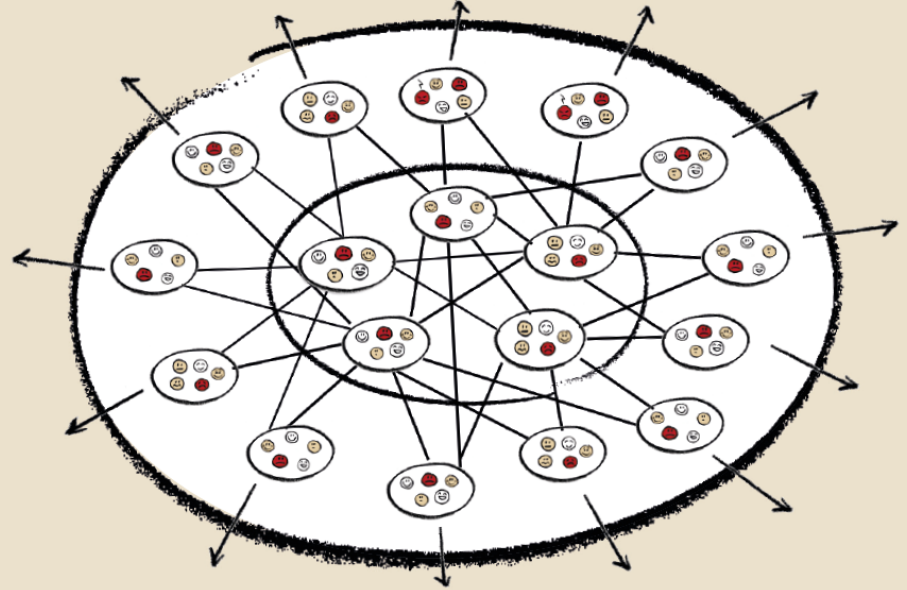
accountable	extra mile	line	strategy/strategic
aim	force	low performer	status quo
align(ment)	forecast	manage	product mix
allocate	front-line	maturity	synergy
appraise	goals	milestones	talent
bonus	hard skills	mindset	vision
boss	head of	mission	win
break down	headcount	motivate	...
budget	high performer	north star	
business area	high potential	operations/operational	
competence	hit	oversight	
convince	incentivize	plan	
COO	inspire	present	
culture change	journey	purpose	
department	key	rank	
direct	key account	roll out	
direct reports	kick off	sales	
drive	lead	scale	
empower	leader	soft skills	
engage	leverage	star	

Industrial Age



Mechanistic, dead, steering
Functionally divided, individualizing
Work the people!
Top-down, managed
In parallel, in line
Centralized, efficiency-oriented, stability-seeking
Monolithic & myopic

Knowledge Age



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With-each-other-for-each-other
Decentralized, complexity-robust
Pluralistic & synthetic

Synthetic = complexity-robust.

Your people **are not the problem.**

Your organizational system is.

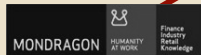
Systems drive behavior.

Not the other way 'round.

The radically decentralized “peach”
model of organizing is **not an option.**

It is a necessity.

We have to stop working
the people, and **start working**
organizational models, or systems.



Industry



TRADER JOE'S

Retail



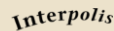
It is possible

Services



Handelsbanken

Governmental/
NGOs





Law

§1 Team autonomy

§2 Federalization

§3 Leaderships

§4 All-around success

§5 Transparency

§6 Market orientation

§7 Conditional income

§8 Presence of mind

§9 Rhythm

§10 Mastery-based decision

§11 Resource discipline

§12 Flow coordination

Beta (Do this!)

Connectedness with purpose, not dependency

Integration into cells,

Self-organization,

Comprehensive fitness,

Flow intelligence,

Relative Targets,

Participation,

Preparation,

Tact & groove,

Consequence,

Expedience,

Value-creation dynamics,

Alpha (Not that!)

not division into silos

not management

not mono-maximization

not power obstruction

not top-down prescription

not incentives

not planned economy

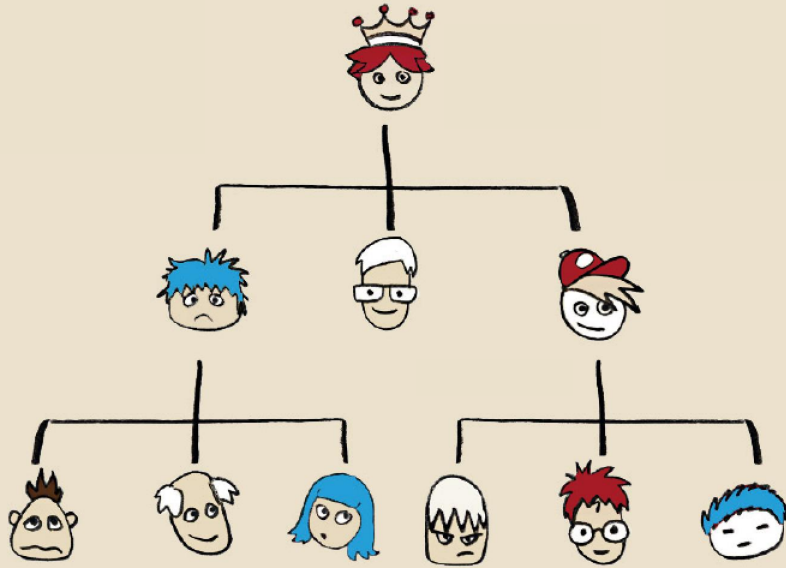
not fiscal-year orientation

not bureaucracy

not status-orientation

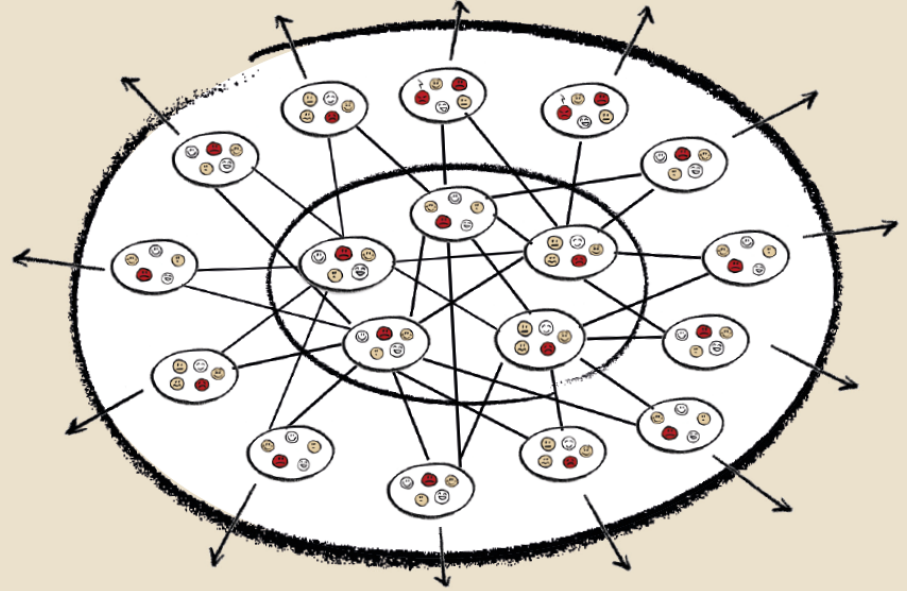
not static allocations

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