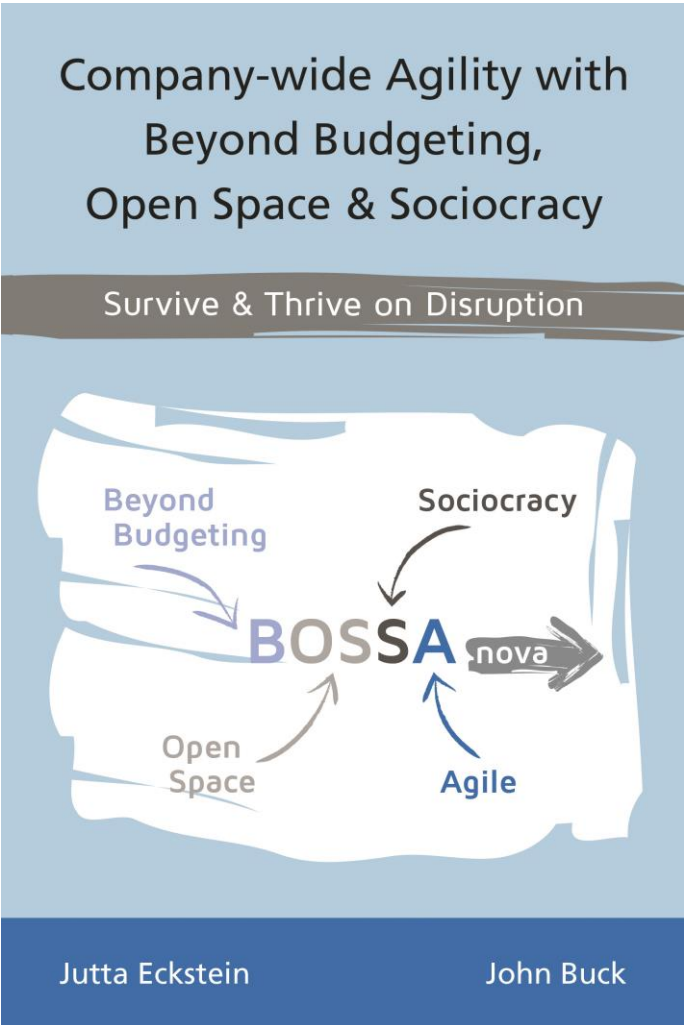


# BOSSA nova: Beyond Agile – Preparing for Digitalization

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<http://agilebossanova.org> | #agilebossanova





**Volatility**  
**Uncertainty**  
**Complexity**  
**Ambiguity**

Beyond  
Budgeting

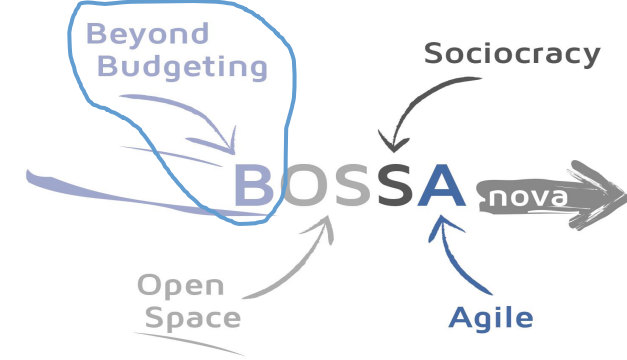
Sociocracy

BOSSA nova

Open  
Space

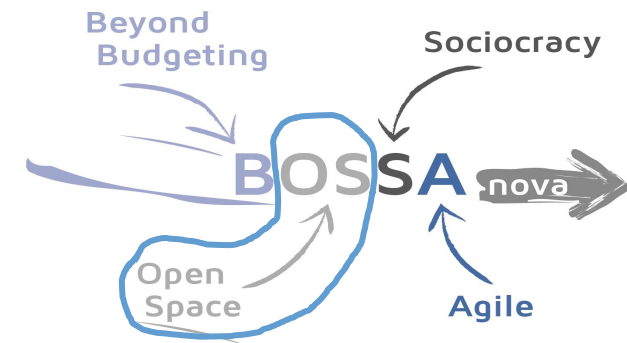
Agile

# Beyond Budgeting



- **Beyond command & control**
  - Toward a management model that is more empowered and adaptive
- **Separate the 3 budget purposes**
  - Targets → Relative
  - Forecast → Rolling
  - Resource allocation → Dynamic

# Open Space



## ■ Self-organization

- Everyone is invited to suggest and work on any idea

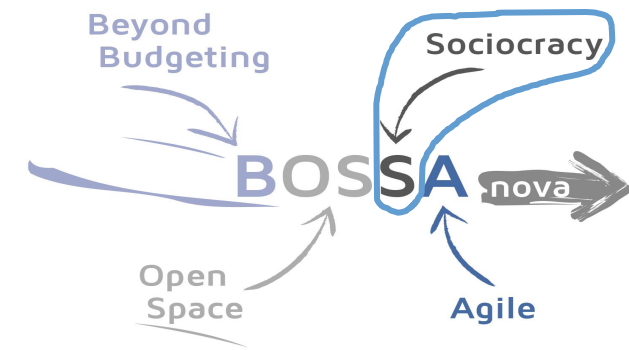
## ■ Passion bound by responsibility

- Self-responsible for learning and helping others learn
- Passion follows the overall strategy

## ■ Empowerment

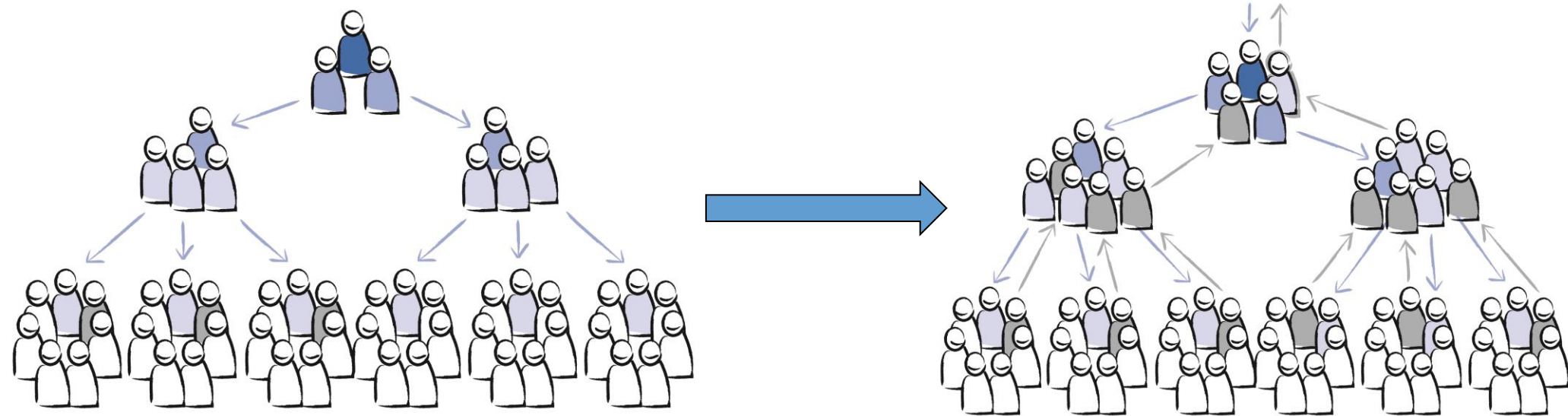
- Anything can happen inspired by anyone

# Sociocracy

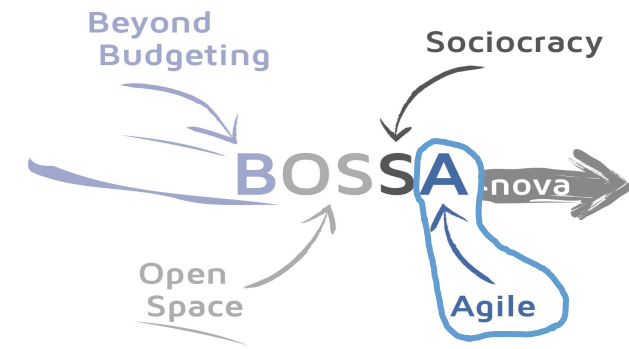


## ■ Equivalence

- Shared decision-making by **consent**
- Feedback embedded in the structure: **double linking**

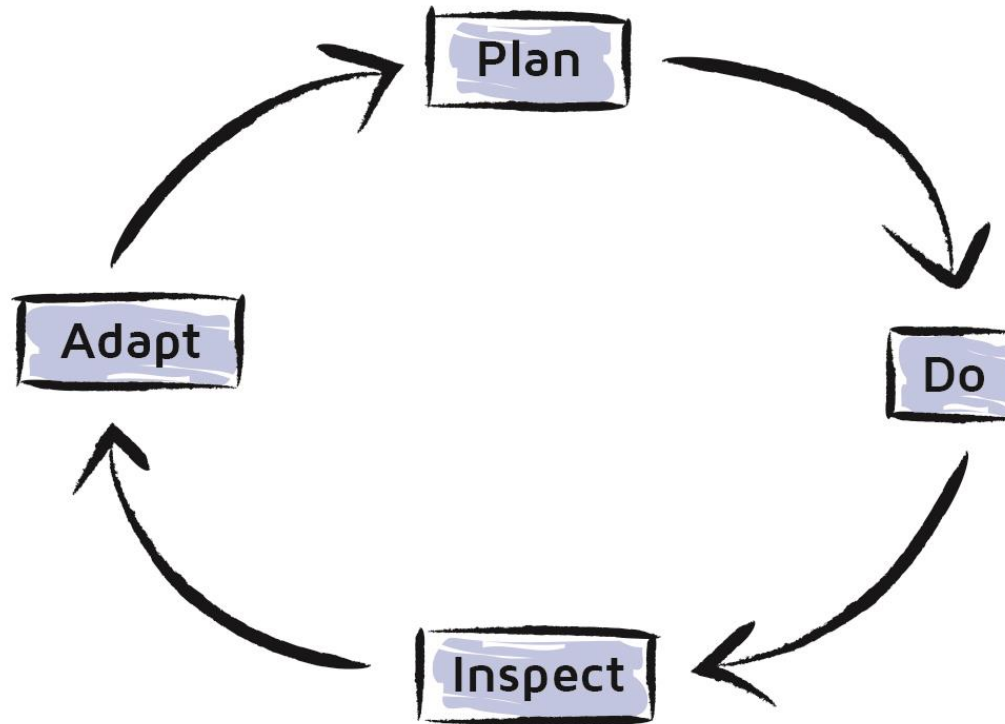


# Agile

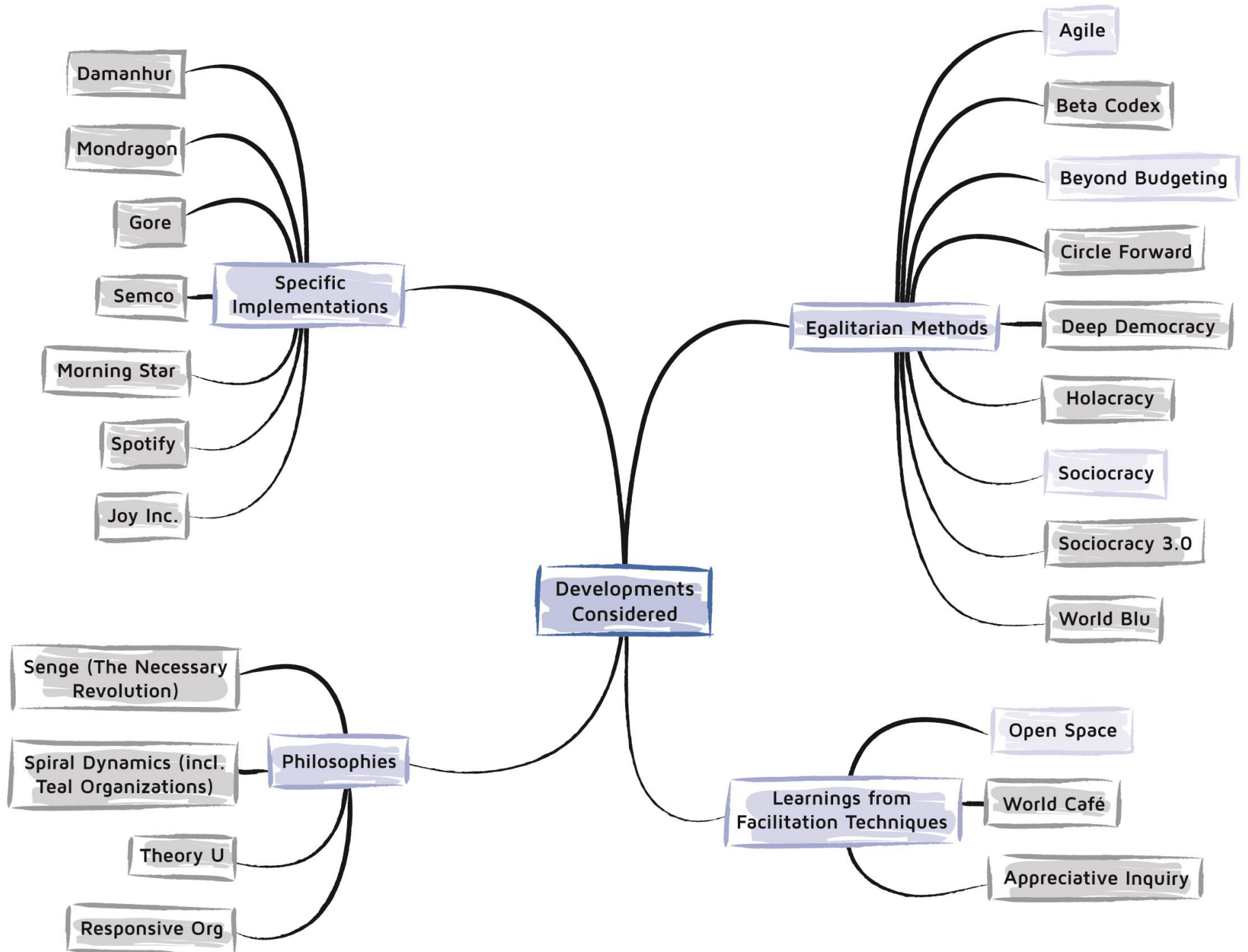


## ■ Continuous learning through feedback:

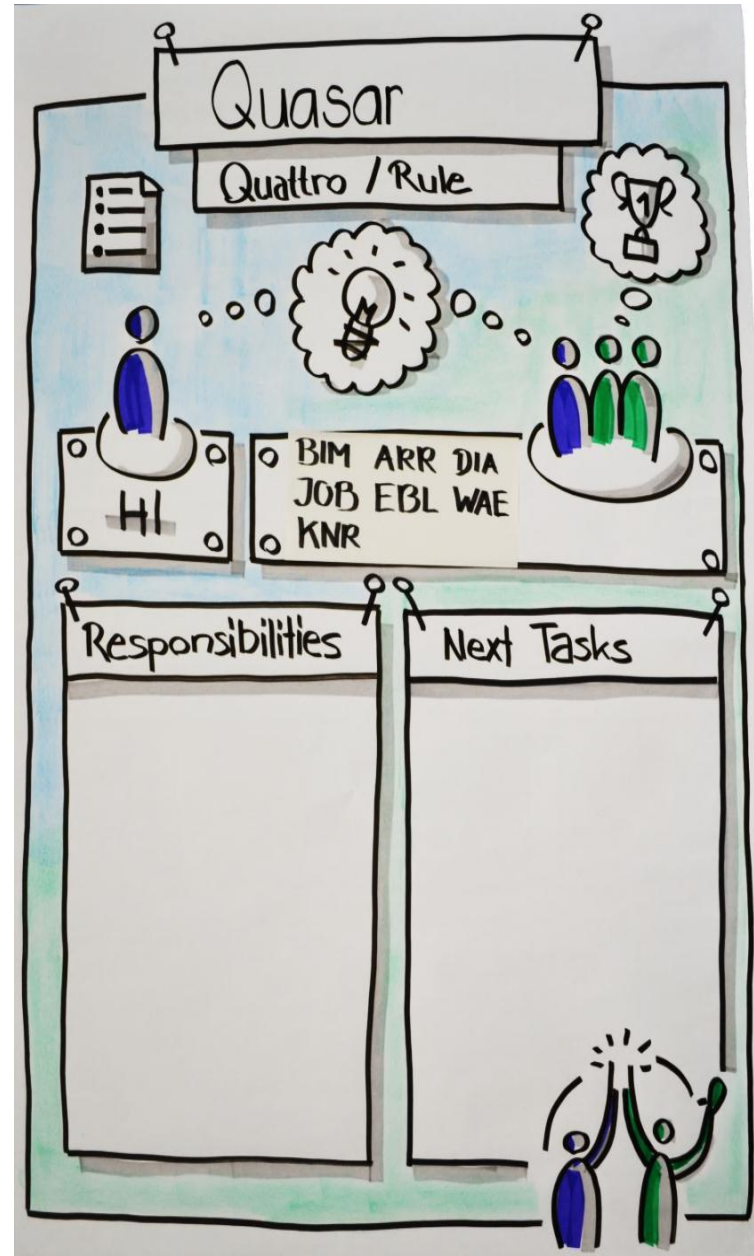
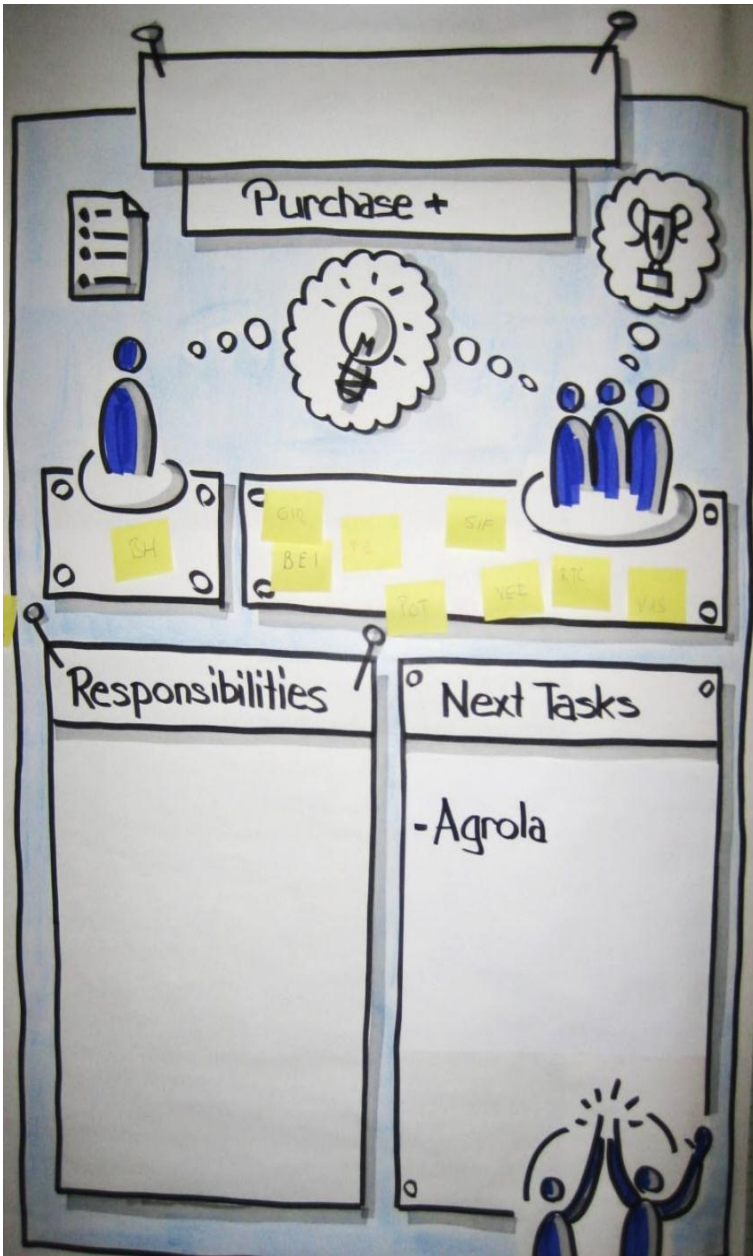
- Rapidly, regularly, and frequently
- On needs, product, technology, process, quality, ...











**G&A103-2 TRAVEL AND MISCELLANEOUS EXPENSE REPORT**

Name: \_\_\_\_\_

Purpose of Trip: \_\_\_\_\_

Dates and Details of Trip: \_\_\_\_\_

TRAVEL COSTS						LODGING		MEALS		SUPPLIES (Describe Below)	TOTALS
Date	No. of miles	Mileage Reimburse	Parking	Air Travel	Ground (Car/Taxi)	Hotel	Telephone	No.	Amounts		
Totals											

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Approved by: \_\_\_\_\_ Date: \_\_\_\_\_

Received by: \_\_\_\_\_ Date: \_\_\_\_\_

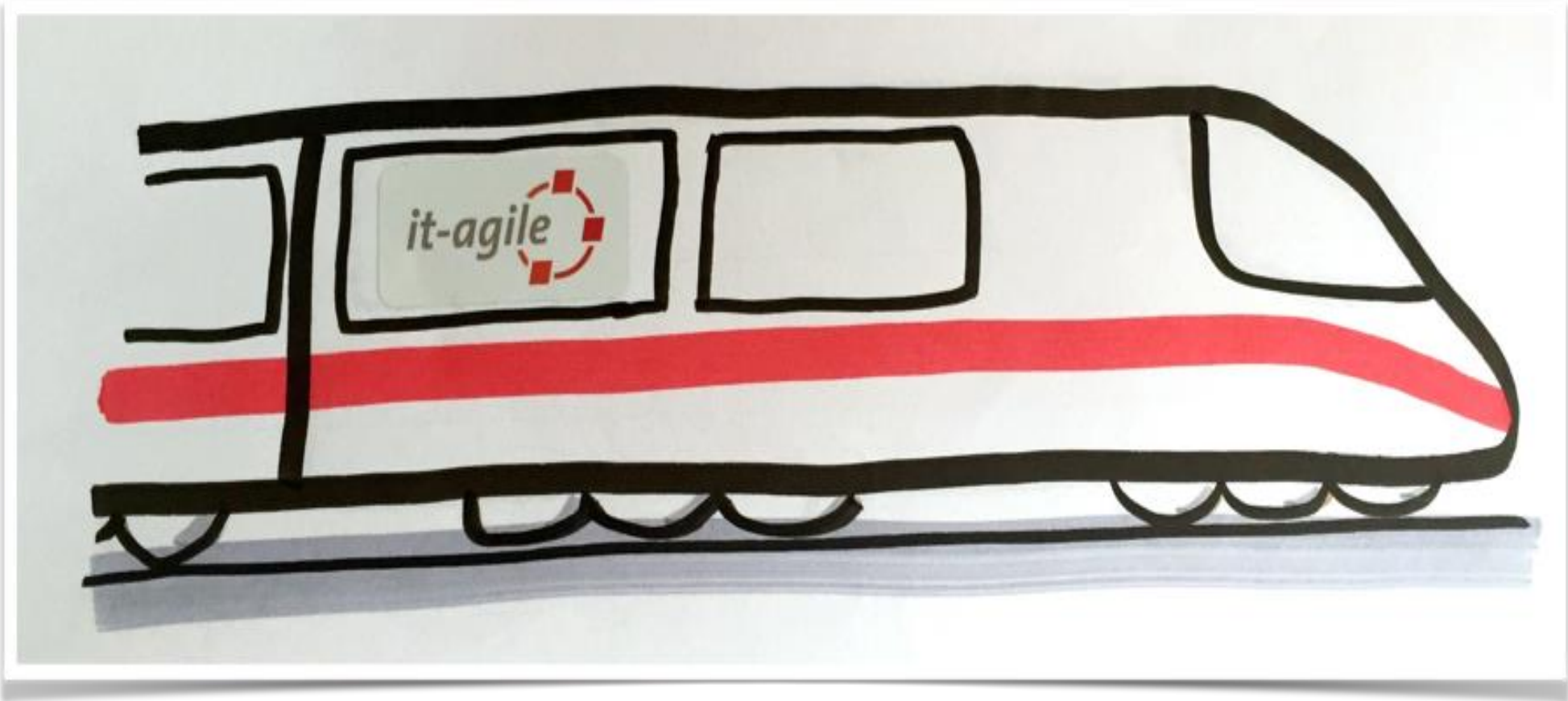
Gross Amount \_\_\_\_\_  
 Less Advance \_\_\_\_\_

Gross Amount \_\_\_\_\_

Less Advances \_\_\_\_\_

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.

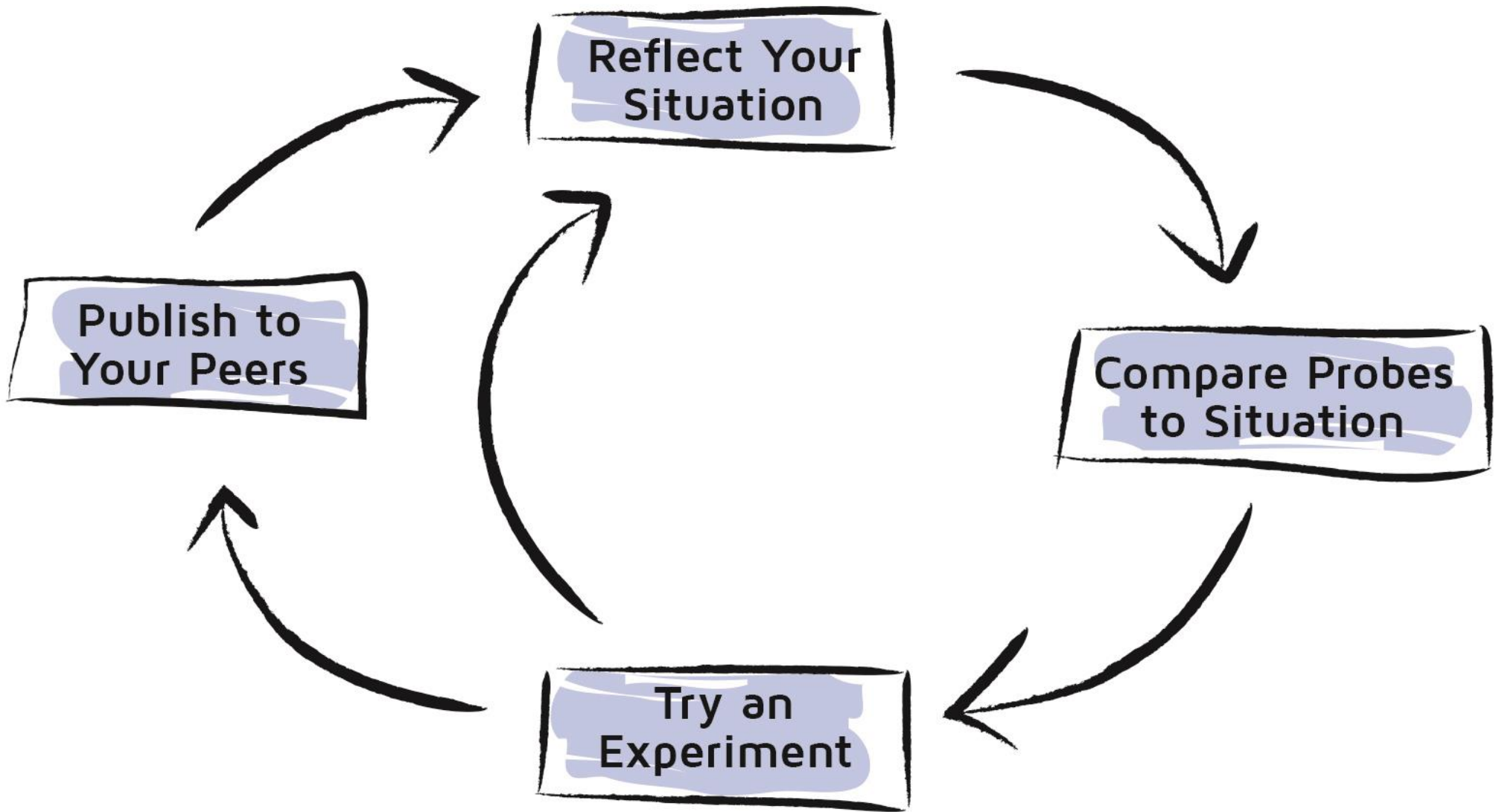
## **Continuous Learning**

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.







# 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.

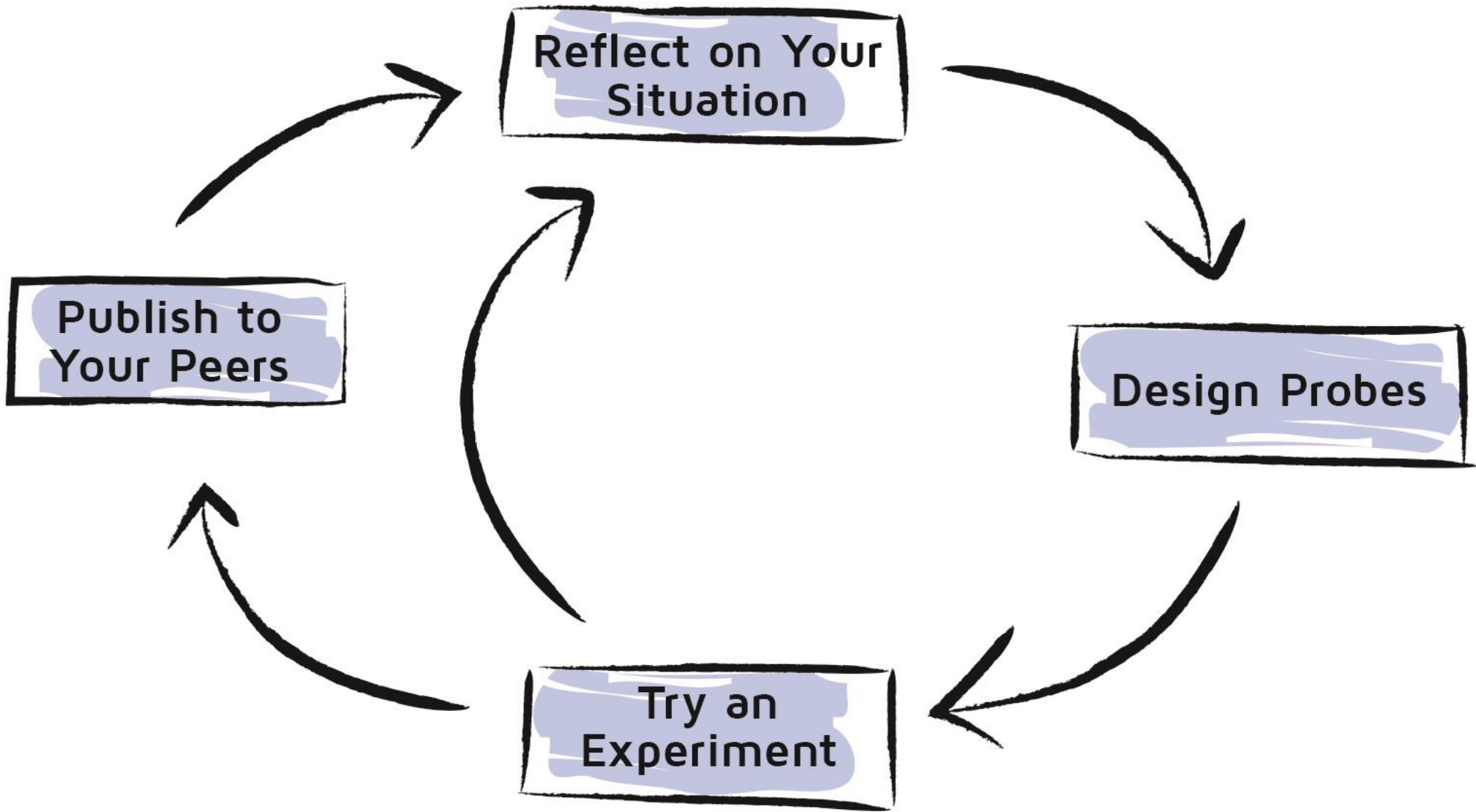
## ■ **Experiment:**

- Pre-survey and audit. Try for three months in a few units with other units as controls. Post-survey and audit.

# Failures are Opportunities







# 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:



Company-wide Agility with BOSSA nova  
<http://tinyurl.com/AgileBossaNova>

#agilebossanova 

<http://agilebossanova.org>

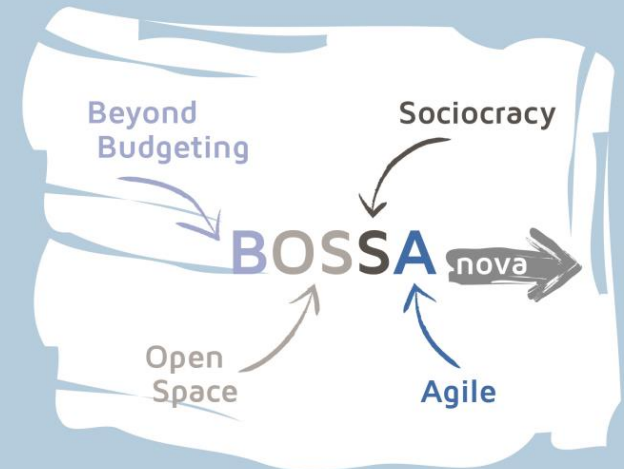
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Jutta@JEckstein.com

<http://JEckstein.com>

Company-wide Agility with  
Beyond Budgeting,  
Open Space & Sociocracy

Survive & Thrive on Disruption



Jutta Eckstein

John Buck

Pictures by Katja Gloggenießer