



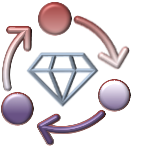
THE FUTURE DYNAMIC ORGANIZATION

MAKING ORGANIZE AND RE-ORGANIZE AROUND VALUE HAPPEN

INHALT

- SAFe Prinzip 10 (+) – Organize (& Re-Organize) around Value
- Unsere Beobachtungen zu Re-Organize
- Herausforderungen für die Re-Organisation
- Im Open Space geht's weiter ...

SAFE PRINZIP 10 - „ORGANIZE AROUND VALUE“



“Applying management frameworks from a hundred years ago to organizations that need to compete in the digital age is futile.

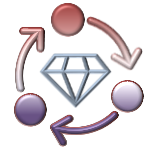
From *Project to Product* — Mik Kersten [1]

Reorganizing around Value

This principle highlights three specific organizational patterns—Value Streams, ARTs, and Agile Teams—that SAFe enterprises use to build the second operating system. This Network is far more adaptable and can respond more quickly to market changes than the hierarchical system. People and teams can flex naturally to the demands of the incoming work without disturbing any reporting or other relationships in the hierarchical system. And yet, even in a sea of constant change, the standardization of these patterns adds structure, focus, and stability for the people who do this critical work.

Value streams, ARTs, and Agile Teams live for as long as the solutions they develop and support thrive in the marketplace. But they are not fixed for all time. Some new value streams will be created, others will need to be adjusted, and some will be eliminated as solutions are decommissioned. In other words, when necessary, the Network can evolve quickly while the Hierarchy can remain relatively stable. (Figure 8)

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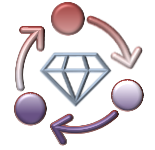
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Figure 8. The Network can evolve quickly to address emerging threats and opportunities

Fortunately, the people and teams of an increasingly Lean and Agile enterprise see those changes coming through the portfolio. As virtual organizations, they can quickly evolve in any combination necessary to respond to changing technologies, products, and market demands. In other words, as value moves, these organizations can move with it. Business Agility is the most important outcome.

SAFE PRINZIP 10 - „ORGANIZE AROUND VALUE“

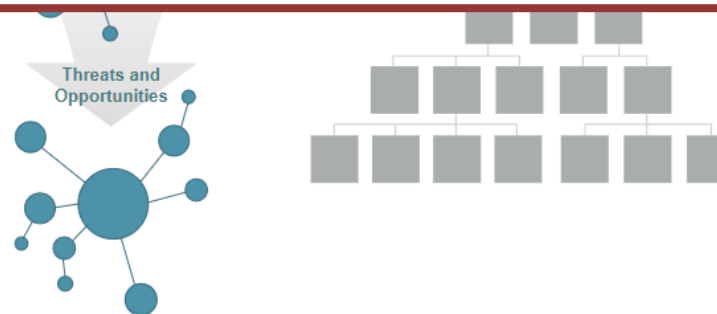


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Single Portfolios

Independent Value Stream



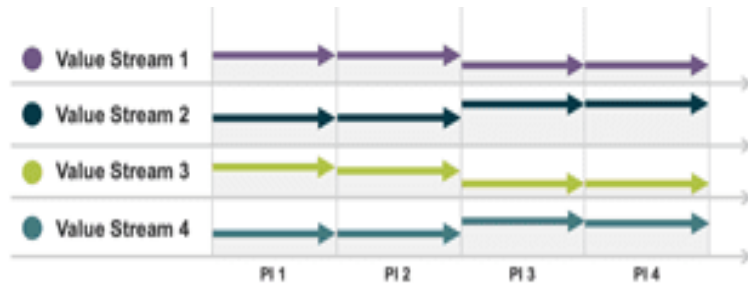
Independent Value Stream



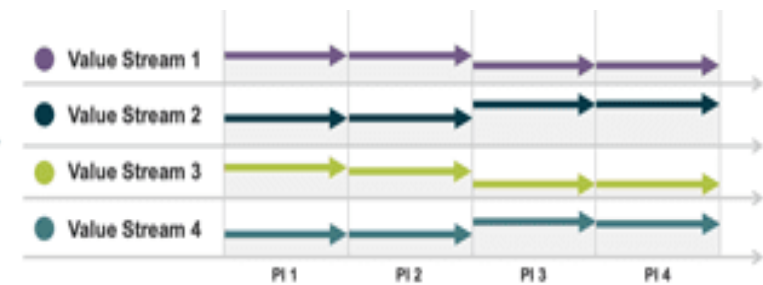
Independent Value Stream



Participatory Budgeting



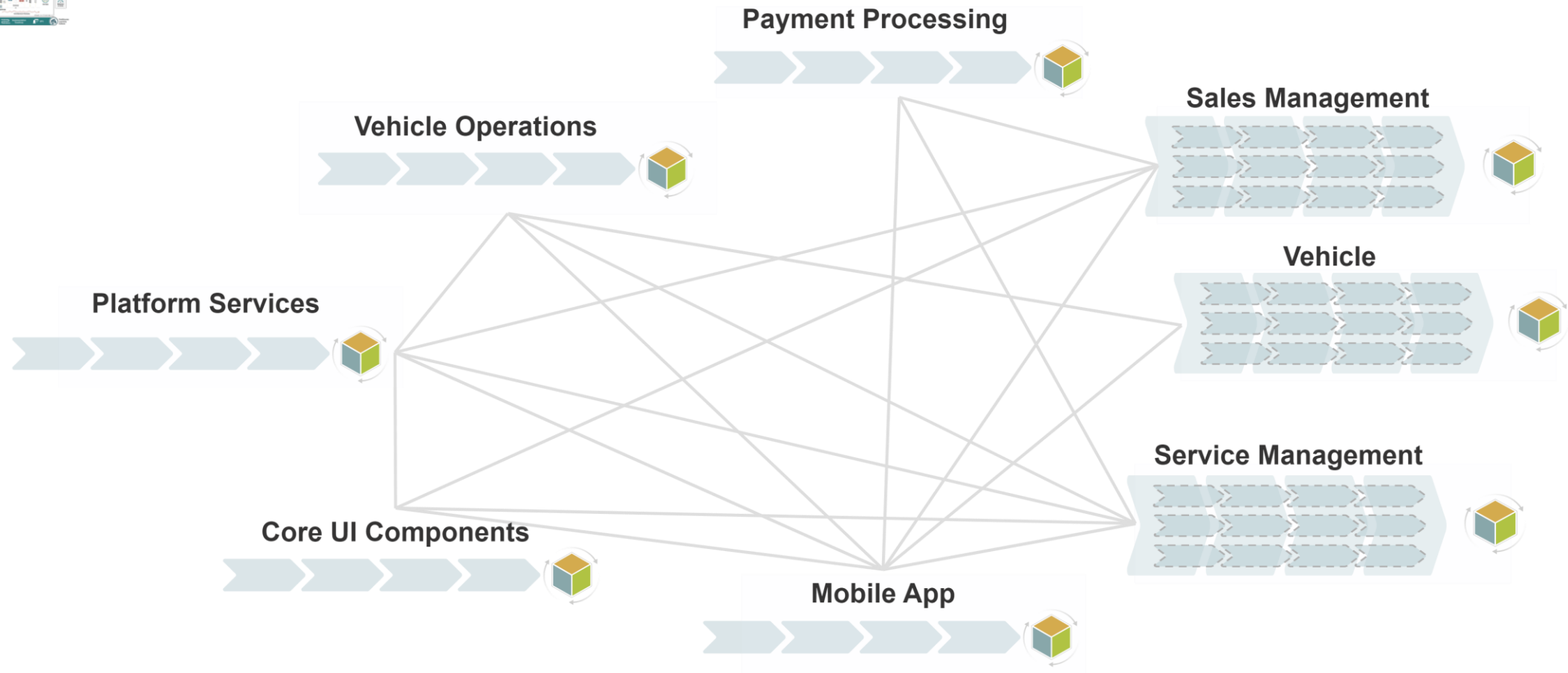
Current Value Stream Budgets



New Value Stream Budgets



Operating Value Streams for Large Solution Development

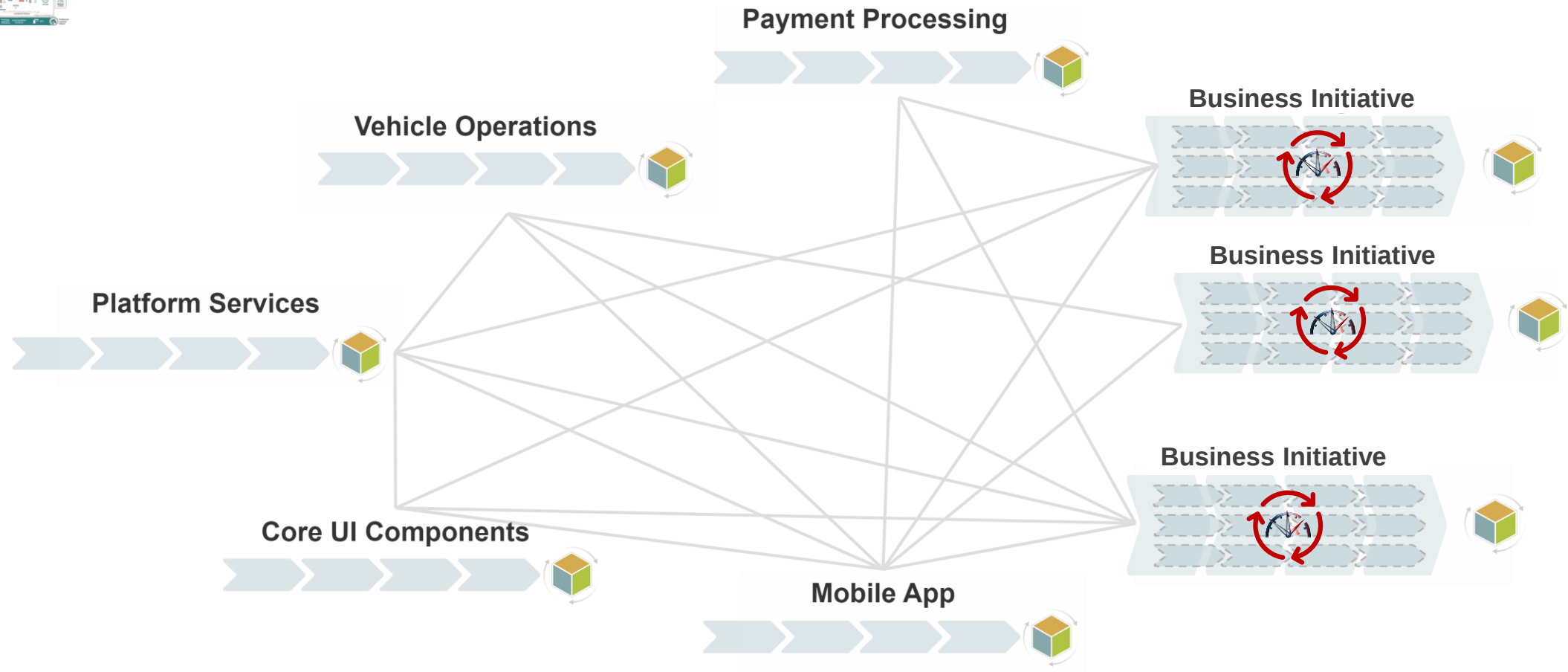


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Networked Development Value Streams



Operating Value Streams for Large Solution Development

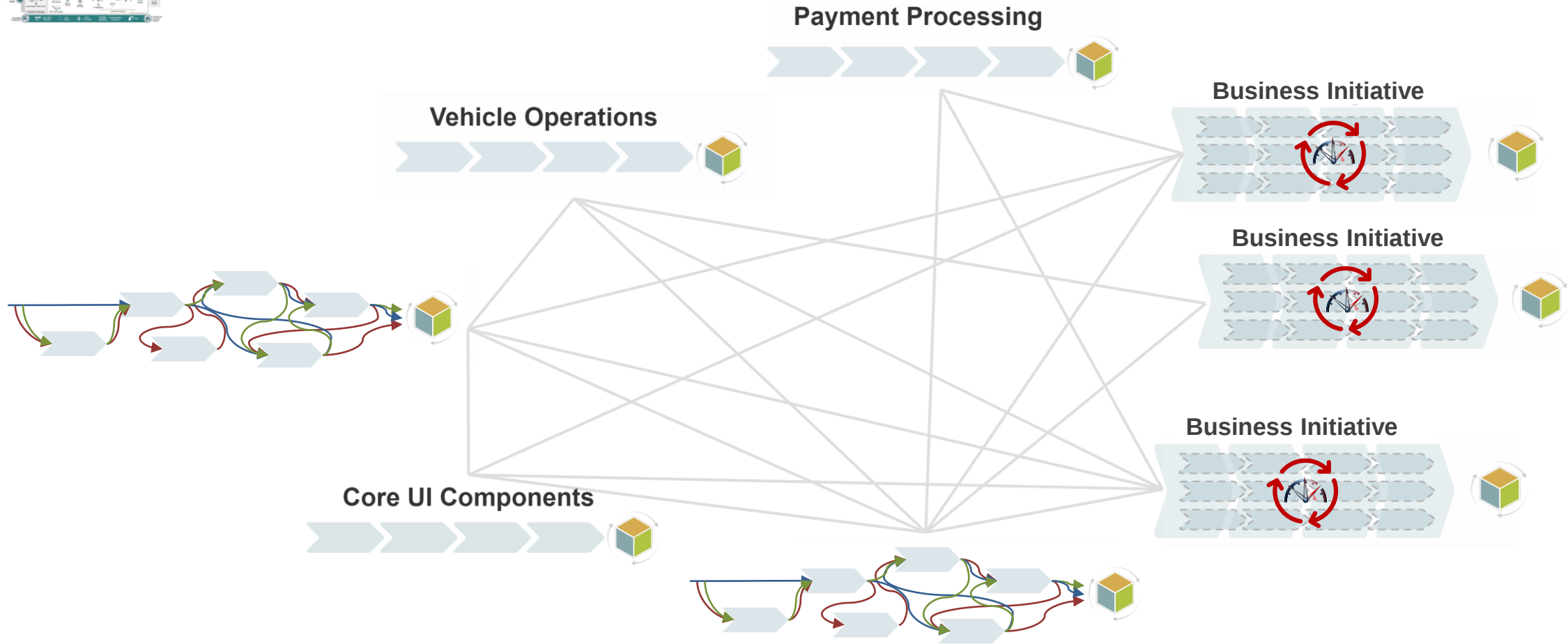


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Networked Development Value Streams



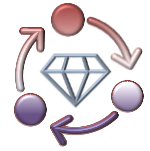
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Networked Development Value Streams

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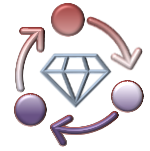


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Figure 8. The Network can evolve quickly to address emerging threats and opportunities

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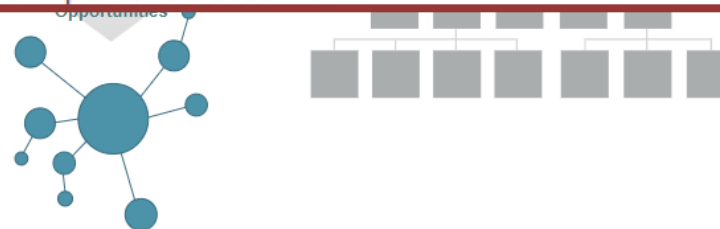
Reorganizing around Value

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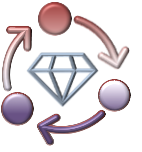


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UNSERE BEOBACHTUNGEN ZU „RE-ORGANIZE AROUND VALUE“



„Reorganizing around Value“
ist essenziell wichtig.



Viele Firmen tun sich sehr schwer
es umzusetzen.



Rezepte und Zutaten
für die Umsetzung fehlen



Ideen für Rezepte und Zutaten ...



UNSERE BEOBACHTUNGEN ZU „RE-ORGANIZE AROUND VALUE“



Enterprise

Set
enterprise strategy



Portfolio

Define and implement
portfolio initiatives



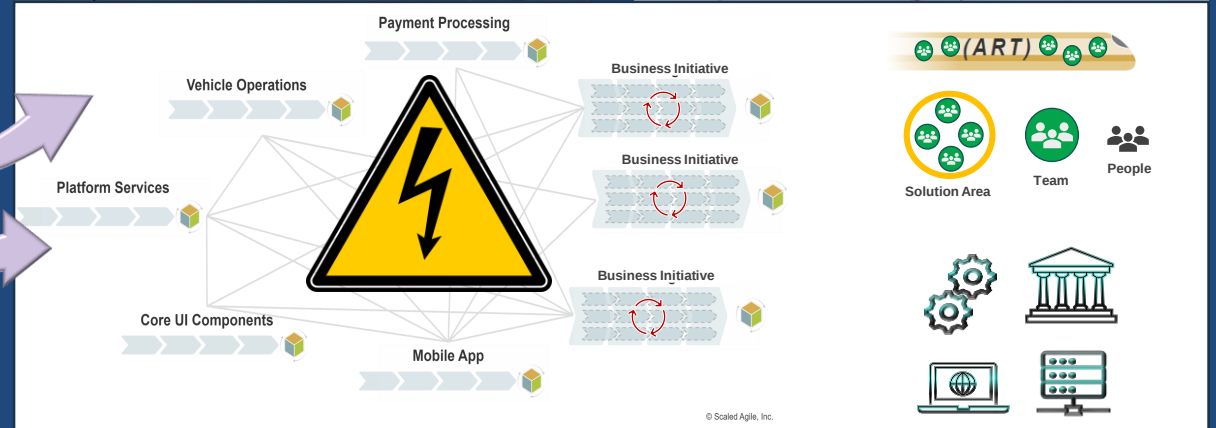
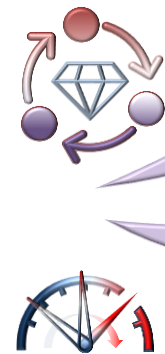
Development/Delivery

Plan, realize and deliver
IT-solutions

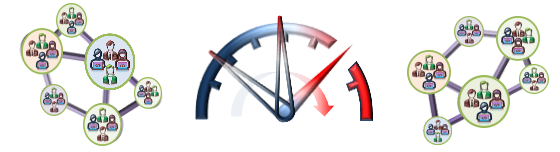


Operations/Enablement

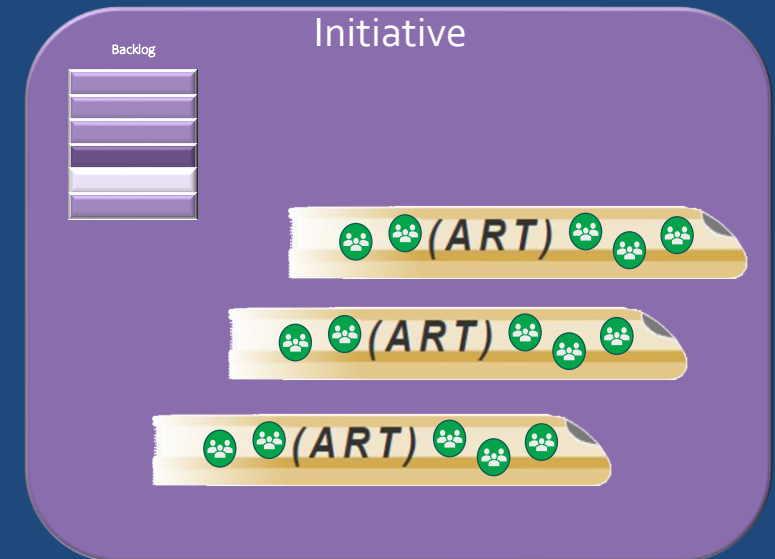
Enable, maintain & operate IT
Home base for expert teams to grow



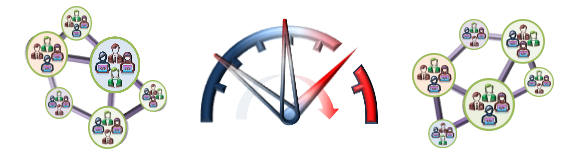
HERAUSFORDERUNG 1 REORGANISATIONS-GESCHWINDIGKEIT



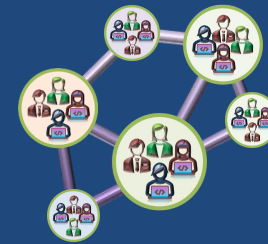
Das Skalieren von Agilität erzeugt ungewollt feste Strukturen.



HERAUSFORDERUNG 1 REORGANISATIONS-GESCHWINDIGKEIT



Entwicklungs-Organisationen
ohne feste Organisation.

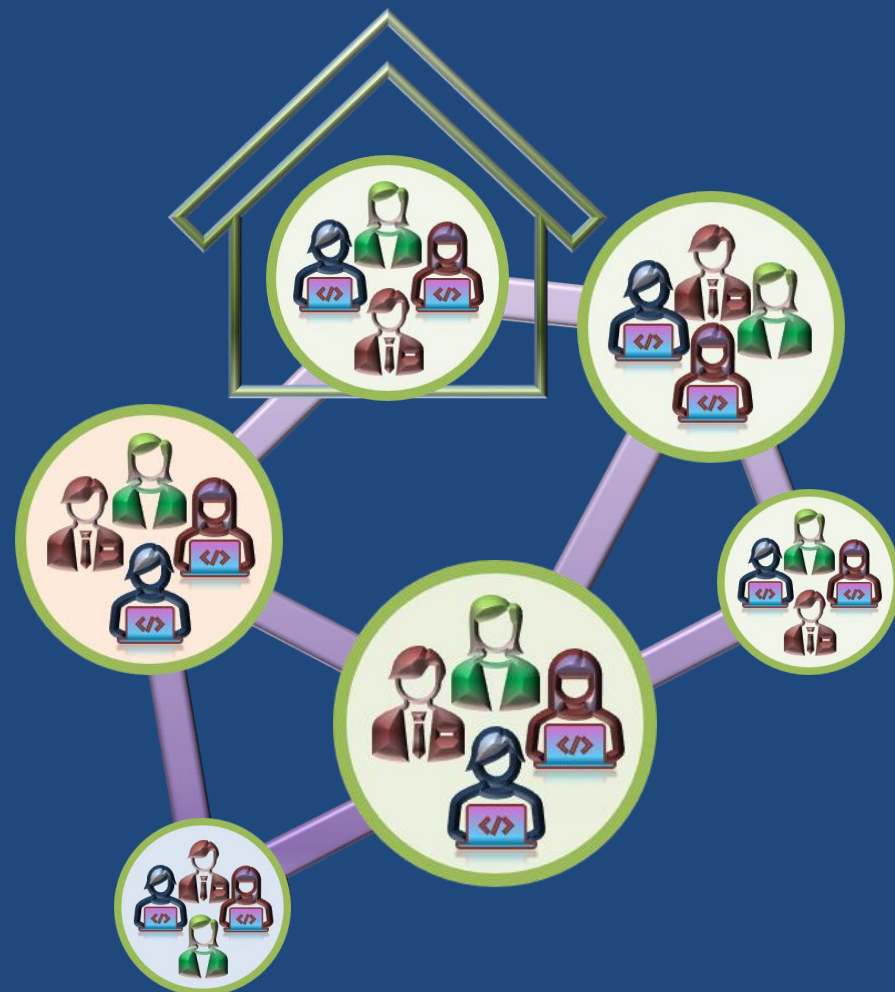


HERAUSFORDERUNG 2 EMOTIONALE FREIHEIT ZUM REORGANISIEREN



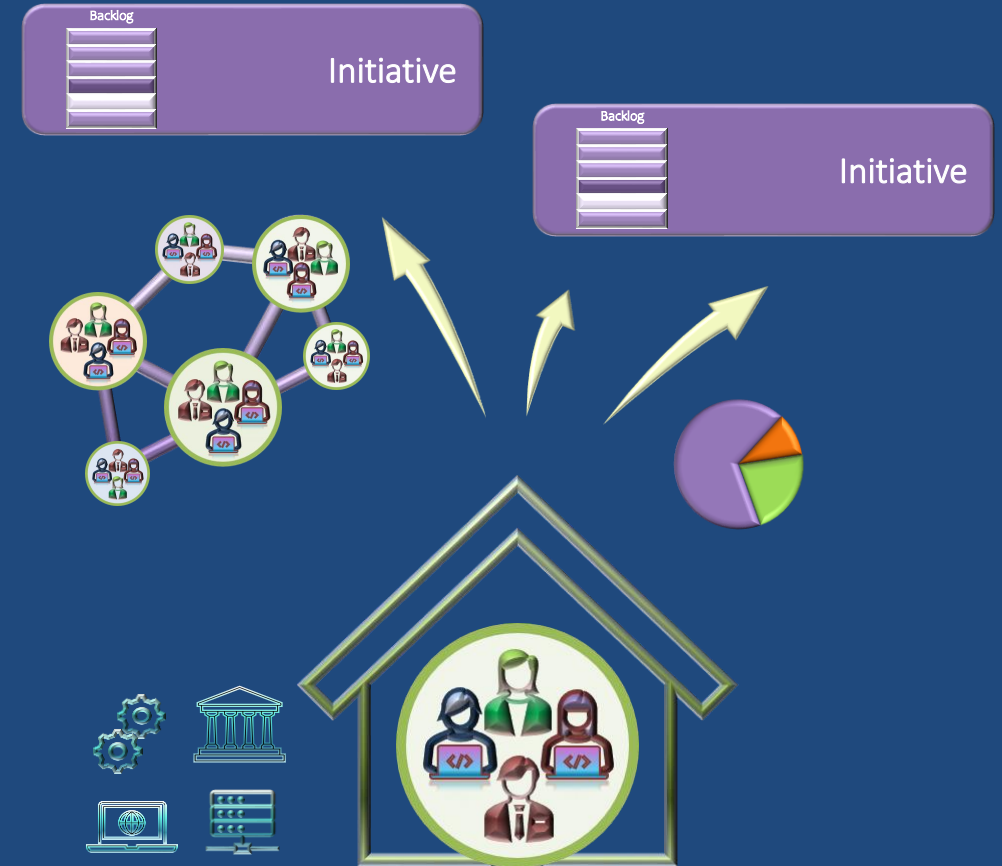
Menschen / Teams suchen einen sozialen Bezugsraum für ihr Wirken.

Wirksamkeit ist im Netzwerk offensichtlich.





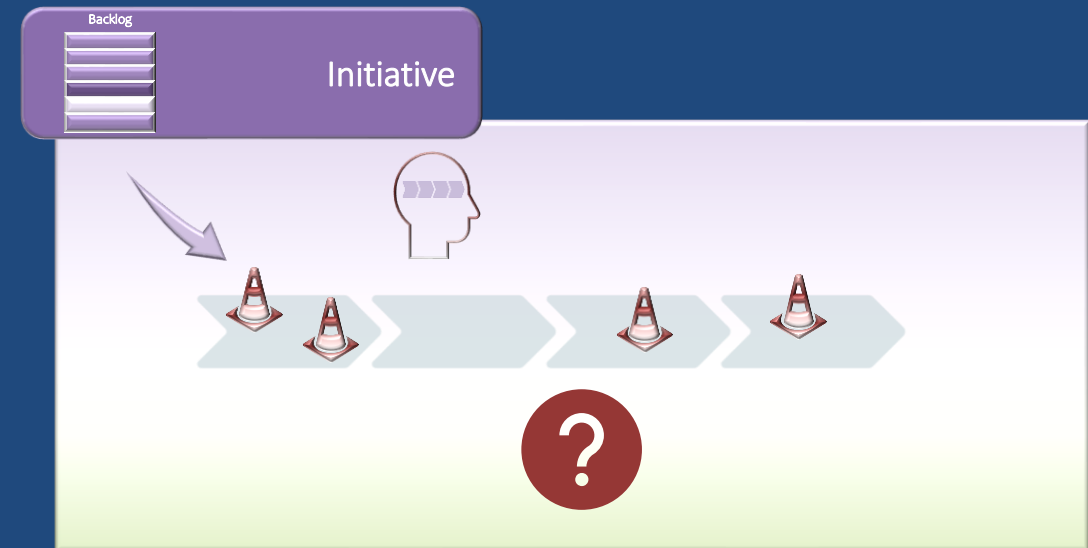
Ein sozialer Bezugsraum für das
Wirken von Menschen/Teams
außerhalb des Netzwerks.



HERAUSFORDERUNG 3 ZUORDNUNG VON BEDARF ZU EXPERTISE



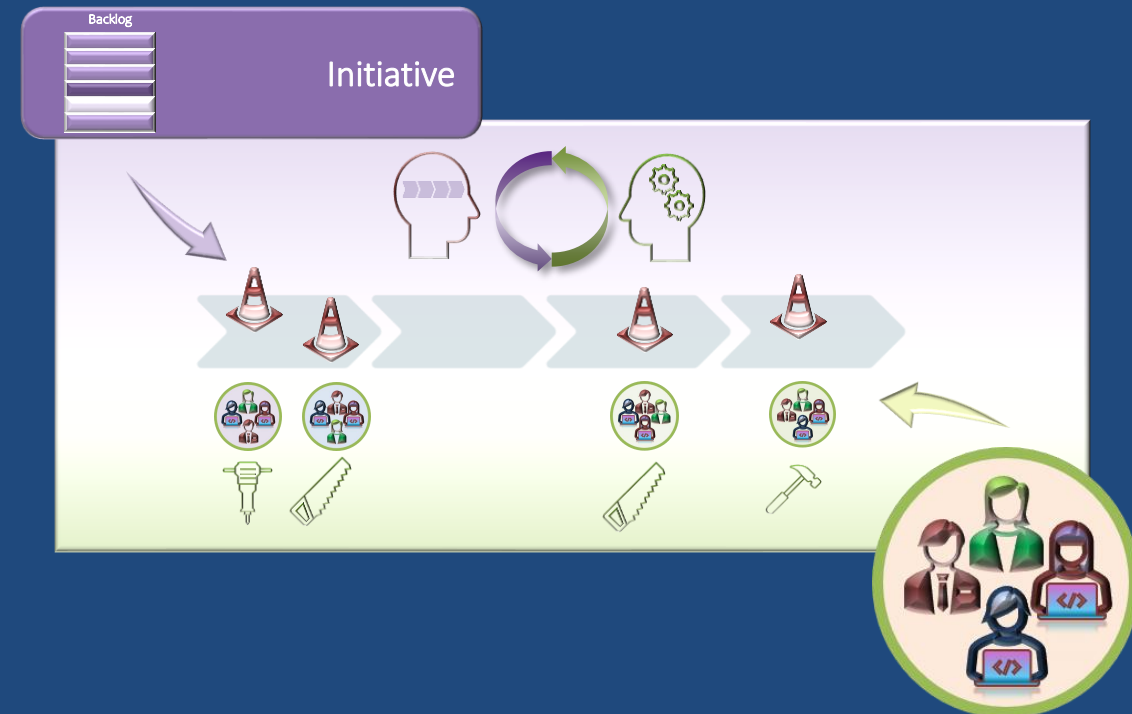
Der Wertbeitrag von IT-Teams kann dem Bedarf nicht zugeordnet werden.



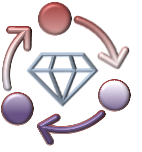
HERAUSFORDERUNG 3 ZUORDNUNG VON BEDARF ZU EXPERTISE



Geeignete Kompetenz-Profile von Teams, um sie den Bedarfen zuordnen zu können.



HERAUSFORDERUNGEN BEI DER REORGANISATION



1 Reorganisations-Geschwindigkeit



2 Emotionale Freiheit zum Reorganisieren



3 Zuordnung von Bedarf zu Expertise





Richard Butler

Danke
und bis gleich im
Open Space ...



Manfred Becking