

# Agile organizations

Successfully building, running and sustaining agile structures

The fast paced and unpredictable nature of today’s business environment poses new challenges to organizations. To thrive, business leaders are looking for the right structures and processes to adapt quickly to change while remaining stable and profitable. For many, the solution is to move towards agile structures.

## Why?

- ▶ Agility has proven to be a powerful indicator of organizational health and long-term success
- ▶ Businesses that adopt agile structures tend to exponentially increase their adaptability and resilience in the face of changing markets

**“No one is immune to change. We are all heavily impacted by wider changes in the world, which we need to be ready for. This requires a gradual yet imminent shift in mindset.”**

VP of Org Effectiveness, Global Bank

### What we mean by “agile structures”:

- ▶ It is the process of organizing the workforce into cross-functional teams delivering on a common project, over a short period of time. In many cases, agility has proven to help organizations embrace the unpredictable work environment by being customer centric, and implementing fast learning and decision cycles. Agile organizations build a network of empowered teams, with transferrable skills, motivated by a common purpose

### Managing agile teams is not easy:

- ▶ Agile teams are not easy to implement, let alone sustain. Unlike traditional structures, agile teams are constantly changing, and require an iterative approach to planning. The challenges of managing multiple reporting lines, disconnected datasets, and selecting talent based on skill can lead to delays and conflicts that run counter to the demands of an agile framework

### Multiple hierarchies



How can someone exist in two place?

### Talent supply



Where will we get the requisite skills?

### Capacity



How do we optimize resources to deliver?

In order to overcome these challenges, it is crucial to arm yourself with a powerful digital software built with resource modelling at its core, so you can manage your workforce based on skills availability and team capacity.

# A SaaS platform that allows to build, visualize and measure your agile organization

Orgvue is an organizational design and planning platform, designed to help you confidently adapt to fast-paced changing environments. It allows businesses to build, visualize and measure agile teams by helping them:

- ▶ See their organization like they've never seen it before
- ▶ Get advanced visibility into the supply and demand of positions and people
- ▶ Accelerate speed to value
- ▶ Manage multiple hierarchies at scale
- ▶ Reassess agile structures regularly to increase overall bench strength

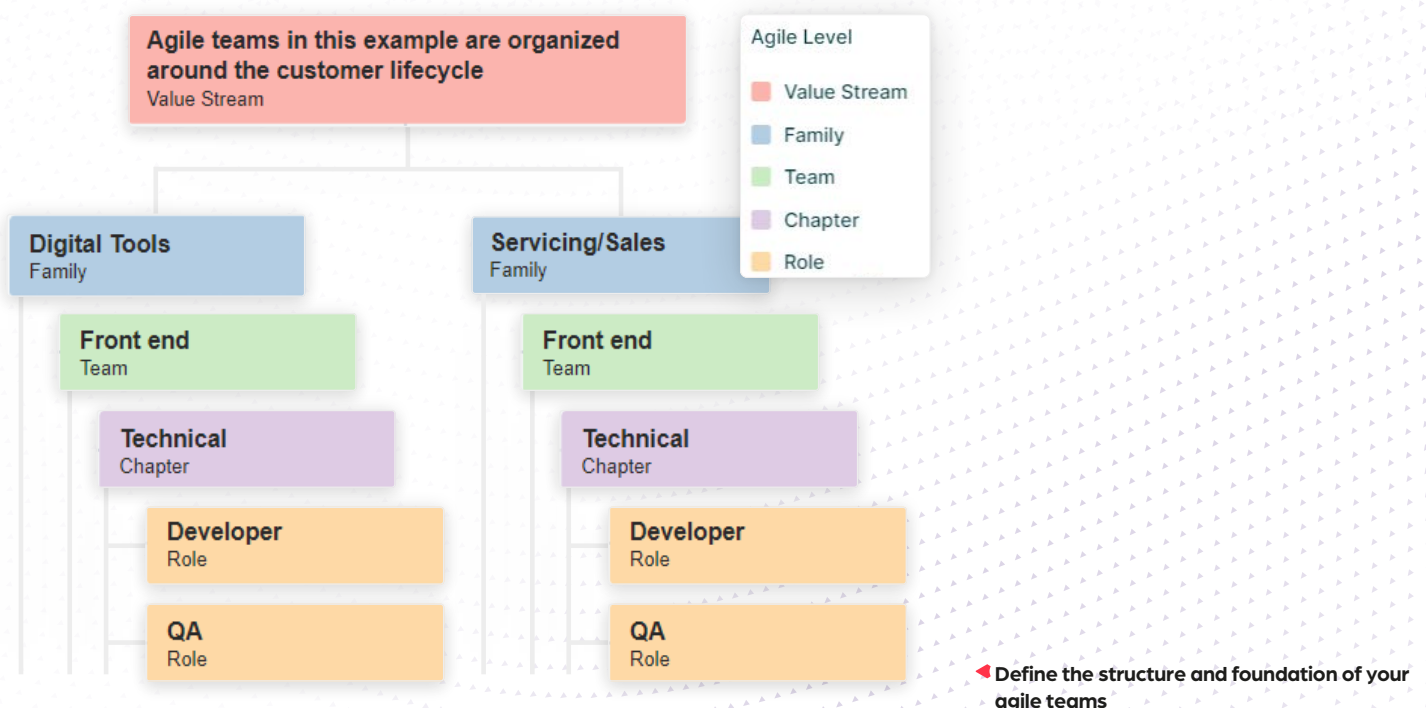
The Orgvue solution: design an operating model that will align resources and capacity across the business

## 1. Establish your groundwork

Bring your data together from multiple systems and create a strong foundation to support the building of an agile workforce. From there, and after you've defined your customer journeys and value streams, you're ready to kickstart the construction of your agile architecture, teams, and roles.

Answer questions such as:

- ▶ What is the scale of my program?
- ▶ Should I adopt a phased approach to building my agile structure?
- ▶ Which part of my business is ready for agile ways of working?
- ▶ What set of skills and expertise do I need to increase customer success?



## 2. Analyze, allocate and manage talent

Whether in the functional hierarchy or agile setup, visualize and filter talent based on criteria such as skills, experience, location, grade, availability, performance, and more. You can map individuals across multiple agile teams while ensuring they're not over or under-allocated. Make sure you haven't missed anything by letting Orgvue validate your selection, or highlight potential errors in the process.

### Answer questions such as:

- ▶ Who in my organization has got the right skills for the developer role?
- ▶ Is my advice delivery team under-allocated? Does it need a customer experience expert to complete it?
- ▶ Which roles are under target and why?

Developer	
⚠ Under target	
FTE Target	3.00
FTE Gap	-1.25
FTE Allocated	1.75

QA	
Role	
FTE Target <sub>(sum)</sub>	0.50
🔗 1.8 FTE Cecil Tock, Android Developer 0.5	

Developer	
Role	
FTE Target <sub>(sum)</sub>	6.00
🔗 1.0 FTE Zabrina Border, Senior Integration Developer 1.0	
🔗 1.0 FTE Jaime Males, Integration Developer 1.0	
🔗 1.0 FTE Dannye Sutterfield, Engineer 1.0	
🔗 1.0 FTE Allan Chellenham, Sr Engineer 1.0	
🔗 1.0 FTE Stillmann Britian, Sr Engineer 1.0	



▲ Understand why a role might be under-target

▲ Map individuals into multiple hierarchies and manage capacity

## 3. Review your structure

Orgvue allows you to regularly track, monitor and assess your agile teams over time, in alignment with your planning cycles. You'll be able to review the structure you put in place, check resource allocation and go back and iterate as needed.

### Answer questions such as:

- ▶ What is the cost of running our teams?
- ▶ Do I need more or fewer teams? Is the composition of my teams right?
- ▶ Have people left the organization and/or do I need to backfill any roles?
- ▶ How frequently do I want to review, assess and update agile team structures?

Digital Tools	
Family	
Headcount Allocated	20
FTE Allocated <sub>(sum)</sub>	19.00
Cost Allocated <sub>(sum)</sub>	US\$1,245,704
Functional composition	
18.00 FTE 95% : Supply Chain	
1.00 FTE 5% : Technology	
Geographic composition	
15.00 FTE 79% : Philadelphia	
3.00 FTE 16% : Toronto	

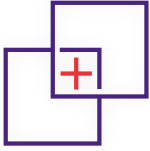
Back end (Digital Tools)	Data service (Digital Tools)	Integrations (Digital Tools)
Team	Team	Team
Headcount Allocated	Headcount Allocated	Headcount Allocated
5	4	5
FTE Allocated <sub>(sum)</sub>	FTE Allocated <sub>(sum)</sub>	FTE Allocated <sub>(sum)</sub>
4.50	3.50	4.00
Cost Allocated <sub>(sum)</sub>	Cost Allocated <sub>(sum)</sub>	Cost Allocated <sub>(sum)</sub>
US\$252,783	US\$158,299	US\$220,161
Functional composition		
4.50 FTE 100% : Supply Chain		
3.50 FTE 100% : Supply Chain		
4.00 FTE 100% : Philadelphia		
3.00 FTE 75% : Philadelphia		
1.00 FTE 25% : Technology		
Geographic composition		
3.00 FTE 75% : Philadelphia		
1.00 FTE 25% : Toronto		
Grading composition		
3.00 FTE 75% : 2		
1.50 FTE 33% : 3		

▲ Review progress of agile teams at an aggregate and individual summaries



▲ Review progress of agile allocation at an organization level

## Customer story



### Business goal

- ▶ Redesign the business to an operating model focused on organizing cross-functional agile teams
- ▶ Achieve a \$120M cost takeout within 2 years, while integrating a 5,000 person acquired company



### The Orgvue solution

- ▶ Identified \$75M in saving opportunities through the creation of an agile structure
- ▶ Launched a scalable data model and deployed processes to design 25+ agile teams, allocate talent and manage capacity
- ▶ Integrated 5,000 acquired talent and created robust succession planning capabilities to support strategic goals
- ▶ Created sustainable and scalable in-house capabilities within HR and finance to manage the program on an ongoing basis

### The Outcomes

**\$120m**

Cost savings planned & tracked in real time

**5,000**

People integrated as result acquisition

**26**

Agile teams defined with the cost savings & profit impact

**“Orgvue is now our ‘source of truth’ to plan and understand talent decisions at varying levels of granularity. This has created confidence in our ability to achieve our goals and has created a new set of capabilities in HR and Finance.”**

**Orgvue**, the organizational design and workforce planning software platform, captures the power of data visualization and modeling to build more adaptable, better performing organizations. HR, finance, and business leaders rely on Orgvue for actionable insight and analysis that helps them make faster workforce decisions in a constantly changing world.

Orgvue is used by the world’s largest and best-known enterprises and management consulting firms to confidently build the businesses they want tomorrow, today. The company works with many Fortune 500 companies and is headquartered in London, with offices in Philadelphia, The Hague, Toronto and Sydney.

For more information please contact:

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