orgvue ◆

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
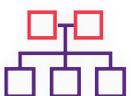
How can someone exist in two place?

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

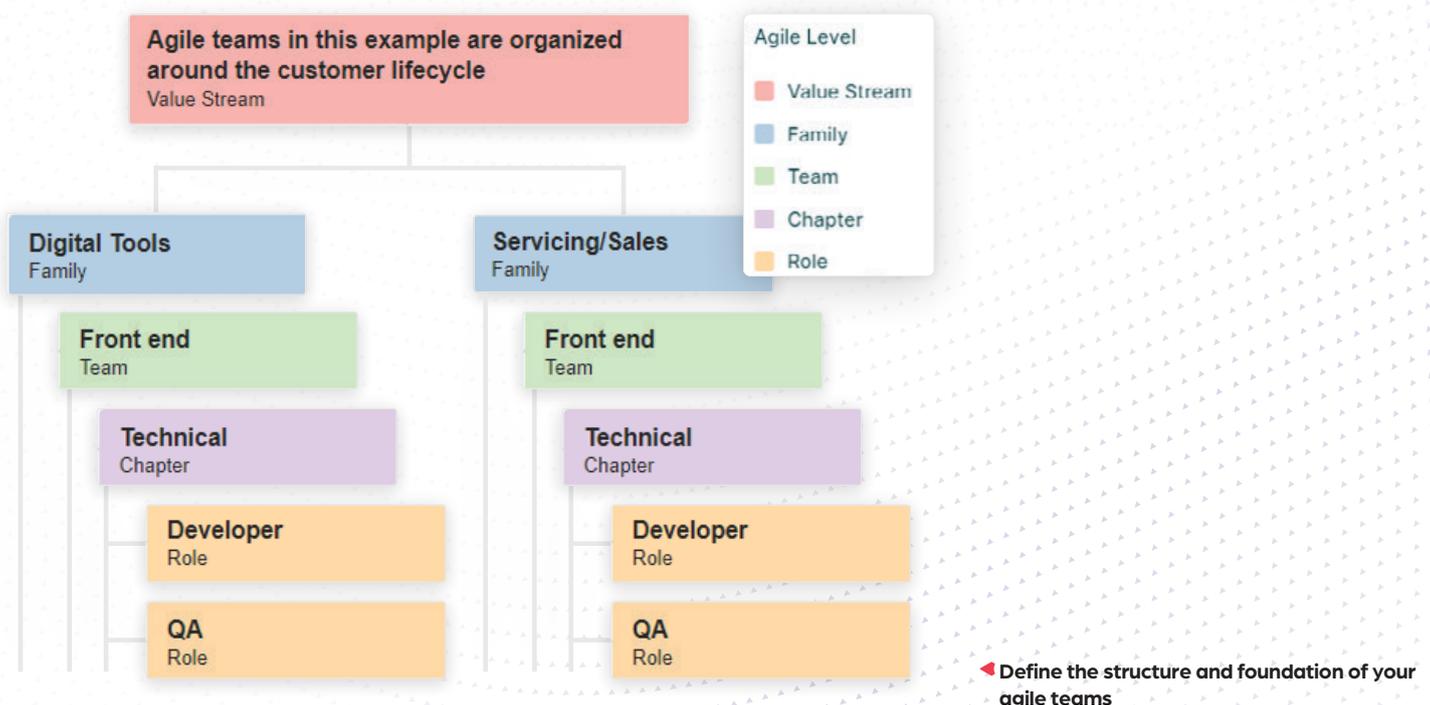**The Orgvue solution: design an operating model that will align resources and capacity across the business**

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?

Agile teams in this example are organized around the customer lifecycle
Value Stream

Agile Level
- ■ Value Stream
- ■ Family
- ■ Team
- ■ Chapter
- ■ Role

Digital Tools
Family

Servicing/Sales
Family

Front end
Team

Front end
Team

Technical
Chapter

Technical
Chapter

Developer
Role

Developer
Role

QA
Role

QA
Role

◀ Define the structure and foundation of your agile teams

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?

▲ 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?

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

▲ Review progress of agile allocation at an organization level

Customer story
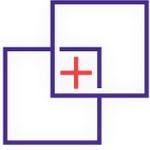
Business goal

- 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 is an organizational design and planning platform that empowers your business to transform its workforce by understanding the work people do and the skills they have. Our platform connects strategy to structure, providing clarity of vision, so you can build a more adaptable, better performing organization that thrives in a constantly changing world of work.

The world's largest and best–known enterprises and consulting firms use Orgvue to visualize and model current and future states of the organization and make faster, more informed decisions. The company is headquartered in London, with offices in Philadelphia, The Hague, Toronto, and Sydney.

For more information please contact:

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