

Agile organizations

Successfully building, running and sustaining agile structures

The fast paced and unpredictable nature of today's work environment poses many new challenges to organizations. Whether it's accelerating technologies, changes in customer behavior, or factors affecting the workforce such as hybrid working or high attrition rates, businesses are facing challenges they were not necessarily ready for.

This means leaders needed to arm themselves with the right structures and processes to adapt quickly and swiftly to changes in the market while preserving their talent. For many, the solution is to move towards a more agile structure, driven by an aspiration to alter their mindset, values and principles to increase their speed and flexibility.

“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

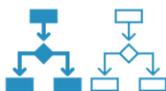
What we mean by “agile structures”

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, implementing fast learning and decision cycles, and building a network of empowered teams motivated by a common purpose.

Managing agile teams is not easy:

In large organizations, agile teams are not easy to implement, let alone sustain. Unlike traditional structures, agile teams are based on an iterative approach which requires constant reviewing. The process tends to be lengthy and manual due to the complexity of having multiple reporting lines, connected datasets and talent selection based on skills, therefore in conflict with what agile structures demand.

Multiple hierarchies



How can someone exist in two places?

Talent supply



Where will we get the requisite skills?

Capacity



How do we optimize resources to deliver?

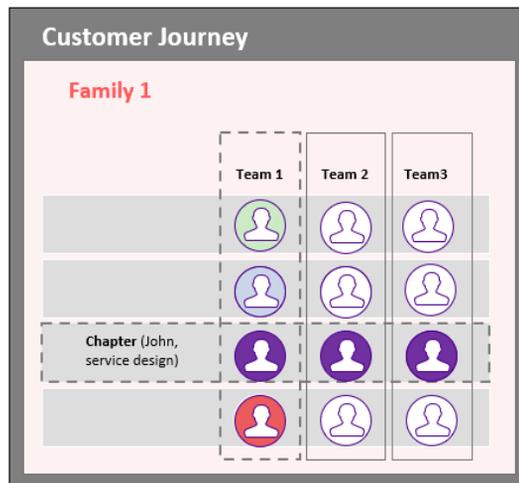
In order to overcome these challenges, it is crucial to arm yourself with a powerful digital platform built with resource modelling at its core, so you can manage your workforce based on skills availability and team capacity. With orgvue you can manage multiple reporting lines at scale and sustain innovative, adaptable and resilient business structures.

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

orgvue is an organizational design and planning platform, designed to help large and complex businesses confidently adapt to fast-paced changing environments.

The platform is purpose-built for you to see your organization through multiple lenses as a connected system, and model it in a way that supports and aligns the needs of different roles in the design and planning process. It allows you to find the right talent based on skills, allocate people to multiple roles at once, switch between hierarchies and have clear visibility on FTE across teams.

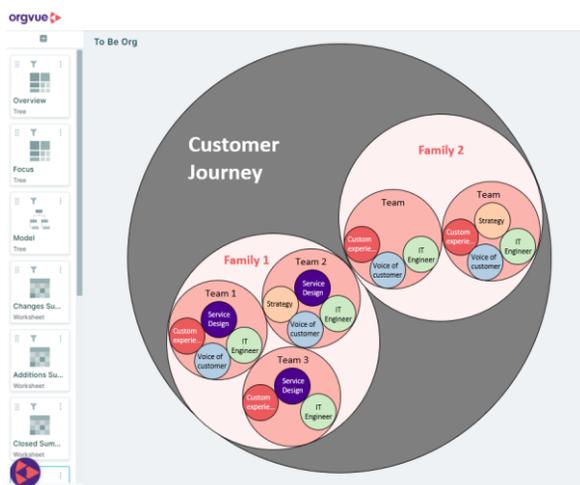
Pre-built templates of visuals serve as an accelerator, arming you with the tools to manage your structure, which provide the support needed to design and resource agile teams in a controlled and strategic way.



Agile teams, built in cross-functional structures, leverage talent based on skill sets rather than traditional roles

Using orgvue capabilities to drive value

- › Reinforce your data foundation by importing data from multiple systems, aligning it and interpreting it in orgvue
- › Get visibility into your talent supply and demand by targeting, identifying and analyzing skills, team capacity and gaps
- › Accelerate your efforts by reducing manual processes to execute designs and tracking, speed and consistency
- › Simplify the management of complex structures by managing multiple hierarchies at scale
- › Reassess your structures regularly, and make sure you're on track to achieve your objectives



Visualization of an agile Family structure in orgvue

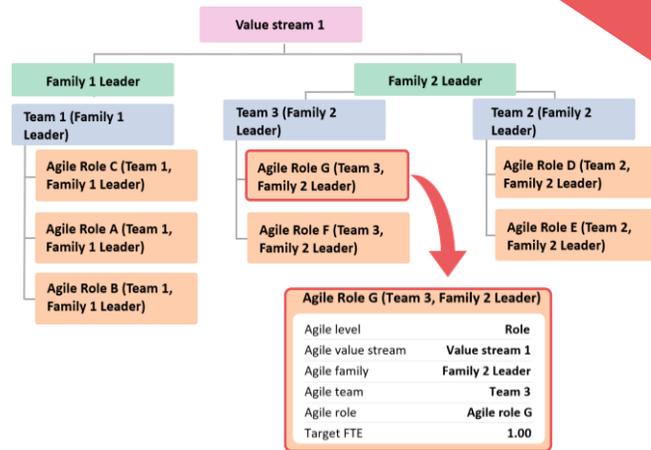
Use orgvue to design an operating model that will align resources and capacity across the business

orgvue's ability to ingest data from multiple systems and align it in a single source of truth supports the building of agile workforce planning. From there, and after you've defined your customer journeys and value streams, you're ready to kickstart the construction of your agile org model, teams and roles.

1. Establish your groundwork

Start by setting the foundation of your design, construct and visualize your agile architecture, teams, roles and target FTEs based on the customer journey.

- › 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?

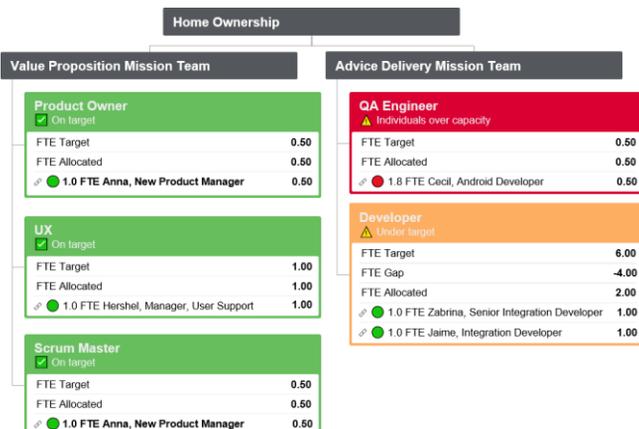


Define the structure and foundation of the work

2. Analyze, allocate and manage talent

orgvue's visuals allow you to see talent, both in the functional hierarchy and in the agile set up, based on specific criteria such as skills, experience, location, grade, availability, and more. You'll then be able to map individuals across teams while ensuring they're not stretched across roles, and teams are 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.

- › Who in my organization is most suited for the developer role?
- › Is my advice delivery team under-allocated? Does it need a customer experience expert to complete it?
- › Is Anna stretched across too many roles?



Map individuals into the structure and manage capacity

3. Review your structure

orgvue arms you with the processes you need to go back and make sure you assess your progress. In alignment with your planning cycles, understand your headcount, FTE cost data, and the efficiency of the structure you put in place.

- › 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?

Agile roles Value Stream	
Allocated headcount	10
Allocated FTE	10.50
Allocated cost	\$721,273
Agile functional composition	
4.50 FTE 43% : Sales, Marketing & Client success	
2.00 FTE 19% : R&D	
2.00 FTE 19% : Consulting & services	
2.00 FTE 19% : Business operations	
Agile Geography Composition	
5.00 FTE 48% : London	
3.00 FTE 29% : Hong Kong	
2.50 FTE 24% : Philadelphia	
Agile Grading composition	
8.50 FTE 81% : Senior	
2.00 FTE 19% : Junior	
Agile unit composition	
8.50 FTE 81% : OBP	
2.00 FTE 19% : Non-Product Specific	

Family 1 Leader Family	
Agile family	Family 1 Leader
Allocated headcount	5
Allocated FTE	3.5
Allocated Cost	\$218,856
Agile functional composition	
1.50 FTE 43% : R&D	
1.00 FTE 29% : Consulting services	
0.50 FTE 14% : Sales, marketing & client success	
0.50 FTE 14% : Business operations	
Agile Geography Composition	
2.00 FTE 57% : London	
1.00 FTE 29% : Philadelphia	
0.50 FTE 14% : Hong Kong	
Agile Grading composition	
3.50 FTE 100% : Senior	
Agile unit composition	
3.00 FTE 86% : OBP	
0.50 FTE 14% : Non-Product Specific	

Review aggregate summaries and individual summaries

Customer story

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

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.



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 leading organizational planning and design SaaS platform, harnesses the power of data visualization and modeling to build more adaptable, better performing organizations in an era of constantly changing market dynamics. HR, finance and business leaders use the platform to take control of their business and make faster, more confident data-driven decisions to fearlessly build the organizations they want tomorrow, today.

For more information please contact:

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