Thrive in the New Normal.

By transforming and reinventing how you work, lead, and organize.
Hi!

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This is where I work...
YES!

We will share the slides
How can organizations thrive in this fast-moving, digital, and technology-driven world?
Transforming your business by:
- Creating new growth ventures
- Revisiting business models
- Focusing on customer experiences
- Rethinking your strategy and
- Uncovering new opportunities through innovation

Transforming your organization by:
- Transforming your culture
- Introducing new ways of working
- Building capabilities that are suited for this new reality

Thriving = Growth + Innovation + Transformation
WHY
What’s driving the need for new ways of working?

WHAT
What are the new ways of working?

HOW
How to transform your ways of working?
Are you wondering...

Why does our organization struggle to move quickly and what can we do about it?

How do we empower our people to take more responsibility for performance and truly be customer-centric?

How do we organize for operational excellence, cost, and innovation-driven growth at the same time?

How can our organization sense changes in the market and respond quickly?
WHAT'S DRIVING THE NEED TO TRANSFORM HOW YOU WORK?

THREE KEY ARGUMENTS

01 Complex, uncertain environment

02 Outdated way of working, organizing, managing

03 Advantages and benefits achieved by those who did it already
WHY?

**Volatile**
The environment demands you react quickly to ongoing changes that are unpredictable and out of your control.

**Uncertain**
The environment requires you to take action without certainty.

**Complex**
The environment is dynamic, with many interdependencies.

**Ambiguous**
The environment is unfamiliar, with no obvious meaning, open to interpretation.

Source: https://hbr.org/2007/11/a-leaders-framework-for-decision-making
What year is this org chart from?
What year are these from?
What year is this org chart from?
The way we work and manage was invented for a different purpose than what we need today.
WHY?

If you don’t do it, you will miss out and fall behind those who do.

Benefits of applying new ways of working. Adaptable organizations move faster, are more agile, and foster ownership mind-sets, resulting in greater productivity and reduced cost.

- **Increase speed of execution**
  - 4x increase in speed to revenue
  - 55% acceleration in time to market
  - 65% reduction in the up-front preparation time

- **Improve bottom line results**
  - Up to 25% in costs decrease
  - Increase revenues from 10 to 20%
  - Up to 30% improvement in financial performance

- **Boost customer satisfaction**
  - Up to 40% points improvement in customer advocacy
  - Up to 30% points improvement in customer satisfaction

- **Increase productivity**
  - A 50% increase in quality
  - Operational performance 30% to 50% improvement

- **More engaged employees**
  - 30% boost in employee engagement
Questions for you...

(1) What’s keeping your team / organization from doing its best work?

(2) What will happen to your team / organization if you keep on going like you are and don’t change the way you work?
You need to transform the ways your teams work, your managers lead, and your organization operates.

What's the consequence?

You need to become an adaptable organization.
WHY
What’s driving the need for new ways of working?

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HOW
How to transform your ways of working?
What is an adaptable organization and what do the new ways of working look like?

New Ways of Working

### Traditional Organization
- Profit-driven
- Internal-focused
- Hierarchal structure
- Siloed, bureaucratic interactions
- One-size-fits all talent management
- Resistance to change

### Adaptable Organization
- Purpose-driven
- Customer-focused ecosystem
- Flexible network of cross-functional teams
- Collaborative and agile
- Individualized talent engagement
- Change, innovation and learning are continuous
**WHAT?**

**New Ways of Working: What does it mean?**

The Building Blocks of Adaptable Organizations and New Ways of Working.

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**THE ORGANIZATION**

How work is **ORGANIZED** and how the organization **OPERATES**

Organize capabilities away from deep hierarchy and silos towards a **network of multi-disciplinary teams**.

Exist in **purpose driven ecosystems** with defined customer focused missions.

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**THE TEAM**

How work is **DELIVERED**

Enable high performing teams by adopting **cross-functional, connected ways of working, and agile practices**.

Unlock **resilient individuals** through adaptive **talent programs** to enable how people want to learn, grow and develop.

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**THE LEADER**

How work is **MANAGED** and **LED**

Are **inclusive orchestrators versus technical task masters** in order to unlock the full potential of diverse skill-sets.

Focus on leadership capabilities: **energize, connect, enable**.

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New Ways of Working: What does it mean?

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**THE ORGANIZATION**

How work is organized and how the organization operates.

- Organize capabilities away from deep hierarchy and silos towards a network of multi-disciplinary teams.
- Exist in purpose driven ecosystems with defined customer focused missions.

**THE TEAM**

How work is delivered.

- Enable high performing teams by adopting cross-functional, connected ways of working, and agile practices.
- Unlock resilient individuals through adaptive talent programs to enable how people want to learn, grow and develop.

**THE LEADER**

How work is managed and led.

- Are inclusive orchestrators versus technical task masters in order to unlock the full potential of diverse skill-sets.
- Focus on leadership capabilities: energize, connect, enable.

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Principles + Capabilities

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WHAT?

New Ways of Working: Five fundamental principles.

**principle**
/prɪnsɪp(ə)/

noun
noun: principle;
plural noun: principles

- a fundamental truth or proposition that serves as the foundation for a system of belief or behaviour or for a chain of reasoning.
- a rule or belief **governing one's behaviour**.
WHAT?

New Ways of Working: Five fundamental principles.

When it comes to New Ways of Working, these 5 principles act as rules for how teams, leaders, and your organization need to act.
Question for you...

How well is your team / organization doing on these five principles?

We got all this 100% in place
New Ways of Working: Three core capabilities.

**capability**
/ˈkeɪpəˈbɪlɪti/

- the power or **ability to do** something
- the extent of someone's or something's ability
New Ways of Working: Three core capabilities.

Core Capabilities
Foundational skills your organization needs to drive new ways of working.

- Teamwork & collaboration
- Adaptability & agility
- Human-centered innovation & problem solving
WHY
What’s driving the need for new ways of working?

WHAT
What are the new ways of working?

HOW
How to transform your ways of working?
You cannot transform to a new way of working using your traditional change management approaches. Transforming towards new ways of working, requires **new ways of transformation**.
How to transform and reinvent your ways of working to become an adaptable, agile organization?

Key principles

Outcomes over Procedures
Start small over Big bang
Invite over Enforce
Top Down over Bottom Up
**Outcomes over Procedures**
Focus on business outcomes and creating value

Balanced set of outcomes without achieving some at the expense of others

**Better**
- Quality
- Do you involve the customer for **feedback and validation**?
  - Sample measurement: Customer Satisfaction survey (NPS)

**Happier**
- Engagement
- Are your teams and clients **happier**?
  - Sample measurement: Employee Satisfaction survey (NPS)

**Safer**
- Has quality and compliance improved?
  - Sample measurement: Number of Incidents, MTTR (mean time to resolve)

**Sooner**
- Flow
- Can you as organization rapidly pivot with **change or disruption**?
  - Sample measurement: Feature Leadtime, time to market, throughput

**Deliver more with less**
**Enable the digital enterprise**
**Survive and thrive**
Start small over Big bang
Start small, learn fast, scale intelligently

Benefits of Incremental Change Approach

- Ability to start finishing right from beginning
- Focus on Outcomes and Validation of Benefit Hypothesis
- Focus on the right and most valuable things
- Learning and Mindset change on the way

Complex

Performance

Time

Incremental Change Approach

Traditional change approach
HOW?

**Invite over Enforce**

Like any innovation, “organizational innovation” follows the Innovation Adoption Curve

- **Innovators**
- **Early Adopters**
- **Early Majority**
- **Late Majority**
- **Laggards**

*Invite these folks*
HOW?

Top down over Bottom up

Leadership Team = Team #1
HOW?

**Org Design & Transformation.**

**Our approach and how we engage:** Supporting organizational transformation by focusing on value and business agility using 5 key organizational components. These 5 key organizational components consisting of several building blocks to future proof a business focusing on value and business agility.

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Call to action: Start with one team.

Step 1
- Train the team
- Create awareness and inspiration on new ways of working
- Start building a high-performance team

Step 2
- Define with the team how to apply new ways of working
- Guide the team in designing a better way of working for them

Step 3
- Support the implementation through initial facilitation of key events and meetings (e.g., sprint planning, retrospectives,...)
- Support the team and individuals during implementation via team and 1:1 coaching
Thank you!

Over to you for Q&As

Get in touch to discuss how your team can design a better way of working.

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