



## Refactoring the Organization in order to to increase it's Business Agility

Rethinking Management Paradigm  
in order to Accelerate Transformation's Time to Value  
**Juan Bernabó - ScrumDay São Paulo**

# QUEM SOU?

Acredito que muitos dos problemas do século XX foram causados por um paradigma de gestão determinístico e não sistêmico, cabe a nós repensar a gestão para o século XXI.

Fui hacker, empreendedor digital precoce, unschooler, vivi o início dos home computers, dos bbs, da internet, do linux, do software livre, do O900, da orientação a objetos, da web, de agile, do lean startup, do bitcoin, mas acredito que ainda não vi nada comparado ao que está por vir. Hoje me dedico a hackear organizações, mudando paradigmas, acelerando a adoção do futuro e acredito que neste século vamos passar a otimizar valor e adaptação.



**Let's talk?**

**Business Agility  
Brasil**

**Grupo whatsapp**

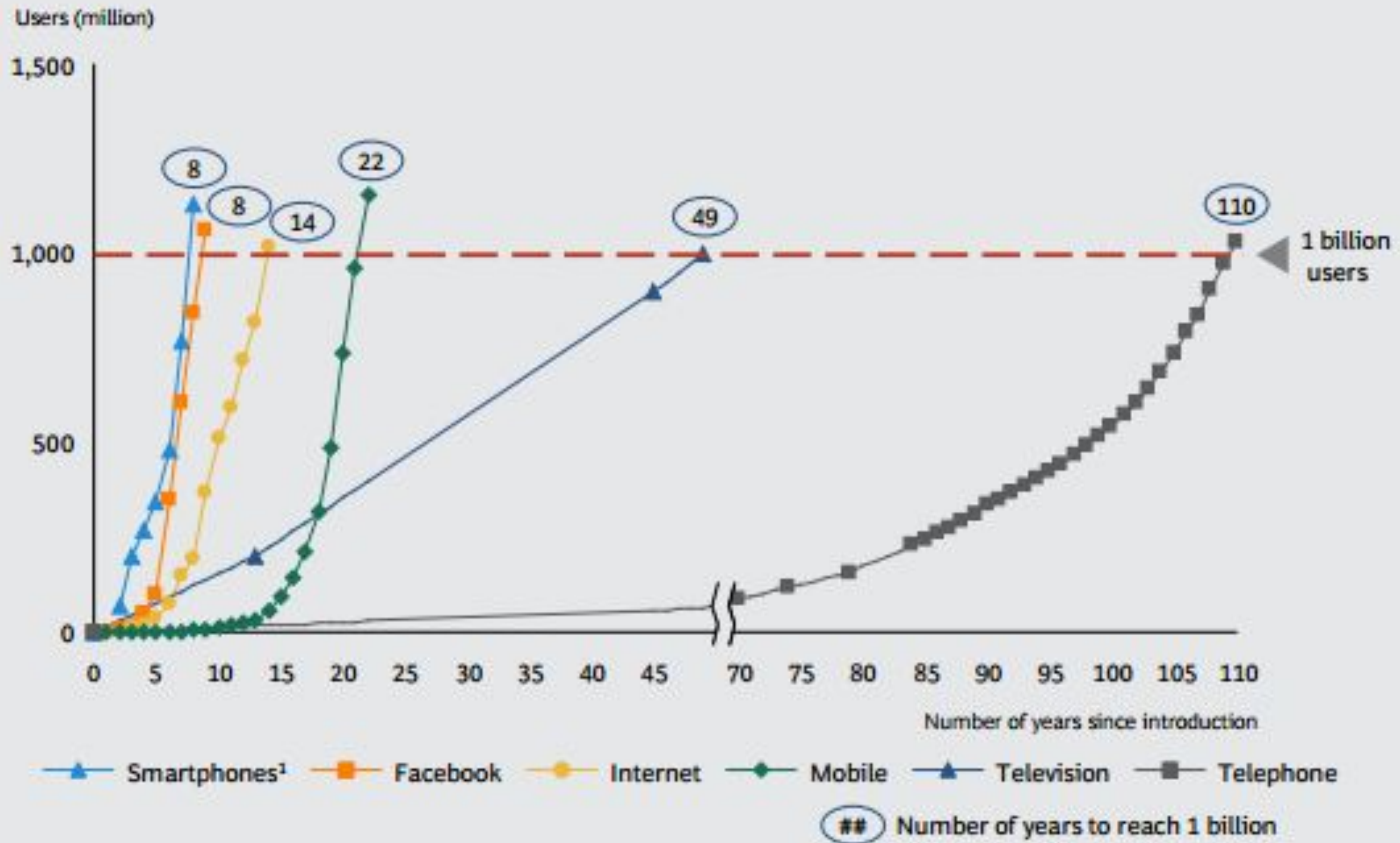




# **Do we really need Business Agility?**

**About 50% of  
S&P 500 companies  
will be replaced in  
the next 10 years**

## EXHIBIT 1.2 | Digital Technology Adoption Faster



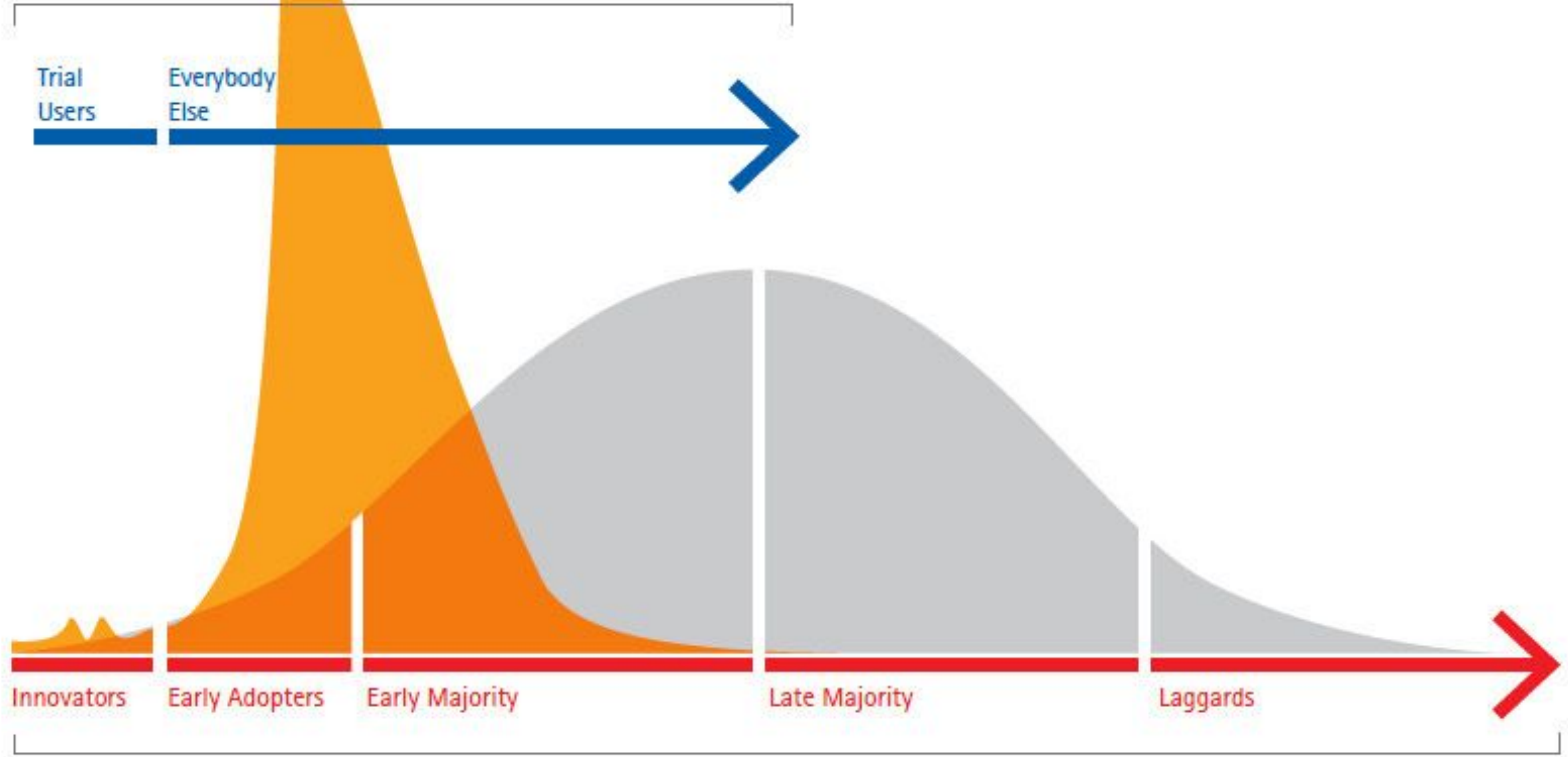
Source: ITU; Secondary Research; BCG analysis

Note: Data shown on the graph is only up to the year when user base touched one billion.

<sup>1</sup>App based smart-phones.

# Big Bang Market Adoption

BIG BANG MARKET SEGMENTS



ROGERS'S MARKET SEGMENTS

**"Management is a human invention, we can reinvent it if we want to"**

**Juan Bernabó**

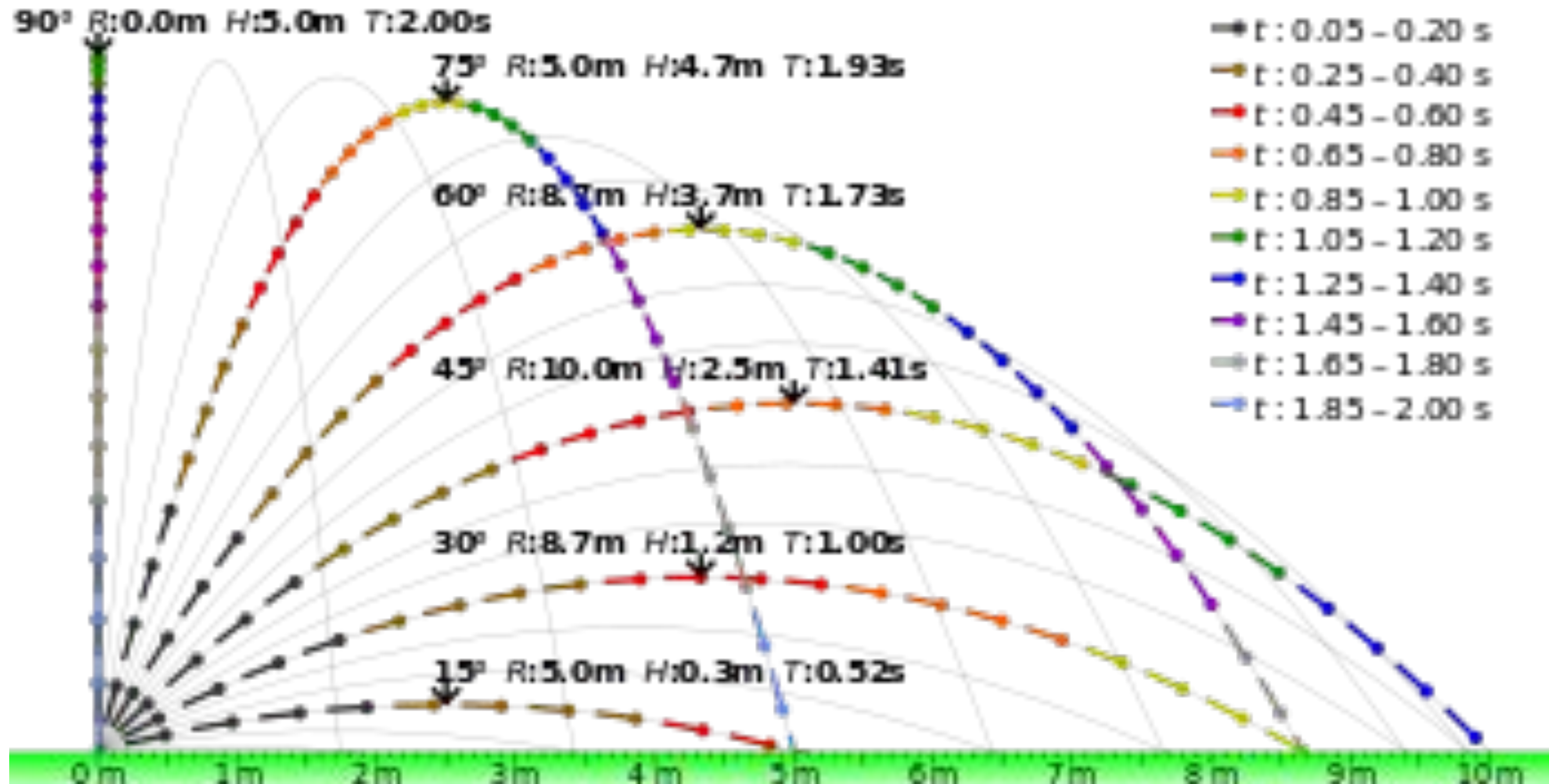


# **Business Agility is the 3rd wave of Agile**

- 1. agile methods (xp, scrum, fdd, etc.)**
- 2. scaling frameworks (SAFe, less, etc.)**
- 3. business agility (finally...)**

**Does it makes sense  
firing first and  
then aiming?**

# Ballistic Metaphor



# Missile Metaphor



# **NO TRAJECTORIES**

**The game shouldn't be about minimizing deviation from planned trajectories**

# **NO MODELS**

**The game shouldn't be about to become agile or have a method or a framework implemented**

# **Fail #1 - When Means become Ends**

**Don't measure progress as activity  
but instead progress should be the business  
results improvements attained**

## **Fail #2 - Don't do Big Upfront Plans**

**Don't drive your transformation from a plan,  
but let the current organization constraint  
guide you**



# **Fail #3 - Don't change the organization**

**Your organization have a complex structure that reinforces itself, understand what causes to it be like it is and cause the change**

# **Fail #4 - Don't Push the Change**

**Instead of pushing the change, make the organization pull the change**



**Sad  
Customers**



**Sad  
Employees**



**Sad  
Owners**

# **Start with an MVT**

## **Minimum Viable Transformation**

**A transformation step that can be implemented fast, address the current system constraint and can give business results in less than 3 months**

# **Start with an MVT**

## **Minimum Viable Transformation**

- 1. Understand the Game the organization is playing...**
- 2. Clarify the Game the organization should be playing...**
- 3. Change the goal of the Game...**
- 4. Change the rules/constraints of the Game...**
- 5. Help players learn how to better play the new Game...**
- 6. Evaluate if the changes are driving the transformation in the right direction and check if desired effects and undesired effects are undercontrol**

**Lack of scrum is not the  
problem...**

# Lack of scrum is not the problem...

- 1. Clarify what is the current business problem**
- 2. Understand the current system constraint**
- 3. Redefine the new game goal:  
Minimize Total Portfolio Cost of Delay (a common goal for the whole system)**

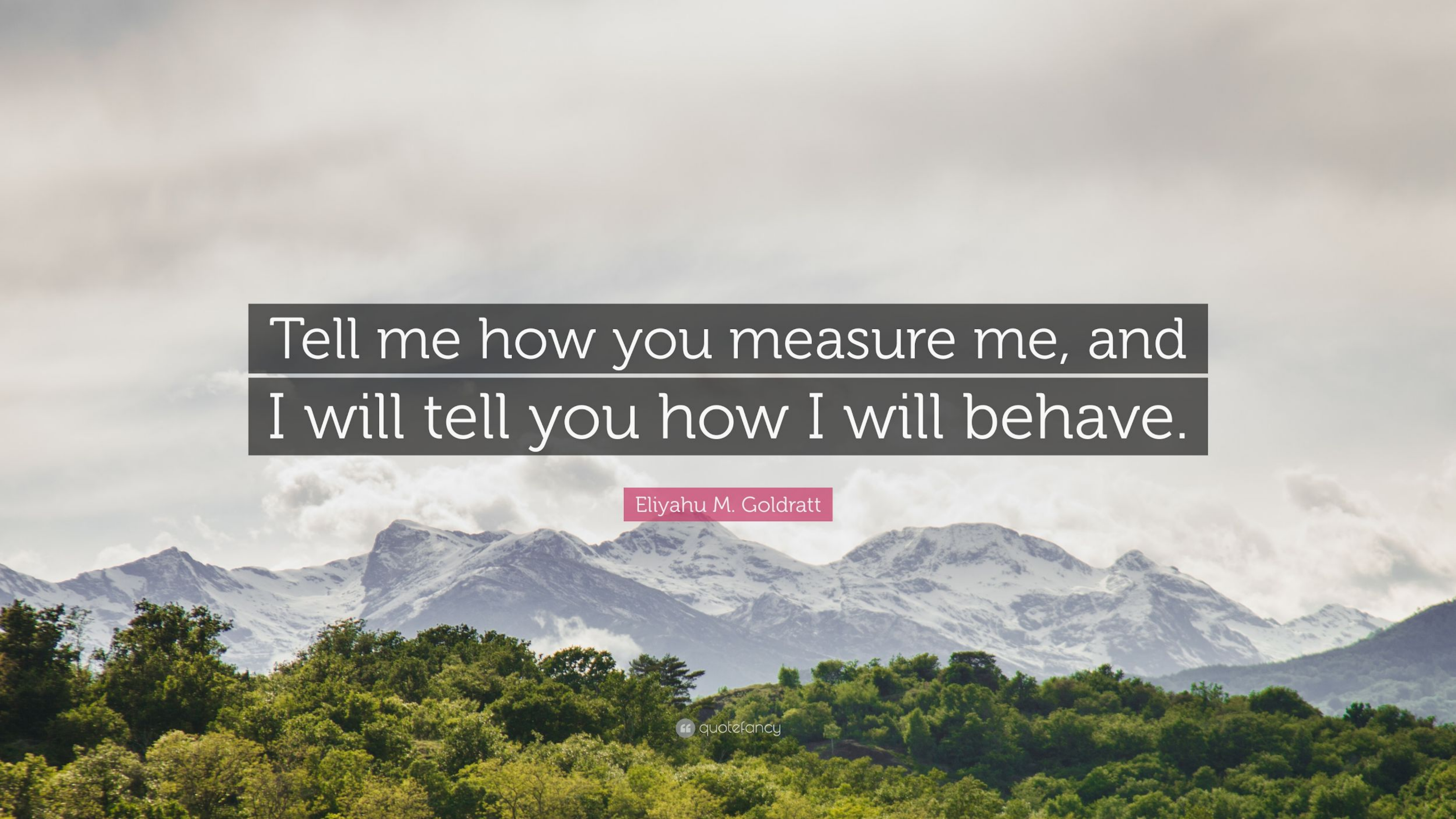
# **Lack of scrum is not the problem...**

- 1. All projects are limited to 3 months**
- 2. All projects have three releases (1 month increments)**
- 3. The third release is never to be done**
- 4. Only start when something finishes**
- 5. Prioritize by cost of delay**



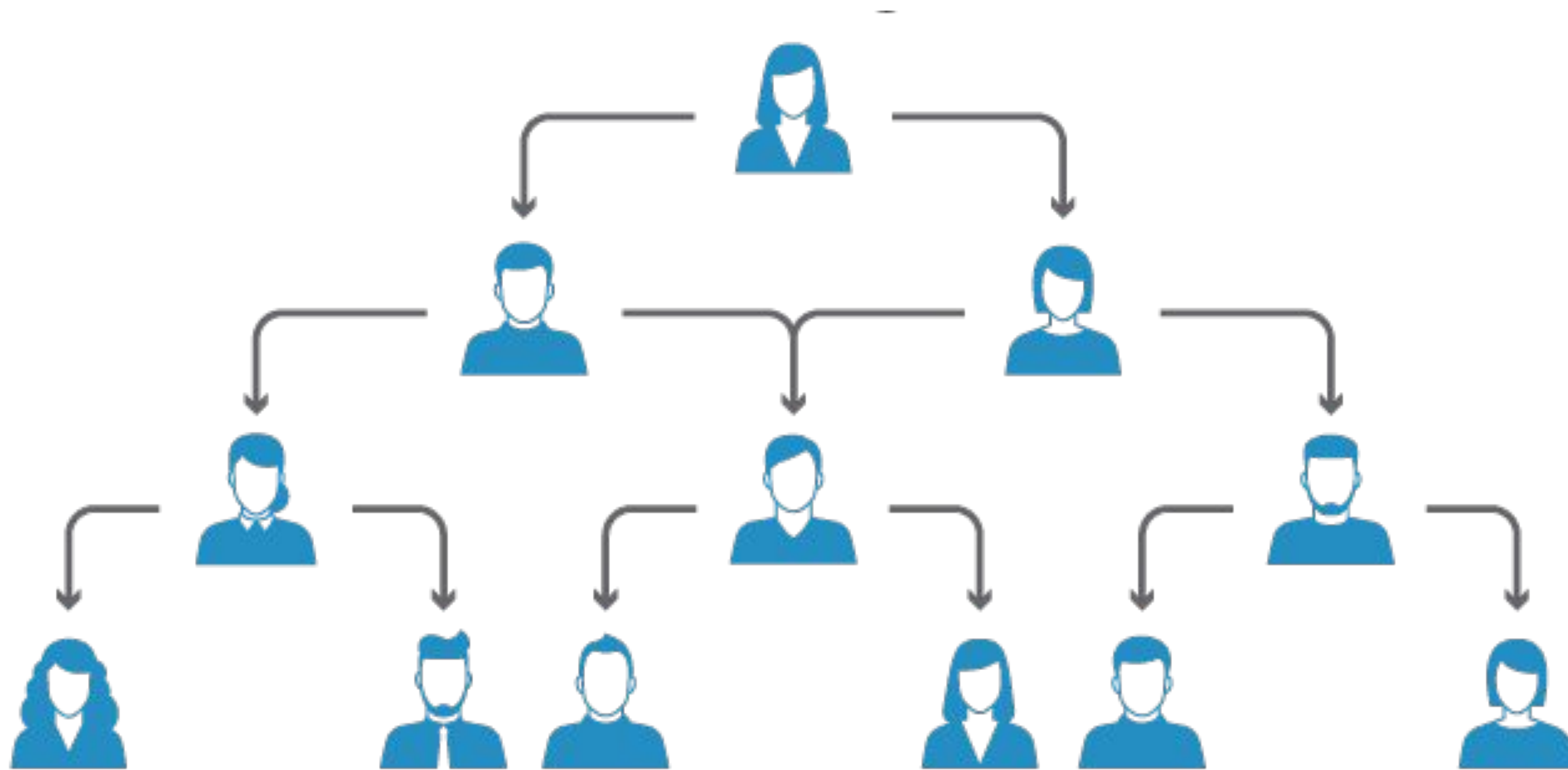
**Don't try to change the  
organization**

**Instead  
cause the change**



Tell me how you measure me, and  
I will tell you how I will behave.

Eliyahu M. Goldratt



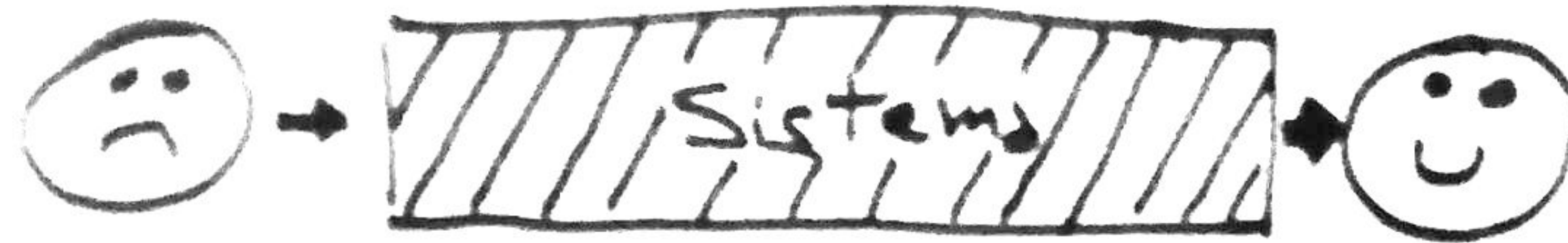


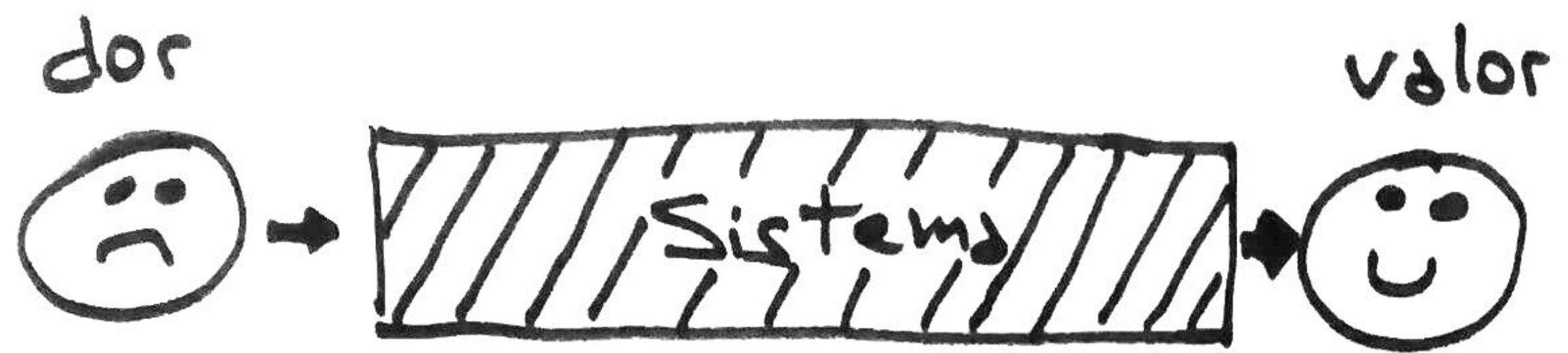
# From hierarchies to whole systems



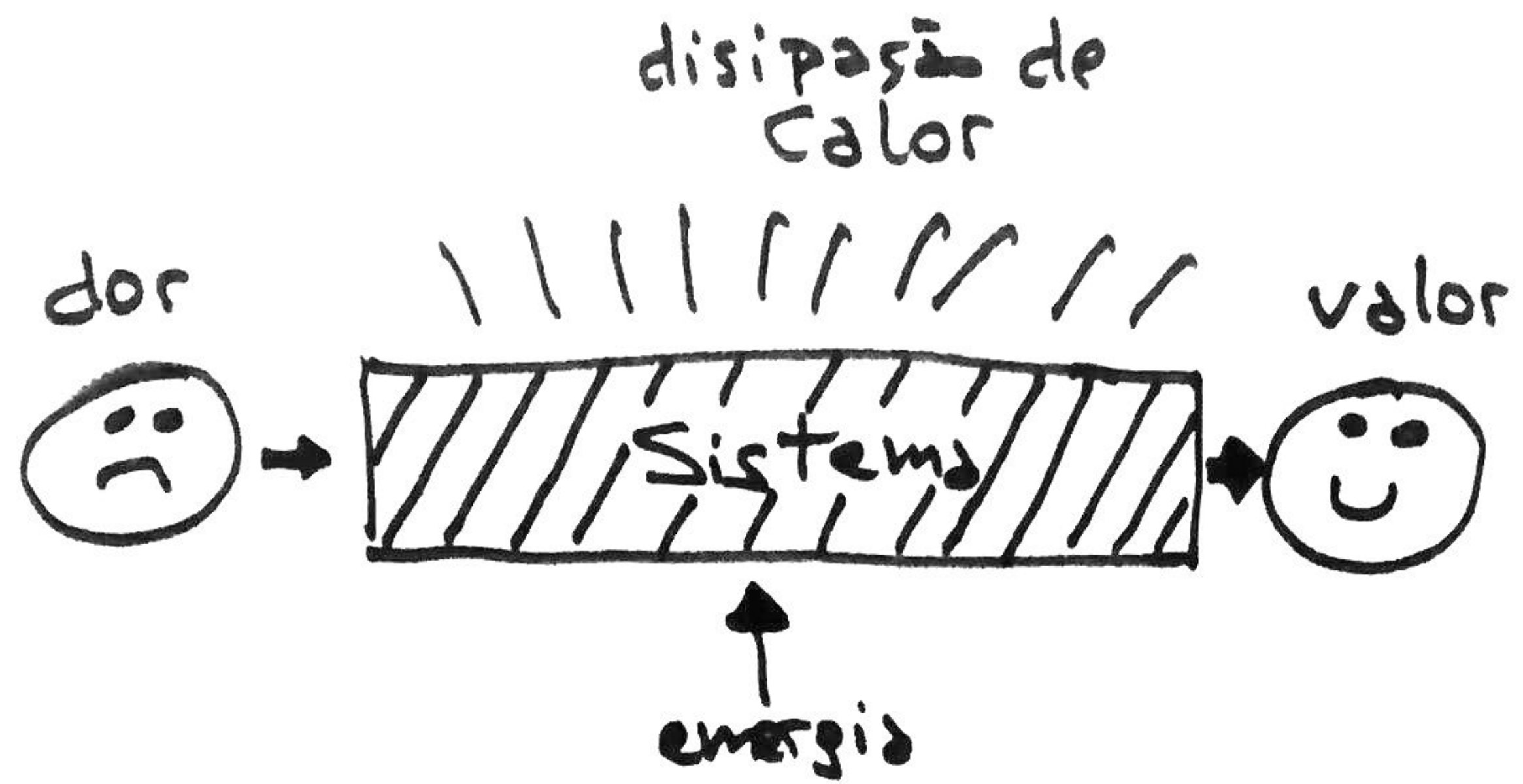


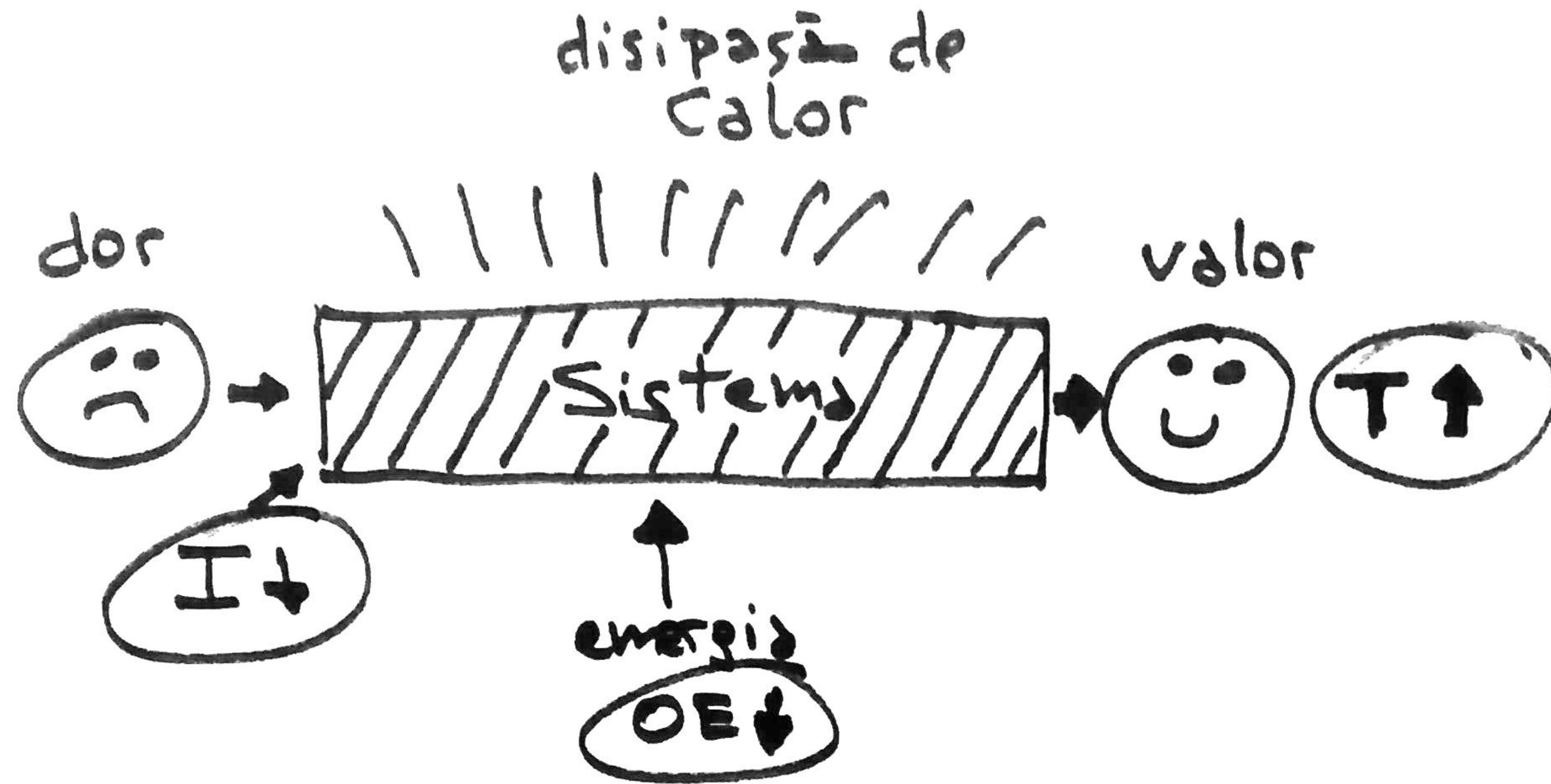
Systems











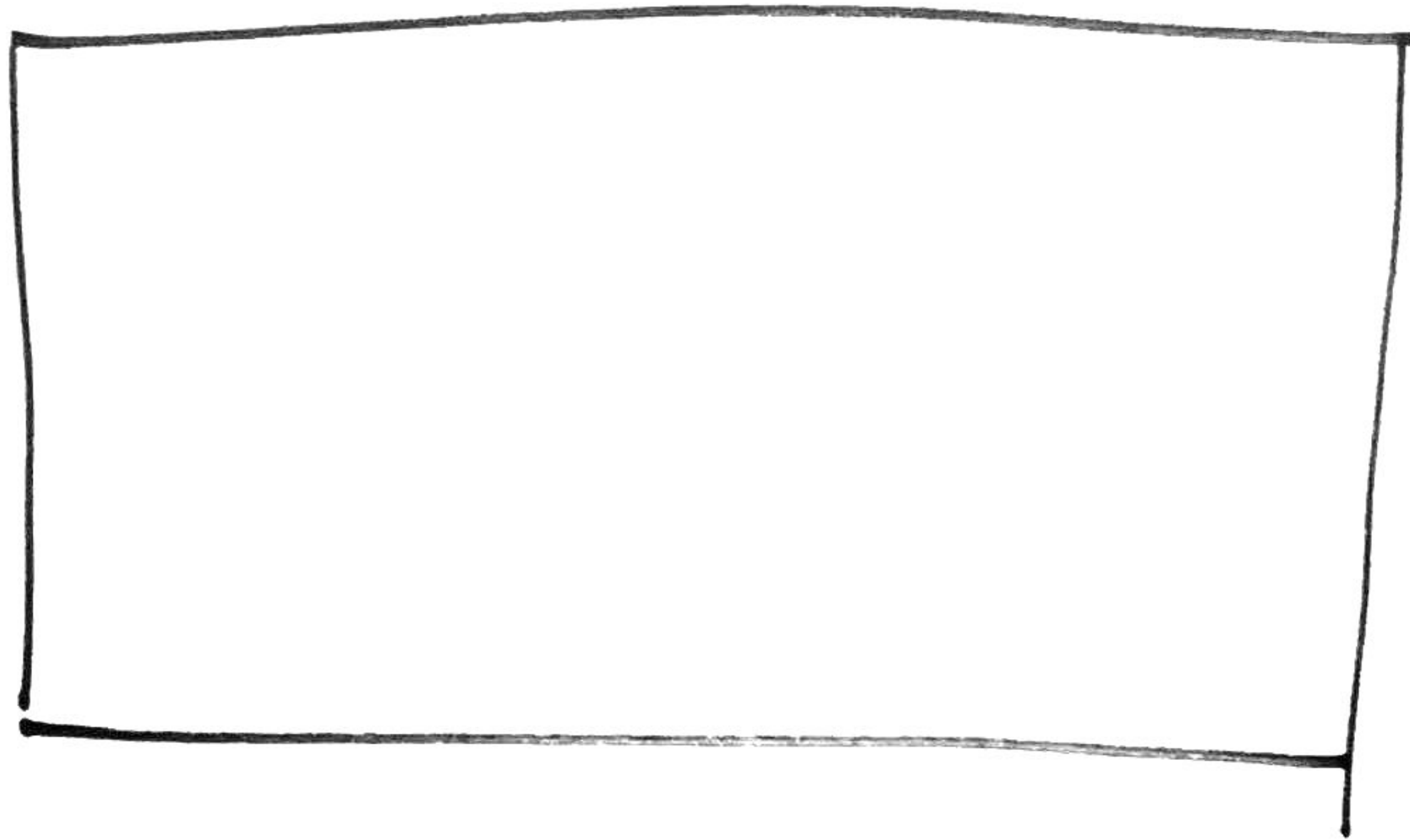
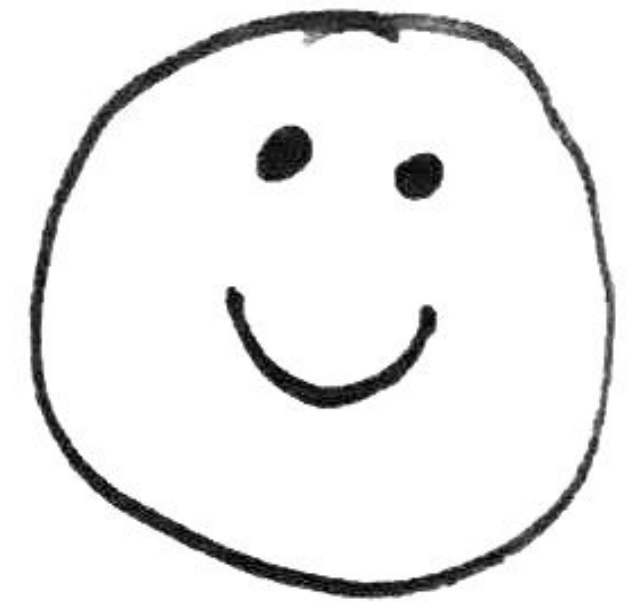
# **Your organization is a system that should:**

- **Attracts the right customers**
- **Promises them hope and improvement for their lives**
- **and Deliver what it promised**

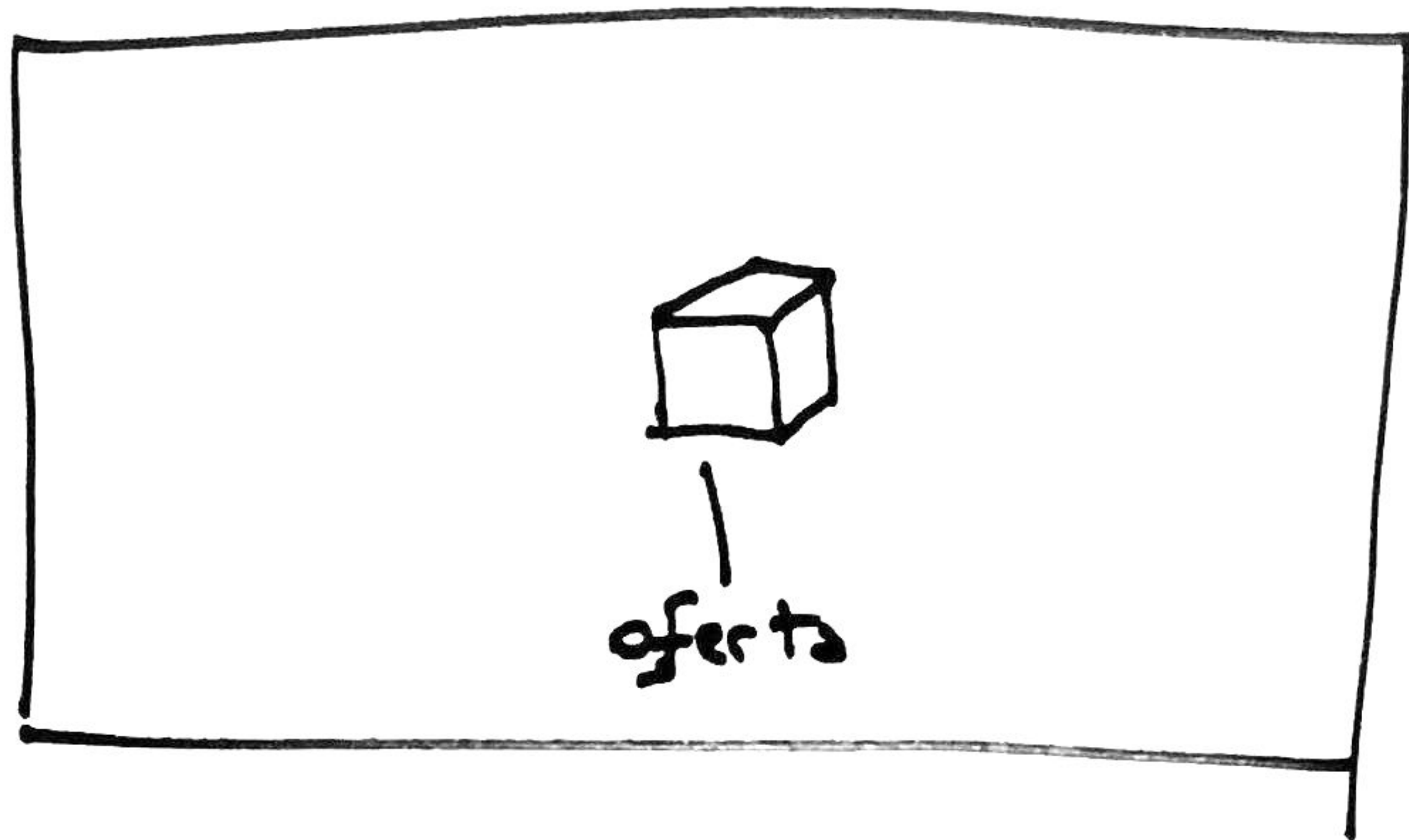
Dor



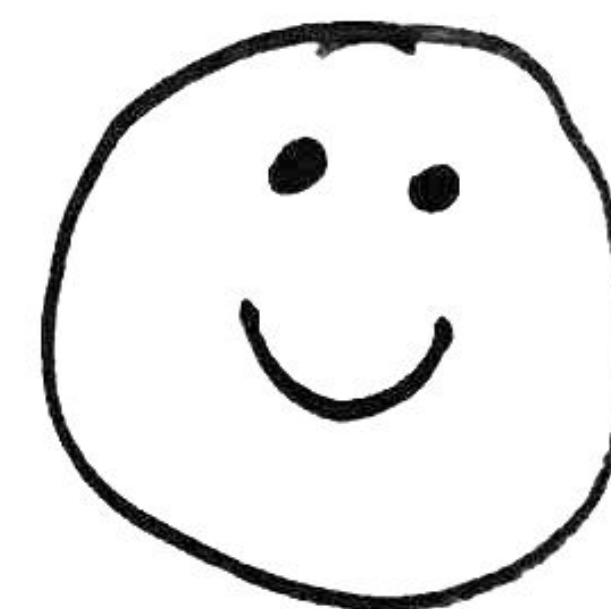
Valor



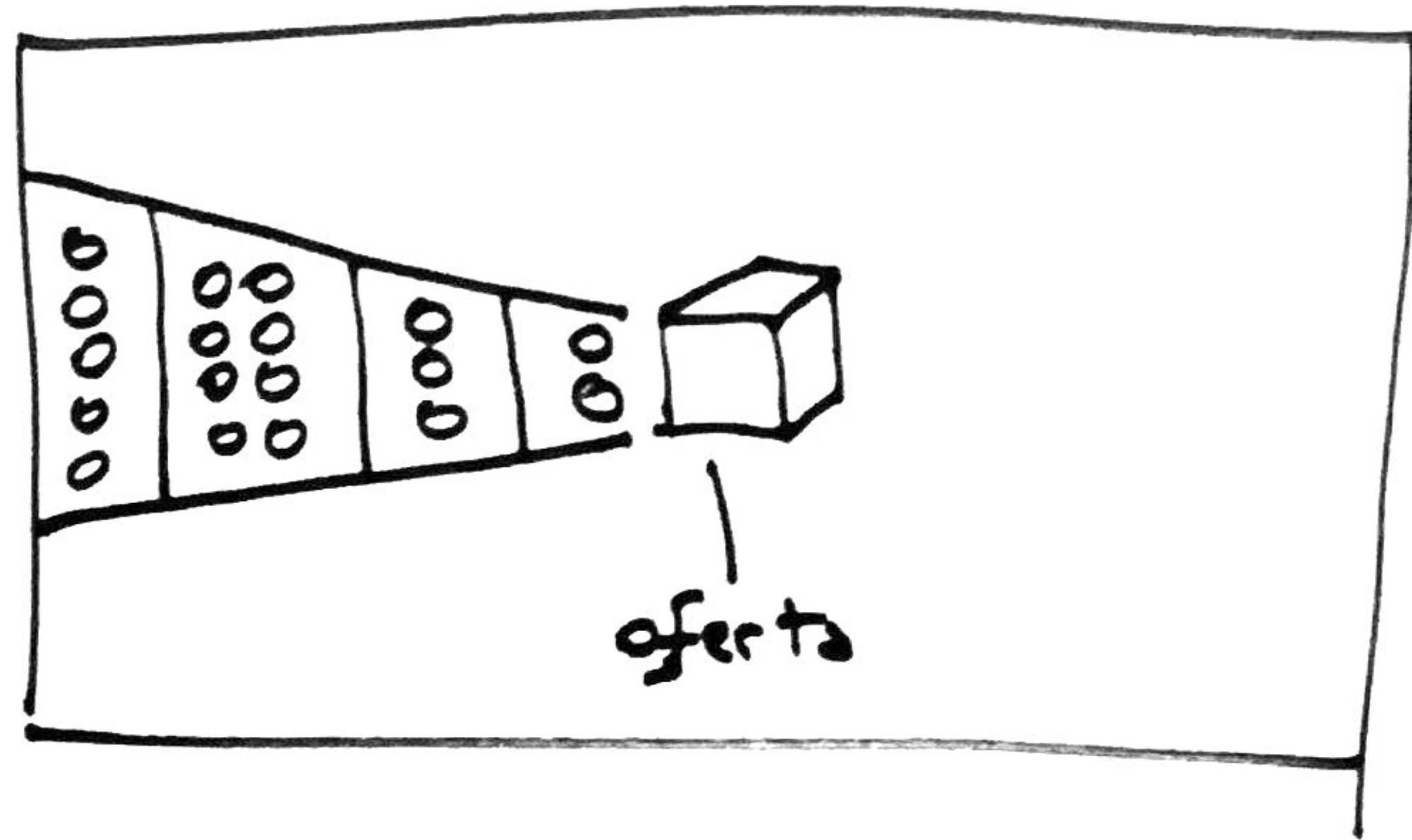
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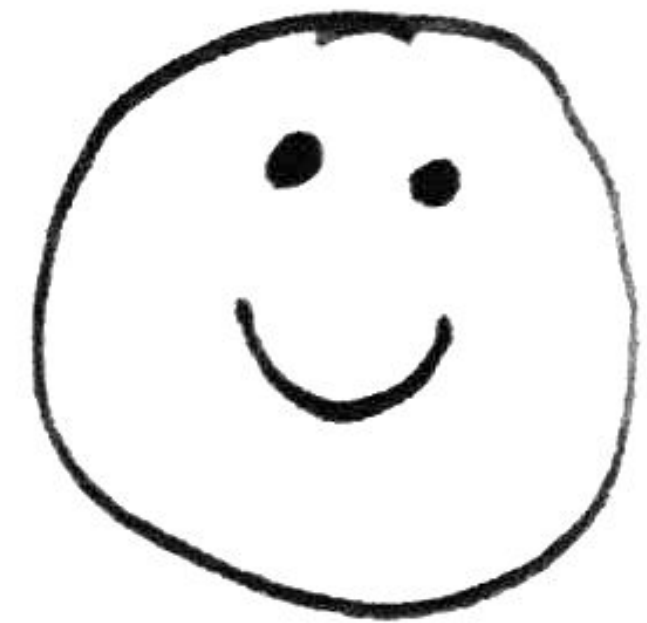
Valor



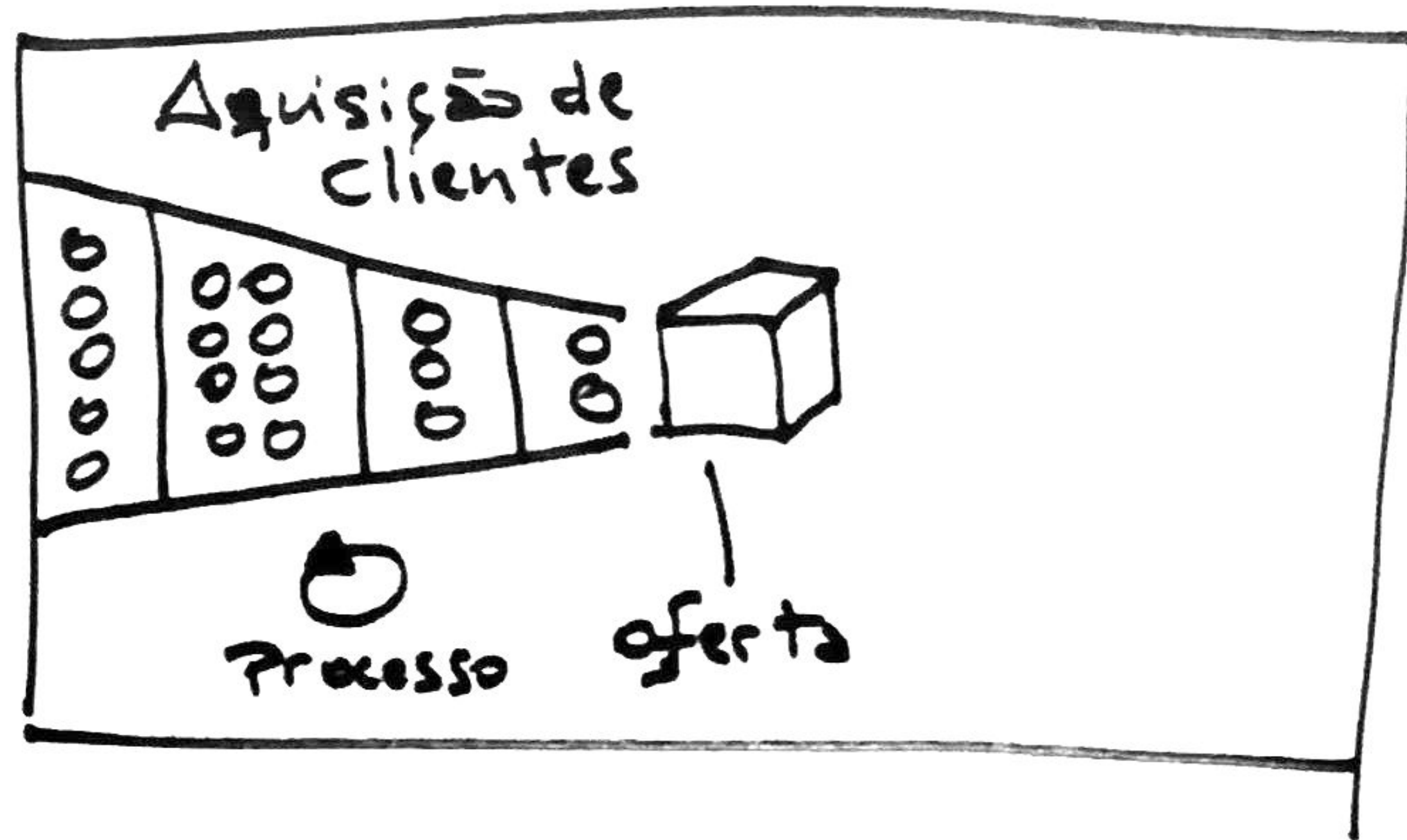
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Valor



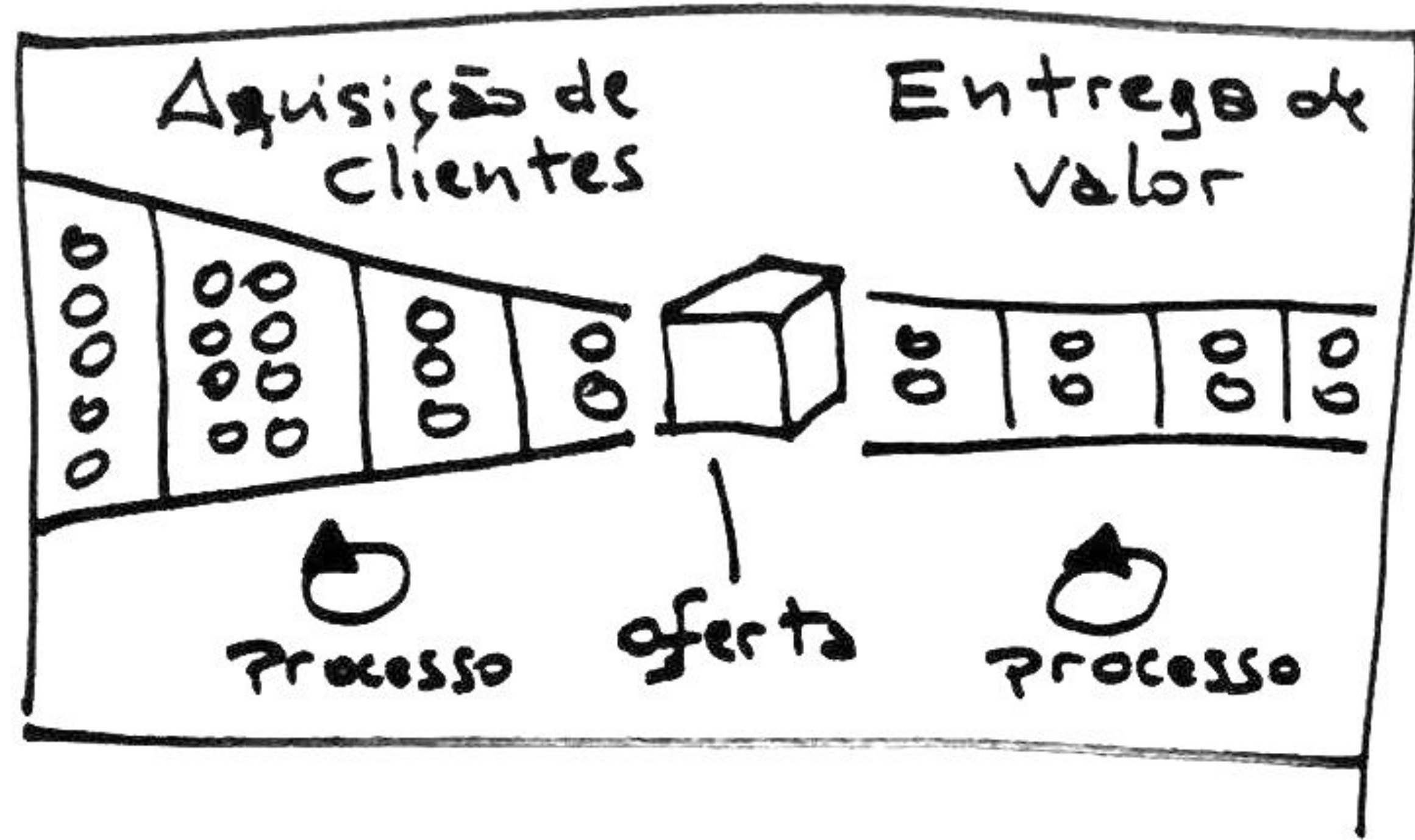
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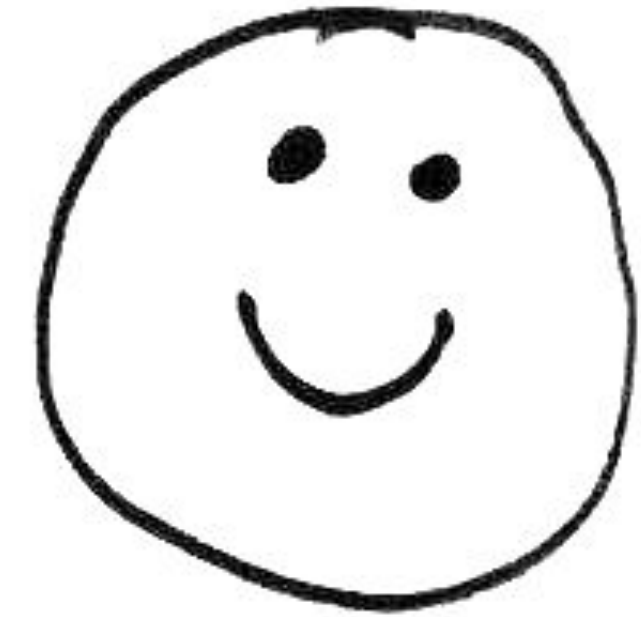
Valor



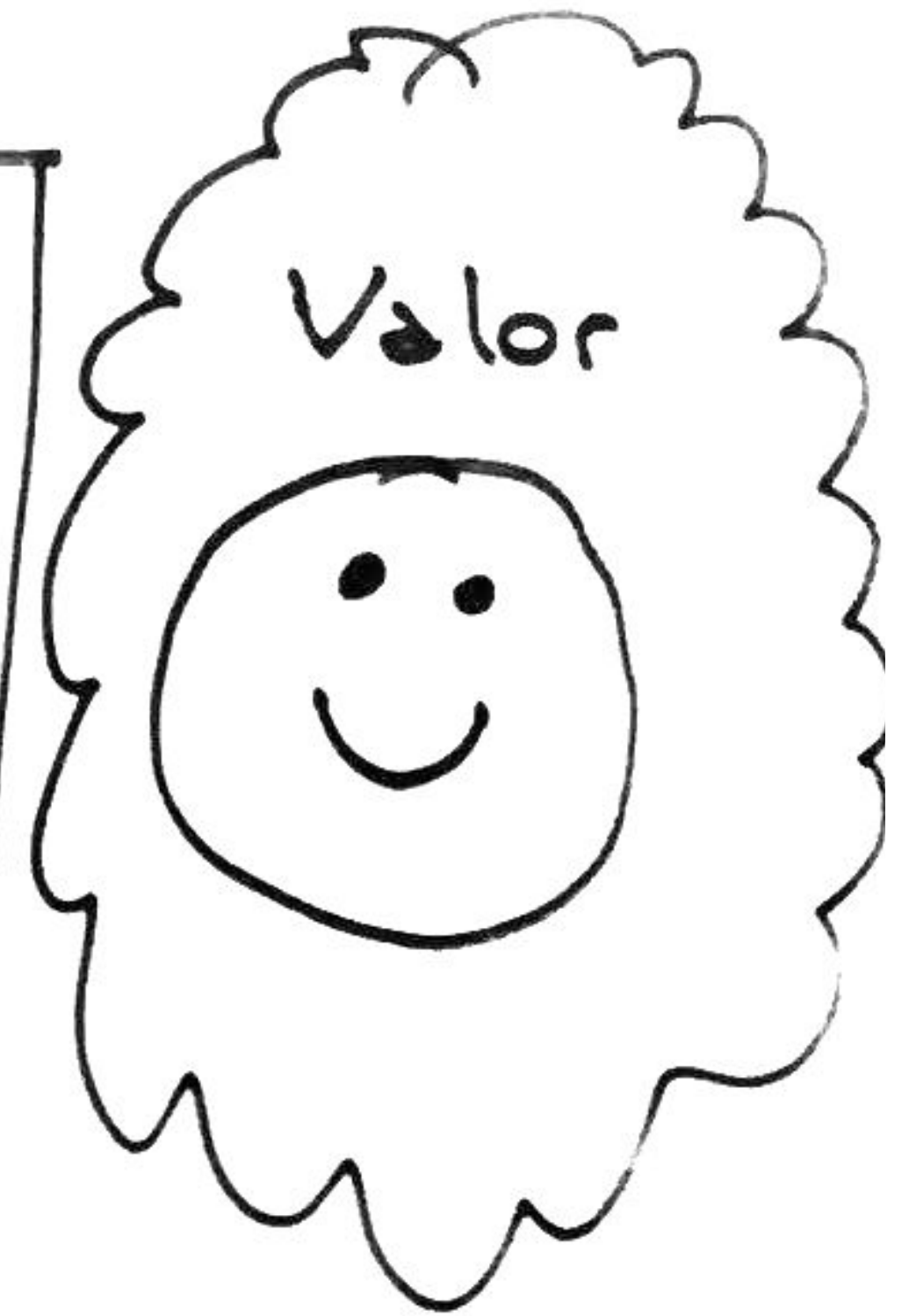
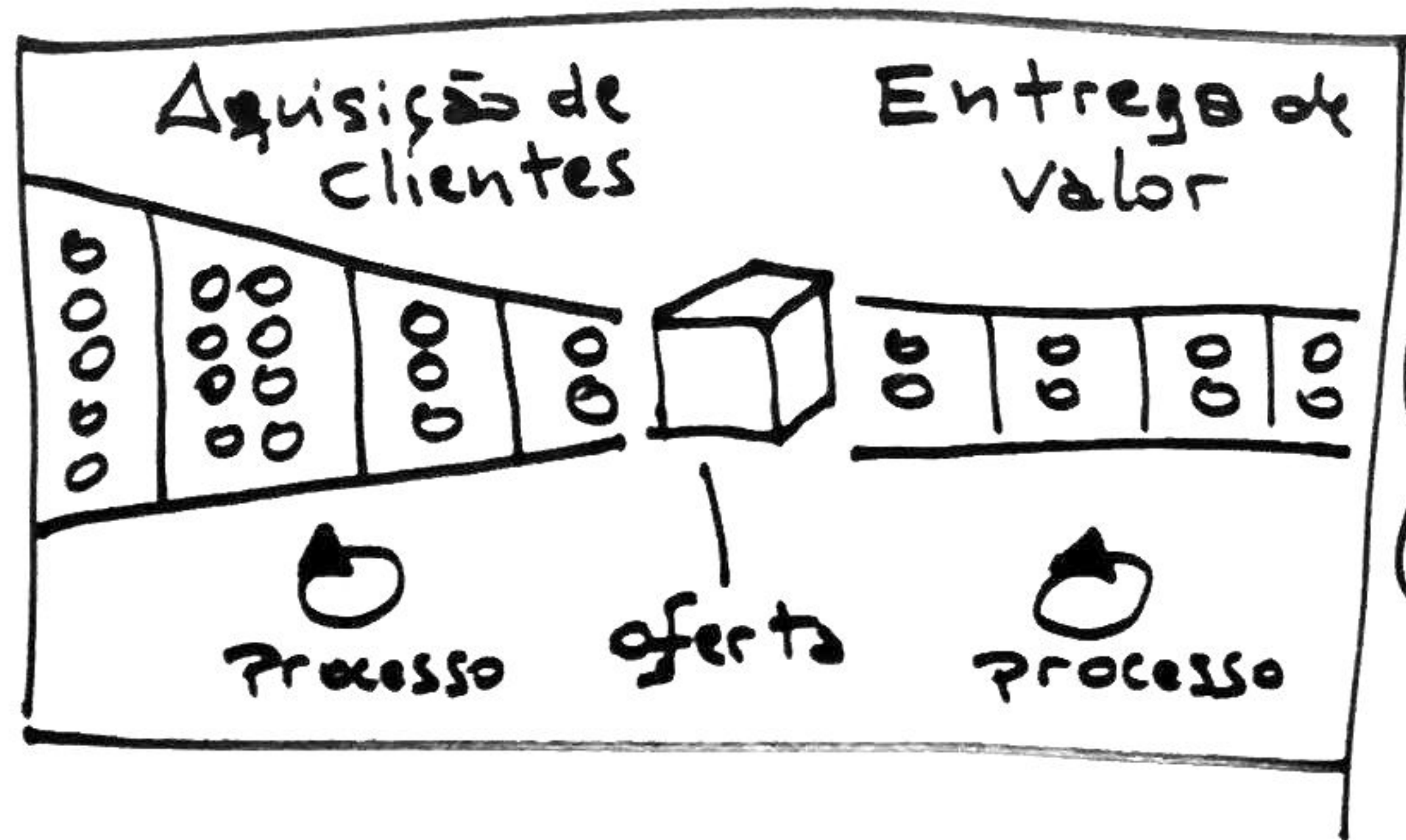
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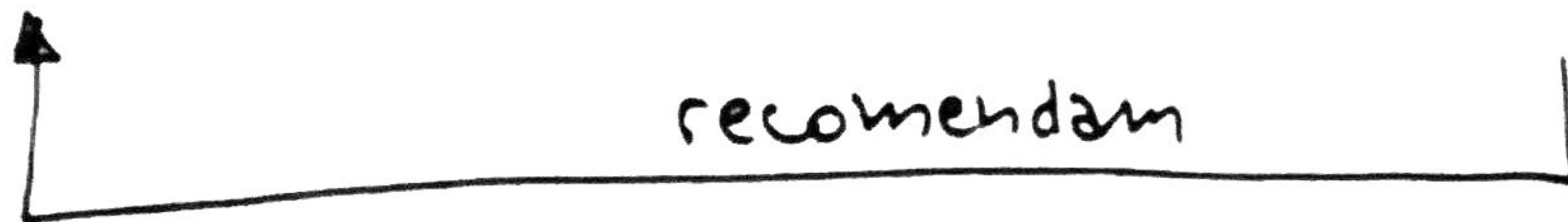
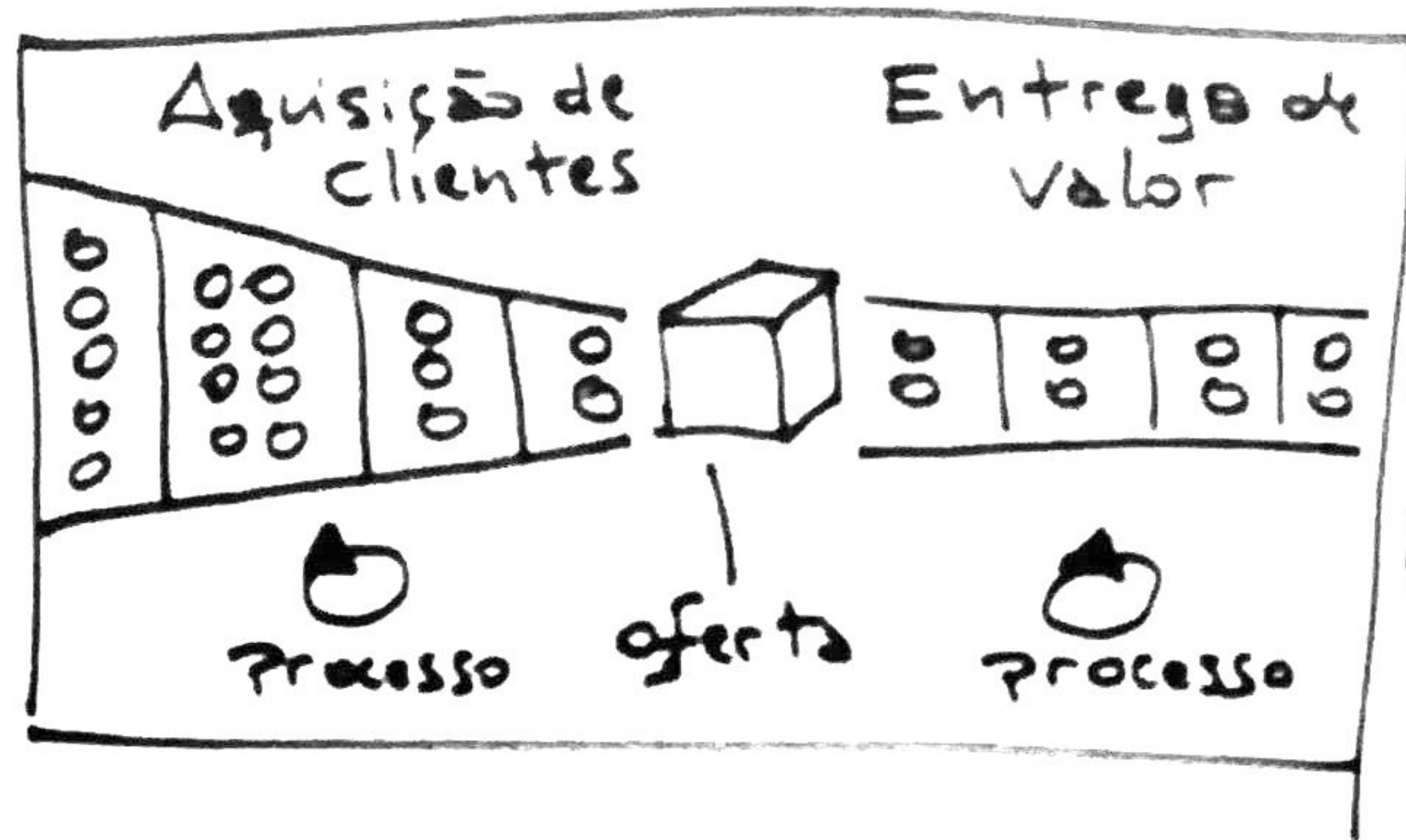


Valor







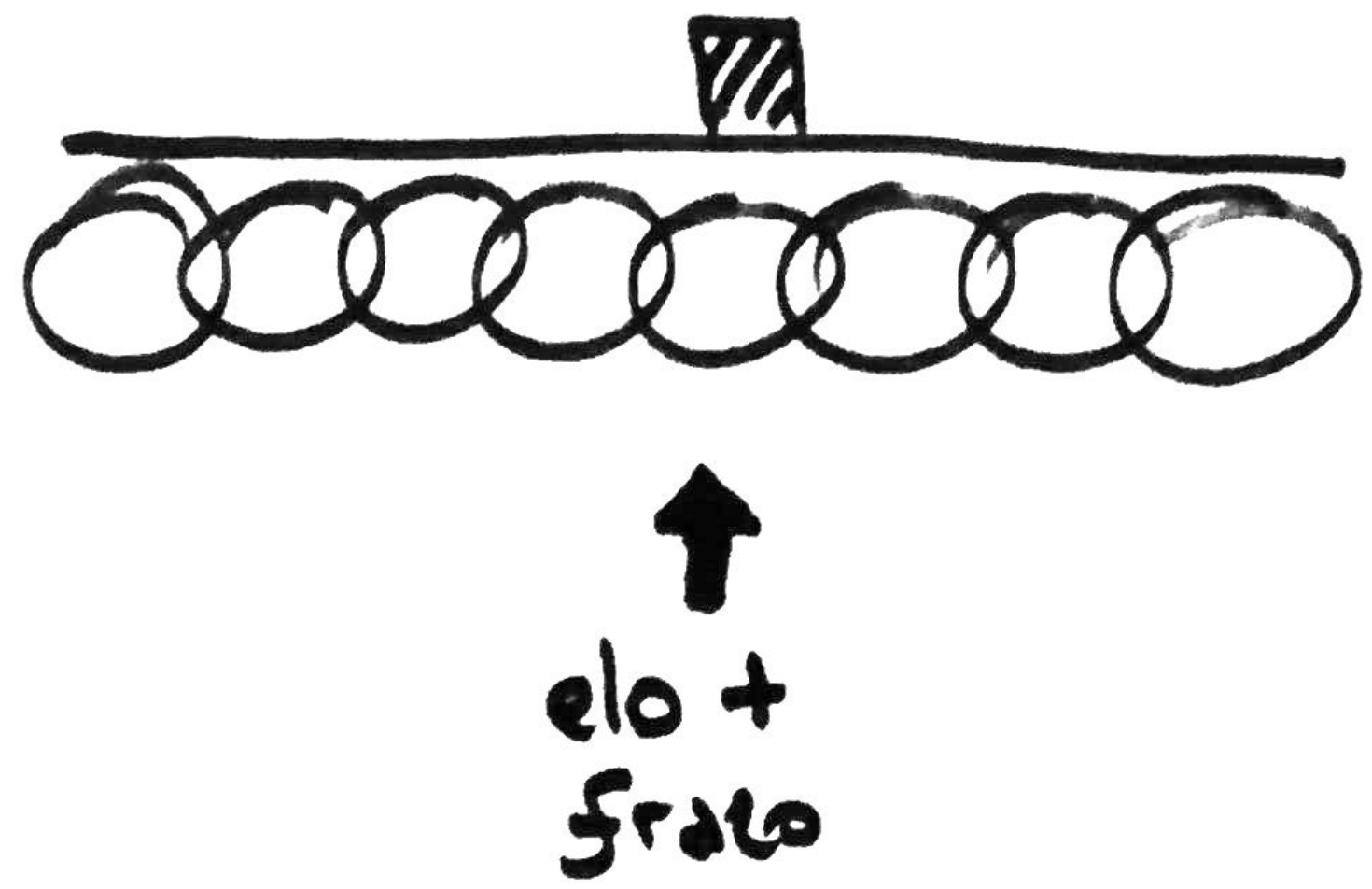


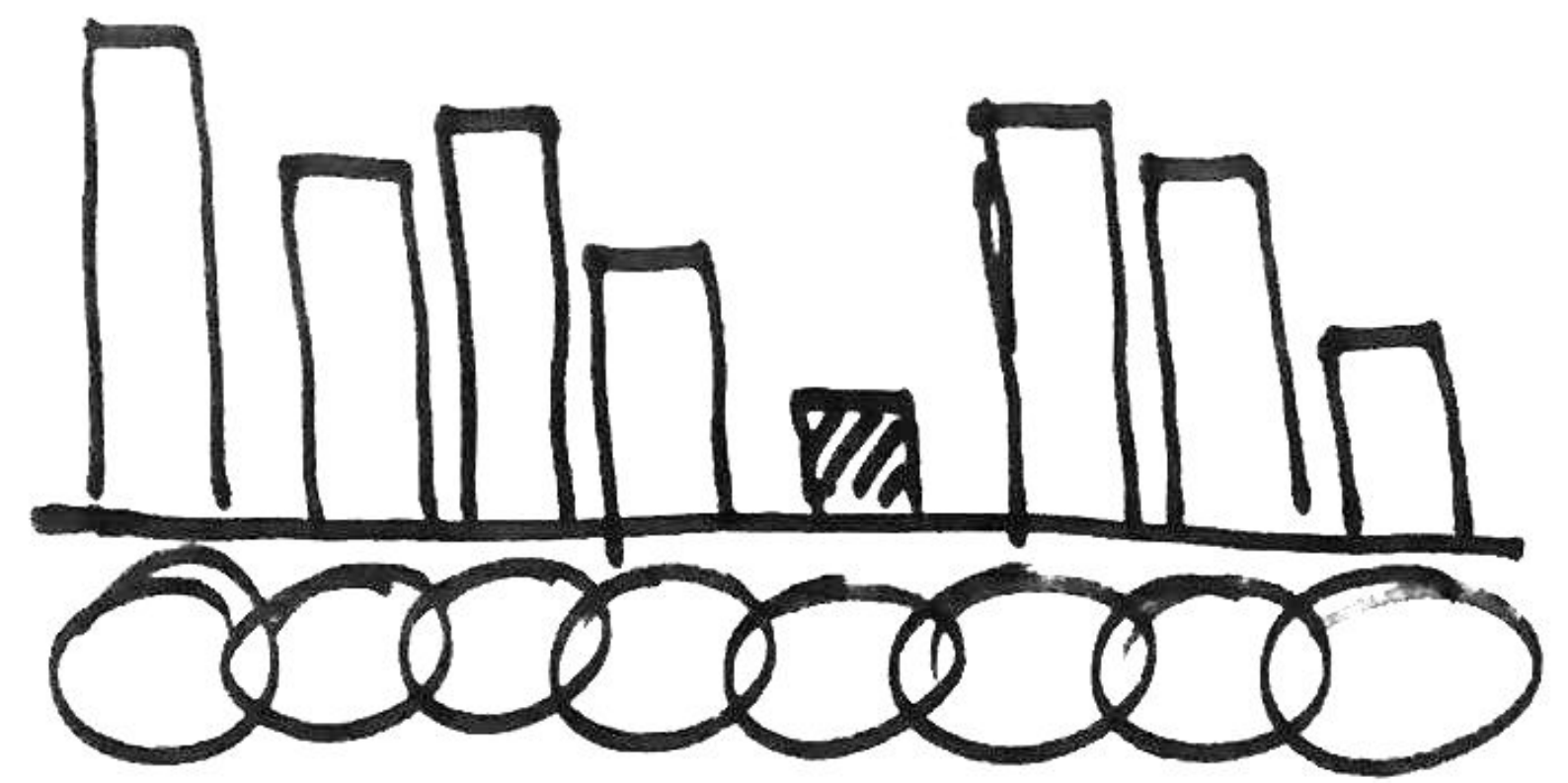
**but almost always there is  
something limiting the  
organization capacity to do  
SO.....**



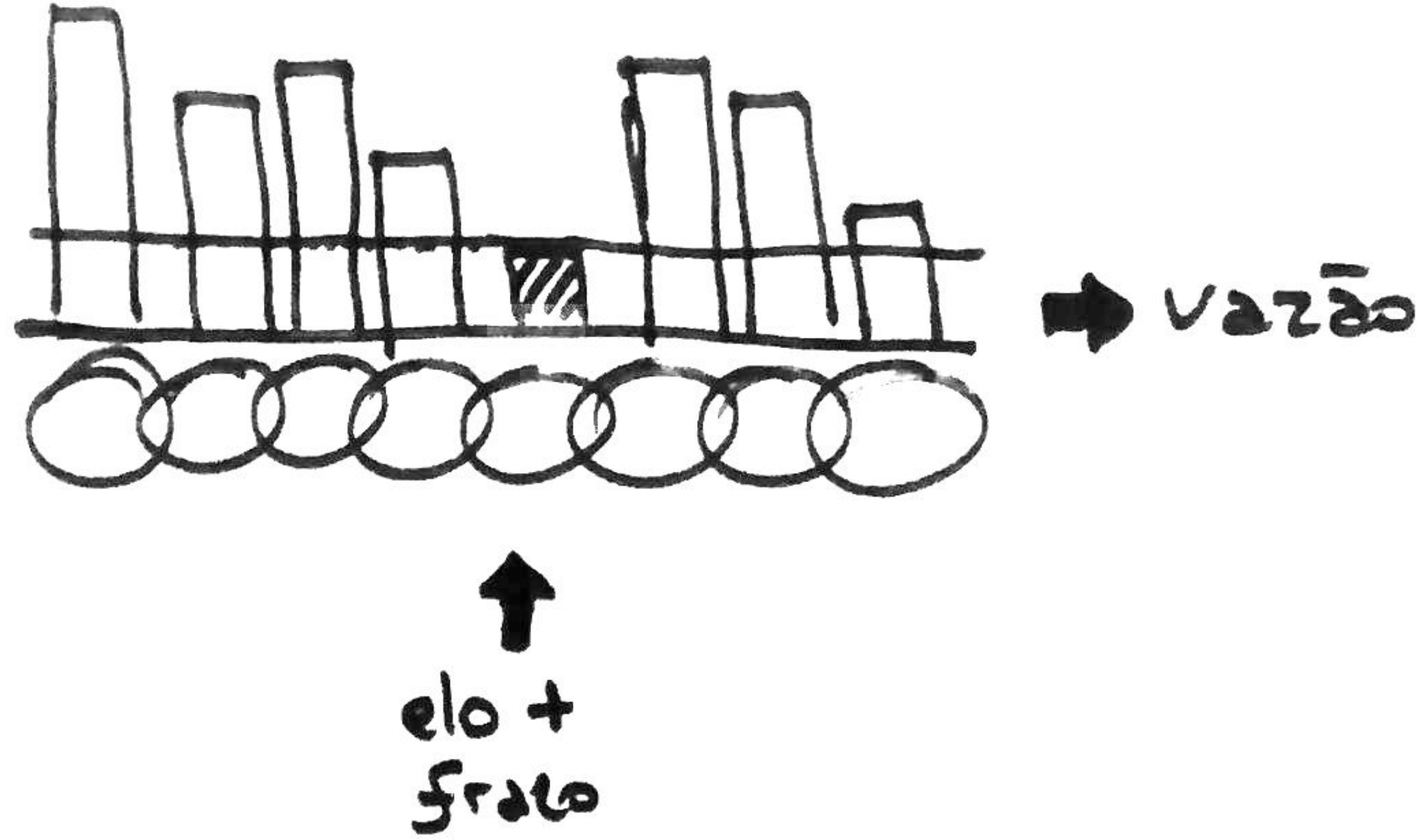


↑  
elo +  
frato

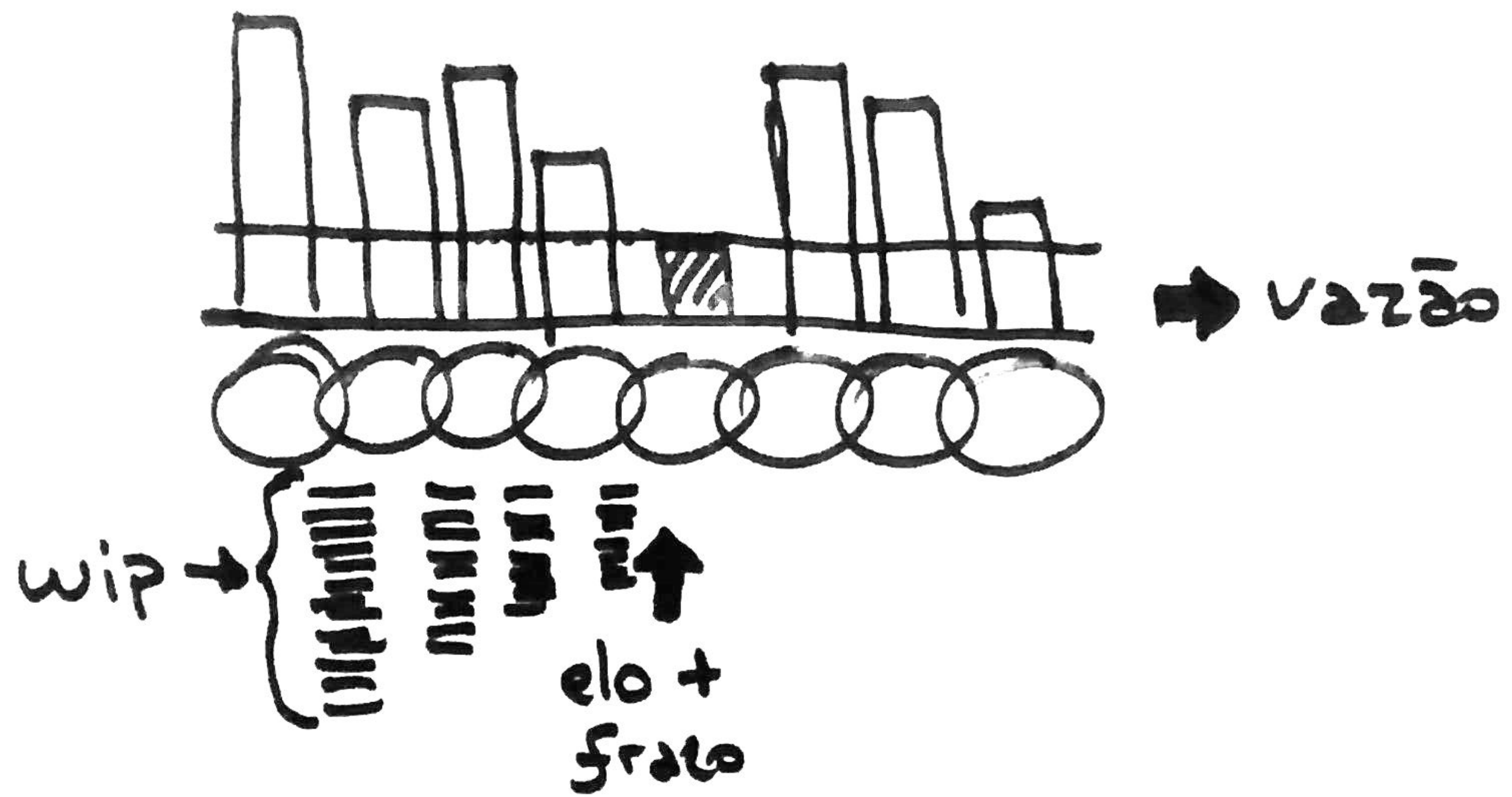


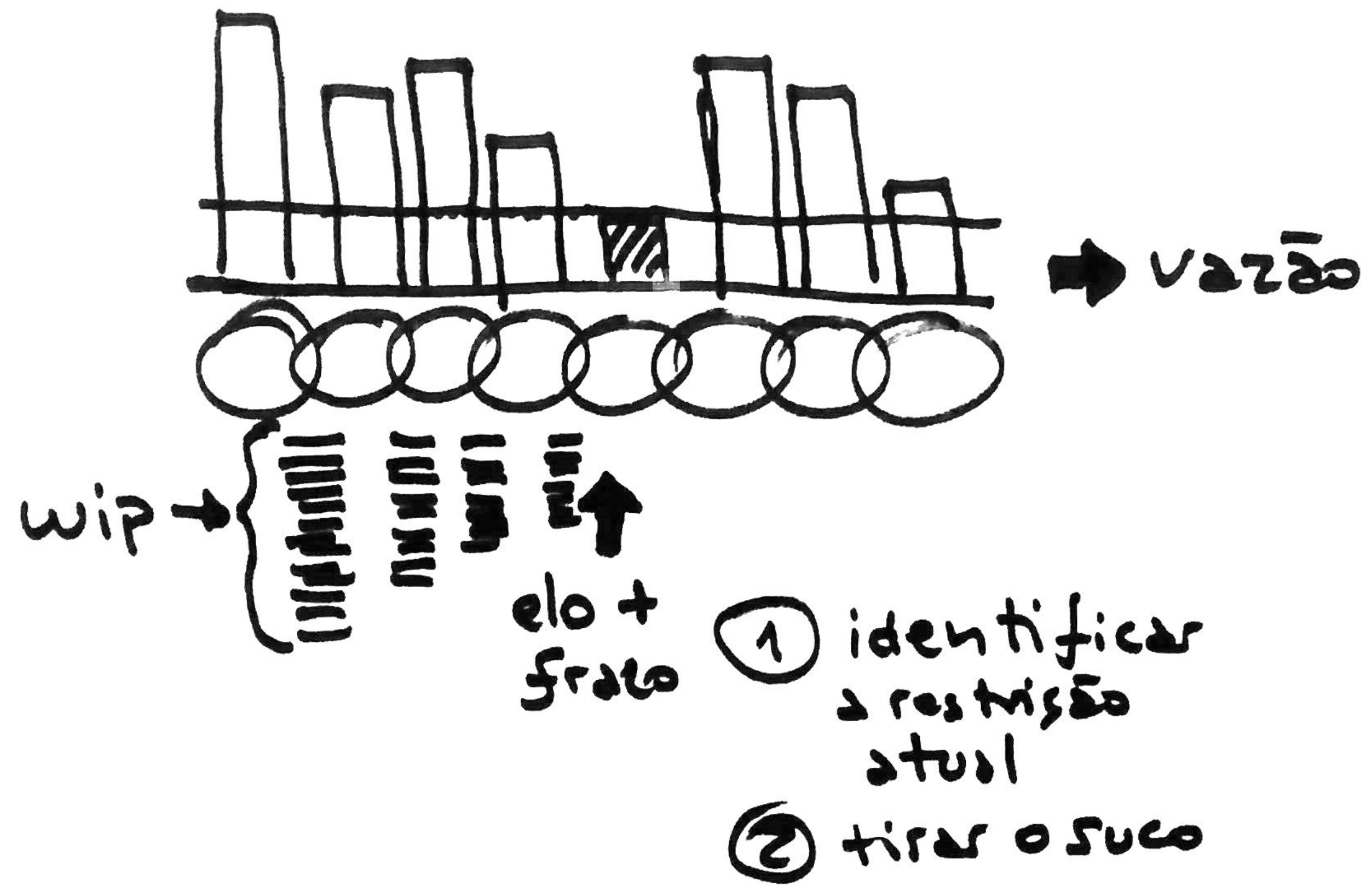


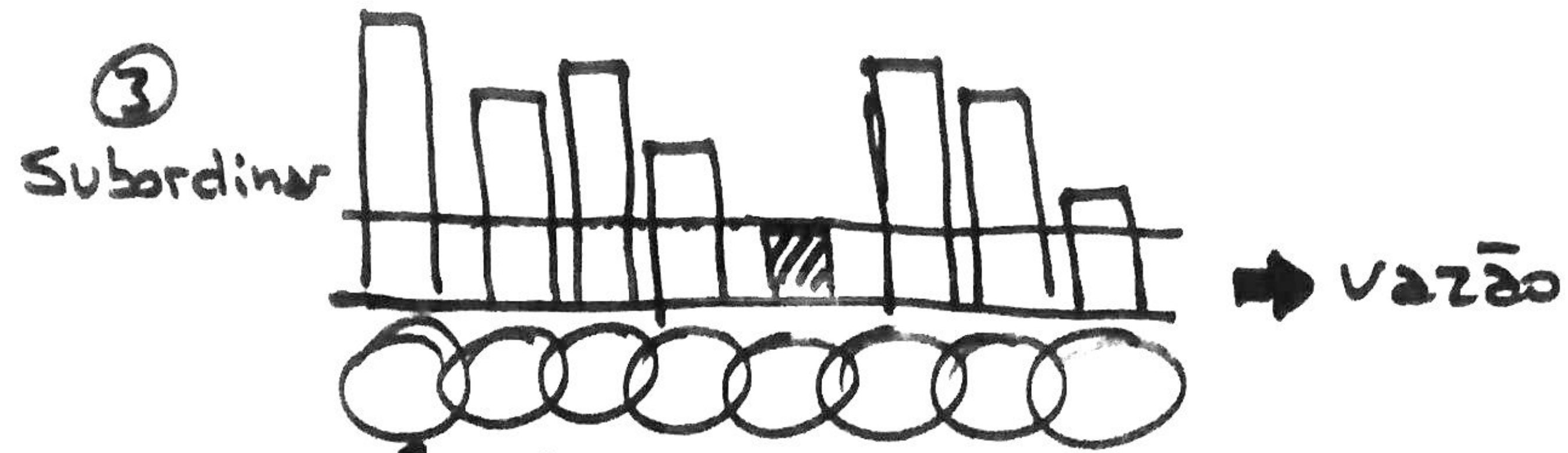
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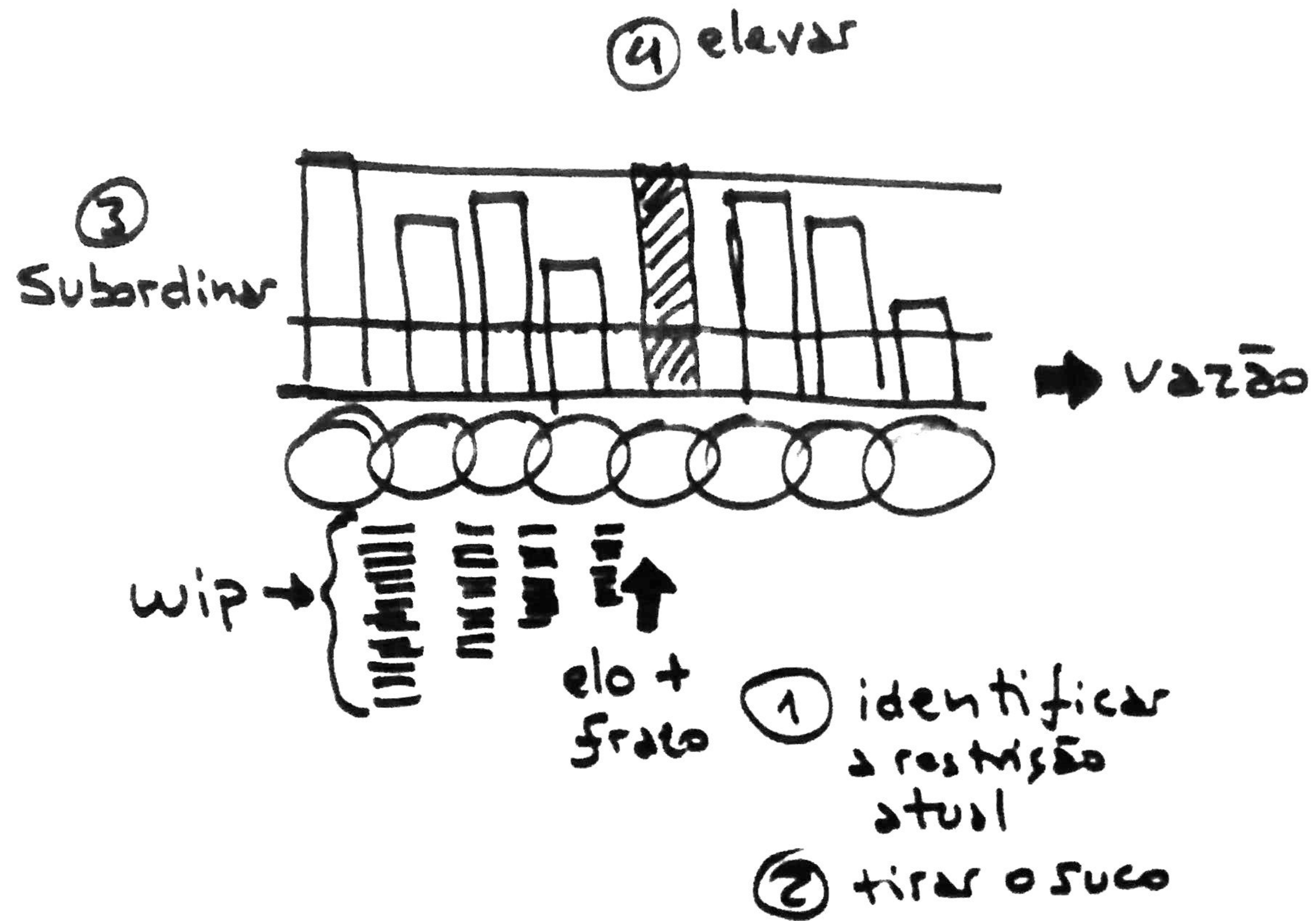


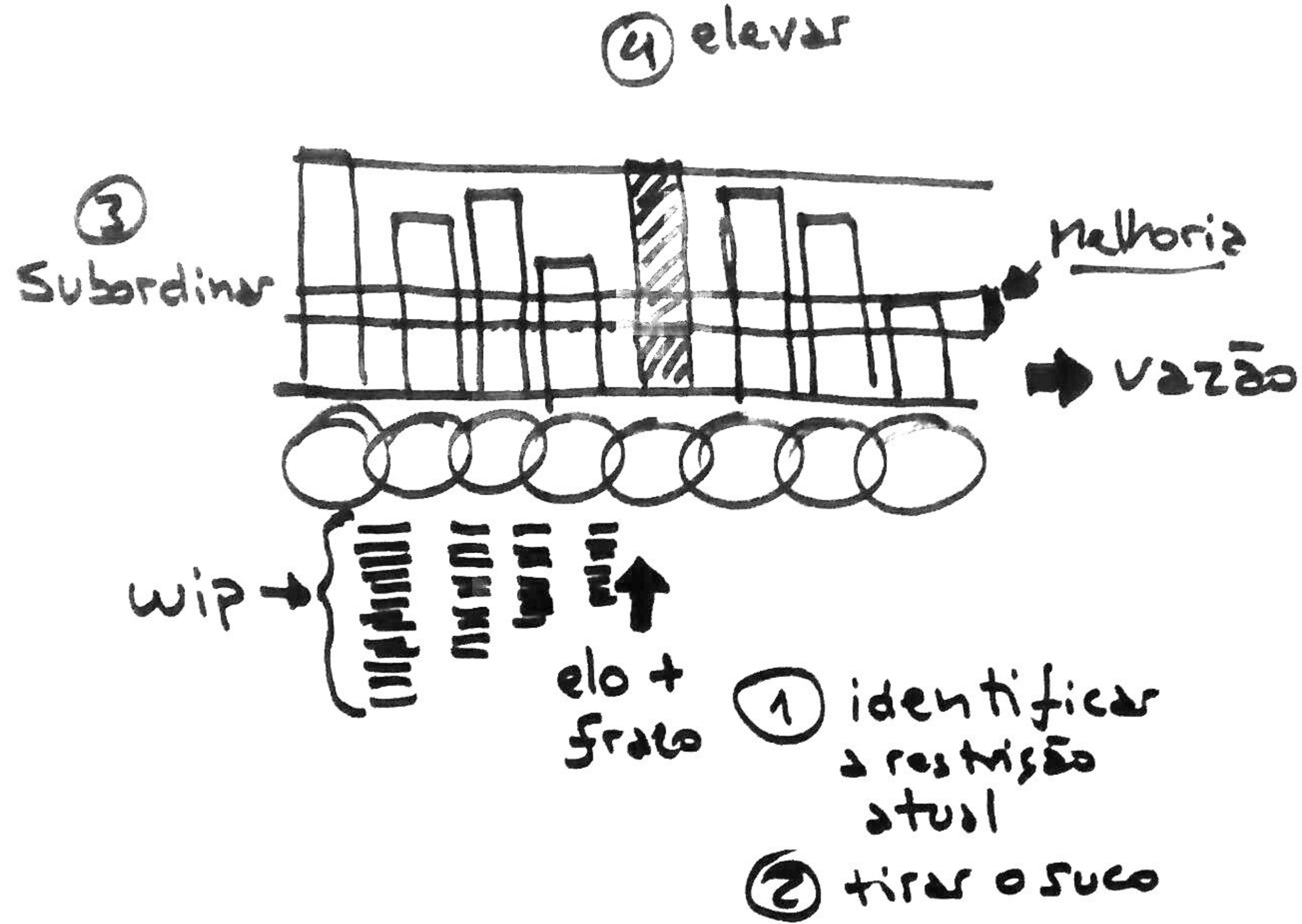


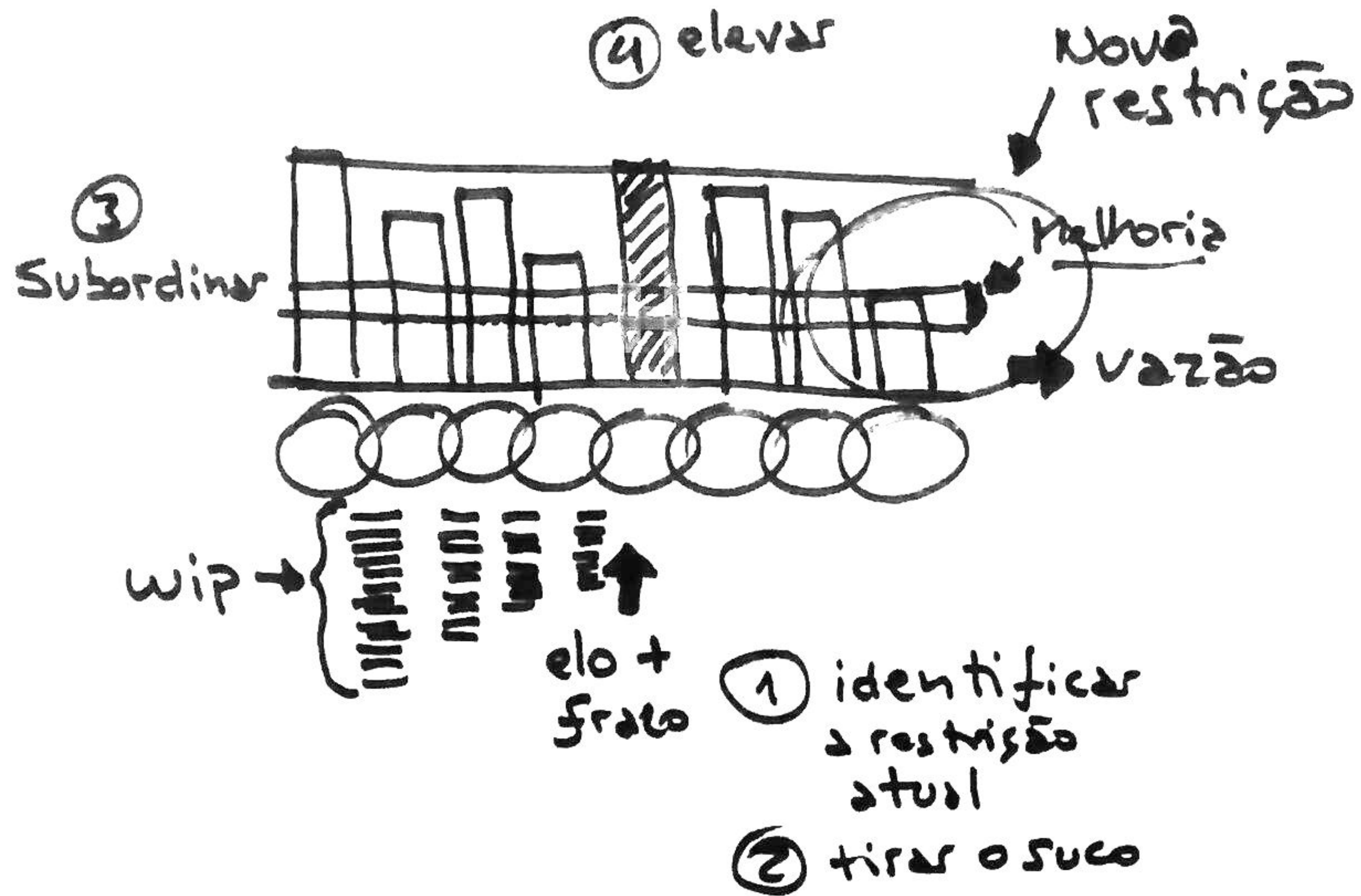
wip →

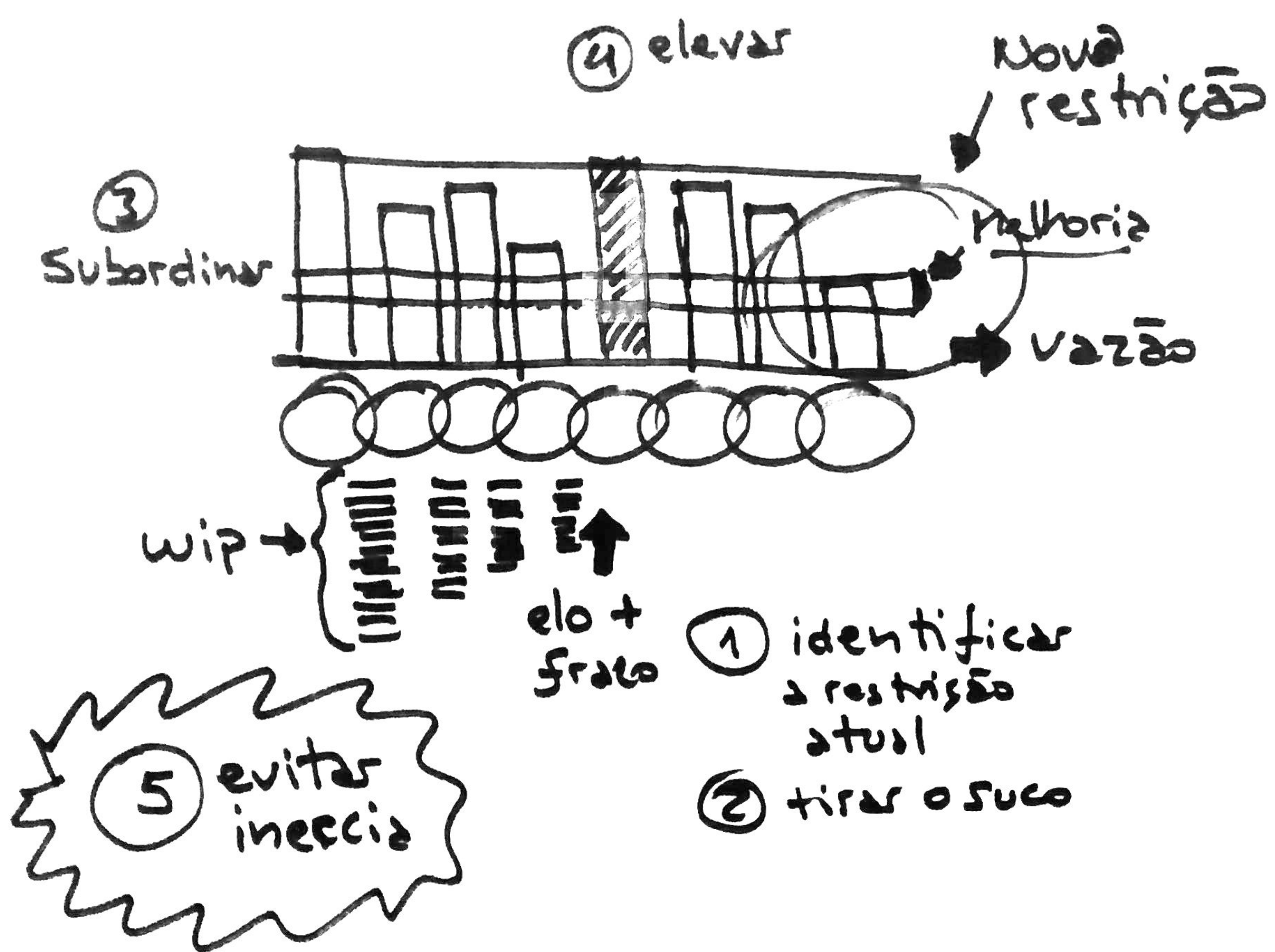
elo + frato

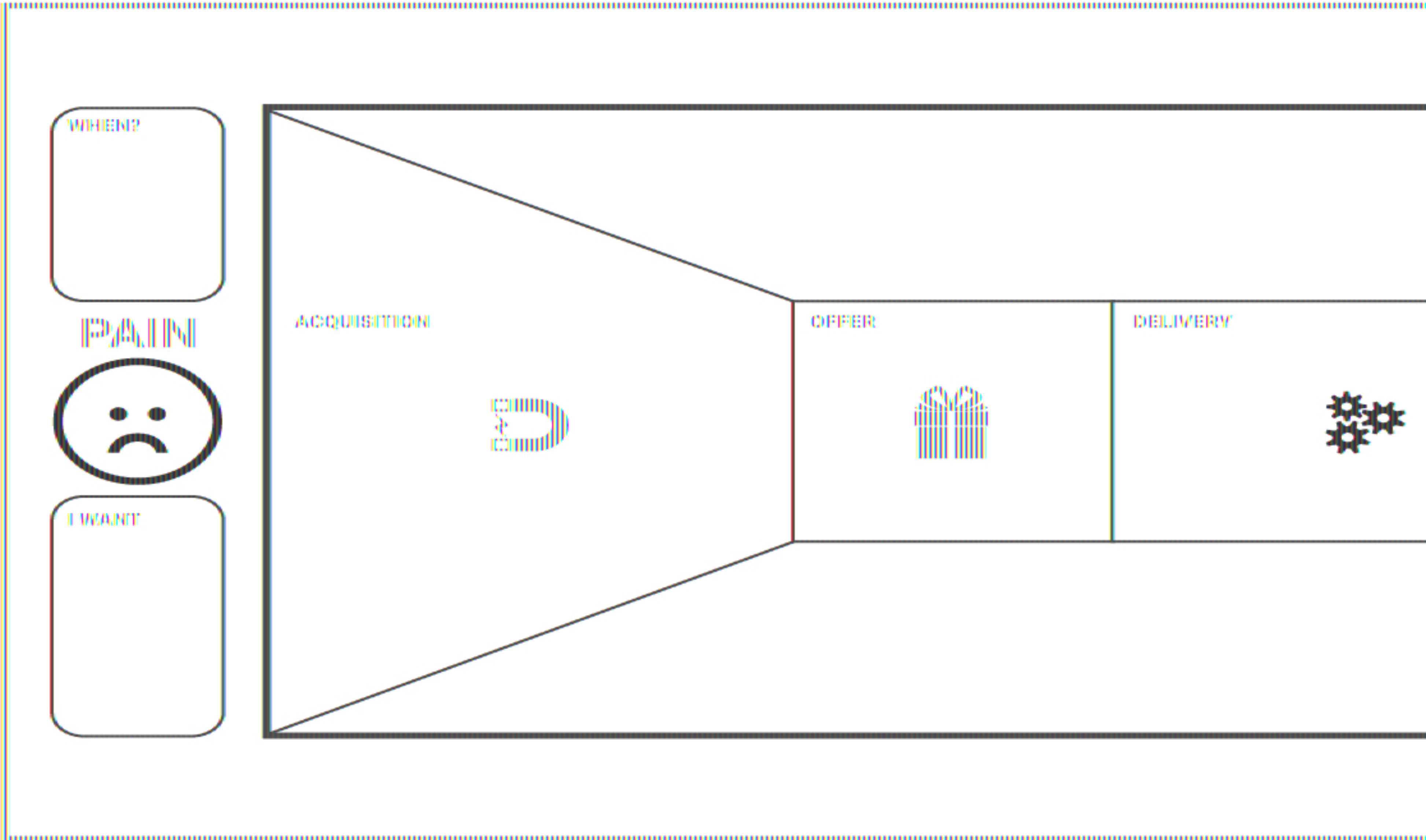
- ① identificar a restrição atual
- ② tirar o suco











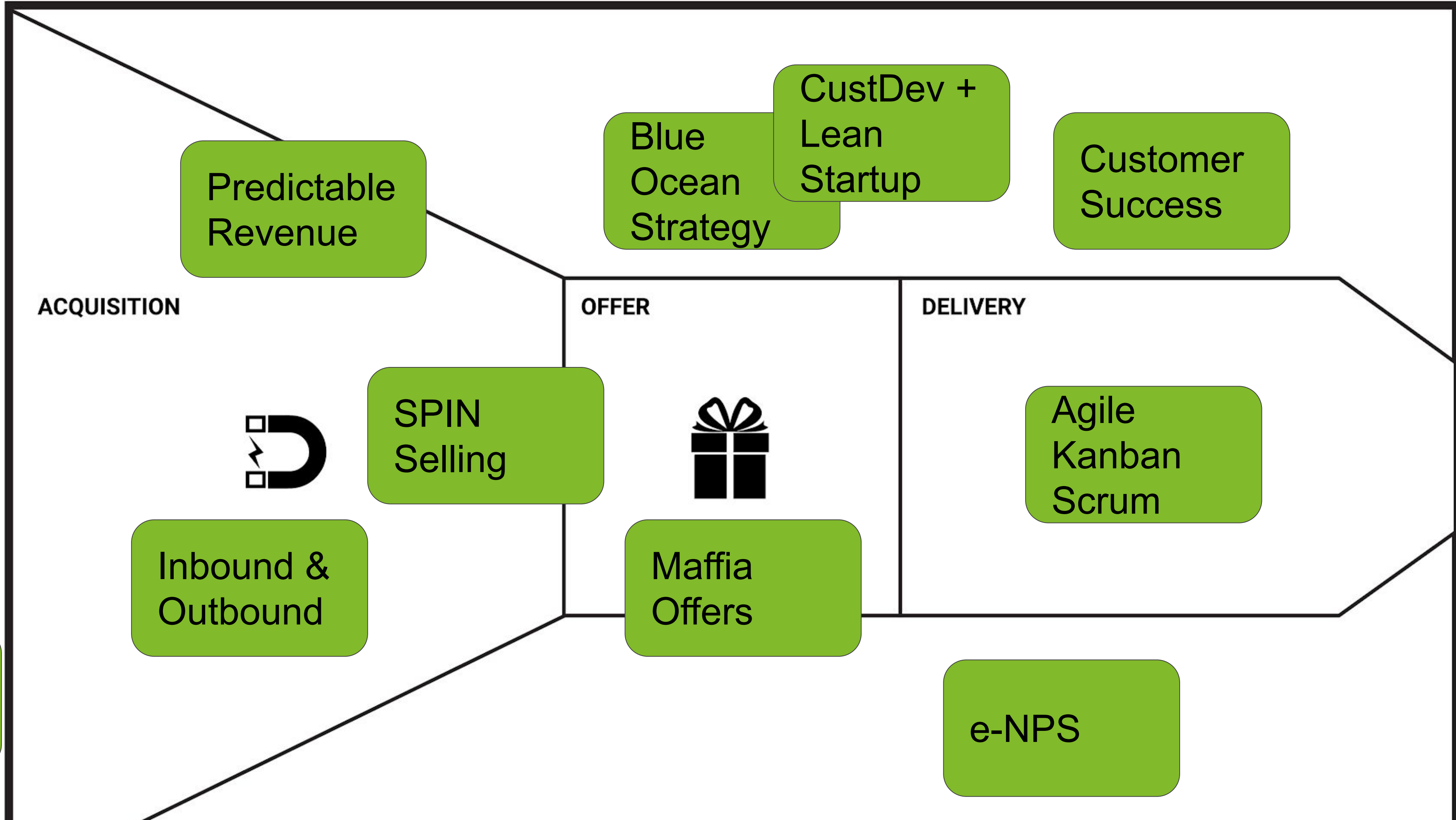


WHEN?



I WANT

JobStories  
JTBD

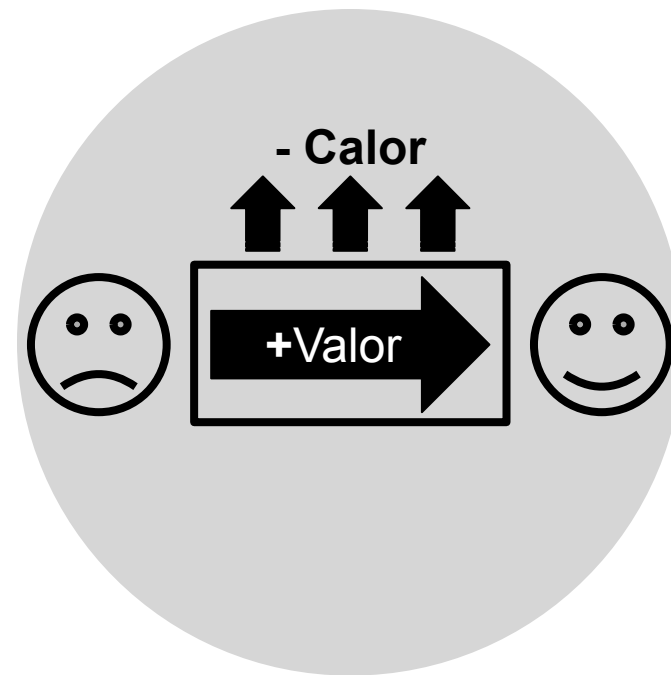


SO I CAN

NPS

Value  
Pyramid

# Change the Game not the Players



**Change perception in order to change how to think and how to act**

A percepção é o ponto de maior alavancagem que uma organização tem, se não mudar nesse nível conflitos retardam as tentativas de mudanças

A experiência me mostrou que para ajudar organizações que estão tendo desafios no novo ambiente econômico é necessário aprender a jogar um novo jogo daquele que elas sabem jogar e estavam acostumadas, para isso é necessário transformar a forma como a organização percebe, pensa e age.



# Accelerating & integrating the organization metabolism

Na minha experiência organizações lentas, des-sincronizadas, com dificuldade de alinhamento e tomadas de decisão, perdem para outras que conseguem rodar o ciclo de perceber, pensar, agir com maior competência, mais rapidamente e com mais foco naquilo que realmente importa.

**A velocidade do metabolismo é menor da que o ambiente exige?  
Quão integrado e focado é o ciclo de perceber, pensar e agir?**

## Acting as a whole

Qual é a capacidade da nossa organização de agir da forma certa, no momento certo para causar o efeito desejado, isto é mais valor com menos calor?

**Temos os hábitos e reflexos certos?**

## Perceiving as a whole

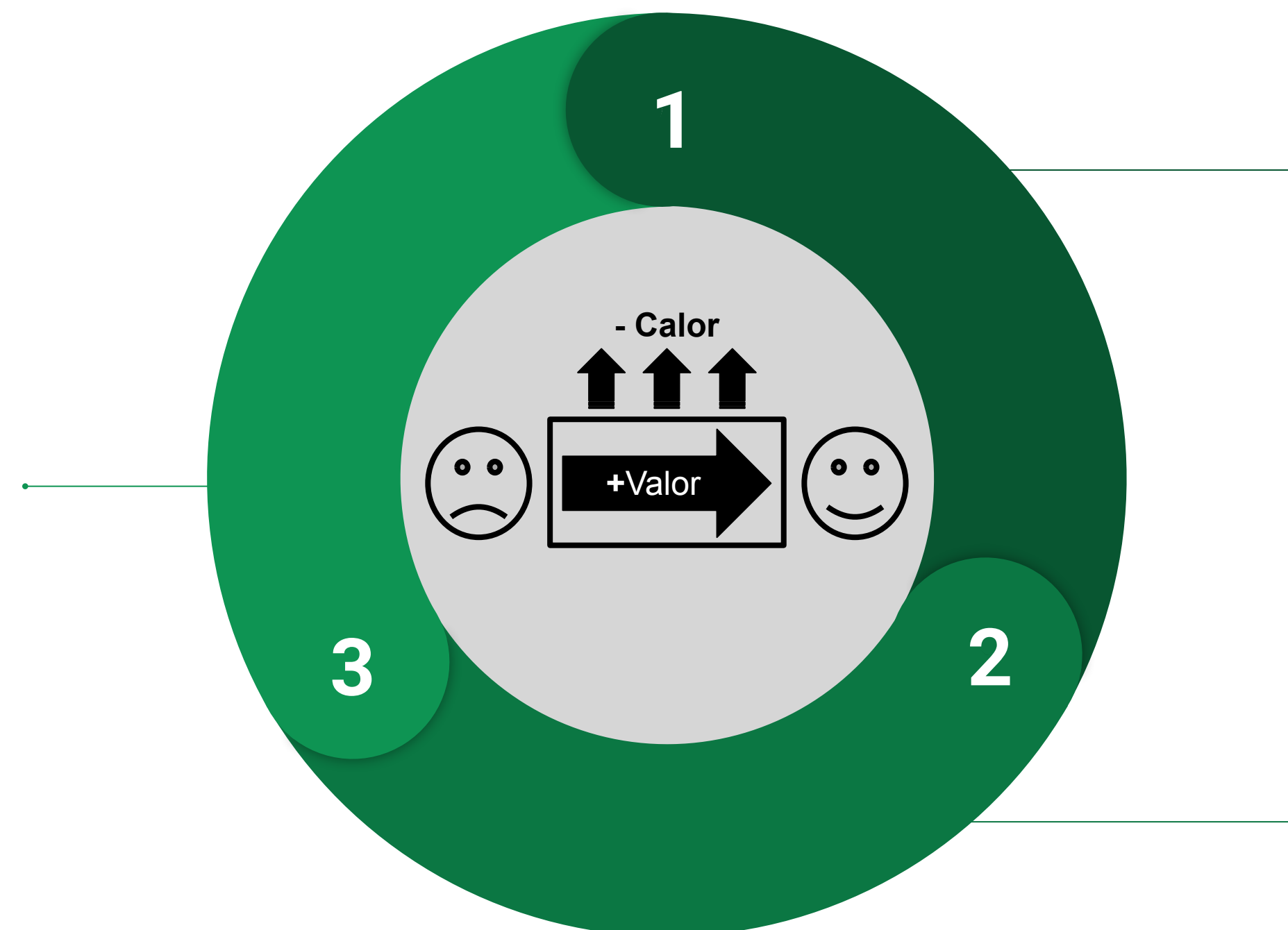
Qual é a capacidade da nossa organização de perceber sinais sobre valor e calor tanto internos quanto externos, atuais e futuros?

**Estamos atentos para o que realmente importa no jogo?**

## Thinking as a whole

Qual é a capacidade da nossa organização de pensar em conjunto, diálogo entre as pessoas certas nos momentos certos?

**Nossa forma de pensar é a mais adequada para o jogo que estamos jogando?**

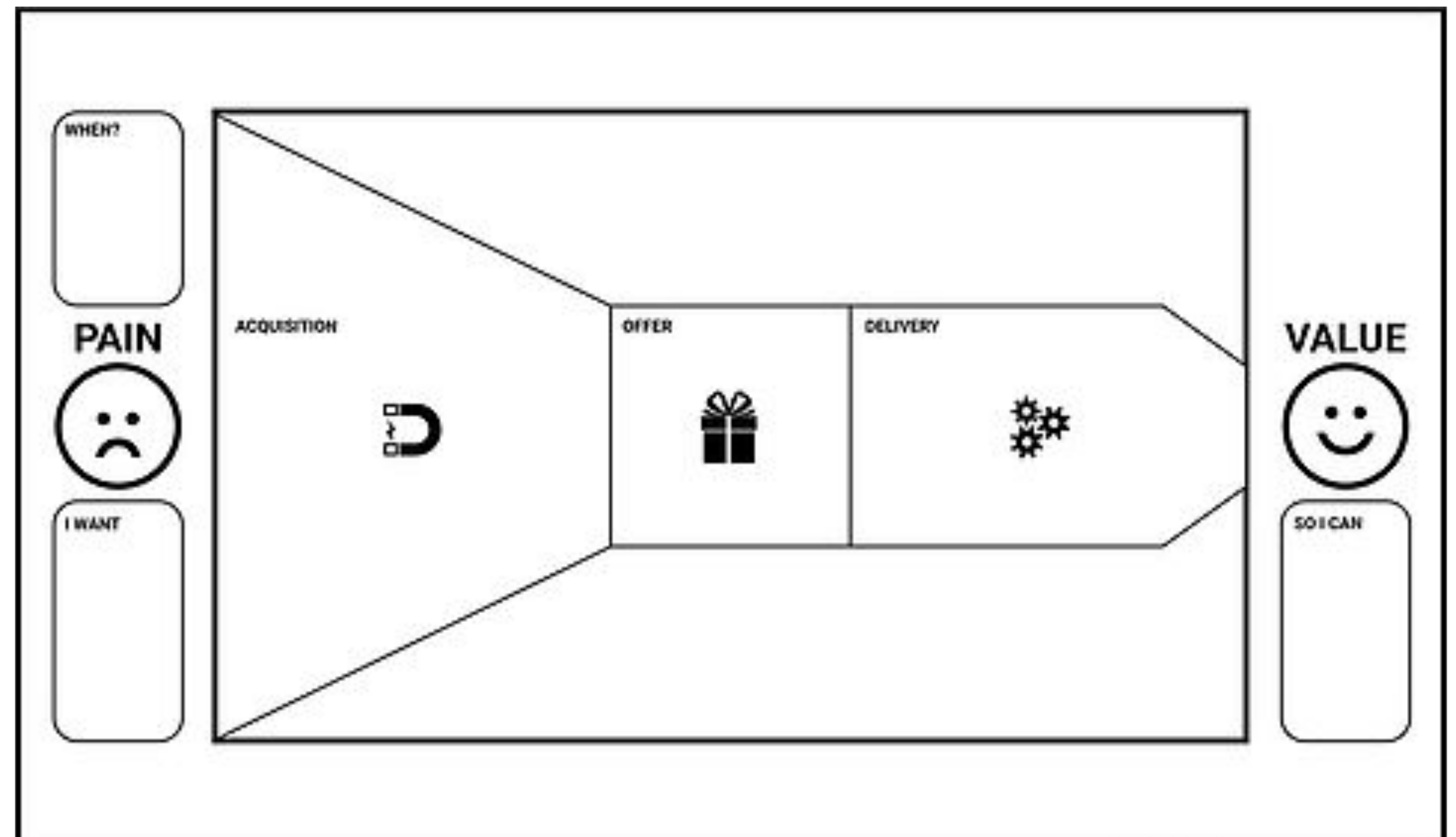


# Optimizing the right thing at the right time

Grande parte do calor que tenho visto em organizações, decorre de otimizar a coisa errada. Para piorar, os sistemas de incentivo e as estruturas organizacionais normalmente incentivam otimizar a coisa errada. Otimizar localmente e no curto prazo com foco nas necessidades exclusivas de uma das partes é uma das formas garantidas para gerar calor para todos no longo prazo.

A melhoria aumenta o Throughput de Valor, reduz a Despesa Operacional, ou reduz o Investimento no nível do sistema hoje e no futuro?

Ela atua no gargalo atual?





**Sad  
Customers**



**Sad  
Employees**



**Sad  
Owners**

**a new kind of management that can help us create organizations that heal society instead of making it sicker...**



**Happy  
Customers**



**Happy  
Employees**



**Happy  
Owners**

**Thanks!**  
**juanbernabo.com**  
**@juanbernabo**



**Let's talk?**

# **Business Agility Brasil**

**Grupo whatsapp**

