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STRATEGY | M&A | TRANSFORMATION

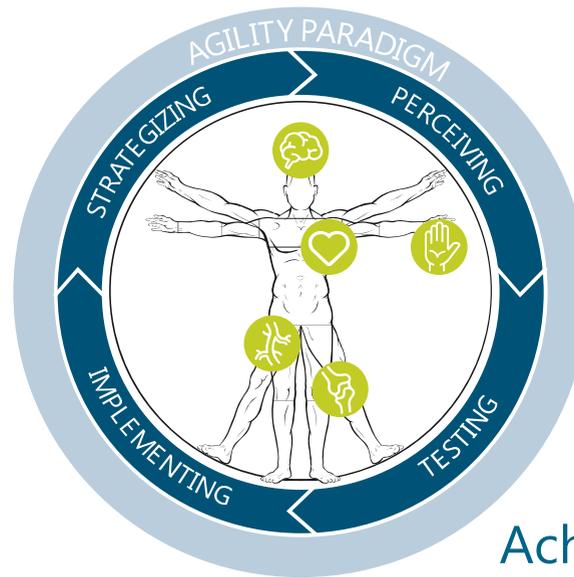


ORGANIZATIONAL AGILITY

Why it pays off and how to make it work

AGILITY is an organization's ability to make **TIMELY, EFFECTIVE AND SUSTAINED CHANGES** resulting in performance advantages

The most agile companies are **2.7x** MORE SUCCESSFUL than the average of non-agile firms



64% of companies are NOT AGILE PERFORMERS YET

Achieving organizational agility requires the **TRANSFORMATION OF THE ENTIRE ORGANIZATIONAL BODY**

Organizational agility pays off, is measurable, and can be implemented with fitness programs

EXECUTIVE SUMMARY

1 ORGANIZATIONAL AGILITY IS KEY for being successful in a dynamic, digitally transformed VUCA¹⁾ world. The challenge for companies is to transform the entire organization into one AGILE ORGANISM

2 ORGANIZATIONAL AGILITY CORRELATES with FINANCIAL PERFORMANCE. The most agile companies are 2.7 TIMES MORE SUCCESSFUL than the average of non-agile companies. 2/3 of companies are not yet agile performers

3 Organizational agility is MEASURABLE. 14 tangible AGILITY FACTORS build the basis for the "AGILE PERFORMER INDEX". The ASSESSMENT is deeply routed in SCIENCE and available for DOWNLOAD (see QR code)

4 Each assessment starts with an INDIVIDUAL FITNESS TEST to identify the company's degree of agility. The result is benchmarked and HEATMAPS visualize individual pressure points

5 INDIVIDUALIZED AGILITY PROGRAMS can be designed based on a comprehensive use case repository with inspiring practices from over 60 transformation programs to LEARN FROM THE BEST. Over 80 actionable measures are available, categorized in four agility fitness programs

6 ANALYZE, MOBILIZE, ACT, ADAPT: Get clear initial GUIDANCE and implementation adaptable to your experiences. You will receive HANDS-ON ADVICE in navigating and supporting the organization's agile transformation journey FROM THE START TO THE FINISH LINE

1) VUCA = volatile, uncertain, complex, ambiguous

2) Return on assets/equity over the last 10 years compared with industry averages
Source: goetzpartners

THE "AGILE PERFORMER INDEX"

SCOPE OF SURVEY
Broad survey among 285 leading European companies

PARTICIPANTS
Results reflect the self-perception of C-level executives and middle managers

FACTORS
Identification of 14 tangible agility factors that are organized into four agility routines

PERFORMANCE
Correlation of degree of agility and companies' financial performance²⁾



Download here

Authors:
Sebastian Olbert, Partner
Theresa Walbrach, Associate Consultant

Respond to today's VUCA world by becoming a truly agile organism

KEY QUESTIONS

WHY?

Why does my company need to become agile in a dynamic, digitally transformed, competitive environment?

PAY-OFF?

Do agile companies perform better than their competitors?

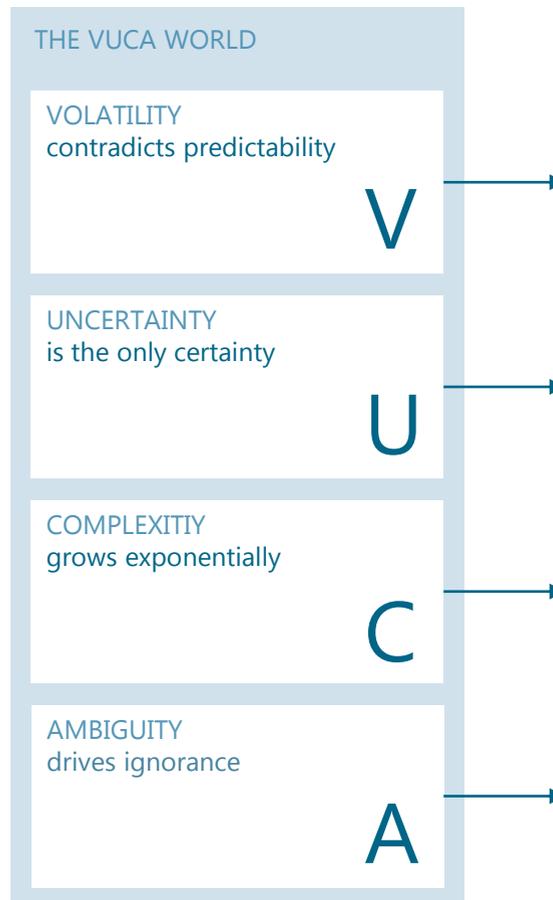
WHAT?

What are the components of a truly agile organization and how can my degree of agility be measured?

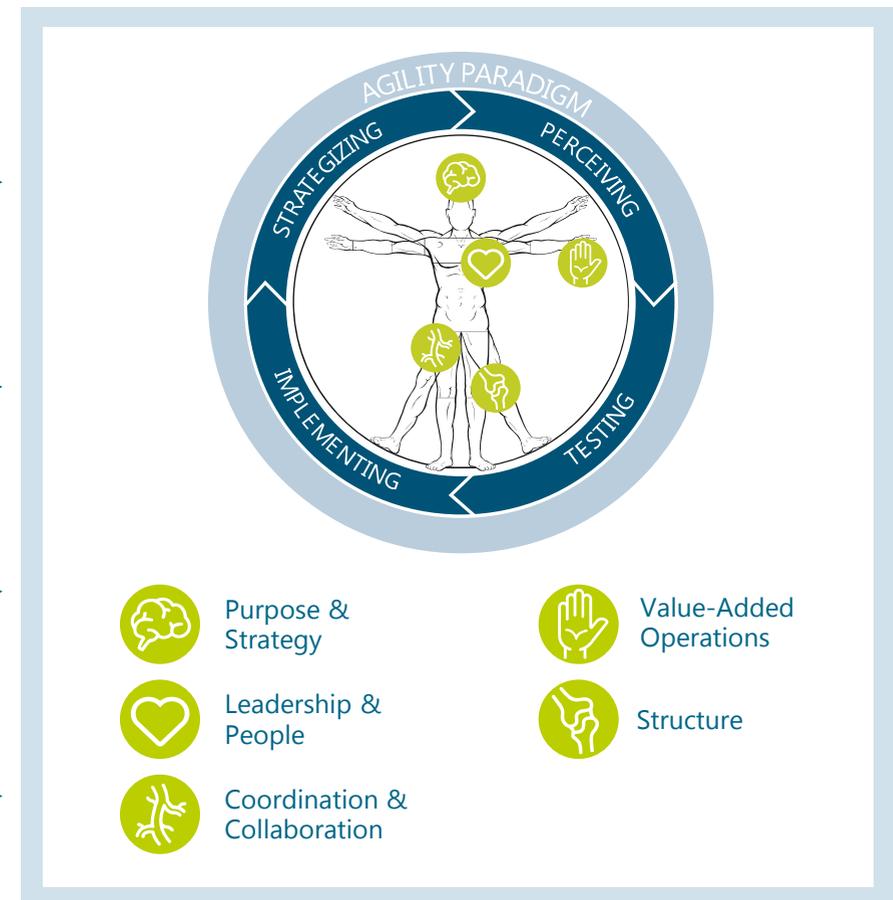
HOW?

How can my organizational body be transformed into an agile performer?

TODAY'S CHALLENGES

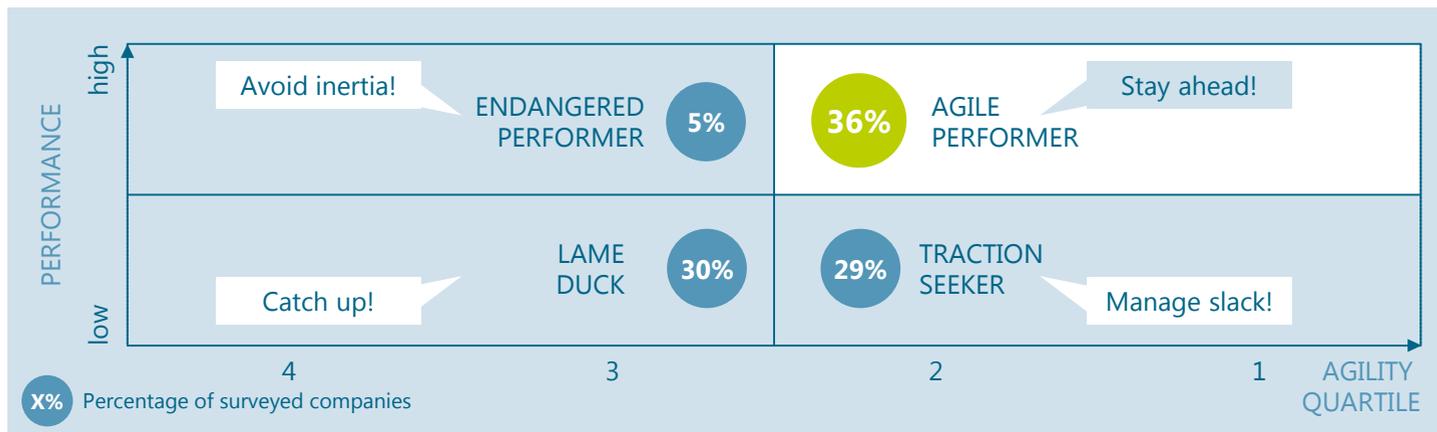
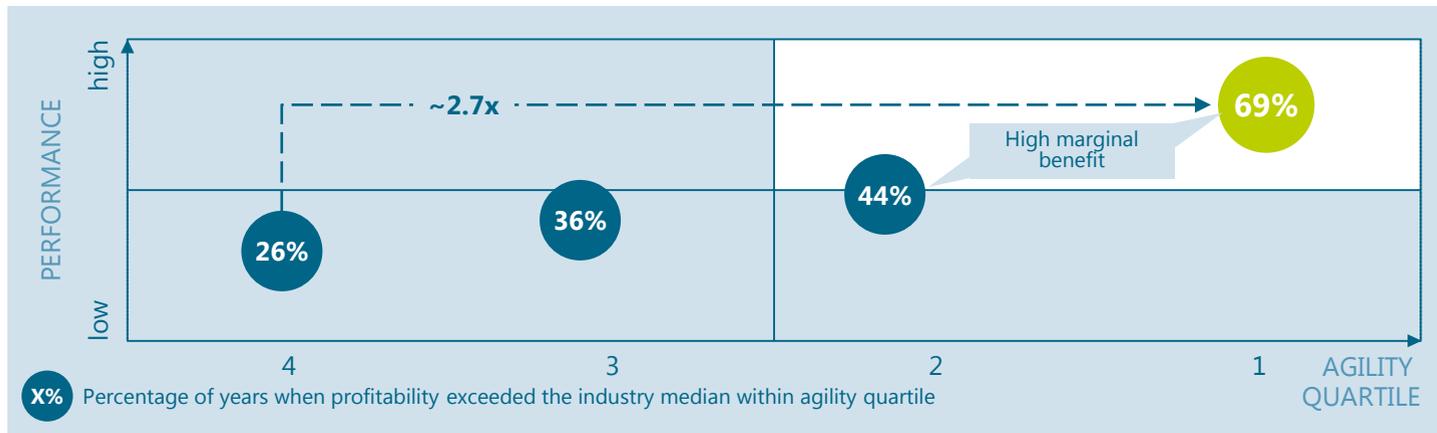


TARGET STAGE OF A COMPANY: AN AGILE ORGANISM



Agility pays off – However, 2/3 of companies are not agile performers yet. What about you?

CORRELATION OF AGILITY WITH FINANCIAL PERFORMANCE



IMPLICATIONS

While agility clearly drives financial PERFORMANCE, improving organizational agility is often not trivial

In particular, the current constitution of the organizational body needs to be ASSESSED in order to identify the right starting points for jumpstarting agile actions

Furthermore, the organization's COMPETITIVE POSITION within the industry sector should be ANALYZED using benchmarks to provide additional insights into individual improvement areas. This is critical before switching gears to strive for better performance

Only what is measured gets done – Start the transformation with your individual fitness test

KEY STEPS

STEP 1

QUESTIONNAIRE-based self-assessment of own degree of agility
 → Online, 15 min. to complete

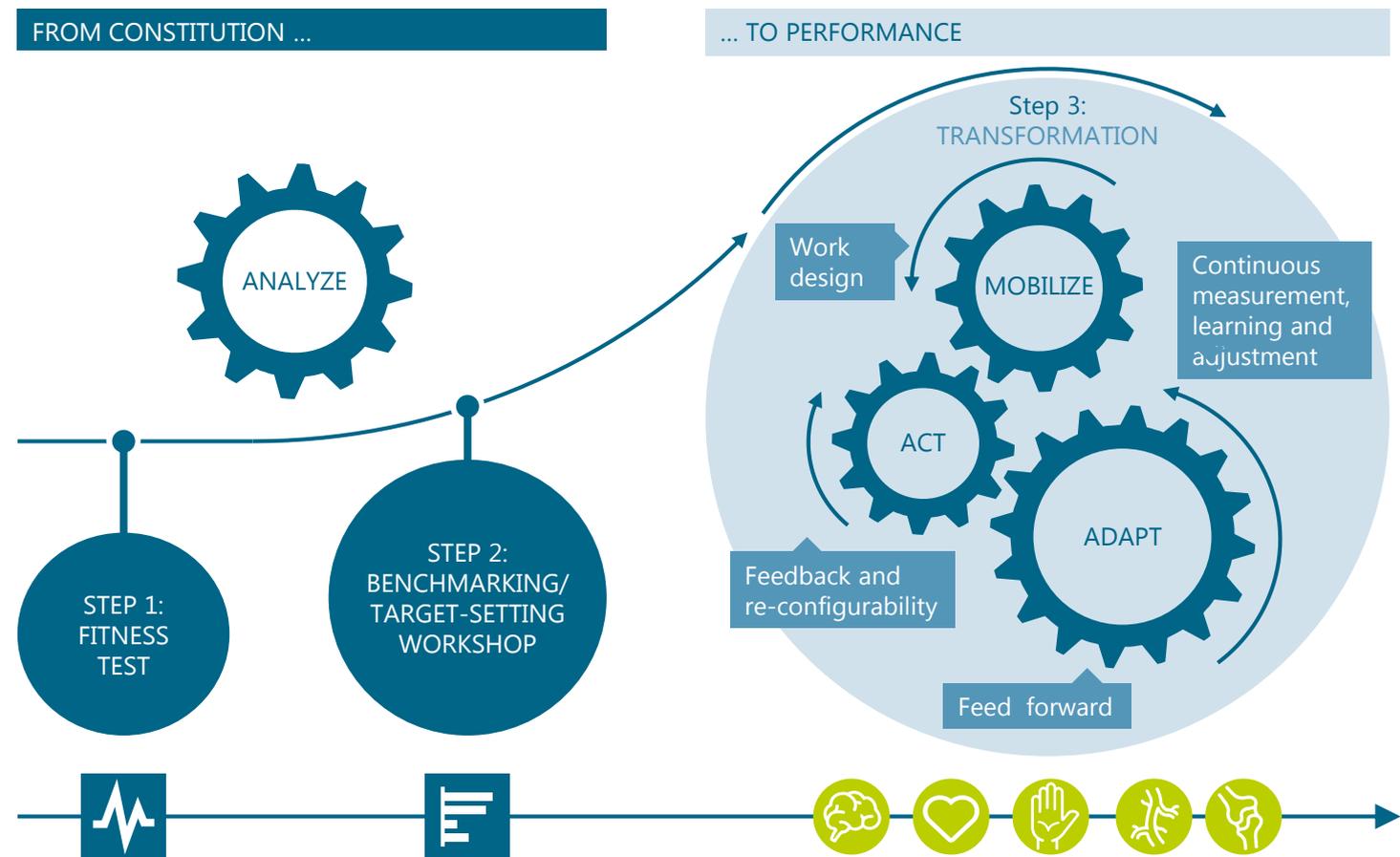
STEP 2

BENCHMARK results within company (across functions, regions, hierarchical levels) and industry peer group. Define own ambition level
 → Workshop-based

STEP 3

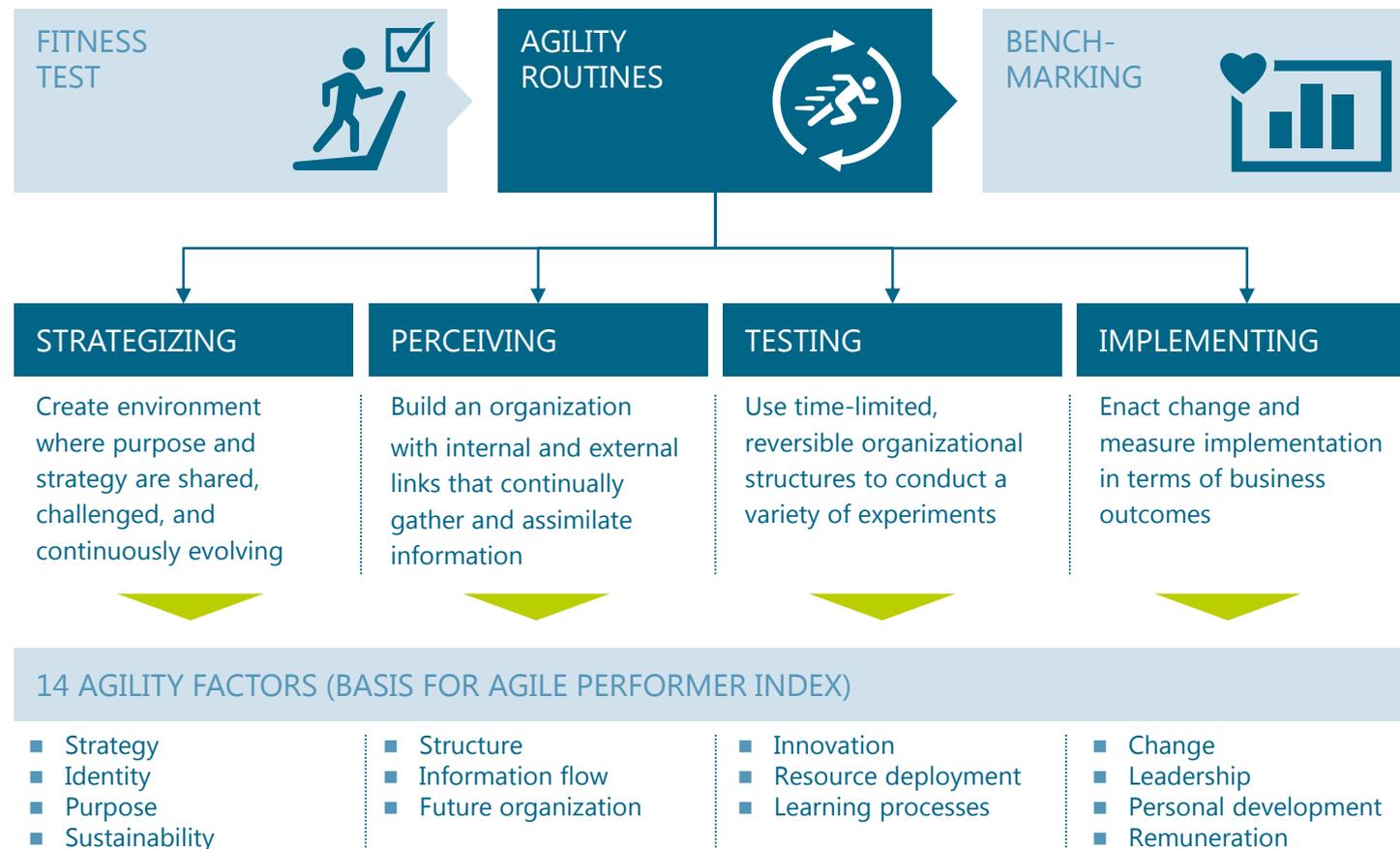
Start of individual agility program: design program, mobilize teams and begin to realize projects according to the "ACT & ADAPT!" principle
 → Becoming an agile performer requires continuous learning through experiments and adaptations of the way things "get done"

INDIVIDUAL AGILITY PROGRAM DESIGN: ANALYSE – MOBILIZE – ACT – ADAPT



Organizational agility is measured by 14 clearly defined and tangible factors

4 AGILITY ROUTINES ORGANIZE THE 14 AGILITY FACTORS



MEASUREMENT CHARACTERISTICS

ROBUST

Analysis is conducted “inside-in” by the company’s own workforce, uncovering in-depth, hitherto undetected knowledge about the organization

COMPREHENSIVE

Agility measurement can incorporate multiple hierarchical levels (executive to shop floor), regions and corporate functions to reflect a differentiated and comprehensive picture of the company

MEANINGFUL

The survey questions are deeply rooted in science¹⁾ and highly standardized across companies to assure “apples to apples” comparisons when benchmarking is conducted against competition and across the organization

1) Based on the methodology of Prof. Dr. Christopher G. Worley, a renowned expert on agility and organizational development teacher at NEOMA Business School (France) and University of Southern California (USA)
Source: goetzpartners

Get actionable and easy-to-understand measures with proven toolset

TOOL DESCRIPTION

Data entry and first identification of pressure points via a science-based FITNESS TEST

Fast classification of individual data and inter- & intra-company benchmarking through ANALYTICAL TOOLS

Individual HEATMAPS provide executives with the starting points for the agility transformation journey

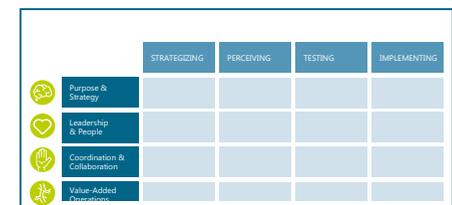
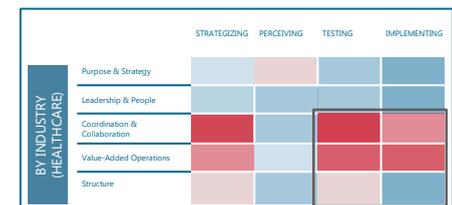
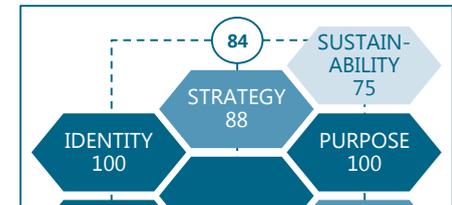
Design of an individual agility program with proven guidance and AGILITY TOOLBOX with over 80 actionable and tangible measures based on over 60 analyzed transformation journeys

FITNESS TEST
Online questionnaire
(40 questions, 15 min.)

BENCHMARKING TOOL
Comparable degree of agility along the agility factors

INDIVIDUAL HEATMAPS
Visualization of individual strengths and weaknesses

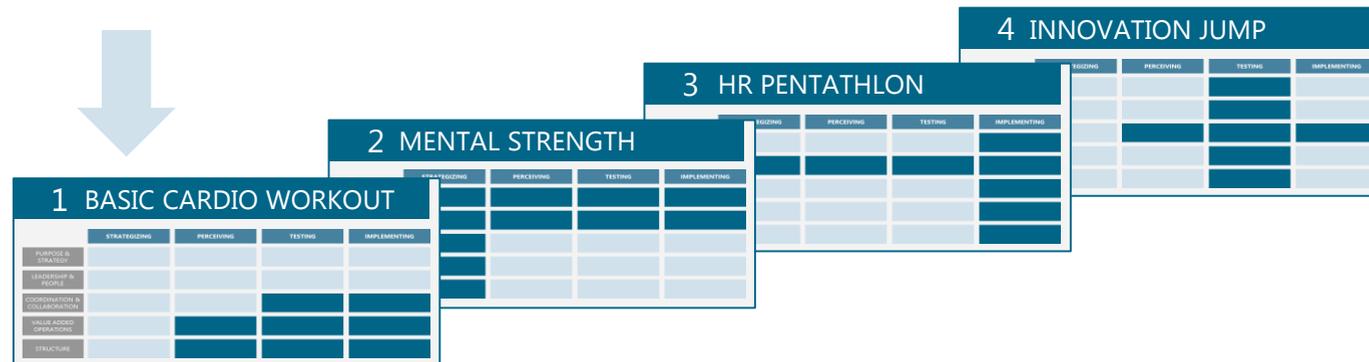
AGILITY TOOLBOX
Four basic fitness programs
(80+ measures, 60+ use cases)



The Agility Toolbox helps you get the right fitness program for your organization

AGILITY TOOLBOX AND 4 FITNESS PROGRAMS

	STRATEGIZING	PERCEIVING	TESTING	IMPLEMENTING
Purpose & Strategy	4 agility fitness programs >80 measures identified >60 agility programs analyzed			
Leadership & People				
Coordination & Collaboration				
Value-Added Operations				
Structure				



FITNESS PROGRAMS

BASIC CARDIO WORKOUT
Focusing on the basic constitution of your organizational agility by improving collaboration and decision-making; reduce hierarchies when possible

MENTAL STRENGTH
Create and communicate a motivating purpose internalized by everyone on staff; develop appropriate leadership capacities and transform your governance

HR PENTATHLON
Align the entire HR strategy and life cycle with purpose and strategy; redesign incentive systems plus develop and equip people with the skills required in the future

INNOVATION JUMP
Create temporary and reversible organizations; manage with experiments, feedback loops, self-reflections, and with a culture of dialog; realize projects according to the "Act & Adapt" principle and create a testing engine

Learn from the best: Agile companies and their successful transformation programs

INSPIRING PRACTICES

USE CASE REPOSITORY

Transformation journeys of more than 60 agile companies operating in different ...

- Industry sectors
- Countries
- And sizes

... were compiled and analyzed to assure knowledge transfer from best-in-class examples.



MEASURE SELECTION

All possible pressure points can be addressed and countered with specific actions to help create agile performer

IMPLEMENTABLE AND PROVEN AGILE ACTIONS

1 BASIC CARDIO WORKOUT				
	STRATEGIZING	PERCEIVING	TESTING	IMPLEMENTING
PURPOSE & STRATEGY				
LEADERSHIP & PEOPLE				
COORDINATION & COLLABORATION				
VALUE ADDED OPERATIONS				
STRUCTURE				

SPOTIFY

- ... creates "squads" of people who all work together in one room and follow a long term-mission
- Each squad is self-contained – it has all the capabilities and tools it needs to design, develop and test products and bring them to market

2 MENTAL STRENGTH				
	STRATEGIZING	PERCEIVING	TESTING	IMPLEMENTING
PURPOSE & STRATEGY				
LEADERSHIP & PEOPLE				
COORDINATION & COLLABORATION				
VALUE ADDED OPERATIONS				
STRUCTURE				

GENERAL ELECTRIC

- ... developed a new purpose with lean start-up principles applied to the global company: Get closer to the customer, increase speed to market, increase the chance of success and make it easier to get things done
- GE globally reviewed its leadership skill set and changed its governance

3 HR PENTATHLON				
	STRATEGIZING	PERCEIVING	TESTING	IMPLEMENTING
PURPOSE & STRATEGY				
LEADERSHIP & PEOPLE				
COORDINATION & COLLABORATION				
VALUE ADDED OPERATIONS				
STRUCTURE				

GOOGLE

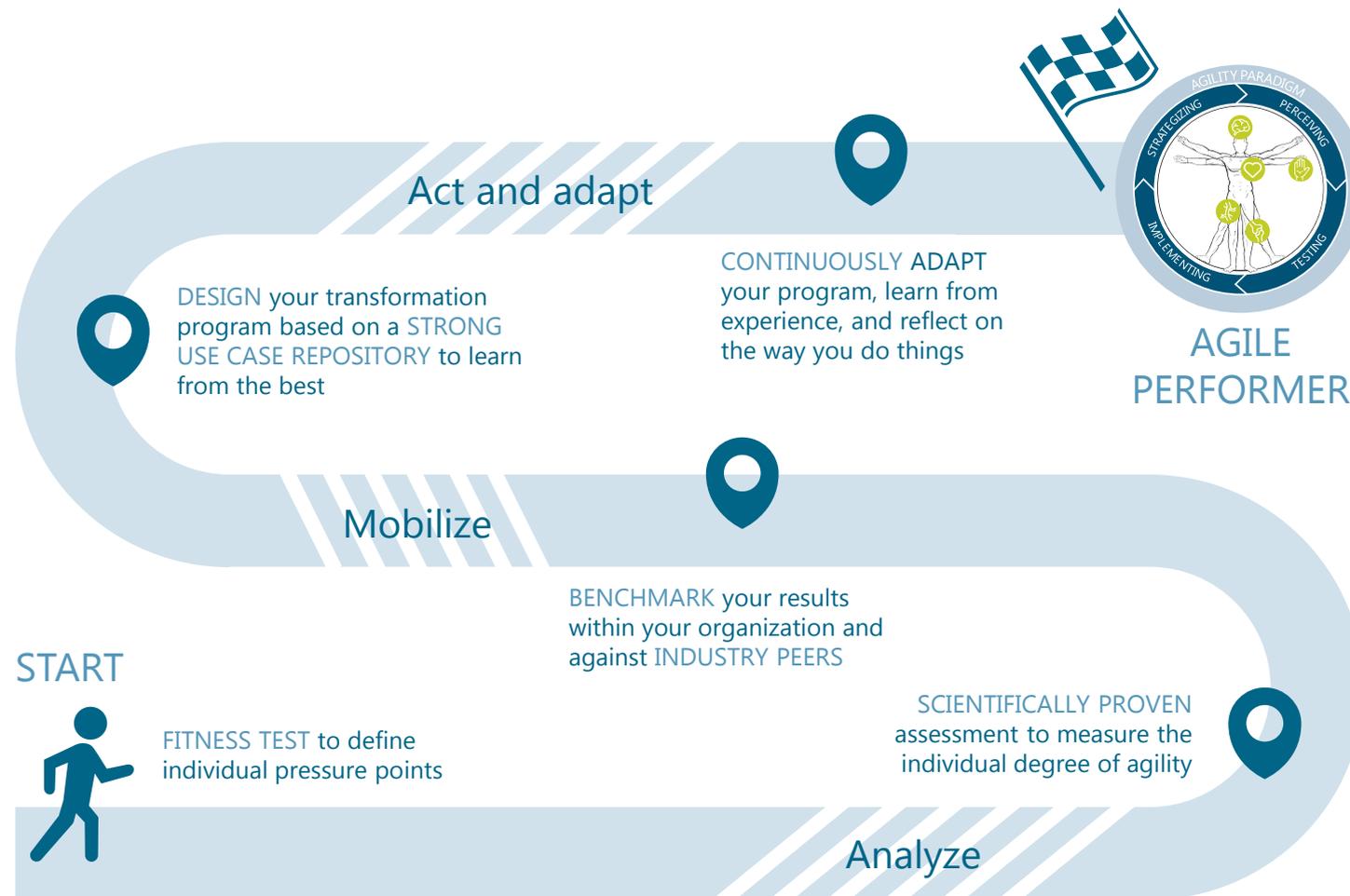
- ... has a dedicated unit of 450 people whose job is to come up with fresh concepts and strategies for creative work environments that will encourage innovation
- Remuneration systems were redesigned to reward employees when they assume risk and responsibility

4 INNOVATION JUMP				
	STRATEGIZING	PERCEIVING	TESTING	IMPLEMENTING
PURPOSE & STRATEGY				
LEADERSHIP & PEOPLE				
COORDINATION & COLLABORATION				
VALUE ADDED OPERATIONS				
STRUCTURE				

LEGO

- ... provides software via the Internet, where the developer community can create new Lego products
- The enhancement of Lego's mindstorm robot was designed using this approach of open and collaborative development

Start your agile transformation journey with us



WHY GOETZPARTNERS

- UNIQUE APPROACH**
 combines proven academic research on organizational agility with entrepreneurial spirit and a pragmatic implementation approach

- FUNCTIONAL KNOW-HOW**
 proven track record in the field of designing, steering and realizing transformation programs across multiple industries

- EXCELLENT TEAM**
 hands-on, creative, skilled and empathetic professionals to support you in this journey

- STRONG NETWORK**
 for experts, entrepreneurs, founders, digital businesses and top executives who have started their transformation journeys

CONTACT



PUBLISHER
Stefan Sanktjohanser
Managing Partner

stefan.sanktjohanser@goetzpartners.com
T +49-89-290725-115



AUTHOR
Sebastian Olbert
Partner

sebastian.olbert@goetzpartners.com
T +49-89-290725-115

BEIJING

Unit 1601, No. 237 Chaoyang North Road
Chaoyang District
100020 Peking, P.R. China

DUBAI

Central Park Towers OT 37, Floor 37
DIFC, PO BOX 507270
Dubai, United Arab. Emirates

DÜSSELDORF

Königsallee 60 B
40212 Düsseldorf, Germany

FRANKFURT

TaunusTurm, Taunustor 1
60310 Frankfurt am Main, Germany

LONDON

goetzpartners securities Limited
The Stanley Building
7 Pancras Square
London N1C 4AG, UK

MADRID

Calle Marqués de Urquijo n 30º, piso 1º
28008 Madrid, Spain

MILAN

Piazza Fontana, 6
20122 Milan, Italy

MOSCOW

Gagarinskiy per. 25
119034 Moscow, Russia

MUNICH

Prinzregentenstr. 56
80538 Munich, Germany

NEW YORK

7 World Trade Center, 46th Floor
250 Greenwich Street, Suite 4620
New York, NY 10007, USA

PARIS

19, Avenue George V
75008 Paris, France

PRAGUE

Melantrichova 17
11000 Prague 1, Czech Republic

SHANGHAI

Unit 2104-05, 1045 Middle Huai Hai Road
200001 Shanghai, P.R. China

ZURICH

Kantonsstr. 1
8807 Freienbach/Zurich, Switzerland

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