



INNOCOM.



# Agile Monitor

What's the deal with your agile transformation?





# About the Agile Monitor

A survey amongst CIONET members by INNOCOM

## About INNOCOM



INNOCOM is a fully independent Belgian company that has been guiding organizations through large and complex, strategic change projects for more than 20 years. We take on the challenges that keep our clients awake at night and strive to achieve the desired results with outstanding commitment. We do this by applying our expertise in agile organization, enterprise architecture and IT strategy.



## Benjamin Geens

Benjamin Geens is an INNOCOM consultant with 16 years of experience and solid expertise in everything related to Agile. During his career he has participated in some of the largest agile transformations in Belgium. His professional passions lie in agile organizational design and lean portfolio management.



## Mattias Vral

Mattias Vral is an INNOCOM consultant with extensive experience in agility, of which 10yrs in coaching and transformation. He has a strong background in product development and a natural drive for facilitation and co-creation. He combines a people-centric focus with a systemic view on interactions, processes, structures and organization design.

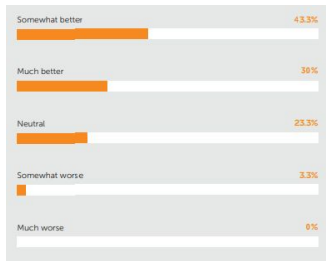


# About our survey

What did we learn from the survey? Some examples...

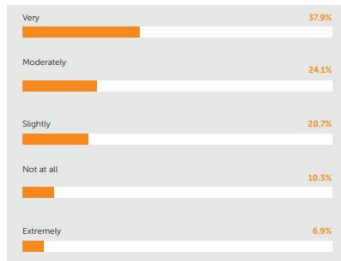


## Employee satisfaction goes up



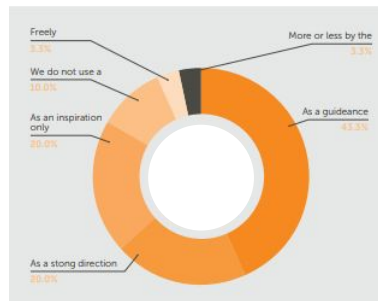
*During the interviews we identified that you have to be aware that a dip in employee satisfaction can happen due to the nature of transformation/change.*

## Portfolio management is essential



*You can not ignore strategy and portfolio management in your transformation if you have the ambition to reach organisational agility.*

## Frameworks have power, use them wisely



*Blindly copying or implementing a framework by the book does not provide the needed value for our interviewed parties.*

## Leaders need to learn to let go



*The top challenges for the leadership team are clearly “falling back in old leadership behaviour” and “finding out how to decentralise decisions without losing control”.*







# How do you make your agile transformation a success?

We've learned from our interviews that it's quite a complex puzzle...



## Key take-away nr. 1



**Make it very clear how  
your customer will  
benefit from your  
transformation**

**Make this THE goal of your transformation**

**Make this a key metric**





## Key take-away nr. 2

# **Make your operating model clear to everyone possibly impacted**

Parts that are not transformed are also impacted

The operating model continuously evolves



## Key take-away nr. 3



# Build a great cross-functional team to lead your transformation

Your transformation is an agile endeavour in itself

Lead by example, and drink your own champagne







## Key take-away nr. 4

# **Involve HR early to accelerate your transformation**

**Very often HR is not involved, then:**

**Deliberately design your way around it – at first.**





# As a recap



# A big thank you to our interview participants



Bruno Brusselmans, Luminus

Bart Van de Walle, DHL

Inès Herbosch, FOD Justitie

Kristof Caekebeke, TUI

Wim Ravijs, AXA bank

Gert Lemmens, Borealis

Steve Goossens, Vivium

Bahadir Samli, ING

Jo Coutuer, BNP Paribas Fortis

Brecht Stubbe, Riziv/Inami

Ruben Smolders, SD Worx

Kris Steegmans, Mobile Vikings

Koen Willems, Sodexo