



Les 12 étapes de la transformation agile

Pierre Neiss

Track n° 3
16h30– 17h15



Nos sponsors



Neatro





LES 12 ÉTAPES DE LA TRANSFORMATION AGILE

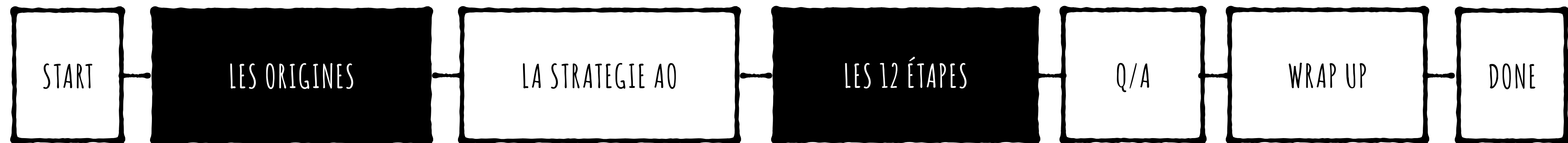
AGILE

TOUR

LAUSANNE

2021

AGENDA



QUI EST PIERRE NEIS? LES ORIGINES DE CETTE PRESENTATION

PIERRE E. NEIS

CAC5, CEST, CBAC, CSPPO, CSP

MIT & BCG ALUMNI

PERSONAL AGILITY AMBASSADOR

SAP GFA, SAP IT, SAP UK, COGNIZANT, SIG/WEGO, GLOBEMED, BANQUE DE LUXEMBOURG, REAL SOLUTIONS, ARCELORMITTAL, SIX CARDS PAYMENTS, BCG DV, BNPPARIBAS, BERYTECH, CNRS, CAPGEMINI, INVIVO, AXA, ORES, LAPOSTE, TOURING ASSURANCES, EUROCLEAR, ACCENTURE, CNHI, SWISSRE...

Cognizant

LEAD AGILIST

SENIOR MANAGER



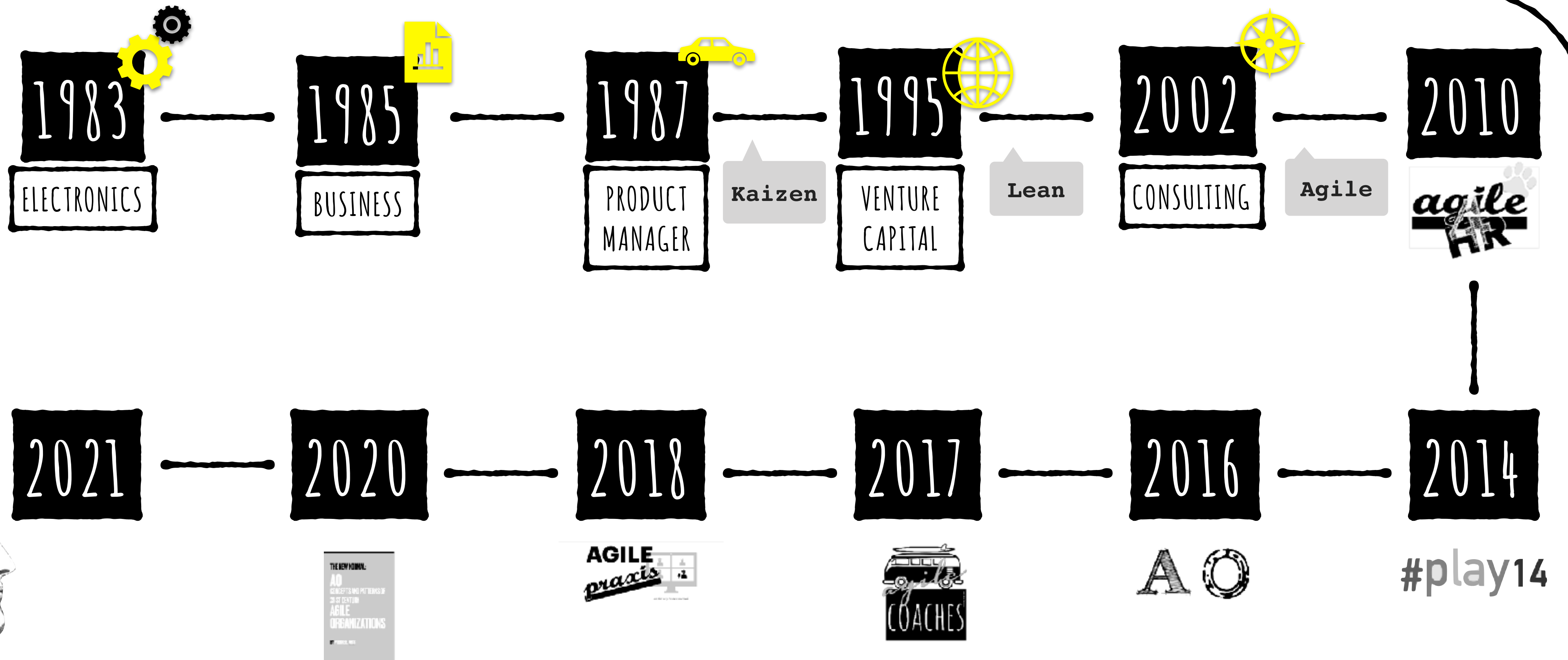
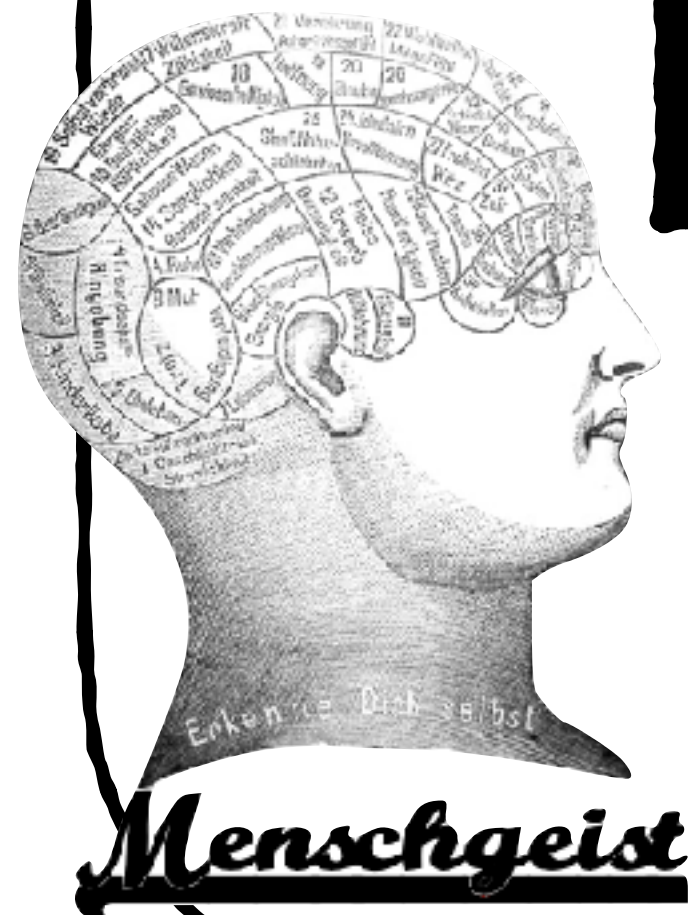
Cognizant
Digital Experience



THE NEW NORMAL:

AD
CONCEPTS AND PATTERNS OF
21-ST CENTURY
**AGILE
ORGANIZATIONS**

BY PIERRE E. NEIS



QU'EST-CE QUE L'AGILE?

AGILE DONE?

STRUCTURE IS NOT ORGANIZATION

STRUCTURE IS NOT ORGANIZATION

Diagnosing and solving organizational problems means looking not merely to structural reorganization for answers but to a framework that includes structure and several related factors.

ROBERT H. WATERMAN, JR., THOMAS J. PETERS, AND JULIEN R. PHILLIPS

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The Belgian surrealist René Magritte painted a series of pipes and titled the series *Ceci n'est pas une pipe*: this is not a pipe. The picture of the thing is not the thing. In the same way, a structure is not an organization. We all know that, but like as not, when we reorganize what we do is to restructure. Intellectually all managers and consultants know that much more goes on in the process of organizing than the charts, boxes, dotted lines, position descriptions, and matrices can possibly depict. But all too often we behave as though we didn't know it; if we want change we change the structure.

Early in 1977, a general concern with the problems of organization effectiveness, and a

particular concern about the nature of the relationship between structure and organization, led us to assemble an internal task force to review our client work. The natural first step was to talk extensively to consultants and client executives around the world who were known for their skill and experience in organization design. We found that they too were dissatisfied with conventional approaches. All were disillusioned about the usual structural solutions, but they were also skeptical about anyone's ability to do better. In their experience, the techniques of the behavioral sciences were not providing useful alternatives to structural design. True, the notion that structure follows strategy (get the strategy right and the structure follows)

ROBERT H. WATERMAN, JR. is a Director, THOMAS J. PETERS a Principal, and JULIEN R. PHILLIPS an Associate in the San Francisco office of McKinsey & Company. Messrs. Waterman and Peters are co-leaders of McKinsey's Organizational Effectiveness practice.

The authors want to offer special acknowledgement and thanks to Anthony G. Athos of Harvard University, who was instrumental in the development of the 7-S framework and who, in his capacity as our consultant, helped generally to advance our thinking on organization effectiveness.

LES POSTULATS DE BASE SONT FAUX

UNE USINE (FACTORY) N' EST PAS UNE LIGNE DE PRODUCTION



COLONISATION OU ASSIMILATION?



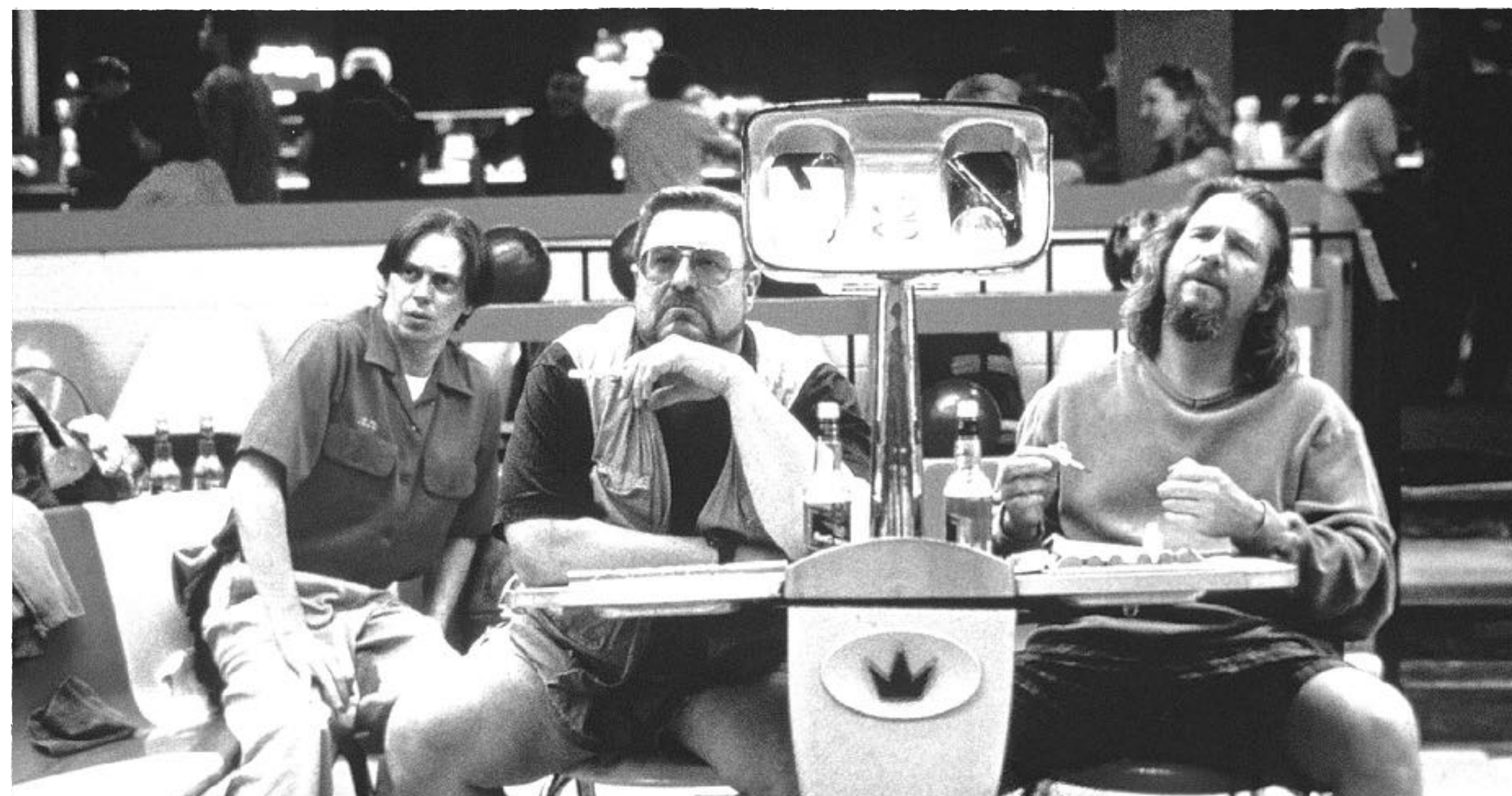
L'ORGANISATION ÉTERNELLE



AGILE AUJOURD'HUI



AGILE, L'INTENTION

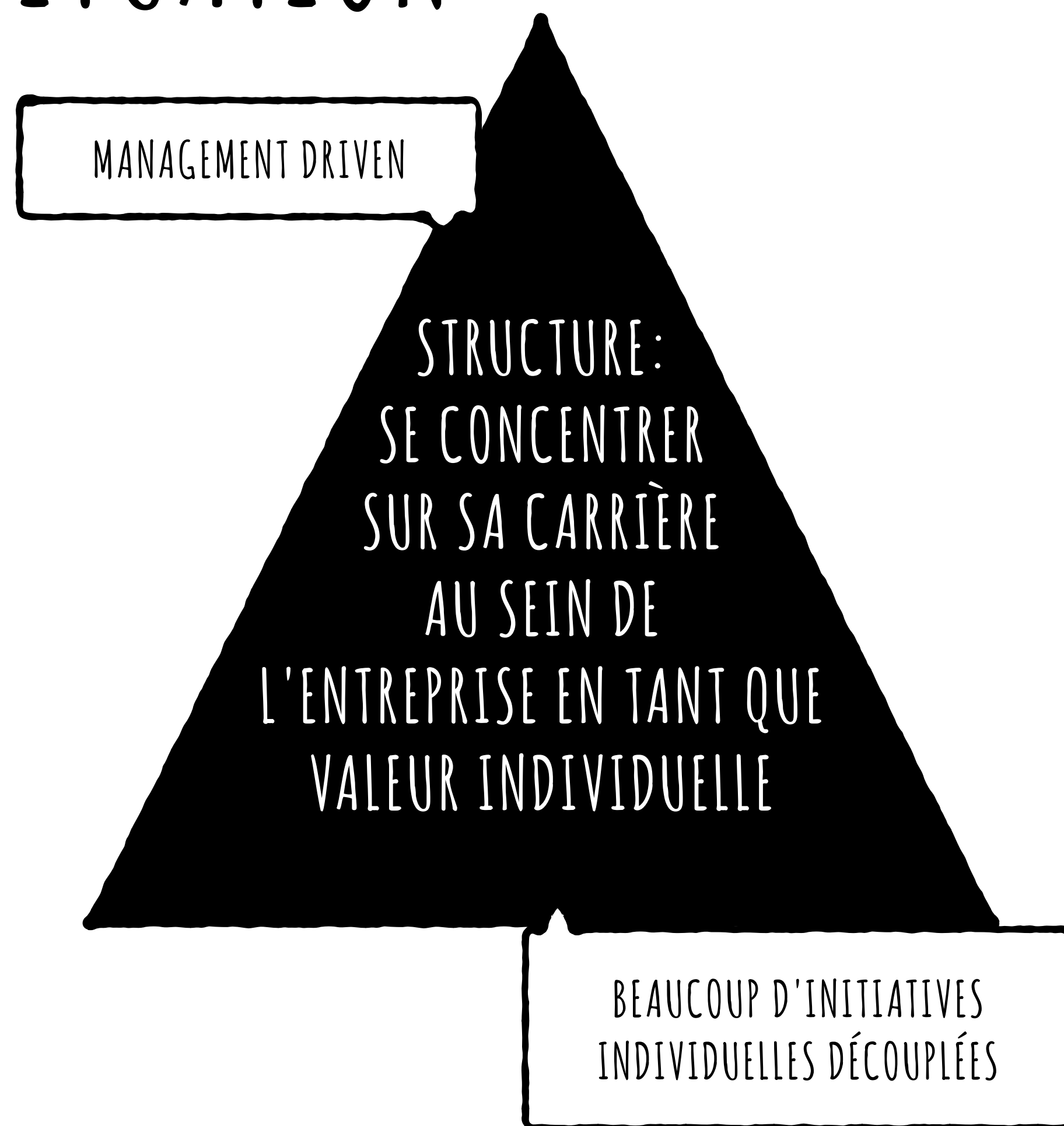


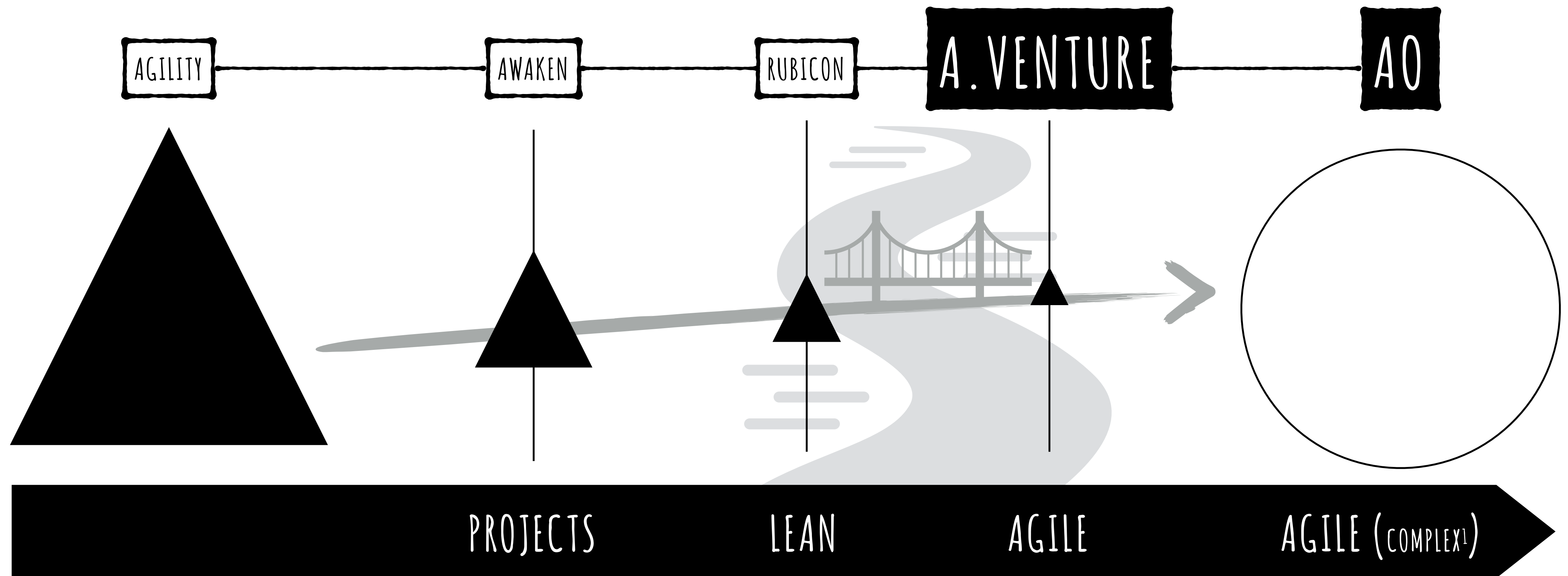


FAITES UN POLAROID DE VOTRE ORGANISATION

LA STRATEGIE AO

LA SITUATION

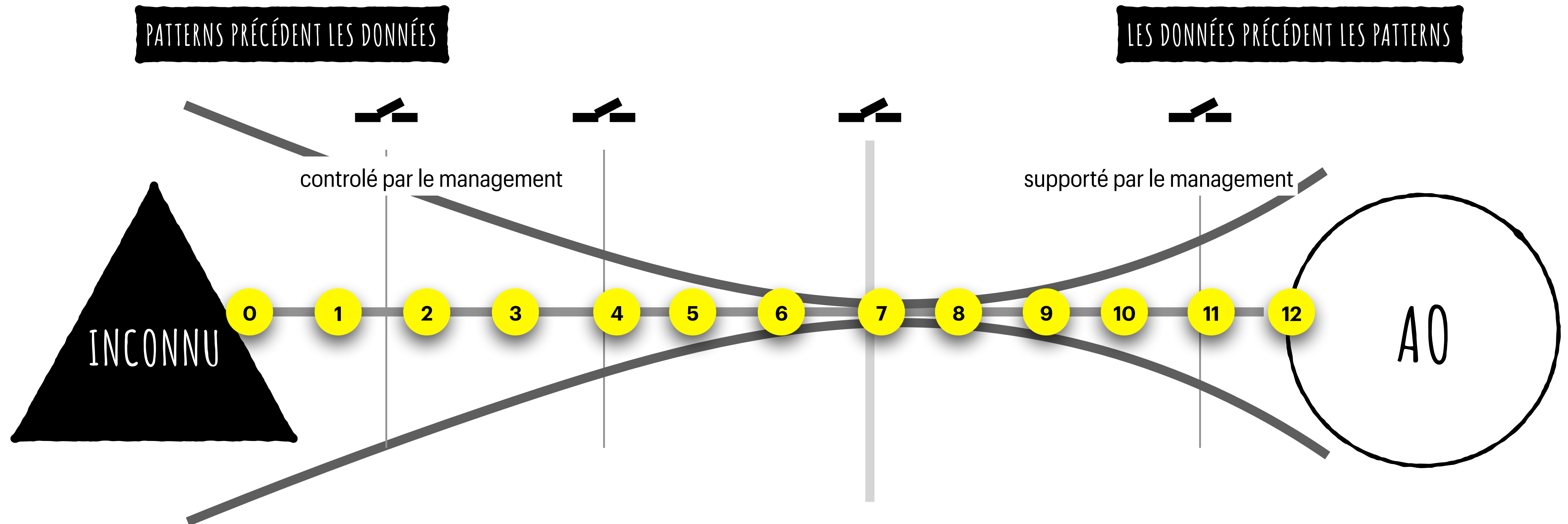


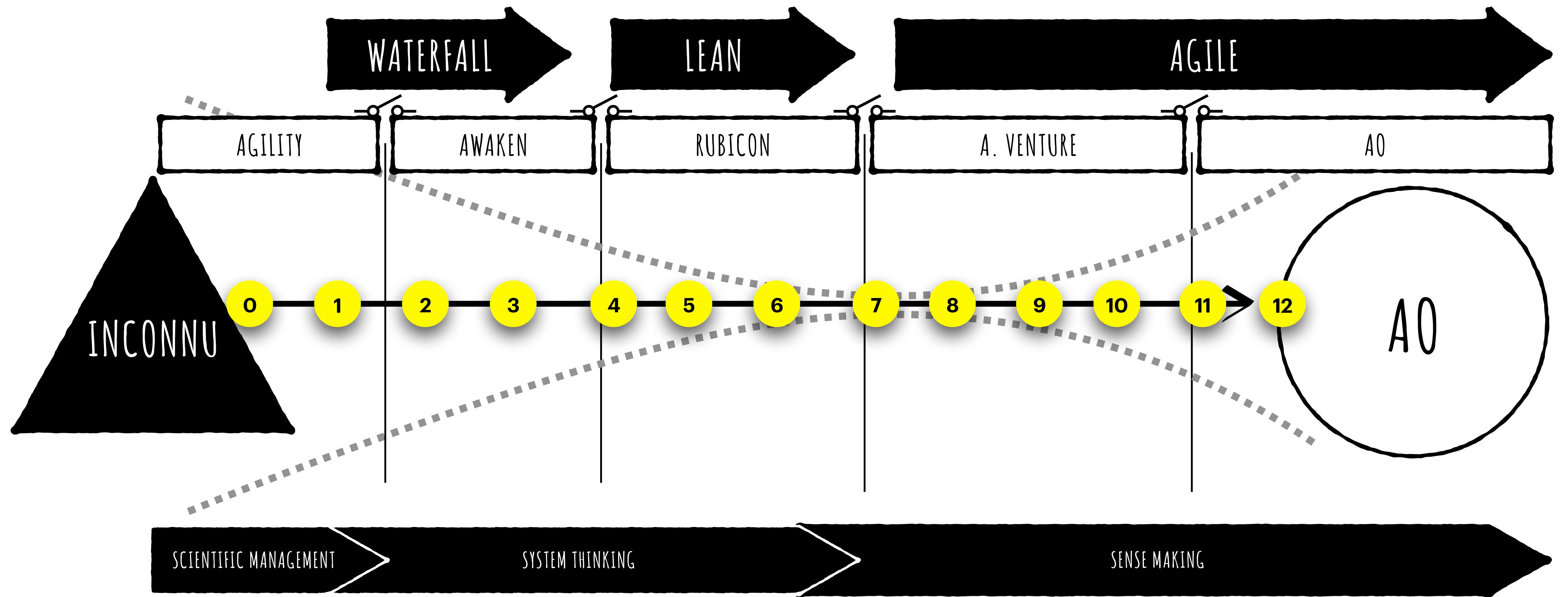


AO PARADIGM SHIFT PHASES

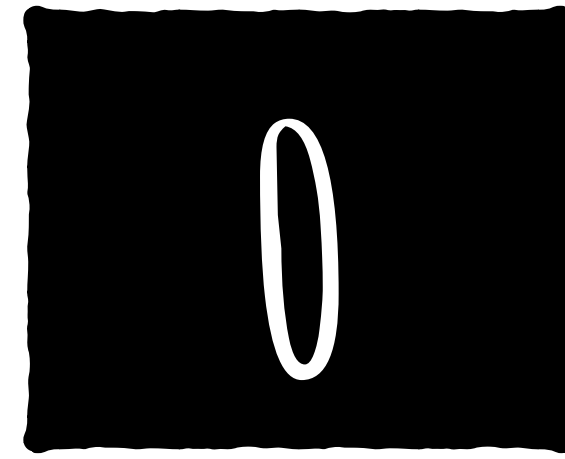
complex¹: the system dynamic swing between mostly complex and complicated

PASSER DE A À 0

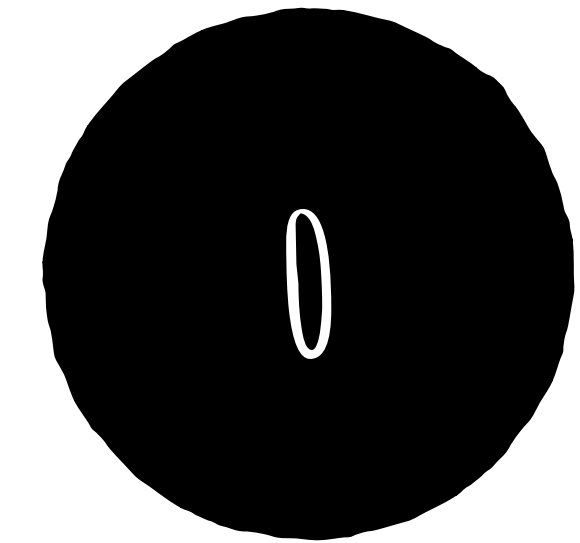
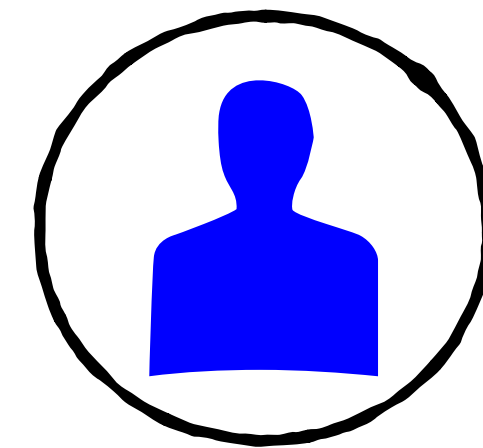
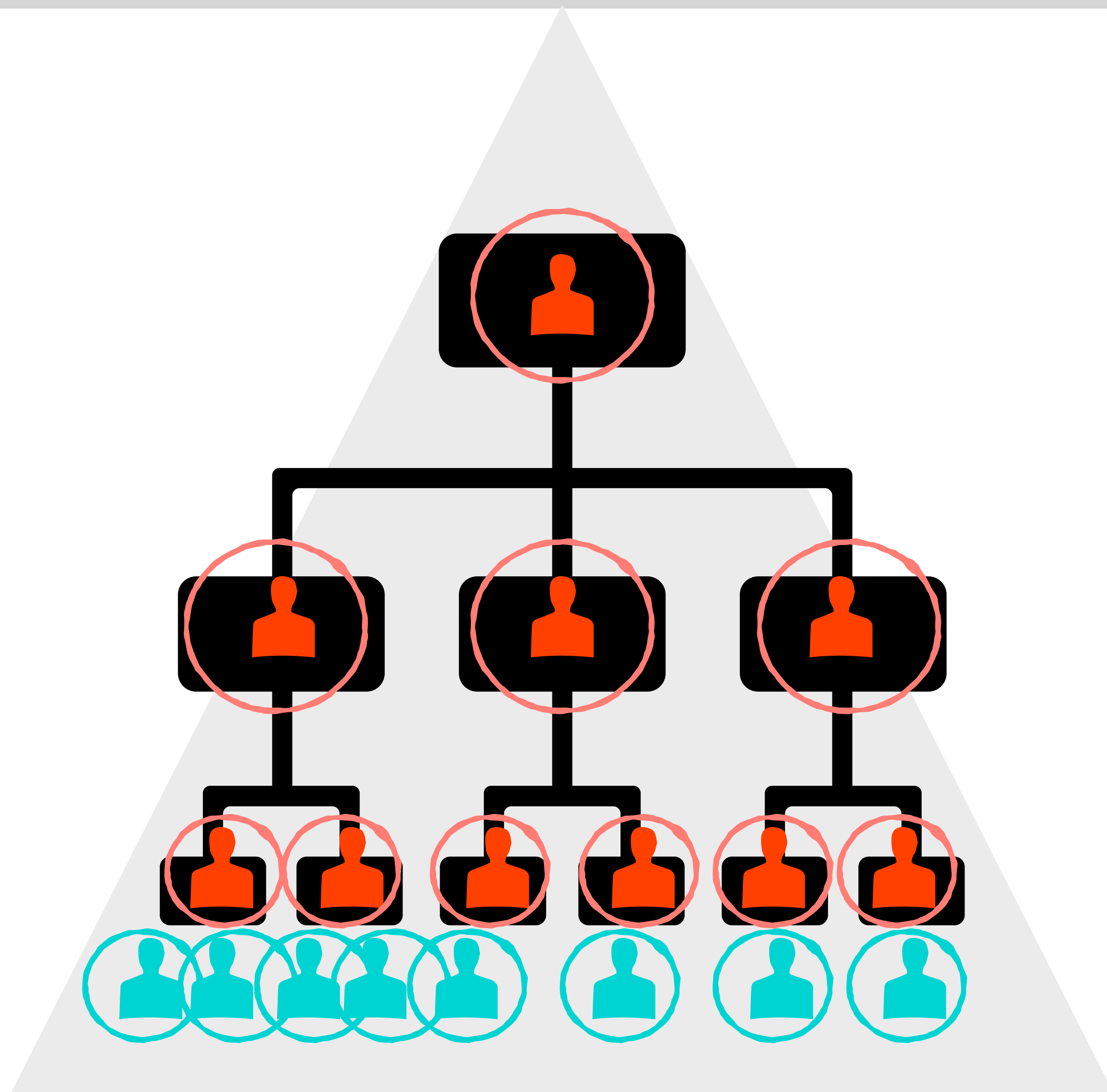




LES 12 ÉTAPES DE LA STRATÉGIE DE TRANSFORMATION

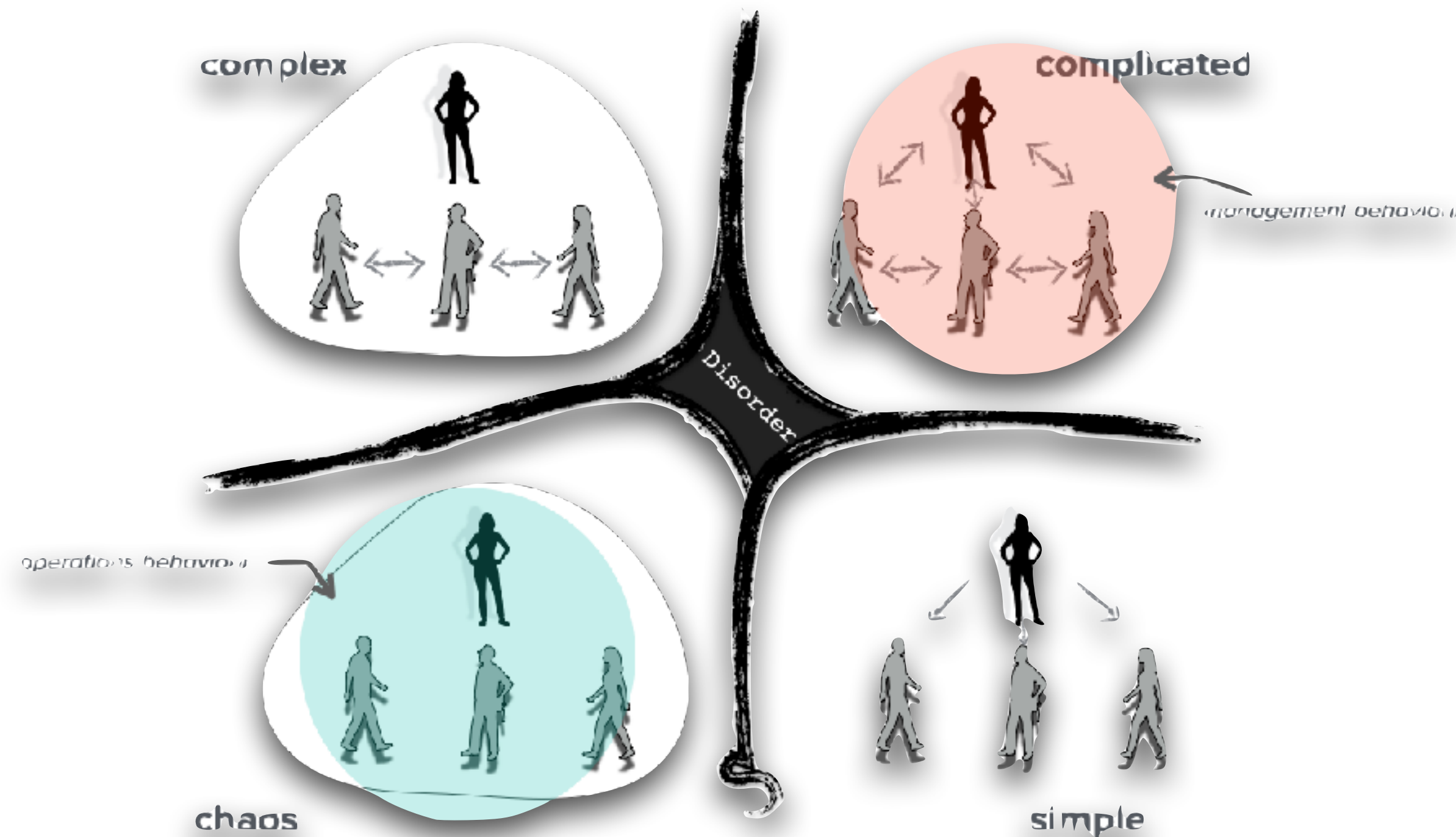


LA SITUATION PAR DÉFAUT LORSQUE L'ENTREPRISE N'EST
PAS ENCORE CONNUE



-  Management
-  Operation
-  Scrum Master or Product Owner
-  Customer
-  User

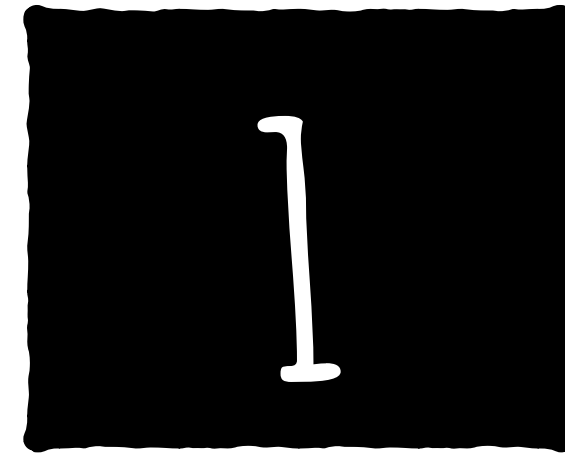
LE MODÈLE EST MONOLITHIQUE



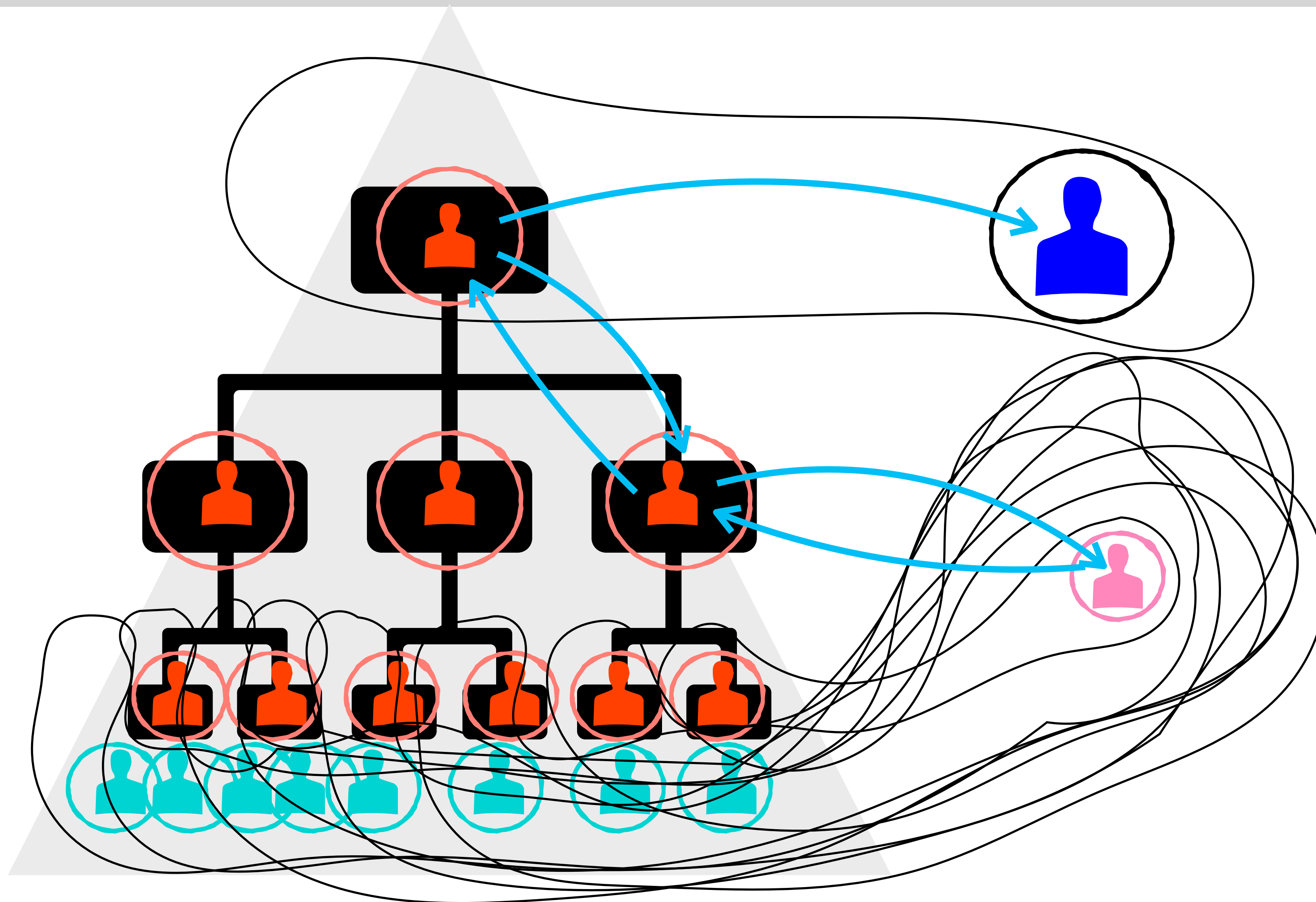
CERTAINES PERSONNES PENSENT ET CERTAINES PERSONNES EXÉCUTENT. ENTRE LES DEUX, IL Y A DES RELAIS. TOUTE L'ENTREPRISE SERT LA POINTE DE «L'ICEBERG».

EN «0», IL N'Y A PAS D'ALIGNEMENT:

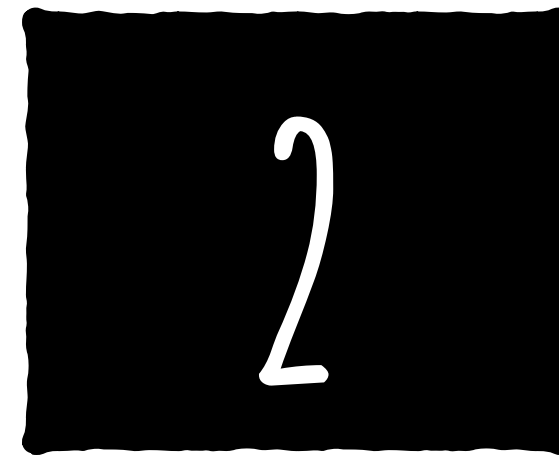
- LE MANAGEMENT EN «COMPLIQUÉ».
- CE QUE L'ON ENTEND PAR ALIGNEMENT EST UN ACCORD,
- LES OPÉRATIONS SONT DANS LE «CHAOS».
- PAS D'OBJECTIF PARTAGÉ, INDIVIDUALISME, PAS D'ENGAGEMENT, EN ATTENTE DE MISSIONS.
- RELATION PARENT-ENFANT



NOUS AVONS UN CHEF DE PROJET MAIS AUCUNE CONNAISSANCE EN
GESTION DE PROJET

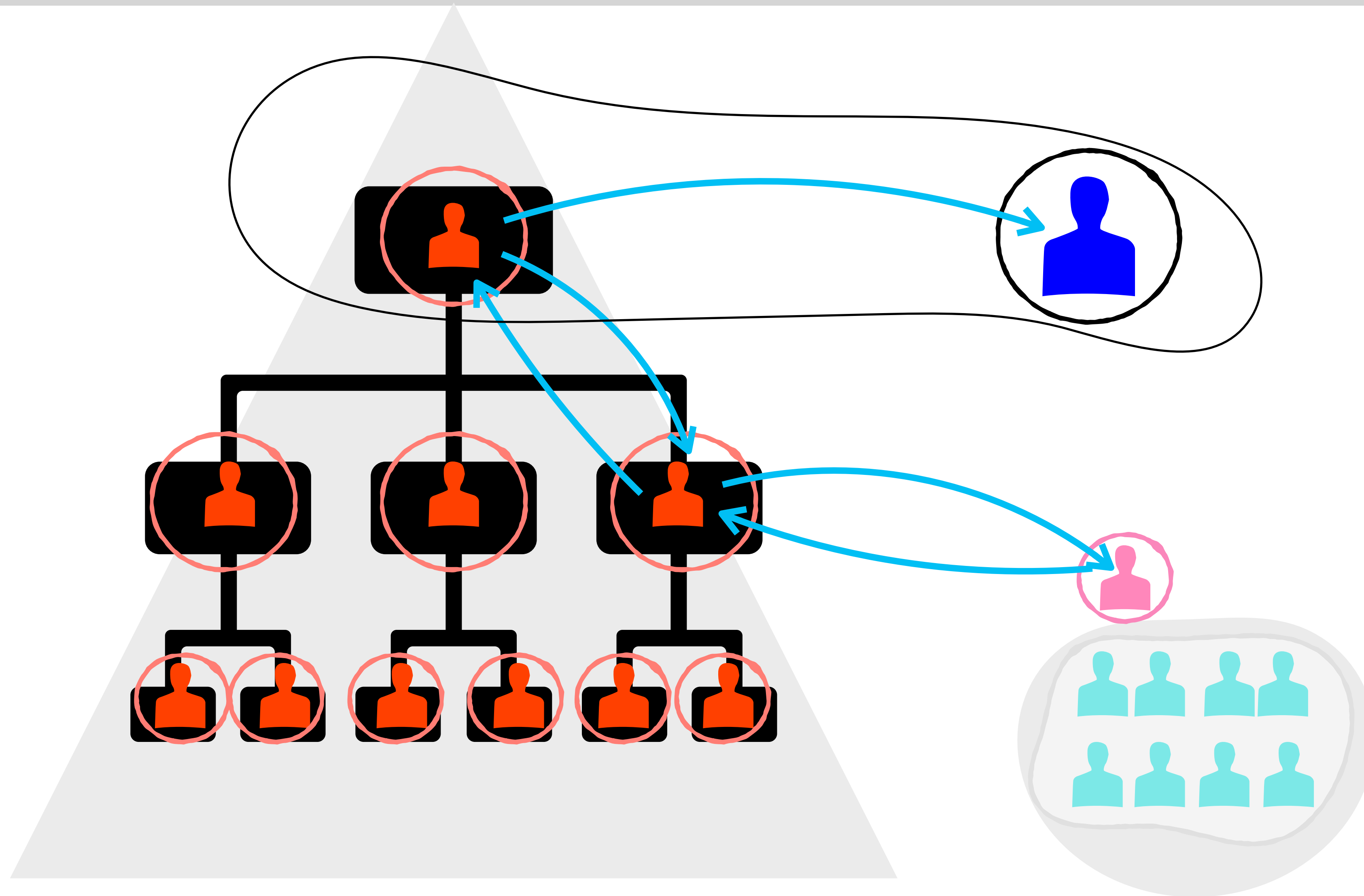


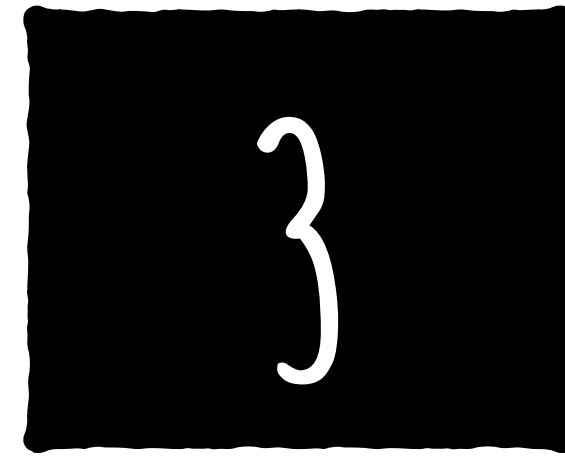
1



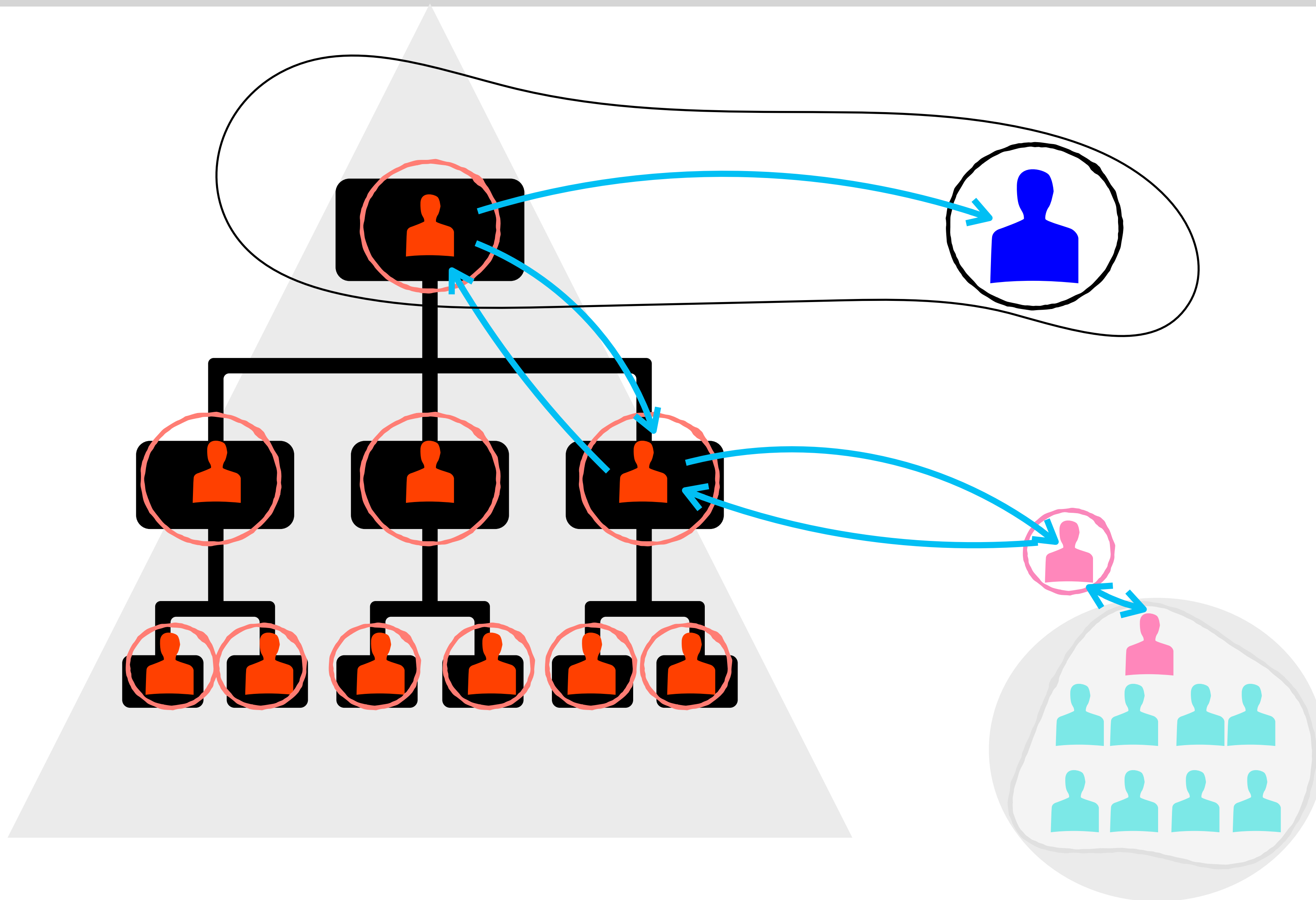
UNE APPROCHE PROJET.
UN PROJET = UNE ÉQUIPE DÉDIÉE

2

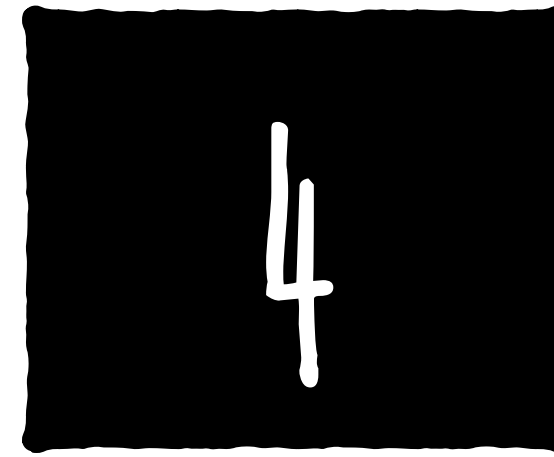




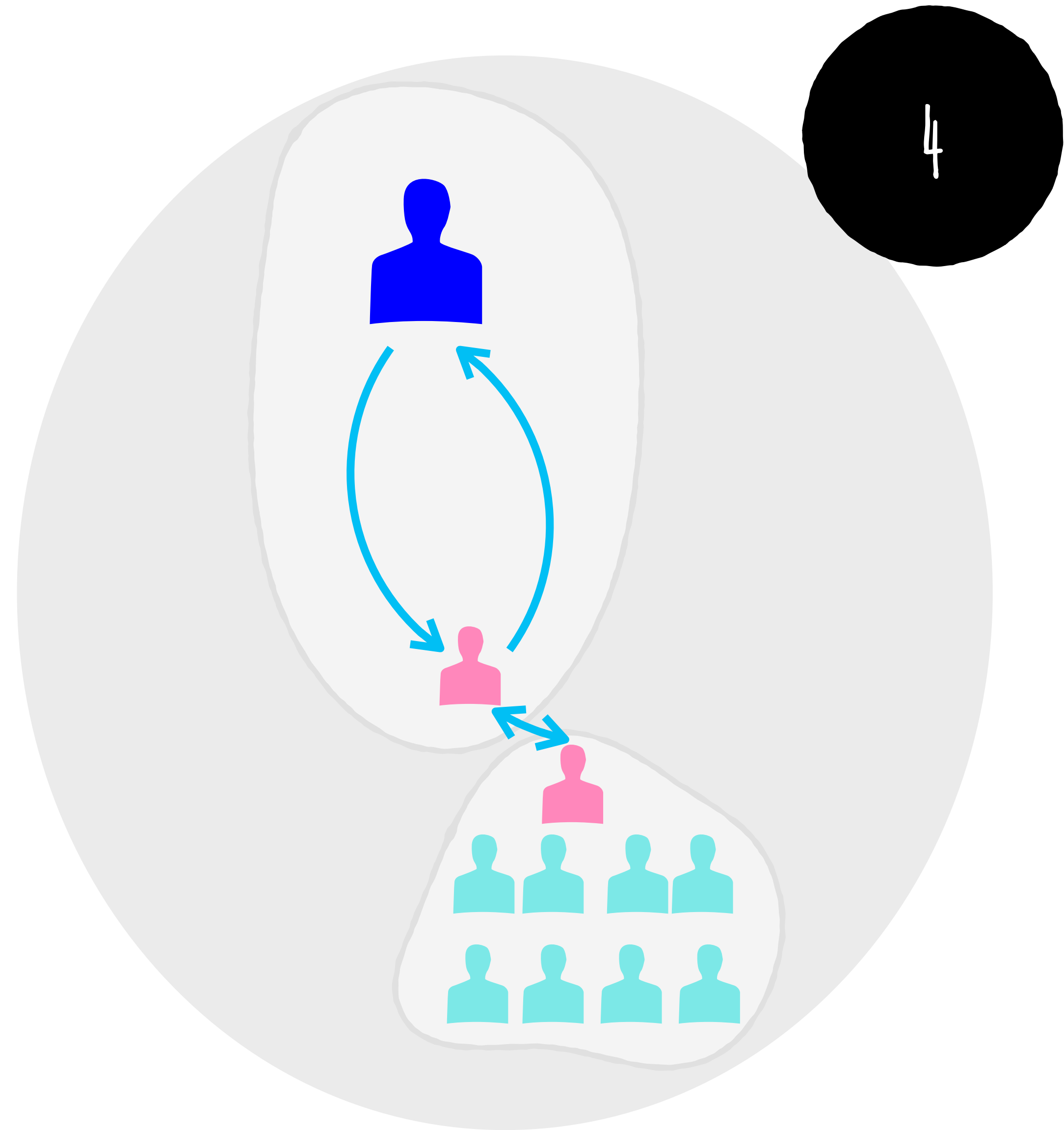
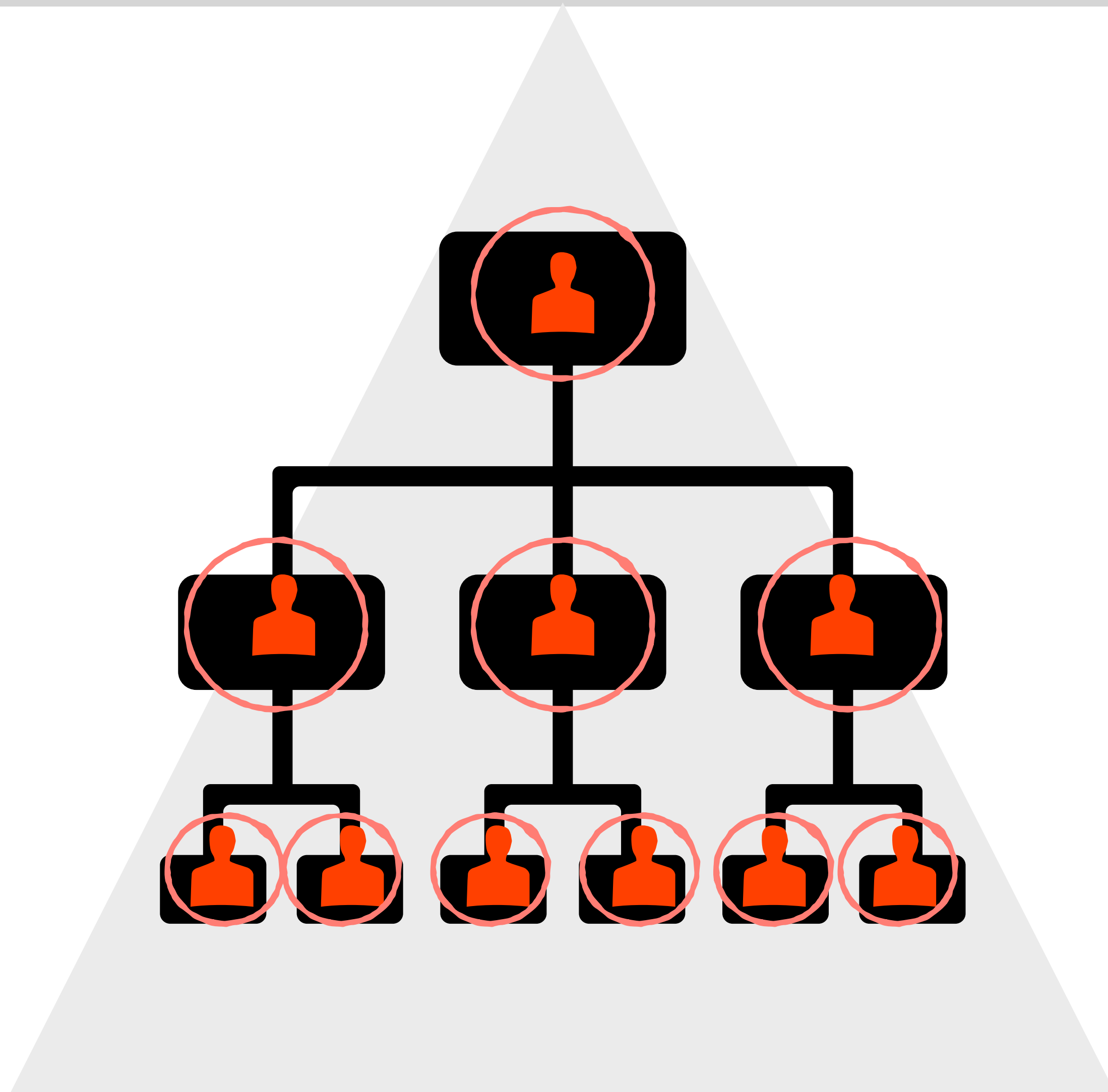
LES DÉBUTS D'UN PROTO-AGILE

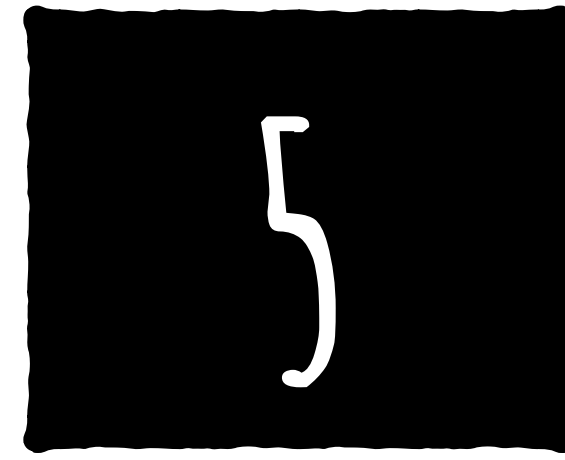


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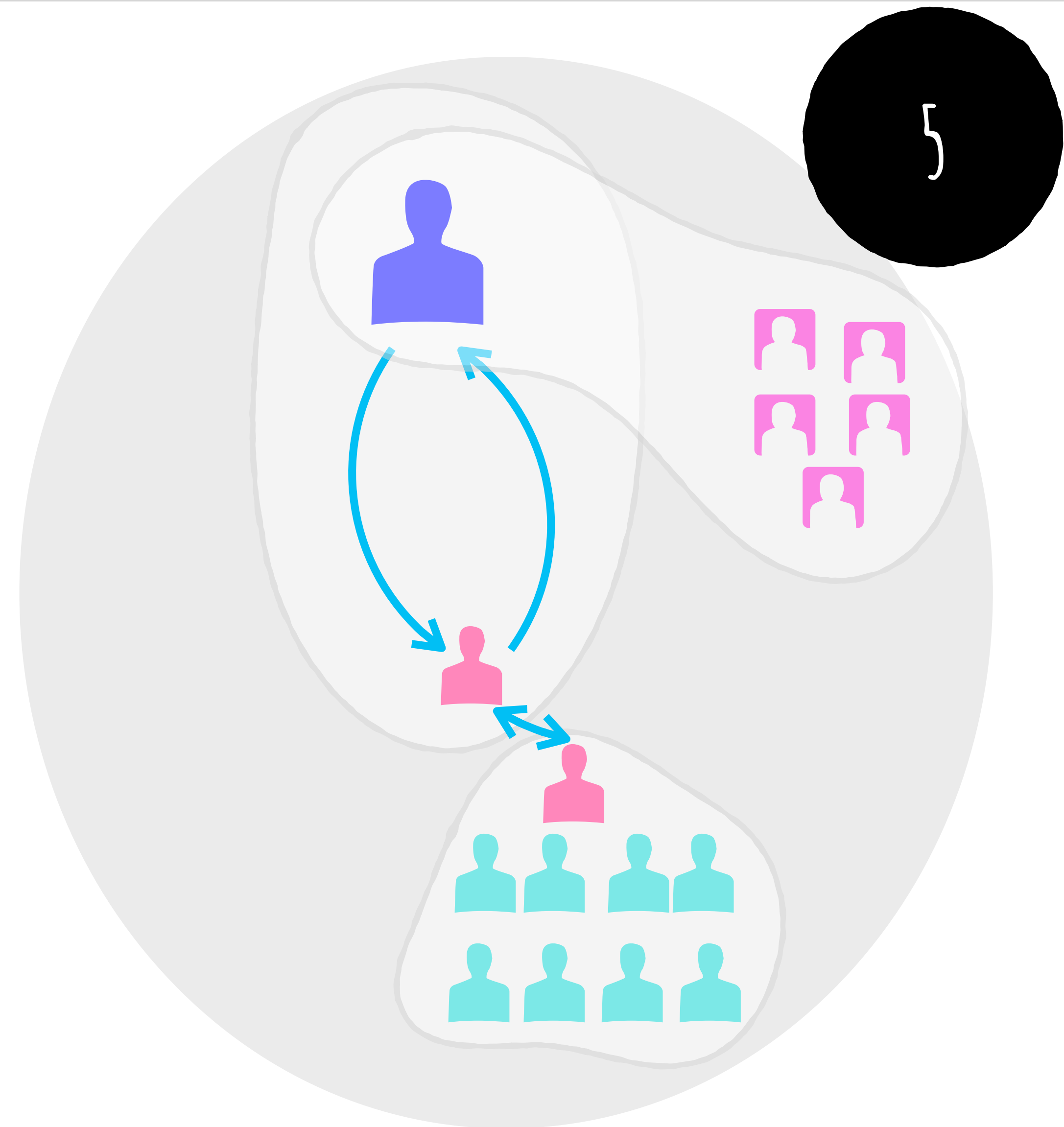
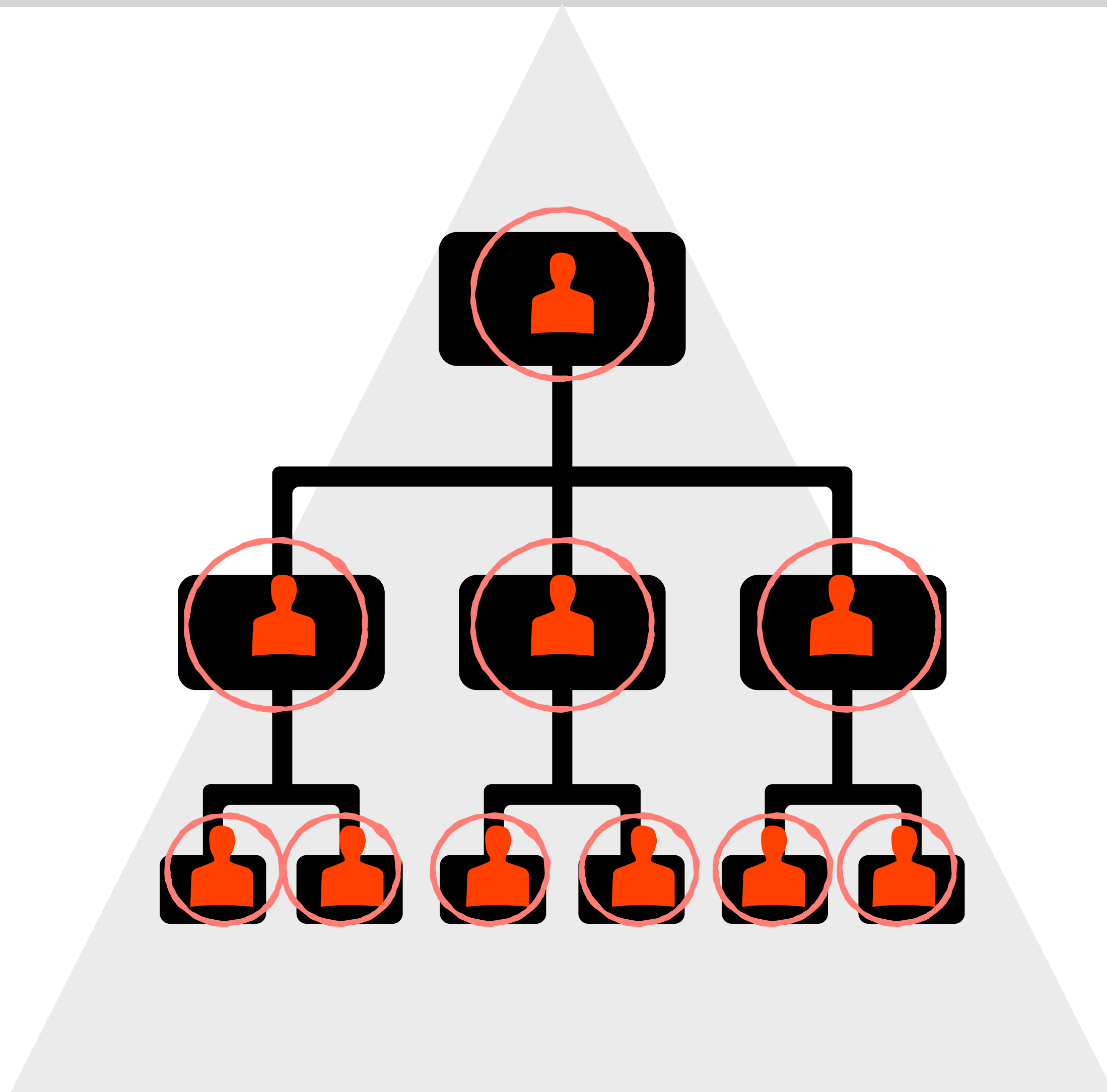


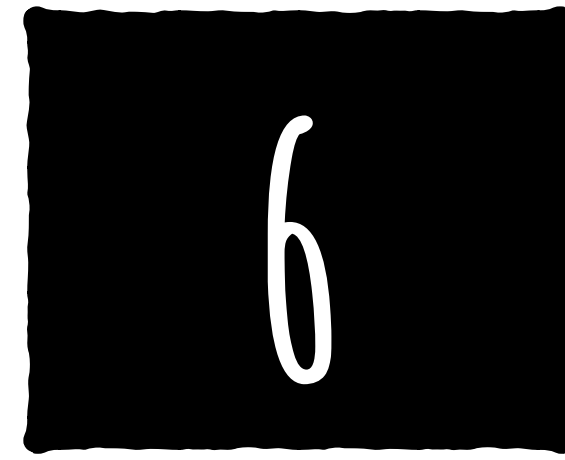
AMÉLIORER PROTO-AGILE



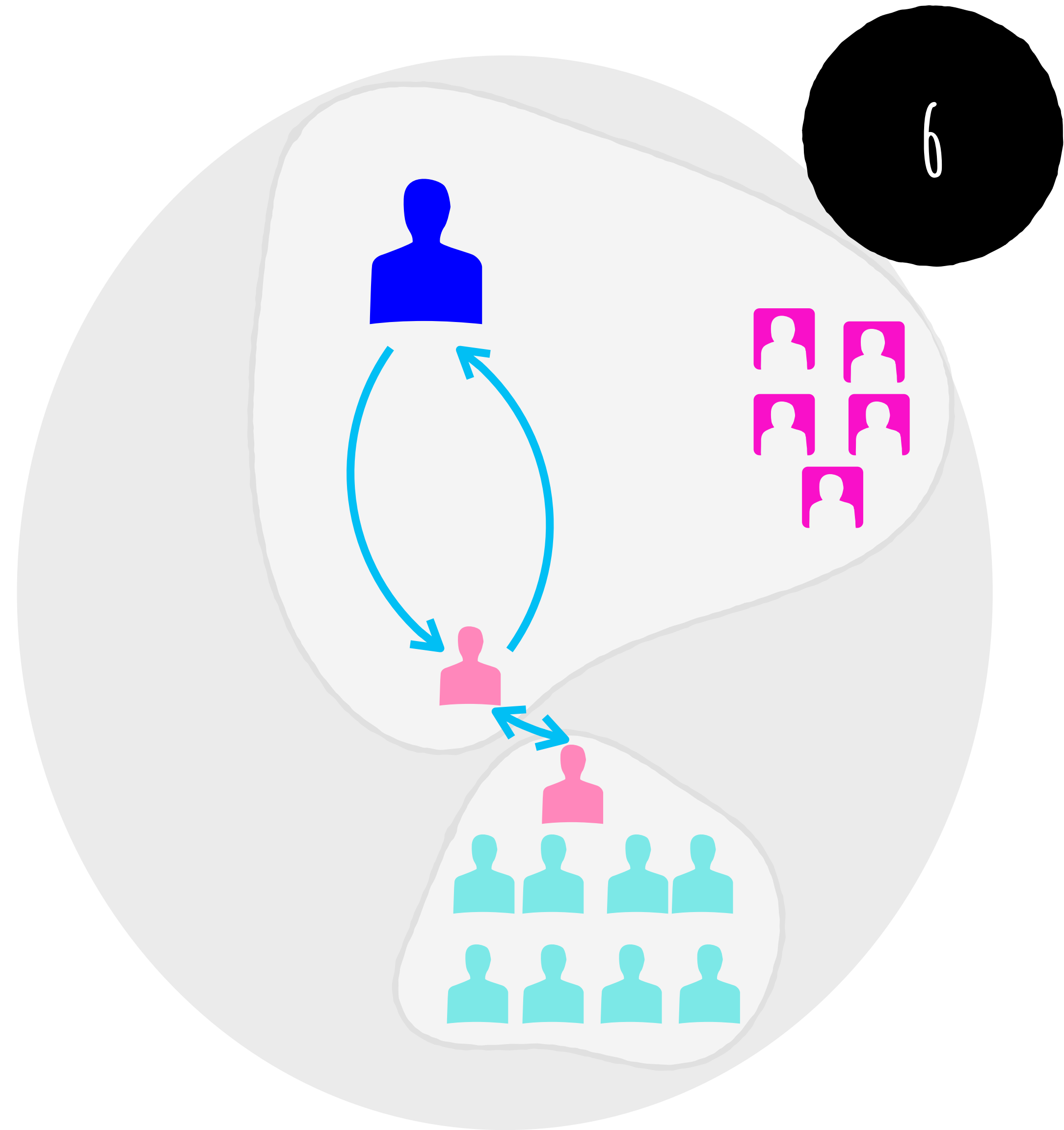
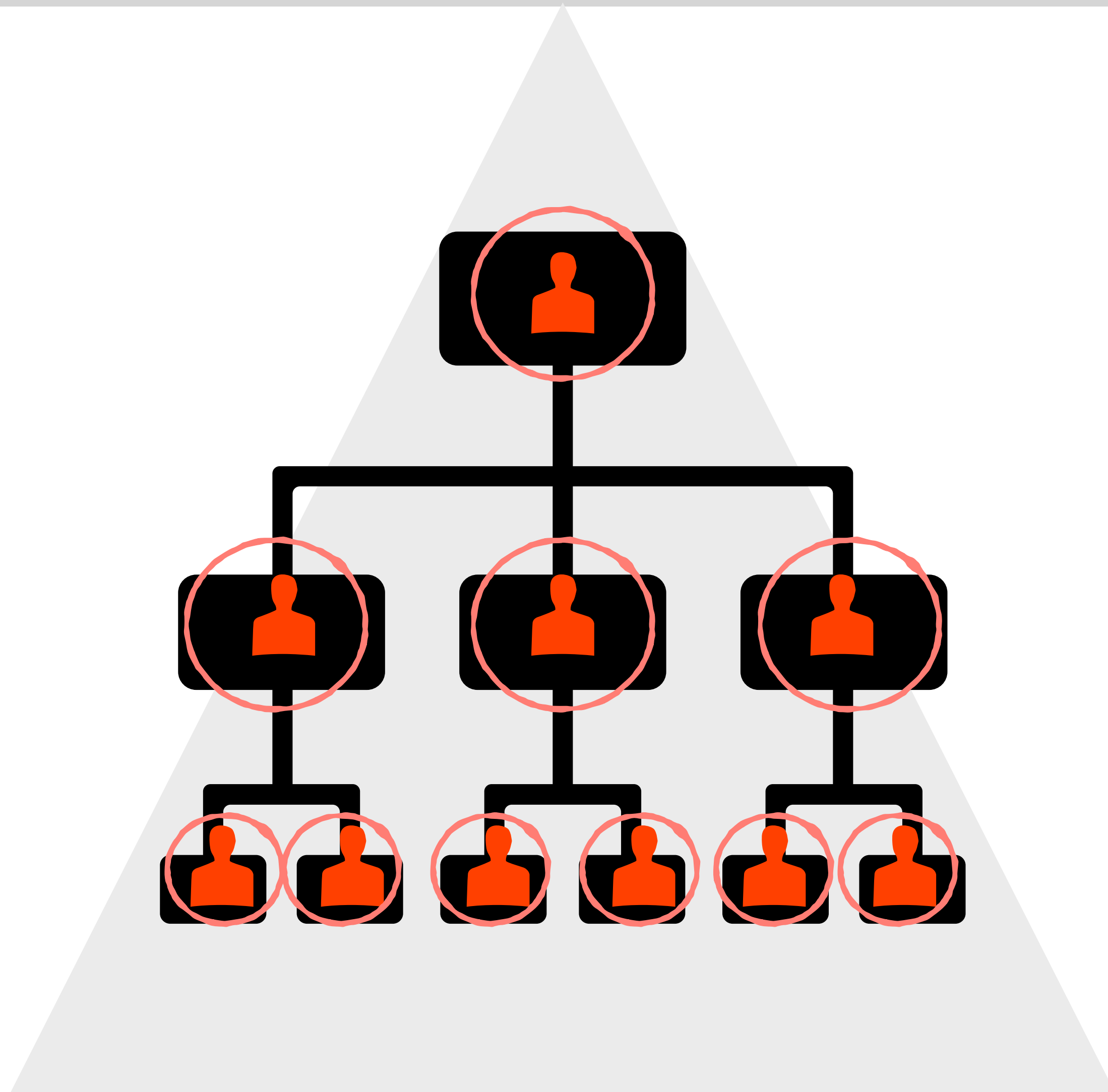


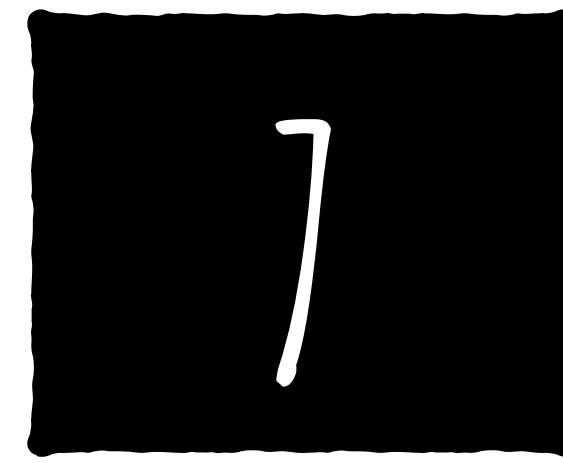
PROTO-SCRUM



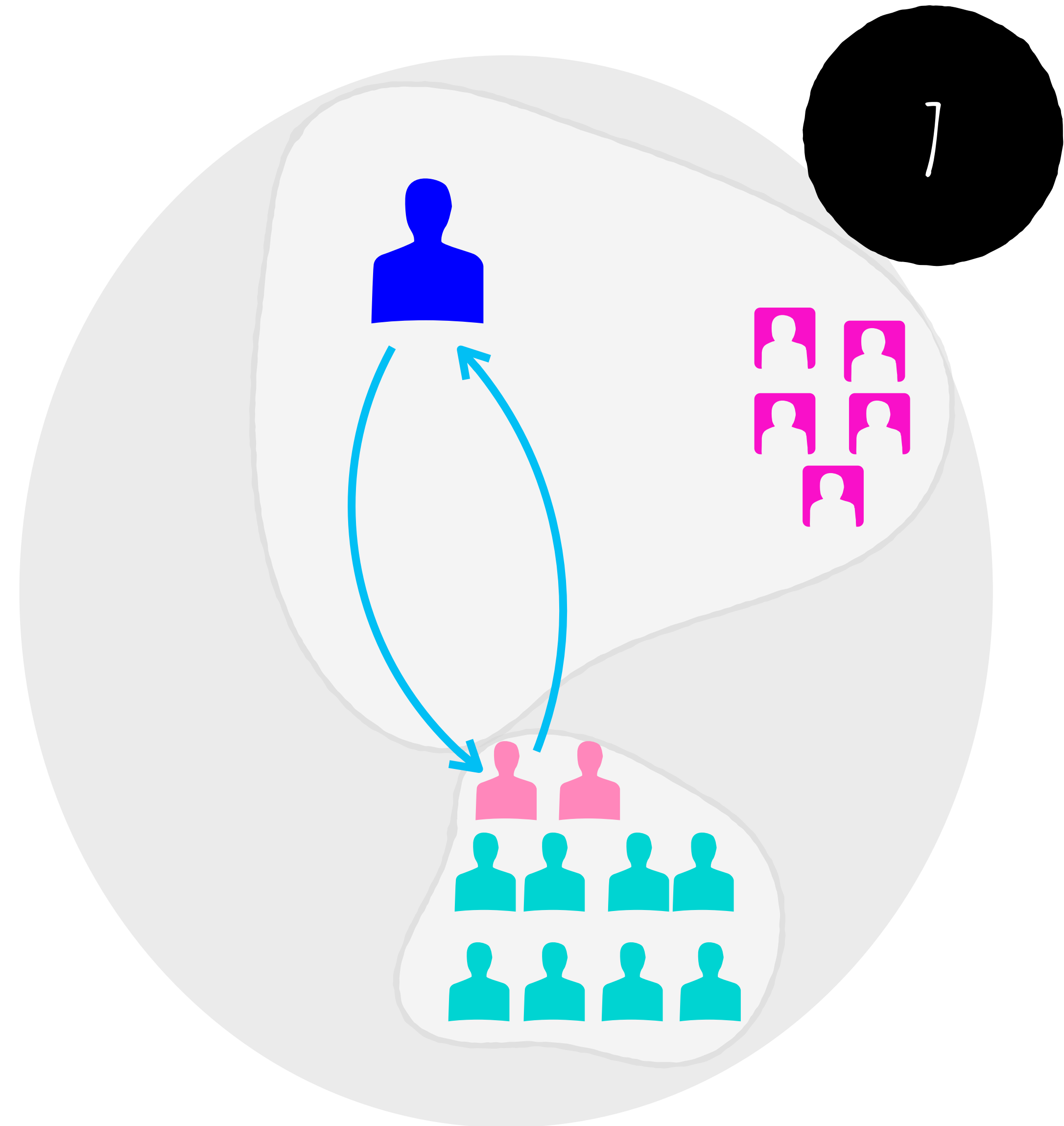
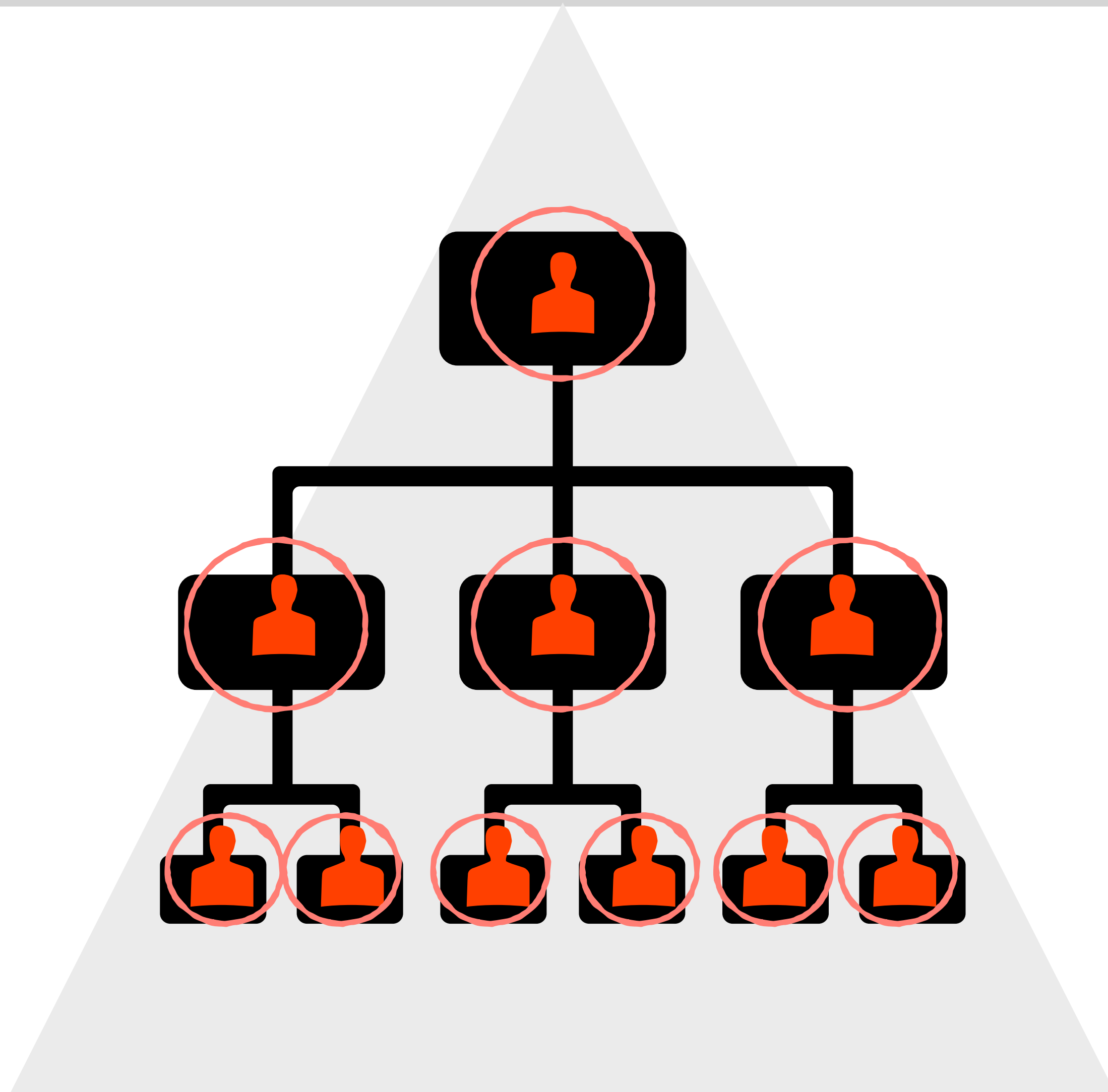


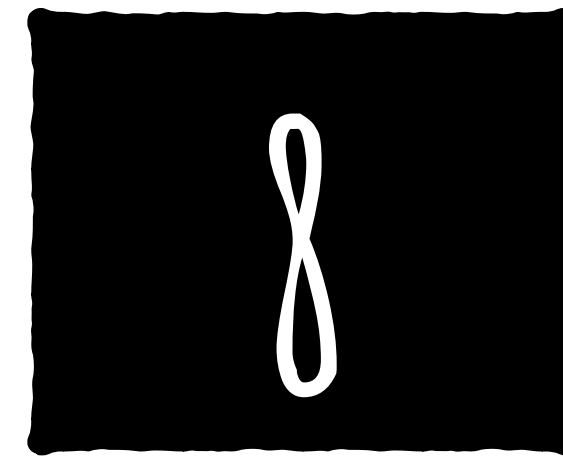
OLD SCRUM



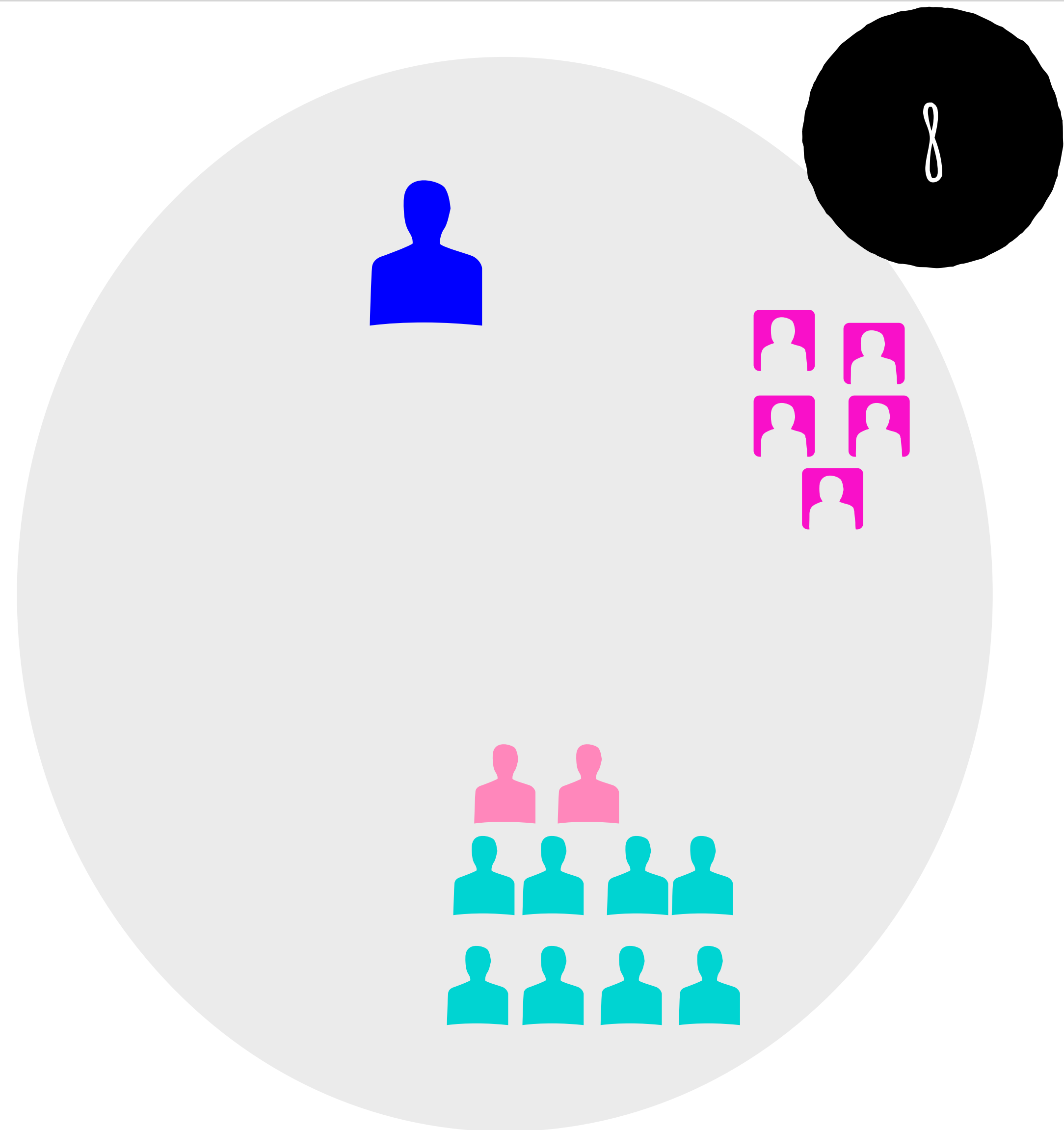
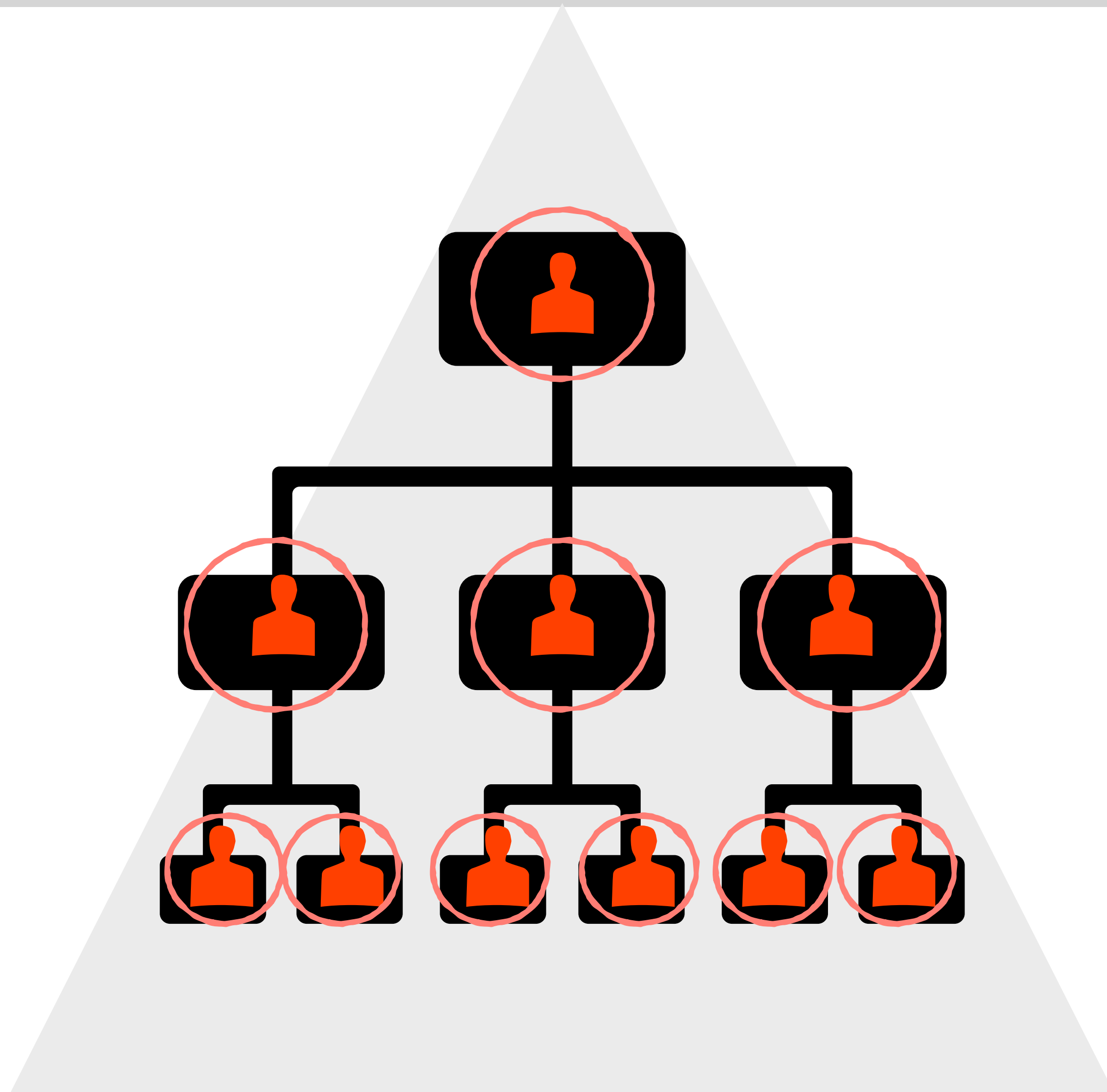


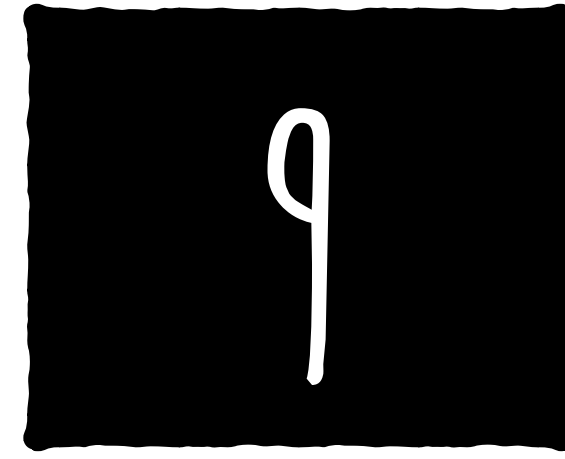
SCRUM





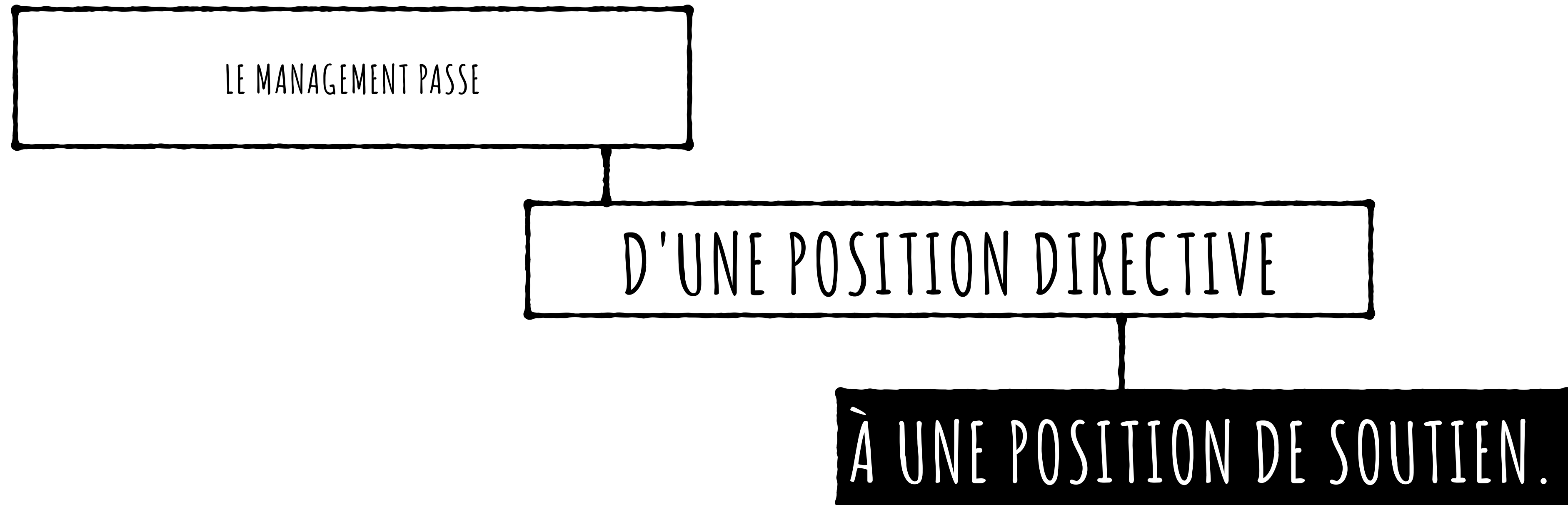
AGILE

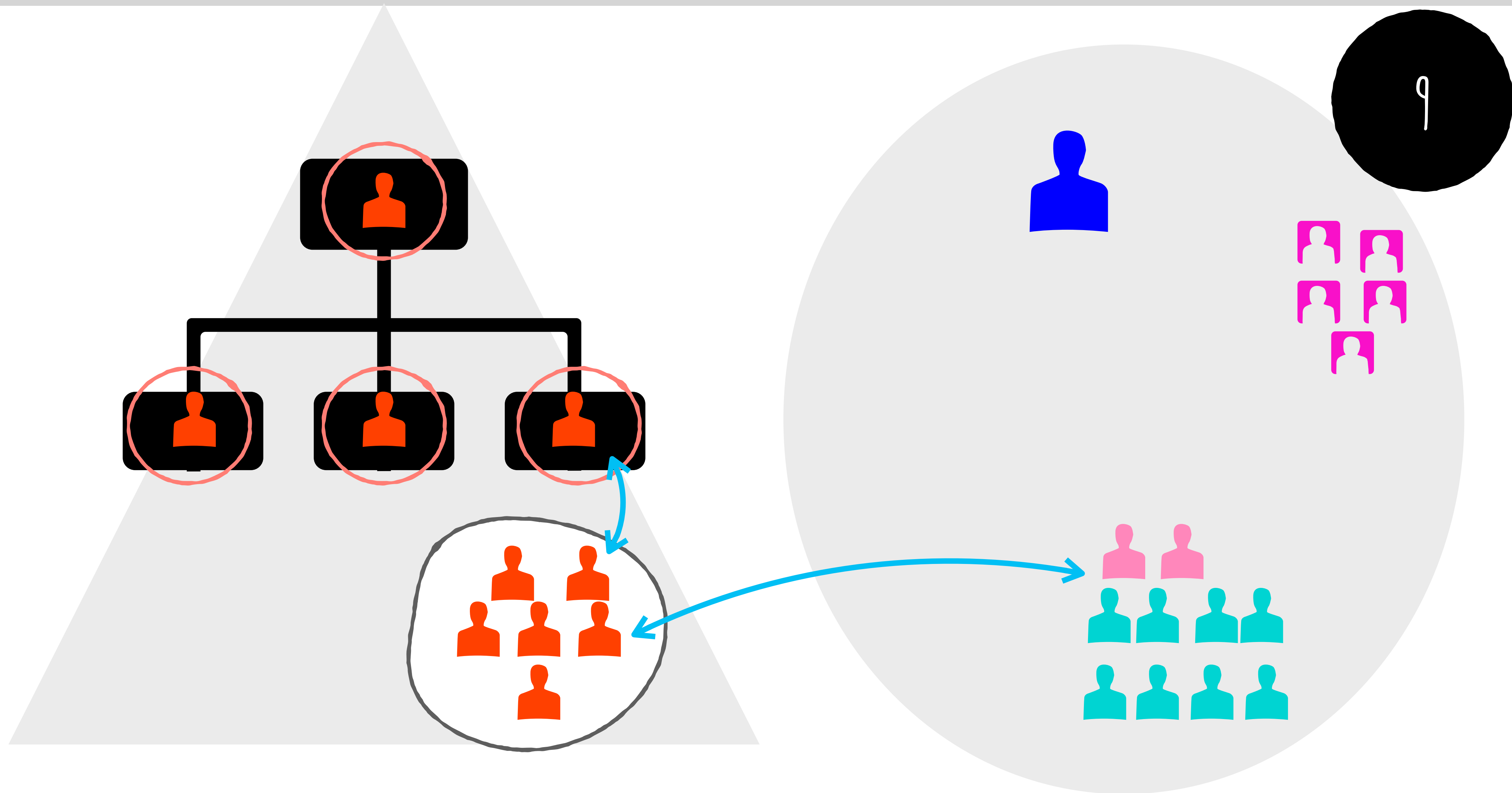




LE SWITCH

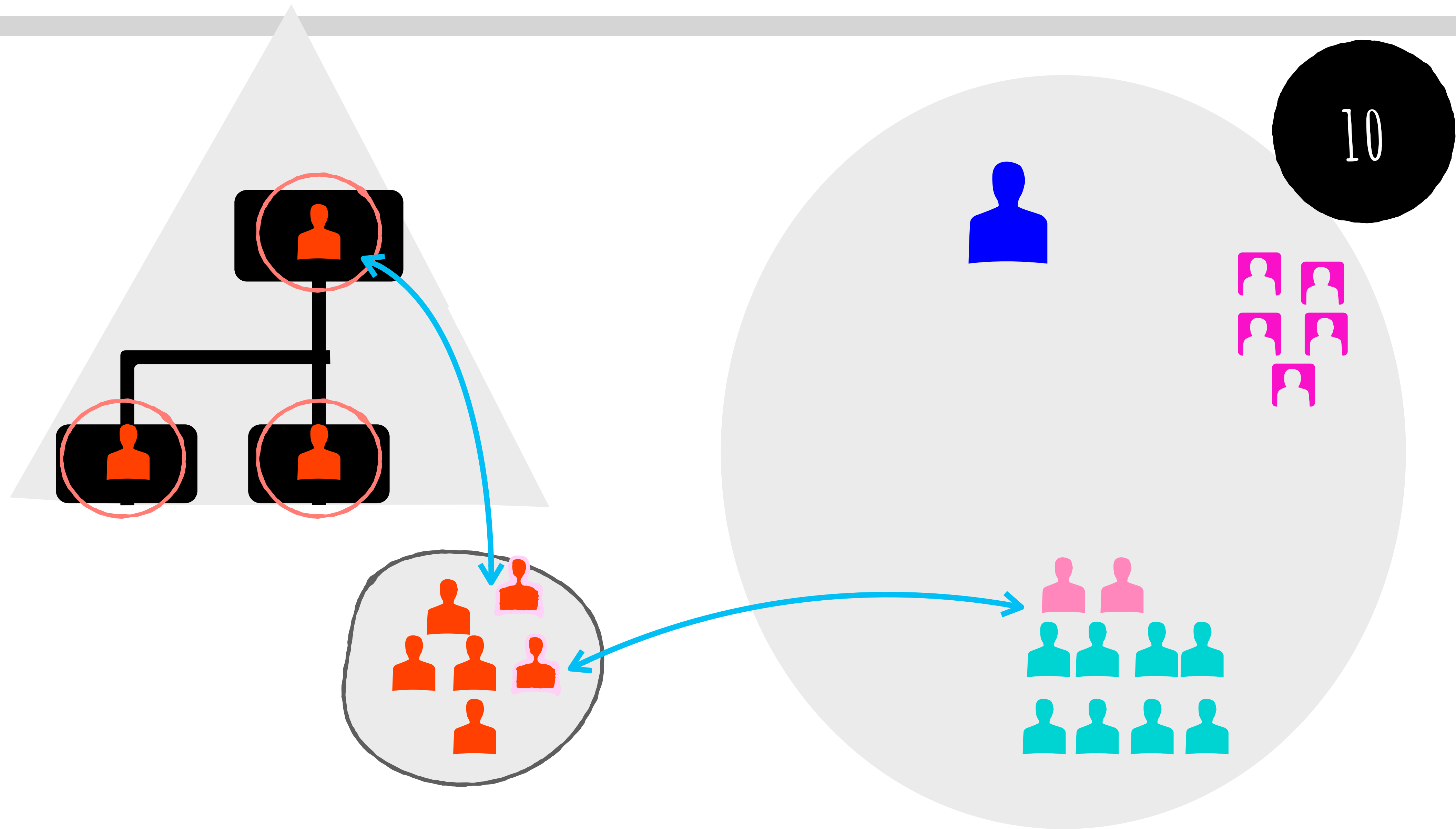
THE SWITCH

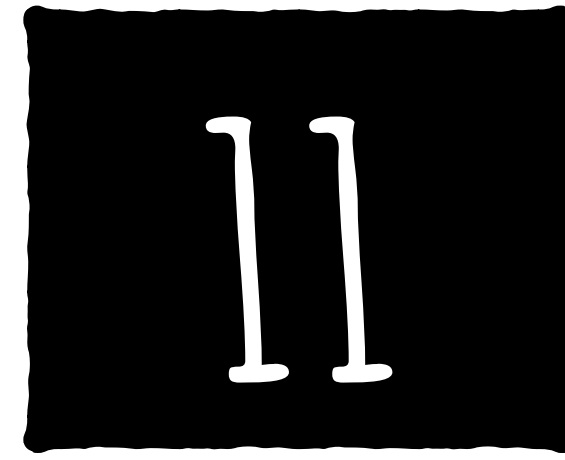




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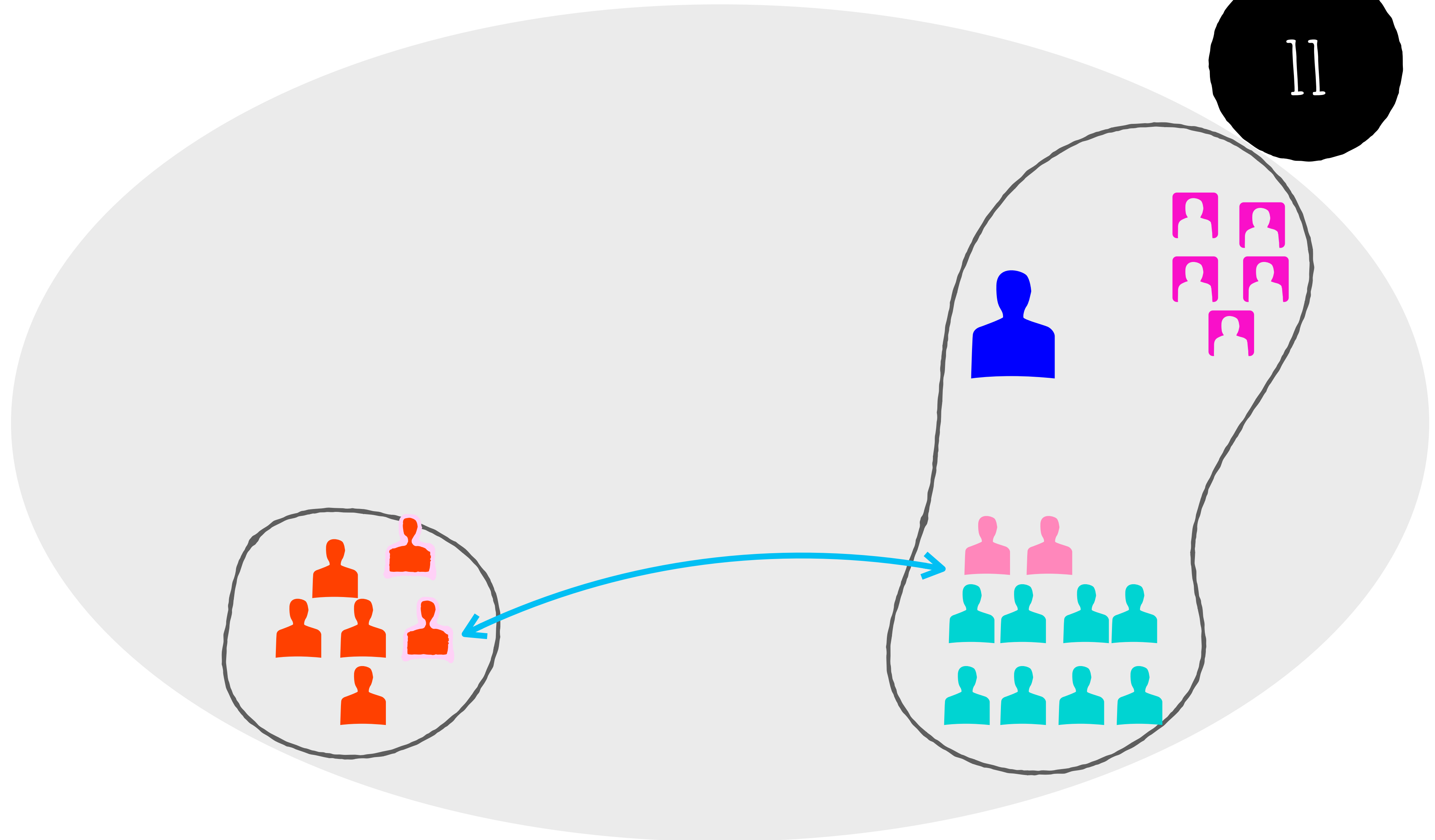
LE HACK





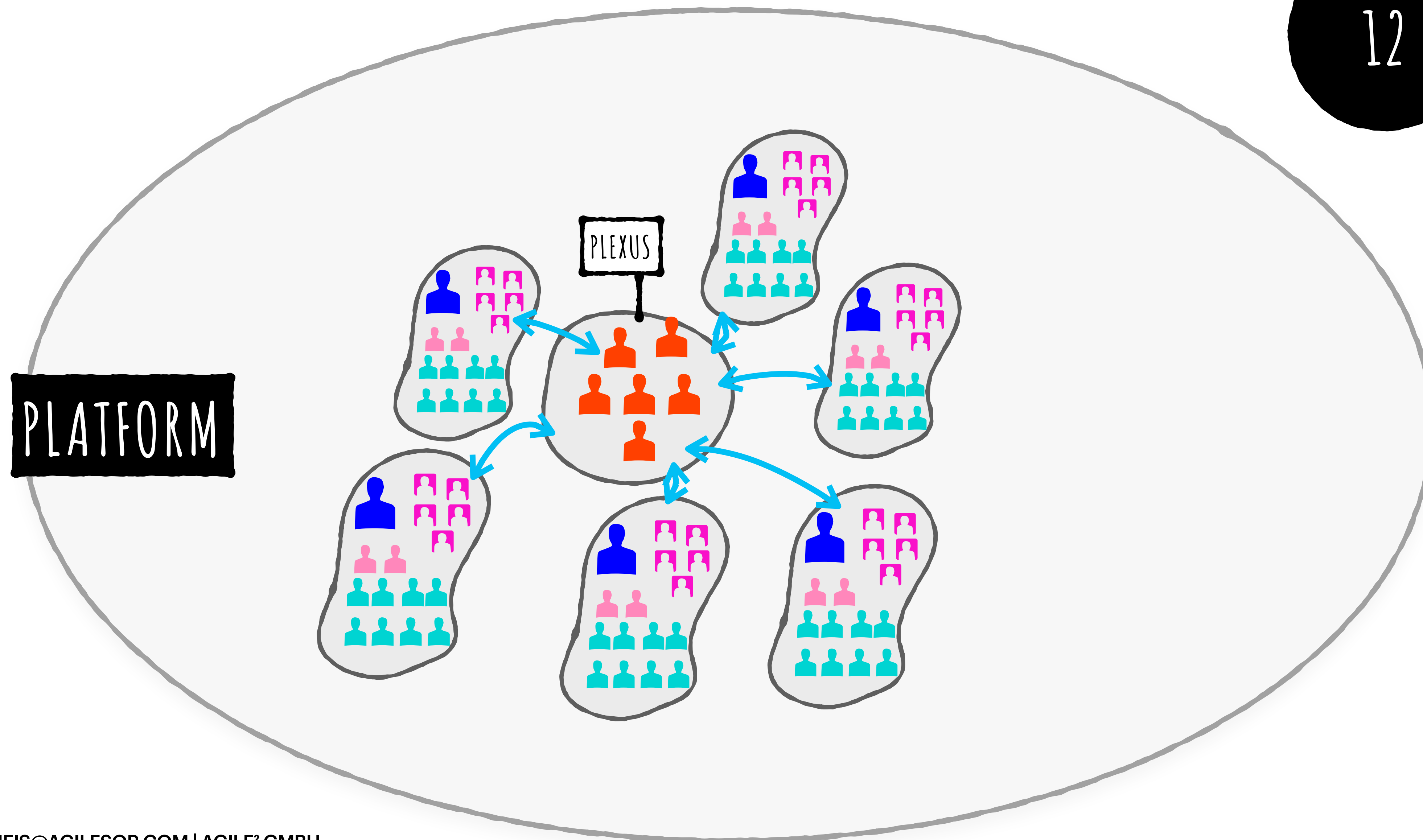
THE AGILE ORGANISATION

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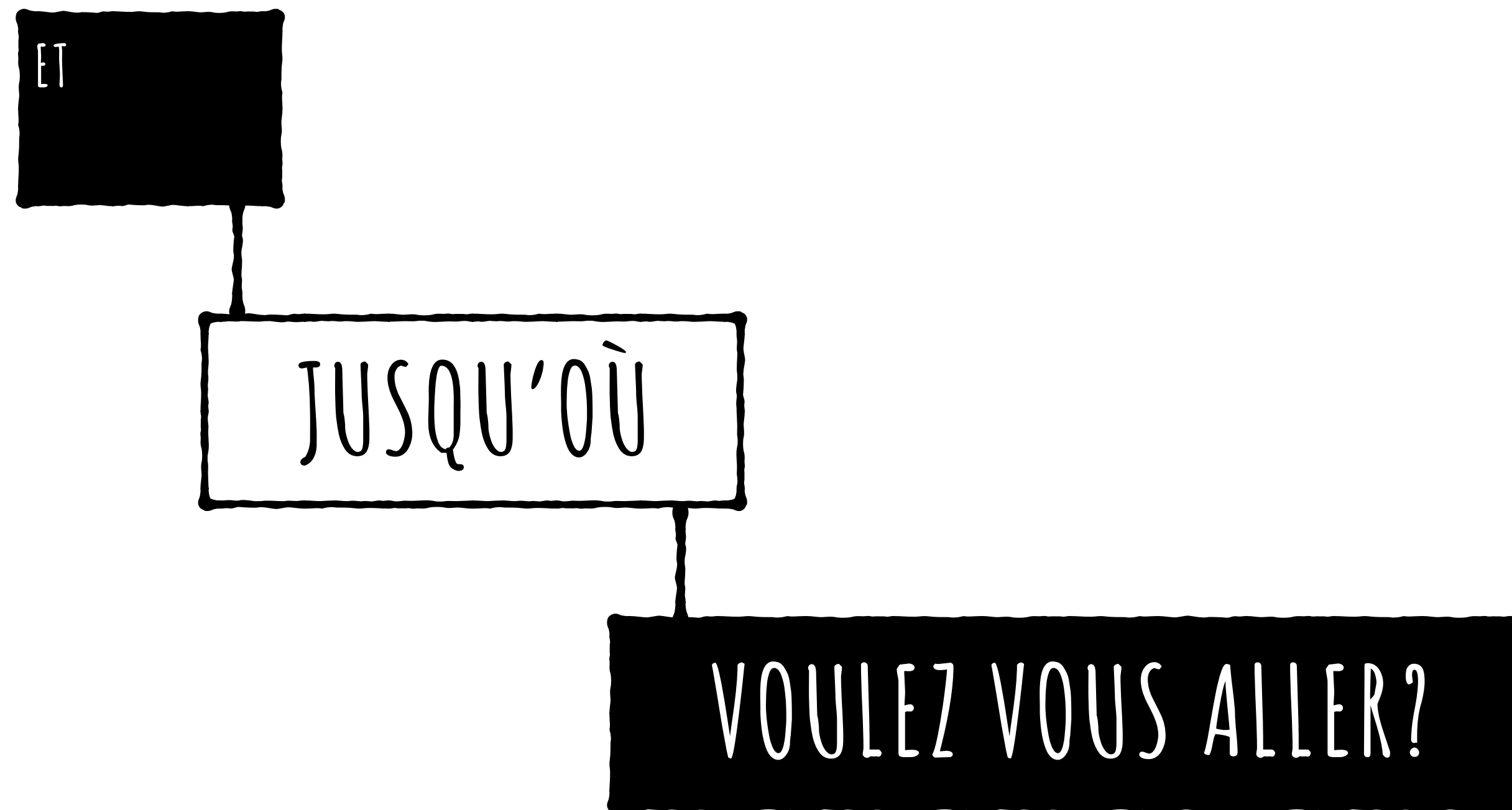
12

THE EXTEND

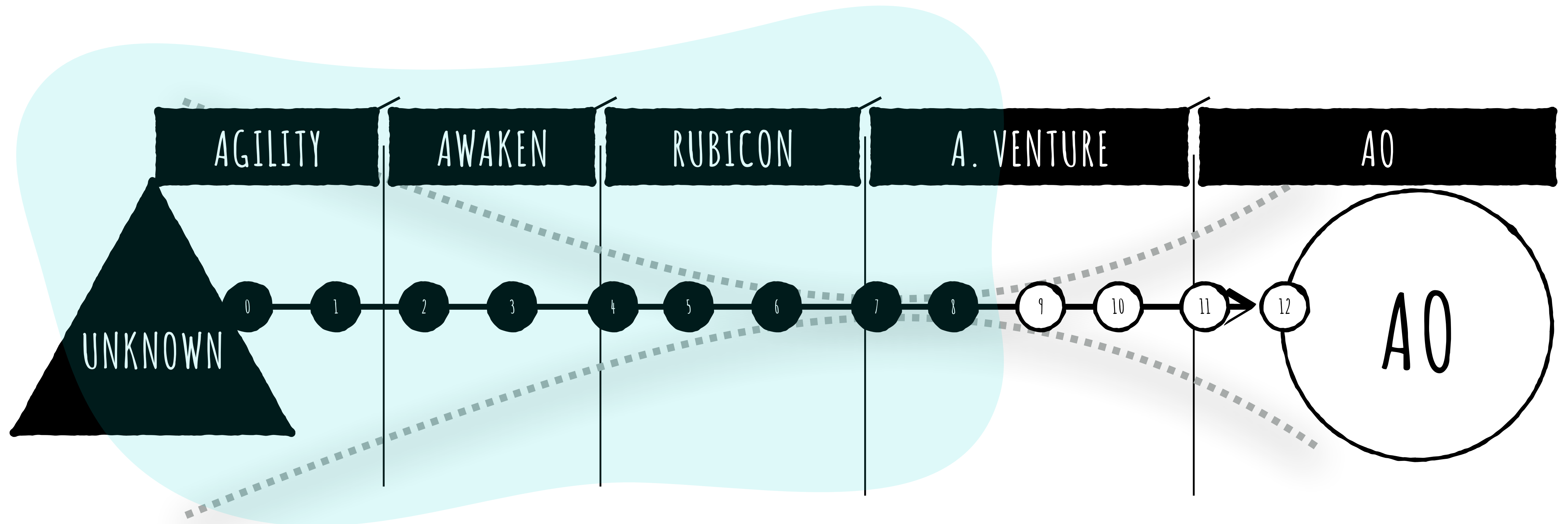


WRAP UP

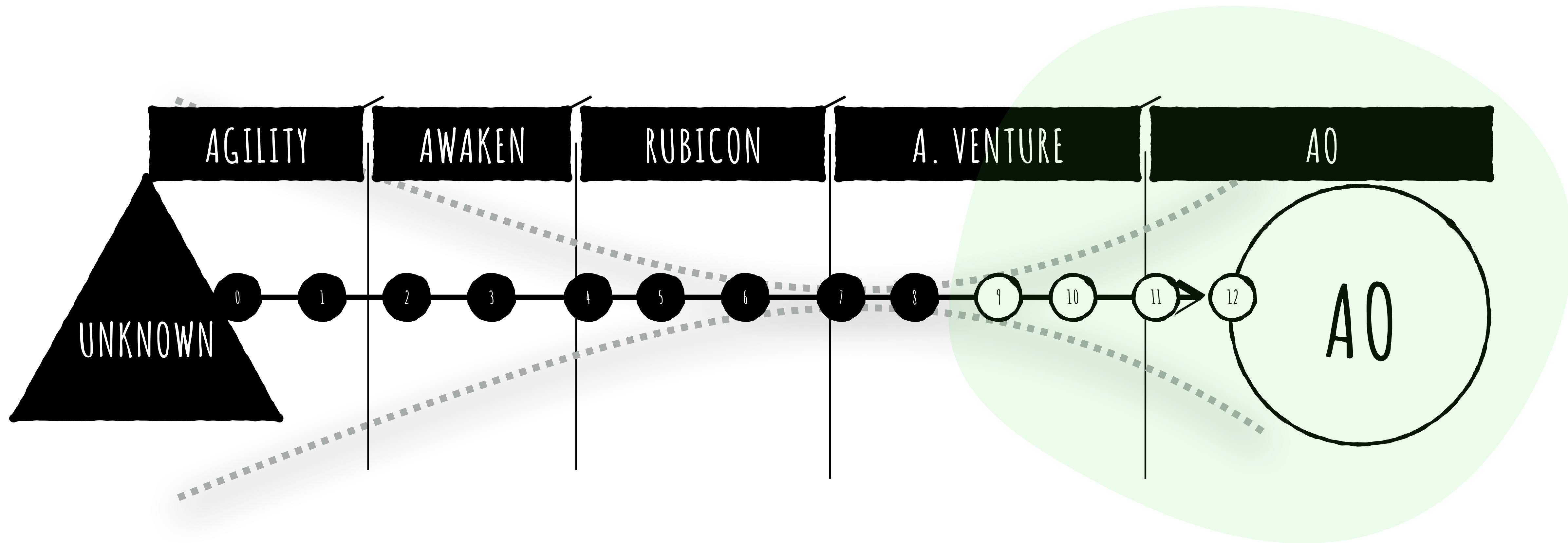
QUEL AGILE EST VOTRE AGILE?



LA STRATEGIE BOTTOM-UP



ENSUITE TOP-DOWN



L' AGILE EST UN SYSTÈME PERMETTANT

UN COMPORTEMENT QUE L' ON APPELLE AGILE

LA NATURE DE CE SYSTÈME EST

COMPLEXE

LA PARTIE OPÉRATIONNELLE ET LE BUSINESS

SONT LES PARTIES LES PLUS SIMPLES

NO MANAGEMENT,

ONLY LEADERSHIP

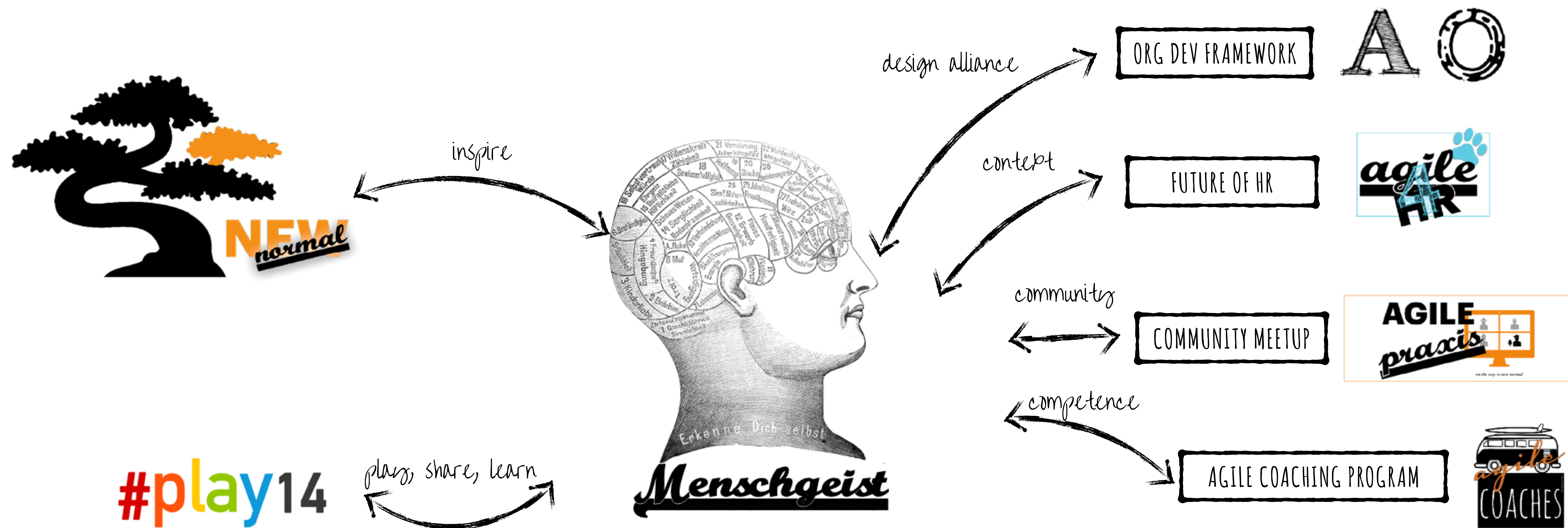


ENCORE?

MON LIVRE



MENSCHGEIST



Q & A



CONTACT

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Cognizant Digital Solutions, Zürich



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précieux !**

<https://roti.express/r/talk2>