



Organic Intelligent Design: Self-Management & Self-Organisation - How does it emerge?

Timm Urschinger

Track n° 3
13h30 – 14h15



Nos sponsors



Who we are

- Passionate about people and unleashing their potential (**especially in big corporations**)
- **Teal Enthusiasts** (not missionaries!)
- Radically self-organized

[Link to our LIVEline](#)

www.livesciences.com/liveline



Radically self-organized means...

- No org chart
- No line manager
- No hierarchy
- Full transparency
- Self-Set salaries

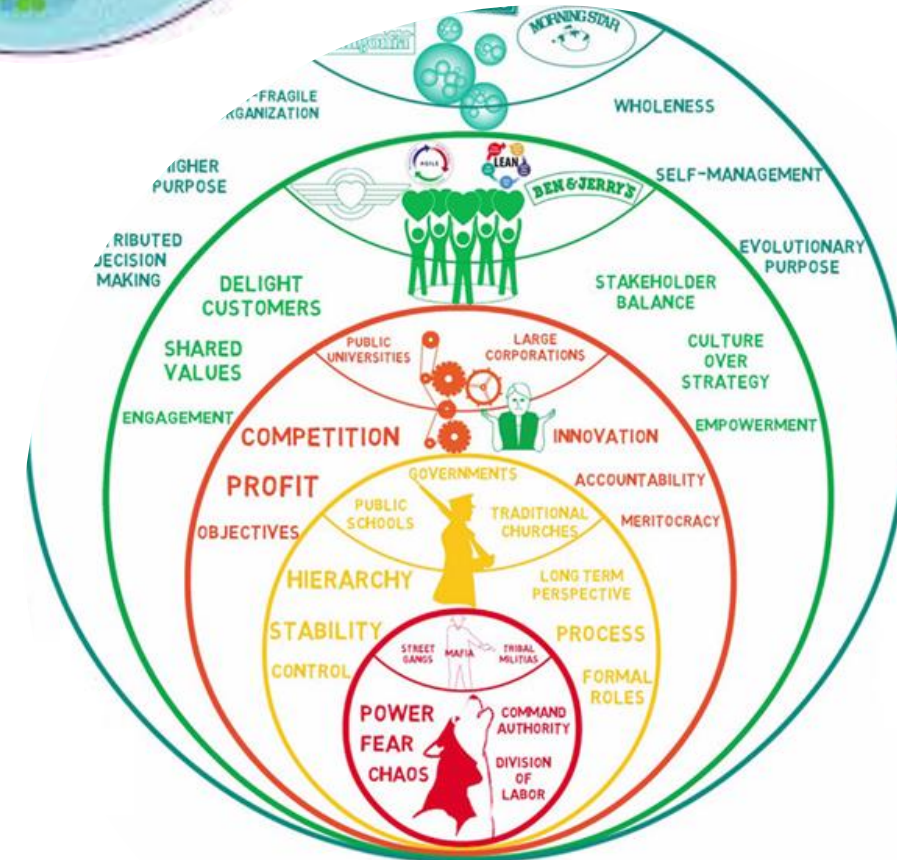
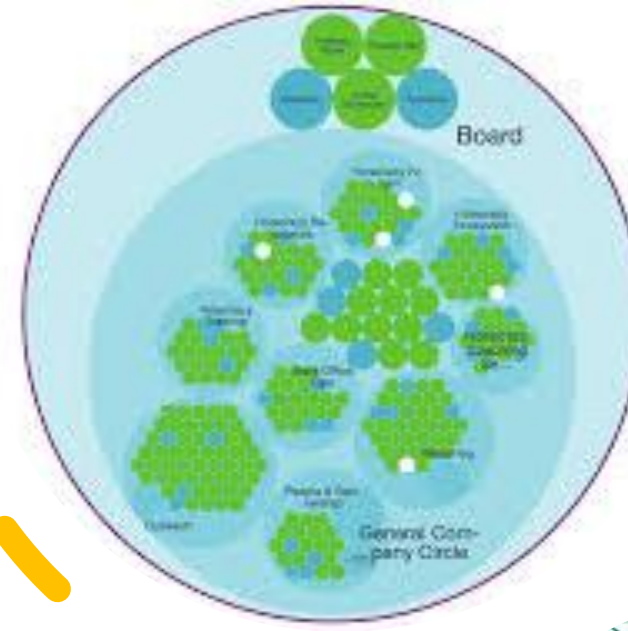


This doesn't mean no structure or no processes!

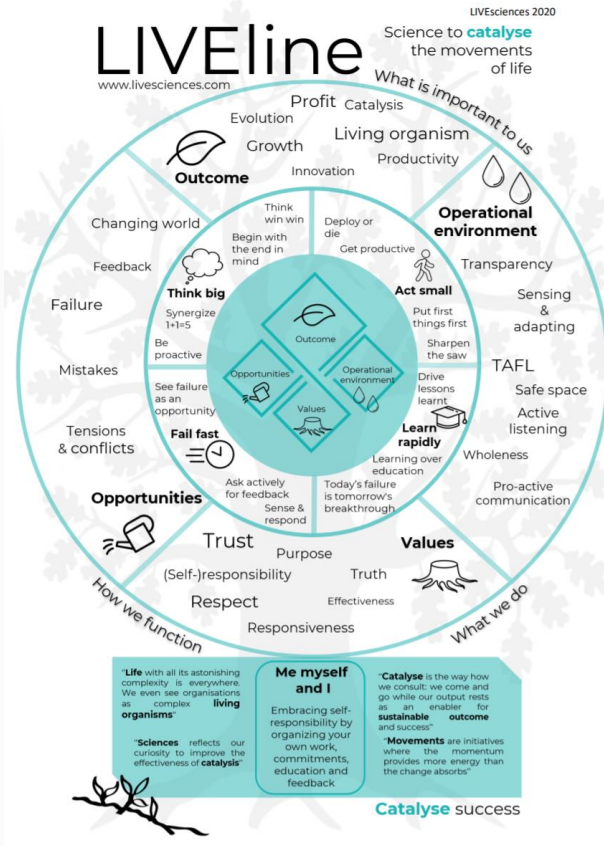
...and more importantly: it doesn't mean no leadership!

How a Teal Organisation looks like...

- Evolutionary Purpose
- Wholeness
- Self-Organisation



What this looks like at LIVEsciences



3 SALES & COMPANY KPIs

Finance KPIs (monthly)

Months of LIVEsciences: we are report to V&A as "Financial Lage der Mutter" (if this means a high enough we should have to need a Quality Management)

LAST UPDATE: 06.06.20

| Month | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb |
|------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Revenue (Mio. €) | 4.40 | 4.40 | 4.40 | 4.40 | 4.40 | 4.40 | 4.40 | 4.40 | 4.40 | 4.40 | 4.40 | 4.40 | 4.40 | 4.40 |
| Costs (Mio. €) | 1.40 | 1.40 | 1.40 | 1.40 | 1.40 | 1.40 | 1.40 | 1.40 | 1.40 | 1.40 | 1.40 | 1.40 | 1.40 | 1.40 |
| Profit (Mio. €) | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |

Utilization rate (monthly)

What is it: Booked hours/full time utilization

LAST UPDATE: 06.06.20

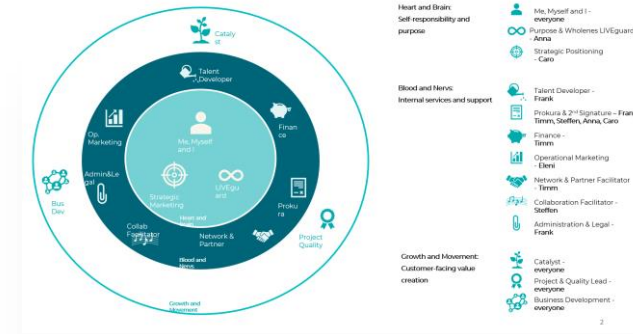
| Month | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb |
|----------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Utilization Rate (%) | 85% | 85% | 85% | 85% | 85% | 85% | 85% | 85% | 85% | 85% | 85% | 85% | 85% | 85% |

Prognosis of Utilization Rate (weekly)

What is it: Average MTH Forecast 16 per month

LAST UPDATE: 06.06.20

| Month | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb |
|-------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Free Capacity (%) | 15% | 15% | 15% | 15% | 15% | 15% | 15% | 15% | 15% | 15% | 15% | 15% | 15% | 15% |
| Delta (last week) | -1% | -1% | -1% | -1% | -1% | -1% | -1% | -1% | -1% | -1% | -1% | -1% | -1% | -1% |



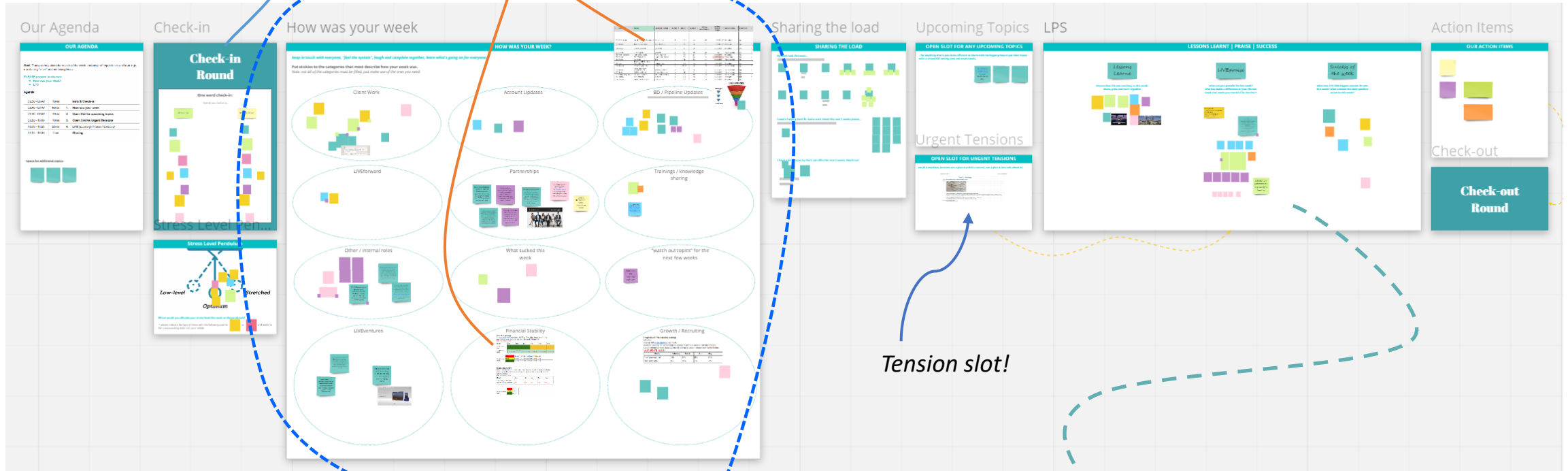
Capacity-Planning File Edit View Insert Format Data Tools Add-ons Help Last edit was made 3 days ago by Anna Nestorova

| | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O |
|----|---------------------------|---|------------|------------|----------|-----------|-----------|-------------|------|------|------|------|------|------|------|
| | | Current Assignments | March 2020 | April 2020 | May 2020 | June 2020 | July 2020 | August 2020 | | | | | | | |
| | | | Min | Max | Min | Max | Min | Max | Min | Max | Min | Max | Min | Max | Min |
| 1 | | | | | | | | | | | | | | | |
| 2 | | | | | | | | | | | | | | | |
| 3 | Timm | SBH, CCE, Slovenia, One Health, PTR, Idorsia, Phosgene, and live V&A | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| 4 | Maja (90%) | QC / PSRI / CIR | 0% | 0% | 0% | 5% | 0% | 0% | 10% | 20% | 0% | 5% | 25% | 30% | 30% |
| 5 | Caroline | Zickenheiser / DCX / PIIX | 0% | 5% | 0% | 5% | 0% | 0% | 5% | 5% | 0% | 5% | 0% | 5% | 0% |
| 6 | Steffen | Q-Docs (80%), PHG, RFP Support | 20% | 40% | 0% | 20% | 0% | 0% | 20% | 0% | 20% | 0% | 0% | 0% | 0% |
| 7 | Anna | (PDO), pRED DLG, (ARTIDIS), Idorsia | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| 8 | Frank | Roche (1x) / Sonova (1x) / Idorsia (2x) | 0% | 10% | 0% | 20% | 0% | 20% | 0% | 0% | 10% | 20% | 10% | 30% | 20% |
| 9 | Jennifer (80%) | PTR, Artidis, DCX, PTDS | 10% | 20% | 5% | 10% | 0% | 0% | 5% | 10% | 20% | 20% | 20% | 30% | 30% |
| 10 | Rhea | | | | | | | | | | | | | | |
| 11 | Monica | | | | | | | | | | | | | | |
| 12 | Ricardo | Roche Slovenia, Roche CCE | | | | | | | | | | | | | |
| 13 | Greg | Roche PD, Artidis | 0% | 0% | 40% | 50% | 0% | 10% | 50% | 60% | 30% | 40% | 20% | 30% | 20% |
| 14 | Irene (80%) | Div. Support, WPS Transformation Consultancy, SBH, CCE, SLO, PIIX, Trial Safety | | | | | | | | | | | | | |
| 15 | Elani | pRED TeamWork Evolution/PHG/Idorsia | | | 40% | 50% | 0% | 0% | 0% | 0% | 10% | 20% | 30% | 30% | 20% |
| 16 | Total Capa | | 30% | 85% | 0% | 0% | 0% | 70% | 110% | 125% | 110% | 125% | 110% | 125% | 400% |
| 17 | Average Free Capa per FTE | | 3% | 8% | 0% | 0% | 7% | 11% | 12% | 12% | 12% | 12% | 12% | 12% | 37% |
| 18 | | | | | | | | | | | | | | | |
| 19 | | | | | | | | | | | | | | | |
| 20 | | | | | | | | | | | | | | | |
| 21 | Min - Total | to forecast our utilisation ratio | | | | | | | | | | | | | |
| 22 | Max - Single | to use for individual staffing of new assignments | | | | | | | | | | | | | |

KPIs which you would measure in any traditional Company too

Honestly looking at workload and sharing it when needed!

Check-Ins



Tension slot!

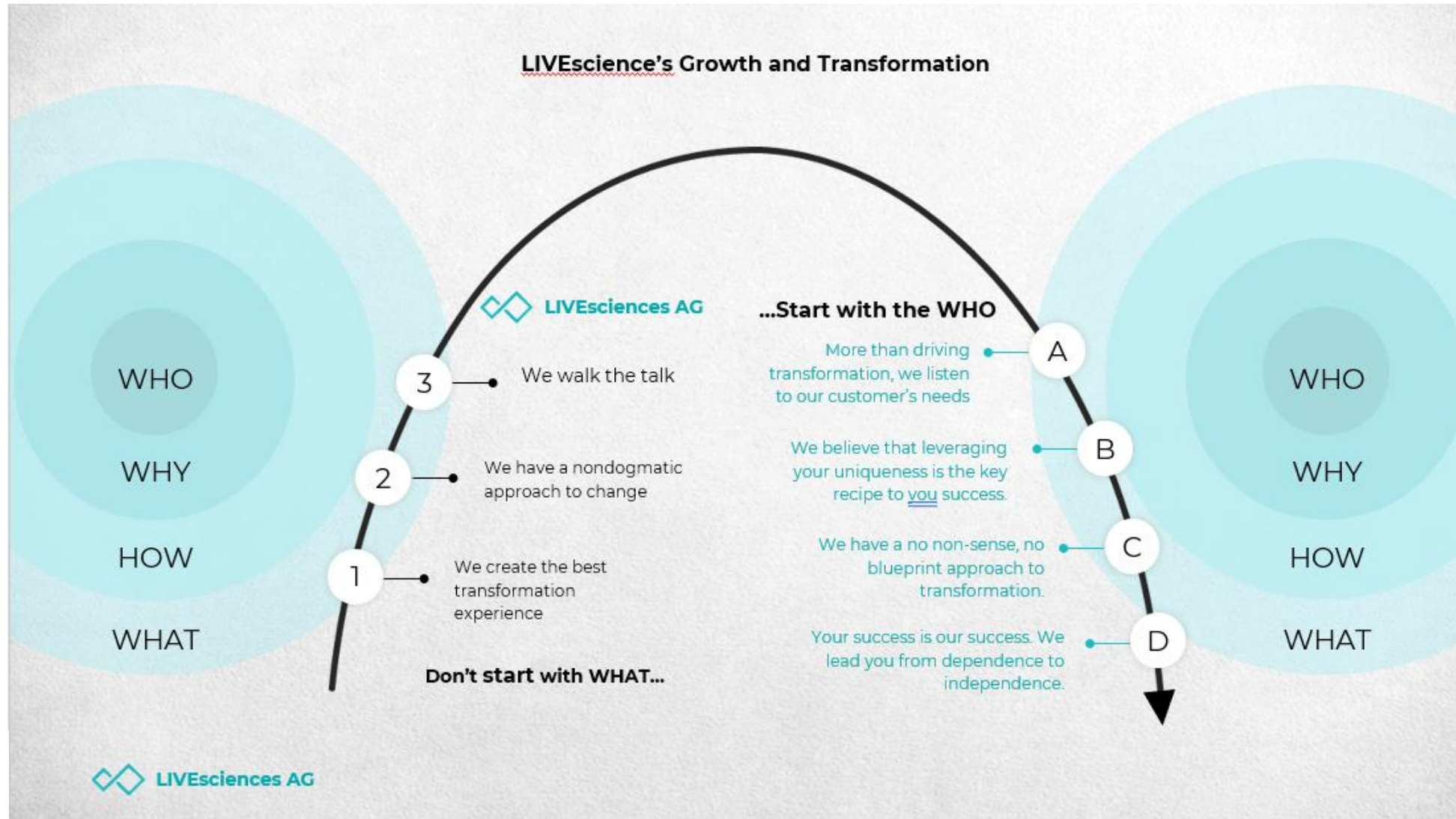
Living our values – every week!

Connecting how our week felt like

Some Patterns We See



What does it take to create a purpose and an identity for your organisation - into which I can fully fit?



Some Questions and Answers on Key Topics of the Journey


- How can you create a structure to create a learning organisation that always adjusts to the environment itself? **Tensions and “System Update Process”**
- What does it mean for me as an owner and a leader? **Trust the team; open eyes for blindspots and focus on capability building; lead where no one else is leading (even if it’s not always my favorite topic if it’s important)**
- What does leadership need to look like in such a setup? **Decentralized, distributed leadership – mostly based on experience and energy**
- How can we make our ambitious thoughts from our Culture Book and the nice values on the wall stick? **Conversations and room for exchange**
- How can we live up to these every day without becoming dogmatic and missionary? **Doing the right thing is always the right thing – tensions will help, a conscious decision-making process (either single decision making + advice or consent)**
- How can we bring together individuals needs with the needs and demands of „it“ – the organisation? **Reflection and inner work on what I need.**

...Questions...

- What does it take from each individual to succeed in a self org?
- Self management / self org - is this for everyone?
- Take the opportunity to share your experience... and thoughts... maybe an anecdote that could be of interest for all of us...

Who goes first?





***“The world as we have created it
is a process of our thinking.
It cannot be changed without
changing our thinking.”***

Albert Einstein

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**Vos retours sont
précieux !**

<https://roti.express/r/talk26>