Swiss Re

Agile for Us

Why we matter more than technology in the changing digital landscape

As our technology reflects us, we reflect our technology...

In an era of industrial technology ...

... business challenges were met with process.

As we move into an era of ‘smart’ technology ...

... business challenges now must be met with people.

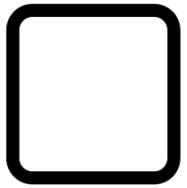
This is the culture shift – don't treat people like industrial technology

- The 'waterfall' paradigm is based on industrial manufacturing:
  - A manager informs people what to do, process is used to create conformity of behaviour and results.

- Changing the way you ask people to solve the problem, and allowing them to do what people do best.
  - Purpose, autonomy and opportunity for mastery is what motivates people.
  - Motivated people get results.

Ok! Cool! Let’s do it!

A group of like minded people who have never worked any other way.



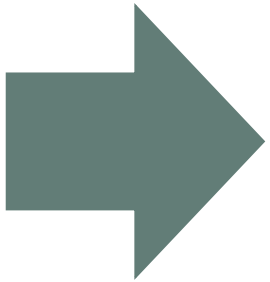
A group of like minded people who have probably never worked any other way than…the other way.

What is the other way?

A culture, a professional lifestyle of results based on motivating people to follow process.

Language like:

- Allocation
- Resource
- Capacity
- Deliverable
- Process
- Program
- Management
- Time tracking



Driving behaviours and ways of thinking:

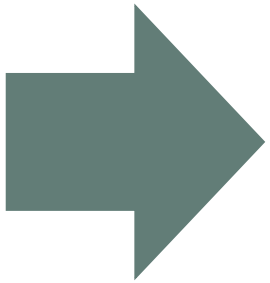
- Its not my job
- Because s/he told me to do it
- What am I supposed to do
- Is this allowed
- The less transparency the better

People **depending on a process or hierarchy** to inform them of an expected outcome.

Pivoting to...

Language like:

- Teams
- Failure
- Inspect
- Challenge
- Increments
- Value
- Relative estimation

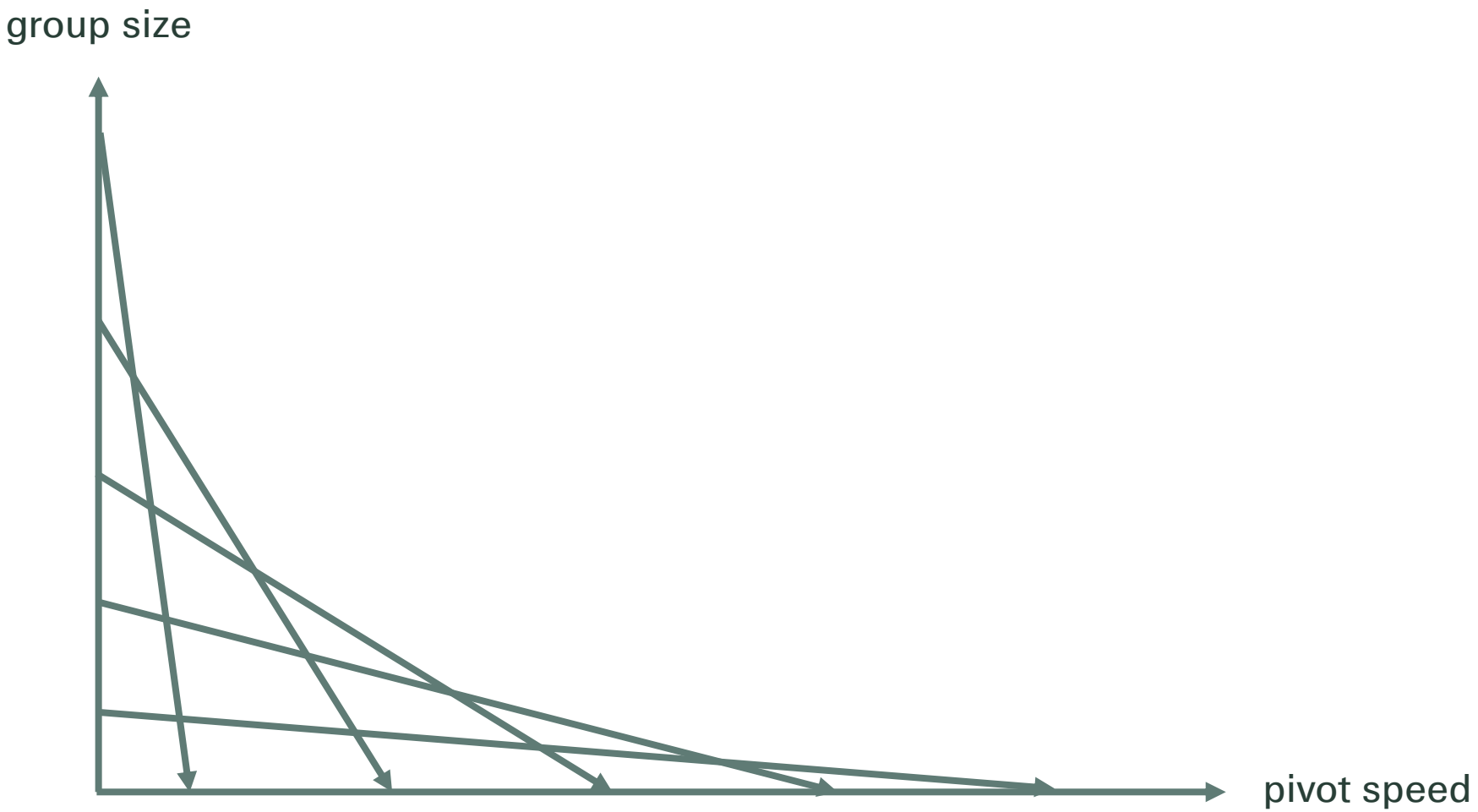


Driving behaviours and ways of thinking:

- How can I help
- Collaboration brings better outcomes
- Transparency brings better outcomes
- I'm comfortable with inspection
- Pushing back

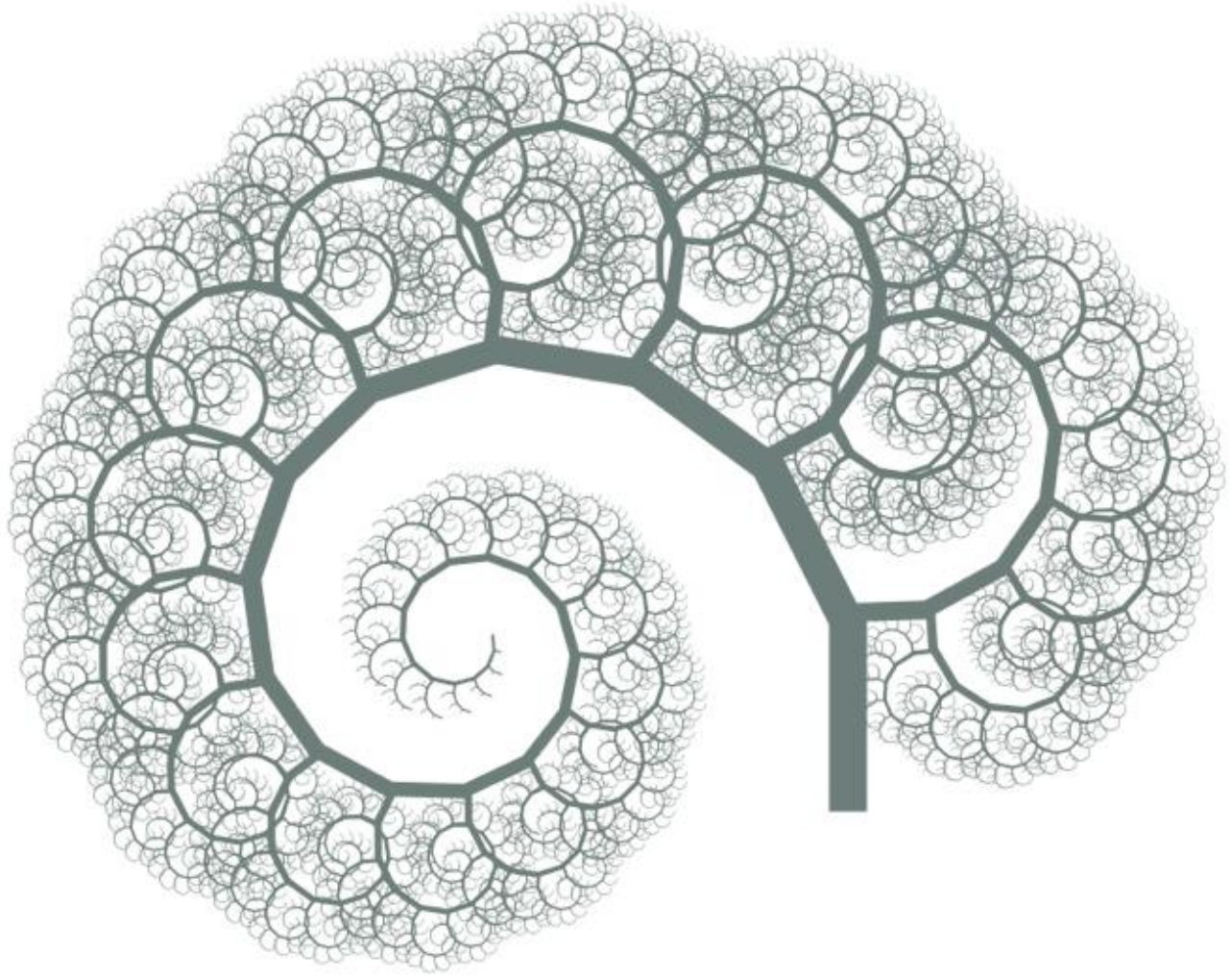
Autonomous individuals producing results to complex problems.

Oh yes, and at scale...



How can we successfully **shift a mindset** and scale that shifted mind set and the potential **value to an organization**, to **large** groups of people?

How can we scale autonomy?



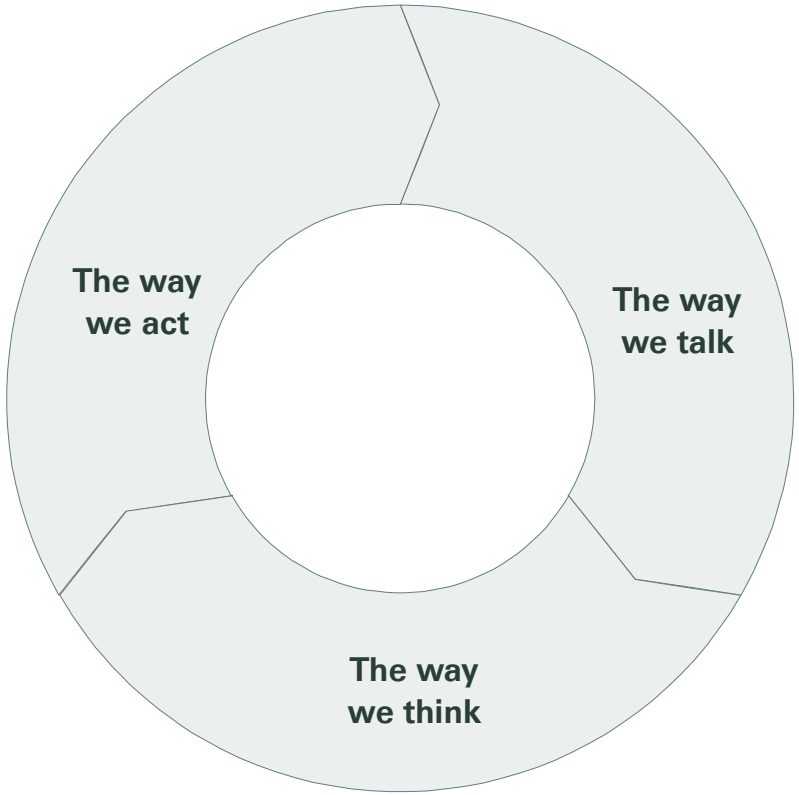
Getting the basics right – the culture shift

Changing the physical space

Creating a practice for play

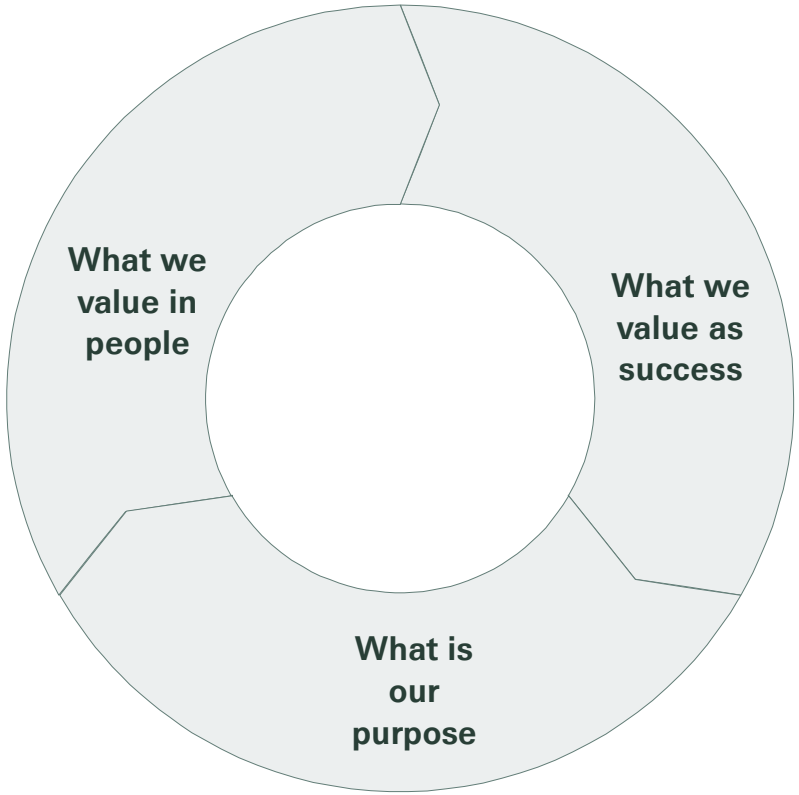
Knowing it will be uncomfortable

Changing the path to success



Getting the basics right – the scale

Total alignment through a shared understanding of our guiding principles, direction, and iterative outcomes.



This is not a clear well laid path.

Every organization must build it's own alignment framework. It is the most beautiful part.

Some last thoughts

Human resources should be part of any transformation. In an ideal world, maybe you could start the transformation of a company with the transformation of the way you treat people.

When people talk about why the old way was more comfortable, don't disagree. Its true, they were more comfortable. But now they are going to have fun.

Inspiration and motivation is more important than training.

When people get it, it's a beautiful thing. It is entirely worth the difficult and challenging path to move an organization into harmonious, organic activity.

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