

# INTRODUCTION

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## Andrew Holm

- **Director of Matt Black Systems**
- **Background in system design, manufacturing, including Business Director for Pirelli**
- **Business rescue and turn-around specialist**

## Mark Williams

- **Agile Practitioner & Coach**
- **Background in traditional IT project and programme management, mostly in Finance and Banking**

# THE PROBLEM STATEMENT

We are in crisis because businesses in the current information age are using industrial age management practices

**PEOPLE ARE TREATED IN THE WRONG WAY**



as costs  
(not assets)



managed  
like machines

It's a joyless, stifling and frustrating workplace with unfairly distributed decision making

# THE SYMPTOMS



Low return on assets



Low employee engagement



High managerial cost & waste



All against the backdrop of global competition with lower input costs, taxes & social costs

# THE SOLUTION

## SELF MANAGING ORGANISATIONS (SMO)

Demand people bring to work all the skills that they use at home: intrinsically motivated, with full decision making powers and stewardship of the resources (incl. money)

Remove the cost and distraction of multiple layers of management, oversight and support functions

Pay for outcome (£ per unit) not activity (£/hour)

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# SELF- MANAGING ORGANISATIONS

- › Teams of one, doing everything, operating as a small businesses with own P&L (Virtual Company)
- › Nowhere to hide, people have to fully engage
- › No managers, functions, hierarchies, titles or promotions
- › Connected directly with the customer, through a formal contract
- › People are directly measured on contract adherence; quality, delivery, price, profitability, and conformance (Q, D, P, P, C)
- › Business results are truly transformational

# SMO SCALING



# SMO TRANSITION PATH

## Adoption

Start and grow this way; with no functions and hierarchies



People adapt to being creators and adding value



Those that do not add value are revealed and remedial actions engaged



Naturally retain those that are value creators (keep the right people!)



Those that can't self-organise move onto something new

IT HAS BEEN  
**DONE, IT WORKS**  
AND THE RESULTS  
ARE  
**ASTONISHING**

Customer perception from poor to outstanding

Productivity up 300%

Profits up 10%

On-time and in full delivery greater than 96%

Pay up 100%

Low waste and managerial costs

High employee engagement

Highly innovative, flexible and scalable

Still contains efficient controls and measures