

Agility is Inefficient

Klaus Bucka-Lassen

GOTO Copenhagen
November 8th, 2021



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Agility is Inefficient

Klaus Bucka-Lassen

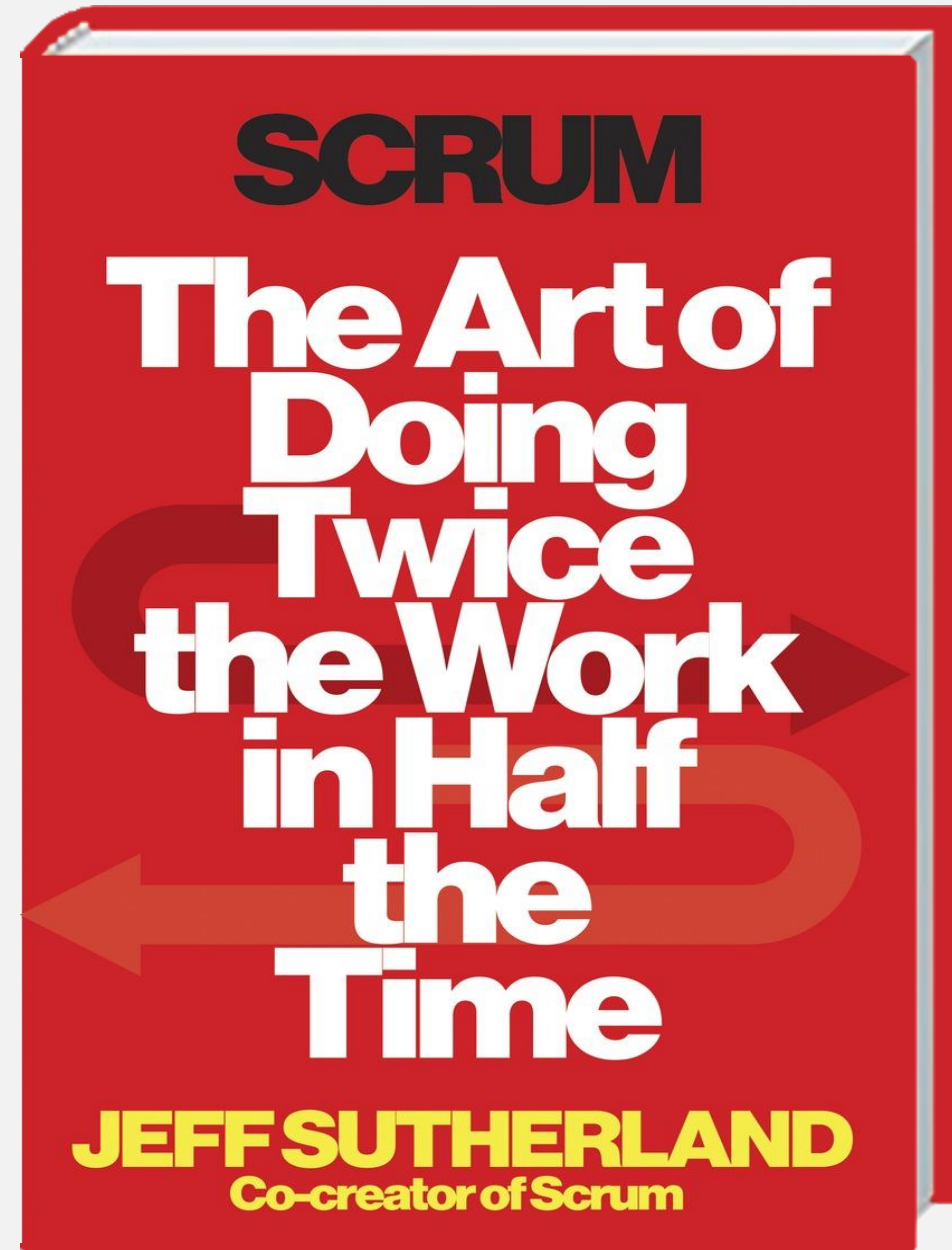
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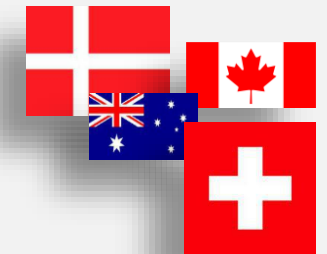
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November 8th, 2021



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Agile Trainer, Coach & Consultant
Speaker at Agile Conferences



More than 20 co-trainings
with **Jeff Sutherland**



BESTSELLER



Goal

- Provoke Discussion
- Detect «Fake gility»



**DOING
THE
RIGHT
THINGS**

EFFECTIVENESS

EFFICIENCY

**DOING
THINGS
RIGHT**

Where is the Customer?

HOW

EFFICIENCY = looking inwards, defining and optimizing processes, automate, ...

EFFECTIVENESS = looking outwards, observe the market, pivot, innovate, ...

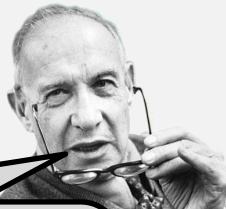
WHAT

Success

«DOING THE
RIGHT
THINGS
RIGHT»

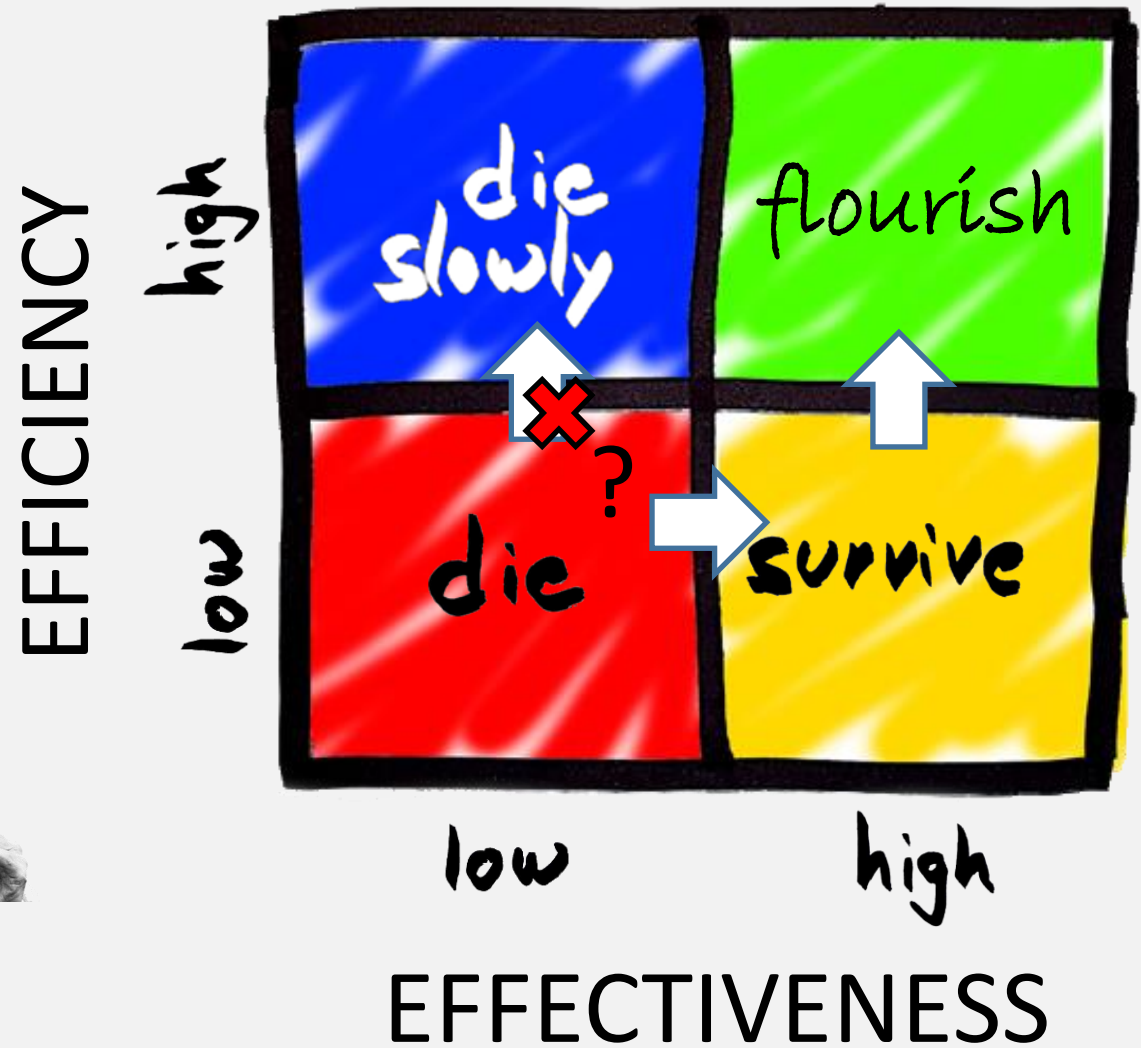
[EFFICIENCY * EFFECTIVENESS]

Strategy



*“There is nothing quite so **useless** as doing with great efficiency something that **should not be done at all**”*

— Peter Drucker



Strategy

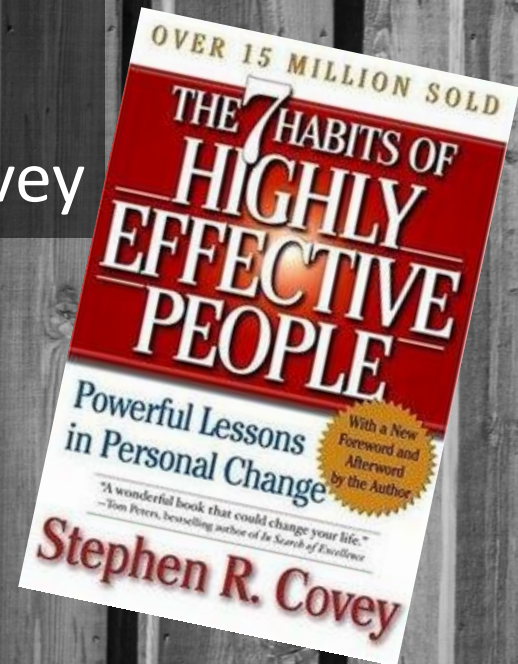
What comes first?
EFFICIENCY
or EFFECTIVENESS

“If the ladder is not leaning against the right wall, every step we take just gets us the wrong place faster”

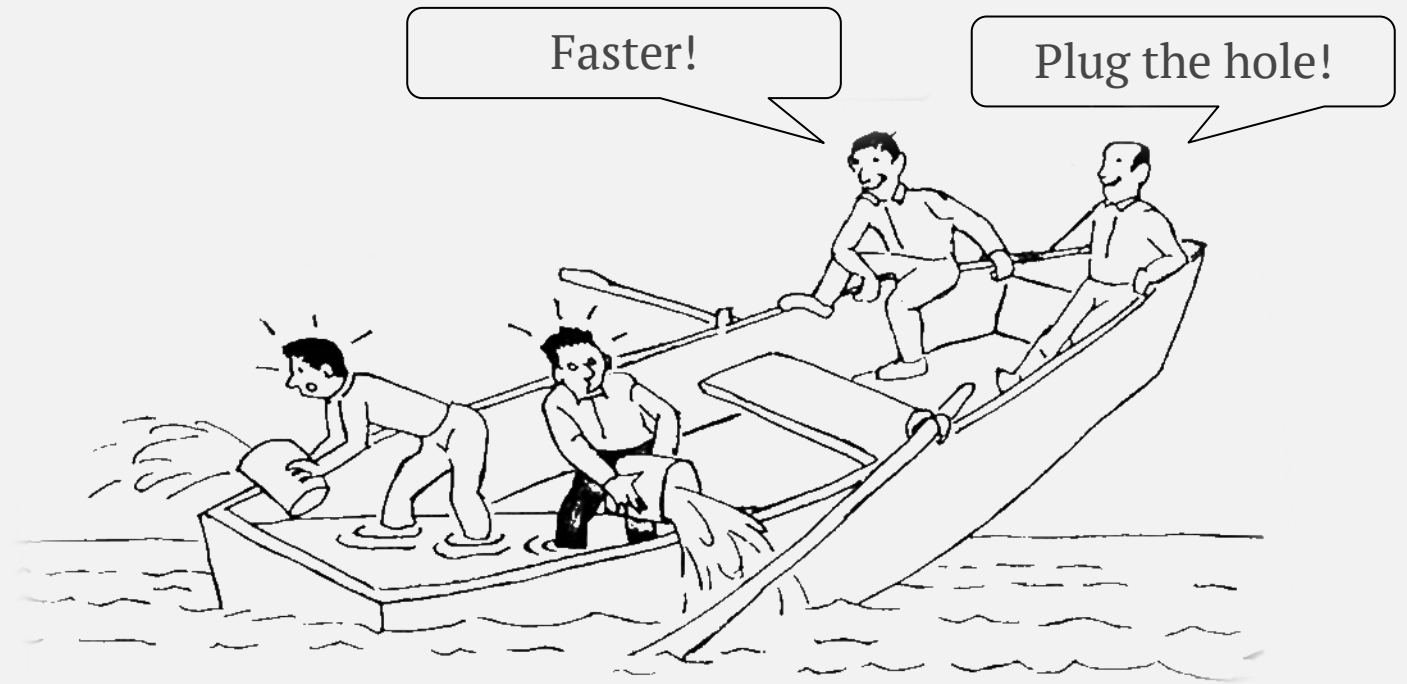
—Stephen R. Covey

“We're lost, but we're making good time.”

—Yogi Berra



MR. EFFICIENCY?
MR. EFFECTIVENESS?



A FEW EXAMPLES

a)





+ 9085 branches

Bankrupt
Because of
Efficiency

"The irony is that Blockbuster failed *because* its leadership had built a well-oiled operational machine. It was a very tight network that could execute with extreme efficiency, but poorly suited to let in new information." [Forbes]

[Forbes, Sept. 2014]

Blockbuster

2008

“Neither **RedBox** nor **Netflix** are even on the radar screen in terms of competition”

“DVDs are a melting glacier...Yes, it’s melting, **but it’s a slow melt.**”



Jim Keyes, CEO



Kevin Lewis
Head of Digital Strategy

“We’re strategically better positioned than almost anybody out there. Never in my wildest dreams would I have aimed this high.”

2010

Netflix, Inc. (NFLX)

NasdaqGS - NasdaqGS Real Time Price. Currency in USD

683.31 -7.00 (-1.01%)

Previous Close	690.31	Market Cap	302.843B
Open	689.06	Beta (5Y Monthly)	0.71
Bid	683.95 x 800	PE Ratio (TTM)	61.64
Ask	684.55 x 800	EPS (TTM)	11.09
Day's Range	681.82 - 689.57	Earnings Date	Jan 17, 2022 - Jan 21, 2022
52 Week Range	463.41 - 690.97	Forward Dividend & Yield	N/A (N/A)
Volume	1,499,566	Ex-Dividend Date	N/A
Avg. Volume	3,681,495	1y Target Est	665.37

1D 5D 1M 6M YTD 1Y 5Y Max



b)



**CAN ANYONE
CATCH THE
CELL PHONE KING?**

Forbes, 2007

- ▶ “... Nokia's problem was that it had a completely inflexible global platform and the processes that went with it. Nokia was like a **very large ship** that took forever to change direction. Nokia could only do as well as they could forecast trends and the market environment 18 months out. This is completely different than how Samsung operates.

The iPhone and touch screen devices were a big disruption in the market. Nokia was a really **efficient machine**, but efficient at producing the **wrong type of product**. Their **internal structure and way of operating made it very hard to respond** to the iPhone ...”

“Who Killed Nokia? Nokia Did”
comment from a former employee



The Business School
for the World®

Steve Balmer on the iPhone 2007



c)

Matthias
Müller
on Tesla
Oct. 2017

Die Zukunft der Automobilindustrie


VERLAGSGRUPPE PASSAU



“The Future of the Automobile Industry”, Passau, 2017

+1735%

Nov 1st, 2021

"I like our strategy"

Die Zukunft der
Automobilindustrie

MIE
2017
WIRTSCHAFT

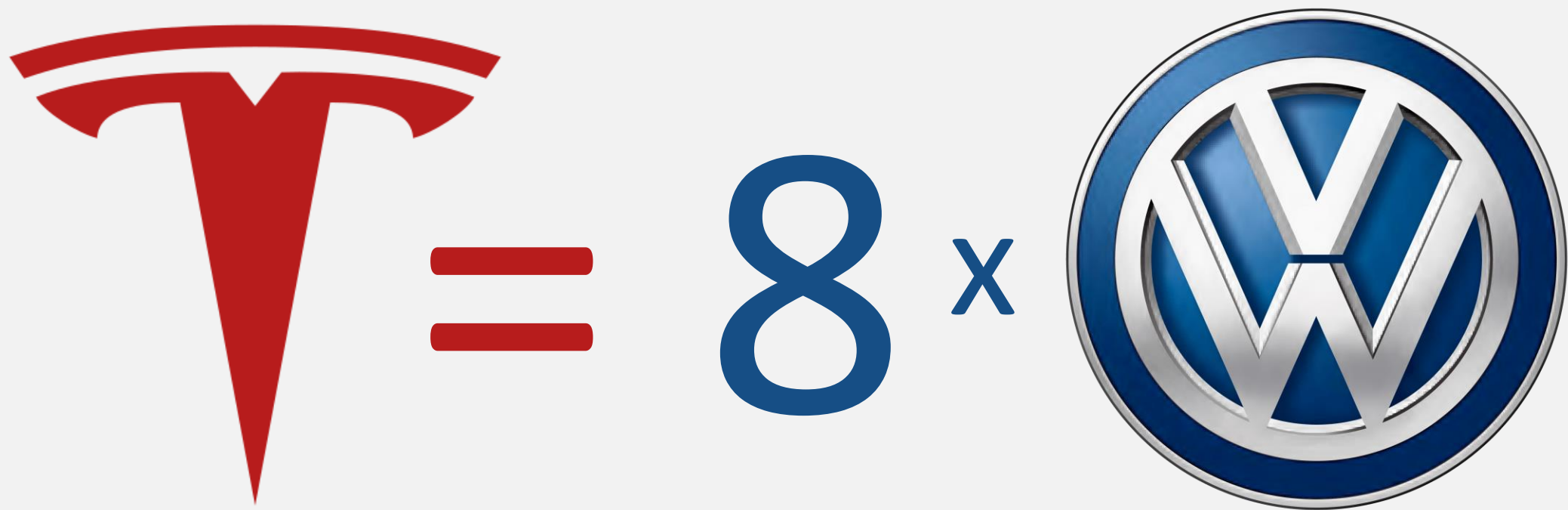
October 19th, 2017



+85%

33.260







4

Warning Signs



#1

Budgets & Cost Cutting

(rather than continuous funding)



#2

Company Run by Process People

(rather than product people)

HEAD OF PROCESS EXCELLENCE PROGRAMME

██████ is the leading Swiss private banking group with a focus on servicing and advising sophisticated private clients and a premium brand in global wealth management. That is why a comprehensive range of services and first-class service quality are essential – as are the committed teams that provide them.

YOUR CHALLENGE

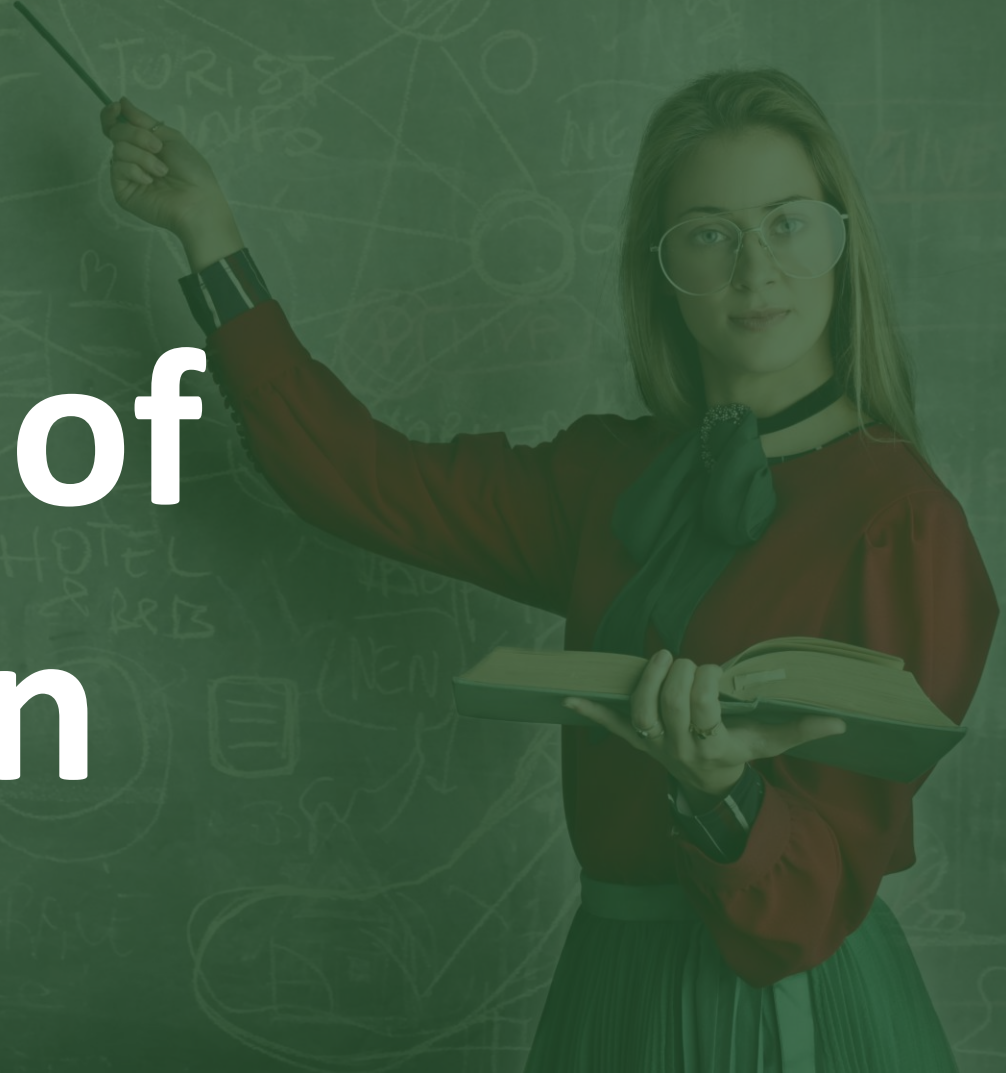
- As Head of the Process Excellence programme, you build, structure and lead a new high-profile team of multidisciplinary professionals to transform ██████ process portfolio, actively driving comprehensive change across all areas of the organization. Your team acts as a centre of competence for **process design and optimization** work across ██████, with initial focus on the bank's Swiss booking platform
- You shape the process transformation programme at ██████ by developing and maintaining a comprehensive overview of the bank's process portfolio and identifying process **optimization measures** jointly with the organization. You actively support the design of new processes and **control transformation success centrally**. You assume a strategic, yet hands-on operational role and leverage your entrepreneurial spirit to chart the team's course
- You build sustainable and strong links to all levels in the organization, from senior management to business leaders and ██████ staff working on **processes to be optimized**. You actively trigger discussions with management and process owners around **process excellence** and align, challenge, measure and steer process transformation efforts in close collaboration with business. You see yourself as a service provider and become a trusted advisor
- You apply a structured process transformation framework, develop process-related documentation, modelling and governance standards and **enforce adherence**. You continuously enhance approaches, methods and tools used by the team, also leveraging **best practices** from other industries. You stay ahead of latest developments in the area of process excellence and form views on how to develop the program further
- You foster a culture of **continuous improvement** throughout all levels of ██████. For this purpose, you define targeted communication and training measures and leverage your

#3



High Degree of Specialization

(I over T-shapedness)



#4

Utilization Maximization

(not even being *efficient*)



SCRUM

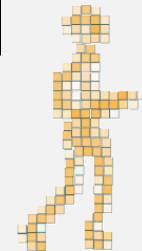
**The Art of
Delivering
Twice
the Value
at Half
the
Cost**

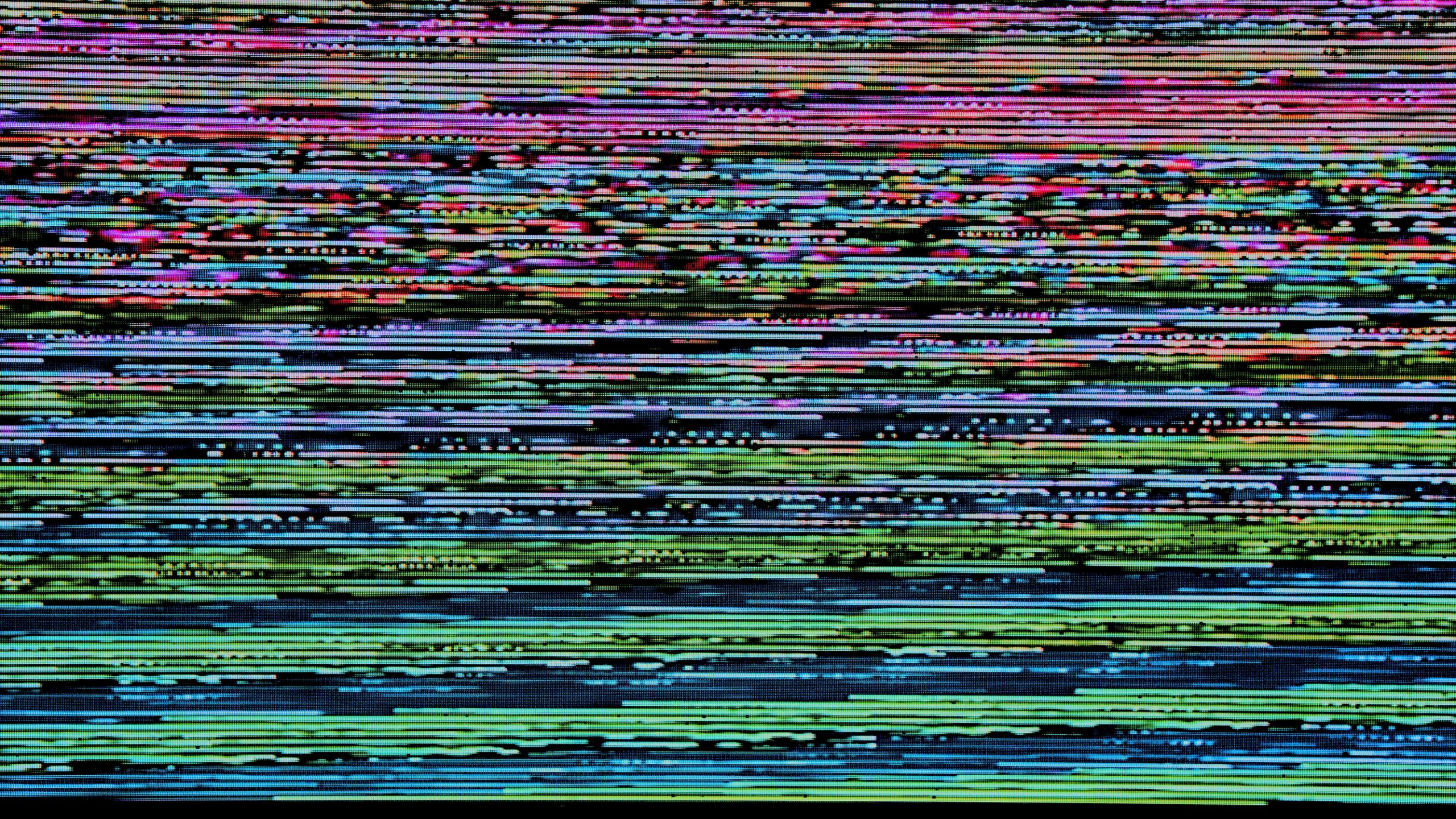
Agility is Inefficient

Thank you for
your attention



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Now what?

- Run?
- Fight?
- Contain?

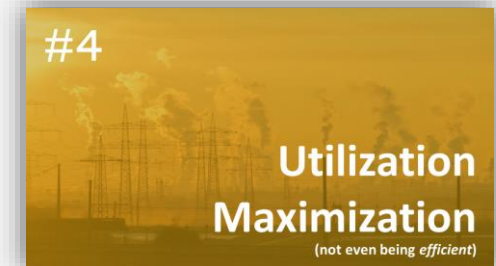


To strategies

- Contain: adapters
- Hack: infiltrate

Both require curiosity:

- Understand Why
- Understand Goals
- Understand Perspective





Example 1: Hack budgets

- Why: management tool to govern and control
- Goal: to keep within budgets
- Perspective: management wants status reports
- Hack: Add measurements, don't replace – exploit status meetings – talk about what matters: outcomes, impacts, costs.



Example 2: Contain specialism

- Why: specialization makes certain tasks quick
- Goal: ensure coverage of all necessary tasks
- Perspective: proud specialist
- Contain: Shadow specialist – build relationship – reduce dependency

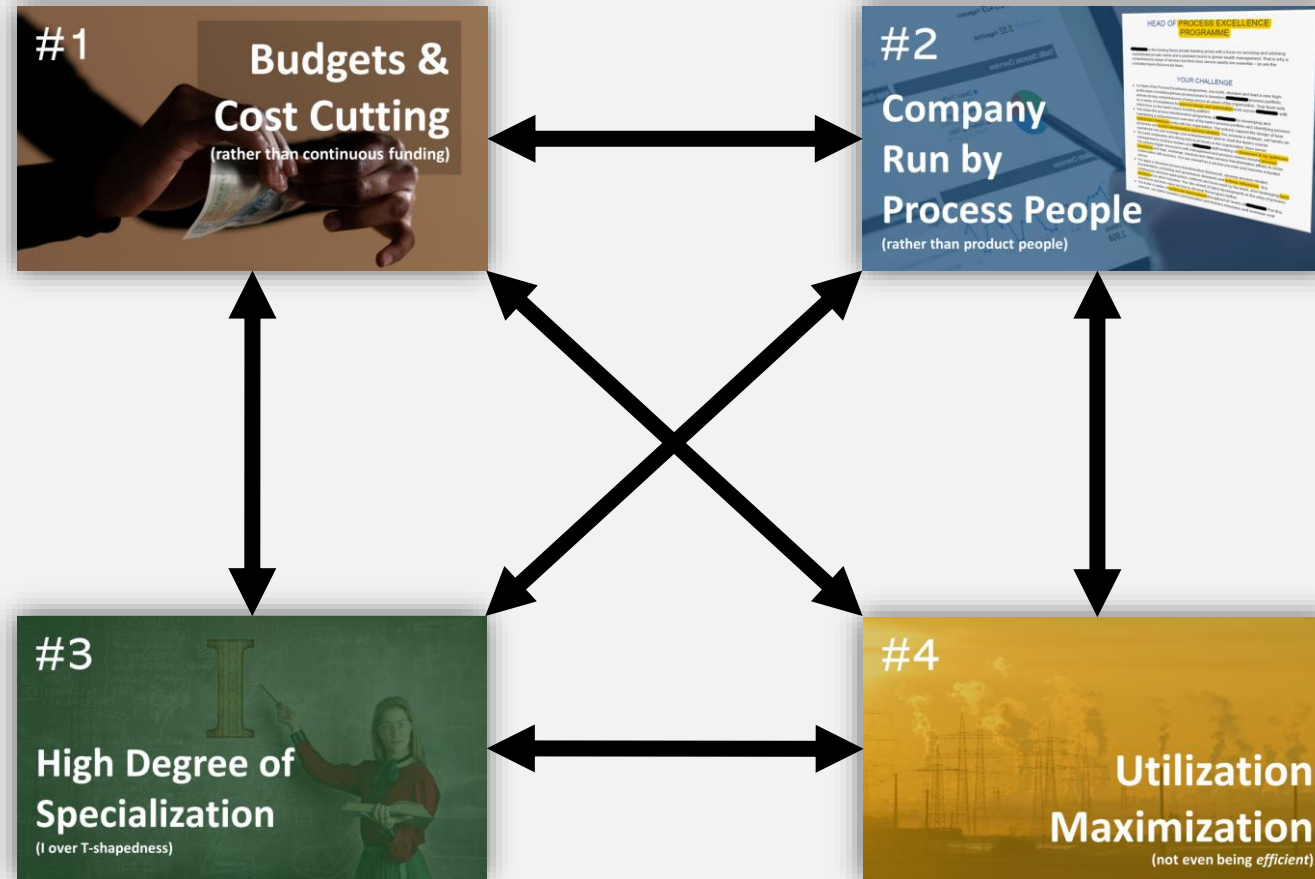
#4

Utilization
Maximization
(not even being efficient)

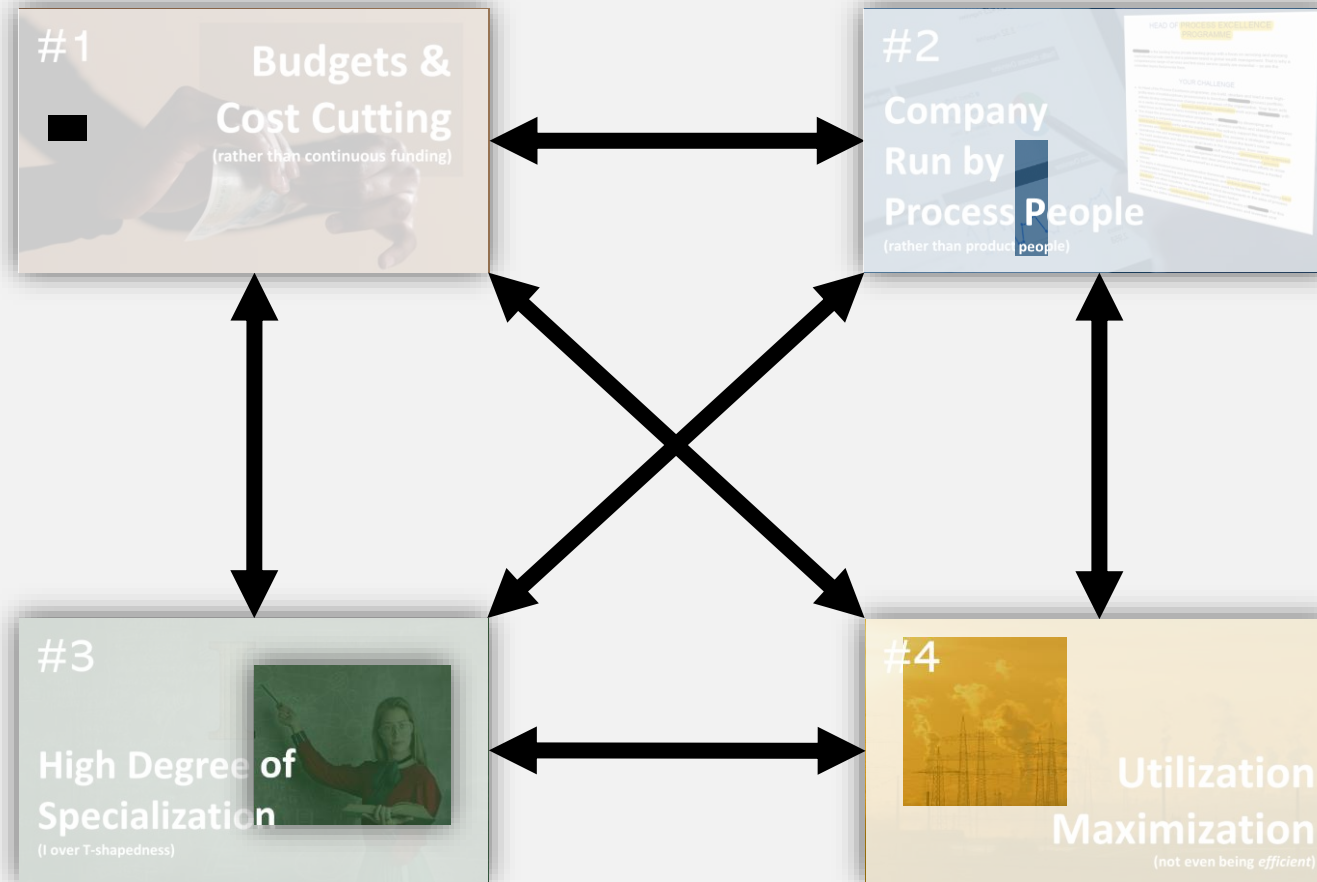
Example 3: Contain under utilization

- Why: personal need to feel as contributor
- Goal: help the organization
- Perspective: team member feels under utilized
- Contain: suggest low-priority tasks – team has priority

Remember, it's a system



A change will ripple



**DOING
THE
RIGHT
THINGS**

EFFECTIVENESS OVER EFFICIENCY

**DOING
THINGS
RIGHT**

Agility is Inefficient

**Thank you for
your attention**



Dirk Bucka-Lassen
Copenhagen, Denmark

Agility is Inefficient

Thank you for
your attention



Bucka Bros.
Switzerland & Denmark

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