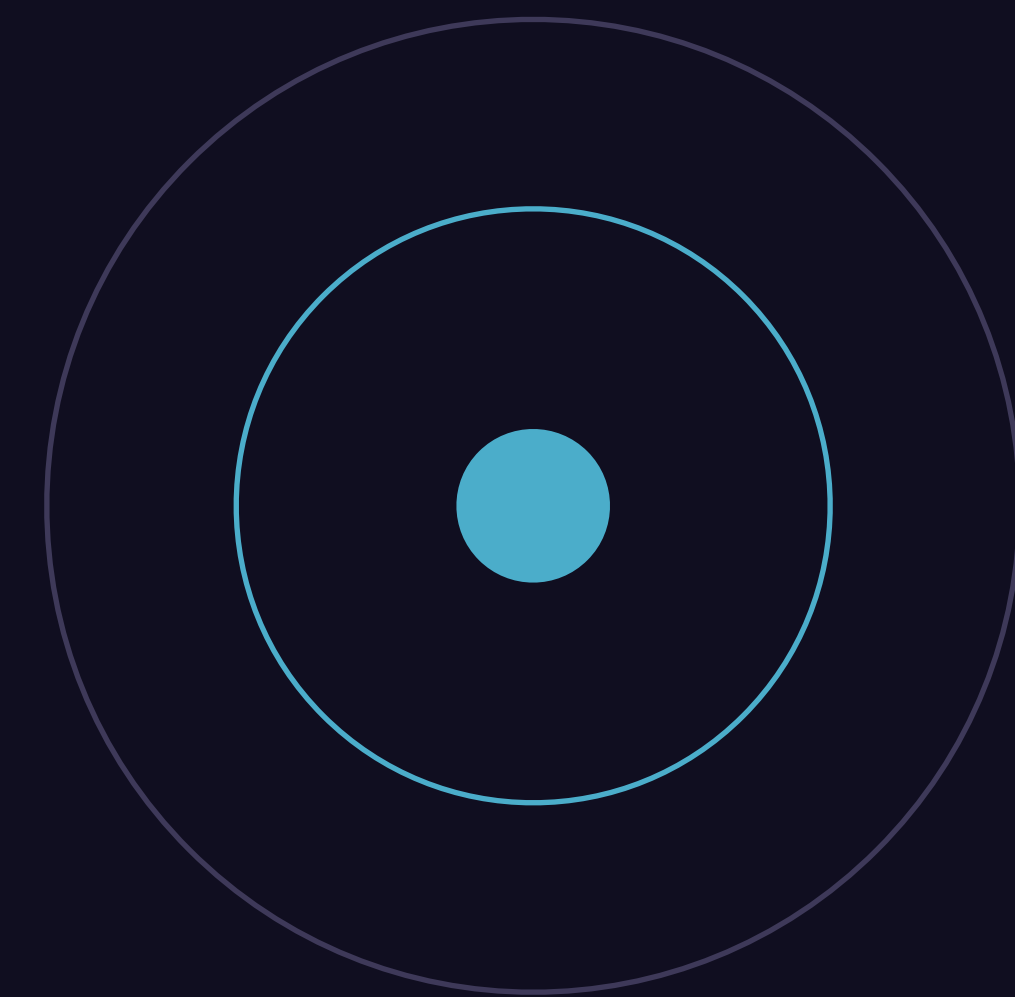


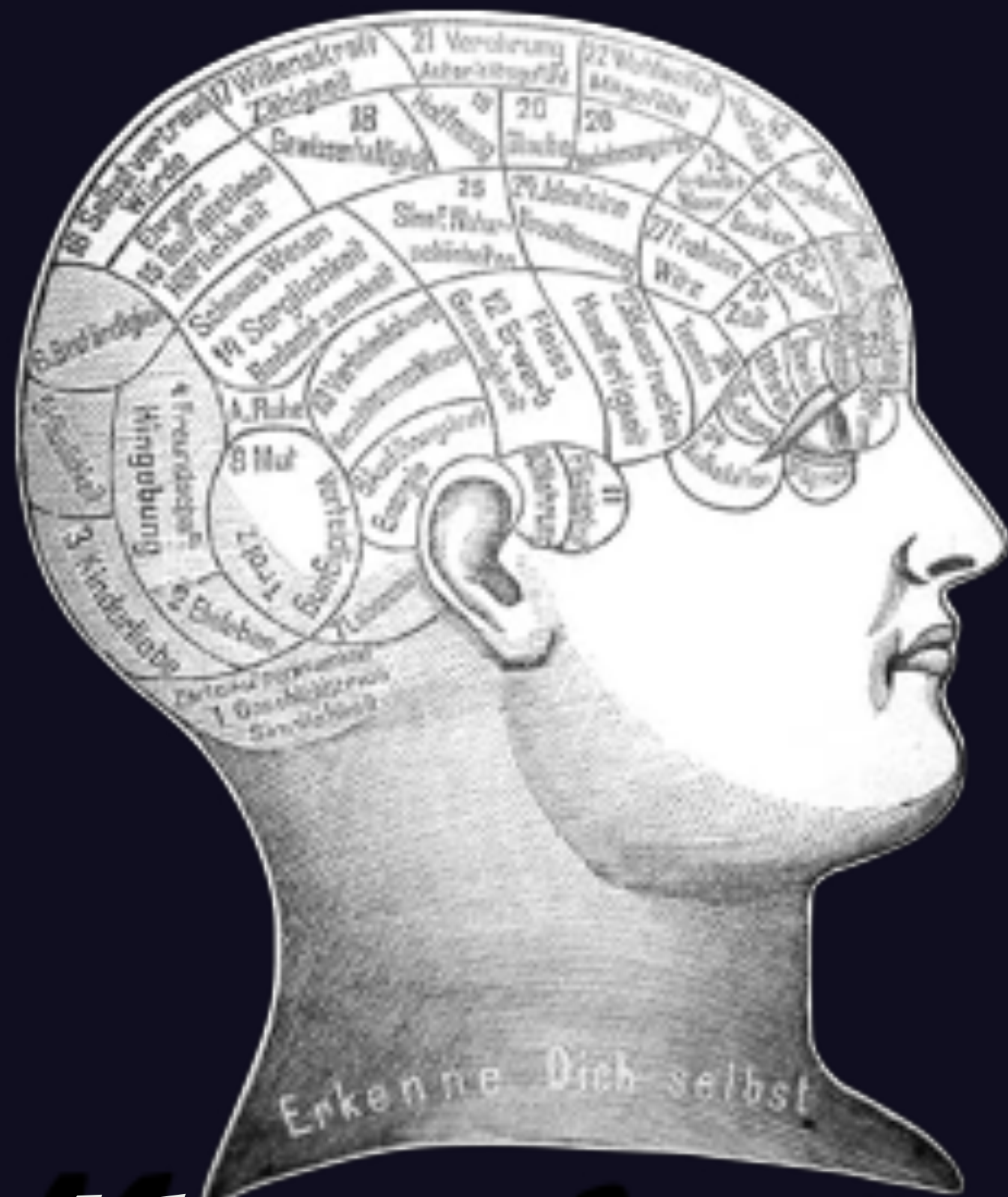
# L'Agilité

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comme

comportement d'un  
système complexe





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AO Method · Switzerland

# Adaptive Organizations for Swiss Mid-Size Companies

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**87%**

AGILE ADOPTION

**2×**

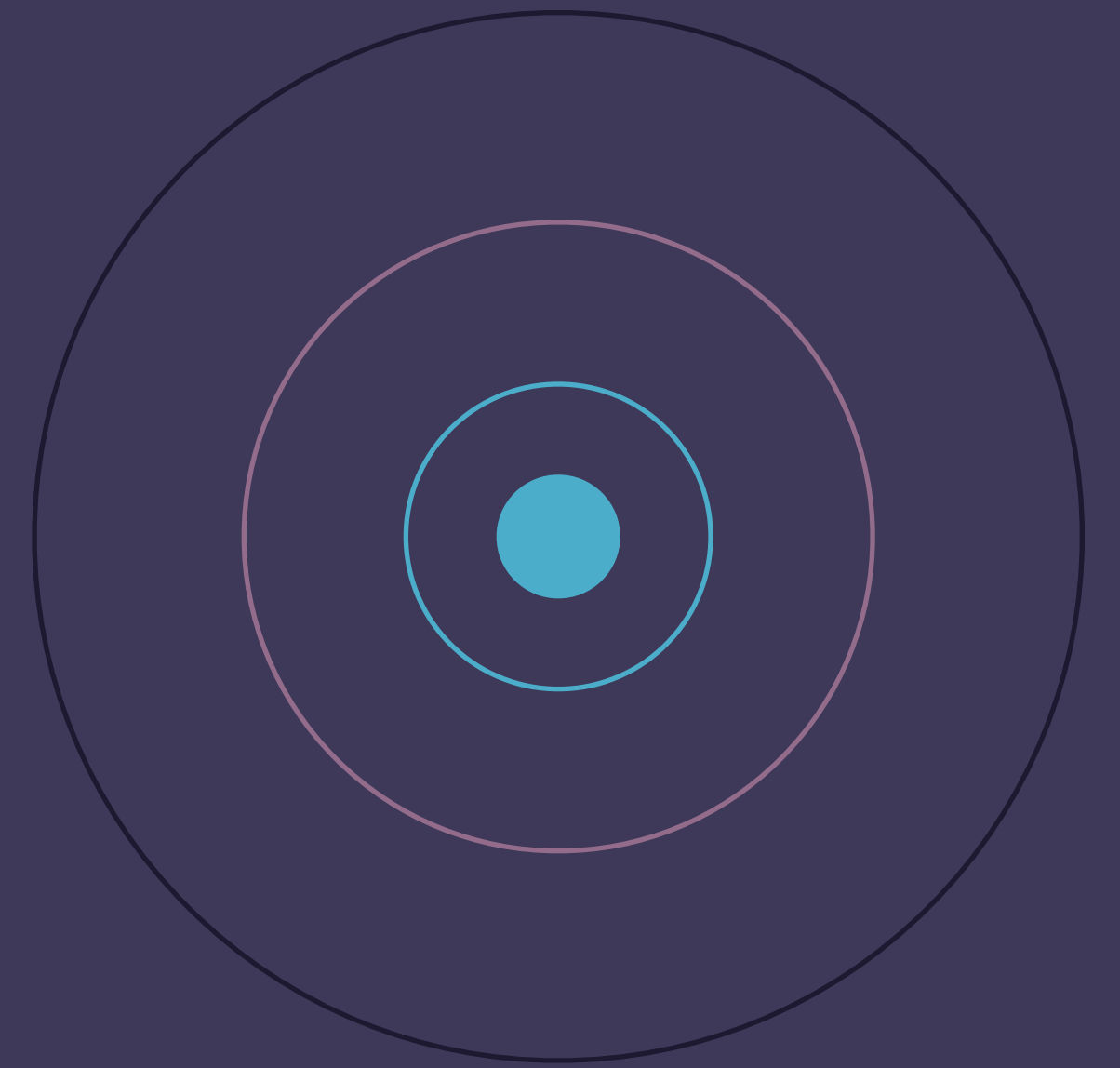
FASTER TIME-TO-MARKET

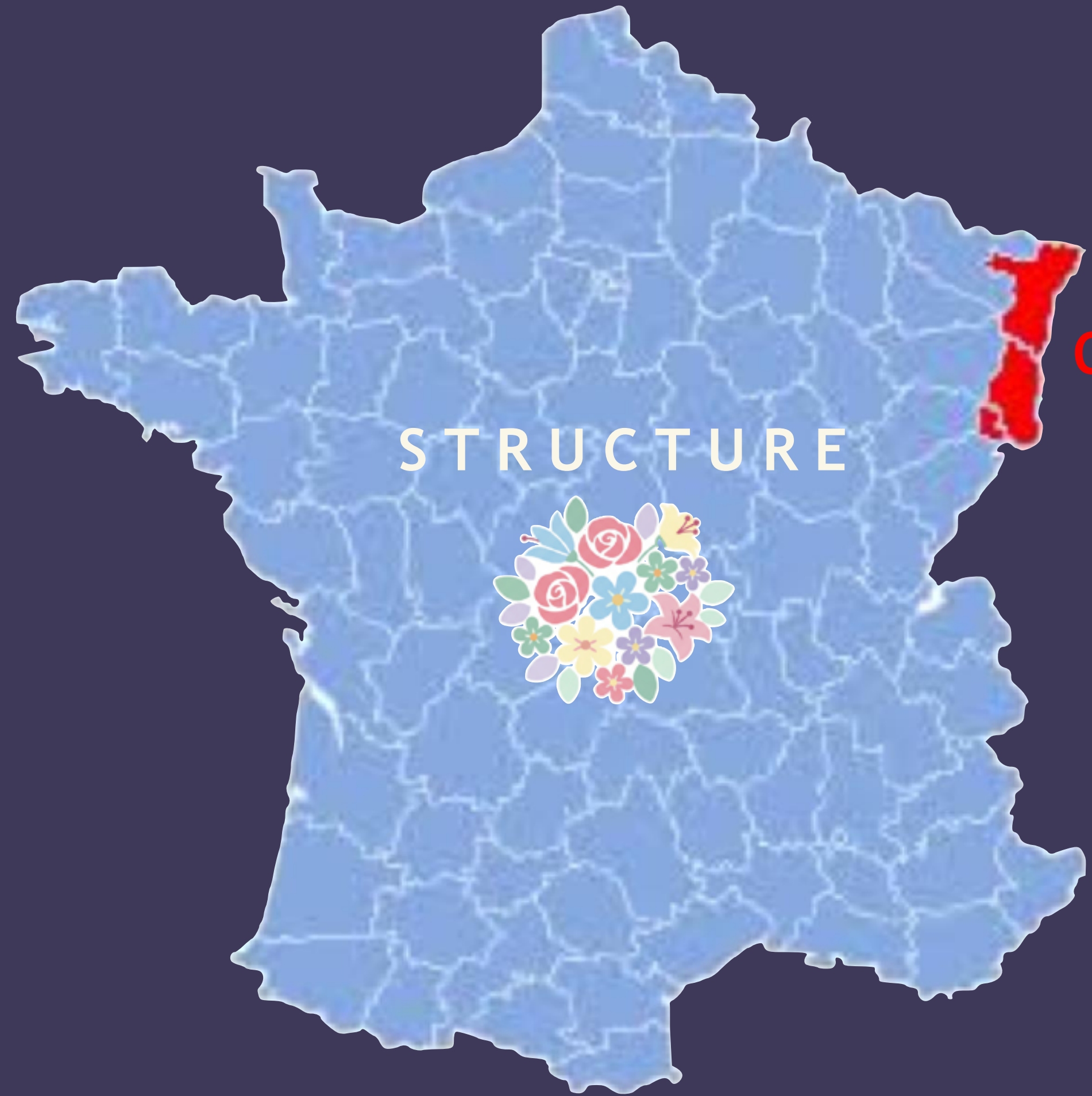
**40%**

EFFICIENCY GAINS



# Mise en bouche





STRUCTURE

ORGANISATION

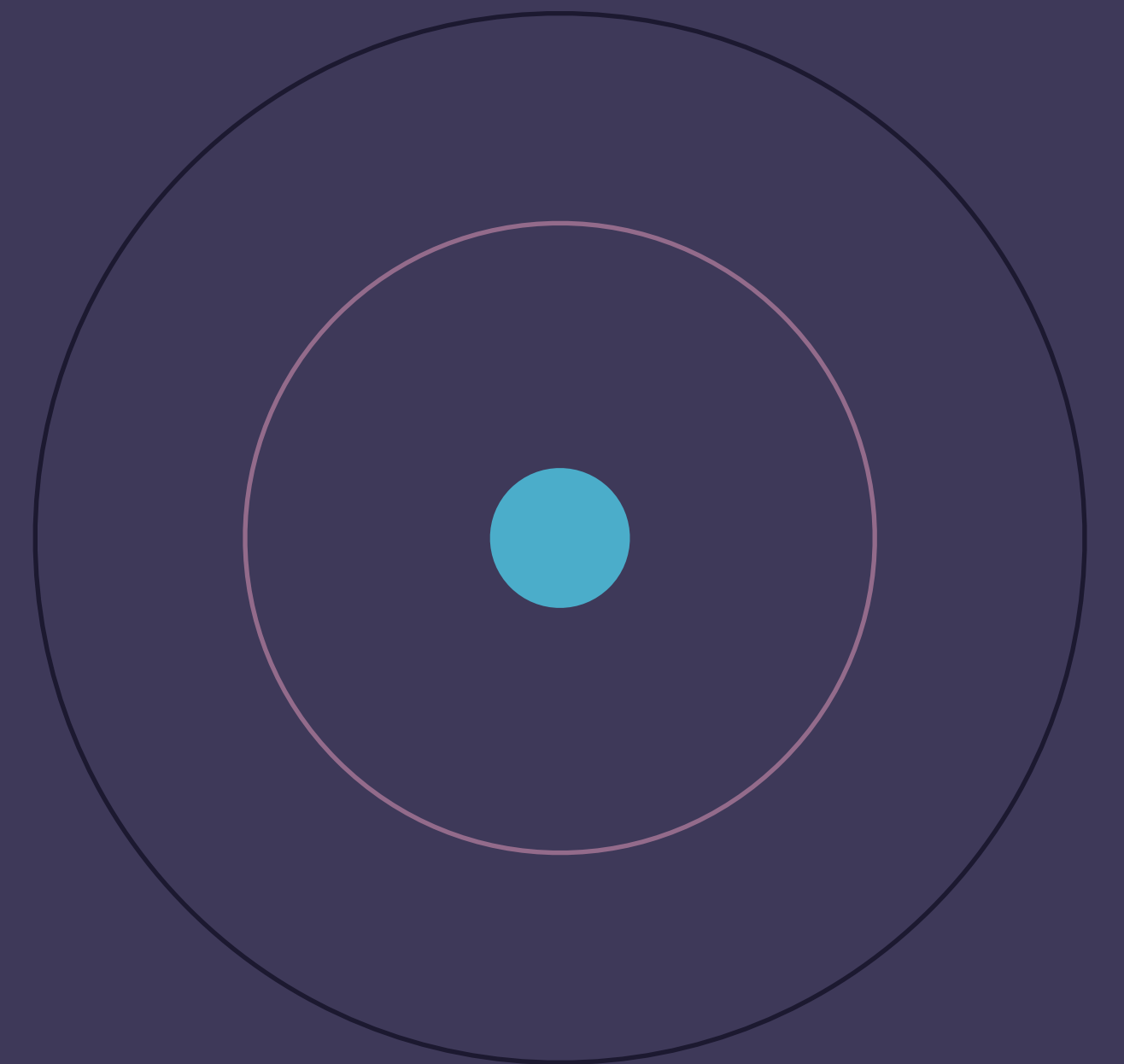


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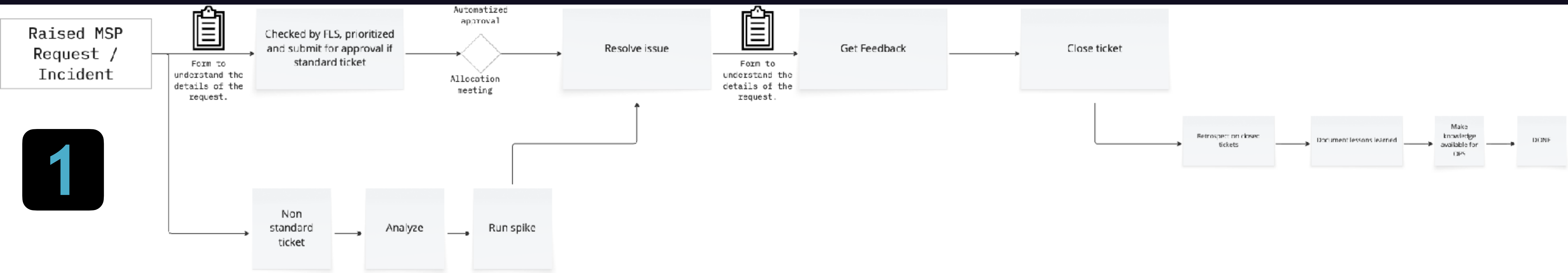
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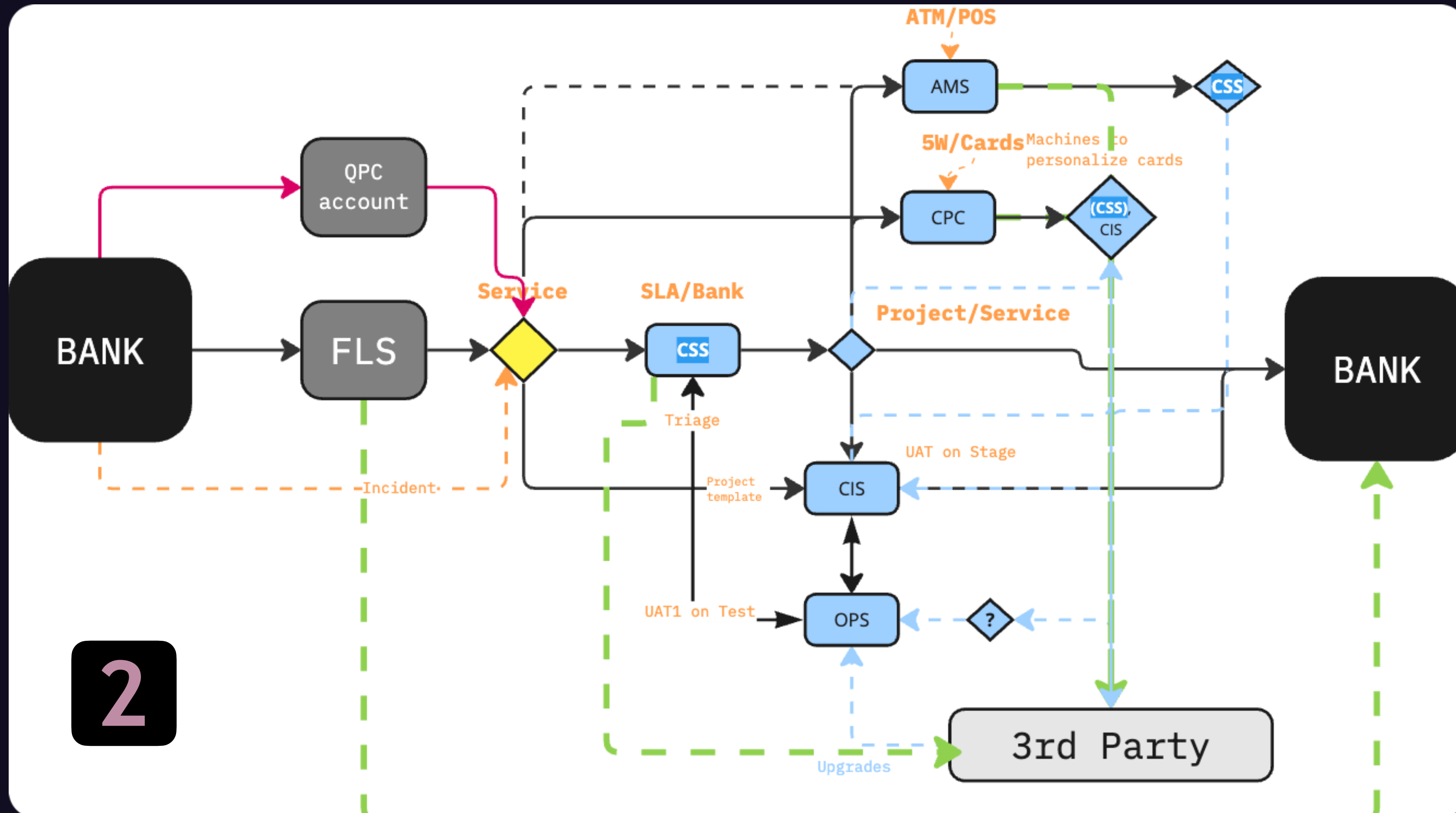
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CONTEXTE & VISION DU TRAVAIL



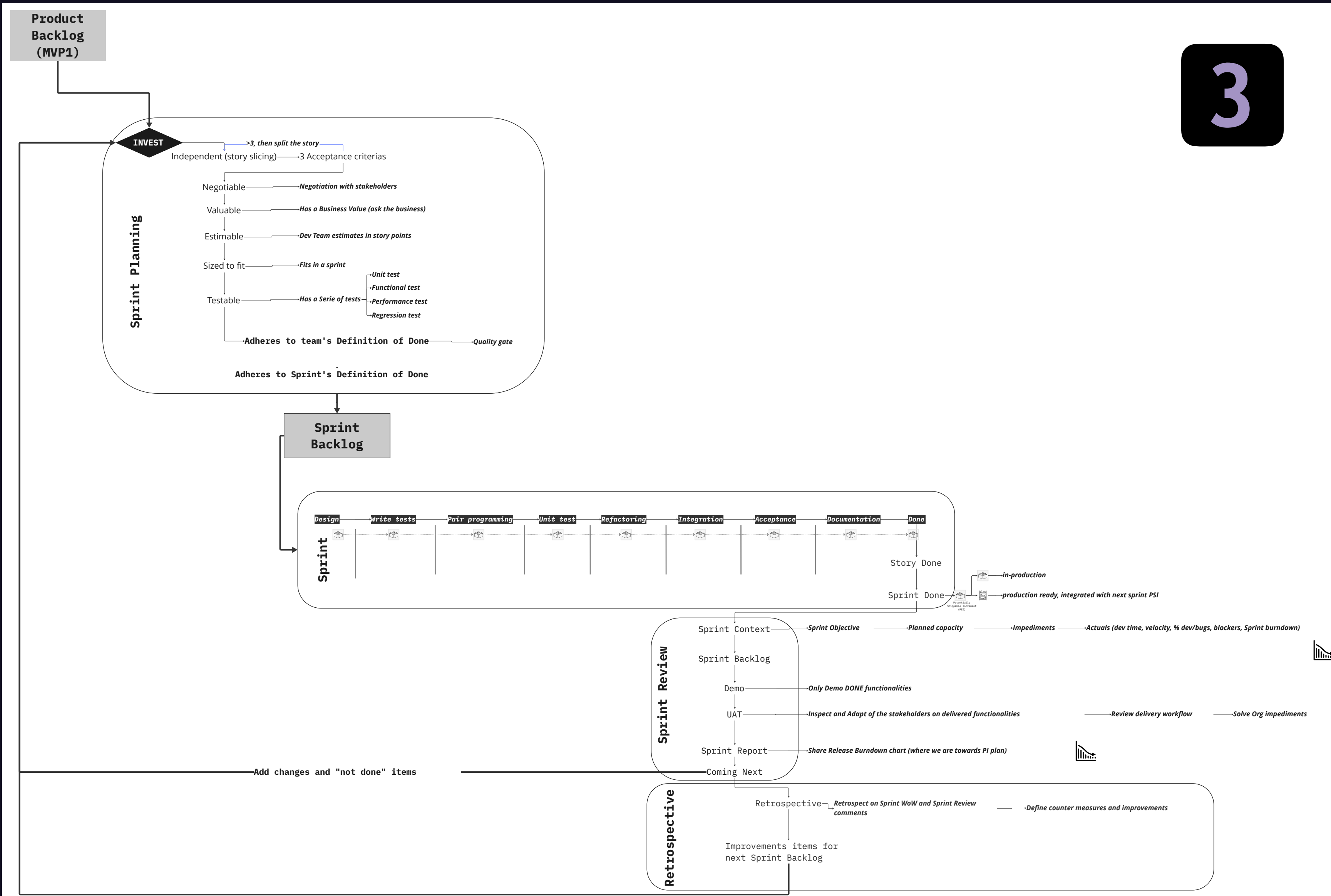
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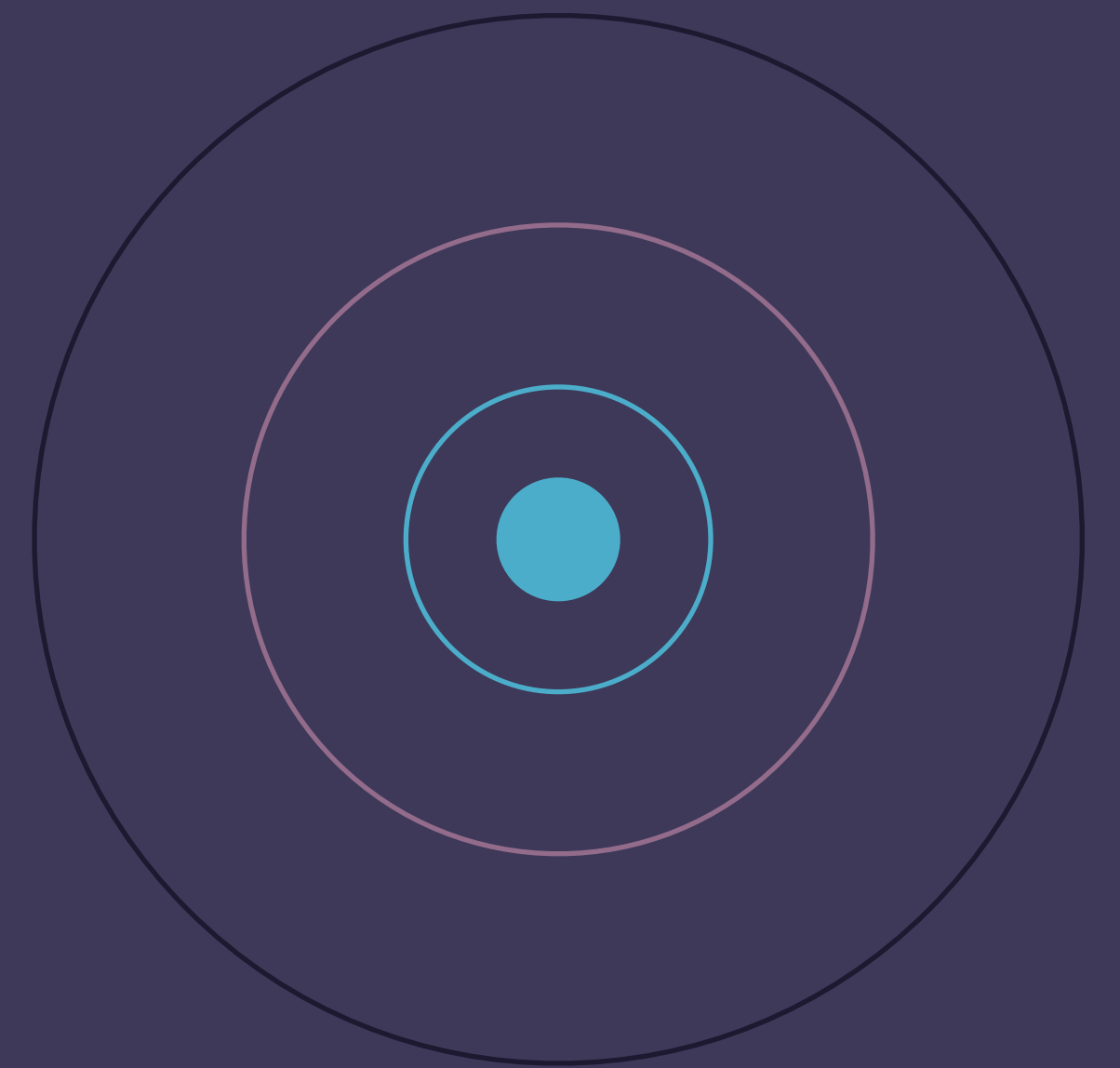
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3





**Etes-vous plutôt 1, 2, ou 3?**

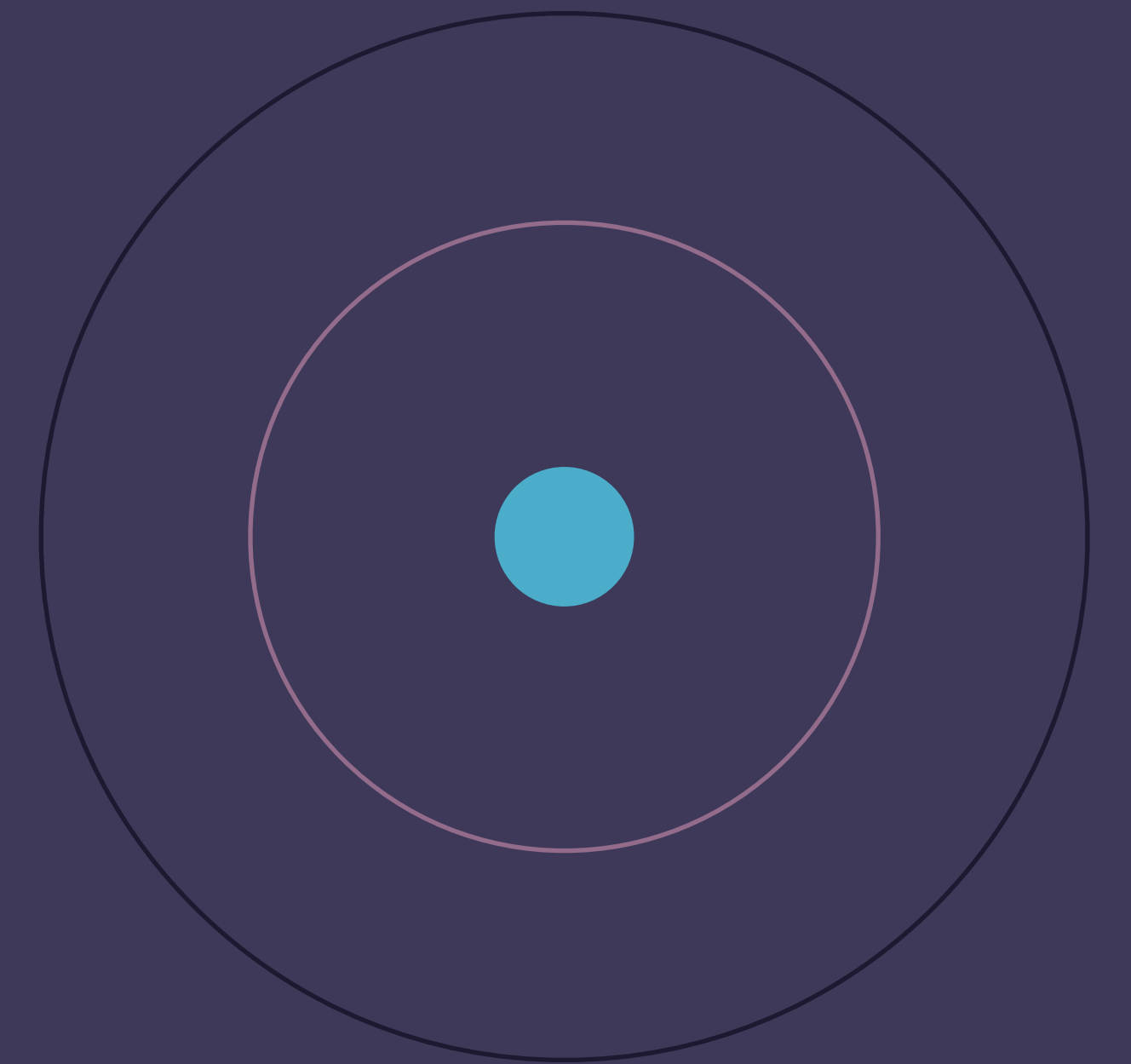


# 02

## Petite analyse

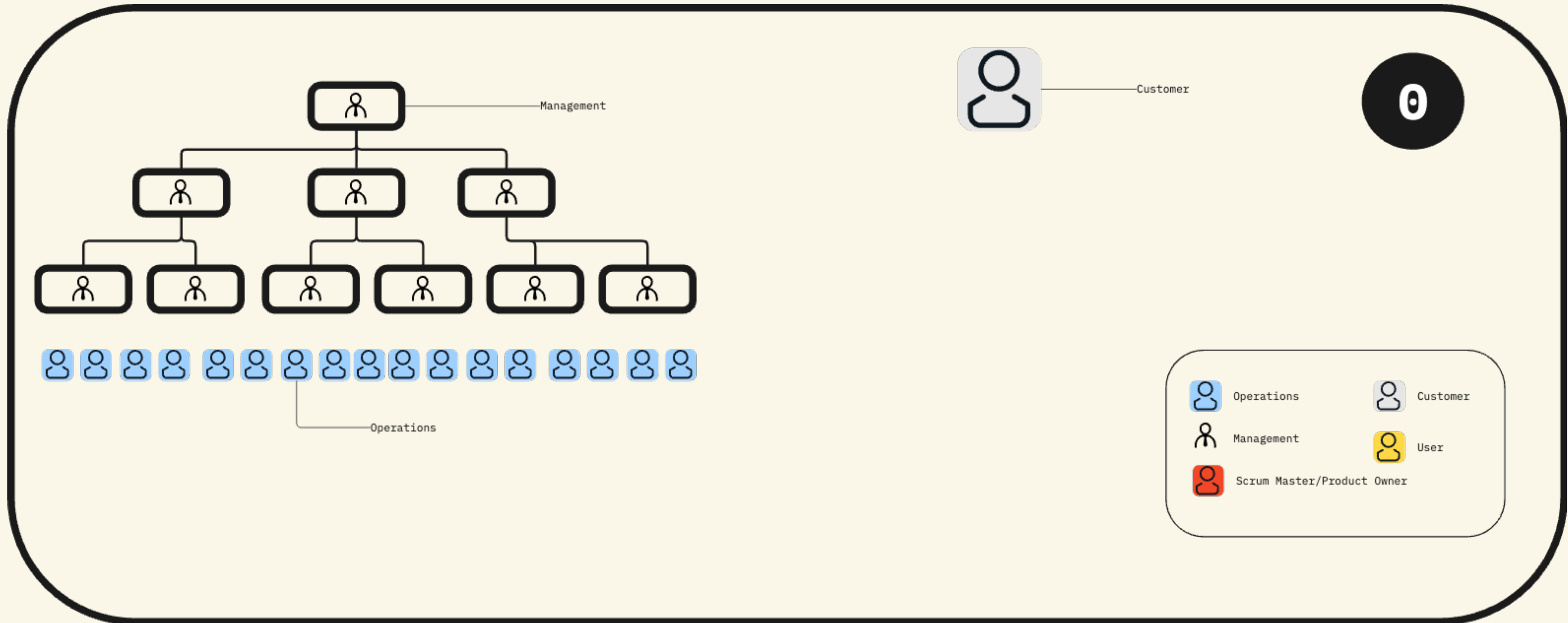
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CONTEXTE & VISION DU TRAVAIL



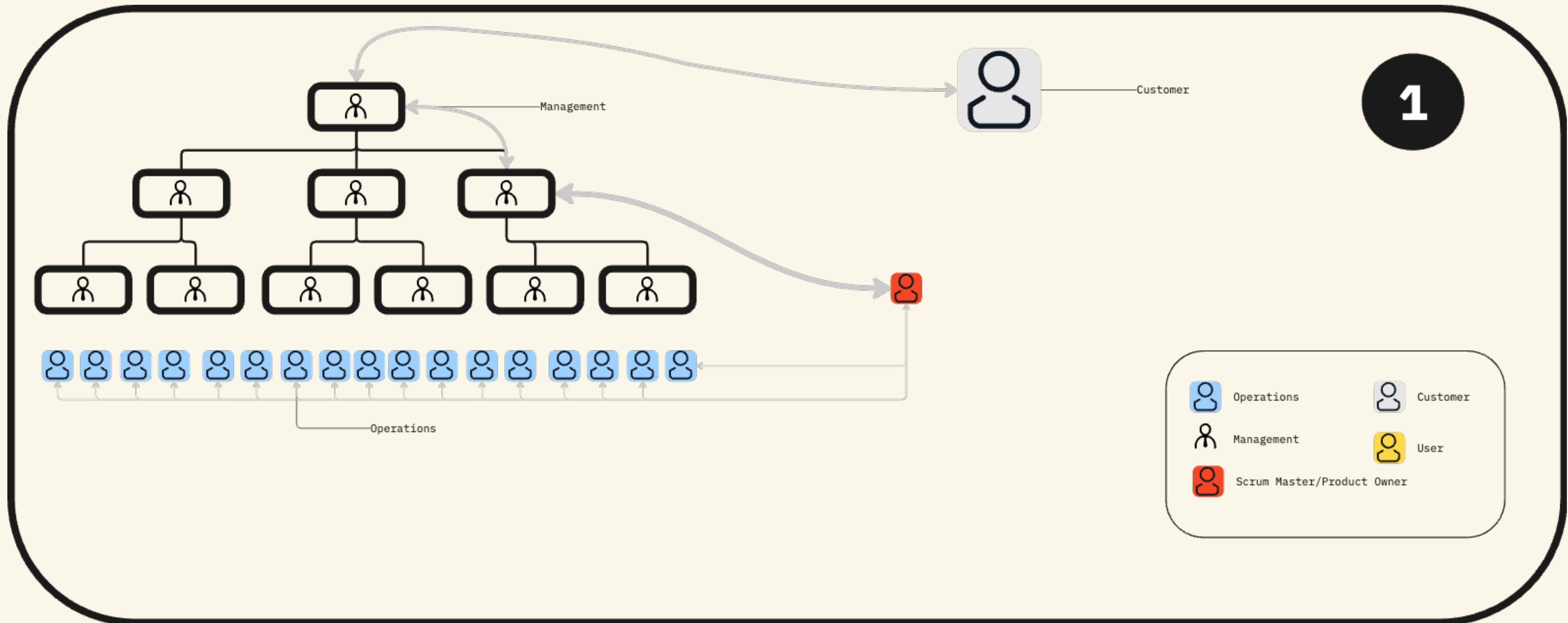
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# 0 - Grille de lecture



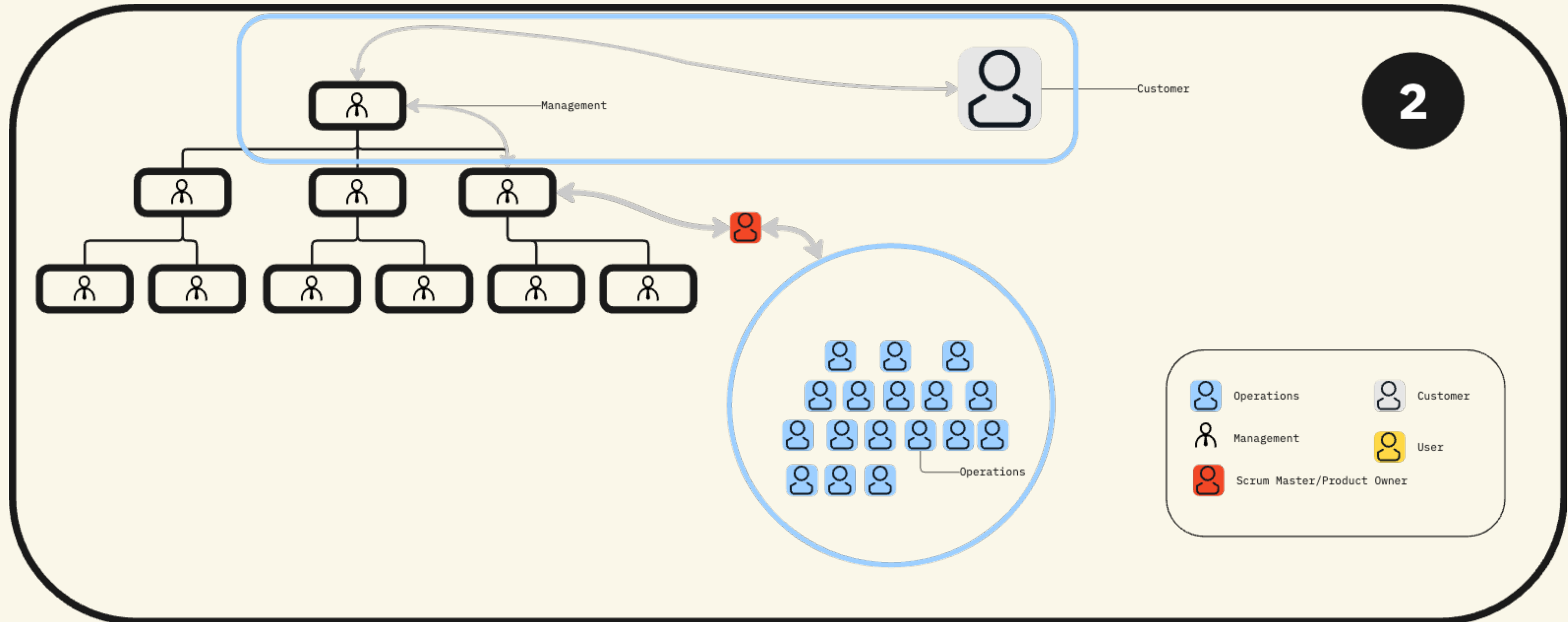
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# 1 -



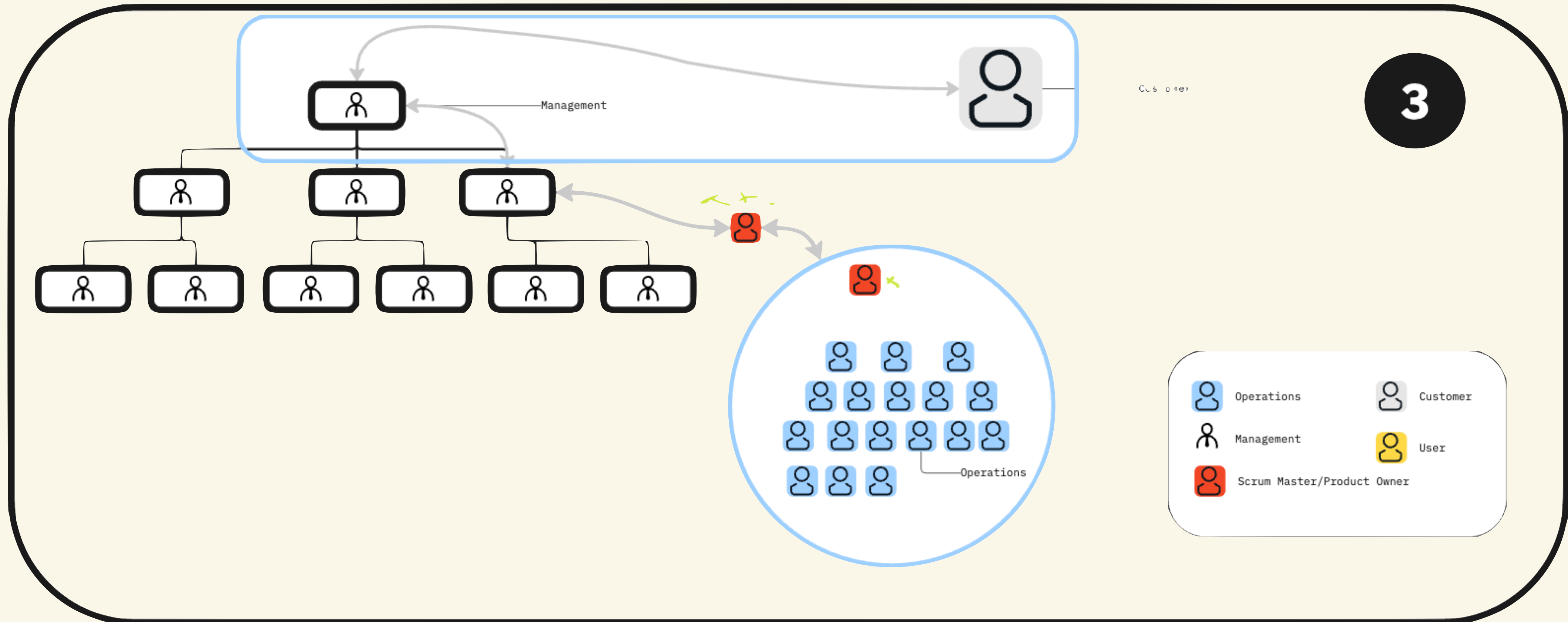
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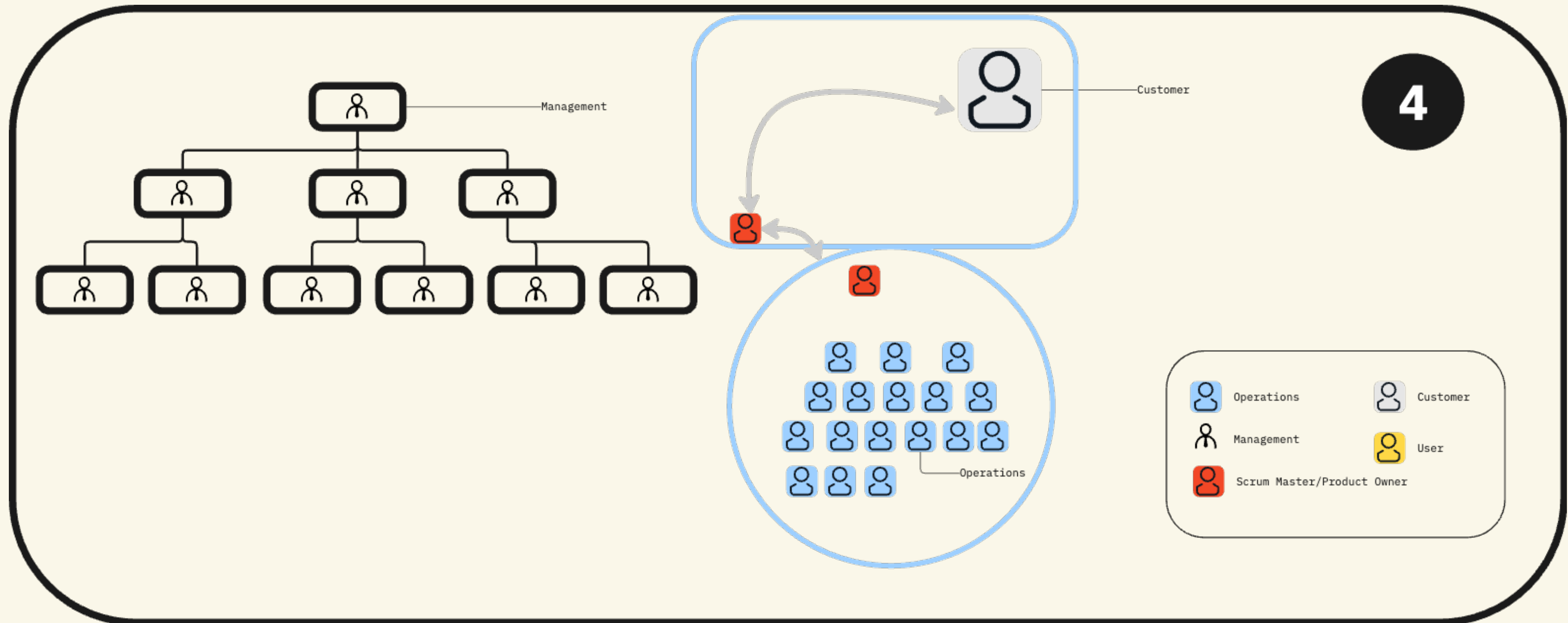
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# 3



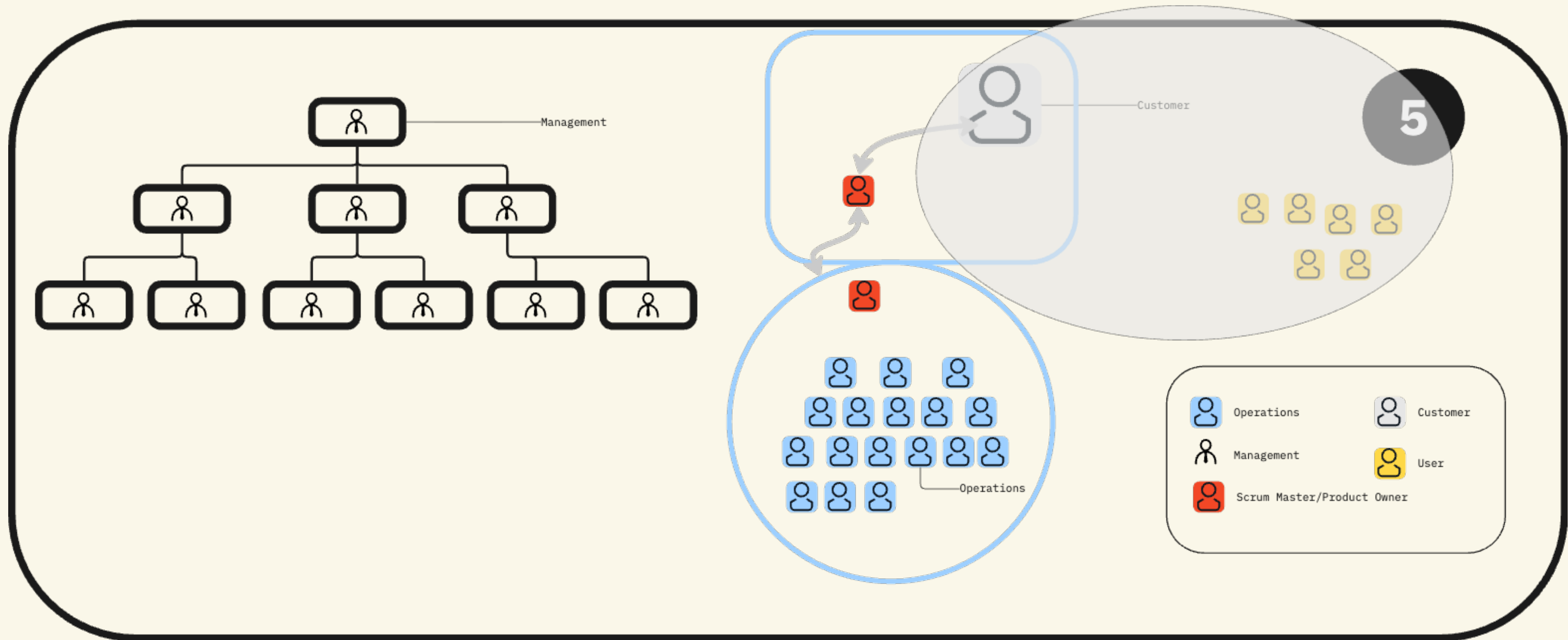
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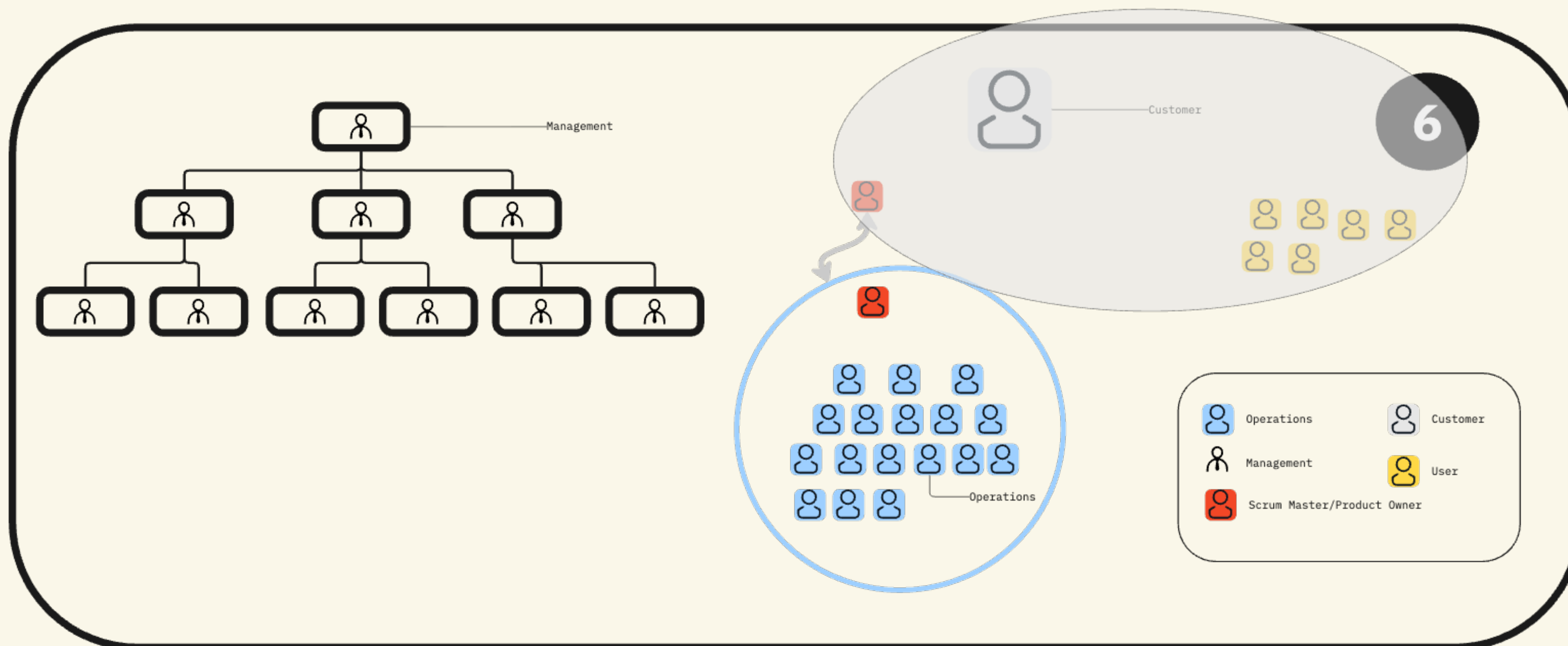
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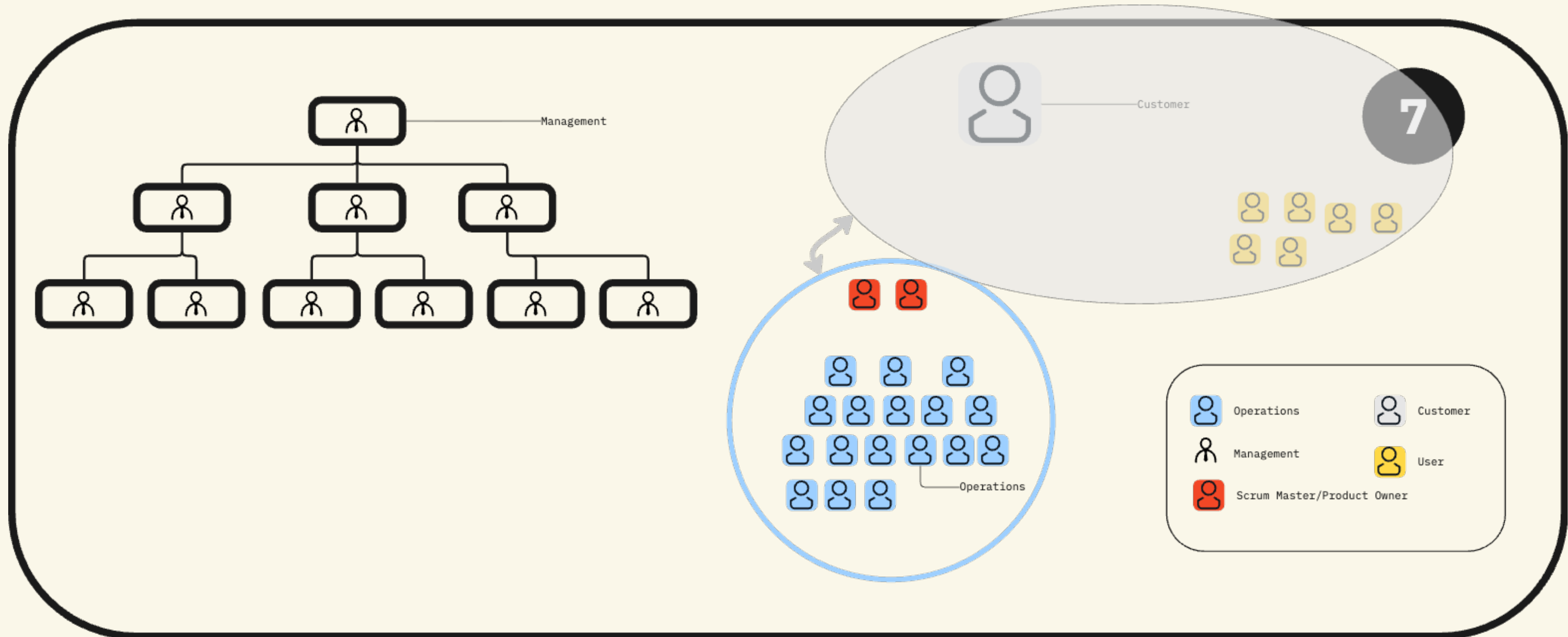
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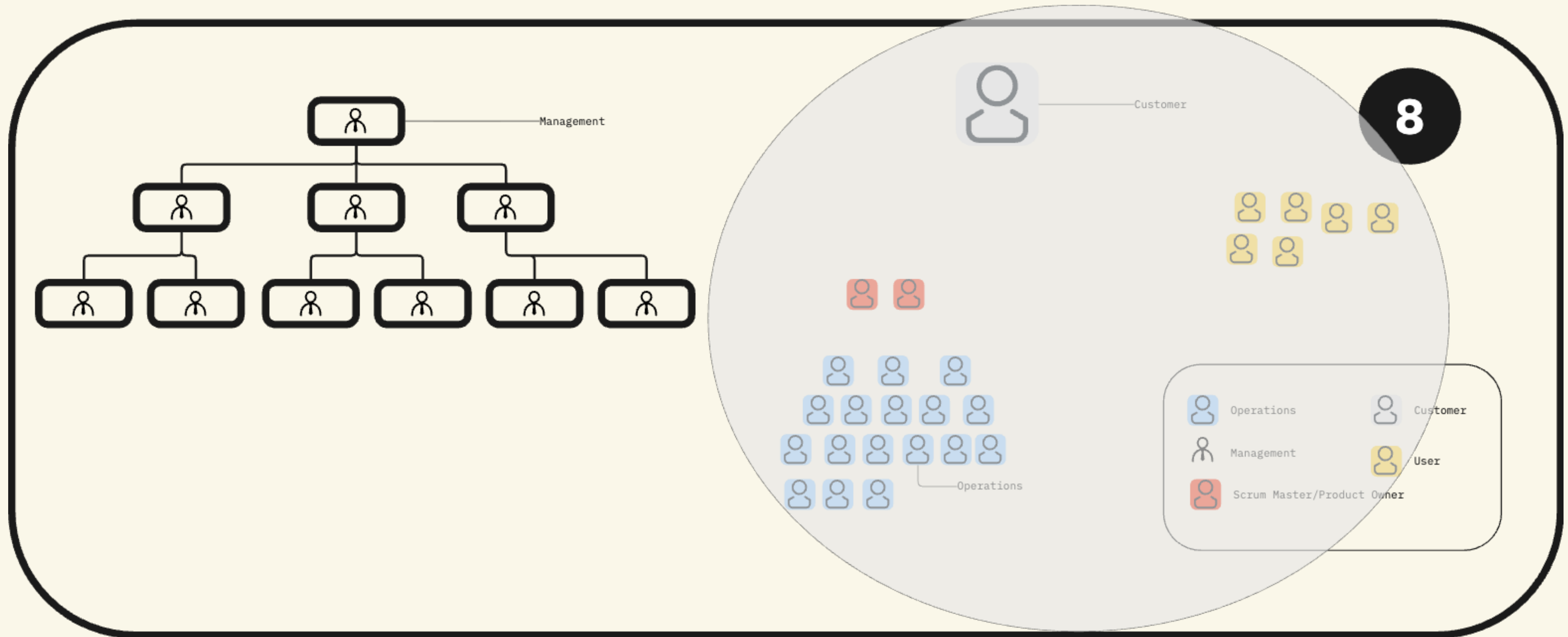
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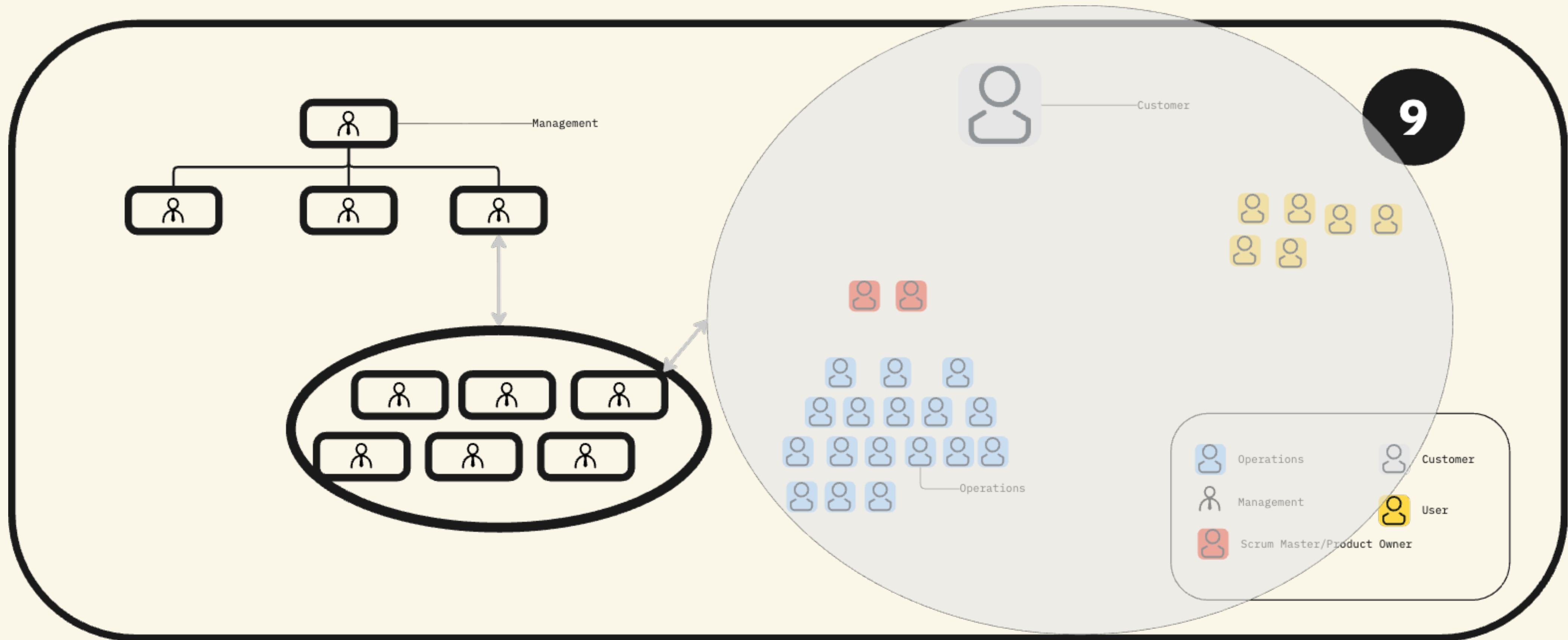
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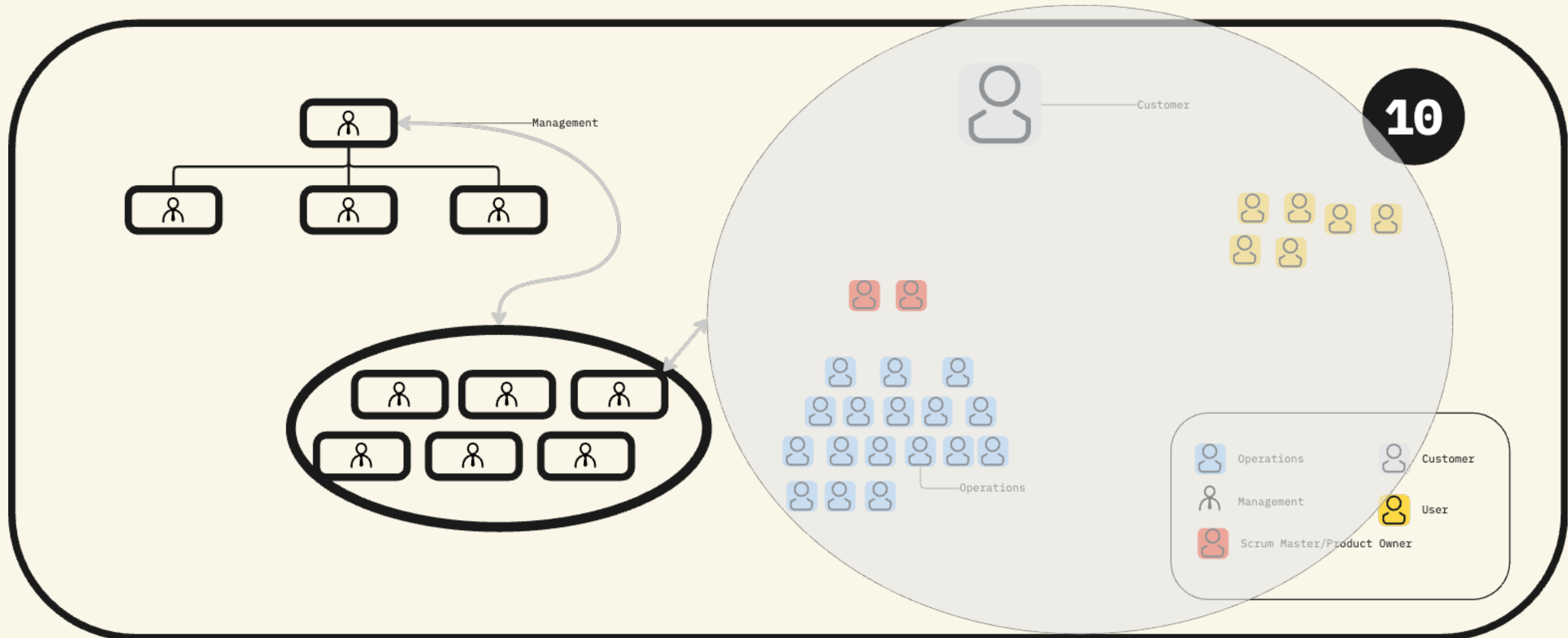
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# 9



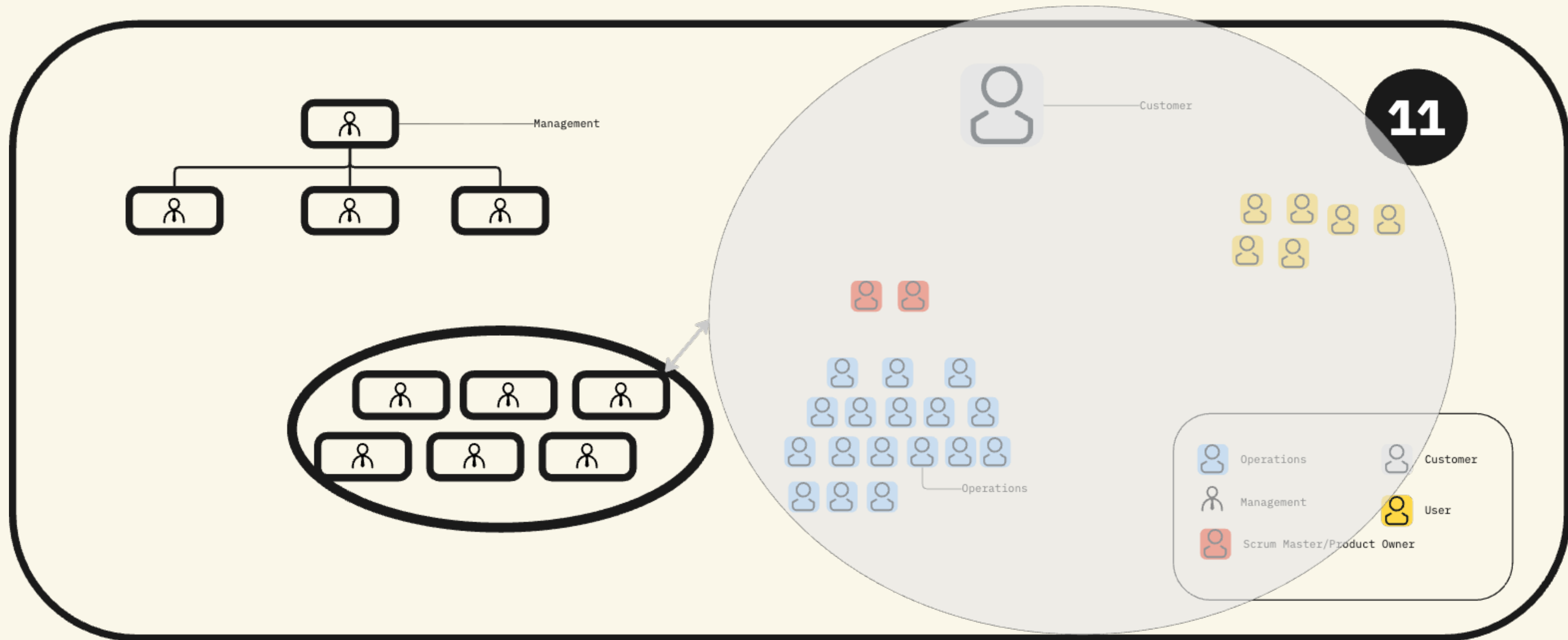
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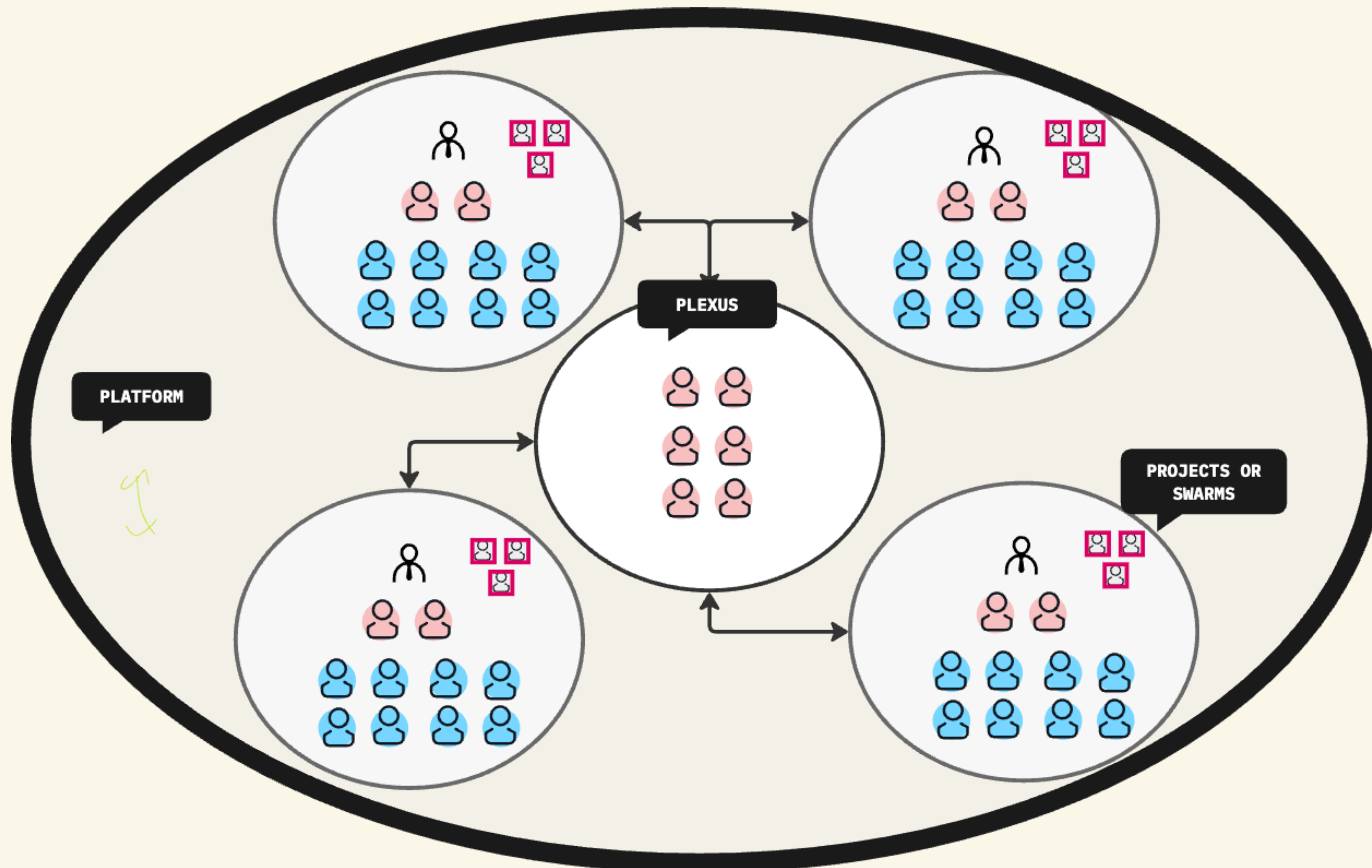
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# 11



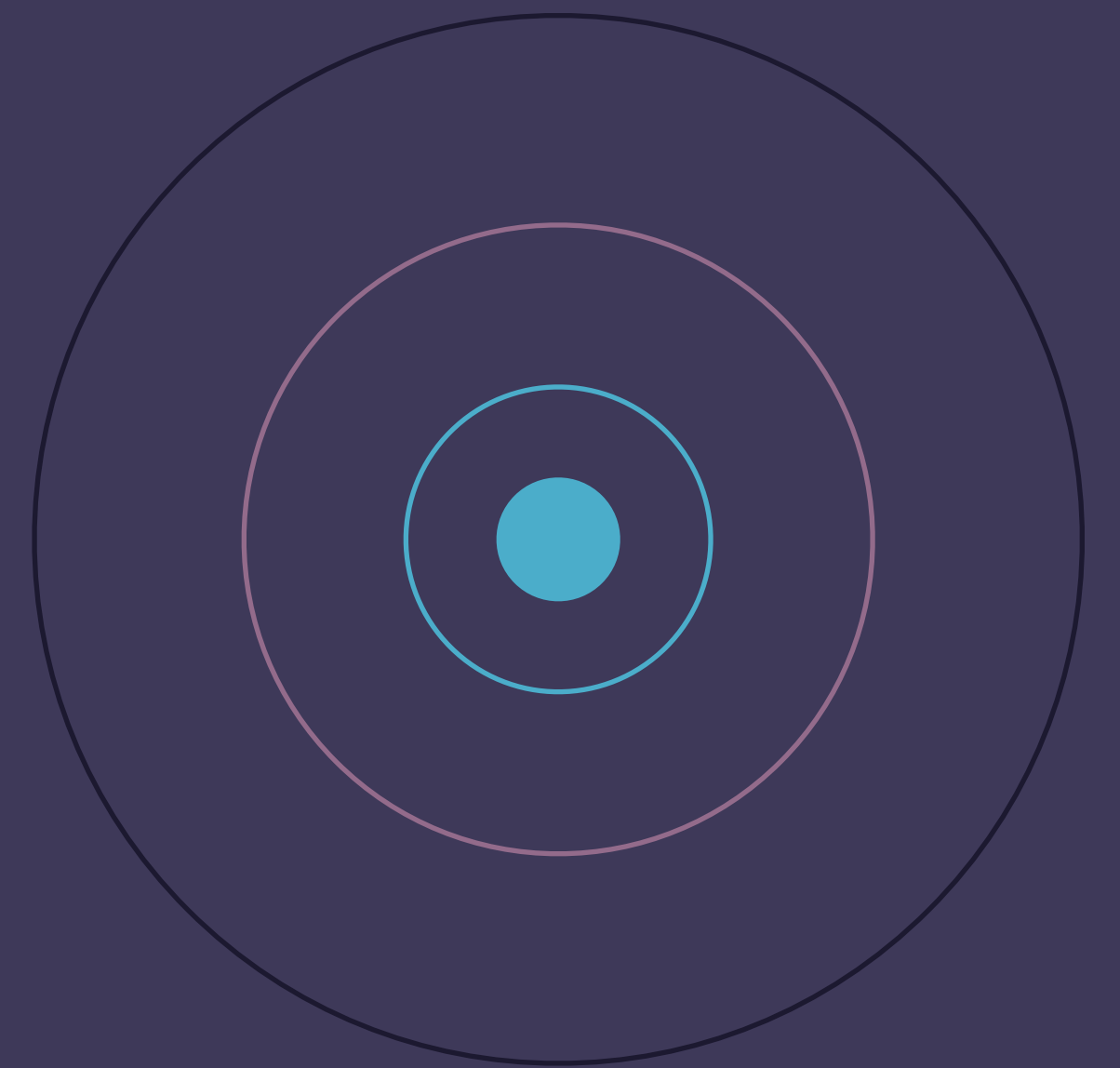
# Comment travaillez-vous?

# 12





Quel numéro vous correspond le mieux?



# 03

## AO

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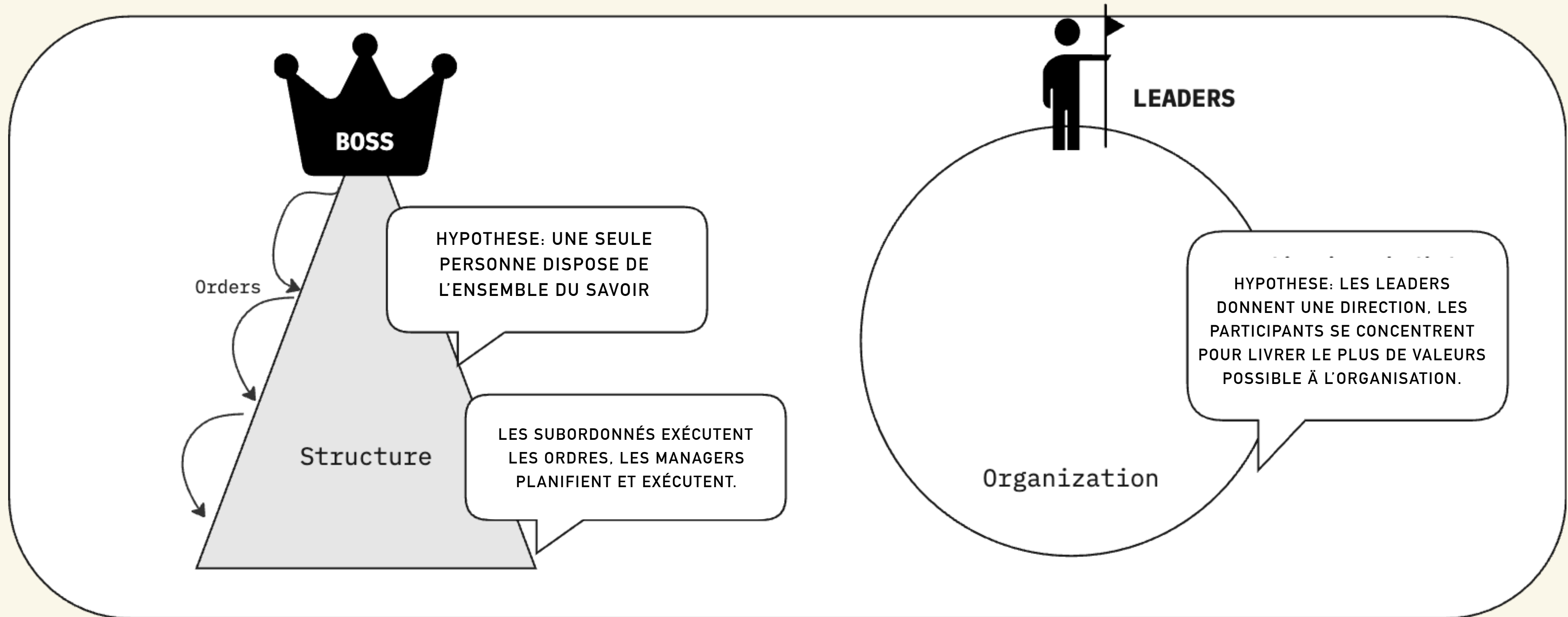
CORE CONCEPTS & METHODOLOGY

Cette section explore les principes de  
base

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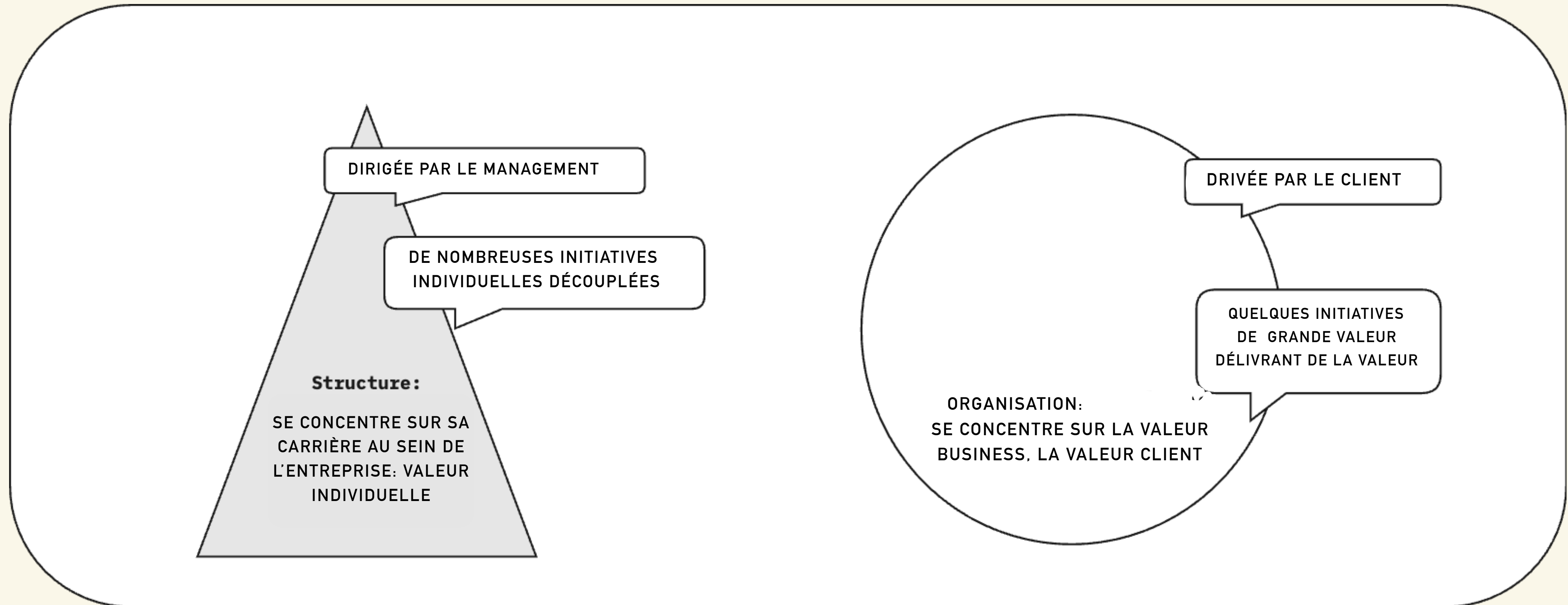
# Structure n'est pas Organisation

CONCEPT



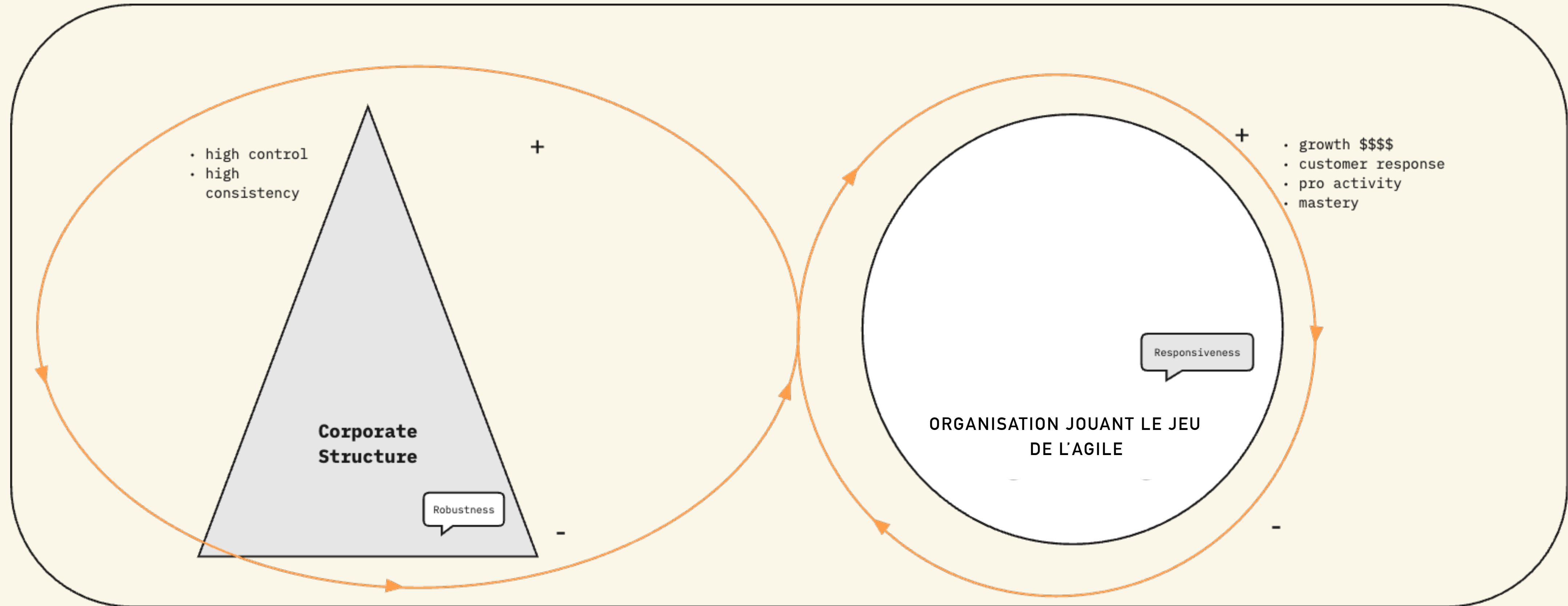
# Structure n'est pas Organisation

CONCEPT



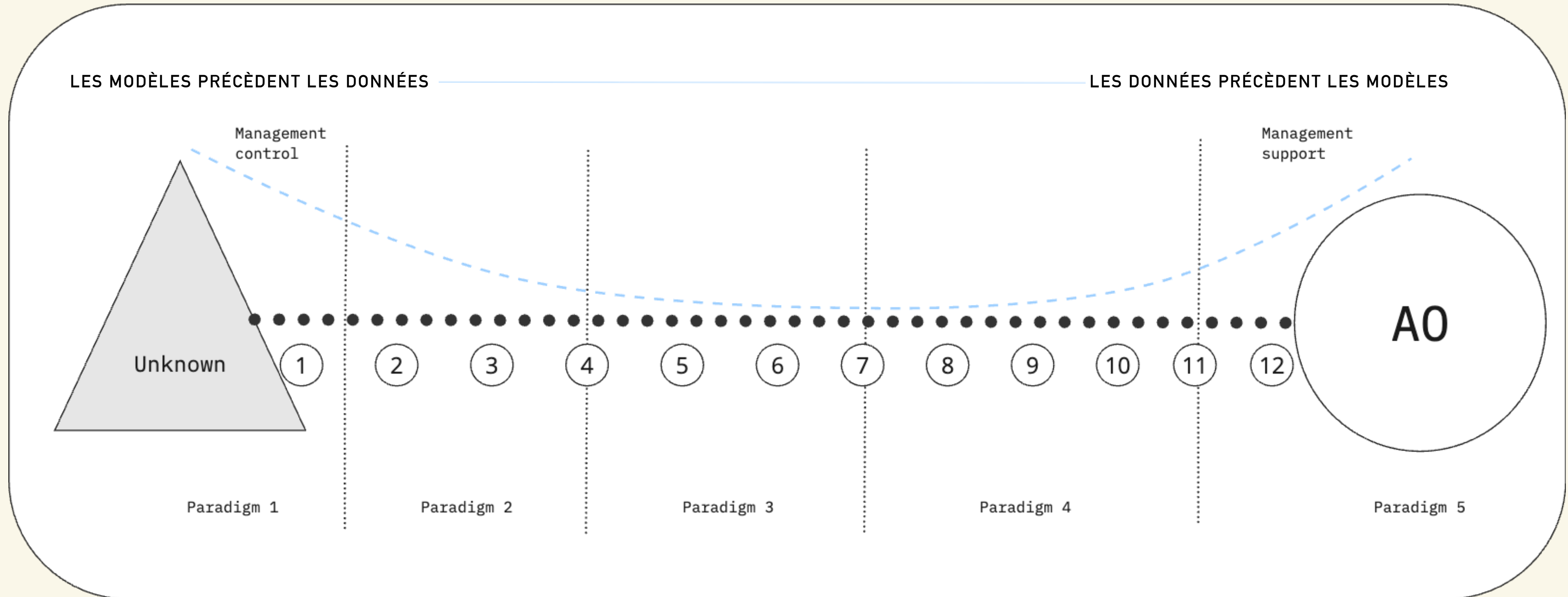
# Structure n'est pas Organisation

AMBITION DU CONCEPT



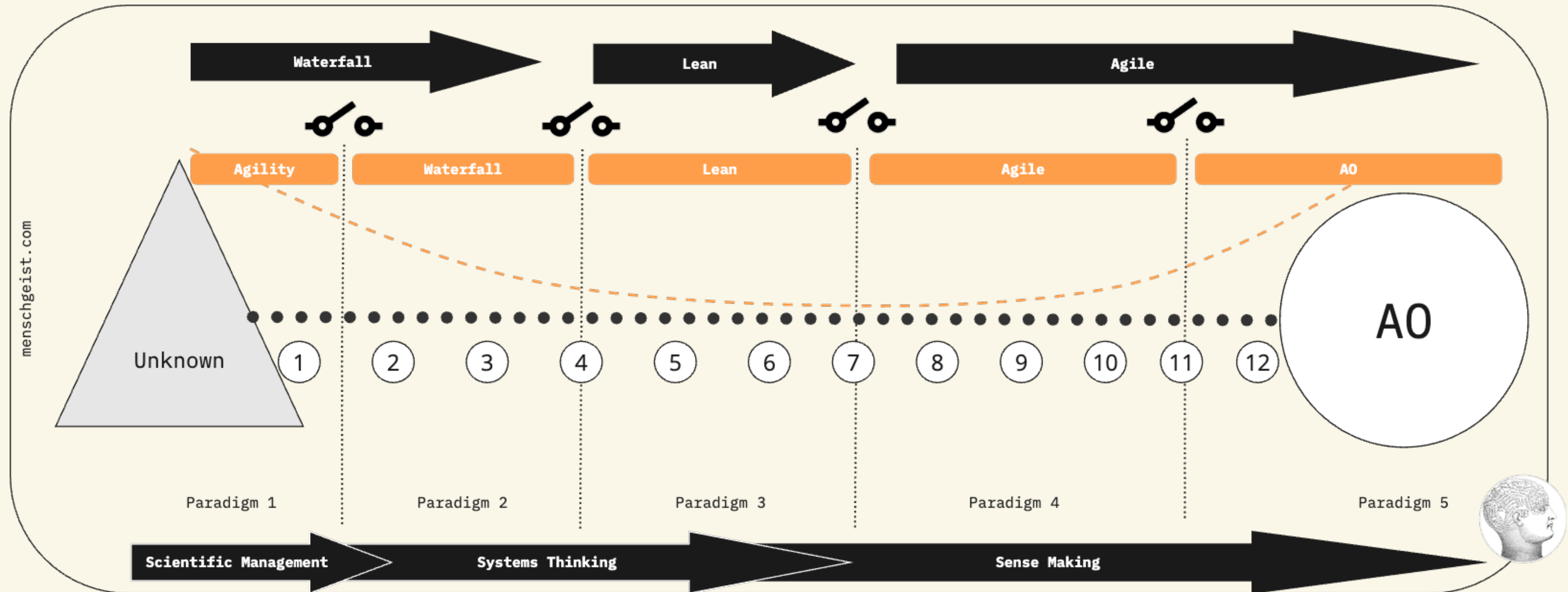
# Structure n'est pas Organisation

CONCEPT

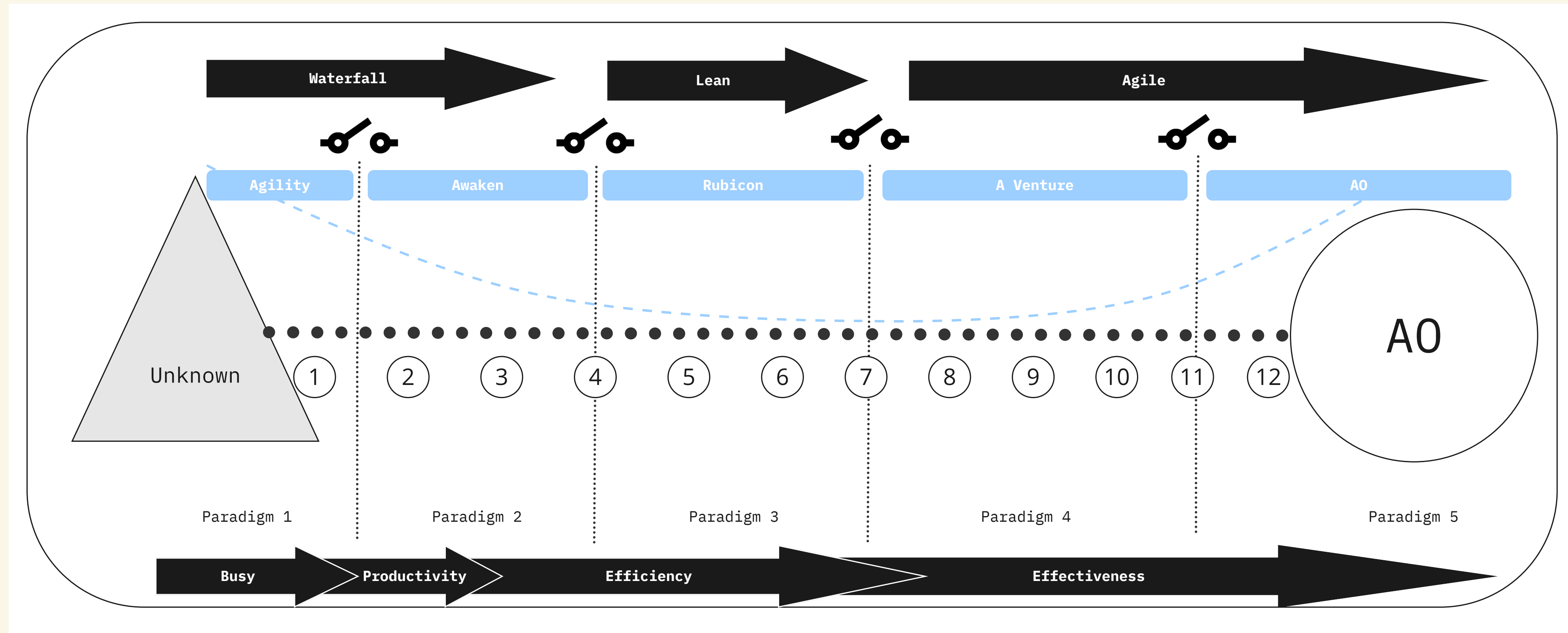


# Structure n'est pas Organisation

CONCEPT



# Le modele organisationnel reproduit vos objectifs



## Busy

Fais ce que l'on te demande

## Productivity

Vous travaillez beaucoup, mais est-ce du bon travail ?

## Efficiency

Vous accomplissez votre travail facilement, mais a-t-il atteint son impact maximal ?

## Effectiveness

Vous effectuez le travail adéquat au moment opportun. Le processus est-il reproductible ?

inspired by "Personal Kanban" J.Benson

# 04

## AO

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CORE CONCEPTS & METHODOLOGY

## Les mesures

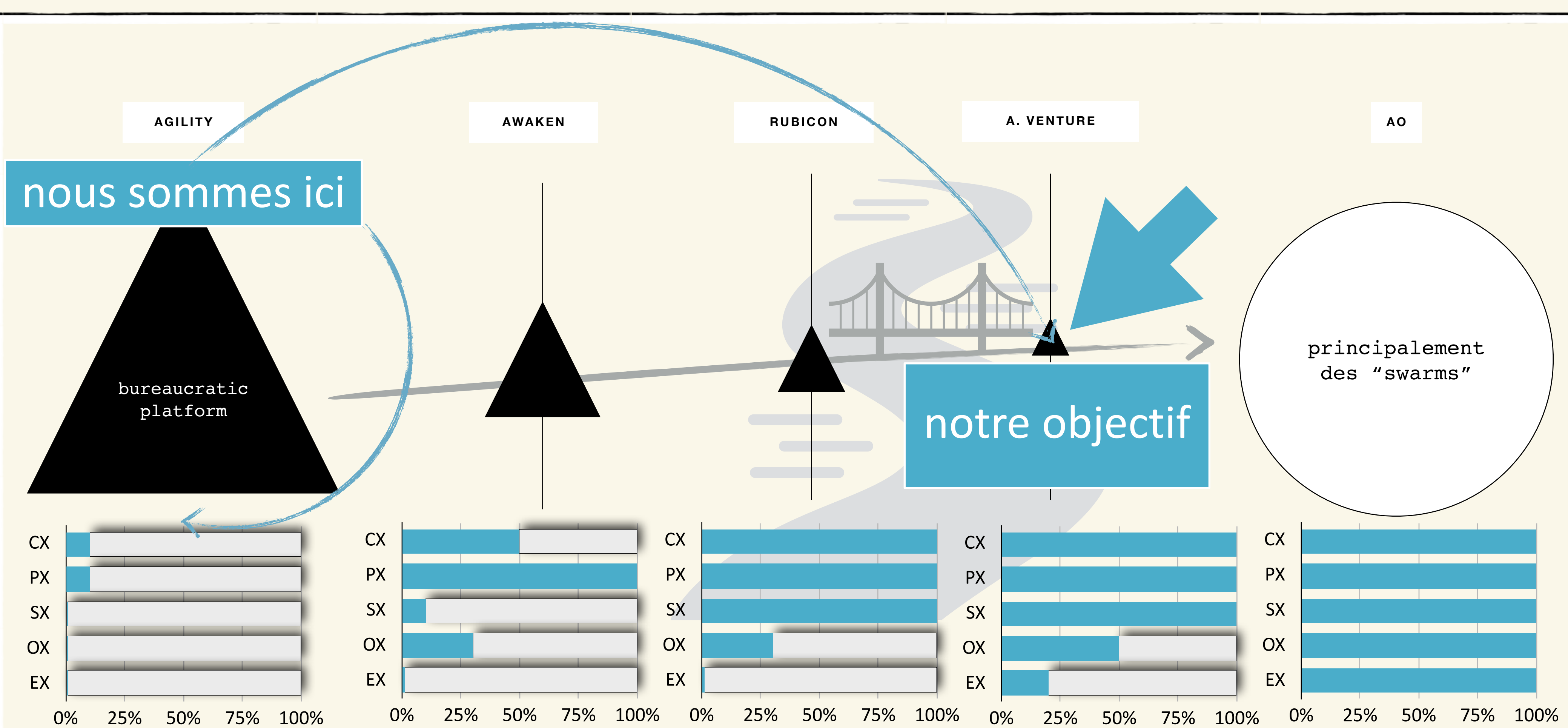
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# Analyse organisationnelle

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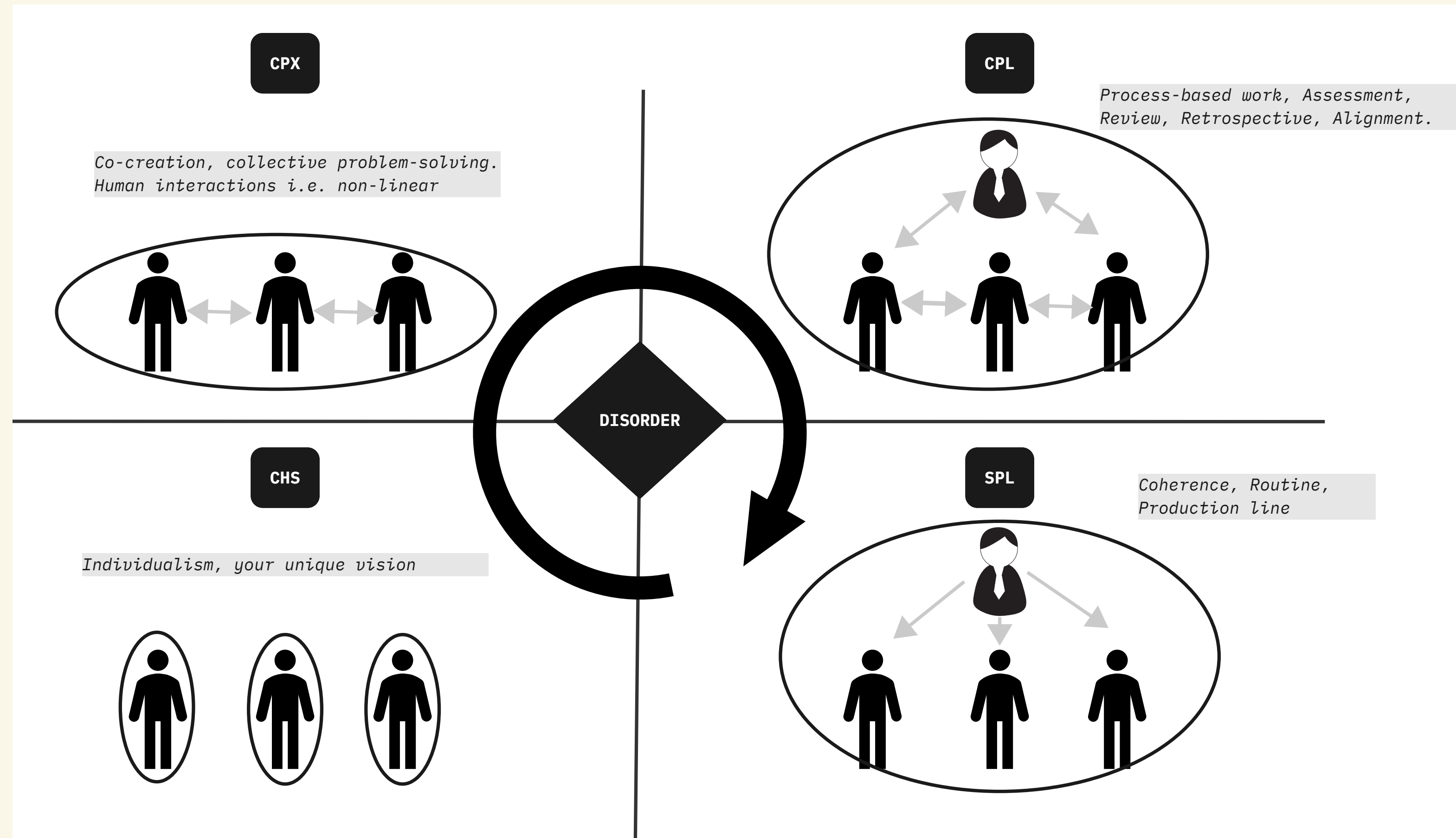
<b>Efficiency (ROI, time to market)</b>	Occupé (occuper les gens), Productif (axé sur les résultats quantitatifs, basé sur les résultats), Efficient (à la fois productif et qualitatif), Performant (productivité élevée, haute qualité, impact élevé).
<b>Agility (levels of Agile)</b>	Agility, Awaken, Rubicon, A Venture, A0
<b>Enterprise Experience (EX)</b>	La conception organisationnelle de l'entreprise s'aligne sur la raison d'être et le modèle économique de l'entreprise.
<b>Organizational Experience (OX)</b>	Systems design
<b>Service Experience (SX)</b>	La conception organisationnelle de l'entreprise est alignée sur sa raison d'être et son modèle économique.
<b>Customer Experience (CX)</b>	L'expérience client englobe l'ensemble des interactions et points de contact entre un client et une entreprise ou une marque. Elle comprend chaque étape du parcours client, de la prise de conscience initiale à l'achat et à l'utilisation du produit ou du service, en passant par le support après-vente. Elle inclut également le lien émotionnel et psychologique que les clients entretiennent avec la marque, incluant les perceptions, opinions et sentiments découlant de leurs expériences. L'objectif de la gestion de l'expérience client est d'offrir des interactions fluides et positives à chaque étape, afin de garantir la satisfaction, la fidélité et la recommandation du client. Cela implique de comprendre et de répondre à ses besoins, de fournir des produits et services de haute qualité et de créer une expérience exceptionnelle et cohérente qui dépasse ses attentes.
<b>People Experience (PX)</b>	L'expérience professionnelle peut varier considérablement selon le poste occupé, la culture d'entreprise et les relations interpersonnelles. Certains trouvent épanouissement, développement et camaraderie au travail, tandis que d'autres peuvent être confrontés au stress, aux conflits ou à un manque d'engagement. Des facteurs tels que le leadership, le travail d'équipe, l'équilibre vie professionnelle-vie privée et les perspectives d'évolution influencent significativement le vécu professionnel.

# Analyse organisationnelle - Exemple

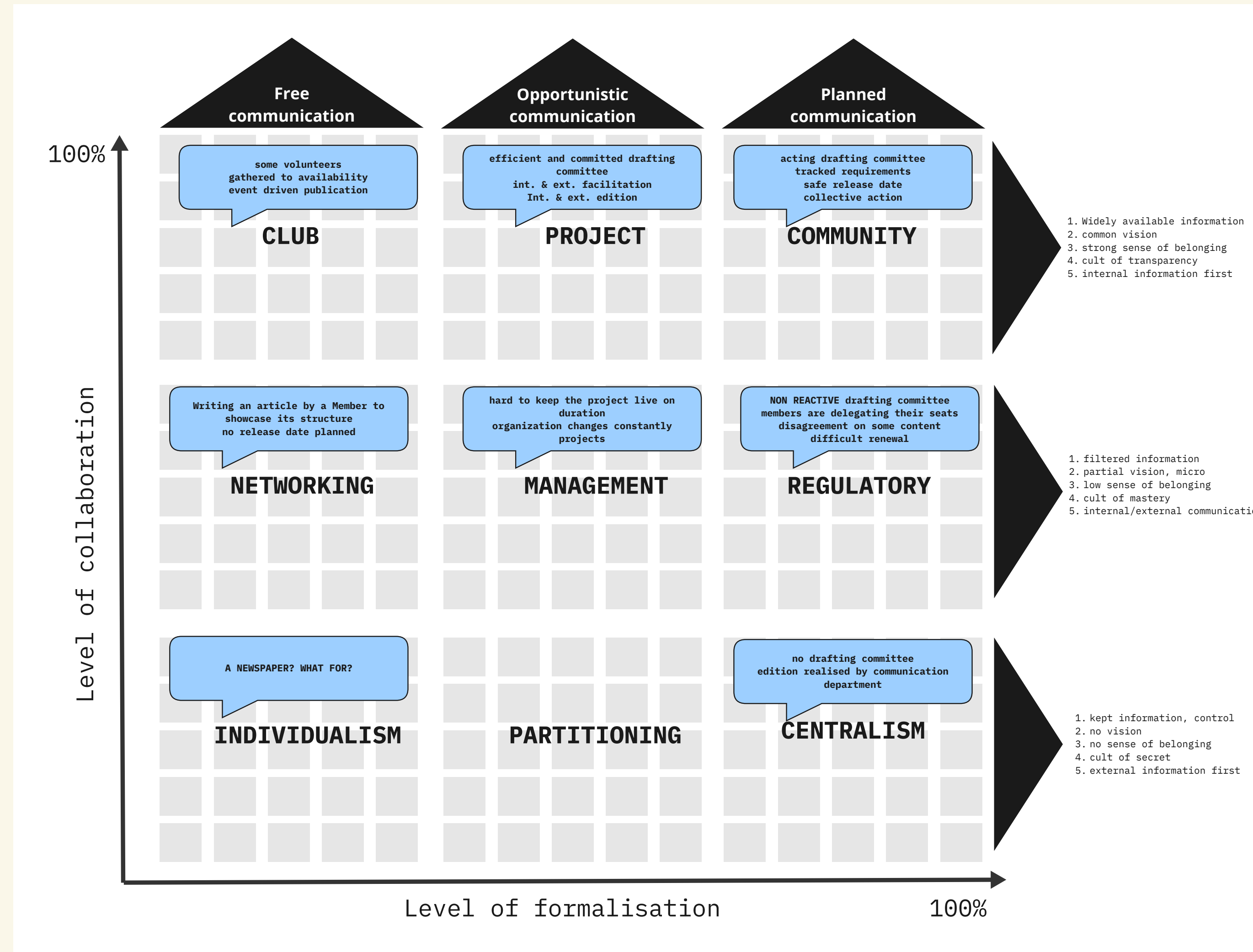


# Agile Systems Dynamics

La manière dont les agents (personnes) interagissent au sein d'un système. Elle se mesure à l'aide de la dynamique des systèmes agiles.



# La communication se mesure comme ci-dessous



# 05

## AO

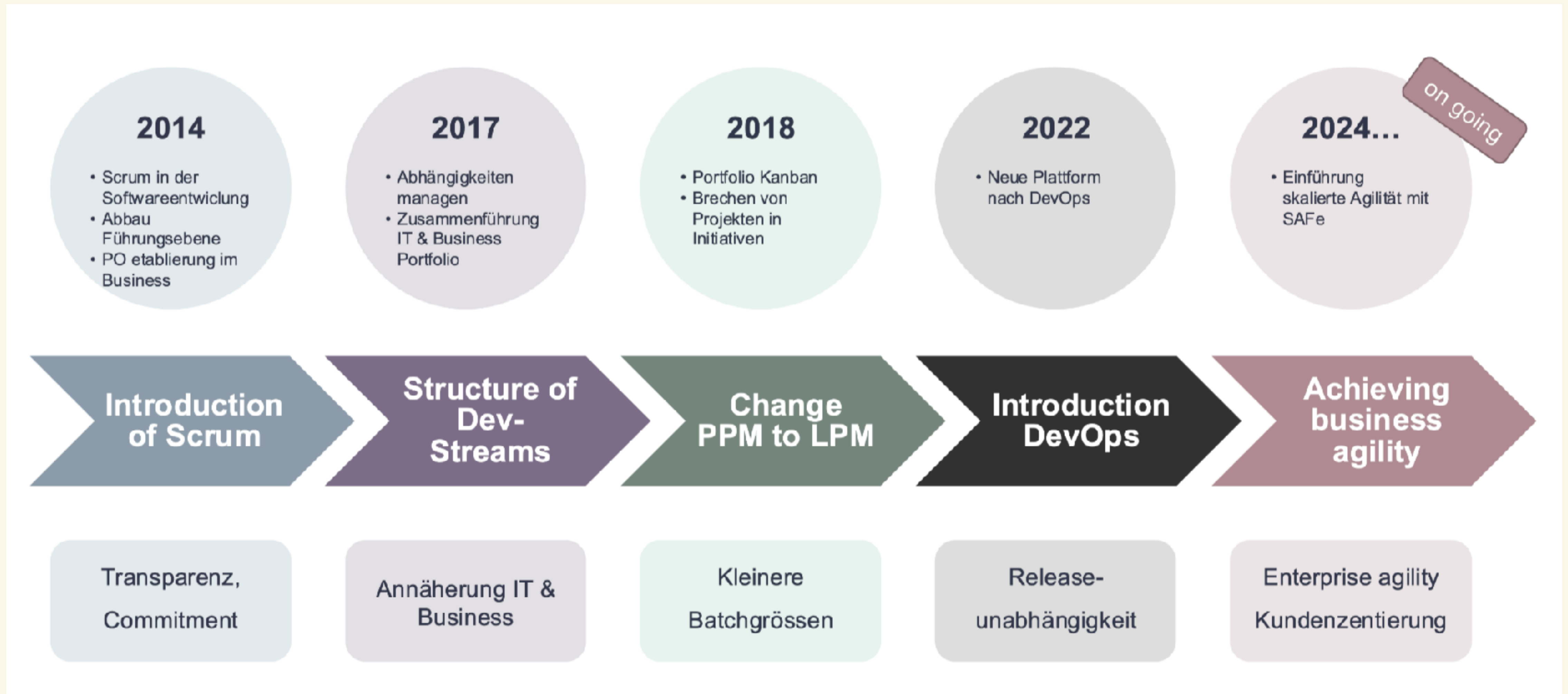
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CORE CONCEPTS & METHODOLOGY

Exemple

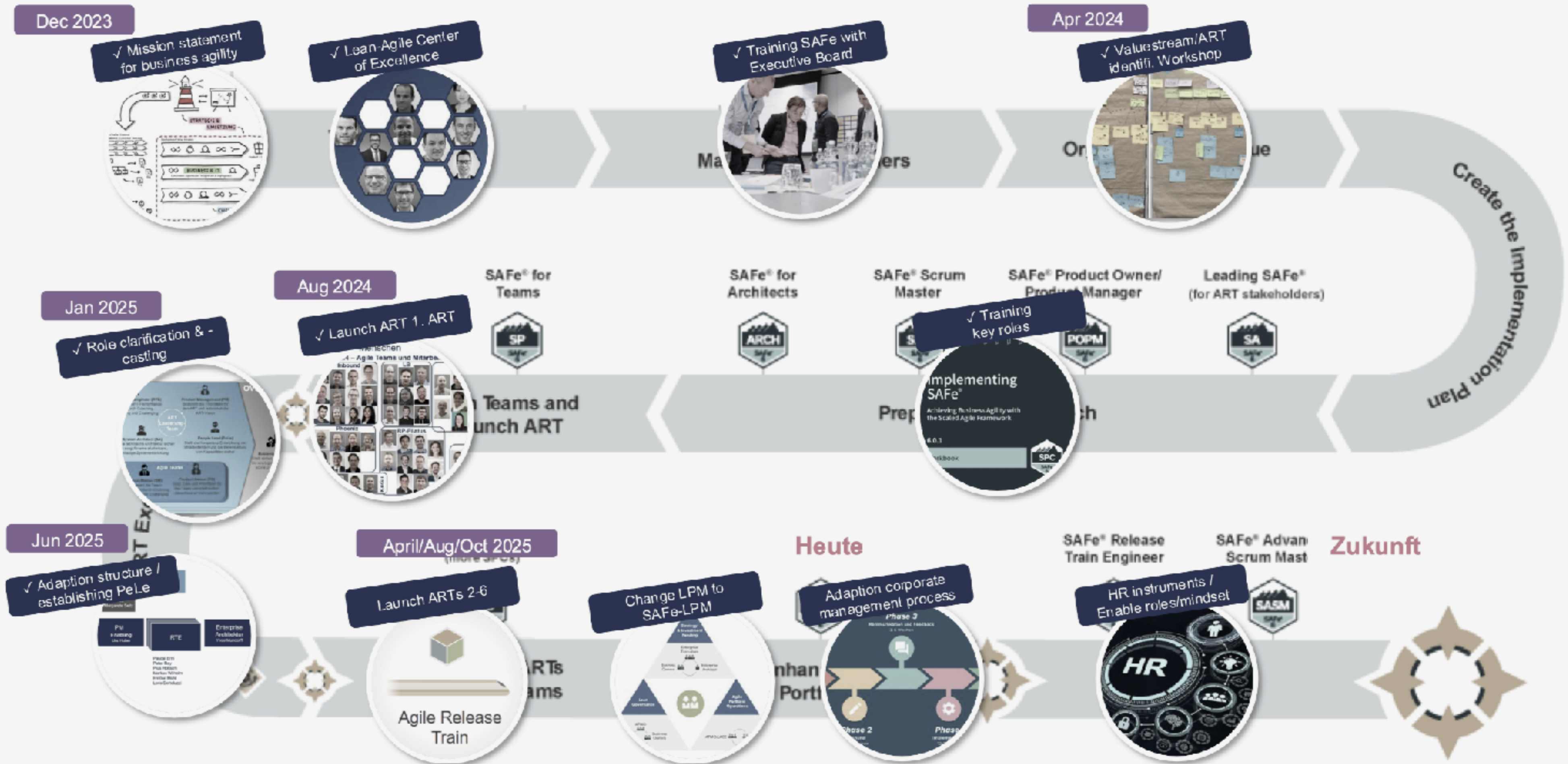
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# Exemple (cas réel)



# Exemple (cas réel)

## SAFe Implementation Roadmap: where are we now?



# Exemple (cas réel)

## Qui est impacté par la transformation agile?



# Exemple - Analyse AO<sup>©</sup>

## 02 Analysis (AO Diagnostic Lens)

Three analytical lenses applied: **AO Diagnostic**, **Viable System Model (VSM)**, and **Robitaille Cultural Model**.

### AO Diagnostic perspective

- **Purpose** clearly formulated: higher adaptability, better collaboration across BU boundaries, more innovation capacity, stronger portfolio management focus, unified strategic governance.
- **Organisational reach** limited: only ~15% of employees directly affected; customer service and claims processing explicitly not directly affected.

### VSM perspective

- Well-developed **operational core** in the digital zone (~500 people, 52 agile teams, 6 ARTs).
- **Coordination and synchronisation** are strongly developed via PI Plannings (10-week cadence), shared dates, preparatory trainings, and supporting tools.
- **Systemic coupling** to non-transformed operational units remains limited, indicating a two-speed organisation.

### Robitaille perspective

- CSS transformation positioned in the zone of **high formalisation** and **medium-to-high collaboration**.
- Agile zone shows characteristics of **project and community logics**; overall governance more strongly shaped by Management, Regulatory, and Centralist patterns.
- Result: **cultural heterogeneity** within the same organisation.

## 03 Status Picture

Dimension	Status
<b>Purpose</b>	Clear and well-grounded in business terms; not yet fully translated across the whole organisation.
<b>Structure</b>	Clearly defined in the digital zone; however complex and requiring explanation for many employees.
<b>Governance</b>	Strongly developed via Portfolio Kanban, LPM, ART governance, and PI routines.
<b>Culture</b>	Heterogeneous between agile core zone and classic line areas.
<b>Communication</b>	Strongly curated, demanding, and not yet anchored as a self-sustaining organisational pattern.
<b>Reach</b>	Directly only a limited part of the total organisation is affected.

### Stable elements

- Interdisciplinary LACE team with IT, Portfolio, and HR involvement.
- Train-the-Trainer approach with SPC qualification.
- Close anchoring with top management.
- Structured PI Planning setup for 6 ARTs with ~500 participants.

### Friction points

- **Role architecture complexity** — the PM / System Architect / RTE / People Lead division is described as "difficult to understand" by employees.
- **Shared Responsibility** remains abstract in practice.
- **Communication depends on key people**; not yet a self-sustaining organisational pattern.

# Exemple - Analyse A0

## 04 SWOT Analysis

### Strengths

- Clear transformation journey with traceable historical development from Scrum through DevOps to SAFe.
- Strong digital foundation with ~500 employees in the digital zone, 52 agile teams, and 6 ARTs.
- High management support through Business Owners, GL anchoring in LACE, and close collaboration with C-level.
- Well-established coordination mechanisms through PI Planning, shared cycles, and supporting tools.

### Weaknesses

- Complex role architecture with low intuitive accessibility for employees.
- Shared responsibility exists as a principle but is difficult to implement in practice.
- Only ~15% of the organisation is directly involved in the transformation.
- Communication is strongly person-dependent and resource-intensive.

### Opportunities

- Expanding business agility beyond the digital zone toward end-to-end value creation.
- Better coupling of strategy, portfolio, and operational customer value.
- Development of HR instruments so that roles, career paths, and development systems align with the new operating logic.
- Stronger cultural integration between agile and non-agile areas.

### Risks

- Change fatigue after a long transformation history since 2014.
- Consolidation of a two-speed organisation with cultural and operational fractures.
- Over-formalisation through framework logic, risking restriction of local adaptability.
- Dependency on key people in LACE, C-level, and central transformation roles.

## 05 CSQ12 Assessment Findings

Key new section integrating the Cultural Soil x Q12 transformation assessment.

### Assessment Methodology

The CSQ12 assessment combines the **Robitaille Cultural Soil model** (9 *terreaux culturels*) with the **Gallup Q12** engagement framework. It uses 20 collaboration scenarios and 20 formalisation scenarios to position an organisation on the cultural soil matrix and infer likely engagement risks. Since no completed questionnaire was available, CSS was assessed indirectly from the transformation presentation, translating observed characteristics into a cultural soil profile.

### Cultural Soil Positioning

The transformation space at CSS is likely to score **medium-to-high on collaboration** and **high on formalisation**:

- **Collaboration** is elevated: cross-functional teams, six ARTs, PI Planning, LACE as an interdisciplinary team, and the explicit goal of improving collaboration across BU boundaries.
- **Formalisation** is high: SAFe structures, defined roles, portfolio governance, planned PI cycles, budget and strategy steering, strong cost-control mechanisms.

This positions the CSS transformation most plausibly in the **Management / Regulatory zone** of the cultural soil matrix, with local features of **Project / Community** inside the digital zone.

### Engagement Risk Signals (CSQ12 Logic)

Risk Area	Signal from Transformation Data
Clarity & Role Fit	Employees often do not understand what is expected in the new role architecture (PM / SA / RTE / People Lead distinction explicitly difficult).
Voice & Communication	Pull communication does not work; communication is a full-time job — high engagement risk in this dimension.
Organisational Belonging	Only ~15% directly affected; non-transformed units likely experience weaker identification with the emerging model.
Recognition & HR Alignment	HR instruments not yet fully aligned with operating model; affects perceived fairness, growth clarity, managerial support.

### Key Interpretation

The CSS transformation does not primarily suffer from insufficient discipline or missing management attention. Its next challenge is to convert a well-designed, strongly governed agile core into a **broader organisational experience of clarity, inclusion, and meaningful participation**. The main leverage lies in role clarity, communication architecture, integration of non-agile units, and HR alignment — rather than adding more framework mechanics.

# Exemple - Analyse AO

## 06 Priority Next Steps

01

### Model end-to-end value flows organisation-wide

Central customer journeys (e.g. claims processing, first advisory, digital services) should be modelled and governed as continuous value flows across digital zone, customer service, and claims processing.

02

### Balance governance and decision spaces

The existing strong central governance should be complemented by clearly defined local decision spaces, so that ARTs and teams can act more autonomously within transparent guardrails.

03

### Simplify role and HR architecture

SAFe roles should be translated into a CSS-specific, more understandable role map. Career paths, development systems, and feedback mechanisms should be adapted to the new team- and flow-oriented way of working.

04

### Increase transparency and communication capacity

The existing communication burden should be reduced through standardised, open formats for portfolio, progress, and flow transparency. Goal: a less curated and more shared information culture.

05

### Explicitly address cultural differences

The different cultural patterns between the agile core zone and classic areas should be made consciously visible and moderated, so that shared principles of collaboration become accessible organisation-wide.

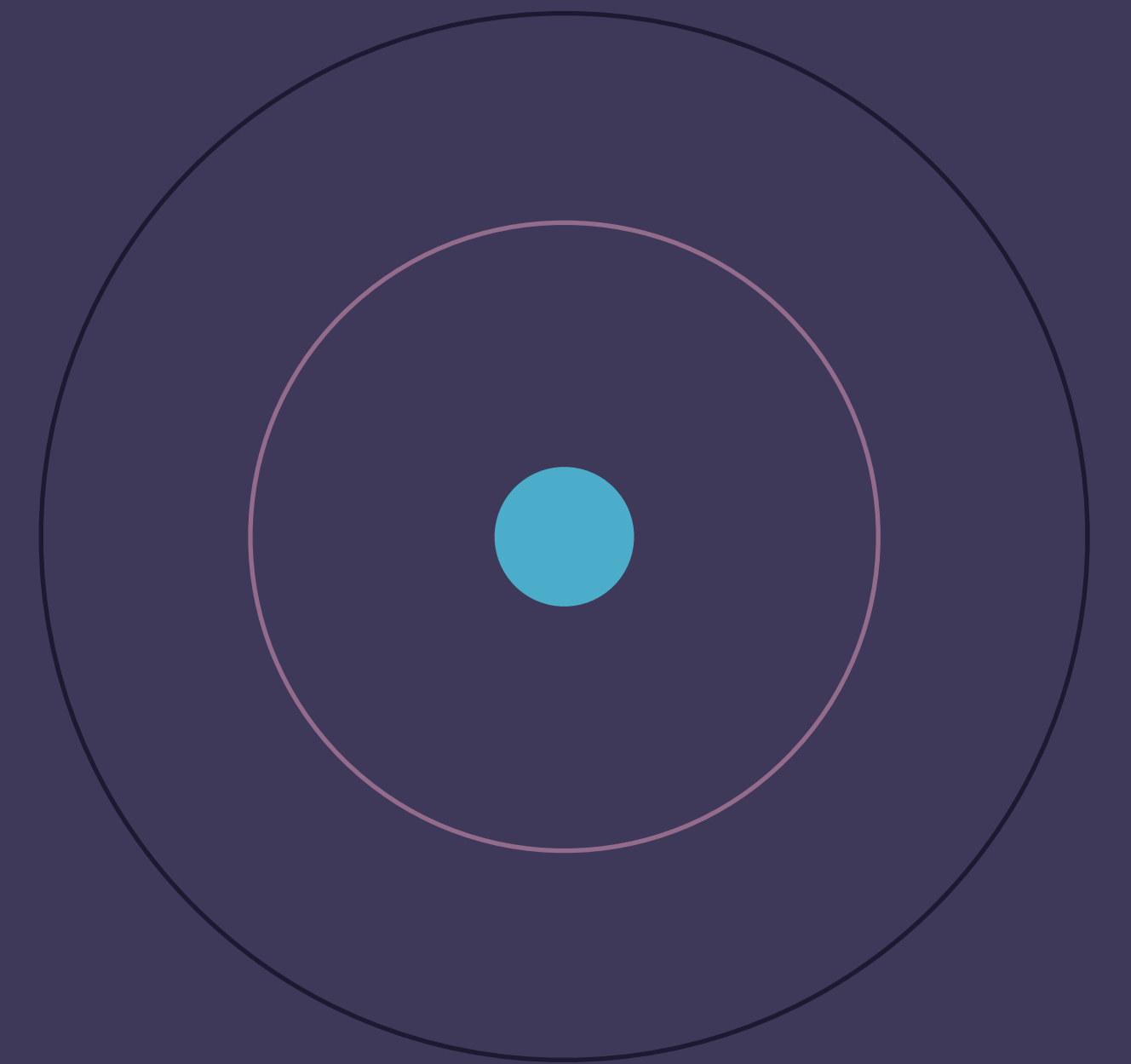
*Prepared by Menschgeist x AO Method — Pierre Neis. Analytical framework: AO Diagnostic, Viable System Model, Robitaille Cultural Model, CSQ12.*

# 04

## CONCLUSION

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WRAP UP & NEXT STEPS



# L'agilité n'est pas une méthode — c'est une propriété du système

## LOGIQUE MÉCANISTE (FRAMEWORK)

✗ Installer SAFe → espérer l'agilité

✗ Certifier des Scrum Masters → créer de l'agilité

✗ Copier Spotify → devenir Spotify

## LOGIQUE SYSTÉMIQUE (AO)

✓ Poser des conditions limites claires (destination, règles simples)

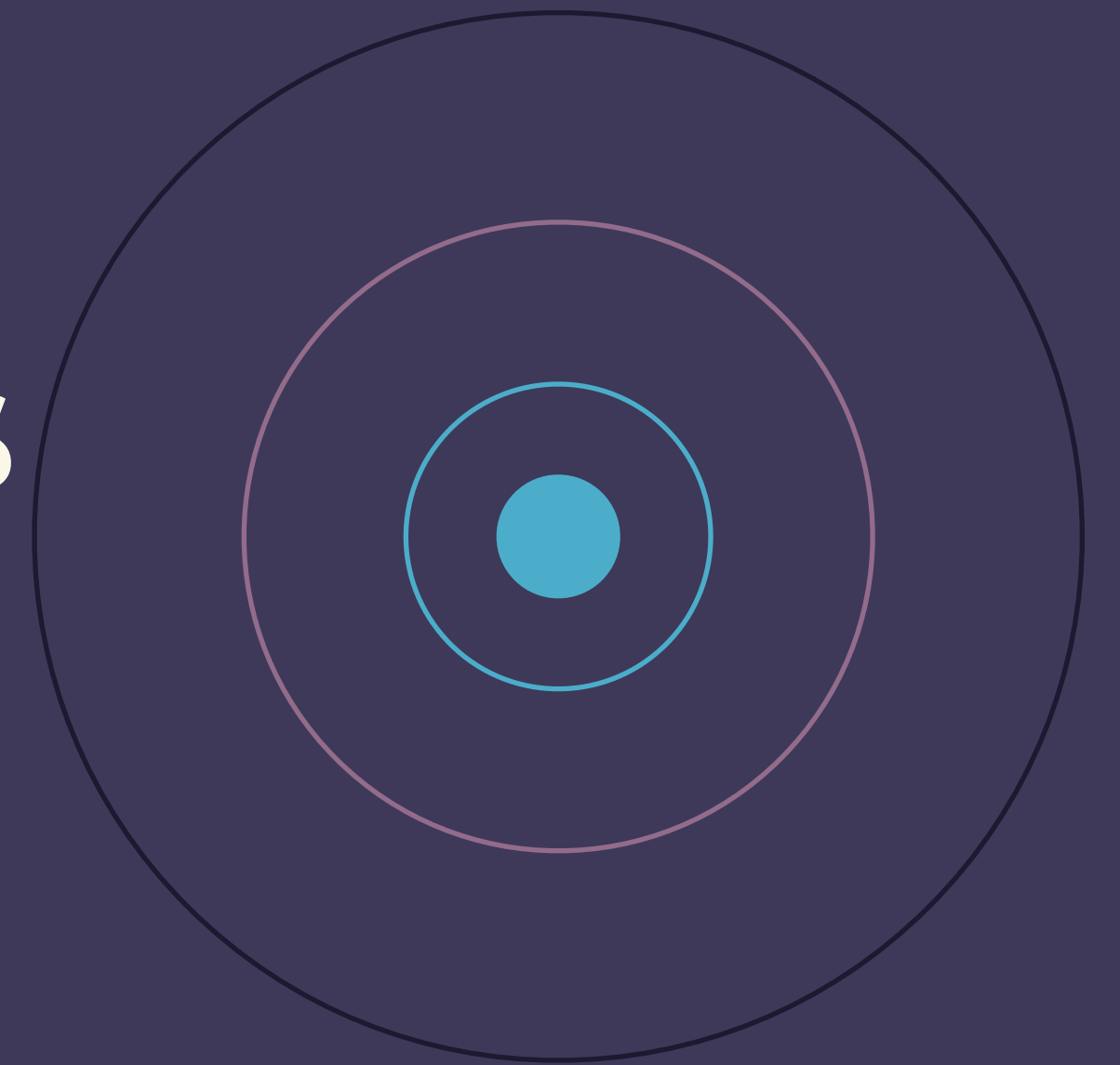
✓ Favoriser la diversité des interactions entre agents

✓ Multiplier les expérimentations safe-to-fail pour révéler les attracteurs

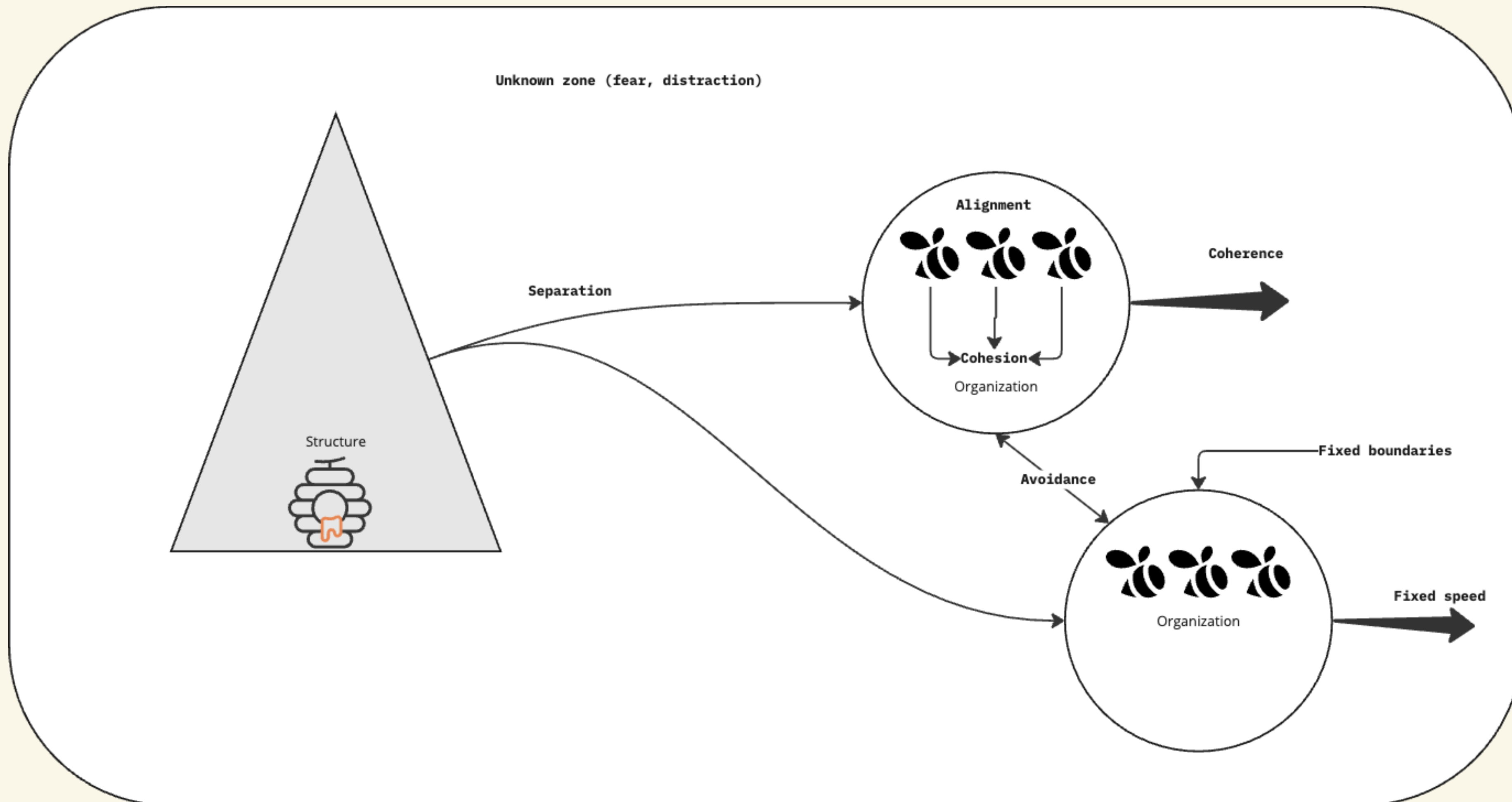


Un CAS agile se reconnaît à ses comportements collectifs, pas à ses frameworks installés. On ne peut pas implanter l'agilité – on peut seulement créer les conditions de son émergence.

---



# Exemple - Analyse A0



# Le modèle AO : une lentille systémique

## Cohérence

Alignement de la destination, des valeurs et des règles simples dans tout le système

## Cohésion

Liens entre équipes sans dépendances bloquantes — réseau de mini-startups internes

## Règles simples

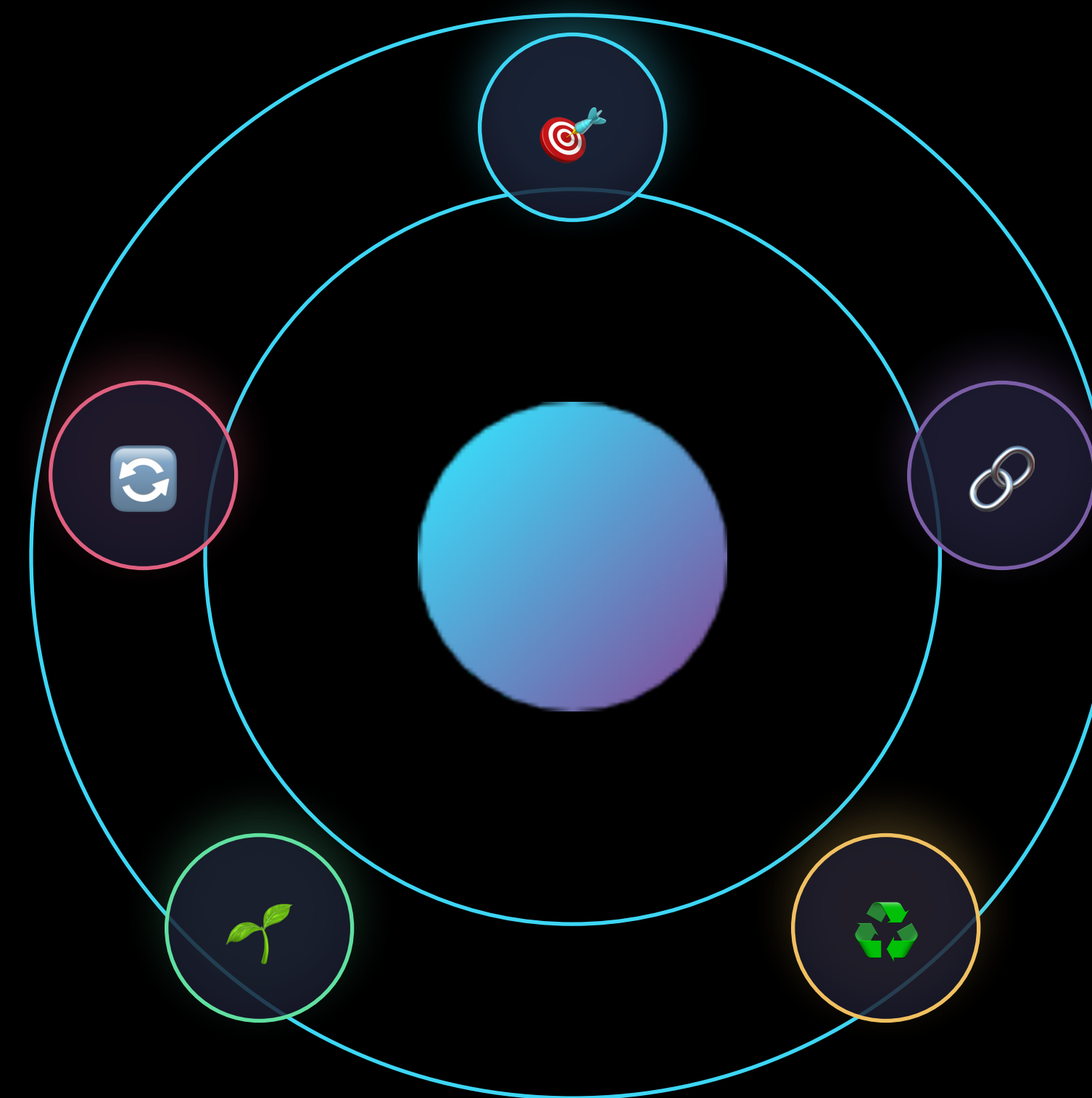
3-5 règles qui guident les comportements locaux et permettent l'émergence d'ordre global

## Séparation

Isolation des équipes de la structure matricielle pour préserver leur autonomie

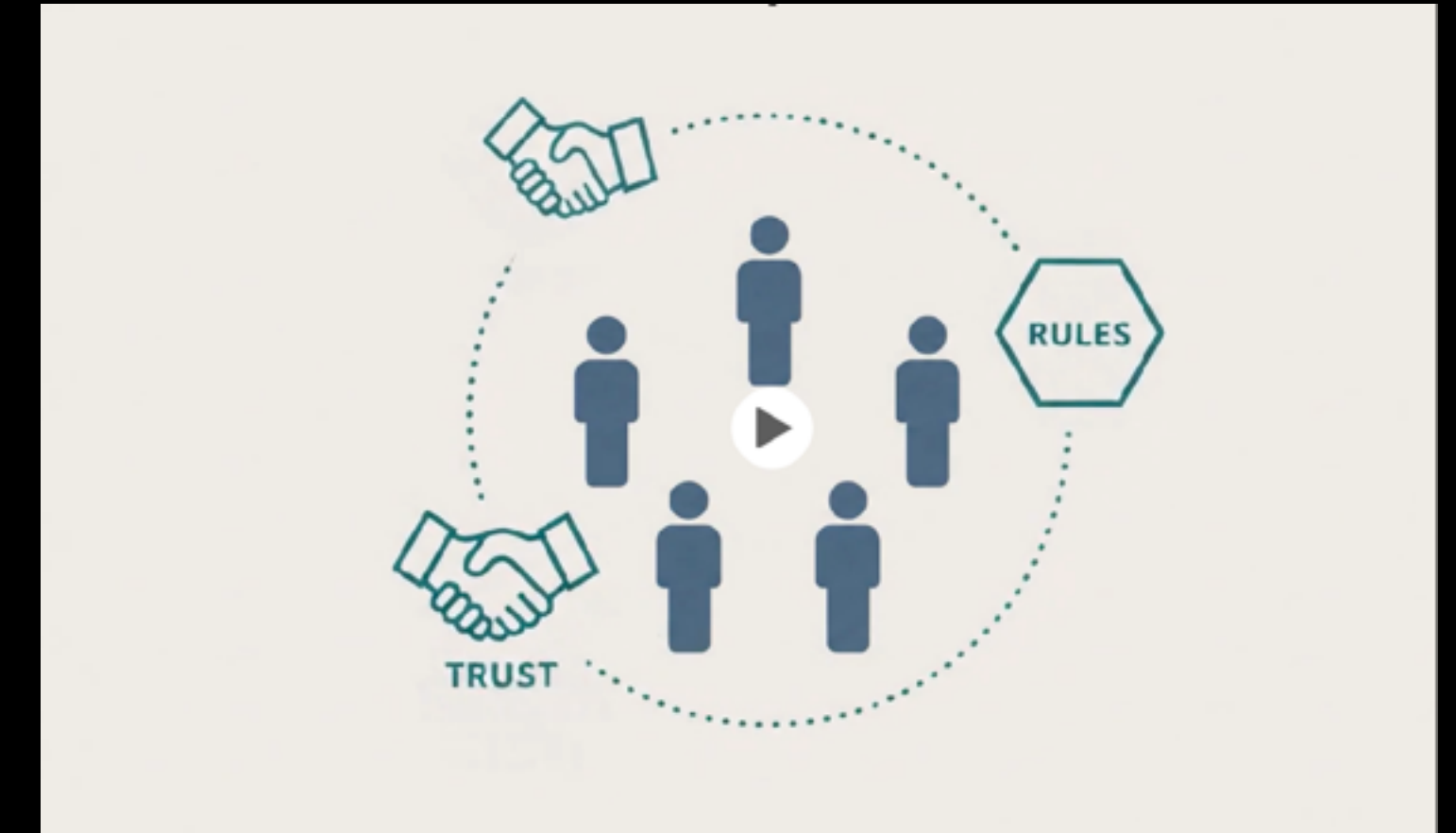
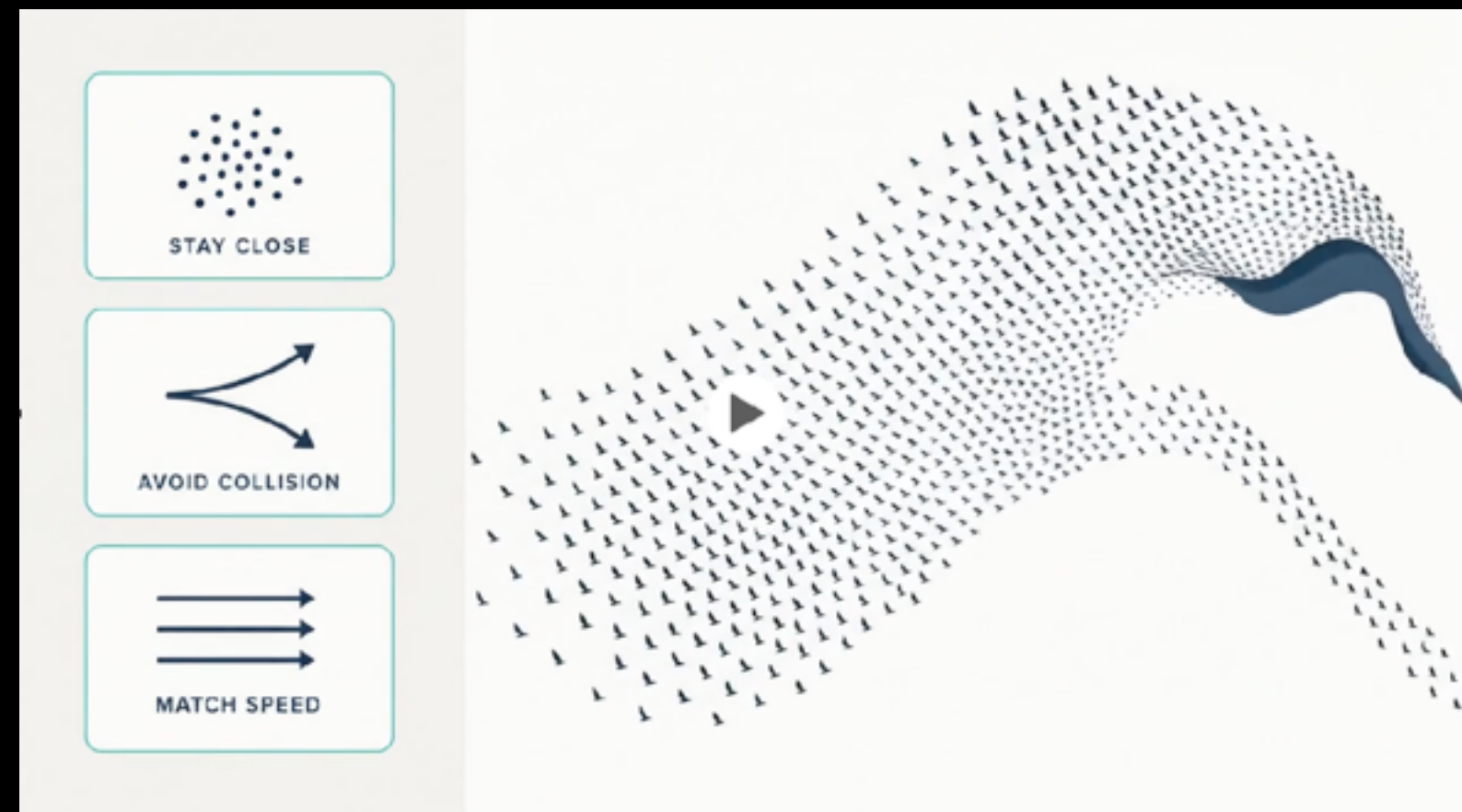
## Évitement

Réduction active des dépendances inter-équipes — condition clé de l'agilité locale



Organisation = réseau dynamique d'équipes autonomes gravitant autour d'attracteurs partagés

# Example

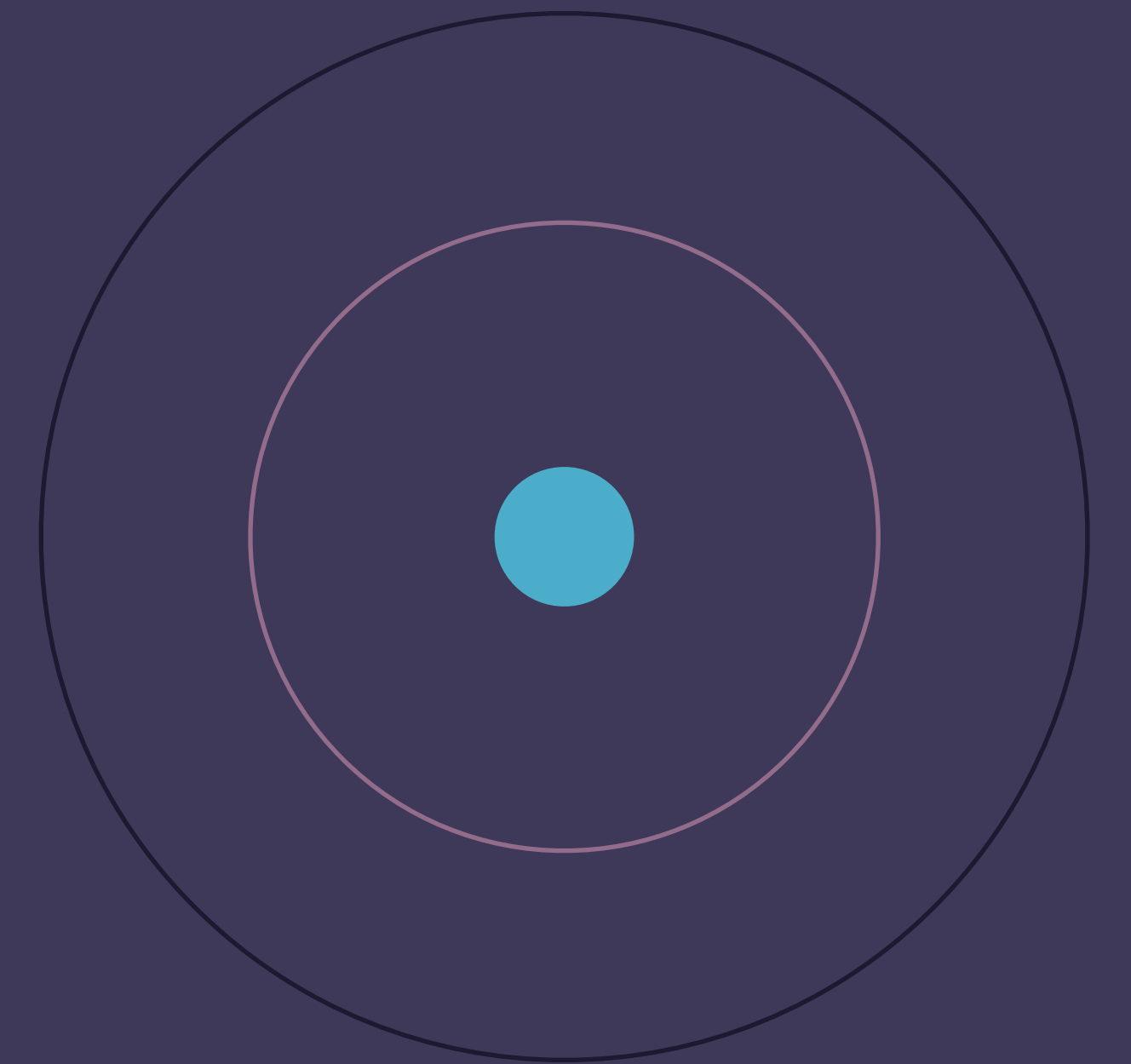


# 04

## PETITS CADEAUX

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WRAP UP & NEXT STEPS



# Cadeau 1: la fable A0

51



<https://payhip.com/b/nHbiE>

Coupon SU7IM8FRWA (valuable jusqu'au 16.06.26)



**Cadeau 2: analyser votre organisation**

**Recevez votre analyse  
gratuite**

---

**Envoyez votre demande à  
[pierre.neis@menschgeist.com](mailto:pierre.neis@menschgeist.com)**



# L'agilité n'arrive pas. Elle émerge.

Votre organisation est déjà un système complexe. La question est : créez-vous les conditions de son comportement agile, ou installez-vous des frameworks dans un système mécaniste ?

Modèle

AO Method  
[agile-organization.com](http://agile-organization.com)

Auteur

Pierre E. Neis  
Agile Coach & Org Developer

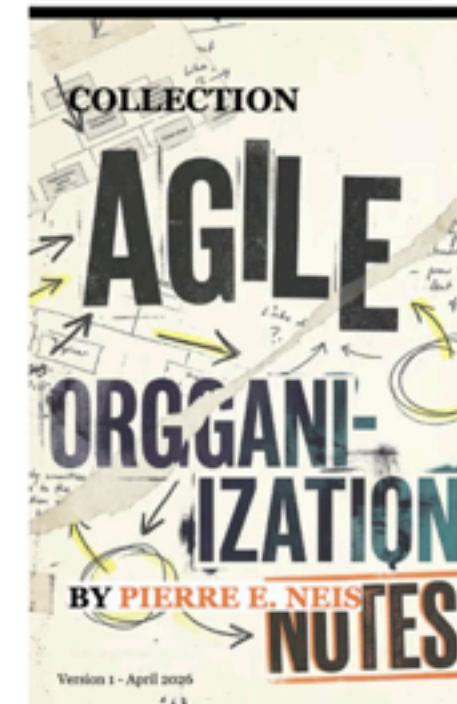
Livre

**The New Normal**  
AO concepts & patterns

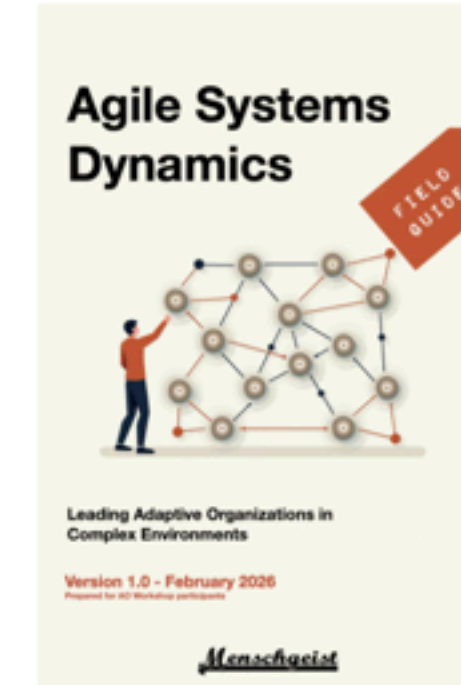
# Livres



Adaptive Organizational Change Management for ERP Implementation  
CHF5.00



Agile Organization Notes - stories and exercises  
CHF5.00



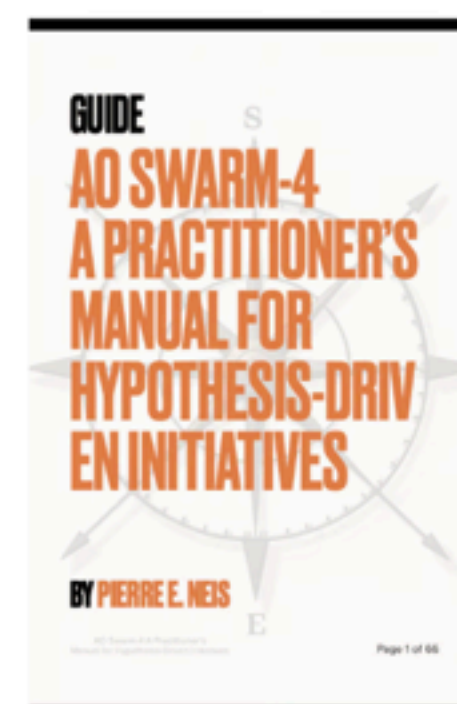
Agile Systems Dynamics - Field Guide  
CHF5.00



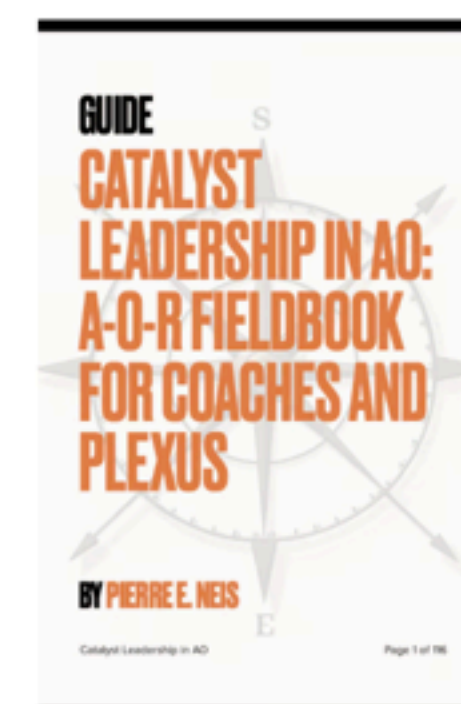
AO Method Experience Metrics Workbook  
CHF5.00



AO Method User Manual  
CHF5.00



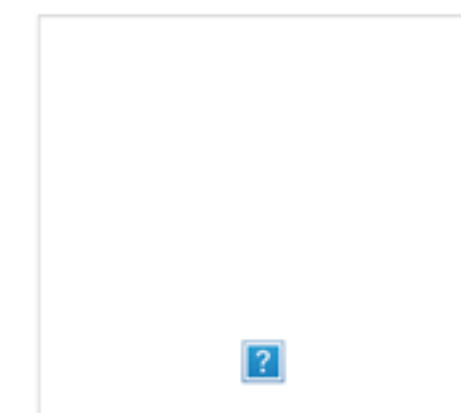
AO Swarm-4A Practitioner's Manual for Hypothesis-Driven Initiatives  
CHF5.00



Catalyst Leadership in AO: A-O-R Fieldbook for Coaches and Plexus  
CHF9.00



Comment bâtir une porcherie  
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# THANK YOU.

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Questions, conversations, and next steps welcome.

