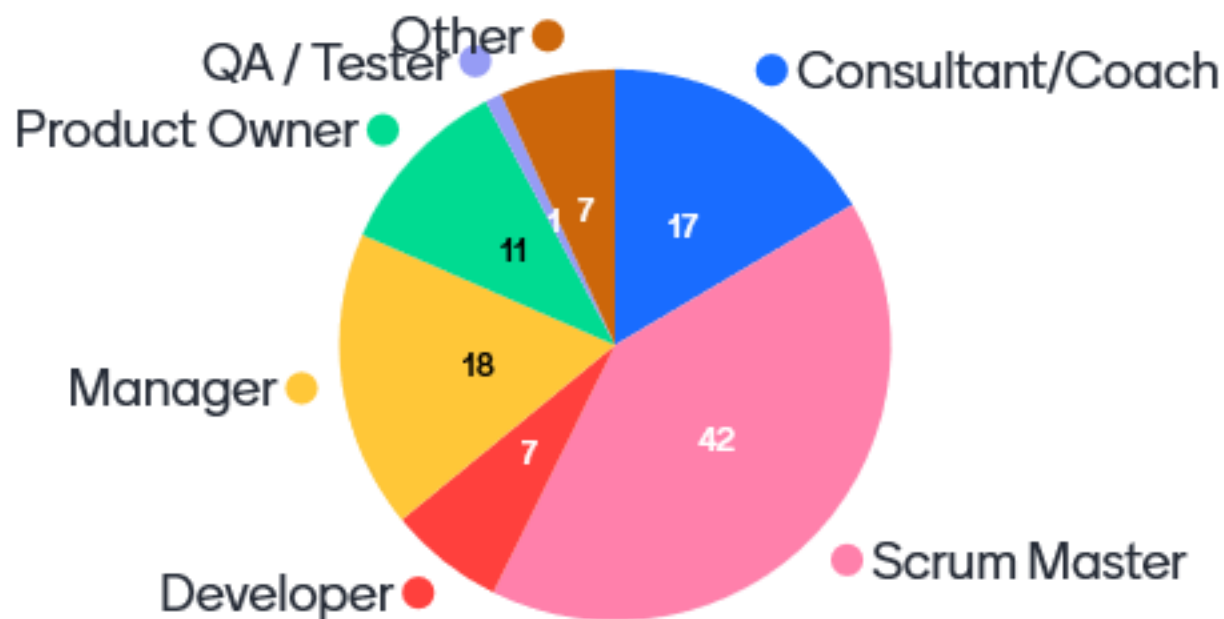
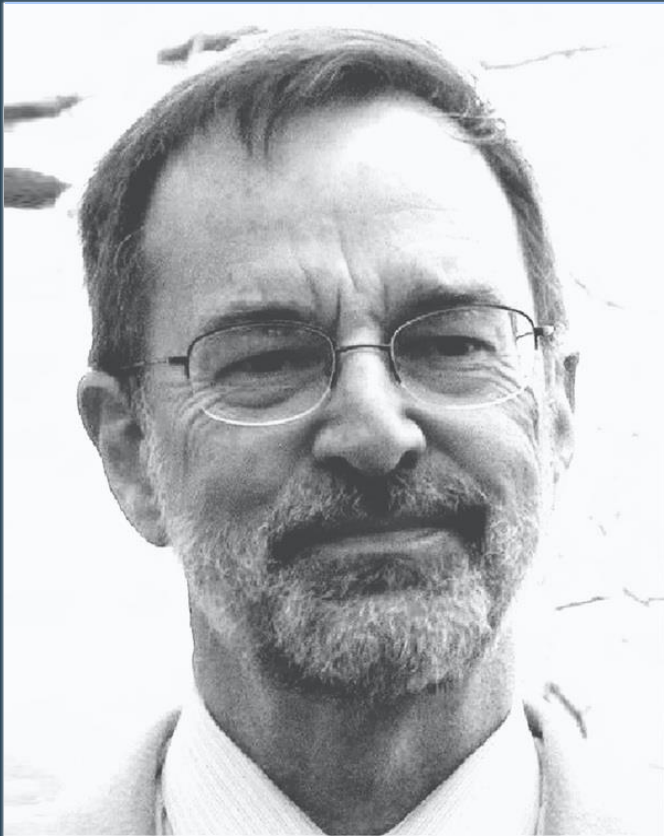


# What is your (current) role?





WEBINAR SPEAKERS

**JUTTA ECKSTEIN**

&

**JOHN BUCK**

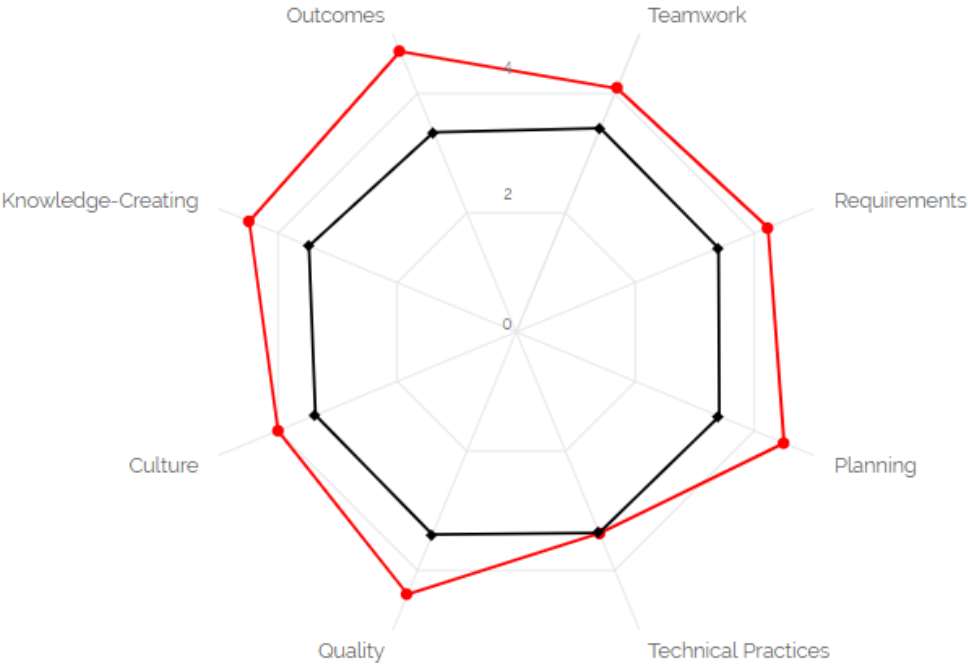
BOSSA nova: Company-Wide Agility with  
Beyond Budgeting, Open Space, and  
Sociocracy



# Activate your Free Comparative Agility Subscription

- All Scrum Alliance certificants in good standing receive a FREE subscription to Comparative Agility
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**C** Comparative Agile  
Mike Cohn & Ken Rubin

**K** Comparative Kanban  
Comparative Agility

**P** Psychological Safety  
Dr. Amy Edmondson

**H** High-Performance Team Behaviors  
Richard Kasperowski

**S** Comparative Security  
Comparative Agility

 Create Your Own Unique Assessments  
Comparative Agility

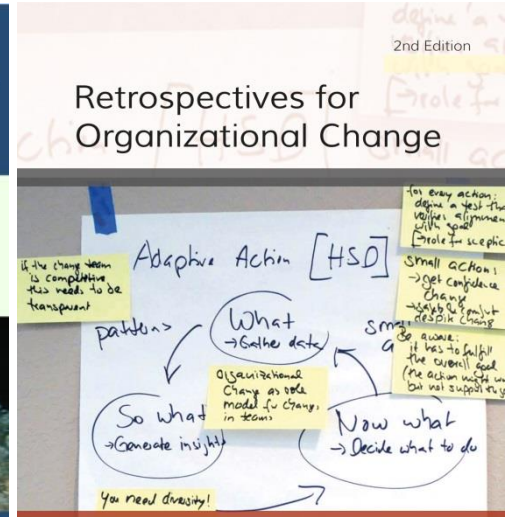
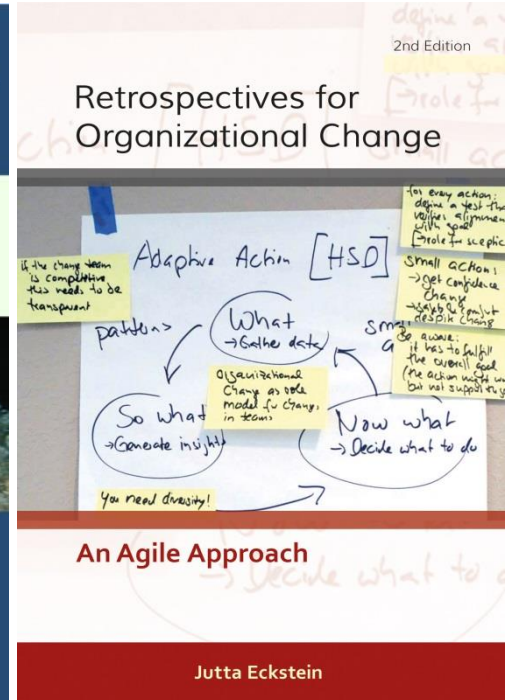
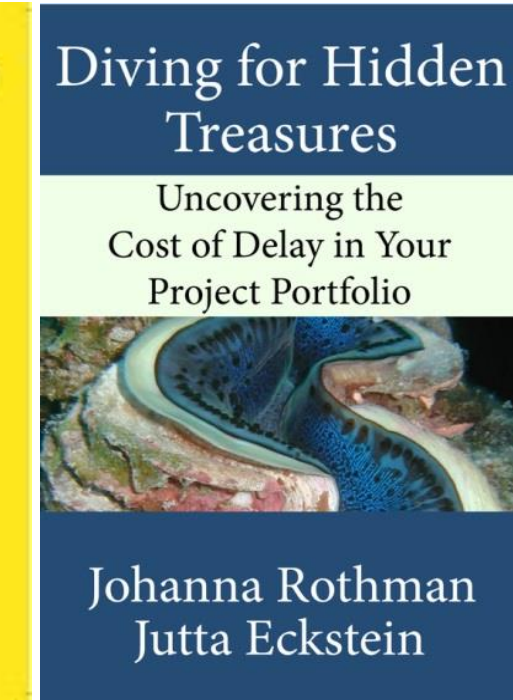
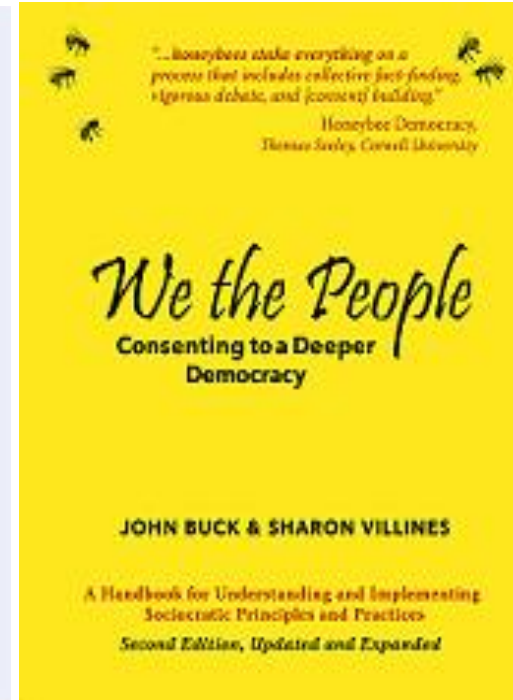
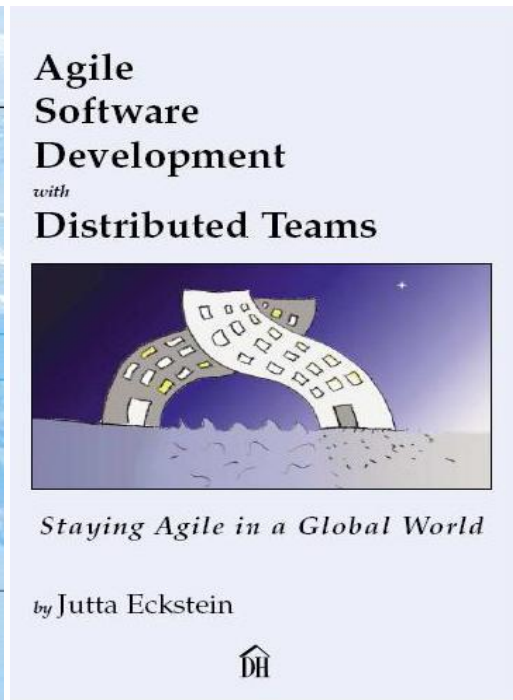
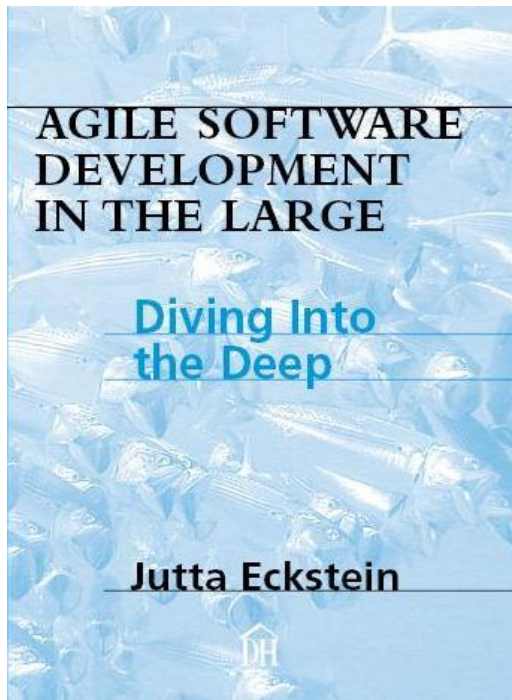
**C** Comparative Scrum  
Imane Khalikane & Jonathan Kuronen

**S** Successful Distributed Agile Teams  
Johanna Rothman and Mark Kilby





**Jutta Eckstein | JEckstein.com | @JuttaEckstein**  
**John Buck | governancealive.com | @johnabuck**



An Agile Approach  
Jutta Eckstein

# BOSSA nova: Company-wide Agility with Beyond Budgeting, Open Space & Sociocracy

Jutta Eckstein | @juttaeckstein  
John Buck | @johnabuck

<http://agilebossanova.org> | @AgileBossaNova



<https://www.comparativeagility.com/capabilities/bossa-nova-assessment/>



# What are the biggest challenges for companies today?





**Volatility**  
**Uncertainty**  
**Complexity**  
**Ambiguity**

**Beyond  
Budgeting**

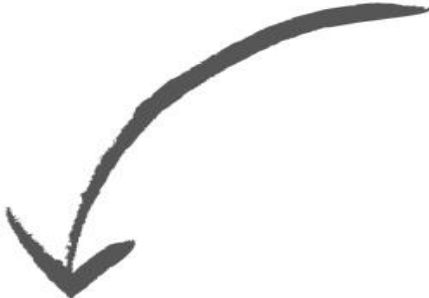
**Sociocracy**

**BOSSA**



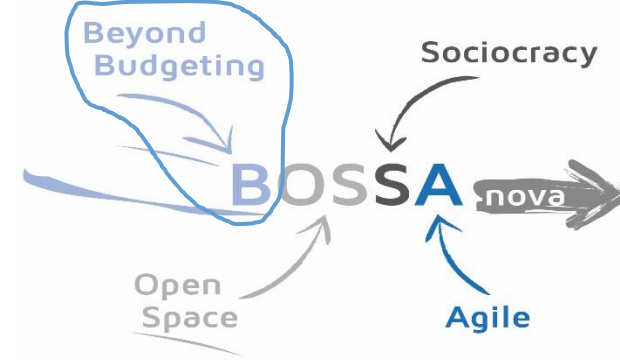
**Open  
Space**

**Agile**





# Beyond Budgeting



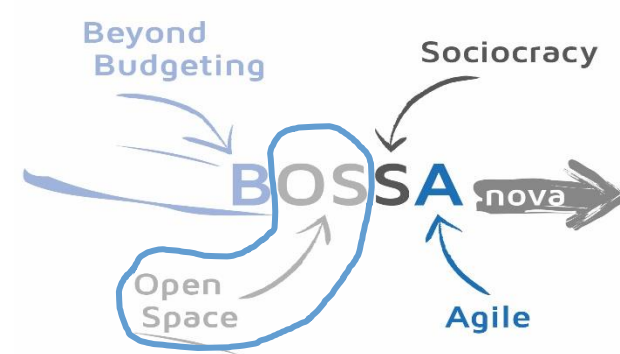
- **Beyond command & control**

- Toward a management model that is more empowered and adaptive

- **Separate the 3 budget purposes**

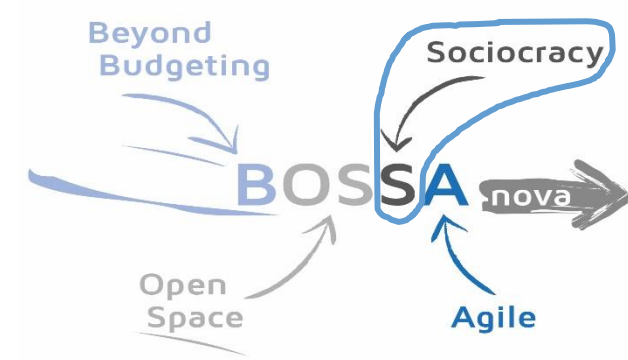
- Targets → Relative
  - Forecast → Rolling
  - Resource allocation → Dynamic

# Open Space



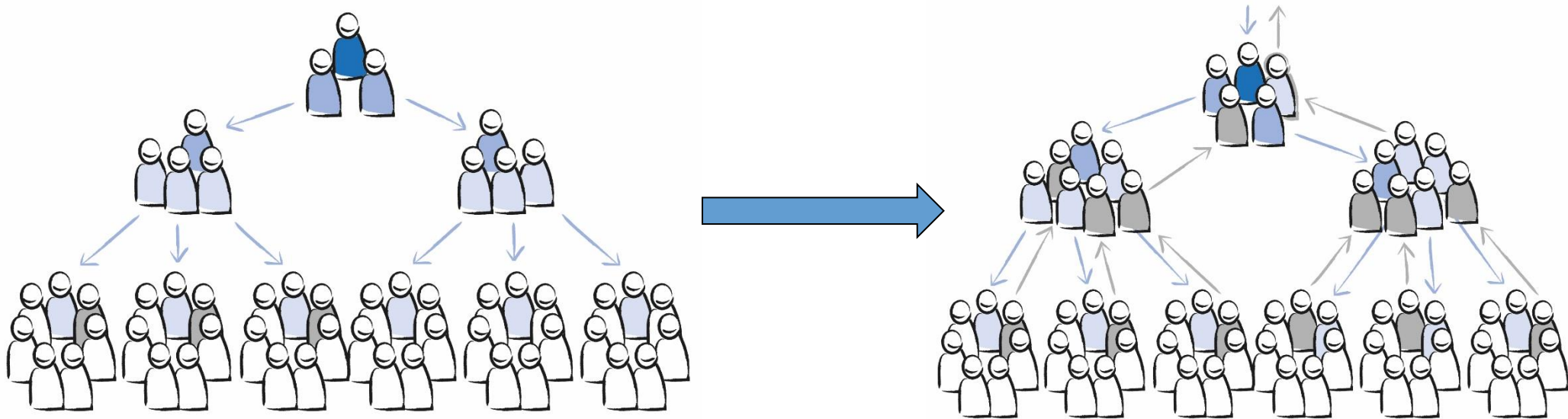
- **Open Space principles for implementing an innovation strategy based on:**
  - Open invitation
  - Self-organization through empowerment
  - Passion bound by responsibility
  - Self-responsibility for learning & helping others learn

# Sociocracy

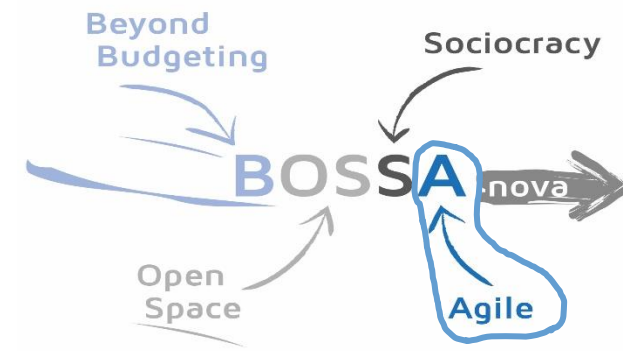


## ■ Equivalence

- Shared decision-making by **consent**
- Feedback embedded in the structure: **double linking**

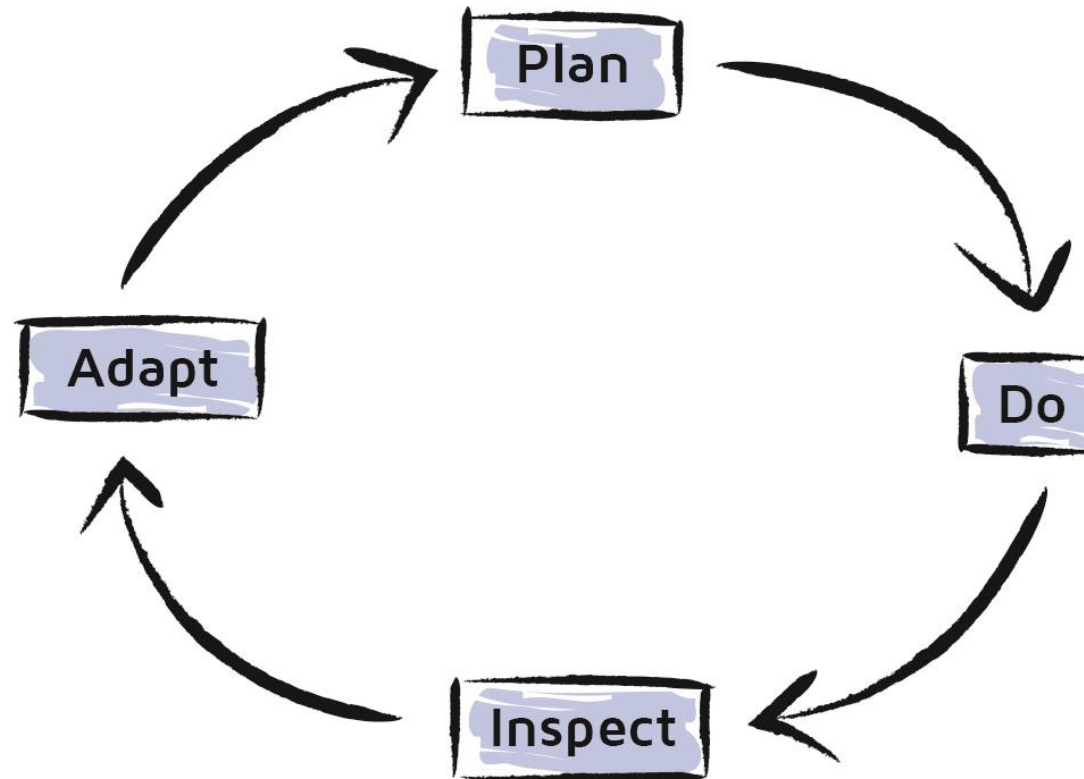


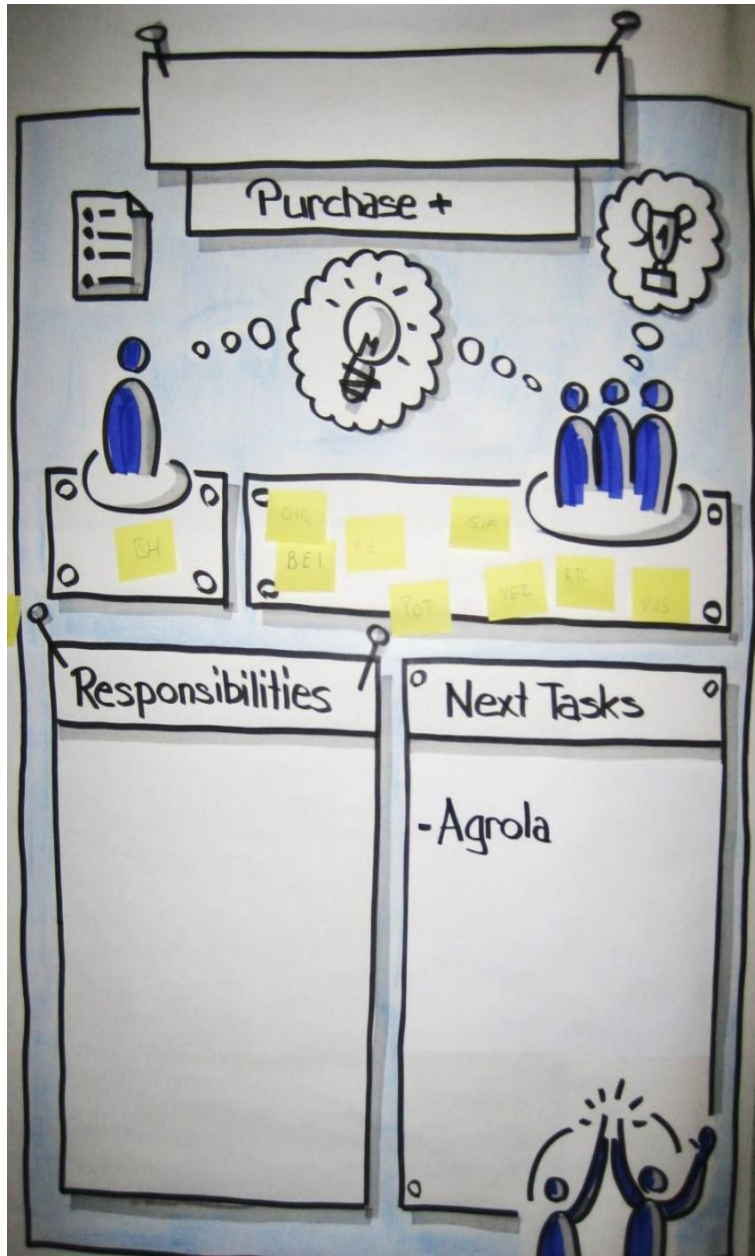
# Agile



## ■ Regular and frequent feedback:

- On needs, product, technology, process, quality, ...





## G&A103-2 TRAVEL AND MISCELLANEOUS EXPENSE REPORT

Name: \_\_\_\_\_

Purpose of Trip: \_\_\_\_\_

Dates and Details of Trip: \_\_\_\_\_

TRAVEL COSTS						LODGING		MEALS		SUPPLIES (Describe Below)	TOTALS
Date	No. of miles	Mileage Reimburse	Parking	Air Travel	Ground (Car/Taxi)	Hotel	Telephone	No.	Amounts		
Totals											

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Approved by: \_\_\_\_\_ Date: \_\_\_\_\_

Received by: \_\_\_\_\_ Date: \_\_\_\_\_

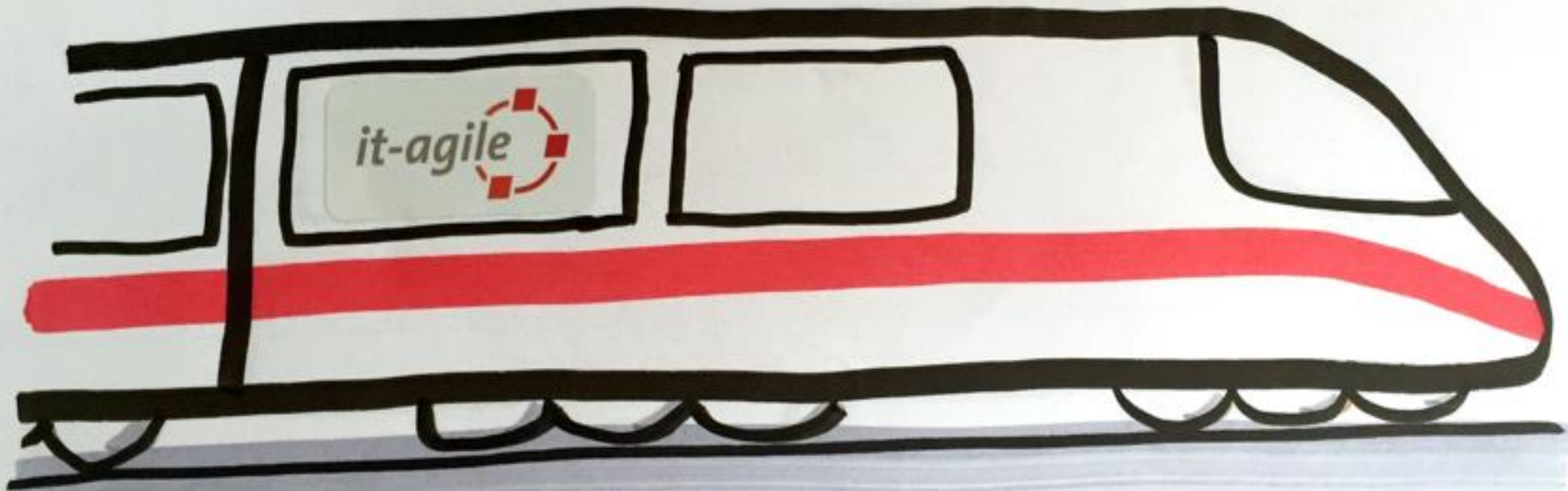
Gross Amount \_\_\_\_\_  
Less Advance \_\_\_\_\_

Gross Amount \_\_\_\_\_

Less Advances \_\_\_\_\_

Net Amount Due \_\_\_\_\_

\_\_\_\_\_  
Employee  
\_\_\_\_\_  
Company (Attach Remittance)



**Transparency**

**Self-organization**

**Continuous Learning**

**Constant Customer Focus**



## **Transparency**

Create transparency for all involved in two directions by providing information and lowering the barriers to those seeking information.

## **Self-organization**

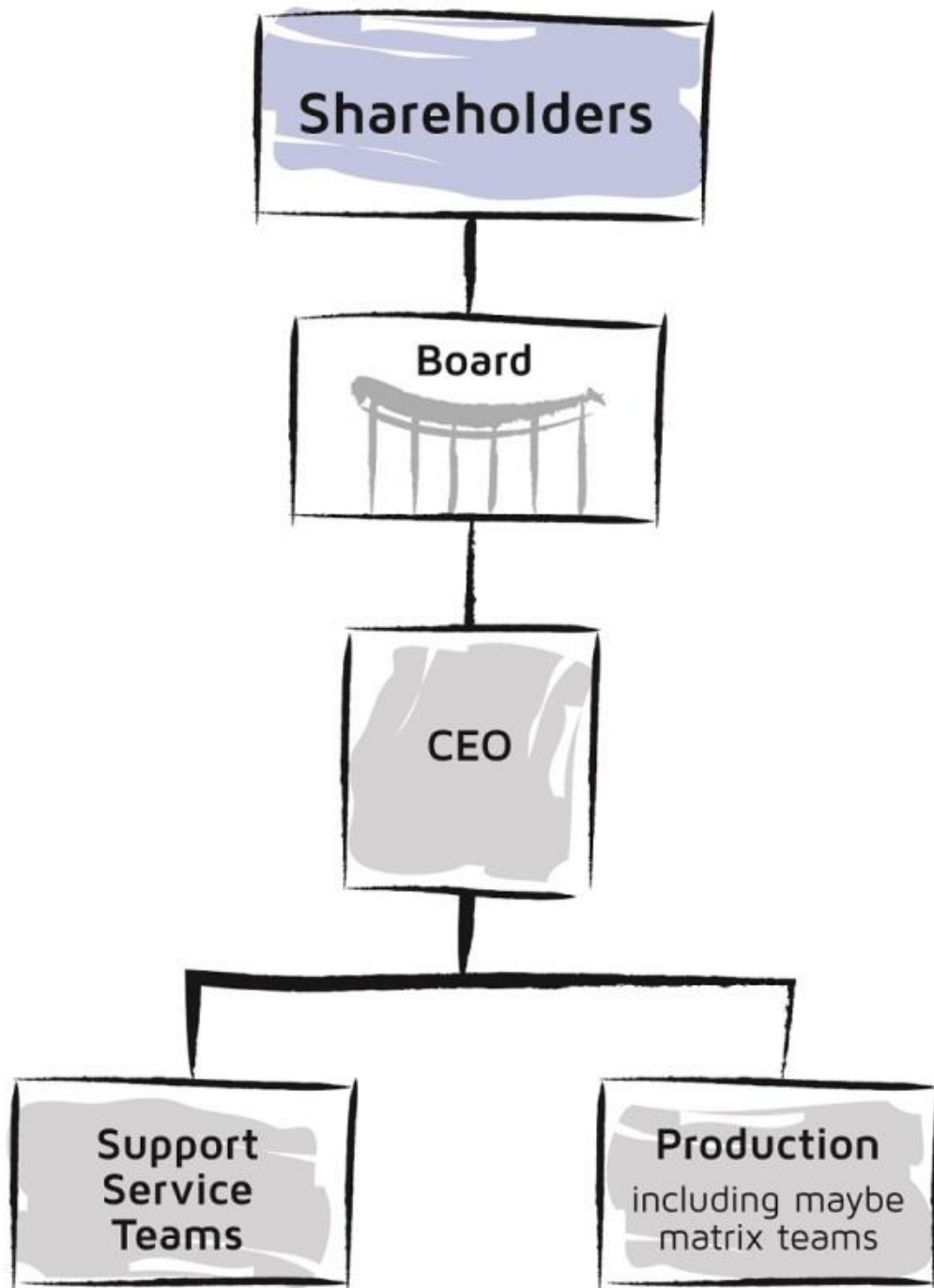
Use accountable cross-functional teams that select themselves and follow their passion with responsibility.

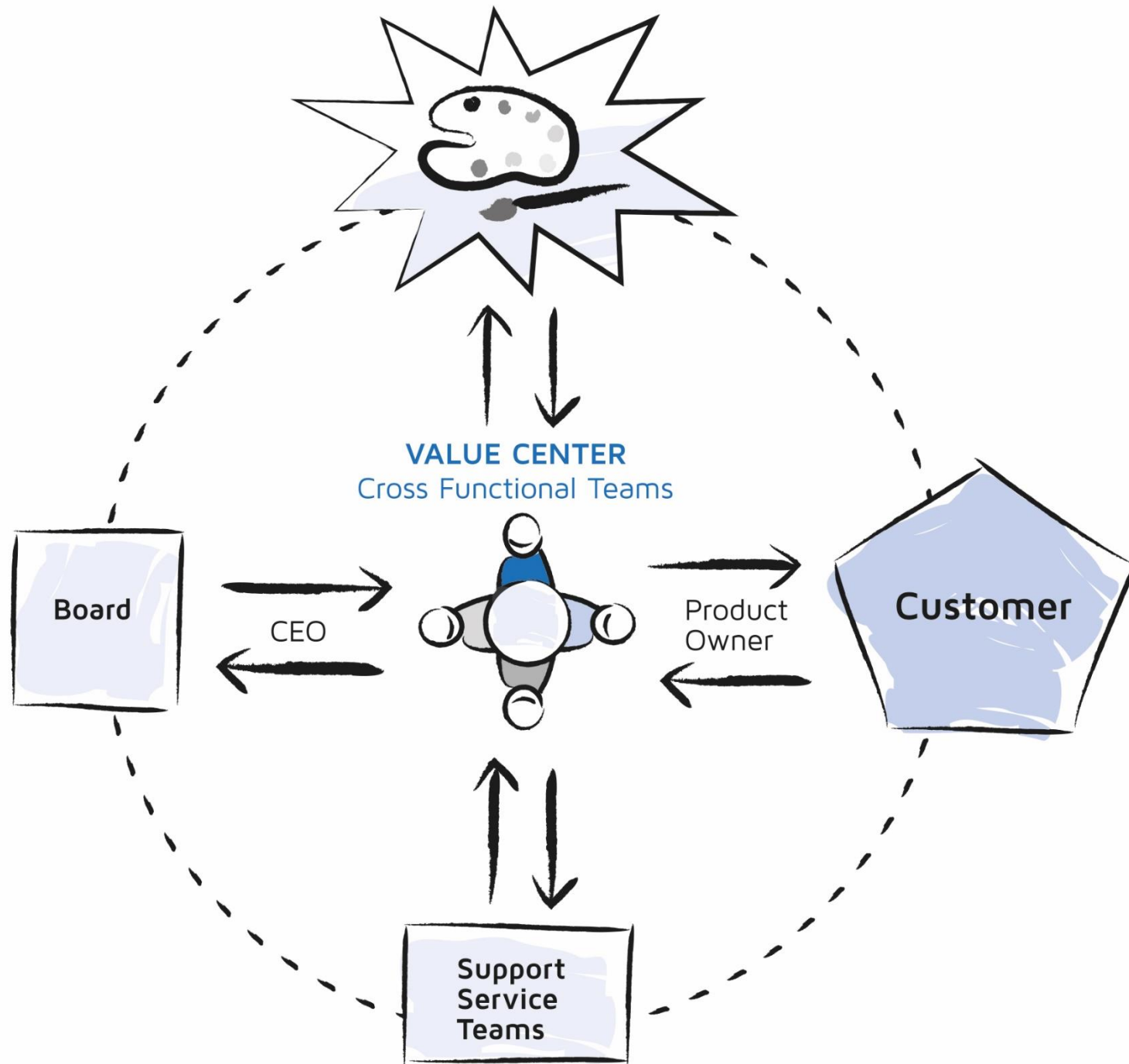
## **Continuous Learning**

Always learn and contribute to others' learning, get feedback and adapt.

## **Constant Customer Focus**

"Focus wide" on every aspect of the company: product & process, structure and strategy, and individual contributions and people.





# What's correct?



Strategy follows Structure follows Process



Structure follows Process follows Strategy



Process follows Strategy follows Structure

0%

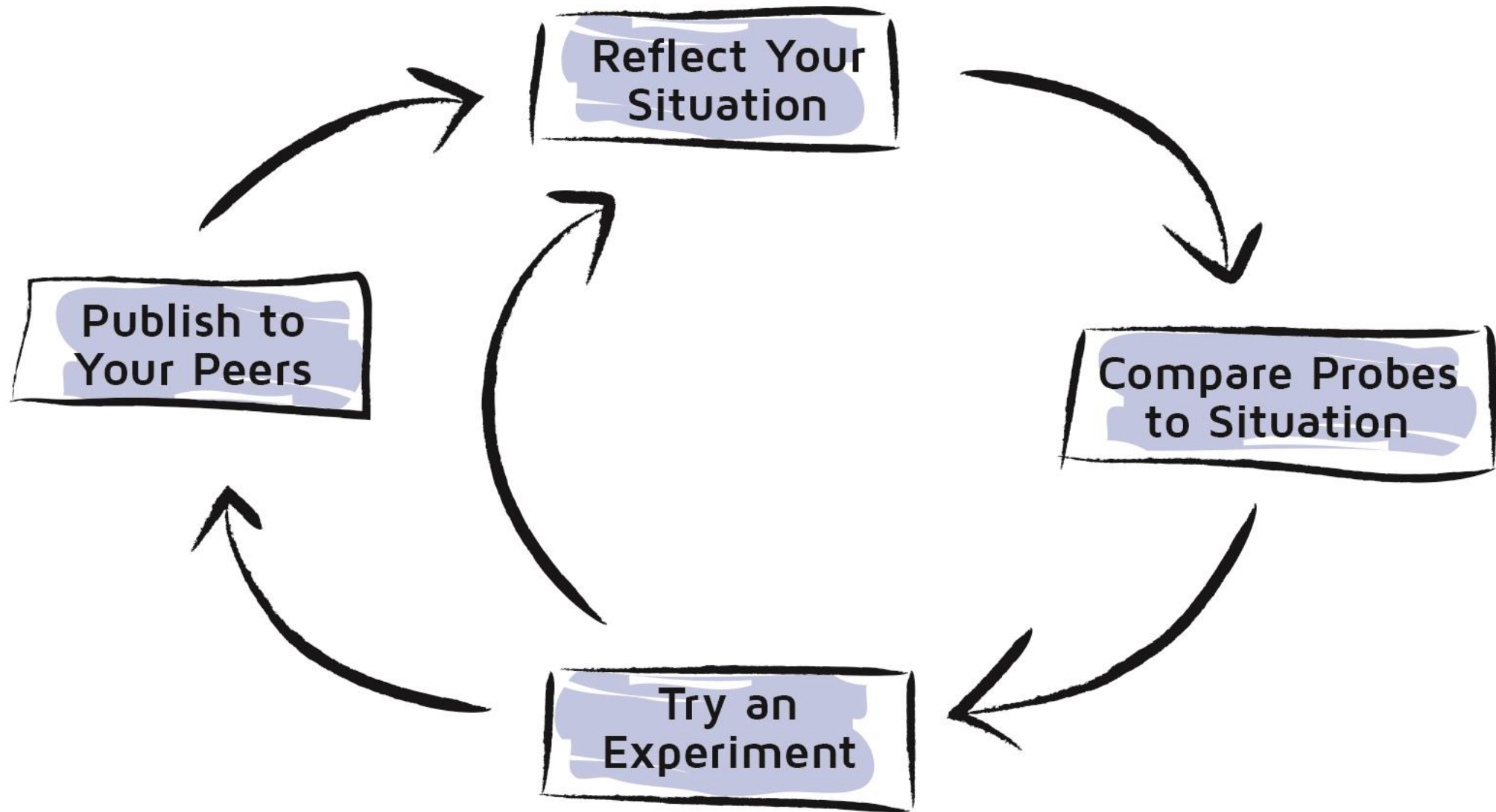
None of the above



Somewhat all of the above







# Is Trust Cheaper?

## ■ **Background:**

- Traditional travel expense procedures are burdensome and assume people can't be trusted.

## ■ **Hypothesis:**

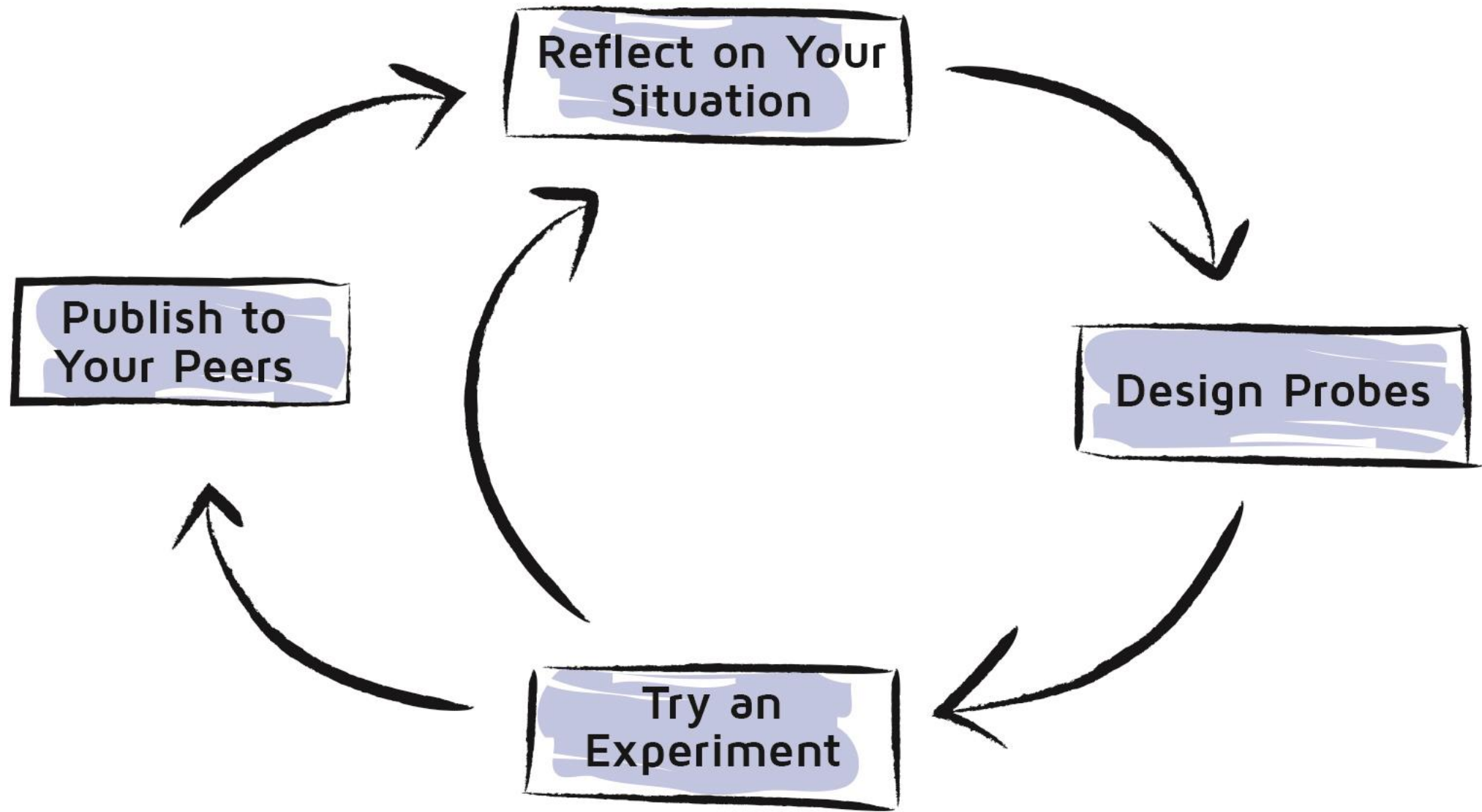
- Such procedures cost more than they save and are demoralizing.

## ■ **Experiment:**

- Pre-survey and audit. Try for three months in a few units with other units as controls. Post-survey and audit.







# BOSSA nova for Enabling Business Agility

## Transparency

Create transparency for all involved in two directions by providing information and lowering the barriers to those seeking information.

## Self-organization

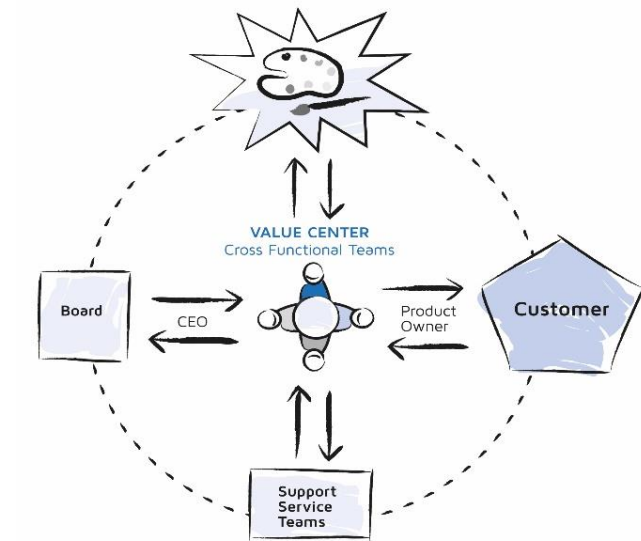
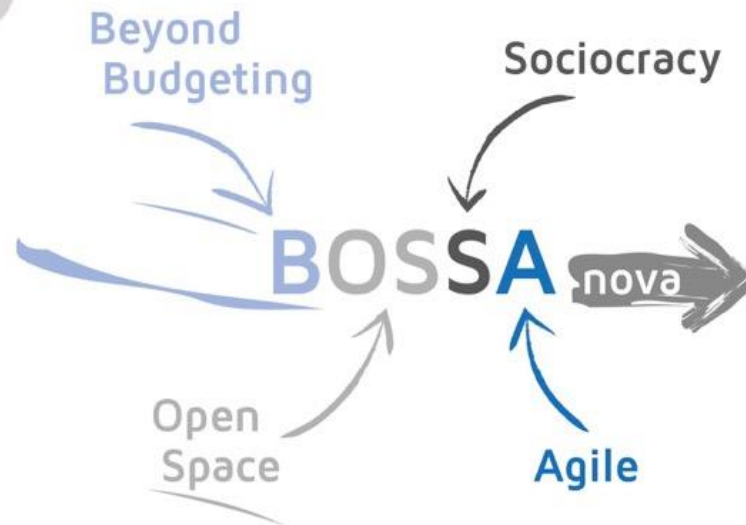
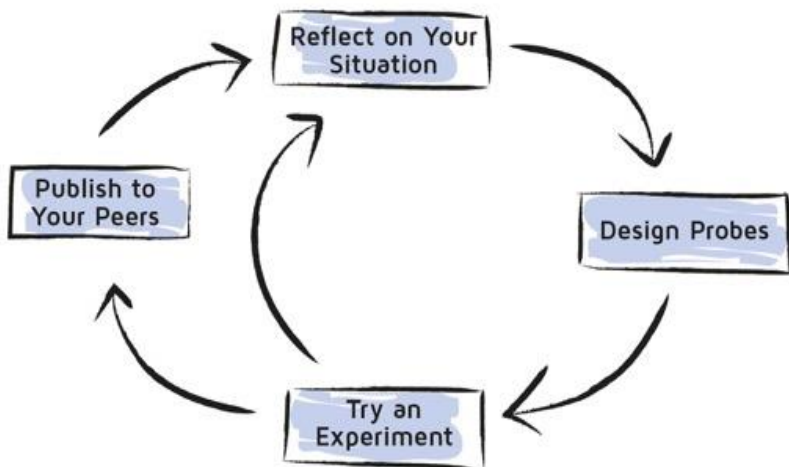
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# Many Thanks and... Stay in Touch:

Jutta Eckstein | @juttaeckstein  
John Buck | @johnabuck

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<https://www.comparativeagility.com/capabilities/bossa-nova-assessment/>

Company-wide Agility with  
Beyond Budgeting,  
Open Space & Sociocracy

Survive & Thrive on Disruption

Jutta Eckstein                      John Buck

Pictures by Katja Gloggenjäger



# Start your BOSSA nova journey today!



**BOSSA nova**

by Jutta Eckstein and John Buck

BOSSA nova makes company-wide agility possible. It catalyzes agile enterprise thinking. You implement by probing, by doing experiments to understand the complexity of your organization's Strategy, Structure, and Processes.



 comparative agility

 **comparative agility**

- To start assessing your teams as expressed in BOSSA nova, go to <https://www.comparativeagility.com/capabilities/bossa-nova-assessment>
- Identify areas of strength, recognize where there might be challenges, invite the team to a conversation and decide on what you want to do next.
- Track your improvement efforts as part of the product backlog; make results visible and communicate across the organization.
- For expert guidance, contact [bossanova@jeckstein.com](mailto:bossanova@jeckstein.com) and [contact@governancealive.com](mailto:contact@governancealive.com)