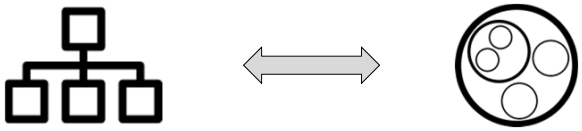
Institut für Wirtschaftspädagogik
Universität St.Gallen

scil, swiss competence centre for innovations in learning

Agile organizations for L&D

Options, potential, experiences, challenges

Why is «agile L&D» a relevant topic?



Potential

- Stability
- Reliability
- Responsibility vis-a-vis clients & partners
- Overall Coordination
- Task structures & remuneration
- …

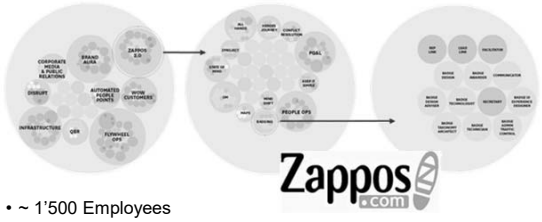
- Flexibility
- Opportunities for talent
- Empowered, meaningful work
- Employee engagement
- Voice of market & customers
- …

Context conditions for realizing potential

- High demand for stability & reliability
- High level of long term investments
- Organizational alignment via longterm strategies

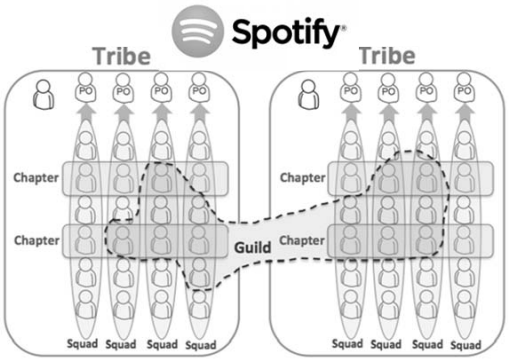
- VUCA enrivonment
- Diversified product portfolio
- Diversified markets
- Organizational alignment via few general principles

What might «agile» look like?



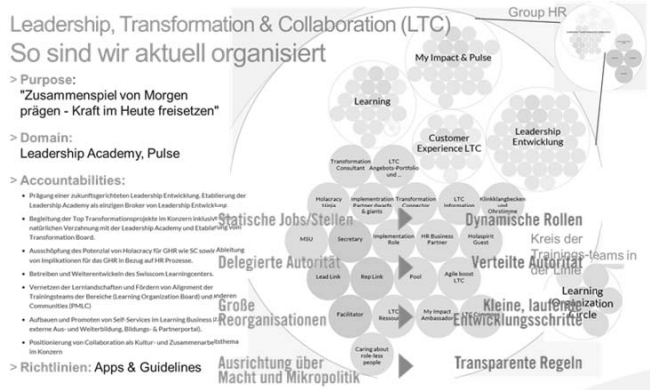
- ~ 1'500 Employees
- ~ 150 teams -> ca. 500 circles
- ~ 150 teaml leads (managers) -> ~ 300 «Lead Links»
- per employee: ∅ 7.4 roles with ∅ 3.5 tasks each
- per employee: ~1 governance meeting / week
- ~ 50 adjustments to roles / day (2017)

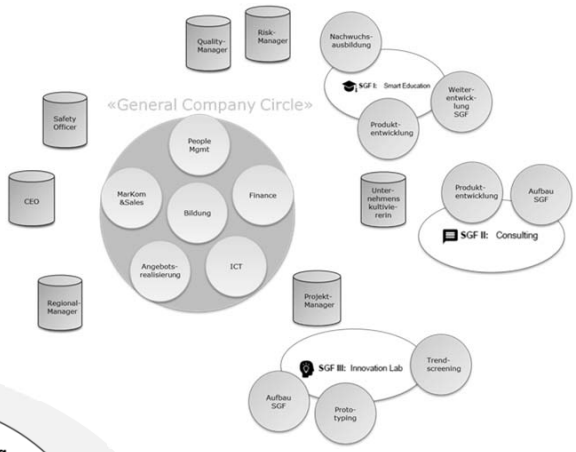
Quellen: Bernstein et al. (2016) Beyond the holacracy hype. HBR, July / August 2016
https://www.mckinsey.com/business-functions/organization/our-insights/safe-enough-to-try-an-interview-with-zappos-ceo-tony-hsieh?cid=other-eml-alt-mkq-mck-oth-1710



http://www.full-stackagile.com/2016/02/14/team-organisation-squads-chapters-tribes-and-guilds/

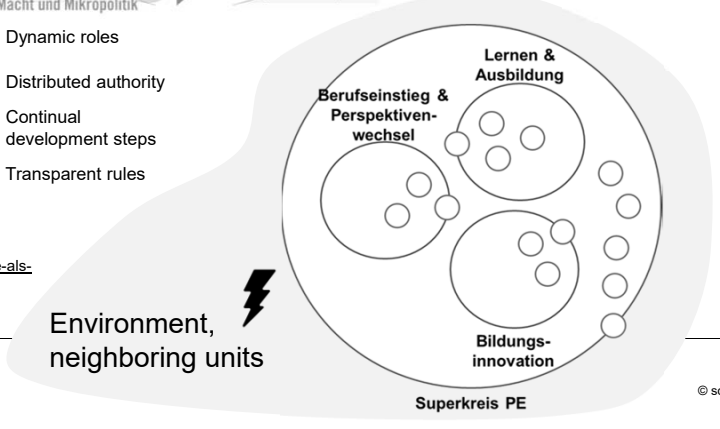
Examples: swisscom, CYP, mobiliar





Static jobs	Dynamic roles
Delegated authority	Distributed authority
Large scale reorganizations →	Continual development steps
Power & micropolitics	Transparent rules

https://www.scil-aktuell.ch/2017/11/16/holokratie-als-organisationsmodell-fuer-agile-bildungsorganisationen-3-fallbeispiele/



- Tasks allocated according to ability / talent
- Modular products
- Interdisciplinary, autonomous teams
- ~~«Long chain of command»~~
- Strategy dynamo
- …

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