wega

Speaker: **Mathias Fuchs, Lukas Graubner**

# Agile Breakfast

19th October 2023

## Embracing Change: Navigating Challenges in Transitioning from Hierarchies to a Network Based Organization

# Our Speakers Today

Mathias Fuchs

Lukas Graubner

# What do we have for breakfast today?

- Short introduction of wega
- Talk

**Embracing Change:**

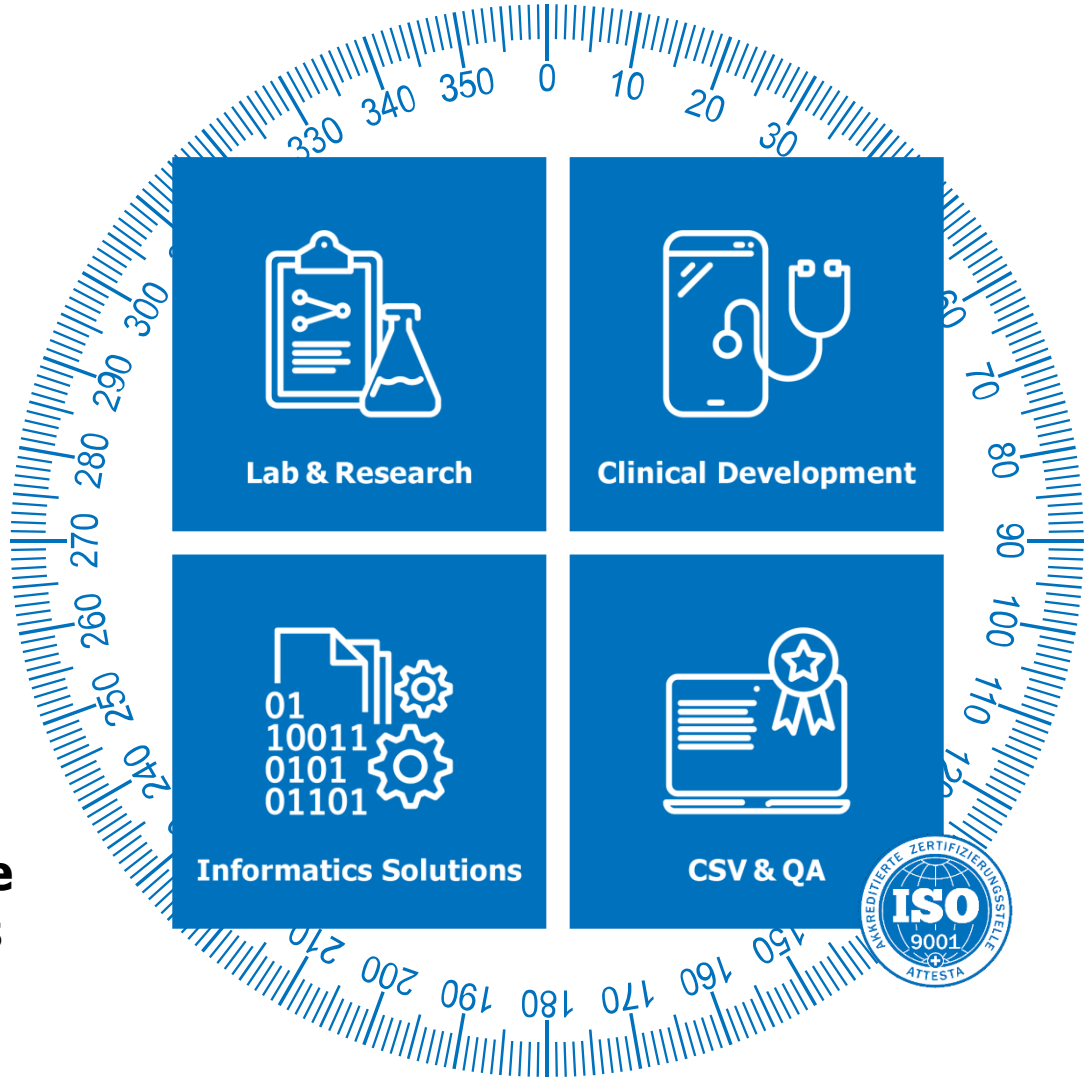
**Navigating Challenges in Transitioning from Hierarchies to a Network Based Organization**

- Q&A

# Building the Bridge

## between Business and IT

# Four Pillars of Excellence




Our four groups are collaborating closely to provide **360° Services in Pharma, Life Science and Healthcare Informatics** ranging from process engineering to software routine maintenance.

# Upcoming Events

13-15 Nov 2023 **LIMS Forum 2023**
Köln, Germany and online

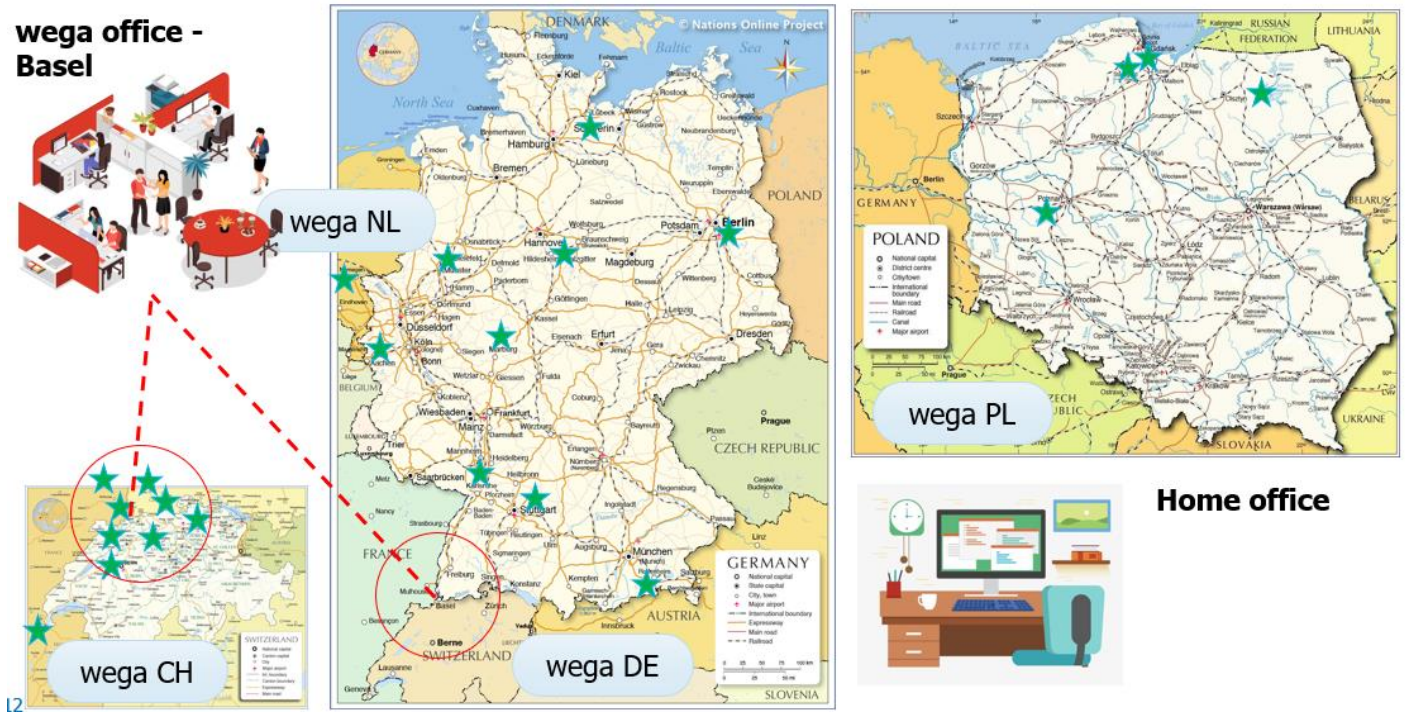
14-15 Nov 2023 **SLAS 2023 Data Science and AI Symposium**
FHNW Muttenz, Switzerland

16 Nov 2023 **ISPE - Conference on Data Integrity**
Salons Vatel, Lyon, France

Find many more events on [wega-it.com](wega-it.com)

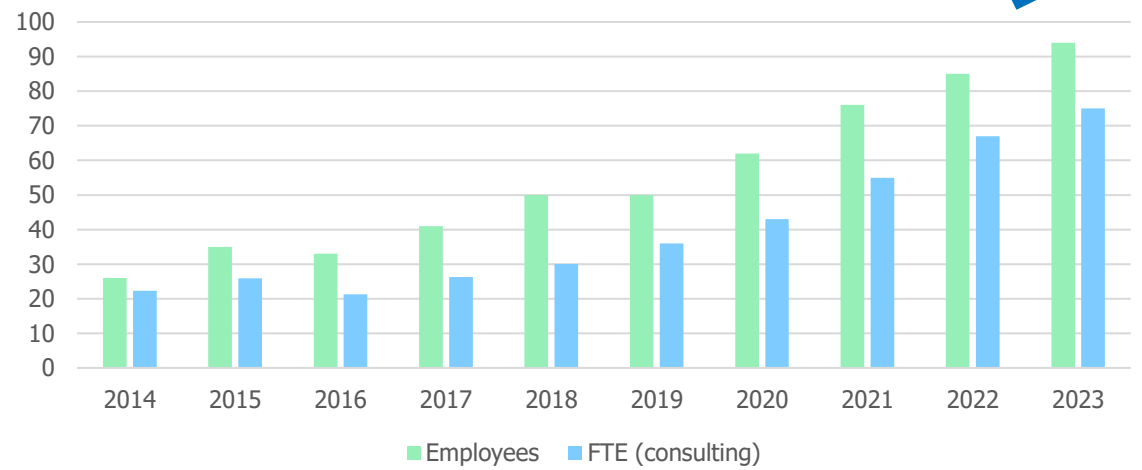
# wega History – Quick Facts

- Founded in 1993
- Privately Held
- Headquartered in Basel, CH
- Legal entity in Germany and employees also in Poland & the Netherlands



# wega History – Evolution

**Employees**: from around 20 to almost 100 (125+ incl. temps, trainees, freelancers)




**Customers**: from 10 to more than 90 active customers today

**Projects**: from 10-20 projects (one per consultant) to more than 250 active projects a year

**Consulting**: from «body leasing» to services: Today most of the projects are delived by teams and not by single consultants (access to broad expertise, flexibility)

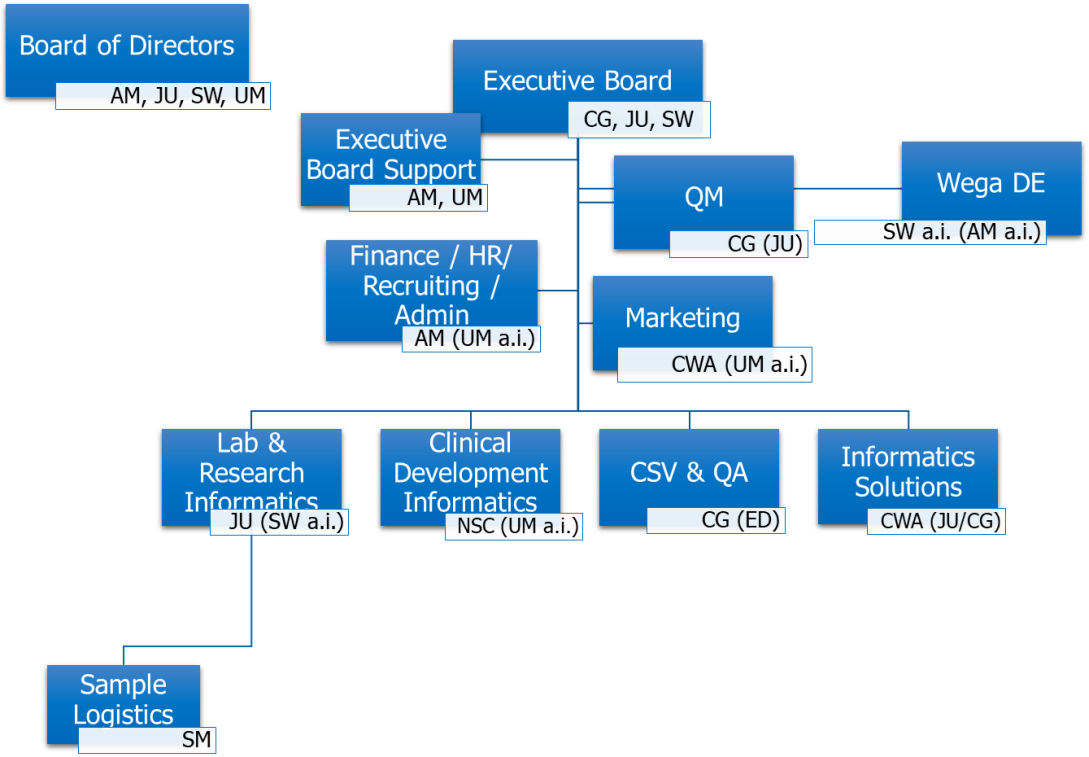
# Why Organizational Evolution?

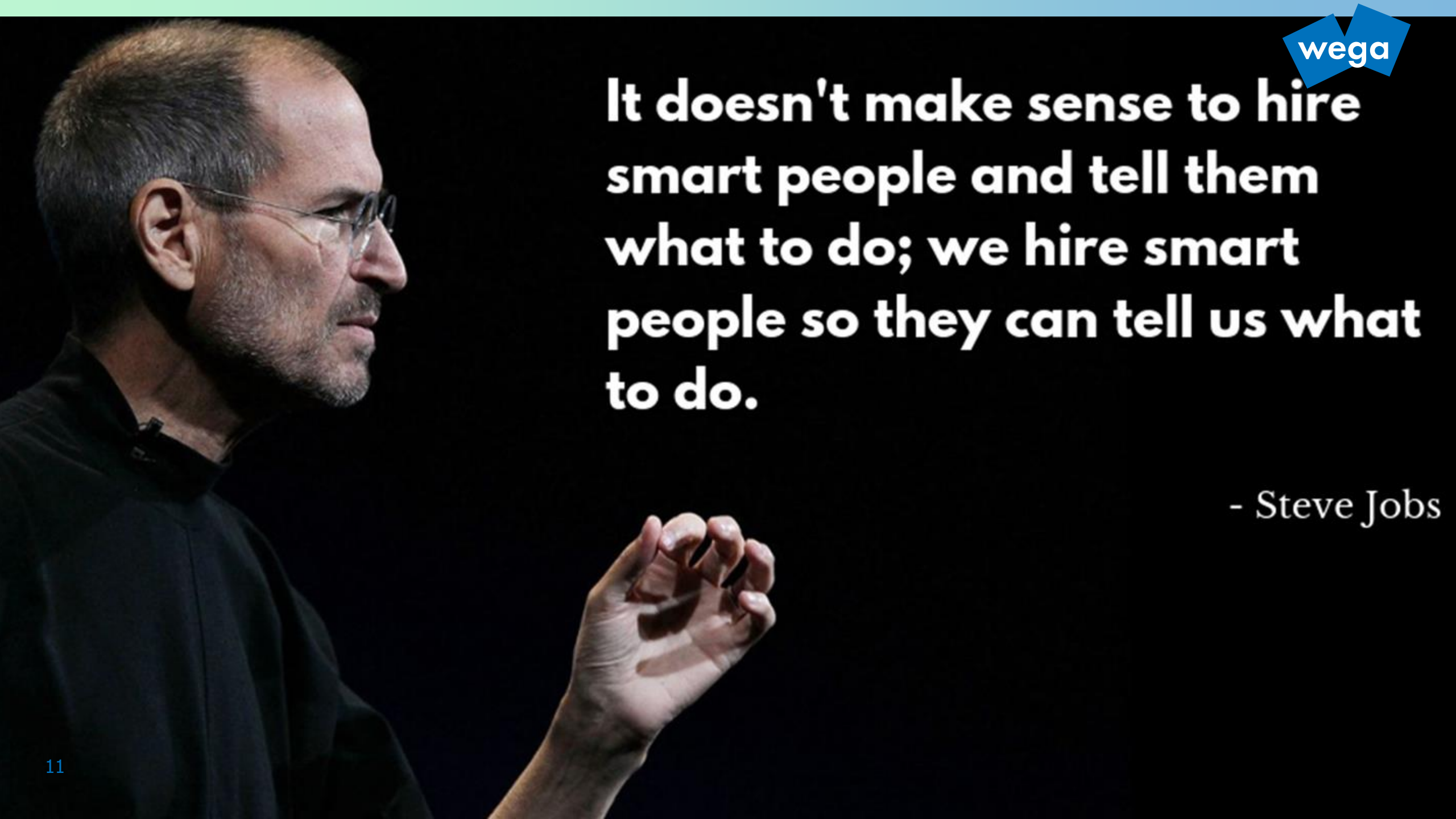
2020 wega had around 60 permanent employees and some of the groups started to have around 30 members.

Questions we asked us:

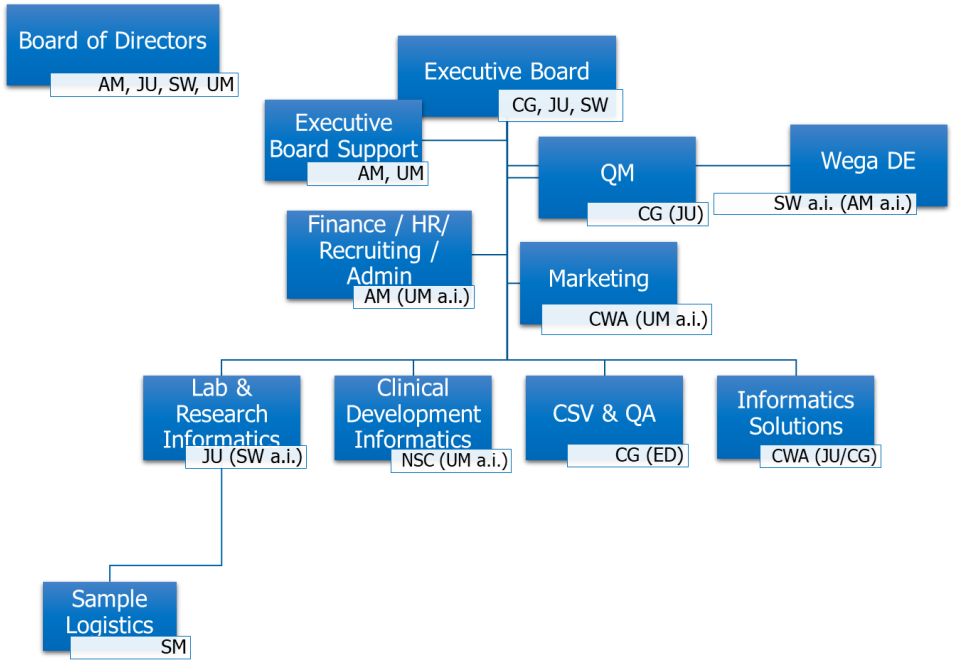
- Succession planning?
- Additional hierarchy level?
- Employee development possibilities?
- Avoid silos?
- Stay innovative?

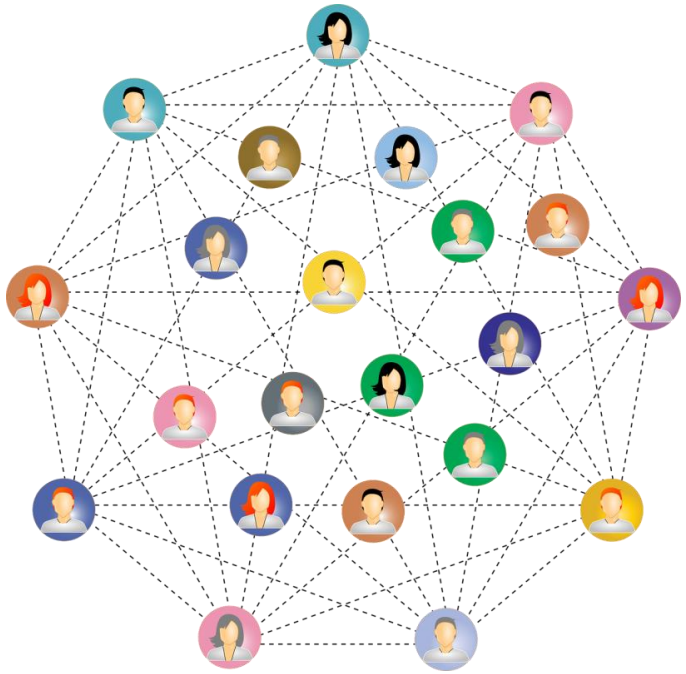
**How can we ensure sustainable growth of the organization without loosing the flat hierarchy that helps a lot to keep wega spirit and to scale?**




It doesn't make sense to hire smart people and tell them what to do; we hire smart people so they can tell us what to do.
- Steve Jobs

# wega's Org Chart 2030?



# How Did We Start?

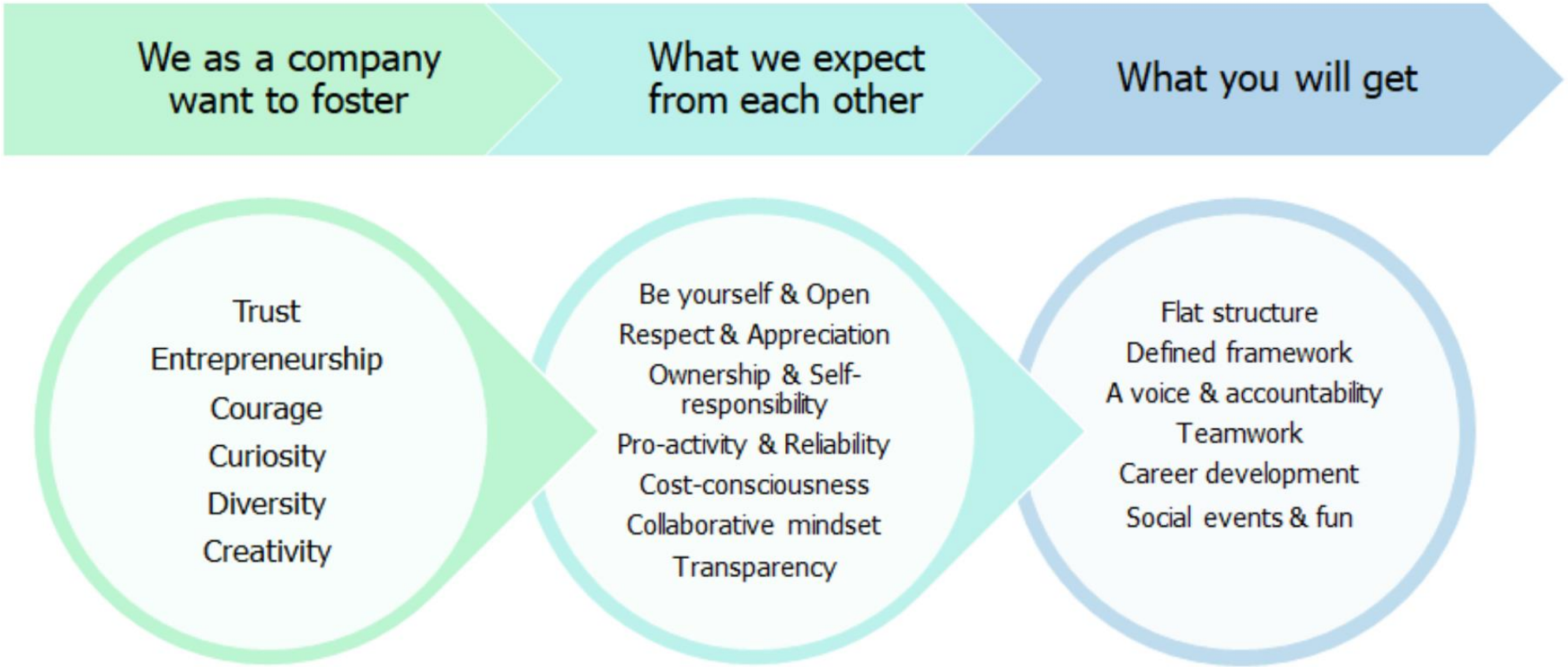
wega Values

wega Evolution

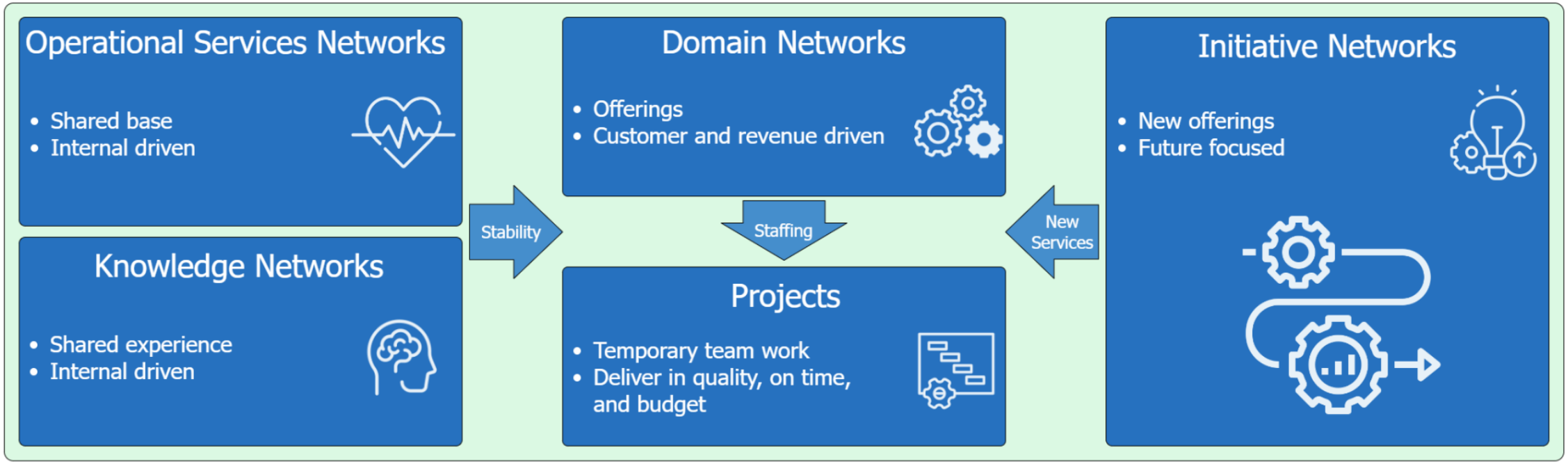
Transparency supports Empowerment supports Self-organization

# wega Values – The Soul of Our Organization

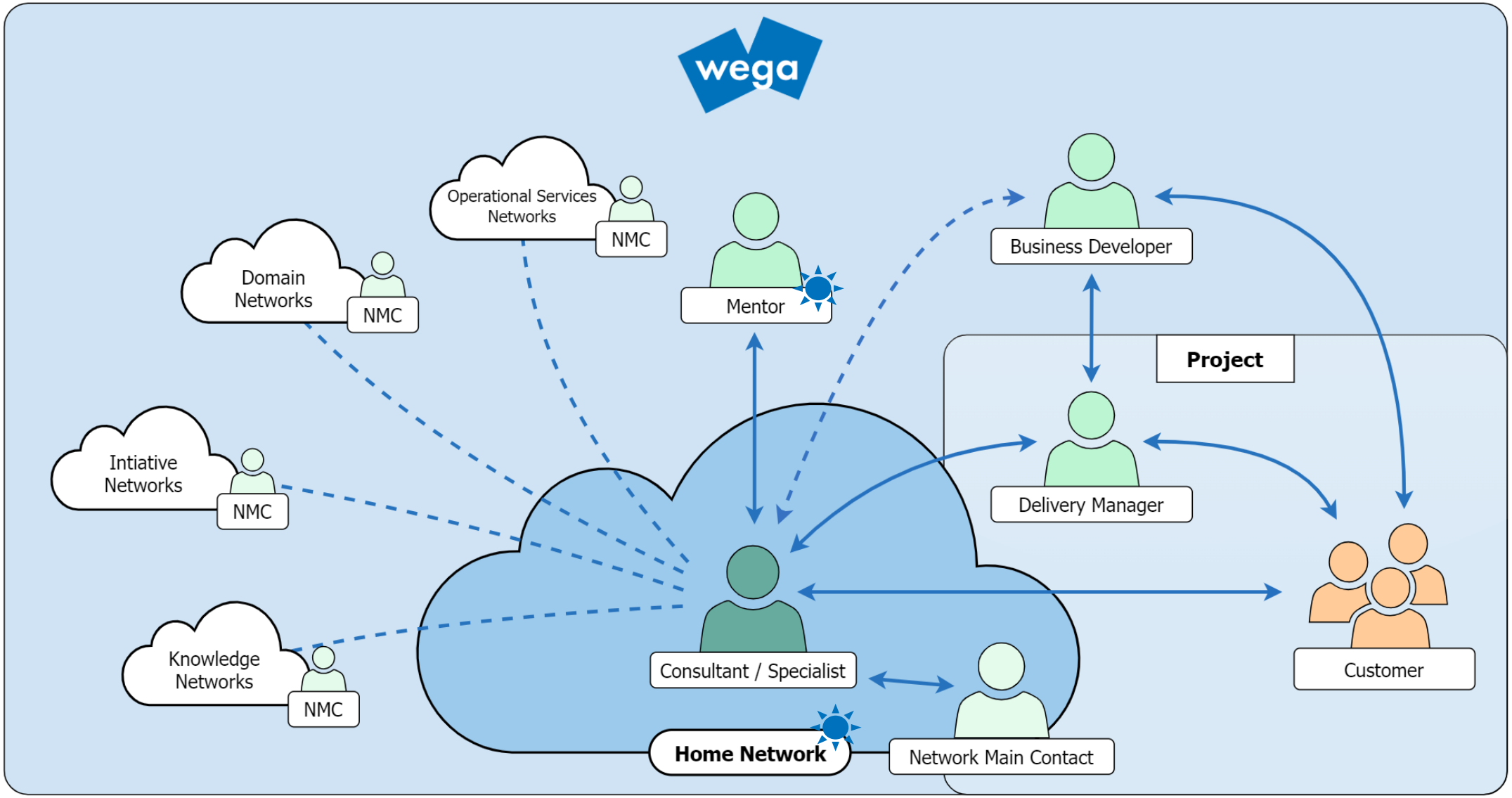
"With Trust We Can Thrive Together"



# Network Based Organization



# Role Based Organization



# Transparency

- Dashboard with information about the organization, projects, …
- Quality Management System (ISO 9001 QMS) describing processes, roles, responsibilities
- Knowledge base
- Jira open for collaboration in iterative development of the organisation
- Standardized MS Teams / SharePoint structure for the collaboration
- Clear and standardized meeting structure
- Runbooks for each network describing how a network operates

**outlook** - Office 365 email web client

**planmill** - Project time and budget tracking; absences and expenses

**tribeloo** - Basel office online desk reservation tool

**hr** - HR self service (Bamboo HR)

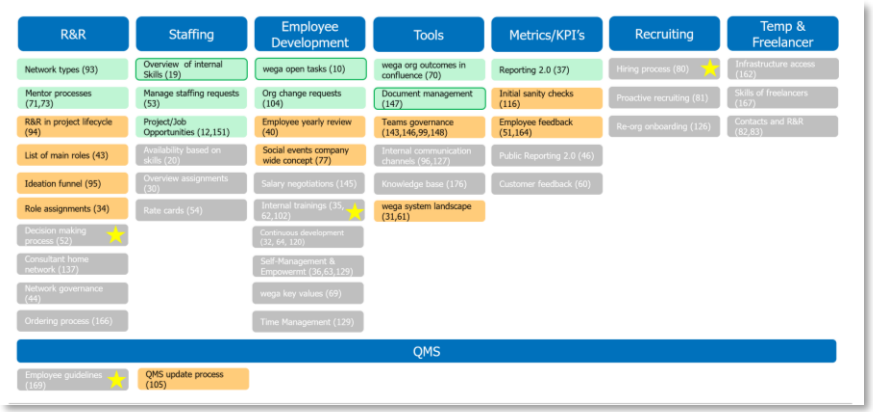
**crm** - Customer Relationship Management system

**skill** - Find people with specific skills (Skill Tree)

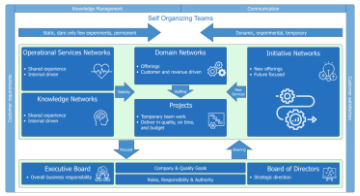
**dashboard** - Available projects, employees, roles, networks,

**support** - support center for laptops, IT, marketing requests,

**website** - our official website

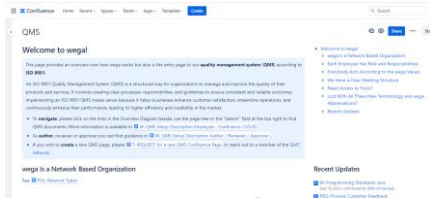


# Roadmap: Organizational Development

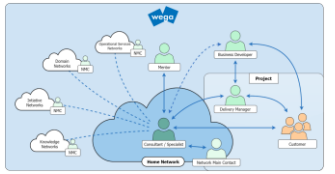


Networks

Introduction of roles:
Business Developer, Delivery Manager, NMC, Mentors



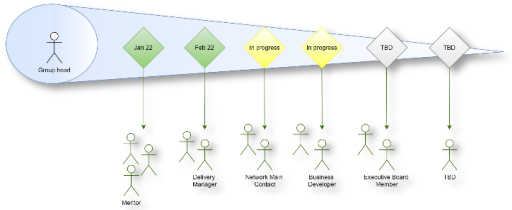
QMS Updates



Stabilize the Model

Business Development

Open Task Backlog



Organization Development Network

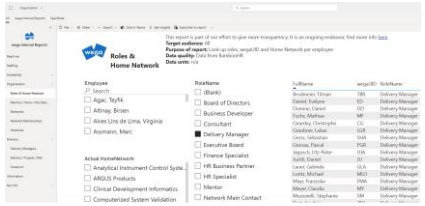
Network Runbooks

Experimentation Initiatives

Staffing Optimization

Handover Group Head Responsibilities

Mentoring



Dashboard

Employee Feedback

Internal Communication

Yearly Employee Review

Time at Your Disposal

wega Academy & Skill Development

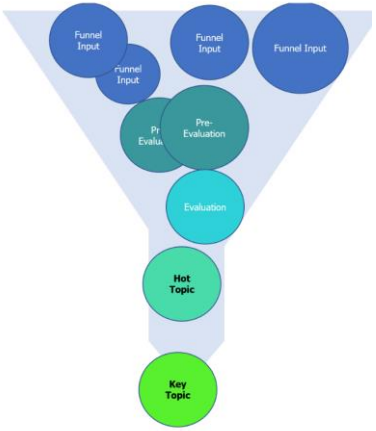
2021 2022 2023 2024

# Success: Managing Change & Ensuring Profitabilty

- Keeping the **growth and financial stability** while implementing a organisational change
- No significant increase in **employee turnover**
- Stable and slightly **growing revenue** based on organic growth
- All changes are reflected in our **QMS**!

# Success: Adaptability - Basis for Market Flexibility

- Networks enable **highly interconnected organisation**
- Initiative Networks and Ideation Funnel: possibility for **controlled experimentation**
- Knowledge, Initiative and Domain Networks: Framework for **Knowledge sharing and growing**



# Success: Shareholder / Owner Support

- **Support, Trust and Agreement of ExB** (Executive Board) and BoD (Board of Directors)
- **Frequent information** and strategy meetings of ExB and BoD based on relevant KPIs and reports ensure trust and support from ExB and BoD

# Success: No Silos but a Multidimensional Matrix

**Problem**:
VUCA

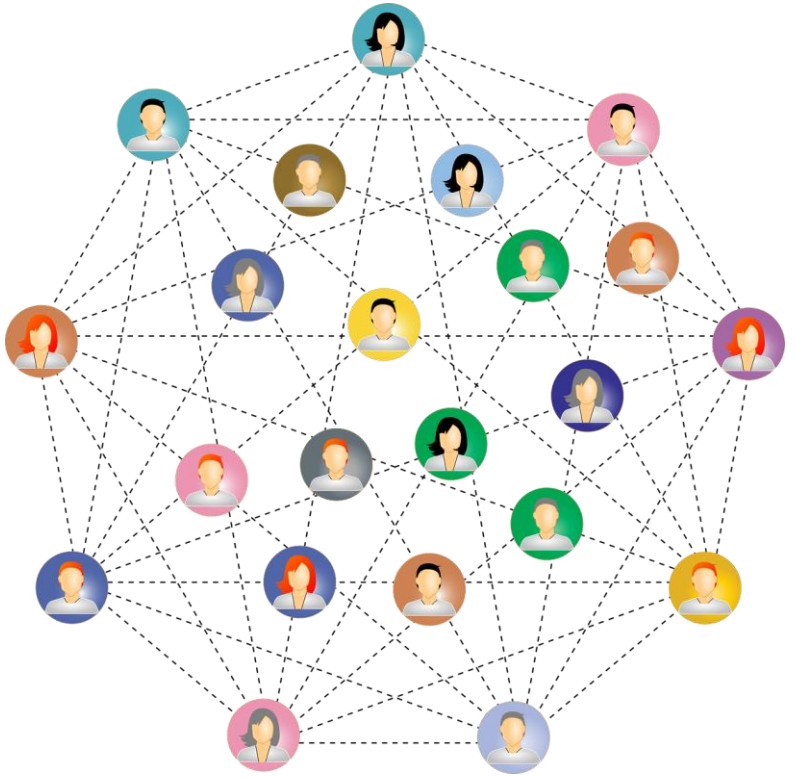
Highly interconnected world as one source of complexity (non-predictability")

**Theorie**:
Ashby's Law

«The solution of a complex problem must have at least the same level of complexity than the problem itself»

**Solution**:
Network Structure

Create a highly connected, complex organisation structure



Transparency, the **access to necessary information,** is key

# Challenge: Roles and Accountabilities

- **Review** initial Roles and Accountabilities
- Observe potentially **self emerging structures**
- Is everyone fine with the new system? Emotional vs normative  commitment?
- (How) to **assign accountabilities to a network?**
- Make implicit expectations explicit
- Continuous **Training and Development**

# Challenge: Service Orientation & Efficiency

Service Orientation typically means working on different projects in parallel. This has impact on:

- Increased technical challenges (e.g. access to client systems)
- More interdisciplinary skills of employees needed
- Self-organisation of employees (efficiency decrease through permanent context switching)
- Adminstrative changes (e.g. more complicated forecast and staffing planning)
- Mental stress / well being

# Challenge: Communication

- What to communicate?
- How often?
- Which Channel to use?
- Which Target Audience?
- Clarification on terminology
- Find the balance between ensuring knowhow transfer and “Do not Spam” people

- -> Increased need for an internal communication strategy

# Challenge: Decision Making

- Decision making (process) needs:
  - Rules, Boundaries & Clarity
- Good balance between Rules and Self-Empowerment
- ExB support to foster Self-Responsibility
- Experience in making team decisions

# Questions?

**Discussion**

- What are your experiences?
- Why are you here?
- Do you think a similar model is possible in your organisation?
- If not: Why not?

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