



enabling evolution

Organisational evolution

Short presentation on key factors

Evolution

What is it?

Evolution

- The process by which different kinds of living organism are believed to have developed from earlier forms during the history of the earth.

Organisational Evolution

- The process by which different kinds of organisations develop from earlier forms in order to survive and thrive.

Evolution

All evolution is time relative.

- **Microevolution**
 - Happening all the time
- **Macroevolution**
 - History based evolution constraining microevolution

Organisations construct

An organised group of people with a particular purpose, such as a business, charity or government department.

- **People**
- **Culture**
- **Communications**
- **Pressures (internal / PEST)**
- **Operational model**
 - Actions
 - Resources
 - Rules

Keys to organisational evolution

We see these as the keys to organisations evolving.

- **Self Awareness**
- **Adaptability**
- **Ability to control Speed**
- **Ability to Innovate**
- **Position in the Ecosystem**

Evolutionary state components

Self Awareness

‘Conscious knowledge of one's own character and feelings’

- **People**
 - Do I know and understand them, their situation, capabilities
- **Culture**
 - Do I have a clear vision of the actual culture embedded, its direction of travel
- **Communications**
 - What are the real lines of communications, who is listened to who?
- **Pressures**
 - What are the people pressures in the business (external / internal)
 - Are people worried about the economy or terrorism / Is their manager a nightmare.
- **Operational model**
 - Do I truly know what it is / Is it working?
 - Who is actually doing / blocking stuff?

Adaptability

“The quality of being able to adjust to new conditions / the capacity to be modified for a new use or purpose”

- **People**
 - Do we have skills that are useful in a variety of areas or are the specialists
- **Culture**
 - Do you have a culture that supports adaptability
- **Communications**
 - Are our communications lines too arduous?
- **Pressures**
 - Do currency exchange rates prevent expansion
- **Operational model**
 - Do our policies / contracts prevent adaptation

Speed

“The rate at which someone or something moves or operates or is able to move or operate.”

- **People**
 - Can we teach the skills we need to onboard quickly
 - Do we need to teach skills that may not be natural to existing teams
- **Culture**
 - Are we a slow and steady culture trying to move to fast, or a speedy one that needs to exercise caution
- **Communications**
 - Do our communications allow us to speed up / down i.e. top to bottom and bottom to top
- **Pressures**
 - Does new legislation slow us up
- **Operational model**
 - Can we scale up and down quickly

Innovation

“Make changes in something established, especially by introducing new methods, ideas, or products.”

- **People**
 - Do we have people who are naturally ‘ideas people’
- **Culture**
 - Is there a history of ideas being implemented or squashed
- **Communications**
 - Do we have the comms infrastructure to support rapid innovation to delivery
- **Pressures**
 - Are we allowed to innovate in existing areas or do we need to find new ones e.g. tobacco industry
- **Operational model**
 - Are we setup to innovate from a micro level up

Position in the ecosystem

'Relations to one another and to their organisational surroundings.'

- **People**
 - Do we have the right people, are they facing the right direction
- **Culture**
 - Are we a fawn living in a desert or an alligator living in a swimming pool
- **Communications**
 - What are our external comms (inbound / Outbound) dependant on
- **Pressures**
 - Do we rely on trade agreements that are under review
- **Operational model**
 - Is our model appropriate to the ecosystem e.g. do we allow remote working in a world where this is the norm

Mechanism of evolutionary change

Natural selection

How does it apply in organisations?

- **People**
 - Who do people invite to work on projects
- **Culture**
 - What gets dropped at a time when pressure is applied
- **Communications**
 - What do people use all the time, what do they turn to under pressure
- **Pressures**
 - What areas are most susceptible to pressure
- **Operational model**
 - What is continually updated
 - What processes are constant

Migration

Natural dispersal or movements

- **People**
 - What changes when we bring new people in or people leave e.g. we have to hire 3 because 1 left with specific skills or sales support is not needed in an area as sales moved to another area.
- **Culture**
 - What changed when we merged in a new company with a different culture (less or more ideas / problems /etc)
- **Communications**
 - Did we inherit new comms channels
- **Pressures**
 - Did we come under new legislation due to moving into a new US state
- **Operational model**
 - Did we gain new processes or need new rules after a merger

Mutations

What are the unintended changes

- **People**
 - What happens when we mix our ideas people with our problem / risk people
- **Culture**
 - What cross pollination of people is happening, are parties helping new mutations
- **Communications**
 - Has someone new brought in a new comms technique e.g. mindmaps
- **Pressures**
 - Population growth raises salaries in one area forcing competitor out of business
- **Operational model**
 - Have people found short cuts or find some rules add no value

Genetic Drift

Chance disappearance of particular genes as individuals die or do not reproduce.

- **People**
 - Are we losing people who have specific knowledge
 - Are some things not inheritable
- **Culture**
 - Is something we don't understand impacting the culture
- **Communications**
 - Are people forgetting about certain comms protocols due to more interesting sources
- **Pressures**
 - Did a freak pest event create unrepeatable impacts
- **Operational model**
 - Are two people happening to sit near each other at lunch and chatting bypassing structures

Summary

Evolve or die

All organisations have to evolve and adapt to the world around them, if they don't then it will overtake them.

Key to this is developing a model to help you understand your evolutionary state and having a workplace (we would argue digitally driven) that allows you to react and adapt.

If you want to know more check out our [Digital Workplace](https://www.invotra.com/products/digital-workplace) (<https://www.invotra.com/products/digital-workplace>) evolution in action!

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