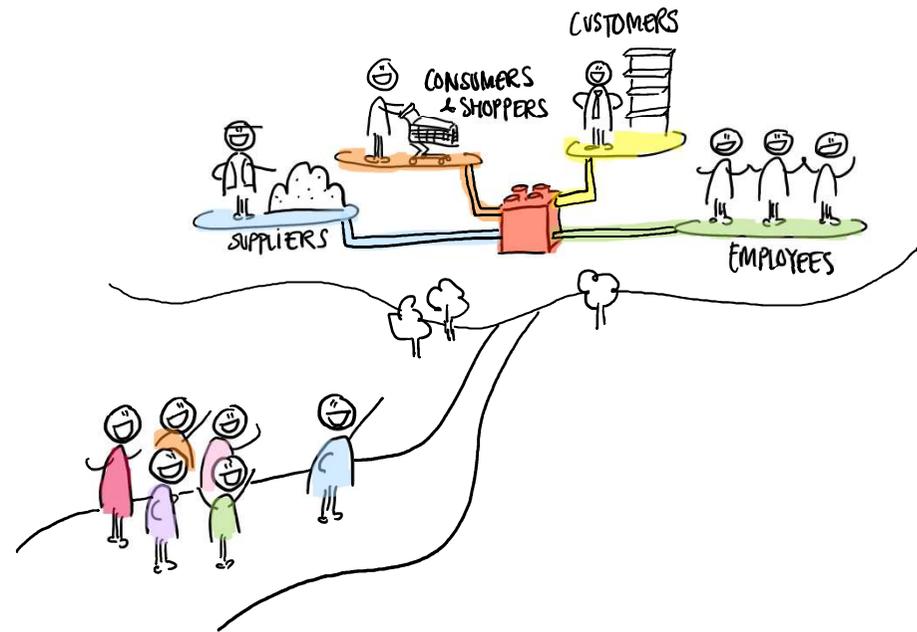




# OUR AGILE JOURNEY...



# Family owned company



# Our cultural map



<b>Mission</b>	Inspire and develop the builders of tomorrow	
<b>Aspiration</b>	Globalize and innovate the LEGO System in Play	
<b>Promises</b>	<b>Play Promise</b> Joy of building. Pride of creation	<b>Partner Promise</b> Mutual value creation
	<b>Planet Promise</b> Positive impact	<b>People Promise</b> Succeed together
<b>Spirit</b>	Only the best is good enough	
<b>Values</b>	Imagination - Creativity - Fun - Learning - Caring - Quality	



And they lived happily ever after?

**How the world turns**  
United States, online toy and game unit sales, % of total

Month	All other toys (%)	Fidget spinners (%)
January	~80	~20
February	~80	~20
March	~80	~20
April	~80	~20
May	~80	~20

Source: Slice Intelligence  
Economist.com

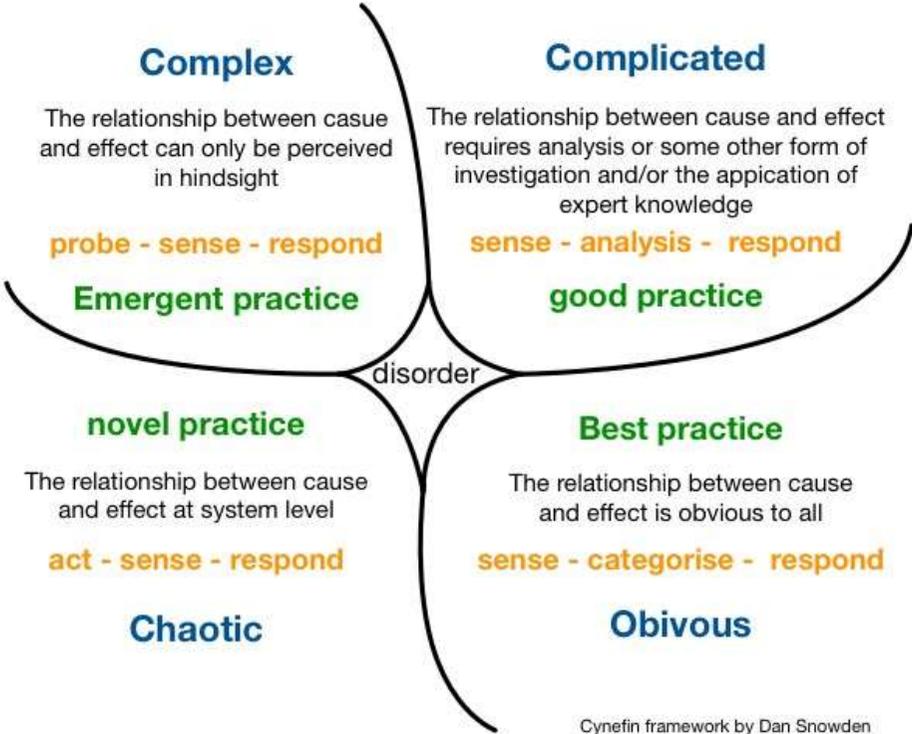
Play patterns are changing ever faster

Marketing formula becoming less effective

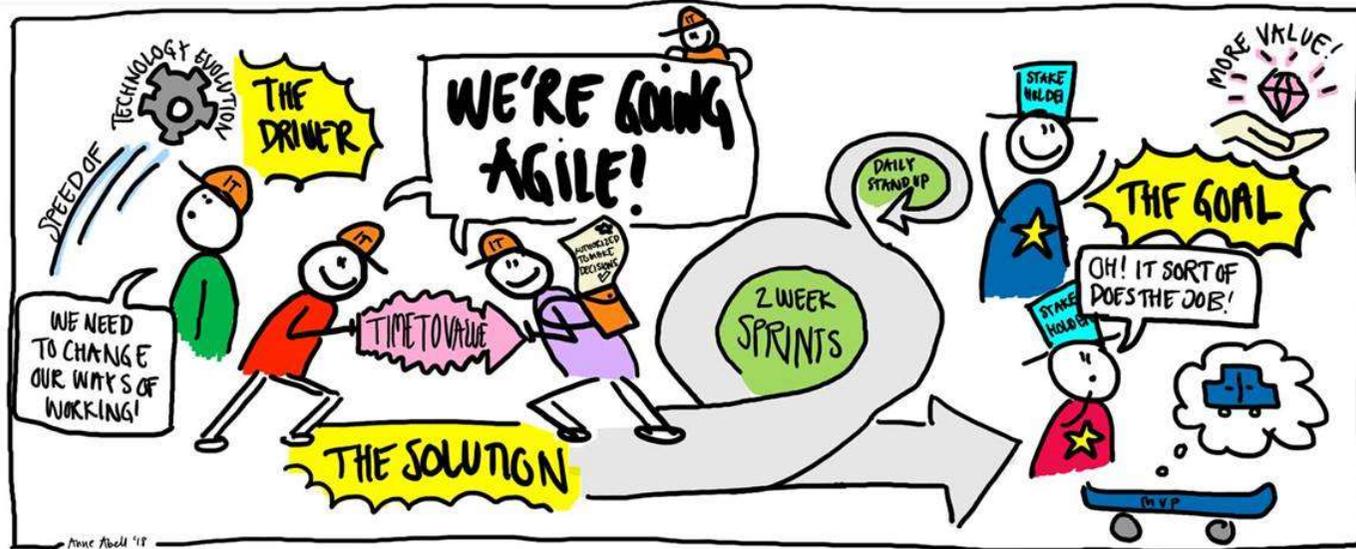
Retail environment is shifting dramatically



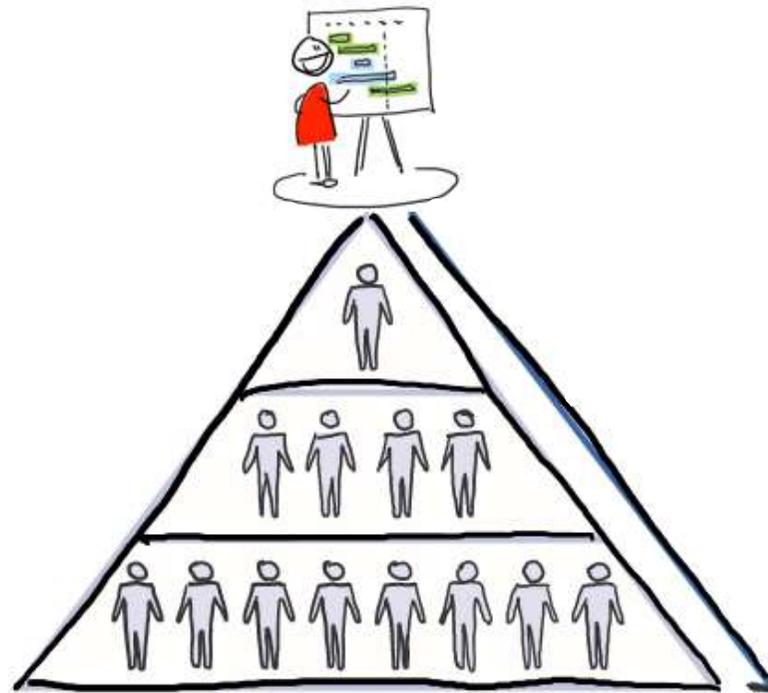
# Complex environment: probe - sense - response



# The aspiration

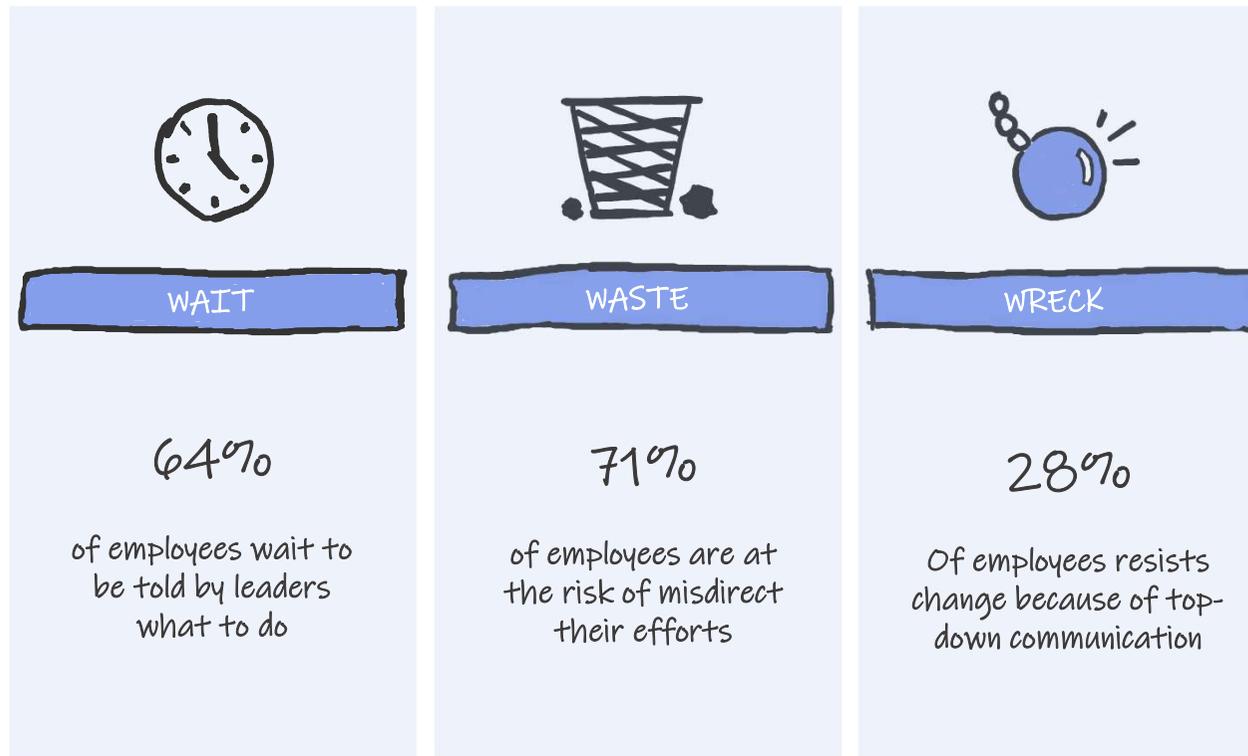


Most organizations manage change from the top down



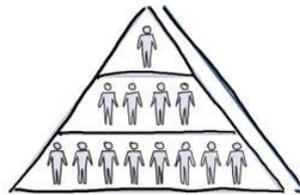


...But top-down change strategies tend to stall the organization





# We applied an Open Source change strategy



Top-Down change



Open Source Change

Set the Strategy, and Define the Vision

Leaders Set Change Strategy

Employees Cocreate Change Strategy

Plan Implementation

Leaders Own Implementation Planning

Employees Own Implementation Planning

Communicate and Sustain Change

Organizations Roll Out Communication Campaigns

Employees Talk Openly about Change



## 5 principles that guided us



IT STARTS WITH THE 'WHY'



EMPLOYEES ARE HEAVILY INVOLVED WHEN PLANNING THE CHANGE



A CLEAR GOAL MATTERS MORE THAN A PERFECT PLAN



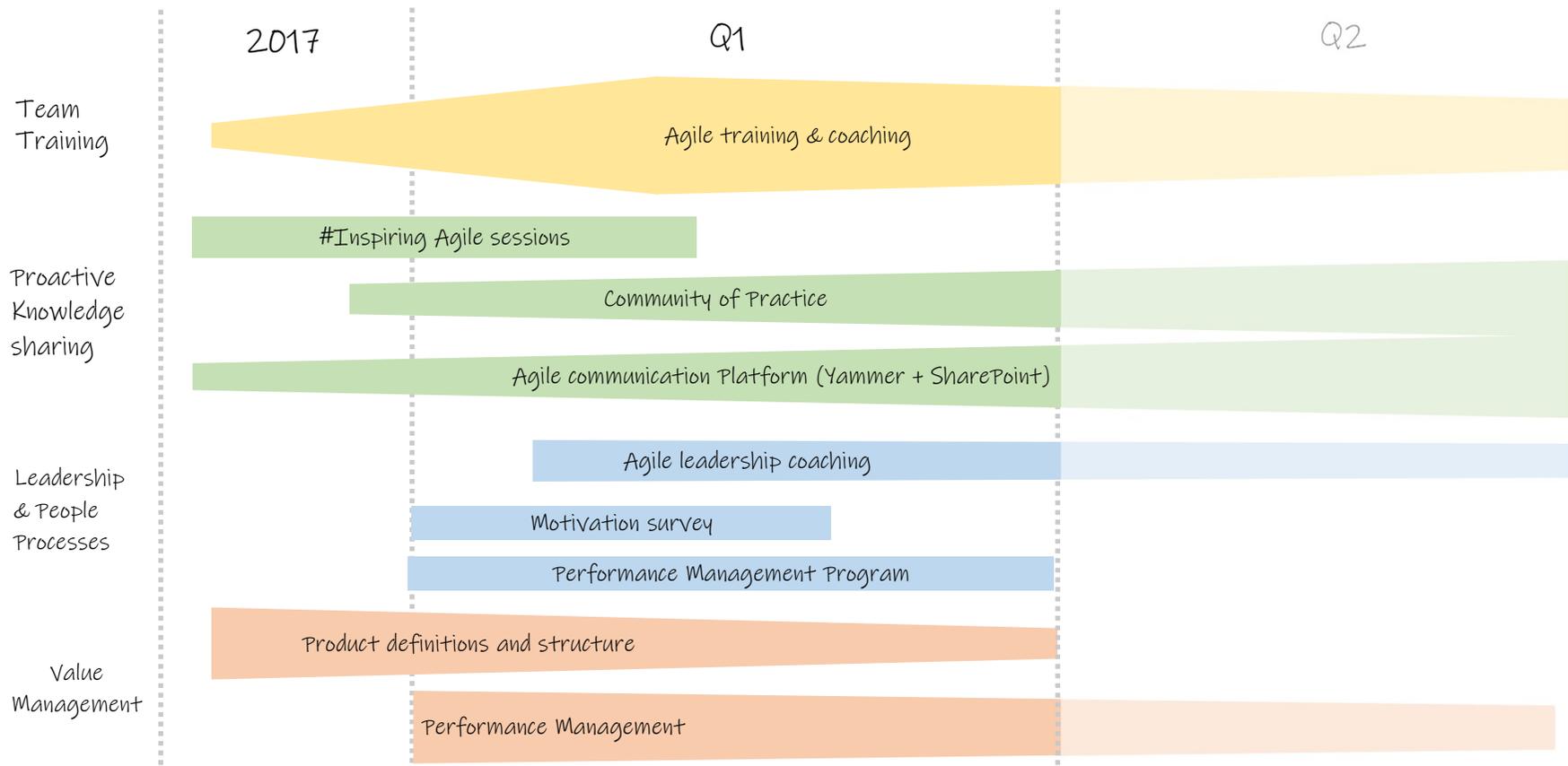
CHANGE IMPLEMENTATION WILL BE ADAPTABLE, RATHER THAN CONSISTENT



HEAVY INVESTMENT IN AGILE SKILLS AND KNOWLEDGE

*Spirit: We cannot think our way into a new way of acting, we need to act our way into a new way of thinking*

# Our first 100 days





## Adjusting our focus and ways of working



0 to 6 months



- Select Agile partner
- Training - roles & teams
- Facilitate knowledge sharing



- Scrum (Transformation Team)



- Data from trainings
- Yammer activity



# Adjusting our focus and ways of working



0 to 6 months

6 to 12 months



- Select Agile partner
- Training - roles & teams
- Facilitate knowledge sharing

- Evaluate Agile coach setup
- Impediments elevated to LT



- Scrum (Transformation Team)

- Scrum (Transformation Team)
- Introducing campaigns



- Data from trainings
- Yammer activity

- Yammer activity
- Motivation survey

# Adjusting our focus and ways of working



0 to 6 months

6 to 12 months

12+ months



- Select Agile partner
- Training - roles & teams
- Facilitate knowledge sharing

- Evaluate Agile coach setup
- Impediments elevated to LT

- Introducing Product Discovery



- Scrum (Transformation Team)

- Scrum (Transformation Team)
- Introducing campaigns

- Scrum (internal team)
- Sync & connect



- Data from trainings
- Yammer activity

- Yammer activity
- Motivation survey

- Agile Temperature check + NPS

# Agile temperature



I would recommend others to adopt agile ways of working



Detractors = 20%

Passive = 39%

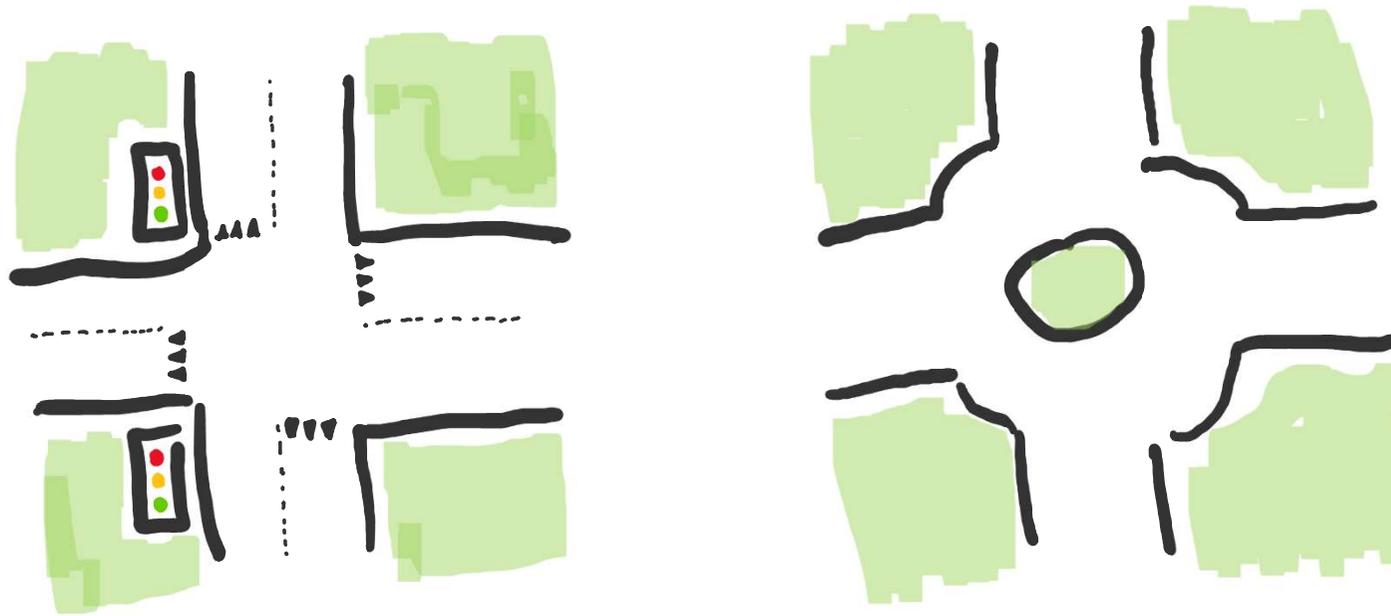
Promoters = 41%

$$\text{NPS} = \text{Promoters} - \text{Detractors} = 41\% - 20\% = 20\%$$



## They way we operate...

...is designed with the assumptions behind a signal controlled intersection instead of a roundabout.

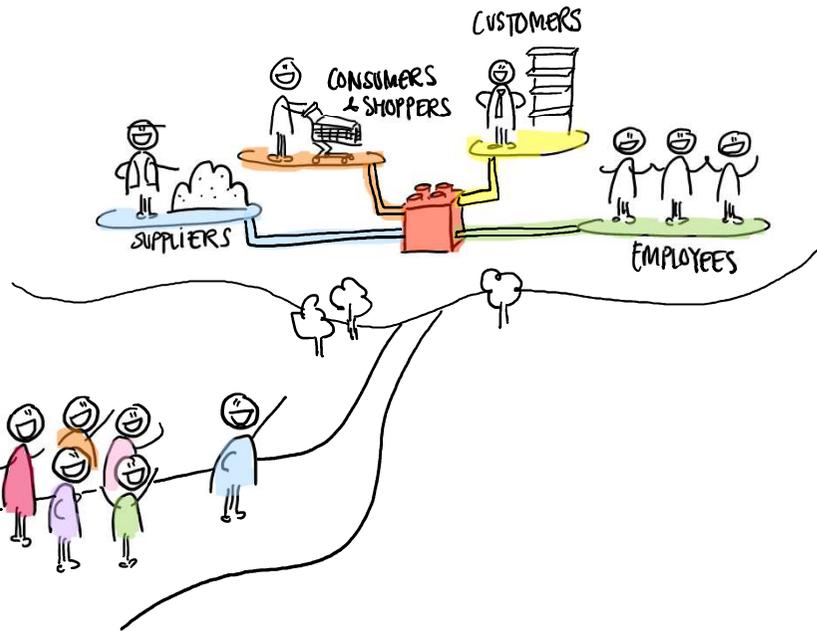


## Our next challenge



*Our Operating System has served us well and has enabled us to support a supernatural growth for more than a decade.*

*But what has taken us here, is now holding us back and the way we work, is not suited for the purpose of supporting the creation of a Digital Transformation*



TO BE CONTINUED...