

A woman with long brown hair and sunglasses, wearing a yellow dress, is walking from left to right in the foreground, holding a large, vibrant bouquet of various flowers. In the background, there is a shop window filled with numerous potted plants and flowers. To the left of the woman, a green Clever vending machine is visible. The scene is brightly lit, suggesting a sunny day. The overall atmosphere is pleasant and human-centric.

Humanizing the workplace

Clever

Who are we

Vicki

- Mother of two and a baby hunting dog.
- 8 years as a scrum master and agile coach.
- Accidentally imported 35 Tunisians to a field in Western Jutland
- Wander the woods on blood trails

Emil

- Father of three.
- 15 years of experience as a developer and architect.
- Can't seem to keep out of organization design and processes.
- Really likes cake.
- Runs barefoot

Who is Clever?

Trust

Transparency

Equivalence

Clever

Sensemaking in a disrupting world

Clever

From a "predict and control" to a "sense and respond" mindset



Predict & control

Hierarchy
Power
Control
Ego
Plans
Overview
Goals

Profit as purpose
Seeks security and satisfaction

Sense & respond

Living organism
Influence
Trust
Community
Trials and iterations
Transparency
Direction
Impact as purpose
Seeks meaningfulness





Clever Impediments

- Being in a market that changes every month
- Develop first class solutions while being one of the fastest growing companies in Europe
- Believing in a fundamentally different way of building organizations

Sociocracy – the secret ingredient

Organizational structure

- Decentralized
- Small teams
- Purpose driven

Decision making and rounds

- By consent
- Everything is rounds based

Continuous improvement

- Based on the principle of always learning

Distribution of leadership



Sociocratic meeting practices distributes power

Purpose

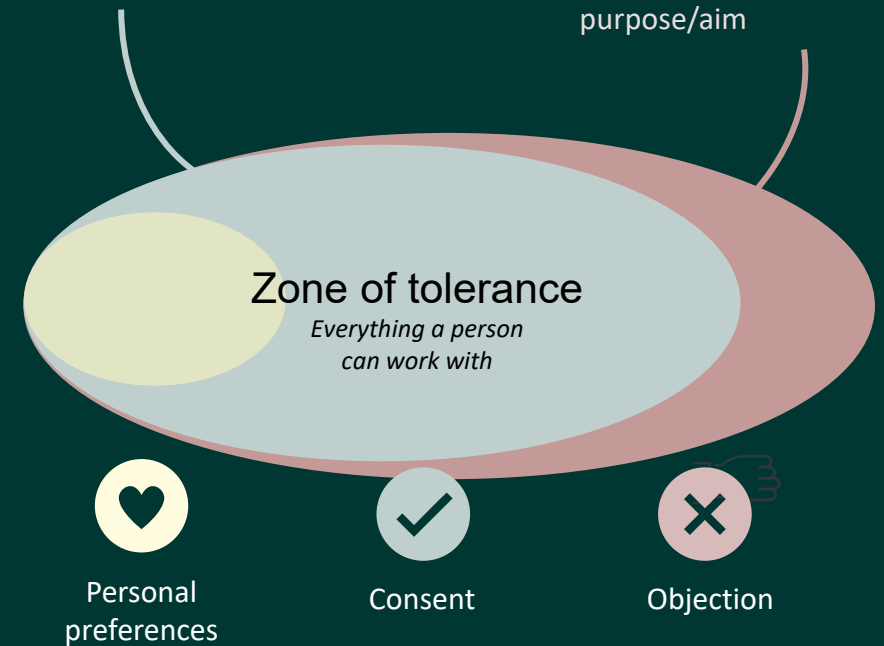
To effectively ensure progress in an inclusive manner

Key practices

- Meetings are facilitated by a trained facilitator
- Everyone contributes to building the agenda
- We talk in rounds
- Decisions are made with consent - not by consensus or voting

- Is it good enough for now?
- Is it safe enough to try?
- Can it be changed later?

Concern that the decision
damages or hinders our
purpose/aim



Understand

Til orientering

Purpose
Everyone understands
the information

How
Rounds of clarifying
questions



Explore

Til drøftelse

Purpose
Enrich with ideas and
perspectives

How
Round of reactions;
ideas, reflections,
worries, etc.



Decide

Til beslutning

Purpose
Reach a decision or
agreement for next
step towards a
decision

How
Process objections in
order to reach consent

Let's have a live meeting!

Clever

Agenda of the day

- 1) Decide: Cool down sprints

Frederic Lalou, Reinventing Organizations: <https://www.reinventingorganizations.com/>

Sociocrazy for all: <https://www.sociocracyforall.org/>

Bagom Clever, podcast: <https://www.syndicate.dk/toagilityandbeyond/episode-67-bagom-clever-danmarks-mest-selvorganiserende-virksomhed>

Finans podcast 'Tjek Ind', <https://finans.dk/podcast/tjekind/ECE16391826/cleverdirektoer-tror-paa-en-virksomhed-helt-uden-chefer/>

Clever -

Clever



Thank you!

Clever