



# WHITEPAPER



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## Adaptive Governance with Bee4IT - Agility-Oriented Governance

Agility is increasingly important in every area of business. New ways of working enable the efficient development of digital products and services in an ever-changing environment. When methods and processes are adjusted, what are the implications to business context and governance?

# Adaptive Governance: Agility-Oriented Governance in the Spotlight

The corporate IT of traditional companies usually evolves from a control-based history, to an agile, results-oriented approach. Digital start-ups follow this path in reverse order: they explore the market in a fast, cyclical, and agile manner using prototypical approaches, and then scale up the most promising solutions and build them into a controlled and stable operation. In reality, both are needed, as shown by the innovative approaches of bi-modal or in some cases tri-modal IT.

Innovation research has discussed this concept for a few decades: companies always need explorative and exploitative

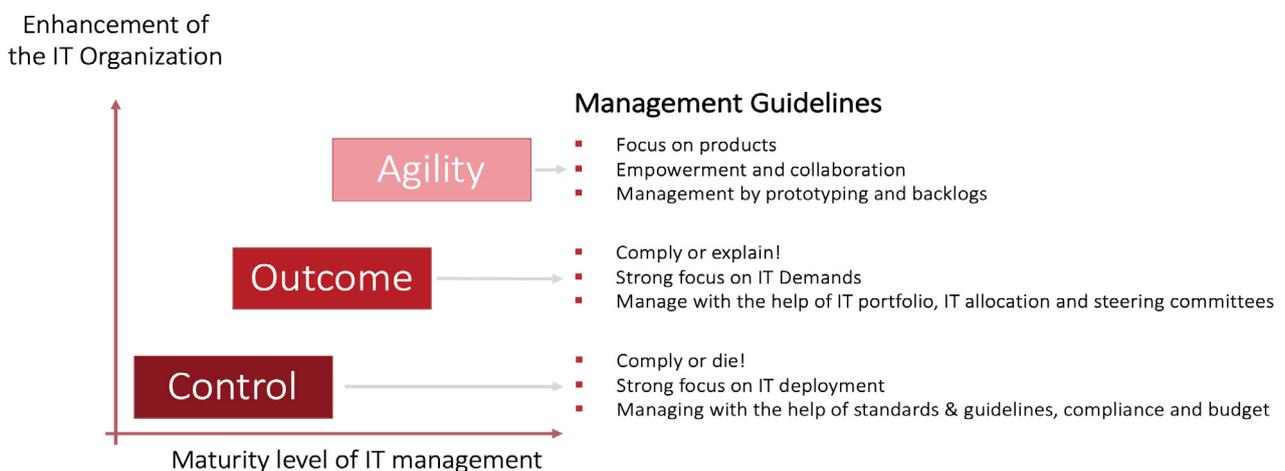
skills to achieve short-term profits and secure their long-term existence in the market (see Tushman and O'Reilly 1996). In this digital age, this holds true for the entire company but remains especially important for corporate IT.

What can we learn from the start-ups? How can our existing tools help us to execute and switch between the different modes of operation? Bee4IT offers the necessary structures to guide your digital products and services seamlessly through different governance styles.

## Our solution: agility-oriented governance with Bee4IT

Bee4IT is a management framework embedded in software, developed based on exchanges with our customers. Bee4IT is a comprehensive solution to many management areas, and the only solution on the market that offers an integrated, holistic management perspective.

Whether your company operates with control-based or agility-oriented governance, the management areas remain the same. Design can differ depending on the desired mode of governance; decision-making powers and visibility can shift. Bee4IT offers a flexible level of transparency and can support you at every step of your management journey.



### **Transparency as the foundation for an agile working method**

Bee4IT lays an important foundation for cultural change. By enabling transparency, it leads to an organizational culture of openness and personal commitment. Transparency allows a company to change working methods on multiple levels. Employees can recognize the ways in which they add value to the organization's overall goals, and plan accordingly. Communication gaps are avoided, and unnecessary workloads and frustration are eliminated. Bee4IT efficiently organizes goals and presents them in a transparent manner, enabling teams and organizations to work together more effectively than ever.

### **Required: Autonomy and decentralization of decision-making**

Autonomy and decentralisation are keys to an agile working environment. An increased level of transparency can redistribute decision-making rights and promote individual autonomy. Decision-making rights lie with those with the understanding and ability to interface directly with the end user of a digital product or service. Shortened decision paths result in a higher rate of development.

Team self-management is important to avoiding unnecessary overheads caused by fast-moving, cyclical methods. Bee4IT offers a lean approach that enables teams to plan their activities in the context of a holistic system, and to use them for their own coordination—thus maintaining a high degree of transparency both within and outside of their team.

### **Different working methods, different governance**

The increased level of transparency also enables a change in management style. It is amazing what people can accomplish when you give them the independence to do things their own way. Bee4IT enables leadership to do just that. The transparent approach and holistic structures allow management to view and understand changes and their effects across different organizational levels, and to appropriately support teams in achieving their goals.

Increasing agility also requires new governance mechanisms. Organizational and technological structures are changing to provide a delivery platform for services. Structures, such as organization charts or technological architecture, become more tight-knit and flat. In combination, the tight-knit and efficient nature of these socio-technical structures enables an accelerated response to customer and market requirements.

Management is changing with this new way of working. Instead of micro-managing a monolithic construct by breaking down roadmaps to individual tasks, leaders can orchestrate the interaction of various coordinated service modules that are visible to customers and users.

These changes result in a modified budgeting process. How do I abandon the classic business case calculation? How much freedom do I have within the budget? In which planning cycles and according to what criteria do I allocate the budget? There is not one all-encompassing solution, but we can help you to find the best solution for your organization.

We offer a holistic governance tool that you can use to seamlessly navigate between different governance modes. You no longer have to overhaul the system just because the maturity level of your digital product or service has changed.

Adaptive Governance with Bee4IT.

## About the authors:

### **Corvin Meyer-Blankart**

Driven by his genuine interest in technological advancements, Corvin is motivated to establish new ways of working to leverage digital innovation. His experience spans from vision and strategy to support, from local SMEs to globally active corporations, and from B2B to B2C industries. This contextual in-depth knowledge enables him to identify and communicate organizational, technological, and processual requirements to drive a departure from the traditional towards an agile and customer-centric approach.



### **Sönke Claussen**

Sönke draws on decades of experience when it comes to managing corporate IT from a holistic perspective. Over the years, he supported and drove transformations of various firms in B2B and B2C industries. He is a generalist with an eye for details – whether it is the joint conception of a digital strategy or the precise implementation in various areas. His rich background enables him to draw the bigger picture and determine the right lever for driving change.



# INTERESTED IN THE *BIG PICTURE* ?

**Read more about Control-, Outcome- and Agility-Based Governance in our Whitepaper „Adaptive IT-Governance with Bee4IT“**

Technology innovation has reshaped the IT landscape over recent decades and will continue to do so. One change having a major impact on IT is the evolution from closed systems to smart ecosystems. This shift in computing paradigm affects multiple dimensions of IT such as IT supply and demand, IT architecture, and consumer expectations. This article will highlight the challenges in managing IT under these changing conditions by specifically looking at IT governance and how Clausmark's Bee4IT can help in addressing these challenges.

**[Download the Whitepaper here](#)**

<https://www.clausmark.com/portfolio/adaptive-it-governance/>



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*We stand with you in your transformation journey and deliver the right software for an effective execution. We deliver step by step to the desired maturity degree.*