## SOFIA

Ängelholm is a beautiful little coastal town in southern Sweden with just over 41,000 inhabitants. **The city that recently celebrated 500 years offers beautiful scenery, culture, recreation, shopping and entertainment.** In Ängelholm traditionally activity has been focused on crafts in, for example, ceramics and leather but that´s now history. The only thing that lives on is the clay coco. A symbol for Ängelholm and we even have a clay coco orchestra that performs on the town square every Saturday during the month of July. We now hope we have recruited new members in the orchestra since our hosts have their own claycocos. When in Stuttgart, this car capitol we have to brag about that the luxury supercar Koenigsegg is manufactured in Ängelholm

MALIN
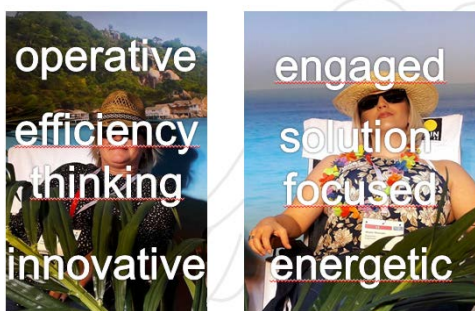
This is us at work! Hahaha, well its actually from a quality fair we visited in November were they demonstrated light simulators. Both of us work in the main mission learning and family and I think we can translate our titles as business developers. We follow up goals and results and we develop activities and processes within our main mission.

We are also processleaders in our agile arenas which we will come back to later.

Sofia is *Operative * efficiency thinking *Innovative

Sofia seems to always have an effective and qualitative solution for everything. She don't just think One step further, she thinks three steps further and actually sometimes that can be a bit irritating because she is always ahead of me. Besides that she has a good sense of humor, which is a quality not to underestimate ;)

SOFIA

Malin make things happen. She is engaged, not with a ring on her finger but in the cause and the people we work for. She has focus on the solution at the same time she sees the context and the whole. She is energetic and I mean that in a positive agile way, she takes action. When you work with Malin there is not a dull moment. Always lots of laughter involved.

That was a few words that describes us, words that we think defines agile and being agile in your work. We now would like to hear how you define agile: please take out your phones and enter the code and in one word tell us ……

What is agile to you? It can be defined in many different ways. Describe in one or two plain words what agile means to you! And please do it in English.

We can see some results coming up…

Lets leave this for a while, we will get back to this later.

MALIN

Clear citizen focus

Based on political goals and oriantations develop and deliver high quality service to our citizens.

In 2013, Ängelholm Municipality initiated a major change designed to develop the democratic work to better meet the citizens' need. Today, five years later, we are proud of our journey from a traditional municipality with many administrations and pipes, to a flexible development and service organization where the citizen is always in focus.

We have all together worked to tear down walls and shape new and flexible working methods. Collaboration and a holistic view have been our guiding stars.


The goal was to create the new organization with participation from both managers and employees. You see, in a traditional Swedish municipality´s, as Ängelholm was before, we experienced coordination difficulties between several units. And we wanted to be able to use our combined skills, and to that, more cooperation was needed.

So we created an agile organization that is mobile, adaptable and flexible based on citizens' needs and on changes in the outside world. The result is now an agile municipal organization for development and service, with completely new demands on the managers and employees' ability to communicate and collaborate.

Ängelholms has more than 3000 employees, the business spans over many areas of activity, but we all have a common basic assignment; to serve the citizen with the various features that you need throughout life.

A different map
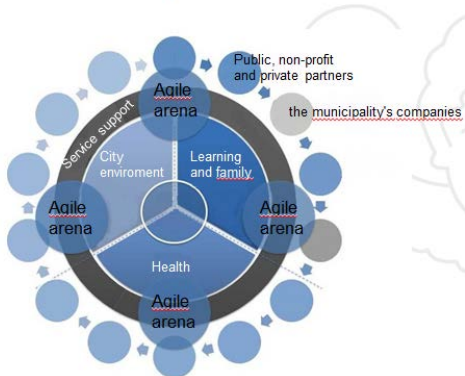
We work in Main missions and there is three of them.

Learning and family respond to welfare areas such as childcare, school, adult education, support for people with disabilities and those who for some reason need our support. This is the biggest main mission with more than half of the municipality's total of employees.

Health provides our elderly with support and care and main mission **City environment** takes care of the "hard stuff", ensuring that streets and roads are maintained, signs are posted correctly. They maintain central facilities such as sports facilities or exercise trails in the forest. And they allso provide Culture with libraries and recreation centers.

Surrounding the main missions is **Service support** and they provide advice, support and service to the political organization, management staff and the three main missions. The dots are Public, non-profit and private partners and the municipality's companies.

And this is our agile arenas and we will come back to them later.

SOFIA

Competence development

To create an agile organization hosting the name, requires in-depth knowledge of what agile work methods and approaches mean in everyday work. We have carry out training efforts and education for the leaders and employees. In 2016, 115 different workshops were conducted, resulting in a total of 4000 different improvement proposals. In 2017, all managers and employees have gained competence development in agile work practices and approaches, change skills

We want to be an organization that provides our professional staff with the opportunity to meet the citizen's needs. We need to have eyes for changes in the outside world and not only for our own organization, We need to be curious about all the different parts of society. Our employees should be given the opportunity to think new and try new things. And its also Important that old long experience meet up with new diversity.

Ängelholm has identified the agile way of working like this:

In everything we do we must think; how does this benefit the citizen? When we say everyday innovations, we mean daring to try new things, do something different, to constantly learn and be in development. To make it happen is to go from word to action, to implement. To have a holistic view or comprehensive view, to relate your own part to a whole and to understand the context for creating the best value for the citizen.

Citizen Focus Obviously, it is about how the citizen benefit from what we are doing. But its also about having a dialogue with the people we are here for, with students, retirees, people with disabilities, etc.

MALIN

As Sofia said, we do this through civil dialogues, Meetings and conversations are of course held daily between employees and citizens, but citizen dialogues is a more systematically method and we do it through **user dialogues** and **focus groups,** we have **questionnaires** with students and parents. It can be in consultation with plans, building permits etc.

these dialogues are entirely the politicians' forum in order to meet the citizens and deepen the contact between voters and elected representatives. The aim is to create greater involvement and influence for the citizens in the development of Ängelholm as a city to live in.

As processleaders we support the politicians. We have the role of helping to plan and implement the dialogue.

A good example was a dialog with immigrant and learning our language in our program Swedish for Immigrants. This was good because this group can be hard to reach

SOFIA
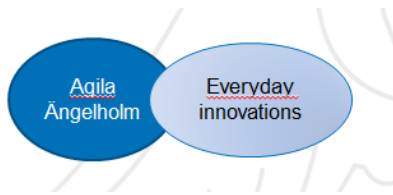
Every day innovations It´s about trying new ways, work to increase the quality for the citizen and work with continuous improvements. There are a lot of ideas, knowledge and willingness among employees to change and develop, but many times there is something in the leadership and in the system that prevents it from coming up to the surface. Most often we work with goals and performance management, with lots of documentation that might hamper innovations and limit the scope of action and inhibits the performance.

We had the privilege of listening to **Bjarte Bogsnes on a Swedish quality fair in november**. Bogsnes is a popular international business speaker and he is the author of "**Implementing Beyond Budgeting – Unlocking the Performance Potential**", He worked with Statoil that implemented Beyond Budgeting which is their alternative to traditional management, they went from traditional budgets and calendar-based management **to more decentralized, agile and human processes**.

He says:

– "**Traditional performance management has run its course. It does not make us the agile and human organizations we need to be. Can we learn something from traffic?**"

For us to be able to perform in our work we need a good flow and He means that, it's the same in traffic. And he shows this example:

The traffic light: **Who is in control?** The person who programmed the light. **And what information is the programming based on?** The historical traffic patterns, forecasts of how traffic will possibly develop, That is no fresh information for you who are waiting for the light to turn green. The person behind the programming is not there. But the intention is absolutely to create a safe and good flow. Im aware that today we have tfafficlights with cameras but lets use this oldfashioned example.

The alternative, the roundabout: **the same purpose but a completely different solution**. Who is in control here? I am, as a driver and based on what information? fresh realtime, here and now information.

He comperes the trafficlight with **rulesbased management**. The mindset; Me first, I dont care about the others and there is no trust from the authorities for us to make our own decisions. In the roundobout we need to help eachother. **Make our intentions visable, interput other peoples intentions.** We have the trust to make our own decisions and there is transperensy. Therefor this is a more selfregulating way of management and **Bogsnes argues that in today's organizations more of this is needed.**

Make it happen is about Implement and try the Innovations. Dare to make it happen and be effective. Go from word to action.

Holistic view /comprehensive view Avoid dive pipes, **encourage different parts to interact**, In order to do that we need common goals, **show each other mutual respect**, share important information, trust that **everyone is doing their best**. In Ängelholm We have chosen to work with a method we call Agila arenas.

MALIN

An agile arena is a collaborative form aimed at gathering knowledge and abilities to deliver better service to the citizen. An agile arena is ordered when one main mission is not able to solve a problem. The purpose of the agila arena is to solve problems in the service of citizens by gathering skills in collaboration, both within the municipality and the public, non-profit and private world. For every new need or challenge that the agile arena resolves, learning is progressed to the rest of the organization.

Criteria for the arena

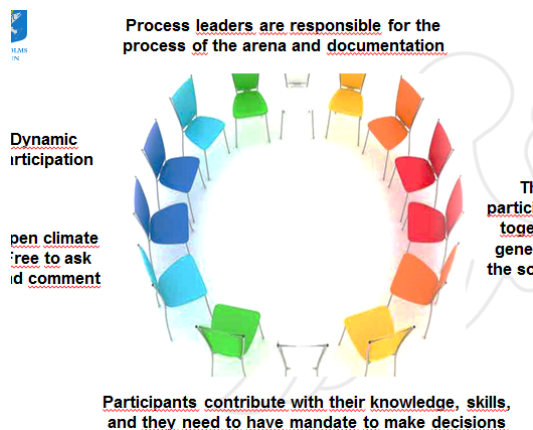|	
Citizen needs	Once the organization has signaled a problem that its own unit/main mission is unable to solve
Cooperation	When there is a need for a more cooperative approach to solving a problem in the service of citizens
Time	When the problem is expected to be solved in 3-5 arena meetings

There are three basic criteria for an agile arena to occur.

Citizen needs: a problem and/or an improvement that directly increases the service to the citizen

Cooperation/Collaboration; Where we need to work outside our own main mission to find solutions.

Time; When the problem is expected to be solved in 3-5 arena meetings. If it needs more time it´s a development project.

The problems or the improvement proposals that does not meet the criteria become other activities. It may be something that the main mission is already working on or something that is more extensive and becomes a development project.

Process leaders are responsible for the process of the arena and documentation

Dynamic participation

open climate free to ask and comment

The participants together generate the solution

Participants contribute with their knowledge, skills, and they need to have mandate to make decisions

Beeing a process leader

Being a process leader is about leading Agile arenas, To develop methods and tools for different types of arenas. To be ambassadors for the municipality organization and, like we mentioned before, to participate in citizens dialogues.

Kommer från alla delar I org. Bred kompetens. Chefer medarbetare. Dynamisk

The process leader should facilitate the arena participants to generate the solution. To each agile arena, a process management team is appointed with two process leaders responsible for coordinating, staffing and leading this flexible team with internal and / or external skills.
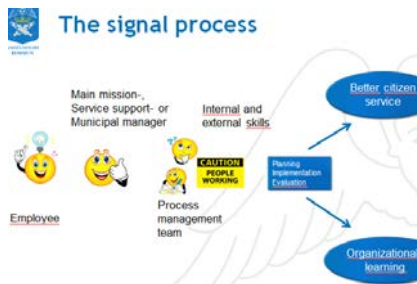
The signal process

An agile arena arises when someone in the organization sends a signal about urgent citizenship needs. The signal is sent digitally. After the signal has been processed, an order on an agile arena can be made by the municipality's main missions managers/ service support managers or commander group / municipal manager.

When the order is approved, the process management team will start to work. The Arena assignments are then summarized in three stages, planning, implementation and evaluation.

SOFIA

Traffic around schools
students, parents, principal

One arena example was to **jointly find solutions to address the traffic situation around schools** at school start and school finish. The situation in the morning when the students come to school was not optimal and Im sure you recognice the problem. Parents leave their children by car, schoolbuses leave students and at the same time, students come walking and cycling. **This occurs for a limited time while cars and buses and unprotected children coexists in the same space, which means an increased risk of accidents.** This signal came from main mission City environment. It wason their table because they manage the roads and traffic signs and so on but They felt that they could´nt soulve this problem by their own. They needed to work with everybody involed.

Two process leaders were appointed and they invited representatives from all areas involved.

The arena had four meetings in total. The students, parents, the pricipal and the staff in school **had discussions about traffic behavior and practical solutions** with the bus company, security people, and ground owners and finally they presented a proposal that was united, everyone was satisfied. That solution puts the children's safety at the heart of it and it didn't take too much financial space. **This is a brilliant example of cooperation with the people involved in the situation and experts in the area.**

MALIN

3D model
Tec-companies   Property owners
Students   Teach
Architects
Mark and Measure Manager
Engeneers

Another example was an idea about Increased access for citizens and companies to geographic information produced by the municipality. The purpose of this arena was to

create a forum where a 3D model over the town of Ängelholm should be developed and financed by both the municipality and the business community.

Working in this arena was business community, such as propertyowners, architects tec companies and schools, This arena turned in to a development project and a number of students was employed by a private architect for the purpose of continuing the work on building the city of Ängelholm in 3D. The Mark and Measure Manager, that participated in the arena became project manager for the continued project "Ängelholm Municipality in 3D Models".
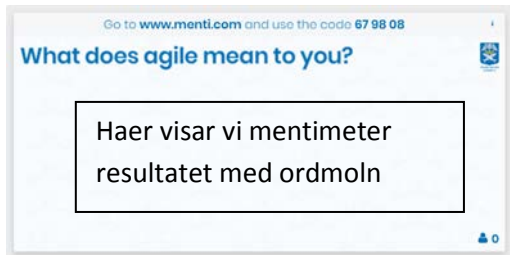
SOFIA

Whats next for Ängelholm?

Now we need to manage and develop our agile organization further to improve the service to the citizen. The organization is in place, now we will use the strength of it and to work with the culture. We now know about agile work practices and approaches, and we have seen great results of collaboration. It´s important that the agile way is´nt something parallel its part of our everyday work. Its hard work and we need to be patient, change takes time and For some parts it's a natural way of working and for others it´s a process.

 The municipalities and county councils of Sweden (SKL) has a annual survey of municipal services via telephone and e-mail. A total of 147 municipalities have participated in the survey and Ängelholm receives the highest overall rating of all. Our customer service is the best in the country!!!

 Another important tool in the work with meeting the citizens is the new Digital Customer Forum - a channel for quick handling of questions and answers and, in the long run, a knowledge base like FAQ.

Another thing that we follow closely is The Trust Delegation – The Swedish government has appointed a investigation that will conduct research activities and eventually **propose new governance models for the public sector.** The aim is that management of the public administration should to a greater extent be based on trust. **Employees' knowledge and**

experience should be better utilized so that welfare services generate greater benefit and quality for citizens.

MALIN

We will continue to develop the arena method. We are simplifying the signal process. It must be easy to signal a problem or an improvement. We have also seen that we must be better at giving feedback and especially those proposals that do not become an arena but get another action. We have also seen that Swedish Association of Local Authorities and Regions developed a similar method in the work of civilian dialogues of a complex nature. The biggest gain is that the arena method has well spread. The method is used in all contexts, within our municipality. So, even if the problem or improvement proposal relates only to their own main mission, they use the same method.

Today, five years later, we are proud of our journey from a traditional municipality with many administrations and pipes, to a flexible development and service organization where the citizen is always in focus.

Thanks for having us!

malin.thorsen@engelholm.se

sofia.glantz@engelholm.se

Referens:
"..can we learn from traffic?"
Bjarte Bogsnes
www.bbrt.org

www.engelholm.se

Thank you for your attention. I hope we made ourselfs understood. We will be around throu out the day and be available for questions. So look us up if there is something you want to ask us or want more information about.