

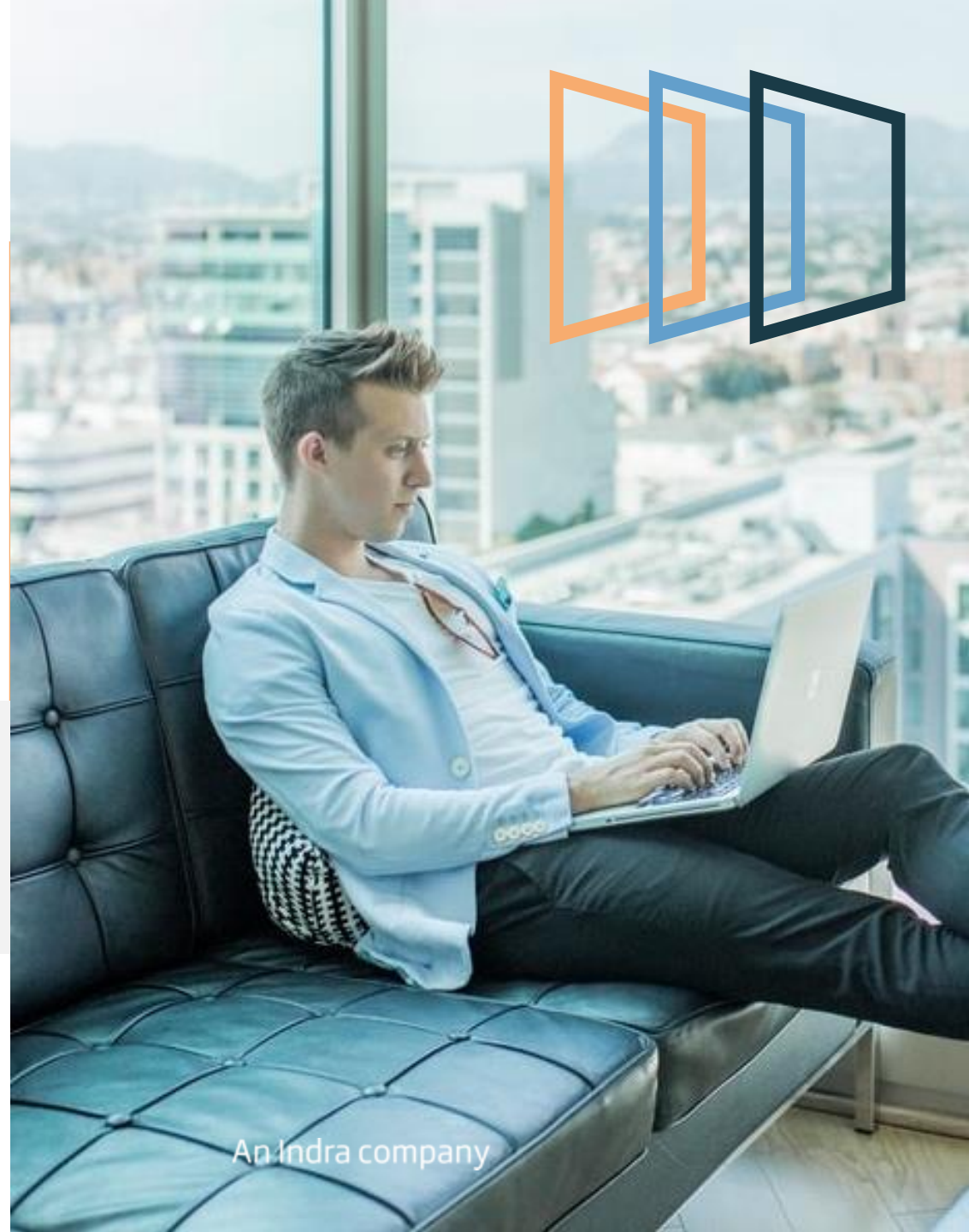


In a context of growing business challenges and hybrid work models (in-person and remote)

Digital workplace *for leaders*

Improve the quality of key conversations by enhancing M365/Teams with Delibera for more collaborative and executive management processes

minsait



An Indra company

Need and opportunity to develop leadership within the current context

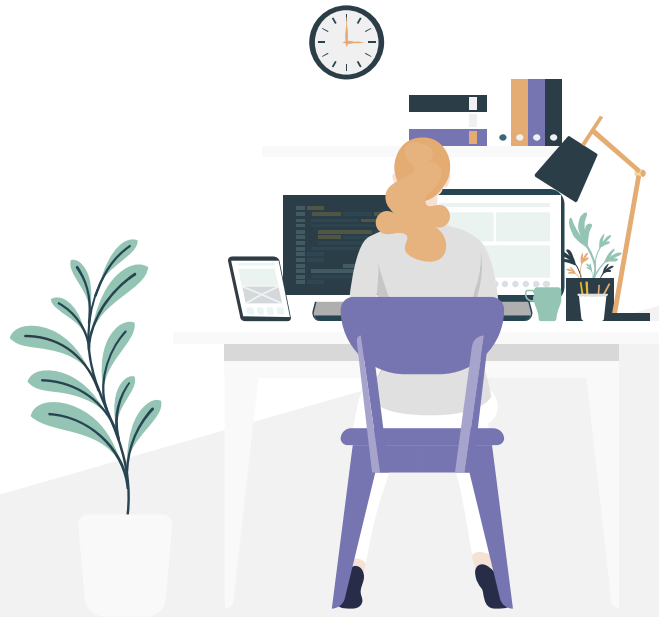


1. Business transformation - to overcome obstacles and capture new opportunities - is accelerating due to the discontinuities caused by COVID-19, **multiplying management challenges for leaders** at all levels of the organization.
2. Transformation must take place within a hybrid work model which requires **quality digital interactions as challenges are complex and the knowhow to address them is dispersed**.
3. M365 and Teams have solved an important part of remote management (communications, shared workspaces ...), but if they are **complemented and enhanced with Delibera (a Collaborative Intelligence tool)**, there is an important leap in the quality of management processes associated with leadership (strategic planning, management of committees and agile work groups, transformation offices, asking for/receiving feedback ...), as they are made more participative, making the necessary collaboration for the effective transformation of organizations a reality.
4. These management processes resulting from the combination of M365/Teams + Delibera, **mainly asynchronous**, already made a lot of sense even before the pandemic and the need to work remotely, but now they are vital. Well structured, they configure a **new leadership model that is much more collaborative, executive, and digital**, where the interaction between people flows, maximizing the possibilities of transformation and success of organizations.
5. The **impact on the quality and agility of decision-making, on productivity and efficiency, on employee participation and satisfaction, is very high** and has been contrasted in more than 60 leading companies from all sectors; implementation is progressive and simple.

Management challenge for leaders have doubled

Accelerate transformation

- More pressure derived from accelerated market change (huge discontinuities, with big threats but also opportunities)
- Opportunity for consolidation in increasingly digital competitive spaces (with a limited window of opportunity)
- There are no easy solutions; knowledge and energy are dispersed (important to include many people and identify changemakers)



Lead largely from a remote context

- Going back to the previous level of office presence does not make sense: for certain activities being together does make sense, but for others it is best to be at home
- It has been proven that if well managed, remote work increases productivity, starting with the leader himself
- Teams that have resisted returning to the office work well and have a better work-life balance
- Leading mainly remotely requires **doing certain things differently**, it is a great opportunity to think together and include more people, leveraging new tools



“Collective intelligence is a form of universally distributed intelligence. No one knows everything, everyone knows something. An effective mobilization of skills must be achieved.”

Pierre Lévy

Collective Intelligence

Knowledge (“insights”) and the energy for change necessary to accelerate transformation is widely distributed across organizations

Registered data



20% of insights

Big Data, Analytics,
Machine Learning, AI

“People’s “heads”



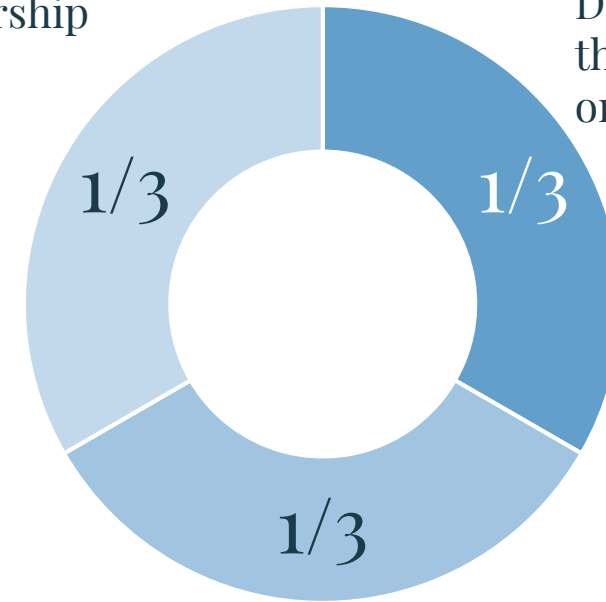
80% of insights

Collaboration

“Extended” leadership
teams



Distributed throughout
the rest of the
organization

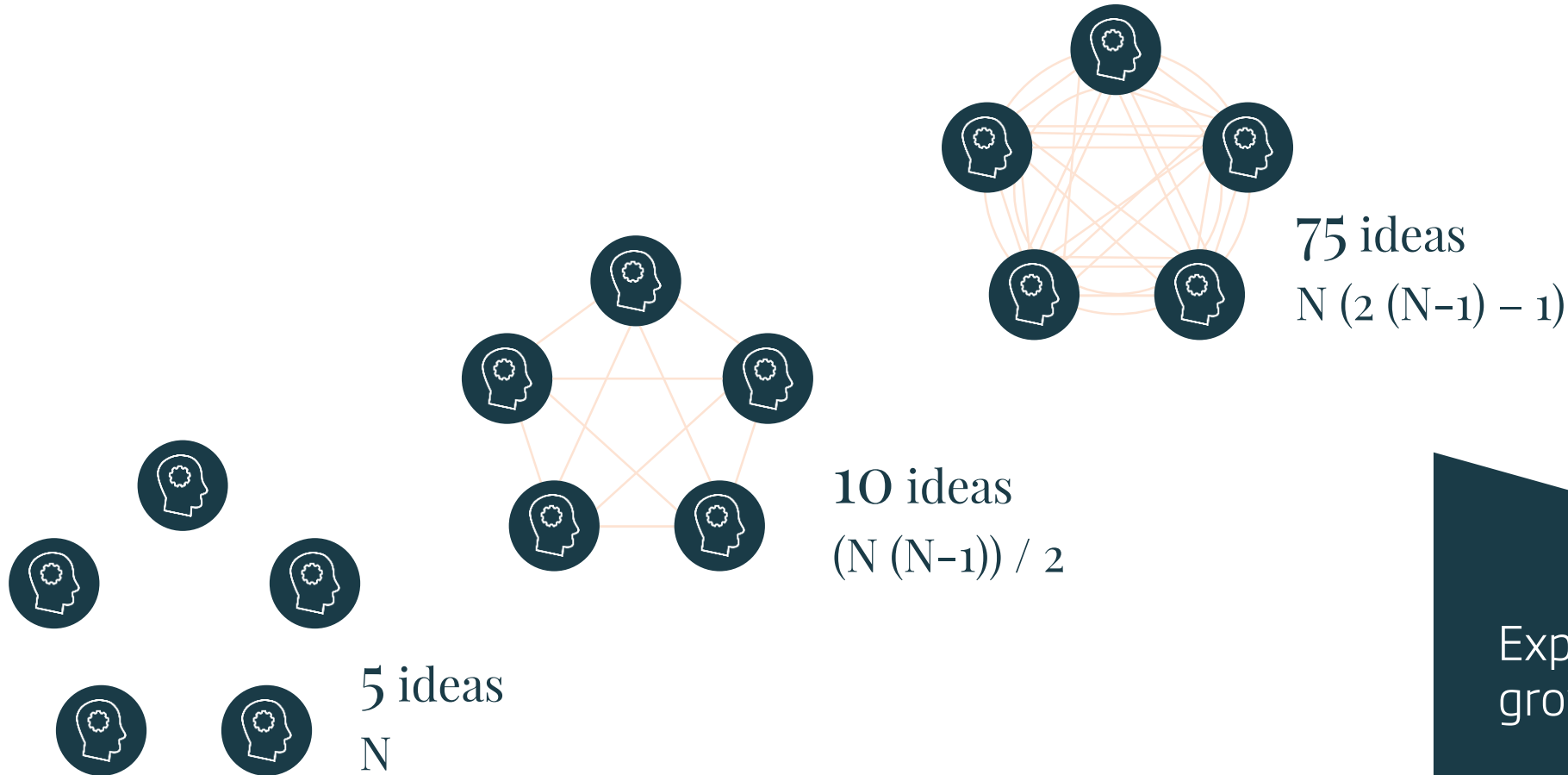


Outside the company

On average, for each well-managed decision, inputs are gathered from 15-25 people, so three times more people must be asked

Source: Delibera. Analysis of 4,000 insights/decisions that have contributed significant progress in the transformation of 60 leading companies. “Extended” leadership teams, including middle management.

Accessing knowledge is not only about bringing many people together. It is about ensuring the quality of interactions between them



Interview 5 individuals

Moderate a 2 hour meeting

2 days of group work with methodology and tool

Exponential growth

The more people involved => the greater the possibility of more and better interactions => more ideas => more decisions and actions => more possibilities of succesful transformation

To capture knowledge and understand what the group thinks, we have to enhance leaders' management processes with an “asynchronous” component

- Collaborative management processes cannot be limited to when we are all in a meeting (synchronously) or to unstructured chats
- Organized asynchronous collaboration is complementary
 - It allows participants to think more in depth
 - Increases the number and quality of interactions
 - Can include many more people

Synchronous (all at the same time)



Everyone connected at the same time, but with little time for everyone to speak and think individually



- Communication
- 1 hour

Asynchronous (at your own pace)



Each one expresses what they think and comments on what others have said when it suits them best, when things come to mind, after they research...



- Deliberation
- 2- 3 days or 1 week

Integrated



Management challenge: Peer-to-peer interaction technologies play a key role in exercising this new leadership

Access distributed knowledge in an organized way, Teams + delibera: complementary; both essential for leaders

Communication and day-to-day activities



95%
of interactions

- Send and receive messages
- Host video conferences
- Share a common agenda
- Share and edit documents
- Manage tasks and projects

Work together

Key deliberations to understand and decide

5%
of interactions



- Understand situations and crowdinnovate ideas
- Prioritize initiatives and projects
- Make decisions
- Manage meetings effectively
- Follow-up interactively
- Ask for feedback

Think together

Unique and with a high added value

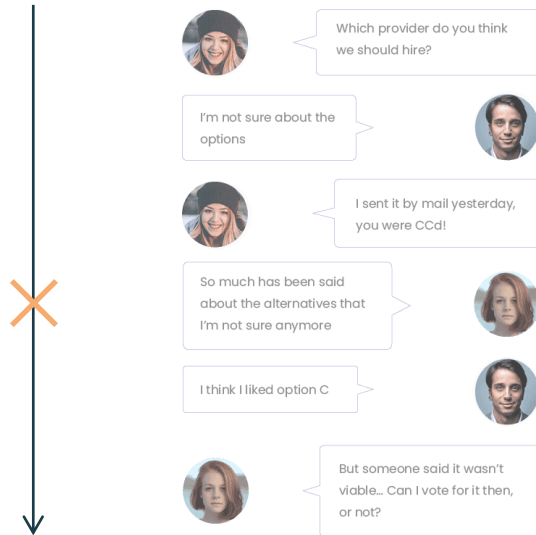
Delibera: Collaborative Intelligence [CI] tool to improve the quality of leaders' key conversations, with their teams and other stakeholders

see more at delibera.com



Designed to optimize deliberation, decision-making, and follow-ups in leadership teams

From conversations that follow a chronological timeline...
(email, Slack, WhatsApp...)



Timeline

... to conversations structured according to the objective pursued



Organization
In each conversation the objective, sponsor, progress and duration are all clearly visible



Closure
The conversation closes with conclusions, decisions and next steps



Relevant daily inquiries from the leader to their team Ideas Template

The CEO of a leading communication company uses this template recurringly to access his management team’s knowledge and thoughts on complex matters that require an asynchronous and quality deliberation.

This optimizes subsequent meetings and quickly leads to actionable conclusions.

Examples:

“Propose ideas to shorten distances with the competition that has launched product X.”

“Suggest people to immediately fill the vacancy left by Y”

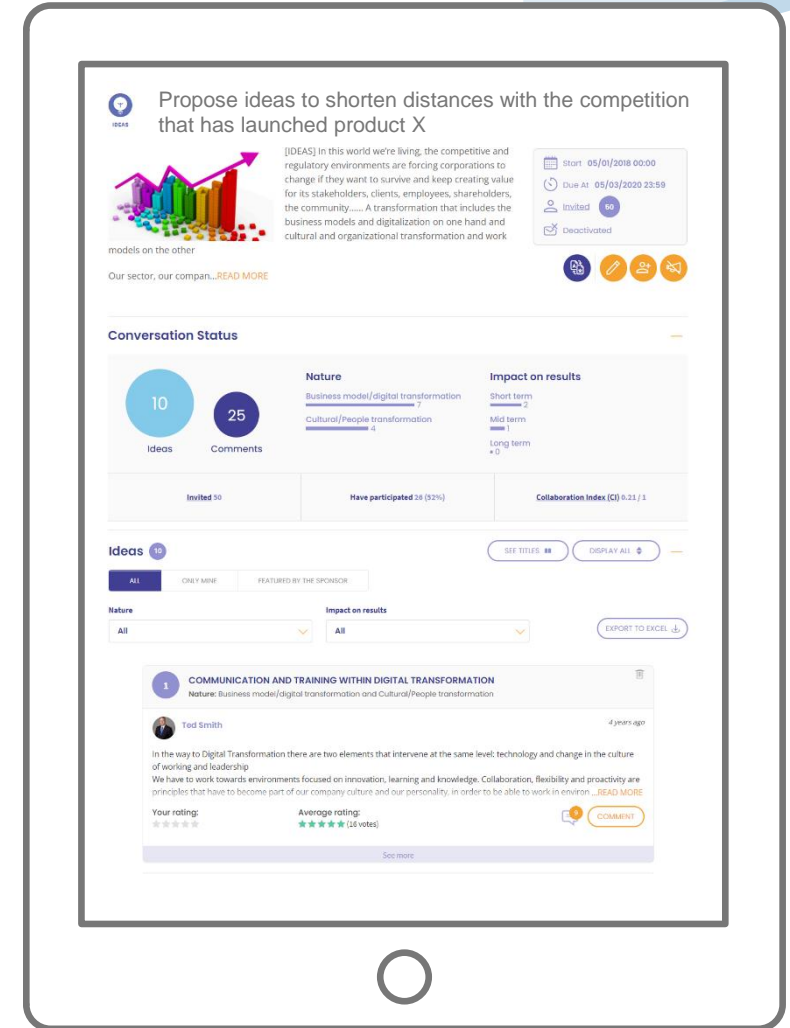
“Considering the competition’s expansion, should we open a subsidiary in country Z?”

Ideas can be categorized according to 2 customizable categories

And filtered according to those categories

You can ask an additional specific question to those who give an idea

And export all ideas and their content to Excel to facilitate subsequent treatment



Relevant daily inquiries from the leader to their team

Ranking Template

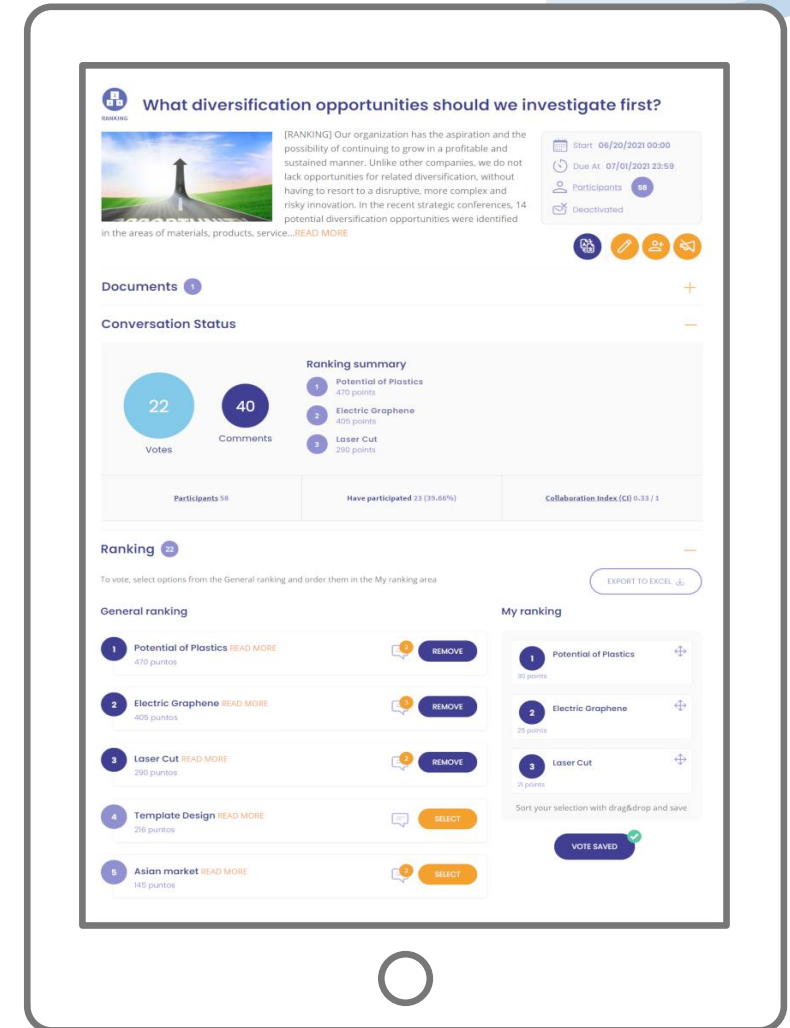
The CEO of a leading automotive steel company uses it to prioritize diversification options with the 18 members of the management committee. Senior executives of a leading global bank use it to prioritize Agile projects for their areas.

Examples:

- "What diversification opportunities should we explore first?"
- "What problems should we solve first?"
- "What functional requirements should we boost in the technological platform?"
- "Which initiative should we launch first?"
- "Which of these names do we like the most for X?"

Allows you to prioritize and comment a list of options predetermined and explained by the conversation creator. They are sorted based on the votes of participants.

Prioritize initiatives, next steps, products, people, projects...



The Agile software development team of a manufacturing company uses the Feedback template to assess its Minimum Viable Products after each sprint

The unit for product development of a leading technology and software company uses it to assess with users the quality of the M.V.Ps generated by 60 cells working in Agile. Agile culture is enriched by feedback from the end user at different stages of the creation phase. The process is drastically improved and carried out with agility asynchronously.

Examples:

"Rate version 3.0 of X RPA"

"Evaluate the services offered by the new internal website in beta phase"

"Evaluate and enrich the current version of App Y"

Export positive aspects/suggestions for improvement and their content (comments/ratings) to Excel to facilitate subsequent treatment



On-platform artificial intelligence applied to semantics

With NLP (Natural Language Processing) to help identify key points, meaning and changemakers within the deliberations

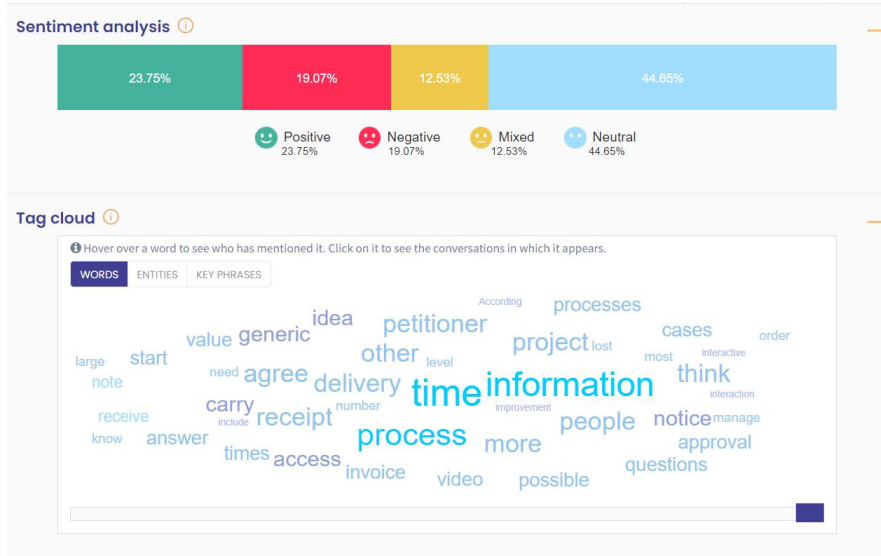
see more at delibera.com



On-platform artificial intelligence applied to semantics

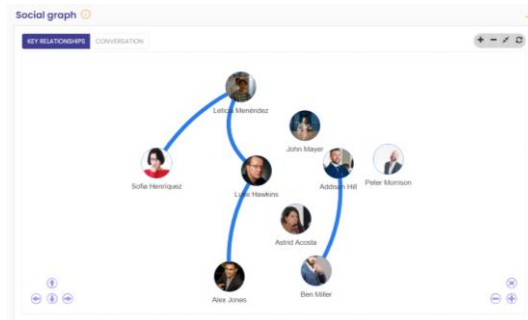


Sentiment analysis



Tag cloud

Social graph



Collaboration Index



Statistics - Collaboration Index (CI)

Evaluate and prioritize the initiatives to seize the opportunity and mitigate post-covid impact



GRAPH PARAMETERS EXPORT TO EXCEL FILTER



NAME	TOTAL CI	MAIN CONTRIBUTION	COMMENTS	RATINGS ISSUED	RATINGS RECEIVED	SYNTHESIS IN CONTRIBUTIONS	SYNTHESIS IN COMMENTS
Addison Hill	0.95	1	4	0	0	N/A	1
John Mayer	0.95	1	6	0	0	N/A	1
Luke Hawkins	0.95	1	5	0	0	N/A	1

To ensure that all conversations are in a single space

The integration of Delibera conversations in Teams is done by creating tabs containing the different deliberations of interest for that team/channel

Search for or type a command

Teams

General - English

Posts Files Task Deliberations Gather ideas Priorization Decide 3 more +

Instant communication allows team members to have an active dialogue. Videoconferences can be scheduled easily

Management of tasks within a team provide a general view of the progress of a project

Keeping files organized and shared between all team members is key

Gather suggestions, ideas to accelerate transformation, explanations, proposals for initiatives or projects...

Make decisions of any kind

Prioritize initiatives, future projects, market diversification initiatives, objectives, products, services...

This tab gives access to deliberations (structured conversations created by the leader to facilitate group thinking and understanding) Ideas, rankings, decisions, feedback... Are all usually important ad-hoc conversations (unprogrammed)

Other tabs are created for a systematic follow-up of projects and getting quality feedback of everything that is put in motion

Organization and traceability of all committee meetings. Delibera “forces” you to formalize decisions, next steps, responsibilities and due-dates..., at the end of each meeting

- The minutes of the meeting can be downloaded as a PDF.

Example of Teams + Delibera → Crowd-innovate

Search

Teams

Grp_T_Collaborative Intelligence... Posts Files Wiki Tasks Deliberations **Ideation** Prioritization 3 more +

Meet

delibera
Improving key conversations

Area: Business transfor... Discover delibera

Discover

Ideas

Ideas to transform the profitable growth of our business after the impact of COVID-19

Start 05/01/2018 00:00

Due At 05/03/2020 23:59

Invited 50

Deactivated

[IDEAS] In this world we're living, the competitive and regulatory environments are forcing corporations to change if they want to survive and keep creating value for its stakeholders, clients, employees, shareholders, the community..... A transformation that includes the business



To get suggestions, ideas to accelerate transformation, explanations, initiative or project proposals, user stories for Agile groups...

Standard configuration of tabs with deliberations in Teams depends on the team sponsor

Sponsors/
Teams

Recommended tabs



CEO, ExCOM and other senior managers	Publications	Files	Tasks	Deliberations	Ideation	Prioritization	Decide	Meeting	Follow-up	Feedback
	Instant messaging	Shared documents	Simple tasks	Resources, percentages...	Structured brainstorming	Prioritization of initiatives	Make decisions	Minutes of committees	Follow-up projects	Quality feedback

Advanced Transformation Offices	Publications	Files	Tasks	Deliberations	Insights	Prioritization	Follow-up	Feedback	Meeting
	Instant messaging	Shared documents	Simple tasks	Strategic planning	Opportunities for improvement	Prioritize projects or initiatives	Follow-up projects	Quality feedback	Minutes of committees

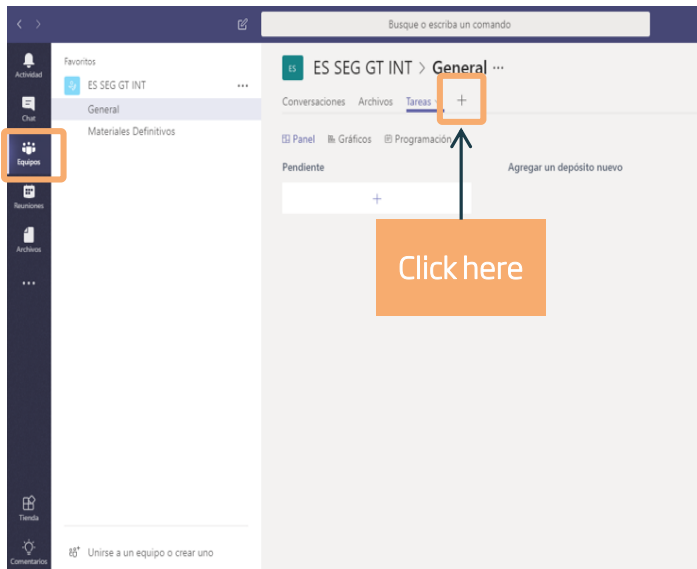
Transversal or Agile work groups	Publications	Files	Tasks	Ideation	Prioritization	Deliberations	Meeting	Follow-up	Feedback
	Instant messaging	Shared documents	Simple tasks	Structured brainstorming	Story/issue prioritization	Resources, percentages...	Minutes of committees	Follow-up projects	Quality Feedback of MVPs

Delibera is integrated into the M365 suite

To open Delibera tabs in Teams you just have to follow 3 simple steps

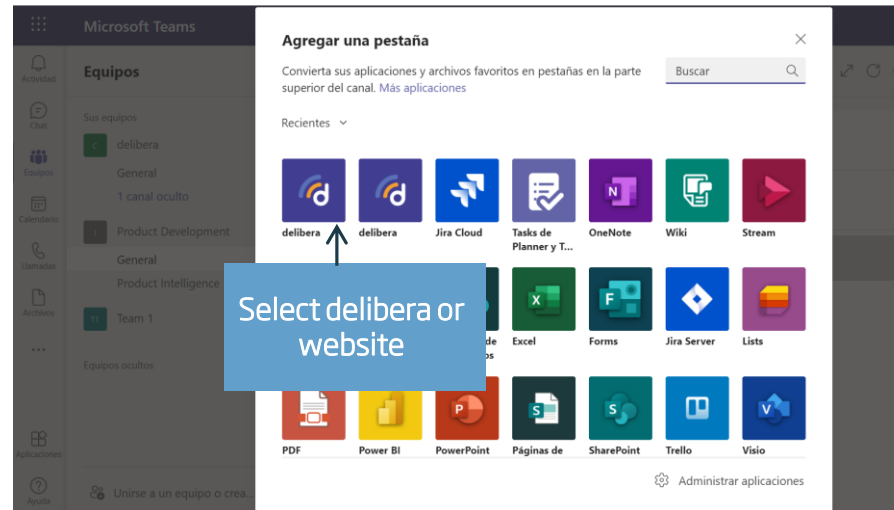
Step 1

From the Teams team/channel that you want to give access to delibera



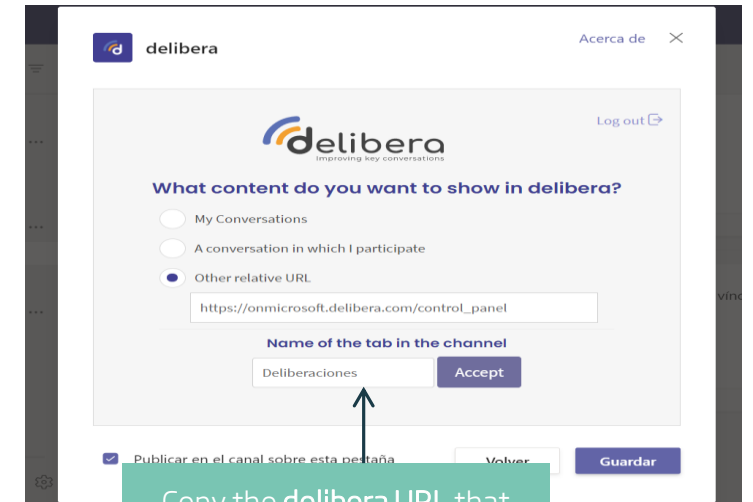
Step 2

Search for delibera to select it or select the icon for "website" (2 options)



Step 3

Link each tab to the corresponding delibera URL according to the desired functionality



Copy the delibera URL that corresponds to each team and name the tab "Deliberations"

Interaction/collaboration processes between people we are interested in acting upon to ensure cultural transformation are those that recurringly or every so often...

No one, no matter how qualified they are, no matter how good a team they have or no matter how well advised they feel, **can on their own** find enough insight to define the right paths to follow with enough guarantees of success.

Let alone expect others to follow them afterwards



Involve a relevant number of people but cannot be **standardized or automated** via RPAs, AI or ML using Big Data and Analytics (however they can leverage these technologies)

Because necessary and relevant knowledge is in people's heads



We are talking about processes where collaboration is designed, guided, enabled, measured, demanded and recognized

Combining M365/Teams + Delibera, the most important management processes associated to leadership are optimized to be asynchronous and much more collaborative, executive and digital

Tested in more than 40 leading companies across all sectors

- Transformation depends to a large extent on the quality of leaders' management processes
- Asynchronicity enables everyone to connect when they can and to have time to think
- Inclusive participation
- Better results

Improve the quality of key conversations

Understand and set the path



1. Jointly define **purpose, mission, vision, values**
2. Crowdnavation of **new business opportunities and revenue streams**
3. Carry out participative **strategic plans and reflections**
4. Host more dynamic **leadership team events**
5. Solve together **key issues that come up day-to-day**
6. Jointly identify **obstacles to effective transformation**

Decide and focus



7. Prioritize **initiatives and projects** with a holistic vision
8. Optimize **meetings and committees**
9. Collaborative crowdoptimization of **costs, processes, risks and UX**

Execute and follow-up

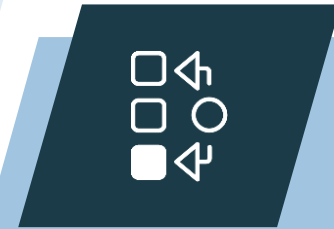
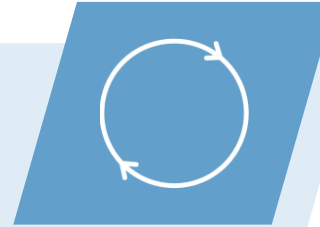


10. Accelerate execution with **advanced transformation offices**
11. Streamline **workgroups** in Agile
12. Facilitate **follow-ups** with empowerment and accountability
13. Collect quality **feedback** for continuous improvement
14. Decisively boost **remote work**
15. Optimize productivity of **sales forces**
16. Increase the **impact of change management processes**
17. Transform **culture** with processes
18. Transform **middle management**
19. Evolve **education and training** towards collaborative learning
20. 100% digital **focus groups**

Process 3: “Traditional” strategic plans do not respond well to the needs of our new environment

Problems with traditional plans:

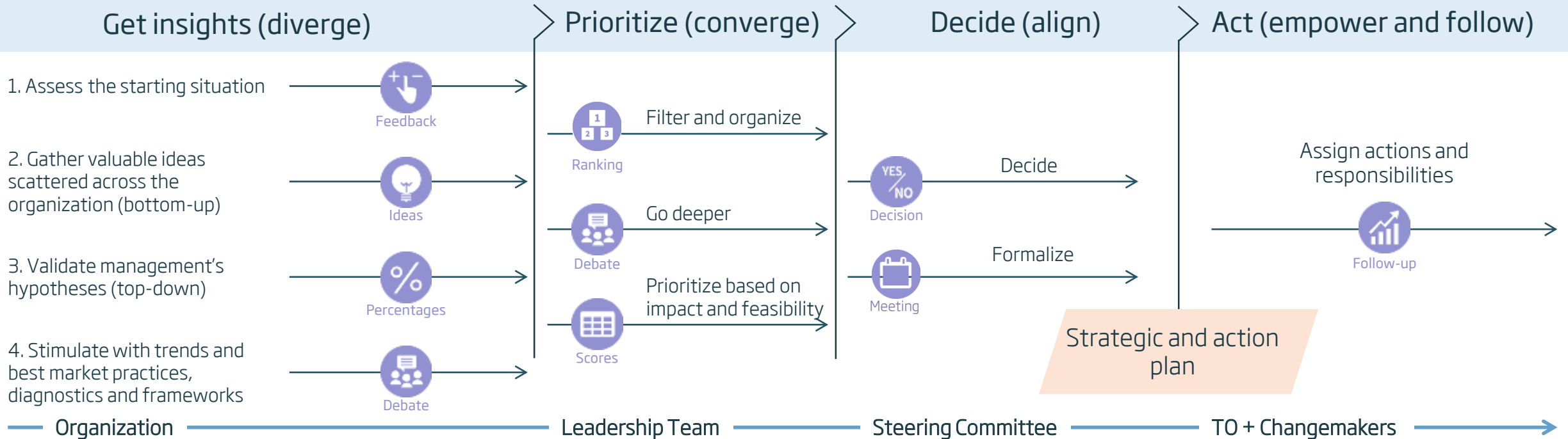
- Strategic reflections continue to be made in a **very centralized** way by the **departments in charge**: insufficient top-down perspective (no person or area, no matter how well advised, can do them independently with enough guarantees of success)
- They convey a **limited understanding of reality and opportunities, far removed from the needs, capacities and will of the organization as a whole**, generating disorientation, disenchantment, and discouragement
- They end up as archived theoretical documents: in the parking lot
- Even though interviews are conducted, **interactions are very limited in terms of number, frequency and depth** (15-50 individuals)
- They are not dynamic, and quickly become **obsolete**
- They are made in **communicative isolation (information silos)**, with duplications and limited collaboration, far too slowly
- They **lack engagement**, sometimes leading to frustration from management and, as a consequence, from the rest of the organization
- They **erode leadership** and wear the organization down by sometimes becoming almost mission impossible



The dynamism, uncertainty and complexity of organizations **demand a new approach** to strategic planning

Innovation and transformation have to be present from the very first moment, even **in the way the plan is made**

Participative strategic reflection is mainly built around a progressive sequence of on-line conversations



- 10-25 conversations (digital deliberations)
- 1 to 4 months
- 100-150-250-500- 1000 people involved (not everyone in the whole process)
- Less than 3% of the time of the people involved

Key benefits

- More people involved
- With more frequency
- More insights, more depth
- Better and more end-goal products

- Shorter output times
- Discovery of talent and initiative (changemakers)
- Greater engagement, buy-in
- Natural digitalization



Instant and ongoing communication (Posts Tab)



Managing Tasks on Planner (Tasks Tab)

Process 9: “Traditional” methodology – including Agile – for process optimization, has many drawbacks, to date



#1: There is not enough time and it is costly to detail so many processes, no matter how much Agile we apply

The number of processes has multiplied and these, in turn, have become more complex. Most of them are not catalogued or encoded. Depicting the AS IS of hundreds of processes to then define the TO BE takes **many months**, if not years and/or requires a huge number of people. It is a painstaking and **high-cost** job, and by the time we're done, **business has already evolved**. The reality is that most of the time we limit ourselves to redesigning some of the key processes.



#2: And even when we make the “mammoth” effort, the quality of the exercise is debatable

Knowledge about where we fail and what needs to be done differently in these processes is **very fragmented**; we need the knowledge, the **insights of all those who interact with them**, to better understand what is happening (“pain-points”) and identify opportunities for improvement. However, the number of people we include in this process is limited because it is **very time consuming**.

We need

An optimization of processes in line with the urgency and depth of transformation. Methodology has to be much more agile, lean, collaborative, executive and digital

100 to 500 processes at a time

100 to 20,000 people at a time

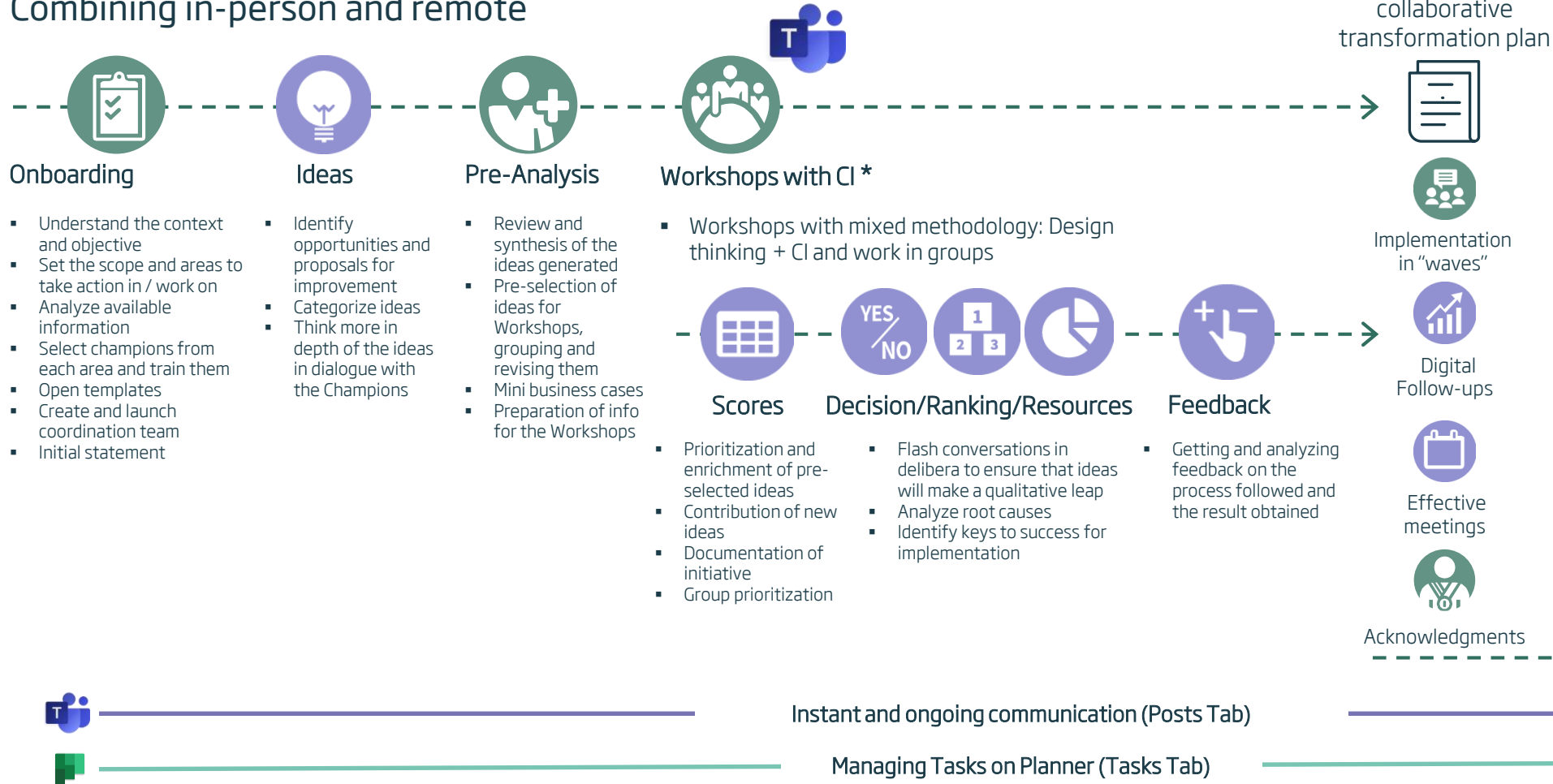
Focus on 5-10 improvements per process

+50% participation/ 90% satisfaction

Identification: 2-3 months; Execution: 4-5

Crowdoptimization allows to redesign processes in a much more agile, collaborative, executive and digital way, and with a better, faster and more "engaging" result for the client

Combining in-person and remote



Impactful, Agile and collaborative transformation plan

What sets us apart?

Our methodology allows us to:

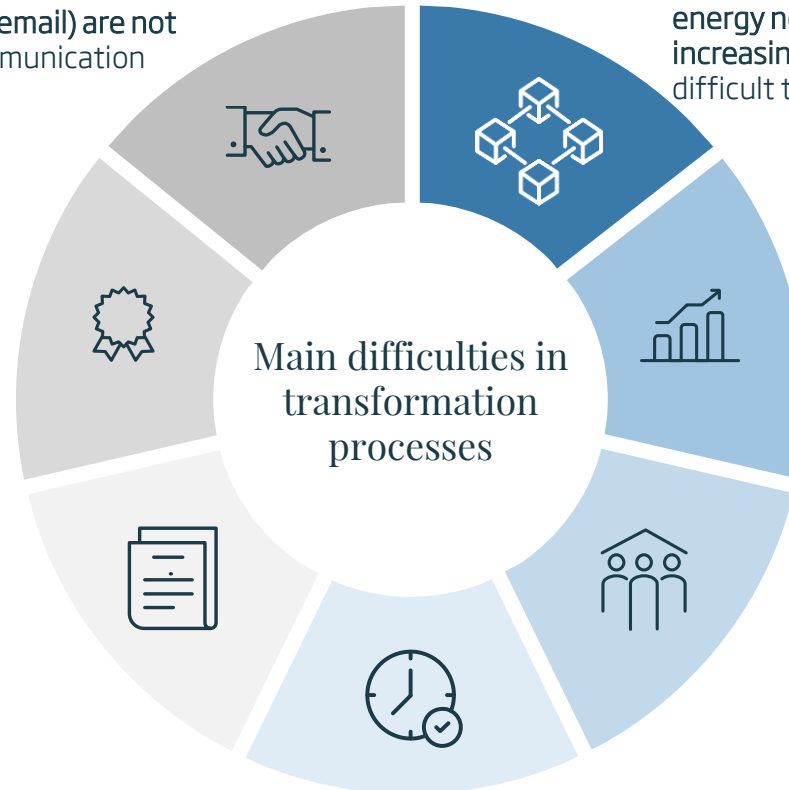
- Take into account more actors...
- ... in less time...
- ... getting more and better ideas by accessing distributed knowledge...
- ... accelerating transformation by identifying changemakers and having an unequalled follow-up method that ensures implementation...
- ... being more efficient (less ppl. and time; more margin)
- With upside options

Process 10: PMOs/Transformation Offices face a complex environment and numerous difficulties in their management processes that need to be addressed

#7 Current ways of working (such as traditional meetings or email) are not productive and we are not able to make the most of new communication and collaborative work tools such as M365 or GSuite

#6 The potential impact on results and strategic fit that justified the investment in many projects and initiatives in the first place is hard to measure and verify

#5 Deliverables fail to meet the growing and changing needs of users, which results in a lack of customer orientation




#1 There are no previous references for our current VUCA¹⁾ environment, and the knowledge of needs and opportunities, as well as the desire and energy necessary for transformation, is widely distributed among an increasing number of departments, geographies and people, making it difficult to collect and channel

#2 The number of projects has multiplied exponentially and each area/person defends theirs as critical

#3 New Agile methodologies for project management contribute significantly but fall short when it comes to managing transversal work groups (TWGs), where it is necessary to guarantee participation and collaboration

#4 Following-up with the necessary frequency and depth, avoiding new information silos, to achieve objectives is mounting in difficulty

⁽¹⁾ Acronym for Volatility, Uncertainty, Complexity, Ambiguity
Source: Minsait



Identifying and understanding them clearly is the first step in designing or optimizing an ATO

Advanced Transformation Office (ATO) managed with Delibera + Teams

Comprehensive change management (business + digital + cultural)


Reflect together
as often as needed

Innovative strategic vision



Strategic plan carried out in 3 months including 1000 key ppl., identifying specific goals and responsibilities + 2-3 specific deliberations each month with answers in 10 days from the relevant group of people

Lead participative strategic or transformation plans as well as relevant daily reflections, identifying specific initiatives with changemakers



Debate


Highlight the
action soon

Insights



461 ideas from 750 ppl., in 15 days

Actions



50 prioritized initiatives, with their business cases, among 30 members of the leadership team

Identify opportunities for improvement at all organizational levels



Ideas

Prioritize projects by impact and feasibility with a holistic view



Scores


Execute quickly
and well

Facilitate, empower



35 TWGs with an advanced and unified methodology

Request accountability



50 projects followed by 1 p/week (10 min.)

Continuous improvement



50 feedbacks with more than 5000 inputs from 5,000 users

Launch agile, collaborative, executive and digital TWGs

Interactive, support-oriented follow-up, without meetings



Follow-up

Request quality feedback from users



Feedback


Piece everything
together

Measure and use resources wisely



20 initiatives implemented in an average of 6 weeks, X thousand in savings, and 9/10 end-user satisfaction

Ensure the transformative impact (and ROI) of all initiatives, coherence and visibility of the overall picture, and budget fit by optimizing resources

ATO Leader

100%

Limited Resources

ATO Staff

2

ATO Budget

XXX

Satisfied ATO Managers

ATO Leader

9/10

ATO Staff

9/10

Initiative owners

8,5/10



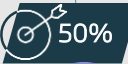
Feedback

x5

Exemplify a new way of working



In-person meetings



Effective meetings



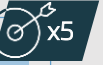
Meeting

Participative events

50% less meetings, 35% shorter, with 100% formalization of minutes; Events with 100% participation and 8.5/10 satisfaction

Recognize

Measure and acknowledge collaboration and results



Collaboration Index 0.7/1 + 25 acknowledgments per quarter

Differential impact vs. traditional PMO/TO

Instant and ongoing communication (Posts Tab)

Managing Tasks on Planner (Tasks Tab)



Process 11: Agile/Lean methodology brings substantial advantages to the *modus operandi* of transversal work groups, but it has limitations

Advantages of Agile/Lean



- All departments are represented and involved
- Work in **sprints** (Value delivered in iterations)
- **Minimum Viable products** (M.V.Ps) and **Lean** (minimum cost)
- Allows continuous **measurement and adjustment** with customer inputs
- **Design thinking** for co-creation
- Rigor in lifting **AS IS** and **TO BE**
- **Customer journeys and pain points**, to ensure customer perspective

Limitations of Agile/Lean

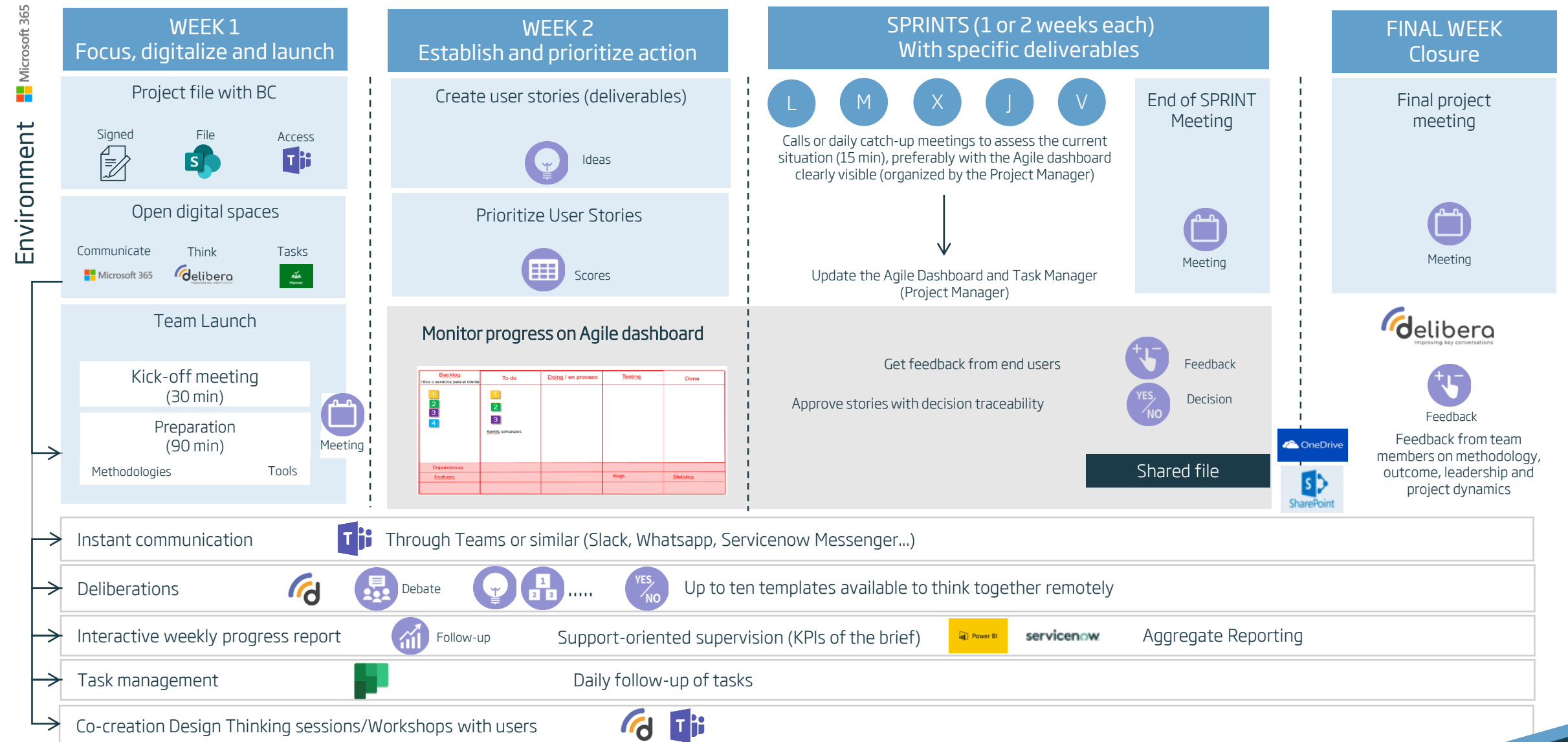


- It requires a lot of presence (in-person) and is **less productive and collaborative** than it seems: "Being together in a room once every X is not enough"
- (Limits in terms of the number of people you can include, the objective and progress can become unclear, there is not enough time to listen to everyone and think together with the required amount of depth, too many meetings with biases, workshops are more "playful" - with post-its - than effective, participants are not well connected in-between meetings, difficult to have rigorous follow-ups...)
- **Insufficient customer orientation**: "It is not enough to include them only at the beginning"
- **Too slow** if we have to **figure out the AS IS and TO BE** of dozens or hundreds of processes: "We are late and, moreover, people usually give solutions when they talk about problems"

Incomplete methodology, which limits the effectiveness and efficiency of TWGs, as well as scalability in terms of their number

We need to streamline, digitalize, increase collaboration and broaden customer focus in Agile/Lean

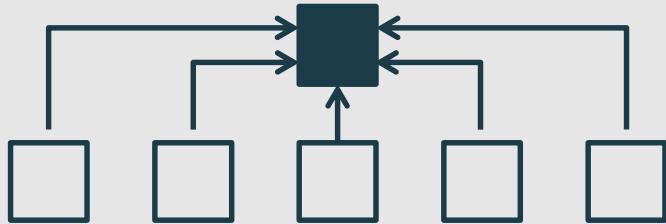
Example: Weekly sequence in Agile work-cells combining M365/Teams with Delibera



Process 13: Feedback collected by surveys can turn out to have as much collective intelligence as "stupidity", and we need to collect quality inputs

AS IS

Survey



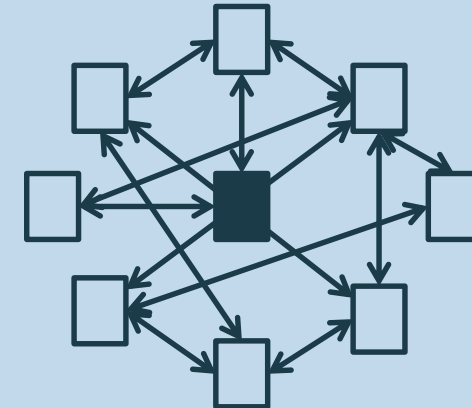
To evaluate

- There is no dialogue between the person that asks and the person that gives feedback
- They can be intimidating
- For end customer
- Useful/ necessary for final products/ mass reviews

≠

TO BE

Collaborative conversation



To improve

- Interactive dialogue for continuous improvement with representative groups
- Perceived as valuable
- Internal client



Feedback



5 easy steps for quality feedback and continuous improvement via Delibera

- 1
- 2
- 3
- 4
- 5

Those invited to give feedback evaluate what they've been asked about and a series of other specific aspects from 1 to 10, and indicate if they recommend continuing with the initiative or not

They give positive aspects and suggestions for improvement, and comment on the contributions of others to further develop them. They can also rate contributions, prioritizing them according to relevance

The person asking for feedback comments contributions, asking for or giving clarifications where needed, being able to edit the titles of contributions if they deem it necessary

They also draw conclusions, propose decisions and give recommendations considering all inputs received

Participants can comment on conclusions and decisions during the established time

60 min total

Traceable enhancements

Objectives pursued

Continuous improvement

Customer orientation

Collaboration and constructive dialogue between areas

Digitalization

Transformation agility

Feedback to which it applies

Minimum Viable Products, Computer Deliverables (Web APPS, Tools...), products, services, channels, operation of work groups or specialized units, campaigns, Initiatives, departments...

Required training

Delibera Feedback Template

Feedback Certification: 45" Guide available



Direct impact on business, digital and cultural transformation

The impact when optimizing management processes by combining M365/Teams + Delibera is substantial for operations and cultural transformation

 <h3>Streamline and formalize decision-making</h3> <ul style="list-style-type: none"> -75% time dedicated to decision making, with improved quality Facilitates leadership and empowerment From 5 to 250 ppl. involved in each decision in an organized way Facilitates following-up (accountability) 	 <h3>Optimize meetings</h3> <ul style="list-style-type: none"> 35% fewer meetings More productive, participative and conclusive Shorter (30-45 min. on average) Conclusions and next steps 100% formalized 	 <h3>Get ideas/opportunities for improvement</h3> <ul style="list-style-type: none"> Generate 100-500-1000 ideas in a short amount of time Greater progress and 100% organized follow-ups Including a substantial part of the organization in a simple way Shorter output time (support-oriented supervision)
 <h3>Streamline follow-ups</h3> <ul style="list-style-type: none"> Follow-up: 10 min. instead of 1 hour per initiative or WG 100% accountability of what you put in motion Direct communication channel with the initiative owners Done online including all key people 	 <h3>Carry out participative strategic reflections</h3> <ul style="list-style-type: none"> Include up to 500-1000 ppl in all phases of the reflection Higher quality and more grounded by being based on more insights Carry out the reflection in a short period of time (2 to 4 months) Identify changemakers and passion-killers 	 <h3>Host more dynamic events</h3> <ul style="list-style-type: none"> Agenda and content much more adjusted to needs Greater alignment between sponsors and participants Much more participative events (participants become protagonists) Less effort to organize
 <h3>Get continuous quality feedback</h3> <ul style="list-style-type: none"> Quality feedback across the board from relevant people Makes collaboration for transformation a reality Streamline active listening and continuous improvement Facilitates leadership, participation and engagement 	 <h3>Define and manage shared action plans</h3> <ul style="list-style-type: none"> Strategy focused on action, with clear responsibilities Greater progress and 100% organized follow-ups Shared view of progress Shorter output time (support-oriented supervision) 	 <h3>Boost collaborative learning</h3> <ul style="list-style-type: none"> 80% online participation, digitalizing naturally Processes that change culture 3 Transformative initiatives per month 95% want to continue (takes around 1.5% of time)

When you manage to implement enough of these processes...

...then you truly



Create an organization and a way of working that is agile, collaborative, executive and digital



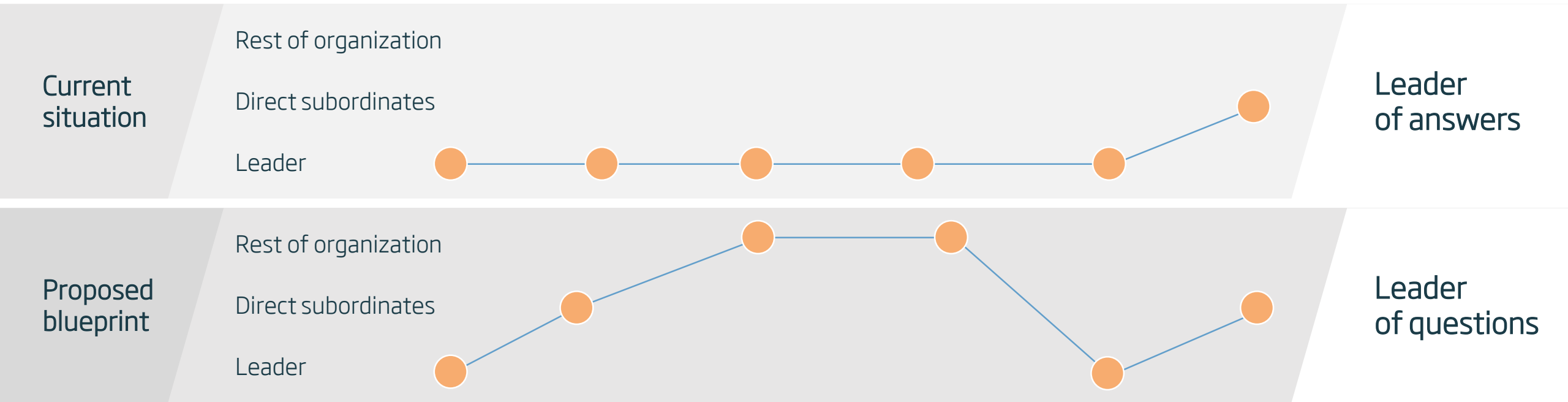
Streamline Agile and overcome the obstacles that it is creating



Transform culture:

Collaboration must be designed, coaxed, channeled, demanded, measured and recognized (The desired collaboration is achieved when the right leader management processes are implemented)

The combination of Teams + Delibera transforms the management model: from being "the leader of answers" to being "the leader of questions", maximizing chances of success



Leadership that is more collaborative, executive and digital, more in line with current times

Direct impact on business, digital and cultural transformation

In short, it facilitates your leadership... to accelerate transformation

Put the knowledge and capabilities of each of your team members to good use



Engage them to find solutions as well as fix problems

Lead through intelligent questions (delibera) that stimulate you to move forward together and learn along the way, while always keeping everyone informed (Teams)



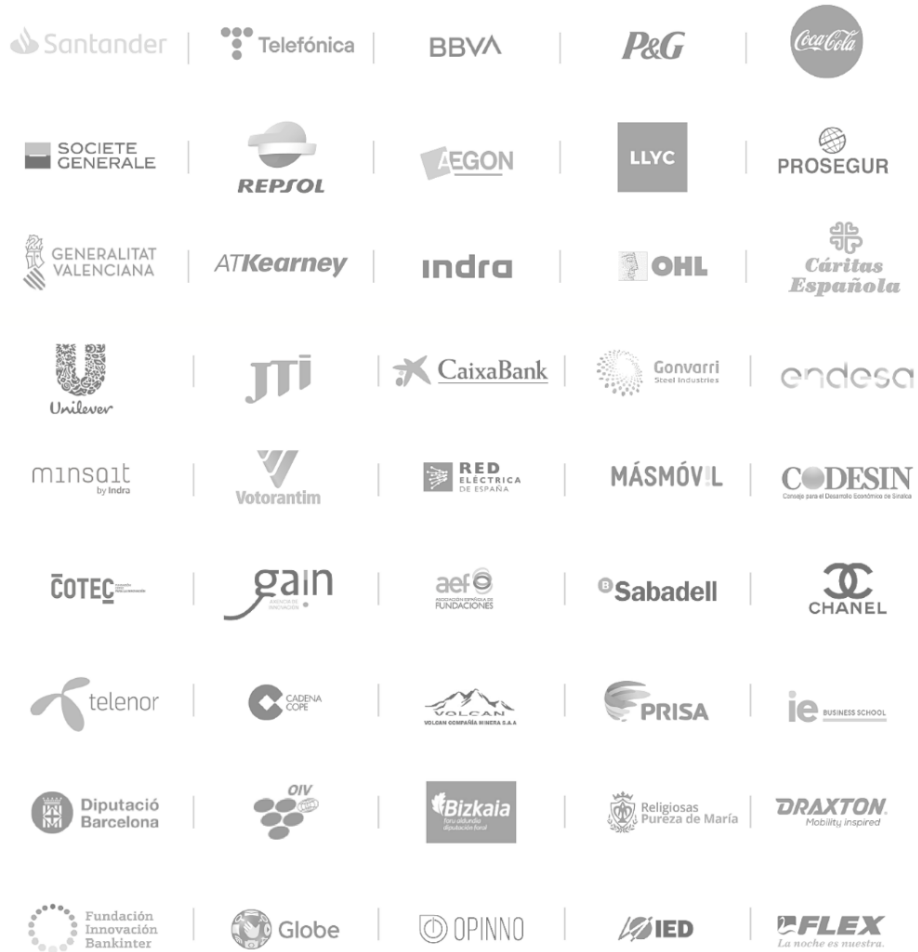
Wisely combine the best of *in-person* and remote work

Exercise leadership with a human element that is at the same time, executive, collaborative and digital, essential for effective transformation

Facilitated and enabled by management processes channeled through M365/Teams + Delibera

Direct impact on business, digital and cultural transformation

Minsait demonstrates this actively every day with projects in leading companies from all sectors



Certified partner in Collaborative Intelligence

- Diagnostic of the needs and opportunities of 100% digital management processes
- Proof of concepts
- Parametrization and personalisation
- Training and assistance with solutions
- Global coverage



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Mark Making the way forward

An Indra company

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