



Intelligent Business Agility & Harmoniq

The Philosophy and Organizational Model for the New Business

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1. The New Enterprise

1.1 From Economic Organization to Value-Oriented Organization

Companies are confronted daily with models and philosophies that interpret what and how a **working environment should be**.

The fundamental question underlying these reflections is disarmingly simple:

What is the purpose of the enterprise?

But, despite this, the answer is extremely complex, articulated and never definitive.

If the firm were only a mechanism intended to maximize profit, then *efficiency, control, productivity* and *capital* might be sufficient to describe it.

But this is almost never the case, and among the first to question the subject is **Adriano Olivetti** (around the 50s of the last century) who considers the company as part of an ecosystem (*Ai lavoratori* or *Città dell'uomo*):

"The company is an economic organism inserted in a human community"

Of course, every company must be efficient and competitive, but at the same time it must contribute to *the development of people, culture* and *the territory*, while maintaining the centrality of profit which, however, does not exhaust the meaning of entrepreneurial activity.

From this thought emerges a noble definition of **Entrepreneur**, different from that of the owner or manager:

The entrepreneur is the one who builds the conditions for a company to generate economic and human value over time.

Moving now into the present, we can ask:

If the "Olivetti company" was a community of people capable of generating value, what does the company become when it is confronted with complex domains and different intelligences permanently influence its ability to understand, decide and act?

Intelligent Business Agility (IBA) tries to give an imperfect answer to this question, proposing the evolution towards the **Value-Oriented Organization**.

1.2 The Olivetti Company

According to Olivetti, **the company must produce wealth, because without economic sustainability it cannot exist over time. But wealth is not its only purpose.**

The company must ask itself: **what to produce for shareholders, for people, for the community and for the territory.**



This leads to a conception of the company as a **system of creation of Plural Value**, in which profit becomes the **condition of continuity** but not the definition of its meaning.

It is possible to represent Olivettian thought through a series of **dimensions**, which represent a free synthesis and not an official taxonomy:

1. **Business as a Community: the overcoming of the idea of the company as a simple aggregate of economic contracts.**

The company is a **Community of People** who are not only a workforce to be coordinated to achieve production objectives, but, above all, bearers of intelligence, aspirations, culture, relationships and creative skills. Consequently, the organization cannot be designed exclusively through a vision: **structure → processes → control → incentives**, rather through a flow: **people → relationships → culture → meaning**, true guardian of the authentically humanistic dimension of the Olivetti company.

2. **Person protagonist, not resource: Olivetti implicitly rejects a purely instrumental conception of the worker, stating that the adaptation of the Person to the production system must not be forced, rather it is the production system that must be designed taking into account the person.**

This means recognising: *dignity, autonomy, ability, creativity, need to learn, need to belong and ability to contribute to decisions.*

The person therefore becomes **the subject of the company**, not the object of management.

3. **Technology at the service of People: Olivetti is certainly not anti-technological, on the contrary, its experience demonstrates an extraordinary faith in technology, design and innovation.**

The question is therefore not *man or technology*, but: *how to use technology to increase the possibilities of man and organization?*

This principle takes on enormous relevance today, given that Olivetti's industrial machine becomes, in the digital age, **artificial intelligence**. But with a decisive difference: a traditional machine increases above all physical or production capacity while AI can also increase **cognitive capacity**, representing a much deeper discontinuity.

4. **The company belongs to an ecosystem: for Olivetti the company is not separated from the territory, so much so that Ivrea and the Canavese area become a central part of the entrepreneurial project.**

The company contributes to the construction of a community and at the same time draws cultural, social and professional resources from the community, creating a circular relationship: *Business → Community → Business.*

The organization thrives when the ecosystem in which it is inserted thrives.



5. **Culture, Beauty and Knowledge are production factors: Olivetti understands that an organization does not produce value only through machines and capital, but rather from the synergy between culture + knowledge + design + relationships + identity.**
Libraries, architecture, publishing, design and training are therefore not extraneous elements to the company, more they are part of its competitive capacity.
The organization thus also becomes a **learning environment**.
6. **Autonomy and Responsibility must go hand in hand: the Olivetti company introduces an important relationship between the person, autonomy and responsibility.**
A person can contribute significantly only when he or she has a certain space of autonomy, which implies an attached assumption of responsibility: **the more the ability to decide increases, the more responsibility for the value produced must increase.**

Like any avant-garde thought, the "Olivettian" experience was not without real tensions: the conflict with part of the shareholders, the critical judgment of a part of the historiography on the paternalism of the model, the sale of the electronics division after the death of Adriano Olivetti in 1960.

Recognizing it makes it more "concrete" and less academic.

1.3 The extraordinary convergence between Olivetti and Drucker

Olivetti's thought finds a direct parallel in the managerial thought of *Peter Drucker*, considered the father of modern management, who arrives at similar conclusions at the same time, albeit in different ways: **the purpose of a company is not to maximize profit but to "create a customer", while profit remains the test of validity of its choices, not their end.**

Although there is no professional or academic collaboration, there is an **extraordinary intellectual and ideal** convergence: Olivetti and Drucker moved, in this sense, in parallel worlds, united by the same mission of overcoming rigid Taylorism in favor of a humanistic vision of the company.

The first ground of convergence is corporate **social responsibility**.

Both Olivetti and Drucker rejected the idea that profit was the only purpose of industry: Drucker argued this in *The Practice of Management (1954)*, arguing that the company had an ethical foundation and precise duties towards society, Olivetti, in Ivrea, translated the same principle into concrete reality, through the integration between factory and territory that gave substance to the Community Movement.

The second is the **centrality of the person and knowledge**.

Drucker theoretically anticipated the advent of "knowledge workers", described as people in need of autonomy and continuous growth. Olivetti already applied this principle: it permanently included sociologists, psychologists, poets and intellectuals in the company's staff, including



Cesare Musatti, Luciano Gallino, Franco Ferrarotti, Paolo Volponi, and invested heavily in continuous training, from courses for blue-collar workers to degree scholarships.

The third is a lesser-known but more concrete point of contact: **IPSOA**.

The Postgraduate Institute of Studies on Business Organization, founded in 1953 in Turin with a leading role of Adriano Olivetti, together with Vittorio Valletta and Giovanni Enriques.

IPSOA brought to Italy the methodologies of American business schools, in particular the Harvard case method, and professors from the same American universities: the same cultural background in which Peter Drucker's theses spread and consolidated. In the same period, the Edizioni di Comunità founded by Adriano Olivetti published and translated into Italian key texts of industrial sociology and world organizational thought, precisely delimiting the shared cultural space in which the two reflections, without ever meeting in person, breathed the same air.

Retracing these connections, Drucker emerges as a sort of missing link between Olivetti's artisanal humanism and managerial formalization that considers profit as a condition and not as an end, entrepreneurship as a distributable function, knowledge as a primary productive resource, self-government as an organizing principle, decentralization as a condition for adaptation.

The synthetic thought is the one proposed by Drucker: *there is no single organization that is valid in absolute, but there are only organizations, each with its own strengths, its own limits and its own specific applications, a structure is suitable for certain tasks, under certain conditions, in a certain historical moment.*

Yesterday as today, the task of those who lead an organization is not to copy a model, rather it is to exercise the same judgment that allowed Olivetti and Drucker to find, each in their own time and context, the most suitable form for the conditions they were facing.

1.4 An Ecosystem of Intelligences

Olivetti has put **man at the center of the company**, recognizing his intelligence to develop value in the various areas of impact of a company.

Today, however, there are more forms of intelligence in the company that must collaborate on the overall value, giving life to an organization no longer made up only of people who use technology, but a community in which **Human Players and AI Players collaborate in the creation of value**.

This is the true scope of Intelligent Business Agility whose assumption is that, contrary to common perception, the human dimension is increasingly central to every choice and decision.

When **cognitive capacity** is artificially increased, empathy, trust, listening, relationships, negotiation, conflict management, a sense of belonging and the ability to give meaning become even more relevant.



For this reason, an **ecosystem of intelligences** is not a simple sum of Human Intelligence and Artificial Intelligence, rather the forge of **Collective Superintelligence** (CS)

$$\text{CS: } (HI \times AI) \wedge OH$$

where: HI (Human Intelligence) is human intelligence, AI (Artificial Intelligence) is the technological component and OH (Organizational Harmony) is an expression of organizational quality.

The formula summarizes the balance between *vision, operation, innovation and social harmony*.

The different intelligences do not add up, but are amplified in a healthy context, making the assumptions of the *Olivetti community*, made up of relationships, culture and shared learning, the ground on which to germinate, developing in detail the Olivetti essence: **business as community** and **culture, knowledge and relationships as production factors**.

At this point it should be clear that the theme of creating collective superintelligence goes beyond the question "how do I introduce AI tools in the organization", but becomes a real "community" challenge aimed at giving the best possible contextual answer to the question

"Where can we create new value through Human–AI collaboration?"

It should be emphasized that the transition from the *Persona* → *uses* → *tool* paradigm to the **Human Player ↔ AI Player** paradigm implies a close and two-way collaboration in the workflow.

In Intelligent Business Agility, this thought finds a home in the *HAI Agility* dimension of Intelligent Business Agility (one of its four dimensions, alongside Technological Agility, Market-Fit Agility, Organizational Agility), which declines intelligence in a **technological, cognitive and emotional** key.

AI is a "co-pilot", which can: explore, analyze, generate alternatives, simulate, support decisions, automate activities, monitor, learn, collaborate and more. This, however, should not give rise to the temptation to eliminate human accountability, on the contrary: the more the co-pilot is used, the more it must be strengthened, making people's role as **supervisor** and **decision-maker** explicit with conviction :

AI can expand the ability to decide; the responsibility for choice remains human.

So, what needs to be done to create a community of intelligences at the service of Value?

The question is, intuitively, undecidable, even if it is possible to underline some virtuous behaviors to adopt:

2. **Focus on Value:** the new vision of the company cannot be reduced to the profit-productivity dualism, but must include the ability to innovate into the equation: learning → adapting → innovating → creating new value.



3. **Distribute Entrepreneurship:** the entrepreneur must not try to concentrate all decisions, but must create the **spaces** that enable Widespread Delegation.
4. **Building Trust:** no Human-AI organization can function if every decision must be authorized from above, transforming trust into a real **operational infrastructure: Trust is not the absence of control; it is the condition for distributed action.**
5. **Democratizing Information:** you cannot ask entrepreneurship from a person who does not have the necessary information. To generate value, it is essential to **democratize information**, a process that includes: *information + knowledge + AI + decision-making capacity.*
6. **Designing Human-AI interaction:** it is not enough to buy AI tools, but it is necessary to redesign *processes, responsibilities, roles, decisions and skills.* AI is a matter of Business and *Organizational* even before it is technological.
7. **Protect Decision-Making Spaces:** clearly establish the limits of autonomy and decision-making must remain an exclusive human one. In a single word: develop **awareness.**
8. **Continuous Learning:** Intelligences evolve rapidly, so the organization must also learn quickly. Smart Leaders then become *designers of organizational learning.*

1.5 The Value Entrepreneur

Such an ecosystem philosophy of business cannot disregard an **entrepreneurial vision that is very different from that of the traditional entrepreneur.**

The entrepreneur is not exclusively the one who focuses on profit, and related aspects, rather the catalyst that **designs and feeds a system capable of creating value.** Starting from the assumption that the Person must be the protagonist of the company, it is easy to arrive at the conclusion that **entrepreneurship cannot be an exclusive prerogative of the entrepreneur-owner or top management**, but must be *progressively distributed.*

Thus was born the idea that **every person can become a Value Entrepreneur**, which does not mean that every employee must become a CEO, rather that every person must be able to: **see → understand → propose → decide → act → learn.**

It is a radical transformation.

The traditional employee receives: **tasks → limited liability → control**, the *Value Entrepreneur* receives: **opportunities → autonomy → resources → accountability → value.**

Drucker comes to a very close conclusion in *Innovation and Entrepreneurship*, arguing that entrepreneurship is not a character trait reserved for founders, but a systematic discipline that any organization, and, in principle, any person within it can learn to practice.

Entrepreneurship as a function to be distributed, not as a gift from a select few.



It is a principle on which Drucker builds one of the most influential categories of contemporary management: the *knowledge worker*, the worker whose main productive resource is not physical strength but knowledge. In *Post-Capitalist Society*, Drucker goes so far as to argue that **knowledge has replaced capital**, land and labor as the primary economic resource: a thesis that gives, in another language, a theoretical foundation precisely to "*culture + knowledge + design + relationships + identity*" as productive factors.

It is good to remember that being an "Entrepreneur of Value" does not mean that **"every employee must become an entrepreneur"**, it means something more precise and consistent with Olivetti:

Each person must have the possibility, autonomy, information, skills and knowledge necessary to behave as a value entrepreneur, assuming their accountability within a community in which value and responsibility remain shared.

This formulation creates a particularly solid bridge between **Olivettian humanism, Intelligent Business Agility and modern business thinking.**

The behavior of the Value Entrepreneur develops through a series of focuses and actions:

1. **Give meaning:** the entrepreneur must answer the question: **why does this company exist?** Not only "what do we sell?", but what contribution do we want to make.
2. **Create conditions:** it does not necessarily have to possess all the answers. It must create the conditions for people to express their potential: **less prescription, more qualification.**
3. **Distribute responsibility:** the entrepreneur must take people from the position of executors to that of protagonists. Not: "**do this**", but "**this is the value we have to create. Find the best way to do it.**"
4. **Investing in people:** training, culture, environment, relationships and quality of work are not ancillary costs. They are **investments in the future capacity of the organization.**
5. **Innovate continuously:** the entrepreneur must be able to question the current way of producing value. Not to defend the existing model, but to continually ask himself: "**Can we create more value in a different way?**"
6. **Connecting business and ecosystem:** the entrepreneur does not only optimize the company's interior, **he observes the territory, the market, society, technology and relationships.** The company must evolve together with its ecosystem.
7. **Assume greater responsibility for the economic result:** the entrepreneur is responsible for the economic result, but also for the consequences of the consequences of his community action. This is perhaps the highest form of **entrepreneurial responsibility.**

The value entrepreneur is driven by Intrinsic Motivations, as described in "*Drive: The Surprising Truth About What Motivates Us*" by Daniel H. Pink.



Pink argues that the traditional method of carrot and stick, external rewards and punishments, is an outdated and often counterproductive model, particularly for creative and intellectual work. He places it in a historical scan in three phases: a *Motivation 1.0* linked to basic biological survival; a *Motivation 2.0* based on external incentives and punishments, typical of the twentieth-century industrial model; a *Motivation 3.0*, based on the intrinsic drive of the task itself.

The three pillars that give the book its title rest on the latter: **autonomy**, the need to direct one's work by choosing how, when and where to act, mastery, the desire to constantly improve in what matters, seeking personal growth, **purpose**, the need to belong to something that has a greater meaning than oneself.

Pink's Motivation 2.0 is, in other words, precisely **the Taylorism that Olivetti and Drucker were both trying to overcome.**

This principle also has a direct antecedent in Drucker, who already in "*The Practice of Management*" formulated *management by objectives and self-control*: shared and clear objectives, but self-governance on the way to achieve them.

It goes without saying that a new organizational philosophy requires new models of leadership, which can be summarized as **Smart Leadership**. In it, the Olivettian idea of leadership is extended by emphasizing how the leader must no longer necessarily be the person who possesses the most knowledge, but the one who has a vision of the overall benefit.

Here too, Drucker offers a precise historical connection: as early as 1946, studying General Motors in *Concept of the Corporation*, he identified decentralization, and not centralization, as the condition that made an organization capable of adapting and growing people within it.

Gary Hamel and Michele Zanini bring this same thesis to the present day in "*Humanocracy*": they argue that bureaucracy, the pyramidal framework inherited from twentieth-century management, is now a brake rather than a guarantee of efficiency, and propose to replace it with organizations based on autonomous micro-enterprises (a suggestion derived from the RenDanHeYi study), meritocracy and widespread experimentation.

The task of a *Smart Leader* is precisely to *orchestrate distributed intelligence to generate value*, implying *vision + context + autonomy + trust + orchestration + accountability*, moving from the obsession with *controlling people* (linked to a *Taylorist/Fordist vision* of the company), to **the creation of the conditions for collective intelligence.**

1.6 Organizational and Operating Model

The company, as it is being defined, needs to be able to research and develop **its space** on the market, putting customers at the center and constantly working alongside them.



But what happens when the company grows and the natural propensity for efficiency risks calling all this into question?

A modern case study, also at the center of *Humanocracy*, is **Haier** with its **RenDanHeYi** (RDHY) model designed by *Zhang Ruimin*, at the helm of Haier since 1984 and today its *Chairman Emeritus*.

Strongly influenced by Drucker, *Zhang's work* branches out along three lines inextricably linked to each other: **Ren is the person**, seen as an entrepreneurial subject and not as a simple "resource", **Dan is the customer**, **HeYi is the "zero distance" integration** between them.

In his work, Zhang has dismantled Haier's hierarchical structure to divide it into thousands of autonomous micro-enterprises, in which, net of structural differences, it is not difficult to read the same intuition of the Olivettian principle "**the person is the protagonist, not a resource**".

In the new dimension of the company, inspired by Intelligent Business Agility, the organizational and operational architecture takes shape in **Harmoniq**, promoting the development of **Proactive and Harmonious Interconnection**, summarized by the phrase "success is always collective, failure is always shared", a formulation particularly close to Olivetti's community and territorial sensitivity.

In particular, Harmoniq makes this aspect explicit in the action of **widespread delegation**: one of the six motivational levers, together with Mastery, Purpose, Psychological Safety, Status and Augmented Collaboration, which explicitly takes up the works of Daniel Pink, as well as Deci and Ryan on intrinsic motivation, and those of Amy Edmondson on psychological safety (a construct defined in 1999 and systematized only 2018 in *The Fearless Organization*).

Mastery and Purpose, in particular, dialogue directly with Olivetti's idea of the "need to learn" and with the opening question of this same discussion: what is the purpose of the enterprise?

It is therefore possible to say that if Olivetti asks itself the question:

How can the company be a community at the service of the person and the territory?

and the IBA that of:

How can this community become agile and intelligent through collaboration between different intelligences?

Harmoniq closes the circle by answering an equally fundamental question:

How can we concretely design an organization in which collaboration between different intelligences can become daily, distributed and value-oriented?



1.7 A new Business Vision

From this discussion it is clear and incontrovertible that at the basis of the success of new enterprises there is not *technocracy*, but a *Magnifica Humanitas* that operates in an organizational community in which intelligence is no longer exclusively human.

The company is an organized community of intelligences of different kinds which, through autonomy, responsibility, collaboration and continuous learning, creates economic, human and social value for the ecosystem in which it develops.

People become **Value Creation Designers**, continuously innovating, supported by **Smart Leaders** who create the conditions for distributed intelligence to express itself at its best.

In summary:

- Olivetti has tried to transform the worker into a citizen of the company.
- The IBA transforms communities of workers into communities of Intelligences aimed at value.
- Harmoniq shapes everything by developing an innovative operating system.



2 Shaping the Organization

2.1 The Digital Twin

The **modeling of complex systems** is not a novelty in the strict sense, since models have accompanied human evolution allowing us to simplify reality, just enough, to understand it and to decide.

Think of the *Nebra Celestial Disk* (c. 1800–1600 BC), believed to be a portable astronomical instrument, or the **DNA model** of *Watson and Crick* (1953), the first complete and accurate representation of the structure of DNA.

A model has the purpose: to understand **how** a system works, to see **the relationship between individual parts**, and to gain **insight into processes**.

The concept of "**Digital Twin**" was formalized in the engineering field (specifically Product Lifecycle Management) in the early 2000s by *Michael Grieves* with the aim of following the life cycle of products and assets. The novelty lies in the use of digital technologies that make it possible to model a complex system **holistically**, keeping the "map" updated over time in an automated (partially) way.

Its use has become particularly consolidated in engineering and industry, where a *digital twin* allows you to observe, analyze and predict the behavior of a real object without intervening directly on it. For example, in the case of a machine, creating a digital twin means building a virtual model that collects specifications, mechanical diagrams, performance, maintenance and cost history.

This connects the real world with the digital data world.

2.2 The Digital Twin of an Organization

Looking at the world of organization, even an entire company can have its own digital twin: the **Digital Twin of an Organization (DTO)**.

Specifically

A **Digital Twin of an Organization (DTO)** is a **dynamic, governed and continuously synchronized digital model** of the organization, which integrates operational and contextual data to represent how the company **actually** operates, how it is **designed to operate**, and how it **responds to changes**, allowing you to **simulate, analyze and decide** with evidence before intervening in reality.

The prerequisite for creating a DTO is to **digitize** and **connect the** organization's data, transforming it into **information**, as described by the **DIKW Pyramid** (or *pyramid of the hierarchy of knowledge*:



Data, Information, Knowledge, Wisdom), a conceptual scheme that explains how raw data is transformed into wisdom through four levels of increasing value.

At the base are **Data**, raw and unprocessed facts and figures, which become **Information** when they are organized, categorized and analyzed to derive meaning and context. **Knowledge** arises when information is interpreted, contextualized and linked to other information fragments, generating insights and understanding. At the top is **Wisdom**, the level of decision-making.



Figure 1 - The DIKW Pyramid and the placement of the DTO

With the DTO, you are placed between the level of **Knowledge** and that of **Wisdom** by integrating data in real time, activating automated actions and allowing simulations of scenarios, also thanks to the growing power of artificial intelligence.

Knowledge becomes wisdom, significantly reducing the risk of business decisions thanks to an overall visibility that balances the exclusive attention to the vertical area (silos). In this way, new knowledge is created with **low-risk experiments** and the possibility of tracing paths of action consistent with the organization's objectives.

The entire process is structured through the **DTO Value Chain**, based on 5 key elements:

- **Data:** collection and combination of data from the various subsystems of the information system, creating a *single source of truth* in which they are reconciled and of guaranteed quality.
- **Insight:** transformation of raw data into *system intelligence*, through a *continuous data pipeline* that allows you to evaluate KPIs, anomalies, trends and forecasts.
- **Mapping:** mapping to enable data-driven decisions, thanks to *graphs of the relationships* between capabilities, processes, people, applications and assets.
- **Planning:** development of action plans that allow decisions to be implemented, defining the *transformation roadmap* to strategic objectives.
- **Execution:** the identified interventions are implemented, automating and managing workflows, in compliance with specific governance rules.



The main concept of the DTO is, therefore, to make **an** interdependent organizational ecosystem **observable**, i.e. a system in which each element of the organization depends on the others to generate value and maintain overall balance.

The digital twin therefore allows you to:

- **Observe** the organization's history and behavior to identify bottlenecks to increase efficiency.
- **Simulate and Predict** market scenarios, as well as contextual scenarios, to make the organization evolve in a *proactive* and *resilient* way and reduce the related risk.
- **Explore potential scenarios** that guide strategic decisions and help alignment.
- **Design** end-to-end Customer Journeys and understand how to best serve them across all touchpoints.

2.3 Features of the DTO

The DTO therefore acts as a **digital mirror of the entire organization**, and is characterized by five distinctive elements: *dynamism* (it updates), *connection to data*, *relational development* (it models dependencies), *decision orientation* and *actionability* (it can trigger actions).

The difference from other modeling disciplines lies in *holism*, placing the digital twin as an *integrator* rather than *a substitute*:

1. **Enterprise Architecture**: documentation, with a prevalent focus in the IT field, of how systems, people and processes are connected. The DTO makes the *model alive*, connecting it to operational data and enabling it directly in the hands of the business to be able to decide.
- **BPMN and Process Mining**: Analysis and improvement of individual processes. The DTO places processes in the context of strategy and organizational structure.
1. **Business Intelligence**: measurement and visualization of what has happened, in a predominantly descriptive key. The DTO adds relationships and context, enabling the simulation of what could happen.
2. **Process & Asset Simulation**: modeling and simulation of individual plants, teams, flows or components. The DTO extends the action to every area of the company.
3. **Governance, Risk & Compliance**: management of risks, controls and compliance, often by area. The DTO connects everything to processes, assets and objectives, making cascading impacts visible.

Its development involves **four aspects** that allow the creation of an ecosystem model to support continuous improvements and automations, also thanks to the intensive use of tools such as AI:

1. **Abstraction**: groups the different dynamics at a *macro level* that allows them to be linked to the business and strategic vision, without getting lost in the details.



2. **Impersonation:** Maintains traceability of the underlying data, allowing detailed exploration as needed.
3. **Context:** makes explicit the *interdependencies and relationships* between different business areas, enabling simulations and identification of related impacts.
4. **Meaning:** it correlates data to *the dynamics of the value chain*, allowing strategic indications to be extracted for proactivity and resilience.

It should be emphasized that the DTO activates a profound change in the paradigm of analysis, with particular reference to the main *dimensions* typically observed:

- **Excellence:** the *holistic and global representation of interdependencies*, enhances capabilities on a global scale, reducing the local meaning.
- **Market:** the reading of the market is focused on a *global situational awareness*, and not on fragmented and local visions.
- **Portfolio:** focused on a *strategic vision* and not on the sum of individual commercial actions.
- **Objectives:** they are *global and mutually reinforcing*, avoiding partisan, misaligned and conflicting focuses.
- **Value:** it is defined in terms of *measurable outcomes* and not in terms of output.
- **Resources:** Allocation is *optimized at the system-wide level*, not according to the dynamics of individual silos.
- **Collaboration:** relationships are *transversal, cross-functional, coordinated and enhanced*, challenging the limited and fragmented logics of a functional orientation.
- **Processes:** You move from being exclusively reactive locally, to *proactive, data-enabled, logic*.
- **Stakeholders:** the occasional and fragmented involvement, characterized by contradictory messages, is overcome in favor of a *coherent narrative*.
- **Innovation:** it takes the form of *continuous cycles of experimentation* with supporting simulations, overcoming the limits of tests limited to a sub-set of hypotheses.
- **Smart Leadership:** focuses on *interactions*, adopting widespread *delegation*, in contrast to the logic of *divide and rule*.
- **Transformation:** Change uses simulations that *increase awareness*, mitigating the classic problems of limited and local visibility of impacts.
- **Learning:** focused on the development of an *ecosystem of knowledge sharing*, simulation, feedback loops and co-learning, no longer on the focus on the combination of skills and competences.
- **Risks and Compliance:** *de-risking* becomes a core element at all organizational levels, not something managed only from the perspective of the individual local initiative.



Given the pervasiveness of the modeling action, it is essential to immediately emphasize the issue of **Privacy**. In fact, processing People's data, and analyzing their performance, requires compliance with the *GDPR (General Data Protection Regulation)* in terms of *purpose, legal basis and minimization*.

The basic indication is to always prefer *aggregated or pseudonymized* data, involve the DPO (Data Protection Officer) and, if necessary, the trade union representatives.

In addition, it is crucial to always check the requirements of the AI Act for the use of AI.

2.4 DTO Development and Evaluation

The key in developing the DTO is to move from *Drucker's* "you can't manage what you can't measure" to **"you can't manage what you can't describe and measure."**

You don't need to reach the highest level of detail to generate value: often the benefits already come with a *connected and analytical model*, while the qualitative leap occurs when you start *simulating* decisions.

The adoption of the digital twin passes through a process of continuous learning inspired by Deming's classic *PDCA* (Plan-Do-Check-Act) and, more specifically by the analysis context, by the *ELIS framework* of Intelligent Business Agility (Experiment, Learn, Implement and Scale):

1. **Modeling:** model development through the analysis and integration of business processes and data, as well as the involvement of the different actors needed.
2. **Pilot:** demonstrate value on a limited use case through *perimeter modeling*, integration of *essential data sources*, *development of views* and at least *one impact analysis* that enables a real decision with measurable value.
3. **Extension:** Extend modeling to more functions and domains, *assigning managers*, *introducing automations*, and *training users*. A key aspect is continuous monitoring of data quality.
4. **Operation & Maintenance:** make this part of routine management, integrating the DTO into planning and governance cycles, thanks to *recurring simulations*, *integrated workflows* and *continuous model improvement*.

In particular, it is essential to:

1. **Agree on the Taxonomy:** define the *terms* and *common vocabulary* to describe the organization (e.g., what is meant by process, capability, product, customer) and establish



who maintains it. The Expected Outcome is an approved *glossary* and *conceptual model* of terms.

2. **Define the Scope Boundaries:** decide where the digital twin begins and ends, starting from the business strategy and the decisions it must support. Explicitly state what is left out, creating a *scope document* and a list of decisions to be supported.
3. **Engage Functional Areas:** map and understand the interdependencies between the various business areas through cross-cutting workshops, developing a *stakeholder matrix* and *dependency map*.
4. **Describe the Management System:** model the *management system* by establishing roles, responsibilities, governance, strategies, projects, processes and decision-making matrices.
5. **Map the Organizational Structure:** create a *dynamic organizational chart*, connected to the rest of the model, which allows you to outline teams, departments, and business areas, linking them to roles and capabilities.
6. **Map Processes and Workflows:** create a specific *catalog of processes*, automating governance through rules that trigger automatic actions and notifications.
7. **Eliminate Operational Silos:** create a single source *of truth*, assigning data managers and defining quality rules, without dwelling on technological disputes.
8. **Put the Value Proposition at the center:** use strategy as a *North Star*, mapping the alignment between Value, Initiatives, Teams and Processes.

To support the introduction and deployment of the digital twin, it is necessary to accompany clear evidence of the *governance* and *roles* involved:

- **Executive Sponsor:** Ensures *mandate, prioritization, and link with strategy*, removing obstacles between functions.
- **DTO Manager:** Governs the development of the digital twin in terms of *roadmap, use case prioritization, overall quality, and adoption*.
- **Domain Managers:** they keep *the part of the model that they are responsible for (e.g. processes, organization, applications)* up to date.
- **Data Owner and Data Steward:** guarantee *quality, traceability and access* to data sources.
- **Modelers and Architects:** manage *the structure of the model, the taxonomy and the consistency of relationships*.
- **Technical and Integration Team:** create connectors, automations and infrastructure, in line with security requirements.

Checklist to take the first steps in the implementation of a DTO:

- **Identifying a sponsor** is one or two critical decisions that the digital twin needs to support.
- Define **perimeter** and **minimum taxonomy**.
- Census of the **available data sources** and those **responsible**.



- **Choose a pilot use case** with a measurable value.
- Define **success KPIs, baselines,** and **review frequency.**
- **Model the current state** of the team, skills, capacity, processes, service agreements, and applications involved.
- **Define the scenarios** of interest to be simulated and evaluated.
- **Simulate the impact** of each scenario on workloads, response times, costs, skills, and risks.
- Assess privacy, safety **and** involvement **of workers' representatives** in time.
- **Compare and decide** based on explicit data and assumptions, rather than intuition and incomplete data.

2.5 Evaluate the effectiveness of the DTO

Effectiveness **evaluation** is critical to evaluating the return on investment made for digital twin development.

For this purpose, special **KPIs** (Key Performance Indexes) must be defined to be compared with the **Baseline** (starting situation) detected before each evaluation cycle. In general, the relative KPIs can be traced back to the following families:

- **Adoption:** Active users by function, number of decisions supported, frequency of use in planning cycles.
- **Quality and Coverage:** percentage of processes and applications mapped with their manager, freshness and completeness of the data, number of data conflicts resolved.
- **Business value:** time needed for an impact analysis, reduction of application duplication, integration time after an acquisition, reduction of downtime.
- **Decision Efficiency:** time to prepare data for a decision, number of scenarios evaluated before a choice.

When the KPIs used are on average below the expected performance, it is useful to investigate what are the related causes, both specific and transversal, keeping in mind the main **risk factors** attached to the introduction of the digital twin:

- **Initial scope too broad:** Always start with a low-risk use case and broaden the scope for subsequent iterations.
- **Incomplete or Outdated Data:** It is essential to define quality rules, identify those responsible for the data, automate updates and track its origin.
- **DTO perceived as an IT project:** before starting, always identify the business sponsor, as well as involve the business itself.
- **Non-shared taxonomy:** the development of a single glossary is a critical aspect that must be governed with a clear process and appropriate responsibilities.
- **Return to Static Documentation:** without a direct and automatic connection to data sources, the model risks being a traditional documentation exercise.



- **Information Security:** all necessary measures must be taken to ensure the appropriate processing, as well as adequate storage, of sensitive information, such as *access control by role, encryption, auditing and segregation of data*.
- **Overconfidence in Simulations:** always remember that models *are simplifications*, so the results of the simulations must be submitted to human judgment and validated in relation to historical data.

2.6 Pseudo-Scenarios and Areas of Intervention

After describing what lies behind the Digital Twin of an Organization, it may be interesting to give some specific examples.

Starting with the **four fundamental Aspects** (Abstraction - Representation - Context - Meaning), let's see how they can be dropped into a series of pseudo-scenarios:

- **Retail:** Simulate short- and long-term growth in relation to advertising campaigns, detecting the direct link between changes *in customer preferences* and *the impact of the supply chain* on responsiveness. In this case, the Abstraction aspect is particularly stressed.
- **Healthcare:** Thanks to the intertwining of *medical history, treatment plans* and *clinical outcomes*, doctors can identify trends, predict patient needs and intervene in an informed way from a single complete point of view. In this case, the Adoption aspect is particularly stressed.
- **Education:** Place educational choices within broader academic trends, demographic changes, and pedagogical innovations. In this way, educators can design *targeted interventions, curriculum improvements, and support services* aligned with the overall goals of the institution. This is where the Context aspect is particularly stressed.
- **Manufacturing:** correlating *supply chain fluctuations, market demands* and *quality control* allows strategic decisions to be made that *optimize resources* and *minimize risks*. In this case, the aspect of Meaning is particularly stressed.

Looking at the opportunities from the point of view of processes and operational flows, we have, for example, the following scenarios:

- **Manufacturing and Supply Chain:** Modeling the entire supply chain, including raw materials, machinery, and workforce, allows you to identify bottlenecks, optimize workflows, and minimize downtime. By simulating scenarios such as changes *in production volumes* or *customer demand*, you can identify the most efficient configurations, optimize inventory, reduce lead times, identify possible disruptions, and improve overall operational efficiency.
- **Operational Planning:** Mapping organizational structure, roles and responsibilities allows you *to simulate changes* and *analyze their impact on performance and collaboration*. In this way, it is possible to optimize the structure of teams, streamline communication flows and



identify skills gaps, supporting effective decisions on personnel planning and talent development (with precautions on privacy and worker protection).

2.7 I.DTO: IBA Digital Twin of an Organization

In summary, the Digital Twin of an Organization shifts the center of gravity of management from measurement alone to **understanding and simulation**: describing the organization in a shared way, connecting it to operational data and using it to evaluate decisions before making them.

It is not a product to be purchased, but a **capability to be built gradually**, starting from a common language, a clear perimeter and a concrete use case. Organizations that do this achieve greater speed of adaptation and a reduction in risk in strategic choices.

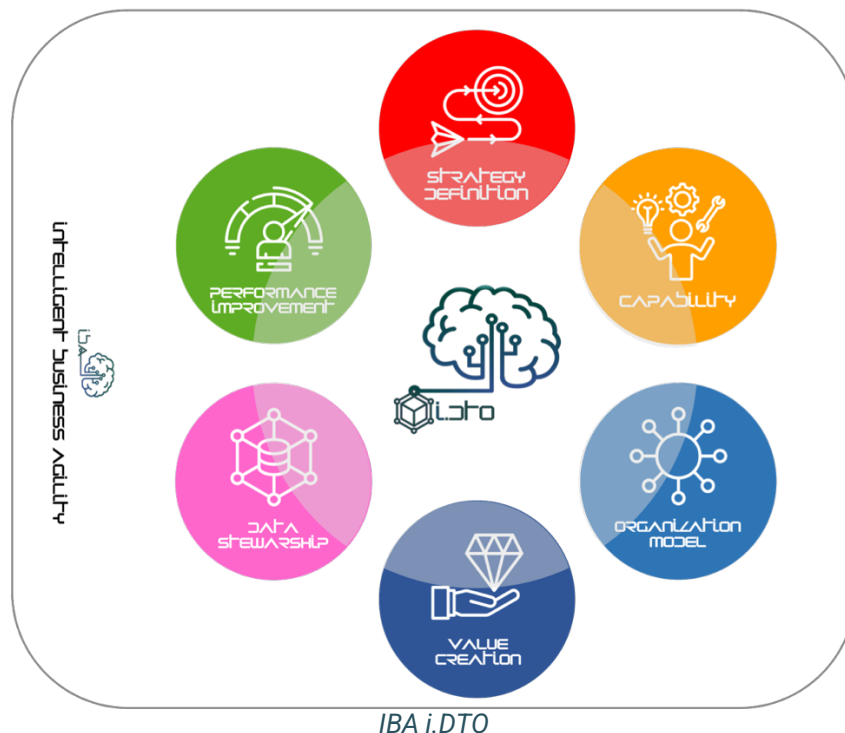
The DTO is therefore a valuable resource for developing **organizational proactivity**.

Key Ideas

- A **DTO** is a dynamic digital replica of the organization: it connects people, processes, data, assets, strategy, and risks in a single, living model, powered by operational data.
- **It's not documentation**: it's a management tool to analyze impacts, **simulate scenarios**, and orchestrate execution.
- In the DIKW pyramid it is placed between **Knowledge and Wisdom**: it serves to make better decisions, not just to know more.
- The entire organization becomes **actionable** thanks to a system-level interface.
- Change of perspective: from "you can't manage what you can't measure" to "**you can't manage what you can't describe and measure**".
- It is **built in stages**: shared taxonomy, clear perimeter, a high-value use case, then progressive extension.
- Success depends more on **ownership, data quality, and business adoption** than on the technology chosen.

Intelligent Business Agility's answer to the Digital Twin of an Organization is the **I.DTO framework**:





The framework models the company on **six fundamental design pillars**:

1. **Strategy Definition:** defines the Purpose, Purpose Stratification and strategic objectives. It answers questions such as: "How do we see ourselves in 2-3 years?" and "What kind of integration does our business portfolio need?" (e.g. integrated single business, related portfolio, or conglomerate).
2. **Capability:** identifies the ecosystem of skills ("the organizational muscles") necessary to implement the business strategy at all levels, embracing the 10 key capabilities of the IBA (such as Smart Leadership, Market Discovery, Edge Technologies).
3. **Organizational Model:** defines the structure, power relations, vertical layers (Strategic, Integrative, Operation Layer) and key roles (Enterprise Roles). It answers the question: "How are key components configured and connected?".
4. **Value Creation:** translates the structure into operational dynamics focused on the creation of Value. It describes how ideas, assets, talent and knowledge move across organizational boundaries to create value, managing the friction between efficiency of scale (Back) and reactivity to the market (Front).
5. **Data Stewardship:** treats data as a primary asset ("Data is the new water"). It ensures that information flows are accurate, accessible and secure, laying the infrastructural foundations for the adoption of AI in a reliable way.
6. **Performance Monitoring:** constitutes the continuous evaluation system. It uses metrics and decision-making dashboards to respond to: "Are we going in the right direction? Are we effective and efficient?" allowing immediate recalibrations.



With i. DTO, business transformation abandons intuition to embrace the objectivity of data, enabling a "*Minimum Viable Change*" controlled and safe thanks to the ELIS framework.



3 Intelligent Business Agility

3.1 The Organizational Galaxy

Intelligent Business Agility (IBA) is the *ability to develop Organizational Harmony, i.e. the balance between vision, operations and innovation that makes organizations Proactive.*

The IBA takes advantage of the classic research of **Contingent Theory**¹: as early as the 60s, scholars such as *Lawrence* and *Lorsch* demonstrated that **there is no single optimal organizational model for all situations**, since the most effective structure "*depends on a series of contingent factors, both internal and external to the organization*".

In particular, *unstable* and *turbulent* environments (now known as *BANIs*: Brittle, Anxious, Non-linear, Incomprehensible) require poorly formalized, decentralized organizational charts with high differentiation **between sub-units (but still well integrated with each other)**, as opposed to **stable environments where more rigid, centralized and standardized** structures work better.

As highlighted in the book "*Networked, Scaled, and Agile: A Design Strategy for Complex*"², there is a **fundamental tension** between the need for **differentiation/agility** and the need for **integration/scale**, which can be solved through an "artificial" combination of both elements.

The IBA introduces the metaphor of the **Organizational Galaxy** to describe this tension:

Just as in the Galaxy the Planets guarantee stability, Cosmic Space is populated by fluid elements and the Gravitational Fields orchestrate its balance, in the Organizational Galaxy the positive friction arises in the adaptive space between stable structures: it is there that efficiency and innovation interact, allowing the entire system to evolve harmoniously without ever losing control.

These aspects are found in **John P. Kotter**³'s *concept of Dual Operating System*, which develops the notion of **dual organization** in which formal hierarchy is combined with an *adaptive network* to foster innovation and speed: in other words, it combines the classic **vertical organizational chart** with a "**horizontal**" **network** of cross-functional squads that crosses the organization, enabling the flow of value quickly and adaptively.

3.2 The Dimensions

Intelligent Business Agility is articulated along **four dimensions**: *three operational and a fourth socio-digital.*

¹ https://en.wikipedia.org/wiki/Contingency_theory

² *Networked, Scaled, and Agile: A Design Strategy for Complex Organizations* 1st Edition - Amy Kates, Greg Kesler & Michele DiMartino

³ [https://www.researchgate.net/publication/351780042_Kotter's_Dual_Operating_Systems#:~:text=Kotter%20\(2012\)%20takes%20a%20different,the%20design%20&%20implementation%20of%20strategy.](https://www.researchgate.net/publication/351780042_Kotter's_Dual_Operating_Systems#:~:text=Kotter%20(2012)%20takes%20a%20different,the%20design%20&%20implementation%20of%20strategy.)





Figure 2 – Dimensions of Intelligent Business Agility

The **Operational Dimensions** take up the cornerstones of "classic" Business Agility and concern:

- **Organizational Agility:** the ability to quickly review and adapt the internal **organizational and operating model** to improve efficiency and reduce operational risks. This implies lean structures, flexible processes and a high degree of internal adaptability. In practice, Organizational Agility pushes the company to **reconfigure itself quickly** when necessary, without being entangled in rigid hierarchical or bureaucratic schemes. This concept is reflected in the configuration of **Adhocracy** described by Henry Mintzberg, an organizational structure characterized by **dynamism, informality** and **low formalization**, capable of adapting quickly to new problems. Unlike traditional bureaucracies, in fact, Mintzberg's adhocracy favors **flexibility** and **innovation**.
- **Market-Fit Agility:** **Market-focused** agility represents the organization's ability to **proactively read** market signals and adapt (or reinvent) its product and service offerings to maintain leadership and relevance. In essence, Market-Fit Agility requires the company to be constantly **customer-centric** and **innovation-oriented**, in order to anticipate customer needs and seize emerging opportunities in time. This also means taking an experimental approach (e.g. with **MVPs**, Minimum Viable Products, and rapid prototyping) and encouraging a constant flow of new ideas.



- **Technological Agility:** Technological agility consists in promoting the adoption and mastery of the most advanced technologies (from automation, to the cloud, to artificial intelligence) to ensure innovation and constant quality in products and processes. This dimension reflects the need for **solid and flexible digital infrastructures**, continuous integration, and a technical culture that values continuous learning. In practice, Technological Agility means being ready to **experiment with new technologies** and quickly incorporate them where they can create value, while avoiding the obsolescence of internal skills. It is one of the pillars for achieving **resilience and speed** of execution, and it integrates with the other dimensions: for example, without adequate technical agility, it becomes difficult to quickly implement market insights or adapt the organizational structure.

In addition to these three "operational" dimensions, there is the **Socio-Digital Dimension**, called **HAI Agility (Human + Artificial Intelligence Agility)**.

This is the organization's ability **to effectively orchestrate collaboration between people and Artificial Intelligence systems**, creating a network of relationships (a socio-digital network) where humans and artificial agents (e.g. intelligent digital assistants) work in synergy.

HAI Agility implies a **company culture that is open** to AI, where leaders and teams do not see technology as a threat but as a lever to enhance human capabilities. In other words, AI is being adopted not to replace people, but to free them from repetitive tasks and enhance their ability to make decisions and create innovation.

Successful implementation requires **intelligent leadership (Smart Leadership)** and new skills (e.g. **Emotional Intelligence** to manage change) within the company.

Only with a mindset that expertly combines **human and artificial intelligence** is it possible to transform the organization from reactive to truly proactive, capable of anticipating trends instead of being subjected to them.

In particular, the book "Intelligent Business Agility"⁴ highlights **three critical points** to be overseen when introducing AI into operational dynamics:

- *ensuring human oversight over critical decisions*
- *ensure transparency, ethics and trust in AI*
- *Adopt AI gradually while maintaining empirical feedback loops*

⁴ Intelligent Business Agility- May 14, 2025 - Felice Pescatore



4 Harmoniq

Harmoniq is the answer to the construction of a **Value-Lead Organization** that marries **Intelligent Business agility**.

It is an *organizational model* that helps organizations become **adaptive, scalable and "intelligent"**, responding quickly to market changes thanks to a symbiosis between people and emerging technologies. The goal is to enable **proactivity** and generate **harmony**, allowing you to combine the advantages of "thinking big" (scale, efficiency) with those of "acting small" (speed, experimentation).

The development of a **hybrid organizational architecture**, in which an **autonomous operational network** and **lean governance mechanisms coexist**, supported by shared platforms at the company level, allows **for the safe and effective inclusion of AI** at all levels.

As with any model, Harmoniq is the **map**, not **the territory**, and success depends on leaders' ability to navigate the inevitable ambiguities wisely, assisted, but not overwhelmed, by artificial intelligence.

4.1 DNA: Drive New Age

Harmoniq's **Drive New Age (DNA)** enables the evolution of the organization, responding to new contingencies with its own historical awareness.

DNA represents the **deep identity** that allows the organization to react to external stimuli, determining its survival in the market as well as its development and competitive success.

It develops through 5 fundamental nucleotides:

- **Purpose & Purpose Stratification:** Harmoniq has in its DNA the definition of **Purpose** and the concretization of **Purpose Stratification**, which orient and guide organizational action in every aspect.
- **Social Structure:** Harmoniq responds to the objective of **creating value** and **generating innovation**, making the **Social Structures** that characterize it dynamic.
- **Entrepreneurship:** in Harmoniq each **Person** operates as an **Entrepreneur** who focuses on the value he brings to the social structure.
- **Multiple Intelligence:** the organization is **energized** by a **combination of different intelligences**, human and synthetic, which give life to a **Socio-Technical Symbiosis**.
- **Activator+:** **Activator+** are the *organizational catalysts* that act as a bridge between strategic vision and operational execution.

DNA can be seen as the "instruction manual" that guides the organization in the new era of collaboration between **different intelligences**, making use of **highly specialized** atomic elements



(**Enabling Process Area**) that feed, with their services and skills, the **Value Flows**, real **ecosystem** and **semi-autonomous Micro-Enterprises**.

In this way, the business strategy is transformed into a continuous flow of Value, maximizing and speeding up the "Value-to-Market" for a specific customer or market segment. Inspired by the **RenDanHeYi philosophy** (born in Haier), the Value Flow eliminates the distance between those who produce and those who consume (*Zero Distance*), replacing the managerial hierarchy with a "partnership of intent" based on widespread entrepreneurship.

4.2 Efficiency and Dynamism

Harmoniq integrates **efficiency** mechanisms without stifling **dynamism**.

In practice, it is possible to say that Harmoniq aspires to create a sort of "**scalable adhocracy**": maintaining adaptive and innovative structures (similar to internal mini-adhocracies), connecting them through common governance and shared platforms (calling for standardization and sharing).

For example: a *Harmoniq-Empowered* company could have self-organized *squads* dedicated to innovative projects (adhocratic configuration), but at the same time provide centralized support functions or methodological guidelines common to all squads.

In "Mintzbergian" terms, Harmoniq seeks to tie together the **islands of creativity** (adhocracies) with a bridge that guarantees coherence and exploitation of synergies at the company level, contemplating an *organizational modularity* that allows to increase or decrease the degree of decentralization and autonomy depending on the context.

The glue between these souls are the **Mindset** and the **Transversal Mechanisms** (Forum+, Network+, etc.) that ensure that the organization does not shatter.

Harmoniq can be seen as an **adaptive meta-model**: it provides guidelines on how *to design* the organizational structure, but leaves room for different configurations depending on factors such as the target market, the dominant technology, the company size, etc.

4.3 Harmoniq and IBA

Harmoniq declines the four dimensions of Intelligent Business Agility in an operational way, overcoming the limits of "traditional" agility:

Size	Impact on Harmoniq	Critical Analysis and Implications
Market-Fit Agility	Ability to interpret and anticipate market needs, not just react.	It goes beyond the reactive concept of "Customer Centricity" to embrace "Predictive Customer Intelligence". It involves the massive use of Data Analytics to reduce <i>time-to-pivot</i> .



Technological Agility	Technical architecture flexibility to support rapid change.	It requires the shift to composable services and architectures. Without this, organizational agility is held back by technical debt.
Organizational Agility	Fluid and reconfigurable structures (Delivery Network+, Squad+, Tribe+).	It is the most visible dimension, inspired by the agile-lean world and the applications of team topologies principles ⁵ .
HAI (Human-AI) Agility	Symbiosis between human and artificial intelligence.	It is the real differentiator. It introduces AI not as a tool, but as a "Player", raising unprecedented questions of ethics, trust and organizational design.

4.3.1 Human-in-the-loop

At Harmoniq, it is essential to ensure that **AI does not take the place of human judgment in critical decisions**. AI should be seen as an augmentation, not as a substitute for people, particularly in leadership or decision-making roles.

In Harmoniq, a *"human-in-the-loop" approach is explicitly adopted*: the **last word and the final responsibility** always remain with the people, who act as supervisors of the activities carried out by the agents (or algorithms).

This means, for example, that AI systems can provide recommendations or carry out analysis, but strategic decisions are validated by a human decision-maker.

Linked to this, the model emphasizes the **need for human verification and control** over the outputs produced by AI. *Human Players* have the obligation to check and validate the results generated by *AI Players*, before they are used or operationally implemented.

An AI system that operates as a *"black box"* inaccessible to human control can undermine trust and pose risks of bias or unwanted behavior. This is why Harmoniq adopts the principle that **AI must operate in a transparent, ethical and verifiable way**.

All *players* (human or AI) work in an environment of **total transparency, cooperation and mutual respect for skills**, with trust "designed into the system" from the beginning. This implies several concrete practices, for example:

- **Traceability and Explainability**: the algorithms and data used by AI Players must be accessible and interpretable by human teams, so that it is always possible to understand *why* a certain recommendation or automatic action has been produced. The information and

⁵ <https://teamtopologies.com>



logic of AI do not remain secret, but are shared with the human members of the squad (compatibly with technical complexity), promoting informed and conscious autonomy.

- **Cross-validation:** the results provided by the AI are always **compared and integrated with the human ones**. Harmoniq provides feedback loops in which the outputs of the AI are subjected to the scrutiny of the human members and combined with their contribution, so as to mutually improve both the automatic model and the human decisions. This approach increases the quality of the solutions and at the same time increases the team's trust in the AI's suggestions, because it has verified their reliability.
- **Ethics and Respect for Values:** the use of AI takes place in compliance with shared ethical guidelines. For example, uses of AI that may discriminate or violate privacy are avoided, and metrics are adopted to monitor side effects (such as CoNI,⁶ *Cost of Not Innovation*, to measure the risk/opportunity of not innovating, balancing project portfolio choices).

By intentionally designing these features, it is possible to create an environment of **collaboration** and **trust** between humans and AI systems can grow. Trust is a fundamental enabler: only by trusting technology (without blindly relying on it) can people delegate tasks to it effectively.

All this always emphasizing that *common sense, context and ethics* remain anchored to human judgment.

4.3.2 Gradual Introduction of AI

A critical aspect is **deciding how** to introduce AI into day-to-day operations: adoption that is too fast and out of control can lead to errors or inefficiencies, while too cautious use can lead to missed opportunities. Harmoniq embraces the "*AI-First*" principle in a **pragmatic and incremental way**.

In practice, the use of AI is encouraged wherever it can bring value, but following a **gradual, experimental and reversible** integration approach. Each new AI Player or AI feature is introduced through **small, controlled experiments**, so that the impact can be assessed, risks reduced and, if necessary, backtracked.

This "start small" philosophy ensures that the organization learns step-by-step how to leverage AI, avoiding traumatic discontinuities.

In addition, Harmoniq emphasizes **empirical feedback loops**: the use of AI must **strengthen** (and not replace) the feedback and continuous improvement mechanisms typical of agile.

For example, if an algorithm generates a prediction about customer preferences, this does not eliminate the need to collect real feedback from the customers themselves. Instead, this AI output can be used as an additional input to be compared with evidence collected in the field, and then update both human strategies and possibly the AI model (*continuous learning concept*).

⁶ Intelligent Business Agility - Happy Fisherman



Each planning and review cycle (planning, review, retrospective) considers both the human contribution and that of AI, integrating them, with the **obligation** for Human **Players** to **verify the output of AI**.

The explicit agreement on how people and artificial intelligence collaborate in **AI-ACT**, structured in six principles, each with operational promises and concrete guidelines:

Principle	Description
Inclusivity	AI must enhance the capacity of each individual, acting as a catalyst for different sensitivities and not as a homogenizing filter.
Transparency	The functioning of AI must always be understandable in order to evaluate its action and build operational trust.
Liability	Ethics and Data Privacy are the key aspects to ensure responsible use of AI platforms
Sustainability	AI must operate by supporting well-being in the long term, minimizing ecological and social impact.
Privacy and Security	The protection of personal data and the security of platforms are design requirements from the outset, necessary to protect the rights of individuals and ensure the reliability of solutions.
Purpose and Impact	The use of AI must be guided by a clear and transparent objective, and directed by an ethical perimeter.

In summary, the adoption of AI in Harmoniq takes place gradually and methodically: new solutions are tested on a smaller scale, their results are measured (*scientific approach*) and only after validation do they extend to a larger scale.

This ensures on the one hand **that we do not miss the innovation train** (*AI-First principle*: always think if there is an AI option to improve a process), and on the other hand we maintain **control** and the ability to learn from mistakes while avoiding negative impacts on a large scale.

4.4 Mindset

Harmoniq 's **Mindset** is not a code of ethics to hang on the wall, but the philosophy with which the organization thinks, relates and creates value every day.

The Mindset is divided into three levels that reinforce each other: **Values, Attitudes and Promises**.



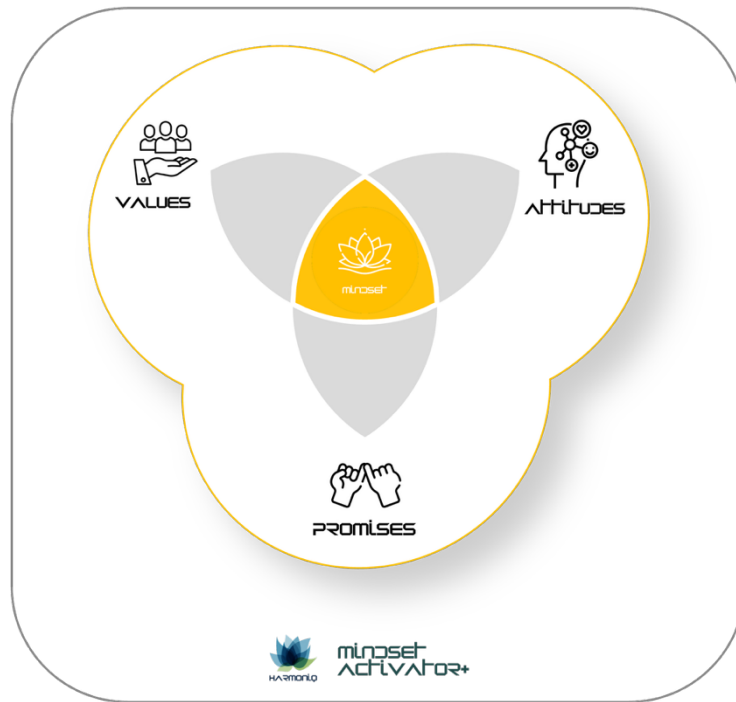


Figure 3 - Harmoniq Mindset

4.4.1 Values

Fundamental beliefs

Values are not slogans: they are the answers to the deepest questions: why do we exist? Who do we work for? What are we not willing to sacrifice even under pressure?

INTIMACY WITH THE CUSTOMER

Customer Intimacy

DEVELOP TRANSPARENT PARTNERSHIPS

1

Every decision is based on achievable value, not effort required.

Developing a deep proximity with the customer, consolidating relationships and building loyalty, allows you to understand the real needs of the customer.

DENSITY OF TALENT

Talent Density

TALENTED PEOPLE ARE THE ESSENCE OF SUCCESS

2



Talent is developed with respect for individual dignity and well-being.

Developing the Talent Density means making people grow so that they can measure themselves against challenging but achievable goals, enabling the growth of the organization.

PROACTIVE INTERCONNECTION

Proactive Interconnection

SUCCESS IS ALWAYS COLLECTIVE, FAILURE IS ALWAYS SHARED

No Person is an island.

Interconnections, and the resulting collaborations, are the fundamental mechanism by which value is created, distributed and amplified

CONTINUOUS EVOLUTION

Continuous Evolution

NEVER STOP LEARNING

Standing still is not an option.

Every experiment, whether successful or unsuccessful, is an investment in the future, contributing to the evolution of the company-system thanks to the development of information assets.

ETHICAL DEVELOPMENT

Ethical Accountability

ALWAYS GENERATE A POSITIVE AND LASTING IMPACT



Ethics is not a constraint: it is the compass.

Ethical Development integrates environmental, social and governance (ESG) sustainability into every business decision, not only for compliance reasons, but as a concrete commitment to always generating a positive, ethical and lasting impact for the community and the environment.

4.4.2 Attitudes

Thinking and Living the Organization

Attitudes are the mental dispositions that translate Values into the way of *being in the organization*: they are cultivated over time, through daily practice and comparison with other People.

SOCIO-TECHNICAL SYMBIOSIS · *Socio-Technical Symbiosis*

HUMAN AND SYNTHETIC INTELLIGENCES IN A UNIQUE HARMONIOUS ECOSYSTEM

Socio-Technical symbiosis consists in **harmonizing human intuition with technological power** in a unique ecosystem.

AI becomes a **strategic partner** that enhances creative potential to generate superior value, always in compliance with explicit ethical agreements.

EXAMPLE BEHAVIOR

Use artificial intelligence tools to enhance data analysis, but always apply your critical judgment and sensitivity to validate the final decisions: "The algorithm suggests this path, but my experience suggests a different nuance, let's try to integrate everything."

SYSTEMS VISION · *Systems Thinking*

ACT PROACTIVELY BY EMBRACING UNCERTAINTY AS AN OPPORTUNITY

The **Systems Vision** requires consolidating **an active commitment** to the success of the entire organizational system, not just one's own department.

We need to take proactive action and welcome uncertainty not as an obstacle, but as a valuable opportunity to grow the company as a whole.



EXAMPLE BEHAVIOR

Before making a decision, consider whether you have enough information to support it: "Have I considered the different areas impacted? Do I have a minimum set of answers that make me confident with the choice?"

SITUATIONAL AWARENESS · *Situational Awareness*

ELIMINATE INFORMATION ASYMMETRIES TO OPERATE IN FULL AWARENESS

Situational Awareness does not only concern the market, but the people we work with, towards whom it is essential to adapt one's communication style.

Ensuring **democratic access to information and data** in real time is key to eliminating information asymmetries, allowing each individual to operate with full awareness and fluidity.

EXAMPLE BEHAVIOR

Before blocking a calendar slot for a colleague, ask yourself if the time is appropriate: "When do you have a free moment for a 20-minute discussion?"

EVOLUTIONARY BALANCE · *Evolutionary Balance*

BALANCING INNOVATION AND CONSOLIDATION FOR SUSTAINABLE DEVELOPMENT

Evolutionary **Equilibrium** consists of the ability to simultaneously manage different time horizons while maintaining the balance between **stability** and **innovation**.

Every organization needs to balance continuous innovation with already established processes, using operational efficiency as a lever to explore new opportunities and ensure the longevity of the system.

EXAMPLE BEHAVIOR

He spends time exploring new solutions even when current processes are working: "We have achieved very good efficiency and are now using this margin to test a technology that we may need in two years' time."



VALUE ORIENTATION · Talent Density

EACH INITIATIVE MUST BE ABLE TO BE TRACED BACK TO A MEASURABLE OUTCOME

Working mechanically, without asking yourself if what you produce is useful and relevant, is a waste that does not help you achieve new goals

Each Person is called upon to develop a **critical and proactive sense**: not only to execute, but to contribute to improving the process. Value is measured on what is actually released, not on what is produced.

EXAMPLE BEHAVIOR

Don't perform a task automatically: "I've noticed that this process is repetitive and generates friction, so I propose to retrospective it and put it in the evolutionary backlog."

Before concluding: "Does the result really meet the needs of the client or the squad?"

4.4.3 Promises

Concrete commitments

The **Promises** are the most operational level of the triad: they are *explicit, negotiated* and *responsible* agreements that characterize everyday life.

1

BEHAVE PROFESSIONALLY

PROFESSIONALISM AND KINDNESS ARE THE BASIS OF EVERY PROFESSIONAL RELATIONSHIP

Each Person is a **point of contact**, inside and outside the organization, and the way in which they relate to others determines the development of an ecosystem capable of adequately addressing the different issues dealt with.

EXAMPLE BEHAVIOR

If the customer raises a critical issue, do not pass on responsibility and do not minimize, listen to him and make concrete commitments: "I understand your concern, I will take care of it personally and I will give you feedback by tomorrow."



2

LISTEN BEFORE YOU ACT**VALUE COMES FROM PERSPECTIVE DIVERSITY, NOT FORCED CONVERGENCE**

Welcoming the **point of view of others**, regardless of roles and functions, is the prerequisite of any effective collaboration, always trying to identify the points of contact for an **effective synthesis**.

EXAMPLE BEHAVIOR

Before blocking a calendar slot for a colleague, ask yourself if the time is appropriate: "When do you have a free moment for a 20-minute discussion?"

And before making a technical decision: "Your experience working on this domain is valuable, I'm interested in understanding what you see from your perspective."

3

COMMUNICATE CLEARLY**AMBIGUOUS COMMUNICATION LEADS TO IMPEDIMENTS AND REWORK**

Communicate with others **by always expressing your point of view firmly and kindly**, verifying that it has been understood, and welcoming **feedback openly**, without being defensive.

EXAMPLE BEHAVIOR

If a piece of information is critical, check its understanding: "So we agree that the deadline is Friday at 12 noon, do I confirm?"

And if you want to grow, don't wait: "What do you think of how I handled this refinement? Can you give me a concrete example of what to improve?"

4

BE PRESENT**PRESENCE IS RELATIONAL, REGARDLESS OF PHYSICALITY**

Being **present** allows other people to rely on us, thanks to simple gestures such as an informal discussion at the coffee machine and punctuality at meetings.

EXAMPLE BEHAVIOR

Always turn on your webcam during meetings and update your status on shared tools to let you know you're available.

Avoid scheduling commitments immediately after team events: "I always leave ten minutes of space between meetings."

5

TAKING CARE OF SHARED SPACES AND TOOLS

RESPECTING THE WORK ENVIRONMENT ALLOWS PEOPLE TO SELF-ORGANIZE

Taking care of work environments and tools is a **prerequisite for breaking down dependencies and inefficiencies**. Think, for example, of the importance of having tidy meeting rooms and well-organized digital communication channels.

EXAMPLE BEHAVIOR

If you notice something in the corridor that may be dangerous or not very functional, intervene directly to fix things or, if you are not authorized, warn those in charge without ignoring the problem.

6

ACTIVE SUPPORT

ACTIVELY CONTRIBUTE TO THE DEVELOPMENT OF PSYCHOLOGICAL SAFETY

Conflicts are physiological, not necessarily a sign of dysfunction, and must be faced with openness and dialogue, offering support and maintaining due confidentiality to make each person feel at ease.

EXAMPLE BEHAVIOR

If a person is struggling: "I see that this delivery is putting pressure on you, how can I help you?"

If you have a different perspective from a colleague, bring it into the discussion: "I have a different view on this choice, can we discuss it in the next Daily?"

7

ACT WITH TRANSPARENCY

INDIVIDUAL AUTONOMY MUST BE EXERCISED WITH SYSTEM AWARENESS

Acting transparently, in advance when solutions are still practicable, is an act of collective responsibility. Choices must always be made by confronting contingent conditions and evaluating the resulting impacts.

EXAMPLE BEHAVIOR

Before planning holidays in a critical period: "Can we check together that the squad has the necessary coverage?"

If you know you have an imminent impediment: "Tomorrow afternoon I won't be able to participate in the refinement, can we anticipate it or can I receive a recap?"

8

SHARING LEARNINGS

SHARING THE RESULTS ACHIEVED ALLOWS FOR COLLECTIVE STRENGTHENING



Openly communicating a **learning, a result, a failure**, allows you to orient collective knowledge, helping to build mutual trust and feeding the evolutionary backlog with real experiences.

EXAMPLE BEHAVIOR

When you learn from a mistake, share it: "Last iteration I got the estimate wrong, I'll tell you what happened so we can anticipate it in the next cycle."

If you encounter an obstacle: "I'm having trouble with this integration, I need a technical discussion before it blocks delivery."



5 Architecture

5.1 Model Architecture

The Harmoniq Architecture is not a hierarchy of power (who commands whom), but a **stratification of purposes** (who enables what), which develops through **four logical layers**, each with specific functions:

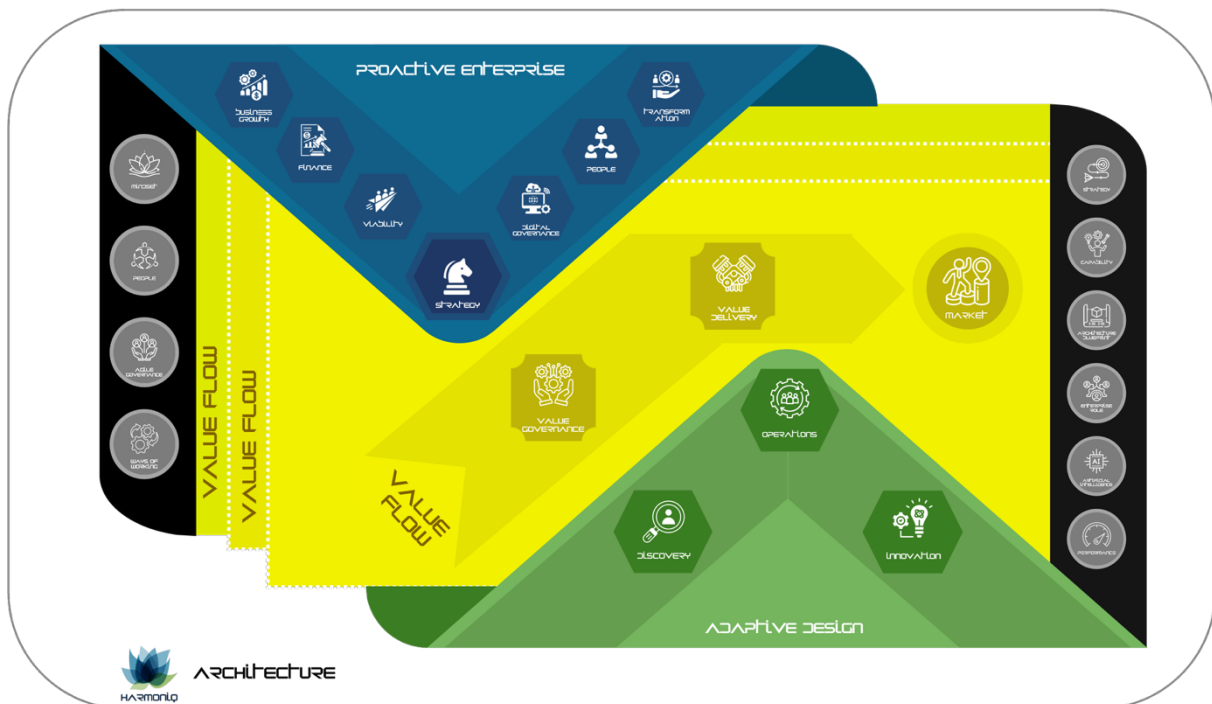


Figure 4 - Harmoniq Architecture

Foundation	The mindset, the enablers, the activators and the pillars that make up the organizational identity. It is the value and conceptual layer on which everything else is built.
Proactive Enterprise	The mechanisms and Enabling Process Areas that govern strategic and transversal aspects.
Adaptive Design	WoWs (Ways of Working) and Enabling Process Areas that provide expertise, assets and research to fuel Value Flows (VFs).
Value Flow	The operational beating heart. It translates strategy into continuous value flows through multiple Value Flows, each geared to a specific market or customer.

Harmoniq's architecture is focused on tangible value outcomes, fostering *adaptability*, *resilience* and *efficiency*.



5.2 Architectural Pattern

In the organizational galaxy introduced above, it has already been highlighted how the Planets influence each other, becoming points of gravitational attraction.

If we imagine a system composed of structurally comparable and dynamically reorganizable elements, it is possible to think of exploiting them to produce different effects in different contexts.

This is the heart of the concept of *Pattern*, as defined by their inventor, architect *Christopher Alexander*:

*A **pattern** is a reusable solution to a recurring design problem in a given context, which describes the problem, the context in which it arises and the solution, forming a "language" (pattern language) that helps to create living and quality systems, applicable both in architecture and, subsequently, in software, as a schema of classes and objects that interact to solve a specific problem, leading to more efficient and reusable solutions.*

Two main elements emerge from the definition:

- **Pattern Library:** Defined as a "DIY toolkit" (Do It Yourself). It is a collection of ready-to-use solutions, each effective in a specific context (like a "modal window" in web design). Libraries offer consistency and efficiency, providing specific "fixes" without imposing the entire relational structure a priori
- **Pattern Language:** Described as a "well-choreographed dance". It is a holistic system where patterns not only exist, but are interconnected by precise relationships and grammatical rules to solve complex problems. It is the final system, alive and functioning, like a vibrant city created by the harmonious combination of streets, squares and buildings.

In Harmoniq, the pattern language translates into **Decision Grammar**, while a pattern library is equivalent to an **Architectural Layer**, and the specific pattern takes the form of a **Process Area (PA, specialized in EPA - Enabling Process Area - or FPA - Flow Process Area)**, a **Competence Area (CA)** and an **Agility Area (AA)**.

5.2.1 Process Area

The **Process Area** is the fundamental structure of the organization, capable of guaranteeing the essential functions for clear and effective growth. In the metaphor of the organizational galaxy, the Process Areas are the **Planets** that guarantee stability through regular orbits.

Each PA is therefore an **organizational pattern** that describes a specific strategic function, as well as the strategic services it makes available, ensuring that it is:

- **Updated:** In line with the latest domain innovations.
- **Scalable:** Can be used by multiple initiatives at the same time.
- **Secure:** Compliant with corporate governance requirements.



- **Modular:** Transform business expertise into reusable services.
- **Consistent:** Provides common vocabulary that allows frictionless interaction.

This vision makes the PA not a command and control center, but a *service and enablement center* that resolves the eternal tension between the need to generate efficiency on a large scale and dual to move fast.

This prevents growth from generating chaos, eliminating inefficient duplication and ensuring that every business unit speaks the same strategic language.

The Process Area is therefore the **anchor of stability and coherence**, characterized by *decision-making forums*, *control metrics* and *ethical guardrails* to exploit the economies of scale deriving from a common architecture without losing the unified direction. In this way, the *cognitive load on People is reduced* , enabling the continuous development of their talents.

The Process Areas specialize in:

- **Enabling Process Area (EPA)**, stable structures at the service of the entire organization.
- **Flow Process Area (FPA)**, instance structures that follow Value Flows.

When everything is harmonious, Value Flows do not have to worry about organizational infrastructure, but can focus on creating value, witnessing a:

- **Reduction of negative variance:** Critical processes (e.g., payments, data security) are managed through standardized and robust patterns, eliminating costly errors.
- **Value-to-Market acceleration:** the squads start from a solid base ("stand alone patterns") instead of a blank sheet.
- **Interchangeability:** As WoWs become known and shared, people can move between different squads and find the same basic tools and methods, reducing onboarding time.

Each Process Area is designed to:

- **Operate on three levels (Strategic, Integrative, Operational)**, with specific value generated at each level.
- **Focus on specific Domains**, enabling contextual choice of WoW.
- **Structure itself into a Competence Area** to guarantee and stimulate the targeted growth of Talents.
- **Support Value Flows and related Delivery Networks+** to ensure operational consistency.
- **Comply with a set of operating principles:** Freedom in a Framework, Fact-Based Decisions, Context Counts, HAI Ethics.
- **Enable decisions through collaborative** metrics of Flow, Quality, Learning, Value.
- **Distribute autonomy** through explicit decision guardrails.

The resulting reference structure is as follows:



- **Mission:** purpose and integration into the organizational model
- **Horizon View:** Direct support for the three strategic horizons
- **Key Capability:** skills and responsibilities of reference
- **Competence Area & Domain:** Specialist areas
- **Service Catalog:** services offered
- **Evaluation Metric:** Evaluation Metrics and Reference KPIs
- **Decisional Guardrail:** Autonomy and Escalation Levels
- **Collaboration:** describes the most relevant synergistic collaborations

5.2.2 Competence Area

The **Competence Areas** represent the most specialized soul of the model, attributable to the **Elements** that populate *Cosmic Space*, i.e. everything needed to enable *interaction, adaptation* and *evolution*.

While PAs ensure *strategic synergy*, CAs promote *differentiation* and *specialization*, allowing dynamic networks to be formed that draw on pools of highly qualified talent capable of adapting to the performance context.

In a CA, the focus is not on the hierarchy of status, but on a hierarchy of thought and focus, where individual responsibility and discretionary effort are the main drivers of success.

These areas act as **hubs of continuous learning and innovation** where skills are cultivated and then "injected" into the various Value Flows according to the needs of the moment, ensuring that growth is accompanied by organic evolution.

5.2.3 Agility Area

The **Agility Areas** act as a "strategic enabler" of the organization, developing synergy between the PAs to generate a specific impact. They are the **Gravitational Fields**, the invisible forces that orchestrate the movement and evolution of the entire system.

AAs directly correlate a specific group of PAs to ensure that the strategy does not remain abstract but translates into concrete actions.

5.3 Decision Grammar

Harmoniq provides the **Decision Grammar** to assemble the PA/CA/AA in a coherent, but not static, architecture, accompanying the evolution to support the markets and, consequently, the existing Value Flows:

*"The beauty of a pattern language lies in its grammar... you can craft entirely new solutions"*⁷

⁷ Appelo, *Human Robot Agent*



The strength of the model lies in the fact that the PA/CA/AA are designed to connect to each other (*interoperability*), allowing complex systems (languages) to be built from consolidated components (library).

This is the real secret to implementing Intelligent Business Agility.

In this way, PAs do not suffocate organizational action with bureaucracy, but make it more efficient by providing ready-to-use tools ("DIY toolkit") that allow Value Flows to release continuous value while remaining within a governance structure with a holistic vision.

The **Process Area** then focuses on **Objectives**, constrained by **Guardrails**, which contribute to efficiency and ensure that the organization, while growing, does not lose structural coherence. Without it, agility would lead each autonomous cell to speak a different language, making large-scale collaboration fragile.

At the same time, a **Competence Area** acts as the engine of Agility, representing the most custom, specialized and profound part of the organization. If a Process Area is the architectural skeleton, the Competence Areas are the infrastructures that make professional excellence and reusable assets accessible. The focus is therefore on the hierarchy of thought and technical mastery, elements that allow the company to develop value in a tailor-made way without compromising the integrity of the overall system.

Finally, the **Agility Areas** correlate different PAs to make the strategic indications effective and operational and act as **sentinels** in this regard. The action is carried out by a "*federator*" who helps the different connected PAs to have a harmonious action.

The interaction between these entities (PA, CA, AA) is what allows a complex organization to be both structured and flexible at the same time: people recognize themselves professionally in a Competence Area/Process Area, where they refine their knowledge and grow as specialists, but produce tangible results by operating daily within Value Flow.

This "business handshake" ensures that the rigor of the structure does not stifle the flair of competence and that, conversely, agility does not derail into uncoordinated activism.

5.4 Forum+

At Harmoniq, decisions **are not made alone at the top**: they are built collectively in **Forums+** (Agile Governance enablers), i.e. **the place where decisions are made about what to do, who takes care of it and how the decision is communicated to all stakeholders**.

Each Forum+ is an opportunity to decide with the most relevant and up-to-date information, engaging the right stakeholders at the right time.

The main Forum+ are:



Forum+	Attendance and Participants	Mandate
Strategy Forum+	Quarterly/Monthly. Federators of the 3 Agility Area + Board.	Strategic issues. Mandate to guide the different levels in the implementation of choices.
Viability Forum+	Monthly. Viability + Business Growth + Finance.	Evaluation, approval and prioritization of initiatives. Assignment to Value Flows.
Value Flow Forum+	Bi-weekly. Value Governance + Delivery.	Delivery progress, Mission review in progress, operational planning.
PA Forum+ (Multiple)	Bi-weekly. Head of PA + Ambassador.	Monitoring of the effectiveness of the PA, review of the strategic objectives of the services.
CA Forum+ (Multiple)	Bi-weekly. Head of CA + Player.	Standard alignment, sharing practices, planning growth activities.
Evolutionary Forum+	Monthly. Transformation PA, Ambassador, Lead, etc.	Evolution of the Organizational Model, WoW and everything related to operational processes.
Ambassador Forum+	Monthly. Ambassador Network+ and Transformation PA.	coordinates the efforts of the Ambassador network.

5.5 Activator+

Activator+ are dynamic elements designed to be **injected** into different operational contexts, acting as a bridge between the company's strategic capability and operational execution. They act as "enablers" that allow the organization to transform the company from a *rigid* structure to a **dynamic and proactive** one:

- **Dynamic standardization:** common rules are defined without stifling autonomy.
- **Efficiency of scale:** investments in one area become beneficial to the entire organization.
- **Zero Distance:** the ability to quickly adapt the triggers allows you to respond in real time to market feedback.

5.6 Network+

Horizontal **connections** are essential to develop alignment and effectiveness of the different operational streams.

Harmoniq introduces the concept of **Network+** (Agile Governance enabler), making horizontal connections explicit in networks such as, for example, the **Ambassador Network+** and the **Delivery Network+**.



In particular, the Ambassador Network+ makes continuous improvement a *distributed responsibility* to which each Process Area contributes thanks to an *Ambassador*, "local sensors" that deal with:

- *EPA Improvement Facilitation*: facilitates PA retrospectives, systematically collects lessons learned, solves operational frictions related to WoW adoption.
- *EPA Innovation Flow Enablement*: monitors the stalemate points between culture and structure (silos, redundancies), promotes the Harmoniq Mindset, supports local experiments (MVC, Minimum Viable Change).
- *Harmoniq Improvement*: collects feedback on Core Processes, actively participates in the Ambassador Forum+, brings the point of view of the PA in deciding which best practices to standardize.

The Ambassador Network+ cycle can be summarized as follows:

Real Usage → Retrospectives → New Ideas to Experiment → Ambassador Backlog → Ambassador Forum+ → Standardization & Experiment → new Real Use.

The new ideas to be tested feed the **Ambassador Backlog**, owned by EPA Transformation, which allows you to carry out:

- *Strategic Prioritization*: interventions are prioritized based on the value generated and the urgency of resolving inefficiencies.
- *Synchronization*: *The backlog ensures that the evolution of WoW is consistent with the Architectural Blueprint.*
- *Impact Measurement*: Each change in the backlog has associated metrics (e.g., WoW Adoption Rate) to validate its effectiveness before global scaling.



6 Layer Foundation

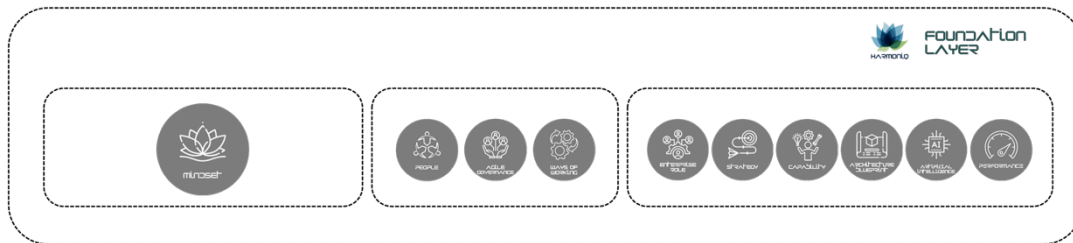


Figure 5 - Foundation Layer

The purpose of the **Foundation** layer is to *inspire action* and, at the same time, provide the *operational* and cultural tools to make the organization *authentically proactive and harmonious*.

The **Foundation Layer** defines a solid *architectural, ethical and value foundation* that allows the operational layers (Proactive Enterprise, Adaptive Design and Value Flow) to unleash their full potential.

Building a strong foundation means preparing the company not only to survive the BNI world, but to thrive in it, transforming talent, technology and ethics into the greatest of competitive advantages.

6.1 Mindset

The **Harmoniq Mindset** defines the way in which we think and live the company. As already described above, it is developed through 3 Activator+:

- **Values:** *Core Beliefs*
- **Attitudes:** *Thinking and Living the Organization*
- **Promises:** *Concrete Commitments*

6.2 Enabler

Enablers are the enabling levers:

- **People** puts **People** at the center: *concentration of talent, lever of innovation and main engine of value creation* for the entire organization. The People Activator+, derived from the People IBA Enabler, are:
 - **Proactivity:** tirelessly developing continuous attention to the needs of its employees.
 - **Collaboration:** facing daily challenges as a team, in the awareness of having to work together to achieve challenging goals.
 - **Talent Growth:** relentlessly developing continuous attention to the needs of its employees.



- **Agile Governance:** guarantees a clear, shared and sustainable direction for the entire company, generating flexibility and proactivity. The Agile Governance Activator+ of the IBA enabler of the same name are:
 - **Forum+:** decisions are not made alone at the top but are built collectively.
 - **Network+:** horizontal connection at all organizational levels for shared development.
- **Ways of Working (WoW):** focuses on translating strategic **vision** into daily operating practices, promoting effective, efficient and adaptable workflows. The **WoW Activator+** of the IBA enabler of the same name are:
 - **Adaptation+:** Proactively develop and influence the behavior of participants in the business ecosystem.
 - **Antipatterns:** organizational and operational dysfunctions to be monitored.
 - **Guideline+:** set of guidelines to enhance and systematize successful operating methods.

6.3 Pillar

The **Pillars** are the elements that hold the architecture together and ensure its coherence:

- **Strategy:** it deals with defining the Purpose and Purpose Stratification that give direction and clarity, avoiding the dispersion of resources and ensuring competitive advantage.
- **Capability,** the real "organizational muscles", grouping them into key areas such as *Smart Leadership, Market Discovery* and *Edge Technologies*.
- **Architectural Blueprint:** develops Enterprise Architecture in a Lean-Agile key, placing people (People-Centric) at the center of organizational design and promoting a *Learning Organization culture*.
- **Enterprise Roles:** Move beyond the old "job titles" in favor of *Accountability*. It clearly defines who is responsible for what, aligning the individual with the strategy and reducing organizational ambiguities.
- **AI:** organizes and guides the technological evolution for the effective use of Artificial Intelligence.
- **Performance:** allows the efficiency and effectiveness of the organizational model to be assessed.



7 Layer Proactive Enterprise



Figure 6 – Proactive Enterprise Layer

The **Proactive Enterprise layer** is responsible for governing governance aspects, allowing the organization to act proactively even before being reactive.

It is not a question of dusting off the old and slow back-office silos or creating bureaucratic general directorates, rather of developing a fluid dynamic in which the *processing areas* constantly collaborate to synchronize market needs with business capabilities.

The Proactive Enterprise layer is where vision becomes reality: without this layer of strategic orchestration, Value Flows and Adaptive Design risk running fast but in the wrong direction.

7.1 Enabling Process Area

Proactive Enterprise's **Enabling Process Areas (EPAs)** offer cross-functional services that ensure organizational efficiency in the service of the company's Purpose.

Properly implementing Proactive Enterprise Enabling Process Areas means equipping your organization with the stability and intelligence needed to navigate uncertainty, turning continuous change into a true competitive advantage.

7.1.1 Strategy EPA

The **EPA Strategy** is the dynamic helm of the organization.



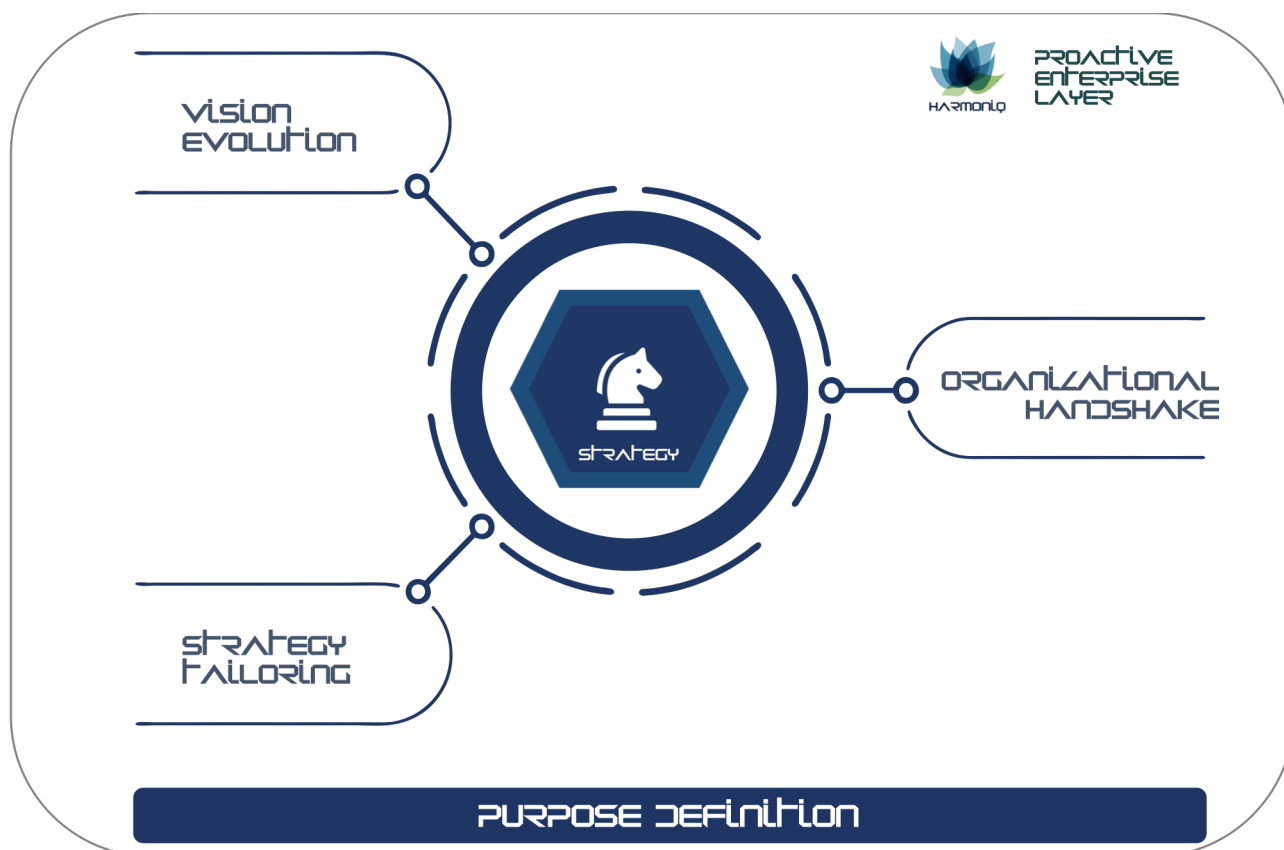


Figure 7 - EPA Strategy

It defines Purpose and Purpose Stratification and concretizes it in adaptive business models, governing the *Business Handshake*, i.e. the alignment between global vision and local operations.

Mission	Ensure the strategic direction and alignment of the entire organization towards the Purpose.
Key Capability	Purpose Definition
Horizon 1	Provide up-to-date context and data for decision-making autonomy.
Horizon 2	Create the rolling-wave goal setting system and prioritization criteria.
Horizon 3	Validate the evolution of the strategy, define the tolerance to strategic risk.
HAI Ethics	AI supports predictive analysis and scenario simulation, but the ultimate responsibility for strategic direction remains with the Human Players (human-in-the-loop).

7.1.2 People EPA

The **EPA People** is the guardian of talent and organizational well-being.



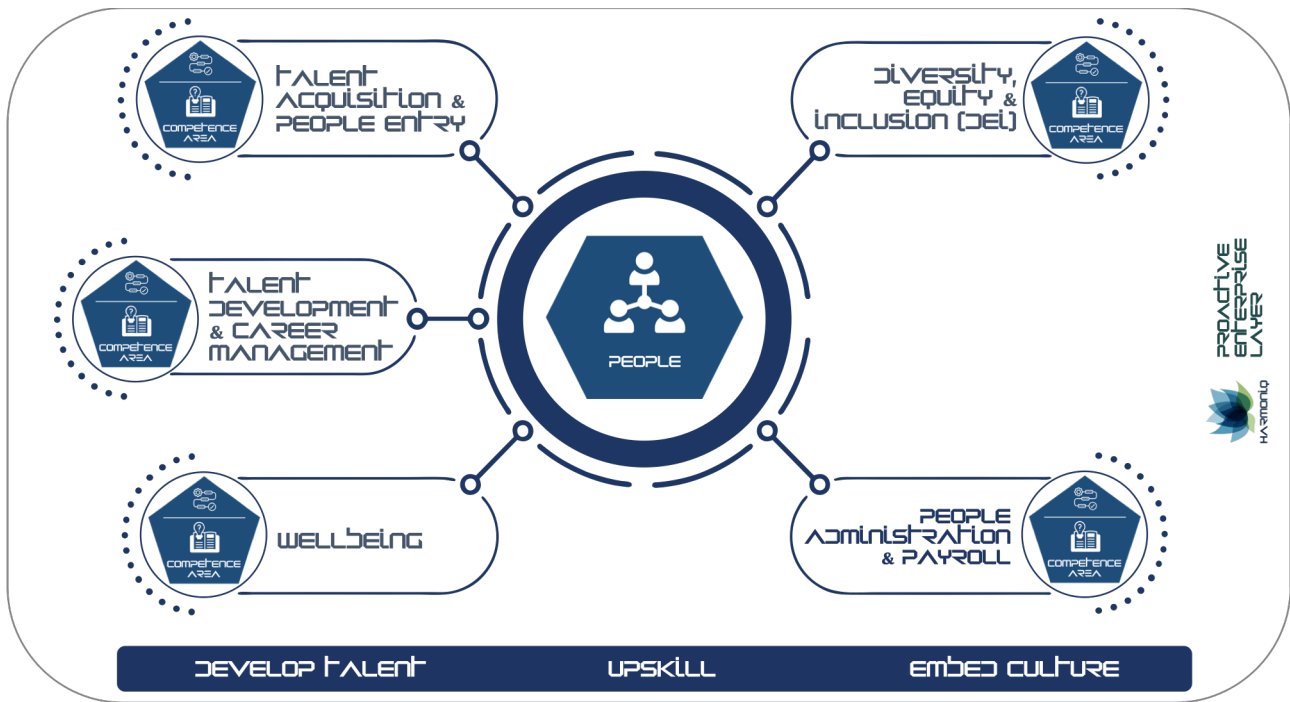


Figure 8 - EPA People

It acts as an agility enabler, putting People at the center of the organizational ecosystem.

Mission	Nurture talent and manage the aspects that bind people to the organization.
Key Capability	Develop Talent, Upskill, Embed Culture
Horizon 1	Empowerment of people: adaptation of training courses, recruitment, contractualization, daily support.
Horizon 2	Coaching, career path management, talent growth and consolidation.
Horizon 3	Long-term talent roadmap, anticipation of skill gaps, development of psychological safety.
HAI Ethics	No decision that impacts a person's career can be delegated solely to AI. The ultimate check is always human.

7.1.3 Transformation EPA

EPA Transformation is the enabler of proactivity and organizational harmony.



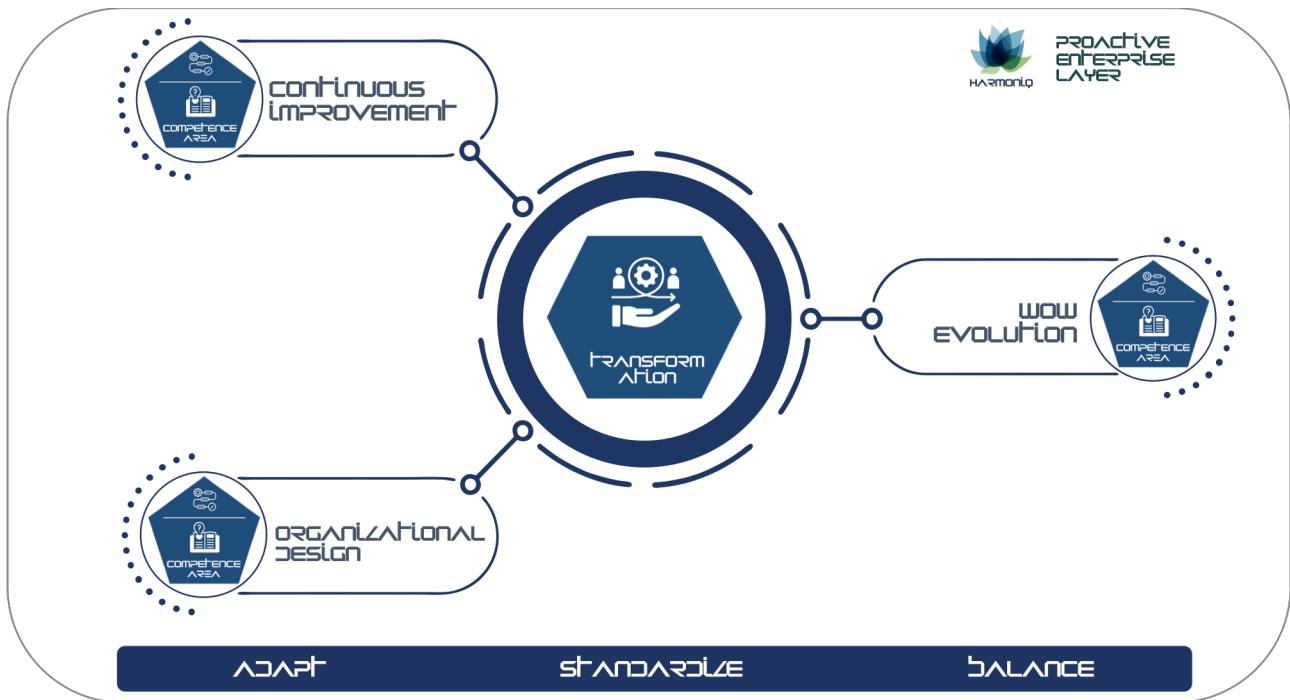


Figure 9 - EPA Transformation

It designs and supports the structural, cultural and process changes necessary to achieve strategic objectives.

Mission	Design and implement organizational changes, overcoming resistance to change.
Key Capability	Adapt, Standardize, Balance
Horizon 1	Design the Organizational Model, define the transformation style, guide and coordinate the development of the AI ACT.
Horizon 2	Define and support WoW adoption, measure adoption rate, manage digital sharing environments.
Horizon 3	Orchestrating the Forums+, standardizing the best practices that have emerged locally, managing structure-culture frictions.
HAI Ethics	The integration of AI into organizational processes must be transparent and ethical, always keeping human players in-the-loop for supervision and validation. AI-based organization change recommendations must always be validated by human players.

7.1.4 Viability EPA

EPA Viability is the strategic value orchestrator.



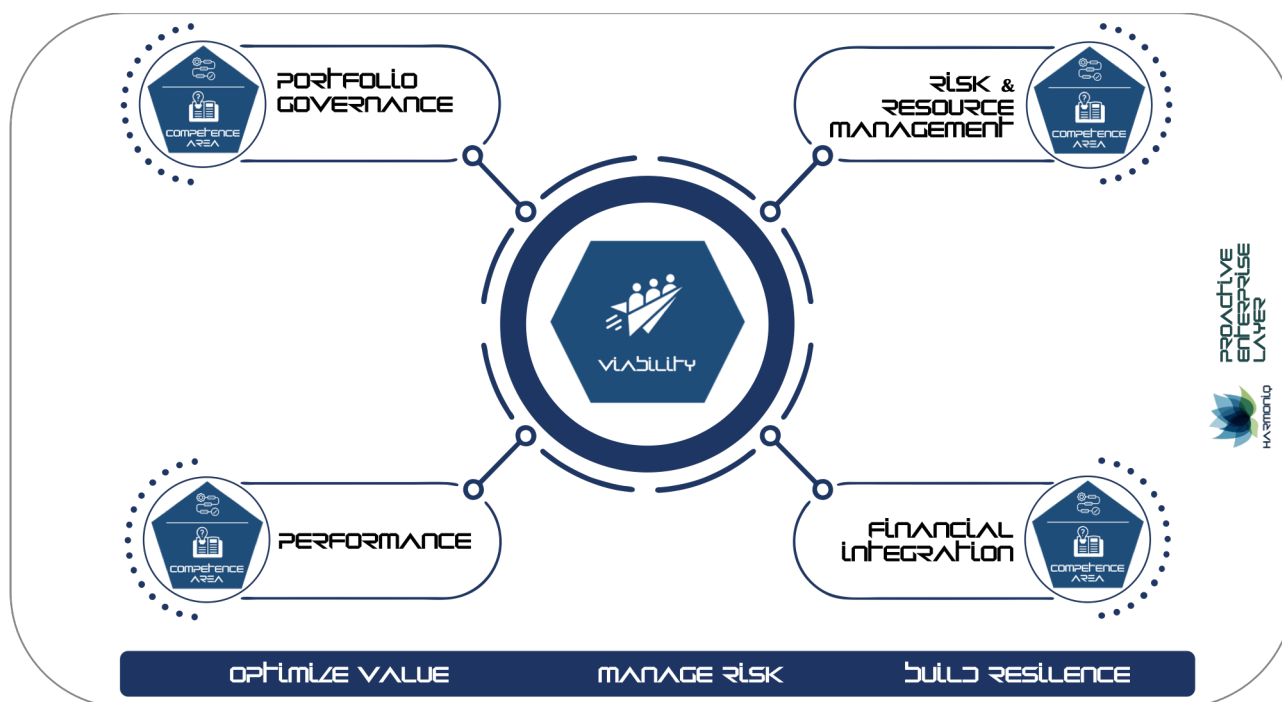


Figure 10 - EPA Viability

He oversees Value Flows, ensuring strategic alignment, risk management and adaptive planning.

Mission	Coordinate Value Flows ensuring maximum strategic value with the 'Value first, cost second' principle.
Key Capability	Optimize Value, Manage Risk, Build Resilience
Horizon 1	Tracking of dependencies and risks, Monthly Review for reprioritization, performance analytics.
Horizon 2	Orchestrate the governance of Value Flows, monitor the health of the portfolio, manage strategic trade-offs.
Horizon 3	Defining the Strategic Roadmap, governing the evolution of the business model, sponsoring strategic innovation.
HAI Ethics	The definition of ethical guardrails in the use of AI in Viability (risk prediction, budget optimization, dependency discovery) is subordinate to the final human-side control (human-in-the-loop) on critical decisions such as: budget allocation and prioritization, transparency on potential bias in models, etc.

7.1.5 Business Growth EPA

The **EPA Business Growth** is the engine of business growth.



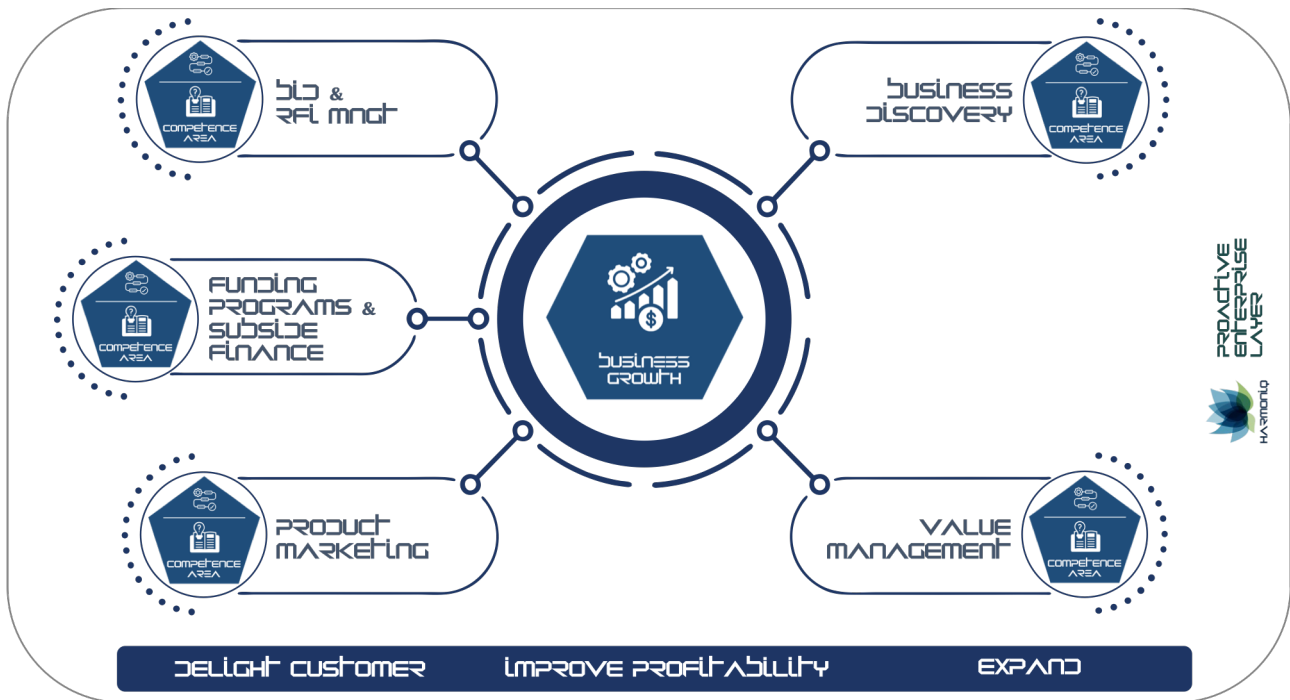


Figure 11 – EPA Business Growth

It develops the conditions for the launch of new Value Flows, as well as those for their evolution, ensuring that the actions taken are sustainable and aligned with the Purpose.

Mission	Maximise the ability to develop profitable and sustainable actions.
Key Capability	Delight Customer, Improve Profitability, Expand
Horizon 1	Real-time data on customer behavior, support for tactical decisions on prices and configurations.
Horizon 2	Monitoring of Value Flow profitability, funnel optimization, campaign synchronization and pricing.
Horizon 3	Global revenue strategy, Customer Experience architecture, partnership management standards.
HAI Ethics	Lead scoring, pricing and market-fit algorithms must be explainable to avoid bias that could damage brand reputation or discriminate against customers.

7.1.6 Finance EPA

The **Finance EPA** is the observer of economic and financial sustainability.



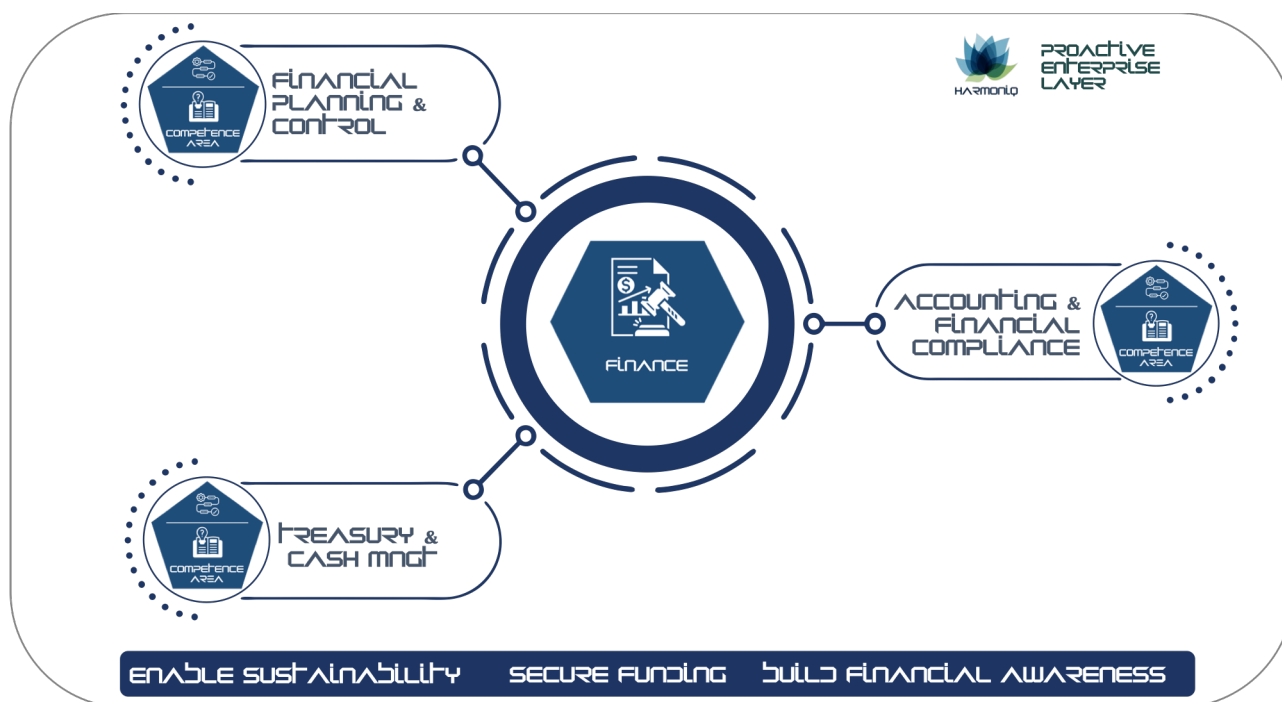


Figure 12 – EPA Finance

Enable strategic investment decisions, monitor economic health, and ensure regulatory compliance.

Mission	Ensure financial stability and enable fact-based decisions.
Key Capability	Enable Sustainability, Secure Funding, Build Financial Awareness
Horizon 1	Vendor management, financial coaching for cost-aware decision-making, automation of approval flows.
Horizon 2	Adaptive Budgeting, Monthly/Quarterly Rebalancing, cash flow forecast management.
Horizon 3	Capital Allocation Strategy, Strategic Risk Tolerance, Financial Health Scorecard enterprise.
HAI Ethics	AI can automate accounting reconciliation, forecasting, and monitoring of financial anomalies, but decisions on capital allocation, budget approval, and financial risk management remain with human players, in accordance with corporate compliance and governance requirements.

7.1.7 Digital Governance EPA

The **EPA Digital Governance** is the architect of the digital nervous system.



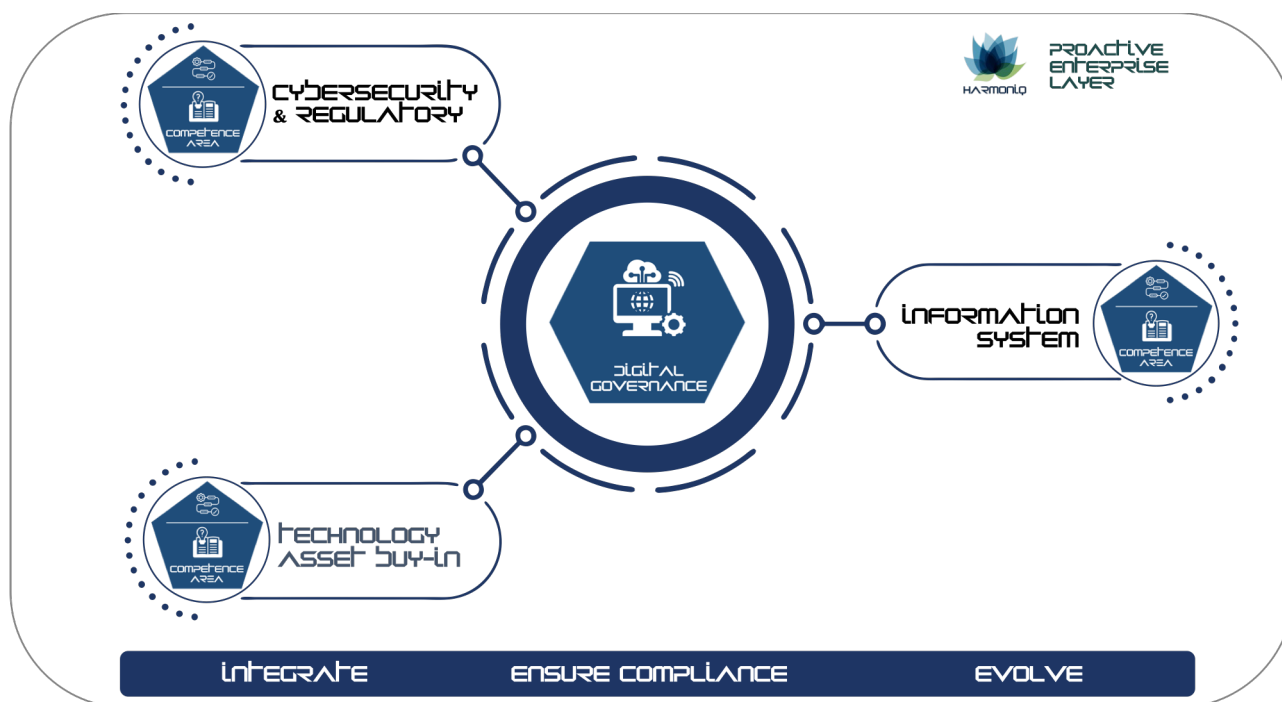


Figure 13 - EPA Digital Governance

It governs information system development, AI adoption, cybersecurity and compliance.

Mission	Ensure that the digital system is secure, integrated, compliant and enabling for the entire organization.
Key Capability	Integrate, Ensure Compliance, Evolve
Horizon 1	Real-time support, operational availability of platforms, self-service infrastructures to the teams.
Horizon 2	Technology standards, cybersecurity strategy, compliance with regulations (GDPR, AI Act).
Horizon 3	Design the information system, define Data Governance policies, ensure evolution aligned with the Purpose.
HAI Ethics	Ensure the security, data privacy, and traceability of AI algorithms, preventing drift or systemic hallucinations.

7.1.8 Revenue Operations & Organizational Pathway AA

A set of EPAs so specialized would risk fragmenting their action without an element of coordination. For this reason, the Agility Areas operate within the Proactive Enterprise, *federations* that coordinate and align the different Process Areas present:

- **Revenue Operations Agility Area:** mainly aggregates Business Growth, Finance and Viability to optimize the entire customer lifecycle.



- **Organizational Pathway Agility Area:** mainly aggregates Transformation, People and Digital Governance to guide the structural evolution of the organization.

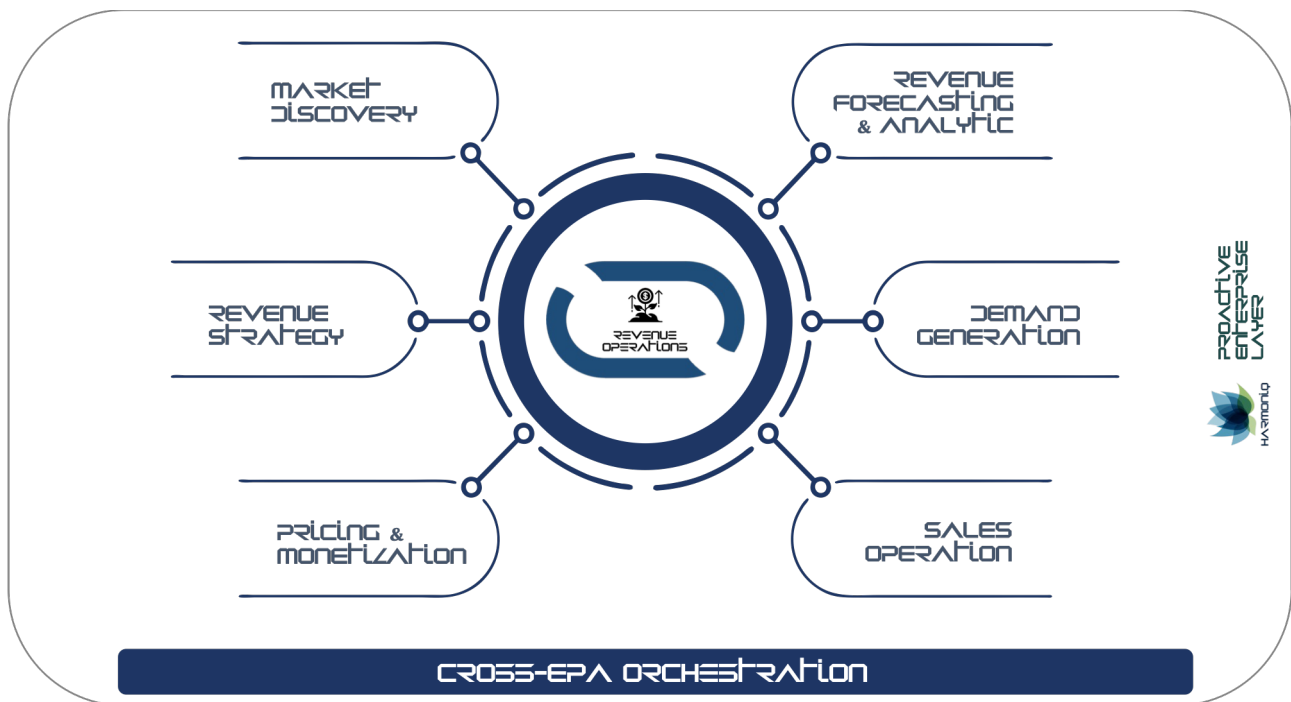


Figure 14 - AA Revenue Operations

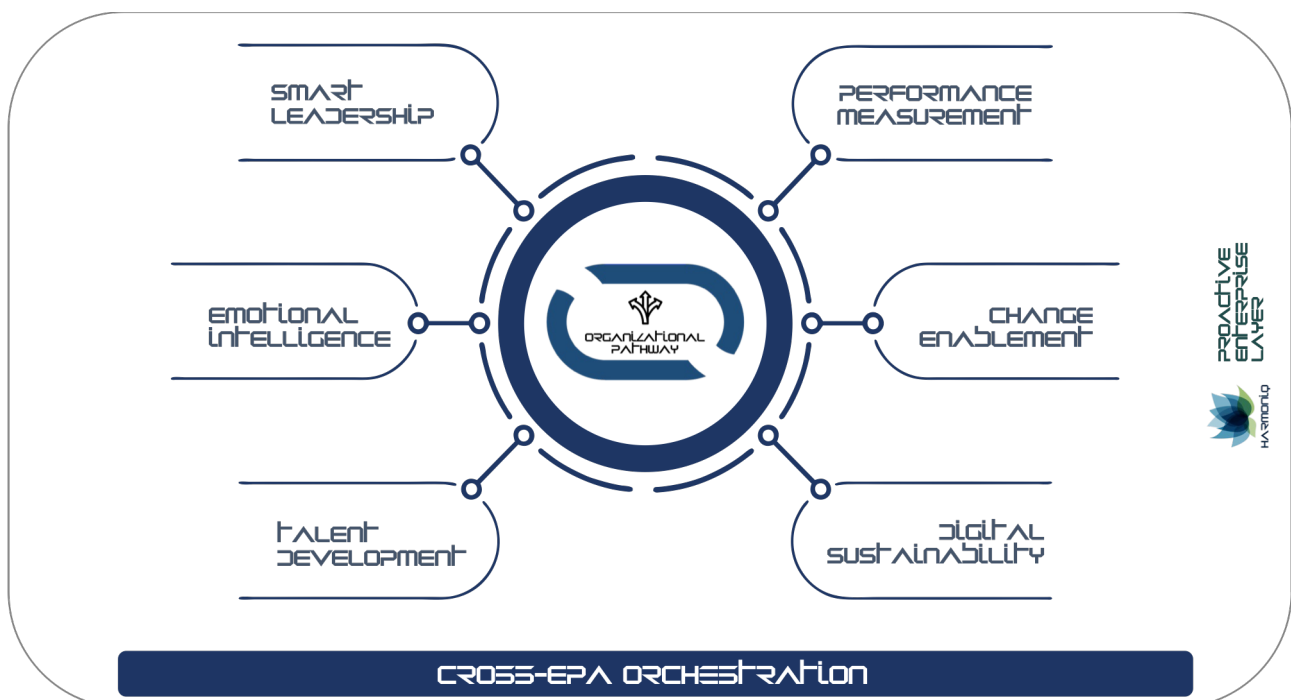


Figure 15 - Organizational Pathway AA



8 Layer Adaptive Design

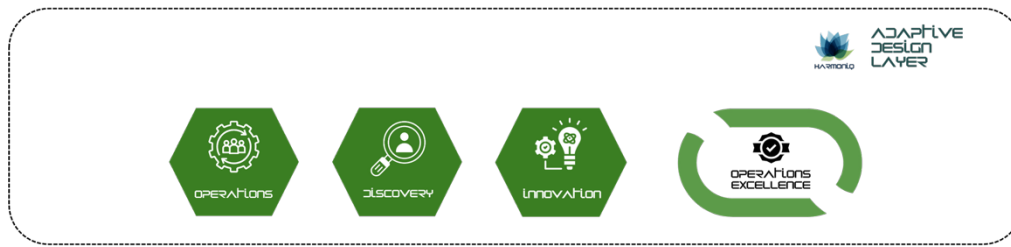


Figure 16 - Adaptive Design Layer

The **Adaptive Design** layer acts as a hinge between long-term strategy (Proactive Enterprise) and execution at market pace (Value Flow).

Its task is to explore frontier skills and technologies (*Edge Technologies*), acquire knowledge and methodologies, as well as develop assets to be made available to *Value Flows* as ready-to-use building blocks.

In this layer, success is measured above all in *removed uncertainties, protected investments, talent debt, and downed technical debt*. Adaptive Design is also where the **AI-First** approach becomes concrete: AI Agent development, SLM/LLM integration,⁸ and intelligent test automation.

However, in compliance with the *AI Act*, the use of artificial intelligence is governed by strict ethical boundaries:

- **No systemic hallucinations:** models must be monitored to avoid bias and drift that could alter decisions or discriminate against market segments.
- **Human-in-the-loop:** AI can analyze data and suggest scenarios, but critical decisions remain human responsibility.

Correctly implementing Innovation, Discovery and Operations, on the other hand, means equipping the organization with a real *innovation factory*: an engine capable of exploring the future, testing it safely and providing the entire company with the building blocks necessary to build continuous, solid and scalable value.

Without the Adaptive Design layer, business agility risks turning into a fragmented and inefficient race that would end up continuously rebuilding infrastructures and tools, accumulating technical debt and dispersing resources.

8.1 Squad+ and Tribe+

The **Squad+** and **Tribe+** are the executive core of the organization, which take shape in Adaptive Design and act in terms of delivery within the Value Flows.

⁸ LLM: Large Language Models, SLM: Small Language Models)



They are self-organized dynamic entities, end-to-end responsible for the value they produce.

The anatomy of a Squad+ includes:

Typical size	3-7 Players (Leadership+ and Force+)
Leadership+	Mission Leader (vision, backlog, workflow, health of the Squad+) + Technical Leader (technical standards, quality, technology choices).
Force+	2-5 Human & AI Players. Each Player has an M-Shaped profile and is able to develop an overall vision beyond their specialization.
AI and Squad+	At least one human player is always present to ensure cognitive and ethical diversity of decisions. The AI Player is a collaborator, not a passive tool.
Self-governance	The Squad+ self-organizes, works in Lean-Agile mode, oversees the development of Value in its entirety and measures itself continuously.

Squad+ preferably work in 1-2 week iterations, with recurring events:

- **Iteration Planning:** Planning activities for the new iteration.
- **Refinement:** Review and update of the backlog.
- **Daily Coordination:** Daily alignment on the status of activities.
- **Iteration Review & Demo:** collection of feedback on what has been achieved.
- **Retrospective:** identification of opportunities and improvement actions.

An aspect that is often underestimated is the time it takes for a Squad+ to reach full operational effectiveness. Based on Tuckman's model and the empirical evidence collected, a Squad+ goes through four stages of maturation:

- **Forming** : 1-3 months for a totally new Squad+, 2-4 weeks if at least 70% of the Players have already worked together.
- **Storming** (emergence of physiological conflicts): 2-5 months for a new Squad+, 1-2 months for a partially new one, because existing rules and processes act as a bridge.
- **Norming** (consolidation of trust and practices): 4-7 months for a new Squad+, 1-2 months for a partially new one thanks to the organizational memory of the existing nucleus.
- **Performing** (full operational effectiveness): 6-8 months for a totally new Squad+, 3-5 months for a Squad+ with partial continuity.

This has a direct operational implication: in the composition of the Squad+, Harmoniq favors the consolidation of the existing Force+. Where possible, it is preferred to keep the core of Players that have already gone through the maturation phases stable, adding new elements gradually. When



forming a totally new Squad+, the planning must consider a consolidation period of at least 6 months before expecting stable performance.

When an initiative requires the contribution of several Squad+, a **Tribe+** is formed, i.e. a **Network+ of Squad+** dedicated to a complex initiative, led by its own Leadership+:

Typical size	15-48 Players (Leadership+ and Squad+ Network+)
Initiative Leader	Responsible for the growth, coordination and success of the network dedicated to the development of the initiative.
Technical Director	Responsible for the technical/architectural vision. Coordinates the Technical Leaders of the Squad+, ensures quality and standards.
Usage	Development of complex Value Increments involving a medium-long term, multi-domain initiatives, strategic customers with articulated needs.

8.2 Enabling Process Area

To ensure the delicate balance between breakthrough innovation and industrial reliability, the layer is divided into a series of highly specialized Enabling Process Areas.

8.2.1 Operations EPA

The **EPA Operations** is the operational orchestrator of the organization.

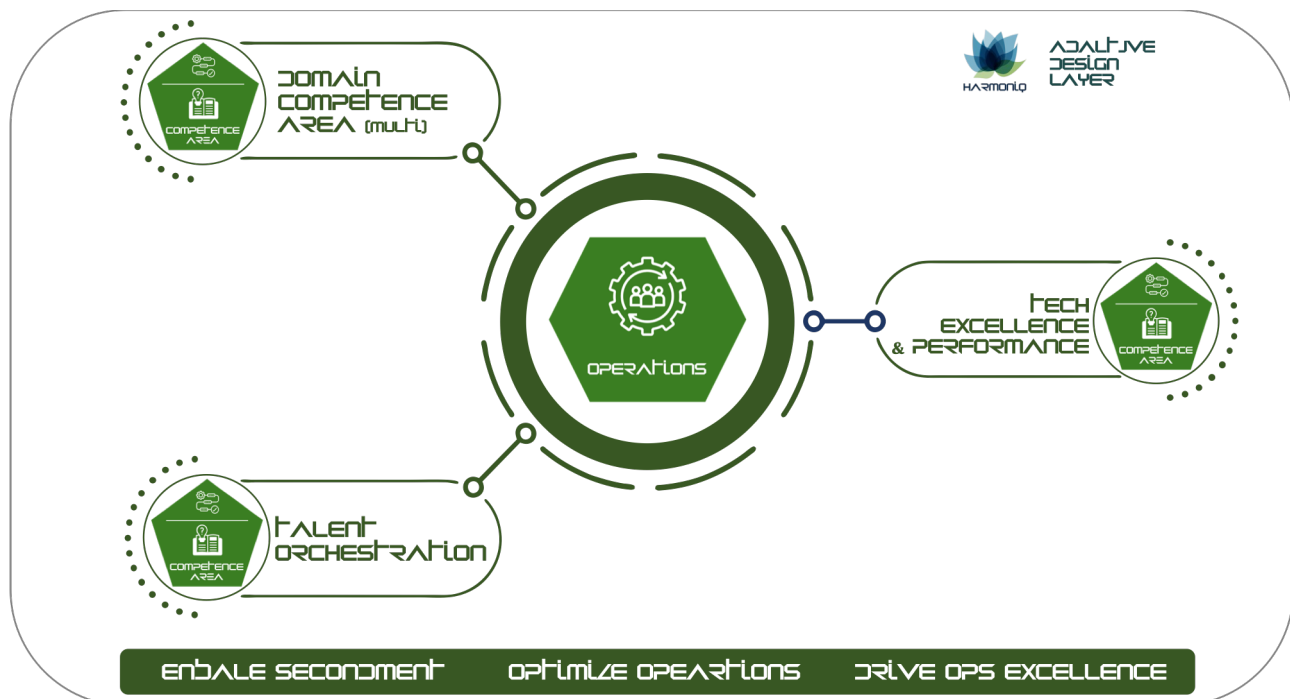


Figure 17 – EPA Operations



It manages the secondment aspects of Players, Squad+ and Experts, acting as an internal provider of excellence to ensure that each Value Flow has the assets and talent necessary to realize Value Increments.

Mission	Ensure that each Value Flow has the assets and talent needed to realize Value Increments.
Key Capability	Enable Secondment, Optimize Operations, Drive Ops Excellence
Horizon 1	Manage the "engagement and detachment" process of Players and Value Flow Experts. Validate the modularity and quality of the results in relation to delivery specificities. Synchronize the availability of Players to avoid bottlenecks between different Value Flows.
Horizon 2	Define, maintain, and update the catalog of domain skills and assets. Use historical delivery data to anticipate skills needs and prevent operational shortages. Define "Quality-as-a-Service" tools to ensure consistent excellence.
Horizon 3	Define collaboration models between Human Players and AI Players at the operational level. Explore self-organization models where Players can self-choose Value Flows. Develop sensors to monitor the sustainability of allocations.
HAI Ethics	The supervision of the detachment and the evaluation of the growth of the Players cannot be delegated exclusively to algorithms: the final control over the quality of assets and the well-being of people is compulsorily the responsibility of a Human Player (human-in-the-loop approach).

8.2.2 Innovation EPA

The **EPA Innovation** is the testing center that strengthens and extends the organization's ability to respond to market needs.



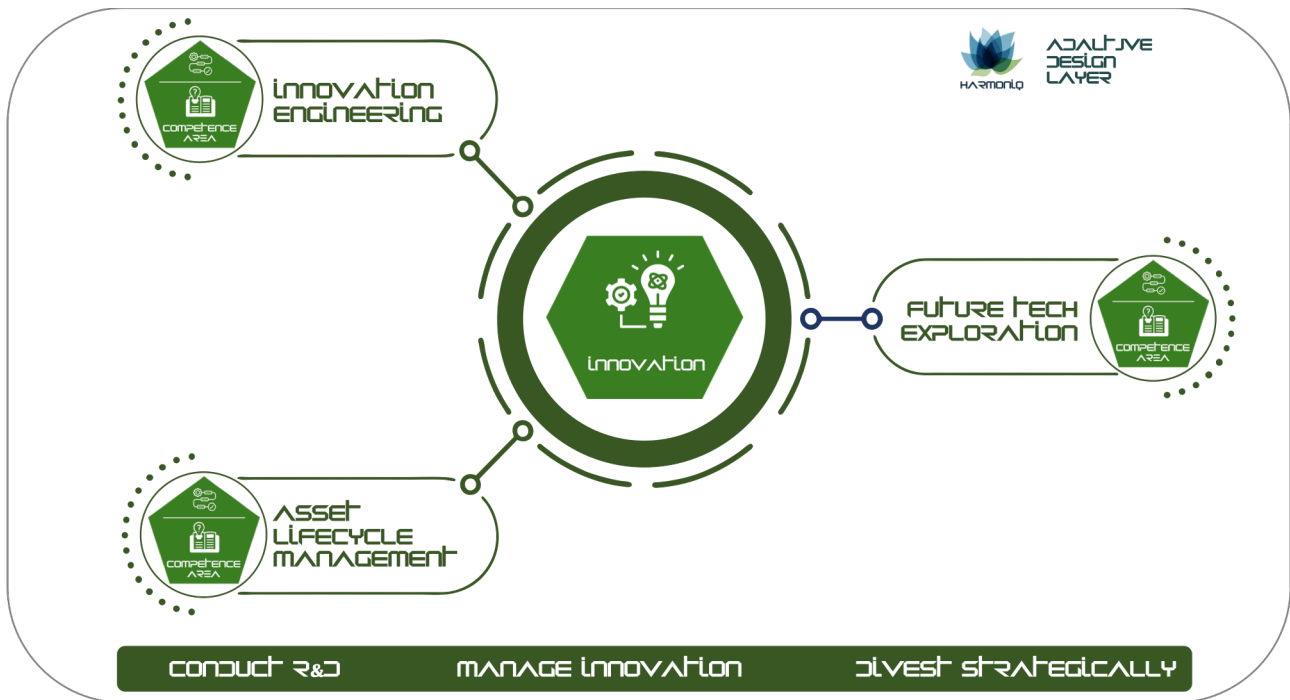


Figure 18 - EPA Innovation

It acts as a research and development laboratory, creating new assets and new innovative skills to be provided to Value Flows.

Mission	Ensure innovation and coordinated development of innovations to be used in Value Flows.
Key Capability	Conduct R&D, Manage Innovation, Divest Strategically
Horizon 1	Standardize the engineering aspects of assets and skills. Maintain a catalog of available assets and skills. Provide support for the use of assets and skills in Value Flows
Horizon 2	Evaluate and Suggest possible evolutions. Support or define a sustainable update policy. Update the Catalog to reflect evolutions.
Horizon 3	Experiment with new assets and new skills that could have an impact on the market. Consolidate knowledge on new technologies and tools. Disseminate the experimentation to the other process areas concerned.
HAI Ethics	The new solutions use AI Player to quickly experiment and validate insights and set the stage for subsequent engineering. What has been achieved requires careful evaluation by expert Human Players who evaluate the results by integrating exogenous elements with respect to purely technical ones, such as, for example, economic sustainability and the necessary skills.



8.2.3 Discovery EPA

The **EPA Discovery** is the company's exploration and de-risking engine.

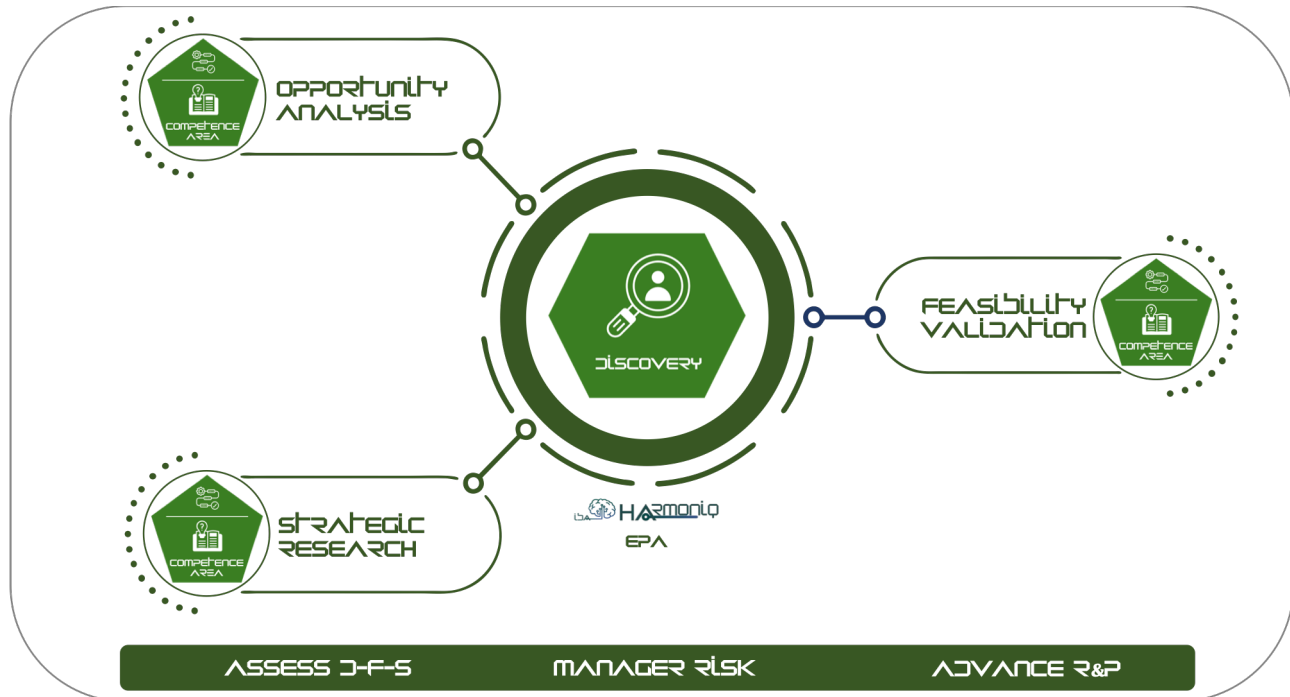


Figure 19 – EPA Discovery

It acts as an investment center for the future, validating and experimenting with new ideas before they are made available to an existing Value Flow or give life to a specific one.

Mission	Not 'products launched', but 'uncertainties removed' and 'protected investments'.
Key Capability	Assess D-F-S Validation (Desirability-Feasibility-Sustainability), Manage Risk, Advance R&P (Research and Partnership)
Horizon 1	Provide rapid testing methodologies and tools to Squad+ that need to validate small local innovations. Analyze data from failed experiments to recalibrate current processes. Support Value Delivery in resolving uncertainties during the first releases of new solutions.
Horizon 2	Orchestrate D-F-S validation cycles for initiatives nominated for the strategic portfolio. Manage strategic partnerships to fill skills gaps during the prototyping phase. Validate the scalability of proposed business models before mass production.
Horizon 3	Identify weak signals and emerging trends (technological and market) that could destroy or evolve the current business. Define the exploratory research roadmap to nurture Purpose and Purpose Stratification. Sponsor radical experiments on new growth horizons.



HAI Ethics

The final Go/No-Go decision on a strategic investment remains the sole responsibility of the Human Players. Predictive research algorithms must be transparent and monitored to avoid bias.

8.2.4 Operations Excellence AA

To prevent Innovation, Discovery, and Operations from operating in isolation, the **Operations Excellence Agility Area** is established.

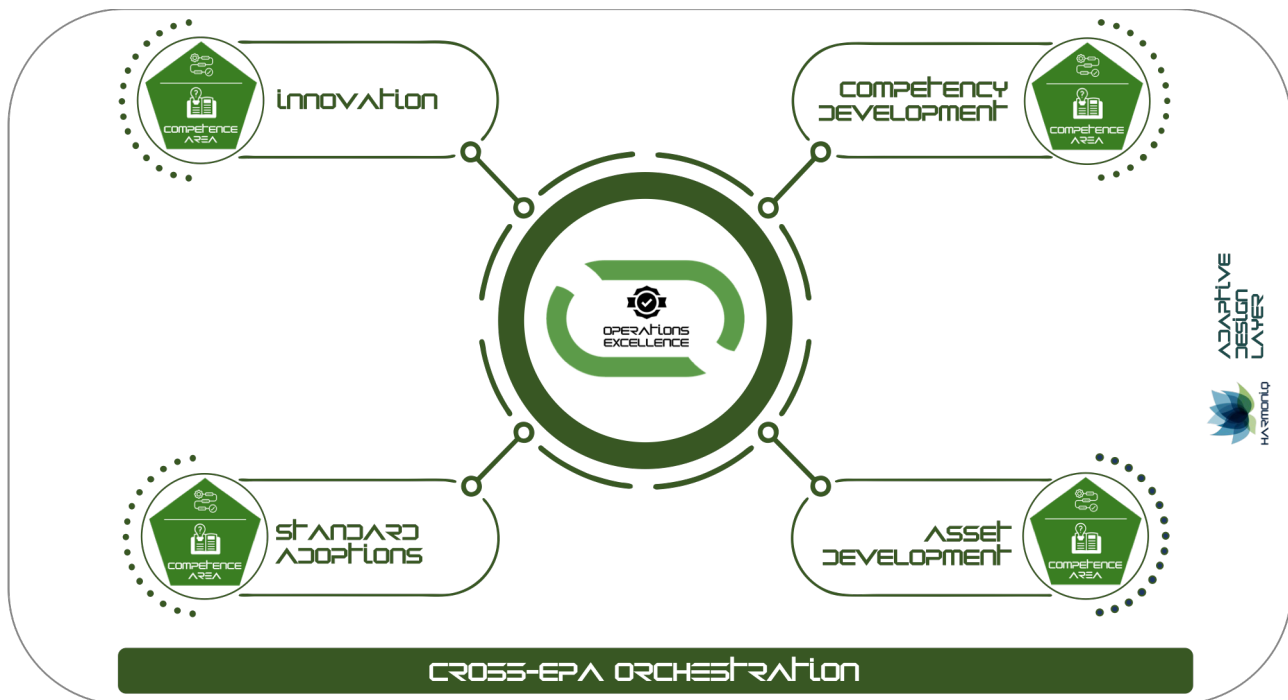


Figure 20 – Operations Excellence AA

This entity ensures that assets remain reliable and competitive over time, balancing the following:

- *corrective actions (maintenance)*
- *Evolutionary interventions (new features)*
- *Disruptive innovations*

The goal is to keep *talent debt*, as well as *technical and operational debt*, under control, by quickly transforming validated innovations into shared standards.



9 Layer Value Flow



Figure 21 - Value Flow Layer

The **Value Flow** layer (*multi-instance, VF*) is the beating heart of the organization: its goal is to maximize *Value-to-Market* by giving shape to the *zero-distance* principle, i.e. direct proximity to the reference market.

The Value Flow is always dedicated to a specific Market and responds to its needs through Value Increments (VI), the minimum unit of value: the smallest increment that produces a concrete and testable benefit for the customer.

Value Flow shows that an organization can be structured without necessarily having to become slow and bureaucratic.

Its existence is purely evolutionary: the Value Flow lives as long as the market (or the need) exists: when conditions change, the flow is reconfigured or closed.



Figure 22 - Harmoniq Value Flow

This approach draws inspiration from the **RenDanHeYi model** (developed by Haier), which aims to eliminate the distance between each person in the company and the customer, transforming the company into an ecosystem of semi-autonomous micro-enterprises.



To understand its mechanisms, we must forget the traditional organizational chart: here the hierarchy disappears in favor of a partnership of intent based on a radical principle: **widespread entrepreneurship**.

In this perspective, Value Flow is not a department, but a **semi-autonomous micro-ecosystem enterprise** characterized by a series of Activators+ that structure its characteristics: **Zero Distance**, **Darwinian**, **Performance System**, **Profit & Loss**, **Delivery Network+** and **Adaptive Governance**.

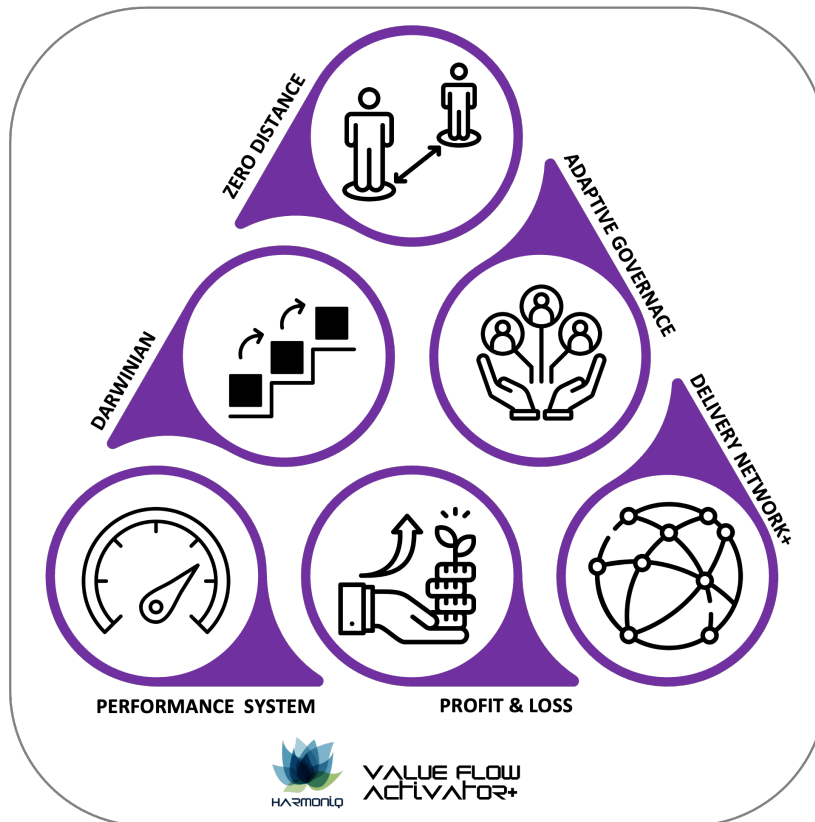


Figure 23 - Value Flow Activator+

The creation of Value Increments passes through the activation of the **Harmoniq Value Engine**:



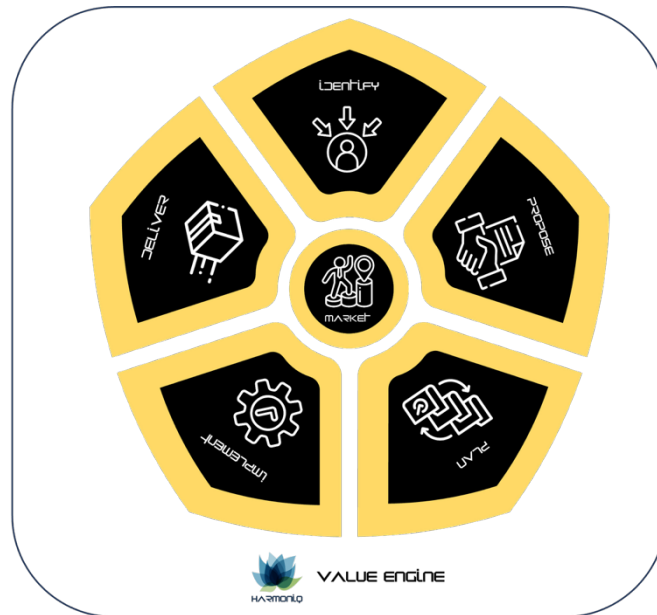


Figure 24 - Harmoniq Value Engine

9.1 Delivery Network+

Value Flow "**consumes**" the services offered by the EPAs of the other layers, in particular Operations and Discovery, and operates according to Harmoniq's own mindset, organizing itself into a **Delivery Network+**, the network of skills and resources that allows you to develop market objectives by promoting: *growth, innovation, standardization and continuous improvement*.

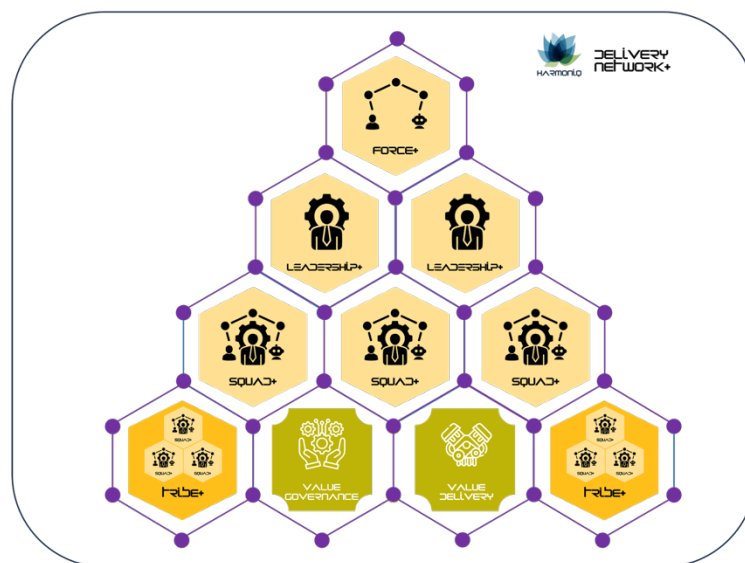


Figure 25 – Value Flow Delivery Network+

Where and when possible, the network is structured starting from *Squad+ and Tribe+* in order to always enhance already developed working sociality.

The specific engagements of the Delivery Network+ concern:

- **Value Increment (VI):** concrete value outcomes for the customer.



- **Initiative:** the definition of the objectives to be achieved and their sustainability and feasibility.
- **Mission:** implementation device of the initiative, within a Value Flow, in which teams and specialists work to translate objectives into outcomes/outputs.

Together, Value Increment/Initiative/Mission give life to the **Harmoniq Value System** which defines the **Outcome / Structure dualism** at the basis of the developments:

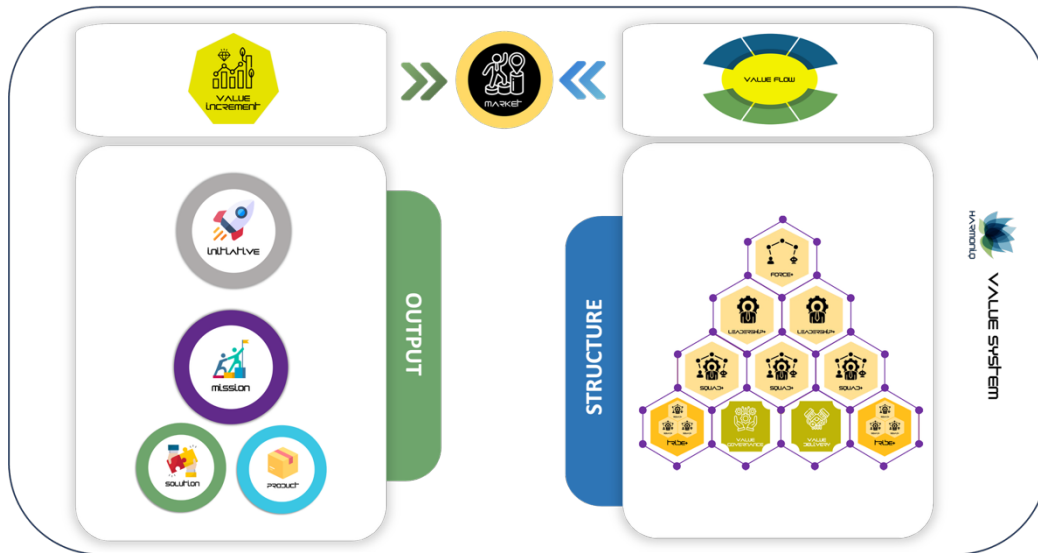


Figure 26 - Harmoniq Value System

In particular, the actions concern developments related to Solutions and/or Products:

- the **Solution** is singularity-oriented: it has a defined beginning and end, it is bound to a specific order with an identified customer, and it is characterized by a triple constraint of specifications, times and costs. The lifecycle of a Solution follows the project logic (fixed price, fixed feature or fixed cost) and the reference Guideline+.
- the **Product** is continuum-oriented: it has no predefined end date, evolves indefinitely according to market results, and its roadmap is defined according to the emerging needs of a wider market, not a single customer. The lifecycle of a Product follows the iterative logic of product management and the reference Guideline+.

9.2 Flow Process Area

While the other layers of Harmoniq are composed of stable and unique *Enabling Process Areas (EPAs)*, the Value Flow is composed of **Flow Process Areas (FPAs)**, temporary and dynamic structures, replicated for each instance.

Each Value Flow is based on the balance between two FPAs: **Value Governance** and **Value Delivery**.



9.2.1 Value Governance FPA

FPA **Value Governance** is the entrepreneurial control room, guiding Value Flow as if it were an autonomous micro-enterprise.

His/her primary responsibility is to realize the promise of value made to the market, using the guidance of the **Value Manager**, and three main capabilities:

- **Manage Flow:** Manages *capacity* and resource allocation.
- **Coordinates:** Aligns initiatives and defines operational priorities.
- **Remove Roadblock:** Eliminates operational hurdles and bureaucracies that slow down the flow of releases.

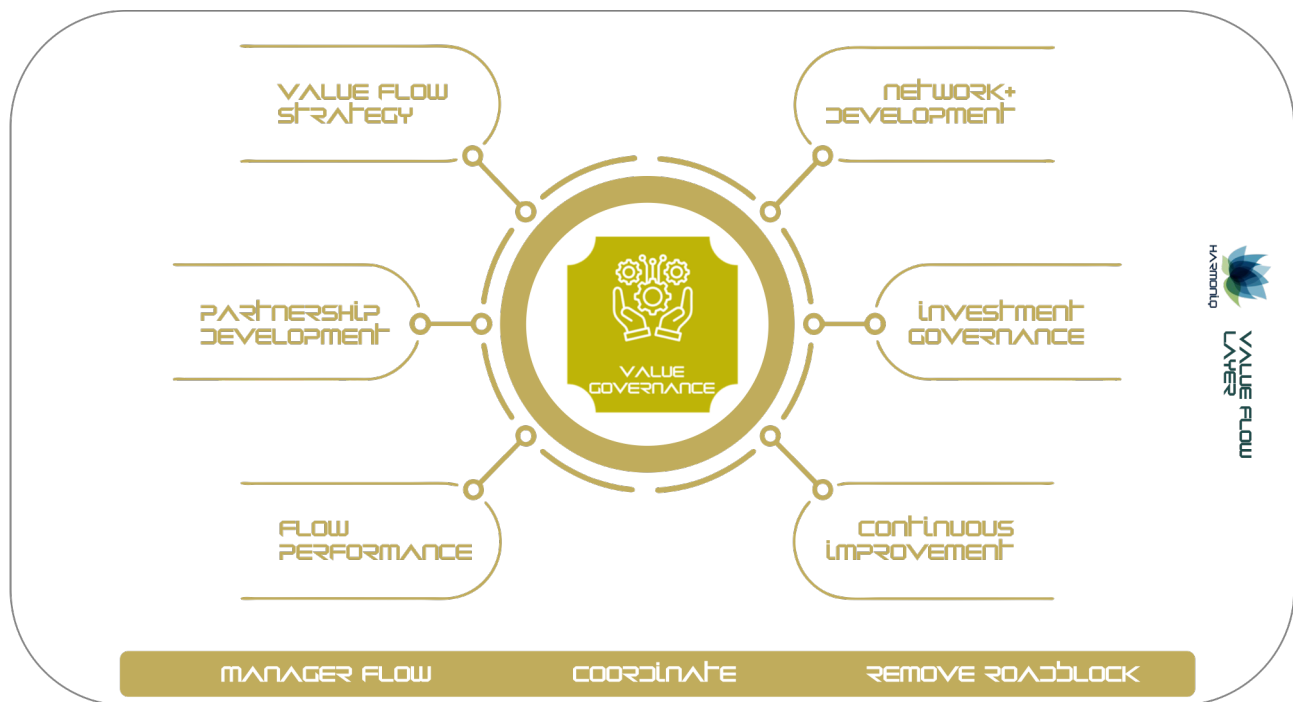


Figure 27 - Value Governance FPA

9.2.2 Value Delivery FPA

FPA Value Delivery is the operational engine of Value Flow.

If FPA Value Governance defines the *what* and *when*, the Value Delivery flow process area represents the *how*.

Under the guidance of the **Delivery Manager**, it makes use of three key capabilities:

- **Ensure Quality:** guarantees the frequent incremental release of Value Increments, maintaining high technical and functional quality.
- **Automate:** Implement continuous release strategies and early testing to reduce lead times and operational costs.
- **Enable Delivery** monitors operations, manages incidents, and supports customer adoption of new features.



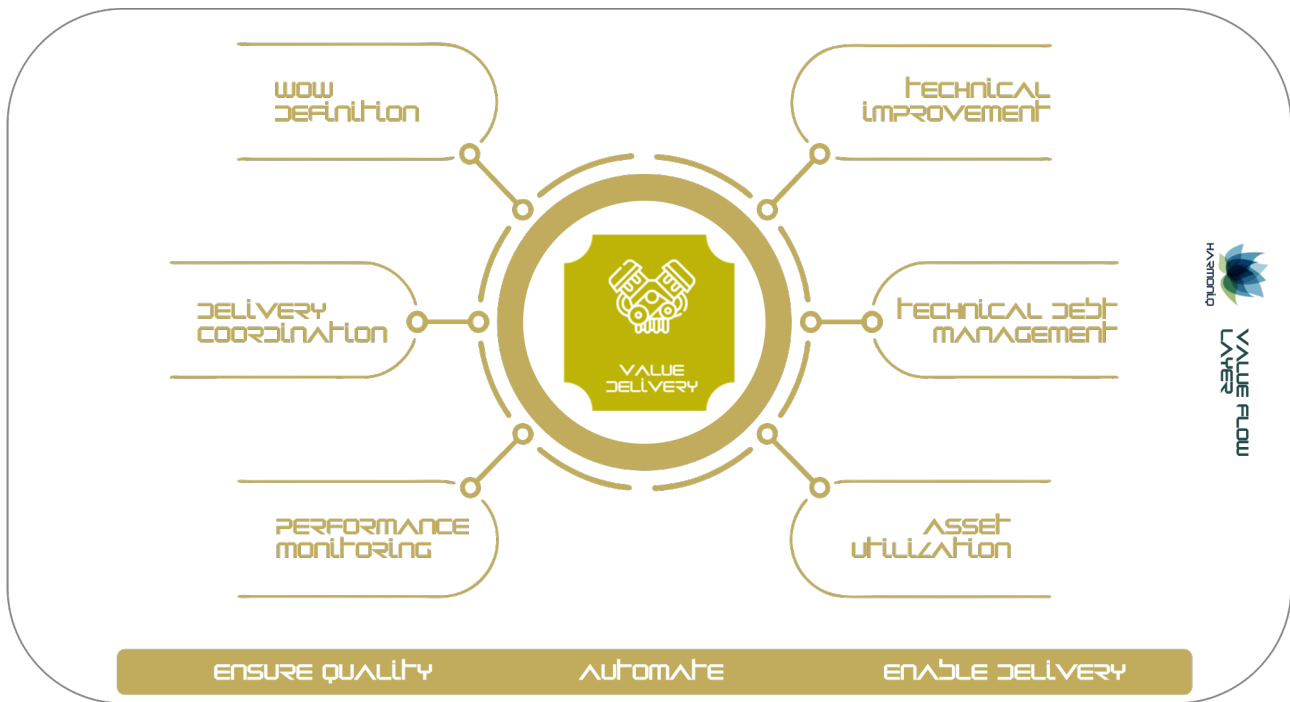


Figure 28 - Value Delivery FPA



10 Enterprise Role: Roles and Responsibilities

Enterprise Roles define *the accountability* of key roles in your organization.

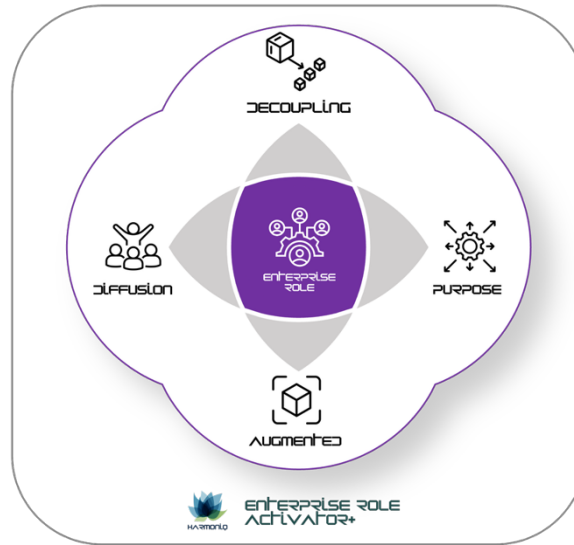


Figure 29 - Harmoniq Enterprise Role Activator+

Their purpose is not to *create hierarchies* but rather to *eliminate ambiguity, prevent overlaps* and ensure that *everyone knows what to expect*, thanks to the 4 Activator+ references:

- **Decoupling:** overcoming static job descriptions in favor of dynamic roles.
- **Purpose:** roles are divided by purpose, embracing stability and dynamism when and where needed.
- **Augmented:** Roles can be filled by both Human and AI Player.
- **Diffusion:** replacement of hierarchical managers with roles focused on flow and quality.

In operational practice, the same person can hold several roles in different contexts: for example, being a Technical Leader in a Squad+ and Head of Competence Area.

This flexibility is consistent with Harmoniq's principle of widespread entrepreneurship, although three fundamental conditions must always be guaranteed:

- **Separation of accountability in the same Squad+:** the roles of Mission Leader and Technical Leader should not be covered by the same person in the same Squad+, because they oversee different perspectives (business and technical) that must be able to balance each other. Similarly, the Product Manager, when present, maintains an accountability distinct from that of the Mission Leader.
- **Load sustainability:** A person should not hold Leadership+ roles in more than two Squad+ at the same time. Exceeding this threshold would compromise the quality of relational presence and supervision, contradicting the Promise "*Be present, visible and punctual*".



- **Transparency:** each Player must have clear and up-to-date visibility of all the roles they hold and the related expected commitment, to allow EPA Operations and Value Flow to realistically plan capacity.

10.1 Squad+ Leadership Roles+

Mission Leader	Mission: to ensure the achievement of the Mission objectives. It defines the vision, the roadmap, manages the workflow, supports the Squad+ in understanding the business context, monitors the Squad+ Health.
Technical Leader	Mission: to guarantee the technical quality and reliability of the solutions. It defines and maintains technical standards, supports Players in solving complex problems, and encourages the use of AI Players.
Human/AI Players	Mission: to carry out the developments related to the Mission. They use the most effective and efficient solutions, ensure quality, develop human-AI collaboration, support Leadership+ in decisions.

10.2 Tribe+ Leadership Roles+

Initiative Leader	Mission: responsible for the growth, coordination and success of the network+ dedicated to the development of the initiative. It defines the strategy, fosters a collaborative culture, monitors the Squad+, interfaces with the PA of Design Management.
Technical Director	Mission: responsible for the technical/architectural vision of the developments. It defines technical agreements, coordinates Technical Leaders, ensures quality and monitors technical debt.
Product Manager	Mission: responsible for product vision. Defines the product vision, manages the Product Backlog, collaborates with stakeholders, measures the value of the features released.

10.3 Roles related to Process Areas

Head of Process Area (EPA)	Mission: To drive operational excellence and process area vision. It defines the structure of the EPA, ensures the dissemination of best practices, creates training and knowledge-sharing programs, monitors the adoption of methodologies.
Head of Competence Area	Mission: to promote the professional growth of players in the area of expertise, as well as domain assets.



(EPA)	It defines standards of competence, supports professional growth through mentorship, facilitates knowledge sharing, promotes innovation.
Value Manager (FPA)	Mission: to ensure a continuous flow of value by responding effectively to market needs. He develops the specific market, manages the Value Flow Forum+, collaborates with the Delivery Manager and the EPAs of Adaptive Enterprise.
Delivery Manager (FPA)	Mission: to ensure quality, continuity and improvement of Value Increment developments. He leads development activities, coordinates the Operational Forums, collaborates with the Value Manager and the EPAs of Adaptive Design, monitors allocations and skills.
Ambassador	Facilitator of continuous improvement in EPAs. They make up the Ambassador Network+ and coordinate thanks to the Ambassador Forum+.



11 Strategy & Performance

11.1 Strategy

The **Strategy** is not a static document: it is a *proactive process* that develops throughout the entire organization.

To systematize the related action, four fundamental Activator+ are used:

- **Visioning:** developing the projection of the future.
- **Strategizing:** dynamic definition of objectives.
- **Implementation:** from planning to actions.
- **Adaptation:** refuting one's strategies.

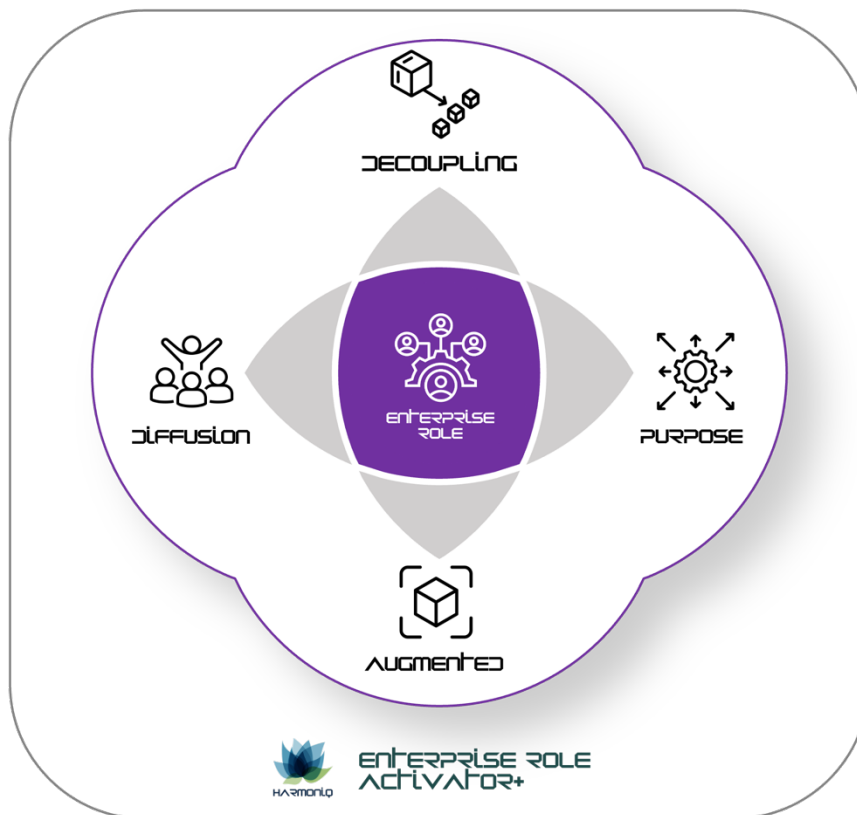


Figure 30 – Strategy Activator+

A particularly delicate issue is that of *Budgeting*, given that a traditional approach (fixed by annuity) is, typically, *slow, rigid* and a source of *counterproductive behavior*.

Harmoniq adopts **Adaptive Budgeting** in which **resources flow where they are needed, when they are needed, according to the real value generated**.

This activates the logic of having an overall budget from which to draw just-in-time, i.e. when you are ready to start specific processes:



- **Financing Value Increments:** Financing is tied to IAs, not to functions or silos. You finance the value, not the structure.
- **Quickly review the budget - Quarterly Rebalancing:** if one Value Flow shows exceptional results, it receives more resources. If another underperforms, resources are redistributed.
- **Free up unused budget:** Unspent budget returns to the "*common pool*" and can be reallocated to higher-value VFs in the following quarter.

In this way, the following are separated:

- **Target:** What we would like to happen. It's inspirational and ambitious. It's not realistic by definition.
- **Forecast:** What we think will really happen, based on real data. It is updated every quarter with Rolling Forecasts.
- **Resource Allocation:** what we need to operate. It is optimized based on the value generated, not the right to spend acquired.

11.2 Performance

Within the **Harmoniq operating model**, the Performance enabler represents the scientific and measurable engine designed to **enable the debureaucratization of the company, promoting a radical focus on Value and its fair redistribution.**

In complex, unstable and non-linear (**BANI**) contexts, traditional and rigid measurement systems systematically fail. For this reason, Harmoniq adopts a rigorously **data-driven** and **evidence-driven** logic. The system does not limit itself to collecting cold numbers to inspect the past, but treats metrics as signals and scores as synthesis, placing **concrete evidence at the basis of holistic judgment: "Metrics are signals. Scores are summaries. Evidence is the basis for judgment"**

The development, maintenance and evolutionary consistency of the Performance system are entirely governed by the Enabling Process Areas (EPAs) of **Transformation** and **People**

The Performance Enabler architecture is developed along a strategic **Decision-Making Flow**:

1. **Performance Threshold:** represents the minimum health condition to determine if a context is functioning properly.
2. **Context Healthy:** Checks whether the specific context performs above the expected health threshold.
3. **Value Evaluation:** the value generated is quantified and scientifically evaluated.
4. **Value Gate:** Formally unlocks access to redistribution if and only if critical guardrails of the company have not been breached.
5. **Value Sharing:** profit and opportunities (rewards, advancements in
6. career and skills development) are shared with players.

Operational activation in the field takes place through four **Performance Activators+**



- **Performance Context:** characteristics of the specific performance context.
- **Value Agreement:** it makes explicit the exchange of value between the actors involved in the specific performance context.
- **Value Evaluation:** measurement of the value created.
- **Value Sharing:** how to share the value created and quantify rewards.

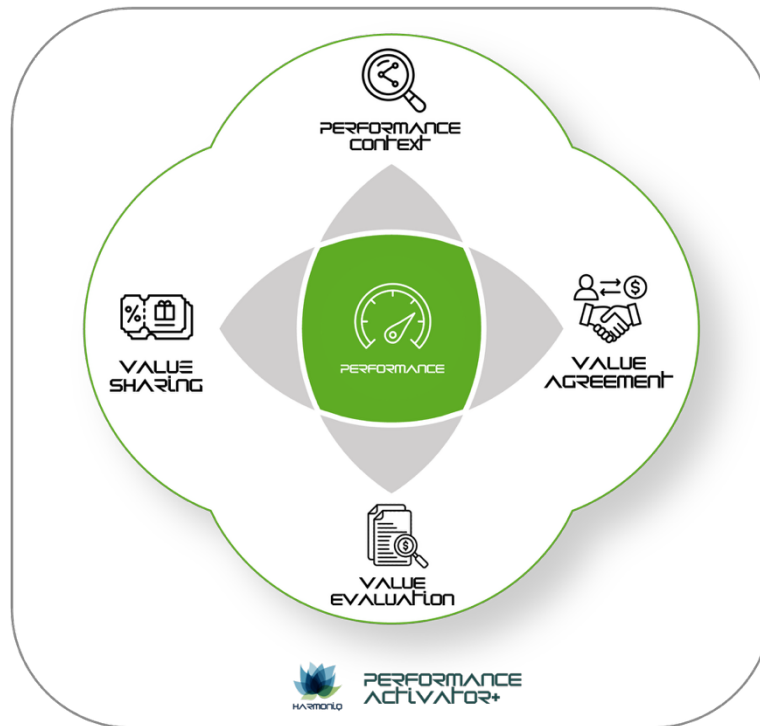


Figure 31 - Performance Activator+

1. **Performance Context:** defines the specific and unique situation in which people (and virtual players) find themselves acting. Harmoniq maps and monitors performance on four different contextual levels:
 - **Organization:** assesses the global performance and strategic alignment of the entire company through the *House of Performance*.
 - **Value Flow (VF):** operating flows focused on the customer and the market, evaluated on economic and financial indicators (Turnover, Revenues, Profit, Margin).
 - **Enabling Process Area (EPA):** the enabling process areas that offer internal services. They are evaluated through an *EPA Value Score (EVS)* based on the effectiveness of the support provided to operational Value Flows.
 - **Player (Human/AI):** the individual Person or the AI Agent.
2. **Value Agreements:** it allows you to make explicit the exchanges of Value between the actors involved in a specific Performance Context. Value Agreements are agreements between multiple **organizational relationships** and are developed in a **bilateral key**: "*I make X available to you and I expect Y; you commit to creating Z; if Z is created, we share*"



the value according to this rule". This leads AVAs to develop a relationship: **Commitment ↔ Enablement ↔ Value ↔ Sharing** and not: **Target → Evaluation → Bonus**, linked instead to a relationship: "you have to get these results."

3. **Value Evaluation**: determines whether the **Ambition** set for a given context has been achieved or exceeded. In total break with historical budgets and fixed targets, Harmoniq adopts the philosophy of *Beyond Budgeting*, proposing dynamic, relative and directional objectives. This mechanism separates the basic value (necessary to reach the *Performance Threshold*) from the extraordinary value (extra) neutralizing the phenomenon of "sandbagging", i.e. the tendency to negotiate downward objectives to make it easy to achieve them.
4. **Value Sharing** (or *Value-added sharing*): espouses the **Paid by User** philosophy: in which all nodes and players that concretely contribute to the *Value-To-Market* release chain have the right to retain and distribute a share of the profits generated.

Continuous monitoring of performance has immediate consequences on the operations of Value Flow, EPA and Player, leading to any urgent corrective actions



12 Guideline+

The **Guideline+**, Activator+ of the *Ways of Working* enabler, define a set of common methodologies, frameworks and methodological tools that can be adopted to optimize and standardize flows and processes.

Harmoniq offers a series of **guidelines** focused on specific areas of organizational management:

- **Harmoniq Value Engine (HarmoniqVE):** govern the action of Value Flows and the development of Value Increments.
- **Harmoniq Product Management (HarmoniqPDM):** Develop innovative products that meet market needs.
- **Harmoniq Solution Management (HarmoniqSM):** Develop ad-hoc solutions that meet specific needs.

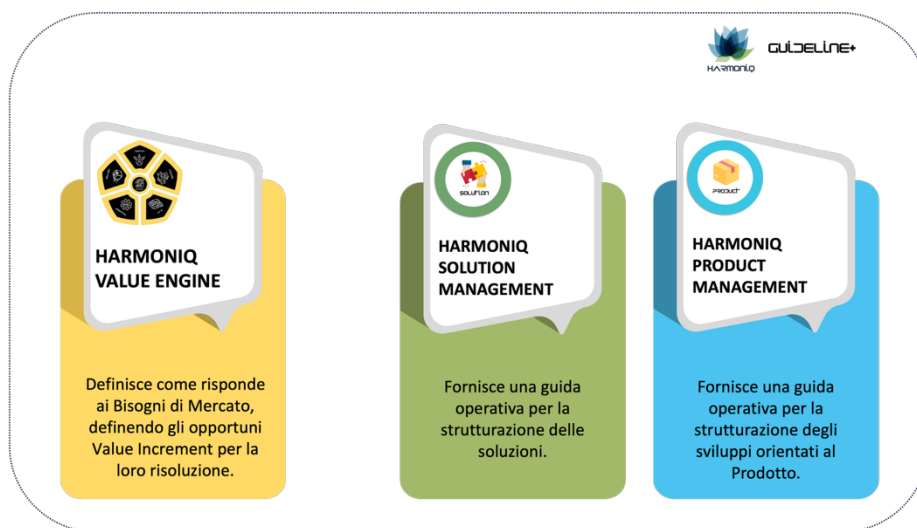


Figure 32 – Harmoniq Guidelines+

Through these guidelines, operational convergence is fostered that helps navigate the complexity of implementation processes.

A mature and robust use of Guidelines+ requires three progressive levels: **knowledge of the Guideline** (knowing what it provides), **competence in application** (knowing how to use it), and **pragmatism in contextualizing it** (knowing when and how to adapt it to the performance context), in line with the *SHU-HA-RI philosophy*.

In particular, their personalization is not only expected but **encouraged**, provided that the variations are made transparent and shared (for example through the Ambassador Network+) to feed the cycle of continuous improvement.



12.1 HarmoniqVM: Harmoniq Value Engine

The **Harmoniq Value Engine (HarmoniqVE)** operates at the **Value Flow** level and branches out through a series of key steps that ensure alignment, resource allocation and monitoring of initiatives:

- **Identify:** collection and review of market and customer needs.
- **Propose:** define the proposal to meet specific needs.
- **Plan:** Update the task schedule and Delivery Network+.
- **Implement:** develop Value Increments through the attached Delivery Items, Products and Solutions.
- **Deliver:** Release Value Increments, Products and Solutions.

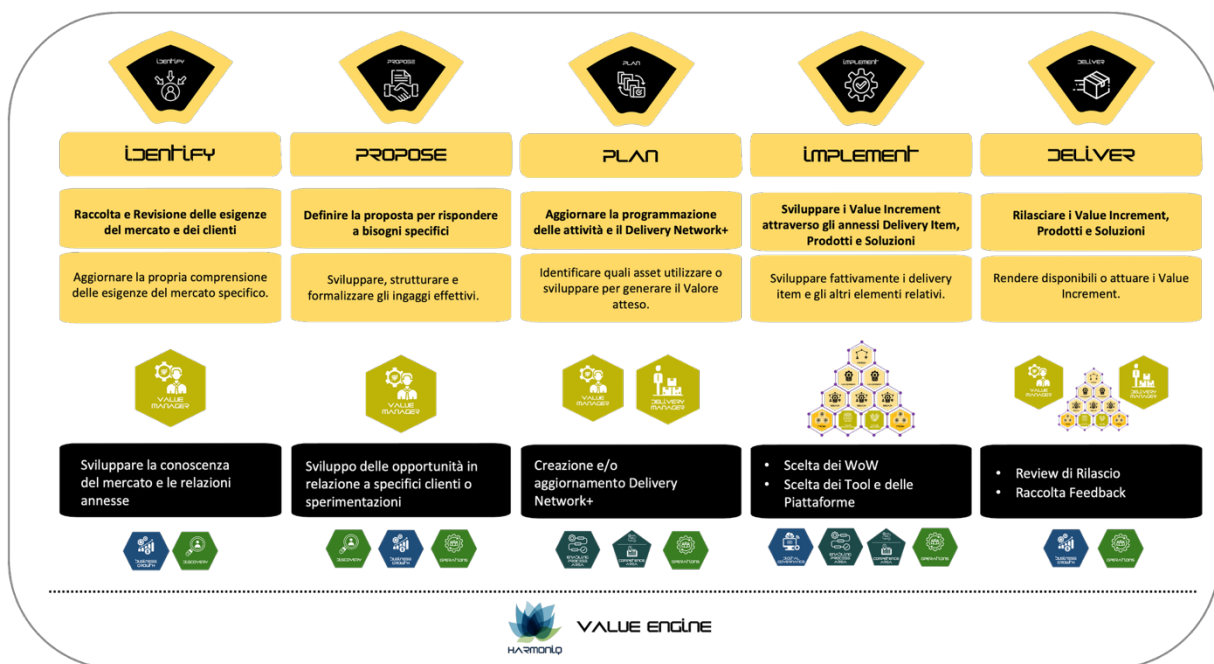


Figure 33 – HarmoniqVE Phases

12.2 HarmoniqSM: Harmoniq Solution Management

When a Solution is developed, its logic marries the *Project Logic* (fixed price/feature/cost) and the Guideline+ of reference is **Harmoniq Solution Management (HarmoniqSM)**.

HarmoniqSM makes the best use of predictive (waterfall) or adaptive (agile) practices in relation to specific needs, with an operational flow that develops through six reference phases:

- **Start-up:** complexity assessment, mapping of objectives and functionalities, rough timeline.
- **Planning:** team training, functional mapping, risk assessment, review of effort and priorities, choice of the lifecycle, review of the timeline and operational lift-off.
- **Execution:** Deliverable development, risk management, ongoing alignment with stakeholders.



- **Monitoring** and Control: monitoring of progress, management of economics, verification of consistency with objectives.
- **Closing**: delivery to the customer, operational and administrative closing, collection of lessons learned.
- **Post Go-Live**: operational support and corrective evolution.

The choice of the lifecycle (Agile, Lean, Waterfall or hybrid) takes place in the Planning phase and is guided by the Context Counts principle: there is no absolute best approach, but the one most suitable for the specific Performance Context.

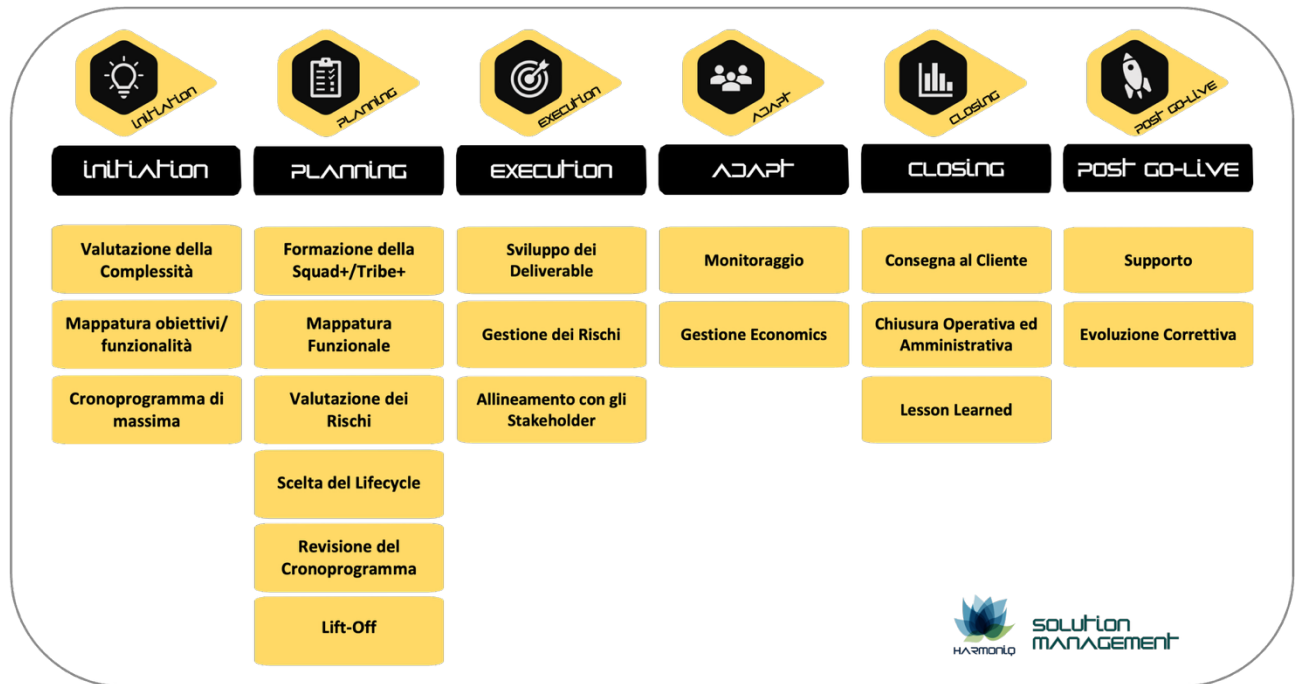


Figure 34 – HarmoniqSM Flow

12.3 HarmoniqPDM: Harmoniq Product Management

Harmoniq **Product Management (HarmoniqPDM)** aims to effectively implement product-oriented development, focusing the action on an iterative cycle divided into three phases:

- **Define** : it is divided into Framing, Insights and Focus. The goal is to clearly define the problem to be solved, through tools such as Customer Discovery, Jobs to be Done, Impact Mapping, Persona & Roles and Customer Journey. You come out of this phase with a deep understanding of the need, not with a solution.
- **Find** (explore solutions): it is divided into Ideation and Prototype & Test. The goal is to generate and validate solution hypotheses through tools such as Storyboard, 6 Thinking Hats, Rapid Prototyping and Proof of Concept. We leave this phase with a validated prototype.



- **Deliver** : it is divided into Plan, Develop and Evaluate. The goal is to translate the validated prototype into a product that can be released through User Story Map, Prioritization, Product Roadmap, Agile Development, MVP, A/B Testing, Usability Testing and Value Review.

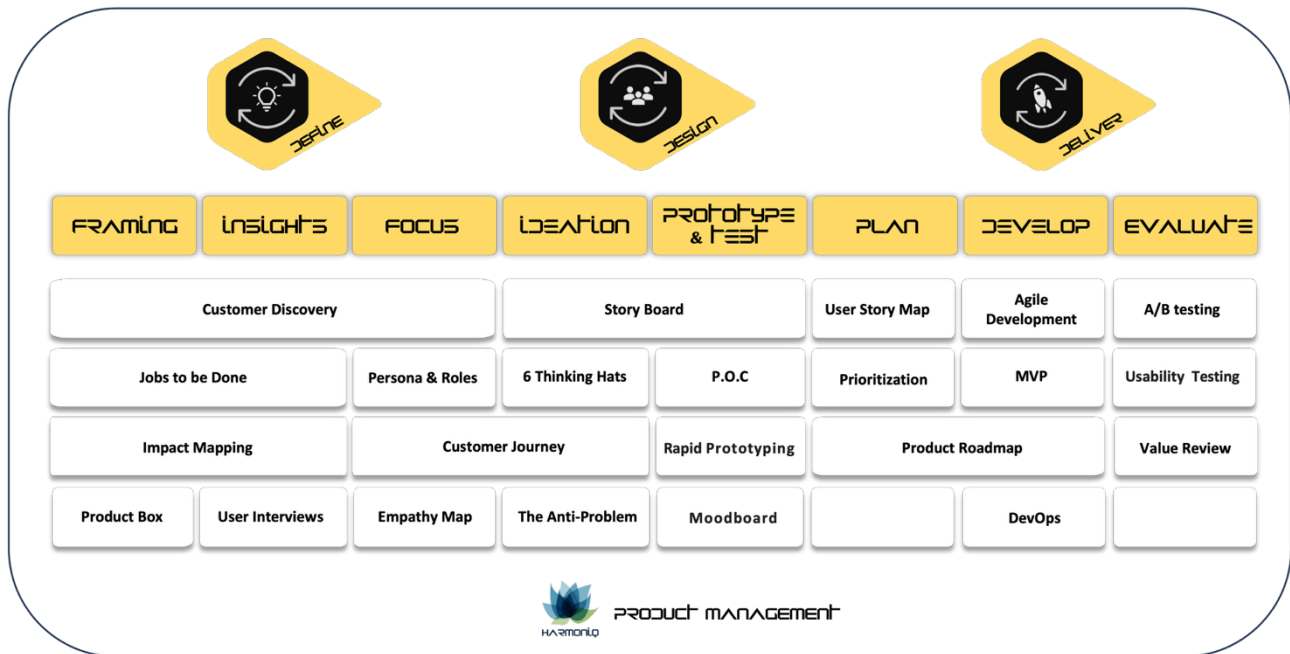


Figure 35 – HarmoniqPDM Flow

Each of these phases plays a key role in ensuring that the product is developed strategically, starting from the understanding of the problem to its implementation and optimization. In turn, they are divided into specific sub-phases that make use of specific methodological and technological tools.

The product-oriented approach allows you to reduce the risk of failure: **validate ideas before developing them and create more effective and usable products.**

This iterative process ensures that the final product truly meets the needs of users



13 Conclusion

Intelligent Business Agility and Harmoniq make it possible to develop a **complete ecosystem** that concretizes the vision of "new enterprise", combining *organizational* agility (patterns and flows) and *operational* agility (value flow, delivery network+, decentralized decisions, continuous adaptability), accompanied by the widespread use of *artificial intelligence*, in a coherent and balanced framework.

The **Proactive Enterprise** and **Adaptive Design layers** make it possible to make organizational dynamics more efficient, while the **Value Flow** maintains the focus on *Value* and the *Market*. The **Process Areas** and **Agility Areas** support governance synergies, and are supported by **Competence Areas** and **Network+** that ensure the development of talents and assets.

Enterprise **Roles** and **Forum+** orchestrate the whole, ensuring strategic, operational and cultural cohesion alignment.

A model of this magnitude requires awareness in its adoption.

Harmoniq does not have to be activated all at once: it can be adopted progressively, in line with the principle of gradual and experimental adoption that the model itself promotes. In practice, this means starting from the elements that respond to the most concrete urgencies of the organization (typically the Mindset, the Process Areas and the first Value Flows) and then extending its action in terms of governance, measurement and innovation as organizational maturity grows.

Each adoption phase follows the Plan-Do-Check-Act (PDCA) logic: you experiment on a smaller scale, verify the results, consolidate what works, and fix what doesn't, before extending.

Harmoniq is not a static model: on the contrary, it is based on *pragmatism* and *continuous improvement*. Implementing it means embarking on a path of organizational evolution, in which **humans and artificial intelligence work in harmony** (*harmoniously*, hence the name) to generate excellent business results in a sustainable and shared way.

The journey to Intelligent Business Agility is challenging, but with Harmoniq, companies have a detailed map to navigate the galaxy successfully.



14 Glossary

- **Affordance:** Invitation to use: A property by which the organization becomes actionable through a system-level interface, such as that offered by the DTO.
- **Agility Area (AA):** strategic enabler that correlates multiple Process Areas to generate a specific impact on one of the dimensions of the IBA. In the metaphor of the Organizational Galaxy, AAs are the Gravitational Fields.
- **Agility Equalizer:** a tool from the House of Performance that allows you to calibrate the level of investment on each Performance Domain according to the current strategic context.
- **AI ACT:** explicit agreement formalized by Harmoniq that regulates collaboration between people and artificial intelligence, structured in four principles: Inclusivity, Transparency, Responsibility, Sustainability.
- **AI Player:** An artificial intelligence system that operates as a collaborator within a Squad+, under human supervision.
- **Ambassadors:** facilitator of continuous improvement within a Process Area. The Ambassadors make up the Ambassador Network+ and coordinate through the Ambassador Forum+.
- **Business Handshake:** an agreement negotiated between equals that synchronizes the global strategic vision with local operations, translating strategic objectives into concrete actions.
- **Capability:** business capabilities: what the organization is able to do, regardless of who or with which systems.
- **Competence Area (CA):** specialized area that promotes the differentiation and growth of talents. In the metaphor of the Organizational Galaxy, CAs are the Elements that populate Cosmic Space.
- **Performance Context (CP):** unique situation defined by the combination of Customer, Structure and Action, which determines the way in which the organization responds to a specific need.
- **CoNI (Cost of Not Innovation):** metric that measures the risk and opportunity cost deriving from not innovating, used to balance portfolio choices.
- **Customer journey:** The overall customer journey across all touchpoints with the organization.
- **Delivery Manager:** responsible for quality, continuity and improvement of developments within a Value Flow.
- **Digital twin:** A virtual version of a real object, system, or process, powered by data and used for analysis and simulation.



- **DIKW:** Data, Information, Knowledge, Wisdom hierarchy: from raw data to decision-making wisdom.
- **Drill-down:** Exploration of a summary datum down to the underlying level of detail.
- **DTO - Digital Twin of an Organization:** dynamic model of the organization that connects people, processes, data and assets.
- **Enabling Process Area (EPA):** A stable and unique Process Area that offers transversal services and support for organizational efficiency.
- **Enterprise Architecture (EA):** A discipline that documents the organization of a company's systems, processes, and people, traditionally handled by IT.
- **Flow Process Area (FPA):** A temporary, dynamic Process Area that is replicated for each instance of Value Flow.
- **Force+:** a group of Human Players and AI Players that forms the operational core of a Squad+. Each Player has an M-Shaped profile.
- **Forum+:** collective decision-making where it is decided what to do, who takes care of it and how the decision is communicated. There are different types of Forum+ (Strategy, Viability, Value Flow, PA, CA, Evolutionary, Ambassador).
- **Organizational Galaxy:** metaphor introduced by the IBA to describe the dynamic tension between stable structures (Planets/Process Area), fluid elements (Cosmic Space/Competence Area) and orchestration forces (Gravitational Fields/Agility Area).
- **Knowledge graph:** representation of entities and relationships in the form of a network, which can be queried and navigated.
- **Harmoniq:** An organizational model for Intelligent Business Agility developed for organizations that want to become agile, scalable, and intelligent.
- **Harmoniq Value Engine (HVE):** Value Flow operating mechanism that allows you to respond to needs through Value Increment.
- **House of Performance:** it is responsible for enabling the measurement of performance, enhancing and rewarding talents.
- **Human Player:** person who operates within the organizational system, with final responsibility for critical decisions (human-in-the-loop).
- **Human-in-the-loop:** the principle according to which the final responsibility and the last word on critical decisions always remain with people.
- **IBA (Intelligent Business Agility):** ability to develop Organizational Harmony, i.e. the dynamic balance between vision, operations and innovation. It is divided into four dimensions: Organizational Agility, Market-Fit Agility, Technological Agility, HAI Agility.
- **Initiative Leader:** responsible for the growth, coordination and success of the Squad+ network dedicated to the development of a complex initiative (Tribe+).



- **Leadership+:** A pair of roles (Mission Leader + Technical Leader) who lead a Squad+ or a Tribe+.
- **Predictive maintenance:** An approach that uses data and models to predict failures and plan interventions before they cause downtime.
- **Metamodel / Ontology:** set of the types of objects and relationships that the model can contain.
- **Mission:** implementation device of an initiative, within a Value Flow, in which Squad+ and specialists work to translate objectives into outcomes/outputs.
- **Mission Leader:** responsible for achieving the Mission objectives. Defines the vision, roadmap, manages the workflow and monitors the health of the Squad+.
- **M-Shaped (profile):** professional profile characterized by deep skills in several areas and an overall vision that goes beyond one's specialization.
- **Network+:** An explicit, structured horizontal aggregation that connects roles and functions at all organizational levels to drive alignment and continuous improvement.
- **Purpose:** a long-term strategic vision that gives direction and clarity to the entire organization.
- **Performance Domain:** measurable business outcome that justifies the investment in specific capabilities (e.g. Talent Development, Market Trust, Digital Resilience).
- **Player:** generic term that indicates a participant in the organizational system, whether human (Human Player) or artificial (AI Player).
- **Process Area (PA):** stable organizational pattern that describes a specific strategic function and the services it provides. In the metaphor of the Organizational Galaxy, PAs are the Planets.
- **Process Mining:** A technique that reconstructs and analyzes real-world processes from system event logs.
- **Product Manager:** responsible for product vision and direction of developments.
- **RACI:** matrix that assigns to each activity who is Responsible, Accountable, Consulted and Informed.
- **Secondment:** mechanism for the temporary detachment of Players or Squad+ from EPA Operations to Value Flows, depending on operational needs.
- **Single source of truth:** a single and shared source of reference for a piece of data or a model, replacing disconnected versions.
- **Performance Threshold:** shared measure of the contribution of each Player, based on shared and verified evaluations.
- **Solution:** set of Value Increments achieved in response to a specific Performance Context, with defined objectives, perimeters and deadlines.



- **Squad+:** a dynamic self-organized entity composed of 3-7 Players (Leadership+ and Force+), end-to-end responsible for the value it produces.
- **Taxonomy:** structured and shared vocabulary for naming and classifying elements of the organization.
- **Technical Director:** responsible for the technical/architectural vision of developments at Tribe+ level.
- **Technical Leader:** Responsible for the technical quality and reliability of solutions at Squad+ level.
- **Tribe+:** A network of Squad+ dedicated to a complex initiative, led by its own Leadership+ (Initiative Leader + Technical Director). Typical size: 15-48 Players.
- **Value Flow (VF):** semi-autonomous micro-ecosystem enterprise through which the organization generates and delivers value to a specific market or customer. There are five archetypes: Market, Industry, Solution, Product, Internal.
- **Value Increment (VI):** minimum unit of value: the smallest increment that produces a concrete and testable benefit for the customer.
- **Value Manager:** responsible for ensuring a continuous flow of value within a Value Flow, responding effectively to market needs.
- **What-if:** Scenario simulation that compares the effect of alternative choices.
- **WoW (Ways of Working):** daily practices that translate vision into effective execution and continuous adaptation.
- **WSJF (Weighted Shortest Job First):** A prioritization method that combines the Cost of Delay with the duration of the initiative to determine the order of execution.



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