Business Value of Agile Organizations

Strategies, Models, & Principles for Enterprise-Level Agility

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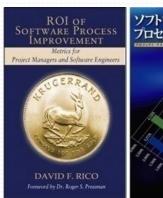
Agile Capabilities: http://davidfrico.com/rico-capability-agile.pdf

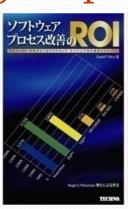
Agile Resources: http://www.davidfrico.com/daves-agile-resources.htm

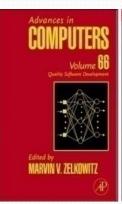
Agile Cheat Sheet: http://davidfrico.com/key-agile-theories-ideas-and-principles.pdf

Dave's Background

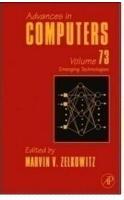
- □ Gov't contractor with 32+ years of IT experience
- □ B.S. Comp. Sci., M.S. Soft. Eng., & D.M. Info. Sys.
- Large gov't projects in U.S., Far/Mid-East, & Europe

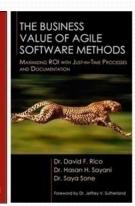








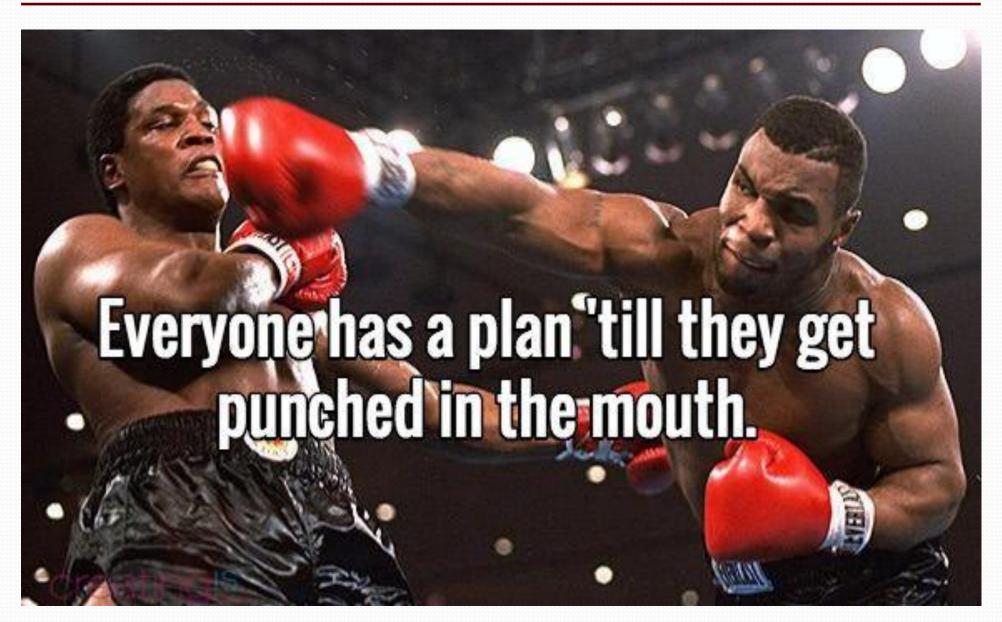






- → Career systems & software engineering methodologist
- → Lean-Agile, Six Sigma, CMMI, ISO 9001, DoD 5000
- → NASA, USAF, Navy, Army, DISA, & DARPA projects
- → Published seven books & numerous journal articles
- → Intn'l keynote speaker, 134 talks to 12,000+ people
- → Specializes in metrics, models, & cost engineering
- → Cloud Computing, SOA, Web Services, FOSS, etc.
- → Adjunct at five Washington, DC-area universities

Business Agility—Mike Tyson



Business Agility—Related Quotes



- Everybody has a plan until I punch them in the mouth
 - -- Mike Tyson
- It's tough to make predictions, especially about the future
 - -- Mark Twain



- A good plan violently executed today is better than a perfect plan tomorrow
 - -- George Patton
- You can't predict the future, because it's becoming more unpredictable
 - -- William Fulmer



- Those who have knowledge don't predict, those who predict don't have knowledge
 - -- Lao Tzu
- Some things are so unexpected that no one is prepared for them
 - -- Leo Roste

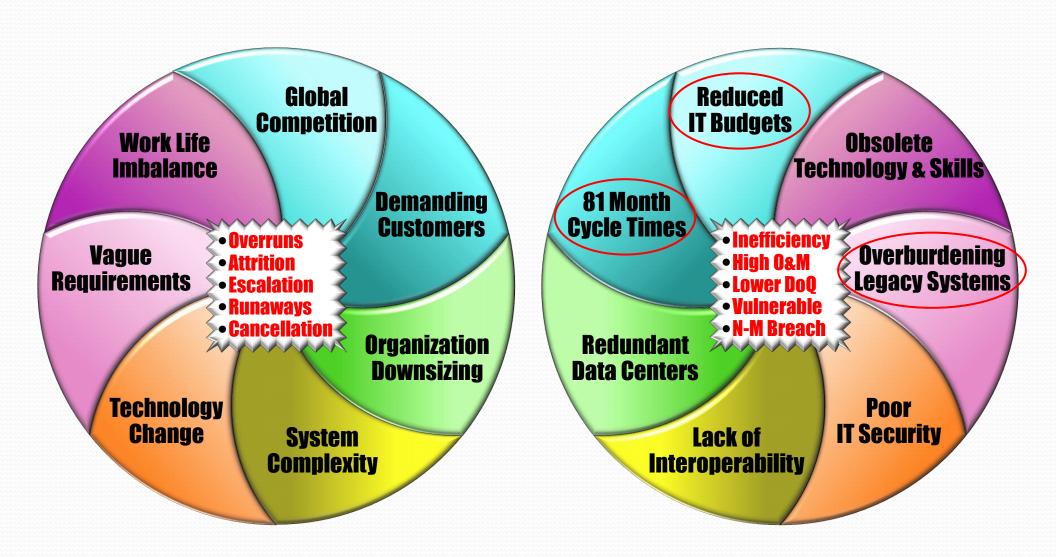


- Forecasters aren't smart, they merely have their ignorance better organized
 - -- Anonymous
- The herd instinct among forecasters makes sheep look like independent thinkers
 - -- Edgar Fiedler



- It's best to be bold instead of right, because most people are wrong anyway
 - -- Dave Rico

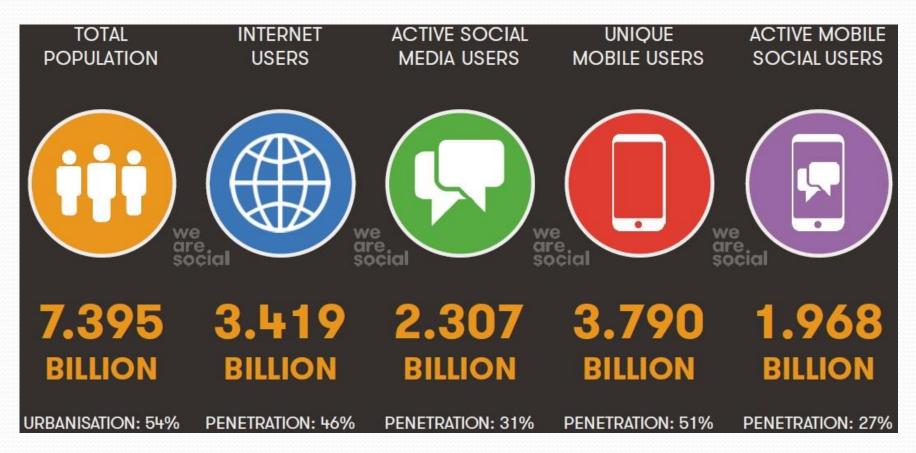
Business Agility Drivers



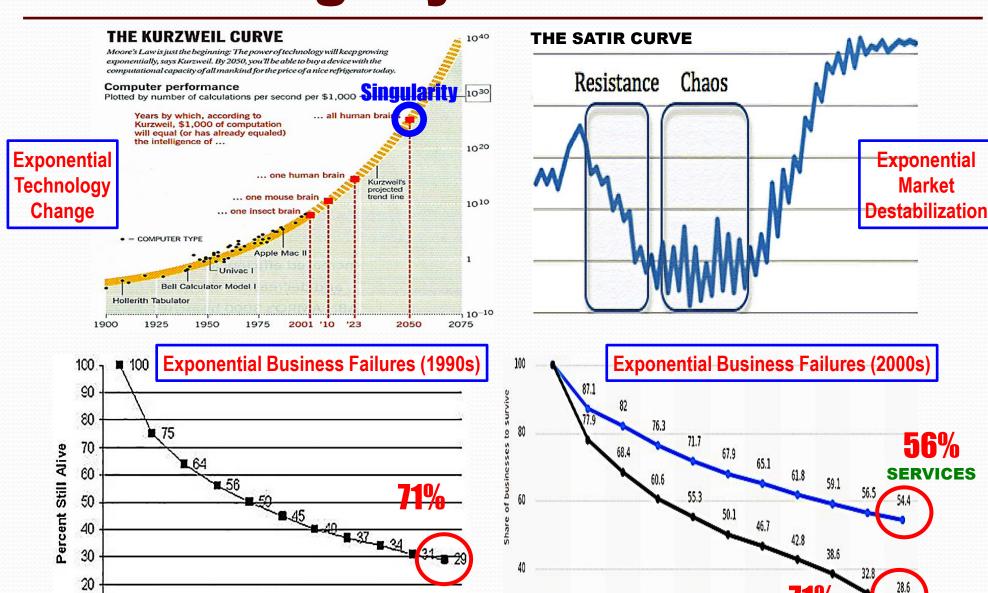
Pine, B. J. (1993). *Mass customization: The new frontier in business competition*. Boston, MA: Harvard Business School Press. Pontius, R. W. (2012). Acquisition of IT: Improving efficiency and effectiveness in IT acquisition in the DoD. *Second Annual AFEI/NDIA Conference on Agile in DoD, Springfield, VA, USA*.

Today's Global Marketplace

- Most of world's population connected to Internet
- Systems must support billions of simultaneous users
- New approaches are needed to scale to global market



Business Agility—Newton's 3rd Law

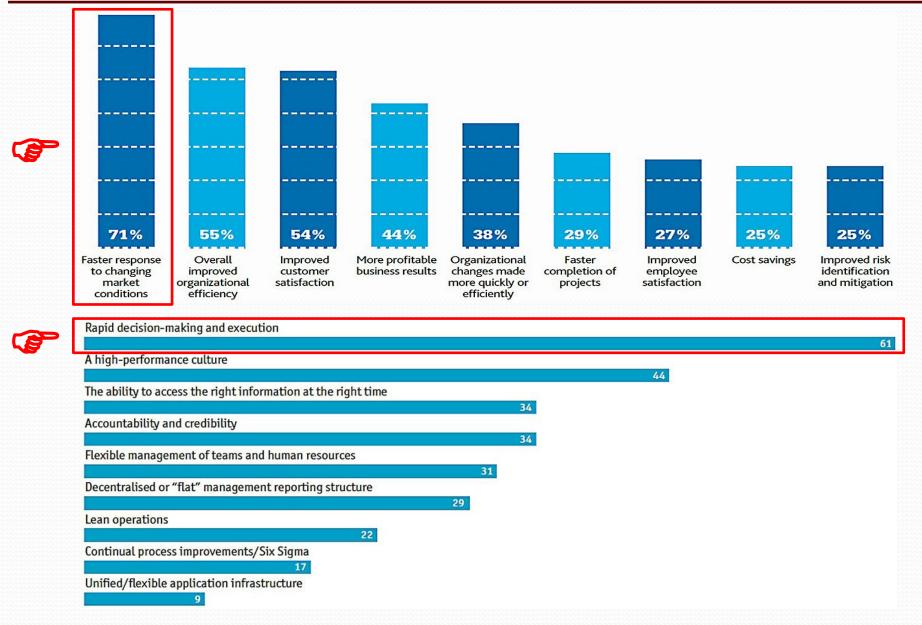


2000

10

1992 1993 1994 1995 1996 1997 1998 1999 2000 2001 2002

Business Agility Justification



What is Agility?

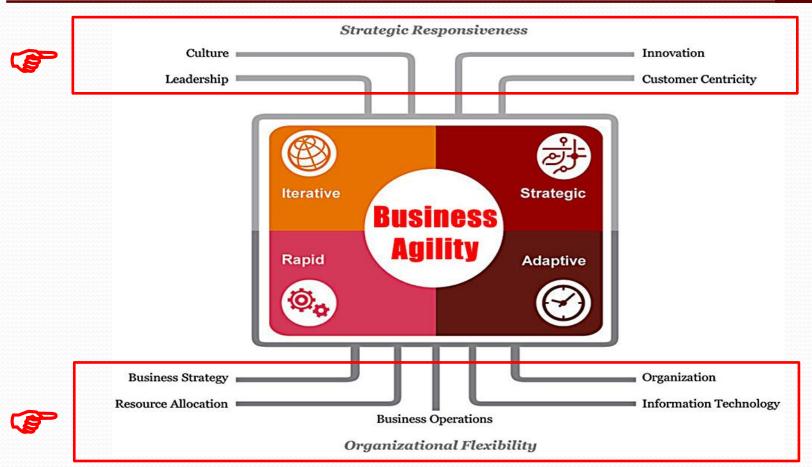
- □ **A-gil-i-ty** (ə-'ji-lə-tē) Property consisting of quickness, lightness, and ease of movement; <u>To be very nimble</u>
 - The ability to create and respond to change in order to profit in a turbulent global business environment
 - The ability to quickly reprioritize use of resources when requirements, technology, and knowledge shift
 - A very fast response to sudden market changes and emerging threats by intensive customer interaction
 - Use of evolutionary, incremental, and iterative delivery to converge on an optimal customer solution





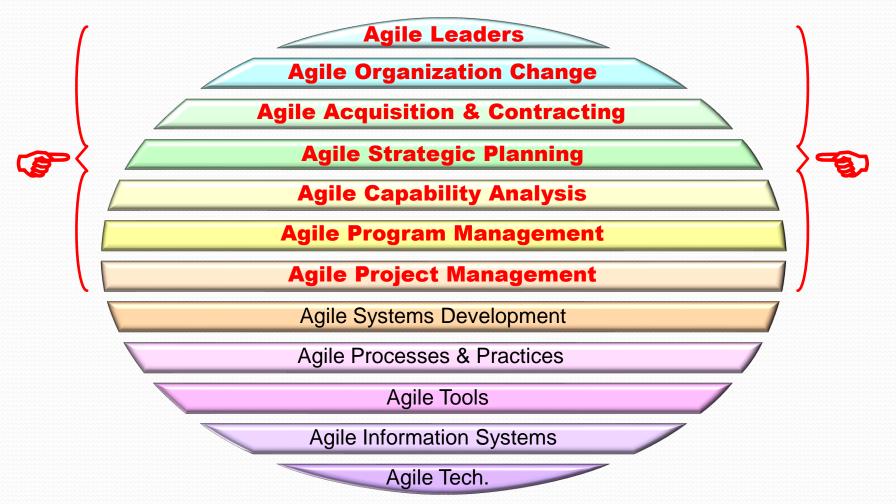
What is Business Agility?

- People-centric way to create innovative solutions
- Product-centric alternative to big work-in-process

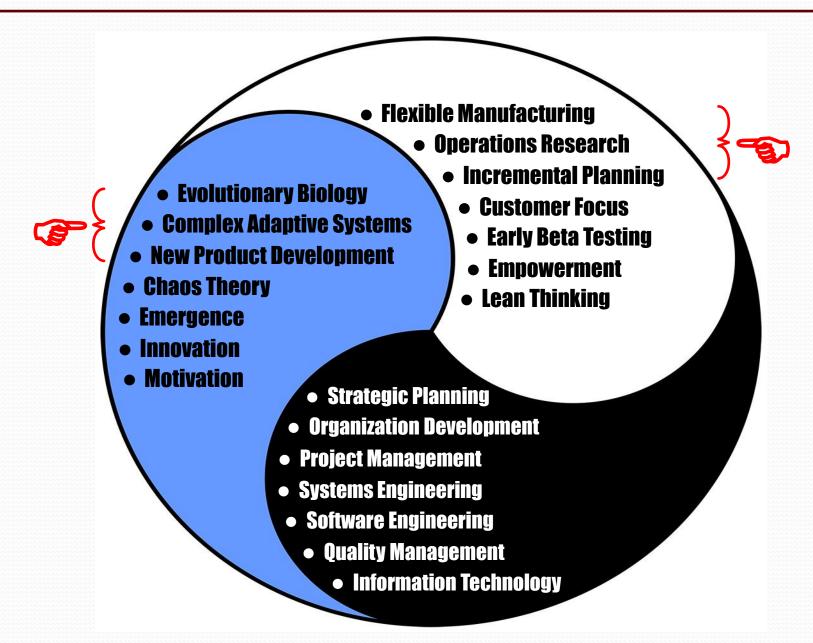


Business Agility Dimensions

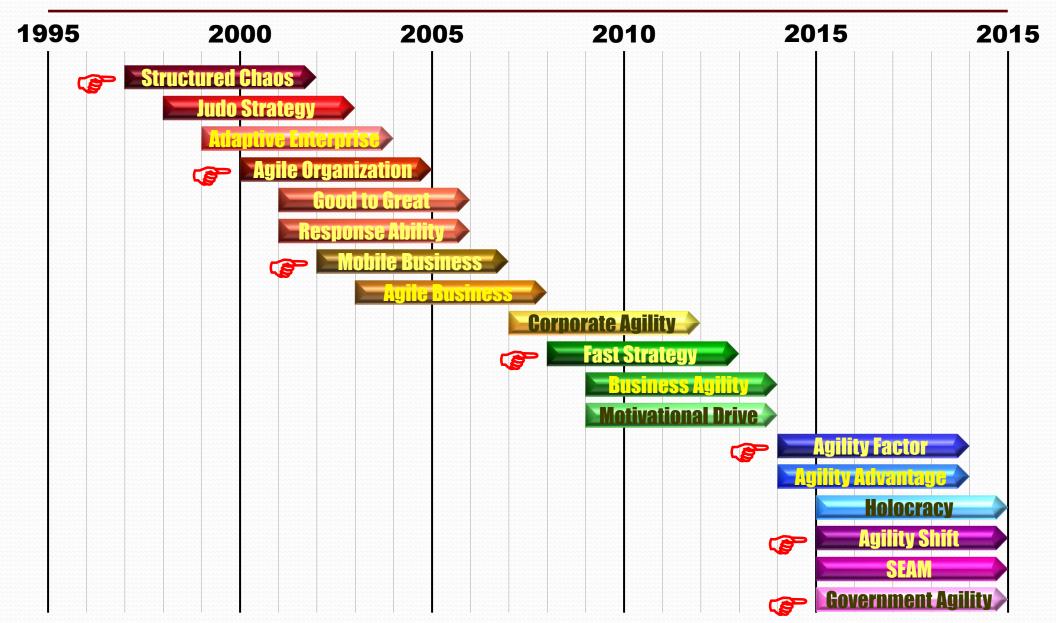
- "Agility" has many dimensions other than IT
- It ranges from leadership to technological agility
- □ Today's focus is on organizational & enterprise agility



Business Agility Antecedents



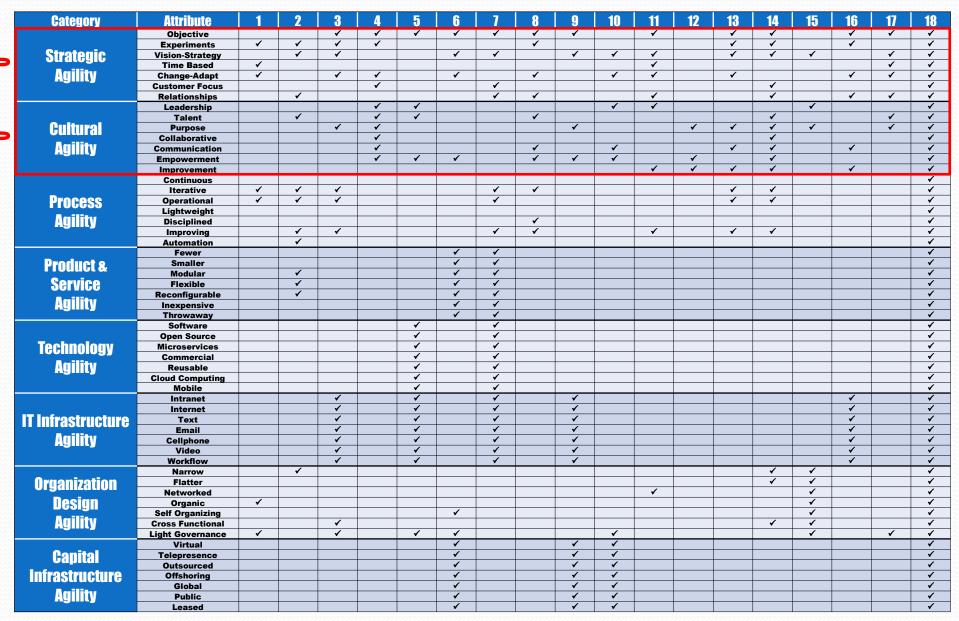
Business Agility Timeline



Business Agility Definitions

	No	Year	Model	Author	Definition
P	1	1997	Structured Chaos	Brown	Reacting responsibly to, anticipating, and dictating the pace of change
	2	1998	Judo Strategy	Cusumano	Using speed and agility to mitigate effects of a company's competitors
P	3	1999	Adaptive Enterprise	Haeckel	Ability of large complex organization to systematically adapt to change
	4	2000	Agile Organization	Fulmer	Sense making for success by understanding landscape, learning, & leading
	5	2001	Good to Great	Collins	Increasing performance standing by disciplined thought, people, and action
F	6	2001	Response Ability	Dove	Intellectual and physical ability to act upon knowledge for business success
	7	2002	Mobile Business	Evans	Confluence of business processes, e-commerce, and wireless communications
	8	2003	Agile Business	McCarthy	Common ability to maintain a steady course in the face of economic change
7	9	2007	Corporate Agility	Grantham	Creating new products and markets faster than competitors by reducing costs
	10	2008	Fast Strategy	Dos	Striking with strength and speed through strategy, commitment, and fluidity
	11	2009	Business Agility	Hugos	Ability to respond and act quickly to capitalize on new opportunities
P	12	2009	Motivational Drive	Pink	Strategy of empowering people with autonomy, mastery, and purpose
	13	2014	Agility Factor	Worley	Ability to make timely , effective , and sustained organizational changes
	14	2014	Agility Advantage	Setili	Seeing and responding to market changes capably and quickly than others
P	15	2015	Holacracy	Robertson	Governance structure for semi-autonomous teams enabling rapid adaptation
	16	2015	Agility Shift	Meyer	Competence, capacity, and confidence to learn, adapt, and innovate
	17	2015	SEAM	Worley	Ability to make timely, effective, and sustainable organizational changes
F	18	2015	Government Agility	Rico	Adapting to change by reducing scope, outsourcing, and collaboration

Business Agility Attributes



Business Agility Metamodel

- □ Created by Dave Rico in 2015-16
- Metamodel analysis of 18 major approaches
- Product, technology, & infrastructure major themes

1. STRATEGIC AGILITY

- Objective
- Experiments Vision-Strategy
- Time Based
- Change-Adapt Customer Focus
- Relationships

4. PRODUCT & SERVICE AGILITY

- Fewer
- Smaller
- Modular
- Flexible
- Reconfigurable
- Inexpensive
- Throwaway

6. IT INFRASTRUCTURE AGILITY

- Intranet
- Internet
- Text
- Email
- Cellphone
- Video
- Workflow

2. CHITHRAL AGILITY

- Leadership
- Talent Purpose
- Collaborative
- Communication
- Empowerment
- Improvement

- STRATEGIC AGILITY
- CULTURAL AGILITY PROCESS AGILITY

- IT INFRASTRUCTURE AGILITY
- ORGANIZATION DESIGN AGILITY
- CAPITAL INFRASTRUCTURE AGILITY

7. ORGANIZATION DESIGN AGILITY

- Narrow
- Flatter
- Networked
- Organic
- Self Organizing Cross Functional
- Light Governance

3 PROCESS AGUITY

- Continuous
- Iterative
- Operational
- Líghtweight
- Disciplined Improving
- Automation

5. TECHNOLOGY AGILITY

- Software
- Open Source
- Microservices
- Commercial
- Reusable
- Cloud Computing
- Mobile

8. Capital infrastructure agility

- Virtual
- **Telepresence**
- Outsourced
- Offshoring
- Global
- Public
- Leased

Business Agility Metamodel Recap

- □ Early models based on strategies & operations
- Evolved into an experimental sense & response
- Products, organization, & facilities important too

1. STRATEGIC AGULTY

Experimental Sense & Respond

4. PRODUCT & SERVICE AGILITY

Fewer, Smaller, & Inexpensive

6. IT INFRASTRUCTURE AGILITY

Public Internet Services Based 2. CULTURAL AGILITY

Collaborative & Empowered

BUSINESS AGILITY METAMODEL

7. ORGANIZATION DESIGN AGILITY

Flat, Networked, & Holocratic

3. PROCESS AGILITY

Lean, Agile, & Continuous

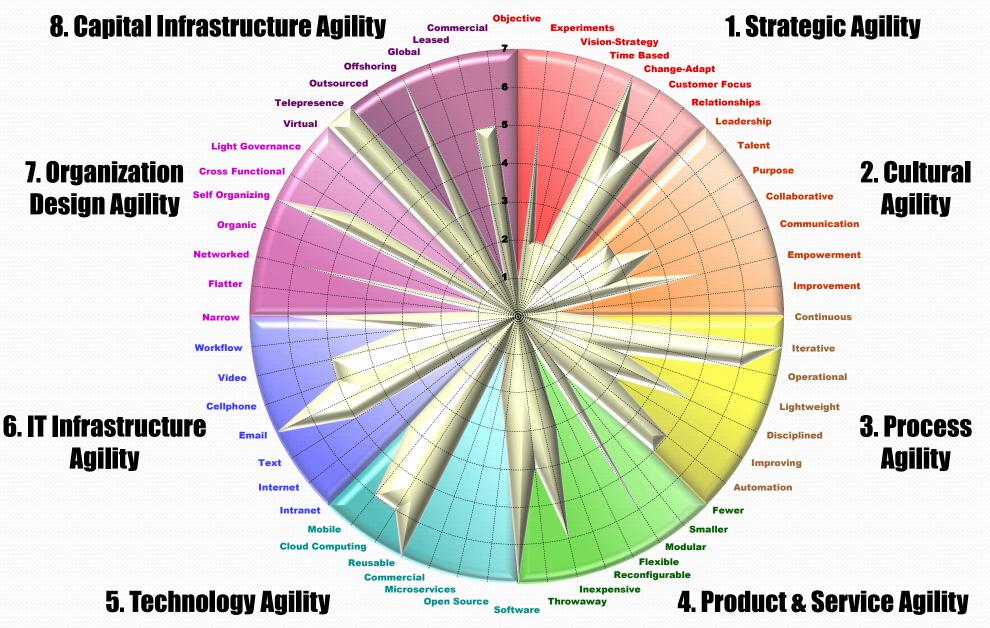
5. Technology Agility

Software-Based Microservices

8. Capital Infrastructure Agility

On-Demand Teleworkers

Business Agility Metamodel Kiviat



Business Agility Case Studies

- Virtual enterprises have reached tipping point
 Many U.S. civilian agencies use virtual workforce
- □ Online, large, & have a very small capital footprint

Open Source Software	Univ. of Maryland Univ. College
 95% of IT firms use open source tools Over 10 million open source projects At least 10 million contributors to open source Most contributors don't have full-time day jobs Most contributors work from home without pay ~ 100 billion lines of software source code 50% are "live" projects with active commits Live projects average 6.5 million lines of code 50% of Projects are Java, C, and C++ Dozens of open source repositories worldwide Most repositories offer static source code analysis Automatic code security analysis typically done Development process follows lean-agile paradigm Surpasses commercial code quality Commercial code has more severe defects Linux is benchmark for open source quality 	 Open, Affordable, Quality Education One of 11 major schools in USM 82,555 Total Students 248,104 Course Enrollments 31,378 Full-Time Students (38,140 UMCP) 11,550 Annual Degrees Granted (9,700 UMCP) 237,343 Degrees Since 1948 Offers more than 90 types of degrees 45% of Students are Minorities (11% UMCP) 28% of Degrees go to Minorities 75% of Students Work Full-Time 54% of Students Have Children 63% of Students Active Duty Military 140 Worldwide Locations on Four Continents 535,480 Square Feet (13.5m UMCP) MTCO2e/Student < 0.72 (6.5 UMCP)

Business Agility Performance

76 vs 38

High performers have twice as many successful strategic initiatives vs. low performers

31 vs 9

High performers are three times as likely to have high organizational agility 57 vs 28

High performers are twice as likely to have high alignment of projects to organizational strategy

Three Strategic Focuses That Drive Organizational Success

PEOPLE

Managing Talent and Change

High performers achieve significantly more successful strategic initiatives by effectively managing their project management talent. Furthermore, they demonstrate successful organizational change management, which is more effective with actively engaged sponsors.

2 times

Twice as many high performers have actively engaged sponsors compared to low performers.

PROCESSES (

Project, Program and Portfolio Management Maturity

High-performing organizations fully understand the value of project management, have a project management office (PMO) and use standardized project management practices throughout the organization.



Four times more high performers have project, program and portfolio management that is highly mature compared to low performers.



Benefits Realization

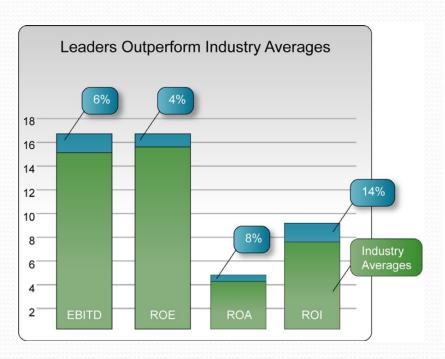
Organizations need to focus on effectively establishing, measuring and communicating the intended benefits of projects and programs.

5 times

Five times more high-performing organizations have highly mature benefits realization compared to low-performing organizations.

Business Agility Benefits I

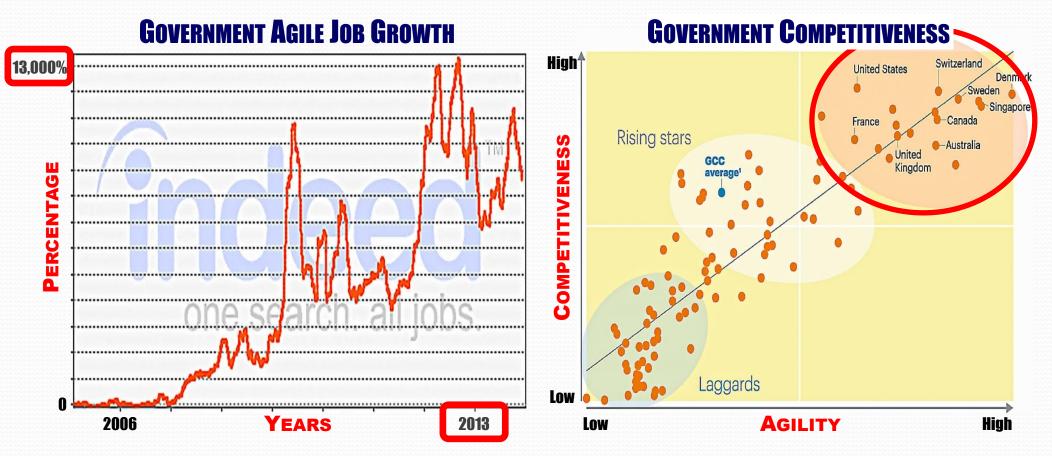
- □ Study of 15 agile vs. non-agile Fortune 500 firms
- □ Based on models to measure organizational agility
- Agile firms out perform non agile firms by up to 36%





Business Agility—National Level

- □ U.S. gov't agile jobs grew by 13,000% from 2006-2013
- □ Adoption is higher in U.S. DoD than Civilian Agencies
- GDP of countries with high adoption rates is greater



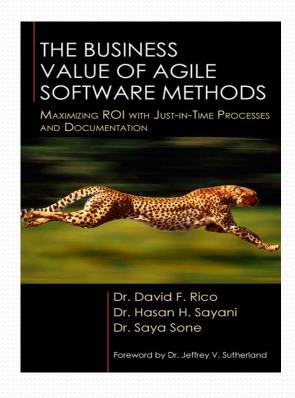
BUSINESS AGILITY Summary

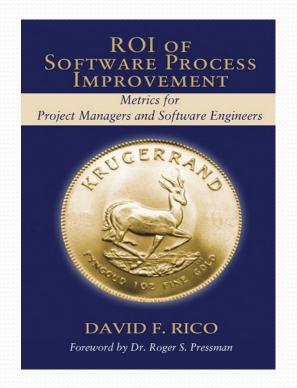
- □ Early approaches focused on strategy & culture
- Hard to make big administrative bureaucracy agile
- - ✓ Agility isn't just for [software] coding cowboys
 - ✓ [Business] agility has been around for a long time
 - ✓ Agility is rooted in a lot of rich theoretical traditions
 - ✓ Lean and agile paradigms are at root of business agility
 - \checkmark Business agility is NOT a means of putting lipstick on a pig
 - ✓ The KEY to agility is to make the ENTIRE organization agile
 - ✓ Applies to strategy, culture, products, technologies, & facilities
 - ✓ True business agility is by competing with software vs. hardware

Business Agility—Related Books

- Guides to software methods for business leaders
- Communicates the business value of IT approaches
- Rosetta stones to unlocking ROI of software methods



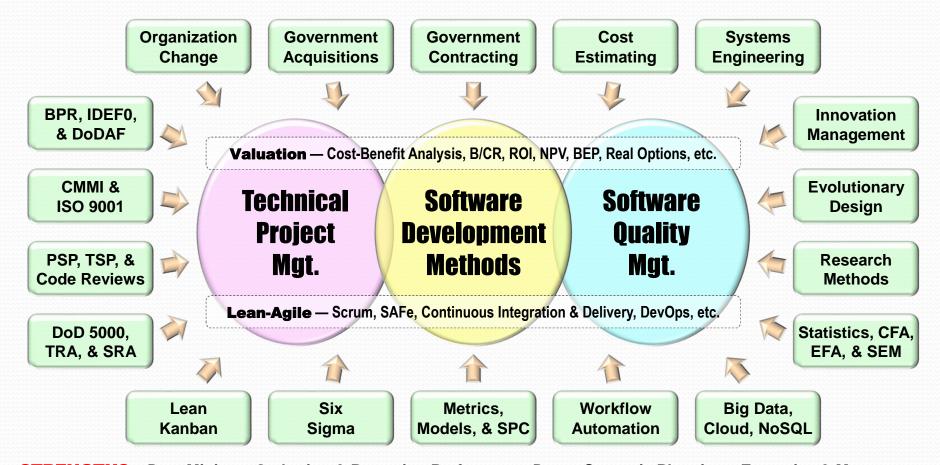






- http://davidfrico.com/agile-book.htm (*Description*)
- http://davidfrico.com/roi-book.htm (Description)

Dave's Professional Capabilities



STRENGTHS – Data Mining • Gathering & Reporting Performance Data • Strategic Planning • Executive & Management Briefs • Brownbags & Webinars • White Papers • Tiger-Teams • Short-Fuse Tasking • Audits & Reviews • Etc.



- Data mining. Metrics, benchmarks, & performance.
- Simplification. Refactoring, refinement, & streamlining.
- Assessments. Audits, reviews, appraisals, & risk analysis.
- Coaching. Diagnosing, debugging, & restarting stalled projects.
- Business cases. Cost, benefit, & return-on-investment (ROI) analysis.
- Communications. Executive summaries, white papers, & lightning talks.
- Strategy & tactics. Program, project, task, & activity scoping, charters, & plans.

Backup Slides

18 Business Agility Patterns, Models, & Other Alternatives

1. Structured Chaos

- □ Created by Brown et al. in 1998
- Inspired by chaos & complex adaptive sys.
- Time-based, portfolio, & collaboration major themes

STRUCTURED CHAOS

- Time Pacing
- Edge of Time
- Edge of Chaos

TIME PACING

- Transitions
 - > Choreography
- Rhythm
 - > Intervals

EDGE OF TIME

- Past
 - > Regeneration
- Future
 - > Experimentation

EDGE OF CHAOS

- Chaos
 - > Improvisation
- Structure
 - > Coadaptation

2. Judo Strategy

- □ Created by Mike Cusumano et al. in 1998
- Inspired by Silicon Valley Internet/Web firms
- Planning, testing, & implementing major themes

FLEXIBLE SCALING

- Create a Living Vision
- Acquire Best Talent
- Be Small, Act Big
- Leverage Relationships

JUDO STRATEGY

- Flexible Scaling
- Flexible Strategy
- Flexible Design
- Flexible Process

FLEXIBLE PROCESS

- Adapt Development Priorities
- Allow Features to Evolve
- Fully Automate Testing
- Early Beta Products

FLEXIBLE STRATEGY

- Move to Uncontested Ground
- Avoid Direct Attacks
- Leverage Others Weakness
- Avoid Sumo Competitions

FLEXIBLE DESIGN

- Multi-Market Platforms
- Modular Architectures
- Reusable Components
- Parallel Development

3. Adaptive Enterprise

- Created by Stephan Haeckel in 1999
- Inspired by complex adaptive systems theory
- Leaders, governance, & coordination major themes

ADAPTIVENESS

- Sense
- Interpret
- Decide
- Act

ADAPTIVE ENTERPRISE

- Adaptiveness
- Leadership
- Organization
- Coordination
- Automation

AUTOMATION

- Automate Schema
- Automate Roles
- Automate Decisions
- Automate Commitment

LEADERSHIP

- Create Clarity
- Create Context
- Establish Outcomes
- Reduce Ambiguity

CONTEXT

- Reason for Being
- Governing Principles
- Abstract Business Design
- Refine & Adapt Context

COORDINATION

- Define Roles
- Codify Commitments
- Manage Commitments
- Enable Modularity

4. Agile Organization

- Created by William Fulmer in 2000
- Inspired by chaos & complex adaptive sys.

AGILE ORGANIZATION

- Understand Landscape
- Learn to Adapt
- Shape the Organization

Understand Landscape

- Make Sense of World
- Understand Uncertainty
- Understand Landscape

LEARN TO ADAPT

- Plan to Adapt
- Create Adaptive Culture
- Structure for Adaptation

SHAPE THE ORGANIZATION

- Attract Adaptive People
- Focus on Customer
- Create Success Culture

5. Good to Great

- Created by Jim Collins in 2001
- Study of late 20th century Fortune 500 firms
- Servant leaders, talent, & objectivity major themes

DISCIPLINED PEOPLE

LEVEL 5 LEADERSHIP

- Ambition for Company
- Compelling Modesty
- Unwavering Resolve
- Give Credit to Others

FIRST WHO, THEN WHAT

- Deep Strong Teams
- Who You Pay Not How
- Rigorous Not Ruthless
- First Who, Firm, & Life

DISCIPLINED THOUGHT

CONFRONT BRUTAL FACTS

- Facts vs Dreams
- Climate of Truth
- Unwavering Faith
- Confidence & Realism

HEDGEHOG CONCEPT

- Understand Strength
- Understand Economics
- Understand Passion
- Understand Bravado

DISCIPLINED ACTION

CULTURE OF DISCIPLINE

- Free But Responsible
- Culture Not a Tyrant
- Adhere to Hedgehog
- Start a Stopdoing List

DISCIPLINE ACCELERATORS

- Tech Induced Change
- Tech Acceleration
- Tech Moderation
- Tech Mastery

6. Response Ability

- Created by Rick Dove in 2001
- Inspired by lean firms from the early 1990s
- Change, flexibility, & improvement major themes

CHANGE PROFICIENCY

FRAMEWORKS FOR CHANGE

- Change Proficiency
- Quality of Change
- Categorizing Change
- Proactive Dynamics
- Reactive Dynamics
- Language of Change

RESPONSE SITUATION ANALYSIS

- Define Problems
- Identify Opportunities
- Establish Requirements
- Collaboration
- Analyze Process
- Validate Process

ADAPTABLE STRUCTURE

ENABLING RESPONSE ABILITY

- Deferred Commitment
- Distributed Control
- Elastic Capacity
- Redundancy & Diversity
- Self Organization
- Evolving Standards

RESPONSIVE SYSTEMS

- Self Organized Dynamic
- Response Able Product
- Response Able Process
- Response Able Practice
- Response Able People
- Just in Time Systems

KNOWLEDGE & CULTURE

WAKING UP THE ENTERPRISE

- Strategic Planning
- Business Justification
- Organization Relations
- Innovation Management
- Knowledge Management
- Performance Metrics

MANAGING THE ENTERPRISE

- Organizational Learning
- Communities of Practice
- Collaborative Learning
- Insightful People
- Workshops & Metaphors
- Portfolio Management

7. Mobile Business

- □ Created by Nicholas Evans in 2002
- Inspired by wireless mobile communications
- Process, e-business, & wireless tech. major themes

STRATEGIC CONSIDERATIONS

- Merge with Business Strategy
- Make IT a Strategic Partner
- Pursue Holistic Strategy
- Exploit and Defend Position
- Design Business Processes

TACTICAL CONSIDERATIONS

- Design Technical Architectures
- Design Flexible Processes
- Design Flexible Technologies
- Focus on User Acceptance
- Measure Results of Initiative

STRATEGIC ROADMAP

- Assess Business & Technology
- Identify Target Opportunities
- Develop Business Case
- Develop Project Plan
- Calculate Return on Investment

MOBILE BUSINESS

- Strategic Considerations
- Tactical Considerations
- Strategic Roadmap
- Architectural Frameworks
- Applications
- Technologies
- Implementation

IMPLEMENTATION

- Insource or Outsource
- Phased Rollout
- Legacy Infrastructure
- Test and Evaluate
- Continuous Improvement

TECHNOLOGIES

- Align Strategy-Business Rules
- Application Servers
- Wireless Middleware
- Enterprise Application Integ.
- Partnership Ecosystems

ARCHITECTURAL FRAMEWORKS

- Business Process Discovery
- Enterprise Architecture
- Reference Architecture
- Technical Architecture
- Service Architecture

APPLICATIONS

- Executive Dashboards and Bl
- Sales & Field Force Automation
- Customer Relationship Mgt.
- Customer Service Intelligence
- Supply Chain Management

8. Agile Business

- ☐ Created by Pat McCarthy et al. in 2003
- Inspired by strategic and operational agility
- □ Value, alignment, & operations major themes

STRATEGIC AGILITY

- Revenue & Profit Focus
- Understand Central Priorities
- Assess & Report on Value
- Transparent Communication
- Organizational Alignment
- Frequent Test & Measurement
- High Performance Culture
- Shared Decision Making
- Rapidly Adapt to Change

OPERATIONAL AGILITY

- Critical Thinking & Questions
- Value & Profit Focus
- Adapt Quickly to Change
- Flexible Integrated Processes
- Lean & Disciplined
- Reflective vs. Reflexive
- Trust & Relationships
- Passionate Improvement
- Measure & Learn from Results

9. Corporate Agility

- Created by Charles Grantham et al. in 2007
- Inspired by global outsourcing and offshoring
- Expense, talent, & virtualization major themes

CORPORATE AGILITY

- Reduce Operating Costs
- Attract Top Human Talent
- Institutionalize Innovation

REDUCE OPERATING COSTS

- Reduce Real Estate
- Reconfigure Corporate Space
- Acquire Green Building
- Choose Inexpensive Locale
- Outsource Labor
- Reduce Turnover Costs

ATTRACT TOP HUMAN TALENT

- Collaborative Strategy
- Meaningful Work & Choices
- Work Anywhere & Anytime
- Opportunities for Growth
- Empower, Engage, & Trust
- Learning & Inclusiveness

INSTITUTIONALIZE INNOVATION

- Online Workspaces
- Customer Responsiveness
- Diverse Workforce
- Ergonomic Work Spaces
- Balance Openness & Privacy
- Creative Personal Time

10. Fast Strategy

- Created by Yves Dos & Mikko Kosonen in 2008
- Inspired by four+ decades of strategy research
- Sensing, decisions, & adaptation major themes

SHARPEN STRATEGIC SENSITIVITY

RAPID STRATEGY

- Strategic Foresight
- Strategic Insight
- Simple Rules

MAKING SENSE VS. SENSING

- External Knowledge
- Utilize Experimentation
- Holistically Involve All
- Know Where You Stand
- Provoke Thinking
- High-Quality Dialogue

BUILD COLLECTIVE COMMITMENT

RAPID COMMITMENT

- Difficult Decisions
- Captains vs. Architects
- Barons vs. Courtiers

UNIFIED TOP TEAM DECISIONS

- Mutual Dependency
- Work Together
- Conflict Management
- Change the Top Team
- Align Leadership Style
- Executive Capabilities

Knowledge & Culture

RAPID ADAPTATION

- Imprisoned Resources
- Identifying Resources
- Prioritize Modularity

DIRECTION VS. STRUCTURE

- Mobilize Resources
- Foster People Mobility
- Reduce Business Risk
- Reduce Entry-Exit Risk
- Access Resources
- Grow Resources

11. Business Agility

- Created by Michael Hugos in 2009
- Inspired by micro-marketing segmentation
- Teams, marketing, & improvement major themes

BUSINESS AGILITY

- Coordinate vs. Control
- Fast, Simple, & Courage
- Balanced Strategy-Tactics

COORDINATE VS. CONTROL

- Use Dynamics of Swarming
- Clear Performance Objectives
- Networks vs. Hierarchies
- Meaningful & Stable Goals
- Ample Training & Trust
- Good Leadership & Structure

FAST, SIMPLE, & COURAGE

- Win Without Fighting
- Avoid Strength, Attack Weak
- Know Truth, Sow Deception
- Use Speed & Momentum
- Select Opponent-Battle Wisely
- Observe, Orient, Decide, & Act

BALANCED STRATEGY-TACTICS

- Driven by Strategy Awareness
- Continuous Improvement
- Use DMAIC Cycles
- Move It or Lose It
- Use Reinforcing Feedback
- Balance People & Technology

12. Motivational Drive

- □ Created by Dan Pink in 2009
- Inspired by field of motivation research
- Purpose, autonomy, & mastery major themes

MOTIVATIONAL DRIVE

- Individual Purpose
- Individual Autonomy
- Individual Mastery

INDIVIDUAL PURPOSE

- Goal
- Objective
- Power
- Policy
- Culture
- Rejuvenation

INDIVIDUAL AUTONOMY

- Accountable
- Control
- Task
- Time
- Team
- Technique

INDIVIDUAL MASTERY

- Inquiring
- Flow
- Mindset
- Learning
- Challenge
- Asymptotic

13. Agility Factor

- □ Created by Chris Worley et al. in 2014
- Inspired by PDCA cycle at organization level
- Planning, testing, & implementing major themes

STRATEGIZING

- Developing the Strategy
- Managing the Execution
- Establishing the Purpose

AGILITY FACTOR

- Strategizing
- Perceiving
- Testing
- Implementing

IMPLEMENTING

- Managing the Change
- Ensuring Delivery of Results
- Continuous Improvement

Perceiving

- Sensing the Environment
- Communicating Information
- Interpreting the Environment

TESTING

- Setting Up the Test
- Running the Test
- Learning from the Test

14. Agility Advantage

- Created by Amanda Setili in 2014
- Inspired by Customer Active Paradigm

SEE THRU CUSTOMER'S EYES

- Ask Your Customers
- **Observe Your Customers** Put Customers to Work
- Get Into the Field
- Talk to Your Customers
- Participate with Customers
- Encourage the Unexpected

RIGHT CUSTOMERS & VALUE

- Look Beneath Averages
- Look for Opportunities
- Focus on Profitable Customers
 Fine-grained Customer Segments
- Observe Niches and Outliers
- Continuous Customer Intelligence
- Automate Customization

LOVE THE PROBLEM

- Know Your Problems
- Understand Full Spectrum
- Observe Daily Environment
- Analyze B2B Markets
- Colláborate with Customers
- Get Personal With Customers
- Study Global Preferences

AGILITY ADVANTAGE

- See Thru Customer's Eyes
- Right Customers & Value
- Love the Problem
- Breakthrough Strategies
- Manage Uncertainty
- Turn Strategic Corner
- Institutionalize Agility

Manage Uncertainty

- Maximize Learning
- Manage Technology Risk
 Manage Customer-Demand Risk
 Think from Ground Up
 Be the Best at Something

- Employ Scenario Analysis **Test Assumptions**

Turn Strategic Corner

- Communicate Intent
- **Take First Steps**
- Shed What Doesn't Fit
- **Focus on Core Competencies**
- Continuously Narrow Scope
- **Build New Capabilities**
- **Experiment and Reinforce**

- Assemble Cross-functional Teams
- Look at Whole Ecosystems
- Differentiate from Competitors
- Fill the Whole Space
- Use Open Innovation
- Visualize With Early Prototypes
- Leverage Cross-Industry Ideas

INSTITUTIONALIZE AGILITY

- Create Purpose and Focus
- Communicate Clear Vision
- Hire Right PeopleDeploy People Effectively
- Set an Example
- Enhance Autonomy
- Continuously Motivate

15. Holacracy

- Created by Brian Robertson in 2015
- Inspired by networked self organizing teams
- Purpose, governance, & recursion major themes

HOLOCRACY

- Evolving Organization
- Distributing Authority
- Holarchical Organization

EVOLVING ORGANIZATION

- Orienting Principles
- Lightweight Planning
- Evolutionary Strategy

DISTRIBUTING AUTHORITY

- Power to Process
- Introduce Governance
- Discover the Purpose

HOLARCHICAL ORGANIZATIONS

- Super & Sub Circles
- Leaders & Subleaders
- Elected & Assigned Role

16. Agility Shift

- □ Created by Pamela Meyer in 2015
- Inspired by complex adaptive systems theory
- Collaboration, resilience, & improvising major themes

RELEVANT

- Inter and Intrapersonal
- Networking
- Social Media
- Collaboration Systems
- Ecosystem Mapping

AGILITY SHIFT

- Relevant
- Responsive
- Resilient
- Resourceful
- Reflective

REFLECTIVE

- Learning Agility
- Reflecting in Action
- Reflecting on Action
- Retrospectives
- Process Improvement

RESPONSIVE

- Improvisation
- Communication
- Decision Making
- Mindfulness
- Game Finding

RESILIENT

- Self Mastery
- Continuous Learning
- Cognitive Reappraisal
- Rest & Renewal Practices
- Comfort with Uncertainty

RESOURCEFUL

- Improvisation
- Comfort with Constraints
- Rapid Prototyping
- Curiosity
- Comfort with Change

17. SEAM

- □ Created by Chris Worley et al. in 2015
- Inspired by socio-economic decision making
- Process, right-sizing, & governance major themes

SEAM

- Process Improvement
- Management Tools
- Decision Making

PROCESS IMPROVEMENT

- Diagnosis
- Project Action Plan
- Group Action Plan
- Implementation
- Evaluation

MANAGEMENT TOOLS

- Strategy & Priorities
- Time Management
- Competency Grid
- Strategic Piloting
- Negotiable Contracts

Decision Making

- Purpose & Values
- Scope & Resources
- Risk, Speed, & Cost
- Policy & Structure
- Governance & Rights

18. Government Agility

- □ Created by Dave Rico in 2015
- Inspired by U.S. DoD 3rd offset strategy
- Lean, collaboration, & outsourcing major themes

IT INFRASTRUCTURE

- Leased Data Centers
- Leased Web Services
- Buy vs. Build Philosophy
- Smaller Custom Services
- Outsourced IT workforce

FACILITY INFRASTRUCTURE

- Leased Commercial Facilities
- Hardened Commercial Facilities
- · Lease vs. Build Philosophy
- Smaller Customer Facilities
- Outsourced Facility Workforce

ORGANIZATION INFRASTRUCTURE

- Smaller Flatter Workforce
- Integrated Workforce
- Outsourced Workforce
- Collaborative Teams
- Shared Decision Making

GOVERNMENT AGILITY

- IT Infrastructure
- Facility Infrastructure
- Organization Infrastructure
- Information Infrastructure
- Resource Infrastructure
- Collaborative Infrastructure
- Cultural Infrastructure

RESOURCE INFRASTRUCTURE

- Smaller Resource Footprint
- Temporary Throwaway Services
- Micro Timelines & Services
- Smaller Budgets & Thresholds
- Few Capital Intensive Purchases

COLLABORATIVE INFRASTRUCTURE

- More Community Participation
- More International Participation
- More Information Sharing
- More Commercial Participation
- More Crowdsourcing

INFORMATION INFRASTRUCTURE

- Outsourced Data & Information
- Outsourced Analytics Data
- Fewer Information Sources
- Outsourced Workforce
- Buy vs. Build Philosophy

CULTURAL INFRASTRUCTURE

- Less Buyer-Supplier Barriers
- Less Us vs. Them Mentality
- Less Legalistic Relationships
- More Cross Functional Teams
- More Communication & Trust