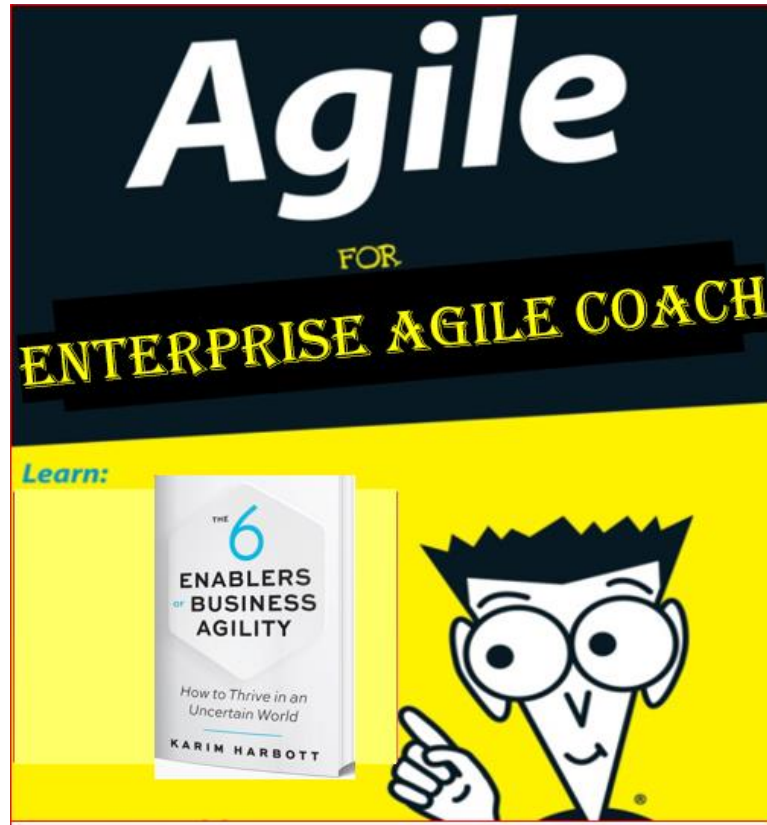


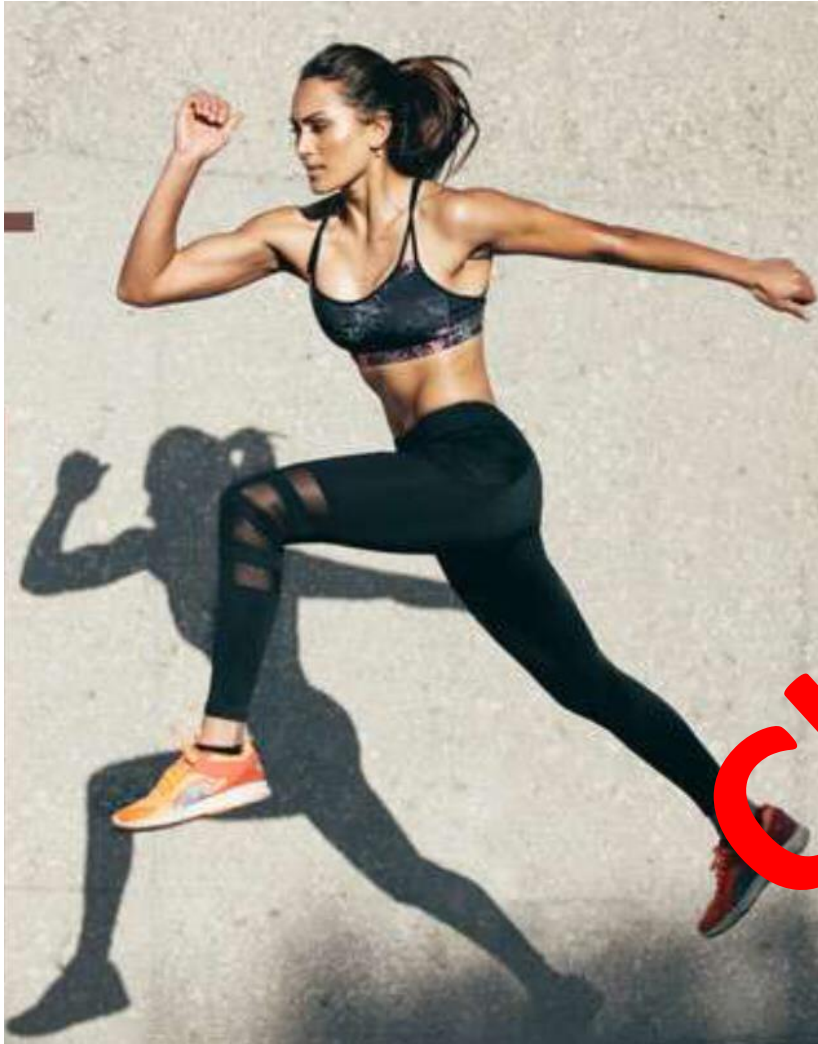
Inspirations series :

Business Agility – Fitness for your Business ?

by Yesper Olsen 2022



Business Agility – Fitness for your Business ?



Cliff Hanger

Business Agility: Definitions

The correct ?:

Business agility

From Wikipedia, the free encyclopedia

Business agility refers to rapid, continuous, and systematic evolutionary adaptation and entrepreneurial innovation directed at gaining and maintaining competitive advantage.^[1] Business agility can be sustained by maintaining and adapting the goods and services offered to meet with customer demands, adjusting to the marketplace changes in a business environment, and taking advantage of available human resources.^[2]

The general:

agility

noun [U]

UK  /əˈdʒɪl.ə.ti/ US  /əˈdʒɪl.ə.ti/

the ability to move your body quickly and easily:

- *He has the agility of a mountain goat.*
- *The acrobats display jawdropping feats of strength, agility, and control.*

the ability to think quickly and clearly:

- *This job requires considerable **mental** agility.*
- *We underestimate the agility of a child's mind.*

ways of planning and doing work in which it is understood that making changes as they are needed is an important part of the job:

- *Business agility means a company is always in a position to take account of market changes.*
- *Constant change is the new dynamic of the global economy, and makes agility even more necessary than ever.*

The simple:

To be able to embrace rapid changing business as an opportunity by being prepared for the unknown.

Business Agility : SAFe Definition

(SAFe = Scaled Agile Framework)



“ Those who master large-scale software delivery will define the economic landscape of the 21st century.

—Mik Kersten, Project to Product [1]

Business Agility

Business Agility is the ability to compete and thrive in the digital age by quickly responding to market changes and emerging opportunities with innovative, digitally-enabled business solutions. Business Agility requires that *everyone* involved in delivering solutions—business and technology leaders, development, IT operations, legal, marketing, finance, support, compliance, security, and others—use Lean and Agile practices to continually deliver innovative, high-quality products and services faster than the competition.



Figure 2. Business Agility is the ability to respond quickly to a business opportunity

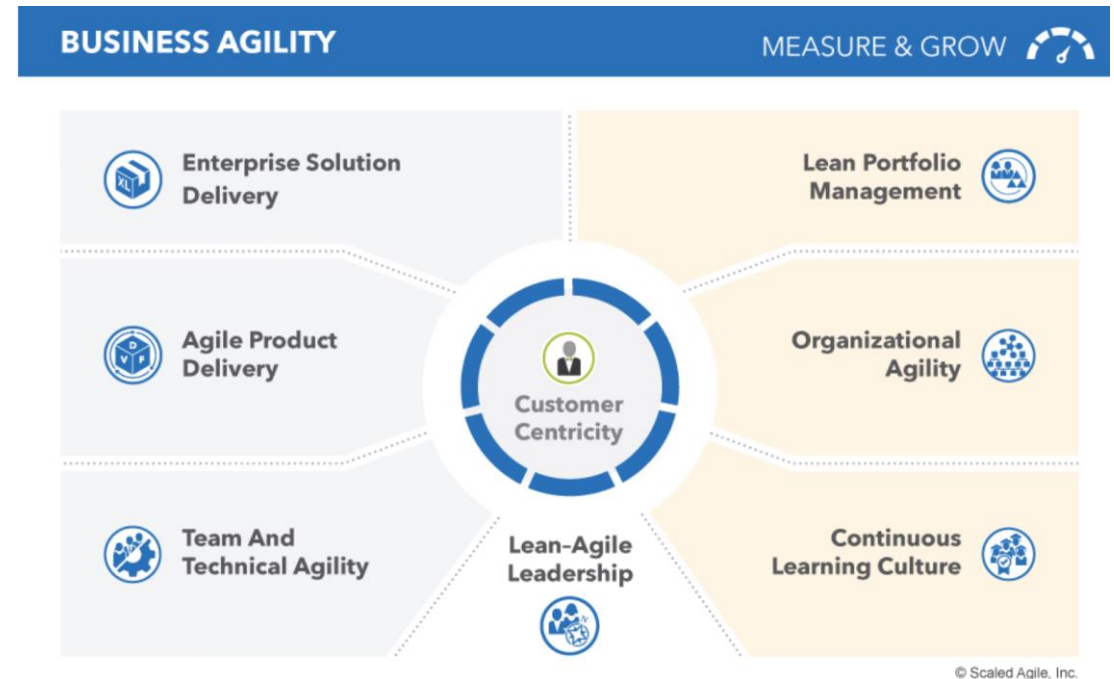
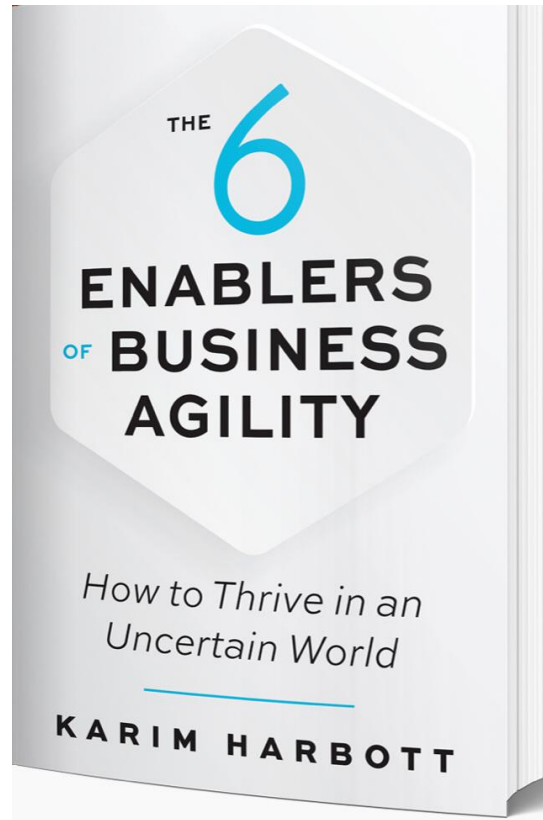
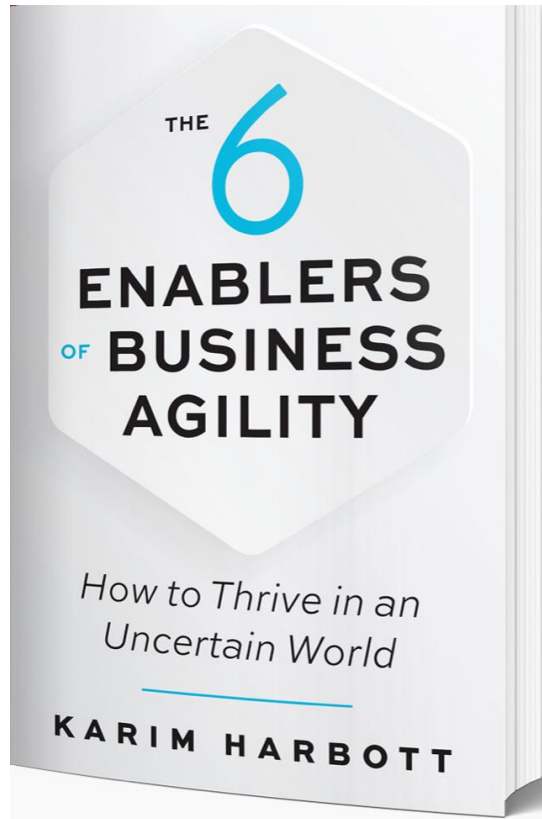


Figure 3. The Seven Core Competencies of Business Agility

Business Agility : Book: “6 Enablers for BA”

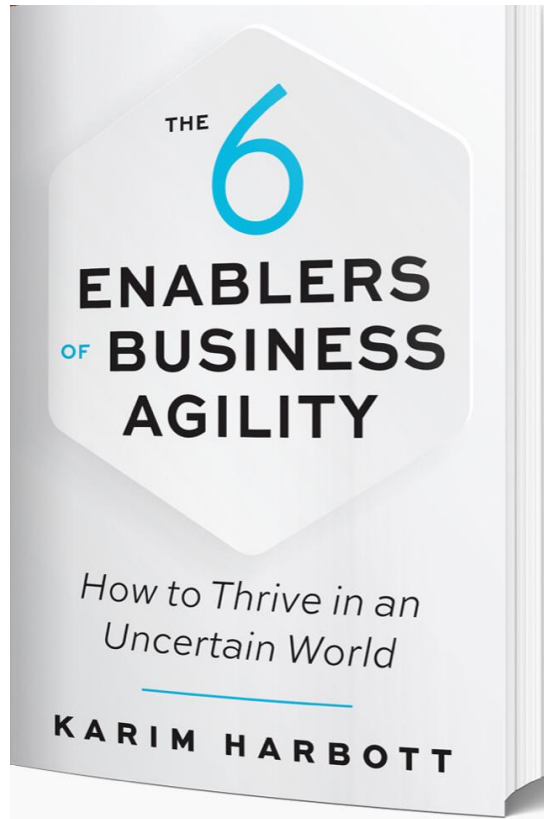


Business Agility : Key Elements (Why)



- Exploration/Exploitation must be balanced
 - Faster Market changes
 - Disruption
 - Mobil Technology
 - Globalisation
 - Increasing **VUCA**
 - **V**olatility ("change quickly and unpredictably price")
 - **U**ncertainty
 - **C**omplexity(*Note1)
 - **A**mbiguity ("Something that does not have a single clear meaning")
- *Note1:
- Complexity(Difficult to understand for Human brain)
Complicated (Ordered, Flow, Simple parts)

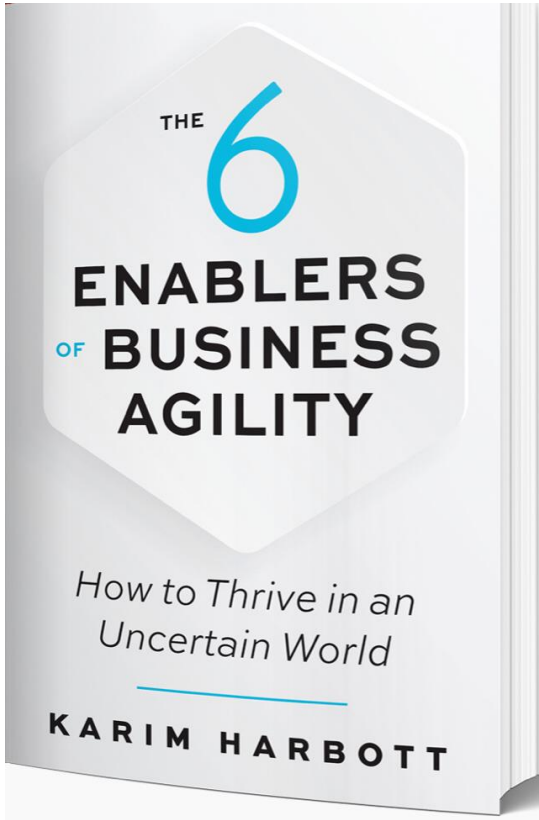
Business Agility : Key Elements (Habits)



- The 8 Habits:

1. From profit to purpose and values
2. From hierarchical pyramids to network of teams
3. From directive leadership to supportive leadership
4. From predict and plan to experiment and adapt
5. From rules and control to freedom and trust
6. From centralized authority to distributed authority
7. From Secrecy to radical transparency
8. From job descriptions to talent and mastery

Business Agility : Key Elements : Enabling Wheel



Business Agility – OKR's (Objective Key Results)

1- Not just Leadership buy in but actively drive and grow with this

2- From directive to Supportive, From central to decentralized decision making From work to direction focus

3: By walk the talk and New Behaviours/ Structures/ Policies

4: 3 stages of leadership
 1: Expert (Command and Control)
 2: Achiever (Outcome/Motivation focus)
 3: Catalyst (culture/Empower)

1- Walk the talk of ALL other Business Enablers

2: Doing is empowering behaviors

3: Actual work over framework

4: Effective Exploring Team: Communication, Visualizing Work, Daily Alignment meetings, Small Batches, Slack Time (Who said Agile 😊)

5: Outcome over Output

1- Governance/Founding should be flexible to embrace BA and iterative change mgmt..

2: An Lean org demands Real Lean Portfolio Management and budgeting

1- Journey to change Culture is behaviours, values and beliefs at ALL levels

2: Gasoline for New Behaviours is Policies, Values, Metrics, Structure and leadership style.

3: Know your org. Culture - Control, Compete, Create, Collaborate (Competing Values Framework).



1: Org. Structure/Design is playfield for BA – So create collaborative structure for BA

2: Organise around value and customer flow to catch BA

3: Go for real cross functional and less silos and reduce handovers (bureaucracy)

4: Outcome over output

5: Principles of org. Structure:
 1. Customer Centric
 2. Small Cross-Functional Teams
 3. The Network of Interconnected Teams
 4. Ambidextrous Org. (requires the organizations to use both [exploration](#) and [exploitation](#) techniques to be successful).



1- Increase employee. Engagement by delegation and trust

2: Remove non agile polices and give room for agile behaviours

3: Practical leader passion on : "Simple, Personal and Fair"

4: Release control and make room for creativity, Failures and unknown innovation

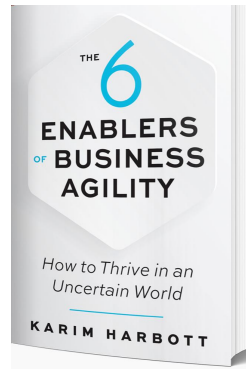
5: From mgmt.. By Compliance/Conformity to Initiative/Passion/Creativity

6: Anti stress: Increase SCARF (Status, Certainty, Autonomy, Relatedness, Fairness)

Wrap up: Business Agility – Fitness for your Business ?



Business Agility : Next step ?



- Videos:**
1. Introduction for role and top-around Best Agile Coach
 2. Introduction video for Agile MB (CA, 25 min)
 3. Introduction for Lean Portfolio Management (LPM) (CA, 40 min)
 4. Release in Change projects and personal leadership ("Liminal Thinking")
- Links/Extra materials:**
1. Agile for NewCoaches
 2. Agile for Product Owners (Owning what?)
 3. Agile Out of Control?
 4. Story Agile Framework actual Work? (SAPCo.net)
 5. Agile for Best Agile Coaches?
 6. Agile for Scrum Masters (What's what?)
 7. Simple agile introduction (The Microsoft way)
 8. The Scrum Guide (Microsoft)
 9. Scrum Software in 60 days (Mindmap)
 10. Eikon-20 facilitation tips for great retrospectives: The Practitioner's Retrospective Guide (Jean-Michel Diaz)
 11. Liminal Thinking overview (Phosphor.net)
 12. Liminal Thinking overview (Bual)

- Read the book and get inspired
- Use Free resources here
 - [The 6 Enablers of Business Agility](#)
- Get inspiration by e.g. SAFe – here
 - [Business Agility - Scaled Agile Framework](#)
- Use my template (Backup slide)
- Contact me:
 - Email: jesper@yescoaching.dk
 - Linkedin: <https://www.linkedin.com/in/jesperbergerolsen/>
- Interested on other Videos or Agile subjects look here:
 - <http://yescoaching.dk/agile-coaching/>

Brainstorm Template for your organisation

