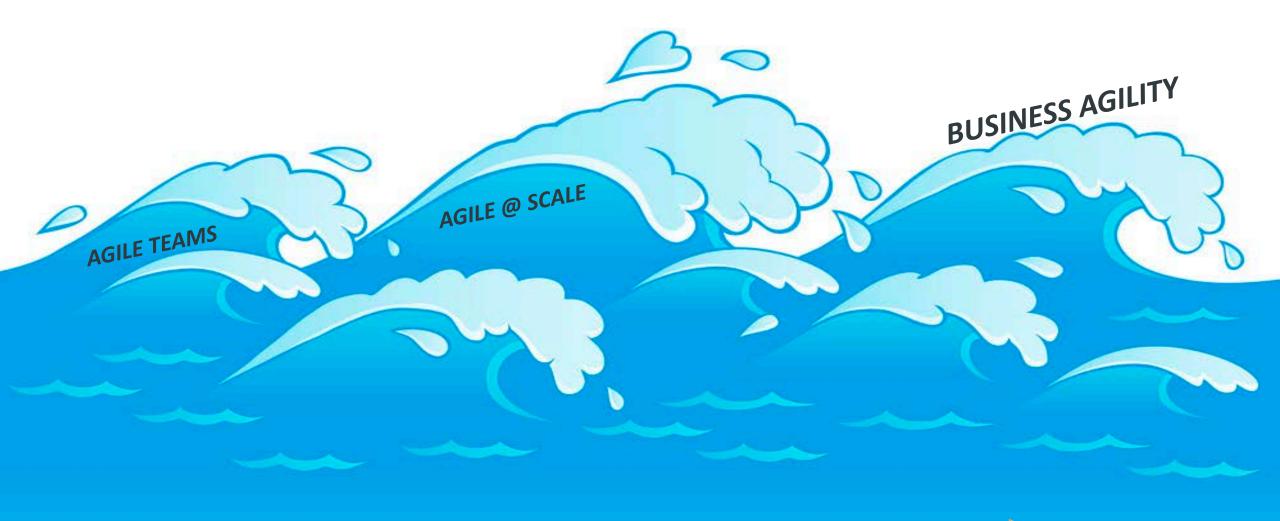


# BUSINESS AGILTY THE THIRD WAVE OF AGILE



#### ADAM ASCH AAPAC GROUP LEAD accenture SOLUTIONS ( adam.asch@accenture.com

### THE THIRD WAVE OF AGILE











#### **2** A NEW WAY FORWARD: THE PATH TO BUSINESS AGILITY

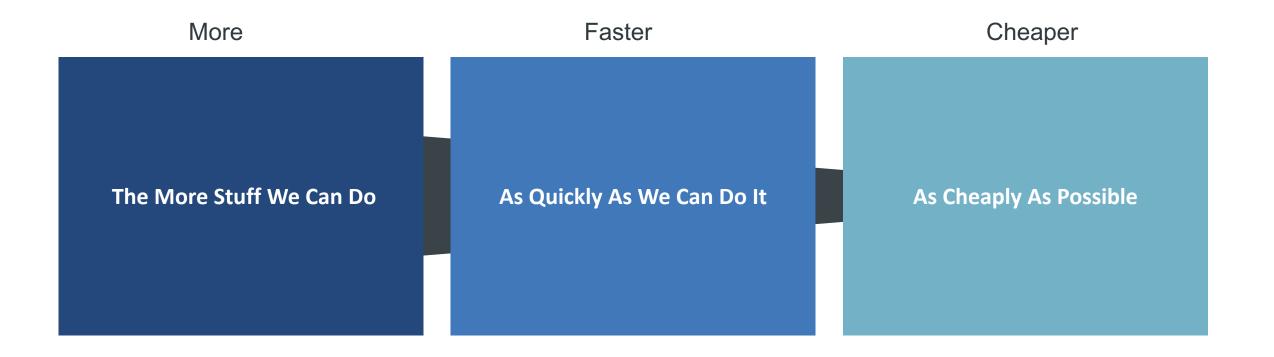


#### **3 WHAT BUSINESS AGILITY REALLY LOOKS LIKE**





### WHERE WE FIND OURSELVES





# WHY ARE WE TRYING TO BE AGILE

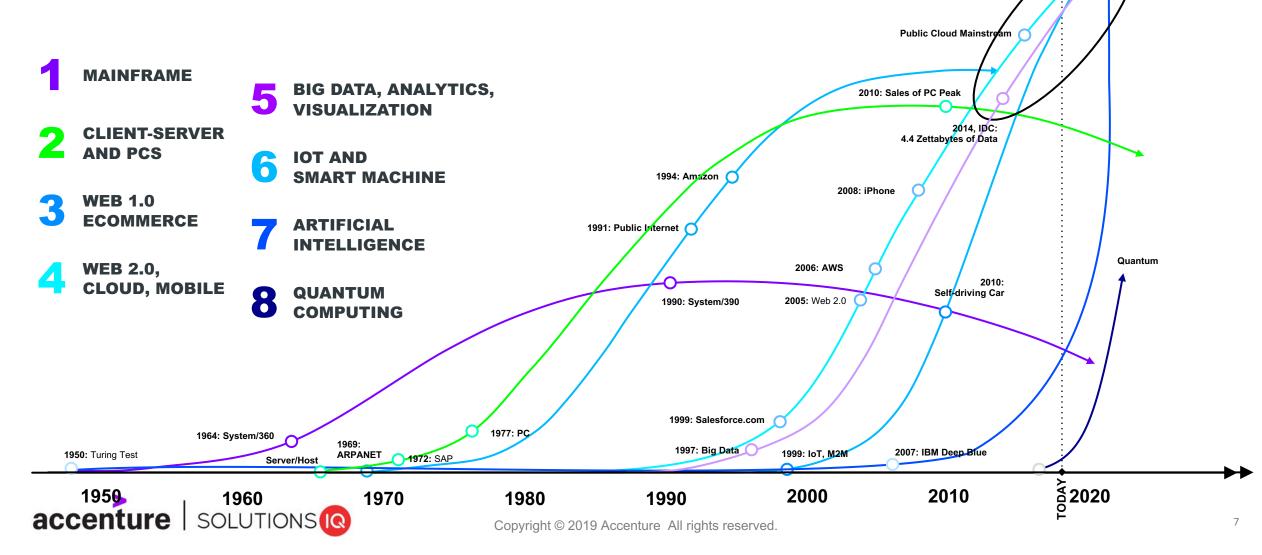


#### How we can do it





#### WE ARE IN AN UNPRECEDENTED PERIOD OF TECHNOLOGY INNOVATION ...CHANGE WILL NEVER BE SO SLOW



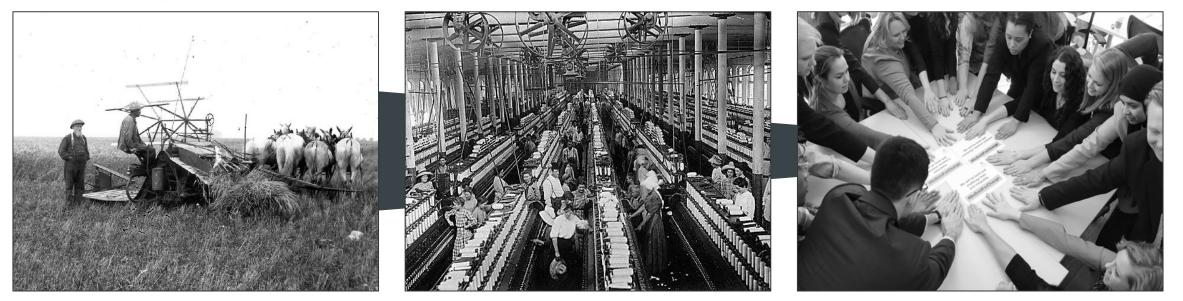
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## WHY IS THS DIFFICULT

Agrarian

Industrial

Digital





### **BUREAUCRACIES...**

### ...ROBUST, YET FRAGILE.

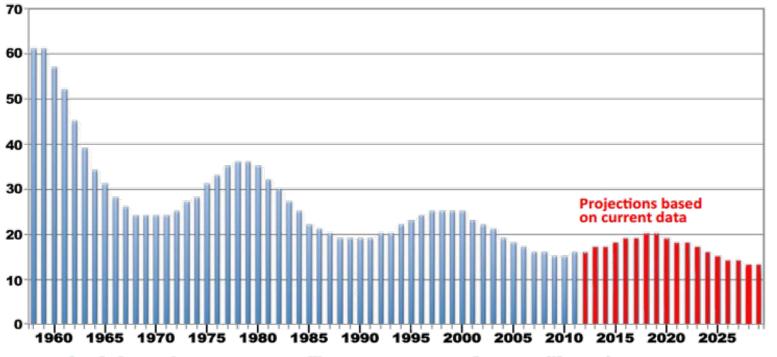
SHOOT HERE LUKE

#### HOW BUREAUCRACY AFFECTS THE WAY YOU ORGANIZE AND WORK

- Disables our organizations
- Makes them inertial, incremental and uninspiring
- Costs the U.S. economy more than \$3 trillion in lost
  - economic output; about 17% of GDP

### **S&P 500 COMPANIES TODAY HAVE THE SHORTEST LIFESPAN IN THE INDEX'S HISTORY**

Average company lifespan on S&P 500 Index (in years)



Year (each data point represents a rolling 7-year average of average lifespan)

DATA: INNOSIGHT/Richard N. Foster/Standard & Poor's



### **MANAGEMENT IS THE HARDEST THING TO CHANGE**

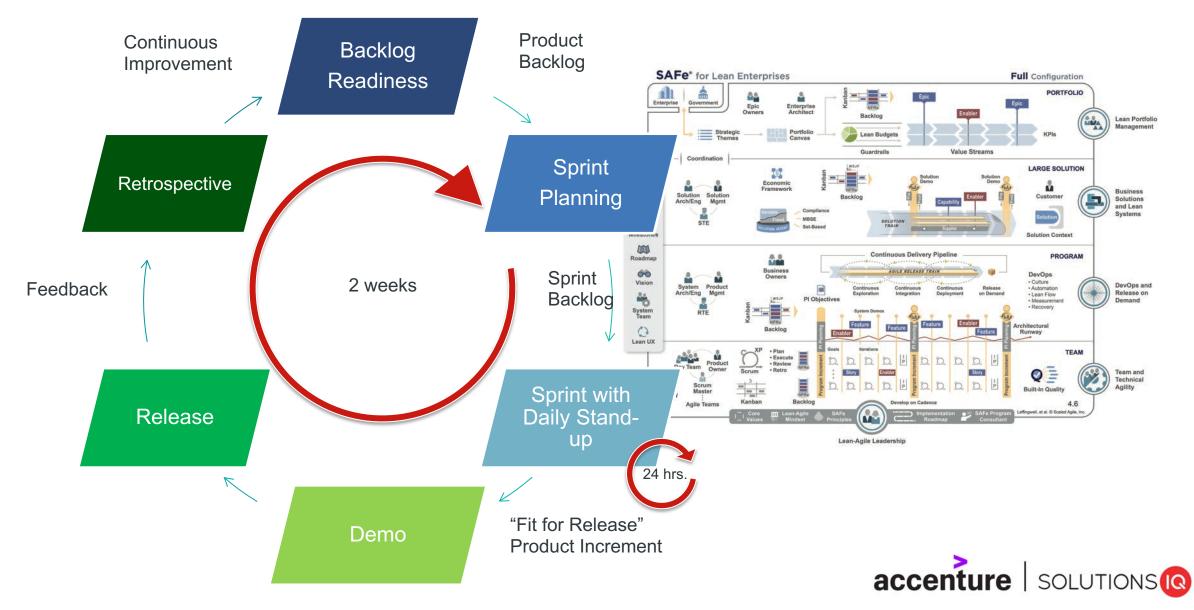


THINKING ABOUT YOUR AGILE/DIGITAL TRANSFORMATION AS A **PROCESS CHANGE**...

**START...** BY RECOGNITION OF THE **WAY WE INTERACT & INCENTIVISE OUR PEOPLE AND THE IMPEDIMENTS** THAT EXIST WITHIN YOUR ORGANIZATION.

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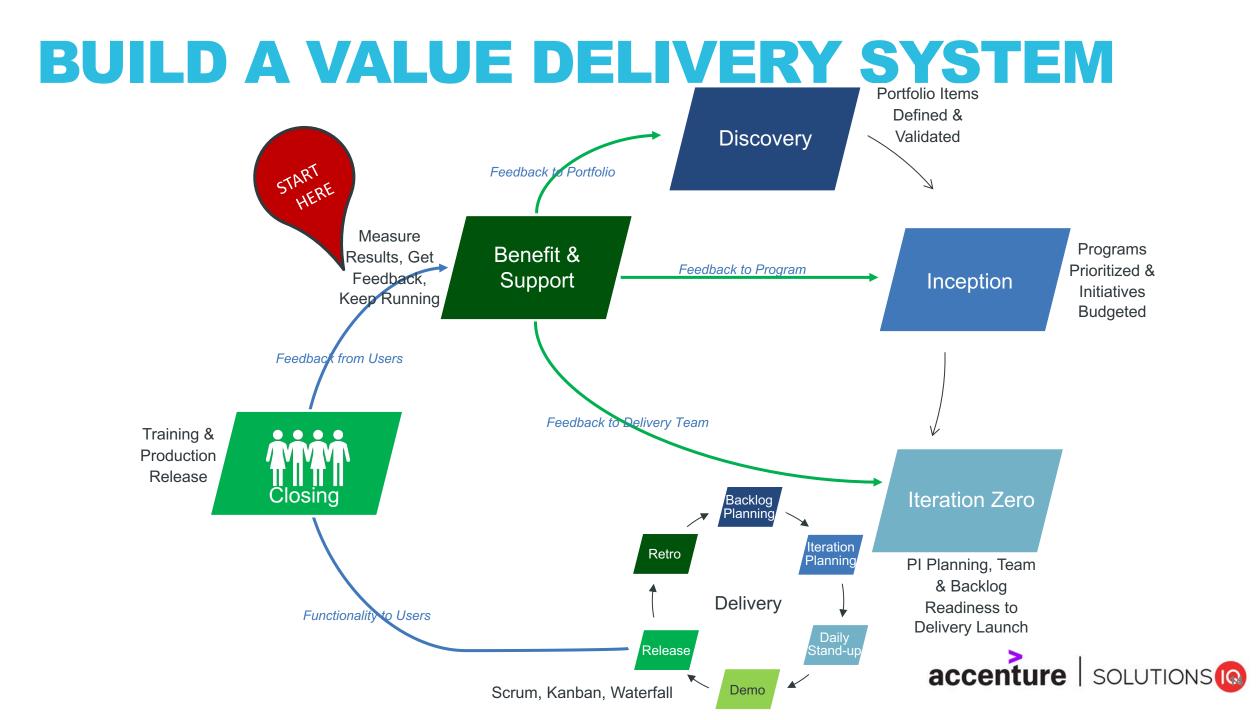
## AGILE DELIVERY IS NOT ENOUGH





# THERE IS ZERO VALUE IN BUILDING FEATURES & FUNCTIONALITY





# **BUSINESS AGILITY IS:**

#### THE ABILITY OF A BUSINESS TO REALIZE AND SUSTAIN ITS FULL POTENTIAL BOTH IN TERMS OF ITS PROFITS AND ITS PEOPLE, NO MATTER HOW THE ENVIRONMENT CHANGES AROUND IT.

An organization that has attained business agility is able to adapt their structures to rapidly deliver products or services, innovate beyond market changes, and grow leaders that can effectively support all of this across even large and complex businesses.



### **BUSINESS AGILITY IS: DEFINING VALUE**

Outcome	A Strategic Business Goal
Increment	An Inflection Point to Measure Progress / A Release to Production
Feedback	Information from Users & Systems that we learn from
Value	A Measure of proximity to the Strategic Business Goal
Initiative	A set of measurable goals that can be achieve in a defined Increment
Product Features an	d functionality usually grouped for branding, marketing and sales
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### **BUSINESS AGILITY IS: ALIGNING TO VALUE**



# **BUSINESS AGILITY IS:**

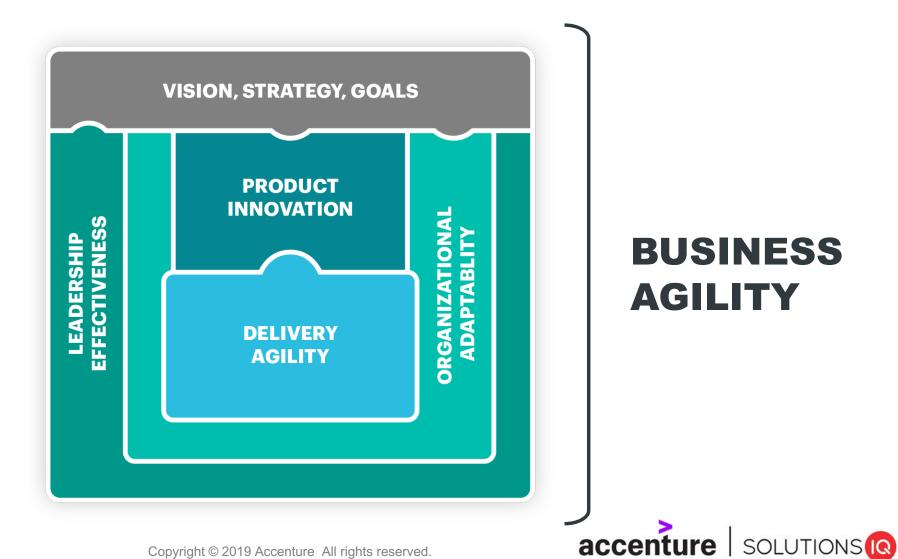
# **APPLYING AGILE TO THE ENTIRE ORGANIZATION ENABLING IT TO RESPOND QUICKLY TO ANY AND ALL POSSIBLE CHANGE**



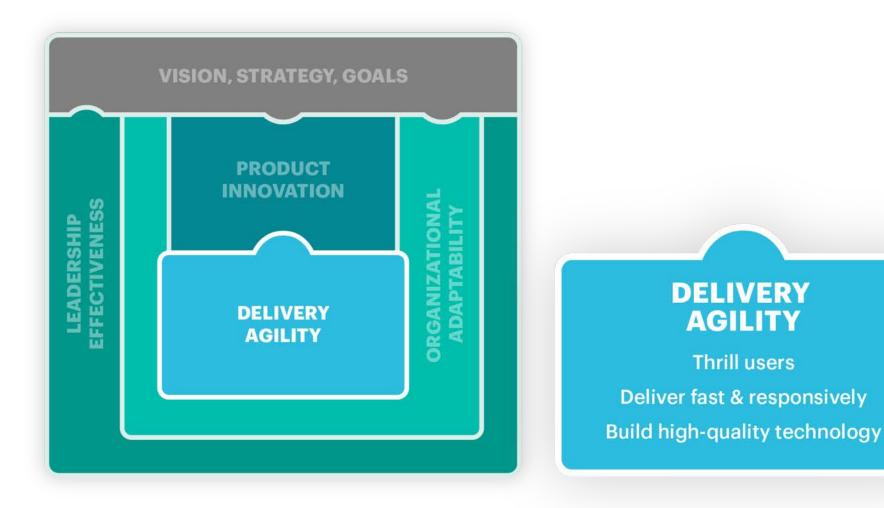
### **BUSINESS AGILITY IN DETAIL**



## **BUSINESS AGILITY CAPABILITY MODEL**

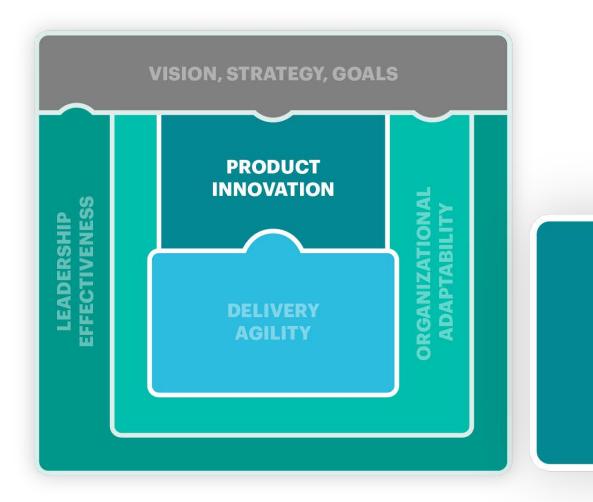


### **DELIVER FAST AND RESPONSIVELY**





# **DISRUPT & INNOVATE**

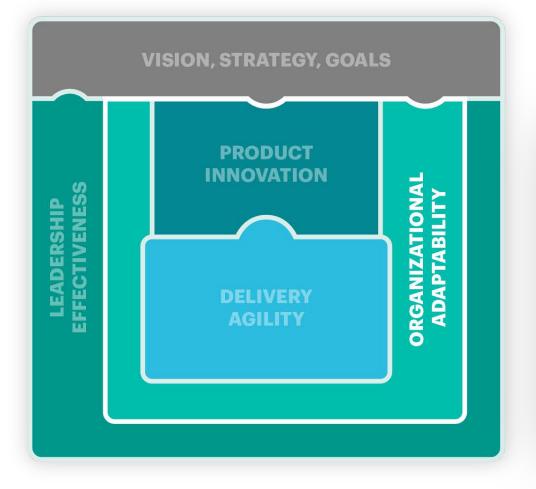


#### PRODUCT INNOVATION

Create and disrupt markets Adapt business models Impact markets



### **ADAPTABLE PEOPLE AND STRUCTURE**

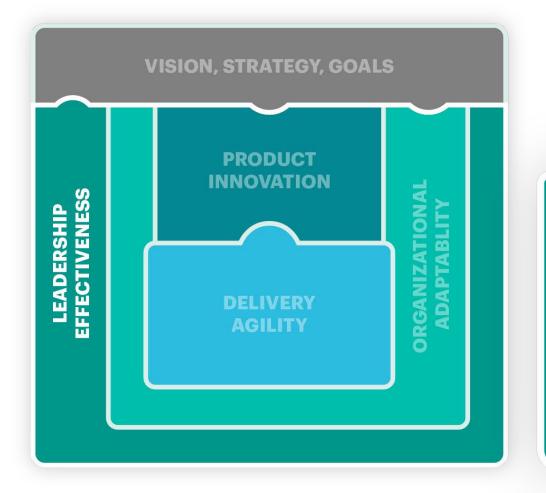


#### ORGANIZATIONAL ADAPTABILITY

Innovate management models Lean out business process flows Align structures, roles & incentives



## LEAD THROUGH COMPLEXITY



#### LEADERSHIP EFFECTIVENESS

Invite others into a compelling shared vision

Evolve prganized capability and fitness

Lead in a way that maximizes learning



## VALUE IS A BUSINESS OUTCOME

Business Agility Change the way the entire organization works together

Agile Leadership Change the way we manage the organization **Digital Business** Change what we choose to build Agile Delivery Change the way we work Modern Architecture & DevOps Get it out the door

You need to do some combination of these things in the majority of your organization.

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## THE AGILE INFLECTION SCALE

Ability to Frequently Deliver Business Value & Respond Quickly to Market Forces	High	Transforming (Business & IT)	Agile Applied to Organization – Business Directs Value Delivery
		Practicing (Mostly Just IT)	Agile Applied to the Delivery and/or Release System Agile Practice is funded
	Some	Doing Both Waterfall & Agile	Agile & Waterfall Done Separately Some Agile, More Waterfall
	None	Doing Some Hybrid Horror ™	Agile & Waterfall Mixed Together – Command & Control Agile aka Hybrid Agile
		Say We Are Doing It	Agile Names, Structures & Words Structures without Agile Rules or Process
	None	Not Doing It	No Agile At All

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## THE INFLECTION SCALE APPLIED

Business Agility Begins Here	Transforming (Business & IT)	Agile Applied to Organization – Business Directs Value Delivery
	Practicing (Mostly Just IT)	Agile Applied to the Delivery and/or Release System Agile Practice is funded
Agile Transformation Begins Here	Doing Both Waterfall & Agile	Agile & Waterfall Done Separately Some Agile, More Waterfall
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## **BEGIN HERE:**

BE CLEAR ON YOUR GOALS – WHAT VALUE WILL YOU PROVIDE AND MEASURE?
BE INVOLVED WITH YOUR PEOPLE | SHARE THE GOALS | BE TRANSPARENT
LET YOUR TEAMS FIND SOLUTIONS | PROVIDE THE DESTINATION – NOT THE ROUTE
LEARNING, EVEN THROUGH FAILURE IS SUCCESS - MAKE THAT A CORE BELIEF
ALWAYS FIND WAYS TO IMPROVE – IF YOU CAN'T FIND ANYTHING, SOMETHING IS WRONG

