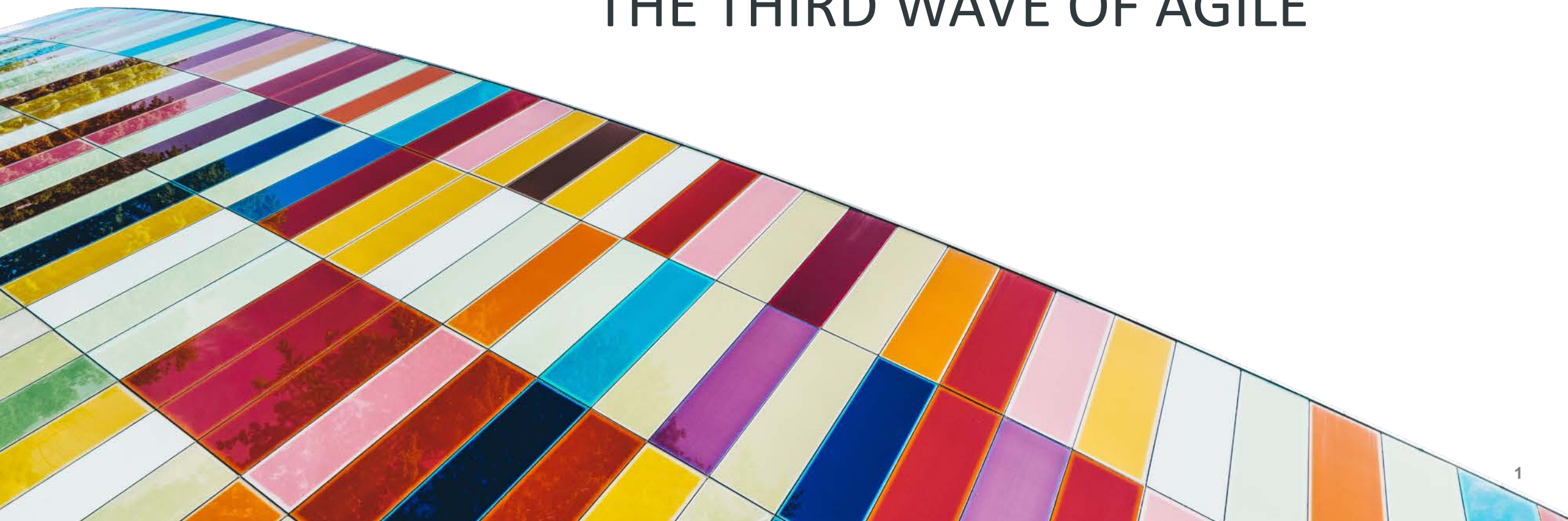


# BUSINESS AGILITY

## THE THIRD WAVE OF AGILE





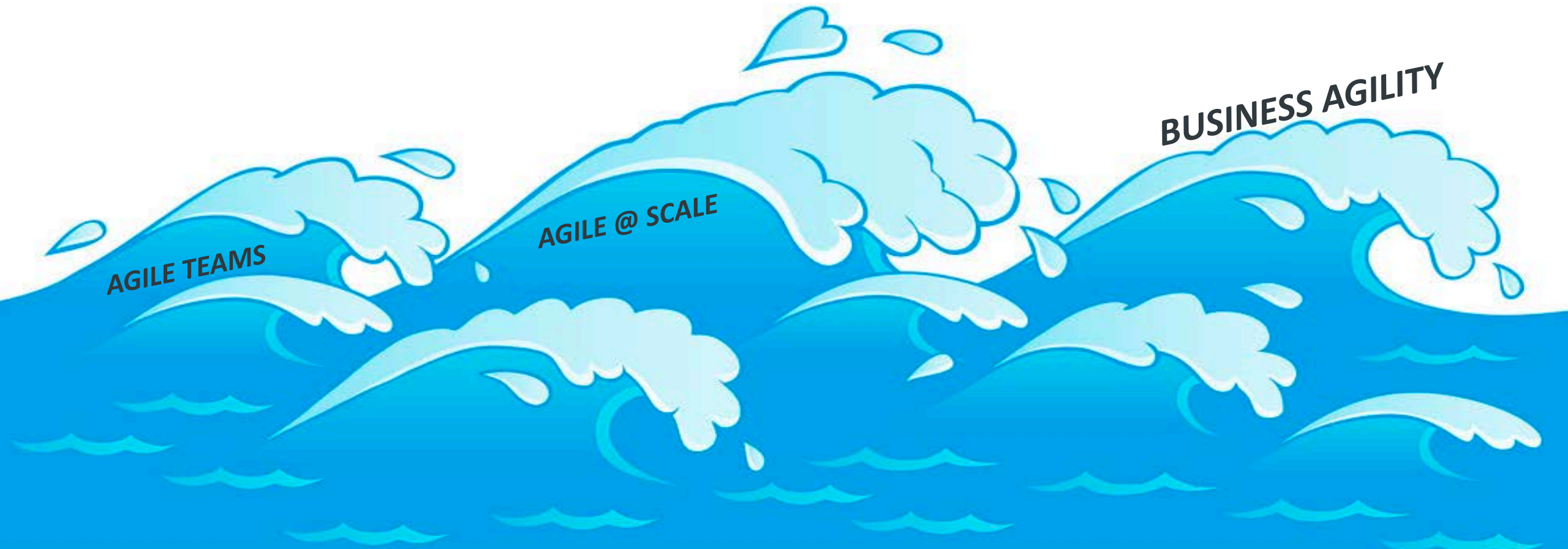
# ADAM ASCH

**AAPAC GROUP LEAD**

**accenture** | SOLUTIONS 

**[adam.asch@accenture.com](mailto:adam.asch@accenture.com)**

# THE THIRD WAVE OF AGILE



AGILE TEAMS

AGILE @ SCALE

BUSINESS AGILITY

# TOPICS

- 1 HOW WE GOT HERE**
- 2 A NEW WAY FORWARD:  
THE PATH TO BUSINESS AGILITY**
- 3 WHAT BUSINESS AGILITY  
REALLY LOOKS LIKE**
- 4 TRANSFORMATION –  
A HOLISTIC VIEW**
- 5 WHERE TO BEGIN**
- 5 Q&A**

# WHERE WE FIND OURSELVES

More

The More Stuff We Can Do

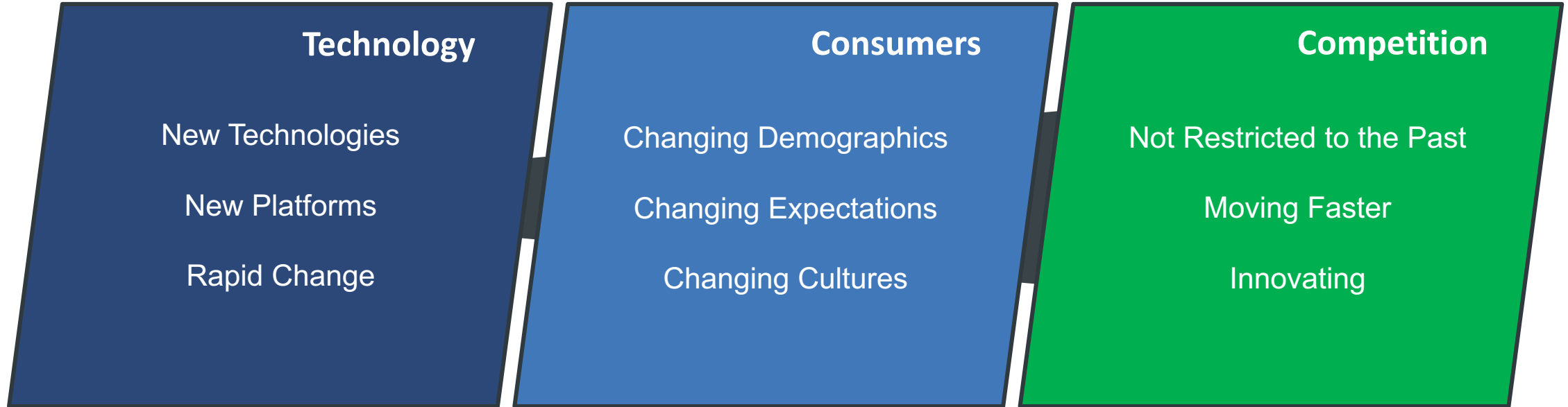
Faster

As Quickly As We Can Do It

Cheaper

As Cheaply As Possible

# WHY ARE WE TRYING TO BE AGILE



How we can do it

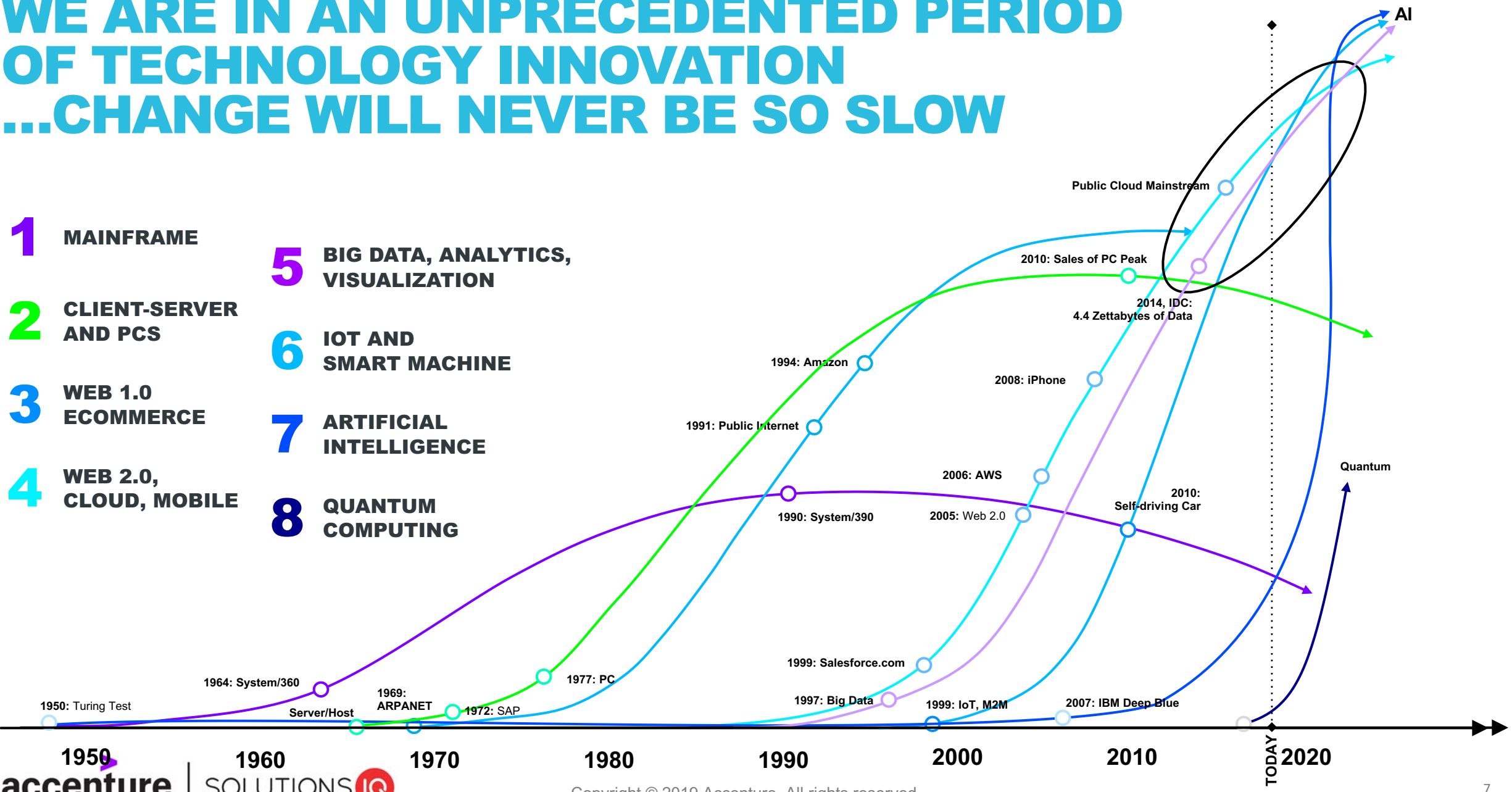


# WE ARE IN AN UNPRECEDENTED PERIOD OF TECHNOLOGY INNOVATION

## ...CHANGE WILL NEVER BE SO SLOW

- 1** MAINFRAME
- 2** CLIENT-SERVER AND PCS
- 3** WEB 1.0 ECOMMERCE
- 4** WEB 2.0, CLOUD, MOBILE

- 5** BIG DATA, ANALYTICS, VISUALIZATION
- 6** IOT AND SMART MACHINE
- 7** ARTIFICIAL INTELLIGENCE
- 8** QUANTUM COMPUTING

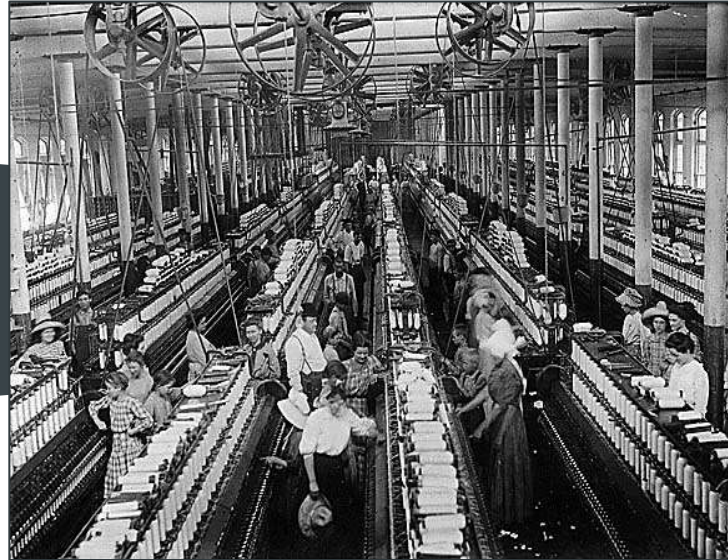


# WHY IS THIS DIFFICULT

Agrarian



Industrial



Digital





**BUREAUCRACIES...**

**...ROBUST, YET FRAGILE.**



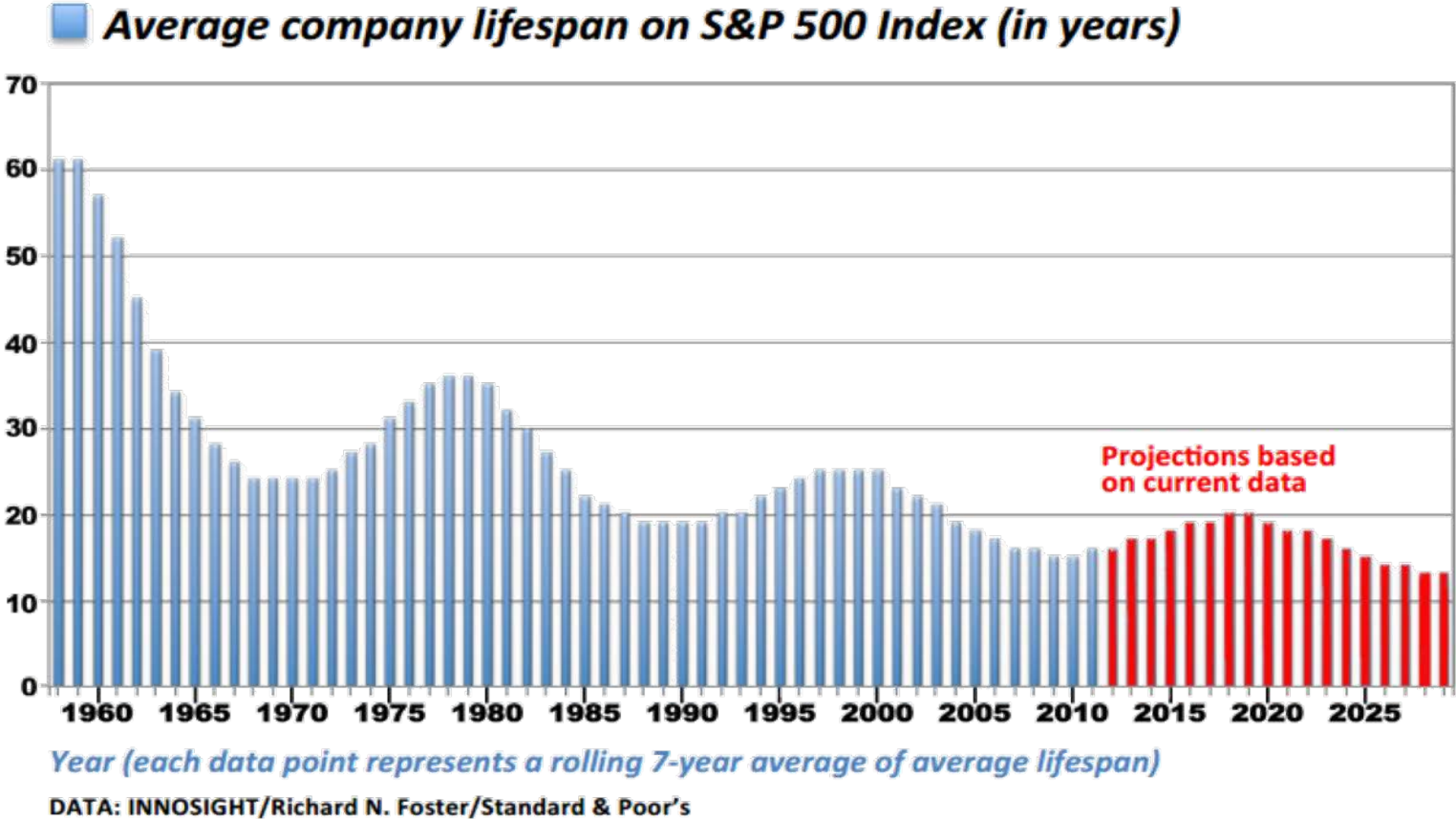
## **HOW BUREAUCRACY AFFECTS THE WAY YOU ORGANIZE AND WORK**

---

- 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

SHOOT HERE LUKE

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



# MANAGEMENT IS THE HARDEST THING TO CHANGE



**STOP...**

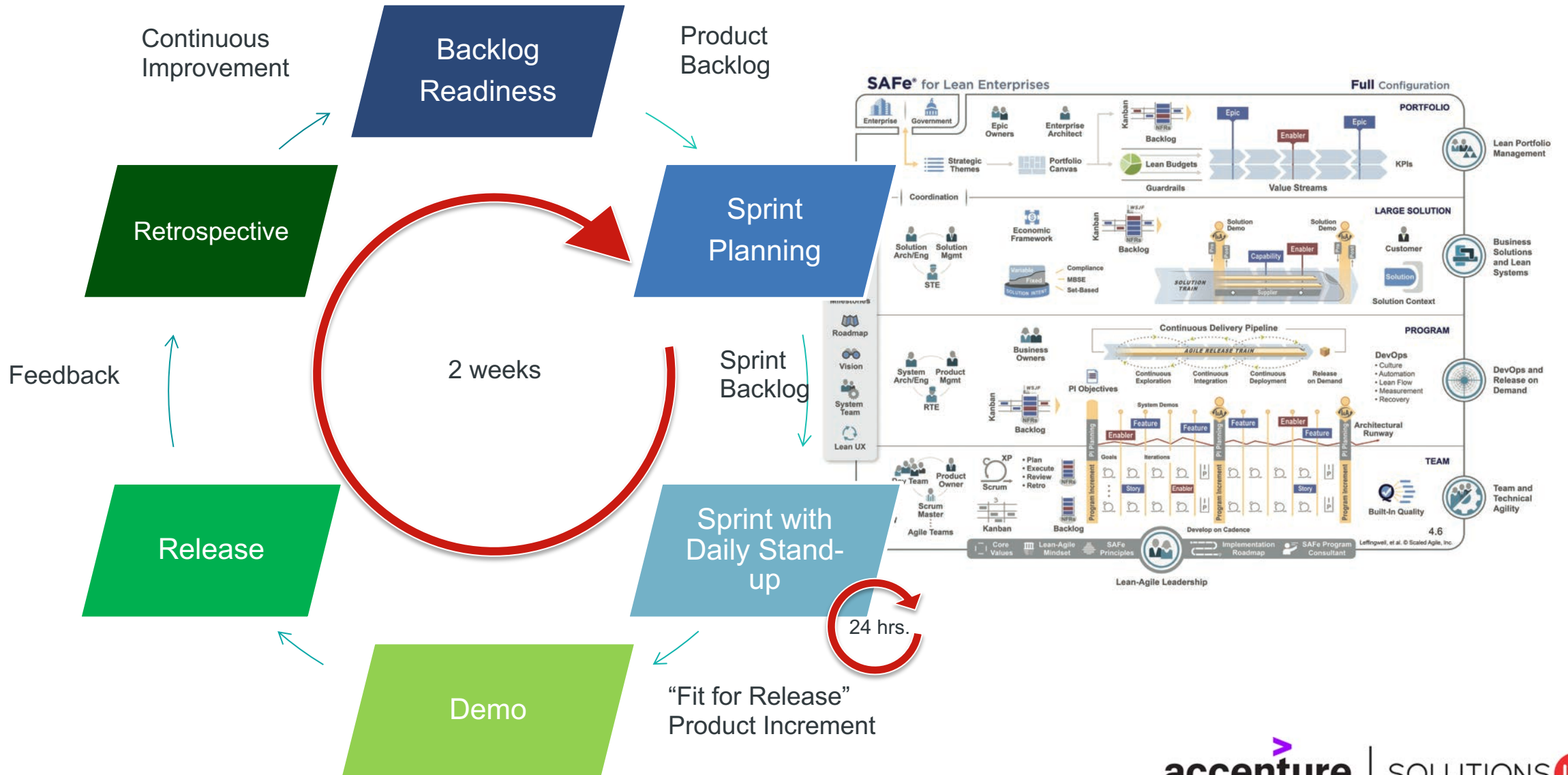
THINKING ABOUT YOUR AGILE/DIGITAL TRANSFORMATION AS A **PROCESS CHANGE...**



**START...**

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

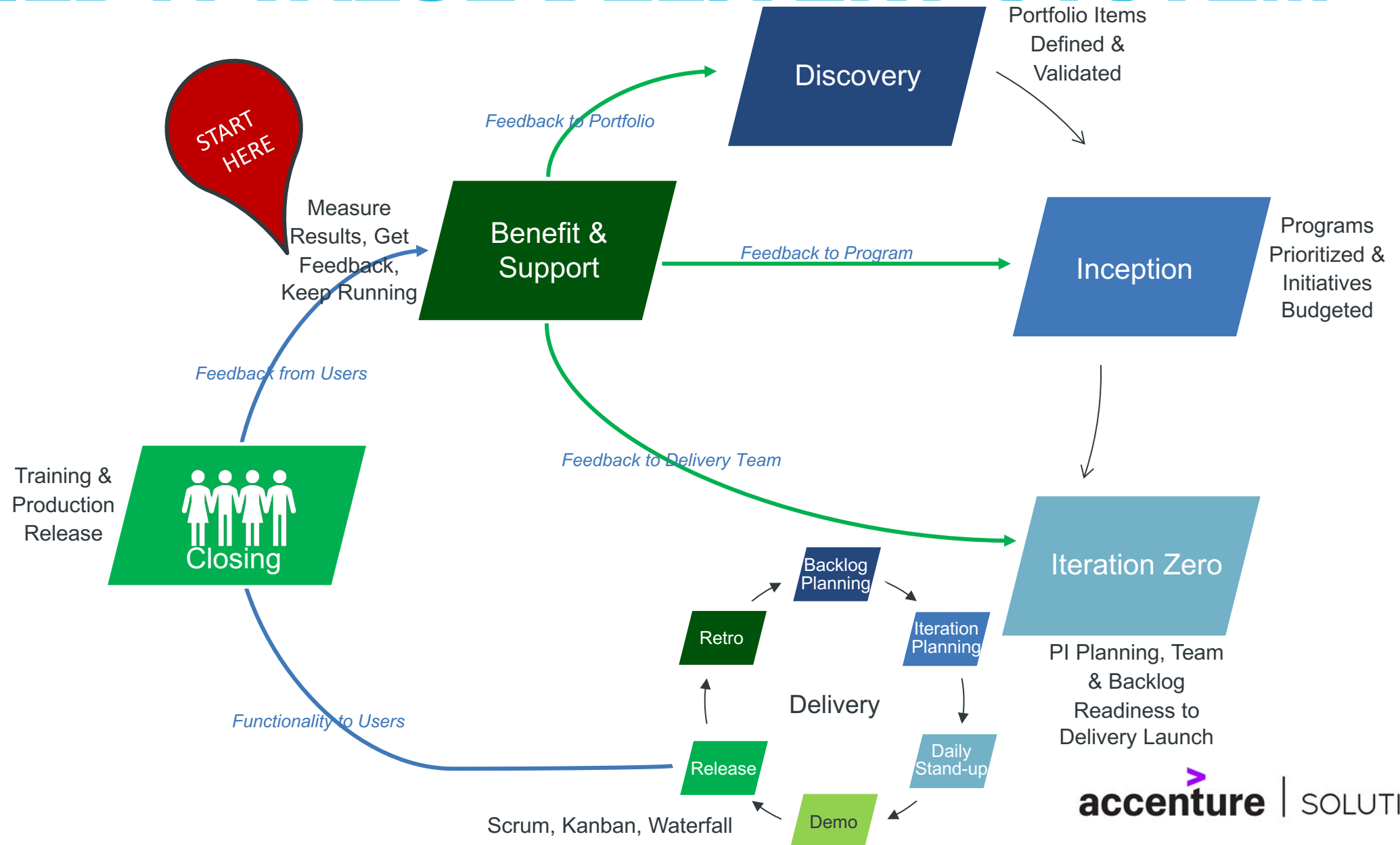
# AGILE DELIVERY IS NOT ENOUGH



THERE IS ZERO  
VALUE  
IN BUILDING  
FEATURES &  
FUNCTIONALITY



# BUILD A VALUE DELIVERY SYSTEM



# **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.**

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**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 achieved in a defined Increment

Product

Features and functionality usually grouped for branding, marketing and sales



# BUSINESS AGILITY IS:

## ALIGNING TO 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

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Features and functionality usually grouped for branding, marketing and sales

# **BUSINESS AGILITY IS:**

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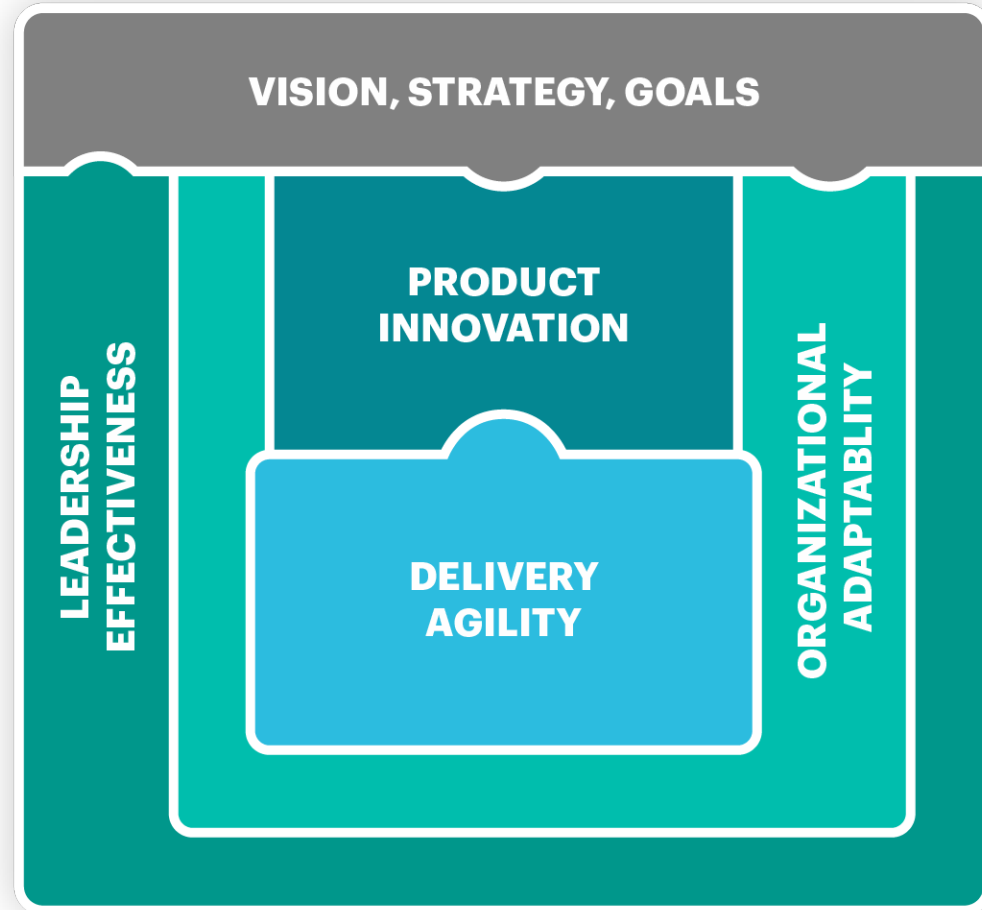
**APPLYING AGILE TO THE  
ENTIRE ORGANIZATION  
ENABLING IT TO RESPOND  
QUICKLY TO ANY AND ALL  
POSSIBLE CHANGE**

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# BUSINESS AGILITY IN DETAIL

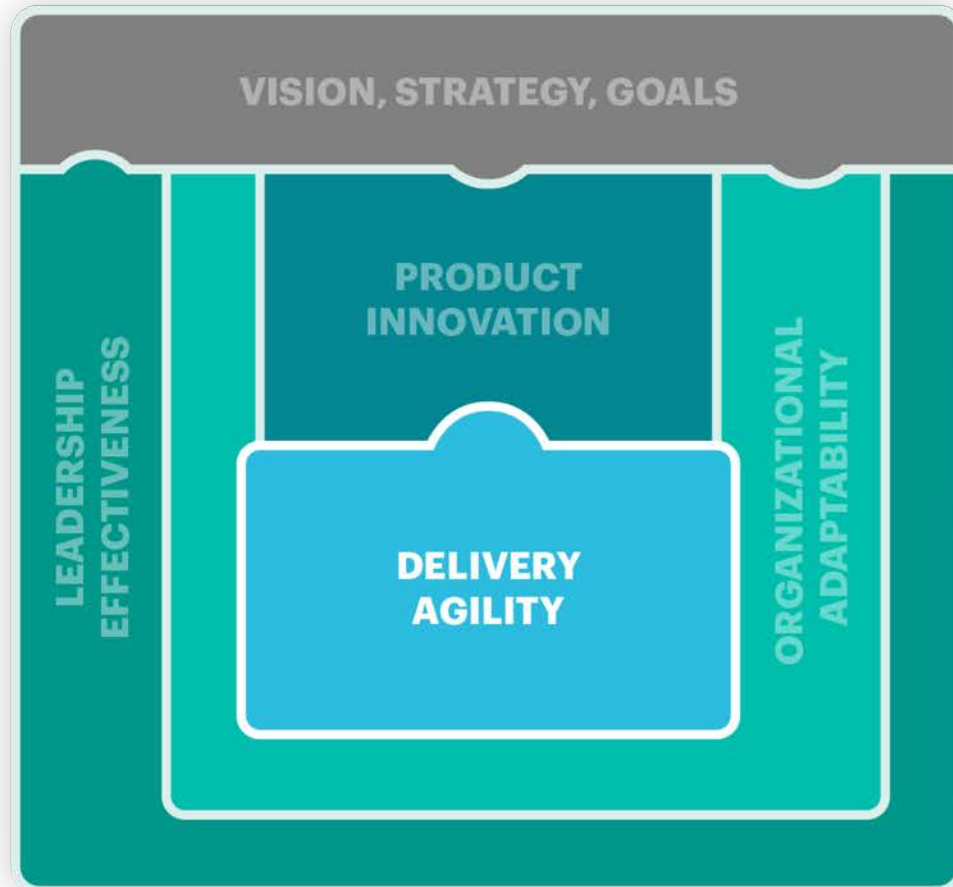


# BUSINESS AGILITY CAPABILITY MODEL

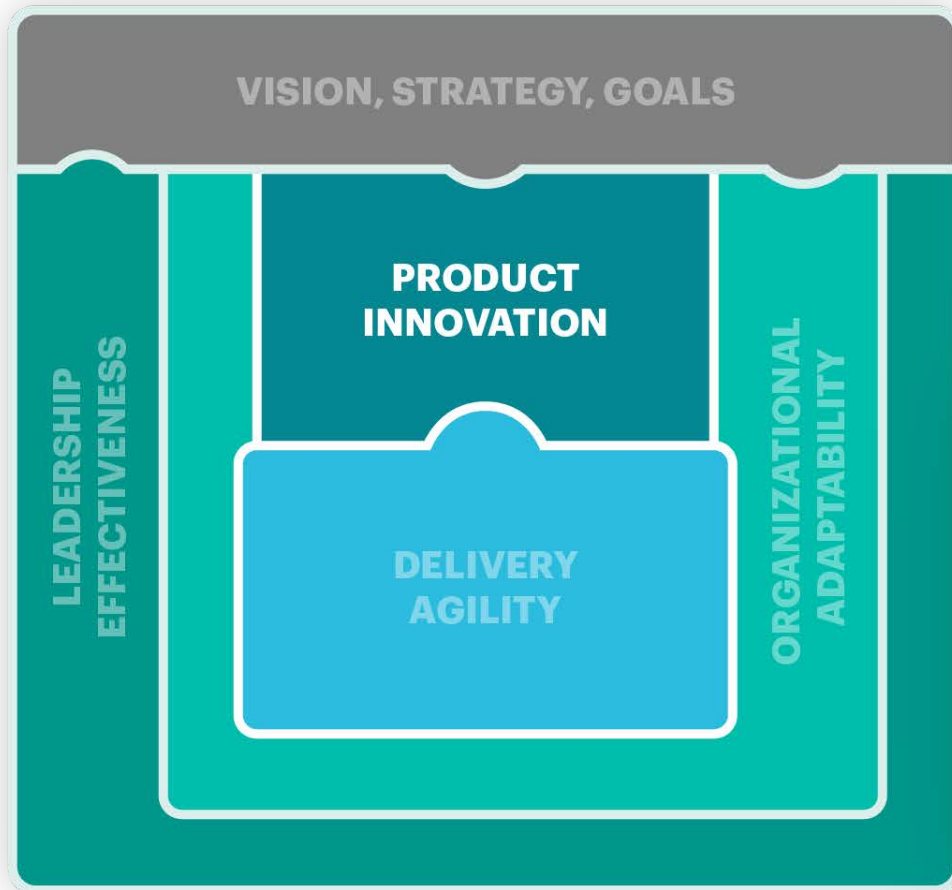


**BUSINESS  
AGILITY**

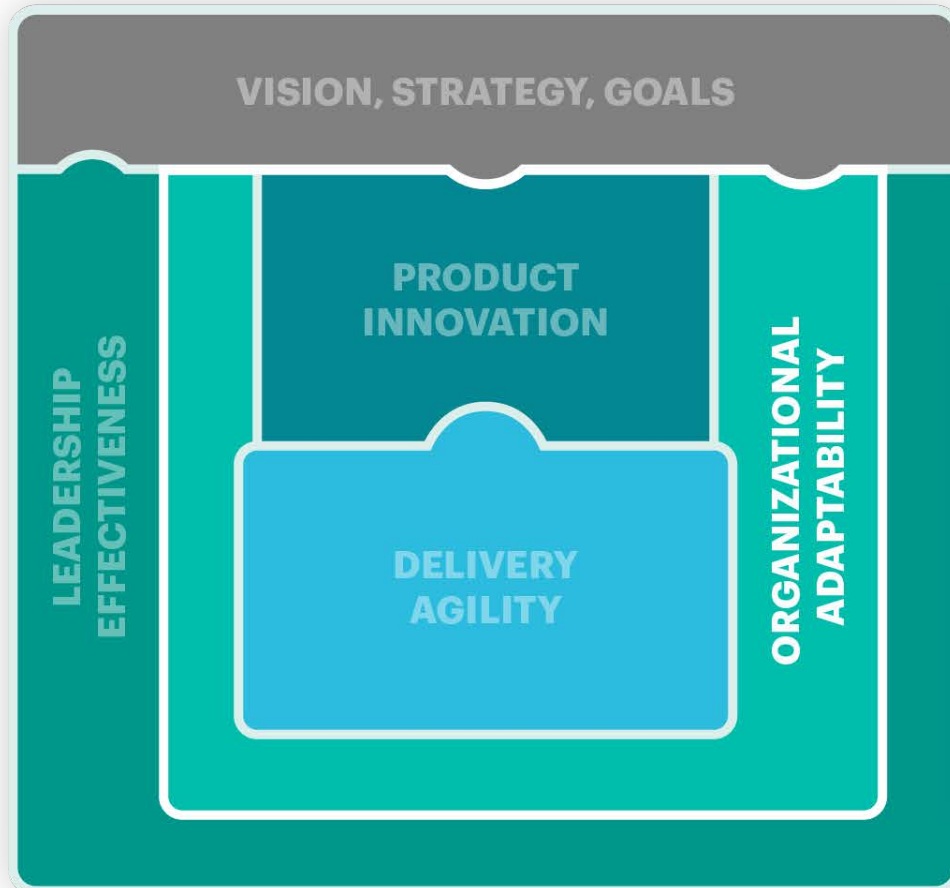
# DELIVER FAST AND RESPONSIVELY



# DISRUPT & INNOVATE



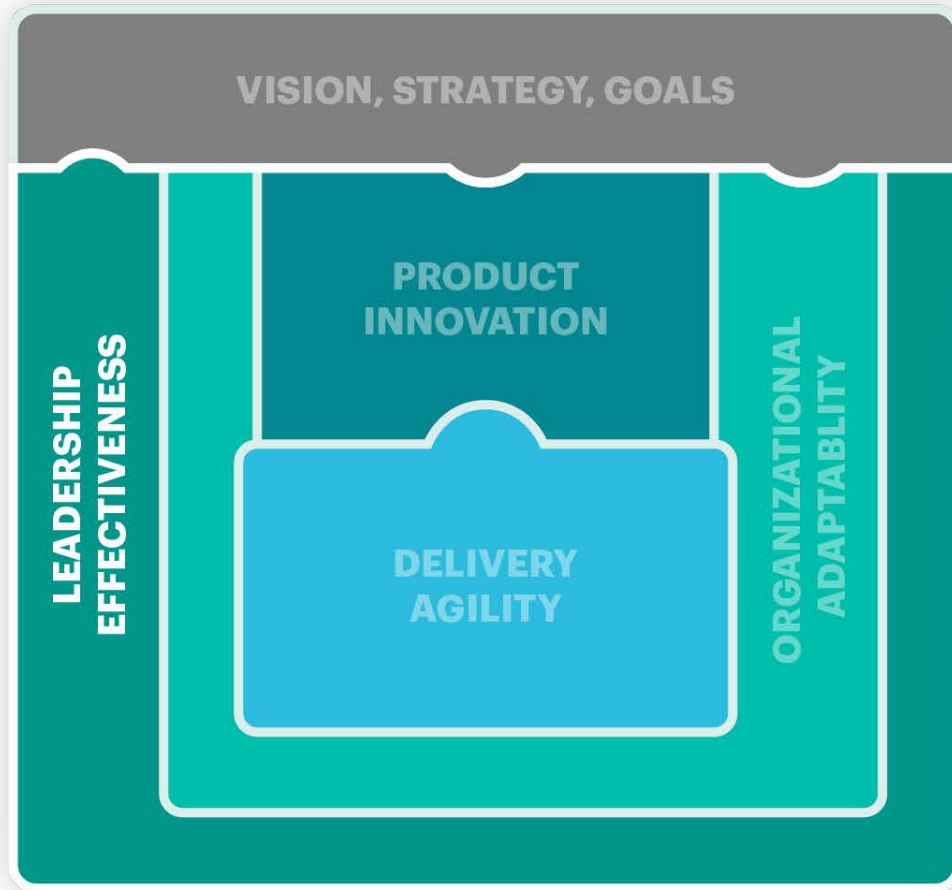
# ADAPTABLE PEOPLE AND **STRUCTURE**



## ORGANIZATIONAL ADAPTABILITY

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

# LEAD THROUGH COMPLEXITY



**LEADERSHIP EFFECTIVENESS**

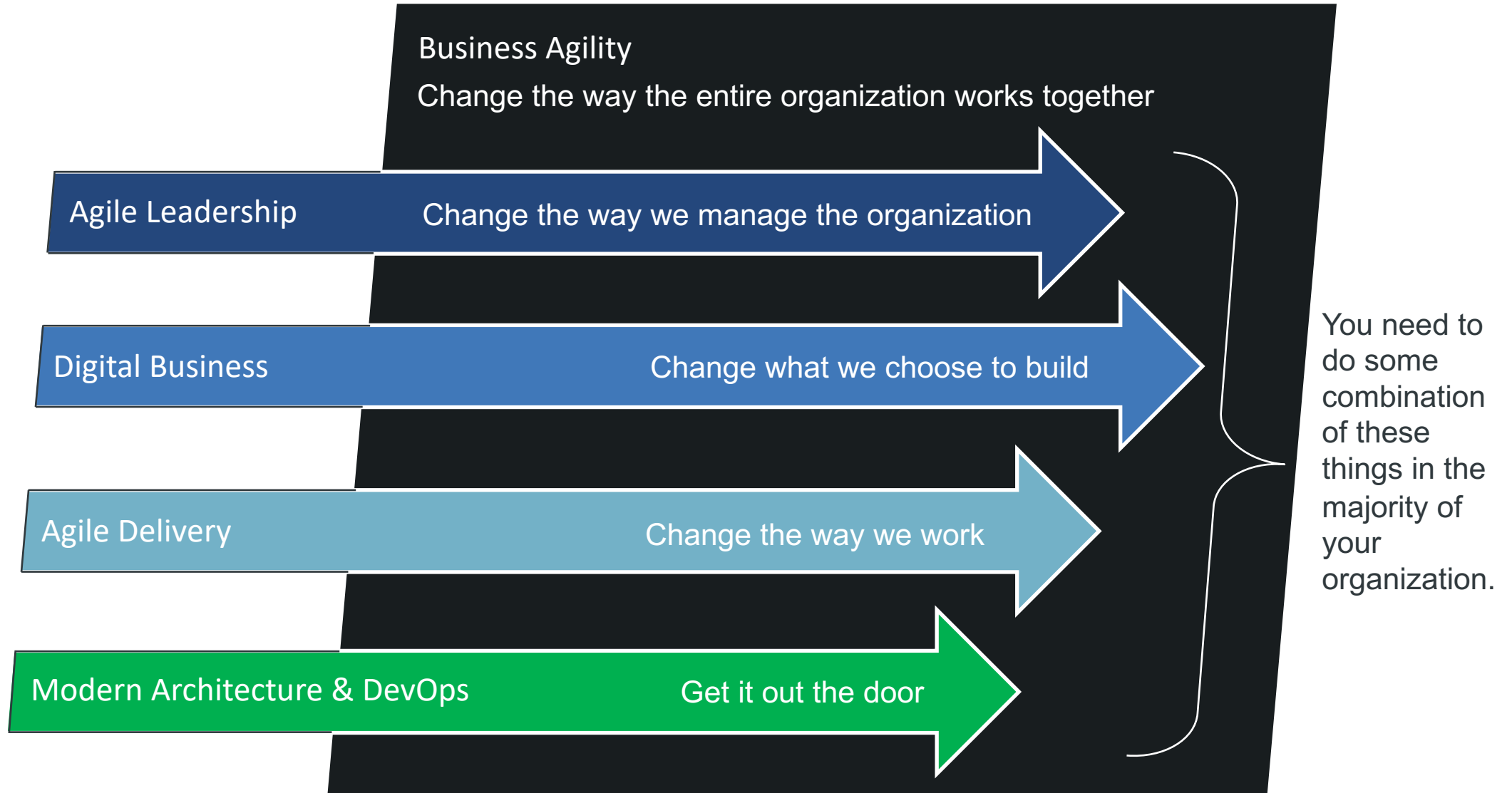
Invite others into a compelling shared vision

Evolve organized capability and fitness

Lead in a way that maximizes learning



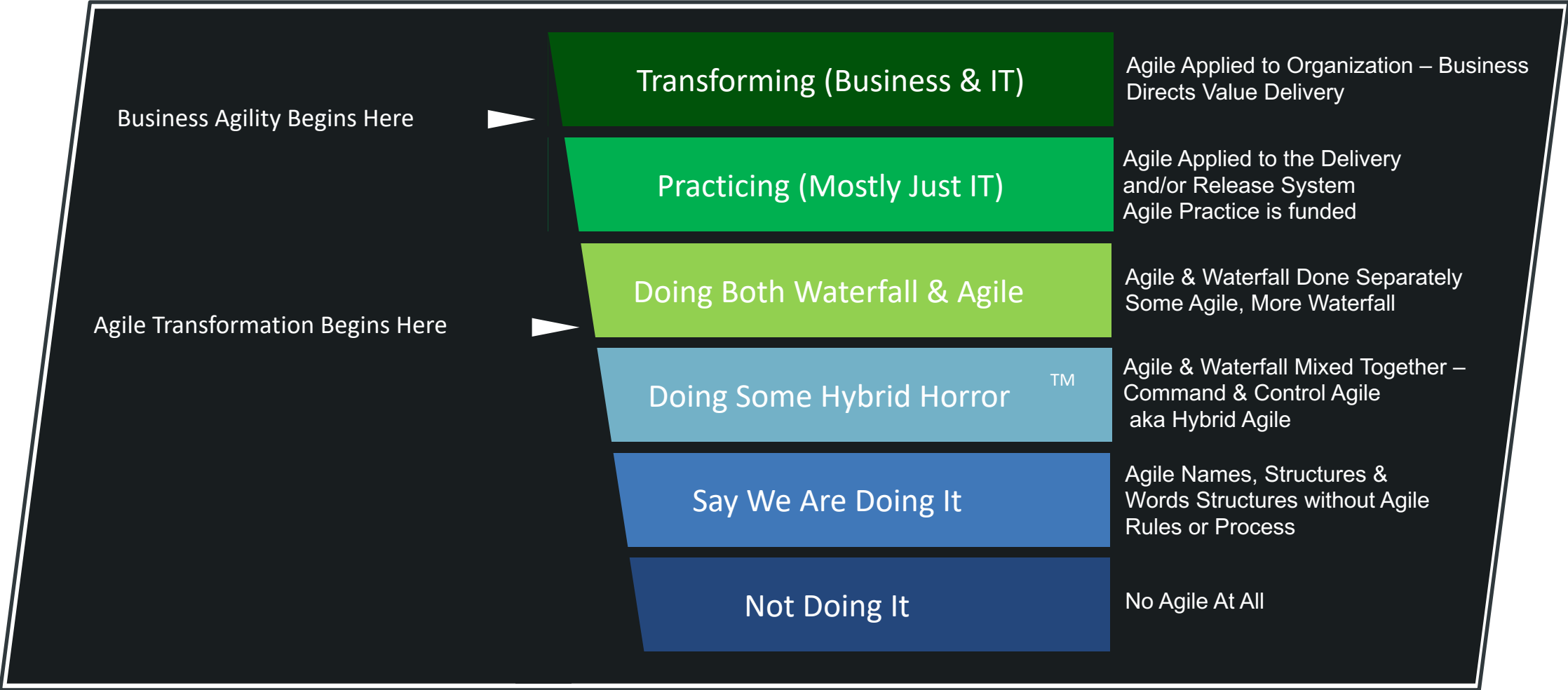
# VALUE IS A BUSINESS OUTCOME



# THE AGILE INFLECTION SCALE



# THE INFLECTION SCALE APPLIED



# BEGIN HERE:

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★ **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** ★

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