



BUSINESS AGILITY

PROFESSIONAL CERTIFICATION



BAPC® Version 112022

BUSINESS AGILITY PROFESSIONAL CERTIFICATION BAPC™



Who is Certiprof®?

Certiprof® is a certifying entity founded in the United States in 2015, currently located in Sunrise, Florida.

Our philosophy is based on the creation of knowledge in community and for this purpose its collaborative network is formed by:

- **Our Lifelong Learners (LLL)** identify themselves as Continuous Learners, demonstrating their unwavering commitment to lifelong learning, which is vitally important in today's ever-changing and ever-expanding digital world. Regardless of whether or not they win the exam.
- Universities, training centers, and facilitators around the world are part of our network of **CPLS (Certified Partner For Learning Solutions)**.
- **Authors (co-creators)** are industry experts or practitioners who, with their knowledge, develop content for the creation of new certifications that respond to industry needs.
- **Internal Staff:** Our distributed team with operations in India, Brazil, Colombia and the United States is in charge of overcoming obstacles, finding solutions and delivering exceptional results.



Our Affiliations

Memberships



Digital badges issued by



IT Certification Council – ITCC

Certiprof® is an active member of ITCC.

One of the importance of being part of the ITCC is how industry leaders collaborate with each other in an open format to explore new or different ways of doing business that inspire and encourage innovation, establishing and sharing best practices that allow us to extend that knowledge to our community. Certiprof has contribute with white papers in the Career Path Ways Taskforce a taskforce that was implemented internally to offer students with the opportunity to know what path to take after a certification.

- **IBM**
- **CISCO**
- **ADOBE**
- **AWS**
- **SAP**
- **GOOGLE**
- **ISACA**



Agile Alliance

Certiprof® is a corporate member of the Agile Alliance.

By joining the Agile Alliance corporate program, we continue to empower people by helping them reach their potential through education. Every day, we provide more tools and resources that enable our partners to train professionals who seek to enhance their professional development and skills.

<https://www.agilealliance.org/organizations/certiprof/>



This alliance allows individuals and companies certified or accredited with Certiprof® to have a worldwide distinction through a digital badge.

Credly is the world's largest badge repository, and leading technology companies such as IBM, Microsoft, PMI, Nokia, and Stanford University, among others, issue their badges with Credly.

Companies issuing knowledge validation badges with Credly:

- **IBM**
- **Microsoft**
- **PMI**
- **Universidad de Stanford**
- **Certiprof**



Digital Badges



According to a study by the IT Certification Council (ITCC), people knew little about digital badges years ago. Today, large companies and educational institutions around the world issue badges.

Digital badges contain detailed metadata about who earned them, the competencies required, and the organization that issued them. Some badges are even linked to the activities needed to attain them.

For companies and educational institutions, badges and the information they provide are so important that many decisions, such as hiring or admission decisions, are based on the data they provide.

Digital Badges:

What Are They?



Why are they important?



- **Ease of Sharing and Verifying Achievements:**

Digital badges allow professionals to showcase and verify their achievements instantly and globally. According to a Credly report, **LinkedIn profiles with digital badges receive 40% more attention from recruiters and employers.**

- **Visibility on Digital Platforms:**

In a survey conducted by Pearson and Credly, **85%** of users who earned digital badges shared them on LinkedIn, and **75%** reported that this improved their **professional credibility in their networks.** In addition, **76%** of employers surveyed said that digital badges help them quickly identify specific skills.



Why are they important?

- **Hiring Impact:**

A study by the **International Project Management Association (PMI)** found that candidates who display project management digital badges are **60%** more likely to be hired compared to those who only mention their skills without digital verification.



Why are they important?

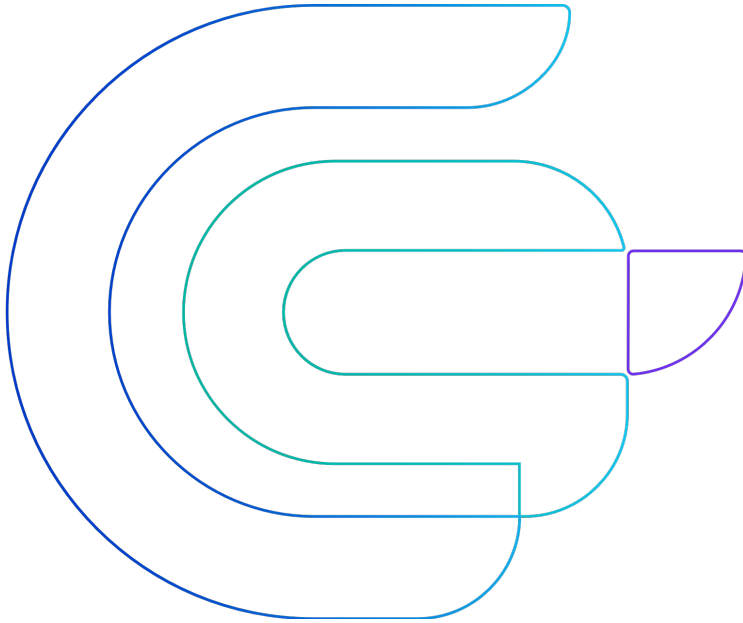


- **Personal Brand Empowerment:**

Digital badges' instant visibility and verification allow professionals to demonstrate their skills and build a solid personal brand. According to a LinkedIn study, professionals who use digital badges **are 24%** more likely to advance in their careers.

Certification and digital badges validate knowledge and are powerful tools for continuous improvement and employability. In a world where lifelong learning has become the norm, these credentials are key to professional development and competitiveness in the global job market.





Not all badges are created equal, and at **Certiprof**, we are committed to offering you more than just digital recognition. By earning a badge issued by certiprof, you will receive validation of your knowledge backed by one of the world's leading professional certification bodies.

Take the next step and earn the badge that will open doors and position you as an expert in your field.



Why getting your certificate is essential?

- **Proof of Expertise:** Your certificate formally acknowledges the skills and knowledge you've acquired. It serves as verifiable proof of your qualifications and demonstrates your commitment to excellence in your field.
- **Credibility and Recognition:** In today's competitive job market, employers and peers value credentials that distinguish you from others. A certification certificate from a recognized institution, like Certiprof, provides instant credibility and boosts your professional reputation.
- **Career Advancement:** Having your certificate can open doors to new opportunities. Whether it's a promotion, a raise, or landing a new job, certifications are critical differentiator employers look for when evaluating candidates.



Why getting your certificate is essential?

- **Networking Opportunities:** Holding a certificate connects you with a network of certified professionals. Many organizations have alumni or networking groups where you can share experiences, exchange ideas, and grow your professional circle.
- **Personal Achievement:** Earning a certification is a significant accomplishment, and your certificate is a tangible reminder of the hard work, dedication, and progress you've made. It's something you can be proud of and showcase to others.





Earn this Badge

Business Agility Professional Certification - BAPC®

Issued by [Certiprof](#)

The holders of this badge have validated their skills and knowledge in Business Agility. They understand that an organization is a complex adaptive system and that agility should be every team's responsibility in all company areas, not only IT. They also understand the importance of the customer being at the center of the 12 interacting domains across four dimensions, which are equally essential, necessary, and interrelated between them.

[Learn more](#)

 Certification

\$ Paid

Skills

Accountability

Adaptability

Collaboration

Communication

Leadership

<https://www.credly.com/org/certiprof/badge/business-agility-professional-certification-bapc.1>



Lifelong Learning

- Certiprof has created a special badge to recognize consistent learners.
- By 2024, more than 1,000,000 of these badges have been issued in over 11 languages.

Purpose and Philosophy

- This badge is intended for people who firmly believe education can change lives and transform the world.
- The philosophy behind the badge is to promote commitment to lifelong learning throughout life.

Accessing and Earning the Badge

- The Lifelong Learning badge is awarded at no cost to those who identify with this approach to learning.
- Anyone who considers themselves to be a lifelong learner can claim their badge by visiting:

<https://certiprof.com/pages/certiprof-lifelong-learning>



Agenda

- Introduction to Business Agility
- The customer
- Relationships
 - Workforce
 - The board of directors
 - Relationships: External Partners
- Leadership
 - People Management
 - One team
 - Strategic Agility
- Individuals
 - Growth Mindset
 - Craft Excellence
 - Ownership & Accountability
- Operations
 - Structural Agility
 - Process agility
 - Enterprise agility
- The Journey



...

SHARE AND VERIFY YOUR **LEARNING** **ACHIEVEMENTS** EASILY

#BAPC #certiprof



 **certiprof®**

...

...

Introduction to Business Agility



BAPC® Version 112022



The Business Agility Manifesto – Building for Change

Management Imperatives

The following General Management Imperatives are paramount for consideration and deliberate application in creating such an agile, dynamic operating business.

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© John A. Zachman®, Zachman International®, Inc. 2017.

I. Facilitate Business Change

II. Create Value

III. Implement Business Strategies

IV. Provide Security

V. Optimize Resources

VI. Assure Sustainability

VII. Manage Business Risk

VIII. Encourage Appropriate Innovation or Control

IX. Enable Collaboration

X. Manage Knowledge

Burlton, Zachman, R., 2022. The Business Agility Manifesto. [online] [Busagilitymanifesto.org](https://busagilitymanifesto.org). Available at: <https://busagilitymanifesto.org/> [Accessed 4 September 2022].



The Business Agility Manifesto – Building for Change

The Prime Directive

All initiatives must demonstrably align with the **Management Imperatives**.

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- I. Perpetual Change
- II. Business Solution Agility
- III. Business Value Creation
- IV. Value Chain
- V. Business Integrity
- VI. Business Knowledge
- VII. Business Knowledge Management
- VIII. Business Knowledge-Base
- IX. Single Source of Business Truth
- X. Business Strategy

Burlton, Zachman, R., 2022. The Business Agility Manifesto. [online] [Busagilitymanifesto.org](https://busagilitymanifesto.org). Available at: <https://busagilitymanifesto.org/> [Accessed 4 September 2022].



What is VUCA?

Volatile

The speed, rate
and rapidity of
change

Uncertain

Unclear about the
here and now and
impact/affect –
law of unintended
consequences

Complex

Multiple key
decision factors

Ambiguous

Lack of clarity
about meaning of
events – no “right
answer”



Current Situation – Next Generation of Organizations

Continuous and
challenging world
changes

Keep relevant to clients
and society

Customers have high
expectations

Customers have more
information

Employees are
demanding more
clarity, empowerment,
and meaning in their
work



Principles and Ways of Thinking – Business Agility



Actively engaged and aligned workforce



Empowering management



Catalytic leadership



Unified business processes, policies, and functions



A culture of respect, trust, learning, and autonomy

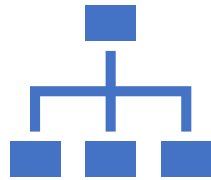


An overriding obsession on creating timely customer experiences that fulfill real needs



Next Generation of Organizations – Business Agility

Business Agility



*High-performance
organizations*



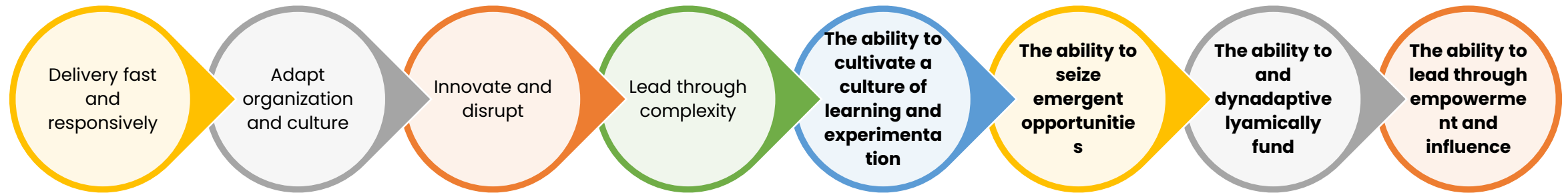
Adaptability



Agile



Business Agility- Example Capabilities:



Business Agility

*“Business agility is a set of **organizational capabilities, behaviors, and ways of working** that affords your business the freedom, flexibility, and resilience to achieve its purpose. No matter what the future brings.”*

– Business Agility Institute



Business Agility Definitions – What do they have in common?

“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”

– Scaled Agile Framework

“The ability of an organization to sense changes internally or externally and respond accordingly in order to deliver value to its customers.”

– Agile Alliance

Business Agility is a people-centered, organization-wide capability that enables a business to deliver value to a world characterized by ever-increasing volatility, uncertainty, complexity, and ambiguity.

– Agile Business Consortium

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Read the FAQs on how to use SAFe content and trademarks here:

<https://www.scaledagile.com/about/about-us/permissions-faq/>

Business Agility

An operating model for the next generation of organizations.

An operating model that **amplifies** adaptability and responsiveness in every area of your business.

An adaptable and sustainable narrative that binds and guides us into the uncertain future.



Business Agility

“An organization can only be as agile as its least agile division!”

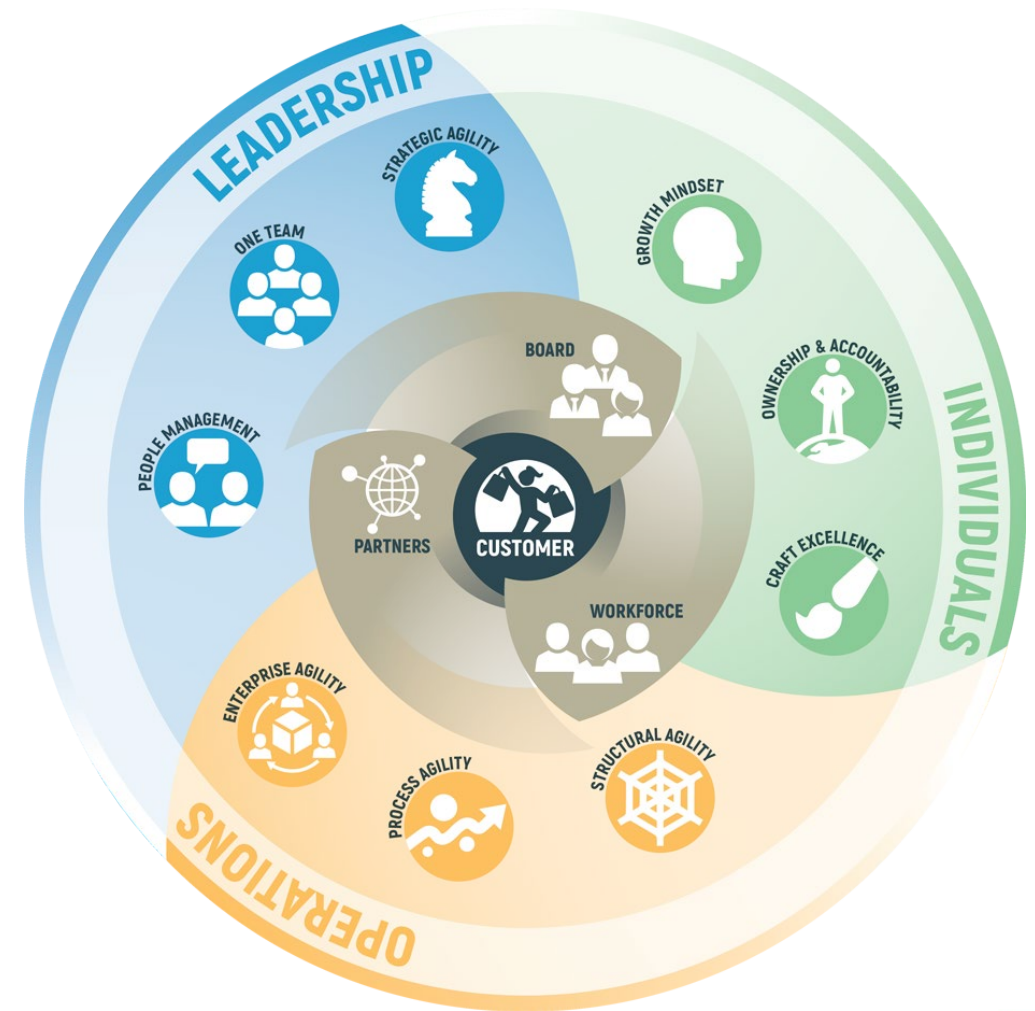
*Evan Leybourn
Business Agility Institute Founder
Theory of Agile Constraints*



Domains of Business Agility

A simple model consisting of 12 interacting domains across four dimensions centered around the customer.

The domains in each dimension are equally important, necessary, and interrelated to each other.



Source: Domains of Business Agility



Domains of Business Agility

Customer Domain at the center of the model to represent the organization's purpose.

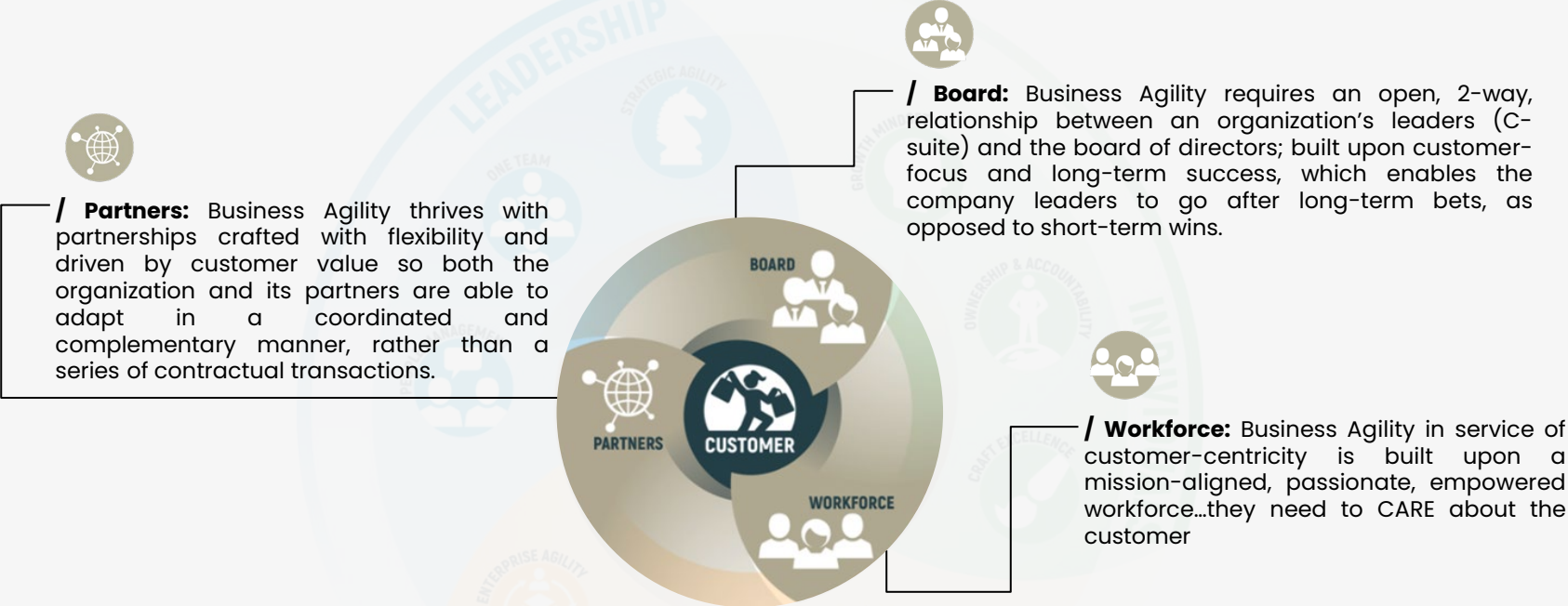
Located at the **center of the model** to represent that the customer is the reason for being in business.



Domains of Business Agility



Domains of Business Agility – Relationship

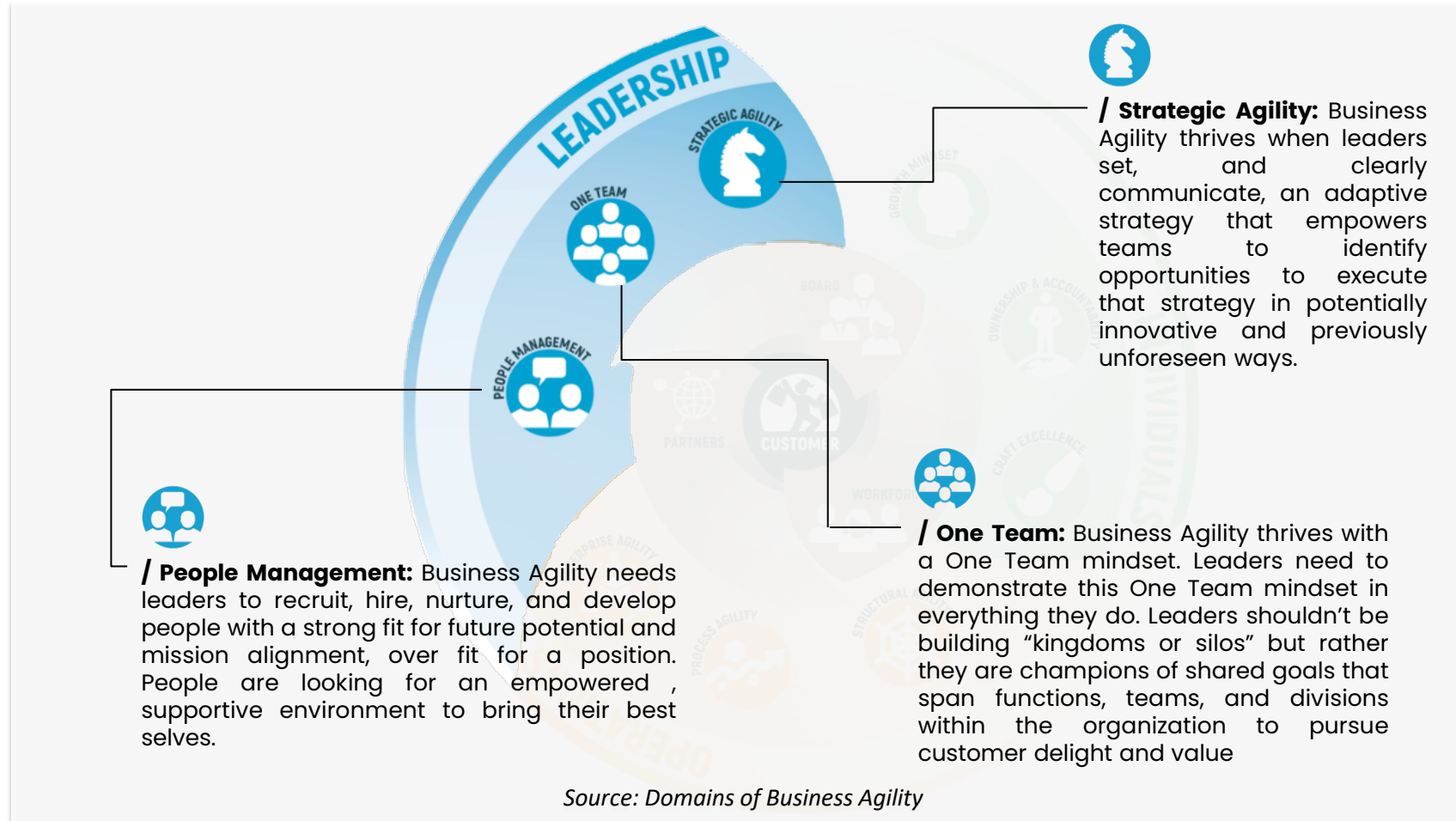


Source: Business Agility Institute

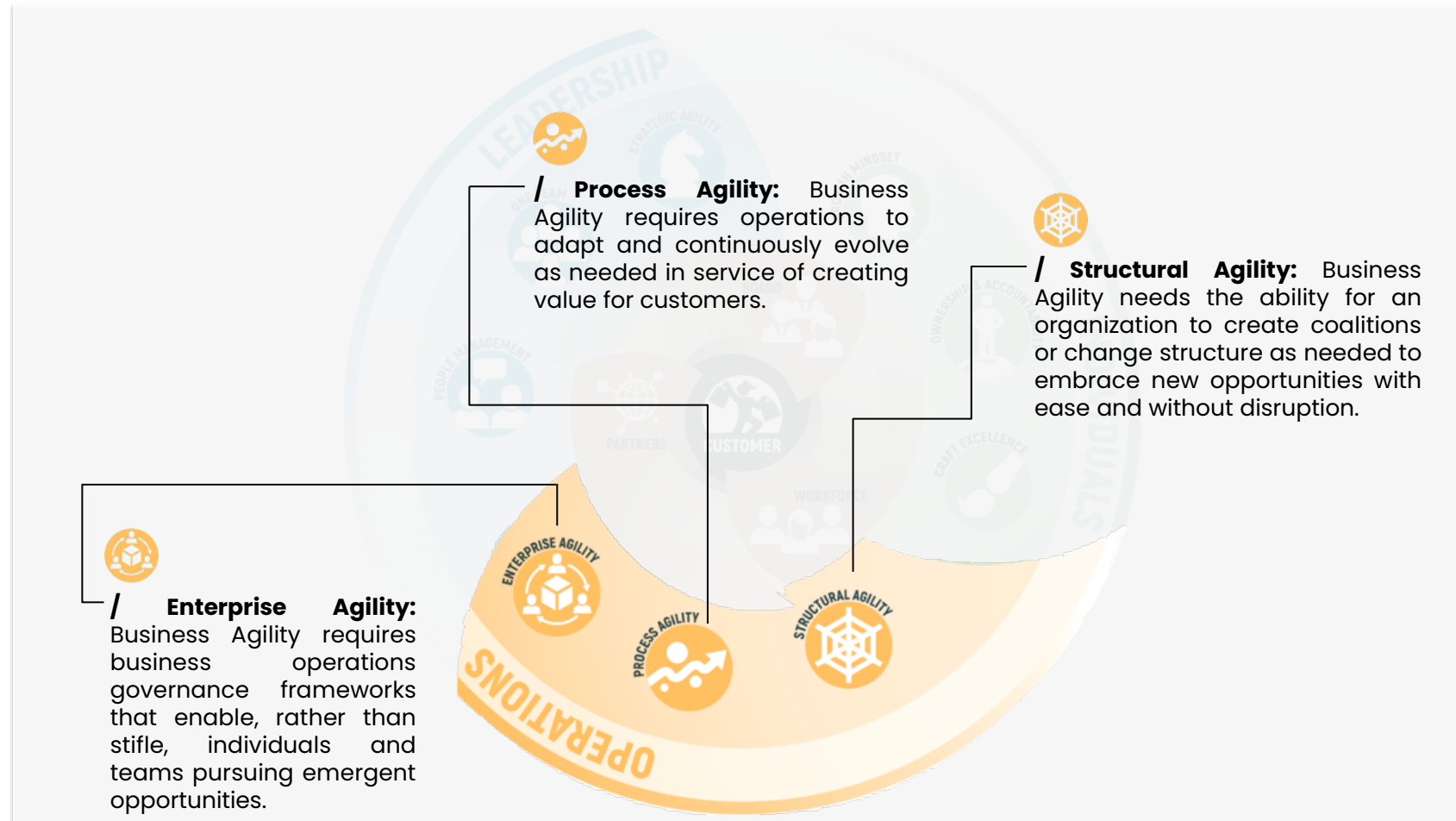
FOUNDATIONAL ALIGNMENT THAT ENABLES CUSTOMER CENTRICITY



Domains of Business Agility – Leadership



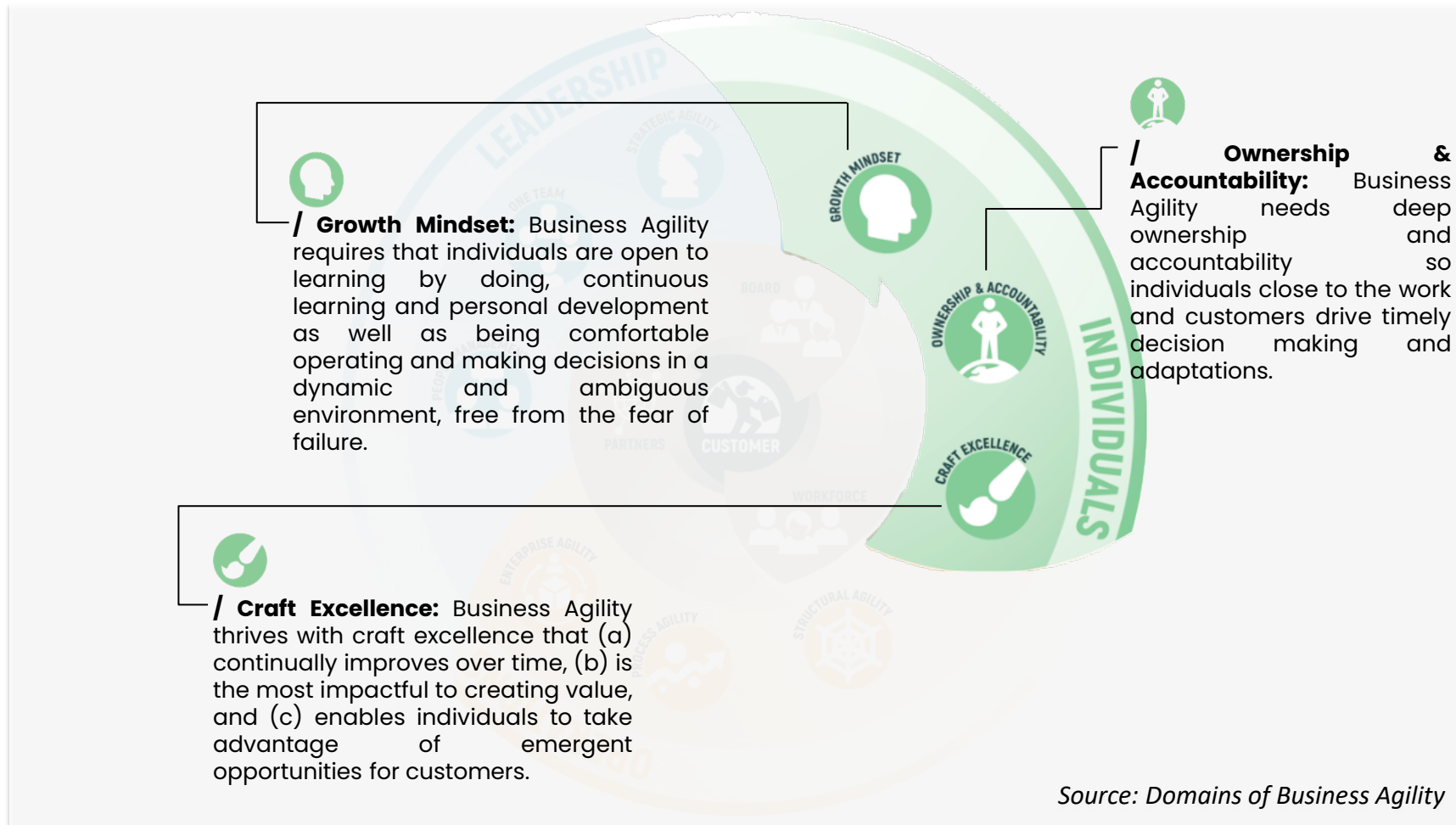
Domains of Business Agility – Operations



Source: Domains of Business Agility Institute



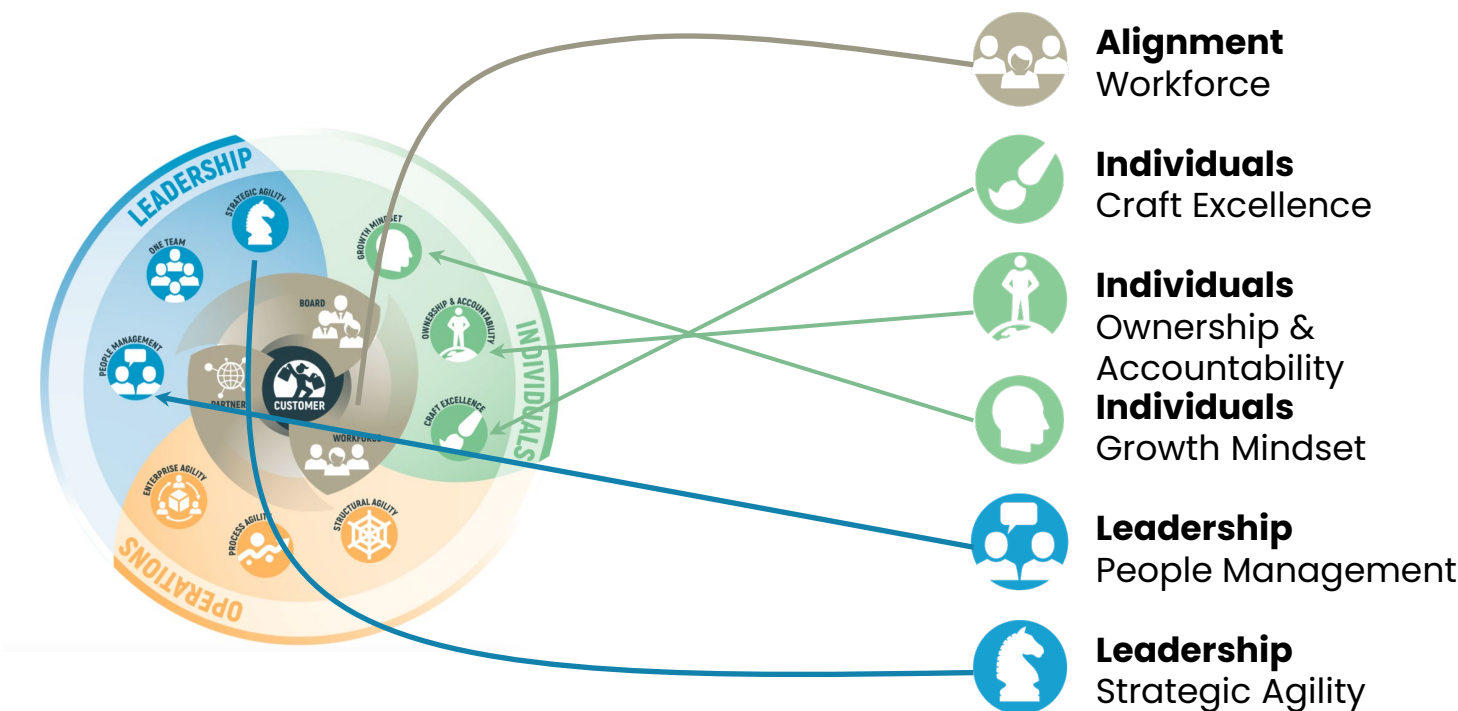
Domains of Business Agility – Individuals



Domains of Business Agility

Capability:

The ability to cultivate a culture of learning and experimentation



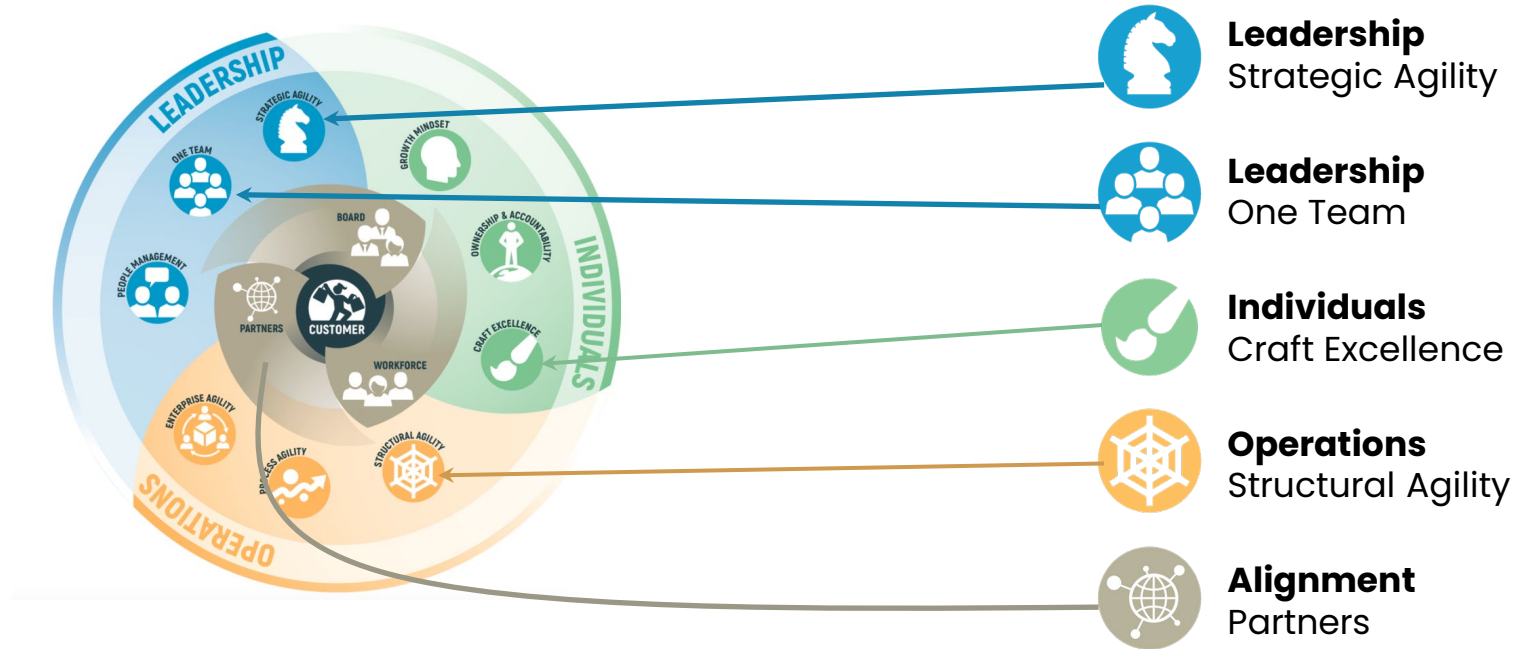
Source: Domains of Business Agility



Domains of Business Agility

Capability:

The ability to seize emergent opportunities



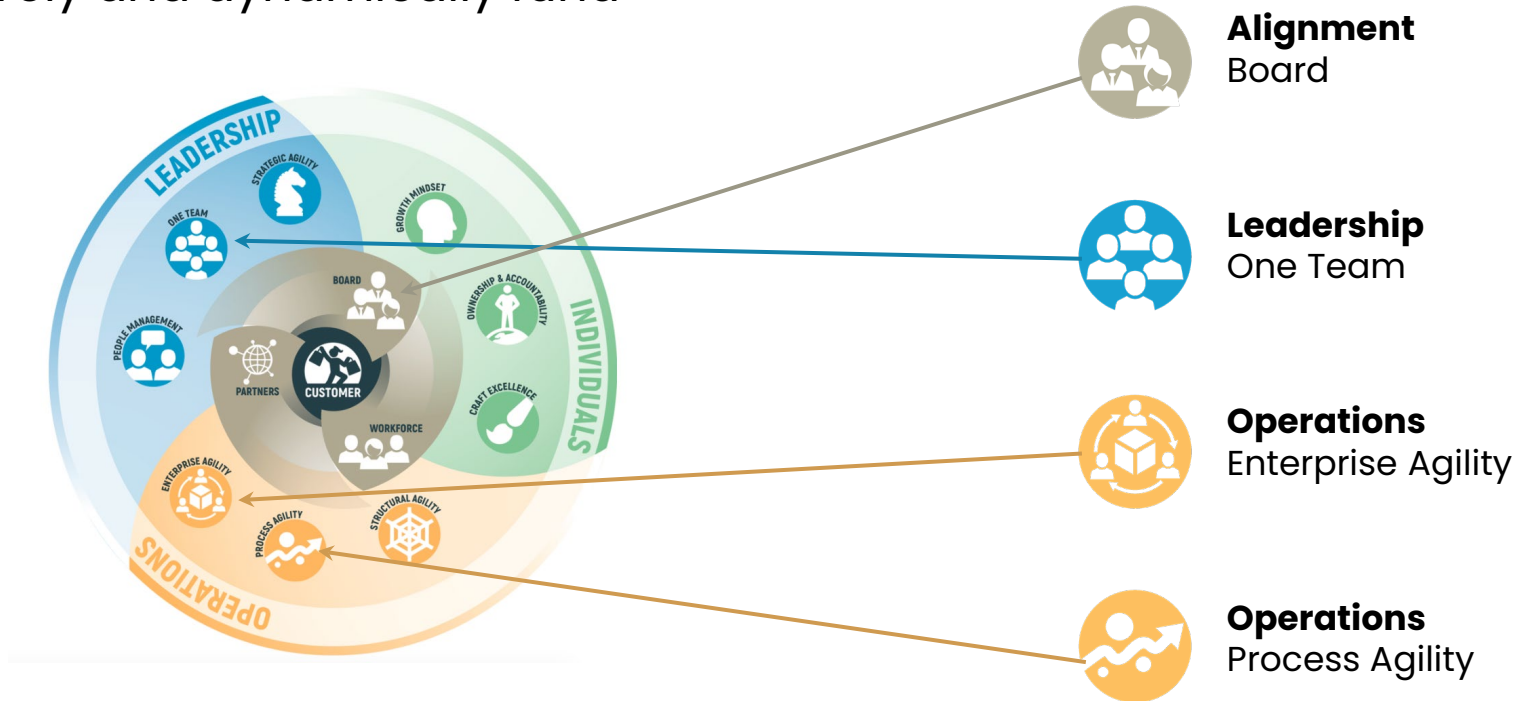
Source: Business Agility Institute



Business Agility

Capability:

The ability to adaptively and dynamically fund



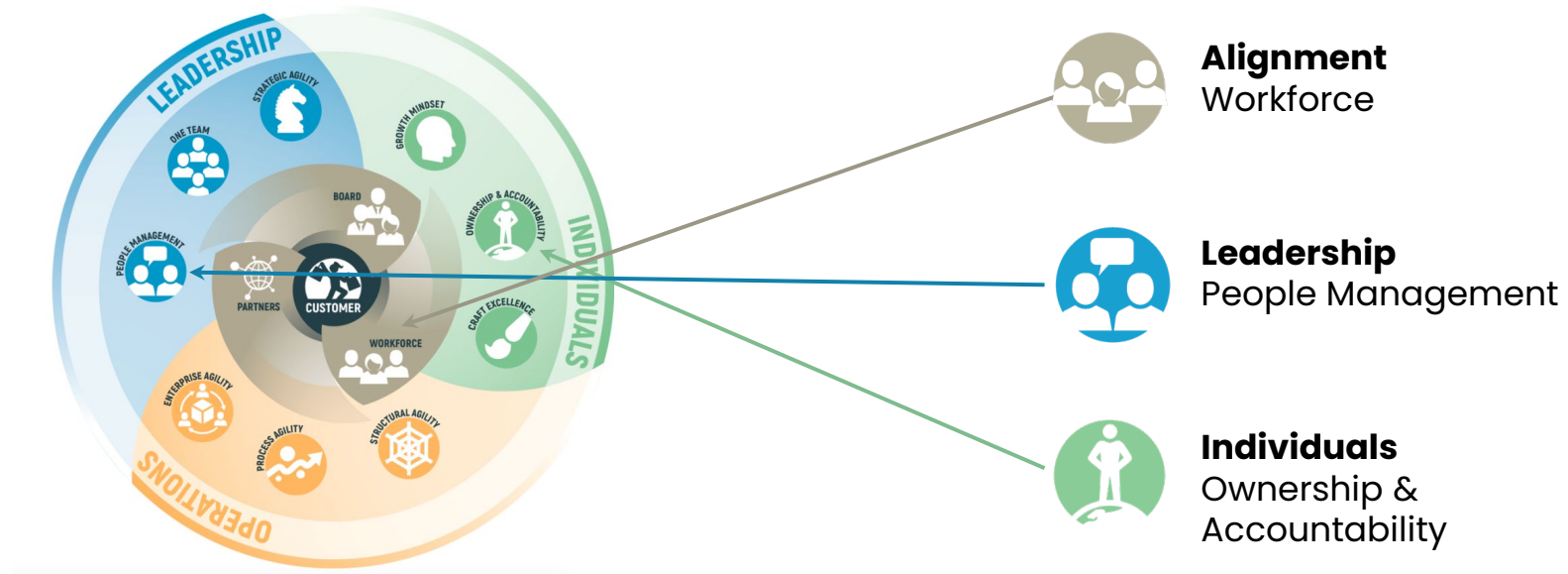
Source: Domains of Business Agility



Business Agility

Capability:

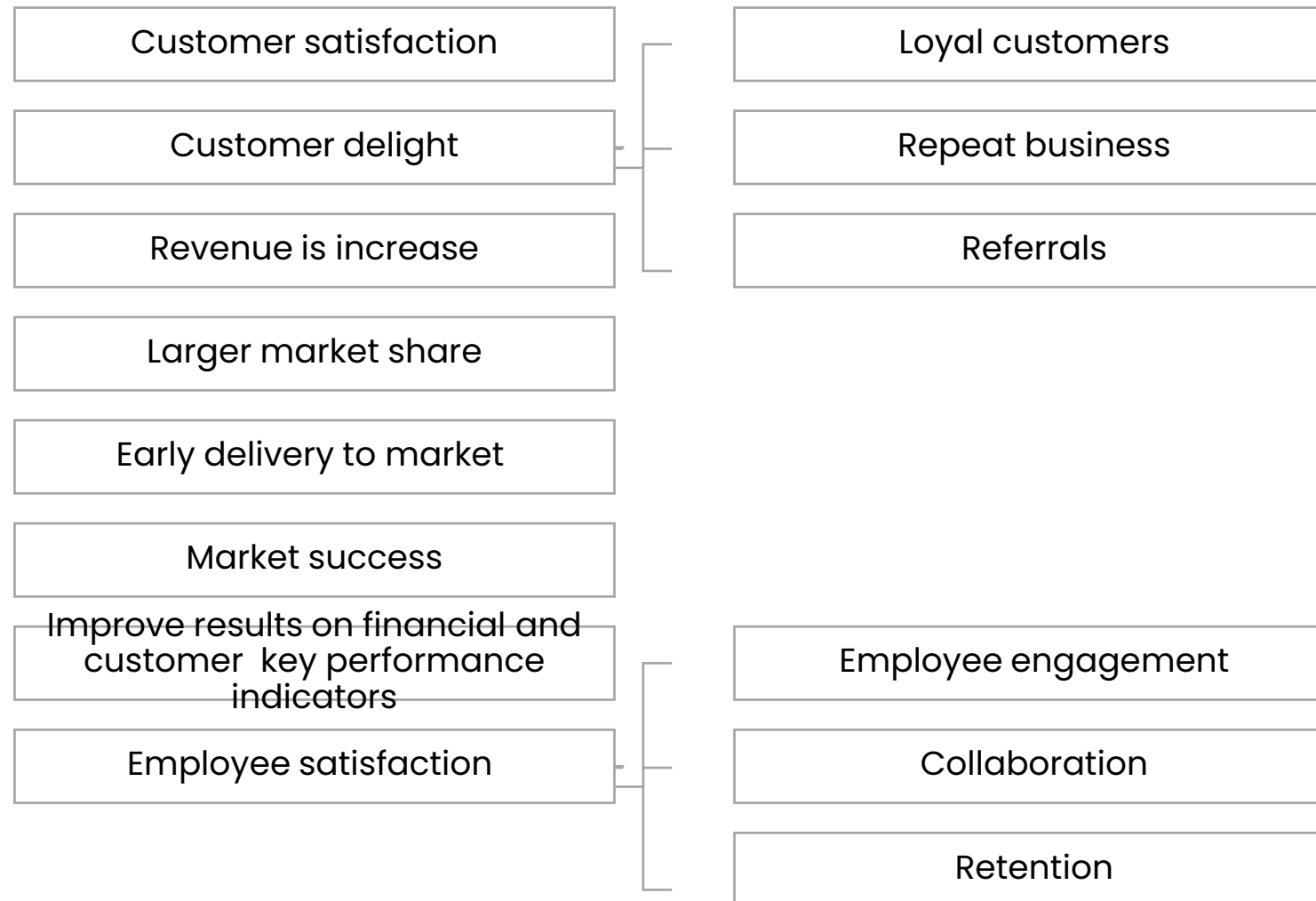
The ability to lead through empowerment and influence



Source: Domains of Business Agility



Some Benefits – Business Agility



Challenges to Business Agility

Some of the most common inhibitors to business agility success are:

- Top-down imposition of new values and practices on an unwilling or unprepared workforce
- Oversimplification of the journey to a series of processes to be “rolled out” and “scaled up” as quickly as possible, leaving little time for learning or adaptation in the organization
- Lack of complete transparency by leadership including intentions for the teams, final objectives, processes planned to achieve those objectives, and associated business metrics and figures
- Failing to assess the current state of working relationships at all levels in the organization. Insufficient trust, psychological safety, and pathways for candid communication
- Failing to recognize that everyone’s work will change – including executives and management – as part of this journey, and avoiding the tough conversations and potential conflict regarding the needed changes

Business Agility Institute, 2022. Business Agility Institute. [online] Available at: <<https://businessagility.institute/>> [Accessed 4 September 2022].



Recap

What is business agility in simple words?

What are the Domains of Business Agility?

What are the benefits of business agility?

Why is customer-centricity or customer-obsession so important?





"Achieving a state of business agility means that the entire organization—not just development—is able to continually and proactively deliver innovative, high-quality products and services faster than the competition."

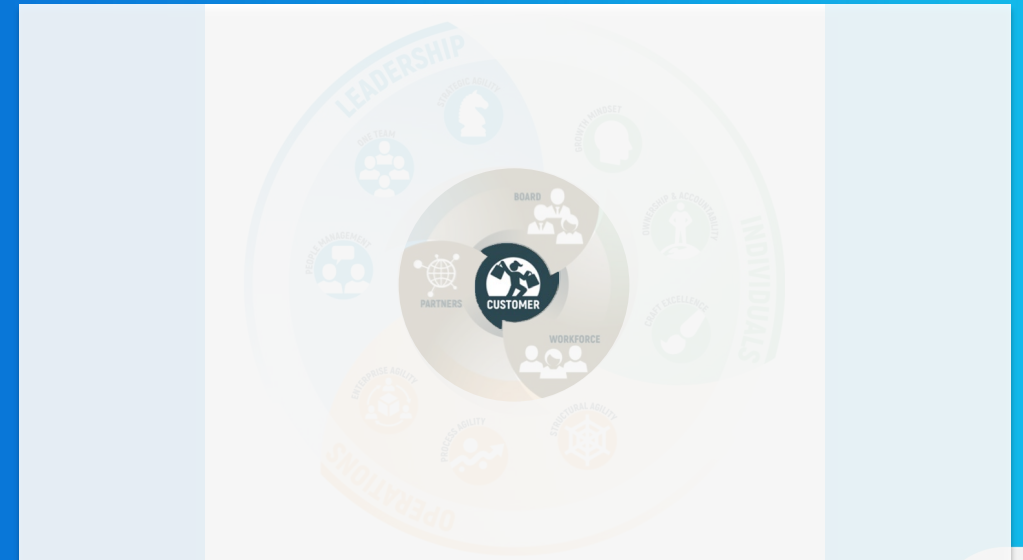
*Dean Leffingwell
Co-founder Scaled Agile*



The Customer

Domains of Business Agility

Purpose	Relationship	Leadership	Individuals	Operations
/Customer	/Board /Workforce /Partners	/People Management /One Team /Strategic Agility	/Growth Mindset /Craft Excellence /Ownership & Accountability	/Structural Agility /Process Agility /Enterprise Agility



Introduction to the Domain

The heart of business agility is no less than the very reason we exist: our Customer.



Introduction to the Domain – Customer – Definition

- Paying client for a private organization
- Citizen for a public sector organization
- A separate division or individuals within your organization.
- End customer

For every organization, a customer could mean different things.



Introduction to the domain – Customer Delight

- Customer at the center
- Still remains important that we make a profit
- The board needs to be a customer advocate
- Protect against any potential market backlash



Moving from Theory to Practice– Understand Your Customer

- **Understand** Your Customer

Ensure that the entire organization must know who is the main customer and who the secondary customer is.

Sales and Marketing Data

- Market research
- Ethnographic insights
- Good old-fashioned conversations with customers
- Personas and Empathy Mapping



Moving from Theory to Practice- Develop Customer Journeys

- **Develop Customer Journeys**

A customer journey tells the story of a customer's experience with the organization.

- Customer Journey Mapping
 - Articulate the customer's feelings and motivations
 - Customer's mode of interaction
 - Timeframes
 - Entry and exit points



Moving from Theory to Practice– Build Trust

- **Build Trust**

- Customers' Concerns and fears
- The less trust our customers have in us, the less agile we can be
- Learning from failures - Building a lessons-learned culture
- Building trust as an intentional strategy



BUILD TRUST



Moving from Theory to Practice– Build Trust

- **Build Trust**



Credibility



Rapport



Fairness



Integrity



*Sharing
knowledge*



*Being
transparent*



*Performing
competently*



BUILD TRUST



Moving from Theory to Practice– Build Trust

Build Trust

The Trust Equation

$$\begin{array}{c} \text{T} \\ \text{Trustworthiness} \end{array} = \frac{\text{C}_{\text{redibility}} + \text{R}_{\text{eliability}} + \text{I}_{\text{ntimacy}}}{\text{S}_{\text{elf-Oriented}}}$$



Green, C. and Howe, A., 2012. The Trusted Advisor fieldbook. Hoboken, N.J.



Moving from Theory to Practice– Build Trust

- **Build Trust**

- “Trust is often based on perception and public opinion, rather than reality.”



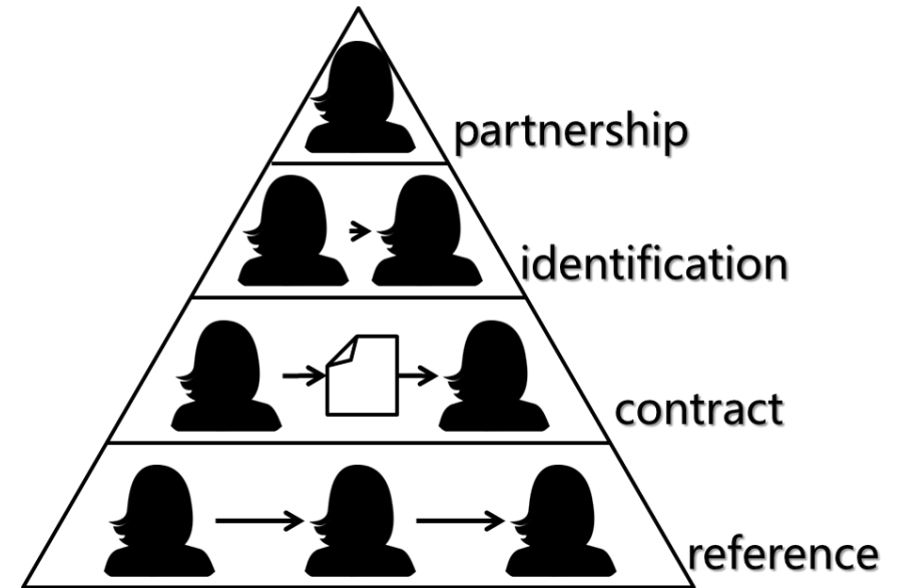
BUILD TRUST



Moving from Theory to Practice– Build Trust

- **Build Trust – The Trust Pyramid**

- 1. Reference:** This is the lowest form of trust and exists where trust between the parties is based on the reference of a mutually trusted third party.
- 2. Contract:** This is the most common level of trust, and the majority of relationships do not extend beyond this. This exists where parties create legally binding contracts as the core mechanism to enable trust between them.
- 3. Identification:** This level of trust is created over time where parties have the opportunity to work together and build trust based on personal experiences.
- 4. Partnership:** This is the highest level of trust between two parties and exists when both parties share the same goals and outcomes. This may take the form of a strategic partnership or similar structure.



Measuring your Business Agility Maturity



Crawl

We use detailed analytics to understand our customer's usage and requirements of our products and/or services.



Walk

We have started to use tools such as empathy maps, customer journey maps, and defined personas to understand our customer. We have objective measures of the end-to-end value which we can create for them.



Run

We understand our customer's experiences, needs, and mission through direct engagement with them. Thus, we have developed a deep empathy which guides our business decisions to meet their expectations.



Fly

Our products and services consistently resonate with our customers and can delight them in a measurable way.

Source: Domains of Business Agility



Measuring your Business Agility Maturity



Crawl

Our strategic vision is clearly aligned to customer value, yet operational decisions tend to prioritize company profits.



Walk

We have developed a clear vision of customer value which guides decisions at all levels of the organization and creates a culture of customer orientation.



Run

There is strong alignment between what the shareholders, executives, team members, and customers want.



Fly

Our organizational structure, policies, and procedures incentivize our teams to always act in the customer's best interest. When there is a tradeoff between what is good for the customer and what is good for the company, we prioritize the customer.

Customer as Purpose



Source: Domains of Business Agility



Practices, Methods, and Frameworks

- **These are some of the practices, methods, and frameworks that are relevant to the Customer Domain.**
 - Customer Journeys
 - Design Thinking
 - Human Centered Design
 - Outcome Profiles / OKRs
 - Lean Experiment Canvas
 - Mobius Loop



Relationships

Domains of Business Agility

Purpose	Relationship	Leadership	Individuals	Operations
/Customer	/Board /Workforce /Partners	/People Management /One Team /Strategic Agility	/Growth Mindset /Craft Excellence /Ownership & Accountability	/Structural Agility /Process Agility /Enterprise Agility



Relationships: Workforce

- Introduction to the domain
- Psychological Safety
- Incentive scheme
- Talent attraction and development
- Practices, methods, and frameworks

Relationships: The board of directors

- Introduction to the domain
- Adaptive governance (agile)
- Represent the customer
- Metrics and information transparency
- Practices, methods, and frameworks

Relationships: External Partners

- Introduction to the domain
- Agility in acquisitions
- Create the ecosystem
- Practices, methods, and frameworks



*"The three domains within the Relationships Dimension provide **context for your organization.**"*

"Definitions change depending on your organization type (e.g. private company, public company, not-for-profit, government organization, etc.)."



- **Workforce** is responsible for delivering value to customers.
- The **Board** of Directors is the highest expression of shareholder intent and ownership.
- **Partners** are the vendors, distributors and other strategic partners who enable your business.



Relationships: Workforce – Introduction to the Domain

*“Business Agility requires a **mission-aligned**, **passionate**, **empowered** workforce built of individuals with a strong culture fit and potential over fit for a specific position.”*



Relationships: Workforce – Introduction to the Domain

Workforce who creates the customer experience that ultimately delivers that value.

Business: Create value for your customers.



Relationships: Workforce – Introduction to the Domain

Workforce:

- Engaged and happy employees stay longer, learn more, and generate innovative ideas.
- The goal is to develop an innovative, engaged, empowered, and agile workforce.

HR and governance policies supporting:

- Safe work environment
- Empowering people
- Engage



Relationships: Workforce – Introduction to the Domain

Do you recruit for cultural fit and mindset?

Is everybody, from the top executives to the newest recruit, visibly held to the same standards?

Are your talent & performance management processes actually making a difference to employees?

Are your employees your strongest advocates?

When offboarding a resigning employee, do you treat them with the same respect and care as when they joined?

Does everyone take personal accountability in the financial health of the company?
Institute

Source: Business Agility



<https://www.forbes.com/sites/roddwagner/2017/02/27/happy-employees-equal-happy-customers-well-yes-but-its-complicated/#1110a2f77c6e>



Relationships: Workforce – Psychological Safety

Promote innovation

Promote creativity

HR and managers can make the workplace free from bullying

Free of harassment

Job security

Encourage people to extend themselves

Free from reprisal or embarrassment



Relationships: Workforce – Incentive Scheme

“Traditional employment contracts and reward programs are ineffective, and even counterintuitive, to incentivize your workforce.”



Relationships: Workforce – Incentive Scheme

“Performance-based annual bonuses that may undermine collaboration and effective engagement.”



Relationships: Workforce – Incentive Scheme

- Agile organizations -> Intrinsic motivations
- Forward-looking incentives and backward-looking rewards



Relationships: Workforce – Incentive Scheme

*Incentives drive
today's behavior*

*Rewards become
tomorrow's
incentives*



Relationships: Workforce – Incentive Scheme

- Leaders:
 - Must personalize incentives and rewards for each team member
 - Ensure that the incentives and rewards continue to be perceived as fair



Relationships: Workforce – Talent Attraction and Development

- Developing existing workforce is only part of the approach
- Identification, recruitment, and onboarding of new employees requires a new focus on culture, mindset, and diversity
- Recruitment process needs to be able to identify valuable cultural characteristics in new candidates



Relationships: Workforce – Talent Attraction and Development

Agile organizations (Mature)

- Hire for potential and culture, rather than to fill a specific job description
- Behavioral in nature, rather than technical.
- Jobs of the future will be designed around **transversal competencies**



Relationships: Workforce – Talent Attraction and Development

Impact of a wrong hire

- *Lost productivity*
- *Direct recruitment costs*
- *Retraining*



Relationships: Workforce – Measuring your Business Agility Maturity



Crawl

At least one of the on/offboarding, recruitment, incentive, compensation, or performance management policies is specifically designed to engage the workforce and considered fair by the majority of employees.

Source: Domains of Business Agility consider them fair.



Walk Engagement Policies

Each of the on/offboarding, recruitment, incentive, compensation, and performance management policies are specifically designed to engage the workforce and the majority of employees consider them fair.



Run

On/offboarding, recruitment, incentive, compensation, and performance management policies are highly adaptable and meet the needs of each individual employee (while remaining fair to all).



Fly

Employees design and administer the on/offboarding, recruitment, incentive, compensation, and performance management policies.



Relationships: Workforce – Measuring your Business Agility Maturity



Crawl

All employees have the same voice and recognition opportunity (and which is not dominated by the vocal few).



Walk

All individuals feel psychologically safe in our organization.



Run

There is an environment of appreciation where people are regularly rewarded for collaboration and kindness by their peers.



Fly

Retention of highly skilled team-players is extremely high with people choosing to stay and work for such a great organization.

Humble & Happy

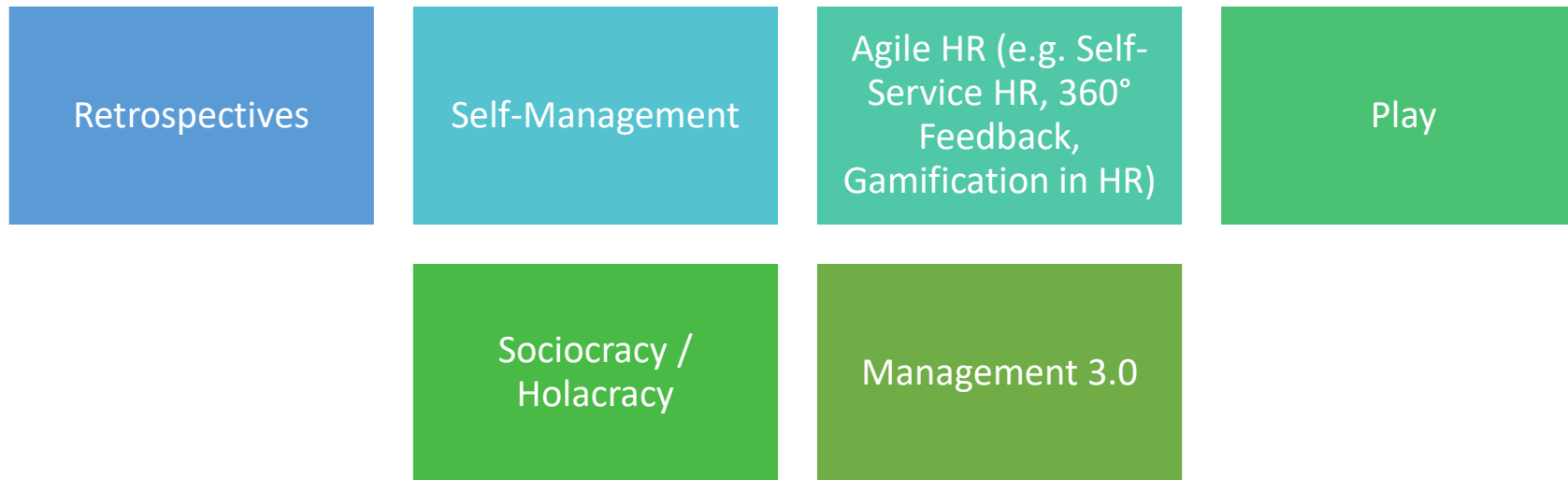


Source: Domains of Business Agility



Relationships: Workforce – Practices, Methods, and Frameworks

These are some of the practices, methods, and frameworks that are relevant to the Workforce Domain.



“If you look after your employees, they will look after your customers.”



Relationships: The Board of Directors – Introduction to the Domain

“Business Agility requires an open, 2 way, relationship between an organization’s leaders and the board of directors; built upon customer-focus and long-term success, which enables the company leaders to go after long-term bets, as opposed to short-term wins.”



Relationships: The Board of Directors – Introduction to the Domain

*“Regardless of the structure, the Board has the ultimate fiduciary responsibility for the **financial health, continued operation, and regulatory compliance** of the organization.”*

Board?

- *Business owners for a private organization*
- *A shareholder-elected board for a publicly listed corporation*
- *Member-elected board for an association or not-for-profit.*



Relationships: The Board of Directors – Introduction to the Domain

An **agile board** is only subtly different from traditional organizations.

The board remains accountable for **regulatory compliance and financial health**, but this time through the lens of an agile and adaptable organization.

Governance & compliance **no longer just means** annual plans and quarterly reporting. Instead, it means long-term goals with **continuous and adaptive planning & reporting.**



Relationships: The Board of Directors – Introduction to the Domain

This new board approach has significant implications for the business KPIs; **moving away from the short-term focus** on quarterly earnings reports towards a **long-term focus** on building **customer trust** and measuring business results against customer success.



Relationships: The Board of Directors – Introduction to the Domain

Board Challenges:

- Understand customer needs (community and society)
- Understand workforce
- Exhibit an agile mindset
 - Prioritizes market adaptability
 - Customer advocacy
 - Willingness to experiment



Relationships: The Board of Directors – Agile Governance

“Your goal is to promote an agile culture, starting from the board, to remain adaptable in an ambiguous market.”



Relationships: The Board of Directors – Agile Governance

The Board of Directors needs to set the standard for adaptive governance.

- Business outcomes, rather than outputs
- Create an environment for conducting, and learning from, experiments and market research
- Decision for the customer's benefit / shareholder impact.
- Organizational metrics (KPIs or OKRs) -> Customer outcomes



Relationships: The Board of Directors – Agile Governance

“The board must work closely with the executive to remain informed and make appropriate governance decisions.”

- Applying greater due diligence to the governance.*



Relationships: The Board of Directors –Represent the Customer

The board is the part of the organization furthest from the customer.

In a business agility transformation, make an effort to bring the board to the customer.

Understanding the operating mandate of the organization and current market challenges.

The board has the duty to challenge executives on their strategic and budgeting practices.

Ensuring that the organization remains nimble and can pivot when needed to fulfill changing customer needs.



Relationships: The Board of Directors – Ensure Transparency of Information

Tools like an enterprise visibility room are an effective means of improving overall transparency.

The board needs regular access to relevant information from across the organization.

- Remaining aware of regulatory disclosure requirements



Relationships: The Board of Directors –Measuring your Business Agility Maturity



Crawl

The board’s focus is on a combination of short-term results (to please shareholders) and long-term investments (to ensure continued market relevance).



Walk

The board has taken the time to truly understand the needs of the customer. Although remain focused on short-term results and long-term benefits.



Run

The board encourages executives to focus on the customer. Yet, they revert to a profit focus whenever there is a short-term dip in the market.



Fly

The board encourages executives to focus on the customer in spite of short-term dips that might upset shareholders or the market.

Board Focus



Source: Domains of Business Agility



Relationships: The Board of Directors – Measuring your Business Agility Maturity



Crawl

We have removed both competing and vanity measures from our organizational KPIs. Our focus is on measures that are “important”; that is, if the measure changes, there is a real impact on our organization.



Walk

We measure and incentivize transformational measures (such as cultural change, experimentation, or failure) to encourage our teams to try new things.



Run

We give people measures (e.g. customer satisfaction) the same focus, attention, and incentives as “hard” measures (e.g. revenue and profit).



Fly

Our corporate scorecard and annual report clearly demonstrate the quantitative impact (or value) we have brought to our customers which is also representative of how we incentivize our executives.

Measure What Matters



Source: Domains of Business Agility



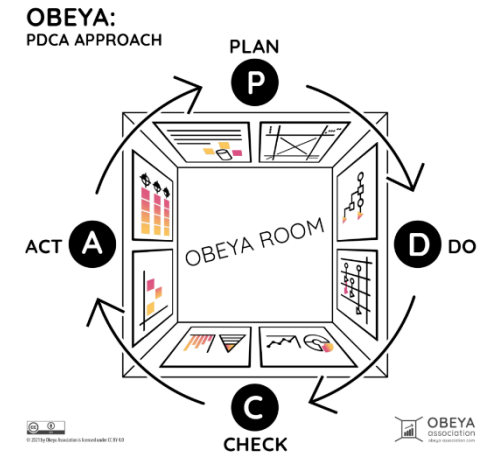
Relationships: The Board of Directors – Practices, Methods, and Frameworks

These are some of the practices, methods, and frameworks that are relevant to the Board Domain.

Outcome
Profiles &
OKRs

Enterprise
Visibility
Rooms

Obeya Rooms



Relationships: External Partners – Introduction to the Domain

“Business Agility requires partnerships crafted with flexibility and driven by customer value so both an organization and its partners are able to adapt in a coordinated and complementary manner, rather than a series of contractual transactions.”



Relationships: External Partners – Introduction to the Domain

Ecosystem partners (Vendors, distributors, retailers, suppliers) enable to deliver products and services to your customers.

The agility of these partners limits the business agility. (e.g. Market adaptability).



Relationships: External Partners – Introduction to the Domain

Ecosystem partners

“Design interfacing processes, such as procurement, contracts, change management, and communication, to enable agility in the relationship.”

Select partners, not only on competence and price but also adaptability.



Relationships: External Partners

"Your goal is to ensure that your entire partner ecosystem enables business agility, rather than restricts it."



Relationships: External Partner – Adopt Agile Procurement

Design procurement processes to select partners who can quickly adapt to change whilst providing clarity on business outcomes.

Adopting practices like Lean-Agile Procurement can bring transparency and clarity into the procurement process for all parties.



Relationships: External Partners – Develop Agile Contracts

“In any complex environment, the standard fixed price/scope/time contract has never worked.

Develop new contract forms with your partners to ensure they can gracefully handle ambiguity and change.

Contract forms such as fixed price/variable scope, time & materials, and fixed price + fixed constraints (e.g. quality, ROI, defect resolution, MTTR, etc.) are more suited for strategic partners.”



Relationships: External Partners – Onboard Partners

Building a one or two-day onboarding programme to clearly articulate; basic logistics (e.g. how you get paid and who can help), your ways of working, why you chose to work that way, expectations of the partnership, and your organizational values and mission.



Measuring your Business Agility Maturity



Crawl

We support different engagement and contract types (e.g. fixed price & variable scope) depending on the level of trust we have with a partner.



Walk

Our contracts and procurement processes require and support ambiguity, uncertainty, and agility from our suppliers.



Run

We have integrated our supply chain partners into our strategic planning and budgeting processes.



Fly

We are able to build strategic partnerships based on shared business outcomes (e.g. power-by-the-hour or outcome-based contracts) with our trusted partners and suppliers.

Supply Chain & Network



Source: Domains of Business Agility



Measuring your Business Agility Maturity



Crawl

We go beyond transactional engagements by actively developing ongoing relationships with critical partners.



Walk

Our critical partners share our goals and are actively invested in our mission, but remain governed by strict contracts.



Run

The relationship with our critical partners is more important than the terms in the contract. We find ways to achieve our common goals together.



Fly

Work with critical partners is seamless, transparent, and integrated into our value stream. We make decisions with the entire ecosystem in mind, not just one party.

Ecosystem



Source: Domains of Business Agility



Relationships: External Partners Practices, Methods, and Frameworks

The following practices, methods, and frameworks are applicable to the Partners Domain:

- Agile Contracts
- Lean
- Lean-Agile Procurement



Leadership

Domains of Business Agility

Purpose	Relationship	Leadership	Individuals	Operations
/Customer	/Board /Workforce /Partners	/People Management /One Team /Strategic Agility	/Growth Mindset /Craft Excellence /Ownership & Accountability	/Structural Agility /Process Agility /Enterprise Agility



Leadership

Leadership: People Management

- Introduction to the domain
- Developing an agile mindset
- Build empathy
- Delegate outcomes
- Practices, methods, and frameworks

Leadership: One team

- Introduction to the domain
- Communicate the greater purpose
- Social contract of the team
- Get commitment
- Practices, methods, and frameworks

Leadership: Strategic Agility

- Introduction to the domain
- Market-making innovation
- Create a viable strategy
- Practices, methods, and frameworks



Leadership: People Management – Introduction to the Domain

Leadership

Leadership is a mindset with associated capabilities and techniques.

Agile leaders (who may not be managers) who orchestrate and guide the organization towards business agility

People Management defines the relationship between individuals and authority.

One Team is a culture of collaboration underpinned by communication and transparency across individuals, teams, and divisions.

Strategic Agility shapes how an agile organization sets, communicates and operationalizes an adaptive market vision.



Leadership: People Management – Introduction to the Domain

People Management

Business Agility demands leaders to recruit, hire, promote, and develop people with a strong fit for future potential and mission alignment, over fit to position.



Leadership: People Management – Introduction to the Domain

People Managers

- Coaches
 - Mentors
 - Energize people
 - Remove impediments
 - Resolve conflicts
 - Communicate the corporate vision
-
- Organization culture lives through People Managers
 - People Managers are different to Process Managers



Leadership: People Management – Introduction to the Domain

Self-organization

Teams or divisions where everyone takes on managerial responsibility.

“Your goal is to create a supportive management layer.”



Leadership: People Management – Developing an Agile Mindset

An agile mindset and culture is a main principle of business agility.

Redesign corporate guidelines and governance structures to encourage a developed mindset.

Managers should lead by example and show an agile mindset to their teams.



Leadership: People Management – Build empathy

Empathy, the capability to comprehend and correlate to the feelings, thoughts, and experiences of another individual, is a crucial skill for leaders in all organizations.

“Agile leaders must be able to relate to those they wish to influence to be successful.”

Shifts from a top-down command and control structure.

- Authority is delegated
- Self-manage
- Influence and persuasion.



Leadership: People Management – Delegate outcomes

Change from delegating actions to delegating outcomes.

Hire great people and expect them to be professional, competent, and develop expertise.

The operational decision of what work to do (and when) should sit with the team.

People manager communicates the strategic vision, sets the business outcome & associated metrics, and then ensures that the team has everything that they need to achieve the outcome.



Leadership: People Management



Crawl

Managers care that people have relevant and up-to-date skills and are competent to do their job.



Walk

Managers coach individuals and develop complementary skills and behaviors (e.g. diversity & inclusion, resilience, recognizing cognitive biases, etc.).



Run

Managers actively invest in understanding the whole person; beyond just skills and capability.



Fly

Managers believe that part of their role is to develop people (e.g. through clear and constructive feedback) to be the best version of themselves.

Management Stance

Source: Domains of Business Agility



Leadership: People Management



Crawl

Leaders delegate work to their teams with clear expectations of how to deliver it.



Walk

Leaders support teams in localizing operational decision-making (within the team) to reduce the lines of communication and subsequent delays incurred.



Run

Leaders focus on team autonomy & individual security, growing the talent of their teams, reducing skills gaps, and removing any impediments in their way.



Fly

Teams are empowered & accountable for deciding how to achieve the business outcomes (what work to do, which product to build, etc.) in alignment with their mission.

Autonomy & Delegation

Source: Domains of Business Agility



Leadership: People Management – Practices, Methods, and Frameworks

The following are some of the practices, methods, and frameworks that are relevant to the People Management Domain.

- Servant Leadership
- Supportive Leadership
- Scrum
- Sociocracy / Holacracy
- Management 3.0
- Intent-Based Leadership
- OKRs



Leadership: One team – Introduction to the Domain

Leadership: One Team

“Business Agility requires a One Team mindset of co-creative efforts to achieve shared goals that span functions, teams, and divisions within the organization.”



Leadership: One team – Introduction to the Domain

Leadership: One Team

It is understood that an agile organization is designed to collaborate.

- Organizational structure
 - Work processes
 - The way the market is engaged
-
- Keeping the teams small is crucial when talking about the complexity of collaboration in an agile organization.
 - 7 ± 2 is a commonly accepted size.



Leadership: One team – Introduction to the Domain

Leadership: One Team

“Critical to effective collaboration is the default transparency of information, decisions, and relationships to provide a solid grounding for trust and respect between customers, peers, and leaders.”

Individuals have the capability of knowing what is going on in their organizations so they can make proper decisions even though they don't have to know every single detail. They also have the ability of being transparent within the organization and not with the competition. This is what makes a real One Team.



Leadership: One team

Your goal is to develop a one-team mentality to the extent that this idea become more important than divisional allegiance.

Tools and practices

- Social contracts
- Pair programming/Pair work
- Visualization tools (like Kanban Boards, Burndown Charts or Cumulative Flow Diagrams).



Leadership: One Team – Communicate the Greater Purpose

People need to buy-in to the greater organization's purpose.

What value does your business bring to the community?

What is your employee's place in society and is it something they can be proud of?

“If people can identify the purpose in what they do, they are more likely to rally around their colleagues and the work to achieve a common outcome.”



Leadership: One team – Charter the Team

Leadership: One Team

Define common goals and ways of working through a team charter.

The charter clearly and publicly articulates the direction of the team as well as its membership and scope, rules of operation, and agreed boundaries.

Through this process, the team can start to develop a culture of honor and mutual respect.



Leadership: One team – Gain Buy-In

- Keep teams small
- Eliminate politics
- Build a culture of “disagree but commit”
- Develop a sense of accountability
- Show value through small experiments that deliver tangible results
- Share new learning and insights from your successes and failures



Leadership: One team



Crawl

Relevant information is available to anyone who requires it, yet the process to gain access is cumbersome and bureaucratic.



Walk

All individuals have access to key information & strategic decisions so that they can make appropriate decisions.



Run

We have systems to promote transparency and information sharing across all levels of our organization. People have the ability to pull any relevant information they need to make decisions or deliver value.



Fly

The organization operates with a culture of transparency for all non-confidential information. This includes decisions, decision rationale, business strategy, business metrics, work status, and (with employee agreement) salary information.

Transparency & Sharing

Source: Domains of Business Agility



Leadership: One team



Crawl

Leaders focus on their own silo, but will actively share information to help other teams.



Walk

Leaders no longer focus on their own silo, but on the whole organization. They are expected (and willing) to provide help to any team.



Run

Leaders attempt to operate as one team. Yet, business systems and structures (e.g. business measures) are not fully aligned.



Fly

The executives of the company actively design systems & structures to ensure that they operate as one team (e.g. with common goals) towards the target customer experience.

Unity of Purpose



Source: Domains of Business Agility



Leadership: One team – Practices, Methods, and Frameworks

The following are some of the practices, methods, and frameworks that are relevant to the One Team Domain:

- Retrospectives
- Sociocracy / Holacracy
- Social Contracts
- Systems Thinking
- Theory of Constraints
- Spiral Dynamics



Leadership: Strategic Agility – Introduction to the Domain

Leadership: Strategic Agility

“Business Agility requires leaders who set, and clearly communicate, an adaptive strategy that empowers teams to identify opportunities to execute that strategy in potentially innovative and previously unforeseen ways.”



Leadership: Strategic Agility – Introduction to the Domain

Leadership: Strategic Agility

Agile organizations — those that frequently inspect, adapt, and pivot to meet opportunities — that are more likely to flourish in this ambiguous and uncertain market.

Speed and effectiveness of this adaption to competitors, disruptors, and new customer demands are key measures of Strategic Agility.

<https://www.forbes.com/sites/stevedenning/2017/02/10/beyond-agile-operations-how-to-achieve-the-holy-grail-of-strategic-agility/#781c7d052b6a>



Leadership: Strategic Agility – Introduction to the Domain

Leadership: Strategic Agility

An approach to strategy which enables us to continually probe the market and try new strategies to adapt to the changing customer demands.

- Five-year vision
- An emergent strategy
- Continuous planning



Leadership: Strategic Agility – Introduction to the Domain

Leadership: Strategic Agility

Methods and frameworks like Lean Startup, Lean Enterprise, Design Thinking and many traditional agile practices fall under this domain.



Leadership: Strategic Agility – Introduction to the Domain

Leadership: Strategic Agility

Your goal is to create a viable market strategy within an ambiguous, unpredictable, and uncertain market.



Leadership: Strategic Agility – Set a Clear Market Vision

Leadership: Strategic Agility

The **strategy and vision** of your organization must be aligned to the needs of your future customers.

This **vision** serves two purposes.

1. The first is the development of a strategic direction for the organization to remain relevant in the market.
2. The second is to inspire people towards a common goal for the future.



Leadership: Strategic Agility – Emergent Strategy

Leadership: Strategic Agility

Strategy is not a five-year plan designed with the top executives and a some of consultants.

The strategy must emerge from a constant awareness of the changing operational landscape as it aligns to the business vision.

Leaders need to remain actively engaged with their teams and their customers to adjust strategy and business outcomes regularly.

Run strategic planning workshops at least every 60 days.

- Emergent strategy is usually incremental.



Leadership: Strategic Agility – Market Creating Innovations

Leadership: Strategic Agility

The **discovery and exploitation** of new market opportunities are fundamental to strategic agility.



Leadership: Strategic Agility



Crawl

Divisions put forward project business cases for innovative products and/or services. New teams are formed and funded to deliver on this project.



Walk

We have dedicated teams focusing on innovation who are, potentially, using practices like Hypothesis Testing, Lean Start-up and Design Thinking.



Run

We measure adaptation effectiveness to new customer demands (against competitors and disruptors). We use this information in our short-term business strategy.



Fly

Hypothesis Testing (e.g. Lean Start-up) or similar innovation practices are being used across all divisions. Innovation is everyone's responsibility, not just a dedicated team.

Market Experimentation

Source: Domains of Business Agility



Leadership: Strategic Agility



Crawl

Leaders in our organization communicate a clear vision. Yet, how work aligns to that vision is unclear or theoretical.



Walk

It is clear how most work aligns to the organizational vision.



Run

Leaders align our organization to a single, collectively defined, vision. Everyone in the organization is clear on their role in that vision and how they connect to everyone else.



Fly

Leaders actively and consistently invest time to clarify our vision. Teams use this as a tool for alignment and decision making.

Vision

Source: Domains of Business Agility



Leadership: Strategic Agility – Practices, Methods, and Frameworks

Leadership: Strategic Agility

The following are some of the practices, methods, and frameworks that are relevant to the Strategic Agility Domain.

- Lean Startup
- Kanban Method
- Design Thinking



Individuals

Domains of Business Agility

Purpose	Relationship	Leadership	Individuals	Operations
/Customer	/Board /Workforce /Partners	/People Management /One Team /Strategic Agility	/Growth Mindset /Craft Excellence /Ownership & Accountability	/Structural Agility /Process Agility /Enterprise Agility



Individuals

Individuals: Growth Mindset

- Introduction to the domain
- Say “I don’t know”
- Celebrate failure and learning
- Shorten feedback loops
- Practices, methods, and frameworks

Individuals: Craft Excellence

- Introduction to the domain
- Improve quality with agile practices
- Technical excellence
- Practices, methods, and frameworks

Individuals: Ownership & Accountability

- Introduction to the domain
- Authority and autonomy
- Team aligned to results (outcomes)
- Practices, methods, and frameworks



Individuals: Growth Mindset – Introduction to the Domain

Individuals

The next three domains address the Individual and how to deliver work.

- Beginning with a **Growth Mindset** which promotes experimentation and learning from failure.
- **Craft Excellence** defines the techniques for delivering high-quality work, regardless of function or subject matter, in an agile way.
- **Ownership & Accountability** empowers individuals and teams.



Individuals: Growth Mindset –Introduction

Individuals: Growth Mindset

“Organizations that experiment and learn faster than others are those that succeed.”



Individuals: Growth Mindset –Introduction

Individuals: Growth Mindset

Agile organizations are fundamentally **learning organizations**.

Agility is all about being able **to adapt in uncertainty**, and this requires an openness to learning far beyond that of traditional organizations.

Core to this openness to learning is the idea of a growth mindset:

A belief that our individual and organizational capabilities are not fixed, but can continuously developed.



Individuals: Growth Mindset –Introduction

Individuals: Growth Mindset

Feedback loops such as “inspect and adapt” and approaches such as the retrospective allow teams, divisions, and organizations to improve what they do and (more importantly) how they do it.



Individuals: Growth Mindset –Introduction

Individuals: Growth Mindset

Slack concept:

Create the space to slow down, identify opportunities, experiment, and learn.

Slack also helps to build change resilience – the ability to mentally deal with organizational change and adaptation.

Central to a Growth Mindset is the ability to experiment, fail fast and recover faster.

Organizations can make it “safe to fail” by recognizing that failure is part of daily work and not something you blame or judge people for.



Individuals: Growth Mindset – Say “I don’t know YET”

A learning culture starts with managers leading by example.

Leaders need to learn to say; “I don’t know yet” and “let’s find out together”.

Teams need to have time to explore and research new ideas, even if they might fail.

Start using the language of experimentation and reward evidence of learning rather than the answer.



Individuals: Growth Mindset – Celebrate Failure and Learning

Failure needs to be seen as an opportunity to learn, rather than a failure to do.

Promote ceremonies that recognize, celebrate, and reward experimentation and learning from failure.

Adopting practices like failure KPIs and experimentation retrospectives are some effective tools.



Individuals: Growth Mindset – Shorten Feedback Loops

Individuals: Growth Mindset

- Feedback can come from many different sources; customers, colleagues, partners, etc.
- The ability to listen and use this feedback is fundamental to a learning organization.
- The faster you can learn, the faster you will adapt.
- Develop processes to capture feedback as early as reasonably possible and share it with the appropriate teams so they can act upon it quickly.



Individuals: Growth Mindset



Crawl

We have an organizational expectation of learning and experimentation. Failure is seen as an opportunity to learn.



Walk

We provide an environment where it is “safe to fail”. We encourage people (especially leaders) to speak up and share their failures as learning opportunities.



Run

We regularly (but safely) push both leaders and teams outside their comfort zones to provide opportunities for personal growth.



Fly

Learning is no longer just “safe”, but expected. We have an organization that requires (and funds) people to experiment, learn and fail.

Learning Mindset

Source: Domains of Business Agility



Individuals: Growth Mindset



Crawl

Feedback loops (e.g. “inspect and adapt”) and associated practices (such as the retrospective) are in place at a team level. Teams focus on improving both what they do and (more importantly) how they do it.



Walk

Across the organization, process improvement is generally triggered by an internal drive to improve and to be more customer-centric.



Run

A learning culture with feedback loops and associated practices has taken root throughout the organization. Teams, divisions, and our entire organization focus on improving both what they do and (more importantly) how they do it.



Fly

We have built a culture of excellence through learning and experimentation. It is a critical part of who we are.

Relentless Improvement

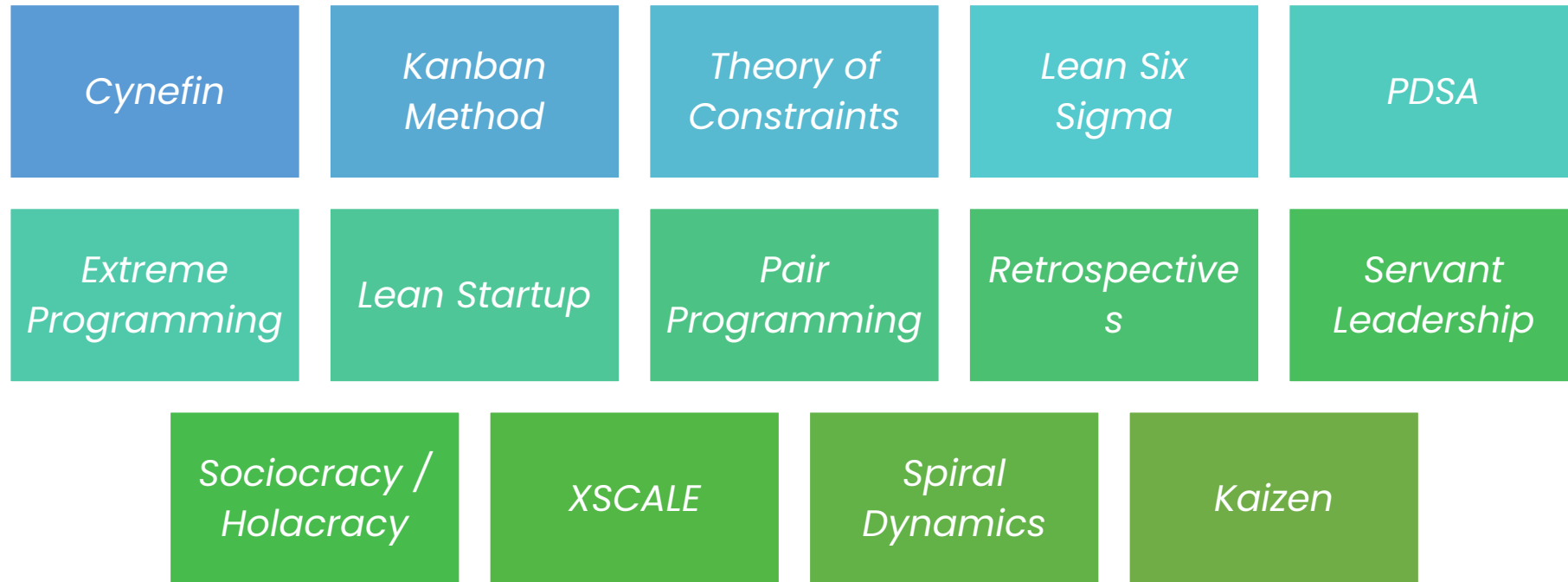


Source: Domains of Business Agility



Individuals: Growth Mindset – Practices, Methods, and Frameworks

These are some of the practices, methods, and frameworks that are relevant to the Growth Mindset Domain.



Individuals: Craft Excellence – Introduction to the Domain

Individuals: Craft Excellence

“Business Agility requires craft excellence that continually improves over time, is the most impactful to creating value, and enables individuals to take advantage of emergent opportunities for customers.”



Individuals: Craft Excellence – Introduction to the Domain

Individuals: Craft Excellence

The purpose being to increase quality and throughput and, at the same time, embracing uncertainty and change.

Craft Excellence avoid:

- Fragile products
- Duplication of effort
- Design decay
- Greater risk of defects and errors
- Slower work
- Increase in cost to meet market demands.



Individuals: Craft Excellence – Introduction to the Domain

Individuals: Craft Excellence

Craft excellence isn't limited to software teams.

To be agile, any work practice or technique must be designed to tolerate ambiguity, be customer-centric, seamlessly respond to change, and promote collaboration.

To benefit from business agility, organizations require other domains, but these techniques & practices are generally a good place to start.



Individuals: Craft Excellence – Adopt Agile Techniques

Individuals: Craft Excellence – Adopt Agile Techniques

Agile techniques are designed to improve the quality of your work while aligning it to business outcomes.

Agile techniques that apply broadly include; pair work, test-driven work, daily planning, retrospectives, etc.

Some types of work also have their own agile, or agile-like, techniques.



Individuals: Craft Excellence – Automate Repetitive Work

Individuals: Craft Excellence

Techniques like Robotic Process Automation can support teams, such as HR and finance, enabling them to focus on higher-value work.



Individuals: Craft Excellence – Measure Quality of Outcomes

Individuals: Craft Excellence

- Craft excellence means delivering work at the right quality for the context.
- Quality of work requires that execution minimizes defects and is designed for unanticipated changes.
- The customer's perception of quality requires that the user experience is seamless.
- The quality of business outcomes is the difference between doing the work right and doing the right work.



Individuals: Craft Excellence



Crawl

We break work into small components (and continuously plan) in order to adapt when customer requirements change.



Walk

Adaptive (or agile) techniques are being adopted, not just in technology, but in some operational, business, executive, and strategic teams as well.



Run

We have continuous delivery of value, so our customers see immediate benefits and provide feedback faster.



Fly

We have designed all work practices and techniques (across all divisions) for ambiguity, collaboration, customer centricity, adaptability and responding to change.

Adaptability

Source: Domains of Business Agility



Individuals: Craft Excellence



Crawl

We have begun to instrument quality metrics across a broader number of factors. These are transparent to all relevant stakeholders to reduce test/repair and rework cycles..



Walk

We measure the quality of our work based on multiple qualitative and quantitative factors besides reducing errors. These may include; fit for purpose, reusability, and adaptability.



Run

We balance a quality first approach against cost & utility to all the work that we do. We have adopted techniques (such as pair work) to achieve this.



Fly

We sustain our craft excellence by continuously developing skills & improving processes to reduce waste and defects. We have clearly defined procedures, as well as appropriate tools & systems, to guide and support us.

Technical Excellence

Source: Domains of Business Agility



Individuals: Craft Excellence – Practices, Methods, and Frameworks

The following are some of the practices, methods, and frameworks that are relevant to the Craft Excellence Domain.

- Disciplined Agile
- Beyond Budgeting
- Pair Programming
- Extreme Programming
- DevOps
- Mob Programming
- BDD/ATDD



Individuals: Ownership & Accountability – Introduction to the Domain

Ownership & Accountability means individuals and teams taking accountability for the quality and success of both the output and outcomes of their work.

Ownership is the state of mind where you feel fully in charge and do not give any excuses for what needs to be done.

Ownership also means understanding, learning, and challenging rather than mindlessly following instructions.



Individuals: Ownership & Accountability – Introduction to the Domain

Accountability is to be held to account for the fulfillment of your duties and responsibilities.

Accountability requires answers and entails consequences.

Accountability is not a feeling like ownership or responsibility, rather accountability is a process that is usually external.



Individuals: Ownership & Accountability – Introduction to the Domain

In between ownership and accountability is responsibility. Responsibility isn't unidirectional. Organizations and leaders must be transparent about the strategic decisions that are being made.

For an individual or team to be held accountable for their decisions, they must have the appropriate information so as not to make a predictably incorrect decision.



Individuals: Ownership & Accountability – Give Authority

In order to be accountable, give teams the authority to make relevant decisions.

To take authority, teams need clear and unambiguous goals, guardrails to prevent them from making avoidable wrong decisions, and access to all relevant information.

It is also important for managers not to overrule their teams.

While teams may make different decisions than their manager would, it is important that their manager supports them.



Individuals: Ownership & Accountability – Align to Outcomes

Start changing how measure their success.

Align the KPIs of teams and executives to product goals rather than project goals.

Start to structure teams, and their KPIs, along customer outcomes.

Organizations that set output-based objectives masquerading as outcomes curtail the level of delegated ownership possible from the start.



Individuals: Ownership & Accountability – Create Autonomy

Understand that autonomy doesn't replace the need for leadership.

An autonomous team still has a guiding vision and support from their leaders.

Develop confidence in each of the team members.

Everyone needs to know what to do, how to do their job, who to align and coordinate with, and who to ask for help.

Teams can only ever reach autonomy regarding “How” but not the “What.”



Individuals: Ownership & Accountability



Crawl

Individuals feel ownership for the work they do and work with others to overcome unanticipated impediments. They are willing to challenge decisions if it will improve the quality of their work.



Walk

Individuals feel ownership for business outcomes. They are willing to challenge decisions and work plans if they feel it will improve the relevance of their work to the customer.



Run

Teams will do whatever it takes to achieve an outcome in collaboration with the rest of the organization. They have the authority, autonomy, and agency to do that.



Fly

Teams drive their own responsibility for business outcomes and decision making. This contributes to, and shapes, organizational strategy.

Collective Ownership

Source: Domains of Business Agility



Individuals: Ownership & Accountability



Crawl

Individuals understand what they are accountable for, but being held to account causes anxiety (regardless of intent).



Walk

Individuals understand what they are accountable for, and why it is important.



Run

There is a balance between ownership and accountability. Accountability is seen as creating personal growth rather than creating anxiety.



Fly

Everyone in the company makes commitments that are visible to their managers and or peers. Consequences are visible.

Accountability



Source: Domains of Business Agility



Individuals: Ownership & Accountability – Practices, Methods, and Frameworks

These are some of the practices, methods, and frameworks that are relevant to the Ownership & Accountability Domain.

- Scrum
- SAFe
- LeSS
- Lean Startup
- Servant Leadership
- Sociocracy / Holacracy
- Management 3.0 / Delegation Poker
- Personal OKRs



Operations

Domains of Business Agility

Purpose	Relationship	Leadership	Individuals	Operations
/Customer	/Board /Workforce /Partners	/People Management /One Team /Strategic Agility	/Growth Mindset /Craft Excellence /Ownership & Accountability	/Structural Agility /Process Agility /Enterprise Agility



Operations

Operations: Structural Agility

- Introduction to the domain
- Create value delivery teams
- Maintain the continuity of ownership
- Create stable teams
- Practices, methods, and frameworks

Operations: Process agility

- Introduction to the domain
- Understand existing processes
- Continuous adaptation of processes
- Practices, methods, and frameworks

Operations: Enterprise agility

- Introduction to the domain
- Towards an adaptive organization
- Financing outcomes or teams
- Practices, methods, and frameworks



Operations: Introduction to the Domain

Operations

The final dimension is the Operations Dimension.

These three domains operate in concert to define how an agile organization works.

1. Structural Agility defines the relationships between individuals, teams & divisions to create an agile organization.
2. Process Agility encompasses an individual value stream – the combination of discrete activities that are undertaken by teams and projects.
3. Enterprise Agility scales agility across divisions, departments, the organization, and between organizations.



Operations: Structural Agility – Introduction to the Domain

Business Agility requires the ability for an organization to create coalitions or change structure as needed to embrace new opportunities with ease and without disruption.



Operations: Structural Agility – Introduction to the Domain

The simple pyramid hierarchy no longer serves us.

Laloux's Teal Organization and Steve Denning's three laws come into play across this domain.

Practices such as Systems Thinking, and the Theory of Constraints are necessary here.

At the lowest level of the organization, you might call these teams, squads or cells.

A traditional agilist might call these cross-functional and multidisciplinary teams.



Operations: Structural Agility – Introduction to the Domain

Agile teams have certain common characteristics:

- Small
- cross-functional
- Formed around business outcomes

Team members must have the “four A’s”:

- Alignment
- Autonomy
- Authority
- Accountability



Operations: Structural Agility – Introduction to the Domain

Agile teams in mature organizations are self-organizing and have authority to identify their own membership and decide on the work to be done to achieve the given outcome.

- High level of collaboration within the team
- Develop strong multidisciplinary members

An indicator of **business agility fluency** is the **connection between teams**

Hierarchical model (sometimes called tribes or circles)

Flatter network model where connections form dynamically to align along the value stream.



Operations: Structural Agility – Introduction to the Domain

Mature agile organizations break down the divisional walls

e.g., bringing sales, marketing, finance, and operations into a relevant cross-functional team

Guilds **or centers of excellence** form around uncommon skills (such as architects, infrastructure or coaches) to share this expertise, as well as common skills to provide a forum **for skills growth and knowledge sharing.**



Operations: Structural Agility

Operations: Structural Agility

Your goal is to bring the value stream into a single team; such that there are no handoffs or delays from ideation to delivery to the customer.



Operations: Structural Agility – Create Value Delivery Teams

As Value Delivery Teams are accountable **to deliver a specific outcome** (rather than an output), a new team structure emerges that, by necessity, integrates the skills from multiple functional areas.

Cross-functional teams benefit the organization by improving coordination, simplifying communication, and sharing expertise to solve problems.

Cross-functional teams are stable and are structurally aligned to parent outcomes.

Diversity in thought and background is also an advantage as diverse teams consistently produce better outcomes.

Bring people with different backgrounds, skill sets, attitudes, and viewpoints together in an environment which encourages collaboration.



Operations: Structural Agility – Maintain the Continuity of Ownership

Operations: Structural Agility

The team that produces a product should be the team that supports and maintains the product.

Accountability as the team remains focused on delighting their customers and continuously increasing value.



Operations: Structural Agility – Create Stable Teams

Operations: Structural Agility

The value of stable teams in knowledge worker environments.

Teams who remain together for extended periods are more likely to achieve a high-performing state.

Remain together stables teams achieve:

- Understand each other's working
- Understand communication styles
- Understand balance strengths and weaknesses,
- Produce more value faster than temporary teams
- Improve productivity
- Gain higher satisfaction and stronger employee engagement



Operations: Structural Agility



Crawl

To enable collaboration, we form temporary cross-functional teams. These teams have the majority of the skills needed to deliver on the work.



Walk

To enable collaboration, we form small (e.g. 7 + or – 2 people), cross-functional, and stable teams. These teams have the majority of the skills needed to deliver on the work.



Run

We build autonomous teams around outcomes & value streams (e.g. customer journeys, market segments) rather than around products & services (e.g. inside out from the company's perspective).



Fly

Teams are self-organizing (or self-managing). They have total authority to identify their own membership (self-selecting), re-skill to meet changing customer needs, and decide on the work to be done to achieve the given outcome.

Agile Teams



Source: Domains of Business Agility



Operations: Structural Agility



Crawl

Our organization is very slow to change team structure to meet new market demands.

One exception is when forming temporary teams around projects with skill sets matrixed in from functional divisions as needed (e.g. a tester from the QA team).



Walk

We have fast and simple processes to move people between teams if needed. Communication with affected people is clear and non-disruptive.



Run

We can quickly form dynamic teams. Divisional and functional silos are invisible as we form stable cross-functional teams around products, customer journeys or business outcomes. For example, we can bring sales & marketing, finance, or operations into the relevant cross-functional teams when needed.



Fly

Our organization is capable of rapidly adapting structure to meet changing customer and market demands. There are networks of teams (bound together by working agreements or social contracts) dynamically forming and reforming as needed.

Network Organization

Source: Domains of Business Agility



Operations: Structural Agility – Practices, Methods, and Frameworks

These are some of the practices, methods, and frameworks that are relevant to the Structural Agility Domain.

- Systems Thinking
- Teal Organizations
- Self Selection
- Self Management
- Sociocracy / Holacracy



Operations: Process Agility – Introduction to the Domain

Business Agility requires operations to adapt and continuously evolve as needed in service of creating value for customers.



Operations: Process Agility – Introduction to the Domain

Process agility

One key element of Process Agility is the focus on outcomes and products over outputs and projects.

Many of the more complex methods operate in the Enterprise Agility domain.

The governance of all decisions, processes, and work is directed towards ensuring the continuous delivery of value and business outcomes.

Work must be justified based on the value it could deliver to a customer in the context of a business outcome.



Operations: Process agility – Introduction to the domain

Process agility

Your goal is to create adaptable processes that align to customer value.



Operations: Process Agility – Map the Value Streams

Operations: Process Agility

Understanding your existing processes and the impact they have on productivity is the first step towards process agility.

Value Stream Mapping (VSM) is a practice that is commonly overlooked when designing new processes.

VSM is the practice of defining the functional steps in common business processes, which can be anything from IT to marketing while identifying bottlenecks and wasted effort



Operations: Process Agility – Adopt Agile Methods

Operations: Process agility

For technology organizations and software teams, it is likely that this step has already been achieved.

Agile methods, such as Scrum, have been around for more than thirty years.

The challenge is **to adopt agile methods outside of software teams**.

Any work process that has a **high level of ambiguity** and **low cost of change**, such as a marketing campaign, is a great candidate for adopting Agile.



Operations: Process agility – Move to Audit Governance

Operations: Process agility – Move to Audit Governance

Appropriate work practices should move from approval-based process governance to **audit-based process governance**.

Approval-based governance is a gate or a checkpoint. It says, “stop here, while we’ll check to make sure you can proceed”.

This form of governance is appropriate in high-risk or high-cost environments, especially in situations where you cannot afford to fail (where there is a risk of death, injury, or significant financial cost).



Operations: Process Agility – Move to Audit Governance

Operations: Process agility

Regular and automatic audit-based governance validates that you are doing both the right work and the work is being done right.

It says, “keep going, and we’ll check in with you every couple of weeks”. This form of governance is appropriate in lower-risk or time-critical situations.



Operations: Process Agility



Crawl

While we have modeled the most effective way to create value for our customer, most of our processes remain governed by functional requirements.



Walk

We have started to change our business processes to align with the customer view of value.



Run

We have designed most of our work processes based on the customer view of value creation. Crossing divisional and team silos wherever necessary.



Fly

The majority of our work processes align with the customer view of value. Teams can customize (or create) these to address specific customer demands (exceptions may include regulatory or legislative processes).

Value Streams



Source: Domains of Business Agility



Operations: Process Agility



Crawl

Teams break work into small components to regularly deliver value. For example, teams may have adopted standard agile methods such as Scrum, Kanban, or their equivalent Lean methods.



Walk

Teams in the organization have flexibility in the choice of their work processes. The majority of teams in the technology function are adopting advanced, hybrid, or scaled agile methods.



Run

All teams are using adaptable and/or agile frameworks throughout their entire work lifecycle (e.g. marketing campaigns).



Fly

Agility, rather than Agile, is the driving factor behind the selection and creation of work processes.

Agile Methods



Source: Domains of Business Agility



Operations: Process Agility – Practices, Methods, and Frameworks

These are some of the practices, methods, and frameworks that are relevant to the Process Agility Domain.

- Scrum
- SAlFe
- LeSS
- Disciplined Agile
- Kanban Method
- *Theory of Constraints*
- *Lean Six Sigma*
- *Extreme Programming*
- *Beyond Budgeting*
- *Scrum at Scale*



Operations: Enterprise Agility – Introduction to the Domain

Operations: Enterprise agility

Enterprise Agility is a response to **competitive pressure**, to adapt fast to changes in market demands and seize opportunities while reducing costs.

At the core of the Agile Enterprise are:

- The People
- Knowledgeable Skilled and innovative.



Operations: Enterprise Agility – Introduction to the Domain

Operations: Enterprise agility

The ultimate goal of Enterprise Agility transformation is to transform the whole organization in an Agile Enterprise.

Agile success at the Team level triggered the desire for Enterprise Agility as a discrete domain and the next level of Agile transformation.



Operations: Enterprise Agility – Introduction to the Domain

Operations: Enterprise agility

Enterprise Agility emerges when there is an Agile way of working across the entire organization, when each business unit reaches their required level of Agility.

To take advantage of Agility benefits, it is mandatory that the mindset change spreads beyond IT with PMO, HR, Sales and Finance the obvious next targets.



Operations: Enterprise Agility – Create a Value Stream Network

Value stream maps are great for processes, however, in an organizational context with many inter-dependencies you have to build a Value Stream Network; which is a high-level network of different business processes and how they interact across the organization.

For the purposes of transformation, keeping it high-level is usually sufficient.



Operations: Enterprise Agility – Create an Adaptive Portfolio

Operations: Enterprise agility

Adaptive portfolio is a managed list of major ideas, aligned by business outcome and ranked.

Initiatives are then “pulled” by a team when they have the capacity, rather than forming temporary teams around work.

This doesn’t mean that we shouldn’t have strategic goals, nor does it negate the need for planning, but it does change the approach to planning



Operations: Enterprise Agility – Fund Outcomes or Teams

Operations: Enterprise agility

Traditional organizations fund projects based on the estimated effort & duration of a fixed scope of work (which is often incorrect) and with benefits measured after the project is complete.

Instead, start to fund initiatives based on a steady rate of financial spend against a regularly measured business outcome.

There is still an assumption made around the return on investment, but the period of measure is exponentially shorter.

By dynamically planning, prioritizing, and monitoring activities against outcomes, teams can manage their spending and deliver the highest value activities first.

Because we have greater predictability and can focus on value realization rather than measuring outputs, we're in a much stronger position to demonstrate value to customers and shareholders



Operations: Enterprise Agility



Crawl

All work (e.g. projects or products) has an assumed, predetermined, & quantifiable value to the organization in the context of a business outcome. We use this information to justify, prioritize, and fund the work.



Walk

Strategic goals have incremental checkpoints to ensure that all work aligns with our organization's goals.



Run

All our business outcomes have relative targets and regular measures (including non-financial measures). We are able to quickly and easily start, pivot or stop work, projects, or products.



Fly

We use adaptive funding models to allocate funds against value streams (rather than projects). We align governance and feedback loops to business (or customer) outcomes (rather than time, cost or scope measures).

Funding Models

Source: Domains of Business Agility



Operations: Enterprise Agility



Crawl

At least 2 divisions have changed the way they work to be enablers and collaborators to others. This has had a positive impact on the business and feels more agile.



Walk Supporting Functions

We have identified those business functions that limit (or constrain) the agility of our organization (through excessive process & governance, limited capacity or other reasons). We are actively working to remove the constraint.



Run

Supporting functions enable business agility within our organization by actively supporting teams and creating simplified (and open) processes (e.g. Netflix's expense policy – "Act in Netflix's Best Interest").



Fly

Each department understands they have an internal or external customer that they need to delight and are actively doing so.



Source: Domains of Business Agility



Operations: Enterprise Agility – Practices, Methods, and Frameworks

Operations: Enterprise agility

These are some of the practices, methods, and frameworks that are relevant to the Enterprise Agility Domain.

- SAFe
- LeSS
- Disciplined Agile
- Kanban Method
- Theory of Constraints
- Lean Startup
- Beyond Budgeting
- Sociocracy / Holacracy
- Systems Thinking



...

The Journey



BAPC® Version 112022



The Journey

- Purpose of the BAI model
 - Guide along the business agility journey without being prescriptive on “how”.
 - Business strategy should align with each of the domains and the practices, frameworks, and values.
- The first step is to understand “why”.
 - “Why” will define the way you work together, cooperate and create value for your customers;” why” defines your company and its purpose.



The Journey

- At every point along this journey, each domain will have a different level of fluency.
- Focus on those which are currently the most constraining or disruptive to your overall business agility.
- The systemic nature of transitioning to business agility can have a profound impact on individuals. Across the entire organization, there must be inspiring leadership, clear communication, and a common purpose to create champions out of everyone.



The Journey

- There will be people in your organization who do not wish to work in this way and may leave.
- There's no value judgment in this, simply needing a different way to work.
 - Show respect and understanding to everyone, even those leaving everyone, even those leaving.



Bibliography

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