What Are We Going to Discuss Today?

- **Understand what is meant by "Agility" and "Business Agility"**

- **Understand the relationship between Risk and Value during project lifecycles**

- **Learn how team culture needs to change to support agility**

- **Identify business areas that are better suited for Business Agility using the Cynefin Framework**

What is Meant by Agility?

In sports:
The ability of a player to change direction or speed in response to unexpected threats or opportunities.

In animal training:
The ability of the animal to respond to different commands quickly and complete tasks in any order.

What is Business Agility?

Deliver value quickly

Respond rapidly to change.

Advantages of Being Agile

amazon

NETFLIX

Within a year of Amazon's move to AWS, engineers were deploying code every 11.7 seconds, on average.

The agile approach also reduced both the number and duration of outages, resulting in increased revenue.

[Netflix] created the Simian Army, a suite of automated tools that stress test Netflix's infrastructure and allow the company to proactively identify and resolve vulnerabilities before they impact customers.

Source: Amazon.com

Source: Netflix.com

Source: https://techbeacon.com/10-companies-killing-it-devops

Delivering Value Quickly

Key Types of Value

Customer Value:

- Increasing value of goods or services received
- Reducing transactional risk

Employee Value:

- Improving employee satisfaction
- Reducing errors
- Increasing throughput

Partner/Vendor Value:

- Increasing value of goods or services received
- Reducing transactional risk

How to build a Minimum Viable Product?
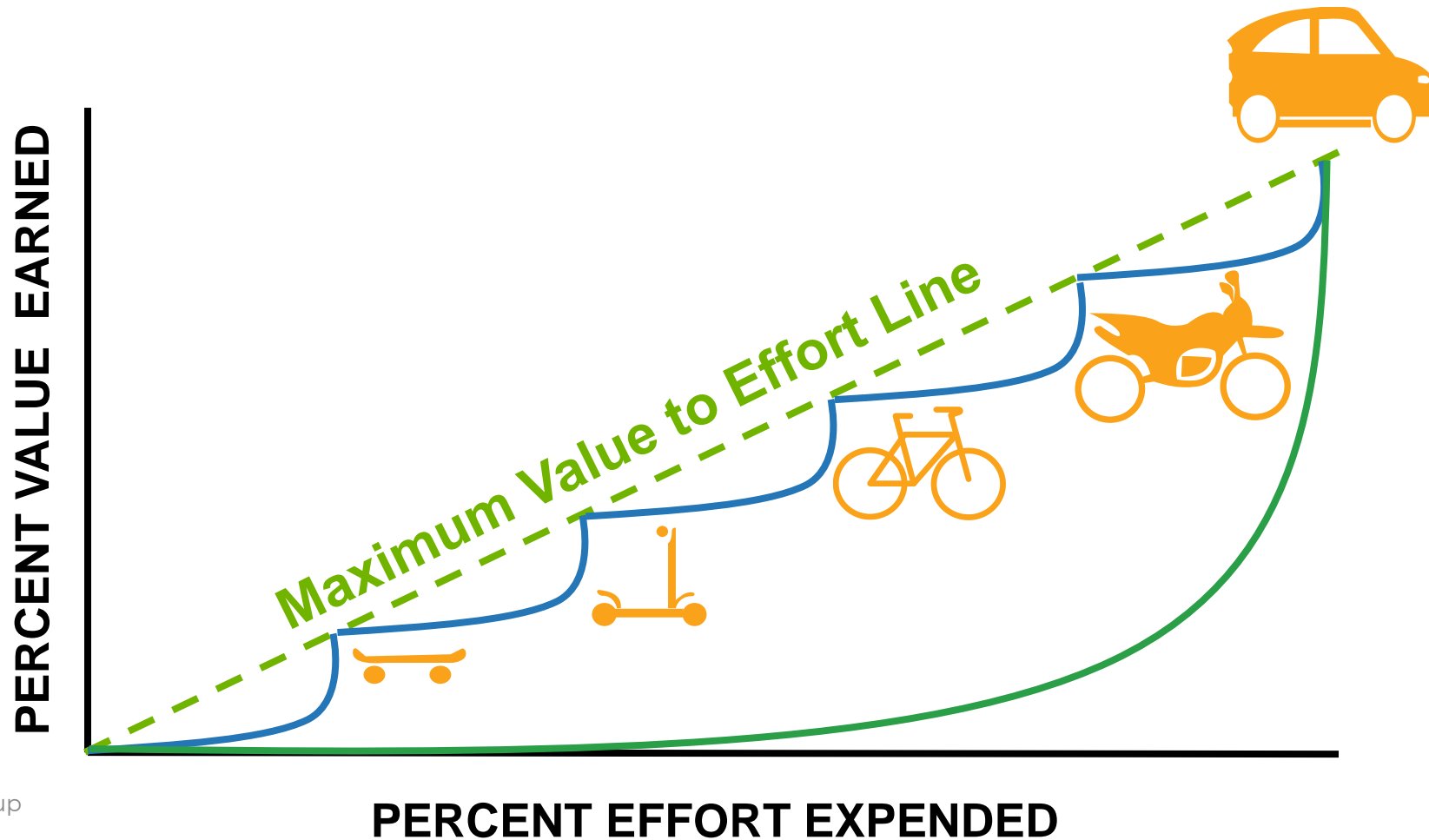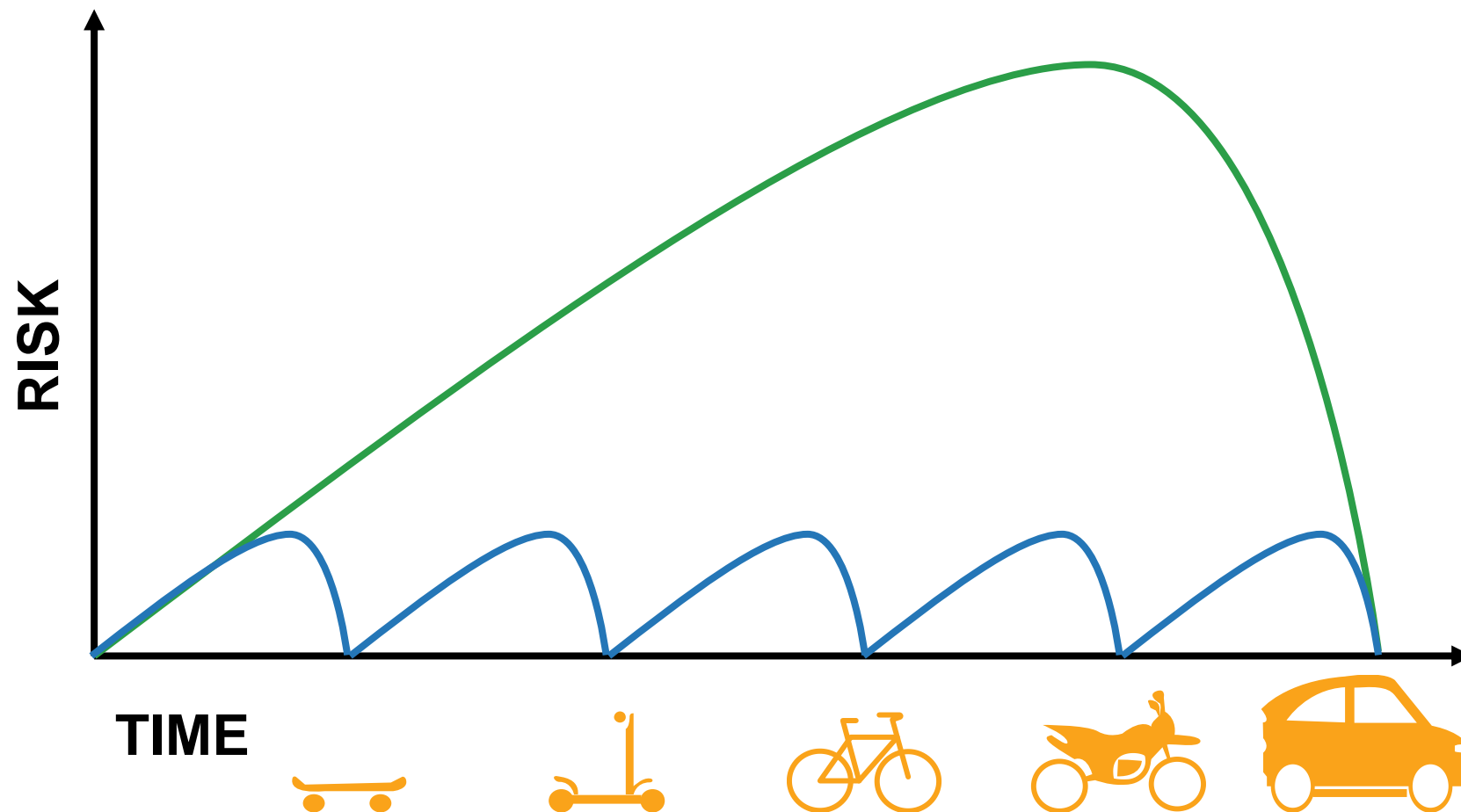
Not Like This

Like This

Source: SunTrust Bank, 2014-2017

Exploit the Value of Iterations

PERCENT VALUE EARNED

Maximum Value to Effort Line

PERCENT EFFORT EXPENDED

Reduce Accumulation Risk

Why Deliver Work in Smaller Increments?

Respond to change faster:
- Reducing stale requirements and false assumptions
- Incorporating new business needs
- Obtaining rapid feedback (instead of waiting on approvals)

Manage risk by:
- Reducing the accumulated risk
- Preserving unspent capital
- Obtaining rapid approvals

Accelerate value by:
- Learning lessons and constraints earlier
- Delivering a usable product or change earlier (like with compound interest)
- Demonstrating progress by frequent "wins"

Becoming "Business Agile"

Agile Concepts Applicable to Business Agility

Work Practices
- Do only those things which have value to the customer
- Limit Work-In-Progress (WIP) (When is "Done", Done?)
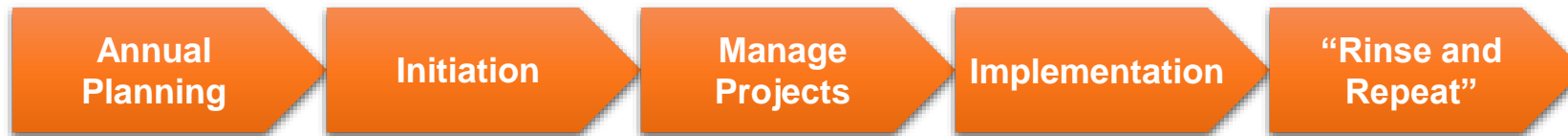- Deliver small pieces of value rapidly

Management Practices
- Enable self-managing teams
- Actively use "Definitions of Done"
- Practice "Servant Leadership"

When Aren't Projects "Business Agile"?

Typical project lifecycle:

Annual Planning → Initiation → Manage Projects → Implementation → "Rinse and Repeat"

- Most projects manage constraints: Scope/Resources/Time.
- This means teams really manage: Tasks/Schedules/Blame.
- Teams are missing "Servant Leaders".

What is Servant Leadership?

Wrong:

"I'm ultimately responsible for delivering the project."

Right:

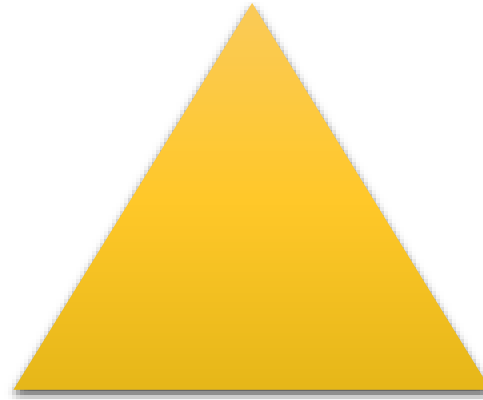*"I'm responsible for supporting for the team who will achieve our goal."*

- **Instead of Managing, you are Facilitating.**
- **What does our team need to be successful?**
- **What obstacles need to be cleared?**

Principles of Servant Leadership

Empower the Team

- **Collaboration**
- **Accountability**
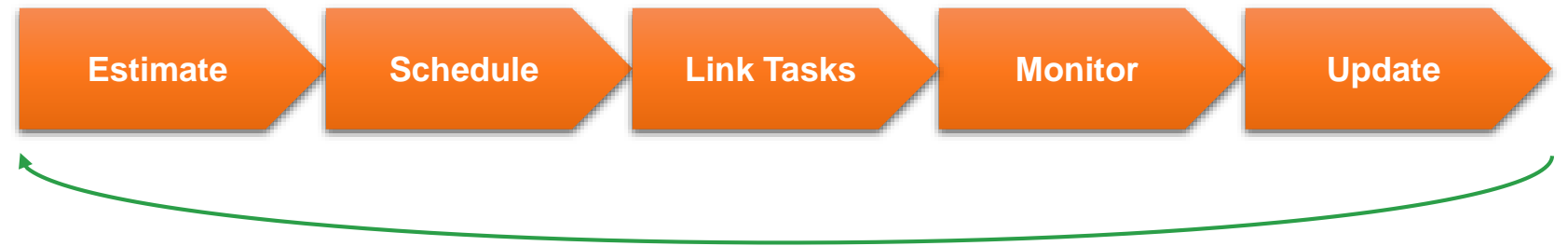- **Trust Team decisions**

Support the Team

- **Clear obstacles**
- **Secure resources**
- **Free the team from outside interference**

Listen to Understand

- **Ready for handoff?**
- **Waiting on?**
- **Issue: Who owns offline?**

Managing Tasks vs. Managing Deliverables

Task Management:

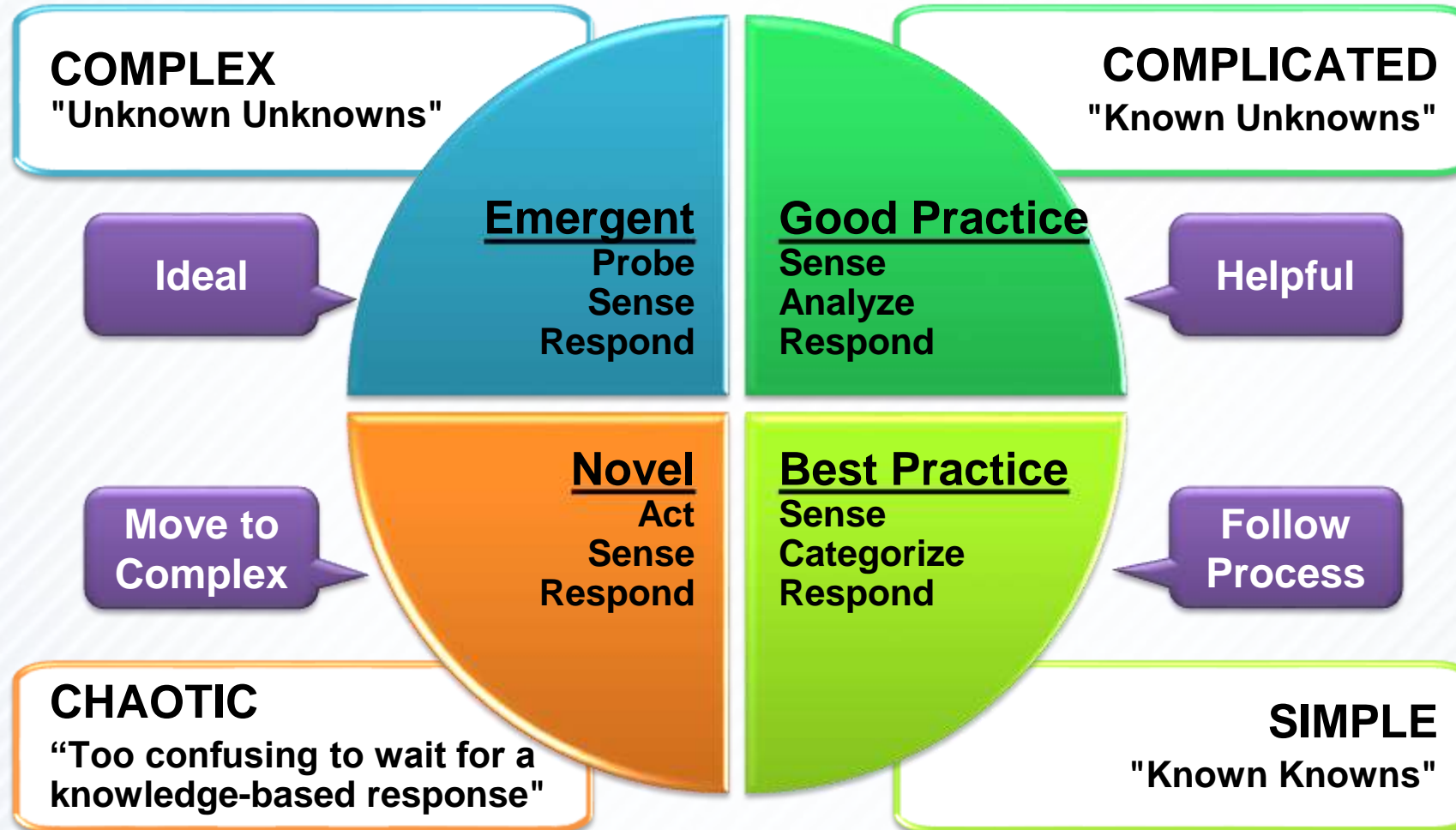| Estimate | Schedule | Link Tasks | Monitor | Update |

Managing Deliverables:

- **Define the "Destination Postcard"**

- **Script the Critical Steps.**

- **Break work into sprints/time boxes:**
  - What can be accomplished in each block?
  - Reset future blocks as needs and velocity change.

Source: Switch by Dan and Chip Heath
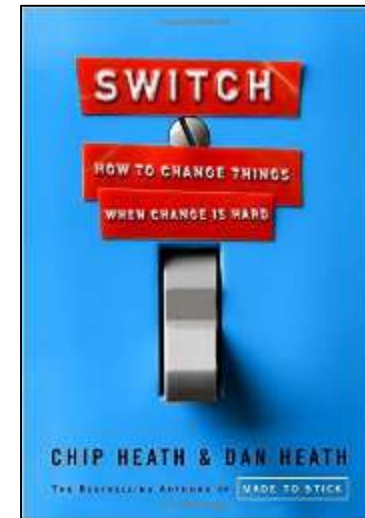
Cynefin Framework:
Where More Iterations Help

COMPLEX
"Unknown Unknowns"

COMPLICATED
"Known Unknowns"

Emergent
Probe
Sense
Respond

Good Practice
Sense
Analyze
Respond

Ideal

Helpful

Novel
Act
Sense
Respond

Best Practice
Sense
Categorize
Respond

Move to Complex

Follow Process

CHAOTIC
"Too confusing to wait for a knowledge-based response"

SIMPLE
"Known Knowns"

Source: Cynefin (KUN-iv-in) https://en.wikipedia.org/wiki/Cynefin_framework

It Just Makes Sense to **. . .**

Leverage Best-Practices

| 35,000 Members sharing best practices you can Leverage | Millions spent developing tools and templates annually | Leverage direct access to over 100 Analysts as an extension of your team | Use our Massive Data-Base of Benchmarks and Vendor Assessments | Get up to speed in a fraction of the time |

Avoid starting from scratch

Systematically Improve
IT Performance

Follow our standardized path to drive IT maturity & effectiveness for your department. Each leader on your team will work with a dedicated Info-Tech Executive Advisor to create customized annual roadmaps to address their specific challenges and opportunities. Whether your IT department is an Unstable Operator, an Innovative Champion, or at any stage in between, Info-Tech has the proven knowledge & skills, and years of practical IT management & advisory experience to help stabilize and optimize your IT operations.

Each Executive on Your Team Receives:

► A dedicated Executive Advisor to help diagnose and drive improvement within your organization.

► A customized Key Initiative Plan around your top priorities and a clear roadmap of how to improve their IT function.

► On-demand advisory support for all of your key projects.

► Complete online access to tools and best-practice resources.

Info-Tech Research Group Maturity Model

90% + Satisfaction — **INNOVATOR** Reliable Technology Innovator

80% Satisfaction — **BUSINESS PARTNER** Executive Execution on Business Projects

70% Satisfaction — **TRUSTED OPERATOR** Exclusive Fulfillment of Work Orders

60% Satisfaction — **FIREFIGHTER** Reliable Infrastructure of IT Service Desk

< 60% Satisfaction — **UNSTABLE** Inability to Provide Reliable Business Services

Program to Systematically

Improve IT Performance

Info-Tech provides best-practice research making your job easier.

▸ Tools & Templates

▸ Step-by-Step Methodologies

▸ Benchmarking & Diagnostic Programs

▸ Training & Executive Coaching

▸ Insights & Advice from 20,000+ Peers

01 MANAGE AND IMPROVE
Core IT Processes

02 FASTER AND MORE EFFECTIVELY COMPLETE YOUR
Technology Projects

03 TRAIN AND DEVELOP YOUR
IT Leadership Team

04 BUILD A DATA-DRIVEN
IT Strategy

05 A STEP BY STEP PROGRAM TO
Systematically Improve IT

Info-Tech Research Group

Performance Difference

For over 20 years Info-Tech has provided IT teams with practical advice that helps make measurable improvement.

Since launching our systematic program to improve IT performance in 2013, Info-Tech members have dramatically outperformed their peers by delivering superior levels of business satisfaction.

Business Satisfaction with IT

86%
83%
80%
77%
74%
74%
73%
73%
72%
74%

■ Program Veterans
■ New Entrants

2013   2014   2015   2016   2017