

The Search for Continuous Agility

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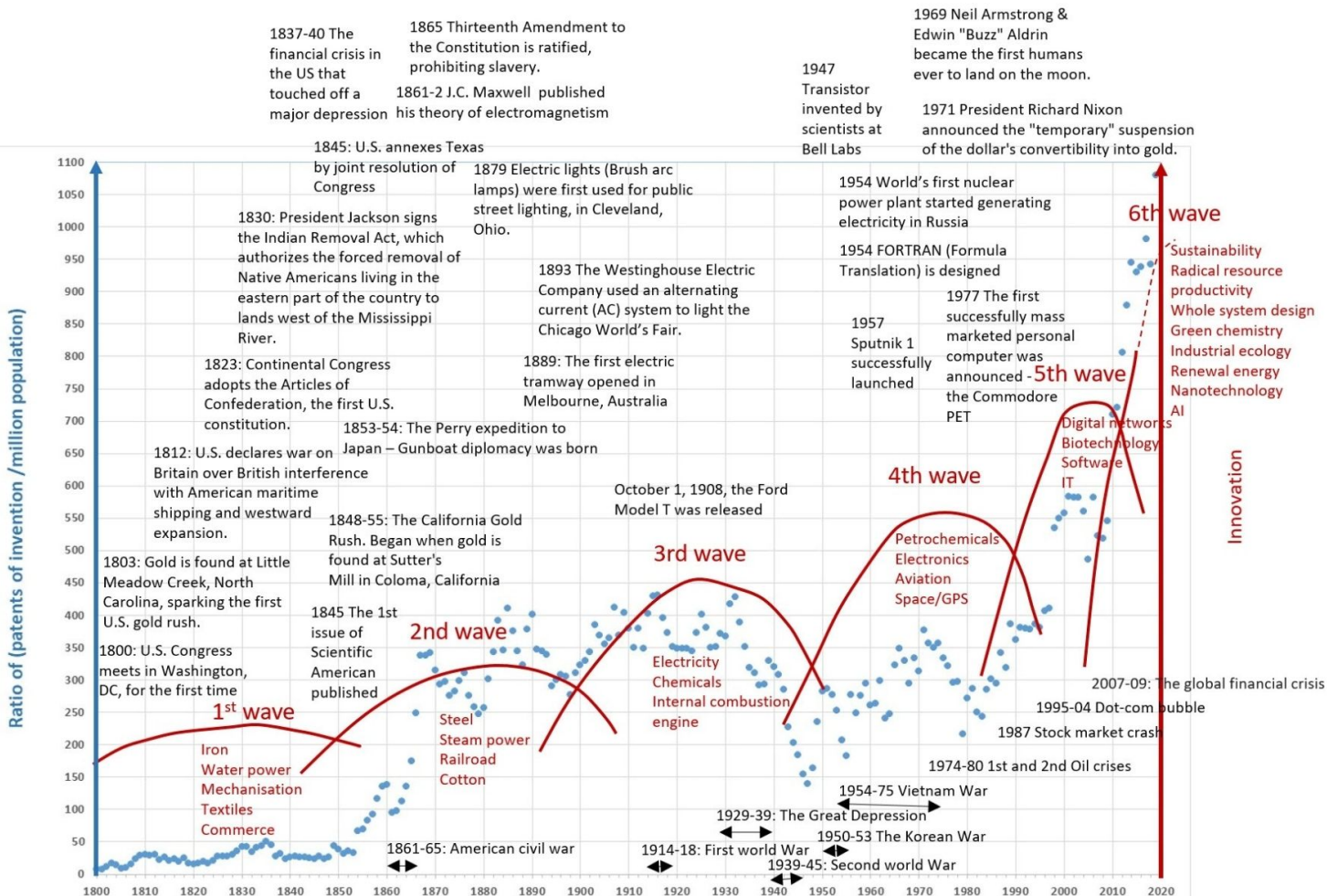
Many organizations aim to "become agile," either through transformational programs or organic growth. For many, a scaled framework like SAFe is often the ultimate goal as the business and organization grow. This growth is assumed to necessitate a scaled agile framework. The ultimate state is often perceived as being capable of executing Programme Increment Planning every quarter and enhancing the plan's stability. However, I argue that this should not be seen as the final state, but instead as a transitional phase for organizations to achieve a higher level of agility.

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What is Business Agility?

“Agility in an organisation is the ability to be flexible and adaptable so that it can respond quickly and effectively to change.”

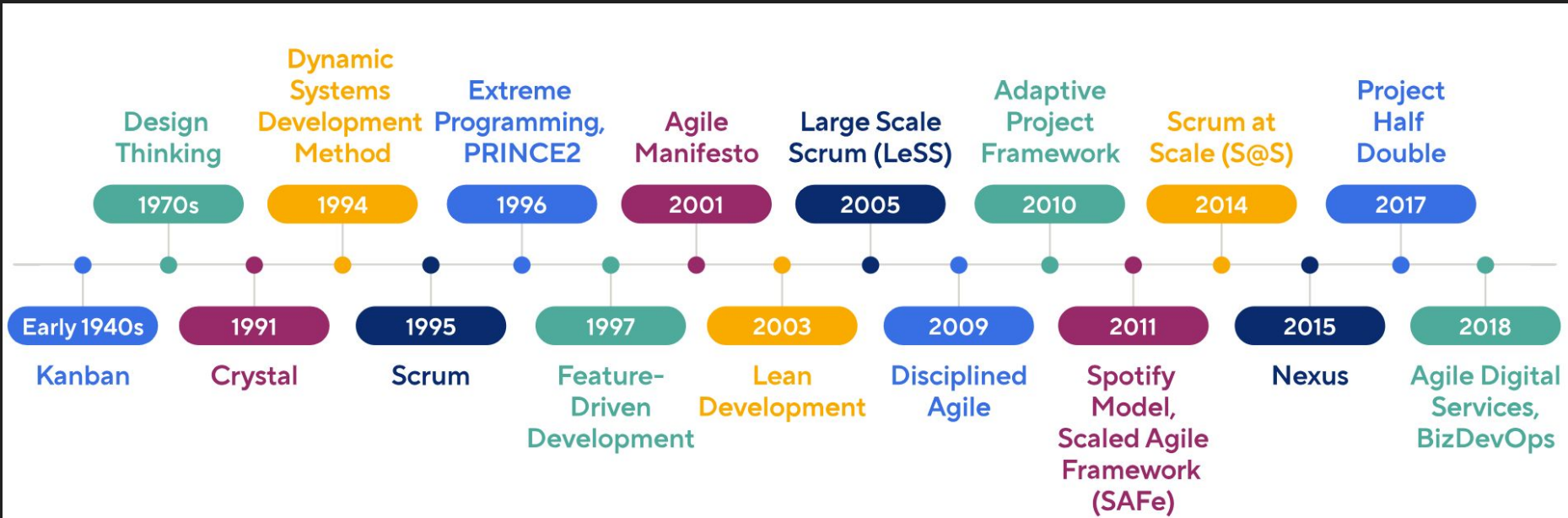
- *Copilot* with some paraphrasing by Shabbir



Source: The Pace of Innovation 1800-2020, Joe Cucuzza, November 2020

<https://www.linkedin.com/pulse/pace-innovation-1800-2020-joe-cucuzza-gaica-fausimm/>

This increase in market/industry complexity
& rapid rate of change necessitates flexible
frameworks



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71%

of IT organizations worldwide have adopted Agile methodologies

33%

of IT organizations worldwide have adopted SAFe

Source: SpringerLink Paper on Benefits & Challenges of Adopting SAFe, June 2021

https://link.springer.com/chapter/10.1007/978-3-030-78098-2_11

The Standish Group data shows consistently over the last 20 years **for over 500,000 projects that 64% of features delivered to customers are never or rarely used.**

So without a good Product Owner organization, of the 70% of projects that might be useful, **we waste 64% of our staff on things the customer won't use.**

Over the past two decades since the Agile Manifesto,
50-96% of Agile transformation processes have
failed due to an inability to rapidly adapt to market and
environmental changes in a productive and
cost-efficient manner

What's going wrong?

- Market is changing more rapidly than ever
- Technology is more complex than ever
- We have more Agile frameworks available to us than ever
- We are carrying out PI Planning again and again...

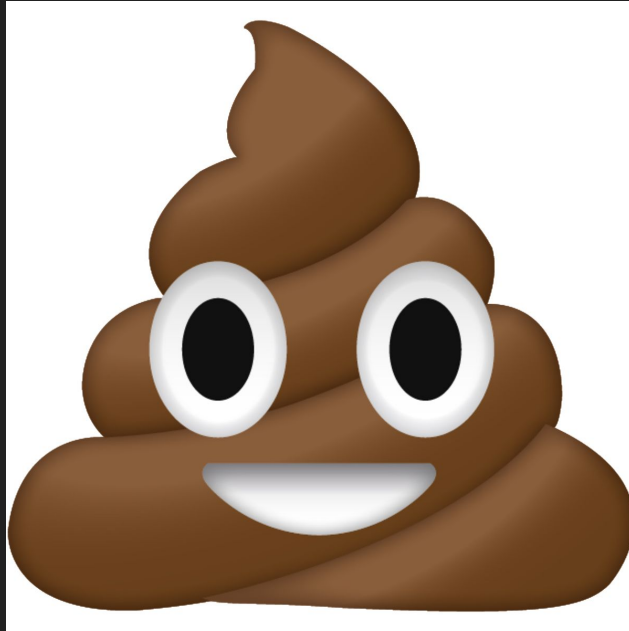
What's going wrong?

- Market is changing more rapidly than ever
- Technology is more complex than ever
- We have more Agile frameworks available to us than ever
- We are carrying out PI Planning again and again...
- Yet there is high rate of failure in delivering value to our customer
- So this is not an end state..

Agile frameworks are just tools

Let's instead focus on...

1. The Funnel



Source: The Smiling Poop Emoji Conveys What Words Never Could, November 2019

<https://elephant.art/smiling-poop-emoji-conveys-words-never/>

1. The Funnel

- Let's build that Product Management capability first
- Empowerment and autonomy to the Product Owners
- Effective prioritization
- Say no to top-down driven Product Management capabilities!

2. End to End Lean Thinking

LEAN THINKING



VALUE



VALUE STREAM



FLOW



PULL

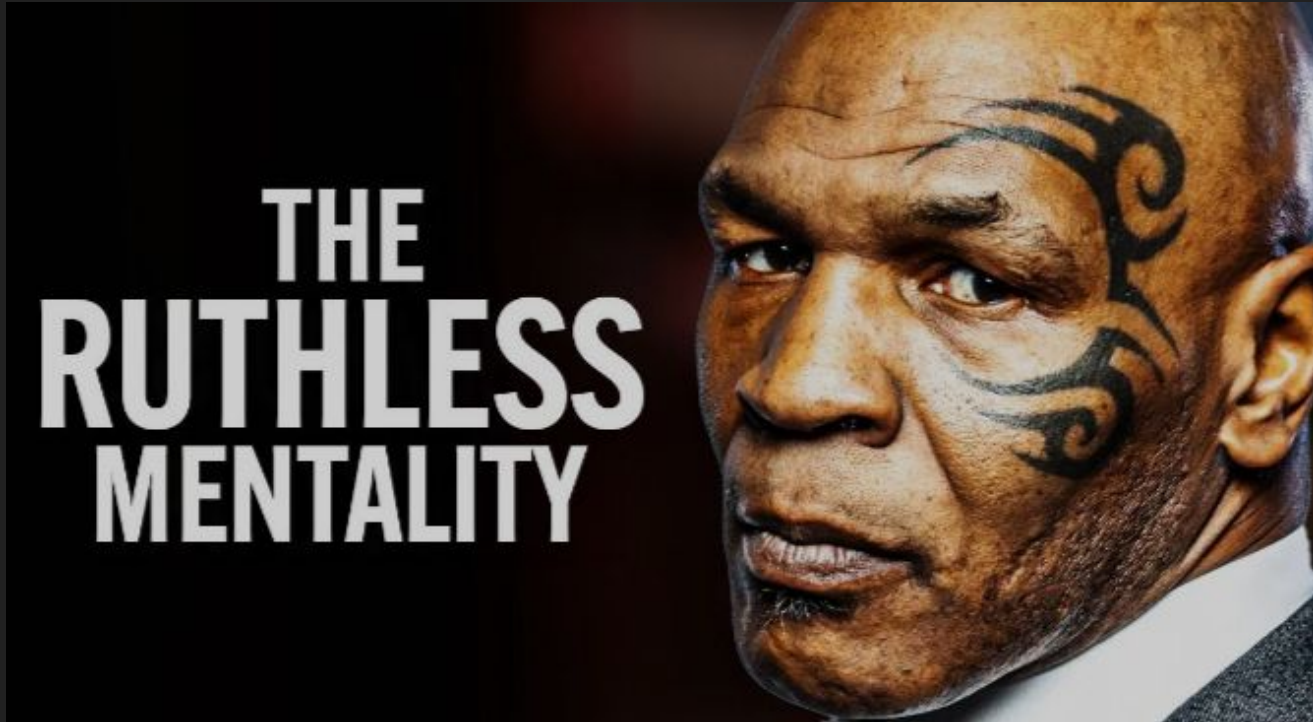


PERFECTION

2. End to End Lean Thinking

- No point planning the product in a lean way, and our architects design a mammoth monolithic solution...
- Let's get all parties involved in this end to end lean thinking journey from the beginning
- Kick offs to include everyone

3. Ruthless Prioritization



Source: April 2024 Mike Tyson Interview

<https://www.youtube.com/watch?v=nKxBC2aF1bQ>

3. Ruthless Prioritization

- Everything cannot be a P1 / Critical / Urgent item
- We must ruthlessly prioritize to give focus to our teams and ourselves
- One of my favourite articles:

<https://blackboxofpm.com/ruthless-prioritization-e4256e3520a9>

Some more food for thought...



net solutions

Thank you!

Let's discuss...

