

# Agile ORLANDO JULY 24-28 2023

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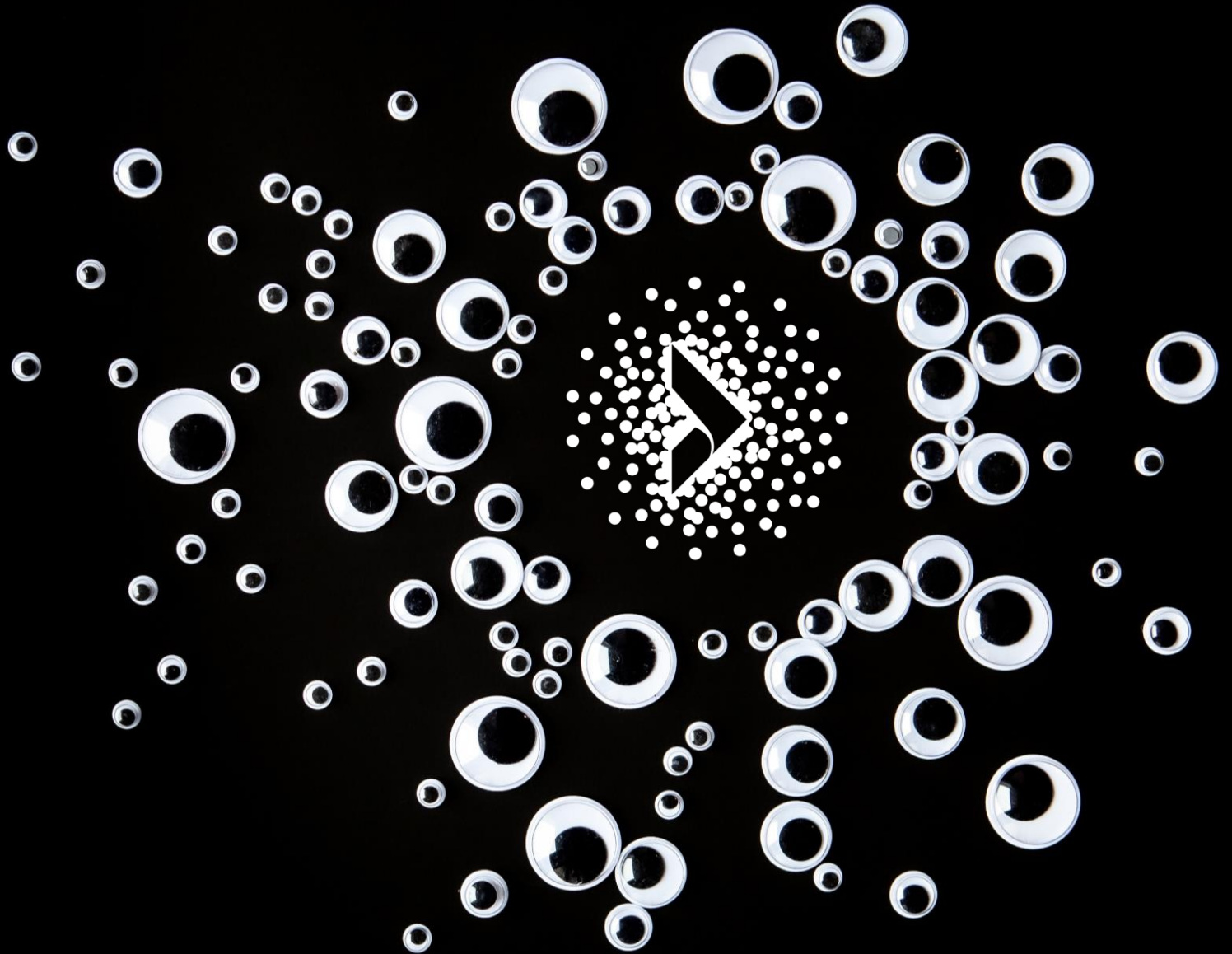
#AGILE2023

LEARN MORE



**EVERY  
THING  
EVERY  
WHERE  
ALL AT  
ONCE**

Leading an  
**Agile**  
Organization



**Laura Powers**

LPowers@BusinessAgility.Institute

Co-Founder of a Lawn-Mowing Business  
(it's a long story)

Chief Executive Officer

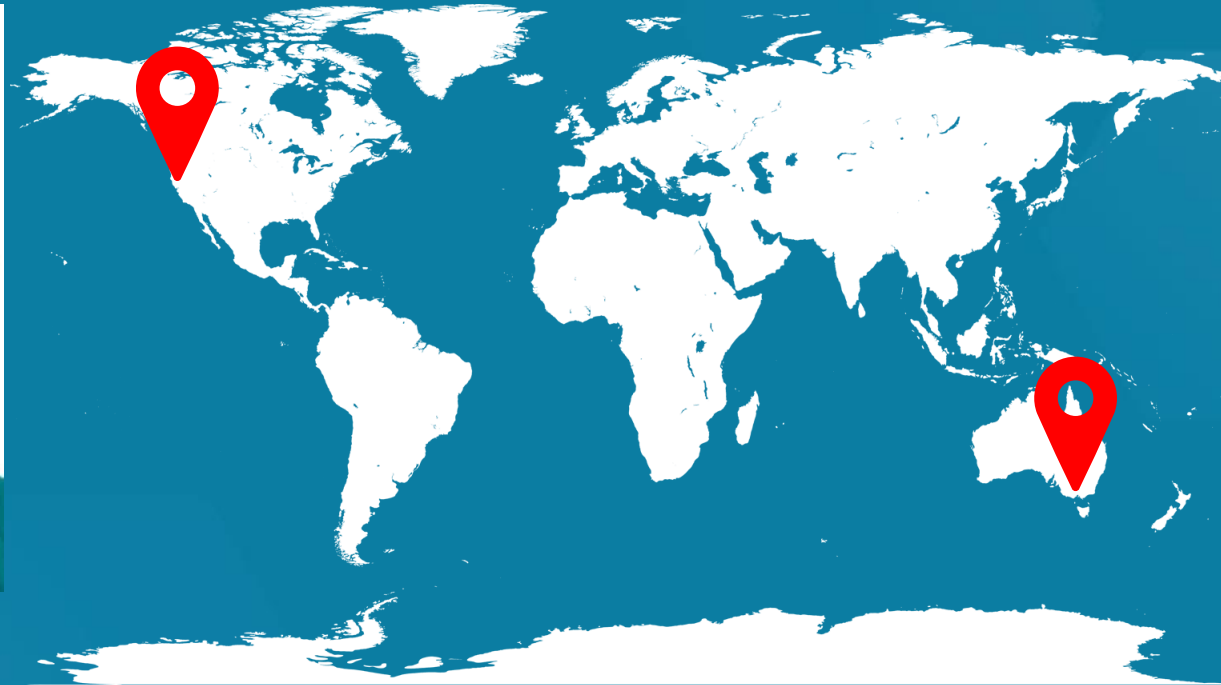


**From...**

Wilderness Society Koala  
(it's a long story)

**To...**

Thought-Leadership & Advocacy



**Evan Leybourn**

ELeybourn@BusinessAgility.Institute

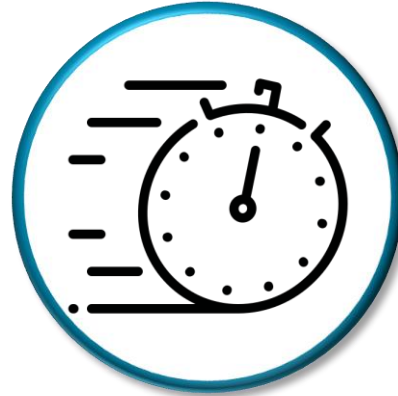


# > WORKING AGREEMENTS

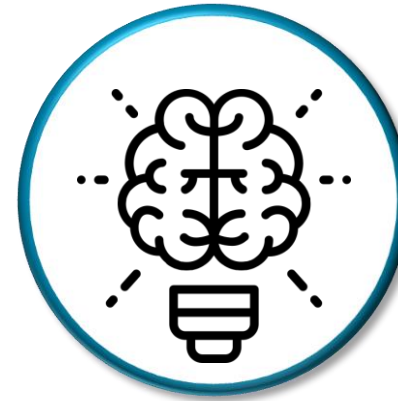
Have fun!



Respect the Timebox



Bring a Beginner's Mind



Respect others' views



Right to Pass



Part 1

# Everything

➤ **WRONG ANSWERS ONLY...**  
**WHAT IS BUSINESS AGILITY?**



GO TO ×  
**menti.com**

ENTER THE CODE  
**2898 4908**

 1

# ➤ CALL & RESPONSE

## “WHAT WILL YOU DO?”

We will set  
the scenario



You have  
10-seconds  
to **respond**  
or **pass**



We will  
build on  
the  
scenario



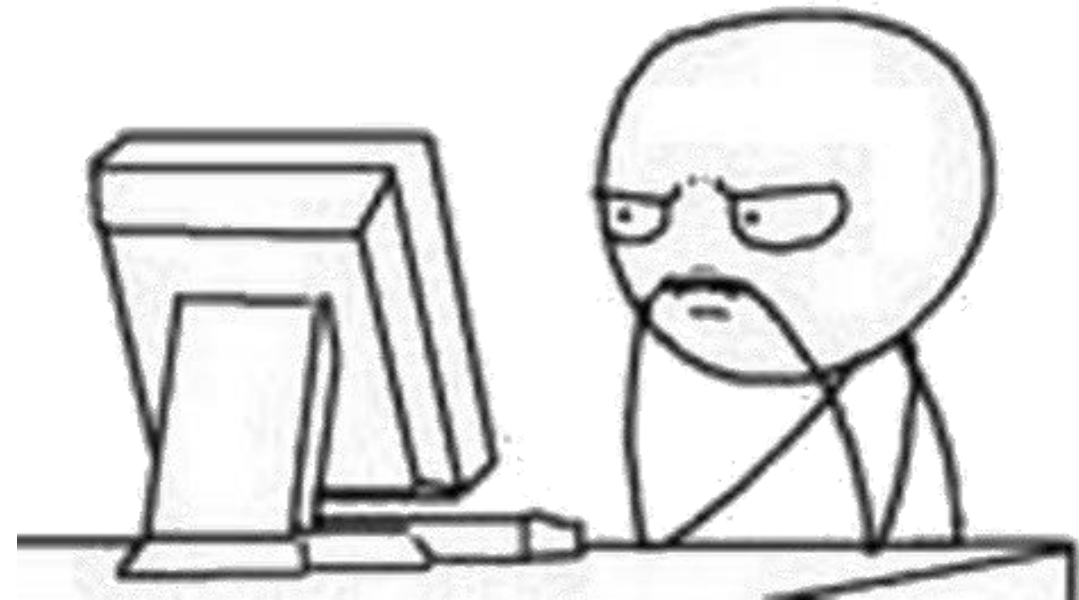
## WORKING AGREEMENT REMINDER

- Opt-in to participate  
(*stand-up*)
- Right to pass

# > WHAT WILL YOU DO?

Your boss sends you a  
meeting request...

... without an agenda





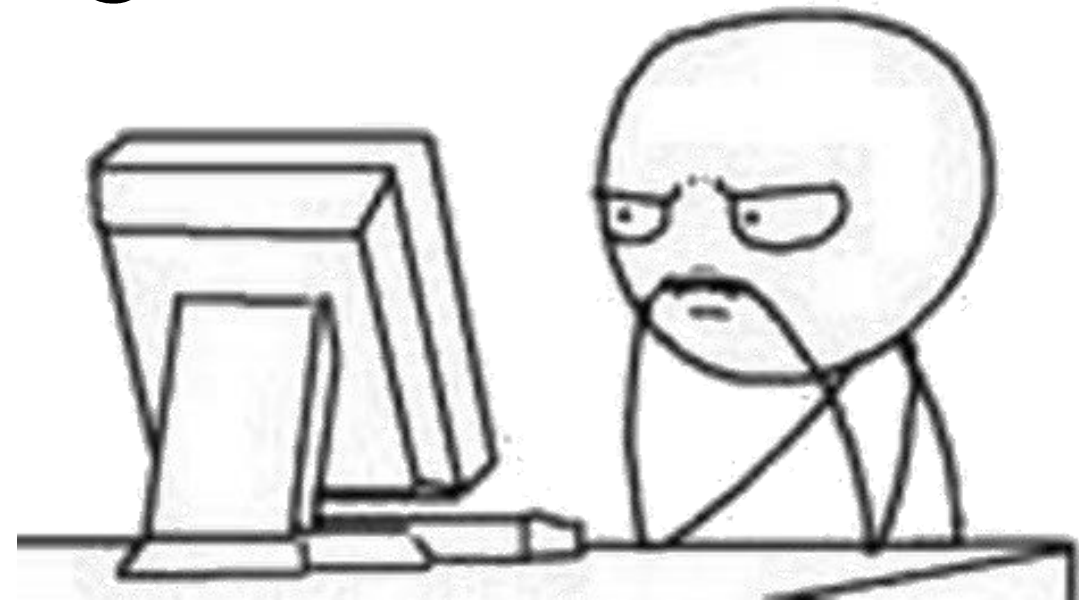
**TWO PEOPLE IS A  
SIMPLE SYSTEM**

**MORE...  
IS MUCH MORE**

# > WHAT WILL YOU DO?

You're a team leader...

Your boss says,  
*"let's use Agile".*



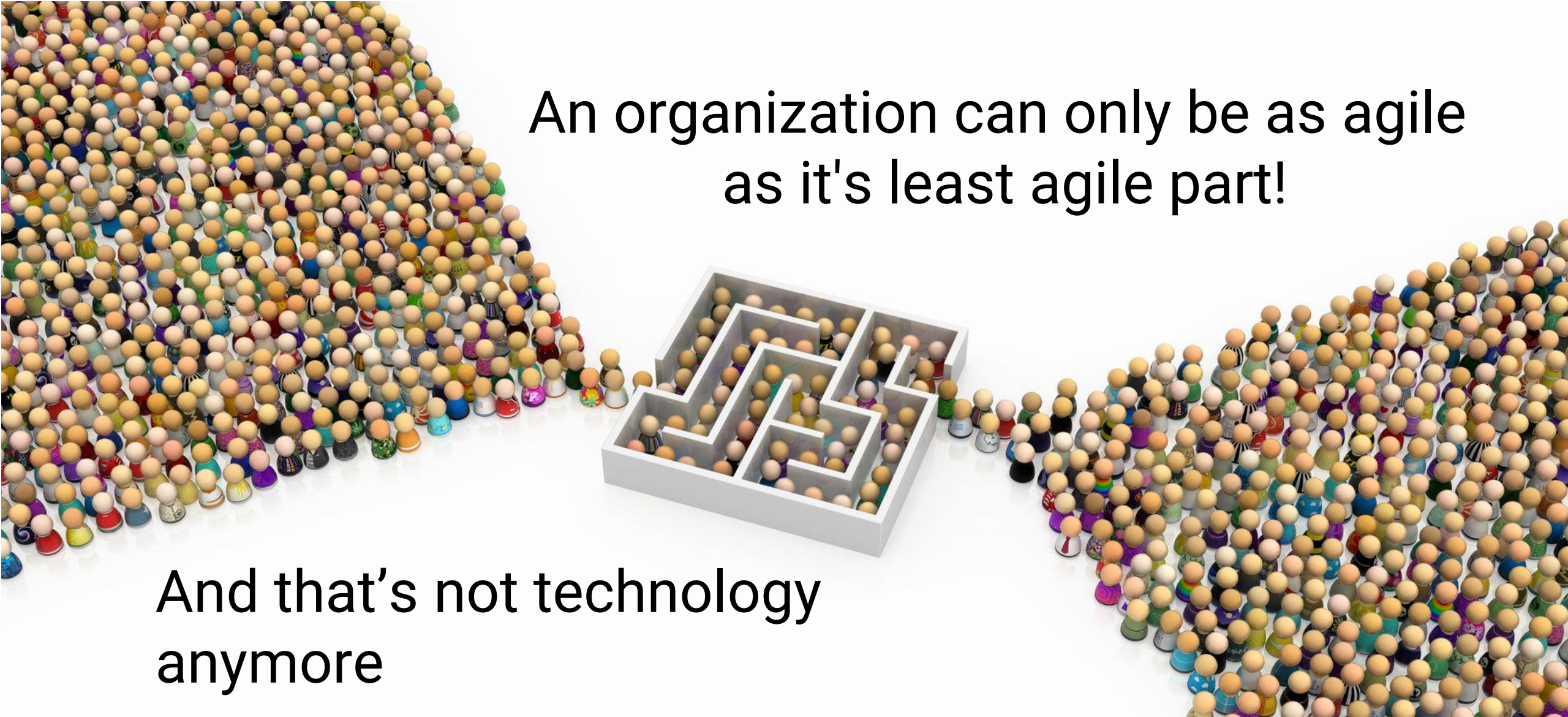
**> AGILE IS MORE  
THAN TECHNOLOGY**

**BUSINESS AGILITY IS MORE  
THAN AGILE OUTSIDE IT <**

# ➤ EVAN'S THEORY OF (AGILE) CONSTRAINTS

An organization can only be as agile  
as it's least agile part!

And that's not technology  
anymore



# ➤ PERSPECTIVE MATTERS



Dragon Boat Tug of War

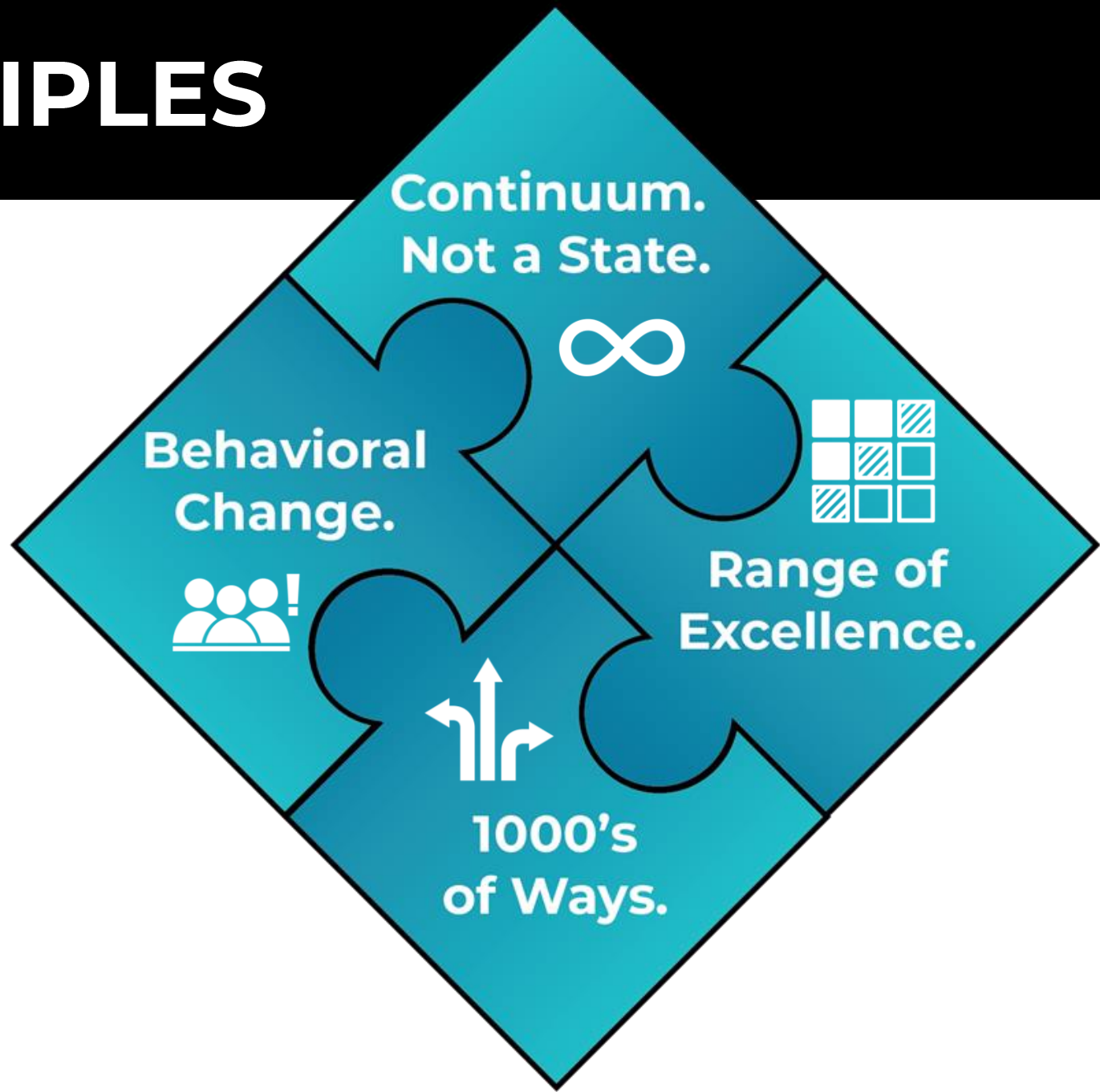
<https://www.youtube.com/watch?v=Y7ybLJYL2L8>

# 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.***

# > PRINCIPLES

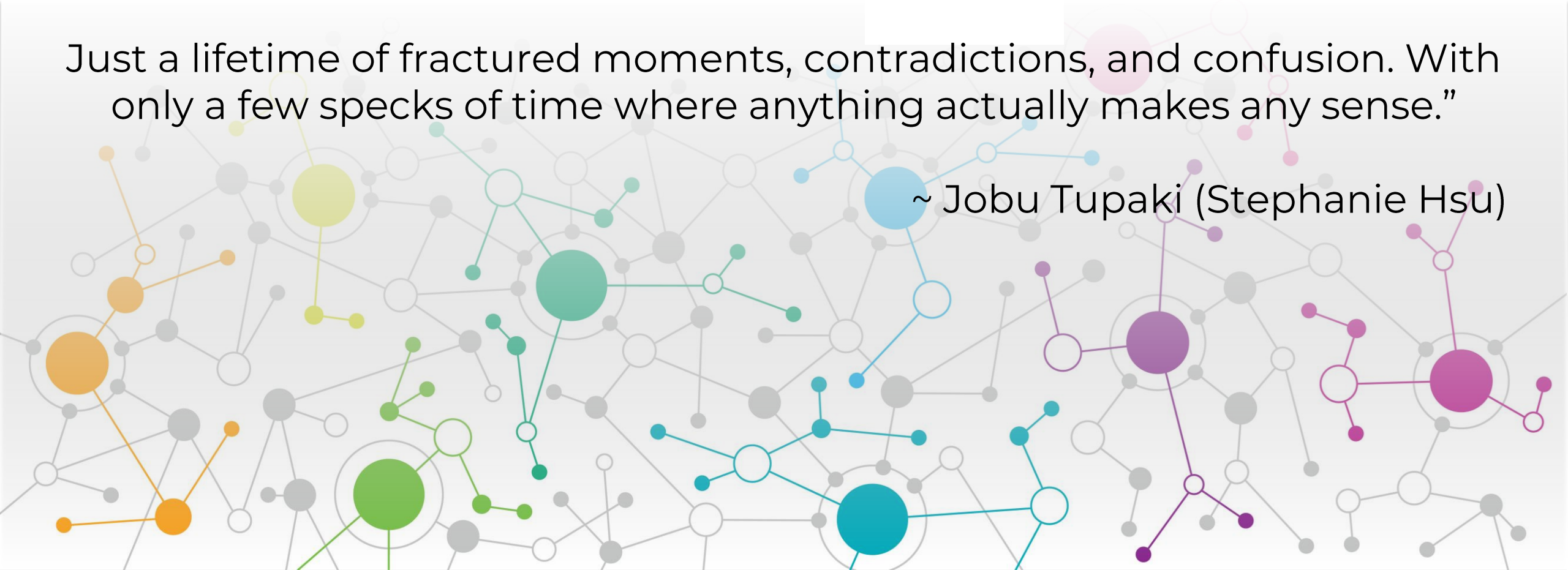


# ➤ EVERYTHING. EVERYWHERE. ALL AT ONCE.

“Not a single moment will go by without every other universe screaming for your attention. Never fully there.

Just a lifetime of fractured moments, contradictions, and confusion. With only a few specks of time where anything actually makes any sense.”

~ Jobu Tupaki (Stephanie Hsu)





Part 2

# Everywhere

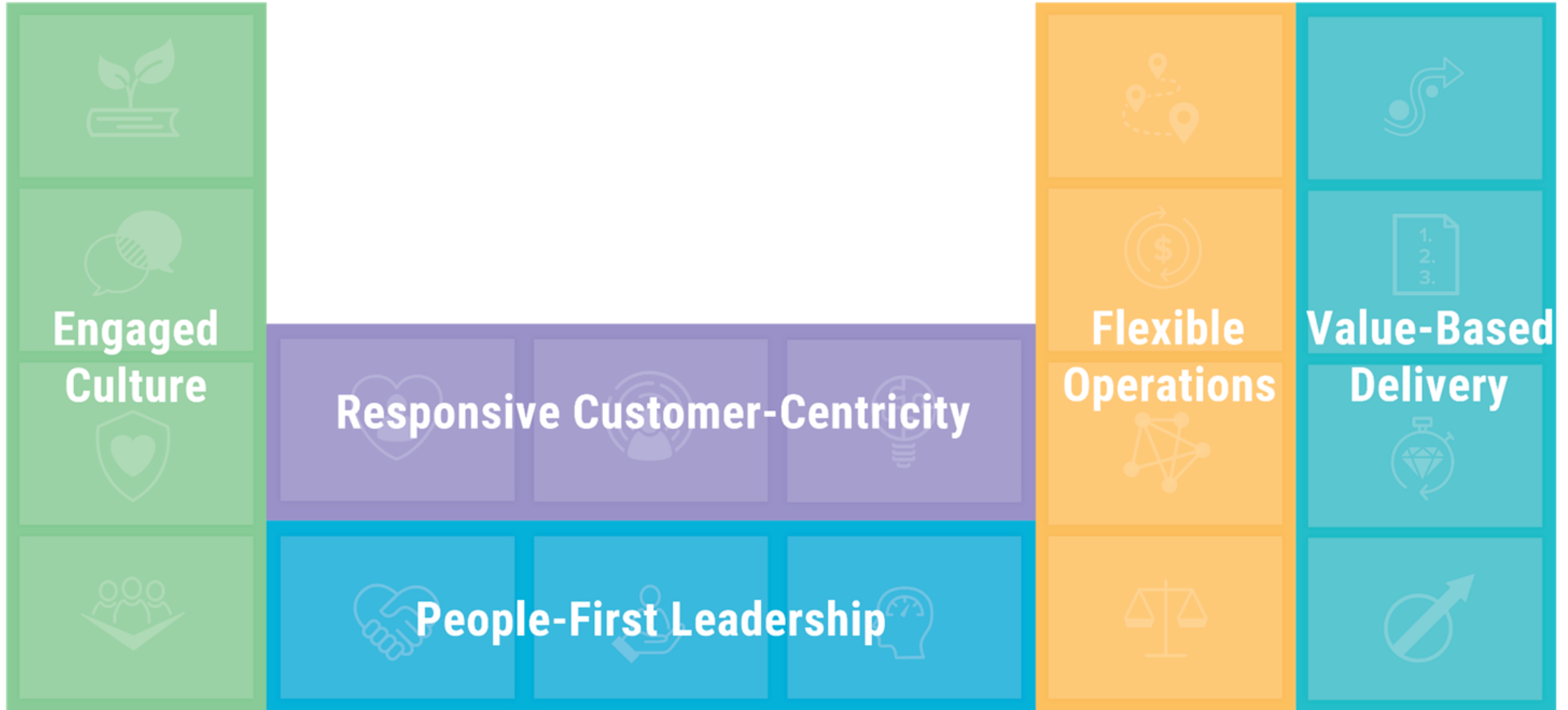
# THE CHALLENGE

New Zealand Government: Create a business agility certification for companies

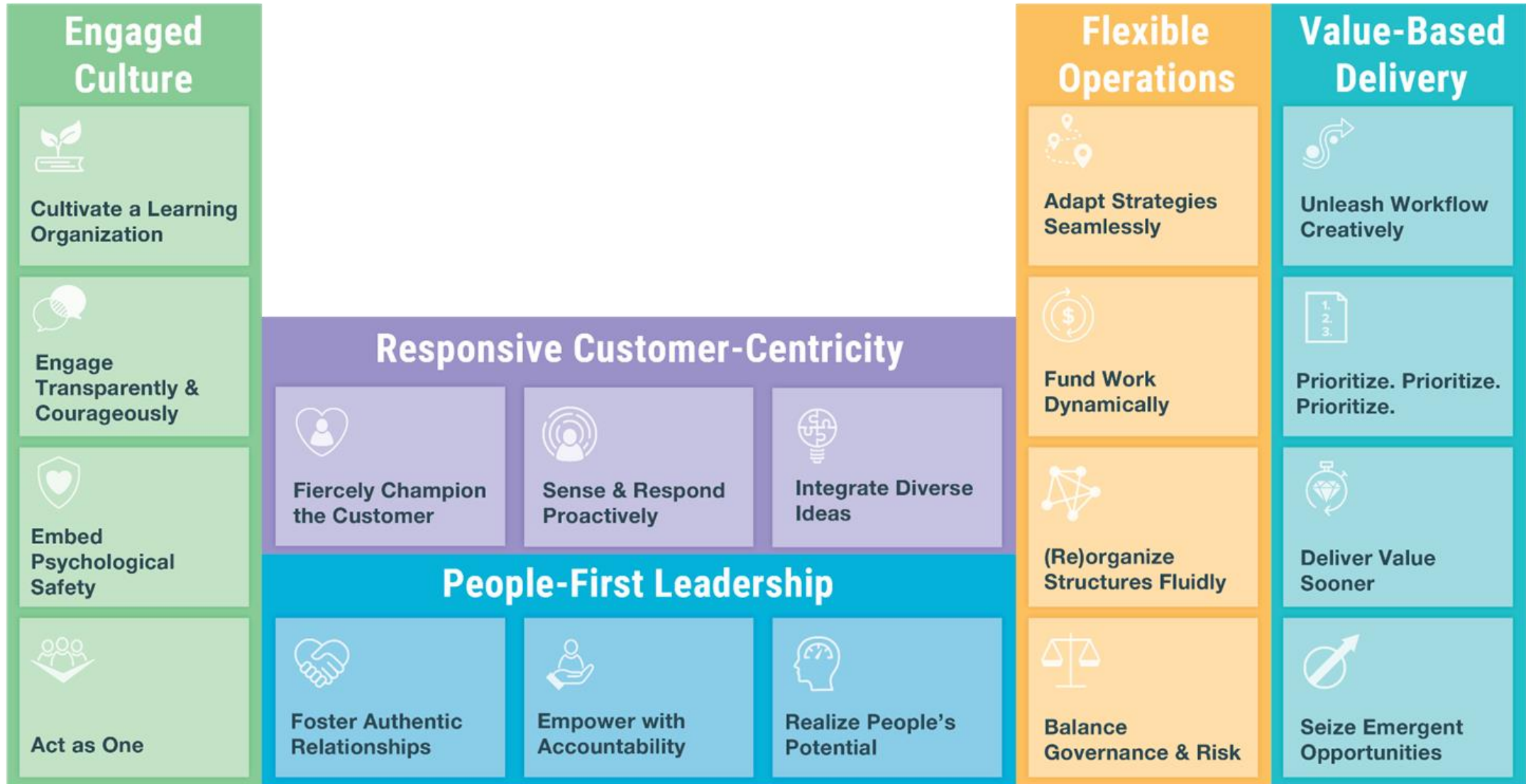


**We Failed...**

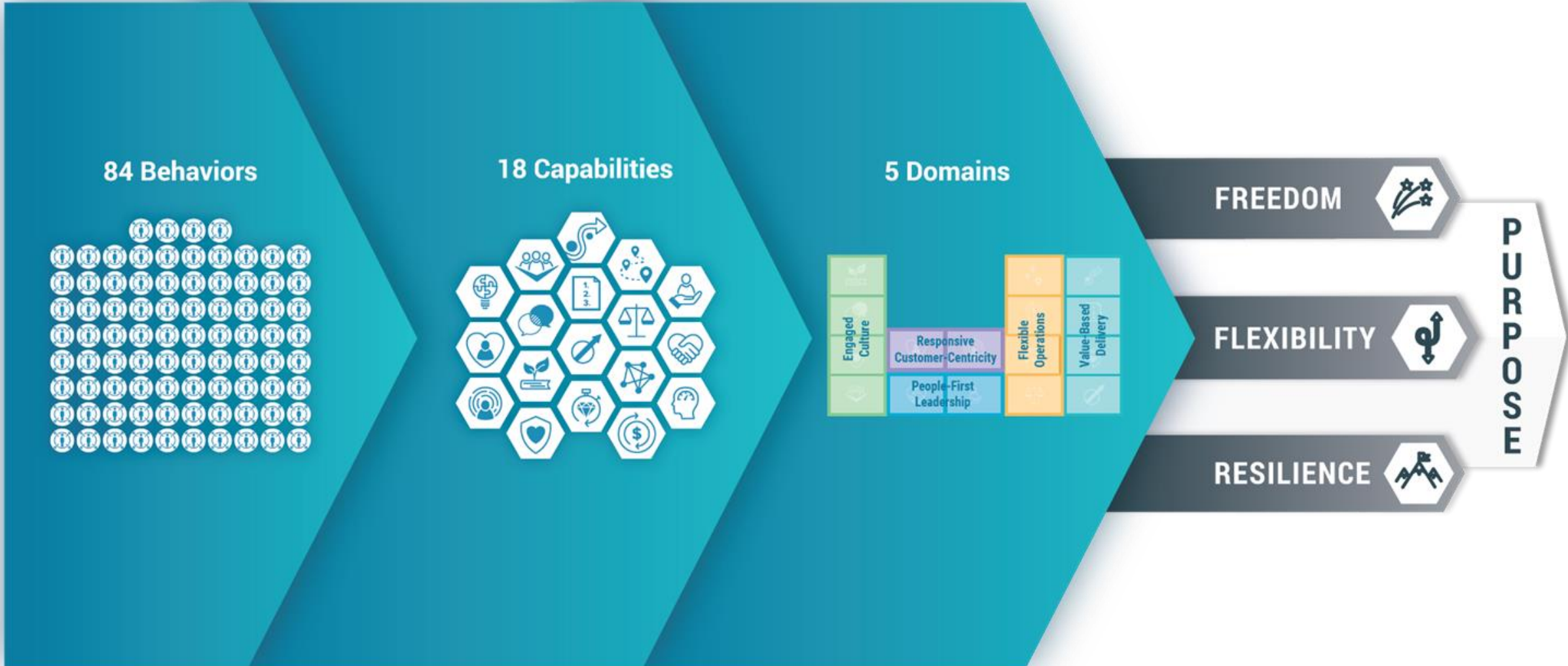
# ➤ DOMAINS OF BUSINESS AGILITY



# ➤ DOMAINS OF BUSINESS AGILITY



# ➤ THIS IS HOW IT ALL ADDS UP



IT ALL BOILS DOWN TO A DESIRED  
**BEHAVIORAL CHANGE**



# ➤ HOW DO YOU MEASURE UP?



<https://bainst.co/survey>

Understand your organizational capabilities  
and help our research.

The survey for the 2023 Business Agility Report  
is open now.

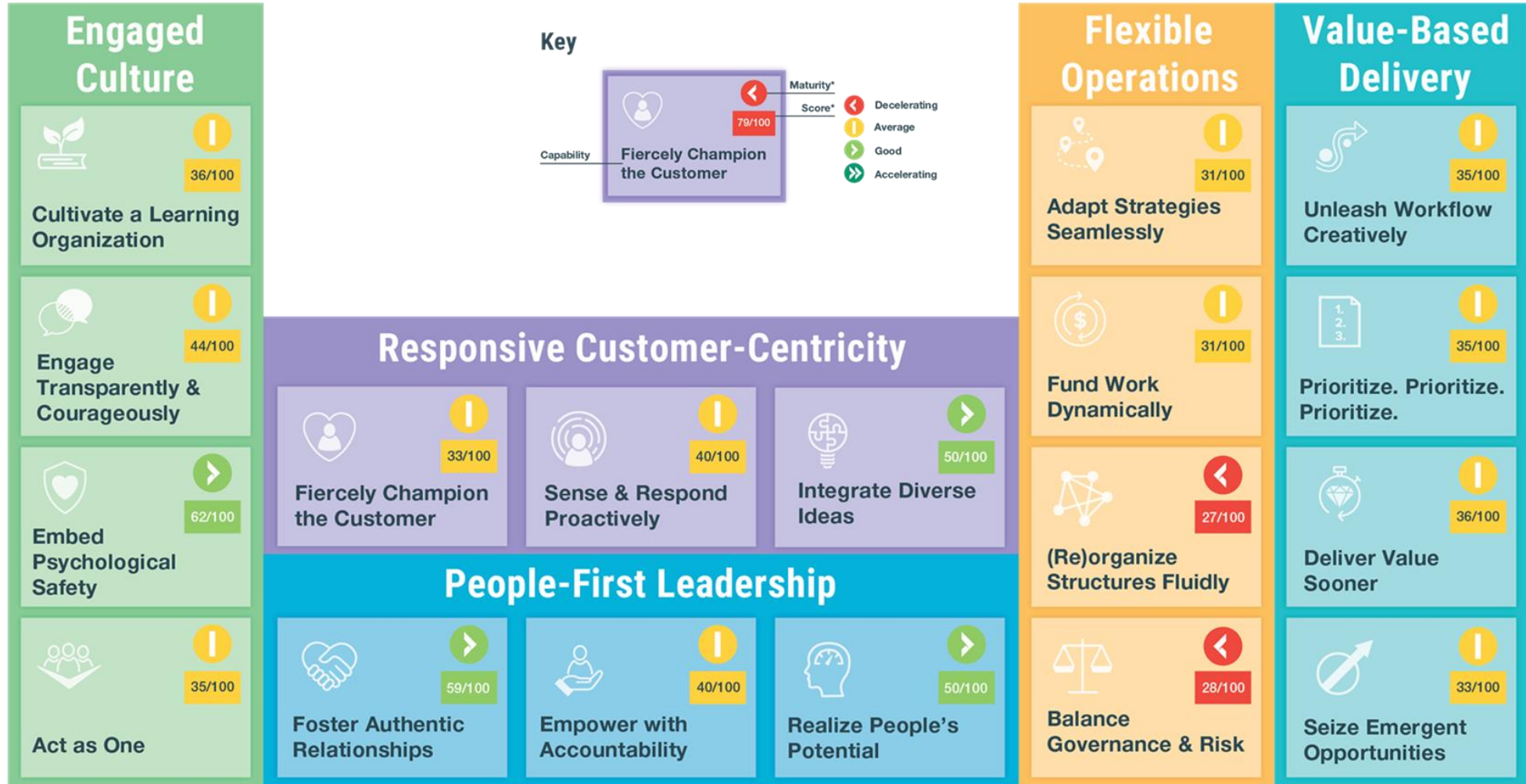
**SAVE THE LINK FOR LATER**

# ➤ AND WE CAN GO DEEPER...





# BUSINESS AGILITY PROFILE™



➤ READ MORE...



<http://bainst.co/domains>



## Domains of Business Agility

### Responsive Customer-Centricity

- /Fiercely Champion The Customer
- /Sense & Respond Proactively
- /Integrate Diverse Ideas

### Engaged Culture

- /Cultivate A "Learning Organization"
- /Engage Transparently & Courageously
- /Embed Psychological Safety
- /Act As One

### Value-Based Delivery

- /Unleash Workflow Creatively
- /Prioritize. Prioritize. Prioritize.
- /Deliver Value Sooner
- /Seize Emergent Opportunities

### Flexible Operations

- /Adapt Strategies Seamlessly
- /Fund Work Dynamically
- /(Re)Organize Structures Fluidly
- /Balance Governance And Risk

### People-First Leadership

- /Foster Authentic Relationships
- /Empower With Accountability
- /Realize People's Potential

### Capabilities and behaviors for the next generation of organizations

Business Agility, as a term, is both inspirational and aspirational. Who doesn't want a business that can effortlessly respond to the changing world? Yet, it still means vastly different things for different people.

We created the Domains of Business Agility to bring clarity to the overall field that is business agility. To make sense of what it means to have agility in an organization. And to do so in a way that is accessible and usable by as many people as possible.

This is the fourth edition of the Domains of Business Agility. While

Explore the Domains of Business Agility in our Library, or read the complete Domains collected in e-book format.

It's free to download and share.

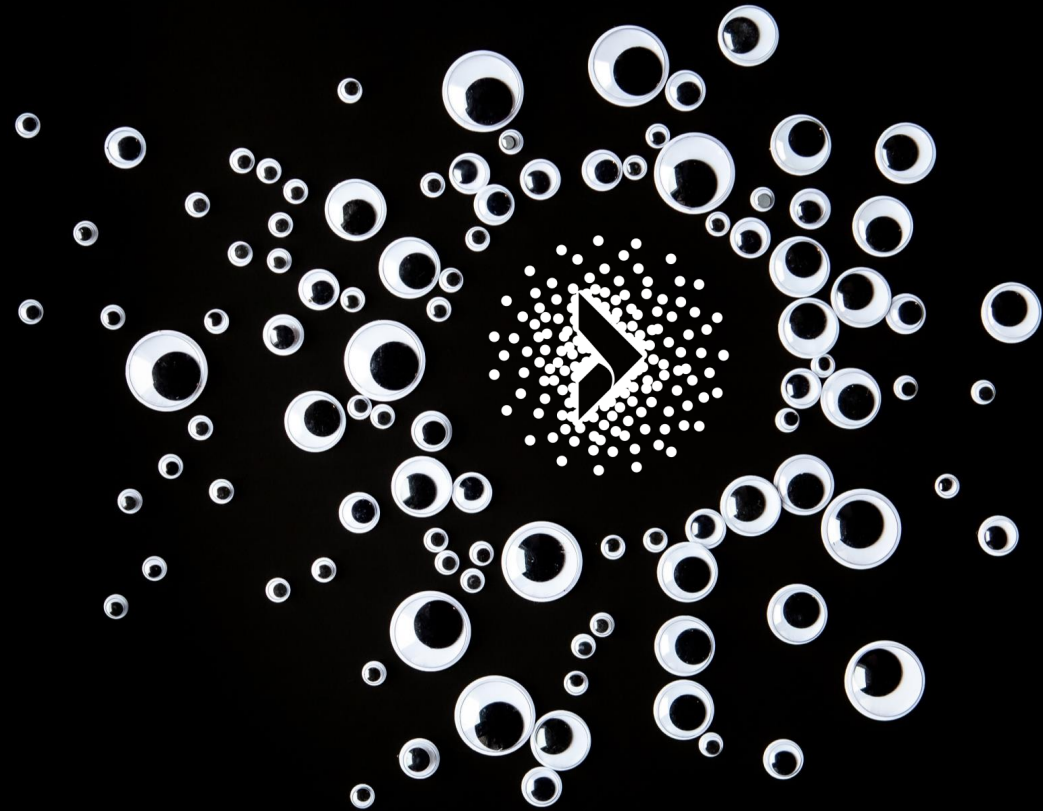
Download

Download the Overview



# All eyes on agility

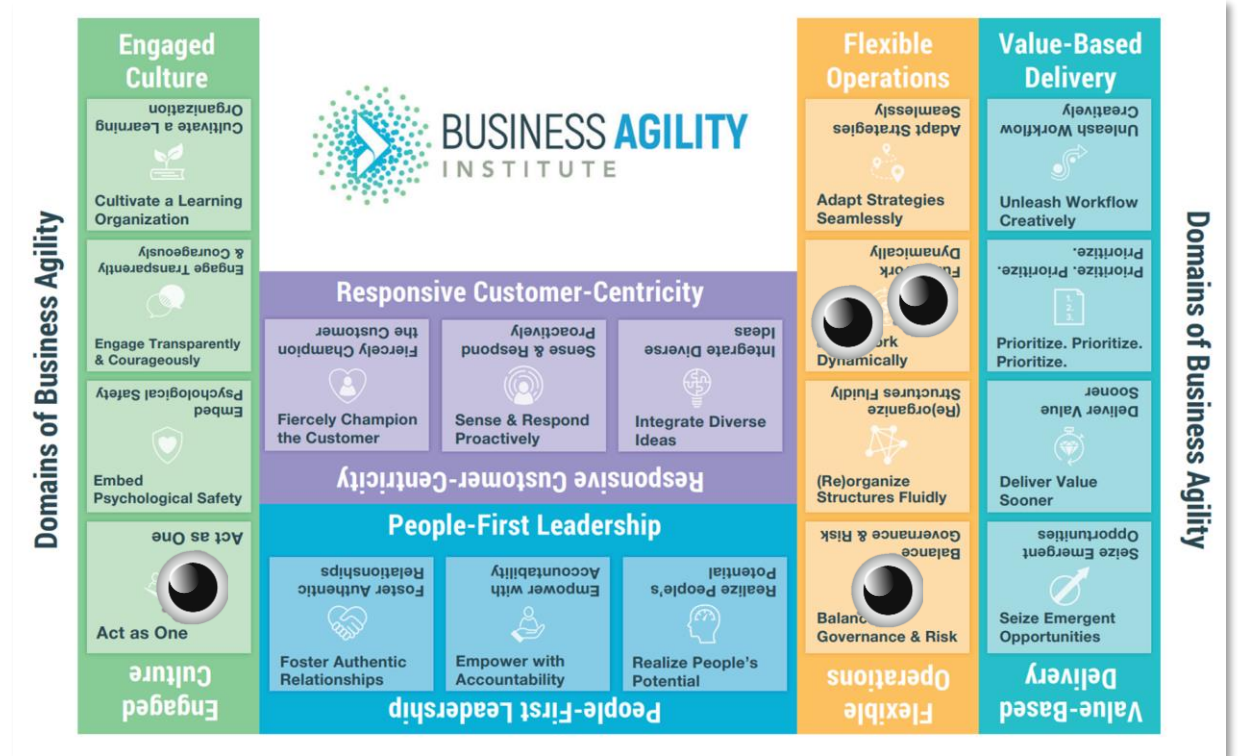
**EVERY  
THING  
EVERY  
WHERE  
ALL AT  
ONCE**



# ➤ ALL EYES ON AGILITY

Place a **googly eye** on the capability that is **most lacking** in your organization...

- ... stopping it from achieving its purpose?
- ... stopping you from doing the best work of your life?



# > WHAT CAPABILITY IS MOST LACKING?



GO TO ×  
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 1

The image shows a QR code on the left side of a dark grey rounded rectangle. The QR code is black and white and contains a small logo in the center. To the right of the QR code, the text 'GO TO' is in a light grey font, followed by 'menti.com' in a large, bold white font. Below this, 'ENTER THE CODE' is in a light grey font, followed by '2898 4908' in a large, bold white font. At the bottom left of the rectangle, there is a white icon of a person and the number '1'. A small white 'X' icon is in the top right corner of the rectangle.

Part 3

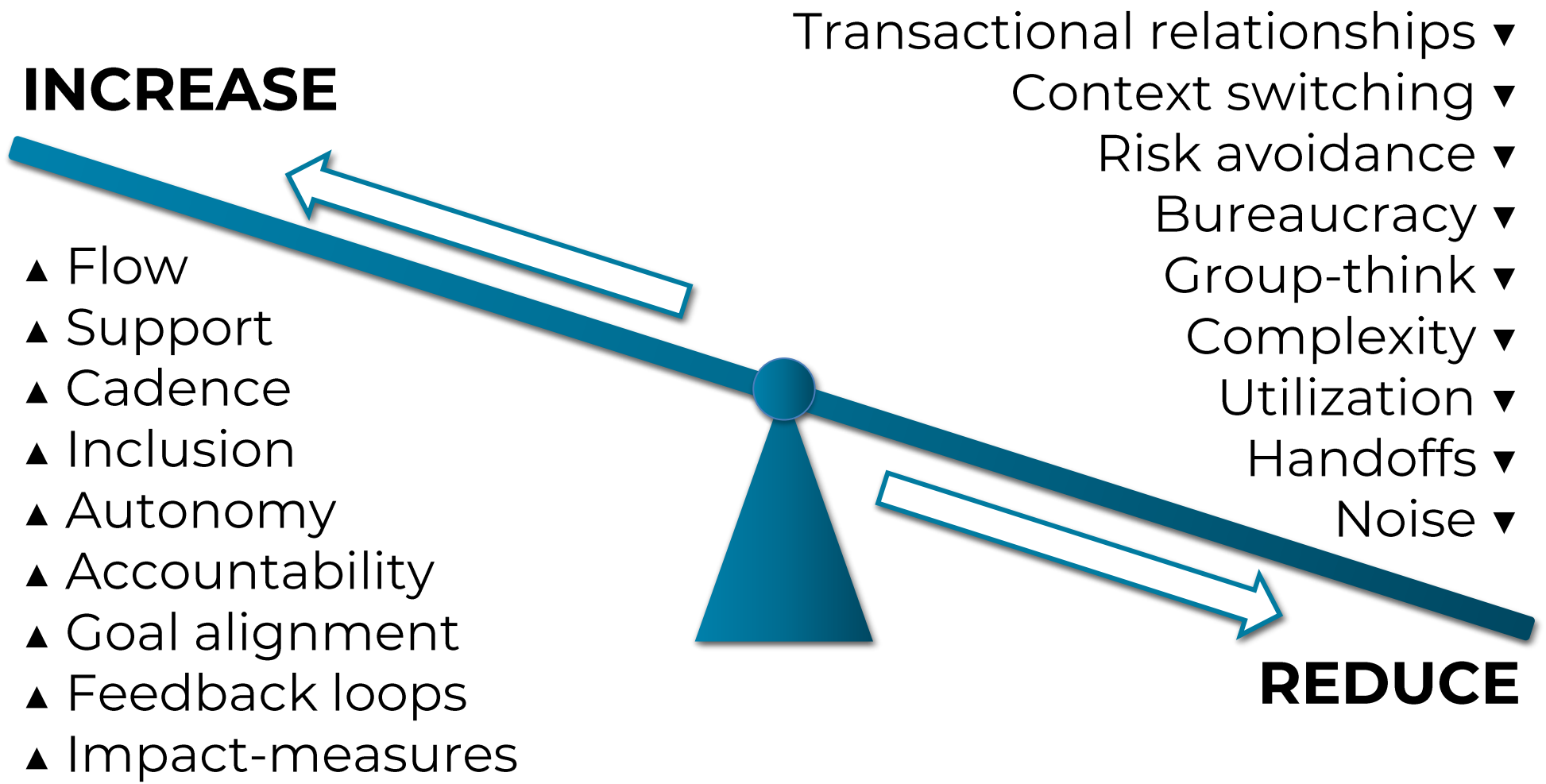
**all at once**

# ➤ LEVERS OF CHANGE



# ➤ LEVERS OF CHANGE

The foundational building-blocks of process, policy, and human-system change





➤ IF YOU "INCREASED AUTONOMY", WHAT WOULD GET BETTER IN YOUR ORGANIZATION?



GO TO ×  
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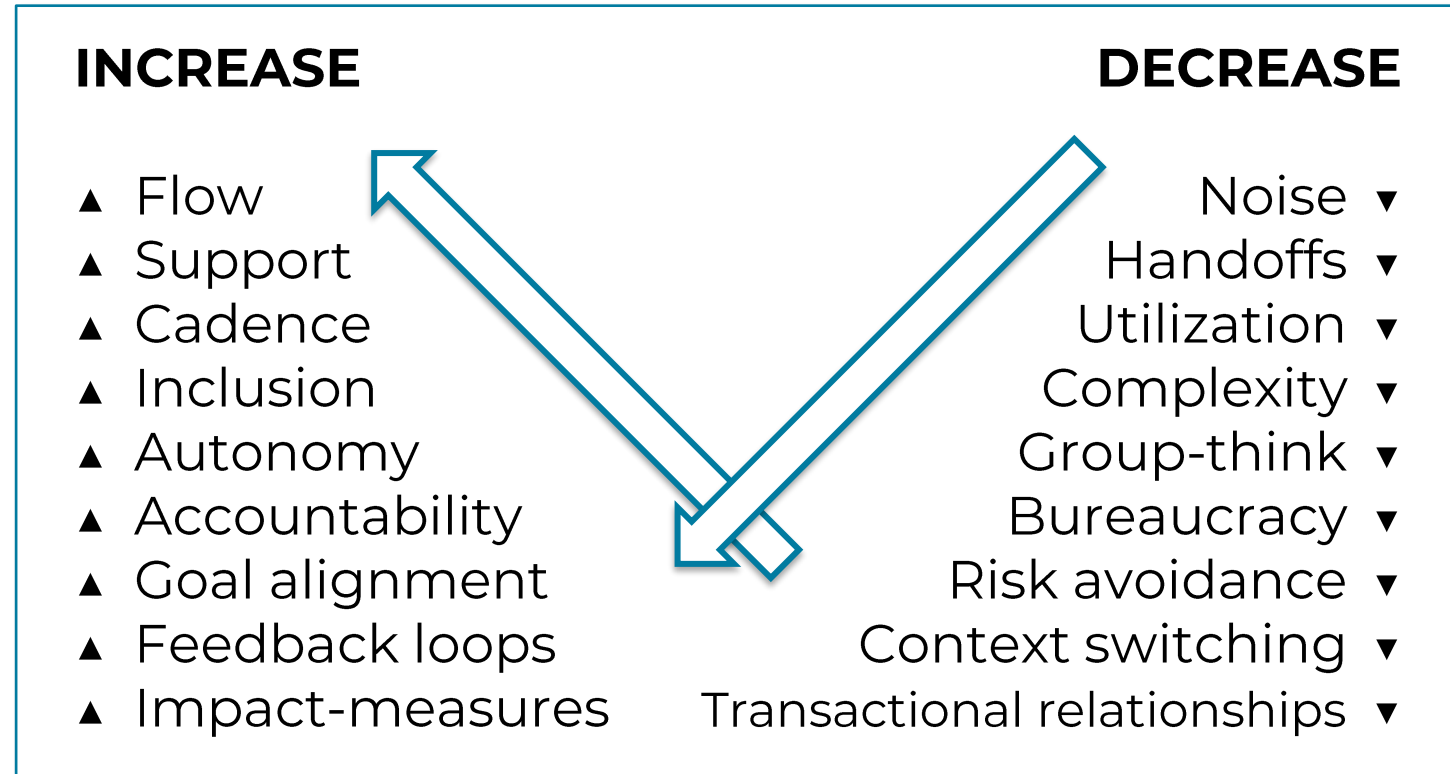
ENTER THE CODE  
**2898 4908**

 1

# ➤ THINK BIGGER

**Pick a capability**  
as a table »

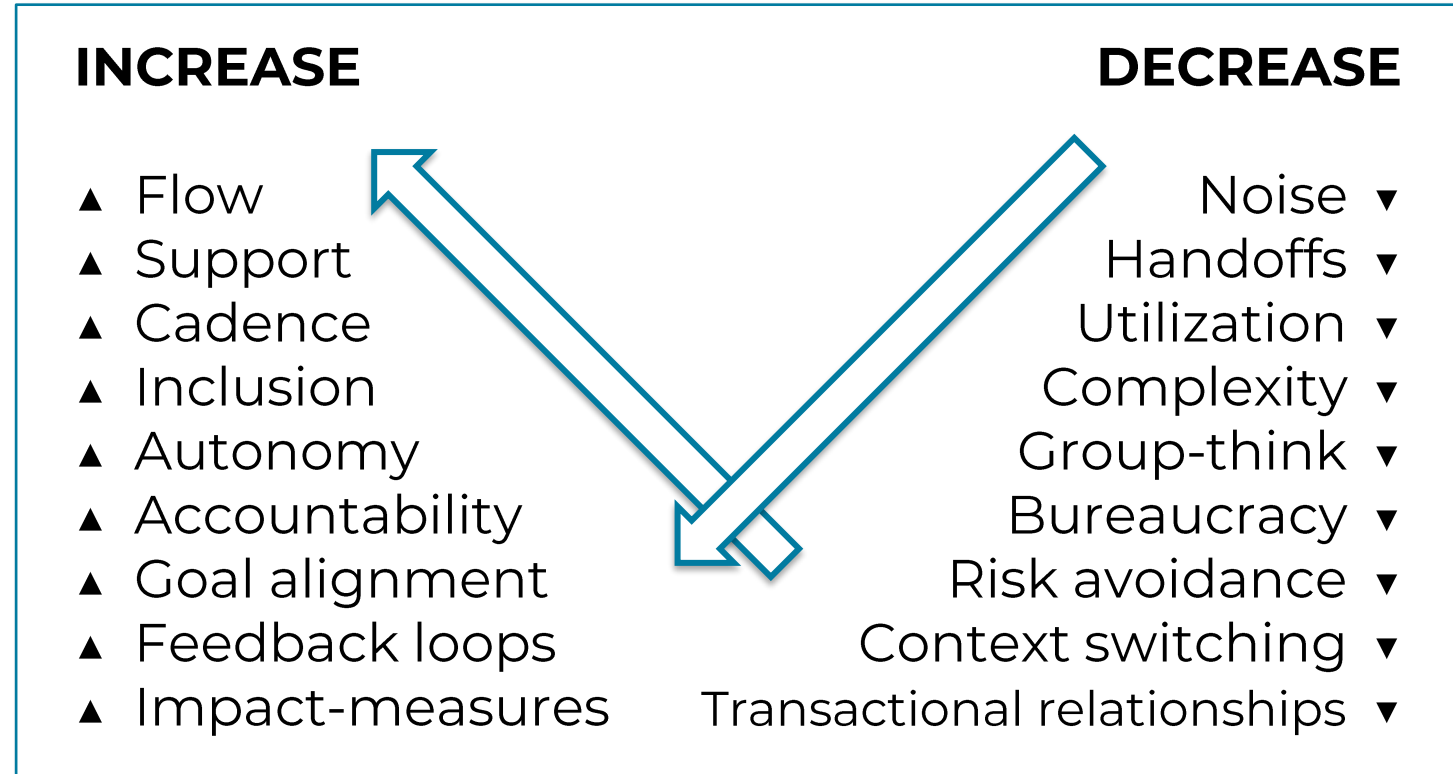
How might you  
**improve** it using  
(some of) the levers? «



# ➤ THINK BIGGER (DEBRIEF)

**Pick a capability**  
as a table »

How might you  
**improve** it using  
(some of) the levers? «



# ➤ WHAT OTHER LEVERS ARE WE MISSING TO CREATE BEHAVIOURAL CHANGE?



GO TO ×  
**menti.com**

ENTER THE CODE  
**2898 4908**

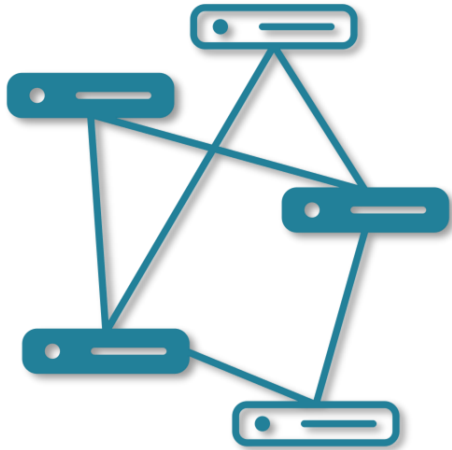
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# ➤ 3 INFLUENCES ON BUSINESS AGILITY

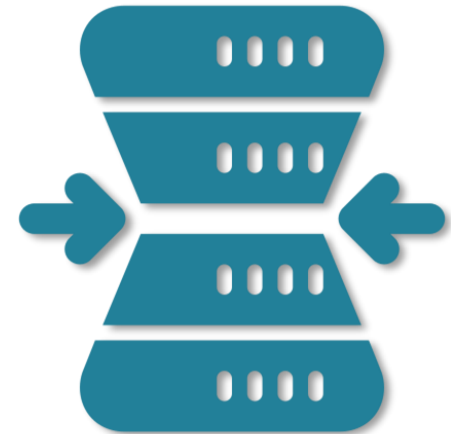
## SYSTEMS

An organization is a complex adaptive system – business agility reflects this.



## CONSTRAINTS

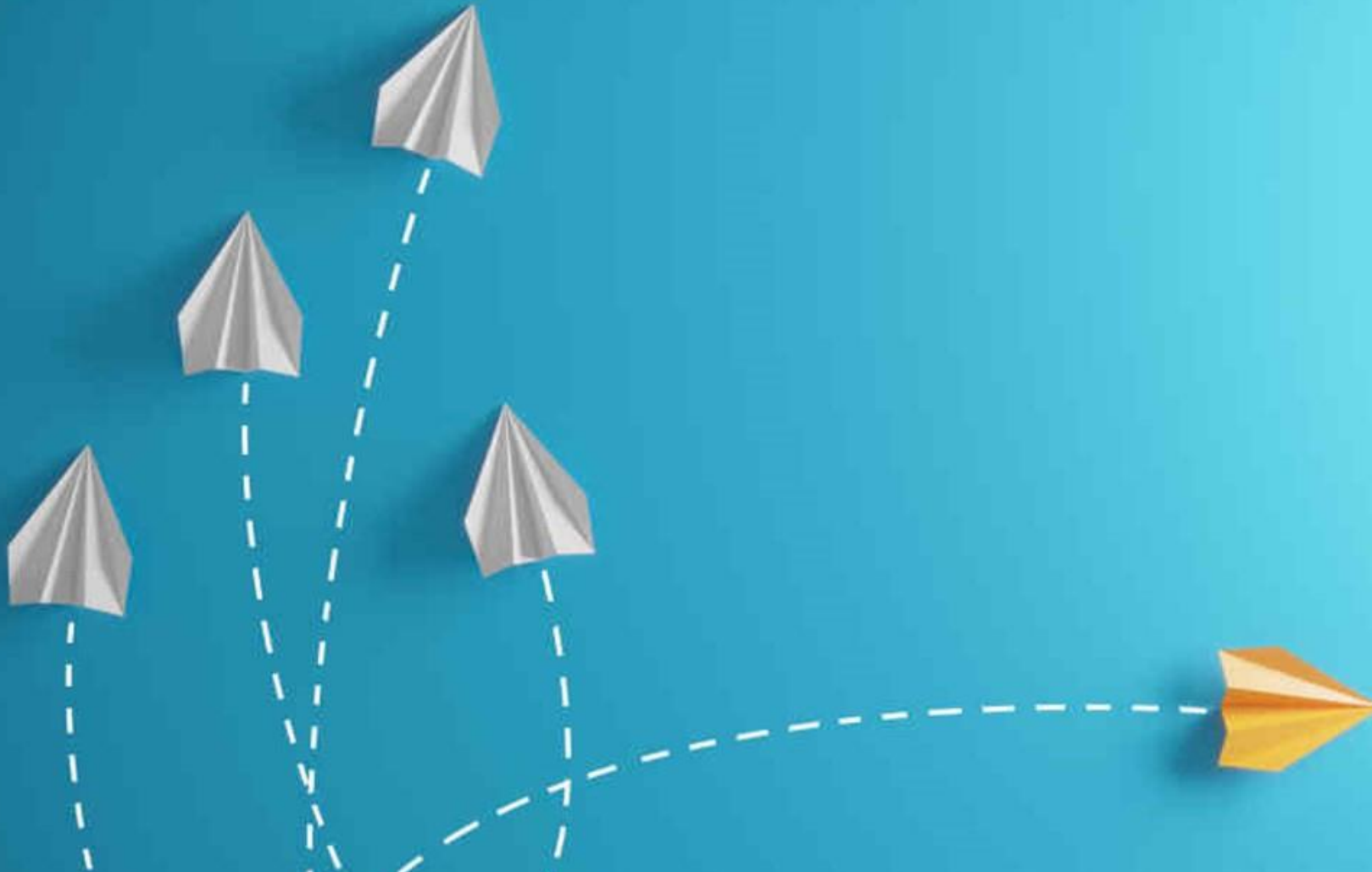
There are diminishing returns when focusing anywhere except the constraint.

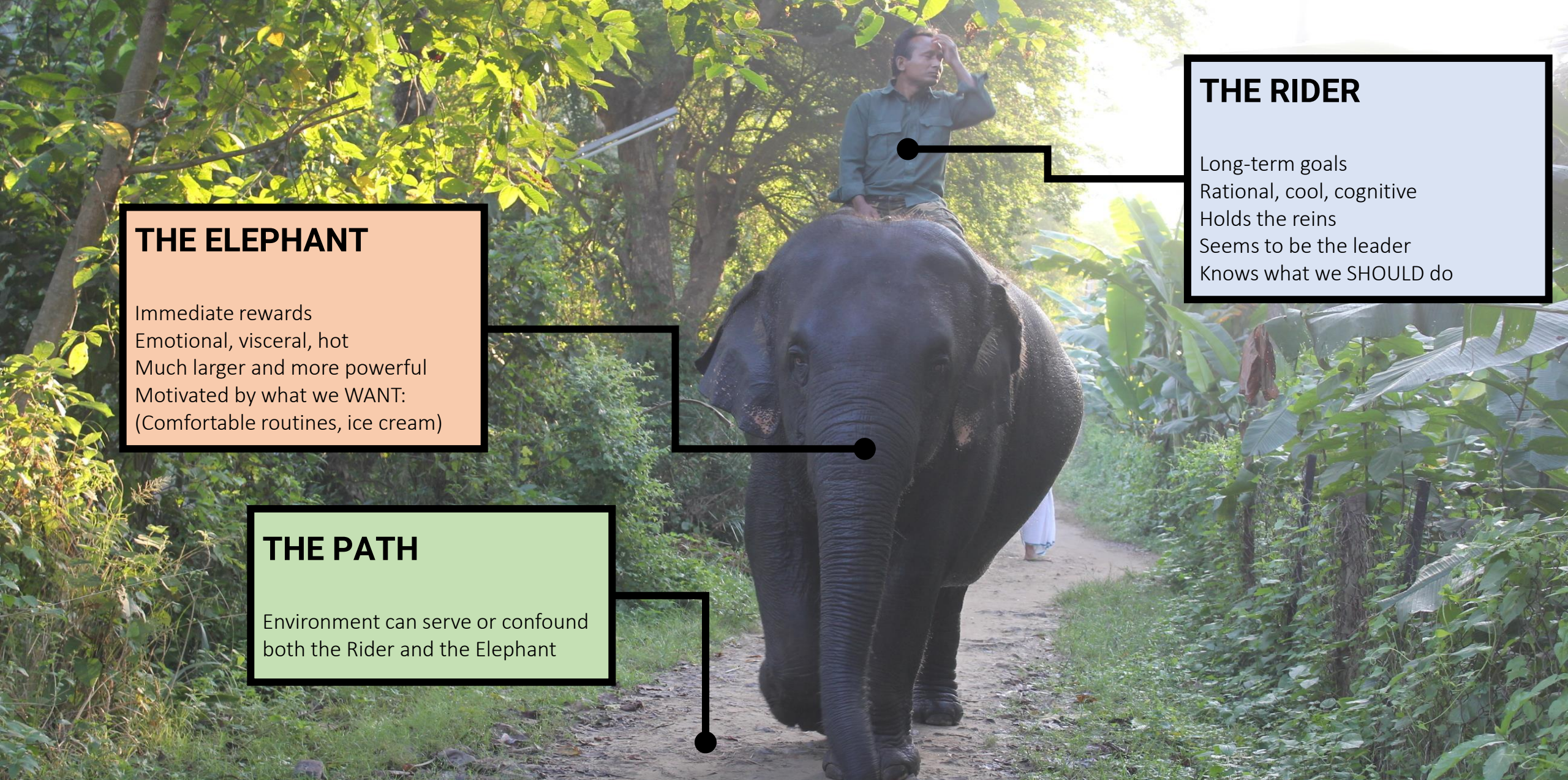


## TENSIONS & TRADEOFFS

Tensions are not a problem to be solved – rather a perspective to balance.

# ➤ SNAPSHOT ON CHANGING HOW WE CHANGE





## THE RIDER

Long-term goals  
Rational, cool, cognitive  
Holds the reins  
Seems to be the leader  
Knows what we SHOULD do

## THE ELEPHANT

Immediate rewards  
Emotional, visceral, hot  
Much larger and more powerful  
Motivated by what we WANT:  
(Comfortable routines, ice cream)

## THE PATH

Environment can serve or confound  
both the Rider and the Elephant

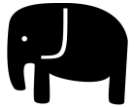
# RIDER, ELEPHANT, AND PATH

## AS AN AGENT OF CHANGE :



### DIRECTING THE RIDER

- Crystal clear direction – what is the critical change in behaviour you are looking for?



### MOTIVATING THE ELEPHANT

- How will you get inside people's identities and passions to make them feel the change?



### SHAPING THE PATH

- What can you tweak in the environment to make change natural and easier?



### BUILD A HERD

- Change happens through the activation of networks not change program



# RIDER, ELEPHANT, AND PATH

## AS AN AGENT OF CHANGE :



### DIRECTING THE RIDER

- Crystal clear direction – what is the critical change in behaviour you are looking for?



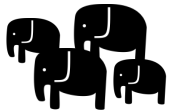
### MOTIVATING THE ELEPHANT

- How will you get inside people's identities and passions to make them feel the change?



### SHAPING THE PATH

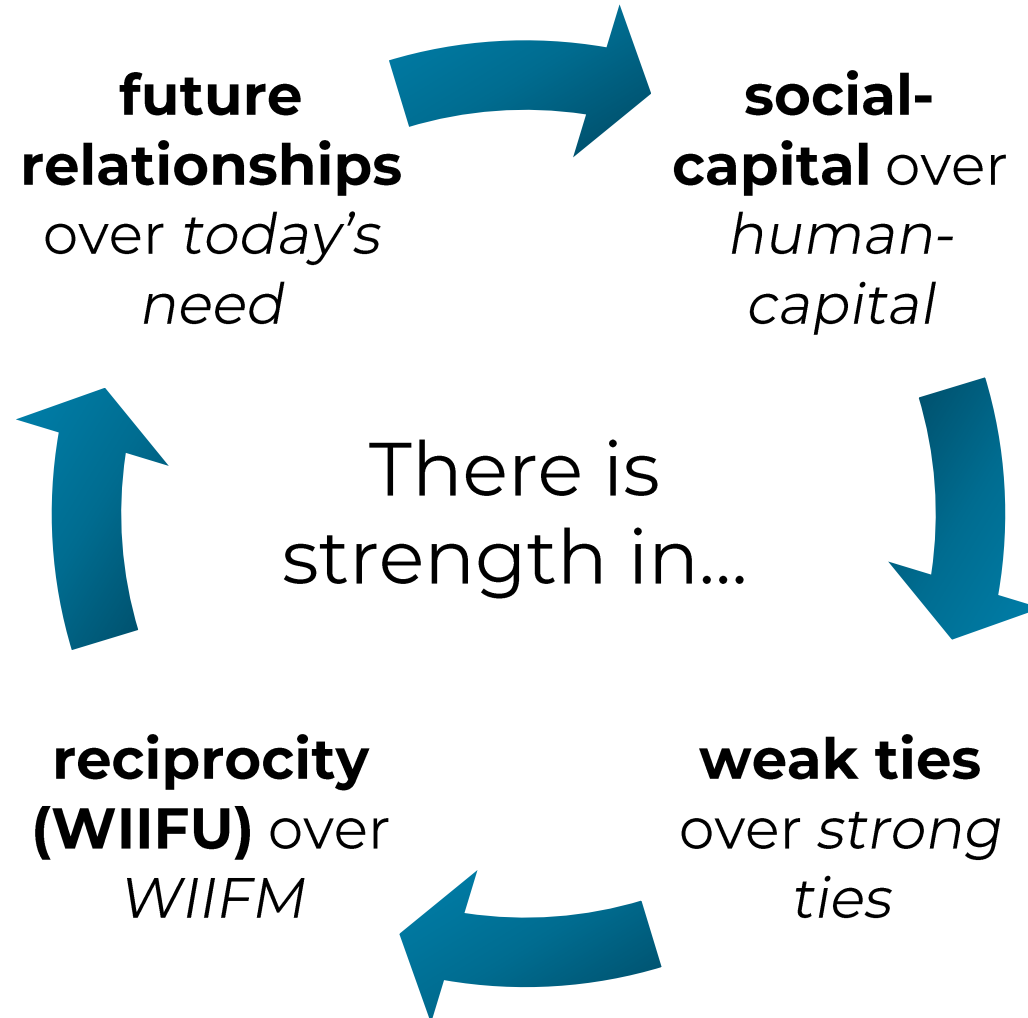
- What can you tweak in the environment to make change natural and easier?



### **BUILD A HERD**

- Change happens through the activation of networks not change program

# ➤ BUILD A HERD



# ➤ NETWORK-BUILDING EXERCISE

**Now:** Grab a googly eye and/or ribbon

**Tonight:** Build a Herd.



# You can be optimistic and find joy when the universe is in chaos.

“If anything is possible, then nothing matters”



“Choosing to see the good side of things is not being naive. It is strategic and necessary.”

You can be optimistic and find joy when  
~~the universe is in chaos.~~

*your work* ↙

“If anything is possible,  
then nothing matters”



“Choosing to see the good side of things is not being naive. It is strategic and necessary.”

# ➤ THANK YOU...

**Laura Powers**

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**This Presentation  
(Slides & References)**



<http://bainst.co/agile2023>

➤ Achieve your purpose, no matter what the future brings.



PRESENTS

# Agile ORLANDO 2023

JULY 24-28

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