

LEADINGAGILE

ASSUMPTIONS AND AMBIGUITY BE DAMNED

Develop a Strategy to Embrace Change



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WHAT I'M TALKING ABOUT



THE PROBLEM



THE MODEL



THE APPROACH

HOW TO LEVERAGE AGILE TO IMPROVE STRATEGIC EXECUTION

WHAT MAKES IT HARD TO EXECUTE YOUR STRATEGY

THE EXECUTION PROBLEM



STRATEGIC FORMULATION IS HARD AND IT NEEDS TO BE RIGHT:

- *Long Planning Cycles*
- *Long Term Delivery Commitments*
- *Lots of upfront planning*
- *Rampant Assumptions*

THE EXECUTION PROBLEM



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BUT IT'S IMPOSSIBLE TO GET RIGHT:

- *Missed Requirements & Rework*
- *Misunderstood and Changing Stakeholder Requirements*
- *Mis-aligned Product Fit*
- *Strategy Not Aligned to Delivery*
- *Under Estimation for Operations*

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IT RESULTS IN POOR PERFORMANCE:

- *Cost Overruns*
- *Workforce Fatigue & Moral Issues*
- *Long Lead Times*
- *Delays in Value Delivery*

WHY IS IT SO HARD?



ENVIRONMENTAL
SCANNING
MARKETS AND CUSTOMERS

The pace of technology and communication means markets shift faster than ever before so your scans are not current by the time you execute



STRATEGY FORMULATION
CUSTOMER PROBLEM SOLUTION

Customers have more choices and lower barriers to switch than ever before so your solutions are not defensible against competition



STRATEGY EXECUTION
SOLUTION DESIGN AND
IMPLEMENT

Our system of delivery is optimized for productivity resulting in the inability to effectively respond to change

WHAT IF...



ENVIRONMENTAL SCANNING MARKETS AND CUSTOMERS

You were effective at sensing, predicting, and creating changes in market conditions



STRATEGY FORMULATION CUSTOMER PROBLEM SOLUTION

You could rapidly identify solutions to problems the customers you want were interested in buying from you



STRATEGY EXECUTION SOLUTION DESIGN AND IMPLEMENT

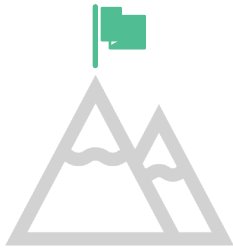
Your system of delivery was able to validate assumptions, rapidly create learnings, and effectively respond to changing market and customer conditions within constraints

*The only viable strategy
is to become the kind of business that can
operate with agility*

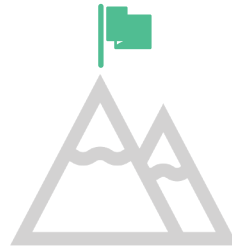
STRATEGIC EXECUTION SUCCESS

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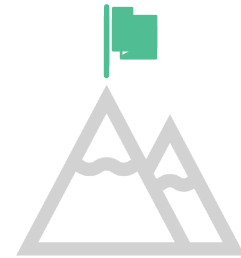




*Align your organization
around value*



*Continuously measure
and manage assumptions*



*Explicitly manage the
flow of decisions*



ALIGN THE ORGANIZATION WITH VALUE

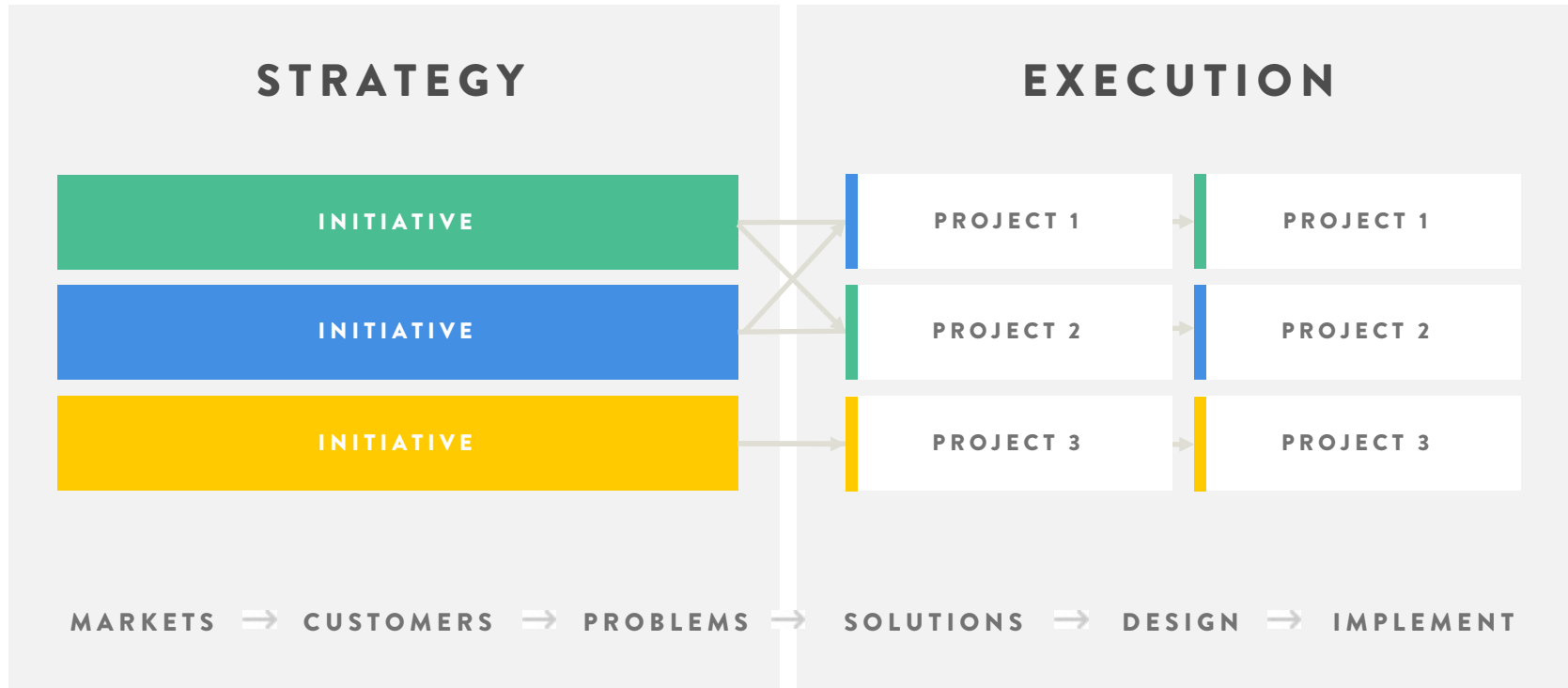


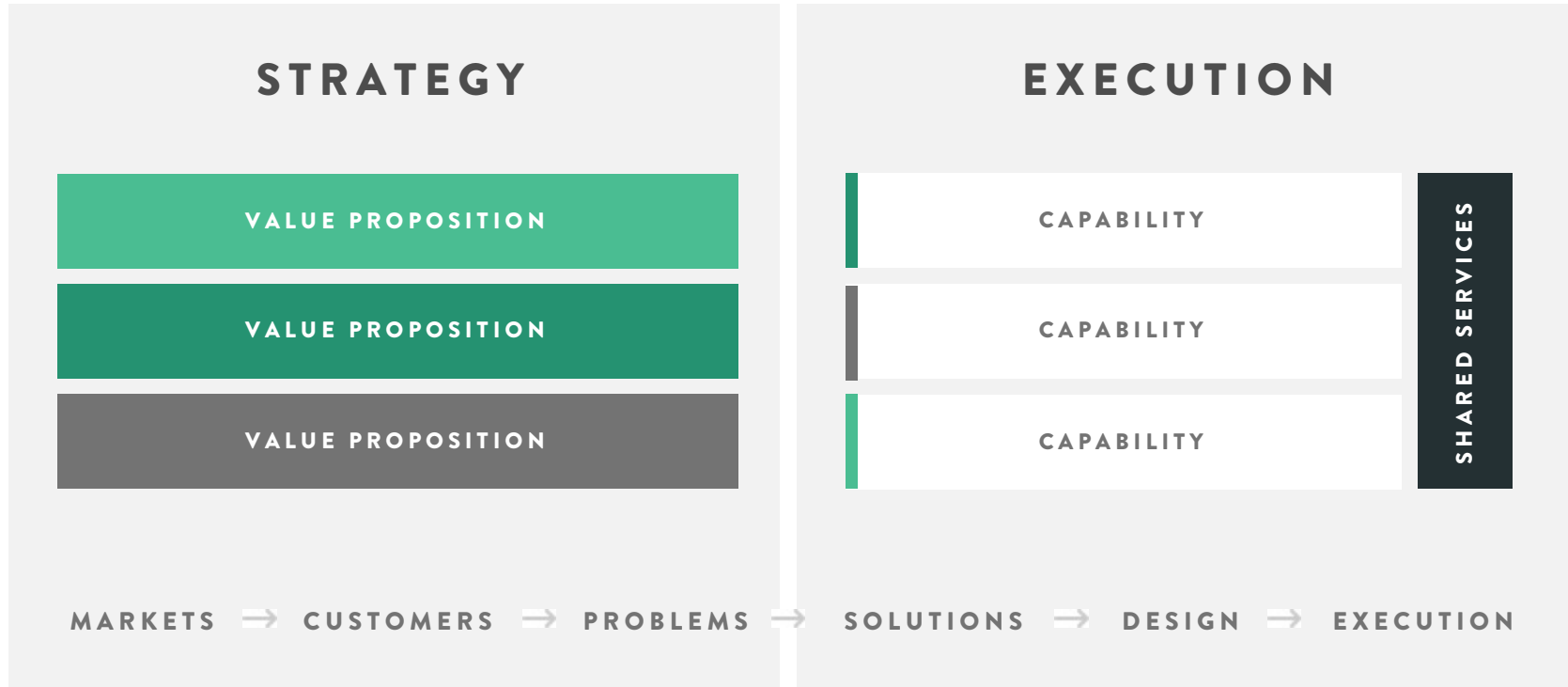
MARKETS → CUSTOMERS → PROBLEMS → SOLUTIONS → DESIGN → IMPLEMENT

STRATEGY

EXECUTION

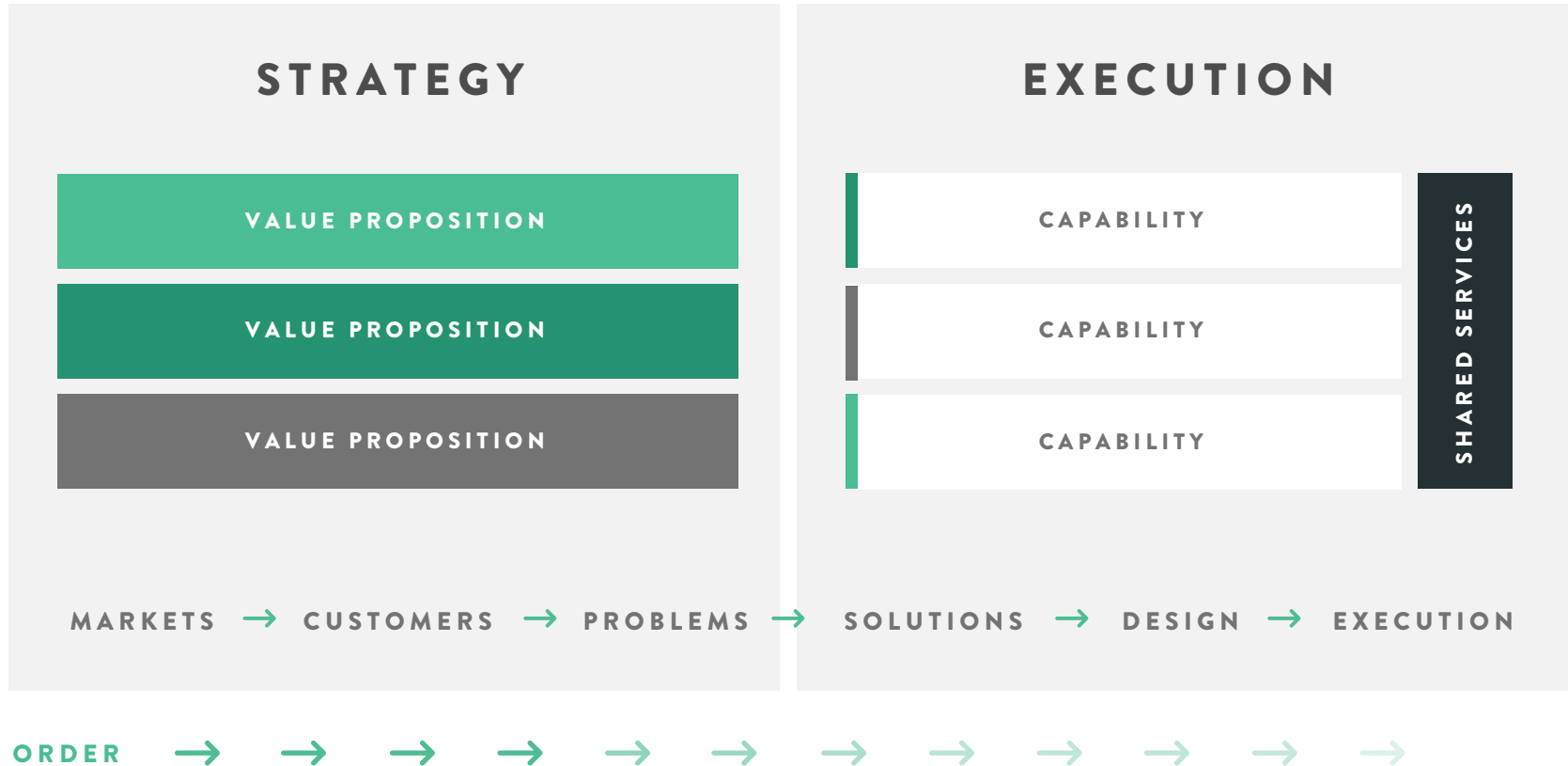
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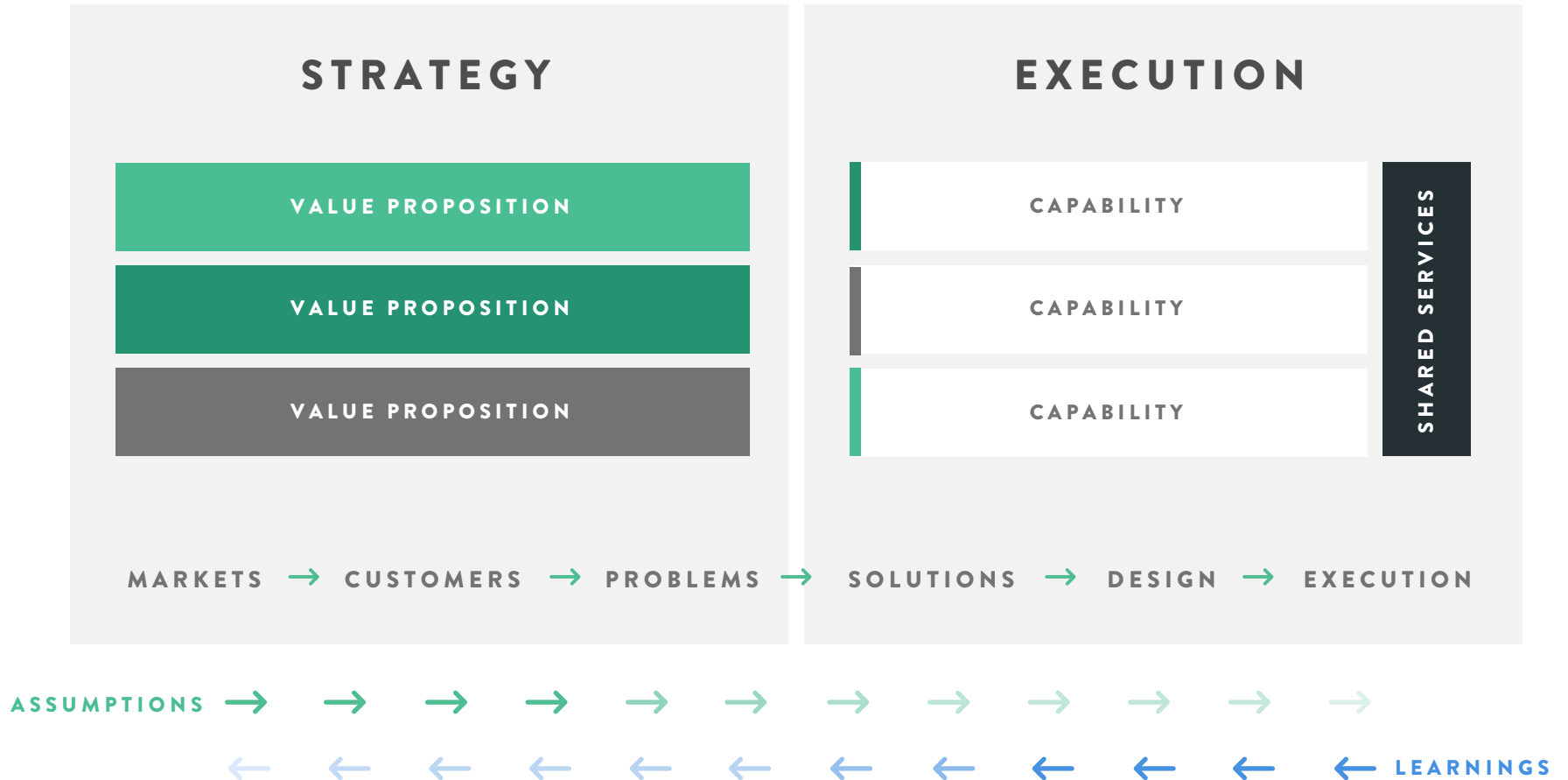




CONTINUOUSLY MEASURE AND MANAGE ASSUMPTIONS



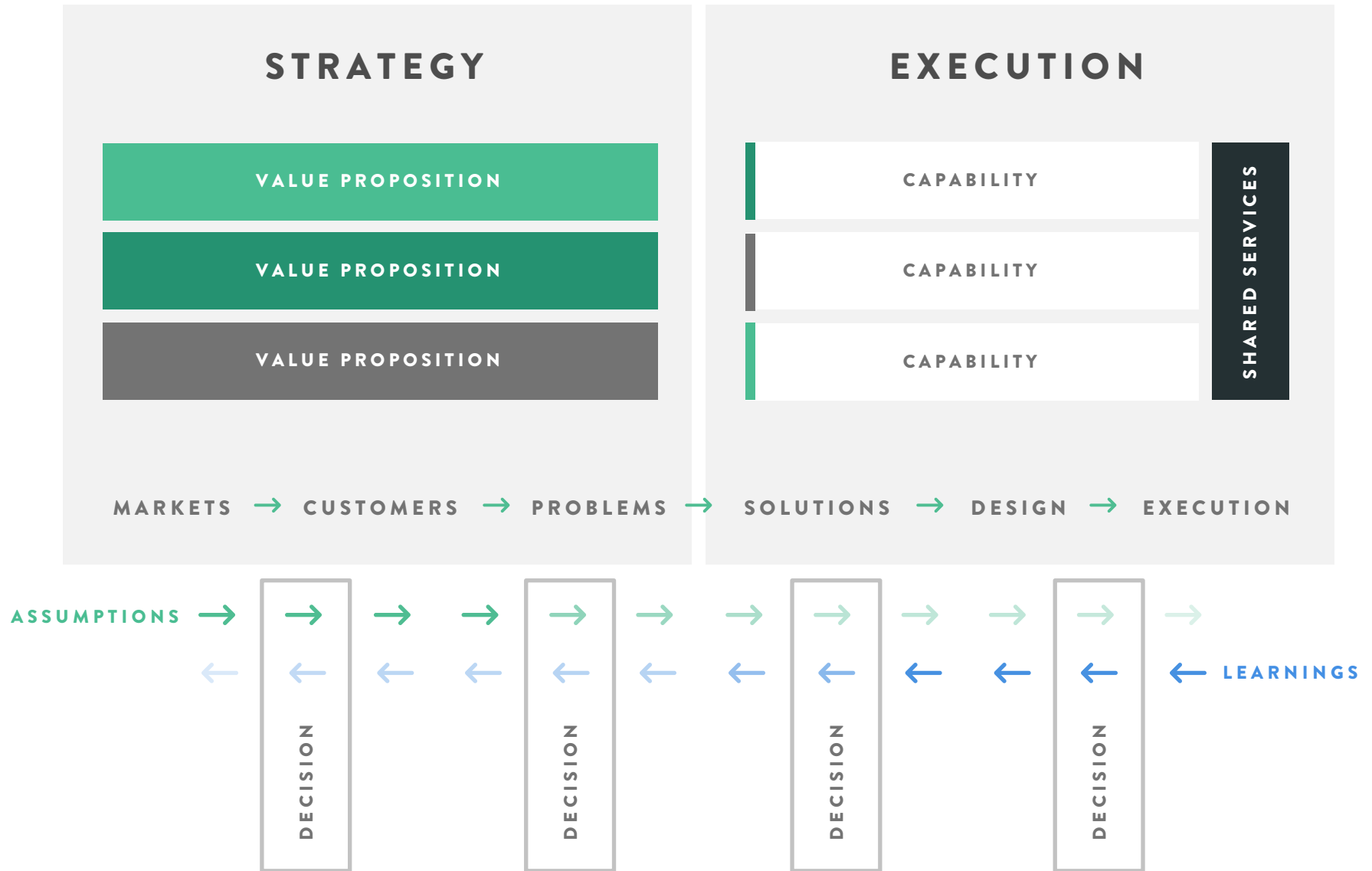


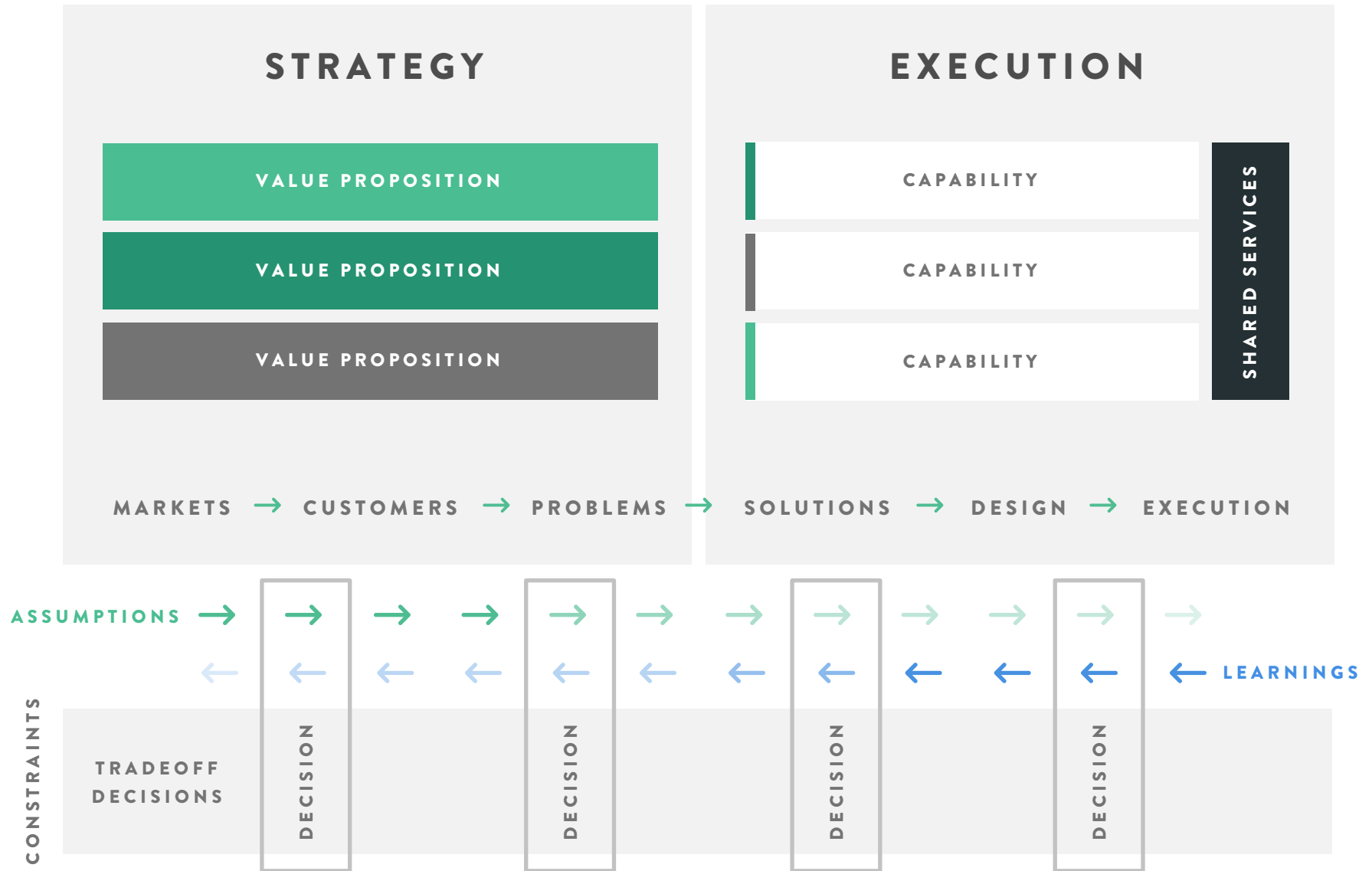


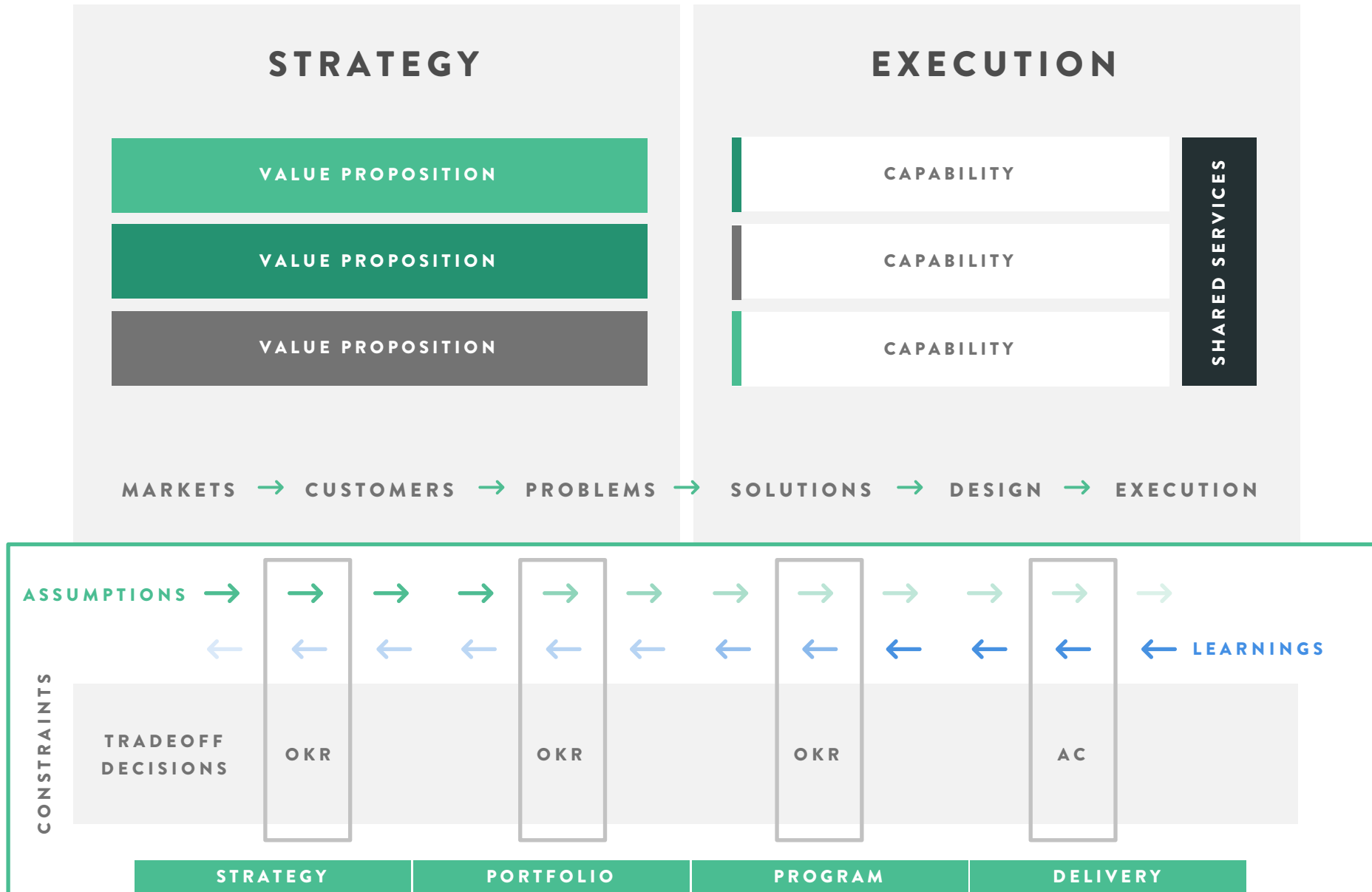
A photograph of a dense forest of evergreen trees. A wooden boardwalk or path leads from the bottom center towards the middle of the frame, disappearing into the trees. The text is overlaid in the upper half of the image.

EXPLICITLY MANAGE THE FLOW OF VALUE AND LEARNING











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WHAT DO YOU DO?

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KEYS TO SUCCESS-GOVERNANCE

01

Applies lean approaches to the flow of value

02

Creates opportunities for feedback, learning, and trade-offs

03

Integrates compliance concerns with minimal impact on flow

INITIAL END-STATE VISION

*Clearly define the rules of the game in a governance model
– while focusing on making decisions flow*

Pick a slice of your organization (a product, value stream or capability).

- Take a look at where and when decisions are made
- Are the right people in the room with the right information at the right time

Using the framework identify when certain decisions should be made and who should be involved

- Identify where you are stuck with early assumptions
- Lack of agency
- Lack of adaptability

Define how you will measure the success of your execution and how you will validate assumptions

- Portfolio OKR's
- Product OKR's
- Delivery AC

FINAL THOUGHTS

WHAT ARE THE TOP TWO THINGS STANDING IN YOUR WAY TO
LEVERAGING AGILE TO IMPROVE STRATEGIC EXECUTION?

WHO WOULD YOU HAVE TO ENLIST IN YOUR
ORGANIZATION TO MAKE THIS MODEL WORK?

WHAT CAN YOU DO TO OVERCOME THOSE OBSTACLES TODAY?





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