

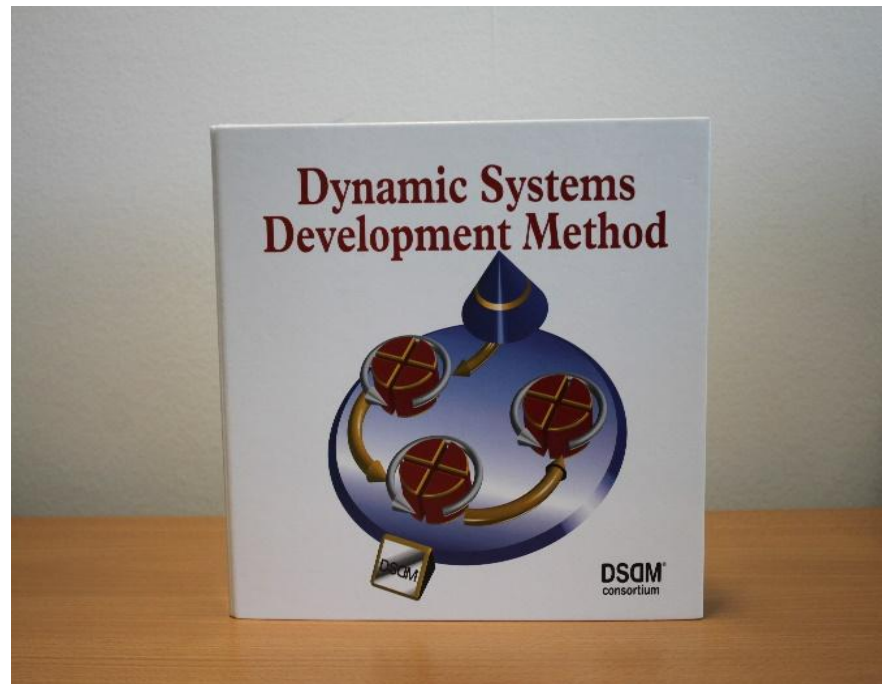


**at the dawn of Agile...**

Andrew Craddock  
Innovation Director



# 1995



# 1997-2006



# 2001 – Key Landmark...



**Manifesto for  
Agile Software Development**

**Arie van Bennekum**  
**Co-author**

# 2007 – DSDM Atern



# 2010 – AgilePM<sup>®</sup>



**Based on  
DSDM Atern**

**Certification in  
collaboration with**





# Today over 55,000 people certified



# Where next?





# Agile Software Development

- Hit the mainstream around the turn of this decade
  - Now more commonly used than any other approach
  - 'Pure' Waterfall is in steep decline
  - Lots of focus on scaling
  - Lots of hype about *projects* being an outdated concept
- 
- But it only deals with part of the problem

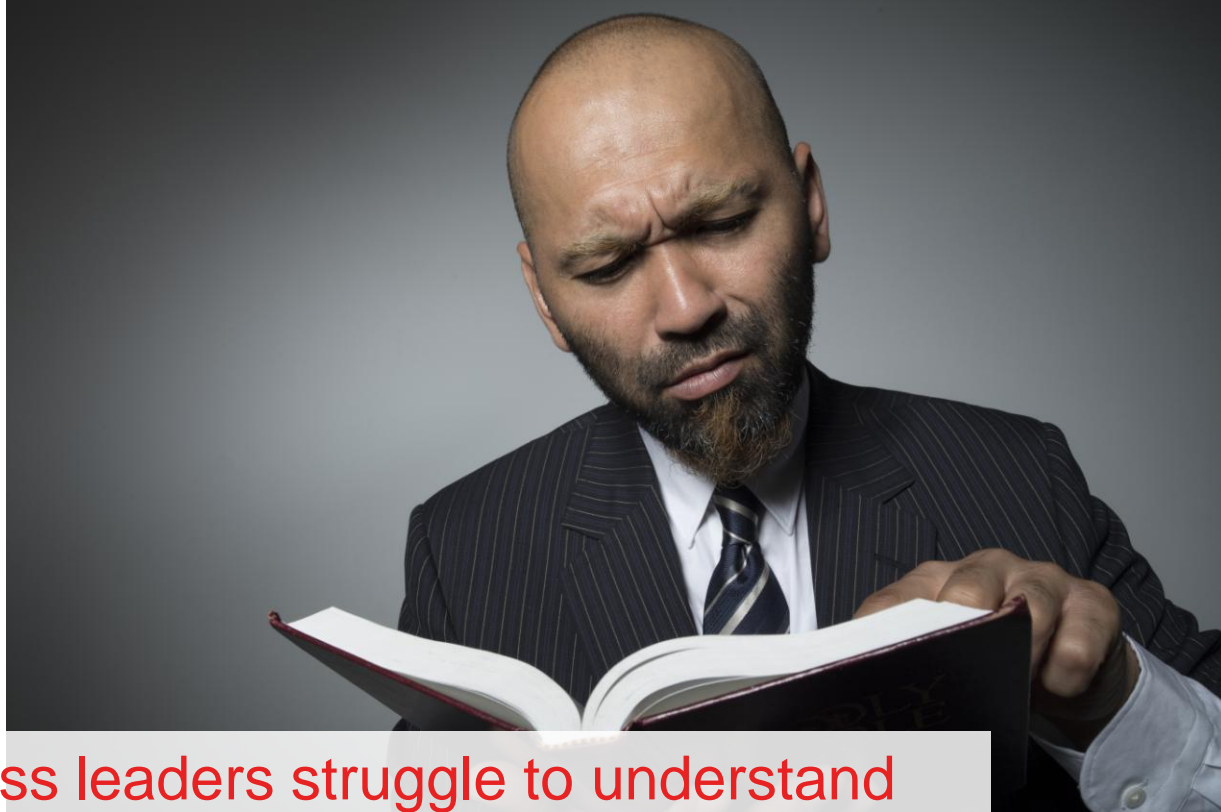




Many businesses struggle to understand how to harness the Agility of their technology teams for real competitive advantage

Many technology teams struggle processes, practices and behavioural norms that run counter to Agile philosophy





Many business leaders struggle to understand how they can implement the innovative wisdom of modern business leadership

And still too many people, regardless of role, struggle to see how they can make a genuine contribution to the success of their organisation

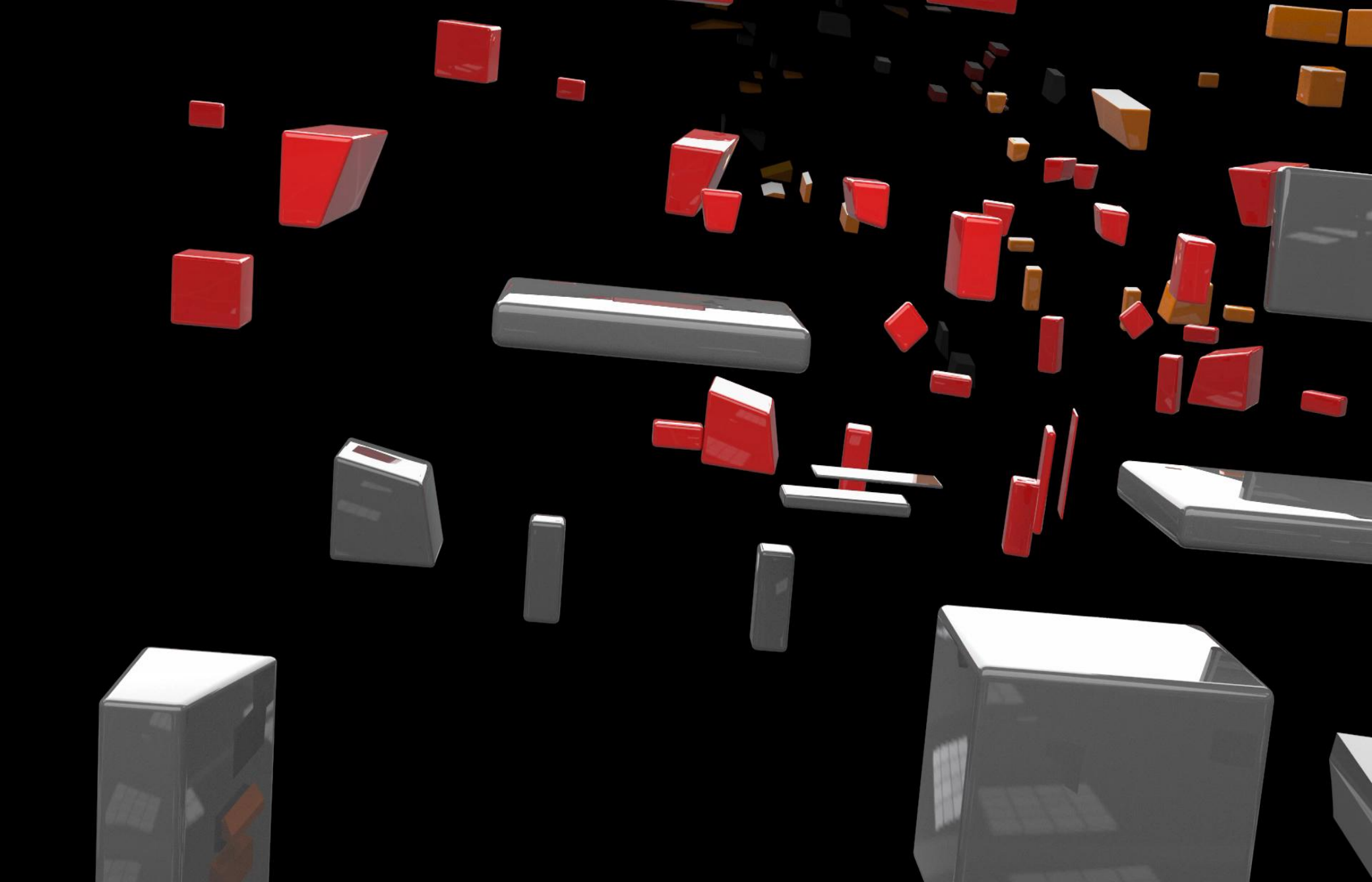


and sometimes lose the will to even try



2016

We took action...



New Organisation

New Focus

New Brand

Beyond Software

Beyond Projects

Still non-profit



# Our Mission:

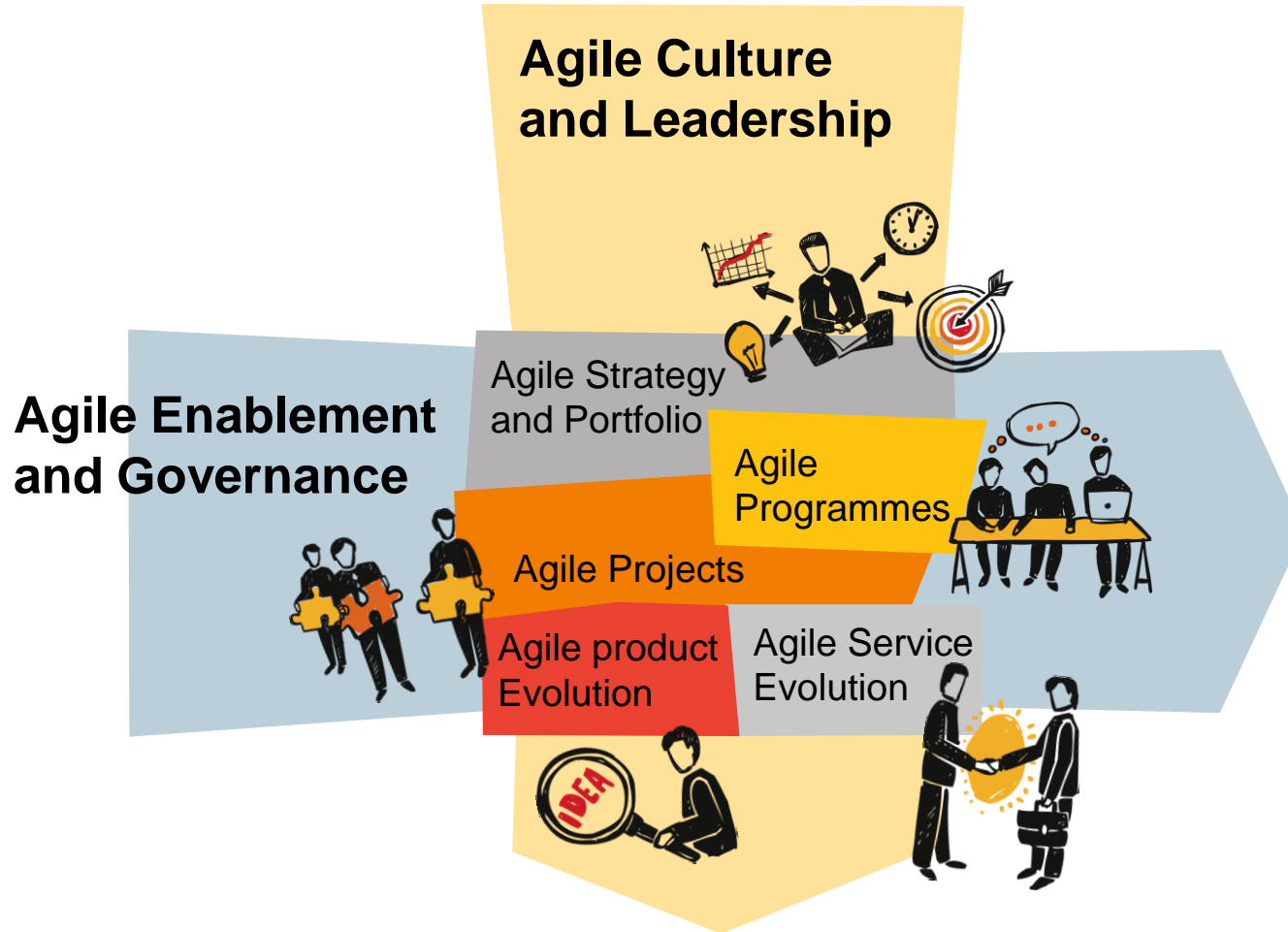


To provide global leadership in  
**Promoting, Supporting and Enabling  
Business Agility**

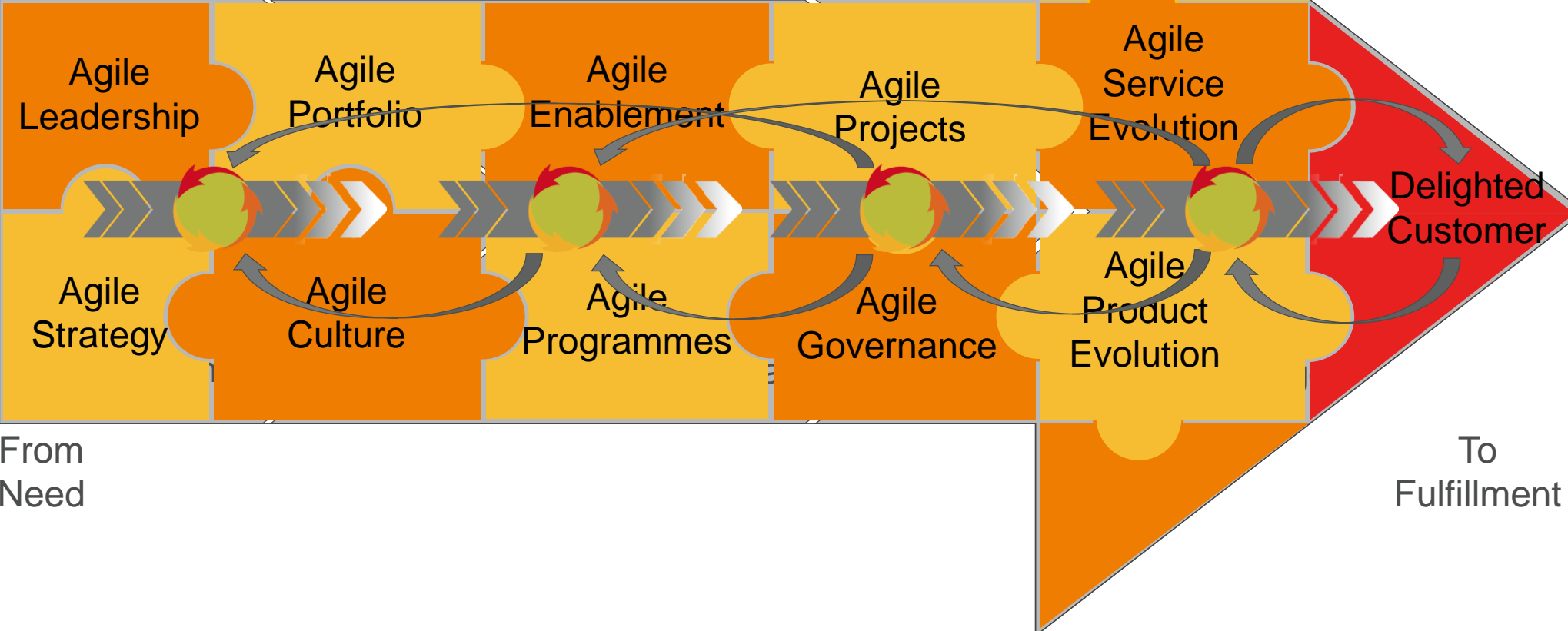
By offering advice, guidance and accredited products and  
services to organisations  
through an international network of trusted partners

Introducing:

# The Agile Business Change Framework

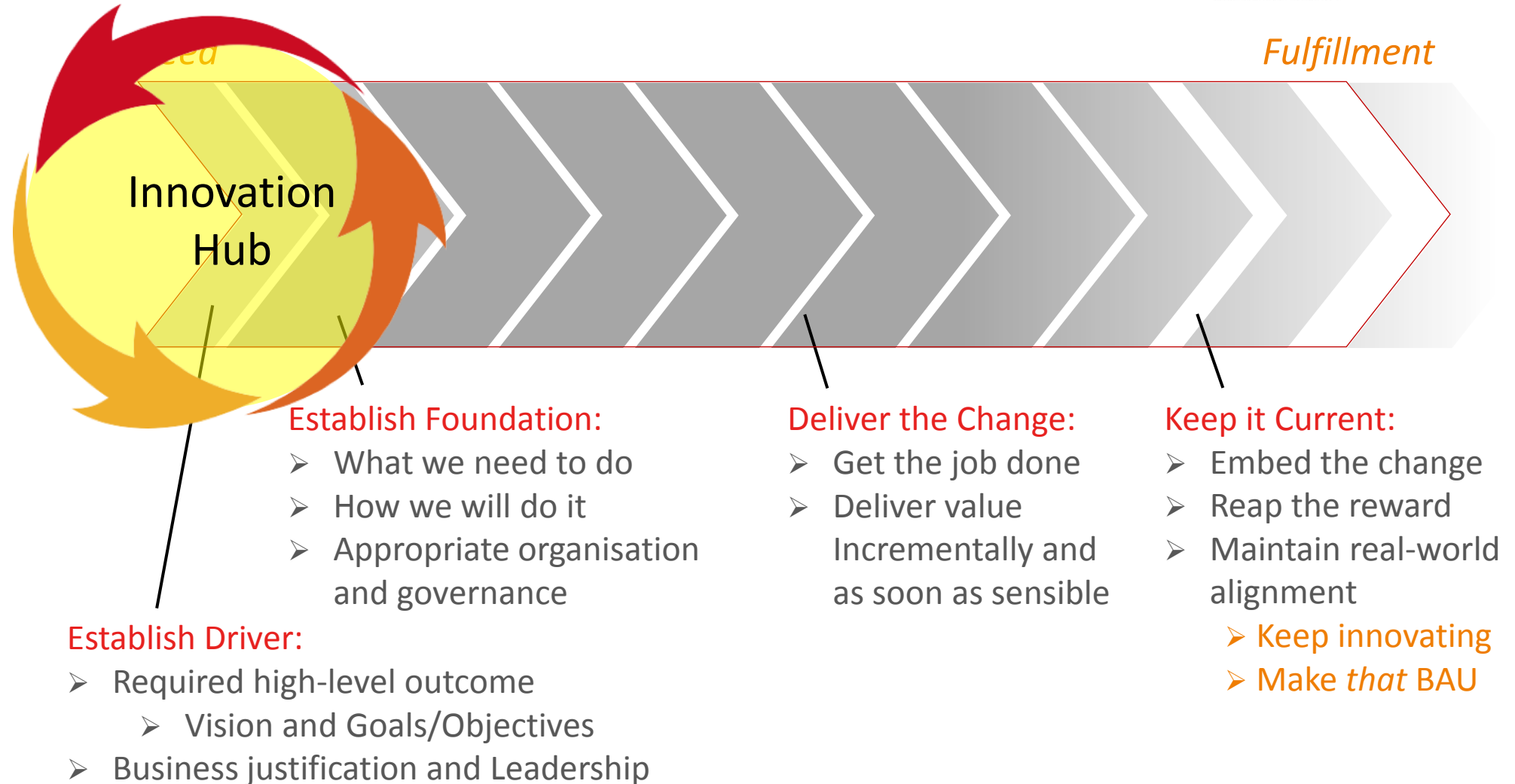


# Agile Business Change

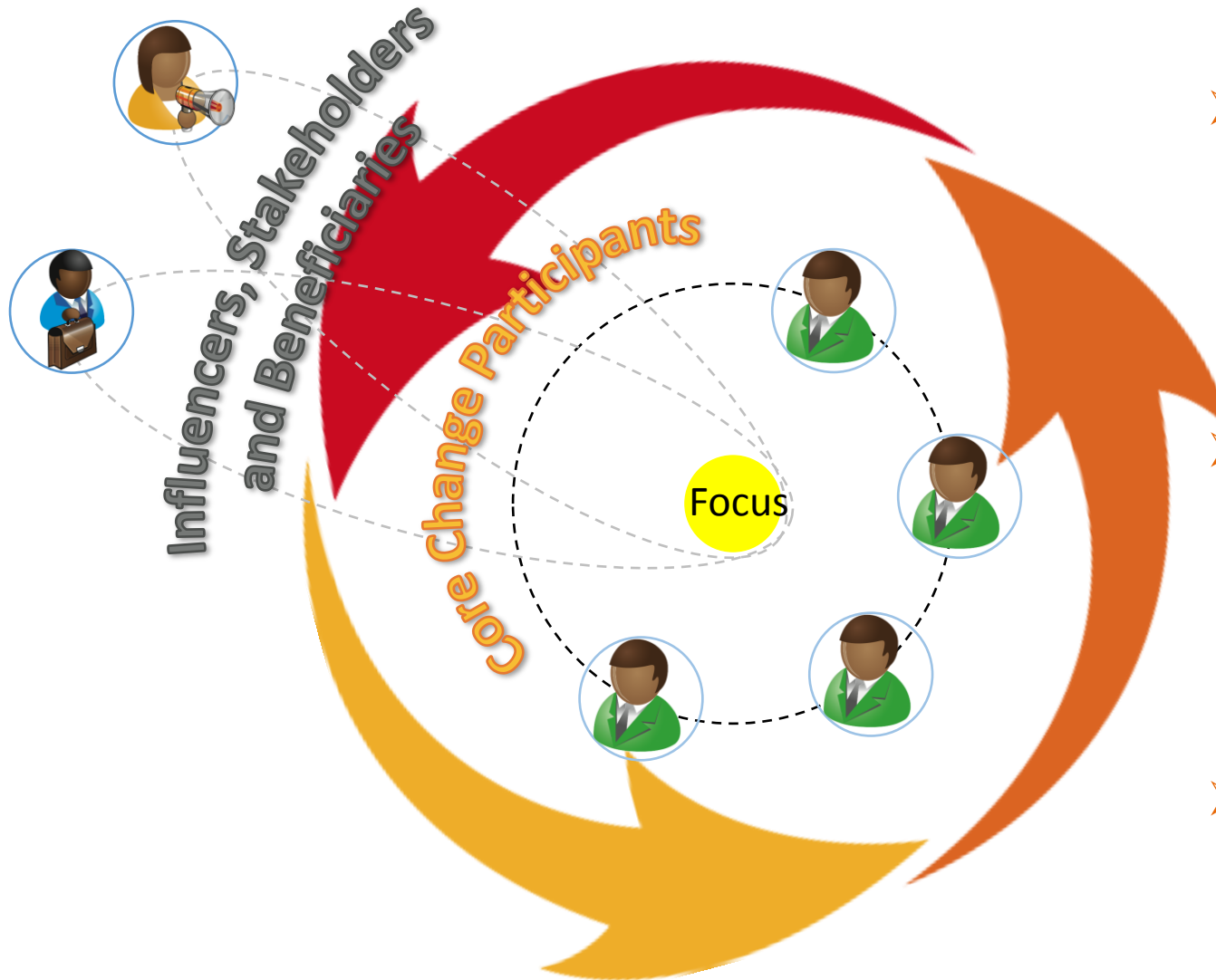


# Agile Business Change Process

From 'Need' to 'Fulfillment' – at all levels



# The Innovation Hub



- Core change participants involved throughout
  - Shaping solutions
  - Making the change
  - A collaboratively autonomous team
- Influencers, stakeholders and beneficiaries involved as needed
  - Directing, coordinating, facilitating as appropriate
  - Not managing or controlling
- Always focused on
  - Desired outcome
  - Early and incremental delivery of customer value

# Agile Strategy and Portfolio

From 'Need' to 'Fulfillment'

*Need*

*Fulfillment*



Portfolio  
Innovation  
Hub

## Establish Foundation:

- Agree strategically aligned criteria against which ideas for change are evaluated

## Establish Driver:

- Evolve a strategic vision
- Agree strategic priorities
- Keep it dynamic through continual review

## Deliver the Change:

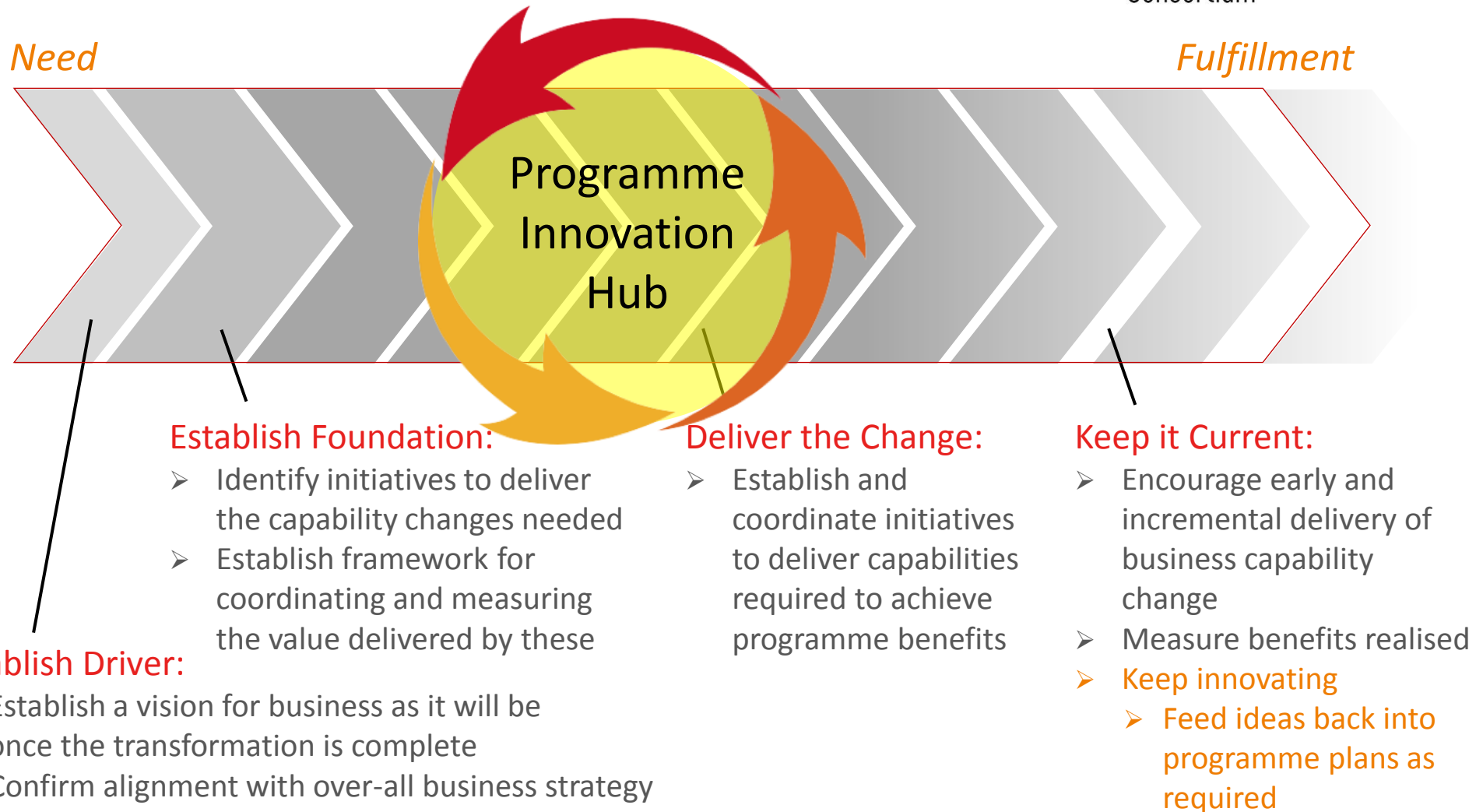
- Orchestrate what needs to be done:
  - Identify changes
  - Prioritise
  - Blend & balance
  - Agree

## Keep it Current:

- Encourage early and incremental delivery of value from all change initiatives
- **Keep innovating**
  - **Strategy and Portfolio under continuous review**

# Agile Programmes

From 'Need' to 'Fulfillment'

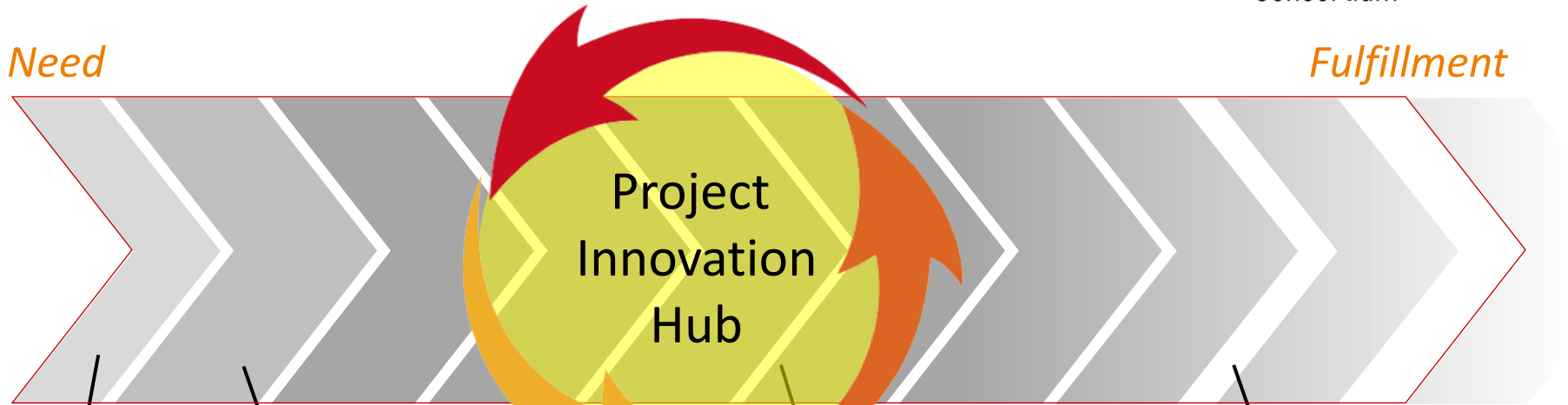


# Agile Projects

From 'Need' to 'Fulfillment'

Need

Fulfillment



Project  
Innovation  
Hub

## Establish Foundation:

- Foundation of understanding of:
  - What will be delivered
  - The approach to delivery
- Engage the right people

## Establish Driver:

- Establish a business vision for the project
- Agree clear project objectives to make the vision a reality

## Deliver the Change:

- Evolve integrated elements of the business solution in small increments
- Ensure each increment enables vision-aligned business benefit

## Keep it Current:

- Start realising the benefits as early as possible
- **Keep innovating**
  - **Learn from feedback on benefits and ways of working**



# Agile Service Evolution

From 'Need' to 'Fulfillment'

*Need*

*Fulfillment*



Service  
Innovation  
Hub

## Establish Foundation:

- Establish an iterative, incremental, customer-centric approach to service evolution

## Establish Driver:

- Establish a vision for the Service to guide:
  - Projects and/or
  - Autonomous continuous improvements

## Deliver the Change:

- Evolve the service with the active involvement of business stakeholders and service users.
- Focus on early realisation of value

## Keep it Current:

- Make valuable service changes a reality as early as possible.
- **Keep innovating**
  - Respond to real-world changes quickly and effectively in-project and post-project

# Agile Product Evolution

From 'Need' to 'Fulfillment'

*Need*

*Fulfillment*



Product  
Innovation  
Hub

## Establish Foundation:

- Establish an iterative, incremental, customer-centric approach to product evolution
  - e.g. Scrum or KanBan

## Establish Driver:

- Establish a vision for the Service to guide:
  - Projects and/or
  - Autonomous continuous improvements

## Deliver the Change:

- Evolve the product with the active involvement of business stakeholders and end-users.
- Focus on early realisation of value

## Keep it Current:

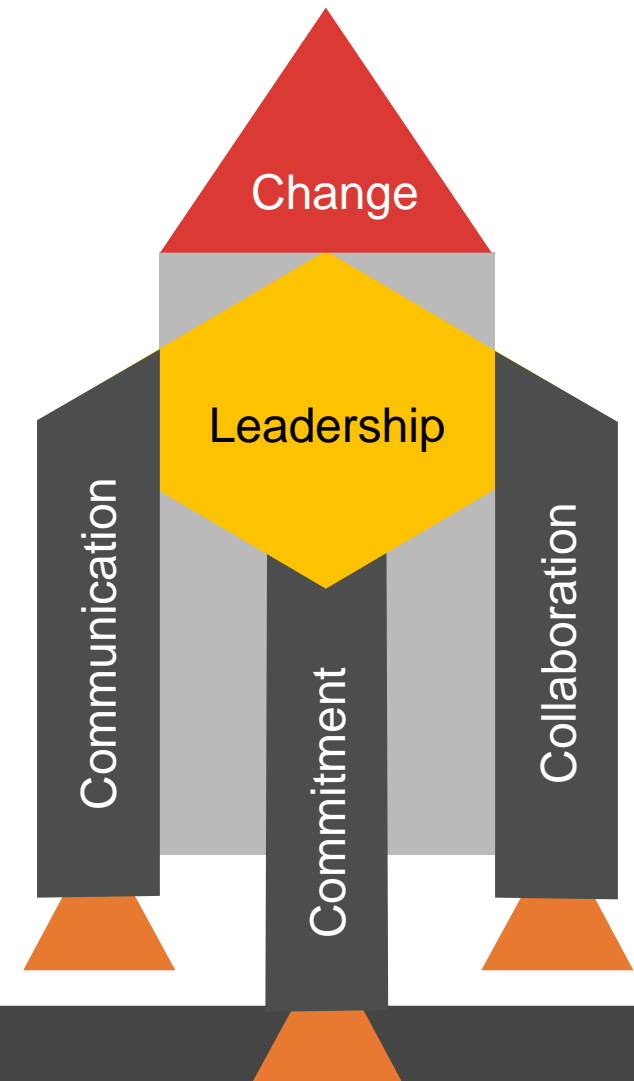
- Release product increments early and often.
- Align product releases with business/service changes as required
  - **Keep innovating**
    - Learn from user feedback and retrospectives

# Agile Culture and Leadership



# People make the framework Agile Process only helps...

- **Business Change ‘Payload’**
  - Agile in nature – Incrementally delivering customer value
  - Building sustainable capability – valuable today, and a foundation for future innovation
- **Communication**
  - Actions speak louder than words
  - Improved quality of thinking leads to improved outcomes
  - Organisations improve through effective feedback
- **Collaboration**
  - People require meaning and purpose to make work fulfilling
  - Emotion is a foundation of enhanced creativity and innovation
  - Leadership lives at all levels of the organisation
- **Commitment**
  - Leaders at all levels delegate appropriate power and authority
  - Collaborative communities achieve more than individuals
  - Great ideas come from all levels in the organisation
- **Constant, consistent, clear leadership**
  - The foundation stone of any transformational change



# Agile Business Consortium

here to help on your journey



From the norm of *the status quo*  
to  
a world of *innovation* for business advantage

From old-style *conservative management*  
to  
*inspiring leadership* of your greatest assets

From human machines under *hierarchical control*  
to  
*collaborative autonomy* for your creative teams

From individual or organisational *self interest*  
to  
a real *customer focus* for all you do and deliver



**beyond software**

**beyond projects**

Thank you

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