



Business Agility Cards – Myths and Facts



Material

Business Agility cards.

Room Setup

Room with round tables and chairs for each 05 to 07 people, so they can work together with the cards.

Duration

40 minutes

Facilitation Process

- 1.) Give each group in all tables, 16 Business Agility cards.. Each set of 16 cards mas be related with business agility model or a business agility domain.
- 2.) Ask all groups to read the cards and decide if the statement in the card is a **“myth”** or **“fact”**.
Give them 15 minutes to read and decide.
They will separate “myth” cards from “fact” cards.
- 3.) The facilitator provides explanation related with Business Agility going through the domains, and then, ask people to review their previous decisions and decide if they want to change any decision.
- 4.) Ask each group to explain decisions they have changed after facilitator’s explanation.
- 5.) Close the dynamic allowing a group conversation.

8

In Business Agility, all domains are equally important.

7

Business Agility is an operating model for the next generation of organizations.

3

Business Agility is the capacity and willingness of an organization to adapt to, create, and leverage change for their customer's benefit.

14

An organization is a complex adaptive system and it requires an operating model that amplifies adaptability.

4

Business Agility is also known as "don't forget model", because it reminds people of domains can't be forgotten in a transformation.

11

In most organizations in the world, transformation has started with focus on operation dimension, specially process agility domain.

16

One of the greatest challenge of business agility around the world is leadership mindset.

12

Business Agility is not a methodology neither a framework.

2

In Business Agility, the most important dimension is “relationship”, since it is closer to customer.

1

In order to be successfully apply business agility you must use specific agile frameworks like scrum or Kanban.

10

Most organizations in the world, have high level maturity in their business agility journeys. From 0 to 10, most of them are 9.

13

Business Agility Institute purpose is offering Business Agility training and consulting service to organizations.

15

In order to start a Business Agility journey, you must start with customer and relationship dimension.

5

If you are not able to evolve CEO in the transformation, you won't be successful.

9

Culture is not an important aspect of business agility.

6

Business Agility journeys in all companies, must follow steps provided by Business Agility model.

8

In Business Agility model, the customer is in the center of the model and represents the organization purpose.

7

The customer is the reason why your business exists and thus the heart of business agility.

3

Organizations are not in business to simply make money. They are in business to serve their customer.

14

Everything we do in organization and the way we do is for the customers.

15

A good way to know if the organization is really customer oriented, is looking at how the decisions are made and if they prioritize shareholder short term returns or creating customer value.

5

It is very important that the board supports the CEO's decisions that favors the customer.

9

Organizations goal is to become customer centric and starting with the customer domain is a very good way since it aligns on "organization north".

6

Design Thinking is a good framework for understanding the customer, since it is focused on building better experiences.



2

Putting the customer at center of Business Agility model, means the customer is always right.

1

According to Petter Drucker, there are many valid business purposes, besides creating a customer.

10

What the customer thinks he is buying and what he considers value doesn't determine what business is.

13

In the 1970s and 1980s a formal economic doctrine that the purpose of a firm is to maximize shareholder value is still valid to some kind of businesses.

4

"Instead of the firm being the stable center of the commercial universe, now the customer is." Thinking from business agility perspective, this statement is not always right.

11

In XXI century, more than ever, the power shift from buyer to seller.

16

"The customer has to buy products and services that my organization produce." This is the agile mindset for XXI century.

12

The shift to customer centricity, means mobilizing employees /partners to deliver more value to customers sooner, aligning everything with goals. This is a false statement.



7

The workforce is responsible for delivering value to the customer.

4

While creating value for your customers is why your business exists, it is your workforce who creates the customer experience that ultimately delivers that value.

11

Engaged and happy employees stay longer, learn more, and generate innovative ideas. This generally leads to better customer experiences and thus greater customer loyalty.

8

In order to be innovative, workforce needs to have psychological safety.

5

In agile organizations, identification, recruitment and onboarding of new employees requires a new focus on culture, mindset and diversity.

16

Recruiting for cultural fit and mindset should be done in agile organizations.

12

Talent & Process management processes must make difference to employees.

15

The workforce must be highly connected with other relationship domains: board and partners.



3

In agile organizations, workforce is not allowed to fail since excellence in delivery is the goal.

13

Psychologically safe is not a concern in agile organizations since workforce can be innovative and creative in any environment.

14

Traditional employment contracts can remain the same since they have no impact in workforce behavior.

2

If employees are not seen as organization advocates, it is fair to fire some of them to serve as an example.

9

Workforce is not required to take personal accountability in the financial health of the company since its focus is delivering value to customers.

1

In order to be empowered, workforce does not need to be aligned with organization directions.

6

An innovative workforce can't allow failures.

10

An engaged workforce doesn't depend on environment. It depends only on financial incentives.



<p>1</p> <p>The board is the highest expression of shareholder intent and ownership.</p>	<p>13</p> <p>Governance & Compliance in agile organization mean long term goals with continuous and adaptive, planning & reporting.</p>	<p>5</p> <p>Business KPIs in agile organizations move away from short term focus towards a long term focus on building customer trust and measuring business results against customer success.</p>	<p>7</p> <p>The board needs to understand both customer and workforce needs.</p>
<p>3</p> <p>The board in agile organizations must prioritize market adaptability, customer advocacy and willingness to experiment.</p>	<p>11</p> <p>When identifying and recruiting new senior executives, the selection committee needs to prioritize an agile mindset as executive hires can either enhance or jeopardize an agile culture.</p>	<p>9</p> <p>In understanding the customer, the board also needs to understand the community and society the customer exists within.</p>	<p>15</p> <p>Organizations that invest in strong corporate responsibility initiatives increase their market value between 4-6% and reduce turn over up to 50%.</p>



8

In agile organizations, the board is no longer accountable for regulatory compliance and financial health since this is now everybody's responsibility.

4

Governance and compliance in agile organizations still mean annual plans and quarterly reporting.

14

No matter if it is traditional or agile organization, board must always prioritize decisions that bring more profitability sooner.

12

It is not so important that the board supports an organization transformation, if the CEO supports.

6

The governance has nothing to do with an agile transformation and remains the same way it is handled in traditional organization.

10

In agile organizations KPIs or OKRs need to measure purely financial metrics.

16

If the board apply greater due diligence to the governance, it means lack of trust in their executives.

2

The board should look at their own interest, regardless customer interest, since they own the company.



<p>6</p> <p>The partners are the vendors, distributors and other strategic partners who enable the business.</p>	<p>15</p> <p>No company is an island and need vendors, distributors, retailers, suppliers in order to enable organization to deliver products and services to customers.</p>	<p>3</p> <p>The agility of partners limits agility of the organization.</p>	<p>12</p> <p>Designing interfacing processes, such as procurement, contracts, change management, and communication to enable agility in the relationship is very important.</p>
<p>1</p> <p>It is important to educate partners and encourage them to undertake their own transformations.</p>	<p>13</p> <p>New partners should be selected not only on competence and price, but also adaptability.</p>	<p>9</p> <p>Organization should take the same care when onboarding partners as with onboarding new employees.</p>	<p>7</p> <p>It is a good idea to have organization procurement processes designed to select partners who can quickly adapt to change whilst providing clarity on business outcomes.</p>



16

There is no need to consider partners in agile transformation since they are out of organization business.

4

Agile transformation has no impact in the way organization selects its partners.

8

It is possible to work under fixed price/scope/time contract with partners in an agile way.

11

Organizations that can't trust their partners should have minimum flexibility in the contracts with them in order to compensate.

14

There is no need to integrate partners in organization value stream.

5

The lawyers are one of the great supporters for achievement of agile outcomes.

10

Agile contracts have no relation to agile manifesto.

2

There is no need for the organization to worry about investing in developing partner organizations up and down the supply chain.



9

People management defines the role of managers as leaders who, among many other things, engage, empower, delegate, coach and inspire.

3

Leadership is a mindset with associated capabilities and techniques. Everyone can be a leader.

7

People management defines the relationship between individuals and authority.

10

In agile organization, the team decide and self correct their work. In traditional organization, this is done by the managers.

16

To the workforce, people managers are coaches, mentors, remove impediments, resolve conflicts and communicate the corporate vision.

4

People management should work to increase people maturity and for them to see themselves as managers and responsible for their own job and the workgroup.

13

People managers should help agile teams to become self organized and aligned to company strategy and business outcomes.

12

In agile organizations people managers incentive everybody to innovate.



<p>11</p> <p>Agile leaders must be organization managers.</p>	<p>8</p> <p>Agile mindset and culture are not responsibility of people management.</p>	<p>2</p> <p>Top down command and control is still the norm in agile organizations.</p>	<p>14</p> <p>Delegating is not required to be agile. Managers can make all decisions and tell people what to do.</p>
<p>1</p> <p>Decisions must be made by people with more power.</p>	<p>5</p> <p>In agile organization people managers are sacrificed since they lose power.</p>	<p>15</p> <p>In agile organization, people managers focus on individuals and not on teams.</p>	<p>6</p> <p>Command & Control organization sometimes works better to bring value to customer, since there is no room for discussion.</p>



<p>2</p> <p>One team, reflects a culture of collaboration underpinned by communication and transparency across individuals, teams and divisions.</p>	<p>15</p> <p>Agile organizations focus on teams and not individuals.</p>	<p>3</p> <p>In agile organization, one team is the set of many small teams.</p>	<p>13</p> <p>Instead of scaling up the organization to resolve complex problems, scaling down the problems in small pieces so that small teams can deliver in interactive fashion with customer feedback, brings agility.</p>
<p>9</p> <p>The reason for having small teams in agile organization is due to complexity of collaboration and communication in larger teams.</p>	<p>1</p> <p>In agile organization, it is expected that all team members know everything is going on and the team can work as a single unit.</p>	<p>12</p> <p>Small teams help building sense of accountability.</p>	<p>4</p> <p>Agile teams decide what to do, however this only works well if the goal is very clear.</p>



6

One team means the organization should have only one big team with no other division within it.

5

In agile organizations, teams don't need to connect with other teams. Each team work individually with focus on its own goals.

8

Forming teams is very easy and all it requires is a manager to tell them what to do.

10

Giving autonomy to teams has nothing to do with alignment toward goals.

7

It is never possible to be completely transparent in an organization.

16

Even having agile teams as the smallest unit of agile organizations, creating competition between individuals is still required.

11

One team means one person is required to manage this big team.

14

There is no need for small teams to create rules, since they can decide on what to do.



13

Strategic agility, shapes how an agile organization sets, communicates and operationalizes an adaptive market vision.

4

Speed and effectiveness of adaptation to competitors and customers' demands are key measure of strategic agility.

14

In agile organizations, instead of 5-year-plans very used by 1980's, 5-year-vision is created with an emergent strategy and continuous planning.

11

Agile organizations work very connected to market with customer value extended to the entire value chain. (from suppliers to distributors)

8

Your competitors are not the ones produce the same thing you do, but the ones the address the same customer need, no matter the way they address.

12

Strategic agility rethinks the very essence of a company. A good example is Apple from computer to consumer gadgets. Amazon from retail to cloud computing.

10

Market creating innovations are where major revenue growth comes from and this is strategic and not operational agility.

16

The decision of including music-playing capability in iPhone w "killed" iPod Market, however Apple decided to sacrifice the iPod revenue. This is a good example of strategic agility decision.



<p>6</p> <p>Strategic agility focuses on outputs for the company and not outcomes for the customer.</p>	<p>2</p> <p>Agile companies think of themselves as providing a particular type of product or service: electric power, automobile components.</p>	<p>15</p> <p>“The customer needs to get somewhere, so you are not a car company, you are a facilitator of that outcome.” This is a wrong statement since it is not clear what you are producing.</p>	<p>5</p> <p>Thinking in outcomes, means being very specific in what the company produces, its primary function and not broadly.</p>
<p>3</p> <p>One important thing about strategic agility is continuously thinking about customer need, however if customer need is not aligned with what the company produces the company should focus in what it produces.</p>	<p>7</p> <p>The customer always knows what is his need. Hence the first step of strategic agility is asking the customer what he needs.</p>	<p>9</p> <p>Strategic agility means being very diligent with building a detailed plan in order to give clarity to people to follow.</p>	<p>1</p> <p>Major financial gains come from operational agility and not from strategic agility.</p>



5

Growth mindset promotes experimentation and learning from failure.

4

Agile organizations are learning organizations in all levels.

14

Agile managers have the responsibility to create an environment where people feel safe to fail.

3

There is no innovation if there is no room for failing.

7

The way people learn historically is not the way it does in agile organizations. In agile organizations, people should question and not accept information as truth like in traditional schools and universities.

1

Growth mindset can also be called learning mindset.

11

Feedback loops help with organization learning process.

12

In order to learn, people need time to reflect. Individuals who always work at full capacity are so hyper focused on their work that are unable to identify improvement opportunities.



10

Failure is not accepted in agile organizations.

15

The ability to experiment is not related with growth mindset, since experimentation is not learning.

13

Failure is not an opportunity to learn if people pay attention to avoid failure.

9

Failure should not be part of people's daily work.

8

Managers should never say "I don't know", since they must be an example.

2

Feedbacks are only accepted for learning with them, if people providing feedback prove the failure.

6

Feedbacks can be all be concentrated to be provided when the project is done, since it saves peoples time.

16

People only learn new things if there is someone teaching.



8

Craft excellence defines the techniques for delivering high quality work, regardless of function or subject matter in an agile way.

9

Agile methods like XP, BDD, TDD, DevOps live in craft excellence domain.

4

Any agile work practice must be designed to tolerate ambiguity, be customer centric, seamlessly respond to change and promote collaboration.

13

Craft excellence means delivering work at the right quality for the context.

7

Agile techniques are designed to improve quality of the work aligned to business outcomes.

10

Most agile practices can be applied to any team.

3

Automating repetitive tasks is good because it allows people to focus on higher value knowledge work.

14

Quality of outcomes is the one that should be measured. It doesn't help delivering project on time if the customer doesn't like it.



6

Craft excellence is the most important thing for being agile.

11

Craft excellence is limited to software teams.

2

In agile organizations, work should never be broken in small components because it negatively impacts quality.

15

Work practices should be designed to create competition so people can produce more.

5

Agile organizations should not measure the work, since they should trust in people.

12

Working in pairs is not a good agile practice since it is very expensive.

1

Delivering agile, means delivering fast.

16

DevOps is based on competition and not collaboration.



2

Ownership & Accountability, motivates individuals and teams to take responsibility.

5

Ownership doesn't mean being perfect.

7

Being accountable doesn't mean making all decisions.

11

Ownership is felling fully in charge and do not provide excuses for what needs to be done.

4

Ownership means understanding, learning and challenging rather than mindlessly following instructions.

15

Accountability is to be held to account for the fulfillment of your duties and responsibilities.

13

Accountability requires answers and entails consequences.

9

For individual or team to be held accountable for their decisions, they must have the appropriate information so as to not make a predictably incorrect decision.



6

It is possible to build a culture of business agility with no sense of ownership and responsibility.

3

Accountability can be forced.

10

Accountability can exist with no authority.

12

Decision can never be delegated to teams.

8

The way teams are measured has no relation with ownership & accountability.

1

Autonomy replaces the need for leadership.

14

An autonomous team, needs no guidance.

16

Autonomous teams in an agile organization, make decisions about organization goals.



15

Structural agility defines relationship between individuals, teams & divisions to create an agile organization.

8

Operational Agility is doing what you are currently doing, better, faster or cheaper.

13

Agile teams are small, cross functional and formed around business outcomes.

7

To be successful agile teams must have:
Alignment
Autonomy
Authority
Accountability

16

Agile teams must collaborate; however, collaboration only happens if the environment is appropriate.

6

The connection between teams is the fundamental expression of organizations' structure and an indicator of business agility maturity.

14

Mature agile organizations, break down the divisional walls even further.

5

Agile organization continuously share problems, knowledge throughout the organization and not only in silos.
It is not possible to remove silos. Forming silos is human.



12

An agile organization doesn't change anything in the structure compared to traditional organization.

4

In an agile organization structure, team members should change all the time to enable innovation.

10

In an agile organization all teams should be specialized. The team that produces a product must be different from the one that maintain the product.

3

Agile teams should never be stable.

11

It is ok to have the customer being required to adapt to organization structure since it is too hard to change structure to serve customer needs.

2

It is impossible to have network of teams in big organizations.

9

Agile has been created to small organizations and doesn't apply to big ones.

1

Changing organization structure is hard and expensive. It doesn't make sense to do it on behalf of customer needs.



6

Process agility encompasses an individual value stream – the combination of discrete activities that are undertaken by teams and projects.

12

Process Agility is the domain where most organizations started their journey.

14

One key element of process agility is focus on outcomes and products over outputs and projects.

8

In an agile organization, work is justified based on the value it can deliver to customer in the context of a business outcome.

10

In most organizations it is easy to create processes but very hard to remove them.

4

Scrum is one of the first agile frameworks and resides on process agility domain.

16

The challenge in most organizations today is adopting agile methods outside of software teams.

2

Adopting agile methods without changing the culture, brings almost no benefit to the organization.



5

In agile organization, processes should be governed by functional requirements and not by customer value.

11

Process agility can be implemented and brings benefits under traditional mindset.

13

Process agility domain is only concerned about cost reduction.

7

Process agility is the first step in a business agility transformation.

9

Process agility is the last step in a business agility transformation.

3

Process agility only applies to software teams.

15

Process agility has a specific methodology to be implemented that fits in all organization.

1

Process agility is defined by organization sector since processes change from one sector to another.



2

Enterprise Agility scales ways of working across divisions, departments, the organization and ultimately between organizations.

8

SAFe and LeSS are two example of scale agile frameworks.

10

Enterprise agility emerges when there is an agile way of working across many teams and divisions.

14

Agile organizations think about the work as a flow.

5

HR is usually a constraint in most organizations to become agile.

6

“The goal of Microsoft is to have alignment at the top and autonomy at the bottom.” The statement reflects an example of an enterprise agility mindset.

13

“It is important to listen to what customer say they want but is more important to build something they need.”

11

Without teams, it is almost impossible to scale agile.



15

An organization with high maturity in enterprise agility, should build everything customer want.

4

An agile organization should have only 03 layers.

7

Bureaucracy is part of organization nature and must be accepted in transformation journeys.

16

Agile organizations must accept business functions that limit agility since this is normal to any business.

9

Scaling agile is a methodology and should be done following a specific framework.

1

Scaling agile is only applied in organizations with less than 1000 employees.

12

Scaling agile requires many years of experience in agile.

3

Enterprise agility is only applied to companies that produces products.



Intro



1-Myth
2-Myth
3-Fact
4-Fact
5-Myth
6-Myth
7-Fact
8-Fact
9-Myth
10-Myth
11-Fact
12-Fact
13-Myth
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Customer



1-Myth
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9-Fact
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11-Myth
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15-Fact
16-Myth

Operations



1-Myth
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Answers

Leadership



1-Myth
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Relationships



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16-Fact



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16-Myth

Individuals



1-Fact
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15-Myth
16-Myth



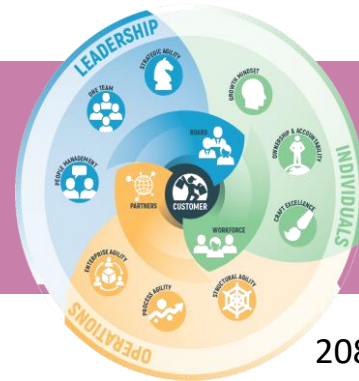
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13-Fact
14-Myth
15-Fact
16-Myth

BUSINESS AGILITY



Tatiana Feitosa C. Lima

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208 statements (myths and facts)

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Inside Box Layout

