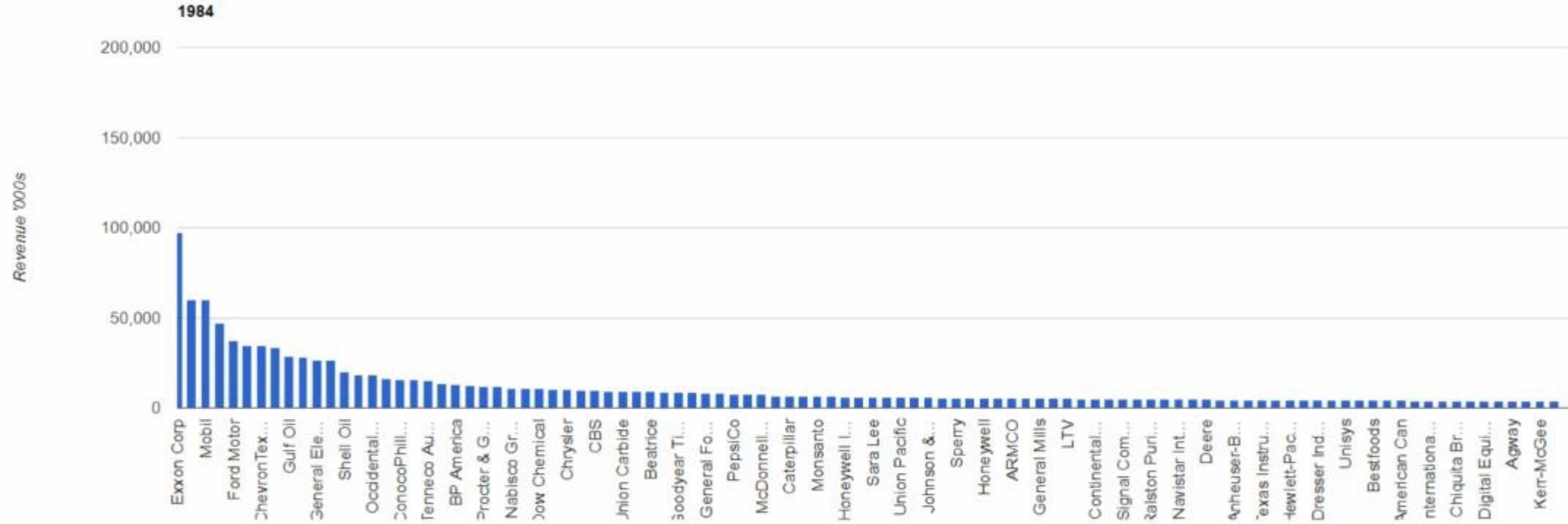




# Certain Uncertainty

PRESENTED BY  
EVAN LEYBOURN

# The Rise and Fall of the Fortune 100



# BUSINESS AGILITY FLUENCY



Average business agility fluency



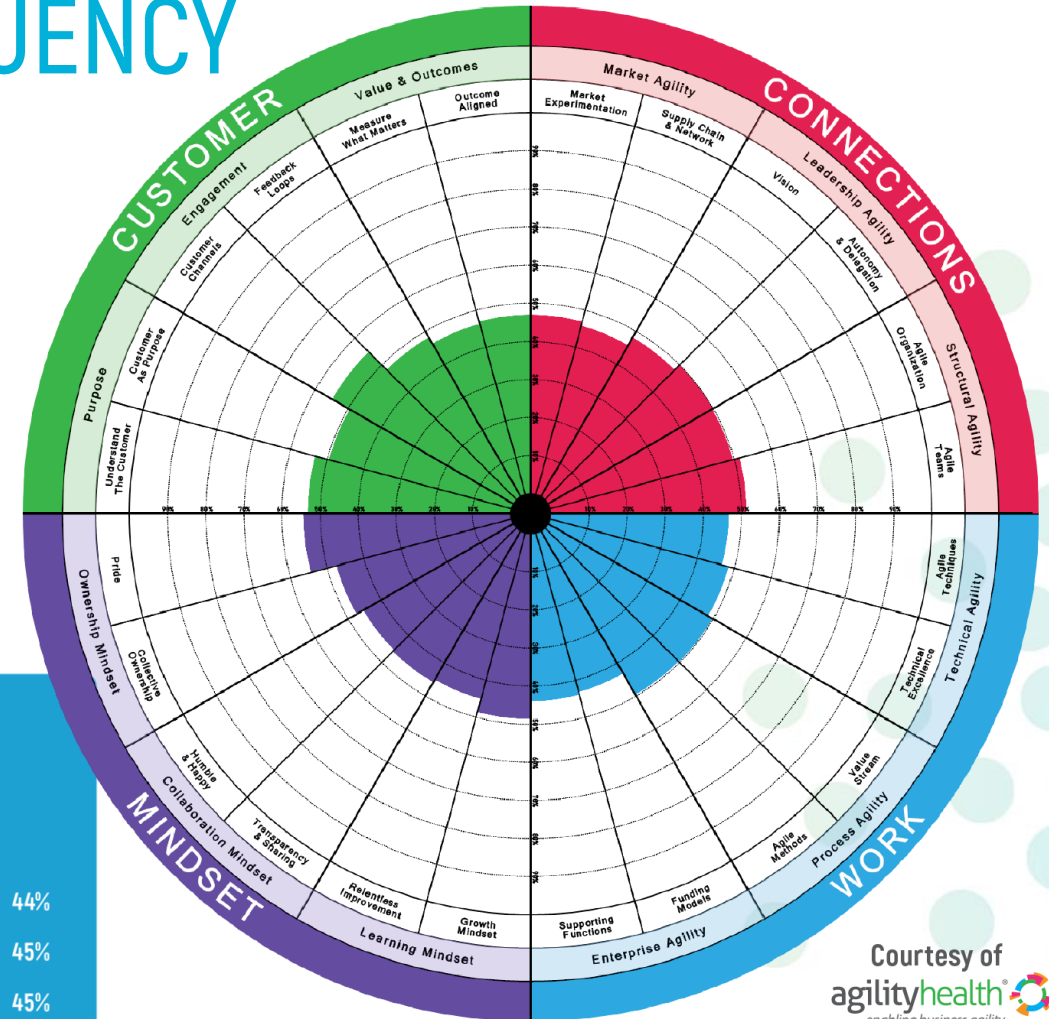
## Top 5 Competencies

Customer Channels	55%
Pride	54%
Understand the Customer	53%
Agile Teams	53%
Agile Organization	51%



## Lowest 5 Competencies

Supporting Functions	44%
Supply Chains & Network	45%
Funding Models	45%
Relentless Improvement	45%
Market Experimentation	46%



Courtesy of  
agilityhealth®  
enabling business agility

# How would you rate your organization's maturity in the following competency:

## Autonomy & Delegation?

Pre-Crawl (1-2): Leaders push work to their teams which then needs to go through complex and multi-layered approval (and rework) cycles

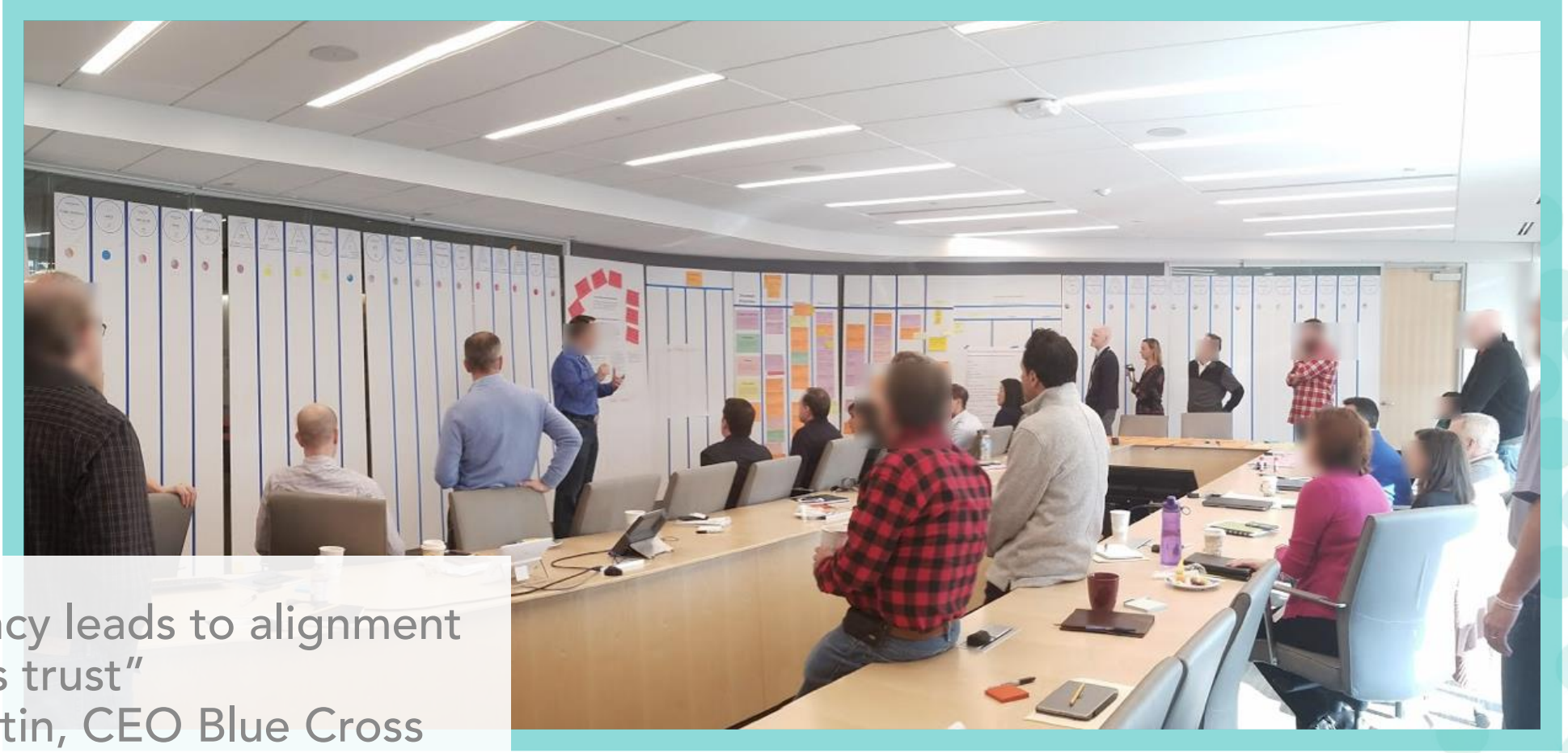
Crawl (3-4): Leaders delegate work to their teams with clear expectations of how it will be delivered

Walk (5-6): Operational decision making is localised within the team to reduce the lines of communication and subsequent delays incurred.

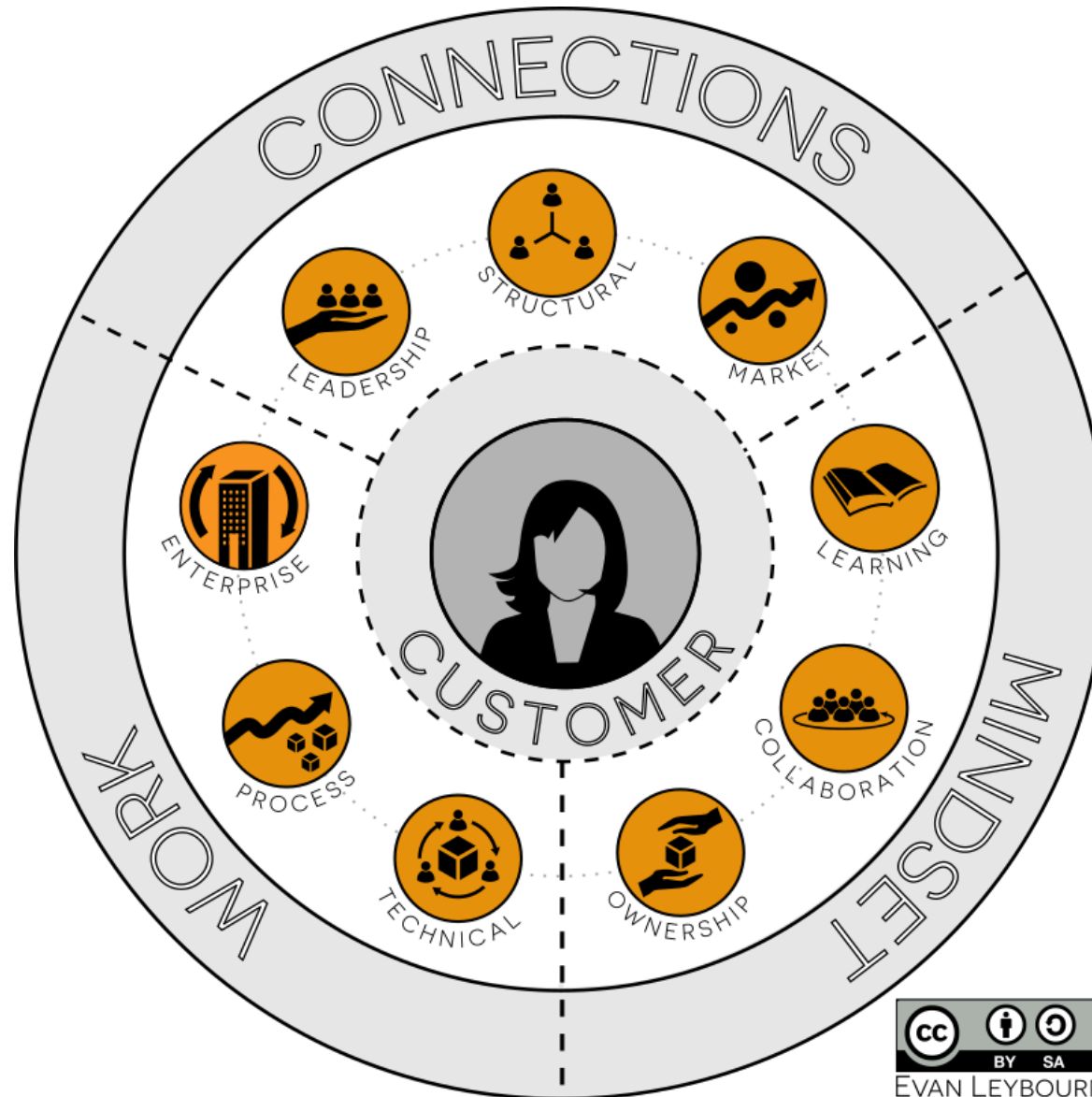
Run (7-8): Leaders do not focus on the work of their teams, but rather on team autonomy & individual security, growing the talent of their teams, reducing skills gaps, and removing any impediments in their way

Fly (9-10): Teams are empowered & accountable for deciding how to achieve the business outcomes (what work to do, which product to build, etc) in alignment with their mission

# ENTERPRISE VISIBILITY ROOM



"Transparency leads to alignment  
which builds trust"  
– Steve Martin, CEO Blue Cross  
Blue Shield Nebraska



  
EVAN LEYBOURN

# How would you rate your organization's maturity in the following competency:

## Outcome Aligned?

Pre-Crawl (1-2): Our focus is primarily on achieving a specific output, and we do not effectively track the realization of benefits once a project is complete

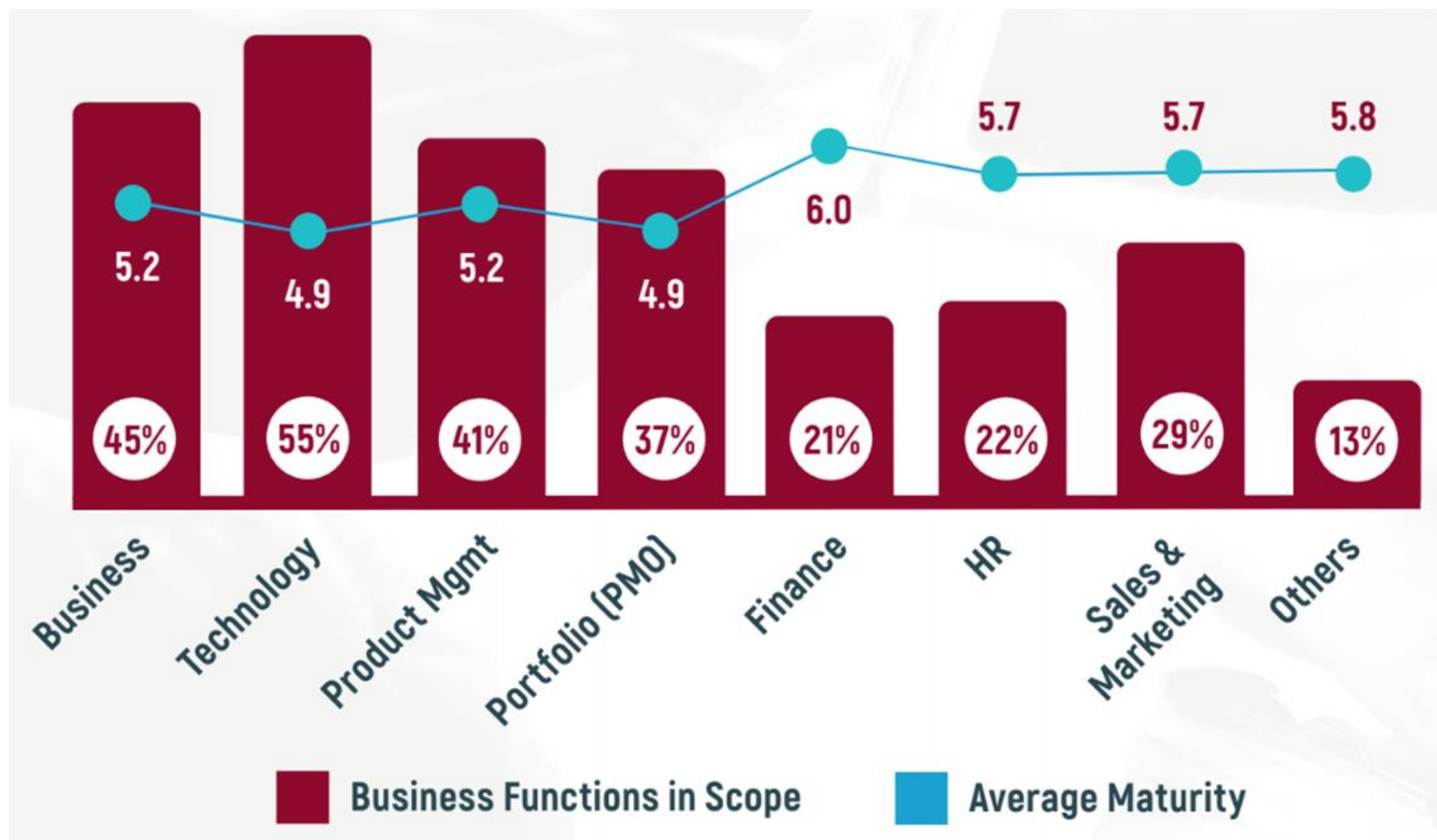
Crawl (3-4): Our project business cases define expected business outcomes which are tracked at project completion

Walk (5-6): We are aligning teams and their associated KPI's and measures against product goals rather than project goals

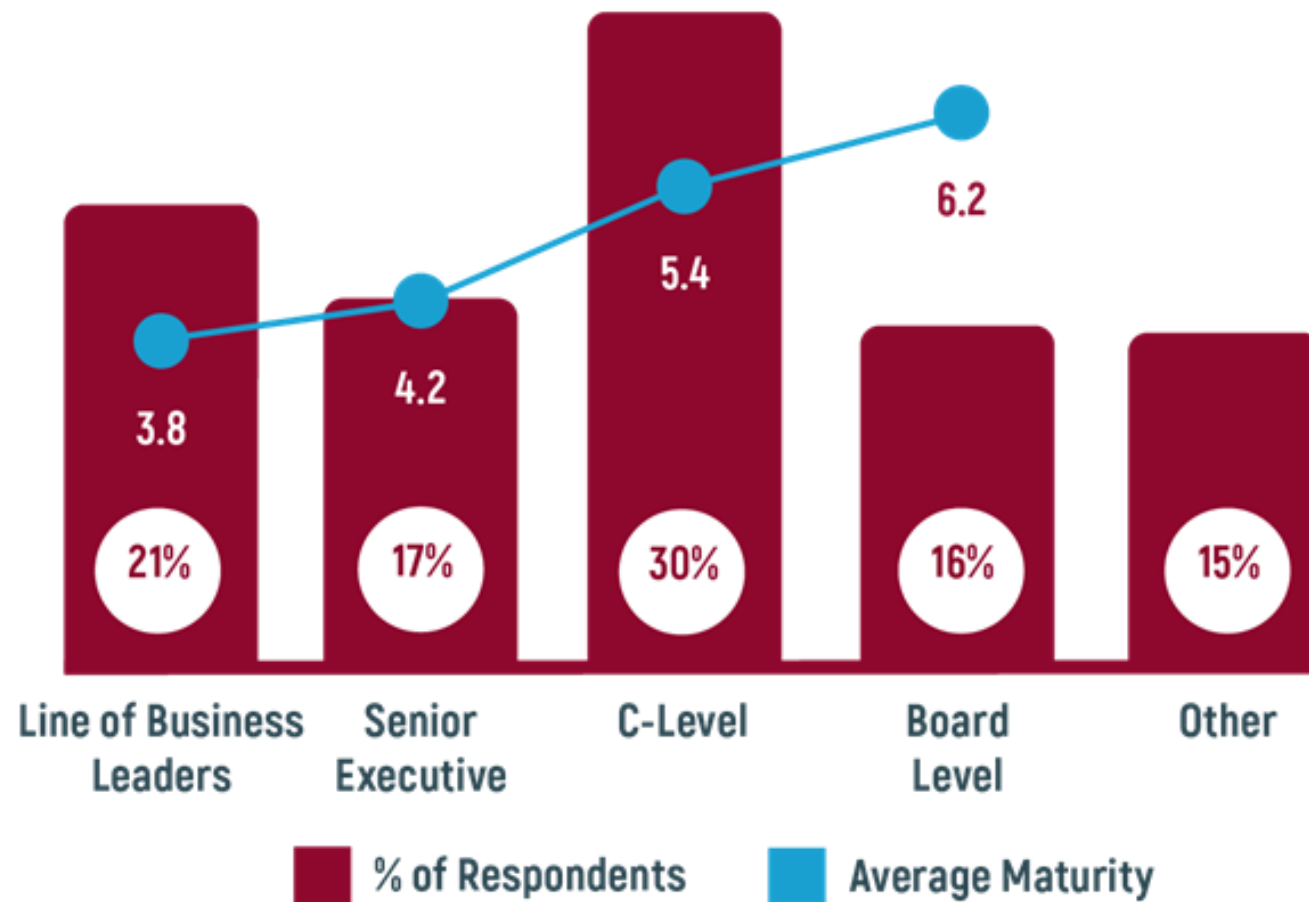
Run (7-8): We are outcome focused and start with the desired behavioral change in our target customer in mind rather than a specific output

Fly (9-10): Teams are funded by "why" - the question "how much does it cost" is not asked, rather "what is it worth"

# BUSINESS FUNCTIONS IN SCOPE

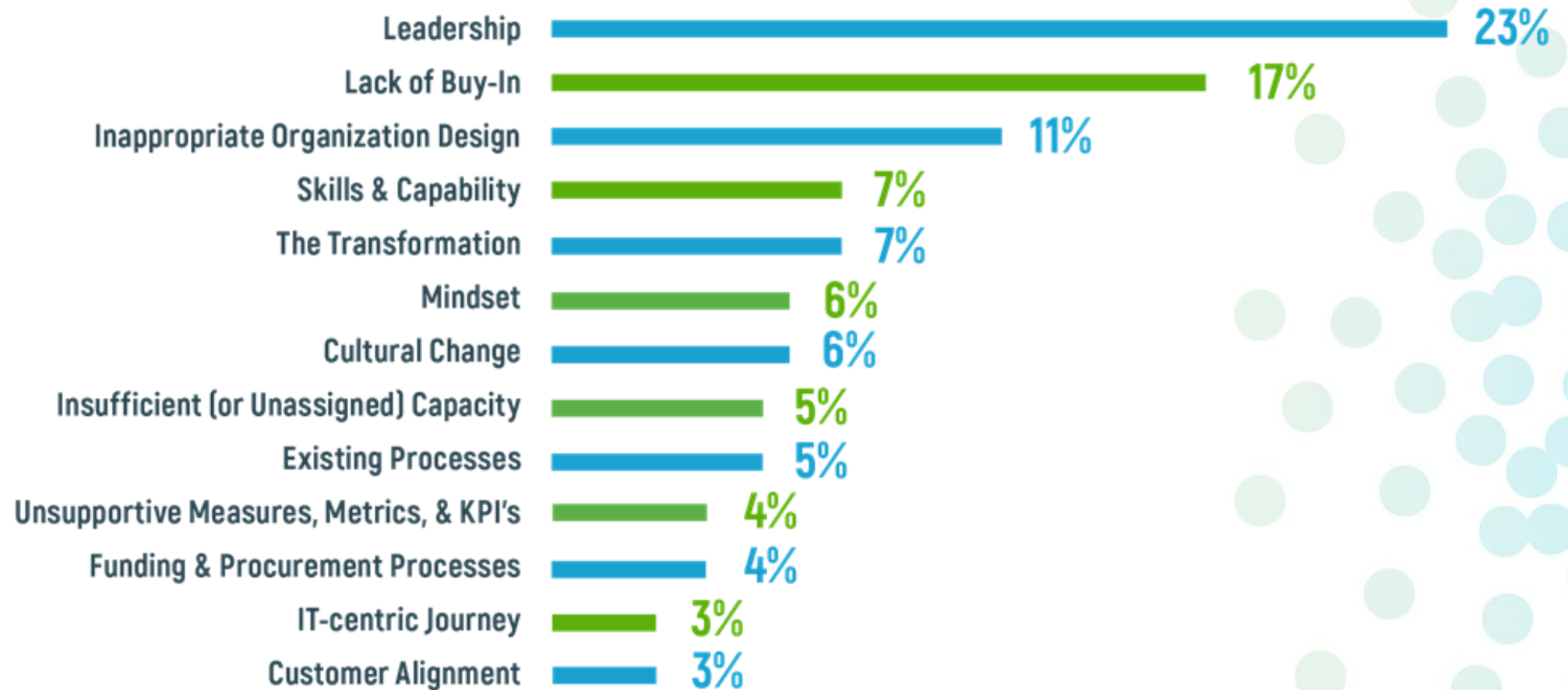


# WHO'S LEADING THE JOURNEY



# What are the top challenges you have faced with your Business Agility transformation?

# CHALLENGES TO BUSINESS AGILITY





# CHALLENGES TO BUSINESS AGILITY

*"[There is an] institutionalized command and control culture that, although there is an executive desire to change, makes old habits very hard to break."*

**- BAI SURVEY RESPONDENT**

*"[Our challenge] has been with our Ops and HR [teams] who struggle to see what is in it for them. They understand the process and appreciate why it's important, but just don't see how they can apply the principles to their work."*

**- BAI SURVEY RESPONDENT**

*"The size of the organization means that different areas are in different places in their journey. [Our challenge is to] get work done with a multitude of delivery approaches as boundaries are crossed."*

**- BAI SURVEY RESPONDENT**

*"[The challenge is] getting to 'business' agility rather than software development agility."*

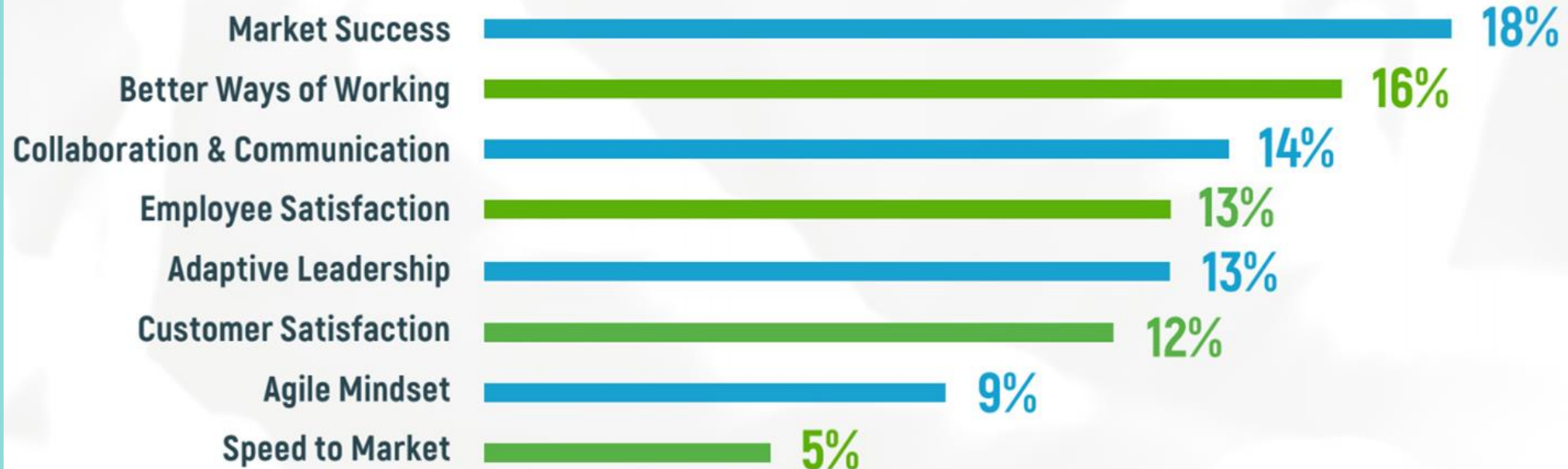
**- BAI SURVEY RESPONDENT**

*"[We have a] large, siloed organization that has a long-standing culture of risk-averse, top-down, plan-based approaches with multiple complex workstreams."*

**- BAI SURVEY RESPONDENT**



# BENEFITS





*"[Business agility] has given us a competitive advantage and allowed us to react quickly and pivot as needed by our customers. This results in faster customer acquisition, faster time to value, and bigger market penetration."*

*"Our retention of both clients and staff is much improved. Our culture is strong, vibrant, and resilient."*

**- BAI SURVEY RESPONDENTS**

*"Collaboration among various groups/departments [has improved]"*

*"Communication is also changing in meetings, with team's now analyzing problems and not jumping into solution mode. What is the business value and how can it be measured [is now a common question that we hear]?"*

*"The team engagement levels are through the roof, and culture is the number one thing they promote."*

**- BAI SURVEY RESPONDENTS**

*"The rest of the organization now sees the value-add of agile practices and are starting to embrace them."*

*"Value delivery has improved resulting in greater customer satisfaction"*

**- BAI SURVEY RESPONDENTS**

# Thank You

COMPLETE THE SURVEY: [HTTP://BIT.LY/BAI-REPORT](http://bit.ly/bai-report)

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**<https://businessagility.institute>**



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# A MATTER OF TRUST

