



RELENTLESS IMPROVEMENT: THE KEY TO BUSINESS AGILITY

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Agenda

1. Relentless Improvement as key to Business Agility
2. Valuing a Culture of Relentless Improvement
3. Relentless Improvement as Organizational Capability
4. Questions



Relentless Improvement as key to Business Agility



Relentless Improvement as key to Business Agility

The Business Agility Report

RAISING THE B.A.R. | 2ND EDITION, 2019

<https://businessagility.institute/learn/2019-business-agility-report-raising-the-bar/>

PREDICTIVE INDICATORS



Funding
Models



Value
Streams



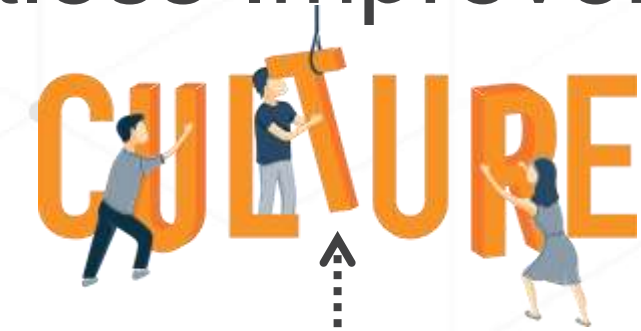
Relentless
Improvement

By encouraging a culture of learning and experimentation to thrive, organizations will continuously improve both what they do and (more importantly) how they do it, thus reducing costs, improving efficiency, and delivering greater value to customers.

Valuing a Culture of Relentless Improvement

5 Cultural Values for Relentless Improvement

1. Learning from each other's success
 - More than team or project retrospectives
 - Community of Practice (COP/Guilt) as Lean Coffee's
2. Continuous improvement of NWoW
 - Difficult to change culture
 - Focus on improving NWoW as opposed to Culture Change
3. Planning to improve
 - Create capacity to improve on backlogs
 - Improvement work item on backlog
4. Guided continuous improvement
 - Enterprise and team-level agile coaches
 - PMI Disciplined Agile Toolkit to identify improvements
5. Pull improvement when capacity is available
 - Leadership and Teams identify improvements and add to backlog
 - Different teams with their own context decide when to do improvement



New Ways of Working



Improvement
Improvement
Improvement
Improvement

Backlog

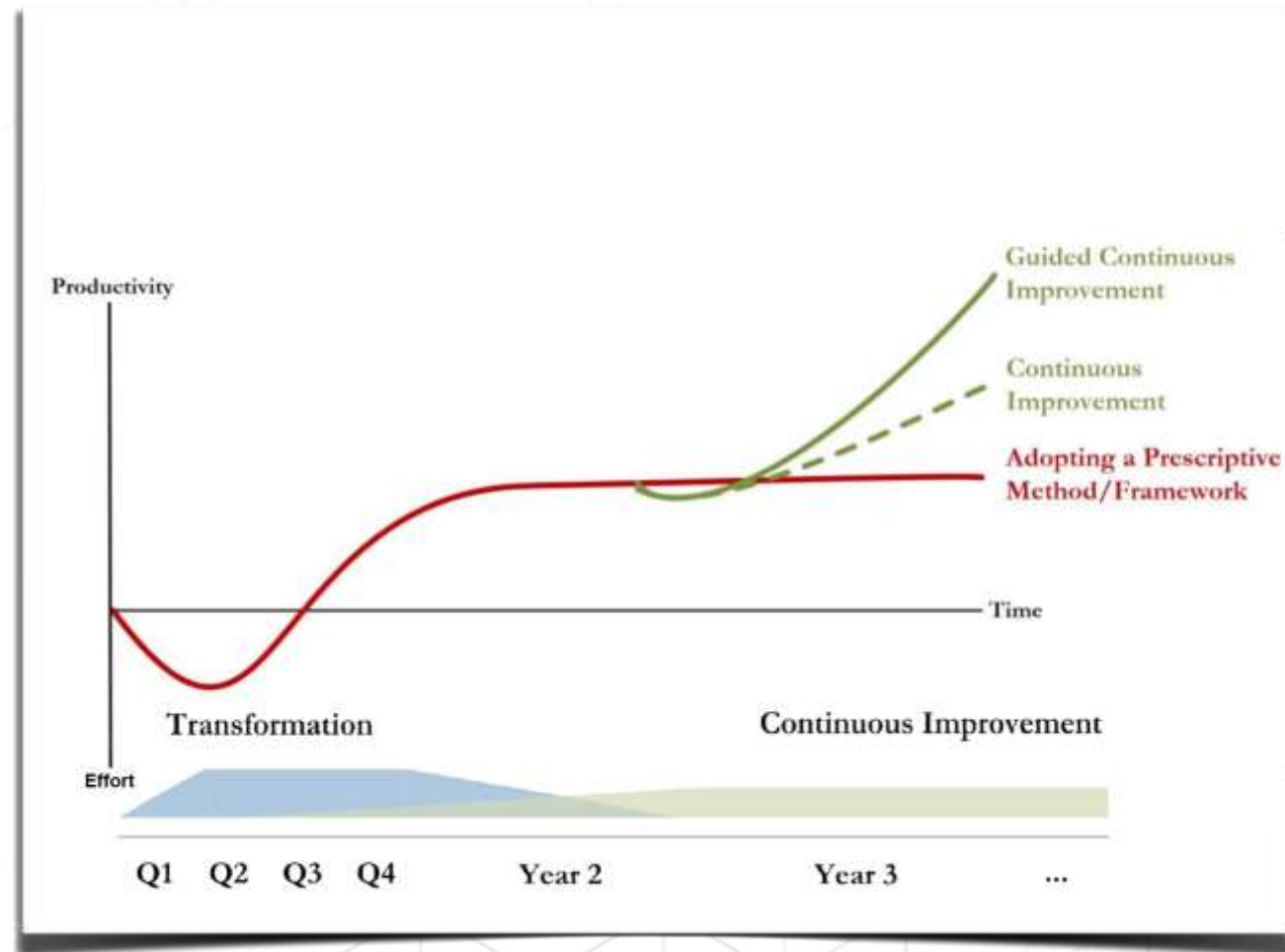


Disciplined
Agile Toolkit

Valuing a Culture of Relentless Improvement

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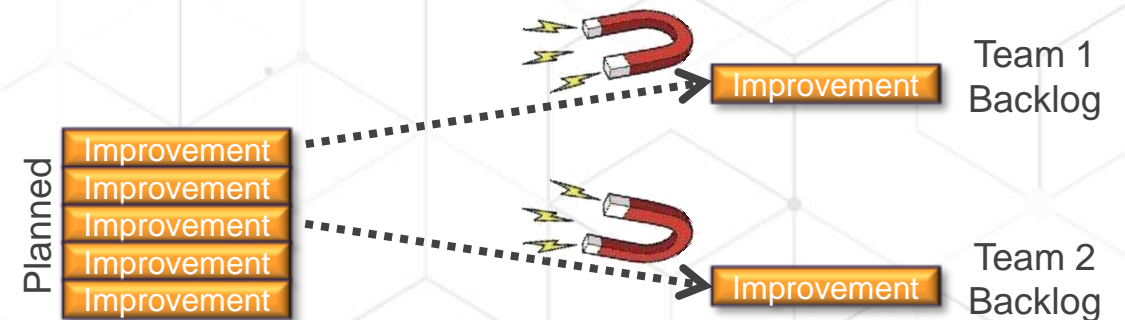
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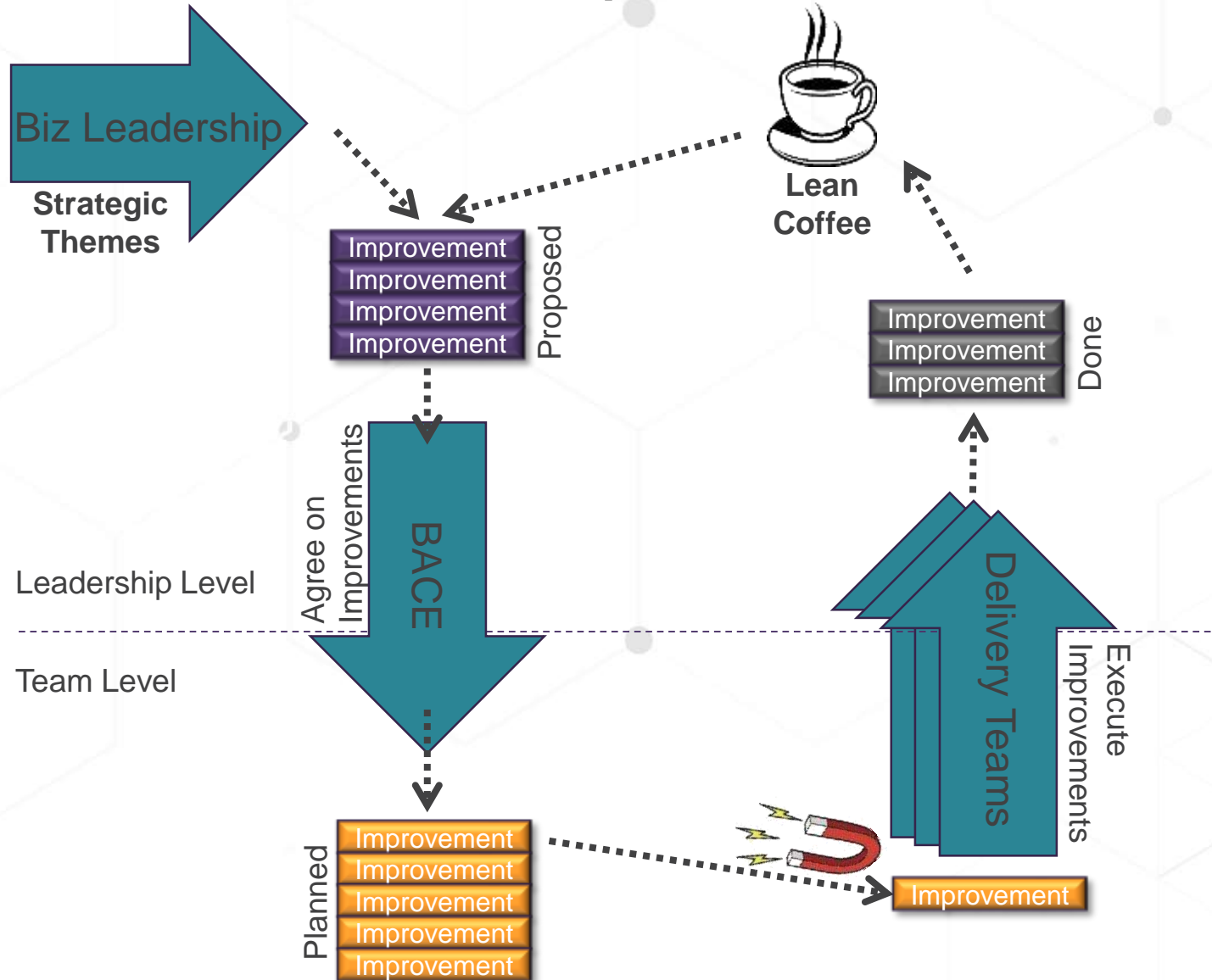
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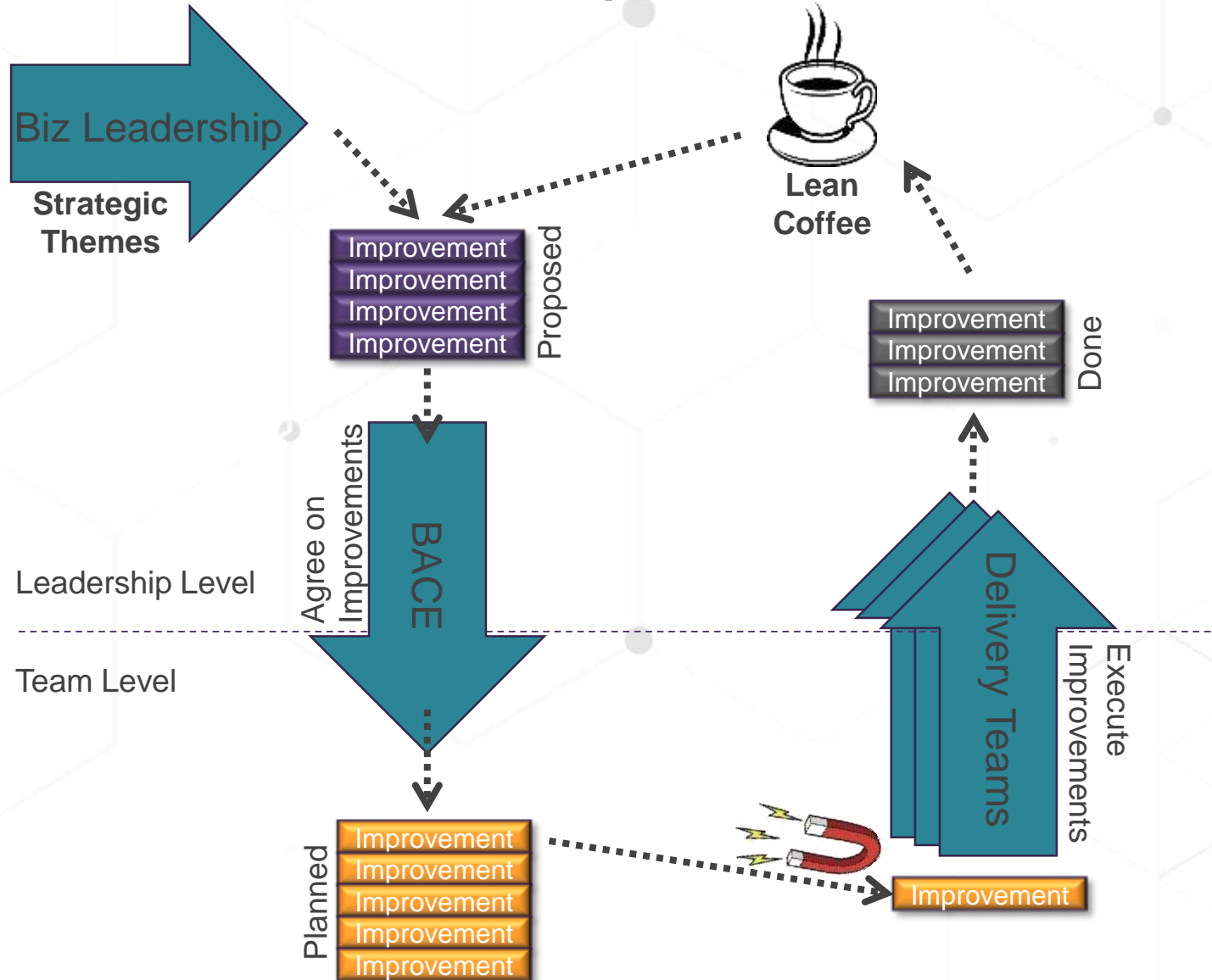
Relentless Improvement as Organizational Capability



Change Management through Relentless Improvement

- Did not start with clearly defined “Cultural Values for Relentless Improvement”
- Continuous improvement vs. transformation program
- Those impacted by the change, create the change
- Change is captured as “Improvements” on a backlog that has an owner and prioritize it continuously
- Create opportunities to discuss improvement of NWoW at various levels in organization:
 - Leadership level: Business Agility Centre of Excellence (BACE)
 - Team Level: Team planning, Retrospectives and Lean Coffee sessions

Relentless Improvement as Organizational Capability



Success through “Cultural Values for Relentless Improvement”

1. Learning from each other’s success
 - Conversations all over
 - Excitement about improvements
2. Continuous improvement of NWoW
 - Visible to all
3. Planning to improve
 - Improvements part of planning
 - Capacity to improve
4. Guided continuous improvement
 - People/Teams ask for Coaching
5. Pull improvement when capacity is available
 - No excuses anymore
 - Changed conversation from cannot to when

