Business Agility: A Roadmap for the Digital Enterprise

Jaco Viljoen
Principal Consultant
www.indigocube.co.za
jaco@indigocube.co.za

IndigoCube
International Certified Training, Consulting and Software Provider
Agenda

• What Is Business Agility?
• The Enterprise Improvement Challenge
• Five Business Ecosystems on the Road to Business Agility
• Using the Disciplined Agile Framework to Enable the Five Business Ecosystems
• Summary
What is Business Agility?

• The Disciplined Agile (DA) Framework is a foundation for business agility

• Strategic/competitive advantage that result from an adaptive, lean, responsive and learning organisation

• Requires true agility across the whole enterprise, not just IT

• True destination of organisational improvement efforts
The Enterprise Improvement Challenge

• Not talking to small businesses, but digital enterprises
• Pressure of Digital Transformation
• Many choices from seemingly conflicting communities, e.g.
  • Agile
  • Lean
  • DevOps
  • Design Thinking
  • Product Management
  • User Experience
  • Lean Startup / Lean UX
  • Complexity Systems/Theory
• Agile@Scale Frameworks
  • Difficult to apply in context or your enterprise
  • Too much guidance (i.e. too prescriptive) or sometimes not enough guidance
Five Business Ecosystems on the Road to Business Agility

• **Foundation**
  - **Maturity Models**: e.g. “Continuous Delivery: A Maturity Assessment Model” – Forrester, 2013
  - **Organizational Design**: Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage in Human Consciousness by Frederic Laloux (2014)
  - **Agile Fluency Model**: Diana Larsen and James Shore at [http://www.agilefluency.org/](http://www.agilefluency.org/)
  - **Others**

• **Understanding of Business Ecosystem**
  - Not same as culture...
  - Not another maturity model...
  - Five Business Agility Levels
  - Five distinct Business Ecosystems

©DisciplinedAgileConsortium  #DADay2018
- 5 Business Ecosystems (cultures)
- Levels of Business Agility
- Business Capabilities that must be developed (WIP)
• Flow: Concept to Cash
• Value
• Iteration – when some feedback is received
• When customer feedback is first received
• Effect on business agility
Using the Disciplined Agile Framework to Enable the Five Business Ecosystems

• DA Principles
  • Choice is Good
  • Context Counts

• Lego Blocks
  • Phases (Inception/Construction/Transition)
  • Delivery Lifecycles (Agile / Lean / ...)
  • Strategies (from Process Blades)

• NOTE: Work in Progress... (Any feedback or new ideas are welcome)
Low Business Agility

- **Continuous Exploration**
  - Schedule as-needed releases

- **Continuous Delivery**
  - Schedule continuous releases (release stream)
  - Continuous delivery cadence

- **Regular Delivery**
  - Schedule regular releases (release train)
  - Incremental delivery cadence
  - Release Windows

- **Hybrid Agile (Water-Scrum-Fall)**
  - Identify blackout periods
  - Identify release windows
  - Manage release dependencies
  - Communicate release schedule

- **Water-Fall**
  - Envision and Plan
  - Incrementally build a consumable solution
  - Release solution

High Business Agility

- **Business Capabilities**
  - Schedule as-needed releases
  - Continuous delivery cadence
  - Release Train
  - Incremental delivery cadence
  - Unique Project Releases

- **Levels of Business Agility (Ecosystems)**
  - Plan IT Release Schedule
  - Schedule Solution Release
  - Coordinate Release Schedule

- **Inception**
  - Regular
d  - Transition

- **Construction**
  - Continuous
  - Train

- **Transition**
  - Unique
  - Project

- **Unique Project Releases**
  - None
Summary

• The Disciplined Agile (DA) Framework is a foundation for business agility

• Introduced Five Levels of Business Agility via Business Ecosystems

• Using the Disciplined Agile Framework to Enable the Five Business Ecosystems

Thank you!