

UNDERSTANDING THE WHOLE

**WHY CHANGING THE SYSTEM OF
DELIVERY IS INSUFFICIENT**

DENNIS STEVENS



*What conditions need to change in your
organization to get true business agility?*



SYSTEMS DELIVER WHAT THEY ARE DESIGNED TO DELIVER

Aligning product development with customers is not enough

Business agility hard to sustain because the common delivery structures often operate in isolation of the all the organizational concerns and needs.

WHY “TRUST THE TEAMS” IS BAD ADVICE

The other concerns are important too

There are valid concerns across all aspects of the organization that teams will not be able to address

Product aligned teams can not directly address or change organization conditions

We can't ignore those organizational concerns just to make product development move faster

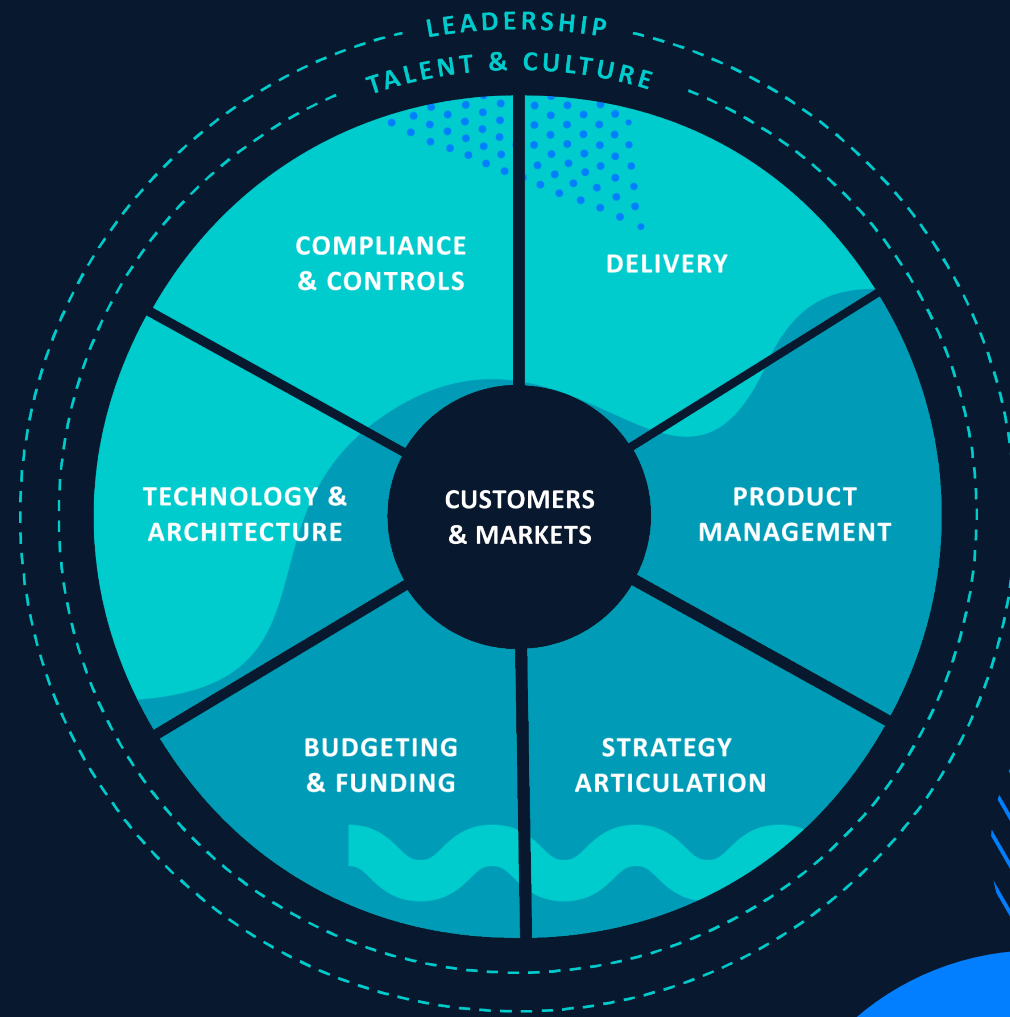
ALIGNING ORGANIZATIONAL CONCERNS TO DRIVE BUSINESS AGILITY

Understanding all the organizational concerns and the conditions needed to remediate the concerns is the first step for an organization to drive towards business agility.

Then we have to transverse the inference ladder on the beliefs around the methods of the current system—to rebuild them in a system that supports agility while responsibly maintaining their concerns.

**A tool to understand
organizations concerns
and how established the
conditions**

The Wheel allows and
organization to catalog and
classify common concerns and
remediation conditions

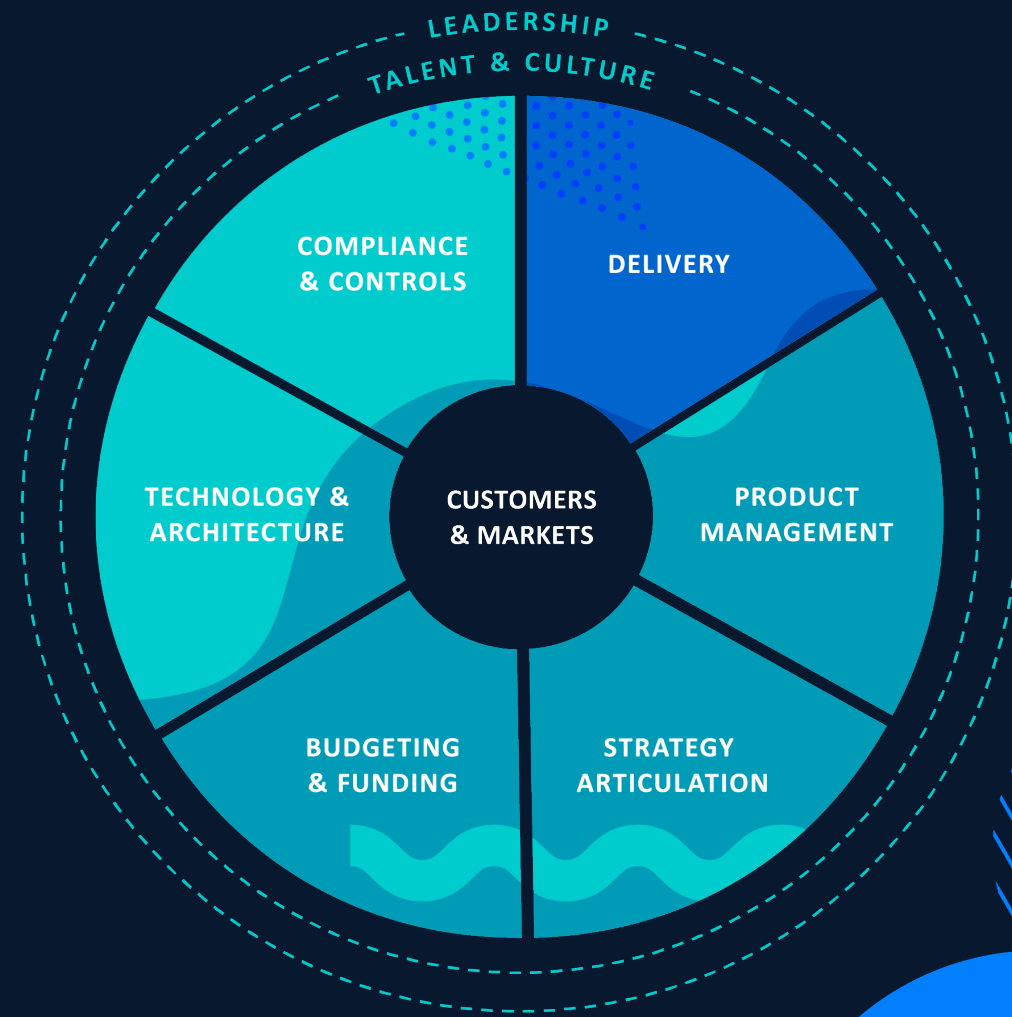


Delivery

Concern: Are we producing an optimal amount of work?

Mismatch: Project oriented efforts to keep people busy and preserve their budget

Shift: From Inside Out to Outside In

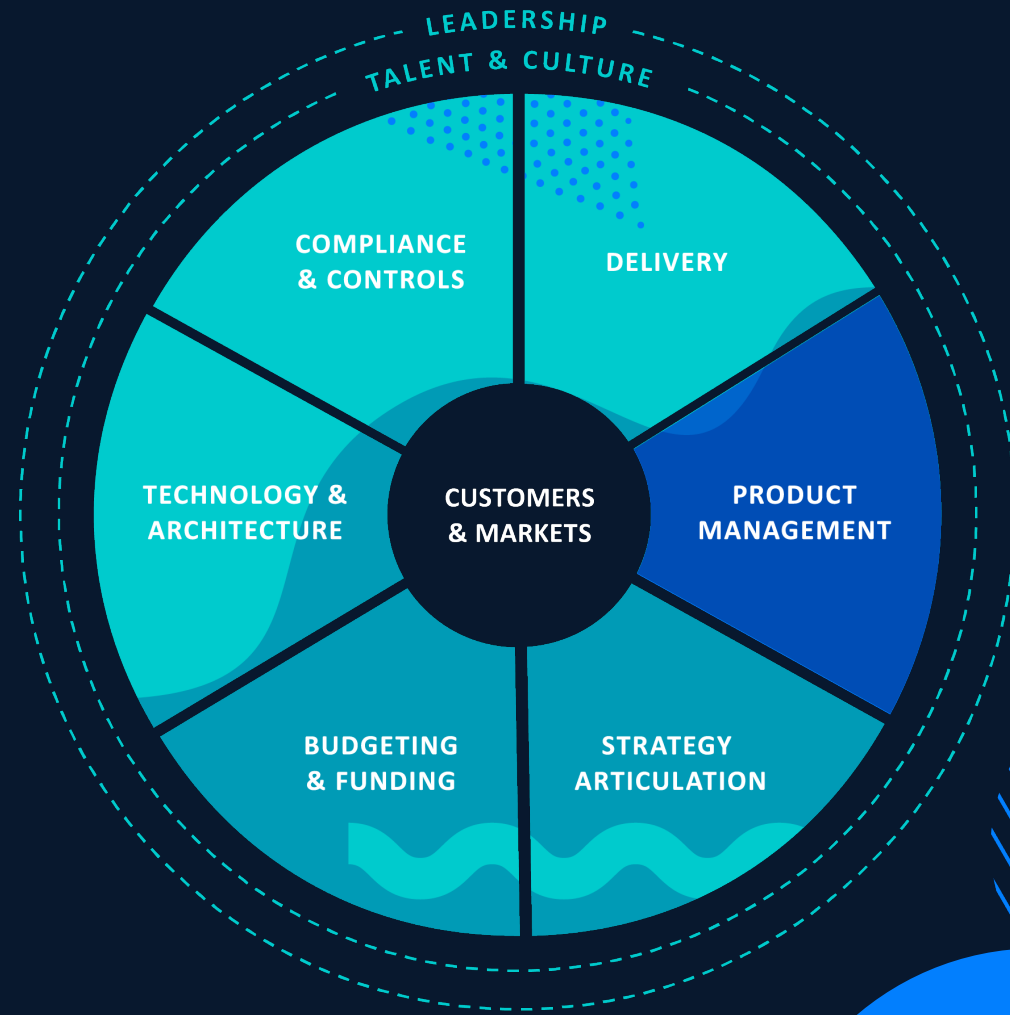


Product Management

Concern: Are we solving the right customer problems?

Mismatch: Command by directive and order taking

Shift: Command by directive to command by intent

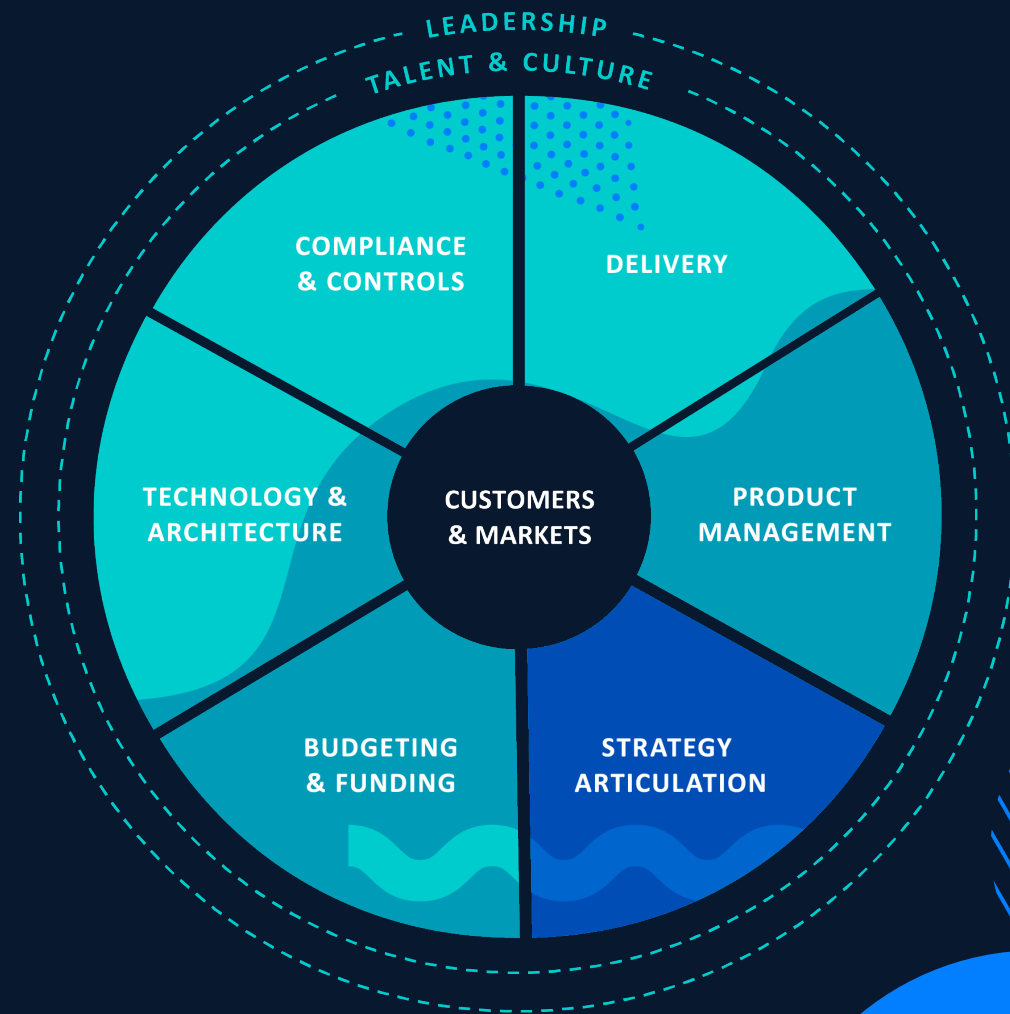


Strategy Articulation

Concern: Do we have a clear understanding of our priorities around which problems, customers, and markets we need to compete within?

Mismatch: Can't connect strategy and execution in an actionable way so agility doesn't ensue

Shift: From lack of strategy alignment to Strategic Articulation structures

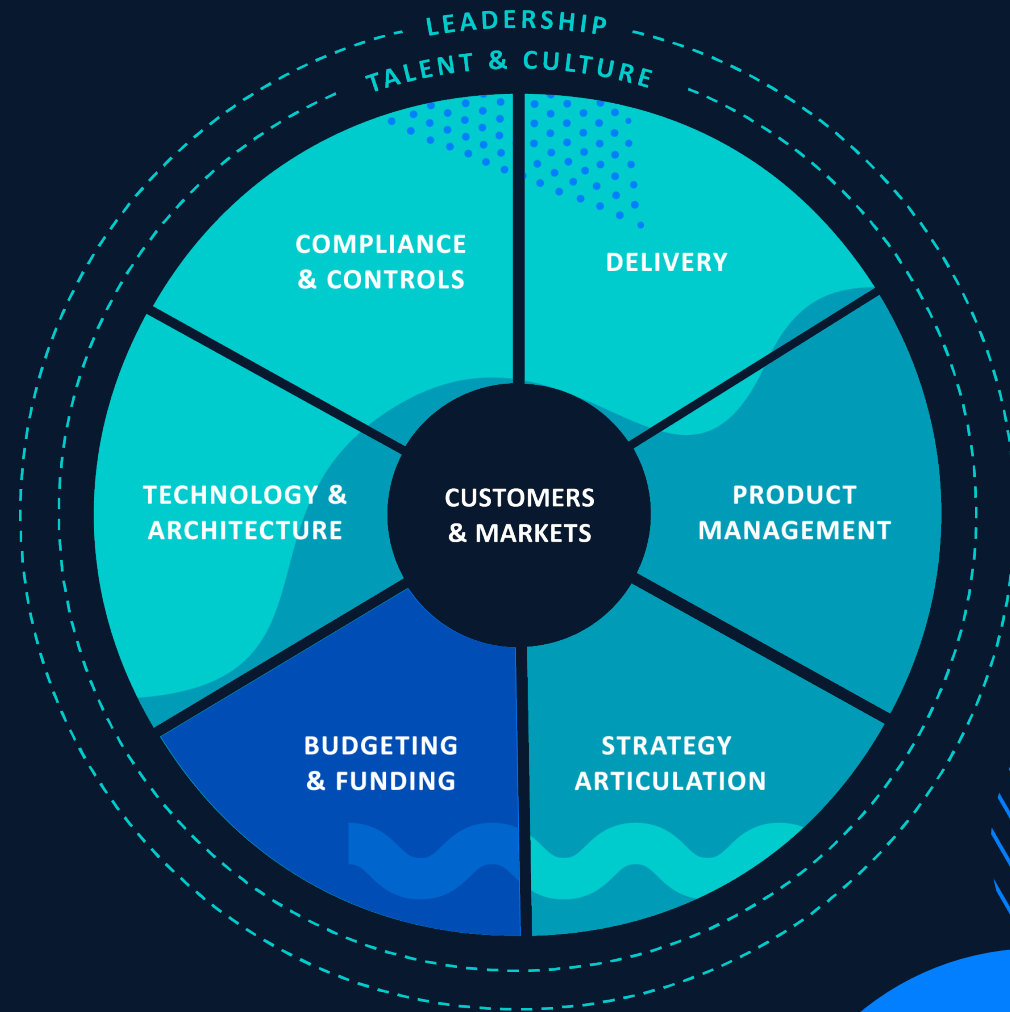


Budgeting and Funding

Concern: Are we profitable and meeting the expectations of regulators and shareholders?

Mismatch: Project-led funding resulting in local optimization

Shift: From Projects to Products organization funding

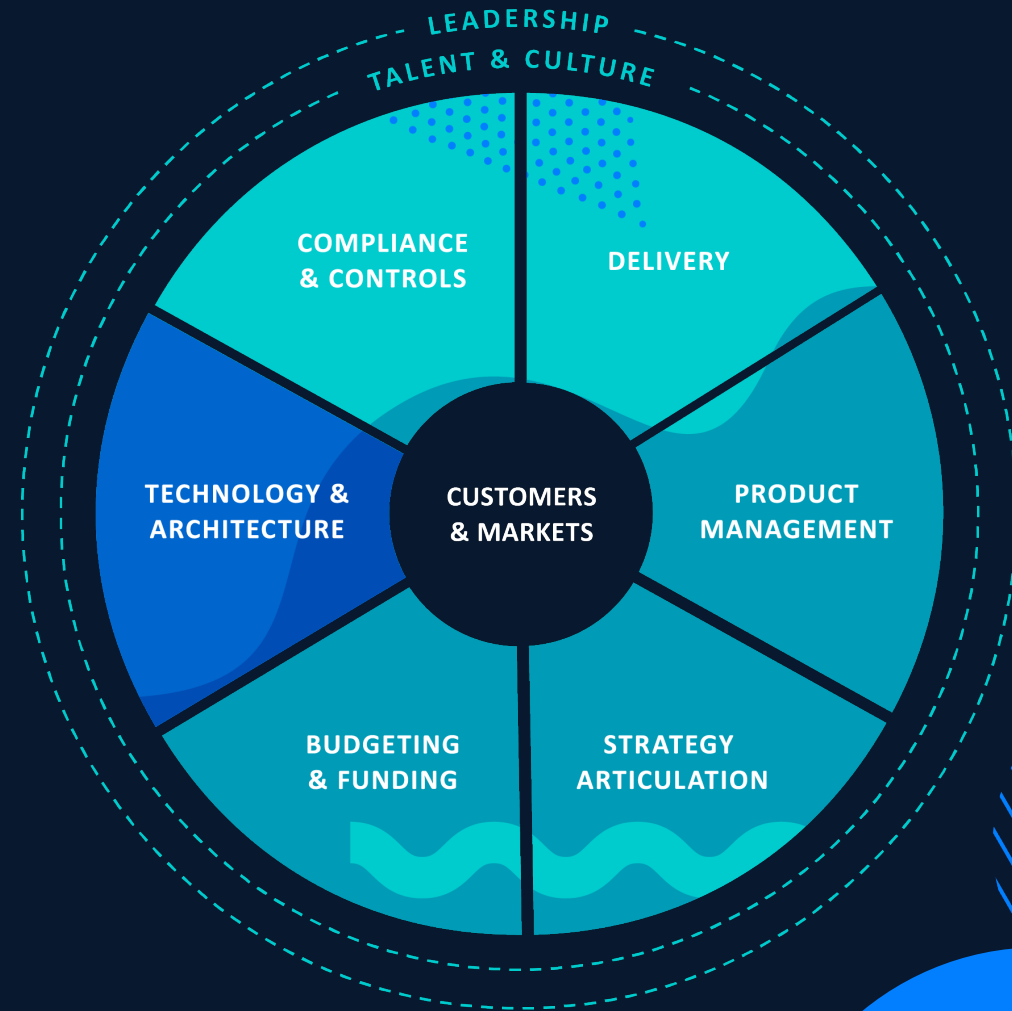


Technology and Architecture

Concern: Is the offering we provide customers secure, scalable, and reliable?

Mismatch: Impossible to quickly deploy to customers secure, scalable, and reliable product at market speed

Shift: Product and technology encapsulation leveraging modern practices

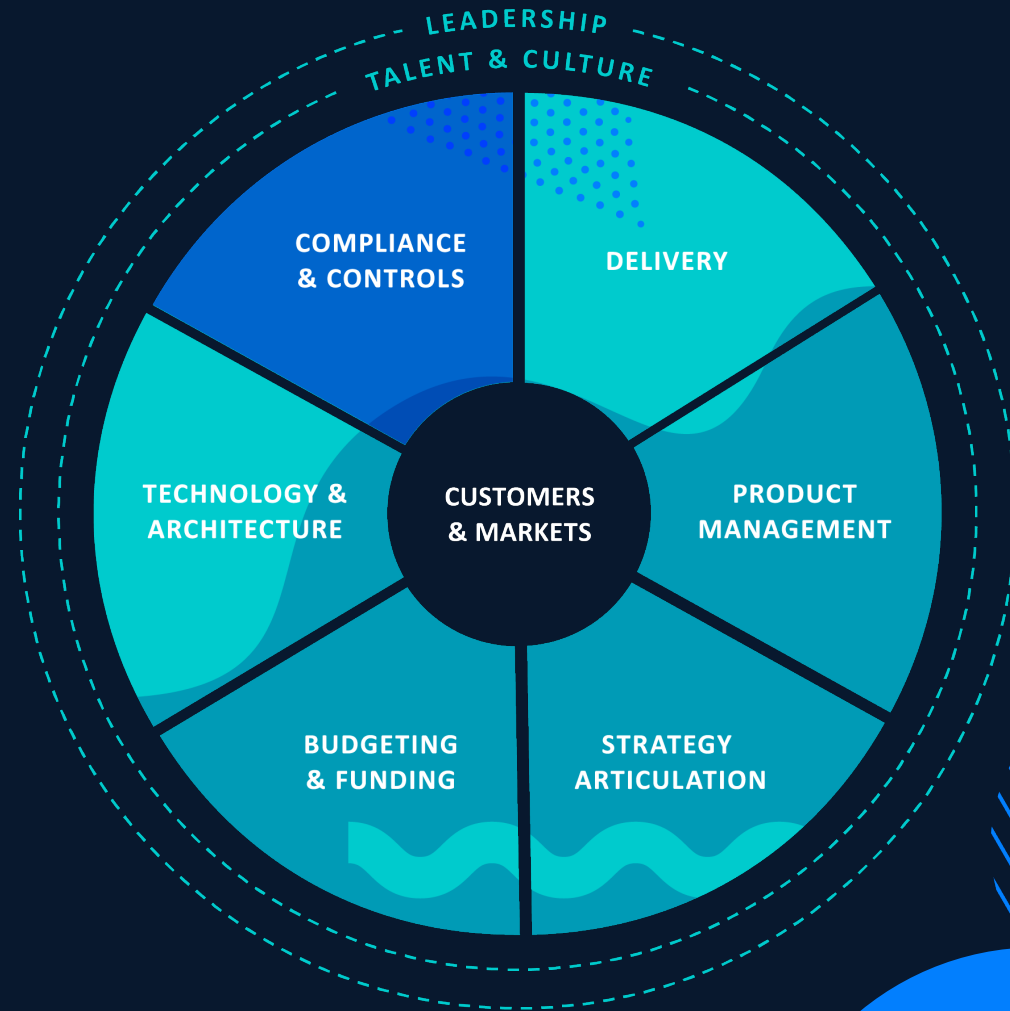


Compliance and Controls

Concern: Are we operating our business responsibly within regulatory requirements?

Mismatch: Too many audit control gates that slow down the delivery of customer value

Shift: Incorporating compliance and controls in the delivery model

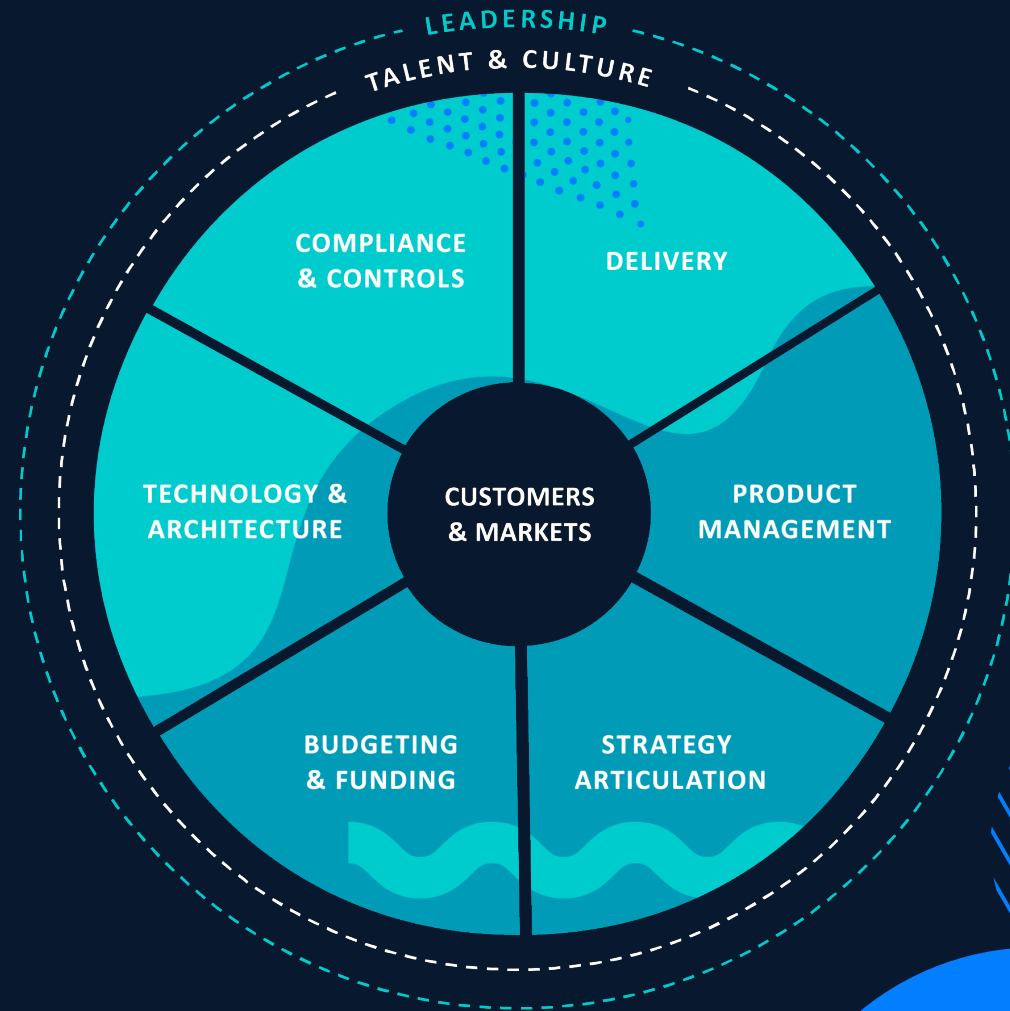


Leadership

Concern: What do we need to do to best support our organization?

Mismatch: Leaders working within the system of delivery rather than building a trusted system they can delegate into

Shift: Leaders focused on building a trusted system



Talent and Culture

Concern: Do we have the correct culture to help our employees be the best they can be?

Mismatch: Disconnected learning programs for the delivery model

Shift: Transformation offices that are responsible for structures, governance, metrics, and continuous improvement



Achieving business agility is not simply a technology effort – all of the organizational concerns must be considered and adapted – creating the organizational conditions to achieve capabilities while responsibly maintaining the ongoing organizational concerns



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