



# Confidence, Competence and Competitive Advantage: The elements of Business Agility

**25** years  
1994 - 2019

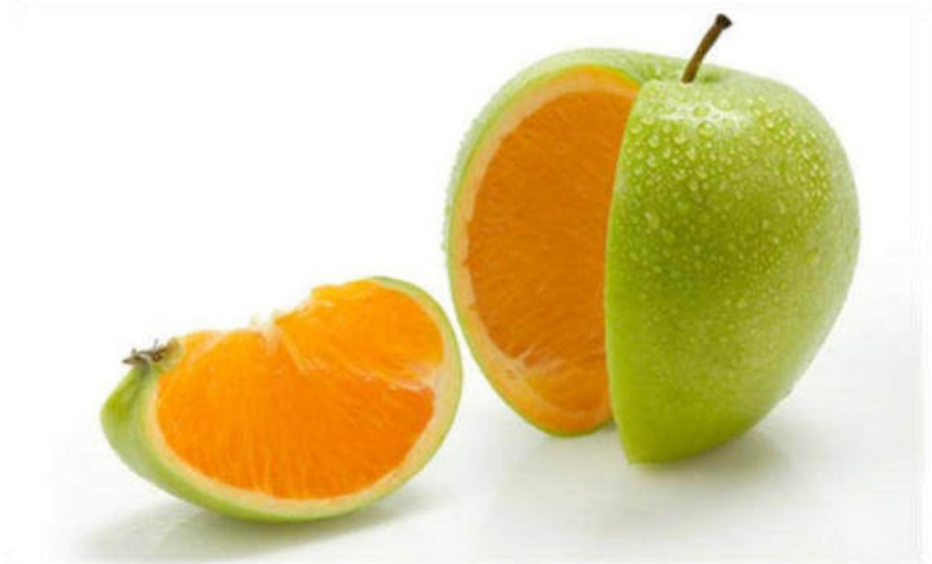


John Mark Williams  
4<sup>th</sup> June 2019

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## Contents

- Why Business Agility..?
- What is Business Agility..?
- Some examples
- Business Agility simplified



## Who we are...



The professional body for Business Agility

## What that means...

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### **Business Agility Insights**

Research & intelligence

### **Business Agility Solutions**

Products & services

### **Business Agility Community**

Members & partners

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## Some things we do...

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Generation  
Agile



## How we add value...

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- **Why Business Agility...?**
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## Volatility

Let go, or be dragged



## Uncertainty

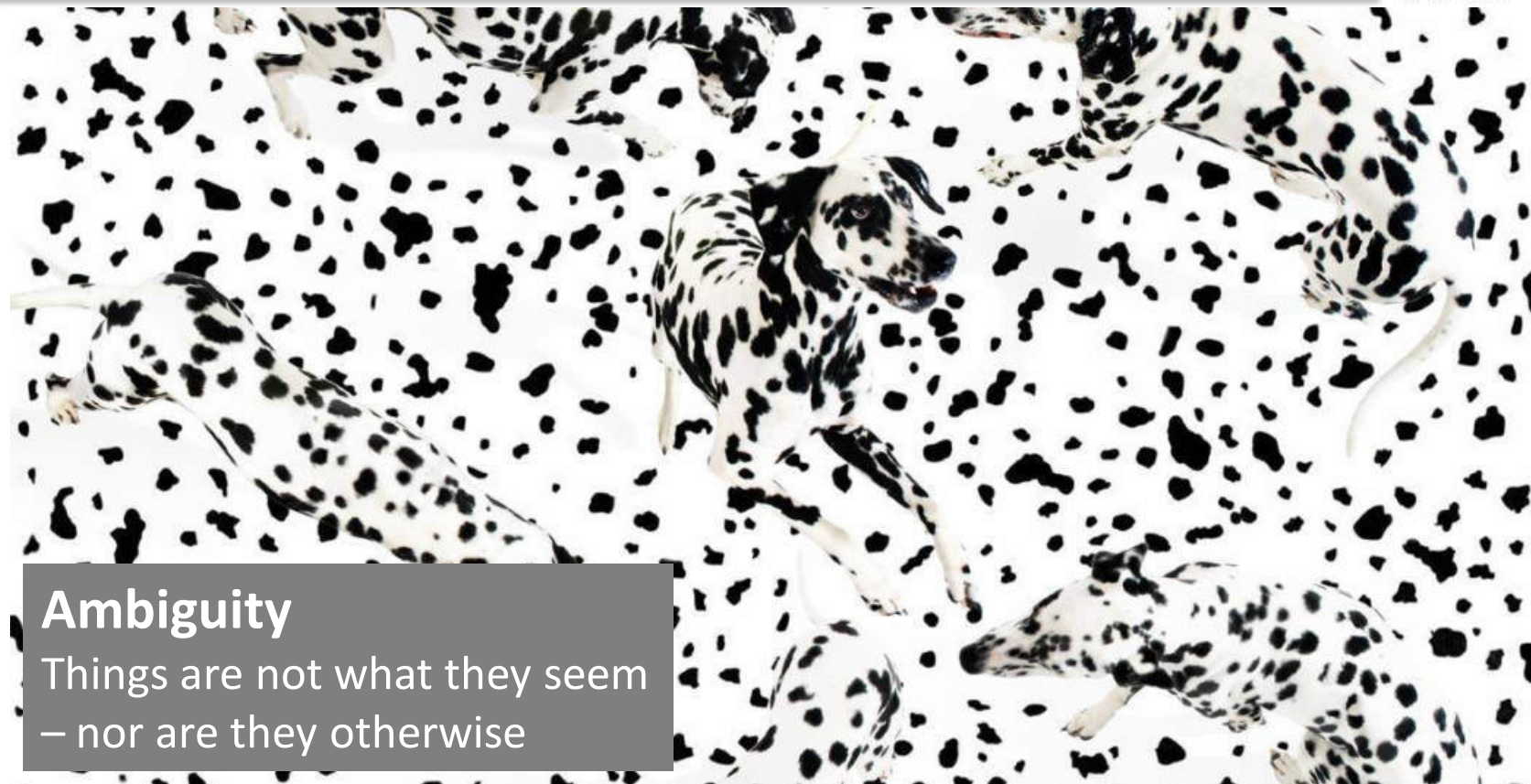
The map is not the territory



## Complexity

When you come to a fork in  
the road – take it





## Ambiguity

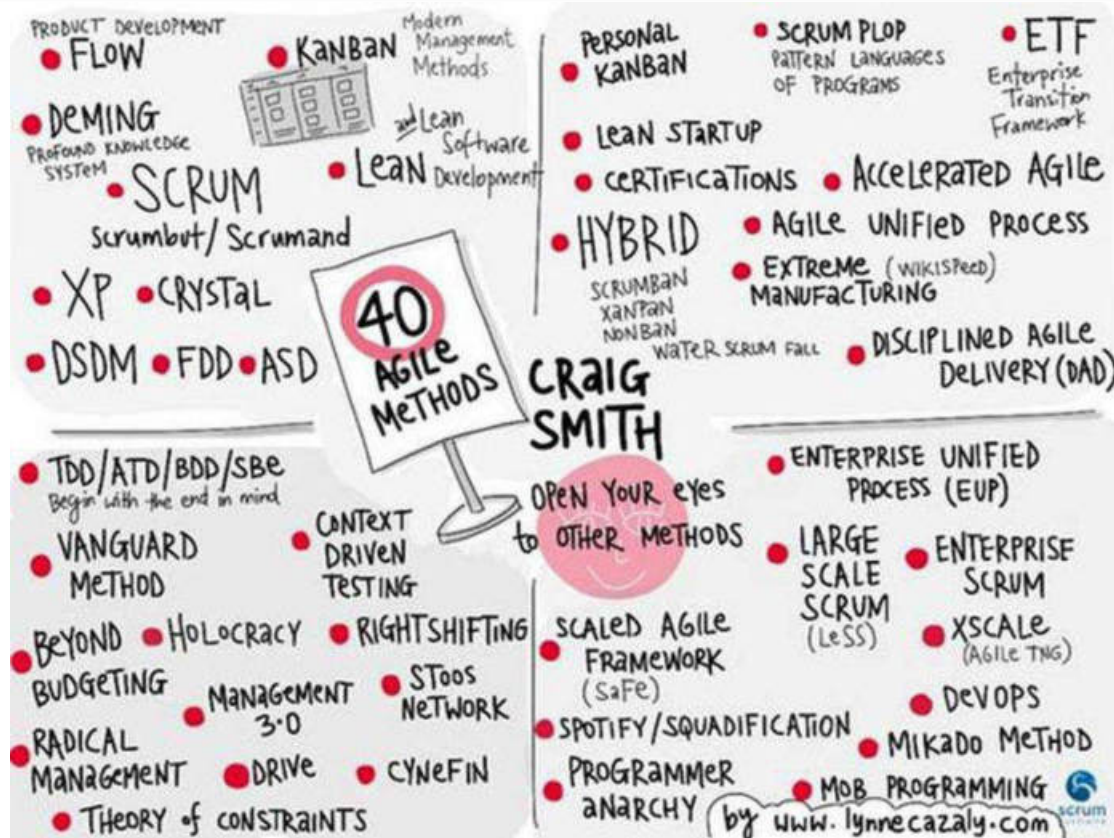
Things are not what they seem  
– nor are they otherwise

- **What *IS* Business Agility...?**
-

Not this...

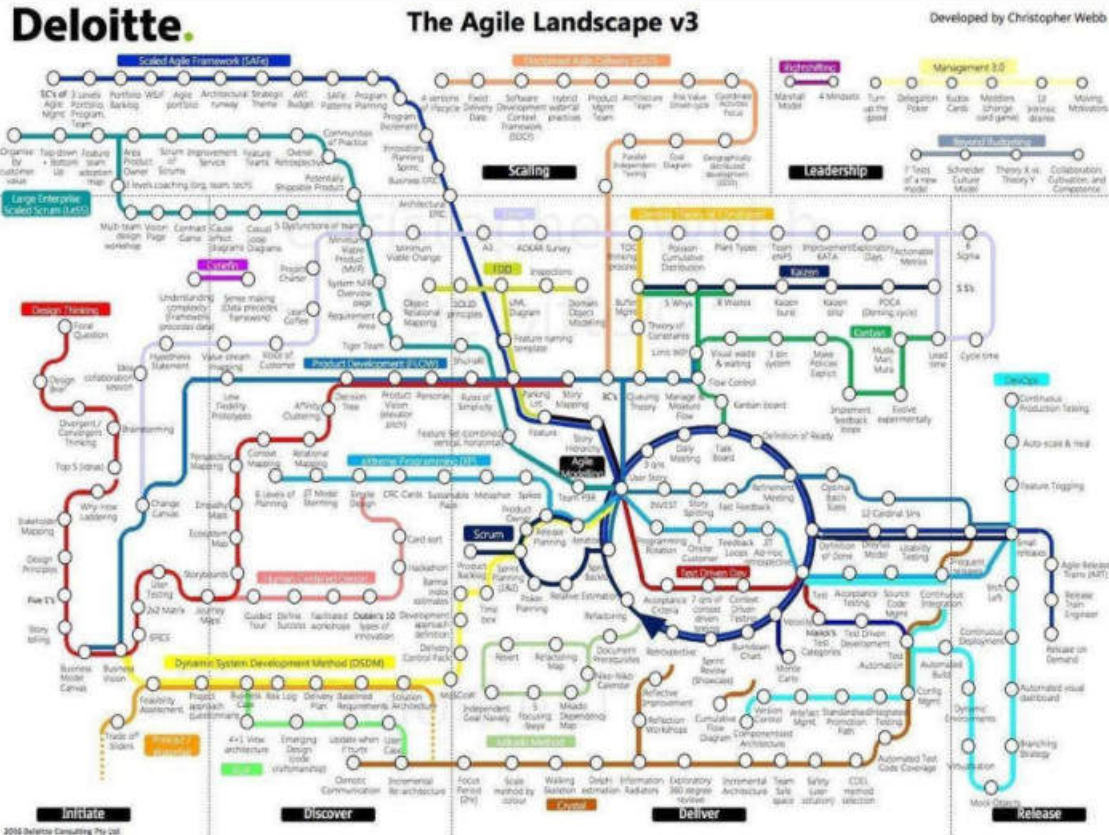


# And not this...





# Certainly not this...





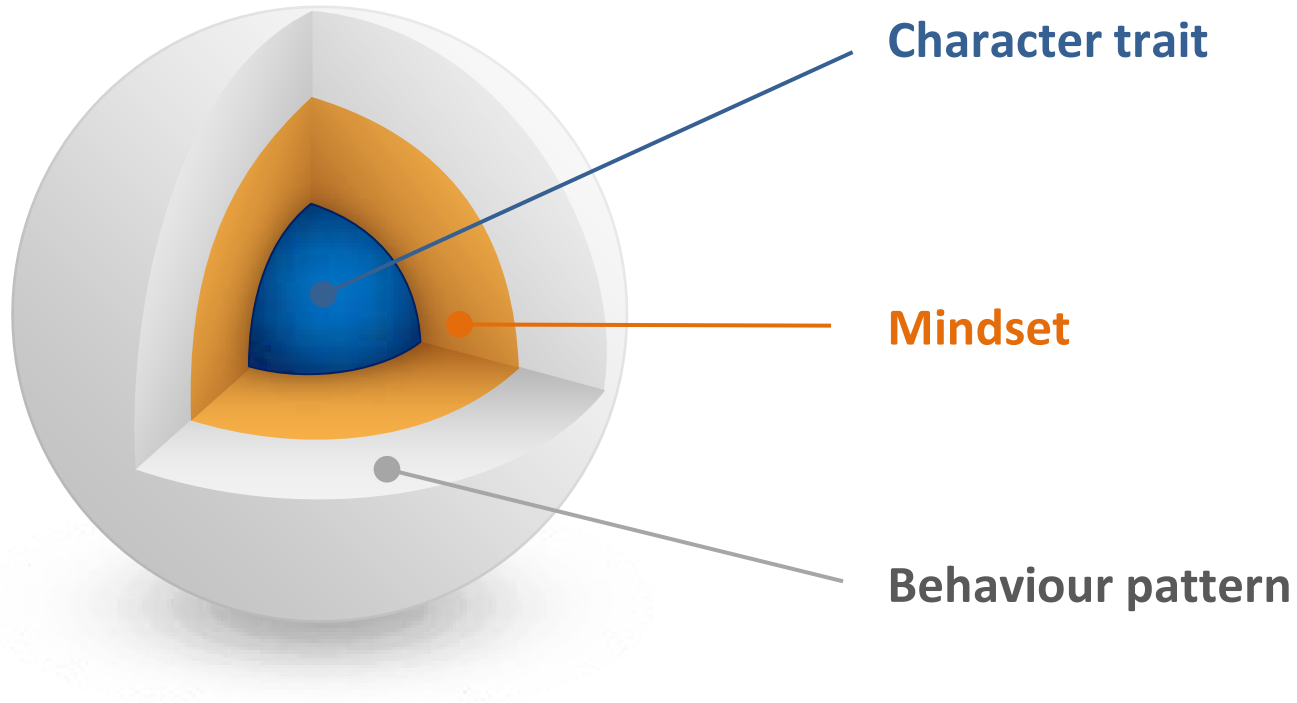
# The Framework for Business Agility – Agile Business Consortium...



- Analogies can be useful...
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- Most important programme on a computer
- Runs other programs and applications
- Choice of operating system determines the applications you can run
- If you choose a non-agile operating system, applications demanding agility will not run...

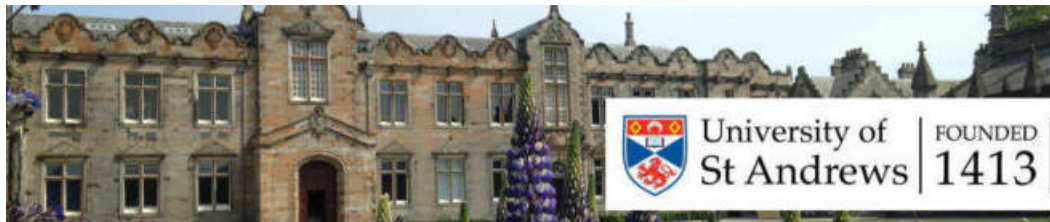




- **Some examples...**
-

# Curriculum View (C-View) – an existing university project...

- Existing project
- Non-agile environment
- Switch to internal resources
- Buy-in of disillusioned senior management
  
- Fully focused on business need
- Frequent refining and MoSCoW prioritisation



## Case Study: University of St Andrews



### Using the DSDM Agile Project Framework in the Curriculum-View (C-View) Project

The DSDM Agile Project Framework was introduced into an efficiency change programme already running in a non-Agile environment at the University of St Andrews, Scotland, in 2016. The introduction came with a switch from external consultants to internal personnel, all of which was a radical departure for the organisation.

This case study examines one of the largest (and ongoing) projects within the change programme, an IT-based undertaking to optimise the access, visibility and management of curriculum data and therefore the student journey through the university.

Challenges included the introduction of Agile to an already existing project and the buy-in of senior management funded off by the pre-Agile deliverables. Added to this was also the availability of adequate developer resources.

#### The project

C-View is one of nine technological projects in the university's change programme. It has the widest scope of the nine and, since late 2016, has been delivered wholly by in-house staff.

It has five main areas, each with specific objectives and deliverables:

1. A new, user-friendly database of agreements with other universities (e.g. agreements that enable St Andrews students to study for a year or semester at these universities), searchable by current and prospective students.
2. A switch from manual to electronic management of curriculum changes.
3. Enhancement of the publication process for several key curriculum publications.
4. A centralised system for external examiner retrieval, renewal and reporting.

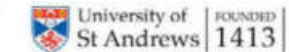
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5. Enhancement of the academic monitoring process, for internal quality monitoring and statutory reporting.

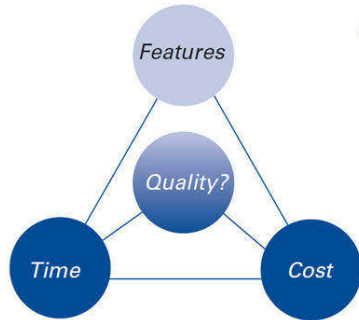
#### The use of the DSDM Agile Project Framework

The business case and requirements for these five areas were established in the pre-Agile phase, so no new high-level documentation was produced when Agile was introduced, though they were refined in accordance with Agile principles. From thereon, though, the DSDM framework was followed as closely as reasonably possible, based on a project analysis conducted using the Appendix 5 questionnaire in the Agile Project Management Handbook version 1.2.

Therefore, the project is fully focused on business needs, with frequent refining of requirements and prioritisation, all concentrated on what matters to the business.

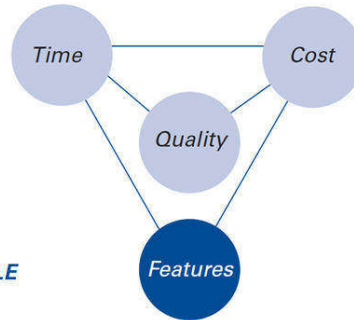


# The Combat Identification Server (CIS) – Agile Project Management...



Traditional approach

FIXED



DSDM approach

VARIABLE

DSDM inverts the normal project management paradigm

"Showing the position of friendly forces on the ground to aircraft in the air"

**GENERAL DYNAMICS**

- Governance
- Communication
- Risk management
- Mentoring & coaching
- Teamwork

**DSDM Case Study**

Improving Outcomes through Agile Project Management

General Dynamics  
United Kingdom Limited

DE & S  
Defence Equipment & Support

DSGM  
CONSORTIUM  
www.dsdm.org

- Starting with 'Why?'
- Cross-functional teams
- Learning from the community
- Communication
- Collaboration
  
- 'The other side of the wall'
- 'Religious methodology'

"Everyone works in silos"

"There's no communication within teams"

"We have too many objectives"

"Lack of trust to let people do their jobs"

"There's no collaboration across teams"

"We have conflicting objectives"



**'Agile fails to deliver when people understand what they need to do but don't understand why'**  
- Amanda Colpoys



# Santander Breakthrough – this is not banking...



- Research showed 3 gaps:  
Funding, support, understanding
- Change bank to reflect SME customers
- Re-think the People elements:  
Behaviour – training – recruitment
- Become the infrastructure for Growth
- Create a new business model

This is not banking –  
this is business growth

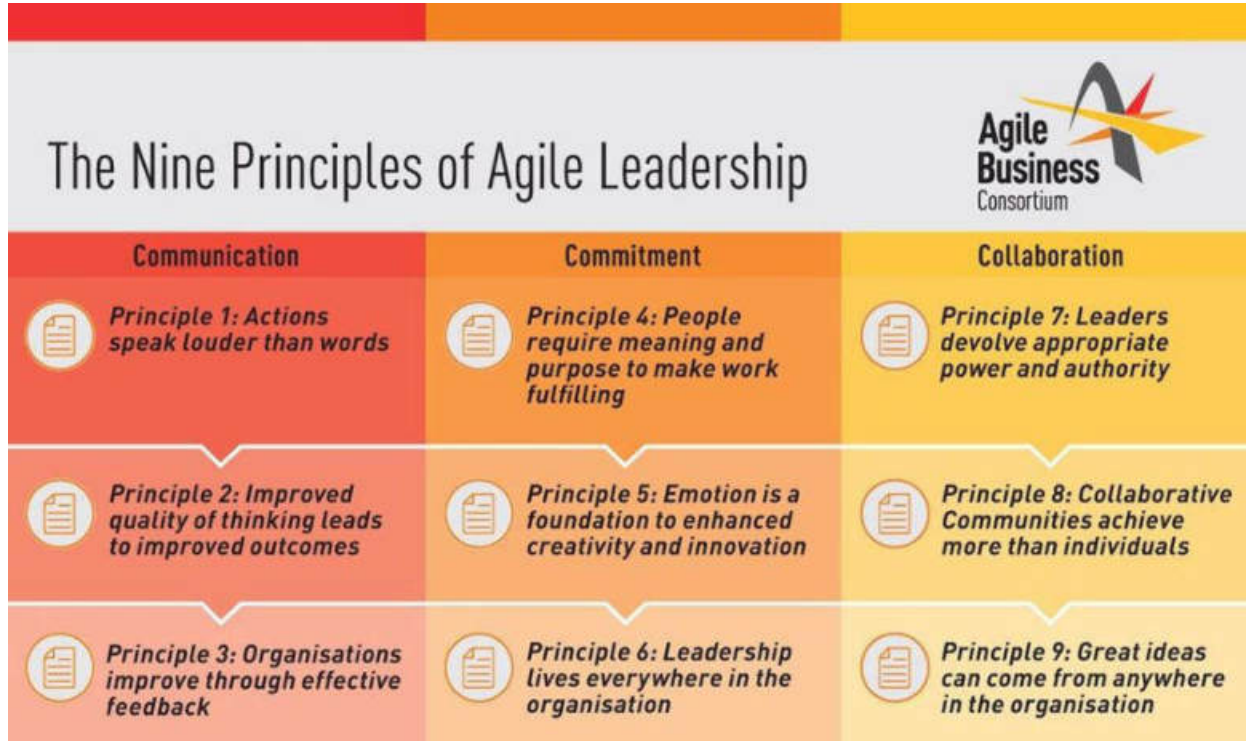
- **Simplify...**
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1. **The Law of the Customer**
2. **The Law of the Small Team**
3. **The Law of the Network**



The future of Agile lies ultimately in implementing the third principle:  
the whole organization operating as an interactive network

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**Waste no more time  
arguing what  
an agile business is.**

**Be one.**

Marcus Aurelius  
121AD - 180AD  
(translation may not be exact...)





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