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Agility
The Scientific definition of
how to be(come) Agile

Luca Minudel

Some one, a team or an organization
do better than
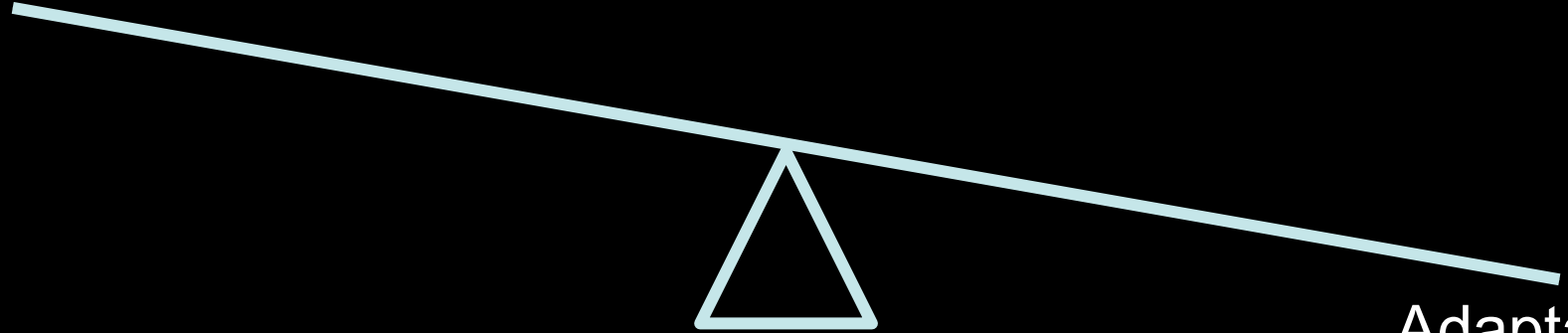another one with more knowledge & experience of Lean-Agile

Why?

How can the
other catch-up?

Intuitive understanding

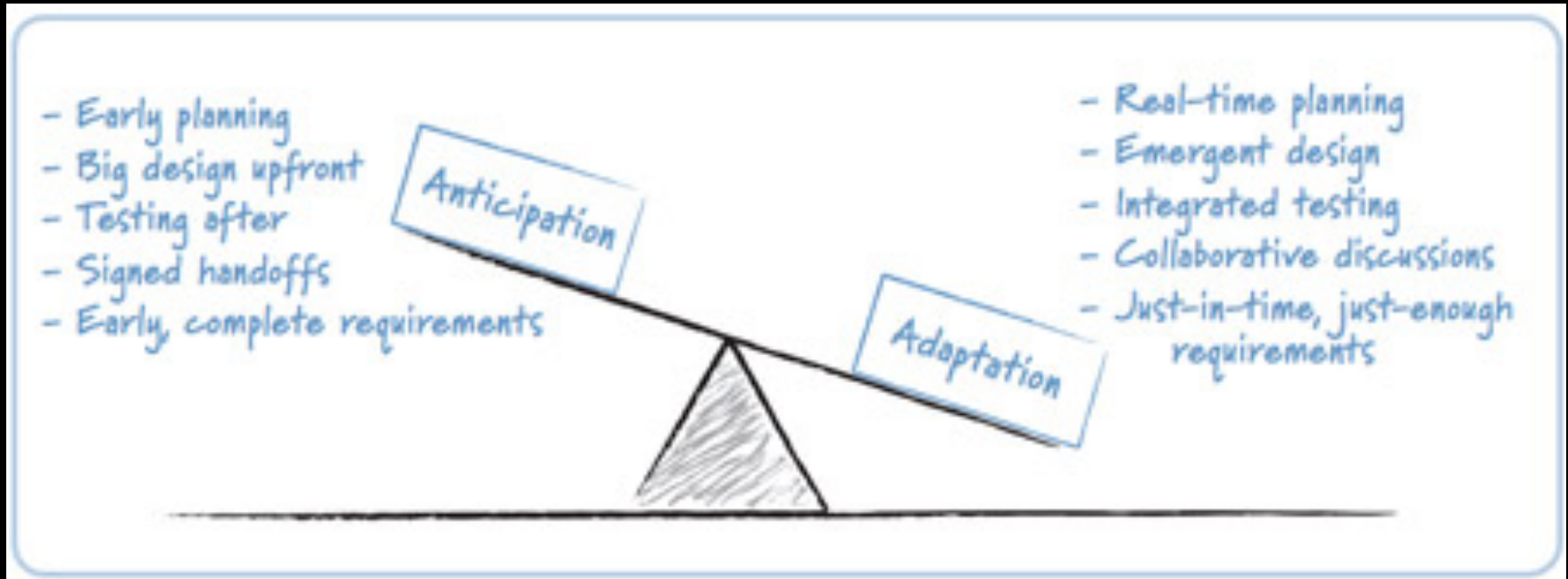# Anticipation ÷ Adaptation

Anticipation

Adaptation

Curiosity
Confidence
Safety

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Anticipation ÷ Adaptation

Anticipation ÷ Adaptation

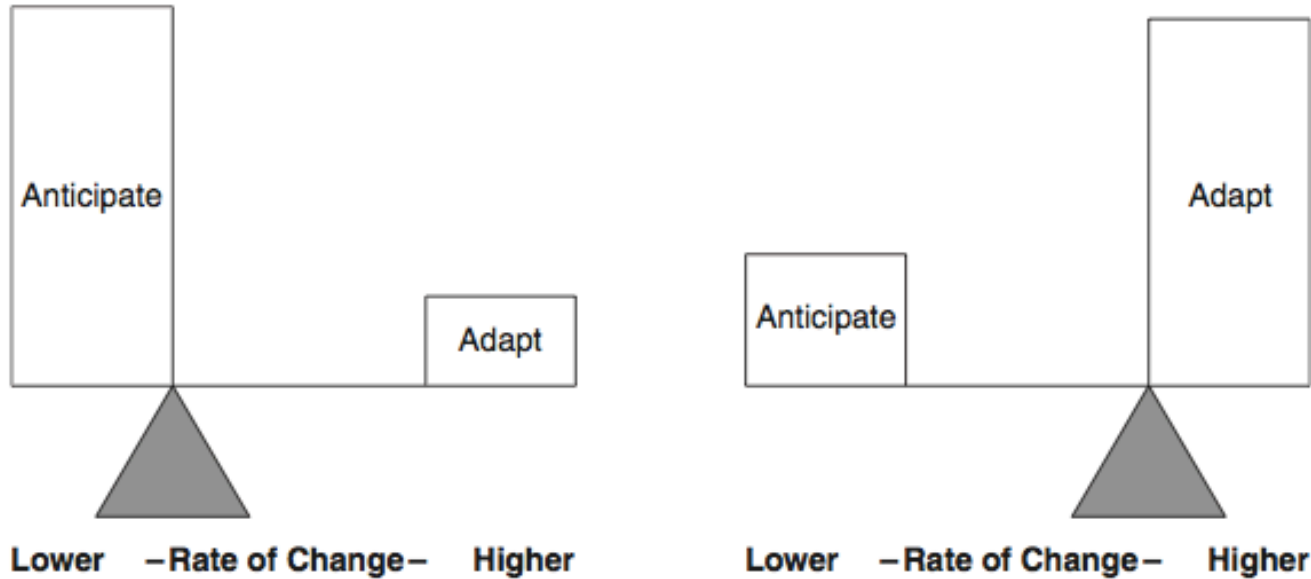**Figure 2.1** Balancing Anticipation and Adaptation

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Anticipation ÷ Adaptation

100%

Known

Anticipation ÷ Adaptation

? %   100%

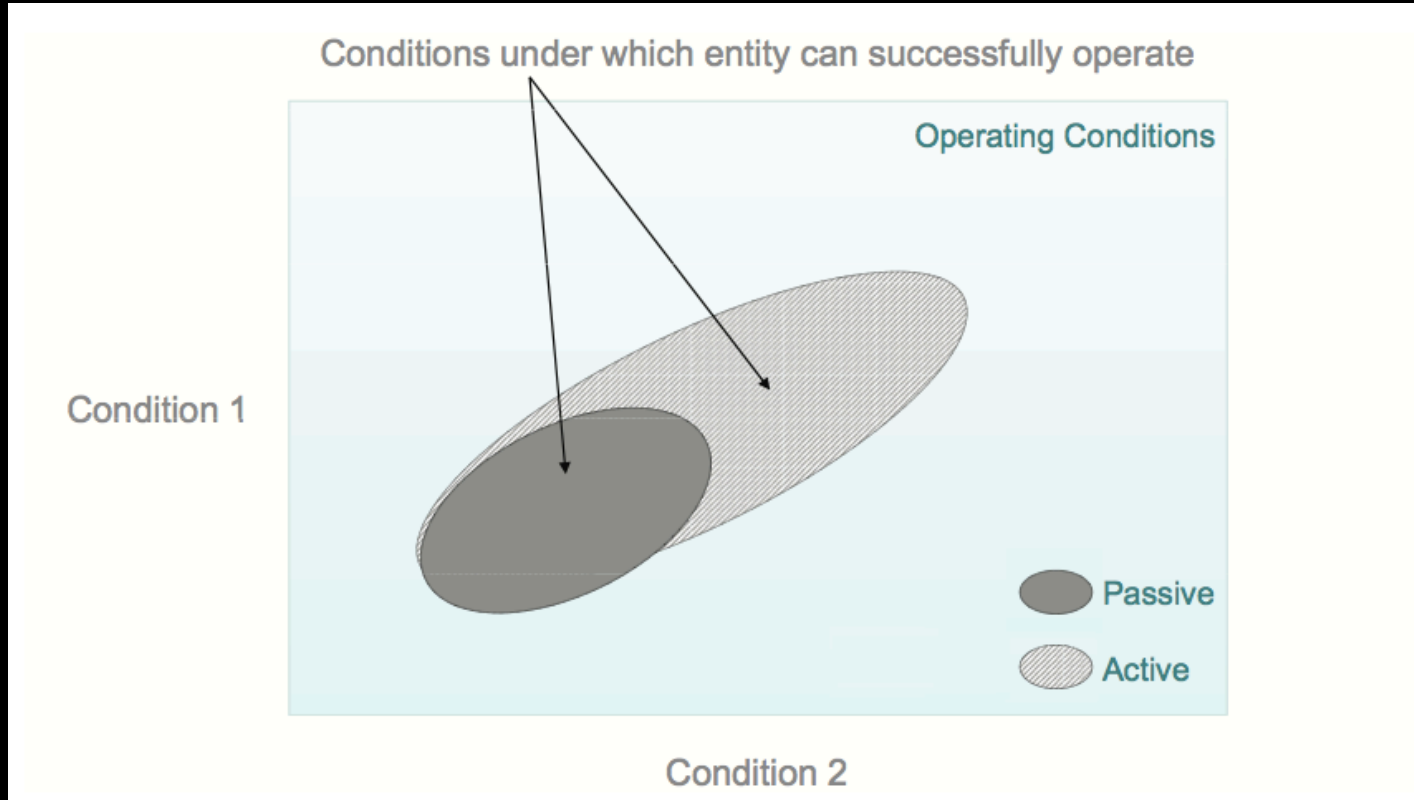| Known | Unknown Uncertain | Change |

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A Scientific Definition of Agility

Agility is a new way of thinking about and preparing for the unanticipated.

Is the capability to successfully effect, cope with, and exploit changes in circumstances.
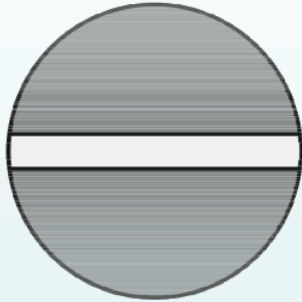
A Scientific Definition of Agility

Enhancing Agility Characteristics

✧ <u>Versatility</u> (passive)

allow an entity to continue to operate effectively as is,

despite changes in circumstances or conditions

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Enhancing Agility Characteristics

✧ <u>Versatility</u> (passive)

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✧ <u>Versatility</u> (passive)

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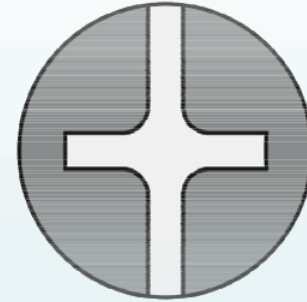
Enhancing Agility Characteristics

✧ <u>Flexibility</u> (passive)

The ability to try and employ

multiple ways to succeed,

when the preferred response does not work,

and the capacity to move seamlessly between them;

learning more than one way to do things

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Enhancing Agility Characteristics

✧ Resilience (passive + active)

the ability to recover from or adjust to misfortune, damage, or a destabilizing perturbation in the environment;

with the ability to repair, replace, patch, or otherwise reconstitute lost capability or performance,

at least in part and over time

Enhancing Agility Characteristics

✧ Adaptability (active)

the ability to change work processes and the ability to change the organization;

the ability to recognize changes in the environment and in shifting priorities and rapid change,
identify the critical elements of the new situation
and trigger changes accordingly

Enhancing Agility Characteristics

✧ Responsiveness (active)

the ability to react to a change in the environment
in a timely manner;

it involves speed and also the consideration of when would be the
appropriate time to act

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Enhancing Agility Characteristics

✧ Innovativeness (active)

the ability to do new things and the ability to do old things in new ways,

accomplish something—a discovery or invention when there is no known adequate response for the situation

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How to be(come) Agile then?

✧ Enhance characteristics that enable Agility

✧ Reduce or remove inhibitors of Agility

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Reducing & removing inhibitors of Agility

✧ Restrictions on access to information

Reducing & removing inhibitors of Agility

✧ Confidence that the best approach in already known & always knowable

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Reducing & removing inhibitors of Agility

- ✧ Intolerance to risks & uncertainties
- ✧ Fear of failure and disincentives
- ✧ Passive reliance on approved planning, models, methods
- ✧ Optimized process and investment with lack of basic research and experimentation & exploration

- ✧ Resistance to change

Reducing & removing inhibitors of Agility

✧ Lack of diversity

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Reducing & removing inhibitors of Agility

✧ Lack of proper education and training

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What's next

✧ Where, when, how much Agility do you need?

✧ What inhibitors of Agility can you reduce and remove?

✧ What characteristics of Agility can you enhance?

Where Agility is beneficial ?

✧ The environment is <u>highly connected with frequent interactions</u> that cause a <u>diminished capacity to predict</u>

Where Agility is beneficial ?

✧ A certain level of <u>shared understanding</u> is needed to succeed in important endeavors because the <u>high level of interdependency</u>

Contexts where Agility lead to better performances

✧ There exists rare, <u>very low probability events</u> that can occurs and bring great opportunities or risks, together <u>with huge consequences</u>
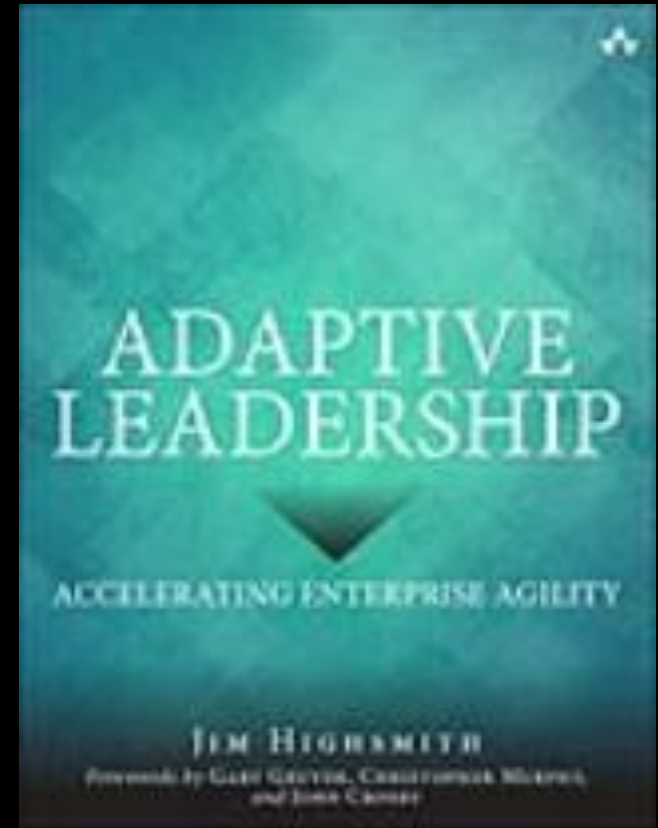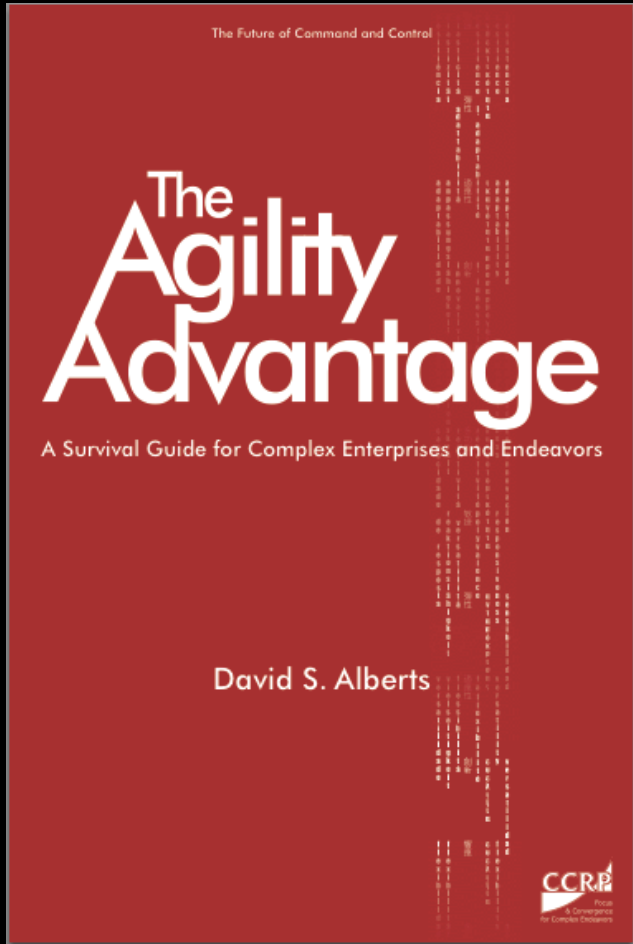
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Where Agility is beneficial ?

✧ There is a condition of <u>time pressure</u> because <u>the amount of information</u> and information processing required exceed the available time

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Where Agility is beneficial ?

✧ The nature and <u>extent of the uncertainty</u> associated with a situation <u>affects our ability to</u> both formulate the problem and <u>find an acceptable solution</u>.

References

The Future of Command and Control

The Agility Advantage
A Survival Guide for Complex Enterprises and Endeavors

David S. Alberts

CCRP

ADAPTIVE LEADERSHIP
ACCELERATING ENTERPRISE AGILITY

JIM HIGHSMITH

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How can we help?

Emergent learning & Workshops

Innovative Software delivery

Tools

Contact us

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References

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