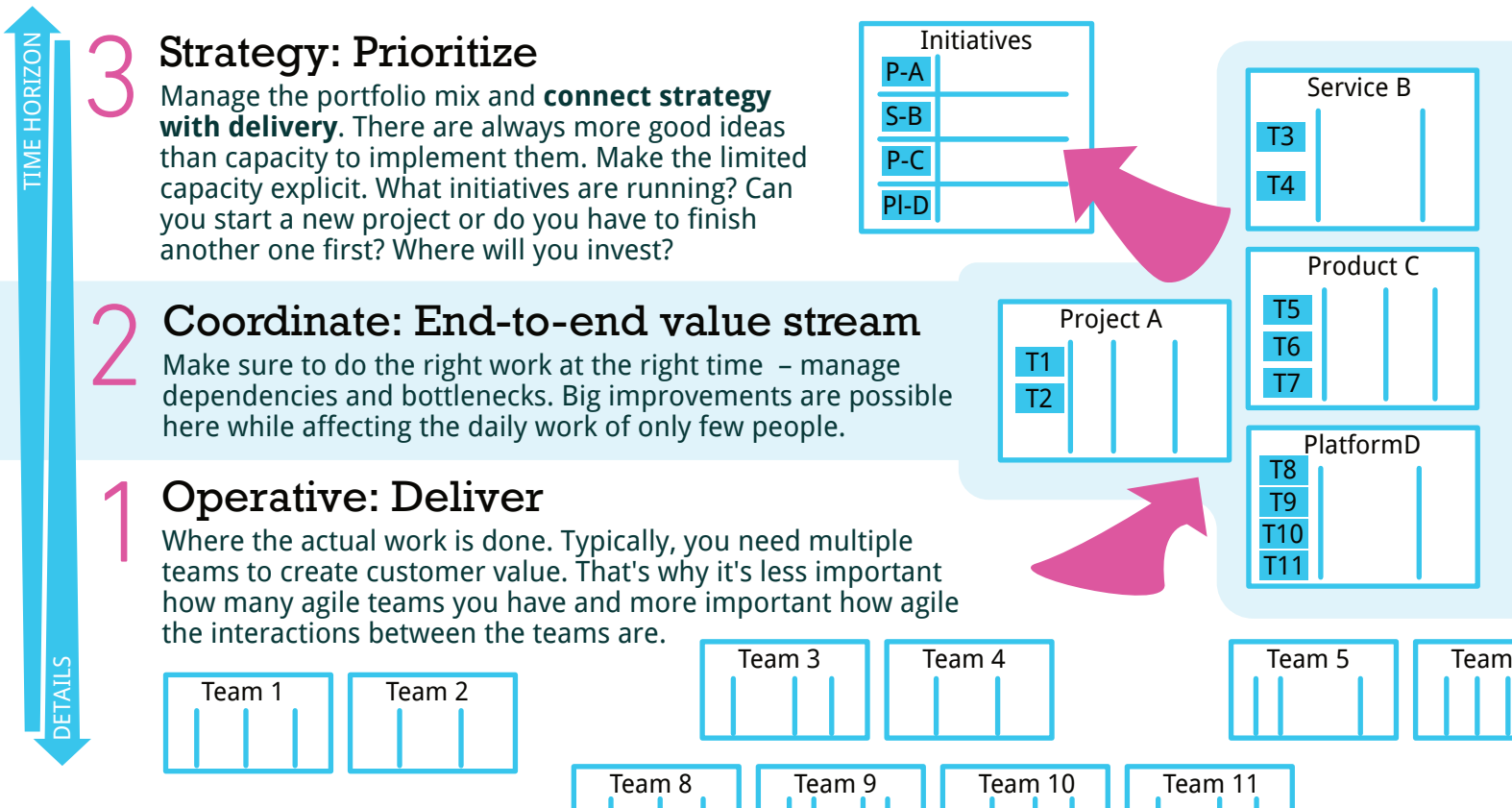


Even with a "successful" agile transformation, many companies fail to reap the benefit of better business outcomes such as faster time to market. According to Klaus Leopold that is because these initiatives focus on the team level, whereas they need to **focus on company-wide coordination** if they want to **increase business agility**.

FLIGHT LEVELS for Business Agility

The levers for improvement on each level of an organization



The Flight Levels are not about hierarchy but about the type of work you do. The higher you fly, the better your overview but you can't make out details anymore. Flying lower, you get more details but you can't see the big picture anymore. This also translates into time frames: The higher you fly, the longer the time horizons you are thinking about.

It doesn't matter which method you use on which level. Business agility is a strategic topic that you can't solve with agile teams on the operative level. It's a company sport, not a team sport. Having a top management that manages their portfolio strategically and in an agile way is more important than lots of individual agile teams. What matters is the cooperation between levels and between teams on each level.

The main way to achieve this is to visualize the work and limit work in progress on each level in order to surface and manage bottlenecks.

