

Ajwaliya, Nishit

From: Kaza, Krishna
Sent: Friday, March 25, 2022 7:49 PM
To: Devireddy, Narayan; Vargas, Keith; Clinchot, Joseph J.; Ledingham, Stuart; Jones, Kenneth; Burns, Andrew; Ajwaliya, Nishit; Wright, Frederick; Saiz, Maria; Lall, Neil; Tripathi, Bharat; Ledingham, Stuart; Khurana, Anoop; Sen, Mandira
Cc: McNally, Emer; Jamieson, Nikki; Self, Graham
Subject: Being "Just good enough" and "Just in Time" - In the modern AGILE ways of working
Attachments: National Grid JIT-JIE.pdf

Dear all

For many of you who know me, I have been here just over 2 months and vouch that National grid is an exciting place to work with. Limitless opportunities to learn, improve and deliver.

Speaking to multiple business units past few weeks, I have learnt so much. Especially appreciate the way Nationalgrid is adopting AGILE ways of working, and embedding AGILE in its culture. However, it makes me think that does adopting AGILE does it necessarily make us AGILE ? Especially when our planning and architecture delivery does not show much evidence of being AGILE ? I could be wrong here with my 09 weeks of exposure, but it doesn't prevent me to probe further and share my thoughts.

I feel so fortunate that I have been given additional responsibilities of managing WPD and RENEWABLES integration; again plenty to learn and offer. But hand on heart, people who have been here for 10,15, 20 Years, How long have such integration activities carried on ? and How many times we have demonstrated value in a timely manner ? Have we done Just enough – Just in time ? The picture is decent but with opportunities to improve (I feel).

I wish to share the concept of "AGILE ARCHITECTURE", and I haven't seen evidence of it YET at Nationalgrid. It is a very modern way of integrating architecture aspects with AGILE ways of working with JIT (Just in Time) and JEA (Just enough architecture) to deliver that punch to ensure we demonstrate better Business value and faster outcomes.

Moving on I wish to recommend these concepts in WPD / RENEWABLES integration + many other crucial programs, if respective stakeholders are comfortable. This leaner way of thinking will definitely help to prioritise what is needed to show quick results and demonstrate value at a faster pace; and prioritise what is needed so that there is **balance between VALUE delivered Vs COST incurred**.

Adhering to the organization values (Find better ways); I wish you will find the contents useful. I intend to present these concepts in Enterprise wide architecture forums run by Keith V., and with individual Business units.

This is a sort of architecture culture transformation and speeds up AGILE adoption adding value to AGILE ways of working. Adoption of such concepts take time; however from my experience, ensuring that within the PROGRAM DESIGN principles - if principles of AGILE ARCHITECTURE are embedded; it is a great start towards improved ways of working.

Thanks
Krishna Kaza