How can Technology keep Businesses Agile Post-Brexit?
Businesses Agile Post-Brexit?

- There are many ways we can assess how our business processes and technological developments/solutions support us to be/become more agile.

- However, some approaches miss a key aspect, it’s not surprising, as we just don’t see what we are missing!

- We will share a tried and tested method, then highlight the potential ‘blind-spot’.

Don’t get blind sided by your own Enabling Technology or Business Processes
What is PESTLE

Political: These factors determine the extent to which a government may influence the economy.

Economic: These factors are determinants of an economy’s performance that directly impacts a company and have resonating long term effects.

Social: These factors scrutinize the social environment of the market, and gauge determinants like cultural trends, demographics, population analytics etc.

Technological: These factors pertain to innovations in technology that may affect the operations of the industry and the market favourably or unfavourably.

Legal: These factors have both external and internal sides. There are certain laws that affect the business environment in a certain country while there are certain policies that companies maintain for themselves.

Environmental: These factors include all those that influence or are determined by the surrounding environment. This aspect of the PESTLE is crucial for certain industries particularly for example tourism, farming, agriculture etc.

Adapted from: https://pestleanalysis.com/what-is-pestle-analysis/
Focus on Technological

Technological\(^1\)

These factors pertain to innovations in technology that may affect the operations of the industry and the market favourably or unfavourably. This refers to automation, research and development and the amount of technological awareness that a market possesses.

Technological\(^2\)

- Competing technology development
- Research funding
- Associated/dependent technologies
- Replacement technology/solutions
- Maturity of technology
- Manufacturing maturity and capacity
- Information and communications
- Consumer buying mechanisms/technology
- Technology legislation
- Innovation potential
- Technology access, licencing, patents
- Intellectual property issues
- Global communications

Adapted from\(^1\): [https://pestleanalysis.com/what-is-pestle-analysis/](https://pestleanalysis.com/what-is-pestle-analysis/)

Adapted from\(^2\): [https://www.businessballs.com/strategy-innovation/pest-market-analysis-tool/](https://www.businessballs.com/strategy-innovation/pest-market-analysis-tool/)
Focus on Technological

Technological\textsuperscript{1}

These factors pertain to innovations in technology that may affect the operations of the industry and the market favourably or unfavourably. This refers to automation, research and development and the amount of technological awareness that a market possesses.

These issues are important, however they miss something that is critical if you wish to avoid being blind sided.

Especially so in the context of BREXIT!!!

Technological\textsuperscript{2}

Competing technology development
Research funding
Associated/dependent technologies
Replacement technology/solutions
Maturity of technology
Manufacturing maturity and capacity
Information and communications
Consumer buying mechanisms/technology
Technology legislation
Innovation potential
Technology access, licencing, patents
Intellectual property issues
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Adapted from\textsuperscript{1}: https://pestleanalysis.com/what-is-pestle-analysis/
Adapted from\textsuperscript{2}: https://www.businessballs.com/strategy-innovation/pest-market-analysis-tool/
Responding to different contexts

https://hbr.org/2007/11/a-leaders-framework-for-decision-making
Rick Nason, an Associate Professor of Finance at Dalhousie University’s Rowe School of Business, explains:

- If you manage complex things as if they are merely complicated, you’re likely to be setting your company up for failure!!!
- NB: Complex or Complicated is NOT captured explicitly in PESTLE!!!
Decision Making Process

- **Fully Predictable?**
  - NO
- **Factors Known?**
  - NO
- **Exactness Required?**
  - NO
- **Complex System**
  - Probe-Sense-Respond
- **Complex System**
  - Probe-Sense-Respond
- **Simple System**
  - Sense-Categories-Respond
- **Chaotic System**
  - Act-Sense-Respond
- **Complicated System**
  - Sense-Analyze-Respond

Accelerating Collaboration Everywhere®
Rod Willis  
Program Director &  
Agile Executive Coach

T +44 (0) 1628 632340  
M +44 (0) 7788 457 202

rod.willis@assentire.net  
@RodWillisGTC  
getcollaborating.com & getagilemindsets.com

Videos, Papers, Books and Tools are referenced in the  
Supporting Material Section that follows
Scrum is an example of agile team management?

Definition of Scrum

Scrum (n):

A framework within which people can address complex adaptive problems, while productively and creatively delivering products of the highest possible value.

Free to download and only 18 pages
Behavioural Change symptoms were often thought of as ‘Resistance To Change’, but RTC is often not the root-cause!
Design Thinking might help

What if we used Design Thinking to understand the different perspectives of the many stakeholders?
Further Watching

https://getagilemindsets.com/videos