



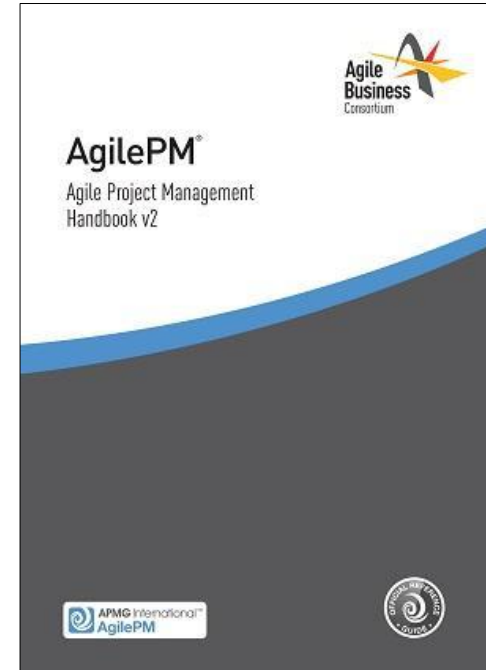
Business Change...

The convergence of business change and business agility: opportunities and threats

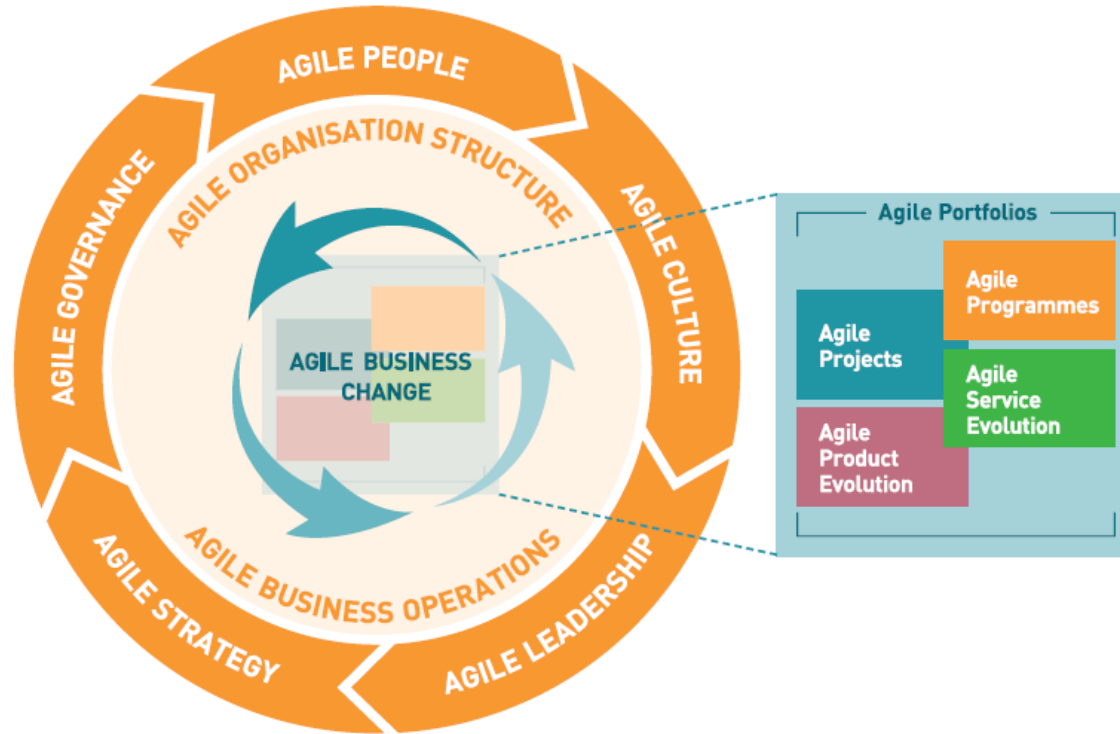
John Williams
10th December 2018

- **Who are we...?**

- Vision
 - To be a thriving organisation at the heart of a global network
- Mission
 - To lead, enable and promote Business Agility worldwide
- Strategy
 - Content, connections, collaboration



The Framework for Business Agility...





- **What do we mean by change...?**

Think about two types of change...

- **Physical change**
 - Change form not substance
 - Reversible change
 - Agile methodology

- **Chemical change**
 - Change form and substance
 - Irreversible change
 - Business Agility mindset



- **What do we mean by agility...?**

- **Organisational health**
 - The absence of any debilitating internal condition

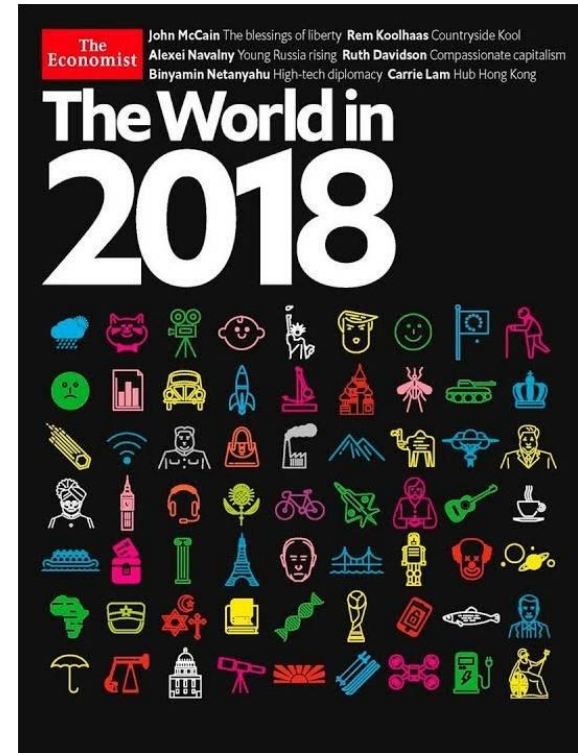
- **Organisational fitness**
 - The ability to thrive amidst the demands of the business environment



- **Why do we need to improve business agility...?**



- **Political & economic**
 - Brexit, French riots, US/China trade war, Russian resurgence
- **Sociological**
 - Millennials, Generation Agile
- **Technological**
 - AR/VR, IoT, advanced/predictive analytics, blockchain, cybercrime, AI



- **So what are the implications for change professionals...?**

- Knowledge
 - Up-to-date change management thinking
- Skills
 - Ability to assess, categorise and articulate the benefits of overlapping change methodologies
- Attitude
 - Customer-value orientation – applied at pace



- **What price the specialist when change is incremental...?**

Two things to note...

- **Darwin was half right**
 - Natural selection increases the ability to compete, survive, and reproduce... slowly

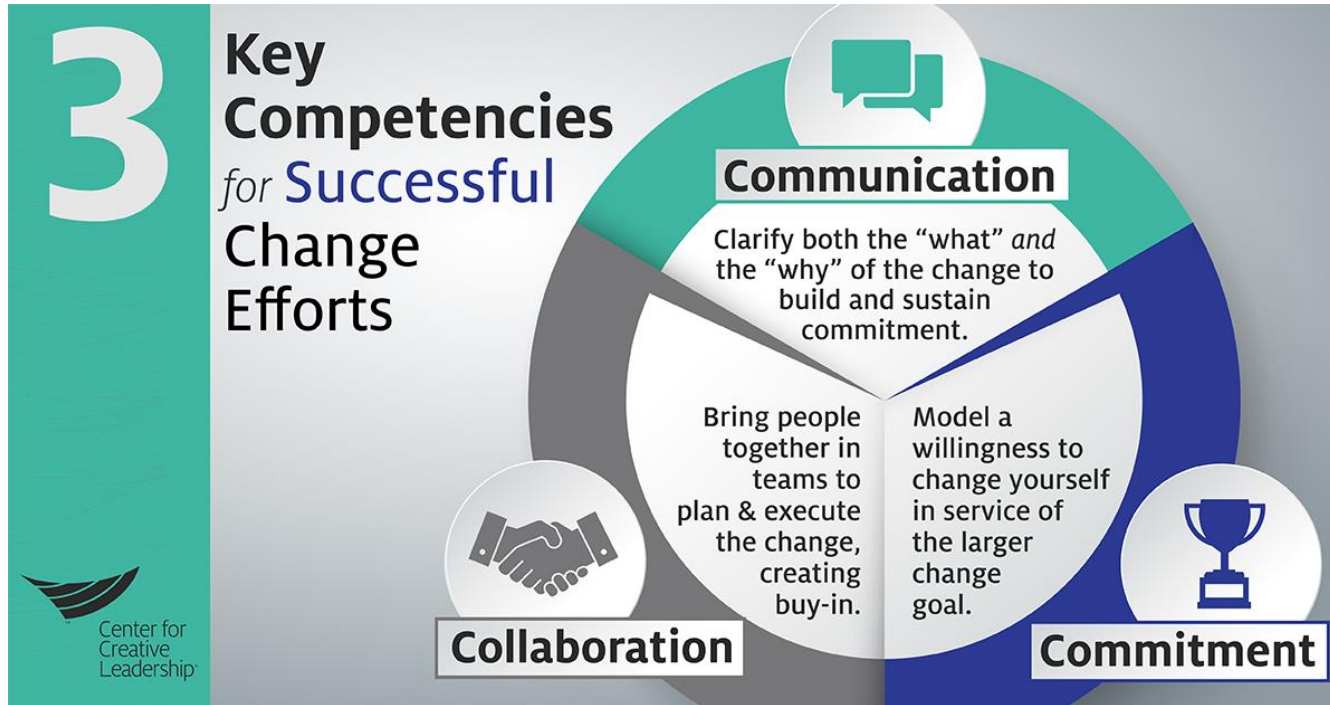
- **Punctuated equilibrium drives the other half**
 - Rare events of significant business change now happen faster... and sooner
 - Mobile in Africa
 - Google, Amazon, Facebook, LinkedIn, Uber



- **Bite-sized chunks**
 - Modular transformation is not an oxymoron
- **Continuous change**
 - There is no 'Eureka..!' moment
- **People focus**
 - Business agility is a people business



- **What new skills & knowledge will be needed to stay relevant...?**



- **What are the lessons from software development...?**

- **Project management being replaced**
 - Who says...?
- **If so, by whom...?**
 - Scrum masters...? agile coaches...?
- **If so, is that working...?**
 - And how fast is it happening...?



- **The map is not the territory**
 - However it looks now, it won't feel like that then
- **The 'solution now' is only the solution now**
 - VUCA doesn't allow endless continuity
- **Innovation is not the property of Agile**
 - Good ideas can come from anywhere – and do
 - Business agility was born of IT – and outgrew it



- **Summary...**

- **The rationale for change**
 - We live in a VUCA world
- **The implications for change professionals**
 - Knowledge, skills and attitude
- **The new skills needed**
 - Communication, collaboration, commitment
- **The lesson from software development....?**



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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