From…
Co-Founder of a Lawn-Mowing Business
(it’s a long story)

To…
Chief Executive Officer

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Wilderness Society Koala
(it’s a long story)

Thought-Leadership & Advocacy
WORKING AGREEMENTS

- Have fun!
- Respect the Timebox
- Bring a Beginner’s Mind
- Respect others’ views
- Right to Pass
Part 1

Everything
WRONG ANSWERS ONLY...
WHAT IS BUSINESS AGILITY?

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1
CALL & RESPONSE

“What will you do?”

We will set the scenario.

You have 10-seconds to respond or pass.

We will build on the scenario.

Working agreement reminder:

- Opt-in to participate (stand-up)
- Right to pass
WHAT WILL YOU DO?

Your boss sends you a meeting request...

... without an agenda
TWO PEOPLE IS A SIMPLE SYSTEM

MORE...
IS MUCH MORE
WHAT WILL YOU DO?

You're a team leader...

Your boss says, "let's use Agile".
AGILE IS MORE THAN TECHNOLOGY

BUSINESS AGILITY IS MORE THAN AGILE OUTSIDE IT
An organization can only be as agile as its least agile part!

And that’s not technology anymore.
PERSPECTIVE MATTERS

Dragon Boat Tug of War

https://www.youtube.com/watch?v=Y7ybLJYL2L8
BUSINESS AGILITY

is a set of organizational capabilities, behaviors and ways of working that affords your business the freedom, flexibility, and resilience to achieve its purpose.

No matter what the future brings.
PRINCIPLES

Continuum. Not a State.

Behavioral Change.

Range of Excellence.

1000’s of Ways.
“Not a single moment will go by without every other universe screaming for your attention. Never fully there.

Just a lifetime of fractured moments, contradictions, and confusion. With only a few specks of time where anything actually makes any sense.”

~ Jobu Tupaki (Stephanie Hsu)
Part 2

Everywhere
THE CHALLENGE
New Zealand Government: Create a business agility certification for companies

We Failed...
DOMAINS OF BUSINESS AGILITY

Engaged Culture

Responsive Customer-Centricity

People-First Leadership

Flexible Operations

Value-Based Delivery
THIS IS HOW IT ALL ADDS UP

84 Behaviors

18 Capabilities

5 Domains

FREEDOM

FLEXIBILITY

RESILIENCE

PURPOSE
IT ALL BOILS DOWN TO A DESIRED BEHAVIORAL CHANGE
HOW DO YOU MEASURE UP?

Understand your organizational capabilities and help our research.

The survey for the 2023 Business Agility Report is open now.

SAVE THE LINK FOR LATER

https://bainst.co/survey

AND WE CAN GO DEEPER...
Domains of Business Agility

Responsive Customer-Centricity
- Fiercely Champion The Customer
- Sense & Respond Proactively
- Integrate Diverse Ideas

Engaged Culture
- Cultivate A "Learning Organization"
- Engage Transparently & Courageously
- Embed Psychological Safety
- Act As One

Value-Based Delivery
- Unleash Workflow Creatively
- Deliver Value Sooner
- Seize Emergent Opportunities

Flexible Operations
- Adapt Strategies Seamlessly
- Fund Work Dynamically
- Rethink Structures
- Facilitate
- Balance Governance And Risk

People-First Leadership
- Foster Authentic Relationships
- Empower With Accountability
- Realize People’s Potential

Capabilities and behaviors for the next generation of organizations

Business Agility, as a term, is both inspirational and aspirational. Who doesn’t want a business that can effortlessly respond to the changing world? Yet, it still means vastly different things for different people.

We created the Domains of Business Agility to bring clarity to the overall field that is business agility. To make sense of what it means to have agility in an organization. And to do so in a way that is accessible and usable by as many people as possible.

This is the fourth edition of the Domains of Business Agility.
All eyes on agility

EVERYTHING
EVERYWHERE
ALL AT ONCE
Place a googly eye on the capability that is most lacking in your organization...

a. ... stopping it from achieving its purpose?

b. ... stopping you from doing the best work of your life?
WHAT CAPABILITY IS MOST LACKING?

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Part 3

all at once
LEVERS OF CHANGE
The foundational building-blocks of process, policy, and human-system change

INCREASE
▲ Flow
▲ Support
▲ Cadence
▲ Inclusion
▲ Autonomy
▲ Accountability
▲ Goal alignment
▲ Feedback loops
▲ Impact-measures

REDUCE
Transactional relationships ▼
Context switching ▼
Risk avoidance ▼
Bureaucracy ▼
Group-think ▼
Complexity ▼
Utilization ▼
Handoffs ▼
Noise ▼
IF YOU "INCREASED AUTONOMY", WHAT WOULD GET BETTER IN YOUR ORGANIZATION?

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Pick a capability as a table »

How might you improve it using (some of) the levers? «

**INCREASE**
- Flow
- Support
- Cadence
- Inclusion
- Autonomy
- Accountability
- Goal alignment
- Feedback loops
- Impact-measures

**DECREASE**
- Noise
- Handoffs
- Utilization
- Complexity
- Group-think
- Bureaucracy
- Risk avoidance
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Pick a capability as a table »

How might you improve it using (some of) the levers? «

**INCREASE**
- Flow
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**DECREASE**
- Noise
- Handoffs
- Utilization
- Complexity
- Group-think
- Bureaucracy
- Risk avoidance
- Context switching
- Transactional relationships
WHAT OTHER LEVERS ARE WE MISSING TO CREATE BEHAVIOURAL CHANGE?

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3 INFLUENCES ON BUSINESS AGILITY

SYSTEMS
An organization is a complex adaptive system – business agility reflects this.

CONSTRAINTS
There are diminishing returns when focusing anywhere except the constraint.

TENSIONS & TRADEOFFS
Tensions are not a problem to be solved – rather a perspective to balance.
SNAPSHOT ON CHANGING HOW WE CHANGE
THE RIDER

Long-term goals
Rational, cool, cognitive
Holds the reins
Seems to be the leader
Knows what we SHOULD do

THE ELEPHANT

Immediate rewards
Emotional, visceral, hot
Much larger and more powerful
Motivated by what we WANT:
(Comfortable routines, ice cream)

THE PATH

Environment can serve or confound both the Rider and the Elephant

Source: Haidt, 2006; Heath & Heath, 2010
RIDER, ELEPHANT, AND PATH

AS AN AGENT OF CHANGE:

DIRECTING THE RIDER
- Crystal clear direction – what is the critical change in behaviour you are looking for?

MOTIVATING THE ELEPHANT
- How will you get inside people’s identities and passions to make them feel the change?

SHAPING THE PATH
- What can you tweak in the environment to make change natural and easier?

BUILD A HERD
- Change happens through the activation of networks not change program
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• Crystal clear direction – what is the critical change in behaviour you are looking for?

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• Change happens through the activation of networks not change program
BUILD A HERD

future relationships over today’s need

social-capital over human-capital

There is strength in...

reciprocity (WIIFU) over WIIFM

weak ties over strong ties
Now: Grab a googly eye and/or ribbon

Tonight: Build a Herd.
You can be optimistic and find joy when the universe is in chaos.

“If anything is possible, then nothing matters”

“Choosing to see the good side of things is not being naive. It is strategic and necessary.”
You can be optimistic and find joy when the universe is in chaos.

“If anything is possible, then nothing matters”

“Choosing to see the good side of things is not being naive. It is strategic and necessary.”
THANK YOU...

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This Presentation
(Slides & References)

http://bainst.co/agile2023

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