Strategy for Business Agility

from 'A fresh approach to Business Agility'

THE *Training* **PRACTICE**
PARTNER – CREATE – GROW – TRANSFORM

Strategy

Strategy for Business Agility

2.1 STRATEGIC THINKING
2.2 STRATEGIC PLANNING MODELS

2.1   STRATEGIC THINKING

Traditional strategic thinking meant predicting the future and moving towards it. Agile strategy accepts the fiction of prediction.

Seeing all relevant future variables isn't possible: our world is too complex. Often unexpected consequences result from actions, and simple cause and effect doesn't take our VUCA world into account. We simply can't predict every possible consequence. And sometimes volatility sparks innovation and we benefit from unpredictable events.

Setting overall direction is vital, as is creating environments that can deliver results and achieve outcomes. Then strategy needs to continually adapt as new challenges emerge.

To think strategically means including multiple perspectives, continually scanning horizons, asking challenging questions and challenging assumptions.

Outcomes

- Accept uncertainty and unpredictability as the norm.

- Recognise the features of complex adaptive systems.

- Set vision, purpose and outcomes.

- Create environments that support strategic agility.

- Recognise multiple perspectives.

- Continually monitor your horizon.

- Challenge predict and plan linear assumptions.

- Continually adapt strategy as you go.

Strategy needs to continually adapt as new challenges emerge.

THE Training PRACTICE
PARTNER – CREATE – GROW – TRANSFORM

2.2 STRATEGIC PLANNING MODELS

Practical models bring strategic agility to life.

Cynefin is a mainstay of approaches that help classify problems and challenges. Some may be simple; many others are complex. The latter don't respond to linear solutions. Instead they need experimentation and iteration.

Design Thinking works well to move forward with complex challenges and puts the customer at the heart of a strategic way forward.

The three box strategic approach challenges organisations to decide what they want to preserve and improve, but also what they want to forget. Too often strategies start from the status quo. Forgetting the status quo provides a very different jumping off point. And the way forward from this new jumping off point is experimentation.

Strategy has often been seduced by best practice. A more useful model develops strategy around four practices. Worst practice doesn't work and should be cut. Learn from and adapt good practice. Recognise emerging practice. Work towards creating next practice.

Outcomes

- Use the Cynefin framework to classify strategic problems and challenges.

- Decide what to preserve, selectively forget, and experiment with.

- Adopt a Design Thinking approach.

- Determine worst practice, good practice, emerging practice and next practice.

Too often strategies start from the status quo.

PROGRESS INDICATORS

I've got the idea	Adopt a VUCA mindset to strategic thinking: drop the fiction of prediction.
	Recognise the limitations of plan and predict strategic thinking.
	Recognise the value of a variety of strategic planning models.
I'm starting to apply it	Apply agile strategic thinking to your context.
	Experiment with different agile-related strategic approaches.
I'm totally on the case	Apply agile strategic thinking and planning approaches as a matter of course.
	Learn from experience and adapt strategy as you go.

THINGS TO READ

Bilton, C. and Cummings, S. (2010). *Creative strategy – Reconnecting business and innovation.* West Sussex, UK: John Wiley and Sons Ltd.

Booth Sweeney, L. (2013). Systems thinking: a means to understanding our complex world. USA: Pegasus Communications.

Business Agility Institute (n. d.) *Measures, Metrics, KPIs and OKRs.* Retrieved from http://bit.ly/3bZUrfb

Business Agility Institute. (2019). *Domains of Business Agility.* Retrieved from http://bit.ly/2w1TPVG

Chorn, N. (2011). *Strategic alignment.* www.normanchorn.com

Coyle, G. (2004). *Practical strategy: structured tools and techniques.* Harlow, Essex: Pearson Education.

Cummings, S. & Angwin, D. (2015). *Strategy builder.* Chichester, West Sussex: John Wiley and Sons Ltd.

Denning, S. (2017). Beyond Agile Operations: How to Achieve the Holy Grail of Strategic Agility. *Forbes.* Retrieved from http://bit.ly/38WaAk2

Denning, S. (2018). *The Age of Agile.* New York, United States: American Management Association

Edmundson, J. & Phillips, L. (2019). *Coming Together: Agility, Partnership, and Culture.* Retrieved from http://bit.ly/38USLS7

THE *Training* PRACTICE
PARTNER – CREATE – GROW – TRANSFORM

Gilkey, R., Caceda, R. and Kilts, C. (September 2010). When emotional reasoning trumps IQ. *Harvard Business Review, 88*(9), 27.

Govindarajan, V. and Trimble, C. (January-February 2011). The CEO's role in business model reinvention. *Harvard Business Review, 89*(1/2), 109.

Jaworski, J. (1988) *Synchronicity, the inner path to leadership.* San Fransisco: Berrett-Koehler.

Klinker, T. & Libby, R. (2019). *Greasing the Gears -- Calibrating for Enterprise Business Agility* [video file]. Retrieved from http://bit.ly/2PkIvea

Krogerus, X. & Tschäppeler, R. (2008). *The decision book.* London: Profile Books.

Leybourn, E. (2018). Certain Uncertainty [presentation]. *Agile Prague.* Retrieved from http://bit.ly/2HM3sdW

Leybourn, E. (n. d.). *Certain Uncertainty.* Retrieved from http://bit.ly/2HM3sdW

Liedtka, J. & Ogilvie, T. (2011). *Designing for growth.* Chichester, West Sussex: Columbia University Press

Maani, K. & C Cavana, R. (2007). *Systems thinking, systems dynamics.* Auckland: Pearson Education.

Masnick, M. (2011). Jeff Bezos on Innovation: Stubborn on Vision; Flexible on Details. *Techdirt.* Retrieved from http://bit.ly/2Ver0QE

Owens, T. & Fernandez, O. (2014). *The Lean Enterprise.* New Jersey: John Wiley & Sons.

Reid, P. & Porterhouse, J. (2019). *New Zealand Post Group: An Agile Executive.* Retrieved from http://bit.ly/2SUd3Wg

Sarasvathy, Saras D. (April 2001). Causation and effectuation: toward a theoretical shift from economic inevitability to entrepreneurial contingency. *The Academy of Management Review*, 26. No. 2. 243.

Schlesinger, L.A., Kiefer, C. F., & Brown, P. (March 2012). New project? Don't analyse—Act. *Harvard Business Review*, p154.

Schwartz, P. (1991). *Art of the long view*. London: Profile Books.
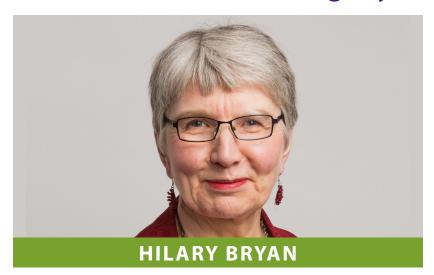
Sivanathan, Niro & Vermeulen, Freek. (November-December 2017). Stop doubling down on your failing strategy. *Harvard Business Review*. 110.

Sull, D.N. (September 2005). Strategy as active waiting. *Harvard Business Review, 83*(9), 121.

Thatchenkery, T. and Metzker, C. (2006). *Appreciative intelligence*. San Francisco, USA: Berrett-Koehler Publishers, Inc.

Our team for business agility

HILARY BRYAN

Agile qualifications and memberships

- ICAgile Certified Professional
- Agile Coach and Facilitator, ICAgile
- Scrum Alliance CAL1 Agile Leadership Certified
- Member of Agile Agnostic
- Founder member of Wellington Businss Agility Meetup

Other qualifications

- BA (Hons) Comparative Government
- MA Political Behaviour
- Certificate of Education (Further Education)
- Diploma, Public Speaking and Communication, Speech NZ
- Licentiate to Teach Public Speaking and Communication, Speech NZ
- Fellow, Speech New Zealand (by examination)

Accreditations

- Team Management Systems leadership; emotional and social intelligence; and team assessments
- Lominger (Leadership and Voices 360)
- DiSC profiles
- Bar On EQi Emotional Intelligence
- SSC Leadership Success Profile
- Design thinking, MOOC, Darden Business School, University of Pennsylvania

Experience

- Director, The Training Practice for 20 years
- Developed and facilitated leadership, innnovation, strategy and agile programmes

• Interests and areas of expertise

- Agile and adaptive leadership
- Innovation and creative thinking
- Leading transformational change
- Leading people in an agile environment

THE *Training* PRACTICE
PARTNER – CREATE – GROW – TRANSFORM

KRISTEN GYORGAK

Agile qualifications and experience

- Agile Coach and Facilitator, ICAgile
- Worked in agile product development environment
- Founder member of Wellington Business Agility Meetup

Other Qualifications

- Bachelor of Science (Hons) Education, Political Science and History

Accreditations

- Gallup strengths coaching (CliftonStrengths)
- Team Management Systems leadership; emotional and social intelligence; and team assessments
- Leadership Development Centre – Leadership Success Profile

Other experience

Facilitated numerous leadership, team building, change and strengths development sessions

Interests and areas of expertise

- Strengths based mindset
- Business agility
- Leading teams through the change process
- Building personal resilience during difficult times
- Innovation, continuous improvement and agile working
- Integrating multiple generations in the workplace
- Business performance measurements and tracking

DINAH VINCENT

Qualifications

- PhD (Fashion Studies)
- PG Cert Museum and Heritage Studies
- MA (Merit) English Literature
- BA English Literature
- Certificate of Journalism

Accreditations

- Team Management Systems leadership; emotional and social intelligence; and team assessments.
- Leadership Development Centre - Leadership Success Profile
- Leadership Circle Profile
- Gallup Strengths coaching (Clifton Strengths)

Experience

Facilitated numerous leadership and team building workshops.

Interests and areas of expertise

- Understanding the barriers to change
- Planning actions to achieve impact
- Resilience

Cover photo credit: Randy Fath on Unsplash

THE *Training* PRACTICE
PARTNER – CREATE – GROW – TRANSFORM

Mindset

Strategy

Leading

Teams

Innovation

People

Achieve great things with
game-changing learning

Inclusion & diversity

Assessment

Coaching

Strengths

Curiosity & discovery

Communication

Team development

Business agility

Leader development

Change

Customised

Online learning

Public sector

THE
Training PRACTICE
PARTNER – CREATE – GROW – TRANSFORM

To find out more call us on 04 472 6267
or email us: office@trainingpractice.co.nz

trainingpractice.co.nz/agile