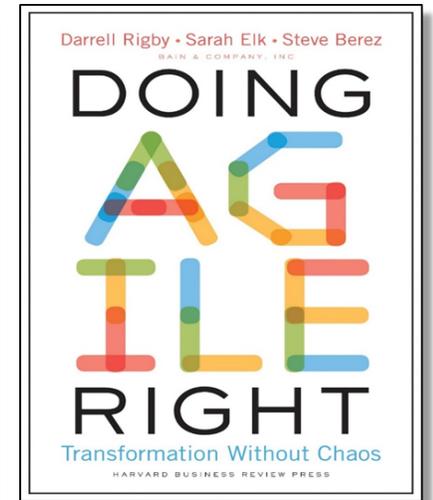
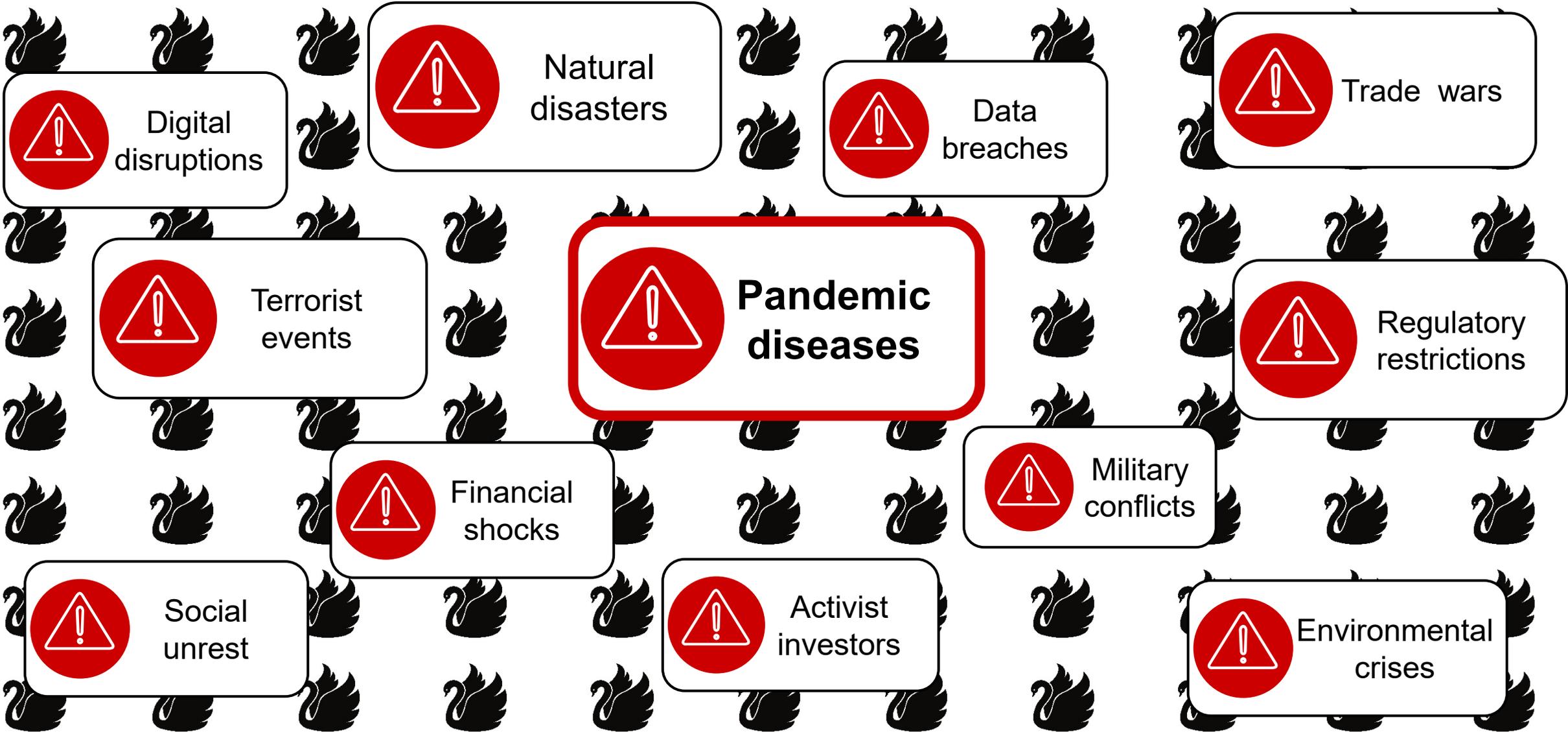


# Doing Agile Right



**BAIN & COMPANY** 

# Businesses now operate in an environment of constant crises and “black swan” events



# The Ambition: Build a business that will thrive in a world of unpredictable and accelerating change

Turn sporadic innovation into **systematic innovation** that will **sustain agility** as crises come and go

**Gain strength and market share** as changes cull sluggish competitors from the market

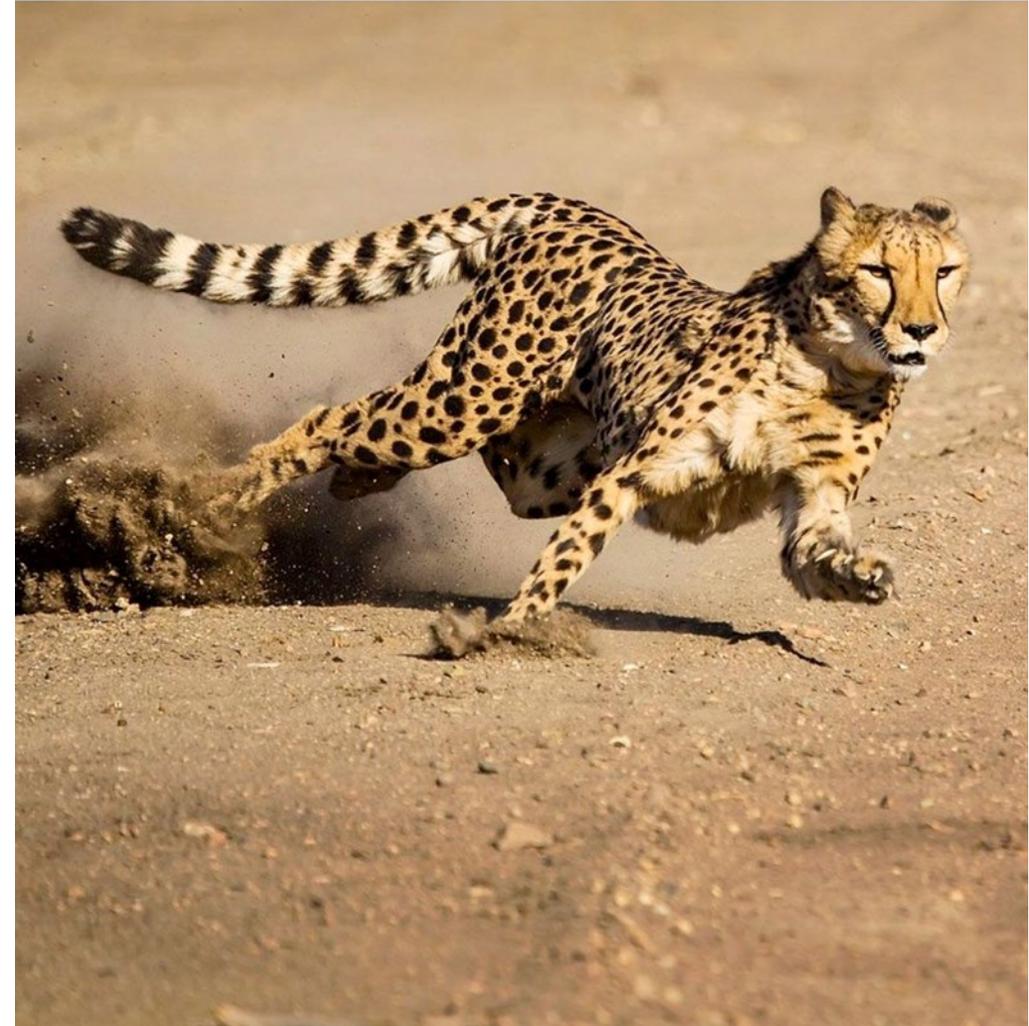
Build pride in how the business **delivers superior results** by always adhering to -- and balancing -- its enduring purpose

**Customers** who are grateful that the business solves important problems for them

**Employees** who are resilient and inspired to learn, grow, and achieve the purpose of the business

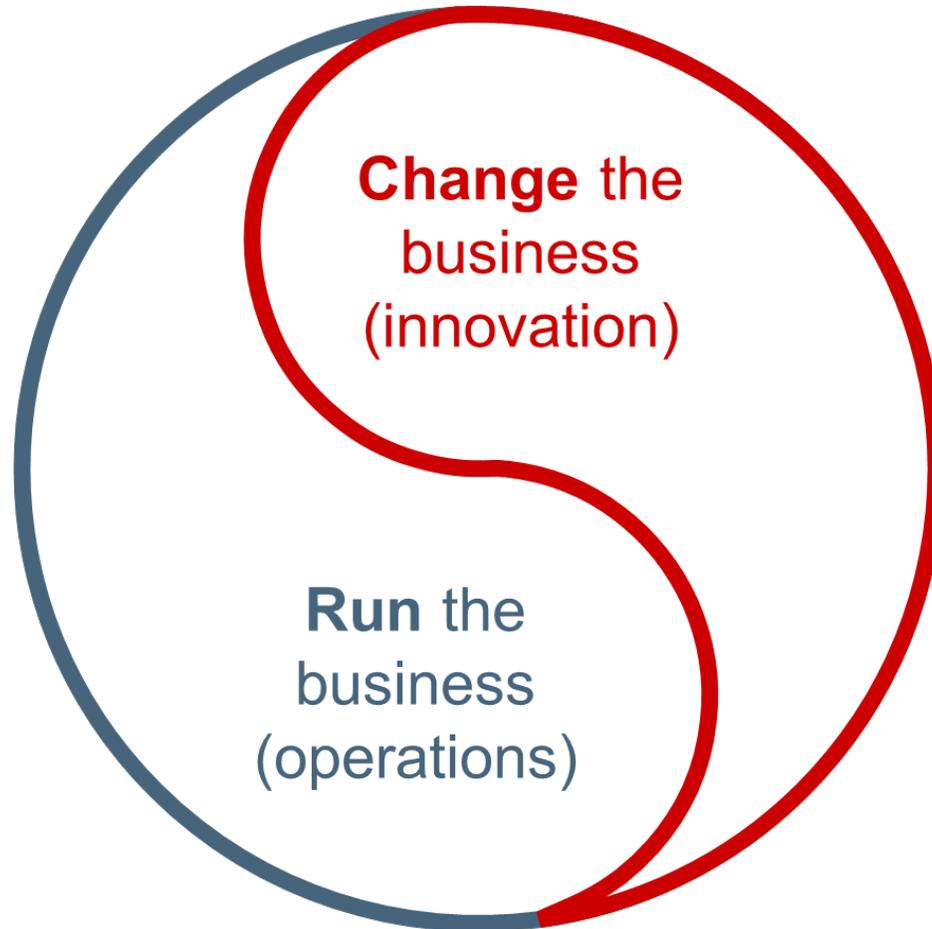
**Shareholders** who value enduring success over short-lived profits

**Communities** who admire the contributions of the business to their welfare

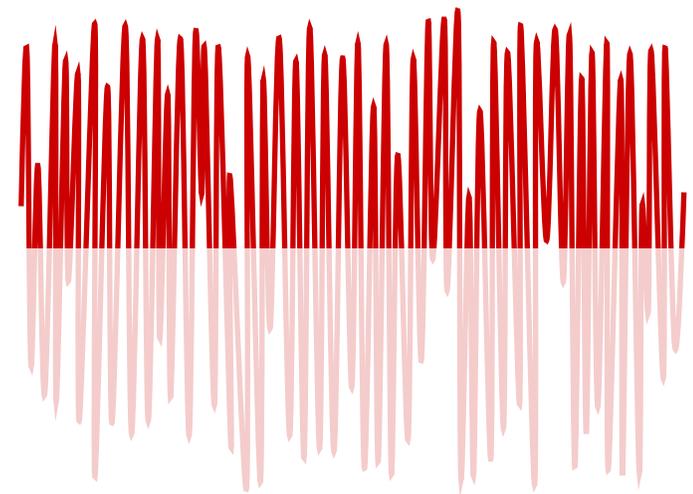


# Operations and innovations are complementary, interdependent, mutually beneficial capabilities

- Sustain and scale proven success models
- Eliminate waste
- Develop stable and predictable processes
- Minimize the risk of variation from critical operating standards

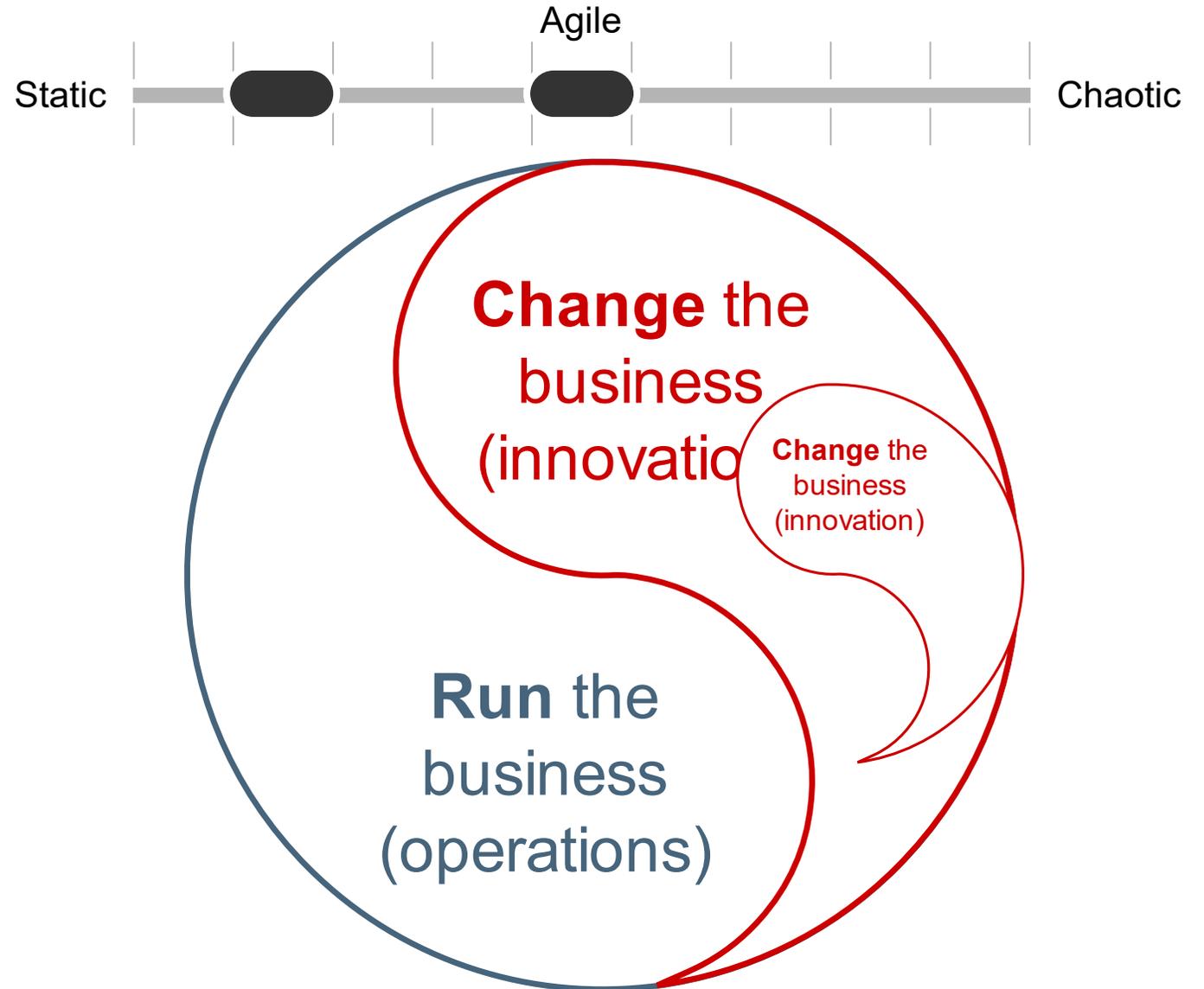


- Fight stagnation
- Accelerate adaptation
- Limit losses from ineffective variations
- Grow gains from successful variations

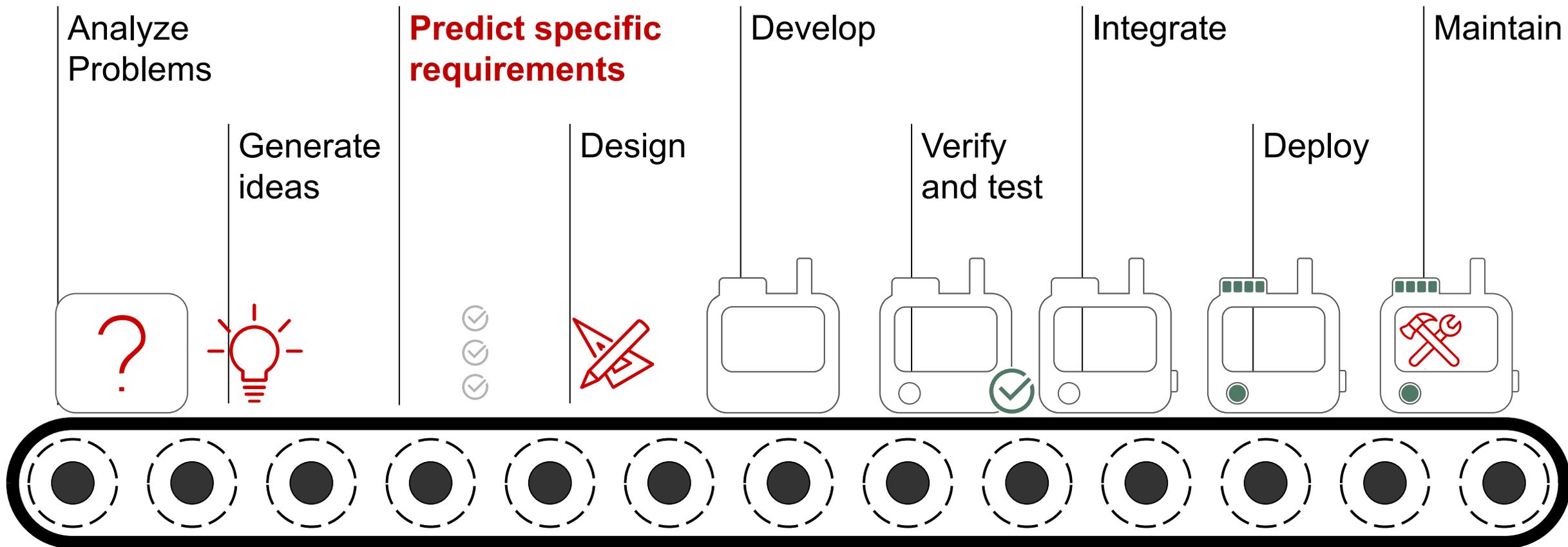


# Bureaucracies tend to overextend their strengths, creating dangerously unbalanced systems

- Hierarchies with command and control mindsets
  - Managers plan, workers execute
  - Managers rigorously supervise workers' conformance to plans
- Focus on cranking out products vs solving customer needs
- Favoring predictability over potential breakthroughs
- People operating as predictably as machines

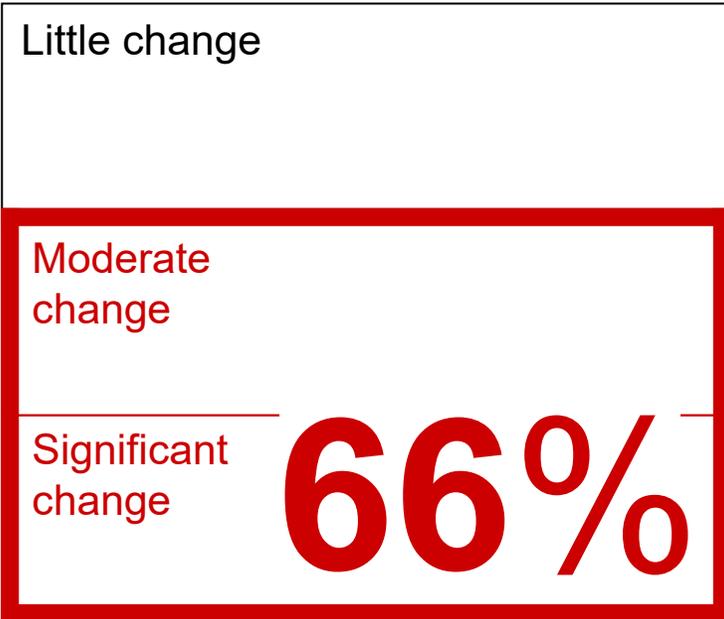


Bureaucracies try to manage innovation programs just like they would manage any **routine operation: Predict, command and control**



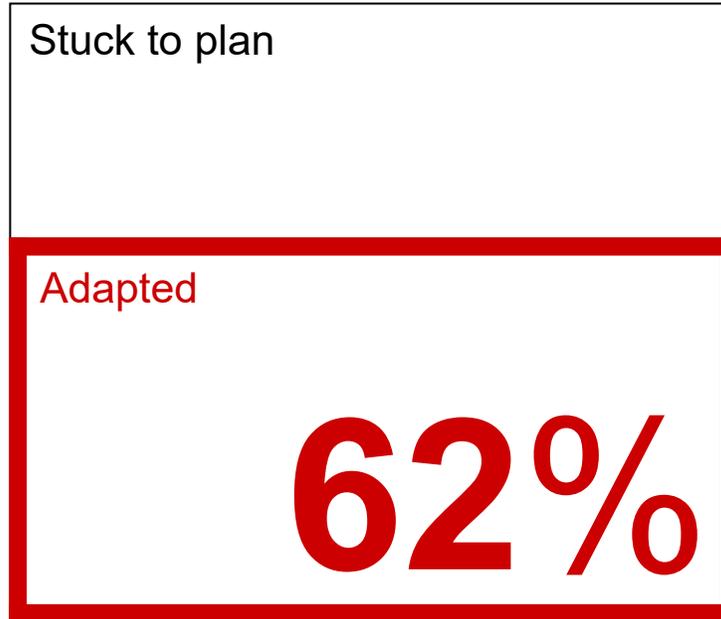
70-90% of business innovations fail. Of those that succeed, **two-thirds pivot** significantly from their original visions

## INC 500



**Successes**

## VENTURE CAPITAL



**Successes**

## HISTORY

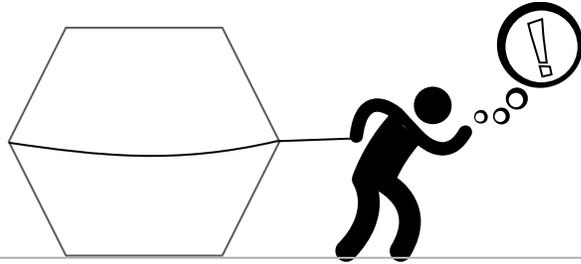


—————→ **Plan to adapt**

Agile breaks large, complex problems into smaller modules that can be solved in an incremental and adaptive manner

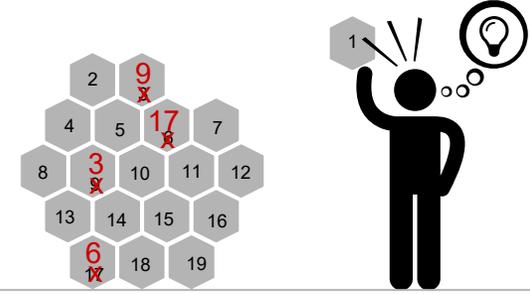
**From**

Traditional approach



**To**

Agile approach



Perfect plans and failure avoidance



Rapid adaptation and failure recovery

Multitasking on everything



Dedicated focus on the most valuable work

Positive reports on progress



Transparent views of prototypes

Control and power



Trust and coaching

Layers of hierarchical approval



Customer collaboration and approval

# Agile teams are delivering superior **financial results**, more loyal **customers**, and happier, more productive **team members**

## PROJECT SUCCESS RATES

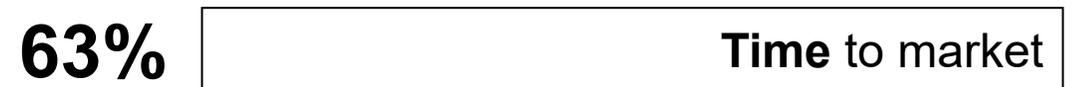
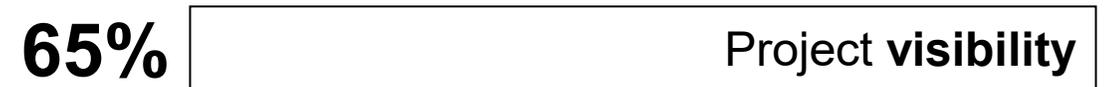
### All projects



### Large projects

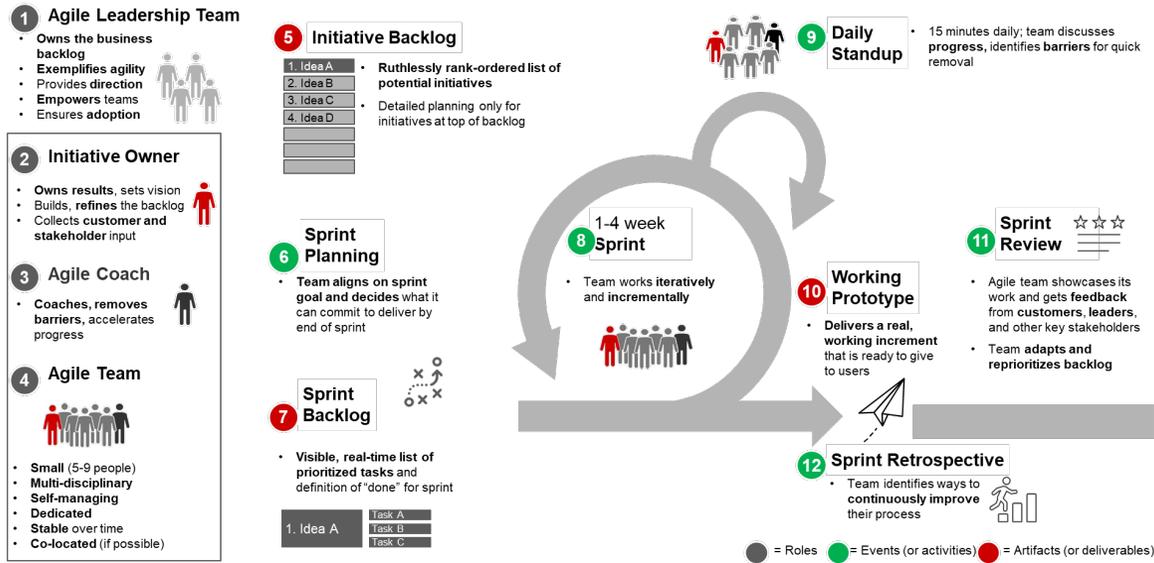


## AGILE BENEFITS

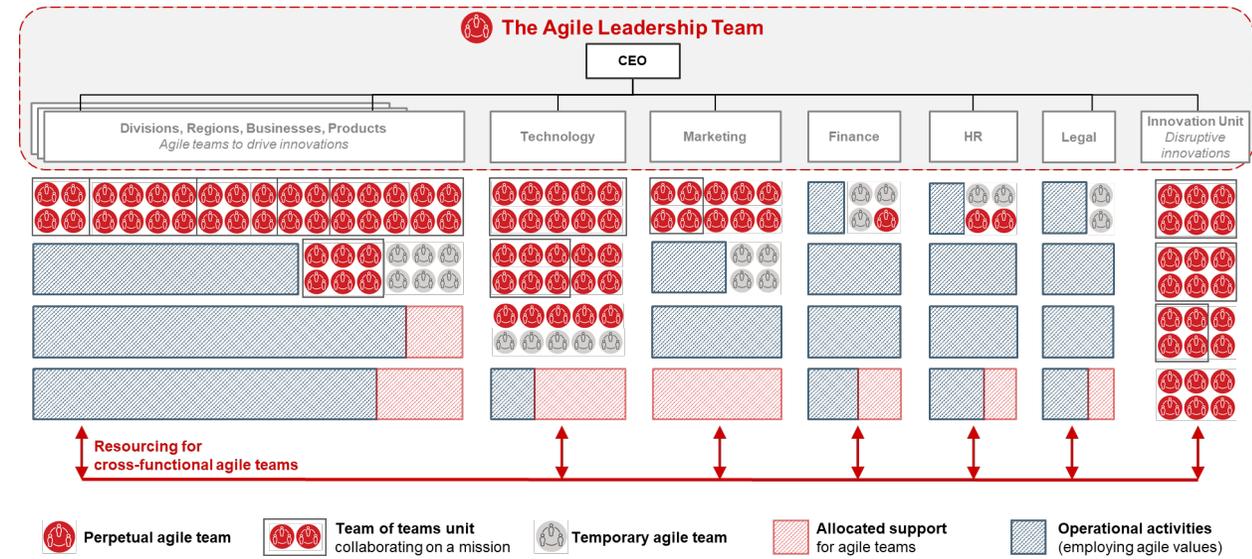


# Doing agile right requires much more than launching lots of agile teams

## Launching agile teams is pretty easy

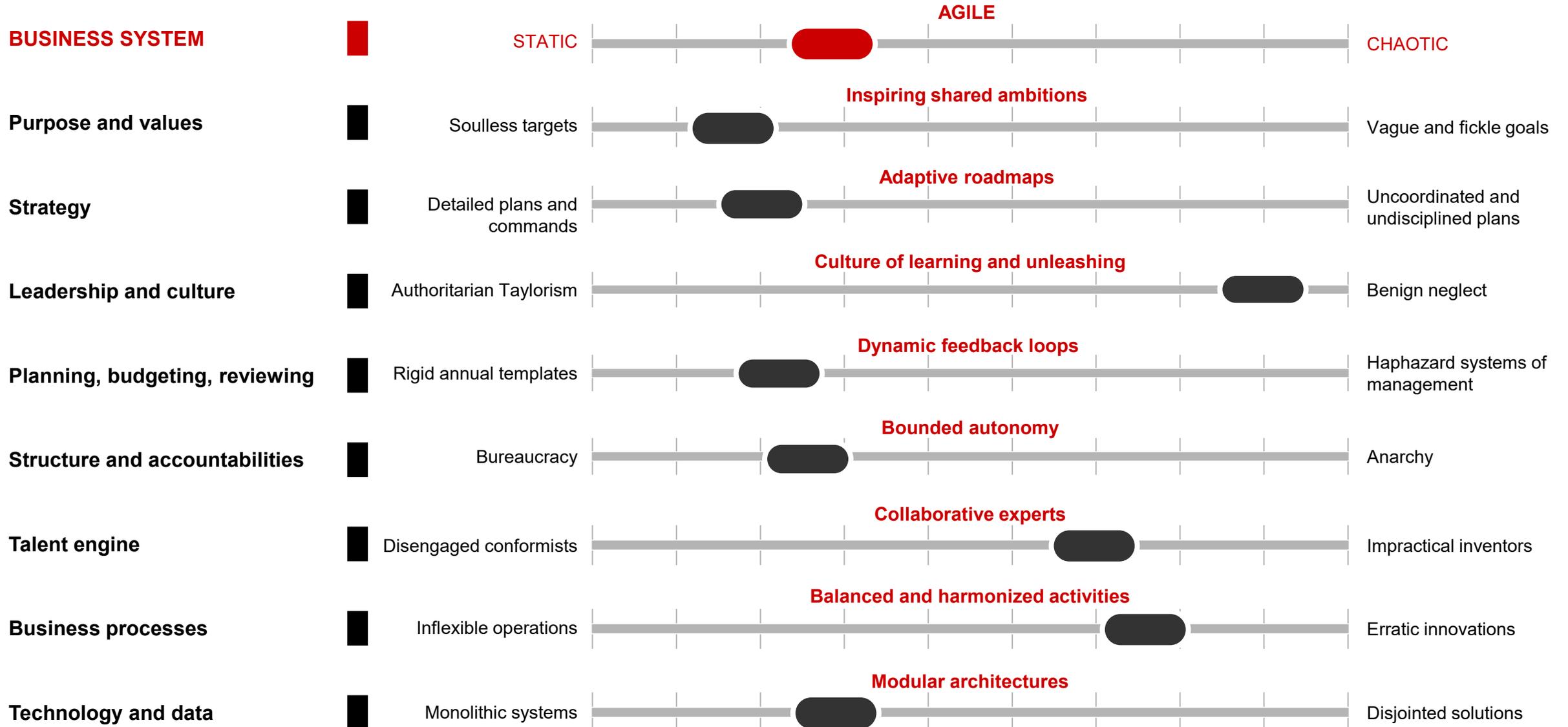


## But agile teams don't create agile businesses



Some of the world's most highly-admired companies – even those with thousands of agile teams – tell us they have not yet made their **businesses agile**

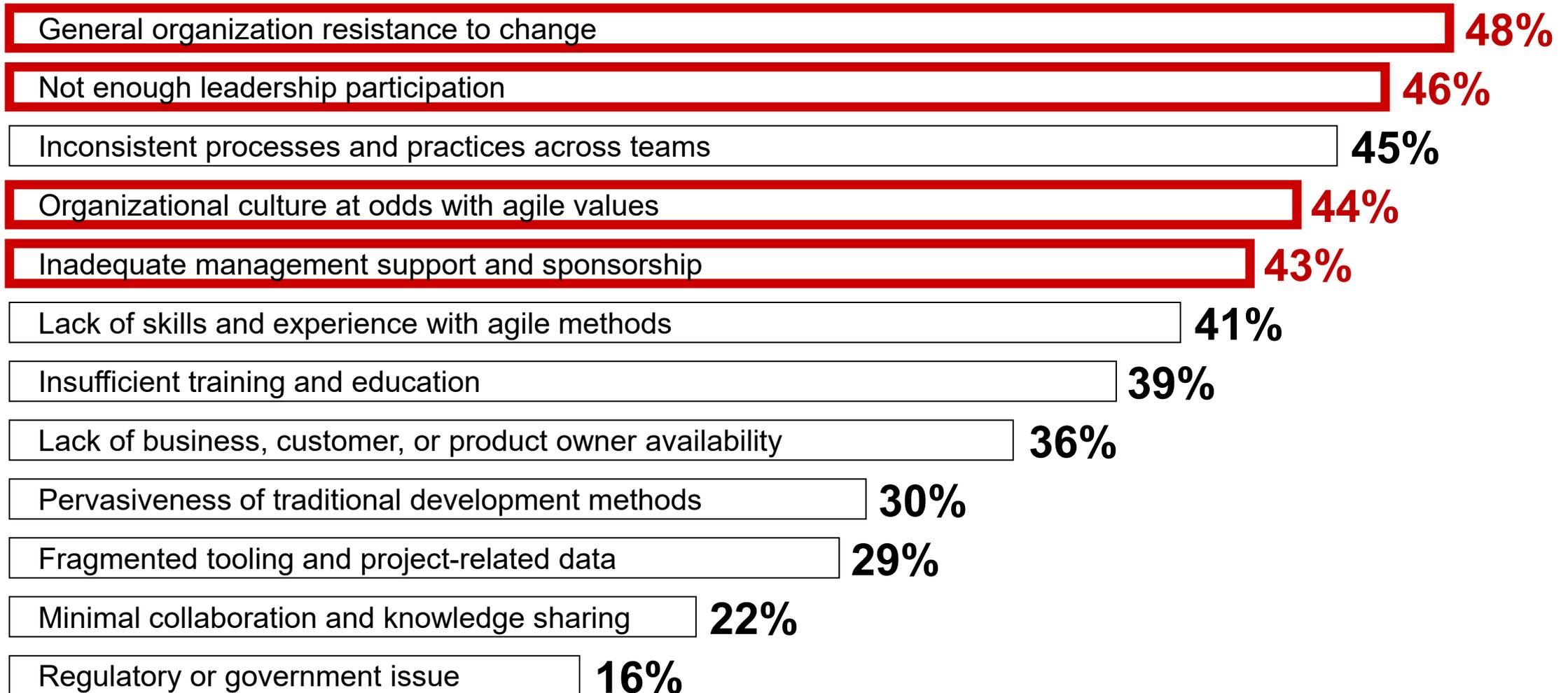
# The components of an agile business system



# An agile transition to an agile enterprise achieves bold ambitions through step-by-step progress



# Leadership and culture are the **leading challenges** to adopting and scaling agile



# No roles change more than those of **leaders**

LESS TIME MICROMANAGING...

...MORE TIME LEADING

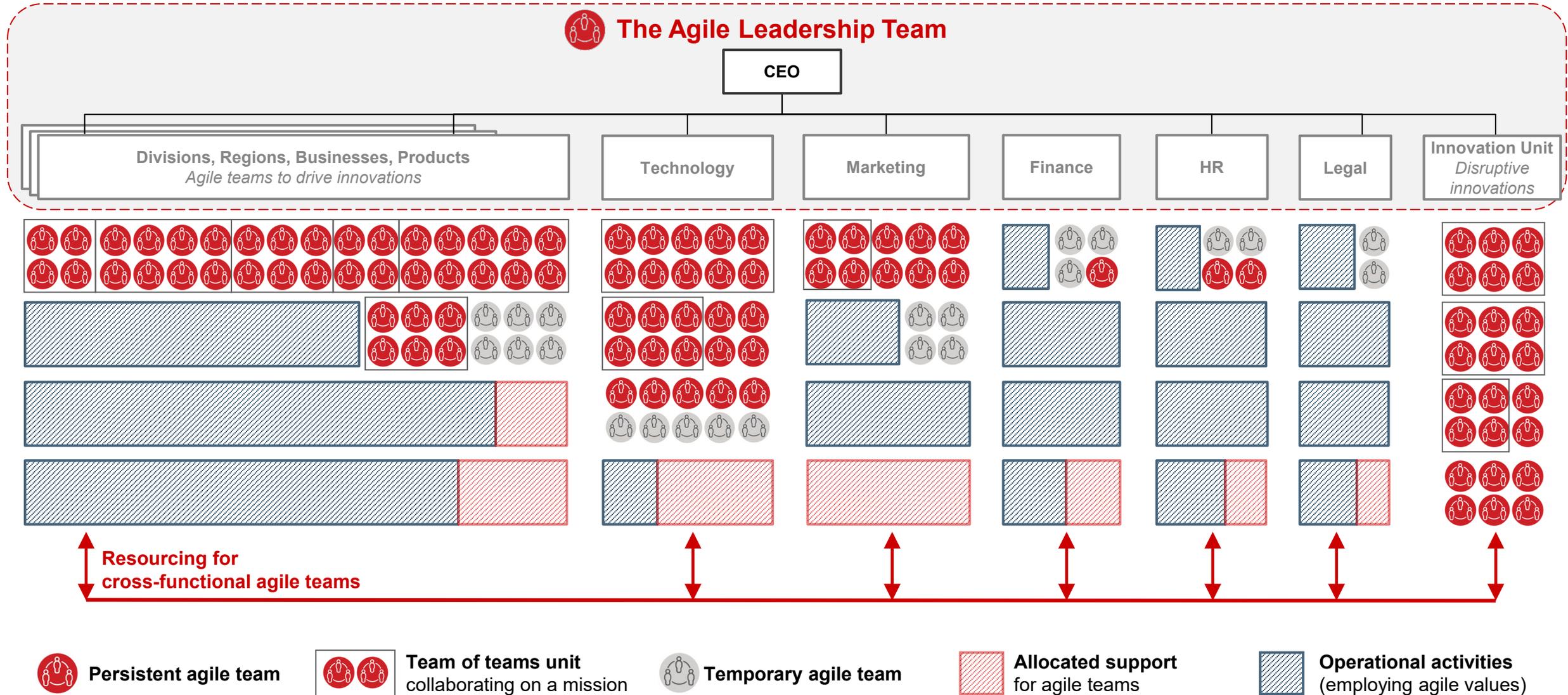


- **Every hour of micromanaging is an hour less of leading**
- **Delegation** puts work into the hands of teams that are **best able to accomplish it**
- It helps to build a **future generation of skilled managers**
- It increases the team's **motivation, happiness and creativity**



- Delegation **frees up time** for senior executives to do **what only they can do**:
  - **Build an agile operating system**
  - Create and adjust the **corporate vision**
  - **Prioritize and sequence** strategic initiatives
  - **Simplify and focus work**
  - Get the **right people** working on the **right tasks**
  - **Provide clear context** for what teams are doing and why they are doing it
  - Increase cross-functional collaboration and **remove impediments**
  - Engage actively in **“nearly irreversible” decisions**

# Most agile teams should be located as close as possible to the operations that must adopt and scale them



# Agile enterprises foster agile mindsets everywhere, and true agile methods in agile innovation teams

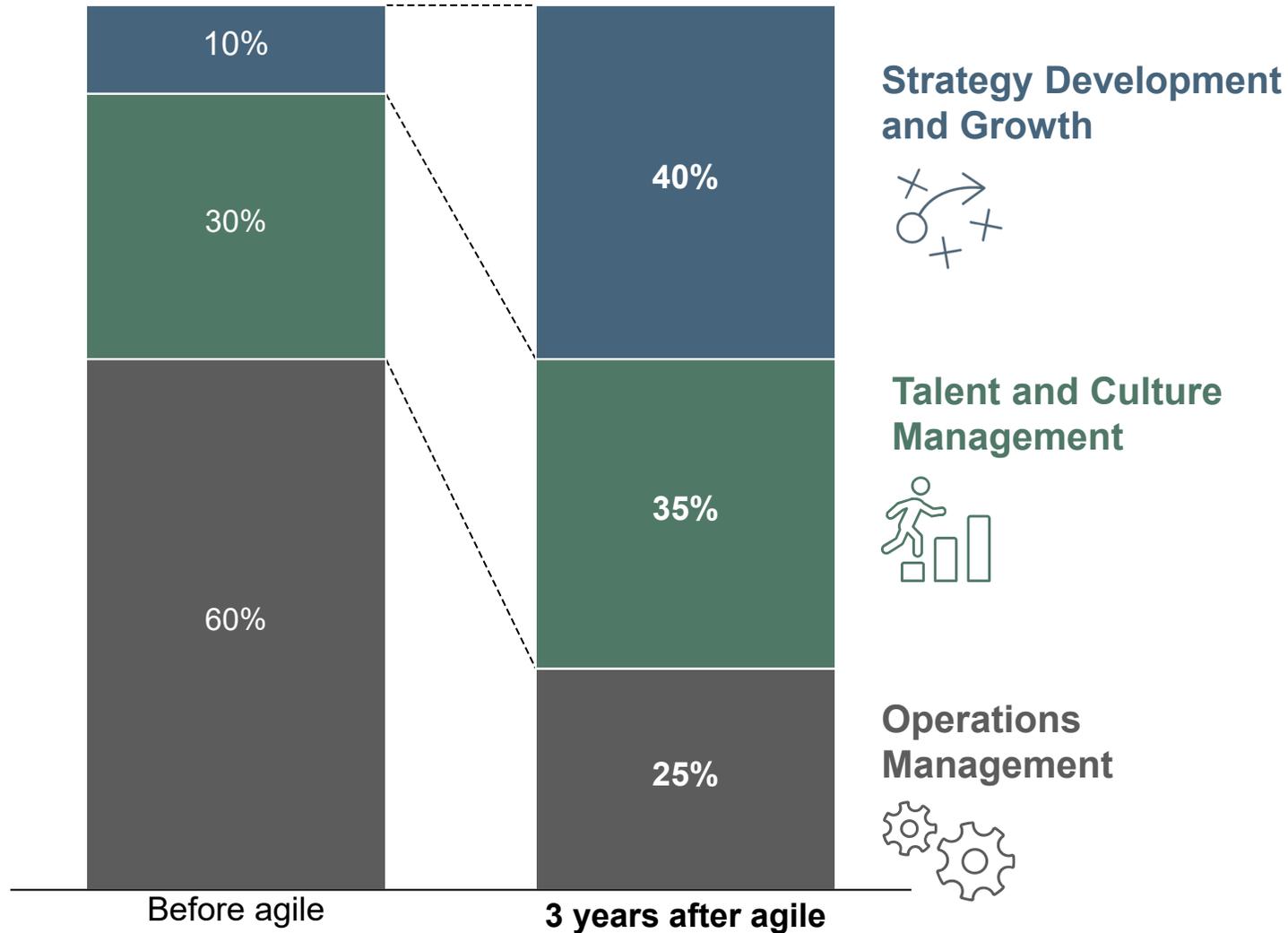
## Agile mindsets (values and principles)

- Customer obsession
- Respect for individuals and the power of diversity
- Contribute innovative ideas
- Maintain a sustainable pace
- Frequent recognition and appreciation for achievements
- Ability to utilize strengths
- Opportunities to learn and grow
- Eliminate headaches and impediments
- Get started; break large tasks into testable modules
- Sense of community among all silos
- Reflect on how to be more effective
- Seek simplicity. Maximize the amount of work not done

## Agile methods (practices)

-  Small, dedicated, multi-disciplinary teams
-  Focused on innovative experiments and prototypes
-  Frequent sprints and sprint planning
-  Followed by sprint reviews and retrospectives
-  Daily standups
-  Release planning
-  Product roadmapping
-  Work estimation and velocity tracking
-  Project management tools (backlogs and tracking)

# How management time changes



- Customer understanding
- Market and competitor analysis
- Prioritization and sequencing of initiatives
- Business case development
- Strategic alternatives and choices
- Increasing transparency and collaboration among teams
- Removing action impediments

- Talent acquisition and onboarding
- Talent allocation
- Workforce planning
- Succession planning
- Personal coaching and development
- Team building

- Operational reviews
- Financial reviews
- Crises of the moment
- Administrative work
- Corporate governance
- Investor communications and guidance