

SOONER SAFER HAPPIER

ANTIPATTERNS AND PATTERNS FOR BUSINESS AGILITY

| Outcome | Recommended Reading | | |
|--|---|--|--|
| <p>I want more efficient delivery of value.</p> <p>“We’re too expensive and inefficient. It’s too hard to get anything done, and organizational inertia is holding us back. Doing nothing is like going backward. The cost of change is high and it takes ages. We have to be more efficient!”</p> | <p>Chapter 1 Focus on Outcomes</p> | <p>Chapter 5 Build the Right Thing; Intelligent Flow</p> | <p>Chapter 7 Continuous Attention to Technical Excellence</p> |
| <p>I want to optimize for highest value.</p> <p>“We need to get better at benefits management. We don’t really know what value our change investments are adding, it’s just opinion. We have to get smarter at articulating, measuring, and prioritizing highest value!”</p> | <p>Chapter 1 Focus on Outcomes</p> | <p>Chapter 5 Build the Right Thing; Intelligent Flow</p> | <p>Chapter 8 Create A Learning Ecosystem</p> |
| <p>I want to decrease time to value.</p> <p>“Things take too long. If we don’t change we will not exist. We are not keeping up with the competition. Doing nothing means we are going backward quickly. We have to accelerate.”</p> | <p>Chapter 5 Build the Right Thing; Intelligent Flow</p> | <p>Chapter 6 Build the Thing Right; Intelligent Control</p> | <p>Chapter 7 Continuous Attention to Technical Excellence</p> |
| <p>I want to have both speed and control.</p> <p>“When our delivery teams hit the risk and control gates it doesn’t matter whether they are agile or not, they all slow to the same speed. It can feel like we have governance gridlock, yet we are highly regulated and must manage risk and maintain regulatory trust.”</p> | <p>Chapter 4 Leadership Will Make It or Break It</p> | <p>Chapter 5 Build the Right Thing; Intelligent Flow</p> | <p>Chapter 6 Build the Thing Right; Intelligent Control</p> |
| <p>I want a more engaged workforce.</p> <p>“Our best people keep leaving. The talent market is so competitive. Our staff turnover is really wasteful. We lose knowledge and reputation. We have to get better at attracting and retaining the best talent.”</p> | <p>Chapter 1 Focus on Outcomes</p> | <p>Chapter 3 Optimization over One Way; Invite over Inflict</p> | <p>Chapter 8 Create A Learning Ecosystem</p> |
| <p>I want to know why ways of working matter.</p> <p>“We waste a lot of time talking about it. We have some pockets of improvement, but there is no shared understanding. Everyone has such entrenched beliefs. The arguments can get heated. Our energy needs be focused on making real improvement.”</p> | <p>Chapter 0 A Sense of Urgency</p> | <p>Chapter 1 Focus on Outcomes</p> | <p>Chapter 4 Leadership Will Make It or Break It</p> |
| <p>I want to nurture cultural change.</p> <p>“We have talked about transformation for a long time and made a start. We’re making some progress in IT but the wider organization is not yet feeling the benefit. As a leadership team we want to improve outcomes and we want lasting change”</p> | <p>Chapter 2 Achieve Big through Small</p> | <p>Chapter 3 Optimization over One Way; Invite over Inflict</p> | <p>Chapter 4 Leadership Will Make It or Break It</p> |
| <p>I want to know where to (re)start.</p> <p>“For our organization to survive and thrive we know we have to adapt quickly. The scale of change is daunting and we are not sure where to begin making these changes.”</p> | <p>Chapter 0 A Sense of Urgency</p> | <p>Chapter 1 Focus on Outcomes</p> | <p>Chapter 9 The Best Time to Plant a Tree is Twenty Years Ago; The Second Best Time Is Today</p> |
| <p>I want to know how to fund agility.</p> <p>“Our investment funding is tied to detailed upfront business cases and annual project cycles. Its hard to understand what a different funding model might look like in new ways of working”</p> | <p>Chapter 1 Focus on Outcomes</p> | <p>Chapter 5 Build the Right Thing; Intelligent Flow</p> | <p>Chapter 4 Leadership Will Make It or Break It</p> |