

The Stairway to Business Agility



1. Big projects and command & control

Traditional structures and ways of working with resource optimization and command and control. Everyone focuses on optimizing their own part of the process. When complexity grows and speed is required the organization suffer badly from decision latency and can no longer meet the customers' needs.

2. The machine - doing Agile

Interest in Agile ways of working in parts of the organization, often in IT. The teams are often seen as "machines". The organization still suffers from decision latency. We are not Agile and are not getting the impact we need.

3. Focus & autonomy

Experimenting and breaking silos to create Feature Teams with different competencies. Teams becomes well-functioning and high-performing. The team and PO has mandate to make quick business decisions.

4. Flow end to end - the end of silos

Cross-functional leadership teams working Agile. Leadership teams are practicing Agile Leadership (transformational leadership) focusing on enabling flow end to end. Minimum valuable bureaucracy is emerging.

5. Collaboration, speed & quick customer feedback

Teams are shifting skills and starting to collaborate. Discovery and delivery is happening in the teams. Teams are feeling psychologically safe. Business value is increasing rapidly alongside quality and innovation.

6. Budget & Mission on team-level enables Alignment & Autonomy

Agility also in strategy. Transparency on what is going on and pull-systems on strategy are enabling strategic agility. Strategic goals and cost of employees are separated and budgets are set on a team-level.

7. Agile mindset in the organization

Cultural shift to a "people first culture". Trust in the abilities of people instead of the controlling processes. The Agile Mindset enables people to continue to improve and to meet and create new customer needs.

8. Business Agility - being Agile

People feel empowered and enjoy working in the organization, and the customers feel awesome using the products and services. We organize around the customers instead of internal processes.