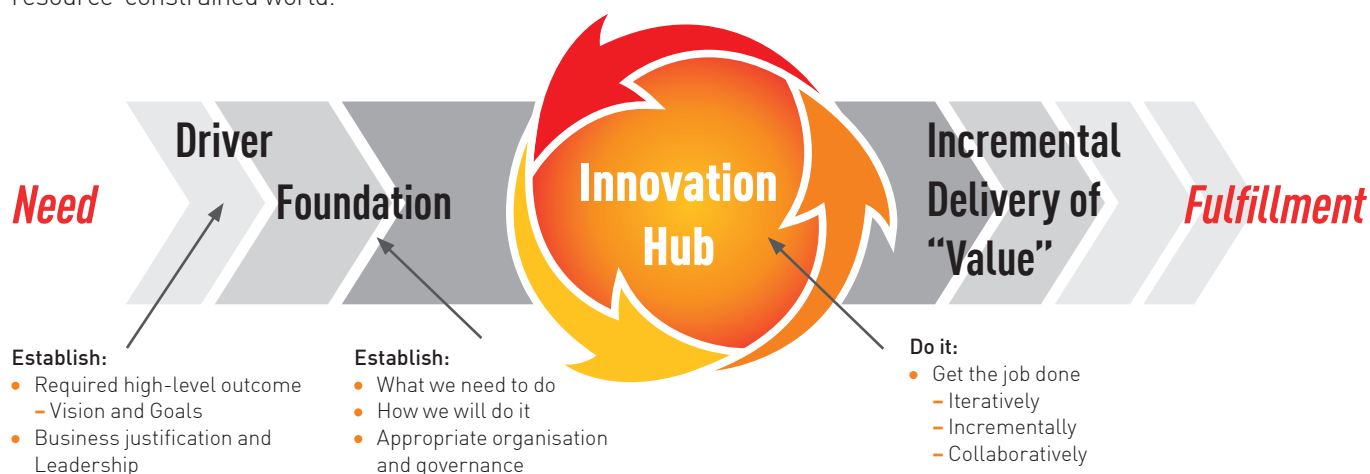# AGILE Business Change Framework Overview

Agile Business Consortium

The Agile Business Change Framework enables a business focus for Agile at scale that is unmatched in the current market. Whatever the nature of your business: for profit, not for profit, government or charity and whatever its purpose, the Agile Business Change Framework is there to help you. To help make your business more responsive to customer and market needs and help it thrive in an increasingly dynamic, demanding and resource-constrained world.

The Framework demystifies business change, presenting the concept in the simplest, most effective, most Agile way. Whether your change objective is as grand as taking your entire business into a brand new market or as modest as tweaking the features of a product or the characteristics of a service, the Agile Business Change Framework provides the guidance you need to make it a reality.

Need → **Driver Foundation** → **Innovation Hub** → **Incremental Delivery of "Value"** → *Fulfillment*

Establish:
- Required high-level outcome
  – Vision and Goals
- Business justification and Leadership

Establish:
- What we need to do
- How we will do it
- Appropriate organisation and governance

Do it:
- Get the job done
  – Iteratively
  – Incrementally
  – Collaboratively

Innovation is at the heart of the Agile Business Change Framework which means people, not processes, are at the heart of making change happen. Regardless of the scale of the intended change, the recipe for success is embedded at all levels.

- Engage the right people, at the right time, in the right way
- Ensure they are energised by clear, concise, customer-centric goals
- Promote a default of team-working that exploits and rewards self-organised communication, collaboration and commitment

The Innovation Hub is the engine that powers the incremental delivery of value in a nexus of people, purpose and creativity.

The people may reside permanently in the hub or may dip in and out as required.

Their purpose is continuously validated through iteration and transparency...

their creativity stemming from the very characteristics and skills that have made human beings the most dominant species on earth: collaborative problem-solving and the use of tools to amplify productivity.

Influencers, Stakeholders and Beneficiaries

Core Change Participants
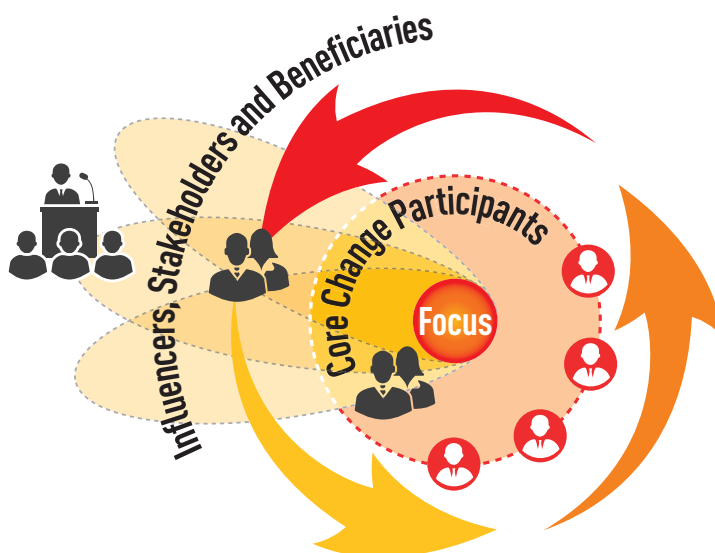
Focus

Agile Business Change Framework:

Scaling from single teams focused on a single product or service through Agile projects and Agile programmes with one to many teams as appropriate. All positioned within a continuously dynamic, strategically aligned portfolio.

Agile Culture and Leadership

Freeing your people from the shackles of over-engineered, over-optimised processes and standards. Inspiring them to engage with each other and their customers, collaborating to deliver real business value as quickly and efficiently as they can.
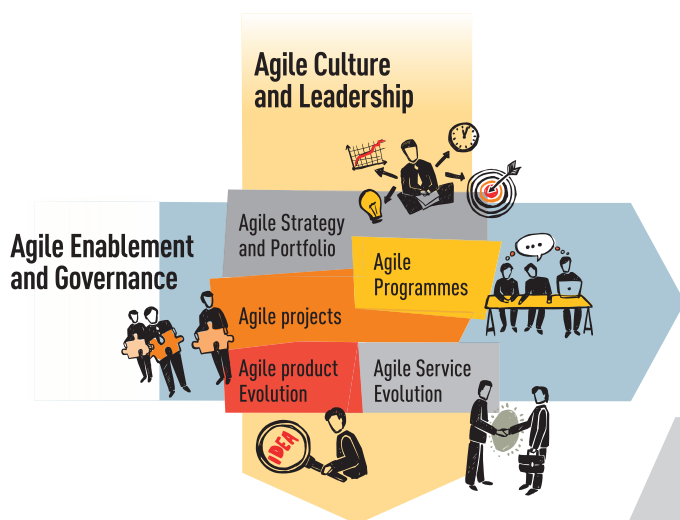
Agile Strategy and Portfolio

Agile Business change scaled to the highest level. Ensuring that change strategy remains under continuous review and reflects shifts in the business environment. Providing a spectrum of co-ordination and control from "full-on" Agile enablement at one extreme and a "halfway house" of Agile tolerance at the other. Features include Agile portfolio planning, Agile monitoring and control, active and effective business ownership of initiatives and, for the most enlightened, Agile budgeting.

Agile Programmes

AgilePgM is Agile at scale for significant whole-business capability change. Embracing Agile and non-Agile projects in a universally applicable Agile framework of governance, co-ordination and control.

Agile Culture and Leadership

Agile Enablement and Governance

Agile Strategy and Portfolio

Agile Programmes

Agile projects

Agile product Evolution

Agile Service Evolution

Agile Projects

AgilePM is a tried, tested and trusted Agile project management approach with more than 45,000 certified practitioners worldwide. It is currently evolving to further strengthen the business change aspects of Agile projects and to embrace the most common team-based Agile product development and emerging Agile service evolution concepts.

Agile Service Evolution

With or without IT enablement or support, business services are at the heart of the way organisations connect with and serve their customers. Agile Service Evolution is an exciting new concept and a key element of the Agile Business Change framework.

Agile Enablement and Governance

Governance not through compliance with rigid processes and standards demonstrated only through bureaucracy... Embracing, instead, governance centred around engaging people with the right knowledge and skills to do the right thing in the right way whilst promoting an environment where truth, trust and transparency is the norm.

Agile Product Evolution

For over 20 years the primary focus of Agile has been software development. Agile Product Evolution will embrace this most popular and critical focus whilst broadening the scope of product evolution to include business products too.

INTRODUCING AGILEPM®
AND DIGITAL SERVICES

AgilePM and Digital Services - a new course to support the Agile evolution of digital public services, fully aligned to the GOV.UK Service Manual

Introduction

The UK Government is recognised as a world leader in digital government, topping the UN E-Government Survey index for both development and e-participation. This has been led by the UK's Government Digital Service (GDS) with its tenacious focus on user needs, common design principles, openness, balance between the needs of citizens and government… and Agility.

In the UK, unlike almost anywhere else in the world, government is ahead of the private sector in the adoption of Agile methods in service development. Agile is mandated by GDS for many central government digital services, and both the National Health Service and local government are developing their own related digital standards with Agile at their heart.

In response to the special complexity of government, GDS has created the GOV.UK Service Standard and supporting Service Manual, which defines a development lifecycle for digital services (user needs-discovery-alpha-beta-live) and provides a set of design standards and a host of supporting guidance.

But the scale and complexity of public sector digital transformation is enormous, and some are now questioning the wisdom of the focus on Agile methods in service evolution. Our own user research, talking to the people doing the work within government departments, told us that people need more support and guidance in how to put the GOV.UK Service Manual into practice.

At the Agile Business Consortium, we are confident that Agile is key to delivering better, faster, more cost-effective public services, and we believe it's time for the wider Agile community to step up the cross-sector Agile learning, to the benefit of both government and the private sector.

Our first contribution is AgilePM and Digital Services.

What is AgilePM and Digital Services?

AgilePM and Digital Services is a new Agile project framework supported by a bespoke training offering and associated qualifications. It will enable organisations to develop a consistent approach, a common language and a skilled workforce (with appropriate accreditation opportunities) for the successful design and delivery of digital services whether through evolving improvements or step-change transformation.

The course uses the language familiar to public sector staff from the GDS Service Manual, including the GDS lifecycle (user-needs-discovery-alpha-beta-live) and GDS roles. It focuses real attention on user research, user experience, and the Digital Design Principles and Digital Service Standard.

Do we really need a new course?

Yes, absolutely. Although there is some good Agile training available, including our own AgilePM certification, none of it focuses on how to apply the GOV.UK Service Manual, and the language used is often different to that in use with government departments.

The new course combines learning about Agile with learning about digital services in a joined up and consistent way.

AgilePM® and Digital Services - a new course to support the Agile evolution of digital public services, fully aligned to the GOV.UK Service Manual

Who is the new course aimed at?

The course is aimed at all those involved in the delivery of digital services to the public, including central government, local government, the NHS, and the private sector organisations supporting them with training and consultancy services.

We want the new course to be useful to both delivery teams and the civil servants who support them as change managers, service managers and product owners. For those with a good grasp of Agile methods, we will introduce guidance on elements that might be new, such as user research, user experience design and digital performance analysis.

At the same time, we will cover the fundamentals of Agile culture and delivery, and demystify Agile jargon for civil servants and others new to Agile.

How and when can I get involved?

The course has been tested in alpha (meaning we've trialled a prototype with real people to ensure it works), and we'll be sharing those experiences and launching our public beta programme at Digital Government 2017.

We will run **free** private beta courses with a representative selection of public sector organisations during Summer 2017. We will then run a second round of public beta courses in the Autumn, at significantly discounted pricing.

If you'd like to participate in the beta programme and get early access to the new course, please complete an expression of interest form or email the Agile Business Consortium info@agilebusiness.org.

AGILE Business Change Framework Agile Portfolio Management
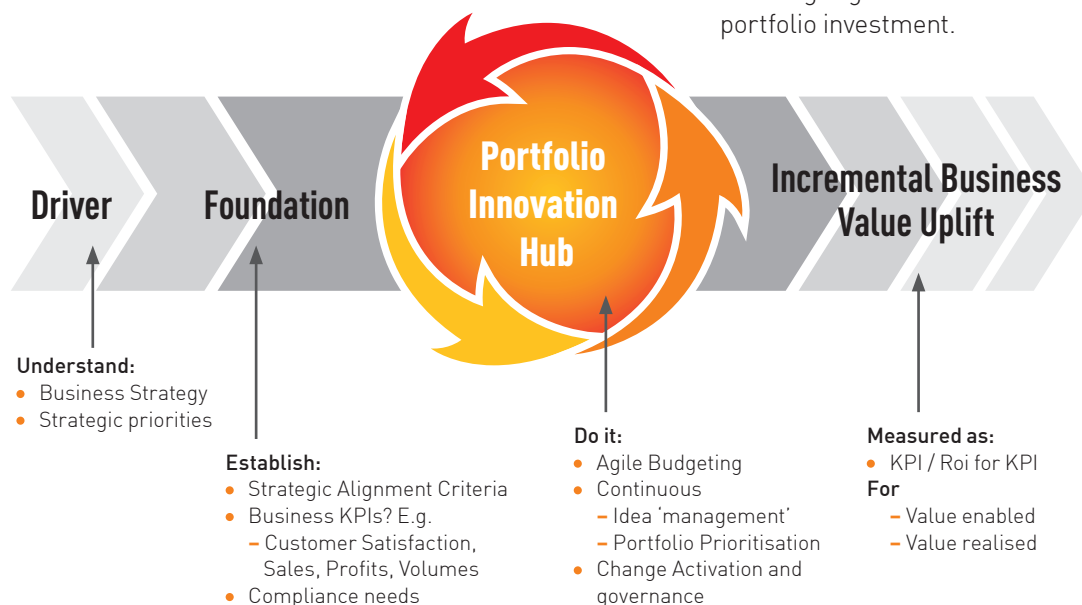
Agile Business Consortium

The philosophy of Agile Business Change is that "best value emerges when business changes are aligned to clear business goals, deliver frequently and are powered by the effective leadership of fully engaged, autonomously collaborative teams".

Agile Portfolio Management (AgilePfM™) ensures that business change strategy remains under continuous review and coordinates the changes needed to reflect shifts in the business environment. It ensures that strategic goals are clearly articulated to provide an essential focus for all business change and enable a foundation for approving, prioritising and governing such work within a broad portfolio of Programmes, Projects and Continual Improvement initiatives.

Whilst an Agile approach to change initiatives is becoming prevalent, organisations may struggle to reflect this agility at the portfolio level. Practices such as annual budgeting, fixed planning and rigid strategy definition can, at best, limit the effectiveness of Agile delivery and, at worst, negate it all together.

Agile Portfolio Management addresses these challenges and defines an Agile approach at portfolio level that supports agility at the project and programme levels enabling organisations to maximise value from their portfolio investment.

Driver

Foundation

Portfolio Innovation Hub

Incremental Business Value Uplift

Understand:
- Business Strategy
- Strategic priorities

Establish:
- Strategic Alignment Criteria
- Business KPIs? E.g.
  – Customer Satisfaction, Sales, Profits, Volumes
- Compliance needs

Do it:
- Agile Budgeting
- Continuous
  – Idea 'management'
  – Portfolio Prioritisation
- Change Activation and governance

Measured as:
- KPI / Roi for KPI

For
  – Value enabled
  – Value realised

Agile Portfolio Management is the Agile Business Change Framework scaled to the highest level. In keeping with our objective to demystify the business of change we use the same high-level change process

Principles of Agile Portfolio Management

- Strategic goals are always explicitly defined
- Measurable goals enable effective portfolio control
- Resource allocation is based on rolling forecasts
- The change funnel is continually reassessed
- Small commitments with defined value are encouraged
- Change is aligned to strategic goals

- Capacity continuously determines the amount of change in progress
- Content and prioritisation of the portfolio is dynamic
- Transparency of portfolio content and control is imperative
- Management of the portfolio is inclusive of all stakeholder

Agile Challenges

Accepting that organisations may find it difficult to implement all aspects of Agile Portfolio Management and may either permanently or as a transition have both Agile and non-Agile change initiatives as part of a portfolio, Agile Portfolio Management is designed to operate in a spectrum where "full-on" Agile enablement is at one extreme and a "half-way house" of Agile tolerance at the other. Regardless of the degree of Agility adopted Agile Portfolio addresses at least some of the following challenges that organisations currently experience:

Challenges to good investment decisions	Agile Portfolio Management guidance
Annual planning and budgeting is time consuming and is often wasted effort	• Rolling planning, forecasts and budget reduce the overhead of the annual budgeting process, shorten the decision-making cycle and ensure the right decisions are made at the right time based on current information • Planning long term horizons and short term detail ensures plans are made to sensible horizons and decisions are based only on what is understood
Strategy and Portfolio decisions often do not take into account the views of all stakeholders, especially those carrying out, or most effected by the change	• Ensure constant feedback is built into change initiatives and Portfolio priorities • Reassess strategy regularly based on feedback to ensure front-line experience influences investment decisions • A dynamic change funnel allows for introduction of new ideas and innovation • Trust in and empowerment of change and service delivery teams fosters and promotes innovative thinking and open and honest feedback • Involvement of the right people at the right time ensures decisions are influenced by those with the most relevant knowledge and experience. This promotes buy in and ownership
Business cases are rarely validated and challenged	• A culture of no blame and transparency of process and prioritisation discourages negative behaviours such as exaggerated business cases • Business cases continually validated through incremental delivery of benefits ensure continuing validity of the business cases and benefits challenged by suitable experts
Appetite for committing to change exceeds capacity	• More accurate and regular understanding of capacity supported by rolling forecasts / planning • Change in progress is limited to what is achievable and optimised for early delivery of value • A collaborative culture where the greater good is valued over individual or siloed interest supports effective allocation of resources
Poor Management Information (MI)	• Self-generating and lean MI supports more regular feedback with less overhead • Lean MI encourages conversation and communication where more detailed information is required • Face-to-face communication ensures decisions are based on the subtleties of context rather than pure data alone • A culture of transparency and no blame encourages open and honest reporting • Reporting of benefits derived or expected encourages decisions based on value over cost • Relevant, current and honest MI allows for flexibility in the light of new data

The Agile Portfolio Management element of the Agile Business Change Framework that is outlined here constitutes the top level of the organisation of Agile change. Great care is being taken to ensure that the emerging guidance on Agile Portfolio Management dovetails with the guidance on Agile Programme Management and Agile Project Management all of which are being evolved to provide a simple and coherent view of business change

Add **www.agilebusiness.org** to your favourite sites to keep up to date with the latest developments in the Agile Business Change Framework.

The Framework for Business Agility Culture and Leadership
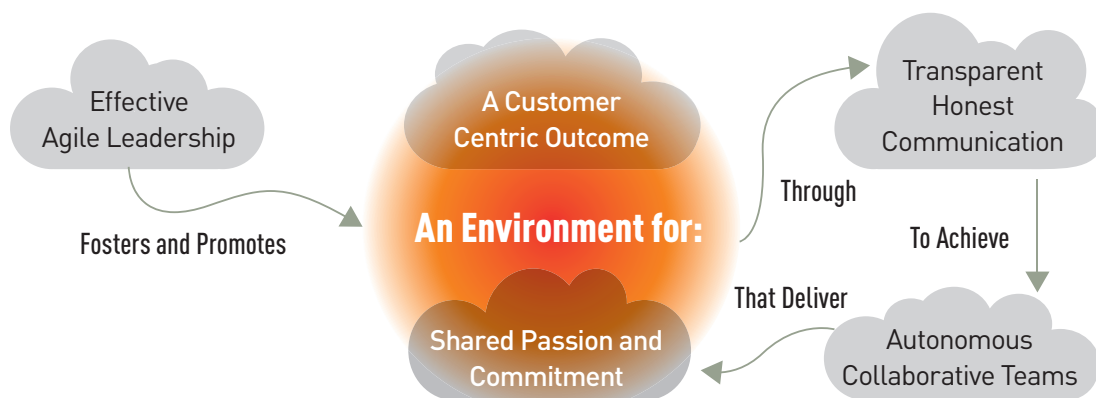
Agile Business Consortium

The philosophy of this framework is that "best value emerges when business changes are aligned to clear business goals, deliver frequently and are powered by the effective leadership of fully engaged, autonomously collaborative teams".

It is widely accepted that successful organisations need to be **adaptable** and **responsive** to survive and thrive in the constantly changing landscape that has become today's norm. To address this dynamic, the focus must shift from the traditional concerns of "command and control" management to a people-centric model that is driven by **delivering value** and responding to **customer needs**.
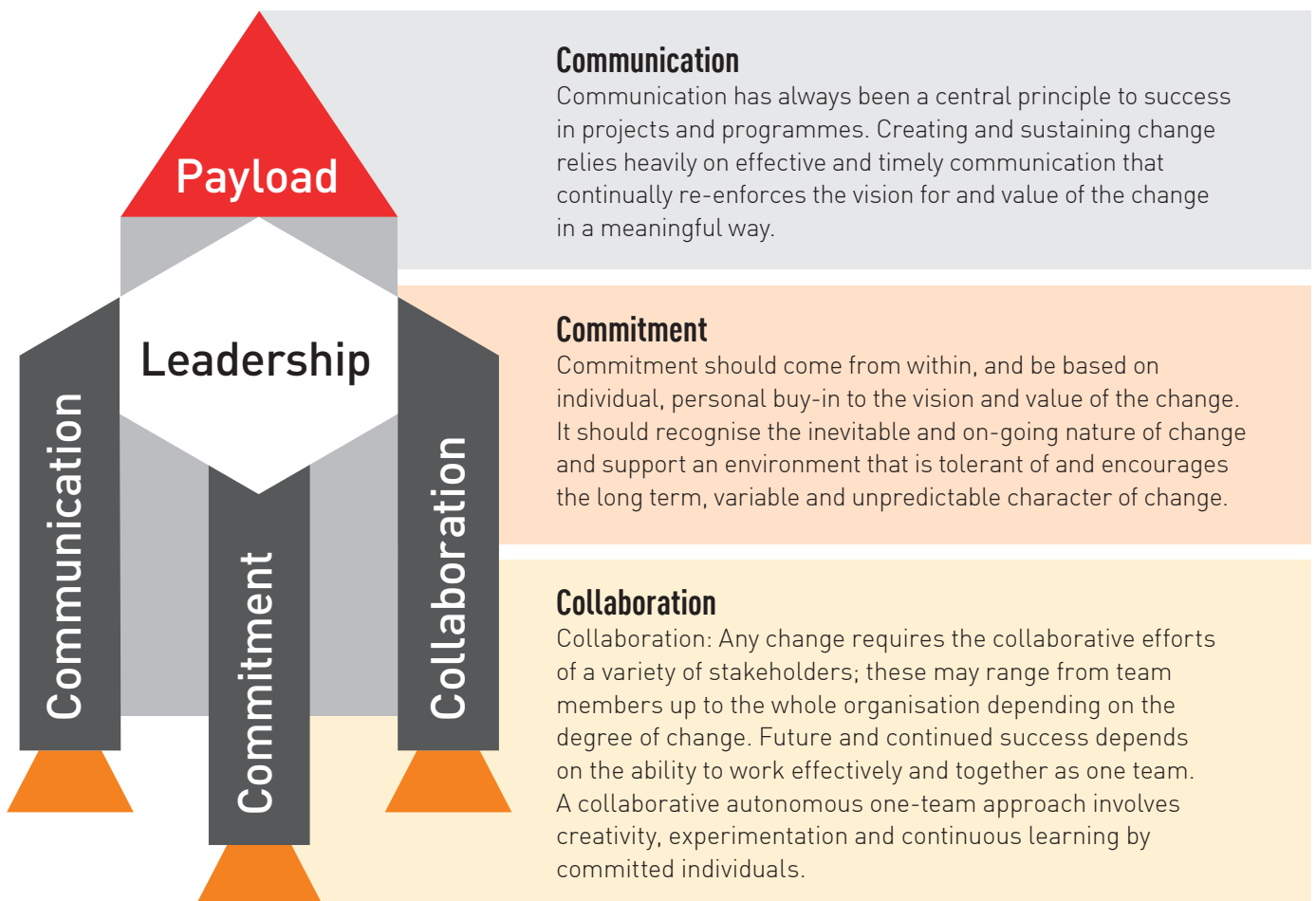
This is achieved through harnessing the considerable power of the **people** within the organisation through autonomous teams that collaborate well with wider **stakeholders**. Business Agility delivers real "bottom line" results when the ethos and culture of the leadership provides balance between constant change and the complexities of interdependent multiple stakeholders.

The Framework for Business Agility embraces the philosophies and principles that underpin all Agile methods. It is an Agile framework that provides guidance and support for change teams to action and deliver any form of change in an incremental and sustainable way. Change initiatives may range from being team based to affecting the whole organisation. The Framework details process at project, programme and portfolio levels and is also explicit about the development of the Agile leaders at all levels necessary to implement and embed change.

Agile leadership is the base upon which effective change is built. The appropriate type of leadership is essential to focus and navigate the change; without it, the current culture will prevail and a diluted form of the change emerge. Constant, consistent and clear Agile leadership is the foundation stone of any change initiative. It underpins the Principles of Culture and Leadership to create an environment for effective innovation.

Culture and Leadership

Agile Enablement and Governance

- Strategy and Portfolio
- Project
- Programme
- Product Development
- Service Development

Effective Agile Leadership

Fosters and Promotes

An Environment for:
- A Customer Centric Outcome
- Shared Passion and Commitment

Through

Transparent Honest Communication

To Achieve

Autonomous Collaborative Teams

That Deliver

The Culture and Leadership element of The Framework for Business Agility brings together practitioner experience, organisational best practice and empirical research to provide an evidence based approach that guides and supports change at any level. To deliver the payload or goal of a change initiative requires the power of Communication, Commitment and Collaboration (C3), fuelled by effective Agile leadership to first launch then sustain a real and positive shift.

Communication

Communication has always been a central principle to success in projects and programmes. Creating and sustaining change relies heavily on effective and timely communication that continually re-enforces the vision for and value of the change in a meaningful way.

Commitment

Commitment should come from within, and be based on individual, personal buy-in to the vision and value of the change. It should recognise the inevitable and on-going nature of change and support an environment that is tolerant of and encourages the long term, variable and unpredictable character of change.

Collaboration

Collaboration: Any change requires the collaborative efforts of a variety of stakeholders; these may range from team members up to the whole organisation depending on the degree of change. Future and continued success depends on the ability to work effectively and together as one team. A collaborative autonomous one-team approach involves creativity, experimentation and continuous learning by committed individuals.

The Culture and Leadership aspects of change that are outlined here underpin all aspects of The Framework for Business Agility. As the Framework continues to evolve, Culture and Leadership guidance will be embedded at Portfolio, Programme and Project levels.

Specific guidance for change teams will expand and support the Culture and Leadership Philosophy and C3 model of Leadership.

Add **www.agilebusiness.org** to your favourite sites to keep up to date with the latest developments in The Framework for Business Agility.