

Business Value of Organizational Agility

USING LEAN & AGILE TRANSFORMATION PRINCIPLES TO ACHIEVE 21ST CENTURY ORGANIZATIONAL PERFORMANCE

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Agile Cost of Quality: <http://www.davidfrico.com/agile-vs-trad-coq.pdf>

DevOps Return on Investment (ROI): <http://davidfrico.com/rico-devops-roi.pdf>

Dave's NEW Business Agility Video: <http://www.youtube.com/watch?v=hTvtsAkL8xU>

Dave's NEWER Scaled Agile Framework SAFe 4.5 Video: <http://youtu.be/1TAuCRq5a34>

Dave's NEWEST Development Operations Security Video: <http://youtu.be/qrWRoXSS9bs>

Dave's BRAND-NEW ROI of Lean Thinking Principles Video: <http://youtu.be/wkMfaPAxO6E>

Dave's REALLY-NEW ROI of Evolutionary Design Principles Video: <http://youtu.be/TcXI26ClRb0>

Dave's EXTREMELY-NEW ROI of Organizational Agility Principles Video: <http://youtu.be/HOzDM5krtes>

DoD Fighter Jets versus Amazon Web Services: <http://davidfrico.com/dod-agile-principles.pdf>

Principles of Collaborative Contracts: <http://davidfrico.com/collaborative-contract-principles.pdf>

Principles of Lean Organizational Leadership: <http://davidfrico.com/lean-leadership-principles.pdf>

Principles of Evolutionary Architecture: <http://davidfrico.com/evolutionary-architecture-principles.pdf>

Principles of CI, CD, & DevOps - Development Operations: <http://davidfrico.com/devops-principles.pdf>

Principles of SAFe Transformations - Scaled Agile Framework: <http://davidfrico.com/safe-principles.pdf>

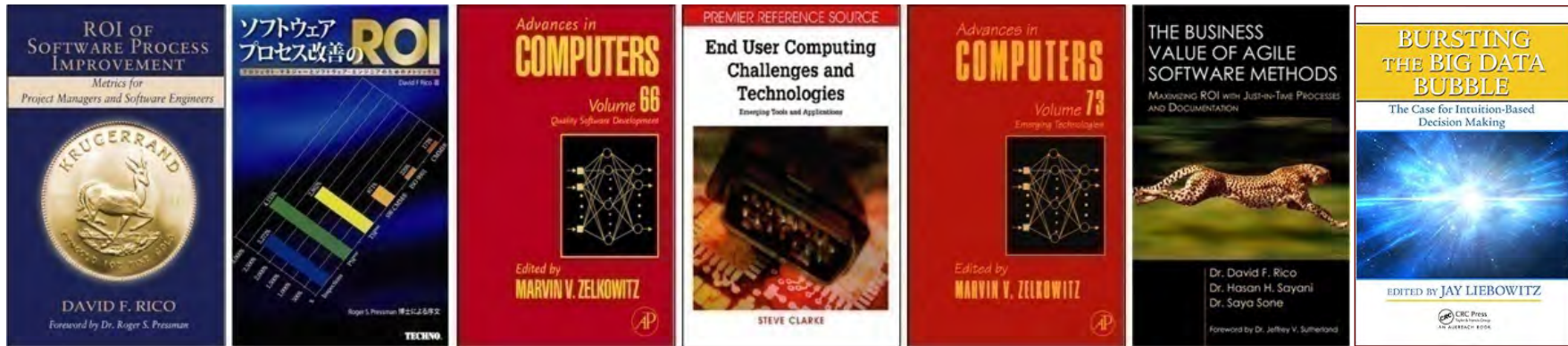
Principles of Maximizing SAFe ROI - Scaled Agile Framework: <http://davidfrico.com/safe-roi-principles.pdf>

Principles of Lean-Agile - Contract Statements of Work (SOW): <http://davidfrico.com/agile-sow-principles.pdf>

Economic Value of Agile Businesses, Enterprises & Organizations - <http://davidfrico.com/value-of-business-agility.pdf>

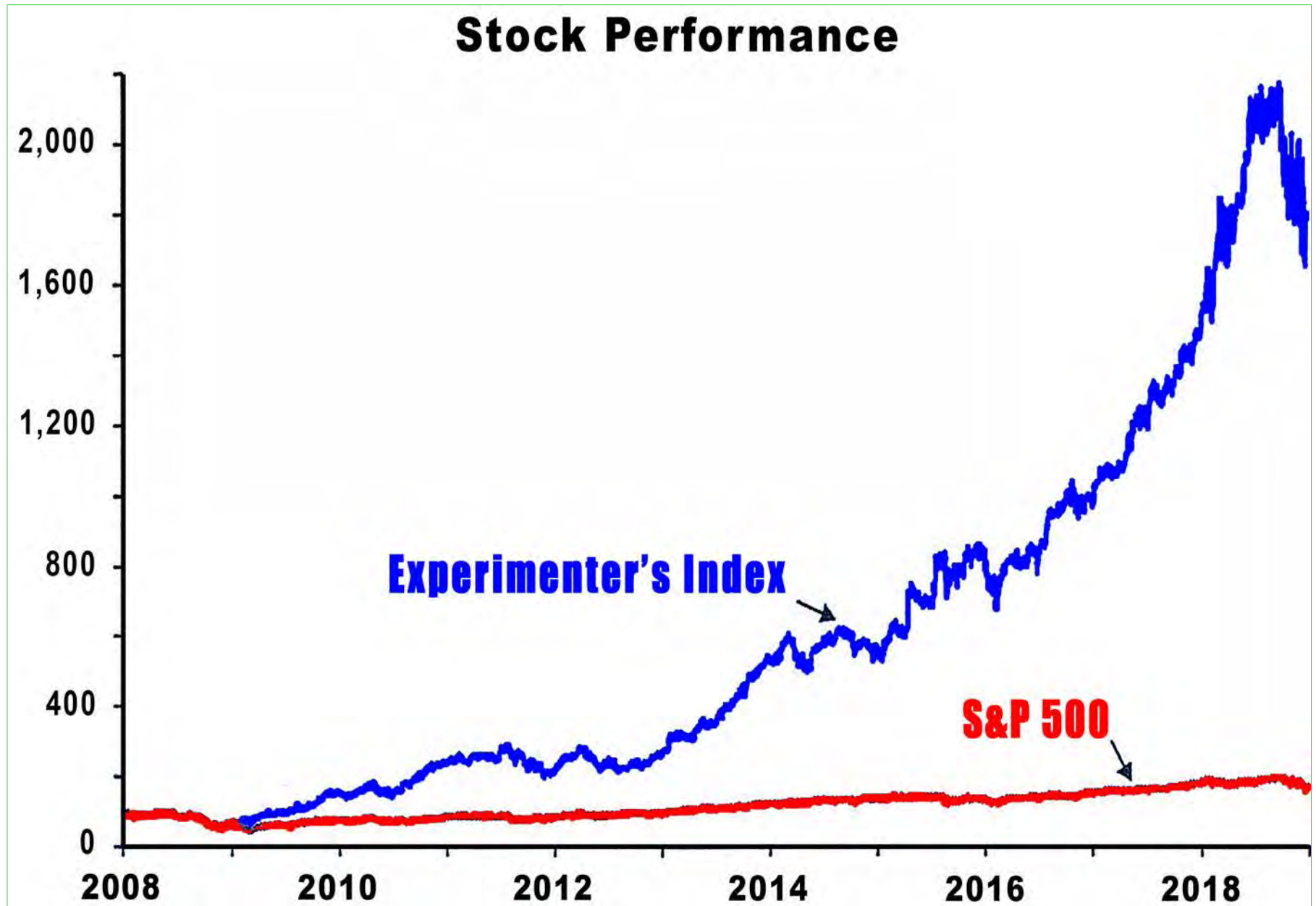
Dave's Background

- Mgt. consultant with 39+ years of IT experience
- B.S. Comp. Sci., M.S. Soft. Eng., & D.M. Info. Sys.
- ☞ □ Very large projects in U.S., Far/Mid-East, & Europe

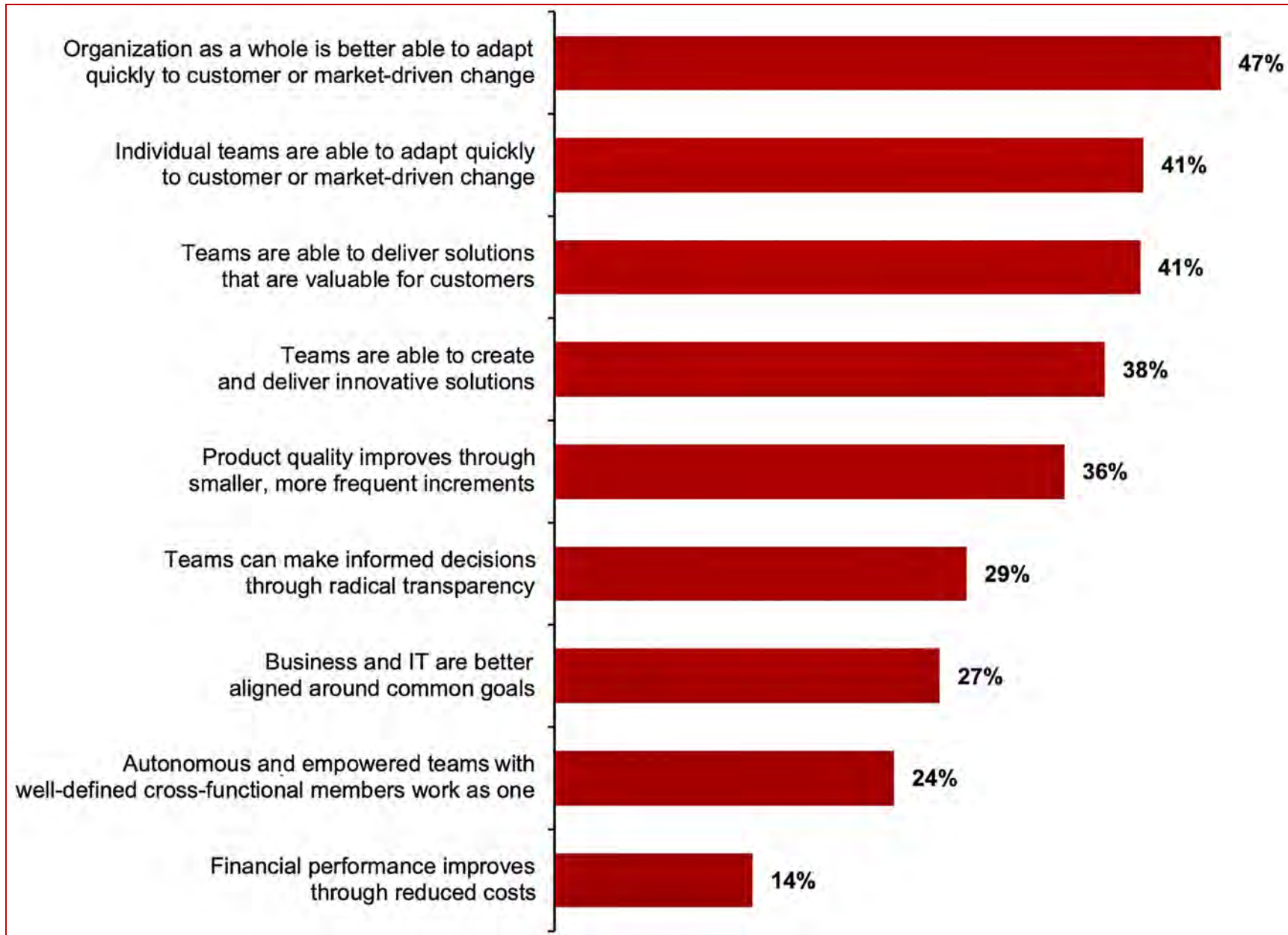


- ✓ Career IT project management, systems and software engineering PROCESS coach.
- ✓ Supported numerous billion-dollar enterprise digital transformation initiatives for 35+ years.
- ✓ Clients multi-billion government agencies, Fortune 500 conglomerates, and international IT firms.
- ✓ Included NASA's Space Station, Japanese Firms, Navy Fighters, NRO Satellites, and Intel Clouds, etc.
- ✓ Supported Digital Transformations at leading energy, healthcare, financial, and DoD enterprises and firms.
- ✓ Supported virtual casefile systems, data warehouses, data lakes, cloud migrations, and enterprise architectures.
- ✓ Specialized in Lean, Agile, Scrum, Scaled Agile Framework (SAFe), CI, CD, DevOps, DevSecOps, and Cloud Computing.
- ✓ Quickstart SAFe rollouts for critical portfolios, solutions, programs, projects, and new product development initiatives.
- ✓ Provides one-on-one and small group coaching services for C-levels, directors, managers, tech leaders, and developers.
- ✓ Skills include Lean, Agile, Scrum, SAFe, DevSecOps, Agile assessments, metrics, toolsets, dashboards, and case studies.
- ✓ Public speaker, author, blogger, trainer and holds over 13 professional certifications including SAFe SPC 5.0 and AWS CCP.
- ✓ Supported HHS, CMS, IRS, Exelon, ODNI IC-CIO, Intel, DoD, DoJ, USPS, NASA, DARPA, DISA, U.S. Air Force, Army, and Navy.

Harvard 2020—Performance of Business Agility

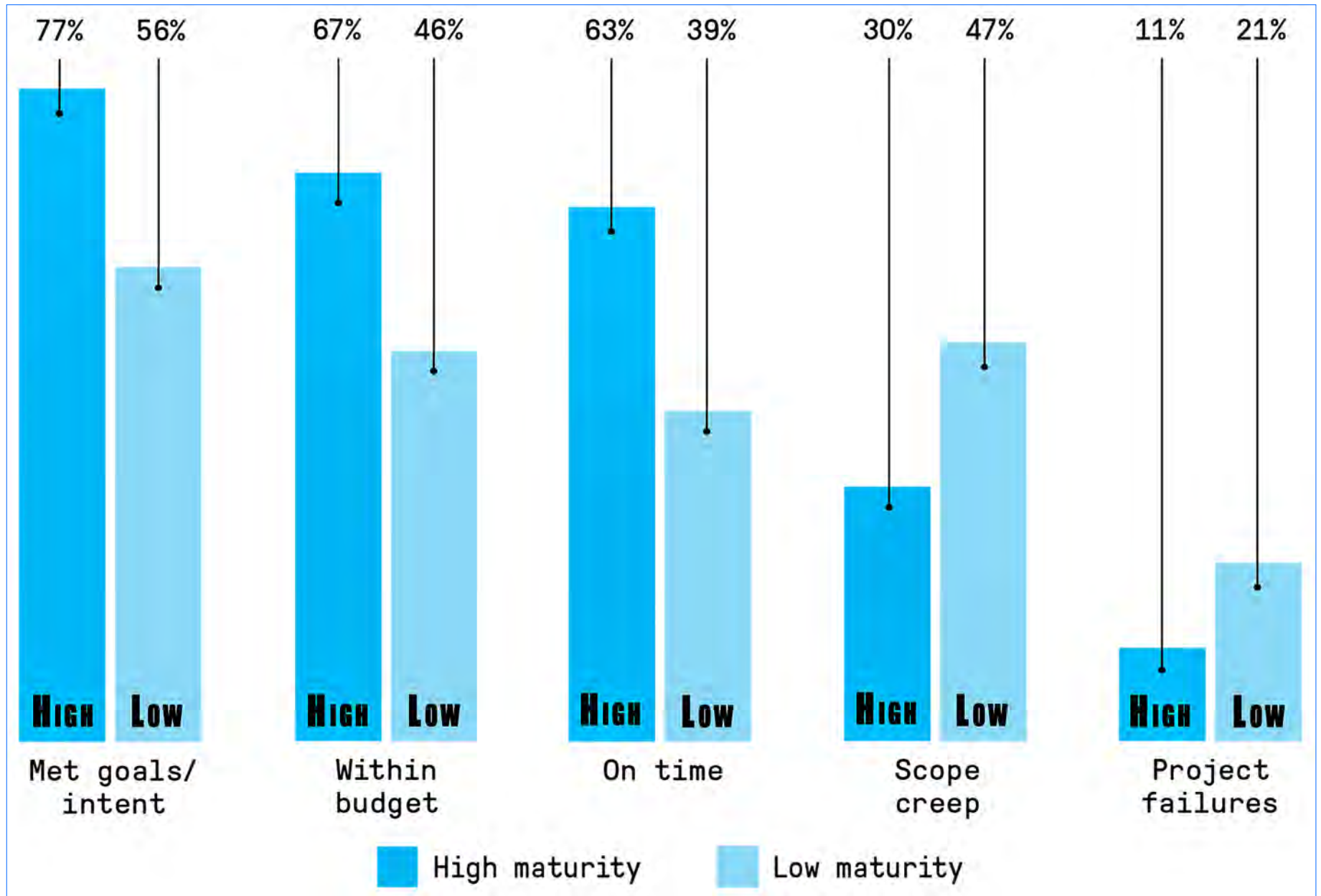


PwC 2020—Top Benefits of Enterprise Agility



Siegel, M., & Booth, C. (2020). *Six dimensions of the agile enterprise: What leading companies are doing*. Florham Park, NJ: Pricewaterhouse-Coopers.

PMI 2020—ROI of Business Agility Maturity



PMA 2020—Benefits of Agile Government

- ☑ IMPROVES EFFICIENCIES IN GOVERNMENT
 - Makes Government Leaner and More Efficient.
 - Aligns Federal Compensation with the Private Sector.
 - Saves Money with Category Management.
 - Makes it Leaner and More Efficient.
 - Streamlines Review and Permitting for Major Infrastructure Projects.
 - Saves Taxpayer Time and Money with Shared Support Services.
 - Manages Real Property Efficiently.
 - Reorganizes Government.
 - Prevents Improper Payments.
 - Improves Acquisitions in the Digital Age.
- ☑ DEVELOPS MORE RESPONSIVE GOVERNMENT
 - Improves Customer Experience.
 - Accelerates Modernization within Government.
 - Engages Government with Private Sector.
 - Moves Government Closer to the People it Serves.
 - Leverages Data as a Strategic Asset.
 - Uses Evidence to Promote Better Outcomes.
- ☑ INCREASES AGILITY FOR MODERN GOVERNMENT
 - Improves Federal Hiring.
 - Addresses the Federal Cybersecurity Shortage.
 - Secures the National Supply Chain.
 - Promotes Results-Oriented Accountability for Grants.
 - Strengthens Performance and Risk Management.

MITRE 2020—Benefits of Military & Defense Agility

☑ ENHANCE MISSION ASSURANCE

- *Explore multi-domain solutions.*
- *Ensure system interoperability.*
- *Cross community integration.*

☑ INCREASE COMBAT POWER

- *Quickly assemble international coalition.*
- *Best mix of services, agencies, and allies.*
- *Ensure likelihood of campaign success.*

☑ BETTER JROC EFFECTIVENESS

- *Holistic operational architectural model.*
- *Early architectural tradeoff analysis.*
- *Plug-n-play performance optimization.*

☑ ACQUISITION SPEED AND AGILITY

- *Modular interfaces reduce interdependencies.*
- *Streamline tightly-scoped mission capabilities.*
- *Reduce causes of single-point-of-failure.*

☑ IMPROVED MISSION CAPABILITY

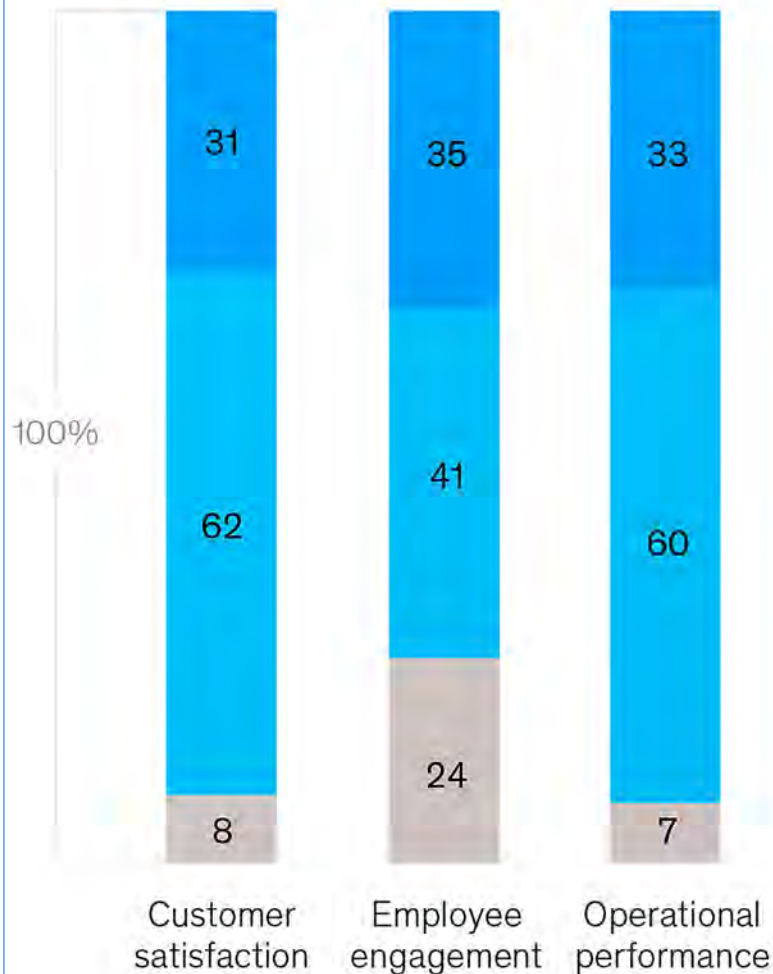
- *Rapid insertion of emerging technologies.*
- *Command state-of-the-art cyberspace domain.*
- *Use cyber capabilities to defend and attack.*

☑ POWERFUL FORCE OPTIMIZATION

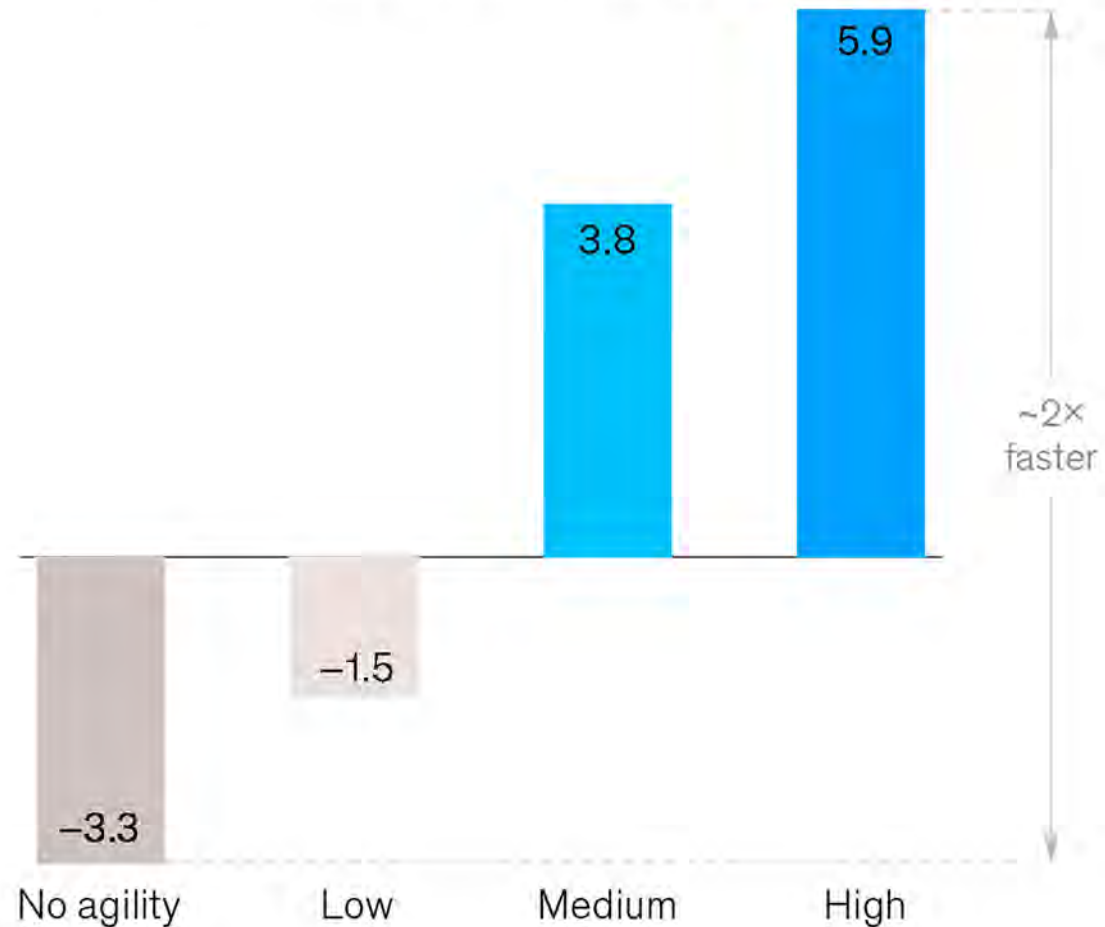
- *Rapidly assemble joint systems of systems force.*
- *Exploit measures of force effectiveness (MoFE).*
- *Enable joint international portfolio operations.*

McKinsey 2020—Benefits of Organizational Agility

Agile Organizations Outperformed Traditional Ones After COVID-19



Agile Organizations Reacted Faster Than Traditional Ones After COVID-19



■ About the same ■ Better ■ Significantly better

Deloitte 2020—Opportunities of Business Agility

CHALLENGES



Career confusion

Confusion as to what career paths should look like now with new ways of working



Lack of talent

Difficulty in finding people with agile skills the line to adopt irrespective of role



Inviting employee buy-in

Inviting the late majority and laggards over better ways of working

OPPORTUNITIES



Career growth

Employees can grow their career by mastery and collaboration



Attract millennials

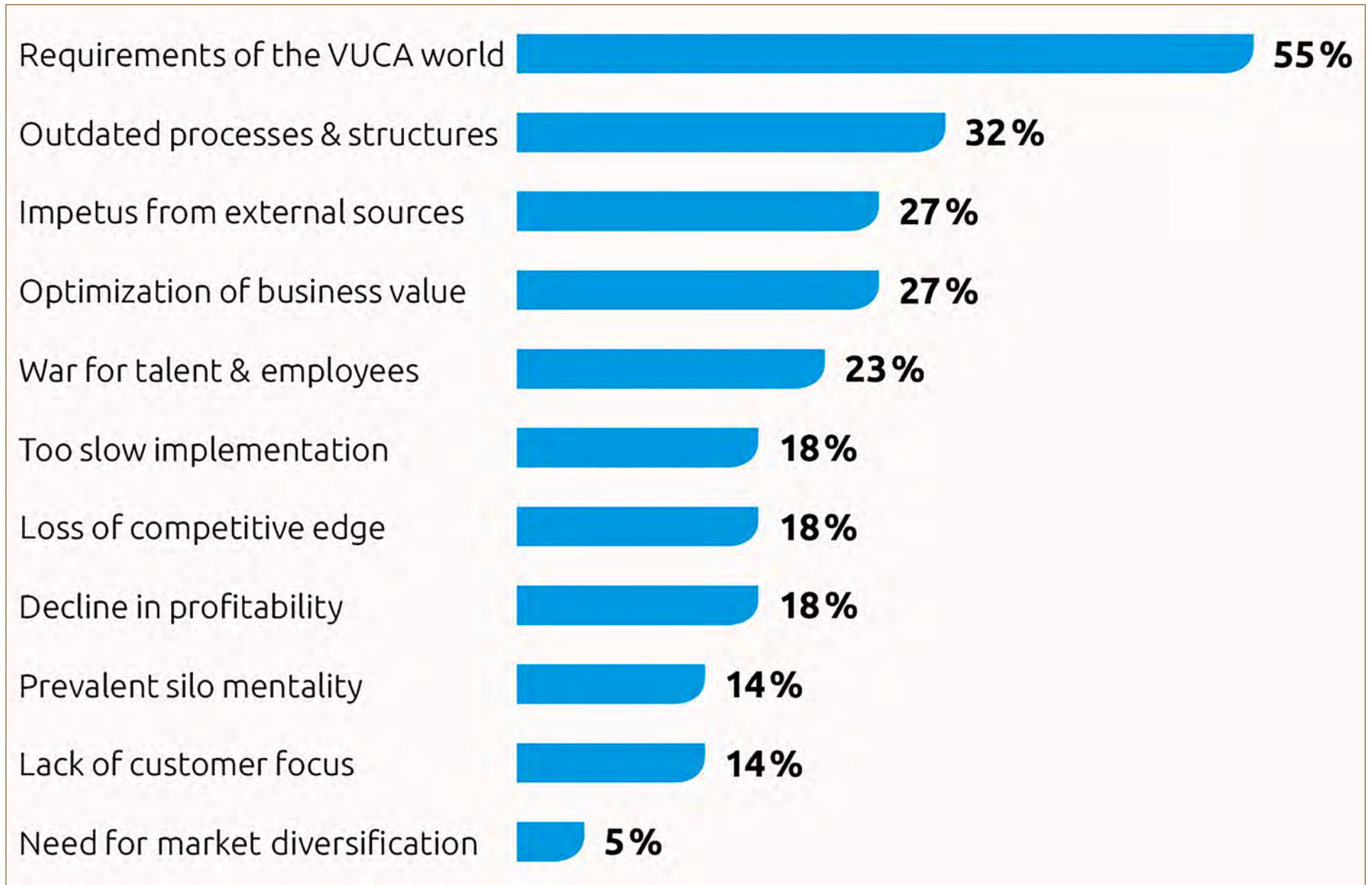
An Agile culture will attract millennials who have different motivations to traditional employees



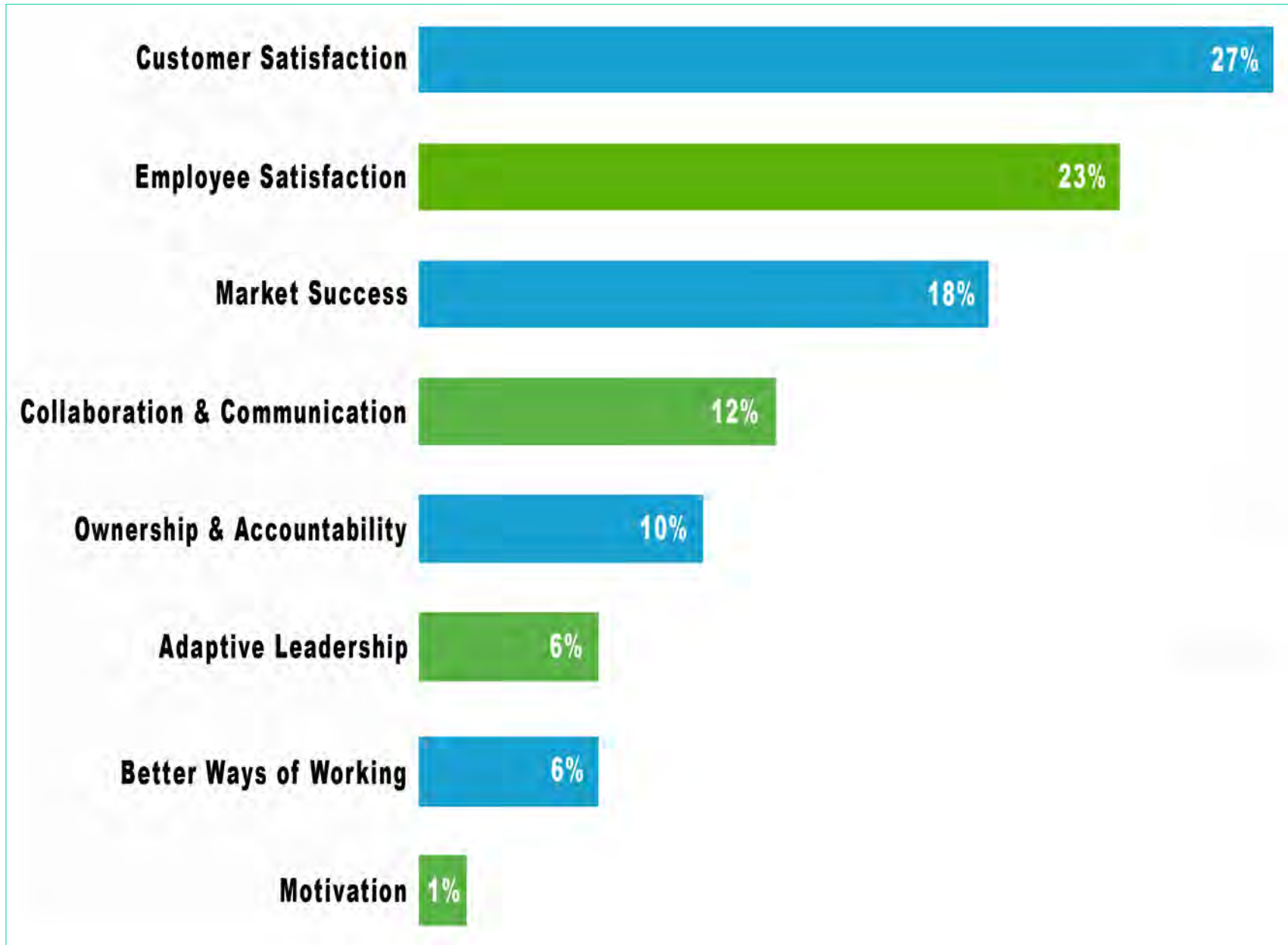
Become a better employer

To become a more attractive employer, particularly in the digital space

Capgemini 2019—Need for Business Agility



BAI 2019—Benefits of Business Agility



Scrum Alliance 2018—Benefits of Agility



What can Scrum and Agile do for me?

TOP 3

- You'll be **more productive**
- You'll find that short-term **goals are easier** to manage and attain
- You'll have the opportunity to **make more money**

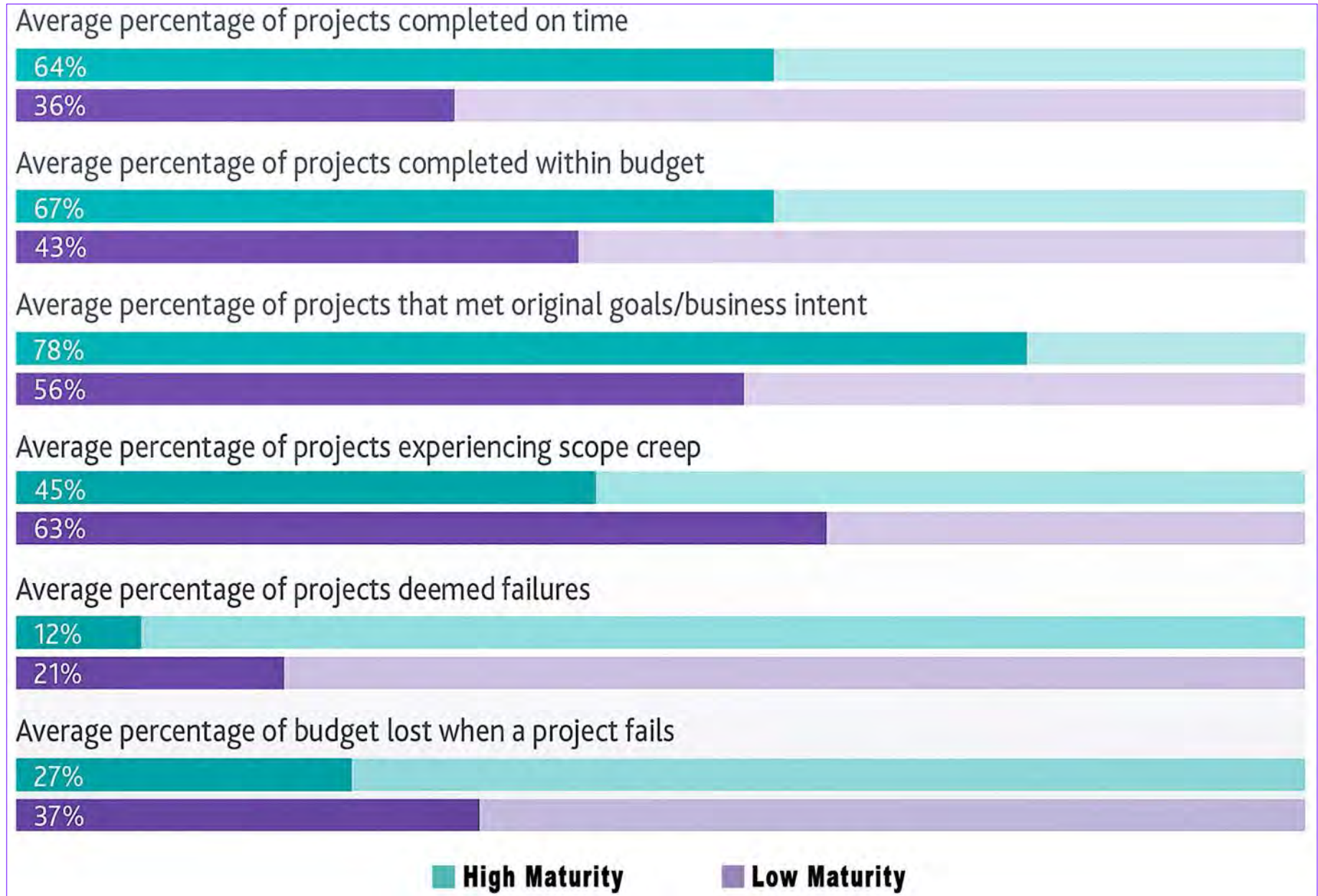


What can Scrum and Agile do for my company and projects?

TOP 3

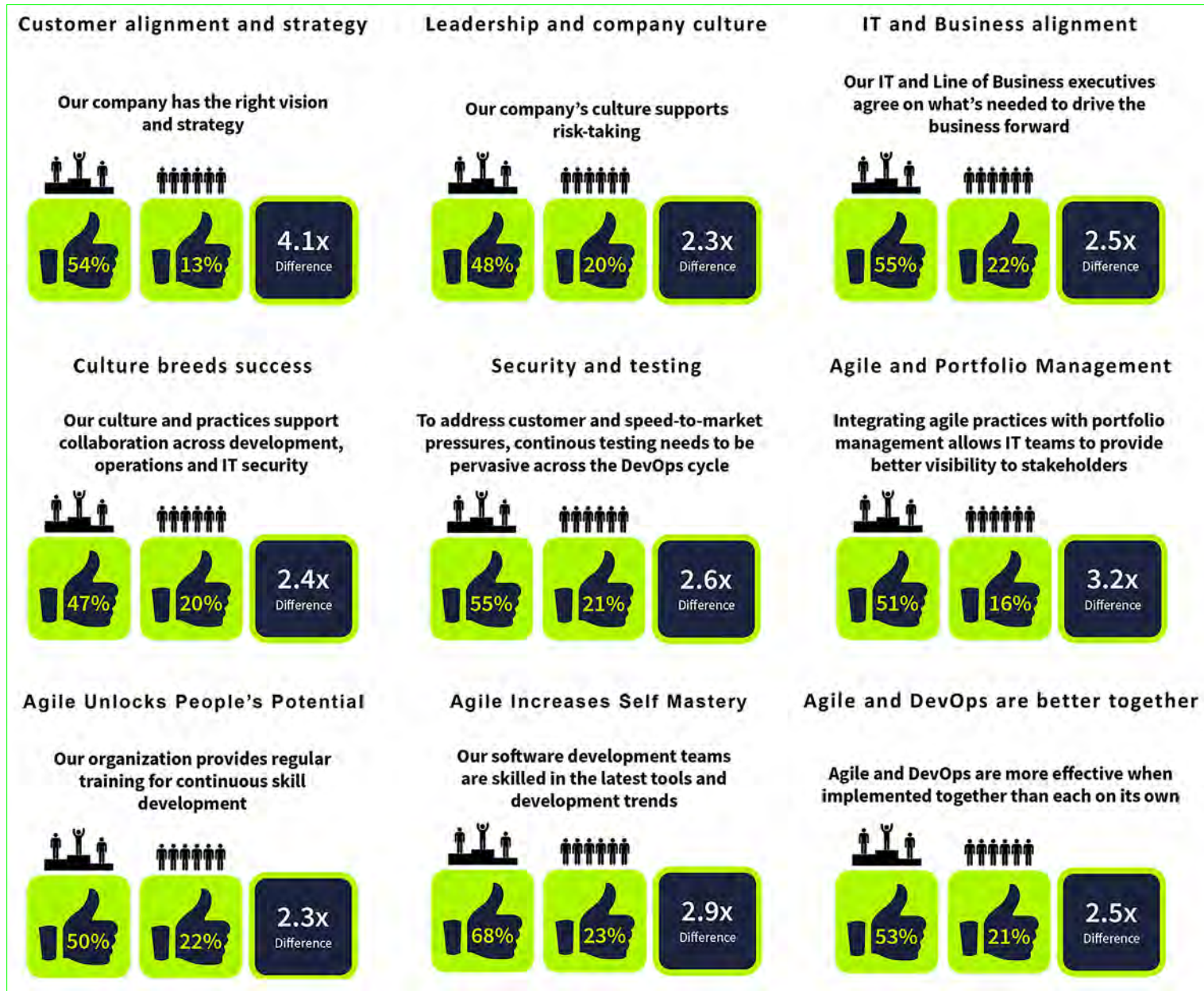
- You'll produce a higher **quality of work** at a lower cost (better ROI)
- You'll have higher **customer satisfaction**
- You'll enjoy increased **team collaboration** and morale

PMI 2018—Benefits of Lean-Agile Value Focus



Langley, M. (2018). *Success in disruptive times: Expanding the value delivery landscape to address the high cost of low performance*. Newton Square, PA: Project Management Institute.

Freeform 2018—Benefits of Agile Mastery

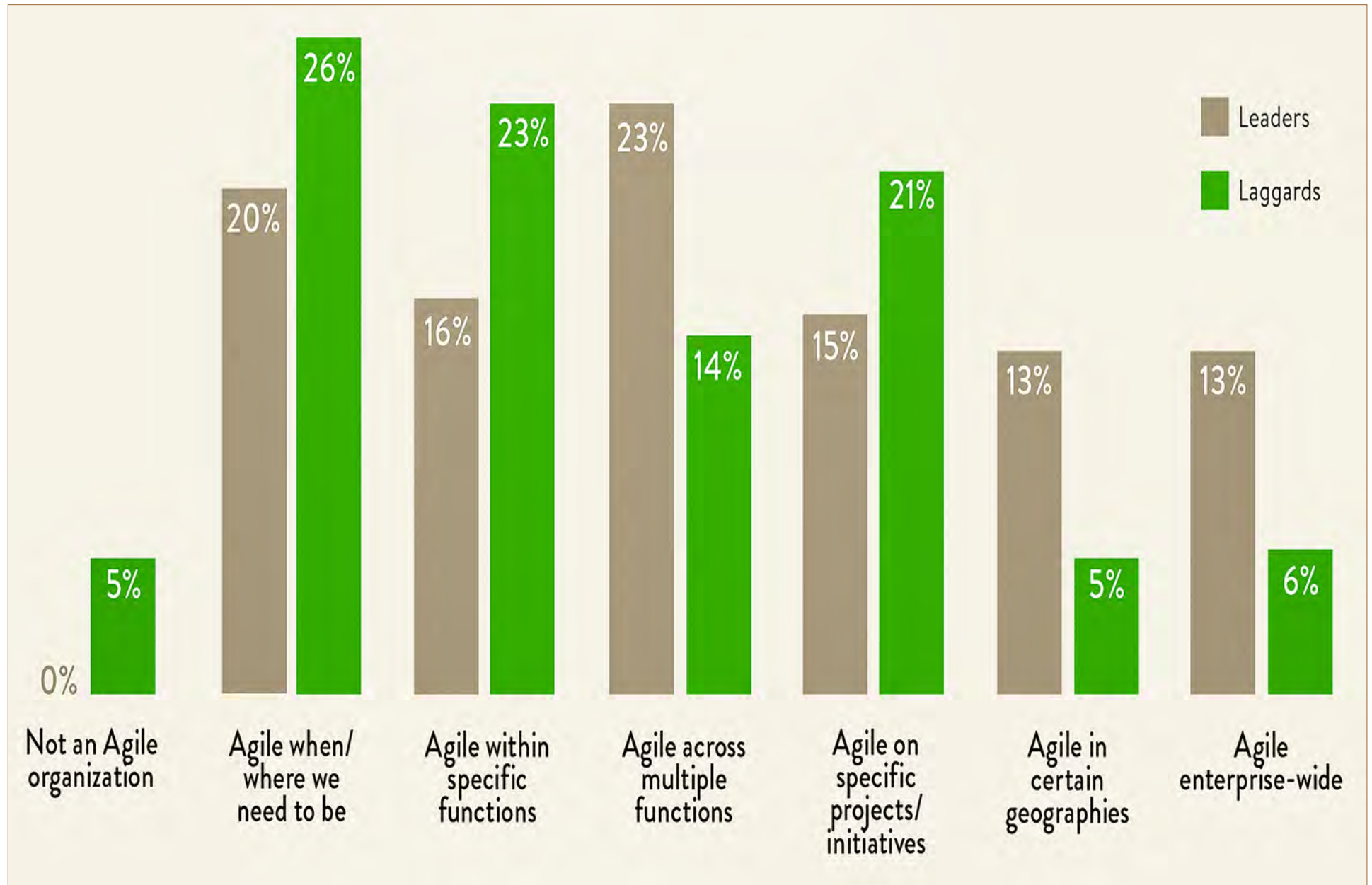


Scrum Alliance 2018—Benefits of Business Agility



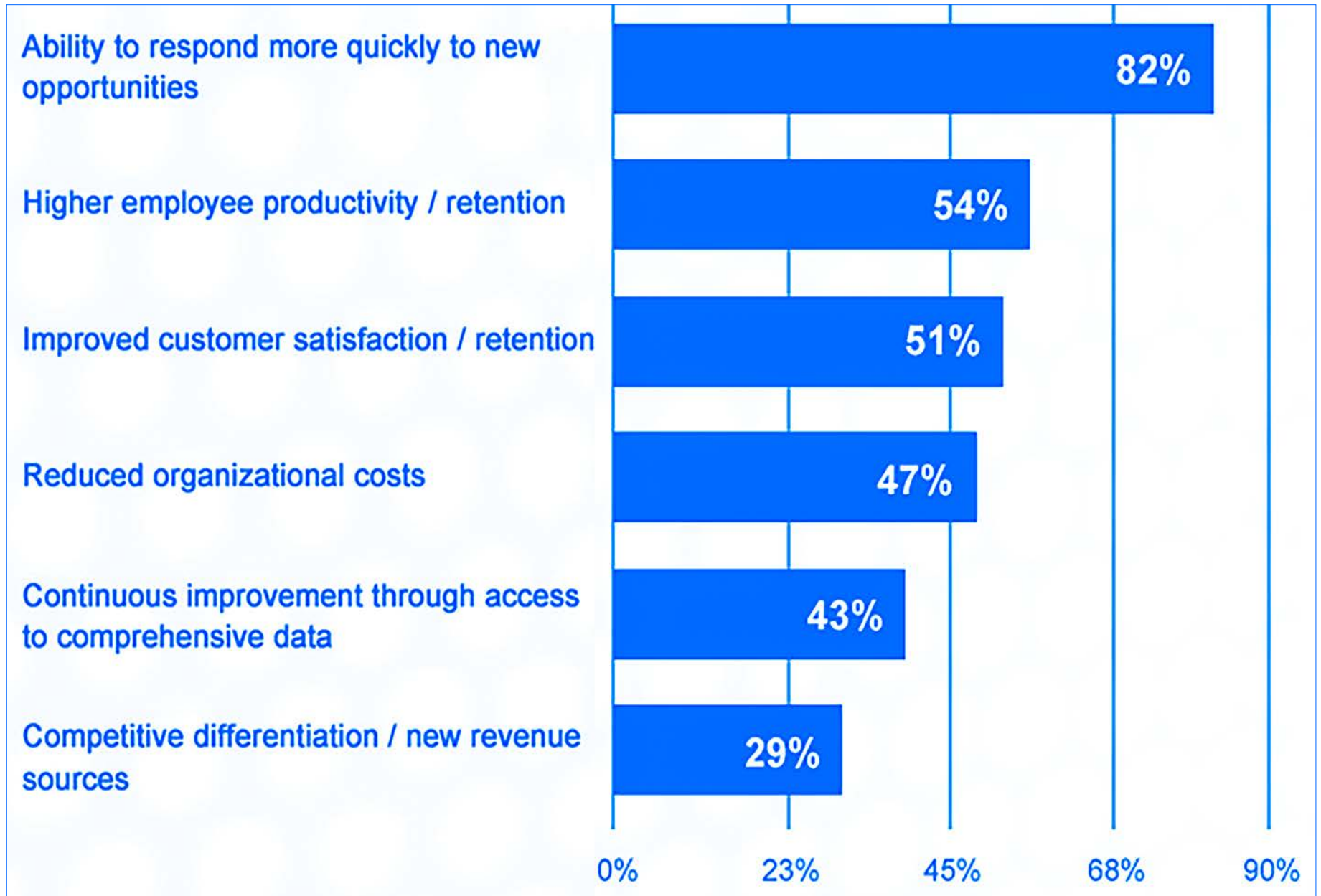
Bresenham, T., et al. (2018). *The elusive agile enterprise: How the right leadership mindset, workforce, and culture can transform your organization*. Jersey City, NJ: ForbesInsights.

Scrum Alliance 2018—Benefits of Business Agility

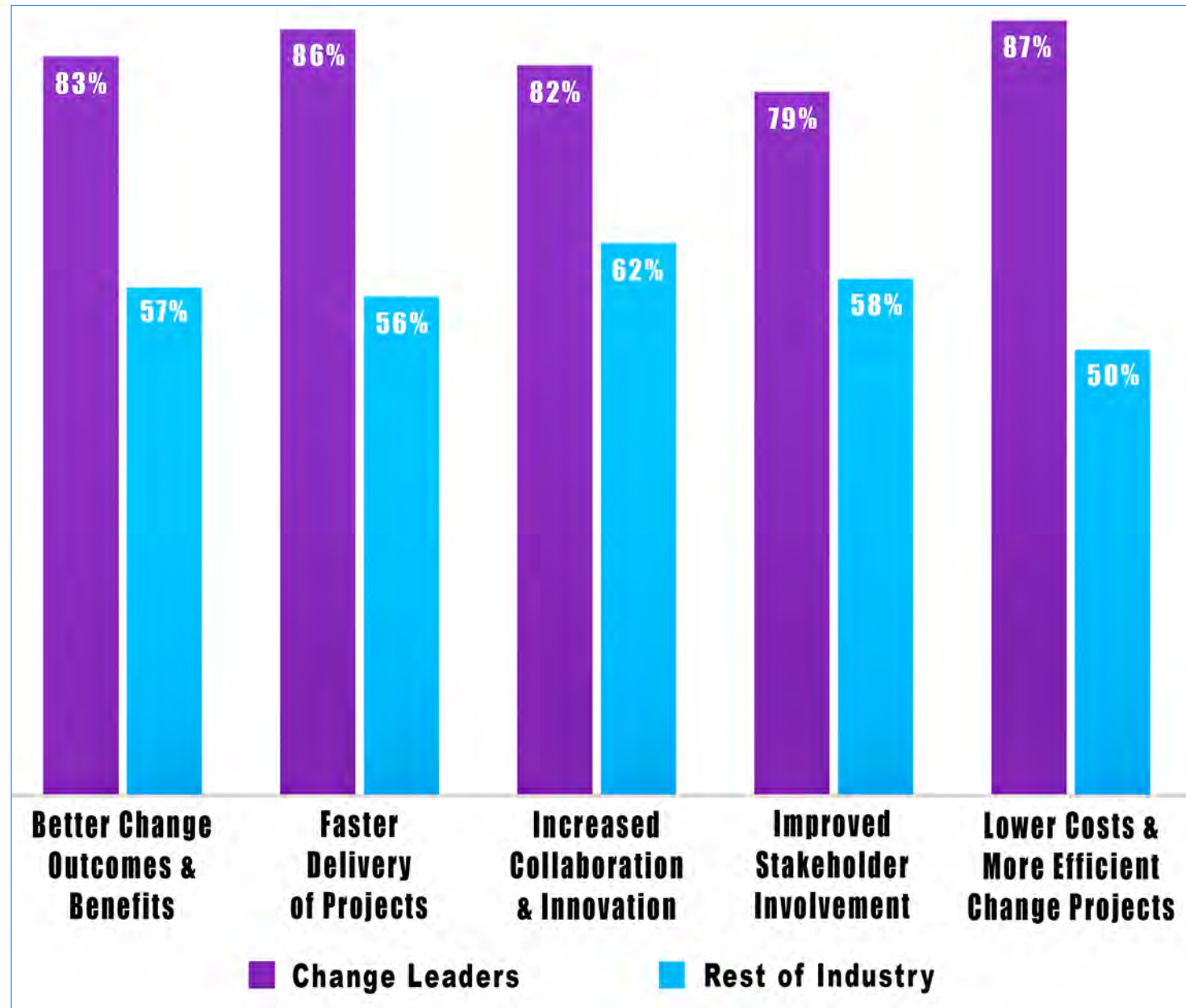


Bresenham, E. (2018). *The elusive agile enterprise: How the right leadership mindset, workforce, and culture can transform your organization*. Jersey City, NJ: ForbesInsights.

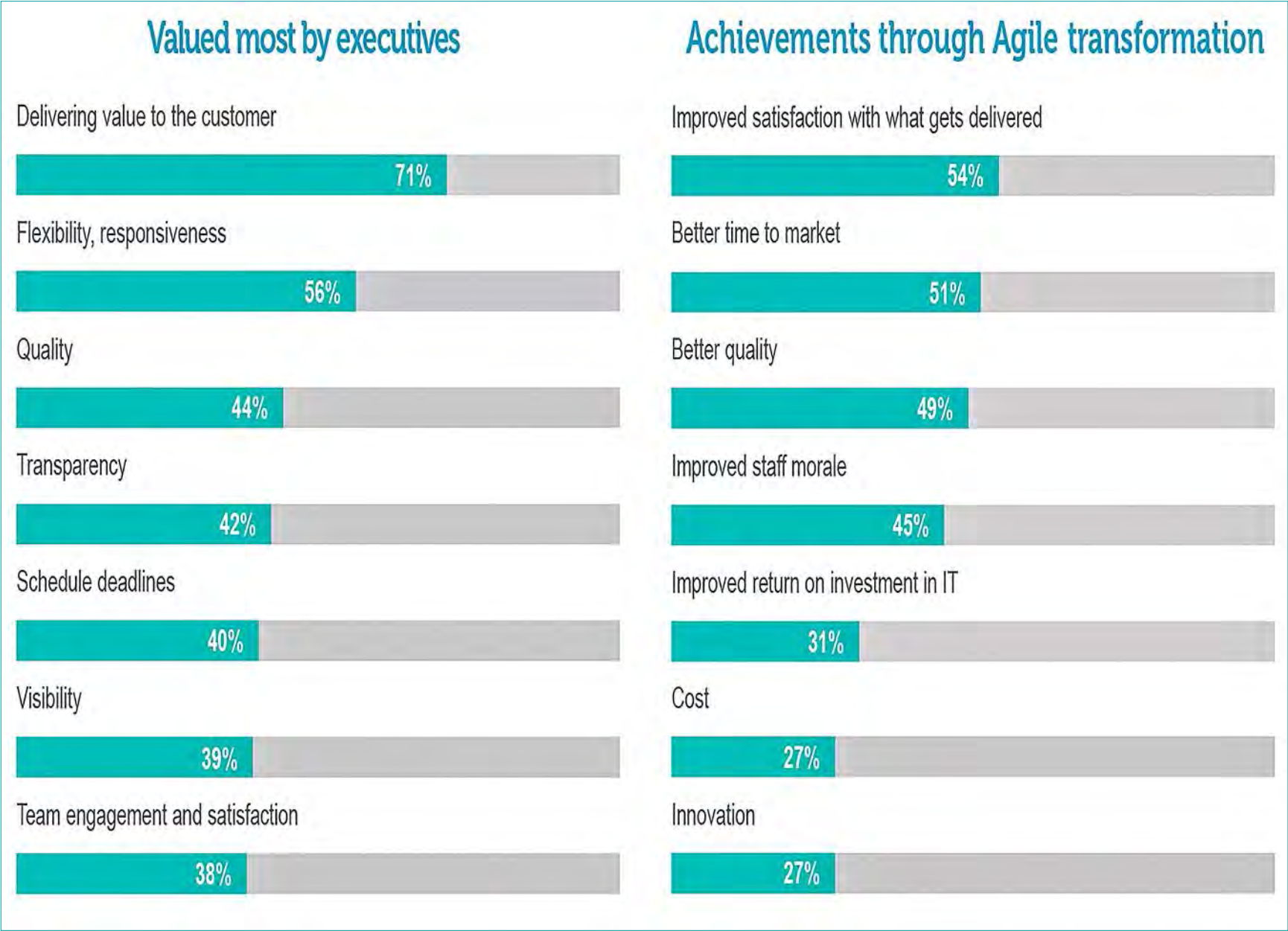
CA Technologies 2018—Value of Business Agility



Accenture 2018—Benefits of Enterprise Agility

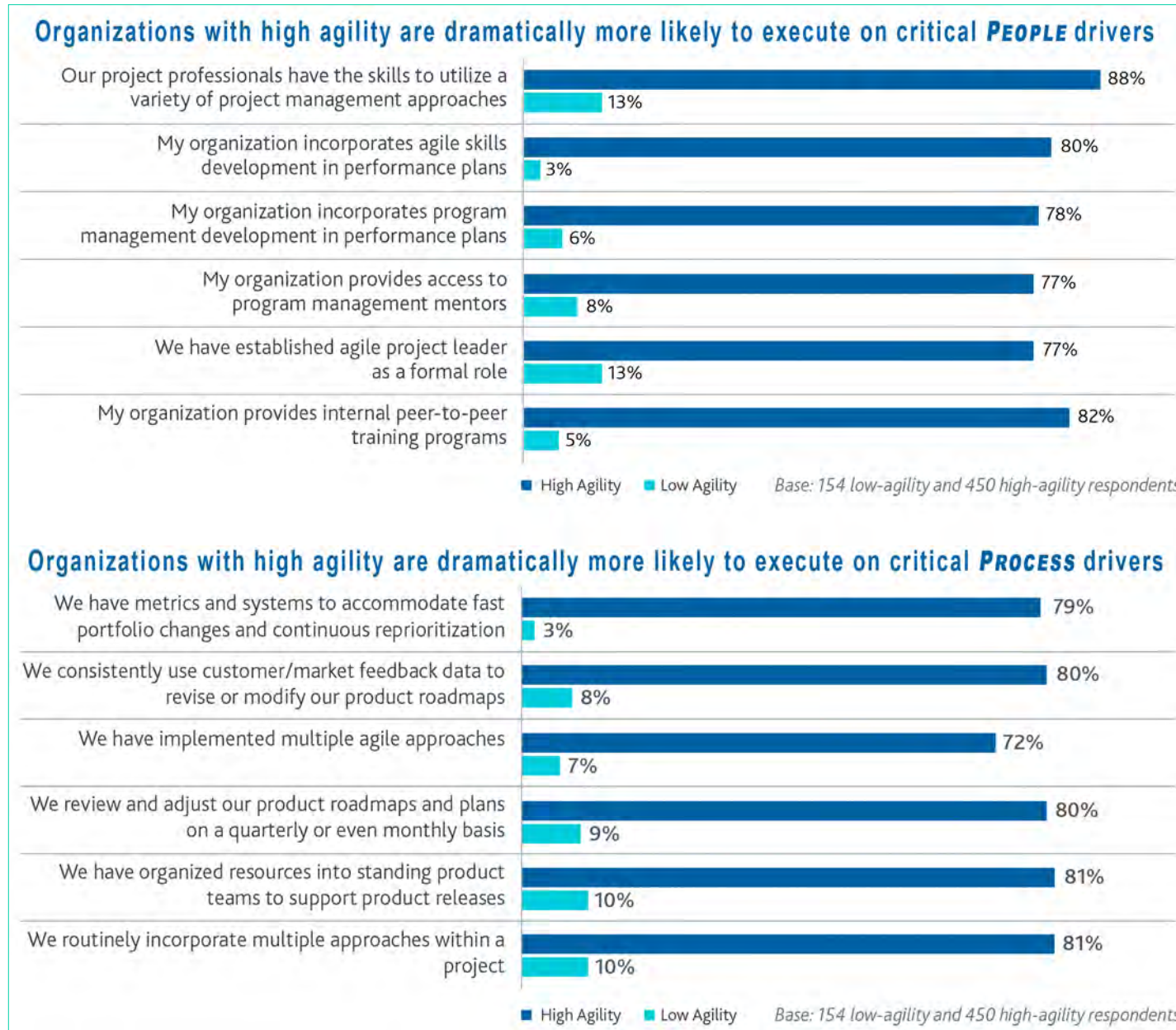


Scrum Alliance 2017—Benefits of Agile Transformation



Hershman, L. W. (2017). *State of scrum (2017-2018): Scaling and agile transformation*. Westminster, CO: Scrum Alliance, Inc.

PMI 2017—Benefits of Organizational Agility



Langley, M. A. (2017). *The drivers of agility: Engaging people and building processes to accelerate results*. Newton Square, PA: Project Management Institute.

CA Technologies 2017—Value of Business Agility



VALUE OF BEING AGILE

70% know that agile organizations respond quickly to dynamic business conditions



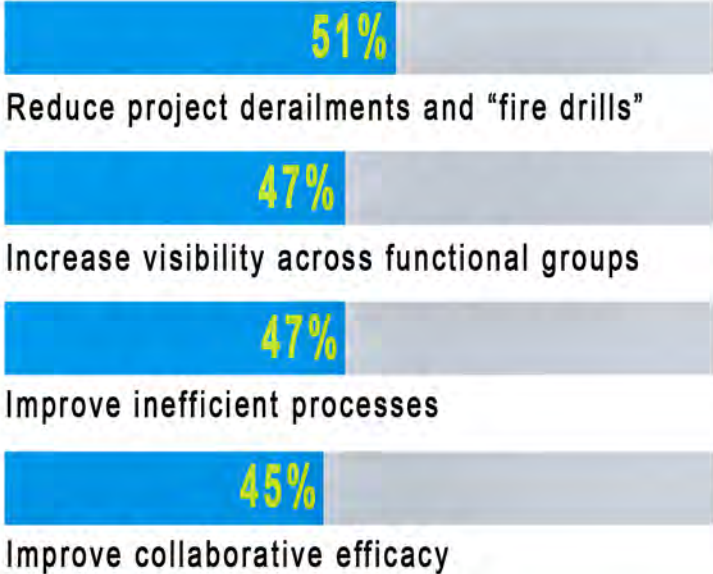
41% use agile development methods to create and market products competitively



WHY ORGANIZATIONS AND ENTERPRISES MUST IMPROVE BUSINESS AGILITY

84% believe the capability to respond more quickly to new opportunities will give them a distinct advantage.

Why business agility—multiple benefits



Accenture 2017—Value of Government Agility

EARLY FEEDBACK

Demonstrations are done after each iteration, and business and stakeholders have the opportunity to give early feedback that can adjust or establish new requirements.

74% of respondents improved customer engagement and business ownership

CHANGE-ENABLED

Changes to requirements and priorities are easily done.

64% of respondents saw products that had greater alignment with business needs

REDUCED RISK

Small iterations with regular deployments and tests reduce technical risks; early feedback reduces functional risks; and transparency reduces organizational risks.

52% of respondents achieved greater efficiency

FASTER TIME TO MARKET

Small, highly skilled teams can work at a maximum productivity level, and each iteration delivers a new shippable product.

43% of respondents experienced greater speed

QUALITY

There is a high degree of automation, and development focuses on quality and a working product.

68% of respondents improved the quality of their final product

TRANSPARENCY

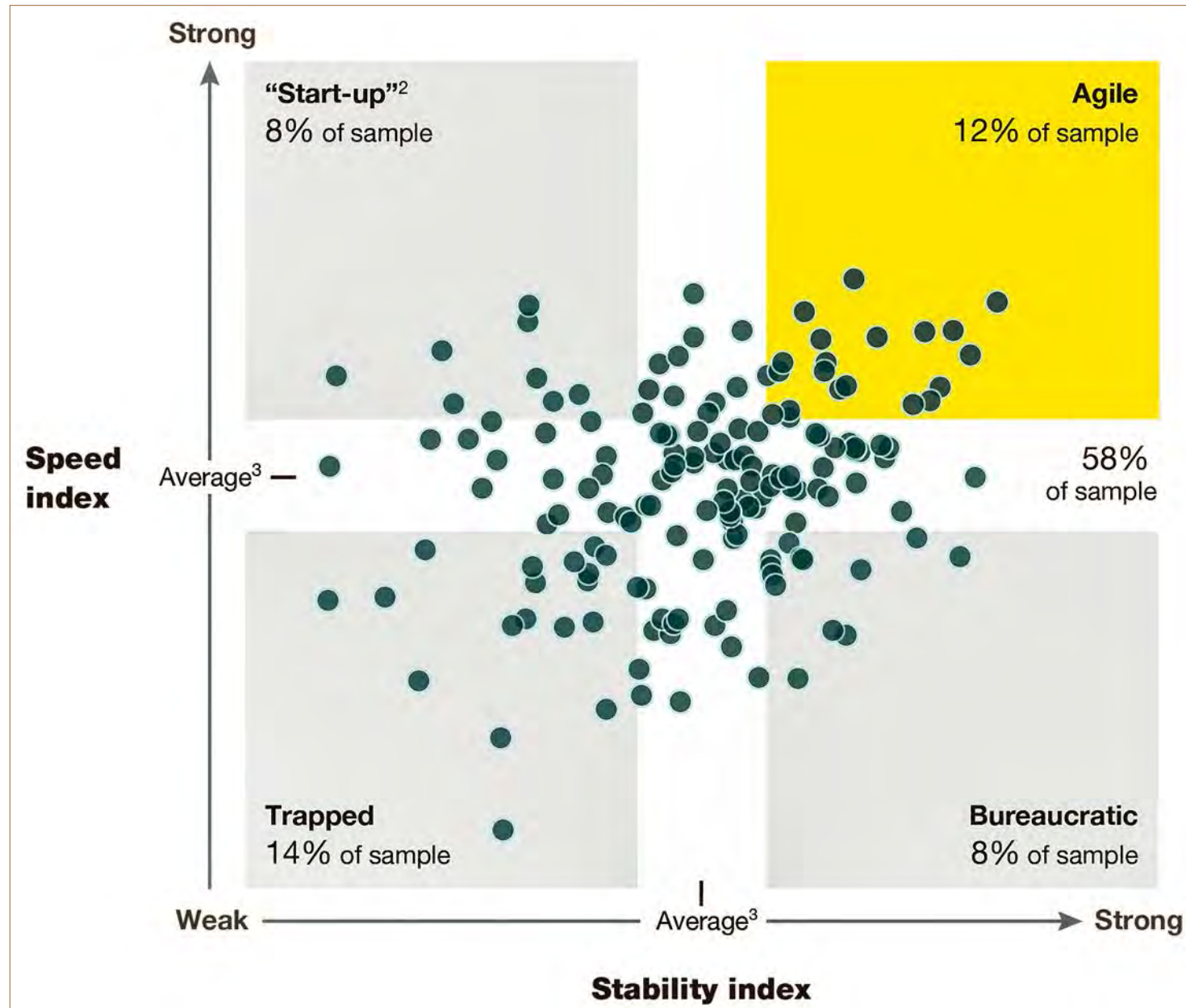
The current status of sprints and backlogs is transparent, and KPIs can be measured. Problems are not hidden and can be addressed early.

65% of respondents achieved greater transparency

Accenture 2017—Need for Organizational Agility



McKinsey 2015—Value of Organizational Agility

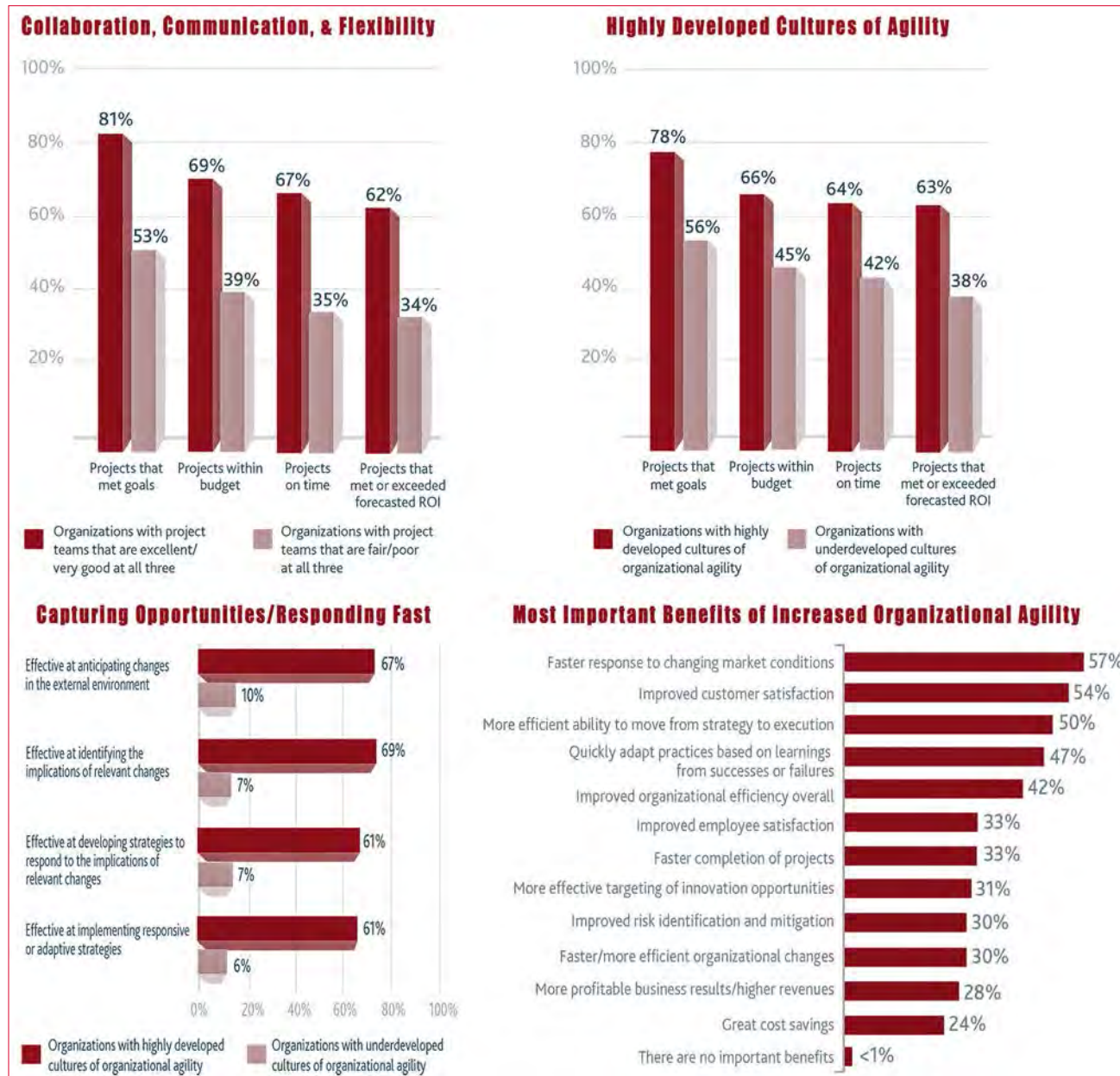


Bazigos, M., De Smet, A., & Gagnon, C. (2015). *Why agility pays*. New York, NY: McKinsey & Company.

McKinsey 2015—Value of Organizational Agility

Practice	Most agile	▶	Least agile	Associated outcome
Role clarity	1	34	35	Accountability
Top-down innovation	2	35	37	Innovation and learning
Capturing external ideas	3	24	27	Innovation and learning
Process-based capabilities	4	15	19	Capabilities
Operationally disciplined	5	28	33	Culture and climate
Internally competitive	6	23	29	Culture and climate
Meaningful values	7	24	31	Motivation
Knowledge sharing	8	13	21	Innovation and learning
Inspirational leaders	9	23	32	Motivation
People-performance review	10	10	20	Coordination and control

PMI 2015—Value of Organizational Agility



Langley, M. A. (2015). *Capturing the value of project management: Through organizational agility*. Newton Square, PA: Project Management Institute.

PWC 2014—Benefits of Defense & Military Agility

BENEFIT	ELEMENTS OF COST-REDUCTION EFFORTS THAT ENABLE OR THREATEN AGILITY
<p>Adaptability</p> <p>The ability to sense and adjust to meet changing mission requirements.</p>	<ul style="list-style-type: none"> + Target baseline operating costs and fixed costs vs. temporary fixes + Employ risk-based scenario planning that includes consideration for rare, unexpected disruptions + Consider 'reversibility' as a strategy for mitigating risk and uncertainty + Maximize interoperability when deciding where to cut and where to invest
<p>Innovation</p> <p>The ability to generate and utilize new ideas, methodologies, and technologies.</p>	<ul style="list-style-type: none"> + Create the motive for innovation by setting aggressive cost and performance targets and then empowering and holding leaders accountable for meeting them + Maintain balanced portfolios and include appropriate flexibility in budgets to exploit innovations + Emphasize partnerships with industry and academia – and quantify national value even beyond defense + Demand successful prototyping before making long-term commitments
<p>Collaboration</p> <p>The ability to leverage internal and external knowledge and resource to enhance the mission.</p>	<ul style="list-style-type: none"> + Employ independent, transparent, and fact-based analysis and reward those who demonstrate an enterprise focus + Create opportunities for burden sharing and programs that cut across traditional boundaries + Establish collaboration and knowledge management tools supported by organizational culture and process change to enable virtual teams and avoid redundant efforts
<p>Visibility</p> <p>The ability to create and maintain transparency to enhance fact-based decision making.</p>	<ul style="list-style-type: none"> + Establish clear, quantifiable objectives, monitor performance and report results + Reward early problem identification and hold those accountable who falsely claim success or hide issues + Invest in analytics and data quality to support cost visibility and common operating views + Process change to enable virtual teams and avoid redundant efforts
<p>Velocity</p> <p>The ability to recognize and respond with the requisite temps to new circumstances and events.</p>	<ul style="list-style-type: none"> + Employ committed, clear, and decisive leadership + Establish lean governance processes and accountability for investment and expenditure + Effectively manage cost and capacity of industrial base and multi-tiered supplier network in order to quickly adapt to changing requirements + Underpin implementation of cost cutting efforts with strong change and project management + Develop plans and processes that enable reversibility, rapid response, and 'fast track' acquisition

PMI 2014—Benefits of Organizational Agility

HIGH-PERFORMING vs. LOW-PERFORMING ORGANIZATIONS*



High performers have twice as many successful strategic initiatives vs. low performers



High performers are three times as likely to have high organizational agility



High performers are twice as likely to have high alignment of projects to organizational strategy

Three Strategic Focuses That Drive Organizational Success

PEOPLE 

Managing Talent and Change

High performers achieve significantly more successful strategic initiatives by effectively managing their project management talent. Furthermore, they demonstrate successful organizational change management, which is more effective with actively engaged sponsors.

2 times

Twice as many high performers have actively engaged sponsors compared to low performers.

PROCESSES 

Project, Program and Portfolio Management Maturity

High-performing organizations fully understand the value of project management, have a project management office (PMO) and use standardized project management practices throughout the organization.

4 times

Four times more high performers have project, program and portfolio management that is highly mature compared to low performers.

OUTCOMES 

Benefits Realization

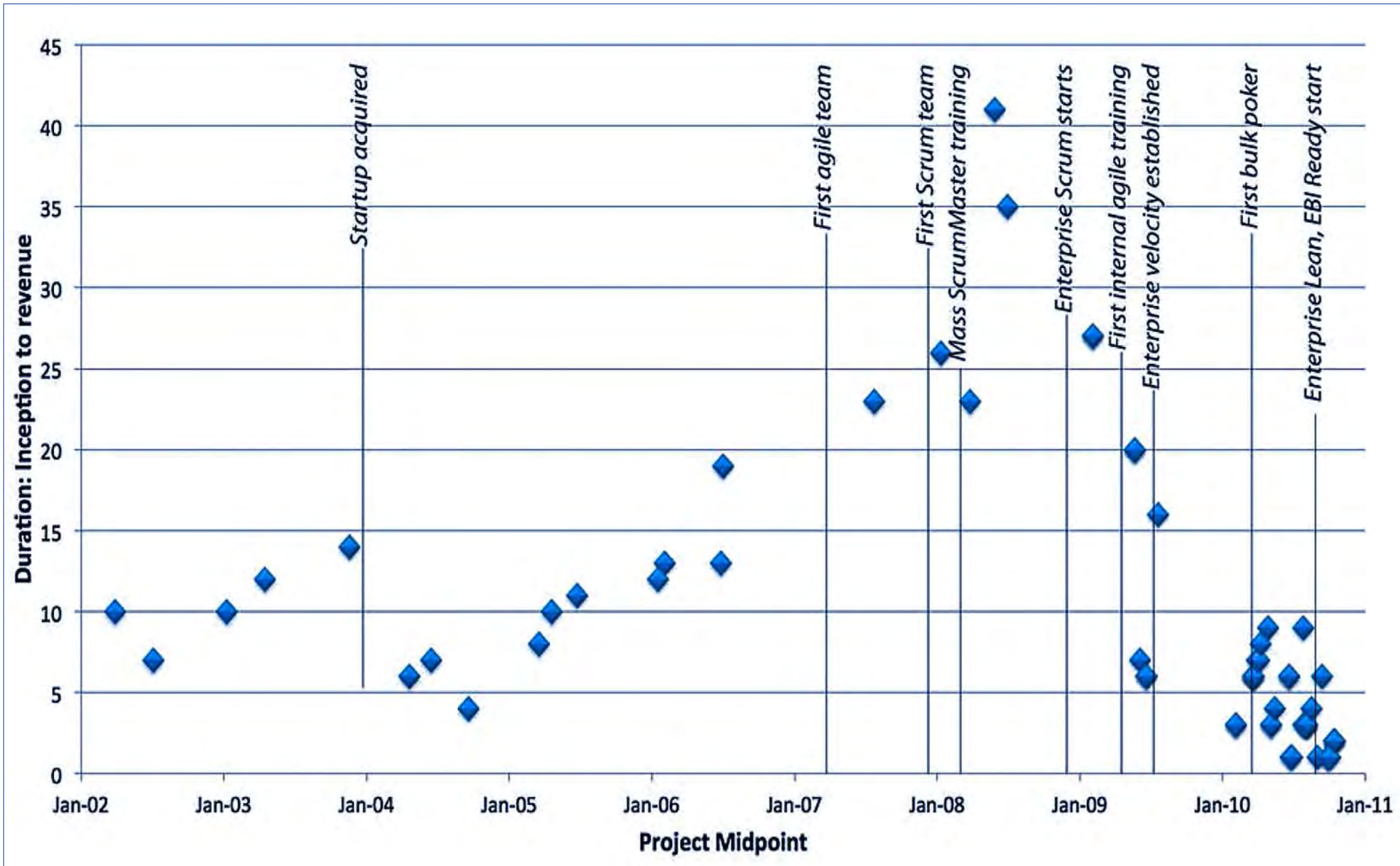
Organizations need to focus on effectively establishing, measuring and communicating the intended benefits of projects and programs.

5 times

Five times more high-performing organizations have highly mature benefits realization compared to low-performing organizations.

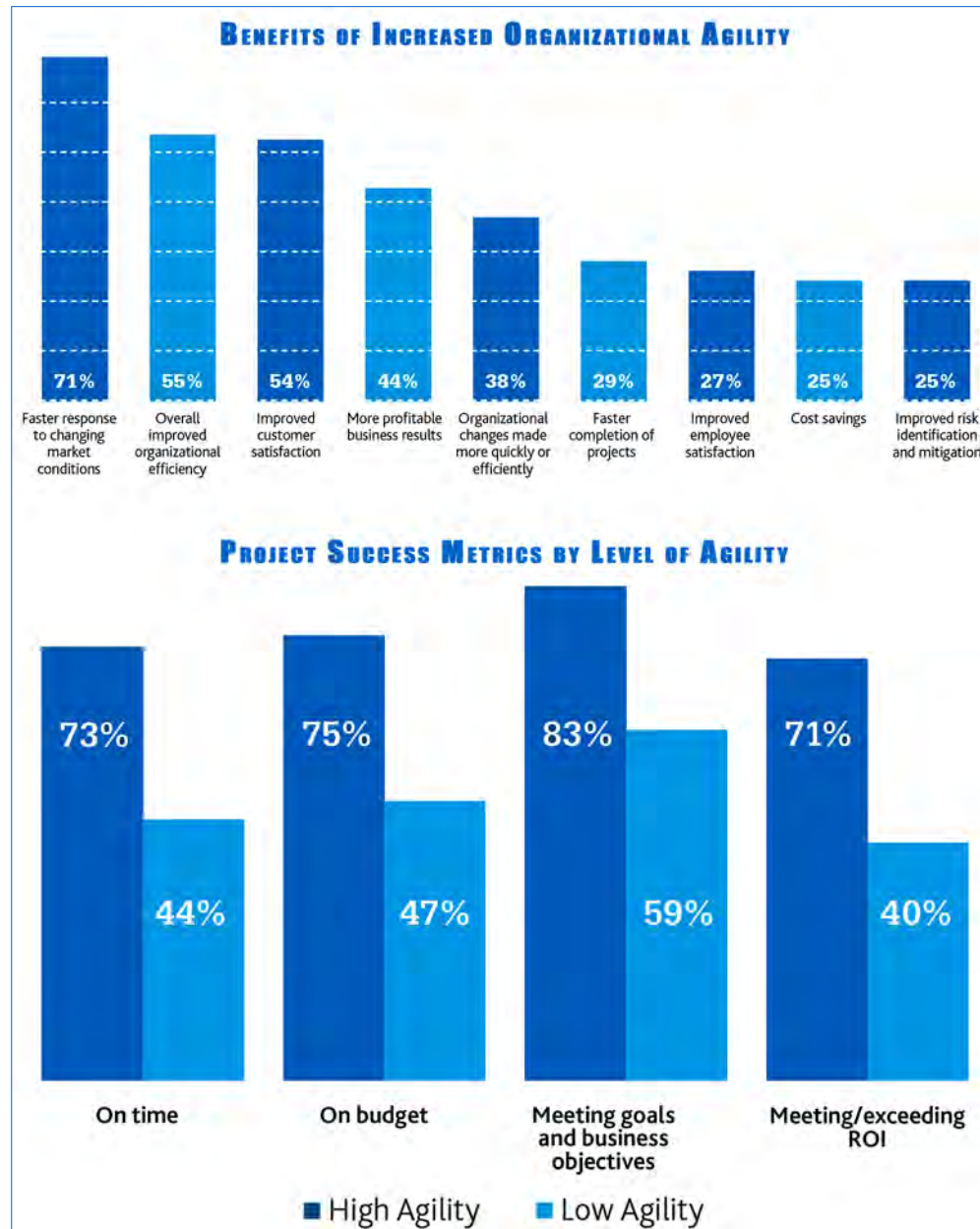
Langley, M. A. (2014). *The high cost of low performance: A snapshot*. Newton Square, PA: Project Management Institute.

Citrix Online 2013—Benefits of Enterprise Agility

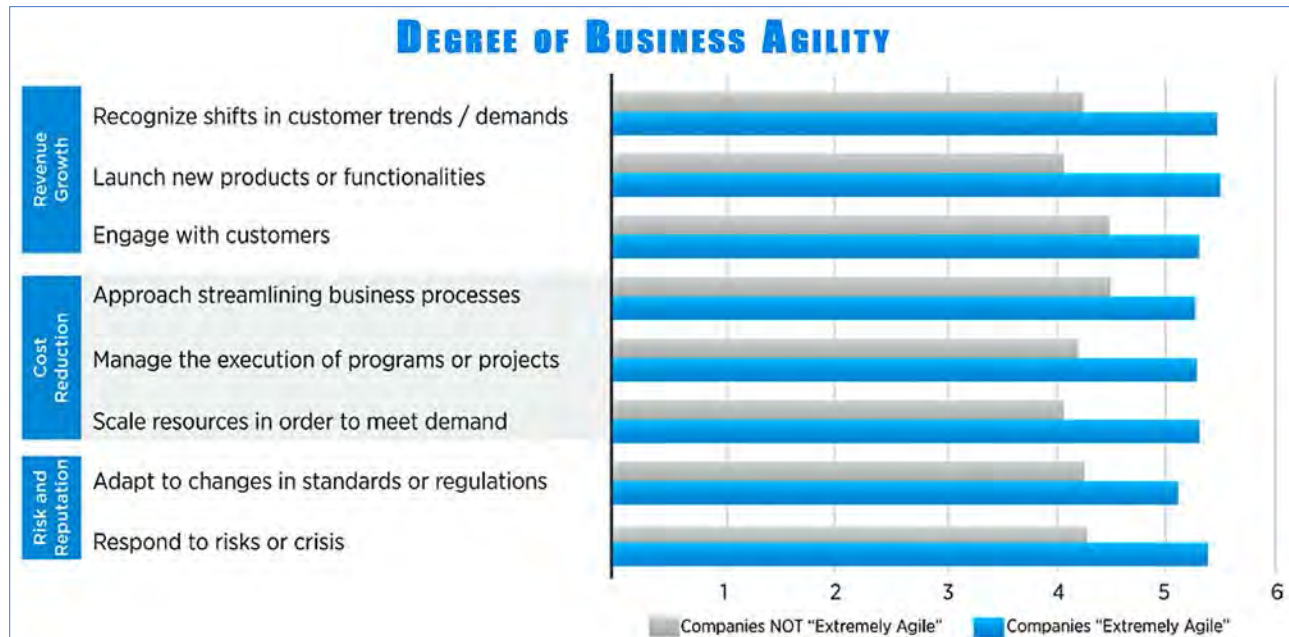


Greening, D. R. (2013). Release duration and enterprise agility. *Proceedings of the 46th Hawaii International Conference on Systems Sciences (HICSS 2013)*, Wailea, Hawaii, USA, 4835–4841.

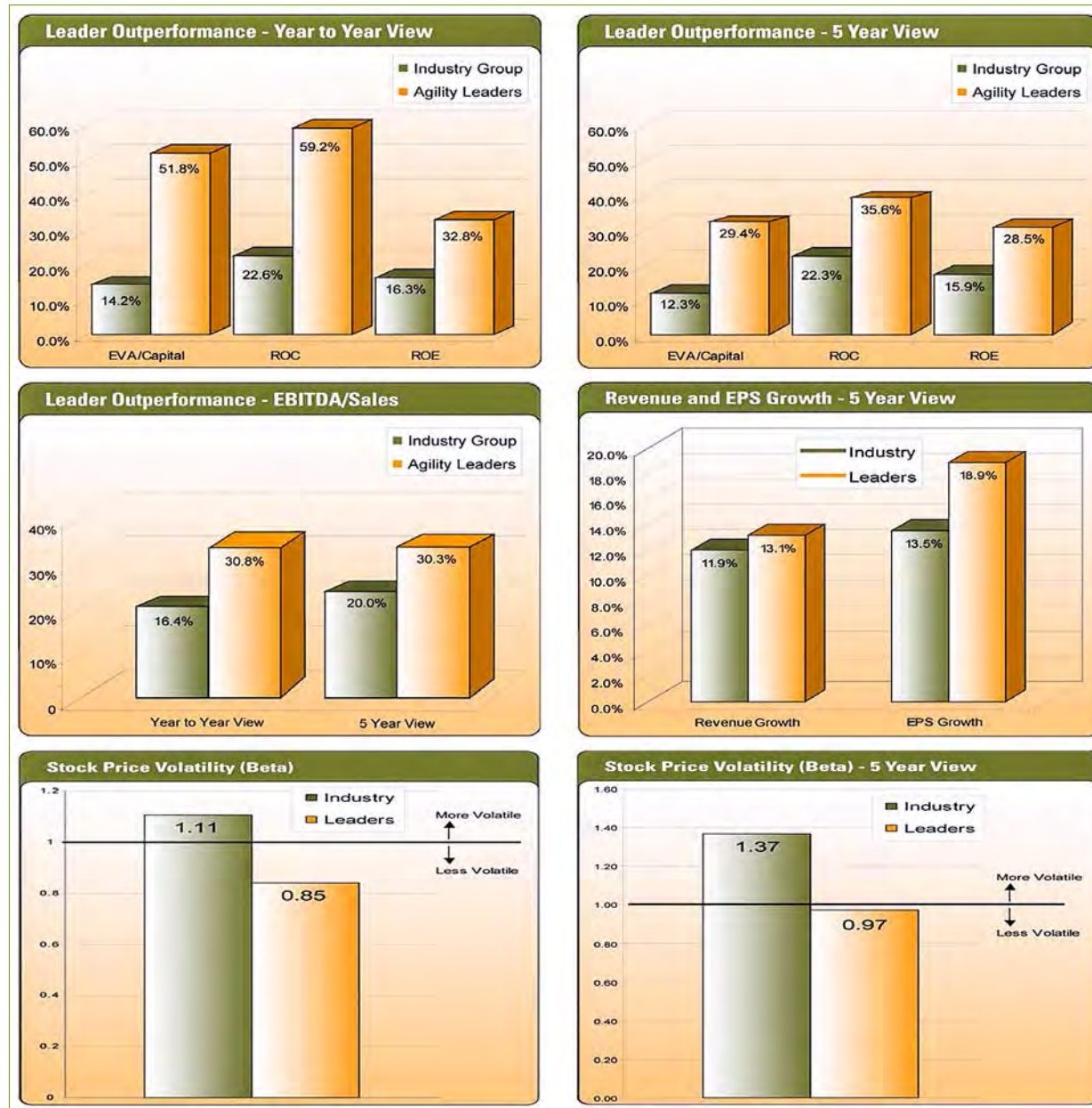
PMI 2012—Benefits of Organizational Agility



VmWare 2012—Benefits of Business Agility

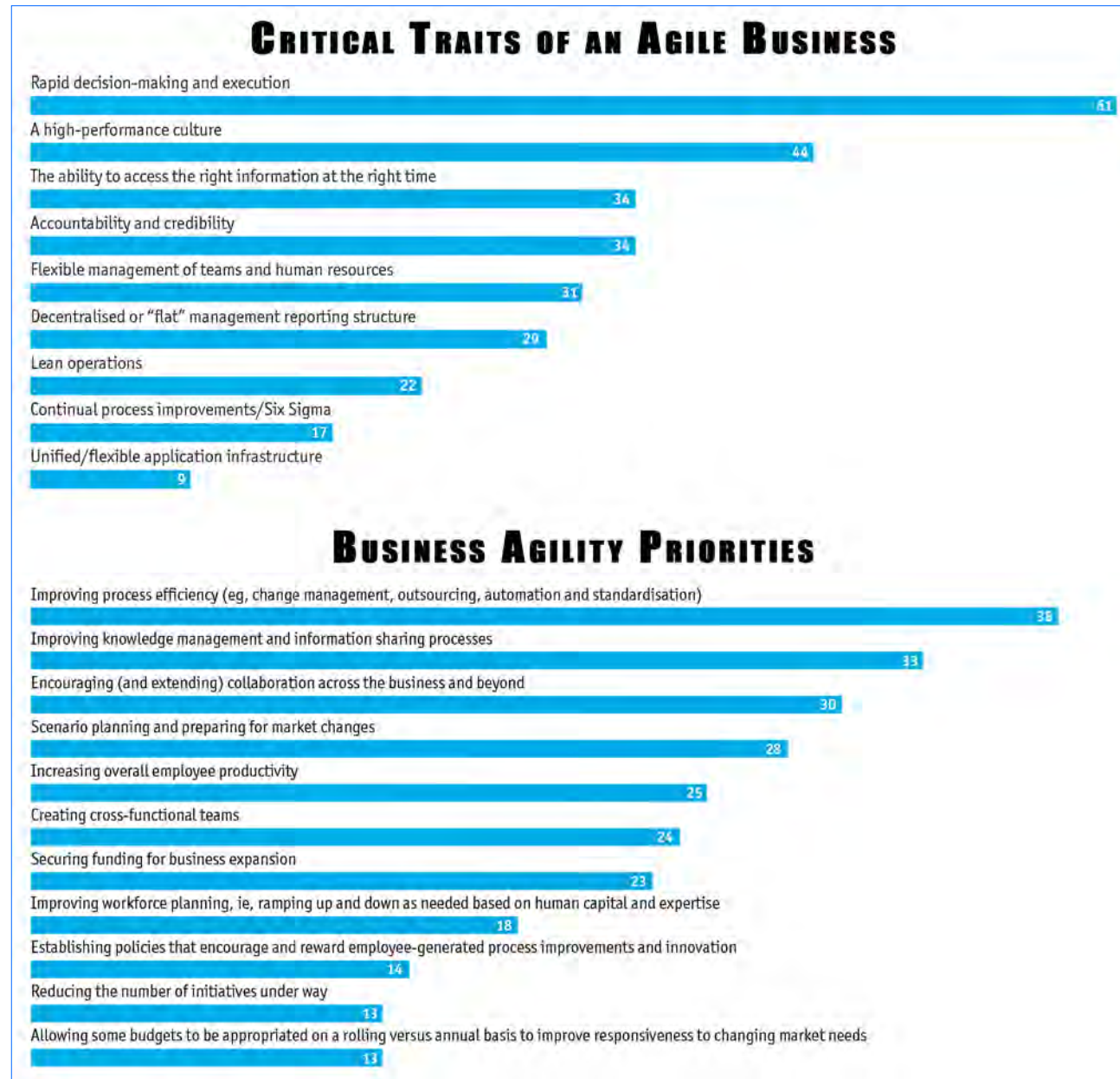


BTM 2010—Benefits of Enterprise Agility

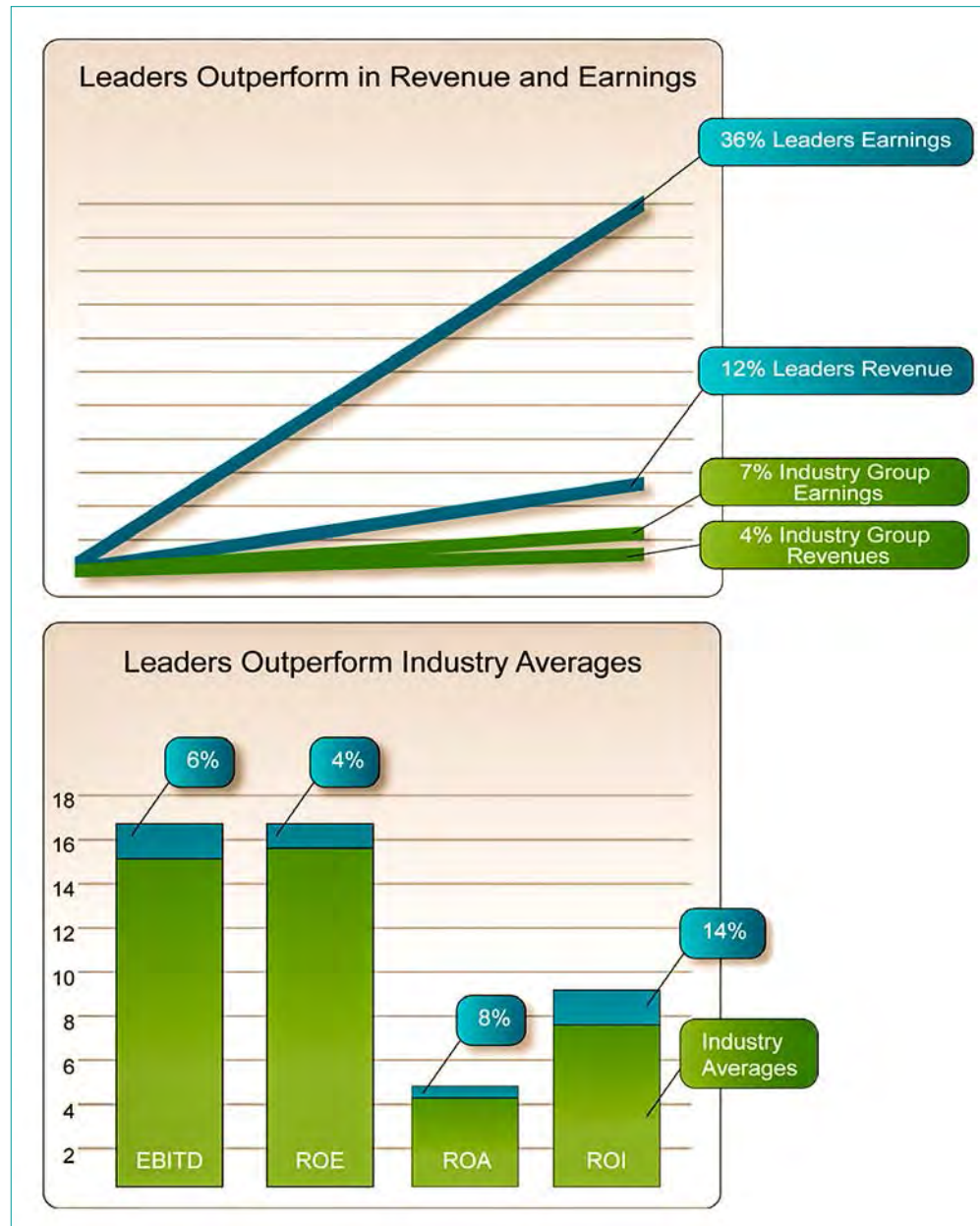


Alva, H., et al. (2010). *Business agility index: The characteristics of an agile enterprise and how they drive superior financial performance by converging business and technology management*. Stamford, CT: BTM Corporation.

EMC 2009—Benefits of Organizational Agility



BTM 2009—Benefits of Enterprise Agility



Hoque, F., et al. (2007). *Business technology convergence. The role of business technology convergence in innovation and adaptability and its effect on financial performance*. Stamford, CT: BTM Corporation.

Summary—Benefits of Business Agility—Page 1

No	YEAR	SOURCE	FINDINGS	RESPONSES
1	2020	Harvard (Thomke)	<ul style="list-style-type: none"> • 63x more product and service releases (Pinterest) • 60x more product and service releases (New Zealand) • 38x more product and service releases (State Farm) • 29x more product and service releases (IBM) • 25x more product and service releases (Bing) 	500 Public Firms
2	2020	Pricewaterhouse-Coopers (Siegel & Booth)	<ul style="list-style-type: none"> • 47% of organizations are more adaptable • 41% of individual teams are more adaptable • 41% of teams deliver valuable solutions • 38% of teams deliver innovative solutions • 36% of solutions have higher quality 	850 Senior Executives
3	2020	Project Management Institute (Langley)	<ul style="list-style-type: none"> • 38% improvement in meeting goals • 46% improvement in meeting cost targets • 62% improvement in meeting time constraints • 57% improvement in meeting scope constraints • 91% improvement in meeting success criteria 	3,972 Project Professionals
4	2020	President's Management Agenda (Weichert & Vought)	<ul style="list-style-type: none"> • Streamlines major infrastructure projects • Improves digital transformation acquisitions • Improves taxpayer customer experience • Accelerates government modernization • Strengthens performance and risk management 	377 National Executives
5	2020	The MITRE Corporation (Modigliani, et al.)	<ul style="list-style-type: none"> • Enhances mission assurance • Increases combat power • Improves acquisition speed and agility • Improves mission capability • Increases and optimizes joint military forces 	32 Military Executives

Summary—Benefits of Business Agility—Page 2

No	YEAR	SOURCE	FINDINGS	RESPONSES
6	2020	McKinsey (Handscomb)	<ul style="list-style-type: none"> • 93% significantly better customer satisfaction • 76% significantly better employee engagement • 80% significantly better resource reprioritization • 93% significantly better operational performance • 92% significantly better global market adaptation 	61 International Executives
7	2020	Deloitte (Smart)	<ul style="list-style-type: none"> • Enables employees to grow their careers • Provides opportunities for collaboration • Attracts younger, highly motivated talent • Strengthens attractiveness of employers • Helps firms with digital transformations 	26 Financial Executives
8	2019	CapGemini (Wahler, Bohn, & Kappler)	<ul style="list-style-type: none"> • 55% reduction in volatility, uncertainty, complexity, etc. • 32% improvement in modernizing business processes • 27% improvement in business market competition • 27% improvement in organizational business value • 23% improvement in attracting talented employees 	1,135 Management Professionals
9	2019	Business Agility Institute (Leybourn & Elatta)	<ul style="list-style-type: none"> • 27% of organizations have better customer satisfaction • 23% of organizations have better employee satisfaction • 18% of organizations have better market success • 12% of organizations have better collaboration • 10% of organizations have better accountability 	453 Business Professionals
10	2018	Scrum Alliance (Engelmann)	<ul style="list-style-type: none"> • Project teams produce higher quality product results • Project teams operate more cost effectively/efficiently • Project teams produce better customer satisfaction • Project teams collaborate and communicate better • Project teams work at higher velocity and productivity 	2,000 Agile Professionals

Summary—Benefits of Business Agility—Page 3

No	YEAR	SOURCE	FINDINGS	RESPONSES
11	2018	Project Management Institute (Langley)	<ul style="list-style-type: none"> • 78% improvement in on-time project completion • 56% improvement in meeting budget constraints • 39% improvement in satisfying business goals • 40% improvement in meeting scope constraints • 50% improvement in overall project success 	4,445 Project Professionals
12	2018	Freeform Dynamics (Lock & Betts)	<ul style="list-style-type: none"> • 4.1x improvement in customer alignment and strategy • 2.3x improvement in organizational risk management • 2.4x improvement in collaboration and communication • 2.6x improvement in information technology security • 2.5x improvement in delivery and deployment frequency 	1,279 Senior Professionals
13	2018	Forbes Insights (Bresenham, et al.)	<ul style="list-style-type: none"> • 60% faster product and service time to market • 59% faster product and service innovation • 58% improved non-financial business results • 57% improved management and employee morale • 57% better ability to attract top talent 	1,007 Global Executives
14	2018	Forbes Insights (Bresenham, et al.)	<ul style="list-style-type: none"> • 2.6x better agility within specific organizations • 2.1x better agility across the entire organization • 0.6x better agility across all organizational functions • 0.5x better agility within organizational functions • 0.4x better agility within organizational projects 	1,007 Global Executives
15	2018	CA Technologies (Duggan)	<ul style="list-style-type: none"> • 82% better ability to respond to new opportunities • 54% higher employee productivity and retention • 51% improved customer satisfaction and retention • 47% reduced organizational costs and wasted resources • 43% better continuous improvement based on data 	150 Business Executives

Summary—Benefits of Business Agility—Page 4

No	YEAR	SOURCE	FINDINGS	RESPONSES
16	2018	Accenture (Woolf, Young, & Tabernor)	<ul style="list-style-type: none"> • 46% better enterprise change outcomes and benefits • 54% faster delivery of enterprise-wide projects • 32% increased enterprise collaboration and innovation • 36% improved enterprise-wide stakeholder involvement • 74% lower costs and more efficient change projects 	3,500 Financial Employees
17	2017	Scrum Alliance (Hershman)	<ul style="list-style-type: none"> • 54% improved satisfaction with deliveries • 51% better time to market with deliveries • 49% better quality with deliveries • 45% improved delivery staff moral • 31% improved return on investment 	2,000 Agile Professionals
18	2017	Project Management Institute (Langley)	<ul style="list-style-type: none"> • 26.0x better program management measurement • 16.4x better organizational cross-training • 13.0x better program management improvement • 10.0x better program planning adjustments • 6.8x better program management planning 	1,469 Project Professionals
19	2017	CA Technologies (Marcotte)	<ul style="list-style-type: none"> • 65% better customer satisfaction • 58% higher employee productivity • 57% reduced organizational costs • 54% better market differentiation • 51% reduced overall project failures 	150 Business Executives
20	2017	Accenture (Buckhurst & Webb)	<ul style="list-style-type: none"> • 74% improved customer engagement and ownership • 68% improved quality of final product and services • 65% greater acquisition program transparency • 64% greater business and product alignment • 52% greater acquisition efficiency 	25 Government CIOs

Summary—Benefits of Business Agility—Page 5

No	YEAR	SOURCE	FINDINGS	RESPONSES
21	2017	Accenture (Ekdahl, Percival, & Riecki)	<ul style="list-style-type: none"> • 70% greater digital transformation • 70% increase in customer satisfaction • 53% increase in adoption of new business models • 50% increase in profitability and cost management • 47% increase in cope with emerging technologies 	207 Business Executives
22	2015	McKinsey (Bazigos, De Smet, & Gagnon)	<ul style="list-style-type: none"> • 37x better innovation and learning • 35x better role clarity and accountability • 33x better organizational discipline and culture • 32x better organizational leadership and motivation • 31x better organizational values, alignment, and morale 	1,000,000 International Professionals
23	2015	Project Management Institute (Langley)	<ul style="list-style-type: none"> • 66% of projects exceeded ROI • 57% of projects increased speed • 52% of projects delivered on-time • 47% of projects satisfied their budgets • 39% of projects satisfied their business goals 	1,397 Project Professionals
24	2014	Pricewaterhouse-Coopers (Modly, et al.)	<ul style="list-style-type: none"> • Adaptability - Ability to adapt to new missions • Innovation - Ability to generate innovative solutions • Collaboration - Ability to collaborate across government • Visibility - Ability to increase visibility and transparency • Velocity - Ability to increase velocity and responsiveness 	50 Military Commanders
25	2014	Project Management Institute (Langley)	<ul style="list-style-type: none"> • 5.0x better economic performance • 4.0x better overall portfolio maturity • 3.4x better organizational level agility • 2.0x better business to project alignment • 2.0x more successful strategic initiatives 	2,500 Project Professionals

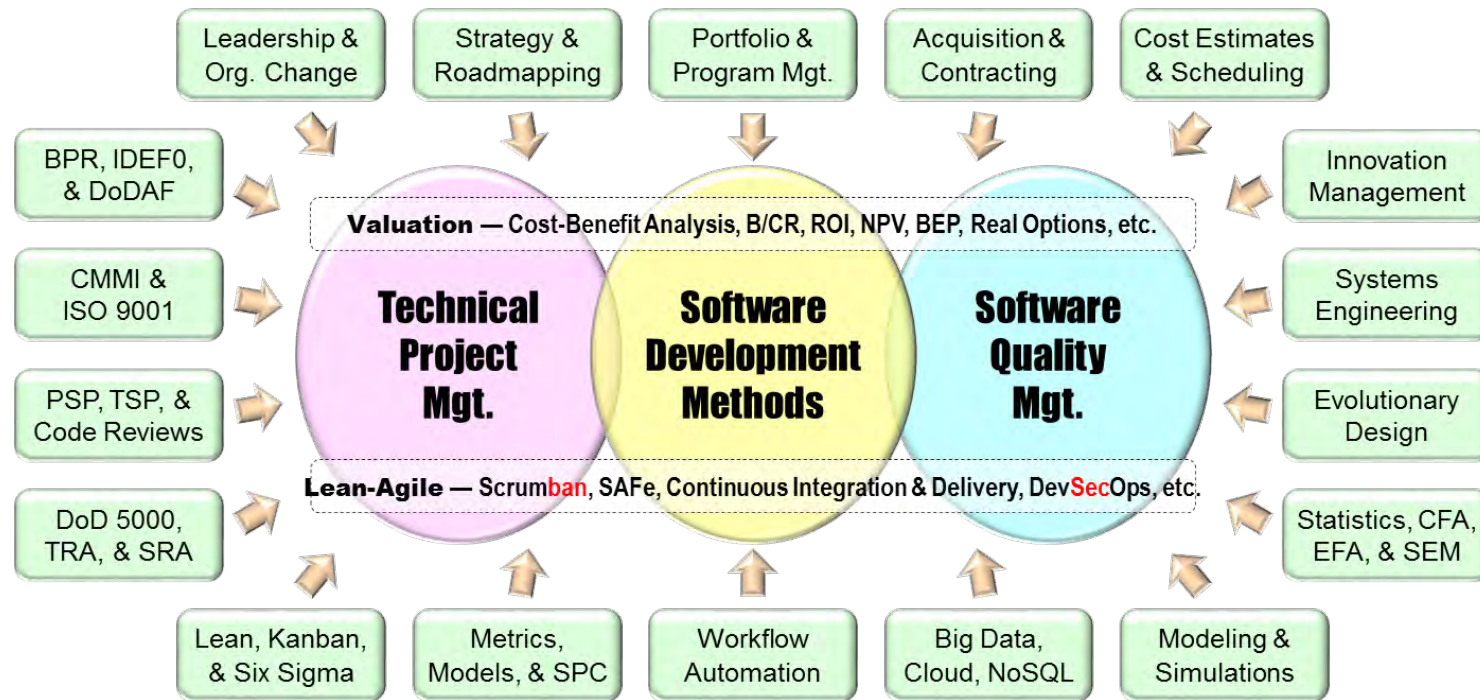
Summary—Benefits of Business Agility—Page 6

No	YEAR	SOURCE	FINDINGS	RESPONSES
26	2013	Citrix Online (Greening)	<ul style="list-style-type: none"> • Faster releases • Increased revenues • Increased market share • Increased risk management • Better sustainability and morale 	420 IT Professionals
27	2012	Project Management Institute (Langley)	<ul style="list-style-type: none"> • 78% of projects exceeded ROI • 71% of projects increased speed • 66% of projects delivered on-time • 60% of projects satisfied their budgets • 41% of projects satisfied their business goals 	1,000 Project Professionals
28	2011	VMware (Patel)	<ul style="list-style-type: none"> • 57% better customer engagement/experience • 57% accelerated operational project execution • 56% faster exploitation of new market opportunities • 48% organizational level continuous improvement plans • 44% better organizational risk management/avoidance 	600 Corporate Executives
29	2011	BTM (Alva, et al.)	<ul style="list-style-type: none"> • 3.7x better economic value added (EVA) • 2.6x better return on capital (ROC) • 2.0x better return on equity (ROE) • 1.9x better EBITDA/sales measures • 1.3x better stock price stability 	1,000 Corporate Executives
30	2009	EMC (Glenn)	<ul style="list-style-type: none"> • 61% faster decision-making and execution • 38% improvement in operational process efficiency • 34% improvement in firm accountability and credibility • 33% improvement in knowledge management/sharing • 28% improvement in strategic planning and adaptation 	349 International Executives
31	2007	BTM (Hoque, et al.)	<ul style="list-style-type: none"> • 5.1x better corporate-wide earnings • 4.0x better corporate-wide revenues • 1.9x better corporate-wide return on investment • 1.1x better corporate-wide earnings before taxes • 1.1x better corporate-wide return on equity 	1,000 Corporate Executives

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Dave's Professional Capabilities



Economic Value of Agile Businesses, Enterprises & Organizations - <http://davidfrico.com/value-of-business-agility.pdf>

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