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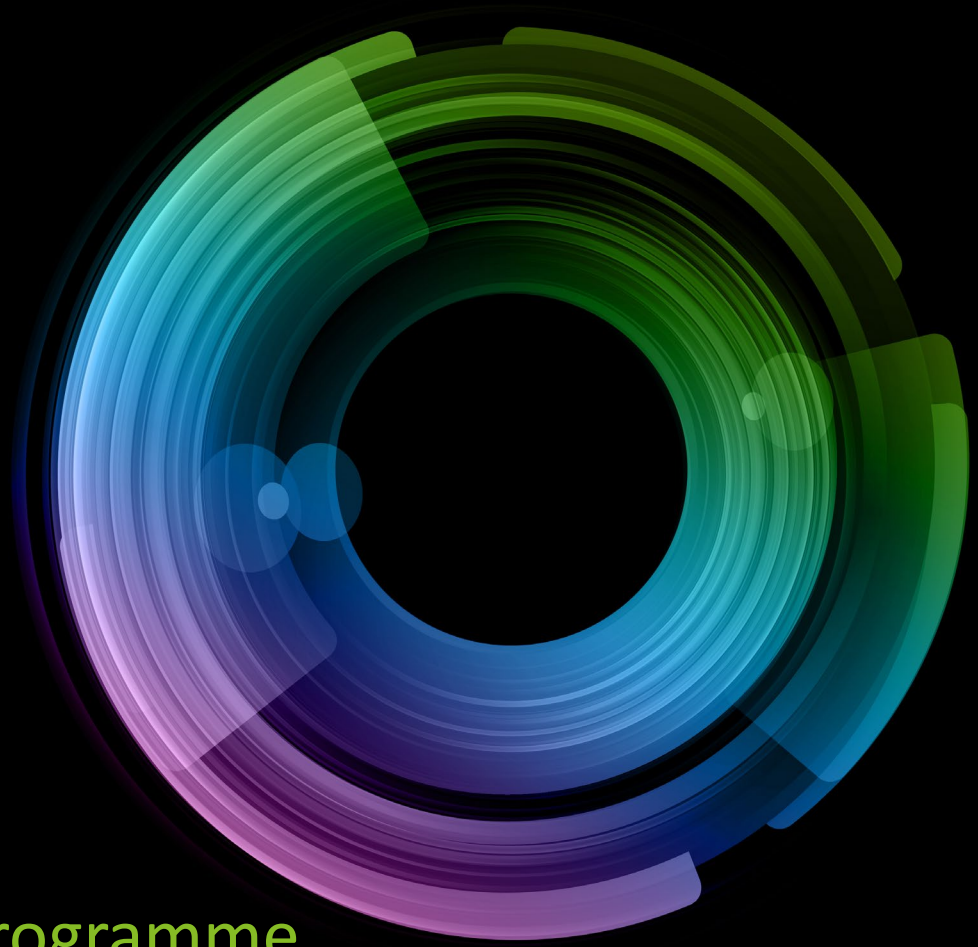

Deloitte Boardroom Programme
Tech Series - Part 3: Business Agility

Thursday, 28 September 2023

September 2023

NED Tech Series – Part 3: Business Agility

David Conway and Conor McRitchie

Deloitte. Digital

Introductions

David Conway

- Head of Deloitte Digital, Ireland
- Deloitte Partner with 25 years' experience leading digital and IT transformation programmes

Conor McRitchie

- Agile and technology delivery director aligned to financial services
- Helps clients scale their customer and product centric delivery models

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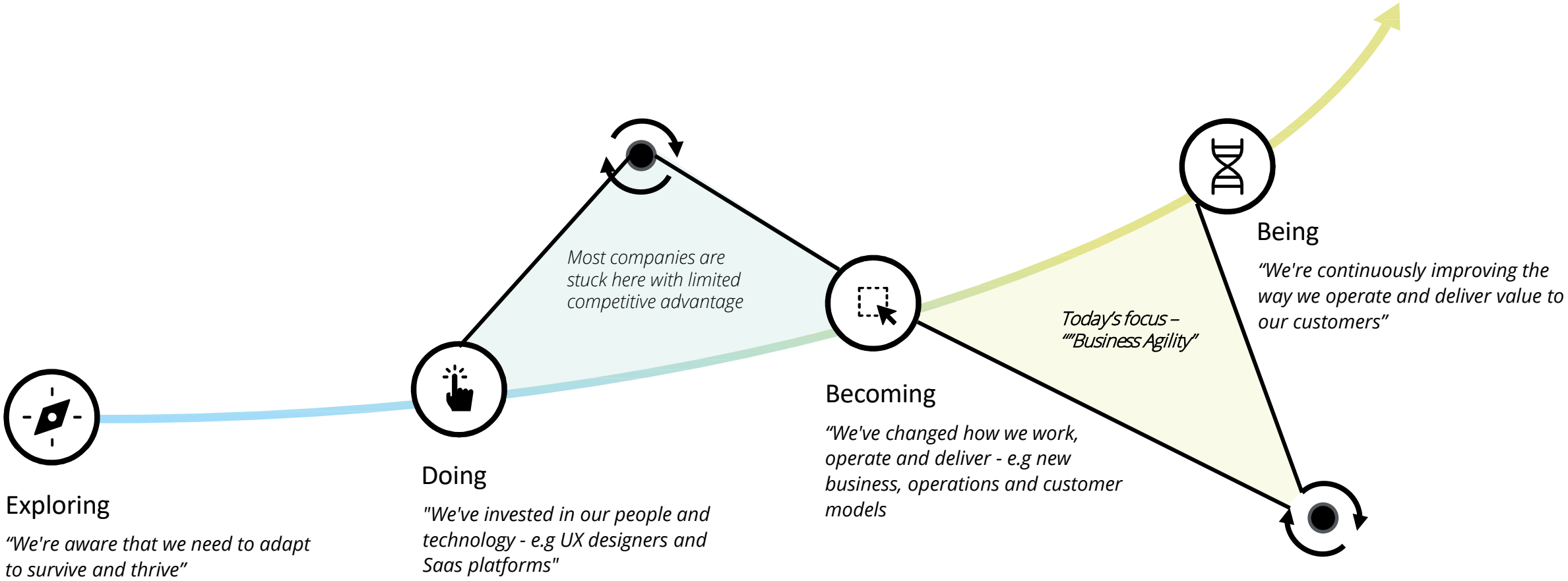
Digital transformations in Ireland in the past ten years



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Trends in the next 5 years

TRENDS OF THE LAST 5 YEARS

- Scaling frameworks and target operating models
- Large-scale agile transformations with a predefined path and predetermined outcome
- An emphasis on projects
- Team-level agility
- Focus on tools and processes
- The rise of Devops movement
- The maturity of continuous integration and continuous delivery

OUR VIEW ON THE NEXT 5 YEARS

- Co-created, principles-based and emergent ways of working, with light-weight outcome-focused governance
- An emphasis on product and value-streams
- Lean Portfolio Management
- Leadership coaching
- Agile outside of IT
- Tighter customer feedback loops (build-measure-learn)
- Psychological safety, growth mind-set and professional coaching
- The emergence of the BizDevOps movement to test and delivery business outcomes early and often
- Business agility's role in competitive and strategic alignment

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How to shift behaviour, organisation and execution

	Current state	Target state
Outcome based planning	Project- based Scope *Plan driven* Cost Schedule	Outcome-based Cost Schedule *Value driven* Outcomes
Link strategy to execution	Priority misalignment Big work batches	Traceable strategy to tasks Small work batches
Delivering with cross-functional product teams	Waterfall centric Siloed teams Slow feedback	Iterative Cross-functional Fast feedback

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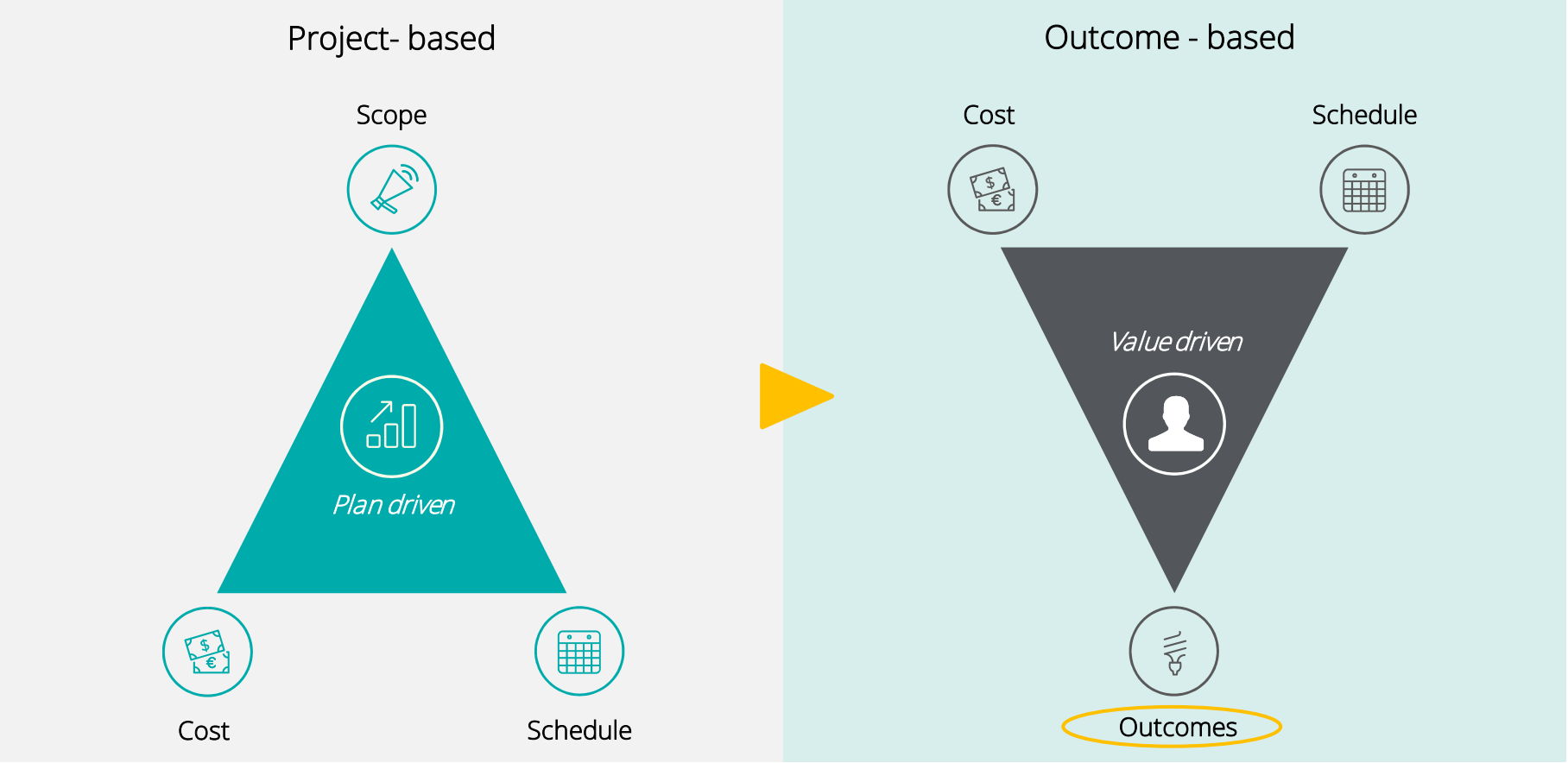
1. Outcome based planning

Key Questions to the Exec

1) *Who are the target customers?*
2) *What business value is achieved from each product iteration?*



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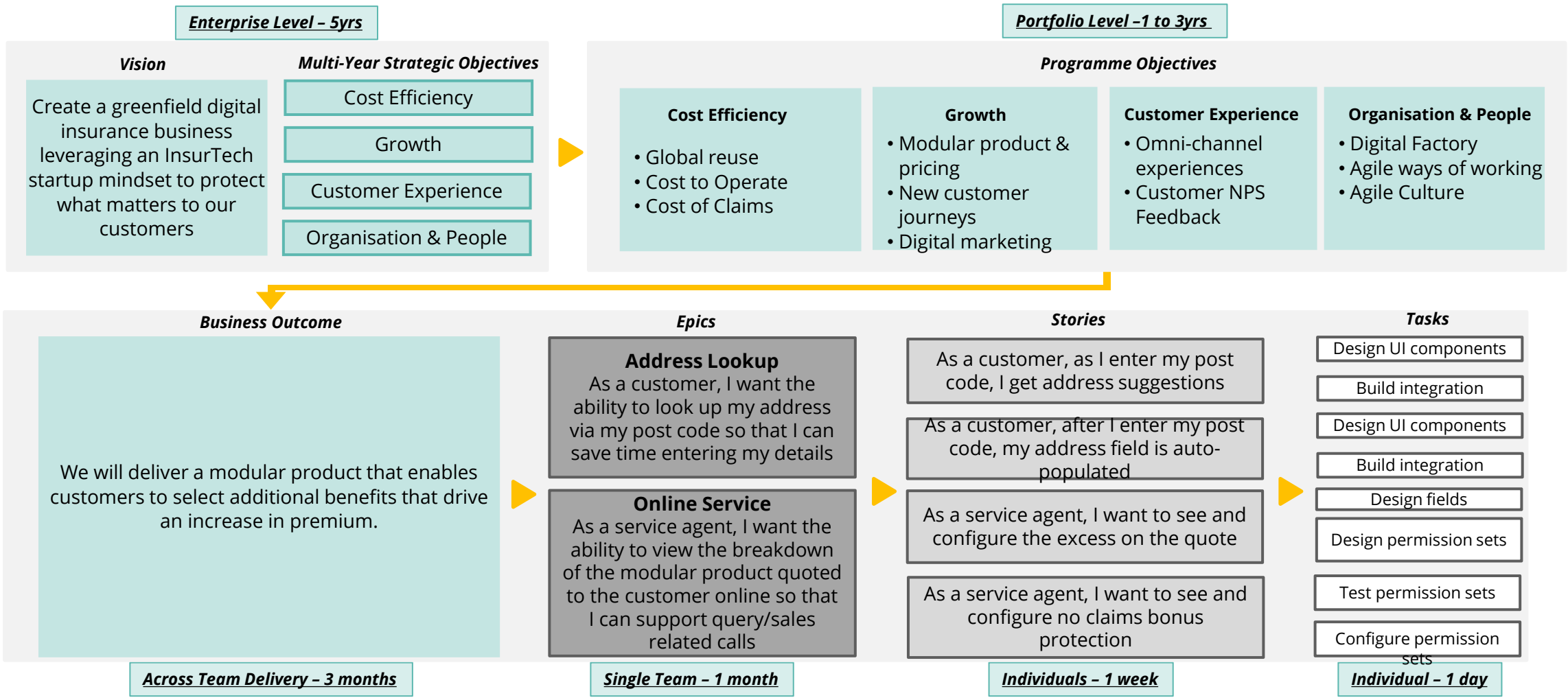
2. Linking strategy to execution

Key Questions to the Exec

3) Does our planned work trace back to our vision and strategy?



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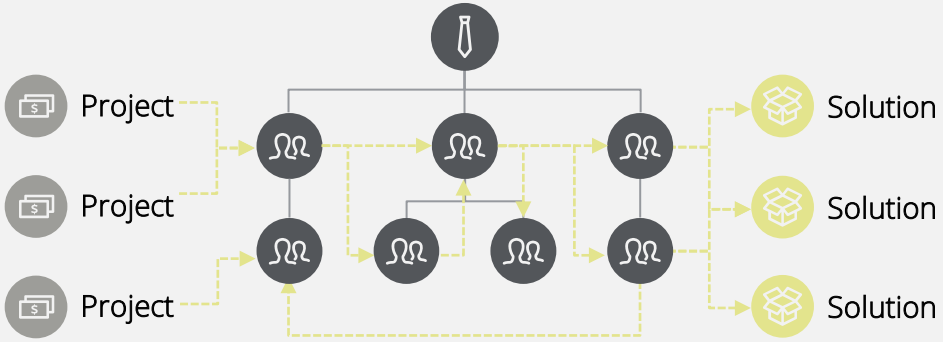
3. Cross-functional product teams

Key Questions to the Exec

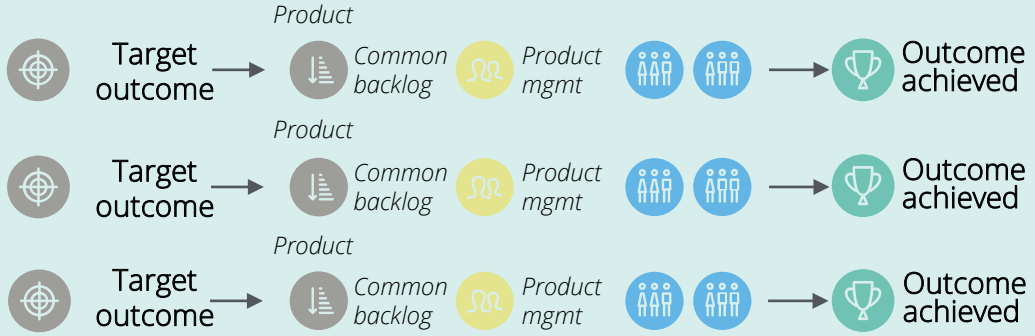
4) How can we go-to-market faster with a viable product?

PROJECT



- Teams *form around projects* and dissolve at project closure
- Work is focused on *functional activities* over achieving *business outcomes*
- Engagement is *inconsistent* between project team and other support functions
- Business requirements are **agreed and defined upfront**, with no visibility of work until a solution is delivered

PRODUCT



- Teams are *fixed around a product* and focused on *achieving business outcomes*
- *Early emphasis* on breaking down the work to *accelerate time to customer value*
- Work is distributed across *small, stable cross-functional teams*
- Teams own *accountability of product performance*

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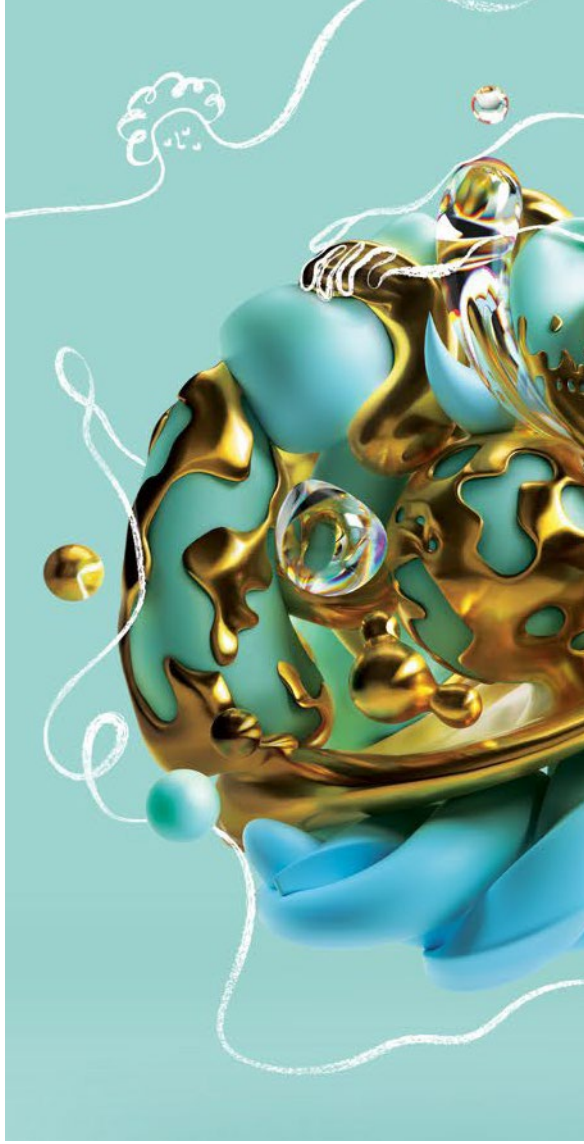
Six principles to guide you

1. **Outcome and key result discipline is critical**
2. **Sustained focus on brilliant basics**
3. **Data metrics + transparency = Good decisions leading to accelerated progress**
4. **Conflict management is unavoidable, its part of the journey**
5. **Layered governance enables autonomy**
6. **Show don’t tell**



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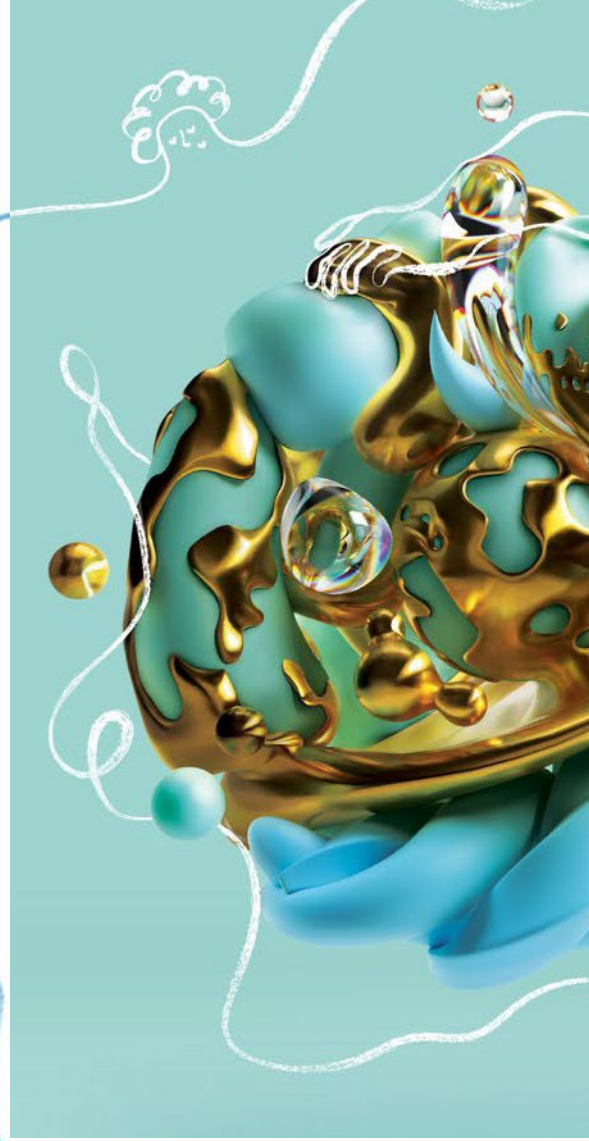
Q&A