The Intersection of Agility and Adaptability
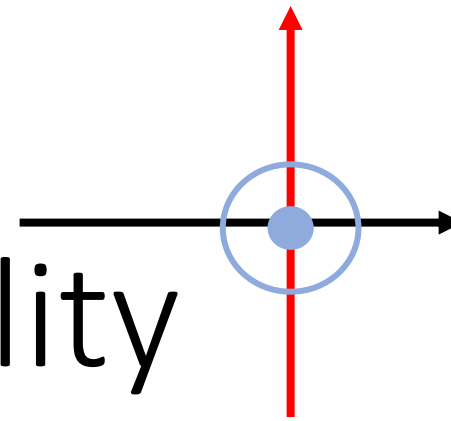
Insights for Policy and Organizational Strategy

AdaptiveOrg

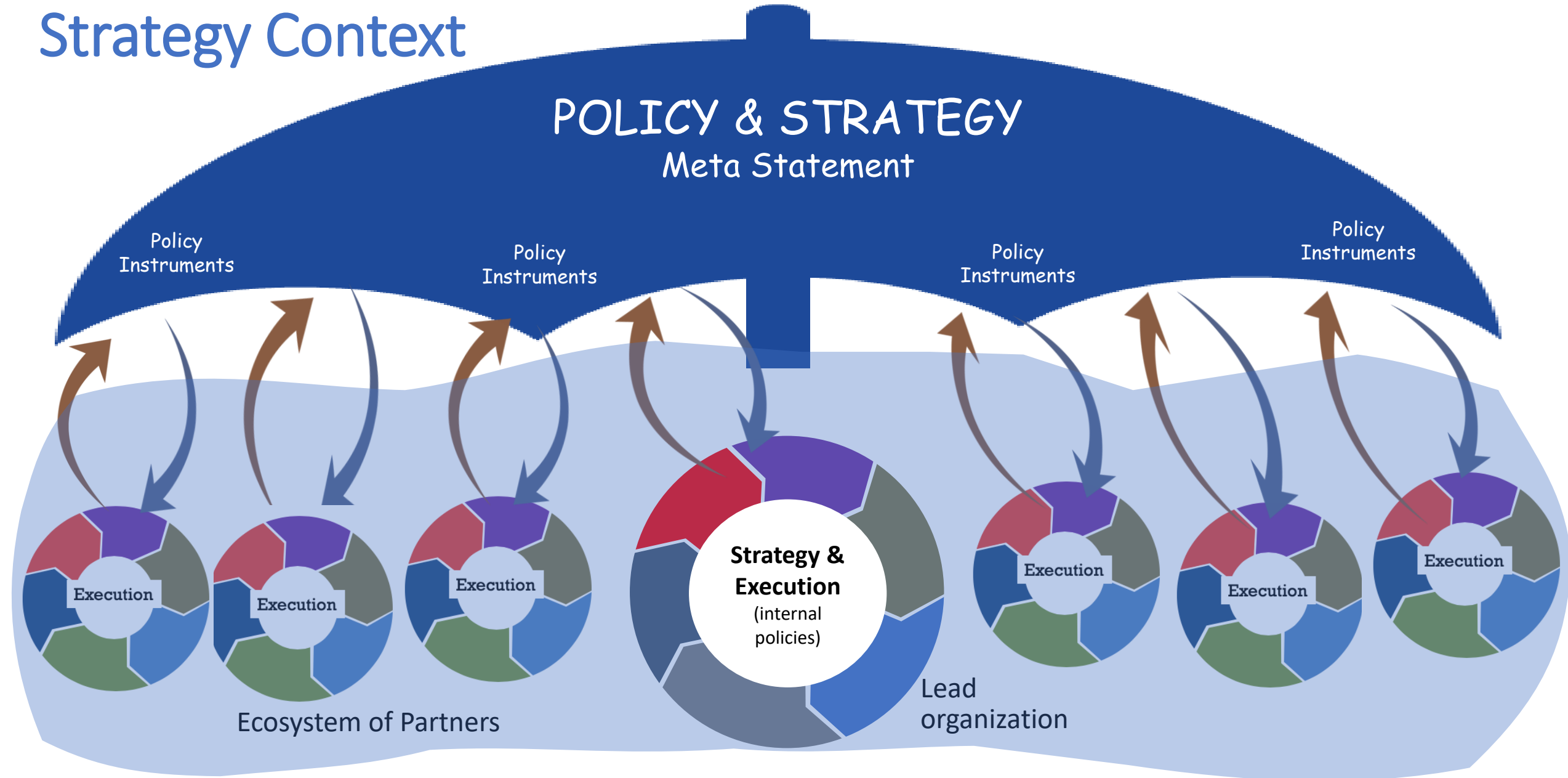Novel Futures
Creativity Adaptability Sustainability

Speakers
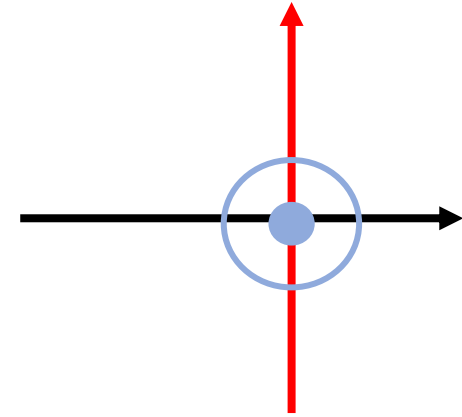
Dan Murphy

Larry Cooper

Darren Swanson

The Policy & Strategy Context

POLICY & STRATEGY
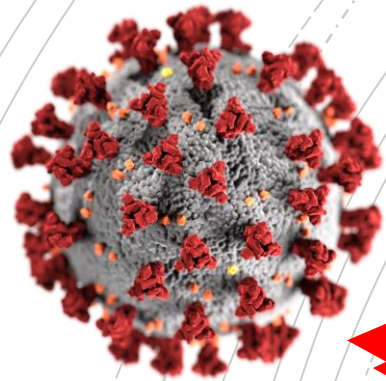
Meta Statement

Policy Instruments

Policy Instruments

Policy Instruments

Policy Instruments

Execution

Execution

Execution

Strategy & Execution (internal policies)

Execution

Execution

Execution

Ecosystem of Partners

Lead organization

Shocks and Stress

Pandemics

Climate Change
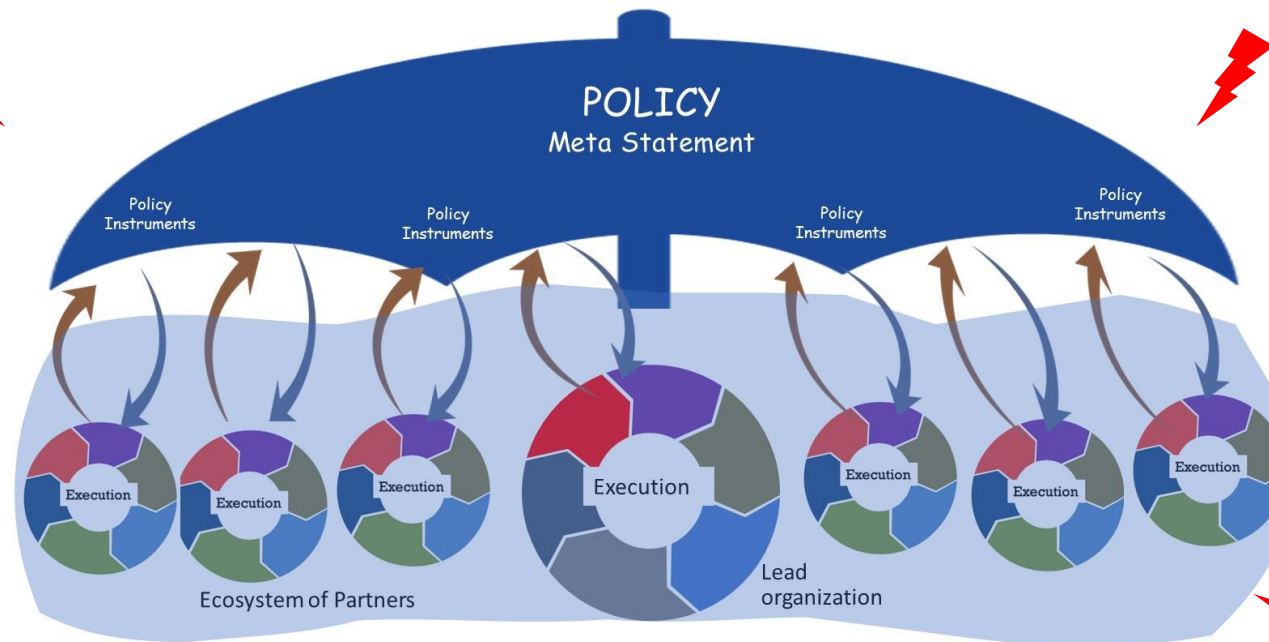
Digital Transformation

Economic Shocks

POLICY
Meta Statement

Policy Instruments

Policy Instruments

Policy Instruments

Policy Instruments

Execution

Execution

Execution

Execution

Execution

Execution

Execution

Ecosystem of Partners

Lead organization
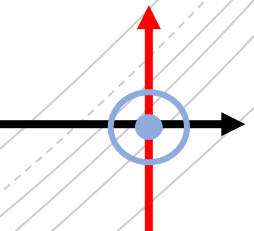
?

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Key Questions for the Webinar

- How can policy and strategy be more adaptive and agile to shocks and stresses?

- What specifically can be done during the design and execution phases of policy and strategy?
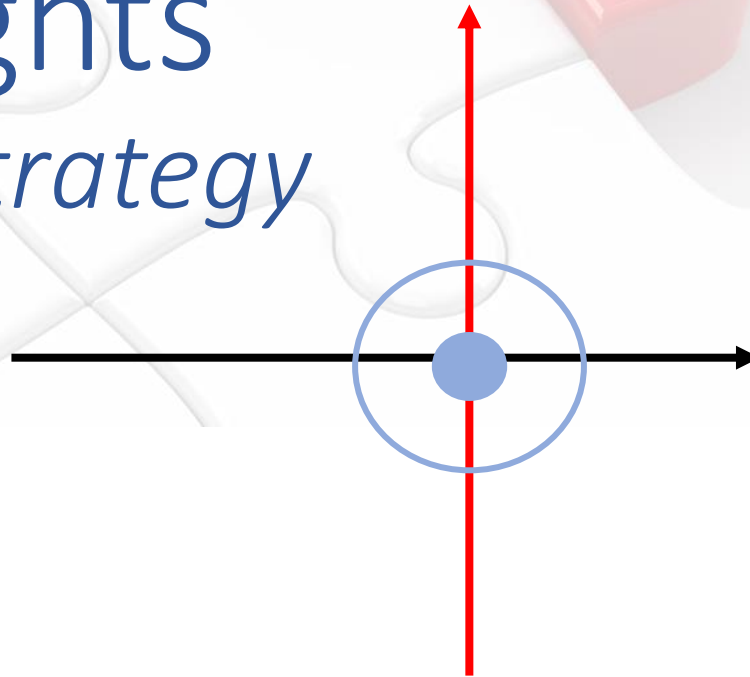
Idealized Cycles of Design and Execution

Policy & Strategy Design

Policy & Strategy Execution

Objective Setting

Instrument Design

Delivery System Training

Implementation

Understanding the Issue

Delivery System Design

Delivery System Financing

Monitoring & Evaluation

Monitoring & Evaluation

Learning & Improvement

Adapted from: https://www.idrc.ca/en/book/creating-adaptive-policies-guide-policy-making-uncertain-world

Adaptive Policy

Ability of policy to adapt to **anticipated** conditions	Ability of policy to adapt to **unanticipated** conditions
(based on a good understanding of cause and effect)	(based on a good understanding of system dynamics and complexity)

1. Integrated and forward-looking analysis
2. Built-in policy adjustment

3. Formal policy review
4. Multi-stakeholder deliberation
5. Promoting variation

6. Enabling self-organization
7. Decentralized decision-making
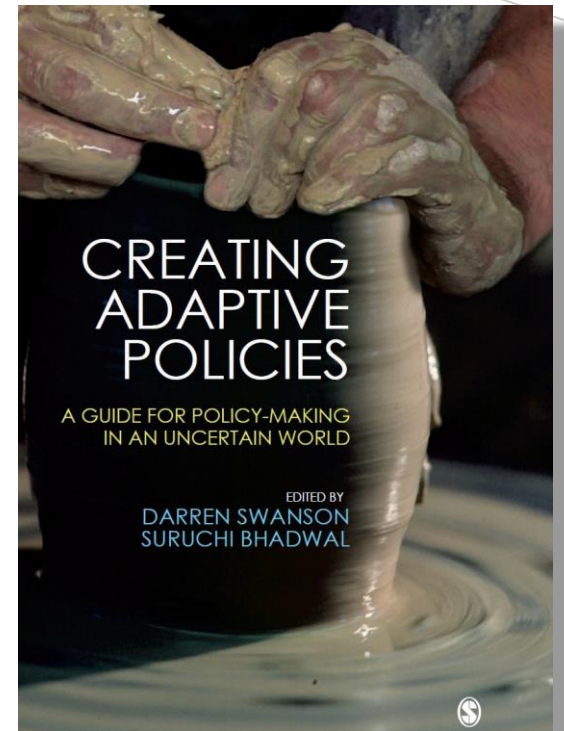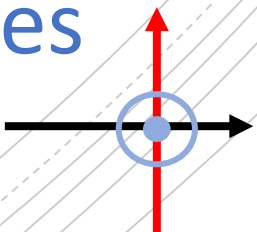
Adaptive Capabilities

Strategic Foresight

Adaptive **S**cenario **A**nalysis and **P**lanning process (ASAP)
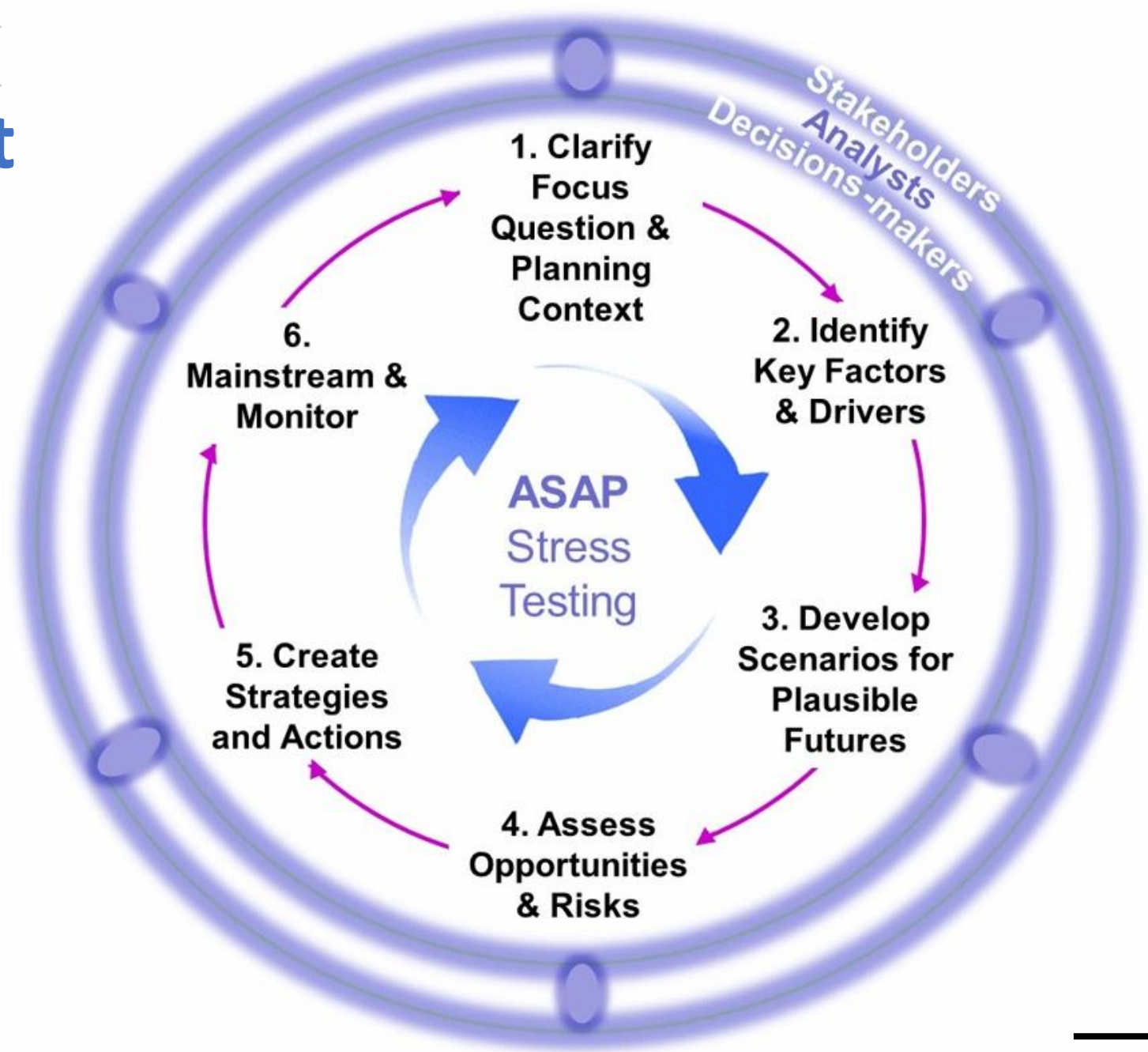
Source: International Institute for Sustainable Development

Strategic Foresight
Fused into
Policy & Strategy
Design

Objective Setting

SMART Targets & Indicators

4. Assess risks & opportunities

Instrument Design

3. Develop scenarios of plausible futures

Strategic Foresight for Policy & Strategy Design

5. Identify robust and triggerable adaptations

Understanding the Issue

2. Identify key factors and drivers affecting the Issue

1. Using Systems Thinking

Delivery System Design

Monitoring & Evaluation

Novel Futures
Creativity Adaptability Sustainability

Strategic Foresight Fused into Policy & Strategy Design

...a key enabler of other adaptive capabilities

Variation & Redundancy

Enabling Social Capital

Multi-stakeholder Deliberation

Strategic Foresight

Decentralized Decision-making

Formal Policy Review

Automatic Adjustment

Objective Setting
SMART Indicators

4. Assess risks & opportunities

Instrument Design

3. Develop scenarios of plausible futures

5. Identify robust and triggerable adaptations

Understanding the Issue

2. Identify key factors and drivers affecting the Issue

Delivery System Design

1. Using Systems Thinking

Monitoring & Evaluation

Novel Futures
Creativity Adaptability Sustainability

Execution Insights
for Policy and Strategy

Dan Murphy and Larry Cooper
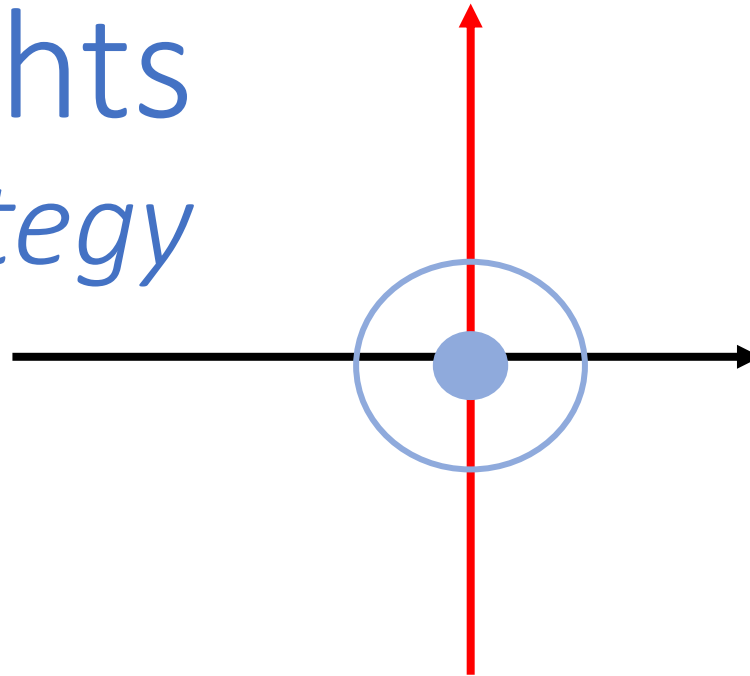
Why Lean-Agile Strategy: Digital Change Impacts & Impacts of Shock Events

Change

Digital Change Curve

Covid-19 Change Impact

Post-COVID-19 Gap

Digital Change Gap

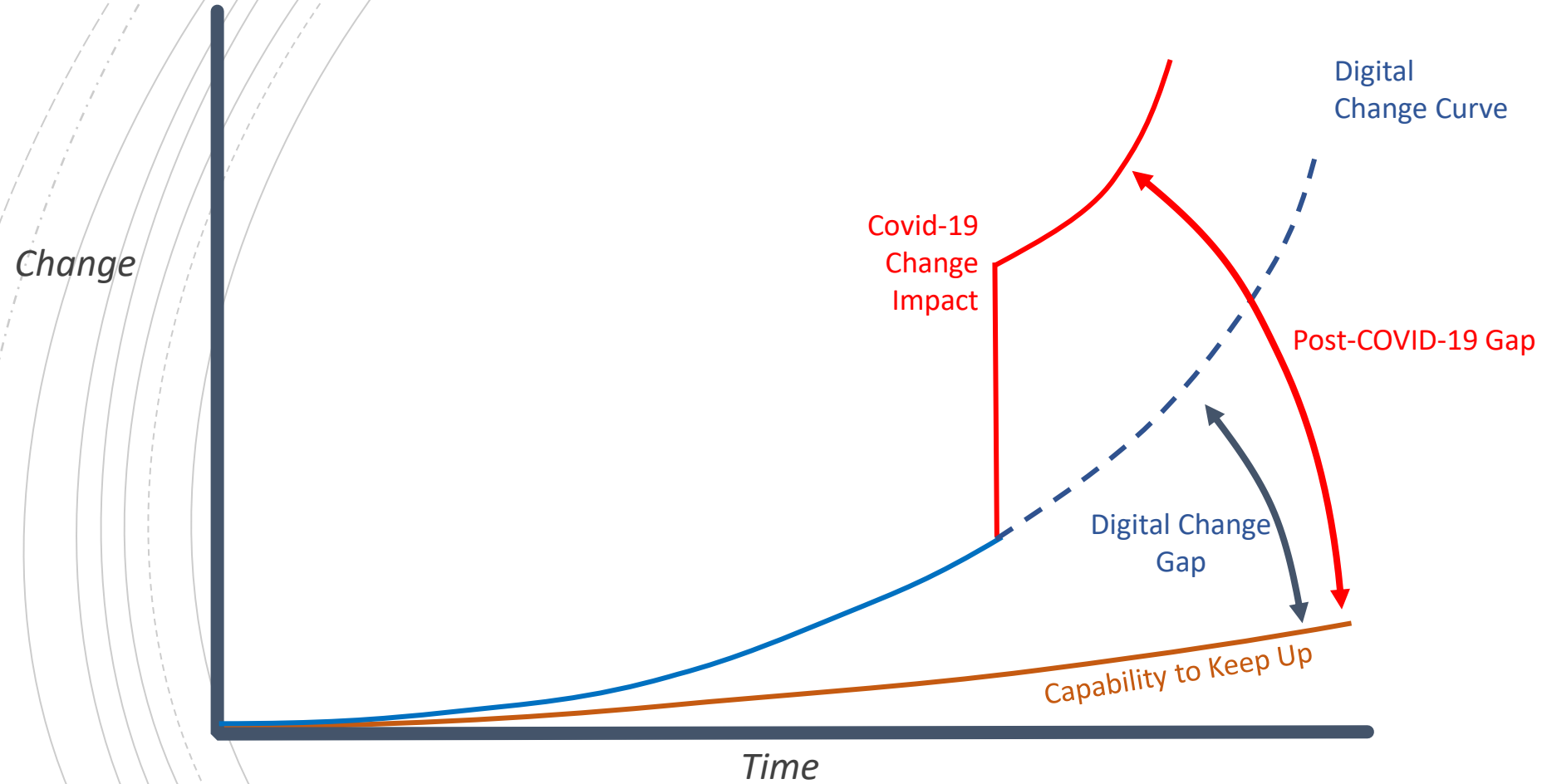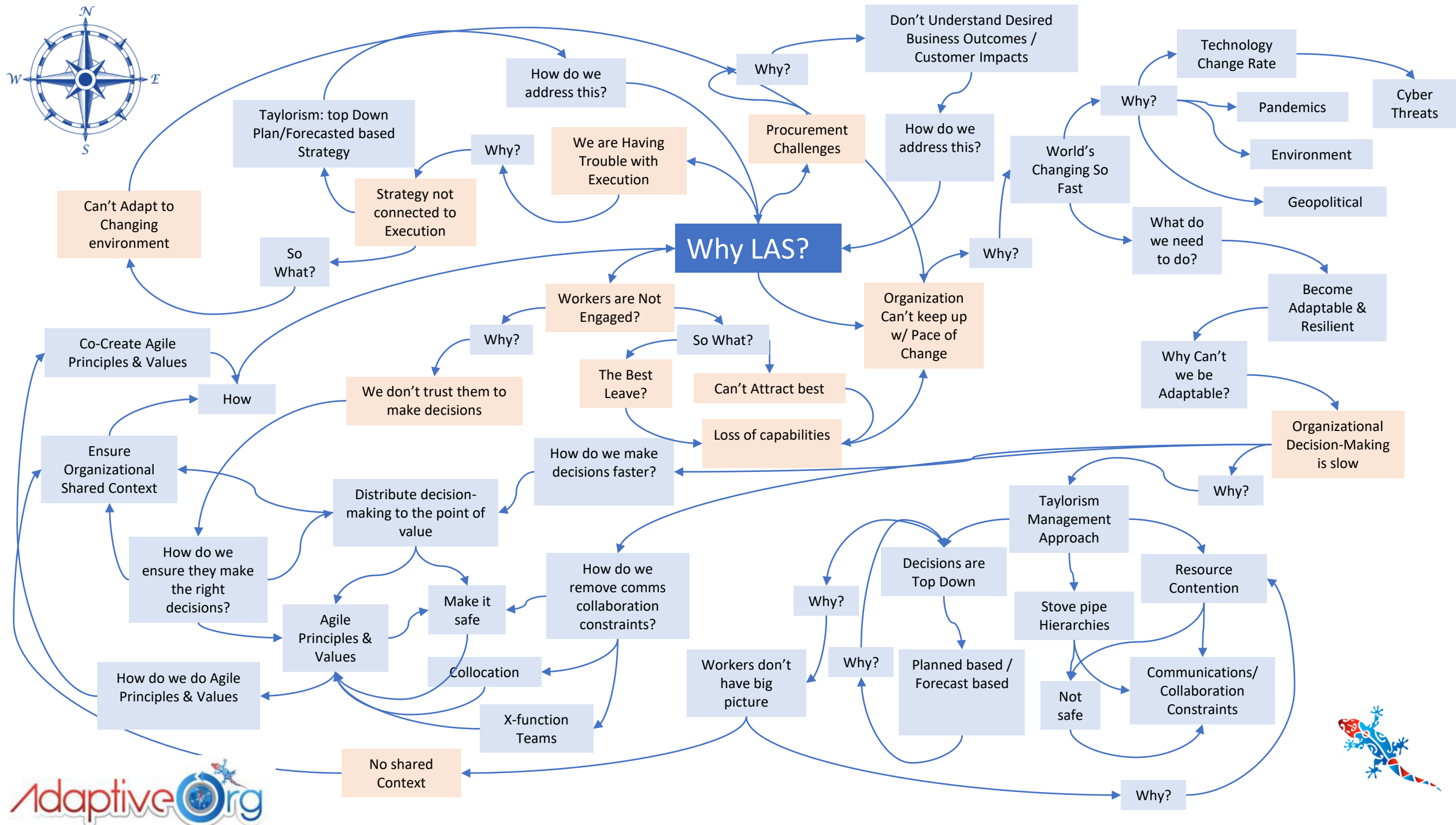Capability to Keep Up

Time

The Lean-Agile Strategy (LAS) Continuous Framework

Play 1: Strategic Intent
- Mission/True North
- Organizational Constraints/Opportunities
- Customer Impacts
- Retro insight

Play 2: Co-Create Possible Solutions
- Intended Outcomes
- Capabilities we have
- Capabilities we need
- Assets we have
- Assets we need

Play 3: Ecosystem Enablement
- Identify & visualize capabilities, assets, & value in the value network that contribute to outcomes

Play 4: Sequencing & Organizing for Delivery
- Sequence the work to realize the outcomes
- Organize for delivery of outcomes

Play 5: Agile Delivery
- Engage Agile delivery teams across organization to realize the outcomes
- Exercise Agile Leadership

Play 6: Retrospective
- Assess delivery – what worked and what did not
- Adjust/Pivot Strategy based on evidence and insight

AGILE STRATEGY
- SHARED CONTEXT
- SHARED INSIGHT
- PEOPLE-CENTRED
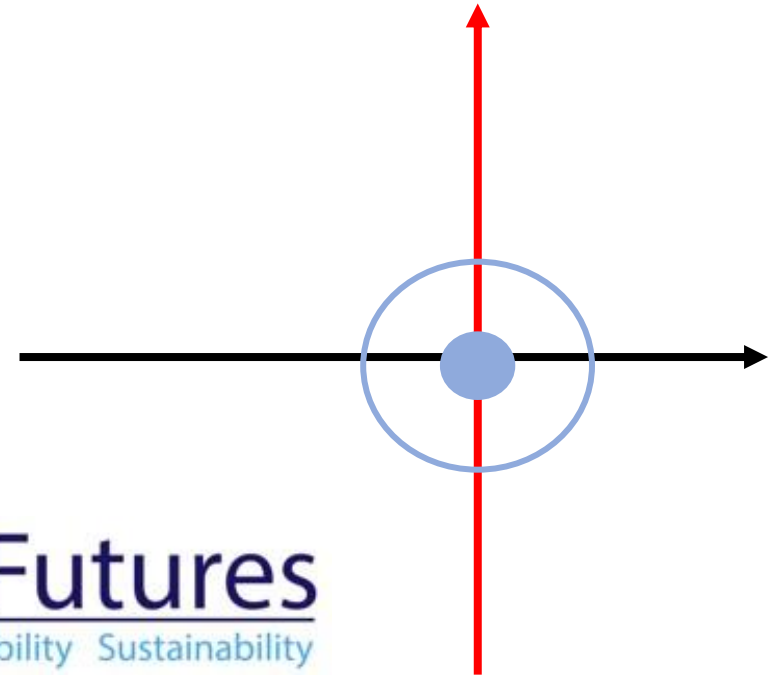- PURPOSE-DEFINED
- SHARED CULUTRE

The Lean Agile Strategy Continuous Framework

- Agile Principles applied to strategy-execution loop
- Every 90 days (or appropriate for organizational context)
- Synchronized execution across teams
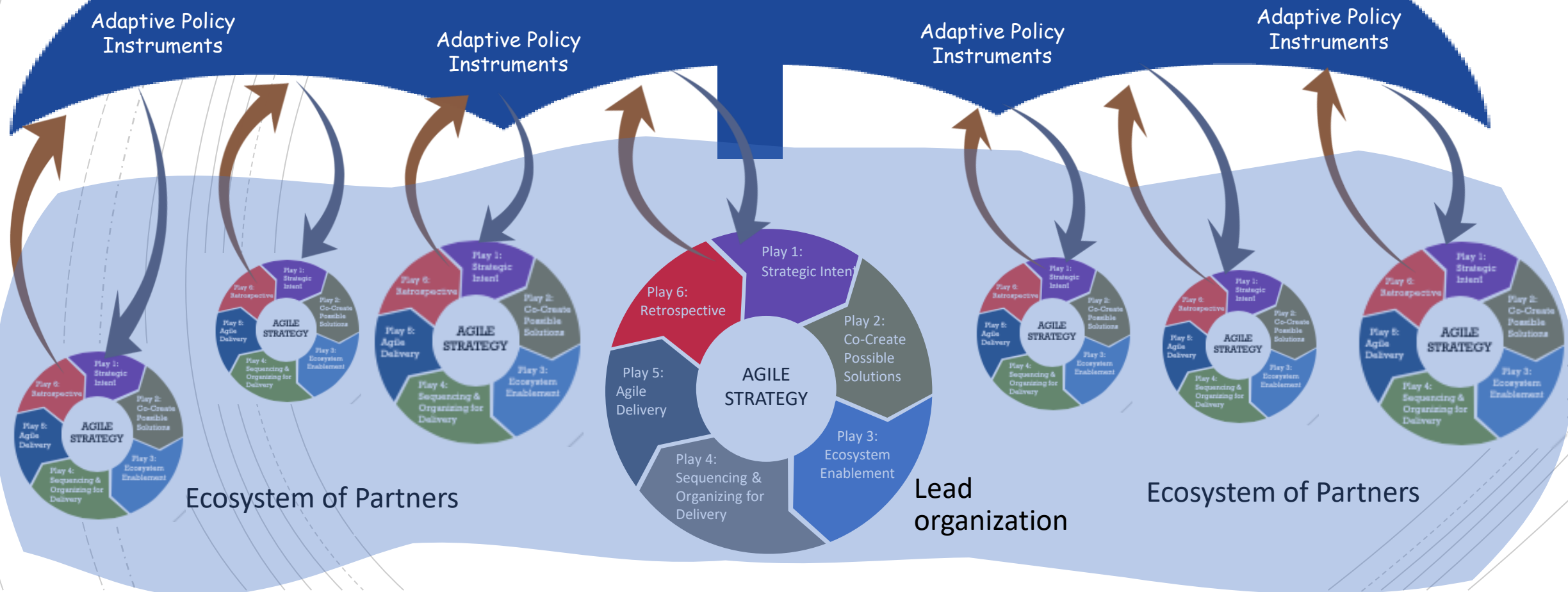- Continuous feedback to ensure strategic outcomes are being realized

Transformation

EXECUTION

EXECUTION

EXECUTION

STRATEGY

STRATEGY

STRATEGY

CONNECTING AGILE STRATEGY TO AGILE EXECUTION....

....TO TRANSFORM TO AN ADAPTIVE & RESILIENT ORGANIZATION

AdaptiveOrg

✓ Q&A and Discussion

✓ Next Steps

Next Steps

Look for our upcoming eBook on Agile Strategy, to be co-published with the Business Agility Institute

Register for our Foundations Course @ https://bit.ly/3aSknHY (or https://leanagilestrategy.thinkific.com/courses/lean-agile-strategy-foundations)

Contact: Dan@AdaptiveOrg.com
Larry@AdaptiveOrg.com

Stay tuned for June webinar on strategic foresight

Novel Futures
Creativity Adaptability Sustainability

Visit: www.NovelFutures.com/foresight

Contact: Dswanson@NovelFutures.com

Download or order book

CREATING ADAPTIVE POLICIES
A GUIDE FOR POLICY-MAKING IN AN UNCERTAIN WORLD
EDITED BY DARREN SWANSON SURUCHI BHADWAL

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