

Business Agility Manifesto

Business Agility Manifesto - Diagnostics

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The purpose of this questionnaire is to provide initial insights into an organization's need and readiness to become more inherently agile. It can be applied to a multi-company or organizational value chain, an entire business entity, or a group within. Organizations are, by nature, complex and this diagnostic cannot capture peculiarities of an individual business nor can it substitute for a comprehensive assessment of what you should do and when you should do it. Please use it to gain awareness of gaps your organization needs to close in order to tackle never-ending change with more ease and confidence.

Terms used in the questionnaire

Value Chain

Definition: the business knowledge and work needed to deliver products or services to a market organized according to their natural dependencies

Description: A value chain comprises all the work and business knowledge required to conceive, plan, market, sell, deliver, optimize and manage a set of products and services to satisfy customers. A value chain encompasses all participating parties whether inside or outside the organization. All products or services delivered to the same market are the result of a single value chain.

Business Knowledge

Definition: the total set of business concepts, their organizing connections, and the business rules upon which the existence of the business depends

Description: Business knowledge can answer, for example, which processes make which decisions with which business rules, which roles are responsible for which activities, and what business terminology should be used to refer to what things in the business.

Business Integrity

Definition: soundness of business results, resulting in part from uncompromising adherence to business rules, including contractual obligations and commitments

Description: An important manifestation of business Integrity is consistency in business results whenever equivalent business circumstances are encountered.

Business Capability

Definition: a distinctive combination of business assets, including business knowledge, that can be used to accomplish an objective, perform one or more tasks, or achieve an end

Description: Business Capability is what the business must be able to do or to have to execute its business strategy.

¹ Thanks to Gladys S.W. Lam for input to the content and organization of the Manifesto document suite and to Sasha Aganova for shepherding the work through to completion.

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Questionnaire

Section 1 - Perpetual Change

		Yes	No	I don't know
1a.	Does your leadership recognise the inevitability of never-ending fast-paced change?			
1b.	Do you have a continuous innovation program or initiative in place?			
1c.	Do you expect that the pace of innovation will require you to have a more complete understanding of how your business works?			
1d.	Have you had any existing products or services unintentionally disrupted during the implementation of a business change?			
1e.	Could your current operations and performance be put at risk during business change?			
1f.	Is business change management a general management responsibility?			

Section 2 - Business Strategy and Value Creation

		Yes	No	I don't know
2a.	Do all your investments in change deliver strategic business value?			
2b.	Do you have sufficient knowledge of your business capabilities to helpfully improve your business strategy and plans for change?			
2c.	Do you have to reinvent, re-specify and redesign business capabilities from scratch on any change initiative?			
2d.	Do you know what your business policies and business rules are and can you change them quickly and easily?			
2e.	Has your business implemented software changes but seen minimal business value?			

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Section 3 - Business Integrity

		Yes	No	I don't know
3a.	Have you experienced inconsistent business results negatively impacting external stakeholders (i.e. customers, regulators)?			
3b.	Do your customers and partners get consistent business results regardless of business channel?			
3c.	Can you demonstrate compliance anywhere, anytime, in real time?			
3d.	Are your core business processes and business results impacted when you lose key staff?			
3e.	Are your core business processes and business results impacted when you change technology?			

Section 4 - Business Solution Agility

		Yes	No	I don't know
4a.	Have you experienced any unintended consequences as a result of a significant change?			
4b.	Have you experienced significant rework/delays on a major change initiative?			
4c.	Can you readily determine what was done in the past and what is in place when you consider business changes?			
4d.	Are you able to determine the impact of one aspect of a change on other inter-dependent ones to predict and mitigate unintended consequences (e.g. business rule change impact on software viability)?			
4e.	Have you experienced unplanned redesign of processes, databases and systems due to lack of a common understanding or consistent use of business terminology?			
4f.	Have you had to increase expenditures or create manual work-arounds to maintain operations, or prevent failure?			
4g.	Are you constrained in rolling out new or changed policies, rules, or other capabilities by your software release cycle?			

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Section 5 - Organization Agility

		Yes	No	I don't know
5a.	Is organisational structure cross functionally aligned to achieve the business strategy?			
5b.	Can the organization's reporting relationships be adjusted without impacting the ability to get the right work done?			
5c.	Is the incentive structure of managers and staff aligned with the measurements of business results?			
5d.	Do you have the right behaviours across the organization to consistently support perpetual change?			
5e.	Does your company have a collaborative environment for decision making and problem solving at all levels?			
5f.	Does your company exhibit an honest and free flow of information and ideas involving all staff?			

Section 6 - Value Chain Perspective

		Yes	No	I don't know
6a.	Do you have an established value chain model that can be used to design, change, manage, operate, and analyze the entire value chain, not just parts of it?			
6b.	Does your value chain model define all work performed by stakeholders including external service providers and partners?			
6c.	Do you manage your customer value chains from end-to-end regardless of your organisational structure?			
6d.	Are performance indicators for your partner/service contracts aligned with the business results that customers value?			
6e.	Do you share and reuse your business knowledge across an entire value chain regardless of organisational siloes?			

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		Yes	No	I don't know
6f.	Do you share the same business vocabulary across an entire value chain regardless of organisational siloes?			
6g.	Do you apply the same business rules across an entire value chain regardless of organisational siloes?			

Section 7 - Business Knowledge and its Management

		Yes	No	I don't know
7a.	Does your organisation value business knowledge as much as software development knowledge?			
7b.	Can you quickly and reliably trace changes in any elements, including business strategy, business policy, and business rules?			
7c.	Does your organisation have sufficient, documented, and available business knowledge to establish and sustain optimal business capabilities?			
7d.	Can you easily access and trust the business knowledge across the value chain?			
7e.	Do your automated processes and manual processes share and use common business vocabulary and business rules?			
7f.	Is business knowledge stored and available in the language of the business (not just for technical purposes)?			
7g.	Do you share core business knowledge with workers at all levels in a systematic way?			

Section 8 - Business Knowledge-Base / Single source of business truth

		Yes	No	I don't know
8a.	Do your change initiatives consistently capture resultant business knowledge in a knowledge-base for later reuse?			
8b.	Is your business knowledge-base used for dynamically predicting and mitigating the impacts of change on value chains?			

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		Yes	No	I don't know
8c.	Is your business knowledge-base automated for the entire value chain?			
8d.	Can the business knowledge-base be trusted to provide a single source of truth for business audiences?			
8e.	Is your knowledge-base structured according to unique and separate subject-matter building blocks?			
8f.	Is your knowledge-base agnostic to organisational boundaries?			