AGILE

AGILE is an organizational concept for making organizations more reactive and, thus, more successful

AGILE philosophy

- **AGILE is meant to make organizations react and adapt faster in an ever increasing complexity and pace of change.**
- **The AGILE concept can be applied to all kind of contexts such as project management or company structure.**
- **AGILE is not a method, it is a philosophy — a way of thinking and a willingness to achieve high customer satisfaction through excellence and quality.**
- **AGILE can only work in organizations where common goal achievement is valued higher than individual goal achievement. It assumes that individuals cannot meet the demand and deal with the complexity of today's world alone.**
- **AGILE is not based on power, seniority or hierarchy but it can be embedded. It removes rigid structures and uses team role assignments according to needs.**
- **AGILE requires motivation, contributions, skills and expertise and thus is more demanding on the individual team members — but it employs facilitators.**

AGILE convictions

AGILE provides methods to organize and scale team efforts based on a set of convictions:

- ☐ **Take a customer–service-provider perspective in all contexts.**
- ☐ **Have mechanism for assigning people to work and not work to people.**
- ☐ **Work in autonomous cross-functional teams instead of in functional silos.**
- ☐ **Apply ownership approach.**
- ☐ **Expect leadership from everybody.**
- ☐ **Let decisions in tendency be taken where the most information is.**
- ☐ **Avoid bureaucracy. Build on trust.**
- ☐ **Supervise progress with dashboards & measurements not with superiors.**
- ☐ **Share all relevant information and apply radical transparency.**
- ☐ **Work in iterations — always towards »done«. Limit work in progress.**
- ☐ **Use constant feedback & review to step-by-step improve everything.**

... through reactive teams

Agile adaptation ...

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