



Requisiteagility™

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Requisite Agility™: The Fundamental Underpinnings of Agile Enterprise

Today's business environment is increasingly dynamic and complex. Competition is global, interactions more dense than before, and strategic priorities often change rapidly along with changing customer needs and expectations. The unprecedented frequency and magnitude of change forces organizations not only to continually evolve, but also to occasionally reinvent their very essence. This calls for business agility: constant innovation, repositioning of the value proposition, alignment of the product and service mix with the market, adoption of new technologies, well-timed strategic investments, and timely development of requisite capabilities.

The agile imperative has been widely recognized, and many organizations have embarked on rethinking how they conduct business. Agile software development, in particular, has been a testbed for more responsive and adaptive practices and, in many cases, brought considerable advantages in terms of market relevance, speed to market, predictability, resource efficiency, and quality. On the other, lean production principles have reduced cycle times, waste and costs, while increasing productivity and improving quality.

All too often, however, these inroads into business agility have been incomplete or misapplied. Organizations that have attempted to scale their agile software development practice have soon realized that they need to revamp the very logic of the organization as a whole: strategic management, structure, governance, portfolio management, managerial practices, and many more. Agile methods such as Scrum or Kanban, while effective, address only a fraction of the concerns. Even frameworks aimed at "scaling agile" – such as SAFe, DAD, or LeSS – fall short in scope.

In the absence of established management science, the concept of business agility has also attracted designs, patterns and principles that, in spite of good intentions, are often misplaced, untenable, and even detrimental. Salient examples include radical proposals such as abolishment of hierarchy or abandonment of managerial leadership that go against the grain of how the very organizational systems effectively work.

Adapting the fundamental tenets of Requisite Organization to today's dynamic context, Requisite Agility™ (RA) constitutes a robust theoretical bedrock for agile enterprise. It is agnostic to existing agile frameworks and universal enough to help make sense of, contextualize and appraise the profusion of agile methods, principles and patterns. As such, it informs what works and what does not work in the agile context and further enhances adaptive patterns of business agility.

The power of Requisite Agility™ lies in its generic nature. It is like a scaffolding that supports designing and building business agility across levels, functions and aspects. It lends itself to organizations of any size, from start-ups to multinational corporations and from individual projects to business portfolios. It can be applied to any industry, to any legal form of organization, and to private and public organizations alike. It caters to all aspects of business agility, such as structural agility, process agility, leadership agility, or cultural agility.