Foreword

In today’s dynamic, fast-paced, creative economy, to seize new and emerging market opportunities before their competitors do, organizations need to have business and technical agility. To achieve sustainable business and technical agility, most organizations are in the process of planning or executing some level of an “Agile Transformation”.

The words “Agile” and “transformation” are often greeted with a mixed bag of emotions and cultural implications across the software industry and more so in the business world.

It is important to clarify that Agile is neither a process nor a methodology; it is a mindset. Many people may think that Agile is just another software development process. Although that is true to a degree, there is a lot more to Agile than just a process or just a set of practices. Agile (or agility) is a way of thinking grounded in the realities of learning, adapting, and continuous growth that happen naturally with creative work and creative workers. Once adopted, the Agile mindset forces people to think in a value-driven approach about numerous things in their lives, including of course their work. On the same note, the purpose of an Agile Transformation is to positively influence organizations towards a culture governed by the Agile mindset.

This is an unprecedented time for businesses all around the world. Shifting their organizational strategies, structures, processes and more importantly their leaders and people to be inline with what is needed for a creative economy is not a trivial matter by any stretch of the imagination. Therefore we are living in a time when learning and sharing how organizations are making these cultural changes and scaling Agile is critical.

This book provides a great deal of innovations and insights about how organizations are assessing their readiness for Agile, scaling Agile across their organizations, designing Agile transformations and reaching business agility.

There are a number of chapters in the book that share stories and experiences from large-scale Agile transformations. When I lead Agile transformations for a number of Fortune 100 companies, stories were an important tool for executives and leaders of the organization to see what other organization are doing and to reassure them that while the journey may be hard and long it is worth the investment.

This book also does a fantastic job at exploring various Agile transformation approaches. This is very important since most organizations end-up creating a custom Agile approach for them. Learning not one, by many approaches, broadens an organization’s understanding of what is possible and as a natural consequence helps the organization craft an approach that is most suitable for it. I have constantly been amazed with how organizations can learn and extract the most suitable elements from each Agile approach to make something that will give them their utmost agility.
Foreword

There are many complex challenges organizations face on their Agile journey. Some of them are related to selecting an adoption approaches or methodology, other challenges stem from having the right personnel to lead such a transformation. Many organizations are also exploring how Agile will affect other parts of the business that are less technical in nature like Talent, Finance or Learning and Development.

If you are looking for the latest research or comparative analysis, this book includes the work of great academicians. If you want to read about cutting-edge innovations great thought-leaders in the Agile space have shared their insights in a couple of different chapters throughout this book. And if you are looking for experience from the trenches the book highlights the works of a number of expert practitioners. This book is a great collection and has something for everyone, wherever you are on your Agile journey. Enjoy.

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