



## Delivering with agility

*In a world of constant disruption, there is an increasing need for organisations to quickly respond to market conditions and deliver change in new and more agile ways. The injection of agile concepts and methods can augment and accelerate traditional program delivery methods to result in faster, more iterative delivery of business outcomes.*

It is becoming increasingly important for our clients to be able to keep up with changing consumer demands. A recent study showed that “agile firms grow revenue 37 percent faster and generate 30 percent higher profits than non-agile companies”<sup>1</sup>. While agile methods have historically been applied exclusively to software development and information technology delivery, we are increasingly seeing ‘agile practices’ and ‘new ways of working’ adopted by our clients carrying out large-scale transformations in broader industries. This is resulting in more business leaders placing greater emphasis on “creating [a] more agile, well-rounded and diverse workforce”<sup>2</sup>, as seen in our recent global CEO survey.

Whilst far from exhaustive, the following three key factors are common across successful large-scale transformation programs:

### **Leaders need to adopt and role model ‘new ways of working’**

It is essential leaders champion the desired outcomes of the program and demonstrate a commitment to implementing a set of principles and behaviours that defines an organisation’s ‘way of working’ – these revolve around:

- Visibility and active on-the-ground participation in engaging with the team;
- Advocating team collaboration;
- Building trust and creating a safe environment that decentralises decision making to accelerate value delivery; and
- Removing blockers by proactively raising issues and collaboratively closing them to transcend the kind of reactive management that characterises so many transformation programs.

### **Agile can accelerate traditional program delivery**

Incorporating agile methods and concepts is designed to accelerate delivery and improve collaboration and

prioritisation of critical items. Rather than adopting a pure agile or waterfall delivery framework that focusses on methodology and process, we partner with clients to design a fit-for-purpose hybrid delivery approach that provides flexibility in application to ensure the focus is on accountability and delivery of business outcomes.

### **A Transformation Hub as the “beating heart” for agile program delivery**

The establishment and operation of a visually engaging and collaborative Transformation Hub that proactively drives engagement and adapts and evolves its functional capabilities is the ultimate driver of new ways of working. The modern Hub draws on a diverse breadth of capabilities (ie. Change Management, Strategy, Communications, Assurance, and Finance) to provide highly visible guidance and leadership to enable teams to navigate through uncertainty and accelerate delivery of business outcomes.

*Adoption of these elements must be done in a way that is fit for the organisation’s context. By working closely with our clients, we have successfully delivered ways of working that consider both the content and strategic objectives of the organisation, and coached leaders to support sustainable implementation. We have partnered with multiple clients to adopt a fit for purpose agile delivery approach that has enabled them to deliver their program outcomes, and ultimately business strategy.*

## Contacts



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<sup>1</sup> ‘Building Enterprise Agility’, <http://www.pwc.com/us/en/technology/publications/assets/enterprise-agility.pdf>

<sup>2</sup> ‘20th global CEO survey’, <https://www.pwc.com/gx/en/ceo-survey/2017/pwc-ceo-20th-survey-report-2017.pdf>