

CONTENTS

01 A new operating system for a new operating environment 1

- Why this book, and why now? 1
- The new operating environment 2
- References 23

02 The agile business 27

- Defining the agile business 27
- Scaling agile principles 29
- The key shifts from linear thinking 36
- Principles of agile business 47
- The impact of rising customer expectation 49
- The ‘platformization’ of capability 52
- Systems thinking for business 55
- Genuine (and pretend) customer-centricity 58
- References 60

03 A new agile operating system for business 65

- The key technology dynamics in companies 65
- Small teams can drive big change 66
- Moving away from strict hierarchies 69
- Changing innovation horizons 73
- The real challenge with transformation 76
- The problem with corporate innovation 79
- Beyond innovation: the need to constantly renew 83
- The ambidextrous organization 85
- Shaping demand and fulfilling demand 87
- From scalable efficiency to scalable learning 89
- Explore, execute, extend and exploit 93
- A structure for continuous innovation 95
- The dual operating system 97
- Building a service-oriented architecture 99

- The post-digital organization 101
- References 102

- 04 Changing change management 109**
 - The messy middle of transformation 109
 - The shift away from big-bang, linear change management 109
 - Agile change management 111
 - Agile transformation: the shift towards a ‘think big, start small, scale fast’ approach to change 113
 - References 114

- 05 Think big 115**
 - The key elements of ‘think big’ 115
 - Visioning – setting a compelling direction for change 116
 - Mapping your operating business contexts 126
 - Foundational enablers for change 135
 - References 167

- 06 Start small 175**
 - Why start small? 175
 - Achieving ambidexterity 176
 - Defining a new way of working 185
 - The challenges and tensions 190
 - References 195

- 07 Scale fast 199**
 - Applying agile principles at scale 199
 - Momentum for change (1): $\text{momentum} = \text{mass} \times \text{velocity}$ 208
 - Momentum for change (2): $\text{mass} = \text{volume} \times \text{density}$ 218
 - Momentum for change (3): $\text{velocity} = \text{speed} + \text{direction}$ 235
 - References 252

- 08 Reinventing the organization 259**
 - Designing your new agile operating system 259

- Index 263*