

THE PLATFORM OF AGILE MANAGEMENT

**And the Program to
Implement It**

Willy A. Sussland

CONTENTS

Preface *xi*

INTRODUCTION *1*

PART ONE: THE PRINCIPLES OF THE PLATFORM OF AGILE MANAGEMENT *7*

1. THE *WHY*, THE *WHO*, AND THE *HOW* *9*

Opening remarks *9*

1.1. The *why* of agile management *10*

1.2. The *who* of agile management *12*

1.3. The *how* of agile management *12*

Closing remarks *12*

2. THE 3 *TUTORS OF THOUGHT* AND SYSTEMIC, STIMULATING, AND SYSTEMATIC THINKING *13*

Opening remarks *13*

2.1. The systemic and strategic principles *13*

2.1.1. The 5 *significant stakeholders* *16*

2.1.2. The 5 *corporate capitals* that form the
value of the enterprise *17*

- 2.1.3. The 3 principal management practices 19
- 2.1.4. The role of the systemic and strategic principles
in agile management 19
- 2.2. The stimulating and synergizing principles 20
- 2.3. The systematic and swiftness principles 21

3. THE TRIPLE “A” OF AGILE MANAGEMENT 23

Opening remarks 23

- 3.1. The basics of agile management 23

Closing remarks 27

PART TWO: THE PARADIGMS OF THE PLATFORM OF AGILE MANAGEMENT 29

4. THE 4 BEHAVIORAL DRIVERS 31

5. THE BUSINESS VALUE AND THE 5 CORPORATE CAPITALS 33

Opening remarks 33

- 5.1. The tangible and the intangible resources 34
- 5.2. The 5 corporate capitals 37
- 5.3. The capital-components 41

Closing remarks 42

6. THE ORGANIZATIONAL CAPITAL AND ITS 5 CAPITAL COMPONENTS 43

Opening remarks 43

- 6.1. The organizational capital 43
- 6.2. The strategy fundamentals 46
- 6.3. The systems of management 49
- 6.4. The style of the leadership 51
- 6.5. The structures of the organization 55
- 6.6. The shared critical capabilities 58

Closing remarks 58

7. THE TALENT CAPITAL 59

Opening remarks 59

- 7.1. The war for talents 59
- 7.2. I know talent when I see it 61

7.3. The talent capital and the self-manage teams	66
7.4. The management of the human resources	68
7.5. The administration of the human resources	70
Closing remarks	72

8. THE MARKET CAPITAL 73

Opening remarks	73
8.1. The product capital	73
8.1.1. Features and benefits vs. wants and musts	75
8.1.2. The 5 product deliverables	76
8.1.3. Customer satisfaction	78
8.1.4. The product economics	80
8.2. The brand capital	82
8.3. The customer-capital	82
Closing remarks	88

9. THE LIFE- AND TIME-CYCLES, AND THE FINANCIAL CAPITAL 89

Opening remarks	89
9.1. The life-cycles and the time-cycles	89
9.2. The time-cycles	90
9.3. The financial capital	91

10. THE 5 VALUE-CHAINS 93

Opening remarks	93
10.1. The strategic approach to the value-chains	93
10.2. The structures of the 5 value-chains	94
10.3. The organizational approach to the 5 value-chains	99
10.4. The scrum	102
Closing remarks	104

PART THREE: THE PRACTICES OF THE PLATFORM OF AGILE MANAGEMENT 105

11. THE STRATEGIC PLANNING 107

Opening remarks	107
11.1. The traditional strategic planning	108
11.2. The <i>why</i> of strategic planning	109

11.3. The <i>who</i> of strategic planning	110
11.4. The <i>how</i> of strategic planning	111
Closing remarks	111

12. THE AGILE DEVELOPMENT AND DEPLOYMENT OF STRATEGIES 112

Opening remarks	112
12.1. Hoshin Planning	112
12.2. The <i>Model of the Two Rings</i>	115
12.3. The 4 steering processes on the outer ring	121
12.3.1. Check and challenge: the 1st of the steering processes on the outer ring	122
12.3.2. Alertness and innovation: the 2nd of the steering processes on the outer ring	123
12.3.3. Planning and synergizing: the 3rd of the processes on the outer ring	125
12.3.4. Strategic deployment process: the 4th of the steering processes on the outer ring	128
Closing remarks	129

13. THE MODEL OF THE TWO RINGS AND THE AGILE MODUS OPERANDI 130

Opening remarks	130
13.1. The agile modus operandi	130
13.2. The IT-platform	134
Closing remarks	135

14. THE REVIEWS-EVALUATIONS- RECOGNITION SYSTEM 136

Opening remarks	136
14.1. The reviews	137
14.2. The performance evaluation system	138
14.2.1. The performance indicators	139
14.2.2. The drawbacks of the traditional performance evaluations	140
14.3. The <i>business-value</i> and the <i>return on total resources</i>	145
14.3.1. The evaluation of the 5 <i>corporate capitals</i> : the first method	147

14.3.2. The evaluation of the critical projects: the second method	150
14.4. The management scoreboard	150
14.4.1. The management scoreboard as a management tool	151
14.4.2. The management scoreboard as a reporting tool	152
14.5. The recognitions and the rewards	153
14.6. The strategic agility and the operational agility	153
14.6.1. The strategic agility	154
14.6.2. The operational agility	154
Closing remarks	155

PART FOUR: THE PROGRAM OF MANAGEMENT INNOVATION 157

15. PROGRAMS OF MANAGEMENT INNOVATION 159

16. THE DECISION-MAKING 164

16.1. The <i>why</i>	164
16.2. The <i>who</i>	165
16.3. The <i>how</i>	167

17. THE PREPARATIONS AND BUILDING SUPPORT 169

17.1. The preparation of the launch	169
17.2. The program of the introductory seminars	171

18. THE LAUNCH OF THE PROGRAM AND THE IMPROVEMENTS 174

19. THE REVIEWS, THE EXTENSION, AND THE RENEWAL OF THE PROGRAM 177

PART FIVE: LEADING THOUGHTS 179

20. THE 5 AVENUES FOR MANAGEMENT INNOVATION 181

20.1. Measuring and managing the business value	183
20.2. Culture	183
20.3. The stakeholders	184

20.4. The innovation of management innovation 184

20.5. The tutors of thought 185

Appendix 1: Maps 187

Bibliography 201

Index 205