

BearingPoint®

How Agile is your Organization?

Agile Pulse 2020 - the BearingPoint Agility Study



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How Agile is your Organization?

Agile Pulse 2020 – the BearingPoint Agile Study

Foreword

BearingPoint has been supporting organizations on their agile journey for years. We have seen many in our transformation and coaching projects that strongly promote agility to the outside world. A look inside often shows that some still follow traditional ways of working and thinking. The current COVID-19 pandemic raises awareness of the low adaptability of organizations. For others, however, it is an affirmation of the need to rely even more strongly on the agile mindset and to expand agility even further within the organization.

Against this background, we were particularly eager to see the results of our study, Agile Pulse 2020. In comparison to last year, this survey highlights different dimensions of an organization in terms of its agile orientation.

“2020 has shown us today more than ever, effective work requires flexibility and autonomy combined with alignment. And these are also the basic principles of agility.”

**Nadine Zasadzin, Domain Lead Agile Coaches
ING C&G Countries, ING-DiBa AG**

The Agile Pulse is an international online study in which 372 people participated with a completed response set. Half of the participants were from leadership positions, of which one third belonged to C-Level Executives.

Agility is no longer a new term, and most organizations have also understood that simply introducing new methods and frameworks is not enough. This study, therefore, focuses on aspects of culture. We gained insights into topics such as agile leadership covering managerial and coaching styles.

If you recognise yourself in the results and want to improve your organization, we would be happy to analyse the agile maturity level of your organization with proven tools such as our Agile Check, identify the potential for improvement and implement appropriate measures together with you. Our experience shows us again and again how complex these projects are and how important an empirical and step-by-step approach is. BearingPoint supports you in the continuous research and adaptation of your organization.

We thank our study team Agnes and Michael as well as Chrysia, Mira, Laura, Amber, Sodbileg, Katrin, Jan, Nadja, Alexandra, Arjan, Nav, Marc and Jens.

We hope you enjoy reading the study and look forward to your feedback!

Agile greetings,



Julia von Spreckelsen
Partner, Head of Agile Advisory
Germany



Andreas Mitter
Partner, Head of Agile Advisory
Austria

Management Summary

Agile organizations prove to be robust in times of crisis

Independent employees, an adaptable culture and agile network structures enable agile organizations to survive crisis periods. For those organizations that have already integrated agility very strongly into their daily business, dealing with change and uncertainty is already part of everyday life.

Agility is no longer an uncharted territory

At a team level, agile frameworks have been increasingly used for years, hybrid project management is often the result. However, the realisation that agility affects the entire organization in various dimensions is gradually gaining ground.

Long way to an agile management culture

The advantages of agile working methods depend heavily on appropriate leadership behaviour. The development of Managers into Servant Leaders who coach employees can be intensified.

The complexity of agile transformation

Measuring the effectiveness of an agile transformation can hardly be predicted, however, a consistent approach with continuous adaptation and testing always contributes to successful outcomes. Both perspectives of managers and employees must be considered to deal with expectations and fears accordingly. Organizational leadership as the driving force and role model of the transformation turns out to be important - management must drive the new governance.

Advantages of agile network organizations

With an agile network organization, organizations keep pace in today's market environment. Significant improvements through agile transformation have been noticed in terms of increased responsiveness to change, increased speed and stronger customer focus, as well as increased innovation.

Increased relevance of agility

As the advantages of agile working have been confirmed, the intention is to use it frequently and adopt effective measures contributing to success. Organizations without these forms of work recognise the urgency of a more flexible set-up in times of crisis.

Participant Structure

Similar to last year, we have launched our BearingPoint Agile Pulse survey this year to explore what agile means to organizations and identify any new trends. This year we extended the invites to participants outside of Germany covering a far wider reach. Our activities as agile coaches and consultants for agile transformations also moved towards an international environment, where similarities and country-specific differences were identified. In total, this survey thus received 372 responses, Participation was mainly from European countries.

In German-speaking countries, it is apparent that the interviewees would like to be motivated by self-determined work more than in non-German-speaking countries. The latter are more strongly motivated here by further training opportunities or financial incentives. These are first indications of international differences, which BearingPoint will investigate further in the future by expanding the study even further outside the German-speaking area. Among the respondents, about 50% are managers of whom 1/3 hold positions in the management or on the board of directors.

Survey results

From the Exceptional Situation to the Rule

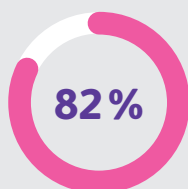
“We were already well on the way to establishing new flexible, digital and agile working models. The Corona crisis has built up additional pressure and motivation to move even faster and more directly into implementation. The result: Not only does it work, but everyone involved is enthusiastic!”

Claudia Hillenherms, Management for IT, Risk Management and the financial and Accounting, WIBank

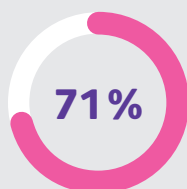
Whilst preparing for this study, in spring 2020, COVID-19 was already on the horizon, but the consequences and measures could hardly be foreseen. Our respondents were therefore in an exceptional situation, which for some was slowly becoming a new “everyday life,,, for others a struggle for survival. BearingPoint was also looking for new ways to continue to provide high-quality services. Working even more closely together on a digital whiteboard, virtual social lunches, or virtual online chocolate tasting with customers on the fringes of a keynote speech are just a few examples of how we have redesigned our networking with clients and employees. Agile working methods have also helped us to react quickly to changes in our clients’ plans and to proactively offer solutions for their requirements.

In our Agile Pulse 2020, respondents also commented on their experiences regarding agility. They saw the greatest advantage of agile organizations in times of crisis as their ability to react quickly. The self-organised employees were also able to better cope with remote work. Many agile frameworks approach complex uncertain situations with a certain routine, which makes it easier to deliver work results continuously, especially in times of crisis. According to the respondents, the transition to virtual work was easier for agile managers because they had already gained confidence in the work and performance and efficient self-organization of their employees.

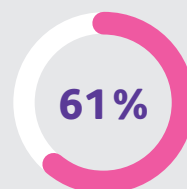
What advantages do agile organizations have in times of crisis and beyond?



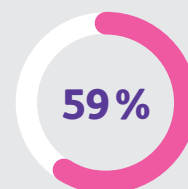
Fast reaction to new conditions or changing customer requirements



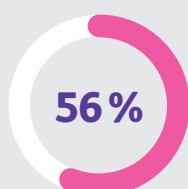
Employees are used to working independently and can adapt to be efficient when working remotely



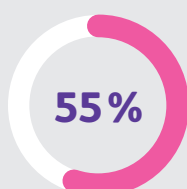
Continuous delivery of results is preserved during crisis



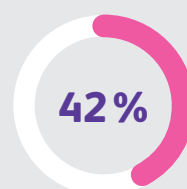
Managers trust employees working remotely



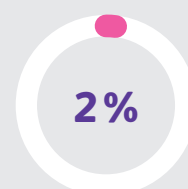
Virtual working environments are already widely used to facilitate close collaboration



Fast approval and decision-making processes, through already reduced bureaucracy and waste



Interdisciplinary teams that can innovate easily



No advantages

* Multiple choice of answers was possible.

Agility in the Organization

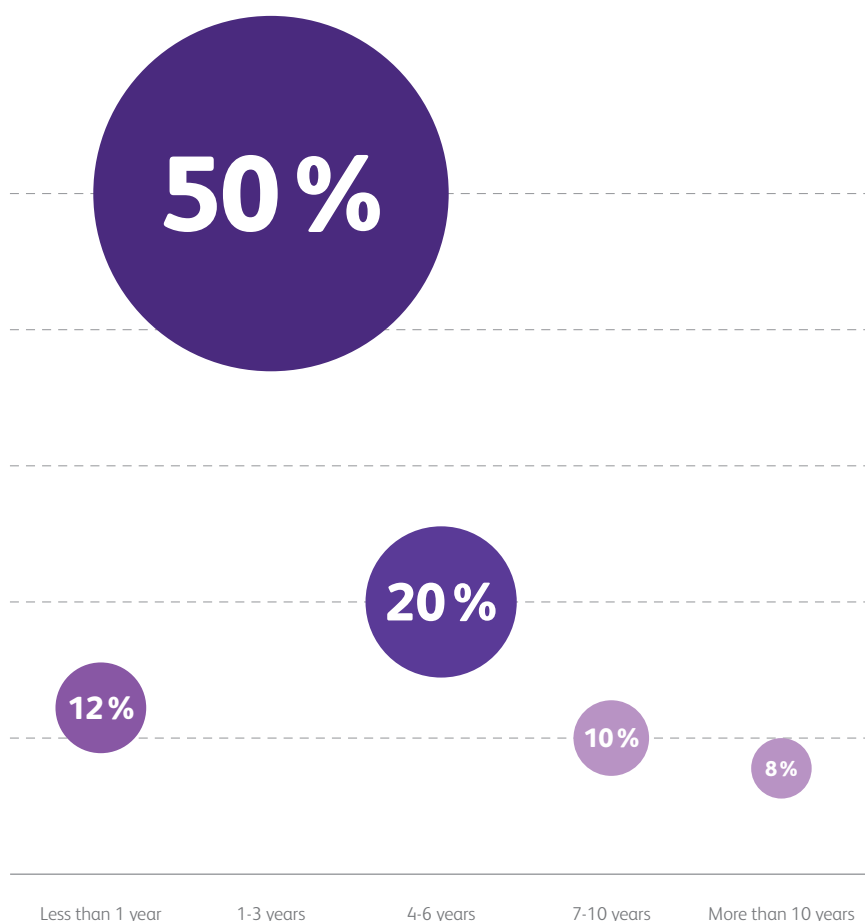
Degree of experience is constantly increasing

Agile methods allow for flexible and timely management of complexity. From our study, we can conclude many organizations have recognised this and have reflected their interest on agile methods. According to our study, 62% of the organizations surveyed have introduced agile methods in the past 1 - 3 years. Furthermore, 20 % state that agile methods have been in use in their organization for 4 - 6 years.

Agility in moving in with very large organizations

Large organizations (5000+ employees) are still at the beginning of their agile journey and their use of agile methods. The evaluation shows that agility has found its way into these organizations only in the last 1 - 3 years. In smaller organizations with less than 500 employees, the use of agile working methods started earlier, in some cases more than 10 years ago. Overall, half of the organizations have been using agile methods for 1-3 years.

How many years has your organization been using agile methods?



“Agility answers complexity with simplicity: only a few simple principles and clear values such as courage, openness and commitment. Although these are quickly understood, it takes time and the intention to internalize them.”

Axel Bayer, Head of Department IT, L-Bank

Hybrid project organizations are the reality

The transformation to agile organizations is a process that takes place step by step with varying speed. For this reason, it is possible that different departments of an organization are at different stages in the introduction of agile methods and their project management approaches may also differ as a result. If a mixture of classic and agile approaches is created within an organization, this is called a “hybrid” process model. Classical methods are supplemented by agile approaches, so that individual processes of a project, for example, agile according to Scrum, are carried out and others are implemented in a classical way. The respondents stated that 69 % of the projects in the organization are hybrid. In return, 17 % are agile and 14 % are classically organised.

The Adaptive Project Navigator® (APN®), software developed by BearingPoint can objectively determine which approach is best suited to a particular project by asking substantial questions in the four critical areas (People, Scope, IT Architecture and Client Specifics). Results are rounded off by a recommendation on the appropriate roles, events and artefacts and their application is optionally accompanied by an Agile Coaching team from BearingPoint. Various organizations were thus able to make the selection of the appropriate project methodology more efficient and objective.

“Agility helps to consistently develop and implement solutions from the customer’s perspective. An essential factor for success is not to use one approach for all scenarios, but to select the right framework for the right question from the agile method kit and to adapt it to the specific case.”

**Matthias Kaja, Head of Department
Strategic Marketing,
Barmenia Insurances**

Almost every project is implemented with a classical approach

14 %

69 %
Hybrid

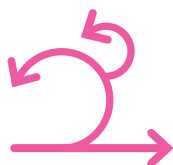
Almost every project is implemented agile

17 %

Scrum and Kanban are the most popular Agile Frameworks

The most commonly used agile frameworks or practices are Scrum (76%), Kanban (66%) and Design Thinking (51%). Agile scaling frameworks are also increasingly used. SAFe is used 21% more than LeSS with 7% or Nexus with 4%. The latter is rather light-weight scaling frameworks which do not provide detailed specifications to promote individual initiative and responsibility. With 10%, some organizations also use the Spotify model for orientation.

TOP 3 Agile Methods:



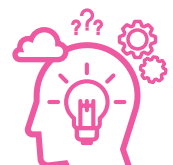
76 %

Scrum



66 %

Kanban



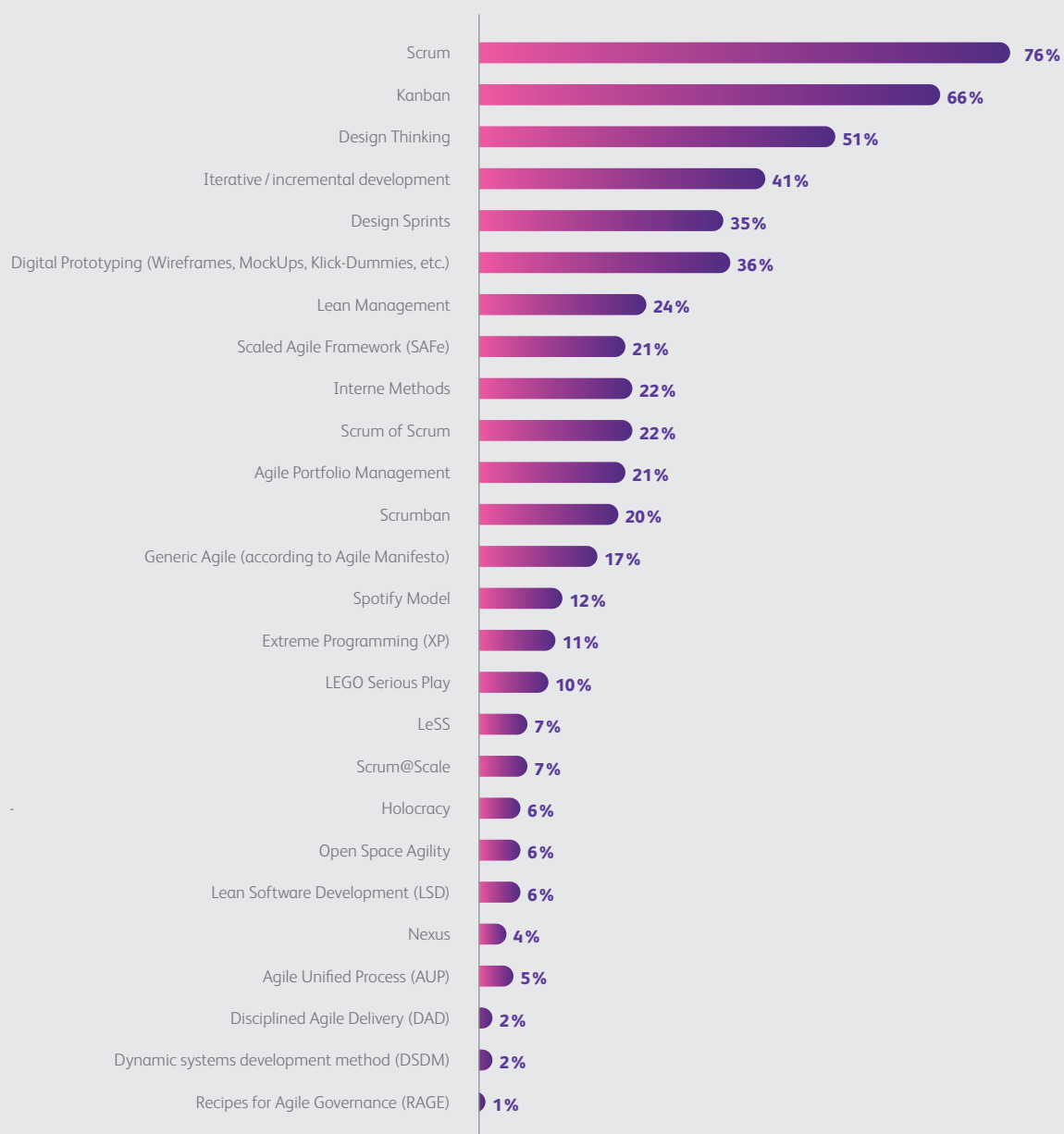
51 %

Design Thinking

“The Corona crisis has given the topic of agility an additional boost. The need to “drive on sight”, i.e. to plan in shorter cycles and to focus resources on the essentials, is a driving force for cross-functional collaboration, iterative approaches and regular reviews with all stakeholders.”

Kim Scheller, Change Management & Agile Transformation, Austrian Airlines

Which agile methods / frameworks / practices do you already use in your organization*



* Multiple choice of answers was possible.

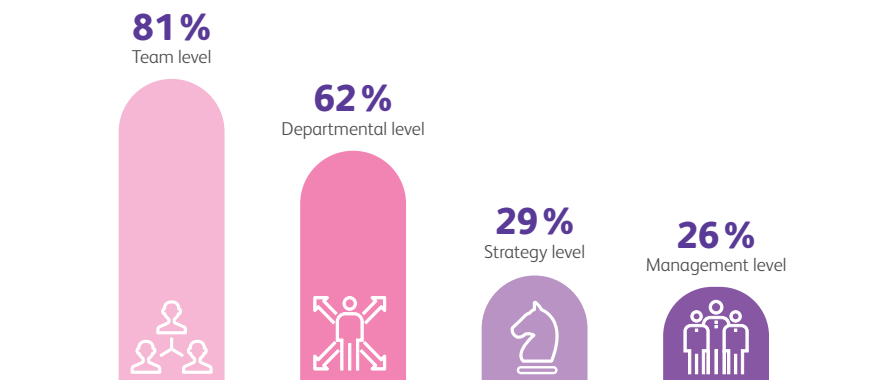
“Agile methods belong in the portfolio of an IT department to be able to implement certain tasks adequately. This does not necessarily mean to throw the classical methods completely overboard. It is rather about a target-oriented application of the appropriate approach for the concrete task at hand.”

*Dr. Claus Pflzer, Vice President
Application Domain Management
Pension Service, Deutsche Post AG*

Use of agile working methods at several levels

Usually, the deployment starts with frameworks such as Scrum at a team level. However, agile working is not limited to software development or team level. Depending on the nature of the tasks, applying agile in other areas of the organization can also be more efficient and transparent, e.g. with Kanban. However, our survey shows that agile practices are currently still mainly used at a team level.

Use of agile methods at organizational level:*

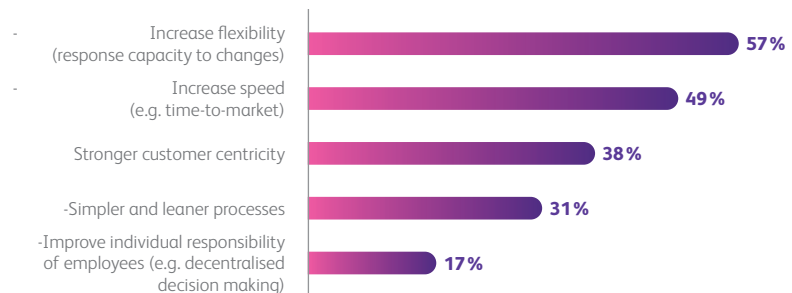


As in the BearingPoint Agile Pulse 2019, it is clear in 2020 that the expectations for the use of agile working methods are justified. In particular, the increase in flexibility and speed is sought and achieved by the respondents. Beyond the original reasons, the respondents also experience increased transparency and an improvement in cross-departmental collaboration.

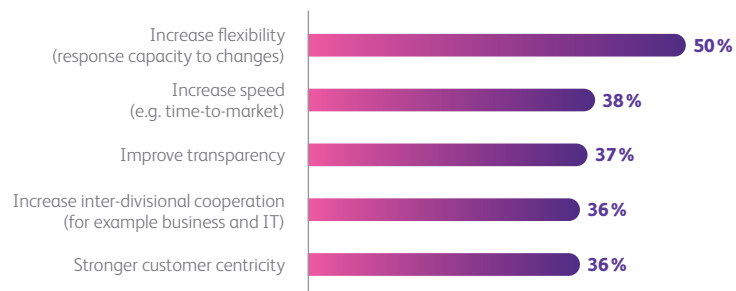
“Consistent agile working helps us to supply our customers with solutions even faster and more efficiently. A win-win situation for both. On one hand, important impulses through regular customer feedback, on the other hand significantly increased customer satisfaction.”

*Ulrich Pöttgens, Cluster Lead
Governance & Corporate Services,
Commerzbank*

Top 5 reasons for introducing agile methods:*



The top 5 reasons for introducing agile methods were the following:*



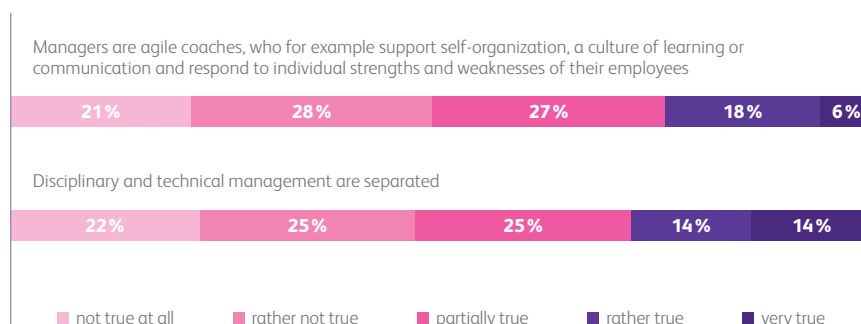
* Multiple choice of answers was possible.

Agile Leadership and Self-Organization

The use of agile frameworks and techniques is no longer uncharted territory for most organizations. However, we often observe how managers are only given secondary consideration during an agile transformation or see themselves as not affected. On the one hand, because frameworks like Scrum usually only indirectly involve them, on the other hand, they have hardly any role models for agile leadership in their organization. However, we are increasingly noticing among our clients that changes are required at all levels to hold their own with agile mindset in difficult times. Our survey shows that, from the point of view of all respondents, the understanding of leadership often does not fit an agile organization.

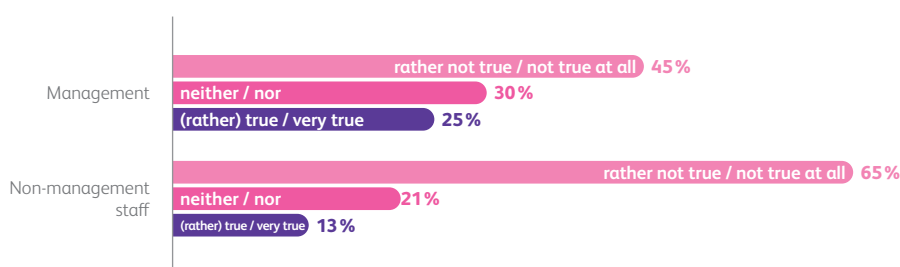
“The transformation towards an agile organization requires strong and united leadership and also requires a change in the corporate culture.”

Dirk Altgassen, Group CIO, Etex Information Technology

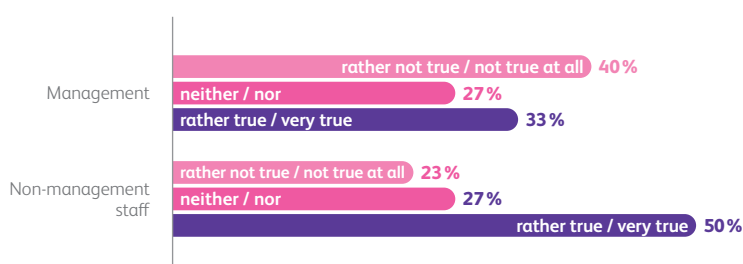


In some areas, the perception of managers differs significantly from non-executives:

Coaching skills are the most relevant criterion when staffing disciplinary management positions

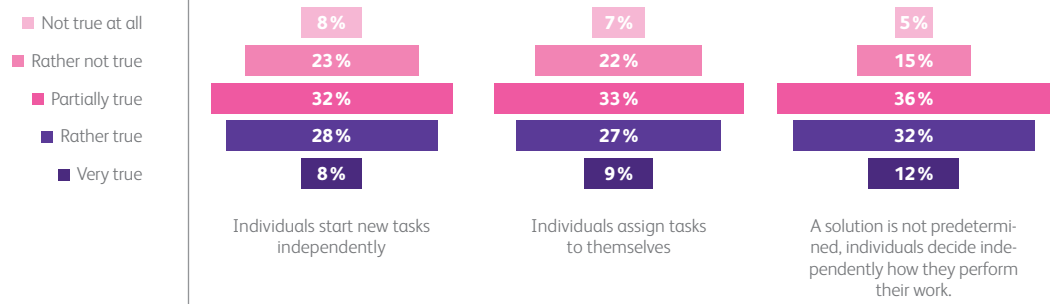


Managers focus on their own silos and compete with others within the organization



Agile leadership is only partly lived in organizations

The flexibility of agile organizations is based, among other things, on a self-organised working method and a high degree of autonomy at a team level. Managers should not prescribe detailed solutions, but instead, support employees in organising their work and coordinating it with each other. Top management must find the right balance between guidelines and stewardship whilst allowing creative freedom for employees. According to our study, this way of working is only partially practised. In our coaching activities, on one hand, we came across employees who expect detailed guidelines from managers but on the other hand highlighted mistrust and micro-management as a management style.

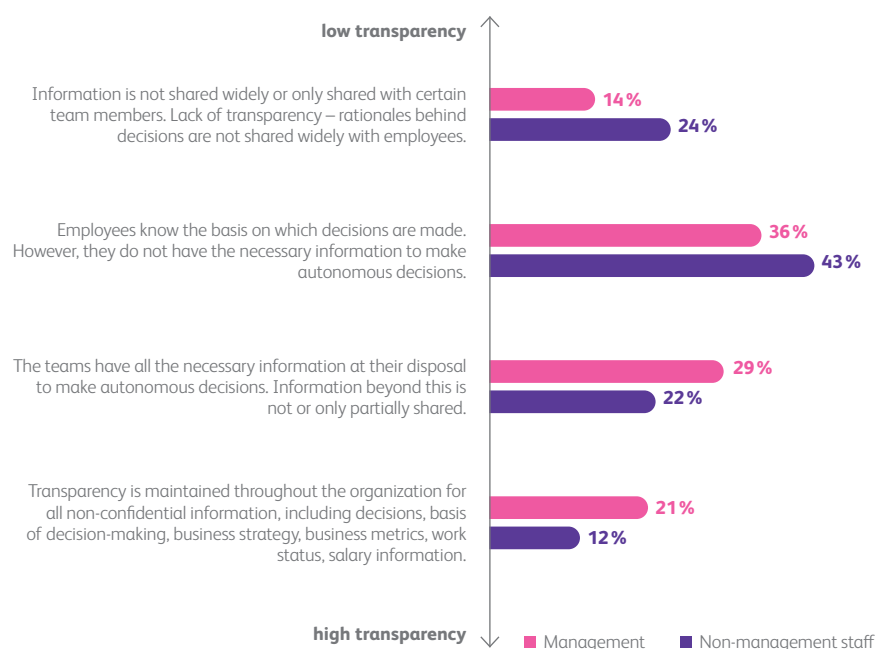


“Progressive digitalization is changing the complexity, long-term planning and speed of our topics in the railroad sector. As managers, we are called upon to ensure that the framework conditions for this new agility requirements are in place so that it can be met by our corporate culture, our organization and our employees.”

DI Michael Nahler, Head of IT & CIO, ÖBB Infrastruktur AG

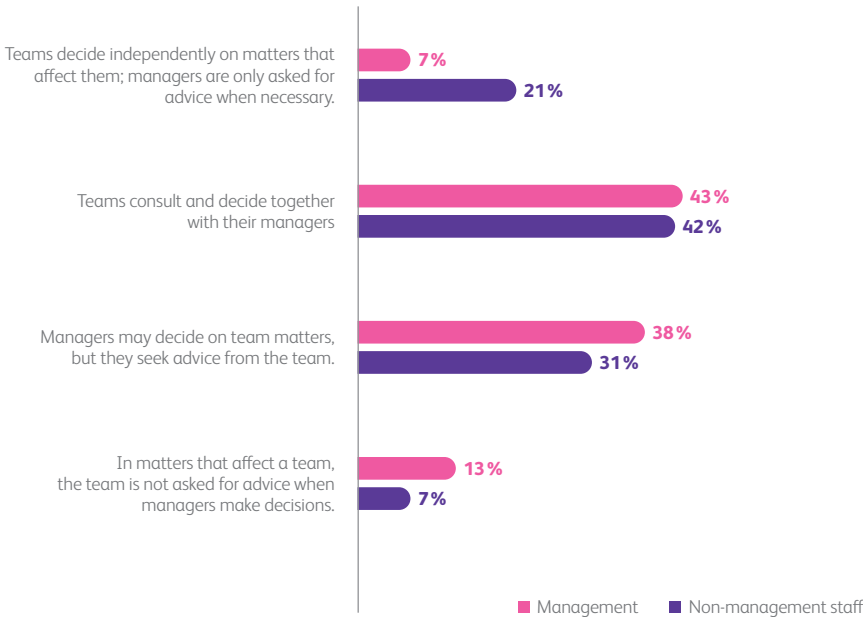
Self-organizing teams should be given more say and freedom to make decisions, but this also requires a corresponding flow of information. Our study shows that there is still considerable room for improvement, with different views between managers and non-executives on the information currently available.

To what extent is transparency lived?



This could also be one of the reasons why autonomy at the team level is hardly lived out. Managers also have a more positive image of the involvement of teams in decision-making than non-executives. While 21% of non-executives stated that their team was not involved in matters concerning them, only 7% of managers felt this was the case. Conversely, 13% of managers considered teams to be autonomous, whilst only 7% of non-executives said otherwise.

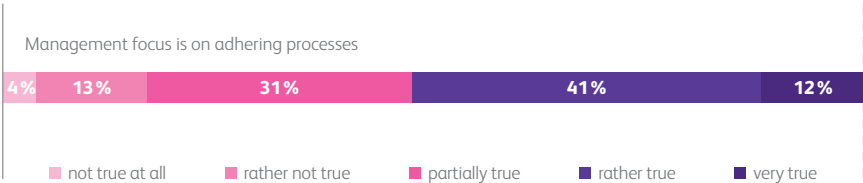
How are decisions made?



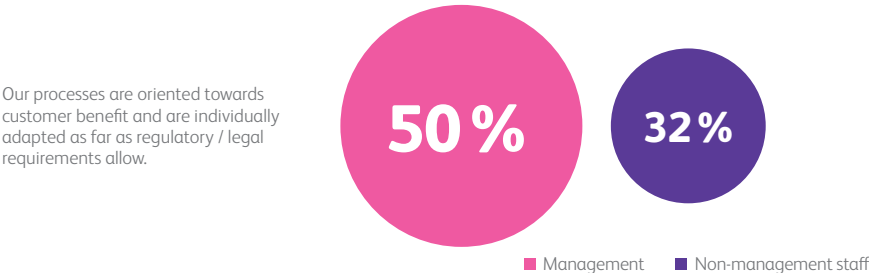
“Shifting to Agile is not only about particular management tactics and specific tooling. It comprises new management approaches driven by market & customer objectives, different roles for managers thru self-organizing teams, revised values with continuous improvement and transparency and horizontal communication. It’s a mindset shift.”

Jorge Paulo Baião, Executive Board Member and CIO @CA Serviços, Grupo Crédito Agrícola

Our experience with our customers shows that managers with an agile approach have difficulties. On the one hand, they have to learn to allow their employees to organise themselves, but on the other hand, they also have to become a coach themselves. Our survey shows that many still focus instead on process compliance:



Executives evaluate existing processes as far more customer-centred than non-executives:

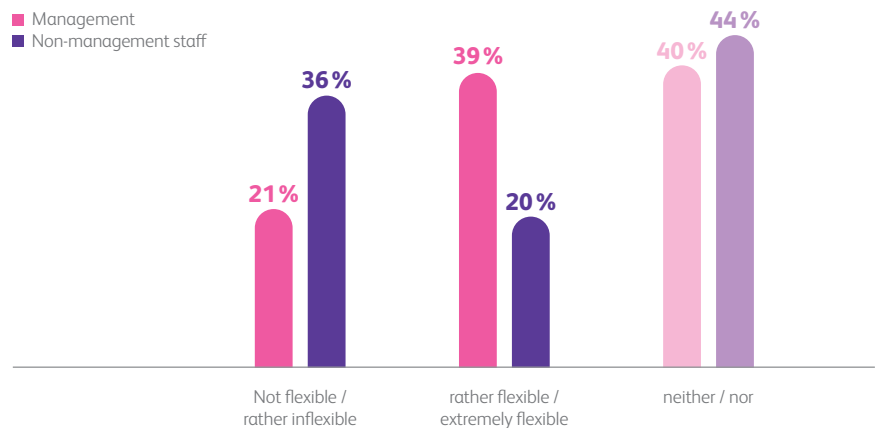


“Agile transformation is the biggest challenge for companies. They have to succeed in mastering the balancing act between today and tomorrow. Organizations must be able to continue to use the established to their advantage, but at the same time allow new things to happen, bringing on board current employees, but above all ensuring it is interesting for new employees.”

Sven Siering, Leiter Digital Innovation Unit, Deutsche Leasing AG

Although, or perhaps because, much still depends solely on the decisions of the managers, they see their organization as quite flexible. Non-managers see it differently.

How flexible is your organization to adapt quickly to change (e.g. market requirements, competition, customer requirements, environmental conditions, ...)?



These different evaluations of managers and employees are a field of tension that could be defused by more transparency. At a team level, most agile frameworks such as Kanban or Scrum offer this. As servant leaders for these teams, agile leaders should, in turn, provide transparency to enable more autonomy for the teams.

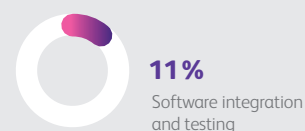
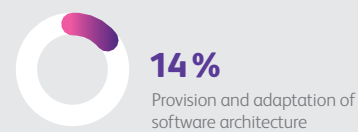
“Agile transformation is about new forms of collaboration, leadership and culture, adaptable IT and digital skills as well as a consistent focus on customers and results. When all this comes together step by step, even in traditional companies, amazing things are created.”

**Dominik Bauersch, AXA Konzern AG,
Tribe Leader and Head of Digital Interaction & Experience**

Culture as Drive and Challenge

An agile transformation requires more than just the introduction of new methods and techniques. Depending on where an organization stands, a fundamental change may be necessary to compete with agile working against competitors. Biggest challenge noted from our previous year study indicated culture as the biggest challenge in Agile transformation and this was reflected again within the top challenges of this year's study.

What were the greatest challenges regarding the agile transformation?



Multiple choice of answers was possible.

“Legacy systems are less a barrier to embracing agile methods than legacy cultures.”

Ângelo Vilela, Country Head of Digital, Grupo Ageas Portugal

Culture cannot be changed overnight. Organizational culture can be seen, among other things, in how mistakes are dealt with, how much initiative employees (are allowed to) show, how processes and structures are designed, but also in many other dimensions. However, culture is also influenced by these dimensions in turn. In the agile transformations that we accompany, it becomes apparent that Scrum, for example, brings employees from different departments closer together and thus develops a greater sense of community. A conscious change in the way of communicating can also be helpful. It makes a difference whether a department head requests an impediment list or offers his help to a team to remove major obstacles. As every organization is different from its different people, it is important to experiment with this. That is to say, to check which adjustments to structure, processes, methods, tools or products change the culture and vice versa. The role model function of the management team has proven to be particularly important here. A very important, first step towards an agile organization is when managers show both the effort to adapt their thinking and behaviour and support for the change process of their employees.

In our study, when asked about the measures or framework conditions that have helped most in the agile transformation, 48% of respondents cited support from top management and 45% the strengthening of the responsibility of individual employees, followed by the use of dedicated agile coaches with 37%.

Which measures / framework conditions have helped you most in the agile transformation?



“Agility is like the milk in the coffee, once in a company, you can’t get it out.”

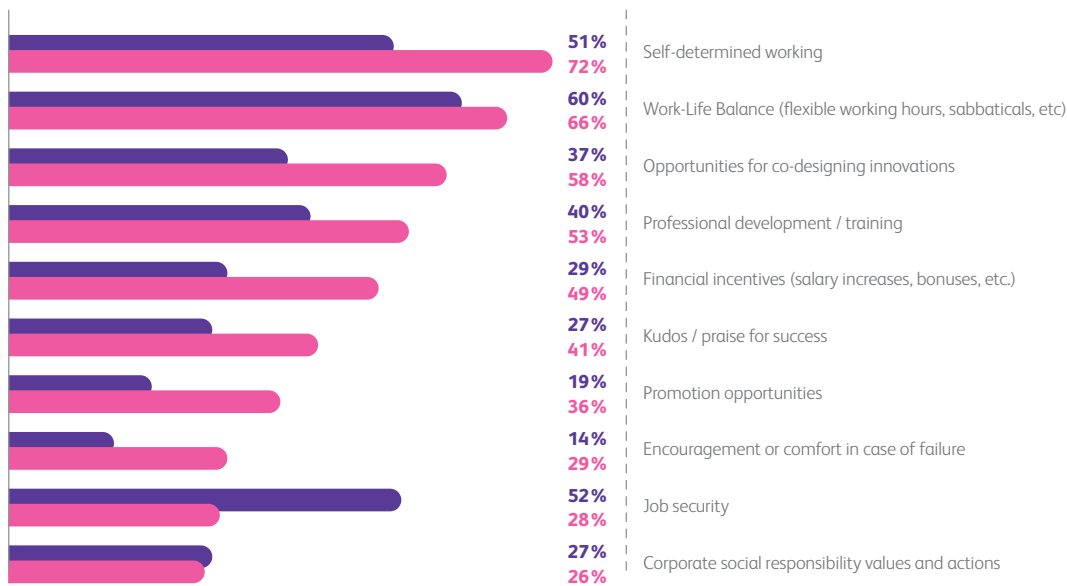
Thomas Pissar, Director IT Consumer bei A1 Telekom Austria AG

People’s motivations also influence the organizational culture and there are various ways to influence them. However, there was a big difference between the respondents in how they are motivated and how they would like to be motivated. Organizations focus strongly on job security, employees are less motivated according to the respondents and lose sight of how much employees want to be involved in innovation. Self-organised teams are particularly supported by agile frameworks and are one of the most important motivational factors for employees (72%).

* Multiple choice of answers was possible.

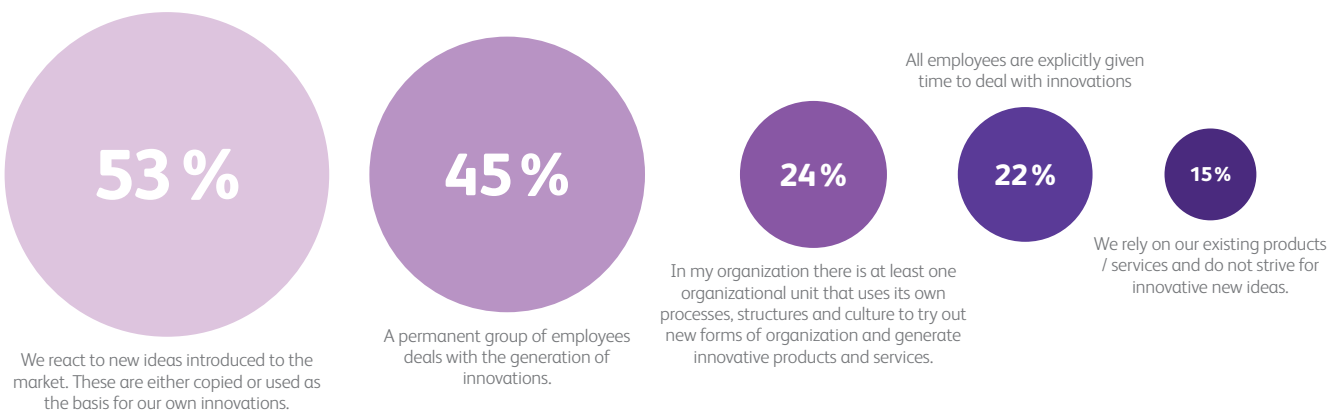
How would you like to be motivated?*

How does your organization try to motivate you?*



The desire for more involvement in innovation is also reflected in the assessment of the innovative strength of one's organization. 44% of those surveyed stated that when it comes to innovation one is very much guided by the market and competitors, only 20% confirmed the existence of an entity that not only works on innovations but also experiments with its own structures, processes and culture.

How strong is the innovative power in your organization?



In summary, it is important to have active involvement from top management in an agile transformation. Top management must drive the changes, participate in the transformation and exemplify new values. German-speaking organizations, in particular, have recognised this, as an international comparison shows according to the interviewees. Both the enabling of changes in the organization and the personal adjustments of the own leadership style have a positive effect. When employees start to organise themselves more often, managers find the opportunity to develop into (agile) coaches. They can then better respond to the wishes and needs of the employees, but also possibly get more innovative ideas from them, which ultimately benefits the organization.

“Showing people there are other ways to look at things, other ways to do things, other ways to interact: that is what agility means to me. Open, inviting, direct, honest, human.”

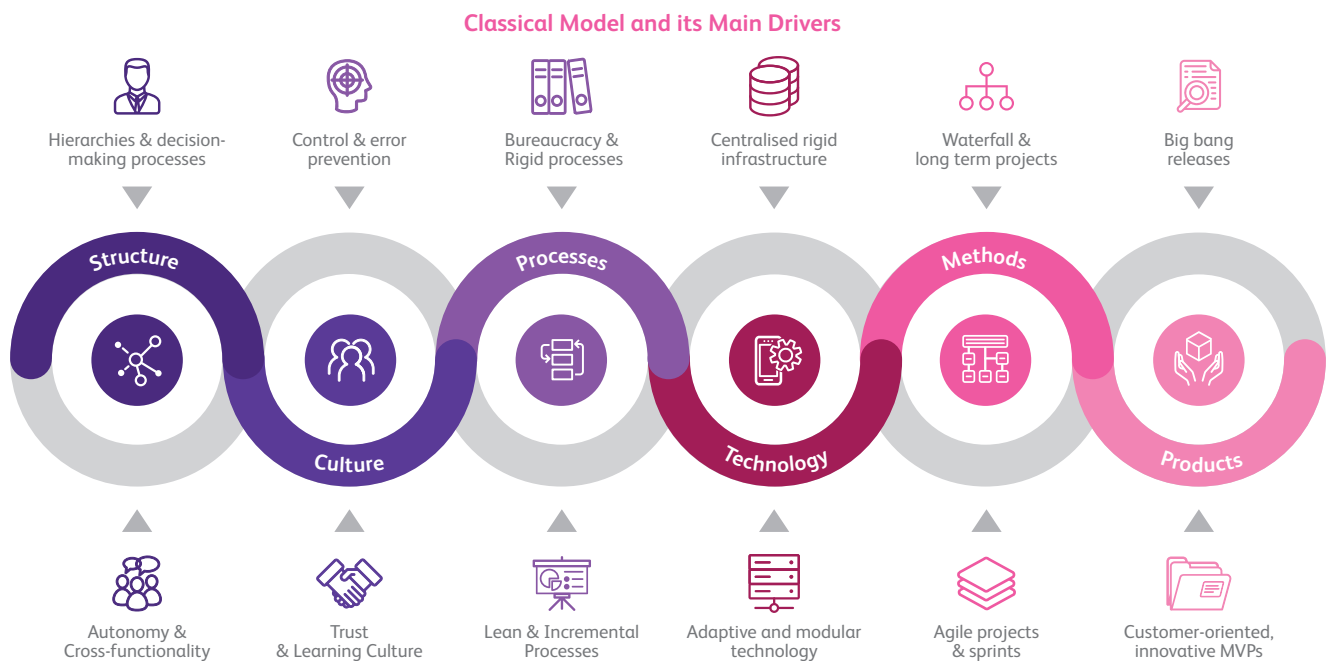
Matyas Bodor, Lead Agile Coach, ING Österreich

“I am glad that agility at KfW is a change supported by many enthusiastic teams. A change that is now also changing processes, structures and management. Here, too, we are going our own way – experience-based, incremental, participatory.”

Stefan Dreyer, Product Owner of Transition Team Scrum at KfW

The Complex Agile Transformation

Agility is not sought for its own sake. Organizations have to stand up to the competition and perform flexibly, effectively and efficiently. With agile ways of working and thinking and agile forms of the organization, they have an advantage in this respect. However, the introduction affects many aspects where the effect of measures is hardly predictable and the target image of the new organization only becomes clearer over time. Therefore, a step-by-step evidence-based approach is necessary to inspect and adapt areas of the organization in different dimensions. BearingPoint uses our Agile Check©, tool which was developed as a methodology and software based on consulting mandates for agile transformation. The Agile Check© determines the maturity of the organization and provides concrete measures for points with a need for improvement in terms of increased agility. The following dimensions are considered:



Agile model and its main drivers

If extensive adjustments are made in these dimensions at all levels of the organization, it is important to set targets and measure the impact. For example, with the help of Objectives & Key Results (OKR), organizations can ensure that everyone, from the strategy at the highest level to the team level, is motivated to work together and that the strategic goals are better achieved. This involves setting targets in the organizational units for which key results are defined as key outcomes, which can be used to determine and, above all, influence the achievement of these targets. The core of OKR, however, is the networking of objectives and key results with each other, which aims at a high level of alignment in the organization. Thus, one of the objectives can be to support the achievement of the key results of another unit. In this way, business objectives and especially agile transformation objectives can be set in the organizational units, but also linked to each other. At the same time, each unit can determine suitable key results for itself.

Network Structures

What is your organizational structure?*



As one might expect, the majority of companies are (still) classic, with a high hierarchy pyramid. Only around 32% of those surveyed work in a hybrid form of organization (classic-agile combination), in which a team is made up of employees from different organizational areas. In only 4% of the organizations do employees decide for themselves which organizational area they want to belong to. 25% of the companies surveyed have an agile network organization. The organizational structure is characterised by the fact that it does not have a fixed classical structure, but is set up as required around products, value streams or business outcomes.

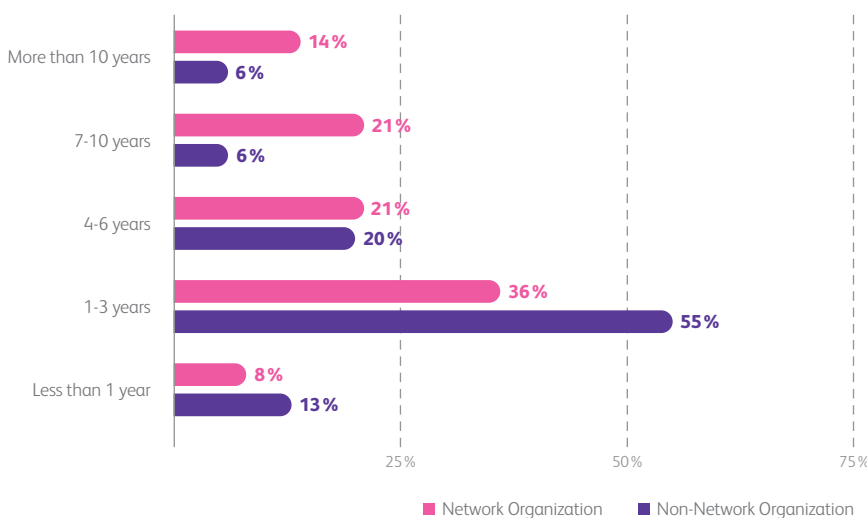
The current market environment is highly complex and dynamic for many organizations. New competitors, innovative business models and, above all, digitisation are increasing the pressure to be more agile and innovative. What is called for are, fast reaction times, short innovation cycles and greatest possible focus on the problems and wishes of customers.

An agile network organization can keep up with this environment. These are characterised by many autonomous, intelligent work units that interact quickly with the outside world and with each other and reorganise themselves efficiently. This puts customer satisfaction and innovative strength in the foreground. Respondents who described their organization as an agile network organization have been using agile methods for a long time.

“The entrepreneurial reality in the financial industry is characterized by the challenge of mastering a complexity never seen before. Traditional forms of organization are massively overburdened. Only agile, organic and therefore de-centralized, units can adequately map this complexity and make it manageable.”

Rolf Huxoll, Member of the board, Sparda-Bank Berlin eG

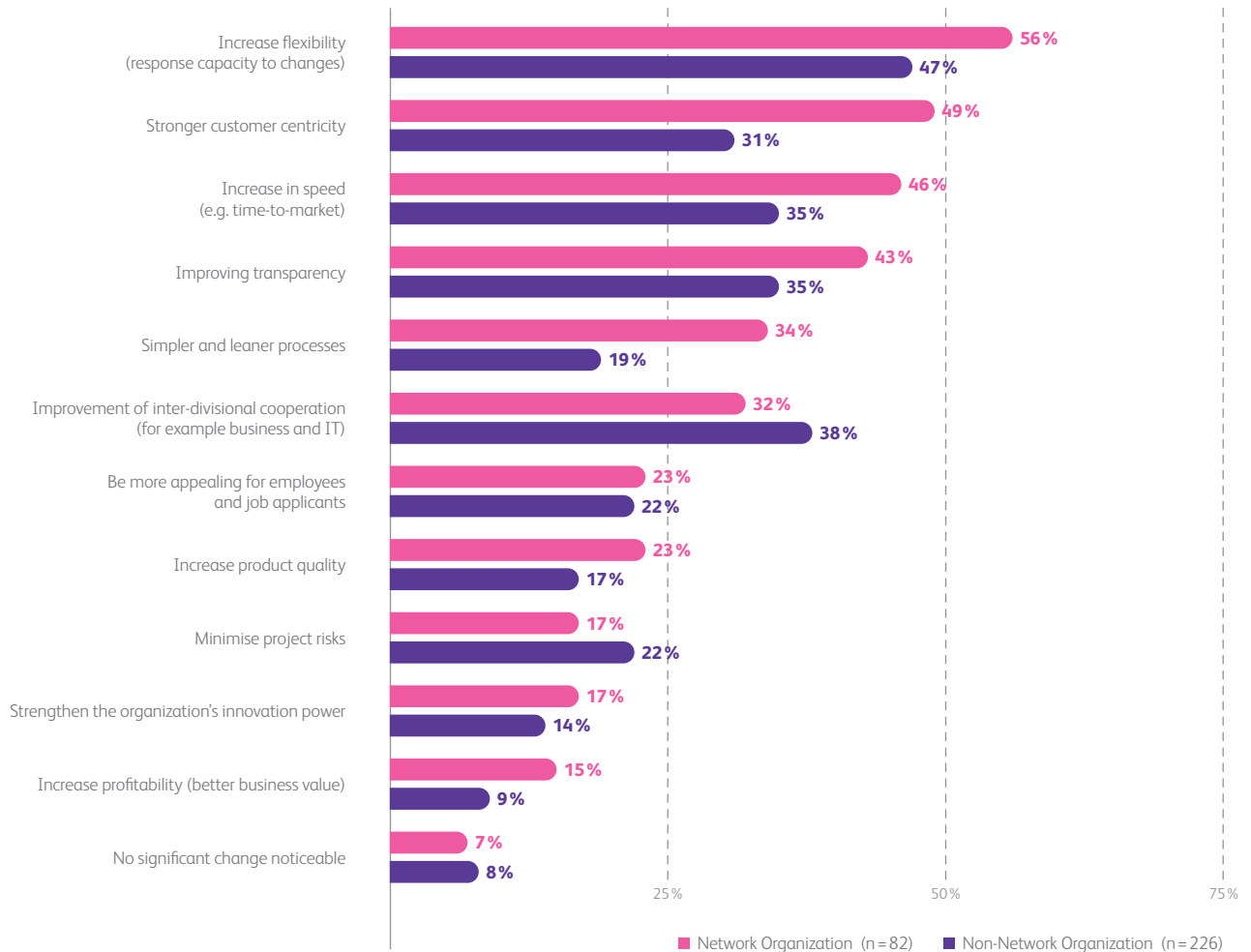
For how many years have agile methods been used in your company?



* Multiple choice of answers was possible.

The advantages of agile working were confirmed by respondents from agile network organizations. Particularly in the categories of increased responsiveness to change, increased speed (e.g. time-to-market) and stronger customer orientation, significant improvements through agile transformation were noticed.

What improvements have been achieved through the agile transformation?



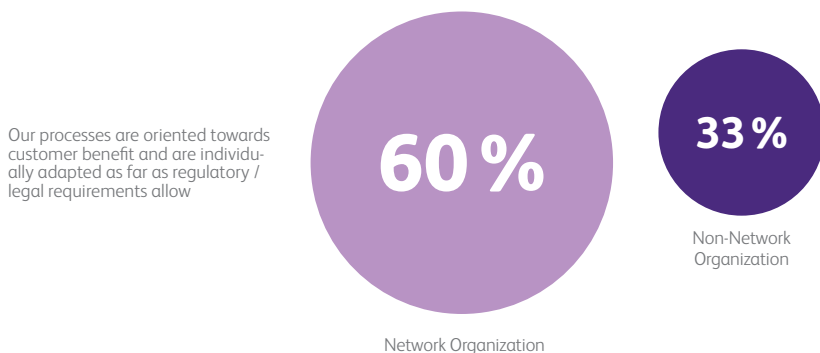
These advantages are also reflected in the innovative strength of network organizations compared to other forms of organization.

What advantages do agile organization models have in times of crisis and beyond?



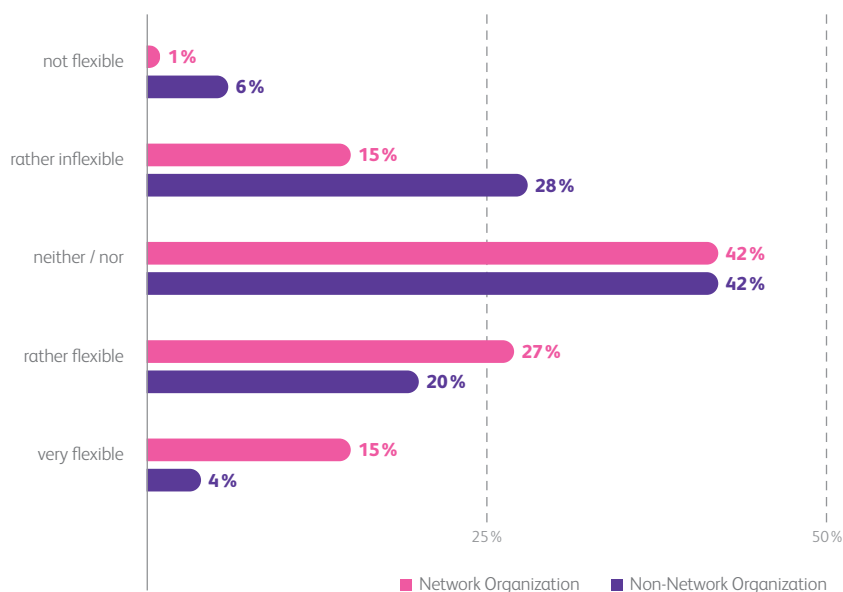
* Multiple choice of answers was possible.

Due to their structural flexibility, processes in network organizations are also more strongly oriented towards customer benefit.



Respondents from network organizations also gave a particularly positive assessment when asked directly about flexibility in adaptation (e.g. market requirements, competition, customer requirements, environmental conditions).

How flexible is your organization to adapt quickly (e.g. market requirements, competition, customer requirements, environmental conditions, ...)?



“Extending Agile’s principles—and benefits—throughout UNICRE, has been essential to transform us into a 45 year old start-up company! Customer’s trust on a stable financial institution that has been serving them for as long as with have, is now scaled up with our ability to respond to their needs on a timely matter. For UNICRE, the agile organizational model gives primacy to action while improving the speed and quality of the decisions that matter most. Agile is not only a way of working, it’s a way of thinking and acting, it’s our aspiration to build products faster, in a collaborative manner and, with the Customer on the center of our thoughts.”

João Baptista Leite, CEO, Unicre – Instituição Financeira de Crédito, S.A.

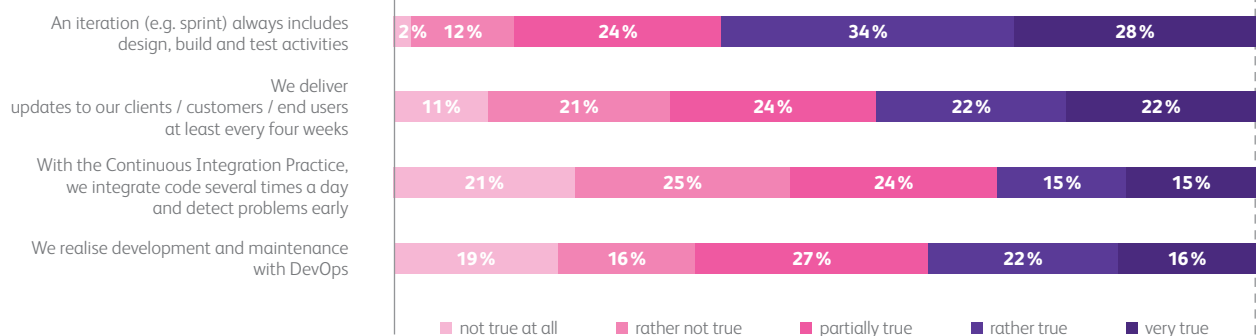
Especially in highly hierarchical organizations, we can observe how the goal of more flexibility and customer focus is set, but structures and processes are usually only renamed but not changed. The existing organization based on the division of labour is then reorganized using agile methods, but usually without creating new cross-divisional structures and processes. Instead of creating cross-functional teams around a product and customer base, frameworks such as Scrum are often put over existing silos. The next step is to preserve existing structures with agile scaling frameworks such as SAFe. We often see a Scrum waterfall on closer inspection, which is in no way incremental. However, innovative products and services do not emerge in structures and with processes that are geared towards preserving past achievements. Agile network organizations therefore flexibly reform and focus on processes that efficiently create value.

* Proportion of network organizations and non-network organizations that agreed with this statement.

Agility of Software Development

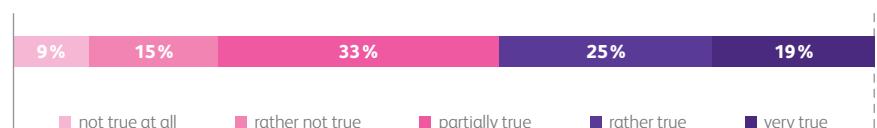
Agile frameworks are mainly used in IT, so our study highlighted how well this is achieved. 62% of the respondents stated that an iteration like a sprint usually covers design, build and test activities. However, it seems to be rather seldom that integration is carried out several times a day, which would allow problems to be identified early on. Unfortunately, clients/customers/end users only receive an increment every four weeks in less than 50% of cases.

What procedures / practices are used to develop and maintain software?



The infrastructure seems to enable agile working, but it is not ideally designed:

The infrastructure for software development is designed for agile working (development; test environments, test automation, repository, toolchain,...)



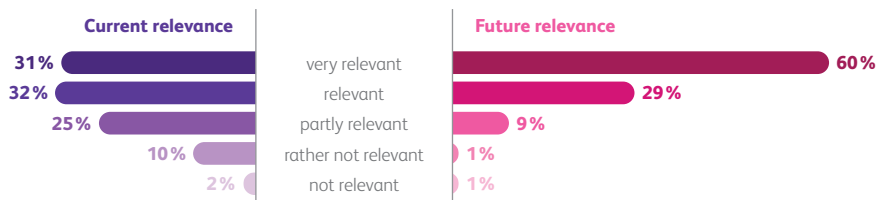
“Agile development methods are a logical response to rapid technological change. In order to increase our adaptability, we increasingly rely on flexible architectures and develop continuous integration and development paths.”

*Eugen Fütterer, Staff Unit Digitization,
Deputy Head of Digital Office,
German Central Bank*

This coincides with our experience. Especially with older and larger systems and in old release procedures, Scrum teams are set up but are then often forced to work off a waterfall model. In the first sprints, analysis and design are carried out, followed by implementation, and finally an independent test phase in the later parts of the sprint plan. Of course, this approach does not provide organizations with early information about the quality and value of the results. Even if the full potential of Scrum is not exploited here, teams and managers still often report an improvement through the clear routine in the course and the self-organization of the employees.

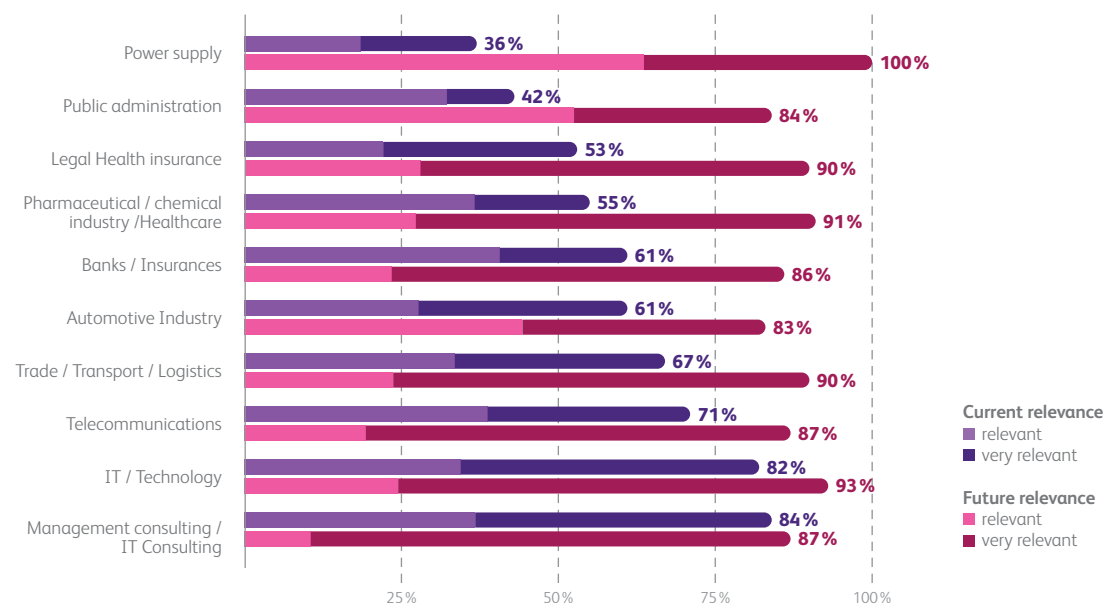
The Relevance of Agility Continues to Grow

88% of all participants currently consider agility in their organization to be at least partially relevant to very relevant. In the future, 98% consider agility to be at least partially relevant.

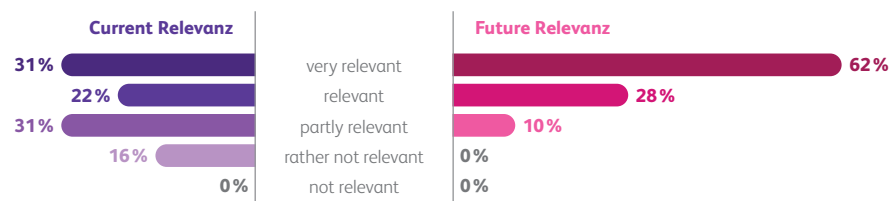


The highest current relevance continues to be in industries with a strong IT connection. Only in public administration and energy supply do less than 50% currently consider agility to be relevant or very relevant. In the future, however, at least 80% of the respondents in all industries even consider agility to be relevant to very relevant. The highest increase can be expected in those industries where agility is not yet as relevant as in the energy supply and public administration.

Current and future relevance of agility in a sector comparison



In contrast to the public administration, the statutory health insurance funds are already positioned in the midfield. In the future, all respondents consider (100%) agility to be at least partially relevant, with 62% of them considering it very relevant.



Use and Potential of Agile Methods outside IT

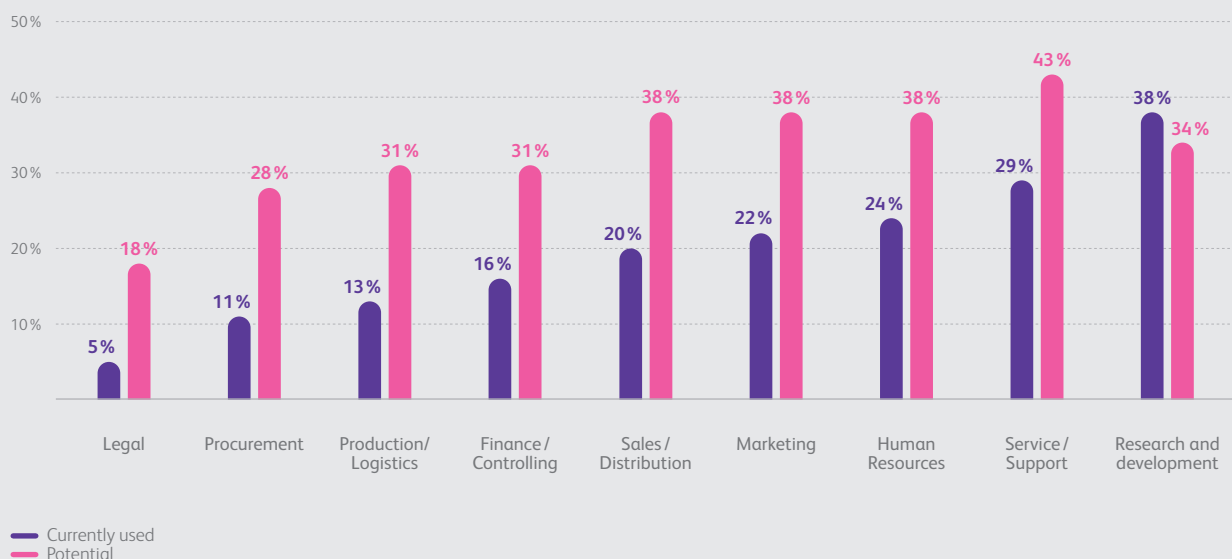
“Our world is changing in all its dimensions more rapidly than ever before. Strategic agility is the only right way for companies to stay one step ahead of that constant change.”

**Benjamin Ruschin,
Founder and CEO,
WeAreDevelopers GmbH**

The most common areas for the use of agile working methods are currently Research & Development (38%), followed by Service/Support (29%) and HR (24%). In other organizational areas, the majority do not see any advantage in the use of agile methods. Nevertheless, the respondents see potential in the application of agile methods, above all in Service/Support (43%) and HR, Marketing and Sales/Sales (38% each), which goes beyond the degree of current use. Even if restrained, this confirms the trend towards agility outside of IT. The accompanying scepticism reveals one thing above all - the uncertainty of many participants regarding the usability and universality of agile thinking and acting. In recent years, BearingPoint has successfully transformed itself into an agile organization (beyond IT). Our Agile Coaches have shaped this transformation themselves and successfully apply their know-how gained through this transformation and in consulting mandates in the transformation of organizational areas far removed from IT for our clients.

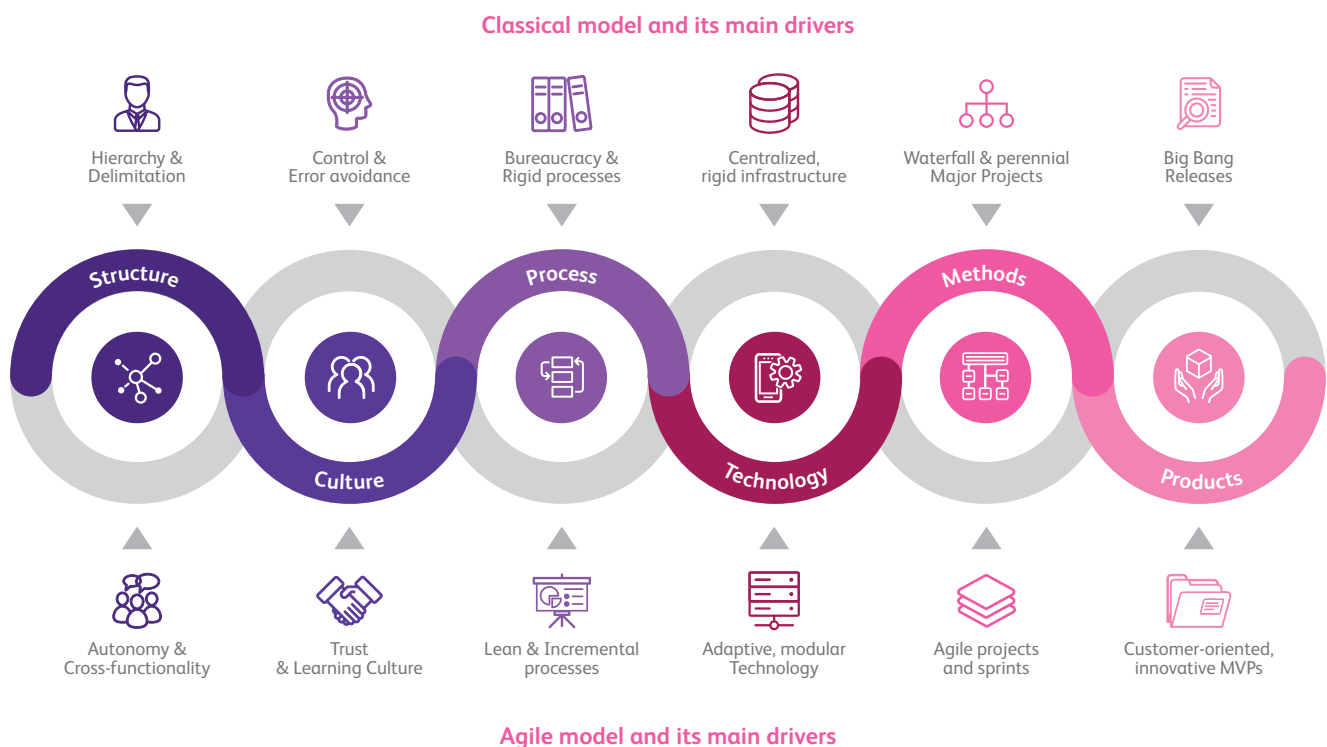
Because: Agility comes from software development, but it is not limited to it and should not be limited to it. Particularly in small companies, all employees, regardless of their field of work, are more closely networked and strive towards common goals. The agile large organization can exploit the more potential the more organizational areas are integrated into the change.

Use of agile working methods outside of IT



BearingPoint Agile Transformation

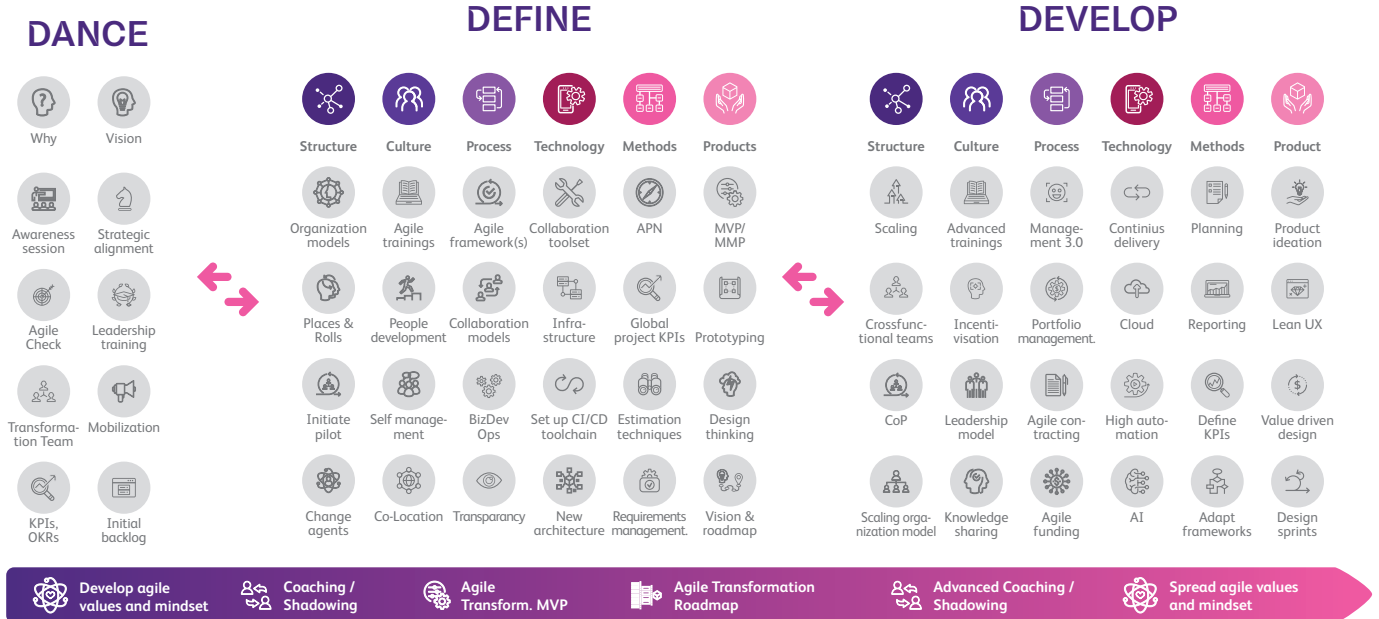
With agile coaches as well as many years of practical experience, BearingPoint helps its clients to take advantage of agility. We methodically support clients of all industries in their agile transformation with BEAT® - the BearingPoint Agile Transformation Toolbox and provide holistic support with the BearingPoint 3D® approach. From our experience, agility in companies should be developed in different dimensions: structure, culture, processes, technology, methods and products. Each individual dimension holds its own challenges, which are often mastered more efficiently and effectively through agility.



“We as leaders set the direction and need to define clearly how we lead, especially in this hybrid, virtual and more complex world where it is extremely important to have tools like OKR. In this world you will never be 100% ready, it is a journey where you will evolve with further learnings. With BearingPoint’s support with OKR’s, we have successfully launched our OKR journey.”

Helmut Schweighofer, CEO Region Europe, DB Schenker

The Agile Transformation at BearingPoint takes place step by step using the 3D[®] approach - Dance, Define, Develop.



At the beginning of the agile transformation (“DANCE”), we work with organizations to design their vision, success factors and metrics. We analyse risks and the current status quo with our Agile Check[®], among others, which gives concrete and individual recommendations for the design of the agile transformation.

Based on selected pilots, first experiences are gathered which serve as a basis for further transformation (“DEFINE”). We help you to remove the obstacles identified in this process and refine the backlog of the transformation. BearingPoint also supports companies in establishing their internal agile transformation team, measuring success and developing the agile capabilities of the organization, managers and employees. Step by step, we work with companies to let the agile transformation grow within the organization (“DEVELOP”). We assist with agile scaling and support organizations to become adaptive and resilient organizations.

Together with our BearingPoint agile transformation toolbox - the BEAT[®] - transformation is achieved with smart tools and methods that help to realise goals, such as using OKRs as target agreements or the Agile Transformation Canvas.

Agility is part of the BearingPoint DNA. Over 12 years ago we accompanied the first agile projects and set up agile teams. In the meantime, we have become an experienced knowledge carrier and welcome speaker at various conferences with numerous agile teams, mandates, book and magazine publications and more than 200 certified employees.

In summary, BearingPoint offers the following services for agile transformation

Mastering Business Agility

Transformation into (scaled) agile and adaptive organizations and support of organizations on the way to (more) business agility

BearingPoint Agile Check®

Efficiency and effectiveness analysis and evaluation of existing teams and entire organizations to determine the level of agile maturity and identify the potential for improvement

Team development and coaching

Coaching of individuals, teams or entire organizations to develop into powerful and self-organised agile teams

Temporarily take over agile roles

During the operative implementation of the agile transformation, we are happy to take on operative roles such as Scrum Master or Product Owner

Training

Empowering individual teams and entire organizations to work in an agile way through training such as Agile Essentials, SAFe, Product Owner, Scrum Master, Agile Leadership, Kanban, OKR

Agile Requirements Engineering

Support of product owners and business analysts in the area of methodology

Agile Leadership

Supporting managers in their development towards an agile leader

Agile goal development

Using methods such as OKRs, goals are developed that are complementary to Agile and Lean practices. They enable teams and managers to focus on solving the most important tasks

Agile Portfolio-Management

Focusing on strategic goals with the help of agile portfolio management

Agile fixed-price consulting

Support of purchasing processes for the implementation of fixed prices in companies

About BearingPoint

BearingPoint is an independent management and technology consultancy with European roots and global reach. The company operates in three business areas: The first division comprises the classic consulting business, Business Services as the second division offers customers IP-based managed services beyond SaaS, in the third division BearingPoint provides software solutions for successful digital transformation, advanced analytics and regulatory requirements and develops new, innovative business models together with customers and partners. BearingPoint's customers include many of the world's leading companies and organizations. BearingPoint's global network of more than 10,000 employees supports clients in over 75 countries and is committed to working with them to achieve measurable and long-term business success.

For more information, please review [agile.bearingpoint.com](https://www.agile.bearingpoint.com)

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