

# ADAPTIVE LEADERSHIP

## ACCELERATING ENTERPRISE AGILITY

JIM HIGHSMITH

◆ Addison-Wesley

Upper Saddle River, NJ • Boston • Indianapolis • San Francisco  
New York • Toronto • Montreal • London • Munich • Paris • Madrid  
Capetown • Sydney • Tokyo • Singapore • Mexico City

# CONTENTS

---

Foreword by Gary Gruver	vi
Foreword by Christopher Murphy	vii
Foreword by John Crosby	x
Preface	xii
About the Author	xiv
<b>Chapter 1 Enterprise Agility</b>	<b>1</b>
CEOs and CIOs Focus on Agility	2
Why Agility?	4
Business Agility Needed in Turbulent Times	4
Responsiveness and Efficiency	5
How Agile Do We Need to Be?	6
Manage the Flow of Opportunities	8
Opportunity Types	8
Phases	9
Organizing for Innovation	12
Criteria	13
Organizational Structures	13
The Strategic Impact of Continuous Delivery	15
Levels of Agility: Strategic, Portfolio, Operational	17
The Challenge of Adaptive Leadership	18
<b>Chapter 2 Adaptive Leadership Today</b>	<b>20</b>
Creating a Culture of Adaptation and Learning	20
What Do Leaders Want from Agile?	22
The Law of Raspberry Jam: Reflecting on Agile Progress	24
Unorthodox, Unconventional, and the Next Decade of Agile	24
Innovators, Imitators, and Idiots	25
Iterative Delivery, Waterfall Governance	27
IT's Changing Value Proposition	29
More Than Software: Integrating Economics, Product, and Social Responsibility	30

---

Velocity Is Killing Agility	32
You Can't Plan Away Uncertainty	35
The Ambidextrous Organization	37
<b>Chapter 3 Deliver a Continuous Flow of Value</b>	<b>39</b>
Speed-to-Value	40
Beyond Scope, Schedule, and Cost: The Agile Triangle	41
Constraints Drive Innovation	43
Determining Business Value	44
Beyond Project Plans	47
Feature Folly	50
Features or Quality? Selling Software Excellence to Business Partners	52
All Projects Are Not the Same	54
Scope Issues in an Agile Project	55
Speed	57
Reducing Cycle Time	57
Cycles, Cycles, Cycles	58
Shortening the Tail	60
Quality Management	62
The Financial Implications of Technical Debt	64
Do Less	66
The "To Do Less" List	68
Build Less, Start Sooner	69
<b>Chapter 4 Create an Adaptive, Innovative Culture</b>	<b>70</b>
Adapting	71
Purpose Alignment Model	73
Satir Change Model	74
Short Horizon Model	75
OODA Loop Model	75
Pivots and Adaptations	76
Don't Plan, Speculate	76
Embracing Change	78
Exploring	82
Engaging and Inspiring	83
Facilitating	84
Oscillation versus Iteration	85
Micromanaging Angst	86
Can-Do Thinking Makes Risk Management Impossible	87
Making Self-Organization Work	89
Effective Collaboration	90

---

Leadership and Decision Making	92
The Usefulness of “Over” in Decision Making	93
Riding Paradox	94
Embracing Paradox	96
Balancing Adaptability and Predictability	98
Complexity and Leadership	100
Chapter 5 Final Words	102
Bibliography	104