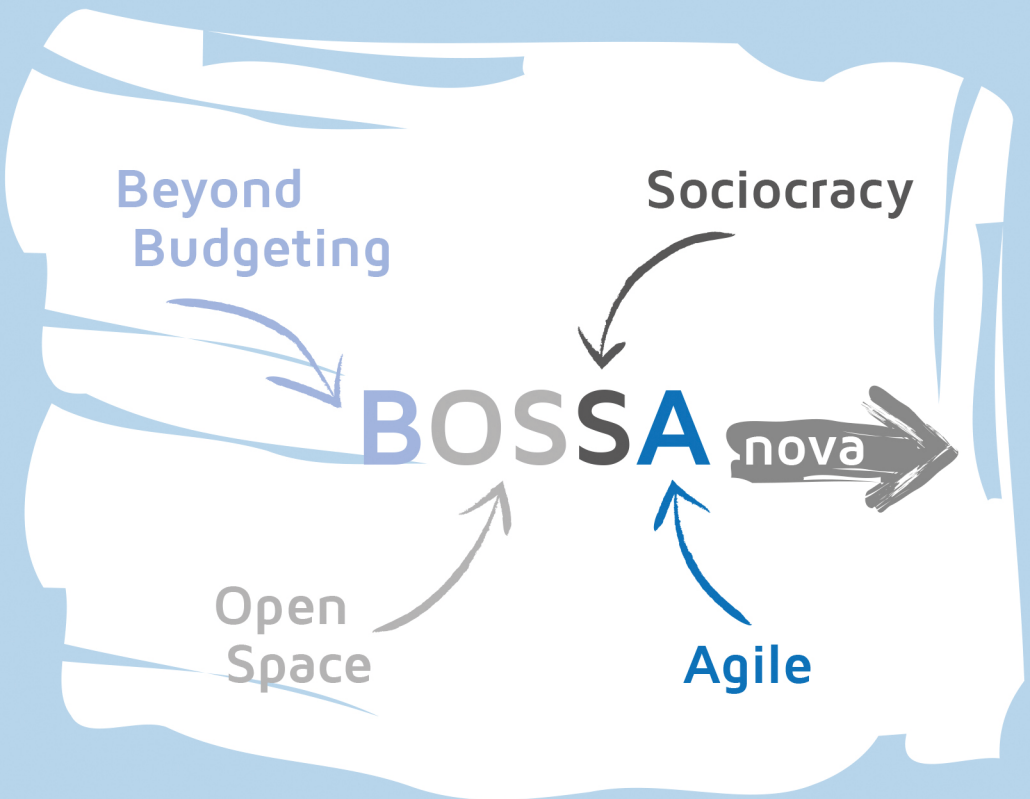


Company-wide Agility with Beyond Budgeting, Open Space & Sociocracy

Survive & Thrive on Disruption



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Jutta Eckstein and John Buck

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Diving For Hidden Treasures

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1. Tuning the Instruments

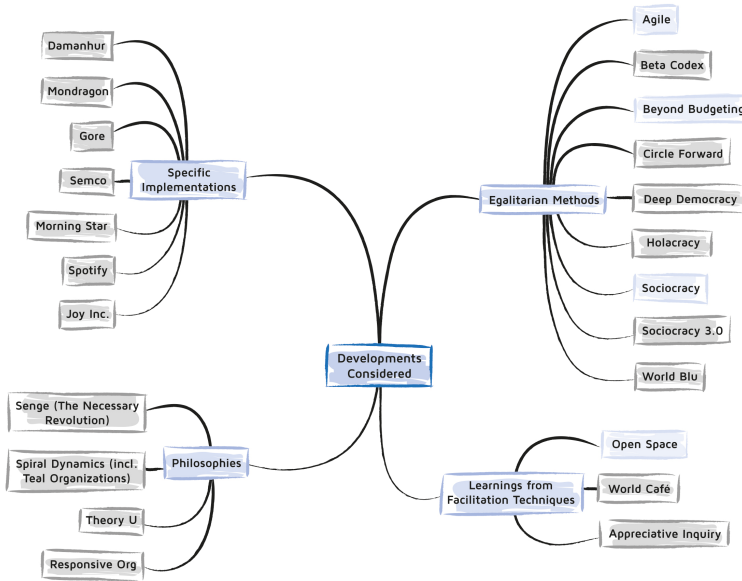
In [Chapter 1](#) we looked at what are the problems that companies and Agile practitioners face.

We are aware of historical developments such as “socio-technical research” as well as much more recent developments, and we sorted through them to select the most helpful. There is so much going on that we are sure that we missed some exciting developments because as we wrote the book we kept running across new activities.

After selecting four of the most promising developments we look at the principles and values of each. We pay particular attention to the Agile Manifesto and interpret the values so that they are easier to apply company-wide.

1.1 Developments We Considered

There are lots of developments related to the problems summarized in [Chapter 1](#). In researching this book we looked closely at a number of recent developments:



Development Streams Considered

1.2 Tools For Analysis

There are many diagnostic tools available for analyzing organizations. We kept several in the back of our minds such as the Viable Systems Model and [Agile Fluency™ Model](#) (see Beer and Agile Fluency.)

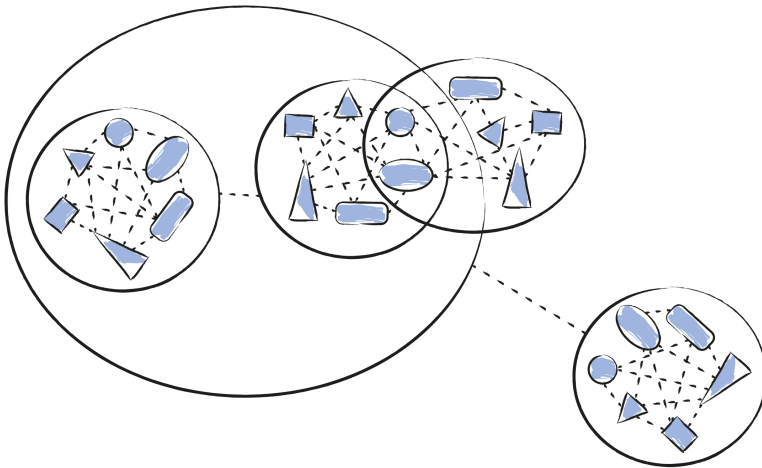


A reminder of our earlier note: we are mentioning these technical methods so that you are aware that they exist and can investigate further if you want. They are only eddies in the main stream of this book.

We mostly relied on tools that focus on dealing with complex change such as Cynefin and Human Systems Dynamics.

- Cynefin - is a knowledge management model for describing problems, situations, and systems (see Cynefin and Snowden). The model defines a typology for different contexts that help to find a matching explanation and / or solution for the situation at hand. The originator, David Snowden of IBM developed this framework for explaining the evolutionary nature of complex systems - including their inherent uncertainty. Cynefin is based on research into complex adaptive systems, cognitive science, anthropology, narrative patterns, and evolutionary psychology. A great value of Cynefin is that if you deal with a complex situation, it explains why you can't follow recipes or do detailed analyses to understand the situation, rather you need to experiment (probe). Cynefin will become an important tool in Part III.
- Human Systems Dynamics (HSD) - is a collection of models, methods and tools for complex adaptive systems. It is grounded in inquiry and takes uncertainty and unpredictability into account by integrating complexity theory. For example, for staying in inquiry, one of the HSD models - Adaptive Action - inquires (see Eoyang & Holladay): *What* (for understanding the situation at hand), then *So What* (for generating insights), and finally *Now What* (for deciding what to do and evaluating the outcomes of the experiment). After the result of the *Now What* has been implemented (and outcomes experienced), it is time to initiate the next round by asking *What* again. In terms of understanding human systems, which are a complex, HSD inquires:
 - What defines the *Container*, which is what brings a specific group of people together?
 - What are the *Differences* - within a *Container* or between another one?
 - What are the *Exchanges* within a *Container* or with another one?

This heuristic is fractal, which means it repeats itself on different levels of abstraction.



Human Systems Dynamics: Containers, Differences & Exchanges

To review each of the streams of development in the list, we examined how each stream of development will succeed in addressing the challenges outlined in [Chapter 1](#) and its practicality without being too restrictive (meaning keeping it simple and pragmatic). All developments address some part of an out-of-the-box solution, some more so than others. We gave particular weight to solutions that can incorporate the various insights of these solutions in practical ways.

1.3 Considered But Didn't Use

We looked at lots of developments and decided not to go into company-specific ones like *Gore*, *Spotify*, or *Morning Star*. You might want to use them as recipes, but beware because they are context specific. We also decided against philosophies like *Senge*, (*Organizational Learning*), *Theory U*, and *Responsive Org* which present wonderful ideas, but don't really provide concrete advice (see Senge et.al, Scharmer, and Responsive). We started to classify Semco in this category but were intrigued to find that Semco has

launched the Semco Style Institute. According to our review, the Institute offers variations of Open Space and Beyond Budgeting. Semco is just one of the examples of many developments that are bubbling up; it's hard to keep up!

Insights from Anders Ivarsson, Spotify

Insights not included in this sample Chapter.

We looked long and hard at *Spiral Dynamics* (orange, green, teal organizations, etc.) popularized by Fredric Laloux's book *Reinventing Organizations*. In the end we decided not to explore it in depth because it is more of a set of explanatory categorizations than pragmatic work-a-day tools.

We looked for original, root methods where there is literature by many people. Thus, we picked Sociocracy over *Circle Forward*, *Holacracy*, and *Sociocracy 3.0* (see *Circle Forward*, Robertson and Sociocracy3.0). We also chose *Beyond Budgeting* rather than *Beta Codex* for the very same reasons (see *Beta Codex*).

We reviewed the history of approaches to management beginning with Mary Parker Follett in the 1920s and the Hawthorne experiments in the 1930s (Follett and Emery & Trist) that overthrew Taylors' mechanistic views of management and started a long train of development that involves understanding the role of people and technology in management. Sometimes referred to as socio-technical systems, these methods tend to be long-term oriented. They have a holistic organizational view and consider both the technical and the humane/social perspective. One of the key insights was that semi-autonomous and self-determined groups that work in a self-organized way together on a larger task are more successful than separating the larger task at first and assigning the tiny bits to individuals. We did not focus on socio-technical methods per

se because we felt that this line of organizational development research, although still promoted by some under the term “socio-technical,” has largely been subsumed in the other, more recent practices we mention.

We also favored developments that have been applied in general ways. For example, we are aware that some companies are trying to use Open Space company-wide. We are not aware that anyone is trying to use *World Cafe* or *Appreciative Inquiry* as a method for organizing their company, and so did not include them (see Brown and Cooperrider).

Similarly, we looked at facilitation processes. *Deep Democracy* is a name coined in South Africa (see Deep Democracy) during the transition from apartheid to democracy. As later developed by psychologist Arnold Mindell, it focuses on our voices, states of awareness, and frameworks of reality to create a dialog in which every voice matters. Its primary use seems to be helping groups resolve entrenched conflicts. Other methods of this conflict resolution genre include Restorative Circles, Nonviolent Communication, and mediation (see Restorative Circles and Rosenberg). While we certainly think there is much value in these collective thinking methods, they do not go beyond facilitation to offer advice on how to structure power or conduct day-to-day business. We are unaware that anyone is attempting to run a company based on these methods.

We also studied *World Blu* (see World Blu). Traci Fenton has done wonderful empirical work documenting effective participative management practices, and companies that qualify for World Blu certification seem to do well on the bottom line. Readers may well want to study it further on their own. However, we decided not to explore it in depth because it doesn’t articulate specific recommendations for combining complex systems and complicated systems, and it doesn’t provide a theory of power, e.g., it doesn’t appear to recommend legal structures that would underpin World

Blu principles. As such, it doesn't seem to have anything to add to the problems articulated in [Chapter 1](#).

Finally, another development worth mentioning is co-ops. *Mondragon*, initiated in the Basque region of Spain, has had notable success in reducing income inequality by articulating a cooperative approach to organization. It has successfully exported its methods to various parts of the world. Again, we note that readers may want to familiarize themselves with Mondragon's offerings, particularly training for co-op managers available online through Mondragon University. We did not choose to include Mondragon in the developments that will receive close attention because the co-op model limits the possibilities of venture capital participation in companies, thus avoiding rather than solving the conflict of values challenge noted in [Chapter 1](#).

1.4 Converging Streams

After we completed our research, we decided to use Agile as a base for solving its own challenges because it has had spectacular industry acceptance over more than a decade. Also, the values defined by the Agile Manifesto seem to address the current challenges of companies that we explained in [Chapter 1](#).

However, it was also clear that the values of the Manifesto need to be translated to address these company-wide challenges. To define the translated values, we decided to incorporate three other streams of development for improving organizational design including:

- Beyond Budgeting
- Open Space
- Sociocracy

We also used other development streams to define the translated values in limited ways such as Lean Startup and Design Thinking.

We do not claim to be in-depth experts in all the developments listed in the beginning of this Chapter. However, in preparing this book we did do a broad search on what's out there to be sure that our choices for a solution make sense. We concluded that a confluence of Agile, Sociocracy, Beyond Budgeting, and Open Space holds the most promise to be an integrative and pragmatic solution. These four streams offer the necessary comprehensive strategy needed to create a “general theory” of agile for company-wide operations (and even eventually for society).

These four streams all offer valuable approaches to the challenges discussed in [Chapter 1](#). They have similar values and principles. Yet, they also complement each other by supporting company-wide Agility from different perspectives.

Now we will overview these four streams of development and provide more detail in subsequent Chapters. Please bear with us while we lead you through a bit of thick forest. ;-)

Beyond Budgeting

Beyond Budgeting was not so much created as discovered by a world-wide network of Chief Financial Officers (CFOs) who collaborated and extracted the values and principles that support the Beyond Budgeting concepts. They observed what makes companies successful from a financial and human resources (HR) perspective. The earliest implementation of Beyond Budgeting was at the Swedish Handelsbanken in the late 1970s, about the same time that Sociocracy was developing. A network arose from that early work called Beyond Budgeting Institute (see BBRT). There have been a number of books written about Beyond Budgeting (see particularly Hope and Bogsnes).

The term Beyond Budgeting does not refer to budgeting only. Budgeting is a common tool used by traditional command and control management. “Beyond” means beyond that traditional management model. The main difference is the values of empowerment

and adaptation over command and control. The transition from command and control to empowerment and adaptation is supported by principles for leadership style. The main focus is to understand the difference between fixed and relative targets. This focus is not prescriptive and, like Sociocracy and Agile, tries to leave open many possibilities to apply principles, in this case the empowerment and adaptation principles.

For example, in command and control management, fixed targets refer to projects with limited budgets and also to the fixed targets that manage the performance of the employees. In both cases the fixed target is not meaningful because if we have a fixed budget and we find the market has changed and we need more money to be successful, we can't because the fixed budget is all that we have. And, if the market needs less money, we typically spend the allocated amount out of fear that we won't get the needed budget for our next project.

For example, in terms of targets for employees, consider salespeople with a fixed target of 100 units of a product. If the person sells 80 and the competitor has sold 120, the sales person probably hasn't done well. However, if sales are 80 and the competitor sells 50, the sales person probably did well. Or, if I see by November that I won't make my 100 units target, I will postpone sales until the next year to boost my sales for next year. And vice versa if I have made my 100 target, I will also postpone sales to help make my next year's target.

The CFOs who invented Beyond Budgeting discovered that fixed target setting whether for projects or individuals is bad for the company because it doesn't allow adaptation or focus on recently developing needs. All twelve Beyond Budgeting principles are derived from this observation and ensure that adaptation can happen (for a complete overview of the principles see [Appendix](#)). For example:

- Customers: "Connect everyone's work with customer needs."

This is a clear request for establishing a customer focus throughout the whole company.

- **Transparency:** This principle asks us to “Make information open for self-regulation, innovation, learning, and control because only informed people can make adequate decisions.” The heading of this principle calls already for transparency.
- **Autonomy:** This is similar to the agile belief that micro management will not lead to good results: “Trust people with freedom to act.”
- **Rhythm:** It is a request to “organize management processes dynamically around business rhythms and events and not around the calendar year only.” Learn from what’s happening in and around the company and take that learning into account and make relevant adaptations.

Beyond Budgeting approaches company-wide agility more from the classical finance and HR departments and shows how these departments can inhibit or support agility through their policies. It addresses the traditional support functions of a company.

Insights from Bjarte Bogsnes, Statoil

Insights not included in this sample Chapter.

Open Space

The official term is Open Space Technology; however, we’ll use the popular term Open Space. It was discovered by Harrison Owen, who organized great conferences but observed that people enjoy the breaks the most (see Owen). During the breaks the participants have time to network, to talk about subjects that matter to them,

for as long as they want, and with whom they want. From this insight Owen developed the following principles of Open Space (for a complete overview of the principles see [Appendix](#)):

- *Whoever comes is the right people*: In a break conversation nobody thinks of waiting for a specific person before starting to talk. The same is true for an Open Space session.
- *Wherever it is, is the right place*: Conversations in breaks can take place anywhere as can an Open Space session.
- *Whenever it starts is the right time*: There is no need to wait for a specific time, just like during breaks people talk to each other without controlling their watches if this is the right time to get started.
- *Whatever happens is the only thing that could have, be prepared to be surprised!*: As in a break people don't follow a specific process, they just go on with the flow.
- *When it's over, it's over (within this session)*: This is analogous to the first principle, meaning that whenever people feel they're done with a topic they switch to another one.

As Michael Herman, founder of [OpenSpaceWorld.org](http://openspaceworld.org)¹, comments, "These aren't prescriptive, they are the results of thousands of little experiments. They are descriptions of how almost anything works... When it really works." (see Herman)

Based on these principles Open Space supports the following values:

- Self-organization is at the heart of Open Space. Anything can happen. Participants are invited to identify and address all the issues that they see as critical to whatever success or solution is needed. Companies like Valve use exactly this idea for defining and delivering products. Every employee can suggest a product (or service) idea and as long as other people

¹<http://openspaceworld.org/>

join in (called open allocation), this idea will be followed-up. In other words, even delivering customer value is based on self-organization.

- Passion and self-responsibility is expected of every participant in an Open Space. Going with one's own passion means that whenever a participant recognizes she isn't contributing or learning, the participant can go to another place to learn or contribute (this is called the law of mobility - originally named law of two feet).
- Empowerment is necessary to allow Open Space to happen because you will never know upfront what people will focus on or who will work on what or for how long. Especially leaders need to be aware that even they don't know everything and that they can rely on others in the organization for filling the gaps and gaining new insights. This way, the leaders can realize and acknowledge that everyone, including themselves, indeed care and want to change the situation for the better. To paraphrase Herman again, "There is only common sense: let the people who know the work best use what they know to maximize the satisfaction of everyone involved." Typically, trust then builds as everyone experiences the process.

The values support the principles as Michael Herman comments, "*Whoever comes is the right people* acknowledges that the only people really qualified or able to do great work on any issue are those who really care, and freely choose to be involved. *Whenever it starts is the right time* recognizes that spirit and creativity don't run on the clock, so while we're here, we'll all keep a vigilant watch for great ideas and new insights, which can happen at anytime. *Whatever happens is the only thing that could have* allows everyone to let go of the could haves, would haves and should haves, so that we can give our full attention to the reality of what is happening, is working, and is possible right now. And finally, *When it's over, it's over* acknowledges that you never know just how long it'll

take to deal with a given issue, and reminds us that getting the work done is more important than sticking to an arbitrary schedule. Taken together, these principles say ‘work hard, pay attention, but be prepared to be surprised!’” And not to forget, *Wherever it is, is the right place* ensures that any location can support the work of the group.

Open Space principles reflect the core of Open Source development, as for example in the development of the Linux system. For quite some time there were discussions about how the Open Source approach could be transferred from volunteer work to industry. And nowadays, there are a good experiences with structuring a company around these principles (see, e.g., GitHub, Valve, and Whitehurst on Open Organization).

Open Space supports Agile, Sociocracy, and Beyond Budget by giving simple, clear instructions for inviting self-organization emerge. It can be used, purely as a facilitation technique, in large gatherings, and its principles can also be applied with smaller groups in a variety of circumstances to help us get out of our familiar ways, even our familiar ruts. Open Space principles can act as a kind of catalyst, accelerating the pace of Agile, Sociocracy, and Beyond Budgeting methods.

Insights from Michael Herman, Michael Herman Associates

Insights not included in this sample Chapter.

Sociocracy

Sociocracy developed largely from the efforts by Gerard Endenburg to find an engineering approach to making companies more

steerable (see Endenburg and Buck&Villines). He derived four cybernetic (cybernetics = science of steering and communication) principles (for a complete overview of the principles see [Appendix](#)):

- Circles,
- Double-linking,
- Consent decision-making,
- Electing people to roles and tasks by consent.

His intention was to describe a generic method based only on engineering principles and not encumbered by a value system or a particular philosophy. For example, a hammer is a generic tool - any person or organization can use it. However, Sociocracy does have a context. Gerard attended a Quaker school that reinforced the egalitarian values of his parents who founded Endenburg Electrical Engineering (Elektrotechniek) Company as a living laboratory for trying out new management ideas. Sociocracy principles have the effect of empowering individuals in a company including all stakeholders: from shareholders, to the local community, to the physical environment. Everyone is empowered.

1. **Circles** exist because their participants have a common aim. An aim is a product or service that the customer understands and is attracted to. Thus, a circle will soon cease to exist if there is no customer focus because there is no longer a reason for the circle to exist. A circle refers to the team of people who are participating in the system that delivers value to the external (or internal) customer. Thus, a circle is a parliament of people who are working in the system that delivers value to the customer (products &/or services). They make policy decisions that guide their own day-to-day operations. They meet in traditional operational meetings to coordinate those day-to-day operations.

Circles are treated as organisms. As such they must develop continuously, regardless of whether there is pressure or stress. Development means learning, teaching, and researching in interaction with the circle's aim. Each circle is responsible for planning its own development and the development of each of its members. By emphasizing individual and circle empowerment, a sociocratic circle helps its members learn how to learn from complexity (see Drago-Severson et.al).

2. **Double-linking** connects circles. "Sociocracy" means rule by the "socios" or "partners." "Democracy" in contrast is rule by the "demos," the general mass of people. Thus, Sociocracy is a subset of the concept of democracy - it is democracy that works in companies. Have you ever wondered why you can't vote for your supervisor in your company but you can vote for politicians such as the town mayor or legislator? If you can't vote for your leader, you are not in a democratic structure. Sociocracy's concept of double-linking solves this dilemma. Double-linking means that each circle elects a representative (someone not the boss) to sit in the next higher circle and participate fully in the policy decisions of that circle. Double-linking is a way to build feedback into an organizational structure. A critical point is that it is feedback that cannot be ignored because of the consent principle, discussed next. Double-linking goes all the way to the board of directors, meaning that an elected representative(s) from the staff/workers sits on the board with full power to participate in the board's decision-making.
3. **Consent decision-making:** In a circle meeting all participants must have an equivalent voice so that accurate feedback can emerge. Making a decision by people who are completely equivalent presents a challenge. There can't be a single higher leader who resolves different viewpoints. We can't really expect agreement because we all have different perspectives, and what is agreeable to one person may not be "logical" to another. Sociocracy solves this conundrum

through the concept of consent decision-making. A consent decision is not one that you unite with or agree with but one that you can accept (or tolerate). You consent if you have no reasoned and paramount objection to a policy proposal. All elements of any system must be able to “live with” (function in some way) in the system or the system will not work. For example, a car tire can withdraw its consent by going flat. Sociocratic consent decision making occurs only in circle meetings and follows recommended processes that have proven effective over time.

Note that while “consent” may sound “almost like consensus,” it is actually quite different. For example, you can never reach a consensus decision with your car’s tire. It is incapable of agreeing to anything. However, as an element in a system, it can withdraw its consent. For consensus, the typical question is if everyone is in favor of the decision, whereas for consent the question is if everyone “is able and willing to execute the decision” – this doesn’t necessarily imply being in favor, yet accepting the decision (also referred to as having “no reasoned and paramount objection”).

4. **Electing people to roles and tasks by consent** is a corollary of the consent principle. In the double-linking principle we mentioned that the elected representative participates fully in the process of electing the supervisor or manager of a circle. The recommended process asks for consent to a candidate whose name emerges in a self-organizing way from the circle. It does not rely on majority vote. Typically the selection process does not result in the familiar feelings of victory or loss but rather a perception of satisfaction that “we have together made our selection.” The process is used to select people for all major roles and responsibilities.

Sociocracy asks us to think in practical ways about such fundamental questions as “Do the company bylaws actually support complex,

emergent thinking or are they an anachronism left over from the old ways of top down, command and control governance?” It makes us sensitive to out-of-balance power arrangements. Self-organization occurs only when everyone is empowered and attuned to customer needs. Because the procedures developed for implementing Sociocracy are effective across many kinds of cultures, people, and work, they bring a perspective that is generic.

Insights from Pieter van der Meché, The Sociocracy Group

Insights not included in this sample Chapter.

Agile

The Agile Manifesto comes with a set of values and principles guiding company teams to improve their ways of developing software (for a complete overview of the principles see [Appendix](#)). Now that we are focusing company-wide, beyond software team level to address the full spectrum of work, we need to translate the values of the Manifesto that they become applicable for the whole company.

The following interprets these values in a company-wide context (items in quotes are from the Manifesto):

1. “Individuals and interactions over processes and tools”: In its original software context, this value means that an agile team has to find its own specific process (and improving it over time) thereby helping to create business value for the customer. Thus, processes and tools have to support people and their interactions and not the other way around. Companies not using agile tend to have standard processes

and tools that prevail regardless of the team needs. However, for a company-wide context, we believe that this value must reflect the need for the whole company to operate as a complex, emergent system. A complex system can only be guided by people (sometimes referred to “alignment for autonomy”). Tools do not emerge by themselves. To operate as a complex system the company must foster **self-organization** throughout.

2. “Working software over comprehensive documentation”: Obviously, this statement refers specifically to software. It means that the truth is in the actual running system and not in the documentation that describes what the system ought to do. Consequently, the running system makes the actual progress transparent and only with this knowledge can the team (and its stakeholders) make informed decisions. Participants in our workshop at the Agile India conference in 2017 suggested “visible delivery,” which we initially liked a lot. But, upon reflection, every part of the company does not necessarily create a tangible deliverable. Further, the term “visible delivery” emphasizes the outcome not the whole process of producing a product or service. Hence, “working software” refers to “what is actually happening” regardless of the kind of work being done and can include a feeling of exposure of personal vulnerability. Transparency means ability to access information and not necessarily “clarity.” For example, knowing that things are chaotic means the situation is transparent but probably not very clear. **Transparency** must be in place company-wide - not just within a team using an agile approach.
3. “Customer collaboration over contract negotiation”: Contracts are important but they don’t ensure that we are creating the right product. A team building a product (or providing a service) must keep in constant touch with external (and internal) customers to find out what they really need. In a company-wide context, it means finding imaginative

ways to keep in constant touch with customers to ensure that your product or services truly meet their needs. The process of hunting for customers, establishing relationships, and growing them doesn't just happen. The interests of both the customer and the company providing the service or product need to be aligned. If the interests are aligned, the company naturally will keep **constant customer focus**, which is key for the whole company. Everyone must develop a deep understanding of their customers regardless of their role in the company.

4. "Responding to change over following a plan": In its original software context, teams create a plan, but the plan is not as important as the planning. Getting feedback about customer needs, collaboration with colleagues, and reviewing technical results, etc., must be responded to. The response means learning from feedback and perhaps developing new methods, more effective behaviors, and adjustments in plans. It's about not knowing and not controlling what comes next, and making choices along the way. The learning can range from small improvements to transformative leaps to new systems. For a company to learn, every individual must contribute to enterprise growth, in the same way that a living organism continually adjusts and develops. Therefore, **continuous learning** is fundamental for company-wide Agility.

Although there have been other translations of the Agile Manifesto for different reasons (see *AgileHRManifesto*, *AgileMarketingManifesto*, or *ModernAgile*), we believe that by translating the core values of the Agile Manifesto in this way, they can be applied to an entire enterprise. We are not saying we need a new Manifesto, we only want to make it more applicable to the whole company.

Feedback drives all four values - both the original Agile Manifesto values and the derived values for company-wide Agility. For example, "customer collaboration over contract negotiation"

relies on getting and giving feedback to and from the customer as does constant customer focus. However, just saying “drink more feedback” is not enough, because it is too generic. To make it useful we need to differentiate and be more specific about the nature of the feedback. Self-organization, transparency, constant customer focus, and continuous learning can “thrive a company.” They enable company-wide Agility.

These values are conditions enabling companies to survive and thrive disruption in the VUCA world that we can’t deny or escape rather than formulas. Implementing these agile values company-wide is not straightforward, as we saw in [Chapter 1](#) in the discussion of challenges with expanding agile. To make the values applicable we need the combined wisdom of other streams of development: Beyond Budgeting, Open Space, and Sociocracy.

Insights from Johanna Rothman, Rothman Consulting Group inc.

Insights not included in this sample Chapter.

1.5 Summary

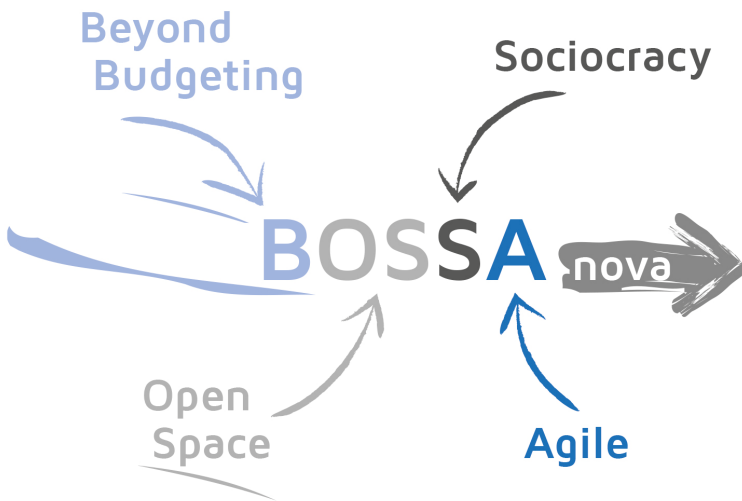
In this Chapter we evaluated different streams of development and examined which ones would best address the challenges of company-wide Agility posed in [Chapter 1](#). We decided to focus on those streams that are simple, pragmatic, and not philosophical, company specific or derivative.

We chose the following core streams of development, listed here in the order of our mnemonic BOSSA nova:

- Beyond Budgeting because it addresses the necessary flexi-

bility and adaptability of companies from a financial perspective,

- Open Space because it works with passion bounded by responsibility in a way that can multiply the effectiveness of the first three methods,
- Sociocracy because it puts feedback into the whole company structure and synthesizes the seemingly conflicting interests of shareholders and customers, and
- Agile because it has been so successful and accepted in the field of software development and beyond, especially important in the context of rapid digitalization of nearly all facets of business.



BOSSA nova Journey

We will later draw on the insights of other streams such as Lean Startup and Design Thinking because they offer innovative strategies for keeping super-creative people on track and focused on customer needs.

Each stream by itself contributes to greater flexibility and adaptiveness. In the rest of the book we will explore each of the four core streams individually in more detail and also how their confluence can support company-wide Agility.

The “nova” (“new” in Portuguese) refers not to any of the streams of development but to your journey! Implementing BOSSA nova means being on a journey without a final destination. In the beginning of Part III, we’ll explore how you can start and stay on the journey.