A new bird's eye view on the Agile forest [1, 2]

Henny Portman

In 1986 Hirotaka Takeuchi and Ikujiro Nonaka published in the Harvasd Business Review their article 'The New New Product Development Game'[3]. This was the starting point for the development of Scrum by Ken Schwaber and Jeff Sutherland. Some years ago, you could say "*Scrum is agile*" and ask "*is Agile Scrum?*" Now we know there is much more flesh on the bones. At this moment there are more than ninety known and less known agile approaches, frameworks or methods available. To get a first impression of the different approaches, I try to bring some structure in the jungle to approaches, methods and frameworks. In Figure 1, I position the best-known agile approaches in a structure. The approaches, frameworks or methods are positioned within the 'One-time programs / projects' sections or within 'Business as usual' / indefinite, or both.

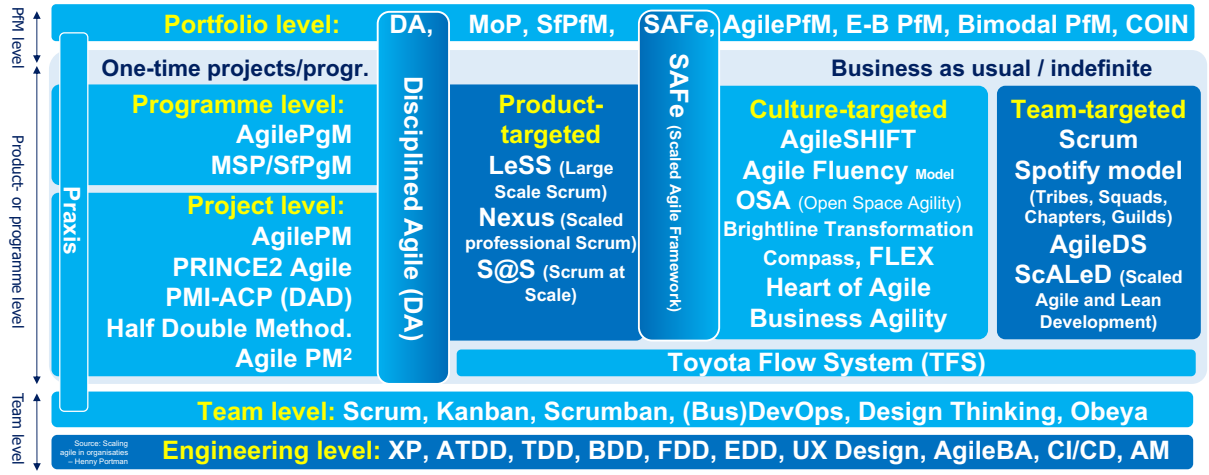

Fig. 1 Overview Agile approaches, frameworks and methods[4]

On the other side the approaches, frameworks or methods are clustered around team, product or programme and portfolio level. In the dark blue boxes in Figure 1 we see agile approaches that are only applicable in IT-focused organizations. All other approaches can be used within IT and non-IT-oriented organizations (light blue coloured). I haven't mapped all the known approaches, frameworks and methods in this figure, and to be honest, I think there is a lot of duplication and probably commercial drivers play a role too to 'develop' the next kid on the block without added value in comparison with the existing approaches, frameworks or methods.

[1] How to cite this paper: Portman, H. (2020). A new bird's eye view on the agile forest; *PM World Journal*, Vol. IX, Issue X, October.
[2] This paper is an update of the award-winning 2019 paper titled "A bird's eye view on the Agile forest", published in the PM World Journal in November 2019. https://pmworldlibrary.net/wp-content/uploads/2019/11/pmwj87-Nov2019-Portman-birds-eye-view-on-agile-forest.pdf
[3] https://hbr.org/1986/01/the-new-new-product-development-game
[4] This picture is based on a simpler version in the book Scaling Agile in organizaties by Henny Portman, Van Haren Publishing, 2017

The team level, including Scrum and Kanban, is applicable in both IT-oriented and non-IT-oriented products and services development and operations. The engineering level focuses specifically on IT-oriented product development. The one-time, temporary projects and programme frameworks and methods are suitable for both IT and non-IT. The permanent umbrella frameworks (both product-targeted and team-targeted) focus specifically on IT and product development and the Culture-targeted approaches help organisations to increase their agility.

Team level

If we start at the team level in Figure 1, then we see of course **Scrum**[5] as described by Ken Schwaber and Jeff Sutherland in their Scrum Guide. In addition, you will see frameworks such as **Kanban**[6] (as described in the Kanban Guide for Scrum Teams), Scrumban[7] and DevOps[8] or BusDevOps. The team level can be used both within the IT environment and the non-IT environment. At this team level we can position the following IT frameworks too: Crystal Development Framework[9] (developed by Alistair Cockburn), Agile Unified Process (AUP)[10] as a simplified version of Rational Unified Process (RUP)[11] which was superseded by Disciplined Agile Development (DAD) which was superseded by Disciplined Agile (DA)[12]. Adaptive Software Development (ASD) succeeded RADical Software Development (RSD, developed by Jim Highsmith and Sam Bayer). Modern Agile[13] could be positioned here too. Modern Agile is a community for people interested in uncovering better ways of getting awesome results. It leverages wisdom from many industries, is principle driven and framework free. The guiding principles are: Make people awesome, make safety a prerequisite, experiment & learn rapidly and deliver value continuously.

If you want to deliver quality as a team within the IT world, only following these frameworks is not enough. To improve quality and minimize technical debt (e.g., inefficient code due to many iterative adjustments), you could make use of eXtreme Programming created by Kent Beck (**XP**)[14] with Pair Programming, Acceptance Test Driven Development (**ATDD**)[15], Test Driven Development (**TDD**)[16], Test First Development (**TFD** a.k.a. TDD), Behaviour Driven Development

[5] https://www.scrumguides.org/index.html sketchy guide: https://www.paperturn-view.com/uk/sketchy-agile-guides/the-sketchy-guide-to-scrum?pid=OTc97558&v=2.3
[6] https://www.scrum.org/resources/blog/understanding-kanban-guide-scrum-teams
[7] https://leankit.com/learn/agile/what-is-scrumban/
[8] https://devops.com
[9] https://activecollab.com/blog/project-management/crystal-methods
[10] http://www.ambysoft.com/unifiedprocess/agileUP.html
[11] http://www.agilemodeling.com/essays/agileModelingRUP.htm
[12] http://disciplinedagiledelivery.com
[13] http://modernagile.org
[14] http://www.extremeprogramming.org
[15] https://www.agilealliance.org
[16] https://www.agilealliance.org

(**BDD**)[17], Feature Driven Development (**FDD**)[18], Example Driven development (**EDD**)[19], Specification by example (**SBE**)[20] ,Domain Driven Design (**DDD**)[21], User Experience (**UX**) Design[22], Continuous Integration and Continuous Deployment (**CI/CD**)[23]. **AgileBA**[24] delivers the techniques to perform business analysis.

Lean Software Development[25], developed by Mary and Tom Poppendieck, is based on the following principles: eliminate waste, amplify learning, decide as late as possible, deliver as fast as possible, empower the team, build integrity in and see the whole.

Agile modeling (AM)[26] is a methodology for modeling and documenting software systems based on best practices. It is a collection of values and principles, that can be applied on an (agile) software development project. There are several core practices: documentation, document continuously, document late, executable specifications, single-source information, active stakeholder participation, architecture envisioning, inclusive tools, iteration modeling, just barely good enough (JBGE), look-ahead modeling, model storming, multiple models, prioritized requirements, requirements envisioning.

The **Open Group Agile Architecture Framework™ Standard** (O-AAF)[27]. The objective of this document is to cover both Digital Transformation of the enterprise, together with Agile Transformation of the enterprise.

eduScrum[28] is a derivative of Scrum. eduScrum is a framework for guiding students where the responsibility for the learning process is delegated from teacher to students. eduScrum is a framework within which teachers and pupils tackle complex, challenging problems and pursue learning goals of the highest possible value in a productive and creative manner. The eduScrum framework, such as the Scrum framework, consists of teams and their associated roles, ceremonies, artifacts and rules. eduScrum prescribes six formal occasions for review (inspect) and adapt: team formation, sprint planning meeting, standup, sprint review, sprint retrospective and personal reflection. The eduScrum Team consists of Product Owner, eduScrum Master (team captain), and the team. The teacher fulfills both roles and decides on the why and what.

[17] https://www.agilealliance.org
[18] http://agilemodeling.com/essays/fdd.htm
[19] https://medium.com/feenk/an-example-of-example-driven-development-4dea0d995920
[20] https://en.wikipedia.org/wiki/Specification_by_example
[21] https://dddcommunity.org
[22] https://careerfoundry.com/en/blog/ux-design/what-is-user-experience-ux-design-everything-you-need-to-know-to-get-started/
[23] https://www.infoworld.com/article/3271126/what-is-cicd-continuous-integration-and-continuous-delivery-explained.html
[24] https://www.agilebusiness.org/store/ListProducts.aspx?catid=&ftr=agileBA
[25] https://en.m.wikipedia.org/wiki/Lean_software_development
[26] http://agilemodeling.com
[27] https://publications.opengroup.org/s192
[28] https://www.eduscrum.nl/training/

Scrum or Kanban?

When teams start working with Agile, Scrum is often chosen. An obvious choice, but the question is whether this is always the right choice. In a Roman Pichler[29] blog the link was made with the life phase of a product. During the first phase of a commercial product lifecycle, in which the commercial product is finally put on the market for the first time, the uncertainty is high, and the focus is on on-time delivery of the first market-ready product. A deadline has been set and that date must be met. During this phase, the focus of the entire team is on delivering a commercially marketable product. This development is perfect for Scrum with its iterative approach, being able to deal with uncertainty and working together on the result (the commercial product). Optionally, a second launch can take place with a next set of important functionalities, so that eventually a mature product is put on the market. During the further course of the product lifecycle, we see the amount of uncertainty and requested changes decrease. At this moment you can make good use of Kanban. In a continuous flow, User Stories can be picked up, developed and deployed one by one by individual team members.
If one looks at the often difficult transfer to production environments, the time-to-market can be shortened by properly arranging the transfer and reducing the number of transfer errors when development and production teams are merged, and the integration testing and deployment are automated (Continuous Integration and Continuous Deployment CI/CD). In this way a **DevOps**[30] team is created.

Scrumban[31] is the combination of Scrum and Kanban. In the first instance it was intended as a transitional model to switch from Scrum to Kanban and let the team experience Lean- and Kanban concepts. Nowadays it is an approach in which the team has chosen to work according to Scrum with Sprints, but to use the Kanban system to continually view and improve its working method to optimize the flow of units of work (e.g. User Stories). **Leanscrum**[32] is Scrum done under the context of Lean principles.

The **Obeya**[33] (Japanese for 'big room') is a physical space where management is used to align operational teams and leadership in their efforts to translate strategy into meaningful day-to-day work and results. It helps develop the ability to have meetings that create meaningful context and avoid distractions such as bias, ego and over-complexity. When used throughout the organization, it supports the development of a systematic approach to leadership that enables consistent, coherent and effective decision-making. In the Obeya, the five key responsibilities are visualized: lead successful strategies, drive performance, deliver value, solve problems and act & respond. But only the visuals will not add value unless you put the principles into practice. The team must also follow the seven principles for behaviour: think in systems & accountability, share context & problems visually, develop people, rhythm & routine (kata), keep improving, go & see and cascade & connect.

[29] Pichler, Roman, 'Is Scrum right for your product?', 19 september 2016, see: www.romanpichler.com
[30] https://devops.com
[31] https://en.wikipedia.org/wiki/Scrumban
[32] https://medium.com/@geoffbourne/the-marriage-of-lean-scrum-and-extreme-programming-xp-98a7d5df06b1
[33] https://leadingwithobeya.com

Scaling up towards product- or program level

In order to be able to use an agile way of working in an organization of some size, just having individual agile teams is not enough. The agile way of working needs to be scaled up and where possible the overarching alignment needs to be institutionalized.

To institutionalize coordination, management of dependencies and integration between the different permanent agile teams within 'the run-the-business' / 'business-as-usual' side there are various frameworks available, including:

- **Nexus**[34], as described in The Nexus Guide, is a framework for developing product or software development initiatives with three to nine Scrum Teams, in Sprints of up to thirty days. Nexus is the answer of Ken Schwaber, one of the founding fathers of Scrum, to the scalability of Scrum. It requires more than just the will and the agile behaviour of the different Scrum Teams to work together to deliver an integrated product. Nexus is based and builds on Scrum and the rules and roles formulated in The Scrum Guide. We can position Nexus over the team and program levels of SAFe, but it does not offer provisions on portfolio level.

- Scrum at Scale (**S@S**[35], developed by Jeff Sutherland) is a modular framework. The starting point at S@S is that an all-encompassing one-size-fits-all framework is not possible, but that every time we have to look at scaling of the underlying Scrum principles. The framework can be tailored for your own organization by adding the needed S@S modules. S@S builds on the well-known Scrum framework. By analogy with Nexus you could therefore say that S@S is the answer from Jeff Sutherland, next to Ken Schwaber, the other founding father of Scrum, on the scalability of Scrum.

- Large-Scale Scrum (**LeSS**[36], developed by Craig Larman and Bas Vodde) is an agile framework with rules, based on principles and doing experiments. The LeSS Company offers a freely accessible knowledge base (less.works) containing the integrated approach, principles, process descriptions, definitions, roles, examples, et cetera, for large-scale, mainly IT-related, product development. Transparency is also a key concept within LeSS. The first version dates from 2005 and since then, work is constantly being done on the use and further development of LeSS.

- Scaled Agile Framework (**SAFe**[37], developed by Dean Leaffingwell) is a framework to enable scaling up of agile teams in order to create better systems, create higher employee engagement and make use of correct cost considerations. This is the mission of the Scaled Agile organization and of the founder of SAFe, Dean Leffingwell. The scaled agile organization offers a knowledge base that is freely accessible to everyone

[34] https://www.scrum.org/resources/nexus-guide
[35] https://www.scrumatscale.com/scrum-at-scale-guide/ Sketchy guide: https://scrum-at-scale-guide.thesketchyguidetoscrumatscale.com/sketchy-agile-guides/the-sketchy-guide-to-scrum-at-scale?pid=ODQ84754&p=100&v=1.91
[36] https://less.works
[37] https://www.scaledagileframework.com

(www.scaledagileframework.com) with an integrated approach in the form of process descriptions, definitions, roles, examples, etc. for Lean / Agile product development. SAFe is based on seven core competences: lean-Agile Leadership, Enterprise Solution Delivery, Agile Product Delivery en Team and Technical Agility, Lean Portfolio Management, Organizational Agility and Continuous Learning Culture.

- The goal of the **Flow framework**[38] (developed by Mike Kersten) is to bring Scrum and Agile concepts to the business while providing a higher level of abstraction than agile teams work with day to day. The framework scales the three ways of DevOps – flow, feedback, and continuous learning – to the entire business. User stories and story points are layered over by the four Flow items: features (new business value), defects (quality), risk (security, governance, compliance), and debt (removal of impediments to future delivery). Flow distribution makes priorities visible. Using the Flow Framework if a scaling framework, such as SAFe, LeSS or Nexus, is in place, could lead to greater success. See the Flow framework as a sort of add on.

Figure 1 (see the 'Business as usual' / indefinite block), makes use of a division between product and team targets, namely on the basis of cooperation, if necessary, of teams or not. Or with other words, can the individual teams work autonomous (team focus) or do they have to work together to deliver a new or modified product (product focus). The fore mentioned frameworks all relate to examples where multiple teams work on a single complex product or value stream (product targeted frameworks). Not visual in the figure several approaches make a distinction between products where you are working together in with a maximum of nine teams (in total the team of teams must not exceed the Dunbar number of 125-150 people) and a team of teams of teams (e.g. SAFe large solutions, Nexus+, LeSS Huge).

The other group concerns approaches to support IT departments that have to maintain dozens or hundreds of applications or services, whereby the dependencies between the teams are minimal (multiple team targeted frameworks). Here the **Spotify model**[39] (developed by Henrik Kniberg, Anders Ivarsson and Joakim Sundén) can be positioned, but also Scaled Agile Lean Development (**ScALeD**[40], developed by Peter Beck, Markus Gartner, Christoph Mathis, Stefan Roock and Andreas Schliep). For both groups, there are essential interfaces between the teams in areas such as data integrity, security and architecture that may not or sometimes will ask for coordination when implementing changes.

In addition, there are many, less known, frameworks that can offer support at the product level, including Agile Integration Framework (AIF), Agile Team Portfolio Management (AgileTPM), AgilePath, Continuous Agile[41], Enterprise Scrum[42](designed by Mike Beedle, one of the Agile

[38] https://flowframework.org/
[39] https://blog.crisp.se/wp-content/uploads/2012/11/SpotifyScaling.pdf
[40] http://scaledprinciples.org
[41] http://www.continuousagile.com/unblock/
[42] http://www.enterprisescrum.com/what-is-enterprise-scrum/

Manifesto co-authors), Enterprise Agility[43], FAST Agile[44], RAGE[45], Surge[46], XSCALE[47], Industrial XP[48], and AgileDS[49].

On the left side of figure 1 we see the one-time projects and programs as part of 'change the business'. Here a distinction is made between projects and programs. Within the project block we see three frameworks and/or methods, all three of which are a further development of the more traditional project management frameworks:

- Agile Project Management (**AgilePM[50]**, which is derived from DSDM);
- **PRINCE2 Agile[51]** (derived from PRINCE2 from AXELOS)
- **PMI-ACP[52]** (in addition to the PMBoK Guide of PMI)
- **DAD** (Disciplined Agile Delivery, part of Disciplined Agile and aquired by PMI as of 2019).
- **Half Double Methodology[53]** (Project Half Double is run by a community of dedicated project management practitioners who are passionate about what they do)
- **Agile PM²** (Agile Project Management Methodology[54]). Developed bij the European Union as an extension for PM²
- Agile Project Management (APM), not mentioned in the figure, can be positioned here too.

On the program side we see:

- Managing Successful Programs (**MSP[55]** from AXELOS) that is very agile in itself with the step-by-step growth (via tranches) towards the intended goal (and connects to PRINCE2 (Agile)

- Standard for Program Management (**SfPgM** from PMI) to manage multiple agile teams with a focus on value delivery, adaptability, people orientation and discipline, program management enables organisations to be agile as a business. The concept of tranches (compare MSP) is not at the core of the SfPgM, it is subsumed by the Program roadmap.

- **AgilePgM[56]** (Agile Program Management of Agile Business Consortium) that connects with AgilePM on the one hand and is comparable with MSP on the other hand.

[43] https://www.eliassen.com/agile/lunch-and-learn/Scaling-Agile-with-the-Enterprise-Agility-Model
[44] http://www.fast-agile.com/home
[45] https://www.cprime.com/rage/
[46] https://www.gearstream.com/surge/
[47] https://xscalealliance.org
[48] http://www.industrialxp.org
[49] https://apmg-international.com/product/agileds
[50] https://www.agilebusiness.org
[51] https://www.axelos.com/best-practice-solutions/prince2-agile/what-is-prince2-agile
[52] https://www.pmi.org/certifications/types/agile-acp
[53] https://www.projecthalfdouble.dk/en/
[54] https://www.pm2alliance.eu/forum/an-overview-of-agile-pm2/
[55] https://www.axelos.com/best-practice-solutions/msp
[56] https://www.agilebusiness.org

Praxis[57] covered the portfolio, programme and team levels. Praxis is a free framework for the management of projects, programmes and portfolios (based on PRINCE2, MSP, MoP, AgilePM and other frameworks). It includes a body of knowledge, methodology, competency framework and capability maturity model. The framework is supported by a knowledgebase of resources and an encyclopaedia.

FLEKS[58] is a Hybrid Project Management Model, which aims at providing a way to manage projects, develop products and deliver the highest possible value within the context of a project and its stakeholders. FLEKS is built around four pillars flexibility, integration, communication and people. The FLEKS model comprises six elements: mindset, principles, layers, events, value flow and roles.

Disciplined Agile (DA)[59] covers both one-time projects and programs as well as business as usual product development and portfolio management. The DA toolkit is a process decision toolkit that describes how agile software development, DevOps, IT, and business teams work in enterprise-class settings.

The **Toyota Flow System (TFS)**[60], developed by Nigel Thurlow, Professor John Turner, Brian Rivera 2019**)** can be described as a system of patterns, practices and techniques to enable organizations and institutions to achieve desired outcomes in a complex world. This model uses the popular representation of a house, from the Toyota Production System model (TPS), to outline an evidence-based approach to achieving business transformation. The TFS is a system of understanding, and not a one-size-fits-all framework. The TFS model aims to sustain the flow of value to the customer, who is the center of the TFS universe. As we dig deeper into the helixes, we find the philosophies, tools and knowledge (practice and theory) behind each component. For Distributed Leadership, leadership is viewed as being bottom-up, top-down, as well as horizontal. Complexity Thinking involves identifying the level of complexity that is present in a problem or environment and calls for viewing systems as open and complex adaptive systems (CAS). Finally, Team Science utilizes empirical research to incorporate teamwork into current practices rather than operating as command-and-control groups with no teamwork present.

Portfolio management level

Traditional portfolio management focuses on 'change the business'. In the previous chapters it has become clear that more and more changes are being handled by the line organization, that is to say: by the permanent agile teams. This means that portfolio management must now also provide an overview of what takes place in 'run the business' / 'business as usual' for to be implemented change initiatives. Existing portfolio frameworks such as Management or Portfolios

[57] https://www.praxisframework.org
[58] https://fleksmodel.com/fleks-model/
[59] http://disciplinedagiledelivery.com
[60] https://planet-lean.com/introducing-the-toyota-flow-system/

(**MoP**[61] from AXELOS) and Standard for Portfolio Management (**SfPfM**[62] from PMI) only cover the change-the-business part. Agile Portfolio Management (**AgilePfM**[63] from ABC) covers 'run the business' / 'business as usual' as well as 'change the business'.

Evidence-Based Portfolio Management **(E-B PfM)**[64] is an approach that applies lean and agile principles to the challenge of deciding where to invest to derive the greatest business benefit. It enables organizations to quickly test ideas by actually building and validating the smallest solution that will deliver a single outcome to a single set of customers or users. Evidence-Based Portfolio Management takes a Principles Based Approach:

1. Separate capacity-for-growth from focus-of-work
2. Make the best decision you can, based on the best evidence available
3. Invest in improving business impacts using hypotheses, don't just fund activity
4. Continuously (re)evaluate and (re)order opportunities
5. Minimize avoidable loss
6. Let teams pull work as they have capacity
7. Improve status reporting with increased engagement and transparency.

In addition, there are a number of agile frameworks that also include a portfolio management component:

- **SAFe**[65] offers a portfolio management layer to control 'run the business' / 'business as usual' permanent team(s) of teams.

- Disciplined Agile (**DA**)[66] offers a portfolio process in which, in addition to projects, a number of 'run-the-business' / 'business-as-usual' aspects are taken into account, such as the permanent teams and the operational management of existing IT solutions.

- **Scrum @ Scale**[67] contains modules Strategic vision and Organizational development to which portfolio management can be related.

- **Spotify** also provides its own portfolio management approach with its strategic planning.

- **AgilePfM**[68] use some basic concepts of an innovation hub, an agile portfolio process, maturity of the initiatives within the portfolio as well as horizons for an agile portfolio.

[61] https://www.axelos.com/best-practice-solutions/mop
[62] https://www.pmi.org/pmbok-guide-standards/foundational/standard-for-portfolio-management
[63] https://www.agilebusiness.org
[64] https://www.scrum.org/resources/introduction-evidence-based-portfolio-management
[65] https://www.scaledagileframework.com
[66] http://disciplinedagiledelivery.com
[67] https://www.scrumatscale.com/scrum-at-scale-guide/
[68] https://www.agilebusiness.org

At the moment (2019) there are no mature portfolio management frameworks that include 'change the business' as well as 'run the business' / 'business as usual'. AgilePfM was launched by the Agile Business Consortium (previously DSDM Consortium) as part of their Agile Business Change Framework. However, it is becoming increasingly clear that the overarching agile portfolio management principles are based on frameworks like SAFe, AgilePfM and Disciplined Agile. **Bimodal Portfolio Management (Bimodal PfM[69]** by Henny Portman**)** is a framework where the best of the existing Portfolio management frameworks are combined and offer a solution for both worlds in the form of a Bimodal Portfolio Kanban, Bimodal Portfolio Management Principles and Bimodal Portfolio Roadmaps.

The Continuous Innovation Framework (**COIN**)[70] is designed to help large organizations to successfully and continuously develop, scale, and embed innovations and thus create a continuous Return on Innovation. COIN is a model designed to help individual stakeholders in an organization to better work together to facilitate a continuous process of innovation. The framework consists of roles, rituals, and artifacts that together generate a continuous flow of innovation through an organization.

The Organizational Agility Heartbeat (**TOAH**)[71] developed by Vincent Snijder, Henk Venema and Arthur Waterham describes a lightweight framework for organizational agility. The main characteristic of this framework is the quarterly rhythm in which organizations update their strategy, adjust their course based on this, and translate it into predictable execution. Within The TOAH the rhythmic interaction of three parallel tracks creates organizational agility: strategic planning, prepare for execution and execution.

Enterprise level

The culture-targeted box provides approaches to increase business agility by changing the mindset of all staff in the organisation. What does it mean to work in an agile way? How can we make sure that the Agile Manifesto values and principles are understand and applied, and the Scrum values (courage, focus, commitment, respect and openness) are part of what we are doing? If the right mindset is in place it makes it much easier to implement an agile approach. In figure 1 the following approaches are mentioned:

- **SAFe[72]** (as of version 5.0) offers two extra competencies: Continuous Learning Culture (CLC) and Organizational Agility (OA). Continuous Learning Culture is based on three dimensions: Learning Organization (shared vision, systems thinking, mental models, team learning, personal mastery), Relentless Improvement (constant sense of danger, optimize the whole, problem solving culture, reflect at key milestones, fact based improvement), and Innovation Culture (innovative people, time & space, go see, experimentation & feedback, pivot without mercy or guilt, innovation riptides). The three dimensions of Organizational Agility are: Lean-thinking people and agile teams (house of

[69] https://hennyportman.wordpress.com/2019/06/26/bimodal-portfolio-management/
[70] https://continuousinnovation.net
[71] https://toahframework.com
[72] https://www.scaledagileframework.com

lean, SAfe principles, Agile Manifesto), Lean Business Operations (process time - delay time - process time) and Strategy Agility.

- Open Space Agility (**OSA**)[73], formulated by Daniel Mezick, 2015, is a safe, pragmatic and repeatable technique for getting a rapid and lasting Agile adoption. It works with the approach you are currently using, and OSA can be added at any time. OSA is used to actively engage as many employees as possible in your Agile program.

- **AgileSHIFT**[74] (developed by AXELOS) is a framework that prepares people for transformational change by creating a culture of enterprise agility. The AgileSHIFT framework helps organizations to undergo a transformational change, to adopt a 'survive, compete and thrive' mindset. It will help to bridge the gap between the current and the target state (the Delta in AgileSHIFT) by embracing a range of agile, structured and hybrid approaches across the organization. The existing severe split between 'run the business' and 'change the business' will vanish.

- The **Agile Fluency model**[75], developed by Diana Larsen and James Shore in 2012 and substantially updated in 2018, is a framework to help teams understand their current position and to help them develop an individual road map. Agile teams pass through four distinct zones of fluency as they learn (Focusing teams, Delivering teams, Optimizing teams and Strengthening teams). Diana Larsen defines fluency as things that you do automatically without thinking. Each zone brings specific benefits.

- **Brightline Transformation Compass**[76], a comprehensive system for transformation developed by Behnam Tabrizi, PMI. This approach helps to create the right mindset within your organization needed for a successful agile transformation. It gives you a Compass that is built around 5 critical, mutually reinforcing building blocks for effective transformation (North Star, customer insights & megatrends, the transformation operating system, your volunteer champions, inside-out employee transformation) and a three-step approach for transformation (inspire, mobilize and shift)

- **FLEX**[77], Flow for Enterprise Transformation, developed by Al Shalloway, is designed to be used as a guide for organizations to achieve business agility. It is a platform which lays out the steps required for improving the way a company adds value to its customers, both external and internal. It can be used with Other agile frameworks like SAFe, Nexus, LeSS, Disciplined et cetera. FLEX is designed to work at the organization level, regardless of the size of the organization involved or if only part of the organization is involved. FLEX incorporates four shifts in thinking. These are systems-thinking, shifting from frameworks

[73] https://openspaceagility.com
[74] https://www.axelos.com/best-practice-solutions/agile-shift
[75] https://martinfowler.com/articles/agileFluency.html
[76] https://www.brightline.org
[77] https://portal.netobjectives.com/an-overview-of-flex/

to the work itself, focusing on flow, and attending to organizational development with Lean.

- **The Business Agility Model**[78] (developed by the Business Agility Institute) consisting of 12 interacting domains across four dimensions to take into account when transforming your organization. These are the essential building blocks for an organization. At the center of the model we see the customer domain. The first ring, surrounding the customer domain is the relationship dimension with the domain's partners, board and workforce. In the outer ring we find the three dimensions Leadership (how to shape an agile organization with domains people management, one team and strategic agility), individuals (how an agile organization delivers value with domains growth mindset, ownership & accountability and craft excellence) and operations (how an agile organization works with domains enterprise agility, process agility and structural agility). All domains are complementary and mutually necessary to business agility.

- The **Heart of Agile**[79] is a radically simpler approach to achieve outstanding outcomes. The founder is Dr. Alistair Cockburn, one of the Agile Manifesto co-authors. The Heart of Agile simplifies two decades of practice into four critical imperatives that amplify your effectiveness: (Collaborate, Deliver, Reflect, Improve).

Not mentioned in the figure:

- **Holacracy**[80] (developed by Ternary founder Brian Robertson) is a method of decentralized management and organizational governance, in which authority and decision-making are distributed throughout a holarchy of self-organizing teams rather than being vested in a management hierarchy.

- **Sociocracy**[81] (Champion Gerard Endenburg), also known as dynamic governance, is a system of governance which seeks to achieve solutions that create harmonious social environments as well as productive organizations and businesses. It is distinguished by the use of consent rather than majority voting in decision-making, and decision-making after discussion by people who know each other.

- **Agility scales**[82] (developed by Jurgen Appelo) helps organizations achieve agility at scale from the bottom up – with measurable evidence of organizational transformation.

- **Agendashift**[83] is a modern engagement model (developed by Mike Burrows) that is needs-based, outcome-oriented, continuous and open to help organizations grow

[78] Source: https://businessagility.institute/learn/domains-of-business-agility/
[79] https://heartofagile.com
[80] https://en.wikipedia.org/wiki/Holacracy
[81] https://en.wikipedia.org/wiki/Sociocracy
[82] https://www.agilityscales.com
[83] https://www.agendashift.com

wholeheartedness. Agendashift is based on five principles and covers five activities: Discovery, Exploration, Mapping, Elaborating, Operation.

- **Goal Driven Agile (GDA)**[84] rests on three main pillars: autonomy, alignment and structured improvement. It's a very simple framework and consists of only one base structure, the diamond, five roles and ten building blocks.

- **Lean Startup**[85] (developed by Eric Ries) is a methodology for developing businesses and products, which aims to shorten product developmentcyclesand rapidly discover if a proposed business model is viable; this is achieved by adopting a combination of business-hypothesis-driven experimentation, by using a minimum viable product (MVP), iterative product releases, and validated learning.

- **Organisation Mindset** (developed by Alex Yakyma)[86] is a model with tools and addoption patterns that address mentallity first to help you with your transition towards more business agility (implementing Lean and Agile at scale) by focussing on the needed mindshift in your organisation. Without this mindshift, more business agility will be very difficult to achieve, adding more agile practices will not help.

- The **Business Technology Standard**[87] (or BT Standard, 4th edition) is an open-source management framework to plan, build and run information technology in today's technology-driven business world. It gives a comprehensive picture of how to manage the overall business technology organization with pragmatic governance without compromising speed and agility. Using the Business Technology Standard on top of practices such as SAFe and DevOps for agile development and ITIL for service management, enables holistic management of different technology management functions. The Business Technology Standard consists of three complementary and consistent models and perspectives for unified information and digitalization management:
    - Operating model to define value creating flows and disciplines
    - Capability model to define disciplines and associated capabilities
    - Roles and responsibilities model to define identities, roles and responsibilities.

- **The Digital Fluency Model**[88] Digital Fluency is about achieving what is required for your specific needs and goals and recognizing the importance of continually investing and evolving with your business and customers. The Digital Fluency Model will help you map out your aspired level of fluency for each building block (frictionless operating model, platform strategy, experience design & product capability, intelligence-driven decision making and engineering culture, delivery mindset) capability and identify the sensible

[84] https://pages.xebia.com/whitepaper-goal-driven-agile
[85] http://theleanstartup.com
[86] http://orgmindset.com
[87] https://www.managebt.org
[88] https://www.thoughtworks.com/digital-fluency

default set of investments required to achieve your business goals. Fluency (Awareness, focusing, executing, optimizing and strengthening) will be different for each capability, for each organization and even across different parts of the same organization.

- **Structural Agility**[89] (author Jardena London) supports business agility and rests on the core concept that structure enables flow; specifically, the flow of information, energy, and resources inside an organization. Understanding how Structural Agility enables flow begins with three key terms: structure, boundaries, and rules.

- **Humanocracy**[90] (developed by Gary Hamel and Michele Zanini) puts human beings at the centre of the organisation to maximize their contribution for the sake of impact. The organisation is the instrument, the vihicle human beings use to better their lifes and the lifes of those they serve (compare bureaucracy where the human beings are the instrument for the organisation to maximize control for the sake of efficiency). To make the journey you have to embed the principles of humanocracy—ownership, experimentation, meritocracy, markets, openness, community and paradox—in your organization's DNA.

- The **ADAPT** Methodology® (developed by Evolution4All)[91] is an unique approach to guarantee the success of Executive Leaders in the digital era. The ADAPT Methodology is based on five pilars approach, data, agility, product and tranform.

- Designed for all levels of business (enterprise, team of teams and teams), **Remote Agility Framework** (remote:af)[92] is an evolution to your ways of working to overcome the modern challenge of distributed teams. remote:af is designed to enhance existing frameworks, enabling remote working while providing lightweight guidance for those new to agility. It's based on the following principles: enterprise principles (trust in people, strategy evolves, clarity is king, and remote but responsible), team of teams principles (all teams are equals, pass things gently, help each other, and measure what counts) and teams principles (respect circumstance, work smaller, further, but closer, and tool the F up).

- **Agile 2**[93] is positioned as the next iteration of agile. It's still works in progress of a group of 15 authors. They think agile is deeply broken and that they want to fix it. Among other things, in their opinion the Agile Manifesto says little pertaining leadership. The core of their guidance is about leadership. "*Leadership is the most important thing of all in an organization: with good leadership, the initial methodology will not matter in the long run because it will be adjusted as needed; conversely, with bad leadership, the best methodology in the world will fail*". Agile 2 contains six values and 43 principles.

[89] https://businessagility.institute/learn/structural-agility-using-structure-to-enable-the-flow-of-value/
[90] https://www.humanocracy.com
[91] https://adaptmethodology.com
[92] https://www.remoteaf.co/
[93] https://agile2.net

- **Flawless Execution**[94] — a business framework that equips individuals and teams with the tools they need to successfully drive accountability, establish strategic alignment and build mission-first cultures.

- **The Digital Transformation - 11-Step Ticking Clock Model**[95] visualizes the digital transformation journey that organizations go through: future thinking, centricity and future proofing. In Future Thinking, the leadership team strategically examines how digital will reshape their offer, the strategy and themselves. (This is important as many leaders need to digitally transform themselves before transforming the organization.) The second stage recognizes that digital transformation is not about tweaking the current business model but requires a whole business model transformation. It touches the business end to end, with the front and back end transforming as well as the culture. Too many digital transformations fail because the culture did not transform. The third stage ensures continuality and sustainability. A whole business model transformation takes time, and it requires new digital measures to track performance and new ways to present a large amount of data.

Already 95 agile approaches, frameworks and methods and it's still growing. The figure can help you in your agile approach selection process, but it cannot be said often enough, do not act dogmatically; see an approach, framework or method not as a panacea that can be implemented out of the box. Common sense helps too to achieve more agility and probably the best route to become more agile is dividing your products and services into smaller autonomous parts and have them supported by an individual team.

[94] https://www.afterburner.com/products-solutions/flawless-execution/
[95] http://www.bridgesconsultancy.com/the-ticking-clock-guys/

About the Author

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Henny Portman, owner of Portman PM(O) Consultancy and partner of HWP Consulting, has 40 years of experience in the project management domain. He was the project management office (PMO) thought leader within NN Group and responsible for the introduction and application of the PMO methodologies (portfolio, programme and project management) across Europe and Asia. He trains, coaches and directs (senior) programme, project and portfolio managers and project sponsors at all levels, and built several professional (PM(O) communities.

He is an accredited P3O, PRINCE2, MSP, MoP, PRINCE2 Agile, AgilePM, AgilePgM, and AgileSHIFT trainer and a SPC4 SAFe consultant and trainer too. He is a P3M3 trainer and assessor and PMO Value Ring Certified Consultant. On behalf of IPMA he assesses (large and mega) projects for the Project Excellence Award. In addition, Henny is an international speaker and author of many articles and books in the PM(O) field and blogger (hennyportman.wordpress.com). Henny can be contacted at henny.portman@gmail.com.

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V2.7 2021-01 Added Obeya (team level)
V2.6 2021-01 Added TOAH (Portfolio level)
V2.5 2021-01 Added eduScrum (team level)
V2.4 2021-01 Added FLEKS (one-time projects/programs), Flawless Execution (Culture-targeted)
V2.3 2021-01 Added COIN (Portfolio level)
V2.2 2020-10 Added Agile 2 (Team - Culture-targeted)
v2.1 2020-10 Added Remote Agility Framework (remote:af) (Culture-targeted)