

ENTERPRISE AGILITY FUNDAMENTALS

WORKBOOK



THE BOIS MODEL COMPETITIVE ADVANTAGE IN TIMES OF DISRUPTION

GREG PITCHER • GÁBOR VARGYAI

BUILDING MISSION-DRIVEN COMPANIES



WHEN EVERYONE ELSE IS DOWNSIZING

**ENTERPRISE
AGILITY UNIVERSITY**
WHERE SCIENCE MEETS ORGANIZATIONAL CHANGE



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EA WORLD COMMUNITY AND ENTERPRISE AGILITY UNIVERSITY

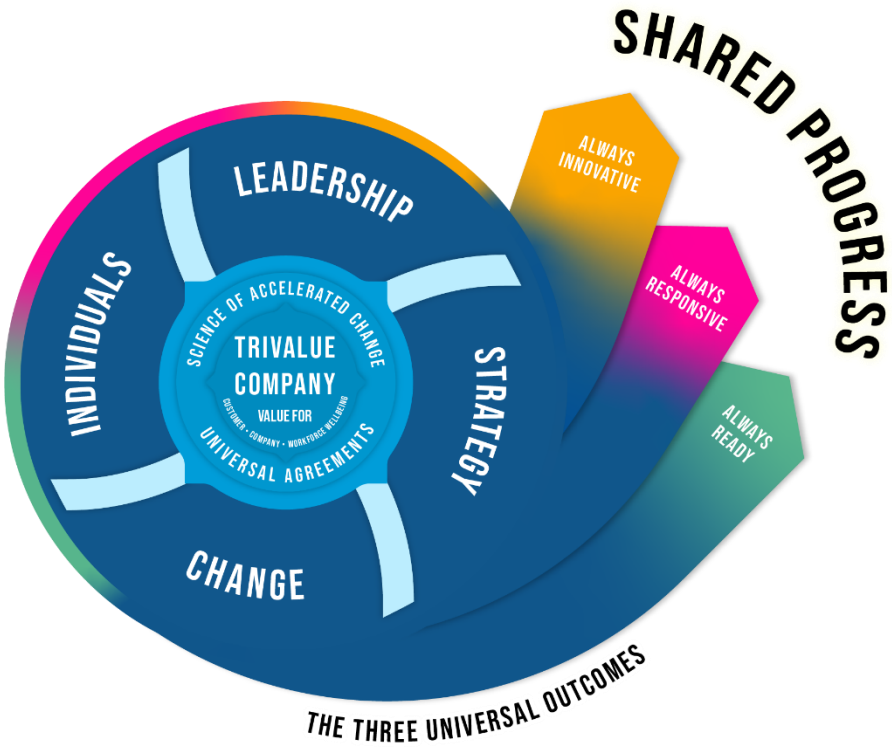
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ENTERPRISE AGILITY
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Enterprise Agility for Leaders and Change Makers



The BOIS Model competitive advantage in an Age of Accelerated Change

In our rapidly evolving world, organizations require agility and innovation, where the BOIS model excels. It links behaviors to goals, supports adaptability, and nurtures a positive workplace. As a tool for leaders navigating market changes, BOIS measures behavior's role in goal attainment and encourages progress. It also cultivates a resilient organizational culture where employees thrive amidst changes. As an extension to agile frameworks like SAFe, Scrum, etc., BOIS enhances their effectiveness and fosters adaptability. Essentially, it's a strategic advantage, empowering organizations to stay competitive in the face of accelerated change.



BOIS Model, which stands for Behaviors, Objectives, Impact and Sustainability, in *Enterprise Agility* is aligned with the "Sense, Adapt, and Respond to Exponential Markets" approach. It aids organizations in recognizing market changes, adjusting their objectives and behaviors as required, and effectively responding to the evolving business landscape. This model facilitates rapid feedback, modifications in team and individual behavior, evaluation of the effects of set objectives, and fosters sustainability through constant learning and improvement. It equips leaders with the means to navigate disruption and build a resilient and flexible culture in the face of uncertainty.

Adopting the BOIS model within the EAWT framework helps organizations align behaviors with goals and drive ongoing improvement. It not only prioritizes long-term sustainability and effectiveness but also ensures everyday tasks contribute to overall success.

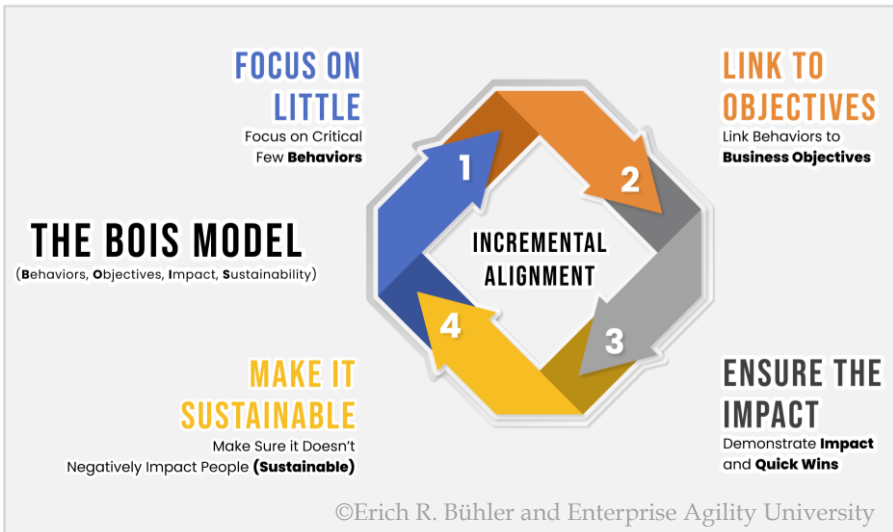


Figure 1: ©Enterprise Agility BOIS Model

This model lets businesses adapt and respond to market changes while retaining established methods. It fosters a culture of continuous improvement, resilience, and adaptability, promoting organizational health and a thriving work environment, thus maintaining competitiveness in an unpredictable future

Navigating Disruption: Utilizing the BOIS Model for Successful Adaptation

Facing unending changes in volatile markets, it's crucial to optimize current decisions while promoting readiness and adaptability for emerging shifts, needs, and alliances. Here, the BOIS model proves beneficial, helping organizations navigate disruptions and foster a culture of continuous improvement, adaptability, and resilience.

Derived from behavioral psychology, neuroscience of change, exponential change, and Strategic Mobility, the BOIS model empowers organizations to adapt and sustain behaviors to achieve their goals amidst fast-changing markets. This framework effectively creates a sustainable competitive advantage based on your teams' strengths or "superpowers" and the adaptability of your culture, positioning your organization for success in a rapidly evolving business environment.

Take, for example, a retail company that improved its customer service and shopping experience, hence boosting customer satisfaction and market position through the adoption of the BOIS model. By prioritizing key behaviors like active listening and quick response to customer inquiries, significant improvements were achieved.

Furthermore, the BOIS model fuels continuous improvement by allowing a measure of how behaviors impact goal attainment. Such feedback aids individuals and teams in identifying growth areas, fostering progress throughout the organization.

As a 'Sustainable Player,' you can align behaviors with organizational objectives using the BOIS model, emphasizing effectiveness and long-term sustainability. Such a strategic approach ensures daily tasks contribute positively to the overall organizational success.

Beyond enhancing individual performance, the BOIS model improves your organization's health and wellbeing, crafting an environment where employees can thrive and adapt to a dynamic business landscape. By

assessing specific behaviors and their impact on objectives, you can prioritize actions that bring the most significant benefits.

Meeting Immediate Needs While Progressing Towards Long-Term Goals

The BOIS model effectively meets immediate needs and long-term goals by aligning behaviors with organizational objectives. It emphasizes sustainability and ensures daily tasks contribute to overall success. This model measures behavior-goal impact, providing feedback for individual and team growth, driving organizational progress. BOIS helps manage disruption, fostering an environment of continuous improvement, adaptability, and resilience. It enhances organizational health, fostering a conducive work setting for dynamic adaptation. In sum, BOIS is a potent tool for continuous improvement, sustainable behavior, and achieving goals, while addressing immediate requirements.



Enterprise Agility is a holistic organizational, social, and business model that enables your company to adapt to accelerated change and exponential market conditions while prioritizing *workforce wellbeing*, *customer needs*, and overall *company value*.

Enterprise Agility, through the Enterprise agility Way of Thinking offers a strategic agility framework, crucial for today's successful adaptation. Combining insights from the science of accelerated change, neuroscience, strategic foresight, and business ecosystems, it enhances readiness, responsiveness, and the capacity to deliver shared value when applied to product strategy.

Enterprise Agility: BOIS Model: How to get the competitive advantage

The BOIS model works by focusing on four key areas: Behavior, Objective, Impact, and Sustainability.

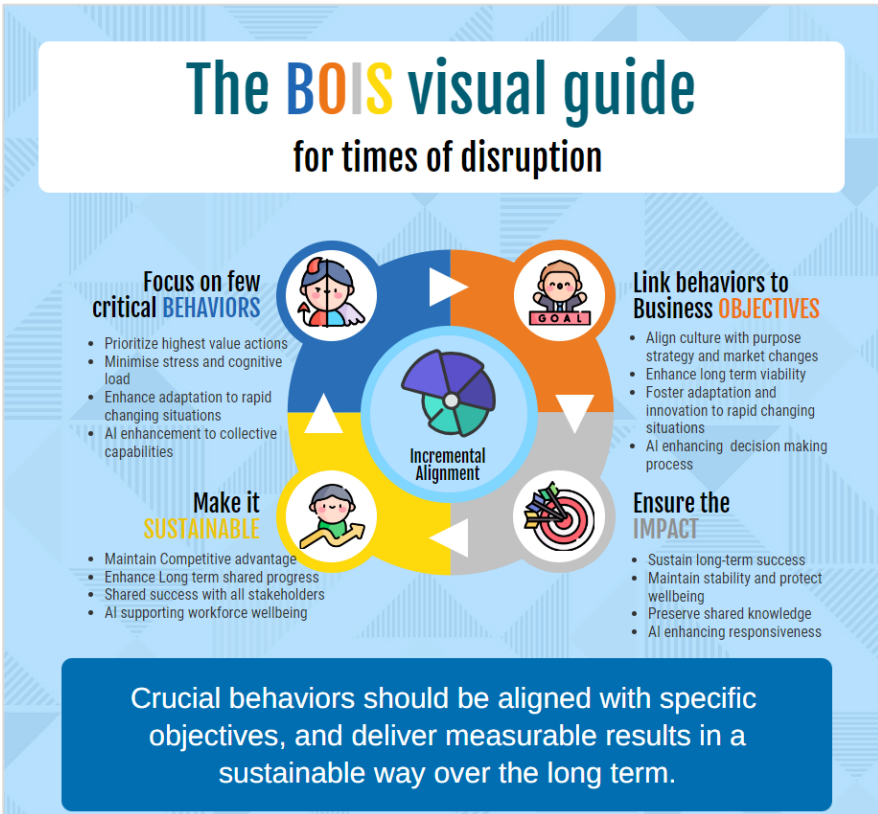


Figure 2: Competitive advantages of the BOIS model. Greg Pitcher, Gábor Vargyai

Behavior refers to the key behaviors that need to be cultivated within an organization. For example, in a retail company, this could be behaviors such as actively listening and responding quickly to customer inquiries and concerns.

Objective is about aligning these behaviors with the organization's goals. This ensures that the daily tasks contribute positively to the overall success of the organization.

Impact is about measuring how these behaviors help in achieving the goal. This provides insightful feedback that helps individuals and teams identify areas for growth and development, driving progress and improvement throughout the organization.

Sustainability is about ensuring the long-term effectiveness of these behaviors. This is achieved by creating a culture of continuous learning and improvement, which allows the organization to adapt to market changes and maintain its competitive edge.

By focusing on these four areas, the BOIS model helps organizations adapt their behavior and sustain it to move toward their goals, especially in rapidly changing markets. It's a powerful tool for driving continuous improvement and creating a work environment where citizens can thrive and adapt to the dynamic business landscape.

Leveraging Enterprise Agility for a Forward-Thinking adaptation and long-term success

Applying the BOIS model to achieve Enterprise Agility facilitates strategic adaptation for enduring success. Leveraging behavioral psychology, neuroscience, exponential change, and *Strategic Mobility* allows organizations to adapt and sustain behaviors for goal attainment amid market volatility. BOIS, focusing on behavior as key to change, nurtures sustainable behaviors and enables mindset changes. It's crucial for leaders in rapidly changing markets, offering additional perspectives to complement existing methods and navigate contemporary challenges. Key benefits of the Enterprise Agility – BOIS Model are:

- **Future-focused thinking.** The Enterprise Agility – BOIS Model facilitates decision-making based on current needs and future implications. It promotes sustainable behaviors for enduring success and adaptability. The model encourages gradual, consistent changes over radical shifts and supports iterative strategy evaluation and adjustment for future-oriented goals.
- **Co-creation partnerships.** Co-creation partnerships, essential to Enterprise Agility, drive innovation and value collaboratively, guided by the BOIS Model. It highlights behaviors and objectives for positive change, crucial in co-creation. This includes fostering behaviors like active listening, open-mindedness, and diversity acceptance, and clear, shared objectives. The model advocates continuous improvement, adaptability, feedback acceptance, mutual learning, and idea iteration. Thus, the BOIS Model strengthens co-creation partnerships and cultivates an innovation-driven culture of ongoing learning and improvement.
- **Prioritizing Workforce Wellbeing.** The Enterprise Agility BOIS Model, emphasizing sustainable behaviors and adaptability, enhances workforce well-being. It supports behaviors contributing

to a positive work environment, such as work-life balance, wellness culture, mental health resources, and continuous learning. Linking these behaviors to the organization's goals highlights the tie between workforce well-being and business success. Regular evaluations of well-being initiatives and adjustments, considering physical, mental, emotional, and social well-being, are necessitated. Thus, the model helps organizations foster a supportive work environment for sustained success.

- **Leveraging Technology Strategically.** Model balances technological advances with the flexibility needed for business model adaptation in disruptive times. Key behaviors promoting effective technology use include fostering innovation, encouraging experimentation, and promoting continuous learning and adaptation. The BOIS model stresses continuous improvement and adaptability. This involves regularly assessing the impact of technology initiatives, gathering user feedback, and making necessary adjustments. Furthermore, it encourages constant sensitivity to workforce needs and the current business model. This helps leaders make informed decisions about technology adoption and implementation. The BOIS Model enables effective technology use during disruption by aligning behaviors, linking technology initiatives to goals, promoting continuous improvement, and staying attuned to workforce needs. Thus, organizations can leverage technology to navigate disruption and achieve sustainable success.
- **Developing Responsive Business Models.** The BOIS Model within Enterprise Agility encourages adaptable business models through continuous reinvention and innovation-focused behaviors like experimentation and cross-functional collaboration. By aligning these behaviors with organizational goals, it ensures strategic adaptability. Favoring gradual, assessed changes over major overhauls, it enhances business model responsiveness. Thus, it prepares organizations for dynamic business environments.

- **Promoting Ecosystem Collaboration:** The BOIS Model bolsters ecosystem collaboration by promoting behaviors like open communication, knowledge sharing, and trust building, aligned with ecosystem goals to demonstrate the link between successful collaboration and ecosystem success. It advocates continuous learning, improvement, and iterative feedback-based adjustments. By encouraging win-win solutions, it ensures all participants feel valued. The BOIS Model thus fosters ecosystems centered on mutual goals and benefits.

Organizations today view sustainable behaviors as key to successful change, given their significant impact on individual and collective capabilities. Amidst continuous change, cultivating behaviors endorsing adaptability, innovation, and improvement is crucial. Effective organizations change habits obstructing desired behavior and emphasize hiring and promoting those aligned with goals. Fostering strengths over fixing weaknesses enhances engagement and productivity. The Enterprise Agility BOIS Model provides a behavioral science framework to promote sustainable behaviors, turning strategic goals into tangible realities through observation, reflection, and dialogue.

Enterprise Agility gave me new ways of thinking about product strategy that complement my existing frameworks and ideas. I was able to enhance my strategic agility (outcomes agility) and foresight without needing to abandon familiar methods. This allowed me to strengthen my current product strategy by detecting new opportunities and potential disruptions further in advance.



Pran
Product Owner

We Have Created This Workbook for You

This workbook introduces **Enterprise Agility for Leaders and Change Makers**.

Why is the Enterprise Agility BOIS Model critical for Leaders and Change Makers?

The Enterprise Agility BOIS Model is an essential tool for leaders and change-makers navigating today's complex business landscape. The model aids in establishing a sustainable competitive advantage, ensuring long-term success by promoting adaptable behaviors, facilitating incremental organizational changes, and endorsing collective decision-making.

Primarily, the BOIS Model enables leaders to adapt to changing market conditions by leveraging team strengths and fostering an adaptable, resilient organizational culture.

Secondly, the model emphasizes sustainable behaviors, aligned with strategic goals, fostering a culture of continuous improvement, ensuring long-term success amidst disruption.

Moreover, the BOIS Model allows for incremental changes, rather than complete organizational overhauls, allowing leaders to assess impacts and adapt strategies for continued progress.

Finally, the model encourages collective decision-making, fostering open dialogue, and diverse perspectives to drive innovation and informed decisions.

In summary, the BOIS Model enables leaders to create a sustainable advantage, foster adaptability, drive incremental changes, and engage all team members. This allows leaders to effectively navigate change and lead their organizations to success.

BONUS Tools to use the BOIS Model in Retrospectives

Because you Rock! We are gifting to you tools that can be used in retrospective scenarios:

- **Inspecting and diving deep into behavior.** The Enterprise Agility – BOIS Model
- **Supercharging the actions of a retrospective:** The Enterprise Agility – BOIS Model

We created this workbook to support you in taking the first step of the unlearning journey. While this document provides some initial information about it, you might be able to find more relevant information and supporting materials on the [Enterprise Agility Official Website](#).



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