

PAS 1000:2019

Business agility – Concept and framework – Guide



هيئة كهرباء ومياه دبي
Dubai Electricity & Water Authority



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Foreword

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Presentational conventions

The guidance in this PAS is presented in roman (i.e. upright) type. Any recommendations are expressed in sentences in which the principal auxiliary verb is "should".

Spelling conforms to *The Shorter Oxford English Dictionary*.

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0 Introduction

0.1 General

The modern business world is now changing at a faster and faster rate, both within the private and public sectors. In the past, global changes or trends disrupted markets, and consequently governments, with a considerable number of large, medium and small organizations going out of business. Nonetheless, a number of organizations had sufficient agility to adapt to the tough and critical situations that they faced and overcame the challenge to seize new opportunities.

Nowadays, disruptors are not only associated with one sphere, such as technology. Privatization, renewable and non-renewable energy, online retail and the automotive industries are all factors that are now forcing change. Access to information/knowledge from inanimate objects and from people from diverse communities who are willing to collaborate to generate new knowledge has enabled a significant amount of concept development and the interconnected nature of humanity provides significant opportunities and challenges. It is this convergence of factors which necessitates change at a higher rate than ever before for organizations to avoid an existential threat. Accordingly, market and industry drivers now move more quickly than before, which urges organizations to think beyond just managing changes in technology.

The past teaches us the importance of business agility and that organizations need to be prepared for the future. In fact, the concept of agility is not new; remarkable work had been undertaken focusing on agility in product development, information technology and project management. However, this guide focuses on comprehensively addressing business agility as a concept and looking at all business aspects from an agility perspective. This is to help organizations devise strategies to understand and thrive through change. The imperative question is why organizations really need to be comprehensively agile instead of focusing on only one business aspect. The answer is that agility requires synergy across all business activities and practices for a suitable level of flexibility and speed to be achieved.

The entire business world is now paying attention to business agility and since the dynamics of the global market are fast changing, organizations need to be more and more agile and maintain the necessary level of agility to grow, whether in their core industry or in other industries.

Accordingly, working in a practical way to continually build and reinforce agility has become an imperative need for all organizations. It is intended that this PAS will help fulfil this need through providing practical guidelines and frameworks to enable organizations to embrace a way towards business agility. Furthermore, this PAS addresses business agility at strategic and operational levels.



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1 Scope

This PAS gives guidance on concept, and provides frameworks with guidelines for implementing business agility in an organization. The increasing pace and complexity of markets coupled with new technologies means that companies and organizations need to develop very different ways of preparing and responding to disruption and opportunities, as they arise. In order to flourish in an increasingly chaotic and unpredictable environment, organizations need to develop new ways of understanding their agile capabilities, agile culture and probable future. This PAS proposes frameworks to aid in the understanding of business agility, and help in the development of new approaches to building business agility. It does this in as generic way as possible. The development of detailed action plans and programmes is specific to each organization.

This PAS covers how the organization:

- a) identifies business agility challenges;
- b) identifies key industry and market drivers;
- c) assesses probable future trends, changes and uncertainties;
- d) aligns strategies with future mega and micro trends;
- e) identifies dynamic and agile capabilities;
- f) identifies cultural barriers to agility;
- g) reinforces agile human and other resources (dynamic capabilities); and
- h) enhances an agile culture.

This PAS addresses major business aspects from an agility perspective. As such, it recommends that an organization review its strategic and operational levels: the PAS provides frameworks for practically boosting agility across both levels.

This PAS will be beneficial to, and can potentially be adopted by, various industries in the public and the private sectors, especially those where there is hyper-competition, such as the smartphone, banking, food retail, automobile, utilities, and appliances industries, and private and government oriented services.

This PAS would also be useful to non-profit organizations, universities and some government entities who need to handle regulatory responsibilities, such as foreign affairs and legal cases. In general, this PAS is for use by any organization wishing to improve its business agility. It is of particular interest to organizations facing rapid changes which are likely to impact adversely on performance. It does not cover tactical organizational issues.