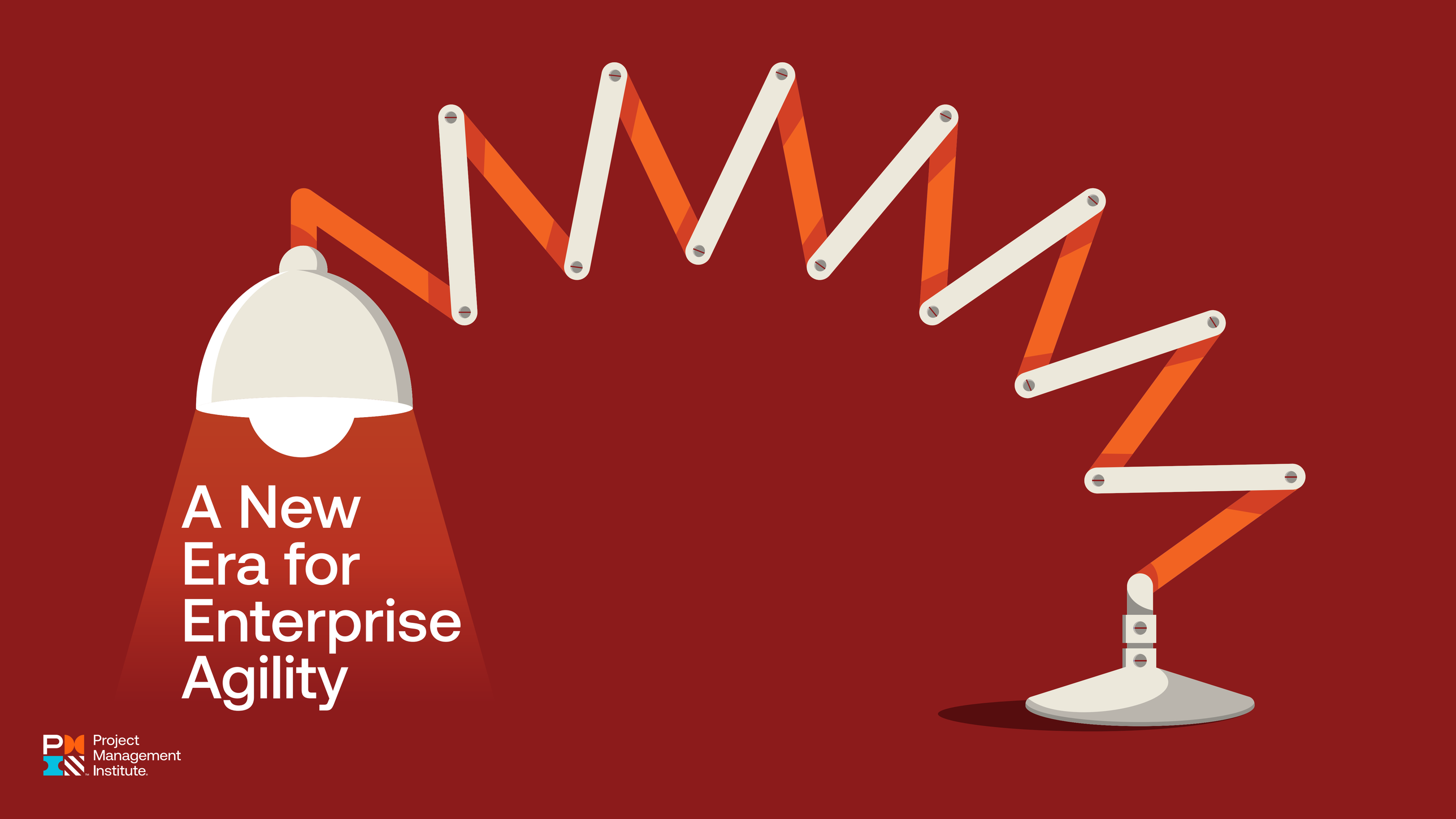


Project
Management
Institute.

Foreword

Almost daily, we witness the increasing speed of change. Perpetual transformation and the ability to adapt are becoming table stakes. Organizations of all sizes, across all industries, must evolve constantly to stay competitive, thrive, or even survive.

The ability to adjust and succeed in an ever-changing environment is enterprise agility — the focus of the Project Management Institute's (PMI's) latest thought leadership report, *A New Era for Enterprise Agility*.

Enterprise agility is not a methodology; it's a core capability. It determines how well an organization can pivot and adapt. It is resilience in action — the discipline to make continuous strategic shifts, both large and small, to drive growth, scale and performance. As the report highlights, high-agility companies often leverage agile, but true agility requires a dynamic mix of change and project delivery approaches.

Achieving enterprise agility isn't easy. It requires a deep cultural shift and consistent effort. It depends on clear communication, flexible ways of working, smart technology use and empowered teams. Strong project management offices (PMOs) play a critical role, embedding agility into the organization's DNA and ensuring every project aligns with strategy and stakeholder needs.

Enterprise agility is vital across industries, but every sector has unique challenges. This report delivers actionable recommendations tailored to eight key industries: IT, financial services, consulting, construction, energy, healthcare, government and manufacturing.

This report is one of many PMI resources designed to support organizations on their agility journey. From research and guides to gold-standard professional certifications, we provide the tools to navigate change with confidence. Explore them. Use them. Together, we can strengthen our profession, our organizations and, ultimately, our world.

Pierre Le Manh, PMP
President & CEO
Project Management Institute

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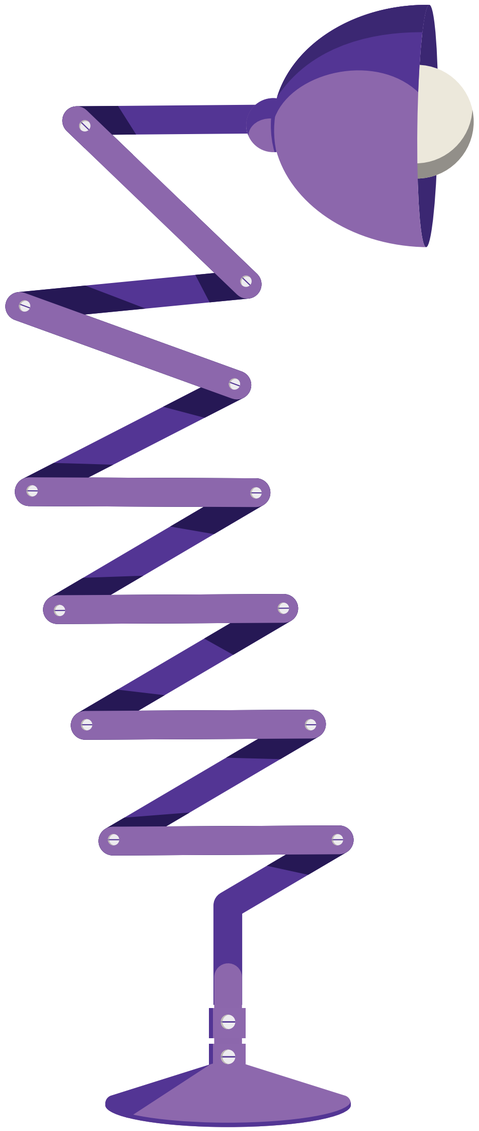
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Introduction

The COVID-19 pandemic lit a match for organizations to rapidly respond and adapt. Five years later, that fire is still burning — but for wildly divergent reasons. According to the 2024 Accenture Pulse of Change Index, the rate of change across six factors — technology, talent, economic, geopolitical, climate and consumer/social — has risen 183% since 2019.[1] Meanwhile, 88% of C-suite leaders expected an even faster rate of change in 2024.

Technology ranked as the top catalyst for change in the most recent year of the Index — unsurprising given the rapid emergence of generative artificial intelligence (GenAI) and the subsequent proliferation of GenAI tools, coupled with demands for digital transformation and the application of data analytics for business insights. Yet nearly half of executives said they are not fully prepared for how quickly technology is changing.

Being able to adapt is a matter of survival. Organizations that embrace agility in all aspects of their operations, from strategy to execution, are better positioned to carve out a competitive edge. This dynamic business environment demands enterprise agility — the ability to anticipate and respond readily to market changes, customer demands and environmental shifts in a cost-effective and productive manner. Many organizations have stepped up over the past four years: Data from the PMI Annual Global Survey on Project Management 2024 indicates that 44% of project professionals rate their organization's agility as high or very high (see Figure 1), up from 35% in 2021. Nonetheless, more than half of organizations are still struggling to respond to change, even as the pace of change accelerates.

Achieving this is about much more than applying agile approaches. Enterprise agility is a capability that requires a broad swath of traits, actions and strategies designed to boost the performance of companies and their teams.

A relentless pursuit of agility must span all corners of an enterprise. For example, enterprise agility is

not achieved only by IT and product development teams applying iterative and incremental practices to software development. Other departments such as human resources, finance and marketing must embrace agile principles so that agility integration extends throughout the company — at strategic, tactical and operational levels.

> **There is no Agility for Dummies. Agility isn't a silver bullet. You don't achieve it in five easy steps. So what is it? For myself, I've characterized agility in two statements:**
>
> **Agility is the ability to both create and respond to change in order to profit in a turbulent business environment.**
>
> **Agility is the ability to balance flexibility and stability.**



Jim Highsmith, agile thought leader and co-author of the Agile Manifesto

To provide a comprehensive view of why enterprise agility is a business imperative and what it looks like in practice, we divided this report into two sections. The first section provides a baseline view of enterprise agility and the pillars upon which it is built. Because those pillars can look different in different industries, the second section explores the unique factors that drive enterprise agility in eight industries and offers recommendations on how companies in those sectors can step up.

In this report, we dive into:

- How enterprise agility is even more strategic and relevant in today's business environment
- The foundational characteristics of organizations that successfully develop agility as an enterprise-wide capability
- Trends and insights from eight industries, analyzing PMI data from 2021-2024 to showcase how enterprise agility is evolving and how organizations in each industry put it into practice

About This Report

To create this report, we gathered insights from a dataset spanning four years: 2021, 2022, 2023 and 2024, as part of our flagship research, the PMI Annual Global Survey on Project Management. The objective was to analyze the changes in enterprise agility since the pandemic.

The data for 2024 was collected through the PMI Annual Global Survey on Project Management, conducted between July and September 2024. This survey included responses from 2,254 project professionals (those who apply project skills to drive change) and 587 project leaders (those responsible for integrating consistent project management methodologies across their organizations, including directors of project management offices [PMOs]).

We also incorporated data from previous PMI Annual Global Surveys to identify trends in enterprise agility worldwide and across eight key industries. The 2023 survey, conducted in June-August 2023, had 2,588 respondents; the 2022 survey, conducted in March and April 2022, had 3,492 respondents; the 2021 survey, conducted in October and November 2020, had 3,950 respondents.

Additionally, our research is supported by interviews with 16 project leaders and senior executives across eight industries and 12 countries. These interviews were conducted from June to August 2024.

How Enterprise Agility Has Evolved

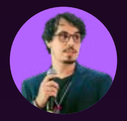
The concept of enterprise agility has been shaped and reshaped to reflect the evolving nature of projects. Its origin predates the Agile Manifesto, the core principles for iterative software development published in 2001. As companies across all industries recognized the value of these principles, agility began to transcend IT and software development, becoming an integral part of company-wide operations. Myriad studies have explored how agility is applied at the enterprise level, where organizations are able to respond to changes driven by customers, markets and a range of other factors.[2]

Today, enterprise agility has evolved into a strategic capability — encompassing an organization's ability to adapt quickly to market changes, respond to emerging trends and sustain a competitive advantage in uncertain environments.

But agility isn't just about speed or efficiency in creating and delivering new products or services. It's also about balancing rapid response with strategic planning, ensuring that the organization is always aligned with current market needs and long-term goals.

So how do today's project leaders define enterprise agility?

"Agility means the ability to rapidly respond to market changes and make good business decisions. It's an operational promptness that allows us to change directions when needed without harming the business. It's an antifragile pattern, not only dealing with change but growing with it."



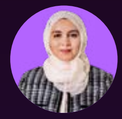
Raphael da Costa, PMP, process and innovation manager, Construtora Planeta, São Paulo, Brazil

"The current business environment is evolving rapidly, and it's important to be able to evolve with it. Organizational agility allows companies to deliver products that provide the best benefit and the most value for their customers."



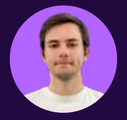
Paula Lipnick, PMP, vice president, product agility lead, JPMorgan Chase, Plano, Texas, USA

"Organizational agility means ensuring harmony between different teams to deliver value focusing on common objectives. The traditional way of working and delivering projects can't ensure value — efficiently and on time — the way agility allows, especially between competitive markets."



Zahra Al Balushi, PMI-ACP, PMP, information management and technology PMO lead, Petroleum Development Oman, Muscat, Oman

"Enterprise agility is about being able to change — and change really quickly. Whether it's AI or anything else, you have to adapt constantly to whatever is going on."



Viktor Didenchuk, PMP, business agility lead, Lloyds Banking Group, London, U.K.

"Organizational agility is the ability to pivot quickly and be responsive to client needs. It's all about how we reduce friction."



David Denov, PMP, former vice president of health system solutions, Verto Health, Toronto, Ontario, Canada

"Organizational agility means quickly adapting to regulatory and operational changes. After COVID-19 impacted operations and revenue, we shifted to a customer-focused approach based on people, process, and technology. This quick adaptability showcases our agility. The government has demonstrated agility in managing currency and other economic issues, achieving some stability without breaching existing regulatory frameworks, which I believe is innovative."



Festus Ojekhekpen, PMP, senior manager, program management office, Federal Inland Revenue Service, Abuja, Nigeria

SECTION 1

The Evolution of Enterprise Agility

Organizations have stepped up to the challenge of overwhelming change. The proportion of companies earning high enterprise agility ratings has increased 26% over the past four years — from 35% to 44% — according to data from the PMI Annual Global Survey on Project Management 2024 (Figure 1). In our survey, project professionals were asked to rate their company's agility on a 5-point scale ranging from very high to very low. High-agility companies include a combination of very high and somewhat high responses.

However, more than half of survey respondents rated their company's agility as medium, somewhat low or very low, revealing an opportunity to rethink strategies and priorities, and enhance capabilities around adaptation and resilience.

How can organizations today cultivate and sustain enterprise agility? Based on our data, companies that have high-agility ratings share a few standout characteristics:

- **Their leaders support and embody agility.** The C-suite's vision for agility sets expectations across the enterprise. When executives lead by example, they encourage others to embrace agility and make it a strategic imperative that influences and improves decision-making at all levels.
- **They create an environment expressly designed to fuel agility.** High-agility companies build it into their culture. They focus on actions such as nurturing continuous improvement, being able to reprioritize quickly, empowering teams and communicating strategy (Figure 2). They also take measures to support employees and their growth.

Key Insights

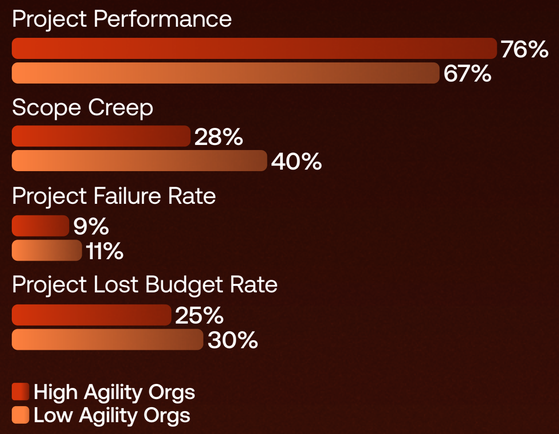
- Enterprise agility is on the rise — and it's contributing to a boost in project performance.
- High-agility enterprises empower teams to choose the right ways of working for each project.
- Achieving true enterprise agility is an extension of a company's culture — and its commitment to elevating agility.
- PMOs can amplify efforts to improve enterprise agility.

FIGURE 1

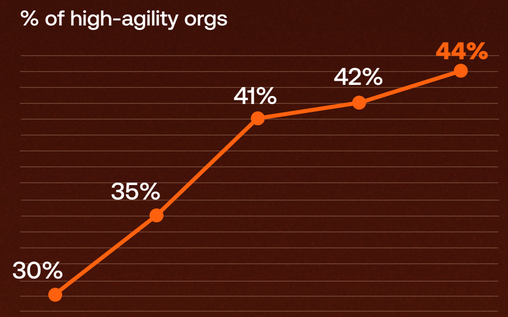
Agility Audit: What Sets Top Companies Apart?

There are many layers to elevating enterprise agility. Here's how companies measure up — and what factors influence their efforts.

44% of project professionals and leaders rated their company's enterprise agility as very high or somewhat high.* These companies have projects that perform better in a number of factors compared to the **21%** of companies with very low or somewhat low agility.

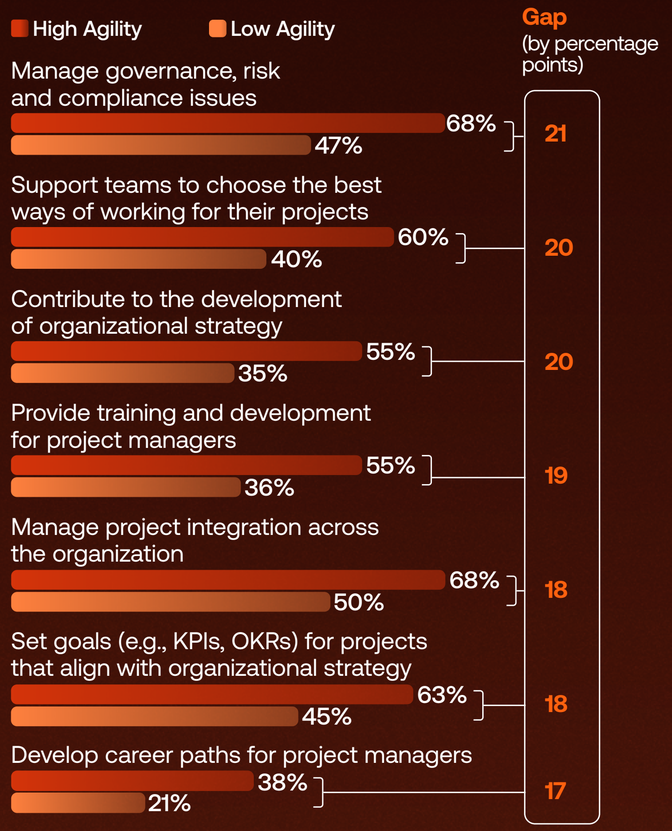


Organizational agility has been on the rise over the last four years:



PMOs + Strategy = Agility

In high-agility organizations, PMOs perform certain critical functions more often than those at companies with low agility.



Three Core Characteristics of High-Agility Enterprises

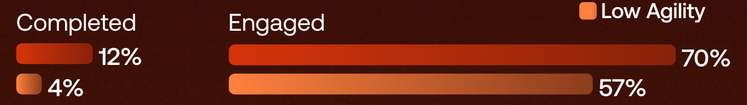
1. Hybrid Ways of Working

High-agility companies mix it up, as evidenced by the range of delivery approaches these companies report using always or often:



2. Taking the Digital Lead

High-agility companies lead their peers in driving or completing digital transformations.



Note: This data is from 2023. PMI did not collect data in 2024.

3. How PMOs Support Agility

Companies with high enterprise agility are more likely to have a PMO.

High Agility



71% have a PMO
29% don't have a PMO

Low Agility



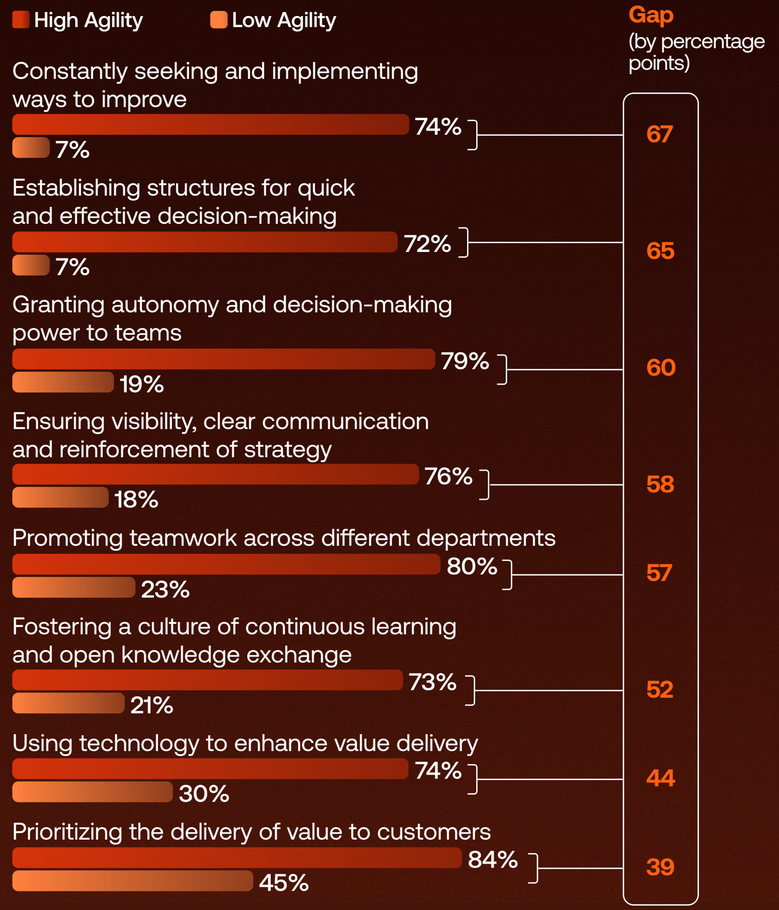
60% have a PMO
40% don't have a PMO

*PMI defines enterprise agility as the ability to adapt rapidly in response to changes in the market or other external factors. Respondents to the PMI Annual Global Survey on Project Management 2024 ranked their organization on a 5-point scale ranging from very high to very low. (High-agility organizations include a combination of "very high" and "somewhat high" responses.)

FIGURE 2

Enterprise Agility in Action

Senior leaders at high-agility companies were much more likely to rate their company's performance as excellent or above average in features or actions associated with enterprise agility.



Source: PMI Annual Global Survey on Project Management 2024

- **They identify the best ways of working.** High-agility companies lean into agile, but not exclusively. They make sure their teams are skilled in predictive and the capabilities to combine methodologies in hybrid approaches — and are empowered to choose the right approach for each project. They also prioritize standardized project management approaches, applying a fit-for-purpose model within the guardrails of effective practices. PMOs play a key role in supporting the integration of agility into projects and programs throughout the organization.

A major payoff of high enterprise agility is improved project management success — particularly in adherence to scope and limiting budget loss. (For more on project success and project management success, see Maximizing Project Success.) Our research shows high-agility organizations achieve a 76% project performance rate (the proportion of projects that meet business goals), compared to 67% at companies with low agility. High-agility companies also do a better job of minimizing scope creep and project failure as well as limiting budget loss on failed initiatives. Ultimately, high-agility organizations and their teams are better positioned to turn disruptive challenges into opportunities.

Achieving these benefits often requires navigating obstacles. For example, the top challenge in the agile adoption journey is general organizational resistance to change, with 47% of respondents citing this barrier according to the 17th State of Agile Report by Digitial.ai.[3] Other obstacles include inadequate support from leadership and management and a lack of understanding of what agile can do. But the payoff is worth it.

"Agility prepares organizations for unprecedented change," says Caroline Thuo, PMI-ACP, senior agile coach, technology at Safaricom in Nairobi, Kenya. "It helps businesses gain a customer-centric mindset with customer collaboration, flexible planning and execution, and people-centered environments."

In the following sections, we'll explore what's driving enterprise agility — today and into the future.

SECTION 1.1

Leading Agility From the Top

Cultivating agility requires consistent support and true leadership from upper management. They must create and sustain an environment where teams can innovate and change quickly, but always with a clear understanding of how their actions contribute to broader strategic goals.

The C-suite can establish a vision for agility as well — whether it's by authorizing exploratory groups to identify agility shortcomings and setting key improvement pillars, or by introducing a formal agile transformation plan that sets targets and corresponding actions to strengthen agility across the enterprise. Executives also need to support continuous improvement, recognizing that it's at the core of the agile maturity journey for teams. And most importantly, executives must follow through with decisive action, even when it means making difficult decisions to change course or shift priorities.

"We have leaders with an agile mindset who support the required flexibility, adaptation and culture that values experimentation and continuous improvement in project management practices," says Festus Ojekhekpen, PMP, senior manager, program management office at Federal Inland Revenue Service (FIRS) in Abuja, Nigeria.

When executives champion agility, it magnifies its importance in the organization, mobilizing support for additional training and resources. For example, companies can encourage employees to develop their agile capabilities by hosting hackathons to identify new solutions, like improving customer experience.

"If you put people in an environment where they have no restrictions, the solutions can be truly amazing," says Viktor Didenchuk, PMP, business agility lead at Lloyds Banking Group, London, U.K.

Having support from the top can also magnify the need to tie agility to business goals so that every decision, big or small, contributes to the long-term success of the company. As a result, companies can pivot quickly when necessary without sacrificing their vision or priorities. For example, if market conditions change, the company can quickly adjust its strategy or reallocate resources in a way that supports its goals.

By extension, weaving agility into the strategic planning process helps companies stay resilient and relevant for the future. Doing this ensures that agility efforts are designed to deliver the type of value that resonates with C-suite and board members. And PMOs can help achieve this by supporting efforts to improve leadership skills and by helping project teams understand how agility relates to a greater strategic vision.

SECTION 1.2

Creating the Culture and Environment That Fuels Agility

For an agile mindset to truly take root and thrive, companies must actively nurture it. That means developing a culture that supports flexibility, open communication and continuous improvement. At the same time, companies must encourage innovation and establish processes that help teams learn from failures. All of this needs to be in sync with organizational strategy.

"Cultural transformation is the cornerstone of enterprise agility," says Jim Highsmith, agile thought leader and co-author of the Agile Manifesto. "It's about fostering trust, psychological safety and a growth mindset at every level. Agility thrives where people feel empowered to innovate, fail fast and align their actions with strategic goals."

High-agility organizations understand this and lead the way by offering training and establishing employee resource groups to give teams the tools to effectively manage change (Figure 3).

"A growth mindset should be encouraged so individuals embrace change and take calculated risks," says Alejandro Echevarría Guzmán, PMP, project portfolio manager at PwC, Mexico City, Mexico.

For instance, PMI survey data indicates that high-agility organizations are much more likely to focus on resources that correlate with agility. That includes establishing training on resilience and managing change, having dedicated communication

> **Agility creates a culture with greater collaboration, empowerment and autonomy of project teams so they can identify and address impediments and risks in their daily work.**



Raphael da Costa, PMP, process and innovation manager, Construtora Planeta, São Paulo, Brazil

channels for employees to ask questions regarding changes and prioritizing training that promotes new ways of working.

PMOs can take the lead in making such agility-related upskilling efforts available throughout the organization. PMOs can also take steps to adjust structures, frameworks and processes in ways that ensure agility is front of mind during all phases of project execution and decision-making.

With help from the PMO, maintaining a true commitment to agility can unite teams across the enterprise, encouraging connection and fostering a sense of shared purpose.

"Agility creates a culture with greater collaboration, empowerment and autonomy of project teams so they can identify and address impediments and risks in their daily work," says Raphael da Costa, PMP, process and innovation manager, Construtora Planeta, São Paulo, Brazil.



For more on how organizations can cultivate a mindset of flexibility and collaboration, see our previous report, *Change-Ready and Able: Building Agility Into the Organizational DNA*.

It offers insights on building a change-ready culture underpinned by leadership commitment, employee engagement and systems that support innovation and resilience.

FIGURE 3

How Companies Reinforce Enterprise Agility

Companies that have high enterprise agility are more likely to upskill employees in areas that support agility.

Support Actions



Note: This data is from 2023. PMI did not collect this data in 2024.

Source: PMI Annual Global Survey on Project Management 2023

SECTION 1.3

Aligning Ways of Working

It bears repeating that agility and agile ways of working aren't the same thing. Enterprise agility is what companies strive for, while agile is one of the many ways of working that can support agility. In fact, high-agility organizations are focused on using a continuum of approaches. Teams have the skills they need across the spectrum of agile-hybrid-predictive and are empowered to choose the right approaches for each project. On top of that, high-agility organizations use standardized approaches so teams apply a fit-for-purpose approach the right way.

According to our data, organizations that have high agility achieve a much better balance of ways of working compared to low-agility organizations. For instance, at high-agility organizations, nearly two-thirds always or often use agile and hybrid. In contrast, 11% of low-agility organizations use agile, and just 28% use a hybrid of agile and predictive approaches always or often.

By empowering teams to pick the right approach for each initiative, high-agility companies promote accountability and accelerate the learning curve. Developing this mindset for choosing ways of working can also help promote collaboration among all team members. They work together to identify problems, find solutions and select the best ways of working for a given project.

One way companies can nurture this is to create a center of excellence[4], which provides leadership to promote knowledge sharing across teams. For example, a center of excellence could train teams on agile fundamentals, such as how to conduct effective retrospectives. Such experiences can "teach people not just the tools but also the behaviors," Didenchuk says.

Another way to cultivate this is through PMOs. Different projects benefit from different approaches.

And with its bird's-eye view, the PMO can apply a more integrated philosophy and create the optimal environment for project success — thus, maximizing ROI for the C-suite. To that end, PMOs can enable agility by training on and supporting different ways of working. For instance, the PMO can share knowledge about one team's best practice, such as project handoffs that reduce wait times and work duplication, so other teams can adopt it faster.

The PMO's enterprise-wide view is "a powerful perspective," says Paula Lipnick, PMP, vice president, product agility lead, JPMorgan Chase, Plano, Texas, USA. "In contrast, a PMO that operates in a way that increases silos will decrease agility, because it decreases the organization's ability to be adaptive."

At Petroleum Development Oman, the PMO seeks to maintain support for agility with a framework of

How PMOs Can Reinforce Agility

Although PMOs are typically associated with governance, the best ones embody agility. High-agility organizations are more likely to have a PMO than those with low agility. These PMOs not only adapt their efforts to meet the needs of the company, but they also play a leading role in amplifying enterprise agility.

How can PMOs drive transformation and enhance enterprise agility? These two PMOs, both 2024 PMO Global Award recipients, share the practices that have elevated them to key organizational players.

SPC Brasil, 2024 World PMO of the Year, developed a custom framework to support teams in choosing the best approach for each project at Latin America's largest credit database. This targeted approach, along with an innovative mindset to use new tools like artificial intelligence to boost productivity, has led to measurable results and a role as a strategic partner.

ING Portugal, 2024 Europe PMO of the Year, developed a holistic dashboard to help leaders at the financial services company track project performance and make data-driven decisions. Coupled with a commitment to knowledge sharing and professional development, the PMO has helped drive a 43% increase in productivity among its teams.

PMOs in high-agility organizations are more likely to perform functions aligned with organizational strategy, our research finds. That includes helping develop that strategy and ensuring projects stay in sync with it. Our research also found that PMOs at high-agility companies are more likely to manage project integration across the organization as well as governance, risk and compliance issues.

To learn more about how project management offices are delivering results, read our report *Built to Thrive: PMOs That Elevate Innovation and Power Transformation*.

practices, experiments and collaborative projects across all value streams, says Zahra Al Balushi, PMI-ACP, PMP, information management and technology program management office leader at Petroleum Development Oman, Muscat, Oman.

"We aspire to act as a value management office, dedicated to creating an efficient and seamless process that aligns objectives, deliverables and overall value," she says.

The idea is to focus on value by establishing a unified structure for governance: Security and architecture reviews are aligned with agile ways of working. The result is "harmony and proper balance between being agile and doing agile through projects that deliver value," Al Balushi says.

Key Takeaways: How Can Companies Increase Enterprise Agility?

- Establish support mechanisms dedicated to empowering teams to pick the right ways of working for each initiative — which can also promote ownership and accelerate the learning curve for agility.
- Ensure that executives champion agility — and take steps to nurture it through investing in training, resources and company events like hackathons.
- Make agility part of the company's DNA by encouraging innovation and establishing processes that help teams learn from failures. And all of it needs to be in sync with organizational strategy.
- There is no one-size-fits-all approach to enterprise agility. It will look different in companies across sectors.
- Look to your PMO to help fuel agility by supporting different ways of working through training and sharing of best practices.

SECTION 2

A Look at Enterprise Agility in Eight Industries

Enterprise agility can vary dramatically by sector (Figure 4) because of factors ranging from market dynamics and customer expectations to regulatory constraints and technology adoption. Different industries pursue agility in different ways and face different challenges in pursuing it.

The PMI Annual Global Survey on Project Management 2024 asked project leaders and project professionals to rate their companies' efforts and capabilities to adapt. The research highlighted some stark differences.

IT, the industry where agile first took root, has the highest enterprise agility among all industries, but the share of organizations reporting high agility hasn't increased over the last four years. Companies that specialize in consulting, known for their flexible structures, client-centric focus and project-driven nature, have also seen small gains. Meanwhile government, often considered inflexible and bureaucratic, has seen the largest percentage-point increase in share of agile organizations over the same period.

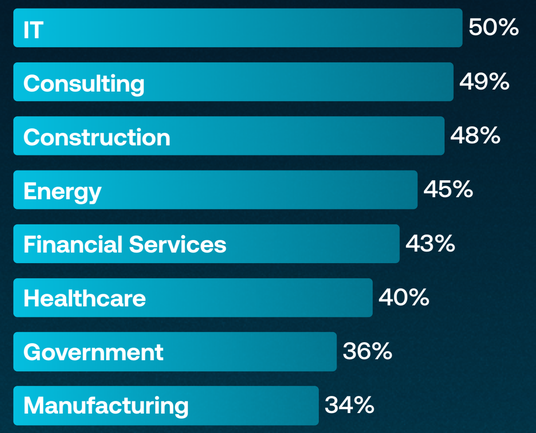
On the flip side, there's financial services, which struggles with agility because of regulatory constraints, legacy systems and a risk-averse culture. These challenges hinder agile adoption and lead to below-average performance. High-agility financial services companies still underperform in nearly all project performance categories compared to the average for high-agility companies in all industries.

What does enterprise agility look like across key project-based industries? Let's take a deep dive into eight sectors.

FIGURE 4

Which Industries Are Most Agile?

The proportion of companies reporting high enterprise agility by sector, based on responses from project professionals working in those industries:



Source: PMI Annual Global Survey on Project Management 2024

SECTION 2.1

IT: Agility Reboot



> **Communicate heavily so users understand the future vision you're marching toward. And encourage employees to take ownership of projects.**



Carlos Carnelos, Americas delivery IT transformation executive, IBM, São Paulo, Brazil

The Big Picture

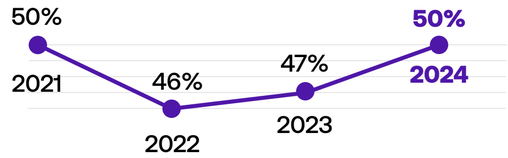
Bend but don't break. This is the long-standing guidepost in an industry fueled by a fail-fast, first-mover mindset. Although IT remains the most agile sector, it hasn't gotten more agile over the past four years. Nonetheless, more than half of organizations excel at it, our research shows. And the proportion of those reporting low agility has decreased over 26% since 2021.

Remaining resilient is an industry imperative. It's no secret that many of the features that IT teams develop are never or rarely used. One way companies are trying to reduce waste? Iterating with users and customers front of mind. And they do that well: 78% of senior leaders at IT companies rate their ability to deliver value to the customer as excellent or above average. Unsurprisingly, they also rate their organizations highest among all sectors in using technology to enhance value delivery.

IT DASHBOARD

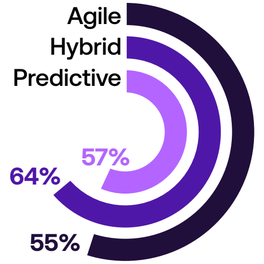
Agility Rating

Proportion of organizations reporting high agility:



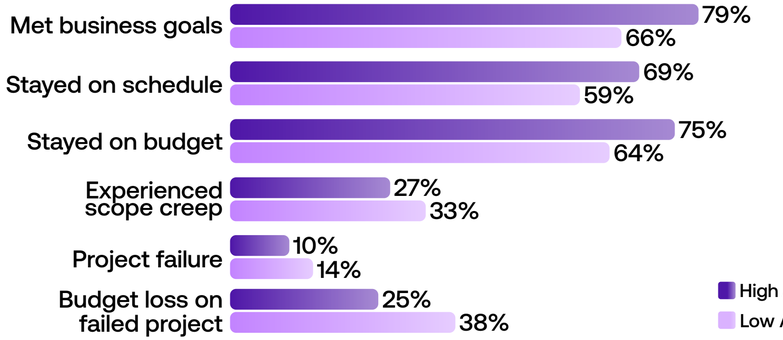
Ways of Working

Across the industry, companies always or often use:



Performance Barometer

Proportion of an organization's completed projects that:



What's Next?

From AI to quantum computing, IT companies and departments face increasing pressure to develop and deliver new solutions as quickly as possible. They also must reduce costs and increase value. And they must do it all with limited resources: At least 60% of IT executives and leaders say talent recruitment, retention and training are barriers to achieving goals, per a 2024 Gartner survey.[5]

Despite those challenges, IT companies with high agility offer a powerful blueprint. They successfully complete nearly 79% of their projects — a higher rate than the cross-industry average for all high-agility companies, according to our data.

"When IT embraces agility, it's able to scale and flex its systems, tools and processes to accommodate new technology, such as AI," says Caroline Thuo, PMI-ACP, senior agile coach, technology at Safaricom in Nairobi, Kenya.

The sector's project delivery approach of choice is no surprise: Three-quarters of IT companies with high agility use agile always or often (versus the industry average of 55%). But they also deploy hybrid (77%) and predictive (51%) ways of working when appropriate. It's all about using the right approach at the right time, Thuo says, such as tapping predictive for projects with low ambiguity and agile for those with many unknowns.

To empower teams to select the right ways of working, IT companies can invest more in upskilling project professionals on how to choose the right approaches. But it also helps to measure any program's effectiveness, whether it's through self-assessments or tracking metrics.

"Agility means being able to break down the tasks and prioritize in shorter cycles with a minimum viable product that can be tested," says Carlos Carnelos, Americas delivery IT transformation executive at IBM, São Paulo, Brazil. "As you deliver the working pieces of a larger project, you start realizing the benefits and mitigating the risks."

> **Leader sponsorship at the beginning of your agile transformation is paramount. Decision makers need to create an environment for change.**



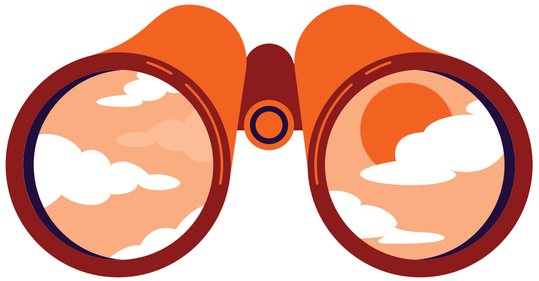
Caroline Thuo, PMI-ACP, senior agile coach, technology, Safaricom, Nairobi, Kenya

How Can IT Companies Increase Enterprise Agility?

- Sustain the commitment to iterating with users and customers in mind, which helps them deliver value.
- Continue to upskill teams so they're empowered to select the right ways of working.
- Promote a rigorous change management process that can ensure the business case and benefits of a planned project align with corporate strategy.

SECTION 2.2

Consulting: Elevating Agility for All



> **Adopt a mindset of continuous improvement and adaptability. Embrace technologies and methodologies that enhance speed, flexibility and client-centricity. And emphasize effective and structured communication.**



Alejandro Echevarría Guzmán, PMP, project portfolio manager, PwC, Mexico City, Mexico

The Big Picture

By their very nature, consulting firms are wired for agility. Clients from across sectors come to them with an array of challenges and expect fast and innovative solutions. But the consulting sector isn't always delivering.

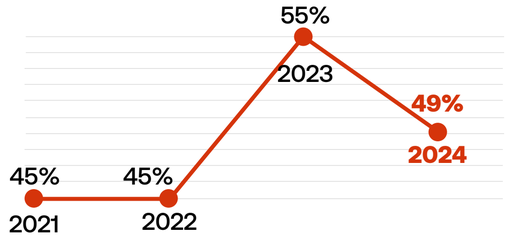
Although it has the second-highest agility rating among all sectors, the proportion of high-agility companies actually decreased from 2023 to 2024 — and it has one of the lowest overall percentage-point increases among all industries in our survey across the last four years. At the same time, consulting has the lowest proportion of low-agility companies, at about 17%, and even those firms rate better in project performance, scope creep and budget loss than the global average across industries.

Senior leaders in consulting rated their companies' performance as high in many of the traits linked with high enterprise agility:

CONSULTING DASHBOARD

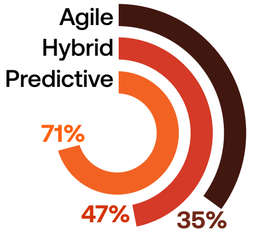
Agility Rating

Proportion of organizations reporting high agility:



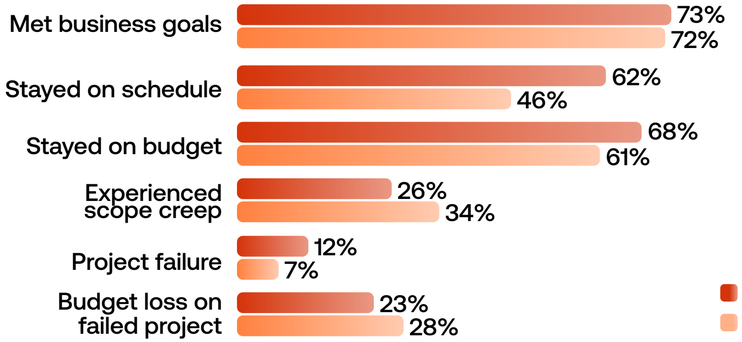
Ways of Working

Across the industry, companies always or often use:



Performance Barometer

Proportion of an organization's completed projects that:



- Prioritizing the delivery of value to the customer (73%)
- Empowering people and teams (61%)
- Learning and sharing knowledge (59%)
- Emphasizing continuous improvement (59%)

Echoing that sentiment, senior leaders in consulting were also the least likely to say their companies need to improve in key agility areas, including:

- Ability to reprioritize quickly (12%)
- Clear communication of strategy (14%)

What's Next?

Consulting firms are putting agility at the heart of talent development — internally and for clients. For example, Boston Consulting Group's Agile at Scale[6] guides companies toward more collaborative and efficient ways of working, and Deloitte Greenhouse[7] offers immersive workshops to quickly prototype solutions and strategies.

By investing in agility training, consulting companies can uncover new ways to ingrain flexibility. Rotating employees through different departments, for instance, can broaden their understanding of the business and promote greater collaboration on projects across service lines.

And as their clients add generative AI and other emerging technologies to their wish lists, consulting firms are helping steer that transformation. That means showing companies how capturing and analyzing the right data "can help them make quicker, more informed decisions — enhancing their ability to pivot at supersonic speed," says Mithun Nagawade, PhD, PMP, PgMP, PfMP, senior manager of global program management at EY in Pune, India.

Ultimately, consulting firms are in a strong position to help clients choose the right ways of working. More than two-thirds with high agility use agile always or often, according to our data. There's also a benefit to breaking down projects into smaller increments to help reduce scope creep and increase client engagement — all of which can strengthen decision-making and client satisfaction, says Alejandro Echevarría Guzmán, PMP, project portfolio manager at PwC, Mexico City, Mexico.

"Agile and hybrid approaches to project management contribute to agility in the consulting sector by emphasizing iterative delivery, frequent feedback loops and cross-functional collaboration," he says.

> **Embrace and champion a culture of adaptability. To foster a mindset that welcomes change and encourages continuous learning, firms need to walk the talk. Encourage your experts to remain flexible, question the status quo and be comfortable with ambiguity. Enterprise agility starts with leaders willing to lead by example.**



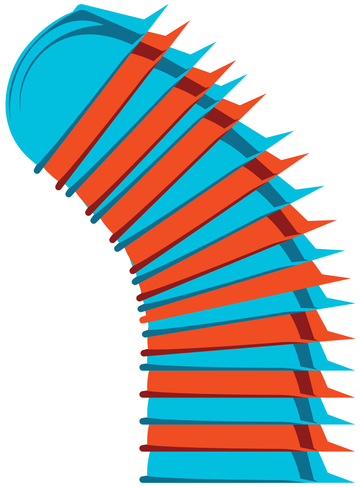
Mithun Nagawade, PhD, PMP, PgMP, PfMP, senior manager of global program management, EY, Pune, India

How Can Consulting Companies Increase Enterprise Agility?

- Invest in training and development to emphasize flex-focused skills.
- Rotate team members so they can better understand all departments and increase collaboration.
- Emphasize a customer-centric mindset so teams can anticipate and respond to new demands.

SECTION 2.3

Construction: Building a Foundation for Agility



> The future will be far more focused on delivering outcomes and value, rather than managing fixed systems and processes. Agility means we're able to adapt to the needs of the client to meet the project outcomes.



Tim Wark, global AI lead, AECOM, Brisbane, Australia

The Big Picture

Plan, build … flex? Companies in the construction industry are rethinking how they approach projects. Over the past four years, the sector has seen a 39% jump in companies that report having high enterprise agility, according to our data.

Looking to shed rigid and outdated mindsets, construction companies are increasingly better prepared to adapt. Sometimes it's shifting client needs. Sometimes it's sudden turns in business conditions, like environmental risks, price variations or supply chain disruptions. Whatever the change, forward-looking construction companies know they must be ready.

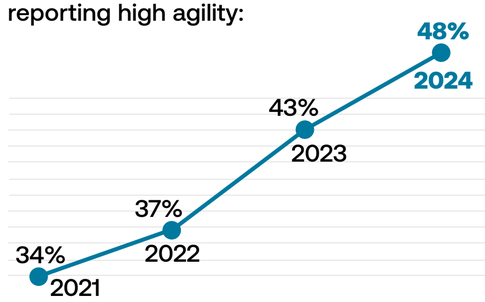
What's Next?

The need to adapt ways of working persists — and momentum is shifting. Although companies in the sector still overwhelmingly rely on predictive approaches (79%), construction firms with high enterprise

CONSTRUCTION DASHBOARD

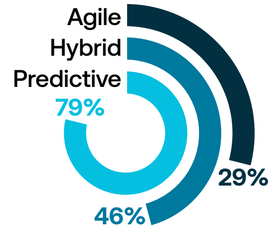
Agility Rating

Proportion of organizations reporting high agility:



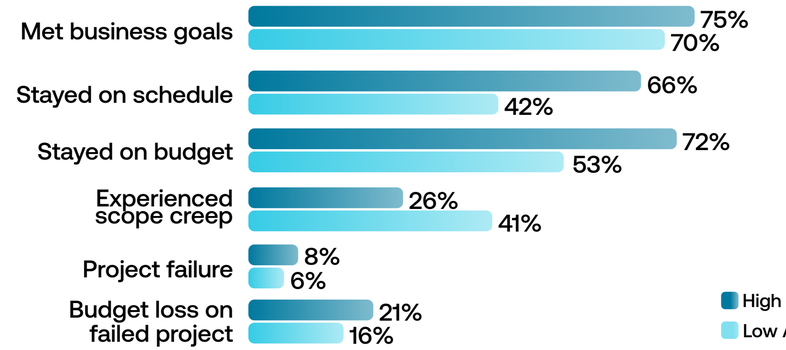
Ways of Working

Across the industry, companies always or often use:



Performance Barometer

Proportion of an organization's completed projects that:



agility are flipping the script. Nearly half of those companies say they're using agile always or often, and two-thirds report the same for hybrid. The payoff is a drop of 30% in scope creep and better schedule and budget adherence compared to low-agility organizations in the sector.

One major driver of agility? A tech takeover. In recent years, construction companies have increasingly incorporated tools such as AI, augmented and virtual reality, 3D modeling and building information modeling to help teams speed up their processes. "We now have far more useful data on hand that supports more up-to-date and rapid decision-making," says Tim Wark, global AI lead, AECOM, Brisbane, Australia.

Construction companies are learning to adopt ways of working that allow teams to flex while navigating rigid schedules and budgets. How do they reconcile these forces? "Hybrid is definitely the way to go, and data is the glue that brings this together," Wark says.

The push for agility can help companies meet the real-time expectations of customers, says Raphael da Costa, PMP, process and innovation manager at Construtora Planeta in São Paulo, Brazil. The company empowers field teams to handle short-term planning, for example, allowing them to adapt quickly as project needs shift to meet customer demands.

"It's better to collaborate with clients to provide solutions," he says. "That forces you to understand that, for every job you produce, there's a client who should receive it."

How Can Construction Companies Increase Enterprise Agility?

- Broaden ways of working to adopt more agile and hybrid approaches.
- Lean into technology that can help teams generate insights — and solutions — more quickly.
- Increase collaboration with clients so teams can be more responsive.

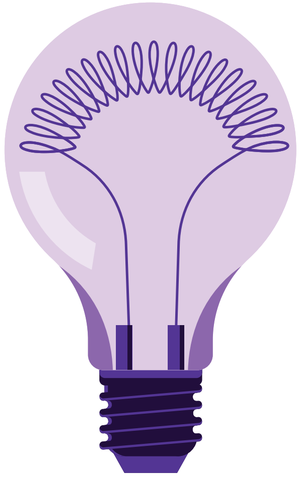
> **"The first thing that must change is the mindset. Agility means being capable of responding to market needs and proposing solutions regardless of the conditions. It's not only dealing with change but growing with it.**



Raphael da Costa, PMP, process and innovation manager, Construtora Planeta, São Paulo, Brazil

SECTION 2.4

Energy: Developing the Power to Pivot



> **Focus on value delivery and embrace team collaboration — and the unknown.**



Zahra Al Balushi, PMI-ACP, PMP, information management and technology PMO lead, Petroleum Development Oman, Muscat, Oman

The Big Picture

Amid the intensifying effects of climate change, energy companies must not only adapt to demands for cleaner energy, but also meet changing regulations. They must deal with price fluctuations and geopolitical uncertainty as well.

Many are powering up to tackle those challenges. Over the past four years, the proportion of energy companies with high agility has increased from 30% to 45%, while low enterprise agility has dropped from almost 35% to just 17%, according to our research.

How might energy companies sustain this agile ascent? They can start by increasingly using technology to enable value and continuing to establish structures for quick and effective decision-making.

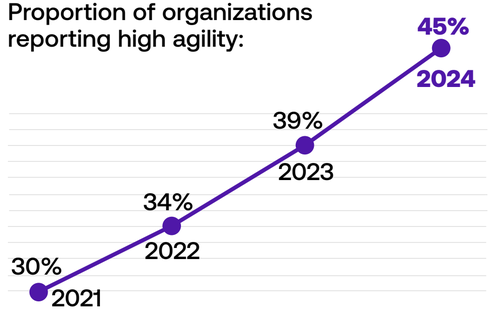
What's Next?

By embracing agility, both traditional and renewable energy companies are more

ENERGY DASHBOARD

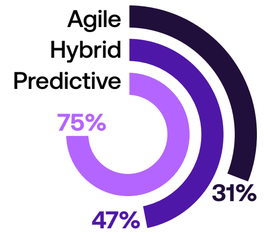
Agility Rating

Proportion of organizations reporting high agility:



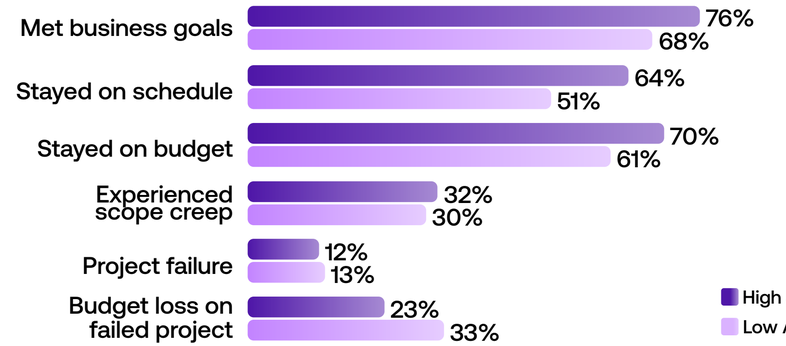
Ways of Working

Across the industry, companies always or often use:



Performance Barometer

Proportion of an organization's completed projects that:



> **Embrace curiosity and risk-taking. Promote an environment where people can question how everything works, innovate and have their voices heard, while never forgetting the customer. The keyword is adaptation.**



Elton Soares, PMP, lead project manager, GE, Florianópolis, Brazil

likely to increase efficiency, reduce operational risks, improve decision-making and fuel continuous innovation, says Elton Soares, PMP, lead project manager at GE, Florianópolis, Brazil. “Agility enables energy companies to thrive amid rapid changes, ultimately driving sustainable growth and competitive success.”

Balancing different ways of working and choosing the right fit for each project are helping energy companies achieve greater agility. Compared to the industry average, high-agility energy companies are twice as likely to use agile, according to our research. They’re also ramping up the use of hybrid, which correlates to improved project performance, and reductions in scope creep and rate of budget loss.

Using iterative approaches in the right projects will keep teams focused on delivering value in real time, says Zahra Al Balushi, PMI-ACP, PMP, information management and technology PMO lead at Petroleum Development Oman in Muscat, Oman.

But upskilling efforts must involve more than just training on agile and hybrid. Team members must be part of the action. “Learn by doing,” Al Balushi says, pointing to the need for pilot projects and ongoing coaching to foster a culture of continuous learning.

How Can Energy Companies Increase Enterprise Agility?

- Implement new technologies to enable value and amplify the impact of projects.
- Use iterative approaches when they’re the right fit so teams can deliver value in real time.
- Leverage pilot projects and coaching to promote a culture of continuous learning.

SECTION 2.5

Financial Services: Uneven ROI



> **Change can be challenging, but we see it as an opportunity to learn and grow together. Leaders should understand the impacts and benefits of their practices — and communicate them throughout the organization. If we know why things are working, we can increase their success. Conversely, if we know why something is not working, we can stop doing it.**



Paula Lipnick, PMP, vice president, product agility lead, JPMorgan Chase, Plano, Texas, USA

The Big Picture

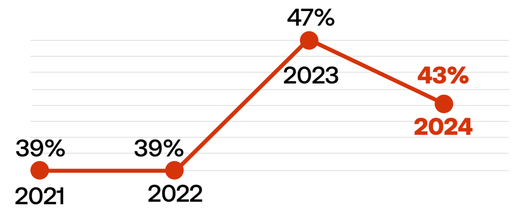
As legacy financial institutions and financial technology (fintech) startups take on digital transformation, they open up new opportunities — and face new dangers, including how emerging tech tools might increase the threat of fraud. It's the modern business conundrum writ large: What has been a traditionally staid sector must find ways to react quickly to market shifts — without introducing unnecessary risk.

For now, agility is stagnant. The proportion of financial services companies reporting high agility (43%) has increased by just 4 percentage points since 2021, while those rating as low agility has dropped from 24% to 22%. In addition, financial services companies with high agility rate worse than most of their counterparts in other sectors when it comes to many factors associated with enterprise agility, such as promoting teamwork across different departments, using technology to enable value and delivering value to customers.

FINANCIAL SERVICES DASHBOARD

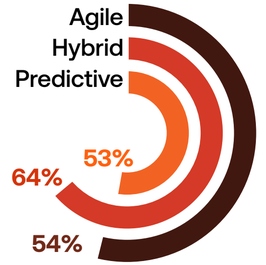
Agility Rating

Proportion of organizations reporting high agility:



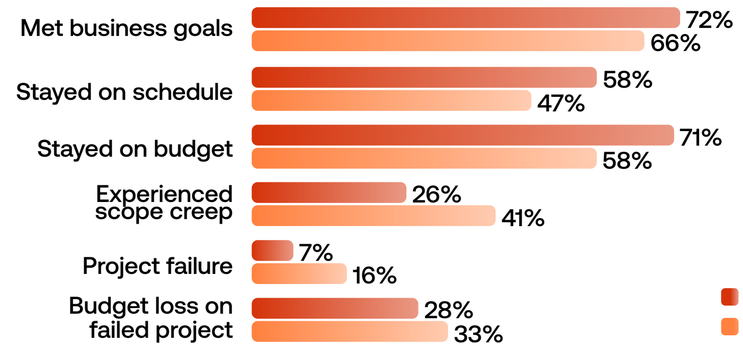
Ways of Working

Across the industry, companies always or often use:



Performance Barometer

Proportion of an organization's completed projects that:



What's Next?

Even the most agile financial services companies must pivot faster to meet market and customer demands. They also need to improve a range of capabilities associated with agility, including promoting continuous improvement and empowering people and teams.

Improving in these areas can help financial services companies learn to adapt and thrive, says Viktor Didenchuk, PMP, business agility lead at Lloyds Banking Group, London, U.K. To build that type of culture, companies should actively encourage team members to brainstorm and share ideas that can improve the customer experience. Leadership needs to step up, too. Executives can help amplify enterprise agility by participating in company-wide efforts to highlight a company's agile journey.

Across the sector, more than 78% of high-agility companies use agile always or often, 78% use hybrid and 53% use predictive approaches. JPMorgan Chase trains teams on a blend of delivery approaches. Leaders are then empowered to choose the most effective way of working for each product, says Paula Lipnick, PMP, vice president, product agility lead at JPMorgan Chase, Plano, Texas, USA.

> **"The entire organization must take on an agile mentality. When you want to implement something new, don't ask for permission. Instead, try it, show it to your company leader, and together, think how you can make it happen. Your first thought shouldn't be what the risk or legal department might think — it should be how to make the idea even better.**
>
> 
>
> Viktor Didenchuk, PMP, business agility lead, Lloyds Banking Group, London, U.K.

The company also invests in and measures the impact of its professional development initiatives. Leaders use these findings to identify trends and patterns that can reinforce efforts to improve enterprise agility, Lipnick says. "We aren't just looking for a change in a numerical value. We dig deeper to understand the context behind the change, and this helps us create beneficial outcomes."

How Can Financial Services Companies Increase Enterprise Agility?

- Focus on learning to reprioritize more quickly. This will help teams become more customer-centric so they can seamlessly adapt to shifting demands.
- Measure the impact of professional development initiatives to identify trends and patterns that can reinforce efforts to improve enterprise agility.

SECTION 2.6

Healthcare: Patient-First Agility



Project leaders can create an environment where agility thrives by promoting a growth mindset, implementing feedback loops, investing in training, fostering cross-functional collaboration, leveraging technology and leading by example.



Rehan Tufail, digital transformation delivery consultant, National Health Services Trusts, Birmingham, U.K.

The Big Picture

Few industries have been forced to pivot as abruptly and dramatically in recent years as healthcare. Shifting regulations, rising operational costs and the pandemic culminated in a reckoning still evident today. At the same time, the sector continues to scale patient-centric digital imperatives, such as cloud-based medical records and telehealth.

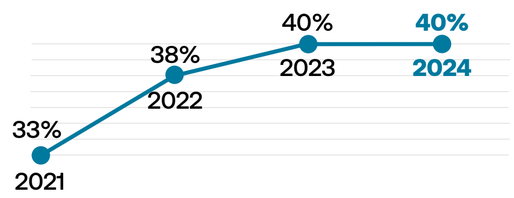
All these market factors have fueled an uptick in enterprise agility. Over the past four years, the proportion of healthcare companies reporting high agility has increased from 33% to 40%, according to our data. Likewise, there are fewer companies reporting low agility, falling from 32% to 23% since 2021.

The result appears to help improve some project outcomes. Over the past four years, project performance rates have increased among high-agility healthcare companies

HEALTHCARE DASHBOARD

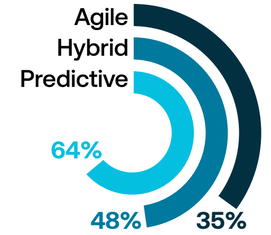
Agility Rating

Proportion of organizations reporting high agility:



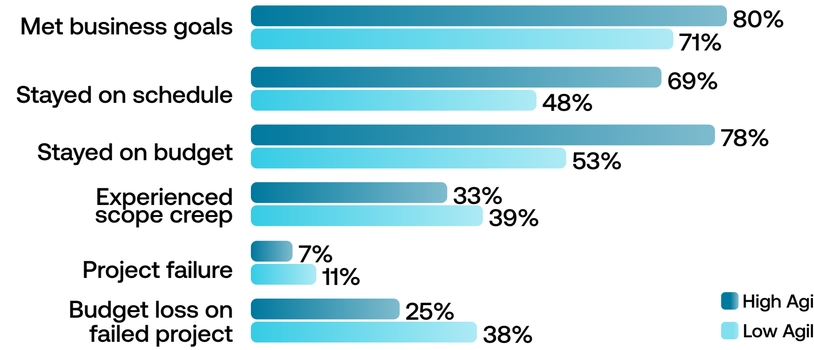
Ways of Working

Across the industry, companies always or often use:



Performance Barometer

Proportion of an organization's completed projects that:



> **Be open-minded. In healthcare organizations, there can be a lot of pushback to agility initially because they can't confirm what they will get at the end of a project. Project leaders need to communicate with these organizational leaders and actively listen to what's concerning them so that you can move forward together.**



David Denov, PMP, former vice president of health system solutions, Verto Health, Toronto, Ontario, Canada

(from 77% to 80%). Yet, project scope creep went in the wrong direction, up to 33% from 29% in 2021.

What's Next?

Increasing agility in the healthcare sector requires a culture shift, says Rehan Tufail, a digital transformation delivery consultant working with National Health Services Trusts, Birmingham, U.K. That means prioritizing interdisciplinary collaboration, continuous improvement and more decentralized decision-making to empower flexibility in ways of working. "Project leaders encourage teams to choose the approach that best fits the specific project context," he says.

The NHS applies a startup mindset to elevate agility. That can take many forms: establishing innovation hubs for team members to test new ideas and launch pilot projects is one example. Other cases may call for employee hackathons to develop and pitch innovative solutions. The organization also offers training programs and workshops on agile and pairs project teams with agile coaches and project management mentors, Tufail says.

"Through this training and coaching, teams learn to deliver value through incremental delivery, continuous improvement and enhanced collaboration and communication," he says.

That culture of continuous learning has paid off in recent years: The NHS was able to quickly scale COVID-19 testing, vaccination and treatment programs while also enhancing capabilities for remote video consultations.

By strengthening enterprise agility, healthcare organizations will be better equipped to address one of the sector's biggest pain points: a talent triage at clinics. Facing persistent staffing shortages and burnout, those organizations that don't become more nimble and responsive risk losing any momentum they've built for patient-centered objectives, says David Denov, PMP, formerly the vice president of health system solutions at Verto Health in Toronto, Ontario, Canada.

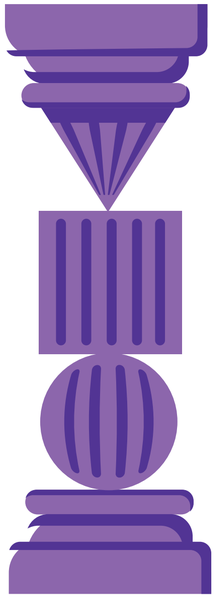
"The less staff you have, the more burned out they are, the more patients have to wait and the more patient satisfaction ratings drop," Denov says. "Any complication or friction in the process of delivering care hits doubly hard. Organizational agility is the key."

How Can Healthcare Companies Increase Enterprise Agility?

- Prioritize collaboration and delegate decision-making so teams are more empowered to choose the right ways of working.
- Act like a startup by creating innovation hubs and launching pilot projects to test new ideas and processes.
- Bridge resource gaps by training teams to be nimbler and more responsive so they can quickly deliver patient-centered solutions.

SECTION 2.7

Government: Bridging Stability and Agility



> **Strengthen organizational capacity and institutional delivery through continuous learning.**



Kemi Williams, PMP, senior consultant, partnerships, funding and policy, LAMATA, Lagos, Nigeria

The Big Picture

The proportion of government organizations that reported high agility surged 69% over the past four years, from 21% to 36% — the biggest increase among all industries covered in our report.

And that has translated to better project success, as high agility organizations perform better when it comes to scope, schedule and budget than government organizations with low agility.

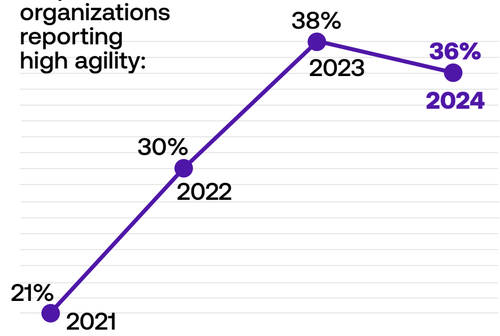
"The need to enhance government revenue and improve service delivery is pushing governments to become more flexible," says Festus Ojekhekpen, PMP, senior manager of the program management office at Federal Inland Revenue Service (FIRS), Abuja, Nigeria.

Among all sectors, government rates highest in prioritizing delivery of value and

GOVERNMENT DASHBOARD

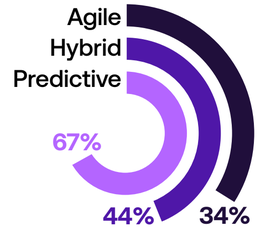
Agility Rating

Proportion of organizations reporting high agility:



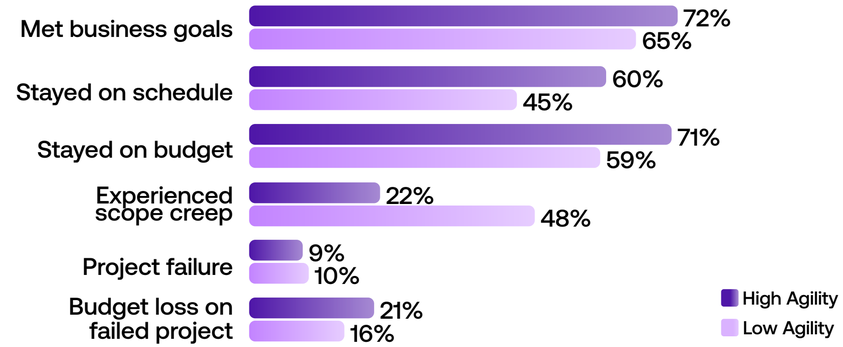
Ways of Working

Across the industry, companies always or often use:



Performance Barometer

Proportion of an organization's completed projects that:



Consider agility within the context of your environment. Culture plays a crucial role, especially in a developing nation like Nigeria, where traditional and iterative practices coexist. Project leaders in the public sector should recognize that these dynamics can sometimes delay and influence decision-making, potentially impacting the objectivity needed for effective project management.



Festus Ojekhekpen, PMP, senior manager, program management office, Federal Inland Revenue Service, Abuja, Nigeria

fostering a culture of continuous learning, according to our data. Yet the public sector is still early in its agility journey. Only the manufacturing sector reports a lower proportion of organizations that have high agility.

What's Next?

Government organizations must continue to evolve to serve the public while addressing changing regulations and new technological advancements. That requires serious collaboration and adopting new ways of working.

Case in point: Tax revenues in Nigeria dropped after a 2020 recession — and leaders at FIRS knew they had to act. The tax assessment and collection agency launched initiatives aimed at increasing revenue collection while also modernizing tax administration, scaling staffing needs and enhancing its brand image. To ensure agility was woven into the fiber of the plan, the team introduced new technology, such as a more efficient tax administration system designed to be easier for customers to access and use.

"Decisions and approvals, previously hindered by bureaucratic hurdles, have significantly improved in turnaround time, facilitating rapid project delivery and achieving goals and objectives," says Ojekhekpen.

Government agencies are using training and upskilling to build high-agility teams empowered to choose the right delivery approaches for diverse projects. The Lagos Metropolitan Area Transport Authority (LAMATA), for example, offers frequent training on a range of delivery approaches as well as upskilling opportunities meant to promote innovative thinking and flexibility. LAMATA is also learning from others, working with Transport for London on a program to enhance its processes and operations.

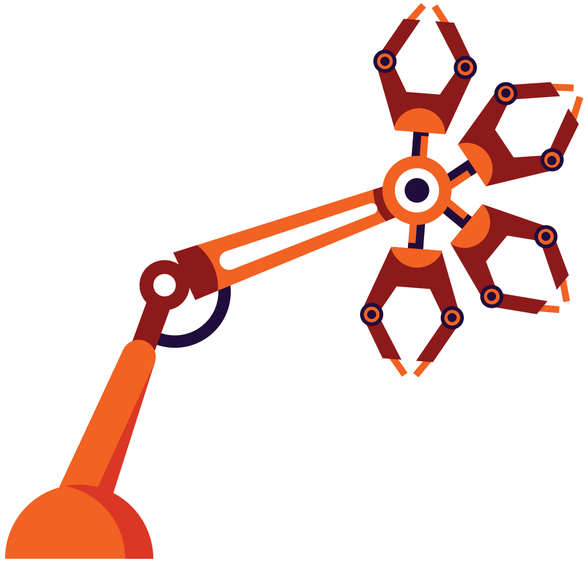
"Organizational agility is particularly important in the public transportation sector because infrastructure and services must always be flexible in their delivery and ability to cater to the needs of the public," says Kemi Williams, PMP, senior consultant, partnerships, funding and policy at LAMATA, Lagos, Nigeria. "Our teams must be able to prioritize flexibility in the methods we apply."

How Can Governments Increase Enterprise Agility?

- Simplify and accelerate decision-making processes in ways that reduce bureaucracy and minimize hierarchical barriers.
- Invest in digital technologies and infrastructures that allow faster access to data and increase operational efficiency.
- Promote the use of data analysis and evidence-based decision-making.

SECTION 2.8

Manufacturing: Demand Drives Agility



> **Encourage continuous improvement and a learning mindset in your project teams so they can adapt to challenges and capitalize on opportunities.**



Eleftherios Rousoudis, PMO-CP, PMO-CC, PMP, strategic project management officer, Kleemann, Kilkis, Greece

The Big Picture

The motivation for increasing enterprise agility in manufacturing is as simple as it is powerful: customer demand. To deliver new product lines and upgrades for customers, manufacturers must anticipate and adapt to shifting needs and expectations — quickly and efficiently.

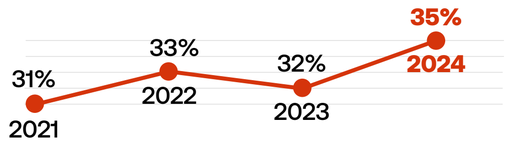
But progress has been stagnant. Over the past four years, the proportion of companies showing high agility has barely improved. Among the industries that were part of our survey, manufacturing ranks near the bottom for high agility (35%) and near the top for low agility (27%).

As the industry also grapples with tech advances, regulatory shifts and market volatility, high-agility manufacturing companies are showing a performance advantage. According to our survey, they lead all sectors at communication of strategy, and they're also near the top at prioritizing

MANUFACTURING DASHBOARD

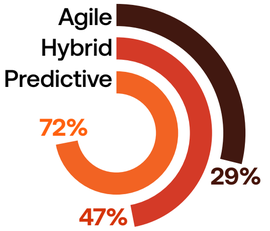
Agility Rating

Proportion of organizations reporting high agility:



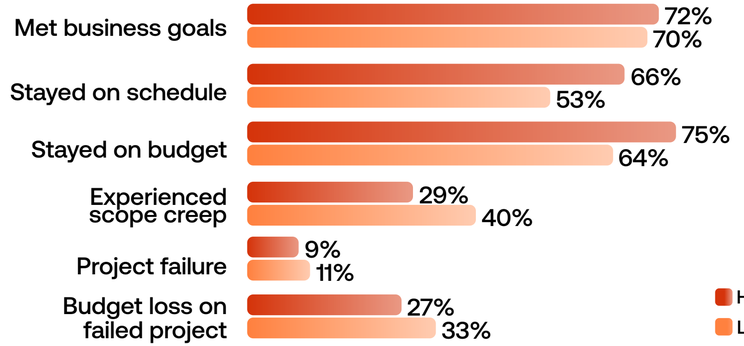
Ways of Working

Across the industry, companies always or often use:



Performance Barometer

Proportion of an organization's completed projects that:



Embrace fast-paced change. Fail if you must, but fail early and learn. Listen closely to your consumers and develop strong partnerships with your vendors.



Cecilia Jalmasco, PMP, innovation coach and project manager, The Accelerator, Nestlé R&D Center, Singapore

delivery of value. High agility also helps manufacturers reduce lead times, improve production efficiency and increase customer satisfaction, says Eleftherios Rousoudis, PMO-CP, PMO-CC, PMP, strategic project management officer at elevator and escalator manufacturer Kleemann in Kilkis, Greece. “Agility allows corporations to innovate faster and get ahead of competitors in the market,” he says.

What’s Next?

So what’s holding manufacturers back? “Agility requires investing in mindset and technologies, even as manufacturing companies become increasingly cost-conscious,” says Cecilia Jalmasco, PMP, innovation coach and project manager at The Accelerator, Nestlé R&D Center in Singapore.

To address economic, financial and geopolitical concerns, business leaders are cutting costs across the enterprise — and they’re particularly focused on managing manufacturing costs, according to a 2024 BCG survey.[8] Many manufacturers are hindered by outdated technologies and processes, and updates may require a huge investment of time and money, says Rousoudis.

But a short-sighted focus on cost management can be self-defeating. He says a better option is to streamline processes to trim waste and enable better resource allocation. “All of this brings cost reduction and productivity enhancement.”

Looking to strengthen its culture of enterprise agility, Nestlé launched The Accelerator program globally in 2019, strengthening its culture of innovation and agility. The in-house incubation labs aim to nurture an entrepreneurial mindset across multidisciplinary teams, improving project scale-up and transfer between research and operations. The program helps Nestlé expose R&D project professionals to other areas of the business, and vice versa. “This allows us to become aware of each other’s roles and experiences, enhancing project execution,” Jalmasco says.

To develop agility, manufacturing teams should explore and encourage different ways of working. Nearly 56% of high-agility manufacturers use agile, compared to about 29% of all manufacturing companies, according to our survey.

Kleemann designs its training to empower teams to choose the right delivery approach for each initiative, Rousoudis says. The company encourages agile and hybrid for projects that require more communication and collaboration.

It also relies on its PMO to support core tenets of agility like iterative development and continuous stakeholder feedback and engagement. “With predefined approaches and best practices that enhance agility, PMOs organize project management while allowing flexibility and adaptability,” he says.

How Can Manufacturing Companies Increase Enterprise Agility?

- Take steps to reduce lead times, build production efficiency and boost customer satisfaction.
- Introduce efforts that strengthen the bond between R&D projects and operations.
- Reinforce iterative development through continuous stakeholder feedback and engagement.

Conclusion

The demand for enterprise agility will only increase in the years ahead, and how companies achieve such agility will continue to evolve. A range of new disruptions will likely reshape the ways organizations adapt and the extent to which agility drives their project success.

As organizations' AI progression continues to unfold, sustaining a culture of enterprise agility will help them prepare as new business models emerge to revolutionize ways of working. For some, it might mean becoming even more purpose-driven to the extent where profit is no longer the company guiding star. For others, it might mean transitioning to distributed autonomous organizations or a holacracy structure, where decision-making authority is spread across the enterprise. Others could lean into self-managed teams with a goal to increase autonomy and flexibility.

No matter what the future brings, one thing is certain: The need to take enterprise agility to the next level will persist. Project professionals who want to lead this charge can take action today: They can build the necessary skills — in agile ways of working, business acumen and power skills — to help usher organizations into a new era of enterprise agility. Continuous transformation starts with you. Are you ready?

> **Every great transformation begins as an epic adventure. Are you ready to lead your team into uncharted territory and return with a story that redefines your future? Much like Frodo's unexpected journey in *The Lord of the Rings*, these quests shatter the comfortable status quo—driven by urgent market threats, fierce competition or thrilling opportunities for innovation. These transformation journeys, similar to Joseph Campbell's hero's journey, are dynamic, adapting to obstacles as they arise.**



Jim Highsmith, agile thought leader and co-author of the Agile Manifesto

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