

MANIFESTO

For Enterprise Agility

Project Management Institute

Agile Alliance

Why enterprise agility now?

Frequent disruptions and fundamental changes on a global scale are creating a new operating reality. The core question for CEOs is no longer “What is our plan?” but “Are we built for change?”

Organizations are in flux.

Our research shows that reinvention is the norm: 93% of CEOs say they must rethink and challenge assumptions of their operating models, or business approaches, at least every five years.

The teams feel the pressure.

According to Microsoft, 80% of leaders and employees report a lack of time or energy to do their work, and HR leaders recognized change fatigue as the top barrier to success.

We need to rethink the way we lead.

As reported by WEF, the eroding trust in leadership overall is highlighted by the new generation of leaders and their views, shifting leadership models from hierarchy to co-creation, from individual authority to shared agency, and from short-term results to long-term impact.

The ability to adapt and move quickly, often with incomplete data, has become a survival skill, not just a competitive advantage. We see clearly that organizations need enterprise-wide agility to thrive amidst frequent market shifts, allowing teams to sustainably deliver value with intent.

In the age of AI, adaptive human capabilities, resilience, work design, and organizational structure are constraints and advantages at the same time. Leaders differentiate by aligning meaningful purpose with integrated action to create value that matters.

The ***Manifesto for Enterprise Agility*** guides leaders through the decisions they face today by grounding goals and trade-offs in a shared set of values and principles that make change-readiness your advantage.

Endorsements

"Twenty-five years after the Manifesto for Agile Software Development presented a new way to think about software development, it's time to apply similar thinking to enterprises as a whole, not just to projects or products. Just as the Agile Manifesto was a response to a major change in technological conditions driven by the internet, the growth in both physical and digital networks around the world compels enterprises to incorporate and deploy agility to their entire organizational systems, including leadership, operating models, execution governance, and culture."

Greg Beato
Co-author of Superagency: What Could Possibly Go Right With Our AI Future?

"This Manifesto captures a critical truth: enterprise agility is not a transformation initiative, but a leadership mindset required to continuously reinvent vision, structure, and execution in a volatile world."

Sagar Kochhar
Former CEO & Co-Founder, Rebel Foods

"What matters most to leaders right now is not certainty, but clarity. This Manifesto makes a powerful case for governing through visibility, intent, and shared outcomes rather than control and prediction. This is exactly how organizations reduce risk and make better decisions in complex, fast-moving environments."

Colleen Johnson
CEO, ProKanban.org

"The Manifesto for Enterprise Agility reflects the reality leaders face today. It moves agility beyond methods and teams, anchoring it in purpose, leadership behaviour, and enterprise-wide decision making. This work provides executives with a practical compass for building organisations that remain resilient while delivering value at scale."

Giles Lindsay
CIO | Board-Trusted Technology Leader & Strategic Advisor

"I fully endorse the Manifesto for Enterprise Agility. In today's world of relentless disruption and AI-driven change, it provides the essential blueprint for leaders to build organizations that thrive through speed, transparency, and adaptive cultures. A must-read for every C-suite executive committed to sustainable transformation."

Tony Cianciosi
CEO, LOMGroup

"Enterprise agility is no longer a competitive edge — it's the capacity to adapt repeatedly, without exhausting people. This Manifesto makes the trade-offs and leadership behaviors clear."

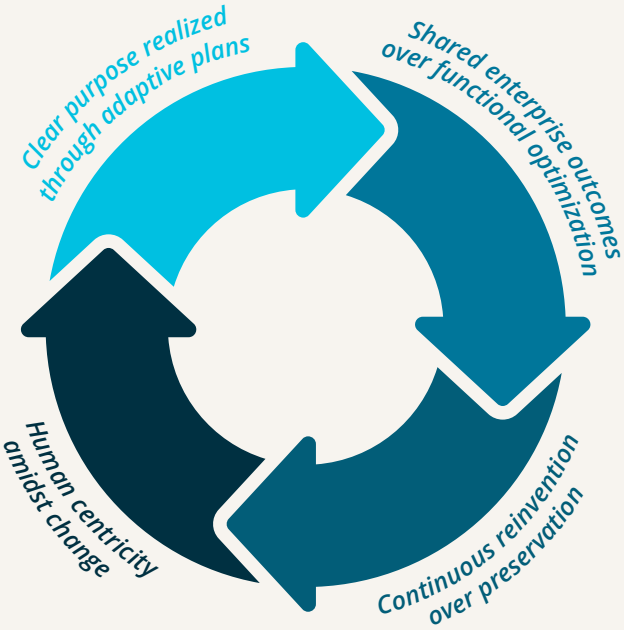
Howard Yu
Professor, IMD Business School

What is enterprise agility?

Enterprise agility is the capacity to adapt at scale without losing coherence—to decide quickly, redirect resources deliberately, and keep strategy actionable under real-world pressure.

Agile enterprises build change readiness by sensing potential changes early, making necessary decisions quickly, and reallocating resources fluidly across all functions and levels. Sustainable growth is enabled through innovation, reconfiguration, and talent cultivation. These capabilities are strengthened by purpose-driven leadership and adaptive operating models that capitalize on opportunities to deliver value to customers.

When enterprise agility works, strategy turns into action without friction, teams act with autonomy and alignment, and the organization pivots faster than the market while sustaining growth.



VALUES OF ENTERPRISE AGILITY

Clear purpose realized through adaptive plans

Guiding with purpose and adjusting along the way outweighs over-planning and the illusion of control.

Shared enterprise outcomes over functional optimization

Prioritizing long-term goals and cross-enterprise collaboration outweighs optimizing for short-term, departmental KPIs.

Continuous reinvention over preservation

Boldly challenging established operating models and innovation outweighs structural inertia and preservation of the status quo.

Human centricity amidst change

Continuous learning, developing resilience, enabling autonomy, and leading with empathy and trust outweigh leading change by process only.

The 9 Principles of Enterprise Agility



LEADERSHIP BEHAVIOR

Create clarity of purpose and align on enterprise outcomes

Clarity of purpose and alignment on enterprise outcomes ensure that teams adapt plans with confidence as conditions change.

Expand agility across partners and ecosystems

Enterprise agility extends beyond organizational boundaries in an increasingly interdependent value ecosystem.

Embrace technology and distributed talent

Technology, data, AI and distributed talent are core to how companies create value, make decisions, compete and respond in a fast changing environment.

ORGANIZATION DESIGN

Govern with clear guardrails, not gatekeepers

Clear principles and boundaries enable faster, more effective decision-making than permission-based control.

Fund purpose and intent, not execution activity

Value realization depends on investment aligned to strategic intent and outcomes, enabling learning and adaptation as priorities evolve.

Design for adaptability, not just efficiency

Operating models designed for adaptability allow to respond to change without breaking down. Over indexing on efficiency leads to fragility.

EXECUTION

Move authority and decision making to where value is created

Decision speed and effectiveness increase when authority sits closest to customers, data, and real work rather than within rigid hierarchies.

Deliver value frequently and make work visible

Delivering value frequently and making work visible shifts progress from plan adherence to outcomes realized, enabling transparency and trust.

Sense early, learn quickly, act with confidence

Real-time sensing, rapid learning, and confident action enable enterprises to anticipate disruption and convert foresight into advantage.

Executive Voices

On values

Clear purpose realized through adaptive plans

"Companies (and their employees) who know the "why" behind their existence and live it every day will make decisions that are centered on that purpose. That purpose becomes their rallying cry so that when markets change and plans need to be adjusted, people understand the why and can easily get behind the change and will quickly become champions for the change. If there isn't the same level of focus on the purpose, people will question leadership decisions, and it will be hard for the organization to get behind the change and make the shift."

Jacqueline Purdy
Board Member, Texas Aggie Corps of Cadets Association

Human centricity amidst change

"You can't expect teams to embrace change if leadership isn't visibly adapting their own approaches. Reinvention starts at the top. Leaders must create a culture where learning from failure is normalized and even celebrated. When people see leaders testing new methods, admitting what didn't work, and adjusting course based on evidence, it gives permission for the entire organization to do the same."

Zoë Merchant
Director of Marketing Consulting, Bright, a Talan Company

Continuous reinvention over preservation

"It is precisely the agility afforded by our organisational and management structure that drives our ability to reinvent ourselves. Each business unit is encouraged to be bold, cultivating creativity and initiative among its teams in an ongoing effort to adapt to changes in its market and local ecosystem."

Xavier Huillard
CEO, VINCI Group

Shared enterprise outcomes over functional optimization

"Industries aren't static sectors anymore. The agile organization is one that stops drawing neat borders and takes an ecosystem view of its market: alive, adaptive, and full of players that occasionally might eat together or eat each other (and maybe both at the same time)."

David Dabscheck
CEO & Co-founder, GIANT Innovation

On principles

Create clarity of purpose and align on enterprise outcomes

"Purpose is what steadies you when everything else is moving. It's the guiding star that keeps everyone aligned, even when plans have to change. We stay anchored to purpose by: 1) Starting every major decision with the question, "Does this still serve our purpose?" 2) Allowing teams to change how they work, as long as they stay true to why we do it. 3) Measuring progress not only by financial results but by whether we're still creating the impact we stand for."

Vince Molinaro
Founder & CEO, Leadership Contract Inc.

Expand agility across partners and ecosystems

"Agility does not stop at the organization's boundary. It extends through partners, clients, and ecosystems. We aim to lead by example, staying responsive to client needs, valuing our people, and fostering relationships built on trust and collaboration. When we operate this way, it becomes contagious."

Leon Herszon
CEO & President, Value Edge Group

Embrace technology and distributed talent

"Technology accelerates change, but people power it. True agility starts with leaders who create psychological safety, invite dissent, and reward learning over certainty. It's about replacing fear of failure with a hunger for progress."

Terence Mauri
Founder, Hack Future Lab

Govern with clear guardrails, not gatekeepers

"When I talk about flattened hierarchies, it's not just this idea where everyone is equally sitting at the table. We have to respect domain expertise where it may exist, but a flattened hierarchy in a large institution is enabling decision-making at various levels, no longer being entirely dependent on just the C-suite to tell us what's next, but to be actively co-creating paths forward."

Tameka Vasquez
Founder, The Future Quo

Fund purpose and intent, not execution activity

"Enterprise agility has always been a combination of people, process, and technology. Historically, technology couldn't move fast enough. With technology accelerating capability and talent able to adapt more quickly, the bigger constraint is increasingly leadership and governance—specifically, how quickly organisations can shift priorities, funding, and talent. The ability to dynamically reallocate resources is becoming a defining capability for organisations operating in constant uncertainty."

Julianne Jones
Senior Principal, Slalom

Design for adaptability, not just efficiency

"Modern business demands a new version of management that's not only more adaptable, but more human. I refer to this as Next Generation Management, and its purpose is to enable organizations to detect and respond to change, in other words, Enterprise Agility - a shift that demands new mindsets, stronger value creation capabilities, and leadership that can thrive through complexity and uncertainty, not just control it. Why? Because, how companies navigate technological disruption to achieve sustainable competitive advantage – to foster growth, drive innovation and create & deliver value - is the defining business challenge of our time."

Heidi Musser
Chair & Board member, Independent

Move authority and decision making where value is created

"The first thing you have to do is cut out any small decisions. You have to give away a lot of power by doing that. But when you do, you can focus on the market observation and strategic thinking. You have to quit the command and control type of model and give much more power on the decision-making to your teams so that they can adapt their part of the process to an ever-changing environment. In return, you owe a lot to them. They need to understand the strategic directions of our clients, the direction of that journey. It's critically important."

Yannick Carriou
CEO, Mediametrie

Deliver value frequently and make work visible

"The biggest win is making the work visible. Making sure that you can see the alignment between the strategic goals and what you're actually spending your time working on as well as making risk visible (and actionable) at every level of your organization."

Colleen Johnson
CEO, ProKanban.org

Sense early, learn quickly, act with confidence

"We spend too much time talking about methods and practices and not enough time on mindset and principles. That's where the real shift is. We're moving from a control mentality to a learning mentality. Twenty years ago, we thought we could control things—maybe we could, maybe we couldn't. Today we clearly can't, and that means we have to take learning much more seriously."

Jim Highsmith
Thought Leader, Independent

Where to begin? Consider these starting points

LEADERSHIP BEHAVIOR

Create clarity of purpose and align on enterprise outcomes

Clarity comes from a shared understanding. Agility is anchored in long-term purpose. When people know where they're going and why, they can act faster with less supervision. Purpose unites teams when conditions change. By linking individual goals, incentives, and measurements to enterprise outcomes, teams co-create with a culture of shared ownership.

Expand agility across partners and ecosystems

Agility extends beyond organizational boundaries. It includes partners, customers, suppliers, and regulators. The ecosystem defines the scope of the value creation process. It is not an external dependence. Moving beyond zero-sum competition, the ecosystem gives rise to win-win relationships based on cumulative learning, speed, and adaptability.

Embrace technology and distributed talent

AI, data, and distributed talent are changing the way companies operate and compete, enabling faster processing of complex environmental signals and data-driven decision making. Technology used with purpose can remove old constraints, help people "level-up", and enable value flow throughout the organization.

ORGANIZATION DESIGN

Govern with guardrails, not gatekeepers

Clear principles and boundaries are defined to guide judgment and enable fast decisions, replacing approval structures with trust and shared accountability. Guardrails act as guiding principles and behavior norms that give the team the direction they need and spark creativity, allowing them to pivot successfully when things don't go according to plan.

Fund purpose and intent, not execution activity

Funding decisions need to be informed real-time and dynamic. Not a yearly event. Investments are not static. We continuously pivot resources toward the most promising ideas, ensuring funding is aligned with our current strategic compass.

Design for adaptability, not just efficiency

Classic efficiency-focused structures create rigid stability. Nimble operating models are designed to enable flexibility, modularity and empowered teams. They enable rapid reconfiguration, faster decision cycles, and greater responsiveness. True agility requires the ability to move people and capital quickly toward what matters.

EXECUTION

Move authority and decision-making to where value is created

Push decision-making and give people accountability and authority where the work is being done. The appropriate level of hierarchy enables teams to make decisions without waiting for approval. This empowerment allows teams to become more responsive and nimbler over time. It also helps clarify the value of their contribution.

Deliver value frequently and make work visible

Value is delivered frequently enough to allow for feedback loops. The team learns what works, what doesn't and what needs changing. Make progress, dependencies, and risk visible. Transparency replaces control and unlocks collaboration.

Sense early, learn quickly, act with confidence

Invest in real-time sensing across customers, markets, technology, and risk. These signals help people understand change. Anchoring on these ground-truth facts, leaders and teams can shorten the distance between sensing a shift and executing a response. Evidence-based agility allows teams to react early and steadily to maximize value.

Our Role

For decades, PMI and Agile Alliance have helped organizations deliver value through practices, community connections, and learning resources. As business environments have evolved, operating in a full continuum of delivery practices that fit organizations' needs became table stakes.

Recently, PMI and Agile Alliance joined forces to drive impact and the future evolution of the broader project management discipline together.

Enterprise agility is the next step in the PMI Agile Alliance's mission to deliver large-scale value by introducing agility beyond teams and projects to the entire organizational system, including leadership, operating models, execution governance, and culture.

We're building on the PMI and Agile Alliance legacies by expanding the broader vision for the project profession, focusing on value creation regardless of method, and evolving from project- and product-level to continuous, enterprise-level value flow.

HOW WAS THE MANIFESTO CREATED?

We deployed multiple research methods to develop the Manifesto:

C-Suite research: Two global C-suite surveys with over 700 responses measured the perceived level of importance and maturity in enterprise agility values, principles, and enablers for executives. The data were analyzed to identify alignment gaps between leadership expectations and current organizational realities, complementing insights gathered through interviews.

C-Suite Interviews: 25-minute interviews were conducted with 30+ C-suite leaders, using a semi-structured interview protocol. The interview transcripts were analyzed using cross-coder reliability.

Senior Practitioner Survey: We administered a survey of 17 quantitative and qualitative questions on enterprise agility, in addition to demographic, industry, and organizational information to more than 70 practitioners. The findings identified patterns in values, principles, enablers, and constraints related to enterprise agility.

Desk Research: The synthesis examined 49 enterprise agility manifestos, frameworks, and academic sources during desk research in September 2025. The research team used synthesis and mapping prompts to create an integrated summary of all common themes found in the literature.

Public Engagement: We opened a public Lucid Feedback Board to collect ideas on the mission, values and principles of the Manifesto, enabling open public input and voluntary contributions from, but not limited to, project professionals, leaders, and agility practitioners.

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