

# Business Agility in practice with Integral Objectives

By Angel Diaz-Maroto

The background is black with a pattern of semi-transparent, dark grey circular arrows. Each arrow is composed of three curved segments forming a circle, with a small arrowhead pointing clockwise. These arrows are scattered across the top and bottom edges of the slide, creating a sense of motion and technology.

**What's the purpose of software?**



737 MAX

**BOEING**

737 MAX

LEAP

N87010



October 29, 2018: **Lion Air Flight 610**, a 737 MAX 8, registration PK-LQP, on a flight from **Jakarta, Indonesia** to **Pangkal Pinang, Indonesia** crashed into the sea 13 minutes after takeoff, with 189 people on board the aircraft: 181 passengers.



March 10, 2019: Ethiopian Airlines Flight 302, a 737 MAX 8, registration ET-AVJ, on a flight from Addis Ababa, Ethiopia to Nairobi, Kenya, crashed 6 minutes after takeoff, killing all 157 people aboard: 149 passengers and 8 crew members.



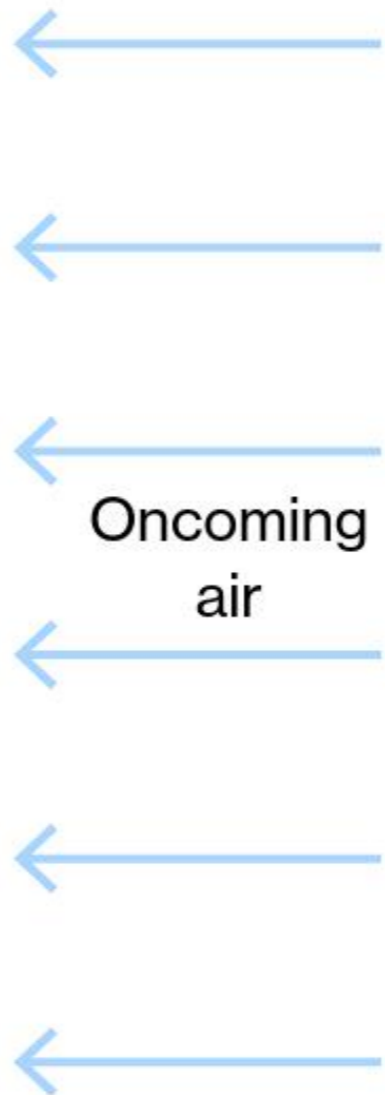
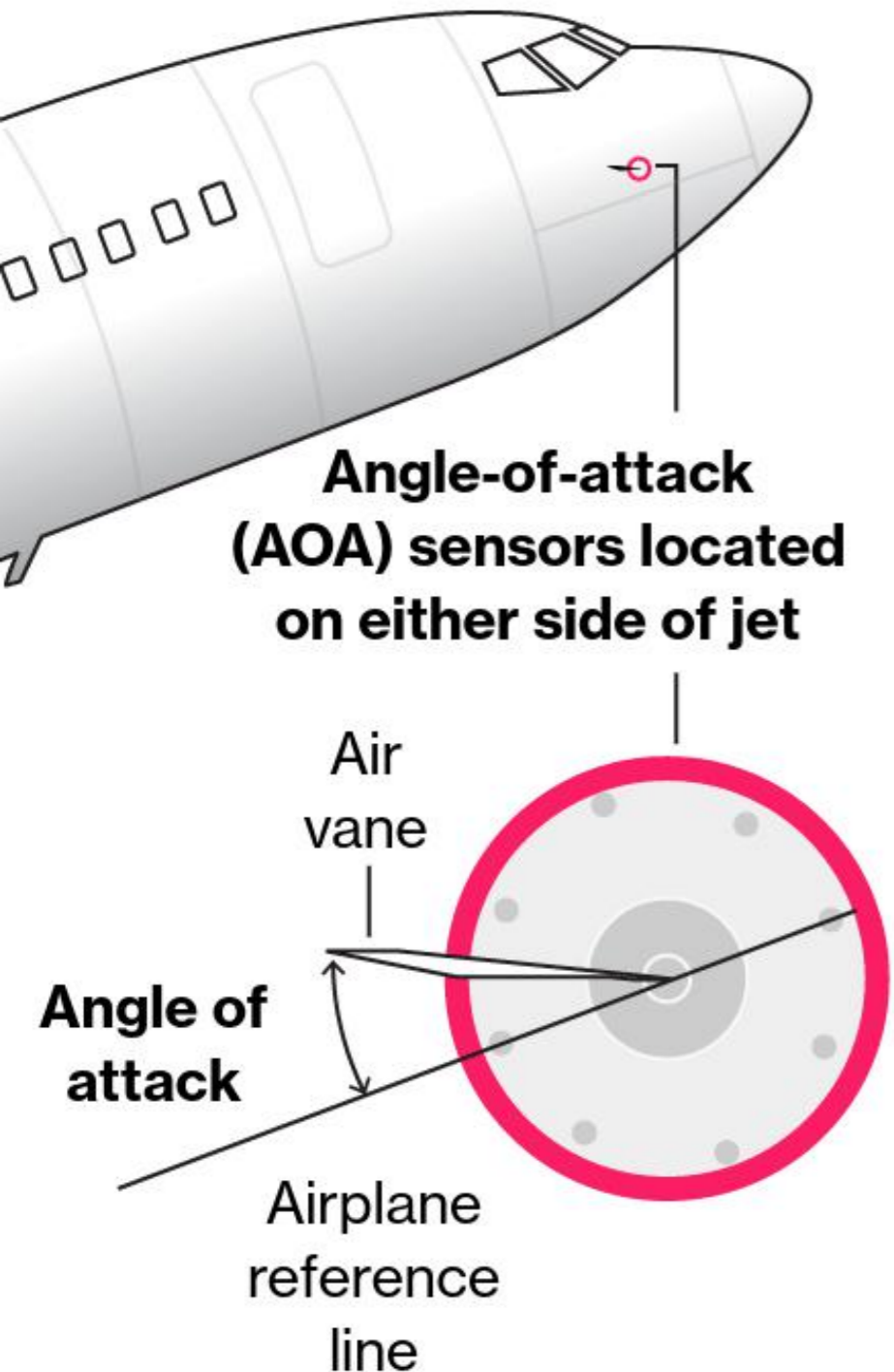
737 Max



737-800



The Boeing 737 Max has larger engines than earlier models



The MCAS system originally was programmed to push the plane's nose down if a single AOA sensor told MCAS it was in danger of going into a stall.



In that case, it would attempt to push the jet's nose down by forcing the angle of the jet's horizontal stabilizer up.

**Bloomberg**



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**What's the purpose of software?**

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**Make people's life easier.**



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**“It’s not my responsibility”**

- Random naive developer



The background of the slide is black and features a repeating pattern of circular arrows. Each arrow is a dark gray ring with a white arrowhead pointing clockwise. The arrows are arranged in a grid-like pattern, with some appearing larger than others, creating a sense of depth and movement. The central text is white and stands out prominently against the dark background.

**Integral?**



**Internal Quality**

**Delivery**

**Knowledge management**

**External Quality**

# Integral theory



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**A theory for everything**

# Holon

# Hol-on

# Quadrants

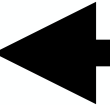
Individual



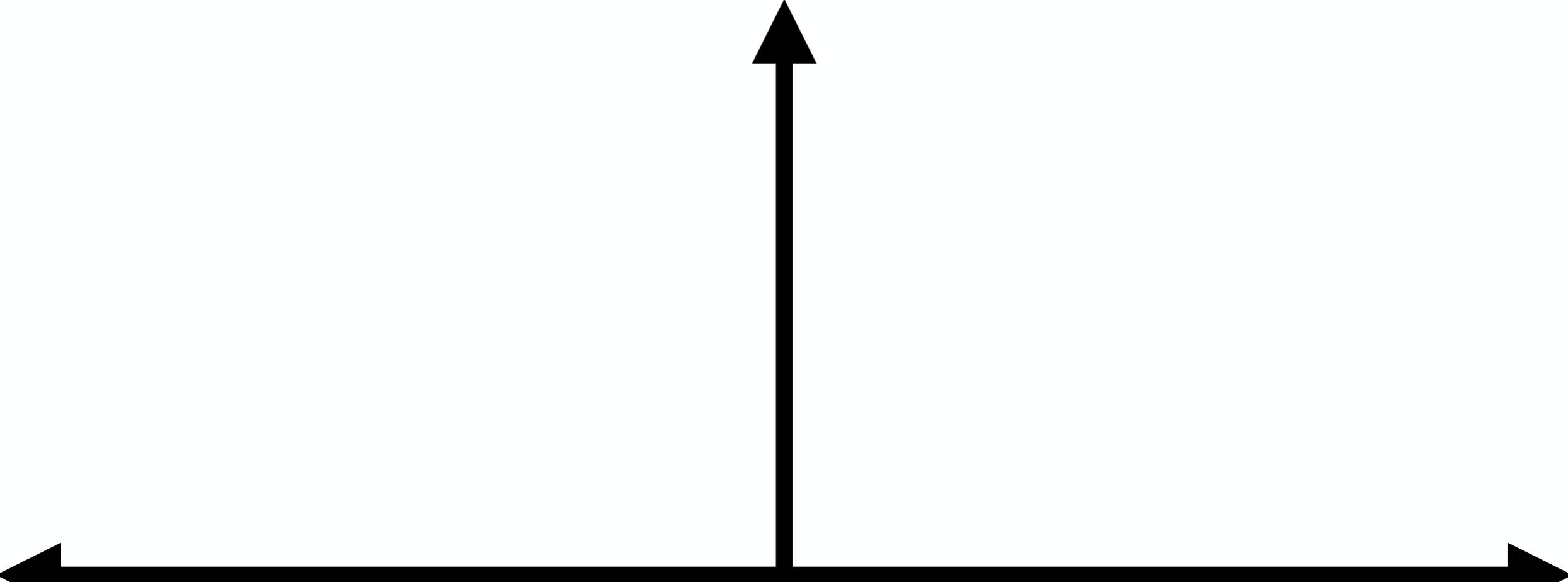
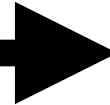
Group



Internal



Delivery



# Intentional

**Intentional ->  
craftsmanship**

# Standards





# Behavioural

**Behavioural ->  
Efficiency**

# Engineering



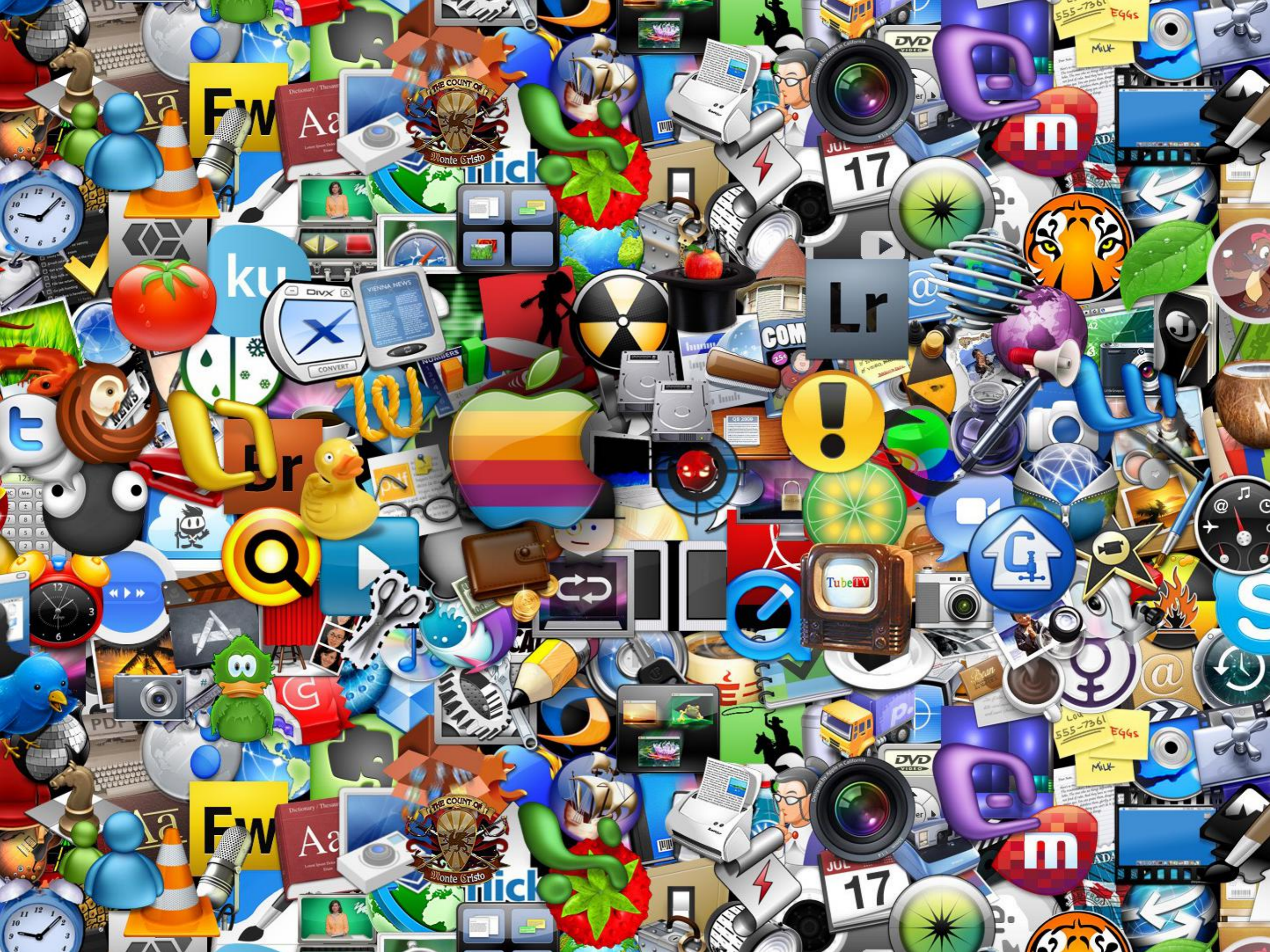
# Social

**Social**  
**-> Agility**

# Experimentation







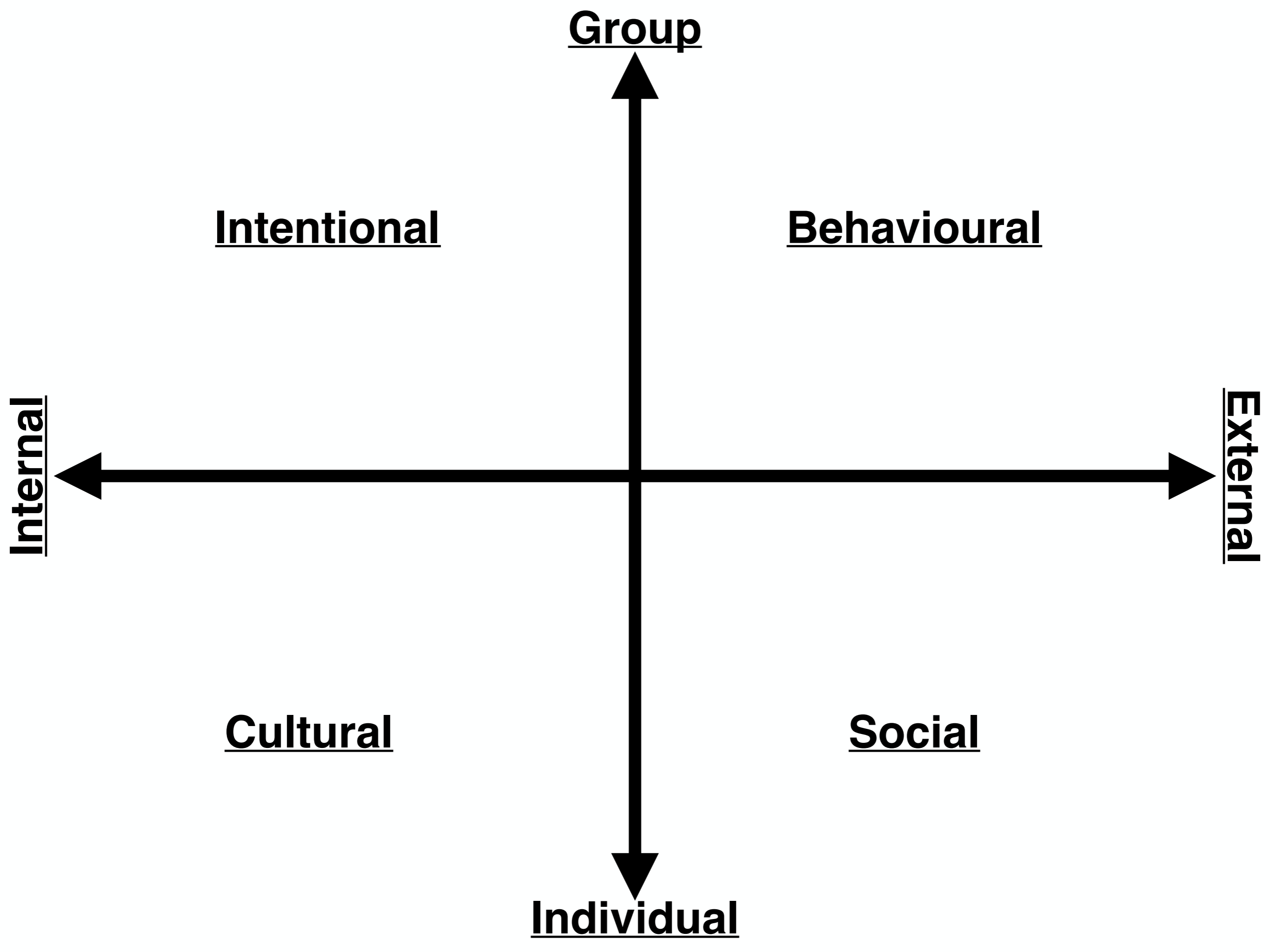
# Cultural

**Cultural**  
**-> Resilience**

# Simulation

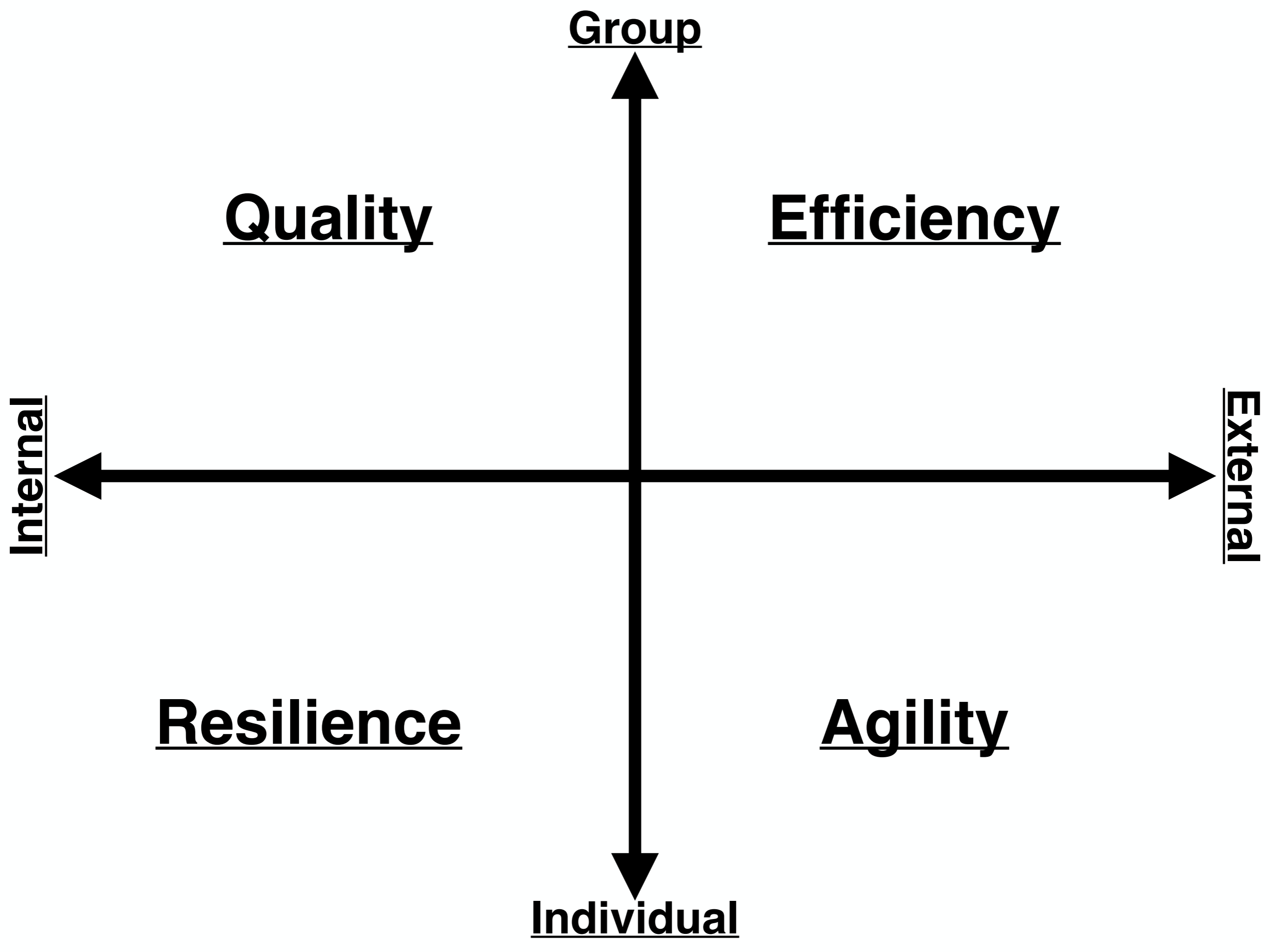


UBER



# Lines





# Levels

# Stages

# States

# Types



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**In practice ...**

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**1) Set goals in every quadrant.**



Individual

*Readable code*

*Reduce lead-time*

Internal

External

*Reduce dependencies*

*Receive and activate  
customer feedback*

Group

The background features a repeating pattern of circular arrows, some large and some small, arranged in a grid-like fashion. Each arrow is a dark gray color and points clockwise.

**2) Define 1-3 actionable metrics per goal.**

Individual

*Cyclomatic Complexity*

*Team Throughput*

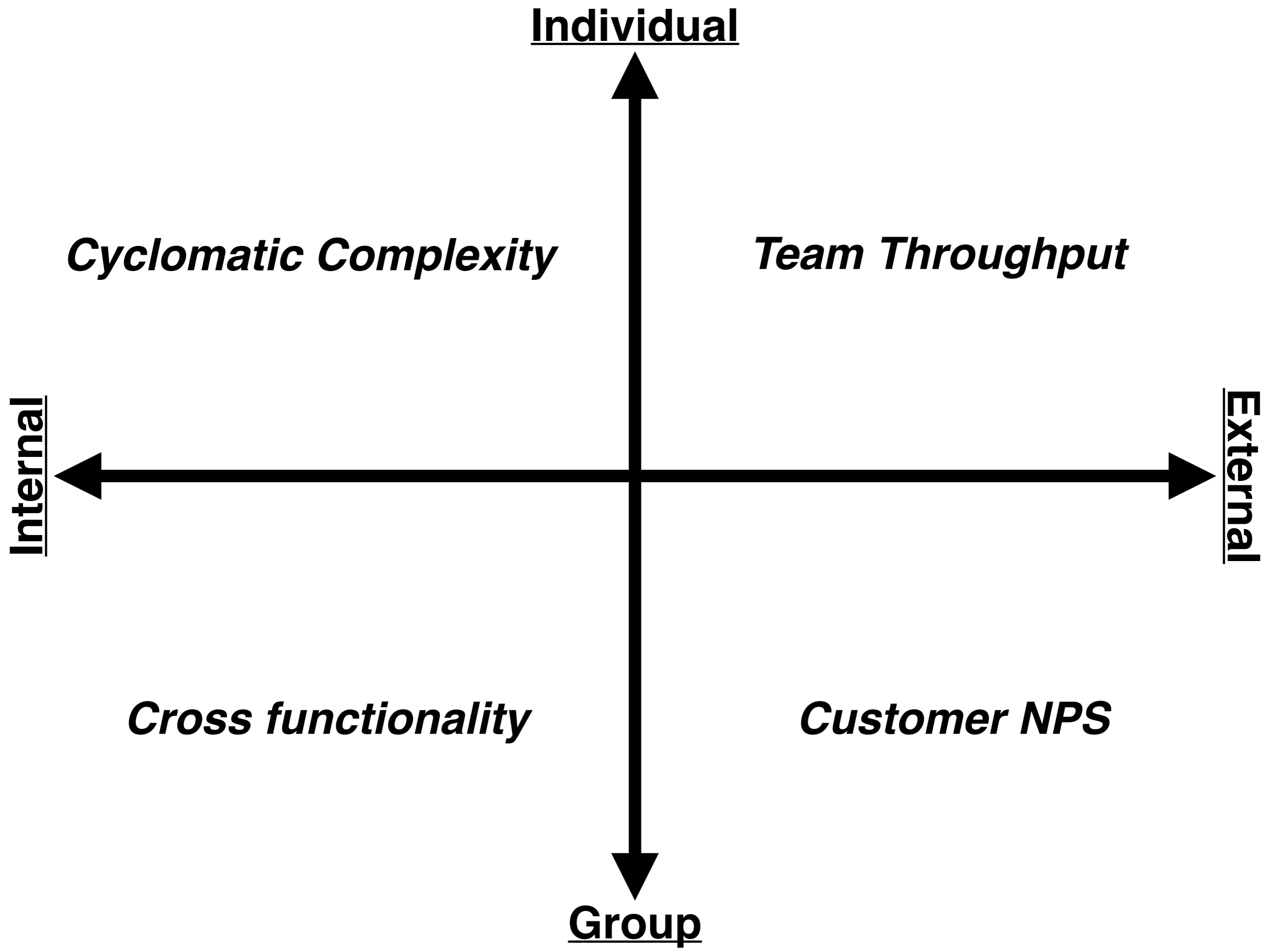
Internal

External

*Cross functionality*

*Customer NPS*

Group



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**3) Get the right people to measure  
and evaluate results.**

Individual

My Contribution to readable code

**Self evaluation**

Team Lead Time

**Delivery Management**

Internal

External

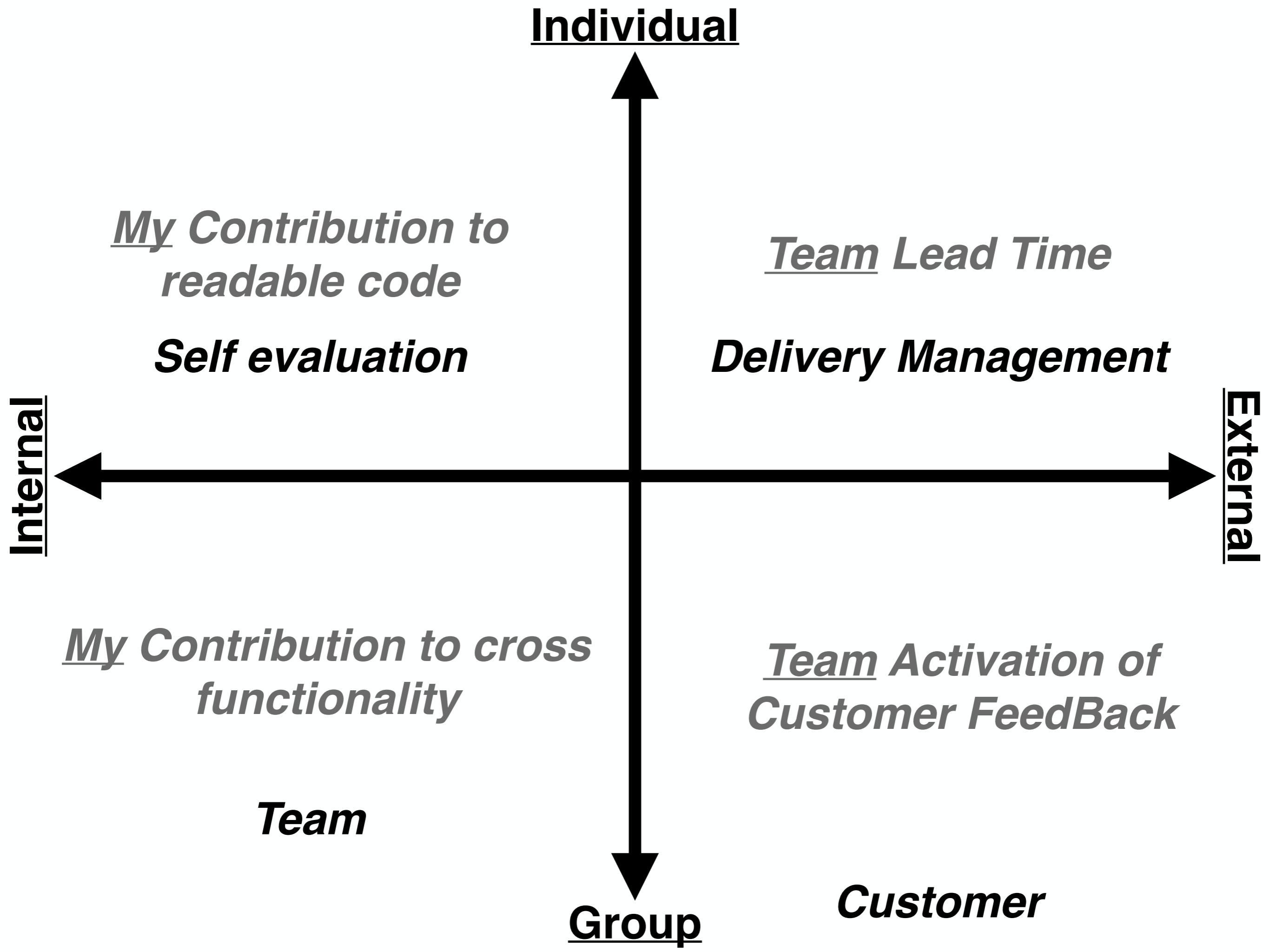
My Contribution to cross functionality

**Team**

Team Activation of Customer FeedBack

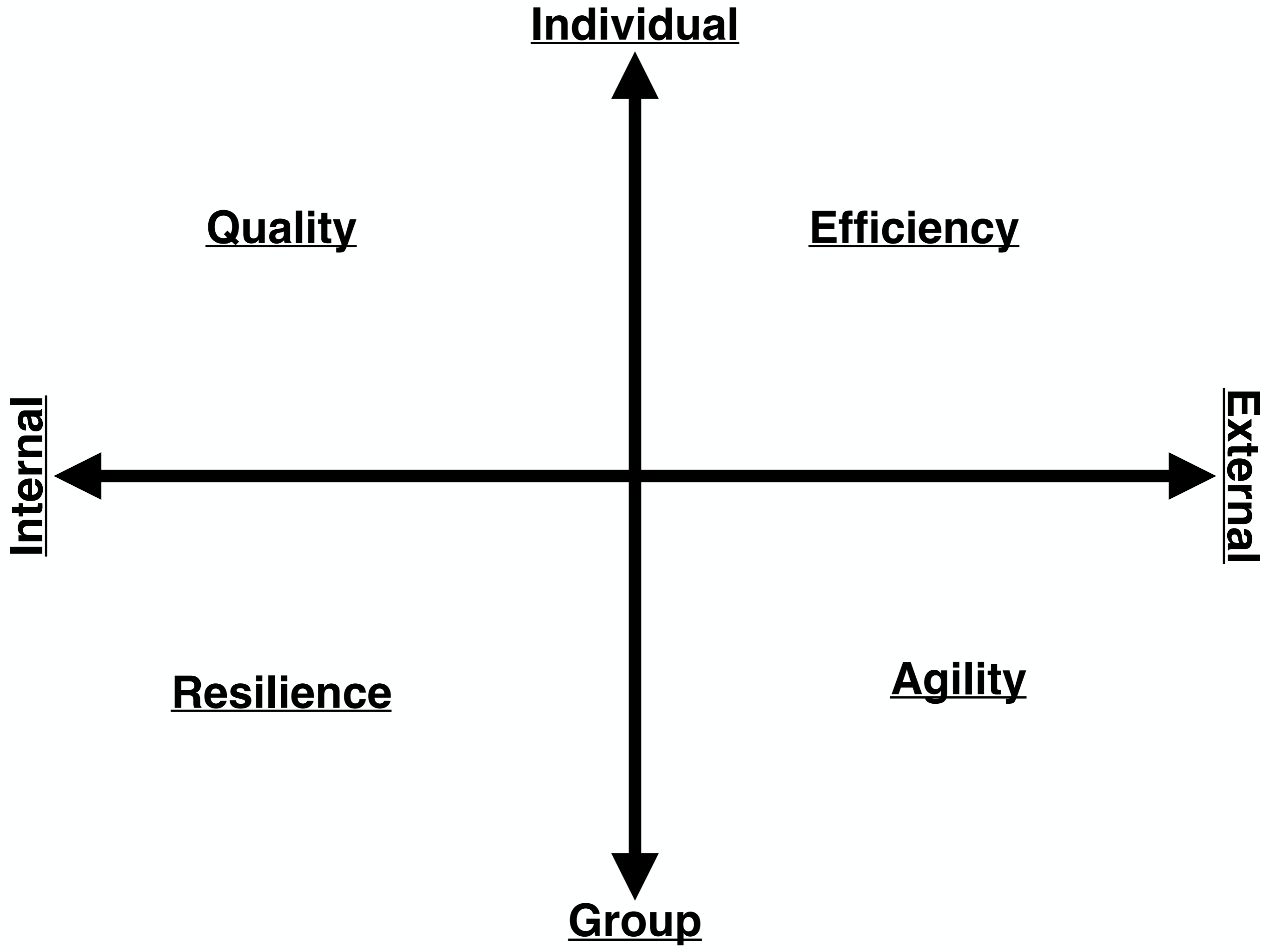
Group

**Customer**



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# **4) Nurture balanced growth**



Individual

Quality

Efficiency

Internal

External

Resilience

Agility

Group

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**5) Re-Define often, review very often**





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**Make people's life easier.**

**Captain Yared Getachew**  
**1989 - 2019 R.I.P.**







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