UNDERSTANDING AGILITY UNPACKING MISCONCEPTIONS AND EMBRACING A MULTI-LAYERED APPROACH IN MODERN ORGANIZATIONS

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ABSTRACT

Purpose: This study aims to clarify the concept of agility in organizational contexts, especially in the wake of the Covid-19 pandemic. It seeks to address prevalent misconceptions and misunderstandings about agility, highlighting its multi-layered nature and its role as a comprehensive management and organizational philosophy.

Methodology: The research employs a literature review and analysis of current organizational practices to explore how agility is defined and applied. It examines the three distinct layers of agility and investigates how these layers interact with the hierarchical structures of organizations. The study also considers the influence of labor market trends and generational expectations on the adoption of agile practices.

Findings: The analysis reveals that agility is often misunderstood and misapplied due to its complex nature and the lack of clear guidelines for implementation. The study identifies three core layers of agility and shows how it functions as both a management strategy and a philosophical approach to organizational change. Additionally, it highlights the increasing pressure from the labor market and the preferences of Generation Z and Generation Alpha as key drivers for adopting agile methodologies.

Implications for Theory and Practice: For theory, the study contributes to a deeper understanding of agility by delineating its components and addressing common misconceptions. Practically, it provides organizations with insights on effectively implementing agility, considering both hierarchical and cultural factors. The findings emphasize the need for clear communication and education about agility to overcome misunderstandings and leverage its benefits fully.

Originality and Value: This research is original in its comprehensive examination of agility from both theoretical and practical perspectives. It adds value by offering a structured analysis of agility's components and its impact on organizational practices in the context of evolving labor market demands and generational shifts. This provides a valuable resource for organizations seeking to navigate the complexities of agility in a post-pandemic world.

Keywords: Agility, Horizontal and Multipolar Organizational Development, Agile Coaching and Transforming, Generation Z and Alpha, Kaizen.

COMPREENDENDO OS EQUÍVOCOS DE DESEMPACOTAMENTO DE AGILIDADE E ADOTANDO UMA ABORDAGEM EM VÁRIAS CAMADAS EM ORGANIZAÇÕES MODERNAS

RESUMO

Objetivo: Este estudo visa esclarecer o conceito de agilidade em contextos organizacionais, especialmente após a pandemia da Covid-19. Procura abordar os equívocos e mal-entendidos predominantes sobre a agilidade, destacando sua natureza multicamadas e seu papel como uma gestão abrangente e filosofia organizacional.

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Metodologia: A pesquisa emprega uma revisão de literatura e análise das práticas organizacionais atuais para explorar como a agilidade é definida e aplicada. Ele examina as três camadas distintas de agilidade e investiga como essas camadas interagem com as estruturas hierárquicas das organizações. O estudo também considera a influência das tendências do mercado de trabalho e expectativas geracionais na adoção de práticas ágeis.

Constatações: A análise revela que a agilidade é muitas vezes mal compreendida e mal aplicada devido à sua natureza complexa e à falta de diretrizes claras para a implementação. O estudo identifica três camadas centrais de agilidade e mostra como ela funciona tanto como uma estratégia de gestão e uma abordagem filosófica para a mudança organizacional. Além disso, destaca a crescente pressão do mercado de trabalho e as preferências da Geração Z e Geração Alpha como principais impulsionadores para a adoção de metodologias ágeis.

Implicações para a Teoria e Prática: Para a teoria, o estudo contribui para uma compreensão mais profunda da agilidade, delineando seus componentes e abordando equívocos comuns. Praticamente, fornece às organizações percepções sobre a implementação eficaz da agilidade, considerando fatores hierárquicos e culturais. As descobertas enfatizam a necessidade de comunicação e educação claras sobre agilidade para superar mal-entendidos e alavancar plenamente seus benefícios.

Originalidade e valor: Esta pesquisa é original em seu exame abrangente de agilidade de perspectivas teóricas e práticas. Ele agrega valor ao oferecer uma análise estruturada dos componentes da agilidade e seu impacto nas práticas organizacionais no contexto da evolução das demandas do mercado de trabalho e das mudanças geracionais. Isso fornece um recurso valioso para organizações que buscam navegar pelas complexidades da agilidade em um mundo pós-pandemia.

Palavras-chave: Agilidade, Desenvolvimento Organizacional Horizontal e Multipolar, Coaching e Transformação Ágil, Geração Z e Alfa, Kaizen.

COMPRENDER LA AGILIDAD DESENVAINANDO CONCEPTOS ERRÓNEOS Y ADOPTANDO UN ENFOQUE MULTICAPA EN LAS ORGANIZACIONES MODERNAS

RESUMEN

Propósito: Este estudio pretende aclarar el concepto de agilidad en contextos organizacionales, especialmente a raíz de la pandemia de Covid-19. Se trata de abordar los conceptos erróneos y malentendidos prevalecientes acerca de la agilidad, poniendo de relieve su naturaleza de múltiples capas y su papel como una filosofía de gestión y organización integral.

Metodología: La investigación emplea una revisión bibliográfica y un análisis de las prácticas organizacionales actuales para explorar cómo se define y aplica la agilidad. Examina los tres niveles distintos de agilidad e investiga cómo estos niveles interactúan con las estructuras jerárquicas de las organizaciones. El estudio también considera la influencia de las tendencias del mercado laboral y las expectativas generacionales en la adopción de prácticas ágiles.

Hallazgos: El análisis revela que la agilidad es a menudo mal entendida y mal aplicada debido a su naturaleza compleja y a la falta de directrices claras para su implementación. El estudio identifica tres niveles básicos de agilidad y muestra cómo funciona como estrategia de gestión y como enfoque filosófico del cambio organizacional. Además, destaca la creciente presión del mercado laboral y las preferencias de la Generación Z y la Generación Alfa como motores clave para la adopción de metodologías ágiles.

Implicaciones para la teoría y la práctica: En teoría, el estudio contribuye a una comprensión más profunda de la agilidad al delinear sus componentes y abordar las ideas erróneas comunes. Prácticamente, proporciona a las organizaciones ideas sobre la implementación efectiva de la agilidad, considerando factores tanto jerárquicos como culturales. Los resultados enfatizan la necesidad de una comunicación clara y educación sobre la agilidad para superar malentendidos y aprovechar plenamente sus beneficios.

Originalidad y valor: Esta investigación es original en su examen integral de la agilidad desde las perspectivas teórica y práctica. Añade valor al ofrecer un análisis estructurado de los componentes de la agilidad y su impacto en las prácticas organizativas en el contexto de la evolución de las demandas del mercado laboral y los cambios generacionales. Esto proporciona un recurso valioso para las organizaciones que buscan navegar por las complejidades de la agilidad en un mundo post-pandemia.

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1 INTRODUCTION

Agility... is it a cool fad that is trendy and sexy, a cute fashion wave, or is there something really meaningful about it, thanks to which Agility is very effective, but it requires a deeper and comprehensive knowledge and understanding?

Agility exploded and changed the lives of smaller companies and large (obb) companies after Covid, just as the first iPhone with a touch screen or Apple Music, which completely rethought the music industry, did in its place and time. But here we can list the new, explosive business and social effects of social media, the expansion of artificial intelligence, data- based, the expansion of digitization and robotics, the lifestyle use of drones and their entire operating background. The changes can also be called digital transformation. (Jenei és Módosné 2021) These changes may be perceived differently by employees of different cultures, since the difference in their basic norms may result in this (Gálos és Vinkóczi, 2023).

All of them have a common denominator: they revolutionize our contemporary lives. And in our changed living conditions, we find changed people and changed needs (Essősy and Vinkóczi, 2018). The question arises as to whether science and technology have opened doors for us, through which the man of today has changed, or the man of today is different from the generations before him, so it was almost natural for science and technology to follow the the thinking, habits, needs, ideas of the new man of the new age about himself, his environment, other people, the world? Where and what is Agility in all this?

Today, Agility has 3 distinct and not to be mixed and confused layers present in organizations, and thus in the lives of all of us, and there is also a 4th element, a cohesive force, which can be considered a practical philosophy. The 3 layers:

1. general vocabulary;
2. Agile project management, Agile frameworks and Agile tools appearing at the organizational middle level;
3. Agile Management for the entire organization.

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2 HISTORICAL BACKGROUND

Unusually, but with good reason, almost every Agility-related course begins by saying: what isn't it? And here comes a longer or shorter list of misconceptions and misunderstandings, which most often arise from the general interpretation of the word agile and the 3 layers plus philosophy slipping into interpretation.

So, there is already a significant source of problems regarding the topic of Agility: it is not only the general, everyday interpretation that is true, even though it originates from there in terms of content. Agility is also a special term that refers to something. In other words, for a correct understanding, the origin, meaning, and source of the technical word must be examined, and the thing itself, which is general agility and the technical term Agility, must be interpreted. Let's see!

at The Lodge in Snowbird, Utah to discuss so-called lightweight software development methods. They published the Agile Software Development Manifesto to define the approach known today by the same name.

Who were the 17? (Agile Association, n.d.) The Mozarts, Bachs, Beethovens of software development at the turn of the millennium, the Steve Jobs of programming. Michelangelos, Leonardos, Teslas and Edisons in their field and in their own kind. The Agile mindset, much like competitive individual sports, prepares individuals for dynamic and competitive organizational environments (Juhász, Kálmán, & Tóth, 2020). Nice company, isn't it? Geniuses and competitors. Strong individuals, significant professional figures, excellent visionaries. And yet! Yes, the 17 of them, during two days of skiing in a ski resort, in the company of delicious food and in the middle of great conversations, formulated a manifesto as a result of which Agile It was named Manifesto (Agile Association, nd.-b). Perhaps they themselves were not even aware of the greatness of what they accomplished, what they created, what they created. They just felt that they were creating something very significant. But from the perspective of so much time, after about 20-25 years, the loftiness and magnificence of their born product can already be seen with a characteristic outline. It was one of what we call humanity's pure moments.

In the context of agility and innovation, the Agile Software Development Manifesto represented a unique moment of intellectual collaboration among the "greats" of software development, analogous to historical innovators such as Michelangelo or Tesla. These developers focused not merely on lightweight software methods but on rethinking adaptability itself (Agile Association, n.d.). In this context, Kálmán and Grotte (2023) highlight how a

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country's global image is enhanced through sustainability—a notion that parallels the brand-building mindset within Agile development, where creating resilient, lasting impact is essential. Moreover, just as financial attitudes evolve, so too do professional approaches to agile development, contributing to sustainable growth in tech environments (Zéman et al., 2023).

Figure 1

Snowbird ski center The Lodge, Utah, Wasatch Mountains, USA

Source: internet

How did easy software development become Agile?

Jim Highsmith, one of the creators of the Agile software development framework called Scrum (Schwaber & Sutherland, 2020) and one of the drivers of the gathering, writes as follows (Agile Alliance, n.d. -c) (translated by the author): "Previously, Alistair In a letter, Cockburn dissected his general dissatisfaction with the word ' light ': 'I don't mind the methodology being called light, but I'm not sure I want to be called light when I attend a light methodology meeting. It kind of sounds like a bunch of skinny, weak-minded, lightweights trying to remember what day it is.' By the way, the most heated debate was about the location of the meeting - serious concerns were raised about winter Chicago: it's cold and there's nothing fun about it; Snowbird, Utah: cold, but fun things to do, especially if you have people skiing on their heads, as Martin Fowler tried on the first day; Anguilla in the Caribbean: a warm and fun place, but at the same time extremely time-consuming to get there. In the end, Snowbird and skiing won out, but some, like Ron Jeffries, want somewhere warmer next time."

Thus, the term easy was replaced by agile, thus a software development path and framework (see Values and Principles described in the Agile Manifesto (Agile Association, n.d. -b)) became Agility as the 2nd layer. The 17s named themselves the Agile Alliance, and the venue became Snowbird. In a pure moment of humanity.

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The meaning of the word agile - layer 1, common usage according to the dictionary

Why did the term agile become suitable?

To do this, let's examine the 1st layer, the general use of words! (Sources: dictionary of foreign words 'jelentese.hu' collection and Wiktionary):

"agile (adjective):

1. ready for action, active, energetic, powerful, busy, hardworking, serene

2. characteristic of a fast, dynamic, action-ready person (way of thinking, speech, behavior); relating to a person ready to act (thing); manifesting in diligent actions (period); enterprising, nutritious, vital (characteristics).

3. Quick-witted (person) who finds a reasonable and successful solution in a short time. (The agile engineer solved the difficult task. The agile programmer wrote the program for managing the forms in a few days.)

4. efficient, vital, zealous (An agile attitude creates a good image of the employee. An agile life also brings the expected success.)

5. (noun, old) a serf who married a noble woman, or whose mother was noble, and that's how he got land

Based on its meaning, the word agile is used in most cases for a person who is not afraid of challenges and even goes ahead of them. He willingly invests energy in solving something and bringing it to success. An agile person is usually ready for action and energetic, someone who is able to cope even in difficult situations.

The meaning of the word agile in Hungarian, with an example sentence:

Péter is very agile, he will certainly take you a lot at work.

Károly won the tennis match with an agile game.

Kata's new trainer is agile and maximalist, with whom she can develop even further.

The new young and agile mayor will be able to do a lot to improve the village.

The word agile is of Latin origin: agile means → 'mobile', 'serene' [agilis < Latin: agile (mobile) < ago (moves, leads) < Sanskrit: ajati (goes, drives)]"

own words, agile, agility can definitely be associated with a person who gives and radiates an absolutely positive image, i.e. a living person, a group of people, dynamic progress and innovative, successful solutions. demonstrative flow in a kind of relaxed, calm, stable, swelling form.

Anyone who hears that agile or agility, in addition to a general education, in accordance with the 1st layer (1st general wording) envisions such an image, an idea - quite rightly so. However, this is where the 1st layer of general terminology separates from the 2nd professional

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content, and the second layer appears, the topics of Agile project management, Agile software development frameworks and Agile tools that appear and function at the middle organizational level and have agile characteristics.

And the lack of knowledge that separates and distinguishes the two layers can create significant confusion.

What separates and differentiates the 1st general and 2nd professional layers? The text of the Agile Manifesto (2) and its correct and comprehensive interpretation give us the answer to this question.

2.1 THE AGILE MANIFESTO (AGILE MANIFESTO) ANALYSIS

Below I make the Agile Manifesto directly available for analysis (Agile Manifesto) in the original (Agilis Szövetség, nd.-d) and the Hungarian translation on the website (Agilis Szövetség, nd.-b), because this is such an important point of understanding for the entire agile, Agile topic and space.

Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we yes come lake value:

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding lake change over following a plan

That is, while there is value in the items tin the right, we value the items tin the left more.

2.1.1 Manifesto for Agile Software Development

We explore a more efficient way of software development through our own activities and through the help we provide to others. As a result of this work, we learned to evaluate:

Individuals and personal communication versus methodologies and tools

Working software versus comprehensive documentation

Cooperation with the customer as opposed to contractual negotiation

The willingness to change versus slavishly following plans

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That is, despite the fact that the items on the right also have value, we consider those on the left more valuable.

2.1.2 The values - i.e. the Manifesto itself - and the principles (Agile Alliance, nd. -e)

Starting with the simple: Principles is presented as a relatively flat story, and that's pretty much all right. It consists of 12 parts in total, each part deals with 1 topic at a time, so it can be truly and correctly stated that 12 Basic Principles belong to the Agile Manifesto, which explain the Values in more detail. But how many values?

The entire development and Agile profession, which now extends beyond IT - including the founders themselves - talk about a total of 4 Values. Is this really so?

Definitely not!

, it is true that the Manifesto, i.e. the formulation of the Values, has four lines, but the first line of the four lines names 2 values: 1. Individuals and 2. personal communication (interactions), and these are massively and completely separate items from each other! They are separated in the same way as the departure and destination of a train journey (2 points) and the train journey itself with the train (the data between the two points = train; + the data flow = the journey). The other lines also name 1 idea each in the Values in accordance with the logic of the Basic Principles. The finding is therefore:

The Agile Manifesto has 5 Values: 2+1+1+1.

Does this have any significance?

Definitely yes! This is where the practical Agile philosophy with cohesive power appears, in the very first Value.

Because, willy-nilly, consciously or instinctively, this formulation released a spirit with a lot of megaton power, a practical philosophical thought from a well-sealed bottle. He carried out a paradigm shift of a size and importance that is difficult to describe in words: the fundamentally dehumanized, paramilitary system at the civil, civilian level as well (some of them are only from the classic military terms: Head Quarter HQ - head quarters; war room - staff meeting room; Human resource HR - living force / human resource; chief of... CEO, COO, CFO...: command leader; etc.) in our world of economic forums and other non-profit organizational culture, after a long time, with one unexpected and sudden move, he put the Man at the center of everything, and even dragged and pushed the Human into it. And this started an avalanche in the field of organizational development and management science throughout the globalizing world, an avalanche that we are only now trying to somehow catch up with - to

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grasp, understand and interpret in a professional manner and level, and to create solutions that meet the challenges. Because here, at this height, 1-2 foosball tables and a few beanbags are no longer enough. And this topic, the creation of complete organizational solutions, generated the need for the creation of the 3rd layer above, Agile Management for the entire organization. (The 2nd layer, the tip of the arrow, is only a part of the whole, the middle level of an organization: Agile project management, Agile frameworks and Agile tools appearing at the middle level of organizations). An entire organization cannot be managed or transformed from the middle organizational level, so the creation of the 3rd Agile Management for the entire organization became necessary, which also points out that the genie released from the bottle has long been affecting not only the area of IT - development, operation - but also in general including all organizations: both for-profit and non-profit, private and official organizations.

This is the entire relationship between the 3 layers, which 4. is held together as a cloud by practical philosophy.

Focusing on the human being is actually one of the most defining elements of the professional field of Agile, from which all other essential characteristics and the anomalies of Agility can be derived. This is reinforced by the related interaction, since humans are social beings, they communicate with each other, they are in interactions, and where there is communication, there is life.

Where and how do people-centeredness and life appear in Agility? Throughout the whole series of events. People create for people. Everything is true about what we define as the goals of a project, but before that there is a human intention with thoughts and feelings. Everything we define in the management of a project is true, but it is carried out by people, a group and community of individuals, with thoughts and feelings. Taking them into account makes the Agile paradigm shift so pulsatingly alive at the level of practical philosophy.

This is especially important in a field such as software development, where a developer is a scientist, artist and engineer in one person, due to the nature of his work.

And for everyone else, it is important, on the one hand, because today the entire network of software covers our world, so whatever happens in the IT society with people, permeates our daily lives, at least indirectly, and on the other hand, because of this central role, it started there Attitudinal changes continue to ripple across the entire globe to the entire humanity. Thus, the topic of Basic Human Values also becomes of particular importance, receiving more and more significant attention and role worldwide.

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2.2 THE REVELATION AND CONFIRMATION OF SYMBIOSIS

The last sentence of the Manifesto is also extremely noteworthy: "In other words, despite the fact that the items on the right also have value, we value those on the left." In other words, the Manifesto does not want to deal with something, but rather accepts and even respects the value system traditionally practiced in the organizational structure, but reveals that its world is centered on Man.

With its gentle and free-spirited approach, it makes itself, Agility, fully suitable for cooperation with traditional values. This is absolutely necessary, because there are organizations and organizations' parameters, as well as life situations, which by their nature are not suitable for the Agile approach.

Some examples: encrypted developments for national defense purposes; public procurements that require full transparency and are therefore regulated in an extraordinary way by laws and regulations - inflexibility, long lead time frames; cases requiring extremely quick decision and execution in the event of an emergency (fire rescues, emergency accident prevention, etc.).
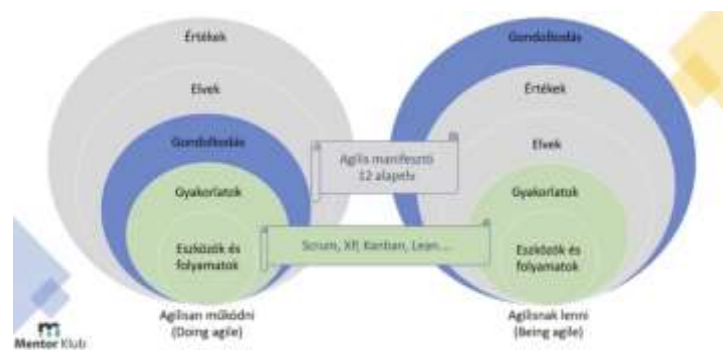
3 HOW DO WE USE THE PRACTICAL PHILOSOPHY OF AGILITY?

How can and how should a practical philosophy be used? The simple answer is lifestyle.

Here, the professional community distinguishes between two stations in the field of Agility: Agile operation (*Agile Operation)* and the Agile mentality (*Agile Mind set)*. The Agile onions diagram is used in training to show the difference:

Figure 2

Agile manifesto

Source: Guerilla Mentor Club Scrum Master training: https://gerillamentorklub.hu/

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The key word between the two is lifestyle. With Agile operation, I know what Agility is, I know that I find tools, frameworks, etc. to be good. I am assigning it and moving on the path of Agility in order to have an organization with an Agile philosophy, with Agile participants: internal colleagues and external partners. And in the case of Mindset, and this is definitely the goal, Agility is already in my blood. For me and my organization and our partners. Instinctively, automatically, this is how I operate, this is how I get up, this is how I go to bed, and this is how I operate my position at work, and even other roles in my life. According to the philosophy of Agility.

4 WHAT DO WE USE AGILITY FOR?

Organizations for management and processes for operation in the 3 layers and according to the Agile practical philosophy. We use it to create an (Agile) operating order of organizations according to a certain format and content and to maintain their operation according to this order. We carry out processes, developments and management Agile. But this, according to the above, is 3 separate layers: 1. the general usage of words, 2. the organizational middle level and 3. the entire organizational management 4. according to the practical philosophy.

The training center marked by the name of Dale Carnegie has been a defining element in the world for many decades, constantly representing high quality and level in the field of training and skill development.

However, for example, due to the mixing of layers 2 and 3, even in the case of this top institution, the generally perceptible confusion appears in a blog post regarding the topic of Agility - Agile frameworks / Agile Management (Dale Carnegie Training, n.d.):

"SCRUM Master - management technique or a series of soul-killing meetings

It's an open secret that Scrum is not the best method. It's no coincidence that it has received a lot of negative criticism lately, and we're not selling cats in a bag: we're not going to defend it either. So why bother writing this article anyway? Because we are optimistic and believe that we can learn from and even prevent disasters like Scrum if we understand what went wrong and why."

Even the subtitle reveals it, and the introductory lines confirm that the concepts of Agile Management (layer 3) and Agile framework (layer 2) are completely confused. What could be the cause of this wrong, faulty approach? From the exact knowledge of what things are or aren't, as well as "what is what for?" from misinterpretations. Because Scrum (Schwaber ouch Sutherland, 2020) for example, is by no means a management technique, but one of the most

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widespread Agile frameworks, for the practical implementation and operation of Agility at the middle level of organizations, primarily in development areas. By the way, there are no soul-killing meetings in Scrum, in fact, the number and time interval of the meetings that must be held are specifically minimized.

4.1 AGILITY AS A MANAGEMENT TECHNIQUE - AGILE MANAGEMENT FOR THE ENTIRE ORGANIZATION

If something is a management technique, it is the 3 basic categories of Kurt Lewin, a psychologist, economist and university lecturer. And this is where the 3rd layer, Agile Management, came in. Just like the iPhone, Apple Music, artificial intelligence, etc. also in their area.

The classic studies distinguish Kurt Lewin's 3 types of vertical organization management and organization management methodology formulated in the 1930s:

- Autocratic leadership and leadership style: Autocratic leadership is individualistic, without the consent of the group, it makes individual decisions alone. It is excellent for quick decisions, for example in emergency situations, or when there is a strong single person of responsibility, for example in a military, war environment.

- Democratic leadership and leadership style: Democratic leaders involve team members in the decision-making processes as preparers, and finally the leader makes the decision alone. In other words, the manifestation of the community already has value, place and role here, community involvement as a value-creating process (Módosné Szalai – Jenei, 2021) and creativity are given more space, the team members can feel the tasks as their own to a large extent, it can be significant productivity, however, the decision is still authoritarian. After the decision, there is still an autocracy. Today, the majority of companies try to operate at least democratically, often with significant success.

- Laissez-faire leadership and management style: Laissez-faire leadership is useful in institutions such as research institutes or the arts world. It gives creators a lot of freedom in creative work and deadlines. Primarily, the leader's task and goal is to provide the framework for the group members, possibly providing help (resources, advice as needed), but the leader does not get involved in the processes and tasks.

This triple division worked brilliantly until the turn of the millennium, for about 70-80 years after its formulation, but from the 2000s it started to become a bottleneck, catalyzed more

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and more strongly by the appearance of the Z and, slowly, the Alpha generations on the labor market (McCrindle, n.d.). The situation is complicated by the fact that the expectations of employees towards the employer have increased in several cases, while voluntary compliance by employees has improved little (Poór et. al, 2021; Gelencsér et al., 2024).

Thus, the place and role of Agile Management as a new type of management model appears around Lewin's triplet. It has a horizontal and multipolar organization, the scientific foundations of which are confirmed by the results of network research (Barabási, 2003) (Barabási, 2018).

Because of this, from Scrum Masters, Product Expecting Agile transformation in an entire organization from Owners, Agile Project Managers, and Agile Coaches is not realistic. This is not their job, their expertise is at a different level and direction, and their level of competence is completely different. This is the task of the current management and competent decision-makers.

4.2 AGILE TRANSFORMATION - IMPLEMENTING AGILITY AT THE ENTIRE ORGANIZATIONAL LEVEL

So, what is the recommended order and methodology for introducing and maintaining Agility? Agility must necessarily be a top-down initiative. From the perspective of Kaizen, Imai Maszaaki, the founder of the Kaizen Institute™, came to the same conclusion (Imai, 2022).

1. The first wave: either from within, or as a result of external stimuli, the number one decision maker (one of the decision makers) of the given organization becomes interested in Agility.

2. Gain full insight into Agility. Here, it is highly recommended to involve a specialist in Agility who fully understands Agility, an Agile Coach: training, teaching, guidance on the subject of Agility, for the decision-making manager in 1/1.

3. Strategic decision by the number one decision maker(s) regarding the introduction of Agility. Autocratic or democratic mode. Goals, deadlines, expected results.

4. The second wave: informing and training the strategic management team about Agility in general, as well as developing the adaptation of Agility to the specific organization.

5. The third wave: Agile transformation: With the involvement of an Agile specialist, the organization's operating order is changed according to the characteristics of Agility, in accordance with Agility. In the case of a startup, the structure according to Agile operation.

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6. Long-term / longer-term restructuring and transformation for the entire organization: the management style and methodology according to Agility is integrated into the life and operational methodology of the given organization in a way of life. Agile assertive communication is of prime importance in this process. (However, it is important to note, based on experience, that sloppy, distorted or non-communication is not the same as assertiveness used in Agility. Agile assertiveness is always self-identified and honest.)

7. Involvement of supplier / service partners in Agility.

5 SUMMARY

Agility as 3 layers plus 1 practical philosophy is a real and realistic answer to the challenge facing organizational development, change management, and management science itself. The challenge was partly created by our extremely accelerated and rapidly changing new world, partly by the development and changes of technology and technology, the globalizing Human (global village), and the Z and Alpha generations who will soon appear as active members of various communities and enter the labor market en masse it is generated by your expectations and worldview.

Moving on? Agility and agile governance can also be effective at the national economic level. Considering the interests of the citizens, it is necessary to respond quickly and peacefully to world events. During the health crisis that took place between 2020-2022, this represented the most beneficial combination of bans and exemptions for society, so that there were people who disputed them in every country. (Poor et al, 2021),

However, nowadays the concept is only related to the micro level, where it is demonstrably successful. The management of training and educational anomalies, labor shortages, and organizational dysfunctions in small and large projects already indicate that a realistic answer to the challenges is the Agile solution direction.

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