

THE SUBTLE POWER OF AGILE

Transforming the Public Sector from Within

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The Agile Imperative <https://doi.org/10.22439/phd.14.2023>



Trending Agile

A fashionable idea considered necessary to be a legitimate organisation working with IT



Manifesto for Agile Software Development

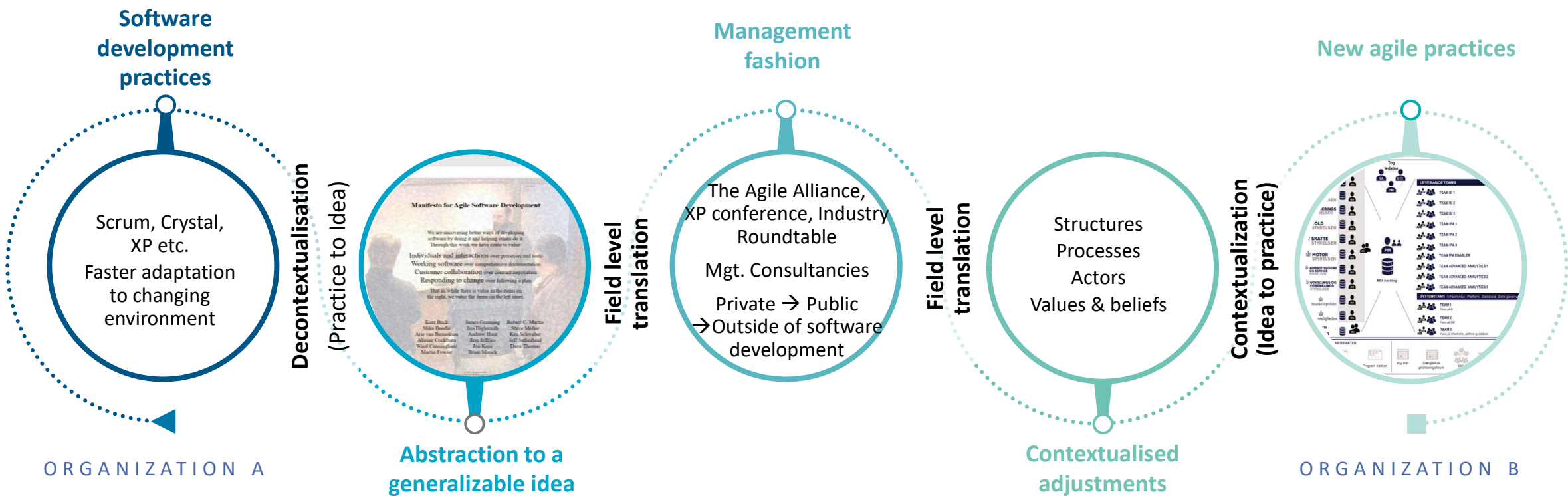
We are uncovering better ways of developing software by doing it and helping others do it.
Through this work we have come to value:

- Individuals and interactions over processes and tools
- Working software over comprehensive documentation
- Customer collaboration over contract negotiation
- Responding to change over following a plan

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

- | | | |
|-------------------|----------------|------------------|
| Kent Beck | James Grenning | Robert C. Martin |
| Mike Beedle | Jim Highsmith | Steve Mellor |
| Arie van Bennekum | Andrew Hunt | Ken Schwaber |
| Alistair Cockburn | Ron Jeffries | Jeff Sutherland |
| Ward Cunningham | Jon Kern | Dave Thomas |
| Martin Fowler | Brian Marick | |

Agile Travelling





Implementation and Agile Scaling in the Danish Tax Administration

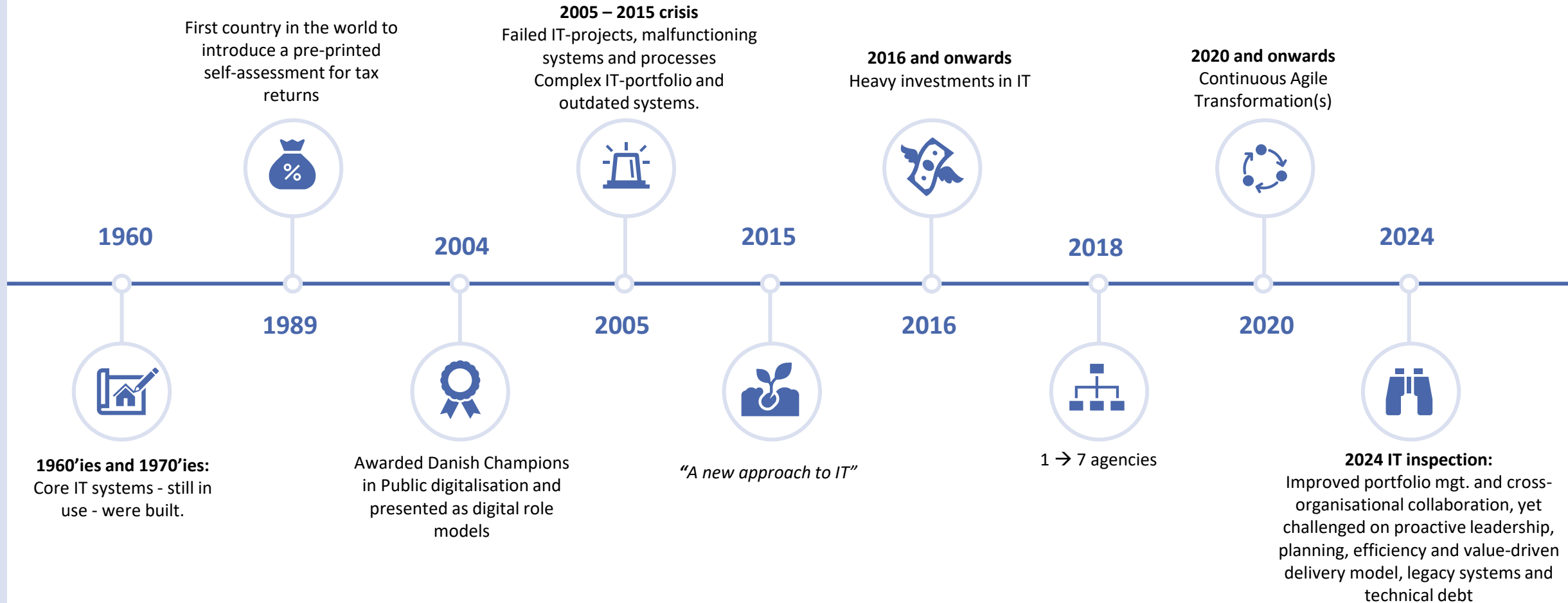
Taxation

Taxation is about taking, giving and receiving, formed in a reciprocal relationship between citizens and the tax collector



Interpreting Agile: a historical context is brought into the future

The public sector in Denmark are considered frontrunners in digitalisation (OECD, 2023).



Practicing Agile

Agile is interpreted and practised across an organisation, its hierarchies and organisational boundaries

An organisational landscape of multiple actors across interdependent spaces, connected by objects and translators



MANAGERIAL | Direction setting



POLITICAL | Legitimising change towards stakeholders



INTERNAL | Testing, learning and adapting practices



COLLABORATIVE | Harmonisation with the surrounding organisation

Pre PI-planning



Cross-functional IT team



Cross-functional IT team



Methodological guides

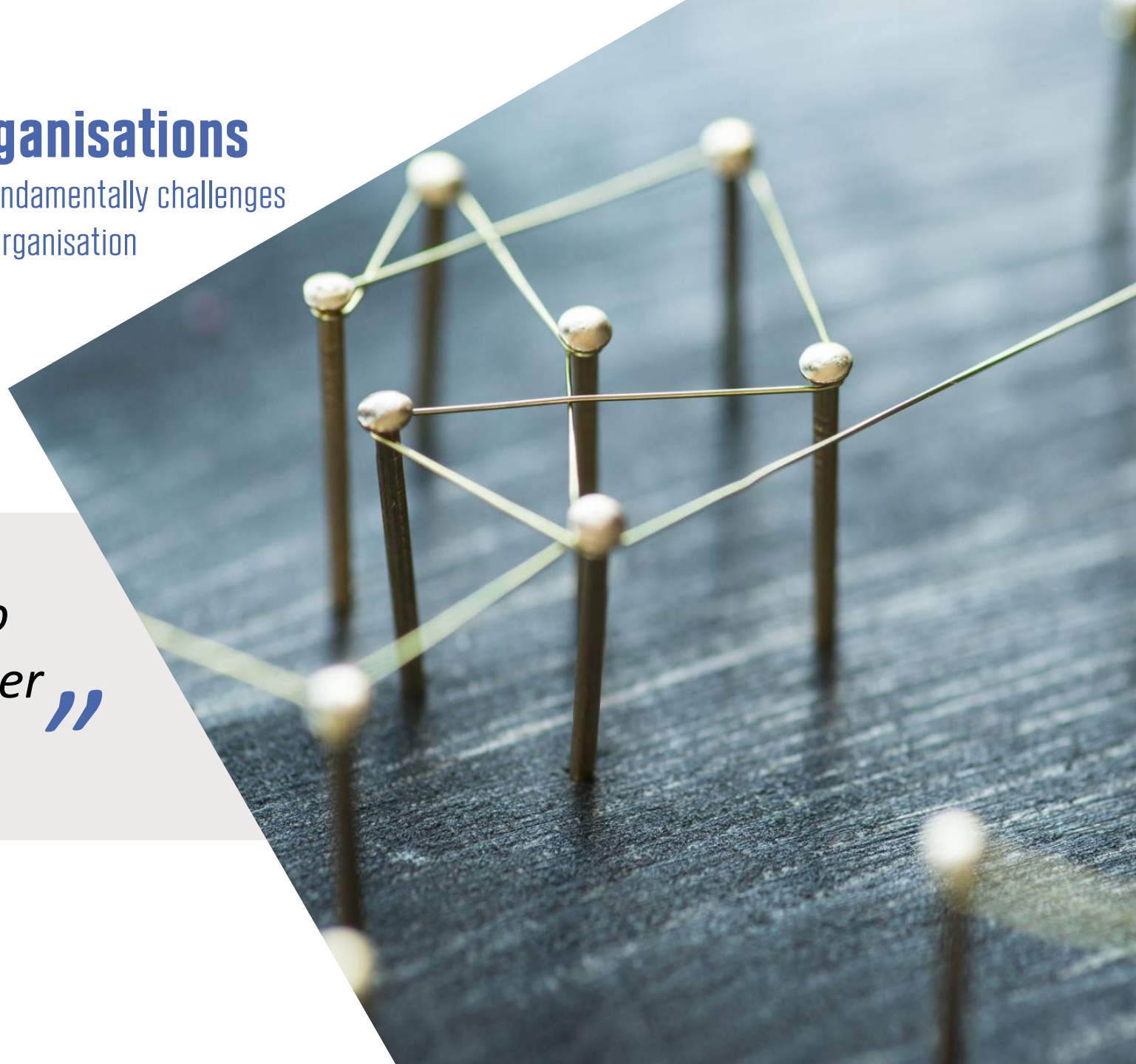


Agile Leadership in Public Organisations

Agile methods require a new way of leading, which fundamentally challenges the role of middle managers in a bureaucratic public organisation

“In a SAFe setup, there is no place for the Middle Manager”

(Middle Manager, IT, Tax Administration)



Collective Construction of Leadership

Agile leadership is constructed as an interactive and collective endeavour among managers



Middle managers and Transformation team members during agile ceremonies.

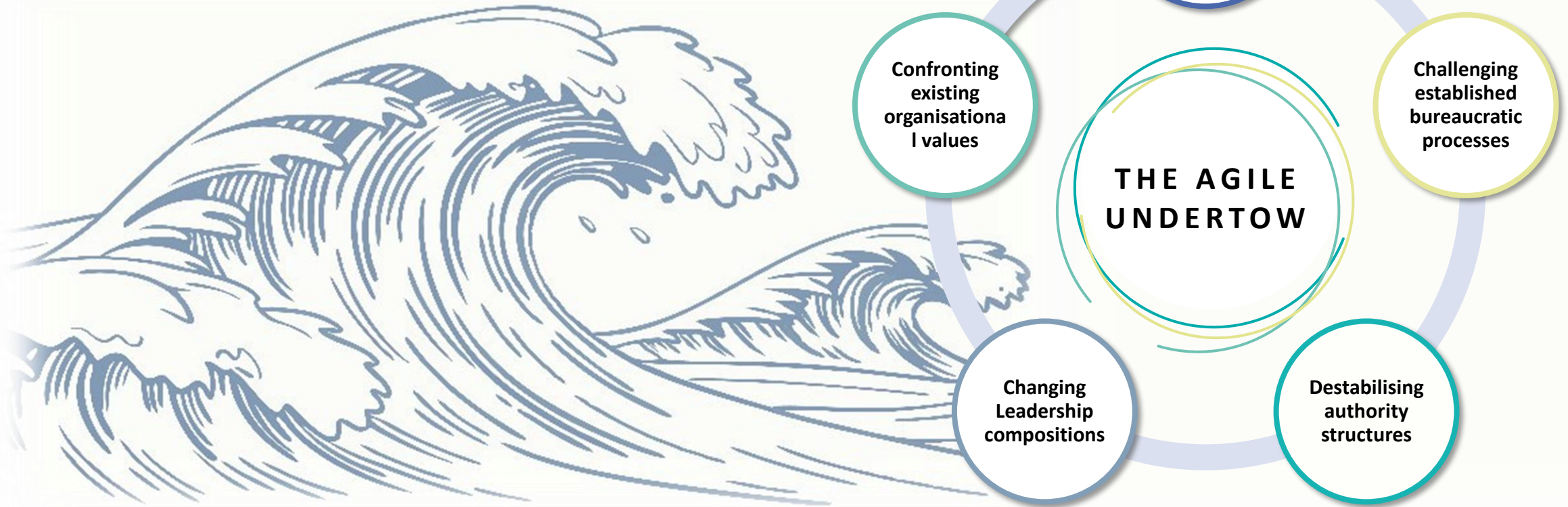
Covid-19 and partial lockdowns



	01	Strategic micromanagement of a change process
	02	Leading Agile behaviour through admonishment and praise
	03	Agile values as a vehicle of change
	04	Embracing Agile practices of organisational learning
	05	Relational processes by which Agile leadership emerges and operates

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Transforming the Public Sector from Within





**What if embracing agile and digital transformation
isn't just about efficiency, but about redefining power
and influence within organisations?**