

Still agile or already modern? A transformative approach towards a holistic strategy



Prof. Clemens Lutsch^{1,2}

¹International University SDI Munich, Bavaria, Germany

²swohlwahr GmbH & Co. KG, Vienna, Austria

Nowadays, companies are only too happy to garnish themselves with the word "agile". This usually implies that they develop and produce quickly, leanly, with flat hierarchies and in a modern way... and that they are also particularly cost-effective. The idea of the agile mindset comes from software development and was aimed at replacing rigid and over-planned development projects. There is nothing wrong with that - but an organization is not a development team. Supposed "agile methods" tend to focus too much on what is technically feasible and, alas, too little on what is actually required. Even with agility in mind, projects still fail often or are too expensive.

Companies must think holistically to act resiliently, flexibly and sustainably. They need to focus on addressing the needs of people (users and stakeholders). This doesn't mean a vague, esoteric concept that can only end in platitudes, cute slogans on posters or even embarrassing self-portrayals. Rather, this requirement opens a new model of corporate strategy that comprehensively covers all areas of an organization, that creates added value based on needs – derived from international standards, with explicit inclusion of sustainability, accessibility and corporate social responsibility.

Experts from a wide range of disciplines have developed a model which builds a bridge between business success and added value for users. Let's wean companies off the blind and inefficient "agilization", let's unmask the "lean" approach, use the full potential of modern system and process development through the human-centered approach and get rid of anachronisms like design thinking.

Biography:

Master in Industrial Anthropology, Cultural Anthropology and Education. Projects in Usability, Human-centered Design, UX-Strategy and Management since 1994. Standardization and standards editor at DIN, ASI & ISO „Human-system Interaction“. Managing Partner at swohlwahr GmbH, Professor for Human-centered Strategy & User Experience, International University SDI Munich. Chair of the Accreditation Board at the Association for the International Accreditation of UX-Professionals and Quality Assurance in UX, Usability and Human-centered Design. UX Knight Award in 2022. Keynotes, papers and specials on digitization, ethics, business models, sustainability and human-centered strategy.