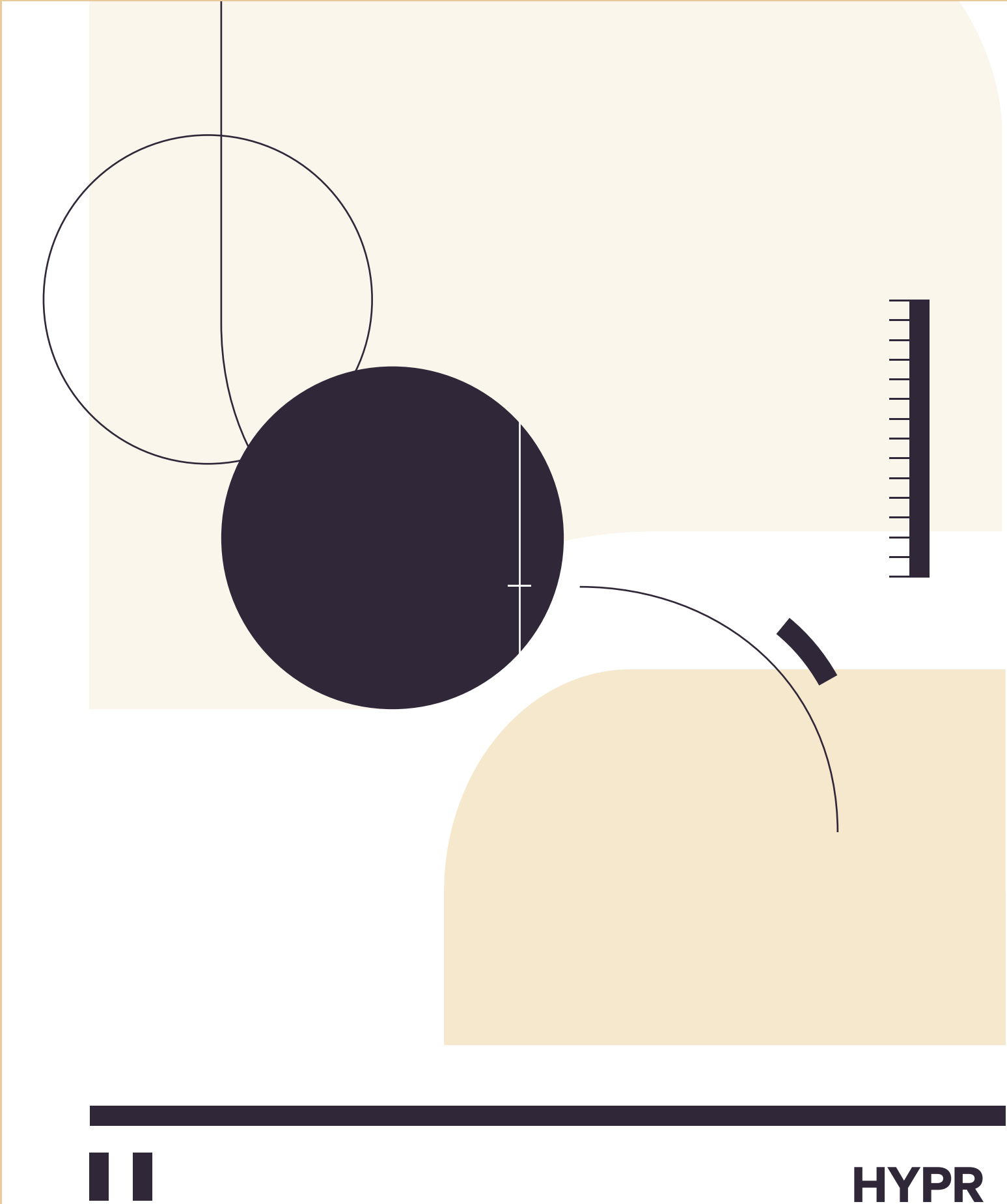


The Big  
Picture  
—

# The Golden Age is here

Five surges in technological innovation over the last 250 years have disrupted, shaped and transformed our lives. The fifth is entering its most explosive period. Are you ready?

Version B1.01



# Our playbooks

Each of our playbooks are a broad guide to **how we approach and deliver your engagement**. That engagement is unique and specific to you. We take nothing ‘off-the-shelf’ except a combination of useful models, interesting patterns that have emerged in our work and a deep knowledge of organisational, technological and human complexity. These ideas may or may not apply, but they’re a different way *for you* to consider what’s important for your play.

## The Big Picture

The Golden Age is here

Our headline playbook sets the scene for the four transitions you need to make in Pursuit of Relevance... the ability to play in the Golden Age.

Each of these transitions are covered in more detail in the following playbooks...

## Transition Technology

Untangle the net

## Scaling Lean-Agile

Edit the DNA

## Improve Practices

Enhance the flow

## From Project to Product

Make value visible

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THE BIG PICTURE — THE GOLDEN AGE IS HERE

# Setting the scene

‘The Golden Age’ is a period of prosperity that comes after a ‘turning point’ in a technology revolution. The concept, described in this playbook in more detail, was developed by Carlota Perez in her influential work *Technological Revolutions and Financial Capital*.



The ability to create customer value and deliver at pace determines an organisation's survivability in our digital age.

The condition for relevancy here is not the great product that customers love, necessary though it is, but the ability to create, deliver, enhance and sustain it.

Thinking about relevancy in this way switches your focus from 'WHAT' to 'HOW'. From the end-creation of something to the pursuit of improving the organisational ability to create anything.

In this headline playbook, we explore the big-picture themes of today's digital landscape and consider the four critical transitions organisations need to make in The Pursuit of Relevance. The ability to play in The Golden Age.

# Your place in the future

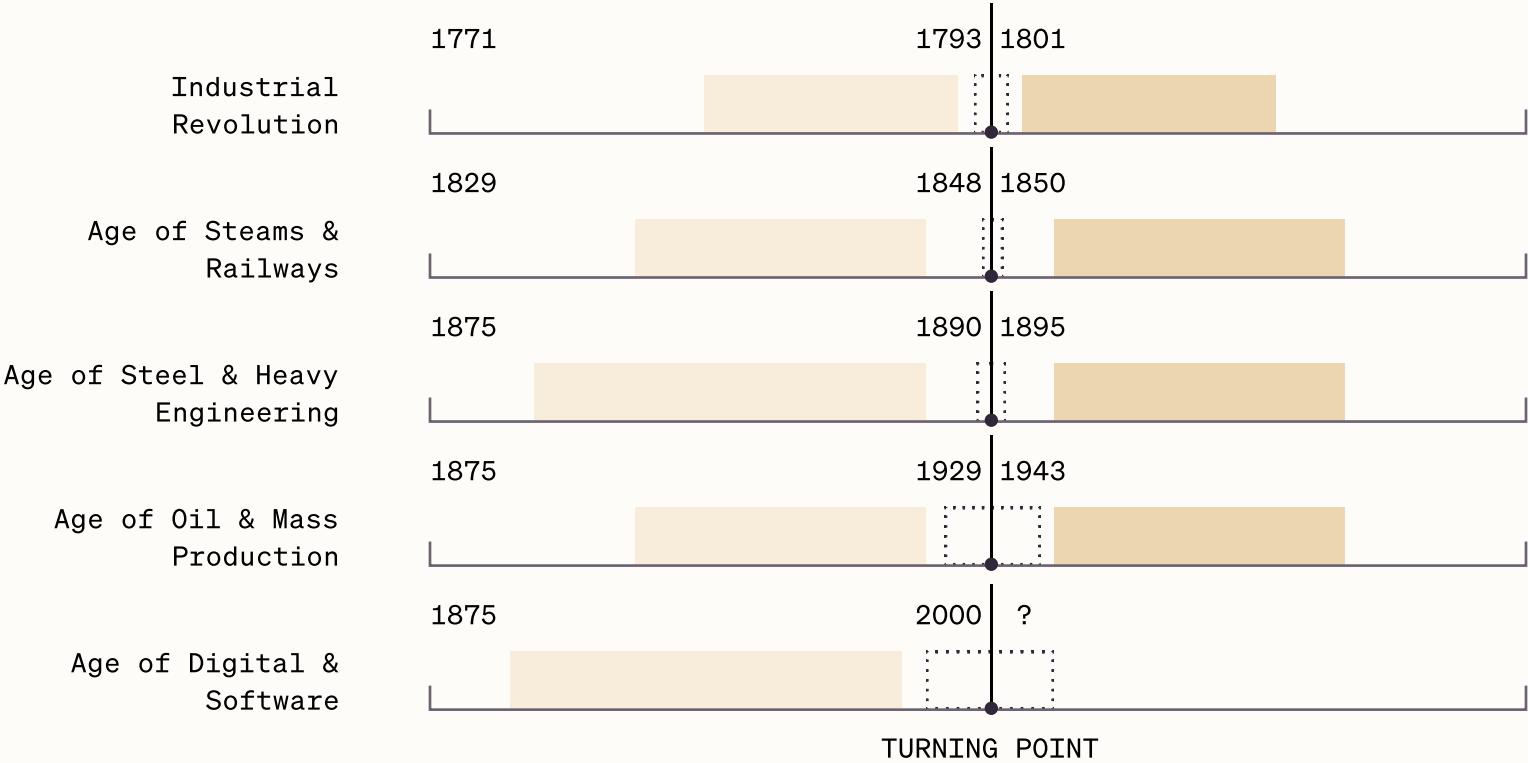
We’ve passed the Turning Point in a technological revolution that will determine the future of countless organisations. Your place in the Golden Age of the Digital & Software revolution is at stake.

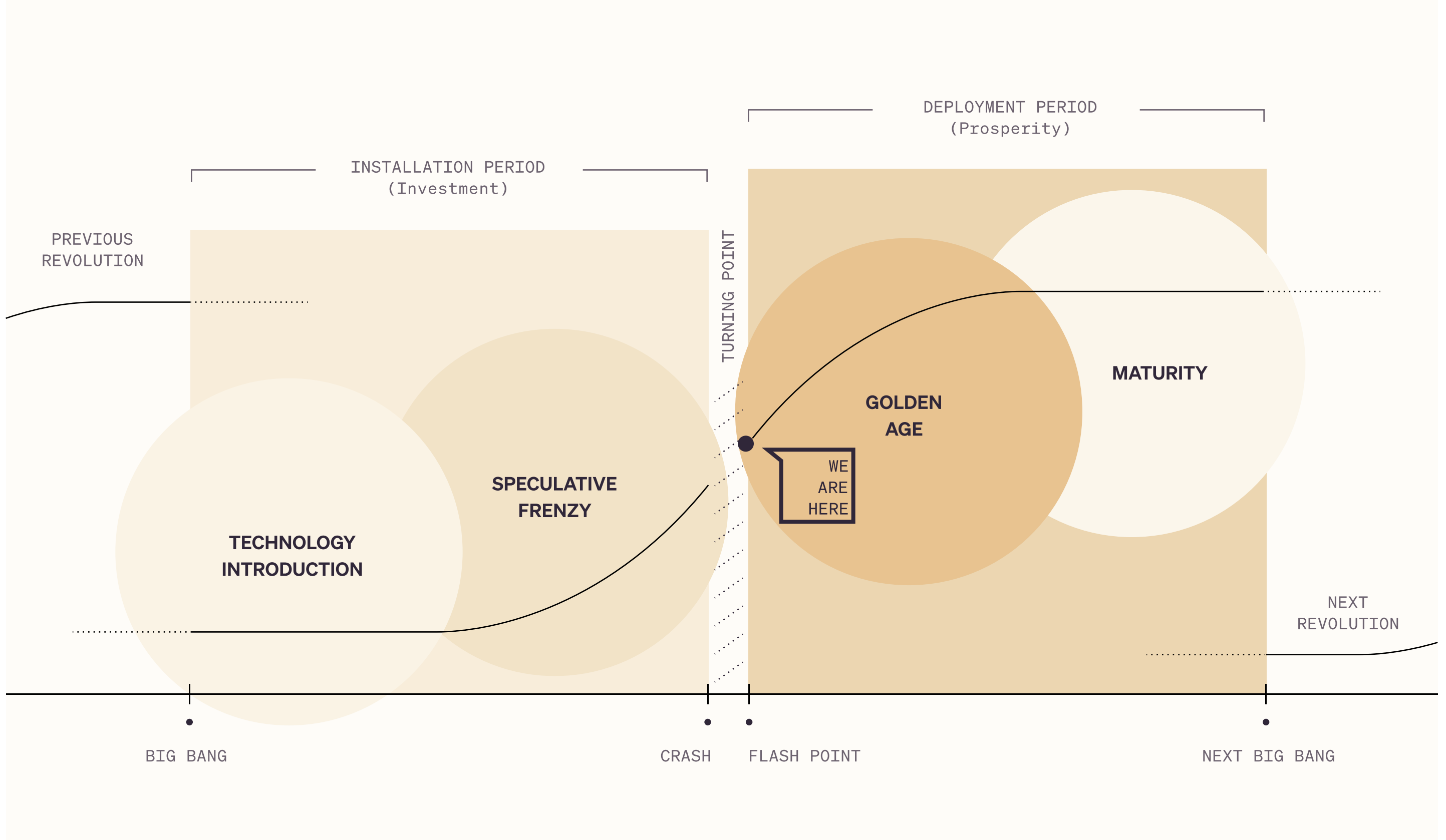
Adapted from *Techno-economic Paradigms: Essays in Honour of Carlota Perez*, edited by Wolfgang Drechsler, Rainer Kattel, Erik S. Reinert

In 2002, Carlota Perez introduced us to the dynamics of ‘Bubbles and Golden Ages’ in her book *Technological Revolutions and Financial Capital*. It presented a multi-paradigm view of innovation-based revolutions and exposed patterns through which we might consider the future.

Almost 20 years later, her ideas appear remarkably prescient. In every technology revolution, there’s a Turning Point started by a crisis and which lasts for a few years. During the Turning Point, the technological revolution has been diffused enough – and the economic conditions are disturbed enough – for significant creative disruption.

## TECHNOLOGICAL REVOLUTIONS





# THE LIFE & TIMES OF A TECHNOLOGY REVOLUTION

Adapted from AudioTech's summary of  
*Technological Revolutions and  
Financial Capital* by Carlota Perez



“

The new paradigm discloses the potential for a quantum jump in total factor productivity and opens up an unprecedented range of investment opportunities

Perez

## Beyond the Turning Point

By the end of the Turning Point, activity has shifted from installation to deployment (see diagram on previous page), from investment to prosperity, from frenzied speculation to **a Golden Age** – a time of great opportunity and prosperity for those *able to compete*.

In our current paradigm – the Age of Digital & Software – the Turning Point likely began with the dotcom bust, continued through the global financial crisis and reached its end with the 2020 pandemic. We’re now entering the Deployment Period and it starts with the Golden Age. The biggest opportunities therefore lie **immediately** ahead.

# The Golden Age

To prosper in the Golden Age, organisations must be *fully organised and able to deliver value* in ways that have been:

- Defined and evolved in the current paradigm (*legacy business achieved this in the latter years of the last century*)
- Refined & exposed most disruptively during the Turning Point (*progressive enterprises & startups achieved this in the last decade*)

We might think of the introduction of the iPhone in 2007, for example, as one of the crystallising, creative and disruptive moments in the Turning Point. It allowed smart minds to use technology to *rethink the delivery of value to customers* and up-end entire industries.

Importantly, it wasn't the new product ideas of entrepreneurs that mattered. It was that they saw the algorithm as a *new means of production and, because of that*, realised that they had to make it as efficient as possible.

*The startups – unencumbered by systems of the past – developed new systems for delivering ideas at pace.* These are being refined in lockstep with other innovations in infrastructure, technology and practices. Many of these enterprises have gone on to become 'unicorns' and they have defined how organisations should be *designed for speed*.

“The problem is not with organisations realising that they need to transform. The problem is using managerial frameworks and infrastructure models from past revolutions to manage their businesses in this one”

Dr Mik Kersten, *Project to Product*

## The golden oldies

Established enterprises that operated with entrenched, late-industrial methods were shown up by this. What served them well in the past was not fit for delivering prosperity in the face of disruption. They no longer resembled what Perez identified as the “*new, best-practice form of organisation that emerges as the techno-economic paradigm crystallises*”. These organisations were digitally highly immature and certainly not ‘designed for speed’.

In response, legacy enterprises embarked on – and invested massively in – wholesale ‘**digital transformation**’ programmes to deliver new processes, cultures and business models. Some started as early as 2009, others much later. Most are still early on the digital maturity journey, struggling to escape the methods of the past as they try to catch up with the startups. (For some reasons why, see pages 30-35).

## The race accelerates

As we enter the Golden Age, the pace of maintaining customer relevance accelerates – its pursuit must become the focus of an organisation’s activity. Enterprises that don’t recognise this, are not set up for this, that don’t have the *ability* to create and deliver customer value at an (even faster) pace, will miss out on the exploding opportunities and prosperity of the period. *And many won’t survive it.* The good news is that it’s not too late to avoid that fate...

# Accelerate maturity

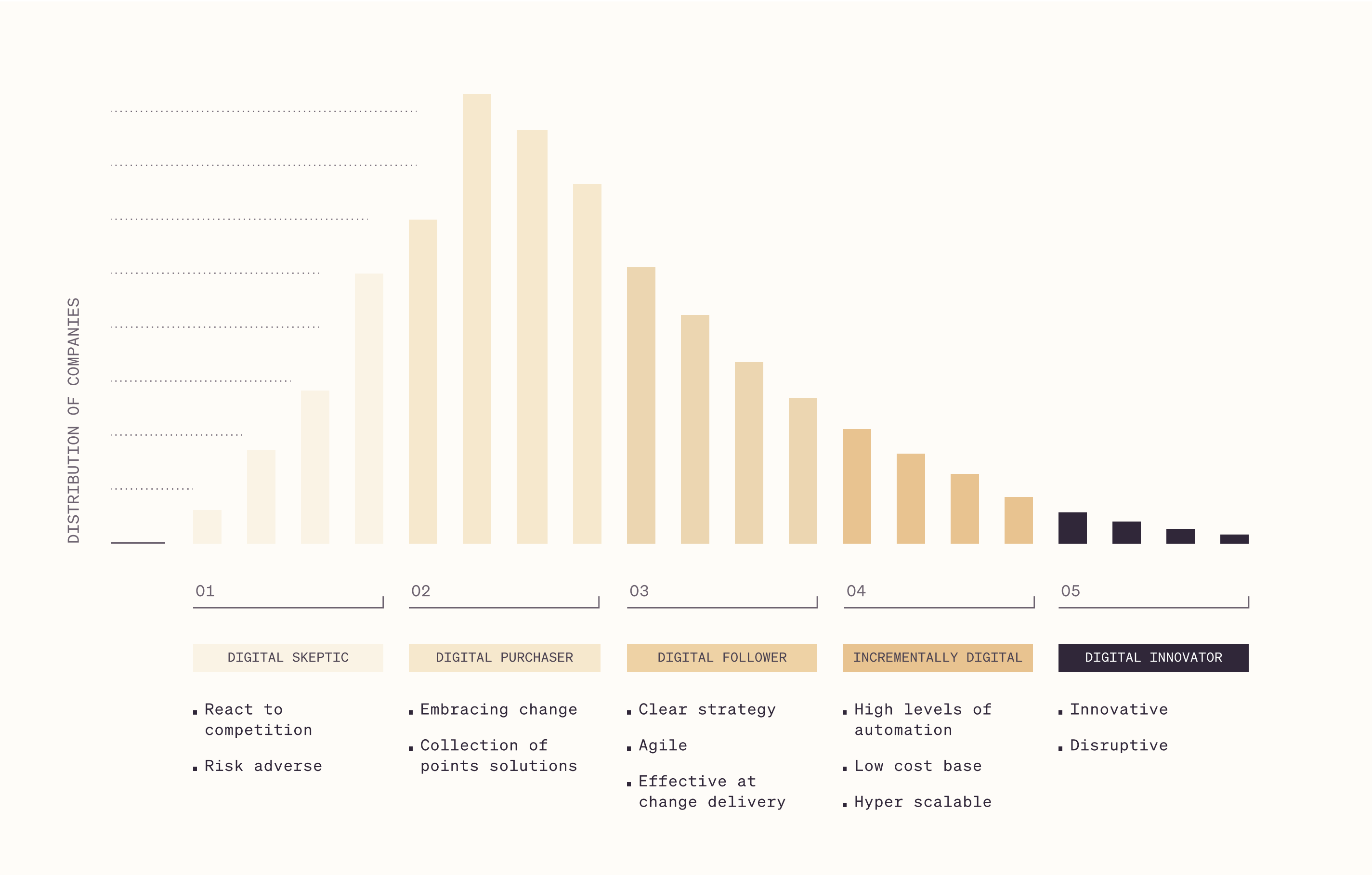
While most organisations are becoming more digitally mature, it's striking to see how slowly this is happening. In this model\*, five stages of Digital Maturity are defined.

Very few organisations can claim to be highly-mature 'Digital Innovators'. The majority are still in the Digital Purchaser or Digital Follower stages. Achieving Stage 4 Maturity – 'Incrementally Digital' – is the minimum necessary to compete in the Golden Age. And, given that that train is about to leave the station, organisations need to accelerate digital maturity to catch it.

We help organisations reconsider existing 'digital transformations' and/or start new programmes that do precisely that by improving their *ability to create and deliver value*. We call this 'The Pursuit of Relevance'. We can certainly help you too. But first, a big-picture question – in this age of disruption, ***how do you want to play?***

\* Developed by Shirley McIntyre,  
Chief Digital Officer, Jarden

THE STAGES OF DIGITAL MATURITY



# Your innovation landscape

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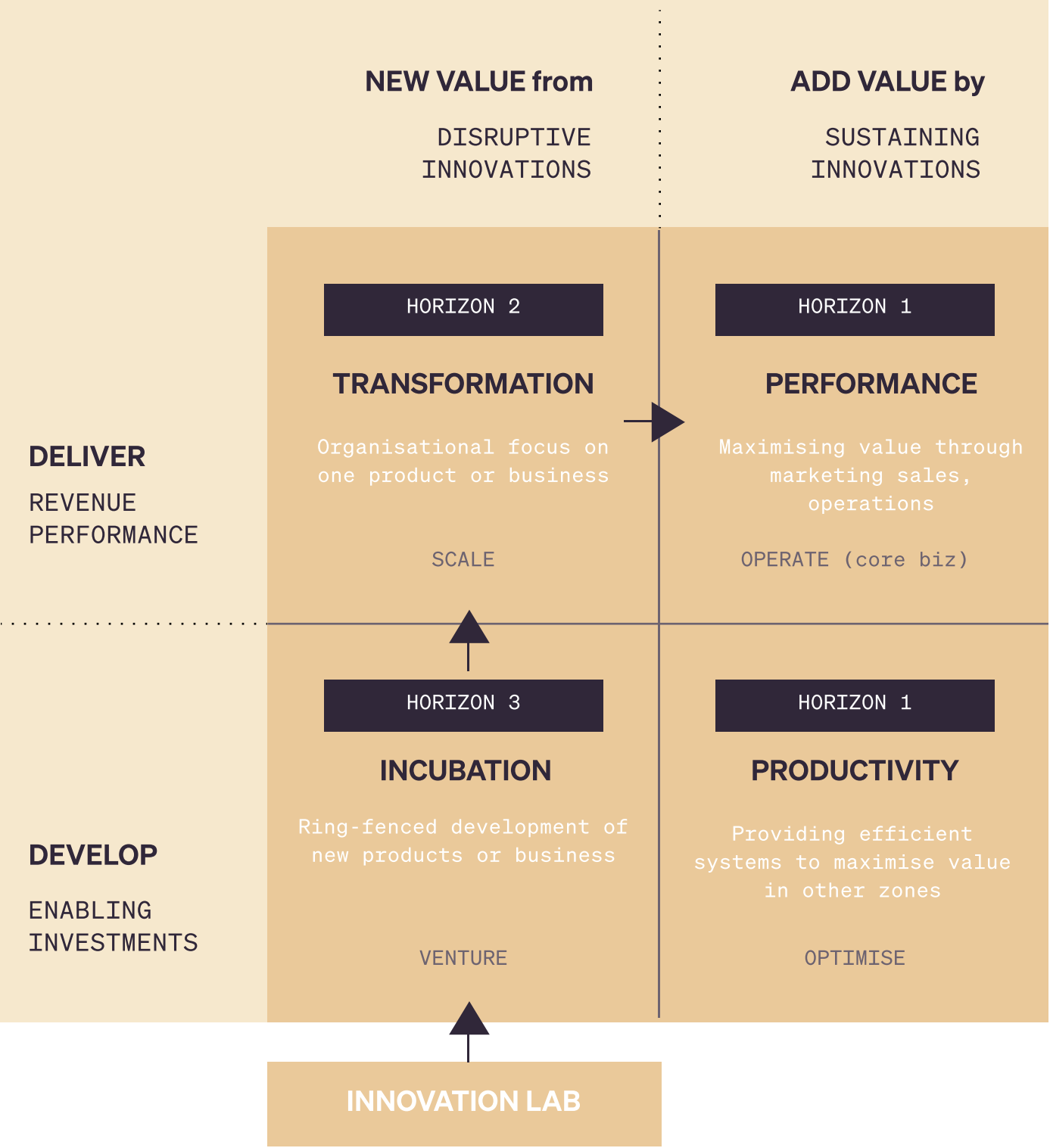
You're committed to investing in your future. But how and where do you direct resources for the best return? Geoffrey Moore's work in *Zone to Win* – *Organizing to Compete in an Age of Disruption* – provides an elegant model to understand innovation priorities and alignment to business strategy.

## The four zones in brief

The Zone to Win model helps you identify your current focus and how that might need to change to prosper in the Golden Age. First, a brief introduction in Moore's own words:

“A company needs to segregate investments in disruptive innovation from those in sustaining innovation and, at the same time, to separate its mission-critical activities from its enabling ones. These two divisions result in four zones of activity, each internally aligned around its own goals and objectives, each demanding a different style of leadership to achieve those ends.

“The sustaining side of this model is the home of established franchises and their operating models. Their mission-critical obligation is to “make the number,” and they are supported in doing so by a variety of enabling shared services. The disruptive side, by contrast, is the domain of emerging businesses. They are gestated under a set of enabling conditions where fast failure is often a virtue, but when it is time to bring a chosen one of them to scale, it becomes mission-critical”



Note: We've adapted Moore's Quadrant to include additional labels that should make it more self-explanatory. For more detail, [read the book](#) or [see his presentation](#)

Diagram adapted from Geoffrey Moore's book *Zone to Win - Organizing to Compete in an Age of Disruption* & incorporating thoughts of Adam Thompson (*Zen Organisations*) & Frank Diana (*Reimagining the Future*)

“Enterprises... are pulled in multiple directions, not just by their own economic interests and those of their shareholders but also by those of their customers and partner ecosystems as well. Torn by these forces, their efforts at Digital Transformation lack focus and prioritization, and it is no wonder they fall short of the mark”

Geoffrey Moore

## Short-sighted on Horizon 1

Moore’s model states that every business needs to achieve an appropriate balance of investment and activity (dependent on market conditions) across the four zones. Activity in each, of course, is essential – every organisation must optimise, operate, scale and venture.

In our experience however, we find that many organisations are simply too focused and too busy in **Horizon 1**. They have a product or service they’ve been selling for some time and they’re really good at it – so they tend to stick at doing what they’re good at rather than looking ahead. That doesn’t cut it if you want to prosper in the Golden Age.

Instead, organisations need to shift left and invest in Horizon 2 and Horizon 3 activities. The innovations that are ventured and scaled there are rich sources of **new value** that are transitioned over time into the **Performance** zone.

How is your organisation positioned?



THE INNOVATION HORIZONS

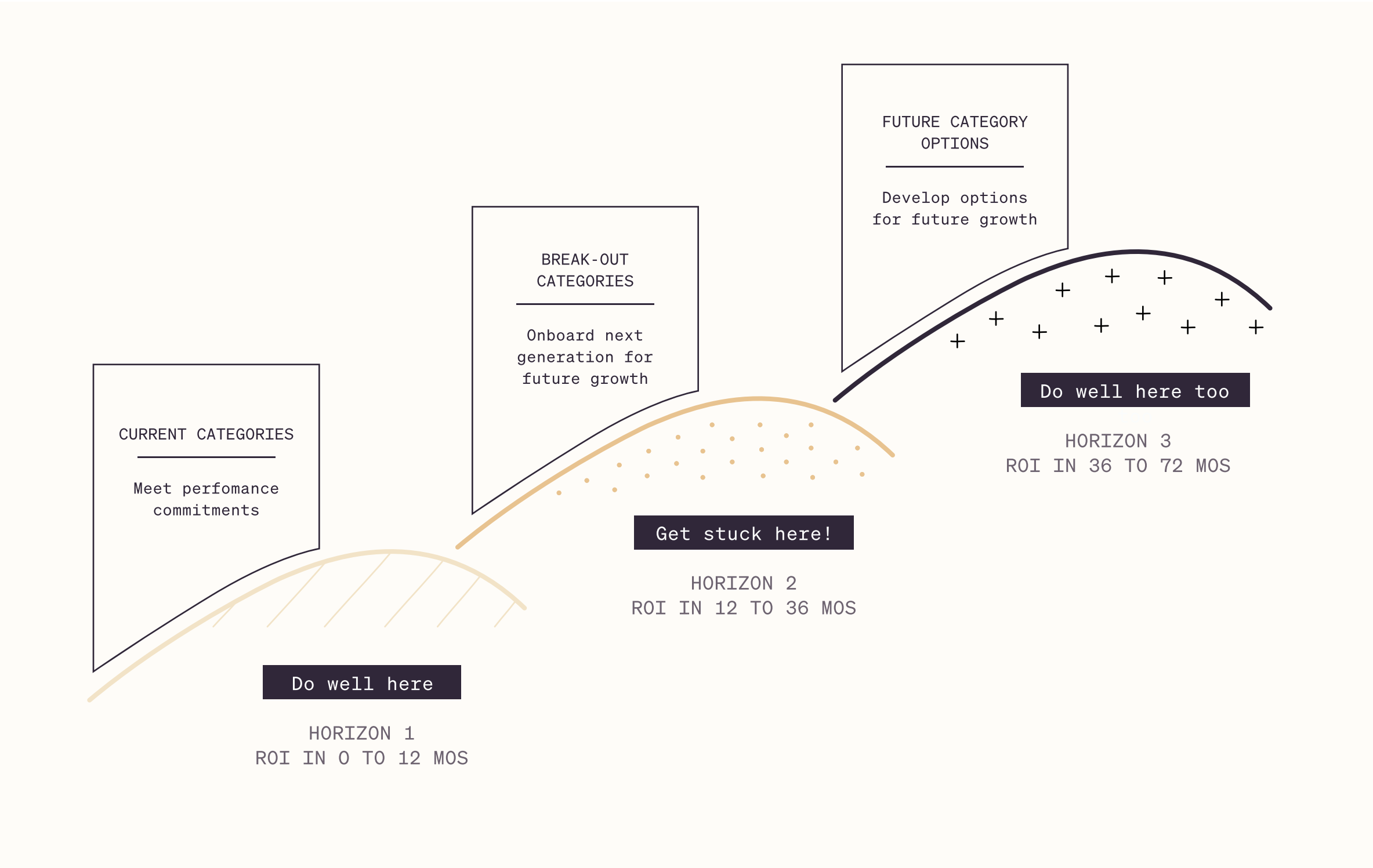


Diagram adapted from Geoffrey Moore's book *Zone to Win - Organizing to Compete in an Age of Disruption*

## Shining a light on...

Moore's work also helps illuminate other issues that affect how you play.

### The battle for resources

Investment imbalance across the zones can be explained through the CIO/CTO/CDO Paradox. The business wants the CIO to reduce cost and expects IT to optimise in the **Productivity** zone. At the same time, the business expects new value to be delivered by the CDO in the **Performance** and **Transformation** zones. Moore's model can help organisations address this paradox by making more timely, market-aligned investment decisions. And that's crucial for another reason...

Historic failure to address the CIO/CTO/CDO Paradox leads to compromised investment. The battle for resources might, for example, result in the development of sub-optimal technology solutions. Over time, these compromised systems become an underlying factor – what we call a 'Complex Technology Constraint' – that causes problems in the delivery of value. (We explore this in more detail in our *Transition Technology* playbook).

How does your organisation address the paradox?

## IT as a business enabler

The IT organisation's effort has been traditionally project-focused in the **Productivity** zone – supporting business operations. But becoming *fully organised* to deliver value in the Golden Age requires that IT has its own paradigm shift. It must focus on business outcomes, not project-based activities, and become the enabler of H3 and H2 innovation.

This transition requires that technology investments, for example, must be directed at creating a more holistic, contemporary software system that reflects the different requirements of every zone, and enables the delivery of business value across the zones.

What's the holistic view of your contemporary system?

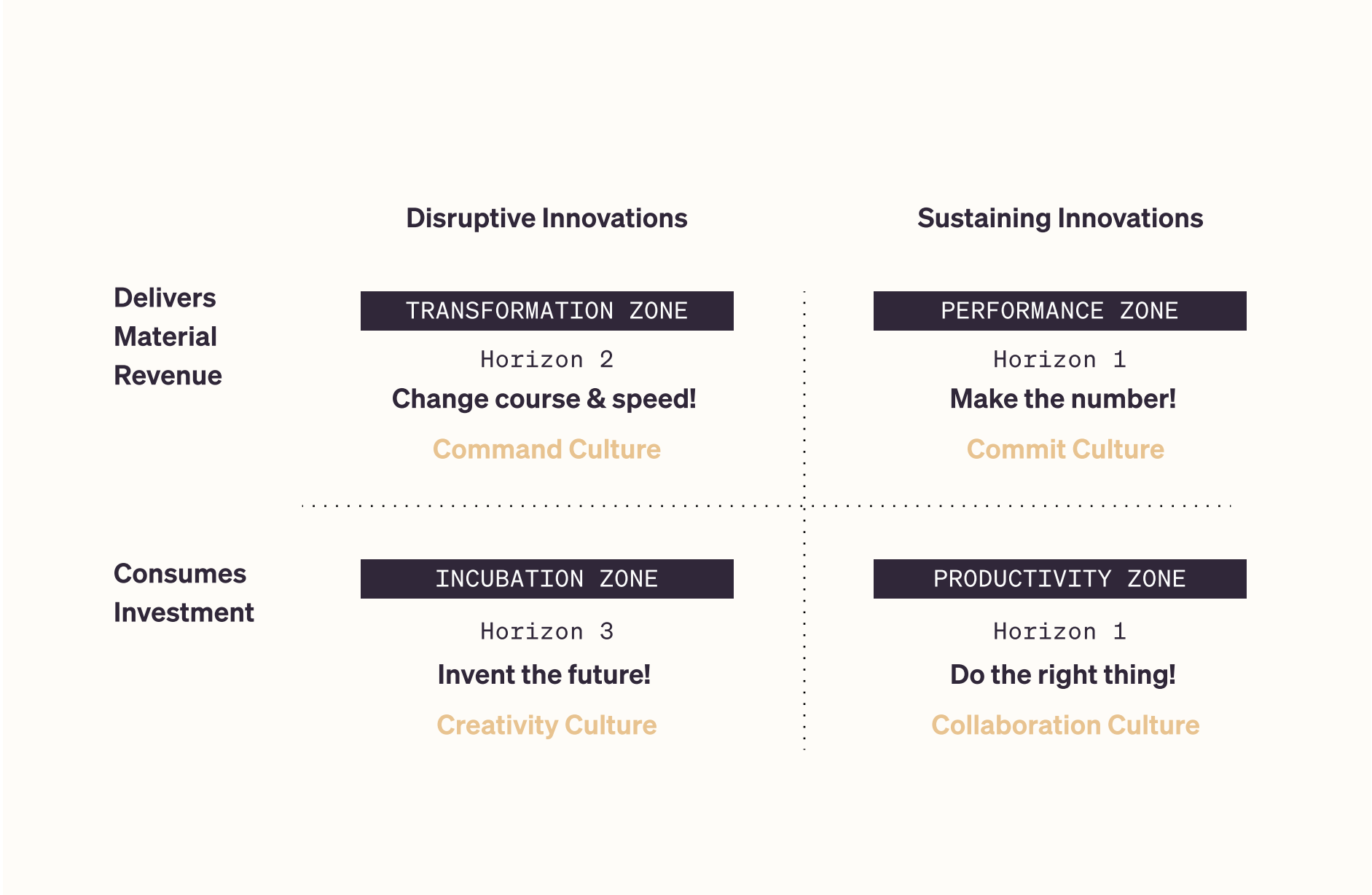
### Deficiencies in practices

Even when organisations commit to investing more in disruptive innovations, they often assume that the skills they have in building, selling and delivering their existing products in the **Performance** and **Productivity** zones are transferable to the **Incubation** and **Transformation** zones. They're not. (We explore this in more detail in our *Scaling Lean-Agile* playbook).

Have you embedded the different new practices for delivering in Horizons 2 & 3?

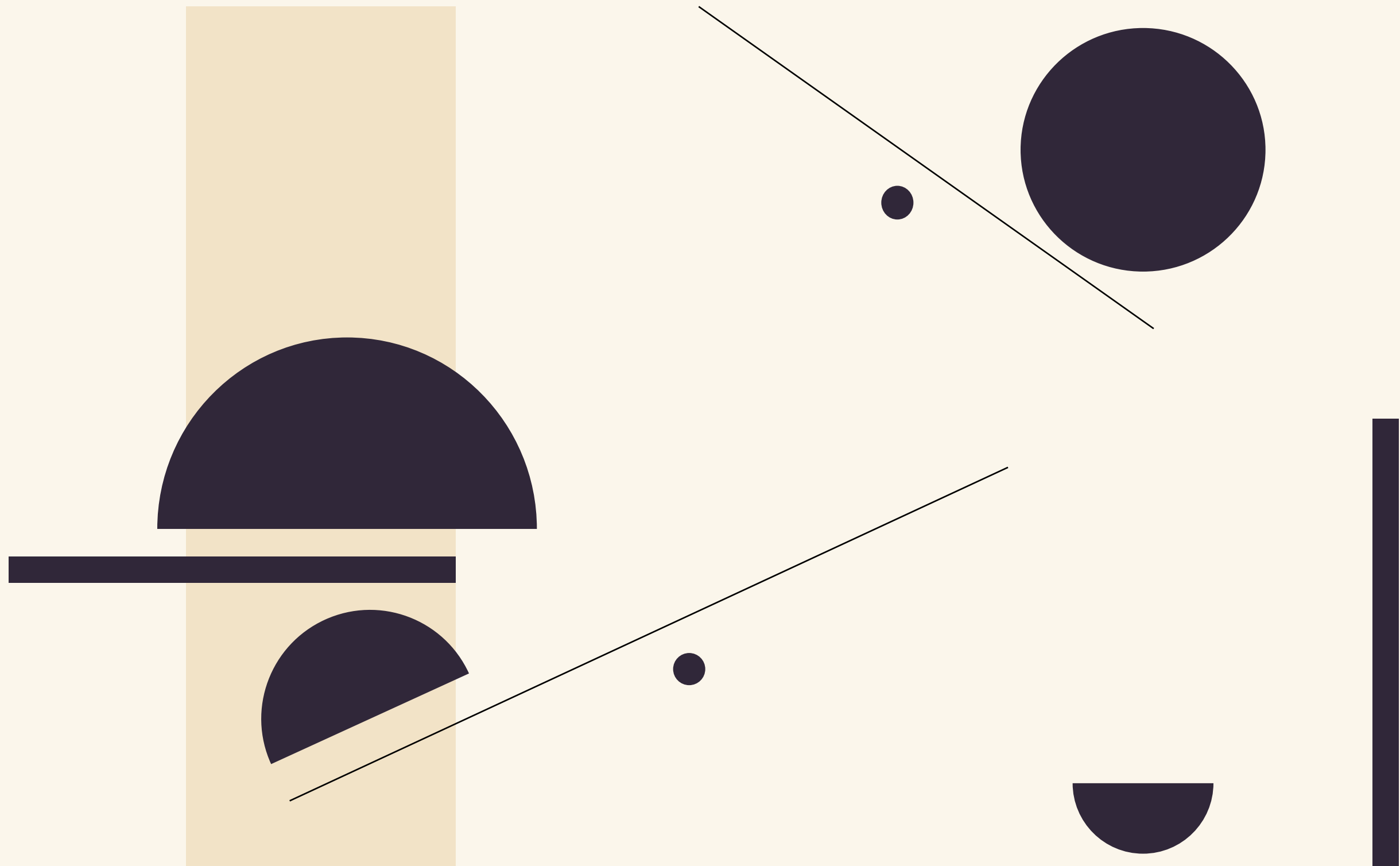
# Cultural conflict

The different objectives and demands in each zone require very different mindsets, behaviours and cultures. This creates super-complex relationships, conflicts and the potential for bad decision-making. Organisations need to accept and accommodate these different cultures and manage the complexity and conflicts. (We explore this in more detail in our *Scaling Lean-Agile* playbook).



## Your big picture – better understood

Discovering your organisation’s context and appetite for investment across the Innovation Zones helps you create a big picture for WHY and HOW you must play in the Golden Age. Next, we consider the four critical dimensions of ability that must be transformed to play in the Golden Age.



THE BIG PICTURE ————— THE GOLDEN AGE IS HERE

# The ability to play

The vast majority of organisations have capability and, of course, extremely capable talent – it would be condescending to suggest otherwise! When we talk of an organisation's ability, we're thinking about the organisation from the view of a holistic value delivery system. It comprises of four fundamental 'dimensions'...

# Four dimensions of ability

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Developing the organisational ability to compete in an age of disruption requires the mastering of large-scale software delivery. This requires continuous modernisation (transition) of technology, the adoption of Lean-Agile principles, improving practices and shifting from ‘project to product’ (‘organising around Value Streams’). Uplifting each of these dimensions of ability is focused on the delivery of customer value and business outcomes.

## A high-level introduction

We describe the four dimensions of ability in terms of what ‘good might look like’. No definitive end-state is suggested because ability has no destination. Things change rapidly in this Techno-Economic Paradigm and any view of ability must change too. (More detail on each is provided in individual playbooks).



Transition  
Technology

# — Untangle the net

## 01 Transition Technology

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**Build contemporary systems that allow the frictionless delivery of value**

- Evolutionary architecture, scalable on-demand
- A very modern cloud-based system
- A robust ecosystem with all the non-functional requirements (security, performance, resilience)
- Membership in an API ecosystem for clients, partners & suppliers



## 02    **Scaling Lean-Agile**

---

**People have adopted contemporary Lean Thinking and ways of working that creates a culture focused on the delivery of customer value – with the ability to adapt quickly to complex change**

- Lean Thinking, centred around the customer
- Align to the Lean Principles of contemporary ways of working
- Organised in value-aligned, cross-functional, Agile ‘product’ teams
- Use agreed delivery practices focused on flow & feedback
- Lead change & guide others
- Learn continuously, explore creatively & improve collectively

Scaling  
Lean-Agile

**Edit the  
DNA**





## 03 Improve Practices

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**Engage the contemporary technical practices that increase the quality, velocity and flow of value**

- Project & Product-based software development
- DevOps, including Continuous Integration & Continuous Deployment
- SaaS-style architectures
- Built-in quality for architecture, design, code, system, release – shift-left testing, Behaviour Driven Development & Test Driven Development
- Test Automation
- Specification By Example & Kanban practices

Improve  
Practices

**Enhance  
the flow**





From Project  
to Product

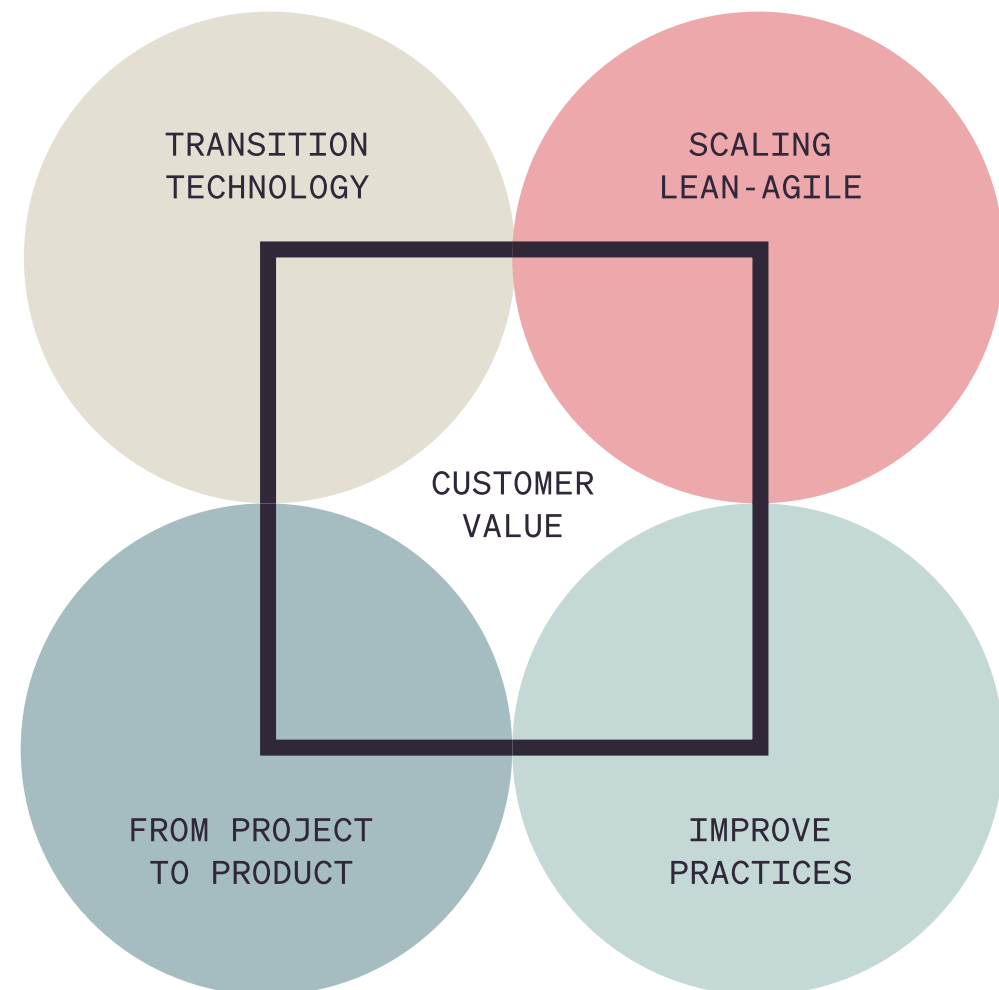
## Make value visible

## 04 From Project to Product

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**Organise around Value Streams to make value visible and aligned to business strategy and outcomes**

- Visibility of end-to-end flow of business value in real time
- Instant visibility of bottlenecks to prioritise business investment
- Test hypotheses are based on real-time data from every value stream
- Organisation is architected to maximising flow



## Beyond the sum of their parts

An organisation's ability to create and deliver value in the Golden Age depends on shifts across all four dimensions. Each plays to the others and together they produce a more holistic value delivery system and a synergistic ramping up of overall ability.

Most organisations understand this – at least now. Historically however, the required 'transformations' have often been siloed to technology or business processes and delivered through tactical investments in project-based activities typical of late industrial management models.

There's a way to ensure this doesn't happen – your ability in every dimension can be uplifted in lockstep over time. We call this **TRANSITION...**

# Transition, not transformation

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For over a decade, organisations have been undertaking and working through ‘digital transformation’ programmes. The failure rates are spectacular – as high as 85%<sup>1</sup> – and any quick trawl across the internet will give you the reasons why. We think it all starts with the word.

## Rushing headlong to a big thing

‘Transformation’ is a loaded word. It suggests – and heightens expectation of – a wholesale change in business process, business model, domain or organisational culture – or all of these – usually within a predetermined time frame. There is a formalised, business-cased view of a desired destination, the investments and initiatives required to reach it, the milestones along the way and final outcomes that will surely result.

The digital transformation start button is pressed and the ugly caterpillar is on its way to being transformed into a beautiful butterfly. Except the butterfly rarely emerges. And that implies that transformation is, in reality, a high stakes gamble.

## If it feels like waterfall, it probably is waterfall

Transformations often look like waterfall projects born in response to an urgent requirement – ‘we need to stay relevant! What’s our digital transformation initiative?’. The delivery of value from the initiative might take some years, a period during which new things emerge over the horizon. If what emerges requires a change in the transformation initiative – *a change within a change* – the delivery of value might be substantially delayed or, at worst, curtailed.

“

Instead of ramping up quickly, only to ramp down painfully, it would be much better if companies can make steady progress without making such costly mistakes

Thomas H. Davenport & George Westerman, *Harvard Business Review*

Given that the average transformation takes about four years<sup>2</sup>, we can safely assume that the sands will have shifted by the time the big thing is anywhere near ‘completion’.

## Iterative transition

The logical response to this is to take a step-by-step approach that de-risks change, delivers smaller increments of value earlier and can adapt to what emerges along the way. With iterative transition, there’s no finishing line. It’s not time-bound. It’s not tied to delivering a prespecified end-state – **just a better, continuously-improving state that’s defined and measured by the organisation’s ability to deliver value.**

This supports the ‘just make it better’ call on the IT function that we now hear across the C-suite. While iterative transition may not sit comfortably with the unrealistic, but understandable urgency demanded by executives, the experience of transformation failures should motivate them towards pursuing a step-by-step approach which naturally avoids them. Here’s how...

<sup>1</sup> & <sup>2</sup> Jeremy Waite, Chief Strategy Officer, IBM, 2018



# Transition to the call of value

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The over-arching principle of transition is a focus on the delivery of value to the customer which meets desired business outcomes. Value sets the agenda and determines priorities for uplifting organisational ability through technology, the adoption of Lean-Agile principles, improving practices and shifting from ‘project to product’. And iterative change *undertaken through the lens of value* helps organisations avoid the anti-patterns of transformation...

## Solving the right problem

Transitions don’t attempt to solve all problems all at once. Because they are focused on delivering value by priority, the problem set is narrower and super-relevant. It leaves non-relevant problems for later – or perhaps for never. Because, as the journey continues, what’s relevant changes.

This is in stark contrast to transformations where over-arching problems might be defined in advance and are expected to be solved. But are they the right problems? Is an Agile transformation, for example, seen as simply a different way of doing the same things better? Or is it understood, more correctly, as a different way of thinking about how to achieve business outcomes. The first might solve a quality at speed problem. The second might lead to doing entirely different, better things which deliver far more customer value!

“Technical debt and story points are meaningless to most business leaders who manage IT initiatives as projects and measure them by whether they are on time or on budget”

Dr Mik Kersten, *Project to Product*

## Making value valuable

Because value is so important, being able to define relevant value, see it and measure it, is critical. Large transformation programmes that continue to rely on past *project-based* software management frameworks often make it impossible to define value in the context of the business. We help organisations transition to a contemporary value-stream framework that shifts activity from the ‘IT project’ to product and Value Streams. This ensures that value is:

- Defined in terms of business outcomes
- *The enabler* of business-focused prioritisation of step-by-step activity
- Visible to all stakeholders involved in the activity
- Measurable at any time in terms of business outcomes

For more detail, see our [\*From Project to Product\* playbook](#).

## Connecting IT and the business

Transitioning to product and organising around Value Streams allows technologists and business people to work together and communicate in a common, business-focused language. This *organisation-wide ability* is crucial to prosper in the Golden Age but has been historically absent.

“Often, a monstrous, expensive software implementation is at the heart of the fatigue problem. These runaway software implementation projects take forever and often deliver more expense than value. Often, these projects get off track. And, always, they disrupt a company”

Peter-Bender Samuel, CEO, Everest Group, *CIO Magazine*

For example, technologists involved in transformations will have been required to adopt new software delivery practices (eg. continuous delivery pipelines), but to what specific end? To make a project go faster? To reduce cost of delivery?

While there may be efficiency-driving value in these *activities*, where that value is derived in terms of business output is unclear and perhaps unmeasurable. Using a framework based on value unites business and technology to focus and strive for the same things – *outcomes* not *activities*.

## Making the right tech investments

Leaders across business look to use technology to transform their business. That’s natural, but comes with risk. Technology is transformative if it’s focused on business outcomes. It’s much easier to understand how existing technology contributes – and what tech is worth investing in – when value can be defined. And, because value emerges with every step in a transition, there’s more certainty that choices made along an improvement journey (rather than at the start) will deliver a return on business investment

This is rarely the case in big tech-led transformations undertaken in times of urgent demand and sold eagerly by DX-mobilising vendors. An easy sell, an easy buy. What could go wrong?



# Making change more lovable

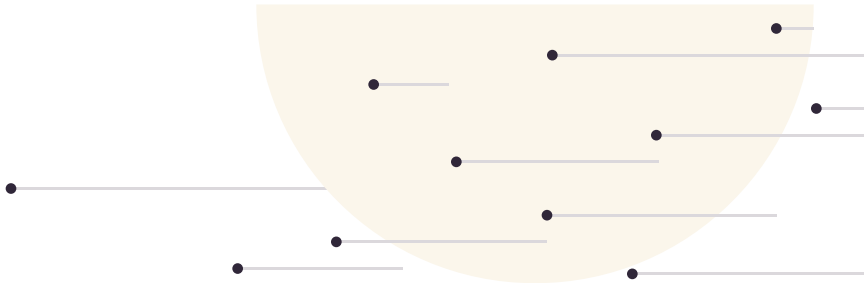
Transition is a gradual change that humans find more easy to assimilate and engage with. Many individuals will be motivated to become change agents in a transitionary approach. When teams across the business begin to feel the organisation’s ability to deliver value is improving – and they can see the value they contribute – good things are more likely to happen *naturally*.

With many transformation initiatives, of course, change is (or at least ‘feels’) *forced*. The risks inherent in forcing change are compounded if those initiatives need to change in response to what emerges over the horizon. This introduces the change *within* change that leads to destructive ‘change-fatigue’ – transformation’s most insidious killer.

TRANSFORMATION



TRANSITION



# Resolving the underlying factors that cause the problems

We've been involved in a number of engagements to help clients that are struggling shift out of legacy technology. The most critical pattern we see in these engagements is that their existing attempts to transform systems have focused on superficial problems, rather than the underlying factors which cause them.

We call these underlying factors 'Complex Technology Constraints' (CTCs). These are a combination of technology and how the organisation has created and used technology over time. They include technical debt, layer-upon-layer of architecture, lack of visibility and sub-optimal system evolution. **These constraints are the tangles in the net that stop an organisation from delivering value.** Because they are super-complex, highly interrelated and entrenched, the appetite for resolving them is low.

This motivates 'band-aid' approaches to solving problems at the surface. And guarantees that new problems will always surface somewhere down the track.

Such approaches are expedient and have nothing to do with improving the organisation's ability to deliver value. To achieve that, the CTCs must be courageously addressed.

A transitionary approach to modernising technology makes it easier to resolve – or loosen – the CTCs. Because transition is step-by-step and determined by priority of value to the business, only one service or product or functionality is worked on at a time. Only the CTCs affecting it need to be loosened. When teams are freed from these constraints, the net is untangled and the shift to contemporary systems dramatically uplifts their ability to create and deliver value.

How many tech transformations fail because the technical debt was never truly addressed? How many times have product teams wanted to do something great for customers only to be pushed back by existing technology? How does that fit with being able to compete in the Golden Age?

For more detail, see our [Transition Technology](#) [playbook](#).

# The skills to deal with complexity

Transformations are expensive, high-risk programmes that need to be steered by skilled and experienced people. There are very few of those around, even in external consultancies. The temptation to deliver in-house is high, but merely amplifies the risk of failure. This is truly a case of ‘people don't know what they don't know’. It's no time for DIY.

Technology transformation is the most complex of all – and working in complex environments can be really uncomfortable. People will struggle if what they are used to is working with systems with stable properties, where known levers can be pulled with the confidence of knowing what will happen and where the objective is to make the system run as smoothly as possible.

The high levels of ambiguity and uncertainty in transformations requires different skills and a different mindset where complex trade-offs must be continuously made between customers, product, architecture and data.

Often, the people who built the systems are no longer there and the reasons why the systems were built the way they were are no longer relevant. Technology transformation requires people with skills in architectural archaeology and organisational anthropology. How many organisations have those people?

Transitional approaches relieve some of the burden and risk of an all-out transformation, but complexity and the skills required to deal with it are the same. Resolving or loosening Complex Technology Constraints, for example, is one of the most challenging jobs and requires incredible technical skills and mindsets.

The real case for transition over transformation in this context has more to do with *leaving a legacy, while leaving legacy*. With expert external help for teams, an emphasis on collaboration in delivery and a focus on business outcomes, the step-by-step approach allows teams to learn leading-edge approaches and quickly see *the value of their efforts*. The benefit here is that the right external help is key to uplifting organisational *ability*. Which is the really big purpose of change, isn't it...?

## Mind the gap. Creating sustainable change

Transformation initiatives which aim to change culture largely ignore ‘The Individual’ and their intrinsic motivations. Sustainability of the transformation is difficult if individual's motivations are misaligned. This is almost certainly going to happen if we put talent in complex adaptive environments to which they are unaccustomed. Transitions can be more accommodating of the individual in as much as there's no big bang moment. Instead, we can pay more attention to the individual and help them develop the mental agility to thrive in the new. Collectively, this helps sustain the change.

For more detail, see our [\*Scaling Lean-Agile playbook\*](#).

# What's the story?

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High on the list of reasons for transformation failure is the one that's easiest to get right. It's the WHY? story. A story *about purpose and a need for change* that has to be compelling and meaningful for all, that's easily explained, and that comes from a committed leadership.

Why is the organisation redefining its needs? Why is it attempting to regain control of its processes and systems? What's the compelling vision of *possible*? And what does it mean for the future of the business?

Without answering these questions, creating the story and communicating clearly and compellingly across the organisation, no-one will truly know what is being committed to. Leadership is setting itself up for failure because those tasked with the execution will build their own, often conflicting stories.

Our belief is that this story must be about uplifting the organisation's ability to create and deliver value to stay relevant. This is a straightforward, enterprise-wide concept that everyone can understand and gravitate towards. It's not couched in terms of the next big technology upgrade, the radical new business processes, the new business that will result.

“There is unspoken disagreement among top managers about goals. If top managers aren’t on the same page, it makes it difficult for their direct reports to agree on what to prioritize and how to measure progress. The remedy: Define and articulate not only the opportunity but also the problem it solves, and how the company will build the organization around the desired solution before investing”

Mike Sutcliff, Raghav Narsalay & Aarohi Sen,  
*Harvard Business Review*

It’s about the modernisation of technology, adoption of Lean-Agile Principles, improving practices and shifting from project to product and the Value Stream framework that makes visible the value delivered. The transition across all of these leads to an operating system that focuses on customers and business outcomes – a model that is for today, not yesterday. And one that’s necessary to succeed in the Golden Age of prosperity.

We call this story ‘**The Pursuit of Relevance**’. And it’s *our* purpose. We hope you enjoy reading more in our other playbooks.

# Why HYPR?

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## A different path

We're passionate about helping NZ organisations improve their ability to deliver value through software. We believe we have a different take on how best to achieve that and a uniquely talented team that proves it time and again.

By bringing our toolbox of models, frameworks, concepts and experience to your table, we aim to shine a light on your situation in ways that you may not have previously considered. Ways that help you see things through different lenses and which reveal the new paths to value that are worth exploring.

If you care about pursuing relevance, we'd love to help you find your path. And be your guide in travelling it.





# Our team

Our team works at the edges of technology and best practice to make things better – for the people who are responsible for delivery and the people who use the software. We think of our team as ‘engineers of human architecture’ with incredible skillsets that help others build with the human dimension in mind.

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# HYPR

## The illustrations

Our illustrations are designed to capture the meaning of what we do and who we are. Like what you see? You can [download several of them](#) from our website for free, to use and share as you wish. We're also exploring printing them beautifully if there is demand. [Don't hesitate to demand :-\)](#)