

Martijn Rademakers



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# New initiatives: Creating a body of knowledge on Agile

- Special Issue on Organisational Agility & value creation
- (Nov. '19)

**CALL FOR PAPERS**  
**JOURNAL OF  
CREATING VALUE**



EXECUTIVE EDUCATION

- 3-day executive course on Agility: strategic, organisational and leadership agility
- (Feb. '19)

- Book: Creating the Agile Organisation (working title) (2019 - 2020)





# Definition by Grint; Yawson & Peterson

## ➤ Tame Problems

- situations, as technical problems, where the problem can be defined and can be solved with technical know-how and skills. “Management/Technical - déjà vu (I’ve seen this problem before; I know what process will solve it)”

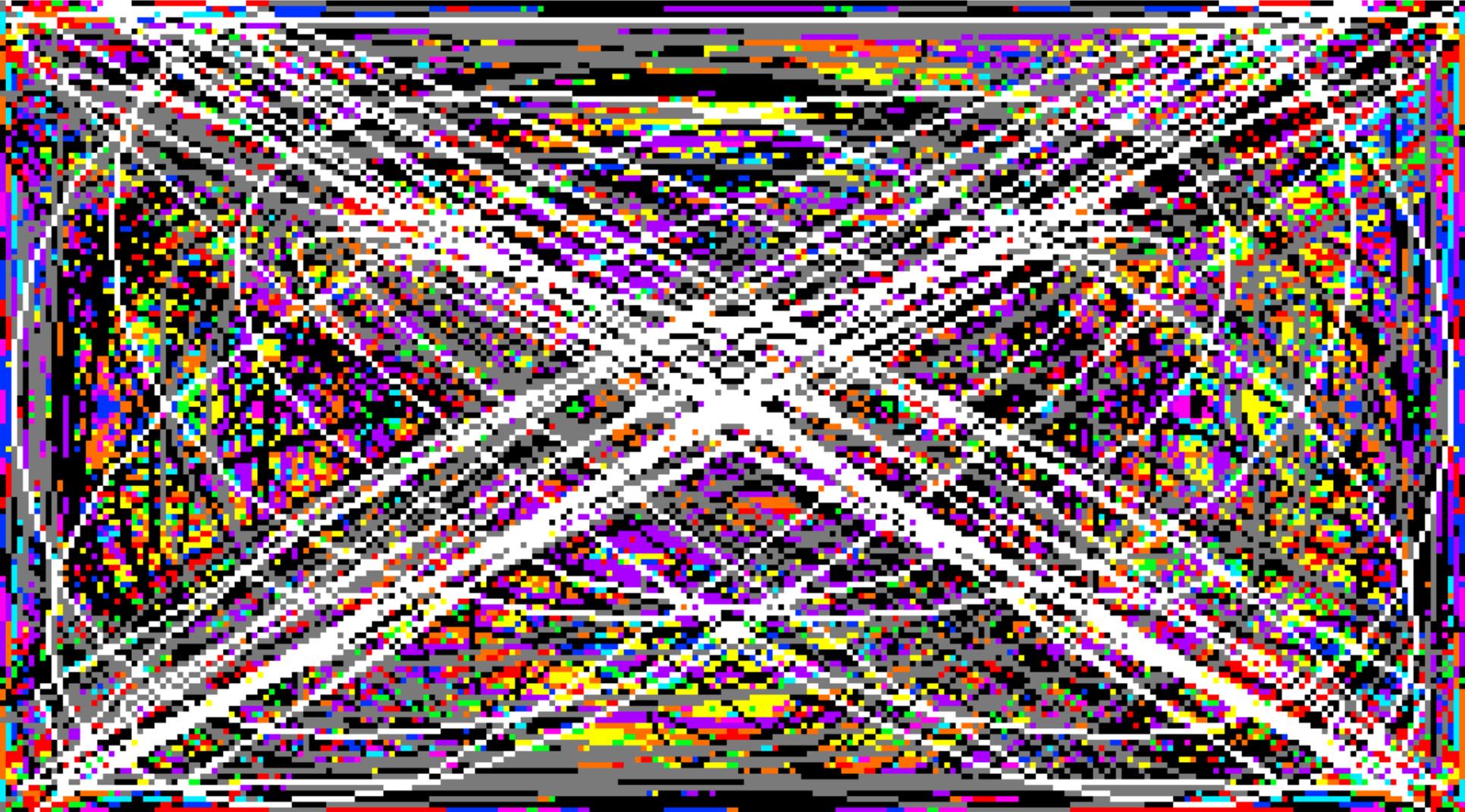
## ➤ Critical Problems

- situations where the problem is apparent but the solution is not.

## ➤ Wicked Problems (or Adaptive)

- situations where there are no obvious definitions of the problem or the solution. “Leadership/Adaptive - vu jàdé (I’ve never seen this problem before; I need to get a collective view on what to do about this)”

# A wicked problem seems different from every angle



Sources: Pixilart, one big mess by Autumnfire23

# Definition by Yawson

The complexity of wicked problems are dynamic and “cause and effect are distant in time and space”

One cannot tame wicked problems without appreciating the fact that rational approach has its limits to problem solving.

It is also impossible to tame a wicked problem if you do not know if it is a wicked problem in the first place.

# A Fundamental Strategic Tension:

*Optimizing the Present and Creating the Future*



## ***Exploitation***

Optimizing within  
the current  
business model

“Old certainties”



## ***Exploration***

Innovating beyond  
the current  
business model

“New possibilities”

# The agile approach to wicked problems

*System  
thinking*

*Distributed*

*Double-loop  
learning*

*Diversity*

*Collective  
thinking*