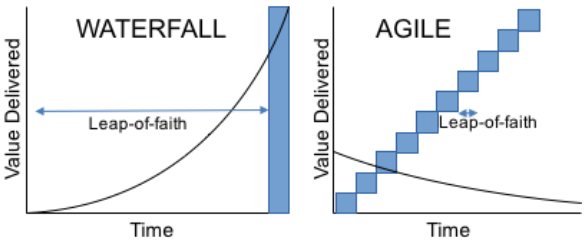
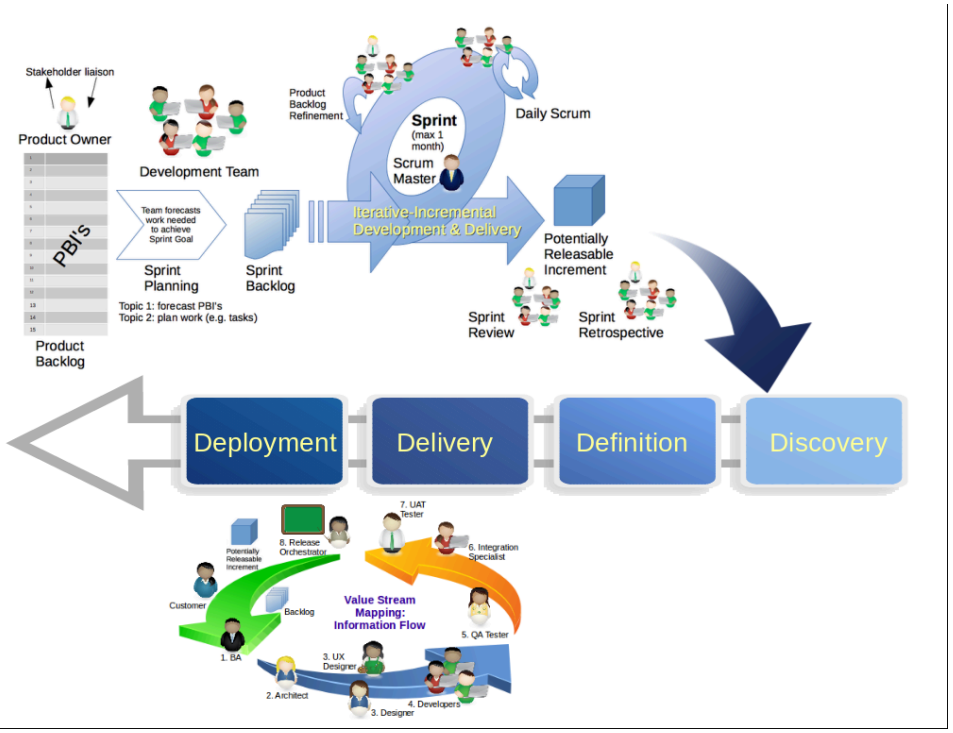
Our Vision for Bimodal IT Practice (Agile by Default)

If we are to succeed, we must learn to adapt and innovate without breaking. Our organization is a complex one in which change cannot occur at a uniform rate. *We must embrace agility while also supporting legacy processes and estate*. This means that we must be able to observe and improve the things we build, and the way we build them, where it makes sense to do so and innovation is important. **We will be agile by default.** We will prefer to work in small increments rather than in a big planned way, and inspect and adapt our products and processes based upon the empirical evidence of value delivered. We expect, but do not demand or require, the opportunity to learn as we go along, to test our assumptions, and to make changes. That's what bimodal IT is all about. We want to leverage an agile advantage where it makes sense to do so, and continue with existing practices when so far it does not.

As an "agile by default" organisation, we do not try to lock down requirements up-front with the naive hope of somehow implementing them "faster and cheaper". Building the wrong thing more efficiently is not a satisfactory outcome. Instead, we seek to reduce our *leaps-of-faith* by proving value early and often. By working in an iterative and incremental manner, we will evidence better management of the *unknowns* in our complex space, and get an earlier return on investment than we otherwise would.





However, any initiative we undertake can be taken out of this default agile way-of-working at any time. If it makes sense to use an agile process to explore requirements, then we will do so. The outputs of innovation may then be used to prime requirements discovery, and the definition, delivery, and deployment of value can occur in a traditional way. If it makes sense to deliver and deploy value using lean practices, that option will be supported as well.