

# The 3 waves of AGILE movement

**Cristina Paternoster**

**NTT DATA**  
Trusted Global Innovator

The AGILE  
movement is  
featured by 3  
waves



2001 – 2011: team

2011 – 2018: organization

2018 – oggi: business

The first wave  
takes place in  
2001 with the  
publication of the  
software AGILE  
Manifesto  
focusing on team  
work



It is in this period that the  
main certification bodies  
arise

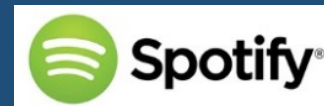


**NTT DATA**  
Trusted Global Innovator

The second wave  
begins around 2011  
focusing on the  
entire organization



It is in this period that the main  
methodologies for making  
SCALED AGILE arise



**NTT DATA**  
Trusted Global Innovator

The third wave begins in 2018 and shifts the focus to business: once AGILE has embraced the entire organization, it becomes the very way of doing business



The focus is on Customers and Users, or those who can become Customers but are not yet. Let's talk about Business Agility





# BUSINESS AGILITY IN THE WORLD

