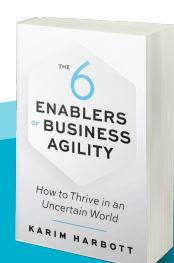


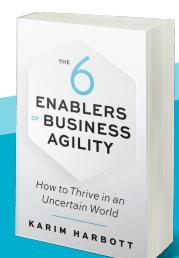
6 Enablers of Business Agility Assessment

| | 1 Beginner | 2 - | 3 Practitioner | 4 - | 5 Expert |
|---|---|---|--|--|---|
| Leadership & Management | | | | | |
| Mindset Awareness of the need for different leadership in a high-VUCA environment. | No experience or knowledge of working in this way. | Some knowledge but little experience working this way. | Some knowledge and experience, and sometimes work in this way. | Good knowledge and experience and often work in this way. | Deep knowledge and experience and always work in this way |
| | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Leadership Journey Willingness of leaders to invest in their growth towards more agile leadership. | Our leaders believe that leadership models & organisational design need not change. | Some of our leaders believe that change is necessary to succeed. | Some of our leaders are making some effort to become more agile. | Our leaders are fully committed to becoming great agile leaders. | Our leaders believe that new leadership models & organisational design are needed to succeed. |
| | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Decentralised Authority Allowing decisions around how to achieve an outcome to be taken by those doing the work. | Tactical decisions are taken largely by leaders removed from the work. | Some, tactical decisions are taken by those closest to the work with the rest taken by leaders. | | | Tactical decision are taken by those closest to the work as they have the most information. |
| | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Organisational Culture | | | | | |
| Culture Curation Leaders taking ownership of curating a great organisational culture. | Leaders do not actively focus on curating the organisational culture. | Leaders pay <i>some</i> attention to curating the organisational culture. | | | Leaders regard curating the organisational culture as one of their main responsibilities. |
| | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Agile Compatibility Culture being aligned with flexibility, adaptiveness and experimentation. | Our organisational culture is focused heavily on rules, processes & efficiency. | Our organisational culture is balanced between rules, processes & experimentation. | | | Our organisational culture is focused heavily on experimentation, creativity & adaptiveness |
| | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Congruence Policies to incentivise & reinforce behaviours are aligned with our stated values. | The policies and incentives are not at all aligned with our stated values. | The policies and incentives are <i>somewhat</i> aligned with our stated values. | | | The policies and incentives are completely aligned with our stated values. |
| | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Organisational Structure | | | | | |
| Organise by Customer Value Designing the organisation around the flow of customer value rather than functions. | Our organisation is designed around functional tasks. | Our organisation is designed around a mix between functional tasks and customer value. | | | Our organisation is designed around the flow of customer value. |
| | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cross-Functional Teams Creating the environment for collaboration & teamwork. | Work is carried out by individuals operating in silos with many hand-offs. | Work is carries out by individuals who collaborate occasionally. | | | Work is carried out by cross-functional, collaborative, high-performance teams. |
| | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Networks (Teams-of-Teams) Creating the environment for inter-team collaboration and cooperation across organisational boundaries. | Our teams operate largely in silos with many inter-team hand-offs. | Some of our teams collaborate with each other. | | | Our teams collaborate and cooperate with other teams even across boundaries. |
| | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



6 Enablers of Business Agility Assessment

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|---|---|---|---|---|
| No experience or knowledge of working in this way. | Some knowledge but little experience working this way. | Some knowledge and experience, and sometimes work in this way. | Good knowledge and experience and often work in this way. | Deep knowledge and experience and always work in this way. |
| People & Engagement | | | | |
| Mission, Purpose & Values The clarity around the positive change the organisation seeks to bring about for customers. | Leaders rarely communicate the MPV and people are not clear about them. | Leaders sometimes communicate the MPV but they are not built into the fabric of the org. | | Leaders continually communicate the MPV and people are rewarded for acting in alignment. |
| Trust & Transparency The free-flow of information and treating people as trustworthy grown-ups. | Leaders keep information to themselves and show little trust in people. Policies reflect this view. | Some information is shared when necessary and there are moderate levels of trust. | | Leaders promote the free flow of information foster high levels of trust. |
| Pay, Performance & Incentives The alignment of HR policies to those conducive to create effective knowledge workers. | We have individual incentives and annual performance reviews undertaken by managers. | We have a mix between individual & team-based incentives and quarterly performance reviews. | | We have team-based incentives, continuous development & coaching and team-based reviews. |
| Governance & Funding | | | | |
| Funding Products & Services Investing in products and services which endure over temporary projects. | Investments are aligned to temporary projects based on deliverables. | Investments are made in a mix of products, value-streams and projects. | | Investments are aligned to enduring, customer-focused products. |
| Experiment & Adapt Allowing evolution of solutions through fast-feedback and continual course-correction. | Our organisation works to fixed-scope, fixed-date deliveries. | Our organisation allows some evolution of solutions, but they are largely fixed up-front. | | Our organisation uses feedback and course-correction to deliver the best possible solution. |
| Incremental Funding Testing business ideas quickly & cheaply with real customers before ramping up investment. | A few large investments are made up-front and in full, based solely on business cases. | Medium-sized investments are taken and then increased based on delivery of value. | | Many small investments are made, and funding is continued, based on learning & customer data. |
| Ways of Working | | | | |
| Context Using tools, techniques and frameworks which are contextually appropriate. | Our organisation blindly adopts off-the-shelf processes & frameworks by the book. | Our organisation uses mix of off-the-shelf & context-based approaches. | | Our organisation continually experiments with better ways of working based on context. |
| Batch Size Flowing small chunks of work through the system. | Large batches of value get released to customers around 1-4 times per year. | Medium-sized batches of value get release to customers 1-4 times per quarter. | | Small batches of value get released to customers 1-4 times per week. |
| Focus Working on only a handful of key initiatives at any one time. | Multiple initiatives are in progress at any time causing much context-switching. | Team and/or individuals switch between 2-4 initiatives at any one time. | | Teams can focus on only the highest value initiative at any point in time. |



6 Enablers of Business Agility Results

