

GET STARTED

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# Agility Assessment

# Future-Fitness Check

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Do you want to start a journey towards more agility in your organization? With this quick-check you will easily find the right starting points and perspectives to look at.

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This little assessment is based on our holistic model for agility (see page 15). It is about the actual status regarding agility along the seven core elements of future-fit organizations:

- 1 strong purpose
- 2 agile structures
- 3 agile steering
- 4 living ambidexterity
- 5 focus on people management
- 6 agile ways of working
- 7 agile leadership

In order to start quickly, there are just a handful of questions to every element. You can work on them on your own. Even better, the assessment questions are used as an impulse for exchanging perspectives with others interested in the topic. It's worth taking a few minutes to go through them (see next page).

## How to proceed

Looking at your organization from these various perspectives will provide you with a basis. Maybe you have identified a few clear starting points; then you can feel pretty happy now. Don't feel too discouraged if everything looks a little disorienting. There are still some things you can do. Take time for a reflection for yourself, ideally followed by sharing pictures and reflection in the group. What insights did you gain? Which strengths and resources can you build on? Where do you see need for improvement? What could concrete actions or next steps for development be? Feeling a little inspired right now? Congratulations, you have achieved a lot. ►

## Agility assessment: How future-fit is your organization?

		Does not apply at all	...	Applies to full extent
	<b>STRONG PURPOSE</b>			
	Everybody in the organization knows the purpose.	●	●	●
	Everybody knows her/his contribution to the purpose.	●	●	●
	We have clear and strong values and behave according to them.	●	●	●
	Our purpose, values and core principles support guidance and orientation.	●	●	●
	<b>AGILE STRUCTURES</b>			
	We are able to change/adapt our organization quickly and easily.	●	●	●
	We are aware of and discuss external developments regarding relevance for us.	●	●	●
	If necessary we adapt our organization according to external or internal developments and new demands quickly.	●	●	●
	Our processes and structures are »outside-in« and customer-oriented instead of internally focused.	●	●	●
	Our organization could be seen as a »team of teams« – teams as the smallest »building blocks.«	●	●	●
	Individuals and teams act with a high degree of autonomy within the framework of purpose and roles.	●	●	●
	<b>AGILE STEERING</b>			
	Everybody has access to all information as long as no other aspects speak against it.	●	●	●
	We know our KPIs/OKR on time, they are available for all and are discussed on a regular basis by the accountable teams in order to learn and define measures.	●	●	●
	We use all available data (including observations, perceptions) in order to improve collaboration.	●	●	●
	Giving and receiving feedback is regarded and appreciated.	●	●	●
	Feedback is a fixed element in our meetings, processes and collaboration in general.	●	●	●
	<b>LIVING AMBIDEXTERITY</b>			
	We have an experimentation culture, rapid prototype ideas, learn and adapt.	●	●	●
	We use customer/user feedback for the development of improved or new solutions, services or business models.	●	●	●
	We prototype with clients and partners for service, product or business innovation.	●	●	●
	We have agile ways of funding and controlling innovation projects.	●	●	●



### FOCUS ON PEOPLE MANAGEMENT

	Does not apply at all	...	Applies to full extent
We predominantly recruit for attitude and fit of values instead of skills.	●	●	●
Continuous learning and development is possible and supported.	●	●	●
Diversity and »T-shapedness« are important elements and actively strengthened.	●	●	●
We have a performance management based on feedforward and dialogue, in different formats.	●	●	●
We offer different career paths as part of an active talent management.	●	●	●
Our teams have common, interrelated goals and an incentive system supporting collaboration.	●	●	●
We seek the highest possible match between the required and realized competence profile – everyone should be in a place where he/she can contribute and develop in the best possible way.	●	●	●



### AGILE WAYS OF WORKING

	Does not apply at all	...	Applies to full extent
We are able to apply agile methods appropriately and in a competent way.	●	●	●
Our meetings are structured and focused: objectives, content, agenda, roles, etc. are clear.	●	●	●
We differentiate between operative/coordination, strategic/governance meetings and reflection and further development of collaboration.	●	●	●
We make decisions quickly.	●	●	●
We know different modes of decision-making and apply them in an appropriate way.	●	●	●



### AGILE LEADERSHIP

	Does not apply at all	...	Applies to full extent
Everybody is responsible for his/her performance and development within his/her capabilities.	●	●	●
We ask: »What can I contribute?« instead of saying: »This is not my job.«	●	●	●
Leaders act as coaches, empower their teams and ensure appropriate working conditions.	●	●	●
Leaders inspire by their personalities and by continuously reminding about and translating the »big picture,« the purpose, with their teams.	●	●	●
Leadership is not (only) associated with the management team (as formal roles) but is taken by different people in fulfilling their respective roles.	●	●	●

**Now you have already started a transformation journey for your organization.  
Find out more about steering the transformation on page 112 or contact us for more information.**