Agility Check

Integrated Consulting Group

Use the Agility Check to assess the current agility potential of an organization at many levels and in all organizational units.

Being agile means utilizing or managing changes to adapt to circumstances, situations and conditions more successfully. Whether or not companies are equipped for such changes can be assessed by performing the Agility Check. Its outcome comprises agility reports for all assessed units and recommended actions based on the agility assessment.

An Agility Check quickly tells you whether an organization is currently agile enough to meet future requirements. The results provide insights into the current agility potential of an organization, on the one hand, while delivering clues regarding existing deficits, on the other. Specific measures for (more) agile organizations can then be developed in the framework of an assessment based on this Agility Check.

We have developed our own Agility Check. if you would like to use our ready-made product, simply contact us. You will also find the questionnaire we like to use in this Tool Description.

Duration	Participants	Facilitation
5–15 min	minimum of 5 people, no maximum	no special material needed

SOURCE: ICG

Agility Check | **Process**

Preparation	Data Collection	Analyze the questionnaire	Report generation
Thorough preparation is essential to ensure profound and fruitful outputs. Hence, enough time should be dedicated to reflecting on the goals of the study and the content of the questionnaire. Therefore, the preparation step includes the following aspects: • Kick-off meetings with the core team. • Definition of the survey content. • Feedback loops to refine the questionnaire. • Translation of the questionnaire. Sample questions: • Are we able to change/adapt our organization quickly and easily? • Do we have an experimentation culture and are we able to rapidly prototype ideas, learn and adapt?	There are several ways to collect data: • Paper and pencil in workshops. • Online survey.	The Agility Check assesses the current agility potential of an organization in all organizational units based on the following aspects: Responsive structures Empowering leadership Steering by learning Strong purpose Modern work practices Innovation mindset Focus on people management	The findings from the Agility Check help to perform an Agility Assessment, which takes place in the form of workshops (which can be also be held virtually). In this workshop, ideas and targets for the organization's agile future are developed.

Agility Check | **Survey**

Strong Purpose

	DOES NOT APPLY AT ALL				APPLIES TO FULL EXTENT
Everybody in the organization knows the purpose.	○	○	○	○	○
Everybody knows their contribution to the purpose.	○	○	○	○	○
We have clear and strong values and behave according to these.	○	○	○	○	○
Our purpose, values and core principles support guidance and orientation.	○	○	○	○	○

Responsive Structures

We are able to change/adapt our organization quickly and easily.	○	○	○	○	○
We are aware of and discuss external developments regarding their relevance to us.	○	○	○	○	○
If necessary, we quickly adapt our organization in response to external or internal developments and new demands.	○	○	○	○	○
Our processes and structures are "outside-in" and customer-oriented instead of internally focussed.	○	○	○	○	○
Our organization could be seen as a "team of teams" – teams as smallest "building blocks".	○	○	○	○	○
Individuals and teams act with a high degree of autonomy within the framework of their purpose and roles.	○	○	○	○	○

Steering by Learning

	DOES NOT APPLY AT ALL				APPLIES TO FULL EXTENT
Everybody has access to all information as long as no other aspect speaks against it.	○	○	○	○	○
We know our KPIs/OKR in good time; these are available to everyone and are discussed on a regular basis by the responsible teams so they can learn about and define measures.	○	○	○	○	○
We use all available data (incl. observations, perceptions) to improve collaboration.	○	○	○	○	○
Giving and receiving feedback is appreciated.	○	○	○	○	○
Feedback is a fixed element in our meetings, processes and collaboration.	○	○	○	○	○

Innovation Mindset

We have an experimentation culture and rapidly prototype ideas, learn and adapt.	○	○	○	○	○
We use customer/user feedback to develop 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.	○	○	○	○	○
…	○	○	○	○	○

Agility Check │ **Survey**

Focus on People Management

	DOES NOT APPLY AT ALL				APPLIES TO FULL EXTENT
We predominantly recruit based on the attitude and values instead of skills.	○	○	○	○	○
Continuous learning and development is possible and supported.	○	○	○	○	○
Diversity and the "T-shape" of people are important elements and are actively strengthened.	○	○	○	○	○
Our performance management is based on feedforward assessment and dialogue using different formats.	○	○	○	○	○
We offer different career paths as part of active talent management.	○	○	○	○	○
Our teams have common, interrelated goals and an incentive system that supports collaboration.	○	○	○	○	○
We try to find the closest possible match between the required and actual skills – everyone should be able to contribute and develop optimally.	○	○	○	○	○

Modern Work Practices

We are able to apply agile methods appropriately and competently.	○	○	○	○	○
Our meetings are structured and focused: Objectives, content, agenda, roles, etc. are clear.	○	○	○	○	○
We differentiate between operative/coordinative actions, strategic/governance meetings, and reflection and the further development of collaboration.	○	○	○	○	○
We make decisions quickly.	○	○	○	○	○
We are familiar with different modes of decision-making and apply them appropriately.	○	○	○	○	○

Empowering Leadership

	DOES NOT APPLY AT ALL				APPLIES TO FULL EXTENT
Everybody is responsible for his/her performance and development based on their 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 others through their personalities and by continuously reminding their teams of the "big picture" and "the purpose", then translating these ideas for them.	○	○	○	○	○
Leadership is not (only) associated with the management team (in terms of formal roles) but is taken on by different persons as they fill their respective roles.	○	○	○	○	○