Insights Report

from the Agile Business Awards 2024

Agile
Business
Consortium

"A business agility journey is a journey towards becoming the best organisation you can be..."

Contents

Foreword

2024 has marked the second year of the Agile Business Awards, organised by the Agile Business Consortium, the independent, professional body for business agility. It is a year-long process, which invites applicants to submit their own "Evidence Story" of agility, based on the Agile Business Consortium's Framework for Business Agility.

This framework provides lenses to assess the agility of an organisation and to pinpoint where to improve. It is comprised of four circles:
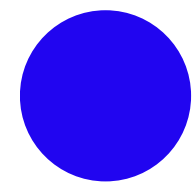
"Being Agile"

At the core is "being agile". For example, agile leadership, agile culture and agile governance.
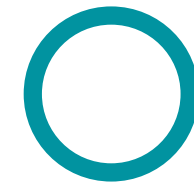
"Doing Agile"

In the circle surrounding the core is "doing agile". For example, agile operations, agile support, agile change.

Strategy

The fourth circle, connecting "being agile" and "doing agile" with value delivery, is the agile strategy circle. This circle serves as the glue in the model.
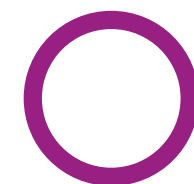
The Value Delivery Circle

Which value is your organisation delivering to the outside world? What is your "why"? What value do you provide for your customers, for your people and for your organisation's environment or ecosystem.

The Framework for Business Agility

The FBA has been used to assess and support agility in full enterprises, in functional departments, in programme teams and at all kinds of organisational levels.

It is not a scaling approach, it is scalable without adjustments and can be used to assess scaling approaches, as can be seen in the applications. It is descriptive, not prescriptive — it will not tell you what to do, it will help you to ask the right questions.

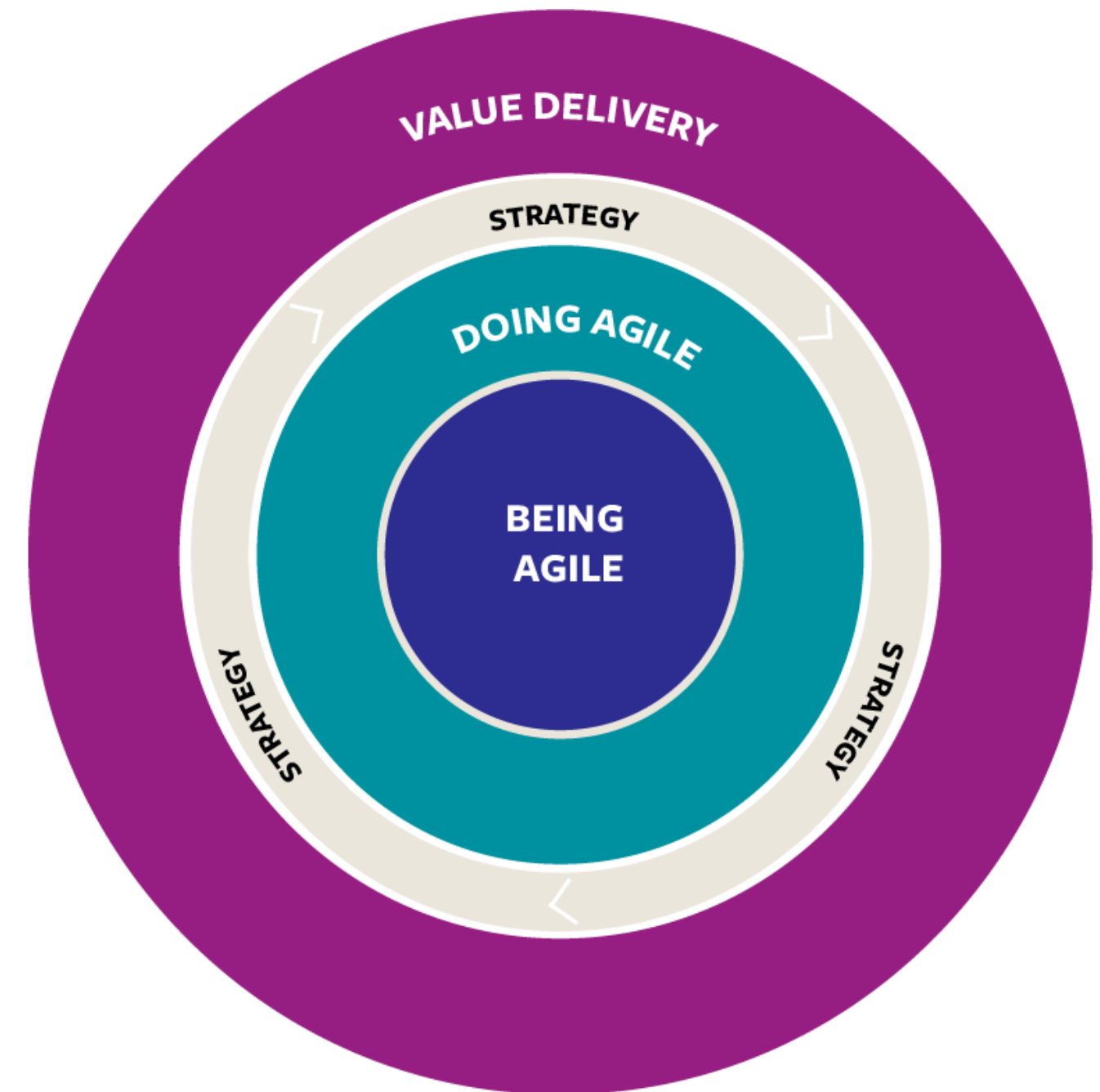It is agnostic, so does not favour one framework over another. The FBA can be used to assess and help to improve any framework implementation, any business agility journey, whether early or late in the process.

Because it is a set of lenses that is always applicable, it will help you ask the right questions and define which new experiments and improvements you might want to engage in.
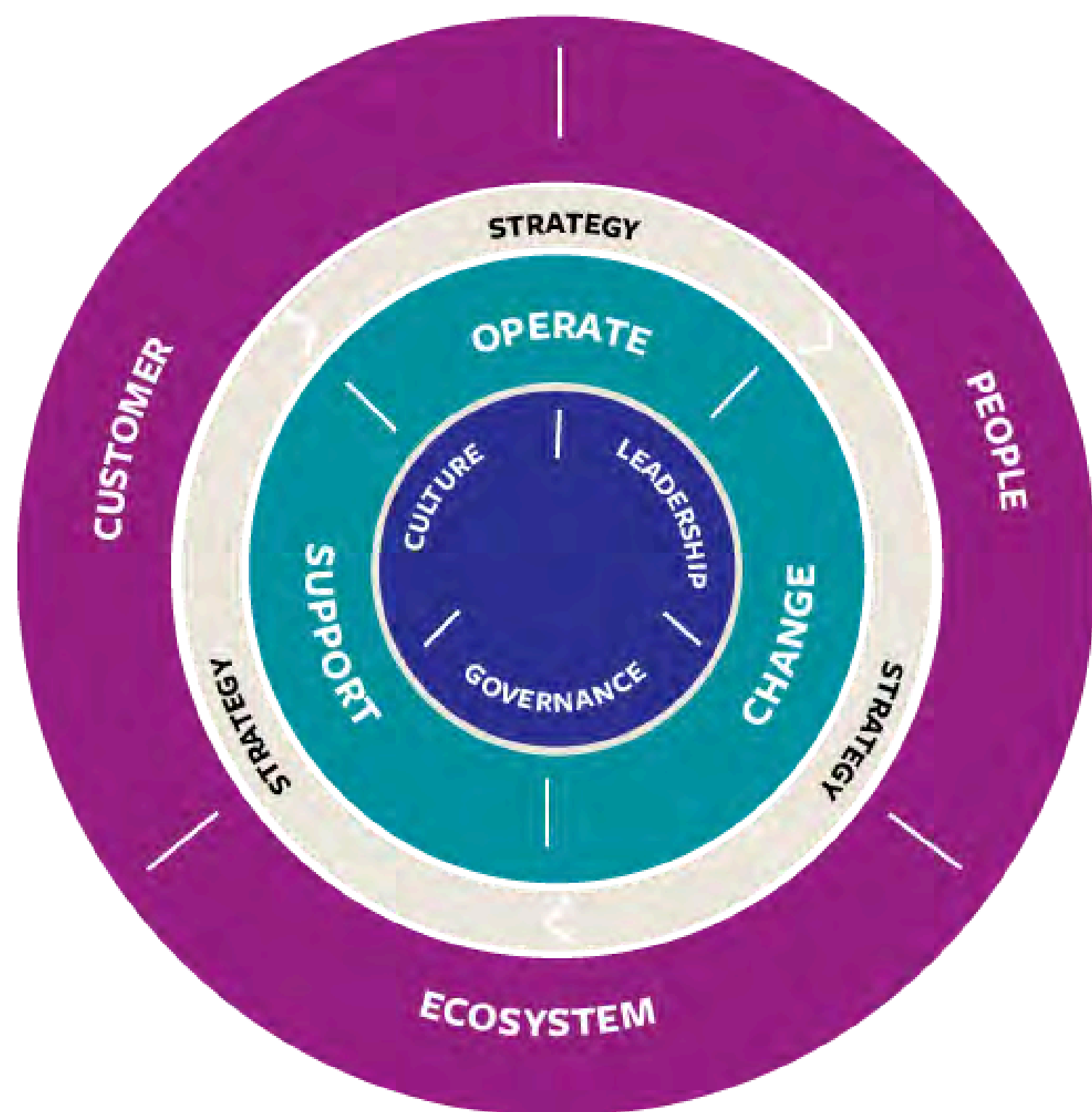
"For the second year, the Awards show organisations' successes, with and without frameworks.

They showcase successes built on the full awareness of business agility as a means to an end: delivering more value in a sustainable, adaptive manner.
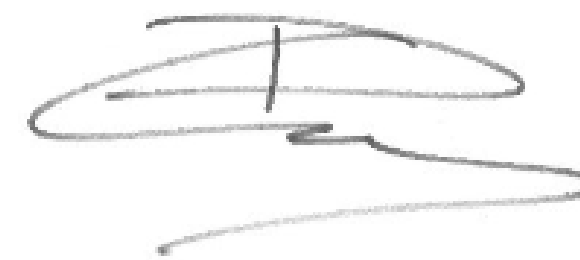
They show that one size doesn't fit all, not even all of one industry."

We have had applications from all over the world – from Thailand to the US, from South Africa to Georgia. Most were based in Europe. As industries, we had applications from healthcare, banking/insurance, travel, logistics, infrastructure, energy, retail, technology, pharmacy and food. This shows the breadth of the business agility field, and shows it is no longer only IT/finance oriented.

Business agility, for many organisations, is a path to sustainable, ever-improving business success. This report highlights the achievements of this year's applicants and brings you qualitative learnings from organisations on their journey. Its aim is to provide inspiration, rather than simply reporting the state of agility based on extensive surveys and research that can be seen in other reports. We want to inspire and to showcase real-life examples, so you are able to learn and perhaps get some new ideas for your own journey.

We trust this report will inspire you on your further journey towards organisational success. We hope that every now and then, you will pick it up again when you're looking for new ideas and inspiration. And of course, we hope to welcome you next year as part of our Awards process.

Peter Coesmans
Chief Agility Officer and Director,
Agile Business Consortium

Participants' perspectives

"The feedback report has helped us on our journey, not only by pinpointing areas for further improvement, but also because it was welcomed by senior management, creating more understanding and even better support."

"After all we had already learned in the process, we were amazed with the learning opportunities with the other participating organisations."

"The support the consortium has given us in preparing the application and preparing for the conference was very insightful and has provided us with so much learning."

"It is quite hard work to create the application report and the evidence needed. But that process has been very rewarding and has given us the opportunity to really reflect on everything we have achieved. Using the FBA also showed us some areas that we had overlooked."

Introduction

The world of business agility is changing.

Agility as a method continues to become more commoditised and we are moving beyond framework implementations. AI and other technologies are influencing the world; hence, the market and the world of work have changed. Worldwide disruptions mean more and more organisations are faced with the need to embrace business agility.

- Business agility as an organisational competence to deliver more value to customers, staff and the (business) environment,

- Business agility to maintain (commercial) advantage in a changing world, to attract and retain talent,

- Business agility to ensure the ability to navigate an unforeseeable future.

As is evidenced by the stories told by applicants, business agility can be a successful way to achieve these things if the focus is driven by leadership, with appropriate governance embracing empowerment, and in a culture which is embracing experimentation.
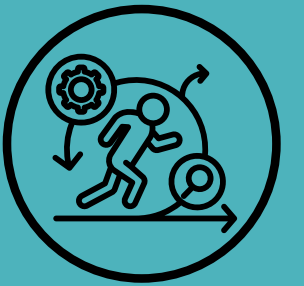
So, next, we'll share 15 key insights from the applications and presentations.

15 Key Insights

1 — Business agility is a means to an end

The end being to create sustainable value for your customers, your people and your ecosystem. Business agility is an organisational competence, not a method.

2 — Agile transformations balance "doing agile" with "being agile"

Agile transformations balance "doing agile" with frameworks, methods and tools and "being agile" through leadership, culture and governance; together with "delivering value" to customers, staff and the organisation's ecosystem. Only "doing agile" (for example, implementing frameworks) does not lead to success.
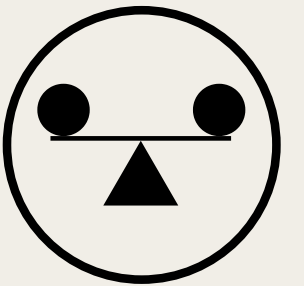
3 — A business agility journey is an ongoing experimentation

Transformation is a learning journey that organisations embark on in collaboration with customers, staff and their ecosystem.

4 — Some organisations have experienced "agile fatigue"

Organisations that have been on their journey for a long time sometimes develop "agile fatigue," as other improvements become more pressing. Maintaining a focus on continuous improvement, process, culture and product is crucial to navigate changing circumstances.
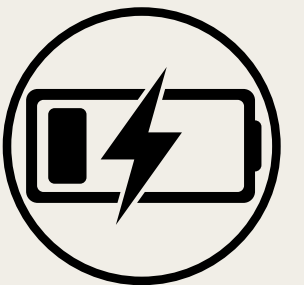
5 — Some managers are leaders; some leaders are managers

Leadership is an organisational competency rather than a trait that only some people high up in the organisation possess,, and leaders are necessary at all levels for transformation to be successful.

6 Leadership coaching is a critical success factor

Leadership coaching at all management levels is a critical success factor for most of the applicants. Some have used the Nine Principles of Agile Leadership as guidance. Support, visibility, transparency and approachability of management were all flagged as crucial.

7 Growing an agile culture is still a developing area

No blame, care for customers, value delivery, experimentation, collaboration, trust and a growth mindset were identified as important aspects of agile culture. But it is still a developing area. While some have been supported by the 7 Elements of Agile Culture, others focused on individual aspects or experimented with social learning.

8 Agile governance is still slightly less mature in most organisations

This is especially the case in hybrid organisations. Ultimately, organisations found that striking the right balance between different governance systems is an interesting, and sometimes difficult, process.
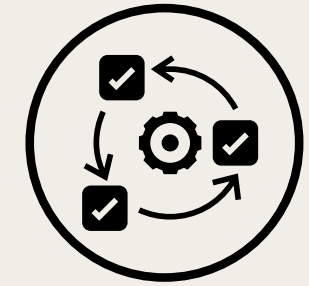
9 "Doing Agile" for many is commoditised and engrained in their way of working

We don't see so much innovation anymore, even though continuous improvements are a mandatory part of the ways of working; for example, improvements in product, and in collaboration with colleagues, and with customers.

10 Support agility is growing

When exisiting departments or processes do not support agile ways of working, they are an impediment to the journey to provide more value for customers, people and ecosystem.

11

There are several ways to enhance the agile "change" competency of an organisation

Among the ways mentioned were improving projects and programmes (structures); creating support through coaching, learning, and an agile culture; and setting up an agile transformation office.

12

Providing value to customers is the key driver for the business agility journey

For most companies providing value to customers was the key driver of business agility. For some, this was an internal customer, not the end customer. Organisations are also starting to measure customer value and impact to better understand progress, rather than measuring only outcomes or outputs.

13

Staff wellbeing is a key driver to win "the war on talent"

Taking care of staff and people in the "war on talent" and the "war on attrition" is a driver for some organisations to become more agile, more purpose-driven, and more focused on delivering (sustainable) value. Others recognise that the true assets of the organisation are its people and the talents they offer.
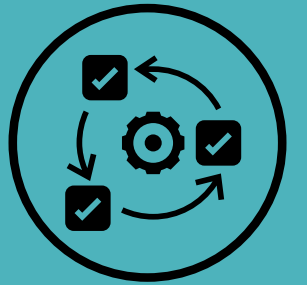
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The environment matters and is mattering more

The environment (social, technological, ecological) of an organisation is for many the most important driver of change. Yet, change initiatives here are still in their infancy, with most continuing to focus on internal parameters, such as efficiency. The need for collaboration to innovate and provide value is increasingly being recognised.

15

Embracing agile strategy is becoming the "new normal"

Embracing strategy as an organisational competency, rather than as a set of documents, is becoming the "new normal." Defining, testing and measuring strategic hypotheses can be seen, as can collaboration with many people, including external stakeholders and customers. And North Stars and OKRs are becoming more common.

"Navigating unpredictable, changing business environments is a growing challenge for many organisations.

Business agility has helped applicants to manoeuvre and be successful, and to become the organisations they want to be, providing sustainable value to their customers, their people and their environment."

Lessons Learned

Business agility is defined as the competency of an organisation to pivot and to be able to change in order to deliver more value. It is a means to becoming the best organisation you can be.
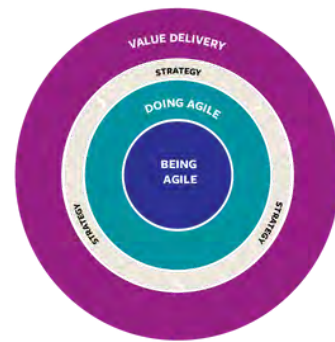
 Hence, it is about striking the right balance (grey circle) between "being agile" (blue circle), "doing Agile" (teal circle), and "delivering value" (purple circle).

Overall, we could see some organisations were still relying more heavily on the "doing agile", and less on the other areas. We trust our feedback will help them to progress in the other areas as well.

Most of the applications we received followed the proposed structure supplied, and applicants have been given valuable, detailed feedback.

Some of the applications, however, only talked about what they've done, not how they've done it, and some only talked about what has been achieved, without mentioning why it was achieved.

We seek to continuously improve the support and model for delivering the stories to us, so the applicants will also get better, more specific, feedback to help them further on their journeys.

What drives transformation?

 Value creation

 Balancing efficiency with effectiveness
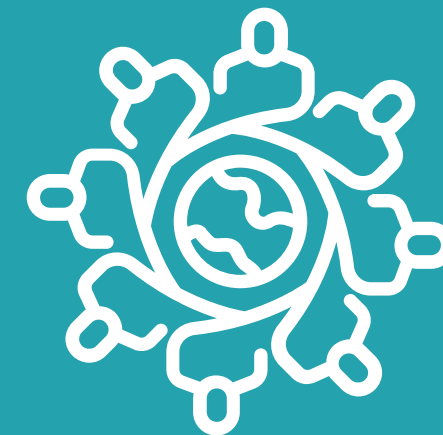
 Becoming a better place to work

The Agility Journey

All of the journeys described encompassed a learning journey, in varying stages of maturity, from around one year old to more than 5 years into the process.

- Not one of the applications described an "implementation" as in: defining the structure, implementing and starting to execute it.

- Successful agility journeys are learning-and-improvement journeys, with a North-Star-focus of delivering value.

- All applications showed learning, regular re-planning and experimentation.

- While some, less mature applications were focused on improving output, the more mature were focused on improving outcomes and value generation.

All of the journeys also addressed the change journey carried out at all levels of the organisation. This is similar to last year's results, where we also witnessed that a successful business agility journey touches all levels. This is one of the indicators we have found in all these stories.

"A successful business agility journey touches all levels...
If it is only top-down, it doesn't succeed. If it is only bottom-up, even if it is endorsed by leaders, if it is not modelled by them, it doesn't work.

The leadership journey and culture journey permeates all levels."

Leadership, management and culture

More and more applications talk about leadership levels, as if leadership were levelled. In our language, we strive to be consistent and have leadership as a competence of people and of organisations (hence our 9 Principles of Agile Leadership). Management has to do with power and hierarchy, which has levels. Some managers are leaders and some leaders are managers.

In all the applications, we saw that culture and leadership were explicitly addressed on the change journey. These topics were not developed coincidentally, but purposefully, not only with appropriate training, but also with coaching, feedback, engagement etc. Last year, we could also see the importance of these two areas. From the applications we saw this year, we could see the maturity of the approach growing.

Agile journey fatigue

One effect we saw for the first time this year, in some applications, is agile journey fatigue.

Organisations that have been on their journey for a number of years are finding that the change journey itself has become the new normal. Hence, the risk these organisations face is:

> **"How do we keep on top of our game? How do we maintain enough focus?"**

Completely stopping the journey will lead to a loss, a loss of built-up competencies, a loss of focus on value for customers, people and ecosystem, a loss of cohesion.

In the future, we will learn more about what happens when organisations get into "maintenance mode" and how to create resilience. We will learn how to support and maintain focus on the change journey, on the business improvement journey, and on other topics (such as new technology or a changed business landscape). Interesting times lie ahead.
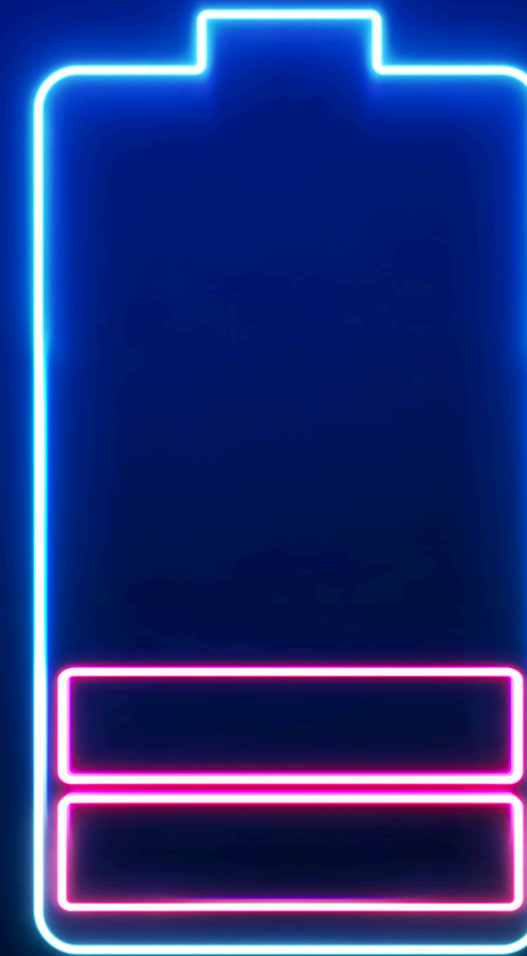
Reviewers' perspectives

"In general, the organisation is excelling at the first steps of its transformation and should be applauded for these efforts."

"Impressive story. Enjoyed reading about the transformation journey of the organisation. 'Never waste a good crisis' seems applicable."

"The organisation needs to be commended for adopting the true spirit of business agility - right across the organisation. The fact that they wrote a book and used this as the core of their evidence is unique."

"The organisation's emphasis on championing value creation, flexibility, speed, innovation and continual improvement are trademarks of agile transformations."

Leadership

Leadership is an organisational competence.
It is not restricted to management levels.

All applicants have shown investment in developing this competence. Not every applicant had a planned approach towards developing leadership, including outcome/impact based metrics, but all of them invested heavily in this area.

In all industries, in all geographical areas, we saw supportive/servant leadership as the chosen approach, with visible and approachable managers and leaders at all levels.

Like last year, many of the applicants mix leadership and management. While one of our principles is "Leadership lives everywhere in the organisation", many applicants have referred to management as their leadership.

It seems most applicants still expect leadership to come from the top, despite the culture of empowerment. On the other hand, we can clearly see that a key success factor (also reflected in other reports) is that top management needs to be really engaged with the business agility journey for it to become successful.
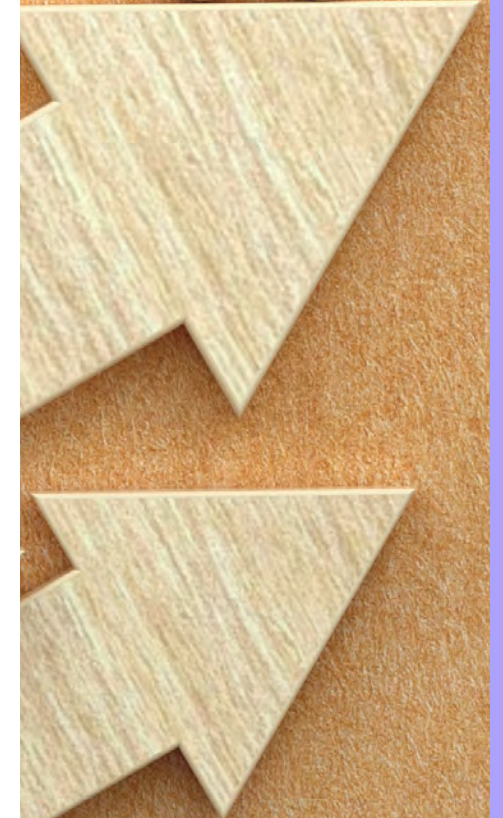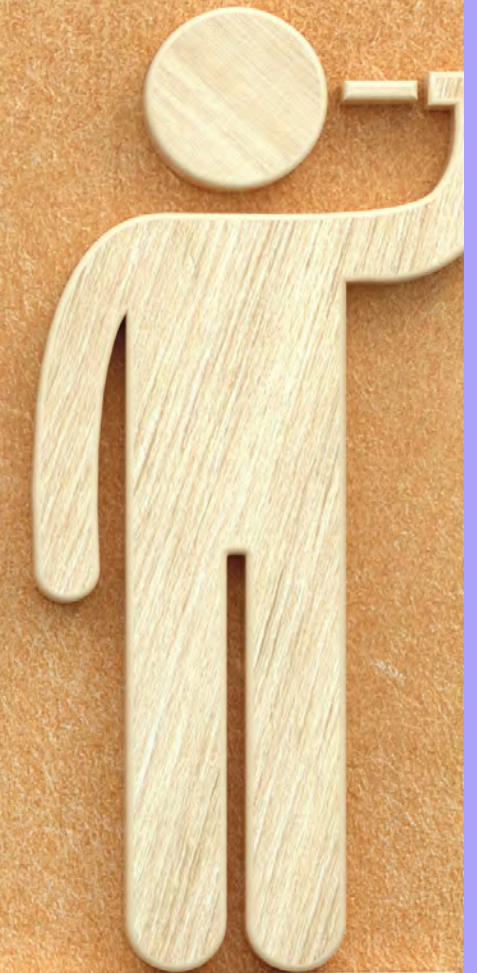
Key leadership approaches

Coaching

Some organisations used external coaching, others, pair-coaching or internal coaching. In just a few, we saw no direct evidence of coaching. Coaching here is defined as "leadership coaching", and is focused on behaviour. Some organisations used "Agile Coaching", focussing on understanding agility.

Visibility

Most organisations ensured that management was visible in the organisation and that managers were approachable by all, even when a multi-level hierarchy was still in place. In some, managers were the ones showing leadership by talking about their failures at meetings.

Feedback

More than half of the applicants mentioned explicit multi-level feedback or feedforward mechanisms throughout the organisation as an important mechanism to ensure improvements. One organisation, when faced with setbacks, invited feedback from stakeholders and customers on their leadership approach and behaviours. This is an innovation we have not seen before.

Transparency & experimentation

All the applications shared transparency and experimentation as important traits of leadership.

Team manifesto

Some organisations used a leadership team manifesto.

"Actions speak louder than words".

All applicants, in some shape or form, mentioned agile leadership Principle 1: "Actions speak louder than words".

Leadership is at the core of business agility, not only in the Framework for Business Agility, but in the applications we have received this year and last. Not many applications showed a deliberate approach to growing the leadership competency, though we saw a higher number than last year. In our view, having a deliberate approach improves the success of the journey.

Leadership: Reviewer comments

"The organisation has done an excellent job from a leadership perspective by championing the agile culture and all-level, division-wide responsibility towards the common goal of value creation."

"It is exciting to see leadership shifting from "managing people to managing the system". Encouraging words for many organisations out there looking to step up."

"The organisation fostered a culture where leadership was not a title, but a shared responsibility."

"I would like to see mention of leadership living everywhere in the organization, decentralized decision-making and specific examples that involve marketing."

Culture

The agile culture is the container of what many others call the agile mindset.

Agile culture marks the biggest difference between "doing Agile" and "being agile". As Peter Drucker says: "Culture eats strategy for breakfast" so all applications explicitly target this as one of the drivers of their improvement journey.

We saw the same last year, so it might be that this is a success factor. We'd like to think this is correct, given our extensive work on agile culture and how to measure it (see our Culture Matrix and Pulse Survey, and our support of the State of Agile Culture report). It is noteworthy that some applicants have used the Culture Pulse Matrix several times on their journey.
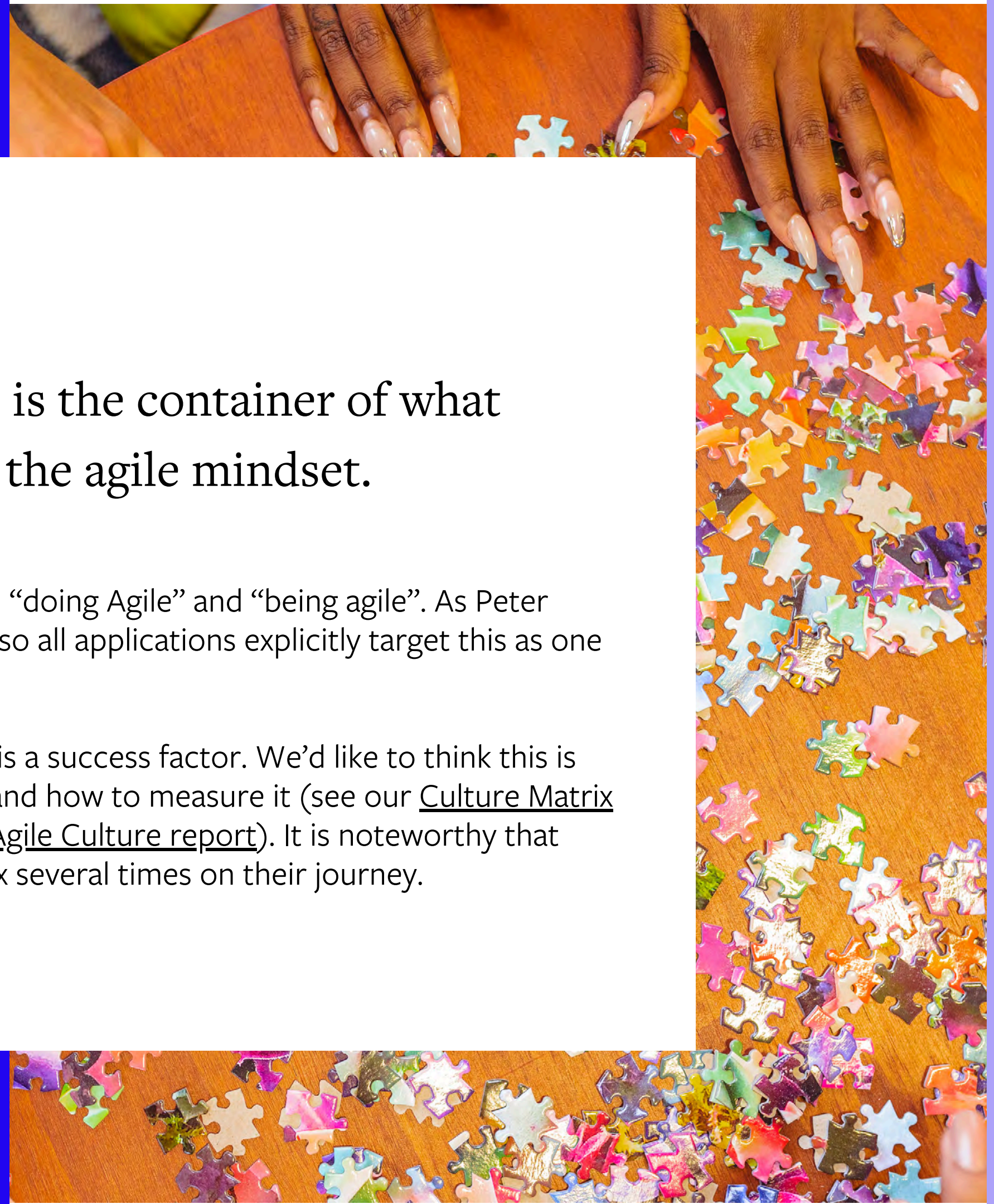
Key elements of culture

Culture elements that were mentioned in most applications were no-blame, trust, care for customers, value delivery, experimentation and collaboration. A growth mindset was also mentioned by most.

These align nicely to our own 7 elements of culture, which include:

1. Unleashed purpose and meaningful results.
2. Agile leadership.
3. Wellbeing and fulfillment.
4. Collaborative communities and distributed authority.
5. Trust and transparency.
6. Adaptability to change.
7. Innovation, learning and personal mastery.

Cultural transformation

To support cultural change training, workshops, coaching, individual development plans and most importantly "showing, not telling" behaviour, were mentioned as important interventions.

Embedding culture explicitly in agile rituals/ceremonies/events was another intervention we saw in some of the applications.

Some organisations codified their culture and gave it a name. This of course is a great way to show how you make this your own, how you embrace it, how you recognise its importance.

In some cases, it helped to overcome the "agile lingo chasm", where people have to learn new terminology for concepts they already know.

One organisation mentioned that using videos and podcasts, and senior management telling them why this was important to them personally, succeeded in making agility "cool".

Supporting cultural change

Training and workshops

Coaching

Individual development plans

"Showing not telling"

Embedding culture in rituals and events

Naming organisational culture

Videos and podcasts

"Culture is not an add-on;
it is part of the core of the journey."

If culture improvement is a bolt-on, it might not be successful. One application actually describes how a framework implementation was almost unsuccessful, until the pivot to include and enhance agile culture was made.

In some of the applications, culture was relatively restricted to individual development. While important and one of the drivers, it is not sufficient. Culture development depends on both individual and social learning. Most applicants have received backing from their HR functions to help them on their journey. This shows how important supporting functions, such as HR, finance or marketing are on the agility journey.

One of the applications addressed culture for the department it described, for the organisation within which it resides and for the customer and organisational ecosystem it lives in. It also described how to navigate all three. This is an innovation we have not seen before.

Asking for feedback from stakeholders also opens the door for giving them feedback, which ensures joint learning and improvement.

Another application showcased that where the hierarchy could not be broken because of business logic, agile culture was the way to overcome this agile anti-pattern.

One application gives a word of warning. During a longer journey, the investment in agile culture was suspended for a while, which led to a visible drop in value delivery. As this was noted by the customers, it led to a drop in business performance as well. It was, fortunately, quickly recognised and improved. We saw similar examples last year of the difficulties of maintaining the mindset and culture over a period of time. It seems an easy thing to let slip.

Last year, we saw more examples of gamification and role-playing. This year, we saw it in only one application. More fun and more diverse social learning styles might work for more organisations but are not (yet) commonalities. Also in last year's applications, we saw more evidence of diversity and ethics. These were not explicitly mentioned in this year's applications.

Culture: Reviewer comments
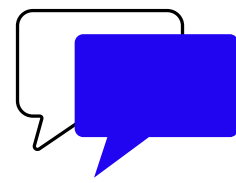
"There is evidence of a no blame culture and fail fast culture which encourages learnings to help succeed next time."

"Brave management encouraged and permitted failure by stating 'for every 3 successes a team had to share one failure'. This creates a more positive culture within the team."

"Using games to understand agility is a good practice, also helping people to connect and learn about each other. Both practices support the path to an open organization, and for now, this is what I see about the organization: heading to achieve agility."

"There is a balance between process improvement and people development (mindset and culture over subject matter)."

Governance

Governance is universal, pervasive and scaled, based on principles such as empowerment, alignment and transparency.

Governance last year was a little less mature than leadership and culture. We saw a similar score this year.

Without appropriate guard rails, empowerment cannot work, yet we have found few applications specifically talking about those guard rails. In quite a few of the applications, as we did last year, we still saw more hierarchy than was ideal for business agility, hence there is room for further investigation.

Governance was also interpreted in different ways. Some of the applications related governance to "project governance" only, others to "corporate governance" or "departmental governance" only, etc. Of course, it depends on the scope of the application. However, when we have found this, the feedback has always been to ensure that governance is aligned with other governance when it is not integral. We know integral governance is not always possible, in which case organisations need to explicitly address how to overcome this. Some applicants saw this as one of their major impediments to further business agility and organisational success.

Governance transformation

Key obstacles

Clarity of roles and mandates

Transparency

Openness in communication

Some of the applications used the governance structure proposed by the framework they were using, and then enhanced this during their journey to grow towards the governance needed.

Most applications mention senior management's active involvement and sponsorship as a key component in getting governance to work.

One application explicitly mentioned the tension between autonomy of teams and the power of senior management and the effort it needed to align towards appropriate governance.

Governance is not just some rules on paper; it is active participation throughout the organisation to get the appropriate decision-making.

Tensions
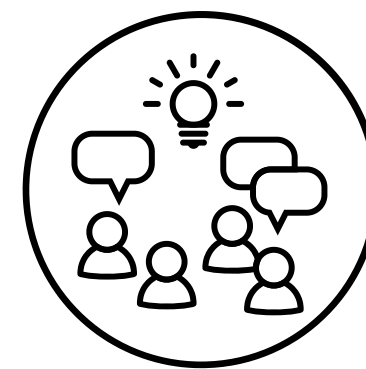
Autonomy
of teams
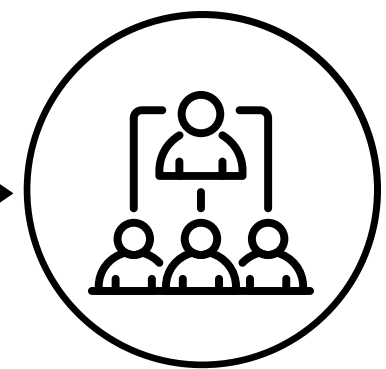
Power of
senior management

Supporting governance
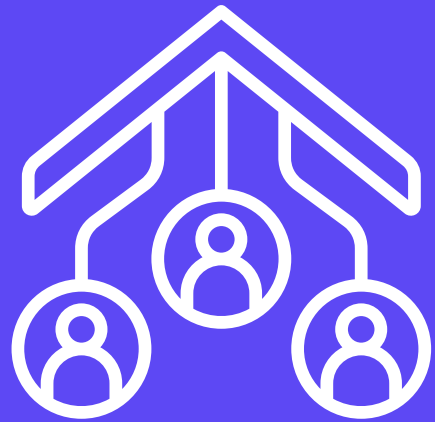
Alignment with values	**Agile principles**
Wardley Maps	**Experiments**

Aligning governance to cultural, organisational or departmental values was mentioned in some applications as helping to overcome difficulties. Some also referred to agile principles or set up governance operating principles to which they could refer back.

By using principles, it's possible to overcome the need some organisations feel for "more control". It allows you to ask: "Which control is appropriate?" because it asserts that more control, more structure, is not, by default, the right way to go.

In some applications, we saw the use of Wardley Maps for analysing governance, while one of the larger organisations used several experiments to test what kind of governance was working best to gain a clear vision of the guard rails needed. In that organisation, learning how to implement agile governance and proving it could be done was the key success factor in convincing the entire organisation that agile governance was increasing the right control instead of letting go of all control.

With agile governance, the quest is always to balance lightweight, empowered decision-making with transparency of information, so people can make informed decisions. Guard rails should be clear, otherwise psychological safety is not guaranteed and empowered decision making is thus hampered.

Governance: Reviewer comments
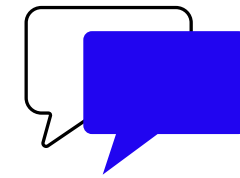
"One possible approach for managing distributed governance is tools and artifacts for understanding the whole. Wardley maps are great, and so are more detailed descriptions of the value streams and/or paths to value, and giving explicit decision-making authority for parts of it."

"You might want to experiment with creating a true cross-functional team where all people involved are communicating on a daily basis."

"In any organisation, there are parts with highly regulated environments and with low-regulated environments. To improve the approach for these different environments in an agile transformation, we recommend that you first establish the level of regulation, and take that into account."

"We advise bolstering coaching to prioritize outcomes in behaviours, which can be supported by visible metrics and progress tracking in an Obeya-style setup."
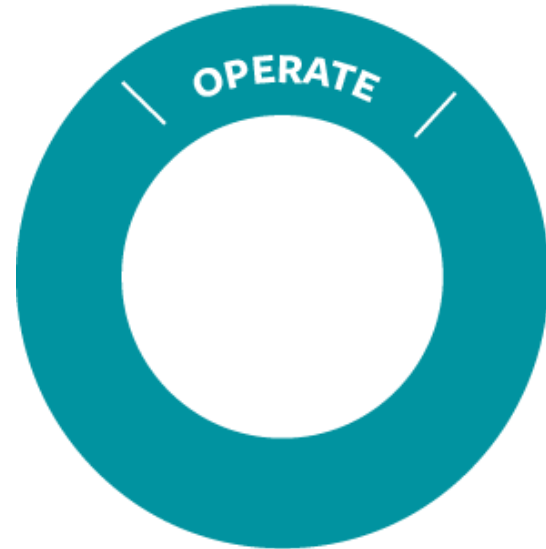
Operations

This is the category that most frameworks and methods live in. It is adding the "doing agile" to the "being agile".

General scores in this category were "good", but we didn't see much innovation. Only a few applicants scored slightly higher than "good", and a few slightly lower. Perhaps, because this area is so mature in general, it is more or less commoditised.

On the other hand, ensuring your operations are adaptive and aligned with the value the outside world is expecting or wanting to collaborate on is crucial.

A conclusion might be that this category is no longer the main differentiator. It would appear that it is not how well you use the tools, the methods, or the framework that brings value to the business. Rather it is other areas of the Framework for Business Agility where organisations may be less mature and where there is opportunity to generate more value.

OPERATE

Key improvements

Delivering more value to customers

Increasing delivery speed

Embracing innovations and new technology

Adapting ways of working

Enhancing delivery processes

Building technical competencies
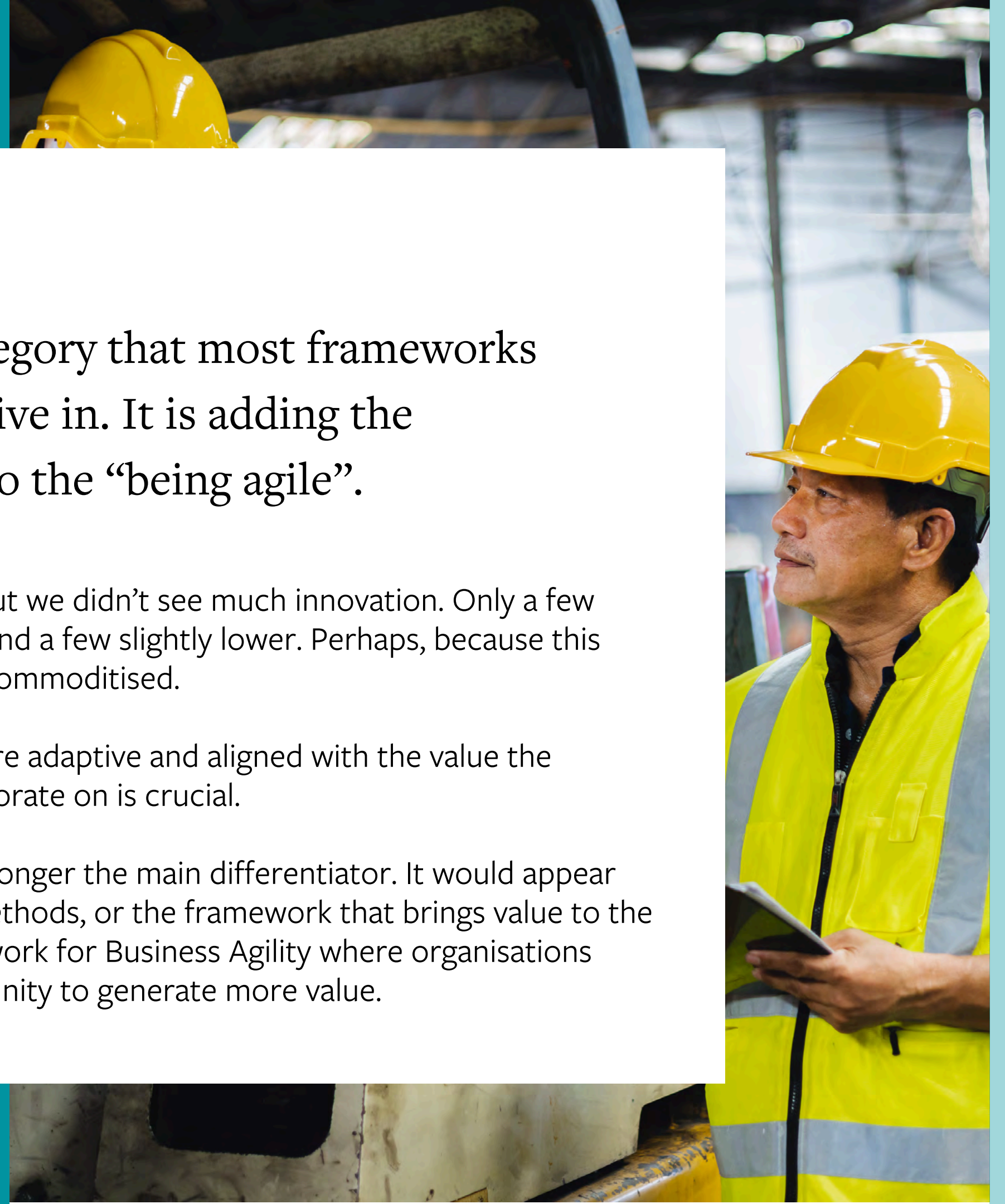
Testing and adapting frameworks
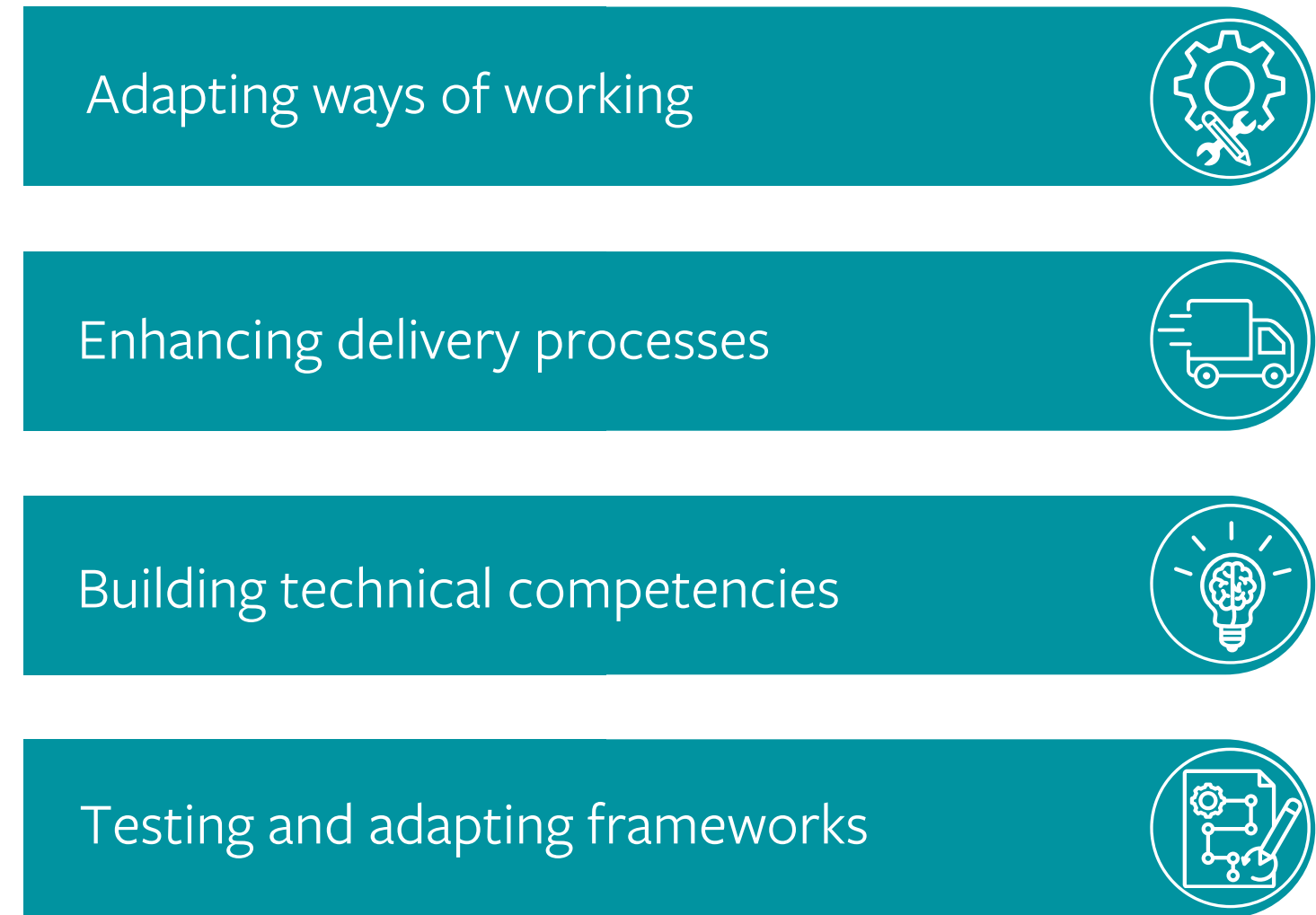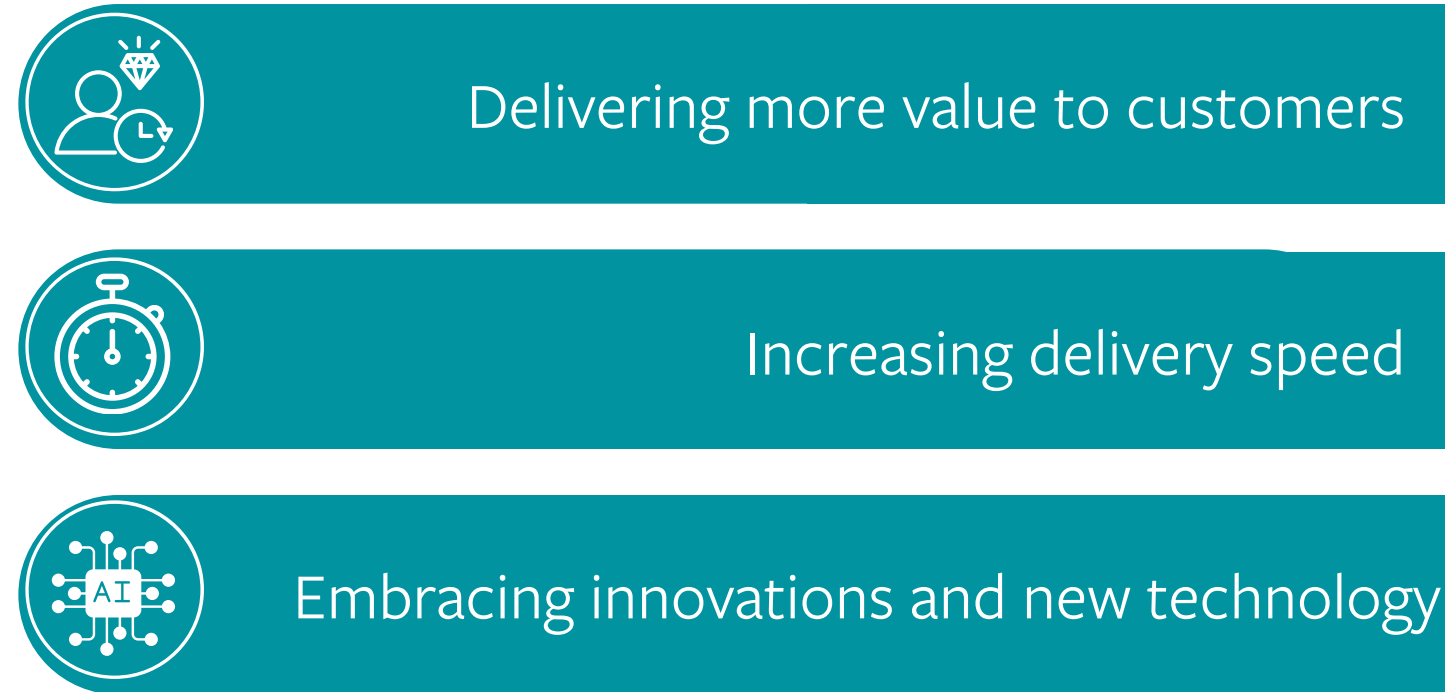
Improvements shown by applicants focused on delivering more value to the customer, increasing delivery speed, embracing innovations and especially new technology.

They focused on adapting existing ways of working and enhancing delivery processes, supported by building technical competences. Defining hypotheses and testing can be seen in most applications, so they don't just "implement a framework", but improve it and adapt it to what they need. One of the organisations used a combination of three frameworks.

Flexible frameworks are key
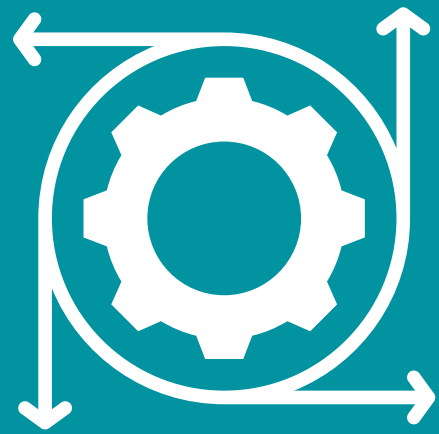
Implementing a framework or method does not automatically help an organisation to become more agile.

Similarly to last year, we have also seen some evidence where a framework has been too strict, obstructing business agility, and has therefore been scaled down or completely abandoned.

Testing assumptions and progress

Road mapping

Large planning events

Some organisations are more product/flow based and some more project based. Of course, this heavily depends on the sort of organisation you are, and what type of value you deliver to customer, people and ecosystem.

Most organisations used road mapping and large planning events (PI, big room, etc.) to regularly test assumptions and progress, to discuss priorities and next steps and to ensure tapping into the experience of many when deciding how to progress.

A considerable number of applicants still operate using cross-functional teams only partially.

Some functions are in the teams, some functions are still outside. On the one hand, this shows possibilities for further improvements. On the other hand, it shows that organisations seem to embrace a hybrid style.

Still, they show success. And, since business agility is a means to an end, the end being business success, it shows that they are pragmatic about this topic. We applaud this, as long as it is value-driven and frequently inspected. If it is driven by structure and hierarchy, we have invited organisations to consider what their next steps are to experiment with more cross-functional teams.

Data and metrics

KPIs

Ongoing and slowly improving processes

OKRs

Change and strategy-related improvements

Most of the applicants seem to use KPIs for ongoing and slowly improving businesses, and OKRs for change and strategy related improvements (and outcome-oriented measurements).

To do this, we have seen all kinds of data and information being gathered. Organisations have found out it is not so easy to move from output-related data to outcome and impact/value related data. Yet most of them are trying to do this, showing their need for improved steering.

We have not seen much evidence on how the applicants have pivoted based on data, but trust that small improvements have been made. Although, for example, cycle time is still mentioned here and there, organisations are realising that those kinds of metrics are not the best. Some have started to use AI and algorithms for the interpretation of data and we expect to see more of this next year.

One of the applicants moved from a process-driven to an employee-driven approach. "Happier employees = happier customers" was their tagline, and this has helped them to transform from process-driven to value-driven. This is one of the innovations and improvements we have seen. With a focus on value delivery, prioritisation improved.

Operations: Reviewer comments

"It's great to see a balance between achieving operational goals and maintaining team morale and focus on wellbeing. This approach contributes to the team's effectiveness and fosters a positive and sustainable working environment."

"The team can be applauded for (a) driving design thinking in line with agile and (b) driving collaboration across the organisation."

"Glad that the learnings were to get real customer feedback earlier instead of just perfecting the designs."

"You indicate no distinction between change and operations. The work for both flows seamlessly together due to the emphasis on flow of value and the flow of work."

Change

How do you build the organisation's competences when it comes to pivoting and adapting to change that is more than incremental, more than an upgrade of an existing product or service?

When it comes to change agility, the Framework for Business Agility looks for evidence that an organisation is building competencies that allow it to negotiate questions such as: "How do you enter a new market? How do you create a really new product for a market? How do you pivot away from a situation that has become toxic? How do you overcome a supply chain that is challenged?

In a rapidly and unexpectedly changing environment, these competences are crucial.
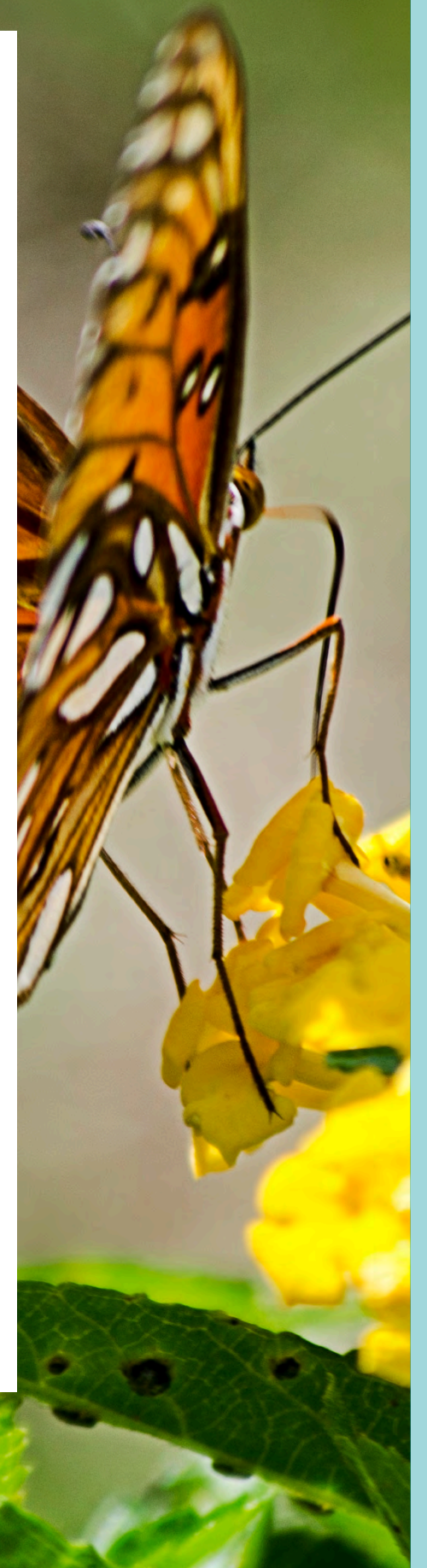
Different approaches to change

Most applicants reporting on change have used emerging and standard approaches to change, sometimes using Kaizen and sometimes agile project approaches.

They have tailored the approach, many times also relying on HR to support building the organisational capability of handling change pro-actively.

Two applicants specifically mentioned Toyota Kata-style coaching and continuous change. Another application described how an additional team was deployed over a certain period to increase change competencies for a department, while maintaining the delivery promised to the customer. These are not very innovative approaches but worth mentioning. In some transformations, adding resources temporarily is, by some, considered to be an anti-pattern to agility. That might be the case, but what we are looking for is good business done using business agility, not business agility in isolation.

Some applications have described their experiments with improving change, especially involving customers or other stakeholders on their journey. This is increasing the focus on value, and at the same time maturing not only the organisation itself, but also its organisational context, ecosystem and customers. Some applications showed a completely planned approach to increasing change agility, one of them using 10 initiatives, which were all based on an adaptive learning approach. We didn't always see a planned approach towards increasing change agility.
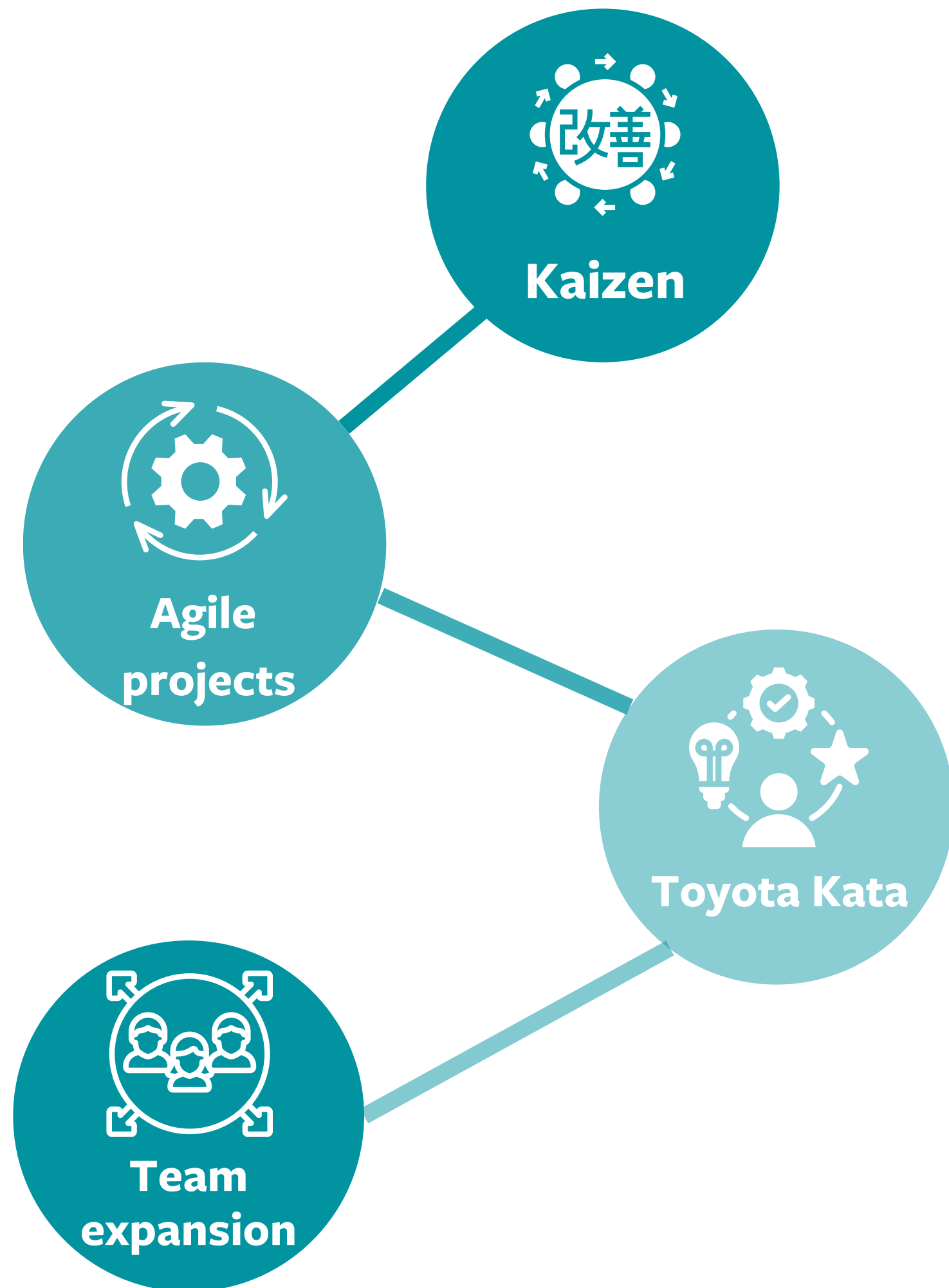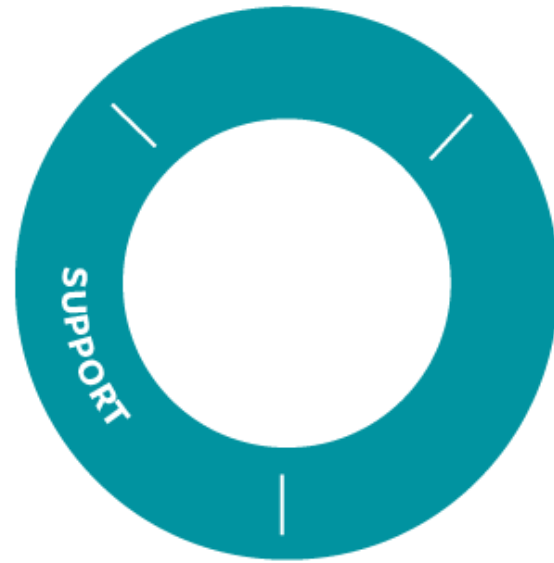
Support

Many business agility journeys we have witnessed over the years have not started in IT or technology, but, for example, in marketing, purchasing, or often, in HR.

The applications in the marketing, finance and HR categories each demonstrated that they applied the full Framework for Business Agility in their transformations in a specific, supporting category. It shows that business agility is not only useful in full enterprises or businesses, but since it is an organisational competency framework, it can be applied to individual parts of the organisation as well. This is useful evidence for those who want to start experimenting.

"Support functions are beginning to lead the business agility journey."

One application showed how a complete business model pivot had been executed in just a couple of months, showing a clear ability to change. What we could not see was how this competency had been developed, whether it would be needed in the future and if so, how it would be supported and maintained (or put to use elsewhere in the business).

In the applications, we have seen improvements in HR (to support the business agility culture journey) and finance (to support the regular re-planning cycle and work with revolving rather than yearly budgets).

Improvements in these functions usually arise after the first tranche of change on the business agility journey, because that is when they start blocking. In other cases, we have seen these functions actually leading the business agility journey.

To support the business agility culture journey.

HR

To support the regular re-planning cycle and budgets.

Finance

Change and Support: Reviewer comments

"Love that all teams have a 6-month improvement roadmap."

"The transformation journey shows a transition together with your stakeholders, customers, people and leadership."

"For further improvement, consider detailing the processes of anticipating and evaluating the effectiveness of these changes over time."

"An interesting topic is the specific talent acquisition practice that leads to successful filling of roles, especially given the volatility of the talent marketplace."
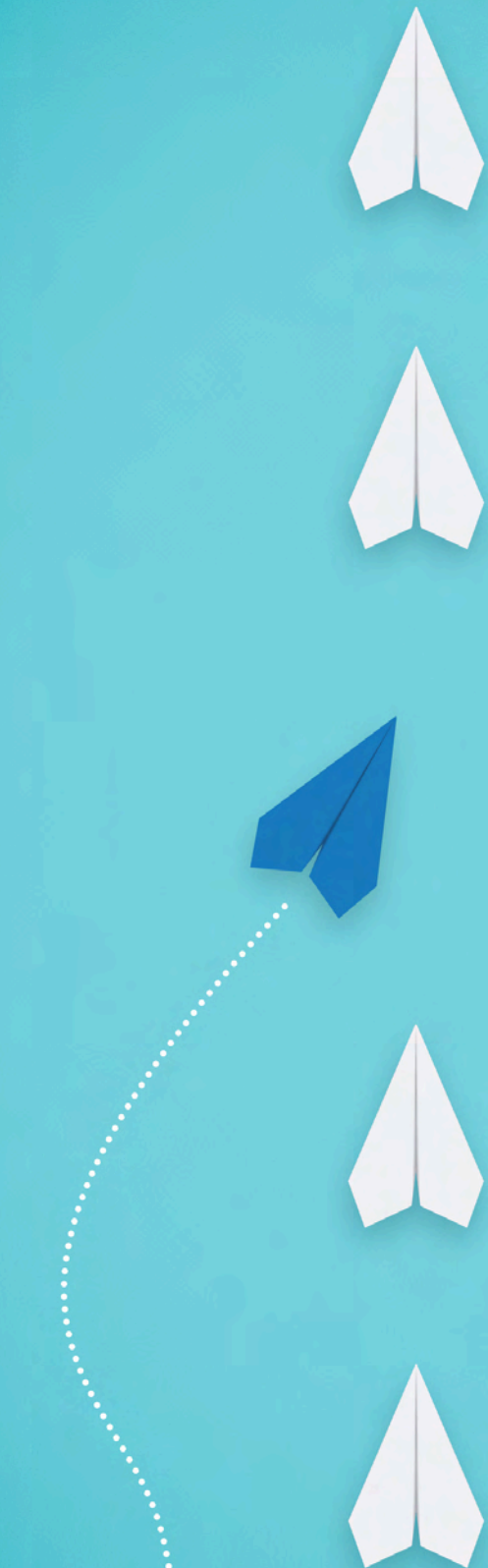
Customers

Embedding the voice of the customer deeply into the business is still a challenge for some organisations.

Of course, in agility, delivering value to customers is one of the main drivers, so many applicants scored "good" or "very good". Nevertheless, of course, our reviewers still saw potential improvements in quite a few cases. A few applicants had a bad customer experience or score as the primary reason for starting the business agility journey, and these applicants have shown impressive turnarounds.

Last year, some of the applications did not really address the external customer. Since we changed the model and the explanations, we found this not only improved our framework, but also the applications in this area. We are learning and improving constantly based on feedback. This is one of the important areas. Some organisations showed they are really striving for "becoming obsessed with the customer and providing value". For some, the slightly lower ambition of "listening to the customer and improving" is their target. Since we are not the applicant organisation, we cannot comment on what fits best in their situation.

Measuring customer value

Measuring value delivery

This year, we saw more evidence of measuring customer value and acting on it.

We also saw more real engagement and first attempts to measure value delivery, rather than just customer satisfaction.

Based on these measurements, some organisations have made real changes, not only to products, but also to the way they engage with customers:

- improving channels,
- improving technology,
- and improving online or real face-to-face workshops with customers or a representative group of customers (in some cases, where appropriate).

Most have become more mature in using technology, not "just" for a customer (sales) journey, but to get real engagement. That of course helps in getting more reliable data, not only on the current situation, but where to go moving forward. One applicant changed a customer happiness centre (looking back) to a customer future self-service centre (looking forward).

Customer initiatives
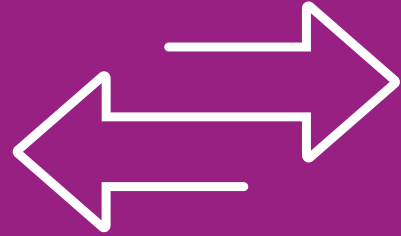
A/B testing

Real testing of hypotheses before going to market, and demonstrating transparency and an open mind.

AI and virtual assistants

To improve the customer experience and drive engagement.

Rewards programmes

Programmes that allowed data to be shared, enabled the organisation to improve and pivot.

Areas for improvement

"We should always distinguish between speed and haste."

Some organisations develop first, then improve/retrofit, instead of using for example minimum viable products (MVPs) and prototypes to test assumptions. We applaud getting things out before they're fully developed, however in some cases, the reviewers felt more assumptions could have been tested.

Some organisations, after a first great step forwards, slowed down and dropped some of the initiatives for real customer engagement. In their feedback, reviewers cautioned to really ensure whether this was the right decision, given the risk of dropping back again.

In some cases, we saw evidence of reacting to customer feedback and engagement without (from what we could see) appropriate root cause analysis. While a quick response is crucial, so is the correct one.

Customer: Reviewer comments

"The evidence submitted focused on output. I'd like to see more emphasis on outcomes and true value delivered."

"Bravo on bringing the voice of customer into backlog creation."

"Exciting that feedback is looked for throughout the project process, including from customers. An optimal approach, dare I say, best in class."

"Focus first on what your customer wants instead of retroactively fitting already existing things to appeal to the customer."

People

Your organisation can only deliver value to customers, to the ecosystem, if it also delivers value to your people, your staff.

Some applicants had this as their major driver for business agility, with attrition rates so high that the organisation was on the brink of collapse in their "old way of working", and a high percentage of staff experienced burnout.

Some organisations have started with the HR department as the primary driver for business agility, rather than the usual suspects of the tech or IT departments.

Over the years, we have learned that the following three key elements are the most important when it comes to people:

- Purpose-driven.

- Feeling supported by the organisation's leadership and culture.

- The work environment is psychologically safe (with the right governance).
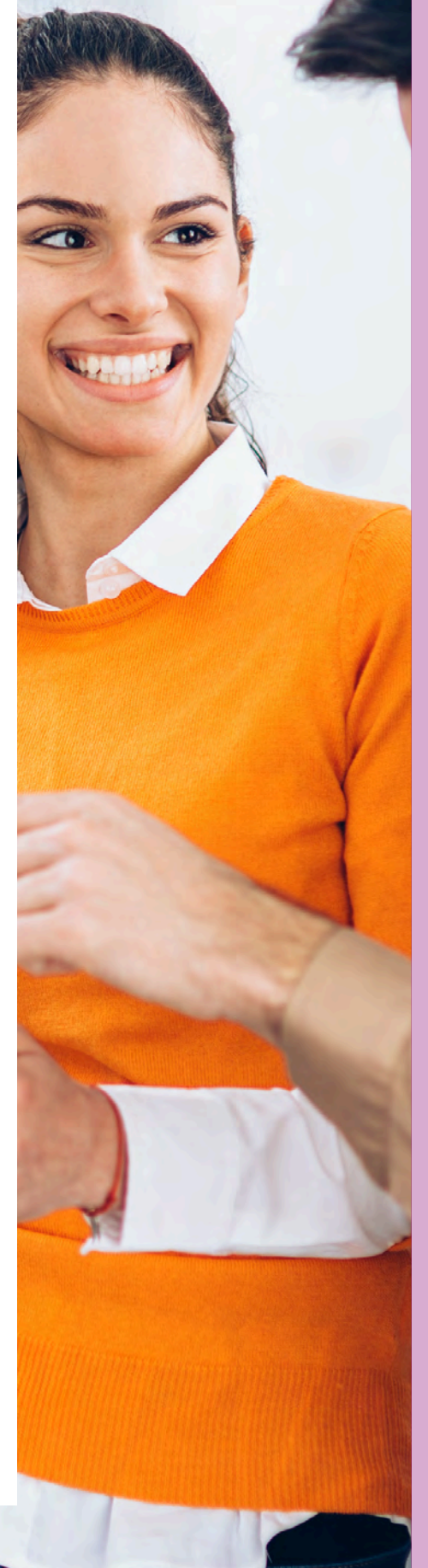
People needs

Not all applicants have made clear to us how they deal with talent development, hiring, experimentation, remuneration & rewards, purpose sharing, (cultural) diversity, work-life balance, performance management etc. These areas are, of course, crucial for enhancing the potential of your people and, hence, your organisation.

What organisations did share was the need for cross-functionality, coaching and psychological safety. The visions of some organisations were not only expressed in value for customer, but also in value for people and for ecosystem.

Cross-functionality

Coaching

Psychological safety

People initiatives

Some applicants explained that the move away from strict roles and tasks towards more agility for some people felt unsafe.

Trust and explicit room for safety was found to be crucial. Training, coaching and mentoring were needed to help some people overcome their fears and start working towards their potential.

Other people-focused initiatives included:

Internal jobs fair — Enabled people to remain internal but move away from agile teams, if necessary.

Apps and tools — For internal use, to help people organise their work, share goals, and identify support.

Mood data — Most organisations collected data on employee mood and satisfaction levels, rather than attrition or sickness.

Learning

Most examples of learning we saw were based on individual learning, despite people being social animals and looking for a joint purpose.

Social, team-based learning appears to be a somewhat neglected area, or organisations seem to think this can be done implicitly by using retrospectives for example.

We would advocate a more explicit approach. If you have something to share, come and join us with your application next year!

People: Reviewer comments

"Good example of the loyalty program and "swarming" as a principle where cross-functional teams are spun up around customer value and content, and not the other way around, where work is retrofitted to an existing structure."

"By focusing on the development and wellbeing of your workforce, you can build a more resilient and adaptable organization."

"The applicant is a testimony of people´s importance in strategy execution. All the programs are oriented to give feedback and motivation to employees."

Purpose-driven people, in direct contact with customers, are a key enabler to an organisation's success."

Ecosystem

Most disturbances come from the ecosystem, and without collaboration within it (for example, the supply chain), not much value or agility can be created

We introduced this category for the first time this year and were very curious whether this would be reflected by the applicants.

We must say, bar a few, most applicants scored "sufficient" to "good" and the reviewers found that this category allowed them to give appropriate feedback.

Learnings were that if your organisation is on its agility journey and you haven't yet considered this category, you should start. Two organisations have indicated their ecosystem thinking is still in an "embryonic state", but also report that this report and process has motivated them to start investigating.
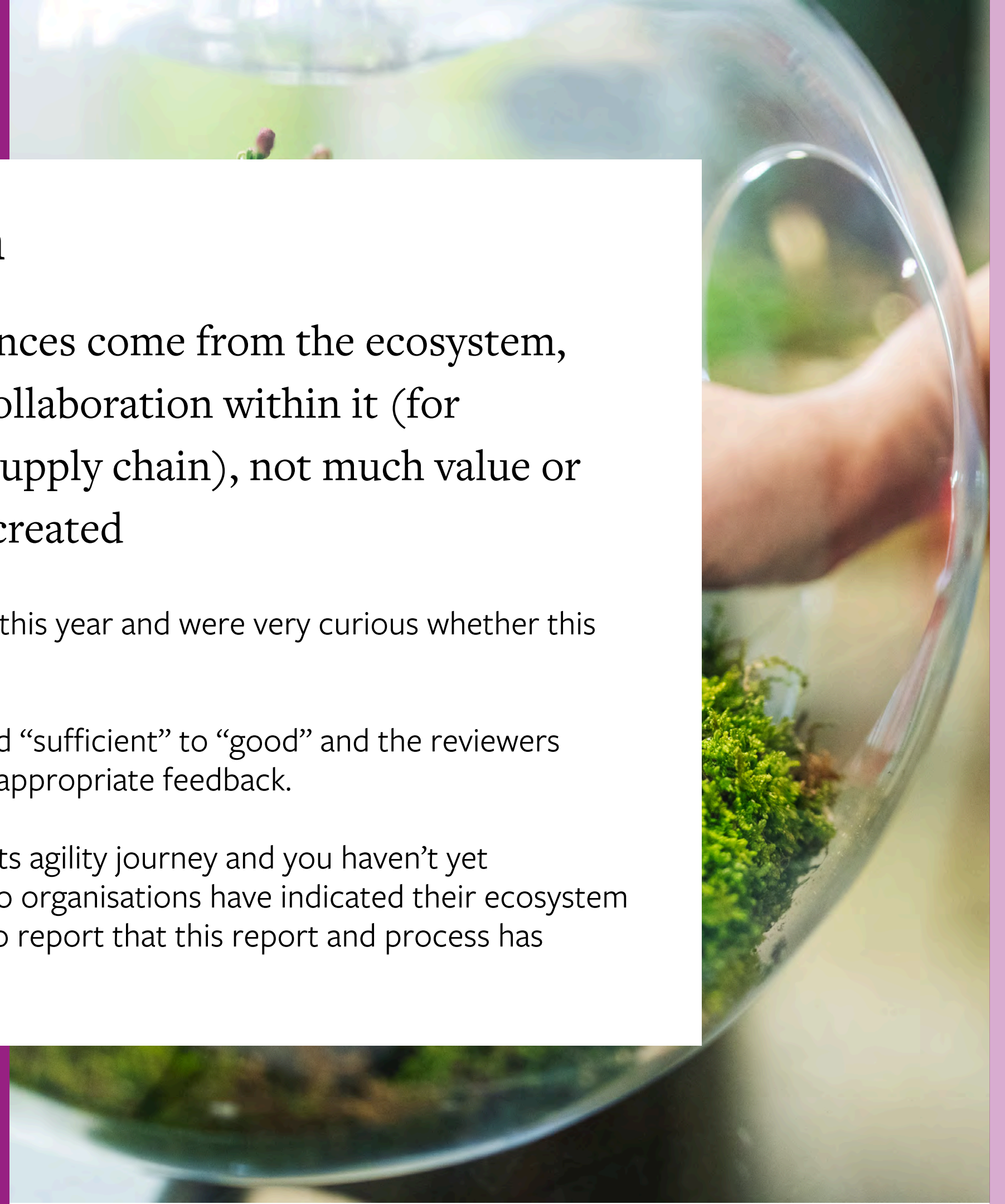
Ecosystem initiatives

Given the broadness of this category, and the restricted number of words, most applicants decided to just provide us with evidence stories on ecosystem.

Most of them at least chose the supply chain (where applicable). But quite a few also addressed, for example, sustainability/ecology /environmental impact.

One of the applicants set up a supply chain council, focused on achieving a net zero supply chain. We have seen great examples of actively enforcing the ecosystem, for example, setting up university curricula, sustainability and ecology activities, and proactively engaging with suppliers and stakeholders to look for win-win solutions.

Sharing information in the ecosystem

Some applications explicitly mention how they have changed contracts and created more agile-minded ones based on establishing a collaborative relationship and a good delivery agreement.

One application shows how an organisation proactively shared its agility practices, not only with its supply chain, but also with competitors, their business environment, and the region, so everyone could provide a better service for customers and ecosystem (and they would still be recognised in the first, as thought leaders, as the organisation bringing the innovation, thus actually growing their commercial advantage as well).

We also saw some organisations sharing their dataset and their learnings throughout their supply chain, helping the suppliers so the customer experience and customer value was further increased. For one organisation, the poorly functioning supply chain was the starting point of the agile journey, so included the ecosystem from the outset. Focus on delivering value and increasing business agility throughout the chain has led to much higher value for the customer and improved relationships in the supply chain.

In one application with the most innovative approach, we saw how the organisation really engaged with partners in the supply chain, regulators, their business environments, and with the social and ecological ecosystem. This turned out to be so successful that they wrote a book on the subject to share with the world, and university courses are being built upon their approach.

Agile practices

Data

Success stories

Starting points

Only two applicants also described how they see their social responsibility. Beyond satisfying the customer, their own staff, and reducing the ecological impact, they proactively engaged in their social role by:

- investing in local communities,
- upskilling,
- creating a better functioning social environment
- ensuring better health conditions.

One organisation used their QHSE policy as a starting point for their ecosystem engagement. This included not only scope 1 but also scopes 2 and 3. For a business in their line of work, this could be expected, but what we saw was pushing the boundaries. They also showed this resulted in them being a better and better-respected business and, with less disruptions because of QHSE, one with a much better bottom line.
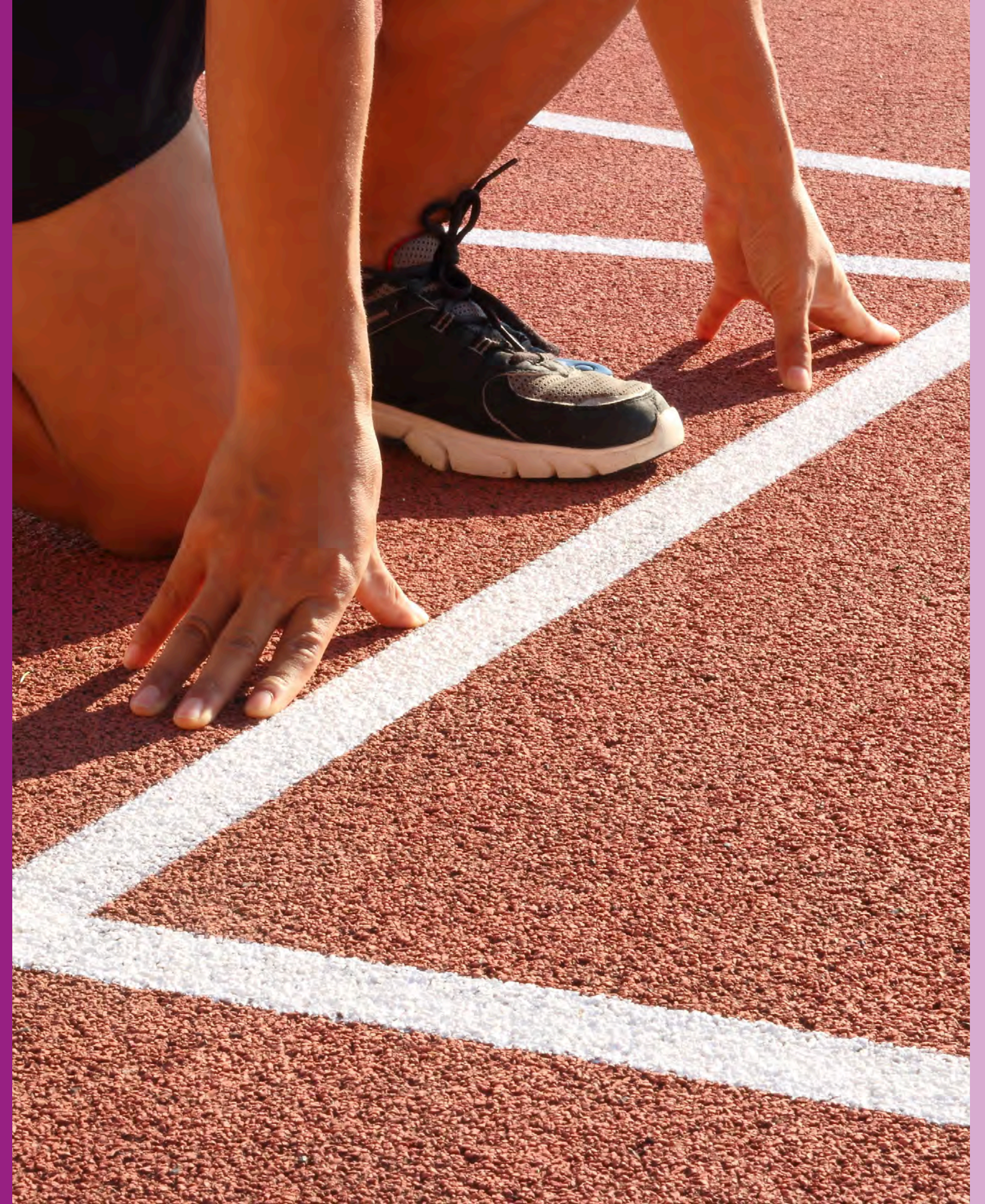
Ecosystem: Reviewer comments

″ Ideally, the client and the brand team are of ″one mind″ in the ecosystem, with as little back and forth between them as possible.″

"It's evident the organisation is forming partnerships as opposed to transactional relationships."

"You outline the creation of an academy that parallels a business MBA - this is an innovative approach that aligns adequately with the ecosystem section of the FBA."

"For me, it seems like the entire business model is based around being a part of a larger ecosystem – from the local, ethical suppliers to the customers – as well as being part of the broader community."
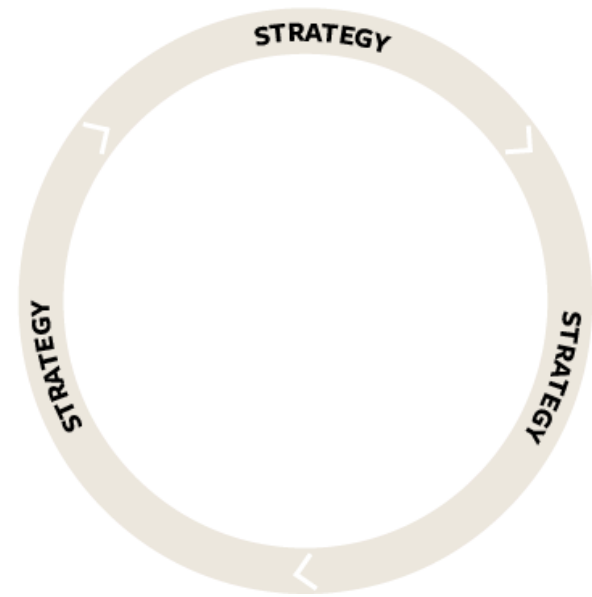
Strategy

How can you be truly agile when your strategy isn't, when your focus is still a 5-year plan? You cannot.

The scores are better this year than last, indicating the need for agile strategy might be a growing and better-recognised field of interest on a business agility journey.

Some applicants have presented their business change strategy, others their business strategy. Some have presented two examples of strategic choices, and some of them have a less developed agile strategy.

When it comes to the organisational competence of business agility, we are talking about agility in business strategy, so we will improve the support for applicants next year, so they are more aware of what we are looking for.
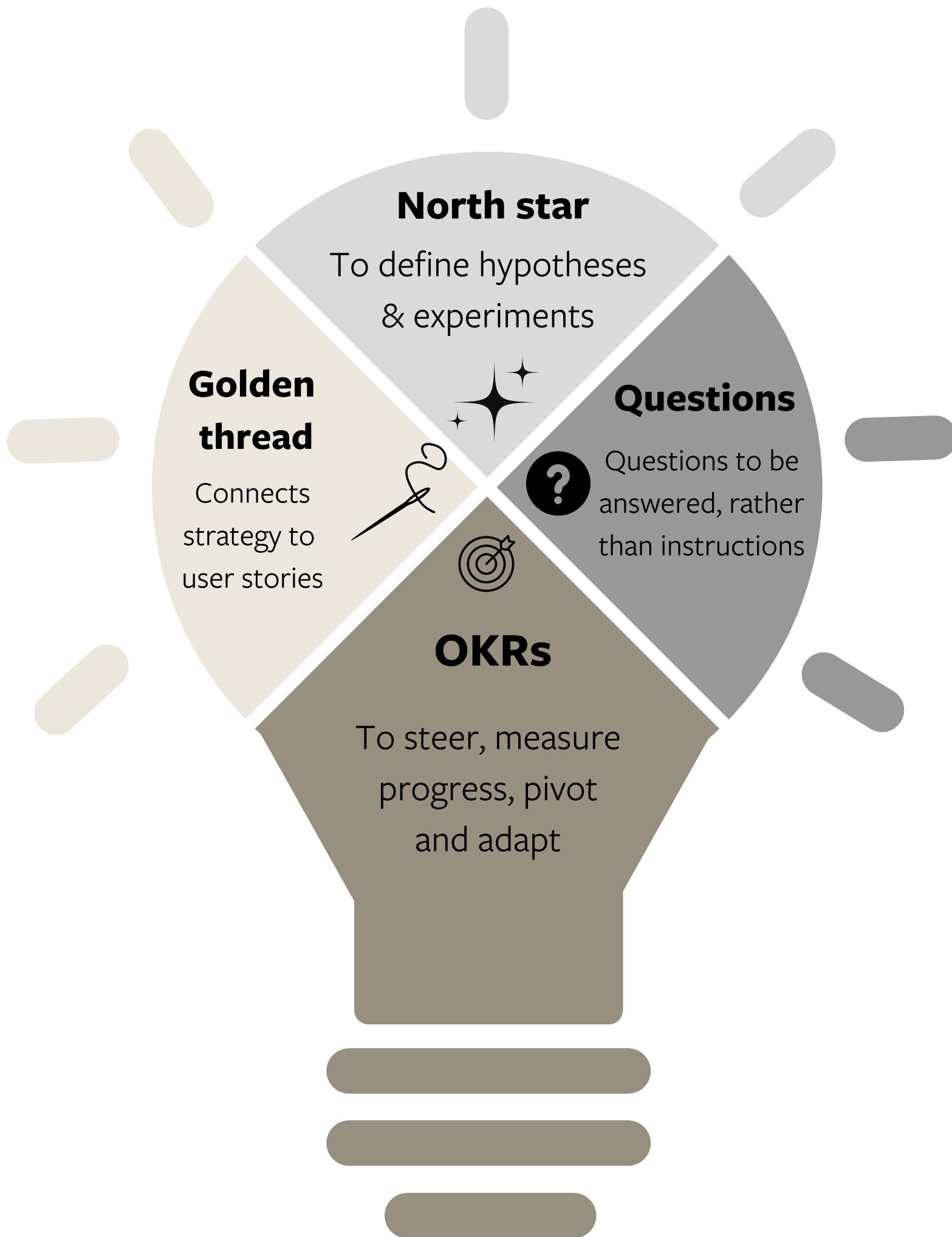
Strategy implementation

When it comes to strategy implementation, many applications refer to the use of Objectives and Key Results (OKRs) to steer, to measure progress, to pivot or adapt.

Some applicants showed how they have developed a full data gathering system to measure KRs, hence, to pivot further. We see this as applicable in some situations, less so in others (when you change your OKRs, you need to change your algorithm, hence it might hamper agility in the future).

Only some applicants show evidence of a North Star and of defining strategic hypotheses and experimentation.

One application defined their strategy in terms of questions to be answered, rather than instructions. We see this as a great innovation!

Another organisation has devised what they call the golden thread, which leads from overall strategy to user stories and back, as the basis for their PI planning events. This golden thread was used to ensure the PI events maintained the strategic intent instead of going down rabbit holes. It also helped to focus on outcomes and values instead of outputs. Since outputs are easier to talk about, finding ways of bridging is very important.

Planning cycles are becoming shorter

3 Years ➞ **2 Years** ➞ **Quarterly**
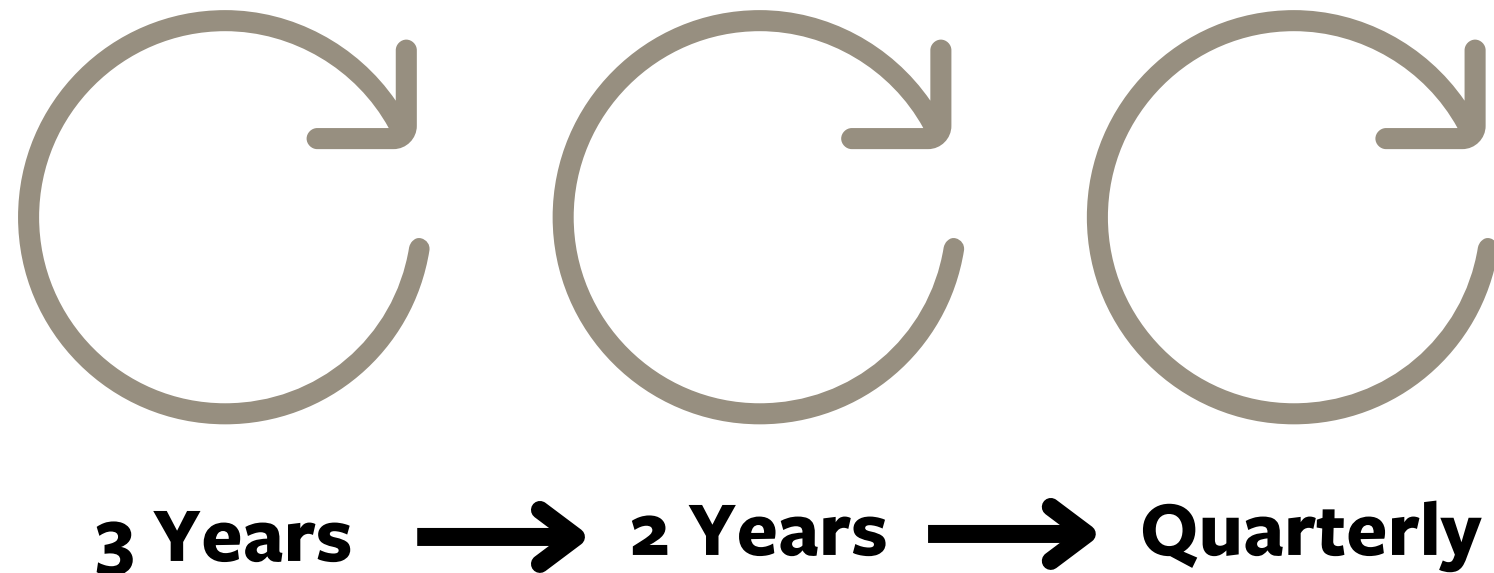
One (large) organisation now has a full strategy definition and implementation process, including transparent information sharing and feedback loops. It is now a quarterly process with some dynamics if faster steering correction is needed.

They used to have a three-year cycle, so have increased their speed tremendously, and strategy is, where needed, a constant flow.

Another organisation did exactly the opposite and have defined a two-year strategy (more a North Star) to overcome the burden of the yearly financial budgeting cycle and be more agile (again more or less quarterly) within that time frame.
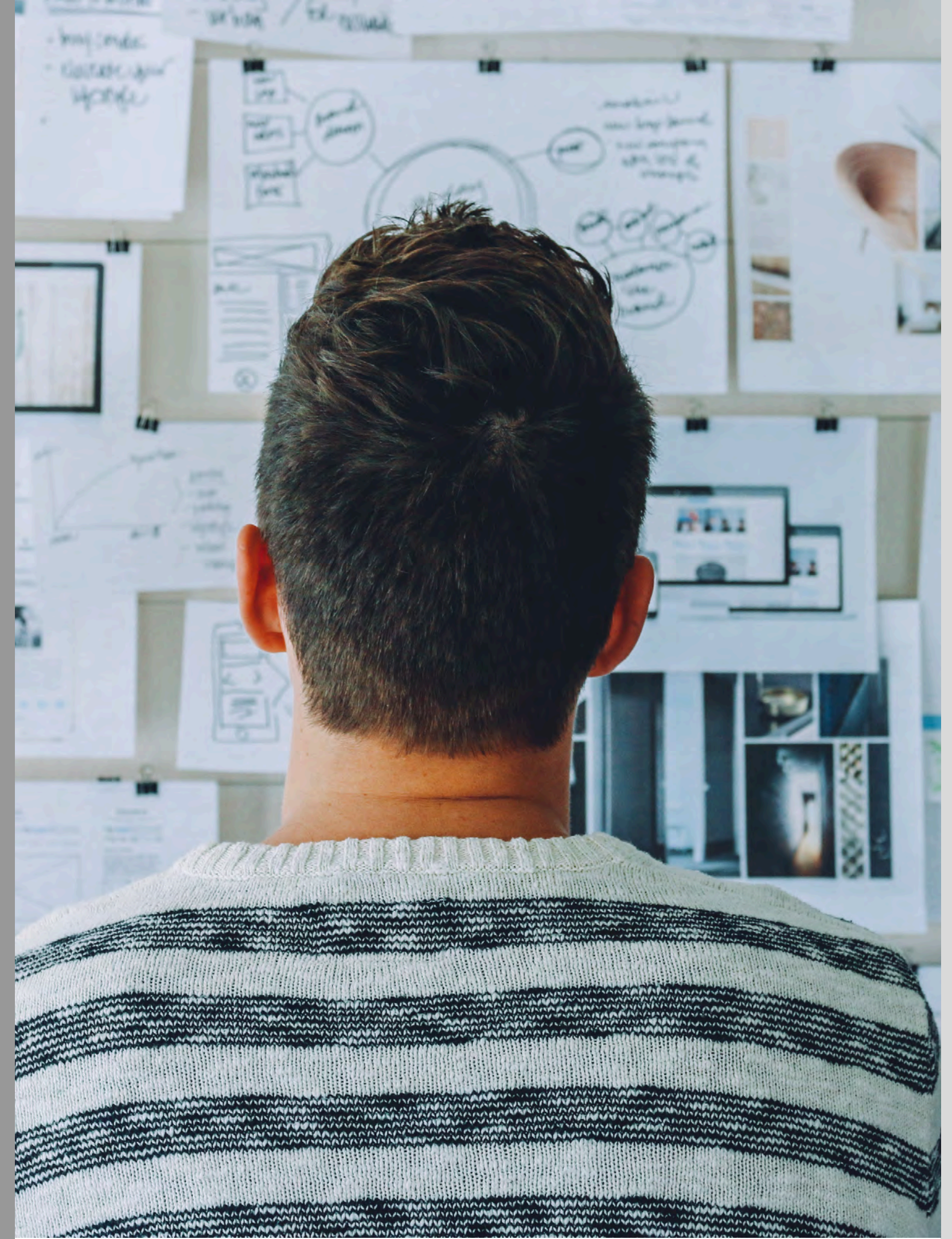
Roadmaps

Communicate and share the vision, ensuring everyone's on the same page.

Narratives

Help people to understand what the organisation stands for and what it wants to achieve at a high level.

Scenario planning

Enables prioritisation in a large group, reduces in-flight initiatives and increases customer value and buy-in from all.

Creating and communicating strategy

We saw several applicants using adaptive roadmaps rather than strategic plans, again supported by OKRs. This is a good way of communicating and sharing the vision and ensuring everyone is on the same page. Some others use narratives, which are also great ways of understanding what the organisation stands for and what it wants to achieve on a high level.

This year, only one applicant explicitly discussed the difficulty between business-as-usual needing attention, and creating more and new value. For some organisations this might be tactical, but for quite a few IT driven organisations, this is a constant. The way they overcame this was by scenario planning, prioritisation in a large group and voting sessions at the end. The number of in-flight initiatives was reduced, the value to the customer was increased, and this was understood and accepted by all, not only by management, so all micro-decisions were also focused.

The need for transparency and information sharing throughout the organisation, using tools available to all involved, is recognised as crucial to strategy implementation and speed of decision-making. Applicants also recognise that it is a constant, adaptive, learning journey.

Business agility and strategy

On their journeys, organisations recognised that business agility is a HOW that serves the bigger WHY.

Sustainability (part of value for ecosystem), talent development (value for people) and of course customer value are the main drivers listed as the focus of strategic intent.

One applicant is working to have an emergent strategy, balancing inside-out and outside-in, bottom-up and top-down, because they are in a rapidly changing environment. It was a pity this applicant did not share more on this as it would be good to create a case study on the subject.

Business agility

Strategic intent

Why?

How?

Talent development

Sustainability

Customer value
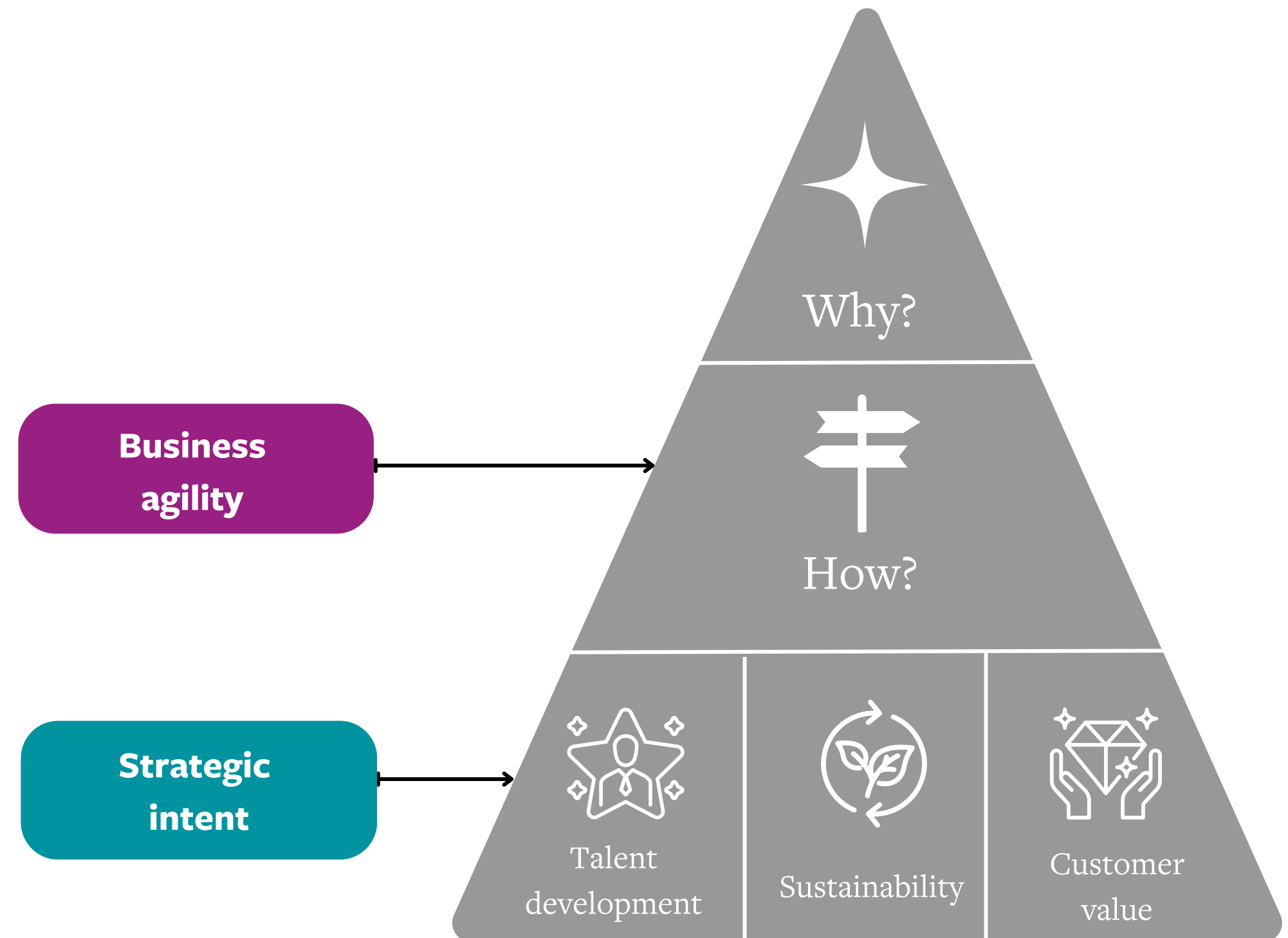
Ecosystem: Reviewer comments

"Given the constraints outlined in the application, it feels like the organisation has found a way to rapidly respond and prioritise incoming work."

"It is insightful to note that you ran the experiment on three pilot teams and then applied their learnings for wider transformation."

"The slide of evidence provided shows a clearly defined set of tiered goals. The application describes some very interesting mega-projects and an agile approach to strategy."

"So often a plan is mandated and everyone has to figure out what it means for themselves. Here, the organisation created a team to help explain, train and refine."
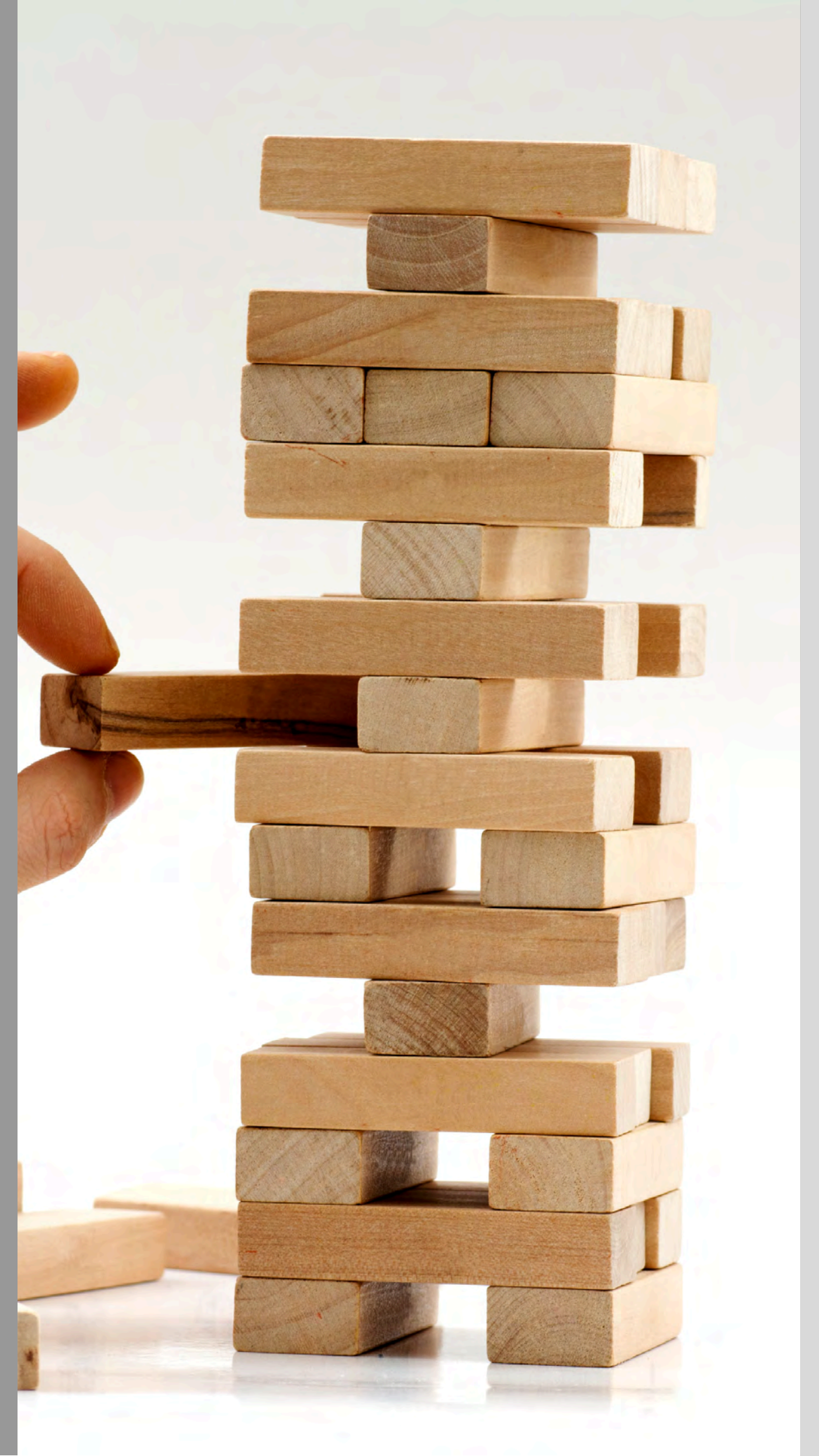
Final words

Thank you!

The Agile Business Consortium would like to thank all organisations and individuals who helped us to organise the 2024 awards. As with business agility, it takes a collaborative ecosystem of organisations focusing on win-win, on wanting to collaborate, to bring value and to make the awards conference the success it was.

First of all, a big thank you to all participants. Without you sharing your stories, we would be unable to share the great things you've learned with the world. It is not an easy process in which to participate, and you have to devote a good deal of attention to providing us with the information we are looking for in order to assess your application.

We know, and you know, that if you gave a presentation at the conference, this is only a small part of your journey. We trust that the detailed feedback report all of you have received (presenters and non-presenters) helps you on your further journey and are looking forward to further collaboration both with you and between yourselves.

A big thank you, too, to all the supporting organisations. You have opened your networks and investigated possibilities with us. You have introduced the event to potential applicants and have devoted time and energy as reviewers, as well as being real friends to us during the whole process. This is such a great example of collaboration, of win-win, of supporting each other's causes to collaborate in our joint cause of making the world of work better by enhancing business agility worldwide.

We would also, of course, like to thank the reviewers, who have spent considerable time and effort to assess the case studies and provide the applicants with valuable feedback. We trust you enjoyed the collaboration, the insights and the learning journey. We enjoyed your feedback so much and will use it for the 2025 process. We are grateful to have you as part of our extended family and we hope you have enjoyed our gift to you: a tree in the world trust fund, to make the world a better place, in small steps.

For our organisation, this awards process is a year-long journey, starting just after conference with lessons learned, and defining the process and work needed for the upcoming year. The process involves finding supporters, applicants and reviewers and ensuring they are supported as well as they can be throughout the process.

The conference itself needs to be organised too, ensuring that it is a good experience for all involved, helping the presenters, the hosts, the panellists, and the participants.

Then there is of course the after-conference engagement, harnessing the energy created throughout the process into sustainable value for everyone in the months and years to come. This brings together all the talents within our own organisation. It is an experience that brings us all together and strengthens our vision.

Finally, we would like to thank the audience — the people coming to the conference, those downloading videos and those reading this report. If we want to make an impact on the world of work by helping organisations to embrace the value business agility can bring, the audience is the most important factor. We hope we have inspired you and we hope to inspire you even more.

We have learned from the process and the feedback from our customers, our staff and our ecosystem. We have delivered value and strive to increase the value we are delivering using the feedback we have received this year. We trust that the 2025 awards will be even better and will provide more insights into the world of business agility.

Many organisations are on the journey to business agility, and it is a rewarding but not always easy path. By sharing experiences, we help each other. We understand that every organisation's journey is different and that there is no direct, foolproof route to success.

Advancing business agility worldwide is our purpose. We strive to gather and share valuable knowledge and insights and to create and maintain vibrant, sharing communities.

Peter Coesmans
Chief Agility Officer and Director,
Agile Business Consortium

Appendix I: The Application Process (2024)

1	2	3	4	5	6
Download application guidance	Complete online application form	**4th December 22:00 GMT/UTC** Submit form	**29th January** Confirmation on whether you have been selected	**6th February** Announcement of who has been selected to present	**17th-18th April** Agile Business Conference

The application process opened on August 1st 2024. To create a level playing field, the review criteria were fully transparent, and the process clearly explained.

Applications were open to organisations and parts of organisations, recognising that many large enterprises develop their agility in different departments, in different countries, for different functions and at a different pace.
The process for assessment uses the agnostic Framework for Business Agility (FBA) as a basis. This framework is explained in more detail in the next section. Using this model for all categories ensures that what is being assessed is true business agility. Webinars were also organised to help applicants fully understand the model and criteria, allowing you to write a good application while ensuring the review process is rewarding.

Reviewers were selected based on their experience of business agility and agility journeys. Many of them are internationally recognised as experts in their field. They are specialists, reviewing applications in one distinct category.

Each application is reviewed by a team of 3 independent reviewers, none of whom has any ties with the organisation being reviewed. We also strive to have different sets of reviewers per application. Reviewers are not allowed to share information on which applicants they reviewed and what their comments were. To ensure this, the Agile Business Consortium does not reveal who reviewed which application. All reviewers are trained specifically in the process by the lead reviewers and review process owner, our Chief Agility Officer, Peter Coesmans. Each reviewer reviews, at most, 2 applications, first assessing the application, without knowing its other reviewers.

After the individual assessments, all information is gathered, and the scores, feedback and assessments shared. The reviewers review the application form only. Balancing meetings take place for each category, where the reviewers choose the organisations they will invite to present at the conference. These organisations will be informed and then supported in preparing their conference talk.

The feedback from the reviewers is used to create this report, which provides you with a balanced review and insights from these independent experts.

Appendix II: The Framework for Business Agility

Business Agility is a people-centred, organisation-wide capability that enables a business to deliver value to a world characterised by ever-increasing volatility, uncertainty, complexity, and ambiguity. It is achieved by inspiring and harnessing the collaborative, creative ways of working of the people of the organisation in meeting its core purpose.

An agile organisation can respond quickly and effectively to opportunities and threats found in its internal and external environments (be they commercial, legal, technological, social, moral or political).

An agile organisation has the ability to:

- **Adapt quickly to market changes** - internally and externally.

- **Respond rapidly and flexibly** to customer needs.

- **Lead change** in a productive and cost-effective way without compromising quality.

- **Sustain a competitive advantage**.

The Agile Business Consortium has developed the Framework for Business Agility (FBA) to help organisations to get a holistic, agnostic view of the agility of their organisation, or any part of it.

NOTE: The Framework can be applied to an organisation, or any part of an organisation, to assess its business agility.

Agility is an organisation's culture, leadership and governance
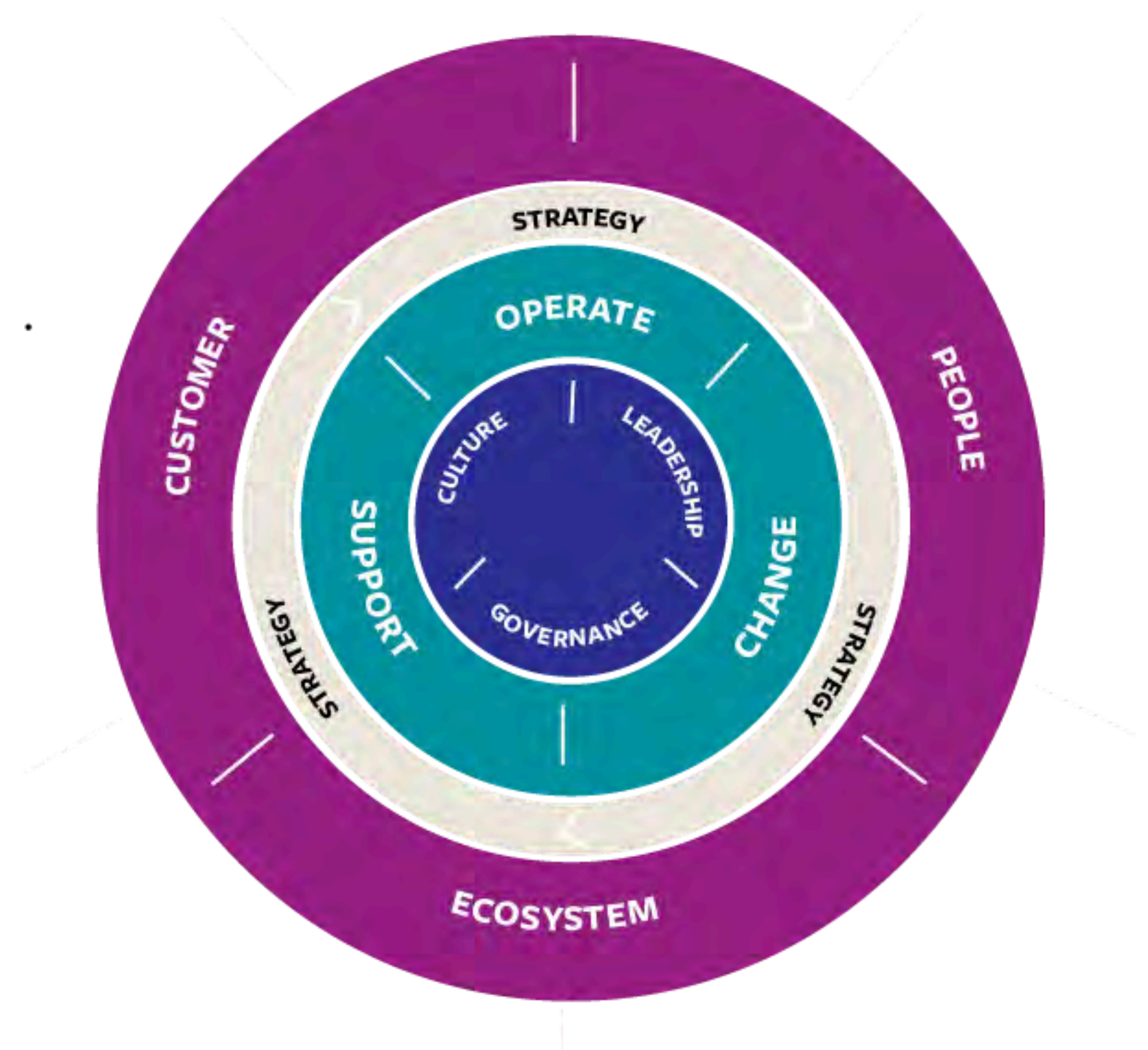
enables

Agility in its capability to operate, change and support its business

and optimises

Agility in its delivery of value to its customers, its ecosystem and its people

Agility in strategy ensures that the organisation maintains focus on delivery of value

Blue zone

Agile culture

An organisation's culture reflects its personality – one that's influenced by a range of factors, including its size, geographic spread, beliefs, and values. People and events also affect an organisation's culture.

An agile culture provides an organisation with a set of core values, behaviours and practices that allow it to prosper in a world characterised by volatility, uncertainty, complexity and ambiguity. Its success also comes from promoting, encouraging, rewarding and harnessing the flexible and innovative behaviour of people within the organisation, by nurturing the three components of intrinsic motivation: autonomy, mastery and purpose.

There are seven elements that combine to form the DNA of an organisation's agile culture, for which there is a development Matrix for Agile Culture describing five levels of agility for each of the seven elements.

Agile leadership

Individuals within an organisation are typically identified as leaders as a result of one or more of: their knowledge and experience related to what they are leading; their competence as a leader; and/or their position within a hierarchy.

To create and sustain flexible, resilient and adaptable organisations, agile leaders seek to develop others as leaders at all levels, believing that everyone has the potential inherent in a growth mindset to deliver on a shared purpose.

To be credible and effective, agile leadership requires a willingness from those who lead to ensure that they extend their own competencies, capabilities and thinking to 'being' agile rather than just 'doing' agile.

There are nine principles for agile leadership that are aligned with the agile themes of communication, collaboration and commitment. These principles should be embraced by any leader wishing to harness the power of collective effort – regardless of the scale of the change or the authority they inherit from organisational structure.

Agile governance

Agility in governance reflects a light-touch, flexible approach to decision-making and oversight needed to ensure that the activities of an organisation remain aligned with the values and purpose of its sponsors and regulators.

The term sponsor depends entirely on the organisation context: For an entire business, the sponsors are its shareholders; for a charity, its trustees; for a government body, its citizens etc. On a smaller scale, in subdivisions of the organisation, the sponsor may be an individual, a team or a committee with devolved authority.

In principle, governance is universal, pervasive and scaled. It is based on:

- **Empowerment** – reliant on informed decision making, at the lowest responsible level that is responsive and at pace.

- **Alignment** - with the purpose and values of the organisation and any appropriate legislation.

- **Transparency** - easy for people internal and external to the organisation to see what is going on and when intervention is needed. Providing an auditable record of activity where needed to demonstrate compliance and appropriate management of risk.

Agility in Governance values: radical transparency, trusted autonomy, collaborative responsiveness and informed judgement. To be effective overall, this should be applied through all levels of devolved accountability.

Teal zone

Operational agility

Agility in business operation, business change and the internal support of these are at the heart of every business that is able to survive and thrive in a VUCA world (one characterised by Volatility, Uncertainty, Complexity and Ambiguity).

Operational agility allows the organisation to respond, day-to-day, to the ever-changing needs and demands of its customers, people and ecosystem.

In a VUCA world, what is considered to be valuable is constantly changing, so the processes delivering value need to be adaptive in order to ensure sustainable, cost-effective value delivery.

Much effort over the last few decades has been put into reducing the cost of delivery and increasing efficiency – optimising for a 'steady state' that often does not exist in reality. Organisations need to balance operational efficiency with the ability to respond rapidly to changes in what is perceived as valuable.

An organisation's operational agility is largely dependent on the agility of its culture, leadership and governance.

Note that where pressure for change exceeds the capacity and capability of operational agility, a special response may be needed. This is achieved through agility in business change that exists on a continuum with operational agility.

Business support agility

Agile support processes enable the organisation to deliver value to people, customers and ecosystem. They don't directly deliver value themselves.

Agility in the way business support functions (such as Finance, HR and Procurement) work will allow the organisation to:

- Recognise and respond rapidly to business opportunities and challenges.

- Keep and grow people and customer relations by supporting a growth mindset.

- Rebalance and refocus if and when needed while stabilising and maintaining focus where appropriate.

- Achieve its purpose by adding value to customers, people and ecosystem.

It will also allow the organisation to overcome issues that often hinder its business agility such as:

- Inflexible financial and planning processes that prohibit pivoting and the reassigning of people and resources.

- Restrictive HR policies and processes that may prevent people from focusing on collaborative and innovative stakeholder-centric delivery of value and building new competencies to do this.

- Heavy process-driven approaches to procurement that do not allow for relationships to change if the situation requires it.

- Overly structured marketing & sales processes that might cause blindness to new opportunities or new markets.

- Inflexible facilities management policies and practices that may inhibit collaborative working and the essential focus on delivery of value.

Business change agility

Where pressure for change exceeds the capacity and capability of operational agility, a special response may be needed. This is achieved through agility in business change that exists on a continuum with operational agility.

Examples of such changes may include:

- Changing the way the organisation operates to comply with new regulations.

- Bringing new products or services to market.

- Moving existing products and services to new markets.

- Transforming the business – either to meet a new purpose or to achieve an existing purpose in a significantly different way.

IIn order to be successful, these larger changes often need to be organised alongside the day-to-day operation of the business in a way that allows the value of the change to be delivered incrementally and as early as possible but without creating turbulence that risks overwhelming the operation.

Transformational initiatives to develop significant new products, services or capabilities and to ensure that the value of these are fully realised, e.g. by changing operational value delivery processes, support processes, and/or bringing about change in culture, governance and leadership, often need to be managed as agile projects or programmes.

Purple zone

Value customers of the organisation

The primary focus for the delivery of value for most organisations should be their customers.

The most successful organisations will be those that sustain delivery of value in a VUCA world (characterised by Volatility, Uncertainty, Complexity and Ambiguity).

To survive and thrive in this regard it is important to organise in a way that enables the business to constantly deliver value to customers, in a changing world, with changing customer needs Everyone in the organisation needs to:

- Know the customer and the value they deserve so that all decisions are focused on adding to that value.

- Understand the customer's "why", to help anticipate their needs. In public sector organisations, the citizen is the valued customer.

Sustainable shareholder/stakeholder value can only be achieved as a result of knowing, understanding, championing and serving the customer. That is critical to the success of the organisation and must be the primary driver.

Value the people within the organisation

People are the powerhouse of every successful agile organisation – one that is able to survive and thrive in a world characterised by volatility, uncertainty, complexity and ambiguity.

Trusting people, allowing them to develop and show their talents in the organisation, and engaging them through purpose, is critical to ensuring the sustainable success of an organisation.

Collaborating talents, people happy with their work, focused on delivering value, and supported, but not constrained, by processes and technology, are the core of a resilient, responsive, agile and thus successful organisation.

People learn and adapt faster than systems: They:

- Learn and adapt most easily when they feel safe.

- Are more creative when powered by diversity.

- Grow naturally when learning from each other.

Value the ecosystem in which the organisation exists

No organisation exists in isolation. It lives in:

- An organisational ecosystem of regulators, suppliers, competitors, partners, innovators and innovations.

- A social ecosystem of individuals, communities, rules and customs.

- An ecological ecosystem of resources, energy, and nature.

To survive and thrive requires an organisation to understand its role in its ecosystem, with success defined by how it delivers customer value while contributing positively to the ecosystem in which it lives.

Agile strategy

Agile Strategy connects the operation of the organisation, and the way that is changed and supported, with the delivery of value to its customers, its people and its ecosystem.

It consists of a set of guiding principles that is communicated and adopted in the organisation, to generate a desired pattern of formal and informal decision-making needed to maintain a focus on delivery of value, allowing for learning in a VUCA world.

In an agile organisation, strategy is not defined, fixed and implemented, but is in a constant flow of defining, realising, measuring, and adapting. This requires open eyes and ears, and an open and rapid flow of information.

Agile strategy is therefore about how people throughout the organisation are expected to make decisions and allocate resources in order to accomplish key objectives.

To make this a reality, agile strategy requires effective agility in culture, leadership and governance.

Appendix III: Applicants That Have Presented

Out of a much larger number of participants, the following organisations have presented their stories at the agile business awards conference. The videos of these presentations can be viewed for free at agilebusiness.org. What you will see is that sometimes, these stories talk about an entire organisation, sometimes, they only reflect a certain part of the organisation. Sometimes, they are technology-heavy, sometimes they are not. And you can always see that the stories cover all areas of the Framework for Business Agility, the world standard used for assessing these organisations.

Some of the stories presented at conference, will be reworked to white papers or case studies. We invite you to also access those on our website.

And lastly, we have set up a virtual community with the participants of last year, the participants of this year and some other organisations, to learn with and from each other about the ongoing process of business agility. If your organisation is on such a journey and feel they want to join the participative sharing and learning, please contact us!

Allianz Türkiye

Bumrungrad International Hospital

Coca-Cola Europacific Partners

DEWA

Eastman

evaro

KFC UK&I

Liberty Specialty Markets

ShopriteX

TBC Bank

vodafone UK Digital

Roche Serbia

Appendix IV: The Agile Business Consortium

About the Agile Business Consortium

We are the independent, not-for-profit, professional body dedicated to advancing business agility worldwide in accordance with a defined set of professional standards, competencies, and a code of practice. We do this by:

- Supporting the development of professionals through formal and informal learning recognising knowledge, practice, and experience that is evidenced through assessment and ongoing CPD.

- Providing access to relevant, trustworthy content; a range of events and special interest communities; a network of like-minded professionals.

- Commissioning and engaging in research, thought leadership and market-wide collaborations to extend knowledge and develop good practice.

We encourage an inclusive, agnostic and people-centred approach to organisational agility, including the use of a wide variety of agile methods and frameworks.

We are the brains behind:

- DSDM

- AgilePM®

- AgileBA®

- AgilePgM™

- AgilePfM

- AgileDS™

- AgilePM for Scrum

- And the originators of the Framework for Business Agility - including the Nine Principles of Agile Leadership and the Agile Culture Matrix.

What's coming up from the Agile Business Consortium?

The Framework for Business Agility

As part of our work supporting business agility professionals, organisations, and communities, we're constantly gathering data to ensure the Framework for Business Agility (FBA) continues to reflect the latest thinking across the field.

The FBA proved to be an invaluable model for our Awards Reviewer Panels. You can familiarise yourself with the FBA to understand more about its value for you and your organisation on our website here.

Support for Business Agility

We see the FBA as the holder for almost everything we do! Effective business agility needs an agile approach to governance, culture, people, strategy and leadership – and our work supports great thinking across all of these domains.

On our website you'll find business agility tools to do self-assessments in several areas of the framework; for example, leadership and culture. You can use these as individuals entirely free of charge. Please contact us or email info@agilebusiness.org for access information to use the tools for groups and teams.

In addition, if you would like advice or consultancy, you may like to check out our list of accredited delivery partners. These are organisations that meet the standards of the professional body and will be able to supply you with business agility guidance you can trust. You'll find more information here.

Professionalising Agility

It's time to professionalise agility!

We heard from organisations that looking at people's qualifications isn't always a guide to their competence – and we responded with the introduction of Professional Level membership.

The world of work is changing fast. And business agility is rapidly becoming an essential discipline in helping your teams and organisation deliver more impact and better results. We're here to champion the mindset, ideas, and tools of business agility in the world.

We do that by providing you with the latest thinking, training and events that will help you get on in your career:

- Gain Professional recognition and build your competencies as you grow and progress.

- Join us as an Allied Organisation and support your people and your teams to build organisational agility.

- Sign up to our selection of learning courses developed by industry experts to build your agility in key skills areas, including leadership and culture.

Appendix V: Acknowledgements

The awards 2024 is a year-long process. We have received tremendous support from the organisations listed here. They were NOT financial sponsors. They did the really important thing: collaborating for success. They have helped us find applicants, helped us as reviewers. They have helped us in marketing and they have helped us to continuously improve our process.

Without this network of supporters, the awards process would not be taking place.

We would like to extend a big thank you to these supporters and we hope to see them again next year. If you want to become a supporter for the awards process 2025, please contact us.

Agile Marketing Alliance

Agile Delta

Agile People

Agile Velocity

AgileKRC

AgileSherpas

Be Agile

BeLiminal

Beyond Budgeting Institute

Bright

Business Agility Europe

Business Agility Institute

JCURV

Knowledge Train

SeedingEnergy

**TCC Training
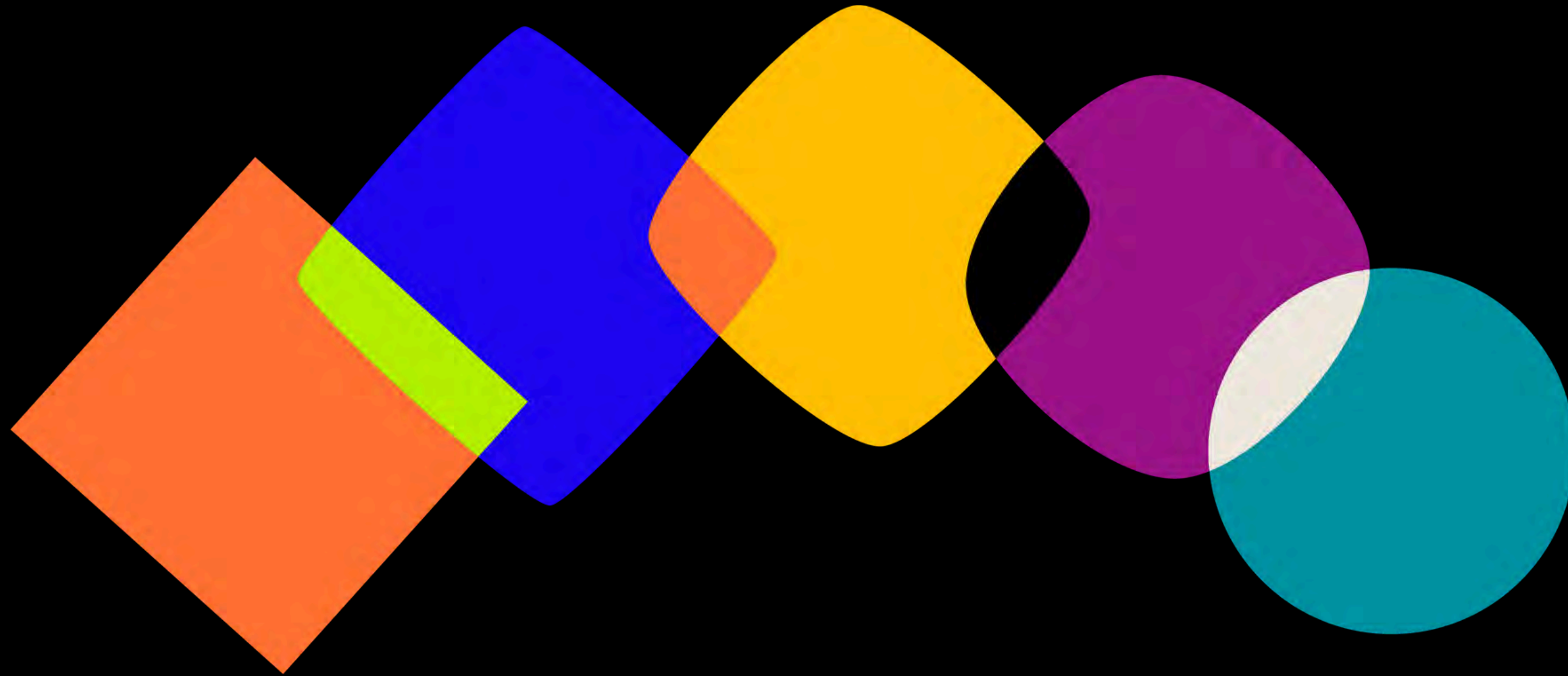and Consultancy**

**TEKsystems
Global Services**

**The Corrie
Partnership Ltd**

Twinxter

Agile Business
Consortium